

BUDGET

City of Toronto 2020 Budget Summary

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A Message from the City



John Tory

Mayor's Message

For 2020, City Council unanimously approved a responsible, realistic and forward-looking budget to advance our city's continued prosperity, opportunity and great quality of life for residents. Since the budget's approval on February 19, Toronto and other cities have been on the frontlines combatting the COVID-19 pandemic.

The financial impact of the pandemic is one of the greatest challenges that Toronto has faced along with cities across Ontario, Canada and around the world. I am confident that we will meet that challenge through our efforts to minimize its impact and rebuild and recover our economy as soon as possible. However, to fully meet the challenge, we will require ongoing financial support and partnership with the federal and provincial governments.

Work is already underway, led by the Toronto Office of Recovery and Rebuild, to begin the rebuilding efforts after the City transitions into the recovery phase, with a focus on growth and building resiliency. The recovery of the local economy will need ongoing stable sources of funding and new fiscal relationships with other levels of government.

These financial impacts are not unique to Toronto. I have been working with the Federation of Canadian Municipalities, the Association of Municipalities of Ontario, and the Greater Toronto and Hamilton Area Mayors to request relief funding from the federal and provincial governments to offset the cumulative financial pressures as a result of the emergency.

With that in mind, we are continuously adapting to the changing environment due to COVID-19 and our approved 2020 budget may be adjusted to address the need to ensure a safe and healthy city, and to reflect the

level of relief funding obtained from the other levels of government.

The approved budget keeps the property tax increase for City operations at the level of inflation, addresses achievability and affordability, and highlights the importance of our partnerships with other levels of government to address regional challenges.

The 2020 budget preserves all 150-plus existing services, while making new investments in key capital infrastructure, including significant funding for transit and housing.

Part of the 2020 budget is the most significant investment that we have made in our city's history to upgrade our transit system. We have almost doubled the TTC 10-year capital plan, so we can invest \$13.2 billion in upgrading our existing transit system and maintaining its state of good repair.

The budget also includes new investments including, but not limited to, community safety and poverty reduction.

Through the budget process, we listened to residents and amended the budget based on their feedback to include \$12 million in additional investments including the violence reduction initiatives, youth hubs and other vital services. The budget also invests in key frontline services and allows for hiring more than 300 police officers and 62 new paramedics, among others.

We have taken a balanced and measured approach to the budget that recognizes the City's needs, while being mindful of affordability for taxpayers. Council approved a two per cent property tax increase for residential properties, so that the average Toronto household will pay an additional \$61 on their municipal property tax bill in 2020, excluding the increase to the City Building Fund

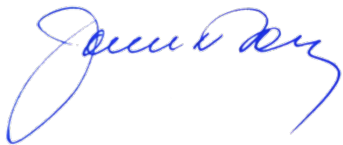
which will be solely dedicated to building transit and affordable housing.

The impact of the budget on all Torontonians was considered, including the effect of budget changes on equity-seeking groups, such as residents with low incomes. This budget includes more than \$25 million in poverty reduction and anti-violence community investments to make City services and programs more accessible.

As Toronto continues to face regional pressures, the approved budget reflects continued federal and provincial partnership support for Toronto Community Housing building repairs, refugee support and transit investment.

I look forward to continuing work with my colleagues on City Council and the provincial and the federal governments, to further our efforts to ensure that we protect Toronto's success at this critical time and maintain it as one of the world's most livable cities.

Sincerely,

A handwritten signature in blue ink, appearing to read "John Tory", with a stylized, flowing script.

Mayor John Tory
City of Toronto



Heather Taylor

Chief Financial Officer and Treasurer's Message

As the Chief Financial Officer and Treasurer, I am pleased to present the 2020 Budget Summary Book on behalf of the City of Toronto. For 2020, City Council approved a tax and rate combined operating budget of \$13.5 billion and a 10-year capital budget and plan of \$43.4 billion. It was a balanced budget that funds key priorities, while investing in critical infrastructure and state of good repair.

Since then, on March 23, 2020, a State of Emergency was declared for the City of Toronto, enacting the City's COVID-19 pandemic response and restrictions to save lives and livelihoods. The pandemic emergency is exerting major financial stresses locally, nationally and globally. The City continues to monitor and address the impacts of COVID-19 and will need ongoing financial assistance from the federal and provincial governments for Toronto's economic recovery.

The City has assembled a COVID-19 financial impact working group, which continues to assess the financial implications resulting from this emergency on a daily basis; and focuses on a plan for stabilization and rebuilding.

From a financial perspective, COVID-19 is resulting in an estimated average weekly financial impact to the City of \$65 million as a result of both added costs required to manage the emergency, as well as a significant loss in revenues such as transit fares, municipal land transfer tax and various other charges and fees.

While the final impact will ultimately depend on when and how physical distancing regulations are ultimately lifted, as of July 14, 2020, the City anticipates a financial impact of \$1.9 billion by the end of 2020, prior to any

offsets through mitigation strategies, including spending and workforce constraints. With these mitigation strategies in place, the City projects a reduced total year-end shortfall of \$1.35 billion. Significant efforts are currently underway to address COVID-19 related financial impacts and include continued engagement with other orders of government, Canada's major cities, and by leading discussions with the Greater Toronto and Hamilton Area municipalities to address regional concerns.

In the interim, staff have endeavoured to identify available funding and efficiencies to offset financial impacts and have proposed an approach to develop an initial COVID-19 Recovery Fund.

While the City is unable to approve an unbalanced budget (i.e. budget a deficit), a deficit may be experienced if unbudgeted expenditures are incurred and/or budgeted revenues are not realized. The COVID-19 related financial impacts will have a negative impact on both City expenses and revenues. The results of the COVID-19 financial implications continue to be brought forward to Council as part of ongoing reporting.

Through its development, the 2020 tax-supported operating budget was based on the key principles such as preserving or improving existing services; keeping residential property tax increases to the level of inflation; investing in Council priorities and key program challenges, such as housing, transit and the climate; modernizing the budget process; and equity responsive budgeting to ensure resources and services are allocated to those who need them most.

The tax-supported operating budget includes \$79.4 million in new investments to address key commitments including community safety, road safety, climate change, the ravine strategy and poverty reduction. Additionally, the rate-supported operating budget includes an additional \$3.2 million for new Renewable Natural Gas operations in Solid Waste Management Services, staff for climate change initiatives, Enterprise Customer Relationship Management salesforce implementation and integration in Toronto Water and their technology optimization strategy.

Overall operating investments in 2020 totalled \$82.6 million for both tax and rate programs.

The modernized tax-supported 10-year capital budget and plan prioritizes achievability and affordability, and where possible, allows the City to move up planned capital work and complete it sooner. The plan meets the City's most critical needs for transportation, the environment, real estate and emergency service facilities. It invests a total of \$13.2 billion in transit, nearly doubling the investment in state-of-good repair this year.

In 2020, the overall average property tax increase is 1.43 per cent, with a two per cent property tax increase for residential properties, a one per cent increase for commercial properties and a 0.66 per cent increase for industrial properties. There is no increase for multi-residential/apartment buildings, as per provincial legislation. The average Toronto household will pay an additional \$61 on their municipal property tax bill in 2020, excluding the increase to the City Building Fund for dedicated transit and affordable housing funding.

On December 17, 2019, Toronto City Council approved an extension to the City Building Fund to invest an additional \$6.6 billion to improve Toronto's transit system and build more affordable housing across Toronto. The extension will increase the City Building Levy by an additional one per cent in 2020 and 2021 (bringing the total levy increase to 1.5 per cent in those years) and continue with a 1.5 per cent annual increase in each year from 2022 to 2025, costing the average Toronto household an increase of approximately \$45 per year.

Over the last year, we initiated projects to drive the City towards financial sustainability, which remains a corporate priority. We continue to work and partner to ensure value and affordability for taxpayers, adequately fund services and infrastructure, make needed investments in the city, and improve our financial health.

This year, we saw the results of the Value Based Outcomes Review, which was undertaken to provide insights and value into our ongoing work, especially how to find efficiencies and value while maintaining service levels. We are also focusing on a transformation of our

financial systems -- putting systems and policies in place to support better decision making; finding efficiencies from innovative change; and improved capital asset management to help us better plan and invest.

I thank staff across the City who have put so much work into our initiatives to date towards achieving financial sustainability.

Insights from the Review and the City's transformation of its financial foundation will enable Canada's largest city and economic engine to further transform and meet a new set of challenges as it faces one of the biggest health crises of this generation.

We are committed to working in partnership with the other levels of government to address these challenges and to ensure Toronto receives the support that it needs to continue as a growing, prosperous, inclusive and liveable city with a high quality of life for its residents.

Sincerely,



Chief Financial Officer and Treasurer
City of Toronto

2020 Budget Overview

2020 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 2020 Operating Budget and the 2020 – 2029 Capital Budget and Plan enables the City of Toronto to provide over 150 distinct services that are supported by capital assets and infrastructure 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 outcomes 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.

The development of the 2020 Budget was guided by five key principles: preserving existing services; keeping the property tax increase for City operations at the level of inflation and minimizing the risk of unpredictable funding sources, investing in Council priorities and key challenges, modernizing the budget process and considering how the budget impacts all Torontonians.

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.

Community and Social Services 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.

City Building and Infrastructure 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:

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

Internal and Financial Services 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.

City Governance and Other City Programs 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.

Agencies deliver other important services on behalf of the City and each has its own relationship with City Council to promote community wellness, health and 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.

2020 OPERATING BUDGET

The 2020 Council Approved Rate Supported Operating Budget is \$1.941 billion which is comprised of Toronto Water, Solid Waste Management Services and Toronto Parking Authority. The 2020 Council Approved Tax Supported Operating Budget is \$11.725 billion gross (including special levy for Scarborough Subway and City Building Fund) and \$4.557 billion net. In total, the City of Toronto's Council approved a balanced 2020 Tax and Rate Supported Operating Budget of \$13.535 billion with service spending plans, associated service levels and staffing.

Table 1: 2020 City Council Approved Gross Operating Budget

	2019		2020 Base Budget	2020 New / Enh. Budget	2020 Budget	Change from 2019 Approved Budget	
(In \$000's)	Budget	Projection				\$ Incr./ (Dcr)	%
Tax Supported Programs	11,473,572	11,154,427	11,646,239	79,382	11,725,621	252,049	2.2%
Rate Supported Programs	1,868,050	1,872,304	1,938,007	3,196	1,941,203	73,152	3.9%
City of Toronto Total	13,257,036	12,942,145	13,452,086	82,578	13,534,664	277,628	2.1%

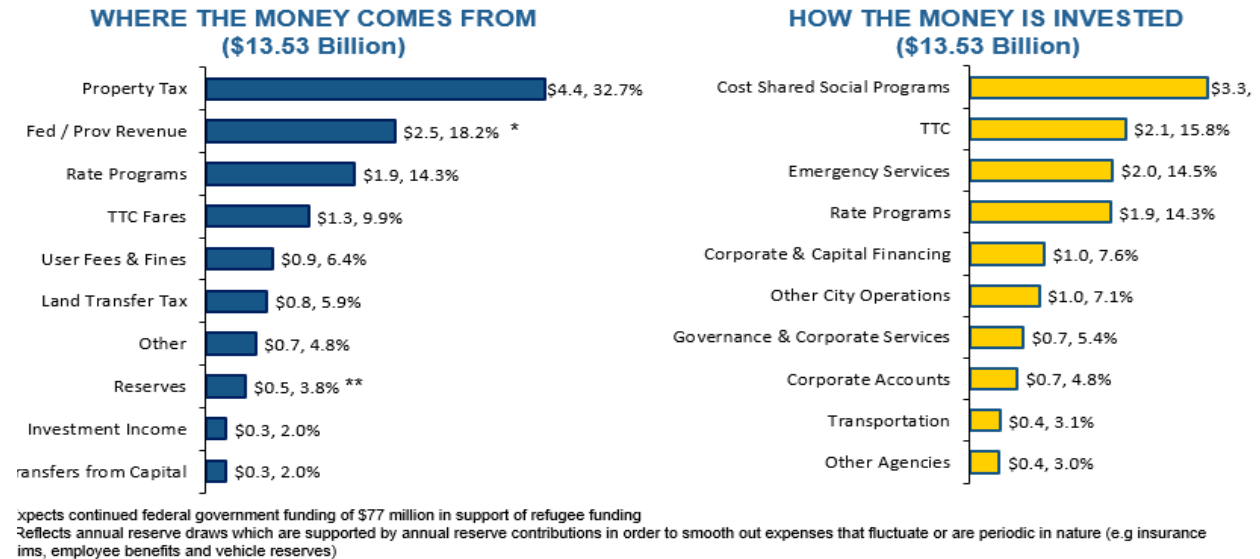
The 2020 Budget keeps the costs of City services affordable with a residential tax rate increase of 2.0%, an inflation-level increase. The budget preserves existing services, addresses regional pressures, maintains an inflationary residential tax rate increase for City Operations, and includes just 2.1% increase over 2019 budget. The 2020 Council Approved Tax Supported Operating Budget represents an increase of \$252 million or 2.2% in gross expenditures, and \$73 million or 3.9% increase in gross expenditures for Rate Supported Budget over 2019.

On the revenue side, TTC fares, user fees, charges, fines and other revenues included in the 2020 Council Approved Budget total \$9.1 billion. In total, user fees have increased by \$11.1 million over the 2019 Budget. Municipal Land Transfer Tax (MLTT) revenue totals \$797.7 million and represents 8.8% 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 2020 Operating Budget also provides funding of \$82.6 million gross which will require tax funding of \$55.3 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

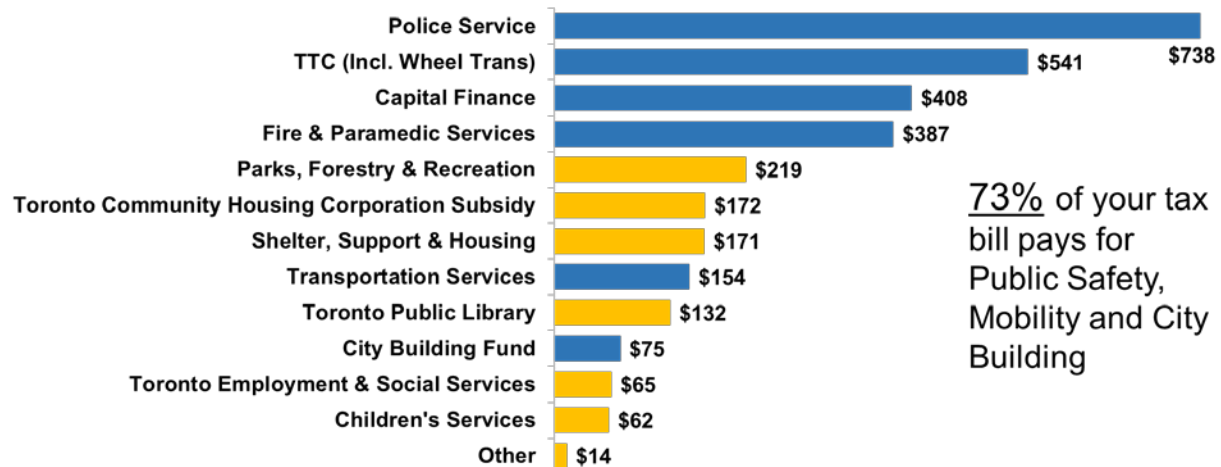
Council to be considered with the 2020 Budget to begin, advance and/or complete Council-adopted plans and strategies.

Figure 2: 2020 Operating Budget (Tax & Rate) \$13.53 Billion



When translated into an average tax bill of \$3,141 for the average value of a home assessed at \$0.703 million the chart below shows how 2020 property taxes will be spent based on the approved 2% residential property tax rate increase and additional 1% of City Building Fund.

Figure 3: How Your Tax Dollar Works for You in 2020



Outlook for 2021 and 2022

Every year, programs and agencies submit two year outlooks with their budget submissions to support long term planning. Please note these outlooks were developed before the impacts of the COVID-19 pandemic were known. Based on the Council Approved 2020 Operating Budget, expenditures are forecasted to increase by \$323.8 million (gross) in 2021 and \$170.5 million (gross) in 2022. The projected expenditure pressures will be primarily driven by:

- Annualized costs of 2020 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 \$456 million (net) for 2021 and \$189.8 million (net) for 2022, due to the Value Based Outcome Review (VBOR) and long term solid waste strategy.

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 \$96 billion, based on replacement cost estimates.

Figure 4: City Physical Infrastructure



2020 – 2029 CAPITAL BUDGET AND PLAN

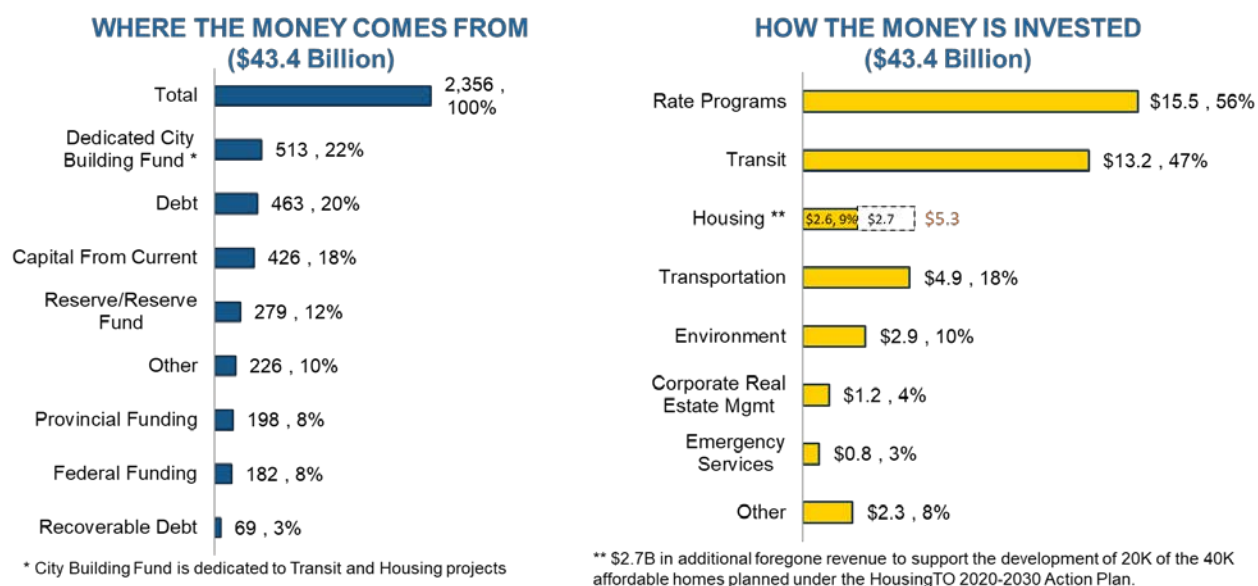
The City of Toronto's Council Approved 2020 - 2029 Tax and Rate Supported Capital Budget and Plan totals \$43.4 billion. The Tax Supported Programs comprise 65% or \$27.9 billion over the 10 years with the remaining funding of \$15.5 billion allocated attributable to the Rate Supported Programs.

Table 2: 2020-2029 Council Approved Capital Budget and Plan

	2019		2020 Budget		Total 10 Year 2020-2029 Plan	
(In \$000's)	Budget	Projection	Gross	Debt	Gross	Debt
Tax Supported Programs	4,499,543	2,908,367	2,358,487	888,278	27,944,969	9,746,535
Rate Supported Programs	1,128,913	976,550	1,272,548		15,518,292	
City of Toronto Total	5,628,456	3,884,917	3,631,035	888,278	43,463,261	9,746,535

City Council Approved 2020 Rate and Tax Supported Capital Budgets of \$3.6 billion and a 10-year capital plan totaling \$43.4 billion. Council approved the 2021 - 2029 future year plan of \$39.8 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.

Figure 5: 10-year Capital Budget and Plan \$ 43.4B



As part of the 2020 Capital review process, steps were taken to create investment capacity to address Council directed key priorities and critical unmet needs. Significant portion of new capital funding was prioritized to undertake major capital projects to expand City transit and to reduce the SOGR backlog for major roads such as, the Gardiner Expressway Revitalization and to reflect partnerships with the Federal Government for TCHC building repair. For 2020, any additional debt capacity was directed to critical mobility, city building, modernization, SOGR and other critical requirements.

As a part of the Budget modernization initiative, a systematic 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 capital projects where cash flow estimates were aligned with each stage gate provided additional debt capacity.

2020 - 2029 Council Approved Tax and Rate Supported Capital Budget and Plan invests a total of \$13.2 billion in transit, resulting in nearly doubling the investment in state-of-good-repair, while the extension of the City Building Fund will support \$6.6 billion dedicated to Transit initiatives and Housing. The Council Approved 10-Year Capital Budget and Plan also near eliminate the state-of-good-repair backlog in Toronto Water, F.G Gardiner project, and other key areas, however the state-of-good repair backlog is growing in other key programs areas. 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 remain unfunded over a 15 year planning period. 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.

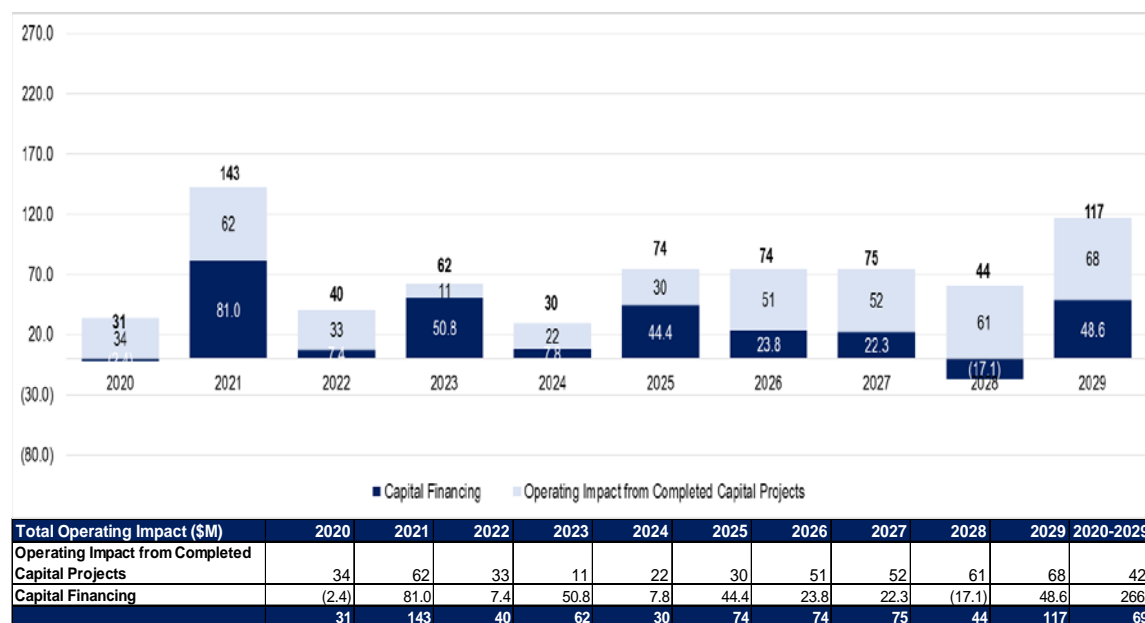
Capital Budget Impact on the Operating Budget

Every year, the operating impact from capital work is a one of the key driver of the annual operating budget pressure. The approval of capital projects will impact the annual Operating Budget in the following ways:

- Over the 10-year period, principal and interest payments on issued debt to finance the capital plan (debt service costs) and direct contribution from the operating budget to finance pay-as-you-go capital projects will increase by a total of \$266.7 million by year 2029, should the 2020 -2029 capital plan be implemented.
- 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 2020, incremental operating impact of completed capital projects is \$34 million. By year 2029, the incremental operating impact is expected to total \$266.7 million.

The annual operating impact from approval and implementation of the 2020 – 2029 Council Approved Capital Budget and Plan is illustrated below:

Figure 6: Incremental Impact on Operating Budget –Tax & Rate Programs (\$M)



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

The City has an expansive asset inventory and its infrastructure is aging. The City's capital program is driven largely by the cost of maintaining these physical assets in a state of good repair. Managing the accumulated SOGR backlog is a key capital strategic objective and priority for the City in order to ensure that current assets are able to support the delivery of City services and meet service outcomes.

As City Programs and Agencies continue to mature its asset management best practices, SOGR backlog funding pressures continue to rise as better information is received about the condition of City infrastructure. Further funding strategies will be required to reduce the backlog in future years.

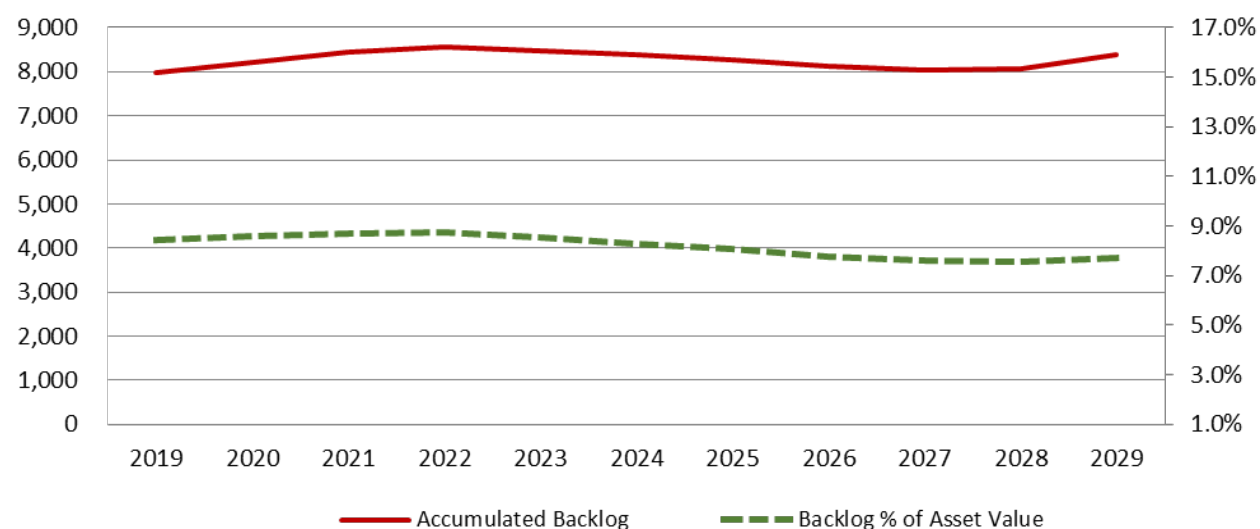
The 2020–2029 Council Approved Capital Budget & Plan (Tax & Rate) is allocating \$25.489 billion or 59% of funding to capital works to address City infrastructure required to deliver services to the citizens of Toronto are maintained in a state of good repair. Despite the investment in SOGR, the total accumulated SOGR backlog estimate will increase from \$7.976 billion at the end of 2019 to \$8.377 billion by 2029. While the absolute backlog value will increase, the backlog as a percentage of asset value will decrease from 8.4% to 7.7% due to relatively higher increase in asset values over the same capital planning period.

As summarized in table 2, the accumulated balance for Tax Supported Programs will increase by \$1.811 billion which will be offset by \$1.409 billion decrease in the Rate Supported Programs, consequently, the overall accumulated backlog balance will increase by \$402 million over the 10 year period;

Table 3: SOGR Backlog by Program – Summary

SOGR Backlog (\$M)	2019 (beg. bal.)	2020 (1 year)	2024 (5 year)	2029 (10 year)	Change in 10 years
Tax Supported Programs	6,483	6,773	7,813	8,294	1,811 ▲
Rate Supported Programs	1,493	1,450	566	84	(1,409) ▼
Total SOGR Backlog (Tax & Rate)	7,976	8,224	8,378	8,377	402 ▲
Total Asset Value	94,782	95,962	101,244	108,486	13,705
SOGR as % Asset Value	8.4%	8.6%	8.3%	7.7%	

Figure 7: 2020 SOGR Funding & Backlog (Tax and Rate Supported)



Tax & Rate Supported (\$M)	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Total Asset Value	94,782	95,962	97,052	98,104	99,424	101,244	102,810	104,506	105,616	106,919	108,486
Accumulated Backlog	7,976	8,224	8,448	8,555	8,474	8,378	8,281	8,117	8,040	8,061	8,377
Backlog % of Asset Value	8.4%	8.6%	8.7%	8.7%	8.5%	8.3%	8.1%	7.8%	7.6%	7.5%	7.7%

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.

Aligning the City's Budget to Accrual Based Reporting

Historically, government budgets and financial statements were prepared and reported on a cash or modified cash basis. Both of these reporting approaches illustrated the short-term economic impacts arising from governments' fiscal policies by providing financial statement users with visibility into cash inflows, as well as cash outflows. The modified cash basis also 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 requirements changed substantially with the adoption of full accrual accounting. Changes to the Public Sector Accounting Standards (PSAS) resulted in the introduction of new accounting concepts, such as the capitalization and amortization of tangible capital assets, recognition of debt as a liability when it required future payment from the City, and recognition of post-employment benefits and other future liabilities as obligations using the present value of the future cost.

With changes to PSAS, governments were also required to re-assess the financial information included in their budgets. For the City, use of full accrual budgeting provides more information as to whether the government entity (i.e. the City, including all of its agencies, boards, and corporations) is in better or worse condition than the previous year. Changes to the budget may be as a result of government actions (the budget), inaction (not addressing aging assets), or the result of factors beyond the government's control (such as interest rate changes, unanticipated spending arising from a pandemic, or natural disasters damaging government property).

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

The full accrual consolidated budget for 2020, which accounts for tax and rate-supported revenues and expenditures, reflects a net surplus of \$2.5B as noted below:

	\$000's
City Council Approved – Tax & Rate support Expenditure Budget (Note 1)	13,534,660
Add:	
Amortization	1,267,000
Estimated change in post-employment liabilities	129,000
Estimated change in liabilities for contaminated sites	58,000
Estimated change in active and post-closure landfill liabilities	28,000
Deduct:	
Estimated tangible capital asset expenditures	(3,511,000)
Budgeted debt principal repayments and Sinking Fund earnings	(336,000)
Full Accrual Expenditure Budget	13,532,229
City Council Approved - Tax & Rate support Revenue Budget (Note 1)	13,534,664
Add:	
Estimated earnings from government business enterprises (GBEs)	91,000
Full Accrual Revenue Budget	13,534,755
Net Surplus/Deficit – December 31, 2020 (Note 2)	2,456,000

Given the City's 2020 budget is prepared on a balanced basis, the budget itself is estimated to not impact the actual annual surplus. However, the adjustments shown in the above table reflect the differences between cash budgeting and financial reporting requirements. In 2020, the City is budgeted to recognize a net surplus mainly due to the City's investment in its tangible capital expenditures.

Note 1: The budget includes the City's tax and rate-supported programs, as well as over 122 agencies, boards, and corporations, which are consolidated as part of the City's annual financial statements.

Note 2: The annual surplus accounts for a number of adjustments, which include:

- Changes to the City's estimates for post-employment benefits, active and post-closure landfills, and contaminated sites.
- The City's investment in tangible capital assets, which is reduced by the associated amortization expense to reflect the declining value of the City's assets in proportion to their usage patterns.
- Exclusion of debt repayments as an expense for financial reporting purpose as they represent the exchange of funds on the balance sheet.
- Removal of excess earnings from the City's GBEs (representing the full equity in the GBE less the dividend distribution) from the City's 2020 budget estimate.

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 2019 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 third in 2019 among 50 Canadian and U.S. cities on the Tech Talent scorecard, and was also ranked the fastest growing Tech market for the third 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 10th in the 2019 edition among 500 international cities studied. The study assesses each city's tech and startup activity as well as the health of its economy.

City Brand Rankings

Global City Lab

The City of Toronto ranked tenth in 2019 among 500 international cities in a study of city brand values. Global City Lab adopted a customer-based brand valuation approach, emphasizing the equity of the city brand relationship and customers' recognition of the city. Toronto ranked third in North America after 1st ranked New York and fifth ranked Los Angeles.

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

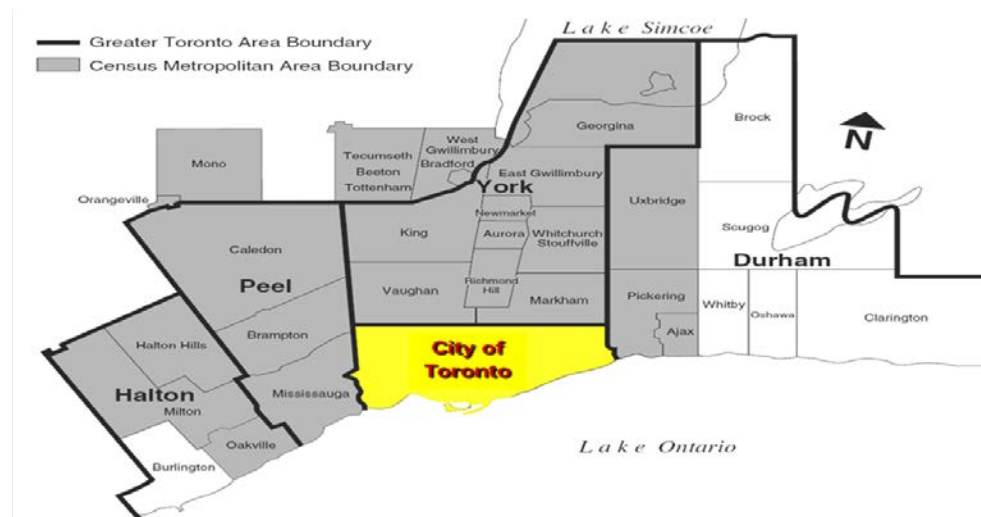
The City of Toronto is Canada's largest city with a population of 2.9 million residents. It is the heart of a large urban agglomeration of 6.4 million called the Greater Toronto Area (GTA)¹. The City has one of the most ethnically diverse populations in North America. According to the 2011 National Household 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 \$359 billion of goods and services (2018 - \$2012 \$s) are produced in the Toronto Census Metropolitan Area (CMA²). The City of Toronto accounts for just under 1/2 of this total, \$186 billion (2018 - in 2012 \$s). As well, the City accounts for 25% of Ontario's GDP and about 10% of the country's economic output. Toronto CMA is also the location of 696 Canadian Head Offices, the most in Canada.

City of Toronto, GTA and CMA

Figure 1: Map of City of Toronto GTA and CMA



¹ 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.

² 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.

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 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. Completion of the Revitalization Project is expected in 2020.

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 11th 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. 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.

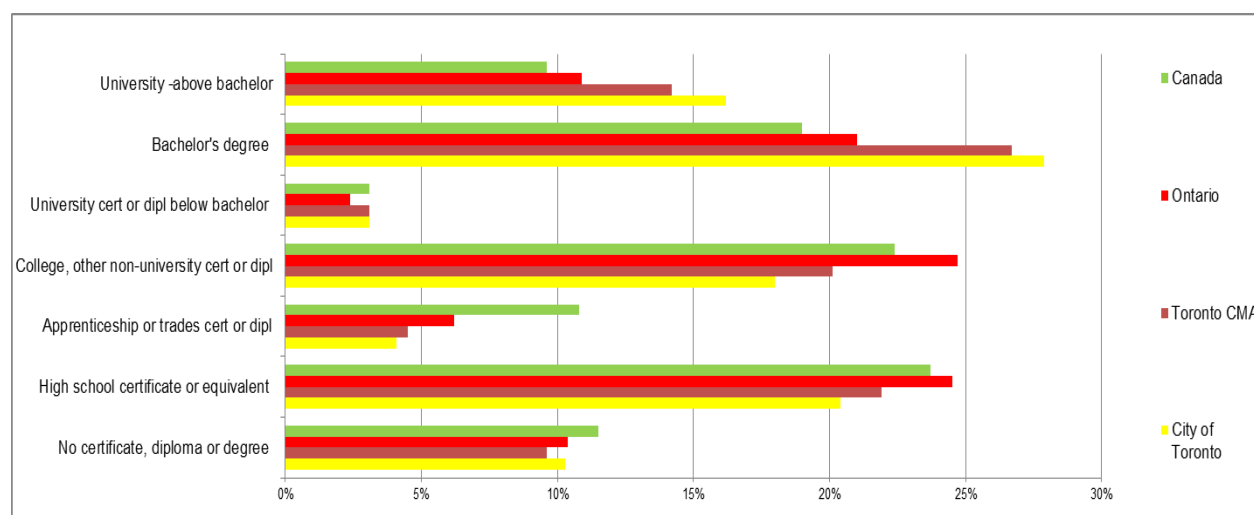
The backbone of the technology sector in the Toronto CMA is its telecommunication infrastructure. Home to two of the three largest telecommunications companies in Canada as well as to smaller service providers, Toronto is connected by sophisticated high speed networks. A critical mass of talent and growing 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). According to the 2016 Census, approximately 69% of Toronto residents aged 25-64 have post-secondary degrees, diplomas or certificates.

Population Aged 25 – 64 By Education Level Achieved

Figure 2: 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 Forecast for Ontario and Toronto

According to Conference Board of Canada in their April 15, 2020 Preliminary Provincial Outlook, the Province of Ontario's economy will contract by 3.2% in 2020 due to the impact of the Pandemic before making a strong recovery with real GDP growth of 6% in 2021. Industries most impacted by physical distancing, such as food service, accommodations and transportation, retail and culture will weigh most on the economy. On the positive side, many in the large cities who work in professional and business sectors will be able to work remotely. Also, the many densely populated areas make for easier delivery of goods, resulting in stronger consumer spending than in other regions of the Province.

The Conference Board of Canada is projecting a similar level of economic decline for Toronto CMA in 2020 with a forecast of a 3% contraction in real GDP, led by large declines in accommodation & food, transportation & warehousing, arts, entertainment & recreation and information & culture sectors. These same sectors are expected to lead a resurgence of growth in 2021 with real GDP growth expected to be 6.2%. Unemployment is expected to increase to 8.0% in 2020, from 6.0% in 2019, before fully recovering to 5.8% in 2021. Inflation is expected to decline further to 1.7% in 2020, from 2.0% in 2019, before heading up to 2.3% in 2021 according to the Conference Board of Canada.

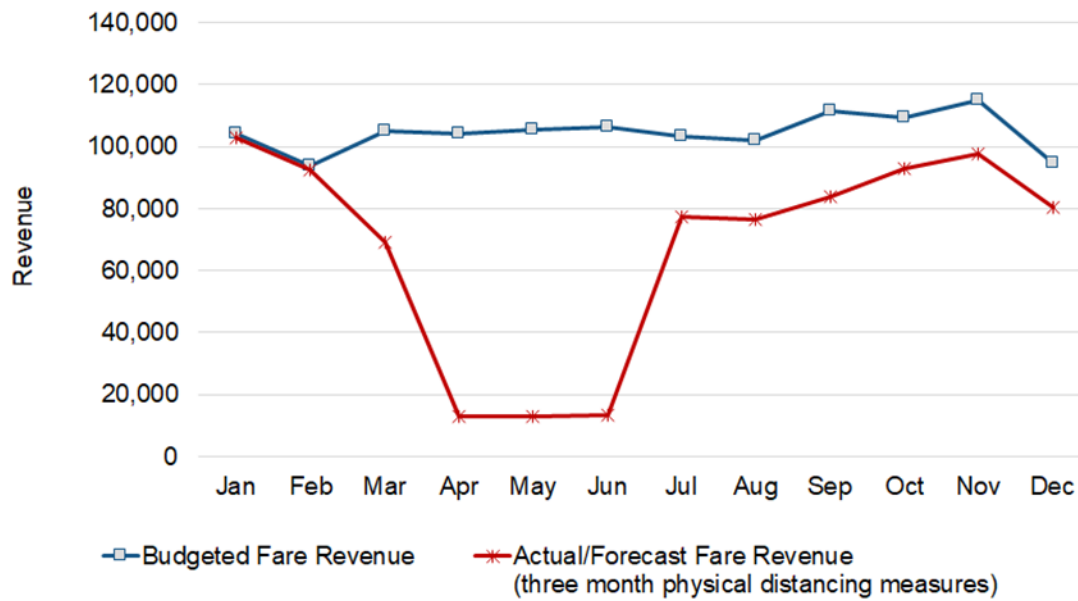
Social Assistance Caseload

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. Projected average monthly caseload for 2019 was slightly lower at 82,000 cases, while caseload for 2020 was budgeted to increase slightly to 83,000 average monthly cases.

Transit Ridership

The Toronto Transit Commission experienced a 60% decline in revenue in March 2020, following the emergency declaration, followed by an 85% decline in April. Assuming that physical distancing requirements are relaxed after three months, a phased increase in ridership revenue is anticipated, as illustrated in the chart to follow.

Figure 3: 2020 TTC Monthly Fare Revenues





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
Suite C 49



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
Suite C 42



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
Scarborough North
Cynthia Lai
416-338-2858
Suite A 8

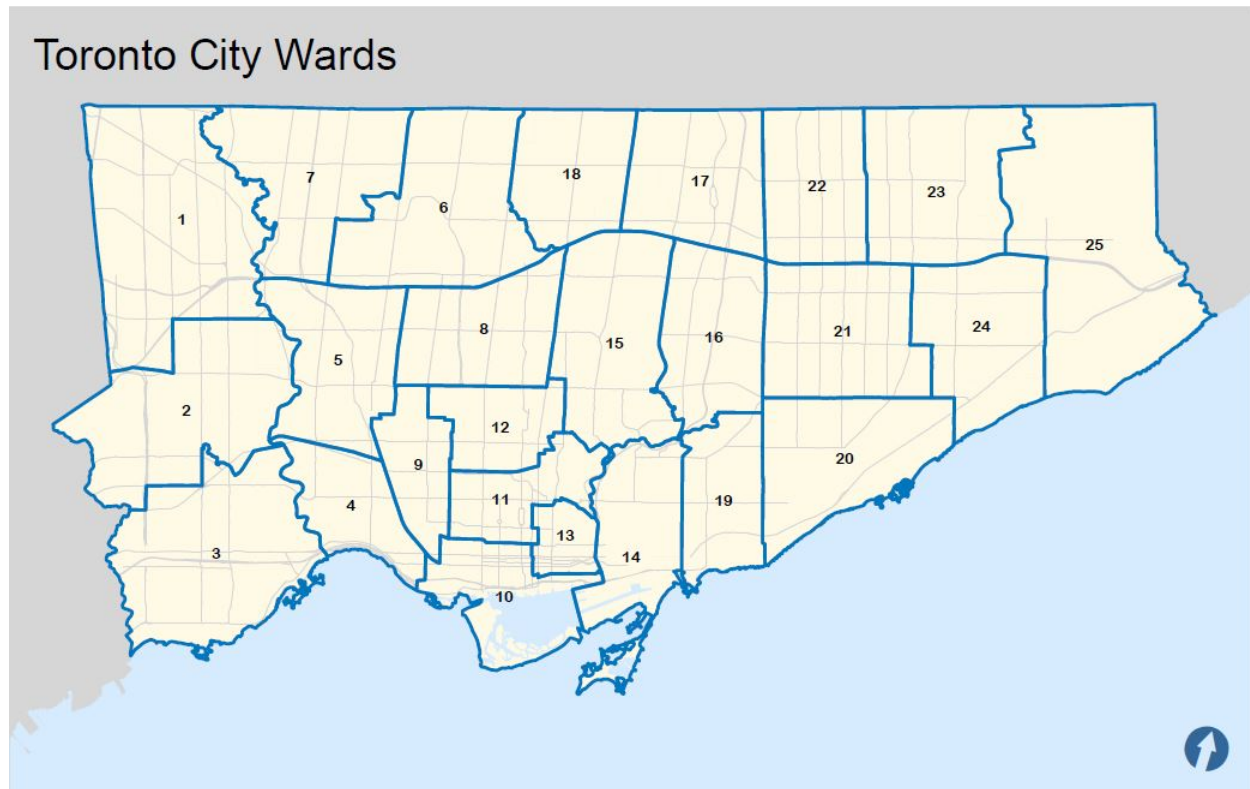


Ward 24
Scarborough-Guildwood
Paul Ainslie
416-392-4008
Suite C 52



Ward 25
Scarborough-Rouge Park
Jennifer McKelvie
416-338-3771
Suite B 25

Toronto City Wards



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

Ward Number	Ward Name	Councillor
7	Humber River-Black Creek	Councillor Anthony Perruzza
8	Eglinton-Lawrence	Councillor Mike Colle
9	Davenport	Councillor Ana Bailão
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

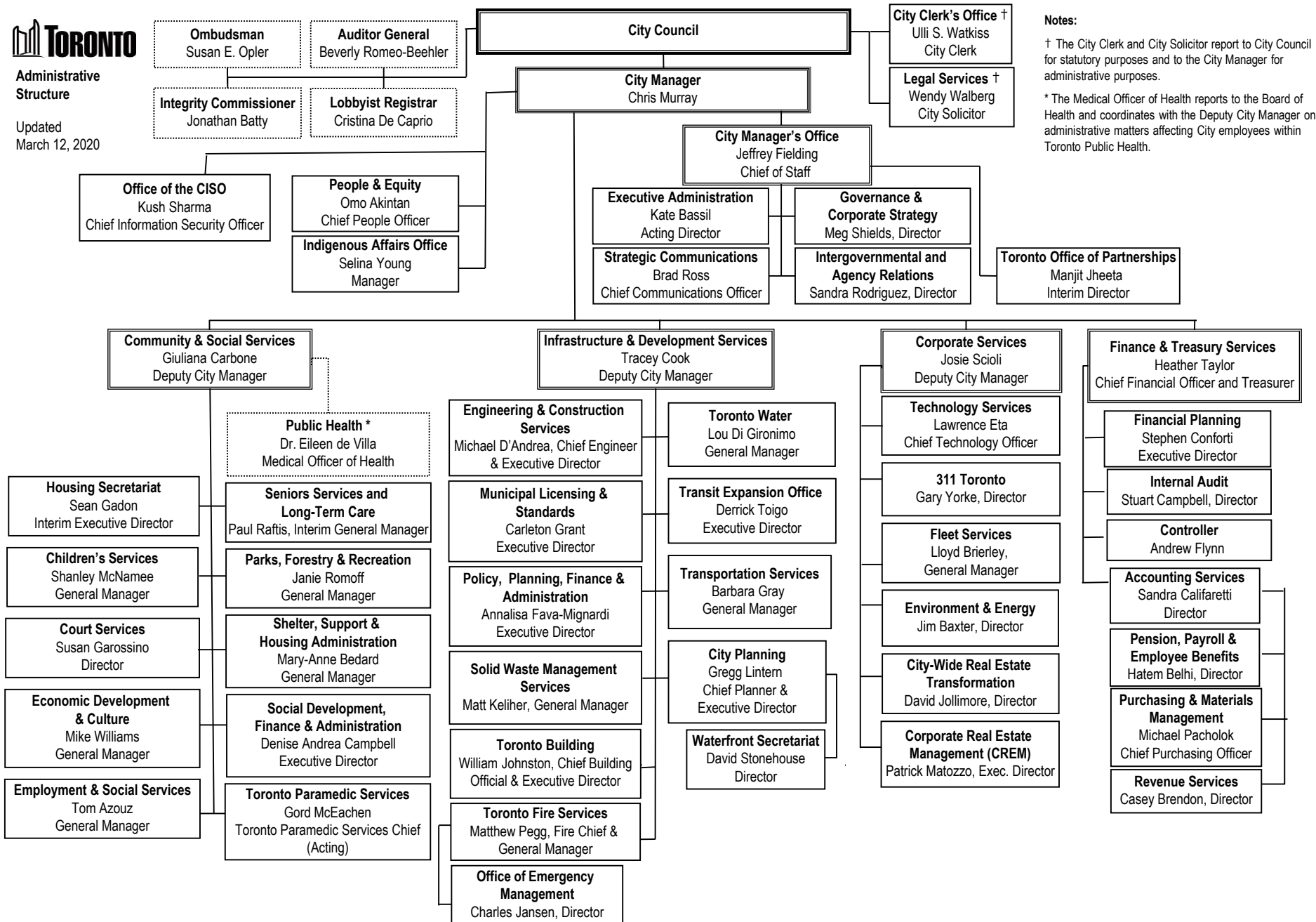
Ward Number	Ward Name	Councillor
25	Scarborough-Rouge Park	Councillor Jennifer McKelvie

City Governance Structure



- Council Governance
 - Executive Committee
 - 6 Standing Policy Committees
 - 111 Boards of Management
 - 2 Corporations
- Organization Governance
 - City Operations
 - ❖ 45 Division
 - ❖ 4 Accountability Offices
 - ❖ 27,694
 - Agencies:
 - ❖ 33 Agencies
 - ❖ 78 BIAs
 - ❖ 28,140

2020 City of Toronto Budget Summary



Notes:

† The City Clerk and City Solicitor report to City Council for statutory purposes and to the City Manager for administrative purposes.

* The Medical Officer of Health reports to the Board of Health and coordinates with the Deputy City Manager on administrative matters affecting City employees within Toronto Public Health.

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

Partnered Agency

- 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 Inc.
- 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 Commissioner¹
- Sign Variance Committee
- Toronto Licensing Tribunal
- Toronto Local Appeal Body

Notes:

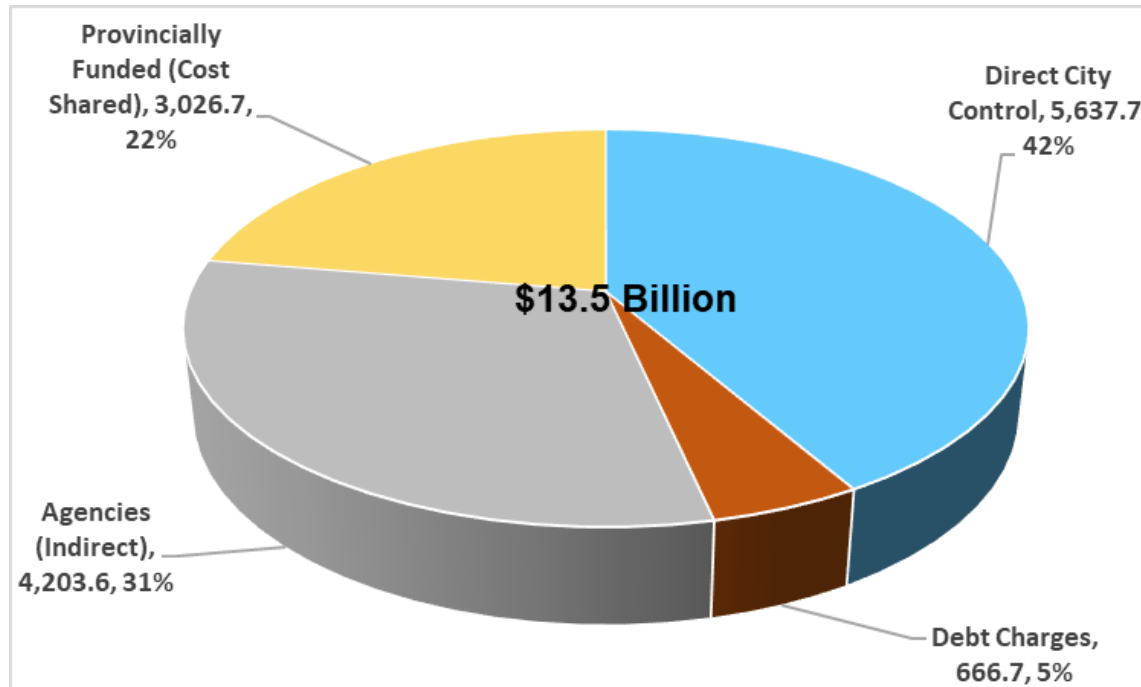
1. Rooming House Licensing Commissioner and Deputy are Officers, rather than an agency of the City, but in all other respects function as a quasi-judicial and adjudicative board.

City Finance in Context

Funding Summary

City Council has direct control of 42% of the Budget (\$M):

Figure 1: City Council Control of the Budget



Direct City Control

- 311 Toronto
- Accountability Offices
- Housing Secretariat
- 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 Controller
- 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)

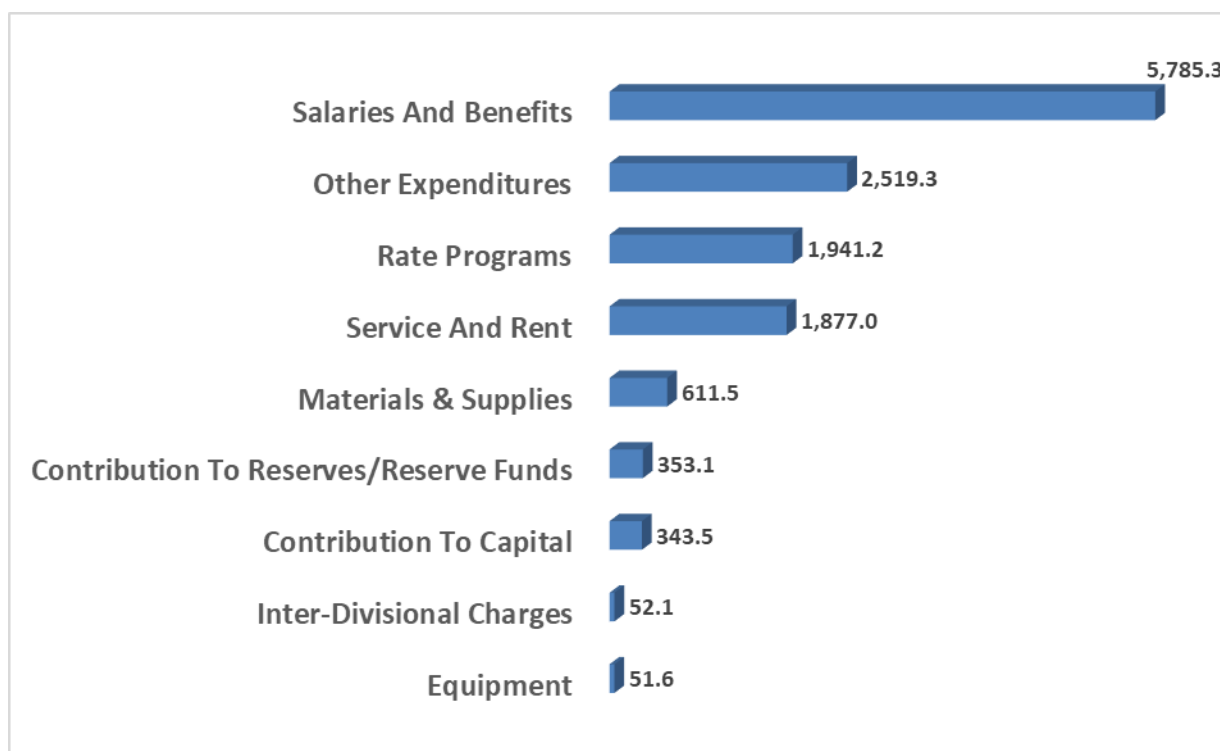
- Arena Boards of Management
- Association of Community Centres
- Exhibition Place
- Heritage Toronto
- TOLive
- Toronto & Region Conservation Authority
- Toronto Police Service (Inc. Board)
- Toronto Public Library
- Toronto Transit Commission (Inc. Wheel Trans)
- Toronto Zoo
- Yonge-Dundas Square
-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

Provincially Funded

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

Summary of Expenditures by Category – Total 2020 Operating Budget \$13.5 Billion:

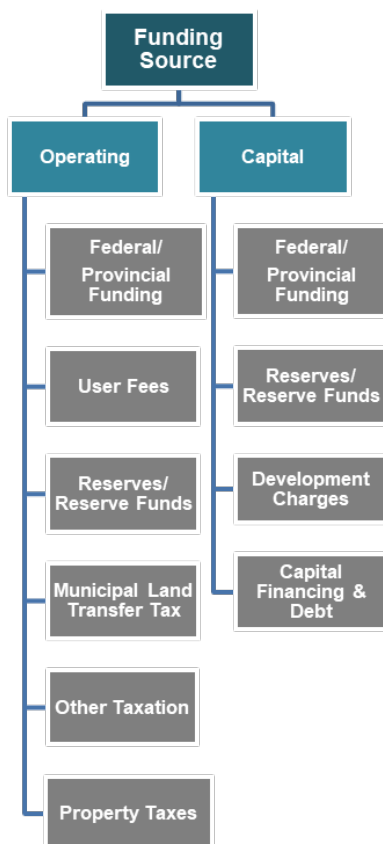
Figure 2: Summary of Expenditures by Category - 2020 Operating Budget \$13.5B



Revenues

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.

Figure 1: Funding Sources



The City's major funding sources of the 2020 Tax-Supported Operating Budget of \$11.59 billion gross are detailed in the table below. The Rate-Supported Operating budget (for Solid Waste Management, Toronto Water and Parking Authority) of \$1.94 billion gross is funded largely from user charges. Combined the 2020 Tax & Rate Supported Operating Budget totals \$13.53 billion gross.

Table 1: Funding Sources (in millions)

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 \$4.4 billion from residential and business property owners for municipal purposes, which represents 38% 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.

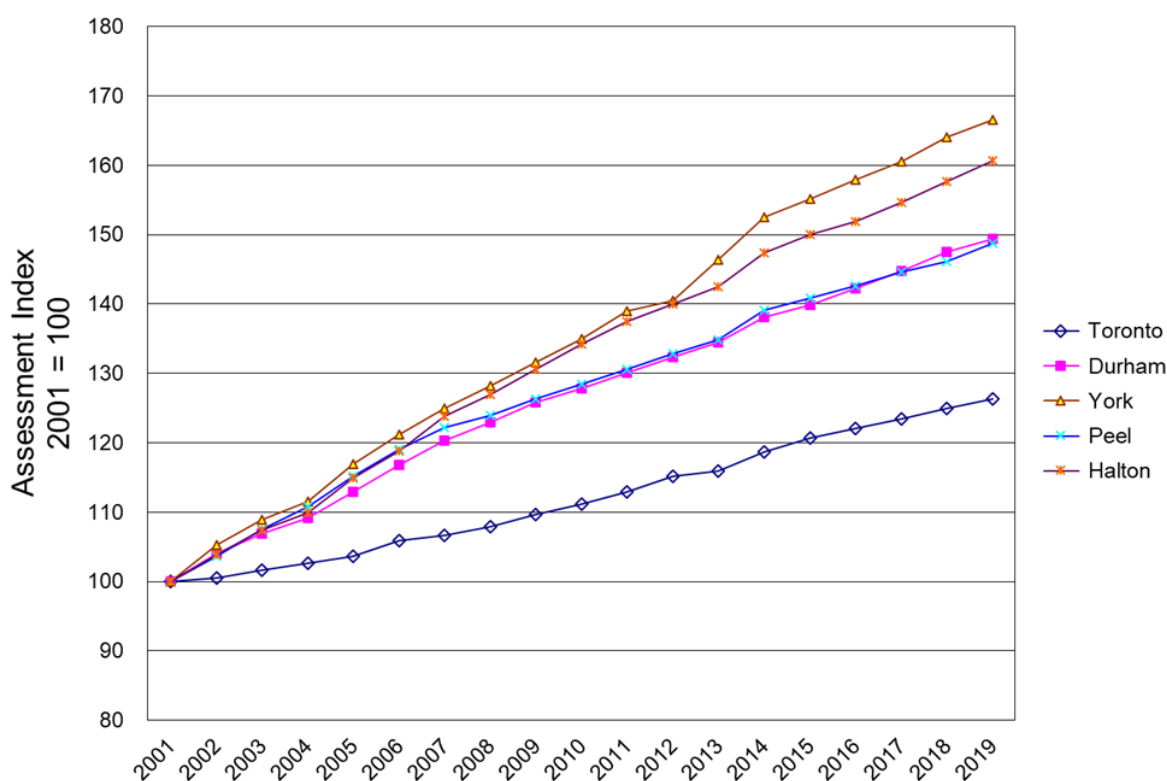
Over the last two decades, the GTA experienced quite remarkable economic and population growth following the recession of the early 1990s. The Toronto region (CMA) contains a number of the fastest-growing municipalities in Canada. The bulk of the new construction and the associated assessment increases are located in the surrounding

areas in the GTA. For example, from 2001 to 2019 the rest of the GTA had cumulative assessment increases in excess of 40%: York Region: 67%, Halton Region: 61%, Peel Region: 49%, and Durham Region: 49%. By contrast, Toronto's property assessment in 2019 is just 26% 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 2019

The line graph compares property assessment growth for the City of Toronto from 2001 to 2019 in comparison to assessment growth experienced by York, Halton, Peel and Durham Regional Municipality over the same period.

Figure 1: Property Tax Assessment Growth

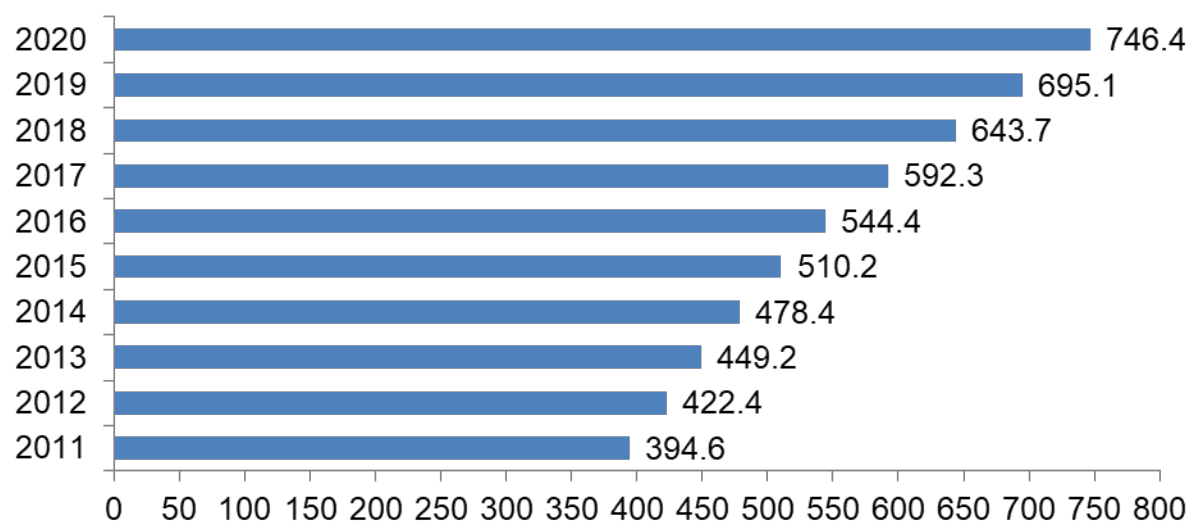


Total Property Tax Assessment Values (\$B)

City of Toronto 2011-2020

This bar chart shows the City of Toronto's current value assessment in billions of dollars from 2011 to 2020. In 2020, Toronto was assessed to have \$746.4 Billion in Property Assessment.

Figure 2: Property Tax Assessments Values



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 2020.

Figure 3: City of Toronto's Tax Ratios by Property Type

	Taxation Years										Provincial Threshold Ratios
	2011 Taxation Year	2012 Taxation Year	2013 Taxation Year	2014 Taxation Year	2015 Taxation Year	2016 Taxation Year	2017 Taxation Year	2018 Taxation Year	2019 Taxation Year	2020 Taxation Year	
Multi-residential	3.31	3.26	3.18	3.07	3.00	2.90	2.66	2.52	2.34	2.18	2.00
Commercial	3.23	3.17	3.12	3.07	3.00	2.90	2.85	2.85	2.78	2.70	1.98
Industrial	3.23	3.17	3.12	3.07	3.00	2.90	2.83	2.84	2.76	2.68	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-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 2020 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

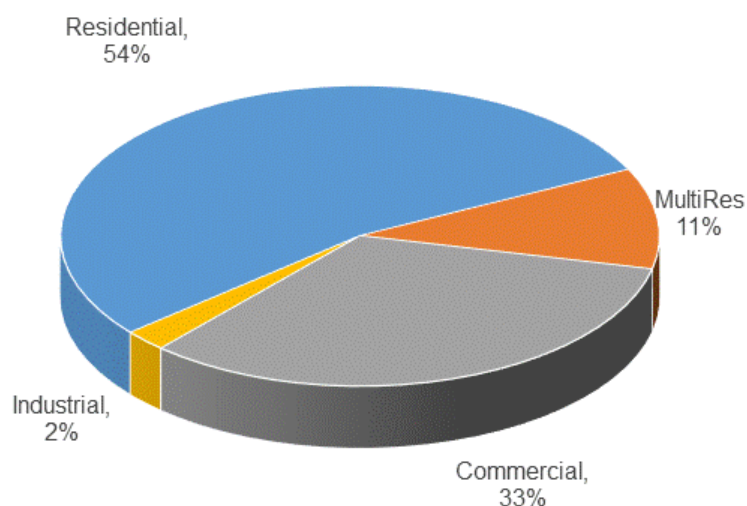
This program gives low-income seniors and low-income persons with a disability the opportunity to apply for a cancellation of property tax increases.

To qualify for a cancellation of a property tax increase for 2020 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

Figure 4: 2020 Municipal Property Tax Levy \$4.313B



The table below illustrates the 2020 taxes payable for the average household in Toronto with an assessed value of \$703,232:

Table 2: 2020 Taxes Payable for the Average Household

	2020 Tax Rate	2020 Property Tax
Municipal Taxes	0.446704%	\$3,141

Municipal Land Transfer Tax and Other Taxation

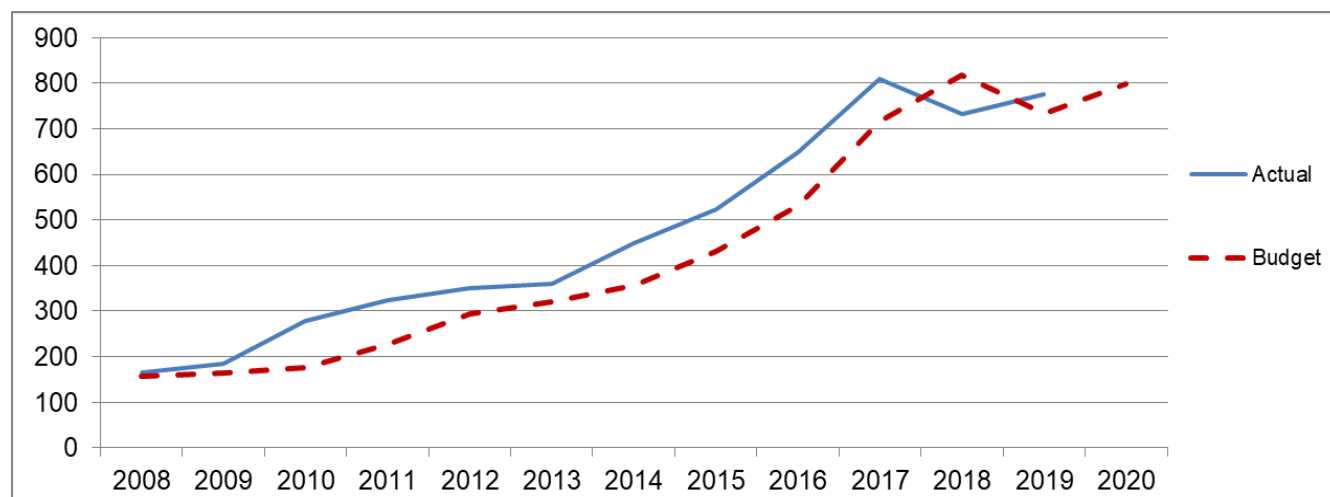
The City of Toronto Act, 2006 provides the City with legislative authority to levy taxes other than property taxes. The Municipal Land Transfer Tax (MLTT) was implemented on February 1, 2008, and Personal Vehicle Tax (PVT) on September 1, 2008. On December 16, 2010, however, City Council approved the termination of the City's Personal Vehicle Tax (PVT) effective January 1, 2011. On January 31, 2018, City Council approved a mandatory 4% Municipal Accommodation Tax for hotels and individuals offering short-term rentals.

In 2020, budgeted gross MLTT revenues were \$798 million (including transaction fees). This represents an increase of \$65 million or 9% when compared to the 2019 budgeted revenues.

The chart that follows illustrates how actual revenues from 2008-2019 compare with budget revenues for the same period. Budgeted revenues are also included for 2020.

Municipal Land Transfer Tax

Figure 5: Budget v/s Actual Revenue (\$Million)



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 \$9 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 \$2.2 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 1st, 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:

Table 3: Categories of Services Eligible for Pre-Determined Portions of Development Charge Revenues

<ul style="list-style-type: none"> • Spadina Subway Extension -3.4% • Transit (Balance) – 34.6% • Parks and Recreation – 13.1% • Library – 2.5% • Subsidized Housing – 6.4% • Police – 1.4% • Fire – 0.6% • Emergency Medical Services – 0.6% • Development-related Studies - 0.6% 	<ul style="list-style-type: none"> • Civic Improvements – 0.3% • Child Care – 1.0% • Health – 0.1% • Pedestrian Infrastructure 0.1% • Roads & Related 15.6% • Water – 6.5% • Sanitary Sewer – 9.4% • Stormwater Management – 2.8% • Shelter – 1.0%
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Note: Percentages relate to Development Charges for a Two Bedroom and Larger Apartment effective on November 1st, 2019.

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 21% of its Tax-Supported Operating Budget.

Reserves and Reserve Funds

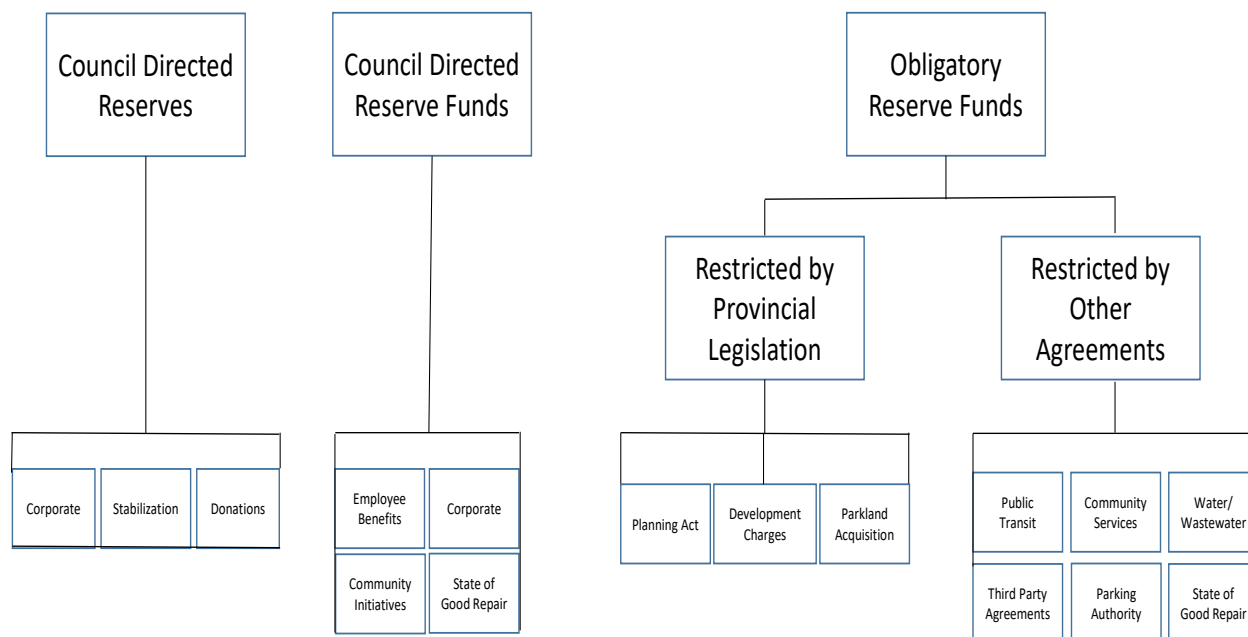
Reserves and Reserve Funds are monies set aside by Council to finance future expenditures for which it has authority to spend money, to defend the City against an unbudgeted or unforeseen event that may result in a budget deficit such as an economic downturn, to smooth out future program expenditures 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.

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 to 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:

Figure 1: 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

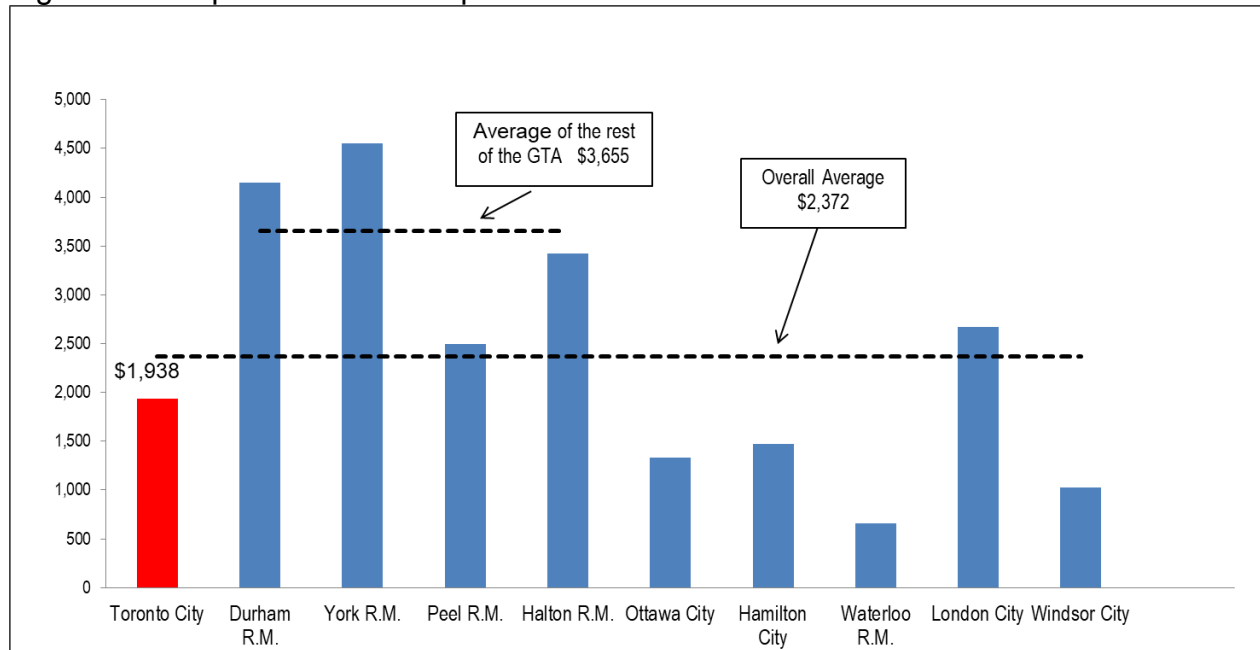
Reserve Type	Major Funding Source(s)	Services Provided
Capital Financing	Prior Year Surplus revenue.	Funding primarily for priority transit and transportation projects and other major city building projects.
Development Charges	Property Developers.	Funding for all growth related municipal infrastructure.
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 charged 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, 2018

Figure 2: Comparison of Per Capita Reserves and Reserve Fund Balances



Sources: Ontario Ministry of Municipal Affairs & Housing – 2018 FIR
 Regional data consolidated for upper and lower tiers
 Balances include Obligatory Reserve Funds/Deferred Revenues

Reserves and Reserve Funds Matrix (by major reserve fund grouping)

Figure 3: Reserves and Reserve Funds Matrix

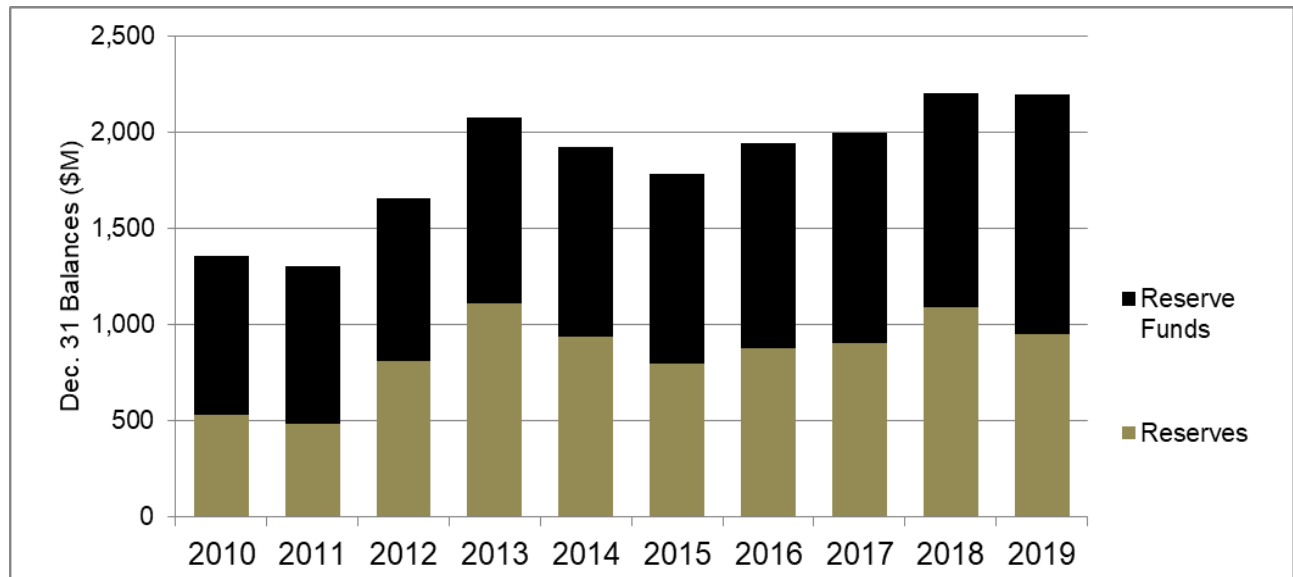
PROGRAM/R&RF CATEGORY	Corporate	Stabilization	Community Services	Donations	Development Charges	Parkland Acquisition	Third Party Agreements	Public Transit	Water/Wastewater	Parking Authority	Planning Act	Employee Benefits	State of Good Repair
Affordable Housing Office	X	X	X		X						X	X	
Children's Services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

The following chart shows the historical trend of reserve and reserve fund balances since 2010. The chart shows the consolidated balance growing 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)

Figure 4: City's Reserves and Reserve Funds



Credit Ratings

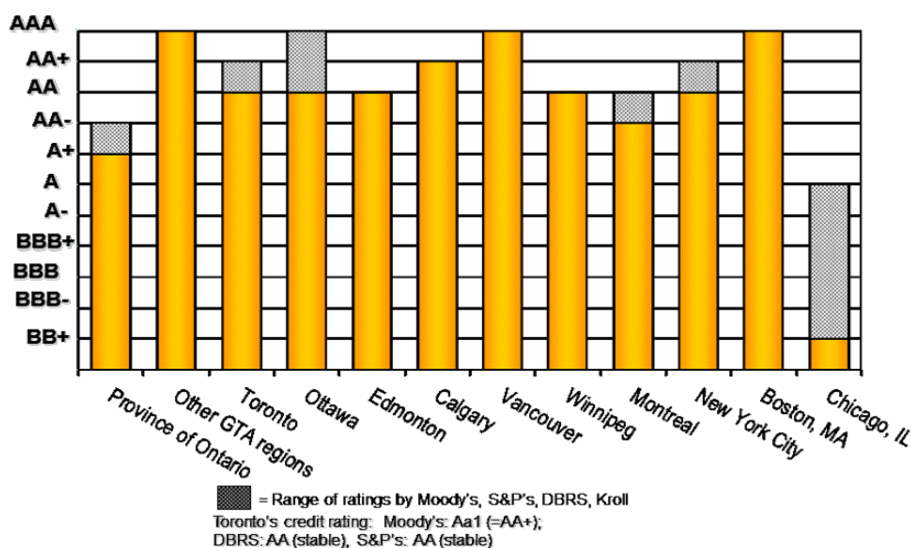
The City of Toronto is an important participant in global financial markets. Maintaining a high quality credit rating ensures the City is able to access capital markets at the most cost-effective interest rates.

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 the quality of management, strength of the economy, level of reserves, state of repair of assets, debt levels, etc. For example, if a municipality's current and projected debt levels appear high, it will have a negative impact on its credit rating. On the other hand, if debt levels are low, this will have a positive impact. The credit rating essentially indicates the City's ability to pay its current and future obligations.

Credit ratings affect the City's ability to borrow and its cost of borrowing. A good credit rating translates to a greater investor interest and lower borrowing cost. Many large institutional investors may have policies that prevent them from investing in debt below a certain credit rating. Thus, maintaining a good credit rating has the potential of reaching a larger number and greater quality of investors. Furthermore, a low credit rating often results in having to offer a high interest rate in order to entice investors. A good credit rating will allow the City to borrow at low interest rates while maintaining investor appeal.

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

Figure 1: Toronto Credit Rating



The City of Toronto's current credit ratings are:

- AA with a stable outlook from S&P Global - *October 21, 2019*
- AA with a stable trend from the Dominion Bond Rating Service Ltd. (DBRS) - *October 3, 2019*
- Aa1 with a stable outlook from Moody's Investor Service - *January 14, 2020*

Table 1: History of City of Toronto's Credit Rating

Credit Rating Agency	1997 and Prior	1998-2001	2002-2019
Dominion Bond Rating Service (DBRS)	AAA	AA (High)	AA (Stable)
Standard and Poor's (S&P Global)	AA+ / AAA	AA+	AA (Stable)
Moody's Investors Services	Aa2	Aa2	Aa1 (Stable) (Equivalent to AA+)

Credit Rating agencies regularly issue assessment reports regarding industries and individual issuers. Below are some excerpts from those reports that generally explain the strong credit rating held by the City of Toronto:

"The ratings are supported by the City's large and diversified economy, capacity to raise taxes and requirement to present balanced budgets".

- Dominion Bond Rating Service

"The stable outlook reflects our expectation that in the next two years economic growth will continue to support Toronto's revenue growth and help to contain after-capital deficits to less than 10% of total revenue...We also consider Toronto's debt and liquidity management practices to be strong."

- S&P Global

"The credit profile of the City of Toronto (Aa1 stable) reflects a large and diversified economic base, an ability to generate surpluses despite fiscal pressures, high debt affordability and strong liquidity...The rating also benefits from the city's unique taxation powers, which allow it to access additional revenue sources besides property taxes and user charges, including the municipal land transfer tax".

- Moody's Investors Services

Capital Financing and Debt

The City borrows to fund capital expenditure, and is prevented from borrowing for fund operating expenditures, under the City of Toronto Act. The goal of capital financing is to optimize funding from all sources, including federal and provincial governments, development charges, donations and reserve funding, before using the City's reserves and debt. Toronto's debt level has grown in recent years due to the City's increasing need for capital infrastructure.

The City usually issues debt three to four times a year, depending on several factors, with debt terms of 10, 20, and 30 years. Debt term is guided by the useful life (or amortization) of the underlying infrastructure projects the debt finances. The useful life of the capital asset must be equal to or exceed the debt.

The City's Green Bond program commenced in 2018 and a Social Bond program is expected to be established in 2020. During 2019, the City maintained a strong and stable credit rating (see Credit Rating section) and issued \$950 million worth of bonds; including one \$200 million 20-year Green bond. The City's investor relations program is pivotal in accessing debt markets at cost effective interest rates (see Investment Activities and Capital Markets section). City Council has approved debt issuance of up to \$1 billion in each of the years from 2020 to 2022. Going forward, the City expects to issue \$1 billion (2020), \$950 million (2021), and \$600 million (2022).

The City's net long-term outstanding debt is \$5.6 billion in 2020 and is projected to increase to \$6.4 billion by 2025. The growth in debt will primarily finance key transportation and Toronto Community Housing state-of-good-repair projects.

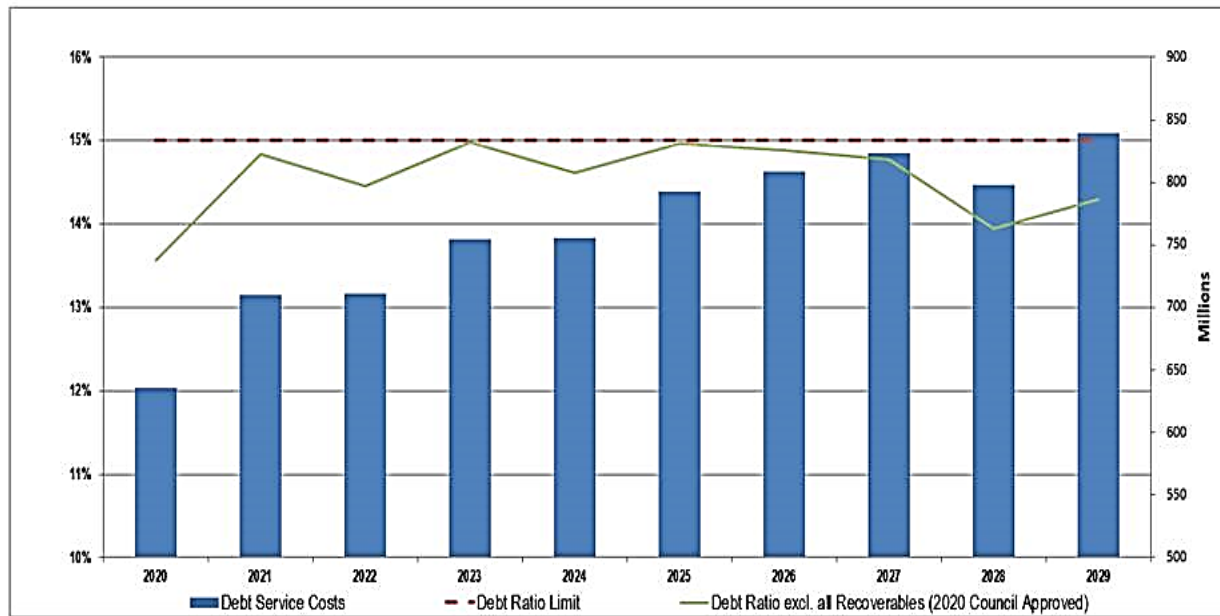
Debt Service Ceiling

City Council has ultimate authority in setting borrowing restrictions under the City of Toronto act, which exempts the City from the Provincial Municipal Act requirement that generally limits long-term borrowing of other municipalities to 25% of most "own-source" revenues (excl. development charges). City Council approved a debt service limit such that the debt service cost (annual principal and interest payments) would not exceed 15% of property tax revenues. This limit means that at least 85 cents on each tax dollar collected is available for operating purposes.

The City is expected to have a debt service charges to Property Tax Levy ratio of 14.24% in 2020 (13.56% excl. recoverable debt). The ratio is expected to peak in 2023 at 15.62% (14.99% excl. recoverable debt).

To meet its borrowing obligations, the City budgets debt service charges (principal and interest cost) in its Operating Budget. In 2020, the debt service charge is budgeted to be \$636 million. Debt service charge is projected to increase to \$839 million by 2029.

Figure 1: 2020 to 2029 Tax-Supported Debt Services as a % of the Property Tax Levy (line graph – left vertical axis) and debt service charges (bar graph – right vertical axis)



Investment Activities and Capital Markets

The City's Long Term Fund, Sinking Fund, and Short Term Fund each have a different purpose in achieving the City's financial goals and objectives. The Long Term Fund and the Sinking Fund are managed by the Toronto Investment Board whereas the Short Term Fund is managed by City staff. These funds are administered by City staff and governed by the Council-approved Investment Policy. The City also manages and administers other smaller funds where assets are not owned by the City (e.g. Trust Funds).

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 Sinking Fund is used for retiring the City's debt as it becomes due and payable.

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.

New regulations came into effect in 2018 and provided the City an opportunity to invest in a broader range of investments to earn a higher risk-adjusted returns. The Council-approved Investment Policy now permits the Long Term Fund and Sinking Fund to have a minority allocation in Global Equity and Real Assets. Below is a table that shows the previous, current, and the target asset mix of the Long Term Fund and Sinking Fund. Both funds are currently in transition to the target asset mix.

Table 1: Previous, Current, and Target Asset Mix

Asset	Previous Asset Mix	Current Asset Mix*	Target Asset Mix
Fixed Income (incl. cash)	100%	90%	70%
Global Equity	-	10%	20%
Real Assets	-	-	10%

* As of December 31, 2019

Long Term Fund and Short Term Fund

In 2019, investment earnings, which includes the annual earned interest income and capital gains and losses realized on the portfolio of City managed funds, totalled \$267.3 million. These earnings were allocated to the Operating Budget (\$185.5 million) and reserve funds (\$81.8 million) according to the Council-approved interest allocation policy.

The 2019 distribution of investment earnings is summarized in the table below:

Table 2: Investment Portfolio Income for the Year 2019 (\$ millions)

Portfolio	Average Fund Balance	Earned Income	Earned Return on Capital**
1. Long Term Fund	\$2,986.1	\$187.9	6.3%
2. Short Term Fund	\$3,272.4	\$79.4	2.4%
Total General Funds	\$6,258.5	\$267.3	4.3%

** Earned Return on Capital includes earned interest income and realized capital gain.

The Long Term Fund earned \$187.9 million in gross investment income, which was \$59.1 million higher than the forecasted \$128.8 million. The excess return was mainly due to non-recurring capital gains realized during the fund transition period when assets in the fund were transferred to investment managers. Moreover, Board expenses in 2019 were \$2.1 million, which was \$5.3 million lower than budgeted. The underspending was mainly due to delays in completing contracts with investment managers as a result of various tax and insurance issues. Thus, total investment income less Board expenses exceeded the budget by about \$57.0 million.

The Short Term Fund earned \$79.4 million and exceeded budget by \$15.6 million. This was mainly due to higher than forecasted cash balances, due to a delay in the start of some external investment managers, and partially offset by lower than forecasted interest rates.

The City's Short Term Fund and Long Term Fund continue to exhibit high credit quality. 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, etc.).

Figure 1: Credit Quality – Short Term Fund

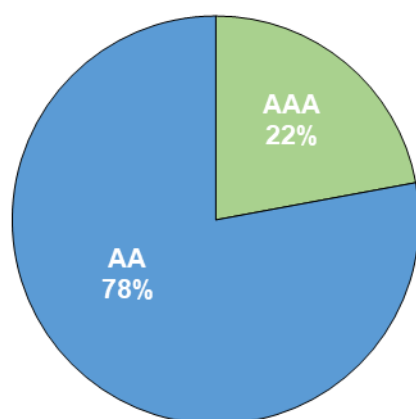
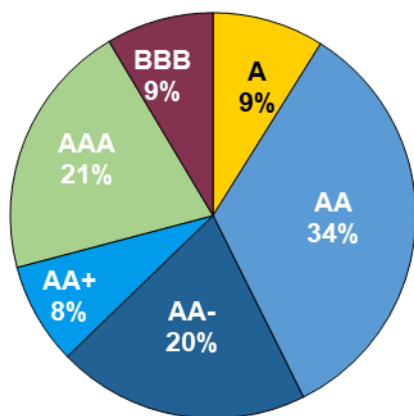
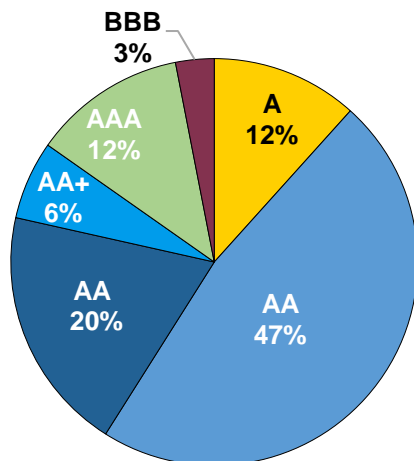


Figure 2: Credit Quality – Long Term Fund:

Sinking Fund

A Sinking Fund is required by legislation when a municipality issues long-term debt with a fixed maturity. The City is required to make annual contributions to the Sinking Fund and invest those funds in order to earn and accumulate sufficient funds to retire the debt at maturity. The City contributed \$315.5 million to the Sinking Fund in 2019.

Sinking Fund assets as at December 31, 2019 were \$1.7 billion to satisfy debt of \$7.1 billion maturing between 2021 and 2049. These bulk of these assets are invested in high quality fixed income securities as shown in the pie chart below. In 2019, investment income for sinking funds was \$83.1 million, representing a rate of return of 4.9%. Additional contributions from the City to the Sinking Fund will be made annually during the period 2020 to 2049.

Figure 3: Credit Quality – Sinking Funds

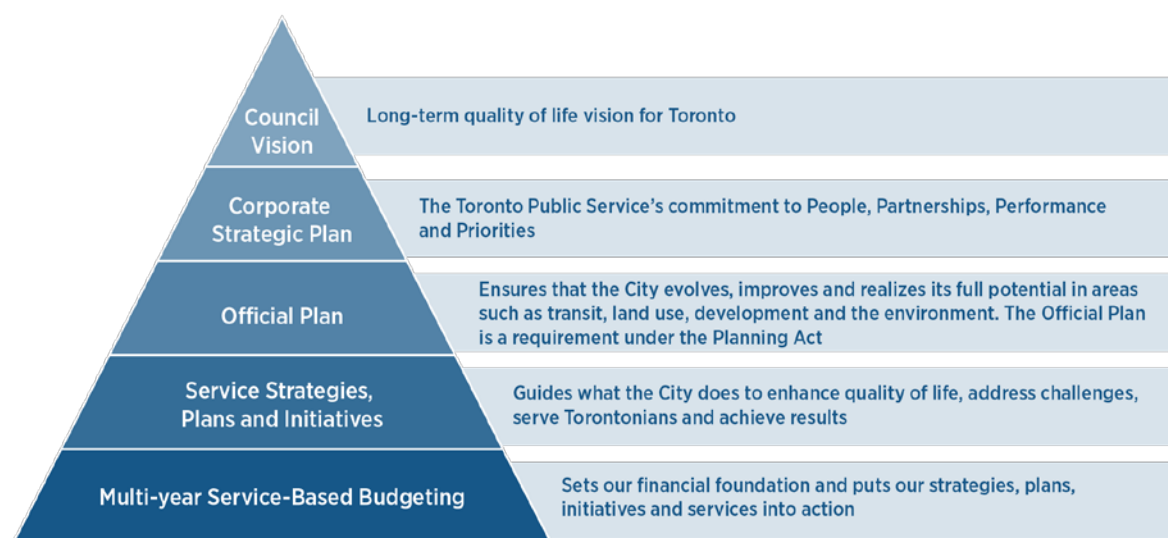
An Integrated Framework For Planning and Performance

Overview

The City of Toronto strategic planning framework integrates City Council's vision, the Official Plan, service-focused strategies, service plans, initiatives, and multi-year budgeting. It aligns planning, budgeting and performance management activities, simplifies the way the City delivers, monitors and reports on priorities and outcomes.

The framework incorporates leading practices used by other municipalities around the world and comprises approaches and methods that support strategic decision-making by Council and the Toronto Public Service. It improves transparency and accountability, and aligns operations to strategic directions and long-term financial sustainability goals.

Figure 1: Strategic Planning Framework



Corporate Strategic Plan

Toronto Public Service's Corporate Strategic Plan sets out our highest priorities and creates a common understanding of the work the City will focus on to be successful, to deliver a high quality of life for residents, businesses and visitors, and to earn the trust and confidence of Torontonians, City Council and staff.

The plan is guided by City Council's vision, Toronto's motto and the Toronto Public Service's mission. It identifies our organization's strategic areas of focus and is grounded in our commitment to our people, partnerships, and performance. The Plan identifies six key priorities for the Toronto Public Service, expected results and strategies, plans and initiatives

that we will deliver on to meet Council's directives. Combined, these elements focus the City's leadership and guide staff on how their work fits into the City's overall long-term goals.

Corporate Priorities

Our corporate priorities are what we will focus on to improve the performance of our organization. Success in these priorities will result in a more resilient, effective and efficient organization, able to face challenges and seize opportunities.

Corporate Priorities include 'Performance Results,' which are aspirations for how we will perform as an organization. These results are managed by the City.

Financial sustainability

We will work and partner to ensure value and affordability for taxpayers, adequately fund municipal services and infrastructure, make needed investments in the city, and improve our financial health. We will make informed financial decisions and effectively manage resources for Toronto's future.

Performance Results:

- Residents and businesses will see value from their municipal taxes, rates and user fees
- The City's budget will be a more efficient and effective tool to help support strategic, multi-year decision-making and manage Toronto's priorities
- Enhanced public trust and confidence through financial information and systems that provide a consistent, accurate and transparent view of City finances
- Improved asset management, and efficient use of City assets, will result in reduced costs and better service delivery
- A financially agile and resilient organization that is responsive to change
- Improved overall financial health and effectively managed finances
- Partnerships with other orders of government and the private sector that address and fund shared outcomes

A well-run City

We will have a committed, engaged and diverse workforce. We will improve the lives of residents, businesses and visitors by providing simple, reliable and connected services that anticipate changing customer needs and improve the lives of residents, businesses and visitors. We will build trust and confidence in local government.

Performance Results:

- Employees are proud, passionate and committed to their work
- A public service that is both reflective of the population we serve and is inclusive, accessible and welcoming to everyone

- Employees who support continuous improvement and embrace new approaches to their work
- Simple, reliable, efficient and equitable services that anticipate changing customer needs
- Services designed from the customer's perspective that allow residents, businesses and visitors to interact with the City where, when and how they choose
- Shared services across City divisions and agencies that reduce costs, create economies of scale, increase service efficiency and effectiveness, and improve customer service
- An open, responsive, accountable and transparent municipal government, where residents have an opportunity to be heard and participate in the City's decision-making
- The City's decision-making processes prioritize the needs of equity-seeking groups

Strategic Priorities

Our strategic priorities are what we will focus on to improve quality of life for Torontonians. Success in these priorities will result in a more livable, healthy, safe, prosperous, affordable and resilient Toronto.

Strategic Priorities include 'Quality of Life Results,' which are aspirations for the wellbeing of our residents, businesses, communities or city. Achieving these results requires the joint effort of many partners – including governments, community groups, organizations, schools, private sector groups and individuals – as we address local and global challenges.

Maintain and create housing that's affordable

We are committed to a city where families and individuals live in safe, stable and affordable housing with respect and dignity.

Quality of Life Results:

- People live in stable housing that is safe, suitable to their needs and have the individualized support they need to help them maintain housing
- There are more affordable housing options in all parts of Toronto to help meet the need and demand of low- and moderate-income people
- Those without housing have access to a full range of shelter and housing options

Keep Toronto moving

We are committed to a city with safe, affordable and accessible transportation choices for people and goods.

Quality of Life Results:

- An inclusive and equitable city-wide transportation network that provides reliable and affordable travel choices, connects people to places and activities they value, and supports the delivery of goods

- Safer streets by design, where people can be active and healthy, and where fatalities and injuries are eliminated
- A greener and more resilient city, with transportation options that reduce environmental impacts and are adaptable to future challenges and smart city innovations

Invest in people and neighbourhoods

We are committed to a city that protects and improves quality of life for all including safety, health, and social and economic wellbeing and inclusion.

Quality of Life Results:

- The impacts of poverty on Toronto's residents are mitigated
- There are opportunities for all, including Toronto's diverse Indigenous and equity-seeking communities
- All residents have a sense of belonging, and live in healthy, diverse, culturally rich, and cohesive communities
- Individuals and communities feel safe and secure
- A vibrant and growing economy that helps businesses thrive and more fully employs an expanding workforce
- The City continuously invests in and delivers safe and sustainable infrastructure that enhances the quality of life of the people of Toronto

Tackle climate change and build resilience

We are committed to fighting climate change and preparing our city government, our economy, our ecosystems, and our communities, especially the most vulnerable communities, for a changing climate.

Quality of Life Results:

- Toronto survives, adapts and thrives in the face of climate change
- Reduced local greenhouse gas emissions fight climate change, improve our health, grow our economy, and improve social equity
- The City protects and invests in its ecosystems, natural spaces, land, air and water
- Public and private assets, infrastructure, and buildings are responsibly managed in light of the risks posed by our changing climate, and are built and maintained to reduce greenhouse gas emissions
- Residents and businesses take action to tackle climate change and build resilience in their neighbourhoods
- A more circular economy diverts waste from landfill, reduces greenhouse gas emissions and is resilient to future challenges

Corporate Performance Management System

The Toronto Public Service uses a corporate performance management methods and tools to help manage our programs and services in a consistent, effective and efficient way. The Corporate Performance Management System considers five main areas:

1. Service Review and Improvement
2. Service-based Budgets
3. Performance Measurement and Accountability
4. Leadership Performance and Staff Development
5. Enterprise Risk Management

Figure 2: Corporate Performance Management System



Service Review and Improvement - The City undertakes service reviews to ensure we are delivering services that are valued and best align with current and future needs of Toronto's communities. Service reviews provide a mechanism to ensure effective and efficient service

delivery, while building a culture that strives for continuous improvement, innovation, flexibility and integration to better serve the public. Service reviews focus on both what we do and how we do it. They involve evaluating program costs, benefits and outcomes to achieve the best value for money.

Excellence Toronto is our corporate-wide continuous improvement initiative. It provides a roadmap for continuous improvement efforts, a recognition system for excellence within the City, and helps us tell our story as a public service. In addition to Excellence Toronto, the City undertakes targeted service review and improvement initiatives as needed.

Service-Based Budgets - The City is moving from division-based plans and budgets to service-based plans and budgets. Service-based budgets shift away from a traditional, departmental view of government, to one that focuses on the services delivered to the public. Service-based budgets look at each service by what is being delivered and not who delivers it. Clear information about City services increases public awareness of the costs of providing these services and supports robust discussions on their continued value. Moving to service-based budgets will allow staff to provide improved information and advice to Council on each service's value to enable strategic decision-making and informed investment decisions.

Performance Measurement and Accountability - The City uses Results Based Accountability (RBA) as a performance management and accountability framework. RBA is a data-driven, decision-making process to help take action to solve problems. It gets from talk to action quickly. It helps identify barriers to innovation, builds collaboration and consensus, and uses data and transparency to ensure accountability for both the wellbeing of people and the performance of programs. Measuring our performance helps us understand the value we are delivering to Torontonians, determines whether we are achieving results, and informs us how to take action accordingly.

Leadership Performance and Staff Development - Leadership performance and staff development are about improving staff engagement and productivity to build a high-performing organization. It is about helping to improve skills and talent within the organization, from front-line staff to executive leadership. The performance and development of our people – the Toronto Public Service – is critical to how well we work as an organization and how we deliver value to residents, businesses and visitors, and how we serve City Council. To effectively deliver services, our workforce must be resilient, adaptable to change, continuously improve and innovate. The organization will cultivate these capabilities through continuous learning and development, creating a culture of leadership performance and accountability.

Enterprise Risk Management - The methods and processes used to manage and mitigate risks are critical to the performance of our organization. Enterprise Risk Management is a structured, continuous process for identifying and assessing risks, choosing responses, taking action, and monitoring progress. It is about better enabling the City to deal effectively with uncertainty and respond to risk in a manner that increases the likelihood of positive outcomes. A Risk Management Policy and Framework will create a consistent approach to risk management across the organization. It will support more effective and integrated risk management by ensuring risk management processes, responsibilities, and accountabilities

are understood and the necessary arrangements for managing risk are in place. The framework will serve as a guide for City staff to incorporate risk management practices into daily decision-making.

Corporate Strategic Plan Implementation

Implementation of the Corporate Strategic Plan is led by the Senior Leadership Team, the City Manager, Deputy City Managers, and the Chief Financial Officer and Treasurer with support from across the organization. Divisional service and work plans, and the implementation of strategies and initiatives, are used by the Corporate Leadership Team which is composed of all division heads, to manage their divisions' work to align and advance the Corporate Strategic Plan. A City Strategy Map is used to support implementation of the Corporate Strategic Plan. It provides a summary of the City's major strategies, their main components and relationship to other strategies.

In summary, the Corporate Strategic Planning Framework, and the Corporate Performance Management System clarify and strengthen accountability between Council, staff and the public, and focus the City's leadership and staff on results that improve the quality of life for residents and businesses, and the performance of the organization.

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

To serve a great city and its people.

Motto

Diversity Our Strength

Toronto is one of the most diverse cities in the world. We value the contributions made by everyone and believe that the diversity among our people has strengthened Toronto.

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.

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 to respect the role of City Council and the political decision-making processes for 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 depend on its desired strategic direction.

1. Better information to support strategic decision-making	2. Improve value for money	3. Secure adequate and fair revenue	4. Improve focus on financial balance sheet & financial health	5. Better integration with provincial & federal policies & fiscal direction
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	Establish goals & report on financial health measures annually	Continue to pursue share policy outcomes with senior orders of Gov't
Align policy & financial direction	Rebuild back-office functions & front-line operations	Reduce cyclical risk of MLTT by allocating portion of revenue to capital reserves	Review debt service ratio and increase limit, as appropriate	Development a strategic intergovernmental approach based on Council's priorities
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	Review reserve & reserve fund adequacy	Augment provincial & federal investments in Toronto in a fair & equitable manner
Improve risk analysis & reporting	Adopt new models of procurement	Identify all costs & report annually on tax & fee discounts, rebates, exemptions	Explore revenue performance of Toronto Hydro & TPA	
		Develop a user fees pricing strategy	Optimize investment returns through Investment Board	

Additional Actions in 2019:

In 2019, the City of Toronto commissioned a Value-Based Outcomes Review (VBOR), funded by the Province of Ontario, to evaluate City programs and identify opportunities to deliver efficiencies with a key principle to maintain service levels. The intent of the review was to provide the City with insight into its recent expenditure trends and forecasted financial position and to provide a series of alternatives that could assist the City in moving towards a sustainable financial footing.

The [Staff report](#) and the detailed [VBOR report](#) can be found on the City's website.

Ultimately, VBOR acknowledged that Toronto plays a pivotal role in the region, province and country. The City delivers key services that provide enormous regional and national economic and social benefit. The City's finances have been heavily relied upon to meet growth and accompanying regional demand for services such as public housing, transit and transportation, and social services. As VBOR highlights, the City does so without contributions towards operating expenses from a regional tax or rate base and this creates a significant pressure on the City to manage. The solutions to the City's unique pressures will require partnerships with other governments, including approaches to fairly fund city services and infrastructure which provide regional benefits, in order to address the growing gap between the City's expenses and revenues.

Actions currently underway to address the City's financial sustainability via the City's roadmap as part of its [corporate strategic plan](#) have been confirmed by the VBOR recommendations, such as modernizing the budget process, transforming financial systems, improving capital asset management, improving capital planning, exploring alternative service delivery and improving procurement.

Specific actions the City addressed during the 2020 Budget process includes year 1 of the Budget modernization work to deliver a budget that was based on the 2019 actual expenditures as a more efficient and simplified process, increasing reserves and growing the health of reserves by greater contributions compared to draws, reducing risk by addition of MLTT contribution to the Tax Stabilization reserve, focusing on affordability and achievability of capital plans with City-wide capital recast efforts that also comply with the 15% debt-service-ratio in each year of the Capital Plan and increasing the City Building Fund to support increasing pressures in transit and housing.

These changes have been critical to mitigating some components of the challenges created with the onset of the COVID-19 pandemic.

Budget Modernization

As part of the financial sustainability priority in the *Corporate Strategic Plan*, City of Toronto is undertaking a multi-year effort to improve the effectiveness and efficiency of the budgeting process. The goal of this new approach is to support more effective strategic decision making and to demonstrate value to residents and businesses for their tax dollars, rates and user fees.

The 2020 budgets were the first year of Budget Modernization. The highlights of Year 1 are:

- Budget informed by previous years' actual spending trends. Instead of building a based on the prior year's budget, the 2020 budget was built on 2019 actual expenditures.
- More efficient and simplified process
- Capital budget recast to deliver achievability and affordability
- Focused Council discussions to be more strategic
- Simplified budget notes to better help residents understand how their money is invested

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 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 Strategic 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.

Figure 1: Toronto 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 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 guidelines.
- 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 9-year 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 143 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 as 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.

City of Toronto is a member of the Municipal Benchmarking Network Canada (formerly known as the Ontario Municipal CAO's Benchmarking Initiative, or OMBI). MBNCanada is a collaborative of Canadian municipalities whose mission is to enhance municipal service delivery by leading the development and application of municipal performance measurement and benchmarking. As of 2018, MBNCanada includes 15 municipalities across Canada, providing services to over 11.9 million people.

By examining our own operations and working with other municipalities through the [Municipal Benchmarking Network of Canada](#), 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.

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. Each year, there are a total of 642 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 2018 service/activity levels or performance measures have improved in relation to the previous year include:

- Increase in New Residential Units Created per 100,000 Population (Economic)
- Increase in Percent of Compliance to Noise, Property Standards, Yard Maintenance and Zoning By-laws (Community Impact)
- Decreased Total Cost for Garbage Collection per Tonne - All Property Classes (Efficiency)

Examples of areas in which Toronto's 2018 service/activity levels or performance measures have worsened in relation to the previous year include:

- Decrease in EMS Vehicle In-Service Hours - First Response Units (Statistic)
- Increase in Average Collection Period for General Revenue (Days) (Efficiency)
- Decrease in Library Electronic Database Uses per Capita (Community Impact)

Comparing Toronto's Results to Other Municipalities

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

- Lowest Social Assistance Response Time to Client Eligibility (Days) (Customer Service)
- Highest Fee Subsidy Child Care Spaces per 1,000 LICO (Low Income Cut-off) Children (Community Impact)
- Highest Number of Participant Visits for Directly Provided Registered Programs Per Capita in Sports and Recreation (Community Impact)

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

- Lower Number of Development Applications Received per 100,000 Population (Service Level)
- Longer Average Length of Stay in Days per Admission to Emergency Shelters (Adults and Children) (Community Impact)
- Higher Total Cost (Expenses) per Revenue Vehicle Hour for Transit Services (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 see the [2018 MBNCanada Performance Measurement Report](#).

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 2.95 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.

2019 Most Livable Cities

Toronto ranks seventh (tied with Tokyo, Japan) out of the 140 most livable cities in the world Opens in new window according to the Economist Intelligence Unit. Cities are rated across five categories; stability, healthcare, culture and environment, education and infrastructure. In each of the categories, cities are given a score between 1 and 100, where 1 is considered intolerable and 100 is considered ideal. Once all category scores are compiled and weighted, an overall score is given between 1 and 100. Toronto received an overall score of 97.2. Toronto received high scores (100) in stability, healthcare and education. Toronto's lowest score (89.3) was in infrastructure.

2019 CBRE Global Living

Toronto ranked 12th of 35 major cities according to a report by CBRE Residential Opens in new window that analyzed average property prices, an increase of 1.4% from last year. The CBRE study also reported on rental markets, and Toronto ranked 23rd in terms of highest monthly rental prices, an increase of 4.8% from last year.

2019 StartupBlink Start-up Ecosystem Rankings

Toronto ranked 15 of 1,000 in a recent study released by StartupBlink Opens in new window, which ranks cities in terms of their start-up potential. The criteria used to determine the rankings were based on the number of start-ups, the quality of start-ups, and the business environment that allows start-ups to easily conduct their business.

2019 Safe Cities Index

The Economist Intelligence Unit (EIU) released its 2019 Safe Cities Index Opens in new window, ranked Toronto at 6th out of 60 cities. The study by EIU examined four categories including digital security, health security, infrastructure safety and personal safety. Toronto ranked high in personal security and digital security, ranking #8 and #9 respectively.

More [information about Toronto's rankings](#) is available from the City of Toronto website.

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 [information on the City of Toronto's progress](#) please visit the Toronto Progress Portal at www.toronto.ca/progress .

2020 Budget Process

The City employs a financial planning and budgeting process that is transparent, accessible and focused on service outcomes 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.

The development of the 2020 Budget was guided by five key principles: preserving existing services; keeping the property tax increase for City operations at the level of inflation and minimizing the risk of unpredictable funding sources, investing in Council priorities and key challenges, modernizing the budget process and considering how the budget impacts all Torontonians.

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

Budget Submission

For the 2020 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.

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

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. Public participation was also encouraged through town-hall meetings conducted by City Councillors to educate constituents and receive input on the preliminary budgets. These actions encourage public participation in the budget decision making process prior to adoption of the 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.

2020 Budget Schedule

2020 Rate and Tax Supported Operating and Capital Budget Schedule

Figure 1: 2020 Rate and Tax Operating and Capital Budget Schedule

Activity	Rate Supported	Tax Supported
Budget Launch - Budget Committee	November 15, 2019	January 10, 2020
Public Presentation and Deputation	November 25, 2019	January 15 & 16, 2020
Budget Committee - Final Review	December 6, 2019	February 4, 2020
Executive Committee Review	December 11, 2019	February 13, 2020
Approval of Budget - City Council	December 18, 2019	February 19, 2020

The 2020 Operating Budget and the 2020 – 2029 Capital Budget and Plan enable the City of Toronto to provide over 143 distinct services that are supported by capital assets infrastructure to meet the needs of a diverse population of more than 2.9 million people.

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:

- i. Total gross expenditures required to fund the cost of providing services at the approved service level;
- ii. Total revenue as summed by the non-tax revenue sources;
- iii. Net expenditure, which represents the level of tax funding required to balance the Operating Budget;
- iv. Service Levels; and
- v. 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 \$250,000 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/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.
- Growth-Related — projects that support growth and development across the city.

2020 Operating Budget and 2020-2029 Capital Budget and Plan

Council Approved Tax and Rate Supported 2020 Operating Budget and 2020– 2029 Capital Budget and Plan

Summary

The City of Toronto's Council Approved Tax and Rate Supported 2020 Operating Budget and 2020 – 2029 Capital Budget and Plan, on February 20, 2020 and December 17, 2019 respectfully. This summary presents City Council approval for the 2020 Operating Budget by service, associated service levels, and staffing detailed therein; the 2020 Capital Budget, future year cash flow commitments, and planned estimates over the 2021– 2029 capital planning period.

Please note that all the revenue and expenditure assumptions were developed before the impacts of the COVID-19 pandemic were known.

The 2020 Council Approved Tax and Rate Supported Operating Budget is \$13.5 billion gross and \$4.4 billion net, representing an increase of \$277.6 million or 2.1% in gross expenditures over 2019.

The 2020 Council Approved Tax and Rate Supported Operating Budget of \$13.5 billion maintains current service levels, continues investments implemented in 2019 and recommends new investments of \$82.6 million in 2020. These investments implement Council strategies for poverty reduction, environmental sustainability, and advance city building and mobility initiatives.

The 2020 Operating Budget, as approved by City Council, includes the phased elimination of solid waste bin rebates for single family homes over 3 years, the decline in Municipal Land Transfer Tax revenues; incorporates a TTC fare increase of 10 cents per ride for all but adult fare type that will remain the same, and requests the federal funding of \$77 million 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 for Tax and Rate Supported Programs and Agencies, 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 2020-2029 Council Approved Tax and Rate Supported Capital Budget and Plan is \$43.4 billion.

The 2020 Operating Budget and the 2020 – 2029 Capital Budget and Plan enables the City of Toronto to provide over 150 distinct services that are supported by capital assets

and infrastructure 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 outcomes 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.

The development of the 2020 Budget was guided by five key principles: preserving existing services; keeping the property tax increase for City operations at the level of inflation and minimizing the risk of unpredictable funding sources, investing in Council priorities and key challenges, modernizing the budget process and considering how the budget impacts all Torontonians.

Financial Impact

The 2020 Council Approved Tax Supported Operating Budget and the 10-year Capital Budget and Plan is summarized in Table 1 below.

Figure 1: Approved Tax Supported 2020 Operating Budget and 2020-2029 Capital Budget and Plan

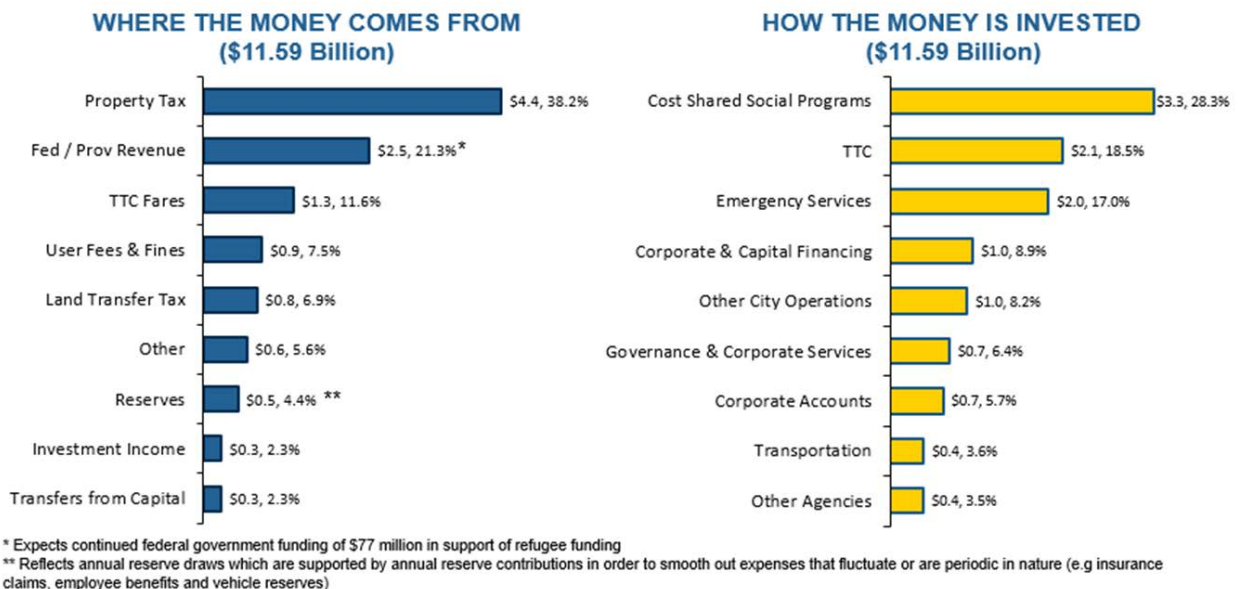
Total Tax Supported Budget & Plan	Operating Budget		Capital Budget & Plan			
	2020		2020		2021-2029	
Programs	Gross*	Net*	Gross	Debt	Gross	Debt
City Operations	5,609	2,188	1,355	723	13,302	7,782
City Agencies	4,300	2,415	1,004	166	12,284	1,077
Corporate & Capital Financing	1,682	-178				
Total Budget	11,591	4,424	2,358	888	25,585	8,858

2020 Council Approved Tax Supported Operating Budget Overview

The 2020 Council Approved Tax Supported Operating Budget is \$11.591 billion gross and \$4.424 billion net. The budget preserves existing services, addresses regional pressures, maintains an inflationary residential tax rate increase for City Operations, and includes \$79.4 million in new or enhanced investments.

New investments include \$20.4 million for poverty reduction, \$5.9 million for climate change, \$31.7 million for safety initiatives, \$9.5 million for transit investments and \$11.8 million for other City priorities.

Figure 2: 2020 Approved Operating Budget by Revenue and Expenditure



Most of the Council Approved Operating budget (64%) is allocated to social programs (28.3%), TTC services (18.5%), and emergency services (17.0%), with the funding primarily coming from property taxes (38.2%), Federal and Provincial revenues (21.3%), and TTC fares (11.6%)

The 2020 Council Approved Tax Supported Operating Budget also provides funding for a staff complement of 54,047 to deliver current and new/enhanced services and service levels, as approved by the City Council.

This represents an overall net increase of 649.7 positions as a result of:

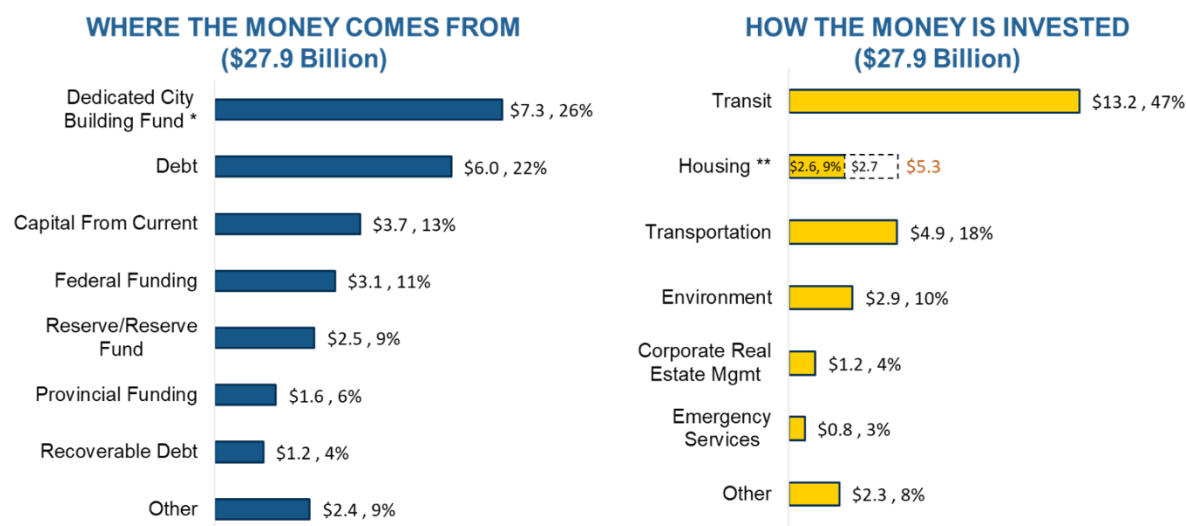
- Base changes of 215.7 positions
- An addition of 434 positions to deliver new/enhanced service priorities

Please refer to Appendix 1.5.4 for the 2020 Council Approved Staff Complement details by City Program and Agency.

2020-2029 Council Approved Capital Budget and Plan Overview

The 2020 - 2029 Council Approved Tax Supported Capital Budget is \$27.9 and addresses capital plan achievability and affordability, recent Council commitments, government partnerships and develops a capital asset management plan.

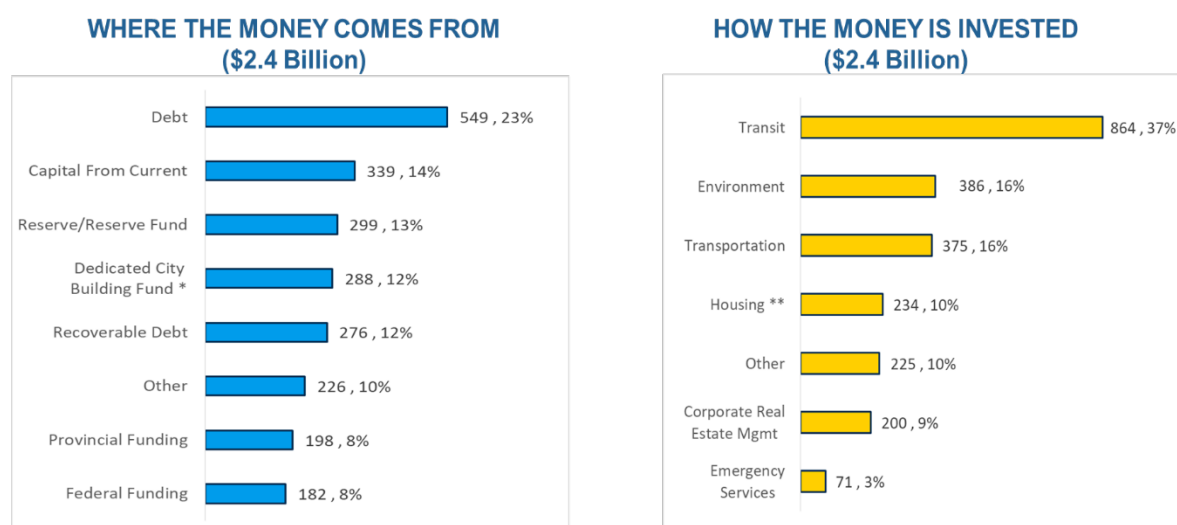
Figure 3: 2020-2029 Approved Capital Budget and Plan by Revenue and Expenditure



The 10-year Council Approved Capital Plan focuses on investments in transit funding (\$13.2 billion), transportation (\$4.9 billion), environment (\$2.9 billion) and housing (\$2.6 billion); and includes increase investments for new capital projects such as redevelopment of Carefree Lodge, park development and community centres.

The 2020 Council Approved Tax Supported Capital Budget totals \$2.358 billion that requires \$0.549 million in debt funding. \$1.910 billion or 55% is dedicated to addressing SOGR capital works.

Figure 4: 2020 Council Approved Tax Supported Capital Budget



* City Building Fund is dedicated to Transit and Housing projects

The 2020 Council Approved Capital Budget allocates \$864 million or 37% to transit capital work, \$386 million or 16% to environment, \$375 million or 16% to transportation and \$234 million or 10% to housing initiatives.

Decision History

At its meeting on June 18 and 19, 2019, City Council adopted the report on the Impact of Provincial Announcement on City's 2019 Budget and 2020 Budget Process

This report provided City Council with an update on the impact of the Province of Ontario's May 27, 2019 announcement to reverse the April 1, 2019 retroactivity of the provincial program and funding changes for child care, public health and land ambulance on the City's 2019 Budget and 2020 Budget process.

[Report on the Impact of Provincial Announcement on City's 2019 Budget and 2020 Budget Process](#)

At the Executive Committee meeting on December 17, 2019, the City Manager and the Chief Financial Officer and Treasurer gave a presentation on State of the City and Value-Based Outcomes Review. This report transmits the findings of the recently completed Value-Based Outcomes Review, conducted on behalf of the City of Toronto. The Value-Based Outcomes Review analysis and findings will inform the City's strategy for modernizing our financial decision-making to achieve Council's priorities and long-term financial sustainability.

[Report on Value-Based Outcomes Review: Findings](#)

Comments

Corporate Recommendations

This report presents the City of Toronto Council Approved Tax Supported 2020 Operating Budget and 2020 – 2029 Capital Budget and Plan and it seeks City Council approval for the Non Program accounts, which are not included in Program/Agency Budget Notes.

- **Tax Rate Stabilization Reserve**

The projected 2020 opening balance of the City's Tax Rate Stabilization Reserve is \$87.146 million, prior to any 2019 surplus allocation. Withdraws of \$23.861 million from this Reserve fund are recommended to fund one-time costs that will not require permanent funding beyond 2020, as summarized in the table below.

Council also approved a one-time contribution of \$33.062 million to this reserve in 2020 to both offset the one-time draws as well as contribute to the growth of this reserve. The 2020 contribution is funded by anticipated 2020 MLTT revenue, reflecting more than 50 per cent of the increase experienced in 2019 above 2018 actuals.

The reserve is projected to have a 2020 year-end balance of \$96.347 million. The anticipated growth in the Reserve balance is required to adequately support any emergency requirements associated with an \$11.6 billion operating budget and one-time costs for recommended expenditures, where permanent tax based funding should not be applied.

The Reserve also provides a contingency to temporarily address any shortfalls associated with expected Federal or Provincial partnerships.

Figure 5:2020 Reserve Activity
2020 Reserve Activity

2020 Opening Balance (\$Millions)	\$87.1
One Time Draws	
2 year phase in of VBOR savings	(\$20.0)
Other one-time expenses	(\$3.9)
Sub-Total	(\$23.9)
One Time Contributions	
2021 MLTT Contribution	\$33.1
2020 Projected Ending Balance	\$96.3
YoY Changes in Reserve Balance	\$9.2

* Excluded Potential 2019 Surplus Allocation

- **Solid Waste Rebate Reduction**

For a number of years, many Solid Waste Management Services single-family ratepayers have received a rebate or credit on each utility bill, funded from the property tax base.

During last year's budget process, City Council approved a three-year plan to phase out the bin rebates based on a recommendation from City staff. This included the single-family residential large garbage bin rebate being phased out entirely in 2019, the medium garbage bin rebate over 2019 and 2020 and the small garbage bin rebate over 2019, 2020 and 2021.

The phasing out of the single-family rebate supports the transitioning of Solid Waste Management Services to a sustainable utility where operating expenses are covered by rate revenues. This does not change the principles behind the volume-based rate structure. When the rebate is completely phased out, the extra-large garbage bin will still be more expensive than the small bin on an annual basis. Eliminating the rebate ensures more funds in the operating budget can go towards taxpayer-funded operations including transit, recreation programs, and community safety.

To minimize the impact of rebate reductions on low-income ratepayers, a Single-Family Residential Low-Income Relief Program was created. The program offers assistance to seniors or persons living with a disability who have a household income of \$50,000 or less and either a small, medium or large garbage bin or bag-only collection.

- **Anticipated Capital Development – Technical Recommendation**

This is a technical requirement under the Development Charge (DC) Act to ensure that the City can continue to recover DCs for any excess capacity created in a growth project. Either before or at the time the excess capacity is created, Council must express clear intention that the excess capacity would be paid for by DCs or other similar charges.

- **Federation of Canadian Municipalities Fees**

The Federation of Canadian Municipalities (FCM) is the national voice of Canadian municipal governments, advocating for local interests on policy and program matters within federal jurisdiction. Included in FCM is the Big City Mayor's Caucus (BCMC). The City of Toronto is FCM and BCMC's largest member and benefits from advocacy in Ottawa which has resulted in significant federal commitments in areas such as infrastructure, transit and housing. Toronto has two members on the FCM Board of Directors, and four (non-board) members on its Standing Committees.

At its September 2019 board meeting, FCM passed a revised fee structure which includes a one-time increase in member fees of 25% in 2020, and an annual escalator of 3.5% for each of the following three years (2021-2024). The revised fee structure was approved by the FCM Board to ensure that resources are available for the organization to fulfil its mandate. The fee structure was last revised 10 years ago, and fees have not kept up with the growing expectations members have had for the organization.

FCM calculates membership fees based on census population. Statistics Canada will conduct a new census in 2021, and Toronto's FCM membership fee will be calculated using this new population count starting in 2023. Based on the annual increased fee of 3.5% and population growth, staff estimate the impact on the City's FCM membership fees as follows:

Figure 6: City's FCM Membership Fees

Year		FCM Total Member Fee (not including HST)	Annual Growth	Census Year Used for Calculation
2019 (Actual)		416,661.42	-	2016
2020 (Actual)		525,364.28	26.09%	2016
2021 (City Staff Estimate)		543,846.00	3.52%	2016
2022 (City Staff Estimate)		563,147.00	3.55%	2016
2023 (City Staff Estimate)*	High	642,760.60	14.14%	2021
	Low	628,881.80	11.67%	

* City staff estimate that the member fee for 2023 will increase between 11-14% from the prior year, largely due to population growth. Estimates for 2023 were

calculated based on the 2021 Natural Growth (3.168 million) and Places to Grow Target (3.099 million) population scenarios from the Housing Market Analysis, which was presented to City Council in February 2019.

In 2002, City Council authorized the Chief Financial Officer & Treasurer to pay the invoice for the FCM membership fee in 2002 and in subsequent years as long as the membership fee did not increase by more than the Consumer Price Index (CPI). Since 2003, FCM fees have increased by an average of 2.3% per year (excluding the one-time growth due to changes in Census population) while CPI has grown on average of 1.9% in Toronto. City member dues are paid out of Corporate Membership account in Non-Programs (NP2260).

- **Approval of 2020 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 2020 sinking fund levies of \$366,894,362.71 in respect of the City's capital financing requirements.

Debt Issuance

Authority to Issue Debentures During 2020

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 2020 has been authorized under By-law No. 254-2019.

Issuance Activity during 2019

The debenture authority approved by Council for 2019 was \$1 billion. Due to favourable capital market conditions and timing considerations, debenture issuance of \$950 million was completed during the year.

The details of the 2019 debenture issuance that was approved by the Debenture Committee are:

Figure 7: 2019 Debenture Commitments

Issue Date	26-Apr-19	09-Sep-19	07-Nov-19	02-Dec-19
Settlement Date	09-May-19	24-Sep-19	22-Nov-19	16-Dec-19
Size	\$300,000,000	\$200,000,000	\$350,000,000	\$100,000,000
Coupon	2.65%	2.60%	2.80%	2.65%
Maturity Date	09-Nov-29	24-Sep-39	22-Nov-49	09-Nov-29
Term	10 years	20 years	30 years	10 years
Issue Yield	2.67%	2.65%	2.81%	2.35%

CITY OF TORONTO
2020 CITY COUNCIL APPROVED OPERATING BUDGET
NET EXPENDITURES

(In \$000's)	2019		2020 Budget	Outlooks	
	Budget	Projection		2021 Budget	2022 Budget
Community and Social Services					
Housing Secretariat	1,180	1,180	1,170	1,170	1,170
Children's Services	85,877	84,377	91,376	100,649	110,225
Court Services	(21,710)	(31,224)	(40,014)	(50,141)	(49,738)
Economic Development & Culture	72,173	72,282	76,592	78,089	78,815
Toronto Paramedic Services	80,243	80,575	88,707	97,846	97,397
Seniors Services and Long-Term Care	46,741	46,617	47,953	56,293	62,576
Parks, Forestry & Recreation	305,205	303,204	323,067	329,966	339,153
Shelter, Support & Housing Administration	219,820	251,392	255,829	355,461	397,278
Social Development, Finance & Administration	48,840	46,298	58,965	82,898	89,832
Toronto Employment & Social Services	91,362	88,655	89,986	93,588	93,597
Sub-Total Community and Social Services	929,731	943,356	993,631	1,145,818	1,220,306
Infrastructure and Development Services					
City Planning	14,030	12,786	13,240	13,983	14,476
Fire Services	465,682	462,002	476,602	504,929	514,229
Office of Emergency Management	2,601	2,510	2,606	2,678	2,751
Municipal Licensing & Standards	14,106	7,086	12,045	12,445	12,567
Policy, Planning, Finance & Administration	5,931	5,453	5,351	5,611	5,790
Transit Expansion	(17)	0	(0)	0	0
Engineering & Construction Services	4,085	3,171	1,833	2,113	2,401
Toronto Building	(17,632)	(50,488)	(16,147)	(10,947)	(10,947)
Transportation Services	212,857	212,279	226,402	225,578	227,186
Sub-Total Infrastructure and Development Services	701,642	654,800	721,932	756,388	768,454
Internal Corporate Services					
Corporate Real Estate Management	102,064	98,950	104,011	107,808	110,210
Environment & Energy	10,506	9,376	13,002	14,373	14,712
Fleet Services	24,471	24,269	27,317	27,794	27,844
Technology Services	86,135	85,441	91,281	94,892	98,338
311 Toronto	10,226	10,206	10,175	10,378	10,598
Sub-Total Internal Corporate Services	233,401	228,242	245,785	255,244	261,703
Finance and Treasury Services					
Office of the Chief Financial Officer	14,453	13,298	12,751	13,639	14,082
Office of the Controller	35,972	33,283	39,625	41,291	42,413
Sub-Total Finance and Treasury Services	50,425	46,581	52,376	54,929	56,495
City Manager					
City Manager's Office	51,764	52,368	58,001	61,046	62,809
Sub-Total City Manager	51,764	52,368	58,001	61,046	62,809
Other City Programs					
City Clerk's Office	37,562	36,992	38,673	39,287	39,832
Legal Services	44,772	36,104	41,488	45,055	45,875
Mayor's Office	2,567	2,567	2,567	2,637	2,652
City Council	21,572	20,272	21,781	21,824	21,896
Sub-Total Other City Programs	106,473	95,934	104,510	108,804	110,255
Accountability Offices					
Auditor General's Office	6,619	6,619	7,376	6,790	6,869
Integrity Commissioner's Office	572	447	762	780	799
Office of the Lobbyist Registrar	1,230	1,230	1,252	1,265	1,275
Office of the Ombudsman	1,990	1,970	2,196	2,297	2,338
Sub-Total Accountability Offices	10,411	10,266	11,586	11,131	11,281
TOTAL - CITY OPERATIONS	2,083,848	2,031,547	2,187,820	2,393,361	2,491,302
Agencies					
Toronto Public Health	63,877	63,579	69,409	81,826	84,461
Toronto Public Library	188,093	188,093	195,180	198,981	203,012
Association of Community Centres	8,265	8,309	8,661	8,684	8,849
Exhibition Place	(160)	(1,800)	(500)	(500)	(500)
Heritage Toronto	401	401	431	470	494
To Live	5,599	5,599	5,599	5,599	5,599
Toronto Zoo	12,462	13,346	12,772	13,383	13,614
Arena Boards of Management	(18)	(12)	(108)	(14)	26
Yonge-Dundas Square		53	(0)	190	190
CreateTO			0	0	
Toronto & Region Conservation Authority	3,833	3,833	4,268	4,953	5,165
Toronto Transit Commission - Conventional	621,958	620,282	642,582	741,161	805,603
Toronto Transit Commission - Wheel Trans	140,908	142,609	147,246	147,246	147,246
Toronto Police Service	1,035,381	1,032,581	1,076,195	1,095,399	1,105,123
Toronto Police Services Board	1,904	1,904	1,930	1,949	1,949
Toronto Community Housing Corporation Subsidy	243,438	238,204	250,960	250,960	250,960
TOTAL - AGENCIES	2,325,942	2,316,983	2,414,625	2,550,288	2,631,792
TOTAL - CITY OPERATIONS AND AGENCIES	4,409,790	4,348,529	4,602,445	4,943,649	5,123,094

CITY OF TORONTO
2020 CITY COUNCIL APPROVED OPERATING BUDGET
NET EXPENDITURES

(In \$000's)	2019		2020 Budget	Outlooks	
	Budget	Projection		2021 Budget	2022 Budget
Corporate Accounts					
<u>Capital & Corporate Financing</u>					
Capital from Current	340,020	340,020	337,447	347,004	353,924
Technology Sustainment	19,912	19,912	19,912	19,912	19,912
Debt Charges	567,355	523,072	598,414	672,669	673,511
Capital & Corporate Financing	927,287	883,004	955,774	1,039,585	1,047,347
<u>Non Program Expenditures</u>					
Tax Deficiencies/Write offs	67,573	63,122	65,422	76,702	86,384
Tax Increment Equivalent Grants (TIEG)	31,184	29,540	29,287	46,188	49,039
Assessment Function (MPAC)	44,993	44,993	45,893	47,453	49,067
Funding of Employee Related Liabilities	70,833	70,833	70,833	70,833	70,833
Tax Rebates for Registered Charities					
Programs Funded from Reserve Funds	(5,486)	0	(0)	(0)	(0)
Other Corporate Expenditures	19,297	12,481	5	43,772	77,152
Office of the Chief Transformation Officer	688	688	583	606	623
Insurance Premiums & Claims	300	300			
Tax Increment Funding (TIF)	935	935	1,814	1,814	1,814
Parking Tag Enforcement & Operations Exp	60,520	58,961	62,112	63,037	64,045
Heritage Property Taxes Rebate	2,076	2,076	2,329	2,893	3,457
Solid Waste Management Services Rebate	109,680	109,680	75,371	38,532	1,694
Non-Program Expenditures	402,594	393,609	353,649	391,829	404,106
<u>Non Program Revenues</u>					
Payments in Lieu of Taxes	(93,453)	(95,119)	(96,389)	(96,389)	(96,389)
Supplementary Taxes	(35,000)	(33,000)	(34,000)	(34,000)	(34,000)
Tax Penalty Revenue	(31,000)	(32,000)	(32,000)	(32,000)	(32,000)
Municipal Land Transfer Tax	(688,562)	(708,562)	(725,023)	(725,023)	(725,023)
Third Party Sign Tax	(10,911)	(9,900)	(9,007)	(7,222)	(6,327)
Interest/Investment Earnings	(111,566)	(185,840)	(114,810)	(117,448)	(121,376)
Other Corporate Revenues	(11,164)	(11,226)	(8,239)	(8,239)	(8,239)
Dividend Income	(90,200)	(92,780)	(105,000)	(110,000)	(115,000)
Provincial Gas Tax	(91,600)	(91,600)	(91,600)	(91,600)	(91,600)
Parking Authority Revenues	(51,712)	(57,478)	(54,739)	(54,889)	(55,488)
Administrative Support Recoveries - Water	(18,973)	(18,973)	(18,973)	(18,973)	(18,973)
Administrative Support Recoveries - Health & EMS	(10,427)	(10,427)	(10,427)	(10,427)	(10,427)
Parking Tag Enforcement & Operations Rev	(113,072)	(113,072)	(114,840)	(114,840)	(114,840)
Other Tax Revenues	(10,431)	(10,839)	(10,192)	(10,192)	(10,192)
Casino Woodbine Revenues	(27,900)	(26,791)	(27,900)	(27,900)	(27,900)
Gaming & Registry Revenues	(2,541)	(2,541)	(2,716)	(2,745)	(2,775)
Municipal Accommodation Tax (MAT)	(28,190)	(28,190)	(31,545)	(32,489)	(33,529)
Non-Program Revenues	(1,426,702)	(1,528,336)	(1,487,400)	(1,494,377)	(1,504,078)
TOTAL - CORPORATE ACCOUNTS	(96,820)	(251,724)	(177,977)	(62,963)	(52,625)
TOTAL LEVY OPERATING BUDGET BEFORE ASSESSMENT GROWTH AND TAX INCREASE	4,312,970	4,096,805	4,424,468	4,880,686	5,070,470
Special Levy for Scarborough Subway	40,699	40,699	40,699	40,699	40,699
City Building Fund (CBF)	43,887	43,887	91,461	139,035	186,609
TOTAL LEVY INCLUDING SCARBOROUGH SUBWAY EXTENSION LEVY	4,397,556	4,181,392	4,556,628	5,060,420	5,297,777
NON LEVY OPERATION					
Solid Waste Management Services					
Toronto Parking Authority					
Toronto Water					
TOTAL NON LEVY OPERATING BUDGET					
TOTAL LEVY AND NON-LEVY OPERATION BUDGET	4,312,970	4,096,805	4,424,468	4,880,686	5,070,470

CITY OF TORONTO
2020 CITY COUNCIL APPROVED OPERATING BUDGET
GROSS EXPENDITURES

(In \$000's)	2019		2020 Budget	Outlooks	
	Budget	Projection		2021 Budget	2022 Budget
Community and Social Services					
Housing Secretariat	10,161	10,161	14,439	4,882	4,979
Children's Services	656,515	631,515	634,940	644,213	653,789
Court Services	33,831	30,493	35,793	36,612	37,016
Economic Development & Culture	85,440	84,780	90,913	89,212	88,125
Toronto Paramedic Services	232,254	231,840	244,438	253,923	257,020
Seniors Services and Long-Term Care	265,812	270,486	271,191	277,840	284,129
Parks, Forestry & Recreation	453,829	436,328	459,400	467,932	473,830
Shelter, Support & Housing Administration	762,458	723,659	756,864	690,108	647,774
Social Development, Finance & Administration	73,454	62,168	76,830	102,521	106,631
Toronto Employment & Social Services	1,147,062	1,065,193	1,094,564	1,095,675	1,096,877
Sub-Total Community and Social Services	3,720,816	3,546,624	3,679,373	3,662,918	3,650,170
Infrastructure and Development Services					
City Planning	53,737	51,450	53,956	55,321	55,860
Fire Services	483,743	484,064	497,344	525,671	534,970
Office of Emergency Management	2,977	2,877	3,266	3,338	3,411
Municipal Licensing & Standards	63,768	56,646	62,390	63,565	64,478
Policy, Planning, Finance & Administration	16,959	15,982	16,946	17,408	17,768
Transit Expansion	4,383	2,716	8,671	9,678	9,927
Engineering & Construction Services	73,888	65,977	73,088	75,278	76,948
Toronto Building	56,909	51,133	60,851	58,575	59,475
Transportation Services	383,346	374,165	416,591	415,288	417,250
Sub-Total Infrastructure and Development Services	1,139,711	1,105,009	1,193,104	1,224,122	1,240,088
Internal Corporate Services					
Corporate Real Estate Management	190,387	184,536	193,627	197,511	199,957
Environment & Energy	15,217	12,452	17,096	17,615	17,920
Fleet Services	58,147	58,581	62,628	63,179	63,238
Technology Services	133,223	117,889	128,781	132,450	135,970
311 Toronto	19,137	18,239	19,072	19,031	19,301
Sub-Total Internal Corporate Services	416,112	391,698	421,203	429,786	436,386
Finance and Treasury Services					
Office of the Chief Financial Officer	20,889	17,193	16,568	17,689	18,160
Office of the Controller	77,738	73,177	80,408	82,567	84,032
Sub-Total Finance and Treasury Services	98,626	90,370	96,976	100,256	102,192
City Manager					
City Manager's Office	58,649	59,621	63,403	65,307	66,636
Sub-Total City Manager	58,649	59,621	63,403	65,307	66,636
Other City Programs					
City Clerk's Office	50,856	48,326	52,520	51,847	65,724
Legal Services	65,614	59,738	67,176	70,955	72,141
Mayor's Office	2,567	2,567	2,567	2,637	2,652
City Council	22,157	20,857	21,889	21,889	21,961
Sub-Total Other City Programs	141,195	131,488	144,151	147,328	162,477
Accountability Offices					
Auditor General's Office	6,619	6,619	7,376	6,790	6,869
Integrity Commissioner's Office	572	447	762	780	799
Office of the Lobbyist Registrar	1,230	1,230	1,252	1,265	1,275
Office of the Ombudsman	1,990	1,970	2,196	2,297	2,338
Sub-Total Accountability Offices	10,411	10,266	11,586	11,131	11,281
TOTAL - CITY OPERATIONS	5,585,519	5,335,075	5,609,798	5,640,848	5,669,230
Agencies					
Toronto Public Health	256,729	251,206	269,155	270,836	273,497
Toronto Public Library	207,314	210,007	215,819	219,893	224,077
Association of Community Centres	8,981	8,625	8,979	9,003	9,167
Exhibition Place	56,595	58,955	56,874	58,088	59,352
Heritage Toronto	1,146	1,146	1,100	1,006	1,030
To Live	42,258	40,189	38,699	38,274	39,085
Toronto Zoo	53,092	50,204	51,871	52,872	53,494
Arena Boards of Management	9,782	9,782	9,999	10,165	10,253
Yonge-Dundas Square	3,442	3,400	3,934	3,979	4,008
CreateTO	12,940	12,940	14,409	14,349	14,617
Toronto & Region Conservation Authority	8,909	8,909	9,470	10,286	10,631
Toronto Transit Commission - Conventional	1,910,540	1,887,665	1,987,171	2,101,478	2,179,321
Toronto Transit Commission - Wheel Trans	149,019	151,600	156,483	156,483	156,483
Toronto Police Service	1,176,522	1,205,341	1,221,216	1,235,818	1,239,470
Toronto Police Services Board	4,204	4,204	4,767	2,449	2,449
Toronto Community Housing Corporation Subsidy	243,438	238,204	250,960	250,960	250,960
TOTAL - AGENCIES	4,144,912	4,142,377	4,300,906	4,435,939	4,527,894
TOTAL - CITY OPERATIONS AND AGENCIES	9,730,432	9,477,451	9,910,703	10,076,787	10,197,124

CITY OF TORONTO
2020 CITY COUNCIL APPROVED OPERATING BUDGET
GROSS EXPENDITURES

(In \$000's)	2019		2020 Budget	Outlooks	
	Budget	Projection		2021 Budget	2022 Budget
Corporate Accounts					
<u>Capital & Corporate Financing</u>					
Capital from Current	340,020	340,020	340,220	347,004	353,924
Technology Sustainment	19,912	19,912	19,912	19,912	19,912
Debt Charges	634,012	589,729	666,665	740,826	741,406
Capital & Corporate Financing	993,944	949,661	1,026,797	1,107,742	1,115,242
<u>Non Program Expenditures</u>					
Tax Deficiencies/Write offs	77,573	63,122	65,422	93,339	86,384
Tax Increment Equivalent Grants (TIEG)	31,184	29,540	29,287	46,188	49,039
Assessment Function (MPAC)	44,993	44,993	45,893	47,453	49,067
Funding of Employee Related Liabilities	70,833	70,833	70,833	70,833	70,833
Tax Rebates for Registered Charities			4,616	4,616	4,616
Programs Funded from Reserve Funds	144,305	150,048	143,778	143,991	143,649
Other Corporate Expenditures	31,198	23,727	29,658	51,745	85,125
Office of the Chief Transformation Officer	688	688	583	606	623
Insurance Premiums & Claims	300	300			
Tax Increment Funding (TIF)	935	935	1,814	1,814	1,814
Parking Tag Enforcement & Operations Exp	60,520	58,961	62,112	63,037	64,045
Heritage Property Taxes Rebate	2,076	2,076	2,329	2,893	3,457
Solid Waste Management Services Rebate	109,680	109,680	85,371	38,532	1,694
Non-Program Expenditures	574,286	554,903	541,696	565,047	560,344
<u>Non Program Revenues</u>					
Payments in Lieu of Taxes					
Supplementary Taxes					
Tax Penalty Revenue					
Municipal Land Transfer Tax	44,629	44,795	72,667	72,667	72,667
Third Party Sign Tax					
Interest/Investment Earnings	8,652	5,860	10,723	16,051	16,342
Other Corporate Revenues	80	80	80	80	80
Dividend Income	7,600	7,600			
Provincial Gas Tax					
Parking Authority Revenues					
Administrative Support Recoveries - Water					
Administrative Support Recoveries - Health & EMS					
Parking Tag Enforcement & Operations Rev					
Other Tax Revenues		18			
Casino Woodbine Revenues		109			
Gaming & Registry Revenues	754	754	768	768	768
Municipal Accommodation Tax (MAT)	28,610	28,610	30,027	31,546	33,067
Non-Program Revenues	90,324	87,826	114,265	121,113	122,924
TOTAL - CORPORATE ACCOUNTS	1,658,554	1,592,390	1,682,758	1,793,902	1,798,510
TOTAL LEVY OPERATING BUDGET BEFORE ASSESSMENT GROWTH AND TAX INCREASE	11,388,986	11,069,841	11,593,461	11,870,689	11,995,634
Special Levy for Scarborough Subway	40,699	40,699	40,699	40,699	40,699
City Building Fund (CBF)	43,887	43,887	91,461	139,035	186,609
TOTAL LEVY INCLUDING SCARBOROUGH SUBWAY EXTENSION LEVY	11,473,572	11,154,427	11,725,621	12,050,423	12,222,941
NON LEVY OPERATION					
Solid Waste Management Services	369,523	367,374	378,904	388,314	398,715
Toronto Parking Authority	167,138	168,001	171,872	175,270	178,108
Toronto Water	1,331,390	1,336,929	1,390,427	1,424,214	1,456,570
TOTAL NON LEVY OPERATING BUDGET	1,868,050	1,872,304	1,941,203	1,987,798	2,033,392
TOTAL LEVY AND NON-LEVY OPERATION BUDGET	13,257,036	12,942,145	13,534,664	13,858,487	14,029,026

CITY OF TORONTO
2020 CITY COUNCIL APPROVED OPERATING BUDGET
REVENUES

(In \$000's)	2019		2020 Budget	Outlooks	
	Budget	Projection		2021 Budget	2022 Budget
Community and Social Services					
Housing Secretariat	8,981	8,981	13,269	3,712	3,808
Children's Services	570,638	547,138	543,565	543,564	543,564
Court Services	55,541	61,717	75,808	86,754	86,754
Economic Development & Culture	13,267	12,498	14,320	11,123	9,311
Toronto Paramedic Services	152,011	151,265	155,732	156,077	159,623
Seniors Services and Long-Term Care	219,071	223,870	223,238	221,547	221,553
Parks, Forestry & Recreation	148,624	133,124	136,333	137,965	134,677
Shelter, Support & Housing Administration	542,638	472,267	501,035	334,647	250,496
Social Development, Finance & Administration	24,614	15,871	17,865	19,622	16,798
Toronto Employment & Social Services	1,055,700	976,538	1,004,578	1,002,088	1,003,281
Sub-Total Community and Social Services	2,791,085	2,603,267	2,685,742	2,517,100	2,429,864
Infrastructure and Development Services					
City Planning	39,707	38,664	40,715	41,339	41,384
Fire Services	18,062	22,062	20,742	20,742	20,742
Office of Emergency Management	377	367	660	660	660
Municipal Licensing & Standards	49,661	49,560	50,345	51,120	51,911
Policy, Planning, Finance & Administration	11,028	10,529	11,596	11,798	11,978
Transit Expansion	4,400	2,716	8,671	9,678	9,927
Engineering & Construction Services	69,804	62,806	71,255	73,166	74,547
Toronto Building	74,542	101,620	76,998	69,522	70,421
Transportation Services	170,488	161,885	190,189	189,710	190,064
Sub-Total Infrastructure and Development Services	438,069	450,210	471,172	467,734	471,634
Internal Corporate Services					
Corporate Real Estate Management	88,323	85,586	89,616	89,704	89,747
Environment & Energy	4,711	3,076	4,094	3,242	3,208
Fleet Services	33,676	34,312	35,311	35,384	35,394
Technology Services	47,089	32,448	37,500	37,558	37,631
311 Toronto	8,911	8,034	8,897	8,653	8,702
Sub-Total Internal Corporate Services	182,710	163,456	175,418	174,541	174,683
Finance and Treasury Services					
Office of the Chief Financial Officer	6,436	3,895	3,817	4,051	4,078
Office of the Controller	41,766	39,894	40,784	41,276	41,619
Sub-Total Finance and Treasury Services	48,201	43,789	44,601	45,327	45,697
City Manager					
City Manager's Office	6,885	7,253	5,403	4,261	3,827
Sub-Total City Manager	6,885	7,253	5,403	4,261	3,827
Other City Programs					
City Clerk's Office	13,295	11,334	13,846	12,560	25,892
Legal Services	20,842	23,634	25,688	25,900	26,266
Mayor's Office					
City Council	585	585	108	65	65
Sub-Total Other City Programs	34,722	35,553	39,642	38,525	52,222
Accountability Offices					
Auditor General's Office					
Integrity Commissioner's Office					
Office of the Lobbyist Registrar					
Office of the Ombudsman					
Sub-Total Accountability Offices					
TOTAL - CITY OPERATIONS	3,501,671	3,303,528	3,421,977	3,247,487	3,177,928
Agencies					
Toronto Public Health	192,853	187,627	199,746	189,010	189,036
Toronto Public Library	19,221	21,914	20,640	20,912	21,065
Association of Community Centres	716	316	318	318	318
Exhibition Place	56,755	60,755	57,374	58,588	59,852
Heritage Toronto	744	744	669	536	536
To Live	36,659	34,589	33,099	32,675	33,486
Toronto Zoo	40,631	36,858	39,099	39,489	39,879
Arena Boards of Management	9,800	9,793	10,107	10,179	10,227
Yonge-Dundas Square	3,442	3,347	3,934	3,789	3,818
CreateTO	12,940	12,940	14,409	14,349	14,617
Toronto & Region Conservation Authority	5,076	5,076	5,203	5,333	5,466
Toronto Transit Commission - Conventional	1,288,583	1,267,383	1,344,589	1,360,318	1,373,718
Toronto Transit Commission - Wheel Trans	8,111	8,991	9,237	9,237	9,237
Toronto Police Service	141,141	172,760	145,021	140,419	134,347
Toronto Police Services Board	2,300	2,300	2,837	500	500
Toronto Community Housing Corporation Subsidy					
TOTAL - AGENCIES	1,818,970	1,825,394	1,886,281	1,885,651	1,896,102
TOTAL - CITY OPERATIONS AND AGENCIES	5,320,641	5,128,922	5,308,258	5,133,139	5,074,030

CITY OF TORONTO
2020 CITY COUNCIL APPROVED OPERATING BUDGET
REVENUES

(In \$000's)	2019		2020 Budget	Outlooks	
	Budget	Projection		2021 Budget	2022 Budget
Corporate Accounts					
<u>Capital & Corporate Financing</u>					
Capital from Current			2,773		
Technology Sustainment					
Debt Charges	66,657	66,657	68,250	68,158	67,895
Capital & Corporate Financing	66,657	66,657	71,023	68,158	67,895
<u>Non Program Expenditures</u>					
Tax Deficiencies/Write offs	10,000			16,638	
Tax Increment Equivalent Grants (TIEG)					
Assessment Function (MPAC)					
Funding of Employee Related Liabilities					
Tax Rebates for Registered Charities			4,616	4,616	4,616
Programs Funded from Reserve Funds	149,791	150,048	143,778	143,991	143,649
Other Corporate Expenditures	11,901	11,246	29,653	7,973	7,973
Office of the Chief Transformation Officer					
Insurance Premiums & Claims					
Tax Increment Funding (TIF)					
Parking Tag Enforcement & Operations Exp					
Heritage Property Taxes Rebate					
Solid Waste Management Services Rebate			10,000		
Non-Program Expenditures	171,692	161,294	188,047	173,217	156,237
<u>Non Program Revenues</u>					
Payments in Lieu of Taxes	93,453	95,119	96,389	96,389	96,389
Supplementary Taxes	35,000	33,000	34,000	34,000	34,000
Tax Penalty Revenue	31,000	32,000	32,000	32,000	32,000
Municipal Land Transfer Tax	733,191	753,357	797,691	797,691	797,691
Third Party Sign Tax	10,911	9,900	9,007	7,222	6,327
Interest/Investment Earnings	120,218	191,700	125,533	133,499	137,718
Other Corporate Revenues	11,244	11,306	8,319	8,319	8,319
Dividend Income	97,800	100,380	105,000	110,000	115,000
Provincial Gas Tax	91,600	91,600	91,600	91,600	91,600
Parking Authority Revenues	51,712	57,478	54,739	54,889	55,488
Administrative Support Recoveries - Water	18,973	18,973	18,973	18,973	18,973
Administrative Support Recoveries - Health & EMS	10,427	10,427	10,427	10,427	10,427
Parking Tag Enforcement & Operations Rev	113,072	113,072	114,840	114,840	114,840
Other Tax Revenues	10,431	10,857	10,192	10,192	10,192
Casino Woodbine Revenues	27,900	26,900	27,900	27,900	27,900
Gaming & Registry Revenues	3,295	3,295	3,484	3,513	3,543
Municipal Accommodation Tax (MAT)	56,800	56,800	61,572	64,035	66,596
Non-Program Revenues	1,517,026	1,616,162	1,601,665	1,615,489	1,627,002
TOTAL - CORPORATE ACCOUNTS	1,755,375	1,844,113	1,860,735	1,856,864	1,851,135
TOTAL LEVY OPERATING BUDGET BEFORE ASSESSMENT GROWTH AND TAX INCREASE	7,076,016	6,973,035	7,168,994	6,990,003	6,925,164
Special Levy for Scarborough Subway					
City Building Fund (CBF)					
TOTAL LEVY INCLUDING SCARBOROUGH SUBWAY EXTENSION LEVY	7,076,016	6,973,035	7,168,994	6,990,003	6,925,164
NON LEVY OPERATION					
Solid Waste Management Services	369,523	367,374	378,904	388,314	398,715
Toronto Parking Authority	167,138	168,001	171,872	175,270	178,108
Toronto Water	1,331,390	1,336,929	1,390,427	1,424,214	1,456,570
TOTAL NON LEVY OPERATING BUDGET	1,868,050	1,872,304	1,941,203	1,987,798	2,033,392
TOTAL LEVY AND NON-LEVY OPERATION BUDGET	8,944,067	8,845,340	9,110,197	8,977,801	8,958,557

CITY OF TORONTO
2020 CITY COUNCIL APPROVED OPERATING BUDGET
POSITIONS

	2017 Budget	2018 Budget	2019 Budget	Base Budget	Change from 2019		New / Enh. Budget	App'd Operating	Change from 2019	
					Incr / (Dcr)	%			Incr / (Dcr)	%
Community and Social Services										
Housing Secretariat	25.0	25.0	28.0	28.0	0.0	0.0%		28.0	0.0	0.0%
Children's Services	1,007.5	1,088.6	1,112.7	1,074.8	(37.9)	(3.4%)		1,074.8	(37.9)	(3.4%)
Court Services	258.0	229.0	241.0	253.2	12.2	5.1%		253.2	12.2	5.1%
Economic Development & Culture	300.5	302.5	306.5	313.2	6.7	2.2%	3.0	316.2	9.7	3.2%
Toronto Paramedic Services	1,453.3	1,477.3	1,520.3	1,530.3	10.0	0.7%	71.0	1,601.3	81.0	5.3%
Seniors Services and Long-Term Care	2,373.9	2,389.9	2,426.6	2,428.7	2.1	0.1%	6.5	2,435.2	8.6	0.4%
Parks, Forestry & Recreation	4,443.1	4,522.3	4,527.4	4,569.8	42.5	0.9%	69.2	4,639.1	111.7	2.5%
Shelter, Support & Housing Administration	809.4	886.4	935.4	949.6	14.2	1.5%	11.0	960.6	25.2	2.7%
Social Development, Finance & Administration	150.0	169.0	181.0	251.0	70.0	38.7%	8.0	259.0	78.0	43.1%
Toronto Employment & Social Services	2,011.0	1,985.0	1,907.0	1,801.5	(105.5)	(5.5%)		1,801.5	(105.5)	(5.5%)
Sub-Total Community and Social Services	12,831.6	13,075.0	13,185.8	13,200.1	14.3	0.1%	168.7	13,368.8	183.0	1.4%
Infrastructure and Development Services										
City Planning	392.0	430.0	439.0	437.0	(2.0)	(0.5%)	13.0	450.0	11.0	2.5%
Fire Services	3,174.3	3,214.3	3,212.3	3,191.3	(21.0)	(0.7%)	1.0	3,192.3	(20.0)	(0.6%)
Office of Emergency Management			21.0	21.0				21.0		
Municipal Licensing & Standards	479.5	492.5	533.5	533.5	(0.0)	(0.0%)	5.0	538.5	5.0	0.9%
Policy, Planning, Finance & Administration	190.4	200.1	166.1	170.1	4.0	2.4%		170.1	4.0	2.4%
Transit Expansion			32.0	59.0	27.0	84.4%		59.0	27.0	84.4%
Engineering & Construction Services	574.1	592.1	600.1	617.1	17.0	2.8%		617.1	17.0	2.8%
Toronto Building	468.0	468.0	472.0	472.0	(0.0)	(0.0%)	5.0	477.0	5.0	1.1%
Transportation Services	1,119.5	1,179.8	1,201.3	1,287.3	86.0	7.2%	9.0	1,296.3	95.0	7.9%
Sub-Total Infrastructure and Development Services	6,397.8	6,576.8	6,677.3	6,788.3	111.0	1.7%	33.0	6,821.3	144.0	2.2%
Internal Corporate Services										
Corporate Real Estate Management	1,011.0	1,042.1	994.9	992.4	(2.5)	(0.3%)	39.0	1,031.4	36.5	3.7%
Environment & Energy			83.6	83.6			18.0	101.6	18.0	21.5%
Fleet Services	186.0	187.0	190.0	202.0	12.0	6.3%	6.0	208.0	18.0	9.5%
Technology Services	851.0	849.0	854.0	830.0	(24.0)	(2.8%)		830.0	(24.0)	(2.8%)
311 Toronto	178.0	180.5	183.0	183.0	0.1	0.0%		183.0	0.1	0.0%
Sub-Total Internal Corporate Services	2,226.0	2,258.6	2,305.5	2,291.0	(14.5)	(0.6%)	63.0	2,354.0	48.5	2.1%
Finance and Treasury Services										
Office of the Chief Financial Officer	118.0	133.0	148.0	112.0	(36.0)	(24.3%)		112.0	(36.0)	(24.3%)
Office of the Controller	645.2	664.7	677.0	693.0	16.0	2.4%		693.0	16.0	2.4%
Sub-Total Finance and Treasury Services	763.2	797.7	825.0	805.0	(20.0)	(2.4%)		805.0	(20.0)	(2.4%)
City Manager										
City Manager's Office	438.0	456.0	444.0	463.0	19.0	4.3%	3.0	466.0	22.0	5.0%
Sub-Total City Manager	438.0	456.0	444.0	463.0	19.0	4.3%	3.0	466.0	22.0	5.0%
Other City Programs										
City Clerk's Office	404.6	413.8	382.5	375.9	(6.6)	(1.7%)		375.9	(6.6)	(1.7%)
Legal Services	368.9	377.9	388.9	387.4	(1.5)	(0.4%)	13.0	400.4	11.5	3.0%
Mayor's Office	20.0	1.0	1.0	1.0				1.0		
City Council	180.0	25.0	25.0	25.0				25.0		
Sub-Total Other City Programs	973.4	817.7	797.4	789.3	(8.1)	(1.0%)	13.0	802.3	4.9	0.6%
Accountability Offices										
Auditor General's Office	32.0	36.0	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			2.0	14.0	2.0	16.7%
Sub-Total Accountability Offices	55.2	59.2	59.3	59.3			2.0	61.3	2.0	3.4%
TOTAL - CITY OPERATIONS	23,685.4	24,041.1	24,294.3	24,396.0	101.7	0.4%	282.7	24,678.7	384.4	1.6%
Agencies										
Toronto Public Health	1,855.9	1,881.4	1,932.2	1,860.1	(72.0)	(3.7%)	61.0	1,921.1	(11.0)	(0.6%)
Toronto Public Library	1,734.3	1,734.8	1,732.3	1,737.8	5.5	0.3%	32.0	1,769.8	37.5	2.2%
Association of Community Centres	77.9	80.6	80.6	80.6			0.3	81.0	0.3	0.4%
Exhibition Place	359.0	356.0	356.0	357.0	1.0	0.3%		357.0	1.0	0.3%
Heritage Toronto	7.0	7.5	8.5	9.5	1.1	12.4%		9.5	1.1	12.4%
To Live	187.7	232.5	222.7	240.4	17.7	7.9%		240.4	17.7	7.9%
Toronto Zoo	394.0	396.0	397.0	399.2	2.2	0.6%		399.2	2.2	0.6%

CITY OF TORONTO
2020 CITY COUNCIL APPROVED OPERATING BUDGET
POSITIONS

	2017 Budget	2018 Budget	2019 Budget	Base Budget	Change from 2019		New / Enh. Budget	App'd Operating	Change from 2019	
					Incr / (Dcr)	%			Incr / (Dcr)	%
Arena Boards of Management	67.7	65.6	65.5	66.0	0.5	0.7%		66.0	0.5	0.7%
Yonge-Dundas Square	6.5	8.0	8.0	8.0				8.0		
CreateTO	55.0	51.0	60.0	64.0	4.0	6.7%		64.0	4.0	6.7%
Toronto Transit Commission - Conventional	14,425.0	15,185.0	15,314.0	15,486.0	172.0	1.1%	58.0	15,544.0	230.0	1.5%
Toronto Transit Commission - Wheel Trans	571.0	620.0	637.0	623.0	(14.0)	(2.2%)		623.0	(14.0)	(2.2%)
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	7.5	7.5				7.5		
TOTAL - AGENCIES	27,629.0	28,506.3	28,702.2	28,820.1	117.9	0.4%	151.3	28,971.5	269.3	0.9%
TOTAL - CORPORATE ACCOUNTS	407.0	407.0	401.0	397.0	(4.0)	(1.0%)		397.0	(4.0)	(1.0%)
TOTAL LEVY PPOSITIONS	51,721.3	52,954.4	53,397.5	53,613.1	215.7	0.4%	434.0	54,047.2	649.7	1.2%
NON LEVY OPERATION										
Solid Waste Management Services	1,113.7	1,116.3	1,122.8	1,126.3	3.5	0.3%	2.0	1,128.3	5.5	0.5%
Toronto Parking Authority	323.5	328.5	328.5	326.5	(2.0)	(0.6%)		326.5	(2.0)	(0.6%)
Toronto Water	1,752.7	1,764.7	1,805.7	1,816.3	10.6	0.6%	4.0	1,820.3	14.6	0.8%
TOTAL NON LEVY OPERATING BUDGET	3,189.9	3,209.5	3,256.9	3,269.1	12.1	0.4%	6.0	3,275.1	18.1	0.6%
TOTAL LEVY AND NON-LEVY OPERATION BUDGET	54,911.2	56,163.9	56,654.4	56,882.2	227.8	0.4%	440.0	57,322.2	667.8	1.2%

CITY OF TORONTO
2020 COUNCIL APPROVED OPERATING BUDGET
SUMMARY BY COMMITMENT ITEM GROUP

(In \$000's)	2019 Budget	2020 Budget	2021 Plan	2022 Plan
Gross Expenditures				
Salaries And Benefits	5,612,654	5,785,299	5,966,821	6,102,120
Materials & Supplies	608,759	611,502	653,400	672,689
Equipment	51,707	51,560	50,838	51,578
Service And Rent	1,834,927	1,877,019	1,858,627	1,866,761
Contribution To Capital	344,018	343,456	350,240	357,159
Contribution To Reserves/Reserve Funds	346,121	353,142	363,424	361,393
Inter-Divisional Charges	2,148	52,139	52,084	51,370
Other Expenditures	2,588,652	2,519,345	2,575,255	2,532,564
Rate Programs	1,868,050	1,941,203	1,987,798	2,033,392
Sub-Total Gross Expenditures	13,257,036	13,534,664	13,858,487	14,029,026
Revenues				
Provincial Subsidies	2,392,724	2,195,958	2,178,727	2,160,812
Federal Subsidies	227,678	251,398	167,712	124,589
Other Subsidies	11,451	18,138	18,138	18,138
User Fees & Donations	1,853,409	1,905,891	1,927,707	1,946,686
Licences & Permits Revenue	145,235	141,643	144,016	145,441
Contribution From Reserves/Reserve Funds	555,615	515,898	452,747	434,019
Transfers From Capital	193,934	264,365	202,728	185,311
Inter-Divisional Recoveries	98,351	150,280	150,339	149,656
Sundry and Other Revenues	1,597,621	1,725,423	1,747,889	1,760,512
Rate Programs	1,868,050	1,941,203	1,987,798	2,033,392
Sub-Total Revenues	8,944,067	9,110,197	8,977,801	8,958,557
Net Expenditures	4,312,970	4,424,468	4,880,686	5,070,470

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

City of Toronto
2020 Operating Budget Submission
CITY COUNCIL APPROVED PRIORITIES (New & Enhanced) Tax Programs

In \$ Thousands	2020			2021			2022		
	Gross	Net	Postions	Gross	Net	Positions	Gross	Net	Positions
Poverty Reduction									
City Manager's Office									
Creating an Intersectional Gender Equity Strategy & Unit	218.2	218.2	2.0	125.3	125.3		9.6	9.6	
City Manager's Office Total	218.2	218.2	2.0	125.3	125.3		9.6	9.6	
Housing Secretariat									
2020 Consultant Expenditures for HousingTO 2020-2030	450.0			(450.0)					
Housing Secretariat Total	450.0			(450.0)					
Parks, Forestry & Recreation									
"Swim to Survive" Recreation Program - Phase 5	159.6	159.6	4.0	(0.6)	(0.6)		(0.6)	(0.6)	
Community Recreation Growth Plan & Waitlist Mngmt - Phase 3	1,085.1	824.4	21.5						
Additional 10 Enhanced Youth Spaces	2,134.0	2,134.0	29.3	(209.2)	(209.2)		43.4	43.4	
Parks, Forestry & Recreation Total	3,378.7	3,118.0	54.9	(209.8)	(209.8)		42.8	42.8	
Seniors Services and Long-Term Care									
Emotion-Centred Approach to Care	500.0	500.0	6.5	4,640.4	4,640.4	56.6	4,476.0	4,476.0	56.6
Seniors Services and Long-Term Care Total	500.0	500.0	6.5	4,640.4	4,640.4	56.6	4,476.0	4,476.0	56.6
Shelter, Support & Housing Administration									
Add Street Outreach Workers as mandated by inquests' report	805.5	805.5	8.0	12.5	12.5		13.8	13.8	
Implementing the "Housing Now" Initiative	291.5		2.0	9.6			10.1		
Eviction Prevention Intervention in the Community (EPIC)	1,070.0	1,070.0	1.0						
Shelter, Support & Housing Administration Total	2,167.0	1,875.5	11.0	22.2	12.5		23.9	13.8	
Social Development, Finance & Administration									
Community Benefits Framework	83.6	83.6	1.0	67.0	67.0		5.0	5.0	
Transit Fare Equity Program - Phase 3 (Project Management)	500.0	500.0		22,744.0	22,744.0		7,748.0	7,748.0	
Urban Indigenous-Specific Poverty Reduction - Federal Funds	472.0			2,528.0					
Cabbagetown Youth Centre - One Time Emergency Funding	161.0			(161.0)					
Social Development, Finance & Administration Total	1,216.6	583.6	1.0	25,178.0	22,811.0		7,753.0	7,753.0	
Toronto Public Health									
100% Provincially Funded Low Income Seniors Dental Care Pgm	9,075.6	(22.5)	61.0	(167.7)	(1.6)		(180.4)	(1.7)	
Creating Health Plus (CH+)	55.0	55.0							
Toronto Public Health Total	9,130.6	32.5	61.0	(167.7)	(1.6)		(180.4)	(1.7)	
Toronto Public Library									
2020 Sunday service enhancement	208.0	208.0		208.0	208.0				
Two additional Youth Hub locations	461.0	461.0	4.0	10.0	10.0				
Eight additional Youth Hub locations	1,844.0	1,844.0	16.0	40.0	40.0				
Open Hours - Youth Hub Focus	857.8	857.8	11.0	571.9	571.9				
Toronto Public Library Total	3,370.8	3,370.8	31.0	829.9	829.9				
Poverty Reduction Total	20,432.0	9,698.6	167.4	29,968.2	28,207.6	56.6	12,124.9	12,293.4	56.6
Climate									
Environment & Energy									
2019.MM10.3 Accel. TransformTO Climate Action Inc.Green Will	1,210.4	1,210.4	5.0	341.4	341.4		22.9	22.9	
2019.MM10.3 Develop the Plan to achieve Net-Zero before 2050	1,079.0	254.0	4.0	(544.6)	280.4		18.3	18.3	
2019.MM10.3 Implement Climate Components-Resilience Strategy	650.4	650.4	4.0	276.2	276.2		18.1	18.1	
TransformTO	802.2	730.9	5.0	301.5	222.3		21.8	16.8	
Environment & Energy Total	3,742.1	2,845.7	18.0	374.6	1,120.4		81.2	76.1	
Parks, Forestry & Recreation									
UF - Disaster Mitigation & Adaption Fund (DMAF) -Tree Canopy	1,971.0						(1,971.0)		
UF - Tree Maintenance and By-Law Oversight Improvements	225.0	225.0	3.0	715.0	715.0	10.0	464.1	464.1	8.0
Parks, Forestry & Recreation Total	2,196.0	225.0	3.0	715.0	715.0	10.0	(1,506.9)	464.1	8.0
Climate Total	5,938.1	3,070.7	21.0	1,089.6	1,835.4	10.0	(1,425.7)	540.2	8.0
Safety and Security									
Corporate Real Estate Management									
2018AU13.11 - Fire Life Safety Program Enhancements	3,666.5	2,869.8	39.0	1,910.2	1,910.2		141.6	141.6	
Corporate Real Estate Management Total	3,666.5	2,869.8	39.0	1,910.2	1,910.2		141.6	141.6	
Fire Services									
TFS Communications Quality Assurance/Improvement Program	89.6	89.6	1.0	71.5	71.5		5.3	5.3	
Value-Based Operations Staffing Pilot Program	2,256.6	2,256.6					(2,256.6)	(2,256.6)	
Fire Services Total	2,346.2	2,346.2	1.0	71.5	71.5		(2,251.3)	(2,251.3)	
Legal Services									
Municipal Law Support for Vision Zero 2.0	209.9	209.9	1.0	6.5	6.5		6.8	6.8	
Prosecution Support for Court Services - ASE	817.5	817.5	8.0	243.3	243.3		39.4	39.4	
Legal Services Total	1,027.4	1,027.4	9.0	249.8	249.8		46.2	46.2	
Social Development, Finance & Administration									
Community Safety & Well-Being Plan	207.2		2.0	(84.3)	122.8	(2.0)	(122.8)	(122.8)	
Crisis Response Expansion - Federal Funds	275.0		1.0	57.3			7.6		
Downtown East 5-Year Action Plan	1,351.3	1,351.3							
TO WARDS Peace - Federal Funds	1,200.9			15.9			16.8		
Expand Community Crisis Response Grants	100.0	100.0							
Regent Park Social Development Plan (EC6.18)	635.1	635.1	1.0	3.6	3.6		3.8	3.8	
Community Youth Violence Prevention Grants	2,100.0	2,000.0	1.0	(67.0)	33.0	(1.0)	(33.0)	(33.0)	
Hospital-Baesd Violence Intervention Program Pilot	100.0	100.0							
Social Development, Finance & Administration Total	5,969.5	4,186.4	5.0	(74.5)	159.4	(3.0)	(127.6)	(152.0)	
Technology Services									
AU5.10.1 Cyber Security Action Plan	740.0	740.0		1,614.0	1,614.0		1,324.0	1,324.0	
Technology Services Total	740.0	740.0		1,614.0	1,614.0		1,324.0	1,324.0	
Toronto Paramedic Services									
2018 AU13.11 Fire Life Safety Adjustment	99.5	99.5							
Additional Staff Resources to Address Increased Call Demand	3,455.6	1,727.8	70.0	6,507.2	6,507.2		27.4	(3,226.2)	
Toronto Paramedic Services Total	3,555.1	1,827.3	70.0	6,507.2	6,507.2		27.4	(3,226.2)	
Toronto Police Service									
Adding Officers: PRU, NCO, Vizion Zero	8,800.0	7,800.0		6,600.0	6,600.0			1,000.0	
Body Worn Cameras (B.W.C.)	2,500.0	2,500.0		2,500.0	2,500.0				
Toronto Police Service Total	11,300.0	10,300.0		9,100.0	9,100.0			1,000.0	
Toronto Police Services Board									
Expanded scope of Missing Persons Review	1,000.0			(1,000.0)					
Toronto Police Services Board Total	1,000.0			(1,000.0)					
Transportation Services									

City of Toronto
2020 Operating Budget Submission
CITY COUNCIL APPROVED PRIORITIES (New & Enhanced) Tax Programs

In \$ Thousands	2020			2021			2022		
	Gross	Net	Postions	Gross	Net	Positions	Gross	Net	Positions
Red Light Camera Expansion	2,102.8	2,102.8	9.0	393.4	393.4		62.7	62.7	
Transportation Services Total	2,102.8	2,102.8	9.0	393.4	393.4		62.7	62.7	
Safety and Security Total	31,707.5	25,399.9	133.0	18,771.6	20,005.5	(3.0)	(777.0)	(3,055.0)	
Transit									
Toronto Transit Commission - Conventional									
5 year fare policy review and 10 year collection strategy	1,000.0	1,000.0		(1,000.0)	(1,000.0)				
Anti- Racism Initiative (Ombudsman recommendation)	1,786.2	1,786.2	4.0	471.2	471.2	3.0			
Business Transformation	1,569.0	1,569.0	4.0	(1,569.0)	(1,569.0)	(4.0)			
Eglinton LRT Operations start-up	190.1	190.1	7.0						
Increase Service Reliability	3,655.0	3,655.0	36.0	1,261.0	1,261.0				
TEO Independent Complaints	1,077.3	1,077.3	7.0	325.0	325.0	1.0			
Toronto Transit Commission - Conventional Total	9,277.6	9,277.6	58.0	(511.8)	(511.8)				
Toronto Transit Commission - Wheel Trans									
Reduce Call Wait Times and Abandoned Calls	230.0	230.0							
Toronto Transit Commission - Wheel Trans Total	230.0	230.0							
Transit Total	9,507.6	9,507.6	58.0	(511.8)	(511.8)				
Other									
Association of Community Centres									
Increase Hours of Management Staff at Applegrove CC	38.6	38.6	0.3	(2.5)	(2.5)		0.5	0.5	
Lease Costs for Applegrove's Neighbourhood Food Hub Project	90.0	90.0		30.0	30.0				
Association of Community Centres Total	128.6	128.6	0.3	27.5	27.5		0.5	0.5	
Auditor General's Office									
Enh. to address cybersecurity risk, fraud & waste complaints	675.0	675.0		(675.0)	(675.0)				
Auditor General's Office Total	675.0	675.0		(675.0)	(675.0)				
City Clerk's Office									
Court Services' New Information Production Requirements	163.7	163.7		50.9	50.9				
Civil Wedding Officiant & Wedding Chamber Rental Fee									
Commissioning of Oath (non-City business/non pension letter)									
Online Application for Marriage Licence Fee									
City Clerk's Office Total	163.7	163.7		50.9	50.9				
City Manager's Office									
Develop and deliver add'l Indigenous courses	100.0	100.0							
Implementation of Communications Review	312.4	312.4	1.0	9.2	9.2		9.5	9.5	
City Manager's Office Total	412.4	412.4	1.0	9.2	9.2		9.5	9.5	
City Planning									
CP- End-to-End Development Review	434.1		3.0	14.7			15.5		
CP- Growth Related Zoning Projects	182.8		2.0	59.1			9.7		
CP- Improve Heritage Research & Evaluation of Planning App	166.5		2.0	61.1			(227.6)		(2.0)
CP- Respond to Bill 108 Timelines& Streamline app intake pro	131.4		2.0	48.2			(179.6)		(2.0)
CP- Toronto Heritage Survey	349.3		4.0	135.6			18.7		
City Planning Total	1,264.1		13.0	318.7			(363.3)		(4.0)
Economic Development & Culture									
Strategic Invest. Priorities in Culture & Year of Public Art	2,500.0	2,500.0	3.0	12.6	12.6		(155.7)	(155.7)	(2.0)
Scarborough Restaurant Promotional Program	100.0	100.0							
Funding for Year of Public Art	500.0				500.0				
Economic Development & Culture Total	3,100.0	2,600.0	3.0	12.6	512.6		(155.7)	(155.7)	(2.0)
Fleet Services									
New Positions (2) for Fleet Asset Management	130.0	130.0	2.0	109.8	109.8		8.9	8.9	
FleetShare Project Implementation	122.5	122.5	2.0	132.1	132.1		98.3	98.3	
Autonomous Vehicles Tactical Plan	129.2		2.0	72.1			8.4		
Fleet Services Total	381.8	252.6	6.0	314.0	241.9		115.6	107.2	
Legal Services									
Construction Act Adjudication Staff	271.3	271.3	2.0	103.1	103.1		12.0	12.0	
Enhancement of Legal Services for SWM	139.7		1.0	76.7			6.8		
Legal Support for Insurance Claims	74.7		1.0	60.0			4.6		
Legal Services Total	485.7	271.3	4.0	239.9	103.1		23.4	12.0	
Municipal Licensing & Standards									
MLS - NEW TAS Business Requirements to Meet Service Levels	304.8	304.8	5.0	272.2	272.2		10.1	10.1	
Municipal Licensing & Standards Total	304.8	304.8	5.0	272.2	272.2		10.1	10.1	
Office of the Ombudsman									
Enh. to Intake, Complaints Analysis and Investigative Capaci	169.7	169.7	2.0	63.1	63.1		7.0	7.0	
Office of the Ombudsman Total	169.7	169.7	2.0	63.1	63.1		7.0	7.0	
Parks, Forestry & Recreation									
Ravine Strategy Implementation	1,257.6	1,257.6	10.3	551.2	551.2	3.7	638.2	638.2	5.8
Ravine Strategy Capital Project	79.8		1.0	44.6			3.8		
Parks, Forestry & Recreation Total	1,337.4	1,257.6	11.3	595.8	551.2	3.7	642.0	638.2	5.8
Social Development, Finance & Administration									
Action Plan to Confront Anti-Black Racism	155.4	155.4	2.0	124.6	124.6		9.5	9.5	
Regent Park Programming (Donation from Resident)	250.0			(250.0)					
Social Development, Finance & Administration Total	405.4	155.4	2.0	(125.4)	124.6		9.5	9.5	
Toronto Building									
One Stream Preliminay Review Program	196.8		2.0	7.9			8.7		
Plumbing and HVAC Inspection Services Enhancements	179.9		2.0	35.5			26.0		
Toronto Building Records Management Centralization	836.4		1.0	(618.4)			22.2	0.0	
Toronto Building Total	1,213.0		5.0	(575.0)			56.9	0.0	
Toronto Paramedic Services									
Additional Temporary Commander for Multi-Function Station #2	156.0		1.0	5.1			5.3		
Operating impact of vehicles for Additional Resources	561.9	280.9		561.9	561.9		561.9	280.9	
Toronto Paramedic Services Total	717.8	280.9	1.0	566.9	561.9		567.2	280.9	
Toronto Police Service									
Equity, Inclusion & Human Rights	400.0	400.0		200.0	200.0				
Leadership Training and Tuition Reimbursement	400.0	400.0							
Toronto Police Service Total	800.0	800.0		200.0	200.0				
Toronto Public Library									
Digital Safety and Literacy programming	50.0	50.0	1.0	50.0	50.0				
Toronto Public Library Total	50.0	50.0	1.0	50.0	50.0				

City of Toronto
2020 Operating Budget Submission
CITY COUNCIL APPROVED PRIORITIES (New & Enhanced) Tax Programs

In \$ Thousands	2020			2021			2022		
	Gross	Net	Postions	Gross	Net	Positions	Gross	Net	Positions
Yonge-Dundas Square									
Enhanced Security on Yonge-Dundas Square	187.0				187.0				
Yonge-Dundas Square Total	187.0				187.0				
Other Total	11,796.5	7,522.0	54.7	1,345.5	2,280.1	3.7	922.9	919.4	(0.2)
Grand Total	79,381.6	55,198.7	434.0	50,663.1	51,816.9	67.2	10,845.0	10,698.0	64.4

City of Toronto
2020 Council Approved Operating Budget
CITY COUNCIL APPROVED PRIORITIES (New & Enhanced) Rate Programs

In \$ Thousands	2020			2021		2022	
	Gross	Net	Positions	Net	Positions	Net	Positions
Solid Waste Management Services							
New RNG Operations	2,500.0						
Staff for Climate Change Initiative	301.7		2.0				
Solid Waste Management Services Total	2,801.7		2.0				
Toronto Water							
ECRM Salesforce implementation and integration	89.9		1.0		(0.0)		
Technology Optimization Strategy	304.7	108.0	3.0	234.9	4.0	426.3	4.0
Toronto Water Total	394.5	108.0	4.0	234.9	4.0	426.3	4.0
Grand Total	3,196.3	108.0	6.0	234.9	4.0	426.3	4.0

2020 Capital Budget By Program (Total, Category and Funding Source)

City Programs/Agencies	2019		Budget and Commitments	Categories					Funding Source						2019 Carry Forward Funding
	Budget	Projection	2020	Health and Safety	Legislated	State of Good Repair	Service Improvement	Growth Related	Debt / Capital From Current	Recoverable Debt	Reserves / Reserve Funds	Provincial Grants & Subsidies	Federal Subsidy	Other Funding (incl. DC)	
Community and Social Services															
Children's Services	22,327	8,123	7,650	-	-	1,226	6,361	63	1,276	-	4,902	-	-	1,472	6,614
Economic Development and Culture	32,727	16,514	11,381	2,050	400	5,940	2,941	50	8,556	-	2,050	-	-	775	13,590
Seniors Services and Long-Term Care	15,457	10,780	16,777	2,348	-	6,606	648	7,175	-	15,793	984	-	-	-	3,925
Parks, Forestry & Recreation	219,119	170,001	146,896	-	700	61,189	58,047	26,960	74,638	-	33,329	-	3,019	35,910	41,889
Shelter, Support & Housing Administration	359,150	148,361	57,672	-	2,341	6,658	48,673	-	48,375	-	9,297	-	-	-	46,603
Toronto Employment & Social Services	5,052	4,146	9,094	-	-	-	9,094	-	6,676	-	2,418	-	-	-	897
Toronto Housing Corporation	-	-	160,000	-	-	160,000	-	-	160,000	-	-	-	-	-	109,311
Toronto Paramedic Services	4,887	3,848	5,914	-	-	1,600	150	4,164	2,850	-	1,064	-	-	2,000	700
Total Community and Social Services	658,720	361,773	415,384	4,398	3,441	243,219	125,914	38,412	302,371	15,793	54,044	-	3,019	40,157	223,529
Infrastructure and Development Services															
City Planning	8,954	5,357	4,549	-	650	-	-	3,899	1,973	-	100	-	-	2,476	2,881
Fire Services	8,857	3,576	14,806	1,278	50	5,432	688	7,358	4,445	-	2,245	-	-	8,116	4,068
Transportation Services	564,022	461,289	374,974	60,660	-	251,444	25,123	37,747	281,992	289	48,432	8,223	3,830	32,208	92,152
Waterfront Revitalization Initiative	156,952	138,939	174,397	-	-	-	-	174,397	19,240	123,200	21,748	-	600	9,609	13,846
Total Infrastructure and Development Services	738,785	609,161	568,726	61,938	700	256,876	25,811	223,401	307,650	123,489	72,525	8,223	4,430	52,409	112,947
Corporate Services															
311 Toronto	6,378	3,185	4,401	-	-	4,401	-	-	4,401	-	-	-	-	-	270
Corporate Real Estate Management	288,755	149,587	200,389	1,700	4,713	33,696	65,280	95,000	65,672	114,989	7,500	446	-	11,782	105,775
Environment and Energy	-	-	39,610	-	-	-	39,610	-	-	37,793	1,817	-	-	-	4,080
Fleet Services	69,770	52,063	55,453	105	1,525	53,072	751	-	-	-	55,453	-	-	-	3,767
Information & Technology	91,550	65,173	49,317	-	815	22,745	15,706	10,051	30,819	-	16,823	-	-	1,675	14,790
Total Corporate Services	456,452	270,008	349,170	1,805	7,053	113,914	121,347	105,051	100,892	152,782	81,593	446	-	13,457	128,682
Finance and Treasury Services															
Financial Services	23,807	9,021	8,558	-	-	3,120	5,438	-	7,637	-	198	-	-	723	5,372
Total Finance and Treasury Services	23,807	9,021	8,558	-	-	3,120	5,438	-	7,637	-	198	-	-	723	5,372
Other City Programs															
Accountability Offices	215	92	-	-	-	-	-	-	-	-	-	-	-	-	123
City Clerk's Office	5,872	3,962	3,200	-	3,020	180	-	-	1,195	-	2,005	-	-	-	725
Corporate Initiatives	83,828	14,867	9,626	-	-	4,000	-	5,626	2,826	-	6,800	-	-	-	-
Total Other City Programs	89,915	18,921	12,826	-	3,020	4,180	-	5,626	4,021	-	8,805	-	-	-	848
TOTAL CITY OPERATIONS	1,967,678	1,268,884	1,354,664	68,141	14,214	621,309	278,510	372,490	722,571	292,064	217,165	8,669	7,449	106,746	471,378
Agencies															
Exhibition Place	7,983	6,439	11,465	100	-	7,655	3,710	-	11,355	-	-	-	-	110	1,530
TO Live	14,579	8,710	14,549	800	4,602	9,147	-	-	14,549	-	-	-	-	-	5,840
Toronto & Region Conservation Authority	22,081	21,633	24,825	3,866	-	16,512	270	4,177	10,406	-	315	-	-	14,104	-
Toronto Police Service	84,368	45,012	50,347	-	4,750	32,117	13,440	40	21,697	-	25,501	-	-	3,149	30,028
Toronto Public Health	4,864	3,834	3,433	-	-	1,443	1,990	-	2,676	-	-	757	-	-	781
Toronto Public Library	35,587	28,981	36,250	-	1,000	22,930	1,000	11,320	22,378	-	-	-	-	13,872	1,209
Toronto Zoo	16,669	7,675	8,053	-	-	8,053	-	-	8,053	-	-	-	-	-	8,851
Yonge-Dundas Square	50	15	35	35	-	-	-	-	35	-	-	-	-	-	50
Total Agencies	186,181	122,300	148,957	4,801	10,352	97,857	20,410	15,537	91,149	-	25,816	757	-	31,235	48,289
TOTAL TAX SUPPORTED PROGRAM (Excl.TTC)	2,153,860	1,391,184	1,503,621	72,942	24,566	719,166	298,920	388,027	813,720	292,064	242,981	9,426	7,449	137,981	519,667
Toronto Transit Commission (TTC)															
Toronto Transit Commission	1,654,749	1,367,860	768,418	-	77,420	578,288	53,028	59,682	11,386	266,910	37,580	189,264	175,028	88,250	222,233
Scarborough Subway Extension	164,194	73,180	18,176	-	-	-	-	18,176	-	-	18,176	-	-	-	-
Spadina Subway Extension	303,764	42,258	63,172	-	-	-	-	63,172	63,172	-	-	-	-	-	-
Transit Studies	222,976	33,885	5,100	-	-	-	-	5,100	-	5,100	-	-	-	-	-
Total Toronto Transit Commission	2,345,683	1,517,183	854,866	-	77,420	578,288	53,028	146,130	74,558	272,010	55,756	189,264	175,028	88,250	222,233
TOTAL TAX SUPPORTED PROGRAM	4,499,543	2,908,367	2,358,487	72,942	101,986	1,297,454	351,948	534,157	888,278	564,074	298,737	198,690	182,477	226,231	741,900
Rate Supported															
Solid Waste Management	93,391	53,464	59,403	-	29,846	9,061	13,696	6,800	-	27,109	32,294	-	-	-	21,931
Toronto Parking Authority	83,998	36,073	36,852	-	-	9,000	20,352	7,500	-	-	-	9,000	-	27,852	29,112
Toronto Water	951,525	887,012	1,176,293	1,912	145,349	594,428	326,030	108,574	-	-	1,067,517	-	2,233	106,543	41,544
TOTAL RATE SUPPORTED PROGRAM	1,128,913	976,550	1,272,548	1,912	175,195	612,489	360,078	122,874	-	27,109	1,099,811	9,000	2,233	134,395	92,587
TOTAL CAPITAL PROGRAM	5,628,456	3,884,917	3,631,035	74,854	277,181	1,909,943	712,026	657,031	888,278	591,183	1,398,548	207,690	184,710	360,626	834,487

2020 - 2029 Capital Budget and Plan By Program (Total, Category and Funding Source)

City Programs/Agencies	2019		Total 10 Year 2020-2029 Plan	Budget and Commitments		Categories					Funding Source						2019 Carry Forward Funding
	Budget	Projection		2020	2021-2029	Health and Safety	Legislated	State of Good Repair	Service Improvement	Growth Related	Debt / Capital From Current	Recoverable Debt	Reserves / Reserve Funds	Provincial Grants & Subsidies	Federal Subsidy	Other Funding (incl. DC)	
Community and Social Services																	
Children's Services	22,327	8,123	83,216	7,650	75,566	-	-	14,605	65,524	3,087	14,863	-	41,098	-	-	27,255	6,614
Economic Development and Culture	32,727	16,514	173,153	11,381	161,772	4,750	6,176	134,530	27,300	397	106,271	-	20,342	-	-	46,540	13,590
Seniors Services and Long-Term Care	15,457	10,780	277,245	16,777	260,468	19,550	-	81,077	648	175,970	-	276,261	984	-	-	-	3,925
Parks, Forestry & Recreation	219,119	170,001	2,193,566	146,896	2,046,670	-	2,611	663,331	618,674	908,950	770,342	-	332,774	-	8,654	1,081,796	41,889
Shelter, Support & Housing Administration	359,150	148,361	692,674	57,672	635,002	-	7,592	40,437	644,645	-	683,121	-	9,553	-	-	-	46,603
Toronto Employment & Social Services	5,052	4,146	18,929	9,094	9,835	-	-	-	18,929	-	15,042	-	3,887	-	-	-	897
Toronto Housing Corporation	-	-	1,615,200	160,000	1,455,200	-	-	1,615,200	-	-	1,600,000	-	-	15,200	-	-	109,311
Toronto Paramedic Services	4,887	3,848	107,139	5,914	101,225	18,740	-	13,080	750	74,569	51,985	-	24,754	-	-	30,400	700
Total Community and Social Services	658,720	361,773	5,161,122	415,384	4,745,738	43,040	16,379	2,562,260	1,376,470	1,162,973	3,241,624	276,261	433,392	15,200	8,654	1,185,991	223,529
Infrastructure and Development Services																	
City Planning	8,954	5,357	57,045	4,549	52,496	-	4,575	-	-	52,470	30,946	-	100	-	-	25,999	2,881
Fire Services	8,857	3,576	58,610	14,806	43,804	21,392	500	15,469	688	20,561	20,826	-	16,897	-	1,010	19,877	4,068
Transportation Services	564,022	461,289	4,938,171	374,974	4,563,197	262,056	-	4,163,980	243,096	269,039	3,982,666	471	629,143	8,223	22,738	294,930	92,152
Waterfront Revitalization Initiative	156,952	138,939	349,077	174,397	174,680	-	-	-	-	349,077	51,830	203,600	21,898	-	600	71,149	13,846
Total Infrastructure and Development Services	738,785	609,161	5,402,903	568,726	4,834,177	283,448	5,075	4,179,449	243,784	691,147	4,086,268	204,071	668,038	8,223	24,348	411,955	112,947
Corporate Services																	
311 Toronto	6,378	3,185	20,757	4,401	16,356	-	-	16,694	4,063	-	20,757	-	-	-	-	-	270
Corporate Real Estate Management	288,755	149,587	1,220,136	200,389	1,019,747	28,117	188,539	581,545	310,932	111,004	959,467	178,832	58,163	8,883	-	14,792	105,775
Environment and Energy	-	-	145,583	39,610	105,973	-	-	-	145,583	-	-	143,766	1,817	-	-	-	4,080
Fleet Services	69,770	52,063	789,014	55,453	733,561	780	2,967	784,160	1,107	-	-	-	789,014	-	-	-	3,767
Information & Technology	91,550	65,173	296,625	49,317	247,308	-	1,898	235,753	31,130	27,844	76,349	-	217,943	-	-	2,333	14,790
Total Corporate Services	456,452	270,008	2,472,115	349,170	2,122,945	28,897	193,404	1,618,151	492,815	138,848	1,056,573	322,598	1,066,937	8,883	-	17,125	128,682
Finance and Treasury Services																	
Financial Services	23,807	9,021	46,896	8,558	38,338	-	1,175	31,201	14,520	-	33,821	-	10,458	-	-	2,617	5,372
Total Finance and Treasury Services	23,807	9,021	46,896	8,558	38,338	-	1,175	31,201	14,520	-	33,821	-	10,458	-	-	2,617	5,372
Other City Programs																	
Accountability Offices	215	92	1,650	-	1,650	-	-	-	-	-	1,650	-	-	-	-	-	123
City Clerk's Office	5,872	3,962	31,260	3,200	28,060	800	25,895	4,565	-	-	15,795	-	15,465	-	-	-	725
Corporate Initiatives	83,828	14,867	1,541,191	9,626	1,531,565	-	-	4,000	62,000	1,475,191	68,591	878,000	9,600	-	585,000	-	-
Total Other City Programs	89,915	18,921	1,574,101	12,826	1,561,275	800	25,895	10,215	62,000	1,475,191	86,036	878,000	25,065	-	585,000	-	848
TOTAL CITY OPERATIONS	1,967,678	1,268,884	14,657,137	1,354,664	13,302,473	356,185	241,928	8,401,276	2,189,589	3,468,159	8,504,322	1,680,930	2,203,890	32,306	618,002	1,617,688	471,378
Agencies																	
Exhibition Place	7,983	6,439	142,685	11,465	131,220	1,775	-	123,720	17,190	-	136,385	-	1,100	-	-	5,200	1,530
TO Live	14,579	8,710	90,175	14,549	75,626	1,501	47,968	40,706	-	-	90,175	-	-	-	-	-	5,840
Toronto & Region Conservation Authority	22,081	21,633	211,323	24,825	186,498	3,866	-	188,227	1,350	17,880	53,766	-	500	-	-	157,057	-
Toronto Police Service	84,368	45,012	587,236	50,347	536,889	-	10,450	387,407	188,339	1,040	202,912	-	302,486	-	-	81,838	30,028
Toronto Public Health	4,864	3,834	30,982	3,433	27,549	-	-	11,699	19,283	-	29,835	-	-	1,147	-	-	781
Toronto Public Library	35,587	28,981	415,205	36,250	378,955	-	15,000	270,704	11,204	118,297	316,956	-	1,100	-	-	97,149	1,209
Toronto Zoo	16,669	7,675	108,176	8,053	100,123	-	-	94,001	7,704	6,471	99,613	-	-	-	-	8,563	8,851
Yonge-Dundas Square	50	15	35	35	-	35	-	-	-	-	35	-	-	-	-	-	50
Total Agencies	186,181	122,300	1,585,817	148,957	1,436,860	7,177	73,418	1,116,464	245,070	143,688	929,677	-	305,186	1,147	-	349,807	48,289
TOTAL TAX SUPPORTED PROGRAM (Excl.TTC)	2,153,860	1,391,184	16,242,953	1,503,621	14,739,333	363,362	315,346	9,517,740	2,434,658	3,611,847	9,433,999	1,680,930	2,509,076	33,452	618,002	1,967,495	519,667
Toronto Transit Commission (TTC)																	
Toronto Transit Commission	1,654,749	1,367,860	11,414,895	768,418	10,646,477	-	703,478	8,826,576	1,748,203	136,638	144,716	6,779,301	37,580	1,529,818	2,463,090	460,390	222,233
Scarborough Subway Extension	164,194	73,180	65,364	18,176	47,188	-	-	-	-	65,364	-	-	65,364	-	-	-	-
Spadina Subway Extension	303,764	42,258	167,820	63,172	104,648	-	-	-	-	167,820	167,820	-	-	-	-	-	-
Transit Studies	222,976	33,885	53,937	5,100	48,837	-	-	-	-	53,937	-	53,937	-	-	-	-	-
Total Toronto Transit Commission	2,345,683	1,517,183	11,702,016	854,866	10,847,150	-	703,478	8,826,576	1,748,203	423,759	312,536	6,833,238	102,944	1,529,818	2,463,090	460,390	222,233
TOTAL TAX SUPPORTED PROGRAM	4,499,543	2,908,367	27,944,969	2,358,487	25,586,483	363,362	1,018,824	18,344,317	4,182,861	4,035,606	9,746,535	8,514,168	2,612,020	1,563,270	3,081,092	2,427,885	741,900
Rate Supported																	
Solid Waste Management	93,391	53,464	746,180	59,403	686,777	-	246,535	193,179	165,622	140,844	-	352,877	393,303	-	-	-	21,931
Toronto Parking Authority	83,998	36,073	326,105	36,852	289,253	-	-	67,600	161,152	97,353	-	-	4,500	9,000	-	312,605	29,112
Toronto Water	951,525	887,012	14,446,007	1,176,293	13,269,714	18,543	1,169,962	6,888,160	4,945,667	1,423,675	-	-	13,322,109	26,000	133,471	964,427	41,544
TOTAL RATE SUPPORTED PROGRAM	1,128,913	976,550	15,518,292	1,272,548	14,245,744	18,543	1,416,497	7,148,939	5,272,441	1,661,872	-	352,877	13,719,912	35,000	133,471	1,277,032	92,587
TOTAL CAPITAL PROGRAM	5,628,456	3,884,917	43,463,261	3,631,035	39,832,227	381,905	2,435,321	25,493,256	9,455,302	5,697,478	9,746,535	8,867,045	16,331,932	1,598,270	3,214,563	3,704,917	834,487

2020 - 2029 Capital Budget and Plan by Category and Funding Source

Category/Funding Source	Carry Forward	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
Health and Safety	15,658	74,854	115,112	46,062	41,199	33,633	15,030	16,391	14,146	13,273	12,205	397,563
Legislated	31,204	277,181	416,328	402,414	371,218	280,613	221,916	164,577	111,080	91,139	98,856	2,466,524
State of Good Repair	398,439	1,909,943	2,684,945	2,915,948	2,840,692	2,564,294	2,394,168	2,619,170	2,614,000	2,389,519	2,560,577	25,891,695
Service Improvement	284,996	712,026	1,059,737	965,215	869,865	1,305,471	969,159	963,556	916,399	916,349	777,525	9,740,299
Growth Related	104,189	657,031	664,509	563,374	449,478	441,869	1,852,580	286,049	287,122	280,531	214,935	5,801,667
Total Expenditure	834,487	3,631,035	4,940,631	4,893,013	4,572,452	4,625,880	5,452,853	4,049,742	3,942,747	3,690,811	3,664,098	44,297,748
Provincial Grants & Subsidies	108,694	207,690	128,166	115,062	121,766	146,899	197,146	201,462	178,313	169,373	132,394	1,706,964
Federal Subsidy	12,035	184,710	209,756	390,755	238,333	260,747	885,816	298,466	268,901	256,373	220,706	3,226,598
Reserves	21,963	229,657	215,210	190,549	345,059	334,712	152,936	202,863	119,837	116,924	210,921	2,140,631
Reserve Funds	95,108	1,168,891	1,769,214	1,685,427	1,525,780	1,405,450	1,311,423	1,358,211	1,393,882	1,357,428	1,237,558	14,308,372
Development Charges	77,120	245,619	360,232	262,468	182,567	164,518	134,324	116,833	122,386	122,828	94,750	1,883,645
Recoverable Debt	158,881	591,183	786,245	917,288	1,022,423	820,419	1,598,341	899,848	844,732	642,702	743,866	9,025,926
Other	120,130	115,007	230,359	288,224	260,929	239,014	240,164	142,775	120,968	150,565	110,387	2,018,522
Capital from Current	-	339,198	345,982	352,902	359,960	367,159	374,502	381,992	389,632	397,425	405,373	3,714,125
Debt	240,554	549,081	895,467	690,339	515,635	886,963	558,201	447,292	504,096	477,193	508,143	6,272,964
Total Funding	834,487	3,631,035	4,940,631	4,893,013	4,572,452	4,625,880	5,452,853	4,049,742	3,942,747	3,690,811	3,664,098	44,297,748

Operating & Capital Budget Summaries for City Programs And Agencies

Operating & Capital Budget Summaries for City Programs And Agencies

Community and Social Services

2020 Program Summary

Children's Services

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca.

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.

Who we serve

Child Care Delivery

- Children in Child Care
- Parents / Guardians

Beneficiaries

- Resident Families and Children
- Child Care Service Providers

Child Care System Management

- Parents / Guardians
- Province of Ontario

Beneficiaries

- Resident Families and Children
 - Child Care Service Providers
-







Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$543.6	\$543.6	\$543.6	Gross Expenditures	\$14.3	\$75.5	\$89.8
Gross Expenditures	\$634.9	\$644.2	\$653.8	Debt	\$1.3	\$13.6	\$14.9
Net Expenditures	\$91.4	\$100.6	\$110.2				
Approved Positions	1,074.8	1,074.8	1,074.8				

Key service outcomes

Outcomes	Description
Increase access to child care fee subsidies for eligible families	Provide fee subsidies to help eligible families with the full or partial cost of child care, based on a provincially-mandated income test
Build capacity to meet demand for affordable child care spaces	Pursue opportunities to expand child care spaces and give funding to service providers to keep fees affordable for all families

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	Child Care Fee Subsidies	30,490	30,700	30,700	
	New Licensed Child Care Spaces	3,425	3,358	2,900	
	Families Enrolled in My Child Care Account Portal	12,609	21,572	25,000	

Our experience and success

- More than 40,625 children from over 28,000 families benefited from a fee subsidy in 2019, enabling them to participate in employment or education activities. The number of child care fee subsidies available for Toronto families has steadily increased each year
- Implemented Phase 1 of the 10-year "*Toronto's Licensed Child Care Growth Strategy*" (the Growth Strategy) with more than 3,358 new spaces projected to be introduced in 2019
- Supported the creation of 5 new Indigenous-led child and family programs, including 3 new Indigenous EarlyON Child and Family Centres and 3 culturally responsive mobile programs
- Continued to provide communities with data and research that measures the well-being of Toronto's children and families, updating over 100 indicators for the fully interactive [Raising the Village](#) website

Key challenges and risks

- Beginning in 2020, the provincial government has shifted expansion plan funding, which supports access to spaces for children under age 4, fee subsidies, and affordability for families, from 100% provincially funded to an 80% provincial / 20% municipal cost-share. This represents a loss of \$15.1 million in provincial funding starting in 2020, which has been partially offset by a one-time increase in core funding of \$12.3 million from the province
- Affordability is a barrier for many families wishing to access child care; and stable, predictable base funding for operators is a critical factor in mitigating child care fee increases
- Based on population projections, approximately 140,000 children aged 0-4 are expected to live in Toronto by 2026. Having enough licensed child care available to serve 50% of those children will require the creation of an additional 30,000 spaces. Capital development, including retrofits, takes on average 3 to 4 years from agreement to completion, land costs are extremely high in Toronto, and because of licensing requirements, appropriate spaces for child care development are limited

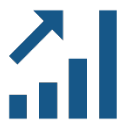
Priority actions

- Begin Phase 2 of the Growth Strategy, continuing to build on Phase 1 successes, by growing capacity, improving affordability for all families through fee subsidies and stable funding to child care operators, and supporting a thriving child care workforce
- Increase the number of licensed child care spaces through building new child care centres, expanding existing centres, or retrofitting other spaces for child care programs in partnership with the Province, school boards and the community

Our key service levels



Provide support to 1,059 licensed child care centres, and 80,176 spaces



50,400 family interactions to support navigation of the child care system



Provide services for 4,100 children with extra support needs and their families

Key service deliverables

- Continue work with school boards, other human services, and community partners to organize a coordinated system that provides accessible and affordable services to ensure the best possible outcomes for children and their families
- Begin implementation of 2020 – 2024 Service Plan, and continue to support broader City-wide strategies and plans, such as the Poverty Reduction Strategy and Fair Pass Transit Discount Program
- Provide fee subsidies through community child care centres and through Toronto Early Learning Child Care Services (TELCCS) centres that help eligible families manage the cost of early learning and care
- Transform service delivery through business process reengineering and implementation of technology solutions (i.e. "*My Child Care Account*") to manage growth, improve customer experience and respond to changing provincial policies
- Develop an EarlyON Growth Strategy and continue to conduct system planning and provide funding for over 270 EarlyON Centres operated by 53 different organizations, while supporting service coordination and enhanced integration with community services

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Child Care Delivery	498,037.8	393,061.5	389,835.8		389,835.8	(3,225.7)	(0.8%)
Child Care System Management	51,388.7	154,076.4	153,728.2		153,728.2	(348.2)	(0.2%)
Total Revenues	549,426.5	547,137.9	543,564.0		543,564.0	(3,573.9)	(0.7%)
Expenditures							
Child Care Delivery	445,630.8	467,386.8	468,515.4		468,515.4	1,128.6	0.2%
Child Care System Management	174,614.1	164,128.2	166,424.8		166,424.8	2,296.6	1.4%
Total Gross Expenditures	620,245.0	631,515.1	634,940.2		634,940.2	3,425.1	0.5%
Net Expenditures	70,818.4	84,377.2	91,376.2		91,376.2	6,999.0	8.3%
Approved Positions	1,068.6	1,112.7	1,074.8		1,074.8	(37.9)	(3.4%)

*2019 Budget and Actuals (based on Q3 2019)

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$634.940 million gross reflecting an increase of \$3.4 million in spending above 2019 projected year-end actuals predominantly arising from:

- Inflationary increases to funding for child care operators' and agencies' actual operating costs, which facilitates the delivery of quality child care programs, supports the child care workforce, and mitigates child care fee increases
- Partially offset by base expenditure savings resulting from a line-by-line review, the transition of directly operated kindergarten and school-age programs to schools, and reductions in administrative costs related to updated provincial policies and reporting requirements
- In addition to the changes in the Approved Positions noted in Appendix 2 (pg 21), in accordance with EX13.2, Recommendation 2s from its meeting on February 19, City Council directed that 5 positions be transferred from the staff complement of Children's Services and be added to the complement of Social Development, Finance & Administration for the establishment the Human Services Integration (HSI) Office.

Total 2020 Base Budget revenues of \$543.6 million reflecting a decrease of \$3.6 million over 2019 forecasted revenues primarily attributable to:

- Impacts of provincial funding losses, partially offset by anticipated increases in family contributions to the cost of child care

EQUITY IMPACTS OF BUDGET CHANGES

Increasing equity for women and families with low income: Children Services' 2020 Operating Budget includes investments to improve childcare affordability, which will have a positive impact on low-income families and low-income women, increasing their access to child care. These investments, which are a component of the Growth Strategy, support the City's Poverty Reduction Strategy as well as Council's commitment to increasing women's equity.

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for Children's Services is \$634.9 million gross or 0.5% higher than the 2019 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget, while Table 2b summarizes other Efficiencies and Savings

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)		2018 Actuals	2019 Proj. Actuals	2020 Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	92,497.8	98,067.2	98,946.9	879.7	0.9%
2	Materials & Supplies	1,705.8	2,652.6	2,000.4	(652.2)	(24.6%)
3	Equipment	1,004.8	982.4	840.0	(142.4)	(14.5%)
4	Service and Rent **	520,789.9	521,872.2	528,934.0	7,061.8	1.4%
5	Contribution To Capital		1,299.0	1,101.0	(198.0)	(15.2%)
6	Contribution To Reserves **	1,350.6	1,460.3	1,460.3	0.0	0.0%
7	Other Expenditures	2,896.1	5,181.3	1,657.6	(3,523.7)	(68.0%)
Total Expenditures		620,245.0	631,515.0	634,940.2	3,425.2	0.5%
Revenues						
1	Provincial Subsidies	466,575.8	466,627.9	462,364.9	(4,263.0)	(0.9%)
2	Federal Subsidies	32,960.0	31,538.0	28,671.0	(2,867.0)	(9.1%)
3	User Fees & Donations	40,551.6	41,200.0	40,156.2	(1,043.8)	(2.5%)
4	Transfers From Capital	180.1	771.9	771.8		
5	Other Revenues	9,159.2	7,000.0	11,600.0	4,600.0	65.7%
Total Revenues		549,426.5	547,137.9	543,563.9	(3,573.9)	(0.7%)
Net Expenditures		70,818.5	84,377.2	91,376.2	6,999.1	8.3%

*2019 Q3 Proj Actuals

** 2020 changes reflect ending of City Council approved reserve funding strategy and alignment with operational requirements

Salaries and Benefits

- Increase is primarily due to inflationary increases to benefits on existing positions

Service and Rent

- A 2.1% inflationary increase to child care operators provides funding stability and supports affordability for families by mitigating child care fee increases

Other Expenditures

- Reflects reductions in administrative costs and the transfer of funding for authorized recreation programming to Parks, Forestry & Recreation, which offsets with other revenues

Provincial Subsidies:

- An overall reduction in the 2020 Provincial Allocation for child care programming of \$2.8 million, is comprised of:
 - A \$15.1 million decrease in Expansion Plan funding as a result of the shift from a 100% provincially funded program to an 80/20 cost-share relationship
 - Partially offset by a \$12.3 million increase in core funding confirmed for 2020 only
- An additional decrease of \$1.2 million over 2019 projected actuals reflects adjustments to other designated funding streams and the ending of time-limited programming

Federal Subsidies

- Allocation is projected to remain consistent with 2019 levels, with year-over-year changes attributable to timing of funding receipt

User Fees & Donations

- Reductions are related to the transfer of five directly-operated kindergarten and school-age programs to schools

Other Revenues

- The Ministry of Education's current Education Funding Formula for school boards does not cover the occupancy costs for early learning and child care space in schools. Early-years programs are treated as tenants of schools rather than as part of the education system
 - In previous years, the City supported 100% of the occupancy costs by providing a grant to the school boards of approximately \$5.8 million (funded through program reserves as a bridging strategy); the province has recently signalled that 80% of these costs or \$4.6 million may be eligible for cost-sharing through the existing provincial funding allocation. Concurrently, in 2020, the City is ending the use of reserves to fund this programming, which creates a \$1.2 million pressure on the property tax base
- Included as well are the anticipated impacts of changes related to claimable child care costs for eligible Ontario Works recipients, and the transfer of authorized recreation programming supports to Parks, Forestry & Recreation, with the impact included in Other Expenditures
- The 2019 Other Revenues projections are trending lower than expected as a result of higher than expected User Fees from family contributions to the cost of child care

Table 2b: Other Efficiencies / Savings

Recommendation	Type	(\$000s)									
		2020				2021			2022		
		Revenue	Gross	Net	Positions	Gross	Net	Positions	Gross	Net	Positions
Reduction in Base Expenditures/Realignment of Budget	Line by Line		(568.8)	(568.8)	-	(568.8)	(568.8)		(568.8)	(568.8)	
Rationalization of Directly Operated Child Care Services	AG Recs	(2,034.9)	(3,328.5)	(1,293.6)	(24.9)	(3,335.6)	(1,300.7)	(24.9)	(3,343.3)	(1,308.4)	(24.9)
Consolidate and Streamline Operations	Efficiencies		(1,200.4)	(1,200.4)	(8.0)	(1,237.9)	(1,237.9)	(8.0)	(1,277.3)	(1,277.3)	(8.0)
Budget Increase/(Decrease)		(2,034.9)	(5,097.6)	(3,062.7)	(32.9)	(5,142.3)	(3,107.4)	(32.9)	(5,189.3)	(3,154.4)	(32.9)

The **2020 Operating Budget** includes a \$5.1 million reduction in gross expenditures and a reduction in revenues of \$2.0 million identified as part of the internal budget review as follows:

Line-by-Line

- A review of all non-salary base expenditures resulted in savings of \$0.6 million

AG Recommendations

- In consideration of Auditor General recommendations (2018.AU12.2), and in alignment with the joint review of City-run child care centres with the City Manager's Office, Children's Services continues to evaluate and implement opportunities to achieve optimal value for public funds while maintaining required staffing, program quality and optimal outcomes for children, families and communities

School boards have a legislative requirement to ensure there are before and after school programs in schools where there is demand and viability. Consequently, Children's Services will be able to transition five directly operated kindergarten and school-age programs to schools in 2019-20, resulting in a net savings of \$1.3 million and a reduction of 24.9 positions with no overall service level impacts

Efficiencies

- Reengineering existing workflows, continued adoption of technology-based solutions, a reduction in provincial child care reporting requirements, and the elimination of the provincial application process for wage enhancement funding will create net savings of \$1.2 million through the reduction of 8.0 positions

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

(\$000s)	2019 Projected Actual	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	547,137.9	543,564.0	543,564.0	543,564.0
Gross Expenditures	631,515.1	634,940.2	644,213.1	653,788.9
Net Expenditures	84,377.2	91,376.2	100,649.0	110,224.9
Approved Positions	1,112.7	1,074.8	1,074.8	1,074.8

*2019 Q3 Projected Actuals

Note: IDCs IDR's are included in Children's Services projections and budget

Key 2021 drivers

The 2021 Outlook reflects an anticipated \$9.3 million or 1.4% increase in gross expenditures and unchanged revenues compared to the 2020 Budget with key drivers noted below:

- Additional resources required due to inflationary increases for salaries and benefits and for funding to support child care operators' and agencies' actual operating costs
- Revenue levels have not been adjusted as the Province is undertaking a review of the existing child care funding formula and allocations have not been released. (Note)*

Key 2022 drivers

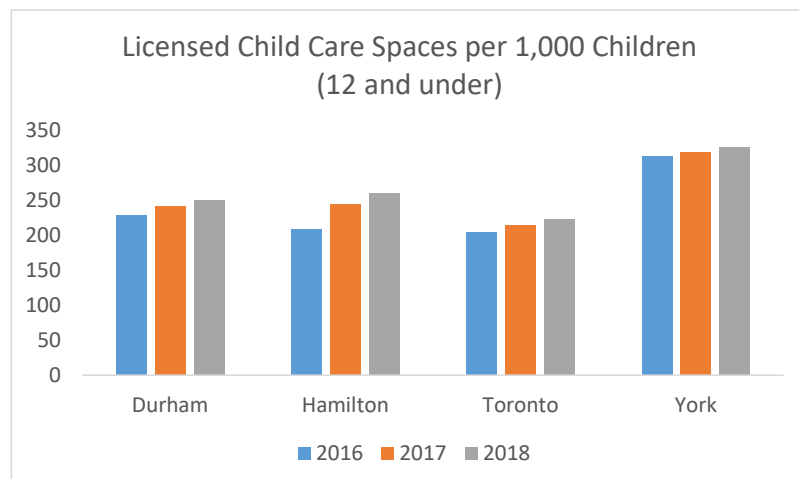
The 2022 Outlook reflects an anticipated \$9.6 million or 1.5% increase in gross expenditures and unchanged revenues compared to the 2021 Outlook with key drivers noted below:

- Additional resources required due to inflationary increases for salaries and benefits and for funding to support child care operators' and agencies' actual operating costs
- Revenue levels have not been adjusted as the Province is undertaking a review of the existing child care funding formula and allocations have not been released (Note)*

*Note: Historically, provincial funding allocations and guidelines for child care and early years programming have been provided annually. The province is currently undertaking a review of the existing funding formula and associated policies with one of the goals being to provide multi-year funding allocations to municipalities. These allocations would include one year of confirmed funding and two years of planning allocations to support strategic planning and decision making.

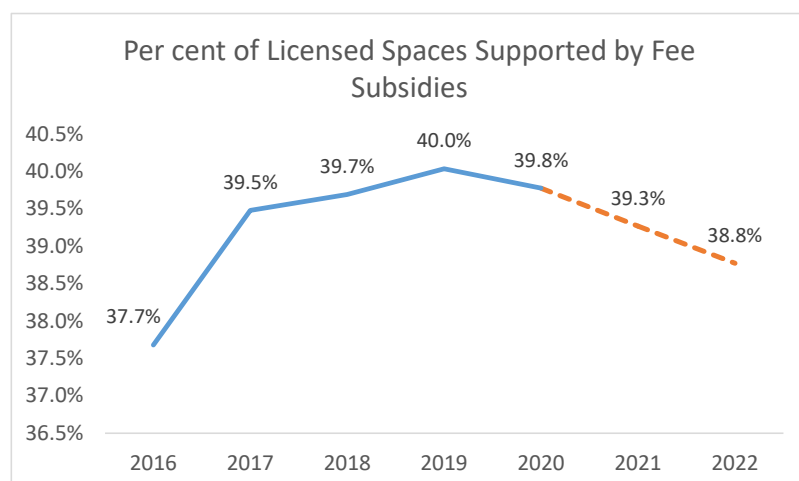
How well we are doing

Performance measures

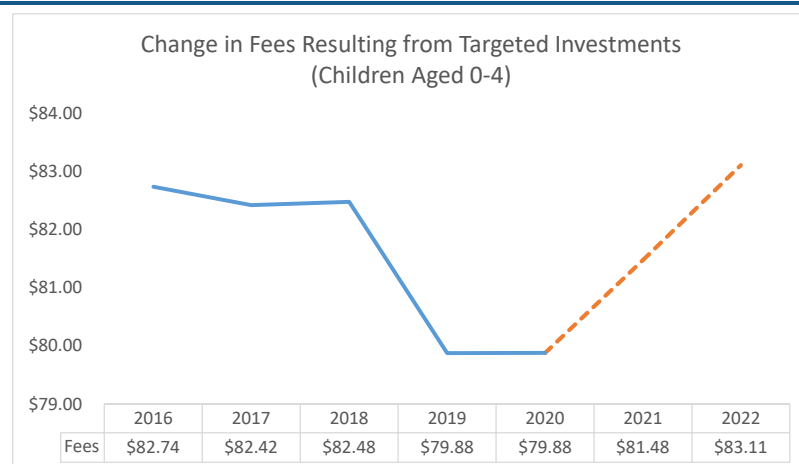


Behind the numbers

- This measure compares the number of licensed spaces in child care centres and home child care agencies in the City of Toronto and surrounding municipalities and regions
- While the City of Toronto contains approximately 20% of the total available licensed child care spaces in Ontario, it continues to rank below other jurisdictions in proportionate access for families. The Growth Strategy outlines a plan to add an additional 30,000 licensed child care spaces by 2026



- In order to achieve the Growth Strategy vision of serving 50% of 0-4 year olds, the number of available fee subsidies would also have to increase by approximately 17,000 to maintain a 40% ratio of fee subsidies to spaces
- As of November 2019, the fee subsidy waitlist was over 15,000, highlighting the need for continued investment in fee subsidies in 2021 and beyond

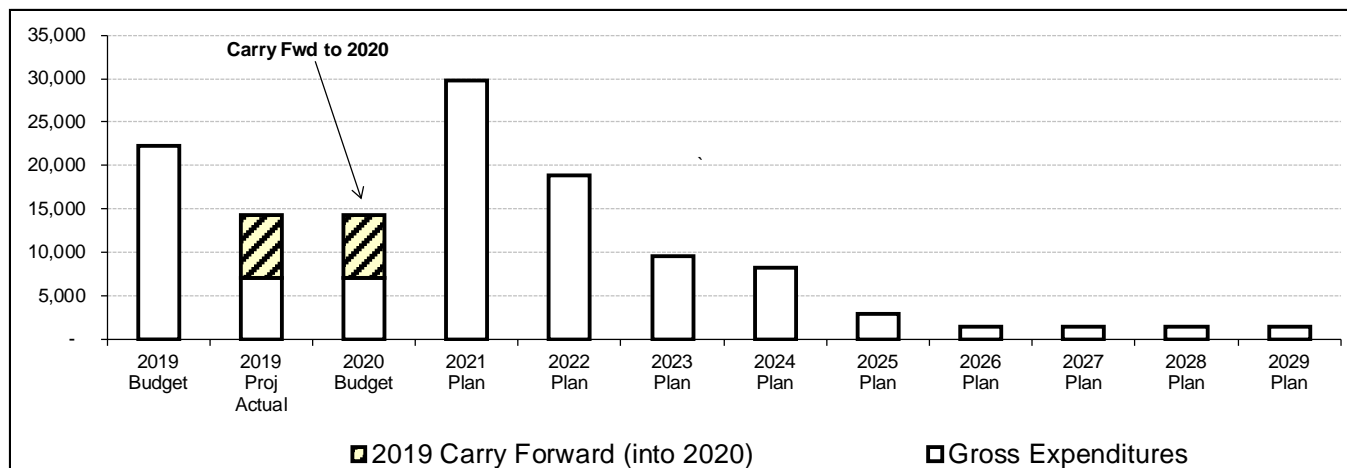


- Affordability is a key barrier to accessing child care, and growth in the licensed child care system must be accompanied by strategies that improve affordability, or spaces will remain inaccessible to many families
- Through the implementation of Phase 1 of the Growth Strategy, average fees for families with children aged 0-4 have decreased by 3.5% from 2016 levels. The Strategy's goal of a 25-40% reduction in fees by 2026 will require continued incremental investments

2020 – 2029 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview

(\$000)



			2020 Capital Budget and 2021 - 2029 Capital Plan											
			2019	2020	2021	2022	2023	2024	2020 - 2024	2025- 2029	Total 10 Year Plan			
			Budget	Projected Actual										
Gross Expenditures by Project Category:														
Health & Safety & Legislated									-		-			
SOGR					1,285	1,285	1,226	1,367	1,540	1,496	7,125	7,480	14,605	
Service Improvement & Growth					21,042	6,838	13,038	28,411	17,322	8,175	6,729	73,675	1,550	75,225
Total by Project Category					22,327	8,123	14,264	29,778	18,862	9,671	8,225	80,800	9,030	89,830
Financing:														
Debt					1,285	1,285	1,276	1,575	1,540	1,496	1,496	7,383	7,480	14,863
Reserves/Reserve Funds					12,762	3,022	8,967	20,317	13,309	2,756	3,438	48,787	-	48,787
Development Charges					5,190	1,862	2,321	3,986	2,913	4,519	2,691	16,430	550	16,980
Provincial												-	-	-
Federal														
Debt Recoverable					-		-	-	-	-	-		-	-
Other Revenue					3,091	1,954	1,700	3,900	1,100	900	600	8,200	1,000	9,200
Total Financing					22,327	8,123	14,264	29,778	18,862	9,671	8,225	80,800	9,030	89,830

Changes to Existing Projects

(\$15.4M)

Project costs have increased due to change in scope and to inflation in construction costs over the past 3 years reflected as follows:

- Mount Dennis (\$7.0M)
- Anishnawbe (\$1.8M)
- St. Roch (\$1.3M)
- David & Mary Thomson (\$1.1M)
- Wallace Emerson (\$1.1M)
- Western North York (\$1.1M)
- North East Scarborough (\$1.1M)

New Projects

(\$0.7M)




- Bayside Child Care Centre \$0.7M

Capital Needs Constraints

(\$0.0M)

- N/A

2020 – 2029 CAPITAL BUDGET AND PLAN**\$89.8 Million 10-Year Gross Capital Program**

		
New Child Care Centres	Aging Infrastructure	Information Technology
\$71.0 M 79.0%	\$14.6 M 16.3%	\$4.2 M 4.7%
New child care centres built to increase access to licensed child care, in alignment with the Growth Strategy	State of good repair to City-run child care centres	Growing Child Care for Toronto My Child Care Account

How the Capital Program is Funded

City of Toronto		Provincial Funding	Federal Funding
\$89.8 M 100.0%		\$0 M 0%	\$0 M 0%
Debt	\$ 14.9 M		
Reserve Draws*	\$ 48.8 M		
Development Charges	\$ 17.0 M		
Other **	\$ 9.2 M		

*Historically, the "Child Care Capital Reserve Fund" has been funded by all three orders of government, with significant contributions through both the Provincial Expansion Plan funding introduced in 2017 and the "Canada-Ontario Early Learning and Child Care Agreement"

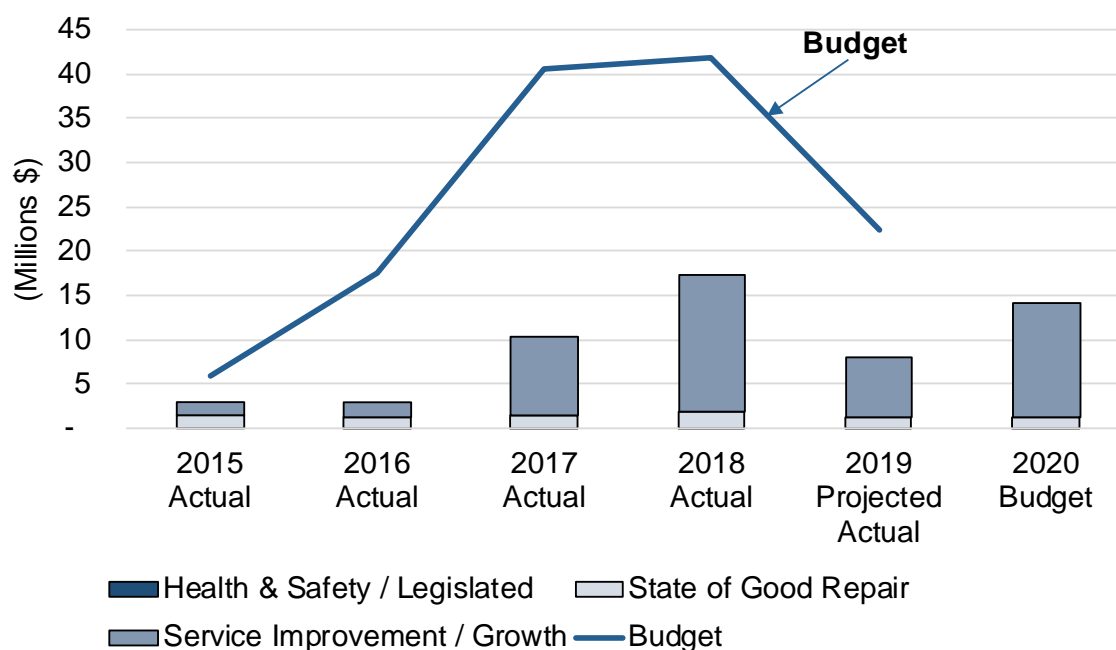
**Other funding includes a \$5.0 million contribution from the Ontario Gaming GTA LP for the construction of the Woodbine Child Care Centre, and \$4.2 million for the Growing Child Care for Toronto information and technology project

CAPACITY TO SPEND REVIEW

The 10-Year Capital Plan has been developed with consideration of historical demonstrated ability to spend within any given year of the ten year capital plan. A review was undertaken to ensure budgets align with the Children's Services' ability to spend and the market's capacity to deliver. As Children's Services relies primarily on third party partners to deliver projects, cash flow requirements are developed in consultation with partners.

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

Chart 2 – Capacity to Spend



Category (in \$ Million)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Projected Actual	2020 Budget
Health & Safety / Legislated						
State of Good Repair	1.570	1.206	1.441	2.006	1.285	1.226
Service Improvement / Growth	1.454	1.802	8.869	15.295	6.838	13.038
Total	3.024	3.008	10.310	17.301	8.123	14.264
% Spent	52%	17%	25%	41%	36%	

Capacity to Spend Review Impact on the 10-Year Plan

Based on the review of historical capital spending constraints, \$5.8 million in capital spending originally cash flowed in 2020 has been deferred to 2021 or future years. Key adjustments to the Capital Plan include:

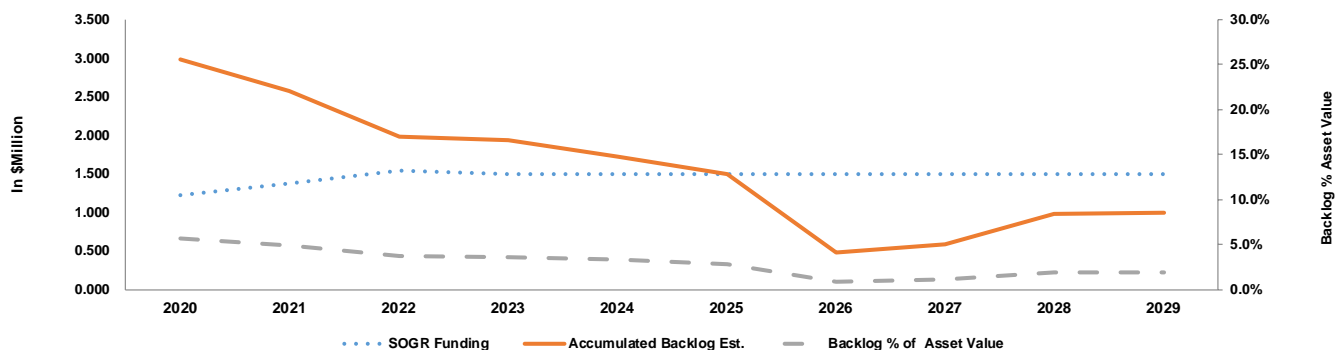
- St. Barnabas Child Care Centre: \$1.3 million deferred to future years
- St. Roch Child Care Centre: \$1.5 million deferred to future years
- St. Bartholomew Child Care Centre: \$1.5 million deferred to future years
- Mount Dennis Child Care Centre: \$1.0 million deferred to future years

STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG

The chart below depicts the SOGR funding and accumulated backlog estimates for key asset classes in Children's Services: Municipally Operated Child Care Centres.

Chart 3: Total SOGR Funding & Backlog

State of Good Repair (SOGR) Funding & Backlog



\$ Million	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
SOGR Funding	1.226	1.367	1.540	1.496	1.496	1.496	1.496	1.496	1.496	1.496
Accumulated Backlog Est.	2.987	2.581	1.975	1.932	1.729	1.502	0.473	0.583	0.982	0.994
Backlog % of Asset Value	5.6%	4.9%	3.7%	3.6%	3.3%	2.8%	0.9%	1.1%	1.9%	1.9%
Total Asset Value	53.081	53.081	53.081	53.081	53.081	53.081	53.081	53.081	53.081	53.081

- Children's Services has a legislative requirement to maintain its directly operated child care centres in a condition that meets strict licensing standards and promotes the health and well-being of children, families, and staff
- State of good repair projects account for \$14.6 million or 16.3% of the planned 10-year capital program, with the expectation that the backlog will be reduced to less than 2.0% of total asset value by 2029

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

Approval of the 2020 Capital Budget will impact the 2020 Operating Budget by a total of \$0.1 million net for savings arising from the Customer Service Improvement project, as shown in Table 4 below.

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

Projects	2020 Budget		2021 Plan		2022 Plan		2023 Plan		2024 Plan		2020 - 2024		2020 - 2029	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
<i>Customer Service Improvements</i>	(131)	-	-	-	-	-	-	-	-	-	(131)	-	(131)	-
<i>TCS Growing Child Care for Toronto</i>	-	-	(602)	-	(157)	2.6	77	-	61	-	(621)	2.6	(29)	2.6
<i>Sub-Total: Previously Approved</i>	(131)	-	(602)	-	(157)	3	77	-	61	-	(752)	2.6	(160)	2.6
Total	(131)	-	(602)	-	(157)	2.6	77	-	61.0	-	(752)	2.6	(160)	2.6

- The "*Customer Service Improvements Project*" will generate a reduction in gross expenditures in 2020, primarily resulting from savings in stationary supplies and a reduction in the cost of administration, reflecting business application enhancements
- The "*Growing Child Care for Toronto Project*" will support enhanced service system navigation for families and integrate three major components: client facing and business partner facing online portals, and enhanced web-based online facilities for staff. The future year operating impacts will be reviewed each year as part of the annual Operating Budget process

2020 Program Summary

Court Services

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What we do

Toronto Court Services strives to provide accessible, efficient and effective frontline customer support for case management, courtroom and hearing room services to the public and a wide range of stakeholders that use the Provincial Offences Court and three City Tribunals - Administrative Penalty Tribunal, Toronto Local Appeal Body and Toronto Licensing Tribunal. Court Services is the primary point of contact for the public when they are in need of information, assistance and access to the Provincial Offences Court. Court Services delivers the following services:

- Provincial Offences and Tribunal Dispute Resolution
- Default Fine Collection
- Court Case Management

Court Services provides services annually to 850,000 customers; administers 430,000 active cases before the court and tribunals and actively pursues collection of \$598 million in defaulted fines. By providing timely accessible service within the court and tribunal program areas and by collecting court fines, Court Services supports a safe inclusive economically viable community.

Why we do it

Toronto Court Services' mission is to provide timely accessible service to the public, our partners and stakeholders who use the Provincial Offences Courts, Administrative Penalty Tribunal, Toronto Local Appeal Body and Toronto Licensing Tribunal.

Who we serve

Public – Toronto residents, visitors
 Property owners
 Business owners and their employees
 City Council
 Judiciary
 Tribunal Panel members
 Legal Services, Prosecutions
 Crown Attorney
 Witnesses

Appellants, Parties and Participants
 Defendants
 Toronto Police Services
 Transportation Services
 Municipal Licensing & Standards
 Toronto Fire Services
 Toronto Transit Commission
 Go Transit
 Toronto Community Housing Corporation

Ontario Provincial Police
 Other Ontario Municipalities
 Ministry of the Attorney General
 Legal professionals
 City of Toronto employees
 Justice of the Peace Review Council
 Other provincial ministries and enforcement agencies
 Ministry of Transportation







Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$75.81	\$86.75	\$86.75	This program does not have a capital plan.			
Gross Expenditures	\$35.79	\$36.61	\$37.02				
Net Expenditures	(\$40.01)	(\$50.14)	(\$49.74)				
Approved Positions	253.20	253.20	253.20				

Key service outcomes

Outcomes	Description
Sustain time to trial and dispute resolution	Safer mobility in public, safe communities and economic viability through timely access to Provincial Offences Court, Administrative Penalty Tribunal, Toronto Licensing Tribunal and Toronto Local Appeal Body hearings.
Increase the collection rate of defaulted fines	Improved technology and effective use of collection tools. Financial Sustainability to offset program costs through partnering with other municipalities.
Improve customer access to information and services	Plan, manage and provide universal accessible frontline customer services to the public to ensure access to court and tribunal adjudication.

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	Time to trial within 6 months of offence date	47%	69%	69%	
	Collection of Default fine accounts within 1st year of default	49%	50%	51%	
	Customer on-line transactions	36%	41%	42%	

Our experience and success

- Managed 22% of all Provincial Offence charges filed in Ontario in 2019.
- Over 40% of Court Services clients access information and services using the division's online tools and portals.
- Stricter penalties for convictions result in higher trial dispute rates.
- Implemented a formal plan for the collection of defaulted fines and improved collection rates.

Key challenges and risks

- Growth in Provincial Offences charge volumes due to new Automated Speed Enforcement and expanded Red Light Camera program require resources.
- Continued escalation of costs to maintain service level for time to trial and resolution.
- Backlog in collection of defaulted fines.
- Temporary relocation of Court Services downtown location until the redevelopment at St. Lawrence Market is complete.

Priority actions

- The program will support Vision Zero Road Safety and manage the growth in charge volume by focusing on digital and online service delivery.
- Reducing the cost to maintain service level for time to trial and resolution by developing and implementing procedures that supports modernization of POA legislation and court scheduling plan.
- Development and implementation of an information system that supports effective and efficient collection of defaulted fines.
- Relocation of Court Services downtown location to a temporary facility without interrupting service delivery.

Our key service levels



Time to hearing within 6 months of service date for 100% of trial cases.



Accept 100% of Provincial Offences incoming non-parking charges within 7 days of offence date.



Process 100% of default fine payments within 24 hours of receipt.

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 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 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 improvements.

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual	2020 Base Budget	2020 New / Enhanced	2020 Council Approved Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Provincial Offences Tribunal Dispute Resolution	155.9	258.4	131.9		131.9	(126.5)	(49.0%)
Default Fine Collection Management	34.0	240.6	53.4		53.4	(187.2)	(77.8%)
Provincial Offences Court Case Management	51,082.3	61,218.2	75,622.2		75,622.2	14,404.0	23.5%
Total Revenues	51,272.1	61,717.3	75,807.5	0.0	75,807.5	14,090.3	22.8%
Expenditures							
Provincial Offences Tribunal Dispute Resolution	7,188.7	8,304.0	10,482.8		10,482.8	2,178.9	26.2%
Default Fine Collection Management	3,347.7	4,983.8	5,101.0		5,101.0	117.2	2.4%
Provincial Offences Court Case Management	18,119.5	17,205.6	20,209.6		20,209.6	3,004.0	17.5%
Total Gross Expenditures	28,656.0	30,493.3	35,793.4	0.0	35,793.4	5,300.1	17.4%
Net Expenditures	(22,616.1)	(31,223.9)	(40,014.1)	0.0	(40,014.1)	(8,790.2)	28.2%
Approved Positions	229.0	241.0	253.2	0.0	253.2	12.2	5.1%

*2019 Budget and Actuals (based on Q3 2019) adjusted retroactively to remove interdepartmental charges and recoveries.

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$35.8 million gross reflecting an increase of \$5.3 million in spending above 2019 projected year-end actuals predominantly arising from:

- Costs for interpreters, provincial payments in response to growth in this system specifically for the Red Light Camera Expansion and the implementation of the Automated Speed Enforcement initiatives.
- Salary & Benefit base budget increases including costs to close gaps in hiring delays and increased resources required to manage the growth in charges relating to the Red Light Camera Expansion and Automated Speed Enforcement Initiatives.
- The Red Light Camera Expansion initiative will result in an increase in the number of active cameras in the City from 140 to 294 cameras by the end of 2020. This is projected to generate an additional 38,500 charges in 2020. As well, Automated Speed Enforcement Initiative (another key component of the Vision 2.0 initiative) is expected to generate 209,000 charges in 2020.
- Funding of \$0.520 million is also included in the 2020 - 2029 Capital Budget and Plan for Information & Technology Division for a new capital project called *Justice Video Network Implementation* to implement a Justice Video Network (JVN) system in court rooms to facilitate video conferencing, audio-visual and converged communication services (WAN, Internet and Satellite). The system will also facilitate remote interpretation and witness testimony while reducing the need for court attendance.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in Court Services' 2020 Operating Budget do not have any significant equity impacts

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for Court Services is \$35.8 million gross or 17.4% higher than the 2019 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget, while Table 2b summarizes Value Based Outcome Review Recommendations and other efficiencies/savings and 2c summarizes New and Enhanced requests

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)		2018 Actuals	2019 Proj. Actuals	2020 Council Approved Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	17,412.0	18,188.5	21,086.2	2,897.7	15.9%
2	Materials & Supplies	92.4	80.4	111.0	30.6	38.0%
3	Equipment	23.1	49.0	57.9	8.9	18.1%
4	Service and Rent	8,629.1	8,581.7	10,874.0	2,292.3	26.7%
5	Contribution To Reserves	592.3	103.8	103.8		
6	Other Expenditures	1,907.0	3,489.9	3,560.5	70.6	2.0%
Total Expenditures		28,656.0	30,493.3	35,793.4	5,300.1	17.4%
Revenues						
1	User Fees & Donations	364.4	388.4	404.2	15.8	4.1%
2	Transfers From Capital	0.2				
3	Other Revenues	50,907.5	61,328.9	75,403.3	14,074.4	22.9%
Total Revenues		51,272.1	61,717.3	75,807.5	14,090.3	22.8%
Net Expenditures		(22,616.1)	(31,223.9)	(40,014.1)	(8,790.2)	28.2%

*2019 Q3 Proj Actuals and 2018 Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Salaries & Benefits:

Provides for staff resources required to manage the growth in charges from the Red Light Camera (RLC) Expansion Initiative and Automated Speed Enforcement (ASE), (\$0.914 million to support 12.2 positions). Annualized costs related to the resources added in 2019 to manage legalization of cannabis charges and stricter penalties for distracted driving of \$0.258 million. Closing identified gaps resulting from hiring delays will result in increased costs of approximately \$1.5 million.

Services and Rents:

Includes a pressure of \$1.9 million in interpreters cost and payments to the province primarily to manage the growth in charges filed as a result of RLC expansion and ASE implementation as part of Vision Zero program. Also, an increase in Honorarium of \$0.177 million is reflected to account for the increase in the rate paid for tribunal members.

Revenue Changes:

Higher revenues as a result of RLC expansion (38,500 charges with expected revenue of \$8.24 million), and ASE implementation (209,000 charges with expected revenue of \$16.93 million). 2019 projected actuals reflects a one-time adjustment of fine revenues of \$11.68 million due to accounting change of revenue recognition.

Table 2b: Other Efficiencies / Savings

(\$000s)											
Recommendation	Type	2020				2021			2022		
		Revenue	Gross	Net	Positions	Gross	Net	Positions	Gross	Net	Positions
2020 Corporate Benefits Changes	Line by Line		(71.4)	(71.4)		-	-		-	-	
Budget Increase/(Decrease)		-	(71.4)	(71.4)	-	-	-		-	-	

Line by Line

- 2020 Corporate Benefit Changes: Adjustments to the benefit rate to match actual experience.

AG Recommendations

- To implement its commitments contained in its Management Response to the City's Auditor General's report (AU12.1) regarding development of a robust information system that allows staff to effectively manage the collection of outstanding fines, funding of \$0.200 million is included in the 2020 Capital Budget for Information & Technology Division for a new capital project called *Collection Management Software Development* to identify the business requirements for a new collection management system.
- Implementation of the AG Recommendations as contained in AU12.1 and specifically related to improved collection strategies as well as the impact of legislative changes are projected to result in increased revenues of approximately \$1.480 million in 2020.

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

(\$000s)	2019 Projected Actual	2020 Council Approved Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	61,717.3	75,807.5	86,753.7	86,753.7
Gross Expenditures	30,493.3	35,793.4	36,612.3	37,015.7
Net Expenditures	31,223.9	40,014.1	50,141.4	49,738.0
Approved Positions	241.0	253.2	253.2	253.2

*2019 Q3 Projected Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Key 2021 drivers

Summarize key drivers/changes reflected in outlooks

Impacts of 2020 decisions

- Annualization of resources required in 2020 for the growth in charges will create a pressure of \$0.537 million.

Salaries and Benefits

- Salary and benefit inflationary increases resulting in a pressure of \$0.365 million.

Revenue Changes

- Due to full year impact of ASE and RLC expansion in 2021, charges are expected to increase by 77,000 with additional fine revenue of \$11.0 million.

Key 2022 drivers

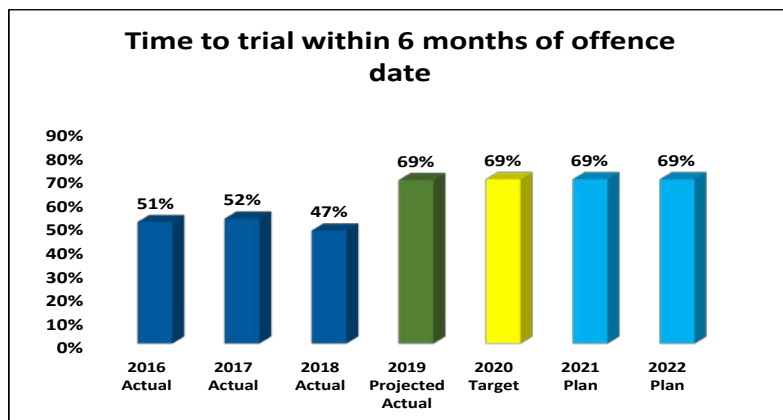
Summarize key drivers/changes reflected in outlooks

Salaries and Benefits

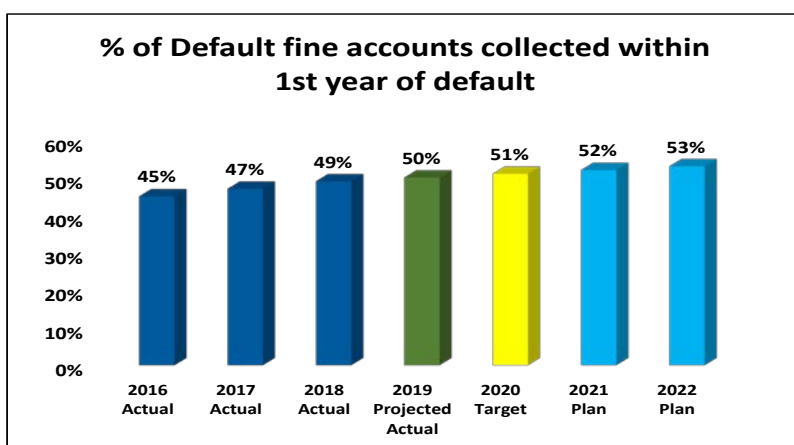
- Salary and benefits, progression pay and step increases contribute a pressure of \$0.403 million.

How well we are doing

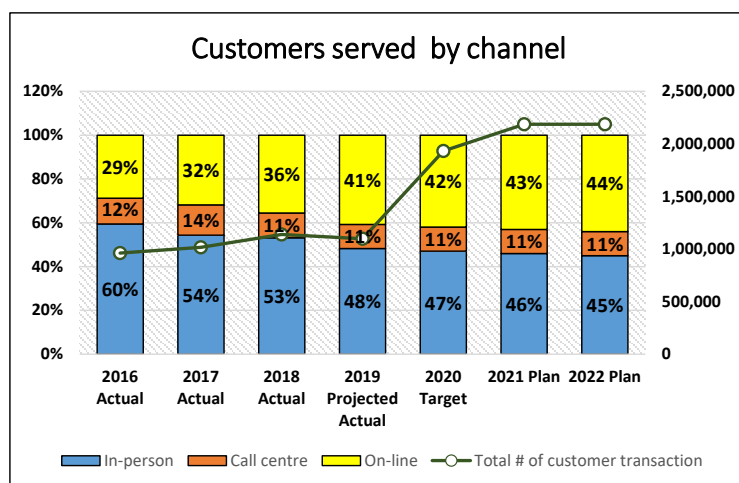
Performance measures



- The percentage of offences that go to trial within 6 months of offence date is expected to increase from 47% in 2018 to 69% in 2019 due to reduction in the number of trial requests received.
- Significant growth in charge volumes and trial requests resulting from the RLC Expansion and ASE implementation are anticipated in 2020 and beyond. Through careful and efficient management of limited resources, Court Services plans to maintain this performance metric at 69% in 2020 and future years.



- The percentage of default fines collected within the first year of default range between 50-53% reflecting the challenges of collecting default fines for municipalities across Ontario.
- Default fine collection rates have however increased from 45% in 2016 to 50% in 2019 and is expected to continue to increase by 1% every year as Court Services with support from Legal Services continues to implement its commitments contained in its Management response to the City's Auditor General's report (AU12.1).



- With the growth in charges, number of customers served by the division is expected to increase in 2020 to about 1.9 million.
- The program plans to manage the growth in charge volume by focusing on digital and online service delivery.

2020 Program Summary

Economic Development and Culture

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What we do

We advance Toronto's prosperity, opportunity and liveability by fostering employment and investment opportunities, encouraging Toronto's cultural vibrancy through enhanced cultural experiences, and by engaging partners in the planning and development of the City's economic and cultural resources. Economic Development and Culture (EDC) delivers the following services:

- Business Growth Services
- Film and Entertainment Industries Services
- Arts and Culture Services
- Museum and Heritage Services

EDC has stewardship of over 200 public art installations, and 100 heritage buildings.

Why we do it

Economic Development and Culture is committed to making Toronto a place where business and culture thrive.

Who we serve

Neighbourhoods and People

- Residents
- Youth
- New Immigrants
- Equity seeking groups
- Indigenous communities
- Visitors
- Volunteers
- Students (Adult and Youth)
- Business Improvement Areas
- Program and Event Attendees

Businesses and Industries

- Sector Businesses
- Business Incubators
- Entrepreneurs
- Artists and creators
- Film and Media Companies
- Restaurants and Hotel Industries
- Night Economy
- Tourism Companies
- Private Schools

Public and Not-For-Profit Sector

- Arts and Cultural Organizations
 - Other Toronto-based museums
 - Event Organizers
 - Exhibitors
 - Business and Entertainment Industry Associations
 - Unions / Trade Commissions
 - Public Schools and Education
 - Other orders of Government
-

Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$14.3	\$11.1	\$ 9.3	Gross Expenditures	\$25.0	\$161.8	\$186.7
Gross Expenditures	\$90.9	\$89.2	\$88.1	Debt	\$10.9	\$97.7	\$108.6
Net Expenditures	\$76.6	\$78.1	\$78.8				
Approved Positions	316.2	316.8	315.2				

Key service outcomes

Outcomes	Description
Improved Quality of Life in Toronto, through increased prosperity and a stronger sense of belonging, for all	More jobs in Toronto resulting from entrepreneurship, sector development, business improvement areas, international investment and local economic development initiatives, especially focusing outside the core
	Increased economic output in entertainment production caused by strengthening the local film/screen, music, and tourism industries and providing support to third party events
	Increased cultural experiences by expanding the number and reach of arts offerings, cultural events, available space and public art across Toronto
	Better sense of belonging in Toronto by raising awareness of the city's and residents' local histories to fully appreciate our past, understand our present and see future possibilities

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	Number of Businesses Supported through Business Growth Services	573	600	890	●
	Number of Film Permits Issued through Entertainment Industries	3,287	3,338	3,350	●
	Number of City Cultural Programs through Arts and Culture Services	669	707	712	●
	Number of Programs, Exhibitions and Special Events through Museums and Heritage Services	900	967	825* (* fewer, larger)	●

Our experience and success in 2019

- Launched an EDC Equity Plan to advance diversity and inclusion in all activities
- Achieved the \$25 per capita Council approved target for municipal investment in arts and culture
- Rolled out an improved marketing strategy for Museums and Heritage Services programmes
- Attracted well over \$2 billion of filming production investment
- Facilitated \$515 million in business investment that resulted in 4.2 million square feet of new industrial/commercial office floor space for 30 Gold Star projects in the city
- Advanced the multi-year capital maintenance of the Casa Loma complex and initiated construction of the Clark Arts Centre at the Guild
- Continued to maintain stewardship for over 200 public art installations, and 100 heritage buildings many of which are over 100 years old

Key challenges and risks in 2020

- Achieving equitable economic and cultural wealth across the city
- Addressing the workforce development imbalances of job availability and qualified job seekers
- Fully animating Toronto's museums and heritage sites with comprehensive programming
- Reversing the trend of loss of affordable cultural space, especially in and near the core
- Revitalizing and/or ameliorating dilapidated and distressed main street retail areas caused by long-term construction and or changing local market conditions
- Properly handling the burgeoning collection of historic objects, artifacts and art

Priority actions in 2020

- Improving equity and inclusion in all EDC programs and services
- Orienting grant programs to better focus on City-desired outcomes
- Designing the Year of Public Art to be delivered in 2021
- Launching Night Economy initiatives and partnerships
- Bringing forward programs to help main street retail
- Piloting new programs and tools for local community economic development in select areas of the city
- Expanding exports by Toronto based organizations through local partnerships and international connections
- Advancing major projects such as the Museum of Toronto and FIFA 2026
- Modernizing service delivery through IT initiatives, including CRM, POS, and CLASS replacement
- Continuing to build the new Indigenous Centre for Innovation and Entrepreneurship in time to open in 2021
- Opening the new Clark Centre for the Arts at the Guild in the fall of 2020

Our key service levels



135,000 people supported with business advice and visitor information



2,500 days of public and educational programs and special events held annually



100% of film permits are issued in **2** business days

Key service deliverables

- Develop policy governing community use of EDC-managed space to maximize public benefit and engagement
- Undertake successful local community economic development initiatives in select areas of Toronto
- Distribute funding to improve equity through such efforts as the creation of the Indigenous Culture Program, changes to the Major Cultural Organizations program, development of a festivals strategy and Nuit Blanche's expansion to Scarborough
- Deliver Digital Main Street program with a specific focus on engaging BIAs and main street areas outside of the downtown core
- Launch Night Economy initiatives and integrate into other programs to create broader impact
- Partner with Real Estate Services on the planning and design of the Museum of Toronto at Old City Hall

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Arts Services	2,614.7	3,087.8	2,597.6	500.0	3,097.6	9.8	0.3%
Business Services	2,471.6	3,481.3	5,524.0		5,524.0	2,042.7	58.7%
Entertainment Industries Services	2,668.0	2,721.7	2,822.3		2,822.3	100.6	3.7%
Museums & Heritage Services	3,437.0	3,207.5	2,876.3		2,876.3	(331.2)	(10.3%)
Total Revenues	11,191.3	12,498.3	13,820.2	500.0	14,320.2	1,821.9	14.6%
Expenditures							
Arts Services	44,984.7	46,408.5	46,533.7	2,332.1	48,865.8	2,457.3	5.3%
Business Services	14,566.2	16,464.3	18,982.5		18,982.5	2,518.2	15.3%
Entertainment Industries Services	6,696.6	7,346.8	7,534.9	442.9	7,977.8	631.0	8.6%
Museums & Heritage Services	14,313.8	14,560.5	14,761.4	325.0	15,086.4	525.9	3.6%
Total Gross Expenditures	80,561.3	84,780.1	87,812.5	3,100.0	90,912.5	6,132.4	7.2%
Net Expenditures	69,370.0	72,281.8	73,992.3	2,600.0	76,592.3	4,310.5	6.0%
Approved Positions	302.5	306.5	313.2	3.0	316.2	9.7	3.2%

*2019 Budget and Actuals (based on Q3 2019) adjusted retroactively to remove interdepartmental charges and recoveries.

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$87.8 million gross reflecting an increase of \$3.0 million in spending above 2019 projected year-end actuals (prior to enhancements), predominantly arising from:

- Salaries and benefits increases due to cost of living adjustment and progression pay. Vacancies in 2019 will be filled in 2020
- Federal funding carry forward to support the Indigenous Incubator Centre
- Programming and staff resources required for the opening of the Clark Centre for the Arts, scheduled to open in Fall 2020
- Permanent funding for the ongoing TSEIP (Toronto Significant Event Investment Program) be phased into the tax base over 3 years beginning 2020
- Revenue offsets due to additional federal and provincial funding for the Indigenous Incubator Centre and Enterprise Toronto-Starter and Summer Company Grant

COSTS TO ENHANCE SERVICES

New and Enhanced Service expenditures of \$3.1 million gross, enabling:

- Strategic Investment Priorities in Culture and Year of Public Art 2021 to address key strategies such as: inclusion and equity; talent and innovation, space and access and operational excellence and design, commissioning of art works, components of the art-related production costs, overall project co-ordination and fundraising.
- Scarborough Restaurant Promotional Program to provide grant to the University of Toronto, Scarborough Campus to initiate a promotional program focusing on restaurants in Scarborough.

EQUITY IMPACTS OF BUDGET CHANGES

Low positive equity impacts: The change in Economic Development and Culture's 2020 Operating Budget includes an enhancement for Strategic Investment Priorities in Culture and the Year of Public Art as well as a new Scarborough Restaurant Promotional Program. It is anticipated that this investment will improve access to arts and culture and employment activities for Indigenous and equity seeking groups in Toronto, with a focus on providing access outside the core.

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for Economic Development and Culture is \$90.9 million gross or 7.2% higher than the 2019 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget, while Table 2c summarizes New and Enhanced requests

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)		2018 Actuals	2019 Proj. Actuals	2020 Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	29,475.9	30,319.6	32,375.1	2,055.5	6.8%
2	Materials & Supplies	1,055.6	1,131.6	1,335.8	204.2	18.0%
3	Equipment	252.0	319.0	320.5	1.5	0.5%
4	Service and Rent	7,611.1	9,190.8	9,056.0	(134.8)	-1.5%
5	Grants and Transfers	41,935.3	43,405.3	44,293.2	887.9	2.0%
7	Contribution To Reserves	162.7	360.4	389.8	29.4	8.2%
8	Other Expenditures	68.7	53.3	42.2	(11.1)	-20.9%
Total Expenditures		80,561.2	84,780.1	87,812.5	3,032.4	3.6%
Revenues						
1	Provincial Subsidies	2,164.6	697.4	2,014.6	1,317.2	188.9%
2	Federal Subsidies	139.2	2,629.2	2,423.8	(205.4)	-7.8%
3	User Fees & Donations	1,728.0	1,624.8	1,653.9	29.1	1.8%
4	Transfers From Capital	1,156.0	1,416.5	1,416.5	(0.0)	-0.0%
5	Other Revenues	6,003.6	6,130.4	6,311.5	181.0	3.0%
Total Revenues		11,191.3	12,498.3	13,820.2	1,321.9	10.6%
Net Expenditures		69,369.9	72,281.8	73,992.3	1,710.5	2.4%

*2019 Q3 Proj Actuals and 2018 Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Salaries and Benefits:

- Salaries and benefits increases due to cost of living adjustment and progression pay for existing staff and through revolving vacancies throughout the year
- New positions were created to support the operational needs of the Clark Centre for the Arts, schedules to open in Fall 2020

Materials and Supplies:

- Increases to support the completion of the Clark Centre for the Arts
- Under-expenditure in 2019 to offset pressures from unexpected events (Collison, Danforth Vigil, Raptor's Parade, Canada Day location expansion)

Grants and Transfers:

- Grant for Enterprise Toronto's Starter and Summer Company, plus carried forward amounts from 2019 fully funded by the corresponding increases in Provincial subsidies.

Table 2b: Efficiencies / Savings

Recommendation	Type	(\$000s)									
		2020				2021			2022		
		Revenue	Gross	Net	Positions	Gross	Net	Positions	Gross	Net	Positions
Program Support Line by Line Review	Line by Line		(50.0)	(50.0)		(50.0)	(50.0)		(50.0)	(50.0)	
Business Growth Services Sponsorship Revenue Increase	Line by Line	50.0		(50.0)		-	(50.0)		-	(50.0)	
Changes in Employee Benefit Assumptions	Other		(84.0)	(84.0)		(84.0)	(84.0)		(84.0)	(84.0)	
Budget Increase/(Decrease)		50.0	(134.0)	(184.0)	-	(134.0)	(184.0)		(134.0)	(184.0)	

The 2020 Operating Budget includes \$0.134 million in gross expenditure reductions and \$0.050 million in added revenue identified as part of the internal budget review as follows:

Efficiencies and Other Savings

- A review to align budgets with historical actual spending identified modest opportunities for efficiencies for areas with historical underspending with no impact on services.
- New opportunities and creative outlooks identified potential opportunities to increase sponsorship revenues without additional cost.
- An analysis to review benefit assumptions including Medical, Dental and LTD identified possible reductions based on reasonable estimate.

Table 2c: 2020 Key Drivers – New / Enhanced

New / Enhanced (\$000)	2020				2021 Annualized Gross	Equity Impact
	Revenue	Gross	Net	Positions		
In \$ Thousands						
1	Strategic Investment Priorities in Culture and Year of Public Art		3,000.0	2,500.0	3.0	Low
2	Scarborough Restaurant Promotional Program		100.0	100.0		Low
Total New / Enhanced			3,100.0	2,600.0		

New / Enhanced - Strategic Investment Priorities in Culture and the Year of Public Art**Strategic Investment Priorities in Culture (\$2.000 million gross and net)**

- Address key strategies such as: investing in neighbourhoods, inclusion and equity; talent and innovation, space and access and operational excellence. Also maintains the commitment to ensuring the \$25 per capita spending levels on culture are increasing or at least keeping pace as the population grows.

Year of Public Art (\$1.000 million gross and \$0.500 million net)

- Improved documentation, promotion and public engagement activities for public art in the City, will result in greater awareness for Torontonians of their cultural heritage and increased access to cultural engagement activities, especially in underserved areas of the City.
- The Year of Public Art was announced by the Mayor in May 2019.

Scarborough Restaurant Promotional Program (\$0.100 million gross and net)

- A grant will be given to the University of Toronto, Scarborough Campus to initiate a promotional program focusing on restaurants in Scarborough.

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

((\$000s))	2019 Projected Actual	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	12,498.3	14,320.2	11,123.1	9,310.6
Gross Expenditures	84,780.1	90,912.5	89,211.9	88,125.5
Net Expenditures	72,281.8	76,592.3	78,088.8	78,814.9
Approved Positions	306.5	316.2	316.8	315.2

*2019 Q3 Projected Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Key 2021 drivers

Summarize key drivers/changes reflected in outlooks

Impacts of 2020 decisions

- Annualized impact will arise from new initiatives associated with Strategic Investment Priorities in Culture and Year of Public Art in 2020.
- The Clark Centre for the Arts is anticipated to open in Fall 2020 resulting in annualized increase in total expenditures of \$0.23 million (\$0.14 million net).
- Second year of Toronto Significant Event Investment Program phase-in tax base program resulting in an increase of \$0.25 million net.
- Planning and investments for FIFA 2026 will need to begin in 2021.

Salaries and Benefits

- Salaries and benefits increases due to cost of living adjustment and progression pay.

Revenue Changes

- Scale back from federal funding towards the operational cost of the Indigenous Incubator centre resulting decrease of \$0.77 million.
- Removal of grants carry forward from prior years (Indigenous Incubator Centre, TSEIP (Toronto Significant Event Investment Program) and Enterprise Toronto – Starter and Summer Company Grant).

Key 2022 drivers

Summarize key drivers/changes reflected in outlooks

Salaries and Benefits

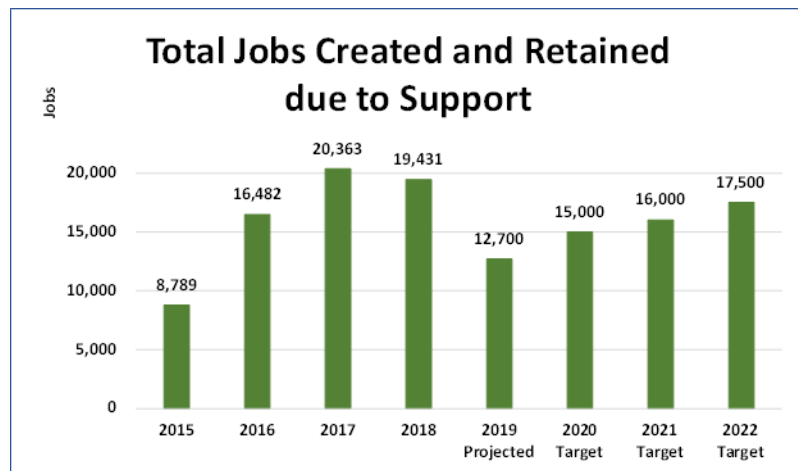
- Salary and benefit increases due to cost of living adjustment and progression pay
- Full year salary and benefit impact from the Clark Centre for the Arts operations result in incremental increase of \$0.03 million.
- Ending of temporary positions related to the Strategic Investment Priorities in Culture and Year of Public Art.

Revenue Changes

- Ending of the provincial grant for Enterprise Toronto – Starter and Summer Company Grant of \$1.00 million.
- Final year of Toronto Significant Event Investment Program phase-in tax base program resulting in a further increase of \$0.25 million net.

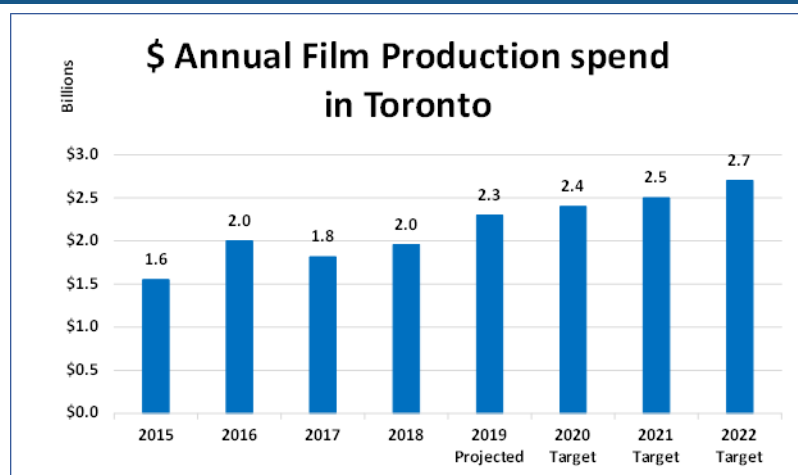
How well we are doing

Performance measures

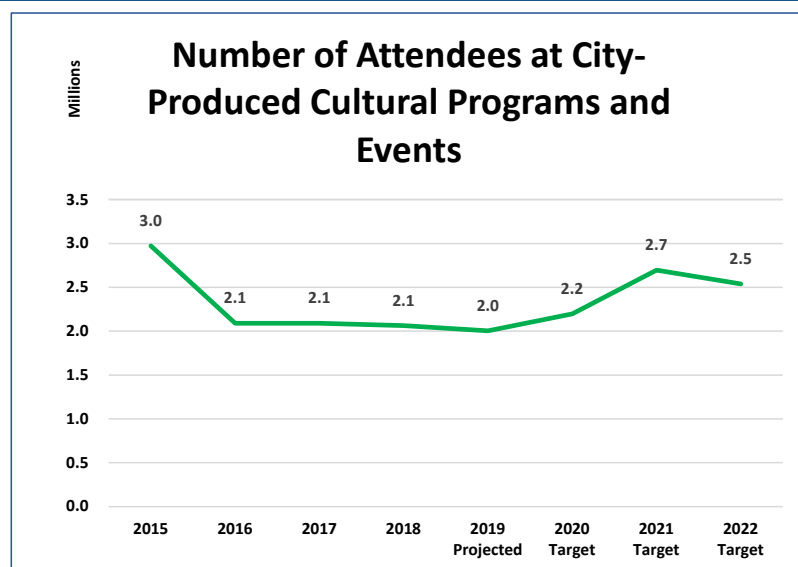


Behind the numbers

- In 2017 and 2018, the Bay Park Centre and the Well were two significant office developments which will contribute a large number of jobs in the downtown core
- The decrease in 2019 is due to cyclical swings in very large office developments. Staff are confident that in the current economic climate, investment will increase in the future.



- Film production continues to experience a high market demand with a studio footprint and availability similar to 2018. The 2020, 2021 and 2022 targets are based on:
 - More productions in 2019 than 2018 with larger budgets; and
 - Studios at higher occupancy levels supporting filming in the City
 - More studio space

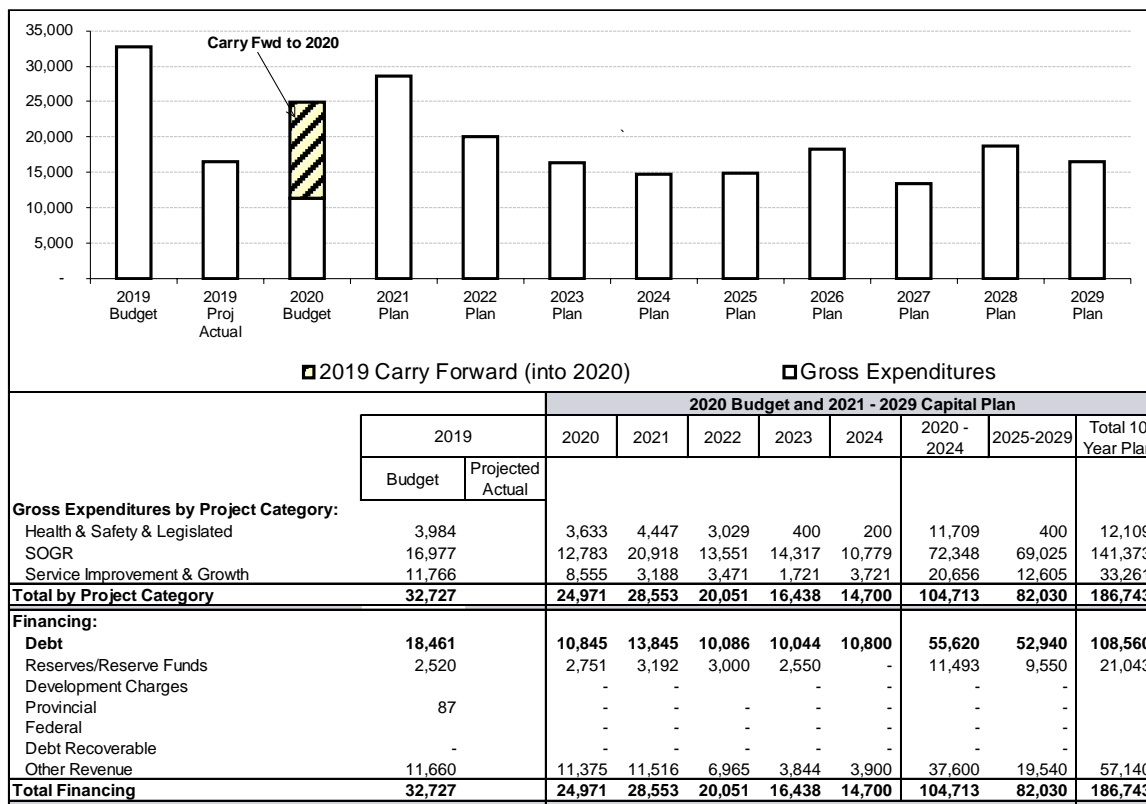


- Annual City-produced events include Doors Open, Canada Day, Nuit Blanche, Cavalcade of Lights and New Year's Eve.
- 2015 numbers include the Pan Am / Para Pan Am Games.
- 2017 attendance numbers include Canada 150 program activities.
- In 2019, Museums are transitioning, developing and implementing new strategies which will result in growth in attendance beginning in 2020.
- Year of Public Art in 2021 is expected to considerably increase attendees at City-Produced Cultural Events

2020 – 2029 CAPITAL BUDGET AND PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview

(\$'000)



Changes to Existing Projects

(-6.3M)

The 2020-2029 Capital Budget and Plan reflects the following changes to existing projects over the nine common years (2020-2028):

- \$6.20 million - Decrease in *BIA Equal Share Funding Projects* as a result of realignment of cash flow estimates based on realistic project timeline and readiness to proceed.
- \$2.45 million – Decrease in *BIA Financed Funding Project* based on foreseeable requests from the BIAs.

New Projects

(\$4.8M)

The 2020-2029 Capital Budget and Plan does include new projects. Key projects are as follows:

- \$1.80 million – Support capital maintenance of the *Campbell House*;
- \$1.15 million – Address SOGR requirements in the *Scarborough Arts Council Building*;
- \$1.00 million – Restoration of the *Sundial Folly Public Art*;
- \$0.60 million – Refurbishment of *Spadina Museum Interior*;
- \$0.20 million – Installation of a new *Public Art at the Humber Bay*.





Capital Needs Constraints

(\$67.6M)

Economic Development and Culture has three unmet projects over the 10-year planning horizon:

- \$66.00 million – Design and Construction of the *Museum of Toronto* as part of the restoration of Old City Hall;
- \$0.90 million – Conservation of the *Guild Public Art and Monument*;
- \$0.70 million – Complete *Building Condition Audits* for 42 heritage properties in the EDC portfolio.

2020 – 2029 CAPITAL BUDGET AND PLAN**\$186.7 Million 10-Year Gross Capital Program**

			
Aging Infrastructure/SOGR	Health and Safety	Legislated	Service Improvement, Enhancement and Growth
\$141.4 M 75.7%	\$5.3 M 2.8%	\$6.8 M 3.7%	\$33.3 M 17.8%
<ul style="list-style-type: none"> Heritage, Public Arts Buildings and Museums Restoration BIA Projects 	<ul style="list-style-type: none"> Casa Loma Exterior Restoration 	<ul style="list-style-type: none"> AODA Legislated Mechanical and Electrical 	<ul style="list-style-type: none"> Museums Interior improvements Public Art development outside the core Indigenous Centre Guild Revitalization (including Clark Centre for the Arts)

How the Capital Program is Funded

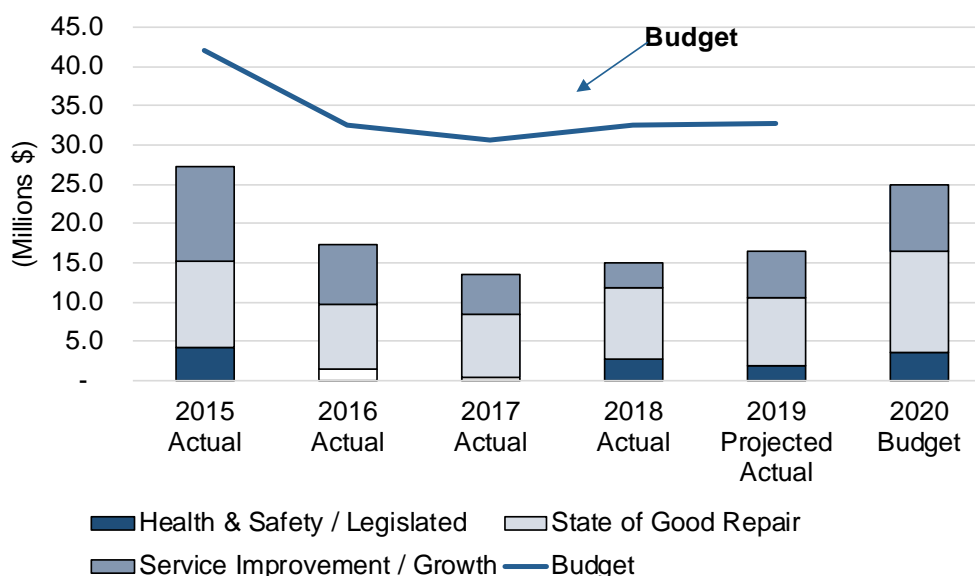
City of Toronto		Provincial Funding	Federal Funding
\$186.7 M 100%		\$0	\$0
Debt	\$ 108.6 M		
Reserve Draws	\$ 21.0 M		
Other	\$ 57.1 M		

CAPACITY TO SPEND REVIEW

The 10-Year Capital Plan has been developed with consideration of historical demonstrated ability to spend within any given year of the 10-Year Capital Plan. A review was undertaken to ensure budgets align with the Economic Development and Culture Division's ability to spend and the market's capacity to deliver.

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

Chart 2 – Capacity to Spend



Category (in \$ Million)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Projected Actual	2020 Budget
Health and Safety / Legislated	4.2	1.4	0.5	2.7	2.0	3.6
State of Good Repair	11.0	8.2	8.1	9.1	8.7	12.8
Service Improvement / Growth	12.1	7.7	4.9	3.3	5.8	8.6
Total	27.3	17.3	13.4	15.1	16.5	25.0
% Spent	65%	53%	44%	46%	50%	

Capacity to Spend Review Impact on the 10-Year Plan

The 2020 Capital Budget of \$25.0 million (including carry forward funding of \$13.5 million) is lower than the historic 5-year average budget. Economic Development and Culture's actual spending over the previous five years, from 2014 to 2018, has averaged \$18.4 million per year. In 2019, EDC is forecasting to spend \$16.5 million or 51% of the Council Approved 2019 Capital Budget.

EDC reviewed its historical capital spending trends and capacity to deliver projects, approximately \$9.6 million in capital spending originally cash flowed in 2020 has been deferred to 2021 or future years. Key adjustments to the Capital Plan are noted below:

- The *BIA Equal Share Funding* project 2020 cash flow has been reduced by \$3.35 million as a result of realignment of cash flow based on historical trend.

- The *2019 Financed Funding Toronto Entertainment District* project 2020 cash flow has been reduced by \$1.35 million based on updated project delivery timelines.
- The *Public Art Development - 11 Wellesley* project 2020 cash flow has been reduced by \$1.15 million to reflect realistic timelines on when the project can be installed.
- The *Casa Loma Exterior – Phase 10* project 2020 cash flow has been reduced by \$0.70 million to reflect updated construction timelines.

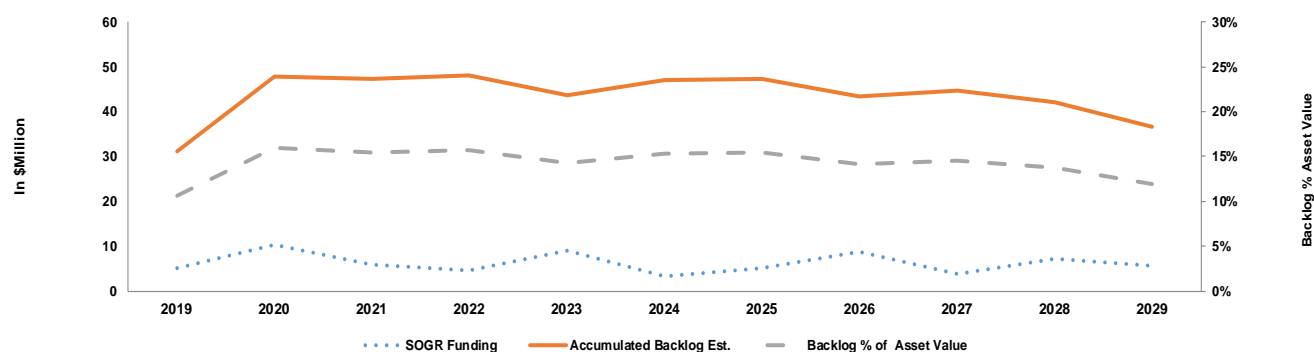
Despite key adjustments as noted above, EDC still requires cash flow funding of \$25.0 million in 2020 to continue the capital work. The 2020 cash flow is higher than the historic 5-year average spending and is attributed to the requirements below:

- To complete capital improvements in heritage and cultural properties (including Casa Loma and Theatre Passe Muraille) to meet health and safety standards as well as to address outstanding AODA requirements.
- To invest in major maintenance in properties and public arts that are needing capital improvements to address SOGR backlog. Restoration of the public arts is crucial in preparation of the Year of Public Art in 2021.
- Approximately 74% of the 2020 capital projects are either ready to proceed based on realistic cash flow or in the process of procurement.

STATE OF GOOD REPAIR (SOGR) FUNDING and BACKLOG

The chart below depicts the SOGR funding and accumulated backlog estimates for Economic Development and Culture:

Chart 3: Total SOGR Funding and Backlog



\$ Million	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
SOGR Funding	5.126	10.270	5.796	4.511	9.110	3.300	5.000	8.700	3.750	7.150	5.650
Accumulated Backlog Est.	31.084	47.750	47.198	48.023	43.777	47.050	47.306	43.432	44.642	42.179	36.529
Backlog % of Asset Value	11%	16%	15%	16%	14%	15%	15%	14%	15%	14%	12%
Total Asset Value	292.905	300.084	305.334	305.334	305.334	306.084	306.084	307.284	307.284	307.284	307.284

*Excludes projects to support capital improvements in the BIAs, IT infrastructures and outdoor public arts that are not part of EDC's asset portfolio.

Economic Development and Culture is responsible for over 200 public art installations, and 100 heritage buildings. Most of the heritage buildings 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".

The 2020-2029 Capital Budget and Plan will fund \$141.37 million of SOGR projects (\$63.24 million excluding BIAs, IT infrastructures and outdoor public arts) for Economic Development and Culture. Based on this plan, the accumulated backlog for assets that are part of the EDC's portfolio will decrease from \$47.75 million in 2020 to an anticipated \$36.53 million by 2029.

A significant increase in accumulated backlog from \$31.08 million in 2019 to \$47.75 million in 2020 is due to Casa Loma capital projects being re-categorized as SOGR projects (previously identified as Health and Safety projects) as well as new SOGR requirement identified in the Building Condition Audit for the Assembly Hall.

Economic Development and Culture has begun work on a Building Condition Audit for the Young People's Theatre and will include the backlog in 2021. It is anticipated that Economic Development and Culture's SOGR backlog will continue to increase over the 10-year planning period as new capital needs will be identified as new Building Condition Audits are completed.

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

Approval of the 2020 Capital Budget will impact the 2020 Operating Budget by a total of \$0.336 million net arising from completing the Guild Revitalization/Clark Centre, as shown in Table 4 below.

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

Projects	2020 Budget		2021 Plan		2022 Plan		2023 Plan		2024 Plan		2020 - 2024		2020 - 2029	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
<i>Cultural Infrastructure Development</i>	336.0	5.3	138.0	0.6	36.0	0.4	5.0	-	6.0	-	521.0	6.3	545.0	6.3
Sub-Total: Previously Approved	336.0	5.3	138.0	0.6	36.0	0.4	5.0	-	6.0	-	521.0	6.3	545.0	6.3
Total	336.0	5.3	138.0	0.6	36.0	0.4	5.0	-	6.0	-	521.0	6.3	545.0	6.3

10-Year Capital Plan will increase future year Operating Budgets by \$0.545 million net over the 2020 - 2029 period due to the completion of the Clark Centre:

The *Cultural Infrastructure Development* project will result in net operating costs of \$0.336 million in 2020, \$0.138 million in 2021, \$0.036 million in 2022 and \$0.005 million in 2023, arising from completing the Guild Revitalization and operation of the Clark Centre. Additional staff are required to administer the arts and culture programming, and maintenance of the site. This impact will be partially offset by an increase in user fee revenue.

The 2020 operating costs arising from the completion of this project, as mentioned above, has been included in the 2020 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.

2020 Program Summary

Housing Secretariat

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca

What we do

The Housing Secretariat delivers federal, provincial and City investments and incentives that support the creation and maintenance of safe, affordable housing for low-to-moderate income Torontonians. We develop innovative housing solutions through programs, policies and partnership initiatives with private and non-profit community partners and other orders of government. In 2020, the Housing Secretariat will begin the implementation of Toronto's new 10-year housing plan: the HousingTO 2020 - 2030 Action Plan. The Housing Secretariat has three sections, delivering the following services:

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

As of 2019, the Housing Secretariat oversees the delivery of \$847.419 million in government investments leveraging approximately \$3.418 billion in private/non-profit investments. These activities will create approximately 22,843 jobs over the housing development and improvement project lifecycles and assist approximately 24,288 individuals.

Why we do it

The Housing Secretariat supports housing development and improvements to assist the City's low-to-moderate income residents. These activities promote access to adequate, accessible, appropriate and affordable housing options for Toronto residents. They also strengthen Toronto's economy, its environmental efforts, and the health and social well-being of its residents and communities. The Secretariat delivers affordable housing opportunities by:

1. Delivering government housing programs in partnership with the private and non-profit sectors; creating and maintaining affordable rental and ownership housing; and revitalizing communities and generating employment.
2. Working across City divisions and agencies to ensure the effective and efficient use of government investments in line with City priorities and legislative and policy frameworks.
3. Providing strategic intergovernmental relations and advice on housing issues.

Who we serve

Housing Development

- Lower-and-moderate income residents, including priority, equity-seeking groups

Beneficiaries

- Toronto residents
- Private and non-profit rental
- Non-profit affordable home ownership developers
- City Agencies, Boards and Divisions
- Federal and provincial governments

Housing Improvement Programs

- Lower-and-moderate income homeowners, rooming house residents and renter households

Beneficiaries

- Toronto residents
- Private and non-profit rental housing operators
- Federal and provincial governments

Housing Policy and Partnerships

- Lower-and-moderate income residents

Beneficiaries

- Toronto residents
- Private sector and non-profit organizations
- City Agencies, Boards & Divisions
- Federal and provincial governments


Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021 – 2029	Total
Revenues	\$13.27	\$3.71	\$3.81	This program does not have a capital plan.			
Gross Expenditures	\$14.44	\$4.88	\$4.98				
Net Expenditures	\$1.17	\$1.17	\$1.17				
Approved Positions	28.0	28.0	28.0				

Key service outcomes

Outcomes	Description
Housing Development	<p>Meet or exceed the City's affordable housing development targets utilizing federal, provincial and City housing programs and other financial resources including:</p> <ul style="list-style-type: none"> Housing Now – activating City lands for affordable and rental housing; Open Door Affordable Rental Housing and Home Ownership Assistance Programs; Toronto Community Housing Revitalizations; Federal-provincial housing programs including the Ontario Priorities Housing Initiative, CMHC direct-delivery programs, the Home for Good supportive housing program, etc.; and Laneway Suites programs and CMHC modular housing funding (anticipated)
Housing Improvements	<p>Meet or exceed City affordable housing repair and renovation targets utilizing federal, provincial and City housing programs including:</p> <ul style="list-style-type: none"> Toronto Renovates Seniors and Disabled Component; Toronto Renovates Rooming House Component; and Homelessness Partnering Strategy, Supportive Housing Repairs;
Housing Policies and Partnerships	<p>Implement the City's new 10-year housing plan, <i>HousingTO 2020-2030 Action Plan</i>; develop and implement new innovative housing solutions; support development and implementation of housing policies; and partnerships and programs to expand housing options and opportunities for Torontonians</p>

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual*	2020 Target	Status
	New affordable rental housing approvals	1,373	4,798	TBD	●
	New affordable rental housing completions	69	366	300	●
	Government investments in new affordable rental housing approvals				
	<ul style="list-style-type: none"> City of Toronto funding 	\$28,123,707	\$48,004,344	TBD	●
	<ul style="list-style-type: none"> City of Toronto incentives 	\$68,313,480	\$343,146,182	TBD	
	<ul style="list-style-type: none"> Federal/ provincial 	\$7,450,000	\$16,238,036	TBD	

*The substantial increase in rental housing approvals and City investments in 2019 reflects results of the Housing Now Initiative.

Our experience and success

- Exceeded the annual *Housing Opportunities Toronto (HOT) 2010 - 2020* and Open Door Affordable Housing Program annual approvals target of 1,000 new affordable rental homes for the second consecutive year.
- 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.
- The Affordable Housing Office was transformed into the new Housing Secretariat in 2019, along with an expanded scope of work and responsibilities including the new "Housing Now" initiative, Laneway Suites programs and oversight of Toronto Community Housing revitalization projects.

Key challenges and risks

- Market pressures are resulting in escalating housing costs for lower-to-moderate income renters and homeowners.
- Prioritization of government investments, including program funding and City incentives, are required to:
 - scale up the creation of more affordable housing options;
 - maintain rental housing in a state of good repair while keeping rents affordable, and;
 - keep pace with the demand for essential repairs and accessibility modifications among lower-to-moderate income home-owning seniors and households with a disabled family member.
- The recent change in Ontario's political leadership has created uncertainties around future provincial support for social and affordable housing and federal housing funding under the National Housing Strategy is transitioning from a diversity of program options delivered locally, to a housing allowance system for tenants delivered federally.
- As Toronto's housing market becomes less and less affordable for lower-to-moderate income residents, government is challenged to support the need for deeper affordability, longer term affordability, and more housing that includes support services.

Priority actions

- Implementation of the City's new 10-year HousingTO 2020-2030 Action Plan will require the City to:
 - secure a firm commitment from all orders of government for the creation and maintenance of affordable housing;
 - develop new approaches to affordable housing delivery including:
 - providing deeper affordability through lower rents;
 - longer term affordability through larger financial contributions and subsidies;
 - housing that includes support services, and ;
 - expanded partnerships with the private and non-profit community sectors.
- Engage the federal government in the delivery of the National Housing Strategy (NHS) and the provincial government in the implementation of the NHS Canada-Ontario Bi-Lateral Housing Agreement.

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-to-moderate income seniors and persons with disabilities.



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

Key service deliverables

- Through the Open Door program and other government investments, meet the annual targets of 400 ownership and 1,000 rental homes set by the current Housing Opportunities Toronto (HOT) 2010 - 2020 housing plan by approving new affordable housing developments and repairs/modifications for lower-to-moderate income residents in collaboration with other City divisions and agencies.
- Coordinate with Shelter, Support and Housing Administration (SSHA) and other City divisions and agencies the delivery of the new HousingTO 2020 - 2030 Action Plan for City Council consideration as well as the development of financial and implementation plans.
- Working with other City divisions and agencies, contribute to implementation of the *Housing Now* Initiative. The first phase of this initiative seeks the creation of 10,000 new residential rental homes on 11 City-owned sites of which 3,700 will be affordable rental housing.

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual	2020 Base Budget	2020 New / Enhanced	2020 Council Approved Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
New Affordable Housing Development	654.1	7,619.4	11,417.3	150.0	11,567.3	3,948.0	51.8%
Housing Improvement Programs	492.8	678.8	699.0	150.0	849.0	170.2	25.1%
Housing Policy and Partnerships	494.2	682.6	702.8	150.0	852.8	170.2	24.9%
Total Revenues	1,641.1	8,980.7	12,819.1	450.0	13,269.1	4,288.4	47.8%
Expenditures							
New Affordable Housing Development	995.4	8,011.8	11,831.7	150.0	11,981.7	3,969.9	49.6%
Housing Improvement Programs	908.1	1,074.6	1,078.9	150.0	1,228.9	154.3	14.4%
Housing Policy and Partnerships	907.7	1,074.4	1,078.7	150.0	1,228.7	154.3	14.4%
Total Gross Expenditures	2,811.2	10,160.8	13,989.2	450.0	14,439.2	4,278.4	42.1%
Net Expenditures	1,170.1	1,180.1	1,170.1	0.0	1,170.1	(10.0)	(0.8%)
Approved Positions	25.0	28.0	28.0	0.0	28.0	28.0	100.0%

*2019 Budget and Actuals (based on Q3 2019) adjusted retroactively to remove interdepartmental charges and recoveries.

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$14.439 million gross reflecting an increase of \$4.3 million in spending above 2019 projected year-end actuals, predominantly arising from:

- Inflationary increases in Salaries & Benefits.
- Increase in Housing Now expenditures for planned predevelopment work in 2020.
- Above pressures are fully offset by the recognition of higher federal-provincial grant revenues and reserve funds.

COSTS TO ENHANCE SERVICES

New and Enhanced Service expenditures of \$0.450 million gross, enabling:

- Funding to hire consultants to advance the delivery of the HousingTO 2020 – 2030 by developing a plan for accessing third-party capital, possibly from foundations and pension funds to finance the development of affordable rental housing.

EQUITY IMPACTS OF BUDGET CHANGES

High-Positive equity impact: The change in Housing Secretariat's 2020 Operating Budget has a high-positive equity impact.

2020 RECOMMENDED OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for the Housing Secretariat is \$4.3 million gross or 42.1% higher than the 2019 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget, while Table 2c summarizes New and Enhanced requests.

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)		2018 Actuals	2019 Proj. Actuals	2020 Council Approved Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	2,569.8	3,445.1	3,625.1	180.0	5.2%
2	Materials & Supplies	6.4	33.2	18.2	(15.0)	-45.3%
3	Equipment	2.0	2.0	8.0	6.0	299.9%
4	Service and Rent	199.0	6,660.9	9,990.4	3,329.5	50.0%
5	Contribution To Capital	6.2	16.2	6.2	(10.0)	-61.8%
6	Other Expenditures	28.8	3.5	341.5	338.0	9788.5%
Total Expenditures		2,812.2	10,160.9	13,989.2	3,828.4	37.7%
Revenues						
1	Provincial Subsidies	1,009.3	1,346.2	1,601.8	255.6	19.0%
2	Other Revenues	632.8	7,634.6	11,217.3	3,582.7	46.9%
Total Revenues		1,642.1	8,980.8	12,819.1	3,838.4	42.7%
Net Expenditures		1,170.1	1,180.1	1,170.1	(10.0)	-0.8%

*2019 Q3 Proj Actuals and 2018 Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Salaries & Benefits:

Inflationary increases in existing Salaries & Benefits.

Service & Rent:

Increase is attributable predominately to Housing Now expenditures for planned predevelopment work in 2020. In 2019, predevelopment work for 4 sites began, activating 2,390 residential units, with 989 units as affordable rental. In 2020, predevelopment work for 11 sites will begin, activating 7,987 residential units, with 2,719 units as affordable rental. This work will support the creation of a total of 10,377 residential units, including 3,708 affordable rental units within mixed-income, mixed-use communities.

Other Expenditures:

Interdepartmental costs from Shelter, Support and Housing Administration for two new Housing Consultants to support the implementation of the "Housing Now" Initiative. The Housing Consultants will provide post-occupancy and administrative expertise to the Housing Secretariat to ensure that projects are sustainable and assets remains viable over the term of the 99-year agreements.

Table 2b: Other Efficiencies / Savings

(\$000s)											
Recommendation	Type	2020				2021			2022		
		Revenue	Gross	Net	Positions	Gross	Net	Positions	Gross	Net	Positions
2020 Corporate Benefit Changes	Line by Line	(10.0)	(10.0)	-	-						
2020 Salary and Benefits adjustments	Line by Line	(205.1)	(205.1)	-	-						
Budget Increase/(Decrease)		(215.1)	(215.1)	-	-	-	-		-	-	

The **2020 Operating Budget** includes \$0.215 million in gross expenditures reductions and \$0.215 million in offsetting federal/provincial revenue matched to expenditures identified as part of the internal budget review as follows:

Line-by-Line

- A reduction in base salary and benefit expenditures to match actual experience.

Table 2c: 2020 Key Drivers – New / Enhanced

New / Enhanced (\$000)	2020				2021 Annualized Gross	Equity Impact
	Revenue	Gross	Net	Positions		
In \$ Thousands						
1 Consultant Expenditures for HousingTO 2020-2030	450.0	450.0				High
Total New / Enhanced	450.0	450.0				

Consultant Expenditures for HousingTO 2020 – 2030

- Funding of \$0.450 million in gross expenditures for consulting services to advance the implementation of the HousingTO 2020 – 2030 Plan fully funded for the City's Tax Stabilization Reserve.
- Consultants will be retained to establish detailed costing and implementation plans for the HousingTO 2020-2030 Action Plan by Q2-2020; develop a plan for accessing third-party capital possibly from foundations and pension funds to finance the development of affordable rental housing; and support revitalization planning for existing affordable housing units pursuant to the implementation of the HousingTO Plan.

The 2020 Consultant Expenditures overall equity impact is high-positive.

The City's core priority groups, seniors, persons with disabilities, women fleeing domestic abuse, low-to-moderate income individuals and families will be positively impacted. By hiring a consultant, it will address the lack of long-term planning to make requests to other orders of government, non-profits and the private sector to support the implementation of the HousingTO plan.

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

(\$000s)	2019 Projected Actual	2020 Council Approved Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	8,980.8	13,269.1	3,711.8	3,808.5
Gross Expenditures	10,160.9	14,439.2	4,881.9	4,978.6
Net Expenditures	1,180.1	1,170.1	1,170.1	1,170.1
Approved Positions	28.0	28.0	28.0	28.0

*2019 Q3 Projected Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Key 2021 drivers**Salaries and Benefits**

- Inflationary increases in salaries & benefits.

Unknown Impacts

- The costs to further advance the Housing Now Initiative into 2021 will be determined as part of the 2020 work plan to be prepared and evaluated by the consultant hired as a new and enhanced priority in 2020.

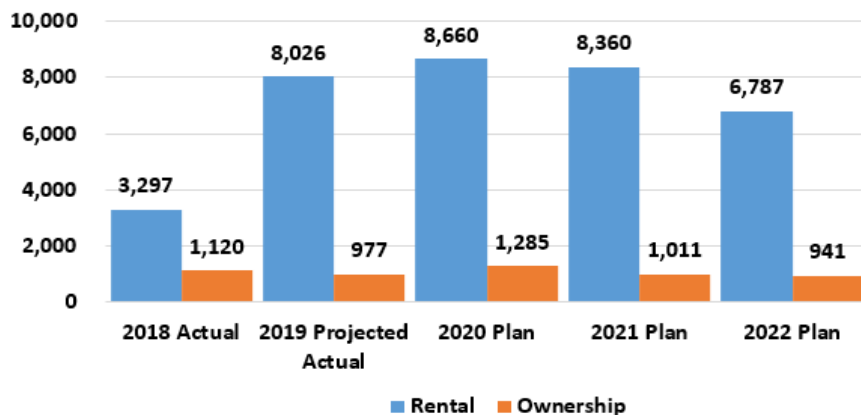
Key 2022 drivers**Salaries and Benefits**

- Inflationary increases in salaries & benefits.

How well we are doing

Performance measures

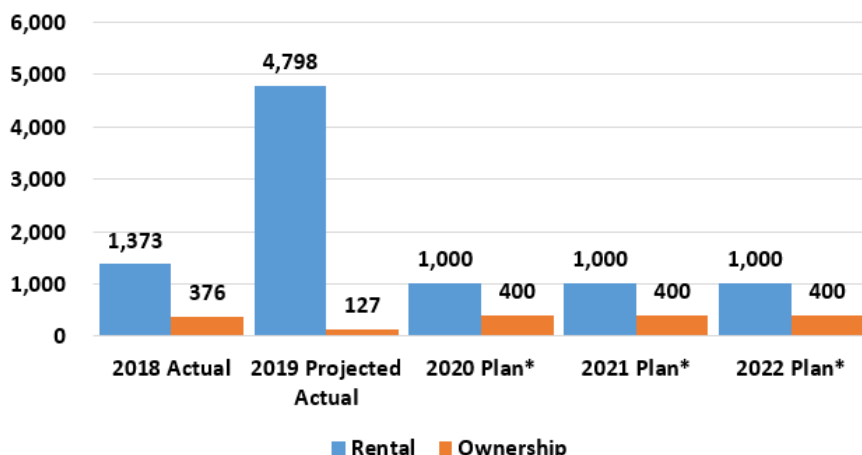
New Affordable Rental & Ownership Homes Under Development Year Over Year



Behind the numbers

- The increase between 2018 and 2019 reflects higher federal, provincial and City investments, particularly the City's new Housing Now initiative which will activate 11 City/CreateTO sites for the development of new affordable rental homes.
- The Housing Secretariat has financial stewardship for affordable housing projects during their 3 - 5 year development lifecycle. The numbers in the chart do not represent annual completions.

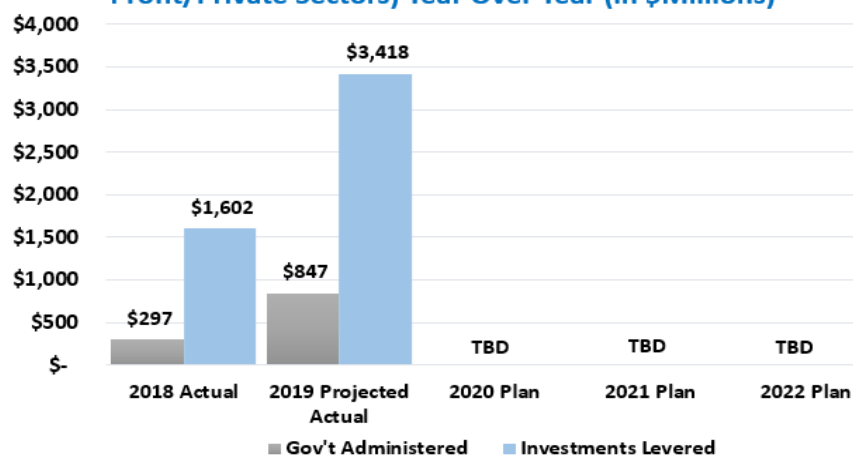
New Affordable Rental & Ownership Homes Approved



- The 2019 increase reflects higher federal, provincial and City investments, particularly the estimated 3,700 new affordable homes approved through Phase 1 of the City's *Housing Now* initiative.
- The 2020-22 figures represent the City's current targets under the HOT 2010-2020 Housing Plan. These targets are subject to change when the new HousingTO 2020 - 2030 Action Plan is approved by City Council in December 2019.

* Subject to revised targets established by City Council for the Toronto Housing Strategy 2020-2030.

Government Housing Investments Administered by the Housing Secretariat and Dollars Leveraged (Non-Profit/Private Sectors) Year Over Year (in \$Millions)



- Government investments in affordable housing administered by the Housing Secretariat take the form of federal, provincial and City program funding and in-kind incentives for new affordable housing as well as affordable housing repairs.
- These government contributions account for roughly one-fifth of total capital costs, representing a sound investment that is more than matched by private and non-profit sector inputs.

2020 Program Summary

Parks, Forestry & Recreation

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca.

What we do

We are the keepers of our common grounds – the parks, recreation facilities and natural spaces where Torontonians come together to build community and play, celebrate and explore. In our role as stewards of these spaces, we contribute to the city's social and environmental resilience by ensuring that our parks, playing fields, recreation centres, ice rinks and pools, along with tree-lined streets, 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.

Parks, Forestry & Recreation maintains infrastructure valued at \$3.2 billion including 123 community centres, more than 1,500 parks, more than 500 km of trails and pathways, and 879 playgrounds. In addition, Toronto's urban forest canopy is valued at approximately \$7.0 billion.

Why we do it

Parks, Forestry & Recreation services are key drivers of social, environmental, and economic capital, contributing to Toronto's sustained livability and overall health during this period of unprecedented growth. A vibrant and accessible system of parks, recreation facilities and programs, healthy and growing natural environments, and a strong and resilient urban forest canopy are essential to maintaining a livable and sustainable Toronto that is a leader in mitigating the effects of climate change.

Who we serve

- | | |
|--|---|
| • Residents | • Faith groups |
| • BIAs, businesses | • Visitors |
| • Volunteers, community groups | • Conservation organizations |
| • Families with low incomes, newcomers | • Environmental stakeholders |
| • School boards, social services | • Property owners |
| • Other divisions, PFR staff | • Land developers, arboriculture industry |
| • Sport, recreation organizations | |











Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$ Millions	2020	2021	2022	\$ Millions	2020	2021-2029	Total
Revenues	\$136.3	\$138.0	\$134.7	Gross Expenditures	\$188.8	\$2,046.6	\$2,235.4
Gross Expenditures	\$459.4	\$467.9	\$473.8	Debt	\$77.3	\$695.7	\$773.0
Net Expenditures	\$323.1	\$330.0	\$339.2				
Approved Positions	4,639.1	4,699.2	4,738.8				

Key service outcomes

Outcomes	Description
The public accesses and uses high-quality and connected parks and natural spaces	As the city continues to grow, the public has equitable park access, particularly in proximity to high-growth areas, mobility options, and a diverse range of parks in both function, experiences and size. Parks are well-maintained, well-built, and well-designed and are welcoming to diverse users and encourage return visits. Visitors also enjoy a connected network of trails and pathways to parks, natural spaces, and other civic destinations so people and flora can move with ease between and through the parks system.
A healthy and resilient urban forest and ravines	A healthy, growing and resilient urban forest and ravine system that is well-maintained, has the ability to mitigate climate change impacts and maintain its ecological integrity as the city's population grows. It conserves and enhances biodiversity and ecosystem functions including temperature regulation, stormwater management and air quality. The pressures of development are balanced through strong by-laws that protect trees and support the growth of the tree canopy to a target level of 40% land coverage.
The public has equitable access to affordable and high-quality programs and recreational facilities	The public's barriers to participation are addressed, including financial, geographic availability, and variety and suitability of programs offered. Our programs support neighbourhood improvement areas and more Toronto residents are engaged. The public has local access to high quality programs and facilities that are safe and age-appropriate, regardless of age, ability and interest. New programs and facilities are brought online to address existing gaps and respond to areas with significant growth.
Public spaces and parks are safe and climate change resilient	Parks and park amenities that are well-designed, have clear sightlines, and respond to the effects of extreme weather including droughts, floods, and temperature changes. Our parks are prepared for unpredictable seasonal fluctuations and weather conditions, and our partnerships improve oversight and enforcement to ensure the safety and resilience of our parks as usage grows alongside the city's population.
The public is aware of the benefits of trees, green infrastructure, the urban forest and ravines	Engaged and informed communities understand the value and benefits of urban forests and ravines and how they contribute to the quality of life and mitigation of climate change while delivering environmental, social, and economic benefits.
Youth are engaged through leadership and life skill development, volunteerism and employment	Leadership development, job readiness training, volunteerism and employment pre-requisite certification programs are accessed by youth in the city in preparation for employment as leaders and instructors in PFR recreation programs and the community at large. Investing in local youths' pathways to employment leads to better outcomes for young people in the city and engages them in civic life.

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	Number of bookings in parks (for picnics, sport fields, allotment gardens etc.)	154,000	155,000	155,000	
	Number of Forestry work orders completed	460,000	525,000	535,000	
	Participant visits for instructional and drop-in recreation programs	10.5 Million	10.5 Million	10.6 Million	
	Visits to the Registration webpage	556,396	641,514	700,000	
	Invest in State of Good Repair of parks and facilities to address the backlog	56.6 Million (12% of backlog)	46.8 Million (8% of backlog)	54.2 Million (9% of backlog)	

Our experience and success

- Toronto's parks hosted over 980 special events, of which the top 10 largest events welcomed over 6.2 million attendees.
- Opened the North Toronto Community Recreation Centre and a revitalized College Park including the Barbara Ann Scott Skate Trail. Reviewed and provided input into over 400 development applications to secure funds and land for new and expanded parks across the city.
- Worked with Toronto and Region Conservation Authority (TRCA) on mitigation efforts related to climate change and severe weather events.
- Proactive maintenance programs have improved street tree condition and performance with 81% of street trees in good or excellent condition.
- Planting 120,000 trees annually is helping to mitigate the impacts of climate change on canopy expansion. More than 35,170 tonnes of carbon were sequestered by Toronto's urban canopy.
- Welcomed and engaged over 10.5 million recreation program participants. More than 88,000 children and youth learned a new sport, learned to swim, or learned a new skill through "learn-to" recreation programs.
- Successfully implemented Phase 1 of the Growth Plan, adding 19,459 of the targeted 20,000 spaces in high-demand registered programs in high-demand facilities. Waitlists were reduced by 9% from 2017.
- The Parks and Recreation Facilities Master Plan and the city-wide Parkland Strategy were finalized and approved by City Council, establishing a framework for an ambitious capital and parkland expansion program for the next twenty years to respond to incoming growth and demographic changes.

Key challenges and risks

- Building social and environmental resilience and mitigating and adapting to the effects of climate change and extreme weather on communities and their parkland, civic buildings, and urban forest canopy.
- Providing equitable access while balancing the pressure of Toronto's growing and diversifying population to parks, natural areas, and recreational programming while prioritizing state of good repair efforts.
- Developing a high-performing workforce equipped to provide quality customer service.
- Investing in modernization, business transformation, and technological innovation.

- Addressing the spillover effects of public health and safety issues like the opioid crisis and homelessness in a dynamic and complex urban environment.
- Protecting the urban forest from the effects of climate change including the spread of invasive species.
- Addressing state of good repair backlog in our existing indoor and outdoor recreation facilities, and investing in park improvements, expansions and connections to serve our growing city.
- Uncertainty regarding funding for growth-related and service improvement projects as a result of legislative changes (Bill 108).

Priority actions

- Implement Council-approved strategic plans including the Parks and Recreation Facilities Master Plan 2019-2038, Ravine Strategy, TOcore, Midtown Parks and Public Realm Plan, Parkland Strategy, Poverty Reduction Strategy, Seniors Strategy, Resilience Strategy, Youth Equity Strategy, and Biodiversity Strategy.
- Implement modernization, transformation and innovation processes such as new registration and work order systems.
- Provide quick and effective storm response to mitigate public risk and unexpected damage to the tree canopy. Advance proactive tree care and maintenance programs to improve tree health and function.
- Implement Auditor General's recommendations to improve tree maintenance and bylaw oversight.
- Advance the Community Recreation Growth Plan and Swim to Survive expansion.
- Open Canoe Landing Community Recreation Centre, Wellesley Pool and re-open Agincourt Recreation Centre.
- Advance State of Good Repair capital projects of existing parks and facilities to address the backlog which is projected to be \$659.6 million by 2029.
- Prioritize equitable distribution and investment in the Playground Equipment Program.
- Leverage partnerships, including inter-divisional initiatives and developer-built parks and recreation facilities.
- Engage communities in the planning and design of parks and recreation facilities. Design for resilience to climate change and extreme weather.
- Protect environmental and heritage resources through partnerships with other divisions and agencies.
- Review and revise Urban Forestry Service Plan, including the Emerald Ash Borer Plan.

Our key service levels



Maintain **4,400 hectares of parkland** across the City



Provide **1.1 million program hours** for instructional and leisure drop-in recreation programs



Plant **120,000 trees** annually

Key service deliverables

- Provide high-quality, clean and safe parks and public spaces in a growing city for residents and visitors to socialize, enjoy nature and play year-round.
- Deliver and improve access to affordable, inclusive and high-quality recreation programs and facilities for a growing and changing city.
- Contribute to the city's environmental resilience by prioritizing ecological services in park design and maintenance, including stormwater management, temperature and air quality.
- Grow, protect, maintain and enhance Toronto's urban forest canopy.
- Improve the resilience of the urban forest and mitigate and adapt to climate change impacts.
- Provide space for community building and foster resilience through design excellence in new, revitalized and connected parks and recreation facilities.
- Create opportunities for youth employment and skill-building.

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actual*	2019 Projected Actual*	2020 Base Budget	2020 New / Enhanced	2020 Total Op. Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Community Recreation	70,650.9	72,795.3	76,278.3	300.6	76,578.9	3,783.6	5.2%
Parks	31,332.3	30,108.3	34,686.7	27.9	34,714.6	4,606.3	15.3%
Urban Forestry	25,509.6	30,220.4	23,056.3	1,983.0	25,039.3	(5,181.2)	(17.1%)
Total Revenues	127,492.8	133,124.0	134,021.2	2,311.5	136,332.8	3,208.7	2.4%
Expenditures							
Community Recreation	218,694.3	223,401.3	236,257.8	3,418.6	239,676.4	16,275.2	7.3%
Parks	142,289.5	145,184.9	153,990.8	684.9	154,675.7	9,490.8	6.5%
Urban Forestry	67,114.5	67,742.2	62,239.6	2,808.5	65,048.1	(2,694.0)	(4.0%)
Total Gross Expenditures	428,098.2	436,328.3	452,488.2	6,912.1	459,400.2	23,071.9	5.3%
Net Expenditures	300,605.4	303,204.3	318,467.0	4,600.5	323,067.5	19,863.2	6.6%
Approved Positions	4,522.3	4,527.4	4,569.8	69.2	4,639.1	111.7	2.5%

*2019 Q3 Proj Actuals and 2018 Actuals adjusted retroactively to remove interdepartmental charges and recoveries

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$452.5 million gross and \$318.5 million net reflects an increase of \$16.2 million gross and \$15.3 million net in spending above 2019 projected year-end actuals predominantly arising from:

- Step and progression pay increases.
- Operating Impacts of new recreation facilities and parkland improvements.
- Inflationary increases for materials, supplies, equipment and contractual obligations.

COSTS TO ENHANCE SERVICES

New and Enhanced Service expenditures of \$6.9 million gross and \$4.6 million net enabling:

- **Disaster Mitigation & Adaption Fund** - Building resilience, mitigating and adapting to the effects of climate change through enhancements to ecosystem functions and strengthening green infrastructure (\$2.0 million gross, zero net).
- **Community Recreation Growth Plan & Waitlist Management** - Addressing increasing demand for recreation programs; ensuring equitable and affordable access to programs and creating opportunities for youth employment and skill building (\$1.1 million gross, \$0.8 million net).
- **Enhanced Youth Spaces** - Expanding the program based on three pillars of dedicated space, dedicated staff and youth-led programming. Expansion will address increasing demand for safe spaces for youth and youth recreation programs and will provide mentorship, job-readiness support skill development (\$2.1 million gross and net).
- **Tree Maintenance & By-Law Oversight Improvements** - Addressing Auditor General's recommendations to improve governance and oversight, complete compliance inspections and policy development (\$0.2 million gross and net).
- **Swim to Survive** - Expanding the Program to 18,750 Grade 4 students providing access to water safety and drowning prevention skills (\$0.2 million gross and net).
- **Ravine Strategy Implementation** – Implementing the Ravine Strategy including invasive species management and litter clean up; and capital project delivery (\$1.3 million gross, \$1.3 million net).

EQUITY IMPACTS OF BUDGET CHANGES

The Operating Budget includes an investment of \$3.4 million gross and \$3.1 million net to add 10 new enhanced youth spaces, address increasing demand for recreation programs, and provide water safety and education to young people through the Swim to Survive program. These investments will have a high positive impact on low-income families and vulnerable youth and will advance the Recreation Growth Plan, Recreation Services Plan and they also support the City's Poverty Reduction Strategy. The Operating Budget also includes \$1.3 million gross and net to support the implementation of the Ravine Strategy which will have a positive impact on seniors and youth.

2020 OPERATING BASE BUDGET KEY DRIVERS

The 2020 Operating Base Budget for Parks, Forestry & Recreation is \$452.5 million gross or 3.7% higher than the 2019 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget, while Table 2c summarizes New and Enhanced requests.

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000s)		2018 Actual*	2019 Projected Actual*	2020 Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	297,362.1	303,932.6	321,843.6	17,910.9	5.9%
2	Materials & Supplies	36,403.2	37,588.2	39,666.0	2,077.8	5.5%
3	Equipment	2,862.1	2,853.1	3,053.1	200.0	7.0%
4	Service and Rent	62,706.5	62,544.1	61,655.7	(888.4)	(1.4%)
5	Contribution To Reserves	16,832.1	17,612.2	14,156.0	(3,456.3)	(19.6%)
6	Other Expenditures	11,932.1	11,798.1	12,113.9	315.8	2.7%
Total Expenditures		428,098.2	436,328.3	452,488.2	16,159.8	3.7%
Revenues						
1	Provincial Subsidies	971.0	835.0	835.2	0.2	0.0%
2	Federal Subsidies	296.9	302.5	350.0	47.5	15.7%
3	User Fees & Donations	95,791.4	96,249.4	93,925.2	(2,324.2)	(2.4%)
4	Transfers From Capital	10,609.9	11,766.7	17,907.4	6,140.7	52.2%
5	Other Revenues	19,823.7	23,970.3	21,003.5	(2,966.9)	(12.4%)
Total Revenues		127,492.8	133,124.0	134,021.2	897.2	0.7%
Net Expenditures		300,605.4	303,204.3	318,467.0	15,262.6	5.0%

*2019 Q3 Proj Actuals and 2018 Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Salaries & Benefits:

Labour economic factors including step and progression Pay (\$8.7 million), staffing costs to align capital positions with project delivery cycles (\$6.1 million), and operating impacts of capital for Canoe Landing, Wellesley Pool community centres and various park replacements and improvements (\$3.1 million).

Non Labour Increases:

Inflationary increases for materials, supplies, equipment and contractual obligations of (\$1.1 million) and operating impacts of capital for Canoe Landing, Wellesley Pool and various park replacements and improvements (\$2.0 million).

Contribution to Reserves & User Fees:

The 2020 Operating Budget for PFR includes a policy change to contribute Urban Forestry user fees directly to the Tree Canopy Reserve Fund (recommendation #7 on page 5). As a result, the 2020 Operating Budget includes a reduction of \$3.6 million in both user fee revenues and contributions to reserve funds, with a net zero budget impact. Without the policy change, PFR's 2020 user fee revenues would total \$97.5 million and contributions to reserves funds would total \$17.8 million.

Transfers from Capital:

Transfer of funding from capital to offset staffing costs related to aligning capital positions with project delivery cycles. The increase over 2019 projected actuals is primarily due to the deferral of 2019 capital projects to 2020.

Table 2b: Efficiencies / Savings

(\$000s)											
Category	Type	2020				2021			2022		
		Revenue	Gross	Net	Positions	Gross	Net	Positions	Gross	Net	Positions
Salaries and Benefits Assumptions	Line by Line		(1,857.0)	(1,857.0)							
Utilities	Line by Line		(2,896.0)	(2,896.0)							
Budget Increase/(Decrease)		-	(4,753.0)	(4,753.0)	-	-	-		-	-	

The 2020 Operating Budget includes \$4.8 million in gross expenditure reductions identified as part of the internal budget review as follows:

Line by Line

- Analysis and review of salary and benefit assumptions including medical, dental, OMERS and long term disability identified a reduction of \$1.9 million based on reasonable corporate assumptions.
- Line-by-line review of non-salary expenditures based on actual experience resulted in a reduction of \$2.9 million attributed to lower energy consumption at recreation facilities.

Table 2c: 2020 Key Drivers – New / Enhanced

New / Enhanced (\$000s)	2020				2021 Annualized Gross	Equity Impact
	Revenue	Gross	Net	Positions		
1 Community Recreation Growth Plan & Waitlist Management Phase 3	260.7	1,085.1	824.4	21.5	1,085.1	High
2 "Swim to Survive" Recreation Program - Phase 5		159.6	159.6	4.0	159.0	High
3 Disaster Mitigation & Adaption Fund (DMAF) -Tree Canopy	1,971.0	1,971.0			1,971.0	
4 Tree Maintenance and By-Law Oversight Improvements (Auditor General Recommendation)		225.0	225.0	3.0	940.0	
5 Enhanced Youth Spaces - Add 10 New Spaces		2,134.0	2,134.0	29.3	1,924.8	High
6 Ravine Strategy - Capital Project Delivery	79.8	79.8		1.0	124.5	
7 Ravine Strategy - Implementation		1,257.6	1,257.6	10.3	1,808.7	Low
Total New / Enhanced	2,311.5	6,912.1	4,600.5	69.2	8,013.1	

Community Recreation Growth Plan & Waitlist Management Phase 3 (\$1.1 million gross, \$0.8 million net)

Address increasing demand for recreation programs; ensure equitable and affordable access to programs; create opportunities for youth employment and skill-building by increasing the number of program spaces by 15,000 in 2020.

"Swim to Survive" Recreation Program – Phase 5 (\$0.2 million gross and net)

Expansion of basic swim survival skills program for an additional 3,250 Grade 4 students in 2020. This is a water safety and drowning prevention program designed to build their competencies in surviving a fall into deep water.

Disaster Mitigation & Adaption Fund (DMAF) – Tree Canopy (\$2.0 million gross, \$0 net)

Building resilience, mitigating and adapting to the effects of climate change through enhancements to ecosystem functions and strengthening green infrastructure, fully funded by the Tree Canopy Reserve Fund and federal grants.

Tree Maintenance and By-Law Oversight Improvements (\$0.2 million gross and net)

Address Auditor General Recommendations to improve governance and oversight activities, complete compliance inspections, policy development and training.

Enhanced Youth Spaces – Add 10 New Spaces (\$2.1 million gross and net)

Expand the Enhanced Youth Space program based on three pillars: dedicated space, dedicated staff and youth-led programming. Expansion will help address increasing demand for safe spaces for youth and youth recreation programs, and will provide mentorship, job-readiness support skill development for youth in areas of the city lacking in youth services and communities experiencing greater youth marginalization. Planned enhancements include an additional 10 spaces.

Ravine Strategy – Capital Project Delivery (\$0.1 million gross, \$0 net)

Support the implementation of capital improvements identified in the Ravine Strategy with 1.0 temporary capital position, fully funded by a capital recovery from the City Wide Environmental Initiatives (Ravine Strategy) sub-project within the 2020 Capital Budget for Parks, Forestry and Recreation.

Ravine Strategy – Implementation (\$1.3 million gross and net)

Create a dedicated ravine litter clean-up program and support enhanced invasive species management and ecological restoration in ravines, including 10.3 new positions in 2020 to support the initiative.

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

(\$000s)	2019 Projected Actual*	2020 Operating Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	133,124.0	136,332.8	137,965.5	134,677.0
Gross Expenditures	436,328.3	459,400.2	467,931.8	473,830.3
Net Expenditures	303,204.3	323,067.5	329,966.3	339,153.4
Approved Positions	4,527.4	4,639.1	4,699.2	4,738.8

*2019 Q3 Projected Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Key 2021 drivers**Economic Factors**

- Salaries and benefits increases related to step and progression pay.
- Inflationary increases for materials, supplies, equipment, and contractual obligations.

Growth

- Implement Phase 4 of Community Recreation Growth Plan & Waitlist Management and Swim to Survive Phase 6.
- Ongoing sustainment costs arising from information technology modernization projects and additional parks and improvements.

Key 2022 drivers**Economic Factors**

- Salaries and benefits increases related to step and progression pay.
- Inflationary increases for materials, supplies, equipment, and contractual obligations.

Growth

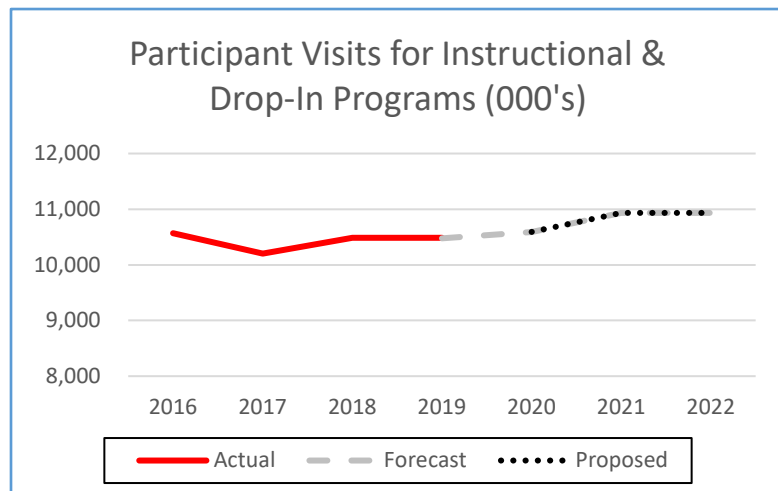
- Implement Phase 5 of Community Recreation Growth Plan & Waitlist Management.
- Initial implementation of opening the multi-use Bessarion Community Centre and East Bayfront Community Centre.

Revenue Changes

- Completion of a 2 year federal funding for Disaster Mitigation & Adaption Fund (DMAF) -Tree Canopy.

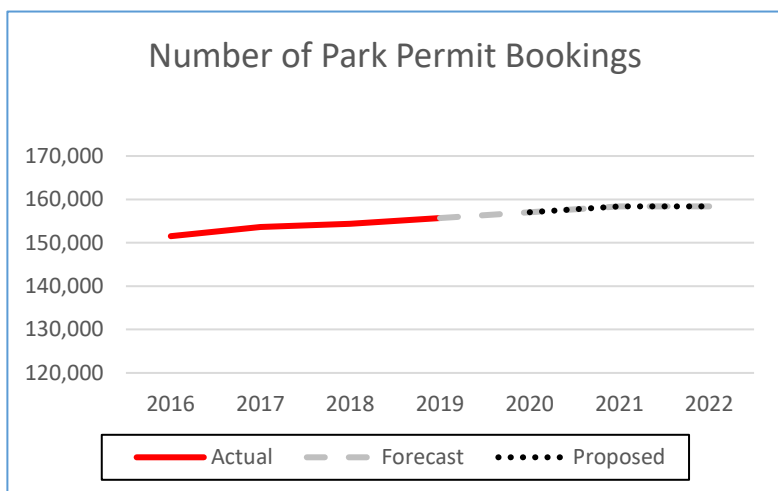
How well we are doing

Performance measures

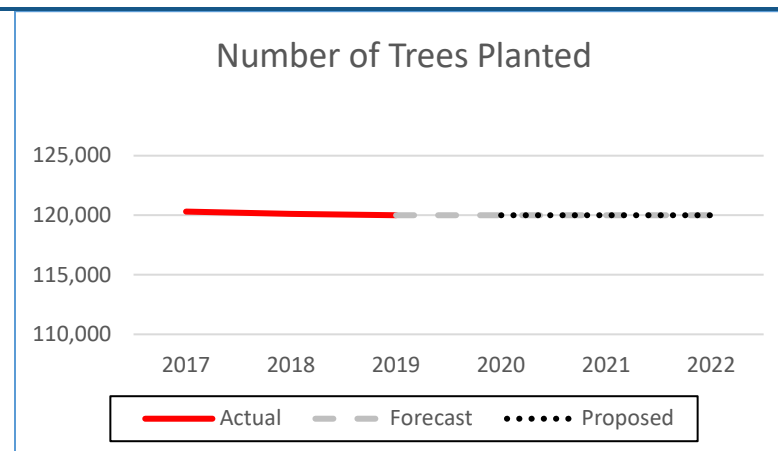


Behind the numbers

- The increasing trend is a result of effective service planning, investments in community facilities and through partnerships.
- Visits will continue to increase with the opening of Canoe Landing Community Centre, Wellesley Pool in addition to the Growth Plan.



- There is an increasing trend in number of parks permitted and number of special events hosted in parks. With a growing population and related density, there is increasing demand for more outdoor space.
- Slower rate of increase in permits in 2020-2022 is projected due to competing demand during peak times for the same permit space resulting in at capacity at popular locations, and overuse of some spaces results in limits to capacity.
- In spite of this pressure along with the increase in challenges related to extreme weather, we are maintaining parks at a high standard.

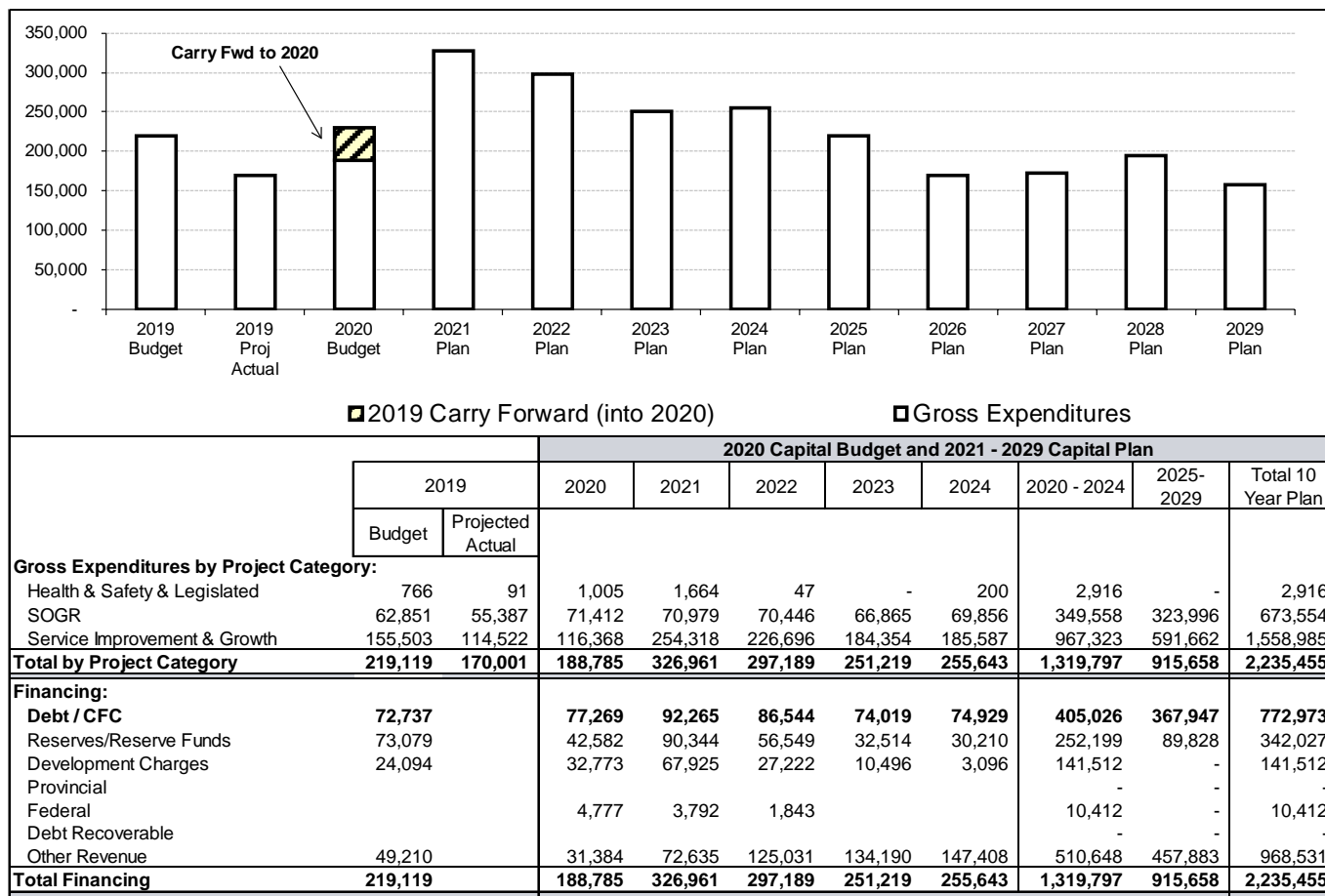


- Ongoing tree planting at target levels of 120,000 trees annually is a key action needed to achieve the City's target of 40% canopy cover.
- Planting at this level has helped to mitigate the impacts of climate change on canopy expansion.
- Trees are planted in public parks and natural areas, along City streets and through partnerships to plant on private land where the greatest potential for canopy growth exists.

2020 – 2029 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview

(\$000s)



Changes to Existing Projects

- The 2020-2029 Capital Budget and Plan reflects an increase of \$322.0 million over the nine common years (2020-2028).
- Increased funding of \$60.7 million for the Don Mills Recreation Facility.
- Net increase of \$22.6 million for several projects to reflect updated cost estimates, project scope changes, and project schedules.






New Projects

- The 2020 10-Year Capital Plan includes some new key investments as follows:
- \$177.7 million for Parkland Acquisition.
- Implementation of the Council Approved Parks and Recreation Facilities Master Plan including \$52.0 million for John Innes CC.
- \$8.0 million for the Moss Park Redevelopment.
- \$22.6 million for the Playground Enhancement Program
- \$1.3 million to address impacts of 2019 High Lake Effect Flooding.

Capital Needs Constraints

- PFR has "capital needs constraints" of \$269.9 million phased over 2021-2029 to address the accumulated backlog for State of Good Repair, which is projected to be \$659.6 million by 2029.
- The Council Approved Parks and Recreation Facilities Master Plan recommends an additional investment of \$235.0 million for in-scope facilities (community centres, arenas, pools, etc.) to be phased in over the 2020 Ten-Year Capital Plan.

2020 – 2029 CAPITAL BUDGET AND PLAN**\$2,235.4 Million 10-Year Gross Capital Program**

				
Aging Infrastructure	Enhanced Resiliency	Addressing Gaps & Serving Growing Communities	Land Acquisition	Improving User Access & Information Technology
\$650.2 M 29%	\$23.3 M 1%	\$1,299.0 M 58%	\$224.7 M 10%	\$38.2 M 2%
Planning and Rehabilitation of Existing Parks and Facilities through Life Cycle Asset Management	Mitigate and address the impacts of extreme weather events, including High Lake Effect Flooding and Windstorm, on assets and infrastructure	Implement the Parks and Recreation Facilities Master Plan (facilities in North East Scarborough, Western North York and Don Mills); plan for parkland (Eglinton and David Crombie), Ravine Strategy, and the Playground Enhancement Program	Expand Toronto's parks system through acquisition to support implementation of the Facilities Master Plan and the Parkland Strategy	Modernize processes and systems such as Recreation Management Business Transformation (CLASS) and Enterprise Work Management

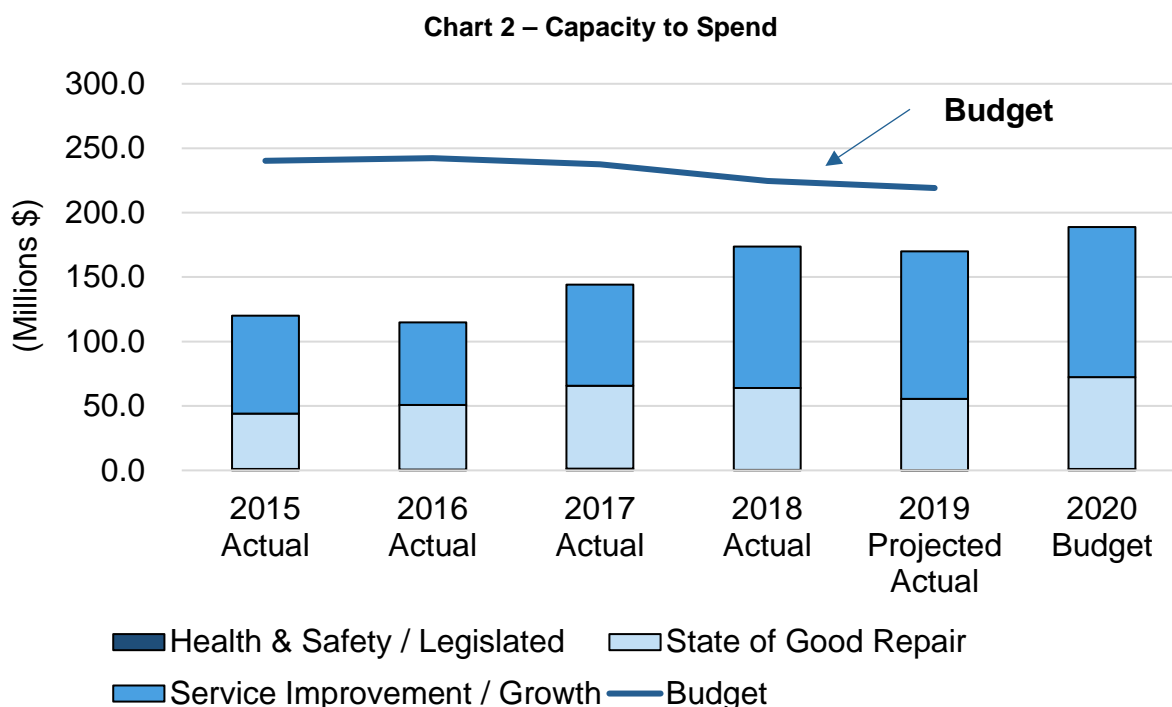
How the Capital Program is Funded

City of Toronto				Federal Funding	
\$2,225.0 M 99.5%				\$10.4 M 0.5%	
Debt / CFC	\$ 773.0 M	Other: Unapplied Capital Financing	\$ 812.9 M	Disaster Mitigation and Adaptation Fund (DMAF)	\$ 10.4 M
Recoverable Debt	\$ 0 M	Other: Section 42 Above 5% CIL	\$ 76.2 M		
Reserve Draws	\$ 342.0 M	Other: Section 37/45	\$ 58.4 M		
Development Charges	\$ 141.5 M	Other: Various	\$ 21.0 M		

CAPACITY TO SPEND REVIEW

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

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



Category (in \$ Millions)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Projected Actual	2020 Budget
Health & Safety / Legislated	1.1	0.5	1.4	0.4	0.1	1.0
State of Good Repair	43.0	50.2	64.3	63.5	55.4	71.4
Service Improvement / Growth	76.1	64.2	78.4	109.8	114.5	116.4
Total	120.2	114.9	144.0	173.7	170.0	188.8
% Spent	50%	47%	61%	77%	78%	

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

PFR has increased annual capital spending from \$97.5 million in 2014 to \$173.7 million in 2018. This is an overall increase in spending of 78.1% over the previous five years. The projection for PFR's spend rate for 2019 is \$170.0 million or 77.6% of the 2019 Council Approved Capital Budget, including 88.1% on State of Good Repair and 73.6% on Service Improvement and Growth Related projects. PFR has exceeded the five-year average on spending of \$130.1 million since 2017. This upward trend in spending is a result of additional staff resources, improved processes and better alignment of cash flow to project delivery.

The 2020-2029 Capital Budget and Plan is the largest to date at \$2.2 billion and reflects PFR's demonstrated ability and capacity to maintain existing assets in a state of good repair while also satisfying the demand for growth and service improvement. The 2020 Capital Budget of \$188.8 million includes carry forward funding of \$41.9 million from 2019, and supports the delivery of ongoing projects and programs, as well as new projects that are anticipated to be awarded in 2020.

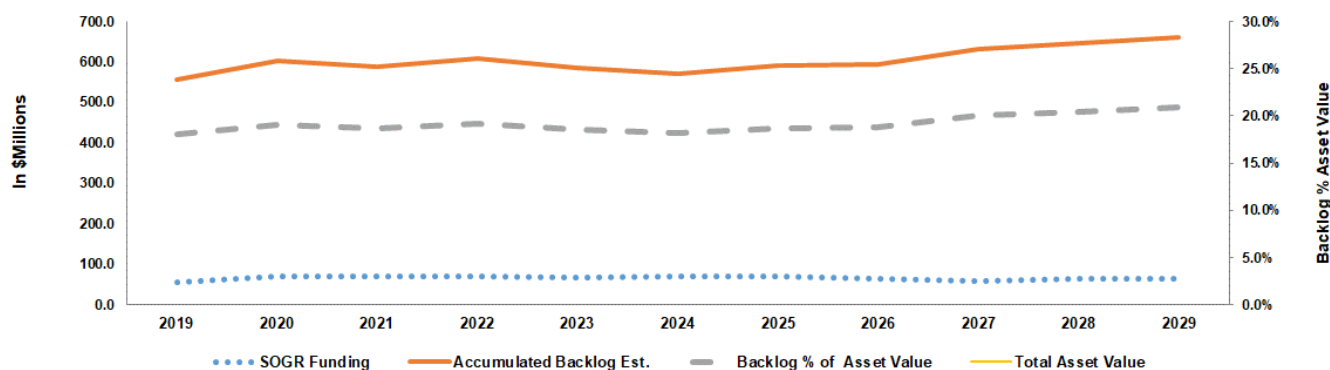
Based on the review of historical capital spending constraints, \$84.4 million in capital spending originally cash flowed in 2020 has been deferred to 2021 or future years. Key adjustments to the Capital Plan are noted below:

- The 2020 cash flows for a *New Building at Humber Bay Park East* and *Dufferin Grove New Community Field House* has been deferred by \$4.2 million and \$1.3 million respectively, to align with timing of the design and engagement processes.
- *Parkland Acquisitions* cash flow of \$8.6 million in 2020 has been deferred to 2021 due to protracted negotiation and settlement processes.
- The *Lower Garrison Creek (Mouth of the Creek) Park* 2020 cash flow has been deferred by \$5.5 million to reflect updated project delivery timelines to facilitate Metrolinx's use of the site for staging.
- The 2020 cash flow for *Grand Avenue Park Remediation and Park Development* projects has been deferred by \$1.0 million and \$1.8 million respectively, to reflect the updated timelines for development of the site.
- The *John Street Corridor* 2020 cash flow of \$1.0 million has been deferred to 2022 to align with timing of the project which is being done in coordination with Transportation Services.
- The 2020 cash flow for the *Replacement of Ferry Boat #1* has been revised by \$2.3 million to reflect the timing of procurement in 2020.
- Cash flow of \$16.5 million in 2020 has been deferred for the *Wallace Emerson (Galleria) Redevelopment* to reflect the timing of the developer delivered project.
- The *North East Scarborough Community Centre Construction* 2020 cash flow has been deferred by \$6.0 million to align with the project timelines due to re-design required for Design Review Panel approval.

STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG

The chart below depicts the SOGR funding and accumulated backlog estimates for key asset classes in Parks, Forestry & Recreation.

Chart 3: Total SOGR Funding & Backlog



\$ Millions	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
SOGR Funding	55.4	71.4	71.0	70.4	66.9	69.9	69.2	65.5	59.6	64.9	64.8
Accumulated Backlog Est.	556.9	601.6	588.6	607.5	584.6	572.4	591.7	595.2	631.8	646.6	659.6
Backlog % of Asset Value	18.0%	19.1%	18.6%	19.2%	18.5%	18.1%	18.7%	18.9%	20.0%	20.5%	20.9%
Total Asset Value	3,093.4	3,157.1	3,157.1	3,157.1	3,157.1	3,157.1	3,157.1	3,157.1	3,157.1	3,157.1	3,157.1

PFR's portfolio is aging with an estimated accumulated SOGR backlog of \$556.9 million by the end of 2019. This represents 18.0% of the total replacement value estimated to be \$3.1 billion at 2019 year-end, for park infrastructure and recreation facilities. Park infrastructure amounts to \$255.7 million or 45.9% of the backlog and includes splash pads and wading pools, parking lots, tennis courts and sports pads, trails and pathways, bridges, seawalls, and marine services. The balance of \$301.2 million of the backlog relates to recreation facilities, such as community centres, arenas, and pools.

The 2020-2029 Budget and Capital Plan includes \$673.6 million for State of Good Repair projects, including \$601.2 million or an average of \$60.1 million annually, for programs to address the backlog. The average age of facilities is over 40 years, resulting in breakdowns and closures of facilities which in turn impacts on service for residents across the city.

Investing in state of good repair will assist in reducing the current backlog of over 400 deferred projects which is projected to be \$659.6 million by 2029. Over the 10-year period, approximately 58.4% or \$351.1 million is allocated for SOGR of recreation facilities, compared to 41.6% or \$250.1 million for park infrastructure. However, the backlog for recreation facilities and park infrastructure, will increase to \$377.9 million and \$281.7 million, respectively by 2029 if additional resources are not provided.

The 2020-2029 Capital Budget and Plan includes an additional \$72.4 million in SOGR funding for projects and programs that do not directly impact the backlog including repairs associated with the extreme weather events of 2017 and 2018, asset condition assessments, and a golf course rehabilitation program. Despite added capital investment, PFR still requires a total of \$269.0 million in debt funding associated with SOGR that could not be accommodated during the 2020 budget process. These unfunded capital needs are not included in the 10-Year Capital Plan due to the limitations of debt servicing costs and project readiness to proceed. These projects will be included on the list of "capital needs constraints" and will be considered during future year budget processes.

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

Approval of the 2020 Capital Budget will impact the 2020 Operating Budget by a total of \$2.7 million net for maintenance costs arising primarily from the completion of new parks and recreation facilities projects, as shown in Table 4 below.

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

Projects	2020 Budget		2021 Plan		2022 Plan		2020 - 2024		2020 - 2029	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved										
Arena	-	-	-	-	1.8	0.0	1.8	0.0	1.8	0.0
Community Centres	1,240.0	30.7	265.0	8.8	1,928.9	35.5	4,978.4	113.4	5,041.3	114.9
Environmental Initiatives	-	-	144.5	1.2	313.7	2.7	464.2	4.0	479.2	4.1
Information Technology	-	-	6.0	0.0	16.5	0.1	945.6	5.7	945.6	5.7
Outdoor Recreation Centres	132.0	1.2	9.0	0.2	-	-	351.0	5.0	351.0	5.0
Park Development (including S1)	133.5	1.2	230.4	2.0	1,051.9	8.0	2,009.2	16.2	2,331.1	18.9
Playgrounds/Waterplay	36.0	0.3	10.4	0.1	-	-	85.4	0.7	85.4	0.7
Pool	1,048.6	16.7	281.6	10.4	-	-	1,330.2	27.0	1,330.2	27.0
Special Facilities	75.9	1.4	191.9	2.0	375.0	3.2	642.8	6.6	642.8	6.6
Trails & Pathways	-	-	79.5	0.7	195.5	1.7	312.5	2.7	316.2	2.7
Sub-Total: Previously Approved	2,666.0	51.3	1,218.2	25.3	3,883.2	51.2	11,121.1	181.2	11,524.5	185.7
New Projects - 2019										
Arena	-	-	-	-	-	-	-	-	852.0	44.5
Community Centres	-	-	-	-	-	-	1,207.5	30.1	2,992.5	74.5
Environmental Initiatives	-	-	-	-	108.0	0.9	108.0	0.9	108.0	0.9
Information Technology	-	-	-	-	12.6	0.1	756.3	4.5	756.3	4.5
Outdoor Recreation Centres	-	-	-	-	226.4	3.8	226.4	3.8	226.4	3.8
Park Development	-	-	268.9	2.3	71.9	0.6	1,266.6	10.8	1,506.6	12.9
Playgrounds/Waterplay	-	-	28.6	0.2	66.0	0.6	104.4	0.9	104.4	0.9
Special Facilities	-	-	-	-	-	-	390.0	3.3	390.0	3.3
Sub-Total: New Projects - 2019	-	-	297.6	2.5	484.9	6.0	4,059.2	54.4	6,936.2	145.4
New Projects - Future Years										
Arena	-	-	-	-	-	-	39.0	1.0	42.1	2.9
Community Centres	-	-	-	-	-	-	73.5	1.8	5,930.4	147.6
Environmental Initiatives	-	-	-	-	87.0	0.7	267.0	2.3	717.0	6.1
Outdoor Recreation Centres	-	-	30.0	0.3	75.6	0.7	557.6	5.7	1,738.9	17.6
Park Development	-	-	-	-	135.4	1.2	703.0	6.0	1,618.2	13.8
Parking Lots and Tennis Courts	-	-	-	-	-	-	24.0	0.4	63.0	1.1
Playgrounds/Waterplay	-	-	-	-	-	-	69.0	0.6	147.1	1.3
Pool	-	-	-	-	-	-	514.1	9.0	2,014.1	35.1
Special Facilities	-	-	-	-	-	-	-	-	420.0	3.6
Trails & Pathways	-	-	-	-	-	-	45.0	0.4	75.0	0.6
Sub-Total: New Projects - Future Years	-	-	30.0	0.3	298.0	2.5	2,292.2	27.1	12,765.7	229.8
Total	2,666.0	51.3	1,545.7	28.1	4,666.1	59.7	17,472.5	262.6	31,226.4	560.8

- Parks, Forestry & Recreation will require additional operating funding of \$2.7 million in 2020 to maintain new parks and recreation infrastructure such as:
 - Canoe Landing Community Centre is expected to be completed in spring of 2020 and will require an additional cost of \$1.2 million net and 30.7 new positions to support operations during the year.

- The new Wellesley Pool will come into operation by mid-2020 and will require \$1.0 million net and 16.7 new positions to support operations of the pool.
- Over the period of 2021 to 2029, the operating costs of completed capital projects are projected to be \$28.2 million with an increase of 509.3 positions, which include some of the following:
 - \$18.5 million for eighteen (18) new and revitalized community centres and spaces which includes Bessarion, Western North York, Wallace Emerson, East Bayfront, North East Scarborough, 40 Wabash Parkdale, Etobicoke Civic Centre, Lower Yonge Street, Lawrence Heights, Masaryk-Cowan, Scarborough Centennial Redevelopment, Downtown, South-West Scarborough, Central Etobicoke, Newtonbrook, and John Innes Redevelopment.
 - \$0.4 million for two (2) redeveloped arenas, one (1) repurposed arena, one (1) skating trail, and two (2) artificial ice rinks.
 - \$2.3 million for one (1) new pool, two (2) additions, and one (1) pool replacement.
 - \$5.3 million for various Park Development projects including Wallace Emerson Park Redevelopment, St. Jamestown Open Space, Eglinton Park Master Plan Implementation, Baycrest Park (Lawrence Heights), Grand Avenue Park Expansion, and Market Lane Parkette.
 - \$1.7 million for Information Technology projects which will improve user access and increase efficiency, and will require Operating Budget support for ongoing software and lifecycle maintenance.
- The 2020 operating costs associated with the completion of new parks and recreation infrastructure in 2020, as mentioned above, have been included in the 2020 Operating Budget for Parks, Forestry & Recreation. Any future operating impacts will be reviewed each year and be considered as part of future year budget processes.

2020 Program Summary

Seniors Services and Long-Term Care

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca.

What we do

Seniors Services and Long-Term Care (SSLTC) is responsible for service planning and strategic integration of City services for seniors. As leaders in excellence and ground-breaking services for healthy aging, the scope of services provided includes:

- Community support programs such as adult day programs, supportive housing services, tenancy supports and homemakers and nurses services for vulnerable individuals who reside in the community.
- Directly operating 10 long-term care homes which provide 24-hour resident-focused care for permanent, convalescent, and short-stay admissions; care, services and programs enhance quality of life by responding to individual resident needs.

Why we do it

- Toronto has an aging population. More and more seniors are aging in place and require health, housing, social supports and services to maintain their independence, in their own homes, for as long as possible. For those that enter long-term care, they are more fragile, clinically complex and require more direct care and daily support in the management of their conditions. The Division's quality indicators are more positive when compared with the provincial and national averages.

Who we serve

SSLTC serves some of the most frail, vulnerable and hard-to-serve populations.

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 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 Long-Term Care







Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$223.2	\$221.5	\$221.5	Gross Expenditures	\$20.7	\$260.5	\$281.2
Gross Expenditures	\$271.2	\$277.8	\$284.1	Debt	\$0.0	\$0.0	\$0.0
Net Expenditures	\$48.0	\$56.3	\$62.6				
Approved Positions	2,435.2	2,491.0	2,547.5				

Key service outcomes

Outcomes	Description
Deliver exemplary care and services	<ul style="list-style-type: none"> Provide a continuum of high quality long-term care services to eligible adults in both long-term care homes and the community. Enhance quality of care and quality of life for LTC residents by refining and refreshing the Approach to Care through implementation of new technology and cultivation of new programs and services to better meet the emerging needs of residents. Prepare healthy, fresh and locally sourced meals to meet the needs of residents including altering meals in order to address diet, chewing/swallowing difficulties.
Support seniors' independence, quality of life and aging in place	<ul style="list-style-type: none"> Support the essential principles of person and relationship-centred care by building on the foundation of the division's CARE (Compassion Accountability Respect Excellence) values. Serve vulnerable individuals and respond to emerging community needs. Lead advances in long-term care and support services to seniors to support aging in place.
Integrate Municipal Seniors Services	<ul style="list-style-type: none"> Conduct service planning and strategic integration of City services for seniors by coordinating 40+ City services for seniors in accordance with version 2.0 of the Toronto Seniors Strategy to improve the wellbeing of seniors across Toronto.

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	Customer Satisfaction Rates at LTC Homes	91%	91%	Over 85%	
	LTC Homes Occupancy Rate	99%	99%	Over 97%	
	Clients Assisted through Community-Based Programs	3,844	3,670	Over 3,500	

Our experience and success

- Implemented the Council approved 2016-2020 SSLTC Service Plan supporting leadership excellence in healthy aging through continuous improvement, customer service, education, innovation, research, teamwork, partnerships and technology.
- Provided approximately 1 million days of care and programming for 2,600+ LTC residents.
- Welcomed 699 seniors into permanent, 24-hour resident focused long-term care homes.
- Provided 150,000 hours of Homemakers and Nurses Services supporting clients to maintain independence in their own homes
- Provided 14,000 Adult Day Program client days offering a safe day out to socialize with peers.
- Supported residents that require increasingly complex interventions including challenging behaviours and associated dementias with innovative programming including therapeutic pet visiting, gardening, Caring Clowns, Java Music Club and inter-generational visits.
- Prepared and served roughly 2.9 million meals per year, of which almost 45% are altered to address chewing/swallowing difficulties.
- Through Greenbelt Fund, have increased local food purchased by 32%, almost \$2 million annually, for resident menus.

Key challenges and risks

- Pressure stemming from the aging demographic, increases in acuity and complexity of resident care needs and the higher demand for specialized services.
- All City of Toronto directly-operated LTC homes have waitlists. Depending on the home, it may take between 1 and 9 years for an offer of admission.
- Provincially mandated redevelopment of 5 City operated long-term care homes (1,232 beds) to meet new design standards.
- Securing upfront City funding for redevelopment; redevelopments costs are partially offset by MOLTC per diem subsidy over 25 years.

Priority actions

- Implement the revitalization of the Carefree Lodge to meet new provincial design standards.
- Pilot and assess an emotion-centred approach to care at Lakeshore Lodge and pursue new provincial funding to support the full implementation of this initiative.
- Conclude the 2016-2020 Service Plan and develop a new Service Plan.
- Develop talent and organizational capacity and strengthen healthcare and educational partnerships.
- Incorporate the Seniors Transition Office and conduct municipal service planning for seniors' services.
- Develop the accountability framework and implementation plan for an integrated service model in 83 TCHC seniors buildings.

Our key service levels



100% implementation of electronic Healthcare Record system, including training **2,330** staff



Maintain client satisfaction rates above **85%**



Fully utilize existing resources by ensuring LTC occupancy levels are over **97%**

Key service deliverables

- Favourably exceed average provincial and national quality indicators.
- Deliver exemplary care and services through a continuum of care.
- Support independence and quality of life with the right level of care at the right time in the right place.
- Continue the capital maintenance plan to address the required SOGR and Health and Safety requirements at 10 long-term care homes.

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Long-Term Care Homes	201,549.1	212,167.8	210,974.2	0.0	210,974.2	(1,193.6)	(0.6%)
Community and Seniors Services	9,863.7	11,701.7	12,263.7	0.0	12,263.7	562.0	4.8%
Total Revenues	211,412.8	223,869.5	223,237.9	0.0	223,237.9	(631.6)	(0.3%)
Expenditures							
Long-Term Care Homes	247,645.1	256,653.1	256,857.9	500.0	257,357.9	704.8	0.3%
Community and Seniors Services	11,115.9	13,833.0	13,833.0	0.0	13,833.0	0.0	
Total Gross Expenditures	258,760.9	270,486.0	270,690.8	500.0	271,190.8	704.8	0.3%
Net Expenditures	47,348.1	46,616.5	47,452.9	500.0	47,952.9	1,336.4	2.9%
Approved Positions	2,389.9	2,426.6	2,428.7	6.5	2,435.2	8.6	0.4%

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$270.691 million gross reflecting an increase of \$0.205 million in spending above 2019 projected year-end actuals (prior to enhancements), predominantly arising from:

- Salary & benefit increases driven mainly by increases in corporate benefit rates and;
- Increases in contract costs primarily for HVAC and elevator repairs.

COSTS TO ENHANCE SERVICES

New and Enhanced Service expenditures of \$0.500 million gross and net enabling:

- The transition to an emotion-based approach to resident care by increasing staff-resident interaction time from 3.5 hours per day to 4 hours per day at a cost of \$0.450 million. An additional \$0.050 million is included for staff training on how to better attend to the emotional needs of residents.

EQUITY IMPACTS OF BUDGET CHANGES

Increased access to quality care for vulnerable seniors. Seniors Services and Long-Term Care's 2020 Operating Budget includes funding for enhanced services in direct care 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.

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for Seniors Services and Long-Term Care is \$271.191 million gross or 0.3% higher than the 2019 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget, Table 2b summarizes Efficiencies and Table 2c summarizes New and Enhanced requests.

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)		2018 Actuals	2019 Proj. Actuals	2020 Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	207,553.4	219,597.9	220,747.2	1,149.3	0.5%
2	Materials & Supplies	19,725.7	20,770.4	21,191.1	420.7	2.0%
3	Equipment	6,175.0	5,591.0	3,761.7	(1,829.3)	-32.7%
4	Service and Rent	22,250.5	22,577.4	22,675.9	98.6	0.4%
5	Contribution To Capital					
6	Contribution To Reserves	1,959.8	1,071.7	1,071.7		
7	Other Expenditures	1,096.6	877.6	1,243.2	365.5	41.6%
Total Expenditures		258,760.9	270,486.0	270,690.8	204.8	0.1%
Revenues						
1	Provincial Subsidies	153,447.0	164,287.4	162,617.6	(1,669.8)	-1.0%
2	Federal Subsidies					
3	User Fees & Donations	57,261.3	57,978.7	58,206.8	228.2	0.4%
4	Transfers From Capital		720.3	1,228.6	508.3	70.6%
5	Other Revenues	704.5	883.1	1,184.8	301.7	34.2%
Total Revenues		211,412.8	223,869.5	223,237.9	(631.6)	-0.3%
Net Expenditures		47,348.1	46,616.5	47,452.9	836.4	1.8%

Salaries & Benefits:

Includes inflationary increases in line with corporate benefit rate increases.

Equipment:

Costs in the 2020 budget have been set taking into consideration the equipment requirements in the 10 long-term care homes.

Provincial Funding Loss:

Additional Ministry funding received in 2019 is not yet confirmed to continue in 2020. The 2020 provincial funding is set to \$1.670 million lower than the 2019 projections.

Transfers from Capital:

Increased capital funding to offset staff costs to support the delivery of the *Carefree Lodge Redevelopment*, the *Electronic Healthcare Record System* and the *Kronos Feasibility Study* capital projects.

Other Revenues:

Includes one-time reserve funding that will fund staff costs for the Seniors Transition Office transferred to the division in 2020.

Table 2b: Other Efficiencies / Savings

(\$000s)											
Recommendation	Type	2020				2021			2022		
		Revenue	Gross	Net	Positions	Gross	Net	Positions	Gross	Net	Positions
Consolidate and Streamline Operations	Efficiencies	-	(93.5)	(93.5)	(3.9)	34.3	34.3	-	55.8	55.8	-
Budget Increase/(Decrease)		-	(93.5)	(93.5)	(3.9)	34.3	34.3	-	55.8	55.8	-

Table 2c: 2020 Key Drivers – New / Enhanced

New / Enhanced (\$000)	2020				2021 Annualized Gross	Equity Impact
	Revenue	Gross	Net	Positions		
In \$ Thousands						
1 Emotion-Centred Approach to Care		500.0	500.0	6.47	5,140.4	High
Total New / Enhanced		500.0	500.0	6.47	5,140.4	

Emotion-Centred Approach to Care

The Emotion-Centred Approach to Care initiative involves a move from a medical, task-focused approach to care to a social model of living and focuses on relationships and connections to nurture a sense of safety and security, belonging, purpose and meaning. It will require enhanced staff education and training, as well as updates of the physical environment from a traditional institutional environment to one that includes a range of colours and personalization of residents' rooms to make them feel more like home. It has been developed based on learning from the best of many models of care.

The 2020 budget includes \$0.500 million gross and net to add 6.47 permanent positions to implement a pilot project at Lakeshore lodge. If the pilot is successful, funding of \$23.503 million gross and net and an additional 274.53 positions will be required to increase care hours to all 10 homes from 2021-2025.

This proposal does not have confirmed funding from the province. Seniors Services and Long-Term Care is currently in discussions with the Ministry of Long-Term Care for additional funding to fully implement this initiative in future years.

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

(\$000s)	2019 Projected Actual	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	223,869.5	223,237.9	221,547.1	221,553.2
Gross Expenditures	270,486.0	271,190.8	277,839.8	284,128.8
Net Expenditures	46,616.5	47,952.9	56,292.7	62,575.6
Approved Positions	2,426.6	2,435.2	2,491.0	2,547.5

Key 2021 drivers**Impacts of 2020 decisions**

- The continued implementation of the emotion-based approach to care will result in \$4.640 million in additional expenses and 56.57 added positions. The Division is working closely with the Ministry of Long-Term Care to identify additional revenue streams to support the program.

Other Revenues:

- One-time reserve funding in 2020 provided to fund staff costs for the Seniors Transition Office is not included from 2021 onward.

Salaries and Benefits

- Salary and Benefits will increase in line with corporate rate increases.

Impact of Capital Completed

- Operating impact of capital projects once completed and salaries and benefits for staff delivering capital projects.

Key 2022 drivers**Impacts of 2020 decisions**

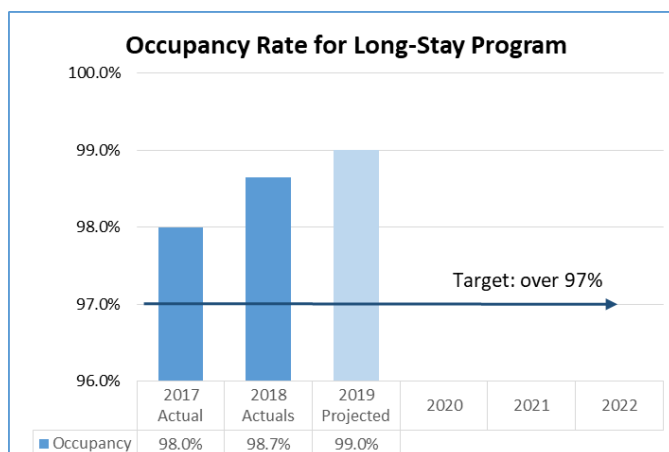
- The emotion-based approach to care will continue to be expanded, which will further increase expenditures by \$4.476 million and 56.57 added positions. As noted previously, it is anticipated that some of these costs will be funded by the Ministry, but at this point, no funding has been confirmed.

Salaries and Benefits

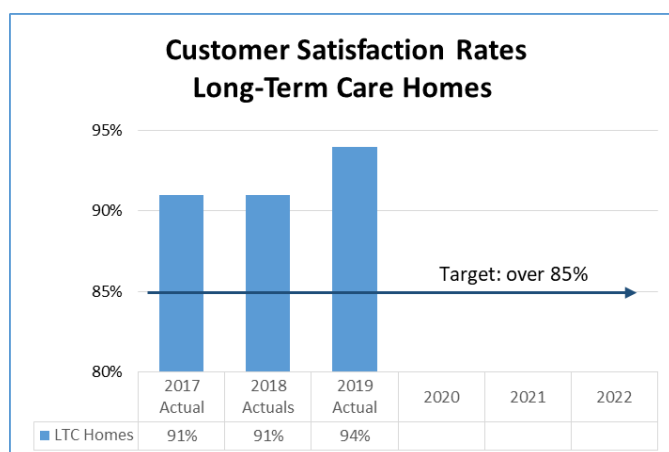
- Salary and Benefits are assumed to increase in line with corporate rate increases.

How well we are doing

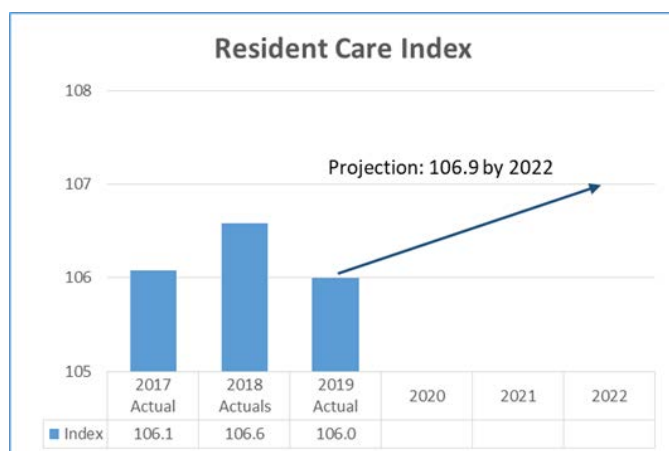
Performance measures



- The Provincial target for occupancy in long-term care homes is 97%.
- SSLTC works closely with the LHIN's to ensure a smooth transition for new residents and has historically been well above the occupancy target.
- The Division will continue to fully utilize existing resources by ensuring occupancy levels are over 97%.



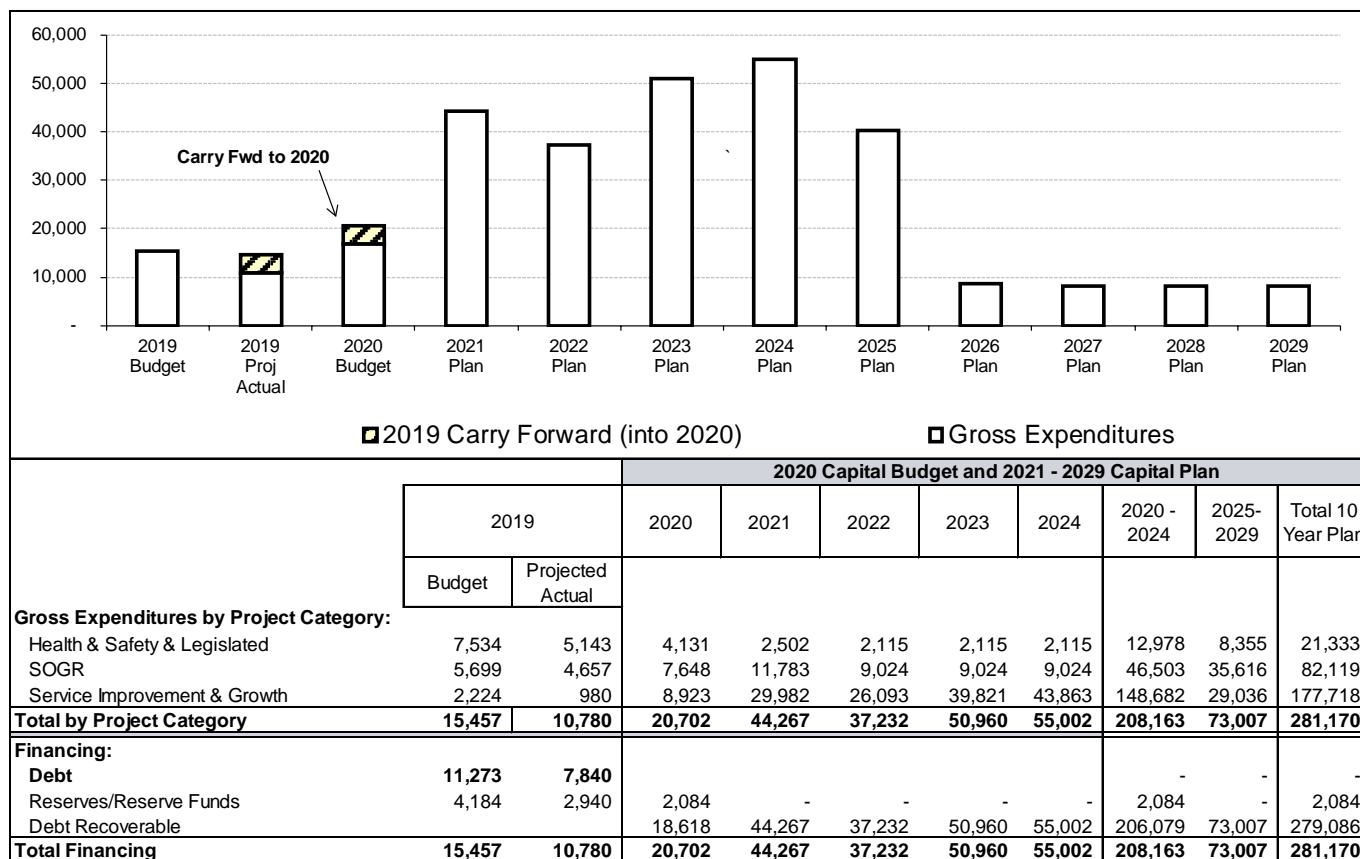
- 10 long-term care homes located city-wide are committed to providing 24-hour nursing and personal care and supportive programming for those who are no longer able to live on their own.
- SSLTC conducts annual surveys to assess client's level of satisfaction with services experienced in all 10 homes.
- The level of resident satisfaction will be maintained at 85% or higher over the next three years.



- The index measures the resident care levels and is used to adjust provincial funding allocated for resident care needs.
- An index of more than 100 indicates that our residents' needs are higher than the provincial average as determined by the Ministry of Long-Term Care.
- SSLTC has consistently exceeded the average care requirements by leveraging provincial funding to support a continuum of high quality long-term care services.
- Resident care levels are rising in the Province. We are expecting that trend to continue.

2020 – 2029 CAPITAL BUDGET & PLAN OVERVIEW

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



Changes to Existing Projects (\$1.5M)

- A review of updated deliverables for the *Electronic Healthcare Record System* project was conducted and timelines have been revised for project completion to December 2020.





New Projects (\$184.9M)

- The *Carefree Lodge Redevelopment* project (2020-2025) will meet provincial design standards and modernize environments. In 2020, \$7.175 million will be utilized for consultant and permit costs and to begin land remediation.
- State of Good Repair projects will continue to make repairs and upgrades to the existing homes to prevent major capital costs through regular maintenance.
- Health and Safety projects will continue to implement projects to ensure that long-term care homes remain compliant with provincial health and safety standards.
- Kronos Feasibility Study* will integrate Collective Agreement requirements into the existing Staffing Management System.

Capital Needs Constraints (\$332.3M)

- Redevelopment of the remaining four (4) long-term care homes to meet provincial legislative requirements.
- Information Technology projects related to Timekeeping and Electronic Healthcare Record System hardware sustainment.

2020 – 2029 CAPITAL BUDGET AND PLAN**\$281.170 Million 10-Year Gross Capital Program**

			
Health and Safety	State of Good Repair	Redevelopment	Information Technology
\$21.33 M 7.6%	\$82.12 M 29.2%	\$175.97 M 62.6%	\$1.75 M 0.6%
<ul style="list-style-type: none"> • Power upgrades • Humidifier replacements • HVAC Upgrades • Roofing • Electrical 	<ul style="list-style-type: none"> • Window repairs • Nursing station updates • Resident area renovations 	<ul style="list-style-type: none"> • Carefree Lodge Redevelopment 	<ul style="list-style-type: none"> • Electronic Healthcare Record System • Kronos Feasibility Study

How the Capital Program is Funded

City of Toronto		Provincial Funding	Federal Funding
\$281 M 100%		\$0 M 0%	\$0 M 0%
Recoverable Debt*	\$ 279 M		
Reserve Draws	\$ 2 M		

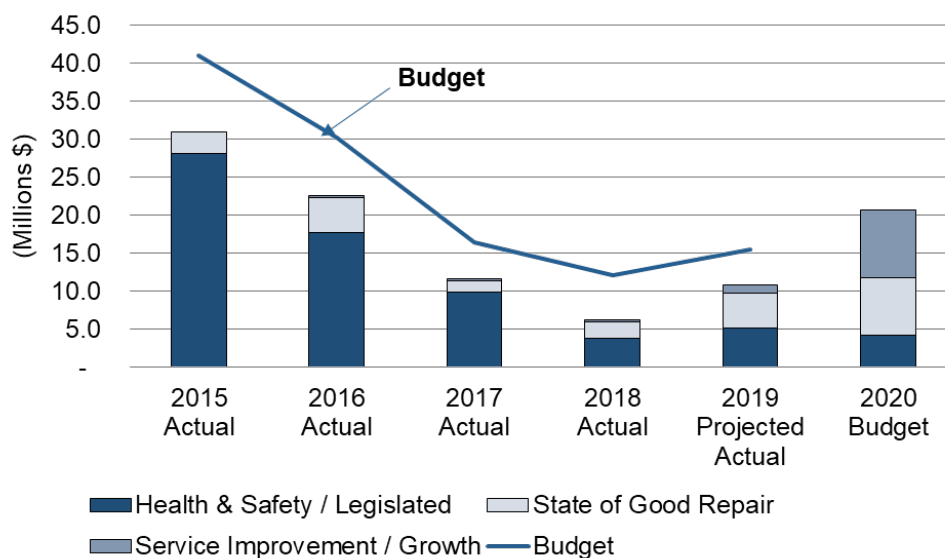
* The recoverable debt includes \$70.416 million of Provincial per diem funding at a rate of \$18.03 for 428 beds over a 25 year period, starting in 2026, after the completion of the *Carefree Redevelopment* project.

CAPACITY TO SPEND REVIEW

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

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

Chart 2 – Capacity to Spend



Category (in \$ Million)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Projected Actual	2020 Budget
Health & Safety / Legislated	28.1	17.7	9.9	3.8	5.1	4.1
State of Good Repair	2.8	4.7	1.5	2.2	4.7	7.6
Service Improvement / Growth	-	0.2	0.3	0.2	1.0	8.9
Total	30.9	22.5	11.7	6.2	10.8	20.7
% Spent	75%	75%	71%	51%	70%	

Capacity to Spend Review Impact on the 10-Year Plan

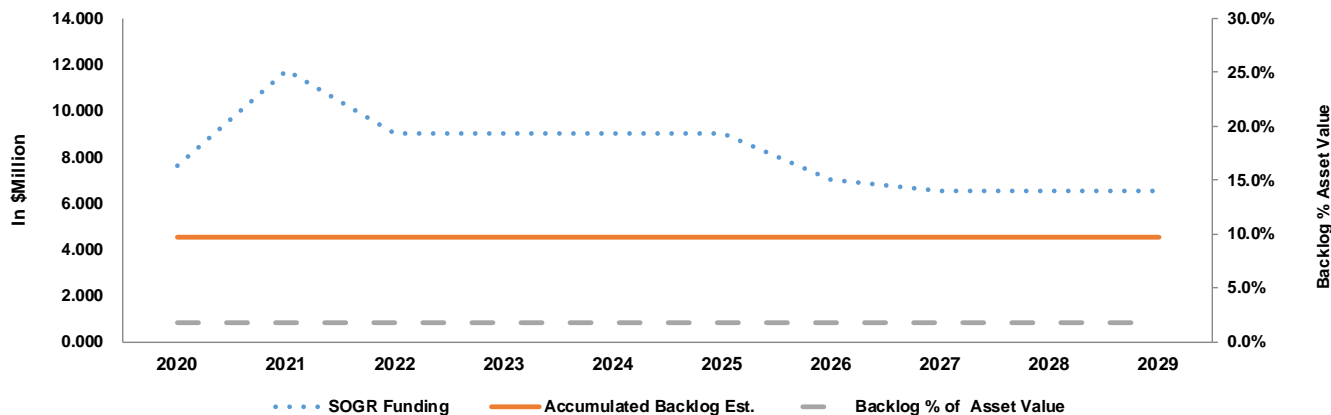
Based on the review of historical capital spending constraints, the capital plan was adjusted from last year to reflect the Division's current needs and its capacity to meet the timelines assumed in the plan.

As a result of this fulsome review the following key adjustments have been made:

- *Health and Safety* and *State of Good Repair* projects have been prioritized for 2020 with cash flows reflecting the realistic capacity to spend and consideration of increasing critical repairs needed to keep aging homes legislatively compliant and in good repair.
- Cash flows for the *Electronic Healthcare Record System* Service Improvement project have been aligned with updated deliverables and timelines.
- Cash flows for the *Carefree Lodge Redevelopment* major project (2020-2025) have been aligned based on a capacity to deliver.

STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG

The chart below depicts the SOGR funding and accumulated backlog estimates for key asset classes in Seniors Services and Long-Term Care.

Chart 3: Total SOGR Funding & Backlog

\$ Million	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
SOGR Funding	7.648	11.783	9.024	9.024	9.024	9.024	7.032	6.520	6.520	6.520
Accumulated Backlog Est.	4.507	4.507	4.507	4.507	4.507	4.507	4.507	4.507	4.507	4.507
Backlog % of Asset Value	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%
Total Asset Value	248.829	248.829	248.829	248.829	248.829	248.829	248.829	248.829	248.829	248.829

- The 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 2020-2029 Budget and Capital Plan allocates a total \$82.119 million over 10 years, including \$7.648 million in 2020 to 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.
- 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.

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

The completion of previously approved capital projects will not have an impact on the 2020 Operating Budget, but anticipated operating expense increases in future years are shown in Table 4 below.

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

Projects	2020 Budget		2021 Plan		2022 Plan		2020 - 2024		2020 - 2029	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved										
<i>Electronic Healthcare Record</i>		-	439	-	452	-	1,837	-	4,460	-
Sub-Total: Previously Approved	-	-	439	-	452	-	1,837	-	4,460	-
New Projects - Future Years										
<i>Carefree Lodge Redevelopment</i>	-	-	-	-	-	-	-	-	24,380	229
Sub-Total: New Projects - Future Years	-	-	-	-	-	-	-	-	24,380	229
Total	-	-	439	-	452	-	1,837	-	28,840	229

- Additional operating funding starting in 2021 is required to maintain licences for the *Electronic Healthcare Record System* project.
- The *Carefree Lodge Redevelopment* project, to be completed in 2025, will increase the number of beds to 428 from the existing 127 beds. Additional operating expenses to support this increased capacity are forecasted to be \$24.380 million with 229 added positions.

2020 Program Summary

Shelter, Support and Housing Administration

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca

What we do

Shelter, Support and Housing Administration (SSHA) manages a coordinated and effective system of shelter and housing services to improve the housing stability of people who are at risk of or experiencing homelessness in Toronto.

SSHA delivers the following services:

- Homelessness and Housing First Solutions
- Social and Affordable Housing System

SSHA manages a complex service system of emergency and transitional shelter beds, temporary refugee program beds, 24-hour respite sites, 24-hour women's drop-ins, street outreach, funding and oversight of 250 housing providers with 92,000 social and affordable housing units, and provision of various housing support programs, including prevention services, drop-in services, supports, and housing allowances.

Why we do it

SSHA's vision is that Toronto is a city where everyone has a safe and affordable place to call home.

Who we serve

Homelessness and Housing First Solutions

- Persons experiencing homelessness
- Persons at risk of experiencing homelessness

Stakeholders

- Toronto Residents
- City and Agency Staff
- Provincial and federal governments

Social and Affordable Housing System

- Tenants/members
- Applicants

Stakeholders

- Toronto residents
 - Housing providers
 - Provincial and federal governments
-

Budget at a glance







OPERATING BUDGET			
\$Million	2020	2021	2022
Revenues	\$501.0	\$334.6	\$250.5
Gross Expenditures	\$1,007.8	\$941.0	\$898.7
Net Expenditures	\$506.8	\$606.4	\$648.2
Approved Positions	960.6	944.6	938.6

10-YEAR CAPITAL PLAN			
\$Million	2020	2021-2029	Total
Gross Expenditures	\$373.6	\$2,090.2	\$2,463.8
Debt	\$283.1	\$2,074.7	\$2,357.8

Key service outcomes

Outcomes	Description
People requiring a safe, indoor place to stay in Toronto have a place to be	The addition of 1,000 permanent new shelter beds will expand the City's shelter system to address increased demand for homelessness services and better align facilities and programs with client needs.
The length of time that people experience homelessness decreases	People experiencing homelessness are supported to find and move into permanent housing more quickly, freeing up shelter beds and other services for others who need them.
People successfully move into permanent housing	Increasing the number of people who move from homelessness into permanent housing will improve housing outcomes and long-term housing stability.
People returning to homelessness, from permanent housing, decreases	Reducing the number of people who become homeless through increased prevention approaches and housing supports is a more effective way to reduce homelessness.
SSHA meets the provincial service level standard for the number of Rent-Geared to-Income units	Ensuring the number of Rent-Geared to-Income housing opportunities are provided to meet the standard set by the Ontario Housing Services Act will provide additional affordable housing opportunities for people in need.

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	Increase shelter system capacity (Open 1,000 additional shelter beds)	45/1,000	601/1,000	744/1,000	
	Increase the number of people housed from shelter	8,165	7,435	8,000	
	Increase the number of households housed from Centralized Waiting List	3,276	2,651	3,000	

Our experience and success

- SSHA provides overnight accommodation to approximately 7,500 people experiencing homelessness every night.
- In 2019, SSHA managed 5,000 emergency and transitional shelter beds, 2,000 temporary refugee program beds, 24-hour respite sites providing up to an average of 540 spaces, and two 24-hour women's drop-ins providing up to 120 spaces.
- SSHA has increased the capacity of the emergency shelter system by 76% (from 4,319 in 2015 to 7,585 in 2019, an addition of over 3,000 beds) in the past four years, as well as adding 24-hour respite sites.
- SSHA operates from a Housing First approach that focuses on helping people find and move into permanent housing. In 2019, over 7,000 people moved from shelter to housing.
- SSHA provides funding and oversight of 250 housing providers, provision of over 5,600 housing allowances, and operation of the Centralized Wait List.
- SSHA provides oversight to a stock of 92,200 social and affordable housing units, including more than 59,000 Toronto Community Housing Corporation (TCHC) units.

Key challenges and risks

- SSHA continues to be challenged with extremely high demand for temporary emergency shelter.
- Ongoing demand from refugee/asylum claimants seeking emergency shelter has created a \$76.9 million funding pressure for the temporary refugee response program for families.
- 24-hour respite sites are open year-round and require higher operating costs for additional security.
- Timelines for opening all sites of the 1,000 beds project have shifted to 2022 due to a challenging real estate market, site conditions and shifting construction schedules.
- The George Street Revitalization project has incurred schedule delays and significant increases in construction costs, as well as unforeseen remedial work for transitional sites.
- TCHC and other social housing units are ageing and require significant increased capital investment.
- Surging market rents and very low vacancy rates contribute to a lack of affordable housing options and an increase in the number of households on the Centralized Waitlist for social housing. This adds to the challenge of helping people transition to stable, permanent housing.

Priority actions

- Open the remaining 1,000 new permanent shelter beds to expand the City's shelter system to address increased demand for homelessness services and better align facilities and programs with client needs.
- Continue George Street Revitalization to transform Seaton House into a shared facility providing specialized care for vulnerable populations, including a long-term care home, a transitional living facility, an emergency shelter, affordable housing, and a community hub.
- Develop and implement a Coordinated Access to Housing and Supports System that uses a consistent approach to assess, prioritize and connect people experiencing homelessness to supports and housing.
- Undertake the 2020 Street Needs Assessment to determine the scope, profile and needs of people experiencing homelessness in Toronto and guide service planning and program development.
- Develop a Data and Analytics Strategy to guide decisions about how the division collects, uses and manages data. The strategy will lead the division to identify and develop divisional performance measures that support strategic decision making and enhance operational effectiveness.
- Automate scheduling processes and make key data more visible to staff to support decision-making and optimize methods that align with unit needs, are people-centred and create operational efficiency.
- Modernization of the Centralized Waitlist for social housing and introduction of a more flexible Choice-Based system for offers to social housing.

Our key service levels



Provision of 92,200 social and affordable housing units, including 59,000+ TCHC units



Approximately 5,500 shelter beds, 2,000 temporary refugee program beds and up to an average of 600 24-hour respite & drop-in spaces



Services to help people find and maintain housing, including approximately 6,800 housing allowances and 300 households served with existing funding for the EPIC program.

Key service deliverables

- Provide 24-hour accommodation for people experiencing homelessness.
- Provide services and supports to assist vulnerable people to find and maintain housing and to prevent homelessness.
- Provide low-income households with housing benefits to help with the cost of housing
- Administer, support, or oversee a range of housing types where rental or home ownership costs are lower than market rate.
- Meet provincial service level standard of 66,282 Rent-Geared-to-Income (RGI) units.

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual	2020 Base Budget	2020 New / Enhanced	2020 Council Approved Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Homeless and Housing First Solutions	176,735.7	216,100.8	238,028.4	291.5	238,319.9	22,219.1	10.3%
Social Housing System Management	239,625.3	256,165.8	262,714.7		262,714.7	6,548.9	2.6%
Total Revenues	416,361.0	472,266.6	500,743.1	291.5	501,034.6	28,768.0	6.1%
Expenditures							
Homeless and Housing First Solutions	301,933.8	374,558.3	393,199.1	2,167.0	395,366.1	20,807.8	5.6%
Social Housing System Management	570,123.6	587,304.7	612,457.3		612,457.3	25,152.7	4.3%
Total Gross Expenditures	872,057.5	961,862.9	1,005,656.4	2,167.0	1,007,823.4	45,960.5	4.8%
Net Expenditures	455,696.4	489,596.3	504,913.3	1,875.5	506,788.8	17,192.5	3.5%
Approved Positions	886.4	935.4	949.6	11.0	960.6	25.3	2.7%

*2019 Budget and Actuals (based on Q3 2019) adjusted retroactively to remove interdepartmental charges and recoveries.

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$1,005.7 billion gross reflecting an increase of \$43.8 million in spending above 2019 projected year-end actuals (prior to enhancements or efficiencies), predominantly arising from:

- Inflationary increases for salaries and benefits, hydro, food, kitchen, janitorial supplies etc.;
- Annualization and 2020 operating impacts of new shelters under the 1,000 Shelter Beds project;
- Increased funding for Toronto Community Housing Corporation consistent with the Tenants First Permanent Funding Model recommendation;
- Increase in housing allowances, fully funded from Ontario Priorities Housing Initiative;
- Social Housing cost factor increase as required by applicable legislation (Housing Services Act);
- Higher Purchase of Service shelter costs to meet increased demand for shelter services including the Refugee Response initiative;
- Increase in approved positions in 2020 base budget is primarily due to the conversion of existing delegated positions to Council approved positions.

COSTS TO ENHANCE SERVICES

New and Enhanced Service expenditures of \$2.2 million gross, enabling:

- Increase in services for people living outside by hiring additional street outreach workers.
- Additional staffing resources to provide oversight of the contribution agreements signed with housing operators as part of the implementation of the "Housing Now" initiative.
- Expansion of the Eviction Prevention in the Community (EPIC) program.
- In accordance with EX13.2, Recommendation 2s from its meeting on February 19, City Council directed that 8 positions be transferred from the complement of Shelter, Support and Housing Administration and be added to the complement of Social Development, Finance & Administration for the establishment the Human Services Integration (HSI) Office.

EQUITY IMPACTS OF BUDGET CHANGES

Significant equity impacts: The changes in SSHA's 2020 Operating Budget have high positive equity impacts. The proposals will positively impact access to housing and homelessness services for a range of equity-seeking groups, including immigrants and refugees, people experiencing homelessness, seniors, low-income households,

persons with disabilities and youth. The proposed budget will also advance Toronto's HousingTO Plan, Poverty Reduction Strategy and Newcomer Strategy.

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for SSHA is \$1.007 billion gross or 4.7% higher than the 2019 Projected Actual. Table 2a below summarizes the key cost drivers for the base budget while Table 2c summarizes New and Enhanced requests

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)		2018 Actuals	2019 Proj. Actuals	2020 Council Approved Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	87,699.2	96,786.8	96,609.1	(177.7)	-0.2%
2	Materials & Supplies	5,223.5	5,519.9	6,249.5	729.6	13.2%
3	Equipment	506.5	582.0	503.5	(78.6)	-13.5%
4	Service and Rent	120,158.5	154,835.9	172,440.5	17,604.6	11.4%
5	Contribution To Capital	2,700.0				
6	Contribution To Reserves	1,371.4	1,668.0	1,668.0	0.0	0.0%
7	Other Expenditures	654,398.4	702,470.3	728,185.8	25,715.5	3.7%
Total Expenditures		872,057.5	961,862.9	1,005,656.4	43,793.5	4.6%
Revenues						
1	Provincial Subsidies	233,581.6	205,077.9	184,494.9	(20,583.0)	-10.0%
2	Federal Subsidies	154,699.8	183,508.3	212,286.7	28,778.4	15.7%
3	User Fees & Donations	12.7	54.5		(54.5)	-100.0%
4	Transfers From Capital	2,212.8	44,010.0	85,683.3	41,673.3	94.7%
5	Other Revenues	25,854.1	39,615.9	18,278.2	(21,337.6)	-53.9%
Total Revenues		416,361.0	472,266.6	500,743.1	28,476.5	6.0%
Net Expenditures		455,696.4	489,596.3	504,913.3	15,317.0	3.1%

*2019 Q3 Proj Actuals and 2018 Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Salaries & Benefits:

- Salaries & Benefits include inflationary increases on existing salaries and addition of new positions.

Materials and Supplies:

- Inflationary impact for hydro, food, kitchen and janitorial supplies for Emergency Shelters.
- Operating impacts of three new shelter programs with 143 beds anticipated in 2020 as part of the 1,000 shelter beds project.

Services and Rent:

- Primarily resulting from the annualization and 2020 operating impacts of shelters planned for 2020 under 1,000 shelters beds project (\$15.3 million) and higher Purchase of Service costs.

Other Expenditures:

- Implementation costs of TCHC's new permanent funding model (\$13.1 million), social housing cost factor increase (\$3.7 million) and increase in housing allowances (\$8 million) fully funded from the Ontario Priorities Housing Initiative.
- An increase of \$24.2 million in Social Housing Capital Projects (provincial time-limited programs).

Provincial Funding Changes:

- Lower provincial revenue primarily due to the completion of Social Housing capital projects under various provincial time-limited programs (\$18.7 million).

Federal Funding Changes:

- The 2020 budget, includes a request of \$76.9 million to the Government of Canada for financial assistance to sustain the Refugee Response program in 2020.
- In 2020, \$6.3 million of the \$17.0 million for the regional refugee response from the Government of Canada will be used to provide financial assistance and flow through to neighbouring municipalities.

Transfer from Capital:

- Implementation costs of a fully funded provincial time-limited program (\$38.1 million), and operating impacts resulting from the delivery of capital projects (\$3.6 million).

Other Revenues:

Lower revenues is mainly due to lower reserve draw in the Affordable Housing Programs attributable to implementation delays (\$15.6 million) as well as the reversal of one-time reserve funding approved in 2019 for the rental of 5800 Yonge Street (\$3 million), technology upgrades at the Central Intake Call Center (\$1.1 million) and the Tenants First program (\$2.2 million).

Table 2c: 2020 Key Drivers – New / Enhanced

New / Enhanced (\$000)		2020				2021 Annualized Gross	Equity Impact
		Revenue	Gross	Net	Positions		
In \$ Thousands							
1	Add Street Outreach Workers as mandated by inquests' report		805.5	805.5	8.0	818.0	High
2	Implementing the "Housing Now" Initiative	291.5	291.5		2.0	301.2	Low
3	Expansion of the Eviction Prevention in the Community (EPIC) Program		1,070.0	1,070.0	1.0	1,070.0	High
Total New / Enhanced		291.5	2,167.0	1,875.5	11.0	2,189.2	

Additional Street Outreach Workers

Funding of \$0.805 million gross and net to add 8 Street Outreach workers and \$0.100 million in community grant funding in response to City Council direction in EC7.10 *"Implementation of Coroner's Recommendations from the Faulkner and Chapman Inquests"* adopted on October 2, 2019. EC7.10 directs the City to provide additional resources and funding to expand street outreach during Extreme Cold Weather Alerts by reaching more clients and responding to more concerned citizen calls.

Implementing the "Housing Now" Initiative

Funding of \$0.292 million gross, \$0 net fully funded from the City Building Fund to add 2 temporary Housing Consultant positions for a duration of 3 years to support the implementation of the "Housing Now" initiative per EX1.1 *"Implementing the "Housing Now" Initiative"* adopted by Council On January 30, 2019. The Housing Consultants will provide post-occupancy and administrative expertise to the Housing Secretariat to ensure that projects are sustainable and assets remain viable over the term of the 99-year agreements.

Expansion of the Eviction prevention in the Community (EPIC) Program

Funding of \$1.070 million gross and net and 1 new permanent position to support the expansion of the EPIC program. The expansion will enable 250-300 more households to access up to \$600 per month in housing allowance. This will result in an increase in the average number of households served from 433 in 2019 to 700 in 2020.

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

(\$000s)	2019 Projected Actual	2020 Council Approved Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	472,266.6	501,034.6	334,647.1	250,495.6
Gross Expenditures	961,862.9	1,007,823.4	941,067.8	898,733.6
Net Expenditures	489,596.3	506,788.8	606,420.6	648,238.0
Approved Positions	935.4	960.6	944.6	938.6

*2019 Q3 Projected Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Key 2021 drivers

Summarize key drivers/changes reflected in outlooks

Impacts of 2020 decisions

- Legislated cost increase for Toronto Community Housing Corporation (TCHC), \$6.0 million.

Salaries and Benefits

- Inflationary salary and benefits increases, \$1.5 million.
- Reversal of temporary capital positions and other adjustments \$3.2 million.

Inflationary Impact

- Increase in Social Housing subsidies, \$5.5 million based on legislated cost increases for social housing providers.

Growth

- Increase in Operating Impact of completed capital projects as well as the delivery of capital projects, \$9.6 million.

Revenue Changes

- Lower federal / provincial revenue from 100% funded programs and Affordable Housing Projects funded from provincial funding/Reserve Funds matched to lower expenditures with no net impact.
- Revenue changes in 2021 also reflects reversal of \$76.9 million in federal funding in 2020 to support the Refugee Response initiative.
- \$6.3 million reversal of one-time funding for the Regional Refugee Response.

Key 2022 drivers

Summarize key drivers/changes reflected in outlooks

Salaries and Benefits

- Inflationary salary and benefits increases, \$1.6 million.

Inflationary Impact

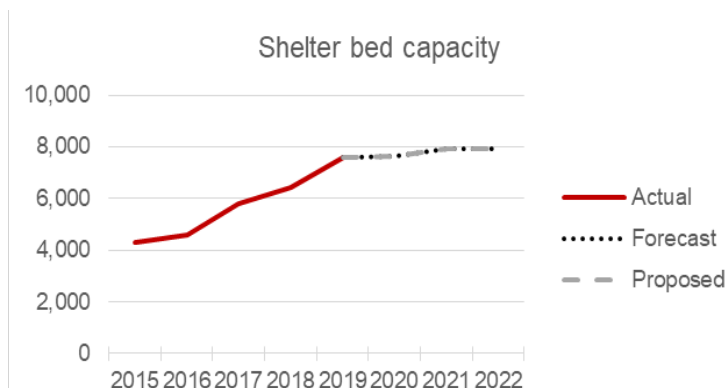
- Legislated cost increase for Toronto Community Housing Corporation (TCHC) \$6.1 million.
- Increase Social Housing subsidies by \$4.7 million.

Revenue Changes

- Decrease in 100% Provincial / Federal funded programs, \$72.2 million and Affordable Housing Projects of \$10.5 million to match corresponding decrease in expenditures with no net impact.

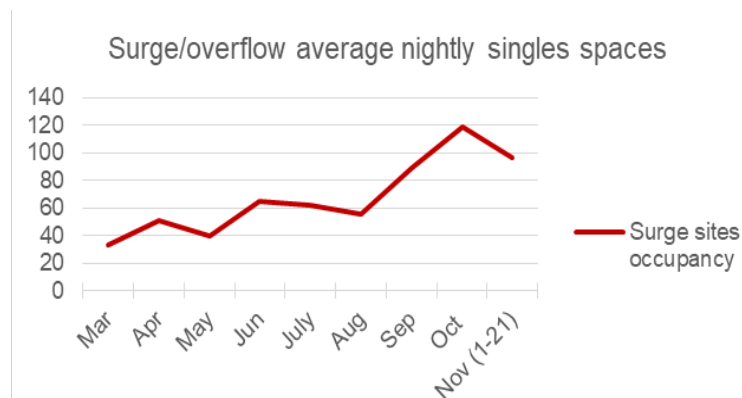
How well we are doing

Performance measures

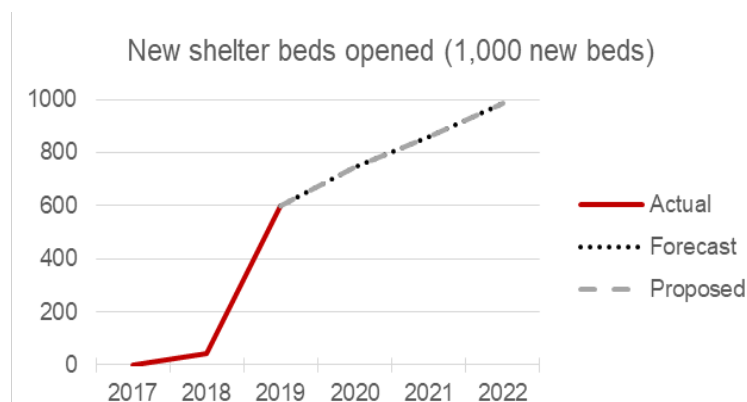


Behind the numbers

- The City has expanded its shelter capacity by 76% in the last four years, through a combination of temporary sites, new sites, and contracted hotel/motel rooms.
- This represents growth in the number of beds from 4,319 in 2015 to 7,585 in 2019.
- Despite the expansion of shelter beds, Toronto's shelter system continues to operate at full capacity. Demand has grown alongside these increases in capacity.

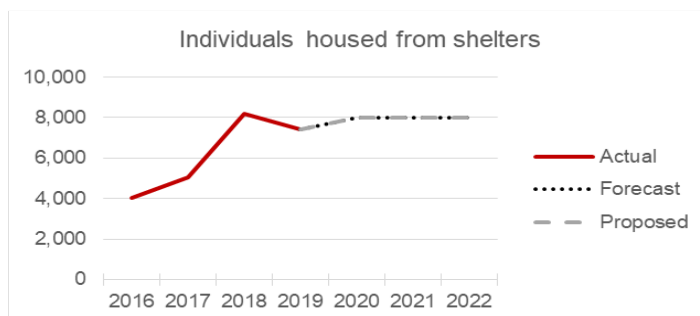


- With shelter and overnight services operating at full capacity, surge spaces accommodate people who are unable to access regular shelter programs.
- These surge spaces had been experiencing increased demand, however, implementation of additional winter services has reduced demand.
- Surge spaces here includes Fort York Residence Extreme Weather beds, Alternative Space Protocol (singles only), and the Streets to Homes Assessment & Referral Centre.

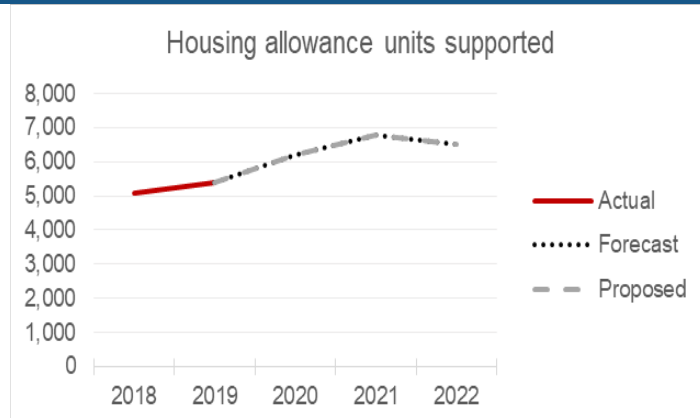


- On February 12, 2018, City Council requested that SSHA expand the city's Shelter System by the addition of 1,000 new shelter beds.
- Sites have been secured for 78% of the 1,000 new beds target.
- By the end of 2019, 600 of the new beds will be operational, 60% of the target.
- Three additional sites with 143 new beds are planned for 2020.

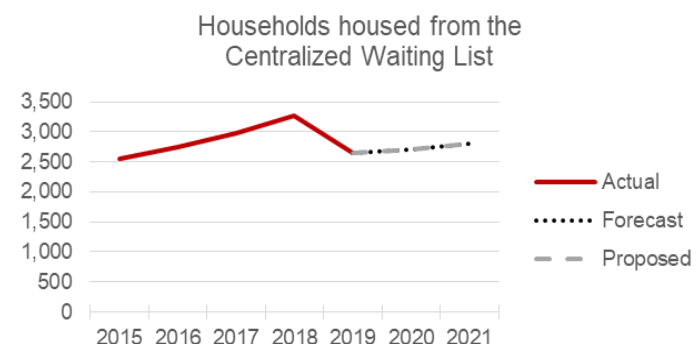
Performance measures



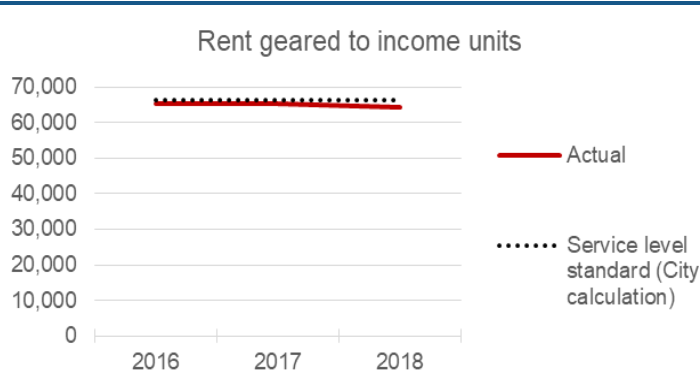
- Toronto saw increasing numbers of people being housed from its shelter system in 2016-2018. This growth is related to the increased number of clients being served by these programs.
- Housing outcomes are expected to level off due to the increasing unaffordability and declining vacancy rates in Toronto's rental housing market. This is despite continued growth in shelter services and increases in housing allowance supports.



- The projected increase in units supported with a housing allowance is due to expansion of the housing allowance program through funding from the Ontario Priorities Housing Initiative (OPHI).
- Total units supported is projected to decline in 2022 as the OPHI funding program expires in March 31, 2022.
- The federal Canada Housing Benefit is also anticipated to create additional housing allowance funding, however, program details are not yet available and are therefore not included in forecast values.



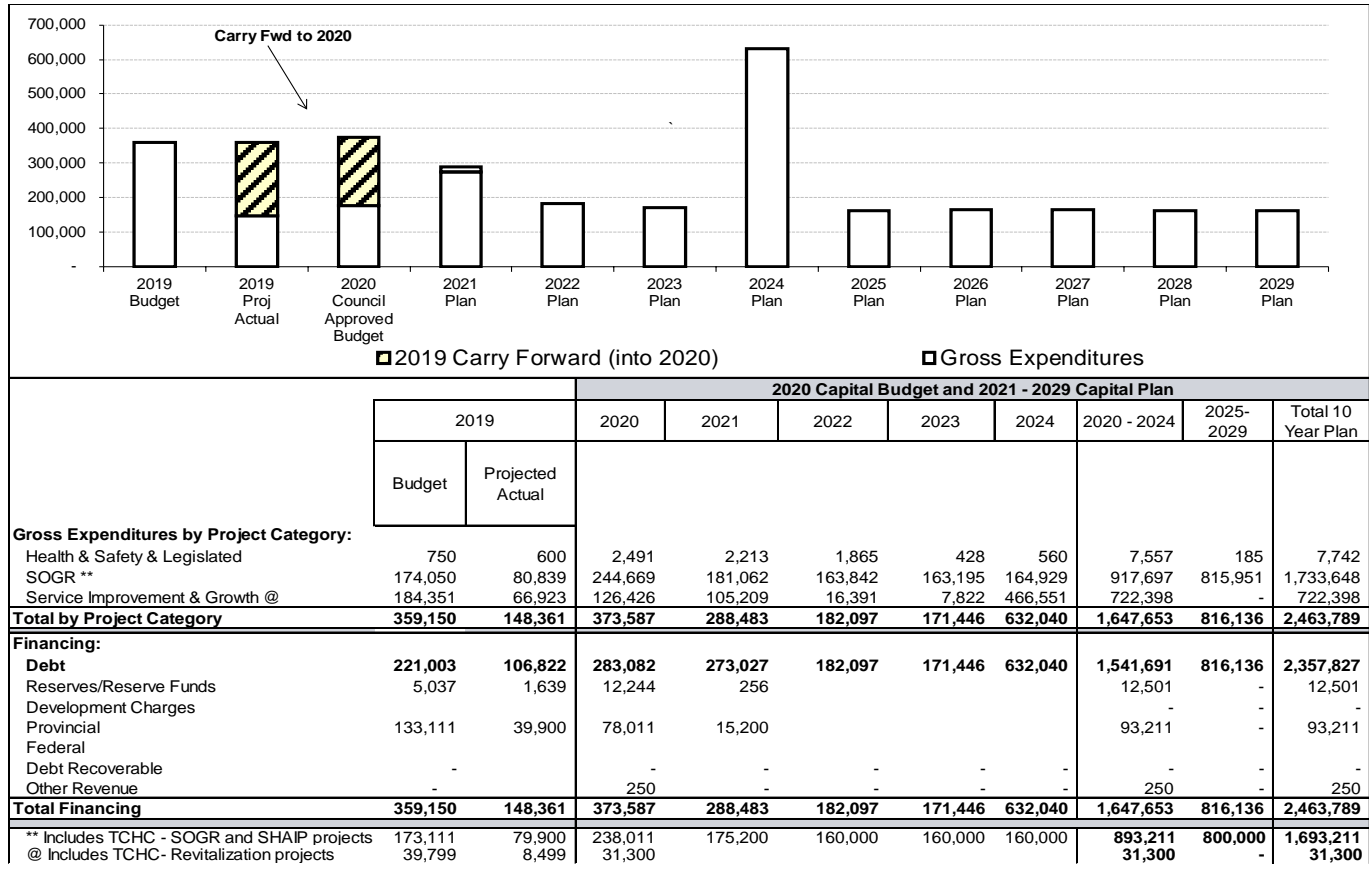
- People in Rent-Geared-to-Income units are staying in their units longer than in past years, resulting in fewer units available to new tenants.
- As well, due to ongoing redevelopment and revitalization work at TCHC buildings fewer units have been available.
- The City is working to better manage vacant units through the offer process.



- In 2018, the number of Rent-Geared-to-Income units was 3% below the service level standard required by the Housing Services Act.
- Several initiatives are underway to increase the number of Rent-Geared-to-Income units that the City provides.
- This includes supporting TCHC's vacancy management strategies, increasing targets for mixed-income providers, improving performance management to support housing provider compliance with targets, and securing rent supplement units in new affordable housing developments.

2020 – 2029 CAPITAL BUDGET & PLAN OVERVIEW

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



Changes to Existing Projects (\$24.6M)

- George Street Revitalization – Transition = \$24.6M

New Projects (\$1.640B)

- SSHA- State of Good Repair = \$40.4M ¹
- TCHC- State of Good Repair = \$1.600 billion ²

Capital Needs Constraints (\$9.0M)

- Swing Space = \$9.0M ³

¹ New funding will support much needed repair and maintenance work at City shelter facilities occasioned by aging facilities, growth in the City Shelter system as informed by the completion of Building Condition Assessments in 2019.






² \$1.6 billion of capital funding from the City, combined with \$1.34 billion of federal funding secured through the National Housing Strategy, allows TCHC to bring its portfolio to a state of good repair and ensures no additional units are closed.

³ For potential swing space measuring 20,000 square feet required to enable staff continue operations during planned facility upgrades.

Note:

For additional information, refer to [Appendix 5](#) for a more detailed listing of the 2020 and 2021-2029 Capital Budget & Plan by project; [Appendix 6](#) for Reporting on Major Capital Projects – Status Update; and [Appendix 7](#) for Capital Needs Constraints, respectively.

2020 – 2029 CAPITAL BUDGET AND PLAN**\$2,463.8 Million 10-Year Gross Capital Program**

				
Aging Infrastructure	New Shelters	Information Technology	Modernization	AODA
\$1,765.0 M 71.6%	\$680.2 M 27.6%	\$6.0 M 0.2%	\$4.9 M 0.2%	\$7.7 M 0.3%
TCHC-State of Good Repair TCHC-Revitalization SSHA-State of Good Repair	George Street Revitalization 1,000 New Shelter Beds Red Door Shelter	Choice Based Housing Access Central Intake Call Centre	Central Intake Relocation and Technology Enhancements	Legislated

How the Capital Program is funded

City of Toronto		Provincial Funding		Federal Funding*
\$2,370.6 M 96%		\$93.2 M 4%		\$0 M 0%
Debt	\$ 2,357.8 M	Grants	\$ 93.2 M	
Recoverable Debt	\$ 0 M			
Reserve Draws	\$ 12.5 M			
Development Charges	\$ 0 M			
Other	\$ 0.3 M			

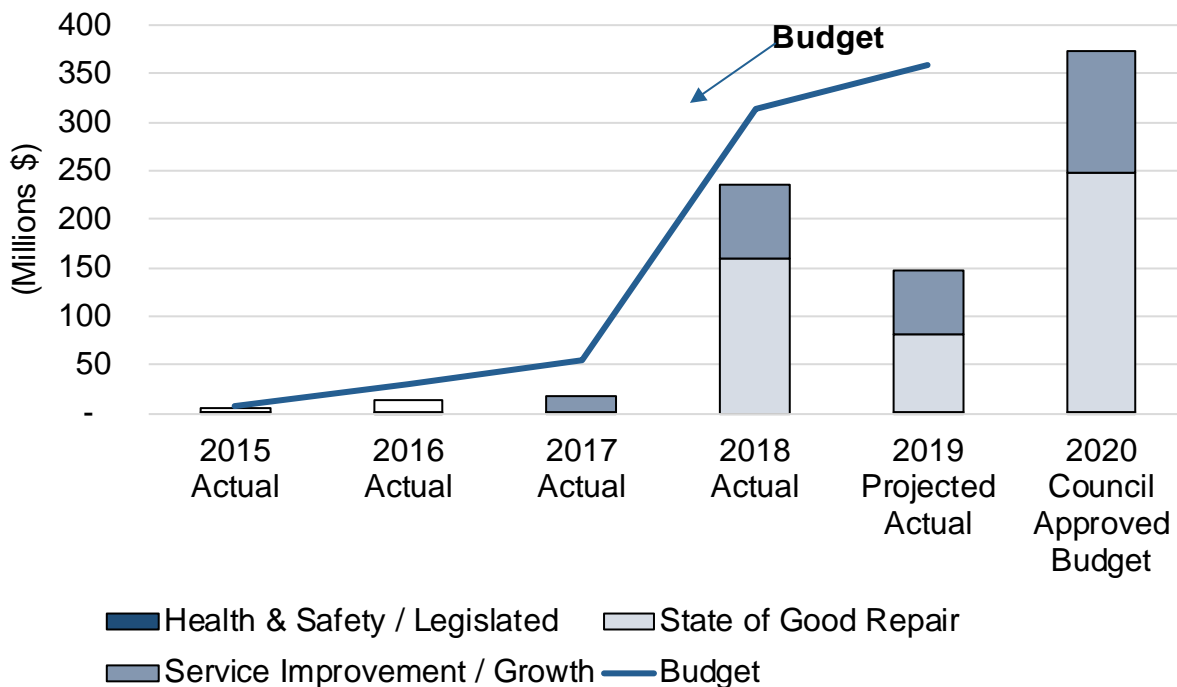
* Federal funding for the National Housing Strategy flow directly to TCHC and is not included in the funding amounts stated above.

CAPACITY TO SPEND REVIEW

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

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

Chart 2 – Capacity to Spend



Category (in \$ Million)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Projected Actual	2020 Council Approved Budget
Health & Safety / Legislated	-	-	-	-	1	2
State of Good Repair	1	0	2	161	81	245
Service Improvement / Growth	5	13	17	75	67	126
Total	6	13	18	235	148	374
% Spent	76%	42%	34%	75%	41%	

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

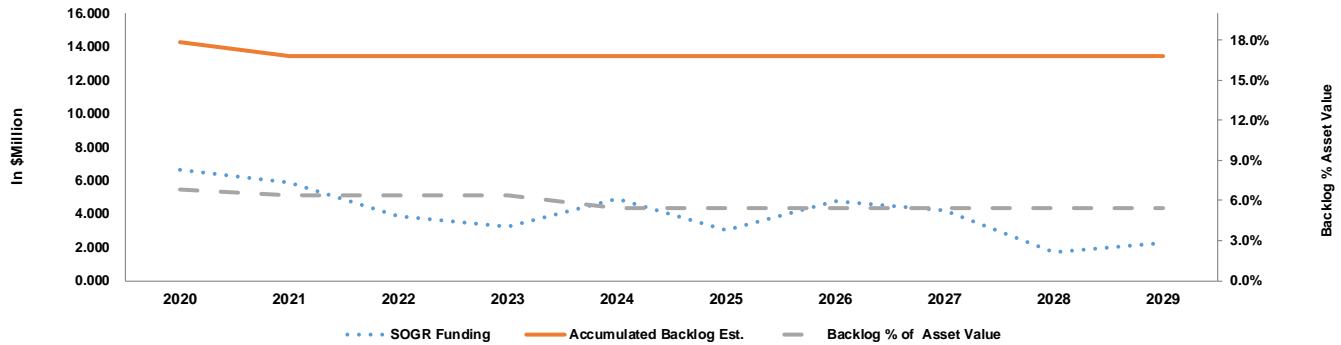
Based on the review of historical capital spending constraints, \$41.9 million in capital spending originally cash flowed in 2020 has been deferred to 2021 or future years. Key adjustments to the Capital Plan are noted below:

- \$28.3 million for the acquisition of 3 new sites under the 1,000 New Shelter beds project, originally planned in year 2020, has been deferred to 2021.
- Following of a review of SSHA's historical spend rate and capacity to spend in 2020, Cashflows of \$13.4 million for SOGR projects have been re-phased to future years to align with anticipated project timelines.

STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG

The chart below depicts the State of Good Repair funding and accumulated backlog estimates for key asset classes in SSHA:

Chart 3: Total SOGR Funding & Backlog



\$ Million	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
SOGR Funding	6.658	5.862	3.842	3.195	4.929	3.029	4.735	4.198	1.704	2.285
Accumulated Backlog Est.	14.231	13.431	13.431	13.431	13.431	13.431	13.431	13.431	13.431	13.431
Backlog % of Asset Value	6.8%	6.4%	6.4%	6.4%	5.4%	5.4%	5.4%	5.4%	5.4%	5.4%
Total Asset Value	210.172	210.172	210.172	210.172	247.372	247.372	247.372	247.372	247.372	247.372

- State of Good Repair projects worth \$6.658 million identifies immediate work required that is achievable in 2020. As projects advance through the design stage, SSHA is able to accelerate the repair work, wherever feasible.
- Backlog was reset in 2019 using the current Building Condition Assessment data.
- Within the SOGR budget, a \$0.750 million emergency allocation per year has been planned to address unanticipated site conditions and emergencies that occur to prevent overspending.
- Multi-year State of Good Repair funding will help avoid potential loss of beds in a shelter system that is already at capacity. It will also lead to improved living conditions, improved safety, energy efficiency, and improved comfort for clients, staff and visitors.

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

Approval of the 2020 Capital Budget will impact the 2020 Operating Budget by a total of \$17.78 million net for operation of newly opening George Street Revitalization-Transition sites and 1,000 new shelter beds project sites, as shown in Table 4 below.

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

Projects	2020 Budget		2021 Plan		2022 Plan		2020 - 2024		2020 - 2029	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved										
<i>GSR-Transition</i>	1,352	4.55	3,758	25.95	256	-	5,575	30.50	5,575	30.50
<i>1000 New Shelter Beds</i>	16,435	3.00	6,225	-	-	-	23,365	3.00	23,365	3.00
<i>Choice Based Housing Access System</i>	-	-	637	-	13	-	677	-	677	-
<i>Central In-take Call Centre</i>	-	6.00	341	(4.00)	47	-	404	2.00	404	2.00
Sub-Total: Previously Approved	17,787	13.55	10,961	21.95	316	-	30,021	35.50	30,021	35.50
Total	17,787	13.55	10,961	21.95	316	-	30,021	35.50	30,021	35.50

- SSHA will also require additional operating funding of \$17.78 million in 2020 to operate newly opening George Street Revitalization-Transition sites and 1,000 new shelter beds project sites.
- Three positions for the 1000 new shelter beds project and six positions for the Central In-take project in 2020 are funded from capital budget.
- Operating impacts of completed capital projects of Choice Based Housing Access system and Central In-take Call Centre will start effective from 2021, that is when these projects have their planned completion.

2020 Program Summary

Social Development, Finance and Administration

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca

What we do

Social Development, Finance and Administration Division (SDFA) drives transformative change to achieve stronger, safer and more resilient communities and neighbourhoods in Toronto. The Division leads the City of Toronto's equity and inclusion, poverty reduction, and community safety strategies. We build local community capacity through investments in community grants and by providing community development services directly in neighbourhoods. We provide corporate leadership for the Deputy City Manager, Community and Social Services, conduct social research in partnership with community stakeholders and ensure the financial subsidy management of \$2 billion from federal and provincial governments for community and social services.

SDFA delivers the following services:

- Community and Neighbourhood Development
- Community Partnership Investment Program
- Social Policy and Planning
- Financial Management and Program Support
- Corporate Leadership

Why we do it

SDFA works in order to advance equity and economic inclusion and ensure strong, safe, resilient neighbourhoods for all Torontonians.

Who we serve

Community & Neighbourhood Development:

- Equity-Seeking Communities and Residents
- Under-resourced Neighbourhoods
- Mayor and City Council
- City Divisions, Agencies, Boards and Corporations
- Institutional Partners (e.g. Education/Health/Justice)

Social Policy & Planning:

- Equity-Seeking Communities and Residents
- Under-resourced Neighbourhoods
- Black Torontonians
- Urban Indigenous Communities
- City Manager, Deputy City Managers
- Mayor and City Council
- City Divisions, Agencies, Boards and Corporations
- Institutional Partners (e.g. Education/Health/Justice)

Community Partnership Investment Program:

- Equity-Seeking Communities and Residents
- Under-resourced Neighbourhoods
- Black Torontonians
- Public Benefit Sector (Community Non-Profits)
- Urban Indigenous Communities

Financial Management & Program Support

- City Manager, Deputy City Managers
- Community and Social Services Divisions
- Provincial Ministries/Federal Departments







Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$17.9	\$19.6	\$16.8	SDFA does not have a Capital Budget and Plan			
Gross Expenditures	\$76.8	\$102.5	\$106.6				
Net Expenditures	\$59.0	\$82.9	\$89.3				
Approved Positions	259.0	256.0	255.0				

Key service outcomes

Outcomes	Description
Stronger, safer and more resilient communities and neighbourhoods	Equity-seeking residents and communities, and under-resourced neighbourhoods have improved access to quality services, resources and facilities, including services to address gun violence.
A City committed to equity and inclusion	Equity, inclusion and poverty reduction become the business of City Divisions and Agencies and our partnerships with anchor institutions and other governments.
Accountable and transparent financial management	Federal and Provincial subsidies for cost-shared programs are timely and accurately accounted for, per funding agreements and the City's financial policies.

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	Community Investment through Grants	\$21 million	\$21 million	\$22 million	
	Confronting Anti-Black Racism Training for City Staff	3,104 staff (5%)	9,014 staff (15%)	41,785 staff (71%)	
	Expand "Fair Pass" Transit Discount to More Low Income Residents	25,032 residents	55,994 residents	85,942 residents	

Our experience and success

- Expanded the “Fair Pass” program to make the TTC more affordable for more low-income Torontonians.
- Developed a permanent funding model for better, safer homes for Toronto Community Housing tenants.
- Launched North America’s first municipal strategy to confront anti-Black racism.
- Established Toronto’s first “Home-Share” program to match students seeking affordable housing with seniors who have spare room in their homes.
- Secured Toronto’s first “Community Benefits Agreement” to create quality jobs, a childcare centre and community space for residents as part of developing Casino Woodbine.
- Worked with landlords and tenants to improve energy efficiency, water conservation and waste diversion at 105 apartment towers, saving an estimated \$4.4 million in utilities costs and conserving 2,362 Olympic-sized swimming pools worth of water.
- Enhanced community grants through integrated online grants management, strengthened outcomes measurement, created new Indigenous-led granting and capacity-building for community boards, including services to match Black Torontonians to leadership roles in health and community service agencies.

Key challenges and risks

- Population growth and provincial funding cuts create greater demand for municipal and community services.
- Growing gun violence puts pressure on crisis services and heightens the need for community safety resources.
- Extremely vulnerable populations in the downtown core, including people affected by untreated trauma, mental health and addictions, need service system transformations and housing with supports.
- As extremism, racism and anti-immigrant movements grow globally, Toronto’s diversity and social cohesion is put at risk. Increased efforts to counter hatred and xenophobia are needed.

Priority actions

- Implement the 5-year Action Plan for the Downtown East to coordinate City services and address long term community needs.
- Expand community-based anti-violence initiatives, including a Community-Safety and Well-Being Plan for Toronto, as required by provincial legislation.
- Deliver the City Youth Services Review to guide investments toward highest-impact youth programs.
- Design the process for extending “Fair Pass” TTC transit discounts to all low income Torontonians.

Our key service levels



Provide community development services in **31** Neighbourhood Improvement Areas, **7** Revitalization Areas and **8** Emerging Neighbourhoods



Facilitate **100%** participation in City-wide equity-responsive budgeting process



Manage **\$2 billion** in Provincial/ Federal subsidies for shelter, long-term care, employment services and child care

Key service deliverables

- Unlock quality jobs and business opportunities for local residents when the City builds infrastructure or buys goods and services (“Community Benefits Framework”).
- Implement the next phases of the City’s Poverty Reduction Strategy and Confronting Anti-Black Racism Strategy.
- Expand resident participation in neighbourhood planning tables (“Toronto Strong Neighbourhoods Strategy”).

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Community & Neighbourhood Development	9,787.8	11,759.2	7,203.2	830.0	8,033.2	(3,726.0)	(31.7%)
Community Partnership Investment Program	675.0	167.8	167.8	1,156.9	1,324.8	1,156.9	689.4%
Social Policy & Planning	1,374.0	1,299.8	1,590.6	679.2	2,269.8	970.0	74.6%
Financial Management & Program Support	1,476.0	1,964.9	1,590.8	0.0	1,590.8	(374.1)	(19.0%)
Corporate Leadership	85.4	678.9	619.8	0.0	619.8	(59.1)	(8.7%)
Toronto Office of Partnerships	349.1	0.0	0.0	0.0	0.0	0.0	
Human Services Integration	0.0	0.0	4,027.6	0.0	4,027.6	4,027.6	
Total Revenues	13,747.3	15,870.6	15,199.8	2,666.1	17,865.9	1,995.3	12.6%
Expenditures							
Community & Neighbourhood Development	16,463.4	21,134.2	16,633.8	2,416.4	19,050.2	(2,084.0)	(9.9%)
Community Partnership Investment Program	21,071.5	20,998.1	21,357.3	3,756.9	25,114.3	4,116.2	19.6%
Social Policy & Planning	7,537.7	12,337.8	15,166.9	1,418.2	16,585.1	4,247.4	34.4%
Financial Management & Program Support	5,847.1	5,957.9	5,693.9	0.0	5,693.9	(264.0)	(4.4%)
Corporate Leadership	1,365.8	1,740.6	1,592.9	0.0	1,592.9	(147.7)	(8.5%)
Toronto Office of Partnerships	986.6	0.0	0.0	0.0	0.0	0.0	
Human Services Integration	0.0	0.0	8,794.3	0.0	8,794.3	8,794.3	
Total Gross Expenditures	53,272.2	62,168.5	69,239.2	7,591.5	76,830.6	14,662.1	23.6%
Net Expenditures	39,524.9	46,297.9	54,039.3	4,925.4	58,964.7	12,666.8	27.4%
Approved Positions	169.0	181.0	251.0	8.0	259.0	78.0	43.1%

*2019 Budget and Actuals (based on Q3 2019) adjusted retroactively to remove interdepartmental charges and recoveries.

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$69.239 million gross reflecting an increase of \$7.071 million in spending above 2019 projected year-end actuals, mainly arising from:

- Addition of the Human Services Integration Office, with funding transferred from Children's Services, Shelter, Support and Housing and Administration, and Toronto Employment and Social Services.
- Cost-of-living increase of 2.06% to community organizations under the Community Partnership & Investment Program (CPIP) and budget reinstatement for Phase 2 of the Transit Fare Equity program.
- Reductions mainly due to conclusion of the current service agreement with the Federal Government for the Toronto Youth Job Corps program and completion of a number of Hi-RIS projects in 2019.
- Savings from Line-by-Line review of non-salary expenditures.

COSTS TO ENHANCE SERVICES

New and Enhanced Service expenditures of \$7.592 million gross, includes:

- Continue implementation of Confronting Anti-Black Racism Action Plan (\$0.155 million), Phase 3 project management and planning for the full implementation of the Transit Fare Equity Program in 2021 (\$0.500 million), Development of Indigenous-Specific Poverty Reduction Action Plan (\$0.472 million) and one-time emergency funding for the Cabbagetown Youth Centre (\$0.161 million) to address and support the Equity and Inclusion initiatives totalling \$1.288 million gross;
- Implementation of 5-Year Action Plan for Downtown East (\$1.351 million), Enhance programming for residents in Regent Park (\$0.250 million), Implementation of the Community Benefits Framework to pursue community benefits opportunities (\$0.084 million) and development of the Regent Park Social Development Plan (\$0.635 million) for Strong and Resilient Neighbourhoods initiatives totalling \$2.320 million gross; and

- \$3.983 million gross for Community Safety and Well-Being initiatives which includes development of the City's Community Safety and Wellbeing Plan as required by provincial legislation (\$0.207 million), TO WARDS Peace (\$1.200 million) as directed by Council, Crisis Response Expansion (\$0.275 million), additional grants for Community Crisis Response (\$0.100 million), Community Youth Violence Prevention Grants (\$2.100 million) and Hospital-Based Violence Intervention Program Pilot (\$0.100 million).
- ***In 2019, SDFA applied for the National Crime Prevention Grant for 5 programs including (1) Community Healing, (2) More Life Skills, (3) Support Vulnerable Youth, (4) Crisis Response Expansion and (5) TO WARDS Peace. The Federal Government only approved the funding request for Community Healing for 5 years.***
- ***In 2020, SDFA will again seek Federal funding for the Crisis Response Expansion and TO WARDS Peace programs.***

EQUITY IMPACTS OF BUDGET CHANGES

Improving equity for low income residents, Indigenous Peoples and Black residents: SDFA's Operating Budget will have a positive impact on low income residents, Indigenous Peoples and Black residents, largely increasing service access, creating employment opportunities and improving safety and well-being.

The investments include resources to:

- Implement the Downtown East Five Year Action Plan to improve service access and safety for low-income and vulnerable residents in the Downtown East,
- Support the design and development of systems that will enable the expansion of the Fair Pass Program to eligible residents with incomes below LIM+15%,
- Establish a Community Benefits Coordinator whose work will increase the quantity and quality of community benefits outcomes,
- Further implement the Toronto Action Plan to Confront Anti-Black Racism,
- Increase access to services for residents in Regent Park, and
- Create an Urban Indigenous-Specific Poverty Reduction Action Plan.

SDFA's 2020 Operating Budget also includes initiatives to advance the safety and resilience of communities impacted by violence, which tend to be low income and racialized. This includes funding for the development of a Community Safety and Wellbeing Plan and other anti-violence programs.

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for SDFA is \$76.831 million gross or 23.6% higher than the 2019 Projects Actuals. Table 2a below summarizes the key cost drivers for the base budget, while Table 2c summarizes New and Enhanced requests

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)		2018 Actuals	2019 Proj. Actuals	2020 Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	17,975.8	19,014.1	27,314.6	8,300.5	43.7%
2	Materials & Supplies	160.9	294.9	141.4	(153.5)	-52.0%
3	Equipment	140.1	71.8	74.8	3.0	4.2%
4	Services and Rents	9,172.0	16,795.7	18,010.7	1,215.0	7.2%
5	Contributions and Transfers	24,871.6	25,298.1	23,064.5	(2,233.6)	-8.8%
6	Contribution To Reserves	126.9	179.4	179.4	0.0	0.0%
7	Other Expenditures	825.1	514.4	453.7	(60.7)	-11.8%
Total Expenditures		53,272.2	62,168.5	69,239.2	7,070.7	11.4%
Revenues						
1	Provincial Subsidies	4,493.2	3,087.7	7,240.9	4,153.2	134.5%
2	Federal Subsidies	3,940.9	4,827.5	4,359.7	(467.8)	-9.7%
3	User Fees & Donations	0.8				
4	Transfers From Capital	157.0	686.8		(686.8)	-100.0%
5	Other Revenues	5,155.4	7,268.6	3,599.3	(3,669.3)	-50.5%
Total Revenues		13,747.3	15,870.6	15,199.8	(670.8)	-4.2%
Net Expenditures		39,524.9	46,297.8	54,039.3	7,741.5	16.7%

*2019 Q3 Proj Actuals and 2018 Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Salaries and Benefits.

Salaries and Benefits increases are mainly due to the transfer of \$8.269 million and 87 positions from Children's Services, Shelter, Support and Housing Administration and Toronto Employment and Social Services to establish the Human Services Integration Office.

Services and Rents:

Services and Rents increases mainly include the reinstatement of \$3.013 million for Phase 2 of the Transit Fare Equity program which was not fully spent in 2019, offset by \$2.066 million reductions mainly in Toronto Youth Job Corps program due to conclusion of the current service agreement with the Federal Government.

Contributions and Transfers:

Annual project payment projections for Hi-RIS program are reduced by \$2.500 million due to completion of a number of projects in 2019, partially offset by a \$0.359 million cost-of-living increase to the CPIP grant (2.06%).

Revenue Changes:

Revenue reductions are mainly due to (1) corresponding reduction of \$2.500 million in draws from the Local Improvement Charge Energy Works Reserve Fund for the Hi-RIS program, and (2) conclusion of the current service agreement with the Federal Government for the Toronto Youth Job Corps program (\$1.525 million), offset by an increase in provincial subsidies of \$4.028 million transferred from Children's Services and Toronto Employment and Social Services to establish the Human Services Integration Office.

Table 2b: Value Based Outcome Review* Recommendations and Other Efficiencies / Savings

(\$000s)											
Recommendation	Type	2020				2021			2022		
		Revenue	Gross	Net	Positions	Gross	Net	Positions	Gross	Net	Positions
Expenditure review	Line by Line		(400.0)	(400.0)			-			-	
							-			-	
Budget Increase/(Decrease)		-	(400.0)	(400.0)	-	-	-		-	-	

The 2020 Operating Budget includes \$0.400 million in gross expenditures reductions as other efficiencies and savings as follows:

Line-by-Line

A review of all non-salary base expenditures was completed and \$0.400 million in savings was achieved.

Table 2c: 2020 Key Drivers – New / Enhanced

New / Enhanced (\$000)		2020				2021 Annualized Gross	Equity Impact
		Revenue	Gross	Net	Positions		
In \$ Thousands							
Equity and Inclusion							
1	Action Plan to Confront Anti-Black Racism		155.4	155.4	2.0	280.0	Medium
2	Transit Fare Equity Program - Phase 3 (Project Management)		500.0	500.0		23,244.0	High
3	Urban Indigenous-Specific Poverty Reduction Plan - Federal Funds	472.0	472.0			3,000.0	Medium
4	Cabbagetown Youth Centre - One Time Emergency Funding	161.0	161.0				Low
Total Equity and Inclusion		633.0	1,288.4	655.4	2.0	26,524.0	
Strong and Resilient Neighbourhoods							
5	Downtown East 5-Year Action Plan		1,351.3	1,351.3		1,351.3	High
6	Regent Park Programming (Donation from Resident)	250.0	250.0				Low
7	Community Benefits Framework		83.6	83.6	1.0	150.6	Medium
8	Regent Park Social Development Plan		635.1	635.1	1.0	638.7	Medium
Total Strong and Resilient Neighbourhoods		250.0	2,320.0	2,070.0	2.0	2,140.5	
Community Safety and Well-Being							
9	Community Safety & Well-Being Plan	207.2	207.2		2.0	122.8	Medium
10	Expand Community Crisis Response Grants		100.0	100.0		100.0	Medium
11	Community Youth Violence Prevention Grants	100.0	2,100.0	2,000.0	1.0	2,033.0	Medium
12	Hospital-Based Violence Intervention Program Pilot		100.0	100.0		100.0	Medium
13	TO WARDS Peace - Federal Funds	1,200.9	1,200.9			1,216.8	High
14	Crisis Response Expansion - Federal Funds	275.0	275.0		1.0	332.3	Medium
Total Community Safety and Well-Being		1,783.1	3,983.1	2,200.0	4.0	3,905.0	
Total New / Enhanced		2,666.1	7,591.5	4,925.4	8.0	32,569.5	

Equity and Inclusion:**1. Action Plan to Confront Anti-Black Racism**

- Additional funding of \$0.155 million gross and net will enable the full implementation of the 2018-2022 Action Plan to Confront Anti-Black Racism by supporting the monitoring, evaluation and policy development work of the Unit, as well as the development and delivery of training to 50,000 municipal employees, including the Toronto Public Service, Toronto Transit Commission and Toronto Police Services.

2. Transit Fare Equity Program – Phase 3 (Project Management)

- For Phase 3 of the Fair Pass Discount Program, funding of \$0.500 million gross and net will enable the design, development and acquisition of technical systems in 2020 to administer the delivery of Phase 3 of the program beginning in 2021. Phase 3 will expand eligibility for the program to all adults residing in Toronto with incomes below the Low Income Measure +15%, an additional 370,000 residents.

3. Urban Indigenous-Specific Poverty Reduction Plan

- The Urban Indigenous-specific Poverty Reduction Action Plan will cost \$0.472 million gross in 2020. The program will support the development of an Urban Indigenous-led Poverty Reduction Action Plan to complement the City of Toronto's corporate Poverty Reduction Strategy. The City will provide ongoing financial support via a grant to a coalition of agencies and leaders from the Urban Indigenous community in Toronto. The division will proceed with implementing this initiative and continue to advocate for full Federal funding.

4. Cabbagetown Youth Centre – One Time Emergency Funding

- One-time emergency funding of \$0.161 million gross, fully funded from the Tax Rate Stabilization reserve will cover community program costs at the Cabbagetown Youth Centre while the organization develops and implements a transition plan. The Transition Plan will be completed by June 30, 2020. The Youth Centre offers four core programs, with over 2,500 youth enrolled, including an after school program, youth empowerment and support program, a community action program for children and a boxing club.

Strong and Resilient Neighbourhoods:**5. Downtown East 5-Year Action Plan**

- Funding of \$1.351 million will support the implementation of initiatives to improve the quality of life in the Downtown East by supporting actions that build safe and inclusive communities, enhance cross sectoral trust and collaboration, and increase stability for marginalized people. Actions include enhanced street outreach, coordinated area-specific response plans, training, research, service level and evaluation enhancements that will enable the development, tracking and monitoring of initiatives responding to local concerns.

6. Regent Park Programming (Donation from Resident)

- Regent Park Programming costing \$0.250 million, fully funded from a resident donation, will allow the Community Funding Unit to administer and distribute one-time grants to not-for-profit organization and grassroots resident groups within the Regent Park Community to fund services, initiatives and events. The grants will engage over 40 agencies and grassroots groups, as well as over 200 resident and non-resident partners in ongoing social development planning. In addition, funding will support the implementation of approximately 50 social development plan actions.

7. Community Benefits Framework

- Funding of \$0.084 million gross and net will bring the City's community benefits initiatives under a common umbrella to achieve centralized coordination across community benefits initiatives. This will enable the implementation of consistent approaches, enhanced community engagement, and a community benefits data tracking system will be developed to track and to monitor social and economic impacts through the analysis of short and long term outcomes.

8. Regent Park Social Development Plan

- To coordinate and implement priority actions of the Regent Park Social Development Plan, as well as enable capacity building and resident engagement, \$0.635 million gross and net will fund the addition of one permanent Community Development Worker position and provide \$0.500 million in grants to community groups. The Action Plan will increase the number of Regent Park residents engaged annually from approximately 4,000 to approximately 10,000.

Community Safety and Well-Being:**9. Community Safety and Well-Being Plan**

- To develop and implement a Community Safety and Wellbeing Plan to meet Provincial legislative requirements, \$0.207 million gross and \$0 net is required. Funding includes \$0.043 million from the Province as well as a one-time draw of \$0.165 million from the Tax Rate Stabilization Reserve (XQ0703) to offset one-time costs. The plan will be developed through collaboration with residents and community stakeholders to contribute to safer and healthier communities through social development, prevention, risk intervention and incident response.

10. Expand Community Crisis Response Grants

- Funding of \$0.100 million gross and net will support youth living in areas impacted by community violence by providing grants to plan and implement neighbourhood based activities that promote healing, community connection and action. Funding will provide up to 20 more grants that will support 60 youth to work in their communities and create activities, events, workshops that promote community healing and safety.

11. Community Youth Violence Prevention Grants

- Funding of \$2.100 million gross, partially offset by \$0.100 million in funding from the Tax Rate Stabilization Reserve, will provide \$2 million in additional community grants to support not-for-profits that provide programming and services to youth in communities that have experienced youth violence, as well as add one temporary Agency Review Officer position, starting March 2020, to facilitate the granting process. Through the additional grants, 10 more agencies will receive funding to provide youth focused programming for up to 300 youth depending on metrics identified in grant proposals.

12. Hospital-Based Violence Intervention Program Pilot

- Funding of \$0.100 million gross and net will fund the development of a new hospital-based violence intervention program which aims to promote positive alternatives to violence in order to reduce retaliation, criminal involvement and re-injury among youth injured by violence. The new BRAVE (Breaking the Cycle of Violence with Empathy) Program will provide case management support for individuals directly supported by Sunnybrook following gun violence, identify Hospital – City – Community referral pathways and develop an evaluation framework.

To address increasing gun violence and strengthen youth violence prevention, below two initiatives are included in the 2020 Recommended Operating Budget for SDFA. Funding was previously requested from the Federal government in 2019 for these initiatives, which was not approved. The division will proceed with implementing the initiatives below and continue to advocate for Federal funding in 2020.

13. TO WARDS Peace

- Funding of \$1.201 million gross in 2020 will enable the development and implementation of an integrated violence interruption model geared at engaging those most vulnerable to or involved in serious violence and crime, as well as an outreach campaign to popularize the message of peaceful communities and foster engagement, capacity building, targeted investments and access to relevant programs.

14. Crisis Response Expansion

- Funding of \$0.275 million in 2020 will bolster support for two five-year programs: Youth Violence Prevention and Community Crisis Response Program (CCRP). The funding will expand Youth Violence Prevention to 3 additional Toronto Police Divisions and will increase surge capacity for CCRP

Note:

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

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

(\$000s)	2019 Projected Actual	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	15,870.6	17,865.9	19,622.5	16,798.3
Gross Expenditures	62,168.5	76,830.6	102,520.7	106,630.6
Net Expenditures	46,297.9	58,964.7	82,898.2	89,832.3
Approved Positions	181.0	259.0	256.0	255.0

*2019 Q3 Projected Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Key 2021 drivers

The 2021 Outlook reflects an anticipated \$25.690 million or 33.4% increase in gross expenditures and a \$1.757 million or 9.8% increase in revenues compared to the 2020 Recommended Budget with key drivers noted below:

- Approval of the 2020 Budget will require additional estimated resources to:
 - Implement Phase 3 of the Transit Fare Equity Program which rolls out the program to include all eligible low-income adults in the City of Toronto (\$22.744 million increase over 2020).
 - Implement an Indigenous-led Poverty Reduction Action Plan (\$2.528 million increase over 2020).
- Revenue increases in 2021 are mainly due to incremental Federal funding yet to be committed by the Federal government for the Indigenous-led Poverty Reduction Action Plan (\$2.528 million increase over 2020), partly offset by reversal of one-time donation for Regent Park programming (\$0.250 million decrease over 2020).

Key 2022 drivers

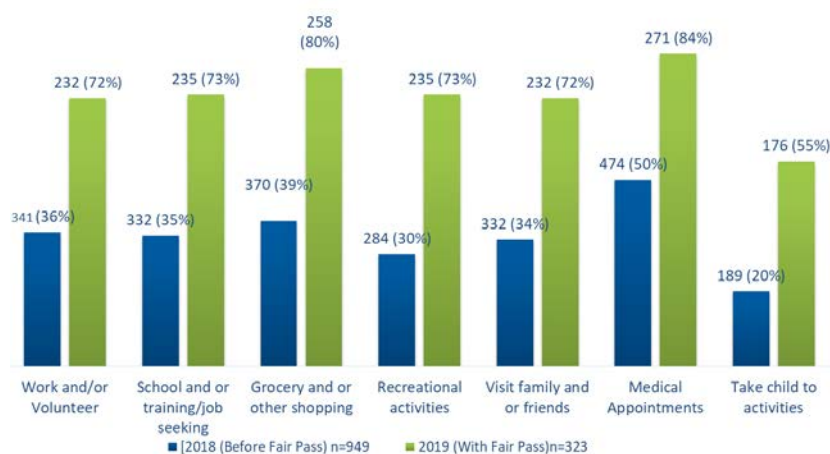
The 2022 Outlook reflects an anticipated \$4.110 million or 4.0% increase in gross expenditures and a \$2.824 million or 14.4% decrease in revenues compared to the 2021 Outlook with key drivers noted below:

- Approval of the 2020 Budget will require additional estimated resources for:
 - The annualization of Phase 3 of the Transit Fare Equity program (\$7.748 million increase over 2021).
 - Partially offset by the expiry of the Hi-RIS program approved by Council through an extension to December 31, 2021 (\$1.697 million decrease over 2021), and a reduction in Human Services Integration Office costs (\$2.273 million decrease over 2021).
- Revenue decreases in 2022 are mainly due to expiry of the Hi-RIS program, funded from the Local Improvement Charge Energy Works Reserve Fund (\$1.697 million decrease over 2021), as well as reduced provincial funding for the Human Services Integration Office (\$1.144 million decrease over 2021).

How well we are doing

Performance measures

IMPACTS OF USING "FAIR PASS" 2018-2019



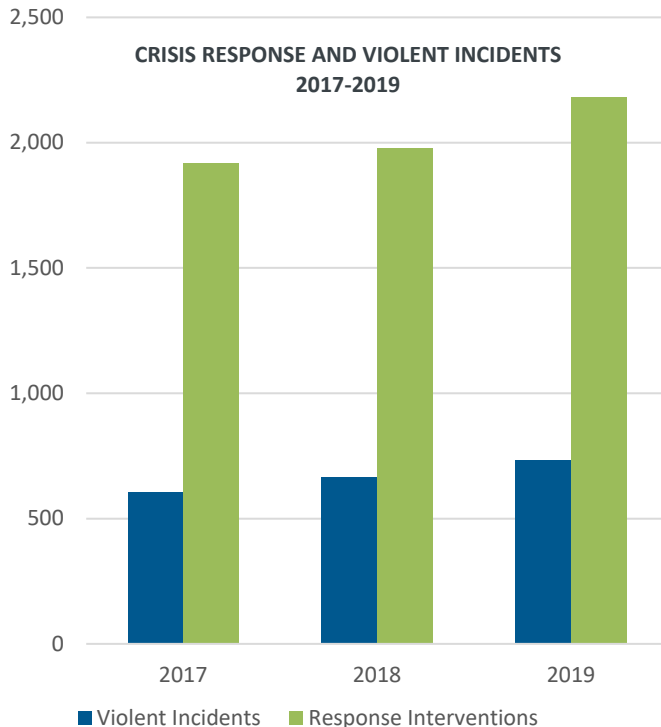
Behind the numbers

Fair Pass Program

- "Fair Pass" is a Poverty Reduction initiative that provides discounted TTC fares to low-income Torontonians. Currently the program is available to 110,000 adults (18-64) who receive social assistance and/or child care subsidies. Program expansion is planned for 2021 to include all residents with an income below the Low Income Measure +15% eligibility threshold.
- Evaluation results show that "Fair Pass" promotes equity and inclusion by enabling low-income residents to participate more fully in activities of daily life.
- Survey respondents reported more travel to work, school, grocery shopping, family visits and activities with children, after using "Fair Pass".

SOURCE: Fair Pass Evaluation, 2019

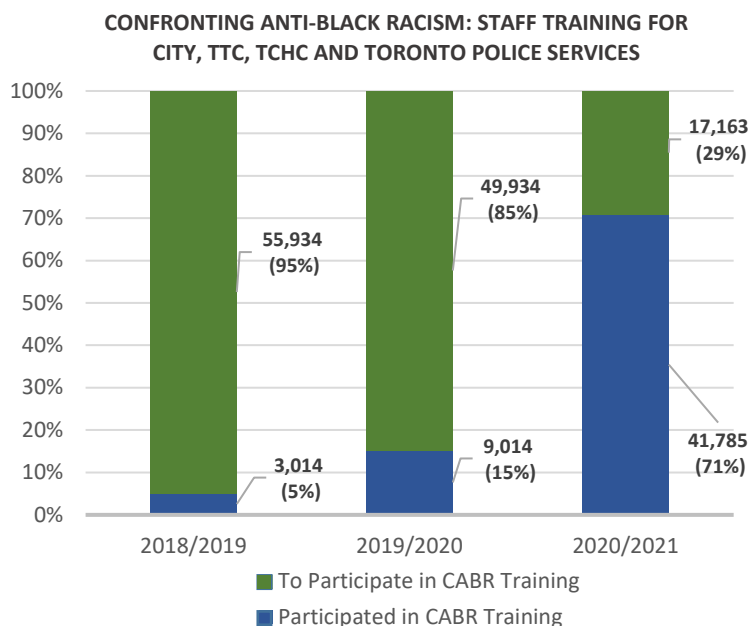
CRISIS RESPONSE AND VIOLENT INCIDENTS
2017-2019



Community Crisis Response Program

- When community violence occurs, the Community Crisis Response Program (CCRP) provides a variety of different response interventions, including service referrals, victim and family help, and activating local safety networks.
- Due to heightened gun and gang violence, community needs for support are growing in number and complexity.
- This graph depicts increased incidence of violence since 2017 and increased service levels and response activity provided by CCRP.

SOURCE: CIRM, August 2019



Confront Anti-Black Racism Strategy

- SDFA is leading corporate-wide training on Confronting Anti-Black Racism (CABR) in order to improve organizational culture and service effectiveness at the City of Toronto, Toronto Community Housing, Toronto Transit Commission and Toronto Police Services.
- This work, involving close to 56,000 City and agency employees, is critical for ensuring that City of Toronto policies, programs and practices, including hiring/retention practices, have a Confronting Anti-Black Racism lens.
- By 2020, 71% of staff, including 100% of Toronto Police Officers and Special Constables, are projected to have participated in a training session.

SOURCE: CABR, July 2019

2020 Program Summary

Toronto Community Housing Corporation

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca

What we do

Toronto Community Housing Corporation (TCHC) provides affordable and subsidized housing to 110,000 tenants, in 58,500 units, across the city. 89% of tenancies are deep-affordable, with a subsidy value sufficient to reduce the cost of housing to one-third of tenant income, or as little as \$85 per month. In 2019 TCHC tenants collectively benefited from a total of \$609 million in rent savings.

TCHC's overall priorities are to provide positive tenant experience, quality homes and vibrant communities. These priorities underscore our continuing focus on delivering clean, well-maintained buildings where tenants have opportunities to engage with their community. We are committed to ensuring that service delivery meets high standards consistently across the organization.

TCHC manages and maintains an infrastructure portfolio of 2,100 buildings, worth over \$10 billion and invests over \$300 million in capital repairs and improvements per year towards restoring this valuable public asset to a full state of good repair.

Why we do it

Toronto Community Housing's mission is to provide clean, safe, well-maintained, affordable homes for residents. Through collaboration and with residents' needs at the forefront, we connect residents to services and opportunities, and help foster great neighbourhoods where people can thrive.

Who we serve

TCHC's tenants are from all walks of life, with a primary eligibility being low-income, survivors of domestic violence or human trafficking, shelter residents, and applicants experiencing homelessness.

Notable statistics about TCHC tenants include:

- 43% of households have a member with a disability
- 29% of tenants live alone
- 26% of households are headed by a single parent
- 12% of households self-identify as having at least one member with a mental health concern
- Close to 75% of households rely on government funds as their primary source of income

Budget at a glance

OPERATING BUDGET		10-YEAR CAPITAL PLAN			
\$Million	2020	\$Million	2020	2021-2029	Total
Revenues *	\$635.7	Gross Expenditures	\$480.5	\$2,923.2	\$3,403.7
Gross Expenditures	\$635.7	City Funding for Capital			
Net Expenditures	\$0.0	Building Repair	\$160.0	\$1,440.0	\$1,600.0
		Development	\$31.3**	\$0.0	\$31.3

* Includes the Operating Subsidy noted in the table below

** This amount pertains to carry forwards from 2018 and 2019

For 2020 onwards, the City will introduce a Permanent Funding Model. The model establishes a level of funding for the first year of implementation based on 75% of average market rent and annual increases to be applied in future years using a cost factor issued annually by the Ministry of Municipal Affairs and Housing, subject to review and consideration through the City's budget process. This funding model will include \$160 million allocated annually for building repair capital. In 2017, \$37.2 million was added to TCHC's operating subsidy to stabilize its operations. In 2018 and 2019, an interim funding model provided a new capital subsidy to allow Toronto Community Housing to adequately plan for and deliver on its capital repairs.

Subsidy to Toronto Community Housing Corporation					
(in \$000s)	2016	2017	2018	2019 **	2020
Operating Subsidy	203,397	240,540	241,347	239,764	250,960
Capital Funding	-	-	160,000	40,000	160,000
One-time Provincial Funding (SHAIP)	-	-	-	133,111*	-
Total	203,397	240,540	401,347	412,875	410,960

* \$76M is expected to be deferred to 2020

** 2019 forecasted results were as of August, 2019







Key service outcomes

Outcomes	Description
Tenants benefit from quality homes	<ul style="list-style-type: none"> Buildings are clean and well maintained, and service calls are resolved quickly to the satisfaction of tenants
Tenants receive consistent service to meet their needs	<ul style="list-style-type: none"> Tenants have reliable access to staff who can solve problems quickly and thoroughly Tenants with complex needs are supported or connected to supports to be able to pay their rent and meet the obligations of their lease
Tenants feel safe in their communities	<ul style="list-style-type: none"> Tenants have access to community spaces where they can feel safe, have confidence in their future safety, and experience less anti-social behaviour from neighbours and guests

Goals and metrics

In spring of 2020 TCHC will be implementing a new Service Quality Indicator system to measure performance. These new indicators will be measured quarterly for every TCHC community and will be reported publicly. Tenant representatives will be part of the evaluation process to ensure that they accurately reflect the real experience of the people who call TCHC home.

Over twenty new service indicators will be used across numerous areas of activity, including:

Metrics to Achieve Goals			
	Cleaning		Support and Community Service
	Safety		Community Engagement
	Building Maintenance		Communication

Priority actions

- Capital
 - With \$1.6 billion in building repair capital recommended by City staff within the City's capital program and \$1.3 billion to be received from CMHC,
 - Achieve a Facility Condition Index (FCI) of 10% by the end of 2026
 - 25% Reduction in portfolio wide energy consumption by the end of 2028
 - Accessibility projects at common areas in 130 buildings and providing accessibility accommodations at 20% of TCHC units by the end of 2028
- Development
 - Continue to move forward with development in various communities such as Regent Park, Lawrence Heights, Alexandra Park and Don Summerville
- Tenant Services
 - Decentralize operations to enable front-line staff to address tenant and building needs more quickly
 - Establish the new tenant resolutions office and re-establishing the role of Chief Operating Officer
 - Implement the Integrated Seniors Model in 18 buildings
- Building Operations
 - Expand evening and weekend superintendent, cleaning and maintenance services
 - Pest Mitigation
- Community Safety and Support
 - Expand violence reduction program to communities with high youth gang populations, with a focus on community policing, relationship-building, listening to tenants, crime prevention and partnerships
 - Continue to improve fire safety by increasing building inspection frequency and providing fire education to tenants

2020 OPERATING BUDGET OVERVIEW**Table 1: 2020 Operating Budget**

(\$000s)	2018 Actual	2019 Projected Actual	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Residential Rent - RGI	240,648	246,442	251,104		251,104	4,662	1.9%
Residential Rent - Market	84,206	89,918	92,152		92,152	2,234	2.5%
City Subsidy	241,347	239,171	250,960		250,960	11,789	4.9%
Other	37,440	38,108	41,497		41,497	3,389	8.9%
Total Revenues	603,641	613,637	635,713	0	635,713	22,076	3.6%
Expenditures							
Total Operating Expenses	603,641	599,053	614,117	21,596	635,713	36,660	6.1%
Total Gross Expenditures	603,641	599,053	614,117	21,596	635,713	36,660	6.1%
Net Expenditures	0	(14,584)	(21,596)	21,596	0	14,584	(100.0%)

*2019 Budget and Actuals (as of August 2019)

REVENUE TO MAINTAIN SERVICES

Total revenue is expected to increase \$22.076 million over the 2019 projected year-end actuals due predominantly to:

- An increase in the City operating subsidy as a result of the new funding model
- RGI rent increases as a result of increased income of tenants; Market increased as a result of Ministry guideline rate increases
- Other revenue increase due mainly to Regent Park Energy Inc. revenue from combined heat and power systems

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$614.117 million gross reflecting an increase of \$15.064 million in spending above 2019 projected year-end actuals, predominantly arising from:

- Utilities due to expected rate increases for hydro, gas and water;
- Municipal taxes and fees due to upward trend of fire alarm charges;
- Mortgage P&I increase primarily due to the CMHC loan to be received in year

COSTS TO ENHANCE SERVICES

New and Enhanced Service expenditures of \$21.596 million gross, enabling:

- Service enhancements by funding to address increasing demand maintenance costs (\$5.704 million), enhancing the speed and coverage of front line operations (\$5.000 million) and addressing termite issues through pest mitigation (\$1.177 million).
- Safety and security enhancements by increasing preventative fire safety inspections required through regulations (\$1.300 million) and increasing the coverage of the Community Safety Unit and engaging high risk youth through Tenant Community Services part of the violence reduction program (\$4.747 million).
- The implementation of the seniors integrated service model to enhance services for seniors and improve occupancy rates (\$3.668 million).

EQUITY IMPACTS OF BUDGET CHANGES

Improving equity for low income households, seniors, persons with disabilities and youth: TCHC's 2020 Operating Budget will have high positive equity impact on low income households, seniors, persons with disabilities and youth, largely increasing service access, creating employment opportunities and improving safety and well-being. TCHC's 2020 Operating Budget also includes initiatives to advance the safety of communities impacted by violence.

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for TCHC is \$36.660 million gross or 6.2% higher than 2019 Projections. Table 2a below summarizes the key cost drivers for the base budget, while Table 2c summarizes New and Enhanced requests

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)		2018 Actuals	2019 Proj. Actuals	2020 Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Municipal Taxes and Fees	18,806	18,241	19,751	1,510	8.3%
2	Mortgage P&I	124,550	129,286	131,998	2,711	2.1%
3	Insurance Premiums and Liability Claims	6,424	7,408	7,951	544	7.3%
4	COLA, Collective Agreement and Adjustments to Benefits	4,805	6,715	5,793	(922)	-13.7%
5	Utilities and Other	449,055	437,403	448,624	11,221	2.6%
Total Expenditures		603,641	599,053	614,117	15,064	2.5%
Revenues						
1	Residential Rent - RGI	240,648	246,442	251,104	4,662	1.9%
2	Residential Rent - Market	84,206	89,918	92,152	2,234	2.5%
3	City Subsidy	241,347	239,171	250,960	11,789	4.9%
4	Other	37,440	38,108	41,497	3,389	8.9%
Total Revenues		603,641	613,639	635,713	22,074	3.6%
Net Expenditures			(14,586)	(21,596)	(7,010)	48.1%

Expenditure Changes:

Expenditure changes include (1) an increase in municipal taxes and fees due to an upward trend in fire alarm charges, (2) an increase in mortgage P&I due to increases in loans, (3) an increase in insurance premiums due to the annual renewal process, and (4) projected increases in hydro, gas and water rates for utilities expense

Revenue Changes:

Revenue changes include (1) an increase in the City subsidy of \$11.789 million due to the implementation of the Tenants First permanent funding model, (2) an increase in RGI and Market rent of \$4.662 million and \$2.234 million respectively is due to increase in tenants' income and rate increases per Ministry guidelines, and (3) an increase in other revenues of \$3.389 million is mainly due to increase in Regent Park Energy Inc. revenue from the combined heat and power system.

Table 2b: Other Efficiencies / Savings Reinvested to Improve Services

(\$000s)				
Recommendation	Type	2020		
		Revenue	Gross	Net
Management Streamlining	Efficiencies		(1,930)	(1,930)
Information Technology Modernization	Efficiencies		(3,050)	(3,050)
Workflow Improvements	Efficiencies		(550)	(550)
Energy Efficiency	Efficiencies		(6,270)	(6,270)
Budget Increase/(Decrease)		-	(11,800)	(11,800)

The 2020 Operating Budget includes \$11.800 million in gross expenditures reductions identified as part of the internal budget review. Savings have been reinvested to improve services.

Efficiencies

Management Streamlining

- Savings of \$1.930 million related to the elimination of head-office management positions and the conversion to a more streamlined reporting structure.

Information Technology Modernization

- Includes a \$2.250 million reduction in ongoing maintenance and system development costs resulting from the retirement of inefficient legacy software and IT systems, as well as an \$0.800 million reduction in software licensing fees resulting from the consolidation and renegotiation of software contracts.

Workflow Improvements

- Includes \$0.350 million in savings due to workflow modernization in the Finance Division and an additional \$0.200 million in savings as a result of work-schedule optimization and the renegotiation of shared-work agreements related to the delivery of shared service partnerships.

Energy Efficiency

- Savings of \$6.270 million resulting from tenant education in energy efficient behaviour and energy efficient capital improvements.

Table 2c: 2020 Key Drivers – New / Enhanced

New / Enhanced (\$000)	2020			
	Revenue	Gross	Net	Positions
In \$ Thousands				
Service Enhancements				
Demand Maintenance		5,704	5,704	
Enhanced Front Line Operations		5,000	5,000	116.0
Pest Mitigation		1,177	1,177	2.0
Total Service Enhancements		11,881	11,881	118.0
Safety and Security Enhancements				
Fire Safety Inspections		1,300	1,300	
Violence Reduction Program		4,747	4,747	30.0
Total Safety and Security Enhancements		6,047	6,047	30.0
Other Enhancements				
Seniors Integrated Service Model		3,668	3,668	40.0
Other Enhancements		3,668	3,668	40.0
Total New / Enhanced		21,596	21,596	188.0

Service Enhancements**Demand Maintenance**

- Funding of \$5.704 million gross and net is required for the increased cost of renewing demand maintenance contracts due to expire. In addition, an 18% increase in demand maintenance for in-suite repairs over the same period adds to the anticipated cost of repairs.

Enhanced Front Line Operations

- Funding of \$5.000 million gross and net, and the addition of 116 positions will increase staff coverage in communities based on need, decentralize operations to enable front-line staff to address tenant and building needs more quickly, expand evening and weekend superintendent, cleaning and maintenance services, and establish the new tenant resolutions office and re-establishing the role of Chief Operating Officer.

Pest Mitigation

- Funding of \$1.177 million gross and net will allow TCHC to address year 1 of the termite issues identified at approximately 1,100 TCHC addresses, which will mitigate damage to structures, Health & Safety issues for tenants, and litigation by neighbouring home owners in the community.

Safety and Security Enhancements**Fire Safety Inspections**

- Funding of \$1.300 million gross and net will support preventative maintenance on fire life safety systems required by Fire code regulations.

Violence Reduction Program

- Funding of \$4.747 million gross and net, and the addition of 30 positions will enable TCHC to proactively manage the escalating violence at TCHC locations through the expansion of two programs: 1) Community Safety Unit, and 2) Tenant Community Safety. The Community Safety Unit will temporarily add additional third party security at high incident sites until Special Constables are fully trained and will implement a competitive wage schedule to reduce staff turnover rates. Tenant Community Services will target the 26,000 youth living in TCHC by developing youth action plans, as well as employment, addiction and mental health services to engage high risk youth.

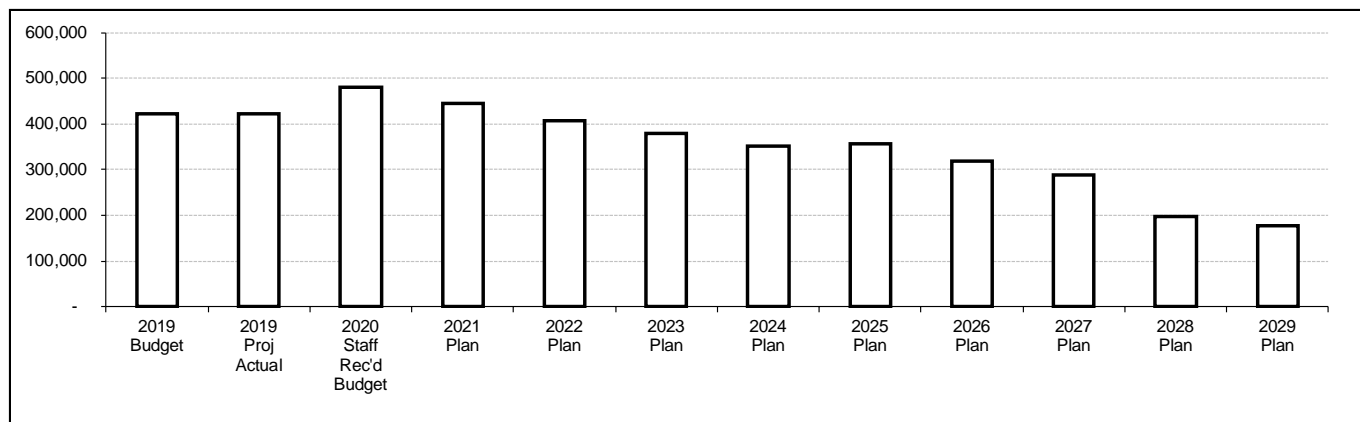
Other Enhancements**Seniors Integrated Service Model**

- Funding of \$3.668 million gross and net, and the addition of 40 staff will support the pilot implementation of the Integrated Service Model for 18 buildings, as well as improve tenant service and occupancy rates to meet operational needs (target is to reduce vacancy from approximately 2.4% to 1.0%).
-

2020 – 2029 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview

(\$'000)



				2020 Capital Budget and 2021 - 2029 Capital Plan								
				2019	2020	2021	2022	2023	2024	2020 - 2024	2025-2029	Total 10 Year Plan
				Budget	Projected Actual							
Gross Expenditures by Project Category:												
Building Repair Capital		313,111	313,111	350,000	350,000	350,000	350,000	325,000		1,725,000	1,192,000	2,917,000
Development Capital		109,500	87,460	130,480	94,520	56,690	29,930	27,240		338,860	147,810	486,670
Total by Project Category		422,611	400,571	480,480	444,520	406,690	379,930	352,240		2,063,860	1,339,810	3,403,670
Financing:												
Building Repair Capital												
City Funding - Building Repairs Capital		40,000	56,000	160,000	160,000	160,000	160,000	160,000		800,000	800,000	1,600,000
Capital funding		40,000	40,000	160,000	160,000	160,000	160,000	160,000		800,000	800,000	1,600,000
SEP Loan			16,000							-	-	-
Provincial Funding - Building Repairs Capital		133,111	60,321	76,006	-	-	-	-		76,006	-	76,006
SHAIP Funding		133,111	57,105	76,006						76,006	-	76,006
SHARP			3,216							-	-	-
Federal Funding - Building Repairs Capital		-	5,904	233,500	150,100	139,200	158,900	166,000		847,700	493,400	1,341,100
TCHC Funding *		140,000	190,886	(119,506)	39,900	50,800	31,100	(1,000)		1,294	(101,400)	(100,106)
										-		-
Development Capital												
City Funding - Development Capital **		39,799	8,489	31,310	-	-	-	-		31,310	-	31,310
Other Revenue - Development Capital		69,701	78,971	66,320	133,900	87,100	15,750	36,340		339,410	71,490	410,900
TCHC Funding *		-	-	32,850	(39,380)	(30,410)	14,180	(9,100)		(31,860)	31,860	-
Unfunded		-	-	-	-	-	-	-		-	44,460	44,460
Total Financing		422,611	400,571	480,480	444,520	406,690	379,930	352,240		2,063,860	1,339,810	3,403,670

* Negative balances represent the repayment of LOC funds by TCHC

** The \$31.31M in City development funding is a carry-forward from previous years

CAPACITY TO SPEND REVIEW

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

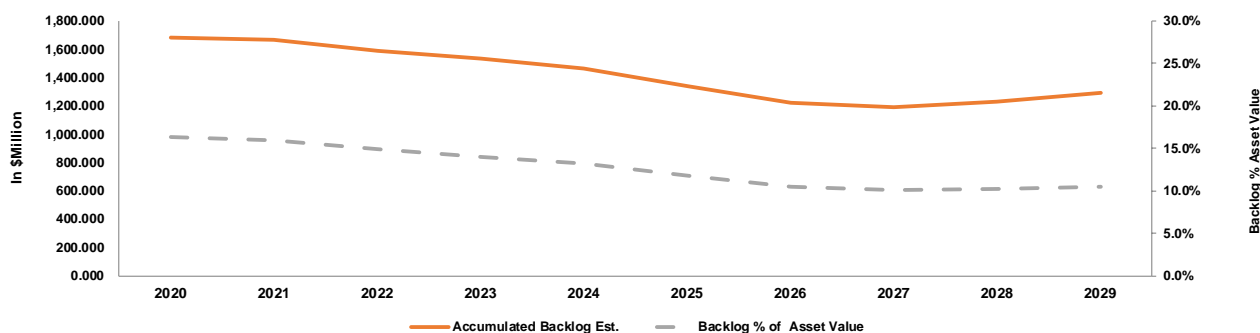
Key component in determining an appropriate level of annual cash flows include historical capacity to spend reviews by project categories as well as the level of projected 2019 underspending that will be carried forward into 2020 to complete capital work.

Category (in \$ Million)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Projected Actual	2020 Budget
Building Repair Capital	175	238	250	300	313	350
Development Capital	51	76	94	107	88	124
Total	226	314	344	407	401	474
% Spent - Building Repair Capital	100%	95%	100%	100%	100%	
% Spent - Development Capital	40%	45%	64%	69%	80%	

STATE OF GOOD REPAIR (SGR) FUNDING & BACKLOG

The chart below depicts the SOGR funding and accumulated backlog estimates for TCHC.

Chart 2: Total SOGR Funding & Backlog



\$ Million	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Accumulated Backlog Est.	1,680.000	1,670.000	1,592.000	1,532.000	1,468.000	1,342.000	1,221.000	1,191.000	1,228.000	1,296.000
Backlog % of Asset Value	16.3%	15.9%	14.9%	14.0%	13.2%	11.8%	10.5%	10.1%	10.2%	10.5%
Total Asset Value	10,306.748	10,503.145	10,684.564	10,942.857	11,121.212	11,372.881	11,628.571	11,792.079	12,039.216	12,342.857

- The addition of \$1.600 billion in City funding to TCHC's 2020-2029 Capital Budget and Plan, combined with \$1.34 billion of federal funding secured through the National Housing Strategy, will enable TCHC to bring their portfolio to a state of good repair and ensure no additional units are closed.

2020 Program Summary

Toronto Employment & Social Services

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca

What we do

As the third largest social assistance delivery provider in Canada, Toronto Employment & Social Services (TESS) manages an average of 83,000 cases (families or singles) each month through a network of 18 offices. Under the authority of the Ontario Works (OW) Act and Regulations, TESS provides employment services, financial assistance and social supports to almost 150,000 Toronto residents in financial need every month. 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 achieve improved employment outcomes for OW participants by increasing individual employability with the goal of sustainable employment and increased financial independence. The OW program:

- recognizes individual responsibility and promotes self-reliance through employment;
- provides financial assistance to those most in need while they meet obligations to become and stay employed;
- effectively serves people needing assistance; and
- is accountable to the taxpayers of both Ontario and the City of Toronto.

Who we serve

Employment Services

- Social Assistance Recipients & Adult Dependants
- Low Income (Unemployed & Under-employed) Toronto Residents
- Employers

Beneficiaries

- City Divisions & Agencies
- Community Agencies & Network
- Provincial Ministries

Integrated Case Management and Service Planning

- Social Assistance Recipients & Adult Dependants
- Low Income Toronto Residents

Beneficiaries

- City Divisions & Agencies
- Community Agencies
- Provincial Ministries

Financial Supports

- Social Assistance Recipients & Adult Dependants
- Low Income Toronto Residents

Beneficiaries

- City Divisions & Agencies
- Community Agencies
- Provincial Ministries







Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$1,004.6	\$1,002.1	\$1,003.3	Gross Expenditures	\$10.0	\$9.8	\$19.8
Gross Expenditures	\$1,094.6	\$1,095.7	\$1,096.9	Debt	\$6.7	\$8.4	\$15.0
Net Expenditures	\$90.0	\$93.6	\$93.6				
Approved Positions	1,801.5	1,799.5	1,799.5				

Key service outcomes

Outcomes	Description
Eligible City residents receive the benefits and services to which they are entitled according provincial legislation and City policy	<ul style="list-style-type: none"> Provincial legislation and directives prescribe program eligibility and entitlement for social assistance benefits (OW). To support program integrity and compliance, and ensure residents receive benefits to which they are entitled, TESS ensures applicants for OW meet eligibility criteria, uses third party checks and validates financial information, conducts eligibility reviews, and establishes and collects overpayments where warranted.
All OW recipients have an updated and customized service plan	<ul style="list-style-type: none"> Under the OW Act, adults receiving financial assistance are required to participate in approved employment assistance activities as a condition of eligibility. In collaboration with their caseworker, each client has an action-oriented service plan that addresses urgent needs, and identifies next steps to enhance a client's ability to prepare for, find and maintain employment.
Investments in employment services result in increased access to employment opportunities for social assistance recipients	<ul style="list-style-type: none"> A range of employment services and programs are available to help social assistance clients prepare for, secure and maintain employment, and become financially independent. Client training is purchased from a variety of training and educational providers, including non-profits, social enterprises, colleges, private career colleges and other training providers. Providers must achieve contracted outcomes on an annual basis. Providers with outcomes above established targets may be considered for an increase in contract value in the following year whereas programs that miss their targets will have their contract values reduced or eliminated.

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Projected Actual	2020 Target	Status
	Average monthly OW cases served	83,755	82,000	83,000	
	\$ benefits paid	\$856m	\$838m	\$865m	
	Reduce % of caseload on assistance more than 2 years	49%	51%	45%	

Our experience and success

- 31,900 OW clients found employment.
- Over 68,600 social assistance recipients have access to discounted TTC fares through the Transit Fair Pass Discount Program.
- To achieve greater employment outcomes for OW clients, new employment training programs have been developed to focus on population-specific supports and sector-specific employment paths.
- Developed and launched a suite of service partnerships and initiatives in the area of mental health, substance use and social supports.
- To improve access, modernize services, and realize efficiencies, launched two new provincial modernization initiatives: MyBenefits self-serve online portal and paperless document storage Electronic Document Management (EDM) project.
- Supported the successful launch of the Human Services Integration (HSI), single access point, Applications and Support Centre (416-338-8888) in December.

Key challenges and risks

- The Province has announced plans to integrate OW employment programs with Employment Ontario, starting in 2022. It is anticipated that the Province will announce further changes to Social Assistance which may impact Ontario Works and Ontario Disability Support Program recipients as well as program delivery.
- The percentage of OW clients who report significant and often intersecting barriers to employment – i.e. the complexity of client needs -- continues to grow. This coupled with the fact that half of Toronto's OW caseload has been on assistance for more than 24 months impacts clients' employability.
- Requirements (by the Ministry) for OW delivery partners to meet more aggressive compliance, service planning and employment targets in the wake of a 2018/2019 Ontario Auditor General value-for-money audit.

Priority actions

- Strengthen service planning practices and relationships, to ensure clients are connected to relevant and necessary programs, services, and supports.
- Implement a new suite of contracted employment training programs to increase OW clients' access to employment opportunities.
- Continue to strengthen connections to life stabilization services and supports.
- Continue to modernize social assistance delivery in partnership with the province (e.g. fully implement 'My Benefits' online portal, and Electronic Document Management system).
- Ensure OW offices are accessible to the city's lowest income residents, minimizing client travel time and costs, by relocating three offices.

Our key service levels



90% of eligibility decisions reached within 4 business days



80% of Service Plans are current



11.9% of caseload with employment income

Key service deliverables

- Deliver Ontario Works financial assistance and employment benefits to eligible City residents on time and accurately as per provincial legislation and policies.
- Strengthen service planning practices and relationships to enhance client employability and life stabilization (i.e. housing, mental health).
- Increase employment earnings and access to employment opportunities for social assistance recipients.

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual	2020 Base Budget	2020 New / Enhanced	2020 Approved Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Employment Services	45,291.5	45,898.6	46,209.6		46,209.6	311.0	0.7%
Integrated Case Management and Service Planning	78,870.2	76,516.7	72,808.9		72,808.9	(3,707.8)	(4.8%)
Financial Supports	874,186.1	854,122.5	885,559.8		885,559.8	31,437.3	3.7%
Total Revenues	998,347.8	976,537.8	1,004,578.3	0.0	1,004,578.3	28,040.5	2.9%
Expenditures							
Employment Services	62,472.7	61,509.8	63,435.0		63,435.0	1,925.1	3.1%
Integrated Case Management and Service Planning	138,883.4	132,432.0	129,806.6		129,806.6	(2,625.4)	(2.0%)
Financial Supports	887,994.9	871,250.9	901,322.5		901,322.5	30,071.6	3.5%
Total Gross Expenditures	1,089,351.0	1,065,192.8	1,094,564.0	0.0	1,094,564.0	29,371.3	2.8%
Net Expenditures	91,003.1	88,655.0	89,985.7	0.0	89,985.7	1,330.8	1.5%
Approved Positions	1,905.0	1,907.0	1,801.5		1,801.5	(105.5)	(5.5%)

*2019 Budget and Actuals (based on Q3 2019) adjusted retroactively to remove interdepartmental charges and recoveries.

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$1.095 billion gross are up \$29.4 million or 2.8% above 2019 projected year-end actuals, predominantly arising from:

- Increase in 100% provincially funded financial, medical, and employment benefits for eligible social assistance recipients totaling \$21.6 million;
- Due to provincial funding uncertainty at the beginning of 2019, TESS delayed hiring to replace staff lost through attrition. Before the transfer of \$7.3 million in salaries and benefits to the Human Services Integration Unit, salaries and benefits budgeted for 2020 are \$8.3 million higher than the 2019 projected actuals due to the full-year impact of staff hired in the fourth quarter of 2019.

Approved positions for 2020 reflects provincial program funding for 2020, forecasted caseload of 83,000, the transfer of 74 positions to the Human Services Integration Unit and requirements by the Ministry for OW delivery partners to meet compliance, service planning and more aggressive employment targets in the wake of the 2018/2019 Ontario Auditor General value-for-money audit. Failure to achieve employment targets could result in a loss of provincial funding of up to \$8.8 million annually.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: There are no significant equity impacts from the changes in Toronto Employment & Social Services' 2020 Operating Budget.

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Base Budget for Toronto Employment & Social Services is \$1.095 billion gross or 2.8% higher than the 2019 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget, while Table 2b summarizes Other Efficiencies / Savings.

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)		2018 Actuals	2019 Proj. Actuals	2020 Approved Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	176,801.4	171,528.0	172,731.6	1,203.6	0.7%
2	Materials & Supplies	10,706.1	10,421.7	13,162.3	2,740.7	26.3%
3	Equipment	1,947.2	388.2	621.5	233.3	60.1%
4	Service and Rent	77,308.4	71,775.6	83,155.4	11,379.8	15.9%
5	Contribution To Capital					
6	Contribution To Reserves	1,147.2	2,005.7	2,005.7	(0.0)	-0.0%
7	Other Expenditures	821,440.6	809,073.6	822,887.5	13,813.9	1.7%
Total Expenditures		1,089,351.0	1,065,192.8	1,094,564.0	29,371.3	2.8%
Revenues						
1	Provincial Subsidies	981,544.8	963,164.8	977,953.5	14,788.7	1.5%
2	Federal Subsidies					
3	User Fees & Donations	0.9				
4	Transfers From Capital	558.4	1,564.3	1,425.9	(138.4)	-8.9%
5	Other Revenues	16,243.7	11,808.6	25,198.9	13,390.2	113.4%
Total Revenues		998,347.8	976,537.8	1,004,578.3	28,040.5	2.9%
Net Expenditures		91,003.1	88,655.0	89,985.7	1,330.8	1.5%

*2019 Q3 Proj Actuals and 2018 Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Salaries & Benefits:

- Includes inflationary cost increases on existing salaries and benefits, the transfer of \$7.3 million to the Human Services Integration Unit and resetting the budget to represent full year costs of staff hired in Q4 2019.

Materials and Supplies:

- The medical benefits 2020 budget has been reset at the 2019 provincial funding cap which is \$2.5 million higher than the 2019 projected actuals. These expenditures, including funerals, adult dental, and prosthetics are funded 100% by the province up to the funding cap and 100% by the City above the cap.

Service and Rent:

- Includes increases in 100% provincially funded OW financial, medical and employment client benefits; the Housing Stabilization Fund which is funded by provincial CHPI funding; and \$2.3 million in one-time expenditures for the Electronic Document Management project as a service modernization initiative to digitize client files.

Other Expenditures:

- Reflects caseload driven, 100% provincially funded OW financial and employment client benefits.

Table 2b: Other Efficiencies / Savings

(\$000s)											
Approved Efficiencies / Savings	Type	2020				2021			2022		
		Revenue	Gross	Net	Positions	Gross	Net	Positions	Gross	Net	Positions
Reduce OW Caseload	Line by Line	(26,313.3)	(29,428.8)	(3,115.5)	(31.5)	(48.6)	(48.6)	-	(53.5)	(53.5)	-
Budget Increase/(Decrease)		(26,313.3)	(29,428.8)	(3,115.5)	(31.5)	(48.6)	(48.6)		(53.5)	(53.5)	

- The average monthly caseload represents the number of families and singles served during the year and is the Program's key budget driver. Caseload was increased by 2,000 to 86,000 in the 2019 budget due to expectations that a continued growth in refugee cases and OW policy changes would put upward pressure on the caseload. While refugee cases have increased as expected, the overall caseload declined from 83,755 in 2018 to a projected 82,000 in 2019 as economic growth remained strong and OW policy changes were not implemented.
- Caseload for 2020 has been budgeted at 83,000, 3,000 cases lower than budgeted for 2019 but 1,000 cases higher than the 82,000 cases projected for 2019 due to expectations of slower economic growth and a continued increase in refugee claimant cases.

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

(\$000s)	2019 Projected Actual	2020 Approved Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	976,537.8	1,004,578.3	1,002,087.6	1,003,280.6
Gross Expenditures	1,065,192.8	1,094,564.0	1,095,675.4	1,096,877.3
Net Expenditures	88,655.0	89,985.7	93,587.8	93,596.7
Approved Positions	1,907.0	1,801.5	1,799.5	1,799.5

*2019 Q3 Projected Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Key 2021 drivers**Impacts of 2020 decisions**

- The 2020 budget includes \$2.3 million gross and \$1.4 million net in one-time expenditures for a service modernization initiative, the Electronic Document Management project to digitize client files. These costs are one-time and will not be required in 2021.
- The four office renovation/relocation projects included for capital funding in 2020 as noted in Appendix 5a will require operating funding of \$1.4 million for additional lease costs during the retrofit of the new offices.

Salaries and Benefits

- The 2021 impact of inflationary increases in salaries and benefits is \$2.2 million.

Key 2022 drivers**Salaries and Benefits**

- The 2022 impact of inflationary increases in salaries and benefits is \$2.7 million.

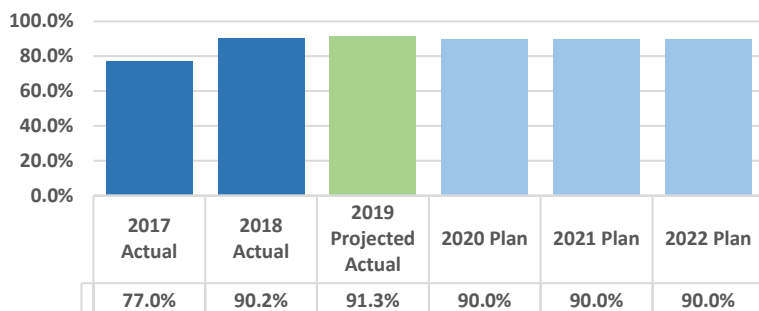
Operating Impact of Capital

- Completion of TESS' four office renovation/relocation projects will generate net savings of \$0.1 million in 2022.

How well we are doing

Performance measures

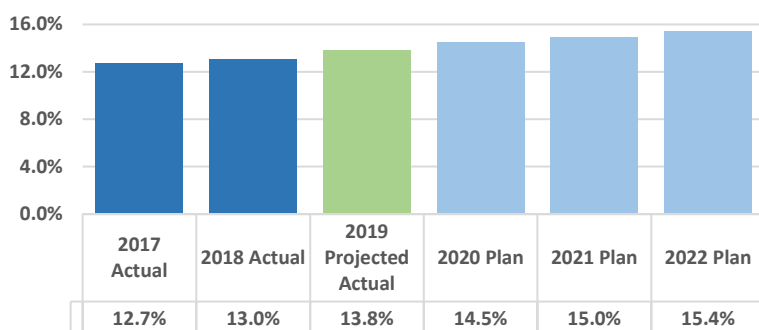
% of eligibility decisions reached within 4 business days



Behind the numbers

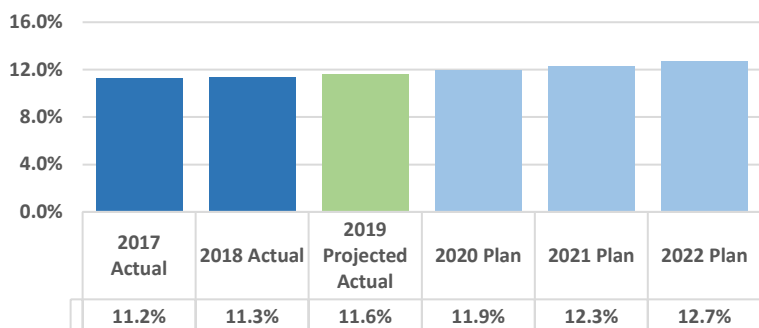
- The increase in the % of eligibility decisions reached within 4 business days over the past two years is due to the successful implementation of the Service Delivery (Access) Model, which reduced the average amount of time it takes to make an eligibility decision.

% of Terminations Exiting to Employment



- % of terminations exiting to employment measures the proportion of cases that left the OW caseload that reported finding employment.
- While an increasing percentage of the OW caseload is more distant from the labour market and requires more intensive support to transition to employment, TESS is projecting continuing improvements in 2020 due to an increased emphasis on Employment Service planning, Workforce development initiatives, and implementation of new contracted employment programs.

% of Caseload with Employment Earnings

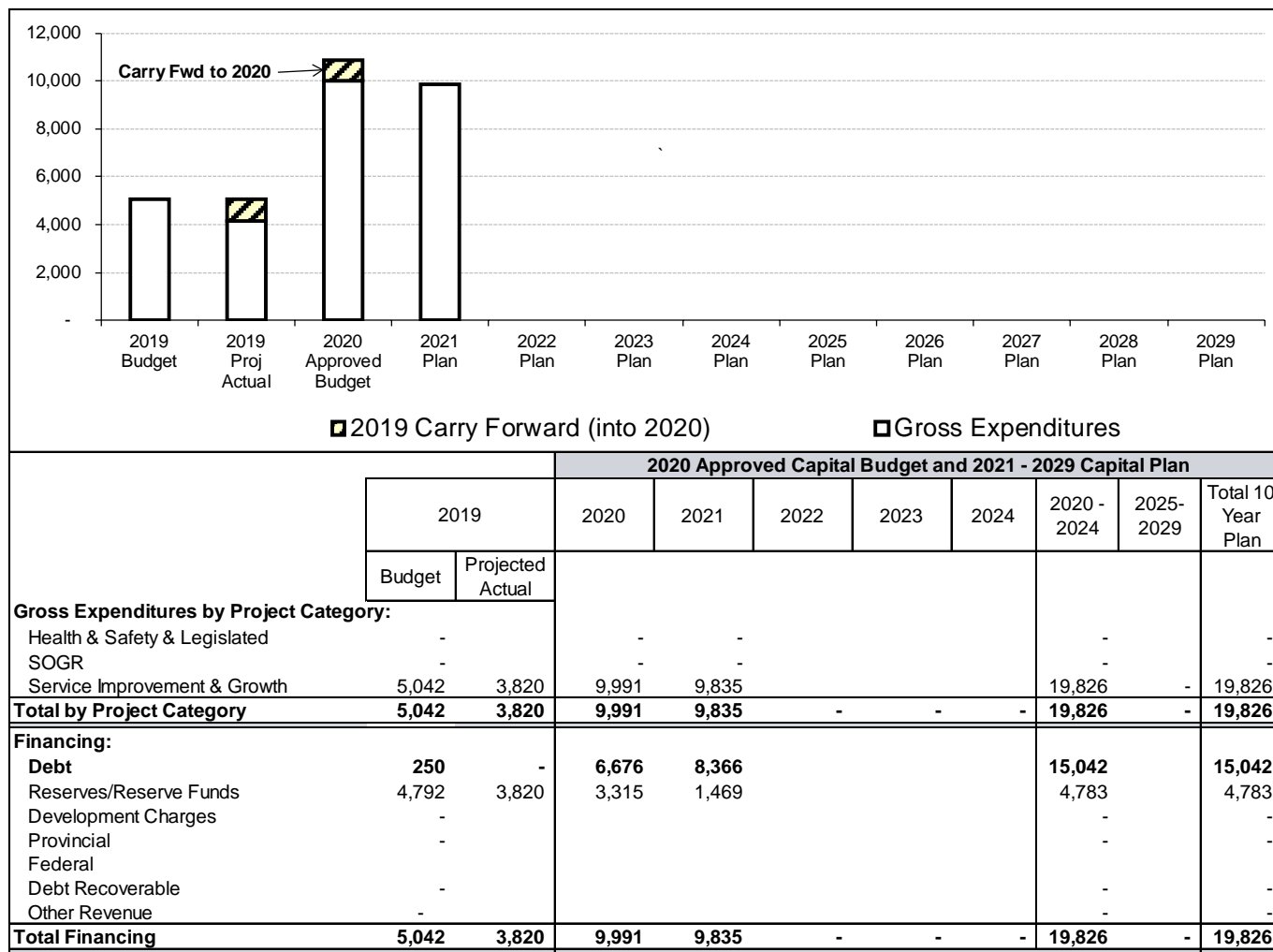


- On average in 2019, 8,400 or 11.6% of the City's OW caseload are working and earning employment income.
- Through strengthened service planning practices and relationships, TESS is targeting continued improvements in 2020.

2020 – 2029 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview

(\$000)





Changes to Existing Projects (\$0.0M)

New Projects (\$15.0M)

- Beaches office renovation (\$3.6 million)
- Relocation of three TESS offices (\$11.4 million) to better meet the needs of residents. The new locations are close to clients and community partners and more accessible by means of public transit

Capital Needs Constraints (\$0.0M)

2020 – 2029 CAPITAL BUDGET AND PLAN**\$19.8 Million 10-Year Gross Capital Program**

	
Aging Infrastructure	Information Technology
\$15.0 M 76%	\$4.8 M 24%
TESS office renovation / relocation projects	Human Services Integration project

How the Capital Program is Funded

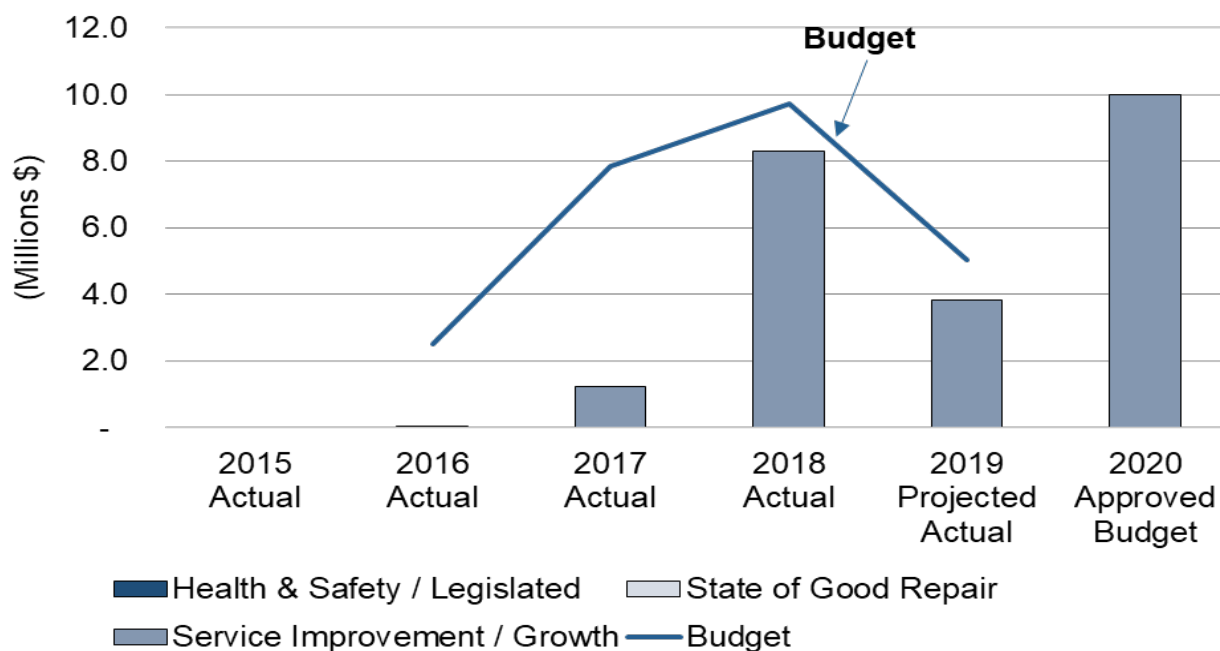
City of Toronto		Provincial Funding	Federal Funding
\$19.8 M 100%		\$0 M 0%	\$0 M 0%
Debt	\$ 15.0 M		
Reserve Draws	\$ 4.8 M		

CAPACITY TO SPEND REVIEW

The 10-Year Capital Plan has been developed with consideration of historical demonstrated ability to spend within any given year of the ten year capital plan. A review was undertaken to ensure budgets align with the Employment & Social Services ability to spend and the markets capacity to deliver.

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

Chart 2 – Capacity to Spend



Category (in \$ Million)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Projected Actual	2020 Approved Budget
Health & Safety / Legislated	-	-	-	-	-	-
State of Good Repair	-	-	-	-	-	-
Service Improvement / Growth	-	0.0	1.2	8.3	3.8	10.0
Total	-	0.0	1.2	8.3	3.8	10.0
% Spent	0%	0%	16%	85%	76%	

Capacity to Spend Review Impact on the 10-Year Plan

Based on a review of historical capital spending constraints, \$0.260 million in capital spending for the Human Services Integration project originally cash flowed in 2020 has been deferred to 2021.

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

Approval of the 2020 Capital Budget will have no impact on the 2020 Operating Budget. The 10-Year Capital Plan will result in a one-time cost of \$1.377 million net in 2021 for additional lease costs during the retrofit of the new offices as shown in Table 4 below.

Completion of the TESS' four office renovation/relocation projects will result in lower lease costs that will generate net annual operating savings of \$0.142.

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

Projects	2020 Budget		2021 Plan		2022 Plan		2020 - 2024		2020 - 2029	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
New Projects - 2019										
Office Renovation / Relocation	-	-	1,377	-	(142)	-	1,236	-	1,236	-
Sub-Total: New Projects - 2019	-	-	1,377	-	(142)	-	1,236	-	1,236	-
Total	-	-	1,377	-	(142)	-	1,236	-	1,236	-

2020 Program Summary

Toronto Paramedic Services

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca

What we do

Toronto Paramedic Services (PS) provides 24/7 paramedic care in response to life-threatening emergency medical calls. PS delivers the following services:

- Community Paramedicine
- Emergency Medical Dispatch
- Emergency Medical Care

PS is responsible for all aspects of land ambulance service for the City of Toronto. PS has stewardship of more than 45 ambulance stations (including a Multi-Function Station), a fleet of 225 transport ambulances, 1,117 Paramedics and 131 Emergency Medical Dispatchers.

Why we do it

PS is the sole provider of 24/7 paramedic care as mandated by the Ambulance Act of Ontario. We protect and improve the quality of life in Toronto by providing superior and compassionate pre-hospital and out-of-hospital, paramedic-based health care.

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
- Patients

Beneficiaries

- Residents
- Visitors









Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$155.7	\$156.1	\$159.6	Gross Expenditures	\$6,614	\$101,225	\$107,839
Gross Expenditures	\$244.4	\$253.9	\$257.0	Debt	\$3,335	\$ 49,135	\$ 52,470
Net Expenditures	\$ 88.7	\$ 97.8	\$ 97.4				
Approved Positions	1,601.3	1,601.3	1,601.3				

Key service outcomes

Outcomes	Description
Address/ Mitigate Growth in Emergency Medical Calls	<p>Address/mitigate increasing call volumes due to an aging, growing, increasingly vulnerable population:</p> <ul style="list-style-type: none"> Improved schedules to balance staff workload and more efficient use of Part-Time Paramedics to reduce overtime for full-time staff. Expanded role of Community Paramedicine to reduce 911 responses and emergency room visits by connecting vulnerable patients to the most appropriate entry into the health care system.
Support Critical Patients	<ul style="list-style-type: none"> Response time reliability to critically ill patients who require definitive treatment and transport to specialty hospitals, e.g., stroke, trauma, STEMI (type of heart attack), pediatric and burn patients.
Reduce Time on Task	<ul style="list-style-type: none"> Based on <i>Ambulance Act</i> changes implement models for alternative care, including protocols for “treat-and-release”, palliative care and transport to alternate destinations (e.g., clinics). Working with hospitals to reduce hospital offload delays. Enhance secondary triage for non-critical patients to the right destination.
Reduce WSIB Costs	<ul style="list-style-type: none"> Enhance the Psychological Health & Wellness Plan, e.g., focused on prevention, training, post-incident support and improved processes for return to work. Implement Multi-Year Staffing & Systems Plan (2019 EC5.3) to support staff workload pressures and reduce occupational stress injuries.

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	Number of Emergency Medical Calls	330,358	334,653	348,039	
	Critical Patient Transports	4,157	4,600	4,985	
	Community Paramedic TCHC Clinics - Emergency Call Reduction	757	632	528	
	WSIB Costs	\$6.4M	\$7.8M	\$7.8M	

Our experience and success

- Continued long-term strategy of moving towards a Multi-Function Station system to improve operational efficiencies and accommodate growth in emergency call demand. In 2018, the first Multi-Function Station became fully operational.
- Continued improvement in 911 call mitigation from Community Paramedics providing primary medical care and referrals to support aging at home, health promotion, illness and injury prevention. For example, in 2019, one-on-one interactions with TCHC residents in Community Paramedic Led Clinics led to an estimated 16.5% reduction in emergency calls to those addresses.
- Emergency call response times significantly improved from 2014 to 2017, with 2017 at an all-time low since 2003 of 11.5 minutes, 90% of the time. However, annual average call volume increases of 4% over the past 10 years and a lack of additional paramedic resources since 2017 have resulted in higher response times. Projected response time for critical patients in 2019 is at 12.1 minutes, 90% of the time.

Key challenges and risks

- Increased emergency call demand and emergency patient transports due to an aging, and growing population.
- Increased number of critically ill patients means a greater need for specialized care due to 32% increase in stroke, trauma, STEMI (heart attacks) transports from 2017 to 2019.
- Polarized socio-economic status of patients within the City results in: Fragmented support systems; Reliance on paramedic and public services; Increase in vulnerable and marginalized populations
- Ensuring the health and safety of all Paramedic Services staff.

Priority actions

- Implement the Multi-Year Staffing & Systems Plan (2019 EC5.3) to address workload pressures associated with growth in emergency call demand.
- Maximize frontline staffing with the use of part-time staff and by matching schedules to demand.
- Continue the Offload Nurses Program (prov. funded \$4.8M) to improve transfer-of-care time in hospitals.
- Support call mitigation through the Community Paramedicine program.
- Develop/Implement Alternate Models of Care to reduce time on task.
- Continue investments in multi-function stations and ambulance posts to support growth and improve service delivery.
- Continue investments in the lifecycle replacement of medical equipment (including defibrillators and power stretchers) and Communications equipment to ensure the health and safety of staff and patients.

Our key service levels



Process an estimated 446,548 emergency medical calls and respond to 348,039 unique incidents



Paramedic crew arrival within 12.1 minutes, 90% of the time



5,914 Community Referrals by Paramedics to assist vulnerable patients

Key service deliverables

- Provide immediate access to dispatch life support instructions through Toronto's Central Ambulance Communications Centre prior to paramedic arrival.
- Improve targeted response – i.e. match critically ill patients with highest-trained paramedic available and hospital destination.
- Enhance Call Referral and Secondary Triage to improve ambulance availability and response to critically ill patients.
- Implement Year 1 of the Multi-Year Staffing & Systems Plan (2019 EC5.3).
- Reduce time on task.
- Expand the Community Paramedicine Program to increase the number of Paramedic Referrals to community based health care providers, provide more wellness clinics to TCHC populations; and, provide more home visits to support seniors and vulnerable residents to remain independent in the community.
- Work with the Ministry of Health to allow Paramedics to provide alternate models of care.
- Provide First Aid/CPR education to support medical first response for health care emergencies.

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual	2020 Base Budget	2020 New / Enhanced	2020 Approved Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Community Paramedicine & Emergency Call Mitigation	2,452.7	1,889.4	1,856.7		1,856.7	(32.7)	(1.7%)
Emergency Medical Dispatch & Preliminary Care	28,242.9	30,263.7	29,090.7		29,090.7	(1,173.0)	(3.9%)
Emergency Medical Care	111,632.8	119,111.6	122,619.5	2,164.7	124,784.2	5,672.6	4.8%
Total Revenues	142,328.4	151,264.7	153,566.9	2,164.7	155,731.6	4,466.9	3.0%
Expenditures							
Community Paramedicine & Emergency Call Mitigation	2,759.8	2,630.8	3,726.9	64.7	3,791.6	1,160.8	44.1%
Emergency Medical Dispatch & Preliminary Care	27,910.7	26,030.4	28,544.3		28,544.3	2,513.9	9.7%
Emergency Medical Care	188,885.3	203,178.8	207,893.9	4,208.3	212,102.2	8,923.4	4.4%
Total Gross Expenditures	219,555.8	231,840.0	240,165.1	4,273.0	244,438.1	12,598.1	5.4%
Net Expenditures	77,227.4	80,575.3	86,598.2	2,108.3	88,706.5	8,131.2	10.1%
Approved Positions	1,477.3	1,520.3	1,530.3	71.0	1,601.3	81.0	5.3%

*2019 Budget and Actuals (based on Q3 2019) adjusted retroactively to remove interdepartmental charges and recoveries.

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$240.2 million gross reflecting an increase of \$8.3 million in spending above 2019 projected year-end actuals (prior to enhancements or efficiencies), predominantly arising from:

- 2020 budget includes WSIB budget, annualization for Dedicated Neo-Natal Transport Program, Central Ambulance Communications Centre, Community Paramedicine Program, and other expenditures.
- Above pressures are partially offset by increases in Provincial grants.

COSTS TO ENHANCE SERVICES

New and Enhanced Service expenditures of \$4.3 million gross, enabling:

- Increase of 62 frontline staff and 8 support staff (\$3.456 million) which aligns with year 1 of the Multi-Year Staffing & System's Plan (2019 EC5.3) implemented to address workload pressures due to increasing call demand.
- Increase of 1 temporary Central Ambulance Communications Centre (CACC) Commander (\$0.151 million), funded from Capital, for oversight of the design and construction of CACC redesign and Multi-Function Station #2 to be completed by December 31, 2024.
- Operating impact of Ambulance and Emergency Response Vehicle acquisitions (\$0.561 million) associated with the implementation of the Multi-Year Staffing & Systems Plan.
- Fire Life Safety Systems (\$0.100 million) to fulfill the Auditor General's recommendation (2018 AU13.11) for staff to address the gaps in the provision of Fire and Life Safety services at City facilities.

EQUITY IMPACTS OF BUDGET CHANGES

Increase access to services for vulnerable seniors: The Toronto Paramedic Services' 2020 Operating Budget includes a request for additional staff to address the increased demand for ambulance services in Toronto. This proposal will have a positive impact on vulnerable seniors, who are one of the primary groups accessing these services.

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Base Budget for Toronto Paramedic Services is \$240.2 million gross or 3.6% higher than the 2019 Projects Actuals. Table 2a below summarizes the key cost drivers for the base budget, while Table 2b summarizes Other Efficiencies / Savings and Table 2c summarizes New and Enhanced requests.

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)		2018 Actuals	2019 Proj. Actuals	2020 Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	189,227.1	198,633.3	206,721.3	8,088.0	4.1%
2	Materials & Supplies	6,848.0	7,679.9	7,450.1	(229.8)	-3.0%
3	Equipment	1,115.7	999.1	1,063.2	64.1	6.4%
4	Service and Rent	9,609.6	10,020.1	10,286.9	266.8	2.7%
5	Contribution To Capital	908.1	1,395.4	831.3	(564.1)	-40.4%
6	Contribution To Reserves	7,688.3	8,613.7	8,847.1	233.4	2.7%
7	Other Expenditures	4,159.0	4,498.5	4,965.3	466.8	10.4%
Total Expenditures		219,555.8	231,840.0	240,165.1	8,325.1	3.6%
Revenues						
1	Provincial Subsidies	140,220.5	148,706.4	150,763.3	2,056.9	1.4%
2	User Fees & Donations	1,073.3	842.0	1,087.9	245.9	29.2%
3	Transfers From Capital	75.0	314.0	314.0		
4	Other Revenues	959.7	1,402.3	1,401.7	(0.6)	-0.0%
Total Revenues		142,328.4	151,264.7	153,566.9	2,302.2	1.5%
Net Expenditures		77,227.4	80,575.3	86,598.2	6,022.9	7.5%

*2019 Q3 Proj Actuals and 2018 Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Salaries & Benefits:

Includes increased WSIB budget in response to the steady increase in the number of work-related, lost-time incidents of employee injury/illness. This is related to WSIB legislation enacted in April 2016 which presumes that a diagnosis of PTSD for first responders is work-related. Also includes increases for the annualization of 2019 initiatives related to the Dedicated Neo-Natal Transport Program, Central Ambulance Communications Centre (CACC), and Community Paramedicine Program, and other salaries and benefits adjustments.

Materials & Supplies, Equipment, Other Expenditures:

Includes increases in medical supplies, uniforms, utilities, vehicle maintenance, contribution to vehicle reserves, fuel and building maintenance anticipated to increase due to service demand growth. These are offset by expected savings in educational supplies, reduction of the contribution to capital and one-time CACC expenditures incurred in 2019 that will not carry forward to 2020.

Provincial Funding:

Includes increases in provincial funding due to growth in service demand.

User fees:

Includes a decrease in revenue due to volume changes as the market for First-Aid/CPR training has become more competitive.

Table 2b: Other Efficiencies / Savings

Recommendation	Type	(\$000s)									
		2020				2021			2022		
		Revenue	Gross	Net	Positions	Gross	Net	Positions	Gross	Net	Positions
Reduction of benefits	Line by Line	(481.4)	(761.0)	(279.6)							
Deferral of contribution to Vehicle Reserves	Other		(500.0)	(500.0)		500.0	500.0				
Budget Increase/(Decrease)		(481.4)	(1,261.0)	(779.6)		500.0	500.0				

The Approved 2020 Operating Budget includes \$1.3 million in gross expenditures reductions identified as part of the internal budget review as follows:

Line by Line

Reduction of benefits

- A review of salaries and benefits expenditures was completed based on anticipated 2020 requirements and a reduction of \$0.761 million gross, \$0.280 million net in benefits was achieved.

Other

Deferral of contribution to Vehicle Reserves

- An analysis of the 2020-2029 planned contributions to the Vehicle Reserve was completed and it was determined that \$0.500 million gross and net could be deferred from 2020 to 2021 without significant impact to the reserve fund balance and future year vehicle acquisitions.

Table 2c: 2020 Key Drivers – New / Enhanced

New / Enhanced (\$000)	2020				2021 Annualized Gross	Equity Impact
	Revenue	Gross	Net	Positions		
In \$ Thousands						
1 Multi-Year Staffing & Systems Plan	1,727.8	3,455.6	1,727.8	70.0	9,962.8	Medium
2 Operating Impact of Vehicles for Additional Resources	280.9	561.9	281.0		1,123.7	
3 Additional Temporary Commander for MFS#2	156.0	156.0		1.0	161.1	
4 Fire Life Safety		99.5	99.5		99.5	
Total New / Enhanced	2,164.7	4,273.0	2,108.3	71.0	11,347.1	

Multi-Year Staffing & Systems Plan

The Multi-Year Staffing & Systems Plan was adopted by City Council (2019 EC5.3) on June 18, 2019. The plan includes the addition of necessary frontline Paramedic staffing, support staff resources, and associated operating costs over the next five years, to address the workload pressures resulting from a projected 4% average, annual increase in emergency call demand. The additional positions will help support response time reliability to critically ill patients and improve schedules to help balance staff workload.

Operating Impact of Vehicles for Additional Resources

In association with the Multi-Year Staffing & Systems Plan, funding for seven ambulances and four emergency response vehicles is included in the capital budget. The operating impact of the vehicles ensures the division maintains the additional fleet in a state of good repair and meets the legislative standards.

Additional Temporary Commander for MFS#2

The Commander will provide oversight of the design and construction of the Communications Centre expansion at HQ (4330 Dufferin St) to address current and future service demand workload pressures.

Fire Life Safety

The funding supports the fulfillment of the Auditor General's recommendations within report "Raising the Alarm: Fraud Investigation of a Vendor Providing Life Safety Inspection Services to the City of Toronto" (2018 AU13.11), which upon adoption by City Council, directed Deputy City Manager, Internal Corporate Services, to create a governance process for any City-owned buildings; staff to ensure compliance with all Ontario Fire Code regulations; and to retain on file for a period of not less than two years all documentation supporting the City's compliance with the Ontario Fire Code.

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

(\$000s)	2019 Projected Actual	2020 Approved Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	151,264.7	155,731.6	156,077.0	159,622.7
Gross Expenditures	231,840.0	244,438.1	253,923.0	257,020.2
Net Expenditures	80,575.3	88,706.5	97,846.0	97,397.5
Approved Positions	1,520.3	1,601.3	1,601.3	1,601.3

*2019 Q3 Projected Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Key 2021 drivers

Impacts of 2020 decisions

- \$6.5 million gross and net increase due to annualization of 2020 staff additions.
- \$0.6 million gross, \$0.3 million net operating impact of vehicle and equipment additions related to the staff increases.

Inflationary Impact

- \$1.7 million in inflationary increases related to salaries and benefits.
- \$0.5 million anticipated increase to the Vehicle Reserve contribution to address inflationary increases in vehicle replacement costs.

Revenue Changes

- \$0.3 million increase in grants for the Community Paramedics added in 2019.

Key 2022 drivers

Salaries and Benefits

- \$1.9 million in inflationary increases related to salaries and benefits.
- \$0.5 million increase in other various salary and benefits costs.

Inflationary Impact

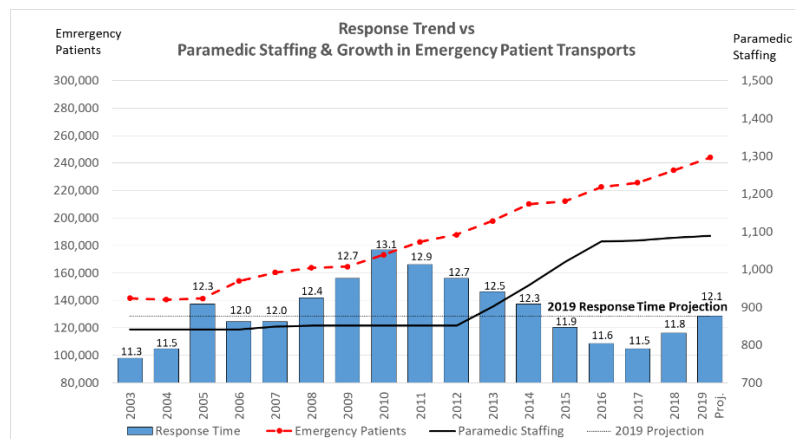
- \$0.6 million gross, \$0.3 million net increase in the operating impact of 2021 vehicle and equipment additions related to the staff increases.

Revenue Changes

- \$3.3 million increase in Provincial Funding related to the 2020 staff additions.
-

How well we are doing

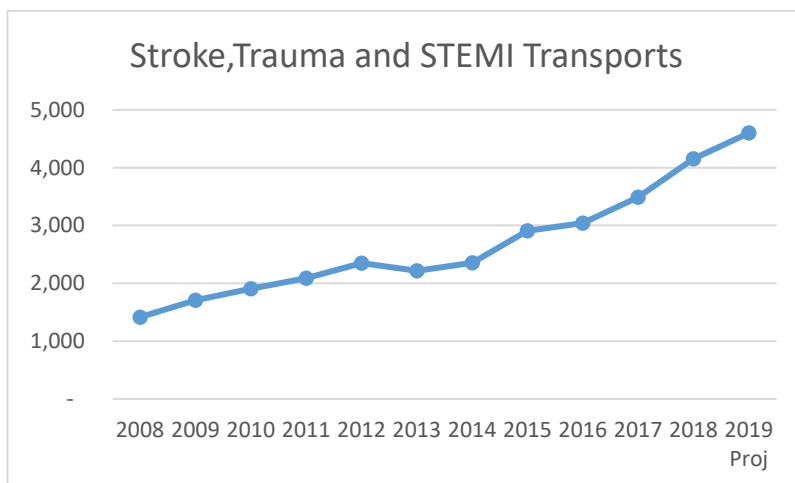
Performance measures



Behind the numbers

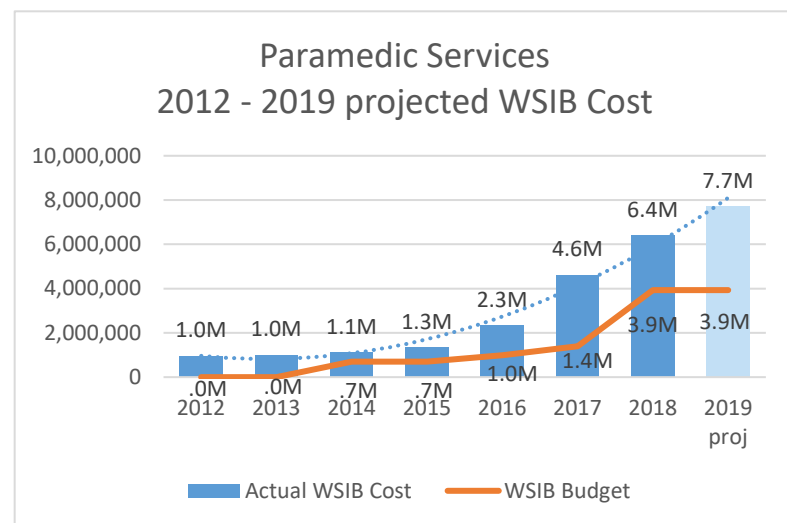
RESPONSE TIME vs STAFFING vs PATIENT TRANSPORTS

- The chart shows an increase in service demand due to an aging and growing population, as well as more critically ill patients with a greater need for transport to specialized facilities.
- Slower response times are due to longer time on task, lost time due to WSIB and reduced ambulance availability.



CRITICALLY ILL/INJURED PATIENTS

- The graph illustrates a 32% increase in critically-ill patients, experiencing Stroke, Trauma, STEMI (heart attack) from 2017 to 2019.
- Need to match the right level of paramedic care to the right type of patient
- Increase in patient acuity means a greater need for specialized medical care on scene.
- Need to transport to definitive care facilities (e.g., Stroke Centres, Catheterization Labs, Trauma Centres, etc.).



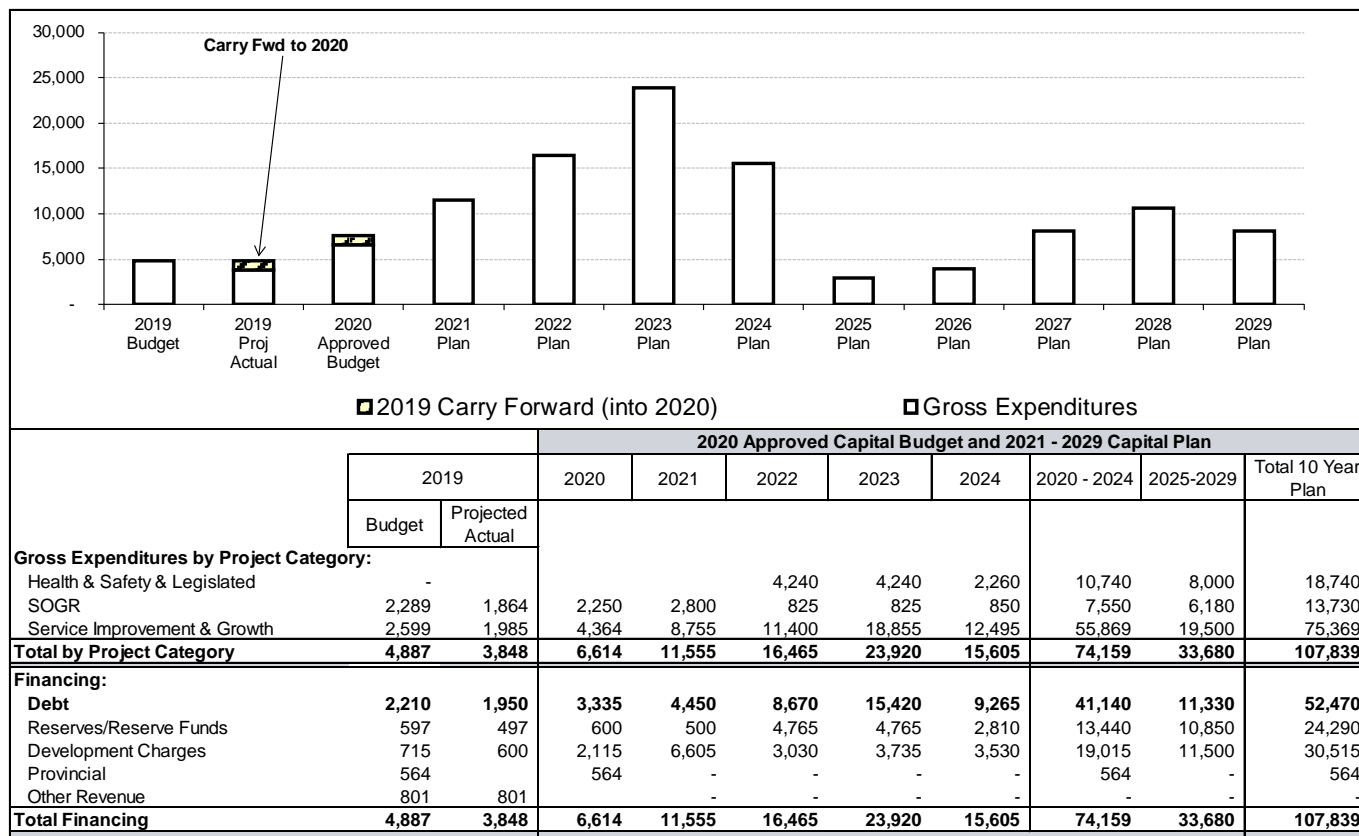
INCREASED WSIB COSTS

- The graph illustrates that since 2016 there has been a steady increase in the number of work-related (WSIB), lost-time incidents of employee injury/illness.
- Increase is related to presumptive legislation enacted in April 2016.
- Legislation presumes that a diagnosis of post-traumatic stress disorder (PTSD) in first responders is work-related.

2020 – 2029 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview

(\$'000)



Changes to Existing Projects (\$15.3M)

- \$15.0M – Multi Function Station #2
- \$0.3M – Dispatch Console Project





New Projects (\$3.2M)

- \$0.3M – Mobile Data Communications
- \$1.8M – Additional Ambulances
- \$0.6M – Additional Emergency Response Vehicles
- \$0.5M – Medical Equipment Replacement

Capital Needs Constraints (\$75.0M)

- \$75.0M – New Communications Centre

2020 – 2029 CAPITAL BUDGET AND PLAN**\$107.8 Million 10-Year Gross Capital Program**

			
Infrastructure	Communication Systems	Vehicles	Medical Equipment
\$63.0M 58%	\$8.2M 8%	\$12.3M 11%	24.3M 23%
Multi-Function Stations Ambulance Posts	Mobile Data Communications Ambulance & Portable Radios NG911	Ambulances Emergency Response Vehicles	Power Stretchers Defibrillators AEDs

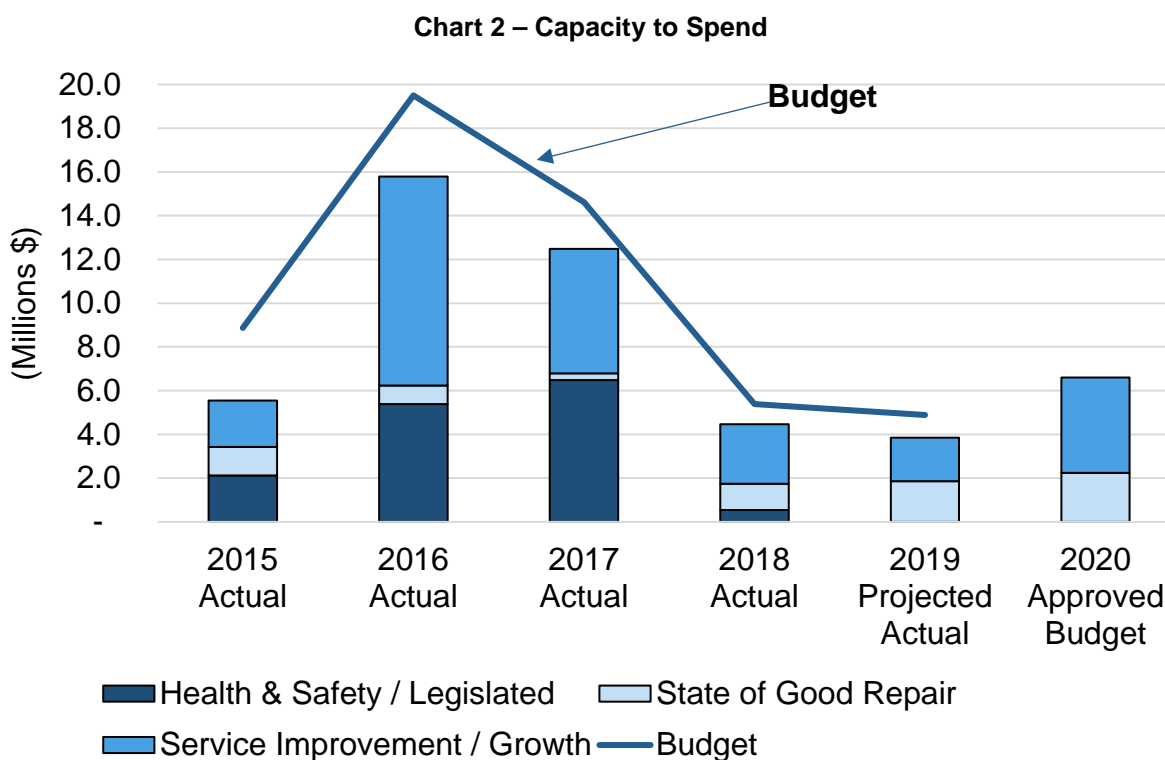
How the Capital Program is Funded

City of Toronto		Provincial Funding		Federal Funding
\$107.2M 99%		\$0.6M 1%		\$0.0M 0%
Debt	\$ 52.4M	Grants	\$ 0.6M	
Reserve Draws	\$ 24.3M			
Development Charges	\$ 30.5M			

CAPACITY TO SPEND REVIEW

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

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



Category (in \$ Million)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Projected Actual	2020 Approved Budget
Health & Safety / Legislated	2.1	5.4	6.5	0.5		
State of Good Repair	1.3	0.8	0.3	1.2	1.9	2.2
Service Improvement / Growth	2.1	9.6	5.7	2.7	2.0	4.4
Total	5.5	15.8	12.5	4.4	3.9	6.6
% Spent	63%	81%	85%	83%	79%	

Note: 2020 Budget should include expected carry forward from previous years.

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

Based on the review historical capital spending constraints, \$0.9 million in capital spending originally cash flowed in 2020 has been deferred to 2021 or future years. Key adjustments to the Capital Plan are noted below:

- \$0.4 million of Multi-Function Station #2 and \$0.5 million of Dispatch Console project have been deferred from 2020 to 2021.

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

Approval of the 2020 Capital Budget will impact the 2020 Operating Budget by \$0.201 million net for seven Ambulances and four Emergency Response Vehicles' maintenance, fuel and other operating costs, and costs associated for Multi-Function Station #1, as shown in Table 4 below.

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

Projects	2020 Budget		2021 Plan		2022 Plan		2020 - 2024		2020 - 2029	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved										
Multi-Function Station #1	40.000		(20.000)				20.000		20.000	-
Multi-Function Station #2							1,487.320	18.0	1,722.140	18.0
Ambulance Post Program					10.000		15.000		10.000	-
Additional Ambulances - 2019	(119.500)						(119.500)		(119.500)	-
Sub-Total: Previously Approved	(79.500)		(20.000)		10.000		1,402.820	18.0	1,632.640	18.0
New Projects - 2020										
Additional Tahoes	76.700		76.700		76.700		383.500		306.800	-
Additional Ambulances	204.225		204.225		204.225		1,021.125		816.900	-
Sub-Total: New Projects - 2019	280.925		280.925		280.925		1,404.625	-	1,123.700	-
New Projects - Future Years										
Multi-Function Station #3									665.613	18.0
Defibrillator Replacement							84.000	-	42.000	-
Sub-Total: New Projects - Future Years							84.000	-	707.613	18.0
Total	201.425		260.925		290.925		2,891.445	18.0	3,463.953	36.0

Operating & Capital Budget Summaries for City Programs And Agencies

*Infrastructure and
Development Services*

2020 Program Summary

City Planning

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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

City Planning's mission is 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.

Who we serve

City Building & Policy Development

- Applicants
- Community Groups
- Interest Groups
- Property Owners

Beneficiaries

- Businesses
- Residents
- City and Agency Staff
- Visitors

Development Review, Decision & Implementation

- Applicants
- Community Groups
- Interest Groups
- Property Owners

Beneficiaries

- Businesses
 - Residents
 - City and Agency Staff
 - Visitors
-





Budget at a glance

2020 OPERATING BUDGET				2020 CAPITAL BUDGET & 10-YEAR PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$40.7	\$41.3	\$41.4	Gross Expenditures	\$7.4	\$52.5	\$59.9
Gross Expenditures	\$53.9	\$55.3	\$55.9	Debt	\$4.4	\$29.0	\$33.4
Net Expenditures	\$13.2	\$14.0	\$14.5	<i>Note: Includes 2019 carry forward funding to 2020</i>			
Approved Positions	450.0	448.0	444.0				

Key service outcomes

Outcomes	Description
Excellence in planning	City Planning will provide support and advice to City Council to help ensure that Toronto's growth contributes to the kind of communities, neighbourhoods and city Torontonians want by providing clear, consistent and compelling communication, to applicants, and the broader public, including pursuing fuller collaboration.
Influential and balanced planning policy, and advancing a city building agenda	City Planning will work with stakeholders and other City Divisions to set goals and policies for responsible development. In particular, the Division will promote housing and mobility options by advancing a city building agenda that improves the livelihood of residents.

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Projected Actual	2020 Target	Status
	Reduced Committee of Adjustment (CoA) hearing back-log: Time-frame (weeks) from receipt of a CoA application to hearing date, city-wide average	12	9	8	
	Complete Development Review applications: Complete / Incomplete Notice sent within 30 days	78%	72%	80%	

Our experience and success

- Launched Housing Now Initiative with site-specific reviews.
- Council adopted city-wide Zoning By-law amendments to facilitate laneway suites, secondary suites, municipal shelters and craft breweries, to enhance housing options and vitality of neighbourhoods.
- Transportation Master Plans were completed for St. Clair Avenue West and Don Mills Crossing, and Ontario Line planning.
- Completed multiple Civic Improvements projects, including the Gattineau Hydro Trail Nodes; Humber Bay Shores Phase 2; Kingston Road medians (Morningside Avenue to Manse Road); The Kingsway BIA planter lighting enhancement; and the Kay Gardiner Beltline Iron Horse sculptures.
- Completed three Cultural Heritage Resource Assessments, one Heritage Conservation District Study, and the City-wide Heritage Survey Feasibility Study report.
- Completed one Urban Design Guidelines, for Danforth Avenue, to set policy for appropriate design and development.
- Processed more than 400 Community Planning development review applications.
- Recommended development approvals contributed to housing support across the city.
- Processed approximately 3,500 Committee of Adjustment minor variance and consent application.

Key challenges and risks

- Implications of managing legislated changes from Bill 108 as it applies to the Planning Act, Development Charges Act, Local Planning Appeal Tribunal (LPAT) Act and Ontario Heritage Act, for example, new legislation adds timeline pressures for heritage review.
- High number of appeals to the Local Planning Appeal Tribunal and Toronto Local Appeal Body.
- Prioritize transit planning, housing and planning frameworks.
- Implementation of End-to-End Review of the Development Review Process, to improve the effectiveness and efficiency of Community Planning and the Committee of Adjustment.
- Ensure staffing resources are aligned to current work volume pressures.
- Growth studies continue to be complex and long-term, and involve escalation in consultant costs.
- Investment in under-utilized large sites, or regeneration areas require more complex review, launching new streams of work, requiring significant shifts in staff resources.

Priority actions

- Advance service delivery improvements, including End-to-End Review, e-Business and Application Information Centre improvements.
- Update zoning frameworks, including Housing Now city-wide zoning.
- Realign Committee of Adjustment staffing resources to address application volume by geography.
- Adjust policies and practices to support ongoing legislative changes impacting appeals to the LPAT.
- Advance the next round of Official Plan review to comply with the Growth Plan for the Greater Golden Horseshoe.
- Continue to implement internal processes to advance priority studies, reallocate uncommitted capital, and systematically track the divisional study work program.
- Implement phases in large projects to better align growth capital with anticipated study spend rates.
- Deliver transportation network master planning in support of growth areas.
- Balance resource needs related to Growth Plan conformity (e.g. Major Transit Station Areas) through 2022 with other items on the study work program.

Our key service levels



Complete 18 City Building
(Growth Plan) Studies



Complete 80% of
OPA/Zoning By-law
Amendment Applications
within 9-18 months



Complete 65% of
routine applications for
site plan approval
within 4-8 months

Key service deliverables

- Prioritize transit, housing and planning frameworks.
- Respond to growth pressures and distribution of study work across the districts.
- Ensure staffing resources are aligned to current work volume pressures.
- Improve capacity and effectiveness of the Committee of Adjustment.
- Shape growth by advancing proactive city building initiatives.
- Maximize capacity to deliver studies and related capital projects.

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actuals *	2019 Projected Actuals *	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Development Review, Decision & Implementation	33,825.8	32,627.1	32,423.8	1,264.1	33,687.9	1,060.8	3.3%
City Building & Policy Development	5,567.0	6,036.5	7,027.5		7,027.5	991.0	16.4%
Total Revenues	39,392.7	38,663.6	39,451.4	1,264.1	40,715.5	2,051.8	5.3%
Expenditures							
Development Review, Decision & Implementation	25,287.5	28,049.3	28,405.7	1,264.1	29,669.8	1,620.5	5.8%
City Building & Policy Development	23,757.7	23,400.4	24,286.1		24,286.1	885.7	3.8%
Total Gross Expenditures	49,045.3	51,449.6	52,691.8	1,264.1	53,955.9	2,506.2	4.9%
Net Expenditures	9,652.5	12,786.0	13,240.4	0.0	13,240.4	454.4	3.6%
Approved Positions	430.0	439.0	437.0	13.0	450.0	11.0	2.5%

*2018 Actuals and 2019 Actuals (based on Q3 2019) adjusted retroactively to remove interdepartmental charges and recoveries.

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$52.692 million gross reflecting an increase of \$1.242 million in spending above 2019 projected year-end actuals (prior to enhancements or efficiencies), predominantly arising from:

- Salary and benefit increases and annualization of 9.0 positions added in the 2019 Budget.
- Position changes reflecting completed and new initiatives; including Rail Deck, Cultural Heritage Resource Assessments, Lower Don coordination and Transit Planning.
- Development application review fees increase of 2.46% for inflation.

COSTS TO ENHANCE SERVICES

New and Enhanced Service expenditures of \$1.264 million gross, enabling:

- The End-to-End Development Review, including the addition of 3.0 positions to implement the Chief Transformation Office and consultant recommendations on the End-to-End Review of the Development Review Process.
- Conducting the Toronto Heritage Survey, including the addition of 4.0 positions to deliver the first phase of the Toronto Heritage Survey, which includes the Indigenous Engagement Project.
- Undertaking Growth Related Zoning Projects, including the addition of 2.0 positions to support Zoning By-law 2.0 modernization; complete Residential zone and Employment Industrial categories reviews; implement Provincial policy (e.g., for Major Transit Station Areas zoning); and to provide greater assistance to Community Planning district staff on preparing Zoning By-law amendments..
- Improving the Heritage Research and Evaluation of Planning Applications, including the addition of 2.0 positions to undertake upfront heritage evaluation and research to inform development review, and provide early identification of potential heritage resources.
- Responding to Bill 108 timelines and streamline application intake process, including the addition of 2.0 positions to address the increasing number of planning applications, building permits and heritage permits for properties that are on the Heritage Register and to implement the new application process under the Ontario Heritage Act.

EQUITY IMPACTS OF BUDGET CHANGES

No equity impacts: The changes in City Planning's 2020 Operating Budget have no equity impacts.

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for City Planning is \$52.691 million gross or 2.4% higher than the 2019 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget, while Table 2b summarizes New and Enhanced requests.

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)		2018 Actuals	2019 Proj. Actuals	2020 Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	44,165.6	47,041.3	48,941.3	1,900.1	4.0%
2	Materials & Supplies	133.3	133.0	133.0		
3	Equipment	325.4	267.5	259.1	(8.4)	-3.1%
4	Service and Rent	2,284.9	2,015.3	1,739.1	(276.2)	-13.7%
5	Contribution To Capital					
6	Contribution To Reserves	91.0	103.2	103.5	0.3	0.3%
7	Other Expenditures	2,045.0	1,889.4	1,515.7	(373.7)	-19.8%
Total Expenditures		49,045.3	51,449.6	52,691.8	1,242.1	2.4%
Revenues						
1	Provincial Subsidies					
2	Federal Subsidies					
3	User Fees & Donations	32,270.5	30,679.4	30,059.3	(620.1)	-2.0%
4	Transfers From Capital	3,007.6	2,685.6	4,360.6	1,675.0	62.4%
5	Other Revenues	4,114.7	5,298.6	5,031.4	(267.1)	-5.0%
Total Revenues		39,392.7	38,663.6	39,451.4	787.7	2.0%
Net Expenditures		9,652.5	12,786.0	13,240.4	454.4	3.6%

*2019 Q3 Proj Actuals and 2018 Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Salaries and Benefits: Include inflationary increases on existing salaries and benefits and position changes for completion of initiatives. In addition, enhanced vacancy management is factored into the 2020 budget.

Services and Rents: Include reductions to rents and professional services required for operational needs.

Other Expenditures: Include reductions to the grant for The Bentway Conservancy.

User Fees and Donations: Include inflationary increases (2.46%) to development application fees and expected volumes.

Transfers from Capital: Includes increases to maintain capital funded positions to deliver capital projects primarily in transit and waterfront planning.

Table 2b: Other Efficiencies / Savings

(\$000s)											
Recommendation	Type	2020				2021			2022		
		Revenue	Gross	Net	Positions	Gross	Net	Positions	Gross	Net	Positions
Reduction in Base Expenditures/ Realignment of Budget	Line by Line	(28.9)	(136.6)	(107.7)							
Budget Increase/(Decrease)		(28.9)	(136.6)	(107.7)	-	-	-		-	-	

The 2020 Operating Budget includes \$0.137 million in gross expenditures and \$0.028 million in revenue reductions as follows:

Line by Line

- A reduction in base expenditures in services and rents and other non-salary costs contribute to City Planning's efforts to continuously align budget with actual experience.

Table 2c: 2020 Key Drivers – New / Enhanced

New / Enhanced (\$000)	2020				2021 Annualized Gross	Equity Impact
	Revenue	Gross	Net	Positions		
In \$ Thousands						
1 End-to-End Development Review	434.1	434.1		3.0	448.8	Low
2 Toronto Heritage Survey	349.3	349.3		4.0	484.9	Low
3 Growth Related Zoning Projects	182.8	182.8		2.0	241.9	Low
4 Improve Heritage Research & Evaluation of Planning Applications	166.5	166.5		2.0	227.6	Low
5 Respond to Bill 108 timelines & streamline application intake process	131.4	131.4		2.0	179.6	Low
Total New / Enhanced	1,264.1	1,264.1		13.0	1,582.8	

End-to-End Development Review

Add three permanent positions to begin with the implementation of the end-to-end development review process. The end-to-end review highlighted areas where the City could more effectively and with greater transparency manage the development review process through improved project management, teamwork, collaboration and modern technology platforms.

Toronto Heritage Survey

Add four permanent positions for the delivery of the Toronto Heritage Survey as approved by City Council in July 2019 (PH7.11 City-wide Heritage Survey Feasibility Study). The Toronto Heritage Survey Team will perform the key functions of project management related to heritage data, management of surveys and property evaluations, and coordination of communication and engagement efforts, and property research. A major outcome of the survey will be greater clarity for City Planning, communities and property owners about the location and value of heritage resources. The Indigenous Engagement Project being led by City Planning, in partnership with Museums and Heritage Services and the Indigenous Affairs Office, is included.

Growth Related Zoning Projects

Add two permanent positions for the Zoning Section to support the Zoning By-law 2.0 modernization; complete the Residential zone and Employment Industrial categories reviews; implement Provincial policy (e.g., for Major Transit Station Areas zoning); and to provide greater assistance to Community Planning district staff on preparing Zoning By-law amendment applications.

Improve Heritage Research & Evaluation of Planning Applications

Add two temporary positions to undertake upfront heritage evaluation and research to inform development review, and provide early identification of potential heritage resources. The positions will support the review of development planning applications, and provide direct and exclusive heritage evaluation and research to the development review teams to inform pre-application commentary, application review, and planning related reports. The early and pro-active research and evaluation, as a part of pre-application and application review, will ensure good planning

decisions are made on good and available information and in compliance with Bill 108 which establishes new timelines for property designation with the planning process.

Respond to Bill 108 Timelines & Streamline Application Intake Process

Adding two temporary positions to address the increasing number of planning applications, building permits and a new application process for heritage permits under the Ontario Heritage Act. This increase in circulations and necessary responses to new applications requires efficient processing once applications are submitted, and applicants would be better served by having staff dedicated to assisting in the preparation of application materials as well as communicating requirements. As well as responding adequately to changing legislation and associated timelines, and allow for a better integrated application process, to improve the customer service experience and the implementation of provincial policy.

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

(\$000s)	2019 Projected Actual	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	38,663.6	40,715.5	41,338.6	41,383.7
Gross Expenditures	51,449.6	53,955.9	55,321.1	55,860.0
Net Expenditures	12,786.0	13,240.4	13,982.5	14,476.3
Approved Positions	439.0	450.0	448.0	444.0

*2019 Q3 Projected Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Key 2021 drivers

The 2021 Outlook with total gross expenditures of \$55.321 million reflects an anticipated \$1.365 million or 2.5 per cent increase in gross expenditures above the 2020 Budget based on the following:

- Inflationary increases for salaries and benefits and annualization of positions added in 2020.

These increases are partially offset by anticipated inflationary increases for development application review fees to maintain full cost recovery.

Key 2022 drivers

The 2022 Outlooks expects a further increase of \$0.539 million or 1.0 per cent above 2021 gross expenditures arising from the following:

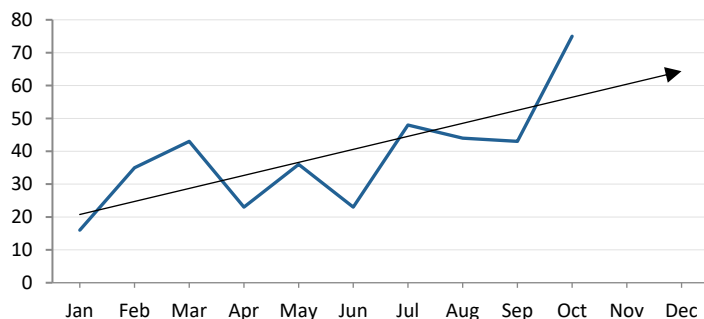
- Inflationary increases for salaries and benefits.

These increases are partially offset by anticipated inflationary increases for development application review fees to maintain full cost recovery.

How well we are doing

Performance measures

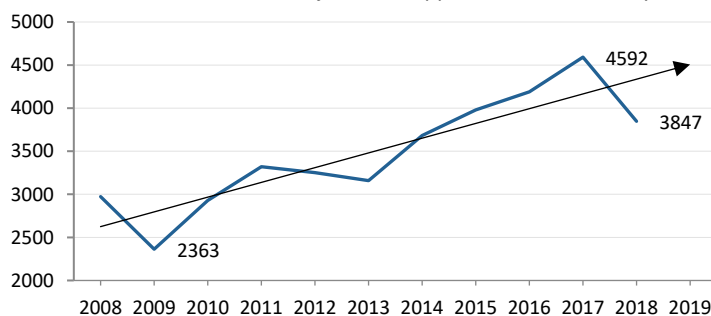
No. of Development Review Applications Received by Month, 2019



Behind the numbers

- In 2018, the number of Official Plan Amendments, Zoning By-law Amendments and Site Plan Control applications received dipped with the municipal elections.
- Total number of Development Review applications for 2019 is expected to be similar to 2018; however, their size and complexity continue to grow.

No. of Committee of Adjustment Applications Received by Year

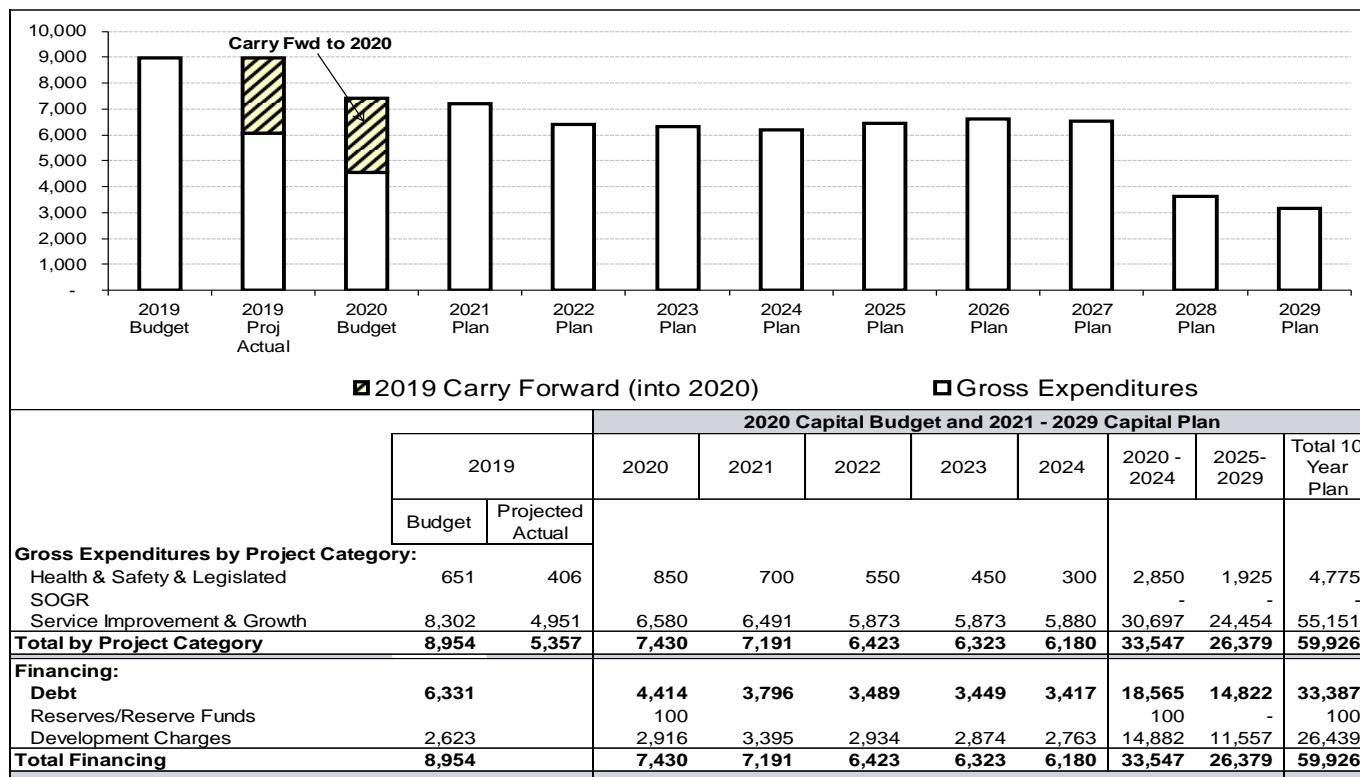


- The number of CoA applications received in the last ten years has increased steadily, resulting in processing back-log issues.
- Measures taken in the last year, in particular, settlement and success at the LPAT on Zoning By-law appeals, is partially responsible for fewer CoA files in 2018 and 2019, but the overall number remains high.
- Fewer applications in the last two years and improvements to CoA operations have helped to recently reduce the backlog.
- 2019 and 2020 are expected to be similar to 2018.

2020 2029 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview

(\$'000)



Changes to Existing Projects

- The 2020-2029 Capital Budget and Plan reflects a decrease of \$4.015 million over the nine common years (2020-2028):
- To reflect historical spending for Growth, Avenue/Area, Transportation and Transit, Heritage Conservation District Studies (\$1.675M), and Civic Improvements (\$1.456M);
- Updated estimates for the Zoning Official Plan Conformity Review (\$0.445M); and
- Moving the Natural Heritage Inventory and Integration Evaluation System (\$0.450M) to the operating budget.






New Projects

- The 2020-2029 Capital Budget and Plan does not include any new projects.

Capital Needs Constraints

- City Planning does not have any unmet needs over the 10-year planning horizon.

2020 – 2029 CAPITAL BUDGET AND PLAN**\$59.9 Million 10-Year Gross Capital Program**

				
Development Studies	Civic Improvements	Legislated	Plans	Heritage
\$20.1 M 34%	\$26.6 M 44%	\$4.8 M 8%	\$1.3 M 2%	\$7.2 M 12%
Growth; Avenue/ Area; Transportation and Transit	Places	Official Plan 5 Year Review; Zoning By-law Conformity Review; Archaeological Resources	Secondary Plan Implementation	Heritage Conservation District Program; Heritage Interpretation Plan

How the Capital Program is Funded

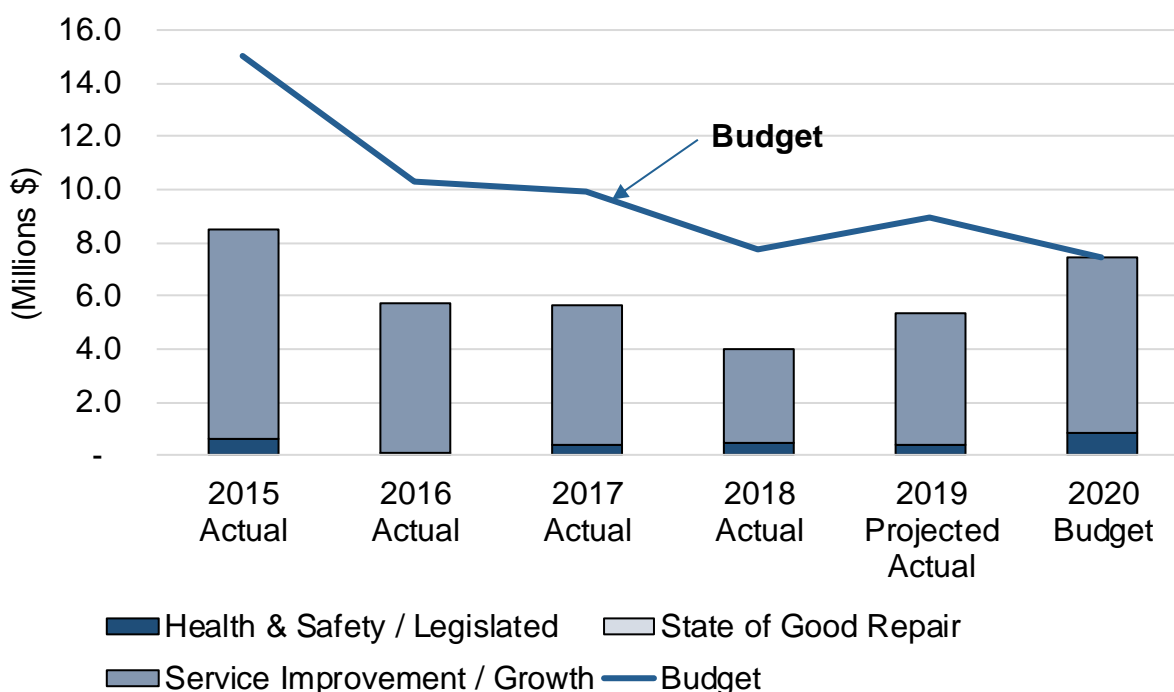
City of Toronto		Provincial Funding	Federal Funding
\$59.9 M 100%		\$0.0 M 0%	\$0.0 M 0%
Debt	\$ 33.4 M		
Reserve Draws	\$ 0.1 M		
Development Charges	\$ 26.4 M		

CAPACITY TO SPEND REVIEW

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

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

Chart 2 – Capacity to Spend



Category (in \$ Million)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Projected Actual	2020 Budget
Health & Safety / Legislated	0.6	0.1	0.4	0.4	0.4	0.9
State of Good Repair						
Service Improvement / Growth	7.8	5.6	5.3	3.6	5.0	6.6
Total	8.5	5.7	5.6	4.0	5.4	7.4
% Spent	56%	56%	57%	52%	60%	

Note: 2020 Budget includes 2019 expected carry forward.

Capacity to Spend Review Impact on the 10-Year Plan

Growth projects such as Civic Improvements – Places and development studies such as Growth Studies and the Heritage Conservation District Program represent on average about 92% of the annual capital budget. These projects typically have a multi-year delivery schedule and experience project underspending due in part to the timing of construction projects coordinated with partner divisions or complexity of studies.

City Planning continues to review its capacity to deliver and has adjusted the 10-year capital plan to average \$5.926 million in yearly spending. In addition, as part of this review, \$2.881 million of unspent 2019 funds will be carried forward into 2020.

2020 PROGRAM SUMMARY

Engineering and Construction Services

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca.

What we do

Engineering and Construction Services (ECS) provides 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 and Construction Services delivers the following services:

- Municipal Infrastructure Construction
- Engineering Review and Acceptance
- Engineering Information

Why we do it

Engineering and Construction Services' mission is 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.

Who we serve

Municipal Infrastructure Construction

- Business Improvement Areas (BIAs)
- City and Agency Staff
- Utility Companies

Beneficiaries

- Businesses
- Residents
- Visitors/Tourists

Engineering Review and Acceptance

- City and Agency Staff
- Development Industry
- Metrolinx
- Utility Companies

Beneficiaries

- Businesses
- Residents
- Visitors/Tourists

Engineering Information

- Businesses
- City and Agency Staff
- Metrolinx
- Residents
- Waterfront Toronto

Beneficiaries

- Businesses
- Residents
- Visitors/Tourists




Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$71.3	\$73.2	\$74.5	This program does not have a capital budget.			
Gross Expenditures	\$73.1	\$75.3	\$76.9				
Net Expenditures	\$ 1.8	\$ 2.1	\$ 2.4				
Approved Positions	617.1	617.1	617.1				

Key service outcomes

Outcomes	Description
Municipal Infrastructure Construction	Build new and upgraded infrastructure including bridges, roads, sewers, watermains, solid waste facilities, stormwater management facilities, water and wastewater treatment facilities.
Engineering Review and Acceptance	Ensure that development and third party works to comply with applicable by-laws, standards and regulatory requirements, maintain the integrity of existing City infrastructure, and secure associated upgrades to City infrastructure.
Engineering Information	Establish and maintain effective technical and data support to the various business units within the Program and across the City involved in building and managing the City's infrastructure.

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	High rate of expenditure on municipal infrastructure design and construction as a percentage of assigned Capital Program	80%	86%	80%	●
	Development Applications reviewed and accepted within STAR timelines	80%	80%	75%	●
	Compliance with bridge condition inspection regulatory timelines	100%	100%	100%	●

Our experience and success

- Delivered \$860 million in capital projects in 2019 (\$234 million more than in 2018) on behalf of Client Divisions and Agencies representing a delivery rate of 86% on an assigned capital program valued at \$1.004 billion.
- Processed over 96% of capital construction payments (approximately 2,600) within the 30-day compliance period.
- Issued City's first "strategic sourcing" contract for construction of the 2019 to 2021 multi-year Standalone Watermain Replacement Program, thereby securing the best value for the City over the three-year term of the contract.
- Achieved 80% compliance (on 1,860 development application circulations) with mandated timelines for development application circulations (STAR requirement is 75%).
- Achieved 98% compliance with timelines for 5,530 third party applications reviewed in 2019, comprised of 260 transit expansion design submissions (including Eglinton Crosstown and Finch West Light Rail Transit, GO Expansion, and the Scarborough Subway extension), and 5,270 full stream utility applications.
- Maintained 100% completion rate in 2019 for the Provincially-legislated biennial bridge condition inspection cycle: 873 bridge condition inspections were completed, comprising 322 discrete spans along the elevated portion of the F.G. Gardiner Expressway, 284 bridges and culverts along City roads, and 267 vehicular and pedestrian bridges within City parks.
- Completed 100% of planned environmental certificate of property use (CPU) inspections and reporting on behalf of Parks, Forestry and Recreation, thereby ensuring full compliance with regulatory requirements.
- Processed over 250 municipal numbering applications, and processed and reported on 62 new street names.

Key challenges and risks

- Ongoing significant forecasted year-over-year **increase in the assigned Capital Program**:
 - Presents a challenge to sustain the 80% capital delivery rate.
 - Represents additional pressures on the ECS Operating budget to provide necessary resources.
- Increased demand for delivery of **major third party work**:
 - Review of permit applications for a major Rogers system upgrade.
 - Support to Waterfront Toronto's Port Lands Flood Protection Project and Port Lands Redevelopment.
 - Specialized support and expedited reviews for Metrolinx LRT, Subway and GO Expansion transit projects.
- **Recruiting and retaining top calibre talent** that is needed in key business areas, due to the highly competitive engineering and construction project management market, which continues to negatively affect the Program's ability to fully staff its complement.

Priority actions

Effectively manage multi-year construction

- Continue to enhance planning and coordination of multi-year Capital Program with internal and external stakeholders (now that construction coordination function has been assigned to ECS).
- Emphasize the need for asset owning divisions to define and "lock down" multi-year programs (e.g., 3 years) in order to ensure successful completion of capital projects, achieve prescribed capital delivery rates, and minimize disruption to residents, businesses and visitors.
- Work with Financial Planning Division to permit fall tender issuance and award, prior to budget approval, for State of Good Repair projects.

Increase delivery capacity to accommodate City's municipal infrastructure capital program

- Revisit alternative procurement strategies (e.g., Task Order Contracting) to increase capital construction throughput.
- Pursue "Strategic Sourcing" by issuing multi-year construction contracts in areas where multi-year programs are defined.

Ensure regulatory compliance and reliance on best practices

- Continue to maintain 100% completion rate for the provincially legislated biennial bridge condition inspection cycle.
- Complete 100% of planned environmental CPU inspections and reporting on behalf of Parks, Forestry and Recreation, thereby ensuring full compliance with regulatory requirements.

- 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 issues highlighted in Auditor General's reports on Program operations.

Leverage technology

- Advance the system for electronic review of development application drawings to improve customer service while maintaining application and drawing security and review timelines.
- Implement an Enterprise Information Management Program to more effectively, efficiently and securely manage construction and related documents.

Continue to **ensure Third Party applications are processed** according to timelines established by Council

- Advance the mandate to expand the Digital Map Owners Group (DMOG) across the City and develop new agreements with each utility company.
- Negotiate and enter into agreements to provide dedicated support to third parties and utilities as and when needed, so that work of external entities can be facilitated while at the same time ensuring City assets are protected.

Effectively manage human capital

- Develop and implement 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.
- In the context of the highly competitive labour market, continuously assess human capital requirements and adjust complement composition as needed (e.g., downgrade Senior Engineer to Engineer, if warranted).
- Promote skills development and undertake succession planning; continue to showcase ECS as an employer of choice by participating and increasing the presence of ECS at targeted recruitment events (e.g., career fairs) and actively engaging higher education institutions to attract new talent

Our key service levels



Year End Actual
Expenditure equal to
80% of assigned
Capital Program



75% of Development
Applications reviewed
and accepted within
STAR timelines



100% bridge condition
inspection compliance
within regulatory
timelines

Key service deliverables

- New and upgraded municipal infrastructure is built on behalf of client divisions ensuring the safety and sustainability of fundamental City services.
- Development applications are reviewed to ensure that they comply with applicable by-laws, standards and regulatory requirements, maintain the integrity of existing City infrastructure, and secure associated upgrades, and are completed in accordance with Council-approved "Streamlining the Application Review" (STAR) timelines.
- Inspections of City-owned bridges and structures are conducted according to legislated timelines and requirements.
- Specialized engineering, surveying and construction inspection support are provided to Metrolinx and TTC transit programs.
- All legislated environmental certificate of property use (CPU) requirements, including inspections, reports, compliance audits, and Annual Reports, are completed on behalf of Parks, Forestry and Recreation.

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actuals *	2019 Projected Actuals *	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Engineering Information	7,648.4	7,077.3	9,025.1		9,025.1	1,947.8	27.5%
Engineering Review and Acceptance	17,270.3	15,978.0	14,858.4		14,858.4	(1,119.6)	(7.0%)
Municipal Infrastructure Construction	36,851.8	39,750.7	47,371.3		47,371.3	7,620.6	19.2%
Total Revenues	61,770.5	62,806.0	71,254.8	0.0	71,254.8	8,448.8	13.5%
Expenditures							
Engineering Information	8,171.3	8,442.5	9,893.9		9,893.9	1,451.4	17.2%
Engineering Review and Acceptance	11,909.8	12,339.0	14,420.5		14,420.5	2,081.5	16.9%
Municipal Infrastructure Construction	40,281.9	45,195.5	48,773.9		48,773.9	3,578.4	7.9%
Total Gross Expenditures	60,363.0	65,977.0	73,088.3	0.0	73,088.3	7,111.3	10.8%
Net Expenditures	(1,407.5)	3,171.0	1,833.5	0.0	1,833.5	(1,337.5)	(42.2%)
Approved Positions	592.1	600.1	617.1	0.0	617.1	17.0	2.8%

*2018 Actuals and 2019 Actuals (based on Q3 2019) adjusted retroactively to remove interdepartmental charges and recoveries.

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$73.088 million gross reflecting an increase of \$7.111 million in spending above 2019 projected year-end actuals, predominantly arising from:

- Salary and benefit increases, including the addition of 7.0 temporary positions to support work on the installation of fibre optic cable throughout Toronto as part of the Rogers Communications Uplift project.
- Operating costs for salaries and benefits for the addition of 10.0 positions for delivery of capital projects, to help address the increased demand for delivery of clients' capital programs and major third party work (fully recovered). These additional positions are required to manage complex and multi-year construction projects, including projects for Toronto Water and the Strategic Rehabilitation of the F.G. Gardiner Expressway.
- Higher costs for general equipment and professional services required to manage and deliver large scale construction projects.

EQUITY IMPACTS OF BUDGET CHANGES

No equity impacts: The changes in Engineering and Construction Services' 2020 Operating Budget have no equity impacts.

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for Engineering and Construction Services is \$73.088 million gross or 10.8 per cent higher than the 2019 Projected Actuals. Table 2 below summarizes the key cost drivers for the base budget.

Table 2: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)		2018 Actuals *	2019 Projected Actuals *	2020 Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	57,746.8	61,817.3	68,246.3	6,429.0	10.4%
2	Materials & Supplies	140.6	202.6	341.3	138.7	68.5%
3	Equipment	422.0	477.2	739.7	262.4	55.0%
4	Service and Rent	1,604.6	2,565.2	2,851.2	286.0	11.1%
5	Contribution To Capital					
6	Contribution To Reserves	766.0	902.3	906.2	3.9	0.4%
7	Other Expenditures	(317.0)	12.5	3.7	(8.8)	-70.3%
Total Expenditures		60,363.0	65,977.0	73,088.3	7,111.3	10.8%
Revenues						
1	Provincial Subsidies					
2	Federal Subsidies					
3	User Fees & Donations	10,954.1	8,935.8	8,585.5	(350.3)	-3.9%
4	Transfers From Capital	44,321.9	47,689.1	55,634.8	7,945.7	16.7%
5	Other Revenues	6,494.5	6,181.1	7,034.5	853.4	13.8%
Total Revenues		61,770.5	62,806.0	71,254.8	8,448.7	13.5%
Net Expenditures		(1,407.5)	3,171.0	1,833.5	(1,337.5)	-42.2%

*2018 Actuals and 2019 Actuals (based on Q3 2019) adjusted retroactively to remove interdepartmental charges and recoveries.

Salaries and Benefits: Includes inflationary increases on existing salaries and benefits, and the 17 additional positions as described on page 7. Enhanced vacancy management is factored into the 2020 budget.

Equipment: Includes increases for general equipment required for operational needs.

Services and Rents: Include increases for professional and technical services for the delivery of construction projects.

Revenues: Include increases for recovery of additional positions as described on page 7 and anticipated recoveries from third parties, in particular Metrolinx.

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

(\$000s)	2019 Projected Actuals *	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	62,806.0	71,254.8	73,165.5	74,547.3
Gross Expenditures	65,977.0	73,088.3	75,278.2	76,948.4
Net Expenditures	3,171.0	1,833.5	2,112.7	2,401.1
Approved Positions	600.1	617.1	617.1	617.1

*2019 Q3 Projected Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Key 2021 drivers

The 2021 Outlook with total gross expenditures of \$75.278 million reflects an anticipated \$2.190 million or 3.0 per cent increase in gross expenditures above the 2020 Budget based on the following:

- Inflationary increases for salaries and benefits.
- Annualised costs for the positions added in 2020 to delivery capital projects.

This increase is mostly offset by anticipated recoveries of positions for the delivery of capital projects and recoveries from third parties.

Key 2022 drivers

The 2022 Outlook with total gross expenditures of \$76.948 million reflects an anticipated \$1.670 million or 2.2 per cent increase in gross expenditures above the 2021 Budget based on the following:

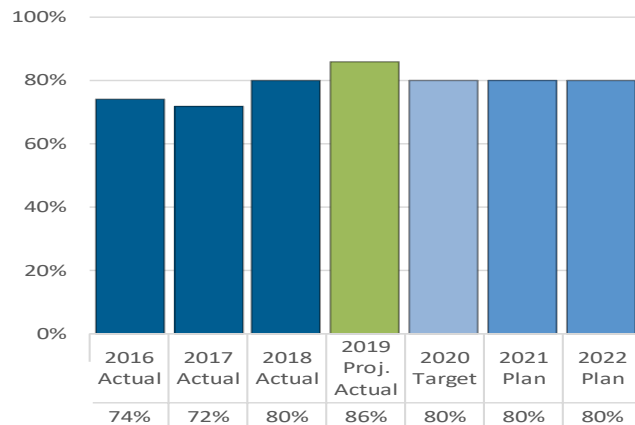
- Inflationary increases for salaries and benefits.

This increase is mostly offset by anticipated recoveries of positions for the delivery of capital projects and recoveries from third parties.

How well we are doing

Performance measures

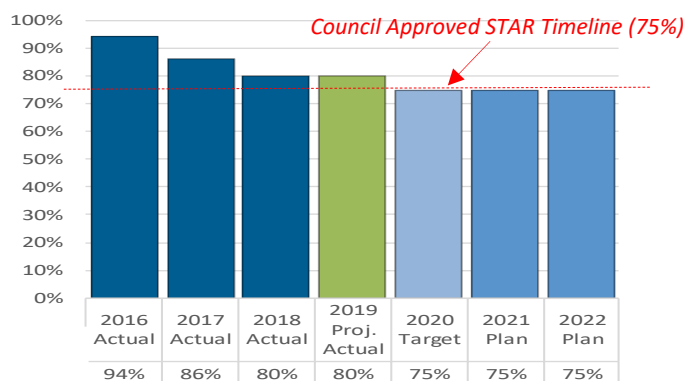
Annual Expenditure on Municipal Infrastructure Design & Construction as a % of Assigned Capital Budget



Behind the numbers

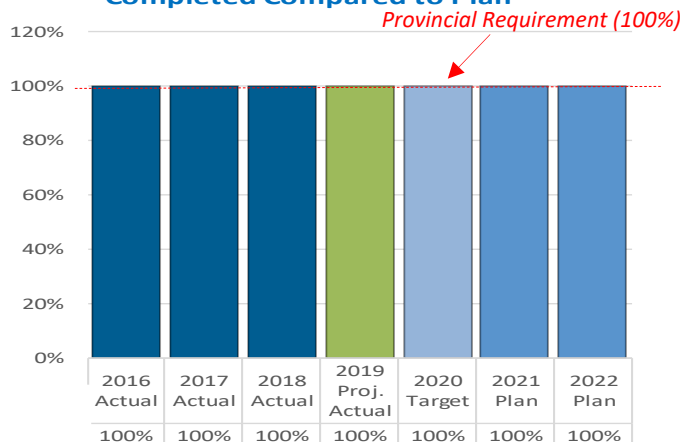
- This measure indicates how much of the assigned capital program Engineering and Construction Services spends.
- There continues to be substantial growth in construction activity for clients' capital programs, which has grown to over \$1 Billion in 2019 and will continue to grow in future years, driven primarily by increases in Toronto Water's and Transportation Services' Capital Budgets and Plans
- In 2018 the actual expenditures were \$626.0 million and 2019 the expenditures are projected to be \$860.0 million representing an increase of 37.4%.
- ECS continues to target spending at least 80% of its assigned capital program.

% 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 2019, 80% of development application circulations and revisions by Engineering and 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 2020 and future years.

% of Bridge Condition Inspections Completed Compared to Plan



- In 2019, ECS again completed 100% of planned bridge condition inspections.
- ECS is targeting to maintain a 100% completion rate in 2020 and future years for the legislated biennial bridge condition inspection cycle.

2020 Program Summary

Municipal Licensing & Standards

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What we do

Municipal Licensing and Standards (MLS) provides by-law administration and enforcement services, including strategies to address noise, business inspections, parks regulations, and animal services issues. Services also include business licensing and permitting, property standards, animal care including control, shelter and adoption services. The division is responsible for the enforcement of more than 30 by-laws and statutes. MLS delivers the following services:

- By-law Compliance & Enforcement
- Licences & Permits
- Animal Services

Why we do it

Municipal Licensing and Standards' mission is to contribute 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.

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

Beneficiaries

- Residents, Neighbours, Visitors
- Toronto Licensing Tribunal
- Mayor and City Council
- City and Agency Staff
- Property Standards Appeal Committee
- Rooming House Tribunal

Licences & Permits

- Licenced / Permitted Business Owners & Operators
- Licence or Permit Applicant
- By-law Exemption Applicant
- City and Agency Staff

Beneficiaries

- Residents
- Visitors
- Consumer / Patron
- Businesses
- Toronto Licensing Tribunal
- Mayor and City Council
- City and Agency Staff

Animal Services

- Animal/pet owners
- Domestic / Wild Animals
- City & Agency Staff

Beneficiaries

- Residents
- Businesses
- Visitors
- Veterinarian industry
- Volunteers
- Animal Welfare advocacy groups
- Dangerous Dog Review Tribunal









Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$ 50.3	\$ 51.1	\$ 51.9	This program does not have a capital budget.			
Gross Expenditures	\$ 62.4	\$ 63.6	\$ 64.5				
Net Expenditures	\$ 12.0	\$ 12.4	\$ 12.6				
Approved Positions	538.5	538.5	538.5				

Key service outcomes

Outcomes	Description
Modernized by-laws, systems, and processes	<ul style="list-style-type: none"> Effective oversight of new and changing business activities through modernized by-laws that are adaptable to environment and community needs which are easily enforceable due to enhanced systems and processes that are current and user-friendly. Effective issuance and renewal of licences and permits in all categories according to existing regulations.
Enhance By-law compliance	<ul style="list-style-type: none"> Achieve compliance by increasing education and awareness efforts, conducting targeted and risk-based enforcement actions, and leveraging modernized systems.
Healthy and safe co-existence of people and animals	<ul style="list-style-type: none"> Ensure animal welfare and increase positive outcomes by effectively responding to service requests. Ongoing public education and collaborations to maximize adoptions and deliver preventative programs.

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	Licensing and Permit Issuance and Renewal (excluding Private Transportation Companies)	58,674	58,600	54,800	
	Investigation Services	57,477	64,000	65,000	
	By-law Enforcement	61,021	64,500	65,000	
	Animal Welfare Service Requests and Community Services	80,540	65,200	75,000	

Our experience and success

- Implemented the new Noise By-law, with a dedicated noise enforcement team, introduced a prioritization model with focused enforcement on high impact and frequent noise events, and introduced case management software to enhance enforcement and the customer experience.
- Conducted 7,163 investigations to address service requests for tenants under RentSafeTO program.
- Continued progress on RentSafeTO compliance rates and evaluation outcomes, with 12% average increase in building evaluation scores.
- Completed extensive By-law reviews, the review of: the Vehicles-for-Hire By-law and the introduction of the Vehicles-for-Hire Accessibility Strategy; the Noise By-law, the Sidewalk Café and Marketing Display By-law, and the Clothing Drop Box Bylaw. Engaged 4,281 residents and stakeholders and held 88 engagement meetings.
- 3,441 animals were adopted or transferred to other organizations.
- Partnered with Shelter, Support and Housing Administration and Toronto Humane Society to offer free services (spay/neuter, microchipping, vaccinations, and pet supplies) for pets belonging to people experiencing homelessness.
- Partnered with Humane Society International and PetSmart Charities of Canada to launch "Pets for Life" – a program that supports pet ownership in low income neighbourhoods by offering free pet services through door to door outreach.
- Licensing office completed phase 1 of digitization initiative, which included the scanning and validation of 6 million images and files and introduced a Queue Management solution to streamline its counter services.

Key challenges and risks

Changing environment and growing enforcement needs

- Changes in legislation and changing business environment resulting in growing volume and complexity of service requests, challenging MLS' ability to maintain adequate service levels.
- Increased population density results in more human-wildlife conflict within the community.
- Increased complexity of dangerous dog investigations and increased volume of complex animal welfare service requests.
- Increased enforcement needs for new and high impact issues, including noise, short-term rentals, and illegal cannabis storefronts.

Improving service delivery

- Modernizing systems and business processes, including leveraging customer relationship management system to meet evolving needs:
 - Changes in customer expectations and need for quicker response times.
 - New and evolving industries with large numbers of users (e.g. vehicles-for-hire and short-term rentals).
- Enhance service delivery through collaboration and integration with other divisions and partners to improve processes and customer experience.
- Attract and retain experienced and professional frontline staff to respond to increasingly complex service requests.

By-law modernization and enforcement

- Significantly outdated by-laws in need of review and modernization, including Property Standards and Business Licensing.
- Implementation of updated by-laws:
 - Prioritization and risk-based enforcement of service calls
 - Increased resources required due to complexity of cases
 - Timing of operationalization of modernized by-laws

Priority actions

- **Customer Service and Modernization:** Deliver on integration of major systems and process changes resulting from 2019 by-law reviews (e.g. Noise, Vehicles-for-Hire Accessibility Strategy, and updates to RentSafeTO). Implement next phase of new case management software that will assist with investigation and make it easier for customers to request support by phone and online. Complete business record digitization project to improve access to records.
- **Workforce Strategy:** Develop ongoing recruitment and training plan to ensure available front-line resources, particularly for critical and hard-to-fill positions.

- **Short-term Rental Implementation:** Develop registration portal, licence companies, educate public and seek compliance, and enforce Short-Term Rental Licensing and Registration By-law.
- **Prioritization:** Develop and deliver priority and intelligence-based enforcement strategies to focus timely enforcement efforts on high impact service requests.
- **Dedicated Enforcement of:**
 - RentSafeTO
 - Vehicles-for-Hire
 - Noise
 - Specialized Enforcement & Resolution
- **Special Animal Programs:**
 - Respond to increasingly complex Dangerous Dog Investigations, requiring more time, expertise and oversight to complete.
 - Deliver Spay Neuter Your Pet (SNYP) Truck programs.
 - Deliver Pets for Life partnership program.

Our key service levels



70% of responses to Private Property service requests in 5 days.



70% of business licences (new and renewed) issued in 20 days.



85% of responses to priority animal requests in 24 hrs (TAS) (e.g. dangerous dog acts and bites)

Key service deliverables

- Prioritization of enforcement and compliance using a risk-based approach to ensure effective use of resources.
- Implementation of the Short-Term Rental Licensing and Registration program.
- Delivery of the Vehicle-for-Hire Accessibility Strategy and Fund Program.
- Modernization of Property Standards and Business Licensing By-laws.
- Implementation of specialized education and awareness programs for RentSafeTO and Short-Term Rentals.
- Continue progress on RentSafeTO compliance rates and evaluation outcomes, building on the 12% average increase buildings evaluation scores.
- Delivery of programs and services, including shelter and veterinary programs, emergency response care and rescue, dangerous dog investigations, Spay and Neuter Your Pet (SNYP) Truck programs, animal welfare investigations, and Pets for Life partnership to minimize pain and distress for animals, minimize length of stay in shelters, and increase live outcomes.

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Bylaw Compliance & Enforcement	5,027.1	6,373.4	7,179.0		7,179.0	805.6	12.6%
Licenses and Permits	35,737.0	40,630.6	40,570.5		40,570.5	(60.1)	(0.1%)
Animal Services	2,247.0	2,556.3	2,595.7		2,595.7	39.5	1.5%
Total Revenues	43,011.0	49,560.3	50,345.2	0.0	50,345.2	784.9	1.6%
Expenditures							
Bylaw Compliance & Enforcement	34,975.1	31,768.6	35,075.6		35,075.6	3,307.0	10.4%
Licenses and Permits	5,611.5	13,706.7	14,727.6		14,727.6	1,020.9	7.4%
Animal Services	9,427.4	11,171.1	12,281.8	304.8	12,586.6	1,415.5	12.7%
Total Gross Expenditures	50,014.0	56,646.4	62,085.0	304.8	62,389.8	5,743.5	10.1%
Net Expenditures	7,003.0	7,086.1	11,739.8	304.8	12,044.6	4,958.5	70.0%
Approved Positions	492.5	533.5	533.5	5.0	538.5	5.0	0.9%

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$62.085 million gross reflects an increase of \$5.439 million in spending above 2019 projected year-end actuals (prior to enhancements or efficiencies), predominantly arising from:

- Salary and benefit increases, contract services, and previously approved vehicle purchases not yet delivered.
- Above pressures are partially offset by reductions in the contributions to reserves and uniform expenditures.

The 2020 Operating Budget includes a 2.0 per cent inflationary increase on applicable revenues to maintain existing service levels and meet additional service demands.

COSTS TO ENHANCE SERVICES

New and Enhanced Service expenditures of \$0.305 million gross and net enabling:

- Enhancement to Toronto Animal Services, including addition of 5 new positions to support required service levels for non-emergency Priorities 2 & 3 and for Normal non-priority service requests.
- Improvement to response times for dog bites/attacks/menacing behaviour complaints, dogs tied out in excess of 1 hour and illegal collars. Also improved response times for cadaver removal and ownership of pit bull-type dogs.
- The above net expenditure increase in 2020 will have an incremental annualization of \$0.225 million in 2021 for a total annual cost of \$0.530 million.

EQUITY IMPACTS OF BUDGET CHANGES

No equity impacts: The changes in Municipal Licensing & Standards' 2020 Operating Budget have no equity impacts.

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for Municipal Licensing & Standards is \$5.439 million gross or 9.6 per cent higher than the 2019 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget, while Table 2b summarizes New and Enhanced requests.

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)		2018 Actuals	2019 Proj. Actuals	2020 Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	43,495.1	45,491.5	51,110.5	5,619.0	12.4%
2	Materials & Supplies	1,145.6	1,136.8	940.5	(196.3)	-17.3%
3	Equipment	957.5	280.7	436.4	155.7	55.5%
4	Service and Rent	3,315.8	2,147.9	2,688.8	540.9	25.2%
5	Contribution To Capital					
6	Contribution To Reserves	772.7	7,256.1	6,564.5	(691.6)	-9.5%
7	Other Expenditures	327.2	333.5	344.4	10.9	3.3%
Total Expenditures		50,014.0	56,646.4	62,085.1	5,438.6	9.6%
Revenues						
1	Provincial Subsidies					
2	Federal Subsidies					
3	User Fees & Donations	40,974.7	46,380.8	47,203.5	822.6	1.8%
4	Transfers From Capital	0.1				
5	Other Revenues	2,036.2	3,179.4	3,141.8	(37.7)	-1.2%
Total Revenues		43,011.0	49,560.3	50,345.3	785.1	1.6%
Net Expenditures		7,003.0	7,086.1	11,739.8	4,653.8	65.7%

*2019 Q3 Proj Actuals and 2018 Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Salaries & Benefits: Include inflationary increases on existing salaries and benefits, addition of staff for Gaming Services & Licensing transferred from City Clerk's, and adjustments related to hiring existing vacant positions.

Materials and Supplies: Include reductions in uniform expenditures as staff were outfitted with new uniforms in 2019.

Equipment: Includes previously approved new vehicle purchases that will not be delivered until 2020.

Services and Rent: Include expenditures for professional services required in 2020 related to a request for proposal to be awarded at the end of 2019, for external regulatory and compliance audit services to ensure compliance with Vehicles-for-Hire bylaw.

Contribution to Reserves: Includes reduction in contribution to reserves to reflect operational requirements. The 2019 projected actual includes one-time contribution to support the initial implementation of the Accessibility Fund Program as outlined in Municipal Code Chapter 546, Licensing of Vehicles-for-Hire.

Table 2c: 2020 Key Drivers – New / Enhanced

New / Enhanced (\$000)	2020				2021 Annualized Gross	Equity Impact
	Revenue	Gross	Net	Positions		
In \$ Thousands						
1 TAS - Business Requirements		304.8	304.8	5.0	530.0	No Impact
Total New / Enhanced		304.8	304.8	5.0	530.0	

Toronto Animal Services service requests are assigned to a category to determine priority. Definitions for each category, as well as specific response time targets and performance against those targets, are provided below.

Emergency: includes injured/distressed animal requests or an animal at-large or wildlife that is attacking or biting. MLS target is to respond to at least 80% of these requests within 2 hours. On average, MLS is meeting this standard in 2019.

Priority 1: includes non-emergency situations that need timely attention or may lead to risk to the animal or humans (e.g. pick-up of a confined stray animal or surrendered animals). MLS target is to respond to at least 80% of these requests within 5 hours. On average, MLS is meeting this standard in 2019.

Priority 2: includes dog bites/attacks/menacing behaviour complaints, dogs tied out in excess of 1 hour, and illegal collars. These service requests have a 24-hour expected response time. MLS target is to respond to at least 85% of these requests within 24 hours. On average, MLS is not meeting this standard in 2019.

Priority 3: includes cadaver removal. MLS has set a target of responding to at least 90% of these requests within 48 hours. On average, MLS is not meeting this standard in 2019.

Normal: includes non-priority service requests, including ownership of pit bull-type dog. MLS target is to respond to at least 70% of these requests within 5 business days. On average, MLS is not meeting this standard in 2019.

This new/enhanced service priority action will enable MLS to attain required service levels for non-emergency Priorities 2 & 3 and for Normal non-priority service requests.

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

(\$000s)	2019 Projected Actual	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	49,560.3	50,345.2	51,120.4	51,911.1
Gross Expenditures	56,646.4	62,389.8	63,565.0	64,478.0
Net Expenditures	7,086.1	12,044.6	12,444.6	12,566.9
Approved Positions	533.5	538.5	538.5	538.5

*2019 Q3 Projected Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Key 2021 drivers

The 2021 Outlook with total gross expenditures of \$63.565 million reflects an anticipated \$1.175 million or 1.9 per cent increase in gross expenditures above the 2020 Budget based on the following:

- Inflationary increases for salaries and benefits.

These increases are partially offset by anticipated inflationary increases in revenues for user fees, licenses, and permits.

Key 2022 drivers

The 2022 Outlook expects a further increase of \$0.913 million or 1.4 per cent above 2021 gross expenditures arising from the following:

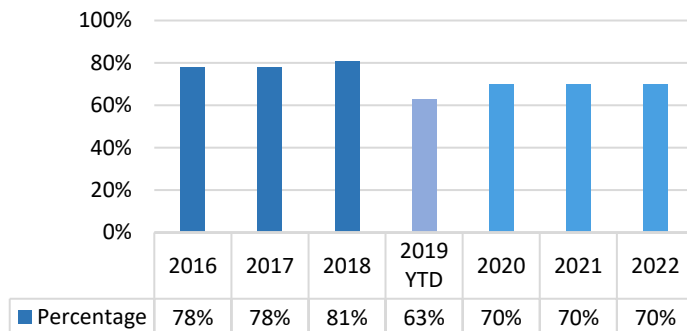
- Inflationary increases for salaries and benefits.

These increases are partially offset by anticipated inflationary increases in revenues for user fees, licenses, and permits.

How well we are doing

Performance measures

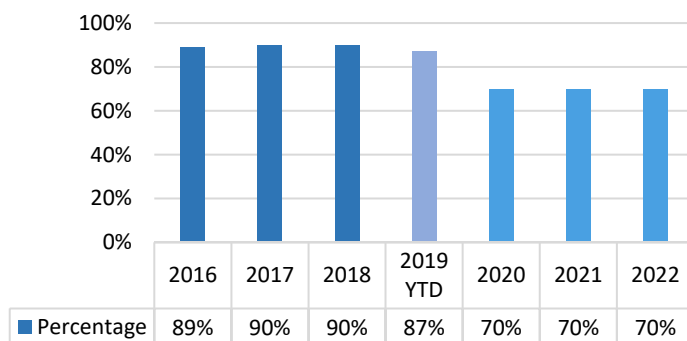
Percent of 5-day Response to Non-Emergency Property Standards Service Requests



Behind the numbers

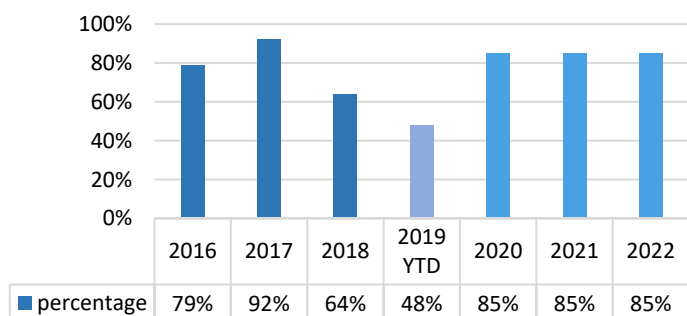
- **Property Standards Investigation Services** is projecting 64,000 Service Requests in 2019.
- In 2019, initial response within 5-days for non-emergency requests is met 63% of the time.
- Projected percentage for 2019 uses an updated methodology that better reflects service responses that fit within the 5-day standard.
- Service standards are being reviewed as part of 2020 divisional initiatives.

Percentage of Licence issuance within 20 days



- **Licences and Permits** is projecting 58,600 issuances in 2019, which is consistent with 2018 numbers. This projection excludes Private Transportation Companies (PTC) - drivers. Including PTC driver licences, 2019 projection is estimated to be 187,000.
- In 2019, MLS issued licences and permits within 20 days 87% of the time, exceeding the service standard.
- PTC licences are processed online. All other licence types are processed at East York Civic Centre. Most renewals can be completed online.

Response to Animal Service Priority Care Requests within 24 hrs



- **Toronto Animal Services (TAS)** responds to priority care requests within 24 hours, 48% of the time.
- There has been an increase in the number and complexity of dangerous dog cases resulting from by-law changes in 2017.
- Increased service demand, growing complexity of service requests, and fluctuating staffing has impacted TAS's response times for this performance measure in 2019.

2020 Budget Notes

Office of Emergency Management

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What we do

The Office of Emergency Management maintains Toronto's emergency management program. The City's program includes planning and conducting training, exercises, engagement and outreach.

The Office of Emergency Management also leads the City's response to and recovery from emergencies, ranging from small events to larger, more complex emergencies.

The Office of Emergency Management delivers the following service:

- Emergency Management

Why we do it

The City's emergency management program is governed by the Emergency Management and Civil Protection Act, which provides the legal basis and framework for emergency management in Ontario.

The Act requires every municipality in Ontario to have an emergency management program that includes:

- identifying a community emergency management coordinator, a position that is in charge of the emergency management program;
- making an emergency response plan, a document that outlines how the municipality will respond to an emergency;
- creating an emergency operations centre, a place where government staff and partners can come together to make decisions during an emergency;
- holding exercises and training sessions; and
- educating community members about the importance of emergency preparedness.

Every year, municipalities must report to the province with respect to compliance with the requirements of the Act.

Who we serve

- Staff – City Divisions, Agencies, Corporations, Boards & Commissions
- Critical infrastructure partners

Beneficiaries

- Residents
 - Broader public sector partners
 - Businesses
 - Non-governmental organizations
 - Visitors
-

Budget at a glance

STAFF RECOMMENDED OPERATING BUDGET

\$Million	2020	2021	2022
Revenues	\$0.66	\$0.66	\$0.66
Gross Expenditures	\$3.266	\$3.338	\$3.411
Net Expenditures	\$2.606	\$2.678	\$2.751
Approved Positions	21	21	21

STAFF RECOMMENDED 10 YEAR CAPITAL PLAN



\$Million	2020	2021-2029 TOTAL
-----------	------	-----------------

This program does not have a capital plan.

Key service outcome

Outcomes	Description
Annual Provincial Compliance	Meet all requirements of the Emergency Management and Civil Protection Act to help the City respond to emergencies in order to protect lives, infrastructure, property and the environment and to help ensure the continuity of government operations and critical assets.

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	Conduct an exercise for a simulated emergency to evaluate the City's plans and procedures	100%	100%	100%	

Our experience and success

- Piloting a process to better support the organizers of the City's 10 largest special events (including Pride Toronto, the Caribbean Carnival and Taste of the Danforth) develop plans that address potential emergencies;
- Conducted a series of exercises (Exercise Mojave I and Exercise Mojave II) with over 100 participants from the City's senior leadership group and staff from key City divisions, agencies and community partners to test plans and procedures for an extreme heat emergency;
- Launched the Partners in Preparedness newsletters for private sector and community-based partners to share emergency management best practices, resources and collaboration opportunities; and
- Hosted training for 235 staff from across the City's divisions, agencies, corporations and key community partners to support their readiness to work in the emergency operations centre during an emergency.

Key challenges and risks

- Continuing to meet the emergency management needs of a rapidly growing City, including ensuring the City is ready to support increasing numbers of vulnerable individuals during emergencies; and
- Supporting the City's readiness and resiliency for emergencies caused by new and emerging threats, such as extreme weather events that are more likely to occur due climate change.

Priority actions

- Meeting the legislative requirements of the Emergency Management and Civil Protection Act, including reviewing and updating the City's Emergency Plan and Emergency Management By-law (Chapter 59); updating the hazard identification and risk assessment; identifying critical infrastructure; maintaining the capabilities of the City's emergency operations centre; and continuing to offer training and exercises for City staff and supporting public education efforts that enhance community readiness

Our key service levels



Ensure at least **90%** of City division's business continuity plans are up to date



Ensure **100%** of requests to activate the Emergency Operations Centre are staffed within 15 minutes during regular business hours



Ensure 10 deep staffing plan for the Emergency Operations Centre is maintained at an **80%** target

Key service deliverables

- Ensure 100% of designated community emergency management coordinators have completed all the training required by the Ontario Office of the Fire Marshal and Emergency Management;
- Support the Control Group (an executive-level body that provides strategic direction on response and recovery activities) by providing training and exercises to enable them to practice their roles and responsibilities;
- Ensure that the Toronto Emergency Management Program Committee (an executive-level body that provides strategic direction on preparedness activities) conducts an annual review of the City's emergency management program to help the City remain ready and resilient to exposure from a range of hazards;
- Maintain an inventory of over 500 critical infrastructure that needs to be protected and restored quickly in the event of an emergency, including as telecommunications systems;
- Maintain an emergency plan that addresses all of the components outlined in the Emergency Management and Civil Protection Act;
- Maintain an emergency operations centre that has appropriate technological and telecommunication systems to ensure effective communication during emergency; and
- Maintain the City's hazard identification and risk assessment database that identifies the types of hazards that are of concern and highlights particular hazards that are classified as priority hazards.

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Staff Recommended Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual	2020 Base Budget	2020 New / Enhanced	2020 Staff Rec'd Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Emergency Management	316.2	367.2	660.0		660.0	292.8	79.7%
Total Revenues	316.2	367.2	660.0	0.0	660.0	292.8	79.7%
Expenditures							
Emergency Management	2,605.5	2,877.0	3,266.1		3,266.1	389.1	13.5%
Total Gross Expenditures	2,605.5	2,877.0	3,266.1	0.0	3,266.1	389.1	13.5%
Net Expenditures	2,289.3	2,509.9	2,606.1	0.0	2,606.1	96.2	3.8%
Approved Positions	18.0	21.0	21.0		21.0	0.0	

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$3.266 million gross reflecting an increase of \$0.389 million in spending above 2019 projected year-end actuals, predominantly arising from:

- Salary & benefit increases primarily for the annualized cost of three (3) temporary positions approved in 2019 as an in-year budget adjustment to supplement the existing nuclear emergency management work funded from the Ontario Power Generation grant for a net zero impact; as well as progression pay and increased benefit cost provisions for the existing staff.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in Office of Emergency Management's 2020 Staff Recommended Operating Budget do not have any significant equity impacts.

2020 STAFF RECOMMENDED OPERATING BUDGET KEY DRIVERS

The 2020 Staff Recommended Operating Budget for Office of Emergency Management is \$3.266 million gross or 13.5% higher than the 2019 Projected Actuals.

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)		2018 Actuals	2019 Proj. Actuals	2020 Staff Rec'd Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	2,359.1	2,528.2	2,873.6	345.5	13.7%
2	Materials & Supplies	14.9	30.6	51.9	21.4	69.9%
3	Equipment	56.1	31.6	36.7	5.1	16.1%
4	Service and Rent	96.3	285.8	303.5	17.7	6.2%
5	Contribution To Capital					
6	Contribution To Reserves	22.0	0.3	0.3		
7	Other Expenditures	57.1	0.5		(0.5)	-100.0%
Total Expenditures		2,605.5	2,877.0	3,266.1	389.1	13.5%
Revenues						
1	Provincial Subsidies	225.0	366.7	650.0	283.3	77.3%
2	Federal Subsidies					
3	User Fees & Donations					
4	Transfers From Capital					
5	Other Revenues	91.2	0.5	10.0	9.5	1853.1%
Total Revenues		316.2	367.2	660.0	292.8	79.7%
Net Expenditures		2,289.3	2,509.9	2,606.1	96.2	3.8%

*2019 Q3 Proj Actuals and 2018 Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Salaries & Benefits:

Annualized cost of three temporary positions added in 2019 as an in-year budget adjustment funded from the Ontario Power Generation grant, as well as progression pay and increased benefit cost provisions for existing program staff.

Materials & Supplies

Includes funding for emergency supplies to support ongoing program delivery that is projected to be underspent in 2019 but are required in 2020.

Service and Rent

Reflects an increase when compared to the 2019 projected actual for maintenance of DLAN software /notification system. The projected 2019 actuals are expected to be underspent, however the 2019 budget is still required in 2020.

Equipment:

Includes funding for computer hardware required to support the programming requirements of the emergency operations centre that is projected to be underspent in 2019 but is required in 2020.

Revenues:

Includes grant funding from Ontario Power Generation to support three temporary positions that supplement the City's existing nuclear emergency management program.

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

(\$000s)	2019 Projected Actual	2020 Staff Rec'd Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	367.2	660.0	660.0	660.0
Gross Expenditures	2,877.0	3,266.1	3,337.6	3,411.4
Net Expenditures	2,509.9	2,606.1	2,677.6	2,751.4
Approved Positions	21.0	21.0	21.0	21.0

*2019 Q3 Projected Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Key 2021 drivers

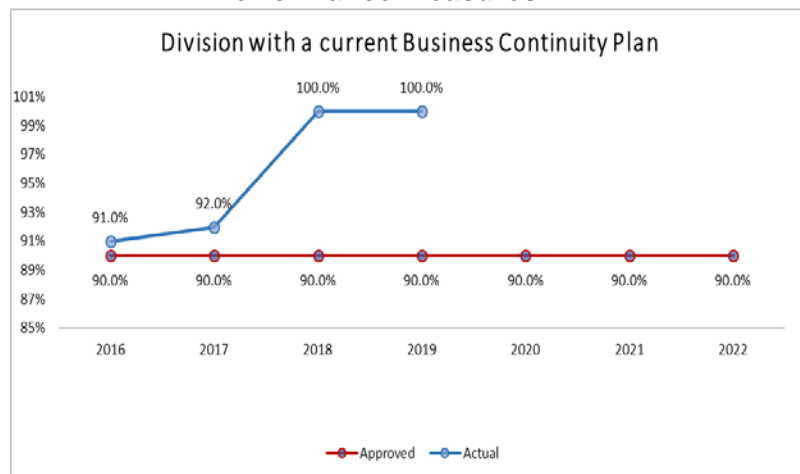
The 2021 Outlook with total gross expenditures of \$3.337 million reflects an anticipated \$0.071 million or 2.2% increase in gross expenditures above the 2020 Recommended Budget, primarily due to progression pay and increase in benefit rates for program staff.

Key 2022 drivers

The 2022 Outlook with total gross expenditures of \$3.411 million reflects an anticipated \$0.074 million or 2.2% increase in gross expenditures above the 2021 Recommended Budget, primarily due to progression pay and increase in benefit rates for program staff.

How well we are doing

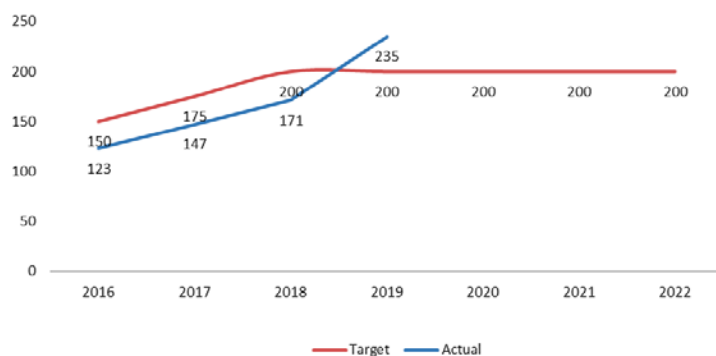
Performance measures



Behind the numbers

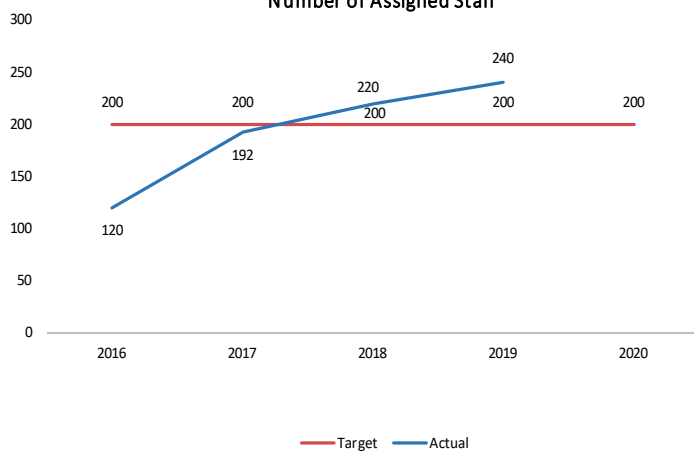
- Normal organizational and operational realignments make it difficult to ensure that all divisions maintain an up-to-date business continuity plan from year to year.
- Ensuring at least 90% of divisions have a current business continuity plan represents an achievable metric from year to year.

Number of Trained Emergency Operations Center Staff



- Every effort is made to ensure a target of 200 trained staff is maintained.
- Staff retirements, reassignments and general turnover create challenges in maintaining a constant pool of trained Emergency Operations Centre (EOC) staff.
- Two hundred is an optimal target pool for ensuring EOC readiness.

Emergency Operation Center (EOC) 10-Deep Staffing Plan: Number of Assigned Staff



- Every effort is made to ensure that all key positions in the EOC have appropriately trained staff to work in key operational roles in response to an emergency.
- By maintaining that 10 staff are trained for key operational roles, an acceptable level of backup staff is available when operations require a sustained, 24 hour per day operation.
- Maintaining a 10 deep staffing plan is challenging, due to staff retirements, reassignments and general turnover. Every effort is made to exceed the target of 200 identified trained staff. This number may fluctuate from year to year. Maintaining 80% of target (160 staff) is a realistic minimum goal for maintaining EOC readiness.

2020 Program Summary

Policy, Planning, Finance & Administration

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca.

What we do

Policy, Planning, Finance & Administration (PPF&A) provides centralized financial and administrative services to Infrastructure and Development Services (IDS). PPF&A delivers the following services:

- Corporate Leadership
- Organizational Effectiveness
- Financial Management
- Program Support

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.

Who we serve

Organizational Effectiveness

- DCM – Infrastructure and Development Services
- Staff – City Divisions

Beneficiaries

- Residents
- Businesses
- Visitors

Financial Management

- DCM - Infrastructure and Development Services
- Staff – City Divisions
- Suppliers of IDS Divisions

Beneficiaries

- Residents
- Businesses
- Visitors

Program Support

- DCM - Infrastructure and Development Services
- Staff – City Divisions
- Suppliers of IDS Divisions

Beneficiaries

- Residents
- Businesses
- Visitors







Budget at a glance

2020 OPERATING BUDGET				2020 CAPITAL BUDGET & 10-YEAR PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$11.6	\$11.8	\$12.0	This program does not have a capital program.			
Gross Expenditures	\$16.9	\$17.4	\$17.8				
Net Expenditures	\$ 5.3	\$ 5.6	\$ 5.8				
Approved Positions	170.1	170.1	170.1				

Key service outcomes

Outcomes	Description
Efficient financial processes	<ul style="list-style-type: none"> Engage stakeholders to review, document and update purchasing, payment and revenue processes to increase efficiency and ensure data integrity. Continuously improve service design and delivery to respond to growing service demand and meet evolving client needs and priorities.
Effective budgeting and resource management	<ul style="list-style-type: none"> Coordinate the development and delivery of timely budgets for Infrastructure and Development Services divisions. Monitor the Infrastructure and Development Services divisions' financial performance and provide strategic and evidence-based recommendations to address variances.
Effective Public Consultation	<ul style="list-style-type: none"> Deliver effective public consultation support for IDS programs to enable city building/capital delivery. Develop engagement strategies to maximize stakeholder participation.

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	Payable and Purchasing Documents	64,000 Value \$1.1B	54,000 Value \$1.2B	54,000 Value \$1.2B	
	Public Consultation Events Conducted	150	120	100	
	Customer Invoices and Credit Notes Processed	57,500 Value \$208M	41,500 Value \$195M	41,500 Value \$195M	

Our experience and success

- Led and supported IDS programs with implementation of enterprise-wide corporate initiatives including: Human Resource Information System (SuccessFactors); eTime Payroll Transformation; and Budget Process Modernization.
- Optimized accounts receivable collection processes through implementation of Cheque-Pro (electronic cheque depositing service) eliminating the use of paper deposits and improving overall cash flow.
- Enhanced service delivery by assuming payment processing functions for Municipal Licensing & Standards RentSafe TO: Apartment Building Standards Program.
- Completed consultation for St. Clair Transportation Master Plan, 5 new cycling projects and undertook Phase 2 consultation activities related to Solid Waste Management Services' Single-use & Takeaway Items initiative.
- Completed PPFA courier service re-alignment, in partnership with the City Clerk's Office, achieving efficiency in service delivery and consistency with corporate standards for mail delivery.

Key challenges and risks

- Maintaining current service levels, while simultaneously implementing new enterprise-wide technology improvements and modernization initiatives.
- Responding to increased complexity and growing demand for service in support of IDS programs.
- Building a versatile team that is equipped to adjust to the City's changing service delivery models to ensure seamless provision of financial and administrative support services.

Priority actions

- Continue to transform service delivery through leveraging automation and realign resources to respond to changing requirements.
- Lead and support IDS divisions with implementing future phases of the Budget Modernization Process.
- Provide ongoing IDS support and co-ordination of various payroll and human resource transformation projects (such as SuccessFactors).
- Provide reliable and timely management/financial reporting to IDS divisions to support data-driven decision-making and promote compliance.
- Continue to focus on staff training and cross-training to build workforce capacity and enhance skill sets.

Our key service levels



Timesheets entered within pay period
100% of the time



Invoices to be reviewed and
confirmed within 60 days of the
invoice date 85% of the time



Undisputed accounts receivable
collected within payment terms 70%
of the time

Key service deliverables

- Provide management and financial reporting to IDS divisions to support service delivery, decision-making and promote compliance.
- Coordinate the development of multi-year and service-based operating and capital budgets for IDS divisions.
- Support city building/capital delivery through public consultation support for IDS programs.
- Provide administrative, complement management and payroll time-entry services to IDS divisions.
- Continue to process and manage purchasing, payment and accounts receivable activities in support of IDS programs.

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actuals	2019 Projected Actuals	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Corporate Leadership	0.0	0.0	246.6		246.6	246.6	
Financial Management	3,570.9	3,811.4	5,777.5		5,777.5	1,966.1	51.6%
Organizational Effectiveness	1,786.3	116.4	18.9		18.9	(97.5)	(83.7%)
Program Support	6,179.4	6,601.4	5,552.9		5,552.9	(1,048.5)	(15.9%)
Total Revenues	11,536.5	10,529.2	11,595.9	0.0	11,595.9	1,066.7	10.1%
Expenditures							
Corporate Leadership	931.0	1,020.2	1,261.5		1,261.5	241.2	23.6%
Financial Management	7,622.0	7,595.5	8,305.2		8,305.2	709.7	9.3%
Organizational Effectiveness	2,125.0	405.5	448.3		448.3	42.7	10.5%
Program Support	6,033.0	6,961.1	6,931.6		6,931.6	(29.5)	(0.4%)
Total Gross Expenditures	16,711.0	15,982.3	16,946.5	0.0	16,946.5	964.2	6.0%
Net Expenditures	5,174.5	5,453.1	5,350.6	0.0	5,350.6	(102.5)	(1.9%)
Approved Positions	182.1	165.1	170.1	0.0	170.1	5.0	3.0%

*2019 Actuals (based on Q3 2019) adjusted retroactively to remove interdepartmental charges.

**2018 Actuals includes MCIC (Major Capital Infrastructure Coordination Division).

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$16.947 million gross reflecting an increase of \$0.964 million in spending above 2019 projected year-end actuals predominantly arising from:

- Salaries and benefits increases, including the addition of 5.0 positions to provide support for: Toronto Water operations, strategic initiatives, and public consultation for cycling infrastructure, as per the Cycling Network Plan Update.

COSTS TO ENHANCE SERVICES

New and Enhanced Services: Policy, Planning, Finance & Administration does not have New and Enhanced Services.

EQUITY IMPACTS OF BUDGET CHANGES

No equity impacts: The changes in Policy, Planning, Finance & Administration's 2020 Operating Budget have no equity impacts.

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for Policy, Planning, Finance & Administration is \$16.947 million gross or 6.0 per cent higher than the 2019 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget.

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)		2018 Actuals	2019 Proj. Actuals	2020 Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	15,628.1	15,368.1	16,235.0	866.9	5.6%
2	Materials & Supplies	297.6	242.6	218.8	(23.8)	-9.8%
3	Equipment	32.9	94.3	65.8	(28.5)	-30.2%
4	Service and Rent	643.9	226.9	376.2	149.3	65.8%
5	Contribution To Capital					
6	Contribution To Reserves	108.4	49.8	50.6	0.8	1.6%
7	Other Expenditures	0.0	0.6		(0.6)	-100.0%
Total Expenditures		16,711.0	15,982.3	16,946.5	964.2	6.0%
Revenues						
1	Provincial Subsidies					
2	Federal Subsidies					
3	User Fees & Donations					
4	Transfers From Capital	2,488.8	2,763.7	2,992.8	229.0	8.3%
5	Inter-Divisional Recoveries	8,112.1	7,765.5	8,603.1	837.6	10.8%
6	Other Revenues	935.6				
Total Revenues		11,536.5	10,529.2	11,595.9	1,066.7	10.1%
Net Expenditures		5,174.5	5,453.1	5,350.6	(102.5)	-1.9%

*2019 Q3 Proj Actuals and 2018 Actuals adjusted retroactively to remove interdepartmental charges

**2018 Actuals includes MCIC (Major Capital Infrastructure Coordination Division).

Salaries & Benefits: Include inflationary increases on existing salaries and benefits and additional positions as described in page 6.

Services & Rents: Increase is reflective of full year requirements to support the additional positions.

Revenues: Include increase in expenditures recovered from rate-based programs (Toronto Water and Solid Waste) and draws from capital to fund 7.0 Public Consultation positions.

Table 2b: Other Efficiencies / Savings

(\$000s)											
Recommendation	Type	2020				2021			2022		
		Revenue	Gross	Net	Positions	Gross	Net	Positions	Gross	Net	Positions
Efficiencies from Line-by-Line review	Line by Line		(306.2)	(306.2)							
Budget Increase/(Decrease)		-	(306.2)	(306.2)	-	-	-		-	-	

The 2020 Operating Budget includes \$0.306 million in gross expenditure reductions identified as part of the internal budget review as follows:

Efficiencies from Line-by-Line Review

- A reduction in base expenditures in materials and supplies; computer hardware and other non-salary costs contribute to Policy Planning Finance and Administration's efforts to continuously align budget with actual experience.

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

(\$000s)	2019 Projected Actuals	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	10,529.2	11,595.9	11,797.9	11,977.8
Gross Expenditures	15,982.3	16,946.5	17,408.4	17,768.3
Net Expenditures	5,453.1	5,350.6	5,610.5	5,790.5
Approved Positions	165.1	170.1	170.1	170.1

*2019 Q3 Projected Actuals adjusted retroactively to remove interdepartmental charges

Key 2021 drivers

The 2021 Outlook with total gross expenditures of \$17.408 million reflects an anticipated \$0.462 million or 2.7 per cent increase in gross expenditures above the 2020 Budget based on the following:

- Inflationary increases for salaries and benefits.
- Annualized costs for the additional positions received in 2020 Budget.

This increase is partially offset by anticipated recoveries of positions funded from capital and inter-divisional recoveries.

Key 2022 drivers

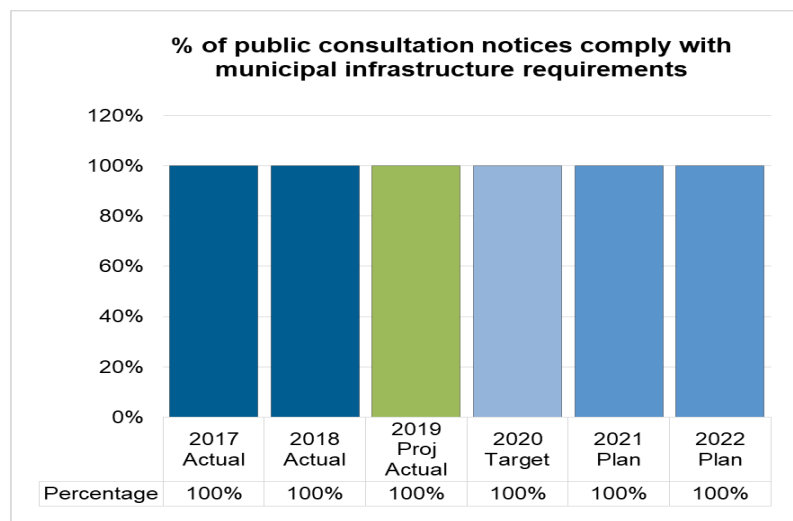
The 2022 Outlook with total gross expenditures of \$17.768 million reflects an anticipated \$0.360 million or 2.1 per cent increase in gross expenditures above the 2021 Budget based on the following:

- Inflationary increases for salaries and benefits.

This increase is partially offset by anticipated recoveries of positions funded from capital and inter-divisional recoveries.

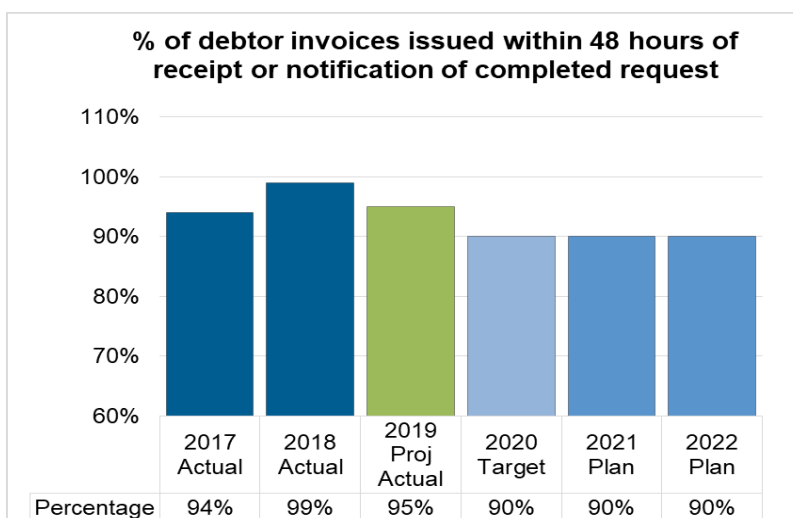
How well we are doing

Performance measures

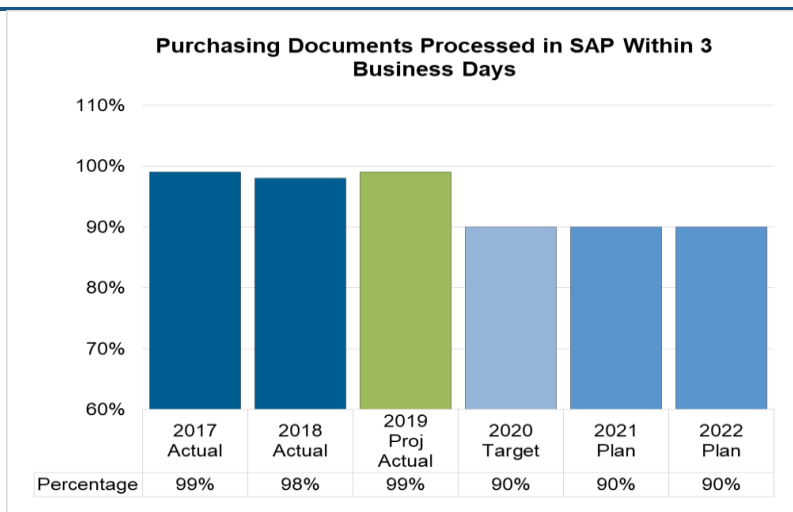


Behind the numbers

- This measure indicates the percentage of public consultation notices that comply with municipal notification requirements.
- The Program is projecting that in 2020 and onwards, it will continue to be in line with the 100% target.



- 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 2018 and projects to do so again in 2019 due to efficiencies gained through automation.



- To enable timely procurement, the division has committed to processing purchasing documents within 3 business days for purchases requiring sourcing.
- The Program has historically exceeded its target, which will be reviewed in 2020.

2020 Program Summary

Solid Waste Management

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca.

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 with an asset value of \$700M.

Why we do it

SWMS's 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.

Who we serve

City Beautification	Collection & Transfer	Processing & Transport	Residual Management	Education & Enforcement
<ul style="list-style-type: none"> • Local Communities • Local Businesses • Public Realm Users 	<ul style="list-style-type: none"> • Institutions • Divisions Agencies and Commissions (DACs) • Property Owners (residential & multi-res) • Recyclables Market • Commercial • Industrial 			<ul style="list-style-type: none"> • Institutions • DACs • Multi-unit residential • Property owners - residential households including single, semi and townhouses







Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$378.9	\$388.3	\$398.7	Gross Expenditures	\$81.3	\$686.8	\$768.1
Gross Expenditures	\$360.1	\$372.6	\$379.9	Debt Recoverable	\$32.8	\$325.8	\$358.6
Capital Contribution	\$18.8	\$15.7	\$18.8				
Approved Positions	1,128.3	1,128.3	1,128.3				

Key service outcomes

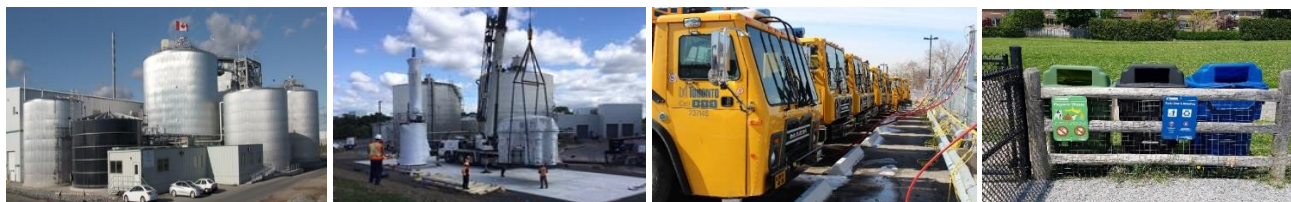
Outcomes	Description
Safely & efficiently collect materials from 875,000+ homes, businesses and public spaces.	<ul style="list-style-type: none"> Ensure collection fleet has industry leading telematics and safety solutions. Enhance capacity for operator training and reporting. Attract and retain talented and experienced staff.
Manage 900,000+ tonnes of material in an environmentally and fiscally sustainable manner.	<ul style="list-style-type: none"> Effectively manage contracts to ensure value for money. Develop programs to eliminate / reduce materials entering the waste stream. Ensure compliance on Environmental Certificates of Approvals. Maintain a sustainable rate model to fund asset replacement and growth. Build and invest in infrastructure to mitigate Greenhouse Gas impact from operations and advance climate change resiliency.
Maximize resources and asset value.	<ul style="list-style-type: none"> Maintain and continue to update a robust asset management program. Study and implement optimization and efficiency measures. Advance capital projects that generate value from resources.

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Projected Actual	2020 Target	Status
	Total Tonnes Managed	911,104	908,863	909,915	
	Residential Diversion Rate	52%	52%	53%	
	Litter Service Requests completed within Service Standard	98%	99%	98%	

Our experience and success

- Completed an organizational realignment to improve service delivery, emphasize health and safety culture and ensure contract oversight.
- Initiated a new safety strategy and related programs.
- Negotiated contracts for District 2 collections, Disco Organic Processing Facility and haulage.
- Commissioned Disco Road Organic Processing Facility.
- Initiated construction of the Dufferin Renewable Natural Gas (RNG) Facility.
- Installed electric charging stations at 4 locations.
- Constructed third Compressed Natural Gas Fill Station at Ingram Yard.
- Initiated Transfer Station Efficiency Study.
- Completed Green Bin rollout at dog-off leash parks.
- Developing a Single-Use and Takeaway Items Reduction Strategy.



Received Various Awards including:

- Circular Economy & Innovation Award CE100 (Ellen MacArthur)
- 3 Municipal Waste Association Awards – Gold for the Community Reduce and Reuse Programs, Silver for the Jack Armstrong “Get that Garbage Outta Here” campaign and the TOWaste app.
- 2019 Circulars Award Runner Up

Key challenges and risks

Extended Producer Responsibility

- Unknown regulatory landscape and planned transition to Full EPR between 2023 and 2025.
- Positive impact of regulatory changes anticipated to be \$15-20 million per year.

Evolving Packaging

- Potential Federal / Provincial regulations and industry trends will impact contamination levels, collections, processing and disposal operations.

Organics Processing Capacity

- Limited regional capacity to manage existing system tonnes, volume and population growth, contingency requirements for existing sites and potential Provincial regulations.

Sustainable Utility Rate

- Program and reserves ability to fund current infrastructure investments and future requirements such as a new or expanded landfill.

Provincial Landfill Capacity Constraints

- Long-term availability of landfill space within Ontario is limited.
- With population and economic growth in Toronto additional disposal options are needed.

Health & Safety

- Continued safety of staff, residents and visitors as well as compliance with environmental approvals.

Climate Change Resiliency

- Evolving Federal and Provincial policies on carbon pricing and ability to mitigate GHG output.

Priority Actions

Extended Producer Responsibility (EPR)

- Secure external expertise to assist the EPR Transition Team to analyze, develop, and execute the Council approved transition strategy.
- Potential savings are estimated to be \$15 - \$20 million per year depending on the final regulations. Staff have incorporated \$15 million into the program starting in 2023.
- Extend new or existing contracts to better align service provisions with anticipated EPR Transition date(s).

Evolving Packaging

- Advance the single-use reduction strategy.
- Develop and implement a Divisional contamination reduction strategy.
- Work with industry and packaging producers to fund research at current and future facilities (Adapt Policy).

Organics Processing Capacity

- Initiate the development of the third Anaerobic Digestion (AD) Facility and accelerate construction from 2036 to 2024. With commissioning in 2028.
- Ongoing engagement with Province on potential organics landfill ban and impacts to processors.

Sustainable Utility Rate

- Recommend rates to eliminate structural capital funding gap.
- Rates are projected to increase in 2023 if the \$15 million EPR efficiencies will not be realized.
- Move to cost recovery for Transfer Station tip fees starting with a 25% increase in 2020.
- Phase out of curbside rebate for small bins from 2021 to 2020 with no impact to the ratepayer in 2020.
- Not proceed with the phase out of the multi-residential rebate.

Provincial Landfill Capacity Constraints

- Re-negotiate landfill operations contract.
- Limit use of transfer stations to residents and businesses in Toronto.
- Work to identify and secure alternative landfill capacity.
- Study long term disposal options such as landfill capacity development (expand, purchase, build, contract) and energy.

Health and Safety

- Implement Vision Zero recommendations to install telematics solutions on collection fleet.
- Staff the newly created Health & Safety Unit to provide Divisional oversight and compliance activities.

Climate Change Resiliency

- Accelerated the third Anaerobic Digestion (AD) Facility.
- Plan for the development of Renewable Natural Gas (RNG) processing infrastructure at Green Lane and AD facilities.
- Use or sell RNG and its associated environmental attributes to offset operating and capital costs and potentially fund additional investments.

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; Bi-weekly to 1 to 2 times per week depending on customer type



Education and Enforcement
Enviroment Days : On Demand - up to 51 events per year



Processing & Transport of residual waste, organics, recyclables, durable goods, yard & hazardous waste - 100% in compliance with Certificate of Approval

Key service deliverables

- Implement Vision Zero recommendations including installing industry leading telematics and safety solutions on collection fleet;
- Preparing the transition of the Blue Box program towards an Extended Producer Responsibility Model;
- Extend or renew existing contracts to better align service provisions with anticipated Extended Producer Responsibility;
- Accelerate the third Anaerobic Digestion Facility to be completed in 2028;
- Development of Renewable Natural Gas (RNG) processing infrastructure at Green Lane and Anaerobic Digestion Facilities;
- Consultation to incorporate circular economy principles in purchasing
- Partner with academic institutions, business, other levels of government and First Nations on innovative waste management initiatives;
- Advance single-use reduction strategy;
- Renegotiate landfill operations contract;
- Develop and implement the Divisions contamination reduction strategy;
- Work to identify and secure alternate landfill capacity; and
- Identify long term waste disposal options including Landfill Capacity Development (expand, purchase, build or contract) and Energy from Waste.

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(In \$000s)	2018 Actual	2019 Projected Actual**	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
City Beautification	1,616.4	1,791.8	1,564.9		1,564.9	(226.9)	(12.7%)
Residual Management*	5,147.2	4,314.5	6,343.0	2,500.3	8,843.3	4,528.8	105.0%
Solid Waste Collection & Transfer	299,086.4	311,110.8	321,962.0	194.8	322,156.9	11,046.1	3.6%
Solid Waste Education & Enforcement	83.2	4.1	3.5		3.5	(0.6)	(15.4%)
Solid Waste Processing & Transport	47,479.0	50,152.8	46,228.7	106.6	46,335.3	(3,817.5)	(7.6%)
Total Revenues	353,412.2	367,373.9	376,102.1	2,801.7	378,903.9	11,529.9	3.1%
Expenses							
City Beautification	34,528.5	36,528.3	38,123.1		38,123.1	1,594.8	4.4%
Residual Management*	37,371.9	36,192.0	37,062.0	2,500.3	39,562.3	3,370.3	9.3%
Solid Waste Collection & Transfer	108,288.1	124,693.2	126,710.0	194.8	126,904.9	2,211.6	1.8%
Solid Waste Education & Enforcement	4,711.5	5,467.3	5,655.2		5,655.2	188.0	3.4%
Solid Waste Processing & Transport	152,449.1	143,376.1	149,751.5	106.6	149,858.1	6,482.0	4.5%
Subtotal Gross Expenditure	337,349.2	346,256.9	357,301.9	2,801.7	360,103.6	13,846.7	4.0%
Capital Contribution	16,063.1	21,117.0	18,800.2		18,800.2	(2,316.8)	(11.0%)
Total Gross Expenditures	353,412.2	367,373.9	376,102.1	2,801.7	378,903.9	11,529.9	3.1%
Approved Positions	1,116.3	1,122.8	1,126.3	2.0	1,128.3	5.5	0.5%

* This excludes internal revenue and cost of Green Lane Landfills

** Based on Q2 projections for year end

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$376.1 million gross (prior to capital contribution), reflecting an increase of \$8.7 million in spending above 2019 projected year-end actuals (prior to enhancements), predominantly arising from:

- Salary and benefit increases and inflationary increases to collection and processing contracts as well as related volume changes.
- Principal and interest payment of recoverable debt.
- Operating impact of commissioning of Dufferin Organics Processing facility.
- Above pressures are partially offset by base changes for user fee rate adjustments, Capital and other recoveries.

The 2020 Operating Budget recommends a 2.5 per cent rate increase to maintain existing service levels and meet additional service demands. Approximately 5 per cent of the 2020 Operating Budget will go toward the Capital reserve contribution to fund the 10-year Capital Plan.

COSTS TO ENHANCE SERVICES

New and Enhanced Service expenditures of \$2.8 million gross, to fund:

- Production and sale of Renewable Natural Gas from Dufferin Organic Processing Facility expected to be commissioned in 2020.
- Increase of 2 temporary full time positions funded from Capital to support Council's declaration of a Climate Emergency dated October 2 and 3, 2019.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in Solid Waste Management Services 2020 Operating Budget do not have any significant equity impacts

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for Solid Waste Management Services is \$376.1 million gross or 2.4% higher than the 2019 Projects Actuals. Table 2a below summarizes the key cost drivers for the base budget, while Table 2c summarizes New and Enhanced requests.

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers		2018 Actuals	2019 Proj. Actuals**	2020 Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	93,729.0	95,736.6	101,587.3	5,850.8	6.1%
2	Materials & Supplies	5,678.5	8,221.8	8,799.4	577.6	7.0%
3	Equipment	254.6	254.2	226.6	(27.5)	-10.8%
4	Service and Rent	138,138.6	146,632.7	149,591.1	2,958.4	2.0%
6	Contribution To Reserves	59,978.7	54,743.8	56,190.0	1,446.1	2.6%
7	Other Expenditures*	39,569.8	40,667.8	40,907.5	239.6	0.6%
Subtotal Gross Expenditure		337,349.2	346,256.9	357,301.9	11,045.0	3.2%
Capital Contribution		16,063.0	21,117.0	18,800.2	(2,316.8)	-11.0%
Total Expenditures		353,412.2	367,373.9	376,102.1	8,728.2	2.4%
Revenues						
1	Provincial Subsidies	24,311.2	26,073.2	26,807.4	734.1	2.8%
2	Federal Subsidies					
3	User Fees & Donations	301,356.8	313,928.8	321,052.8	7,124.0	2.3%
4	Transfers From Capital	3,198.1	3,973.4	5,299.2	1,325.8	33.4%
5	Other Revenues*	24,546.1	23,398.5	22,942.6	(455.8)	-1.9%
Total Revenues		353,412.2	367,373.9	376,102.1	8,728.2	2.4%
Net Expenditures		-	-	-	-	-

* This excludes internal revenue and cost of Green Lane Landfills

** Based on Q2 projections for year end

Salaries & Benefits: Includes inflationary increases on existing salaries and addition of new positions. Certain positions were also repurposed to better align the re-distribution of work/change within Solid Waste, with no changes to existing services.

Materials and Supplies: Includes inflationary increases and increases for new Hydro accounts required for operational needs.

Service and Rent: Includes increases due to Inflationary adjustments to collection, processing and disposal contracts as well as related volume changes.

Contribution to Reserve: Increases for principal and interest payment of recoverable debt for capital projects.

Contribution to Capital: Approximately 5 per cent of Solid Waste Management Services' 2020 Operating Budget will go towards the annual capital reserve contribution.

User Fees & Donations: Recommended 2.45% blended rate increase for collection revenues (Single Family and Residential Unit Above Commercial Customers 2.5%, Multi-residential Customers 1.5%, all Customers for oversize items 6% and Commercial Customers 6%) and 25% increase for tipping revenues.

Table 2c: 2020 Key Drivers – New / Enhanced

New / Enhanced	2020				2021 Annualized Gross	Equity Impact
	Revenue	Gross	Net	Positions		
In \$ Thousands						
1	New RNG operations	2,500.0	2,500.0			None
2	Climate Change initiative	301.8	301.8		2.0	None
Total New / Enhanced		2,801.8	2,801.8		2.0	

New Renewable Natural Gas Operations

Consistent with the goals of the Environmental Sustainability strategy and Climate Change initiatives Solid Waste Management Services (SWMS) is working towards the construction and operation of the City's first renewable natural gas facility. The facility will divert waste from landfill and produce valuable by-products such as digester solids that are further processed to produce a high quality compost and biogas, which will be harnessed at the SWMS waste management facilities to fuel solid waste collection fleet in the future.

Climate Change Initiative

As part of Solid Waste Management Services' response to address Climate Change, Green House Gases Reduction/Carbon Footprint Reduction, increase of 2 temporary capital funded positions is recommended. This will accelerate the response to the Climate Change Resiliency initiatives and will also support Federal and Provincial policies on carbon pricing and mitigation of Green House Gases output.

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

(In \$000s)	2019 Projected Actual	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	367,373.9	378,903.9	388,314.0	398,714.5
Gross Expenditures	346,256.9	360,103.6	372,589.3	379,906.2
Capital Contribution	21,117.0	18,800.2	15,724.8	18,808.3
Approved Positions	1,116.3	1,128.3	1,128.3	1,128.3

2019 projected actuals excludes internal revenue and cost of Green Lane Landfills and are based on Q2 projections for year end.

Key 2021 drivers

The 2021 Outlook with total gross expenditures of \$372.589 million reflects an anticipated \$12.485 million or 3.5 per cent increase in gross expenditures above the 2020 Budget based on the following:

- Inflationary increases related to salaries and benefits, collection, processing and landfill disposal contracts.
- Anticipated increases for principal and interest payment of recoverable debt.
- Anticipated increases to reserve contribution for climate resiliency projects and funding of State of Good Repair and Legislative requirements.
- Operating impact from completed capital project, Dufferin Organic Processing Facility.

These increases are partially offset by recommended User Fee blended rate increase of 2.7% on collection revenue.

Key 2022 drivers

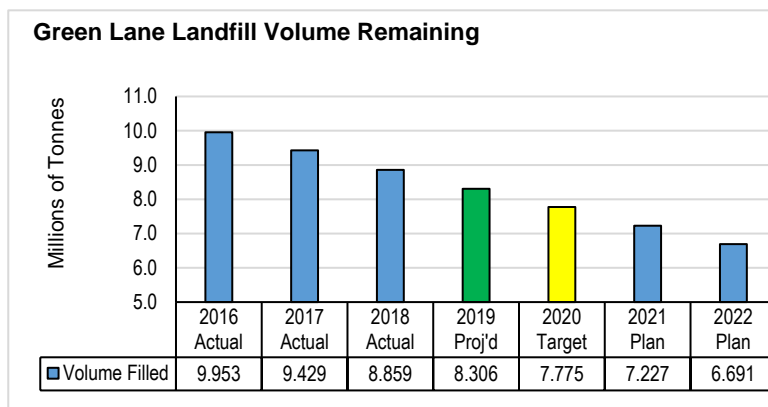
The 2022 Outlook with total gross expenditures of \$379.906 million reflects an anticipated \$7.316 million or 2.0 per cent increase in gross expenditures above the 2021 Budget based on the following:

- Inflationary increases related to salaries and benefits, collection, processing and landfill disposal contracts.
- Anticipated increases for principal and interest payment of recoverable debt.
- Anticipated increases to reserve contribution for climate resiliency projects and funding of State of Good Repair and Legislative requirements.
- Operating impact from completed capital project, Dufferin Organic Processing Facility.

These increases are partially offset by recommended User Fee blended rate increase of 2.9% on collection revenue.

How well we are doing

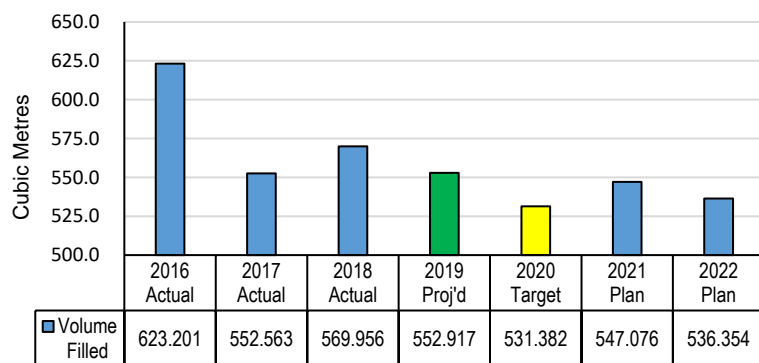
Performance Measures



Behind the Numbers

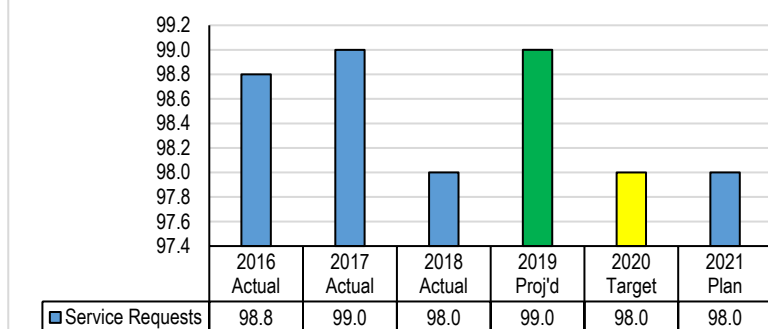
- The chart shows steadily decreasing volume due to increasing rate of annual waste fill.
- 2020 targeted volume of 7.775 million m3 represents a further decrease of 6.39% in the remaining available volume at Green Lane.
- Life expectancy of Green Lane Landfill site, based on 500,000 tonnes per year, is 2037.

Landfill Volume Filled per Year



- Since 2016 Solid Waste has maintained an average compaction of ~0.95 tonnes per m3 of volume at Green Lane Landfill
- Annually Solid Waste manages 500,000 tonnes of City garbage, not including an additional 38,000 tonnes from the surrounding South Wold area where Green Lane is located. This tonnage is comprised from agreements with surrounding municipalities and private vendors.
- Solid Waste will be diverting 39,000 tonnes to their alternate landfills located within different areas of Ontario to increase the life expectancy of Green Lane

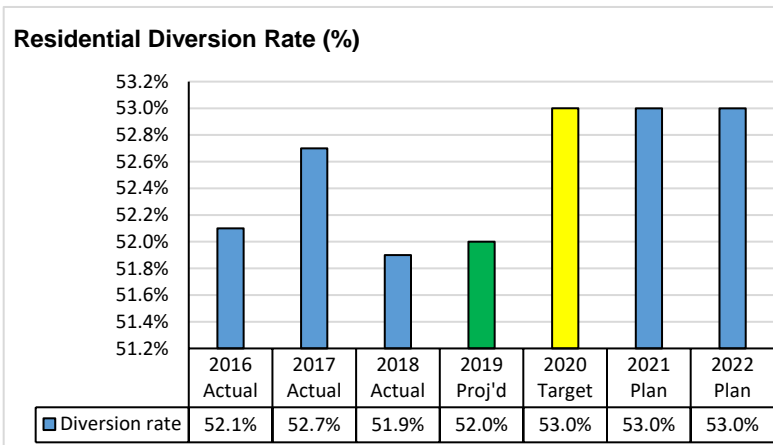
Litter Service Requests Completed within Service Standard



- Challenges in 2015 & 2016 were due to staffing shortages and an increase in number of litter bins.
- 2017 and 2018 reflect renewed effectiveness of delivering this service due to implemented operational efficiencies.
- 2019 to 2021 is conservatively anticipated to achieve 98% of standard

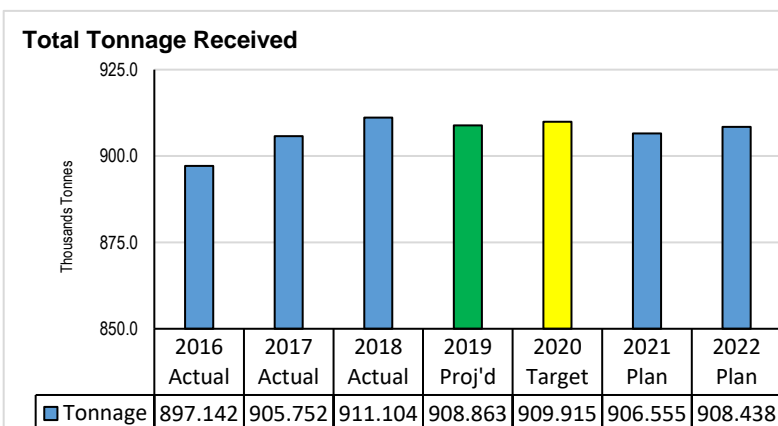
How well we are doing (Continued)

Performance Measures



Behind the Numbers

- Long Term Solid Waste Mgmt. Strategy has a 70% diversion target by 2026. This will not be achieved due to:
 - Light weighting of materials (e.g. plastic vs glass jars).
 - Divisional focus on Reduce and Reuse, then Recycle.
 - Volume is not available in the current garbage stream.
- Diversion is one of many measures that should be reviewed for program progress.
- More measures will be developed and used to show a well-rounded review of overall program impact.

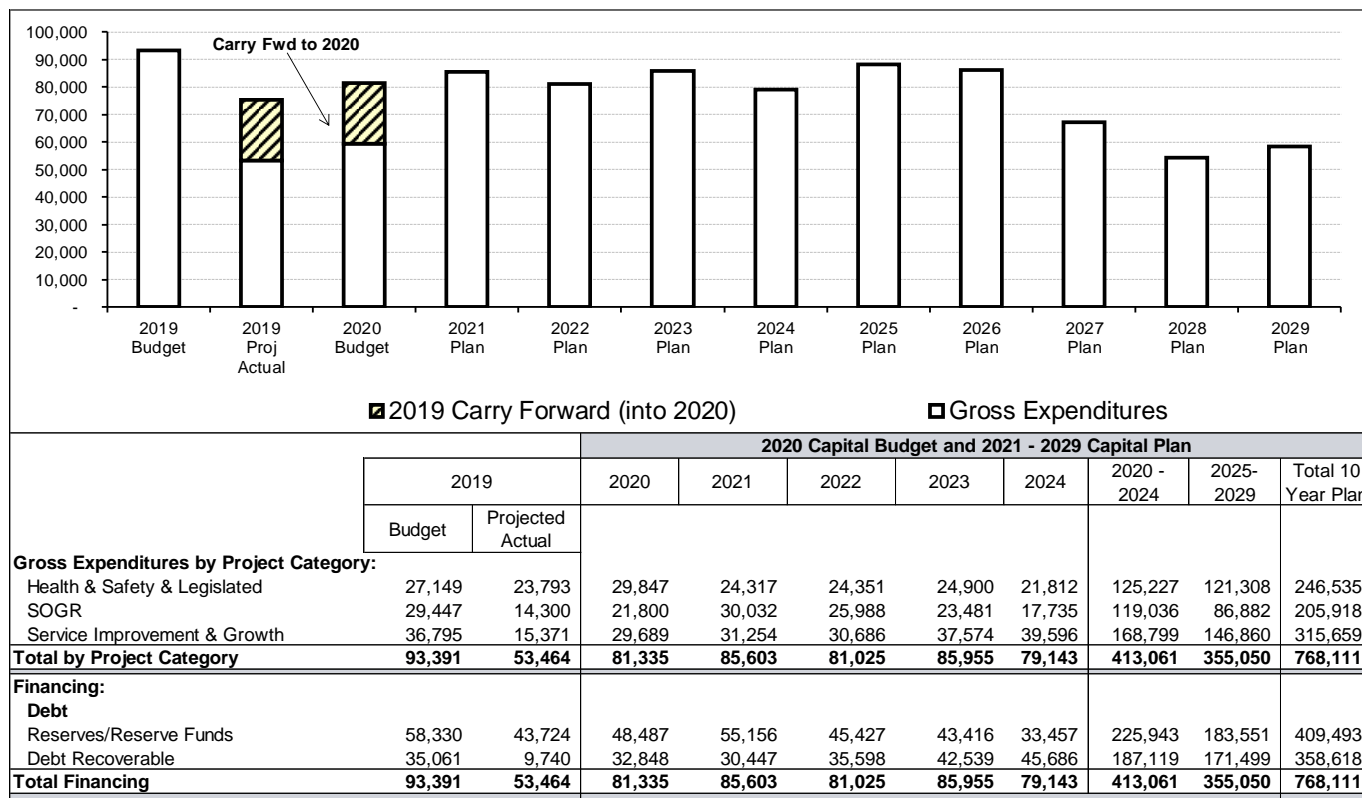


- Solid Waste has 5 major diversion programs that manages approximately 900,000 tonnes of waste annually, including;
 - Blue Box, 171,000 tonnes
 - Organics, 169,000 tonnes
 - Yard Waste, 97,000 tonnes
 - Garbage, 460,000 tonnes
 - Depot/Durable Goods & Electronics, 14,000 tonnes
- Total tonnes received remain relatively flat since 2016 and looking forward through to 2022

2020 2029 CAPITAL BUDGET AND PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview

(In \$ Thousands)



Changes to Existing Projects

- The 2020-2029 Capital Budget and Plan reflects an increase of \$75.914 million over the nine common years (2020-2028).
- Increased funding of \$110.645 million for the acceleration of third Organic Processing Facility and \$50.000 million for development of Landfill Gas Utilization infrastructure.
- Increased funding of \$17.209 million to various Transfer Station Asset Management projects.
- Defer funding of \$60.692 million for Long Term Waste Management Strategy and \$60.000 million for Mixed Waste Management Facility
- Net Increase of \$18.752 million for multiple projects to reflect updated cost estimates, scope and project schedules.

New Projects

- The 2020-2029 Capital Budget and Plan include following new programs:
- \$20.000 million for Landfill Capacity Development to develop another landfill, once Green Lane is completely filled.

Capital Needs Constraints

- The 2020-2029 Capital Budget and Plan is based on Solid Waste Management Services' capacity to deliver. Solid Waste Management Services does not have any unmet needs over the 10-year planning horizon

2020 – 2029 CAPITAL BUDGET AND PLAN**\$768.1 Million 10-Year Gross Capital Program**

				
Maintaining infrastructure	Landfill dev. & mgt.	Long term waste mgt. strategy	Organics processing facilities	Biogas / landfill gas utilization
\$205 M 27%	\$247 M 32%	\$64 M 8%	\$141 M 18%	\$53 M 7%
State of Good Repair Transfer Stations Organics Processing Dufferin Waste Collection Yards	Landfill Management Green Lane Perpetual Care Capacity Development	LTWMS TS Optimization Promotion & Education LTWM Strategy Update	Growth Projects 3rd Anaerobic Digester	Service Improvements landfill gas biogas Disco & Dufferin

How the Capital Program is funded

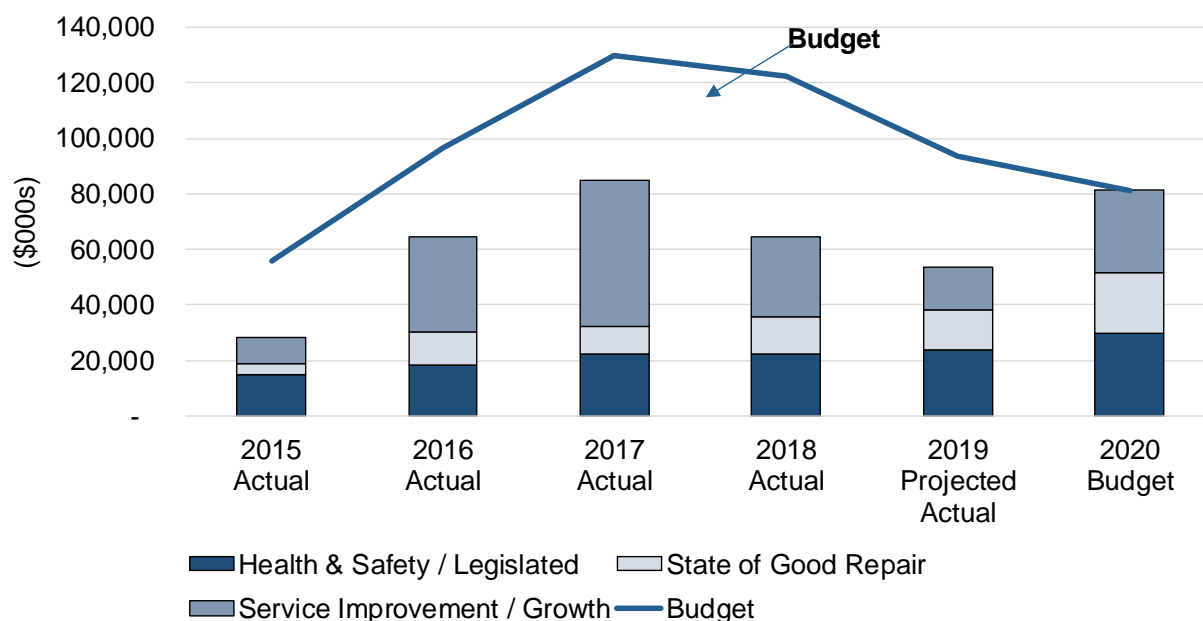
City of Toronto		Provincial Funding	Federal Funding
\$768.1 M		\$0.0M	\$0.0M
100%		0%	0%
Recoverable Debt	\$ 358.6 M		
Waste Management Reserve Fund	\$ 293.3 M		
Perpetual Care Reserve Fund	\$ 74.9 M		
Green Lane Landfill Reserve	\$ 41.3 M		

CAPACITY TO SPEND REVIEW

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

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

Chart 2 – Capacity to Spend



	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Projected Actual	2020 Budget
Health & Safety / Legislated	14,932	18,510	22,115	22,390	23,793	29,847
State of Good Repair	4,076	11,974	10,025	13,342	14,300	21,800
Service Improvement / Growth	9,392	34,035	52,729	28,692	15,371	29,689
Total	28,400	64,519	84,869	64,424	53,464	81,335
% Spent	51%	67%	65%	53%	57%	

Capacity to Spend Review Impact on the 10-Year Plan

The 2020 – 2029 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 program outcomes. Growth Related projects reflect the plan to build a future waste processing facility as well as an organics processing facility.

In 2020, Solid Waste Management plans to award approximately \$81.335 million in capital spending on the following high priority projects:

- Commissioning of Dufferin Organics Processing Facility (\$6.000 million).
- Green Lane Landfill cell development and continuous environmental remediation and monitoring (\$18.931 million).
- Perpetual Care of Closed Landfills continuous environmental remediation and monitoring (\$10.916 million)
- Service Improvement projects in Long Term Waste Strategy, IT, Fleet Technology Enhancements and various engineering studies (\$22.759 million).
- Various State of Good Repair projects in Transfer Stations, Collection Yards and Organics Processing Facilities (\$19.356 million).
- Dufferin Facility Site Improvement (\$1.967 million), if approved to build, detailed design will be developed in 2020.

Based on the review of historical capital spending constraints, \$23.996 million in capital funding originally cash flowed in 2020 has been adjusted to 2021 or future years. Key adjustments to the Capital Plan are noted below:

- Long Term Waste Management Strategy 2020 cash flow has been reduced by \$4.149 million to reflect updated project delivery schedules for various studies.
- Dufferin Waste Facility Site Improvement 2020 cash flow has been reduced by \$10.000 million to reflect the additional due diligence taken on the project in 2019 as well as SWM looking for partnership opportunities within other Divisions. . If project proceeds, the detailed design will be prepared in 2020.
- Various State of Good Repair projects such as Transfer Station Asset Management, Organics Processing Facility Asset Management, and Collection Yards Asset Management 2020 cash flow has been reduced by \$16.417 million to reflect constraints in staff resources and delays in finalizing the bid documents (Request For Quotation/Request For Proposal).

The above 2020 cash flow reductions are offset by an increase in 2020 cash flow in the following projects:

- Dufferin SSO Facility 2020 cash flow has been increased by 6.600 million for commissioning phase of the project.
- Landfill Gas Utilization 2020 cash flow has been increased by \$1.500 million to develop Renewable Natural Gas infrastructure.
- Fleet Technology Enhancements 2020 cash flow has been increased by \$1.320 million to ensure collection fleet has industry leading telematics and safety solutions.

STATE OF GOOD REPAIR (SOGR) FUNDING AND 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.

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

Approval of the 2020 Capital Budget will impact the 2020 Operating Budget by a total of \$3.389 million net for processing costs of organics arising from the commissioning of the Dufferin Organic Processing Facility as shown in Table 4 below.

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

Projects	2020 Budget		2021 Plan		2022 Plan		2023 Plan		2024 Plan		2020 - 2024		2020 - 2029	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
Dufferin Organic Processing Facility	3,389		3,677		318						7,384		7,384	
Sub-Total: Previously Approved	3,389		3,677		318						7,384		7,384	
New Projects - 2019														
Sub-Total: New Projects - 2019														
New Projects - Future Years														
3rd AD (Organic Processing Facility)													14,301	
Dufferin Waste Facility Site Improvement									1,000		1,000		1,000	
Sub-Total: New Projects - Future Years									1,000		1,000		15,301	
Total	3,389		3,677		318				1,000		8,384		22,685	

The 10-year Capital Plan will increase in future years Operating Budget by \$22.685 million net over 2020-2029 period. The 2020 Operating Budget reflects an increase of \$3.389 million due to processing cost of 27,375 tonnes of Organics to be processed at Dufferin Organic Processing Facility.

The operating costs of completed capital projects for 2021 to 2029 are projected to be \$19.296 million which includes:

- Organic processing cost in 2021 for Dufferin Organic Processing Facility, which will be fully operational in 2021. This will result in processing cost associated with additional 27,375 tonnes in 2021. The increase in subsequent years represents expected inflationary increases.
- Third Organic Processing Facility or third Anaerobic Digester "3rd AD" is expected to be operational in 2028 and will result in estimated operational cost of \$14.301 million. The cost to use external providers will decrease as a result.
- Dufferin Waste Facility Site Improvement is expected to be completed in 2024 and will result in estimated operational cost of \$1.000 million.

2020 Program Summary

Toronto Building

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca.

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:

- Setting fees for building permits
- Reviewing and issuing building permits
- Conducting mandatory inspections of construction to make sure work is in compliance with the Building Code and 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.

Who we serve

Building Permission & Information

- Agent
- Applicant
- Architect / Firm
- Builder and Organization
- Business
- Complainant
- Consultant
- Contravener
- Designer Firm / Professional
- Developer
- Engineer
- Lawyer
- Licensee
- Mayor & City Council
- Operator
- Owner's Agent
- Police
- Property Owner
- Ratepayers
- Sign Owner
- Staff - City Divisions
- Surveyor
- Tenant

Beneficiaries

- Adjacent Property Owners
- Residents

Building Compliance

- Building User or Occupant
- Property Owner
- Agent
- Contractor
- Design Professional
- Sign Owner
- Developer
- City Divisions
- Council / Mayor

Beneficiaries

- Adjacent Property Owners
- Residents
- Mayor & City Council







Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$77.0	\$69.5	\$70.4	This program does not have a capital budget			
Gross Expenditures	\$60.9	\$58.6	\$59.5				
Net Expenditures	(\$16.1)	(\$10.9)	(\$10.9)				
Approved Positions	477.0	477.0	477.0				

Key service outcomes

Outcomes	Description
Safe, healthy, sustainable, and accessible built environment	The delivery of building and sign permit, inspections and enforcement services help protect residents, buildings, and the interests of the community by making sure construction projects are structurally sound, safe and meet Ontario Building Code (OBC), municipal zoning, and other applicable law requirements.
Fiscal sustainability through full cost recovery	Establish and maintain building permit fees under the authority of the Building Code Act (BCA), to cover the costs of the administration and enforcement of the BCA, and invest in service improvements and modernization.
Seamless customer service experience	Deliver a seamless customer experience by continued implementation of a digital first service strategy, improving transparency, accountability and consistency, and continuously communicating and engaging with customers and stakeholders.

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	Review applications for construction to uphold standards for safe and healthy buildings	50,341	50,000	50,000	
	Mandatory inspections to confirm compliance with issued building permits	170,066	170,000	175,000	
	Targeted enforcement to minimize negative impacts of residential infill construction	796	497	600	

Our experience and success

- Improved permit review service levels for complete applications stream, and preliminary zoning reviews
- Coordinated and led interdivisional targeted enforcement campaign on approximately 500 residential infill construction sites across the city
- Advanced service modernization through initiation of the Client Relationship Management system project aimed to enhance complaints management, and continued digitization of building records – over 900,000 images scanned, and 56% of all records requests now fulfilled electronically
- Participated in the development of legislative and Building Code changes including:
 - Municipal Code Chapter 363 (Construction and Demolition By-law) updates to improve transparency of the City's requirements and increase compliance adopted by City Council
 - Input provided to the Province of Ontario for consideration regarding establishing a Building Condition Evaluation Program, and transforming and modernizing the delivery of building code services

Key challenges and risks

- Seeking options for a refreshed client-centric operating model and practices for the Division through continuation of program and organizational review
- Ability to drive service quality, efficiency, innovation, and meet service levels in the context of high levels of development and construction activity, increasing complexity, and regulatory changes
- Maintaining and enhancing a continuous learning environment for staff training and development
- Influencing and responding effectively to new legislation and legislative amendments that affect development and construction in the City
- Manual coordination of interdivisional complaints regarding residential infill construction, while automated enhancements to complaint monitoring and management are explored and developed
- Technology roadmap required for future digital architecture to enable enhanced integrated client-centric service delivery

Priority actions

- Continue comprehensive program and organizational review.
- Invest in a knowledgeable and engaged workforce by advancing succession planning and enhancing employee training and development programs.
- Advance strategic initiatives and fiscal responsibility by continuing third-party review of full cost-recovery model
- Drive service quality, efficiency and innovation by piloting new collaboration platforms and tools for staff
- Pursue a seamless customer service experience and further implement electronic service delivery enhancements and online tools as part of digital first service strategy

Our key service levels



Review complete building permit applications, within legislated time frame **95%** of the time



Review sign permit applications within legislated time frame **94%** of the time



Conduct mandatory building inspections within legislated time frame **94%** of the time

Key service deliverables

- 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
- Continued implementation of measures to further reduce existing inventory of dormant permits
- Dedicate resources in support 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

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actuals*	2019 Projected Actuals*	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Building Compliance	33,701.2	46,609.0	34,769.4	664.4	35,433.9	(11,175.2)	(24.0%)
Building Permission & Information	43,408.9	55,011.4	41,015.6	548.6	41,564.3	(13,447.1)	(24.4%)
Total Revenues	77,110.1	101,620.4	75,785.1	1,213.0	76,998.1	(24,622.3)	(24.2%)
Expenditures							
Building Compliance	24,233.8	23,494.6	27,619.9	728.7	28,348.5	4,853.9	20.7%
Building Permission & Information	26,236.2	27,638.0	32,018.3	484.4	32,502.7	4,864.7	17.6%
Total Gross Expenditures	50,470.0	51,132.6	59,638.2	1,213.0	60,851.2	9,718.7	19.0%
Net Expenditures	(26,640.1)	(50,487.8)	(16,146.9)	0.0	(16,146.9)	34,341.0	(68.0%)
Approved Positions	468.0	472.0	472.0	5.0	477.0	5.0	1.1%

*2018 Actuals and 2019 Actuals (based on Q3 2019) adjusted retroactively to remove interdepartmental charges and recoveries.

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$59.638 million gross reflecting an increase of \$8.506 million in spending above 2019 projected year-end actuals (prior to enhancements or efficiencies), predominantly arising from:

- Inflation increases in salaries & benefits, and improved vacancy rate in 2020 budget.
- Increased contribution to Building Code Act Service Improvement Reserve Fund to meet operational requirements.

COSTS TO ENHANCE SERVICES

New and Enhanced Service expenditures of \$1.213 million gross, enabling:

- Centralization of records management functions including the addition of one (1.0) new position. Through efficiencies gained in centralizing records management functions, this enhancement will improve the service level for completing routine disclosure requests from 30 days to 10 days.
- Service improvements to mechanical and plumbing inspections including the addition of two (2.0) new positions. The increased workforce capacity and efficiencies gained through this enhancement will improve the ability to meet the legislated two-day response time service level for mechanical and plumbing inspections.
- One stream preliminary review program including addition of two (2.0) new positions. Through efficiencies gained by merging the two existing zoning review programs into a one-stream preliminary review program, eliminating confusion, and the introduction of a more cost-effective fee structure, the service standard target for preliminary zoning reviews will be improved from 65% to 75% for zoning certificate review for all building types.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in Toronto Building's 2020 Operating Budget do not have any significant equity impacts.

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for Toronto Building is \$8.506 million gross or 16.6% higher than the 2019 Projects Actuals. Table 2a below summarizes the key cost drivers for the base budget, while Table 2b summarizes New and Enhanced requests

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)		2018 Actuals	2019 Proj. Actuals	2020 Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	45,831.9	47,294.1	54,089.2	6,795.1	14.4%
2	Materials & Supplies	77.3	130.5	122.5	(8.0)	-6.1%
3	Equipment	50.2	301.8	241.8	(60.0)	-19.9%
4	Service and Rent	1,027.2	1,938.3	2,540.1	601.9	31.1%
5	Contribution To Capital					
6	Contribution To Reserves	2,895.2	952.1	2,128.7	1,176.6	123.6%
7	Other Expenditures	588.2	515.8	515.8		
Total Expenditures		50,470.0	51,132.6	59,638.2	8,505.6	16.6%
Revenues						
1	Provincial Subsidies					
2	Federal Subsidies					
3	User Fees & Donations	3,765.6	2,850.1	2,850.1		
4	Transfers From Capital			156.1	156.1	
5	Other Revenues	73,344.5	98,770.3	72,778.9	(25,991.4)	-26.3%
Total Revenues		77,110.1	101,620.4	75,785.1	(25,835.3)	-25.4%
Net Expenditures		(26,640.1)	(50,487.8)	(16,146.9)	34,341.0	-68.0%

*2019 Q3 Projected Actuals and 2018 Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Salaries and Benefits: Includes inflationary increases on existing salaries and benefits, and additional positions as described on page 7. Increase is also associated with enhanced vacancy management in 2020 through continued implementation of hiring strategies.

Contribution to Reserves: Includes increased contributions to the Building Code Service Improvement Reserve Fund, an obligatory dedicated reserve, with funds protected for the maintenance of systems and processes which enable legislated service delivery timelines and reporting requirements to be met, including stabilization and investment in service improvements.

Revenues: Projected increase in 2019 driven by higher than anticipated volume of building permit applications. In 2020 permit fees will remain at the 2019 rates while the Division undertakes a review of its full costing model.

Table 2b: Other Efficiencies / Savings

(\$000s)											
Recommendation	Type	2020				2021			2022		
		Revenue	Gross	Net	Positions	Gross	Net	Positions	Gross	Net	Positions
Reduction in Base Expenditures/Realignment of Budget	Line by Line		(149.9)	(149.9)							
Budget Increase/(Decrease)		-	(149.9)	(149.9)	-	-	-		-	-	

The 2020 Operating Budget includes \$0.150 million reductions in gross expenditures

Line-by-Line

- A reduction in base expenditures in equipment, and services and rents contributes to Toronto Building's efforts to manage continuous cost increases from internal and external sources. Savings are achieved by modernizing business processes including electronic service delivery and digitization of the building records, and implementation of management controls to better monitor and analyze business spending.

Table 2c: 2020 Key Drivers – New / Enhanced

New / Enhanced (\$000)	2020				2021 Annualized Gross	Equity Impact
	Revenue	Gross	Net	Positions		
In \$ Thousands						
¹ Toronto Building Records Management Centralization	836.4	836.4		1.0	218.0	Low
² Plumbing and HVAC Inspection Services Enhancements	179.9	179.9		2.0	215.4	Low
³ One Stream Preliminary Review Program	196.8	196.8		2.0	204.7	Low
Total New / Enhanced	1,213.0	1,213.0		5.0	638.1	

Centralization of Toronto Building Records Management Functions

As part of its digital-first Electronic Service Delivery strategy and business transformation, Toronto Building is proposing to consolidate its records management and digitization functions into one centralized unit. In recent years the demand for building records through routine disclosure requests has steadily increased as development has intensified and renovation of existing buildings has expanded across the City. Toronto Building is in the final stages of digitizing all open building records with expected completion in 2021, and is in the process of digitizing historic building records to enable electronic processing of records requests.

To capitalize on efficiencies gained through electronic service delivery, merging the routine disclosure staff with the digitization staff in a centralized records management unit is proposed. Through efficiencies gained in centralization and improved capacity to manage the increasing volume of records requests, the service level target to fulfill routine disclosure requests will be improved from 30 days to 10 days.

Service Improvements to Mechanical and Plumbing Inspections

Currently, Toronto Building has 25 inspectors, in three different roles delivering, mechanical (HVAC) and plumbing inspections for large and complex buildings. The Division is proposing to convert five (5.0) existing single role inspector specialist positions to five (5.0) dual role inspector specialist positions, and add two (2.0) net new dual role specialist positions. This enhancement is aimed at increasing productivity through efficiencies gained, and building workforce capacity to improve the ability to meet the legislated two-day response time service level for mechanical and plumbing inspections, in the context of sustained high levels of construction activity.

One Stream Preliminary Review Program

Toronto Building currently provides two preliminary zoning review programs including, the Zoning Certificate Program, and the Preliminary Project Review Program. These similar yet different review streams cause confusion amongst permit applicants as to which preliminary program to apply to. This leads to clients applying to the incorrect stream which results in delays and additional fees. To improve service delivery, eliminate confusion for applicants, and to introduce a more cost effective fee structure, the Division is proposing to merge the two existing zoning review programs into a one-stream preliminary review program that will provide a detailed review of a project proposal confirming compliance with the City's Zoning By-law(s) and applicable law. The addition of two (2.0) new Zoning Examiner positions is also proposed to meet increasing service demands and established turnaround times for zoning reviews, in the context of sustained high volumes of permit activity.

Through efficiencies gained by merging the two existing zoning review programs into a one-stream preliminary, the service standard target for preliminary zoning reviews will be improved from 65% to 75% for zoning certificate review for all building types.

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

(\$000s)	2019 Projected Actuals	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	101,620.4	76,998.1	69,521.8	70,421.5
Gross Expenditures	51,132.6	60,851.2	58,574.9	59,474.6
Net Expenditures	50,487.8	16,146.9	10,946.9	10,946.9
Approved Positions	472.0	477.0	477.0	477.0

*2019 Q3 Projected Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Key 2021 drivers

The 2021 Outlook with total gross expenditures of \$58.575 million reflects an anticipated \$2.276 million or 3.7 per cent decrease in gross expenditures below the 2020 Budget based on the following:

- Decrease in salaries and benefits related to fewer resources required for transit expansion projects and the elimination of 10 interim temporary positions implemented to manage workload pressures
- Decrease in services and rents related to the elimination of one-time renovation costs associated with the centralization of records management functions and consulting expenses related to the Program Review conducted in 2020.
- Decrease in contribution from reserve fund related to the elimination of indexation of indirect support costs to be reviewed in 2020 and reduced requirement for transit expansion projects and the Program Review.

These decreases are partially offset by anticipated inflationary increases for salaries and benefits, and building permit revenues to maintain full cost recovery.

Key 2022 drivers

The 2022 Outlook with total gross expenditures of \$59.475 million reflects an anticipated \$0.900 million or 1.5 per cent increase in gross expenditures above 2021 gross expenditures arising from the following:

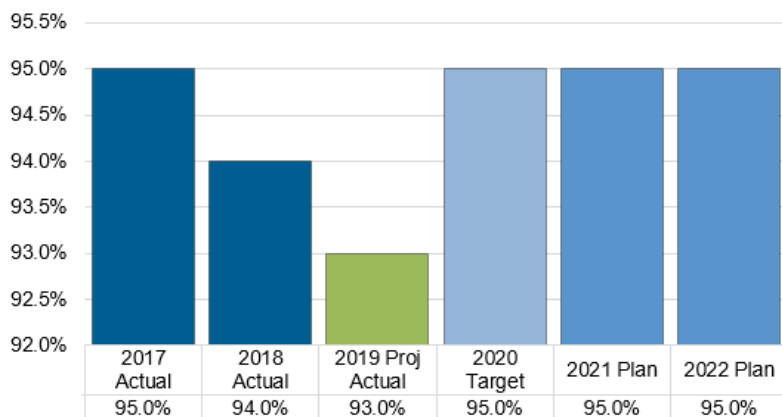
- Inflationary increases in salaries and benefits for existing positions.

These increases are offset by anticipated inflationary increases for building permit revenues.

How well we are doing

Performance measures

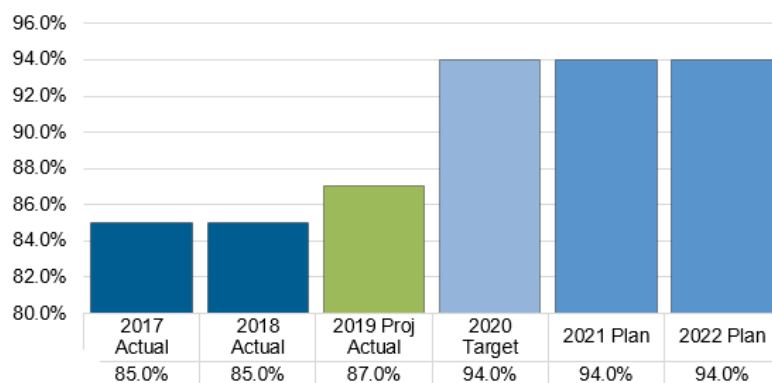
% complete building permit applications reviewed within time frames



Behind the numbers

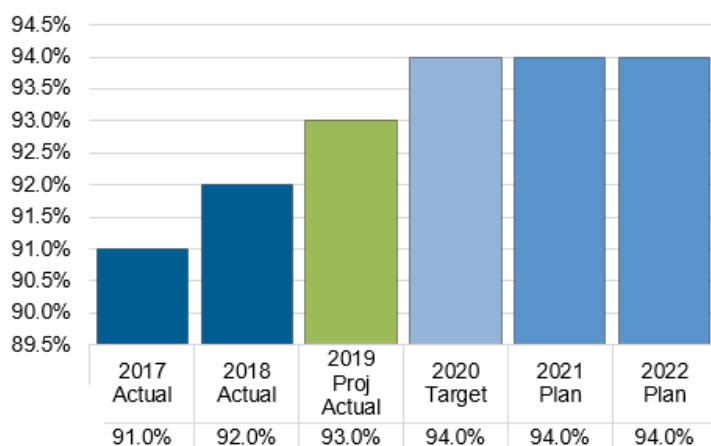
- This measure indicates the percentage of complete building permit applications, for all types of buildings, which are reviewed for compliance with the Building Code and all applicable law within legislated time frames.
- Time frames vary according to the complexity of the application and type of building.
- 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 2020.

% sign permit applications reviewed within legislated time frame



- This measure indicates the sign permit applications reviewed within the legislated time frame.
- 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 2020 and future years.

% building inspections conducted within time frames



- This measure indicates the percentage of requested mandatory inspections that are completed within two 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 frame.
- It is projected in 2020 that the Program will achieve a service level of 94%.

2020 Program Summary

Toronto Fire Services

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca.

What we do

In accordance with the Ontario Fire Protection and Prevention Act (FPPA), 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.

Toronto Fire Service delivers the following services:

- Fire Rescue & Emergency Response
- Fire Safety Education
- Fire Prevention Inspection & Enforcement

TFS deploys from 83 fire stations and 8 support facilities to support service delivery. On an annual basis, TFS responds to more than 135,000 emergency incidents, inspects 8,200 properties with unique addresses, and responds to more than 8,600 requests for Fire Code inspections.

Why we do it

TFS 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.

Who we serve

Fire Rescue & Emergency Response

- City Council
- Incident Victim
- Property occupant
- Property owner

Beneficiaries

- Adjacent property owners
- Businesses
- Insurance companies
- Residents
- Visitors

Fire Safety Education

- City Council
- Local Business
- Toronto Elementary School Teachers
- Residents

Beneficiaries

- Elementary School Children
- Residents
- City & Agency Staff
- Visitors

Fire Prevention, Inspection, & Enforcement

- City Council
- Property owners
- Building occupants

Beneficiaries

- Adjacent Property owners/neighbours
 - Businesses
 - Residents
 - Visitors
-




Budget at a glance

2020 OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$20.7	\$20.7	\$20.7	Gross Expenditures	\$18.9	\$43.8	\$62.7
Gross Expenditures	\$497.3	\$525.6	\$534.9	Debt	\$5.2	\$16.3	\$21.5
Net Expenditures	\$476.6	\$504.9	\$514.2				
Approved Positions	3,192.3	3,234.3	3,234.3				

Key service outcomes

Outcomes	Description
Reduce loss of life and property due to fire and other emergency incidents	Deliver NFPA 1710-2016 compliant emergency response performance Deliver effective Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE), Heavy Urban Search and Rescue (HUSAR) response services, and support effective Public Order Unit operations. Deliver effective Technical Rescue and Marine firefighting and rescue services.
Increasing compliance with the Ontario Fire Code	Complete 100% of complaint / request initiated inspections. Inspect every high-rise residential building and every vulnerable occupancy annually. Inspect every TCHC high-rise / mid-rise / low-rise / townhouse / senior's residential building annually. Perform comprehensive fire investigations and utilize evidence-based findings to inform public education, inspection, engineering and enforcement strategies.
Increase public knowledge of fire safety and fire safety regulations	Continue to deliver the comprehensive market segmentation-based public education campaigns. Deliver risk-based public education programming that target the leading causes of fires in Toronto. Reduce the numbers of fatal and/or critical injury fires experienced in Toronto.

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	# frontline emergency apparatus responding to emergency incidents	303,890	311,893	321,617	●
	# property inspections (with unique addresses)	8,561	8,200	8,400	●
	# of Presentations conducted annually for Seniors	114	180	195	●

Our experience and success

- CFAI (Commission on Fire Accreditation International) Accreditation: Following an intensive review process, TFS was accredited for the first time in 2019. This process is designed to identify continuous improvement initiatives to address gaps, resulting in improved service for the City at the lowest cost possible. The City of Toronto is now the largest city in North America to have an accredited fire service.
 - Implementation of market segmentation-based public education across the City, using Environics data, enabling the identification of demographics to create fire safety campaigns specifically targeting areas at highest risk.
 - Addition of a TFS Employee Assistance Counsellor to review and recommend training for the peer support team, conduct periodic wellness checks with peer support team members, provide one-on-one advice, guidance, coaching to TFS employees, and provide referral information to support employee wellness.
 - Conducted a provincial Heavy Urban Search and Rescue (HUSAR) Training Exercise, incorporating a full camp set up and scenario to review procedures, evaluate new equipment and exercise interoperability between Provincial HUSAR teams from Ottawa, Thunder Bay and Windsor emergency services.
 - Worked with CreateTO and the Strategic Program Management Committee to ensure TFS's needs are considered in city campus developments to meet outstanding needs for new/replacement fire stations, as well as needs for a new TFS headquarters and training academy.
-

Key challenges and risks

- Impact of vertical City: Vertical growth continues to be a challenge as high-rise fires require 2.5 times more personnel on scene than a single family residence fire, and the added vertical distance increases the challenge of meeting response time performance standards.
 - The number of WSIB-approved hours of off-duty time for operations staff has increased by 285% in the last 5 years and is projected to continue to increase as the impact of occupational stress injuries, traumatic mental stress and PTSD incidents continue to increase. The TFS staffing model does not allow TFS to absorb unplanned absences other than by removing frontline trucks from service, however TFS is proceeding with plans to mitigate this risk using existing resources.
 - Continue to deliver and evaluate the effectiveness of the inspection and community outreach programming designed to reduce for incidents in all TCHC and high-rise and vulnerable occupancy properties across the City.
-

Priority actions

- The achievement of CFAI accreditation highlighted a number of opportunities for continuous quality improvement, informing ongoing service delivery initiatives for the enhancement of service delivery strategies, particularly as they relate to effective and efficient staff deployment to be considered in the 2021 budget process.
 - Review of the deployment of operational resources in accordance with the CFAI recommendations and City Council direction by conducting critical task analyses to better align the deployment of resources with the TFS standards of cover, to improve the efficiency and effectiveness of resource deployment.
 - The collective agreement signed in December 2018 included a number of Memoranda and the establishment of working groups to resolve outstanding issues, beginning in 2019. It is expected that the work of these committees will conclude in 2020, resulting in a number of recommendations to enhance operations and comply with the terms of the collective agreement.
 - Implementation of a 2-year pilot program that aims to mitigate the service level impacts that result from unanticipated WSIB related absences by utilizing existing staff to backfill front-line vacancies.
-

Our key service levels



Assembling the personnel required to safely fight structure fires within 10:24 minutes
90% of the time



1,825 Fire Safety presentations made annually to elementary schools



100% of all High-Rise and TCHC multi-unit residential properties inspected annually

Key service deliverables

- Respond to 141,200 emergency incidents, resulting in 321,600 emergency vehicle responses, including:
 - 37,100 fires
 - 2,600 carbon monoxide incidents
 - 1,600 hazardous materials incidents
 - 76,800 medical emergencies
 - 14,400 motor vehicle incidents and rescues
- Train and equip HUSAR and CBRNE teams to be ready to respond to major disasters
- Inspect 100% of all vulnerable occupancies / TCHC multi-unit residential properties / licensed rooming houses annually
- Inspect every high-rise residential building in the City, no less than once every 12 months
- Complete 8,000 complaint / request inspections
- Conduct a total of 2,020 fire safety presentations for elementary schools and seniors
- Investigate 100% of all fatal and serious injury fires

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Fire Rescue & Emergency Responses	18,572.6	20,593.5	19,603.2		19,603.2	(990.3)	(4.8%)
Fire Prevention, Inspection & Enforcement	2,136.5	1,130.6	1,130.6		1,130.6	0.0	
Fire Safety Education	152.2	338.1	8.1		8.1	(330.0)	(97.6%)
Total Revenues	20,861.3	22,062.2	20,741.9	0.0	20,741.9	(1,320.3)	(6.0%)
Expenditures							
Fire Rescue & Emergency Responses	438,910.8	450,416.7	459,829.9	2,346.2	462,176.1	11,759.4	2.6%
Fire Prevention, Inspection & Enforcement	24,453.8	28,033.7	28,768.2		28,768.2	734.5	2.6%
Fire Safety Education	5,820.9	5,613.7	6,399.9		6,399.9	786.2	14.0%
Total Gross Expenditures	469,185.5	484,064.1	494,998.0	2,346.2	497,344.2	13,280.2	2.7%
Net Expenditures	448,324.2	462,001.9	474,256.1	2,346.2	476,602.3	14,600.5	3.2%
Approved Positions	3,214.3	3,212.3	3,191.3	1.0	3,192.3	(20.0)	(0.6%)

*2019 Budget and Actuals (based on Q3 2019) adjusted retroactively to remove interdepartmental charges and recoveries.

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$494.998 million gross reflecting an increase of \$10.934 million in spending above 2019 projected year-end actuals (prior to enhancements), predominantly arising from:

- Increase in salaries & benefits arising from the Local 3888 Collective Agreement provisions, as well as an increase in Workers Safety Insurance Benefits to support actual experience.
- Inflationary increase required for utilities, maintenance and other non-labour expenditures.
- Savings resulting from Line-by-Line review of non-salary expenditures.
- Savings from one-time deferral of the annual contribution to the Fire Vehicle Replacement Reserve to align the timing of the cash flow requirements of the Fire Replacement capital project.

COSTS TO ENHANCE SERVICES

New and Enhanced Service expenditures of \$2.346 million gross, enabling:

- Implementation of Value-Based Operations Staffing Pilot Program (\$2.256 million), a 2-Year pilot program that leverages the existing complement to offset staffing shortfalls and resulting service level reductions due to unanticipated staff vacancies (primarily due to WSIB related absences). This program will allow TFS to better maintain frontline services by offsetting unanticipated WSIB-related staff absences.
- TFS Communications Quality Assurance/Quality Improvement Program (\$0.089 million) will add one position to the TFS Communication Division to implement a comprehensive Quality Assurance/Quality Improvement (QA/QI) program that will assess, evaluate, and make recommendations for improvements to emergency call handling accuracy.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in Fire Services' 2020 Operating Budget have no equity impacts.

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Base Budget for Fire Services is \$494.998 million gross or 2.3% higher than the 2019 Projects Actuals. Table 2a below summarizes the key cost drivers for the base budget, while Table 2b summarizes New and Enhanced requests

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)		2018 Actuals	2019 Proj. Actuals	2020 Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	441,938.3	455,759.7	471,968.1	16,208.4	3.6%
2	Materials & Supplies	9,732.8	9,600.5	9,886.8	286.3	3.0%
3	Equipment	826.8	1,189.0	1,299.0	110.0	9.2%
4	Service and Rent	6,471.9	7,485.8	7,937.7	451.9	6.0%
5	Contribution To Capital					
6	Contribution To Reserves	10,175.2	10,016.0	3,893.0	(6,123.0)	-61.1%
7	Other Expenditures	40.6	13.1	13.5	0.4	3.1%
Total Expenditures		469,185.6	484,064.1	494,998.0	10,934.0	2.3%
Revenues						
1	Provincial Subsidies	241.7	600.0	710.0	110.0	18.3%
2	Federal Subsidies					
3	User Fees & Donations	19,897.7	21,090.0	19,789.8	(1,300.2)	-6.2%
4	Transfers From Capital	12.7	128.6	128.6		
5	Other Revenues	709.2	243.6	113.5	(130.1)	-53.4%
Total Revenues		20,861.3	22,062.2	20,741.9	(1,320.3)	-6.0%
Net Expenditures		448,324.3	462,001.9	474,256.1	12,254.3	2.7%

*2019 Q3 Proj Actuals and 2018 Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Salaries & Benefits:

Includes Local 3888 Collective Agreement pressures (\$10.293 million); step, merit, recognition pay increases; one extra working day for the leap year (\$5.519 million), and \$2.370 million to fund on-going WSIB costs. As well, enhanced vacancy management has been factored into the 2020 budget.

Materials and Supplies:

Includes inflationary increase for utilities.

Services and Rents:

Includes contract cost escalations primarily for cleaning of Firefighting protective equipment (bunker suits).

Contributions to Reserves:

Includes a one-time deferral of the annual contribution to the Fire Vehicle Replacement Reserve in order to align the timing of the Fire Fleet Replacement capital project (\$6.203 million).

Other Revenue Changes:

While 2019 projected actuals include over-achieved False Alarm revenues of \$3.8 million, this trend is not expected to continue into 2020; the 2020 budget for False Alarm revenues includes an increase of \$2.5 million based on the projected volumes.

Table 2b: Value Based Outcome Review and Other Efficiencies / Savings

(\$000s)											
Included	Type	2020				2021			2022		
		Revenue	Gross	Net	Positions	Gross	Net	Positions	Gross	Net	Positions
Benefit Rate Reduction Savings	Line by Line		(2,135.6)	(2,135.6)			(2,135.6)			(2,135.6)	
Deferral of Contribution to Vehicle Reserve	Other		(6,203.0)	(6,203.0)			6,203.0				
Budget Increase/(Decrease)		-	(8,338.6)	(8,338.6)	-	-	4,067.4		-	(2,135.6)	

The 2020 Operating Budget includes \$8.339 million in gross expenditure reductions as part of the internal budget review as follows:

Other

- Savings arising from benefit rate reductions in medical, dental and long-term disability based on an analysis of 2019 actual costs and anticipated 2020 requirements.
- One-time deferral of contributions to the Fire Vehicle Reserve to reflect cash flow requirements for the 2020 Fleet Replacement capital project.

Table 2c: 2020 Key Drivers – New / Enhanced

New / Enhanced (\$000)	2020				2021 Annualized Gross	Equity Impact
	Revenue	Gross	Net	Positions		
In \$ Thousands						
1 Value-Based Staffing-Pilot Program		2,256.6	2,256.6		2,256.6	Low
2 TFS Communications-Quality Assurance/Quality Improvement Program		89.6	89.6	1.0	161.1	Low
Total New / Enhanced		2,346.2	2,346.2	1.0	2,417.7	

Value-Based Staffing Pilot Program

- WSIB-approved hours of off-duty time for TFS Operations staff, resulting from occupational illness and injury, have increased by 285% in the last 5 years, and is projected to continue to increase. Historically, there have been no program resources to address the impact of WSIB and other unplanned absences; consequently TFS has had no alternative but to reduce the frontline emergency service to reflect the reduction in front-line staff.
- Funding of \$2.257 million is included to fund a 2-year pilot program that will enable TFS to better mitigate these impacts by replacing staff who are out of the workplace on WSIB. This will be achieved by utilizing the existing staffing complement to backfill these front-line vacancies. The program will report back on the impact of this program on performance prior to the 2022 budget process.

TFS Communications Quality Assurance/Quality Improvement Program

- The TFS Communication Division is responsible for emergency call-taking and dispatching; Incident Management System support; and delivering 911 tiered responses.
- Currently, the review of emergency call handling/processing function exists only on a complaint-driven and ad hoc basis. The ability for TFS to identify the correct emergency incident type, the precise location and the severity of the incident are key determinates in the overall timely and effective emergency response system. It is important that these details are able to be effectively communicated to responding crews in a timely manner.
- Funding for one permanent position within the TFS Communication Division is included to implement a comprehensive Quality Assurance/Quality Improvement (QA/QI) program that will assess, evaluate, and make recommendations for improvements to emergency call handling accuracy. This initiative will allow TFS to develop a communications QA/QI process that will help track dispatch responses and create plans to ensure the call processing and dispatch performance is achieved in compliance with NFPA standards.

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

(\$000s)	2019 Projected Actual	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	22,062.2	20,741.9	20,741.9	20,741.9
Gross Expenditures	484,064.1	497,344.2	525,670.9	534,970.5
Net Expenditures	462,001.9	476,602.3	504,929.0	514,228.6
Approved Positions	3,212.3	3,192.3	3,234.3	3,234.3

*2019 Q3 Projected Actuals adjusted retroactively to remove interdepartmental charges and recoveries

*2019 Q3 Projected Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Key 2021 drivers

The 2021 Outlook with the total gross expenditures of \$525.670 million reflects an anticipated \$28.326 million or 5.7% increase in gross expenditures above the 2020 Budget based on the following:

Impacts of 2020 decisions

- The one-time contribution deferral of \$6.203 million to the vehicle reserve in 2020 will result in a total pressure of \$12.4 million in 2021.

Salaries and Benefits

- Known Salary and Benefit increases resulting from the cost of living allowance for Local 3888 staff, step increases, and progression pay requires \$13.3 million net in 2021.

Operating Impact of Capital

- Operating impacts of completing Station A (Woodbine) and Station B (Downsview) of \$1.622 million net in 2021 resulting from the addition of 42 positions required to staff the new fire stations.

Key 2022 drivers

The 2022 Outlook with the total gross expenditures of \$534.970 million reflects an anticipated \$9.300 million or 1.8% increase in gross expenditures above the 2021 Budget based on the following:

Salaries and Benefits

- Known Salary and Benefit increases resulting from the cost of living allowance for Local 3888 staff, step increases, and progression pay requires \$14.4 million net in 2022.

Operating Impact of Capital

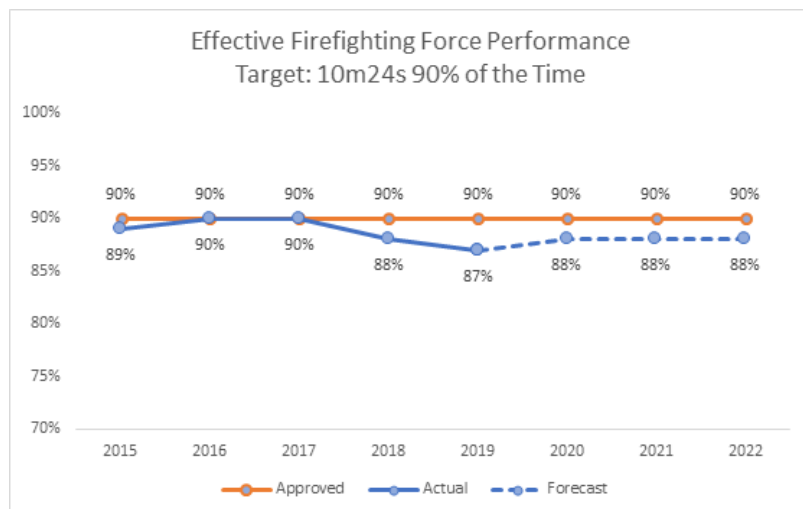
- The annualized operating impacts of opening Station A (Woodbine) and Station B (Downsview) of \$3.4 million for the 42 positions added in 2021.

Other

- In 2022, the one-time vehicle contribution deferral of \$6.203 million will be reversed, thereby reverting the annual contributions to the Vehicle Reserve back to \$7.203 million.

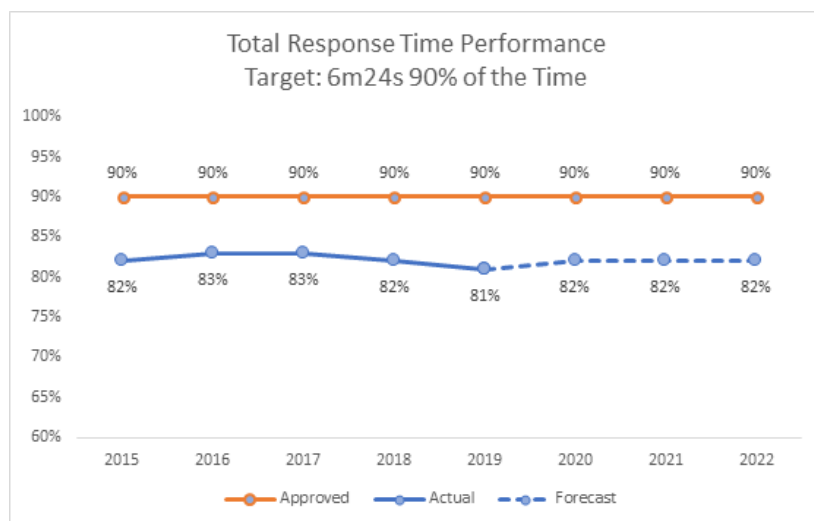
How well we are doing

Performance measures

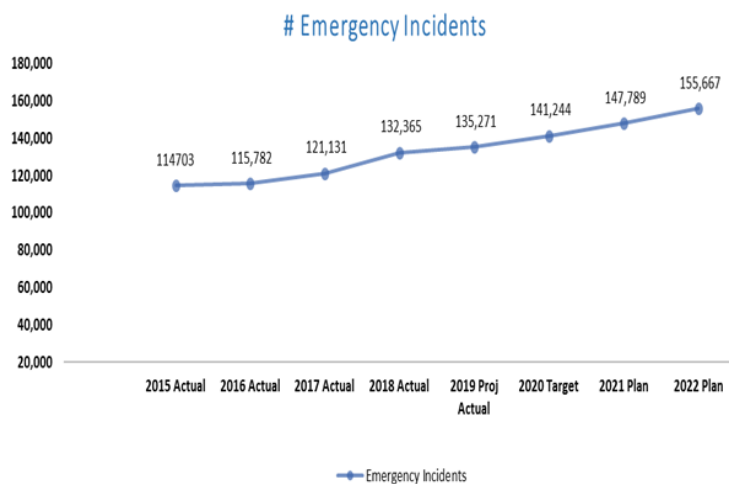


Behind the numbers

- Effective Firefighting Force is the time interval from emergency call acknowledgement to arrival of the initial number of personnel required for safe and effective firefighting operations
- TFS continues to experience challenges in maintaining performance standards due to city growth and densification resulting in increased travel times.
- Funding is included in 2020 to allow TFS to replace firefighters who are unavailable for duty due to unplanned illness or injury, including WSIB related absences, to mitigate the resulting service gap using existing resources.
- A redeployment review planned for 2020 will ensure the best and most efficient use of resources to further reduce service gaps.



- Total response time is the time interval from call acknowledgement to arrival of first truck and crew at the emergency incident location.
- TFS continues to experience challenges in maintaining performance standards due to city growth and densification resulting in increased travel times.
- Additional funding is included in 2020 to allow TFS to replace firefighters who are unavailable for duty due to unplanned illness or injury, including WSIB related absences, to mitigate the resulting service gap using existing resources.
- A redeployment review planned for 2020 will ensure the best and most efficient use of resources to further reduce service gaps.

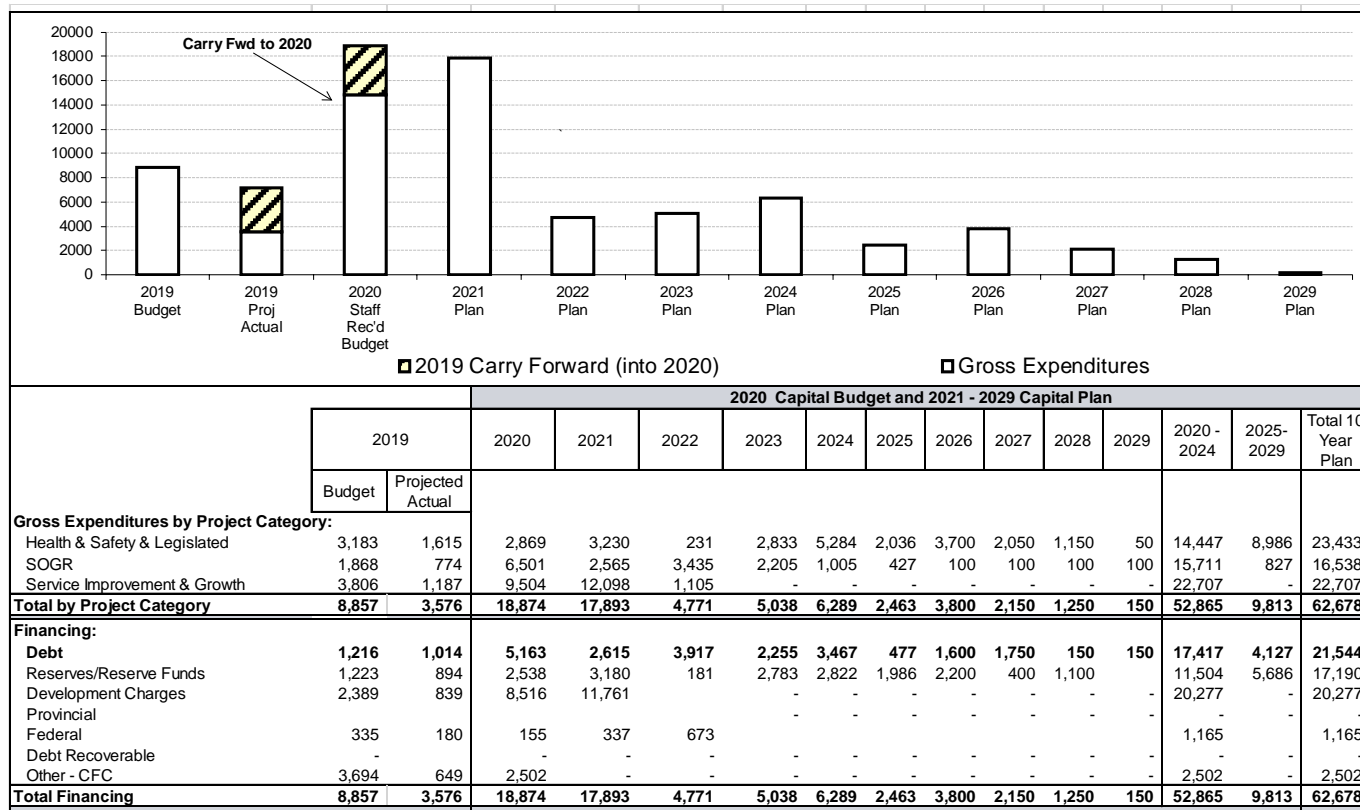


- Emergency incidents include TFS's response to all types of emergencies including fires, emergency medical incidents, and all types of rescue including water, high-angle, and specialized services including hazardous materials.
- 9.3% increase in emergency incidents (11,234) year over year (2017-2018).
- 4,087 incidents of the 2018 increase were related to fire responses and public hazards of which 50% were attributed to extreme weather events.

2020 – 2029 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview

(\$'000)



			2020 Capital Budget and 2021 - 2029 Capital Plan													Total 10 Year Plan	
			2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2020 - 2024	2025- 2029		
			Budget	Projected Actual													
Gross Expenditures by Project Category:																	
Health & Safety & Legislated	3,183	1,615	2,869	3,230	231	2,833	5,284	2,036	3,700	2,050	1,150	50	14,447	8,986	23,433		
SOG	1,868	774	6,501	2,565	3,435	2,205	1,005	427	100	100	100	100	15,711	827	16,538		
Service Improvement & Growth	3,806	1,187	9,504	12,098	1,105	-	-	-	-	-	-	-	22,707	-	22,707		
Total by Project Category	8,857	3,576	18,874	17,893	4,771	5,038	6,289	2,463	3,800	2,150	1,250	150	52,865	9,813	62,678		
Financing:																	
Debt	1,216	1,014	5,163	2,615	3,917	2,255	3,467	477	1,600	1,750	150	150	17,417	4,127	21,544		
Reserves/Reserve Funds	1,223	894	2,538	3,180	181	2,783	2,822	1,986	2,200	400	1,100	-	11,504	5,686	17,190		
Development Charges	2,389	839	8,516	11,761	-	-	-	-	-	-	-	-	20,277	-	20,277		
Provincial	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Federal	335	180	155	337	673	-	-	-	-	-	-	-	1,165	-	1,165		
Debt Recoverable	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Other - CFC	3,694	649	2,502	-	-	-	-	-	-	-	-	-	2,502	-	2,502		
Total Financing	8,857	3,576	18,874	17,893	4,771	5,038	6,289	2,463	3,800	2,150	1,250	150	52,865	9,813	62,678		

Changes to Existing Projects (\$0.0)

- No change to existing projects







New Projects (\$13.362)

- Toronto Radio Infrastructure Project (TRIP) - \$8.534 million
- High Density Urban Aerial Truck -\$3.0 million
- Fire Apparatus - Stn B Downsview -\$0.800 million
- Fire Apparatus - Stn A Woodbine -\$0.800 million
- Other projects \$0.230 million

Capital Needs Constraints (\$38.2)

- Auto-Extraction Tools - \$0.580 million
- Various Training Simulators - \$0.360 million
- Fire Master Plan- \$0.900 million
- Replacement of Fire Boats - \$15.0 million
- New Fire Station-Lower Don Lands- \$21.4 million

2020 – 2029 CAPITAL BUDGET AND PLAN**\$62.7 Million 10-Year Gross Capital Program**

					
New Stations/ Renovations	Information Technology	Vehicles	Communication	Equipment	Toronto Radio Infrastructure Project (TRIP)
\$22.2 M 35%	\$4.3 M 7%	\$4.6 M 7%	\$7.8 M 12%	\$15.3 M 25%	\$8.5 M 14%
2 New Fire Stations / HUSAR Building Expansion / Renovation of 3 Dohme facility	NG911 / Fire Prevention Technology Integration / CAD Upgrade	Fire Apparatus for the 2 new stations / High Density Urban Aerial Truck	Lifecycle Replacement of Portable and Mobile Radios	Personal Protective Equipment / Replacement of Defibrillators and Thermal Imaging Cameras	TRIP Sub-System Sustainment - A joint project involving Fire, Police and Paramedics

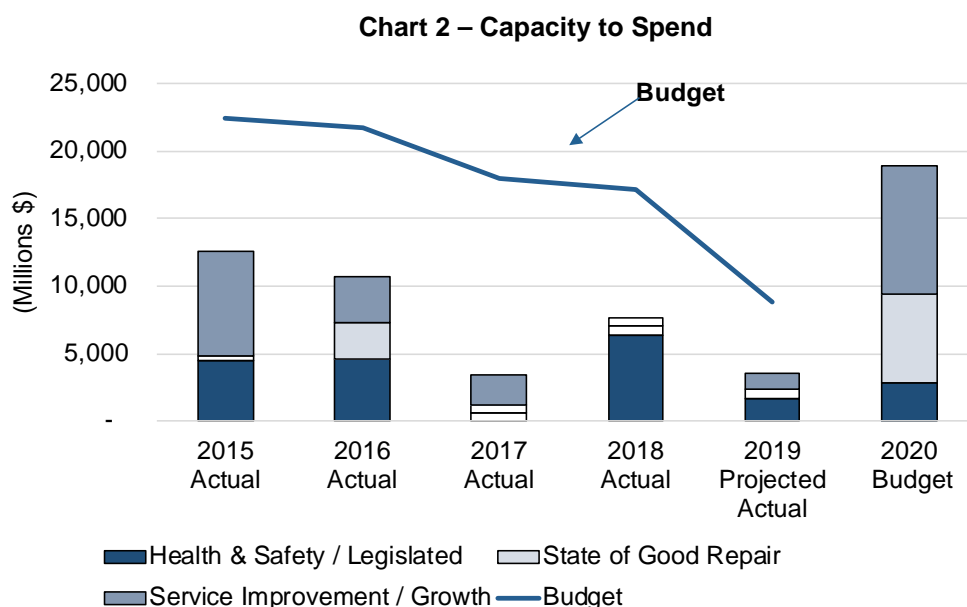
How the Capital Program is Funded

City of Toronto		Provincial Funding	Federal Funding	
\$61.5 M 98%		\$0 M	\$1.2 M 2%	
Debt	\$ 21.5 M		Grants	\$ 1.2 M
Development Charges	\$ 20.3 M			
Reserve Draws	\$ 17.2 M			
Other 1	\$ 2.5 M			

CAPACITY TO SPEND REVIEW

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

A key component in determining an appropriate level of annual cash flows includes historical capacity to spend reviews by project categories (Chart 2 below) as well as the level of projected 2019 underspending that will be carried forward into 2020 to complete capital work. Past year's spend rates have been significantly impacted by delays in the delivery of Station A (Woodbine) and Station B (Downsview), with project costs of \$8.342 million and \$11.685 million respectively. Issues resulting in delays have been resolved with Corporate Facilities staff, with both projects scheduled for completion in Q4, 2021.



Category (in \$ Million)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Projected Actual	2020 Budget
Health & Safety / Legislated	4,427	4,628	567	6,315	1,615	2,869
State of Good Repair	431	2,687	655	792	774	6,501
Service Improvement / Growth	7,744	3,357	2,189	517	1,187	9,504
Total	12,602	10,672	3,411	7,624	3,576	18,874
% Spent	56%	49%	19%	44%	40%	

Note: 2020 Budget includes carry forwards from previous years.

Capacity to Spend Review Impact on the 10-Year Plan

Based on the review of historical capital spending constraints and a capacity to spend review, \$3.494 million in capital spending originally cash flowed in 2020 has been deferred to 2021, with an additional \$1.085 million deferred to 2022. Adjustments to the Capital Plan are noted below:

- Funding for Station B (Downsview) was recast as follows: \$2.389 million was moved from 2020 to 2021, and \$0.020 million was moved from 2022 to 2021. The projected completion date has been changed from 2022 to 2021.

- Funding for the HUSAR Building Expansion was recast based on the capacity to spend review as follows: \$1.105 million was moved from 2020 to 2021 and funding of \$1.105 million was moved from 2021 to 2022. The projected completion date has been changed from Q4 2021 to Q1 2022.

STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG

- TFS's State of Good Repair backlog and ongoing maintenance is managed by Corporate Real Estate Management's (CREM) State of Good Repair program and is included in the 2020 Capital Budget for CREM.

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

The 10-Year Capital Plan will Budget will impact future year Operating Budgets by \$5.988 million net over the 2020-2029 period, primarily due to the completion of two new fire stations expected to open in 2021, as shown in Table 4 below.

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

Projects	2020 Budget		2021 Plan		2022 Plan		2023 Plan		2024 Plan		2020 - 2024		2020 - 2029	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
<i>Helmet Replacement</i>	80.000	-	-	-	-	-	-	-	-	-	80.000	-	80.000	-
<i>Fire Prevention Technology Integration</i>	-	-	125.000	-	-	-	-	-	-	-	125.000	-	125.000	-
<i>Station A - Woodbine</i>	-	-	661.000	21.000	1,880.000	-	-	-	-	-	2,541.000	21.000	2,541.000	21.000
<i>Station B - Downsview</i>	-	-	962.000	21.000	1,495.000	-	-	-	-	-	2,457.000	21.000	2,457.000	21.000
<i>Fire Preven-Office Space Accommodation (3 Dohme)</i>	-	-	140.000	-	-	-	-	-	-	-	140.000	-	140.000	-
<i>Next Generation 911 Project</i>	-	-	65.000	-	-	-	-	-	-	-	65.000	-	65.000	-
Sub-Total: Previously Approved	80.000	-	1,953.000	42.000	3,375.000	-	-	-	-	-	5,408.000	42.000	5,408.000	42.000
New Projects - 2019														
<i>Toronto Radio Infrastructure Project (TRIP)</i>	-	-	255.000	-	-	-	245.000	-	40.000	-	540.000	-	540.000	-
Sub-Total: New Projects - 2019	-	-	255.000	-	-	-	245.000	-	40.000	-	540.000	-	540.000	-
New Projects - Future Years														
<i>CAD Upgrade</i>	-	-	-	-	-	-	25.000	-	15.000	-	40.000	-	40.000	-
Sub-Total: New Projects - Future Years	-	-	-	-	-	-	25.000	-	15.000	-	40.000	-	40.000	-
Total	80.000	-	2,208.000	42.000	3,375.000	-	270.000	-	55.000	-	5,988.000	42.000	5,988.000	42.000

Previously Approved projects

- The *Helmet Replacement* project will require an increase contribution to the Equipment Reserve in 2020 to fund the scheduled replacement of this equipment in 2027.
- The *Fire Prevention Technology Integration* project will require funding in 2021 for I&T maintenance / licensing requirements.
- Station B-Downsview* will require funds for 21 new firefighter positions in 2021 in preparation for the completion of the station in Q4, 2021. The annualized cost is reflected in 2022. The 21 firefighter positions were originally approved in 2018, but as the project completion was delayed the positions are deleted from the 2020 operating budget.
- Station A-Woodbine* will require 21 new firefighter positions in 2021 in preparation for the completion of the station in Q4, 2021. The full staffing cost, as well as additional maintenance and utility costs are reflected in the 2022 Outlook.
- The *Fire Prevention Office Space Accommodation (3 Dohme)* project will require funding for utilities and equipment costs commencing in 2021.
- Next Generation 911* project will require funding for I&T maintenance costs in 2021.

New projects

- Toronto Radio Infrastructure Project (TRIP)* project will require additional operating funds commencing in 2021 for recurring annual fees that provide access and management of security provisioning capabilities.

2020 Program Summary:

Toronto Water

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca.

What we do

Toronto Water manages one of the largest water and wastewater systems in North America, 24 hours a day, seven days a week. Toronto Water's 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 depreciated capital assets valued at \$28.6 billion. Toronto Water maintains two categories of assets: linear infrastructure, such as distribution (5,547 km) and transmission (544 km) watermains, sanitary (3,726 km), combined (1,517 km) and storm (4,983 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. Current replacement value is being reviewed as part of asset management work to comply with provincial regulations (deadline April 2021).

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.

Who we serve

Water Treatment & Supply

- Water Account Holders
- Water Consumers

Beneficiaries

- Industrial, Commercial & Institutions
- Residents
- City & Agency Staff
- Visitors

Wastewater Collection & Treatment

- Wastewater Account Holders
- Wastewater producers
- Public & Private Landowners

Beneficiaries

- Industrial, Commercial & Institutions
- Residents
- City & Agency Staff
- Visitors

Stormwater Management

- Public & Private Landowners

Beneficiaries

- Industrial, Commercial & Institutions
- Residents
- City & Agency Staff
- Visitors







Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$1,390.4	\$1,424.2	\$1,456.6	Gross Expenditures	\$1,217.8	\$13,269.7	\$14,487.6
Gross Expenditures	\$469.2	\$488.9	\$501.8	Debt	\$0.0	\$0.0	\$0.0
Capital Contribution	\$921.2	\$935.3	\$954.8	<i>Note: Includes 2019 carry forward funding to 2020</i>			
Approved Positions	1,820.3	1,837.3	1,843.3				

Key service outcomes

Outcomes		Description
Water Treatment & Supply	Supply +435 billion litres annually of safe potable water to Toronto Water customers (including Region of York).	Treat drinking water in a safe, responsible manner in accordance with all legislated requirements.
	Continuous distribution of potable water through +6,100 km of watermains and City-owned water services.	Inspect, maintain, operate and rehabilitate water distribution system across the city.
Water Treatment & Supply	Return to Lake Ontario +400 billion litres annually of treated wastewater (including Region of Peel) without endangerment to human health or the environment.	Treat wastewater in a safe, responsible manner in accordance with all legislated requirements.
	Continuous conveyance of wastewater through +5,100 km of sanitary and combined sewers.	Inspect, maintain, operate and rehabilitate the wastewater collection across the city.
Stormwater Management	Continuous conveyance of stormwater (rainwater and melted snow) through +4,900 km of storm sewers.	Significant investment has been approved by Toronto City Council to reduce runoff from rainwater and melted snow flowing into streams, rivers and Lake Ontario and manage basement flooding.

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj Actual	2020 Target	Status
	Non-compliance of Water Treatment Incidents	0	0	0	
	Non-compliance of Wastewater Treatment Incidents	0	0	0	
	# of Watercourse Inlet/Outlet Inspections	3,526	3,000	3,000	

Our experience and success

- Long-term \$2.5 billion Don River and Central Waterfront projects now actively underway. Phase 1, the Coxwell Bypass Tunnel, at 10.5 km long and 6.3 m in diameter, will intercept combined sewer overflows and stormwater discharges from 23 sewer outfalls improving beach, river and lake water quality.
- Replaced and rehabilitated 75 km of aging watermains to help reduce watermain breaks and ensure customers have reliable safe drinking water.
- Invested \$26.078 million in upgrades to aging water reservoirs and water pumping stations to ensure safe and reliable storage and distribution of drinking water.
- Replaced and rehabilitated 52 km of aging sewers to address state of good repair needs.
- Invested of \$143.260 million in critical upgrades to the Ashbridges Bay Wastewater Treatment Plant the second largest treatment plant in Canada serving more than 1.5 million people.
- Launched the Tier 2 Toronto Water Customer Care Centre (CCC) to help ensure customers receive prompt and effective customer service response. Enterprise Customer Relationship Management (eCRM) online tools launched including water turn on/turn off and low water pressure. CCC allows for the management of a surge in call volumes including the ability to make outbound calls during complex and lengthy severe weather incidents or emergencies.




Key challenges and risks

- **Planning for growth:** Rapid growth in the city core and mid-town are putting pressure on existing linear infrastructure. Long-term strategies are needed to keep up with growth. Significant groundwater issues have occurred over the past three years as deeper parking structures are being built. As a result of City Council development charge exemptions, \$483.610 million is drawn from Toronto Water's capital reserves to accommodate development growth over the next 10 years.
- **Modernization:** An aging suite of information technology tools and databases require significant investment. There is critical need to keep pace with upgraded technology requirements especially Geographic Information Systems, enhanced data management tools and artificial intelligence.
- **Managing Reserve Balances:** Critical need to maintain adequate capital reserves to fund the state of good repair 10-year capital program. 10-year capital plan relies primarily on 3% water rate increases.
- **Aging Infrastructure:** Significant state of good repair (SOGR) for underground assets/water and wastewater treatment plants and facilities.
- **Basement Flooding:** Significant investment is required to manage basement flooding across the city. There are complex program challenges including coordination, uncertainty of timing of rain events, acceleration of Environmental Assessments, and a council approved \$32K per property funding criteria.

Priority actions

- **Customer Service:** Ensure efficient and effective response times for customer service demands including improved customer service culture, technology and infrastructure.
 - **Workforce Strategies:** Ongoing development of hiring strategies for critical, vulnerable and hard to fill positions including on-the-job training programs and planning for demographic changes.
 - **Growth:** Development of strategy to manage pressure on linear infrastructure in growth areas.
 - **Resiliency:** Long-term significant investment in Council approved Wet Weather Flow Master Plan projects to protect the environment and lake, river and stream water quality including \$2.113 billion for the Basement Flooding Protection Program, completion of Environmental Assessments for all Basement Flooding Studies Areas by 2024 and investing \$1.367 billion over the 10 years to implement the Don River and Central Waterfront project, with all project phases forecasted for completion in 2038.
 - **SOGR:** Continued long-term investment in SOGR projects and reducing the backlog to \$83.794 million by 2029, effectively eliminating the backlog.
 - **Modernization:** Planning for resources to implement, support and maintain new technologies.
-

Our key service levels

Water Treatment & Supply	Wastewater Collection & Treatment	Stormwater Management
<div>22 mainbreaks per 100 km of pipe</div>	<div>4 sewer mainline backups per 100km of pipe</div>	<div>1,248 ML of dedicated (designed) stormwater storage capacity</div>

Key service deliverables

- Provide over 1 billion litres of safe drinking water daily to homeowners and businesses (industrial, commercial and institutional) in the city of Toronto and parts of York Region.
- Over 1.5 billion litres of wastewater from toilets, sinks and drains of wastewater is collected and treated per day, from residents and businesses in Toronto and a portion of Peel Region.
- Rain and melted snow is conveyed and managed, improving the health of our waterways and reducing basement flooding.

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(In \$000s)	2018 Actual	2019 Projected Actual *	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service						\$	%
Revenues							
Water Treatment & Supply	574,230.4	590,705.9	614,385.4	151.2	614,536.6	23,830.7	4.0%
Wastewater Collection & Treatment	742,743.2	741,490.2	770,006.5	131.9	770,138.4	28,648.2	3.9%
Stormwater Management	5,115.8	4,733.4	5,748.7	3.4	5,752.1	1,018.7	21.5%
Total Revenues	1,322,089.4	1,336,929.5	1,390,140.6	286.5	1,390,427.1	53,497.6	4.0%
Expenses							
Water Treatment & Supply	187,909.3	190,172.7	202,882.6	204.2	203,086.8	12,914.1	6.8%
Wastewater Collection & Treatment	201,682.5	222,619.9	233,700.1	185.9	233,886.0	11,266.2	5.1%
Stormwater Management	25,484.5	28,106.3	32,239.8	4.4	32,244.2	4,137.8	14.7%
Subtotal Gross Expenditures	415,076.3	440,898.9	468,822.5	394.5	469,217.0	28,318.1	6.4%
Capital Contribution	907,013.1	896,030.6	921,318.1	(108.0)	921,210.1	25,179.5	2.8%
Total Gross Expenditures	1,322,089.4	1,336,929.5	1,390,140.6	286.5	1,390,427.1	53,497.6	4.0%
Approved Positions	1,764.7	1,805.7	1,816.3	4.0	1,820.3	14.6	0.8%

* Year-end Projection Based on Q2 2019 Variance Report

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$468.823 million gross (prior to capital contribution) reflecting an increase of \$28.318 million in spending above 2019 projected year-end actuals (prior to enhancements or efficiencies), predominantly arising from:

- Salary and benefit increases, and inflationary increases for utilities, chemicals and contract services contract cost.
- Operating costs for salaries and benefits from completed capital projects, including addition of 6 positions to operate new facilities and infrastructure, and 3 positions for delivery of capital projects.
- Annualised costs from the transfer of the Utility Cut Program from Transportation Services, requiring addition of 3 new positions and increased contract costs to align with expected volumes.
- Above pressures are partially offset by base expenditure savings arising from a line by line review, other operational savings, and higher revenues from sale of water to Region of York, increase in new water service connections and additional draws from capital financing to fund existing backlog of utility cut repairs.

The 2020 Operating Budget includes a 3 per cent rate increase to maintain existing service levels and meet additional service demands. Approximately 66 per cent of the 2020 Operating Budget or 2.8 per cent above the 2019 projected year-end actuals will go towards the capital reserve contribution to fund the 10-year Capital Plan.

COSTS TO ENHANCE SERVICES

New and Enhanced Service expenditures of \$0.394 million gross, \$0.108 million net enabling:

- Enhancement to Toronto Water's Technology and Data Strategy, including addition of 3 new positions to support improvement of organization and governance of data, enterprise system integration and analytics.
- Improvement to Enterprise Customer Relationship Management, including the addition of 1 new position to support alignment between Toronto Water and Enterprise Work Management system and 311 Customer Relationship Management.
- The above expenditure increases are partially recovered from Toronto Water's capital projects.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in Toronto Water's 2020 Operating Budget do not have any significant equity impacts.

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for Toronto Water is \$468.823 million gross (prior to capital contribution) or 6.3 per cent higher than the 2019 Projects Actuals. Table 2a below summarizes the key cost drivers for the base budget, while Table 2b summarizes New and Enhanced requests.

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (In \$000s)	2018 Actuals	2019 Proj. Actuals*	2020 Base Budget	YoY Changes	
				\$	%
Expenditures					
Salaries and Benefits	169,773.4	178,951.0	186,546.6	7,595.7	4.2%
Materials & Supplies	94,787.7	100,696.2	108,054.3	7,358.1	7.3%
Equipment	2,781.0	3,384.5	3,104.9	(279.7)	-8.3%
Service and Rent	52,015.1	63,828.9	75,179.4	11,350.5	17.8%
Contribution To Reserves	10,130.4	10,660.3	10,706.3	46.0	0.4%
Other Expenditures	85,588.7	83,378.0	85,231.0	1,853.1	2.2%
Subtotal Gross Expenditures	415,076.3	440,898.9	468,822.5	27,923.6	6.3%
Capital Contribution	907,013.1	896,030.6	921,318.1	25,287.5	2.8%
Total Gross Expenditures	1,322,089.4	1,336,929.5	1,390,140.6	53,211.1	4.0%
Revenues					
Sale of Water	1,213,071.6	1,232,487.9	1,277,211.4	44,723.5	3.6%
User Fees & Donations	61,285.5	56,986.6	56,741.8	(244.8)	-0.4%
Transfers From Capital	6,622.4	8,061.5	8,559.2	497.7	6.2%
Other Revenues	41,109.9	39,393.4	47,628.1	8,234.7	20.9%
	1,322,089.4	1,336,929.5	1,390,140.6	53,211.1	4.0%

* Year-end Projection Based on Q2 2019 Variance Report

- *Salaries and Benefits:* Includes inflationary increases on existing salaries and benefits, and additional positions as described on page 7. Certain positions were also repurposed to better align the re-distribution of work/change within Toronto Water, with no changes to existing services.
- *Materials and Supplies:* Includes energy and chemical inflationary increases higher than Consumer Price Index (CPI) and CPI increases on existing material contracts. The 2020 budget also includes provisions for contingencies and estimates based on fluctuating weather conditions.
- *Services and Rents:* Includes CPI inflationary increases on existing service contracts, in addition to annualised costs for the transfer of the Utility Cut Program from Transportation Services to align with expected volumes. The 2020 budget also includes provisions for contingencies and estimates based on fluctuating weather conditions.
- *Contribution to Capital:* Approximately 66 per cent of Toronto Water's 2020 Operating Budget will go towards the annual capital reserve contribution.
- *Revenues:* Includes rate increase of 3 per cent on sale of water, increase in volume and price of water sold to Region of York, increase in new water connections and additional draws from capital financing reserve funds to fund existing backlog of utility cut repairs.

Table 2b: Other Efficiencies / Savings

(In \$000s)								
Recommendation	Type	2020			2021		2022	
		Revenue	Gross	Net	Gross	Net	Gross	Net
Reduction in Base Expenditures/Realignment of Budget	Line by Line		(5,192.5)	(5,192.5)	(1,236.9)	(1,236.9)	(1,274.8)	(1,274.8)
Energy Efficiencies	Efficiencies		(4,776.9)	(4,776.9)				
Auditor General Recommendations - Region of York - Rate Change	Auditor General Recommendations	3,818.4		(3,818.4)		(1,556.5)		
Budget Increase/(Decrease)		3,818.4	(9,969.3)	(13,787.7)	(1,236.9)	(2,793.4)	(1,274.8)	(1,274.8)

The 2020 Operating Budget includes \$9.969 million in gross expenditures reductions and \$3.818 million in added revenue as follows:

Line-by-Line

- A reduction in base expenditures in materials and supplies and other non-salary costs contributes to Toronto Water's efforts to manage continuous cost increases from internal and external sources.

Efficiencies

- Ongoing hydro savings and efficiencies that Toronto Water has been able to achieve through implementation of various utility conservation oriented initiatives.

Auditor General Recommendations

- A recent review of the rate structure between Toronto Water and Region of York was completed in 2019. In accordance with the Water Supply Agreement between the City of Toronto and the Regional Municipality of York of January 1, 2019, the expected 2020 wholesale water rate has increased in accordance with the Agreement. The review of the Agreement considered recommendation from Auditor General Office.

Table 2c: 2020 Key Drivers – New / Enhanced

New / Enhanced (In \$000s)	2020				2021 Annualized Gross	Equity Impact
	Revenue	Gross	Net	Positions		
Technology Optimization Strategy	196.6	304.7	108.0	3.0	431.0	None
ECRM Salesforce implementation and integration	89.9	89.9		1.0	112.3	None
Total New / Enhanced	286.5	394.5	108.0	4.0	543.3	

Technology Optimization Strategy

The Technology Optimization Strategy was created by reviewing current practises and issues both within Toronto Water and other leading municipalities and provides a framework to more effectively manage technology and data moving forward. It supports the following: organization and governance, enterprise system integration and enhanced data analytics. The additional resources will expand capability and capacity to support project and data governance and provide ongoing support to ensure application and data integrity. Additional positions are proposed in future outlook years (four in 2021 and four in 2022).

ECRM Salesforce Implementation and Integration

Consistent with the goals of the Technology Optimization Strategy, Toronto Water and 311 are working together to align the Enterprise Work Management System and Customer Relationship Management Solutions. The additional resource would support Toronto Water's Enterprise Solution Management unit's activities and provide testing, impact analysis, design review, and sustainment.

2021 & 2022 Outlooks

Table 3: 2021 and 2022 Outlooks

(In \$000s)	2019 Projected Actual	2020 Budget	2021 Outlook	2022 Outlook
Revenues	1,336,929.5	1,390,427.1	1,424,214.0	1,456,569.7
Gross Expenditures	440,898.9	469,217.0	488,943.3	501,805.1
Capital Contribution	896,030.6	921,210.1	935,270.7	954,764.6
Approved Positions	1,805.7	1,820.3	1,837.3	1,843.3

*2019 Projected Actuals adjusted to retroactively to remove interdepartmental charges and recoveries

Key 2021 drivers

The 2021 Outlook with total gross expenditures of \$488.943 million reflects an anticipated \$19.726 million or 4.2 per cent increase in gross expenditures above the 2020 Budget based on the following:

- 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, other materials and supplies, contracted services, contributions to Toronto and Region Conservation Authority and payment in lieu of taxes.
- Anticipated volume increases for Permanent Surface Reinstatement Program as result of phasing in the implementation of the program.

These increases are partially offset by anticipated changes in volume and price of water sold in Toronto and Region of York.

Key 2022 drivers

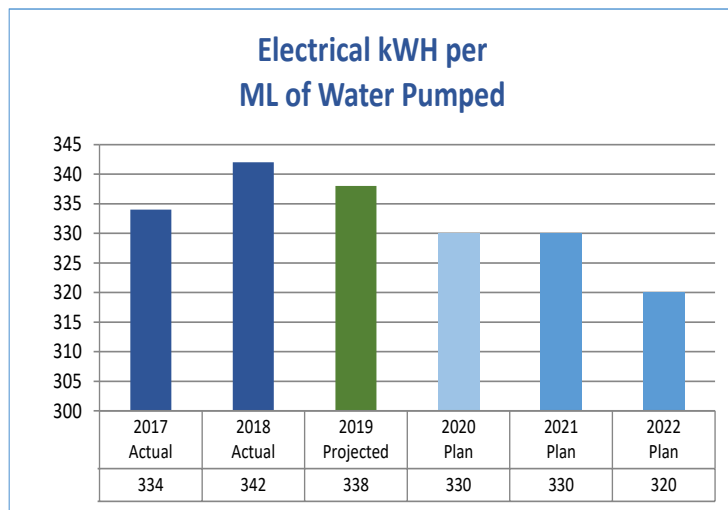
The 2022 Outlooks expects a further increase of \$12.861 million or 2.6 per cent above 2020 gross expenditures arising from the following:

- 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, other materials and supplies, contracted services, contributions to Toronto and Region Conservation Authority and payment in lieu of taxes.

These increases are partially offset by anticipated changes in volume and price of water sold in Toronto and Region of York.

How well we are doing

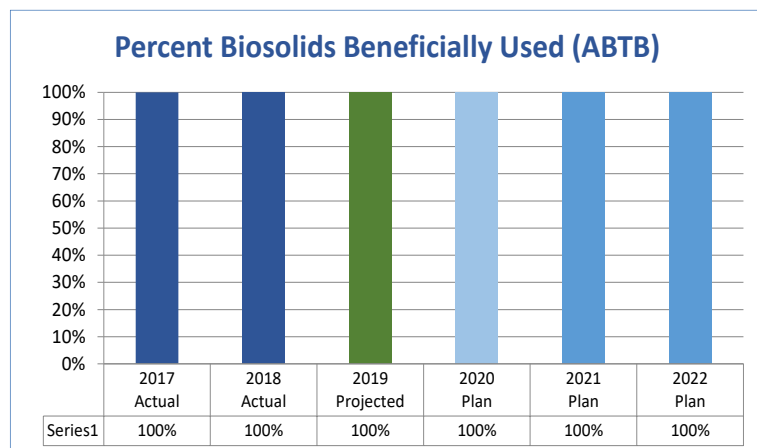
Water Treatment & Supply - Performance Measures



Behind the Numbers

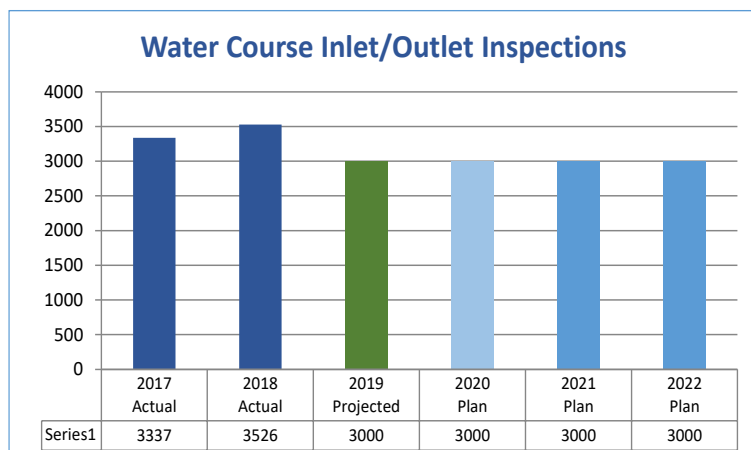
- **Energy Efficiency:** Energy is required in all aspects of water production, transmission as well as distribution and wastewater collection and treatment systems. More than 50 per cent of the City's electricity use is dedicated to treating and pumping water and wastewater.
- Electrical efficiency management is integral to meet ongoing kilowatt hour (kWh) reduction targets that include: maintaining the target of 330 kWh per mega liter of water in 2020 and 2021 and reducing to 320 kWh per mega liter of water in 2022.

Wastewater Collection & Treatment Performance Measures



- **Environmental Stewardship:** Biosolids management, including production and disposal, is critical operation of Wastewater Collection & Treatment.
- Continued efforts to increase beneficial use by pelletizing biosolids has resulted in an actual performance reaching 100 per cent in 2017 and 2018 and are projected to maintain beneficial use to 100 per cent target level.

Stormwater Management Performance Measures

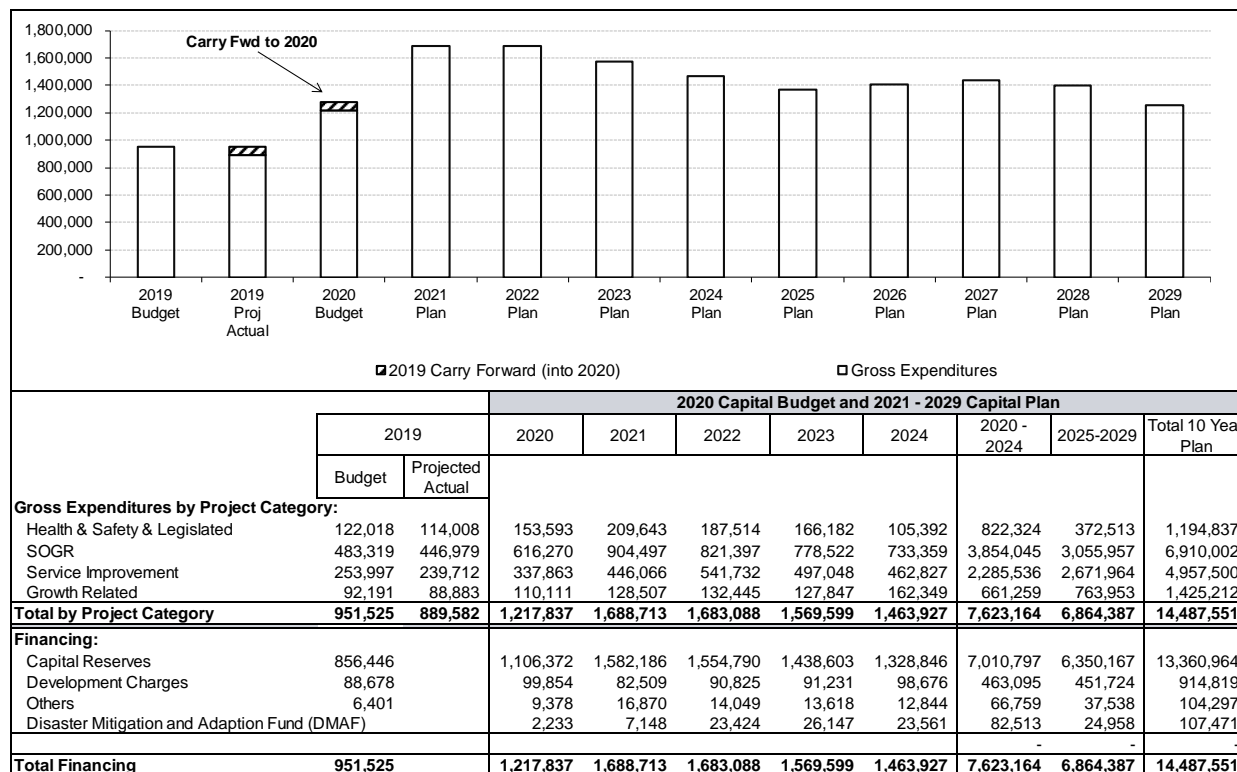


- **Environmental Stewardship:** Continuous investment to ensure the ongoing and regular inspection of water course inlets to improve stormwater management.
- Toronto Water continues to achieve inlet inspections at target levels.

2020 2029 CAPITAL BUDGET AND PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview

(In \$ Thousands)



Changes to Existing Projects

- The 2020-2029 Capital Budget and Plan reflects an increase of \$578.989 million over the nine common years (2020-2028).
- Increased funding of \$311.284 million to implement the Basement Flooding Protection Program.
- Increased funding of \$193.559 million for the Don River and Central Waterfront project to reflect current cost estimates and accelerate the engineering phase for the Inner Harbour West in 2020.
- Net increase of \$74.146 million for multiple Toronto Water projects to reflect updated cost estimates, project scope changes, and project schedules.

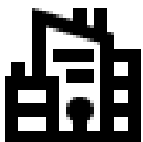
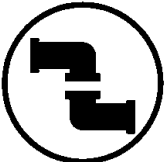



New Projects

- The 2020-2029 Capital Budget and Plan does not include new programs. Some of the key investments are as follows:
- \$6.910 billion for SOGR projects to ensure the replacement or rehabilitation of aging watermain and sewers and investment in the aging water and wastewater facilities.
- \$4.958 billion for Service Improvement projects including \$2.113 billion in Basement Flooding Protection projects, and \$1.367 billion to support the Don River and Central Waterfront project.
- \$1.195 billion for Legislative and Health & Safety projects and \$1.425 billion for Growth Projects.

Capital Needs Constraints

- The 2020-2029 Capital Budget and Plan is based on the capacity to deliver (85 per cent spending rate included for planning purposes).
- Toronto Water does not have any unmet needs over the 10-year planning horizon.

2020 – 2029 CAPITAL BUDGET AND PLAN**\$14.488 Billion 10-Year Gross Capital Program**

				
Plant & Facilities	Underground Infrastructure	Stormwater Management	Basement Flooding Protection Program	Engineering, Yard & Network Improvements
\$4.077B 28%	\$5.349B 37%	\$2.045B 14%	\$2.113B 15%	\$0.904B 6%
Water Filtration Plants; Wastewater Treatment Plants; Pumping Stations; and Storage & Reservoirs	Watermain and Sewer Replacement/ Rehabilitation; Water Service Replacement; and New Connections	Wet Weather Flow Projects (end of pipe, infrastructure erosion protection); Don River & Central Waterfront	Engineering Studies; Implementation Basement Flooding Protection; Subsidy Program	Engineering Support; Business & Technology; Yards & buildings; Water Efficiency & Metering

How the Capital Program is Funded

City of Toronto		Provincial Funding	Federal Funding	
\$ 14,380.1M 99.3%		\$0.0M 0%	\$107.5M 0.7%	
Debt	\$ 0.0M		DMAF	\$ 107.5M
Recoverable Debt	\$ 0.0M			
Reserve Draws	\$ 13,361.0M			
Development Charges	\$ 914.8M			
Other*	\$ 104.3M			

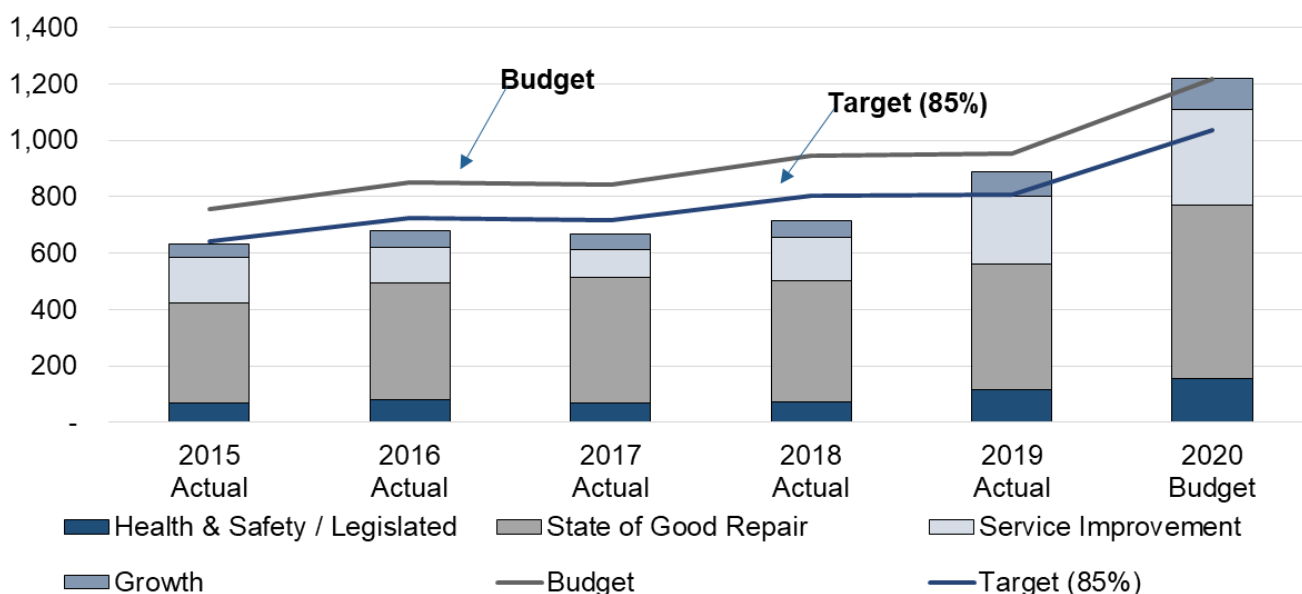
* Toronto Water's 10-Year Capital Plan includes forecasted funding of \$78.0 million for the expected Toronto Region & Conservation Authority (TRCA) Watercourse Erosion Control project, to be spent between 2021 and 2029. It is assumed that approximately 2/3 (\$51.5 million) will be funded by other orders of government. The funding has yet to be secured.

CAPACITY TO SPEND REVIEW

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

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

Chart 2 – Capacity to Spend
(In Millions)



	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget
Health & Safety / Legislated	68.653	80.243	67.903	72.075	114.008	153.593
State of Good Repair	353.400	415.635	447.156	431.163	446.979	616.270
Service Improvement	161.309	124.957	96.925	151.217	239.712	337.863
Growth	48.742	58.763	55.330	61.041	88.883	110.111
Total	632.104	679.598	667.314	715.496	889.582	1,217.837
% Spent	84%	80%	79%	76%	93%	

Note: 2020 Budget includes 2019 expected carry forward.

Capacity to Spend Review Impact on the 10-Year Plan

The 2020-2029 Capital Budget and Plan represents Toronto Water's largest investment in infrastructure renewal totalling \$14.488 billion over 10 years. The 2020 Capital Budget of \$1.218 billion (including carry forward funding of \$41.544 million is higher than the historic 5-year average budget.

Toronto Water's actual spending over the previous five years, from 2014 to 2018, has averaged \$656.721 million per year. In 2019, Toronto Water is forecasting to spend \$889.582 million or 93.2 per cent of the Approved 2019 Capital Budget.

In recent years, Toronto Water has awarded a series of large scale multi-year projects, including over \$500 Million in projects awarded in 2019. In 2020, Toronto Water will be awarding approximately \$555 million works supporting Ashbridges Bay Wastewater Treatment Plant (ABTP): Polymer Upgrade, Waste Activated Sludge Upgrades, Aeration Tank 12 & 13 Engineering; Western Beach Tunnel Phase 2; Basement Flooding Area 22 and Area 15

Construction; Pumping Station Group 6 Construction; and Program Management Engineering. The 2020 Capital Budget of \$1.218 billion supports the delivery of current large scale multi-year projects, as well as new projects forecasted for award in 2020.

Based on the review of historical capital spending constraints, \$372.249 million in capital spending originally cash flowed in 2020 has been deferred to 2021 or future years. Key adjustments to the Capital Plan are noted below:

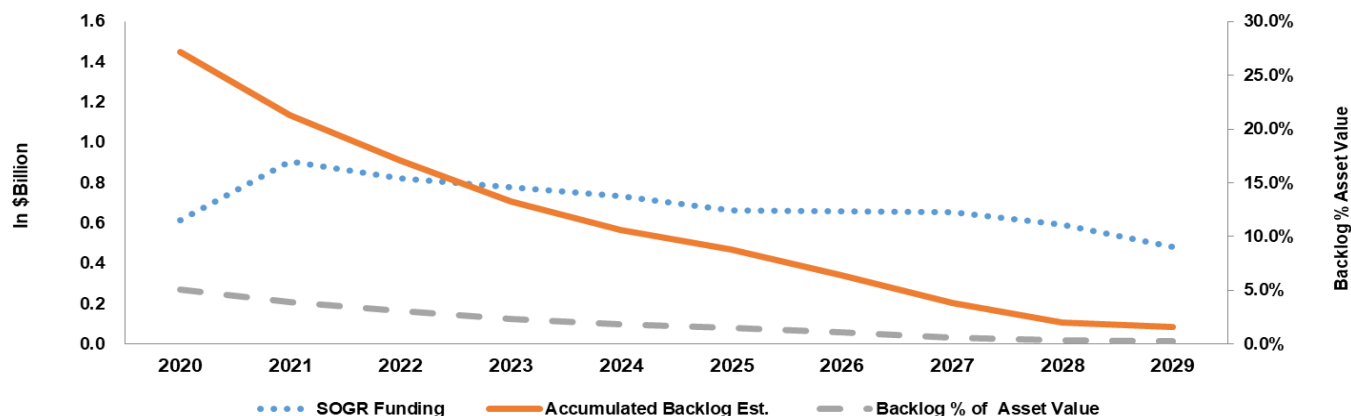
- The *Ashbridges Bay Wastewater Treatment Plant* 2020 cashflow has been reduced by \$133.466M to reflect updated project delivery schedules for several projects including the Polymer Upgrade, Disinfection System Construction, Outfall Construction, Integrated Pumping Station Construction, and Waste Activated Sludge Upgrade Construction projects.
- The *Watermain Replacement* 2020 cashflow has been reduced by \$27.523M to reflect updated project delivery timelines and project completions
- The *Trunk Sewers Program* 2020 cashflow has been reduced by \$41.726M to reflect estimated delivery timelines and priority.
- The *Sewer and Watermain Rehabilitation Programs* 2020 cashflow have been reduced by \$31.779M and \$25.427M respectively to realign the 2020 cashflow with historical program delivery rates.
- The *Highland Creek Wastewater Treatment Plant* 2020 cashflow has been reduced by \$23.184M to reflect updated project delivery schedules and project award costs

The 2020 Financial Model assumes that 85 per cent of the net Capital Budget and Plan will be drawn from Toronto Water's Capital Reserve, based on historical capital completion levels, so as not to overstate actual projected funding requirements.

STATE OF GOOD REPAIR* (SOGR) FUNDING AND BACKLOG

The chart below depicts the SOGR funding and accumulated backlog estimates for linear infrastructure and facilities in Toronto Water.

Chart 3: Total SOGR Funding & Backlog



\$ Billion	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
SOGR Funding	0.616	0.904	0.821	0.779	0.733	0.665	0.659	0.656	0.594	0.482
Accumulated Backlog Est.	1.450	1.135	0.911	0.707	0.566	0.469	0.342	0.206	0.105	0.084
Backlog % of Asset Value	5.0%	3.9%	3.1%	2.4%	1.8%	1.5%	1.1%	0.6%	0.3%	0.3%
Total Asset Value	28.722	29.018	29.270	29.706	30.668	31.327	32.115	32.411	32.793	33.364

Toronto Water's infrastructure is aging with an accumulated SOGR backlog estimated at \$1.493 billion by the end of 2019, which includes both linear (watermains and sewers) and facility/plant infrastructure (water treatment plants, wastewater treatment plants, pumping stations). This represents 5.2 per cent of the total replacement value of Toronto Water's assets, which at the end of 2019 are estimated to be \$28.6 billion. Approximately 56 per cent or \$0.838 billion of the backlog relates to linear infrastructure, with the remaining 44 per cent or \$0.654 billion representing facilities backlog.

The 2020-2029 Budget and Capital Plan allocates a total of \$6.910 billion over 10 years, including \$616.270 million in 2020 (or 51 per cent of the 2020 Capital Budget) to address the renewal needs of Toronto Water's aging infrastructure. This significant investment into Toronto Water infrastructure will ensure continued and reliable service to residents, businesses and visitors, reducing the SOGR backlog to \$83.794 million in 2029, effectively eliminating the backlog.

Over 56 per cent of Toronto Water's infrastructure backlog is associated with aging linear watermain and sewer infrastructure. The 2020-2029 Budget and Capital Plan allocates a total of \$4.527 billion to address deteriorated linear infrastructure.

The 2020-2029 Capital Budget and Plan allocates a further \$2.383 billion for infrastructure renewal projects at water and wastewater treatment facilities. SOGR works at the water and wastewater facilities may include renewal of existing buildings, and process equipment and machinery, etc.

Stormwater management facilities (stormwater ponds and underground storage tanks) are not included in the SOGR backlog analysis as they are relatively new assets, as well as stream restoration from erosion. Restoration of watercourses is planned on a priority basis to protect existing infrastructure and in coordination with the Toronto Region Conservation Authority based on site conditions resulting from extreme weather events.

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

Approval of the 2020 Capital Budget will impact the 2020 Operating Budget by a total of \$0.493 million net for salaries and benefits from previously approved projects at the Ashbridges Bay Treatment Plant, Basement Flooding Protection Program and Waterfront Stormwater Infrastructure, as shown in Table 4 below.

Table 4: Net Operating Impact Summary

Projects	2020 Budget		2021 Plan		2022 Plan		2020 - 2024		2020 - 2029	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved										
Ashbridges Bay WWTP - Blower Building & Old North Substation Improvements	97.666	1.0	24.263	-			121.929	1.0	121.929	1.0
Ashbridges Bay WWTP - Effluent System - Disinfection System			837.697	2.0	165.114		1,002.811	2.0	1,002.811	2.0
Ashbridges Bay WWTP - Liquid Treatment & Handling - Integrated Pumping Station			-		-		-	-	1,700.000	-
Ashbridges Bay WWTP - Solids & Gas Handling -Waste Activated Sludge Upgrade			(620.000)		1,500.000		880.000	-	880.000	-
Ashbridges Bay WWTP - D Building Phase 2					350.000		350.000	-	350.000	-
Basement Flooding Relief - Group 2	251.895	3.0	157.310		6.001		415.206	3.0	415.206	3.0
Island WTP - Chemical & Residuals Management	-				44.587	0.5	224.387	1.0	224.387	1.0
Island WTP - Plantwide HVAC Upgrades			-		-		(50.000)	-	(50.000)	-
Island WTP - Island Photovoltaic System							(484.000)	-	(484.000)	-
North Toronto WTP Upgrades - Process Improvements	-				639.633	1.0	639.633	1.0	639.633	1.0
Waterfront Stormwater Infrastructure	143.820	2.0	31.501		2.647		177.969	2.0	177.969	2.0
Business System Infrastructure - Technology Improvements			90.904	1.0	22.843		113.747	1.0	113.747	1.0
Sub-Total: Previously Approved	493.382	6.0	521.675	3.0	2,730.824	1.5	3,391.681	11.0	5,091.681	11.0
New Projects - Future Years										
WTS Plantwide - UV Disinfection Construction	-				44.587	0.5	749.587	1.0	964.587	1.0
Sub-Total: New Projects - Future Years	-	-	-	-	44.587	0.5	749.587	1.0	964.587	1.0
Total	493.382	6.0	521.675	3.0	2,775.411	2.0	4,141.268	12.0	6,056.268	12.0

The 10-year Capital Plan will impact the future years Operating Budget by \$6.056 million net over 2020-2029 period. The 2020 Operating Budget reflects an increase of six positions for the planned completion of building upgrades at Ashbridges Bay Treatment Plant and new basement flooding and stormwater infrastructure.

The operating costs of completed capital projects for 2021 and 2022 are projected to be \$0.522 million and \$2.775 million respectively, reflecting an increase of three positions in 2021 and two positions in 2022, for 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 construction of ultra-violet (UV) disinfection facilities.

2020 PROGRAM SUMMARY

Transportation Services

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca.

What we do

Transportation Services strives to keep people moving safely in our diverse and changing city through the delivery of the following services:

- Road & Sidewalk Management
- Transportation Safety & Operations
- Permits & Applications

Transportation Services is responsible for the planning, engineering, design, maintenance and operations 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.

Who we serve

Road & Sidewalk Management Transportation Safety & Operations

- Pedestrians
- Cyclists
- Goods Movement Service Providers
- Vehicle Operators and Passengers
- Businesses
- Emergency Service Providers
- Residents
- City & Agency Staff
- Utility Companies
- Visitors/Tourists

Permits & Applications

- Property owners
- Businesses
- Community organisations
- Utility Companies
- Agencies
- City Divisions





Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$190.2	\$189.7	\$190.1	Gross Expenditures	\$467.1	\$4,563.2	\$5,030.3
Gross Expenditures	\$416.6	\$415.3	\$417.3	Debt	\$342.8	\$3,700.7	\$4,043.5
Net Expenditures	\$226.4	\$225.6	\$227.2	<i>Note: Includes 2019 carry forward funding to 2020</i>			
Approved Positions	1,296.3	1,290.3	1,287.3				

Key service outcomes

Outcomes	Description
Reduce traffic fatalities & serious injuries	Using a data-driven and targeted approach (Vision Zero Road Safety Plan), implement improvements for the most vulnerable users of our transportation system—pedestrians, cyclists, motorcyclists, school- aged children, older adults with a focus on speed management, road design and improvements, addressing mid-blocking crossings, turning collisions at signalized intersections, education and engagement.
Support diverse & equitable communities	Remove barriers to accessibility, and leverage community relationships (e.g. street art, graffiti management, and neighbourhood programs, accessible pedestrian signals, AODA improvements), through multi-modal infrastructure and policies that enhance the public right-of-way.
Deliver & maintain high-quality infrastructure & service	Maintain and inspect the public right-of-way for all infrastructure including roads, sidewalks, cycling infrastructure, bridges, and retaining walls in all seasons including grass cutting and winter maintenance.

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actuals	2019 Proj. Actuals	2020 Target	Status
	Implement Road Safety Plan Vision Zero 2.0 to reduce # of Pedestrian and Cyclists Killed and Seriously Injured (KSI)	249	160	0	●
	Implement Cycling Network Plan to increase % of people & employment within 250m in the central area of Toronto and 500m beyond that to a cycling route	55.0%	55.5%	56.0%	●
	Increase Accessible Pedestrian Signals (intersections) as % of the City-Wide Signal Network	39.0%	43.0%	45.0%	●
	Maximise capital delivery across programs - Capital Spend Rate	55.0%	82.0%	80.0%	●

Our experience and success

- Completed an organizational review and restructured to a functional model to drive performance, improve service delivery and customer experience and better align with corporate and divisional objectives.
- Revised approach to budget and capital program management to minimise risk and maximise spend rates. As a result the 2019 spend rate is projected to be significantly higher than previous years.
- Updated the Road Safety Plan to Vision Zero 2.0 and updated the Cycling Network Plan with a near-term (2019-2021) implementation plan and equity lens.
- Accelerated Vision Zero Road Safety Plan delivery resulting in the installation of 29 traffic signals and crossovers, 182 Community Safety Zones, 64 pedestrian head start signals, 112 schools with safety zones and 67 accessible pedestrian signals.
- Resurfaced or reconstructed 163 km of local and major roads.
- Filled 193,235 potholes in 2019.
- Successful transition of the school crossing guard program from Toronto Police Services.
- King Street Transit Pilot made permanent by Council as a result of increased ridership and faster and more predictable transit travel times.
- Traffic signal timing studies completed on 10 arterial corridors (208 signals) in 2019 to optimize throughput and reduce Greenhouse Gas (GHG) emissions.
- Harmonized bylaw Chapter 742 Sidewalk Cafes, Parklets and Marketing displays to modernize the regulations, create consistent guidelines to address accessibility and pedestrian movement and allow for new configurations, such as parklet cafes and curbside cafes.

Key challenges and risks

- **Road Safety:** Council's commitment to eliminating traffic fatalities and serious injuries through the Vision Zero Road Safety Plan has resulted in the incremental addition of new and innovative programs with significant scale and impact.
- **Aging Infrastructure:** Significant state of good repair backlog (SOGR) for roads and bridges which is anticipated to grow to \$3.96 billion by 2029 (excluding Gardiner).
- **Growth:** Managing the pressures from growth and pace of development on the transportation network.
- **Modernization:** Modernize technology to support working practices that enable our staff to manage, maintain and ensure a safe and efficient transportation network.

Priority actions

- **Improve Safety:** Continue to implement the Vision Zero 2.0 - Road Safety Plan and embed road safety in all aspects of the Division's work.
- **SOGR:** Develop updated Local and Major Roads Asset Management Strategy to drive sustainable long-term investment in SOGR projects and reduce the backlog.
- **Growth:** Update and produce new plans to manage growth pressures e.g. the Congestion Management Plan, Surface Transit Network Plan, freight and goods movement strategy and city wide parking strategy.
- **Mobility:** Continue to implement the Cycling Network Plan, work with TTC to plan and deliver short and medium term transit improvements and advance delivery of Complete Streets, which cater for all modes.

Our key service levels



Response time for de-icing arterials within 2-4 hours and collectors within 4-6 hours after becoming aware roadway is icy (dependent on snow volume) 100% of the time.



Response time for responding to service requests for pot hole roadway repair within 4 days 90% of the time.



Response time for completing service requests for new traffic signal request investigations within 9 months 90% of the time.

Key service deliverables

- Provide safe streets for all road users through the Vision Zero 2.0 - Road Safety Plan, Cycling Network Plan, and Complete Streets implementation.
- Manage congestion, through the Congestion Management Plan, roll-out of Traffic Agents and strategies to minimize the impacts of development and construction on the network, including improved co-ordination, more stringent permit timelines and enforcement.
- Provide year-round maintenance of the City's transportation infrastructure assets.

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(In \$000)	2018 Actuals*	2019 Projected Actuals*	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actuals	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Permits & Applications	51,555.1	58,896.2	63,910.8	0.0	63,910.8	5,014.6	8.5%
Road & Sidewalk Management	75,057.0	92,188.3	105,730.7	0.0	105,730.7	13,542.4	14.7%
Transportation Safety & Operations	10,616.7	10,800.9	20,547.8	0.0	20,547.8	9,746.9	90.2%
Total Revenues	137,228.7	161,885.5	190,189.3	0.0	190,189.3	28,303.8	17.5%
Expenditures							
Permits & Applications	17,257.0	18,340.9	19,370.2	0.0	19,370.2	1,029.3	5.6%
Road & Sidewalk Management	217,956.5	246,908.9	255,493.0	0.0	255,493.0	8,584.1	3.5%
Transportation Safety & Operations	96,268.1	108,915.1	139,624.9	2,102.8	141,727.7	32,812.6	30.1%
Total Gross Expenditures	331,481.7	374,164.9	414,488.1	2,102.8	416,590.9	42,426.0	11.3%
Net Expenditures	194,252.9	212,279.4	224,298.8	2,102.8	226,401.6	14,122.2	6.7%
Approved Positions	1,179.8	1,201.3	1,287.3	9.0	1,296.3	95.0	7.9%

*2018 Actuals and 2019 Projected Actuals (based on Q3 2019) adjusted retroactively to remove inter-departmental charges and recoveries.

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$414.488 million gross reflecting an increase of \$40.323 million in spending above 2019 projected year-end actuals, predominantly arising from:

- 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.
- Additional positions and resources to improve safety through implementation of Automated Speed Enforcement (56 positions), to meet increased demands with Vision Zero Road Safety Plan 2.0 (15 positions) and to deliver capital projects (11 positions).
- Annualized costs of various initiatives to improve safety such as the School Crossing Guard Program and Automated Speed Enforcement contract.
- Above pressures are partially offset by base expenditure savings arising from a line by line review and higher revenues.

COSTS TO ENHANCE SERVICES

New and Enhanced Service expenditures of \$2.103 million gross, enabling:

- Expansion of the red light camera system from 149 to 298 with greater consideration to vulnerable road users. The nine positions (9) are required to support, implement and oversee the expansion of the red light camera program as part of the Vision Zero 2.0 - Road Safety Plan resulting in enhanced service delivery.

EQUITY IMPACTS OF BUDGET CHANGES

No equity impacts: The changes in Transportation Services' 2020 Operating Budget have no equity impacts.

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Base Budget for Transportation Services is \$414.488 million gross reflecting an increase of \$40.323 million, or 10.8 per cent higher than the 2019 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget, while Table 2c summarizes New and Enhanced requests.

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (In \$000)		2018 Actuals*	2019 Proj. Actuals*	2020 Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	106,560.2	109,167.8	117,188.2	8,020.3	7.3%
2	Materials & Supplies	46,924.9	51,479.0	51,585.0	106.0	0.2%
3	Equipment	679.8	417.3	493.5	76.1	18.2%
4	Service and Rent	152,072.6	176,593.3	200,165.2	23,571.9	13.3%
5	Contribution To Reserves	22,347.3	30,574.2	38,239.8	7,665.5	25.1%
6	Other Expenditures	2,896.8	5,933.3	6,816.5	883.3	14.9%
Total Expenditures		331,481.7	374,164.9	414,488.1	40,323.2	10.8%
Revenues						
1	Federal Subsidies	33.0	12.5		(12.5)	-100.0%
2	User Fees & Donations	41,628.5	50,478.2	48,894.0	(1,584.2)	-3.1%
3	Transfers From Capital	24,624.7	19,440.3	34,837.2	15,396.9	79.2%
4	Other Revenues	70,942.6	91,954.5	106,458.1	14,503.6	15.8%
Total Revenues		137,228.7	161,885.5	190,189.3	28,303.8	17.5%
Net Expenditures		194,252.9	212,279.4	224,298.8	12,019.4	5.7%

*2019 Projected Actuals (based on Q3 2019) and 2018 Actuals adjusted retroactively to remove inter-departmental charges and recoveries

Salaries & Benefits: Include inflationary increases on existing salaries and benefits, and additional positions (as outlined on page 6). Positions were also repurposed to better align the re-distribution of work within Transportation Services.

Services and Rents: Include inflationary increases on existing service contracts, in addition to annualized costs for the transfer of the School Crossing Guard Program from Police Services, annualised costs to implement Automated Speed Enforcement, and the Vision Zero 2.0 - Road Safety Plan education campaign.

Contribution to Reserves: Include increases in Fleet Reserve contributions to align funding requirements with planned vehicle and equipment replacements and increased insurance reserve contribution.

Revenues: Include additional revenues of \$28.304 million, or 17.5 per cent, higher than 2019 Projected Actuals. The revenues comprise rate increase of 2.25 per cent on user fees, inflationary increases higher than Consumer Price Index (CPI) on all on-street residential parking permits and the introduction of Automated Speed Enforcement revenues with full cost recovery for processing charges from partnering municipalities.

Table 2b: Savings from Line by Line Review

(In \$000)											
	Type	2020				2021			2022		
		Revenue	Gross	Net	Positions	Gross	Net	Positions	Gross	Net	Positions
Savings from Line by Line Review	Line by Line		(7,463.9)	(7,463.9)							
Budget Increase/(Decrease)			(7,463.9)	(7,463.9)							

The 2020 Operating Budget includes \$7.464 million in gross expenditures reductions and internal budget review as follows:

Line by line

- A reduction in base expenditures, for savings realized from aligning the budget with actual experience, in contracted services and other non-salary costs contributes to Transportation Services efforts to manage cost increases from internal and external sources.
- A reduction in hydro to match the declining rates and delivery charges from Toronto Hydro.

Table 2c: 2020 Key Drivers – New / Enhanced

New / Enhanced (In \$000)	2020				2021 Annualized Gross	Equity Impact
	Revenue	Gross	Net	Positions		
Red Light Camera Expansion		2,102.8	2,102.8	9.0	2,496.2	Low
Total New / Enhanced		2,102.8	2,102.8	9.0	2,496.2	

Red Light Camera Expansion

As part of Vision Zero 2.0 – Road Safety Plan, the expansion of the Red Light Camera program increases the number of cameras from 149 to 298. The selection criteria has been improved and expanded to give greater consideration to vulnerable road users, such as the application of red light cameras at mid-block pedestrian or bike-only traffic signals and at intersections with higher pedestrian/cyclist collisions. The aim is to reduce fatalities, serious injuries, and collisions at specific intersections. The additional resources will be for red light camera expansion, and staff to process charges from Toronto and other municipalities. The program is fully cost recoverable by the revenue collected by Court Services for Toronto charges and full cost recovery from other municipalities for processing their charges.

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

(In \$000)	2019 Projected Actuals*	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	161,885.5	190,189.3	189,710.2	190,064.0
Gross Expenditures	374,164.9	416,590.9	415,288.2	417,249.8
Net Expenditures	212,279.4	226,401.6	225,578.0	227,185.8
Approved Positions	1,201.3	1,296.3	1,290.3	1,287.3

*2019 Projected Actuals (based on Q3 2019) adjusted retroactively to remove inter-departmental charges and recoveries

Key 2021 drivers

The 2021 Outlook with total gross expenditures of \$415.288 million reflects an anticipated \$1.303 million or 0.3 per cent decrease in gross expenditures below the 2020 Budget due to the reversal of a one-time Fleet Reserve contribution for street sweepers. This decrease is partially offset by the following increases:

- Inflationary increases for salaries and benefits.
- Operating impact of capital projects once completed.
- Annualization increases related to salaries and benefits for positions as described on page 9.

Key 2022 drivers

The 2022 Outlooks expects an increase of \$1.962 million or 0.5 per cent above 2021 gross expenditures arising from the following:

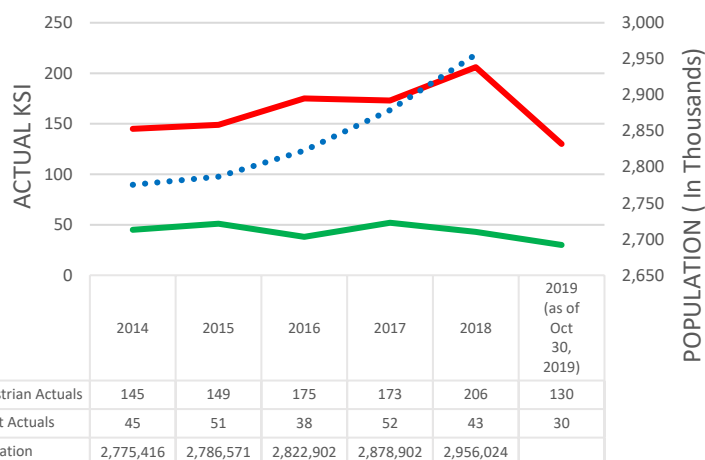
- Inflationary increases for salaries and benefits.
- Operating impact of capital projects once completed.

These increases are partially offset by the reversal of costs related to two-year pilot with Toronto Police Services' Traffic Enforcement Team to support Vision Zero Road Safety Plan 2.0 and inflationary increases on user fees and permits.

How well we are doing

Safety

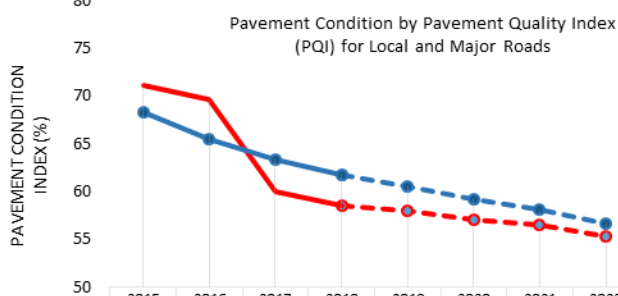
Vulnerable Users Killed and Seriously Injured (KSI) per year



Behind the numbers

- While population increased by 7 per cent between 2014 and 2018, on a per population basis the number of pedestrian and cyclist KSI has decreased.

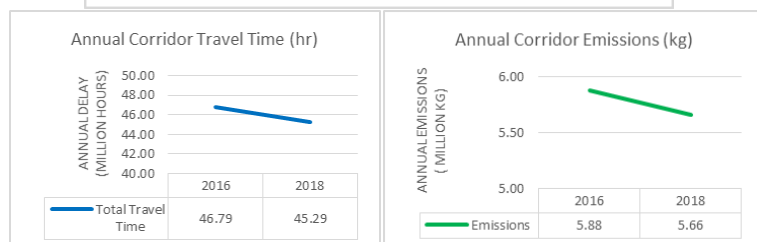
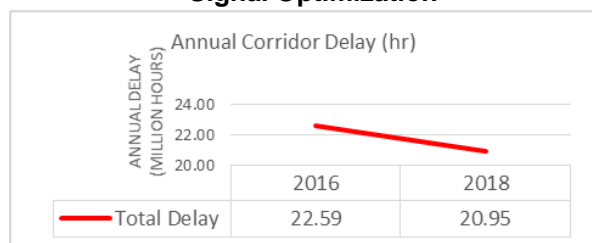
State of Good Repair



- Significant investment is being made to bring the F. G. Gardiner Expressway into a State of Good Repair.
- Current levels of SOGR funding for Local Roads and Major Roads will see pavement condition continue to worsen.
- Development of the updated Local and Major Roads Asset Management Strategy to drive sustainable long-term investment in SOGR projects and reduce the backlog is underway, with Council reporting anticipated in 2021.

Congestion Management Plan: Signal Optimization

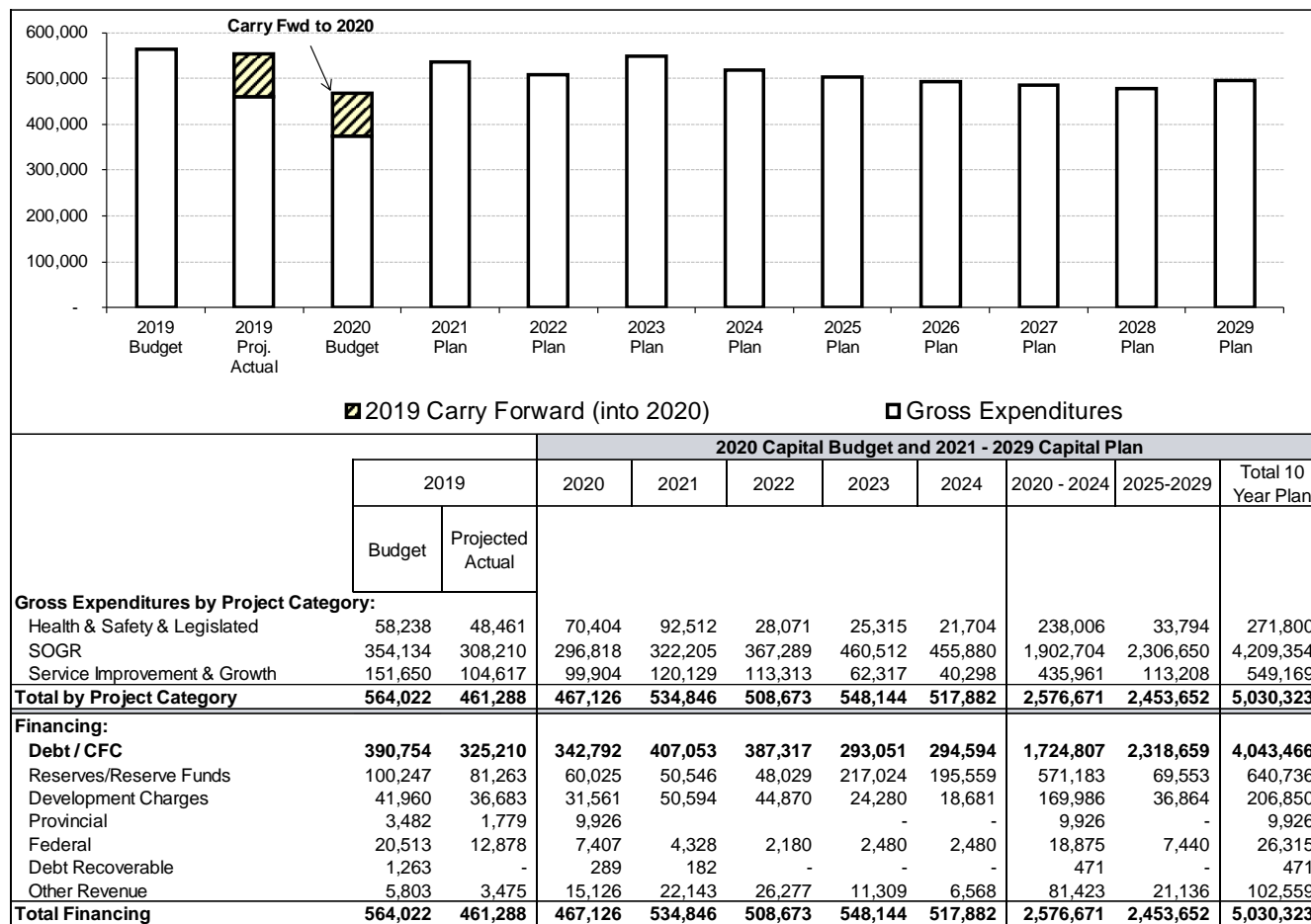
- 846 signal timings have been optimized on 30 corridors from 2016 – 2018.
- As a result of these optimizations, modelled and measured benefits include annual reductions of:
 - 1.6 M in delay (hours)
 - 218 K in emissions (kg)
 - 1.5 M in travel time (hours)



2020 2029 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview

(In \$ Thousand)



Changes to Existing Projects

- The 2020-2029 Capital Budget and Plan reflects a decrease of \$438.914 million over the nine common years (2020-2028).
- Decreased funding of \$268.382 million from the Local Roads and Major Roads Rehabilitation programs.
- Increased funding of \$57.577 million to implement Council Approved Vision Zero Road Safety Plan (2020 to 2024).
- Decrease of \$100.308 million for Growth Projects to reflect updated cost estimates, project schedules, and stage gating based on project readiness.






New Projects

- The 2020-2029 Capital Budget and Plan includes the following new major key projects:
- \$45.000 million, fully funded by Development Charges, to advance detailed design and property acquisition for the Liberty New Street Project.
- \$8.000 million to advance the property acquisition for the West Toronto Rail Path Extension Project.
- \$15.000 million to advance the detailed design of the Eglinton Connects Streetscape & Cycle Track Project.

Capital Needs Constraints

- The unmet needs over the 10-year planning horizon include the following:
- \$4.091 billion of SOGR backlog from the F.G. Gardiner, City Bridges, Major Roads, Local Roads, and Laneways.
- \$1.309 billion of growth projects. As phases of growth projects advance, with certainty in cost and delivery schedule, funding requests will be made to include them in the budget.

2020 – 2029 CAPITAL BUDGET AND PLAN**\$5.030 Billion 10-Year Gross Capital Program**

				
State of Good Repair (Excluding F.G. Gardiner)	F.G. Gardiner Expressway Strategic Rehabilitation Plan	Vision Zero Road Safety Plan	Cycling Network Plan	Congestion Management Plan and Growth Related Projects
\$2.004 B 40%	\$2.205 B 44%	\$0.157 B 3%	\$0.127 B 3%	\$0.300 B 6%
Ten year budget for State of Good Repair related works	Implementation of the Expressway Strategic Rehabilitation Plan (2017 to 2026)	Implementation of Vision Zero Road Safety Plan 2.0 (2020 to 2024) and future plan funding post 2024	Implementation of Cycling Network Plan (2020 to 2021) and future plan funding post 2021	Implementation of Growth Related Projects

How the Capital Program is Funded

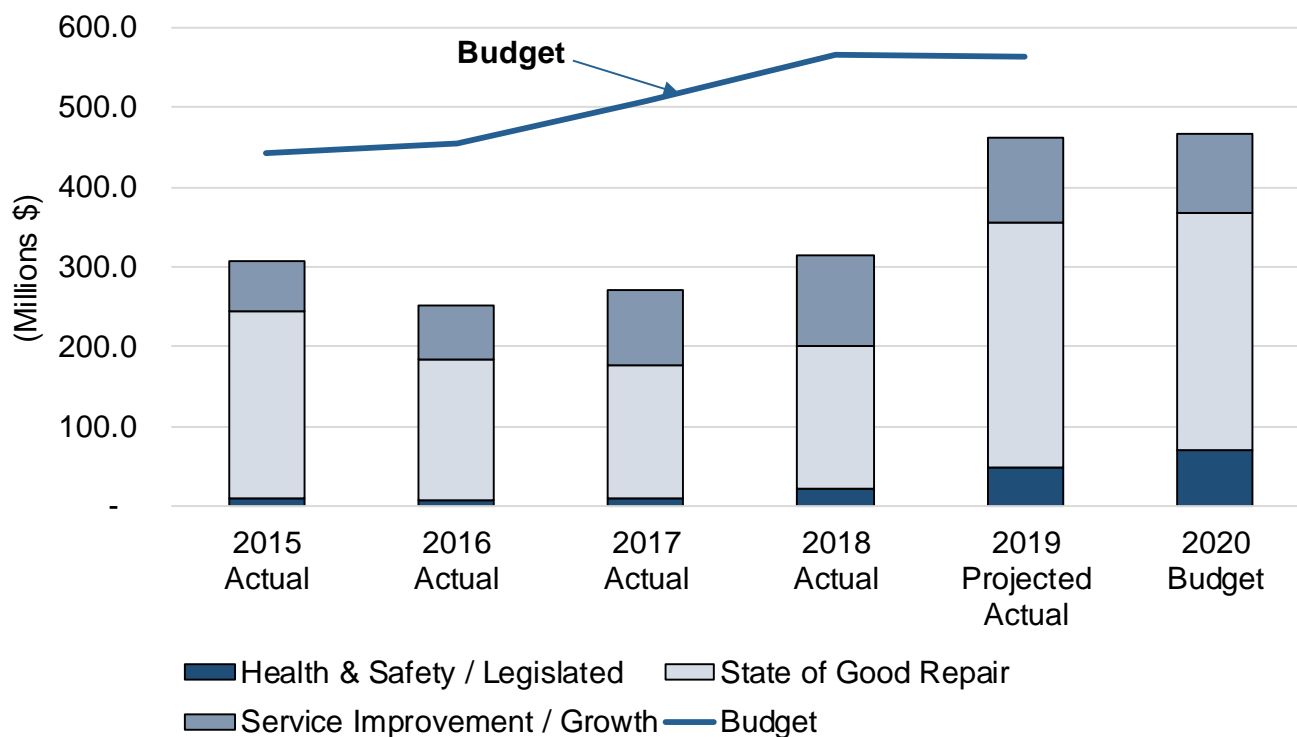
City of Toronto		Provincial Funding		Federal Funding	
\$4.994 B 99.3%		\$9.926 M 0.2%		\$26.315 M 0.5%	
Debt	\$ 4.043 B	Ontario Municipal Commuter Program	\$ 9.926 M	Public Transit Infrastructure Fund	\$ 3.577 M
Recoverable Debt	\$ 0.471 M			Other	\$ 22.738 M
Reserve Draws	\$ 640.736 M				
Development Charges	\$ 206.850 M				
Other	\$ 102.559 M				

CAPACITY TO SPEND REVIEW

The 10-Year Capital Plan has been developed with consideration of other City priorities, state of readiness of projects, historical demonstrated ability to spend within any given year of the ten year capital program as well as the level of projected 2019 underspending that will be carried forward into 2020 to complete capital work.

Since 2018, Transportation Services has implemented new practices and budget management protocols to drive project delivery, reduce risk, and increase spend rate. Chart 2 below sets out historical capacity to spend by project categories and illustrates that the projected spends in both 2019 and 2020 are anticipated to be approximately \$200.000 million higher than the spending level in 2017.

Chart 2 – Capacity to Spend



Category (in \$ Million)	2015 Actuals	2016 Actuals	2017 Actuals	2018 Actuals	2019 Projected Actuals*	2020 Budget**
Health & Safety / Legislated	11.1	8.7	10.8	22.9	48.5	70.4
State of Good Repair	233.4	176.4	165.7	177.8	308.2	296.8
Service Improvement / Growth	63.0	67.7	95.9	113.2	104.6	99.9
Total	307.5	252.8	272.4	313.9	461.3	467.1
% Spent	69.5%	55.4%	53.6%	55.5%	81.8%	
Spend Increase since Implementation of new practices in 2017				46.0	189.0	

* 2019 Projected Actuals based on the Q3 capital variance report

** 2020 Budget includes 2019 expected carry forward

Capacity to Spend Review Impact on the 10-Year Plan

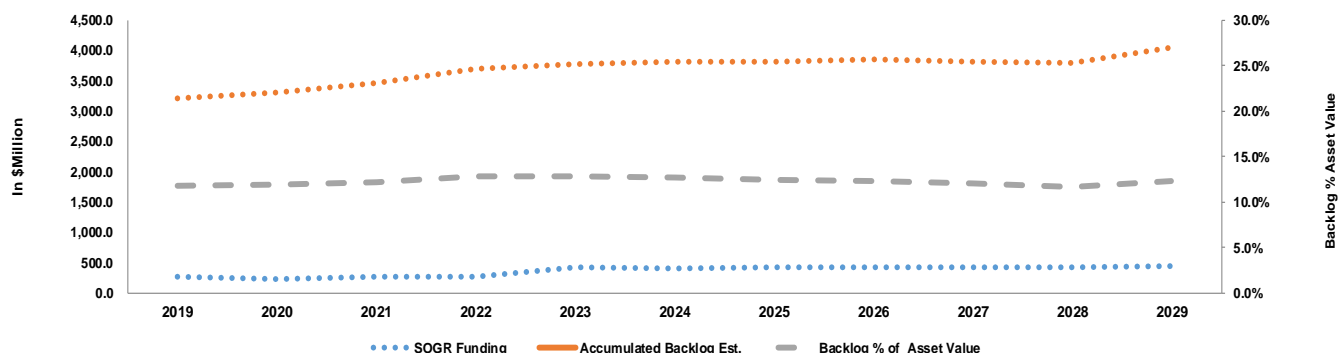
Transportation Services' 2020 - 2029 Budget and Capital Plan represents an investment in infrastructure renewal totalling \$5.030 billion over 10 years. In 2020, Transportation Services has deferred \$222.159 million in capital spending originally cash flowed in 2020 to 2021 or future years. Acceleration of future years' cash flows into 2020 will be requested if projects advance ahead of schedule. Key adjustments to the Capital Plan are noted below:

- F.G. Gardiner Rehabilitation – Deferred \$84.750 million to future years based on project updates and associated scheduled payments on existing contracts. The delivery of the 2017 to 2026 F.G. Gardiner Expressway Strategic Rehabilitation Plan remains on track. Taking into consideration 2019 approved in-year adjustments, the total funding requirement for the program over the ten year plan remains unchanged.
- Local Roads and Major Roads Rehabilitation – Reduced \$25.46 million in 2020. Overall, the review resulted in a reduction of \$268.382 million from the programs over the nine common years (2020-2028). Including the 2029 funding requirement, the net decrease is \$136.922 million. The decrease in funding was developed based on the budget recast review exercise, addressing the overall affordability of the City's capital program while recognizing the dynamic nature of road works delivery in the City, taking into consideration:
 - Overall Roads Asset Management strategy which is currently being developed
 - Current delivery approaches
 - Internal and external factors influencing capacity to spend, including the need to coordinate works.
- Development of the updated Local and Major Roads Asset Management Strategy to drive sustainable long-term investment in SOGR projects and reduce the backlog is underway, with Council reporting anticipated in 2021. This will include an updated funding request based on a comprehensive delivery approach for the rehabilitation of road works.
 - To partially offset the funding reduction for the roads programs, \$58.584 million over the ten year plan has been included to continue to fund the Critical Interim Road Rehabilitation program, which aims to complete localized road repairs, prolonging the life of the road on an interim basis in anticipation of the full road rehabilitation to take place at a later date.
- Based on a review of project progress and updates on delivery schedule, the following are the major 2020 cash flow adjustments on Growth projects:
 - John Street Revitalization Project – deferred \$20.507 million to future years as construction is anticipated to be tendered by late 2020 with works commencing in 2021 and beyond. Deferral is associated with ongoing coordination with Toronto Hydro on the finalization of project scope.
 - Scarlett St Clair Dundas - deferred \$18.328 million as detailed design and negotiations with CP Rail and affected property owners continue in 2020. Utility relocations are anticipated to occur in 2020 and 2021. Project construction has been placed in the "Needs Constraints" category as detailed design is finalized.
 - St Clair Transportation Master Plan (TMP) - deferred \$42.011 million as the delivery strategy for project property acquisition, detailed design, and construction have changed, with changes to the timeline of Metrolinx work at this location. Implementation of the overall Master Plan will be phased with priority for the St. Clair Widening and Davenport Extension. Property acquisition for these is anticipated to occur from 2020 to 2024. Property acquisition post 2023, including those for the Gunns and Keele Extensions, as well as detailed design and construction of all TMP projects has been placed in the "Needs Constraints" category. Additional funding will be requested in future year budget submissions to advance the various components of the TMP based on project readiness.
 - Steeles Widenings (Tapscott Road - Beare Road) – \$3.372 million related to property acquisition and utility relocation has been deferred to future years as detailed design continues in 2020, in coordination with private development in the area. Additional time for detailed design is required to confirm feasibility of the Morningside Extension at the at-grade crossing of the rail corridor. Property acquisition and utility relocation are anticipated to begin in 2021, with the construction phase of the project anticipated to begin in 2022. Funding for construction has been placed in the "Needs Constraints" category while detailed design continues. Once detailed design is completed and there is more clarity on cost of construction, funding will be requested through the budget process.
 - Work for TTC & Others - deferred \$9.918 million to future years to fund third party projects that are delivered by the City. The deferral in 2020 funding is as a result of the Capacity to Spend Review.

STATE OF GOOD REPAIR (SGR) FUNDING & BACKLOG

The chart below depicts the SOGR funding and accumulated backlog estimates for key asset classes in Transportation Services: major and local roads, bridge rehabilitation and laneways.

Chart 3: Total SOGR Funding & Backlog



\$ Million	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
SOGR Funding	264.3	228.7	255.6	268.0	413.7	408.6	411.5	414.5	417.6	420.7	443.9
Accumulated Backlog Est.	3,211.9	3,312.7	3,457.6	3,693.0	3,785.3	3,815.9	3,823.3	3,849.6	3,814.1	3,792.3	4,060.7
Backlog % of Asset Value	11.8%	12.0%	12.2%	12.8%	12.9%	12.7%	12.5%	12.3%	12.0%	11.7%	12.3%
Total Asset Value	27,175.0	27,718.8	28,273.2	28,838.7	29,415.5	30,003.8	30,603.8	31,215.9	31,840.2	32,477.0	33,126.6

The 10-Year Capital Plan will fund \$4.209 billion of SOGR projects, providing an average of \$420.9 million annually. This funding will continue ongoing SOGR projects for infrastructure, including major and local roads, city bridges and laneways.

As a result of the City's capital recast exercise along with a review of the historical capital spends, the 2020-2029 SOGR Capital Budget and Plan reflects a decrease of \$409.672 million in State of Good Repair funding over the 9 common years (2020 to 2028). Aside from the cash flow revisions for the F.G. Gardiner Rehabilitation program, the following key adjustments contributed to the decrease:

- Decreased funding of \$268.382 million for the Local Roads and Major Roads Rehabilitation programs over the nine common years. Including the 2029 year funding requirements, the net decrease is \$136.922 million. To partially offset the funding reduction for the roads SOGR programs, \$58.584 million over the ten year plan has been included to continue to fund the Critical Interim Road Rehabilitation program, which aims to complete localized road repairs, prolonging the life of the road on an interim basis in anticipation of the full road rehabilitation to take place at a later date.

A large portion of Transportation Services' infrastructure consists of roads and bridges that are 40 to 50 years old. 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 per cent of Major Roads and 24 per cent of Local Roads are in poor condition.

With the revised funding for the Major and Local Road Rehabilitation Programs, the backlog of rehabilitation needs for both programs are expected to increase over the next 10 years as follows:

- The backlog for Major Roads will increase from \$529.737 million at the end of 2019 to \$1.599 billion or about 23 per cent of assets by 2029, representing a 2 per cent increase when compared to the 2028 value previously reported. The percentage of Major Roads in poor condition will increase from 43 per cent at the end of 2019 to 53 per cent by 2029; and,
- The backlog for Local Roads will increase from \$478.299 million at the end of 2019 to \$1.827 billion or about 17 per cent of assets by 2029, representing a 3 per cent increase when compared to the 2028 value

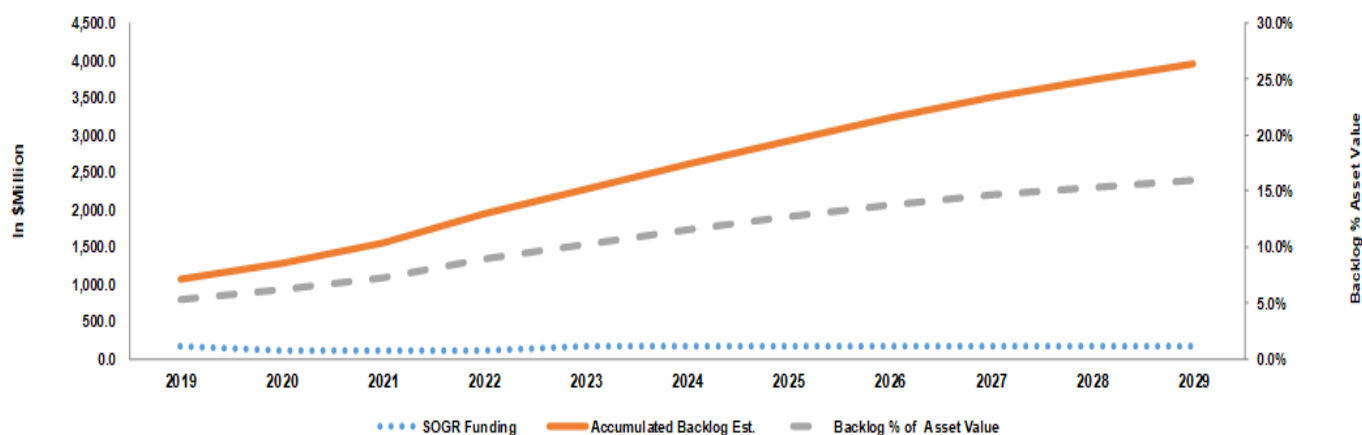
previously reported. The percentage of Local Roads in poor condition will increase from 24 per cent at the end of 2019 to 44 per cent by 2029.

Continuing in 2020, staff will evaluate various strategies to optimize the use of capital funding for these road programs while taking into account capacity, opportunities in delivery strategy and coordination of work. Staff will report to Council as part of the Integrated Asset Planning & Management (IAPM) initiative in 2021, on the proposed strategy to address the backlog and at that time a revised request for additional funding to achieve the strategy will be proposed.

SOGR funds have been made available to continue the Strategic Rehabilitation Plan for the F. G. Gardiner Expressway. The Plan includes the implementation of the preferred alternative in the Gardiner East Environmental Assessment, including public realm improvements through the reconstruction of Lake Shore Boulevard East. In 2019, 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. Although the program's anticipated completion date remains 2026, funding has been cash flowed to 2029 to reflect historical and projected spending patterns.

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. As part of the 2019 budget process, \$101.780 million (2026 to 2029) of the \$1.391 billion (2026 to 2039), has been included as part of the needs constraints.

Chart 4: Total SOGR Funding & Backlog
(Key asset classes excluding the F.G. Gardiner)



\$ Million	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
SOGR Funding	157.4	111.8	114.1	116.3	168.7	156.6	159.6	162.6	165.7	168.8	172.0
Accumulated Backlog Est.	1,069.7	1,287.4	1,549.3	1,936.4	2,273.7	2,604.3	2,911.7	3,235.7	3,495.1	3,738.2	3,958.9
Backlog % of Asset Value	5.2%	6.2%	7.3%	8.9%	10.3%	11.5%	12.7%	13.8%	14.6%	15.3%	15.9%
Total Asset Value	20,430.0	20,838.8	21,255.6	21,680.7	22,114.3	22,556.6	23,007.8	23,467.9	23,937.3	24,416.0	24,904.3

The chart above depicts the SOGR funding and accumulated backlog estimates: major and local roads, bridge rehabilitation and laneways.

When rehabilitation on the Gardiner is excluded, the SOGR backlog for remaining transportation infrastructure will increase from \$1.069 billion at the end of 2019 to an anticipated \$3.958 billion by year end in 2029, representing 15.9 per cent of the asset replacement value, representing a 1.5 per cent increase when compared to the 2028 value previously reported.

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

Approval of the 2020 Capital Budget will impact the 2020 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 Table 4 below.

Table 4: Net Operating Impact Summary

Projects	2020 Budget		2021 Plan		2022 Plan		2020 - 2024		2020 - 2029	
	\$000's	Positions	\$000's	Positions	\$000's	Positions	\$000's	Positions	\$000's	Positions
Previously Approved										
<i>Maintenance of New Infrastructure</i>	73	-	-	-	-	-	73	-	73	-
Sub-Total: Previously Approved	73	-	-	-	-	-	73	-	73	-
Total	73	-	-	-	-	-	73	-	73	-

- Approval of the 2020 Capital Budget will increase the 2020 Operating Budget by a total of \$0.072 million net for maintenance costs arising from the completion of New Roads built by developers (rather than the City) and Sidewalks.
- There are no operating impacts identified beyond 2020. As part of future capital budget submissions, Transportation Services will continue to review its capital projects and analyze the impacts on operations.

2020 Program Summary

Transit Expansion

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca.

What we do

The Transit Expansion Division was created in September 2019 to address the delivery of new transit infrastructure in the City of Toronto. The new division provides day-to-day leadership and oversight of the City of Toronto's participation in the long term, multi-billion dollar transit network expansion program. Specifically, the role of the Transit Expansion Division is to:

1. **Partner with key stakeholders** such as the Province of Ontario, Metrolinx, Infrastructure Ontario, and Toronto Transit Commission (TTC) to deliver new transit infrastructure to keep Toronto moving;
 2. **Provide dedicated leadership** for the City's transit expansion strategy, including coordinating the City's strategic interests and municipal requirements; and
 3. **Provide oversight of the City's transit expansion program**, including centralizing coordination and seeking opportunities throughout the project lifecycle to accelerate transit expansion projects by streamlining and optimizing municipal processes where possible.
-

Why we do it

Toronto is facing many transportation challenges and opportunities that come with being a growing, thriving, and prosperous city. As a result, the Transit Expansion Division's mission is to keep Toronto moving by providing safe, affordable and accessible transportation choices for people and goods. This includes public transit that connects our diverse neighborhoods, is part of a resilient multi-modal regional network, and drives new economic activity.

Who we serve

Overall, we serve residents, businesses, employers, commuters, and visitors that move around in our city, by providing accessible, safe, and reliable public transit that connects the City's diverse neighborhoods and the wider region.

The Transit Expansion Division serves City Council and the City's Senior Leadership Team by proactively working with partners and coordinating internally to ensure effective and efficient delivery of pipelines of transit infrastructure expansion projects.

Budget at a glance

2020 OPERATING BUDGET				2020 CAPITAL BUDGET & 10-YEAR PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$8.7	\$9.7	\$9.9	Transit Expansion's capital program is included in Corporate Capital Initiatives.			
Gross Expenditures	\$8.7	\$9.7	\$9.9				
Net Expenditures	\$0.0	\$0.0	\$0.0				
Approved Positions	59.0	59.0	59.0				

Key service outcomes

Outcomes	Description
Expanded public transit network.	Expansion of higher-order transit critical public transit infrastructure, providing relief to existing services as well as enhancing service in high priority communities across the City.
Integrated mobility across the City	An inclusive and equitable city-wide transportation network that provides reliable and affordable travel choices, connects people to places and activities they value, and supports the delivery of goods.
Successful partnerships across all orders of government	Successful delivery and operation of new transit infrastructure to address Toronto's rapid growth requires sustained partnerships and support across all orders of government.

Goals and metrics

Transit Expansion was created as a new division in September 2019 and outcome measures are being developed by Q2 2020.

Our experience and success

- Since April 2019, the Transit Expansion division convened 50 meetings, with representatives from Metrolinx, Infrastructure Ontario, TTC and City divisions to complete a technical assessment of the Ontario Line and Line 2 East Extension, focusing on modelling and alignment options.
- At its meeting of October 29, 2019, City Council approved the Toronto-Ontario Transit Update report (EX9.1) which:
 - ✓ Supported four new transit lines: Ontario Line, Line 2 East Extension, Yonge Subway Extension and Eglinton West LRT
 - ✓ Identified the Transit Expansion division as the one-window access to the City, and facilitate the City's role in transit project implementation, while also developing improved processes to meet timelines
 - ✓ Authorized City Officials to negotiate and execute agreements with the Province and relevant its relevant agencies

Key challenges and risks

- **Inter-Governmental Agreements:** Develop agreement with the Province of Ontario on transit responsibilities, priority transit expansion projects, transit oriented development partnerships, and opportunities for fare integration.
- **Forecasting Staff Resources to Support a Multi-year Project Pipeline:** Develop an organizational structure and new dedicated teams with the appropriate skill-sets for each phase of project delivery, based on agreed Metrolinx funding (i.e. expansion of Light Rail Transit and Subway).
- **Centralizing Program Management:** Lead the coordination and delivery of municipal requirements with City divisions, identifying opportunities to streamline processes without compromising regulatory due diligence, and implement enhanced project process controls, reporting, and overall accountability.
- **Integrating Transit with Major Capital Works:** Integrate and coordinate with other infrastructure delivery priorities, plans, and capital projects (i.e., growth areas, roads, water, utilities, etc.).
- **Mitigating Community Impacts of Construction:** Engage and communicate with the public, and make best efforts to coordinate and mitigate impacts of multi-billion dollar infrastructure delivery on City services to residents and businesses.

Priority actions

- Lead engagement with external stakeholders (i.e. with Ontario Ministry of Transportation; Metrolinx, Infrastructure Ontario and other agencies) on transit expansion program.
- Amend, develop, and execute program delivery agreements.
- Review transit program governance, including committees and working groups (i.e., Secretariat - internal & external).
- Establish dedicated teams for the delivery of projects within the program:
 - GO Expansion
 - ✓ Alternative Financing and Procurement Early Works (Lakeshore East & West and corridors of Milton, Stouffville, Barrie and Kitchener)
 - ✓ Non-AFP Early Works (Barrie, Richmond Hill, Lakeshore E, and Kitchener corridors)
 - ✓ New Smart Track stations (East Harbour station)
 - Light Rail Transit
 - ✓ Eglinton Crosstown & Finch West Light Rail Transits
 - ✓ Future Eglinton West and East LRTs
 - Subways
 - ✓ Ontario Line
 - ✓ Line 2 East Extension
 - ✓ Yonge Subway Extension

Our key service levels

Transit Expansion was created as a new division in September 2019 and key service levels are being developed by Q2 2020.

Key service deliverables

- Develop agreement with Province of Ontario on transit roles, responsibilities, and priority transit expansion projects.
- Establish governance structures and implementation strategies that reflect City and Provincial agreements.
- Coordinate City's needs to support a clear transit infrastructure expansion project pipeline for implementation.
- Centralize program management and enhance internal project controls.

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actuals	2019 Projected Actuals *	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Policy Governance	0.0	695.6	2,221.3		2,221.3	1,525.7	219.3%
Capital Implementation	0.0	2,019.9	6,450.2		6,450.2	4,430.3	219.3%
Total Revenues	0.0	2,715.5	8,671.5	0.0	8,671.5	5,956.0	219.3%
Expenditures							
Policy Governance	0.0	695.6	2,221.3		2,221.3	1,525.7	219.3%
Capital Implementation	0.0	2,019.9	6,450.2		6,450.2	4,430.3	219.3%
Total Gross Expenditures	0.0	2,715.5	8,671.5	0.0	8,671.5	5,956.0	219.3%
Net Expenditures	0.0	0.0	0.0	0.0	0.0	0.0	0.0%
Approved Positions	0.0	33.0	59.0	0.0	59.0	26.0	78.8%

*2019 Actuals (based on Q3 2019) adjusted retroactively to remove interdepartmental charges and recoveries.

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$8.672 million gross reflecting an increase of \$5.956 million in spending above 2019 projected year-end actuals, predominantly arising from:

- Salary and benefit increases for existing positions; annualization of positions and the addition of 26.0 positions to support the development of Provincial subway lines. These positions will effectively manage and coordinate key division-wide priorities for the Transit Expansion division, including providing senior level strategic policy advice and operational support on city-wide corporate initiatives.

COSTS TO ENHANCE SERVICES

New and Enhanced Services: The Transit Expansion division does not have New and Enhanced Services.

EQUITY IMPACTS OF BUDGET CHANGES

No equity impacts: The changes in Transit Expansions division's 2020 Operating Budget have no equity impacts.

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for Transit Expansion is \$8.672 million gross or 219.3 per cent higher than the 2019 Projected Actuals. Table 2 below summarizes the key cost drivers for the base budget.

Table 2: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)		2018 Actuals	2019 Proj. Actuals	2020 Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits		2,359.3	7,578.5	5,219.2	221.2%
2	Materials & Supplies		67.3	52.0	(15.3)	-22.7%
3	Equipment		185.6	252.1	66.5	35.8%
4	Service and Rent		103.3	788.8	685.6	664.0%
5	Contribution To Capital					
6	Contribution To Reserves					
7	Other Expenditures					
Total Expenditures			2,715.5	8,671.5	5,956.0	219.3%
Revenues						
1	Provincial Subsidies					
2	Federal Subsidies					
3	User Fees & Donations					
4	Transfers From Capital		1,267.7	2,448.6	1,181.0	93.2%
5	Other Revenues		1,447.8	6,222.8	4,775.0	329.8%
Total Revenues			2,715.5	8,671.5	5,956.0	219.3%
Net Expenditures			(0.0)	(0.0)	0.0	0.0%

*2019 Q3 Projected Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Salaries & Benefits: Include inflationary increases on existing salaries and benefits, annualization and additional positions as described on page 7.

Services & Rents: Include increases for professional and technical services required for operational needs.

Transfers from Capital / Other Revenues: Include increases for recovery of existing positions and additional positions as described on page 7 and anticipated recoveries from third parties (i.e. Metrolinx).

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

(\$000s)	2019 Projected Actuals *	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	2,715.5	8,671.5	9,677.6	9,926.7
Gross Expenditures	2,715.5	8,671.5	9,677.6	9,926.7
Net Expenditures	0.0	0.0	0.0	0.0
Approved Positions	33.0	59.0	59.0	59.0

*2019 Q3 Projected Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Key 2021 drivers

The 2021 Outlook with total gross expenditures of \$9.678 million reflects an anticipated \$1.006 million or 11.6 per cent increase in gross expenditures above the 2020 Recommended Budget based on the following:

- Inflationary increases for salaries and benefits.

This increase is offset by anticipated recoveries of positions for the delivery of capital projects and recoveries from third parties.

Key 2022 drivers

The 2022 Outlook with total gross expenditures of \$9.927 million reflects an anticipated \$0.249 million or 2.6 per cent increase in gross expenditures above the 2021 Recommended Budget based on the following:

- Inflationary increases for salaries and benefits.

This increase is offset by anticipated recoveries of positions for the delivery of capital projects and recoveries from third parties.

How well we are doing

Transit Expansion was created as a new division in September 2019 and performance measures are under development.

The division will continue to work to develop performance and service levels and outcomes based on Council direction.

The division will develop outcome measures in 2020.

2020 Program Summary

Waterfront Revitalization Initiative

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What we do

The Waterfront Secretariat leads the Toronto Waterfront Revitalization Initiative on behalf of the City of Toronto. Secretariat staff work with their Federal and Provincial partners and Waterfront Toronto to ensure that plans, agreements and approvals are in place to advance revitalization in the central waterfront.

The Secretariat's key functions include administering project funding, coordinating development activity, obtaining approvals and minimizing risk exposure for the three governments. The Waterfront Secretariat is part of the City Planning Division.

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.

Budget at a glance

2020 OPERATING BUDGET

\$Million	2020	2021	2022
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Waterfront Revitalization Initiative is managed by the Waterfront Secretariat, which is a section within City Planning's Operating Budget.

2020 CAPITAL BUDGET & 10-YEAR PLAN

\$Million	2020	2021-2029	Total
Gross Expenditures	\$188.2	\$174.7	\$362.9
Debt	\$23.3	\$32.6	\$55.9

Note: Includes 2019 carry forward funding to 2020.

Our experience and success

- Transformed the West Don Lands and East Bayfront into mixed-use communities, including 580 units of affordable housing.
- Created notable waterfront parks, including Sugar Beach and Corktown Common.
- Outside of the central waterfront, added to Toronto's inventory of shoreline parks with Port Union Waterfront Park and Mimico Waterfront Park.
- Funded the Union Station Second Platform to alleviate congestion and improve passenger safety.
- Completed the Garrison Crossing pedestrian and Cycle Bridge and The Bentway.

Key challenges and risks

- Risk mitigation related to the implementation of the Port Lands Flood Protection project.
- Coordination of infrastructure projects in the Lower Don.
- Completion of precinct implementation projects in the West Don Lands and East Bayfront.
- Securing additional funding for the waterfront transit network.

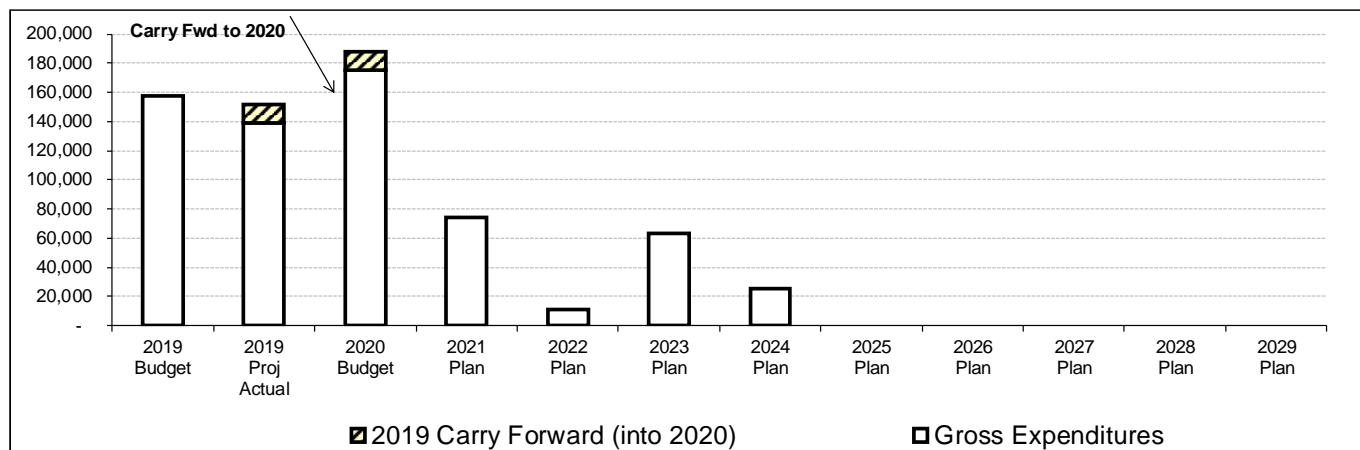
Priority actions

- Mitigate risk related to Port Lands Flood Protection by working with the Federal and Provincial governments and Waterfront Toronto.
- Develop a child care and recreation centre in the East Bayfront community.
- Implement transportation and public realm projects in Bathurst Quay by working with Ports Toronto and other partners.
- Staff to report to City Council in 2020 on the next phase of the waterfront revitalization, the Quayside proposal and next steps for planning and implementation in the Port Lands.
- Monitoring of Billy Bishop Toronto City Airport to ensure compliance with the Tripartite Agreement between Ports Toronto, and the Government of Canada.

2020 2029 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview

(In \$ Thousands)



			2020 Capital Budget and 2021 - 2029 Capital Plan									
			2019	2020	2021	2022	2023	2024	2020 - 2024	2025-2029	Total 10 Year Plan	
			Budget	Projected Actual								
Gross Expenditures by Project Category:												
Health & Safety & Legislated SOGR									-	-	-	
Service Improvement & Growth			157,252	138,939	188,243	74,543	10,970	63,683	25,484	362,923	-	362,923
Total by Project Category			157,252	138,939	188,243	74,543	10,970	63,683	25,484	362,923	-	362,923
Financing:												
Debt			23,158		23,295	5,910	1,100	20,853	4,727	55,885	-	55,885
Reserves/Reserve Funds			7,652	-	22,779	150				22,929	-	22,929
Development Charges			6,202	-	11,319	4,700	5,300	9,502	9,429	40,250	-	40,250
Provincial			12,615	-	2,300			-	-	2,300	-	2,300
Federal			24,263		5,300					5,300		5,300
Debt Recoverable			83,235	-	123,200	47,072	-	33,328	-	203,600	-	203,600
Other Revenue			127	-	50	16,711	4,570	-	11,328	32,659	-	32,659
Total Financing			157,252	-	188,243	74,543	10,970	63,683	25,484	362,923	-	362,923

Changes to Existing Projects

- The 2020-2029 Capital Budget and Plan reflects a decrease of \$6.674 million over the nine common years (2020-2028)
- East Bayfront Local Infrastructure Charge \$0.689 million.
- Urban Planning and Legal Resources \$0.570 million.
- Bentway Pedestrian and Cycle Bridge (\$4.200 million).
- East Bayfront Public Art Plan (\$2.163 million).
- East Bayfront Environmental Reserve (\$1.370 million)
- Waterfront Secretariat (\$0.200 million).





New Projects

- The 2020-2029 Capital Budget and Plan includes new program such as:
- Lower Don Coordination \$1.000 million.

Capital Needs Constraints

- The 2020-2029 Capital Budget and Plan is based on Waterfront Secretariat's capacity to deliver. The following programs are not included in the 10-year plan:
- Port Lands Infrastructure and Public Realm \$383.700 million.
- Other Infrastructure and Public Realm \$300.000 million.

2020 – 2029 CAPITAL BUDGET AND PLAN**\$363.0 Million 10-Year Gross Capital Program**

			
Flood Protection Infrastructure	Parks Infrastructure	Other Infrastructure	City Project Management
\$263.0 M 73%	\$53.0 M 14%	\$43.0 M 12%	\$4.0 M 1%
<ul style="list-style-type: none"> Port Lands Flood Protection Cherry Street Lake Filling and Naturalization Eastern Broadview Flood Protection Environmental Assessment 	<ul style="list-style-type: none"> Garrison Crossing Pedestrian and Cycle Bridge Bathurst Quay Public Realm Regional Sports Centre Bayside Waters Edge Promenade 	<ul style="list-style-type: none"> Precinct Implementation East Bayfront Public Art East Bayfront Local Infrastructure 	<ul style="list-style-type: none"> Waterfront Secretariat Urban Planning and Legal Resources Lower Don Coordination

How the Capital Program is Funded

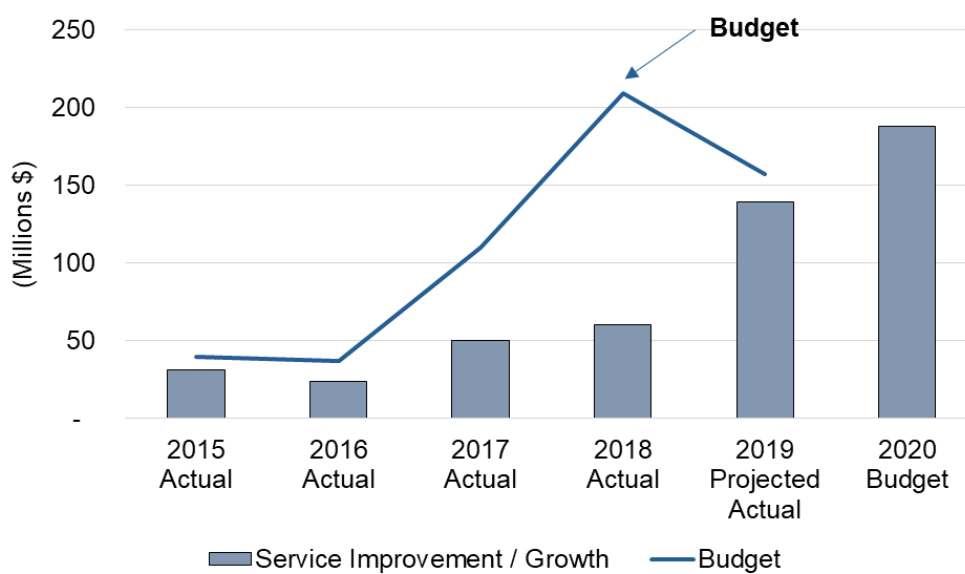
City of Toronto		Provincial Funding		Federal Funding	
\$355.3 M 98%		\$2.3 M 1%		\$5.3 M 1%	
<i>Debt</i>	<i>\$55.9 M</i>	<i>Clean Water and Wastewater Fund</i>	<i>\$2.3 M</i>	<i>Clean Water and Wastewater Fund</i>	<i>\$4.7 M</i>
<i>Recoverable Debt</i>	<i>\$203.6 M</i>			<i>Other</i>	<i>\$0.6 M</i>
<i>Reserve Draws</i>	<i>\$22.9 M</i>				
<i>Development Charges</i>	<i>\$40.3 M</i>				
<i>Other</i>	<i>\$32.7 M</i>				

CAPACITY TO SPEND REVIEW

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

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

Chart 2 – Capacity to Spend



Category (in \$ Million)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Projected Actual	2020 Budget
Health & Safety / Legislated						
State of Good Repair						
Service Improvement / Growth	30.9	23.7	49.9	60.3	138.9	188.2
Total	30.9	23.7	49.9	60.3	138.9	188.2
% Spent	78.4%	64.4%	45.5%	28.8%	88.6%	

Note: 2020 Budget should include expected carry forward from previous years.

Capacity to Spend Review Impact on the 10-Year Plan

Based on the review of capital project timing and readiness to proceed to next stages, \$15.494 million originally cash flowed in 2020 has been deferred to 2021 or future years and payments aligned with the tri-party governmental agreement for the flood protection of the Port Lands has resulted in \$21.900 million being accelerated from 2021 to 2020 for a net increase of \$6.406 million in 2020.

Key adjustments to the Capital Plan are noted below:

- \$21.900 million in Port Lands Flood Protection spending accelerated from 2021 to 2020. Spending had been originally deferred in the 2019 Capital Budget in consideration of the level of spending in 2018 and need to complete the design and schedule for various components of the project. In consultation with Waterfront Toronto and tri-governmental partners, the project remains on schedule and budget, and timing of the funding required by the City has now returned to the level originally approved in the Project Contribution Agreement in 2018.

- \$7.304 million in East Bayfront Local Infrastructure funding has been deferred to due to the timing forecasted for development in the precinct. Funds are received when building permits are approved.
- \$4.190 million for the East Bayfront Reserve Fund has been deferred into future years as this contingency continues to be needed to protect the City from possible future environmental claims.
- \$4.000 million for the Regional Sports Centre has been deferred into future years as the timing for implementation of this project has not been determined yet.

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

The operating impact of the Port Lands Flood Protection project, scheduled for completion in 2024, will be developed in 2020. Staff of Parks, Forestry and Recreation, Financial Planning, the Toronto and Region Conservation Authority, Transportation Services, Toronto Water and the Waterfront Secretariat will undertake a comprehensive analysis of the operating impact of this significant capital project; the findings of this analysis will be reported in the 2021 Operating Budget & 2021 – 2030 Capital Plan. The project will lead to the creation of approximately 40 ha (100 acres) of parkland and natural area in the Lower Don and Port Lands, as well as new roads, bridges, and water/wastewater infrastructure.

Operating & Capital Budget Summaries for City Programs And Agencies

*Internal Corporate
Services*

2020 Program Summary

311 Toronto

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What we do

311 Toronto provides 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 service:

- 311 Front Line Service Delivery through various channels

Front Line Service Delivery is supported by the Project Management office, Information and Business Processing, and Metrics and Performance teams.

311 Toronto capital projects relate specifically to the management of technologies and systems in order to manage customer interaction and service integrations with Client City Divisions and Agencies.

Why we do it

311 Toronto plays 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.

Who we serve

- Residents
- Businesses
- Visitors

Beneficiaries

- City Council
 - City and Agency Staff
 - Not-for-Profit / Non-Government Organizations (NGOs)
 - Provincial & Federal Governments
 - Special Purpose Bodies
-







Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$8.9	\$8.6	\$8.7	Gross Expenditures	\$4.7	\$16.3	\$21.0
Gross Expenditures	\$19.1	\$19.0	\$19.3	Debt	\$4.7	\$16.3	\$21.0
Net Expenditures	\$10.2	\$10.4	\$10.6				
Approved Positions	183.0	183.0	183.0				

Key service outcomes

Outcomes	Description
Deliver a Great Customer Service Experience	<ul style="list-style-type: none"> The service level target for 2020 is 80% of calls answered within 75 seconds. The actual to date for 2019 is 81% of the calls answered within 75 seconds The average speed of answering a call, targeted at 120 seconds, is currently at 56 seconds The First Call Resolution target 70%; year-to-date actual is 85% 2019 Projected actual for total calls handled is 1.4 million
Accelerate the push to Digital / Self-Serve	<ul style="list-style-type: none"> 311 has been able to push 2.5 million out of 4.1 million transactions (61%) to self serve All remaining 500+ Service Requests (SR) to be online by 2020 Consolidate many dispersed data sources and systems into a single platform Consolidating customer interactions to fewer systems limits risks and makes security and compliance easier For Service Requests, 45,000 transactions out of 515,000 transactions are handled online (9%)
Deliver real time and accurate information	<ul style="list-style-type: none"> Information provided by 311 enables residents and key stakeholders in making informed decisions Expand the Open Data initiative and continue fostering an innovative environment by providing increased transparency

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	% of calls answered within approved service standard 75 seconds (Service Level: 80%)	75%	81%	80%	
	% of customer contacts resolved at first point of contact (FCR) (Service Level: 70%)	81%	85%	70%	
	Service Requests available through Self-Serve	101	101	643	

Our experience and success

- Successfully launched Salesforce, Enterprise Customer Relationship Management (E-CRM) system 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 transparency additional fields such as ward boundary, SR status, and division name were added
- Created and implemented a balanced scorecard to monitor quality assurance. The scorecard ensures consistency, accuracy and empathy 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 Municipal, Licensing & Standards (MLS), Toronto Police Service and 311 to redirect noise complaints and non-emergency 911 calls to 311
- Successfully launched "The Toronto At Your Service" information counter at City Hall

Key challenges and risks

- Maintaining service levels as city growth, call volumes and complexities increase
- Replace and upgrade existing technologies while ensuring the stability of existing platforms
- Readiness for key partners to modernize and transform customer service processes

Priority actions

- Continue working with divisional stakeholders on enhancing the service levels provided to residents (i.e., In 2019, reduced the wait time for Toronto Water turn on/off requests)
- Optimized Workforce Scheduling
- Continue with the 311 Quality Assurance program
- Implement Phase 2 of the CRM initiative moving all remaining 500+ Service Requests to the digital self-serve
- Integrate and enhance the 311 Knowledge Base with the new CRM being implemented
- Upgrade the Workforce Management tool within 311, Verint
- Upgrade the Universal Call Centre Enterprise telephony system (UCCE)

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)

Key service deliverables

- Handled over **+4.1 million** customer touchpoints
- Access to non-emergency City services for residents and businesses provided in over 180 languages 24/7
- Handled over **+215,000** tax and utility related calls
- Launched the CRM Phase 1 by using Salesforce and enhanced the overall customer experience related to Toronto Water On/ Off requests
- Handled over **+10,000** interactions at The Toronto At Your Service information counter at City Hall

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual*	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
311 Front Line Service Delivery	6,479.3	6,782.5	6,882.5		6,882.5	99.9	1.5%
311 Project Management Office	820.1	1,251.0	2,014.8		2,014.8	763.8	61.1%
311 Info & Business Processing					0.0	0.0	
311 Metrics and Perf Reporting					0.0	0.0	
Total Revenues	7,299.4	8,033.5	8,897.2	0.0	8,897.2	863.7	10.8%
Expenditures							
311 Front Line Service Delivery	14,715.2	15,141.1	15,127.8		15,127.8	(13.3)	(0.1%)
311 Project Management Office	1,208.7	1,743.0	2,432.0		2,432.0	689.0	39.5%
311 Info & Business Processing	1,035.1	1,150.0	1,285.4		1,285.4	135.4	11.8%
311 Metrics and Perf Reporting	197.1	205.0	226.9		226.9	21.9	10.7%
Total Gross Expenditures	17,156.1	18,239.1	19,072.0	0.0	19,072.0	832.9	4.6%
Net Expenditures	9,856.7	10,205.6	10,174.8	0.0	10,174.8	(30.8)	(0.3%)
Approved Positions	180.5	183.0	183.0		183.0	0.0	

*2019 Projected Actual (based on Q3 2019) adjusted retroactively to remove interdepartmental charges and recoveries.

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$19.072 million gross reflecting an increase of \$0.833 million above 2019 projected year-end actuals, predominantly arising from:

- Understaffing in the Project Management Office during the early part of 2019 resulted in significant payroll savings. The savings will not continue in 2020 as 311 Toronto staffs up for the Verint and Unified Contact Center Enterprise (UCCE) upgrade projects and will be recovered from capital in 2020.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: There are no significant equity impacts to the changes in the 311 Toronto's 2020 Operating Budget

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for 311 Toronto is \$19.072 million gross or 4.6% higher than the 2019 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget, while Table 2b summarizes New and Enhanced requests

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)		2018 Actual	2019 Proj. Actual	2020 Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	16,196.1	17,311.0	17,940.4	629.4	3.6%
2	Materials & Supplies	9.1	12.4	12.4	0.0	0.1%
3	Equipment	56.7	50.0	100.3	50.3	100.6%
4	Service and Rent	834.1	837.0	990.3	153.3	18.3%
5	Contribution To Capital				-	
6	Contribution To Reserves	27.8	28.7	28.7	0.0	0.0%
7	Other Expenditures	32.3	-		-	
					-	
Total Expenditures		17,156.1	18,239.1	19,072.0	832.9	4.6%
Revenues						
1	Provincial Subsidies				-	
2	Federal Subsidies				-	
3	User Fees & Donations				-	
4	Transfers From Capital	820.1	1,251.0	2,014.8	763.8	61.1%
5	Other Revenues	6,479.3	6,782.5	6,882.5	99.9	1.5%
					-	
Total Revenues		7,299.4	8,033.5	8,897.2	863.7	10.8%
Net Expenditures		9,856.8	10,205.6	10,174.8	(30.8)	(0.3%)

*2018 Actual and 2019 Q3 Proj Actual adjusted retroactively to remove interdepartmental charges and recoveries

Salaries & Benefits and Transfers From Capital:

Understaffing in the Project Management Office during the early part of 2019 resulted in significant underspend. This will not continue in 2020 as 311 Toronto gears up for the Verint and Unified Contact Center Enterprise (UCCE) upgrade projects.

Equipment & Service and Rent:

Additional license & hardware costs of \$0.203 million to provide front line service delivery.

Transfer from Capital:

Funding primarily from the Verint and Unified Contact Center Enterprise (UCCE) upgrade projects to fill vacant capital positions to handle project delivery.

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

(\$000s)	2019 Projected Actual*	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	8,033.5	8,897.2	8,653.2	8,702.3
Gross Expenditures	18,239.1	19,072.0	19,031.0	19,300.5
Net Expenditures	10,205.6	10,174.8	10,377.7	10,598.2
Approved Positions	183.0	183.0	183.0	183.0

*2019 Q3 Projected Actual adjusted retroactively to remove interdepartmental charges and recoveries

Key 2021 drivers**Salaries and Benefits**

- One time training budget of \$0.290 million with corresponding recovery from the Tax Stabilization Reserve will be discontinued in 2021. The remaining changes relate to merit and step increases

Revenue Changes

- One-time training budget of \$0.290 million with corresponding recovery from the Tax Stabilization Reserve will be discontinued in 2021

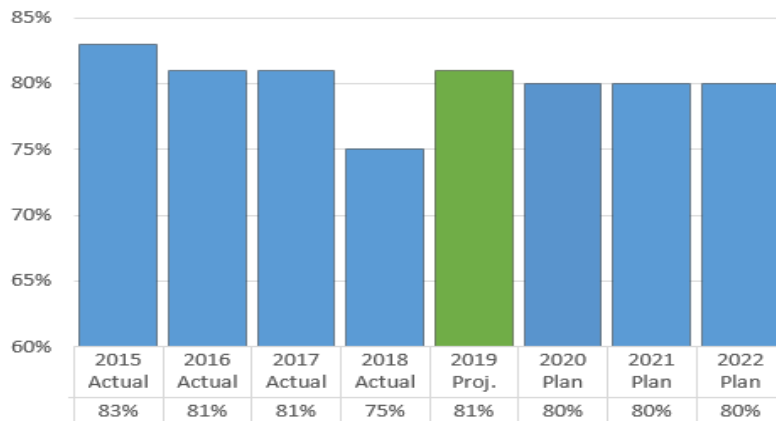
Key 2022 drivers**Salaries and Benefits**

- Merit and step increases.

How well we are doing

Performance measures

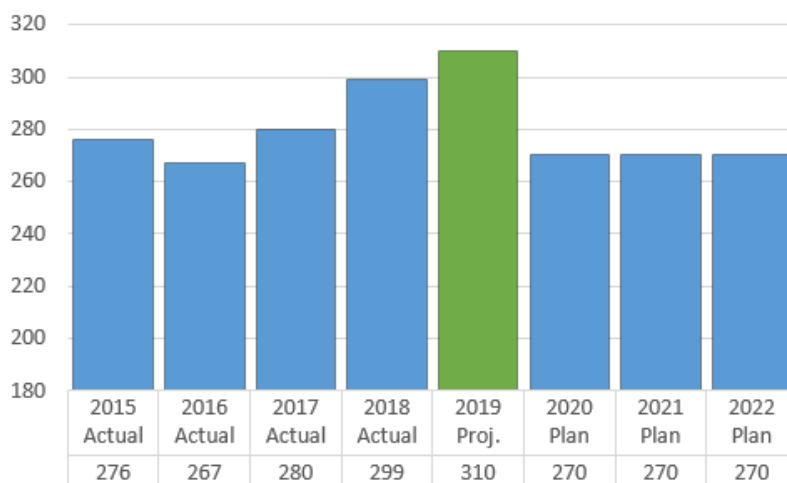
Call Response Time



Behind the numbers

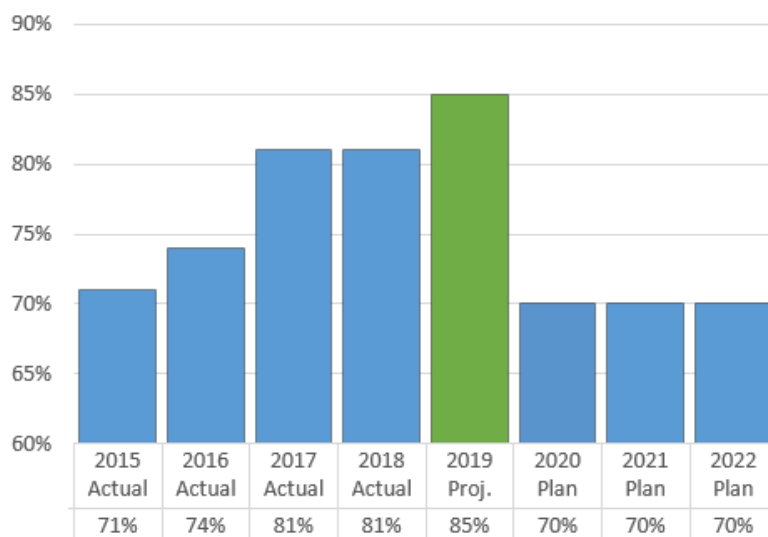
- 311 aims to answer 80% of incoming calls within 75 seconds, which is approved by City Council as a target service level
- In 2019, 311 is answering 81% of incoming calls within 75 seconds

Average handle time



- This measure indicates the average length of time, in seconds, required to resolve enquiries
- The 2019 actual is above the approved service level target (270 second) 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

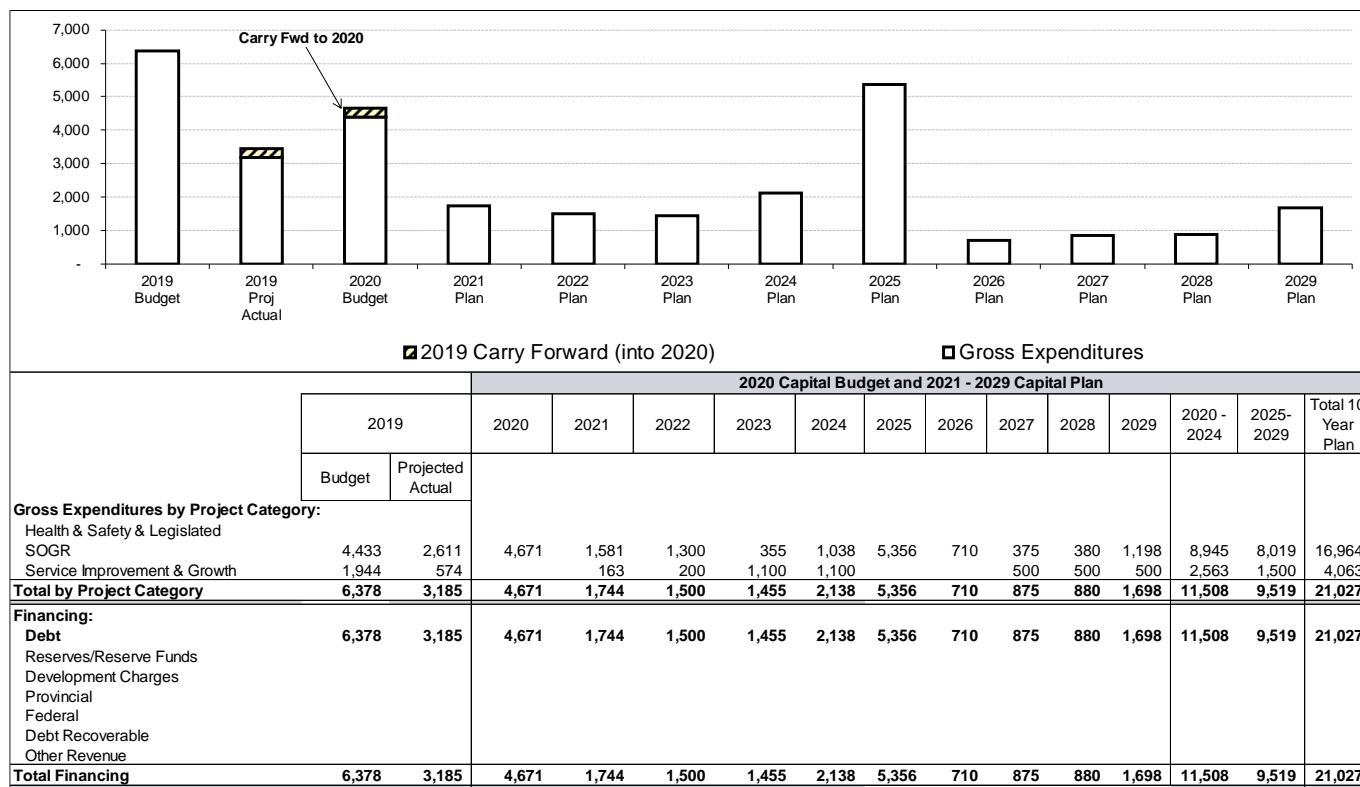
First Contact Resolution Rate



- This measure indicates 311's ability to resolve a customer issue, the first time they call 311
- By enhancing partnerships with key stakeholders, 311 has been able to resolve a customer issue at the first point of contact 85% of the time in 2019

2020 2029 CAPITAL BUDGET & PLAN OVERVIEW

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



Changes to Existing Projects

(\$0.4M reduction)

- Readiness Assessment: \$0.463M (revised scope)
- Digital Migration: \$0.857M (realignment of budget)

New Projects



(\$12.6M)

- Verint Scheduling Tool Upgrade: \$3.559M
- UCCE/ Telephony Upgrade: \$8.337M

Capital Needs Constraints

- Nil

2020 – 2029 CAPITAL BUDGET AND PLAN**\$21.0 Million 10-Year Gross Capital Program**

	
Information Technology	Equipment
\$12 M 57%	\$9 M 43%
Technology Maintenance and Upgrade	UCCE (Telephony) Upgrade and Digital Display Board

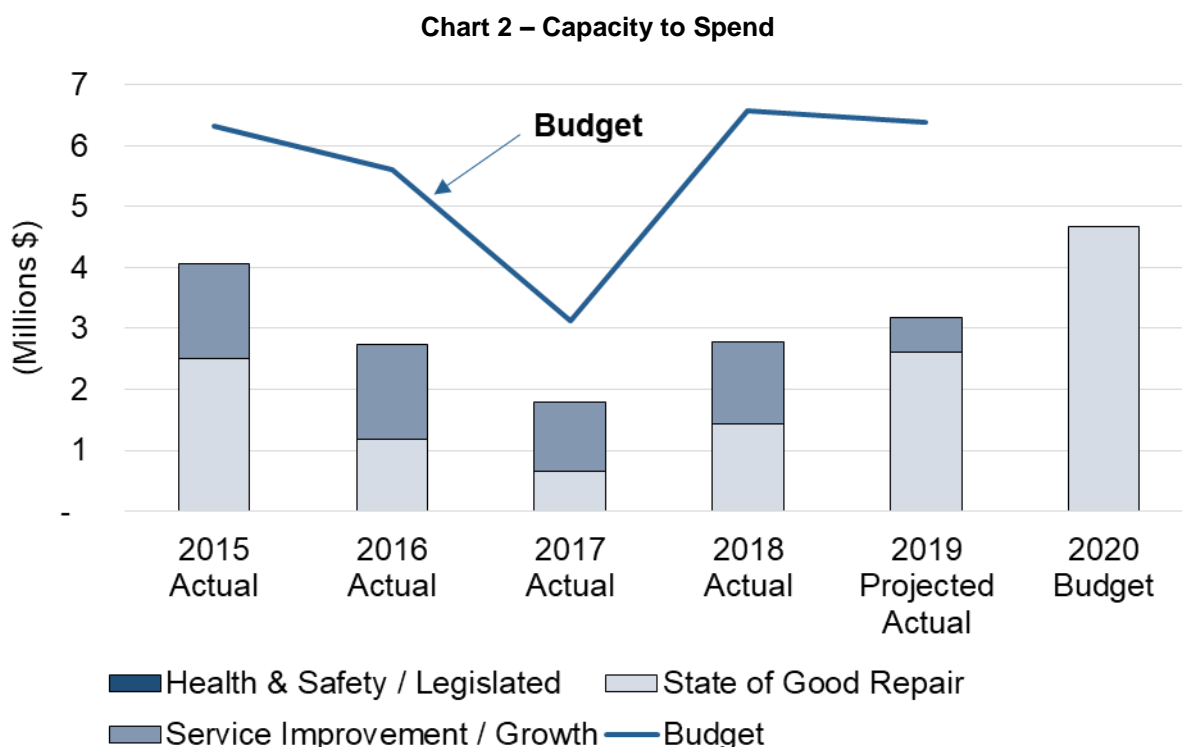
How the Capital Program is Funded

City of Toronto		Provincial Funding		Federal Funding	
\$21 M 100%		\$0 M 0%		\$0 M 0%	
Debt	\$ 21 M	PTIF	-	Grants	-
Recoverable Debt	-	Grants	-	Other	-
Reserve Draws	-	Other	-		
Development Charges	-				
Other	-				

CAPACITY TO SPEND REVIEW

The 10-Year Capital Plan was developed with consideration of historical demonstrated ability to spend within any given year of the ten year capital plan. A review was undertaken to ensure budgets align with the 311 Toronto's ability to spend and the market's capacity to deliver.

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



Category (in \$ Million)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Projected Actual	2020 Budget
Health & Safety / Legislated						
State of Good Repair	2.5	1.2	0.7	1.4	2.6	4.7
Service Improvement / Growth	1.6	1.6	1.1	1.3	0.6	
Total	4.1	2.7	1.8	2.8	3.2	4.7
% Spent	64%	49%	57%	42%	50%	

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

Based on the review historical capital spending constraints, \$0.850 million in capital spending originally cash flowed in 2020 was deferred to 2021 or future years. In addition, cash flows were reduced in the Enterprise Work Order Management System (EMWS) project by \$0.150 million.

STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG

There is no backlog identified at this stage

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

Approval of the 2020 Capital Budget has no impact on 2020 Operating Budget for operating impact of capital.

2020 Program Summary

Corporate Real Estate Management

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca.

What we do

We work across the City with clients and stakeholders to deliver a comprehensive range of facility management, real estate and energy management services in an efficient and effective manner that maximizes the City's property assets and delivers service excellence. Corporate Real Estate Management (CREM) delivers the following services:

- Facilities Management – Life cycle asset management, custodial, energy management, project management and security services
- Real Estate – Portfolio and property management, leasing administration, acquisitions and disposals, and appraisal services

CREM has lead responsibility for life cycle asset management and improvements at 478 City-owned facilities with an approximate replacement value of \$5.0 billion, covering more than 12.1 million square feet. Approximately 20% of the City-wide portfolio of facilities are under direct capital management of CREM 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 maintaining, protecting and maximizing the City's property assets in an innovative and fiscally sustainable manner.

Who we serve

Facilities Management Services

- Residential / Commercial tenants
- Staff – City Divisions
- Staff – Agencies and Boards
- Community Groups

Beneficiaries

- Residents
- Provincial & Federal Agencies
- Visitors/Tourists

Real Estate Services

- Residential / Commercial tenants
- Staff – City Divisions
- Staff – Agencies and Boards
- Community Groups

Beneficiaries

- Residents
- Provincial & Federal Agencies
- Visitors/Tourists




Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$89.6	\$89.7	\$89.7	Gross Expenditures	\$306.2	\$1,019.7	\$1,325.9
Gross Expenditures	\$193.6	\$197.5	\$199.9	Debt	\$99.4	\$893.8	\$993.2
Net Expenditures	\$104.0	\$107.8	\$110.2	<i>Note: Includes 2019 carry forward funding</i>			
Approved Positions	1,031.4	1,031.4	1,031.4				

Key service outcomes

Outcomes	Description
Provide compliant, safe, clean, and well maintained facilities across the City	Meet legislative and regulatory compliance at City facilities, while also performing life cycle asset management to move from a reactive to preventative maintenance model. In addition, complete facilities maintenance requests in a timely manner while ensuring City buildings remain clean and in compliance with standards and service levels. Lastly, ensure the safety and security of building users and reduce the number of non-routine security occurrences.
Maximize the value of City real estate assets	In collaboration with CreateTO, use City real estate effectively to deliver on City priorities. Maximize the value from the utilization and management of City properties and acquire and dispose of properties in line with appraised value.
Contribute to Greenhouse Gas (GHG) reductions	Design and construct energy retrofits in City buildings to reduce utility demand and monitor and report on energy consumption by building, while supporting TransformTO goals and objectives.

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	Building operations & maintenance cost per rentable square foot	\$14.96	\$15.00	\$15.00	●
	Lease revenue maximization (in millions)	\$49.17	\$51.61	\$52.64	●
	Normalized energy consumption (eKWH) per sq. ft. for corporate buildings per year	30.1	29.3	29	●

Our experience and success

- In collaboration with CreateTO, achieved Council approval of the *ModernTO - City-wide Real Estate Strategy and Office Portfolio Optimization* and *ModernTO – Enabling a Flexible and Mobile Workplace Strategy* which sets the strategic framework to best utilize the City's real estate assets and support City priorities.
- Generated over \$51 million in annual leasing revenue across the City's rental portfolio
- Completed over 65,000 work orders at buildings across the City to ensure these facilities remain operational, safe and secure for City staff and the public
- Addressed critical State of Good Repair (SOGR) needs across a portfolio of 478 City-owned properties by completing over \$55 million in capital work
- Continued progress on major strategic capital projects with over 70,000 sq. ft. of retail space turned over to the head lessee (34,000 open to the public) and commenced construction on the St. Lawrence Market North Redevelopment
- Developed strategic plan and secured design consultant to comply with Provincial legislation for the Accessibility for Ontarians with Disabilities Act (AODA) at City facilities by the end of 2024

Key challenges and risks

- **Planning for Growth** - Organizational readiness to provide scalable, integrated and centralized facilities and real estate services across the City, as mandated by City Council
- **Aging Assets** - Aging facilities requiring an innovative and strategic approach to managing the City's building portfolio
- **Tools & Technology** - Implementing and adopting tools and practices to enable data-driven decision making to maximize benefits and value from the real estate portfolio
- **Financial Sustainability** - Financing and executing major revitalization initiatives including Union Station, St. Lawrence Market North, Old City Hall, new Etobicoke Civic Centre, George Street Revitalization and energy initiatives to meet TransformTO goals and objectives

Priority actions

- **SOGR** - Implementation of a Life Cycle Asset Management program, including an energy management plan, to more efficiently and effectively maintain the City's aging building portfolio
- **Compliance** - Implementation of centralized City-wide compliance program for fire and life safety to improve compliance to over 90% in 2020
- **Financial Sustainability** - Portfolio optimization plan through the implementation of the ModernTO portfolio strategy
- **Modernizing service delivery** - Standardize front line service delivery and align to industry best practices to achieve operational excellence
- **Planning for growth** - Centralize stewardship and planning of the City's real estate assets, as well as process centralization and standardization City-wide
- **Customer Service Experience** - Maximize self-serve and provide consistent customer service experiences to residents benefitting from an understanding of people and businesses' journeys and clear design and experience standards

Our key service levels



80% of preventative maintenance work orders completed within 90 days



Compliance with disposing of properties at **100%** or better of appraised value



% of Completed construction projects which meet total cost, schedule, and quality defined within their project charters

Key service deliverables

- Centralized stewardship and planning of the City's real estate assets, delivered across Divisions, Agencies & Corporations
- Meeting legislative and AODA requirements and ensuring a safe and secure environment
- Building resiliency to reduce vulnerability of facilities to unexpected extreme events, and to allow for City spaces to be utilized as gathering points during extreme events
- Standardization and consistent front line service delivery to achieve operational excellence

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual*	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Facilities Management	25,724.3	24,615.4	26,010.1	796.8	26,806.9	2,191.5	8.9%
Real Estate Services	58,103.6	60,970.4	62,809.5	0.0	62,809.5	1,839.1	3.0%
Total Revenues	83,827.9	85,585.8	88,819.7	796.8	89,616.4	4,030.6	4.7%
Expenditures							
Facilities Management	152,969.7	155,908.9	161,287.2	3,666.5	164,953.8	9,044.9	5.8%
Real Estate Services	26,931.8	28,627.4	28,673.4	0.0	28,673.4	46.0	0.2%
Total Gross Expenditures	179,901.5	184,536.3	189,960.6	3,666.5	193,627.1	9,090.8	4.9%
Net Expenditures	96,073.6	98,950.5	101,141.0	2,869.8	104,010.7	5,060.2	5.1%
Approved Positions	961.8	994.9	992.4	39.0	1,031.4	36.5	3.7%

*2019 Projected Actual (based on Q3 2019) adjusted retroactively to remove interdepartmental charges and recoveries.

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$190.0 million gross reflecting an increase of \$5.4 million in spending above 2019 projected year-end actuals (prior to enhancements), predominantly arising from:

- Increase in salary and benefits budget due to inflationary impacts and a lower vacancy rate to address strategic priorities within the division.
- Increase in utilities budget due to inflationary impacts, partially offset by decrease in consumption due to energy efficiency retrofit projects in City facilities.
- Increase in the budget for custodial, maintenance, and security external service providers due to inflationary and contractual increases.

COSTS TO ENHANCE SERVICES

New and Enhanced Service expenditures of \$3.7 million gross, enabling:

- Implementation of the Fire & Life Safety Program Office (\$3.7 million) including 39.0 new positions. Refer to Table 2c 2020 Key Drivers – New / Enhanced for more information. This will result in improving compliance with the Ontario Fire Code over 2019 and prior year levels significantly, to over 90% in 2020.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in Corporate Real Estate Management's 2020 Operating Budget do not have any significant equity impacts.

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for Corporate Real Estate Management is \$190.0 million gross or 2.9% higher than the 2019 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget, while Table 2c summarizes New and Enhanced requests.

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)	2018 Actual	2019 Proj. Actual	2020 Base Budget	Year over Year Changes	
				\$	%
Expenditures					
1 Salaries and Benefits	84,950.1	89,055.8	90,916.8	1,861.0	2.1%
2 Utilities	28,280.3	29,014.9	30,489.6	1,474.7	5.1%
3 Other Materials & Supplies	4,029.8	4,035.5	3,837.3	(198.1)	(4.9%)
4 Equipment	360.5	515.3	473.7	(41.7)	(8.1%)
5 Service and Rent	59,219.1	57,649.8	57,922.5	272.6	0.5%
6 Contribution To Capital	0.0	0.0	0.0	0.0	
7 Contribution To Reserves	1,933.7	3,195.5	3,528.3	332.8	10.4%
8 Other Expenditures	1,128.0	1,069.6	2,792.5	1,722.9	161.1%
Total Expenditures	179,901.5	184,536.4	189,960.6	5,424.3	2.9%
Revenues					
1 Provincial Subsidies	0.0	0.0	0.0	0.0	
2 Federal Subsidies	0.0	0.0	206.0	206.0	100.0%
3 Leasing Revenue & User Fees	51,158.2	54,652.3	56,997.5	2,345.2	4.3%
4 Transfers From Capital	10,688.4	11,170.0	12,590.3	1,420.3	12.7%
5 Other Revenues	21,981.3	19,763.6	19,026.0	(737.6)	(3.7%)
Total Revenues	83,827.9	85,585.9	88,819.7	3,233.8	3.8%
Net Expenditures	96,073.6	98,950.5	101,140.9	2,190.4	2.2%

*2018 Actual and 2019 Q3 Proj Actual adjusted retroactively to remove interdepartmental charges and recoveries

Salaries & Benefits – Inflationary increases on existing salaries and benefits and a lower vacancy rate as certain vacant positions will be repurposed and filled to address strategic priorities within the division.

Utilities - Inflationary increases, partially offset by decrease in consumption due to energy efficiency retrofit projects in City facilities.

Service and Rent – Inflationary and contractual increases on external contracts for custodial, maintenance, and security service providers.

Other Expenditures – Increases due to recoverable debt repayments for completed Solar Photovoltaic (PV) installations on City-owned buildings. These projects were funded through recoverable debt and will be repaid through revenues from Feed-In Tariff (FIT) contracts and lower utility costs.

Leasing Revenues & User Fees – Increases from one-time payments from the head lessee for turnover of completed base building retail space at Union Station.

Transfer from Capital – Increases in resources related to key capital projects such as the Office Portfolio Optimization program, Old City Hall Redevelopment and staff supporting major capital projects led by other City Divisions.

Other Revenue Changes – Reduction in the Union Station reserve draw due to an increase in revenue noted above under Leasing Revenues & User Fees.

Table 2b: Efficiencies / Savings

Recommendation	Type	(\$000s)									
		2020				2021			2022		
		Revenue	Gross	Net	Positions	Gross	Net	Positions	Gross	Net	Positions
Energy retrofits at City facilities	Efficiencies		(832.0)	(832.0)							
Budget Increase/(Decrease)		-	(832.0)	(832.0)	-	-	-		-	-	

The **2020 Operating Budget** includes \$0.832 million in gross expenditures reduction identified through internal budget review as follows:

Efficiencies:

- Realized savings represents current level of activities related to energy retrofits in City facilities. Currently developing an energy management plan that will expand on these initiatives.

Table 2c: 2020 Key Drivers – New / Enhanced

New / Enhanced (\$000)	2020				2021 Annualized Gross	Equity Impact
	Revenue	Gross	Net	Positions		
In \$ Thousands						
20397 - 2018AU13.11 - Fire Life Safety Program 1 Enhancements	796.8	3,666.5	2,869.8	39.00	5,576.7	Low
Total New / Enhanced	796.8	3,666.5	2,869.8	39.00	5,576.7	

Fire and Life Safety (FLS) Program Enhancements

- Supports the establishment of a centralized City-wide Fire and Life Safety Program Office focusing on 1) Fire and Life Safety operations; 2) quality assurance and contract management; and 3) training and development.
- To be executed through a hybrid model of 39.0 internal resources (carrying out monthly inspections, training, contract management, quality assurance) and third party contracted services to provide the systems and tools to manage the program and to carry-out annual inspections to ensure compliance.
- Total budget required for the Program Office in 2020 - \$9.3 million (\$3.4 million for 45.0 positions and \$5.9 million for software and contracted services).
- Incremental funding of \$3.7 million is required to fully fund the Program Office for 2020, of which \$0.9 million is funded from other divisions, as the accountabilities and responsibilities for FLS are centralized under this Program Office.

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

(\$000s)	2019 Projected Actual*	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	85,585.9	89,616.4	89,704.0	89,747.4
Gross Expenditures	184,536.3	193,627.1	197,511.5	199,957.3
Net Expenditures	98,950.5	104,010.7	107,807.5	110,209.9
Approved Positions	994.9	1,031.4	1,031.4	1,031.4

*2019 Q3 Projected Actual adjusted retroactively to remove interdepartmental charges and recoveries

Key 2021 drivers

Salaries and Benefits

- Increase year-over-year primarily driven by annualization of 2020 new positions related to new & enhanced budget requests.

Key 2022 drivers

Salaries and Benefits

- Increase year-over-year primarily driven by inflation factors on existing and new positions requested in 2020.
-

How well we are doing

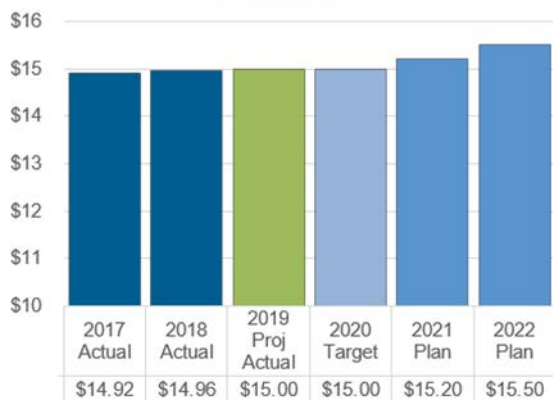
Performance measures



Behind the numbers

- Leasing revenues expected to rise steadily due to opening of additional retail space at Union Station, increased rents at St. Lawrence Market and inflationary increases in the general leasing portfolio.
- The establishment and build out of property management functions will focus on keeping leases up-to-date and at market rates which will ensure the City receives optimal value from its lease portfolio.

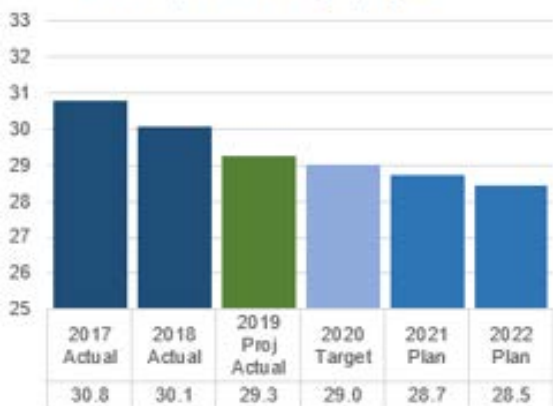
Building Operations & Maintenance Cost per rentable sq.ft.



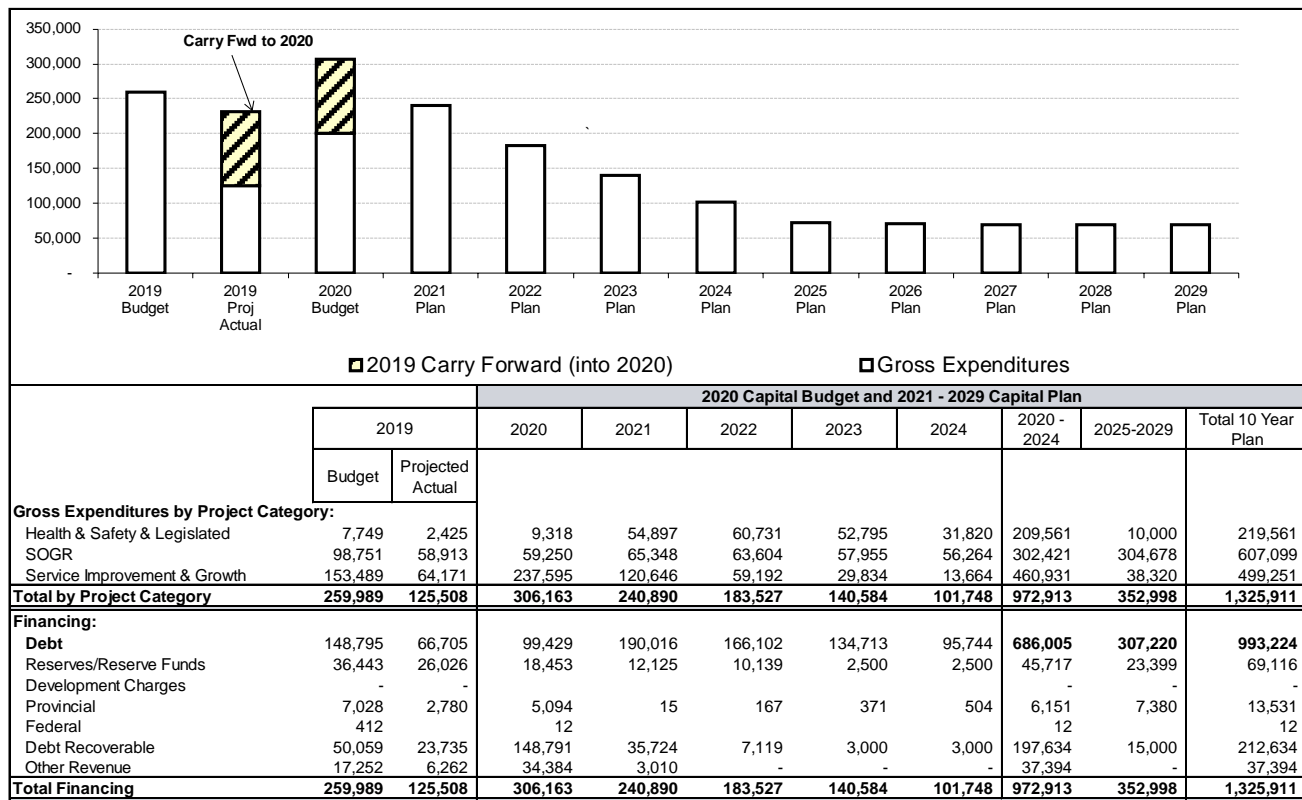
*Note – Figures in the "Building Operations & Maintenance Cost per rentable sq. ft." chart above relate to the City's main occupied buildings (Civic Centres, Office buildings, etc.) which represents approximately 30% of the portfolio under management, where full services are provided. Various services and service levels are provided at facilities across the remainder of the portfolio.

- Cost per rentable sq. ft. includes custodial, building maintenance & repairs, security, and utilities costs.
- Inflationary and contract increases expected to be offset by streamlined, standardized, and consistent service delivery.
- In the short term, moving from reactive to preventative maintenance could drive costs up with expected savings through improved asset management in the future years.

Normalized energy consumption (eKWH) per sq. ft. for corporate buildings per year



- This represents the energy consumed per sq. ft. at the City's main occupied buildings normalized for changes in weather.
- Historical and future year decreases in energy consumption are driven by implementation of conservation and energy retrofit projects identified in the 2019-2024 Energy Conservation and Demand Management Plan.
- The development and implementation of an energy management plan in 2020 will drive efficient energy usage and accurate administration of the City's utilities portfolio.

2020 – 2029 CAPITAL BUDGET & PLAN OVERVIEW**Chart 1: 10-Year Capital Plan Overview**
(\$'000)**Changes to Existing Projects**
(\$16.7M)

- \$17.5M increase for building enhancements at the 1050 Ellesmere Fleet garage, to ensure the facility meets current and future operational needs.
- \$9.0M decrease in SOGR projects due to changes in priorities and aligning capital program with capacity to spend
- \$5.3M for the Customer Experience Customer Relationship Management (CRM) Upgrade & Replacement to support improvements in overall customer service and experience City-wide





New Projects
(\$209.7M)

- \$166.1M to address compliance with legislated requirements under the AODA and Fire & Life Safety programs
- \$31.1M to address new SOGR requirements at City facilities, including feasibility studies
- \$4.4M for City-wide capital security enhancements to keep facilities safe and secure
- \$4.4M for the development of the Office Portfolio Optimization detailed implementation plan including project team, change management activities, conduct site due diligence and community consultation
- \$1.5M for capital delivery of the customer experience model including detailed implementation plan

Capital Needs Constraints
(\$1,763.3M)

- \$389.3M for construction of the New Etobicoke Civic Centre
 - \$243.6M for construction to support the Office Portfolio Optimization that will unlock value and deliver new efficiencies for municipal government
 - \$190.4M for Old City Hall Redevelopment construction to repurpose the building after the Provincial Courts departure
 - \$32.5M for revitalization of the Wellington Incinerator
 - \$12.6M for construction costs to repurpose 140 Merton
- Other:
- \$894.9M to address SOGR requirements identified from building condition audits at City facilities over the next 10 years

2020 – 2029 CAPITAL BUDGET AND PLAN**\$1,325.9 Million 10-Year Gross Capital Program**

			
Aging Infrastructure	Strategic Capital Project Development	Tools & Technology	Building Resiliency
\$812 M 61%	\$400 M 30%	\$58 M 5%	\$57 M 4%
AODA Structural/Building Envelope Mechanical/Electrical Emergency Capital Repairs Renovations Sitework Union Station SOGR	Union Station St. Lawrence Market North New Etobicoke CC Old City Hall Office Portfolio Optimization Property Acquisition for Strategic City Building	Life Cycle Asset Mgmt Mgmt Reporting Initiative Customer Experience City-wide Physical Security Enhancements	Energy Conservation & Demand Management (GHG Reductions) Building Automation System Energy Audits Electrical Resiliency

How the Capital Program is Funded

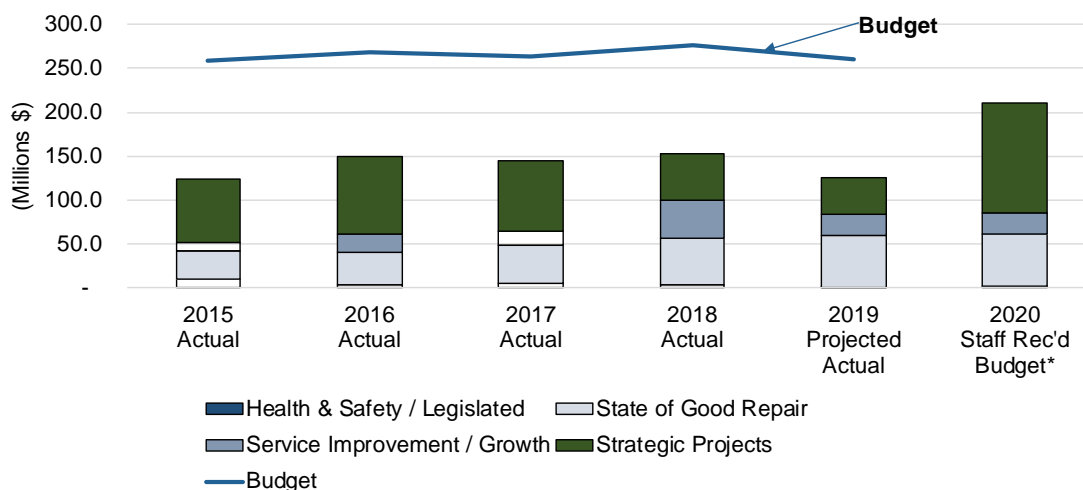
City of Toronto		Provincial Funding		Federal Funding
\$1,312 M		\$14 M		\$0 M
99%		1%		0%
Debt	\$ 993 M	Other	\$ 14 M	
Recoverable Debt	\$ 213 M			
Reserve Draws	\$ 69 M			
Other	\$ 37 M			

CAPACITY TO SPEND REVIEW

The 10-Year Capital Plan was developed with consideration of historical demonstrated ability to spend within any given year of the ten year capital plan. A review was undertaken to ensure budgets align with the Corporate Real Estate Management's ability to spend and the market's capacity to deliver.

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

Chart 2 – Capacity to Spend



*Excludes \$95M strategic property acquisition for comparison purposes

Category (in \$ Million)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Projected Actual	2020 Budget*
Health & Safety / Legislated	10.3	4.2	5.5	4.0	0.7	2.7
State of Good Repair	31.7	35.8	43.2	52.4	58.5	58.2
Service Improvement / Growth	9.7	21.4	16.6	43.4	24.8	24.5
Total excl. Strategic Projects	51.7	61.5	65.2	99.8	84.0	85.4
% Spent excl. Strategic Projects	55%	56%	60%	71%	58%	
Strategic Projects	71.7	88.0	79.0	53.5	41.5	220.8
Total	123.4	149.5	144.2	153.4	125.5	306.2
% Spent	48%	56%	55%	55%	48%	

Capacity to Spend Review Impact on the 10-Year Plan

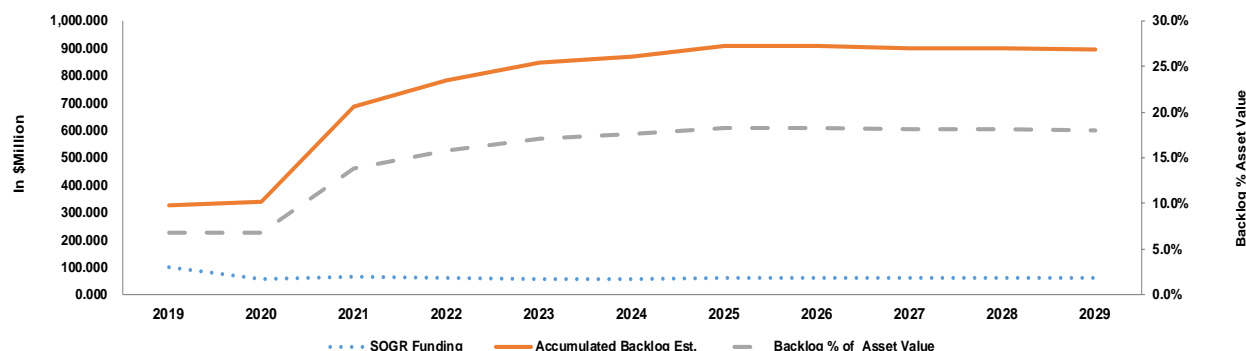
Based on the review of historical capital spending constraints, \$24.1 million in capital spending originally cash flowed in 2020 was deferred to 2021 or future years. Key adjustments to the Capital Plan are noted below:

- Deferral of \$7.9 million in SOGR funding based on reprioritization of projects
- Deferral of \$6.1 million in property acquisitions to 2021 to align with anticipated transaction timelines
- Deferral of \$7.8 million in strategic projects for St. Lawrence Market South, Union Station, and North West Path Phase 2
- Deferral of \$2.3 million for environmental testing, remediation, and monitoring at 640 Lansdowne to align cash flows with annual requirements

Although the 2020 Budget request is significantly greater than the 2019 projected spending, it is mainly due to large strategic projects with dedicated project teams and contracts awarded for design and construction or property acquisitions that will close in 2020.

STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG

Corporate Real Estate Management (CREM) is responsible for capital improvements and repairs at more than 478 facilities, covering over 12.0 million square feet with an approximate replacement value of \$4.96 billion including Union Station. The chart below depicts the SOGR funding and accumulated backlog estimates in Corporate Real Estate Management.

Chart 3: Total SOGR Funding & Backlog

\$ Million	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
SOGR Funding	98.751	59.250	65.348	63.604	57.955	56.264	60.854	61.642	60.740	60.703	60.739
Accumulated Backlog Est.	323.997	338.487	685.453	779.633	847.147	870.527	908.163	905.341	900.206	900.135	894.929
Backlog % of Asset Value	6.7%	6.8%	13.8%	15.7%	17.1%	17.6%	18.3%	18.3%	18.1%	18.1%	18.0%
Total Asset Value	4,807.733	4,960.190	4,960.190	4,960.190	4,960.190	4,960.190	4,960.190	4,960.190	4,960.190	4,960.190	4,960.190

- 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:
 - Toronto Police Services – 40 buildings / 2.2 million square feet
 - Fire Services – 100 buildings / 0.9 million square feet
 - Emergency Medical Services – 35 buildings / 0.4 million square feet
 - Facilities Management – 233 buildings / 7.6 million square feet
- Based on the current funding levels, the backlog will increase from \$338.487 million or 6.8% of replacement asset value in 2020 to \$894.929 million or 18.0% of replacement asset value by the end of 2029 primarily due to:
 - A vast portfolio of aging City facilities and infrastructure that continues to service a growing city
 - Investments in SOGR at a rate of approximately 1 percent of the replacement value of the portfolio compared to the industry standard of 2 to 4 percent
 - Impact of capital recast to align cash flows for SOGR programs to better reflect CREM's readiness/capacity to deliver and current plans. \$81.185 million has been added to the backlog over the 10-year period from 2020 to 2029

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

Approval of the 2020 Capital Budget impacts the 2020 Operating Budget by a total of \$0.189 million net for on-going maintenance of security equipment and software sustainment costs arising from the completion of City-wide physical security enhancements and Fire & Life Safety Audits, as shown in Table 4 below.

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

Projects	2020 Budget		2021 Plan		2022 Plan		2023 Plan		2024 Plan		2020 - 2024		2020 - 2029	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
Var Locs - Global Corp Security Program	24.200	-	0.490	-	107.940	-	3.980	-	4.100	-	140.710	-	163.120	-
Sub-Total: Previously Approved	24.200	-	0.490	-	107.940	-	3.980	-	4.100	-	140.710	-	163.120	-
New Projects														
Fire & Life Safety Audits 2020	165.000	-	105.000	-	-	-	-	-	-	-	270.000	-	270.000	-
Sub-Total: New Projects - 2020	165.000	-	105.000	-	-	-	-	-	-	-	270.000	-	270.000	-
Total	189.200	-	105.490	-	107.940	-	3.980	-	4.100	-	410.710	-	433.120	-

Corporate Real Estate Management will require additional operating funding of \$0.433 million over the next 10 years for:

- Scheduled preventative maintenance requirements on newly installed security equipment across City facilities
- Software licensing costs required for the Fire & Life Safety program that will enhance the City's ability to schedule inspections, retain inspection reports, complete deficiency repair, and retain all required documentation for all City-owned buildings

2020 Program Summary

Environment & Energy Division

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What we do

The Environment & Energy Division (EED) will lead, foster, coordinate and support city action towards achieving Toronto's greenhouse gas reduction targets outlined in TransformTO, the City of Toronto's climate change action plan.

The Environment & Energy Division is leading the implementation of the City's Resilience strategy, resulting in stronger, healthier and more prosperous communities.

The Environment & Energy Division is continuing to lead the City as it navigates the nexus of environmental mitigation, adaptation and resilience strategies.

Why we do it

Achieving TransformTO's greenhouse gas (GHG) emissions reduction targets will require transformational changes in how we live, work, build and commute.

The Environment & Energy Division is leading, enabling and supporting both the City's and the city-wide community's environmental and energy actions to achieve TransformTO's goals and targets, to ensure Toronto is a sustainable, healthy, equitable and prosperous and resilient city.

Who we serve

The Environment & Energy Division, through both local and global initiatives and partnerships, serves, inspires and empowers citizens, City staff, businesses, organizations, local communities and other stakeholders to take transformative action. The Division also represents and serves the future generations who will live in Toronto.

Energy & Environment

- Residential / Commercial tenants
- Staff – City Divisions
- Staff – Agencies and Boards
- Community Groups

Beneficiaries

- Residents
 - Provincial & Federal Agencies
 - Visitors/Tourists
-







Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$4.1	\$3.2	\$3.2	Gross Expenditures	\$43.7	\$106.0	\$149.7
Gross Expenditures	\$17.1	\$17.6	\$17.9	Debt	\$0.0	\$0.0	\$0.0
Net Expenditures	\$13.0	\$14.4	\$14.7				
Approved Positions	101.6	100.6	100.6				

Key service outcomes

Outcomes	Description
Reduce Local Greenhouse Gas Emissions	By 2050, all existing buildings will have been retrofitted to achieve net-zero emissions, and 30% of total floor space community-wide (residential and commercial) will be connected to low-carbon thermal energy. By 2030, all new buildings will be built to produce near-zero greenhouse gas (GHG) emissions.
Increasing Resiliency	Outreach and Engagement supporting transformative climate and resiliency change. Effective inter-divisional collaboration while working closely with the community, partner agencies, local utilities, and other levels of government to achieve transformative change. This is only possible through the education of all Torontonians and through the provision of timely and relevant information. This will allow residents to make choices to improve resiliency.

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	Financing to enable energy projects in the community	\$34.8M	\$29.6M	\$43.7M	
	Cumulative GHG reductions resulting from the Toronto Green Standard (2020 target 10,000 tonnes)	6,500 tonnes	12,500 tonnes	18,500 tonnes	
	Community outreach & engagement events	1,440	1,679	1,779	

Our experience and success

- Established an innovative joint development partnership for low-carbon thermal networks with Enwave
- Community-wide greenhouse gas emissions are 44% lower than estimated 1990 levels, surpassing the 2020 TransformTO target to reduce emissions by 30% by 2020.
- Since 2017, issued \$87.85 million in loans through the Sustainable Energy Plan Financing program that have enabled \$142.7 million of energy projects across the City by leveraging co-investments & partnerships
- Partnered with over 30 different community organizations, not-for-profits, foundations and resident groups on new projects that support climate action engagement
- Leveraged over \$135 million from external sources to support new and enhanced infrastructure, pilot projects, research and technical studies.
- Emissions reductions resulting from the Toronto Green Standard are 6,500 tonnes in 2018, 12,500 tonnes in 2019, and projected to be 18,500 by December 2020, surpassing the target of 10,000 tonnes for 2018 to 2020.

Key challenges and risks

- TransformTO includes targets for emission reductions across all of Toronto. The EED must enable residents, businesses and building owners to change behaviors and take action towards meeting the overall target of net-zero emissions before 2050 through leadership, creating partnerships, providing advice, and the promotion of sustainable solutions.
- Political uncertainty and changing priorities at the provincial and federal level present challenges to developing and delivering programs that leverage funding or services from those governments. A notable example being the loss of provincial Cap and Trade funding to support low-carbon thermal energy networks.
- Scaling outreach efforts to reach a broader audience across the City and encourage wide-spread changes in behavior. Changing behaviors through outreach is challenged by the broader social climate in which some disagree with the need for climate change mitigation and adaptation.

Priority actions

- Enhancing the Better Buildings Partnership, the Mayor's Green Will Initiative, scaling up innovative financing mechanisms, dedicated funding for community based climate action, improving energy efficiency of social housing, continuing support for residential property owners, continuing to seek additional sources of partnership funding and co-investments, and leading by example by expanding energy retrofits at City facilities.
- Raising the bar for New Construction by advancing leading edge new construction standards, and creating strategic partnerships with the private sector and other partners
- Outreach and Engagement to support transformative change through TransformTO Community Engagement, Live Green Toronto activities, networks and communication channels, and deliver award-winning programs like Smart Commute and Live Green Toronto.
- Integrated Community Energy Planning by advancing low-carbon Thermal Energy Networks (District Energy), creating a Renewable Energy Strategy, and leading by example by scaling up renewable energy.

Our key service levels



Revenue (\$) generated from renewable energy projects per year



Achieve or surpass 90% waste diversion per year on a corporate level



% of Reduction in city-wide eCO2 emissions to environment relative to 1990 level

Key service deliverables

- Delivery of The Mayor's Green Will Initiative and expand current programs to reduce energy use in houses, multi-residential and other buildings. This includes offering a suite of resources to save on energy costs, reduce GHG emissions, and enhance the quality of housing stock and improve affordability across all neighbourhoods.
- Elevate the energy performance of new buildings trending towards net-zero energy through the Toronto Green Standard and create a Renewable Energy Strategy that integrates neighbourhood-scale energy solutions and advances low-carbon/renewable thermal energy networks (district energy).

2020 OPERATING BUDGET OVERVIEW**Table 1: 2020 Operating Budget by Service**

(\$000s)	2018 Actual	2019 Projected Actual*	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Environment & Energy	2,954.5	3,076.3	3,197.2	71.4	3,268.6	192.3	6.2%
Total Revenues	2,954.5	3,076.3	3,197.2	71.4	3,268.6	192.3	6.2%
Expenditures							
Environment & Energy	10,645.5	12,452.2	13,353.6	3,742.1	17,095.7	4,643.5	37.3%
Total Gross Expenditures	10,645.5	12,452.2	13,353.6	3,742.1	17,095.7	4,643.5	37.3%
Net Expenditures	7,691.0	9,375.9	10,156.4	3,670.7	13,827.1	4,451.2	47.5%
Approved Positions	80.3	83.6	83.6	18.0	101.6	18.0	21.5%

*2019 Projected Actual (based on Q3 2019) adjusted retroactively to remove interdepartmental charges and recoveries.

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$13.4 million gross, reflecting an increase of \$0.9 million in spending above 2019 projected year-end actuals (prior to enhancements), predominantly arising from:

- Salary & benefits increases due to inflationary increases and annualization of TransformTO positions approved through the 2019 budget process, and
- External contract increases for feasibility studies and industry expertise related to TransformTO goals approved through the 2019 budget process.

COSTS TO ENHANCE SERVICES

New and Enhanced Service expenditures of \$3.7 million gross, enabling:

- TransformTO (\$0.802 million).
- Acceleration of TransformTO climate action (\$1.210 million)
- Implementation of Climate Components – Resilience Strategy (\$0.650 million)
- Development of the Plan to achieve net-zero before 2050 (\$1.080 million)

EQUITY IMPACTS OF BUDGET CHANGES

Increasing the equity impact of climate actions for persons with low income, women and Indigenous people: The Environment & Energy Division's 2020 Operating Budget includes significant investments to advance TransformTO and other climate change or resilience projects. These projects include initiatives that will have a positive impact on Indigenous People and various equity seeking groups in Toronto, including low income residents, women, and racialized communities. Resources will be dedicated to increase engagement and partnerships with Indigenous communities, low income residents, and women in the planning, development and implementation of the City's climate actions. This will ensure outcomes also benefit equity seeking groups, such as improving access to jobs in the low carbon sector. Access to affordable housing will also be improved because investments in climate resilience can be leveraged to accelerate state of good repair programs in residential towers such as Toronto Community Housing buildings.

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for Environment & Energy is \$17.1 million gross or 37.3% higher than the 2019 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget, while Table 2c summarizes New and Enhanced requests

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)	2018 Actual	2019 Proj. Actual	2020 Base Budget	Year over Year Changes	
				\$	%
Expenditures					
1 Salaries and Benefits	6,810.2	8,450.9	8,914	462.7	5.5%
2 Materials & Supplies	137.8	34.6	17.8	(16.8)	(48.6%)
3 Equipment	147.6	43.1	46.7	3.6	8.3%
4 Service and Rent	2,291.5	2,650.6	3,370.9	720.3	27.2%
5 Contribution To Capital					
6 Contribution To Reserves	32.4	42.7	42.7	0.0	
7 Other Expenditures	1,226.1	1,230.3	961.9	(268.4)	(21.8%)
Total Expenditures	10,645.5	12,452.2	13,353.6	901.4	7.2%
Revenues					
1 Provincial Subsidies	145.0	105.0	93.5	(11.5)	(10.9%)
2 Federal Subsidies				0.0	
3 User Fees & Donations	779.3	653.5	132.8	(520.7)	(79.7%)
4 Transfers From Capital	81.1	155.50	144.7	(10.8)	(6.9%)
5 Other Revenues	1,949.1	2,162.3	2,826.1	663.8	30.7%
Total Revenues	2,954.4	3,076.3	3,197.2	120.9	3.9%
Net Expenditures	7,691.0	9,375.9	10,156.4	780.5	8.3%

*2018 Actual and 2019 Q3 Proj Actual adjusted retroactively to remove interdepartmental charges and recoveries

Salaries & Benefits:

Increase primarily driven by annualization of positions approved through Budget 2019 related to TransformTO Climate Action plans and inflationary increases.

Service & Rents:

Increase to address feasibility studies and industry expertise related to TransformTO goals approved through the 2019 budget process

User Fees & Donations:

Decrease due to elimination of Smart Commute Funding from Metrolinx.

Other Revenues:

Funding requirement for programs such as the Eco-Roof Grants and the Home Energy-Retrofit Loan Program supported through Divisional & Corporate reserves, Inter-Divisional Recoveries and external parties.

Table 2c: 2020 Key Drivers – New / Enhanced

New / Enhanced (\$000)	2020				2021 Annualized Gross	Equity Impact
	Revenue	Gross	Net	Positions		
In \$ Thousands						
1 Transform TO	71.4	802.2	730.9	5.00	1,103.8	Low
2 2019.MM10.3 Accelerate TTO Climate Action (Inc. Green Will)		1,210.4	1,210.4	5.00	1,551.8	Low
3 2019.MM10.3 Implement Climate Components-Resilience Strategy		650.4	650.4	4.00	926.6	Low
4 2019.MM10.3 Develop the Plan to achieve Net-Zero before 2050	825.0	1,079.0	254.0	4.00	1,359.5	Medium
Total New / Enhanced	896.4	3,742.1	2,845.7	18.00	4,941.7	

TransformTO

Resources are required to advance leading edge new construction standards, create the Renewable Energy Strategy, continue to seek additional sources of partnership funding and projects, and leading by example by expanding energy retrofits at City Facilities.

2019.MM10.3 Accelerate TransformTO Climate Action (Inc. Green Will)

The Green Will Initiative will demonstrate the ability to achieve Transform TO targets and drive transformative action in existing buildings to the market. In 2020, the first cohort (11 participants/4500 buildings/300M sq. ft) will be onboarded to the program and EED will identify opportunities to accelerate actions and implement quick wins within these organizations.

2019.MM10.3 Implement Climate Components-Resilience Strategy

Resources are required to implement the Resilience Strategy, which was developed at the direction of City Council. Outputs include:

- Map of flood risk areas of Toronto and approach to address urban flooding
- Heat Relief Network expansion to respond to growing impacts of extreme heat on vulnerable populations
- Neighbourhood Resilience Pilot project to support communities in building local capacity to respond to the shocks and stresses associated with climate change

2019.MM10.3 Develop the Plan to achieve Net-Zero before 2050

The resources will both develop the plan and also be responsible for various other elements of the member motion including the carbon budget, peer review/advisory groups, equity and indigenous inclusion, and an ongoing adaptive resource management approach and dashboard.

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

(\$000s)	2019 Projected Actual*	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	3,076.3	3,269.9	3,243.2	3,208.8
Gross Expenditures	12,452.2	17,095.7	18,439.9	18,744.8
Net Expenditures	9,375.9	13,825.8	15,196.7	15,535.9
Approved Positions	83.6	101.6	100.6	100.6

*2019 Q3 Projected Actual adjusted retroactively to remove interdepartmental charges and recoveries

Key 2021 drivers**Impacts of 2020 decisions**

- Salaries and Benefits increase year over year primarily driven by annualization of 2020 new positions related to new & enhanced budget requests.

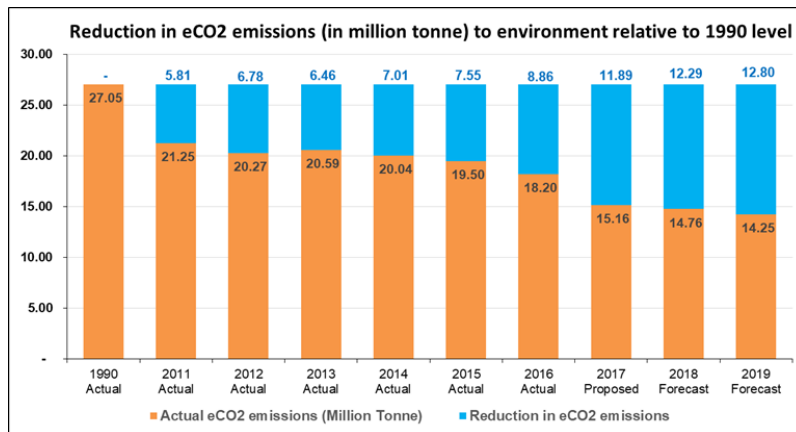
Key 2022 drivers**Salaries and Benefits**

- Inflationary increases

How well we are doing

Performance measures

Behind the numbers



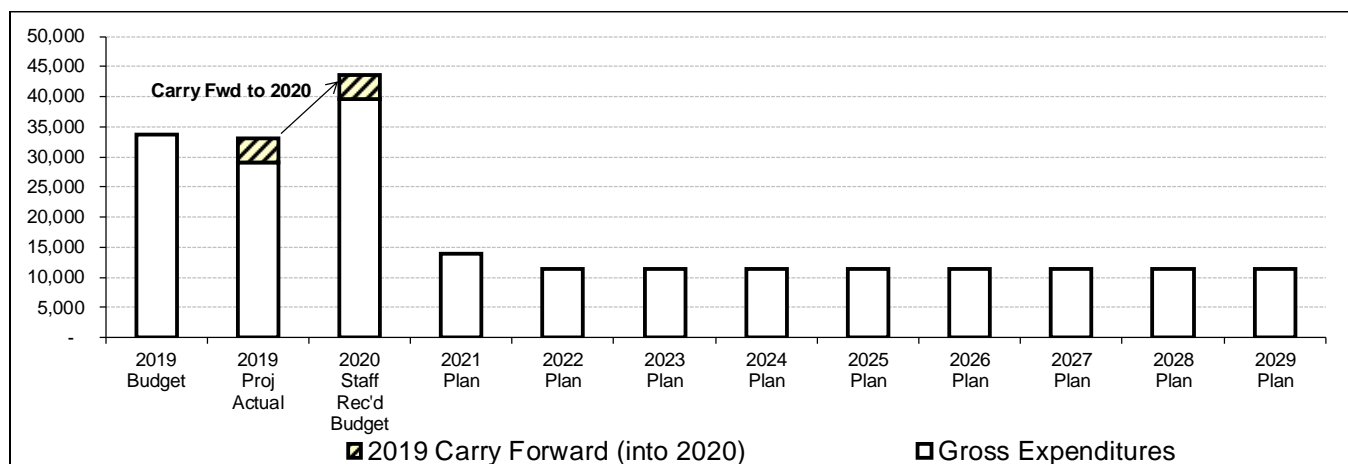
- Better Buildings Partnership has retrofitted over 550 million square feet of commercial building space to improve energy and emissions performance
- District energy systems have reduced demand on Toronto's electrical system and have reduced GHG emissions by over 0.5 Mega tonnes since 2013.

Other key performance metrics are under development and will be reported through the 2021 budget process.

2020 2029 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview

(\$000)



			2020 Capital Budget and 2021 - 2029 Capital Plan									
			2020	2021	2022	2023	2024	2020 - 2024	2025- 2029	Total 10 Year Plan		
			Budget	Projected Actual								
Gross Expenditures by Project Category:												
Health & Safety & Legislated SOGR								-	-	-		
Service Improvement & Growth			33,766	29,079	43,690	13,973	11,500	11,500	11,500	92,163	57,500	149,663
Total by Project Category			33,766	29,079	43,690	13,973	11,500	11,500	11,500	92,163	57,500	149,663
Financing:												
Debt												
Reserves/Reserve Funds			3,378	1,660	2,999				2,999	-	2,999	
Development Charges								-	-	-		
Provincial								-	-	-		
Federal												
Debt Recoverable			30,388	27,419	40,691	13,973	11,500	11,500	11,500	89,164	57,500	146,664
Other Revenue								-	-	-		
Total Financing			33,766	29,079	43,690	13,973	11,500	11,500	11,500	92,163	57,500	149,663

Changes to Existing Projects

- Nil




New Projects (\$18.8M)

- TransformTO - Renewable Thermal Energy Program (\$12.3M) to install renewable energy on City buildings
- Low interest financing to enable community energy projects that reduce emissions (\$5M)
- Residential Energy Retrofit Program (HELP) (\$1.5M) to enable home energy improvements through low-interest financing.

Capital Needs Constraints

- Nil

2020 – 2029 CAPITAL BUDGET AND PLAN**\$149.7 Million 10-Year Gross Capital Program**

		
Support Energy Efficiency	Reducing GHG Emissions	Environmental & Resilience Program Delivery
\$30.3 M 20%	\$104.7 M 70%	\$14.7 M 10%
Toronto Community Housing Corp (TCHC) Retrofits Residential Energy Retrofit Program (HELP)	Transform TO Renewable Energy Program Combined Heat & Power (CHP) District Energy Systems	Community Energy Planning

How the Capital Program is Funded

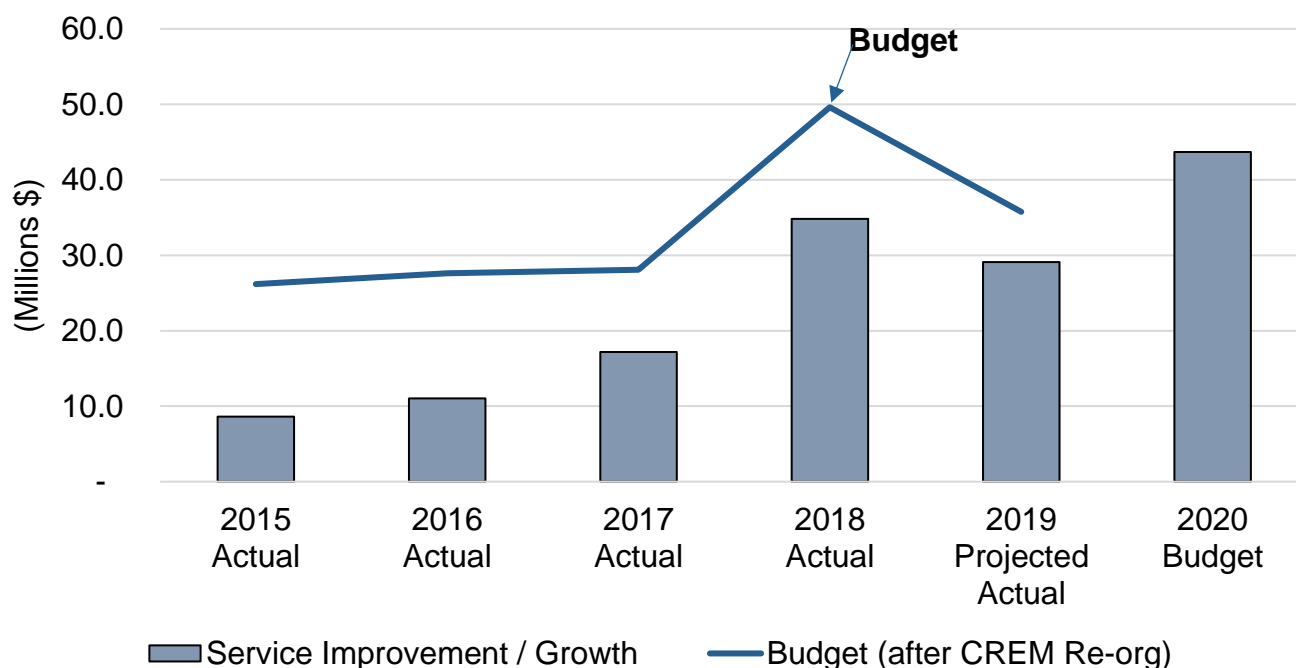
City of Toronto		Provincial Funding	Federal Funding
\$149.7 M 100%		\$0 M 0%	\$0 M 0%
Recoverable Debt	\$ 146.7 M		
Reserve Draws	\$ 3.0 M		

CAPACITY TO SPEND REVIEW

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

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

Chart 2 – Capacity to Spend



Category (in \$ Million)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Projected Actual	2020 Budget
Service Improvement / Growth	8.6	11.0	17.2	34.8	29.1	43.7
Total	8.6	11.0	17.2	34.8	29.1	43.7
% Spent	33%	40%	61%	70%	81%	

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

Based on the review historical capital spending constraints, key adjustments to the Capital Plan are noted below:

- While the budget is higher than historical spend rates, 2020 includes a \$28 million loan to TCHC for energy retrofit projects at 39 buildings

2020 Program Summary

Fleet Services

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What we do

Fleet Services provides responsive and efficient fleet management services to City Programs and Agencies through the following services:

- Fleet Management
- Fuel Management

Fleet Management Stewardship of 5,700 and Fuel Management Stewardship of 7,100.

Why we do it

Fleet Services provides professional fleet management services to our clients to maximize safety, fiscal and environmental sustainability.

Who we serve

Fleet Management

- City Divisions and Agencies including Toronto Public Library, Toronto Community Housing Corp

Beneficiaries

- Businesses
- Residents

Fuel Management

- City Divisions and Agencies including Toronto Parking Authority, Toronto Public Library, Toronto Community Housing Corp, Toronto Transit Commission, Toronto Zoo, and the Exhibition Place

Beneficiaries

- Businesses
 - Residents
-







Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$35.3	\$35.4	\$35.4	Gross Expenditures	\$59.2	\$733.6	\$792.8
Gross Expenditures	\$62.6	\$62.7	\$62.7	Debt	\$0.0	\$0.0	\$0.0
Net Expenditures	\$27.3	\$27.8	\$27.8				
Approved Positions	208.0	207.0	205.0				

Key service outcomes

Outcomes	Description
Vehicle Downtime Reduction	Reduced vehicle and equipment downtime (improved fleet availability) through State Of Good Repair (SOGR) elimination and staffing optimization – results in improved ability to meet stated service levels while mitigating associated cost increases.
Fleet Size Optimization	Optimized fleet size (in relation to growth, available funds and required service levels) – includes aligning replacement planning with optimal life cycles, budget approval and expected cash flow.
Vehicle Utilization Improvement	Improved vehicle utilization through innovative technologies and project implementation such as Fleet Share and Car Share.

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	Cost per kilometre for light duty vehicles	\$0.30	\$0.29	\$0.28	
	% Fleet vehicles over expected life	32%	34%	29%	
	% of Fleet availability	85%	85%	86%	

Our experience and success

- In 2019, achieved \$1.6 million in cost avoidance through manufacturer direct procurement of light duty vehicles.
- Reduced SOGR backlog by \$71.1 million or 69% from 2016 to 2019 year-end.
- Led the procurement of a city-wide fuel contract that produced annual city-wide financial benefits of \$3.3 million.
- Developed the expanded 2019 – 2023 Green Fleet Plan (GFP) and delivered the 2014 – 2018 GFP wrap up that includes Operating savings of \$16.6 million dollars and greenhouse gas (GHG) savings of 31 million kilograms of CO₂e.
- Absorbed increased fuel demand from divisions and agencies and the increased demand on staff to handle the volume increase in fuel transactions.
- Delivering on plans, processes, systems and staffing to address Auditor General Recommendations, City policies and procedures, health & safety legislation and regulations.

Key challenges and risks

- Continue to address client capital reserve contribution shortfalls, asset replacement backlogs and the associated impacts of maintaining assets that are beyond optimal life.
- Significant challenges attracting and retaining fully qualified and knowledgeable staff due to an industry-wide shortage of skilled trades, combined with increasingly complex occupation requirements, a growing fleet and demand vs. capacity challenges.
- Processes, systems and infrastructure require investment and renewal to improve efficiency and ensure compliance – staff and funding constraints limit the ability to address these aspects in a timely manner.
- Green Fleet initiatives such as the City's Electric Vehicle charging infrastructure development, Fleet Share and Car Share place additional demand on staff to develop and administer the programs.

Priority actions

- Maintain progress with clients to address client reserve contribution shortfalls and asset replacement backlogs to drive lowest total cost of ownership.
- Continue work to address Auditor General recommendations, action plans to address work space that no longer meets the needs of today's vehicles and equipment as well as practices and systems that require change to improve efficiency and ensure compliance.
- Maintain capacity building, staff development opportunities and training and apprenticeship programs - to attract, develop and retain fully qualified and knowledgeable staff.
- Continue to develop Fleet Share program for all programs and agencies.

Our key service levels



Average total fleet age of
8.5 years



Percentage of preventative maintenance of **67%**



MTO CVOR (Commercial Vehicle Operator's Reg.) Safety Rating of **34%**

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.
- Improve and maintain overall fleet availability to above 90% while continuing to enhance 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 collaboration with client programs while supporting Toronto's Climate Action Plan, TransformTO in reducing environmental impacts.

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual*	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Fleet Management	23,505.7	23,795.6	22,143.9	129.2	22,273.1	(1,522.6)	(6.4%)
Fuel Management	10,550.2	10,516.2	13,038.0		13,038.0	2,521.8	24.0%
Total Revenues	34,055.9	34,311.8	35,181.8	129.2	35,311.1	999.2	2.9%
Expenditures							
Fleet Management	39,690.0	40,581.8	42,835.0	381.8	43,216.7	2,634.9	6.5%
Fuel Management	18,161.1	17,999.0	19,410.8		19,410.8	1,411.8	7.8%
Total Gross Expenditures	57,851.1	58,580.8	62,245.8	381.8	62,627.5	4,046.8	6.9%
Net Expenditures	23,795.2	24,269.0	27,063.9	252.6	27,316.4	3,047.5	12.6%
Approved Positions	187.0	190.0	202.0	6.0	208.0	18.0	9.5%

*2019 Projected Actual (based on Q3 2019) adjusted retroactively to remove interdepartmental charges and recoveries.

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$62.2 million gross reflecting an increase of \$3.7 million in spending above 2019 projected year-end actuals (prior to enhancements), predominantly arising from:

- Salary & benefit increases to address Auditor General (AG) recommendations in order to maintain service levels identified through the AG audit.
- Additional inflationary pressures from economic factors as it impacts all areas of expenditures including, but not limited to, salaries, maintenance & equipment and contracted services.
- Higher fuel volume and price increases administered through new fuel contract.

COSTS TO ENHANCE SERVICES

New and Enhanced Service expenditures of \$0.382 million gross, enabling:

- Improved effectiveness and quality of fleet procurement and asset management activities identified through AG audit recommendation.
- Implementation of transitioning City Fleets to sustainable, climate resilient, low-carbon operations, which supports the City's strategic goals outlined in TransformTO,

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in Fleet Services' 2020 Operating Budget do not have any significant equity impacts

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for Fleet Services is \$62.6 million gross or 6.9% higher than the 2019 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget, while Table 2c summarizes New and Enhanced requests

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)	2018 Actual	2019 Proj. Actual	2020 Base Budget	Year over Year Changes	
				\$	%
Expenditures					
1 Salaries and Benefits	16,766.3	16,798.9	19,472.2	2,673.3	15.9%
2 Materials & Supplies	26,397.6	27,682.1	29,066.4	1,384.3	5.0%
3 Equipment	113.8	202.2	216.4	14.2	7.0%
4 Service and Rent	11,302.6	11,670.7	11,246.6	(424.1)	-3.6%
5 Contribution To Capital					
6 Contribution To Reserves	3,270.8	2,226.9	2,244.2	17.3	0.8%
7 Other Expenditures					
Total Expenditures	57,851.1	58,580.8	62,245.8	3,665.0	6.3%
Revenues					
1 Provincial Subsidies					
2 Federal Subsidies					
3 User Fees & Donations					
4 Transfers From Capital	595.5	229.5	457.1	227.5	99.1%
5 Other Revenues	33,460.4	34,082.3	34,724.8	642.5	1.9%
Total Revenues	34,055.9	34,311.8	35,181.8	870.0	2.5%
Net Expenditures	23,795.2	24,269.0	27,063.9	2,795.0	11.5%

*2018 Actual and 2019 Q3 Proj Actual adjusted retroactively to remove interdepartmental charges and recoveries

Salaries & Benefits

- Transfer of maintenance expenditures to salaries and benefits to maintain City Fleet in good repair.

Materials and Supplies:

- Increases to fuel prices and demand from client programs and agencies to continue to meet their needs.

Services and Rent:

- Lower contracted services (external maintenance).
- Offset by higher short-term rentals to meet clients' rental needs and economic factors.

Table 2b: Value Based Outcome Review* Recommendations and Other Efficiencies / Savings

(\$000s)									
Recommendation	Type	2020				2021		2022	
		Revenue	Gross	Net	Positions	Gross	Net	Gross	Net
Appropriate resourcing (staff & facilities) to reduce cost and related downtime	VBOR		(49.5)	(49.5)		(198.0)	(198.0)	(247.5)	(247.5)
Efficiency from new fuel contract	Efficiencies		(245.4)	(245.4)		(241.7)	(241.7)	(237.7)	(237.7)
Budget Increase/(Decrease)		-	(294.9)	(294.9)	-	(439.7)	(439.7)	(485.2)	(485.2)

The **2020 Operating Budget** includes \$9.0 million in gross expenditure additions identified as part of the Value Based Outcome Review and internal budget review as follows:

Value Based Outcome Review (VBOR)

- *Appropriate resourcing to reduce cost and related downtime*
 - Bring additional aspects of medium and heavy equipment maintenance work back in-house.

Efficiencies

- Consolidated City fuel contract produces annual citywide financial benefits through reduced cost of fuel.

AG Recommendations

- Various recommendations were made through multiple phase audits including stronger asset management needed, improving contract management and payment processes, lengthy downtime requiring immediate attention, and stronger corporate oversight needed for underutilized vehicles.

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

Table 2c: 2020 Key Drivers – New / Enhanced

New / Enhanced (\$000)	2020				2021 Annualized Gross	Equity Impact
	Revenue	Gross	Net	Positions		
In \$ Thousands						
New Positions for Fleet Asset Management		130.0	130.0	2.00	239.8	Low
FleetShare Project Implementation		122.5	122.5	2.00	254.6	Low
Autonomous Vehicles Tactical Plan	129.2	129.2		2.00	201.3	Low
Total New / Enhanced	129.2	381.8	252.6	6.00	695.7	

New Positions for Fleet Asset Management

To affirm the safety and legislative compliance of all fleet assets for staff and citizens while ensuring the lowest cost of ownership is maintained. The positions will allow Fleet Services to plan and implement a Fleet Corporate Asset Management Plan which will improve the effectiveness and quality of fleet procurement services, reduce response time, and improve customer satisfaction. It will also enable the division to meet Auditor General Recommendations for stronger asset management and stronger oversight on underutilized vehicles.

FleetShare Project Implementation

This program is a key component of transitioning City Fleets to sustainable, climate resilient, low-carbon operations, which supports the City's strategic goals outlined in TransformTO, Toronto's climate mitigation action plan and Toronto's Resilience Strategy, Toronto's first climate adaptation plan. Identified resources are essential for both the initial implementation of the FleetShare program and for its ongoing operational support and management.

Autonomous Vehicles Tactical Plan

The implementation of the Automated Vehicles Tactical Plan is expected to help the City to advance the TransformTO goals, proactive preparation for opportunities and challenges arising from automated vehicle technology and building Toronto's Automated Vehicle Ecosystem and increase transportation system efficiency.

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

(\$000s)	2019 Projected Actual*	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	34,311.8	35,311.1	35,384.4	35,394.2
Gross Expenditures	58,580.8	62,627.6	63,178.7	63,238.2
Net Expenditures	24,269.0	27,316.5	27,794.3	27,843.9
Approved Positions	190.0	208.0	207.0	205.0

*2019 Q3 Projected Actual adjusted retroactively to remove interdepartmental charges and recoveries

Key 2021 drivers**Salaries and Benefits**

- Inflationary increases
- Annualization of New Positions for Fleet Asset Management

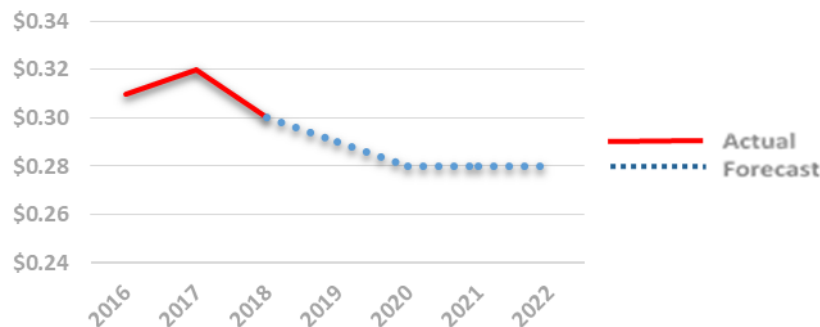
Key 2022 drivers**Salaries and Benefits**

- Inflationary increases

How well we are doing

Performance measures

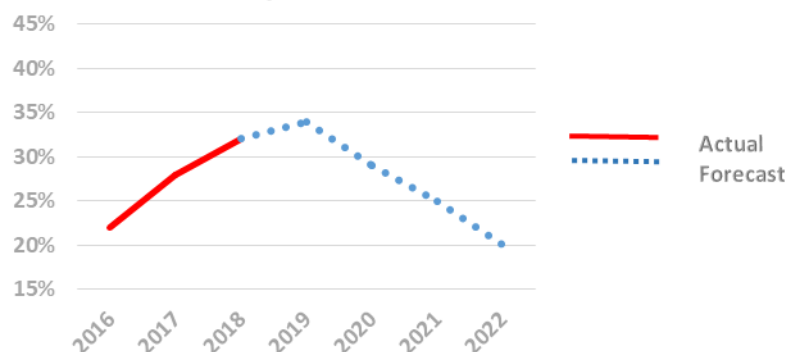
Cost per kilometre for light duty vehicles



Behind the numbers

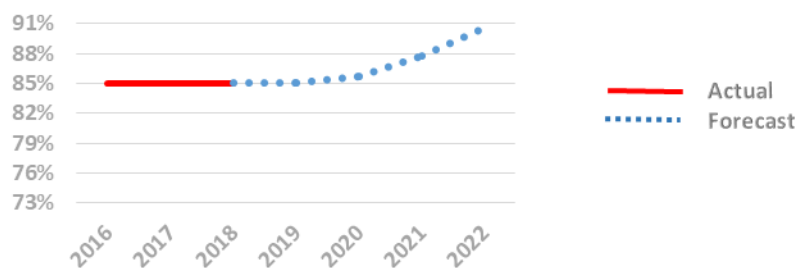
- Purpose is to track the cost associated with operating and ownership of light duty vehicles.
- Cost includes all maintenance and fuel and is an outcome-based method to identify and control costs.

% fleet over expected life



- Represents the percentage of fleet vehicles that are past their optimum life.
- Success of achieving the forecast is largely based on the availability of funds to clear the SOGR backlog and to ensure reserve contributions remain at the required level.

% of Fleet Availability

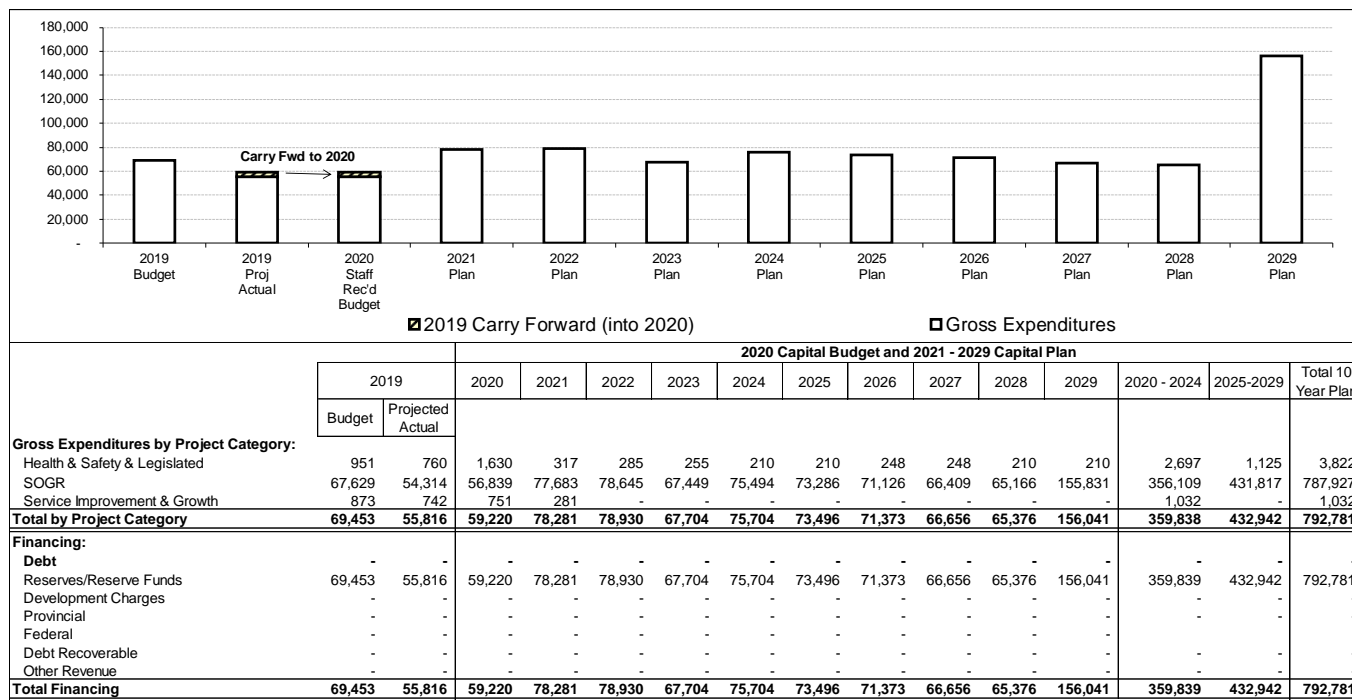


- Indicates the percentage of time vehicles were available for their intended operational assignments / service delivery.
- Identified as a recommendation from the Auditor General as requiring immediate attention to improve the availability and achieve the stated forecast.

2020 2029 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview

(\$'000)



Changes to Existing Projects (\$0.0M)




New Projects (\$1.4M)

- At-Large Fleet Vehicle Purchase (\$0.1M)
- Fleet Share Program (\$0.02M)
- Electric Vehicle and Charging Infrastructure (\$1.3M)

Capital Needs Constraints (\$14.0M)

- Fleet Share Program (\$0.7M)
- Electric Vehicle and Charging Infrastructure (\$10.0M)

2020 – 2029 CAPITAL BUDGET AND PLAN**\$791.5 Million 10-Year Gross Capital Program**

		
Fleet Replacement	Green Fleet Plan	Infrastructure
\$783.6 M 99.0%	\$3.0 M 0.2%	\$6.2 M 0.8%

How the Capital Program is Funded

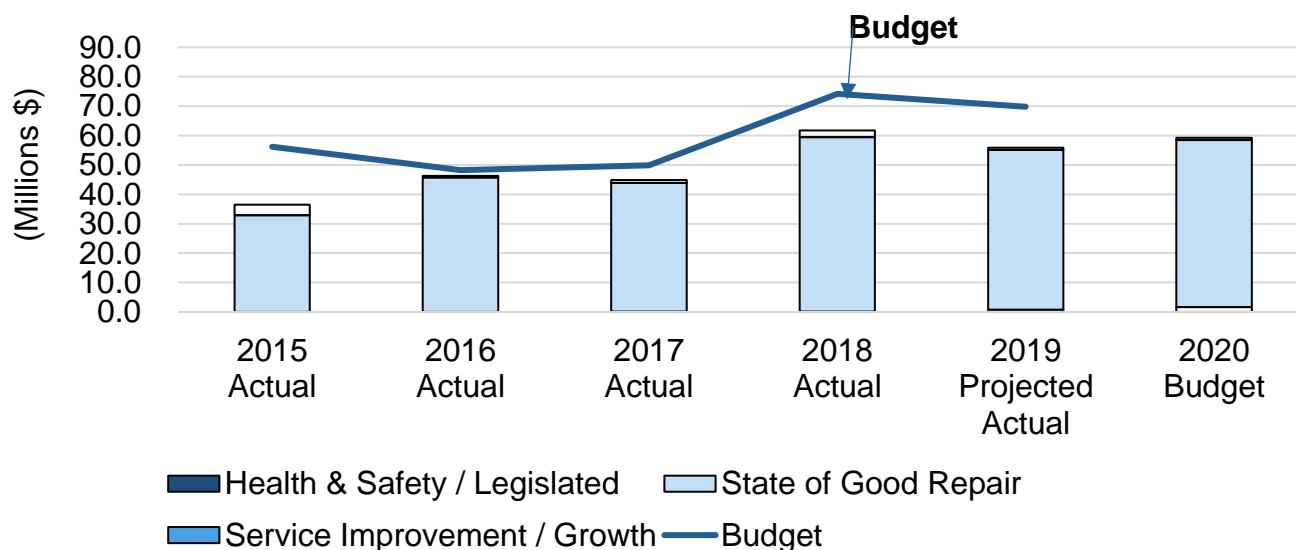
City of Toronto		Provincial Funding	Federal Funding
\$792.8 M 100%		\$0 M 0%	\$0 M 0%
Reserve Draws	\$792.8 M		

CAPACITY TO SPEND REVIEW

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

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

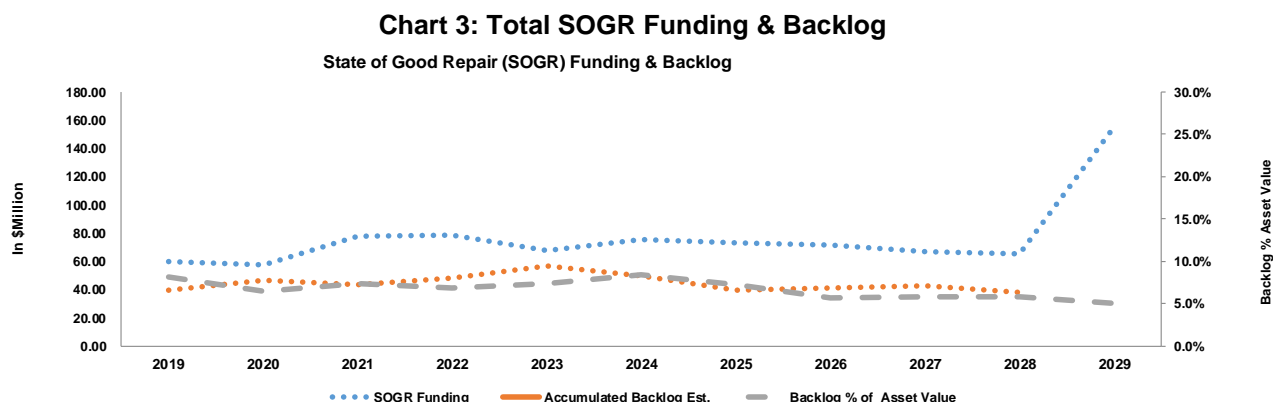
Chart 2 – Capacity to Spend



Category (in \$ Million)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Projected Actual	2020 Budget
Health & Safety / Legislated	0.1	0.0	0.2	0.2	0.8	1.6
State of Good Repair	32.8	45.8	43.8	59.3	54.3	56.8
Service Improvement / Growth	3.6	0.5	0.9	2.3	0.7	0.8
Total	36.5	46.3	44.8	61.7	55.8	59.2
% Spent	65%	96%	90%	83%	80%	
Total Budget	56.2	48.2	49.9	74.2	69.8	

STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG

The chart below depicts the SOGR funding and accumulated backlog estimates for Fleet Services.



\$ Million	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
SOGR Funding	60.05	57.44	77.68	78.64	67.45	75.49	73.29	71.13	66.41	65.17	155.83
Accumulated Backlog Est.	47.28	39.53	46.18	43.32	48.18	56.65	49.34	39.62	41.23	42.33	37.74
Backlog % of Asset Value	8.1%	6.5%	7.4%	6.8%	7.4%	8.5%	7.2%	5.7%	5.8%	5.8%	5.0%
Total Asset Value	581.98	611.88	626.82	638.44	655.00	670.39	684.35	698.75	708.04	729.36	751.57

- The City fleet currently comprises over 5,700 assets, of which 3,300 are on-road vehicles and 2,400 are off-road and equipment assets. The replacement value for all assets is currently estimated to be \$611.9 million. Of the 5,700 assets, 445 of those are part of the backlog which compromises 7.8% of the total # of assets.
- 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 \$39.5 million which represents 6.5% of asset replacement value will continue to remain relatively stagnant if changes to improve available funding and/or reserve contributions are not addressed. Fleet has been recommended to take on more control and direction of client reserve contributions in order to address the backlog through the Value Based Outcome Review.
- In 2015, an action plan was developed that would eliminate the backlog of asset 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 2016 have reduced the backlog by 69% but an existing backlog remains that is still unfunded.

2020 Program Summary

Information & Technology

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca.

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. This includes:

- Driving City business modernization and innovation to enhance City Service delivery
- Enhancing City business processes and systems with a focus to streamline and integrate
- Ensuring a secure, reliable technology environment

Within the corporate I&T organization we deliver our services focused on:

- Business IT Solutions
- Computer & Communications
- Technology Infrastructure
- Enterprise IT Planning & Client Services.

The outcomes of our services drive and facilitate the achievement of City Key Priorities: Housing, Mobility, Modernization, Customer Experience, Financial Sustainability and the Employee Experience. Innovating with technology leads to improved delivery of integrated services that are timelier, less complex and geared at improving the lives of residents, business and visitors.

Why we do it

The I&T mandate is to drive innovative Information Technology solutions that enhance the delivery of City services.

Who we serve

Business IT Solutions

- City & Agency Staff

Computer & Enterprise IT Planning & Client Services

- City & Agency Staff

Communications Technology Infrastructure

- City & Agency Staff

Beneficiaries

- Businesses
- Residents
- Visitors

Beneficiaries

- Businesses
- Residents
- Visitors

Beneficiaries

- Businesses
- Residents
- Visitors







Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$37.5	\$37.6	\$37.6	Gross Expenditures	\$64.1	\$247.3	\$311.4
Gross Expenditures	\$128.8	\$132.5	\$136.0	Debt	\$46.6	\$46.2	\$92.8
Net Expenditures	\$91.3	\$94.9	\$98.3	Reserve	\$17.5	\$201.1	\$218.6
Approved Positions	830.0	830.0	830.0				

Key service outcomes

Outcomes	Description
Cyber Security & Business Continuity	<ul style="list-style-type: none"> Secure IT environment, protecting City technology and data that enable City services and mitigates business risk. Tools and frameworks to mitigate risk and manage business continuity Tailored Cyber Security solution(s) that meet desired City business priorities
Digital First Service Offerings & Sustainable Business Solutions	<ul style="list-style-type: none"> Technology platforms for centralization and shared services to provide more agile solutions and a standardized customer experience Cloud adoption to reduce the technology footprint, create agility and scalability to meet business demands Future based enterprise Technology capabilities to support the population growth of the City and achieve positive return on long-term fiscal investment Improved data management and analysis capabilities Increased value-based Open Data
Improve City-wide IT Operating Model	<ul style="list-style-type: none"> Enhanced Customer/Client experience, efficiency/optimization in IT service delivery and strong value-add partnerships through standardization Centralized IT functions and resources through Enterprise IT shared services Enhanced organizational capacity, business readiness, service delivery efficiencies, innovation and organizational change management New business partnerships and models to support innovation and service delivery

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual/Target	2020 Target	Status
	Ensure continued availability of City IT Infrastructure/systems: % Availability of Toronto.ca	99.99%	99.50%	99.50%	
	Deliver IT Projects to enable City Programs and Services Delivery: IT Projects: % Plan vs. Actual Completed	70%	75%	84%	
	Improve IT Customer Experience: Customer Satisfaction with IT Service Desk	81%	80%	90%	

Our experience and success

- Improved public centered service access and delivery in 311. In particular facilitating requests related to Noise Complaints and Water Turn-On/Shut-off
- Enhanced road construction planning and improving operational performance through mobile access to integrated and centralized information
- Collaborative initiative with Shelter, Support & Housing Administration (SSHA), and Toronto Public Health (TPH) to enable predictive modelling and correlations between less than optimal social housing and mental health that contributes to preventable morbidity. This also informs and verifies the favourable conditions that support positive mental health & wellness
- Enhanced online public experience for City Services with 27+ million visits annually, including new and improved online services such as Election Night Results, Vision Zero, Online Development Application Services, etc.

Key challenges and risks

- Cyber Security Program as a core foundation through continuous investment
- Sustainable funding model for transition to a “Cloud First” environment
- Timely access to in-year capital to fund innovative initiatives such that they can be explored, tested and incubated
- Optimizing the enterprise IT Operating model across the City to address emerging City Programs’ business needs and opportunities for centralized shared technology platforms (this will include an understanding of a Shared Services approach to include Agencies, Boards and Commissions where appropriate)

Priority actions

- Ensuring a secure, reliable and high performing technology environment that is modernized and well-positioned to respond to growing business needs and resident demands
- Leverage “cloud” computing to bring a consistent standard approach to delivering business solutions
- Ensure effective IT investment priority setting through IT governance with clear alignment to key City business strategies and priorities. This includes continued focused on Connected Communities (Smart City) planning and execution

Our key service levels



Customer Satisfaction for IT Services is **72%**



City's Computing Infrastructure Service is available **99.50%** of the time



Customer Satisfaction for Business Applications is **70%**

Key service deliverables

- Support **850+** business solutions & resolved **+33,000** business application service requests
- Support **25,000+** users and **103,493** service desk calls, emails and self-serve requests
- Support **24,481+** desktops & notebook computers and **2,900+** multi-function printers
- Support **84,000+** switches, routers, wireless access points & ports
- Support **19,000+** phones, wireless devices
- Support **3** data centres **2,300** servers 7x24x365
- Support **27 Million+** visits to the City Website

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual*	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Business IT Solutions	19,523.1	20,598.9	23,150.1		23,150.1	2,551.3	12.4%
Computer & Communications Technology Infrastructure	9,167.7	10,028.9	11,815.8		11,815.8	1,786.9	17.8%
Enterprise IT Planning & Client Services	2,958.2	1,820.4	2,534.1		2,534.1	713.7	39.2%
Total Revenues	31,648.9	32,448.2	37,500.1	0.0	37,500.1	5,051.9	15.6%
Expenditures							
Business IT Solutions	46,095.9	49,981.3	54,898.8		54,898.8	4,917.5	9.8%
Computer & Communications Technology Infrastructure	42,994.5	40,699.6	43,980.0	740.0	44,720.0	4,020.4	9.9%
Enterprise IT Planning & Client Services	26,452.6	27,208.1	29,162.0		29,162.0	1,953.8	7.2%
Total Gross Expenditures	115,542.9	117,889.1	128,040.9	740.0	128,780.9	10,891.8	9.2%
Net Expenditures	83,894.0	85,440.9	90,540.8	740.0	91,280.8	5,839.9	6.8%
Approved Positions	849.0	854.0	830.0	0.0	830.0	(24.0)	-2.8%

*2019 Projected Actual (based on Q3 2019) adjusted retroactively to remove interdepartmental charges and recoveries.

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$128.0 million gross reflecting an increase of \$10.2 million in spending above 2019 projected year-end actuals (prior to enhancements), predominantly arising from:

- Salary & benefit increases and inflationary cost escalation on a majority of the approximately 70 software & hardware contract renewals.
- Implementing cloud solutions for supply chain management and the human resources information system to improve overall organizational effectiveness and capacity.
- Re-aligning audio visual services into the Information & Technology Division to optimize enterprise service delivery.
- Service efficiencies and operational savings identified in the remaining software and hardware contracts and through decommissioning older technology.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in Information & Technology's 2020 Operating Budget do not have any significant equity impacts.

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for Information & Technology is \$128.8 million gross or 9.2% higher than the 2019 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget, while Table 2c summarizes New and Enhanced requests.

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)		2018 Actual	2019 Proj. Actual	2020 Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	86,270.8	89,652.0	94,708.8	5,056.8	5.6%
2	Materials & Supplies	58.9	30.2	63.1	32.9	109.0%
3	Equipment	1,223.6	590.6	614.8	24.2	4.1%
4	Service and Rent	27,834.3	27,394.7	33,181.9	5,787.3	21.1%
5	Contribution To Capital	15.3	10.0		(10.0)	-100.0%
6	Contribution To Reserves	140.0	211.5	211.8	0.2	0.1%
7	Other Expenditures			0.4	0.4	
Total Expenditures		115,542.9	117,889.1	128,780.9	10,891.8	9.2%
Revenues						
1	Provincial Subsidies					
2	Federal Subsidies					
3	User Fees & Donations	191.7	172.8	139.8	(33.0)	-19.1%
4	Transfers From Capital	18,317.7	18,894.4	21,953.6	3,059.2	16.2%
5	Other Revenues	13,139.5	13,381.0	15,406.7	2,025.7	15.1%
Total Revenues		31,648.9	32,448.2	37,500.1	5,051.9	15.6%
Net Expenditures		83,894.0	85,440.9	91,280.8	5,839.9	6.8%

*2018 Actual and 2019 Q3 Proj Actual adjusted retroactively to remove interdepartmental charges and recoveries

Salaries & Benefits:

Inflationary increases on existing salaries and benefits and new hires planned in 2020 to support strategic priorities.

Materials and Supplies:

New account for natural gas for the new data centre and costs related to re-aligning of audio visual services into the division.

Services & Rents:

Cloud subscriptions for projects implemented in 2019 and cost increases on software and hardware maintenance contracts due to inflation and growth in usage.

Transfers from Capital:

Inflationary increases on salaries and benefits for staff implementing capital projects.

Other Revenues:

Inflationary increases on services provided to Rate Supported programs and recoveries from reserves to support contractual price increases in software and hardware contracts.

Table 2b: Other Efficiencies / Savings

(\$000s)											
Recommendation	Type	2020				2021			2022		
		Revenue	Gross	Net	Positions	Gross	Net	Positions	Gross	Net	Positions
Line-By-Line Review	Line by Line		(209.1)	(209.1)	-			-	-	-	-
Efficiencies Through Sourcing/Internal Service Delivery	Efficiencies		(448.7)	(448.7)	-	(570.0)	(570.0)	-	-	-	-
Better Price Via Contract Negotiation	Efficiencies		(247.8)	(247.8)	-	-	-	-	-	-	-
System Decommission/Rationalization	Efficiencies		(498.4)	(498.4)	-	(881.0)	(881.0)	-	-	-	-
Budget Increase/(Decrease)		-	(1,404.0)	(1,404.0)	-	(1,451.0)	(1,451.0)	-	-	-	-

The 2020 Operating Budget includes \$1.4 million in gross expenditure reductions as follows:

Line by Line Review

- Base expenditure reductions achieved through a line by line review of expenditures.

Efficiencies

- Savings realised through relocating the various data centres, including leased data centre space and creating an on premise shared services infrastructure.
- Negotiated price reductions on software and hardware maintenance contracts.
- Savings realized by decommissioning older technology when migrating into new technology solutions.

Table 2c: 2020 Key Drivers – New / Enhanced

New / Enhanced (\$000)	2020				2021 Annualized Gross	Equity Impact
	Revenue	Gross	Net	Positions		
1 AU5.10.1 Cyber Security Action Plan		740.0	740.0		2,354.0	Low
Total New / Enhanced		740.0	740.0		2,354.0	

Implement Auditor General Recommendation - Cyber Security Action Plan

A Cyber Security Maturity Assessment completed by an external firm in 2019 supported the development of a Cyber Security Action Plan. The Cyber Security Action Plan comprises several initiatives and is planned to be implemented over 3 years and ensure the City is effectively positioned to manage risk associated with cyber security. The recommendation supports the costs to be incurred in 2020 and 2021.

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

(\$000s)	2019 Projected Actual*	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	32,448.2	37,500.1	37,557.7	37,631.4
Gross Expenditures	117,889.1	128,780.9	132,449.5	135,969.8
Net Expenditures	85,440.9	91,280.8	94,891.9	98,338.4
Approved Positions	854.0	830.0	830.0	830.0

*2019 Q3 Projected Actual adjusted retroactively to remove interdepartmental charges and recoveries

Key 2021 drivers**Salaries and Benefits**

- Merit and step increases.

Inflationary Impact

- Anticipated inflationary cost escalation on software, hardware, and telecommunications contract renewals.

Other

- Incremental cost of implementing the second year initiatives on the Cyber Security Action Plan.

Key 2022 drivers**Salaries and Benefits**

- Merit and step increases.

Inflationary Impact

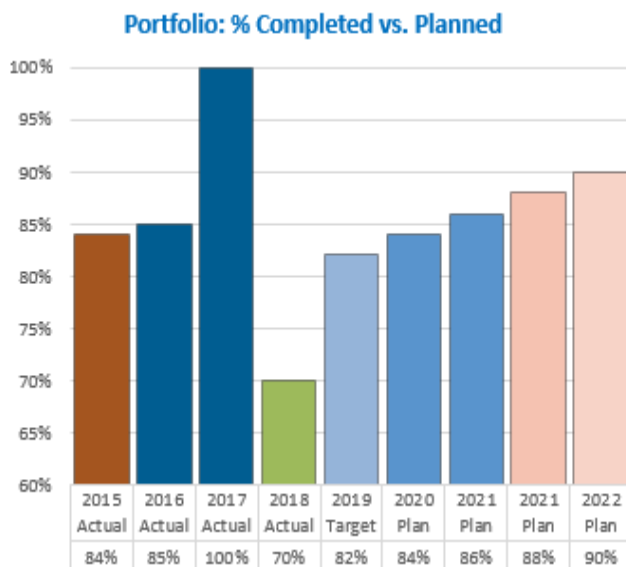
- Anticipated inflationary cost escalation on software and hardware contract renewals.

Other

- Incremental cost of implementing the third year initiatives on the Cyber Security Action Plan

How well we are doing

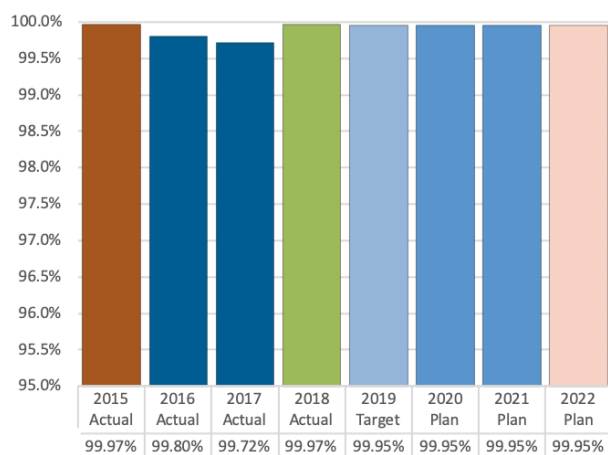
Performance measures



Behind the numbers

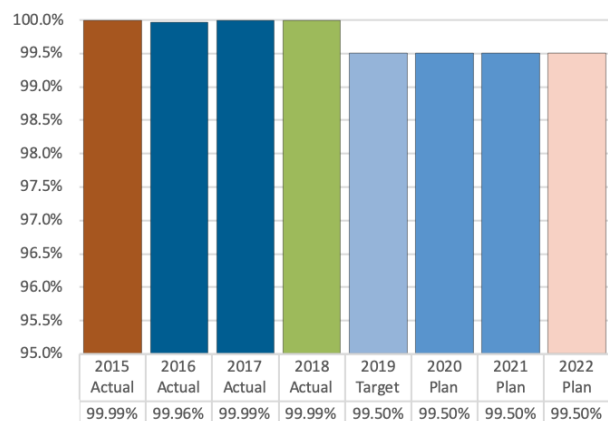
- Gauges performance in completing projects as well as capacity to take on new projects
- As the ratio of completed projects to those planned increases, benefits are realized, and resources are able to take new project demands
- Project completion rates are expected to increase from 2018 as a result of greater programmatic alignment of projects to enable better prioritization decisions, leading to the convergence of project planning and completion rates
- Earlier identification of required resources ensure projects are delivered on time

% Availability of Business Applications



- Measures the availability of all business applications
- The availability of business applications has been maintained as a result of better planning and fewer incidents
- Deviations mainly due to scheduled maintenance/upgrades.

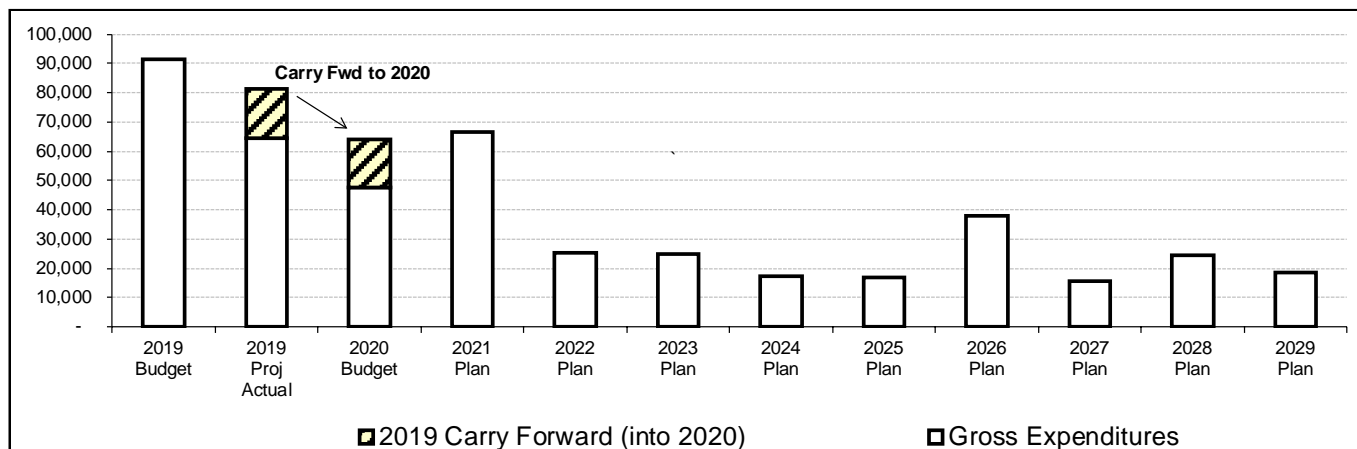
Percent Availability of City's IT Network Infrastructure Service



- Measures the availability and reliability of the City's IT network and infrastructure
- Enterprise network infrastructure is planned for sustained availability of 99.50% in 2020 per industry standards.
- Availability has historically been at or above planned values due to proactive planning, testing and sustainment activities

2020 – 2029 CAPITAL BUDGET & PLAN OVERVIEW

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



			2020 Capital Budget and 2021 - 2029 Capital Plan							
	2019		2020	2021	2022	2023	2024	2020 - 2024	2025- 2029	Total 10 Year Plan
	Budget	Projected Actual								
Gross Expenditures by Project Category:										
Health & Safety & Legislated	2,517	1,410	1,832	1,068	15	-	-	2,915	-	2,915
SOGR	36,331	21,532	26,396	41,333	16,694	24,473	17,258	126,154	113,250	239,404
Service Improvement & Growth	52,702	41,615	35,879	24,142	8,825	250	-	69,096	-	69,096
Total by Project Category	91,550	64,557	64,107	66,543	25,534	24,723	17,258	198,166	113,250	311,415
Financing:										
Debt	68,939	48,691	46,598	31,905	10,731	1,300	1,302	91,836	950	92,786
Reserves/Reserve Funds	22,611	15,866	17,509	34,638	14,803	23,423	15,956	106,329	112,300	218,629
Development Charges	-	-	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-	-	-
Federal	-	-	-	-	-	-	-	-	-	-
Debt Recoverable	-	-	-	-	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-	-	-	-	-
Total Financing	91,550	64,557	64,107	66,543	25,534	24,723	17,258	198,165	113,250	311,415

Changes to Existing Projects (\$16.4M)

- On-going investment in the Cyber Security Program (\$13.0M)
- Increased legislative requirements for AODA Compliance (\$0.6M)
- Accelerating the Open Data Master Plan project (\$0.5M)
- Phase 3 of the Enterprise Document & Record Management project (\$2.2M)
- Enabling the implementation of the Artificial Intelligence project for Shelter, Support & Housing Administration and Toronto Public Health (\$0.1M)





New Projects (\$7.4M)

- City Intranet Modernization (\$0.3M)
- Project Tracking Portal Expansion & Enhancement Phase 2 (\$0.6M)
- API Cloud Migration (\$0.5M)
- Solution Delivery Toolset Maturity
- Kronos Upgrade (\$0.8M)
- SAP Enable Now Cloud Conversion (\$0.2)
- Directory Services Transition Phase2 (\$3.5M)
- Information Management Infrastructure (\$0.8M)
- Justice Video Network Implementation (\$0.5M)
- Collection Management Software Development (\$0.2M)

Capital Needs Constraints

- Nil

2020 – 2029 CAPITAL BUDGET AND PLAN**\$311.4 Million 10-Year Gross Capital Program**

			
A Well-Run City	Fiscal Responsibility	Housing	Mobility
\$270 M 87%	\$35 M 11%	\$4 M 1.5%	\$2 M 0.5%
Technology Lifecycle Management Electronic Document & Record Management Consolidated Data Centre MLS System Modernization Open Data Master Plan HR Complaints Management eRecruitment Kronos Upgrade	Cyber Security Internal Private Cloud AODA Compliance Domino Decommission	Toronto Property System Artificial Intelligence for Shelter, Support and Housing Administration and Toronto Public Health Wellbeing Toronto	Geospatial Strategy Roadmap Project Tracking Portal

How the Capital Program is funded

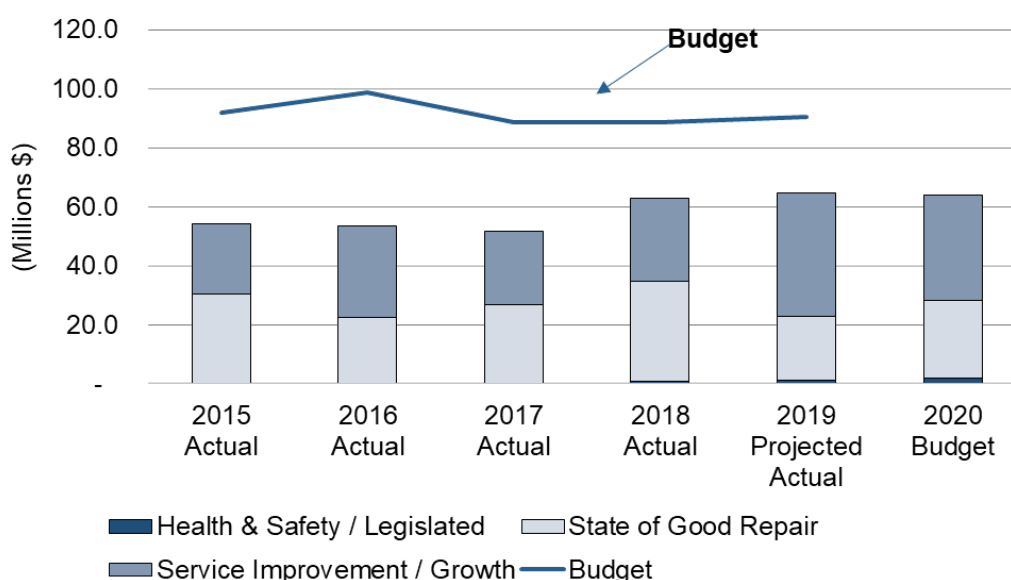
City of Toronto		Provincial Funding	Federal Funding
\$311.4 M 100%		\$0 M 0%	\$0 M 0%
Debt	\$92.8 M		
Reserve Draws	\$218.6 M		

CAPACITY TO SPEND REVIEW

The Recommended 10-Year Capital Plan was developed with consideration of historical demonstrated ability to spend within any given year of the ten-year capital plan. A review was undertaken to ensure budgets align with Information & Technology's ability to spend and the market's capacity to deliver.

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

Chart 2 – Capacity to Spend



Category (in \$ Million)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Projected Actual	2020 Budget
Health & Safety / Legislated	-	-	-	0.7	1.4	1.8
State of Good Repair	30.5	22.7	27.0	34.2	21.5	26.4
Service Improvement / Growth	23.9	30.8	24.7	28.1	41.6	35.9
Total	54.4	53.5	51.7	63.0	64.6	64.1
% Spent	59%	54%	58%	71%	71%	

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

Based on a review of historical capital spending capacity, \$14.5 million in capital spending originally cash flowed in 2020 was deferred to 2021 and future years. Key adjustments to the Capital Plan are noted below:

- Electronic Document & Records Management was reduced by \$2.6 million to reflect updated contractual obligations and commitments
- Corporate Geospatial Strategy Roadmap Implementation was reduced by \$0.6 million based on the updated Project Charter and strategy.
- Lifecycle Management costs for Desktop Software was reduced by \$13.5 million to align with updated implementation plans.
- The above 2020 cash flow reductions are offset by an increase in 2020 cash flow on the Enterprise Information Security Program to enhance cyber security for digital solutions.

Additionally, based on a focussed review of contractual commitments on outer years of the 10 year Capital Plan and demonstrated project outcomes, funding for the period from 2022-2029 was reduced by \$31.9 million.

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

Approval of the 2020 Capital Budget impacts the 2020 Operating Budget by a total of \$3.602 million primarily due to cloud subscription and software maintenance costs arising from implementing various projects including the Human Resources Information System powered by SuccessFactors, Ariba for supply chain management, and the Enterprise Document & Records Management system as shown in Table 4 below.

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

Projects	2020 Budget		2021 Plan		2022 Plan		2023 Plan		2020 - 2024		2020 - 2029	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved												
<i>Enterprise Documents and Records Management</i>	130.0	-	-	-	-	-	-	-	130.0	-	130.0	-
<i>Supply Chain Management</i>	1,925.8	-	-	-	-	-	-	-	1,925.8	-	1,925.8	-
<i>Human Resources Information System</i>	1,521.9	-	-	-	-	-	-	-	1,521.9	-	1,521.9	-
<i>Consolidated Data Centre</i>	23.8	-	-	-	-	-	-	-	23.8	-	23.8	-
<i>SAP HANA Implementation</i>	-	-	511.0	-	-	-	-	-	511.0	-	511.0	-
Sub-Total: Previously Approved	3,601.5	-	511.0	-	-	-	-	-	4,112.5	-	4,112.5	-
Total	3,601.5	-	511.0	-	-	-	-	-	4,112.5	-	4,112.5	-

Additionally, operating funding of \$0.511 million will be required in 2021 as a result of implementing SAP HANA to maintain the City's financial system of record.

Operating & Capital Budget Summaries for City Programs And Agencies

*Finance and Treasury
Services*

2020 Program Summary

Financial Services

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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.

Who we serve

- Property owners
- City Council and Committees
- City Manager and DCMs
- Staff – City Divisions, Agencies & Corporations, Retired Staff
- Toronto Investment Board
- OMERS Pension Boards & Committees
- Registered Utility Account Holder
- Parking Ticket Recipient
- Legal Community
- Suppliers

Beneficiaries

- Residents / Taxpayers
 - Businesses
 - Provincial & Federal Governments
-

Budget at a glance

OPERATING BUDGET

Please refer to the Program Summary of the Office of the Chief Financial Officer & Treasurer and the Office of the Controller.




10-YEAR CAPITAL PLAN

\$Million	2020	2021-2029	Total
Gross Expenditures	\$13.9	\$38.4	\$52.3
Debt	\$11.2	\$26.2	\$37.4

Key service outcomes

Outcomes	Description
Efficient Account Administration, Billing and Collection.	Provide administration, billing and collection for 850,000 property tax accounts, 475,000 utility accounts and 2.2 million parking tickets annually. This includes issuing all billings, processing assessment appeals, refunds and rebates, providing collection of overdue accounts and providing customer service support.
Improve efficiency in purchasing services, appropriate training, quality assurance and sustainment of Ariba	Provide purchasing services to procure goods and services for City Divisions using an e-bidding platform that supports collaboration and line of sight into the process throughout its lifecycle. Design and deliver formalized training for staff which includes a continuous improvement method and quality assurance elements to support best practice procurement process and maturation of the SAP Ariba system.
Financial Transformation	Advance the transformation, modernization and accountability agenda for the City's financial systems, processes and budget activities. Strengthen public trust and confidence in the City through improved transparency and accountability.

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	Property Tax, Utility & Parking Ticket Look-up Usage	4,181,827	4,646,622	4,786,021	●
	% Early Discounts Earned as a % of Discounts Available	85%	85%	90%	●
	Procurement Cycle Time (in working days)	115	115	110	●

Our experience and success

- Corporate Asset Management (CAM) policy approved by Council in June 2019
- Successfully completed the roll out of SAP Ariba Sourcing module on September 1, 2019 and now all new procurements issued by PMMD and submissions received will all be through the cloud based system, which will lead to more efficiency and better reporting of the procurement process
- Enhanced online service allows customers to update their mailing address information online at their convenience. Averaging 1,400 mailing address changes per month, and over 21,000 since launching in April 2018
- Updates to Online Property Tax Lookup for residential properties includes 18 months of payment history, and detailed messaging for credit and overdue amounts

Key challenges and risks

- Finance & Treasury Services' capital projects are complex, transformative and have City-wide implications requiring an extensive consultation process, project governance, collaboration and partnerships with key divisions and internal and external expertise. There are significant change management considerations including stakeholder engagement, communication, culture and training
- Finance & Treasury Services' capital projects have experienced significant delays in completing deliverables and spending approved budget allocations. The timing of capital cash flow estimates have been adjusted to reflect capacity to deliver on project plans
- Finance & Treasury Services operates in a complex and highly legislated environment, including Provincial Asset Management Legislation

Priority actions

- Modernize and streamline the City's accounting and finance functions
- Continue the Supply Chain Transformation Program – with ARIBA Sourcing implemented and the Internal Control Framework being currently developed, continue to configure and deploy remaining modules of Ariba, Contracts and Supplier Lifecycle Performance Management in 2020
- Develop an integrated asset management framework to enable the City to make better informed, strategic decisions and set priorities for capital infrastructure investments
- Continue the Tax and Utility Systems modernization strategy as a system redesign and upgrade to accommodate new technology and programs that will improve the efficiency and automation of billing and revenue processing operations. Improved customer service will also result from incorporating new web-based technology to support self-service options
- Advance the Parking Tag Management System (PTMS) solution to be able to include new requirements from Legal, Court Services and Transportation. This will include Administrative Penalty System (APS) phase 2, Red Light Camera (RLC) and Automatic Speed Enforcement (ASE) infractions

Our key service levels



85% of invoices paid within 60 days.



Online mailing address changes averaging 1,400 per month, and over 21,000 since launching in April 2018.



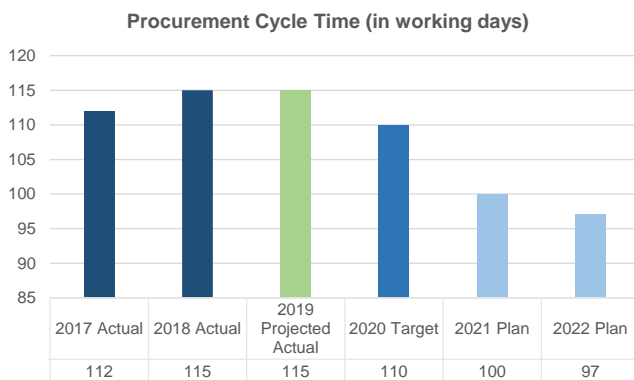
Issuing purchasing call documents within 2-5 days from time of receipt of final approved document.

Key service deliverables

- Modernize Tax and Utility billing systems and integration with SAP to enable public access to bills, statements and brochures, to implement on-line preauthorized tax and utility payment application process and to automate the collection process.
- Facilitate and expand online applications and enrolment.
- Develop processes and systems to enable e-billing options for property tax and utility accounts.
- Upgrade Parking Tag Management Software to support new offence types, such as Red Light Camera and Automated Speed Enhancement, which require new online services for inquiries, disclosures, and dispute resolution.
- Deploy Procure to Pay (P2P) module, which focuses on improving the processes and technology related to ordering, goods receipt and invoice processing.
- Configure and deploy the Ariba Contracts and Supplier Lifecycle Management modules in 2020.
- Review the City's current capital program software with the intent to develop asset management framework for infrastructure assets.
- Rebuild the foundations for accounting within the City with streamlined and standardized processes and system design that support improved reporting and analytics based on best practices.
- Complete a review focused on implementing improvement opportunities which include establishing a new general ledger, cost centre structure, standardized and automated processes.
- Upgrade the Risk Management Information System from a locally-hosted solution to a cloud-based system to ensure sustainability and ongoing support of the City's claims management software.

How well we are doing

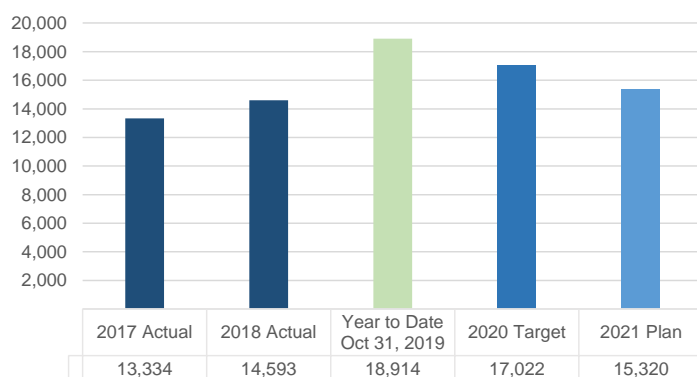
Performance measures



Behind the numbers

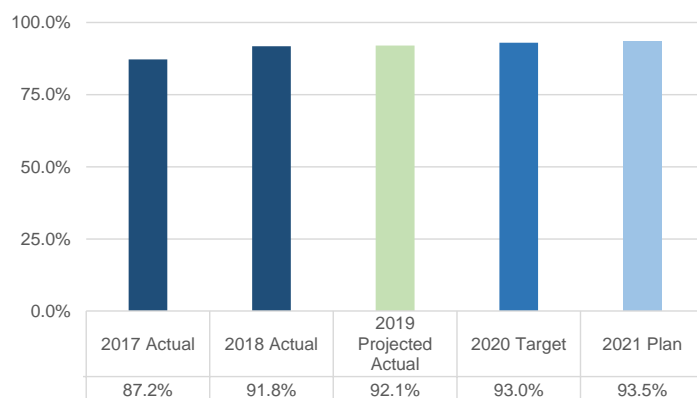
- The full transition to SAP Ariba Sourcing was complete on September 1st. In keeping with the learning and stabilization period of a new system, the 2019 target to complete a competitive procurement is 115 working days (from purchase requisition to issuance of purchase order, including award and contract execution).
- The forecast to reduce Procurement cycle times by 15 working days from 115 to 100 between 2018 - 2021 is on track with a further 3 day reduction target for 2022.

Average Number of Parked Invoices



- Parked invoices are invoices received by the City but require validation, verification or further action prior to payment.
- Accounting Services continues to work with vendors and divisions to ensure that invoices received and internal processes allow for timely payment anticipating an improvement in 2020.
- Given that 93% of parked invoices are parked as a result of purchasing document related issues, a complete invoice initiative has been communicated and is set to begin in 2020.

% Electronic Payments (Tax, Utility & Parking Tickets)



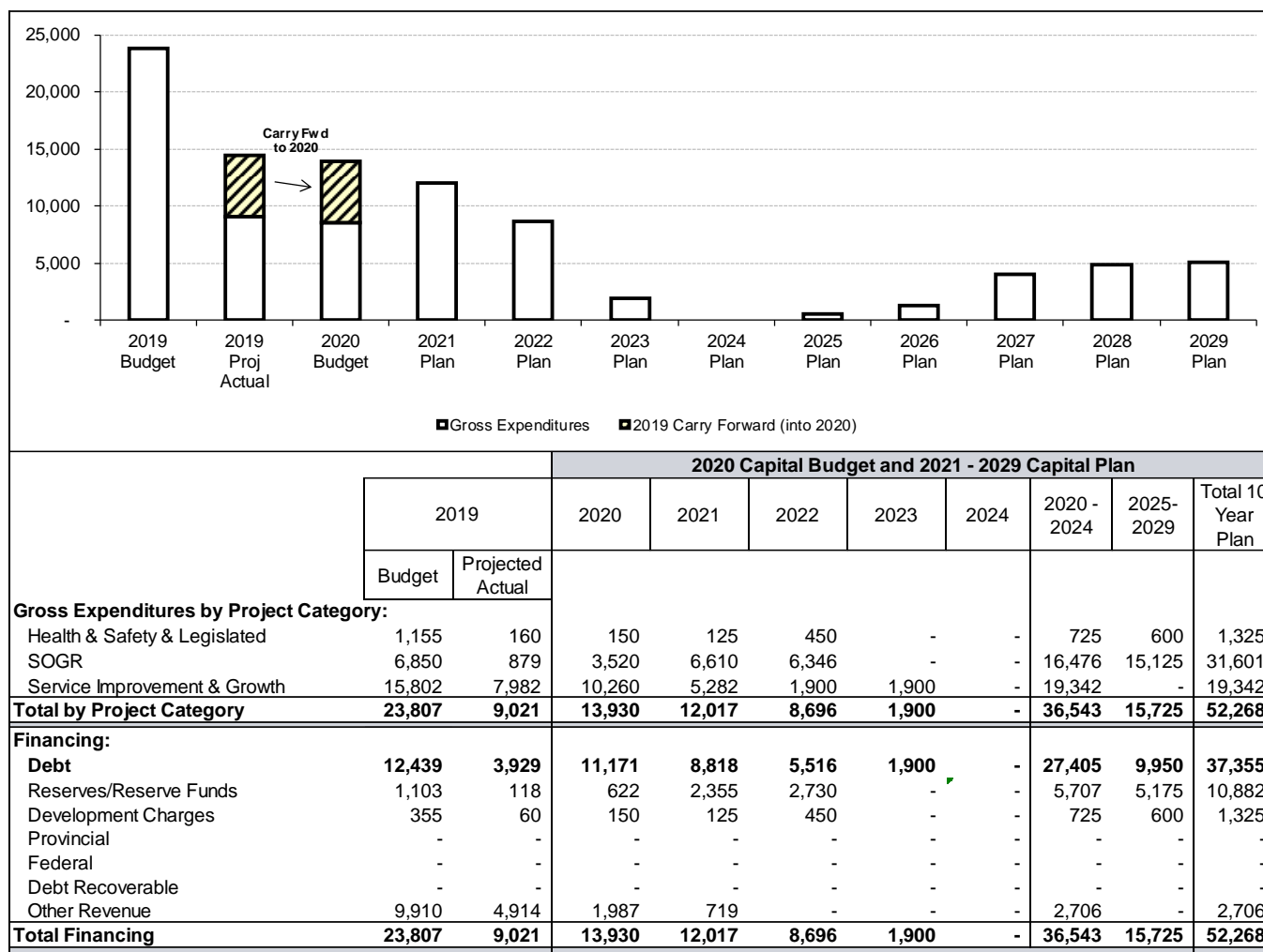
- Percentage of electronic payments received compared to total payments processed for property tax, utility and parking tickets is increasing over time due to consumer adoption of electronic payments.
- Electronic payments improve accuracy, are more cost-effective, and can be posted to the City's accounts 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.

2020 2029 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview

(\$'000)

Chart 1: 10-Year Capital Plan Overview



Changes to Existing Projects (\$28.4M)

- Carry forward from 2019 into 2020 is \$5.372M
- Where feasible, project and cash deferrals have been made based on Financial Services' capacity to spend and to reduce the impact on debt



New Projects (\$3.0M)

- PPEB Transformation Program project is the continuation of the seed funded Employee Service Centre project that will design, establish and implement a customer-centric employee service centre (\$3.0M)

Capital Needs Constraints (\$0M)

- Nil

2020 – 2029 CAPITAL BUDGET AND PLAN**\$52.3 Million 10-Year Gross Capital Program**

	
Information Technology	Development Charges Studies
\$51.0M 97.5%	\$1.3M 2.5%
Supply Chain Management Transformation Integrated Asset Planning Management Finance Accounting Systems Transformation Employee Service Centre / PPEB Transformation Program Tax & Utility Billing Systems	Development Charges Background Studies

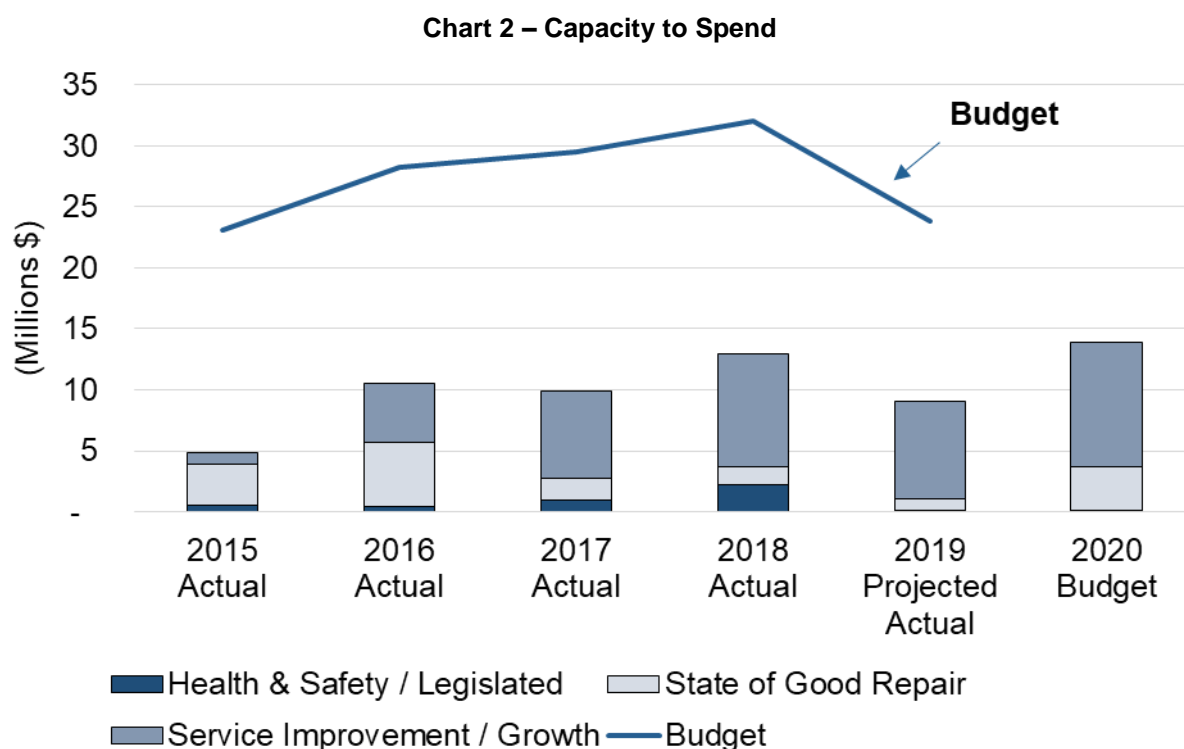
How the Capital Program is Funded

City of Toronto		Provincial Funding	Federal Funding
\$52.3M 100%		\$0M 0%	\$0M 0%
Debt	\$37.4M		
Reserves / Reserve Funds	\$10.9M		
Development Charges	\$1.3M		
Other	\$2.7M		

CAPACITY TO SPEND REVIEW

The 10-Year Capital Plan was developed with consideration of historical demonstrated ability to spend within any given year of the ten year capital plan. A review was undertaken to ensure budgets align with the Financial Services' ability to spend and the market's capacity to deliver.

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



Category (in \$ Million)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Projected Actual	2020 Budget
Health & Safety / Legislated	1	0	1	2	0	0
State of Good Repair	3	5	2	2	1	4
Service Improvement / Growth	1	5	7	9	8	10
Total	5	10	10	13	9	14
% Spent	21%	37%	33%	40%	38%	

Note: 2020 Budget should include expected carry forward from previous years.

Capacity to Spend Review Impact on the 10-Year Plan

Based on the review of historical capital spending constraints, \$7.0 million in capital spending originally cash flowed in 2020 was deferred to 2021 or future years.

The 2020 Budget of \$13.9 million was reduced as compared to the 2019 Council Approved budget of \$23.8 million (a reduction of \$9.9 million from 2019) and is consistent with Financial Services' historical spend capacity.

STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG

N/A

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

The 2020 Capital Budget has an Operating Impact of \$0.240 million for the Supply Chain Management Transformation project, as shown in Table 4 below. An additional \$1.926 million has been included in the 2020 IT Operating Budget for the annual ARIBA subscription.

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

Projects	2020 Budget		2021 Plan		2022 Plan		2020 - 2024		2020 - 2029	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved										
Supply Chain Management Transformation	240.000	-			-	-	240.000	-	240.000	-
										-
										-
Sub-Total: Previously Approved	240.000	-	-	-	-	-	240.000	-	240.000	-
New Projects - 2019									-	-
NA										
Sub-Total: New Projects - 2019	-	-	-	-	-	-	-	-	-	-
New Projects - Future Years									-	-
NA										
Sub-Total: New Projects - Future Years	-	-	-	-	-	-	-	-	-	-
Total	240.000	-	-	-	-	-	240.000	-	240.000	-

- The Supply Chain Management Transformation project will require \$0.240 million in 2020 in operating funding for PMMD support.

2020 Program Summary

Office of the Chief Financial Officer & Treasurer

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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.

Who we serve

- City Council and Committees
- City Manager & DCMs
- Staff - City Divisions
- Staff – Agencies & Boards
- Toronto Investment Board
- Enterprise Risk Assurance Committee

Beneficiaries

- Residents / Taxpayers
 - Businesses
-







Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$ 3.8	\$ 4.1	\$ 4.1	Please refer to Financial Services' 2020-2029 Capital Plan for details.			
Gross Expenditures	\$16.6	\$17.7	\$18.2				
Net Expenditures	\$12.8	\$13.6	\$14.1				
Approved Positions	112.0	112.0	112.0				

Key service outcomes

Outcomes	Description
Financial Transformation	Advance the transformation, modernization and accountability agenda for the City's financial systems, processes and budget activities. Strengthen public trust and confidence in the City through improved transparency and accountability
Enhance Annual Return on City Investments	City implementing new authorities to invest in a broader range of financial instruments under the guidance of an independent Investment Board and transition to external investment managers – objective is to achieve higher returns without incurring higher risk
Provide sound financial advice to achieve fiscal sustainability	Ensures effective and efficient management of the City's financial resources. Minimize operating budget variances and maximize capital budget spend rates

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	Credit rating (S&P / DBRS)	AA	AA	AA	
	Number of reports drafted and reviewed by Financial Planning	1,672	1,690	1,750	
	Percentage of Internal Audit recommendations implemented	96%	95%	95%	

Our experience and success

- Issued a \$200 million, 20-year Green bond yielding lowest ever cost of capital, and published City's first Green Bond Newsletter to support City's Green Bond Program
- Initiated year one of Budget Modernization, with focus on delivering a more efficient and simplified process that will create greater opportunities for public participation through inclusive and outcome-focused budget materials
- Submitted the 2020 operating and capital budgets for Finance & Treasury Services on time and in accordance with the new modernized budget process
- Enhanced integrity and reliability of financial information by assessing the effectiveness of financial controls in the City-wide Financial Statement review and advice on the Financial Control By-Law

Key challenges and risks

- Identification of revenue and savings strategies to offset budget pressures from provincial announcements
- Aging workforce – significant number of staff (including senior management staff) have retired or are eligible to retire over the next 5 years
- State-of-Good-Repair and transit expansion projects are driving up debt requirements beyond Council approved limits

Priority actions

- E&Y has provided recommendations for phased budget process modernization to achieve a multi-year, service-based budget with simpler and less technical tools to increase the understanding of Council and the Public, resulting in enhanced transparency, trust and confidence
- Work with City Debt Syndicate and key programs to support the issuance of more Green Bonds for key green house gas reduction projects
- Create a City-wide policy and framework on Enterprise Risk Management and related directives

Our key service levels



Internally manages the City's short term and trust funds totalling \$4.7 billion



Provides financial oversight of the City's Operating Budget of over \$13.0 billion and a 10-year Capital Budget and Plan of over \$40.0 billion



Insures \$16.7 billion worth of property

Key service deliverables

- Deliver budget process for City's Tax & Rate Supported Operating Budgets and 10-Year Capital Plans
- Provide objective assurance and advice to mitigate business risks, improve operations, and promote accountability
- Maintain positive relations with the City's credit rating agencies
- Oversight and quality assurance of financial/administrative controls to promote compliance with corporate policies
- Develop new guidelines and procedures to support the budget process transformation to achieve financial sustainability and public transparency

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual*	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Finance & Administration	87.3	87.3	87.3		87.3	0.0	0.0%
Corporate Finance	1,789.4	1,888.6	1,953.9		1,953.9	65.3	3.5%
Financial Planning	1,640.8	1,173.2	1,519.3		1,519.3	346.1	29.5%
Internal Audit	164.3	169.8	255.7		255.7	85.9	50.6%
Total Revenues	3,681.8	3,318.9	3,816.2	0.0	3,816.2	497.3	15.0%
Expenditures							
Finance & Administration	807.3	953.8	1,483.0		1,483.0	529.2	55.5%
Corporate Finance	2,896.7	3,025.0	3,381.4		3,381.4	356.4	11.8%
Financial Planning	9,045.3	9,036.4	9,913.7		9,913.7	877.3	9.7%
Internal Audit	1,664.0	1,723.5	1,789.5		1,789.5	66.0	3.8%
Total Gross Expenditures	14,413.3	14,738.7	16,567.6	0.0	16,567.6	1,828.9	12.4%
Net Expenditures	10,731.5	11,419.8	12,751.4	0.0	12,751.4	1,331.6	11.7%
Approved Positions	116.0	129.0	112.0		112.0	(17.0)	(13.2%)

*2019 Projected Actual (based on Q3 2019) adjusted retroactively to remove interdepartmental charges and recoveries.

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$16.6 million gross reflecting an increase of \$1.8 million in spending above 2019 projected year-end actuals (prior to enhancements), predominantly arising from salary & benefit increases for progression pay/step as well as annualization of positions filled part year in 2019.

The 2020 base budget includes a decrease of 17 approved positions from 2019. This is primarily due to the deletion of 17 temporary capital positions that are no longer required.

COSTS TO ENHANCE SERVICES

Office of the Chief Financial Officer & Treasurer does not have **New and Enhanced Service** expenditures in 2020.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in Office of the Chief Financial Officer & Treasurer's 2020 Operating Budget do not have any significant equity impacts

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for Office of the Chief Financial Officer & Treasurer is \$16.6 million gross or 12.4% higher than the 2019 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget.

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)		2018 Actual	2019 Proj. Actual	2020 Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	13,669.3	14,052.5	15,768.9	1,716.4	12.2%
2	Materials & Supplies	10.4	22.8	23.1	0.3	1.3%
3	Equipment	49.4	48.4	36.5	(11.9)	(24.6%)
4	Service and Rent	604.0	566.5	700.4	133.9	23.6%
5	Contribution To Capital				0.0	0.0%
6	Contribution To Reserves	80.1	38.5	38.2	(0.3)	(0.8%)
7	Other Expenditures	0.1	10.0	0.5	(9.5)	(95.0%)
Total Expenditures		14,413.3	14,738.7	16,567.6	1,828.9	12.4%
Revenues						
1	Provincial Subsidies				0.0	0.0%
2	Federal Subsidies				0.0	0.0%
3	User Fees & Donations				0.0	0.0%
4	Transfers From Capital	853.5	365.5	672.0	306.5	83.9%
5	Other Revenues	2,828.3	2,953.4	3,144.2	190.8	6.5%
Total Revenues		3,681.8	3,318.9	3,816.2	497.3	15.0%
Net Expenditures		10,731.5	11,419.8	12,751.4	1,331.6	11.7%

*2018 Actual and 2019 Q3 Proj Actual adjusted retroactively to remove interdepartmental charges and recoveries

Salaries & Benefits:

Includes progression pay/step and benefit increases, as well as annualization of positions filled part year in 2019.

Services & Rents:

Includes \$0.137 million for short term credit rating services, in support of the Council approved Promissory Note Program (EX 1.8, Jan 30, 2019)

Revenue Changes:

Increased recoveries from Capital, Rate Programs and Reserve/Reserve Funds for direct support to those functions.

Table 2b: Value Based Outcome Review Recommendation and Other Efficiencies / Savings

N/A

Table 2c: 2020 Key Drivers – New / Enhanced

N/A

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

(\$000s)	2019 Projected Actual*	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	3,318.9	3,816.2	4,050.9	4,077.9
Gross Expenditures	14,738.7	16,567.6	17,689.4	18,159.8
Net Expenditures	11,419.8	12,751.4	13,638.5	14,081.9
Approved Positions	129.0	112.0	112.0	112.0

*2019 Q3 Projected Actual adjusted retroactively to remove interdepartmental charges and recoveries

Key 2021 drivers

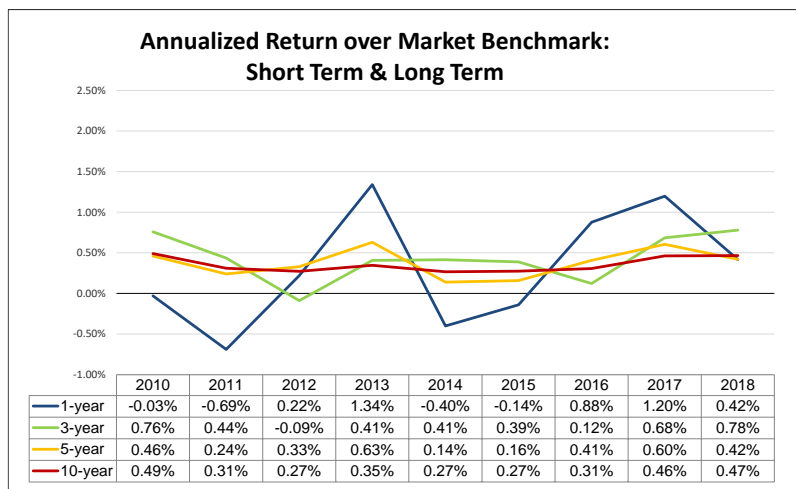
- The 2021 Outlook with total gross expenditures of \$17.7 million reflects an anticipated increase of \$1.1 million or 6.8% above the 2020 Approved Budget. The increase is primarily due to increases in salaries and benefits resulting from annualizations and progression pay/step increases.

Key 2022 drivers

- The 2022 Outlook with total gross expenditures of \$18.2 million reflects an anticipated increase of \$0.5 million or 2.7% above the 2021 Outlook. The increase is primarily due to salary increases for progression pay/step.

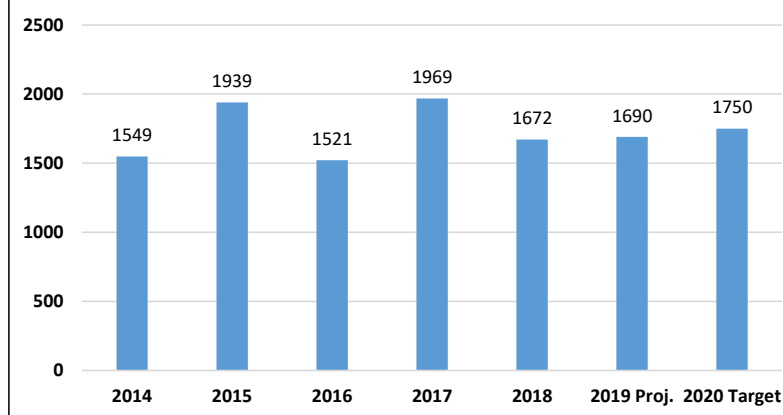
How well we are doing

Performance measures



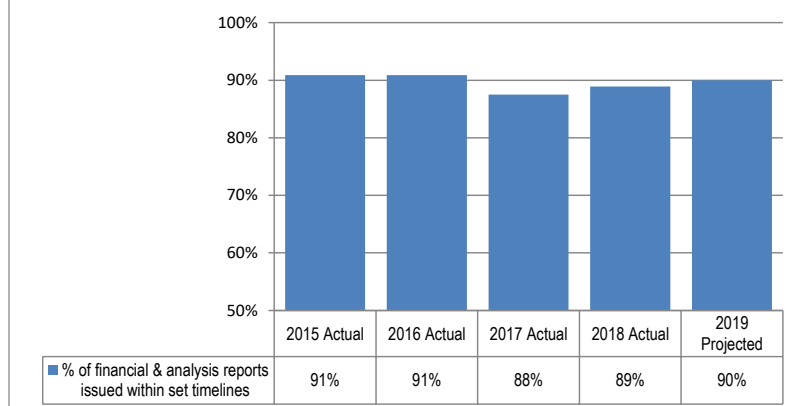
- This chart compares the City's General Group of Funds' performance relative to the benchmark over the short-term (one-year), mid-term (three-year, five-year) and long-term (ten-year) investment horizons. As demonstrated below, the City's investment portfolio continues to outperform the benchmark while the short-term return shows more volatility than the long-term return over time.

of Reports Drafted & Reviewed



- As part of Financial Planning Division's role in the City's financial management and control process, the Division reviews reports or notice of motions submitted to Council for financial impact. This process ensures funding for initiatives are addressed properly and Council is well informed for decision making.
- The number of reports reviewed or drafted by the Division is consistently kept at a high level of over 1,500, which represents the Division's contribution to the City's financial sustainability over time.

% 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 90% in 2019

2020 Program Summary

Office of the Controller

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca.

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:

- Controllershship
- Accounting Services
- Pension, Payroll & Employee Benefits
- Purchasing & Materials Management
- Revenue Services

The Office of the Controller divisions are all involved in transformation initiatives designed to create higher value service to our clients utilizing more sophisticated tools and skillsets than are currently used.

Why we do it

We provide effective financial and employee services to City Programs, Agencies and Corporations by establishing a robust internal control system with relevant processes and procedures to safeguard City assets; systematic and comprehensive recording of financial transactions, along with timely and accurate reporting of financial information; accurate and efficient pension, payroll and benefit services and procurement and materials management services that meet the needs of City divisions; and providing leadership in revenue billing and collection services.

Who we serve

- | | |
|-----------------------------|----------------------------|
| • City & Agency Staff | • Property Owners |
| • OMERS Boards & Committees | • Utility Account Holders |
| • Retired Staff | • Parking Ticket Recipient |
| • Suppliers | • Legal Community |

Beneficiaries

- Businesses
 - Residents
 - Provincial & Federal Governments
-







Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$40.8	\$41.3	\$41.6	Please refer to Financial Services' 2020-2029 Capital Plan for details.			
Gross Expenditures	\$80.4	\$82.6	\$84.0				
Net Expenditures	\$39.6	\$41.3	\$42.4				
Approved Positions	693.0	693.0	693.0				

Key service outcomes

Outcomes	Description
Provide payroll, employee benefits and pension services to employees and pensioners.	Efficiently and effectively provide services to over 35,000 City of Toronto employees and over 5,000 pensioners and manage the corporate Employee Benefits and Long Term Disability (LTD) program.
Provide strong accounting leadership, advice, research and training to divisions on accounting treatments that support enhanced reporting and analytics.	Move towards an Accounting Centre of Excellence focused on accounting advice, information management, deep analytics and reporting, strong internal controls, implementation of better tools and adequate resourcing with the right skills and technical abilities.
Provide purchasing and materials management services, at best value, in support of public programs.	Work with divisions to strategically manage large categories of spend on goods and services to identify ways to achieve benefits from advanced planning, market intelligence and spend analysis through strategically sourcing the goods and services required. Benefits would take the form of process efficiencies, cost avoidance or cost reduction in strategically sourced procurements.
Provide account administration, billing, collection and payment processing services.	Provide administration, billing and collection for 850,000 property tax accounts, 475,000 utility accounts and 2.2 million parking tickets annually. This includes issuing all billings, processing assessment appeals, refunds and rebates, providing collection of overdue accounts and providing customer service support.

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	Number of employees on-boarded to e-time during the year.	2,884	5,269	3,287	
	Competitive Procurement Cycle Time.	115 days	115 days	110 days	
	Percentage of electronic payments received compared to total payments processed – tax, utility, parking tickets.	91.8%	92.1%	93%	

Our experience and success

- Successful launch of category management and strategic sourcing demonstrated from the following strategic sourcing events to date – watermain replacement resulting in benefits of \$2.5M and a 3 year contract, reducing the amount of future procurements; purchases of bulk fuel for the City, TTC & Toronto Police with benefits (combination of anticipated cost reduction and cost avoidance) of \$1.5M for the City and \$9.9M for the other Agencies combined.
- Revenue Services introduced a new relief program for low-income seniors and low-income disabled persons to reduce the Solid Waste portion of homeowners' utility bills, and, in consultation with Ombudsman Toronto, made amendments to the eligibility criteria for low-income disabled persons to make it easier for homeowners to qualify for this relief.
- PPEB worked collaboratively with People & Equity division and City divisions and successfully implemented a new Human Resources System with Automated Onboarding.
- Accounting Services re-vamped the 2018 Annual Financial Report which included engaging stories from some of our divisions, illustrative graphics, photos and enhanced analysis and metrics to help people understand how money is spent at the City of Toronto.

Key challenges and risks

- Movement towards an Accounting Centre of Excellence focused on high quality accounting advice, information management, deep analytics and reporting, strong internal controls, implementation of better tools, and adequate resourcing with the right skills and technical abilities.
- To properly support the implementation of Category Management, SAP Ariba, and to provide for capacity to implement additional modules and procedures to help further modernize the procurement process, investment in the Procurement Centre of Excellence and modifications to the existing Purchasing sections are required.
- Enhancing online services: enabling e-billing, online application/enrolment forms.

Priority actions

- Develop proper accounting policies and processes supported by robust internal controls.
- Transform the payroll service delivery model and implement employee-centric services and technology delivering a positive City employee experience.
- Establish the Procurement Centre of Excellence to provide formalized training, reporting and analysis to support Category Management and Strategic Sourcing, SAP Ariba and the other units in PMMD.
- Develop and implement module to allow on-line registration/remittances for Municipal Accommodation Tax.

Our key service levels



Issuing purchasing call documents within **2-5** days from time of receipt of final approved document



85% of invoices paid within **60** days



99.5% of parking tickets processed within legislated timeframes

Key service deliverables

- Facilitate and expand online applications and enrolment.
- Develop processes and systems to enable e-billing options for property tax and utility accounts.
- Develop proper accounting policies and processes supported by robust internal controls.
- Conduct a comprehensive benefits plan review in partnership with the various City unions to provide a detailed analysis of drugs, paramedical and disability claims to highlight potential opportunities for plan design changes and to achieve better health outcomes for employees.
- Complete General Ledger project – new chart of accounts, cost centre structure and coding block options.

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual*	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Controllership	412.7	575.9	833.8		833.8	257.9	44.8%
Accounting Services	2,154.2	2,766.1	2,832.9		2,832.9	66.8	2.4%
Pension, Payroll & Employee Benefits	1,847.6	4,728.3	4,337.4		4,337.4	(390.9)	(8.3%)
Purchasing & Materials Management	2,650.6	4,442.0	4,378.0		4,378.0	(64.0)	(1.4%)
Revenue Services	27,560.4	27,957.6	28,402.4		28,402.4	444.8	1.6%
Total Revenues	34,625.5	40,469.9	40,784.5	0.0	40,784.5	314.6	0.8%
Expenditures							
Controllership	2,498.7	3,163.8	3,862.0	0.0	3,862.0	698.2	22.1%
Accounting Services	9,989.5	10,421.6	11,681.3		11,681.3	1,259.7	12.1%
Pension, Payroll & Employee Benefits	14,664.2	16,226.2	16,813.4		16,813.4	587.2	3.6%
Purchasing & Materials Management	11,944.0	16,350.5	17,786.8	0.0	17,786.8	1,436.3	8.8%
Revenue Services	29,289.7	29,469.0	30,265.3		30,265.3	796.3	2.7%
Total Gross Expenditures	68,386.1	75,631.1	80,408.8	0.0	80,408.8	4,777.7	6.3%
Net Expenditures	33,760.6	35,161.2	39,624.3	0.0	39,624.3	4,463.1	12.7%
Approved Positions	681.7	696.0	693.0	0.0	693.0	(3.0)	(0.4%)

*2019 Projected Actual (based on Q3 2019) adjusted retroactively to remove interdepartmental charges and recoveries.

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$80.4 million gross reflecting an increase of \$4.8 million in spending above 2019 projected year-end actuals (prior to enhancements), predominantly arising from:

- Salary & benefit increases including progression/step, extra day, requiring full year funding in 2020 for vacancies experienced in 2019.

COSTS TO ENHANCE SERVICES

- Office of the Controller does not have **New and Enhanced Service** expenditures in 2020.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in Office of the Controller's 2020 Operating Budget do not have any significant equity impacts

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for Office of the Controller is \$80.4 million gross or 6.3% higher than the 2019 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget.

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)		2018 Actual	2019 Proj. Actual	2020 Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	57,823.6	62,224.1	68,733.3	6,509.2	10.5%
2	Materials & Supplies	145.8	224.2	223.2	(1.0)	(0.4%)
3	Equipment	50.3	172.5	124.0	(48.5)	(28.1%)
4	Service and Rent	7,807.3	10,377.7	9,099.0	(1,278.7)	(12.3%)
5	Contribution To Capital	0.0			0	
6	Contribution To Reserves	175.0	272.1	272.1	0	
7	Other Expenditures	2,384.1	2,360.5	1,957.2	(403.3)	(17.1%)
Total Expenditures		68,386.1	75,631.1	80,408.8	4,777.7	6.3%
Revenues						
1	Provincial Subsidies				0.0	
2	Federal Subsidies				0.0	
3	User Fees & Donations	17,642.2	17,150.4	17,075.3	(75.1)	(0.4%)
4	Transfers From Capital	2,114.3	4,115.4	4,293.6	178	4.3%
5	Other Revenues	14,868.9	19,204.1	19,415.6	212	1.1%
Total Revenues		34,625.4	40,469.9	40,784.5	314.6	0.8%
Net Expenditures		33,760.7	35,161.2	39,624.3	4,463.1	12.7%

*2018 Actual and 2019 Q3 Proj Actual adjusted retroactively to remove interdepartmental charges and recoveries

Salaries & Benefits:

Includes progression pay/step and benefit increases, as well as annualization of positions filled part year in 2019.

Services & Rent:

Reduced consulting requirements for modernization of purchasing function (\$1.0M) and the Accounts Receivable review (\$0.5M).

User Fee Revenue:

Inflationary adjustment of 2% applied to user fees. Discontinued 4 user fees in Purchasing & Materials Management division to reflect the implementation of SAP Ariba and the modernization of the procurement process. Discontinued 2 user fees in Revenue Services to reflect the implementation of the Administrative Penalty System. Please refer to Appendix 8.

Table 2b: Efficiencies / Savings

(\$000s)											
Recommendation	Type	2020				2021			2022		
		Revenue	Gross	Net	Positions	Gross	Net	Positions	Gross	Net	Positions
Savings	Line by Line	-	(320.5)	(320.5)	-	(320.5)	(320.5)		(320.5)	(320.5)	
Budget Increase/(Decrease)		-	(320.5)	(320.5)	-	(320.5)	(320.5)		(320.5)	(320.5)	

The **2020 Operating Budget** includes \$0.3 million in gross expenditures reductions identified as part of the internal budget review as follows:

Line by Line

- Efficiency savings of \$0.3 million in non-salary expenditures resulting from a line by line review.

2021 & 2022 OUTLOOKS

Table 3: 2021 and 2022 Outlooks

(\$000s)	2019 Projected Actual*	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	40,469.9	40,784.5	41,276.1	41,619.1
Gross Expenditures	75,631.1	80,408.8	82,566.7	84,032.4
Net Expenditures	35,161.2	39,624.3	41,290.6	42,413.3
Approved Positions	696.0	693.0	693.0	693.0

*2019 Q3 Projected Actual adjusted retroactively to remove interdepartmental charges and recoveries

Key 2021 drivers

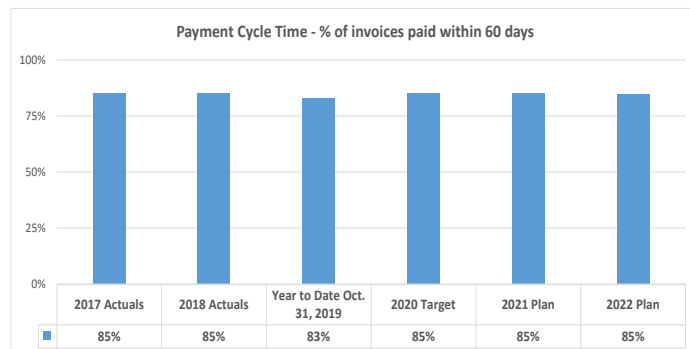
- The 2021 Outlook with total gross expenditures of \$82.6 million reflects an anticipated increase of \$2.2M or 2.7% above the 2020 Budget. The increase is primarily due to increases in salaries and benefits resulting from annualization and progression pay/step increases.

Key 2022 drivers

- The 2022 Outlook with total gross expenditures of \$84.0 million reflects an anticipated increase of \$1.5 million or 1.8% above the 2021 Outlook. The increase is primarily due to salary increases for progression pay/step.

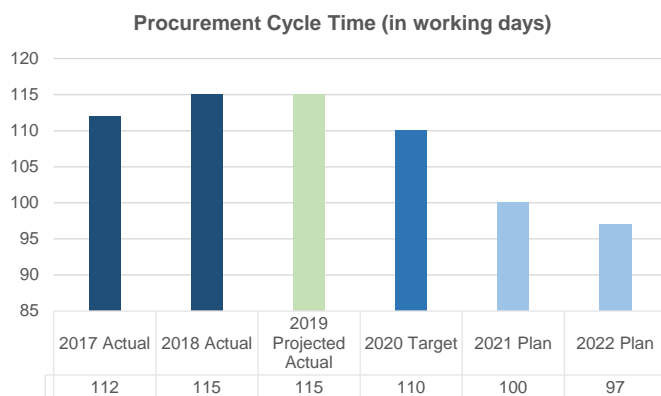
How well we are doing

Performance measures

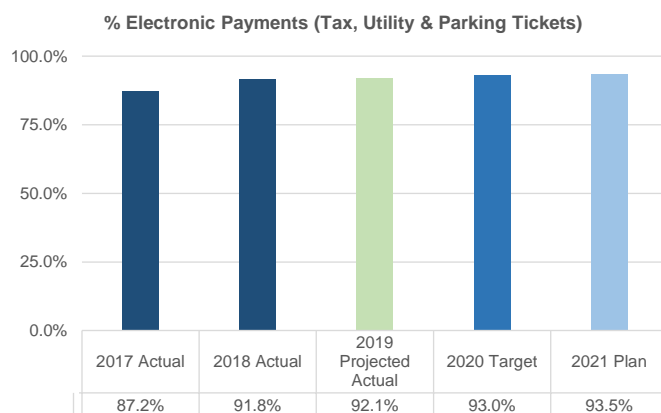


- Accounting Services continues to work with vendors and divisions to ensure that invoices received and internal processes allow for timely payment. Our partnership with vendors and divisions, along with an internal Accounts Payable restructuring to improve service levels is anticipated to deliver improvement in 2020.

Behind the numbers



- The full transition to SAP Ariba Sourcing was completed on September 1st. In keeping with the learning and stabilization period of a new system, the 2019 target to complete a competitive procurement is 115 working days (from purchase requisition to issuance of purchase order, including award and contract execution).
- The forecast to reduce Procurement cycle times by 15 working days from 115 to 100 between 2018 - 2021 is on track with a further 3-day reduction target for 2022.



- 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 cost-effective, 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.

Operating & Capital Budget Summaries for City Programs And Agencies

Other City Services

Office of the Auditor General

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at 416-392-8030.

What we do & Who we serve

Pursuant to the *City of Toronto Act, 2006*, the "Auditor General is appointed to assist City Council in holding itself and its administration accountable for the **quality of stewardship over public funds** and for the **achievement of value for money in City operations**."

The Auditor General conducts financial, operational, compliance, information systems, forensic and other special reviews.

Why we do it

Under the *City of Toronto Act*, **City Council's role** includes ensuring the City's *practices and procedures are in place to implement the decisions of council* and that the City maintains *accountability, transparency and financial integrity* in City operations.

The **Auditor General supports City Council** in fulfilling its due diligence responsibilities by independently providing transparent information on whether City programs are run effectively and Torontonians' tax dollars are spent as intended by City Council.

Mandated responsibilities

Specific responsibilities of the Auditor General are set out in Chapter 3 of the Toronto Municipal Code, including:

- Reporting to City Council on annual Office activities, including savings achieved
- Conducting audit projects identified by the Auditor General, or approved by a two-thirds majority resolution of City Council
- Undertaking financial (excluding attest), compliance and performance audits and making recommendations for improvement
- Undertaking financial (excluding attest), compliance and performance audits and provide recommendations upon request by the Toronto Police Services Board, Toronto Public Library Board and the Toronto Board of Health.

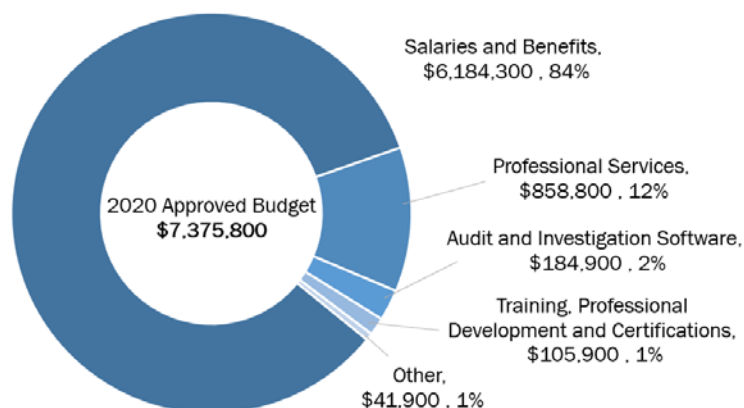
The Auditor General also has an independent oversight role in the investigation of reported wrongdoing. The Auditor General's responsibilities for investigating complaints and alleged wrongdoing are set out in Chapter 192 of the Toronto Municipal Code and include:

- Operating the Fraud and Waste Hotline Program, including the referral of issues to divisional management
- Conducting investigations into fraud and other wrongdoing, as well as allegations of employee reprisals

The Auditor General's Office also performs other duties consistent with the audit framework policy approved by City Council, including coordinating activities with the City's three other Accountability Officers, managing the contract of the external auditors performing financial statement audits of the City and its local boards, and coordinating audit activities with the City's Internal Audit Division to ensure the efficient and effective use of audit resources.

Budget at a glance

OPERATING BUDGET			
\$ Million	2020	2021	2022
Revenues	\$0.0	\$0.0	\$0.0
Gross Expenditures	\$7.4	\$6.8	\$6.9
Net Expenditures	\$7.4	\$6.8	\$6.9
Approved Positions	36.0	36.0	36.0



Key service outcomes

Outcomes	Description
Independent, transparent information	The Auditor General supports Council with independent, transparent information to hold the administration accountable for the quality of stewardship over public funds and for the achievement of value for money in City operations.
Greater efficiency and savings in City operations (financial benefits)	The purpose of any audit process is not specifically to identify cost reductions or revenue increases, although many of the Auditor General's audits have resulted in financial benefits. Different types of financial benefits or savings can arise from management's implementation of our recommendations. These include increased revenues, development of new revenue streams, operating cost reductions, cost avoidance, better management or use of City funds or resources including personnel, property and equipment, and the elimination of inefficiencies.
Improved governance, risk management, policies, procedures and internal controls (non-financial benefits)	Our recommendations help City management to improve their practices and focus on key issues they must address to ensure Torontonians keep receiving the best value for their tax dollars, and to help ensure programs are functioning as intended. The identification of cost savings and increased revenue is only one component of the Auditor General's mandate. Equally important is the ongoing evaluation of governance, risk management and internal controls. The Auditor General also helps to promote the safety and security of City information and operations. Although these benefits add significant value to City operations and services, the monetary value may not always be quantifiable.

Goals and metrics

Planned Activities to Achieve Outcomes

In accordance with Chapter 3 of the Toronto Municipal Code, the Auditor General submitted her 2020 Annual Work Plan for the Audit Committee's consideration on October 25, 2019. It was adopted by City Council on October 29, 2019. The Auditor General's Office 2020 Work Plan can be found at:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.AU4.9>

Demonstrating the Value of the Auditor General's Office

In accordance with Chapter 3 of the Toronto Municipal Code, the Auditor General submitted her 2019 Annual Report demonstrating the value of the Auditor General's Office for consideration by the Audit Committee at its meeting on February 10, 2020. The 2019 Annual Report can be found at:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2020.AU5.2>

Our experience and success

We are committed to assisting City Council and the Toronto Public Service achieve their goals of providing the best possible service to our world-class City.

In 2019, we did this by conducting independent audits and investigations and making recommendations aimed at reducing fare evasion on the TTC, ensuring value for tree maintenance services, helping the City maintain an effective social housing wait list, assessing how the City is addressing its top priorities like building new affordable housing, and ensuring the City has a robust cybersecurity program in place.

The 2019 Annual Report demonstrating the value of the Auditor General's Office was presented to Audit Committee on February 10, 2020.



Key challenges and risks

The Auditor General's recommended 2020 base budget for the Office of \$6.701 million is 1/20th of one per cent (.05%) of the City's 2019 Approved Adjusted Budget. It is the Auditor General's view that this is the minimum needed to allow the Office to keep up with the complexity of audits and investigations, the size of our mandate, and our operating context. The Office also needs to be able to address emerging risks that require immediate attention.

1. For the City's size and complexity, the Forensic Unit is small. A number of high-risk complaints are waiting to be addressed. Delays are primarily due to resource constraints.
2. Municipalities are increasingly becoming targets for cyberattacks. In order to quickly respond to these kinds of information technology risks, the Auditor General has needed to delay audits included in her Annual Work Plan.
3. Experts with specialized skills and tools are sometimes needed and required by audit standards to supplement the work performed by the Auditor General's staff, such as in the information technology area.

Priority actions

- Flexibility within the Auditor General's approved budget and staffing is needed to be able to leverage the use of experts and specialized tools to address emerging risk areas.
- Considering the risks facing the City, it is the Auditor General's view that an additional \$0.675 million in temporary funding is the minimum needed for resources to help provide assurance that emerging information technology risks and high-risk fraud and waste complaints are being promptly addressed. This would bring the Auditor General's 2020 budget up to 0.055% of the City's 2019 Operating Budget.
- Over the longer term, City Council should consider setting the Auditor General's budget as a fixed percentage of the municipal budget to support the Office's independence. The Office continues to be lean relative to the size and complexity of Toronto's Government. Our budget, relative to the size of the City's budget, remains among the lowest of major municipalities across Canada, as well as those of a number of municipalities in the United States.

Key Budget Facts



Total AG Base Budget Request: \$6.701M (0.05% of City Budget)



\$0.675 million in temporary funding is needed to address cybersecurity risks and Fraud and Waste Hotline backlog



84% of budget is for salaries & benefits

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget

(\$000s)	2018 Actual	2019 Projected Actual	2020 Base Budget	2020 New / Enhanced	2020 Total Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Auditor General's Office	0.2				0.0	0.0	
Total Revenues	0.2	0.0	0.0	0.0	0.0	0.0	
Expenditures							
Auditor General's Office	6,243.9	6,618.8	6,700.8	675.0	7,375.8	757.0	11.4%
Total Gross Expenditures	6,243.9	6,618.8	6,700.8	675.0	7,375.8	757.0	11.4%
Net Expenditures	6,243.7	6,618.8	6,700.8	675.0	7,375.8	757.0	11.4%
Approved Positions	33.0	36.0	36.0		36.0	0.0	

*2019 Budget and Actuals (based on Q3 2019) adjusted retroactively to remove interdepartmental charges and recoveries.

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget of \$6.701 million gross and net reflecting an increase of \$0.082 million in spending above 2019 projected year-end actuals, predominantly arising from:

- Salary & benefit adjustments of \$0.069 million related to progression pay, one additional working day in 2020 and benefit adjustments
- Ongoing annual licensing costs of \$0.123 million for electronic audit working paper, Fraud & Waste Hotline, and data analytics software

The budget supports the Auditor General providing the same level of capacity to undertake value for money audits and investigations as in 2019. The time-limited budget increases approved by City Council in 2017 to 2019 is retained permanently to preserve the level of service provided over the last three years.

COSTS TO ENHANCE SERVICES

New and Enhanced Service temporary funding of \$0.675 million gross and net, enabling:

- The Office to address emerging cybersecurity risks and high-risk fraud and waste complaints.

EQUITY IMPACTS OF BUDGET CHANGES

Equity impacts are not determinable at this time: The Auditor General's 2020 Annual Work Plan adopted by City Council on October 29, 2019 includes audits where there may be equity impacts resulting from findings and

recommendations (e.g. Audit of Shelter, Support and Housing Administration - Emergency Shelter Operations; Audit of Affordable Housing).

The Auditor General's Office 2020 Work Plan can be found at:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.AU4.9>.

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for the Auditor General's Office is \$7.376 million gross and net or 11.4% higher than the 2019 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget, while Table 2b summarizes New and Enhanced requests

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)		2018 Actuals	2019 Proj. Actuals	2020 Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	5,628.6	5,463.1	6,184.3	721.2	13.2%
2	Materials & Supplies	6.4	13.0	7.7	(5.3)	-40.8%
3	Equipment	188.9	241.8	65.9	(175.9)	-72.7%
4	Service and Rent	411.8	890.3	432.2	(458.1)	-51.5%
5	Contribution To Capital					
6	Contribution To Reserves	8.2	10.6	10.6		
7	Other Expenditures					
Total Expenditures		6,243.9	6,618.8	6,700.8	82.0	1.2%
Revenues						
1	Provincial Subsidies					
2	Federal Subsidies					
3	User Fees & Donations					
4	Transfers From Capital					
5	Other Revenues	0.2				
Total Revenues		0.2				
Net Expenditures		6,243.7	6,618.8	6,700.8	82.0	1.2%

*2019 Q3 Proj Actuals and 2018 Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Salaries & Benefits:

- Salary & benefit adjustments related to progression pay, one additional working day in 2020 and benefit adjustments.
- In accordance with auditing standards, the Auditor General must determine the appropriate staffing for audit and investigations. This requires the Auditor General to have some flexibility within the Office's approved budget to choose between hiring staff and contracting external specialists. For example, information technology specialists are used to help assess cyber-security risks and forensic experts are used to support some investigations. For the purposes of the budget, the funds needed to carry out the Annual Work Plan are allocated to salaries and benefits for permanent and temporary staff. However, on a project-by-project basis (as was the case in 2019), the Auditor General may need to re-allocate funding within the Office's approved budget to "Services and Rent" to instead leverage contracted specialists.

Equipment:

- Decrease in software budget to reflect expected level of new software required in 2020.

Service and Rent:

- Increase in electronic audit working paper, Fraud & Waste Hotline, and data analytics software licences, annual support and maintenance costs.

- For the purposes of the budget, the funds needed to carry out the Annual Work Plan are allocated to salaries and benefits for permanent and temporary staff. However, on a project-by-project basis (as was the case in 2019), the Auditor General may need to re-allocate funding within the Office's approved budget to "Services and Rent" to instead leverage contracted specialists.

Table 2b: 2020 Key Drivers – New / Enhanced

New / Enhanced (\$000)	2020				2021 Annualized Gross	Equity Impact
	Revenue	Gross	Net	Positions		
In \$ Thousands						
1	Enhancement to address emerging cybersecurity risk and high-risk fraud and waste complaints		675.0	675.0		High

The 2020 Operating Budget includes \$0.675 million gross and net temporary enhancements to address emerging cybersecurity risk and high-risk fraud and waste complaints.

2021 & 2022 OUTLOOKS

Table 3: 2021 and 2022 Outlooks

(\$000s)	2019 Projected Actual	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues				
Gross Expenditures	6,618.8	7,375.8	6,794.4	6,873.6
Net Expenditures	6,618.8	7,375.8	6,794.4	6,873.6
Approved Positions	36.0	36.0	36.0	36.0

*2019 Q3 Projected Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Key 2021 drivers

Impacts of 2020 decisions

- Reversal of the temporary enhancement requests in 2020

Salaries and Benefits

- Progression and benefit adjustments

Inflationary Impact

- Economic factor adjustments for non-payroll items

Key 2022 drivers

Salaries and Benefits

- Progression and benefit adjustments

Key 2021 drivers

Impacts of 2020 decisions

- Reversal of the temporary enhancement requests in 2020

Salaries and Benefits

- Progression and benefit adjustments

Inflationary Impact

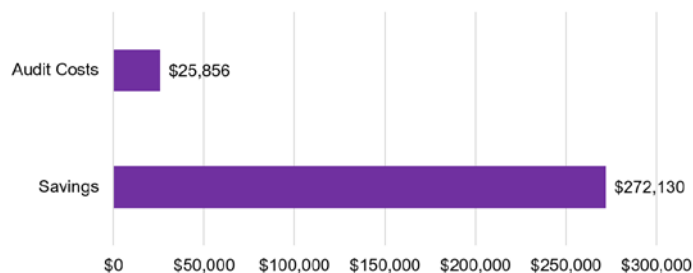
- Economic factor adjustments for non-payroll items

Inflationary Impact

- Economic factor adjustments for non-payroll items
-

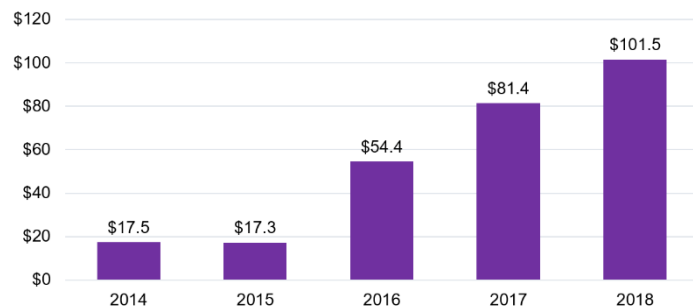
Value of the Auditor General's Office

Audit costs vs. savings (in 000s) over 5 years (ROI)*



- Savings identified through the Auditor General's audits and investigations far outweigh the costs to operate the Office.
- The Office's expenditures of approximately \$25.9 million over five years have generated \$272 million in savings and revenue increases for the City once our audit recommendations were implemented.
- For every \$1 invested in our Office, the City achieves a return of over \$10 by implementing our audit recommendations. This is an 18% increase from our 2017 return on investment (ROI) of \$8.5.

Realized savings & revenues (in millions) with recurring savings projected over 5 years*



- Most of the quantifiable impacts from implementing the Auditor General's recommendations result in ongoing annual savings and revenues.
- In 2018, the City realized over \$13 million in one-time cost savings and revenue increases. The City will also achieve over \$17.5 million in savings and revenues every year. Therefore, total savings realized in 2018 is \$31 million. Cost reductions and revenue increases realized in 2018 and projected over five years totals more than \$101 million.
- These savings and revenues are realized because management implemented audit recommendations from 14 previously issued audits.

*Figures are from the 2018 Annual Report - Demonstrating the Value of the Auditor General's Office. Updated savings figures will be provided in the 2019 Annual Report, which will be presented to Audit Committee on February 10, 2020.

Non-financial benefits

Identifying opportunities to increase cost savings and revenues is only one component of the Auditor General's mandate. Equally important are recommendations that improve governance, accountability, risk management and internal controls. These non-quantifiable improvements can be difficult to measure. The following positive changes are examples of the non-quantifiable impact of audit recommendations made in 2019:

Non-quantifiable benefit	Report
Improving the safety and security of City assets	<i>Establishment of City Wide Cyber Security Breach Incident Management Procedures Required</i> <i>Cyber Safety: A Robust Cybersecurity Program Needed to Mitigate Current and Emerging Threats</i>
Enhanced effectiveness of how those in need of housing assistance are served	<i>Opening Doors to Stable Housing: An Effective Waiting List and Reduced Vacancy Rates Will Help More People Access Housing</i> <i>Safeguarding Rent-Geared-to-Income Assistance: Ensuring Only Eligible People Benefit</i>

Improved strategic planning to achieve City priorities like affordable housing	<i>Moving Forward Together: Opportunities to Address Broader City Priorities in Toronto Community Housing Corporation Revitalizations</i>
Better controls over contracting practices	<p><i>Review of Urban Forestry - Ensuring Value for Money for Tree Maintenance Services</i></p> <p><i>Engineering and Construction Services - Phase Two: Construction Contract Change Management Controls Should Be Strengthened</i></p> <p><i>Audit of Interface Invoice Payments - Improving Contract Management and Payment Processes</i></p> <p><i>Review of Toronto Transit Commission's Revenue Operations: Phase Two – PRESTO/TTC Fare Equipment and PRESTO Revenue</i></p>
More effective and efficient operations and/or use of resources	<p><i>Fleet Services Operational Review - Phase One: Lengthy Downtime Requires Immediate Attention</i></p> <p><i>Fleet Services Operational Review - Phase One: Stronger Corporate Oversight Needed for Underutilized Vehicles</i></p> <p><i>Fleet Services Operational Review - Phase Two: Stronger Asset Management Needed</i></p> <p><i>Review of Toronto Transit Commission's Revenue Operations: Phase One – Fare Evasion and Fare Inspection</i></p>
Improved controls to protect and maximize revenue of the TTC	<p><i>Review of Toronto Transit Commission's Revenue Operations: Phase One – Fare Evasion and Fare Inspection</i></p> <p><i>Review of Toronto Transit Commission's Revenue Operations: Phase Two – PRESTO/TTC Fare Equipment and PRESTO Revenue</i></p>



Office of the Integrity Commissioner

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at 416-392-3826 or at integrity@toronto.ca

What we do

The Integrity Commissioner is responsible for providing advice, education, policy recommendations and complaint resolution to City Council, local boards, their members and the public on the application of the City's Codes of Conduct, bylaws, policies and legislation governing ethical behaviour. Of note, as of March 1, 2019, the Integrity Commissioner is responsible for providing members of Council and local boards with advice about complying with the *Municipal Conflict of Interest Act* (MCIA) and for receiving and investigating complaints under the Act and, where warranted, to apply to court to determine whether a member or former member has breached its requirements.

Why we do it

The *City of Toronto Act, 2006* requires that there be an Integrity Commissioner who carries out the above-mentioned functions in an independent manner. The Commissioner oversees compliance with the high standards of conduct expected of elected and appointed City officials in a neutral and independent manner. The Integrity Commissioner is part of the City's Accountability Framework which works to improve the public's trust and confidence in City government.

Who we serve

- The Public
- Members of City Council
- Members of Local Boards
- Members of Adjudicative Boards
- City Council
- The Toronto Public Service
- Staff in Councillor's Offices
- Staff of Boards









Budget at a glance

OPERATING BUDGET			
\$Million	2020	2021	2022
Revenues	\$0.0	\$0.0	\$0.0
Gross Expenditures	\$0.8	\$0.8	\$0.8
Net Expenditures	\$0.8	\$0.8	\$0.8
Approved Positions	3.0	3.0	3.0

Key service outcomes

Outcomes	Description
Members of Council and local boards comply with the Code of Conduct and Municipal Conflict of Interest Act (MCIA).	Provide timely, practical advice to members of Council and local boards about compliance with the Code of Conduct and Municipal Conflict of Interest Act (MCIA).
Complainants and respondent are satisfied with investigation procedures.	Review and investigate complaints about alleged Code of Conduct and MCIA contraventions in a timely and procedurally-fair manner.
Code of Conduct and MCIA requirements are broadly recognized and understood.	Provide education and outreach to improve awareness of the Code of Conduct, MCIA and the Integrity Commissioner as a resource.
Council and boards are able to implement policies that reflect high standards of integrity and accountability.	Provide policy recommendations about matters of ethics and integrity.

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	Provide advice to members of Council within two business days.	87%	70%	80%	
	Provide advice to members of local boards within two business days.	78%	73%	80%	
	Meet with the City's local boards.	6	21	20	
	Complete investigations in a timely manner.	277	279	180	

Our experience and success

- Provided 146 pieces of advice to 23 members of Council and members of 26 different local boards.
- Provided advice to members of Council within two days or less 70% of the time.
- Provided advice to members of local boards within two days or less 73% of the time.
- Processed over 20 donor declaration forms for community events and sponsored travel.
- Completed 93% of complaints received in 2019.

Key challenges and risks

- Concurrent requests for advice result in delay.
- Concurrent and/or complex investigations impact conclusion of other investigations.
- MCIA investigations have mandatory timelines.
- Witnesses who refuse to comply with summonses cause delay and hamper investigations; enforcing summonses requires external legal resources.
- Complex and/or large investigations may require external legal/forensic resources for completion.
- Investigations and reports may be subject to legal challenge.
- Codes and policies need to be reviewed and updated.
- Training and outreach for members and staff needs to be continually updated and provided.

Priority actions

- Provide timely advice and updated training to members and staff.
- Review Codes and policies.
- Obtain approval and funding to retain external/forensic resources on an as needed basis.
- Improve capacity of the Office to deal with concurrent or complex investigations and matters under the MCIA.

Our key service levels



Provide advice to members within two business days.



Provide policy recommendations to Council and local boards



Investigate complaints in a timely manner

Key service deliverables

- Provide timely, practical advice to members of Council and local boards about compliance with the Code of Conduct and the *Municipal Conflict of Interest Act* (MCIA).
- Review and investigate complaints about alleged Code of Conduct and MCIA contraventions in a timely and procedurally-fair manner.
- Provide education and outreach to improve awareness of the Code of Conduct, MCIA and the Integrity Commissioner as a resource.
- Provide policy recommendations about matters of ethics and integrity

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget

(\$000s)	2018 Actual	2019 Projected Actual	2020 Base Budget	2020 New / Enhanced	2020 Total Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Office of the Integrity Commissioner					0.0	0.0	
Total Revenues	0.0	0.0	0.0	0.0	0.0	0.0	
Expenditures							
Office of the Integrity Commissioner	507.2	447.3	762.4		762.4	315.1	70.5%
Total Gross Expenditures	507.2	447.3	762.4	0.0	762.4	315.1	70.5%
Net Expenditures	507.2	447.3	762.4	0.0	762.4	315.1	70.5%
Approved Positions	3.0	3.0	3.0	0.0	3.0	0.0	

*2019 Budget and Actuals (based on Q3 2019) adjusted retroactively to remove interdepartmental charges and recoveries.

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget of \$0.762 million gross and net reflecting an increase of \$0.315 million in spending above 2019 projected year-end actuals, predominantly arising from:

- Vacancy in existing permanent legal counsel position that could not be filled due to former commissioner's end of term, resulting in almost no salary & benefits expenditure in 2019 and an underspending of \$0.125 million.
- Salary & benefit increases related to progression pay, one additional working day in 2020 and benefit adjustments.
- Increase of \$0.188 million to bring legal expense and investigative expense budgets to \$0.200 million for the Office to have capacity to meet appropriate service levels, deal with concurrent and/or complex matters, and meet statutory time limits.

With existing resources, the average length of time to complete cases does not meet required statutory time periods for MCIA complaints. As of October 31, 2019, it takes an average of 279 days to complete investigations, which exceeds the desired performance standard and the time limit of 180 days for matters under the Municipal Conflict of Interest Act (MCIA). The Office has not had resources to complete complex matters within desired timeframes, complete concurrent investigations within desired timeframes, or take legal steps when necessary to enforce compliance with summonses issued. Complex matters may also require forensic and expert investigative resources that cannot be provided by City staff.

The Commissioner, therefore, recommended the establishment of a budget for external legal and investigative support to afford the OIC flexibility to respond on an as-needed basis to manage concurrent and complex cases. The establishment of a stable, contingency-based budget will provide the Office capacity to respond in a timely fashion to a variable workload.

A suitable budget for external legal services is required as the activities of the Office may be subject to judicial review for which legal representation is required. Additionally, there are new duties arising from recent legislative amendments to the MCIA. The Integrity Commissioner has a statutory duty to provide advice about the application of the MCIA and is mandated to institute legal proceedings where he is of the opinion the Act has been breached. The Integrity Commissioner will require representation should he make an application pursuant to the MCIA to the Ontario Superior Court of Justice and in any subsequent appeals.

Establishing a suitable budget for external legal and investigative services is necessary to protect the independence of the Office, enabling it to respond appropriately within its own budget to concurrent and/or complex cases and legal proceedings.

EQUITY IMPACTS OF BUDGET CHANGES

Not applicable.

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for the Office of the Integrity Commissioner is \$0.762 million gross and net or 70.5% higher than the 2019 Projects Actuals. Table 2 below summarizes the key cost drivers for the base budget.

Table 2: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)		2018 Actuals	2019 Proj. Actuals	2020 Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	470.8	425.5	549.5	124.0	29.1%
2	Materials & Supplies	0.3	1.6	0.6	(1.0)	-60.3%
3	Equipment	0.5	0.1	0.3	0.2	430.2%
4	Service and Rent	31.1	18.6	210.6	191.9	1029.9%
5	Contribution To Capital					
6	Contribution To Reserves	4.5	1.4	1.4		
7	Other Expenditures					
Total Expenditures		507.2	447.3	762.4	315.1	70.5%
Revenues						
1	Provincial Subsidies					
2	Federal Subsidies					
3	User Fees & Donations					
4	Transfers From Capital					
5	Other Revenues					
Total Revenues						
Net Expenditures		507.2	447.3	762.4	315.1	70.5%

*2019 Q3 Proj Actuals and 2018 Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Salaries & Benefits:

- Salary & benefit budget for one vacant permanent position in 2019 that could not previously be filled due to former commissioner's end of term.
- Salary & benefit increases related to progression pay, one additional working day and benefit adjustment.

Service and Rent:

- Increase to Legal and Investigative Services budget to provide the Office the capacity to meet appropriate service levels, deal with concurrent and/or complex matters, and meet statutory time limits.
- Economic factor adjustments for non-payroll items.

2021 & 2022 OUTLOOKS

Table 3: 2021 and 2022 Outlooks

(\$000s)	2019 Projected Actual	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues				
Gross Expenditures	447.3	762.4	779.7	798.7
Net Expenditures	447.3	762.4	779.7	798.7
Approved Positions	3.0	3.0	3.0	3.0

*2019 Q3 Projected Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Key 2021 drivers

Salaries and Benefits

- Progression and benefit adjustments

Inflationary Impact

- Economic factor adjustments for non-payroll items

Key 2022 drivers

Salaries and Benefits

- Progression and benefit adjustments

Inflationary Impact

- Economic factor adjustments for non-payroll items

How well we are doing (As of October 31, 2019)

Performance measures

Behind the numbers

Advice

- Provided 105 pieces of advice to 23 members of Council and 41 pieces of advice to members of 26 different local boards.
 - Provided advice to members of Council within two business days 70% of the time.
 - Provided advice to members of local boards within two business days 73% of the time.
- The amount of advice issued to members of local boards is expected to be higher than 2018.
 - While the number of advice requests is reduced due to the smaller Council size, number of requests is not reduced proportionately to the Council reduction. In 2018, there was an average of 3.3 requests for advice from each member. Currently, it is 4.1 requests per member.
 - Response time has been slower due to the increasing complexity of cases and lack of resources as well as conflicting need to complete cases in a timely manner.

Complaints

- Completed 93% of complaints received in 2019.
 - Average number of days to complete an investigation: 279
 - Median number of days to complete an investigation: 248.5
 - Average number of days to close a dismissal case: 62
 - Median number of days to close a dismissal case: 38
- Complaints received in 2019 were completed 13% faster than in 2018.
 - The average number of days to complete an investigation has increased by two days. The median number of days has decreased by 9.5 days.
 - The average number of days to complete a dismissal case has increased by 12 days and the median number of days has increased by one day.

Education and Outreach

- Met with 19 local boards to provide outreach and awareness of the Code of Conduct.
 - Responded to 212 inquiries from the public, City staff, the media and Ombudsman Ontario.
 - Issued five direct outreach letters to members of Council.
 - Participated in six external outreach events.
 - Attended two meetings of the Municipal Integrity Commissioners of Ontario (MICO).
 - Provided administrative and leadership support to MICO.
- The number of inquiries has reduced to 2017 levels.
 - The number of reports from MICO on CanLII has increased by 329% for a total of 125 decisions.

Policy

- Concluded preparation of Office for changes to Municipal Conflict of Interest Act (MCIA) and issued related Interpretation Bulletin.
- Finalized and implemented a comprehensive records management plan for the Office.



While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at 416-392-7062 or ombudsman@toronto.ca.

What we do

Mandated by provincial legislation (the *City of Toronto Act, 2006*), Ombudsman Toronto is an independent and effective voice for fairness, accountability and transparency at the City of Toronto. We hold the City government accountable to the people it serves. We identify problems, find practical solutions and make recommendations for how the City can improve.

We:

- listen to the public's complaints about City services and administration and identify areas of concern
- investigate by asking questions, gathering information and analyzing evidence
- explore ways to resolve individual cases without taking sides
- shine a light on problems, recommend system improvements, and show staff and the public what fair service requires

Why we do it

Part of the City's mandatory accountability framework, Ombudsman Toronto serves as a bridge between people and their municipal government. We work to ensure that the City (and most of its agencies, corporations and boards) treat people fairly in how they deliver services. We also humanize the City government for people whose dealings with it have left them feeling mistreated or alienated. Our work helps to increase people's trust and confidence in their City. In short, the work we do makes Toronto better and provides an essential, legally-mandated service to ensure transparency, accountability and fairness in how the City administration operates.

Who we serve

Complaints + Investigative Work

- Public

Beneficiaries

- Public
- City Divisions, Agencies, Corporations and Boards

Consultations

- City Staff

Beneficiaries

- Public
- City Divisions, Agencies, Corporations and Boards

Outreach

- Public, City Staff, Council

Beneficiaries

- Public
- City Divisions, Agencies, Corporations and Boards






Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$0.0	\$0.0	\$0.0	Gross Expenditures	\$0.0	\$0.7	\$0.7
Gross Expenditures	\$2.2	\$2.3	\$2.3	Debt	\$0.0	\$0.7	\$0.7
Net Expenditures	\$2.2	\$2.3	\$2.3				
Approved Positions	14.0	14.0	14.0				

Key service outcomes

Outcomes	Description
The public's complaints are independently addressed.	Resolving people's complaints impartially, effectively and quickly ensures public trust.
City systems are improved and work better for the people they serve.	When we find a problem (and even when we don't), we work constructively with City staff to make common-sense recommendations for improving how services are delivered, for everyone.
Staff knows what fair service requires, and delivers it.	We consult with City staff to build fair systems and processes from the start, to avoid complaints. We show them how to deliver services fairly and equitably. This fosters a culture of fairness and respect for the public at the City.

Goals and metrics

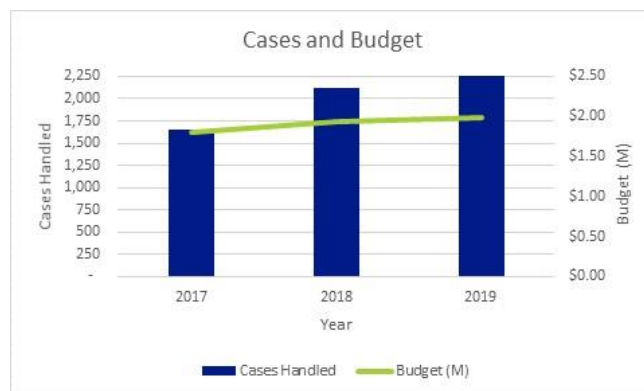
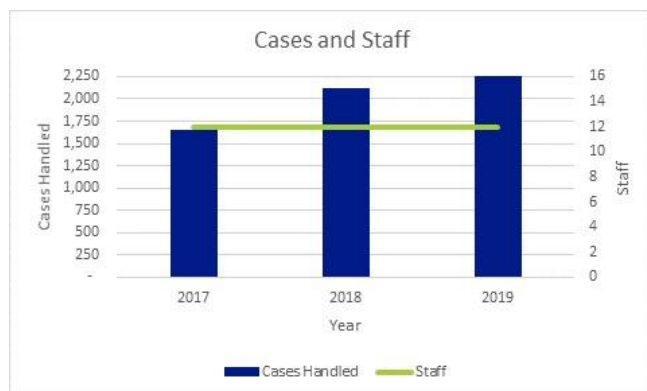
Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
Handling more and more complaints	We will continue to work to handle complaints from the public effectively and quickly	2125 cases	2358 cases	Continued increase expected	
Responding to increasing case complexity	We will work to reduce how long we have cases open	59% closed within 7 days; 87% within 30 days	31.5% closed within 7 days; 75% within 30 days	Cases continue to be more complex and take longer	
Return to previous service standards	We had to reduce our service standards (how quickly we get back to people) in 2019 and we are still not always able to meet them	1 business day for calls; 2 for emails and letters	2 business days for calls; 5 for emails and letters	1 business day for calls; 2 for emails and letters	
Provide more consultations to City Staff	Consultations with City staff to ensure new policies, processes and services consider administrative fairness	10	15	20	
Provide more education to the public, City Staff and Council	Education sessions (presentations) to ensure stakeholders are aware of our services and understand our role	23	36	45	

Our experience and success in 2019:

- We handled **2358 cases** in 2019 (vs. 2125 in 2018; 1646 in 2017)
- We made **29 formal recommendations** (and countless informal ones) to improve City services
- We conducted **15 Consultations** with City staff
- We held **over 100 outreach sessions** with the public, City staff and elected officials
- We continued to **modernize and refine** our processes and structure to **improve service efficiency**

Key challenges and risks

- **Volume of complaints has increased by 43.3% over the last 3 years**
in 2019 it increased by 11% from 2018; in 2018 it increased by 29% from 2017; in 2017 it increased by 7% from 2016
- Our **staff complement has not increased since 2015**, when it went from 11 to 12 FTEs.



- We had to **reduce our service levels** (extending the time it takes us to get back to people) to keep up
- The **complexity of cases** continues to rise
- It **takes longer to close cases**
- We are left **without necessary resources** to do the important work of **identifying issues without a complaint** and **proactive consultation with City staff**

Priority actions

- **Listen to and resolve the public's complaints** as effectively and as quickly as possible
- **Identify and address systemic issues** in how the City serves people
- **Consult with City Staff** to help build fair systems and service and to show them what equitable service requires
- **Continue expanding our outreach** to the public and City staff to inform them of our role and services

Our key service levels



Equitable access
to our services



Comprehensive complaint
management protocols



Return phone calls in **2**
business days, respond
to emails and letters in **5**
business days

Key service deliverables

- Every case is addressed as quickly and informally as possible.
- We are aware of – and focused on – the important issues facing people in Toronto: we launch our own Enquiries and Investigations, even without a complaint, resources permitting
- Our recommendations result in concrete systemic improvements, making City services fairer.
- City staff understand our role and how to work with the office.
- City staff trust and respect us as we support their efforts to ensure fair and effective service delivery.
- Members of the public know what they should expect when dealing with the City of Toronto and know how to access our services when needed.

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget

(\$000s)	2018 Actual	2019 Projected Actual	2020 Base Budget	2020 New / Enhanced	2020 Total Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Ombudsman Toronto	4.8				0.0	0.0	
Total Revenues	4.8	0.0	0.0	0.0	0.0	0.0	
Expenditures							
Ombudsman Toronto	1,848.3	1,970.3	2,026.0	169.7	2,195.7	225.4	11.4%
Total Gross Expenditures	1,848.3	1,970.3	2,026.0	169.7	2,195.7	225.4	11.4%
Net Expenditures	1,843.4	1,970.3	2,026.0	169.7	2,195.7	225.4	11.4%
Approved Positions	12.0	12.0	12.0	2.0	14.0	2.0	16.7%

*2019 Budget and Actuals (based on Q3 2019) adjusted retroactively to remove interdepartmental charges and recoveries.

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget of \$2.026 million gross and net reflecting an increase of \$0.056 million in spending above 2019 projected year-end actuals (prior to enhancements or efficiencies), predominantly arising from:

- Salary & benefit adjustments related to progression pay, one additional working day in 2020 and benefit adjustments.
- Economic factor adjustments for non-payroll items.

COSTS TO ENHANCE SERVICES

New and Enhanced Service budget of \$0.170 million gross and net, enabling:

- The office needs resources to strengthen its Intake, Complaints Analysis, Investigative and Consultation capacity to keep up with increased demand, by adding 1.0 permanent Ombudsman Investigator position and 1.0 permanent Ombudsman Complaints Analyst position to its complement.

EQUITY IMPACTS OF BUDGET CHANGES

Positive equity impact: Pursuant to its legislative mandate, Ombudsman Toronto works to ensure that the City treats people fairly and equitably. Increasing Ombudsman Toronto's staff complement directly enhances equity at the City of Toronto.

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for Ombudsman Toronto is \$2.196 million gross and net or 11.4% higher than the 2019 Projects Actuals. Table 2a below summarizes the key cost drivers for the base budget, while Table 2b summarizes New and Enhanced requests

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)		2018 Actuals	2019 Proj. Actuals	2020 Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	1,697.9	1,828.0	1,749.5	(78.5)	-4.3%
2	Materials & Supplies	9.9	5.4	5.3	(0.1)	-2.4%
3	Equipment	43.8	15.9	4.5	(11.4)	-71.8%
4	Service and Rent	94.4	111.1	256.4	145.3	130.8%
5	Contribution To Capital					
6	Contribution To Reserves	2.2	9.9	10.4	0.5	5.1%
7	Other Expenditures					
Total Expenditures		1,848.3	1,970.3	2,026.0	55.7	2.8%
Revenues						
1	Provincial Subsidies					
2	Federal Subsidies					
3	User Fees & Donations					
4	Transfers From Capital					
5	Other Revenues	4.8				
Total Revenues		4.8				
Net Expenditures		1,843.4	1,970.3	2,026.0	55.7	2.8%

*2019 Q3 Proj Actuals and 2018 Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Salaries & Benefits:

- Temporary staff were hired in 2019 as the most cost-effective way to undertake necessary casework. The cost of these temporary staff is reversed in 2020 to align with the 2020 investigative expenses budget in the Services & Rents category. This cost reversal is offset by salary & benefit budget pressures related to permanent staff's progression pay, one additional working day in 2020 and benefit adjustments.

Equipment:

- Decrease in equipment budget to reflect anticipated reduced requirements in 2020.

Services and Rent:

- Increase to the Investigative Expense budget to reflect anticipated 2020 needs of the office, which may require as yet unknown specialized investigative skills and/or services.
- Economic factor adjustments.

Table 2b: 2020 Key Drivers – New / Enhanced

New / Enhanced (\$000)	2020				2021 Annualized Gross	Equity Impact
	Revenue	Gross	Net	Positions		
In \$ Thousands						
1 To strengthen Intake, Complaints Analysis and Investigative Capacity to meet increased demand		169.7	169.7	2.0	232.9	High
Total New / Enhanced		169.7	169.7	2.0	232.9	

The 2020 Operating Budget includes \$0.170 million gross and net enhancements to strengthen the intake, complaints analysis, investigative and consultation capacity of the Office, in order to meet increased demand. This enhancement increases the Office's total approved staff positions by two positions from 12.0 in 2019 to 14.0 in 2020.

This staff increase is essential for Ombudsman Toronto to keep up with increased complaints volume and complexity, to identify issues requiring investigation without a complaint and to conduct "proactive ombudsmanship" by providing consultation to City staff on the requirements of administrative fairness.

Ombudsman Toronto's staff complement has not increased since 2015 (when it went from 11 to 12 approved positions.)

The number of cases the office has handled has increased every year since, with no increase in the staff complement to deal with the heightened demand:

2016: 1540 cases
 2017: 1646 cases
 2018: 2125 cases
 2019: 2358 cases

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

(\$000s)	2019 Projected Actual	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues				
Gross Expenditures	1,970.3	2,195.7	2,296.6	2,338.3
Net Expenditures	1,970.3	2,195.7	2,296.6	2,338.3
Approved Positions	12.0	14.0	14.0	14.0

*2019 Q3 Projected Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Key 2021 drivers**Salaries and Benefits**

- Progression and benefit adjustments

Inflationary Impact

- Economic factor adjustments for non-payroll items

Key 2022 drivers**Salaries and Benefits**

- Progression and benefit adjustments

Inflationary Impact

- Economic factor adjustments for non-payroll items

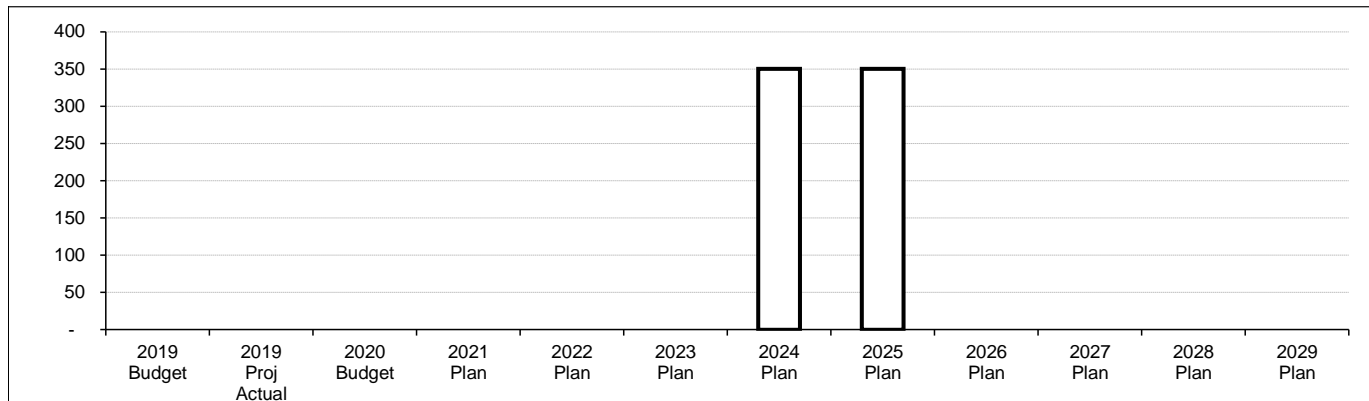
How well we are doing

Performance measures	Behind the numbers
<p>In 2019</p> <ul style="list-style-type: none"> • We handled 2358 cases • We made 29 formal recommendations (and countless informal ones) to improve City services • We conducted 15 Consultations with City staff • We held over 100 Outreach sessions with the public, City staff and elected officials 	<ul style="list-style-type: none"> • Cases handled is up 43.3 % over 3 years <ul style="list-style-type: none"> ◦ Corresponding budget increase: 10.4% ◦ Corresponding staff increase: 0% • Our recommendations make the City work more fairly for everyone. • We help City staff design better systems and processes and teach them and the public what fair service requires. • Our outreach helps ensure that members of the public know about us when they need us, and that City staff and elected officials know what we do and how we work.
Our Impact	
<p>We follow up on each recommendation we make in our Enquiries and Investigations to ensure that we are satisfied with implementation. In 2019, we actively followed up on 87 formal recommendations made in past public reports.</p> <p>Because of Ombudsman Toronto: (a few specific examples of our impact)</p> <ul style="list-style-type: none"> • Toronto Hydro has improved its communications and customer service for hydro pole replacement projects. • The TTC is completely re-designing its oversight of transit fare inspectors, which will include new complaints and investigations processes. • The TTC is working on a system wide anti-racism strategy. • Respite services for people experiencing homelessness now have service standards and are better coordinated and communicated. • City Planning is working on improving how the City interacts with third party organizations directly impacted by Section 37 agreements, and how it enforces developers' Section 37 obligations. 	

2020 2029 CAPITAL BUDGET & PLAN OVERVIEW

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

Chart 1: 10-Year Capital Plan Overview



■ 2019 Carry Forward (into 2020)

□ Gross Expenditures

			2020 Capital Budget and 2021 - 2029 Capital Plan									
			2019		2020	2021	2022	2023	2024	2020 - 2024	2025- 2029	Total 10 Year Plan
			Budget	Projected Actual								
Gross Expenditures by Project Category:												
Health & Safety & Legislated								-	-	-		
SOGR			350					350	350	700		
Service Improvement & Growth								-	-	-		
Total by Project Category			-	-	-	-	350	350	350	700		
Financing:												
Debt			350					350	350	700		
Reserves/Reserve Funds								-	-	-		
Development Charges								-	-	-		
Provincial								-	-	-		
Federal								-	-	-		
Debt Recoverable			-	-	-	-	-	-	-	-		
Other Revenue			-	-	-	-	-	-	-	-		
Total Financing			-	-	-	-	350	350	350	700		


Changes to Existing Projects (\$0.0M)

New Projects (\$0.7M)

- The Ombudsman Toronto Case Management System project is an end of life replacement and upgrade of the system to meet corporate and industry standards and allow for added functionalities using new technology. The system will support the Office in fulfilling its legislative mandate/

Capital Needs Constraints (\$0.0M)

2020 – 2029 CAPITAL BUDGET AND PLAN**\$0.7 Million 10-Year Gross Capital Program**


Information Technology
\$0.7 M 100%
Ombudsman Toronto Case Management System

How the Capital Program is Funded

City of Toronto		Provincial Funding		Federal Funding	
\$0.7 M 100%		\$0.0 M 0%		\$0.0 M 0%	
Debt	\$ 0.7 M	PTIF	\$ 0.0 M	Grants	\$ 0.0 M
Recoverable Debt	\$ 0.0 M	Grants	\$ 0.0 M	Other	\$ 0.0 M
Reserve Draws	\$ 0.0 M	Other	\$ 0.0 M		
Development Charges	\$ 0.0 M				
Other	\$ 0.0 M				



Toronto Lobbyist Registrar

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at 416-338-5858 or lobbyistregistrar@toronto.ca.

What we do

The Toronto Lobbyist Registrar (TLR) regulates lobbying activity in the public interest. The TLR is an independent office of the City and reports directly to City Council. The TLR has a legislative mandate to ensure the public disclosure of lobbying activities and adherence to the Lobbyists' Code of Conduct. The disclosure requirement ensures that lobbying activities at the City are transparent. The Code of Conduct sets out the high ethical standards that are expected of lobbyists when they communicate with Toronto public office holders.

Why we do it

- The *City of Toronto Act, 2006* and the Toronto Municipal Code Chapter 140, Lobbying, i.e. the Lobbying By-law (the By-law) require the City to regulate lobbying activities. The By-law guarantees:
 - a. Open and unfettered access to City government is a vital aspect of local democracy.
 - b. Lobbying public office holders is a legitimate activity.
 - c. Public office holders and the public should be able to know who is attempting to influence City government.
 - d. Public disclosure of lobbying activity and standards of conduct for lobbyists are important to the integrity of City government decision-making.
- Ethical and transparent lobbying is a central component to a responsive City government which encourages civic engagement and open democratic processes.
- The regulation of lobbying is the cornerstone to building public trust in City government decision-making processes.

Who we serve

Lobbyist Registration

- Lobbyists

Beneficiaries

- Public
- Public Office Holders
- Lobbyists
- Media

Outreach and Education

- Public
- Public Office Holders
- Lobbyists

Beneficiaries

- Public
- Public Office Holders
- Lobbyists
- Other governments

Inquiries, Investigations and Enforcement

- Public
- Public Office Holders
- Lobbyists

Beneficiaries

- Public
- Public Office Holders
- Lobbyists
- Media





Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$0.0	\$0.0	\$0.0	Gross Expenditures	\$0.1	\$1.0	\$1.1
Gross Expenditures	\$1.3	\$1.3	\$1.3	Debt	\$0.0	\$1.0	\$1.0
Net Expenditures	\$1.3	\$1.3	\$1.3				
Approved Positions	8.3	8.3	8.3				

Key service outcomes

Outcomes	Description
Maintain an online Registry of lobbyists and lobbying activities that may be searched by anyone at anytime	<ul style="list-style-type: none"> Provide service within 24 hours for inquiries related to registrations, clarification of the By-law and Registry searches to lobbyists and the members of the public. Audit the data entered in the Registry system to ensure the quality of data is clean and accurate to be searchable by Public Office Holders and members of the public. Provide education and outreach sessions to public office holders, including other levels of government, members of the public and lobbyists.
Provide guidance, opinions and interpretation of the By-law to anyone who needs it	Help lobbyists work through the registration process, advise public office holders on how to respond to violations of the By-law, and help the public search the Registry efficiently.
Ensure that lobbyists comply with the Registry system and Code of Conduct	Conduct investigations or inquiries to determine if violations of the By-law have occurred.

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	Provide service within 24 hours for inquiries related to registrations, clarification of the By-law and Registry searches to lobbyists and the members of the public	93%	93%	97%	●
	Continued improving audit processes of the data in the Registry to ensure the Registry contains clean and accurate data	30%	75%	98%	●
	Deliver educational outreach presentations and meetings to public office holders, lobbyists and external organizations	109	120	140	●
	Provide advice to stakeholders on the By-law (Inquiries and Investigations Unit)	230	280	300	●

Our experience and success

- An estimated 90,000 registration transactions have been processed by our office since 2010. An estimated 50,000 lobbying communications have been reported on the Registry since 2010.
- We provide ongoing presentations and training sessions to members of the public, lobbyists, external organizations and City staff. In 2019, an estimated 120 educational outreach sessions were facilitated to share best practices and lobbying regulations and provide advice and interpretation about the By-law.
- In 2019, the Inquiries and Investigations Unit (Investigations Unit) has provided:
 - 280 estimated consultation/pieces of advice to stakeholders
 - 15 full advance legal opinions
 - 6 investigations were commenced
 - 4 inquiries were closed
 - assistance to the Lobbyist Registrar to file 1 Inquiry Report to Council

Key challenges and risks

- The delivery of timely and accurate services is at risk from the Lobbyist Registry Unit (Registry Unit). The total number of registration transactions processed annually by our office has increased by approximately 400% since 2010. However, the current staff complement has not changed since 2009.
- Outreach activities, the provision of advanced opinions and consultations are being performed at the detrimental cost to formal investigations.
- The Investigations Unit's capacity to take on new matters is restricted and there are delays in the length of the investigative process.
- The increased complexity of legal issues and recent expansion of the TLR's enforcement powers require adequate resources.
- Capacity to conduct inquiries in a timely fashion will be further strained without provision of appropriate resources.
- Implementing and administering the new Administrative Monetary Penalty (AMP) system is diverting time and resources from the work of the Investigations Unit, including the development of an AMP revenue collection process.
- Ongoing threat of judicial review of inquiries and enforcement options.
- The execution of a technology upgrade to the Registry system will require permanent dedication of Lobbyist Registry staff resources.
- Without the resources requested, the TLR cannot guarantee that it can meet its mandate and the public may lose confidence in the TLR's ability to provide oversight.

Priority actions

- Implement the AMP system, including levying AMPs and collecting associated revenues.
 - Obtain internal or retain external assistance to ensure timely investigation of By-law breaches.
 - An additional junior counsel for the Investigations Unit will ensure that utmost due diligence be taken, given the contentious nature of the investigations and the possibility of judicial review and will enable it to keep pace with complex cases in a timely manner.
 - An additional Lobbyist Registry & Stakeholder Outreach Advisor will enable the Registry Unit to continue to deliver timely and accurate services to the public and lobbyists.
-

- These enhancements will enable compliance and therefore decrease investigations and prosecutions. This will alleviate demand on the Investigations Unit's already limited resources. Therefore, the amount of time an investigation is completed will be reduced.
- With these resources, the TLR Registry Unit will provide the public with the tools for transparency and civic engagement that are mandated by City Council.

Our key service levels



Service within 24 hours for registrations inquiries and Registry searches



Approximately 12,000 registration transactions in 2019



26 investigative reports were presented to Council since 2011



50 publications for lobbyists and the public about compliance



7,300 estimated lobbying communications in 2019



15 advance opinions were given by the Investigations Unit in 2019



120 estimated outreach presentations and meetings in 2019



2,000 estimated social media posts regarding compliance in 2019



280 estimated consultations/pieces of advice by the Investigations Unit in 2019

Key service deliverables

- Maintain an online Registry of lobbyists and lobbying activities that may be searched by anyone at any time.
- Provide guidance, opinions and interpretation of the By-law to anyone who needs it.
- Help lobbyists work through the registration process, advice public office holders on how to respond to violations of the By-law, and help the public search the Registry efficiently.
- Ensure compliance with the Registry system and Code of Conduct through outreach, training and advice to all stakeholders.
- Investigate alleged breaches of the By-law, and where required bring enforcement proceedings.

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget

(\$000s)	2018 Actual	2019 Projected Actual	2020 Base Budget	2020 New / Enhanced	2020 Total Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Toronto Lobbyist Registrar					0.0	0.0	
Total Revenues	0.0	0.0	0.0	0.0	0.0	0.0	
Expenditures							
Toronto Lobbyist Registrar	1,133.7	1,229.7	1,252.0		1,252.0	22.2	1.8%
Total Gross Expenditures	1,133.7	1,229.7	1,252.0		1,252.0	22.2	1.8%
Net Expenditures	1,133.7	1,229.7	1,252.0	0.0	1,252.0	22.2	1.8%
Approved Positions	8.0	8.0	8.3		8.3	0.3	3.1%

*2019 Budget and Actuals (based on Q3 2019) adjusted retroactively to remove interdepartmental charges and recoveries.

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget of \$1.252 million gross and net reflecting an increase of \$0.022 million in spending above 2019 projected year-end actuals (prior to enhancements or efficiencies), predominantly arising from:

- Salary & benefit adjustments related to progression pay, one additional working day in 2020 and benefit adjustments.
- Economic factor adjustments for non-payroll items.
- Increase to computer software maintenance budget to reflect the actual needs of the TLR.

COSTS TO ENHANCE SERVICES

New and Enhanced Service budget request of \$0.199 million gross and net was not approved. This request was to enable:

- the TLR to meet the statutory education & outreach, and statutory investigation & legal requirements. This enhancement would have increased the total approved positions by two positions from 8.3 in 2019 to 10.3 in 2020.

EQUITY IMPACTS OF BUDGET CHANGES

Not applicable.

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for the Toronto Lobbyist Registrar is \$1.252 million gross and net or 1.8% higher than the 2019 Projects Actuals. Table 2a below summarizes the key cost drivers.

Table 2a: 2020 Key Drivers

Key Cost Drivers (\$000)		2018 Actuals	2019 Proj. Actuals	2020 Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	1,083.9	1,148.3	1,147.1	(1.2)	-0.1%
2	Materials & Supplies	7.2	5.1	7.0	1.9	38.4%
3	Equipment	5.6	7.0		(7.0)	-100.0%
4	Service and Rent	35.2	67.6	96.1	28.5	42.1%
5	Contribution To Capital					
6	Contribution To Reserves	1.7	1.8	1.8		
7	Other Expenditures					
Total Expenditures		1,133.7	1,229.7	1,252.0	22.2	1.8%
Revenues						
1	Provincial Subsidies					
2	Federal Subsidies					
3	User Fees & Donations					
4	Transfers From Capital					
5	Other Revenues					
Total Revenues						
Net Expenditures		1,133.7	1,229.7	1,252.0	22.2	1.8%

*2019 Q3 Proj Actuals and 2018 Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Salaries & Benefits:

- Salary & benefit pressures related to progression pay, one additional working day in 2020 and benefit adjustments.
- This budget pressure is offset by the reversal of a one-time cost in 2019 for temporary staff to assist with the technology needs of the TLR. This one-time cost is funded from the professional services budget within the Services & Rent category.

Services and Rent:

- Economic factor adjustments.
- Increase to computer software maintain and professional services budgets to reflect the projected actual needs of the TLR.

Table 2b: New / Enhancement Requests not approved by City Council

New / Enhanced (\$000)		2020				2021 Annualized Gross	Equity Impact
		Revenue	Gross	Net	Positions		
In \$ Thousands							
1	Enhanced Statutory Education & Outreach Requirements		92.7	92.7	1.0	127.3	Medium
2	Enhanced Statutory Investigation & Legal Requirements		106.8	106.8	1.0	146.3	Medium
Total New / Enhanced			199.4	199.4	2.0	273.6	

The Lobbyist Registrar recommended that the 2020 Operating Budget included enhancement requests of \$0.199 million gross and net to meet the statutory education & outreach, and statutory investigation & legal requirements of the TLR.

The enhancements request were for two positions:

I. Full-time Lobbyist Registry & Stakeholder Outreach Advisor position

Since the Registry was launched in 2008, there has been an exponential increase in the volume of transactions. In order to keep pace with the increased demands on our staff from the growth in registry transactions and outreach activities, proactive measures have been taken such as the repurposing of staff and the optimization of the use of technology. Notwithstanding these measures, one additional staff position is required to ensure the TLR can meet the growing demand of increased registrations. There has been year over year increases to the volume of registrations and further increase in volume is anticipated. However, the current staff complement has not changed from the approved FTE of 8.3 established in 2009. Since 2010, the total number of registration transactions processed annually by our office has increased by approximately 400%.

II. Full-time Junior Counsel Position

The TLR has been under-resourced with respect to investigative resources. The result has been delays in the length of the investigative process and restrictions on the capacity to take on new matters.

Current Service levels are being challenged by the following factors:

- Legislative amendments have expanded the TLR's enforcement powers and process. Without adequate resources for the implementation and execution of these expanded powers, the TLR cannot guarantee that the City Council's objectives for better enforcement and higher compliance will be met.
- Notwithstanding that the staff complement has remained unchanged from the approved FTE of 8.3 in 2009, there has been an exponential increase in overall registry activity. This increase in activity has left the Investigations and Registry Units under resourced.

The enhancements are required to ensure that the TLR can continue to meet its statutory mandate.

City Council did not approve these enhancement requests.

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

(\$000s)	2019 Projected Actual	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues				
Gross Expenditures	1,229.7	1,252.0	1,265.2	1,275.3
Net Expenditures	1,229.7	1,252.0	1,265.2	1,275.3
Approved Positions	8.0	8.3	8.3	8.3

*2019 Q3 Projected Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Key 2021 drivers**Salaries and Benefits**

- Progression and benefit adjustments

Inflationary Impact

- Economic factor adjustments for non-payroll items

Key 2022 drivers**Salaries and Benefits**

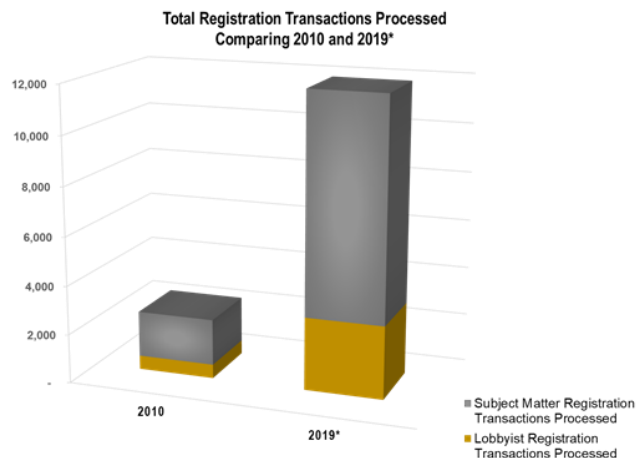
- Progression and benefit adjustments

Inflationary Impact

- Economic factor adjustments for non-payroll items

How well we are doing

Performance measures



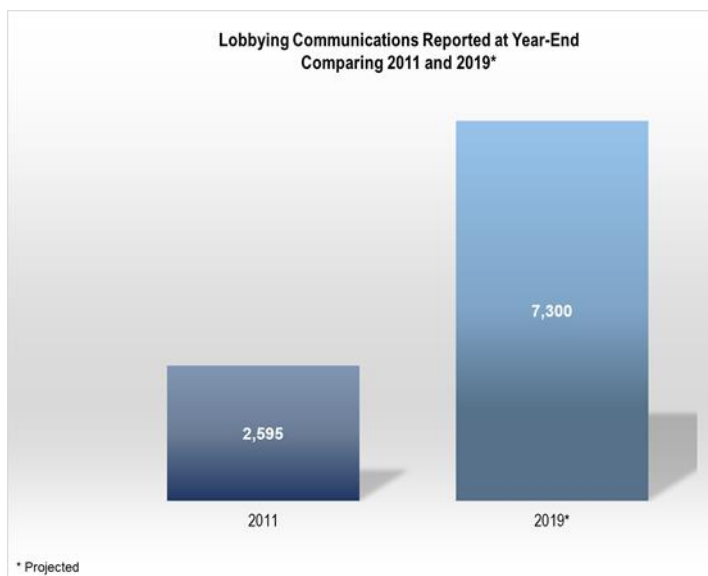
Behind the numbers

The TLR's significant outreach and education activities and enforcement activities have contributed to the exponential increase in the Registry's registrations comparing with 2010.

Since 2010,

- the total number of registration transactions processed annually has increased by approximately 400%;
- the number of subject matter registration transactions processed annually has increased by approximately 400%;
- the number of lobbyist registration transactions processed annually has increased by approximately 400%; and
- the total number of registration transactions processed by the TLR since 2010 is estimated to be 90,000.

Lobbying Communications Reported at Year-End Comparing 2011 and 2019*

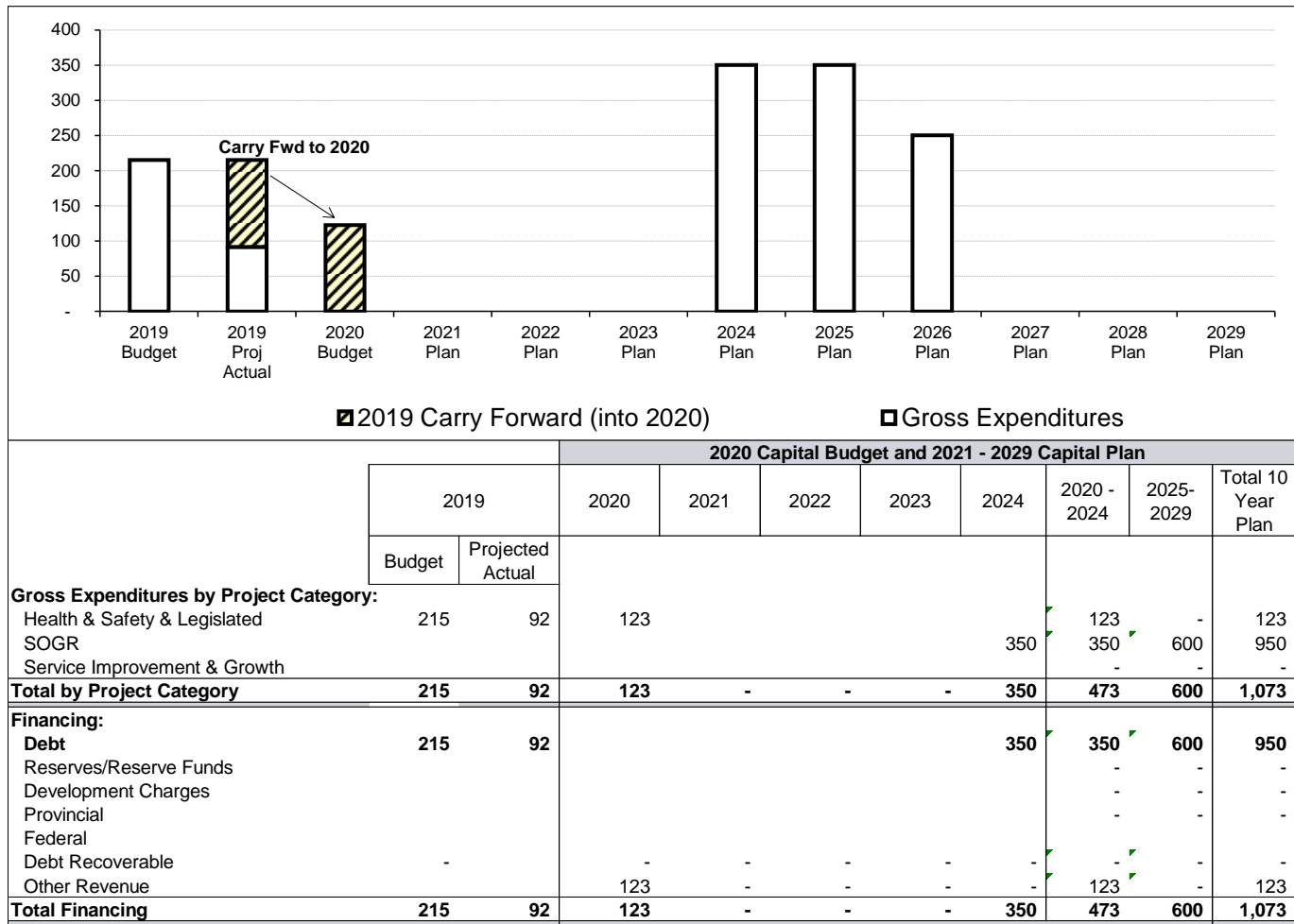


- Since 2011, the number of lobbying communications has increased by an estimated 200%.

2020 2029 CAPITAL BUDGET & PLAN OVERVIEW

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

Chart 1: 10-Year Capital Plan Overview




Changes to Existing Projects (\$0.0M)

New Projects (\$1.0M)

- Lobbyist Registry State of Good Repair Replacement and Upgrade in 2024 and 2025 (\$0.7M)
- Investigation Case Management System Replacement and Upgrade in 2026 (\$0.3M).

Capital Needs Constraints (\$0.0M)

2020 – 2029 CAPITAL BUDGET AND PLAN**\$1.1 Million 10-Year Gross Capital Program**


Information Technology
\$1.1 M 100%
<ul style="list-style-type: none"> • TLR Investigation Case Management System <ul style="list-style-type: none"> • Lobbyist Registry System SOGR • TLR Investigation Case Management System SOGR

How the Capital Program is Funded

City of Toronto		Provincial Funding		Federal Funding	
\$1.1 M 100%		\$0.0 M 0%		\$0.0 M 0%	
Debt	\$ 1.0 M	PTIF	\$ 0.0 M	Grants	\$ 0.0 M
Recoverable Debt	\$ 0.0 M	Grants	\$ 0.0 M	Other	\$ 0.0 M
Reserve Draws	\$ 0.0 M	Other	\$ 0.0 M		
Development Charges	\$ 0.0 M				
Other	\$ 0.1 M				

2020 Program Summary

City Clerk's Office

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca.

What we do

The City Clerk's Office provides the foundation for municipal government in Toronto. We deliver more than 60 types of services from various locations across the City. Most services are prescribed in more than 80 distinct pieces of legislation including the City of Toronto Act 2006, Vital Statistics Act, Assessment Act and Planning Act. The City Clerk has broad and independent authority under the Municipal Elections Act to deliver elections and by-elections.

The City Clerk's Office is responsible for providing the tools, systems and resources required to support its mission, strategic priorities and the delivery of core services, which is realized through three service areas:

- Elect Government by administering all aspects of local elections;
- Make Government Work by managing the government's decision-making process, providing government and official services, delivering provincially delegated services and providing information production services;
- Promote Open Government by managing City information throughout its lifecycle and providing the public access to government information while protecting privacy.

As a shared service, the City Clerk's Office supports the Mayor's Office, Councillors' Offices and the Offices of the City's four Accountability Officers – the Auditor General, Integrity Commissioner, Lobbyist Registrar, and Ombudsman.

Why we do it

We build public trust and confidence in local government.

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
- The media







Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$13.8	\$12.6	\$25.9	Gross Expenditures	\$3.9	\$28.1	\$32.0
Gross Expenditures	\$52.5	\$51.8	\$65.7	Debt	\$1.2	\$14.6	\$15.8
Net Expenditures	\$38.7	\$39.3	\$39.8				
Approved Positions	375.9	372.1	407.3				

Key service outcomes

Outcomes	Description
Open, fair and accessible election which meets all legislative requirements	Deliver open, fair and accessible elections in accordance with legislation whenever one is required or called.
Open, accessible and democratic government decision-making process that meets legislative and Council requirements.	Ensure that the City's legislative process is effective and that elected officials, City officials and the public can all play their part in Council decision-making process.
Council Members and Accountability Officers can carry out their duties	Support to elected officials and accountability officers in performing their roles and responsibilities.
Corporate Information Production Services provided to City programs	Deliver high-quality and cost-effective printing, copying and mail services to aid City program delivery.
Information is appropriately open and accessible, and privacy is protected in accordance with legislative and Council requirements.	Provide records and information management services to City divisions throughout its lifecycle, and partner with the Information and Technology Division to achieve corporate data and information sharing goals, promoting openness by design while ensuring the protection of privacy.

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Estimate	Status
	Election readiness and legislative compliance in accordance with MEA	100%	100%	100%	
	Council and Committee Meetings in accordance with legislation and Council requirements	375	425	To meet demand	
	Respond to FOI Requests in accordance with MFIPPA	2,886	2,840	To meet demand	

Our experience and success

- Managed and concluded post-election processes as required in legislation including the Accessibility Report and the 2018 Election Report; and administered candidate and third party advertisers' financial filings and disclosure, the Election Contribution Rebate Program and the Compliance Audit Committee.
- Facilitated democratic decision-making through planning, staging and recording over 400 meetings of City Council, its committees & boards, and supported Council Members through the Council transition.
- Supported Mayor and Councillors for outbound and inbound missions, significant official visits and ceremonies, including Mayor's LA and European Missions, commemoration of 75th Anniversary of D Day, commemoration of anniversary of the Yonge St. and Danforth tragedies.
- Completed review of corporate information management services to modernize and optimize how the City manages information assets.

Key challenges and risks

- Comply with all election legislation, leverage technology and enhance security in election administration, and continuously improve election administration based on Toronto's 2018 experience.
- Assess the full impact of Bill 5 Better Local Government Act, 2018, and the changes to the City's governance system on our services, including the outcome of the City's court challenge to Bill 5.
- Respond to changes to the Planning Act, Construction Act and Heritage Act including additional duties assigned to the Clerk.
- Support the increasing number of Council advisory bodies which will soon require additional resources.
- As part of modernizing government processes and services, change the information management culture across the organization by building understanding of the City's information assets, reducing reliance on paper records and increasing accessibility and openness, while protecting privacy.

Priority actions

- Modernize election delivery and plan for the 2022 municipal election.
- Undertake legislative activities for ranked ballot election in 2022 as directed by Council and as set out in Ontario regulation 310/16 including undertaking public consultation.
- Deliver an open, responsive, accountable and transparent municipal government through effective meeting management for Council, its committees and boards; public appointments outreach and recruitment.
- Offer new civil wedding service to meet high public demand for civil or non-denominational weddings.
- Implement a new information management service delivery model to transform the City in support of a digital-first approach.

Our key service levels



Council meeting decisions published **2** days after meeting.



Marriage licenses issued within **30** minutes of receiving all required documentation.



Meet **30**-day response time for Freedom of Information (FOI) requests.

Key service deliverables

- Open, fair and accessible election whenever one is required or called and in compliance with legislation.
- Open, accessible and democratic government decision-making process that meets legislative and Council requirements
- Public appointment process that is transparent, inclusive and meets Council requirements.
- Mayor, City Councillors and Accountability Officers can carry out their duties by supporting them in their financial, administrative, technological and protocol needs.
- Council-delegated services are delivered in compliance with legislation including registration of vital events, review of liquor license clearance, and provision of publicly accessible assessment rolls.
- Information is open and accessible in compliance with legislation and Council requirements while privacy is protected.
- Corporate mail, copy and printing services delivered to City divisions and agencies to aid client program delivery.

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual*	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Elect Government	16,659.5	5,029.0	7,160.0		7,160.0	2,131.0	42.4%
Make Government Work	5,120.2	5,065.8	5,552.8		5,552.8	487.0	9.6%
Open Government	740.8	1,239.0	1,133.5		1,133.5	(105.5)	(8.5%)
Total Revenues	22,520.5	11,333.9	13,846.4		13,846.4	2,512.5	22.2%
Expenditures							
Elect Government	16,659.7	5,029.0	7,160.0		7,160.0	2,131.0	42.4%
Make Government Work	31,901.2	32,010.9	33,674.5	163.7	33,838.3	1,827.3	5.7%
Open Government	10,968.1	11,285.7	11,521.4		11,521.4	235.8	2.1%
Total Gross Expenditures	59,529.1	48,325.7	52,356.0	163.7	52,519.8	4,194.1	8.7%
Net Expenditures	37,008.6	36,991.8	38,509.6	163.7	38,673.4	1,681.6	4.5%
Approved Positions	413.8	382.5	375.9		375.9	(6.6)	(1.7%)

*2019 Projected Actual (based on Q3 2019) adjusted retroactively to modify interdivisional charges and recoveries.

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$52.4 million gross reflecting an increase of \$4.0 million in spending above 2019 projected year-end actuals (prior to enhancements or efficiencies), predominantly arising from:

- Increases in salary & benefit for progression pay, step increases, benefit increases, temporary capital staff to deliver capital projects, and annualization of 2019 operating impacts from capital. These budget pressures are offset by efficiencies and alignment with 2019 actuals.
- As directed by City Council at its meeting on November 26, 2019 on Special Committee on Governance – Summary of Findings (Item GV5.1), public consultation will be undertaken on Ranked Ballot Election for 2022 which is estimated to cost \$1.1 million gross, \$0 net.
- Increases for compliance audit of candidate finances related to 2018 Municipal Election.
- Increases in paper supplies, postage and third parties printing budgets in line with increases in City divisions' demand for mailing and printing services.

COSTS TO ENHANCE SERVICES

New and Enhanced Service expenditures of \$0.2 million gross, related to increase in demand for Information Production's copy, print and mail services due to expected increase in the number of charges filed with Court Services from Red Light Camera expansion and Automated Speed Enforcement.

EQUITY IMPACTS OF BUDGET CHANGES

Increasing equity for low income residents: City Clerk's Office 2020 Operating Budget introduces two new fee-based programs that will have a positive impact on low income residents and on individuals that face societal barriers to accessing non-religious marriage ceremonies. These programs include authorizing the City Clerk to conduct civil wedding ceremonies and expand offerings for the commissioning of documents. Although there are fees associated with accessing these services, these fees are at rates which make these services more easily accessible to the public.

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for City Clerk's Office is \$51.4 million gross or 4.5% higher than the 2019 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget, inclusive of efficiencies / savings; Table 2b summarizes Efficiencies / Savings and Table 2c summarizes New and Enhanced requests.

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)		2018 Actuals	2019 Proj. Actuals	2020 Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	43,601.5	38,529.2	40,341.7	1,812.5	4.7%
2	Materials & Supplies	1,574.2	1,018.8	1,120.1	101.3	9.9%
3	Equipment	523.3	142.7	148.6	5.9	4.2%
4	Service and Rent	12,683.0	8,143.8	10,192.1	2,048.3	25.2%
5	Contribution To Reserves/Reserve Funds	203.6	122.5	128.7	6.2	5.1%
6	Interdivisional Charges	876.8	320.2	382.0	61.8	19.3%
7	Other Expenditures	66.6	48.4	42.8	(5.6)	(11.6%)
Total Expenditures		59,529.1	48,325.7	52,356.0	4,030.4	8.3%
Revenues						
1	Interdivisional Recoveries	4,027.6	3,734.4	3,912.3	177.9	4.8%
2	User Fees & Donations	271.0	277.1	340.8	63.6	23.0%
3	Transfers From Capital	1,323.7	2,092.7	2,230.6	137.9	6.6%
4	Transfers From Reserves	16,453.2	4,686.4	6,918.2	2,231.8	47.6%
5	Other Revenues	445.0	543.3	444.6	(98.7)	(18.2%)
Total Revenues		22,520.5	11,333.9	13,846.4	2,512.5	22.2%
Net Expenditures		37,008.6	36,991.8	38,509.6	1,517.9	4.1%

*2018 Actuals and 2019 Q3 Proj Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Salaries & Benefits:

- Increases in salary & benefit of \$1.8 million in gross expenditures are mostly for progression pay, step increase, benefit increases, temporary capital positions and annualization of 2019 operating impacts from capital. These budget pressures are offset by impacts from alignment with 2019 actuals and efficiencies from Information Production Transformation and Online Claims.

Service and Rents:

- Increases of \$2.0 million in gross expenditures are mainly due to:
 - Public consultations for Ranked Ballot Election for 2022 of \$1.1 million gross and \$0 net.
 - Compliance audit of candidate finances related to 2018 Election for \$0.7 million gross and \$0 net.
 - Increases in postage and third party printing budgets in line with increase in demand for mailing and printing services from cost-shared and rate supported programs.

Transfer from Reserves:

- Increases of \$2.2 million in transfer from reserves are related to contribution from Election Reserve Fund to support Election-related activities including public consultations for Ranked Choice Ballot and contribution from Development Application Review Reserve Fund to support implementation of Bill 139.

Table 2b: Other Efficiencies / Savings

Recommendation	Type	(\$000s)									
		2020				2021			2022		
		Revenue	Gross	Net	Positions	Gross	Net	Positions	Gross	Net	Positions
Service Transformation	Efficiencies		(172.5)	(172.5)	(2.0)	(4.4)	(4.4)		(4.7)	(4.7)	
Online Claims	Efficiencies		(69.7)	(69.7)	(1.0)	(0.4)	(0.4)		(0.5)	(0.5)	
Reduce non-payroll to experience	Line by Line		(250.0)	(250.0)							
Budget Increase/(Decrease)		0.0	(492.2)	(492.2)	(3.0)	(4.8)	(4.8)		(5.2)	(5.2)	

The 2020 Operating Budget includes \$0.5 million in gross expenditures reductions identified as part of internal budget review as follows:

Efficiencies

- Service Transformation*

The Information Production transformation will result in a savings of \$0.2 million in gross expenditures. Please see confidential attachment.

- Online Claims*

Implementation of an online portal to receive insurance claims resulting in a budget savings of \$0.1 million in gross expenditures.

Line by Line

- Line by line review of non-payroll budgets resulted in a budget decrease of \$0.3 million in gross expenditures.

Table 2c: 2020 Key Drivers – New / Enhanced

New / Enhanced (\$000)	2020				2021 Annualized Gross	Equity Impact
	Revenue	Gross	Net	Positions		
In \$ Thousands						
1 Court Services' New Information Production Requirements		163.7	163.7		214.7	None
2 New user fee : Commissioning of Oath (non-City business / non pension letter)						Low +
3 New user fee : Civil Wedding Officiant & Wedding Chamber Rental						Medium +
4 New user fee : Online Application for Marriage Licence						None
Total New / Enhanced	0.0	163.7	163.7		214.7	

Note: Revenues from new user fees are accounted for in Non-Program budget.

Court Services' New Information Production Requirements

Court Services is expecting an increase in the number of charges filed related to Red Light Camera expansion and Automated Speed Enforcement. This would increase demand for Information Production's services related to the printing, copying and mailing of trial notices to the defendants. This enhanced service will have no significant equity impact.

Expansion of Commissioner for Oath Services

This proposal will expand the current commissioner for oath services to include the commissioning of non-City business documents. This will provide members of the public low-cost access to the service and avoid referring them to neighbouring municipalities or to lawyers who charge significantly higher fees. The proposed fee is \$25 which is consistent with the fees charged in neighbouring municipalities. This proposal will have a low positive equity impact on low income residents' access to City services.

Civil Wedding: Officiant and Wedding Chamber Rental

This proposal will give members of the public access to civil wedding ceremonies at Scarborough, North York and Etobicoke civic centres. The City Clerk will provide wedding chamber booking service and officiate civil weddings for a fee. The proposed fee of \$280 is comparable to fees charges in neighbouring municipalities. This civil wedding program will have a medium positive equity impact on low income residents' access to City's services and spaces, and positive impact on persons who face discrimination, prejudice or barriers to accessing non-religious marriage ceremonies such as the LGBTQ2S community.

Online Application for Marriage Licence Fee

City Clerk's Office currently accepts and processes online and in-person marriage licence applications for the same user fee. This proposal will introduce a lower user fee of \$145 (a reduction of \$5) for marriage licence applications submitted online to reflect reduced staff time in processing applications. The proposal has no significant equity impact.

2021 & 2022 OUTLOOKS

Table 3: 2021 and 2022 Outlooks

(\$000s)	2019 Projected Actual	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	11,333.9	13,846.4	12,559.8	25,891.8
Gross Expenditures	48,325.7	52,519.8	51,847.3	65,723.7
Net Expenditures	36,991.8	38,673.4	39,287.5	39,832.0
Approved Positions	382.5	375.9	372.1	407.3

*2019 Q3 Projected Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Key 2021 drivers

Salaries and Benefits

- Net increase of \$0.8 million in gross expenditures related to progression and re-earnable lump, step increase and benefit adjustments
- Net decrease in temporary capital staffing of 4.8 positions and \$0.5 million in gross expenditures.
- A permanent position to support sustainment of Council and City Clerk's Office Business Systems

Non-Payroll

- Net increase of \$0.1 million in gross expenditures due to inflationary factors adjustments; annualization of Court Service's new Information Production requirements, and support to sustain Clerk's Office Business Systems.

Revenue Changes

- Net decrease of \$0.2 million in revenues are mostly related to net decrease of \$0.5 million in transfer from capital and increase in \$0.3 million in transfer from Election Reserve Fund

Key 2021 drivers

Salaries and Benefits

- Net increase of \$0.8 million in gross expenditures related to progression and re-earnable lump, step increase and benefit adjustments
- Net decrease in temporary capital staffing of 4.8 positions and \$0.5 million in gross expenditures.
- A permanent position to support sustainment of Council and City Clerk's Office Business Systems

Non-Payroll

- Net increase of \$0.1 million in gross expenditures due to inflationary factors adjustments; annualization of Court Service's new Information Production requirements, and support to sustain Clerk's Office Business Systems.

Revenue Changes

- Net decrease of \$0.2 million in revenues are mostly related to net decrease of \$0.5 million in transfer from capital and increase in \$0.3 million in transfer from Election Reserve Fund

Key 2022 drivers

Salaries and Benefits

- \$8.7 million in gross expenditures related to 38.0 temporary positions and election pay to support the delivery of the 2022 Municipal Election.
- Net increase of \$0.6 million in gross expenditures related to progression and re-earnable lump, step increase and benefit adjustments
- Net decrease in temporary capital staffing of 1.8 positions and \$0.3 million in gross expenditures.

Non-Payroll

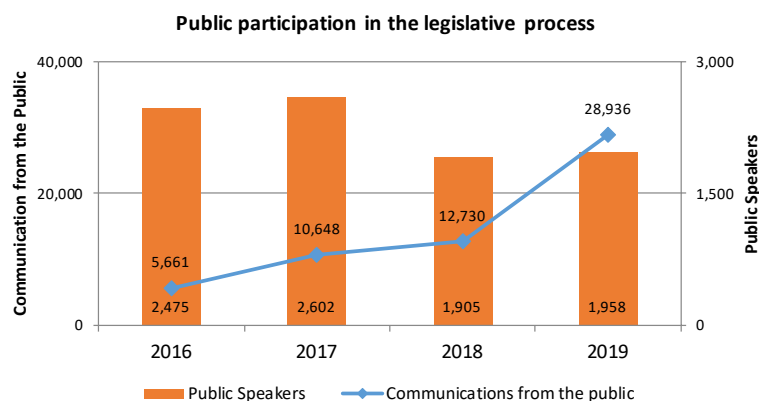
- \$4.9 million in gross expenditures to support the delivery of the 2020 Municipal Election.

Revenue Changes

- Increase of \$13.6 million in revenues related to transfer from Election Reserve Fund to support the delivery of the 2020 Municipal Election.
-

How well we are doing

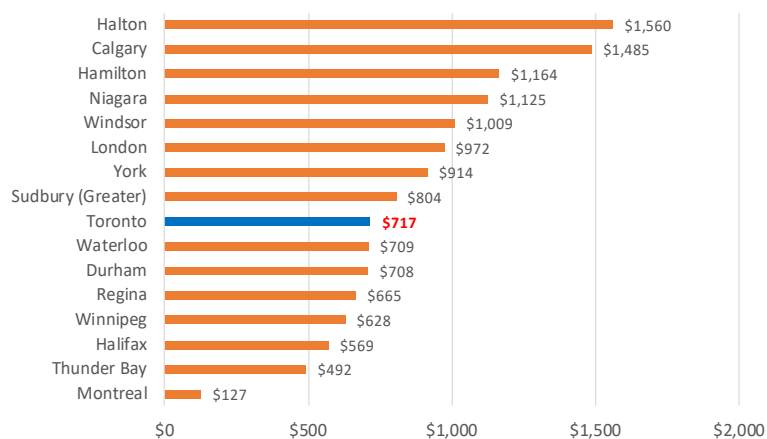
Performance measures



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 increased from 5,661 in 2016 to 28,936 in 2019.

2018 Cost per FOI Request (source : MBN Canada)

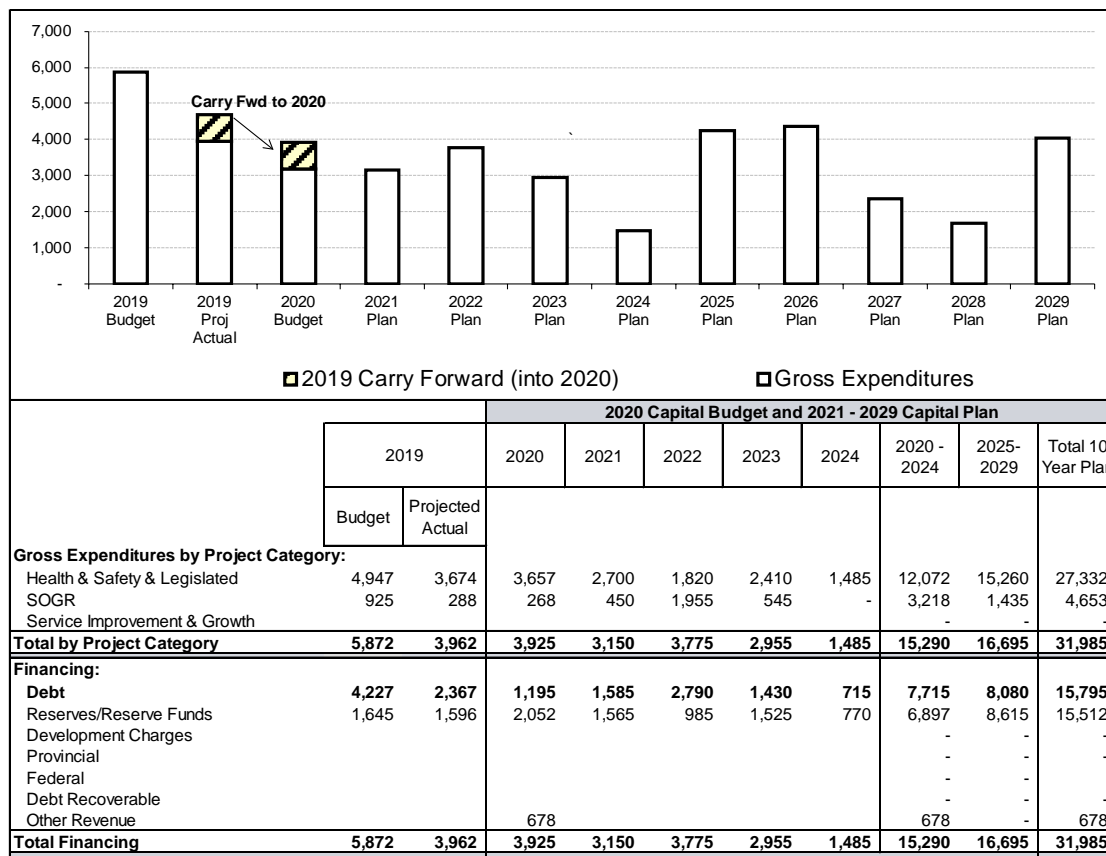


- Public interest in government information continues to grow from 2,104 Freedom of Information requests received in 2009 to 2,840 in 2019.
- Despite the higher number of requests, Toronto's cost to respond to a Freedom of Information Request is low.

2020 – 2029 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview

(\$'000)



Changes to Existing Projects (\$0.2M)

- \$0.3M increase to the 2020 *Election Technology Program*, a multi-module system that supports all aspects of the municipal election.
- \$0.1M decrease to the *Toronto Meeting Management Information System SOGR* to replace the current system that supports Council's decision-making.
- \$0.1M decrease to the *City Clerk's Office Business Systems* project to manage liens and Freedom of Information requests to meet legislative requirements.
- \$0.1M increase to the *Council Transition Requirements* project to retrofit Councillor Constituency offices in Civic Centres or in leased space.




New Projects (\$1.5M)

- \$0.6M *City Clerk's Business Systems 2020* project to replace or enhance various applications to meet legislative and business requirements.
- \$0.7M *Council Business Systems 2020* project to replace or enhance various applications to meet legislative requirements.
- \$0.3M *Records Centre Services SOGR* project to address state of good repair requirements, optimize staff's work efficiency, align facility with office modernization principles, and address health and safety considerations.

Capital Needs Constraints (\$0.0M)

- Nil

2020 – 2029 CAPITAL BUDGET AND PLAN**\$32.0 Million 10-Year Gross Capital Program**

		
Aging Infrastructure	Information Technology	Equipment
\$5.9 M 18.4%	\$25.7 M 80.3%	\$0.4 M 1.3%
<ul style="list-style-type: none"> • Infrastructure to support Council/Committee meetings • Mail Security & Mail Room upgrade • Health & Safety Remediation • Council Transition • Wedding Chamber • Records Centre Services • City Hall Registry Counter 	<ul style="list-style-type: none"> • Election Technology Program • Toronto Meeting Management Information System (TMMIS) • Information Management Infrastructure • City Clerk's Office and Council Business Systems • Public Appointments Information System • Notices Management Information System • Information Production Workflow Management System 	<ul style="list-style-type: none"> • Archives equipment upgrade and SOGR

How the Capital Program is funded

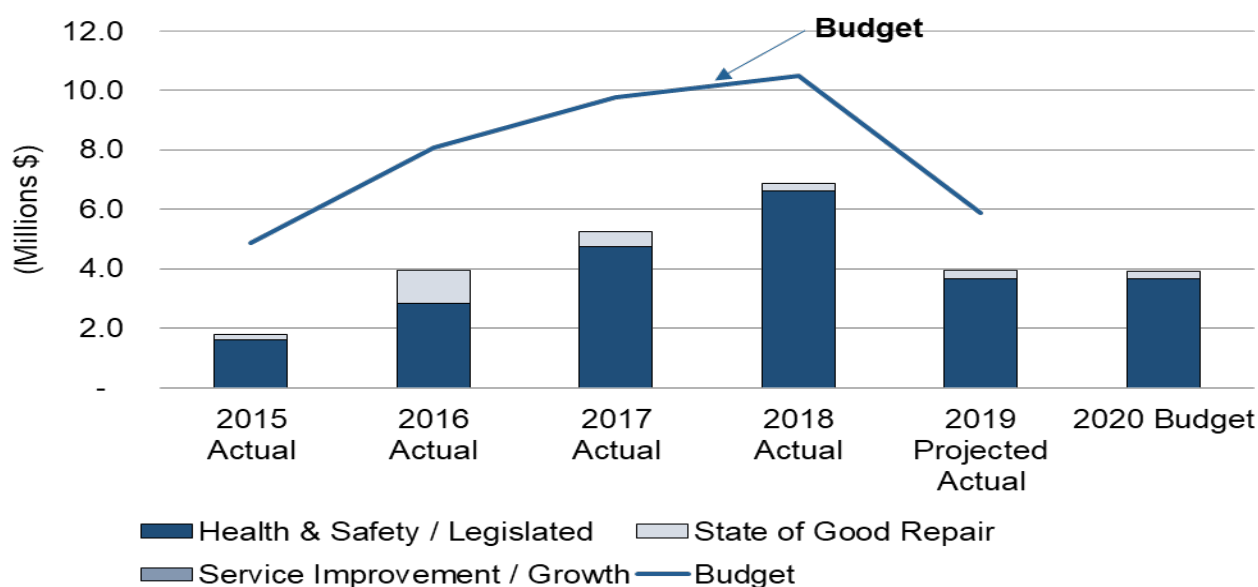
City of Toronto		Provincial Funding	Federal Funding
\$32.0 M 100%		\$0.0M 0%	\$0.0 M 0%
Debt	\$15.8 M		
Reserve Draws	\$15.5 M		
Other	\$0.7 M		

CAPACITY TO SPEND REVIEW

The 10-Year Capital Plan was developed with consideration of historical demonstrated ability to spend within any given year of the ten year capital plan. A review was undertaken to ensure budgets align with the City Clerk's Office's ability to spend and the market's capacity to deliver.

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

Chart 2 – Capacity to Spend



Category (in \$ Million)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Projected Actual	2020 Budget
Health & Safety / Legislated	1.6	2.8	4.7	6.6	3.7	3.7
State of Good Repair	0.2	1.1	0.5	0.2	0.3	0.3
Service Improvement / Growth						
Total	1.8	4.0	5.2	6.9	4.0	3.9
% Spent	37%	49%	54%	65%	67%	

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

Based on the review historical capital spending constraints, \$0.8 million in capital spending originally cash flowed in 2020 was deferred to 2021 or future years and \$1.1 million in capital spending originally cash flowed in 2020 has been removed. Key adjustments to the Capital Plan are noted below:

- \$0.7 million for *Election Technology Program* project originally cash flowed in 2020 has been deferred to 2021 to reflect anticipated timing of expected cash flow needs.
- \$0.1 million for *Council Business Systems* project originally cash flowed in 2020 has been deferred to 2021 to reflect anticipated requirements.

STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG

The 10-Year Capital Plan dedicates \$4.7 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.

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

The 2020 Capital Budget has no impact on the 2020 Operating Budget, as shown in Table 4 below.

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

Projects	2020 Budget		2021 Plan		2022 Plan		2020 - 2024		2020 - 2029	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
New Projects - Future Years										
<i>City Clerk's Business Systems 2020</i>	-	-	90.5	0.5	-	-	90.5	0.5	90.5	0.5
<i>Council Business Systems 2020</i>	-	-	-	-	59.5	0.5	59.5	0.5	59.5	0.5
Sub-Total: New Projects - Future Years	-	-	90.5	0.5	59.5	0.5	150.0	1.0	150.0	1.0
Total	-	-	90.5	0.5	59.5	0.5	150.0	1.0	150.0	1.0

New projects in 2020 are anticipated to require additional operating funds of \$0.150 million from 2021 to 2024:

- City Clerk's Office will require additional operating funding of \$0.090 million net and 0.5 FTE in 2021 to maintain the City Clerk's Business Systems 2020 project once they are completed and operationalized.
- City Clerk's Office will also require additional operating funding of \$0.060 million net and 0.5 FTE in 2022 to maintain the Council Business Systems 2020 project once they are completed and operationalized.

2020 Program Summary

City Council

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What we do

Toronto City Council is the governing body for the City and is comprised of 26 members: the Mayor, elected City-wide, and 25 Councillors who are elected in each of the City's wards.

Why we do it

Under the City of Toronto Act (COTA), section 131, it is the role of City Council to:

- represent the public and to consider the well-being and interests of the City;
- develop and evaluate the policies and programs of the City;
- determine which services the City provides;
- ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of council;
- ensure the accountability and transparency of the operations of the City, including the activities of the senior management of the City;
- maintain the financial integrity of the City; and
- carry out the duties of council under this or any other Act.

Budget at a glance

OPERATING BUDGET			
\$Million	2020	2021	2022
Revenues	\$0.1	\$0.1	\$0.1
Gross Expenditures	\$21.9	\$22.0	\$22.0
Net Expenditures	\$21.8	\$21.8	\$21.9
Approved Positions	25.0	25.0	25.0

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget

(\$000s)	2018 Actual	2019 Projected Actual*	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
City Council	2,747.0	585.2	107.5	0.0	107.5	(477.7)	(81.6%)
Total Revenues	2,747.0	585.2	107.5	0.0	107.5	(477.7)	(81.6%)
Expenditures							
City Council	24,730.3	20,856.9	21,888.7	0.0	21,888.7	1,031.8	4.9%
Total Gross Expenditures	24,730.3	20,856.9	21,888.7	0.0	21,888.7	1,031.8	4.9%
Net Expenditures	21,983.3	20,271.7	21,781.2	0.0	21,781.2	1,509.5	7.4%
Approved Positions	25.0	25.0	25.0		25.0	0.0	

*2019 Projected Actual is based on Q3 2019 Variance report.

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$21.9 million gross reflecting an increase of \$1.032 million in spending above 2019 projected year-end actuals, predominantly arising from:

- Spending delays in 2019 associated with the transition to 25 wards.
- Inflationary adjustments for salaries and benefits and other budget items.

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for City Council is \$21.9 million gross or 4.9% higher than the 2019 Projected Actuals. Table 2 below summarizes the key cost drivers for the base budget.

Table 2: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)		2018 Actuals	2019 Proj. Actuals*	2020 Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	22,842.7	18,107.8	19,151.3	1,043.5	5.8%
2	Materials & Supplies	92.2	794.8	822.3	27.5	3.5%
3	Equipment	123.6	256.8	137.5	(119.3)	-46.4%
4	Service and Rent	1,240.1	1,407.8	1,478.5	70.7	5.0%
5	Contribution To Capital					
6	Contribution To Reserves	105.4	81.6	84.8	3.1	3.9%
7	Other Expenditures	326.4	208.1	214.3	6.3	3.0%
Total Expenditures		24,730.3	20,856.9	21,888.7	1,031.8	4.9%
Revenues						
1	Provincial Subsidies					
2	Federal Subsidies					
3	User Fees & Donations	5.0	0.5		(0.5)	-100.0%
4	Transfers From Capital	0.5				
5	Other Revenues	2,741.5	584.7	107.5	(477.2)	-81.6%
Total Revenues		2,747.0	585.2	107.5	(477.7)	-81.6%
Net Expenditures		21,983.3	20,271.7	21,781.2	1,509.5	7.4%

*2019 Projected Actual is based on Q3 2019 Variance report.

Salaries & Benefits:

- The transition to 25 wards and the staffing envelope changes caused a delay in hiring which resulted in lower spending on Councillor staff salaries in 2019.
- Budget pressures from inflationary adjustments for Councillor salaries, benefits, and one additional working day in 2020.

Materials & Supplies:

- Inflationary adjustment for office budgets in accordance with Council policy.

Equipment:

- Budget reduction to reflect reversal of equipment requirements in 2020 for constituency offices.

Service and Rent:

- Budget pressure due to inflationary increases in the Council General budget, partially offset by reversal of one-time set up costs for constituency offices in 2019.

Revenues:

- Lower revenues is mainly due to the reversal of funding from the Council Transition Reserves for one-time constituency offices set-up costs in 2019.

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

(\$000s)	2019 Projected Actual*	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	585.2	107.5	65.0	65.0
Gross Expenditures	20,856.9	21,888.7	21,889.3	21,960.6
Net Expenditures	20,271.7	21,781.2	21,824.3	21,895.6
Approved Positions	25.0	25.0	25.0	25.0

*2019 Projected Actual is based on Q3 2019 Variance report.

Key 2021 drivers**Salaries and Benefits**

- Adjustments for salaries, benefits, and working days.

Inflationary Impact

- Inflationary increases for Constituency Services and Office budget in accordance with Council policy.

Revenue Changes

- Reduction in withdrawal from Furniture & Equipment Reserve.

Key 2022 drivers**Salaries and Benefits**

- Adjustments for salaries, benefits, and working days.

Inflationary Impact

- Inflationary increases for Constituency Services and Office budget in accordance with Council policy.

2020 Program Summary

City Manager's Office

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca.

What we do

We lead the municipal administration and provide guidance and advice to Council on matters such as strategic direction and alignment, intergovernmental relations and community/agency partnerships, communications, the Toronto Public Service workforce and equity and strategic alliances. In addition, the City Manager's Office administers the Indigenous Affairs Office, and delivers the following services:

- Executive Management
 - Strategic & Corporate Policy,
 - Strategic Communications,
 - People & Equity; and
 - Strategic Partnerships
-

Why we do it

To ensure whole of government leadership, advice and coordination for the City's governance, agency/corporations, strategic policies, initiatives, and programs requiring interdivisional/intergovernmental oversight are managed with appropriate municipal responses.

Who we serve

- Mayor and City Council
- City Manager & Deputy City Managers
- City/Agency Staff
- Indigenous communities
- Public and local businesses
- Media
- Union & Associations

Beneficiaries

- Other Orders of Government
 - Residents
 - Businesses
 - Potential Job Applicants
-




Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$5.4	\$4.3	\$3.8	The City Manager's Office does not have a capital budget.			
Gross Expenditures	\$63.4	\$65.3	\$66.6				
Net Expenditures	\$58.0	\$61.0	\$62.8				
Approved Positions	466.0	465.0	462.0				

Key service outcomes

Outcomes	Description
Quality and cost effective programs and services delivered to residents and businesses of Toronto	Provide leadership, direction and accountability on the development and delivery of quality, responsible and cost effective policies, programs and services that meet the diverse needs of residents and businesses, including Indigenous communities.
Diverse, high performing, adaptive and productive workforce	Attract and retain a highly skilled, high performing, diverse workforce; develop and maintain harmonious working relationships among managers, employees, unions and staff associations; provide leadership and advice in support of injury and illness prevention, effective disability management and return to work, health and safety policy and program development and legislative compliance; lead corporate learning initiatives; provide change management support for transformational organization change initiatives; provide strategic workforce planning and reporting; provide advice and implement strategies to reflect the public we serve, respond to the needs of a diverse population and remove barriers to meet current and future needs of the City.
Accountable and Effective Governance, delivery of Council's Directions and City Manager's Priorities	Provide whole of government leadership and advice to the City Manager, Senior Leadership Team, Mayor and Council on strategic planning, municipal governance, accountability, performance management and corporate policies and strategies to achieve Council and the City's priorities.
Centralized communications function	Centralize all communications and marketing capabilities to deliver high quality and proactive communications that focuses on storytelling, proving information to residents, visitors, businesses and employees on their terms, and using channels based on measurement data.

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	Learning Events Completed	15,905	14,000	14,000	●
	Annual Lost Time Injuries	1,109	1,050	930	●
	Respond to media inquiries within 24 hours (%)	98	100	100	●

Our experience and success

- Delivered the Resilience Strategy report
- Released Corporate Strategic Plan
- Established new Council governance model including Community Council boundaries, committees and public and Council appointments to respond to 26 member Council
- Launched a new HR information system (SuccessFactors) to modernize recruitment and streamline processes
- Launched Policy Excellence program and Community of Practice
- Recruited and appointed new Integrity Commissioner and extended Lobbyist Registrar

Key challenges and risks

- Advance the City's interest and priorities through aligned decision-making, coordinated advocacy and engagement with other orders of governments and Indigenous communities and pursuit of partnerships/relationships with universities, not-for-profit organizations and other institutions.
- Negotiate collective agreements with CUPE Locals 79 and 416
- Council direction for ongoing governance and legislative reviews including Charter City, electoral reform, establishment and delegation of authorities to members, Community Councils and public bodies
- Consolidate communication and marketing functions across the City

Priority actions

- Maintain relationships with Federal/Provincial governments, participate in municipal associations (e.g., FCM, LUMCO), engage and involve Indigenous communities and stakeholders
- Establish bargaining teams, provide support and participate in meetings with unions to negotiate settlement
- Implement phased approach, engage divisions and work with the City's Senior Leadership Team to establish clear priorities
- Deliver corporate performance management system

Our key service levels



Respond to requests for issues management advice within the same day, 95% of the time



95% of corporate issues responded to within 24 hours



Satisfactorily respond to requests for accessibility advice within 48 hours 90% of the time

Key service deliverables

- Deliver a corporate learning program that aligns with business priorities
- Support safe and healthy workplace through initiatives such as Mental Health Strategy, Workplace Violence, Musculoskeletal Disorders (MSD) Prevention
- Enhance relationships and engagement with Indigenous communities directly and indirectly through supporting divisions across the Toronto Public Service
- Manage day-to-day grievance, mediation and arbitration processes
- Manage the high volume of ongoing recruitment and compensation activity
- Support a more diverse workforce and foster an equitable and inclusive workplace culture that will better equip the Toronto Public Service to meet the needs, inspire confidence and build the trust of the people and businesses the City serves
- Develop and implement communications strategies/plans to respond to internal and external audiences with respect to communications planning, media relations and issues management, digital communications, advertising and brand management
- Investigate potential new corporate, institutional and philanthropic partnerships
- Advance the City's key funding, legislative, and policy priorities through intergovernmental advocacy, engagement with other orders of government and leveraging strategic alliances

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual*	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Executive Management	466.7	1,659.2	0.0		0.0	(1,659.2)	(100.0%)
Strategic & Corporate Policy	577.8	133.7	1,333.2		1,333.2	1,199.5	896.9%
Strategic Communications	1,174.9	1,210.6	1,108.8		1,108.8	(101.9)	(8.4%)
People & Equity	4,411.0	4,123.6	2,825.7		2,825.7	(1,297.9)	(31.5%)
Strategic Partnership	296.3	126.0	134.9		134.9	8.9	7.1%
Total Revenues	6,926.8	7,253.2	5,402.6	0.0	5,402.6	(1,850.6)	(25.5%)
Expenditures					0.0		
Executive Management	3,927.9	3,698.8	2,927.0		2,927.0	(771.8)	(20.9%)
Strategic & Corporate Policy	3,632.7	2,904.5	4,291.5		4,291.5	1,387.1	47.8%
Strategic Communications	7,245.5	7,633.3	8,043.7	312.4	8,356.1	722.8	9.5%
People & Equity	43,150.1	44,529.6	46,670.4	318.2	46,988.6	2,459.1	5.5%
Strategic Partnership	992.5	854.4	840.0		840.0	(14.4)	(1.7%)
Total Gross Expenditures	58,948.8	59,620.5	62,772.6	630.6	63,403.2	3,782.7	6.3%
Net Expenditures	52,022.0	52,367.3	57,370.0	630.6	58,000.7	5,633.3	10.8%
Approved Positions	456.0	444.0	463.0	3.0	466.0	22.0	5.0%

*2019 Projected Actual (based on Q3 2019) adjusted retroactively to remove interdepartmental charges and recoveries

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$62.8 million gross reflecting an increase of \$3.2 million in spending above 2019 projected year-end actuals (prior to enhancements), predominantly arising from:

- Salary & benefit increases due to progression pay, 1 extra working day in 2020 and annualization of 2019 vacancies.
- Service and Rent expenses resulting from Council's authority to host the Federation of Canadian Municipalities (FCM) and International City/County Management Association (ICMA) Conference to be held in 2020. The expense for the conferences is funded from the Corporate Conference Reserve and 3rd party sponsorships, for a net \$0.

The 2020 Base Budget expenditure excluding the expenses for the FCM and ICMA Conference results in an increase of \$1.9 million gross or 3.1% in spending above the 2019 projected year-end actuals.

COSTS TO ENHANCE SERVICES

New and Enhanced Service expenditures of \$0.631 million gross, enabling:

- Creation of an Intersectional Gender Equity Strategy and Gender Equity Unit (\$0.218 million)
- Developing and delivering additional Indigenous Cultural Competency Training courses to the City workforce (\$0.100 million)
- Implementation of recommendations from the Communications Review (\$0.312 million)

EQUITY IMPACTS OF BUDGET CHANGES

Increasing equity for Indigenous people and women: The City Manager's Office 2020 Operating Budget includes a \$0.218 million investment which will have a positive impact on diverse women, girls, trans and non-binary people by improving City services and programs through an intersectional Gender Equity Strategy & Unit. This investment supports the Council direction to create a Gender Equity Strategy and Gender Equality Office for Toronto. It also includes a \$0.100 million investment which will have a positive impact on Indigenous communities by improving City services and programs through the creation of additional Indigenous Cultural Competency Training. This investment supports the City's Statement of Commitment to Indigenous Communities from 2010 and the Truth and Reconciliation Calls to Action.

Implementation of Communications Review results in no significant equity impact.

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for City Manager's Office is \$3.8 million gross or 6.3% higher than the 2019 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget, while Table 2c summarizes New and Enhanced requests

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)		2018 Actual	2019 Proj. Actual	2020 Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	54,963.6	54,892.4	56,953.9	2,061.5	3.8%
2	Materials & Supplies	90.8	85.7	146.5	60.8	71.0%
3	Equipment	137.3	231.4	261.9	30.5	13.2%
4	Service and Rent	3,658.3	4,286.1	5,309.4	1,023.3	23.9%
5	Contribution To Capital					
6	Contribution To Reserves	93.4	125.0	101.0	(24.0)	-19.2%
7	Other Expenditures	5.4				
Total Expenditures		58,948.8	59,620.5	62,772.6	3,152.1	5.3%
Revenues						
1	Interdivisional Recoveries	3,226.5	3,232.7	3,124.3	(108.4)	-3.4%
2	Grants & Subsidies	237.9	1,220.2		(1,220.2)	-100.0%
3	Contributions from Reserves		133.7	833.2	699.5	523.0%
4	Transfers From Capital	2,754.9	1,853.9	662.6	(1,191.4)	-64.3%
5	Other Revenues	707.5	812.6	782.5	(30.1)	-3.7%
Total Revenues		6,926.8	7,253.2	5,402.6	(1,850.6)	-25.5%
Net Expenditures		52,022.0	52,367.3	57,370.0	5,002.7	9.6%

*2018 Actual and 2019 Q3 Projected Actual adjusted retroactively to remove interdepartmental charges and recoveries.

Salaries & Benefits:

- Progression pay, extra working day in 2020 and annualization for positions filled late in 2019

Service and Rent:

- Expenses related to the hosting of the Federation of Canadian Municipalities (FCM) and International City/County Management Association (ICMA) 2020 Conferences funded from the Corporate Conference Reserve and 3rd party recoveries for a net \$0.

Grants & Subsidies:

- Reversal of funding from the Bloomberg Philanthropies' Innovation Team Program for the Civic Innovation Team, which will end December 31, 2019.

Contribution from Reserves:

- Recovery from the Corporate Conference Reserve for the hosting of the FCM and ICMA 2020.

Transfers from Capital:

- Net deletion of 7 temporary capital positions resulting from the completion of capital projects.

Table 2b: Efficiencies / Savings

(\$000s)											
Recommendation	Type	2020				2021			2022		
		Revenue	Gross	Net	Positions	Gross	Net	Positions	Gross	Net	Positions
Reduction in salaries & benefits for vacancy experience	Line by Line	-	(579.0)	(579.0)	-	(579.0)	(579.0)	-	(579.0)	(579.0)	-
Budget Increase/(Decrease)		-	(579.0)	(579.0)	-	(579.0)	(579.0)		(579.0)	(579.0)	

The 2020 Operating Budget includes \$0.579 million in gross expenditures reductions as part of the internal budget review as follows:

Line by Line Savings

- A review of salaries and benefits for vacancy experience results in a reduction of \$0.579 million.

AG Recommendations

- In response to two Auditor General reports on City training in 2015, management implemented measures to address audit recommendations that have achieved ongoing service efficiencies from course cancellations when there is low attendance and by automated course evaluations.

Table 2c: 2020 Key Drivers – New / Enhanced

New / Enhanced (\$000)	2020				2021 Annualized Gross	Equity Impact
	Revenue	Gross	Net	Positions		
In \$ Thousands						
Create an Intersectional Gender Equity 1 Strategy & Unit		218.2	218.2	2.0	343.5	High
Develop & Deliver additional Indigenous 2 courses		100.0	100.0	0.0	100.0	Medium
Implementation of Communications 3 Review		312.4	312.4	1.0	321.5	No Impact
Total New / Enhanced		630.6	630.6	3.0	765.1	

Create an Intersectional Gender Equity Strategy & Gender Equity Unit

Funding of \$0.218 million will create a strategy to demonstrate the City of Toronto's commitment to eliminating intersectional gender inequities experienced by Torontonians, and will allow for the development of new partnerships to shift the landscape, and track progress on reducing and/or eliminating gender inequities in the City, while ensuring public transparency and accountability.

Develop and deliver additional Indigenous Cultural Competency Training

Funding of \$0.100 million will develop and deliver Indigenous course to participants to support and deliver concrete skills and practices to enable them to effectively implement the City's commitment to Indigenous peoples and prioritize the Truth and Reconciliation Commission's Calls to Action.

Implementation of Communications Review

Funding of \$0.312 million will enable the beginning of implementation of the outcome of the communication review. Recommendations of the review are to centralize current Strategic Communications and embedded teams; Consolidate all communications and marketing budgets –including funds for project development and execution; Establish senior management team with clear accountability to deliver on a new vision and mission for communications and marketing at the City; Shift from generalist model to focus on specific skills and capabilities; Modernize with new measurement and research team, capabilities and tools; and Shift from fairly flat to more graduated organizational design.

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

(\$000s)	2019 Projected Actual*	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	7,253.2	5,402.6	4,261.2	3,827.1
Gross Expenditures	59,620.5	63,403.2	65,306.8	66,636.2
Net Expenditures	52,367.3	58,000.6	61,045.6	62,809.0
Approved Positions	444.0	466.0	465.0	462.0

*2019 Q3 Projected Actual adjusted retroactively to remove interdepartmental charges and recoveries

Key 2021 drivers

Impacts of 2020 decisions

- Annualization of salaries and benefits for new positions created in 2020

Salaries and Benefits

- Inflationary increases in salaries and benefits
- 1 temporary position created in 2019 to lead project management for FCM and ICMA will be deleted in January 2021.

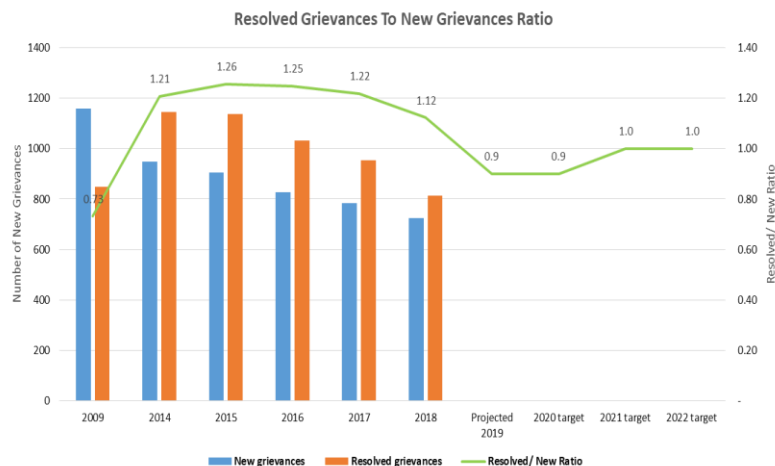
Key 2022 drivers

Salaries and Benefits

- Inflationary increases in salaries and benefits
 - 3 temporary capital positions to support Phase 2 of the Workforce Business Intelligence capital project will be deleted in 2022.
-

How well we are doing

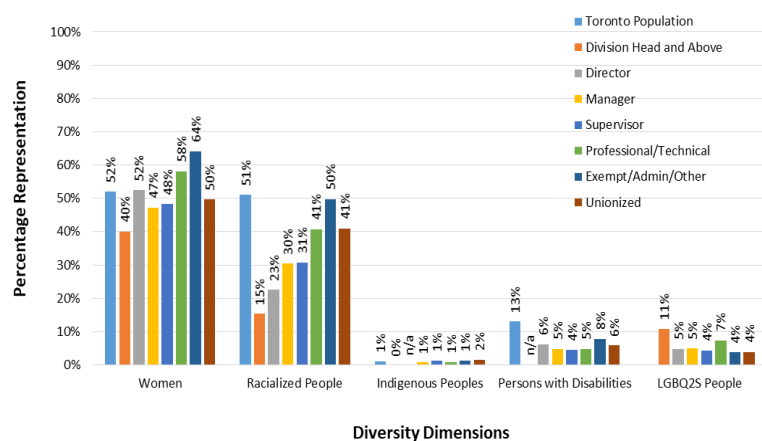
Performance measures



Behind the numbers

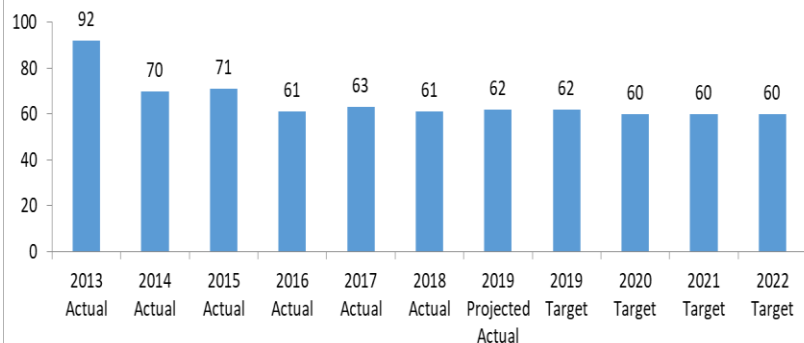
- New grievance management process contributes to reduction in grievances as more cases are resolved through mediation instead of progressing to arbitration.

Diversity in the Toronto Population vs. All Levels of the TPS Workforce



- Toronto Public Service reflects the diversity of the public it serves

Average # Days to Fill a Non-union Vacancy



- The implementation of SuccessFactors in 2019 is anticipated to reduce hiring times and modernize the hiring process.

2020 Program Summary

Legal Services

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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. Our division responds to the increasing demand by the City for legal services, promotes risk management and various mitigation strategies and applies creative legal analysis while delivering three main services:

- Civil Litigation
- Prosecution
- Solicitor

Why we do it

We contribute to shaping City progress by delivering excellent legal services and strategic advice. We are accountable to City Council for providing legal services to fulfil Council's mandate and by extension that of the Toronto Public Service.

Who we serve

Civil Litigation

- City Council
- City Divisions
- Agencies & Boards

Prosecution

- City Council
- City Divisions
- Agencies & Boards
- Individuals charged with offences

Solicitor

- City Council
- City Divisions
- Agencies & Boards

Beneficiaries

- Residents
- Businesses
- Visitors/Tourists

Beneficiaries

- Residents
- Businesses
- Visitors/Tourists

Beneficiaries

- Residents
- Businesses
- Visitors/Tourists







Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$25.7	\$25.9	\$26.3	Legal Services doesn't have a Capital Budget.			
Gross Expenditures	\$67.2	\$71.0	\$72.1				
Net Expenditures	\$41.5	\$45.1	\$45.9				
Approved Positions	400.4	399.4	398.4				

Key service outcomes

Outcomes	Description
Effective Representation Of City Interests	Provide various litigation services to City Divisions and Staff to reduce the City's exposure to liability, reduce costs to residents and implement Council decisions in areas such as: <ul style="list-style-type: none"> Claims by and against the City and Judicial Review Labour arbitrations Hearings before a variety of administrative tribunals Land use planning applications
Administer Administrative Penalty System Screening Offices For Parking Tags	Administers the APS screening offices to ensure compliance with parking, standing and stopping by-laws under the Toronto Municipal Code which addresses traffic congestion, the orderly flow of traffic and road safety concerns.
Effective Provision Of Advice To Protect & Advance City Interests	To provide various solicitor services to City Divisions and Staff in areas such as: <ul style="list-style-type: none"> Strategic advice to Council, its Committees, City staff and staff of City Agencies on City operations and initiatives Drafting legal reports, opinions, contracts and by-laws. Efficient contract processing

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	Represent the City at hearings, tribunals, court and discoveries (in hours)	14,798	12,421	12,500	
	Conduct online and in-person screening reviews of parking violations under APS	89,777	95,312	93,000	
	Prepare contracts, by-laws, reports and provide opinions (in hours)	45,254	47,672	45,000	

Our experience and success

- Successful completion of legal work for City-built affordable housing integrating 80 units of affordable housing into an East Bayfront condominium.
- Successful completion of training for new Construction Act requirements (by October 1, 2019).
- Approximately 12,500 Prosecutions under the Provincial Offences Act.
- Approximately 67,400 Early Resolutions meetings and 83% of those matters were resolved.
- Delivered 89 properties due in 2019 on time for the Finch West LRT.
- Legal support for Bill 66 issues (construction employer legislation).
- Navigating changes to land use planning regime while processing planning applications
- Defending short term rental by-law.
- Strategic legal advice with respect to the implementation of the Don River Central Waterfront Project & acquisition of new shelter and respite centres.

Key challenges and risks

- Cannabis related enforcement including defending challenge to legislation
- Respond to major changes to construction legislation and new adjudication process.
- Implementing short term rental regulations
- Comprehensive review of the licensing regulations
- Represent the City interests in claims and applications against and initiated by the City.
- Respond to download of additional prosecutions from Province.
- Implement changes from the Resource Recovery and Circular Economy Act 2016.
- Legal support for proposed subway/transit expansion.
- Legal support for negotiation of new Collective Agreements with Local 79, Local 416 and Local 2998.
- Legal support for negotiation of City building and land use development projects.

Priority actions

- Respond to and carry matters through new planning appeal regime.
- Respond to and carry matters through new Construction Act adjudication regime.
- Provide legal advice and services for various aspects of transit expansion
- Respond to proposed download of prosecution functions from Province as well as new regulations pertaining to Automated Speed Enforcement.
- Provide legal advice and support for collective bargaining and various initiatives of People & Equity.

Our key service levels



Bills required by Council are tracked and submitted for enactment as required 100% of the time.



Real estate transactions closed on contracted dates 100% of the time.



Parking Tags online dispute decisions within 80 days 80% of the time.

Key service deliverables

- Provide legal representation to the City of Toronto in the resolution of lawsuits, claims, labour arbitrations, land use planning and other administrative tribunal hearings.
- Prosecute a wide range of offences under City by-laws and Provincial statutes.
- Screen Administrative Penalties in relation to parking disputes.
- Review/prepare and negotiate contracts and related documents, draft City by-laws.
- Provide legal advice on a variety of City initiatives through opinions, meetings and reports.
- Provide advice to City Council, Committees and agencies
- Provide training to City Staff
- Provide support for Collective Bargaining

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Civil Litigation	4,709.8	6,716.8	7,569.6	74.7	7,644.3	927.5	13.8%
Prosecution	2,149.9	2,045.6	2,045.6		2,045.6	0.0	
Solicitor	15,896.2	14,871.8	15,858.1	139.7	15,997.8	1,126.0	7.6%
Total Revenues	22,755.9	23,634.2	25,473.3	214.4	25,687.7	2,053.5	8.7%
Expenditures							
Civil Litigation	14,087.3	15,705.8	16,228.1	346.0	16,574.1	868.3	5.5%
Prosecution	18,948.7	17,420.4	21,570.3	716.7	22,287.0	4,866.6	27.9%
Solicitor	24,809.4	26,611.9	27,864.4	450.4	28,314.8	1,702.9	6.4%
Total Gross Expenditures	57,845.4	59,738.1	65,662.8	1,513.1	67,175.9	7,437.8	12.5%
Net Expenditures	35,089.5	36,103.9	40,189.5	1,298.7	41,488.2	5,384.3	14.9%
Approved Positions	377.9	388.9	387.4	13.0	400.4	11.5	3.0%

*2019 Budget and Actuals (based on Q3 2019) adjusted retroactively to remove interdepartmental charges and recoveries.

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$65.7 million gross reflecting an increase of \$5.9 million in spending above 2019 projected year-end actuals (prior to enhancements), predominantly arising from:

- Base pressures are mainly due to salary & benefit adjustments such as step increases for union staff and progression pay for non-union staff, as Legal Services' budget is primarily salary based.
- Increase in salary and benefits due to lower vacancy rate in 2020 that will result from anticipated early hires to fill year-end vacancies.

COSTS TO ENHANCE SERVICES

New and Enhanced Service expenditures of \$1.5 million gross, enabling:

- Additional legal support for insurance claims against the City (\$0.074 million).
- Additional prosecution support for Court Services for Provincial Offences Act (POA) matters such as Automated Speed Enforcement (ASE) (\$0.818 million).
- Additional legal support for Solid Waste Management (\$0.140 million).
- Additional support in the Municipal Law group for Vision Zero 2.0 matters such as ASE (\$0.210 million).
- Legal support for new mandated construction adjudication (\$0.271 million).

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in Legal Services' 2020 Operating Budget do not have any significant equity impacts

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for Legal Services is \$67.2 million gross or 12.5% higher than the 2019 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget, while Table 2c summarizes New and Enhanced requests.

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)		2018 Actuals	2019 Proj. Actuals	2020 Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	46,632.9	49,957.7	54,817.1	4,859.4	9.7%
2	Materials & Supplies	428.1	379.2	464.7	85.5	22.5%
3	Equipment	177.9	42.2	274.9	232.7	551.4%
4	Service and Rent	2,875.5	2,391.3	2,741.2	349.9	14.6%
5	Contribution To Capital					
6	Contribution To Reserves	75.6	115.0	115.0		
7	Other Expenditures	7,655.5	6,852.6	7,249.8	397.2	5.8%
Total Expenditures		57,845.4	59,738.1	65,662.8	5,924.8	9.9%
Revenues						
1	User Fees & Donations	6,283.0	5,857.0	5,363.4	(493.6)	-8.4%
2	Transfers From Capital	588.9	1,755.2	2,339.0	583.9	33.3%
3	Contribution From Reserves	6,865.4	6,300.7	7,547.0	1,246.3	19.8%
4	Other Revenues	9,018.7	9,721.3	10,223.8	502.5	5.2%
5						
Total Revenues		22,755.9	23,634.2	25,473.3	1,839.1	7.8%
Net Expenditures		35,089.5	36,103.9	40,189.5	4,085.6	11.3%

*2019 Q3 Proj Actuals and 2018 Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Salaries & Benefits:

- Salaries & benefits adjustments such as step increases for union staff and progression pay for non-union staff, as Legal Services' budget is primarily salary-based.
- Increase in salary and benefits due to lower vacancy rate in 2020 that will result from anticipated early hires to fill year-end vacancies.

Materials and Supplies:

Costs to adjust office space to accommodate new hires.

Other Revenue Changes:

Current vacant positions that will be filled will result in higher recoveries from rate programs, boards and agencies.

Table 2c: 2020 Key Drivers – New / Enhanced

New / Enhanced (\$000)	2020				2021 Annualized Gross	Equity Impact
	Revenue	Gross	Net	Positions		
In \$ Thousands						
1 Legal Support for Insurance Claims	74.7	74.7		1.00	134.8	Low
2 Prosecution Support for Court Services - Automated Speed Enforcement		817.5	817.5	8.00	1,060.7	Low
3 Enhancement of Legal Services for SWM	139.7	139.7		1.00	216.4	Low
4 Municipal Law Support for Vision Zero 2.0 - Automated Speed Enforcement		209.9	209.9	1.00	216.4	Low
5 Construction Act Adjudication Staff		271.3	271.3	2.00	374.4	Low
Total New / Enhanced	214.4	1,513.1	1,298.7	13.00	2,002.7	

Legal Support for Insurance Claims

One permanent junior lawyer position is being added to address projected increased claims to be funded from the Insurance Reserve Fund.

Prosecution Support for Court Service POA/ Automated Speed Enforcement (ASE)

In order to prosecute the increased charges projected to result from the amendments to the Highway Traffic Act and the adoption of ASE and a projected increase in Red Light Camera offences, Legal Services is adding 2 lawyers and 6 prosecutors.

Enhancement of Legal Services for Solid Waste Management

Both the development of a Long-term Solid Waste Management Strategy and the Province's anticipated changes to the Resource Recovery and Circular Economy Act, 2016 and the Waste Diversion Transition Act, 2016, will shift primary responsibility for the collection and processing of certain recycled materials from municipalities to the companies that produce such packaging. To address a projected increase in legal support required to support changes to Solid Waste's service model, a senior lawyer is being added.

Municipal Law Support for Vision Zero 2.0

City Council's focus on finding solutions to road congestion and road safety as a continuing corporate priority has led to a drastic increase in 2019 in the need for timely and strategic legal advice, contract negotiation and drafting support, review of proposed procurement processes and documents, and the drafting and introduction of legislation for the regulation of traffic and other uses of the public right-of-way. To address this business need, an additional senior lawyer position is required.

Construction Act Adjudication Staff

Effective October 1, 2019, the Construction Act established a process called adjudication that is available for all payment related disputes on construction projects. Adjudication is a process whereby a party may obtain a decision on a payment related dispute within 46 days. The adjudication decision is binding upon both parties, unless and until there is a court order or the parties agree otherwise. If an adjudicator orders the City to pay a contractor monies, the City shall have 10 days to pay; failure to pay entitles the contractor to interest and to cease work on the project. In order to protect the City's interests in the process, Legal Services requires 2 additional lawyers.

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

(\$000s)	2019 Projected Actual	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	23,634.2	25,687.7	25,899.8	26,265.7
Gross Expenditures	59,738.1	67,175.9	70,954.9	72,141.0
Net Expenditures	36,103.9	41,488.2	45,055.1	45,875.3
Approved Positions	388.9	400.4	399.4	398.4

*2019 Q3 Projected Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Key 2021 drivers

Impacts of 2020 decisions

- Inflationary increases for positions requested through the New/Enhanced initiatives in 2020 of \$0.704 million.

Salaries and Benefits

- Increases for annualization, progression pay/step increases and reduction in vacancies.

Key 2022 drivers

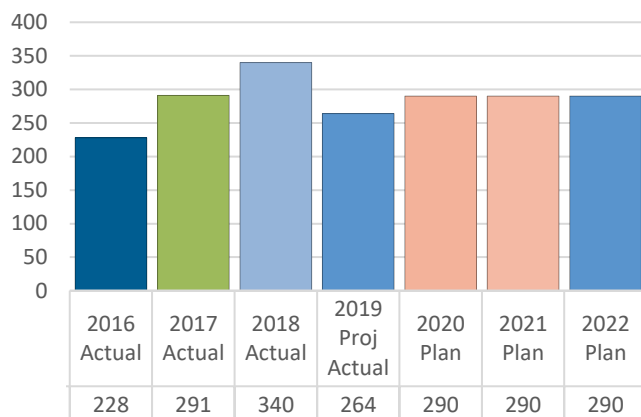
Salaries and Benefits

- Increases for annualization, progression pay/step increases and reduction in vacancies.

How well we are doing

Performance measures

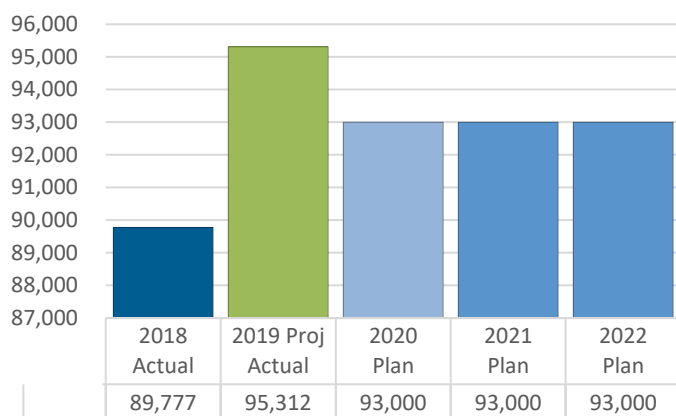
of LPAT/TLAB Hearings Heard



Behind the numbers

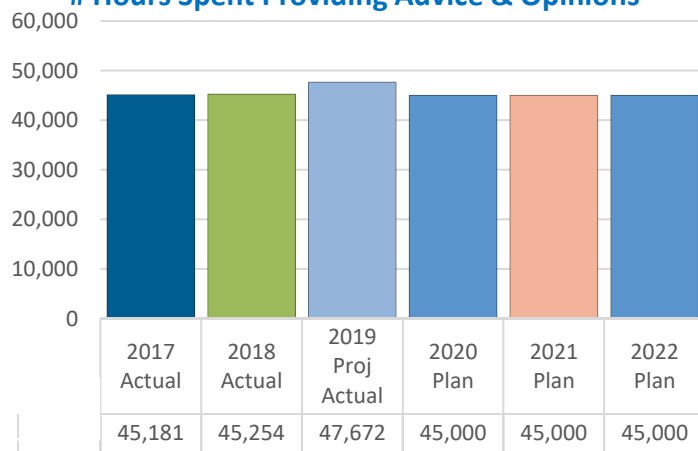
- The number of hearings spiked in 2018 primarily due to the uncertainty surrounding the introduction of Planning Act reforms under Bill 139. However, due to further reforms under Bill 108 as well as the volume and complexity of incoming applications, it is anticipated that the number of hearings will not diminish but rather level out over the next three years.

Screening Reviews Completed (In Person)



- There has been an increase in violations being sent to the Ministry of Transportation placing a vehicle licence plate in denial due to non-payment of outstanding penalties amounts.
- There has been a corresponding increase in applications of individuals seeking an extension of time to have their penalties and any additional fees varied or cancelled. This can only be done in person once a vehicle licence plate is at the denial stage.

Hours Spent Providing Advice & Opinions



- In 2019, Legal Services is projecting to spend 47,672 hours providing advice and opinions to our clients. This is an increase over the previous year.
- These totals are projected to remain somewhat constant over the next couple of years.

2020 Program Summary

Office of the Mayor

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca.

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, s. 133 and s. 134.

Why we do it

In accordance with the City of Toronto Act, 2006 (s. 133), 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 sections 131(d) and (e) on 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 (s. 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.
-

Budget at a glance

OPERATING BUDGET			
\$Million	2020	2021	2022
Revenues	\$0.0	\$0.0	\$0.0
Gross Expenditures	\$2.6	\$2.6	\$2.7
Net Expenditures	\$2.6	\$2.6	\$2.7
Approved Positions	1.0	1.0	1.0

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget

(\$000s)	2018 Actual	2019 Projected Actual*	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Mayor's Office	0.0	0.0	0.0	0.0	0.0	0.0	
Total Revenues	0.0	0.0	0.0	0.0	0.0	0.0	
Expenditures							
Mayor's Office	2,156.6	2,567.0	2,567.0		2,567.0	0.0	
Total Gross Expenditures	2,156.6	2,567.0	2,567.0	0.0	2,567.0	0.0	
Net Expenditures	2,156.6	2,567.0	2,567.0	0.0	2,567.0	0.0	
Approved Positions	1.0	1.0	1.0		1.0	0.0	

*2019 Projected Actual is based on Q3 2019 Variance report.

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$2.567 million gross and net reflecting a zero increase in spending above 2019 projected year-end actuals.

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for the Office of the Mayor is \$2.567 million gross and net or 0.0% increase above the 2019 Projected Actuals. Table 2 below summarizes the key cost drivers for the base budget.

Table 2: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)		2018 Actuals	2019 Proj. Actuals*	2020 Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	2,113.4	2,527.0	2,527.0		
2	Materials & Supplies	5.7	4.0	4.0		
3	Equipment	0.4				
4	Service and Rent	33.0	32.0	32.0	(0.0)	-0.1%
5	Contribution To Capital					
6	Contribution To Reserves					
7	Other Expenditures	4.2	4.1	4.1	0.0	0.5%
Total Expenditures		2,156.6	2,567.0	2,567.0		
Revenues						
1	Provincial Subsidies					
2	Federal Subsidies					
3	User Fees & Donations					
4	Transfers From Capital					
5	Other Revenues					
Total Revenues						
Net Expenditures		2,156.6	2,567.0	2,567.0		

*2019 Projected Actual is based on Q3 2019 Variance report.

Salaries & Benefits:

Budget pressures from salary and benefit adjustments, one additional working day in 2020, and prior year gapping reversal will be absorbed within the salary and benefit envelope.

Non-payroll items budget:

Inflationary increases will be absorbed within the non-payroll budget.

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

(\$000s)	2019 Projected Actual*	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues				
Gross Expenditures	2,567.0	2,567.0	2,636.8	2,652.0
Net Expenditures	2,567.0	2,567.0	2,636.8	2,652.0
Approved Positions	1.0	1.0	1.0	1.0

*2019 Projected Actual is based on Q3 2019 Variance report.

Key 2021 drivers**Salaries and Benefits**

- CPI adjustment for the Mayor's salary, and benefit adjustments.

Inflationary Impact

- Inflationary increases for non-payroll items.

Key 2022 drivers**Salaries and Benefits**

- CPI adjustment for the Mayor's salary, and benefit adjustments.

Inflationary Impact

- Inflationary increases for non-payroll items.

Operating & Capital Budget Summaries for City Programs And Agencies

Agencies

2020 PROGRAM SUMMARY

Arena Boards of Management

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca.

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.

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/Tourists

Budget at a glance







OPERATING BUDGET			
\$Million	2020	2021	2022
Revenues	\$10.11	\$10.18	\$10.23
Gross Expenditures	\$10.00	\$10.17	\$10.25
Net Expenditures	(\$0.11)	(\$0.01)	\$0.02
Approved Positions	66.0	66.0	66.0

The capital funding requirements for the Arena Boards of Management are embed within the Parks, Forestry, and Recreation 10-Year Capital Plan.

Key service outcomes

Outcomes	Description
Promote active lifestyles in adults and youth	Provide learn to skate programs, youth programs, adult programs and free skating opportunities to communities and the public.
Offer programming all year-round	Plan programming all year-round to increase ice skating opportunities to the public and additional programming for youth.
Optimize ice hours available for rent by the community	Plan, manage and organize rink rental hours and give priority to the needs of the local communities.

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	Hours available for free skating	1,000	1,144	1,200	
	Programs offered	160	168	190	
	Hours available for rent	44,952	48,948	48,948	

Our experience and success

- William H. (Bill) Bolton Arena operating at pre-2018 levels after completing a major renovation that took place over a 7 month period
- Ted Reeve Arena has taken over managing and operating the covered outdoor rink that neighbours Ted Reeve
- Leaside Memorial Gardens Arena made improvements to the aging pool which has allowed them to maintain a warm temperature of the pool appealing to a number of members of the public.

Key challenges and risks

- Meet rising demand for ice-time in the 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 service arena users
- Maintaining and increasing the state of good repair on the aging arenas to minimize the amount of service disruptions due to repairs

Priority actions

- Evaluate current state of Toronto arenas and develop a strategy to increase access to ice-time.
- Upgrade facilities' conditions and amenities to improve the service provided to arena users
- Continue to explore opportunities for increased revenues without impacting the needs of the local communities.

Our key service levels



94.4% of prime time ice utilization and 60.7% non-prime time ice utilization



Snack Bar 100% staffed and open



Pro Shop 100% demand for services

Key service deliverables

- Ensuring the Arena Boards are safe, well-maintained and accessible for use by the local community, neighbourhood organizations and others
- Providing the use of the Arena Board facilities in a way that balances the needs of the local community, residents, organizations and user groups.
- Allocating ice-time to users in consultation with Parks, Forestry and Recreation
- Generating sufficient revenues to operate the facilities at the lowest reasonable cost to the City of Toronto and its residents.
- Providing the youth of the communities with a safe, fun environment to learn, play and compete in ice hockey at varying levels of skill.

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
George Bell	729.0	757.0	778.8		778.8	21.8	2.9%
William H. Bolton	844.0	1,227.7	1,258.6		1,258.6	31.0	2.5%
Larry Grossman Forest Hill Memorial	1,282.3	1,331.5	1,374.8		1,374.8	43.3	3.3%
Leaside Memorial Community Gardens	2,172.5	2,264.3	2,378.7		2,378.7	114.4	5.1%
McCormick Playground	811.6	840.7	857.0		857.0	16.3	1.9%
Moss Park	898.7	977.2	1,009.8		1,009.8	32.6	3.3%
North Toronto Memorial	975.5	1,070.4	1,106.6		1,106.6	36.2	3.4%
Ted Reeve Community	1,240.0	1,324.6	1,342.3		1,342.3	17.7	1.3%
Total Revenues	8,953.5	9,793.3	10,106.7	0.0	10,106.7	313.4	3.2%
Expenditures							
George Bell	732.1	782.3	778.6		778.6	(3.7)	(0.5%)
William H. Bolton	1,007.4	1,227.6	1,258.4		1,258.4	30.8	2.5%
Larry Grossman Forest Hill Memorial	1,274.6	1,330.2	1,372.2		1,372.2	42.0	3.2%
Leaside Memorial Community Gardens	2,145.2	2,257.0	2,290.4		2,290.4	33.4	1.5%
McCormick Playground	822.6	840.3	856.6		856.6	16.3	1.9%
Moss Park	909.4	977.1	1,008.7		1,008.7	31.6	3.2%
North Toronto Memorial	975.1	1,070.2	1,106.5		1,106.5	36.3	3.4%
Ted Reeve Community	1,311.0	1,297.0	1,327.5		1,327.5	30.5	2.4%
Total Gross Expenditures	9,177.4	9,781.7	9,998.8	0.0	9,998.8	217.1	0.2
Net Expenditures	223.9	(11.6)	(107.9)	0.0	(107.9)	(96.3)	827.6%
Approved Positions	65.6	65.5	66.0		66.0	0.5	0.8%

*2019 Budget and Actuals (based on Q3 2019) adjusted retroactively to remove interdepartmental charges and recoveries.

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$9.9 million gross reflecting an increase of \$0.2 million in spending above 2019 projected year-end actuals, predominantly arising from:

- Salary & benefit increases and inflationary contract cost escalation which are offset by market-based increases to user fees
- Increased vehicle reserve contributions for replacement of ice resurfacers.
- Revenue increases from market rate user fee changes as well as additional attendance in programming.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in the Arena Boards of Management's 2020 Operating Budget do not have any significant equity impacts

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for the Arena Boards of Management is \$0.2 million gross or 2.2% higher than the 2019 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget.

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)		2018 Actuals	2019 Proj. Actuals	2020 Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	4,776.7	5,091.2	5,127.9	36.7	0.7%
2	Materials & Supplies	2,515.5	2,558.0	2,581.1	23.1	0.9%
3	Equipment	69.4	55.5	54.5	(1.0)	(1.8%)
4	Service and Rent	1,015.6	1,265.3	1,376.9	111.6	8.8%
5	Contribution To Capital	525.0	525.0	525.0		
6	Contribution To Reserves	275.3	286.7	308.9	22.3	7.8%
7	Other Expenditures			24.4	24.4	
Total Expenditures		9,177.4	9,781.7	9,998.8	217.1	2.2%
Revenues						
1	Provincial Subsidies					
2	Federal Subsidies					
3	User Fees & Donations	7,870.6	8,683.7	8,992.2	308.5	3.6%
4	Transfers From Capital					
5	Other Revenues	1,082.9	1,109.7	1,114.5	4.9	0.4%
Total Revenues		8,953.5	9,793.3	10,106.7	313.4	3.2%
Net Expenditures		223.9	(11.6)	(107.9)	(96.3)	827.5%

*2019 Q3 Proj Actuals and 2018 Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Salaries & Benefits:

The increase in Salary and Benefits is driven by inflation.

Service and Rent:

The increase in Service and Rent is driven by increasing cost of repairs to buildings and equipment.

Contribution to Reserves:

The Arena Boards of Management have increased their budgeted contribution to the Arena Boards of Management Ice Resurfacer Replacement Reserve to account for increasing Zamboni costs.

User Fees & Donations:

The increase in User Fees and Donations is driven by market-based user fee increases to a number of services provided by the Arenas as well as additional attendance in programming.

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

(\$000s)	2019 Projected Actual	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	9,793.3	10,106.7	10,179.0	10,227.1
Gross Expenditures	9,781.7	9,998.8	10,165.2	10,253.0
Net Expenditures	11.6	107.9	13.7	25.9
Approved Positions	65.5	66.0	66.0	66.0

*2019 Q3 Projected Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Key 2021 drivers

Summarize key drivers/changes reflected in outlooks

Inflationary Impact

- Increases to Gross Expenditures are driven by inflationary impacts to salaries & benefits
- Increases to Revenues is driven by inflationary increases to ice rental revenues which are offset by inflationary increases to operational cost increases.

Key 2022 drivers

Summarize key drivers/changes reflected in outlooks

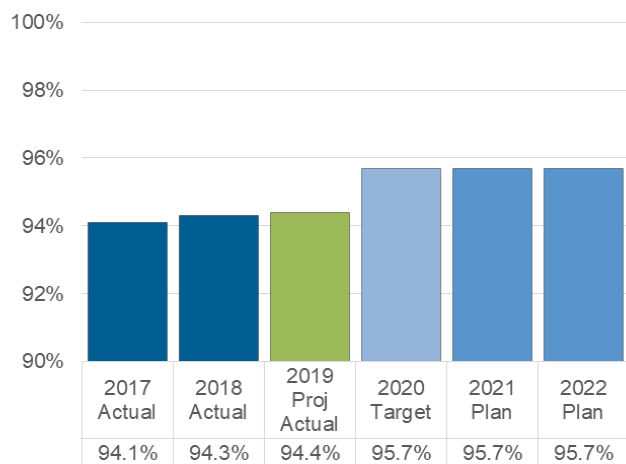
Inflationary Impact

- Increases to Gross Expenditures are driven by inflationary impacts to salaries & benefits
- Increases to Revenues is driven by inflationary increases to ice rental revenues which are offset by inflationary increases to operational cost increases.

How well we are doing

Performance measures

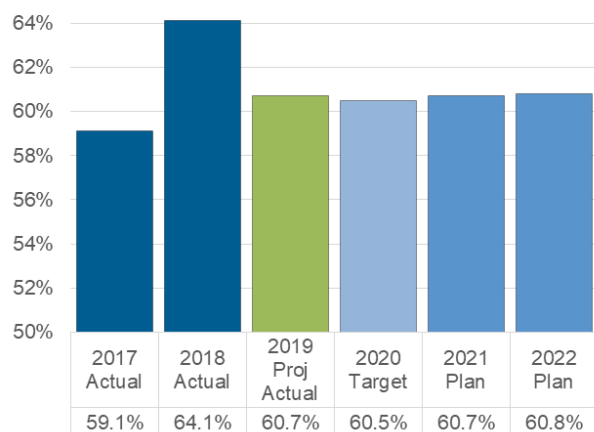
Prime Time Ice Utilization



Behind the numbers

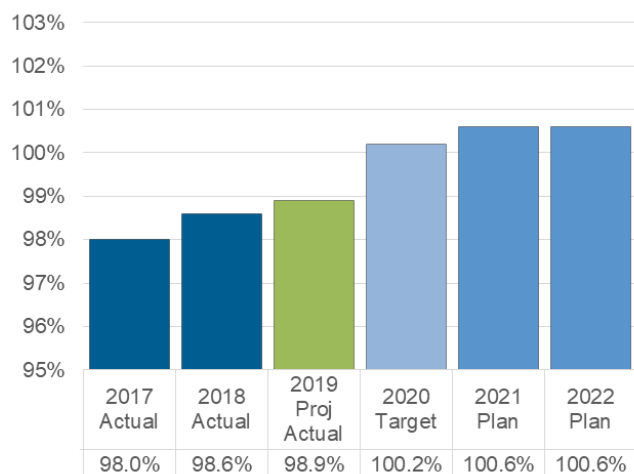
- Prime Time Ice Utilization reflects the percentage of available prime time hours that are booked and used. The industry benchmark for prime time utilization is 96% booked for a standard ice season.
- Six arenas expect to surpass industry benchmarks for prime time ice utilization in 2020. Leaside Gardens and Ted Reeve are below industry benchmark. Leaside Gardens is managing 2 Ice Pads which leaves one Ice pad to be less utilized than the other and Ted Reeve has started to manage the Bubble Arena which has increased the prime time ice available.

Non-Prime Time Ice Utilization



- Non-prime time ice time is generally defined as daytime and late night ice times during weekdays. The industry benchmark for non-prime ice utilization ranges from 25% to 40% average rentals for the standard ice season.
- All eight arenas have been meeting or surpassing the industry benchmark. The decrease in 2019 is attributable to the inclusion of the Ted Reeve Bubble Arena to the available non-prime time ice offered at Ted Reeve.

Cost Recovery Percentage



- A key mandate of the Arena Boards is to manage and operate the arenas (City-owned asset) effectively and efficiently at minimal to no cost to the City.
- Fluctuations can be caused by unanticipated demand changes for ice rentals, revenues from accessory operations, advertising, one-time revenues, and unexpected repairs and maintenance costs.
- The 2020 Operating Budget for the Arena Boards indicates that all 8 Arenas plan to breakeven or generate a net surplus for the year.

2020 Program Summary

Association of Community Centres

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca

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.

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
-







Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$0.3	\$0.3	\$0.3	Association of Community Centres has no capital budget.			
Gross Expenditures	\$9.0	\$9.0	\$9.2				
Net Expenditures	\$8.7	\$8.7	\$8.9				
Approved Positions	81.0	81.0	81.0				

Key service outcomes

Outcomes	Description
Build community and individual capacity	Meet the diverse and changing needs of communities and individuals by delivering programs, services and ongoing special events for children, youth, adults, seniors and families
Foster a sense of community	Promote and provide opportunities for civic and community engagement
Improve quality of life	Enhance the quality of life through the development, provision and support of activities, services and programs responsive to local needs

Goals and metrics

Planned Activities to Achieve Outcomes		2018	2019	2020 Target	Status
	# of People Served Through Programming	150,510	150,510	150,510	
	# of Community Meetings, Forums, Workshops, Public Space Held	1,200	1,200	1,200	
	# of Information and Referrals Provided for Community Programs, City Services and Neighbourhood Initiatives	389,782	389,782	389,782	

Our experience and success

- Cecil Community Centre strengthened child and youth and inclusion-focused community programming by enhancing student placements and internships through partnerships with Humber College and George Brown College.
- Applegrove Community Complex took on a leadership role with the Community Food Hub Feasibility Project, and is working with a Partners Table of City divisions and locally-based service providers to develop and implement an innovative food hub model for the Coxwell and Gerrard neighbourhood.
- The 519 Community Centre successfully secured funding to develop and implement a City Rapid Response System to respond to violence impacting LGBTQ2S communities.
- Waterfront Neighbourhood Centre developed a new partnership with the Toronto and York Region Metis Council and is collaborating in a one year Metis Culture and Community project that will offer local Metis artisans meeting, gardening and creative spaces in which Metis original contemporary and traditional arts and cultural pieces will be shared and experienced.
- Swansea Town Hall successfully expanded its Afterschool Homework Club to support over 30 elementary school students.

Key challenges and risks

- 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 the requests of new residents to keep pace with changing community demographics.

Priority actions

- Adequate funding is included in the 2020 Operating Budget for inflationary cost increases to maintain services at the 2019 approved levels.
- The Centres will continue to explore opportunities for third party program funding for new initiatives that reflect local community needs and requests.

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



Hold 1,200 community meetings, forums, workshops with 50,000 total people attending and utilizing public space

Key service deliverables

- Promote the Cecil Youth Lounge at Cecil Community Centre; a drop-in space created by youth programmed for youth interests including sports, arts, media, academia, employment and leadership
- Provide accessible space and valuable services to organizations and individuals at Ralph Thornton Community Centre through peer support, newcomer mentorship, tax filer clinics and public access to computer resources
- Continue entrepreneurship supports at Scadding Court Community Centre with practical training and market opportunities for newcomers, women and Business Out of the Box vendors
- Address the Truth & Reconciliation Calls to Action at Waterfront Neighbourhood Centre by providing opportunities to staff, volunteers and community members to gain knowledge of Indigenous land, treaties and people

Enhance access to programs at Eastview Neighbourhood Community Centre by completing a significant retrofit to bring the centre up to AODA compliance.

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual*	2020 Base Budget	2020 New / Enhanced	2020 Approved Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
User Fees							
Swansea Town Hall	330.2	276.7	278.8		278.8		
Ralph Thornton Community Centre	39.4	39.4	39.4		39.4		
Total Revenues	369.6	316.1	318.2	0.0	318.2	2.1	0.7%
Expenditures							
519 Church St	1,479.0	1,581.6	1,570.8		1,570.8		
Applegrove Community Centre	402.8	397.7	411.6	128.6	540.2		
Cecil Community Centre	692.3	714.5	729.9		729.9		
Central Eglinton Community Centre	707.2	696.5	745.3		745.3		
Community Centre 55	784.8	793.2	815.8		815.8		
Eastview Neighbourhood Centre	595.0	615.9	636.3		636.3		
Ralph Thornton Community Centre	761.8	793.6	813.8		813.8		
Scadding Court	963.4	966.9	991.0		991.0		
Swansea Town Hall	641.7	590.2	592.0		592.0		
Waterfront Neighbourhood Centre	1,412.5	1,475.0	1,543.7		1,543.7		
Total Gross Expenditures	8,440.5	8,625.2	8,850.4	128.6	8,979.0	353.8	4.1%
Net Expenditures	8,070.9	8,309.1	8,532.2	128.6	8,660.8	351.7	4.2%
Approved Positions	77.9	80.6	80.6	0.3	81.0	0.4	0.5%

*2019 Budget and Actuals (based on Q3 2019)

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$8.9 million gross reflecting an increase of \$0.2 million in spending above 2019 projected year-end actuals, predominantly arising from:

- Known salary & benefit increases.
- Inflationary increases for non-payroll expenditures including utilities and contracted services.

COSTS TO ENHANCE SERVICES

New and Enhanced Service expenditures of \$0.129 million gross, enabling:

- An increase in management staff working hours at Applegrove Community Centre (\$0.039 million, 0.34 FTEs) which will expand the capacity to operate more effectively by dedicating more time to service and financial planning, and developing and sustaining partnerships that leverage non-City funding and community resources.
- The funding of Applegrove Community Centre's annual facility lease costs (\$0.090 million) for the emerging Neighbourhood Food Hub, a City-led feasibility project. The Food Hub operates out of Glen Rhodes Church at 1470 Gerrard Street East and provides programming for emergency food provision and assistance (e.g. food bank, community dinner), activities to educate, build skills and social connection (e.g. community kitchens & canning), special events (e.g. planting party), increased access to sustainable food (e.g. local market) and community engagement.

EQUITY IMPACTS OF BUDGET CHANGES

Increase access to services for vulnerable individuals: The restoration of full-time management staff at Applegrove Community Complex and establishment of a satellite location for Applegrove and the Neighbourhood Food Hub enable the agency to more effectively meet the existing and changing needs of its community, which includes persons and families with low income; vulnerable women, youth and seniors; newcomers; racialized groups; and those who are under-housed or homeless

At the same time, the service enhancements for the remaining AOCCs that are not included in the budget challenge the capacity of these Community Centres to meet the growing and changing needs of their clients, which are primarily from equity seeking groups including low income children, youth, women, seniors, newcomers and families; racialized groups; persons with disabilities; LGBTQ2S; and indigenous peoples.

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Base Budget for the Association of Community Centres is \$0.2 million gross or 2.6% higher than the 2019 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget, while Table 2b summarizes New and Enhanced requests.

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)		2018 Actuals	2019 Proj. Actuals*	2020 Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	7,014.8	7,405.1	7,605.2	200.1	2.7%
2	Materials & Supplies	708.4	561.8	509.7	(52.1)	-9.3%
3	Equipment	4.8	5.1	7.5	2.4	47.1%
4	Service and Rent	684.5	633.9	709.7	75.8	12.0%
5	Contribution To Reserves	21.8	11.3	16.3	5.0	43.8%
6	Other Expenditures	6.3	8.0	1.5	(6.5)	-81.3%
Total Expenditures		8,440.5	8,625.2	8,850.0	224.8	2.6%
Revenues						
1	User Fees & Donations	369.6	316.1	318.2	2.1	0.7%
Total Revenues		369.6	316.1	318.2	2.1	0.7%
Net Expenditures		8,070.9	8,309.1	8,531.8	222.7	2.7%

*2019 Budget and Actuals (based on Q3 2019)

Salaries & Benefits:

Known increases in salaries and benefits.

Materials & Supplies:

Adjusted for realignment to anticipated expenditures.

Service and Rent:

Inflationary increases in utilities and contracts.

Other Expenditures:

Adjusted for realignment to anticipated expenditures.

Table 2b: 2020 Key Drivers – New/Enhanced

New / Enhanced (\$000)	2020				2021 Annualized Gross	Equity Impact
	Revenue	Gross	Net	Positions		
In \$ Thousands						
1 Increase Staff Hours at Applegrove CC		38.6	38.6	0.3	38.6	Medium
2 Facility Lease Costs of Applegrove CC's Neighbourhood Community Food Hub		90.0	90.0		90.0	High
Total New / Enhanced		128.6	128.6	0.3	128.6	

Increase Staff Hours at Applegrove Community Centre

The additional working hours will be allocated amongst management staff to increase Applegrove Community Centre's capacity to operate more effectively; dedicate sufficient time to service and financial planning; develop and sustain more partnerships that leverage non-City funding and community resources; raise funds; enhance program planning, evaluation and customer service; and better meet community needs.

Facility Lease Costs of Applegrove Community Centre's Neighbourhood Community Food Hub

The funding will cover the annual facility lease costs of the emerging Neighbourhood Food Hub which is currently operating as a City-funded feasibility project and will in future operate as a satellite location of Applegrove Community Centre. The Food Hub pilot project operates out of Glen Rhodes Church located at 1470 Gerrard Street East. The lease will provide the Food Hub with multiple programming spaces, including a kitchen, church hall, meeting room, storage rooms, and a large Sanctuary and Narthex space. Through the Food Hub, multiple City agencies and divisions and food-focused organizations (e.g. Food Share, Daily Bread) will deliver programming that meets local needs, including emergency food provision and assistance; activities to educate, build skills and social connection; special events; increased access to sustainable food; and community engagement.

2021 & 2022 OUTLOOKS

Table 3: 2021 and 2022 Outlooks

(\$000s)	2019 Projected Actual*	2020 Approved Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	316.1	318.2	318.2	318.2
Gross Expenditures	8,625.2	8,979.0	9,002.6	9,166.9
Net Expenditures	8,309.1	8,660.8	8,684.4	8,848.7
Approved Positions	80.6	81.0	81.0	81.0

*2019 Budget and Actuals (based on Q3 2019)

Key 2021/2022 drivers

Summarize key drivers/changes reflected in outlooks

Salaries and Benefits

- Inflationary adjustments

Inflationary Impact

- Increases in utilities, office maintenance, supplies and contracted services

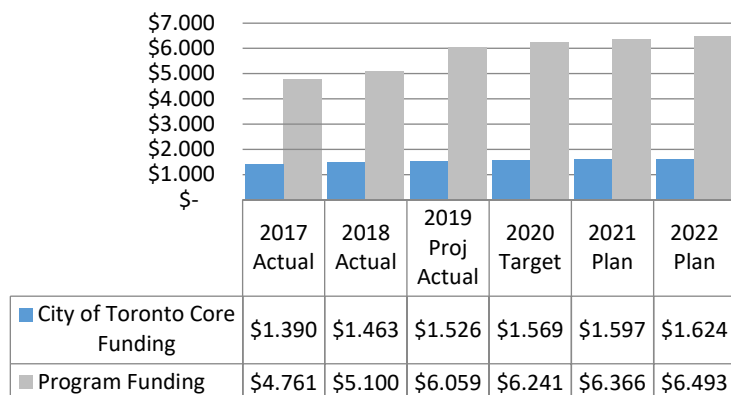
Revenue Changes

- Facility rental fee increases calculated using projected market rate assumptions

How well we are doing

Performance measures

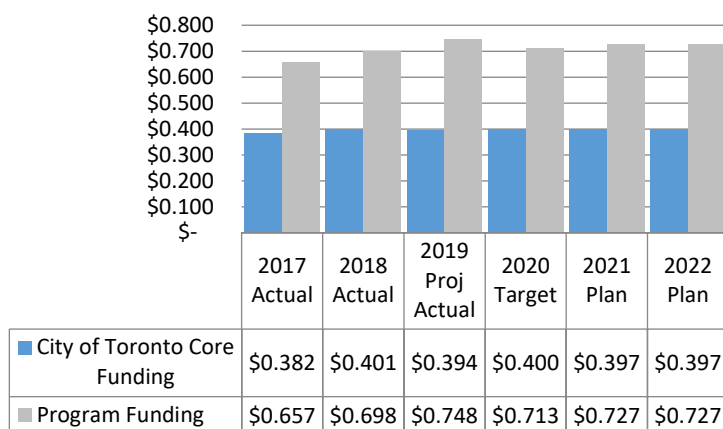
Leveraging City Funding - 519 Community Centre (\$ M)



Behind the numbers

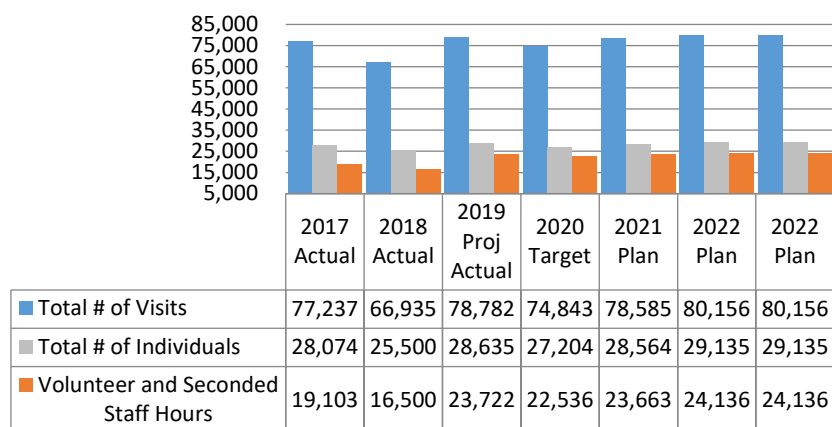
- The non-core funding leveraged by The 519 Church Street Community Centre has gradually increased since 2017 with a projected increase of \$0.959 million in 2019 from 2018, which includes one-time funding received by the Centre to complete a feasibility study for the Moss Park project.
- The 2020 target and future year program funding estimates are projected to continue increasing as the Centre continues to target raising an additional \$3.97 for every dollar of Core City funding received.

Leveraging City Funding - Applegrove Community Complex (\$ M)



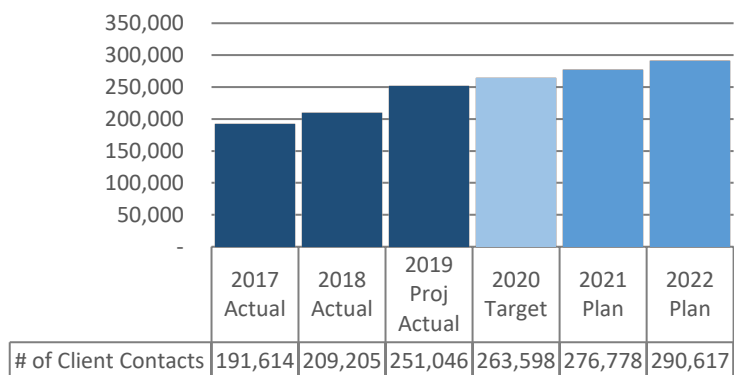
- Non-core funding leveraged by Applegrove Community Complex has gradually increased since 2017, with several one-time funding amounts received in 2019 for various initiatives.
- A decrease from 2019 to 2020 is anticipated due to one-time funding amounts that will not be continued.
- The Centre projects a slight increase from 2020 in future years as it continues to explore new funding opportunities.

Program Participation - Cecil Community Centre



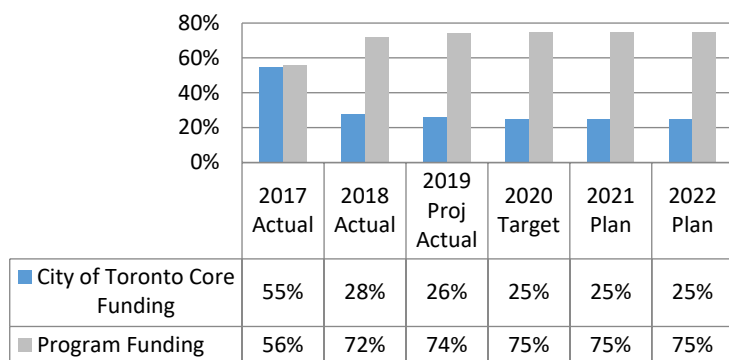
- Program participation levels, number of visits, number of individuals served and volunteer and staff hours are anticipated to slightly decrease in 2020 due to facility renovations.
- Future years are expected to experience increased community demands in programming.

Number of Client Contacts - Central Eglinton Community Centre



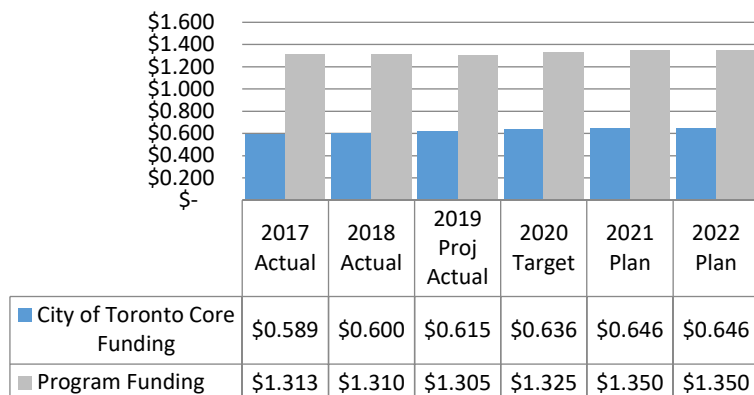
- The facility renovations undertaken in 2018 that resulted in increased community space have resulted in an increase in the number of client contacts in 2019 and the Centre anticipates this to continue in 2020 and future years.

Leveraging City Funding - Community Centre 55



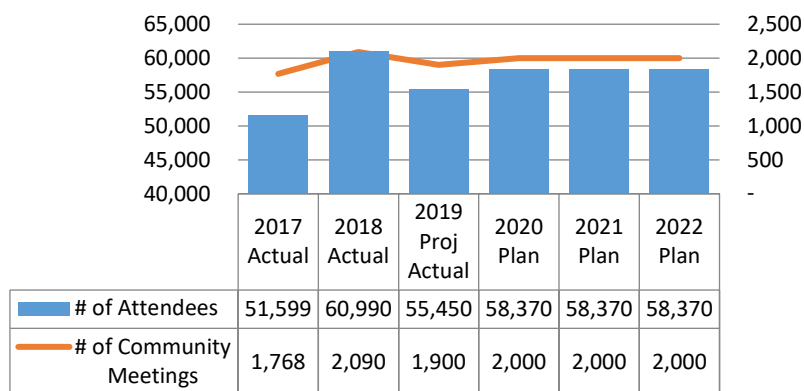
- Community Centre 55 anticipates to continue leveraging fundraising contributions at a rate of 75% for 2020 and future years.

Leveraging City Funding - Eastview Neighbourhood Community Centre (\$ M)



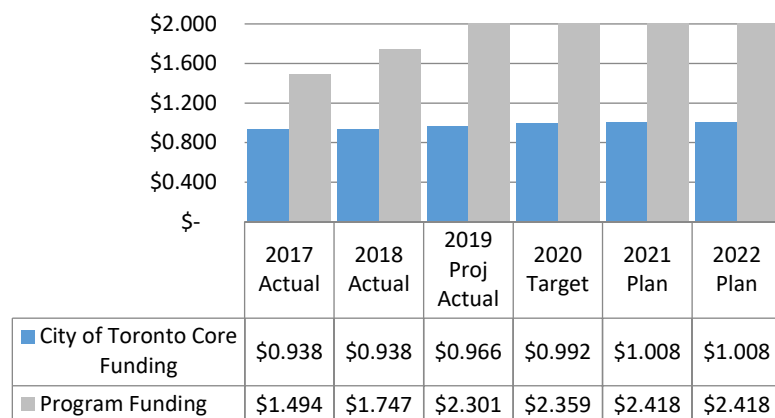
- Eastview Neighbourhood Community Centre is projecting an increase in program funding levels in 2020 and future years as it continues to explore opportunities for additional grants, individual and corporate giving and fundraising activities.

Space Utilization - Ralph Thornton Community Centre



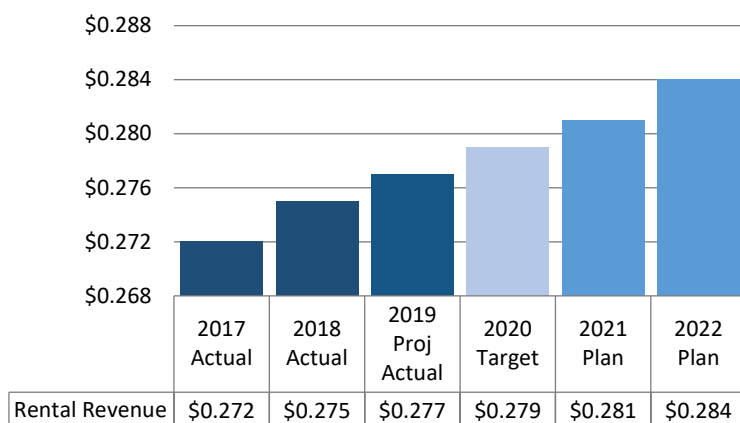
- Ralph Thornton Community Centre is projecting lower utilization rates from 2018 to 2019 due to 2018 having higher than anticipated rental and attendance as a result of large one-time events.
- The Centre is forecasting gradual increases in 2020 and future years as it continues to work towards maximizing utilization rates.

Leveraging City Funding - Scadding Court Community Centre (\$ M)



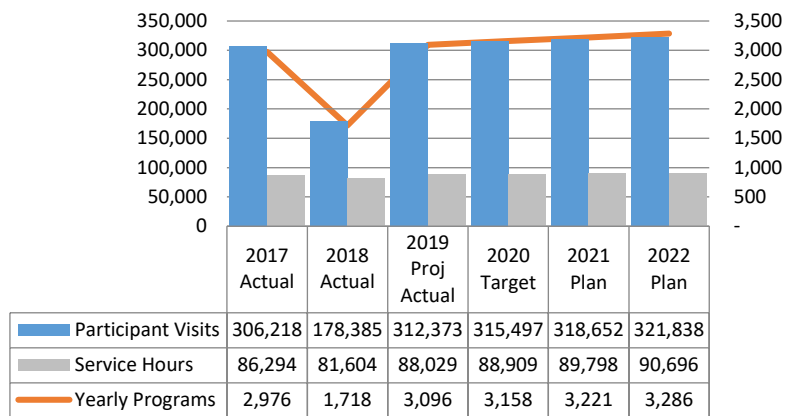
- The program funding levels for Scadding Court Community Centre are expected to increase slightly from 2019 to 2020 and future years as the centre continues to explore additional program funding opportunities.

Swansea Town Hall Revenue Growth (\$ M)



- Swansea Town Hall is projecting an increase through 2022 in facility rental fees revenue attributable to rental rate increases driven by market trends and new use opportunities.

Program Participation - Waterfront Neighbourhood Community Centre



- In 2018, a City-wide flood resulted in significant flood damage to Waterfront Neighbourhood Community Centre causing program closures for three months. Projections for 2019 anticipate that programs will operate at prior 2018 levels and will continue to slightly increase for the 2020-2022 period due to a growing population.

2020 Program Summary

CreateTO

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What we do

As the City of Toronto's real estate agency, CreateTO manages the City's real estate portfolio, develops City buildings and lands for municipal purposes and delivers 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 the City's Corporate Real Estate Management (CREM) division, is continually looking for new and better ways to use those assets and deliver value to the City (e.g. through the delivery of City-building initiatives such as 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 is a steward of the City's real estate assets. The agency leverages its real estate expertise to lead a City-wide real estate strategy, identify opportunities to modernize and harmonize operations, drive service delivery for programs, and maximize real estate value in the pursuit of social, economic, environmental, and program benefits.

Who we serve

- Mayor's Office and City Council
- City Divisions, Agencies and Corporations
- Local Community Members
- Real Estate and Development Community
- Corporations/Businesses

Beneficiaries

- Residents & Visitors
-

Budget at a glance

OPERATING BUDGET			
\$Million	2020	2021	2022
Revenues	\$14.4	\$14.3	\$14.6
Gross Expenditures	\$14.4	\$14.3	\$14.6
Net Expenditures	\$0.0	\$0.0	\$0.0
Approved Positions	64.0	63.0	63.0

10-YEAR CAPITAL PLAN			
\$Million	2020	2021-2029	Total
CreateTO has no capital budget.			

Key service outcomes

Outcomes	Description
Housing Now	Support City Council's affordable housing priorities by working with partners to complete site due diligence, obtain planning approvals, and market sites.
ModernTO	Support City Council's Office Strategy by working collaboratively with CREM and City Stakeholders to complete site due diligence and oversee the strategic plan to modernize civic centers.
Centralize real estate operations	Continue to centralize real estate functions within CreateTO to realize efficiencies.
Advance Strategic Projects	In accordance with City Council direction, continue to advance strategic projects to meet City needs (Etobicoke Civic Centre, Rail Deck Park, Danforth Garage etc.)

Key service deliverables

- Advance Housing Now. Deliver the first 11 Housing Now sites and identify additional sites (i.e. close first 4 sites, complete due diligence, obtain planning approvals and market remaining 7 sites).
- Advance ModernTO by working collaboratively with CREM and City Stakeholders to complete site due diligence and oversee the strategic plan to modernize civic centers.
- Continue to build additional asset class strategies with a focus on transit-oriented development.
- Advance major City-building projects, such as Danforth Garage, Etobicoke Civic Centre and other key initiatives.

Our experience and success

- **Housing Now:** Supporting City Council's affordable housing priorities by working with partners to complete due diligence, obtain planning approvals, and market first 4 sites.
- **ModernTO:** Obtained City Council support to move forward on the City's Office Strategy by unlocking asset value to generate more efficient and modern office space.
- **Driving the New Mandate:** Continue to support and provide expertise on key City projects including the Etobicoke Civic Centre relocation, Rail Deck Park, and Danforth Garage.
- **Working with Waterfront Toronto** on the handover of property to enable the tri-government Port Lands Flood Protection project; and overseeing construction and completion of the Garrison Crossing pedestrian and cycle bridge.

Key challenges and risks

- **Data Management:** Access, develop and consolidate real estate data to yield meaningful insights for improved asset management and decision making.
- **City-Wide Real Estate Centralization:** Realization of efficiencies through the centralization of the City's real estate operations.
- **Financial Sustainability:** Establish a sustainable financial model for CreateTO that aligns with the operating mandate.

Priority actions

- **Provide the City with Real Estate Expertise:** Serve as Toronto's center of excellence for real estate and thought leadership regarding City's real estate assets.
 - Advance the City-wide Portfolio Strategy and associated asset strategies, including ModernTO.
 - Continue to build out CreateTO's knowledge base on the City's real estate portfolio and client needs.
 - Be the "go-to experts" for insights related to the City's real estate assets (e.g. policy alternatives).
 - **Facilitate City Building:** Leverage Toronto's real estate portfolio to create new and better opportunities for the benefit of the City and its residents.
 - Advance major City-building projects, such as Danforth Garage, Etobicoke Civic Centre and other key initiatives.
 - Identify, prioritize and advance new projects that make better use of underutilized land assets to achieve City-building outcomes.
 - Work with City, industry and community partners, such as the Toronto Parking Authority and the Toronto Lands Corporation, to bring forward innovative real estate solutions.
 - **Deliver Affordable Housing:** Work with our partners to create and advance solutions that meet the vital housing needs of Torontonians.
 - Deliver the first 11 Housing Now sites and identify additional sites in the portfolio to support affordable housing (i.e. close first 4 sites, complete due diligence, obtain planning approvals and market remaining 7 sites).
 - Work with TCHC and the City to develop a plan for TCHC development functions to transfer to CreateTO and/or the City, as per Council direction.
 - **Support Port Lands Development:** Advance the long-term vision for a sustainable new community in the heart of Toronto.
 - Be a responsible steward of City assets in the Port Lands and support ongoing flood protection work by Waterfront Toronto.
 - Position CreateTO to be a thought leader and partner in the future development of Toronto's Port Lands.
-

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Service fee from Corporations	11,432.7	12,548.7	13,617.0		13,617.0	1,068.3	8.5%
City (Rail Deck Park)	0.0	98.4	150.0		150.0	51.6	52.4%
Housing Secretariat	0.0	292.5	392.0		392.0	99.5	34.0%
Toronto Parking Authority	0.0	0.0	250.0		250.0	250.0	n/a
Total Revenues	11,432.7	12,939.6	14,409.0	0.0	14,409.0	1,469.4	11.4%
Expenditures							
Human Resources	9,053.3	10,264.0	11,499.0		11,499.0	1,235.0	12.0%
Professional Fees	397.4	153.2	208.0		208.0	54.8	35.8%
Marketing & Communication	227.7	266.3	202.0		202.0	(64.3)	(24.1%)
Board & Professional Fees	190.5	110.0	110.0		110.0	0.0	
Office Occupancy	696.3	706.4	721.0		721.0	14.6	2.1%
Office Services/Travel/IT/Other	867.5	939.7	1,169.0		1,169.0	229.3	24.4%
Project Investigation Costs	0.0	500.0	500.0		500.0	0.0	
Total Gross Expenditures	11,432.7	12,939.6	14,409.0	0.0	14,409.0	1,469.4	11.4%
Net Expenditures	0.0	0.0	0.0	0.0	0.0	0.0	
Approved Positions	51.0	60.0	64.0		64.0	4.0	6.7%

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$14.409 million gross reflecting an increase of \$1.469 million in spending above 2019 projected year-end actuals predominantly arise from:

- Prior year impact of \$0.267 million in salary and benefits primarily due to annualization of 2019 hires and Council approved positions.
- Other salary and benefits increase of \$0.698 million for new hires required to support increased volume and expanded scope of work.
- \$0.250 million for transfer of real estate resources from other City corporations to CreateTO to support the centralization of real estate resources in line with the City-wide real estate strategy.
- Increase of \$0.234 million in other expenditures primarily due to one-time office relocation and IT costs.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in CreateTO's 2020 Operating Budget do not have any significant equity impacts.

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for CreateTO is \$14.409 million gross or 11.4% higher than the 2019 Projects Actuals. Table 2a below summarizes the key cost drivers for the base budget.

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)		2018 Actual	2019 Proj. Actual	2020 Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	9,053.3	10,263.9	11,499.0	1,235.1	12.0%
2	Materials & Supplies	76.1	50.4	58.3	7.9	15.6%
3	Equipment	105.9	228.0	403.4	175.4	76.9%
4	Service and Rent	2,167.7	2,380.9	2,432.1	51.2	2.1%
5	Other Expenditures (Inc. IDC's)	29.7	16.4	16.3	(0.1)	-0.7%
Total Expenditures		11,432.7	12,939.6	14,409.0	1,469.4	11.4%
Revenues						
1	Transfers From Capital		98.4	150.0	51.6	52.4%
2	Other Revenues (Inc. IDR's)	11,432.7	12,841.1	14,259.0	1,417.9	11.0%
Total Revenues		11,432.7	12,939.6	14,409.0	1,469.4	11.4%
Net Expenditures						

Salaries & Benefits:

- New hires required to support increased volume and expanded scope of work (\$0.698 million).
- Transfer of real estate resources from other City corporations to support the City-wide real estate strategy (\$0.250 million).
- Annualization of 2019 hires and Council approved positions (\$0.267 million).

Equipment/Services and Rent:

- One-time office relocation and IT costs (\$0.234 million).

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

(\$000s)	2019 Projected Actual	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	12,939.6	14,409.0	14,349.3	14,617.1
Gross Expenditures	12,939.6	14,409.0	14,349.3	14,617.1
Net Expenditures				
Approved Positions	60.0	64.0	63.0	63.0

Key 2021 drivers**Inflationary Impact**

- Overall inflationary increase in salaries and benefits and other general and administrative costs.

Key 2022 drivers**Inflationary Impact**

- Overall inflationary increase in salaries and benefits and other general and administrative costs.

How well we are doing**Performance measures**

CreateTO is working with City staff to identify and establish key service levels and performance measures, which will be finalized in 2020 and reported through the 2021 Budget process. In 2020, the Agency will focus on identifying and measuring against defined metrics, taking a system-wide approach to a performance measure framework.

Our performance measures framework will include metrics regarding:

- Creating Complete Communities;
- Asset Stewardship and Driving Efficiency; and
- Partnerships and Stakeholder Engagement

2020 Program Summary

Exhibition Place

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca.

What we do

We provide a diverse venue for major tradeshow, sporting events, 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 is the annual host of approximately 5.5 million visitors and has stewardship over 192-acres, with 22 buildings, including 9 buildings designated under the Ontario Heritage Act.

Why we do it

The Mission of Exhibition Place is to:

- Champion business stimulation and public celebrations at local, national, and international levels to generate economic impact for the City of Toronto
- Grow our reputation as a major destination and develop existing and new events by capitalizing on the powerful diversity within the City of Toronto and Province of Ontario
- Elevate the image of the public asset, parklands, heritage buildings and public art
- Promote service excellence in all customer interactions throughout Exhibition Place
- Maintain long-term operational financial stability
- Manage and program Exhibition Place in a manner respectful of the local community

Who we serve

Exhibition and Events

- Event Organizers & Exhibitors, Trade/Consumers/ Public/ Sporting Events Attendees
- Leased Tenants
- Parking Patrons

Conventions, Conferences & Meetings

- Conference and meeting Attendees
- Local and International Organizations
- Not-For-Profits and Community Organizations

Exhibition Place Asset Management

- Exhibition Place Service
- City of Toronto

Exhibition Place Parking Access

- Commuters
- Exhibition Place Event Attendees
- Long-term Tenants

Beneficiaries

- Event Participants (national and international)
- Local Businesses and Residents
- Local Hotels and Restaurants

Beneficiaries

- Event Participants (national and international)
- Local Businesses and Residents
- Local Hotels and Restaurants

Beneficiaries

- Event Organizers, Exhibitors, and Attendees
- General Public
- Leased Tenants
- Parking Patrons
- Site Visitors

Beneficiaries

- Events Attendees
- Event's Organizers
- Commuters
- Site Visitors
- Commercial Vehicle Operators
- Visitors/Tourists







Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$57.3	\$58.6	\$59.9	Gross Expenditures	\$13.0	\$131.2	\$144.2
Gross Expenditures	\$56.9	\$58.1	\$59.4	Debt	\$12.8	\$125.1	\$137.9
Net Expenditures	(\$0.5)	(\$0.5)	(\$0.5)				
Approved Positions	357	357	357				

Key service outcomes

Outcomes	Description
Grow event activities at the Enercare Centre, Beanfield Centre, and Exhibition Place grounds	Maintaining strong relationships with existing clients/events; focus on aspects of our current customers service promises that will significantly impact business growth; cultivate opportunities for new clients/events through business relationships designed to enhance lead generation.
Reduce environmental impact of our operation and business	Set target reduction grid supplied electricity use by 1% annually from 2016 base year consumption of 14,633,801 KWh.
Through Capital Works - Preserve historically significant buildings and structures to facilitate economic activity and viability of the events and activities on the site	Exhibition place has stewardship over 192-acres, with 22 buildings, including 9 buildings designated under the Ontario Heritage Act. The 10-year Capital Plan is used to maintain SOGR of the buildings and infrastructure.

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	Grow Enercare Centre, Beanfield Centre, Exhibition Place events rent revenue	\$15.00 million	\$16.96 million	\$15.88 million	
	1% reduction of electricity consumption from grid supplied electricity (MWh)	12,809MWh	9,104MWh	14,057MWh	
	Achieve 90% spend rate of the 2020 Capital Plan	85%	81%	90%	

Our experience and success

- In 2019 we successfully delivered many large city-wide booking events including the Collision Conference and the Jehovah's Witnesses International Conference
- Exceeded financial and operating budget targets from 2007-2018 totaling \$24.4 million
- In 2020 Exhibition Place will be the hosts of another major International Conference, the World Circular Economy Forum
- We are servicing approximately 1,800 vehicles passing by daily in addition to approximately 500,000 vehicles park on annual basis and the bicyclists who use the bicycle lanes from Dufferin Gate to Princes' Gate connecting to the Martin Goodman Trail
- Exhibition Place is a Canadian leader in environmental sustainability for convention centre operations. Enercare Centre is awarded LEED® EB:O&M Platinum Certification (Existing Buildings: Operations and Maintenance) and Beanfield Centre is awarded "LEED® Silver Certified" by the Canada Green Building Council
- Reached 84% waste diversion in 2018
- Exhibition Place has maintained a spend rate of 80% or higher for the 10-Year Capital Plan for the past three years

Key challenges and risks

- Exhibition Place operates in a very competitive market in Toronto and the Greater Toronto Area
- In order to deliver excellent service standards Exhibition Place has to absorb the significant increase in operating costs such as security, utilities rates, Federal Carbon Tax, unionized wages and benefits etc.
- Growing access and congestion issues in Toronto and immediate areas
- Addressing the Capital state of good repair backlog estimated at \$35.741 million in 2020 and anticipated to grow to \$118.423 million by 2029
- The Capital Needs Constraints includes the required funding of \$65 million for the renovation of the Industry Building targeted for 2025-2026

Priority actions

- Maintain and elevate the image of the public asset, parklands and heritage buildings, maintain long-term operational financial stability, and promoting customer service excellence and revenue generation
- Champion business stimulation and public celebrations at the local, national, and international levels to generate economic impact for the City of Toronto
- Continue promoting environmental initiatives and energy conservation
- Allocating the capital funding to over 192 acres, with 22 buildings, including 9 buildings designated under the Ontario Heritage Act, and working around more than 300 shows and events schedules
- Complete construction for the Hotel X Pedestrian Walkway

Our key service levels



Waste diversion rate of
90%



Achieve Food and
Beverage sales of
\$91.28 per attendance



Achieve spend rate of
90% of the 10-year
Capital Plan

Key service deliverables

- Manage 192-acre parkland with more than 3,000 trees and provide inclusive and accessible parkland
- Serve as a destination for international, national and community entertainment, 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 internally to reduce the impact of Exhibition Place operations on all aspects of the environment
- Complete construction on the Hotel X Pedestrian Walkway in September 2020
- Complete Phase 1 & 2 of the Electrical Underground High Voltage Utilities by 2024
- Complete SOGR at the Enercare Centre budgeted at \$22.720 million from 2020-2024

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Exhibitions & Events	37,188.0	44,083.8	40,507.4		40,507.4	(3,576.4)	(8.1%)
Conventions, Conferences & Meetings	4,669.7	5,343.8	5,341.3		5,341.3	(2.5)	(0.0%)
Exhibition Place Asset Management	2,758.5	3,166.1	3,157.4		3,157.4	(8.8)	(0.3%)
Exhibition Place Parking Access	7,979.5	8,160.9	8,367.8		8,367.8	206.9	2.5%
Total Revenues	52,595.8	60,754.7	57,373.8	0.0	57,373.8	(3,380.8)	(5.6%)
Expenditures							
Exhibitions & Events	25,971.4	34,281.2	31,768.7		31,768.7	(2,512.5)	(7.3%)
Conventions, Conferences & Meetings	4,991.6	5,283.8	5,289.3		5,289.3	5.5	0.1%
Exhibition Place Asset Management	16,210.4	16,247.3	16,564.8		16,564.8	317.6	2.0%
Exhibition Place Parking Access	3,201.0	3,142.4	3,251.0		3,251.0	108.7	3.5%
Total Gross Expenditures	50,374.3	58,954.7	56,873.8	0.0	56,873.8	(2,080.8)	(3.5%)
Net Expenditures	(2,221.4)	(1,800.0)	(500.0)	0.0	(500.0)	1,300.0	(72.2%)
Approved Positions	356.0	356.0	357.0	0.0	357.0	1.0	0.3%

*2019 Projected Actuals (based on Q3 2019) is adjusted retroactively to remove interdepartmental charges and recoveries.

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$56.87 million gross reflecting a decrease of \$2.08 million in spending compared to 2019 projected year-end actuals (prior to enhancements or efficiencies), predominantly arising from:

- Direct event costs decrease; which is offset by a corresponding decrease in user fees and recoveries revenue based on anticipated volumes changes from Exhibitions and Events Service.
- Savings in utilities cost through energy efficient measures, a reduction in WSIB requirements, and the deferral of equipment replacement expenditure.
- Above savings are offset by salary & benefit, utilities and contracted service cost increases from inflation.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in Exhibition Place's 2020 Operating Budget do not have any significant equity impacts

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for Exhibition Place is \$2.0 million gross or 3.5% lower than the 2019 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget.

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)		2018 Actuals	2019 Projected Actuals	2020 Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	27,582.5	33,045.6	32,510.8	(534.8)	(1.6%)
2	Materials & Supplies	3,325.2	4,400.6	4,655.8	255.1	5.8%
3	Equipment	1,016.9	522.0	522.0	0.0	0.0%
4	Service and Rent	16,368.9	18,855.5	16,754.3	(2,101.2)	(11.1%)
5	Contribution To Capital	0.0	0.0	0.0	0.0	0.0%
6	Contribution To Reserves	2,080.9	2,130.9	2,430.9	300.0	14.1%
7	Other Expenditures	0.0	0.0	0.0	0.0	0.0%
Total Expenditures		50,374.3	58,954.7	56,873.8	(2,080.8)	(3.5%)
Revenues						
1	Provincial Subsidies	0.0	0.0	0.0	0.0	0.0%
2	Federal Subsidies	0.0	0.0	0.0	0.0	0.0%
3	User Fees & Donations	41,402.0	45,123.9	42,942.6	(2,181.3)	(4.8%)
4	Transfers From Capital	0.0	0.0	0.0	0.0	0.0%
5	Transfers From Reserves	2,022.0	1,787.5	1,837.5	50.0	2.8%
6	Other Revenues	9,171.8	13,843.3	12,593.7	(1,249.5)	(9.0%)
Total Revenues		52,595.8	60,754.7	57,373.8	(3,380.8)	(5.6%)
Net Expenditures		(2,221.4)	(1,800.0)	(500.0)	1,300.0	(72.2%)

*2019 Q3 Proj Actuals and 2018 Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Salaries & Benefits:

2020 budget for salaries and benefits has taken into consideration annual inflationary increases as well as activity volume adjustments to reflect client demand. 2019 projected actual cost is higher primarily due to event service costs for one-time large events at Beanfield Centre and Enercare Centre.

Materials and Supplies:

2020 utilities cost increases from inflation and additional direct utilities expenditure associated with district energy system through the sale of energy to generate additional revenues.

Contribution to Reserves:

In 2020 Exhibition Place is budgeting for a contribution to the conference centre reserve fund to grow the reserve to ensure loan repayments can be made in the event of any Exhibition Place Operating Budget shortfalls. The reserve fund will also be utilized as a funding source for state of good repair capital projects in future years.

User Fees and Other Revenue Changes:

Revenues are higher in 2019 primarily due to contribution from one-time large events at Enercare Centre and Beanfield Centre. The 2020 budget for revenues is adjusted based on anticipated activity volume changes per client demands.

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

(\$000s)	2019 Projected Actual	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	60,754.7	57,373.8	58,588.2	59,852.3
Gross Expenditures	58,954.7	56,873.8	58,088.2	59,352.3
Net Expenditures	(1,800.0)	(500.0)	(500.0)	(500.0)
Approved Positions	356.0	357.0	357.0	357.0

*2019 Q3 Projected Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Key 2021 drivers

Summarize key drivers/changes reflected in outlooks

Inflationary Impact

- \$0.139 million inflationary adjustment for utilities cost
- \$0.253 million inflationary adjustment for general rental and service cost to deliver current service standards
- \$0.822 million inflationary adjustment on salaries and benefits per collective agreements with various unions and financial performance reward adjustment for non-unionized staff

Revenue Changes

- \$1.057 million adjustment for user fees increase from business growth and inflationary adjustments
- \$0.157 million inflationary adjustment for direct cost recoveries from clients

Key 2022 drivers

Summarize key drivers/changes reflected in outlooks

Inflationary Impact

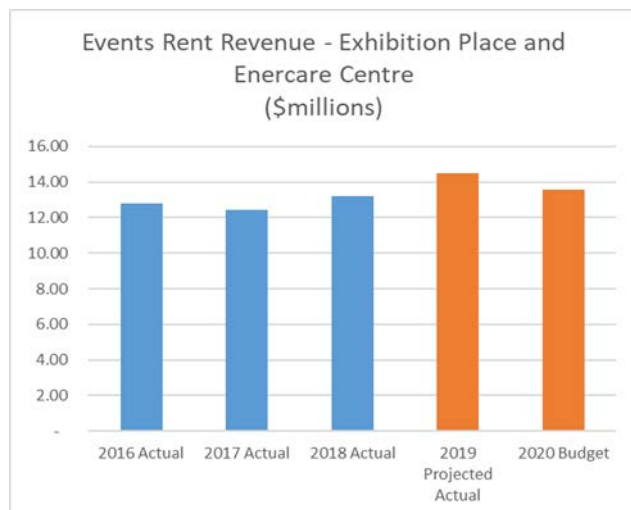
- \$0.143 million inflationary adjustment for utilities cost
- \$0.325 million inflationary adjustment for general rental and service cost to deliver current service standards
- \$0.796 million inflationary adjustment on salaries and benefits per collective agreements with various unions and financial performance reward adjustment for non-unionized management staff

Revenue Changes

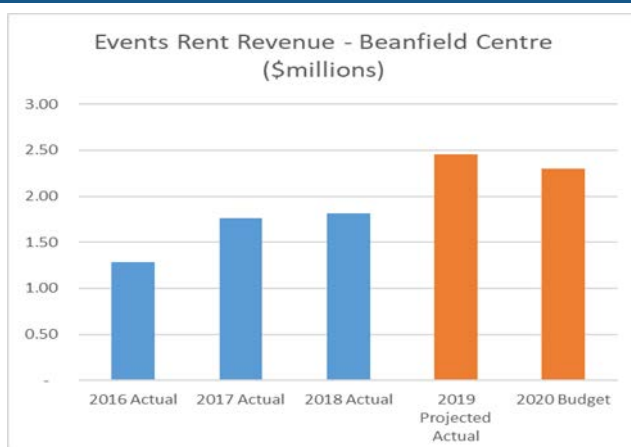
- \$1.105 million adjustment for user fees increase from business growth and inflationary adjustments
- \$0.159 million inflationary adjustment for direct cost recoveries from clients

How well we are doing

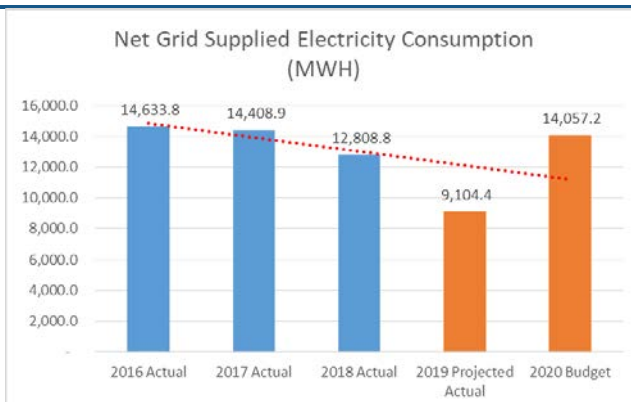
Performance measures



- 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 contiguous space. In addition, Exhibition Place has a 192-acre site that allows public celebrations and events, such as the Honda Indy Toronto, and Toronto Caribbean Festival. On an annual basis the Exhibitions and Events service is hosting over 150 events and has a direct annual economic impact of more than \$425 million to Toronto.
- Actual experience suggests that the Enercare Centre and Exhibition Place continue to grow its occupancy rates and number of events hosted.
- 2019 projected actual rent is higher because contribution from one-time large events such as The Jehovah's Witnesses Conference, TD SMG Meeting, 16U 17U 18U Boys Volleyball National Championships, and Collision Conference.



- Beanfield Centre reopened in 2009 after \$50.0 million of renovations to the historic Automotive Building. It provides new meeting rooms, exhibit space, and a Class A ballroom. The new facility complements the event activities at the Enercare Centre, by attracting more international conferences, consumer and trade shows, and festivals to the City of Toronto.
- 2019 projected actual rent is higher because contribution from one time large events such as Gartner Canada Symposium, Think 2019 Conference, Payments Canada Summit and Shopify Unite Conference

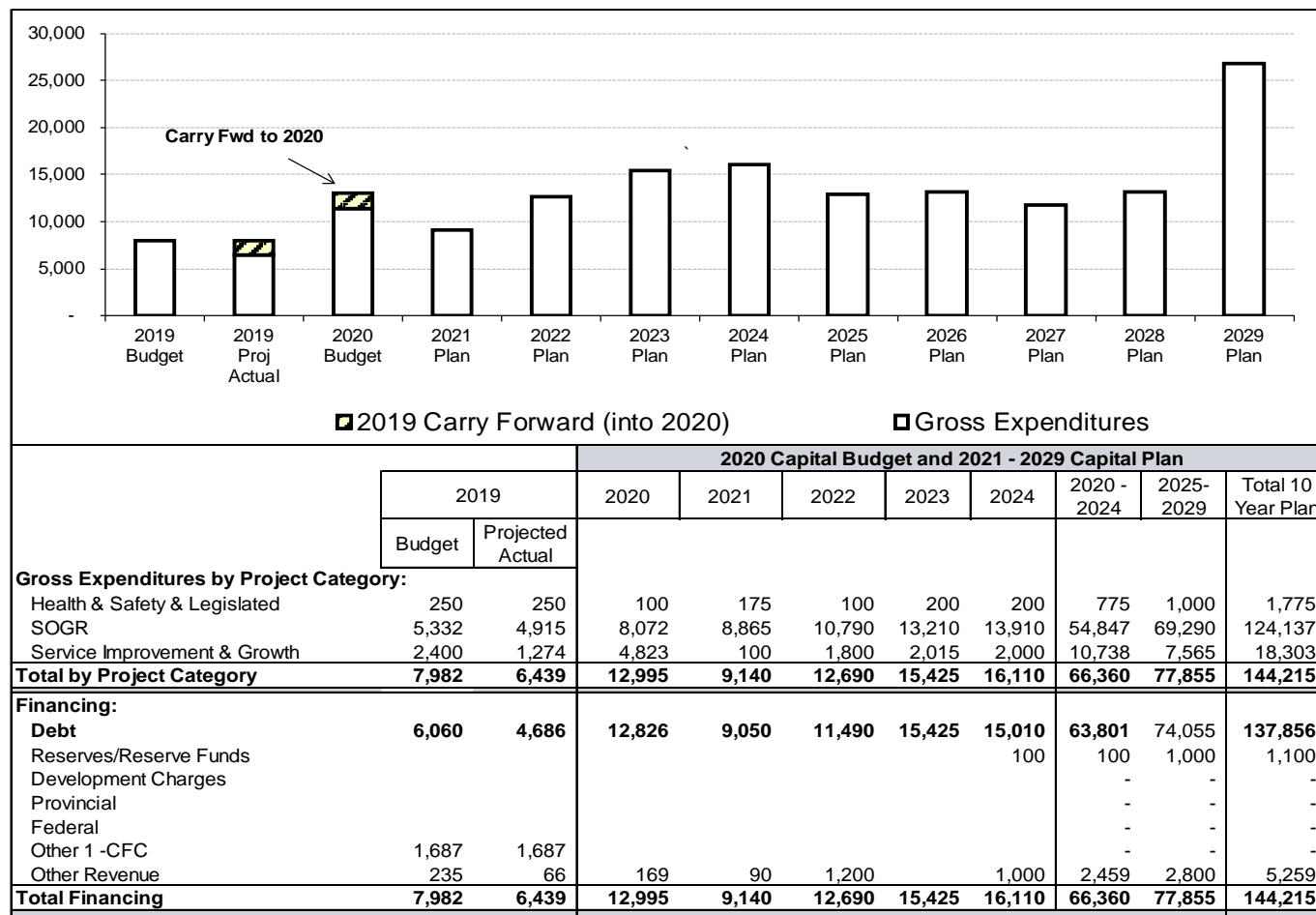


- Exhibition Place sets a goal to aim for Electricity Net Grid Consumption; as a tactic Management set a target to reduce kWh consumption by 1% a year from the base year of 2016.
- 2019 projected actual Net Grid Supplied Electricity Consumption is reduced significantly primarily due to the electricity production from District Energy System (DES), new high efficiency chiller, and the new GREEN Smart lighting policy.

2020 – 2029 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview

(\$'000)



Changes to Existing Projects

(\$3.2M)

- \$3.2 million increase for a Beanfield Centre project due to change in project estimates and design of the *Beanfield Centre Bridge*.

New Projects

(\$32.4M)





- \$10.9 million in new SOGR Beanfield Centre project such as *the replacement of the HVAC system and various lighting fixtures*.
- \$14.7 million in new SOGR Enercare Centre projects such as *the replacement, retrofitting of Chillers* and phase 2 of the *Electrical Underground High Voltage Utilities* project, which was previously unfunded.
- \$4.8 million in new SOGR Food Building projects such as *the roof replacement*.

Capital Needs Constraints

(\$118.2M)

- \$65.0 million for the *Coliseum Complex – Industry Building roof and windows renovation*.
- \$49.4 million to address the state of good repair backlog.

2020 – 2029 CAPITAL BUDGET AND PLAN**\$144.2 Million 10-Year Gross Capital Program**

			
Aging Infrastructure	Parks, Parking Lots and Roads	Construction	Mechanical/Electrical & Communication Infrastructure
\$120.6 M 84%	\$16.0 M 11%	\$3.7 M 2.5%	\$3.7 M 2.5%
Enercare Centre Beanfield Centre Coliseum Complex Food Building Electrical Underground High Voltage	Festival Plaza Sidewalks, Pathways, Roads, & Lots Parking Technology	Construction of Pedestrian Walkway from Hotel X to Beanfield Centre	Building Automation System Transformers in all Substations Replace Fibre Optic Trunked Radio Repeater System

How the Capital Program is Funded

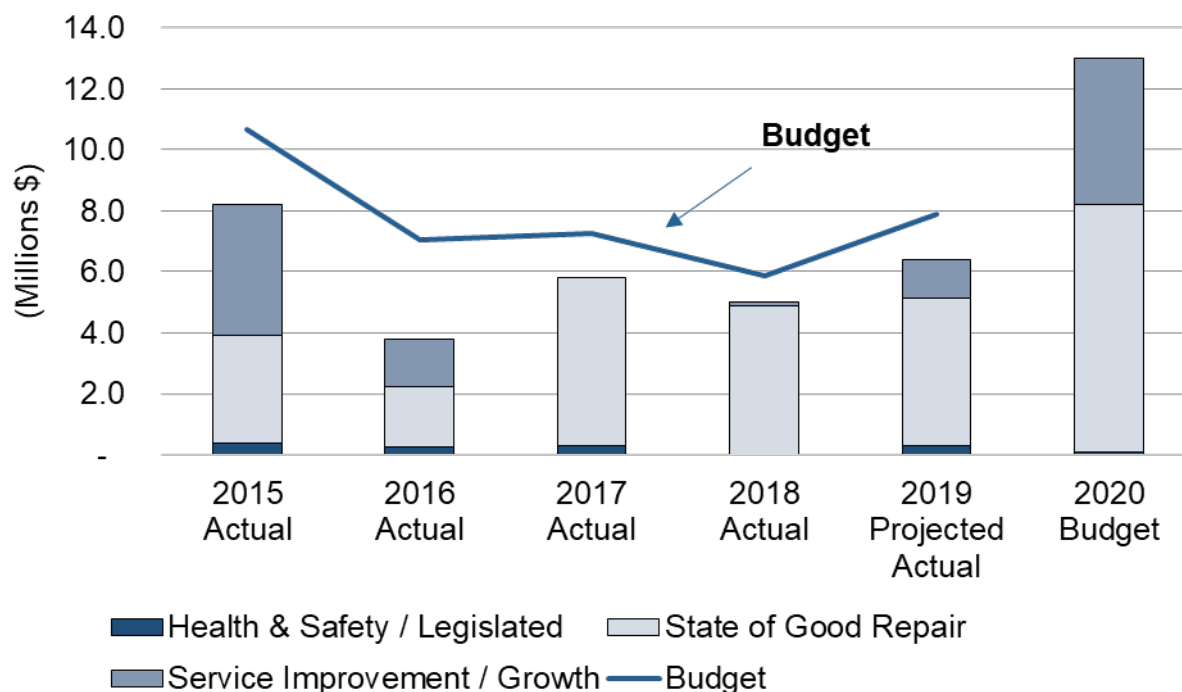
City of Toronto		Provincial Funding	Federal Funding
\$144.2 M 100%		\$0 M 0%	\$0 M 0%
Debt	\$ 137.9 M		
Recoverable Debt	\$ 0 M		
Reserve Draws	\$ 1.1 M		
Development Charges	\$ 0 M		
Other	\$ 5.2 M		

CAPACITY TO SPEND REVIEW

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

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

Chart 2 – Capacity to Spend



Category (in \$ Million)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Projected Actual	2020 Budget
Health & Safety / Legislated	0.4	0.3	0.3	-	0.3	0.1
State of Good Repair	3.5	2.0	5.5	4.9	4.9	8.1
Service Improvement / Growth	4.3	1.6	-	0.1	1.3	4.8
Total	8.2	3.8	5.8	5.0	6.4	13.0
% Spent	77%	54%	80%	85%	81%	

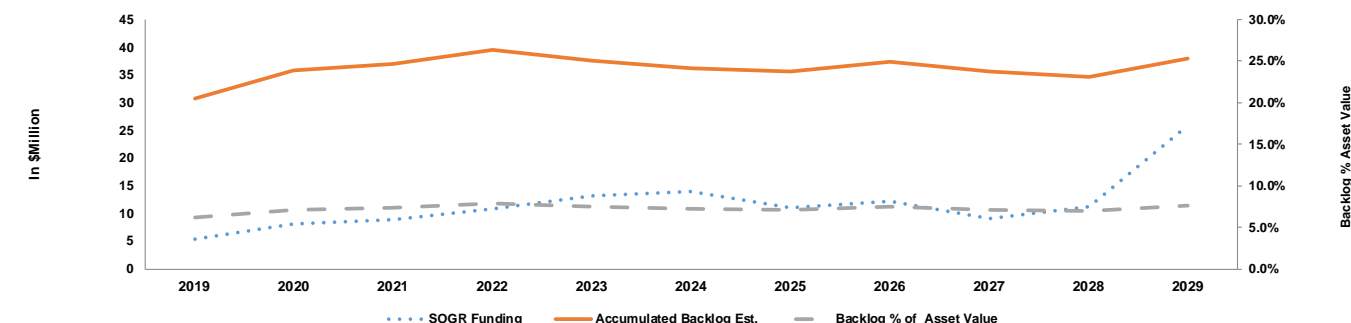
Capacity to Spend Review Impact on the 10-Year Plan

Based on the review of historical capital spending constraints, \$0.930 million in capital spending originally cash flowed in 2020 has been deferred to 2021 or future years. Key adjustments to the Capital Plan are noted below:

- The deferrals of originally cash flowed 2020 projects has led to an increase in the SOGR funding backlog for Exhibition Place of \$5.780 million. The projects *Parks, Parking Lots and Roads – Festival Plaza* (\$3.400 million) and *Complex Coliseum – roof replacement* (\$2.100 million) were deferred to later years from 2020 based on the capacity to spend review and other priorities for 2020.
- The *Hotel X Bridge* project to be completed in 2020, accounts for \$4.820 million or 37% of the total 2020 Capital Budget. This project originally budgeted in 2016 has suffered numerous delays outside of Exhibition Place's control. The project has been tendered in 2019 with the structure to be built off-site, allowing for a faster installation time and the disruption of service to be at a minimum in 2020.

STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG

The chart below depicts the SOGR funding and accumulated backlog estimates for key asset classes in Exhibition Place: conference centres, parking lots and roads.

Chart 3: Total SOGR Funding & Backlog

\$ Million	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
SOGR Funding	5.332	8.077	8.865	10.790	13.210	13.910	11.035	12.115	9.010	11.205	25.925
Accumulated Backlog Est.	30.801	35.741	37.066	39.501	37.601	36.121	35.563	37.343	35.628	34.658	37.958
Backlog % of Asset Value	6.2%	7.1%	7.4%	7.9%	7.5%	7.2%	7.1%	7.5%	7.1%	6.9%	7.6%
Total Asset Value	500.234	500.234	500.234	500.234	500.234	500.234	500.234	500.234	500.234	500.234	500.234

- The 10-Year Capital Plan will fund \$124.137 million of SOGR projects within Exhibition Place over the 10-year period, providing an average of \$12.414 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 \$37.958 million or 7.6% of Total Asset Value, over the 10-Year Capital Plan, the SOGR backlog for Exhibition Place will increase by \$2.217 million or 0.5%.
- 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.
- Exhibition Place has included \$1.1 million in funding from the Conference Centre Reserve Fund from 2024-2029 to address additional SOGR backlog work.
- Included in the SOGR funding is \$4.93 million for phase 2 of the Electrical Underground High Voltage which was previously a below the line capital needs constraints project.
- Exhibition Place's Capital Needs Constraints includes the SOGR projects to help reduce the backlog that totals \$37.96 million. These projects cannot be accommodated within the City's affordability and Exhibition Place's capacity to spend and therefore not included in the 2020-2029 Capital Budget and Plan.

2020 PROGRAM SUMMARY

Heritage Toronto

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca

What we do

Heritage Toronto celebrates and commemorates 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 80+ annual public programs including walking and bus tours, heritage plaques, the Heritage Toronto Awards, and an increasing number of digital programs.

Heritage Toronto provides two main services:

- Heritage Promotion & Education
- Heritage Fundraising & Partnership Development

Why we do it

Heritage is a positive force for social inclusion, economic development and is a determinant of sustainability. Public understanding and participation in Toronto's heritage connects people, neighbourhoods and builds a compassionate city which honours its diverse stories to ensure that each resident feels reflected, and has a voice, in its future.

Who we serve

Heritage Promotion and Education

- City Council
- Residents & Visitors
- Event Participants
- Lecture Attendees
- Local Businesses
- Local Communities

Heritage Fundraising and Partnerships

- Community Groups and Associations
- Corporations
- Local Heritage Societies
- Non-Profit Organizations / Foundations
- Other Levels of Government
- Visitors

Budget at a glance







OPERATING BUDGET			
\$Million	2020	2021	2022
Revenues	\$0.668	\$0.536	\$0.536
Gross Expenditures	\$1.100	\$1.005	\$1.029
Net Expenditures	\$0.432	\$0.469	\$0.536
Approved Positions	9.5	8.5	8.5

Heritage Toronto does not have a 10-year Capital Plan

Key service outcomes

Outcomes	Description
Increase free public programming	Expand programming by digitizing the existing assets of the City and creating new content through the Emerging Historians program which provides mentorships and paid employment to young people.
Increase public education and service	Meet unfilled service demands through modernization of assets, marketing support to local communities and volunteers, community outreach through digital and social media channels.
Increase non-municipal revenue	Continue three year trend of achieving record highs in all private sector and earned revenue streams which has resulted in 60% growth in programming.

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	Emerging Historians	28	46	55	
	Digital Program downloads	0	2,165	7,600	
	Private Donations	\$81K	\$95K (17% growth)	\$111K (16% growth)	

Our experience and success

- Through City funding of \$0.017 million (over two years) for a new website, Heritage Toronto leveraged \$0.127 million in private donations. The new website now has the ability to make the city's heritage information digitally available to the public and has created efficiencies including a 90% increase in online transactions and a 30% decrease in merchant fees.
- The State of Heritage Report, which received national and international coverage, was delivered to City Council in February and is the result of consultation with 58 community groups and 400+ individuals.
- Procured a one-year contract to infuse indigenous content and history throughout programs.
- Made In Toronto: Dundas + Carlaw also included Heritage Toronto's first digital tour.
- Significant expansion to support Toronto's youth in building professional networks, developing skills sought after by employers, and gaining meaningful, paid work experience through the Emerging Historians program.
- Over ½ of tours were new, with scripts commissioned to young people. The most popular tours in 2019 included Lady Action: Toronto's Trailblazing Women and Little Jamaica.

Key challenges and risks

- Heritage Toronto is focused on modernizing and digitizing its programs as this work is essential to serve a demographically and geographically diverse population.
- There could be a significant impact on the Plaques Program if Section 37 funds become less available as a result of Bill 108. Over the past five years, 23% of annual plaque revenues have been generated by Section 37. From the perspective of public service, there will be a significant curatorial impact as Section 37 funded plaques tend to profile more diverse topics and lesser resourced communities as the revenues do not have to be raised by local volunteers.

Priority actions

- Securing sustainable philanthropic non-municipal funding including presenting sponsorships of the plaques and Heritage Toronto Awards program.
- Addressing growing needs of community groups and local volunteers to promote their events and initiatives.
- Addressing limited audience outreach and increasing service delivery.

Our key service levels



64 public Walking Tours



57 Heritage Plaques in the most active program in North America



7,600 downloads of *Sounds Like Toronto* virtual museum

Key service deliverables

- Deliver 64 walking tours with a minimum of 1/3 featuring new neighbourhoods and topics
- Launch *Sounds Like Toronto* virtual museum exhibition promoting the city's music history
- Execute one year contract for Indigenous Content Creator
- Confirm 2nd Historical Plaque District building on the success of the 1st Dundas-Carlaw District (digital version downloaded 1,700 times within the first two weeks of launch)
- Expand Emerging Historians program and engage/hire 55 young people
- Digitally catalogue 300 plaques (out of 700) as Phase 1 of project to fully digitize City Plaque holdings

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Heritage Promotion & Education	426.5	391.8	386.3		386.3	(5.5)	(1.4%)
Heritage Fundraising & Partnership	265.4	352.3	282.5		282.5	(69.8)	(19.8%)
Total Revenues	691.9	744.1	668.8	0.0	668.8	(75.3)	(10.1%)
Expenditures							
Heritage Promotion & Education	991.3	914.9	886.4		886.4	(28.5)	(3.1%)
Heritage Fundraising & Partnership	123.5	230.7	213.4		213.4	(17.3)	(7.5%)
Total Gross Expenditures	1,114.8	1,145.6	1,099.8	0.0	1,099.8	(45.8)	(4.0%)
Net Expenditures	422.9	401.5	431.0	0.0	431.0	29.5	7.4%
Approved Positions	7.5	8.5	9.5	0.0	9.5	1.0	11.8%

*2019 Budget and Actuals (based on Q3 2019) adjusted retroactively to remove interdepartmental charges and recoveries.

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$1.1 million gross reflecting a decrease of \$0.046 million in spending below 2019 projected year-end actuals predominantly arising from:

- One-time expenses associated with heritage plaques and the offsetting Section 37 fund revenues.
- Salaries and Benefits are increasing due to inflationary adjustments and an additional one-year contract position fully funded from a third party organization.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in Heritage Toronto's 2020 Operating Budget do not have any significant equity impacts

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for Heritage Toronto is \$0.046 million gross or 4.0% lower than the 2019 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget.

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)		2018 Actuals	2019 Proj. Actuals	2020 Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	574.1	728.4	688.6	(39.8)	(5.5%)
2	Materials & Supplies	70.1	60.0	54.6	(5.4)	(9.0%)
3	Equipment					
4	Service and Rent	360.3	355.7	355.1	(0.6)	(0.2%)
5	Contribution To Capital					
6	Contribution To Reserves	1.4	1.6	1.6		
7	Other Expenditures	109.0				
Total Expenditures		1,114.9	1,145.6	1,099.8	(45.8)	(4.0%)
Revenues						
1	Provincial Subsidies					
2	Federal Subsidies	46.8	94.9	96.9	2.0	2.1%
3	User Fees & Donations	493.5	575.7	545.4	(30.2)	(5.2%)
4	Contributions from Reserves	147.8	68.6	21.5	(47.2)	(68.7%)
5	Other Revenues	3.7	5.0	5.0		
Total Revenues		691.9	744.2	668.8	(75.4)	(10.1%)
Net Expenditures		423.0	401.5	431.1	29.6	7.4%

*2019 Q3 Proj Actuals and 2018 Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Salaries & Benefits:

The increase in Salaries and Benefits is driven by inflationary adjustments and the inclusion of a one-year contract position for an Indigenous content creator role, which is fully funded from a third-party organization.

Service and Rent:

The decrease in Service and Rent is as a result of the completion of heritage plaques for 2019. The offsetting Section 37 fund revenues for these plaques are also removed from the contribution from reserves.

Other Revenues:

The increase in Other Revenues is from funding provided by the third-party organization for the one-year contract position.

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

(\$000s)	2019 Projected Actual	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	744.2	668.8	536.0	536.0
Gross Expenditures	1,145.6	1,099.8	1,064.9	1,090.9
Net Expenditures	401.5	431.1	528.9	554.8
Approved Positions	8.5	10.5	11.0	11.6

*2019 Q3 Projected Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Key 2021 drivers

Summarize key drivers/changes reflected in outlooks

Salaries and Benefits

- The decrease in Salaries and Benefits is a result of a contract position for *Sounds Like Toronto* ending in 2020 and the associated revenue for funding the position.

Revenue Changes

- The decrease in revenue is driven by the removal of federal funding to reflect for the completion of *Sounds Like Toronto* digital museum, in 2020.

Key 2022 drivers

Summarize key drivers/changes reflected in outlooks

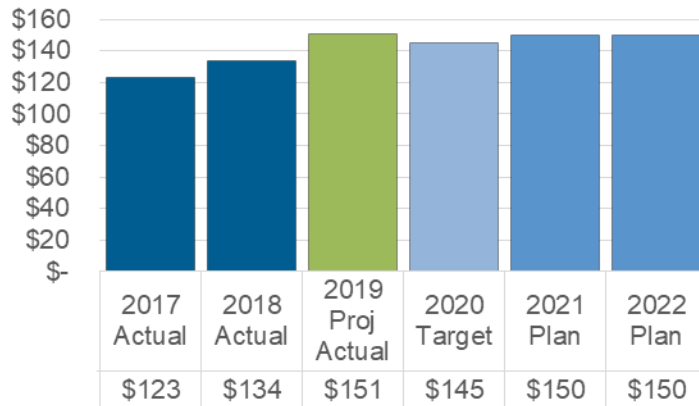
Inflationary Impact

- Inflationary increases to Salaries and Benefits.

How well we are doing

Performance measures

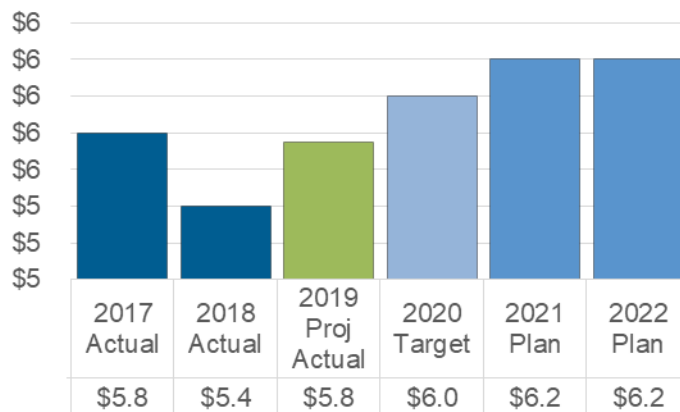
Heritage Awards Revenue (\$000s)



Behind the numbers

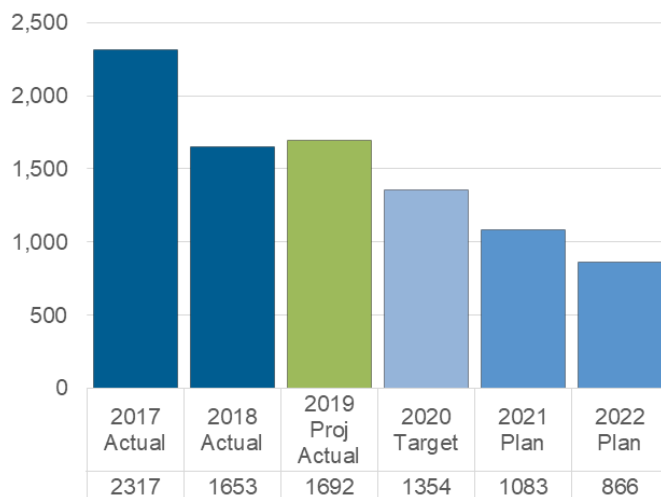
- With the repositioning of the Heritage Toronto awards program as a networking event between the private and public sector, the awards program has become a sold out event with increasing attendee satisfaction.

Walking Tour Average Donations Per Person



- Through the introduction of new tours in 2019 lead by emerging historians and featuring diverse neighbourhoods and topics, Heritage Toronto's donations grew by 23% over the previous year. This growth is expected to continue into 2020 and future years.

Social Media Follower Growth



- Heritage Toronto has seen large growth in social media followers in 2017 through its 3 social media platforms but the growth has begun to decline as Heritage Toronto is not able to allocate additional resources to their marketing and social media presence.
- Social media growth will continue to decline as Heritage Toronto falls behind in improving their social media presence and digital communications.

2020 Program Summary

Toronto Police Services Parking Enforcement Unit

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca.

What we do

Toronto Police Services Parking Enforcement Unit (PEU) responds to public and private parking concerns of the community and enforces the Parking Bylaws through the issuance of parking tags to illegally parked vehicles.

Why we do it

To contribute to safe and efficient free flow of traffic and local neighbourhood parking concerns, 7 days a week, 24 hours a day.

Who we serve

- Vehicle Drivers
- Private Properties
- Municipal Properties

Beneficiaries

- Residents
 - Staff – City Divisions, Agencies & Boards
 - City-owned and operated facilities
 - Commuters
 - Pedestrians
-

Budget at a glance




OPERATING BUDGET			
\$Million	2020	2021	2022
Revenues	\$1.5	\$1.5	\$1.5
Gross Expenditures	\$50.8	\$51.7	\$52.7
Net Expenditures	\$49.2	\$50.2	\$51.2
Approved Positions	394.0	394.0	394.0

10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022
Toronto Police Services Parking Enforcement Unit does not have a Capital Budget.			

Key service outcomes

Outcomes	Description
Improve traffic flow and pedestrian safety	By enforcing by-laws on rush hour routes, traffic will be able to move more freely with fewer obstructions. By enforcing parking by-laws near schools and residential areas, pedestrians will be more visible to vehicles.
Improve public safety	By enforcing rules around fire hydrants, emergency routes, no stopping zones, etc., The Toronto Police Services Parking Enforcement Unit (PEU) will help the unobstructed operation of emergency vehicles
Improve community satisfaction	By responding to public complaints about neighbourhood parking issues, residents will be able to better enjoy their properties.
Enhance City revenues	By enforcing pay and display and other parking infractions, the PEU contributes to the overall funding of City services.

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	Issue Parking Tags	2,045,000	2,200,000	2,200,000	●
	Respond to Calls for Service	159,300	180,000	180,000	●
	Tow Improperly Parked Vehicles	27,800	25,000	25,000	●

Our experience and success

- A number of staff members have now been depoloyed to 9 Hanna Avenue. This move was made to reduce unproductive travel time by bringing the officer closer to where they enforce in the downtown core.
- Introduction of photo evidence, which will assist in the resolution of parking violation disputes.
- Queen Street Pilot Project – tested rush hour relocation concept (focus on the needs of a complex city).

Key challenges and risks

- The PEU experienced significantly higher employee turnover than in past years. The PEU has been hiring at an accelerated pace, but separations continue to be a challenge.
- Ensuring compliance with the City's parking by-laws is 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

- Rush Hour Route Enforcement Campaign
- Heavy Truck Enforcement Campaign
- Initiated electronic tow card
- Hiring additional enforcement officers in 2020 will ensure effective enforcement levels to maintain compliance
- Service levels will be reviewed in 2020 to ensure resources and processes are adequate to meet customer demand and service levels

Our key service levels



Tag issuance of 2.2 million per year



Sufficient staffing for community special events



Respond to community-initiated parking complaints within 90 minutes on average

Key service deliverables

The Parking Enforcement Unit contributes to the overall safety and security of the people of Toronto by focusing on the Toronto Police Service traffic safety priorities. This is achieved through various strategies including enforcement, visibility, public awareness and education programs. Specifically, the Unit is charged with:

- Responding to public and private parking concerns of the community.
- Regulating parking through the equitable and discretionary application of by-laws.
- Providing operational support to the Toronto Police Service; language interpretation, stolen vehicle recovery, corporate and local community-policing initiatives, emergency support and crime management
- Assisting at special events, ensuring the safe and unobstructed movement of vehicular and pedestrian traffic.
- Fostering crime prevention by providing a radio equipped, highly visible, uniformed presence in our communities.

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual*	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Parking Tags Enforcement	1,085.1	1,659.6	1,539.7	0.0	1,539.7	(119.9)	(7.2%)
Total Revenues	1,085.1	1,659.6	1,539.7	0.0	1,539.7	(119.9)	(7.2%)
Expenditures							
Parking Tags Enforcement	43,534.4	47,809.5	50,768.5		50,768.5	2,959.0	6.2%
Total Gross Expenditures	43,534.4	47,809.5	50,768.5	0.0	50,768.5	2,959.0	6.2%
Net Expenditures	42,449.3	46,149.9	49,228.8	0.0	49,228.8	3,078.9	6.7%
Approved Positions	394.0	394.0	394.0	394.0	394.0	0.0	

*2019 Projected Actual (based on Q3 2019) adjusted retroactively to remove interdepartmental charges and recoveries.

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$49.2 million gross reflecting an increase of \$3.1 million in spending above 2019 projected year-end actuals (prior to enhancements), predominantly arising from:

- The 2020 impact of the collective agreement (2019 - 2023) with the Toronto Police Association (\$1.0 million)
- Reducing vacancies to zero (\$1.6 million)
- Temporarily overstaffing by 10 Parking Enforcement Officers (PEOs) to help mitigate reductions in enforcement activities due to higher than average loss of PEOs to other positions within the Service (\$0.6 million)

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in the PEU 2020 Operating Budget do not have any significant equity impacts

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for the Toronto Police Services Parking Enforcement Unit (PEU) is \$50.8 million gross or 6.2% higher than the 2019 Projected Actuals.

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)		2018 Actual	2019 Proj. Actual	2020 Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	37,083.7	40,653.5	43,405.5	2,752.0	4.3%
2	Materials & Supplies	1,246.0	1,456.1	1,657.6	201.5	13.8%
3	Equipment	3.0	17.8	13.9	(3.9)	(21.9%)
4	Service and Rent	2,388.2	2,868.7	2,878.1	9.4	0.3%
5	Contribution To Capital	1,994.0	1,994.0	1,994.0		
6	Contribution To Reserves	819.4	819.4	819.4		
7	Other Expenditures					
Total Expenditures		43,534.4	47,809.5	50,768.5	2,959.0	6.2%
Revenues						
1	Provincial Subsidies					
2	Federal Subsidies					
3	User Fees & Donations	1,085.1	934.9	815.0	(119.9)	(12.8%)
4	Contribution from Reserve		724.7	724.7		
5	Other Revenues					
Total Revenues		1,085.1	1,659.6	1,539.7	(119.9)	(7.2%)
Net Expenditures		42,449.3	46,149.9	49,228.8	3,078.9	6.7%

*2018 Actual and 2019 Q3 Proj Actual adjusted retroactively to remove interdepartmental charges and recoveries

Salaries & Benefits:

- Impact of the Collective Agreement settlements is \$1.0 million.
- The PEU has experienced high turnover in 2019. There are more PEOs to backfill vacancies and address staff promotions in other areas of the Service, mainly Special Constables and Cadets-in-Training, which resulted in salary and benefits under expenditure in 2019. Separations during 2019 (currently forecasted to be 90) were significantly higher than in past years, which were typically around 30. The 2020 hiring strategy is accelerated in order to mitigate reductions in enforcement activities resulting from the unusual high turnover. The PEU is expected to be slightly over-staffed throughout 2020, or until separations decrease to historical levels.

Materials & Supplies:

Transitioning PEOs to load-bearing tactical vests and higher gasoline prices.

Other Revenue Changes:

Lower 2020 Revenue is due to lower recoveries from Toronto Transit Commission (TTC) for premium costs associated with the enforcement of TTC right of ways.

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

(\$000s)	2019 Projected Actual*	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	1,659.6	1,539.7	1,539.7	1,539.7
Gross Expenditures	47,809.5	50,768.5	51,692.8	52,700.7
Net Expenditures	46,149.9	49,228.8	50,153.1	51,161.0
Approved Positions	394.0	394.0	394.0	394.0

*2019 Q3 Projected Actual adjusted retroactively to remove interdepartmental charges and recoveries

Key 2021 drivers

- 2021 portion of the collective agreement with the Toronto Police Association
- Inflation on Materials and Supplies.

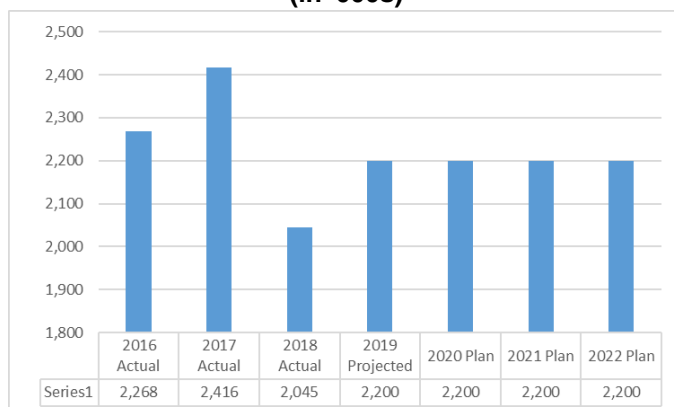
Key 2022 drivers

- 2022 portion of the collective agreement with the Toronto Police Association
- Outlooks include inflation impact on Material and Supplies accounts

How well we are doing

Performance measures

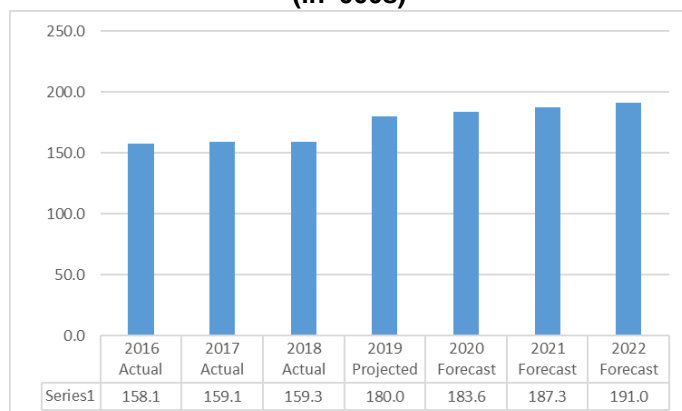
**Number of Parking Tags Issued
(in '000s)**



Behind the numbers

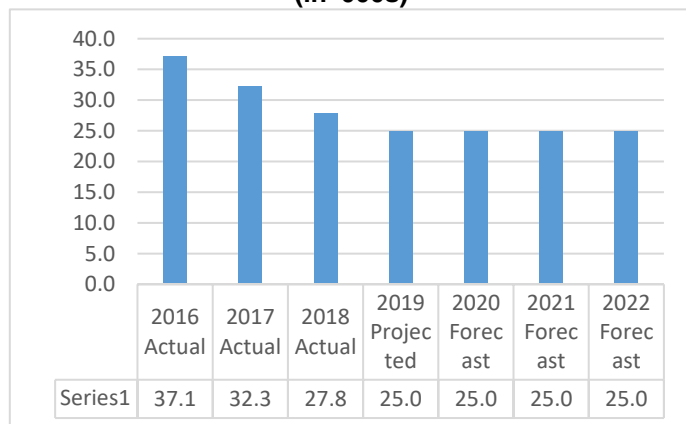
- The number of parking tags issued declined in 2018 mainly due to Parking Enforcement Officer vacancies.
- The projected tag issuance for 2019 is expected to increase as the Parking Enforcement Unit will be at full complement.

**Number of Calls Parking Responded To
(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.

**Number of Vehicles Towed
(in '000s)**



- The number of vehicles towed has been declining since 2016
- While difficult to estimate, this trend is likely to continue as programs are being implemented to achieve greater compliance

2020 Program Summary

Toronto & Region Conservation Authority

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca.

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 Studies & Strategies
- Water Risk Management
- Regional Biodiversity
- Greenspace Securement & Management
- Tourism & Recreation
- Planning & Development
- Education & Outreach
- Sustainable Communities
- Corporate Services

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 one of 36 Conservation Authorities (CA) in Ontario undertaking watershed-based programs that protect people and property from flooding and other natural hazards while conserving natural resources to achieve economic, social and environmental benefits. TRCA is working with the City of Toronto to establish a memorandum of understanding and service level agreements for any requested projects or programs that fall outside of CA core mandate as defined by the *Conservation Authorities Act* and forthcoming regulations.

Who we serve

Watershed Studies & Strategies

- Government Agencies
- Municipalities

Water Risk Management

- Municipalities
- Residents & Families

Regional Biodiversity

- Municipalities
- Residents & Families

Greenspace Securement & Management

- General Public
- Municipalities

Tourism & Recreation

- Residents & Families
- Businesses and Associations

Planning & Development

- Government Agencies
- Municipalities
- Businesses & Associations

Education & Outreach

- Schools & Students
- Volunteers & Youth

Sustainable Communities

- Businesses & Associations
- Community Groups

Corporate Services

- Government Agencies
- Municipalities

Beneficiaries

- General Public
- Other Levels of Government
- Residents
- Businesses / Business Associations

Budget at a glance

OPERATING BUDGET			
\$ Millions	2020	2021	2022
Revenues	\$ 5.2	\$ 5.3	\$ 5.5
Gross Expenditures	\$ 9.5	\$ 10.3	\$ 10.6
Net Expenditures	\$ 4.3	\$ 5.0	\$ 5.2







10-YEAR CAPITAL PLAN			
\$ Millions	2020	2021-2029	Total
Gross Expenditures	\$ 24.8	\$ 186.5	\$ 211.3
Debt	\$ 10.4	\$ 43.4	\$ 53.8

TRCA's budgetary requirement, shown above as Gross Expenditures, represents the apportionment pertinent to the City of Toronto under the *Conservation Authorities Act (CAA)*. These expenditures are funded from the contribution by Toronto Water (Revenues) and the City of Toronto's property tax base (Net Expenditures).

Key service outcomes

Outcome	Description
Improved Planning and Permit Application Service Standards	<ul style="list-style-type: none"> TRCA will build support for the protection, acquisition and sound management of greenspace in urbanizing environments through timely reviews of projects and plans considering regulatory requirements, TRCA plans and strategies, and streamlining initiatives to the needs of stakeholders.
Prevent, eliminate or reduce the risk to life and property from flooding, erosion and slope instability	<ul style="list-style-type: none"> TRCA will continue to support efforts to respond to the risks of flooding and erosion by communicating risks to the public and stakeholders and providing partner municipalities with the knowledge and technologies they require. TRCA will leverage its knowledge and expertise for municipal partners in monitoring and addressing erosion and slope instability hazards, streams and shorelines, and municipal water and wastewater infrastructure.
Support, maintain & enhance existing biodiversity and ecological functions of the Region's natural heritage system	<ul style="list-style-type: none"> As the population within TRCA's jurisdiction continues to grow, TRCA will work to improve and expand the system of protected greenspace in order to meet the needs of communities while protecting natural heritage.

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	Planning and Permit Applications	2,095	2,150	2,200	
	# of Engineered Floodplain Area Managed (Ha)	15,285	15,468	15,500	
	# of acres of Land Ownership	44,582	40,100*	40,220	

*2019 projection was updated following transfer of TRCA lands to Parks Canada

Our experience and success

- Inspected 4,643 erosion hazard and control sites, protected 31 buildings against erosion and slope instability, stabilized 2.7 kilometres of stream and shoreline and protected 1.5 kilometres of linear municipal water and wastewater infrastructure from exposure by erosion across TRCA's jurisdiction.
- With funding from the City of Toronto and W. Garfield Weston Foundation, TRCA is working to transform the existing Gatineau hydro corridor between the Don River ravine and Rouge National Urban Park into a revitalized greenspace with restored meadow habitat and a connected and upgraded multi-use trail.
- TRCA increased fee-for-service work in water risk management by 81% to a total value of \$19.3 million to address partner municipality strategic objectives. One project of note is the Ashbridges Bay Treatment Plant Landform Project which addresses navigation risks at the harbour entrance of Coatsworth Cut, manages shoreline erosion, and will provide aquatic habitat enhancements.

Key challenges and risks

- Provincial changes to the CAA, *Planning Act*, and subsequent changes to the regulations - TRCA will continue working with all stakeholders to address natural resource management challenges facing our rapidly growing region. Funds are required to advance EAs to help position projects for senior government support and funding.
- Change in Wildlife Centre funding as a result of CAA changes and potential opportunities to re-allocate the approved funds to other TRCA and City of Toronto priorities.
- Aging physical and information technology infrastructure requiring resources to service and maintain.
- External forces impacting revenue sources such as weather and school participation which can impact attendance for the Conservation Areas, Black Creek Pioneer Village and Kortright Centre.
- Addition of one-time payment of future interest owed for the new administrative office building into the 2020 budget process.

Priority actions

- Advancing the Scarborough Waterfront Project and other projects that seek to renew City and TRCA shared infrastructure.
- Modernization of Corporate Services Information Systems which will allow TRCA to streamline policies and procedures and realize efficiencies including reduced partner or client expense, service time, uncertainty, and/or financial risk.
- Development of Asset Management Strategy that will inform the 2021 budget submission.
- Refine capital needs constraints list for 2021 budget process following CAA changes and release of subsequent regulations.

Our key service levels



Manage TRCA parks & recreational facilities used by over 800,000 visitors, and Black Creek Pioneer Village used by over 100,000 visitors annually



The service level standard of a 20-day turnaround for environmental assessment and permit reviews was met 85% of the time in 2018



TRCA is updating 53% of its floodplain data to meet the service delivery standard requiring that data is no more than 10 years old

Key service deliverables

- Deliver programs and services to further the conservation, restoration, development and management of natural resources in TRCA's jurisdiction, which includes 100% of the City, and over 12,000 acres of land resources within Toronto.
- Maintenance of engineered floodplain data for a total of 1,611 kilometres of watercourse in TRCA's 9 watersheds in addition to the Lake Ontario Waterfront.
- Initiate major studies including the capital asset management plan; and an update of the Greenspace Master Plan for Acquisition.
- 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 sustainable practices that will improve people's lives within our growing region.

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actual*	2019 Projected Actual*	2020 Base Budget	2020 New / Enhanced	2020 Operating Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Toronto & Region Conservation Authority	4,952.1	5,075.9	5,202.8		5,202.8	126.9	2.5%
Total Revenues	4,952.1	5,075.9	5,202.8	0.0	5,202.8	126.9	2.5%
Expenditures							
Toronto & Region Conservation Authority	8,602.4	8,908.7	9,470.4		9,470.4	561.7	6.3%
Total Gross Expenditures	8,602.4	8,908.7	9,470.4	0.0	9,470.4	561.7	6.3%
Net Expenditures	3,650.3	3,832.8	4,267.6	0.0	4,267.6	434.8	11.3%

*2018 Actual and 2019 Projected Actual (based on Q3 2019) adjusted to represent only the apportionment pertinent to the City of Toronto.

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$9.470 million gross reflecting an increase of \$0.562 million in spending above 2019 projected year-end actuals. These figures reflect only the apportionment pertinent to the City of Toronto.

- The 2020 Operating Budget provides the administrative framework and resources for TRCA programs that provide critical services to the City of Toronto and its residents. These services maintain and improve the region's lands and waters; contribute to public safety from flooding and erosion; and enhance the quality and variety of life in the community by providing lands for inter-regional outdoor recreation, heritage preservation and conservation education.
- TRCA's Operating Budget consists primarily of levy and self-generated revenues, including development review and permitting fees, user fees at TRCA sites and a variety of additional fees charged to TRCA stakeholders.
- Consistent with prior years, the method for apportioning TRCA's operating levy between the City of Toronto and TRCA's other partner municipalities, including the regions of Peel, York and Durham, Town of Mono and the Township of Adjala-Tosorontio, is guided by provincial legislation and is based on a modified current value assessment (CVA) calculation for property situation in each participating municipality. The City of Toronto has the highest proportion of overall assessment, and is responsible for 64.2% of the TRCA Operating Levy.
- TRCA is experiencing budget pressures including increased salary costs in excess of cost of living adjustments, such as employee benefit expenditures which routinely exceed inflation. The impact of these pressures has not been included in the 2020 Operating Budget for TRCA.
- The Province's Bill 108, the *More Homes, More Choice Act*, received Royal Assent on June 6, 2019. The Bill amends 13 different statutes that impact municipalities and land use planning processes including the CAA. The potential impacts of the changes cannot be fully understood until the final regulations are released by the Province. There may be changes to TRCA's project and program funding models as a result of the modifications.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in Toronto and Region Conservation Authority's 2020 Operating Budget do not have any significant equity impacts.

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for Toronto and Region Conservation Authority is \$9.470 million gross, representing an increase of \$0.562 million or 6.3% over the 2019 Projected Actuals. Table 2a below summarizes the changes for the base budget.

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)	2018 Actual*	2019 Projected Actual*	2020 Base Budget	Year over Year Changes	
				\$	%
Expenditures					
1 City of Toronto Contribution to TRCA	8,602.4	8,908.7	9,470.4	561.7	6.3%
Total Expenditures	8,602.4	8,908.7	9,470.4	561.7	6.3%
Revenues					
1 Contribution from Toronto Water	4,952.1	5,075.9	5,202.8	126.9	2.5%
Total Revenues	4,952.1	5,075.9	5,202.8	126.9	2.5%
Net Expenditures	3,650.3	3,832.8	4,267.6	434.8	11.3%

*2018 Actual and 2019 Projected Actual (based on Q3 2019) adjusted to represent only the apportionment pertinent to the City of Toronto.

Each year, TRCA receives the full funding amount as approved by Council, resulting in no year-end variance. The 2019 projected actuals align with the 2019 Council Approved Operating Budget of \$8.909 million gross, \$3.833 million net.

The increase of \$0.562 million in gross expenditures over the 2019 projected actual is primarily attributable to inflationary increases to utilities and contracts, and salaries and benefits. These increases are partially offset by increased contributions from Toronto Water of \$0.127 million or 2.5%. Under the CAA, TRCA has authority to levy for their maintenance and administrative costs to the benefitting partner municipalities. However, TRCA is not a City Agency and therefore the City of Toronto has no authority over the TRCA Total Operating Budget including staff complement.

Due to budgetary constraints, the City has been challenged to increase its payments in proportion to other partner municipalities in recent years. This has resulted in the City's under contribution against its 64.2% proportion and the need for TRCA to introduce a non-CVA levy which represents the amount that TRCA's partner municipalities are paying in excess to the City of Toronto's ratio. To address the existing funding imbalance, the 2020 Operating Budget includes a base increase of \$0.319 million and an additional contribution to TRCA of \$0.243 million for a total of \$0.562 million in 2020 as well as phased-in additional contributions in 2021 and 2022. Additional details are provided on the following page.

TRCA continues to address budget pressures by implementing efficiencies where possible, including reducing full-time staff complement of approved but unfunded positions, improved coordination with partner municipalities, and obtaining funding from other levels of government (e.g. National Disaster Mitigation Program; Disaster Mitigation and Adaptation Fund). However, long-term efficiencies may be temporarily offset by increased upfront costs. For example, TRCA has moved from Lotus Notes to Office365 and is transitioning to a comprehensive Human Resource Information System.

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

(\$000s)	2019 Projected Actual*	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Contribution from Toronto Water	5,075.9	5,202.8	5,332.9	5,466.2
Gross Expenditures	8,908.7	9,470.4	10,286.3	10,631.3
Net Expenditures	3,832.8	4,267.6	4,953.4	5,165.1

*2019 Projected Actual (based on Q3 2019) adjusted to represent only the apportionment pertinent to the City of Toronto.

Key 2021 drivers**Toronto Water Contributions:**

- Consistent with previous years, Toronto Water's contribution to the TRCA is anticipated to increase by 2.5% per annum, resulting in total revenues to TRCA of \$5.333 million in 2021.

Additional Contribution to TRCA:

- The 2020 Operating Budget for TRCA includes a phased increase in contributions to the TRCA to address the current funding imbalance between the City of Toronto and partner municipalities. The 2020 Operating Budget and future year Outlooks for TRCA includes a phased increase in contributions totalling \$1.698 million including \$0.243 million in 2020; \$0.728 million in 2021; and \$0.728 million in 2022.
- Other anticipated increases in 2021 include an additional \$0.332 million in base budget funding attributable to inflationary impacts, resulting in a total expected gross expenditure of \$10.286 million in 2021.

Changes to the *Conservation Authorities Act*:

- There may be changes to the 2021 and 2022 Outlooks pending the release of the regulations pertaining to Bill 108. TRCA will reassess the levying process for the 2021 fiscal year, based on changes to the CAA.

Key 2022 drivers**Toronto Water Contributions:**

- Consistent with previous years, Toronto Water's contribution to the TRCA is anticipated to increase by 2.5% per annum, resulting in total revenues to TRCA of \$5.466 million in 2022.

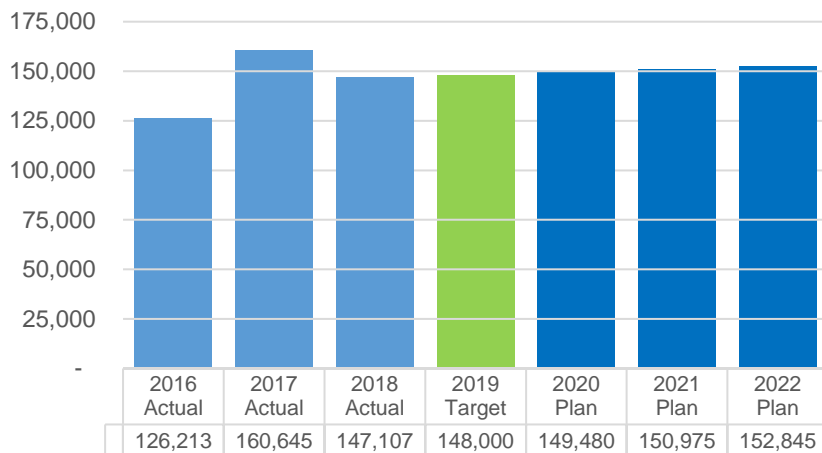
Additional Contribution to TRCA:

- The 2022 Outlook for TRCA includes an incremental \$0.345 million for base budget increases and an additional contribution of \$0.728 million to address the current funding imbalance, resulting in a total anticipated gross expenditure of \$10.631 million.

How well we are doing

Performance measures

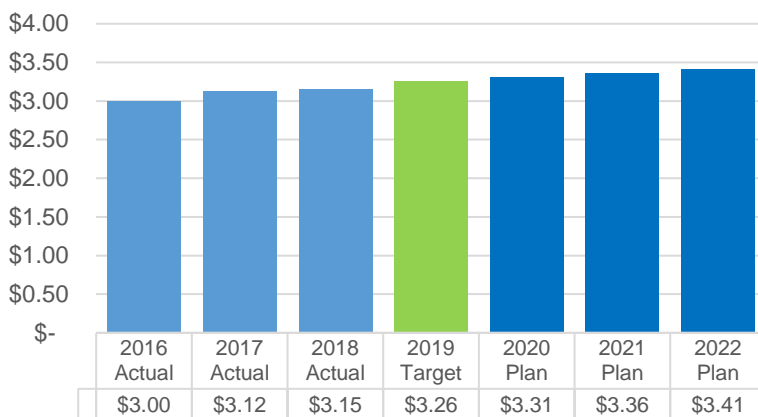
of Visits to Black Creek Pioneer Village



Behind the numbers

- Attendance at Black Creek Pioneer Village is subject to many factors including weather conditions and seasonal fluctuations.
- The number of visits to Black Creek Pioneer Village was high in 2017 due to special Canada 150 programming. The 2018 actual metric was provided, and the 2019-2022 targets have been updated to better reflect the expected number of visits.
- In 2019, TRCA is projecting a total of 148,000 visitors to Black Creek Pioneer Village, an increase of 0.6% over 2018.
- Attendance is expected to continue increasing in 2020 due to the proximity of the Pioneer Village subway station.

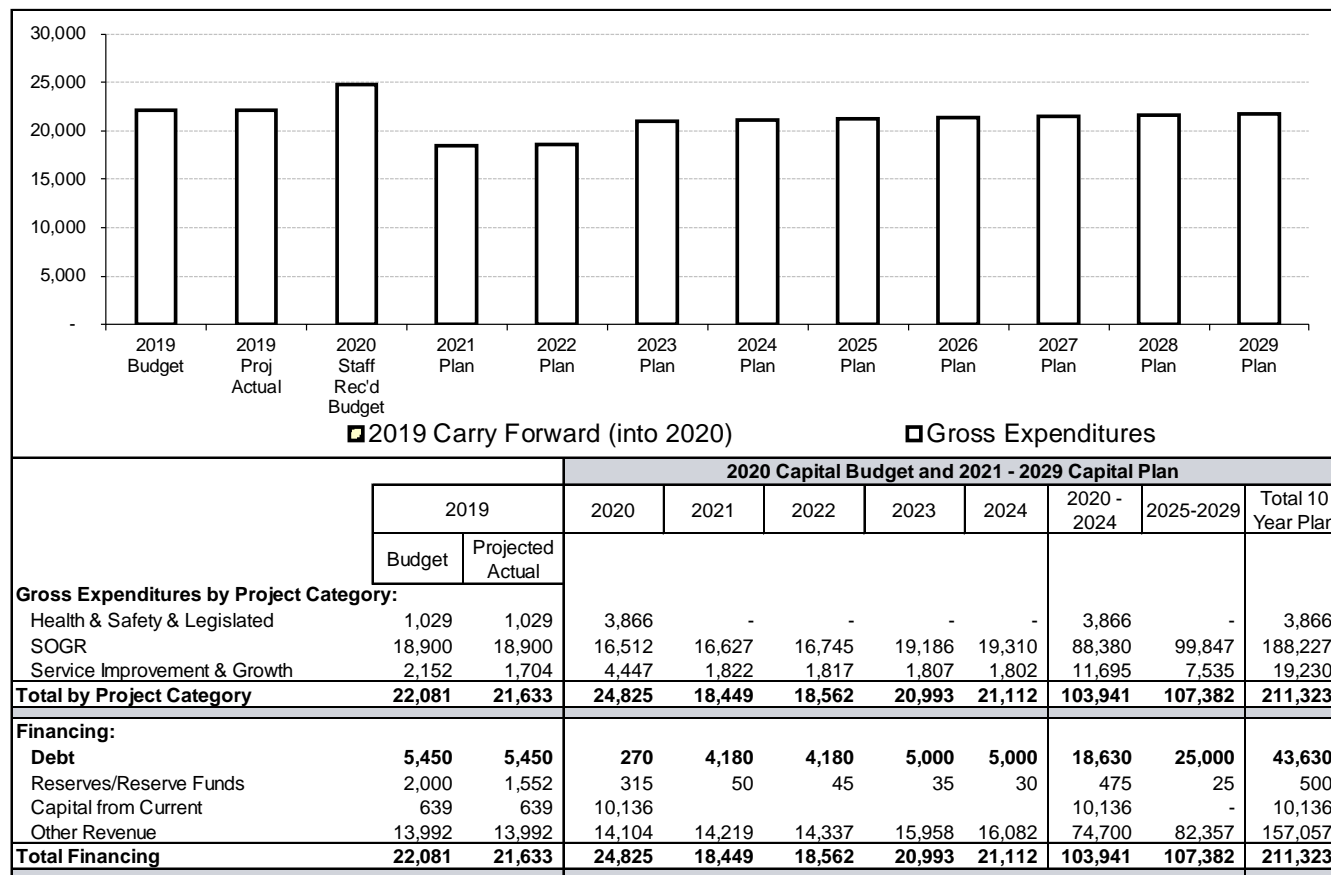
Cost of TRCA Operating Funding per Toronto Resident



- The costs of TRCA operating funding per Toronto resident 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.
- 2019-2022 targets were updated to reflect current operating forecasts following receipt of the 2018 actual metric.

2020 – 2029 CAPITAL BUDGET & PLAN OVERVIEW**Chart 1: 10-Year Capital Plan Overview**

(\$000s)

**New Projects**





- TRCA does not have any brand new capital projects in the 10-Year Capital Plan of \$211.3M. The Capital Plan includes ongoing projects with cash flow commitments approved on an annual basis including:
- \$188.2M for SOGR projects to maintain assets including major maintenance of existing waterfront erosion control structures, environmental rehabilitation, watershed monitoring and management, and facilities retrofits.
- \$19.2M for Service Improvement / Growth related projects including \$17.4M for the *Long Term Accommodation – 5 Shoreham* major capital project.
- \$3.9M for the Health & Safety projects for the construction of Brimley Road as part of the *Asset & Infrastructure Management Plan*.

Capital Needs Constraints

(\$333.5M)

- \$181.5M for Health & Safety or SOGR projects to avoid service disruption or legal claims including the *Scarborough Waterfront* projects.
- \$53.2M for projects that support the implementation of Council approved priorities including \$33.5M for the *Scarborough Bluffs West* project.
- \$63.2M in projects that would reduce the SOGR backlog including \$17.5M related to the *Black Creek Pioneer Village*.

2020 – 2029 CAPITAL BUDGET AND PLAN**\$211.3 Million 10-Year Gross Capital Program**

			
Critical Erosion Control and Floodworks	Waterfront Development	Infrastructure	Watershed Management
\$127.2 M 60%	\$14.2 M 7%	\$31.3 M 15%	\$38.6 M 18%
Valley Erosion Hazards Toronto Islands - Gibraltar Point Major Maintenance of Erosion Infrastructure	Ashbridges Bay Coatsworth Cut Dredging Keating Channel Dredging Tommy Thompson Park Management Program	TRCA Administrative Office Building Asset & Infrastructure Management Plan Information Technology Management	Regional Watershed Monitoring Program Greenspace Land Acquisition Stewardship Projects and Programs

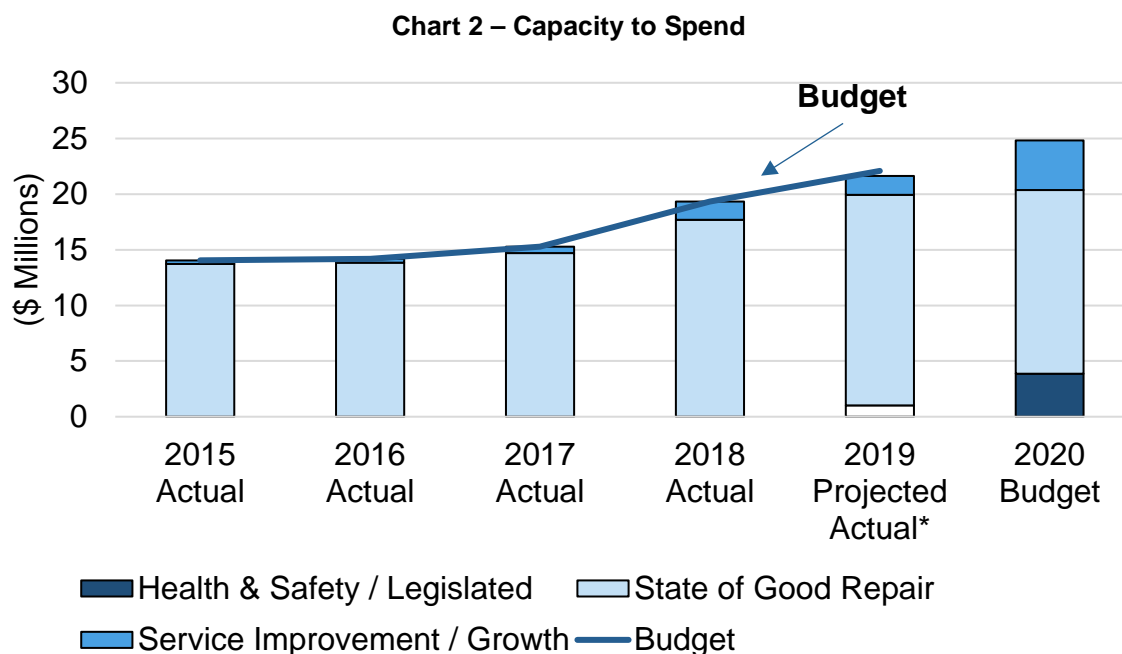
How the Capital Program is Funded

City of Toronto		Provincial Funding	Federal Funding
\$211.3 M 100 %		\$0	\$0
Debt	\$ 43.6 M		
Capital from Current	\$ 10.1 M		
Reserve Draws	\$ 0.5 M		
Other Revenue – Toronto Water Contribution	\$ 157.1 M		

CAPACITY TO SPEND REVIEW

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

Key components in determining an appropriate level of annual cash flows include historical capacity to spend reviews by project categories (Chart 2 below).



Category (in \$ Millions)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Projected Actual*	2020 Budget
Health & Safety / Legislated			-	-	1.029	3.866
State of Good Repair	13.729	13.851	14.713	17.690	18.900	16.512
Service Improvement / Growth	0.320	0.320	0.574	1.640	1.704	4.447
Total	14.049	14.171	15.287	19.330	21.633	24.825
% Spent	100%	100%	100%	100%	98%	

*2019 Projected Actual (based on Q3 2019) adjusted to represent only the apportionment pertinent to the City of Toronto.

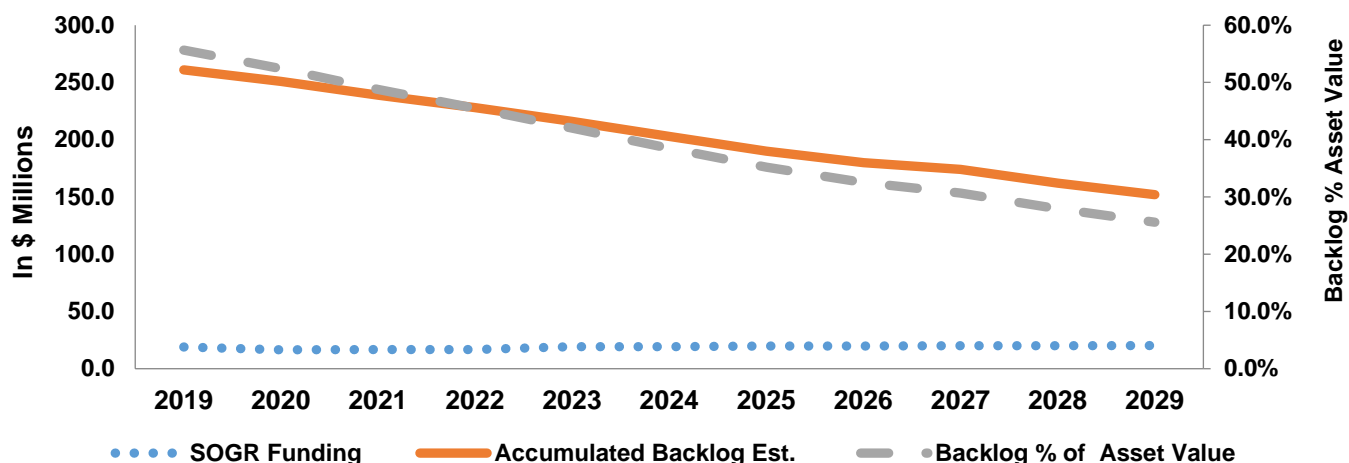
Capacity to Spend Review Impact on the 10-Year Plan

The majority of the TRCA's capital projects are ongoing or phased projects which arise from multi-year planning. Feasibility studies or needs assessments have been completed and engineering estimates form the basis of costs. TRCA typically receives 100% of its Capital Budget in any given year and does not require funding to be carried forward into future years due to incomplete projects.

STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG

The chart below depicts the SOGR funding and accumulated backlog estimates for key asset classes in TRCA: watershed and infrastructure.

Chart 3: Total SOGR Funding & Backlog



\$ Millions	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
SOGR Funding	18.9	16.5	16.6	16.7	19.2	19.3	19.7	19.8	20.0	20.1	20.2
Accumulated Backlog Est.	261.0	251.0	239.0	228.0	216.0	203.0	190.0	180.0	174.0	162.0	152.0
Backlog % of Asset Value	55.7%	52.4%	48.8%	45.5%	42.0%	38.5%	35.2%	32.5%	30.7%	27.9%	25.6%
Total Asset Value	469.0	479.0	490.0	501.0	514.0	527.0	540.0	553.0	567.0	580.0	594.0

- TRCA has stewardship of assets which are comprised of land, land improvements, buildings, infrastructure with a total estimated replacement value at almost \$470 million and capital work-in-progress in the Don, Rouge, Highland, Etobicoke, Mimico and Humber watersheds, as well as along the waterfront.
- 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. The 10-Year Capital Plan for TRCA includes a total of \$188.2 million for SOGR projects, funded by \$157.1 million from Toronto Water contributions; \$28.8 million from debt funding; and \$2.4 million from capital from current funding (CFC).
- SOGR funding continues to provide critical support for TRCA projects and programs related to waterfront and valley erosion control; regional watershed management and watershed monitoring; waterfront development; and critical erosion projects. Key projects in the 10-Year Capital Plan include:
 - \$105.5 million for *Critical Erosion* projects funded by Toronto Water including \$7.7 million for Gibraltar Point erosion work; \$63.0 million for Waterfront Major Maintenance; \$32.8 million for Erosion Major Maintenance; and \$2.0 million for Floodworks Major Maintenance; and
 - \$38.0 million to address SOGR projects identified as part of the *Living City Action Plan* including watershed monitoring; regional watershed management; and regeneration sites.
- SOGR funding is anticipated to reduce the current SOGR backlog of \$251 million in 2020 to \$152 million in 2029 while addressing emerging and expected repair work required.
- TRCA's total asset value is expected to increase from \$479 million in 2020 to \$594 million in 2029. The SOGR backlog as a percentage of asset value will decrease from 52% in 2020 to 26% in 2029.

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

- TRCA typically absorbs the operating impact of its completed capital projects, except in cases where it transfers an asset arising from a completed project to the City of Toronto to manage on an ongoing basis.
- For example, upon completion of TRCA's capital work on ravine parkland, TRCA transfers over the operation of the park to Parks, Forestry and Recreation (PF&R) under the existing agreement between TRCA and the City. This increased operational responsibility would impact the Operating Budget for PF&R.
- TRCA staff will work closely with City Programs including PF&R, Municipal Licensing Services, Transportation Services, Toronto Water and Financial Planning to ensure that future year budget submissions identify any operating impacts of capital projects in the TRCA's 10-Year Capital Plan.

2020 Program Summary

TO Live

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca

What we do

As one of the largest multi-arts institutions in this ever-evolving arts ecosystem, TO Live offers vital programs and services which collectively support the work of Canadian creators and provide an enduring and timeless platform for their stories. A majority of these services are offered through partner relationships with local companies including tenants, such as music, dance, and theatre companies.

TO Live has stewardship for the three facilities: Meridian Hall, St. Lawrence Centre for the Arts and Meridian Arts Centre, and delivers the following service:

- Theatrical & Other Cultural Events

Why we do it

To activate creative spaces by inspiring local and international artists, and connecting audiences—to be the nexus for new ideas, elevate artistic potential and be the catalyst for creative expression that is reflective of Toronto's diversity.

Who we serve

- | | | |
|----------------------------------|----------------------------------|--|
| • Community Groups | • Educational Institutions | • Theatre & Music Resident Companies |
| • Corporations | • Event Participants & Attendees | • Theatre Patrons generally and specifically Multicultural and Youth Audiences |
| • Cultural Programming Producers | • Individuals | |
-




Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$33.1	\$32.7	\$33.5	Gross Expenditures	\$20.4	\$75.6	\$96.0
Gross Expenditures	\$38.7	\$38.3	\$39.1	Debt	\$18.5	\$75.6	\$94.1
Net Expenditures	\$ 5.6	\$ 5.6	\$ 5.6				
Approved Positions	240.4	240.4	240.4				

Key service outcomes

Outcomes	Description
Programming	<ul style="list-style-type: none"> ▪ Increase attendance ▪ Increased visibility in community ▪ Usage of all creative spaces ▪ Diversity in programming to reflect community ▪ Excellence and achievement in the arts ▪ Support artists to push the boundaries of artistic practice and explore new ideas
Education & Engagement	<ul style="list-style-type: none"> ▪ Develop programs ancillary to main stage performances ▪ Initiatives to develop new audiences and expand impact ▪ Focus on activating uptown and downtown hubs ▪ Engaging partners and community members who may not otherwise be engaged in ticketed performances
Development	<ul style="list-style-type: none"> ▪ Additional sources of revenue ▪ Expanded customer base ▪ Partnerships

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	Programming activities – number of performances	626	760	751	●
	Facility rentals for Corporate clients – number of events	154	162	155	●
	Education & engagement – usage days	162	228	261	●

Our experience and success

- Launch of new corporate name “TO Live”
- Execution of Meridian partnership and renaming of venues to “Meridian Hall” and “Meridian Arts Centre”
- Presentation of the venue-wide exhibit *Mandela: Struggle for Freedom*, which explores the life and legacy of Nelson Mandela
- Expansion of Education & Engagement programs

Key challenges and risks

- Programming targets/product availability
- Capital SOGR budgets to address backlog and Protocol for management of capital projects
- Massey Hall reopening effect

Priority actions

- The 2020 Budget will continue to grow the new brand, the Meridian partnership, investment in programming, community engagement and customer service. The focus of this fiscal year will be to increase audiences across all seven stages, improve the patron experience in all three venues and invest in staff training and development.

Our key service levels



Total number of **221** days used for corporate events at TO Live



Total number of **40** days used for community classes



Total number of **895** days used for programming activities at TO Live

Key service deliverables

Programming

- Capacity building
- Strengthen community relationship
- Quality of artistic presentation
- Partnerships

Development

- Growth in sponsorships and philanthropic support
- Increase public grant support

Patron Services

- Build on customer experience

Corporate

- Investment in staff development

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Theatrical & Other Cultural Events	25,202.8	34,589.4	33,099.4	0.0	33,099.4	(1,490.0)	(4.3%)
Total Revenues	25,202.8	34,589.4	33,099.4	0.0	33,099.4	(1,490.0)	(4.3%)
Expenditures							
Theatrical & Other Cultural Events	30,089.2	40,188.6	38,698.6	0.0	38,698.6	(1,490.0)	(3.7%)
Total Gross Expenditures	30,089.2	40,188.6	38,698.6	0.0	38,698.6	(1,490.0)	(3.7%)
Net Expenditures	4,886.4	5,599.2	5,599.2	0.0	5,599.2	0.0	
Approved Positions	232.5	222.7	240.4	0.0	240.4	17.7	7.9%

*2019 Budget and Actuals (based on Q3 2019) adjusted retroactively to remove interdepartmental charges and recoveries.

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$38.7 million gross reflecting a decrease of \$1.5 million in spending below the 2019 projected year-end actuals, predominantly arising from:

- 2020 Increases are fully offset by reversal of one-time transfer of \$2.3 million to Toronto Live Foundation and non-recurring programming expenditures of \$0.4 million, funded by reserves in 2019
- Salaries and benefits increases due to cost of living adjustments
- Inflationary increases in utilities
- Increase in TO Live performances from 675 in 2019 to 751 in 2020 resulting in additional expenditures to reflect the volume of programming which are fully offset by increased revenues. TO Live Programming will build upon the presentations and activities started in 2019 at the Meridian Arts Centre and continue to invest in the presentation of a venue-wide exhibit similar to Mandela: Struggle for Freedom
- Corporate rentals will maintain a steady increase of events from 142 in 2019 to 155 in 2020

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in TO Live's 2020 Operating Budget do not have any equity impacts.

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for TO Live is \$1.5 million gross or 3.7% lower than the 2019 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget.

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)		2018 Actuals	2019 Proj. Actuals	2020 Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	14,762.7	17,429.7	18,868.5	1,438.8	8.3%
2	Materials & Supplies	3,088.7	3,034.8	3,469.1	434.2	14.3%
3	Equipment	361.8	322.8	173.2	(149.5)	(46.3%)
4	Service and Rent	7,020.2	11,690.2	11,090.9	(599.2)	(5.1%)
5	Contribution To Capital					
6	Contribution To Reserves	3,746.2	4,043.7	3,531.2	(512.5)	(12.7%)
7	Other Expenditures	1,109.7	3,667.4	1,565.7	(2,101.7)	(57.3%)
Total Expenditures		30,089.2	40,188.6	38,698.6	(1,490.0)	(3.7%)
Revenues						
1	Provincial Subsidies		10.0	75.0	65.0	650.0%
2	Federal Subsidies	30.0	11.5	35.0	23.5	204.2%
3	User Fees & Donations	17,842.5	25,468.3	26,189.6	721.3	2.8%
4	Transfers From Capital			593.2	593.2	
5	Other Revenues	7,330.3	9,099.6	6,206.7	(2,892.9)	(31.8%)
Total Revenues		25,202.8	34,589.4	33,099.4	(1,490.0)	(4.3%)
Net Expenditures		4,886.4	5,599.2	5,599.2	(0.0)	-0.0%

*2019 Q3 Proj Actuals and 2018 Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Salaries and Benefits:

- Salaries and benefits increase due to cost of living adjustment and increase in staffing to support anticipated increase in volume of activity

Other Expenditures and Other Revenues:

- One-time contribution to/from reserves that will not recur in 2020:
 - Transfer from TO Live stabilization reserves to the Toronto Live Foundation for the purpose of providing one-time seed funding in 2019
 - Transfer from the Programming reserve to support special exhibit in 2019
 - Contribution to Facility Fee Reserve Fund to fund a new signage project

User Fees:

- Moderate increase in revenue in line with the increased activity in programming, including stage rentals, corporate clients and TO Live Presents.

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

(\$000s)	2019 Projected Actual	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	34,589.4	33,099.4	32,674.6	33,486.0
Gross Expenditures	40,188.6	38,698.6	38,273.8	39,085.1
Net Expenditures	5,599.2	5,599.2	5,599.2	5,599.2
Approved Positions	222.7	240.4	240.4	240.4

*2019 Q3 Projected Actuals adjusted retroactively to remove interdepartmental charges and recoveries

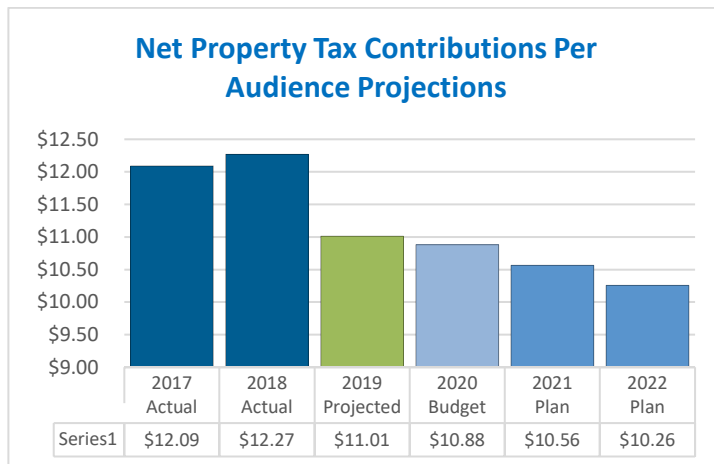
Key 2021 and 2022 drivers

Summarize key drivers/changes reflected in outlooks

- Inflationary adjustments for salaries, benefits and utilities are offset by lower small capital maintenance expenditures resulting in a decrease of gross expenditures in 2021.
- Increase in 2022 to account for known inflationary adjustments for salaries, benefits and utilities which will be offset by revenue.

How well we are doing

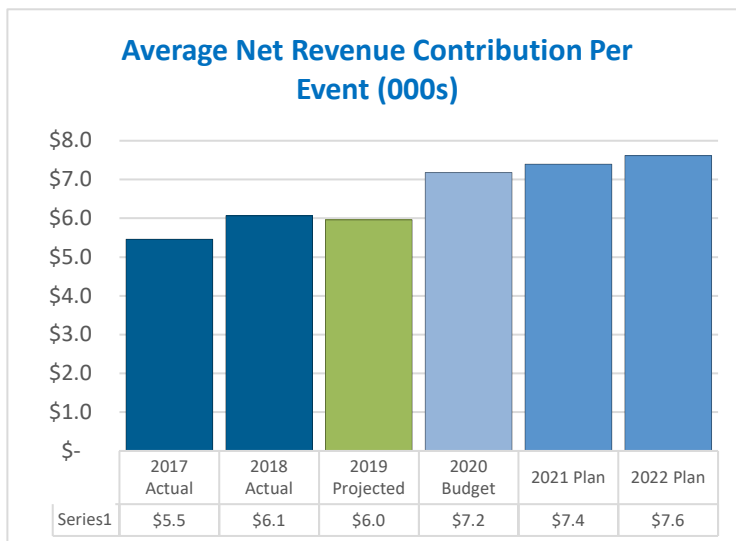
Performance measures



Behind the numbers

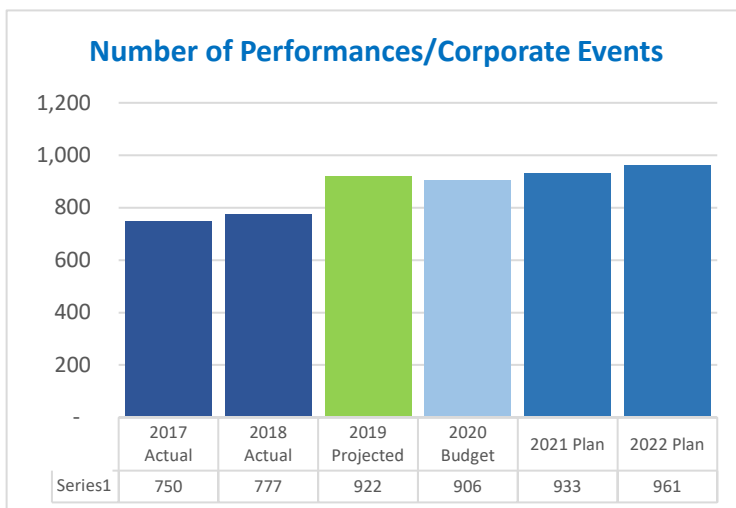
- Net City contributions expressed in terms of the number of audience served is expected to decrease for 2020 and beyond
- TO Live serves more audiences over the years while maintaining City subsidy steady.

Average Net Revenue Contribution Per Event (000s)



- Average net revenue contribution is projected to be \$7,200 for 2020, with a steady increase for 2021 and 2022.
- Focus efforts on increasing corporate events and facility rentals across the 7 stages while continuing to support programming activities across our venues.

Number of Performances/Corporate Events

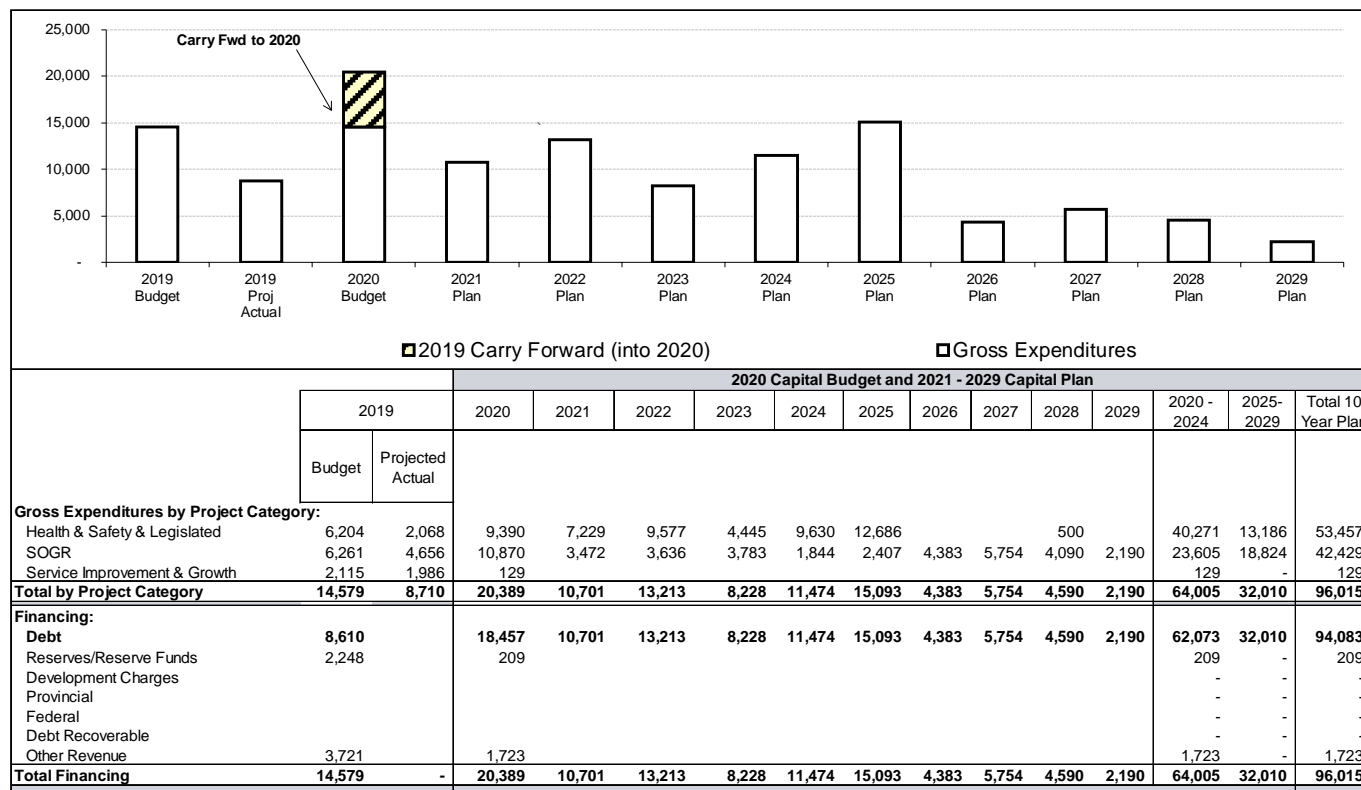


- TO Live anticipates additional corporate events in 2020. The addition of a catering kitchen at Meridian Arts Center will help achieve this target.
- Number of performances is expected to increase in 2020 primarily due to increase in rental activity in the Meridian Hall and Bluma theatres.

2020 – 2029 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview

(\$'000)



Changes to Existing Projects (\$51.5M)




The 2020-2029 Capital Budget and Plan reflects an increase of \$51.5 million to existing projects over the next nine years (2020-2028). These projects have been reviewed by TO Live to reflect updated cost estimates and project delivery schedule as part of the capacity to spend review.

- \$22.4 million – Increase in Meridian Arts Centre projects to improve accessibility and address outstanding state of good repairs.
- \$15.0 million – Increase in Meridian Hall projects to address AODA deficiencies as well as SOGR backlog for mechanical systems, building envelope and theatre equipment.
- \$14.1 million – Investment in St. Lawrence Centre for the Arts projects to address the accumulated backlog which was identified in the 2017 Building Condition Audit.

Capital Needs Constraints (\$44.4M)

- Despite added capital investments, building condition assessments and AODA audits indicate additional debt funding will be required in future years.
- TO Live has \$44.4 million capital needs constraints projects over the 10-year planning horizon related to the SOGR for Meridian Arts Centre as well as the theatre systems and equipment at the Meridian Hall.

2020 – 2029 CAPITAL BUDGET AND PLAN**\$96.0 Million 10-Year Gross Capital Program**

		
Aging Infrastructure	Accessibility	Equipment
\$43.7 M 45.5%	\$51.7 M 53.9%	\$0.6 M 0.7%
Building Envelope, Mechanical & Electrical Systems	AODA Compliance Projects	Theatrical Systems and Equipment

How the Capital Program is Funded

City of Toronto		Provincial Funding	Federal Funding
\$96.0 M 100%		\$0 M 0%	\$0 M 0%
Debt	\$ 94.1 M		
Reserve Draws	\$ 0.2 M		
Other	\$ 1.7 M		

CAPACITY TO SPEND REVIEW

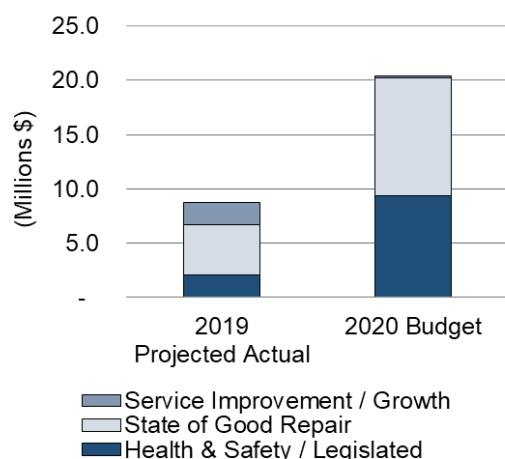
The 10-Year Capital Plan has been developed with consideration of historical demonstrated ability to spend within any given year of the ten year capital plan. A review was undertaken to ensure budgets align with the TO Live's ability to spend and the markets capacity to deliver.

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

The capital project planning and delivery is guided by the "Protocol for Management of TO Live Capital Projects" which was adopted by City Council in 2019. The objectives of the Protocol are to assist both the City and TO Live to plan and manage capital projects for the three civic theatres in an effective manner that optimizes the operations of the theatres, their state of good repair, and contributes to their use and programs, while complying with the City's policies and priorities for the long term stewardship of City assets.

Up to 2018, the 10-Year Capital Plan for TO Live was managed separately by individual theatre sites. Economic Development and Culture previously managed the St. Lawrence Centre for the Arts and the Meridian Arts Centre (formerly Toronto Centre for the Arts) on behalf of TO Live, while TO Live has independently managed the Meridian Hall (formerly Sony Centre for the Performing Arts). For this reason, 2019 marks the first year that the 10-Year Capital Plan for the three City-owned theatres were consolidated into one single portfolio, as illustrated in the chart and table below.

Chart 2 – Capacity to Spend



Category (in \$ Million)	2019 Projected Actual	2020 Budget
Health & Safety / Legislated	2.1	9.4
State of Good Repair	4.7	10.9
Service Improvement / Growth	2.0	0.1
Total	8.7	20.4
% Spent	60%	

Capacity to Spend Review Impact on the 10-Year Plan

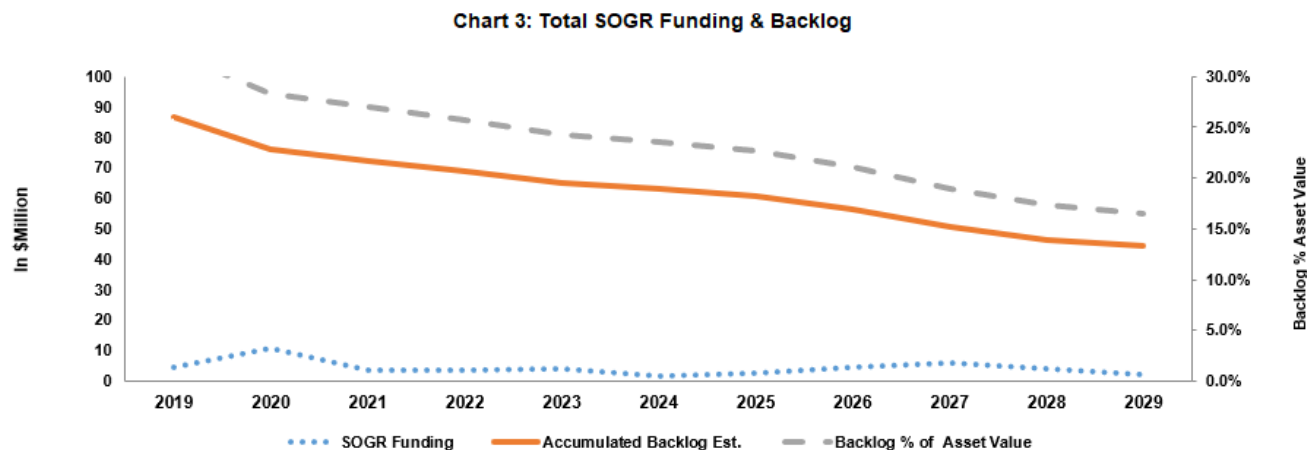
- In 2019, TO Live is forecasting to spend \$8.7 million or 60% of the 2019 Council Approved Capital Budget. The low spend rate is attributed to the delay in establishing the protocol document which outlines the management and delivery of capital projects between TO Live and City Staff.
- Based on the review of historical capital spending trends and capacity to deliver projects, \$8.5 million in capital spending originally cash flowed in 2020 has been deferred to 2021 or future years. These adjustments represent updated cash flows and project delivery timelines while minimizing disruptions to the theatres operations:
 - Meridian Arts Centre - AODA project (\$1.4 million)*
 - Meridian Arts Centre - SOGR project (\$3.6 million)*
 - St. Lawrence Centre for the Arts - SOGR project (\$2.1 million)*

Despite adjustment as noted above, TO Live still requires cash flow funding of \$20.4 million in 2020 to continue the capital work. The 2020 cash flow is higher than the 2019 projected spending significantly for the reasons below:

- To continue capital improvements in the three theatres to address elements that require replacements, reconfigurations and upgrades that are identified in the most recent building accessibility audit as well as various health and safety needs including AODA to ensure standards of the facilities are met for patrons and staff.
- To invest in major maintenance in critical and high priority areas that are needing capital improvements to address SOGR backlogs. This will enable TO Live to upkeep the facilities while enhancing customer experience.

STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG

The chart below depicts the SOGR funding and accumulated backlog estimates for TO Live:



\$ Million	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
SOGR Funding	4.655	10.870	3.472	3.636	3.783	1.844	2.407	4.383	5.754	4.090	2.190
Accumulated Backlog Est.	86.782	75.912	72.440	68.804	65.021	63.177	60.770	56.387	50.633	46.543	44.353
Backlog % of Asset Value	32.4%	28.3%	27.0%	25.7%	24.3%	23.6%	22.7%	21.1%	18.9%	17.4%	16.6%
Total Asset Value	267.838	267.838	267.838	267.838	267.838	267.838	267.838	267.838	267.838	267.838	267.838

TO Live has stewardship for the three major City-owned theatres: Meridian Hall, St. Lawrence Centre for the Arts and Meridian Arts Centre. Recommendations from most recent building condition audits and building accessibility assessments are taken into consideration in establishing TO Live's 10-Year Capital Plan.

The 2020-2029 Capital Budget and Plan provides funding for \$42.429 million of SOGR projects within TO Live over the 10-year period, providing an average of \$4.243 million annually. TO Live will utilize this funding to maintain building infrastructure, major theatre equipment and Heritage Agreement obligations for the three theatres. However, this funding is not sufficient to completely reduce the growing SOGR backlog over the 10-year period. Based on this plan, the accumulated backlog will decrease from \$86.782 million in 2019 to an anticipated \$44.353 million in 2029.

The "Capital Needs Constraints" identified by TO Live include additional SOGR projects to help reduce the backlog of Meridian Hall and Meridian Arts Centre. These projects cannot be accommodated within the City's affordability and therefore are not included in the City Council Approved 10-Year Capital Plan. For further details about these projects, please refer to Appendix 7.

2020 Program Summary

Toronto Atmospheric Fund

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca.

What we do

Toronto Atmospheric Fund's (TAF) mission is to accelerate solutions to climate change and improve air quality in collaboration with non-government organizations, governments at all levels, corporations, utilities, neighbourhood organizations, academic institutions, investors and other stakeholders by demonstrating, de-risking, and helping scale up the adoption of social, financial, policy and technological innovations that reduce greenhouse gas emissions.

Why we do it

TAF's ultimate goal is to achieve carbon neutrality by 2050 in the Greater Toronto and Hamilton Area (GTHA). 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.

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







Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$5.6	\$5.8	\$5.9	Toronto Atmospheric Fund has no capital budget			
Gross Expenditures	\$5.6	\$5.8	\$5.9				
Net Expenditures	\$0.0	\$0.0	\$0.0				
Approved Positions	13.0	13.0	13.0				

Key service outcomes

Outcomes	Description
Strategic grants to non-profit organizations and TAF projects with capacity to reduce Greenhouse Gas (GHG) emissions by at least 1 million tonnes within 20 years.	TAF has established three strategic priorities for grant-making by focusing on the largest sources of GHG emissions in the GTHA: deep energy efficiency for existing buildings, net zero new construction, and electrification of transportation. Approval by TAF's Board following active cultivation of projects and expert review by TAF's Grants & Programs Committee allows implementation of excellent projects and transfer of knowledge and insights to key stakeholders in the public and private sectors.
Investment in projects and companies that are aligned with TAF's mandate and mobilize financial capital for urban low-carbon solutions.	Investment of TAF's endowments, in compliance with the Council-approved Statement of Investment Objectives & Principles, provides a risk-adjusted return and demonstrates to other investors the viability of low-carbon solutions including retrofits, net zero new construction, renewable energy and electric mobility.
Key policies and programs are adopted and implemented that drive GHG reduction and other benefits.	Key stakeholders are engaged in developing and advocating strategically selected policies and programs that will drive down GHG emissions and deliver other benefits including improved health, job creation and economic value including building codes, the federal Clean Fuel Standard, and regulated conservation/demand management programs.

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	Invest the endowments to generate returns and impact (Investments)	7	7	15	
	Effective governance (Board, Committee and other Advisory meetings)	20	25	25	
	Support projects that accelerate adoption of low-carbon solutions (Grants and Programs)	26	18	24	

Our experience and success

- Since 1991, 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
- As of 2017, TAF's mandate was expanded to the Greater Toronto and Hamilton Area (GTHA) drawing on the Ontario endowment.
- TAF co-developed TransformTO, Toronto's Council-approved plan for how to achieve GHG reduction targets of 30% by 2020 and 80% by 2050, and published the first-ever GHG emissions inventory for the GTHA.
- Through prudent investing, including in projects and companies aligned with our mandate, TAF has delivered significant social, environmental and economic value, and covered all its operating expenses with no draw on the City or Provincial tax base
- TAF will receive a \$40 million endowment from the Government of Canada, via the Federation of Canadian Municipalities; this is part of a \$350 million federal contribution to the Low Carbon Cities Canada initiative incubated by TAF to endow six TAF-like centres along with a Green Municipal Fund endowment

Key challenges and risks

- Climate solutions require long-term commitments and are challenging to advance in short-term political and market cycles.
- Public market volatility can impair investment returns and it takes significant time/effort to increase the allocation to Direct Investments which are less volatile and more aligned with TAF's mandate.
- Balancing demands and capacity in order to maintain TAF's reputation for excellence and staff retention.

Priority actions

- Focus the majority of TAF's efforts and funding on three major opportunities for carbon reduction: retrofit of existing buildings, net zero new construction and electrification of transportation
- Increase GHG reductions across GTHA by raising profile of TAF and City of Toronto accomplishments, insights and expertise
- Accelerate the implementation of high-impact low-carbon projects through granting and capacity-building throughout the GTHA
- Quantify and emphasize the multiple benefits of climate action -- economic, social and environmental -- to build robust collaborations and programs
- Attract external resources and establish strategic partnerships to enhance impact

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 high-impact projects related to low-carbon buildings and electrification of transportation, including energy efficiency retrofits, renewable energy generation, policy reform, community engagement and capacity-building, and other innovative approaches.
- Deploy the new \$40 million endowment provided by the Government of Canada, via the Federation of Canadian Municipalities and manage a prudent and diversified investment portfolio with oversight by TAF's Board and Investment Committee and in compliance with Council-approved Statement of Investment Objectives & Principles and Target Portfolio which aims to increase Direct Investments and diversity Fixed Income holdings
- Working with key stakeholders, advance the development and adoption of policies and programs that can accelerate urban greenhouse gas reductions
- Support TAF's Board, Committees and staff who provide good governance and accountability to the City of Toronto, Province of Ontario and other supporters.

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual*	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Investment Income and External Fundraising	2,917.3	5,176.0	5,630.0		5,630.0	454.0	8.8%
Total Revenues	2,917.3	5,176.0	5,630.0	0.0	5,630.0	454.0	8.8%
Expenditures							
Salaries and Benefits	1,455.4	1,423.0	1,833.0		1,833.0	410.0	28.8%
Program Delivery Expenditures	2,649.0	3,472.0	3,797.0		3,797.0	325.0	9.4%
Total Gross Expenditures	4,104.4	4,895.0	5,630.0	0.0	5,630.0	735.0	15.0%
Net Expenditures	1,187.1	(281.0)	0.0	0.0	0.0	281.0	(100.0%)
Approved Positions	10.0	10.0	13.0		13.0	3.0	30.0%

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$5.630 million gross reflecting an increase of \$0.735 million in spending above 2019 projected year-end actuals (prior to enhancements), predominantly arising from:

Salaries & Benefits:

- Inflationary increases
- Three (3) additional core positions being added to support the increased services required to invest the federal endowment and to use the proceeds from the enhanced endowment into TAF's services areas

Grants and Programs:

- Additional grants and program allocations based on enhanced endowment

Financial Market Factors:

- Market performance is the key driver of TAF revenues; low Fixed Income/Bond yields will be mitigated by diversifying the portfolio into less interest-rate driven products and Global Equity positions will be reduced in favour of less potentially volatile Direct Investments which are also aligned with TAF's mandate

Prior Year Impacts:

- Renovation undertaken in 2018 is amortized over 5 years

Other Revenue Changes:

- Addition of \$40 million endowment from the Government of Canada is the key driver of TAF's 2020 budget; very conservative assumptions have been made including receiving the funds in Q2 and phased deployment of the asset, initially into bonds and into equities over four quarters

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in Toronto Atmospheric Fund's 2020 Operating Budget have minor equity impacts

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

(\$000s)	2019 Projected Actual*	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	5,176.0	5,630.0	5,782.0	5,938.1
Gross Expenditures	4,895.0	5,630.0	5,782.0	5,938.1
Net Expenditures	(281.0)	-	-	-
Approved Positions	10.0	13.0	13.0	13.0

Key 2021 drivers**Impacts of 2020 decisions**

- To be determined based on first year of operation with three endowments
- Potential for increased administrative activity to support accountability/reporting for Federal endowment

Salaries and Benefits

- Examine potential for additional two (2) core positions based on endowment capacity and external revenues.

Growth

- Incremental potential for external revenues (donations)

Revenue Changes

- A full year of revenues generated by the three endowments
- Increased revenues from Direct Investments and syndication of Direct Investments anticipated as allocation to this asset class increased, with potential to mitigate against public market variability/volatility
- Potential to attract external revenues (donations) along with Low Carbon Cities Canada (LC3) network

Key 2022 drivers**Salaries and Benefits**

- Examine potential for additional two (2) core positions based on endowment capacity and external revenues.
- Inflationary increases

Inflationary Impact

- TBD

Growth

- Incremental potential for external revenues (donations)

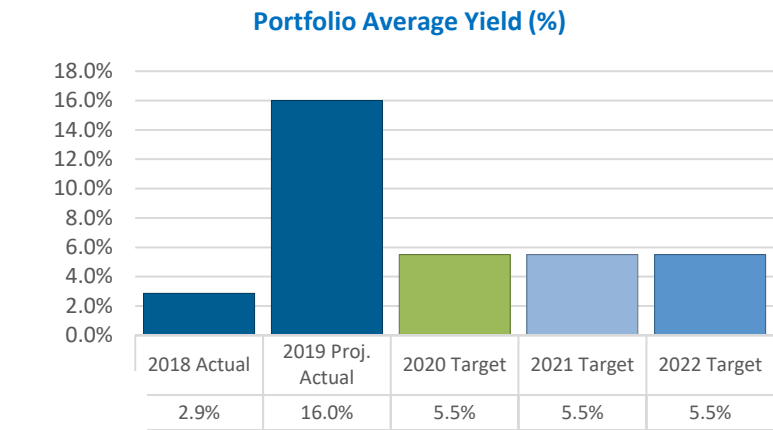
Revenue Changes

- Increased revenues from Direct Investments and syndication of Direct Investments anticipated as allocation to this asset class increased, with potential to mitigate against public market variability/volatility
- Potential to attract external revenues (donations) along with Low Carbon Cities Canada (LC3) network

How well we are doing

Performance measures

Behind the numbers



- TAF's marketable investments portfolio had an average return of 8.1% over 2015 - 2018. The annual revenue projection is based on a 5.5% return to be conservative.
- TAF attracts external revenues (donations) for specific projects from various external sources; a conservative assumption has been made for 2020 given the focus on deployment of the new federal endowment.
- TAF maintains a Stabilization Fund – one for each endowment -- to mitigate exposure to the variability of investment earnings from year to year.
- Direct investments are being increased to reduce the portfolio's volatility.
- TAF's total operating budget is within the Payout Ratio established by the Board of between 5-6% of the Net Asset Value, on a 4-year rolling average

2020 Program Summary

Toronto Parking Authority

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What we do

TPA is a key component within the municipal parking and mobility system, complementing and aligning with City transportation policy as well as collaborating with other City divisions and agencies to achieve City-wide initiatives. TPA provides customers with safe, attractive, self-sustaining, conveniently located and competitively priced off-street and on-street public parking and Bike Share services.

TPA operates 19,000 on-street and over 40,800 off-street parking spaces across 307 locations, processing over 35 million transactions. Bike Share Toronto's operating system includes 5,000 bikes and 465 bike stations spanning almost 100 square kilometers with over 165,000 members and over 40 million kilometers travelled to date.

Why we do it

Our services support the vibrancy of businesses and the livability of communities, being sensitive to the environment, and ultimately supporting the mobility of Toronto's residents, businesses and visitors...our Customers. TPA:

- Provides competitively priced short-term, high turnover parking, to serve neighbourhood and commercial areas;
- Provides convenient, cost-effective Bike Share option for local trips;
- Discourage long-term parking, especially in downtown and mid-town commercial areas and commercial areas well served by transit; and
- Generates sufficient revenue to cover minimum operating and administrative costs, and either recover past capital costs or allow for future capital investment.

Who we serve

Municipal Parking Services

- Residents
- Visitors / Tourists

Beneficiaries

- Residents
- Visitors / Tourists
- Local Businesses

Parking Management Services

- City Agencies
- Third-party Developers

Beneficiaries

- City Agencies
- Residents
- Visitors / Tourists
- Local Businesses

Bike Share Toronto

- Residents
- Visitors / Tourists

Beneficiaries

- Residents
- Visitors / Tourists
- Local Businesses

Budget at a glance

2020 OPERATING BUDGET			
\$Million	2020	2021	2022
Revenues	\$171.9	\$175.3	\$178.1
Gross Expenditures	\$101.8	\$105.0	\$107.1
Net Revenue	\$70.1	\$70.3	\$71.0
Approved Positions	326.5	326.5	326.5

2020 CAPITAL BUDGET & 10-YEAR PLAN			
\$Million	2020	2021-2029	Total
Gross Expenditures	\$66.0	\$289.2	\$355.2
Debt	\$0.0	\$0.0	\$0.0

Key service outcomes

Outcomes	Description
Continuous Improvement and Transformation	<ul style="list-style-type: none"> ✓ Support continuous improvement and on-going development of standard operating procedures and training programs across all departments ✓ Introduce new performance management system supporting leadership development and project management capabilities ✓ Re-fresh on-boarding and training programs ✓ Launch Employee engagement initiatives
Modernize Operations to Support Customer Focus	<ul style="list-style-type: none"> ✓ Continue on-going development of standard operating procedures to provide consistent customer experience ✓ Assess and develop standard facilities maintenance program to ensure cleanliness and safety ✓ Align technology to support customer service; expand convenient retail payment options
Governance	<ul style="list-style-type: none"> ✓ Review and establish Board governance policies and procedures where required ✓ Continually assess and refine contract management policies and procedures ✓ Establish procurement procedures to leverage technology and improve purchasing effectiveness ✓ Create internal platforms to improve collaboration, processes and controls efficiency and effectiveness
Leverage Technology	<p>Implement SAP to support enterprise-wide objectives and strategic focus to deliver top quality, efficient services to our Customers by providing:</p> <ul style="list-style-type: none"> ✓ Effective, efficient, transparent, exception management focused administration to support growth and transformation; accurate and timely metrics to support decision making ✓ Work order and asset management tools to align resources and staff activities, and ✓ Visibility to monitor and manage governance and compliance risk

Key challenges and risks

- Competing Demand for Access to On-Street Curb Space:
 - ✓ Growing lack of available on-street curb space as competing demands from increasing peak traffic periods and policy initiatives such as bike lanes and Complete Streets, directly impact service levels and revenues through reduced parking space inventory and time of day restrictions
 - ✓ Reduction of available parking spaces and access due to road closures, construction and special events
 - ✓ Offering of local parking discounts to promote return of local traffic, such as the Eglinton Crosstown discount
- Competing Off-Street Resource Demands:
 - ✓ Fewer opportunities to satisfy short-term parking demands by increasing parking supply in an environment with escalating land and development costs, competing resource usage while maintaining required investment rate returns
 - ✓ Coordinating the City-wide Real Estate model transformation; supporting City-wide housing priorities
- Rapidly Evolving Mobility Trends and Technology Disruption:
 - ✓ Maintaining and/or increasing service levels with competing curbside space demands during a period of transition with the rise of EV, AV, ride-hail, car share, electric scooters, eBikes, eCommerce and increasing transportation demands
 - ✓ Operating efficiently and effectively in increasingly competitive and dynamic environment with disciplined selection of technological solutions to meet Customer expectations and returns
 - ✓ Adapting to and mitigating broader environmental impacts
- Establish Funding Sources
 - ✓ Continuing special dividend requests in addition to a reduced net income retention rate
 - ✓ Rising land and construction costs
 - ✓ Lengthy approval process
 - ✓ Low availability of suitable sites and lengthy negotiations on identified sites
 - ✓ Implications of On-Street service supply reduction for Off-Street capital plans
- City-wide Real Estate Alignment
 - ✓ Coordinating the City-wide Real Estate model transformation; supporting City-wide housing priorities
- Bike Share Expansion
 - ✓ Strategic placement of new stations and docking points to maximize ridership

Priority actions

- Competing Demand for Access to On-Street Curb Space:
 - ✓ Support collaboration amongst City departments to minimize negative impact on parking revenues; seek new paid-parking opportunities
 - ✓ Replace meters with machines and rationalize machine inventory; initiate mobile only zones
 - ✓ Implement Green P app version 2, improving customer experience, expanding payment options and enabling further GPS functionality for further marketing and Bike Share app integration opportunities
- Competing Off-Street Resource Demands:
 - ✓ In strategic alignment with City-wide Real Estate, execute 10-year Capital Plan by securing off-street parking; expansion of Bike Share's system to 6,000 bikes
 - ✓ Modernize and standardize operations to provide a consistent customer service model
 - ✓ Review, modernize and consolidate our maintenance operations program
 - ✓ Upgrade of the enforcement platform in conjunction with Toronto Police Services providing automated ticketing
 - ✓ Continue implementation of GreenP+ and Mural program Off-Street lot greening initiatives
- Rapidly Evolving Mobility Trends and Technology Disruption:
 - ✓ Expand retail payment options in gated facilities; establish roadmap for anticipated 2022 EMV changes
 - ✓ Establish technology roadmap with consideration of Cloud trends
 - ✓ Continue on-going corporate governance modernization
 - ✓ Implement SAP S4Hana, providing CRM, HCM, work order and asset management functionality, to improve access to real time data and improved analytics
- Continuous capital enhancement and efficiency improvement to support operating priorities:

- ✓ Continue to actively support joint development opportunities with private sector, City divisions and agencies and close current projects in line with City-wide Real Estate strategy
- ✓ Provide additional marketing capabilities to support local business and integration with the Bike Share app
- ✓ Install new elevators to existing facilities to improve and provide accessibility
- ✓ Continue to implement state-of-good-repair maintenance and restoration programs

Our key service levels



Total occupancy of available on-street parking spaces of **80%**



Total occupancy of available off-street parking spaces of **85%**



Bicycle fleet availability of **70% - 75%**

Key service deliverables

- Meet and exceed our customers' expectations by providing a consistent, high quality, value-added municipal parking and Bike Share services
- Provide a convenient, cost-effective Bike Share option for local trips
- Offer state-of-the-art eco-friendly parking facilities to support customer experience with operational excellence that provides safe, attractive, convenient and affordable parking
- Judiciously innovate and seek opportunities to enhance the customer service offering
- Provide safe, attractive, self-sustaining, conveniently located and competitively priced off-street and on-street public parking and Bike Share services as an integral component of Toronto's transportation system

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(In \$000s)	2018 Actual	2019 Projected Actual	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
On Street Parking	58,567.0	62,087.0	63,864.0		63,864.0	1,777.0	2.9%
Off Street Parking	96,701.5	97,013.4	101,587.9		101,587.9	4,574.5	4.7%
Bike Share Program	3,001.1	3,850.0	6,420.0		6,420.0	2,570.0	66.8%
Total Revenues	158,269.6	162,950.4	171,871.9	0.0	171,871.9	8,921.5	5.5%
Expenses							
On Street Parking	10,840.8	11,716.6	11,662.4		11,662.4	(54.2)	(0.5%)
Off Street Parking	78,389.1	78,487.3	83,689.6		83,689.6	5,202.2	6.6%
Bike Share Program	5,638.1	6,190.0	6,420.0		6,420.0	230.0	3.7%
Total Gross Expenditures	94,868.0	96,393.9	101,771.9	0.0	101,771.9	5,378.0	5.6%
Net Expenditures	(63,401.6)	(66,556.5)	(70,100.0)	0.0	(70,100.0)	(3,543.5)	5.3%
Gain on the sale of Property	935.7	6,783.6				(6,783.6)	(100.0%)
Total Net Expenditures	(64,337.3)	(73,340.1)	(70,100.0)	0.0	(70,100.0)	3,240.1	(4.4%)
Approved Positions	328.5	328.5	326.5		326.5	(2.0)	(0.6%)

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$101.8 million gross reflecting an increase of \$5.4 million in spending above 2019 projected year-end actuals (prior to enhancements or efficiencies), predominantly arising from:

- Municipal Taxes increases due to escalating municipal tax property assessment valuations;
- Depreciation increases due to two new car parks operating in 2020;
- Salary & benefit increases due to the filling of approved vacant positions; and
- Materials & supplies increases as certain maintenance activities being deferred from 2019 to 2020.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in Toronto Parking Authority's 2020 Operating Budget do not have any significant equity impacts.

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for Toronto Parking Authority is \$101.8 million gross or 5.6% higher than the 2019 Projects Actuals. Table 2a below summarizes the key cost drivers for the base budget.

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers		2018 Actuals	2019 Proj. Actuals	2020 Base Budget	YoY Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	26,768.5	28,225.1	28,718.2	493.1	1.7%
2	Materials & Supplies	6,194.3	6,078.6	6,386.1	307.5	5.1%
3	Equipment	6,729.9	7,524.5	8,164.5	640.0	8.5%
4	Service and Rent	15,234.7	13,115.9	13,157.2	41.3	0.3%
5	Municipal Taxes	22,763.0	22,813.0	26,251.0	3,438.0	15.1%
6	Other Expenditures	17,177.6	18,636.8	19,094.8	458.1	2.5%
Total Exepnditures		94,868.0	96,393.9	101,771.9	5,378.0	5.6%
Revenues						
1	On Street Parking	58,567.0	62,087.0	63,864.0	1,777.0	2.9%
2	Off Street Parking	96,701.5	97,013.4	101,587.9	4,574.5	4.7%
3	Bike Share Program	3,001.1	3,850.0	6,420.0	2,570.0	66.8%
4	Sale of Property	935.7	6,783.6		(6,783.6)	-100.0%
Total Revenues		159,205.3	169,734.0	171,871.9	2,137.9	1.3%
Net Revenue		(64,337.3)	(73,340.1)	(70,100.0)	3,240.1	-4.4%
Positions		328.5	328.5	326.5	(2.0)	-0.6%

Municipal Taxes:

Increased municipal tax expense of \$3.4 million or 15.1% due to escalating municipal tax property assessment valuations

Equipment:

Increased depreciation of \$0.6 million or 8.5% due to two new car parks operating in 2020: 302 Queen Street West and 11 Wellesley Street West

Salaries & Benefits:

Increased salaries and wages of \$0.5 million or 1.7% as vacant positions are filled

Materials & Supplies:

Increased materials and supplies expense of \$0.3 million or 5.1% as certain maintenance activities have been deferred from 2019 to 2020

Parking Revenue Changes: On Street revenue growth of \$1.8 million or 2.9% due to pricing rate increase partially offset by reduced transaction volumes; Off Street revenue decrease of \$2.2 million or 2.1% is contributed by 1) increased parking revenue of \$4.6 million due to two new car parks operating in 2020, and offset by 2) decreased gain on sale of property of \$6.8 million due to lack of sale of properties in 2020.

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

(In \$000s)	2019 Projected Actual	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	169,734.0	171,871.9	175,270.0	178,107.9
Gross Expenditures	96,393.9	101,771.9	104,993.2	107,127.1
Net Revenue	73,340.1	70,100.0	70,276.8	70,980.8
Approved Positions	328.5	326.5	326.5	326.5

*2019 Projected Actuals adjusted to retroactively to remove interdepartmental charges and recoveries

Key 2021 drivers

- Bike Share System Operating: \$1.0 million
- Inflationary Impact: \$0.9 million
- Municipal Taxes: \$0.5 million
- Salaries and Benefits: \$0.4 million
- Revenue Growth: \$1.3 million for off-street parking, \$1.1 million for Bike Share and \$1.0 million for on-street parking

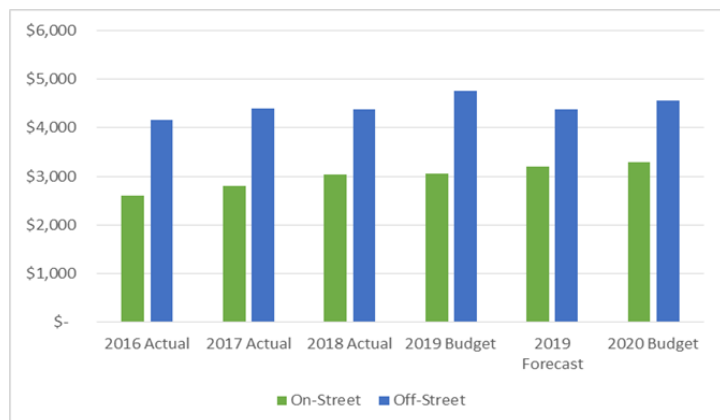
Key 2022 drivers

- Inflationary Impact: \$1.1 million
- Municipal Taxes: \$0.5 million
- Salaries and Benefits: \$0.4 million
- Revenue Growth: \$1.6 million for off-street parking and \$1.0 million for on-street parking

How well we are doing

Performance Measures

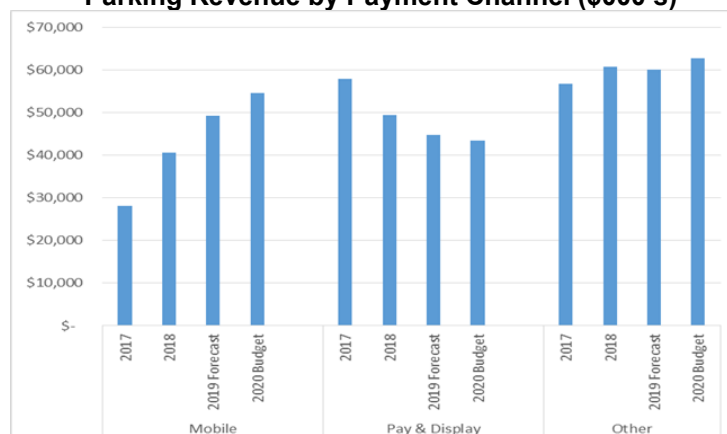
Average Revenue per Space (in dollars)



Behind the Numbers

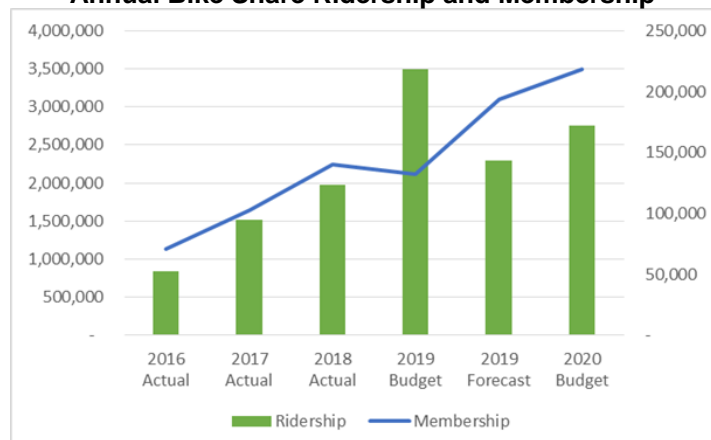
- Annual revenue per space continues to increase for on-street parking, while keeps flat for off-street parking, demonstrating the sustained demand for parking supply in the City of Toronto.
- In 2019 it is projected that annual revenue per parking space increased by 5.5% for on-street and by 0.1% for 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.

Parking Revenue by Payment Channel (\$000's)



- 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 continues gain popularity, with 33% of all parking revenue now coming from mobile payments, an increase of 7% over 2018. Within the On-Street Parking service mobile payments now account for approximately 56% of all on-street parking revenue.

Annual Bike Share Ridership and Membership

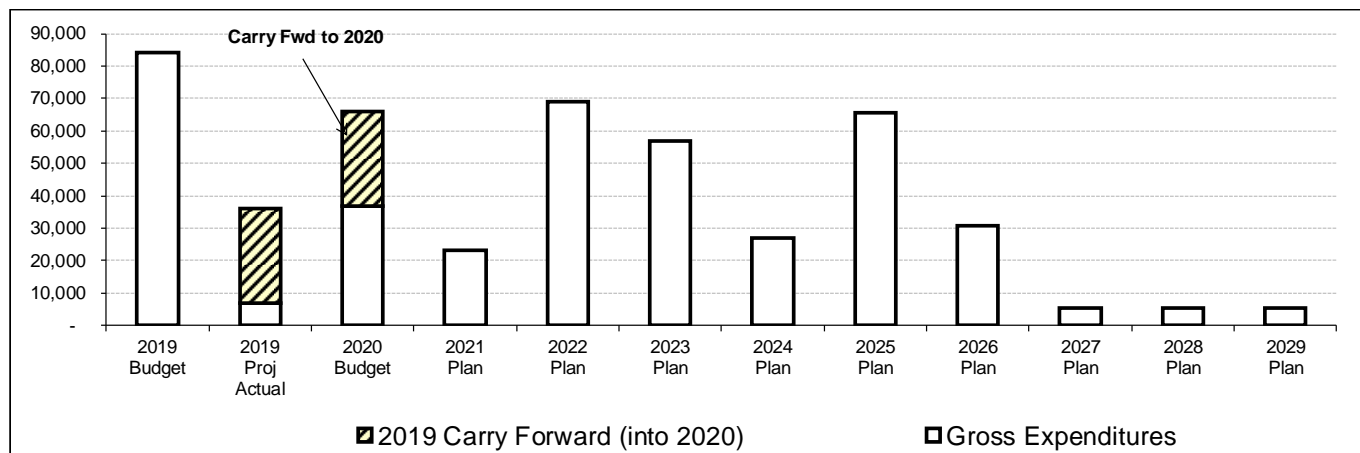


- Since TPA took over responsibility for Bike Share Toronto the system has seen significant ridership growth, including the number of annual memberships and casual riders.
- 2018 experienced a 31% increase in total rides over 2017 with almost 2 million rides taken. In 2019, Bike Share ridership is expected to reach a new record of 2.4 million, representing a 20% increase over 2018.
- With additional expansions planned for 2020 it is anticipated the Bike Share Program will reach an annual ridership of 3.5 million by 2020.

2020 2029 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview

(In \$ Thousands)






	2020 Capital Budget and 2021 - 2029 Capital Plan									
	2019		2020	2021	2022	2023	2024	2020 - 2024	2025-2029	Total 10 Year Plan
	Budget	Projected Actual								
Gross Expenditures by Project Category:										
Health & Safety & Legislated	-	-	-	-	-	-	-	-	-	-
SOG	16,178	4,642	16,271	9,900	8,725	6,975	5,500	47,371	27,500	74,871
Service Improvement & Growth	67,820	31,431	49,693	13,399	60,288	50,066	21,500	194,946	85,400	280,346
Total by Project Category	83,998	36,073	65,964	23,299	69,013	57,041	27,000	242,317	112,900	355,217
Financing:										
Debt	-	-	-	-	-	-	-	-	-	-
Reserves/Reserve Funds	1,500	1,500	500	-	-	-	2,500	3,000	2,000	5,000
TPA Current & Future Retained Earnings	71,862	26,178	56,464	15,691	38,252	45,041	20,500	175,948	106,540	282,488
Provincial	6,000	6,000	9,000	-	-	-	-	9,000	-	9,000
Federal	-	-	-	-	-	-	-	-	-	-
Sale of Air Rights	4,636	2,395	-	7,608	30,761	12,000	4,000	54,369	4,360	58,729
Other Revenue	-	-	-	-	-	-	-	-	-	-
Total Financing	83,998	36,073	65,964	23,299	69,013	57,041	27,000	242,317	112,900	355,217

Changes to Existing Projects
(\$29.1M)

New Projects
(\$36.9M)

Capital Needs Constraints
(\$0.0)

2020 – 2029 CAPITAL BUDGET AND PLAN**\$355.2 Million 10-Year Gross Capital Program**

		
Aging Infrastructure	Parking facilities expansion	Equipment
\$74.9 M 21.1%	\$250.4 M 70.5%	\$29.9 M 8.4%
Structural Maintenance, Parking garages concrete repairs, other SOGR	Property acquisitions and JV developments	Parking equipment, Bikes, office equipment

How the Capital Program is funded

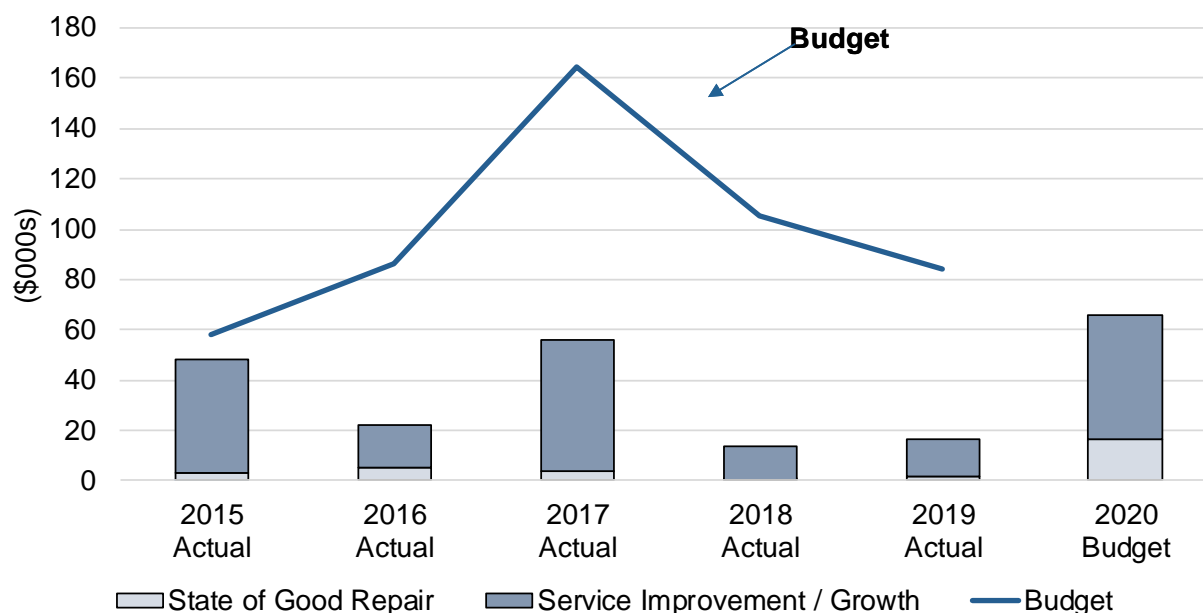
TPA		Provincial Funding		City of Toronto	
\$345.7 M 97.4%		\$9.0 M 2.5%		\$0.5 M 0.1%	
Retained Earnings	\$ 282.4 M	OMCC	\$ 9.0 M	Section 37 Planning Act Reserve Fund	\$ 0.5 M
Sale of Air Rights	\$58.8 M				
Capital Expenditure Reserve Fund	\$2.5 M				
Parking Payment in Lieu Reserve Fund	\$ 2.0 M				

CAPACITY TO SPEND REVIEW

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

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

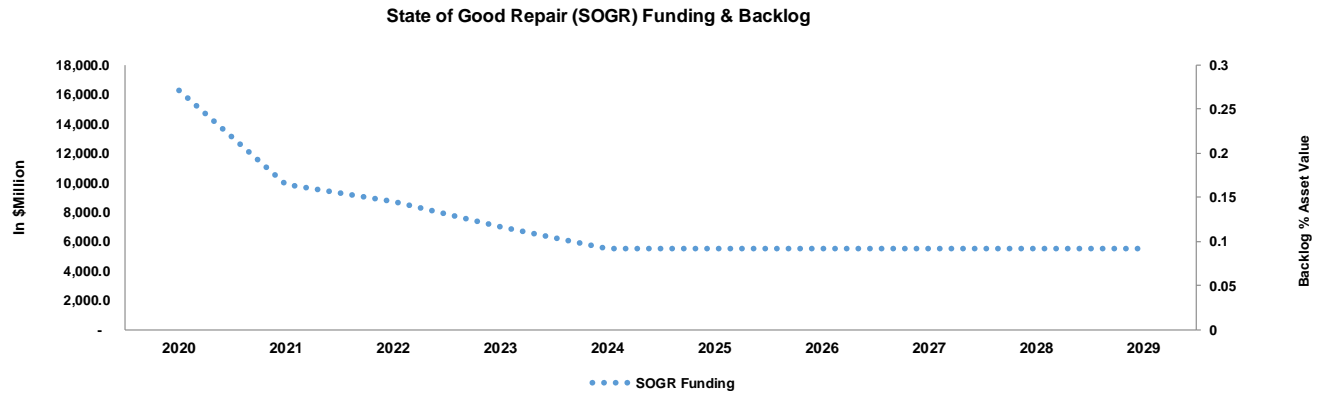
Chart 2 – Capacity to Spend



	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget
State of Good Repair	2,980.0	4,800.0	3,557.0	76.0	1,338.0	16,270.5
Service Improvement / Growth	45,120.0	17,100.0	52,367.0	13,476.0	14,816.0	49,693.1
Total	48,100.0	21,900.0	55,924.0	13,552.0	16,154.0	65,963.6
% Spent	83%	25%	34%	13%	19%	

STATE OF GOOD REPAIR* (SOGR) FUNDING AND BACKLOG

The chart below depicts the SOGR projects to fund new elevators, major painting projects, electrical upgrades and various greening initiatives.

Chart 3 – Total SOGR Funding & Backlog

\$ Million	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
SOGR Funding	16,270.5	9,900.0	8,725.0	6,975.0	5,500.0	5,500.0	5,500.0	5,500.0	5,500.0	5,500.0

Operating Impact of Completed Capital Projects

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

Projects	2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2020 - 2029 Total
Acquisition - Etobicoke Civic Centre		(22)	(11)	-	(1,076)	-	-	-	-	-	(1,109)
Acquisition - 229 Richmond St West		(32)	(8)	-	-	-	(760)	-	-	-	(800)
CP 12/CP 223 (JV) 30 Alvin Ave		(9)	-	(441)	-	-	-	-	-	-	(450)
CP 15 Redevelopment (JV)		(7)	(353)	-	-	-	-	-	-	-	(360)
11 Wellesley		(353)	-	-	-	-	-	-	-	-	(353)
CP 219 (JV) 87 Richmond Street East		(7)	(3)	(316)	-	-	-	-	-	-	(326)
CP212 / 227 Adelaide and Spadina Re-development		(12)	(6)	(283)	-	-	-	-	-	-	(301)
St. Patrick CP 221		(3)	(3)	(283)	-	-	-	-	-	-	(289)
St Lawrence Market North		-	-	(725)	-	-	-	-	-	-	(725)
King, West of Spadina (Re-investment Area)		-	-	-	-	(625)	-	-	-	-	(625)
Bike Share Expansion - OMCC + Municipal Match		(563)	-	-	-	-	-	-	-	-	(563)
St. Clair West CP 41 (Corso Italia)		-	-	-	-	-	(545)	-	-	-	(545)
Financial District East of University		-	-	-	-	-	(500)	-	-	-	(500)
Bay/Lakeshore (downtown fringe south)		-	-	-	(500)	-	-	-	-	-	(500)
Harbourfront		-	-	-	-	-	(500)	-	-	-	(500)
Bloor/ Bathurst		-	-	-	-	-	-	(425)	-	-	(425)
Redevelopment of CP 224 (34 Hannah Ave)		-	-	-	(400)	-	-	-	-	-	(400)
Yonge, S. of Eglinton		-	-	-	-	-	(350)	-	-	-	(350)
King E. of Spadina - Revitalization		-	-	-	(300)	-	-	-	-	-	(300)
Structural Maintenance and Technology		(275)	(275)	(275)	(275)	(275)	(275)	(275)	(275)	(275)	(2,475)
CP 217 - 1445 Bathurst St	(105)	-	-	-	-	-	-	-	-	-	(105)
CP 262 - 302 Queen St W./ Soho	(202)	-	-	-	-	-	-	-	-	-	(202)
All projects under \$5 million		(2,016)	(506)	(1,127)	(301)	(450)	(350)	(840)	-	-	(5,591)
Total	(307)	(3,298)	(1,165)	(3,451)	(2,852)	(1,350)	(3,280)	(1,540)	(275)	(275)	(17,793)

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 31st 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 \$17.793 million as a result of additional revenue from new or expanded carparks and on-street parking.

2020 Program Summary

Toronto Police Service

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca

What we do

The Toronto Police Service (TPS) is committed to delivering police services which are sensitive to the needs of the community, involving collaborative partnerships and teamwork to overcome 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.

Its purpose is to meet service objectives under the Adequacy Standards of the Police Services Act. Our key service deliverables are:

- Crime prevention
- Law enforcement
- Assistance to victims of crime
- Public order maintenance
- Emergency response

Why we do it

Public safety is a major factor in terms of where people choose to live, work, visit and invest in. The Toronto Police Service is dedicated to delivering policing services, in partnership with our communities, to keep Toronto the best and safest place to be.

Who we serve

Community-Based Crime Prevention

- Community Groups
- Local School Boards

Beneficiaries

- Residents
- Businesses
- City & Agency Staff
- Visitors/Tourists

Law Enforcement

- Incident Victims

Beneficiaries

- Residents
- Businesses
- City & Agency Staff
- Visitors/Tourists

Emergency Response / Public Order Maintenance

- Local Businesses

Beneficiaries

- Residents
- Businesses
- City & Agency Staff
- Visitors/Tourists







Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$145.0	\$145.4	\$138.4	Gross Expenditures	\$80.4	\$536.9	\$617.3
Gross Expenditures	\$1,221.2	\$1,260.7	\$1,299.4	Debt	\$36.9	\$181.2	\$218.1
Net Expenditures	\$1,076.2	\$1,115.3	\$1,161.0				
Approved Positions	7,881.0	7,881.0	7,881.0				

Key service outcomes

Outcomes	Description
Increased community safety and wellbeing and reduced victimization at the neighbourhood level	<p>Be where the public needs the Service the most for outcomes that mean fewer victims and reduced calls for service for specific incidents over the long term</p> <p>Engage with the community and key stakeholders</p>
Enhanced perceptions of public safety and public confidence	<p>Public perception of how safe they feel in their community</p> <p>Enhanced engagement with the community and delivery of service in ways that build trust and confidence in the police</p> <p>Enhanced collaboration/partnerships with neighbourhoods, community services, academic institutions</p>
Enhanced efficiency of policing services	<p>Delivery of adequate and effective policing service while obtaining the best value from the resources the Service has, by finding alternative ways of delivering services and focusing on services providing the most value</p>

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	Hiring of additional Priority Response Unit Officers	1,343	1,343	1,483	
	Expansion of the Neighbourhood Officer Program to additional neighbourhoods	33	33	43	
	Enhancement of traffic enforcement activities with eight net new dedicated traffic enforcement officer positions	127	127	135	

Our experience and success

- **Efficiencies and savings:** Over \$100 million in savings and over 600 positions reduced from 2016 to 2018 due to various management actions to contain and reduce the budget. Two facilities, used by the Community Partnerships and Engagement Unit and the Public Safety Unit, returned to the City of Toronto with a value of \$4.5 million.
- **Shift schedules** - The Service is currently implementing alternative work schedules to help be there when the public needs us the most by realigning staffing hours to better reflect peak demand times.
- **Connected Officer** - Contributed to a more mobile and community-focused service delivery with the deployment of 700 mobile devices for the Connected Officer Program.
- **Robotic Process Automation (RPA)** - RPA is under development with Communications Services. The Ontario Court of Appeal Decision R v. MGT requires police to provide all recorded 911 information with initial disclosure. Meeting this obligation under traditional approaches would have required the Service to hire 46 additional personnel. Instead, in emphasizing modernization, the Service plans to procure a robotic solution to fulfill a significant part of the new legal requirement.
- **Alternative service delivery models** - Some capacity to deliver policing services has been achieved through alternate service delivery models such as alarm verification and 311 call diversion. Over the past three years, the Service has also worked closely with the City to transition the response for eight event types (such as noise complaints) to 311 or other more appropriate resources in City departments.
- **Civilianization of Police Officer Roles** - Civilianizing some roles historically performed by police officers allows for the strategic redeployment of uniform officers currently performing these roles to core public safety duties. For example, the civilianization of the Crime Analyst role and Bookers for prisoner management, as well as the creation of Civilian District Special Constables has enabled the Service to perform these roles at a lower cost and return the uniform officers to core policing duties.
- **Priority Response Group (PRG)** - For police to be where the public needs us the most, the Service created a demand-based Unit, deployed to areas across the city experiencing a high call volume to supplement the existing Priority Response Unit contingent, which assists in building capacity to deliver services more efficiently and cost effectively.
- **Public Safety Response Team (PSRT)** – Improved public safety response with the establishment of the PSRT, an intelligence-led, flexible, multi-functional support to front-line policing and community engagement initiatives. This unit has the ability to provide extreme event response, public order management, search management, and critical infrastructure protection, which are all needed to deliver service to meet the complex needs of the city.

Key challenges and risks

- **Rising urban population:** Toronto is growing at an exceptional pace. By 2023, it is expected that Toronto's population will be close to 3.3 million people or about 500,000 more than 2015 – an increase that equates to almost the population of the city of Hamilton (Source: Statistics Canada estimates, 2018, and Ontario Ministry of Finance Projections). A rising population drives workload demands including greater calls for service, increased traffic, more crime potential and more city events. Despite budget containment and capacity building efforts over the past several years through modernization initiatives, the Service cannot continue to meet growing demands for service through efficiencies only; these demands for policing services drive the need for more resources.
- **Major crime is up:** The Service uses major crime indicators as a measure of how safe the city is. This impacts quality of life, entertainment, economic development, business investment and tourism. From 2015 to 2018 all major crimes increased with the most notable increases seen in homicide (62.7%), auto theft (45.7%) and theft over \$5,000. In 2019, increases in major crime continue trend in assault, break and enter, auto theft and theft over \$5,000. All of these increases are driving workload demands through increased calls for service.
- **More shooting incidents:** Shooting incidents increased by 48.6% from 2015 to 2018. As a result, victims of shootings have increased by 46.6% over the same period. Both shootings and shooting victims continue to show an increase in 2019 over 2018, with shooting incidents growing by 16.4% and shooting victims by 22.7%. Not only are these calls a public safety concern, but they put pressures on our resources.

- **Time spent on calls and investigations is up:** Complexity of calls for service are driving the time spent on calls up with a 2.5% increase in time spent on calls on average in 2018 compared to 2015. Investigations are also more complex and time consuming.
- **Legislative impacts:** Costs and resource pressures associated with legislation impacting the Service relating to WSIB, Chronic Mental Stress Policy, Cannabis Legalization, Next Generation 9-1-1, R v. Jordan Decision and disclosure of "911 tapes" decision.
- **Increasing calls for service:** Calls for service went up overall by 7.5% from 2015 to 2018, with emergency calls for service up by over 10% and non-emergency calls up 4%. While calls have been increasing, the number of officers declined by almost 500 over that same period, making a substantial increase in the number of calls per officer and presenting challenges in meeting response time standards and in ensuring a balance of reactive and proactive policing.
- **Crisis calls are up (opioids and mental health):** Significant increases seen in calls involving persons in crisis, overdose and threaten suicide. These calls require more time on call, given their complex nature.

Priority actions

- Improved response time and greater coverage of resources in peak demand times through the implementation of new shift schedules and the hiring of an additional 140 Priority Response Unit officers.
- Better engagement with the Community with the hiring of the additional 140 Priority Response Unit Officers, the implementation of the new shift schedules and the hiring of an additional 40 Neighbourhood Community Officers to expand the Neighbourhood program to ten additional City of Toronto neighbourhoods.
- Increased traffic enforcement enabled by the hiring of the additional 140 Priority Response Unit officers and eight dedicated traffic enforcement officers in support of the Vision Zero Road Safety Plan.
- Ensuring that the Service is adequately resourced with people, technology, analytics and professional capabilities to enable our modernization journey and to keep a growing city safe.
- Less reliance on callbacks to deliver services by building capacity through the implementation of new shift schedules and the hiring of additional Priority Response Unit officers.
- Improved officer wellness and a healthy work environment, free of discrimination and harassment enabled by the hiring of additional officers and Equity, Inclusion and Human Rights positions.

Our key service levels



Response to over 660,000 dispatched calls for service



90% of all 9-1-1 calls arriving at the Public Safety Answering Point shall be answered within **10 seconds** and 95% of all 9-1-1 calls should be answered within **20 seconds**



Working towards a balance of **70% reactive policing** and **30% proactive policing**

Key service deliverables

- Crime prevention
- Law enforcement
- Assistance to victims of crime
- Public order maintenance
- Emergency response
- Performing investigative activities, including 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

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Toronto Police Service	142,697.5	172,760.1	144,021.0	1,000.0	145,021.0	(27,739.1)	(16.1%)
Total Revenues	142,697.5	172,760.1	144,021.0	1,000.0	145,021.0	(27,739.1)	(16.1%)
Expenditures							
Toronto Police Service	1,128,650.5	1,205,341.3	1,209,115.7	12,100.0	1,221,215.7	15,874.4	1.3%
Total Gross Expenditures	1,128,650.5	1,205,341.3	1,209,115.7	12,100.0	1,221,215.7	15,874.4	1.3%
Net Expenditures	985,953.0	1,032,581.2	1,065,094.7	11,100.0	1,076,194.7	43,613.5	4.2%
Approved Positions	7,881.0	7,881.0	7,881.0	0.0	7,881.0	-	

*2019 Budget and Actuals (based on Q3 2019) adjusted retroactively to remove interdepartmental charges and recoveries.

**2020 Approved positions represents the Council-approved complement. Actual funded number of positions is 7,450.

***2020 Operating Budget for Toronto Police Service is 4.2% higher than the 2019 Projected Actuals, and 3.9% higher than the 2019 Council Approved Operating Budget.

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$1.209 billion gross reflecting an increase of \$3.774 million in spending above 2019 projected year-end actuals (prior to enhancements), predominantly arising from:

- Collective agreement impacts to cover negotiated salary and benefit responsibilities and leap year impact.
- Prior year impact associated with annualised costs of civilianization such as District Special Constables and Crime Analysts, backfill of Court Officer vacancies and 2019 uniform hiring strategy.
- Premium Pay reductions based on the premises of increased staffing levels and new shift schedules.
- Changes in non-salary expenditures and revenues, attributed to non-recurring in-year grant funded expenditures which are net neutral (e.g. Community Safety and Policing, Guns and Gangs).

COSTS TO ENHANCE SERVICES

New and Enhanced Service expenditures of \$12.100 million gross and \$11.100 million net, enabling:

- Enhancement to the Service's Priority Response function with the hiring of 140 net new Priority Response Unit officers.
- Expansion of the Neighbourhood Community Officer Program to ten more neighbourhoods with the hiring of 40 net new Neighbourhood Community Officers.
- Dedicated traffic enforcement team of eight Traffic Officers to improve traffic and pedestrian safety, funded by the City's Vision Zero Road Safety Plan.
- Final implementation of the Equity, Inclusion and Human Rights Unit with the addition of five civilian positions, bringing the team to ten members.
- Implementation of Body Worn Camera program mid-year.
- Leadership training and the reinstitution of tuition reimbursement program.

EQUITY IMPACTS OF BUDGET CHANGES

Commitment to enhance public trust and confidence and promote equity, inclusion and human rights: The 2020 Operating Budget for Toronto Police Service includes an operating impact of \$2.500 million gross and net to support the implementation of Body Worn Camera to deliver professional and unbiased policing as well as \$0.400 million gross and net to add five Equity, Inclusion and Human Rights positions, which will be responsible for the implementation of the Race Based Data Collection Strategy, promotion of community partnerships and the creation of a healthy work environment free of harassment and discrimination.

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Base Budget for Toronto Police Service is \$1.209 billion gross or 0.3% higher than the 2019 projections. Table 2a below summarizes the key cost drivers for the base budget, while Table 2b summarizes New and Enhanced requests.

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)		2018 Actuals	2019 Proj. Actuals	2020 Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	1,007,933.0	1,051,660.0	1,076,997.0	25,337.0	2.4%
2	Materials & Supplies	18,902.4	20,804.8	20,636.5	(168.3)	-0.8%
3	Equipment	7,256.7	14,308.7	4,651.9	(9,656.8)	-67.5%
4	Service and Rent	46,885.2	68,010.1	56,237.0	(11,773.1)	-17.3%
5	Contribution To Capital	19,266.0	22,266.0	22,266.0		
6	Contribution To Reserves	28,343.1	28,210.9	28,244.2	33.3	0.1%
7	Other Expenditures	64.1	80.8	83.1	2.3	2.8%
Total Expenditures		1,128,650.5	1,205,341.4	1,209,115.7	3,774.3	0.3%
Revenues						
1	Provincial Subsidies	53,351.4	72,403.9	47,212.4	(25,191.5)	-34.8%
2	Federal Subsidies					
3	User Fees & Donations	67,309.0	66,622.1	61,976.6	(4,645.5)	-7.0%
4	Draws from Reserves	18,687.5	31,340.5	31,102.6	(237.9)	-0.8%
5	Other Revenues	3,349.7	2,393.7	3,729.4	1,335.7	55.8%
Total Revenues		142,697.5	172,760.1	144,021.0	(28,739.1)	-16.6%
Net Expenditures		985,953.0	1,032,581.2	1,065,094.7	32,513.5	3.1%

*2019 Q3 Proj Actuals and 2018 Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Salaries & Benefits:

- Impact of the Collective Agreement settlements, which is the single largest component of the budget increase. In addition, the base budget enables Toronto Police Service to backfill vacancies resulting from retirement or separation in order to maintain current funded staff levels.
- One-time impact for the additional day of salaries for the leap year in 2020, and a reduction to premium pay based on increasing staffing levels, moving to new shift schedules and filling more vacancies.

Equipment:

- Significant reductions in computer hardware and software and video production equipment as these are one-time grant related expenditures by the Province.

Services and Rents:

- Significant changes in services and rents based on 2019 in-year grant funded expenditures, offset by corresponding revenue changes.

Contribution to Capital:

- Approximately 4.7% of Toronto Police Service's gross base budget will go to contributions to capital/reserves to fund costs for vehicle and equipment replacements, insurance, legal, health care spending, sick pay gratuity and modernization initiatives.

Other Revenue Changes:

- Increases for a draw from the City's Ontario Cannabis Legislation Reserve to fund training, impact on frontline demands, processing and destruction of seized cannabis.

Table 2b: 2020 Key Drivers – New / Enhanced

New / Enhanced (\$000)		2020				2021 Annualized Gross	Equity Impact
		Revenue	Gross	Net	Positions		
In \$ Thousands							
1	Adding Officers- Priority Response Unit (+140 officers); Neighbourhood Officers (+40 officers); Vision Zero (+8 officers and call back)	1,000.0	8,800.0	7,800.0	188.0	15,400.0	
2	Adding Civilians- (+5) Equity, Incl & Human Rights		400.0	400.0	5.0	600.0	Medium
3	Body Worn Camera		2,500.0	2,500.0		5,000.0	Medium
4	Other - Leadership training; reinstitute tuition reimbursement		400.0	400.0		400.0	
Total New / Enhanced		1,000.0	12,100.0	11,100.0	193.0	21,400.0	

* The 2020 New and Enhanced initiatives are \$11.100 million net, with 193 positions being included as part of the existing staff complement of 7,881.

Hiring of Additional Officers -

- Priority Response Officers:** the hiring of 140 officers for Priority Response Units (P.R.U.) across the City, as part of a new shift schedule, to address increases in calls for service and response times. The goal is to also increase time for more proactive policing including enforcement (e.g. traffic) and the amount of time our P.R.U. officers can spend connecting with the community. Analysis conducted by the Board, Service and Toronto Police Association concluded that 140 net new officers in the Priority Response Units are needed to properly implement the new shift schedules.
- Traffic Enforcement Officers:** The hiring of eight net new officers that will be deployed as a dedicated team in support of the Vision Zero Road Safety Program.
- Neighbourhood Community Officers:** the hiring of 40 net new officers to expand the delivery of the Neighbourhood Community Officer Program to ten additional neighbourhoods from the existing 33, once the additional P.R.U. officers are in place.

Equity, Inclusion and Human Rights Positions: five net new Equity, Inclusion and Human Rights positions to help further the objectives of leveraging equity and inclusion practices to build a strong workplace culture and community partnerships in a globally diverse city. The Service must be a trusted partner that leverages equity and inclusion practices to build strong partnerships. This unit is also responsible for implementing the Service's Race Based Data Collection Strategy, which is a new legislative requirement.

Body Worn Camera Program: implementation of a program mid-year to equip officers with body worn cameras that will further the Service's efforts to enhance public trust and accountability. In addition, the Body Worn Cameras will protect the

Service's reputation, provide a robust digital evidence management system for courts, increase transparency and save costs in time and resources for investigation of complaints.

Leadership Training and Tuition Reimbursement: The Toronto Police Service Foundations of Leadership Development is a mandatory 4-day leadership development program for future frontline leaders (Police Constable – Sergeant; Sergeant – Staff Sergeant) who are interested in advancing to the next rank through the promotional process. It will also be offered to existing civilian and uniform leaders (Supervisors and above) who are interested in developing their leadership skills. The Service's tuition reimbursement program was reinstituted to allow for the reimbursement of a portion of post-secondary costs to members.

2021 & 2022 OUTLOOKS

Table 3: 2021 and 2022 Outlooks

(\$000s)	2019 Projected Actual	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	172,760.1	145,021.0	145,399.4	138,371.7
Gross Expenditures	1,205,341.3	1,221,215.7	1,260,714.1	1,299,389.1
Net Expenditures	1,032,581.2	1,076,194.7	1,115,314.7	1,161,017.4
Approved Positions	7,881.0	7,881.0	7,881.0	7,881.0

*2019 Q3 Projected Actuals adjusted retroactively to remove interdepartmental charges and recoveries. 2020 Approved positions represents the Council-approved complement. Actual funded number of positions is 7,450.

Key 2021 drivers

The 2021 Outlook with total gross expenditures of \$1.261 billion reflects an anticipated \$39.498 million or 3.2% increase in gross expenditures above the 2020 Budget based on the following:

- Impact of the 2021 portion of the Collective Agreements with the Toronto Police Association and the Toronto Police Senior Officers' Organization
- Annualization of 2020 uniform hiring strategy including savings from 2020 separations, plus costs of additional officers hired in 2020 for Priority Response Unit, dedicated Traffic Enforcement and Neighbourhood Officer Program.
- Continued filling of civilian vacancies
- Increased contributions to Vehicle and Equipment and Health Care Spending reserves to ensure future health of reserves

Key 2022 drivers

The 2022 Outlook reflects a further anticipated increase of \$38.675 million or 3.1% increase in gross expenditures above the 2021 Outlook based on the following:

- Impact of the 2022 portion of the collective agreements with the Toronto Police Association and the Toronto Police Senior Officers' Organization
- Community Safety Policing grant, which funds existing Service programs, set to expire March 31, 2022
- Continued increased contributions to Vehicle and Equipment and Health Care Spending reserves to ensure future health of reserves

How well we are doing

Performance measures

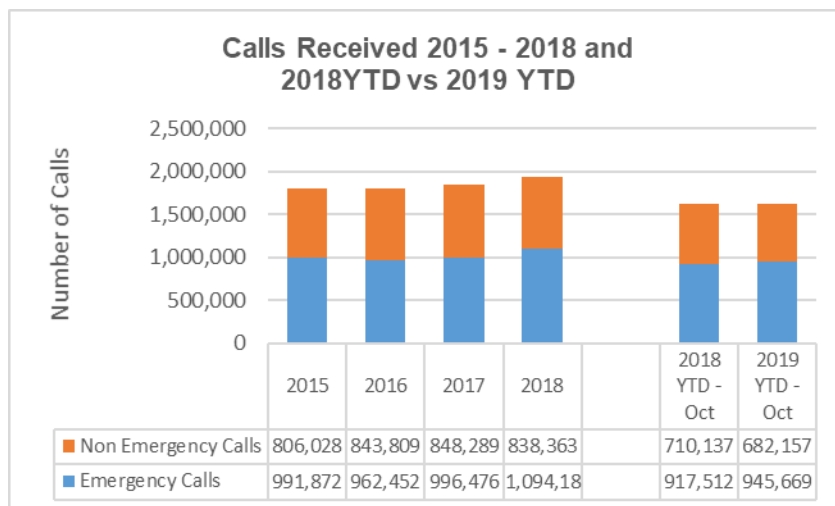
Major Crime Indicators

	2015	2018	% Change 2018 over 2015	2018 YTD	2019 YTD	% Change 2019 over 2018 YTD
Homicide	59	96	62.7%	88	60	-31.8%
Assault	17,762	19,327	8.8%	16,297	17,194	5.5%
Robbery	3,465	3,527	1.8%	2,922	2,820	-3.5%
Break and Enter	6,900	7,551	9.4%	6,184	7,024	13.6%
Auto Theft	3,209	4,674	45.7%	3,760	4,287	14.0%
Theft Over	1,026	1,224	19.3%	1,002	1,153	15.1%

Behind the numbers

- The Service uses major crime indicators as a measure of how safe the city is.
- From 2015 to 2018 all major crimes increased with the most notable increases seen in homicide, auto theft and theft over \$5,000.
- YTD reflects October year to date numbers
- In 2019 YTD, increases in major crime continue trend in assault, break and enter, auto theft and theft over \$5,000.

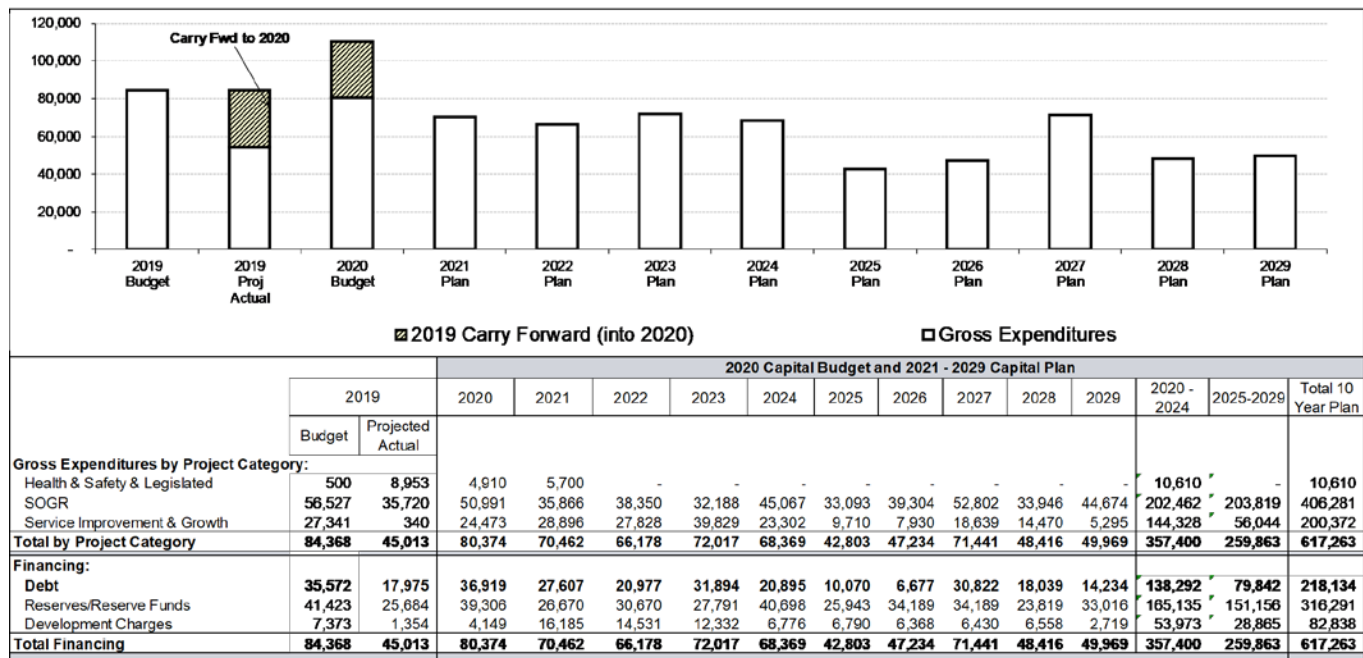
Calls Received 2015 - 2018 and 2018YTD vs 2019 YTD



- Overall, calls for service increased by 7.5% from 2015 to 2018, with emergency calls for service increasing over 10% and non-emergency calls increased by 4%
- YTD reflects October year to date numbers
- In 2019 YTD, emergency calls for service increased by over 3% and non-emergency calls for service decreased by almost 4%

2020 – 2029 CAPITAL BUDGET & PLAN OVERVIEW

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



Changes to Existing Projects (\$20.7M)

- Vehicle and Equipment Replacement cost is increased by \$8.6 million for various information technology system replacement, equipment lifecycle as well as vehicle replacement based on standard lifecycle program.
- Phase I Next Generation 911 is increased by \$5.6 million to reflect better project costing for the technology and renovation.
- Enterprise Business Intelligence / A.N.C.O.E. program cost is increased by \$2.0 million to include Global Search, an enterprise application to access information.
- District Policing Process Improvement cost is increased by \$1.8 million for a complete review of all system processes to support the district policing model.
- Body Worn Camera is increased by \$1.8 million to equip frontline officers with cameras during policing.






New Projects (\$7.25M)

- Additional 90 new vehicles for \$6.8M to support the shift schedule change selected divisions in P.R.U. This will result in a redistribution of personnel in staggered start times, thus creating a need for additional capacity in the number of marked vehicles.
- Communications Centre - New Facility Assessment for \$0.500 million to cover the estimated cost of engaging outside expertise for this project.

Capital Needs Constraints (\$78.2M)

- Communications Centre – New Facility for additional space and system requirements as part of Phase II Next Generation 911.

2020 – 2029 CAPITAL BUDGET AND PLAN**\$617.3 Million 10-Year Gross Capital Program**

				
Aging Infrastructure	Information Technology	Vehicles	Communication	Equipment
\$226.3 M 37%	\$219.7 M 36%	\$82.3 M 13%	\$37.3 M 6%	\$51.6 M 8%
District Police Model 54/55 Division 32 Division 41 Division S.O.G.R.	N.G.9-1-1 E.B.I./A.N.C.O.E. Workstations Servers Network	Vehicle Replacement	Radio Replacement Voicemail Call Centre	Body Worn Camera A.F.I.S. C.E.W. Wireless Parking Property Racking Live Scan

State of Good Repair – S.O.G.R.

Next Generation 911 – N.G. 9-1-1

Enterprise Business Intelligence / Analytics Centre of Excellence - E.B.I./A.N.C.O.E.

Automated Fingerprint Identification System – A.F.I.S.

Conducted Energy Weapon – C.E.W.

How the Capital Program is Funded

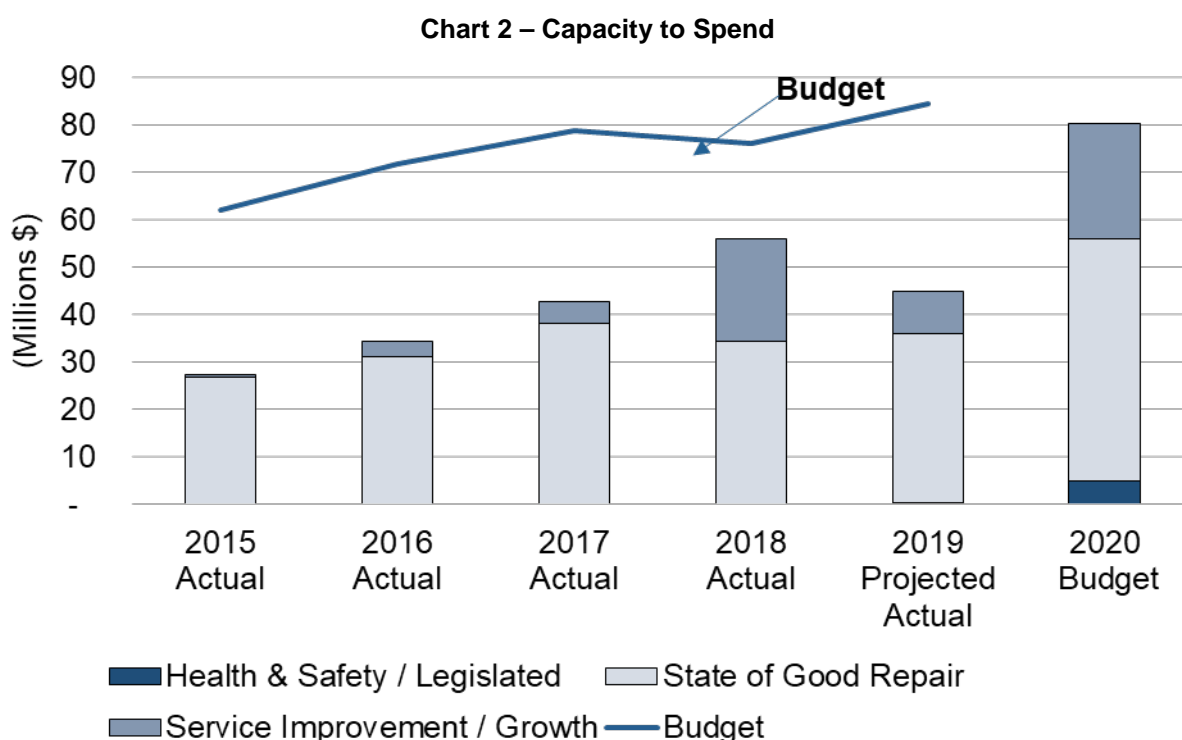
City of Toronto		Provincial Funding	Federal Funding
\$617.3 M 100%		\$0 M 0%	\$0 M 0%
Debt	\$ 218.1 M		
Recoverable Debt	\$ 0 M		
Reserve Draws	\$ 316.3 M		
Development Charges	\$ 82.8 M		

CAPACITY TO SPEND REVIEW

The 2020-2029 Capital Budget and Plan is \$617.3 million. The 2020 Recommended Capital Budget is \$80.4 million (including \$30 million carry forward funding). The Recommended 10-Year Capital Plan has been developed with consideration of historical demonstrated ability to spend within any given year of the ten year capital plan. A review was undertaken to ensure budgets align with the TPS's ability to spend and the markets capacity to deliver.

During the past few years, the Service's capital spending rate has been lower than anticipated. Despite due diligence efforts taken in advance of the actual start of the project, some issues only became known as the work progresses, resulting in revised cost, schedule or scope estimates. Also, civilian staffing shortages in recent years, as a result of a hiring moratorium, have put significant pressure on the ability of staff to work on capital projects while continuing to perform their day to day duties. This issue has contributed to project schedule delays which in turn have impacted the spending rate. As part of the 2020-2029 budget process, all projects timelines were reviewed carefully and they will continue to be monitored on an ongoing basis and known issues will be actively addressed.

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



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

Based on the review of historical capital spending constraints, \$7.6 million in capital spending originally cash flowed in 2020 has been deferred to 2021 or future years for projects such as State of Good Repair, 32 Division renovation, district policing process improvement, workstation and mobile work station replacement, etc..

However, new projects and funding requirements were also added to 2020 program for projects such as:

- Next Generation 911 to meet legislated requirements which will allow voice and real time text messages to flow seamlessly from the public, through the new Canada wide N.G.9-1-1 network, directly to first responders.
- 90 additional vehicles for the revised shift schedule as well as to meet the needs of District Special Constables (D.S.C). The shift schedule change in most of the divisions in Priority Response Unit will result in a redistribution of personnel in staggered start times, thus creating a need for additional capacity in the number of marked vehicles. In addition, as D.S.C.s continue to be deployed in 2019 and 2020, to benefit the frontline operations, they will require additional marked vehicles.
- Body Worn Camera - this initiative is aligned with and will enable the Service's commitment to maintain and enhance public trust and accountability, as part of its commitment to becoming a leader in public safety services and the delivery of professional and unbiased policing. The capital portion of this project will provide for infrastructure and other potential requirements such as cameras.

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.

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. Using the reserve funding for the lifecycle replacement of vehicles and equipment allows TPS to reduce the debt funding requirements and extreme fluctuation year by year. However, this funding strategy results in increased impacts on the TPS Operating Budget, as annual contributions to replenish the reserve are required.

- Those asset groups account for \$323.3 million of the total asset value as of December 31, 2018.

The SOGR projects account for \$406.3 million or 65.8% of the total 10-Year Capital Plan of which \$305 million or 75% is funded from the Services' Vehicle and Equipment reserve. The remainder \$101.2 million or 25% is funded by debt.

TPS also uses SOGR for maintaining the interior of the facilities and minor renovations. The rest of equipment are replaced as required and are funded from Vehicle and Equipment reserve.

- SOGR (\$42.1 million) – The SOGR program addresses priority needs required inside the TPS facilities including renovations and repairs to ensure the safety of its members and the public
- Major lifecycle replacement projects include:
 - Vehicle and other Equipment (\$75.4 million)
 - Workstations, printers and laptops (\$41 million)
 - Servers (\$41 million)
 - Network Equipment (\$33.8 million)
 - Mobile Workstations (\$21.8 million)
 - Connected Officer device replacement (\$12.5 million)

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

The implementation of capital projects can have an impact on the Service's on-going operating budget requirements. Capital projects and investments usually require maintenance and operational support beyond the initial one-time project cost. Where additional infrastructure and equipment are required, operating budget increases are required to replace the assets in accordance with their life cycle.

The 10-Year capital program will increase future year operating budgets by \$9.150 million net over the 2020-2029 period. The incremental operating impact in 2020 is \$3.406 million as shown in Table 4 below.

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

Projects	2020 Budget		2021 Plan		2022 Plan		2023 Plan		2024 Plan		2020 - 2024		2020 - 2029	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
<i>Peer to Peer Site</i>	141	-	-	-	-	-	-	-	-	-	141	-	141	-
<i>Enterprise Business Intelligence</i>	530	-	-	-	-	-	-	-	-	-	530	-	530	-
<i>Radio Replacement</i>	25	-	-	-	-	-	-	-	-	-	25	-	25	-
<i>Connected Officer Program</i>	210	-	-	-	2,086	2	695	-	-	-	2,991	2	2,991	2
Sub-Total: Previously Approved	906	-	-	-	2,086	2	695	-	-	-	3,687	2	3,687	2
New Projects - 2020														
<i>Body Worn Camera-Full Implementation</i>	2,500	-	2,500	3	-	-	-	-	-	-	5,000	3	5,000	3
<i>ANCOE (Global Search)</i>	-	-	263	-	-	-	-	-	200	2	463	2	463	2
Sub-Total: New Projects - 2019	2,500	-	2,763	3	-	-	-	-	200	2	5,463	5	5,463	5
New Projects - Future Years														
<i>0</i>	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sub-Total: New Projects - Future Years	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	3,406	-	2,763	3	2,086	2	695	-	200	2	9,150	7	9,150	7

Previously Approved

- *Enterprise Business Intelligence* – Additional funding of \$0.530 million in 2020 will be required to fund ongoing system maintenance.
- *Peer to Peer site* – Additional funding of \$0.141 million will be required to cover network cost at the remote site.
- *Radio replacement* – Additional funding of \$0.025 million will be required for the maintenance of software/hardware subscriptions for the following two items:
 - Battery management systems to be used to monitor and proactively identify and replace weak or deficient portable radio batteries and thereby improve officer safety while also reducing the premature replacement of batteries.
 - Radio management software to be used to automate the deployment and updates to radio code and plug programs. Reduces staff requirements to touch each radio to implement radio changes
- *Connected Officer Lifecycle Replacement* – Additional funding of \$0.210 million is estimated relating to data plan for licenses, data plans and maintenance for the 700 devices.

New Projects – 2020

- *Body Worn Camera* requires \$2.500 million to cover the on-going cost of the program from July 2019. Three additional staff in Information Technology are required from 2021 for this project.
- *Analytics Centre Of Excellence (A.N.C.O.E.)* requires \$0.263 million for the on-going maintenance cost and licensing of various applications from 2021. Two additional staff are required from the year 2024 to maintain Global Search System.

These operating costs, as mentioned above, have been included in the 2020 Operating Budget for Toronto Police Service. Any future operating impacts will be reviewed each year and be considered as part of future year budget processes.

2020 Program Summary

Toronto Police Services Board

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca

What we do

We are responsible, under the Police Services Act, for ensuring the provision of adequate and effective police services in Toronto. As the employer of the Toronto Police Service, the Board is responsible for negotiating all labour contracts, the hiring and termination of all members, and reviewing the disciplinary processes.

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.

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 the Solicitor General & Ministry of the Attorney General
- Residents
- City & Agency Staff

Budget at a glance

OPERATING BUDGET			
\$Million	2020	2021	2022
Revenues	\$2.8	\$0.5	\$0.5
Gross Expenditures	\$4.8	\$2.4	\$2.4
Net Expenditures	\$1.9	\$1.9	\$1.9
Approved Positions	7.5	7.5	7.5

Toronto Police Board does not have 2020 Capital Budget and Plan

Key service outcomes

Outcomes	Description
Policies that provide robust governance for the Toronto Police Service	Rely on independent expert analysis and advice from the professional Board staff to develop policies on matters of public interest that strengthen the Board's governance and oversight function and increases the public's trust and confidence in the Board.
Partner with community organizations on innovative approaches to engagement	Continue to use different methods and approaches to bring the public and a variety of community organizations into the policy development process so that policies are reflective and responsive to the public's needs.
Increased visibility of the Board members and Board staff in the public at or on important issues and events	Increase social media presence, as well as speaking opportunities for Board members and Board staff to increase awareness of the work that the Board is doing.
Engagement in the development of a budget that focuses on priority outcomes	Work closely with the Service and provide support in the development and analysis of Operational, Capital, and Parking budgets that reflect strategic investments into in key areas (i.e. Frontline services, capital, human resources, innovative Service initiatives, etc).

Our experience and success

- Continued implementation of *The Way Forward* and all related projects (ie. New shift schedules; Connected Officer Program; Neighbourhood Community Officers; Civilianization of uniform roles)
- Establishment of the Anti-Racism Advisory Panel and the Mental Health and Addictions Panel
- Establishment of a first-of-its-kind Board Governance Dashboard
- Creation and ultimate approval of a new Race-Based Data Collection Policy
- Development and launch of the Independent Workplace Harassment Review approved to begin exploring issues of harassment and discrimination of all kinds in the Service
- Provide ongoing consultation and feedback into the Province's new policing legislation
- Approval of two innovative partnerships: Collective Impact and MOU with Midaynta Community Services
- Continued work of the Independent Civilian Review into Missing Person Investigations

Key challenges and risks

- As the demand for adequate and effective policing, and strong governance, oversight and accountability increases, the Board must be responsive to community and Service demands and pressures in a challenging fiscal climate.

Priority actions

- Remain focused on how police officers can best respond to community and Service demands
- Continue to build on confronting issues of bias, discrimination, and harassment with concrete actions that the Board can oversee the implementation of, such as supporting the Independent Workplace Harassment Review, the implementation of recommendations arising from the Ontario Human Rights Commission Systemic Inquiry, and engaging the Board's Anti-Racism Advisory Panel
- Strategic engagement with different orders of Government on emerging and critical issues (e.g. Gun and gang violence; funding opportunities for various initiatives)
- Continue to play an active role in consulting and advising the government on major initiatives such as the *Comprehensive Ontario Police Services Act*, or through panels such as the NG-911 Advisory Panel
- Continue the Independent Civilian Review into Missing Person Investigations with an ultimate focus on implementing any recommendations arising from the Review (\$1.3 million gross and \$0 net in 2020)

Our key services



Development of informed, 'best in class' policies



Engagement with community partners and key stakeholders on important issues and to ensure that the Board broadly understands all of the challenges



Increase visibility of the Board on important issues

Key service deliverables

- Provide input into, analyze, and respond to anticipated changes to the *Comprehensive Ontario Police Services Act*
- Development of new policies that focus on community safety, community engagement, and enhanced governance.
- Continue to monitor the implementation of the Transformational Task Force's final report, *The Way Forward* (ie. New shift schedules that achieve the IACP standard of 70/30; Connected Officer Program; Neighbourhood Community Officers; Civilianization of uniform roles; etc)
- 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

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Toronto Police Services Board	629.8	2,300.0	2,837.0	0.0	2,837.0	537.0	23.3%
Total Revenues	629.8	2,300.0	2,837.0	0.0	2,837.0	537.0	23.3%
Expenditures							
Toronto Police Services Board	2,320.4	4,203.7	4,767.4	0.0	4,767.4	563.7	13.4%
Total Gross Expenditures	2,320.4	4,203.7	4,767.4	0.0	4,767.4	563.7	13.4%
Net Expenditures	1,690.6	1,903.7	1,930.4	0.0	1,930.4	26.7	1.4%
Approved Positions	6.0	7.5	7.5	0.0	7.5	0.0	

*2019 Budget and Actuals (based on Q3 2019) adjusted retroactively to remove interdepartmental charges and recoveries.

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$4.767 million gross reflecting an increase of \$0.564 million in spending above 2019 projected year-end actuals, predominantly arising from:

- Impact of applying the new 2019 to 2024 collective agreement with the Senior Officers' Organization to Excluded and Board staff.
- The annualized cost of two new positions approved by City Council during the 2019 Budget process will be offset by a corresponding decrease in contribution to the Police Legal Liabilities Reserve.
- The Missing Persons Investigation Review, which is funded from the Tax Rate Stabilization Reserve is expected to span over 3 years, from 2018 to 2020, with largest portion of the costs budgeted in 2019. The expenditures are projected to be lower in 2020 than 2019, resulting in a decrease in gross expenditures and revenues.
 - Additional funding of \$1.0 million gross and \$0.0 net, including a one-time \$1.0 million draw from the Tax Rate Stabilization reserve for a one-time expenditure to expand the scope of the Missing Persons Investigation Review.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in the Toronto Police Services Boards' 2020 Operating Budget do not have any significant equity impacts

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for Toronto Police Services Board is \$0.564 million gross or 13.4% higher than the 2019 Projects Actuals. Table 2a below summarizes the key cost drivers for the base budget, while Table 2b summarizes New and Enhanced requests

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)		2018 Actuals	2019 Proj. Actuals	2020 Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	1,000.9	1,210.1	1,330.3	120.2	9.9%
2	Materials & Supplies	3.3	7.6	7.6	(0.0)	(0.6%)
3	Equipment	1.4	1.2	6.6	5.4	450.0%
4	Service and Rent	785.7	2,455.8	2,998.1	542.3	22.1%
5	Contribution To Capital					
6	Contribution To Reserves	529.0	529.0	424.8	(104.2)	(19.7%)
7	Other Expenditures					
Total Expenditures		2,320.4	4,203.7	4,767.4	563.7	13.4%
Revenues						
1	Provincial Subsidies					
2	Federal Subsidies					
3	User Fees & Donations					
4	Transfers From Reserves	629.8	2,300.0	2,837.0	537.0	23.3%
5	Other Revenues					
Total Revenues		629.8	2,300.0	2,837.0	537.0	23.3%
Net Expenditures		1,690.6	1,903.7	1,930.4	26.7	1.4%

*2019 Q3 Proj Actuals and 2018 Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Salaries & Benefits:

- In August 2019, the Board negotiated a new collective agreement with the Senior Officers Organization, and, at its meeting of October 22, 2019, approved a recommendation to ratify the same monetary settlement to Excluded staff, which includes members of the Board Office staff. As a result, the 2020 impact of the settlement, amounting to \$0.027 has been added to reflect the collective bargaining agreement.
- Budget impact includes \$0.104 million for the annualized impact of two staff positions approved during 2019.

Contribution to Reserves:

- The contribution to the Legal Reserve was reduced by \$0.104 million based on the analysis of historical spending levels made by the Board.

Transfers From Reserves:

- At its meeting on July 23 - 30, 2018, City Council approved up to \$3 million for the Missing Persons Investigations Review. The funds associated with the Review are fully funded by a one-time withdrawal from the Tax Rate Stabilization Reserve and the Board will only draw on the reserve to the extent needed to fund the actual expenditures incurred in the year. The decrease in withdrawal from the reserve, reflects the remaining funds available to complete the review. Attached is the link to the report and decision:
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX36.44>
 - Additional funding of \$1 million to expand the scope of the Missing Persons Investigations Review has been approved by City Council at its meeting of February 19, 2020.

2021 & 2022 OUTLOOKS

Table 3: 2021 and 2022 Outlooks

(\$000s)	2019 Projected Actual	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	2,300.0	2,837.0	500.0	500.0
Gross Expenditures	4,203.7	4,767.4	2,449.4	2,475.4
Net Expenditures	1,903.7	1,930.4	1,949.4	1,975.4
Approved Positions	7.5	7.5	7.5	7.5

*2019 Q3 Projected Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Key 2021 drivers

The 2021 Outlook with total gross expenditures of \$2.449 million represents \$1.318 million, or 35%, decrease in gross expenditures over the 2020 Budget based on the following:

- Impact of applying the 2021 portion of the collective agreement with the Senior Officers' Organization to Excluded and Board staff
- The Missing Persons Investigation Review is expected to end during 2020 and therefore the reserve funding will no longer be required in 2021, resulting in a decrease in gross expenditures and revenues.

Key 2022 drivers

The 2022 Outlook with total gross expenditures of \$2.475 million represents \$0.026 million, or 1%, increase in gross expenditures over the 2021 Budget based on the following:

- Impact of applying the 2022 portion of the collective agreement with the Senior Officers' Organization to Excluded and Board staff

2020 Program Summary

Toronto Public Health

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca.

What we do

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

Why we do it

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

Who we serve

Chronic Diseases and Injury Prevention

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

Beneficiaries

- Residents
- Families
- Neighbourhoods
- City and Agency Staff

Family Health

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

Beneficiaries

- Residents
- Families
- Neighbourhoods

Emergency Preparedness

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

Beneficiaries

- Residents
- Emergency Services
- City and Agency Staff

Infectious Diseases

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

Beneficiaries

- General Public
- Health Care Providers

Environmental Health

- Food and Water Consumers
- Recreational Water Users
- Businesses

Beneficiaries

- Residents
- Neighbourhoods
- Health Care Providers

Public Health Foundations

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

Beneficiaries

- Residents
- Families
- Neighbourhoods
- City and Agency Staff







Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$199.7	\$189.0	\$189.0	Gross Expenditures	\$4.2	\$27.5	\$31.7
Gross Expenditures	\$269.1	\$270.8	\$273.5	Debt	\$3.5	\$27.1	\$30.6
Net Expenditures	\$ 69.4	\$ 81.8	\$ 84.5				
Approved Positions	1,921.2	1,913.2	1,915.2				

Key service outcomes

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

Goals and metrics

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

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

Our experience and success

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

Key challenges and risks

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

Priority actions

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

Our key service levels



Student Nutrition Program

634 of school communities
211,000 of children and youth



Dental Treatment for Eligible Clients

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



Immunization Records Assessment

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

Key service deliverables

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

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Chronic Diseases & Injury Prevention	30,947.2	29,791.6	30,550.2	0.0	30,550.2	758.6	2.5%
Emergency Preparedness	1,665.7	1,794.5	1,467.2	0.0	1,467.2	(327.3)	(18.2%)
Environmental Health	18,396.8	18,731.9	19,915.9	0.0	19,915.9	1,184.0	6.3%
Family Health	75,634.6	74,001.7	79,238.5	9,098.1	88,336.6	14,334.9	19.4%
Infectious Diseases	51,413.9	52,076.5	47,967.7	0.0	47,967.7	(4,108.9)	(7.9%)
Public Health Foundations	11,623.5	11,230.9	11,508.7	0.0	11,508.7	277.8	2.5%
Total Revenues	189,681.7	187,627.1	190,648.2	9,098.1	199,746.3	12,119.3	6.5%
Expenditures							
Chronic Diseases & Injury Prevention	44,647.6	43,381.6	44,422.2	55.0	44,477.2	1,095.6	2.5%
Emergency Preparedness	2,205.7	2,377.5	2,492.1	0.0	2,492.1	114.6	4.8%
Environmental Health	23,865.3	24,102.4	24,931.3	0.0	24,931.3	828.9	3.4%
Family Health	97,354.5	95,284.4	100,603.8	9,075.6	109,679.4	14,395.0	15.1%
Infectious Diseases	65,765.1	66,587.3	68,150.0	0.0	68,150.0	1,562.6	2.3%
Public Health Foundations	19,589.0	19,473.0	19,425.2	0.0	19,425.2	(47.8)	(0.2%)
Total Gross Expenditures	253,427.2	251,206.2	260,024.6	9,130.6	269,155.2	17,949.0	7.1%
Net Expenditures	63,745.5	63,579.1	69,376.3	32.5	69,408.8	5,829.7	9.2%
Approved Positions	1,881.4	1,932.1	1,860.2	61.0	1,921.2	(10.9)	(0.6%)

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$260.025 million gross reflecting an increase of \$8.819 million in spending above 2019 projected year-end actuals (prior to enhancements), predominantly arising from:

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

COSTS TO ENHANCE SERVICES

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

EQUITY IMPACTS OF BUDGET CHANGES

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

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for Toronto Public Health is \$269.155 million gross or 7.1% higher than the 2019 Projected Actuals. This includes a base budget of \$260.025 million (including efficiencies) and \$9.131 million in new and enhanced priorities. Table 2a below summarizes the key cost drivers for the base budget (includes efficiencies, prior to enhancements), Table 2b summarizes Efficiencies, and Table 2c summarizes New and Enhanced requests.

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)		2018 Actuals	2019 Proj. Actuals	2020 Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	185,290.1	183,553.4	191,256.0	7,702.6	4.2%
2	Materials & Supplies	3,796.1	3,945.7	3,564.8	(380.9)	-9.7%
3	Equipment	1,338.7	1,134.1	1,669.8	535.7	47.2%
4	Service and Rent	31,106.5	29,923.4	29,931.3	7.9	0.0%
5	Contribution To Capital	1,367.9	1,377.1	1,377.4	0.3	0.0%
6	Other Expenditures	30,527.9	31,272.5	32,225.3	952.8	3.0%
Total Expenditures		253,427.2	251,206.2	260,024.6	8,818.3	3.5%
Revenues						
1	Provincial Subsidies	181,748.6	180,853.9	184,327.6	3,473.7	1.9%
2	Federal Subsidies	463.3	140.3	140.3		
3	User Fees & Donations	1,095.1	1,262.6	1,007.0	(255.6)	-20.2%
4	Transfers From Capital	1,662.1	2,117.0	1,521.5	(595.5)	-28.1%
5	Other Revenues	4,712.5	3,253.3	3,651.8	398.5	12.2%
Total Revenues		189,681.7	187,627.1	190,648.2	3,021.1	1.6%
Net Expenditures		63,745.5	63,579.1	69,376.3	5,797.2	9.1%

Salaries & Benefits:

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

Other Expenditures:

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

Provincial Subsidies:

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

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

Table 2b: Other Efficiencies / Savings

(\$000s)											
Recommendation	Type	2020				2021 (vs 2019)			2022 (vs 2019)		
		Revenue	Gross	Net	Positions	Gross	Net	Positions	Gross	Net	Positions
Consolidate Early Years and Reproductive Infant Health Teams	Efficiencies	-	(744.6)	(744.6)	(7.0)	(28.4)	(28.4)	-	(30.7)	(30.7)	-
Consolidate Electronic Cigarettes Act (ECA) Program with Smoke Free Ontario Strategy	Efficiencies	-	(280.0)	(280.0)	(3.0)	0.0	0.0	-	(0.0)	(0.0)	-
Municipal Dental Overlap with Ontario Seniors Dental Care Program	Efficiencies	-	(2,236.4)	(2,236.4)	(22.0)	(72.6)	(72.6)	-	(78.0)	(78.0)	-
Consolidate Chronic Disease and Injury Prevention Intake and Toronto Health Connection	Efficiencies	-	(594.6)	(594.6)	(6.0)	(23.6)	(23.6)	-	(26.0)	(26.0)	-
Connecting Ontario Implementation in Communicable Disease Liason Unit	Efficiencies	-	(200.2)	(200.2)	(2.0)	(7.9)	(7.9)	-	(8.7)	(8.7)	-
Reduce Management Complement	Efficiencies	-	(572.4)	(572.4)	(5.0)	(21.5)	(21.5)	-	(23.3)	(23.3)	-
Finance and Administration	Efficiencies	-	(444.7)	(444.7)	(5.0)	(16.7)	(16.7)	-	(19.8)	(19.8)	-
Enhanced Safe Water Initiative	Efficiencies	-	(87.2)	(87.2)	-	(0.8)	(0.8)	-	-	-	-
Food Safety (Haines)	Efficiencies	-	(110.0)	(110.0)	-	-	-	-	-	-	-
Budget Increase/(Decrease)		-	(5,270.0)	(5,270.0)	(50.0)	(171.4)	(171.4)	-	(186.5)	(186.5)	-

The 2020 Operating Budget includes \$5.270 million in gross expenditures reductions from efficiencies as part of the internal budget review. Please refer to [Appendix 2](#) for a more detailed listing and descriptions of the 2020 Service Changes.

Table 2c: 2020 Key Drivers – New / Enhanced

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

100% Provincially Funded Ontario Seniors Dental Care Program

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

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

Creating Health Plus (CH+)

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

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

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

(\$000s)	2019 Projected Actual	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	187,627.1	199,746.4	189,009.6	189,035.6
Gross Expenditures	251,206.2	269,155.2	270,835.8	273,496.9
Net Expenditures	63,579.1	69,408.8	81,826.2	84,461.3
Approved Positions	1,932.1	1,921.2	1,913.2	1,915.2

Key 2021 drivers**Salaries and Benefits**

- Inflationary increases for salary and benefits

Revenue Changes

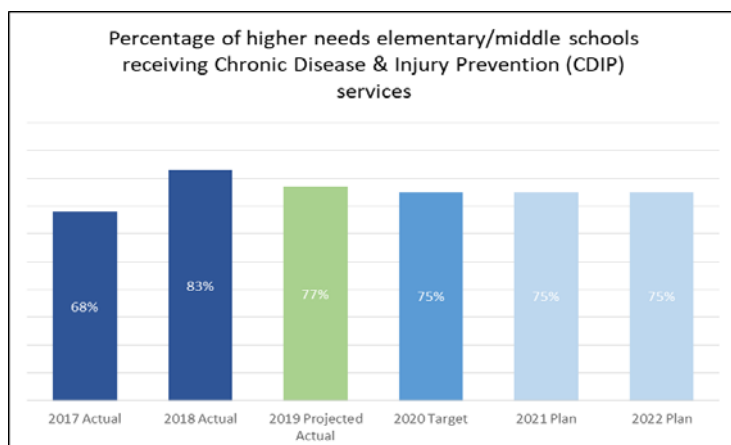
- Loss of one time mitigation funding from the Province (\$9.765 million)

Key 2022 drivers**Salaries and Benefits**

- Inflationary increases for salary and benefits

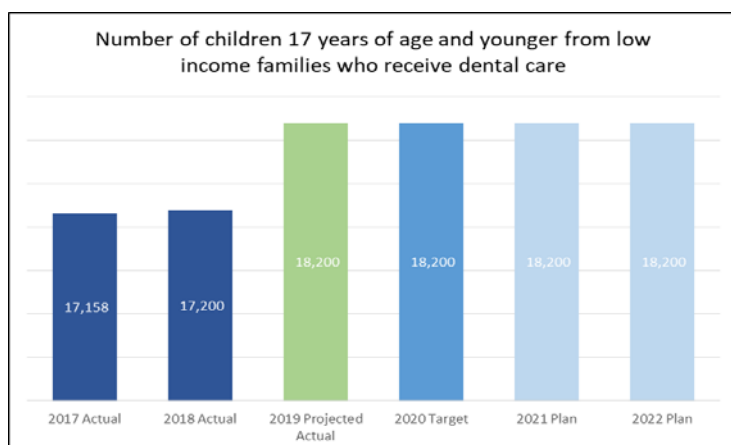
How well we are doing

Performance measures

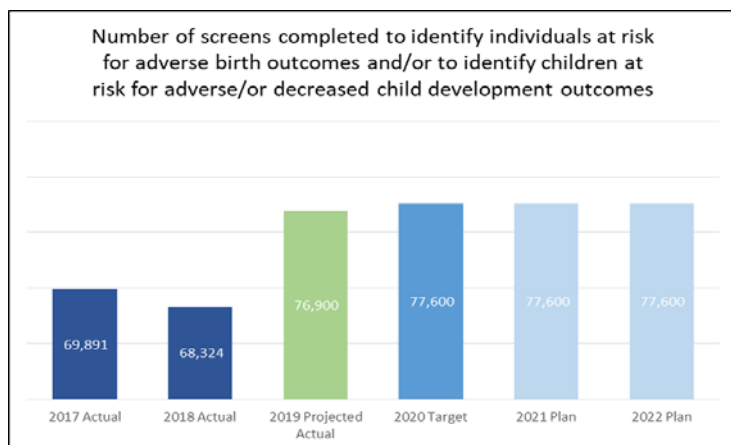


Behind the numbers

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



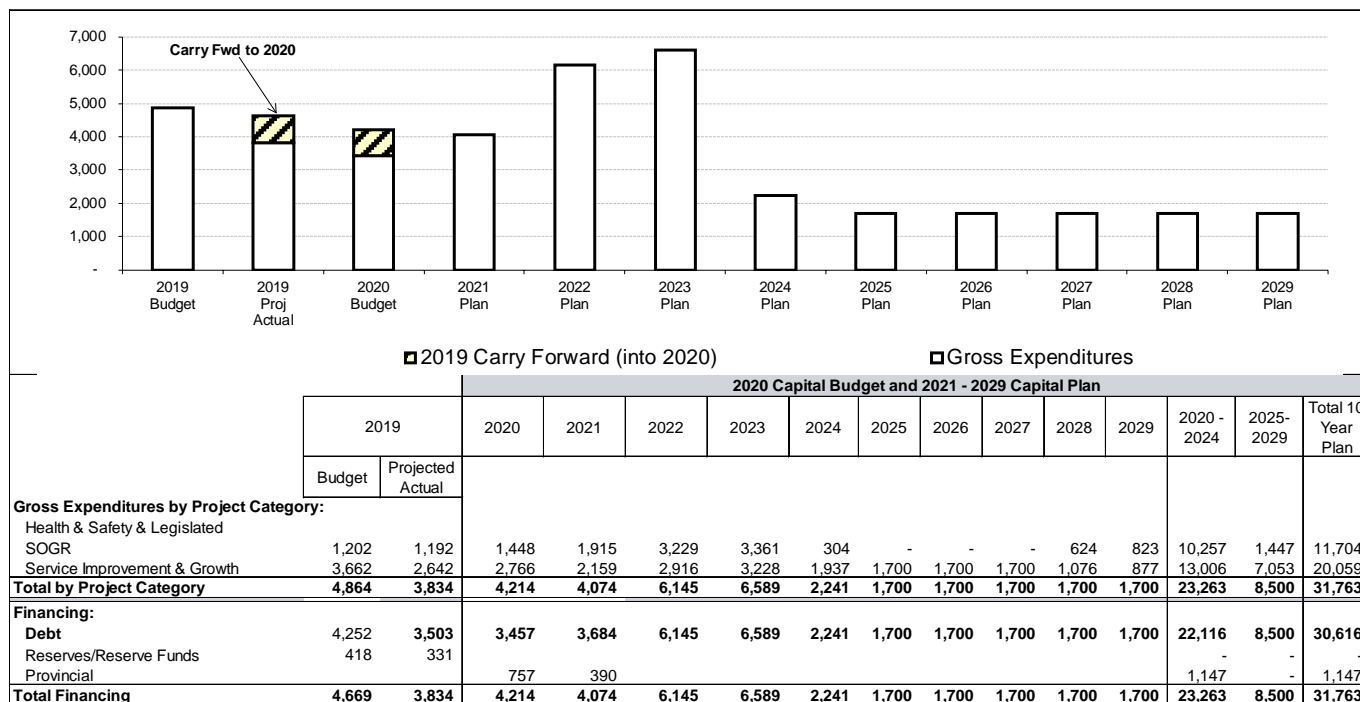
- Poor oral health affects general health, self-esteem, social interaction, academic performance and quality of life
- Disadvantaged populations carry the burden of disease concentration
- Children 17 years of age and younger from low income families report improved oral health after receiving dental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



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

2020 – 2029 CAPITAL BUDGET & PLAN OVERVIEW

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



Changes to Existing Projects (\$0.385 million)

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






New Projects (\$6.434 million)

- \$5.287 million for the *Inspection Management Implementation* project (2020-2023) to replace the current inspection systems which are approaching their obsolescence.
- \$1.147 million for the *Ontario Seniors Dental Care Program* project (2020-2021) to deliver capital work that will further enhance service delivery and access to the provincially funded Ontario Seniors Dental Care Program.

Capital Needs Constraints (\$0.0 million)

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

2020 – 2029 CAPITAL BUDGET AND PLAN**\$31 Million 10-Year Gross Capital Program**

				
Decision Making	Workforce Capabilities	Business Processes	Information Technology	Access to Services
\$5M 16%	\$3M 9%	\$10M 31%	\$10M 31%	\$4M 13%
<ul style="list-style-type: none"> • DataMart/Data Warehouse • Geographical Information Enablement • Common Geographical Interface • Healthy Smart City - Data and Predictive Analytics • Healthy Smart Cities 	<ul style="list-style-type: none"> • Community Collaboration • Mobile Enablement 	<ul style="list-style-type: none"> • Electronic Medical Record • Correspondence and Communication Tracking System • Socio-Demographic Data Collection and Reporting • Call Centre Revitalization • Customer Relationship Case Management 	<ul style="list-style-type: none"> • Inspection Management • Early Abilities Information System • Implementation • Community Health Information System • Reporting Environment Enhancement 	<ul style="list-style-type: none"> • Public eLearning • Public Notifications and Advisories • Chemical Tracking Information System • Ontario Seniors Dental Care Program

How the Capital Program is Funded

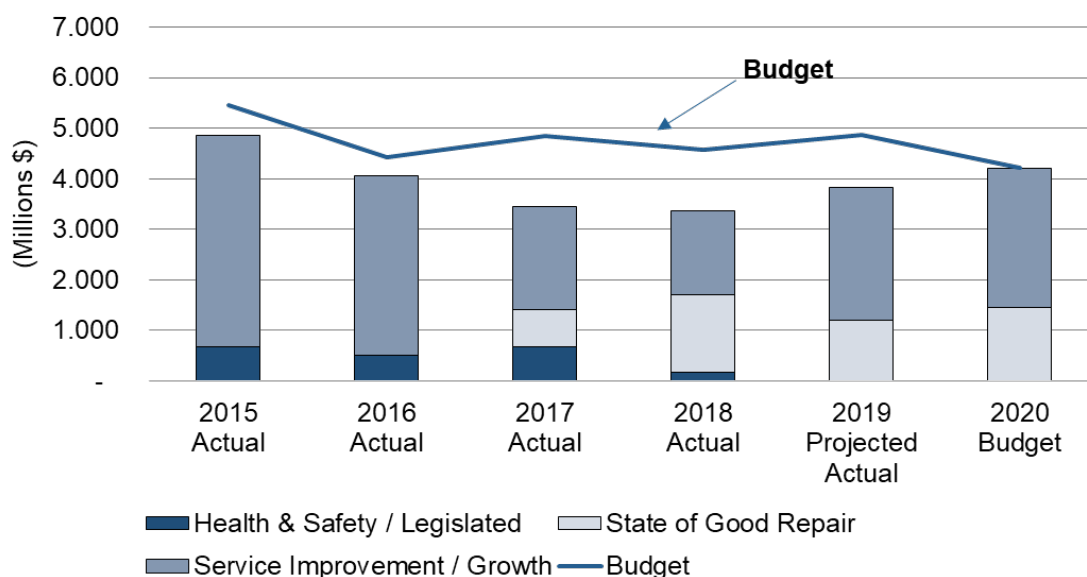
City of Toronto		Provincial Funding	Federal Funding
\$31 M 97%		\$1 M 3%	\$0 M 0%
Debt	\$31 M		

CAPACITY TO SPEND REVIEW

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

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

Chart 2 – Capacity to Spend



Category (in \$ Million)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Projected Actual	2020 Budget
Health & Safety / Legislated	0.667	0.512	0.677	0.167		
State of Good Repair			0.736	1.538	1.192	1.448
Service Improvement / Growth	4.197	3.548	2.037	1.653	2.642	2.766
Total	4.864	4.060	3.450	3.358	3.834	4.214
% Spent	89%	92%	71%	73%	79%	

Capacity to Spend Review Impact on the 10-Year Plan

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

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

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

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

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

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

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

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

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

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

2020 Program Summary

Toronto Public Library

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca

What we do

Toronto Public Library (TPL) provides free and equitable access to services that 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.

Toronto Public Library provides residents with a seamless library experience – in person, online and in the community – with the goal of ensuring that everyone who wants to use the library has the opportunity to do so in ways that are convenient and responsive to their needs. The Library provides access to a full range of services across five service pillars: **Spaces, Collections, Programs, Staff and Technology.**

Why we do it

Toronto Public Library is the vital active ingredient that informs and inspires Toronto and its communities, making us all more resilient, more knowledgeable, more connected and more successful.

Who we serve

Residents who use library services

- Children, youth, adults & older adults
- Newcomers
- Entrepreneurs, small business owners, creators & artists, job seekers
- Students, academics
- Low literacy and adult learners, language learners
- Vulnerable populations, people experiencing homelessness

Community Agencies & Partners

- Daycares and preschools; elementary, secondary & post secondary institutions
- Social services and workforce development providers
- Arts collectives, agencies and other arts and culture organizations

Beneficiaries of all services

- Publishers & Library vendors
- Businesses & Residents (non-users)
- City Staff and Community Partners
- Visitors







Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$20.6	\$20.9	\$21.1	Gross Expenditures	\$37.5	\$378.9	\$416.4
Gross Expenditures	\$215.8	\$219.9	\$224.1	Debt	\$23.4	\$294.6	\$318.0
Net Expenditures	\$195.2	\$199.0	\$203.0				
Approved Positions	1,769.8	1,769.8	1,773.8				

Key service outcomes

Outcomes	Description
Inclusive, inspiring and sustainable public spaces	Torontonians experience the library as accessible, welcoming, inclusive, and beautiful space; Toronto Public Library is valued as vital social infrastructure and civic commons.
Expanded access to technology and digital literacy training	Torontonians have digital literacy skills that meet their individual needs and enable them to fully participate in day-to-day life and navigate the digital world.
Success for Torontonians in the changing workforce & economy	Torontonians have the training, skills and networking opportunities to support their personal and professional goals.
Investing in staff and resources to deliver exceptional customer experiences	Torontonians experience exceptional service connecting them to leisure, culture and learning opportunities; TPL's collaborative, innovative and high-performing service culture empowers staff and customers to achieve their full potential.
Facilitating and defending democratic values	Torontonians are informed, engaged and empowered to contribute to a free and just democratic society.

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	Increased access to library services (open hours per 100,000 population)	9,005	8,914	8,818	
	Well Maintained Spaces to Improve Customer Experience (Total Virtual + Physical Visits)	47.0 M	48.2 M	49.7 M	
	Equitable access to information (total circulation – electronic and physical)	30.6 M	31.0 M	32.4 M	

Our experience and success

- The Library is busier than ever, with sustained or increased usage across a number of service areas including visits, circulation, program attendance and technology use.
 - In 2018, Torontonians made 17.6 million visits to Toronto Public Library branches and 29.4 million visits to the official TPL website: www.tpl.ca; 1.02 million people attended 46,533 library programs; 30.6 million items were borrowed, and TPL saw a 24% increase in the use of its eCollections.
 - In 2019, TPL had the most ebook circulation worldwide (over 6 million digital items borrowed)
- Over the last five years, TPL maintained high capital spend rate (almost 90%).

Key challenges and risks

- **Increasing demand for vital services in a complex and diverse service environment:** Usage and demand for library services continues to remain high, driven by population and the changing needs of residents. Toronto Public Library must continue to meet the city's complex and diverse service demands while maintaining and/or reducing costs through efficiencies and technological transformation, to achieve positive outcomes for all Torontonians including equity seeking groups.
- **Modernization, transformation for 21st century library services; providing access to new and emerging technologies; support for digital & other literacies:** TPL continues to modernize and transform to deliver 21st century library service, with focus on back office efficiencies, improved customer interactions and increasing options for self-service. Further pressures come from meeting Toronto's increased digital inclusion and digital literacy needs – a core library service of Toronto Public Library – and ensuring that technology remains current and accessible.
- **Ongoing collection development pressures:** eCollections continues to be the highest growing section of TPL's collections with high demand, high prices and costly licensing models that restrict access. Additional pressures include cost inflation, US dollar conversion costs, reduced purchasing power and the potential impact of Bill 108 on the \$4.3 Million of Development Charges which currently funds collections.
- **Upgrading & Expanding Physical Infrastructure:** several TPL capital projects include relocation and/or expansion in order to respond to population growth, creating incremental impacts to the operating budget.
- **State of Good Repair Backlog:** TPL's SOGR Backlog is expected to grow to \$167 M by the end of 2029.

Priority actions

- **Increase access to library services through more open hours.** Investment in open hours leverages the Library's extensive branch infrastructure investment to support population growth and key City priorities, including poverty reduction, seniors & youth, and community safety.
- **Ensure easy and equitable access to information** by continuing advocacy for fair pricing and purchase models, and unrestricted access to eContent.
- **Improve customer experiences in library spaces** by modernizing our branch and online spaces, investing in and empowering staff, implementing self-service technologies, and reducing the Library's state of good repair backlog.

Our key service levels



Collection size **9.7 Million items**; including **digital collection of 555,000** e-books and digital audiobooks



275,600 open hours per year to support 100 branches

8,818 open hours per 100,000 population



466,000 library programs delivered

Key service deliverables

- Collect, curate and make available a diverse library collection in multiple formats and languages, to meet the recreational, educational, career and information needs of library users of all ages, abilities and interests
- Maintain and renovate a 100 branch network, and 2 service buildings, to meet the unique needs of Toronto's growing population
- Continue to offer programs, events and exhibits to extend and promote access to information in all its forms and encourage participation in community, cultural and civic life.

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Collections Access & Borrowing	7,490.5	7,483.9	6,870.7		6,870.7	(613.2)	(8.2%)
In-Branch & Virtual Services	14,107.3	14,094.8	13,448.0		13,448.0	(646.9)	(4.6%)
Partnerships, Outreach & Cust. Engagement	335.7	335.4	321.1		321.1	(14.3)	(4.3%)
Total Revenues	21,933.5	21,914.2	20,639.7	0.0	20,639.7	(1,274.5)	(5.8%)
Expenditures							
Collections Access & Borrowing	76,436.2	78,584.2	79,001.4	666.1	79,667.5	1,083.3	1.4%
In-Branch & Virtual Services	120,434.0	123,818.5	125,723.3	2,666.8	128,390.1	4,571.6	3.7%
Partnerships, Outreach & Cust. Engagement	7,396.9	7,604.8	7,674.0	87.8	7,761.8	157.0	2.1%
Total Gross Expenditures	204,267.1	210,007.5	212,398.6	3,420.8	215,819.4	5,811.9	2.8%
Net Expenditures	182,333.6	188,093.3	191,758.9	3,420.8	195,179.7	7,086.4	3.8%
Approved Positions	1,734.8	1,732.3	1,737.8	32.0	1,769.8	37.5	2.2%

*2019 Budget and Actuals (based on Q3 2019) adjusted retroactively to remove interdepartmental charges and recoveries.

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$212.399 million gross reflecting an increase of \$2.576 million in spending above 2019 projected year-end actuals (prior to enhancements or efficiencies), predominantly arising from:

- Salary & benefit increases, primarily related to step and progression pay and the additional day of work in 2020 (Leap year). These increases do not include pending cost of living adjustments (COLA) for union and non-union staff.
- Inflationary increases for utilities, and contracted services cost increases primarily related to security.
- Library Collections budget increases related to inflation and the cost of US conversion rates as well as rising e-material costs.
- IT impacts associated with software licenses and software as a service.
- Above pressures are partially offset by base expenditure savings arising from a line by line review and inflationary increases to base revenues.

COSTS TO ENHANCE SERVICES

New and Enhanced Service expenditures of \$3.421 million gross and net, including 37.0 FTEs, enabling:

- Two new Youth Hub locations (Jane/Dundas and Richview branches) totalling \$0.461 million, including 4.0 FTEs (annualized cost: \$0.471 million), that serve Neighbourhood Improvement Areas (NIAs).
- Sunday Service enhancement at 8 Neighbourhood branches totalling \$0.208 million (annualized cost: \$0.416 million), that serve NIAs: Amesbury Park, Bendale, Black Creek, Cliffcrest, Evelyn Gregory, Northern Elms, Victoria Village and Woodview Park branches.
- Digital Safety and Literacy programming totalling \$0.050 million, including 1.0 FTEs (annualized cost: \$0.100 million), that supports implementation of new programming defined in the Cities for Digital Rights motion. This position will lead the development of public programming and build staff capacity to support delivery of free programming on digital safety and literacy for Torontonians.
- Eight additional Youth Hub locations totalling \$1.844 million, including 16.0 FTEs that have been added as part of Budget Committee's decision on February 4, 2020.
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2020.BU16.2>
- Additional funding for expansion of Open Hours at 8 Toronto Public Library branches to allow for the full operation of the Youth Hubs has been approved by City Council on February 19, 2020.
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2020.EX13.2>

These New/Enhanced services advance TPL's strategic plan and a number of key City of Toronto strategies, including poverty reduction, seniors & youth, and community safety.

EQUITY IMPACTS OF BUDGET CHANGES

Increasing equity for Indigenous people, all equity seeking groups and vulnerable youth: Toronto Public Library's 2020 Operating Budget includes an investment of \$0.208 million in the expansion of Sunday service enhancements, \$2.305 million for ten additional youth hubs, \$0.858 million for expanded Open Hours, and \$0.050 million for digital safety and literacy programming. These investments will have a high positive impact on Indigenous people, all equity seeking groups and vulnerable youth, increasing their access to city information, access to library services (collections, technology, programs, staff expertise), access to City spaces, access to training and/or employment, access to civic engagement and community participation, sense of identify and belonging, as well as safety and security. This investment supports the City of Toronto's key equity strategies, including the Toronto Poverty Reduction Strategy and Toronto Strong Neighbourhood Strategy.

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for Toronto Public Library is \$5.812 million gross or 2.8% higher than the 2019 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget, while Table 2c summarizes New and Enhanced requests.

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)		2018 Actuals	2019 Proj. Actuals	2020 Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	145,555.2	151,681.3	152,999.1	1,317.8	0.9%
2	Materials & Supplies	22,024.3	22,564.2	23,083.0	518.8	2.3%
3	Equipment	1,122.2	742.8	337.2	(405.6)	(54.6%)
4	Service and Rent	30,983.3	31,829.8	32,761.1	931.3	2.9%
5	Contribution To Capital	3,628.0	1,778.0	1,778.0		
6	Contribution To Reserves	954.1	1,411.4	1,440.2	28.9	2.0%
Total Expenditures		204,267.1	210,007.5	212,398.6	2,391.1	1.1%
Revenues						
1	Provincial Subsidies	5,723.2	5,733.2	5,695.4	(37.8)	(0.7%)
2	Federal Subsidies					
3	User Fees & Donations	5,331.2	5,294.7	4,993.1	(301.6)	(5.7%)
4	Foundation Grants to TPL	2,704.0	2,844.9	1,000.0	(1,844.9)	(64.8%)
5	Transfers From Capital	1,128.6	1,283.2	1,406.9	123.7	9.6%
7	Contribution from Reserves/Reserve Funds	4,807.8	4,199.1	4,301.4	102.3	2.4%
6	Other Revenues	2,238.6	2,559.0	3,242.9	683.9	26.7%
Total Revenues		21,933.5	21,914.2	20,639.7	(1,274.5)	(5.8%)
Net Expenditures		182,333.6	188,093.3	191,758.9	3,665.6	1.9%

*2019 Q3 Proj Actuals and 2018 Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Salaries & Benefits: The increases of \$1.318 million that is primarily related to step and progression pay, benefit increases and the extra day of work in 2020 (Leap year). The current collective agreement with TPL union staff has expired on December 31, 2019, and there are no agreements yet in place for 2020 and beyond. The impact of the salary settlement is not included in the 2020 Operating Budget for TPL. The City will make an estimated provision corporately.

Operating Impact of Capital: Increases of \$0.841 million related to completed building and technology projects, including increased licensing costs impacted by the transition of IT infrastructure to a Cloud-based, Software as a Service model.

Services and Rent: Increases of \$0.931 million primarily related to security guard coverage and other facilities-related contracts.

Library Collections: Increases of \$0.408 million related to inflation and US conversion rates and rising e-material costs.

Revenues: Decreases of \$1.275 million in revenues as budget includes only Toronto Public Library Foundation grants for future committed programs, while actual grant funding has traditionally been significantly higher, partially offset by inflationary increases in other fees such as room booking.

Table 2b: Other Efficiencies / Savings

(\$000s)											
Recommendation	Type	2020				2021			2022		
		Revenue	Gross	Net	Positions	Gross	Net	Positions	Gross	Net	Positions
Line by line efficiencies (cellular phone, materials processing etc)	Line by Line		(437.9)	(437.9)		-			-		
Budget Increase/(Decrease)		-	(437.9)	(437.9)	-	-	-		-	-	

Efficiencies

- Through the summer, Toronto Public Library conducted a line-by-line review resulting in efficiencies totalling \$0.438 million comprised mainly of savings from cellular phone plan, library materials processing and materials and supplies.

Table 2c: 2020 Key Drivers – New / Enhanced

New / Enhanced (\$000)		2020				2021 Annualized Gross	Equity Impact
		Revenue	Gross	Net	Positions		
In \$ Thousands							
1	Two new Youth Hub locations		461.0	461.0	4.0	471.0	High
2	Seasonal Sunday service at 8 Neighbourhood branches		208.0	208.0		416.0	High
3	Digital Safety and Literacy programming		50.0	50.0	1.0	100.0	Low
4	Additional eight new Youth Hub locations		1,844.0	1,844.0	16.0	1,884.0	High
5	Increased Open Hours - Youth Hub focus		858.0	858.0	11.0	1,429.6	High
Total New / Enhanced			3,421.0	3,421.0	32.0	4,300.6	

Two new Youth Hub locations

TPL's Youth Hubs are located in or serve Neighbourhood Improvement Areas (NIAs) and align with and support Toronto's Poverty Reduction Strategy goals to expand the availability of free, high-quality programs for low-income children and youth. The Youth Hubs provide a welcoming drop-in service for teens, ages 13-19, are open after school and during summer months, and are staffed by librarians and other library staff, with support from volunteers.

The primary focus of Youth Hubs is to provide youth aged 13-19 with homework assistance, access to technology, and programs that help them develop digital literacy and social and leadership skill, in a welcoming environment under the supervision of adults. They are open after school and during summer months and are staffed by librarians and other library staff with support from volunteers such as placement students from Toronto colleges and universities who provide daily tutoring and homework support. The proposal is to add Youth Hubs in the following two locations: Jane/Dundas and Richview, which serve 2 distinct NIAs.

Seasonal Sunday service at 8 Neighbourhood branches

Sunday hours service increases are regularly requested by people living in Toronto. During consultation for the Library's Strategic Plan, the community asked for more branches to be open on Sundays and longer Sunday hours. Requests for increased Sunday hours have also been made during Library Budget consultations.

Expanding Sunday service across the city supports the objectives of the City's Poverty Reduction Strategy by extending access to essential services including space, technology and information to all customers and providing additional opportunities for access to vulnerable communities and equity seeking groups.

The proposal is to add Sunday service at the following eight branch locations, all located within NIAs: Amesbury Park, Bendale, Black Creek, Cliffcrest, Evelyn Gregory, Northern Elms, Victoria Village and Woodview Park.

Digital Safety and Literacy Programming

Toronto Public Library's digital literacy and privacy programming aligns with and supports Toronto's Poverty Reduction Strategy goals to expand digital access and literacy to ensure residents can effectively access programs and services online and to increase service access and availability.

The new full-time position will focus on developing and implementing an on-going and continually updated program series focused on providing access to accurate information about the technological, algorithmic and artificial intelligence systems that impact the lives of Torontonians and providing training and access to supporting technologies for library customers.

Eight additional Youth Hub locations

At its meeting, on February 4, 2020, Budget Committee approved an increase to Toronto Public Library's 2020 Operating Budget of \$1.844 million gross and net, to provide funding for additional eight Youth Hub locations.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2020.BU16.2>

Open Hours - Youth Hub Focus

At its meeting, on February 19, 2020, City Council approved an increase to Toronto Public Library's 2020 Operating Budget of \$0.858 million gross and net, to fund extended library hours of 5,538 hours annually in the following 8 Toronto Public Library branches to allow for the full operation of the Youth Hubs:

- Centennial
- Downsview
- Flemington Park
- Jane/Dundas
- Kennedy/Eglinton
- Mount Dennis
- Sanderson
- Weston

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2020.EX13.2>

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

(\$000s)	2019 Projected Actual	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	21,914.2	20,639.7	20,912.0	21,065.2
Gross Expenditures	210,007.5	215,819.4	219,893.3	224,077.1
Net Expenditures	188,093.3	195,179.7	198,981.4	203,011.9
Approved Positions	1,732.3	1,769.8	1,769.8	1,773.8

*2019 Q3 Projected Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Key 2021 drivers

The 2021 Outlook with total gross expenditures of \$216.580 million represents \$4.074 million, or 1.9%, increase in gross expenditures above the 2020 Budget based on the following:

- Step and progression related to salaries and inflationary increases related to benefits, excluding COLA.
- Anticipated inflationary increases for utilities, supplies, contracted services and other materials.
- Budget enhancements including the annualization of 2020 approved new and enhanced service priorities.
- Not included is potential pressure from Bill 108 and future funding of library collections from Community Benefit Charges (CBCs), which replace development charges. Outlook includes \$4.4 million of CBC funding for library collections.

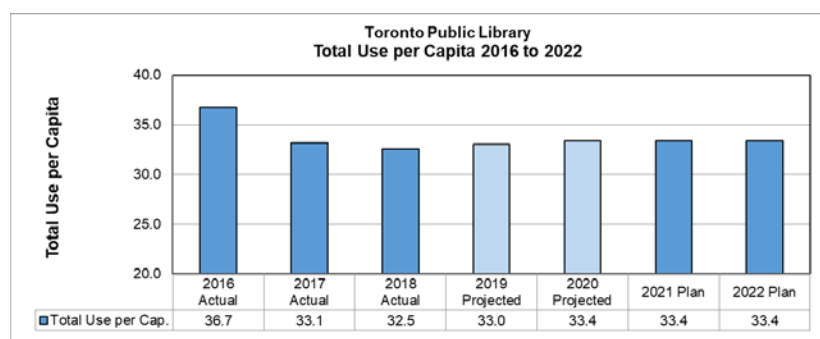
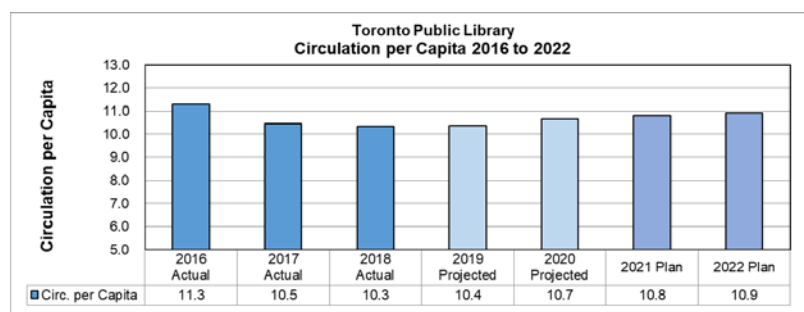
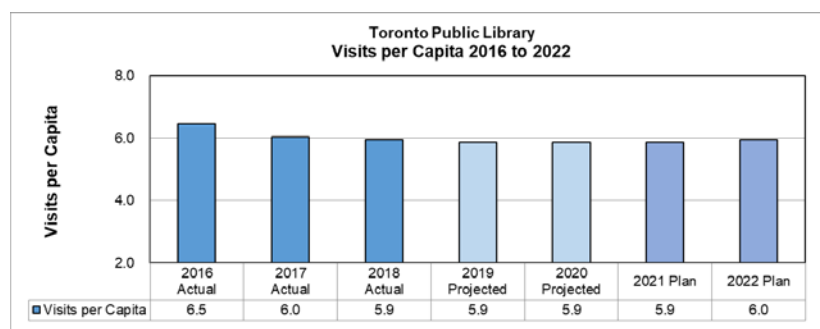
Key 2022 drivers

The 2022 Outlook with total gross expenditures of \$220.764 million represents \$4.184 million, or 1.9%, increase in gross expenditures above the 2021 Budget based on the following:

- Step and progression related to salaries and inflationary increases related to benefits, excluding COLA.
- Anticipated inflationary increases for utilities, supplies, contracted services and other materials.
- Additional budget increases related to completed operating impact from capital projects.
- Not included is potential pressure from Bill 108 and future funding of library collections from Community Benefit Charges (CBCs), which replace development charges. Outlook includes \$4.5 million of CBC funding for library collections.

How well we are doing

Performance measures

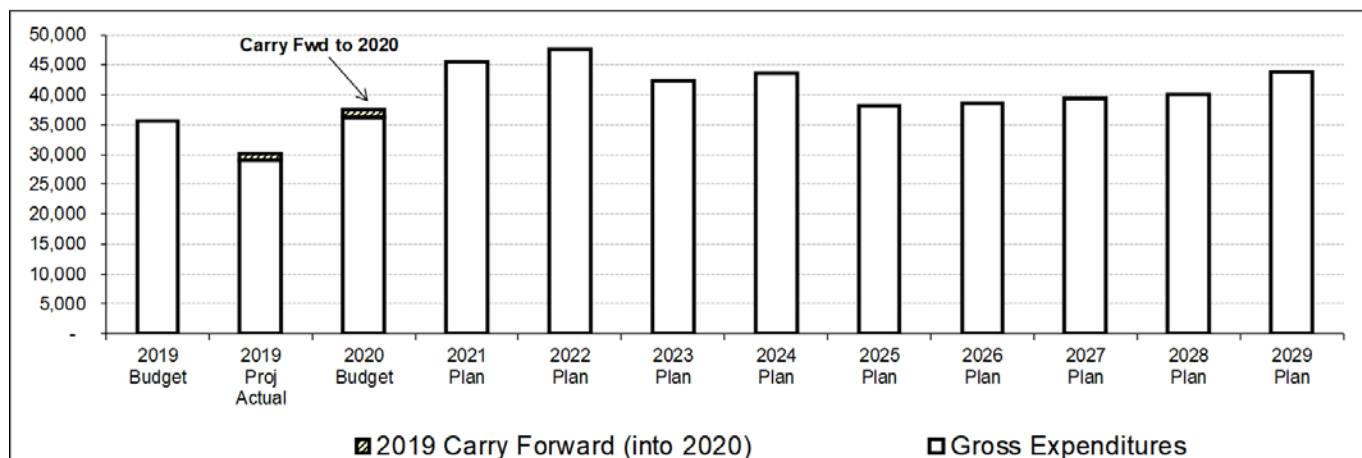


Behind the numbers

- The number of visits are influenced by open days in each calendar year, branch renovations and branch closures.
- 2020 visits are expected to increase to 17.8 million or 5.9 visits per capita as Sunday hours are expanded. Total visits in 2019 remained stable as 12 branches closed throughout the year for renovations, including several large branches. Visits reflect a range of branch uses including individual and group study and meeting room space.
- Collections are offered in a broad range of formats, languages, reading abilities and subjects to respond to the diverse needs of Toronto residents.
- 2020 circulation is projected to increase to 32.4 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, but growth will begin to plateau and may decline due to high pricing and restricted access. The electronic collection has expanded with the addition in 2019 of new on-line resources, and improved access to digital music and video streaming. Total circulation increased in 2019 as a result of the re-opening of North York Central Library, which accounts for 5.6% of physical circulation.
- 2020 total use of Library services is expected to increase to 101.5 million or 33.4 uses per capita. Total use includes both branch based activity and virtual access. The increase in total use is related to the re-opening of North York Central Library, additional Sunday open hours, the growing use of online services; as well as an anticipated increase in visits and program attendance. The increase in virtual use is related to the increase in website visits and electronic circulation.

2020 – 2029 CAPITAL BUDGET & PLAN OVERVIEW

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



			2020 Staff Recommended Capital Budget and 2021 - 2029 Capital Plan							
			2020	2021	2022	2023	2024	2020 - 2024	2025- 2029	Total 10 Year Plan
			Budget	Projected Actual						
Gross Expenditures by Project Category:										
Health & Safety & Legislated	1,592	1,592	1,000	2,000	1,500	1,500	1,500	7,500	7,500	15,000
SOGR	19,624	16,627	22,930	27,033	28,839	25,344	29,662	133,808	136,896	270,704
Service Improvement & Growth	14,371	10,763	13,529	16,436	17,245	15,507	12,424	75,141	55,569	130,710
Total by Project Category	35,587	28,982	37,459	45,469	47,584	42,351	43,586	216,449	199,965	416,414
Financing:										
Debt	26,296	22,141	23,421	32,616	33,689	34,569	33,573	157,868	160,131	317,999
Reserves/Reserve Funds	624	624	495	921	500	-	2,155	4,071	-	4,071
Development Charges	6,309	3,959	11,038	10,359	11,617	6,004	6,080	45,098	32,944	78,042
Other Revenue	2,358	2,258	2,505	1,573	1,778	1,778	1,778	9,412	6,890	16,302
Total Financing	35,587	28,982	37,459	45,469	47,584	42,351	43,586	216,449	199,965	416,414

Changes to Existing Projects

(\$57.833 Million)

- Increased funding of \$31.402 million gross for the Multi-Branch Renovation program to address TPL's growing SOGR backlog.
- Increased funding of \$22.431 million gross for the Technology Asset Management Program to meet the growing demand for technology.
- Increased funding of \$2.400 million gross for the Albert Campbell Library project and \$1.600 million gross for the York Woods Library project to reflect updated costing from the general contractor.

New Projects

(\$60.083 Million)




- Barbara Frum Library project of \$18.273 million with construction to start in 2023.
- \$11.204 million added for a new technology project to continue to transform modern library service.
- \$8.833 million added for renovation and expansion of 2 mall branches including Maryvale Library branch.
- Toronto Reference Library project with approx. \$2.0 million added each year over the 10-year plan to address the ongoing SOGR backlog.
- \$0.990 million added for Northern District Library Streetscaping as Section 37 funding has been received.
- \$0.783 million added for planning and design of the Lillian H Smith Library.

Capital Needs Constraints

(\$111.544 Million)

- There are 4 City partnered projects at \$93.809 million total:
 - Parkdale Library Relocation and Expansion (\$34.705 million) starting in 2025.
 - Etobicoke Civic Centre New Construction (\$26.977 million) starting in 2023.
 - Danforth/Coxwell Library Relocation and Expansion (\$16.249 million) starting in 2023.
 - City Hall Library Relocation and Expansion (\$15.878 million) starting in 2024.
- The construction phase of the Lillian H. Smith Library Renovation and Expansion of \$17.735 million is not fully funded and is not included in TPL's Capital Budget and Plan.

2020 – 2029 CAPITAL BUDGET AND PLAN**\$416.4 Million 10-Year Gross Capital Program**

		
Aging Infrastructure	Information Technology	Modernization and On-Line Services
\$326 Million 79%	\$63 Million 15%	\$27 Million 6%
Stand Alone buildings; Shared Facilities; Mall units; Structural Maintenance; Building Systems; Other SOGR	Workstations; Servers; Network; Printers	Printing efficiencies; Self-serve fines payment at self-checkout stations and online; Customer Service Modernization; Telepresence technology

How the Capital Program is Funded

City of Toronto		Provincial Funding	Federal Funding
\$416 Million 100%		\$0.0 Million 0%	\$0.0 Million 0%
Debt	\$318.0 M		
Recoverable Debt	\$0.0 M		
Reserve Draws	\$ 4.1 M		
Development Charges*	\$78.0 M		
Other**	\$ 16.3 M		

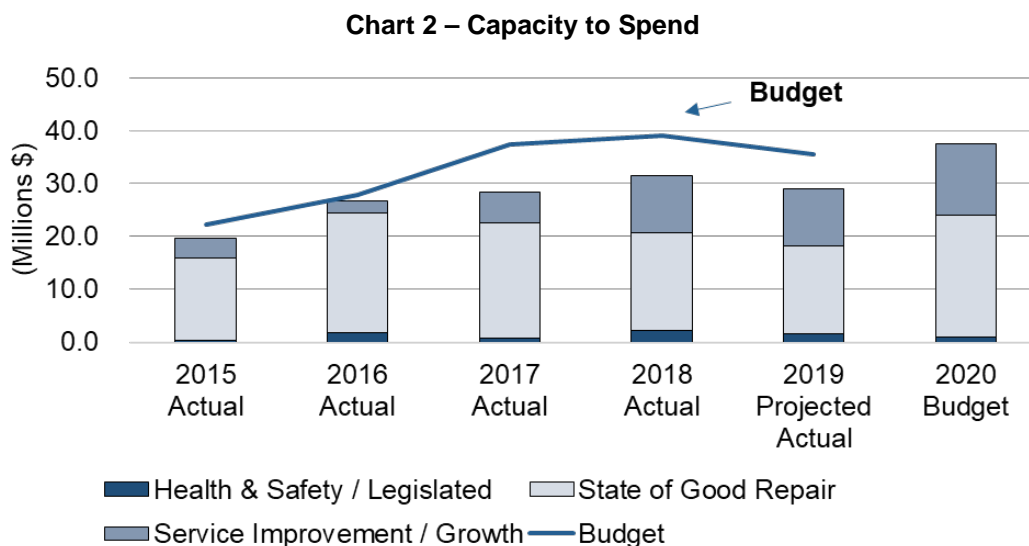
* The 2020-2029 Capital Budget and Plan fully maximizes the development charges that have been received prior to the introduction of Bill 108 as well as forecasted community benefits charges revenues during the 10-year capital planning period.

**Other funding consists of contribution from the operating budget (\$15.380 million), landlord contributions of (\$0.822 million) and Parks, Forestry and Recreation funding (\$0.100 million).

CAPACITY TO SPEND REVIEW

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

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



Category (in \$ Million)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Projected Actual	2020 Budget
Health & Safety / Legislated	0.308	1.862	0.641	2.234	1.592	1.000
State of Good Repair	15.582	22.465	21.867	18.368	16.627	22.930
Service Improvement / Growth	3.737	2.285	5.895	10.839	10.763	13.529
Total	19.627	26.612	28.403	31.441	28.982	37.459
% Spent	88%	96%	76%	80%	81%	

Note: 2020 Budget includes 2019 expected carry forward.

Capacity to Spend Review Impact on the Council Approved 10-Year Plan

Toronto Public Library's actual spending over the previous five years, from 2014 to 2018, has averaged \$27.186 million per year or 87%. In 2019, TPL is forecasting to spend \$28.982 million or 81% of the 2019 Council Approved Capital Budget.

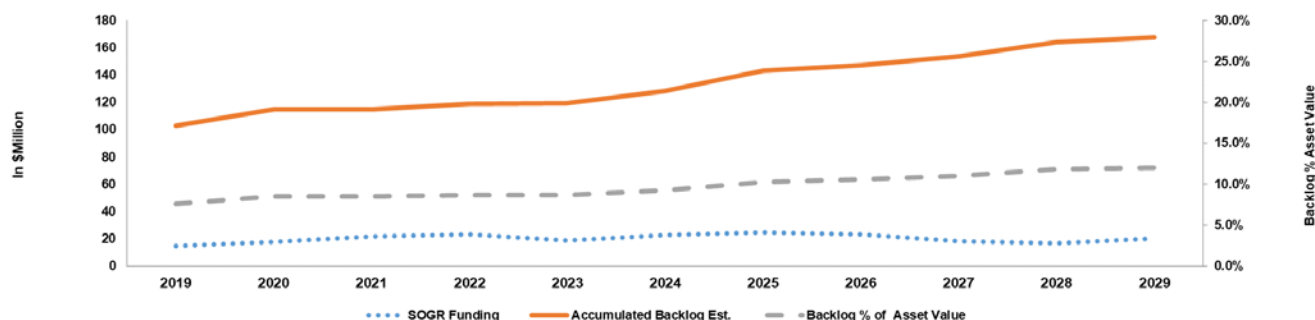
The 2020-2029 Capital Budget and Plan represents \$326.533 million investment for infrastructure projects and \$89.881 million for technology-related projects, including back office support and customer service enhancements. The 2020 Capital Budget of \$37.459 million (including carry forward funding of \$1.209 million) is higher than the historic 5-year average budget. Based on the administrative review of historical capital spending constraints, \$6.457 million in capital spending originally cash flowed in 2020 has been deferred to future years.

Toronto Public Library manages growth and demand largely through investing in reconfiguration of existing branch infrastructure, rather than constructing new branches.

The 2020-2029 Capital Budget and Plan reflects Toronto Public Library's demonstrated ability to deliver on its capital program, including modernizing library buildings to address a significant State of Good Repair backlog while providing flexible public spaces that meets the needs of the 21st century library service, innovative digital technologies, and extensive computer services. However, it does not completely address the significant SOGR backlog issue.

STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG

The chart below depicts the SOGR funding and accumulated backlog estimates for Toronto Public Library's 100 branches and two service buildings.

Chart 3: Total SOGR Funding & Backlog

\$ Million	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
SOGR Funding	14.618	17.806	21.882	23.347	18.915	22.882	24.929	23.060	18.092	16.845	20.312
Accumulated Backlog Est.	103.139	114.978	114.664	119.082	119.374	128.399	143.110	147.046	153.669	164.469	167.498
Backlog % of Asset Value	7.6%	8.5%	8.5%	8.7%	8.7%	9.3%	10.3%	10.6%	11.0%	11.8%	12.0%
Total Asset Value	1,349.170	1,350.891	1,352.792	1,370.109	1,376.273	1,381.198	1,393.417	1,393.417	1,393.417	1,393.417	1,397.996

- More than 62 branches or 70% of total square footage of Toronto Public Library's buildings were built in the 1960/70/80s, including the Toronto Reference Library (TRL) which was constructed in 1977 and represents 23% of the portfolio footprint.
- While on-going lifecycle facility maintenance is part of the current Toronto Public Library capital program, the age of the portfolio will continue to be a growing challenge and require increased capital investment on a go forward basis. Neglecting such maintenance could result in material deterioration of facilities, putting at risk the on-going utilization of branches as a significant community asset by limiting TPL's ability to provide adequate space and service to the general public.
- The 10-Year Capital Plan has \$208.070 million gross funding for building SOGR projects over the 10-year period to address Toronto Public Library's aging infrastructure, including added capital investment of \$20.0 million for Toronto Reference Library to address the ongoing SOGR backlog for this 41-year-old, five-storey, 434,841 sq. ft. central research library that serves the entire city of Toronto.
- Toronto Public Library's SOGR needs are in excess of the funding in the 2020 – 2029 Capital Plan, as the accumulated backlog will increase from \$103.139 million at the end of 2019 to an anticipated \$167.498 million by 2029.
- The Library's last building condition assessment was conducted in 2014. Toronto Public Library is undertaking a comprehensive building condition assessment in 2019/20, performed by an external firm. The building condition assessment provides a thorough assessment of the building envelope, mechanical systems, plumbing and other utilities, lighting, furnishings and finishes, wall and floor coverings, site work, fire and life-safety systems and recommends replacement/repair based on industry standards for lifecycle replacement. TPL staff will analyze and prioritize the BCA results and address critical items in future year budget submissions.

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

Approval of the 2020 Capital Budget will impact the 2020 Operating Budget by a total of \$0.964 million net and 3.5 FTEs to support the newly renovated and expanded Maryvale Library branch, capital investment in technology projects for modernization and transformation initiatives, and support of SOGR projects, as shown in Table 4 below.

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

Projects	2020 Budget		2021 Plan		2022 Plan		2020 - 2024		2020 - 2029	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved									#####	6.000
<i>Albert Campbell Renovation</i>					252	2.0	252	2.0	252	2.0
<i>Bayview-Bessarion Relocation</i>					441		441	-	441	-
<i>Dawes Road Reconstruction</i>							-	-	356	-
<i>Multi-Branch SOGR</i>	123	2.0	124				247	2.0	247	2.0
<i>Technology Asset Management Program</i>	693		400		400		1,493	-	1,493	-
<i>Wychwood Renovation and Expansion</i>					17		17	-	17	-
<i>York Woods Renovation</i>					327	2.0	327	2.0	327	2.0
Sub-Total: Previously Approved	816	2.0	524	-	1,437	4.0	2,777	6.0	3,133	6.0
New Projects - 2019									505	1.5
<i>Mall Branch Relocation</i>			210	-	-	-	210	-	210	-
<i>Maryvale Relocation and Expansion</i>	148	1.5	147	-	-	-	295	1.5	295	1.5
Sub-Total: New Projects - 2019	148	1.5	357	-	-	-	505	1.5	505	1.5
New Projects - Future Years									1,299	4.0
<i>Barbara Frum Renovation</i>							-	-	399	2.0
<i>Centennial Reconstruction</i>							233	-	233	-
<i>High Park Renovation</i>							-	-	22	-
<i>Northern District Renovation</i>							273	2.0	273	2.0
<i>Parliament Street Relocation</i>							-	-	201	-
<i>Perth Dupont Relocation</i>							63	-	63	-
<i>Sanderson Renovation</i>							-	-	89	-
<i>Weston Renovation</i>							-	-	19	-
Sub-Total: New Projects - Future Years	-	-	-	-	-	-	569	2.0	1,299	4.0
Total	964	3.5	881	-	1,437	4.0	3,851	9.5	4,937	11.5

- The 10-year Capital Plan will impact the future years Operating Budget by \$4.937 million net and 11.5 FTEs over 2020-2029 period, mainly due to the planned expansion of Dawes Road branch and the relocation and expansion of Bayview-Bessarion, Parliament Street and Perth/Dupont-299 Campbell Avenue branches.
- The 2020 operating costs of \$0.964 million have been included in the 2020 Operating Budget for TPL.
- The operating costs of completed capital projects for 2021 and 2022 are projected to be \$0.881 million and \$1.437 million (4 FTEs) respectively for planned completion of the Albert Campbell Library, Bayview-Bessarion Library, Mall Branch and York Woods Library.

2020 Program Summary

Toronto Transit Commission

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca.

What we do

The TTC provides reliable, transit service that draws its high standards of customer care from our rich traditions of safety, service and courtesy. TTC Conventional Service, provides 9.6 million service hours and 254 million service kilometers annually. Wheel-Trans service provides door-to-door accessible transit service for passengers with any disability that prevents them from using conventional transit services, including physical, sensory, cognitive and/or mental health disabilities. Both services operate 24 hours per day, 7 days per week.

The TTC connects the diverse communities of Toronto to economic and social opportunities through an integrated network of subway, bus, streetcar and Wheel-Trans Services. This integrated network serves approximately 530 million riders annually, with a fleet of 2,096 buses, 204 streetcars and 876 subway cars. By the end of 2020, TTC transit service will be supported by infrastructure that includes 75 stations, 8 bus garages, 3 streetcar car houses and 4 subway train yards.

Why we do it

The Toronto Transit Commission provides friendly, safe and effective transit services to those who live in, work in, and visit Toronto. The TTC plays a critical role in supporting the City's social, economic and environmental policy objectives by improving mobility and connecting people to employment, leisure, social and economic opportunities.

Who we serve

Conventional Transit

- Riders
- Businesses
- Employers
- Event Attendees
- Neighbouring Municipalities

Beneficiaries

- All Residents & Businesses

Wheel Trans

- Riders
- Businesses
- Employers
- Event Attendees
- Neighbouring Municipalities

Beneficiaries

- All Residents & Businesses







Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$1,354	\$1,371	\$1,384	Gross Expenditures	\$1,077	\$10,847	\$11,924
Gross Expenditures	\$2,144	\$2,262	\$2,345	Debt/CFC	\$101	\$238	\$339
Net Expenditures	\$789.9	\$891.8	\$961.1				
Approved Positions	16,167	16,582	16,565				

Key service outcomes

Outcomes	Description
Financial Sustainability	Increasing the sustainable and efficient movement of people – connecting customers to employment, leisure and other opportunities – by solidifying TTC's fiscal foundation.
Customer Satisfaction and System Resiliency	Providing the service advertised by improving on-time performance, minimizing disruptions, and reducing short-turns. This will enhance the reliability of the service that will make public transit the mobility mode of choice and ensure system resiliency through continuous improvement and innovation.
Inclusion and Accessibility	Making Toronto's transit system barrier-free and accessible and ensuring the TTC is an inclusive organization and service provider. The TTC believes all customers should enjoy the freedom, independence and flexibility to travel anywhere on the public transit system.

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	Revenue Ridership	521.4M	525.3M	533.5M	
	Service Hours*	9.3M	9.5M	9.6M	
	Customer Satisfaction	79%	78%	80%	

*Excludes Non-scheduled and Construction Service

Our experience and success

- 525.3 million rides and 9.5 million service hours delivered in 2019.
- 100% of scheduled capacity delivered for both Lines 1 and 2 at the end of October 2019.
- Significant reduction in surface vehicle short turns of 65% for streetcar and 48% for bus.
- Hiring 169 operators in 2018 specifically to reduce overtime has resulted in TTC being able to reduce operator overtime spending by \$7 million or 21% on an annual basis to the end of 2019.
- PRESTO substantially implemented in 2019. November 30, 2019 marked the end of legacy fare media sales at TTC stations.
- Delivered first 5-Year Service Plan, outlining a vision to accommodate anticipated transit demand growth.
- Delivered first 15-year Capital Improvement Plan, outlining TTC's capital investment needs to ensure system reliability and address ridership growth.
- Implemented Automatic Train Control from Vaughan Metropolitan Centre to St. Patrick Station.
- Completed the delivery of 204 LRVs and retired legacy streetcar fleet.

Key challenges and risks

- Increased service demand, overcrowding and congestion impacting service reliability
- Fare revenue loss
- Increased costs to preserve existing service levels and Eglinton Crosstown transit operation
- Unfunded State of Good Repair (SOGR) backlog and vehicle purchases to support existing service levels and ridership growth.

Priority actions

- 5-Year Service Plan commitment to improve surface transit
- Revenue Protection Initiatives.
- Business Transformation Program
- Lines 1 and 2 SOGR and Capacity Enhancements, including Yonge Bloor Capacity Improvement
- Vehicle rehabilitation and procurement planning to leverage funding opportunities

Our key service levels



Ensure delivery of
100% of scheduled
capacity



Achieve **90%** on-time
performance for
subways, buses and
streetcars



Accommodate **99.5%**
of Wheel-Trans trips

Key service deliverables

- Ensure delivery of 100% of scheduled capacity, to provide 9.6 million hours of revenue service and 533.5 million revenue rides.
- Implement Year 1 of the 5 Year Service Plan to improve on-time performance on key routes, beginning with 29/929 Dufferin, 35/935 Jane, 39/939 Finch East, 37/937 Islington and the 86/986 Scarborough Routes.
- Implement Anti-Racism Strategy and establish an independent office to address TEO Complaints.
- Examine current non-core work practices and identify areas for improvement through Business Transformation.
- Develop a 5 Year Fare Policy & 10 Year Fare Collection Strategy.
- Enhance system accessibility and spontaneity of travel through continued implementation of the Wheel-Trans Family of Services Model.
- Commence operation of the McNicoll Bus Garage
- 255 Hybrid Buses, 60 E-Buses, 204 LRV's in revenue service, plus one half of the Wheel-Trans Fleet modernized

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
TTC Conventional	1,226,190.0	1,267,382.6	1,344,589.0	-	1,344,589.0	77,206.4	6.1%
Wheel-Trans	7,435.8	8,991.3	9,236.5	-	9,236.5	245.2	2.7%
Total Revenues	1,233,625.8	1,276,373.9	1,353,825.5	-	1,353,825.5	77,451.6	6.1%
Expenditures							
TTC Conventional	1,809,446.6	1,887,664.8	1,977,893.3	9,277.5	1,987,170.8	99,506.0	5.3%
Wheel-Trans	140,135.1	151,600.4	156,252.9	230.0	156,482.9	4,882.5	3.2%
Total Gross Expenditures	1,949,581.7	2,039,265.2	2,134,146.2	9,507.5	2,143,653.7	104,388.5	5.1%
Net Expenditures	715,955.9	762,891.3	780,320.7	9,507.5	789,828.2	26,936.9	3.5%
Approved Positions	15,033.0	15,951.0	16,109.0	58.0	16,167.0	216.0	1.4%

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$2.134 billion gross reflecting an increase of \$94.9 million in spending above 2019 projected year-end actuals (prior to enhancements), predominantly arising from:

- Impact of prior year decisions including the reversal of one-time TTC Stabilization Reserve Draw; 2019 corporate reductions which were achieved through one-time actions & cannot be sustained; and operating impacts of completed capital projects.
- Annual wage increases arising from the Collective Agreement and the impact of inflationary cost increases and legislative changes.
- Maintaining current service levels for both the TTC Conventional and Wheel-Trans services.

COSTS TO ENHANCE SERVICES

New and Enhanced Service expenditures of \$9.5 million gross, enabling:

- Service Plan Year 1: Improve surface transit schedules (\$3.7 million).
- Anti-Racism Initiative and Transit Enforcement Complaints Office (\$2.8 million).
- Business Transformation (\$1.6 million)
- 5-year Fare Policy and 10-year Collection Strategy (\$1 million)
- Start up for Eglinton Crosstown Operation (\$0.2 million)

EQUITY IMPACTS OF BUDGET CHANGES

The TTC is strongly committed to making Toronto's transit system barrier-free and accessible to all. We believe 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 this budget, including:

- \$6.3 million City funding increase for the Wheel-Trans service and continued implementation of Wheel-Trans Family of Services.
- \$2.8 million to implement ombudsman recommendations regarding the anti-racism strategy and the establishment of an independent office to handle Transit Enforcement complaints.

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for TTC is \$104.4 million gross or 5.1% higher than the 2019 Projected Actual Expenditures. Table 2a below summarizes the key cost drivers for the base budget, while Table 2b summarizes New and Enhanced requests.

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)		2018 Actuals	2019 Proj. Actuals	2020 Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	1,355,092.7	1,454,584.7	1,515,498.0	60,913.3	4.2%
2	Materials & Supplies	318,565.3	298,348.8	313,244.4	14,895.6	5.0%
3	Equipment	24,887.6	24,954.2	24,326.9	(627.3)	-2.5%
4	Service and Rent	195,225.0	221,745.8	240,464.8	18,719.0	8.4%
5	Contribution To Capital					
6	Contribution To Reserves	41,608.7	25,200.0	25,200.0		
7	Other Expenditures	14,202.4	14,431.7	15,412.1	980.4	6.8%
Total Expenditures		1,949,581.7	2,039,265.2	2,134,146.2	94,881.0	4.7%
Revenues						
1	Provincial Subsidies					
2	Federal Subsidies					
3	User Fees	1,233,625.8	1,254,882.9	1,340,925.5	86,042.6	6.9%
4	Transfers From Capital		1,800.0	3,600.0	1,800.0	100.0%
5	Other Revenues		19,691.0	9,300.0	(10,391.0)	-52.8%
Total Revenues		1,233,625.8	1,276,373.9	1,353,825.5	77,451.6	6.1%
Net Expenditures		715,955.9	762,891.3	780,320.7	17,429.4	2.3%

Salaries & Benefits:

The impact of Collective Bargaining Agreement accounts for approximately half of the salary & benefits increase. The balance is attributable to increased benefits utilization trends, the impact of legislative changes (CPP & OHIP+), the full year-effect of 2019 workforce changes and the costs associated with 2020 initiatives to maintain service standards.

Materials & Supplies

Energy cost escalation and contractual inflationary provisions account for substantially all of the \$15 million materials & supplies increase.

Services & Rents

Increase in service and rent costs is driven by several ongoing transformation initiatives. These include: higher PRESTO commissions based on an anticipated increase in PRESTO adoption, moving costs for the new consolidated warehouse and new maintenance fees associated with recently implemented IT systems.

User Fees & Other Revenues

The \$86 million increase in user fees includes an anticipated \$19.4 million recovery from Metrolinx for supplemental service requirements during LRT construction on Eglinton and Finch.

The balance of the user fee increase is primarily driven by increased passenger revenue resulting from the annualized 2019 fare increase; the 2020 fare increase, revenue protection initiatives and anticipated ridership growth. Other revenues are expected to decline due to a one-time draw from the TTC Stabilization reserve in 2019.

Table 2b: Value Based Outcome Review* Recommendations and Other Efficiencies / Savings

Recommendation	Type	(\$000s)									
		2020				2021			2022		
		Revenue	Gross	Net	Positions	Gross	Net	Positions	Gross	Net	Positions
Reduce materials and equipment to experience	Line by Line		(4,613.0)	(4,613.0)		-	-		-	-	
Implement Bus Maintenance AG Recs	AG Recs		(3,791.0)	(3,791.0)	10.0	1,300.0	1,300.0	12.0	-	-	-
Shared Services	Efficiencies		(7,087.0)	(7,087.0)		(680.0)	(680.0)		(230.0)	(230.0)	
Service Delivery	Efficiencies		(555.1)	(555.1)	(78.0)	(1,430.2)	(1,430.2)	(10.0)	(300.0)	(300.0)	(10.0)
Transit Control Service Accountability	Efficiencies		(708.6)	(708.6)	(7.0)	(719.0)	(719.0)	(7.0)	-	-	-
Subway Step Backs & Average Hours per Crew	Efficiencies		(894.0)	(894.0)	(17.0)	-	-	-	-	-	-
Continued Roll-out of Family of Service initiative	Efficiencies		(2,008.5)	(2,008.5)		(1,489.0)	(1,489.0)		-	-	
Procedural Updates for WT Dispatchers	Efficiencies		(1,239.4)	(1,239.4)		-	-		-	-	
Gasoline Fueling at Lakeshore	Efficiencies		(590.2)	(590.2)		-	-		-	-	
Vehicle Renewal	Other		(7,529.0)	(7,529.0)	(29.0)	4,602.3	4,602.3	23.0	2,859.0	2,859.0	35.0
Unspecified	Other		(2,600.0)	(2,600.0)		2,600.0	2,600.0		-	-	
Budget Increase/(Decrease)		-	(31,615.8)	(31,615.8)	(121.0)	4,184.1	4,184.1	18.0	2,329.0	2,329.0	25.0

The 2020 Operating Budget includes \$31.6 million in gross expenditure reductions resulting from various actions taken by TTC staff, as summarized in the table above and described below:

Line by Line Expenditure Reductions

- Base budgets were reviewed against historical spending patterns, resulting in \$4.6M in expenditure reductions made.

Auditor General Recommendations

- TTC will achieve net savings of approximately \$3.8 million in 2020 by implementing Auditor General recommendations associated with increasing bus warranty recoveries, alternate sourcing of bus parts and after-market bus parts savings. This savings estimate is net of a \$1.5 million reinvestment to augment resources in Procurement and Commercial Management which was also recommended by the Auditor General to build capacity and maximize value received by TTC on future contracts and deliver future incremental savings.

Shared Services

- Working with the City of Toronto, a new contract has been secured for the physical supply of diesel fuel, resulting in \$2.1 million in annual savings.
- TTC has also secured hedges for approximately 48% of its 2020 fuel requirements, successfully securing 2020 pricing which is lower than market price projections, yielding a budget reduction of \$5 million.

Service Delivery Efficiencies

- The 2020 TTC Conventional Operating Budget tentatively includes savings of approximately \$0.6 million associated with the second sourcing of non-core functions at the new McNicoll Bus Garage and certain functions at the Lakeshore Garage.
- Implementation is tentatively expected in the last month of 2020, resulting in incremental savings of \$1.43 million in 2021 and \$0.3 million in 2022.
- These initiatives represent the first identified opportunities, with more expected through the TTC's Business Transformation Program.

Transit Control Service Accountability

- This initiative will centralize accountability for supervisory response to incidents and events resulting in a more efficient deployment of resources.

Subway Step Backs & Average Hours per Crew

- While avoiding any impact to revenue service, adjustments have been made to operator schedules and relief personnel at end terminals.

Family of Services

- Accessibility improvements on the conventional system will facilitate expanded use of accessible conventional services as part of Wheel-Trans trip planning, resulting in an expected reduction in trip lengths on the Wheel-Trans Service.

Procedural Updates for Wheel-Trans Dispatchers

- Procedural updates will improve dispatching of Wheel-Trans vehicles to decrease any gaps in the bus schedule thereby maximizing the use of the Wheel-Trans bus fleet for service delivery.

Gasoline Fueling at Lakeshore

- Implementation of centralized gasoline fueling at Lakeshore Garage will increase the number of service hours available daily to deliver rides by Wheel Trans vehicles.

Vehicle Renewal

- The delivery of a significant number of new buses and LRVs received in 2019 will reduce the average age of TTC surface fleet. As a result, reduced maintenance expenses are expected in the near term.
- In addition, the newer buses are on average more fuel efficient than older vehicles resulting in a 3.7% improvement in 2020 fuel consumption rates compared to the 2019 budget for the TTC Conventional fleet and a 2% improvement for the Wheel-Trans fleet.

Table 2c: 2020 Key Drivers – New / Enhanced

New / Enhanced (\$000)	2020				2021 Annualized Gross	Equity Impact
	Revenue	Gross	Net	Positions		
In \$ Thousands						
1 Improvement to Surface Transit Schedules		3,655.0	3,655.0	36.0	1,261.0	Medium
2 Wheel-Trans Call Centre: Reduce Peak Wait Time		230.0	230.0			High
3 Anti-Racism Initiative (Ombudsman recommendation)		1,786.2	1,786.2	4.0	471.2	High
4 TEO Independent Complaints Office (Ombudsman recommendation)		1,077.3	1,077.3	7.0	325.0	High
5 Business Transformation		1,569.0	1,569.0	4.0	(1,569.0)	Low
6 5 year fare policy and 10 year collection strategy		1,000.0	1,000.0		(1,000.0)	High
7 Eglinton LRT Operations start-up - (5 pos. funded by Metrolinx)		190.0	190.0	7.0		Medium
Total New / Enhanced		9,507.5	9,507.5	58.0	(511.8)	

5 Year Service Plan: Improvement to Surface Transit Schedules

- To improve on-time performance and overcrowding, which is crucial to customer satisfaction, surface transit schedules will be revised to reflect operating conditions and improve reliability for customers. Funds in 2020 will implement Year 1 improvements outlined in the 5 Year Service Plan and 10 Year Outlook, which was approved by the Board on December 12, 2019.

- In all, 1,000 weekly service hours will be added over the course of 2020 at an estimated cost of \$3.7 million and is essential to fulfill our commitment to customers that we will improve service reliability on our bus network. To start, service will be added on 5 of the busiest and most operationally challenging corridors in the City including 29/929 Dufferin, 35/935 Jane, 39/939 Finch East, 37/937 Islington and the 86/986 Scarborough Routes. These improvements will benefit service for 175,000 customers per weekday.

Anti-Racism Strategy

- \$1.8 million is recommended to fund the implementation of Ombudsman recommendations approved by the TTC Board for the development and roll out of an Anti-Racism Strategy. The Anti-Racism strategy is intended to prevent racial bias, racial profiling and anti-Black racism at the TTC and build trust with racialized communities by focusing on 5 key pillars: education and stakeholder engagement; policy review and development; staff recruitment and advancement; research; and collaborative service planning.
- This initiative will adopt the Toronto Action Plan to Confront Anti-Black Racism as its foundation and support TTC as a more inclusive organization and service provider.

TEO Independent Complaints Office

- \$1.0 million is recommended to fund the implementation of Ombudsman recommendations approved by the TTC Board for the development and roll out of an independent office to handle Transit Enforcement complaints. This office will improve TTC's ability to conduct investigations in a fair and effective way and enhance public trust in the investigations process.

Business Transformation

- This one-time \$1.6 million investment will support 4 dedicated resources, external expertise and a task force to examine non-core current work practices and identify opportunities for business transformation efficiencies and shared services, with the ultimate goal of maximizing the efficiency with which we provide service to the public and transforming to solidify TTC's fiscal foundation thereby contributing to TTC's overall fiscal sustainability.

Fare Policy Review & Collection Strategy

- This one-time \$1 million investment, will guide all aspects of fare policy, structure and collection. It will fund a Request for Information (RFI) on Fare Collection systems, as directed by the Board.
- This work will enable the TTC to:
 - Increase ridership, customer experience and satisfaction through improved products, pricing and payment technology.
 - Complete a comprehensive review of our fare structure and policies with a focus on equity.
 - Improve fare & service integration through collaboration with regional partners.
 - Improve revenue controls mitigating revenue loss from fare evasion.

Eglinton LRT Operations Start-up

- \$0.2 million is recommended to support the development of the LRT's operating procedures & preparation. 5 of the 7 positions requested will be funded by Metrolinx.

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

(\$000s)	2019 Projected Actual	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	1,276,373.9	1,353,825.5	1,369,662.8	1,383,223.8
Gross Expenditures	2,039,265.2	2,143,653.7	2,261,332.4	2,344,263.7
Net Expenditures	762,891.3	789,828.2	891,669.6	961,039.9
Approved Positions	15,951.0	16,167.0	16,575.0	16,541.0

Key 2021 drivers

The 2021 Outlook reflects a pressure of \$101.9 million. Key drivers of this pressure include:

Eglinton Crosstown LRT

- The Eglinton LRT is scheduled to commence operation in September 2021. Preparation, testing and 3 months of operations is expected to result in a \$30 million cost in 2021.

Inflationary Impacts

- Energy cost escalation and contractual inflationary increases for materials and services are expected to result in a \$44 million pressure.

Collective Bargaining

- Annualization of the 2020 wage increase to March 31, 2021 results in an \$8 million cost pressure. It should be noted that this estimate does not include a provision for wage or benefit increases past March 31, 2021, due to the expiry of the Collective Agreement with ATU 113 (TTC's largest union).

New & Enhanced Service Priority Actions

- Year 2 of the 5-year service plan and service reliability improvements will result in a \$10 million budget requirement.

Key 2022 drivers

The 2022 Outlook projects a pressure of \$69.3 million, over and above the 2021 pressure. Key drivers of this pressure include:

Eglinton Crosstown LRT

- The Eglinton LRT will commence operation in September 2021. The impact of the first full year of operation will result in an incremental cost of \$34 million pressure, bringing the total cost to operate and maintain this new operation to \$64 million over the 2 year period.

Inflationary Impacts

- Energy cost escalation and contractual inflationary increases for materials and services are expected to result in a \$25 million pressure. The 2022 outlook does not include a provision for wage or benefit increases due to the March 31, 2021 expiry of the Collective Agreement with ATU 113 (TTC's largest union).

New & Enhanced Service Priority Actions

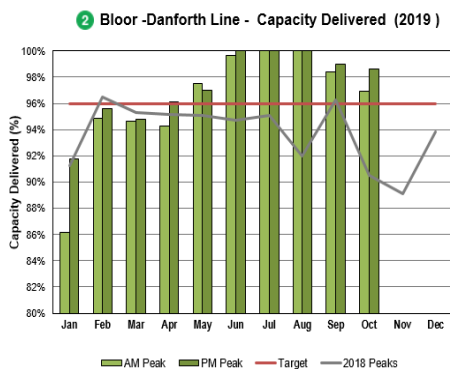
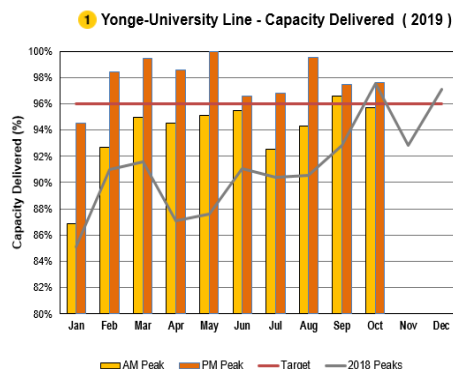
- Year 3 of the 5-year service plan and service reliability improvements will result in a \$18 million budget requirement.

These pressures are partially offset by the anticipated conversion of Line 1 to one-person operation and anticipated ridership growth.

How well we are doing

Performance measures

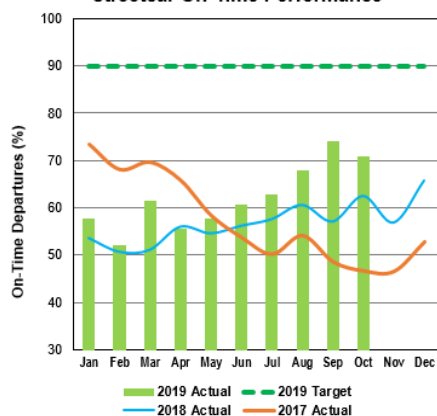
Subway Capacity Delivered



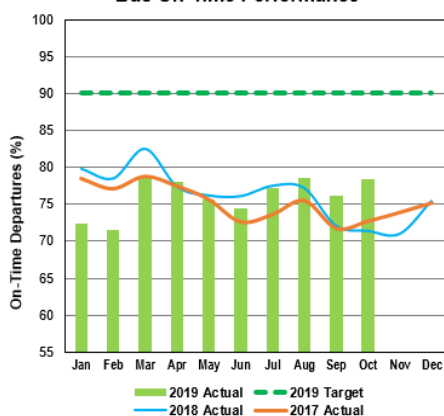
Behind the numbers

- 100% Scheduled Capacity Delivered
- Subway Capacity Delivery 2019 Actual Performance (bars) exceeds 2018 performance (gray line)
- Increasingly achieving 2019 target (red line)

Streetcar On-Time Performance

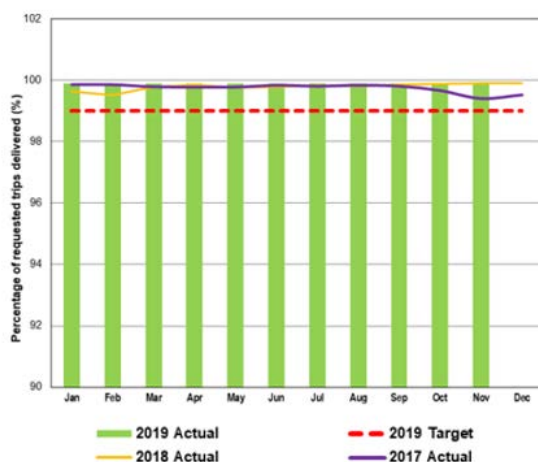


Bus On-Time Performance



- Target of 90% not met
- Streetcar on-time performance steadily improving
- Service reliability improvements continue to be implemented on various bus routes
- 2020 5-Year Service Plan commitment to improve surface transit schedules will improve on-time performance

Wheel-Trans Accommodation Rate

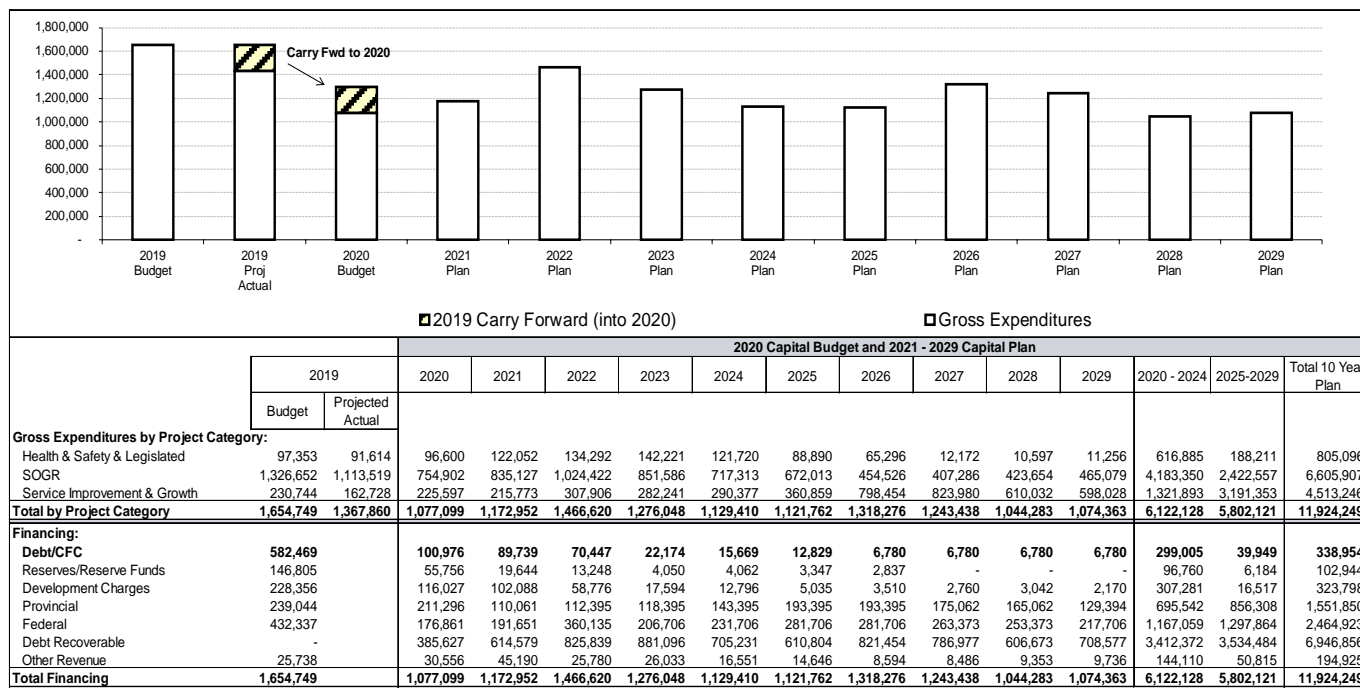


- Target of 99.5% met in 2019
- Consistently exceeding target and continuing to strive for further improvement
- Optimization in processes and daily schedules contributes to consistency in accommodation

2020 – 2029 CAPITAL BUDGET & PLAN OVERVIEW**Chart 1: 10-Year Capital Plan Overview**

(\$'000)

Chart 1: 10-Year Capital Plan Overview

**Changes to Existing Projects**
(\$1,629.7M)

- ATC Resignalling – \$216.1 M
- Streetcar Overhaul Program \$47.4 M
- Purchase of Additional Vehicles \$1,366.2 M

New Projects
(\$3,833.5 M)

- Buildings and Structures - \$2,089.4 M
- Yonge-Bloor Capacity Improvement - \$1,508 M
- Subway Track/Surface Track \$554.9 M

Capital Needs Constraints
(\$10,623.1 M)

- New Subway Maintenance & Storage Facility - Western Yard - \$2,233.1 M
- New Streetcar Maintenance & Storage Facility \$866.8 M
- Bus Overhaul - \$393.6 M







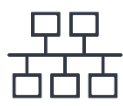

Note 1:

The 10-Year Capital Budget and Plan for TTC is made up of the base capital program and for Transit Expansion projects as which includes SRT Life Extension, planning for Waterfront Transit and close out costs for TYSSE.

(000's)

Type	2020 Budget	10-Year Capital Plan
Base Capital Budget	990,651	11,637,128
Transit Expansion Projects:		
SRT Life Extension	18,176	65,364
Waterfront Transit	5,100	53,937
Toronto York Spadina Subway Extension	<u>63,172</u>	<u>167,820</u>
Total Capital Budget and Plan	1,077,099	11,924,249

2020 – 2029 CAPITAL BUDGET AND PLAN**\$11.9 Billion 10-Year Gross Capital Program**

			
Track	Electrical Systems	Signal Systems	Buildings & Structures
\$634.1 M 5.32%	\$552 M 4.63%	\$975.8 M 8.18%	\$2,740.5 M 22.98%
<ul style="list-style-type: none"> ▪ Subway Track ▪ Surface Track ▪ Subway Rail Grinding 	<ul style="list-style-type: none"> ▪ Traction Power ▪ Power Distribution / Electric Systems ▪ Communications 	<ul style="list-style-type: none"> ▪ Signal Systems ▪ Automatic Train Control ▪ Resignalling 	<ul style="list-style-type: none"> ▪ Fire Ventilation Upgrade ▪ Easier Access Phase III ▪ Toronto Rocket/T1 Rail Yard Accommodation ▪ McNicoll Bus Garage ▪ Bridges & Tunnels
			
Capacity Improvements	Vehicles	Information Technology	Equipment
\$4,250.0 M 35.64%	\$2,181.1 M 18.29%	\$416.9 M 3.50%	\$173.9 M 1.46%
<ul style="list-style-type: none"> ▪ Yonge-Bloor Capacity Improvements ▪ Line 1 Capacity Enhancements ▪ Line 2 Capacity Enhancements ▪ Service & Transit Expansion Planning 	<ul style="list-style-type: none"> ▪ T1 25-Year Overhaul ▪ Bus Overhaul ▪ Streetcar Overhaul ▪ Purchase of additional vehicles 	<ul style="list-style-type: none"> ▪ SAP ERP Implementation ▪ VISION – Computer Aided Dispatch / Auto. Vehicle Location System ▪ MAXIMO – Asset management system 	<ul style="list-style-type: none"> ▪ Shop & Maintenance Equipment ▪ Revenue & Fare Handling Equipment ▪ Fare System

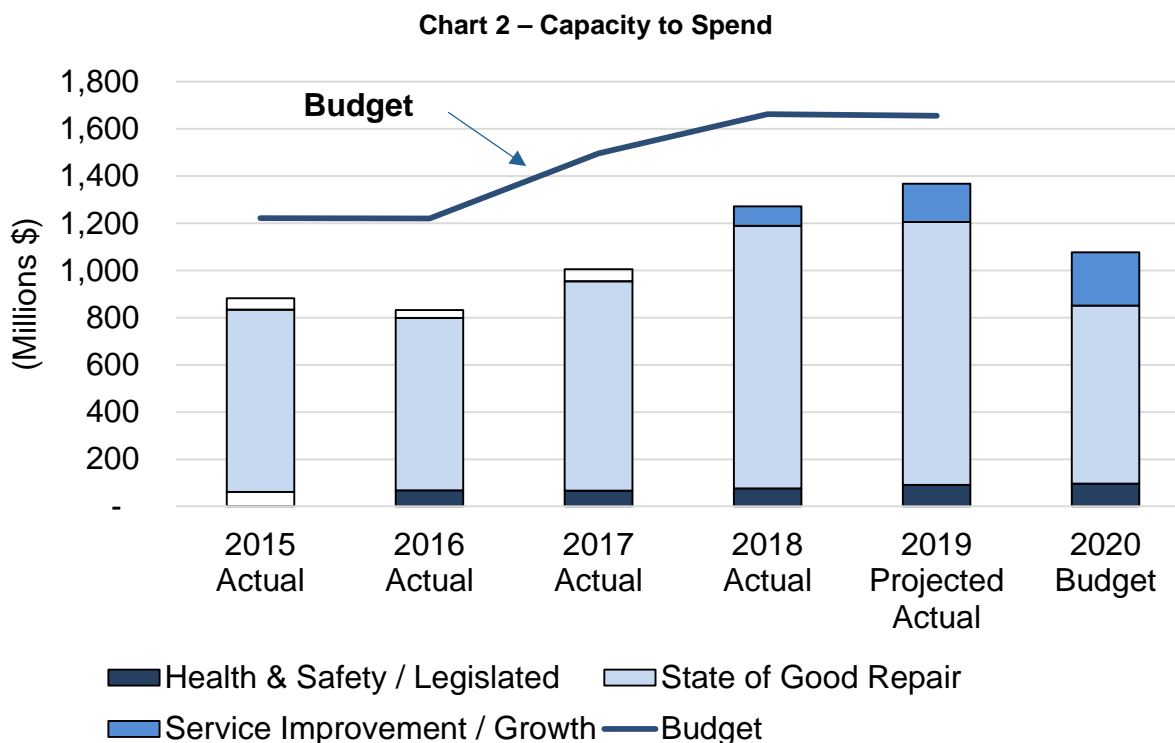
How the Capital Program is Funded

City of Toronto		Provincial Funding		Federal Funding	
\$7,907.5 M 66%		\$1,551.9 M 13%		\$2,464.9 M 21%	
Debt	\$ 339.0 M	PGT	\$ 956.6 M	FGT	\$ 1,953.8 M
Recoverable Debt	\$ 7,012.2 M	PTIF 2	\$ 500.0 M	PTIF 1	\$ 8.6 M
Reserve Draws	\$ 37.6 M	204 LRV	\$ 22.0 M	PTIF 2	\$ 500.0 M
Development Charges	\$ 323.8 M	Other	\$ 73.3 M	Other	\$ 2.5 M
Other	\$ 194.9 M				

CAPACITY TO SPEND REVIEW

The Recommended 10-Year Capital Plan has been developed with consideration of historical demonstrated ability to spend within any given year of the ten-year capital planning period. A review was undertaken to ensure cash flow funding estimates align with the Toronto Transit Commission's ability to spend and the market's capacity to deliver.

A key factor in determining an appropriate level of annual cash flow funding was based on a review of historical capacity to spend by project category (Chart 2 below) as well as the level of projected 2019 underspending that will be carried forward into 2020 to complete capital work.



Category (in \$ Million)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Projected Actual	2020 Budget
Health & Safety / Legislated	62	68	67	77	92	97
State of Good Repair	772	730	888	1,113	1,114	755
Service Improvement / Growth	48	34	51	81	163	226
Total	882	832	1,005	1,271	1,368	1,077
% Spent	72%	68%	67%	76%	83%	

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

Based on the review of historical capital spending rates, 2019 carry forward funding and project commitments, \$271.7 million in capital spending initially cash flowed in 2020 has been deferred to 2021 or future years. Key adjustments to the Capital Plan are noted below:

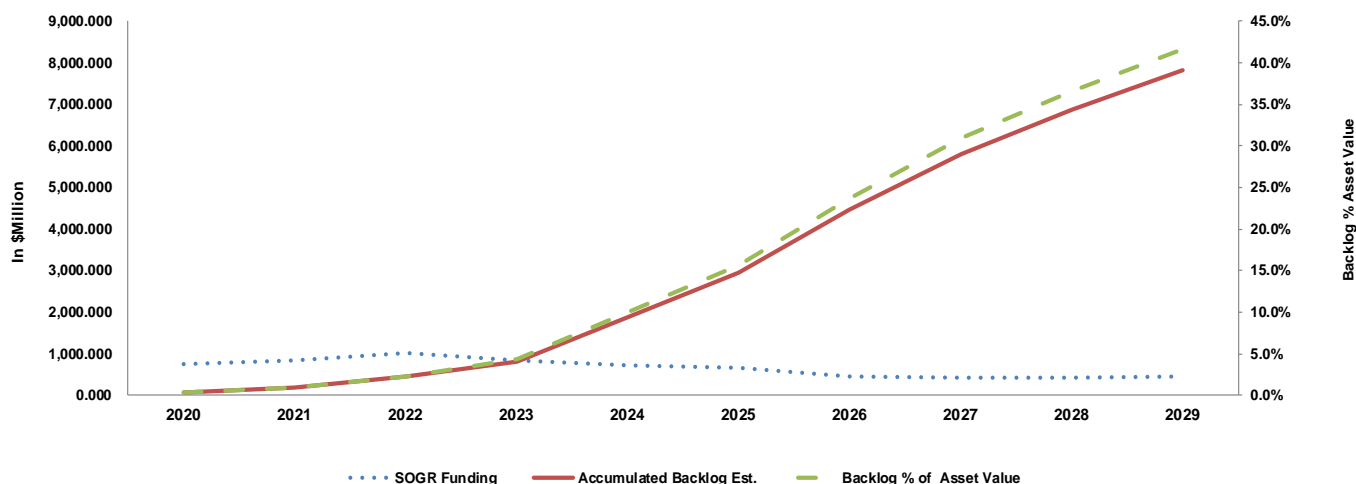
- Project cash flows for Equipment and Subway Car Overhaul projects were adjusted out over the 10-year plan based on capacity to spend

- Project cash flow deferrals to 2021 or future years to align with deliverables include Buildings and Structures and Fare System projects
- As a result, the 10-Year Capital Plan was recalibrated to:
 - a) Fully fund in-flight finite projects based on the required commitments/project approval;
 - b) Ensure investment in most critical state-of-good-repair maintenance, establishing a steady state investment in state-of-good-repair to preserve system safety and reliability to achieve service objectives.

STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG

The chart below depicts the SOGR funding and accumulated backlog estimates for key asset classes in the Toronto Transit Commission: Track, Electrical Systems, Signal Systems, Buildings & Structures, Vehicles and Information Technology.

Chart 3: Total SOGR Funding & Backlog



\$ Million	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
SOGR Funding	754.902	835.127	1,024.422	851.586	717.313	672.013	454.526	407.286	423.654	465.079
Accumulated Backlog Est.	70.996	181.774	436.622	813.745	1,864.382	2,939.593	4,450.301	5,800.329	6,871.570	7,810.272
Backlog % of Asset Value	0.4%	1.0%	2.3%	4.3%	9.9%	15.7%	23.7%	30.9%	36.6%	41.6%
Total Asset Value	18,763.000	18,763.000	18,763.000	18,763.000	18,763.000	18,763.000	18,763.000	18,763.000	18,763.000	18,763.000

- In previous years, the SOGR Backlog was identified as the amount not funded as a result of reductions based on TTC's capacity to spend. These amounts were deemed to be TTC's SOGR Backlog.
- The Capital Investment Plan first established in 2019 has created greater clarity of the TTC's needs by identifying required State of Good Repair projects over a 15-year capital planning period.
- The SOGR Backlog noted above reflects both finite and ongoing SOGR capital projects included in the 2020-2029 capital planning timeframe of TTC's 15-year Capital Investment Plan that are currently not funded in the staff recommended 10-year Capital Plan.
- As a result, TTC's accumulated SOGR Backlog has increased from \$26.2 million or 0.2% of its asset value in 2019 based on the previous "Capacity to Spend" approach to \$71 million or 0.4% of its asset value in 2020 based on unfunded SOGR requirements in the TTC's Capital Investment Plan.

- In addition to the base capital program that has \$4.8 billion allocated to SOGR capital projects, the increase in the City Building Fund levy, which has provided \$4.1 billion in additional debt funding, plus an additional \$500 million for the Yonge-Bloor Capacity Improvement project and the one-time incremental Federal Gas Tax funding of \$167 million has allowed the TTC to add \$4.7B in new capital funding.
- This new funding source has enabled TTC to fund an additional \$3.1 billion for subway infrastructure (SOGR and Service Improvements), \$1.1 billion for the overhaul and replacement of existing vehicles, plus an additional \$500 million for the Yonge-Bloor Capacity Improvement priority project.
 - \$1.9 billion is directly SOGR projects
 - \$2.8 billion is for Capacity Improvement projects, including Yonge-Bloor Capacity Improvement and Line 1 and Capacity Enhancements, for which, a portion can be attributed to SOGR. As part of the 2021 budget, further work will be done to refine cash flows to delineate the portion attributable to SOGR, such as Fire Ventilation.
- As a result, the 2020-2029 Capital Budget and Plan of \$11.9 billion funds a total of \$6.6 billion for critical SOGR work over the 10-year capital planning period, compared to the 2019-2028 Capital Budget and Plan's allocated \$4.98 billion.
- While the SOGR Backlog will rise from \$71 million or 0.4% of asset value in 2020 to \$7.8 billion or 41.6% of asset value by the end of 2029, the SOGR Backlog would have been higher had it not been for the infusion of incremental funding for critical subway infrastructure state of good repair projects.
- The TTC will continue to refine these estimates based on planned condition audits of its asset inventory and this SOGR Backlog analysis, including asset values, as the TTC matures its asset management practices.

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

Approval of the 2020 Capital Budget will impact the 2020 Operating Budget by a total of \$4.829 million in net savings arising from the completion of the Fare System and various Information Technology Infrastructure projects, the McNicoll Bus Garage Facility and the Purchase of Buses capital projects, as shown in Table 4 below.

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

Projects	2020 Budget		2021 Plan		2022 Plan		2020 - 2024		2020 - 2029	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved										
<i>Fare System</i>	(2,808.0)	(15.0)	1,985.0		620.0		(203.0)	(15.0)	6,500.0	20.0
<i>Information Technology System-Infrastructure</i>	1,921.0	(7.0)	1,830.0	34.0	1,251.0		5,002.0	27.0	11,363.6	41.0
<i>McNicoll Bus Garage Facility</i>	3,587.0	59.0	5,605.0				9,192.0	59.0	9,192.0	59.0
<i>Master Signup</i>			(1,216.0)	(15.0)	(502.0)		(1,718.0)	(15.0)	(1,718.0)	(15.0)
<i>Purchases of Buses</i>	(7,529.0)	(29.0)	1,602.0	23.0	2,943.0	35.0	(9,834.1)	29.0	(34,848.5)	-
<i>Purchase of Rail Non-Revenue Vehicle</i>							(422.7)	(1.0)	(355.7)	-
<i>Signal Systems - Various</i>					(11,100.0)	(177.0)	(10,938.0)	(177.0)	1,570.0	10.0
<i>Other Various OBLs</i>			747.0		(2,488.0)		(1,741.0)	-	(1,741.0)	-
Sub-Total: Previously Approved	(4,829.0)	8.0	10,553.0	42.0	(9,276.0)	(142.0)	(10,662.8)	(93.0)	(10,037.6)	115.0
Total	(4,829.0)	8.0	10,553.0	42.0	(9,276.0)	(142.0)	(10,662.8)	(93.0)	(10,037.6)	115.0

- Over the course of the 2020-2029 Capital Plan timeframe, the total operating impact of completed capital projects will result in net savings of \$10.038 million and requiring a net increase of 115 positions.

2020 PROGRAM SUMMARY

Yonge-Dundas Square

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca.

What we do

Yonge-Dundas Square accommodates 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.

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




Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$3.933	\$3.979	\$4.008	Gross Expenditures	\$0.085	\$0	\$0.085
Gross Expenditures	\$3.933	\$3.789	\$3.818	Debt	\$0.085	\$0	\$0.085
Net Expenditures	\$0	\$0.190	\$0.190				
Approved Positions	8.0	8.0	8.0				

Key service outcomes

Outcomes	Description
Assert the venue's identity and highlight the Square's commitment to the neighbourhood	Branding, messaging, and signage related to the Square, including on the Square itself clearly communicate its public identity and differentiate itself from the surrounding sea of commercial uses. Seamless integration of Yonge-Dundas Square into all city-driven public realm improvement efforts and connectivity initiatives.
Support the vitality of the local neighbourhood	A collaborative system for supporting community events at the Square is established. Community groups report fewer barriers to holding events at the Square. There is an increase in the number of community groups (including local groups) holding events at the Square.
Enforce and manage the City right of way access	Increase in the number of collaborative initiatives between Yonge-Dundas Square and the City of Toronto. Information is shared and feedback is sought from the local community, users of the Square, the City of Toronto, and other key stakeholders regarding the health of the Square. Be the go-to phone call for anyone working on the design and delivery of public initiatives Downtown. The relationship between Yonge-Dundas Square and other civic squares is clearly understood, and the competition between the Squares is minimized and ideally eliminated.

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	Increase social media visibility and community messaging via YDS website	137,060	139,000	142,475	●
	Increase Use in Days by City Divisions and Agencies	8	9	12	●
	Increased Days of Community Use	39	41	46	●

Our experience and success

- Since 2003 YDS has contributed to the ongoing health and vitality of the Downtown Yonge neighbourhood through site improvements, activations, and literally thousands of free events
- Completed the first major capital improvement in over a decade and introduced new digital services all covered by 3rd party investment
- Continue to host major international cultural events such as Pride, NXNE, Nuit Blanche, and Luminato

Key challenges and risks

- Procurement of multi-year Presenting Sponsor agreement for 2020 – 2022 yet to be established
- Neighbourhood conditions and a changing context require a renewed focus on security and safety, including increased security presence
- Competition from other City squares that (unlike Yonge-Dundas Square) are not required to operate on a cost recovery basis enabling the delivery of community events at significantly lower costs

Priority actions

- Be bold in asserting the Square's identity
- Support the vitality of the local neighbourhood through diverse community use
- Work closely with the various divisions and staff teams within the City of Toronto to meet shared objectives

Our key service levels



Increase number of days activated to pre-2018 (construction) levels



Increase number of visitors to over **1.3** million



Attract new large scale/impact events and grow the annual number from 4 to **6**

Key service deliverables

- Users of the Square will know they are in a public space, with all of the opportunities and expectations around public conduct that go along with sharing public spaces
- The Square's neighbours will know they have a public place in their backyard to enjoy
- The broader community will know that the Square is an important shared and public place in the heart of downtown
- The City of Toronto elected officials and staff recognize Yonge-Dundas Square as a vital part of the Downtown public realm
- Be a go-to location for community-focused events, celebrations, and activities in the Downtown core
- Be a friendly, accessible, and safe place that contributes to peoples enjoyment of Yonge Street
- Demonstrate the contribution that community-driven events have in bringing new visitors to downtown
- Support the economic and commercial success of the Downtown
- Establish and maintain relationships between the Yonge-Dundas Square and its many residential, institutional, and commercial neighbours
- Increase information sharing between the Yonge-Dundas Square team and the City of Toronto, including all of its Divisions, agencies, and corporations

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Public Square and Event Venue	3,149.1	3,347.0	3,746.6	187.0	3,933.6	586.6	17.5%
Total Revenues	3,149.1	3,347.0	3,746.6	187.0	3,933.6	586.6	17.5%
Expenditures							
Public Square and Event Venue	3,200.2	3,400.0	3,746.6	187.0	3,933.6	533.6	15.7%
Total Gross Expenditures	3,200.2	3,400.0	3,746.6	187.0	3,933.6	533.6	15.7%
Net Expenditures	51.1	53.0	0.0	0.0	0.0	(53.0)	(100.0%)
Approved Positions	8.0	8.0	8.0		8.0	0.0	

*2019 Budget and Actuals (based on Q3 2019) adjusted retroactively to remove interdepartmental charges and recoveries.

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$3.747 million gross reflecting an increase of \$0.347 million in spending above 2019 projected year-end actuals (prior to enhancements or efficiencies), predominantly arising from:

- Salary & benefit increases, inflationary contract cost escalation associated with security, and increasing insurance costs
- Increased reserve contributions to fund future year capital projects.
- Increased event costs due to volume increase which are fully offset by increases in fee revenues.
- Increased contract costs from increasing the number of security guards during certain times of the day to address security concerns on the square.

COSTS TO ENHANCE SERVICES

New and Enhanced Service expenditures of \$0.187 million gross, enabling:

- Yonge-Dundas Square to address growing safety and security concerns on the Square (\$0.187 million), and implementing a plan based on recommendations from Corporate Security and Public Safety Canada. Yonge-Dundas Square will increase the number of security guards during certain times of the day to address the concerns.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in Yonge-Dundas Square's 2020 Operating Budget do not have any significant equity impacts

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for Yonge-Dundas Square is \$3.747 million gross or 10.2% higher than the 2019 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget.

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)		2018 Actuals	2019 Proj. Actuals	2020 Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	752.2	800.7	872.0	71.3	8.9%
2	Materials & Supplies	262.8	217.1	316.3	99.2	45.7%
3	Equipment	20.3	94.3	70.0	(24.3)	(25.7%)
4	Service and Rent	2,123.2	2,252.2	2,346.7	94.4	4.2%
5	Contribution To Capital					
6	Contribution To Reserves	3.0	25.7	125.7	100.0	388.4%
7	Other Expenditures	12.3	10.0	16.0	6.0	60.0%
Total Expenditures		3,173.8	3,400.0	3,746.6	346.6	10.2%
Revenues						
1	Provincial Subsidies					
2	Federal Subsidies					
3	User Fees & Donations	1,676.8	2,002.8	2,330.0	327.2	16.3%
4	Transfers From Reserves					
5	Other Revenues	1,472.3	1,344.2	1,416.6	72.4	5.4%
Total Revenues		3,149.1	3,347.0	3,746.6	399.6	11.9%
Net Expenditures		24.7	53.0	0.0	(53.0)	(100.0%)

*2019 Q3 Proj Actuals and 2018 Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Materials and Supplies:

The increase in materials and supplies is driven by increases in utilities and maintenance due to projected usage of the Square.

Service and Rent:

The increase in service and rent is driven by increased contract costs from increasing the number of security guards during certain times of the day to address security concerns on the square. These increased costs are offset by one-time funds from the tax stabilization reserve.

Contribution to Reserves:

Yonge-Dundas Square has increased their budgeted contribution to their Yonge-Dundas Square Reserve Fund to assist with funding for capital needs constraints projects in future years.

User Fees & Donations:

The increase in User Fees is driven by increased events on the square and an increase in the sponsorship revenue. The increase in events also results in an increase in the costs associated with events revenue.

Table 2c: 2020 Key Drivers – New / Enhanced

New / Enhanced (\$000)	2020				2021 Annualized Gross	Equity Impact
	Revenue	Gross	Net	Positions		
In \$ Thousands						
Enhanced Security on Yonge- 1 Dundas Square	187.0	187.0				Low
Total New / Enhanced	187.0	187.0				

Enhanced Security on Yonge-Dundas Square

- Due to growing safety and security concerns on the Square, a recommendation from Corporate Security and Public Safety Canada was made to increase the number of security guards during certain times of the day to address the concerns. One-time funding of \$0.187 million is included to fund the additional security costs in 2020.

2021 & 2022 OUTLOOKS

Table 3: 2021 and 2022 Outlooks

(\$000s)	2019 Projected Actual	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	3,347.0	3,933.6	3,788.9	3,818.4
Gross Expenditures	3,400.0	3,933.6	3,978.9	4,008.4
Net Expenditures	53.0	0.0	190.0	190.0
Approved Positions	8.0	8.0	8.0	8.0

*2019 Q3 Projected Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Key 2021 drivers

Summarize key drivers/changes reflected in outlooks

Inflationary Impact

- Increases to Gross Expenditures are driven by inflationary impacts to salaries & benefits
- Increases to Revenues are driven by inflationary increases to event revenues and are partially offset by inflationary increases to the costs to deliver those events.

One-Time Revenues

- One-time funding in 2020 for increasing the security on Yonge-Dundas Square is removed in 2021

Key 2022 drivers

Summarize key drivers/changes reflected in outlooks

Inflationary Impact

- Increases to Gross Expenditures are driven by inflationary impacts to salaries & benefits
- Increases to Revenues are driven by inflationary increases to event revenues and are partially offset by inflationary increases to the costs to deliver those events.

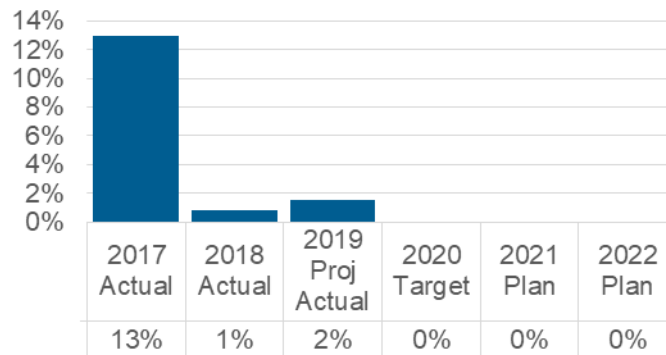
One-Time Revenues

- One-time funding in 2020 for increasing the security on Yonge-Dundas Square is removed in 2022

How well we are doing

Performance measures

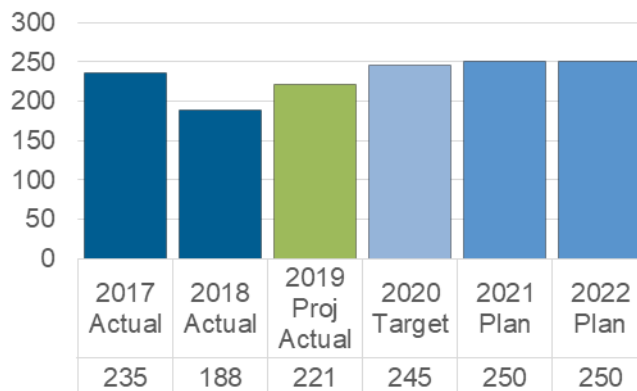
Contribution by City of Toronto as a % of Overall YDS Operating Cost



Behind the numbers

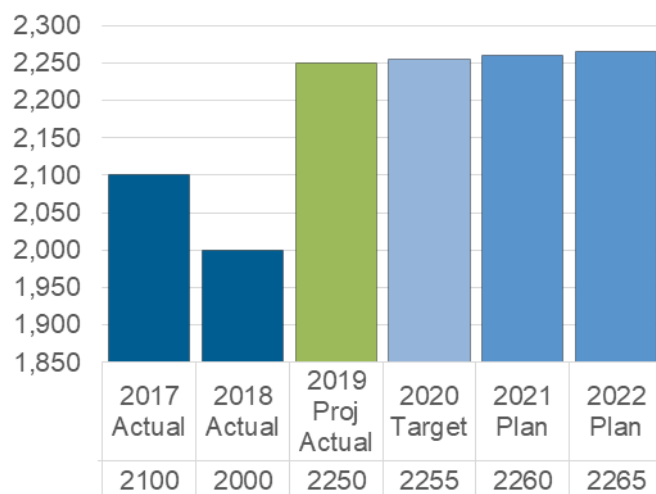
- The contribution by the City of Toronto to the overall Yonge-Dundas Square Operating Budget is anticipated to be 0% for the following years as the Agency is moving towards a self-sustaining business model through its generation of diverse revenue streams.

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

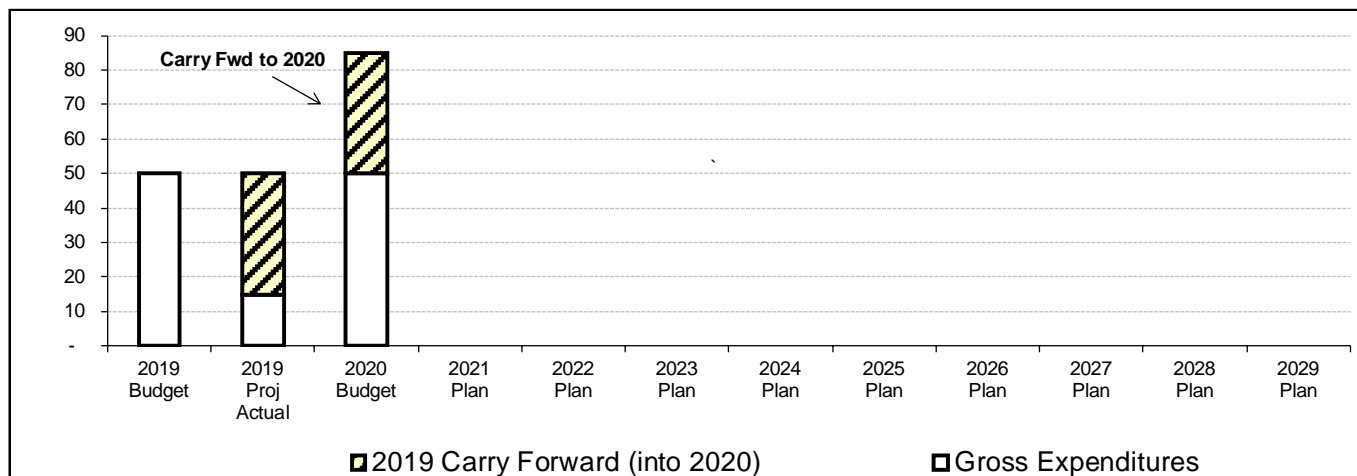


- As the Square continues to renew its vision and adapt the event roster to reflect the new mandate, it is anticipated that the event attendance will continue to improve.
- There was a downturn in attendance in 2018 due to the fewer events at the Square caused by the capital improvements taking place.
- 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

2020 – 2029 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview

(\$000)



				2020 Capital Budget and 2021 - 2029 Capital Plan									
				2019		2020	2021	2022	2023	2024	2020 - 2024	2025- 2029	Total 10 Year Plan
				Budget	Projected Actual								
Gross Expenditures by Project Category:													
Health & Safety & Legislated				50	15	85					85	-	85
SOG											-	-	-
Service Improvement & Growth											-	-	-
Total by Project Category				50	15	85	-	-	-	-	85	-	85
Financing:													
Debt				50	15	85					85	-	85
Reserves/Reserve Funds											-	-	-
Development Charges											-	-	-
Provincial											-	-	-
Federal											-	-	-
Debt Recoverable											-	-	-
Other 1 -CFC											-	-	-
Total Financing				-	15	85	-	-	-	-	85	-	85


Changes to Existing Projects (\$0.085M)

- 2019 *Plinth Safety Guard* unspent funds will be carried forward to 2020 to allow the completion of the project in the first quarter.

Capital Needs Constraints (\$1.1M)

- The *Stage Revitalization* remains a capital needs constraints project and has been moved to 2021 as additional fund sources are explored.

2020 – 2029 CAPITAL BUDGET AND PLAN**\$0.085 Million 10-Year Gross Capital Program**


Safety
\$0.085 M 100%
Plinth Safety Guard

How the Capital Program is Funded

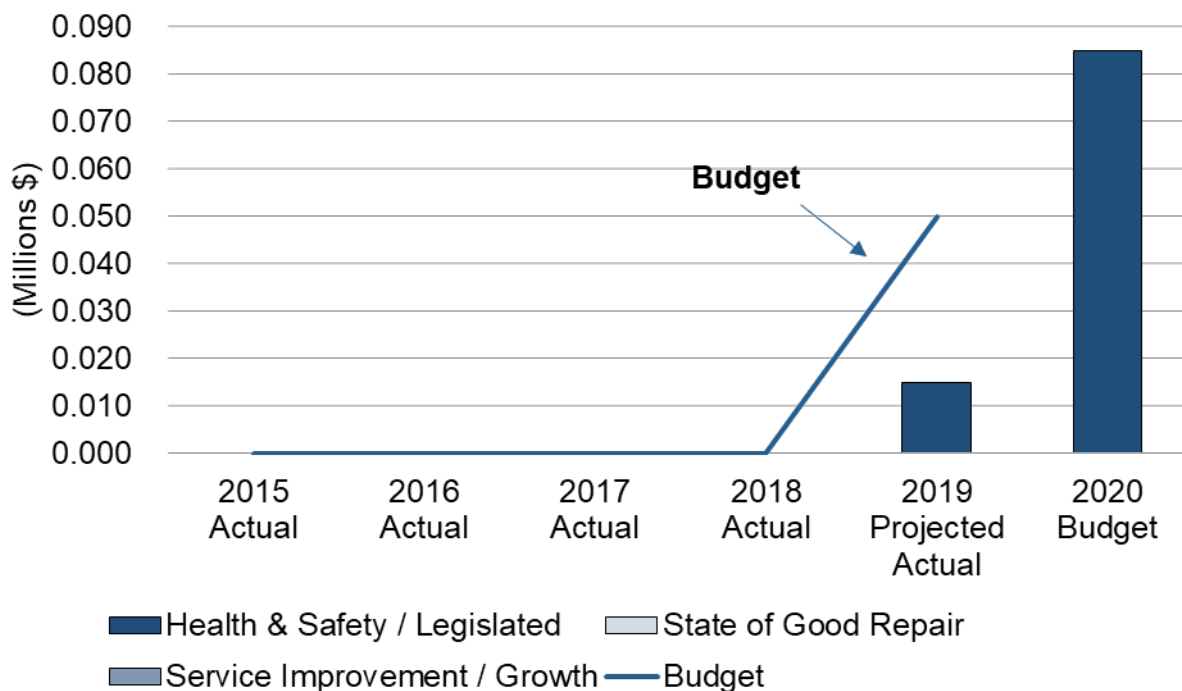
City of Toronto		Provincial Funding	Federal Funding
\$0.085 M 100%		\$0 0%	\$0 0%
Debt	\$ 0.085 M		
Recoverable Debt	\$0		
Reserve Draws	\$0		
Development Charges	\$0		
Other	\$0		

CAPACITY TO SPEND REVIEW

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

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

Chart 2 – Capacity to Spend



Category (in \$ Million)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Projected Actual	2020 Budget
Health & Safety / Legislated	-	-	-	-	0.015	0.085
State of Good Repair	-	-	-	-	-	-
Service Improvement / Growth	-	-	-	-	-	-
Total	-	-	-	-	0.015	0.085
% Spent	N/A	N/A	N/A	N/A	30%	

Note: 2020 Budget should include expected carry forward from previous years.

STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG

The Square is in a good state of repair and there is no SOGR backlog projected in the 10-Year Capital Plan. Yonge-Dundas Square will undergo a facility audit in 2021 to indicate if repairs are required as the previous facility audit was completed in 2014. Yonge-Dundas Square will provide an update on its asset value as part of its 2021 Budget submission.

2020 Program Summary

Toronto Zoo

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca

What we do

Canada's premiere Zoo and a leading conservation organization, the Toronto Zoo hosts over 1.2 million guests per year and is home to over 5,000 animals, representing more than 450 species and surrounded by Canada's new Rouge National Urban Park. The Zoo is open year-round (with the exception of Christmas Day) and is divided into seven zoogeographic regions: Indo-Malaya, Africa, Americas, Tundra Trek, Australasia, Eurasia, and the Canadian Domain. Boasting over 10 kilometers of walking trails, the Toronto Zoo is one of the largest zoos in the world. The Zoo also includes gift shops, animal exhibits, rides, zipline and canopy tour, food services and guest services. Toronto Zoo delivers the following services:

- Zoo Visitor Services
- 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 and is committed to compelling guest experiences and inspiring passion to protect wildlife. One of the largest tourist sites in the City, employing 700 FT/PT staff and 500 volunteers while serving as a significant economic driver in the east end of the City.

Who we serve

Zoo Visitor Services

- Community Groups
- Schools and School Boards
- Tour Groups
- Tourists

Zoo Conservation & Science

- Educational Institutions
- Educators and Scientists
- Wildlife Researchers & Societies
- Zoological Institutes
- Accrediting Bodies

Beneficiaries

- Residents
- Businesses (Hotels & Restaurants)
- City & Agency Staff
- Strategic Partners

Beneficiaries

- Residents
- Environmental Organizations
- Strategic Partners
- Provincial & Federal Government
- City & Agency Staff




Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$39.1	\$39.5	\$39.9	Gross Expenditures	\$16.9	\$100.1	\$117.0
Gross Expenditures	\$51.9	\$52.9	\$53.5	Debt	\$ 9.4	\$ 91.6	\$100.9
Net Expenditures	\$12.8	\$13.4	\$13.6				
Approved Positions	399.2	399.2	399.2				

Key service outcomes

Outcomes	Description
Grow attendance and improve guest satisfaction	Add new elements and services to grow visitation. Ensure quality guest experiences as guests receiving high levels of service show loyalty to an organization through membership, repeat business, and positive word of mouth.
Increase awareness of the Zoo and programming to build support	Build connection to the Toronto Zoo via social media and digital storytelling to increase visitation, memberships and fundraising results.
Establish new partnerships that support the Zoo's mandate	Support the development of the Toronto Zoo Wildlife Conservancy to generate funding to support Zoo re-development. Initiate new partnerships to increase the reach and impact of the Zoo mission. Expand existing partnerships to create stronger relationships and to generate growth and funding opportunities.
Complete re-organization of Zoo structure	Implement re-organization of Zoo structure to shift to a guest centric culture and establish the Zoo as a Centre of Conservation Excellence in Canada. Alignment of staff to focus on the 4 Cares of the Toronto Zoo; 1) Animals, 2) Staff/Volunteers, 3) Guests, and 4) Community. Further integrate and invest in the Zoo's scientific "areas of excellence" e.g. nutrition, reproduction, conservation science, and animal care, welfare and behavior.

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	Blanding's Turtles Released	116	48	60	●
	Social Media Fanbase	304,499	365,500	425,000	●
	External funds raised (restricted and unrestricted)	\$2.09 M	\$3.12 M	\$4.00 M	●

Our experience and success

- 8% attendance growth from 2018 levels
- Celebrated the Zoo's 45th Anniversary with 19,049 guests in attendance on a single day.
- Completed the execution of the agreement with Parks Canada on the transfer of lands and the placement of a new Welcome Centre
- Hosted "Washed Ashore" the first Canadian install of this temporary exhibit on plastic pollution.
- Entered agreement with Moment Factory for the creation, production, and launch of Terra Lumina.
- Increased collaboration and opportunities for partners, e.g. UTSC, Centennial College, TRCA, sponsors and donors, community/business organizations to support wildlife and habitats in our priority areas and our conservation focus.

Key challenges and risks

- An \$86 million State of Good Repair backlog and dated infrastructure is negatively impacting the Guest Experience.
- Accessibility for all guests, regardless of physical, mental or fiscal barriers
- Aging animal population
- Increased competition in the City for share of wallet and time

Priority actions

- Enhance animal habitats and ongoing improvement and monitoring of animal welfare.
- Establish a guest centric culture through implementation of the re-organization.
- Improve guest experience through technology upgrades including a digital app and public Wi-Fi on site
- Develop new and attractive public spaces for day-use and revenue generation via events
- Collaborate with various partners to increase reach, visitation and conservation outcomes. Critical partners include Parks Canada, Environment Canada, CITES, Canadian Wildlife Federation, University of Toronto Scarborough, University of Guelph, Centennial College, Wildlife Preservation Canada, Royal Ontario Museum, and City of Toronto agencies.
- Build on community partnerships to provide opportunities to inspire a future generation of wildlife and climate change conservationists.

Our key service levels



Visitor attendance level at
1.225 million



60 Blanding's turtles
released into wild habitats



\$4.0 million in external
fundraising

Key service deliverables

- Complete the 2021-2025 Strategic Plan and update the 2016 Master Plan based on the new Strategic Plan
- Construct the new Orangutan habitat to improve care and guest experience
- Complete the design for the new entrance welcome centre & conservation campus to enhance guest experience.
- Modernize technology infrastructure to enhance guest experience, including an app and WIFI to appeal to a more diverse audience and inspire conservation action
- Obtain and maintain accreditation with various accrediting and regulatory authorities

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Zoo Visitor Services	30,246.5	34,303.2	37,056.2	0.0	37,056.2	2,753.0	8.0%
Zoo Fundraising & Strategic Partnerships	775.1	368.2	0.0	0.0	0.0	(368.2)	(100.0%)
Zoo Conservation & Science	1,982.8	2,187.1	2,042.9	0.0	2,042.9	(144.2)	(6.6%)
Total Revenues	33,004.4	36,858.5	39,099.1	0.0	39,099.1	2,240.6	6.1%
Expenditures							
Zoo Visitor Services	31,945.2	32,561.5	32,677.5	0.0	32,677.5	116.0	0.4%
Zoo Fundraising & Strategic Partnerships	464.6	366.8	0.0	0.0	0.0	(366.8)	(100.0%)
Zoo Conservation & Science	16,060.5	17,275.9	19,193.9	0.0	19,193.9	1,918.0	11.1%
Total Gross Expenditures	48,470.3	50,204.3	51,871.4	0.0	51,871.4	1,667.1	3.3%
Net Expenditures	15,465.9	13,345.8	12,772.3	0.0	12,772.3	(573.5)	(4.3%)
Approved Positions	396.0	397.0	399.2	0.0	399.2	2.2	0.6%

*2019 Budget and Actuals (based on Q3 2019) adjusted retroactively to remove interdepartmental charges and recoveries.

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$51.9 million gross reflecting an increase of \$1.7 million in spending above 2019 projected year-end actuals, predominantly arising from:

- Salaries and benefits increases due to cost of living adjustment and benefit changes.
- Inflationary adjustments to utilities based on economic factors.
- Cost containment in previous years to mitigate the impact of below budgeted revenues driven by low attendance.
- Additional revenues as a result of inflationary adjustments to admission prices offset by attendance realignment based on actual experience.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in the Toronto Zoo's 2020 Operating Budget do not have any equity impacts

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for Toronto Zoo is \$1.7 million gross or 3.3% above than the 2019 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget.

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)		2018 Actuals	2019 Proj. Actuals	2020 Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	30,201.1	30,075.3	31,340.5	1,265.2	4.2%
2	Materials & Supplies	6,946.3	6,966.6	8,073.6	1,106.9	15.9%
3	Equipment	299.5	244.0	555.1	311.1	127.5%
4	Service and Rent	10,037.1	11,770.9	10,730.0	(1,040.9)	-8.8%
5	Contribution To Capital					
6	Contribution To Reserves	986.3	1,147.5	1,172.2	24.8	2.2%
7	Other Expenditures					
Total Expenditures		48,470.3	50,204.3	51,871.4	1,667.2	3.3%
Revenues						
1	Provincial Subsidies	1,428.0	1,011.5	1,011.5		
2	Federal Subsidies					
3	User Fees & Donations	30,358.1	34,855.8	36,809.9	1,954.0	5.6%
4	Transfers From Capital	171.0	171.0	171.0		
5	Other Revenues	1,047.2	820.1	1,106.8	286.6	34.9%
Total Revenues		33,004.4	36,858.5	39,099.1	2,240.7	6.1%
Net Expenditures		15,465.9	13,345.8	12,772.3	(573.5)	-4.3%

*2019 Q3 Proj Actuals and 2018 Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Salaries & Benefits:

Salaries and benefits represent operations at almost full complement with an expectation for reasonable recruitment timelines to fill the 2019 vacancies in 2020.

Prior Year Impacts:

Efforts have been made in past periods to holdback expenditures to mitigate the impacts of revenue shortfalls, thus under-representing necessary expenditure needs. Expenditures are adjusted and aligned with targeted attendance of 1.225 million guests in 2020.

User Fees:

Revenue has been right sized to reflect attendance to historical levels of 1.225 million while including an inflationary based price increase in admission price.

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

(\$000s)	2019 Projected Actual	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	36,858.5	39,099.1	39,489.3	39,879.4
Gross Expenditures	50,204.3	51,871.4	52,871.8	53,493.6
Net Expenditures	13,345.8	12,772.3	13,382.5	13,614.2
Approved Positions	397.0	399.2	399.2	399.2

*2019 Q3 Projected Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Key 2021 drivers

Summarize key drivers/changes reflected in outlooks

Impacts of 2020 decisions

- Improved guest experiences and new onsite Wi-Fi will result in increased profile, partnership and promotion to help draw repeat business.

Salaries and Benefits

- Anticipated increases in salaries and benefits due to cost of living increases.

Growth

- Upon completion of the new Orangutan Outdoor Exhibit, set to open in Fall 2020, it is anticipated that attendance will grow in 2021 as it marks the first full summer that the new habitat experience is available to guests.

Revenue Changes

- A moderate growth in attendance will generate additional revenue for the Zoo based on target attendance at 1.250 million in 2021.

Key 2022 drivers

Summarize key drivers/changes reflected in outlooks

Salaries and Benefits

- Anticipated increases in salaries and benefits due to cost of living adjustments.

Growth

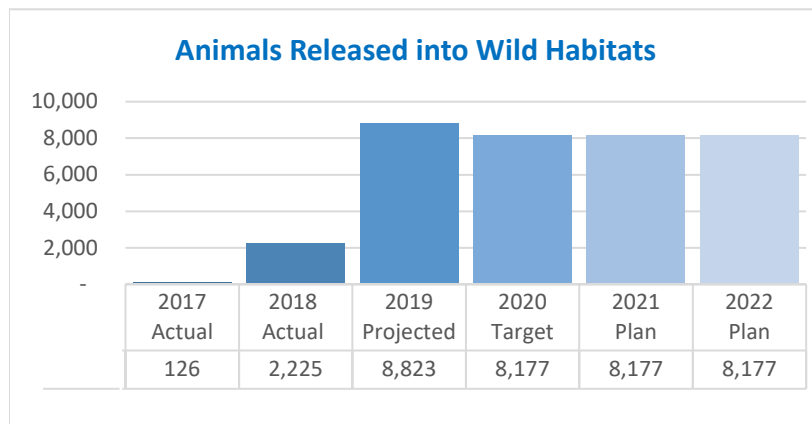
- The new Rouge National Urban Park education and welcome centre will be built on the lands currently operated as the Zoo's overflow parking lot 4. It is anticipated that the centre will draw traffic to the Zoo.

Revenue Changes

- Increase in revenues connected to growth in attendance at 1.275 million in 2022.

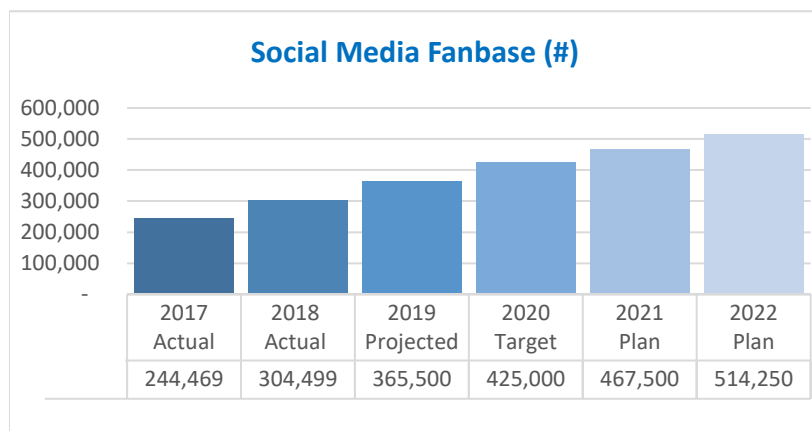
How well we are doing

Performance measures

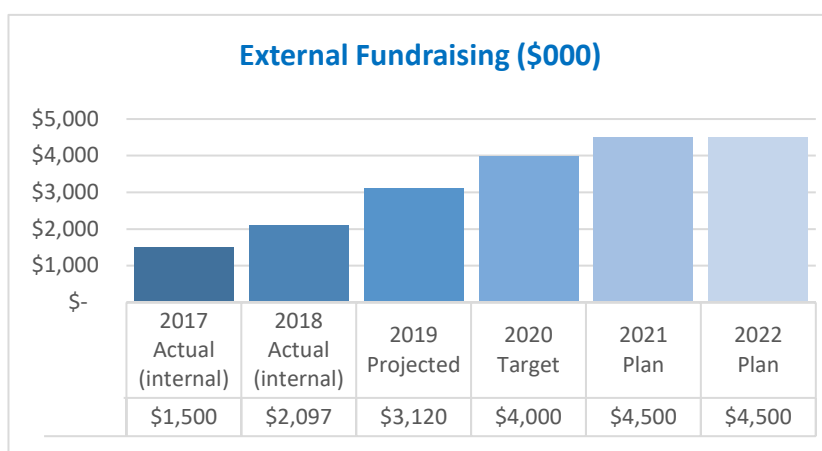


Behind the numbers

- Animals released from captive breeding programs and subsequently released into wild habitats include the following:
 - Eastern loggerheaded shrikes
 - Vancouver Island marmots
 - Black-footed ferrets
 - Puerto Rican crested toads (none in 2017)
 - Blanding's turtles
 - Wood turtles



- New onsite Wi-Fi will be used to increase connections.
- Continue strategy to build the Zoo's reputation and profile to drive attendance and awareness of conservation issues.

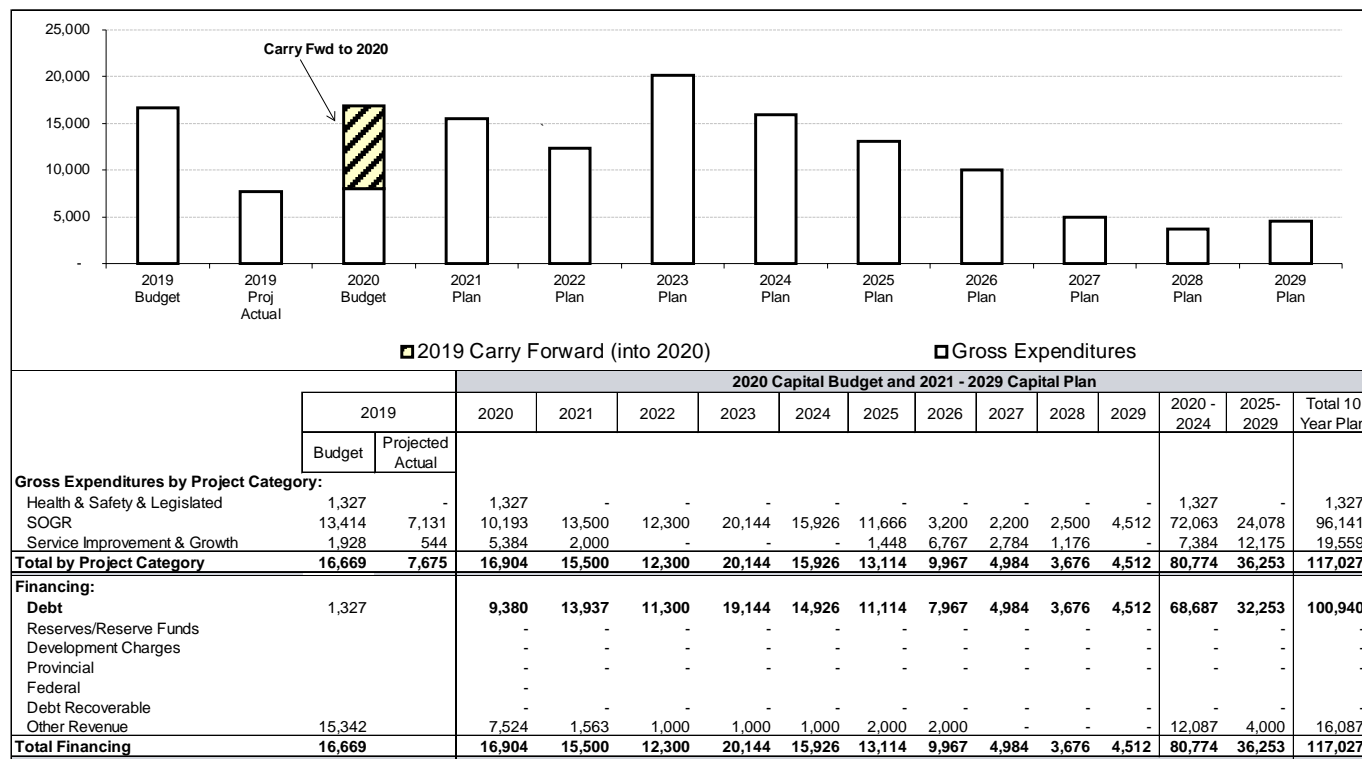


- Build the reputation and profile of the Toronto Zoo Wildlife Conservancy to enhance experiences for Zoo guests, serve the animals and to support conservation science.
- Historical fundraising component was completed by the Toronto Zoo and included in the operational budget. In 2019, the Toronto Zoo Wildlife Conservancy was established to fundraise.

2020 – 2029 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview

(\$'000)



Changes to Existing Projects (\$1.4M)

The 2020-2029 Capital Budget and Plan reflects the following changes to existing projects over the nine common years (2020-2028):

- \$7.700 million – Increase in *Grounds and Visitors Improvement* to address the needs of public concerning visitor amenities.
- \$4.000 million – Increase in *Information Systems* project to upgrade existing technology including installation of Wi-Fi access.
- \$0.935 million – Change in scope for the *Orangutan Outdoor Exhibit* project due to changes in architects and an addition of aerial habitat outside the front of the Indo-Malayan Pavilion.
- (\$11.268) million – The *Tropical Americas Gallery* project is deferred.

New Projects (\$27.2M)

The 2020-2029 Capital Budget and Plan include the following new projects:





- \$21.466 million – The *Wilderness North* project is being added to the 10-Year Capital Plan in conjunction with the *Canadian Pavilion* Project which will allow more visitors to experience the diversity of species in their habitats native to Canada.
- \$5.752 million - Phase B of the *Conservation Campus (Welcome Area)* is added to improve access and the first impression for visitors arriving at the Zoo.

Capital Needs Constraints (\$24.9M)

Toronto Zoo has one capital needs constraints project over the 10-year planning horizon:

- \$24.945 million - The construction of the *Oceania Pavilion* to replace the aged Indo-Malayan Pavilion which would reduce the ongoing maintenance costs. Funding for the design phase is included in the 10-Year Capital Plan which is anticipated to be completed in 2025-2026.

2020 – 2029 CAPITAL BUDGET AND PLAN**\$117.0 Million 10-Year Gross Capital Program**

			
Aging Infrastructure	Information Technology	Wildlife Habitats	Accessibility & Service
\$29.6 M 25%	\$8.0 M 7%	\$40.7 M 35%	\$38.7 M 33%
Conservation Campus SOGR	Wi-Fi System Upgrades	Orangutan Outdoor SOGR	Winter Improvements Winterized Zoomobile SOGR

How the Capital Program is Funded

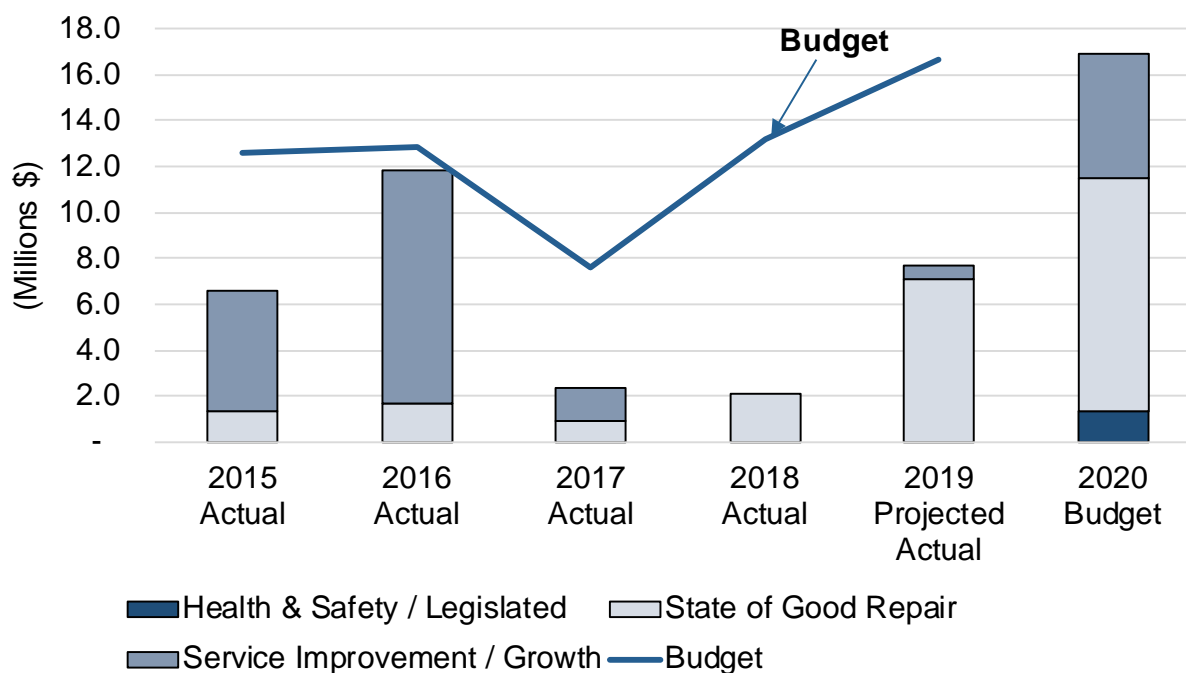
City of Toronto		Toronto Zoo Wildlife Conservancy		Provincial Funding	Federal Funding
\$107.7 M 93%		\$9.3 M 7%		\$0.0 M	\$0.0 M
Debt	\$100.9 M	Donations	\$ 9.3 M		
Other	\$ 6.8 M				

CAPACITY TO SPEND REVIEW

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

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

Chart 2 – Capacity to Spend



Category (in \$ Million)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Projected Actual	2020 Budget
Health & Safety / Legislated	-	-	-	-	-	1.3
State of Good Repair	1.4	1.7	0.9	2.2	7.1	10.2
Service Improvement / Growth	5.2	10.1	1.4	-	0.5	5.4
Total	6.6	11.9	2.4	2.2	7.7	16.9
% Spent	53%	92%	31%	16%	46%	

Capacity to Spend Review Impact on the 10-Year Plan

Toronto Zoo's actual spending over the previous five years, from 2014 to 2018, has averaged \$5.3 million per year. In 2019, Toronto Zoo is forecasting to spend \$7.7 million or 46% of the 2019 Council Approved Capital Budget.

Toronto Zoo reviewed its historical capital spending trends and capacity to deliver projects, \$2.0 million in capital spending originally cash flowed in 2020 has been deferred to 2021 or future years for the project below:

- The *Orangutan Outdoor Exhibit* project 2020 cash flow has been deferred by \$2.0 million to 2021 to reflect updated project delivery timelines.

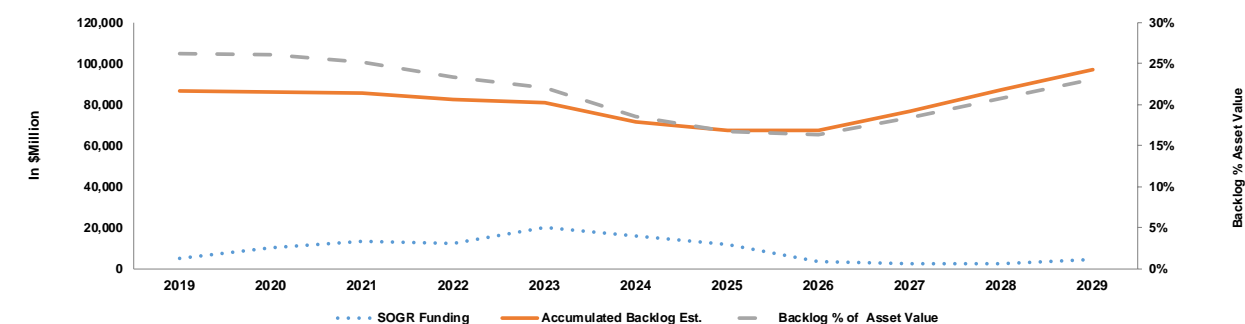
Despite adjustment as noted above, Toronto Zoo still requires cash flow funding of \$16.9 million in 2020 to continue the capital work. The 2020 cash flow is higher than the historic 5-year average spending and is attributed to the requirements below:

- To improve winter accessibility to the boardwalk ramp from the Indo-Malaya Pavilion to the African Rainforest Pavilion to address AODA legislative requirements.
- To upkeep the facility and enhance guest experiences by redesigning the Conservation Campus (Welcome Area), repairing and replacing building components, renovating smaller exhibits and improving public concerning visitor amenities.
- To invest in refurbishing exhibits including the Orangutan Outdoor Exhibit, Wilderness North and the Canadian Pavilion.

STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG

The chart below depicts the SOGR funding and accumulated backlog estimates Toronto Zoo:

Chart 3: Total SOGR Funding & Backlog



\$ Million	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
SOGR Funding	5,208	10,193	13,500	12,300	20,144	15,926	11,666	3,200	2,200	2,500	4,512
Accumulated Backlog Est.	86,568	86,068	85,763	82,456	80,755	71,579	67,225	67,608	76,808	87,104	97,166
Backlog % of Asset Value	26%	26%	25.2%	23.3%	22.1%	18.6%	16.7%	16.4%	18.4%	20.8%	23.1%
Total Asset Value	330,000	329,595	339,788	353,288	365,588	385,732	401,658	413,324	416,524	418,724	421,224

The foundation of the 10-Year Plan is guided by the Toronto Zoo's 2016 Master Plan. Recommendations from the Wayfinding Study, the Building Audit Report and Site Services Study are taken into consideration in establishing the Zoo's 10-Year Capital Plan.

The 2020-2029 Capital Budget and Plan will fund \$96.141 million of SOGR projects within Toronto Zoo over the 10-year period, providing an average of \$9.614 million annually. Based on this plan, the accumulated backlog will increase from \$86.068 million in 2020 to an anticipated \$97.166 million by 2029.

The construction of the Oceania Pavilion could not be accommodated during the 2020 Budget process and has been included in the "Capital Needs Constraints". The SOGR backlog shows an increasing trend starting 2025 as the Oceania Pavilion project addresses many SOGR issues in the Indo-Malayan Pavilion that was constructed in 1972. For further details about this project, please refer to Appendix 7.

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 another 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:

- A single 35 hour per week position
- A single 40 hour per week position, or
- 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 for accounting and budgeting purposes in an organization. The fiscal year for the City is the calendar year (January 1st to December 31st).

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, and 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 principles.

Gas Tax – A share of Provincial and Federal gas tax that is transferred to municipalities to fund public transit systems and other infrastructure.

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:

- How well we are doing;
- If we are meeting our goals;
- If our customers are satisfied
- If and where improvements are necessary; and
- 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 use 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

Acronym/ Abbreviation	Description
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
BMO	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

Acronym/ Abbreviation	Description
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

Acronym/ Abbreviation	Description
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

Acronym/ Abbreviation	Description
GST	Goods and Services Tax
GTA	Greater Toronto Area
GTTA	Greater Toronto Transit Authority
H&S	Health and Safety
HBHC	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

Acronym/ Abbreviation	Description
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

Acronym/ Abbreviation	Description
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

Acronym/ Abbreviation	Description
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

Acronym/ Abbreviation	Description
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 Kjeldahl 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

Acronym/ Abbreviation	Description
YIPI	Youth in Police Initiative
YUS ATO	Yonge-University-Spadina Automatic Train Operation