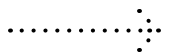


CITIZEN FOCUSED SERVICES “B”

CITY OF TORONTO
2008 BUDGET SUMMARY



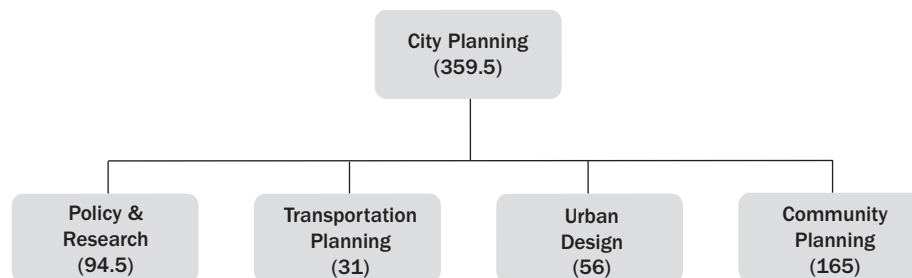
CITY PLANNING

MISSION STATEMENT

- To guide and manage the City's physical change 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.

PROGRAM MAP

The City Planning Division's total 2008 staff complement is 359.5 in the following areas:



2007 KEY ACCOMPLISHMENTS

- Completed Development Application approvals with the use of extensive community consultation.
- Continued to make progress on the Waterfront implementation.
- Progressed area based study work in the forms of Avenue Studies, Secondary Plans as well as other studies.
- Continued accomplishments in Environmental Assessments and in the Zoning Bylaw review.
- Responded to substantial Provincial policy and legislative initiatives.
- Developed policy as it pertained to Planning Act Reforms, the Greater Golden Horseshoe Growth Plan and regulations under the new City of Toronto Act.
- Implemented an enhanced Civic Improvement program, improving the public realm.
- Promoted and supported the Architecture and Urban Design Awards.
- Supported and developed design review panels.

2008 PROGRAM OBJECTIVES

- Development Review – To work with other Divisions and applicants to improve the % of complete applications that are processed within Council approved timeframes.
- Citizen Engagement – To provide better/improved opportunities for consultation in complex applications.
- OMB Hearings – To reduce the number of OMB appeals and when the OMB cannot be avoided, that City Planning improve the City's chances of a positive outcome by developing the best possible case with Legal Services.
- Studies – To develop a common understanding of the implementation of the Official Plan in areas experiencing development pressures by increasing the number of proactive studies.
- Heritage Review Services – To continue to review development applications and clear building permit applications within legislated timeframes.
- Respond to increased demands for transit and transportation initiatives.

CITY PLANNING

2008 STRATEGIC PRIORITIES

The 2008 Council Approved Operating Budget for City Planning directly advances, through a number of initiatives, the following strategic priorities outlined in Council's policy agenda for climate change, clean air and sustainable energy:

- **Neighbourhood Actions for a Green Toronto:**
 - > City Planning will update the Toronto Green Development Standard to reflect the creation of a City-delivered, "one window" program for access to energy and other environmental programs.
 - > Once regulations under the City of Toronto Act, 2006 related to zoning with conditions are issued and amendments to the City's Official Plan are enacted to introduce a definition of "sustainable design" for the purposes of Site Plan Approval, City Planning will ensure implementation of the Toronto Green Development Standard through three new regulatory features.
 - > City Planning in conjunction with the Chief Building Official's report on a building standard for green roofs, will report on where in the City and to which building types the new green roof building standard should apply, as a means of making some portion of the green roof component of the Green Development Standard mandatory.
 - > City Planning will also assist the Chief Corporate Officer in the development of a voluntary Energy Performance labeling system for low-rise residential buildings, in conjunction with Natural Resources Canada and other partners and coordinated with the Green Development Standards labeling system currently under development.
- **Planning for a Sustainable Energy Future:**
 - > City Planning will assist the Chief Corporate Officer in reporting on a process for developing an integrated approach for community energy planning based on community energy zones.
 - > Toronto Becoming the Renewable Energy Capital of Canada:
 - > The Program will prepare a renewable energy bylaw that will permit renewable energy generation as-of-right on all properties, setting appropriate restrictions on height, size and placement of structures.
 - > City Planning will prepare recommendations on how to address issues concerning renewable energy generation. Issues include standards for the placement, orientation, size and form of renewable energy technologies; options to protect access to solar and wind resources from property owners who have installed renewable energy equipment; permissive regulations for district-based energy distribution between multiple properties; and, guidance with respect to potential issues of conflict around tree protection and installation of renewable energy systems.
- **Sustainable Transportation Initiatives:**
 - > City Planning, in conjunction with the Toronto Transit Commission and Transportation Services will begin to implement the short-term Sustainable Transportation Initiatives adopted by City Council on October 22 & 23, 2007 (PW9.2) in order to achieve, in part, the reduction targets for greenhouse gas emissions contained in the "Climate Change, Clean Air and Sustainable Energy Action Plan"
 - > Throughout 2008, City Planning will continue to work with the Toronto Transit Commission and Transportation Services to expedite the priority Environmental Assessments (EA's) for Sheppard, Finch and Eglinton, in order to begin implementing Transit City. The results of those EA's may result in future Official Plan Amendments.

CITY PLANNING

2008 OPERATING BUDGET HIGHLIGHTS

The 2008 Council Approved Operating Budget provides funding for City Planning to increase service levels for all three of its service areas, Development Review, Decision and Implementation; Civic and Community Improvements; and City Building and Policy Development. These services will be provided as follows:

- Through Development Review, Decision and Implementation, City Planning will implement Council policies and apply relevant provincial policy regulations and plans, to the review of development applications. This will ensure desirable development and public realm.
- Civic & Community Improvements will ensure the alignment of street improvement with road reconstruction investments and result in an increased number of visually attractive routes and places within the City. This service will also provide ongoing heritage grants to property owners to encourage and facilitate heritage conservation for all eligible properties within the City.
- City Building & Policy Development creates sustainable neighbourhoods, improves the built and natural environment, the integration of land use and transportation, improves the quality and accessibility of human services and enhances Toronto's economic health.
- In 2007, City Planning received 3,927 development applications, held 437 non-statutory community consultations, realized approximately 7,500 linear metres of streetscape enhancements and added 1,600 properties to the Heritage Inventory. As part of a two-year pilot launched in July 2007, 14 applications were also submitted to the Design Review Panel. In 2008, it is anticipated that approximately 25 applications will be submitted to the Design Review Panel. Beyond that exception, it is expected that 2007 experiences will continue into 2008. The 2008 Council Approved Operating Budget will provide base funding to maintain these activity levels.
- It is also anticipated that City Planning will increase service levels in Community Planning, Heritage Preservation Services, Urban Design and Transportation Planning as a result of the recommended 12.0 additional permanent positions. City Planning will report back to the Budget Committee on the specific, anticipated service level increases resulting from these positions.

2008 OPERATING BUDGET

The 2008 Operating Budget for City Planning of \$35.317 million gross represents a \$1.051 million or 3.1% increase compared to 2007. The 2008 net operating budget of \$14.051 million reflects a \$0.454 million or 3.3% increase over the 2007 net budget as show in Tables 1 and 2.

2008 Operating Budget by Service

Table 1

Services	Approved Budget (\$000s)						Change over 2007			
	2006		2007		2008		Gross		Net	
	Gross	Net	Gross	Net	Gross	Net	\$	%	\$	%
City Planning	32,237	13,195	34,266	13,597	35,317	14,051	1,051.1	3.1%	453.9	3.3
Total Program Budget	32,237	13,195	34,266	13,597	35,317	14,051	1,051.1	3.1%	453.9	3.3

CITY PLANNING

2008 Operating Budget by Category

Table 2

Description of Category	(in \$000s)						
	2007 Budget	2007 Actuals	2008 Approved Budget	Change from 2007 Approved Budget		2009 Outlook	2010 Outlook
	\$	\$	\$	\$	%	\$	\$
Gross Expenditures:							
Salaries and Benefits	31,127.1	29,121.9	32,819.4	1,692.3	5.4%	33,526.3	33,735.5
Materials and Supplies	170.4	180.4	197.3	26.9	15.8%	197.3	197.3
Equipment	224.8	124.3	224.8	0.0	0.0%	224.8	224.8
Services & Rents	2,143.5	1,323.6	1,559.6	(583.9)	(27.2%)	1,559.6	1,559.6
Contributions to Reserve/Res Funds	156.4	97.0	62.4	(94.0)	(60.1%)	62.4	62.4
Other Expenditures	443.4	594.2	453.3	9.9	2.2%	453.3	453.3
Total Gross Expenditures	34,265.6	31,441.4	35,316.8	1,051.2	3.1%	36,023.7	36,232.9
Funded by:							
Provincial Subsidies	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Federal Subsidies	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Other Subsidies	0.0	0.0	0.0	0.0	n/a	0.0	0.0
User Fees, Permits & Donations	18,880.3	17,619.2	19,548.0	667.7	3.5%	19,548.0	19,548.0
Contribution from Reserves/Res Funds	20.0	18.4	43.0	23.0	115.0%	43.0	43.0
Other Revenues	1,767.9	802.4	1,674.3	(93.6)	(5.3%)	1,674.3	1,674.3
Total Non Tax Revenues	20,668.2	18,440.0	21,265.3	597.1	2.9%	21,265.3	21,265.3
Net Budget (excluding Capital Financing)	13,597.4	13,001.4	14,051.5	454.1	3.3%	14,758.4	14,967.6
APPROVED POSITIONS	347.5	312.0	359.5	12.0	3.5%	359.5	359.5

2009/2010 OPERATING BUDGET OUTLOOK

- The 2009 Outlook increase of \$0.707 million and 2010 increase of \$0.209 million include estimates for merit/step increases while accounting for the loss of a working day in each of the calendar years.
- The 2009 Outlook also includes the annualized impact of \$0.500 million arising from the 2008 new/enhanced service priority to add 12.0 new permanent positions.
- These outlooks do not include provisions for cost-of-living adjustments (COLA), as this is subject to future negotiations.

CITY PLANNING

2008 CAPITAL BUDGET AND 2009 – 2012 CAPITAL PLAN

FIVE-YEAR CAPITAL PLAN OVERVIEW

The strategic direction reflected in the Five-Year Capital Plan focuses on making progress in improving public spaces, addressing legislated requirements and growth related studies and projects. All capital needs are addressed with the Council Approved Five-Year Capital Plan.

The Council Approved Five-Year Capital Plan consists of five major capital initiatives: Civic Improvements, The New Official Plan, The New Zoning-Bylaw, Natural Heritage Studies, Toronto Archaeological Studies, and other Growth-Related Studies.

The 2008 – 2012 Capital Plan of \$23.927 million requires a cash flow of \$5.763 million in 2008, \$4.328 million in 2009, \$4.344 million in 2010, \$4.739 million in 2011 and \$4.753 million in 2012. Forecasted estimates for 2013 – 2017 total \$23.155.

Legislated Projects account for 26.6% or \$6.376 million of the approved funding for the Five-Year Capital Plan. These include projects which will accommodate legal support for the New Official Plan and the New Zoning Bylaw as well as projects that will accurately map the Natural Heritage Systems and areas that exhibit archaeological potential in Toronto.

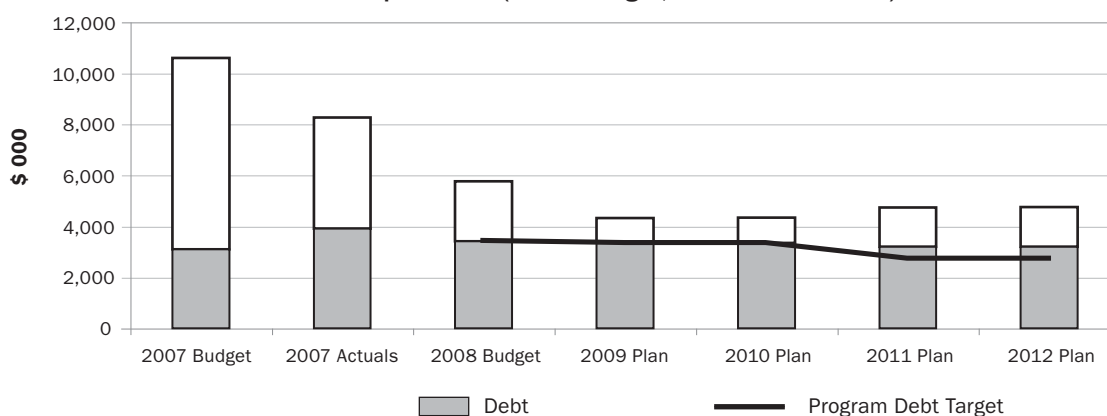
Growth Projects account for 73.4% or \$17.551 million of the approved cash flow funding included in the Five-Year Capital Plan. These projects will focus on the implementation of the Official Plan, the improvement of the planning process and local studies requested by Council. Growth projects in City Planning's Five-Year Capital Plan also include Avenue Studies, Growth Studies, Environmental Assessment Transit Studies and Civic Improvement Projects.

There is an increase to previously approved commitments that were approved in 2006 of \$0.733 million gross. This represents funding carried forward from 2006 into 2008 for Development Charge-funded Studies and the New Official Plan. These projects are planned to be funded in 2008 through development charges of \$0.464 million and debt of \$0.269 million and are required for the 2006 OMB Legal Support Costs; Environmental Assessment: Transportation Strategies; and Environmental Assessment Transit Studies 2006.

In its Five-Year Capital Plan, City Planning has maximized Development Charge funding in accordance with the Bylaw which has enabled it to reduce the amount of debt required. Of possible issue is the current balance of uncommitted funding available in Development Charge Reserve Funds (Urban Development Services and DC Related Studies): these reserve funds are solely used by City Planning and current projections as to future revenue streams are insufficient to sustain the total current Capital Plan to the amount of \$0.468 and \$1.021 million by 2012 based on current available projections. City Planning will not draw on this account beyond the available funds.

CITY PLANNING

Five-Year Capital Plan (2008 Budget, 2009 – 2012 Plan)



	2007		Five-Year Plan					
	Budget	Actual	2008	2009	2010	2011	2012	2008-12
Gross Expenditures:								
2007 Capital Budget & Future Year Commitments	10,604	3,917	1,151					1,151
Recommended Changes to Commitments			(94)	94				0
2008 New/Change in Scope and Future Year Commitments			4,706					4,706
2009 – 2012 Plan Estimates				4,234	4,344	4,739	4,753	18,070
1-Year Carry Forward to 2008		4,361						
Total Gross Annual Expenditures & Plan	10,604	8,278	5,763	4,328	4,344	4,739	4,753	23,796
Program Debt Target	3,100		3,413	3,330	3,337	2,710	2,710	15,500
Financing:								
Recommended Debt	3,100		3,413	3,374	3,352	3,200	3,200	16,539
Other Financing Sources:								
Reserves/Reserve Funds								
Development Charges	2,546		1,968	954	992	1,539	1,553	7,006
Federal								
Provincial								
Other Revenue	4,958		382	0	0			382
Total Financing	10,604		5,763	4,328	4,344	4,739	4,753	23,927
By Category:								
Health & Safety								
Legislated	3,180		1,577	853	854	1,605	1,487	6,376
SOGR								
Service Improvement								
Growth Related	7,424		4,186	3,475	3,490	3,134	3,266	17,551
Total By Category	10,604		5,763	4,328	4,344	4,739	4,753	23,927
Yearly SOGR Backlog Estimate (not addressed by current plan)								0
Accumulated Backlog Estimate (end of year)								0
Operating Impact on Program Costs**								0
Debt Service Costs			102	477	472	465	448	1,964

**Note that Operating impact arising from this Capital Plan impacts Parks, Forestry and Recreation and not City Planning directly.

CITY PLANNING

CAPITAL PROJECT HIGHLIGHTS

Strategic Priorities:

The Five-Year Capital Plan advances the following strategic priorities:

- **Make Toronto a Clean and Beautiful City**

Funding for the Civic Improvement Program which includes Routes, Places and Special Places/Gateway projects is \$12.260 million over City Planning's Five-Year Capital Plan. This will ensure special treatment for important streets and places which will improve the look and feel of the public realm.

Other Key Capital Initiatives:

DC Funded Studies will be used to carry out required Avenue and Transit studies and to implement growth related projects. A total of \$5.291 million in funding is required over City Planning's Five-Year Capital Plan.

The New Zoning Bylaw project which will improve the planning process through the streamlining of 43 different zoning Bylaws requires funding of \$3.457 million over City Planning's Five-Year Capital Plan. This project will also provide funding for legal support for defending the new Bylaw at the OMB beginning in 2009.

INCREMENTAL OPERATING IMPACT OF THE 2008 CAPITAL BUDGET

The 2008 Council Approved Capital Budget and 2009 to 2012 Capital Plan does not directly impact City Planning's Operating Budget in 2008 or future years. However it is expected that Civic Improvement projects will increase the Parks, Forestry, and Recreation operating budget for maintenance of trees for streetscape enhancements and beautification. Operating impacts will be established once the mix of Civic Improvement projects is determined. This will be considered within the overall scope of the Parks, Forestry, and Recreation 2008 and future years' Operating Budget with City Planning reporting back to the CFO in June of 2008 on the Parks, Forestry, and Recreation operating budget impacts for 2009 resulting from the 2008 project mix.

STATE OF GOOD REPAIR BACKLOG

No backlog of State of Good Repair work exists for City Planning.

FIRE SERVICES

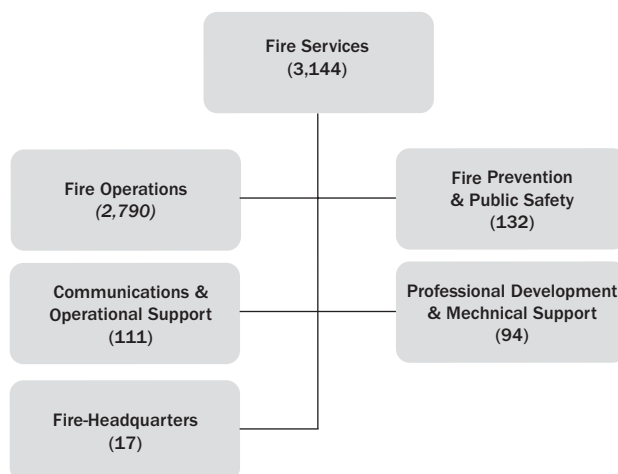
MISSION STATEMENT

The Toronto Fire Service provides high quality, safe, efficient, effective and caring emergency response and fire prevention and education services to those who live in, work in, and visit our City in order to:

- Protect life, property and the environment from the effects of fire, illness, accidents, natural disasters and all other hazards;
- Enhance fire and life safety, and raise community awareness about all hazards;
- Pursue the acquisition and use of the most effective technology, equipment and resources to ensure performance in a competent and professional manner; and
- Build a cohesive, equitable and unified workforce.

PROGRAM MAP

As indicated in the program map, the Toronto Fire Service has five service functions: Fire Operations, Fire Prevention & Public Safety, Communications & Operational Support and Professional Development & Mechanical Support. Including Fire Headquarters, there are 3,144 approved positions to carry out the mandate of the program.



2007 KEY ACCOMPLISHMENTS

- Responded to 35,159 alarms and put out 9,543 fires.
- Attended 75,177 requests for medical assistance.
- Performed 2,381 rescues and attended 11,628 vehicle incidents.
- Completed 38,512 building/residential inspections. As a requirement of the Fire Protection and Prevention Act, TFS completed a simplified risk review for the City with a certificate of compliance from the Ontario Fire Marshal awarded in April 2007.
- Delivered 919 public education safety courses.

FIRE SERVICES

2008 PROGRAM OBJECTIVES

- A key goal is implementation of the 24 hour shift across the entire Fire Service. As the 24 hour pilot project is pursued, the 24 hour operation will become the future standard of Fire Services beyond 2008/09. While this is still in process, the pilot has been extended for another full year and a report on the future of the 24 hour shift is anticipated in 2008.
- Perform mandatory building inspections to ensure compliance with the Ontario Building Code and the Ontario Fire Code with emphasis on completing preliminary new building inspections within five (5) working days of notification, and final inspection within two (2) working days of notification. Fire Services will continue to pursue the objective of reducing retrofit inspections of public buildings to zero by 2012.
- Fire Services will continue to work towards reducing the number of false alarms by working with building owners to make necessary improvements.
- Efforts to reduce the incidents of preventable deaths and injury will continue through fire safety education, ensuring residential buildings have functioning smoke alarms and promote the use of sprinklers.
- Efforts to work towards achieving the goal of meeting a 4 minute response time 90 percent of the time to fire incidents after receiving calls for assistance will continue. This goal is targeted for 2012. Current response times average approximately 6 minutes.
- Implementation of the Master Fire Plan expected to begin in 2008/09.
- HUSAR and CBRN teams will continue to be trained and equipped to be ready to respond to major disasters.

2008 STRATEGIC PRIORITIES

The 2008 Operating Budget for Fire Services directly addresses, through a number of initiatives, the following strategic priorities outlined in Council's policy agenda:

- **Make a Safe City Safer**
Fire Services will continue to work towards making Toronto a safer City by responding to fire incidents promptly, by advocating for the inclusion residential sprinklers in new development and by continuing with efforts to reduce the incidence of fire fatalities. Also included in this goal would be continuing to move forward in future years with the construction of new fire stations as indicated in the Master Fire Plan.
- **Affordable Housing and Homelessness:**
Fire Services will continue to work with the Affordable Housing Office to integrate the use of residential fire sprinklers in proposed buildings to deal with limited road width and fire route access issues. Residential fire sprinklers are a key to promoting life safety and reducing property damage.
- **A Greener City:**
Implementing the remaining components of the City's smog plan and developing a new, aggressive clean air action plan that will reduce smog-causing pollutants will have cross-divisional impacts. Fire Services' initiative will focus on the reduction of hazardous materials associated with fire fighting. This will mostly be accomplished through procurement of new environmentally friendly fire suppression chemicals, such as foam.

FIRE SERVICES

2008 OPERATING BUDGET HIGHLIGHTS

The 2008 Operating Budget will provide the following on-going Services:

- **Fire Services – Operations, Communication, Professional Development & Support:** First response fire suppression, rescue and emergency services are provided by an “all hazards” delivery organization. The service operates “round the clock, year-round” at full capacity. The residents and visitors to Toronto are provided with immediate advanced life-saving and first aid for incidents of fire, accident and medical emergencies. Property protection is provided by fully trained and experienced fire suppression teams. Front line firefighters and operational support staff number 2,995 with a budget of \$338.5 million gross and \$330.8 million net providing response to emergency calls including the following:
 - > Responding to fire alarms (35,000 annually)
 - > Putting out fires (9,000 per year)
 - > Responding to medical emergencies (75,000 annually)
 - > Attending vehicle incidents and rescues (15,000 yearly)
 - > Other Response (e.g., hazardous material, carbon monoxide, wires down, water problem, police assist, etc.) 2008 will see the impact of operations of the new Station C (116) as well as continual review and progress toward the target 4 minute response time 90% of the time. Continual training and contributions fire equipment and fire fleet reserves will ensure skill enhancement and improved service delivery.
- **Fire Prevention & Public Safety:** Fire Prevention is mandated to examine the plans for the construction of all public buildings to ensure compliance with Fire Code regulations and to inspect and re-inspect after re-development all public buildings to enforce the Fire code for the safety of occupants and the protection of property. Public Safety is mandated to educate the public, particularly vulnerable groups such as children and seniors to recognize hazardous situations that could lead to fire or take action to avoid or prevent incidents of injury due to fire. With a total staff of 132 and a budget of \$13.9 million gross and \$13.6 million net, Fire Prevention & Public Safety provide 40,000 inspections of public and residential buildings and plans and give 1000 school and community based safety courses each year.

In 2008, Prevention efforts will continue on improving timelines for plan and building inspections including implementing hand-held devices to allow fire inspections reports to be completed largely at the scene of the inspection. As well, staff will be redeployed towards achieving the goal of completing retrofit inspections. Public safety will actively work with school boards, principals and teachers to implement the Risk Watch program in all public and separate schools, work on marketing, sponsorships and fundraising to ensure adequate funding to sustain the Risk Watch Program.

2008 OPERATING BUDGET

The 2008 Operating Budget for Toronto Fire Services of \$356.047 million gross represents a \$15.024 million or 4.4% increase compared to 2007. The 2008 net operating budget of 347.871 million net represents a \$15.514 million or 4.7% increase over the 2007 net budget as show in Tables 1 and 2.

FIRE SERVICES

2008 Operating Budget by Service

Table 1

Services	Approved Budget (\$000s)						Change over 2007			
	2006		2007		2008		Gross		Net	
	Gross	Net	Gross	Net	Gross	Net	\$	%	\$	%
Fire-Operations	267,217	260,655	276,780	269,510	289,850	283,081	13,070.2	4.7%	13,570.2	5.0
Fire Prevention & Public Safety	13,065	12,765	13,453	13,102	13,899	13,548	445.8	3.3%	445.8	3.4
Communications & Op. Support	29,311	25,817	23,520	23,074	24,070	23,614	550.4	2.3%	540.6	2.3
Profess. Devel. & Mech.Support	22,467	21,793	23,845	23,346	24,580	24,081	734.5	3.1%	734.5	3.1
Fire – Headquarters	3,327	3,226	3,425	3,324	3,647	3,547	222.6	6.5%	222.6	6.7
Total Program Budget	335,386	324,256	341,023	332,357	356,047	347,870	15,023.5	4.4%	15,513.6	4.7

2008 Operating Budget by Category

Table 2

Description of Category	(in \$000s)						
	2007	2007	2008 Approved	Change from 2007		2009	2010
	Budget	Actuals	Budget	Approved Budget		Outlook	Outlook
	\$	\$	\$	\$	%	\$	\$
Gross Expenditures:							
Salaries and Benefits	311,291.0	313,843.2	327,209.0	15,918.0	5.1%	334,202.7	334,202.7
Materials and Supplies	7,845.3	6,598.7	7,853.4	8.1	0.1%	7,853.4	7,853.4
Equipment	2,039.3	815.0	1,846.3	(193.0)	(9.5%)	1,846.3	1,846.3
Services & Rents	6,083.2	5,470.8	5,217.2	(866.0)	(14.2%)	5,217.2	5,262.2
Contributions to Reserve/Res Funds	8,727.7	5,855.3	8,752.7	25.0	0.3%	9,322.2	9,891.7
Other Expenditures	5,036.6	5,975.1	5,168.0	131.4	2.6%	5,168.0	5,168.0
Total Gross Expenditures	341,023.0	338,558.1	356,046.6	15,023.5	4.4%	363,609.8	364,224.3
Funded by:							
Provincial Subsidies	400.0	516.0	400.0	0.0	0.0%	400.0	400.0
Federal Subsidies	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Other Subsidies	0.0	0.0	0.0	0.0	n/a	0.0	0.0
User Fees, Permits & Donations	7,721.2	7,105.7	7,221.2	(500.0)	(6.5%)	7,221.2	7,221.2
Contribution from Reserves/Res Funds	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Other Revenues	545.0	792.6	554.9	9.9	1.8%	554.9	554.9
Total Non Tax Revenues	8,666.2	8,414.2	8,176.1	(490.1)	(5.7%)	8,176.1	8,176.1
Net Budget (excluding Capital Financing)	332,356.8	330,143.9	347,870.5	15,513.6	4.7%	355,433.7	356,048.2
Approved Positions	3,144.0	3,144.0	3,144.0	0.0	0.0%	3,145.0	3,145.0

FIRE SERVICES

2009/2010 OPERATING BUDGET OUTLOOK

- The 2009 and 2010 Outlooks maintain the 2008 service level. The major increase currently provided for in 2009 is the COLA adjustment as per the agreement with Firefighters Local 3888. This increase totals \$6.887 million and includes the impact of reversing the cost of one extra day for the leap year. Also included is the 2008 deferred fleet contribution increase of \$0.570 million. The 2009 Outlook also includes the operating impact of the capital project for the Communications Centre – Quality Assurance Study for \$0.107 million representing the cost of on-going support for the project. This requires an increase of 1 approved position in 2009.
- The 2010 Outlook includes the final \$0.570 million increase for fleet contributions to allow the optimal contribution of \$7.200 million per year. The outlook for 2010 does not include a provision for COLA, as the increase is subject to future negotiations, nor is there an allowance for merit/step increases, since these amounts are yet to be determined. The 2010 Outlook also includes the operating impact of the capital project for the Toryork Bays Extension. The \$0.045 million impact in 2010 is the estimated cost for ongoing maintenance after completion of this project.

2008 CAPITAL BUDGET AND 2009 – 2012 CAPITAL PLAN

FIVE-YEAR CAPITAL PLAN OVERVIEW

The Five-Year Capital Plan reflects all asset needs as presently determined by the Toronto Fire Services. Existing facility maintenance and new facility construction has been determined in consultation with Corporate Facilities and smoothed to meet debt guidelines and readiness to proceed. Starting in 2009, \$1.2 million per year in additional funding has been re-allocated to Asset Management projects (Future Years) in order to proceed with this program priority. This increased funding of \$1.200 million per year for Asset Management projects will result in elimination of the backlog by 2013.

The Five-Year Capital Plan (2008 Approved Capital Budget and 2009 to 2012 Capital Plan) requires cash flows of \$5.816 million in 2008, \$5.475 million in 2009, \$5.475 million in 2010, \$5.334 million in 2011 and \$6.834 million in 2012. Funding for the Five-Year Capital Plan is composed of 85% debt, 13% Reserves and 2% federal subsidy.

The ability to proceed with the Five-Year Capital Plan is dependant on the completion of the necessary technical audits and studies. Typically, these projects are currently well into the planning phase. Accordingly, detailed planning by Corporate Facilities for each facility will be synchronized with the Five-Year Capital Plan.

Health & Safety projects, which represent 5% of the Five-Year Capital Plan, are required for the Replacement of Defibrillators scheduled to begin in 2012 for \$1.500 million and funded from the Vehicle Reserve- Fire Equipment.

Legislated projects represent 4% of the Five-Year Capital Plan and include Training Facilities Renovations-Equipment for \$0.294 million in 2008 and Training Simulators for \$0.780 million scheduled for 2011/2012.

State of Good Repair (SOGR) projects comprise 82% of funding in the Five-Year Plan or \$23.775 million excluding the Radio Communication System Replacement project. SOGR expenditures include the Asset Management projects of \$18.989 million, replacement of portable radios of \$2.125 million, replacement of HUSAR equipment of \$0.800 million, EMS/Fire HQ Power System upgrade of \$1.236 million, fire boat overhauls \$0.500 million and Communication Centre-Quality Assurance Study of \$0.125 million.

FIRE SERVICES

The SOGR backlog which is estimated to increase from \$0.744 million in 2007 to \$3.614 million in 2008 is due mainly to Asset Management needs, which have been deferred to meet debt requirements. Beginning in 2009, increased funding of \$1.200 million per year for Asset Management projects will result in elimination of the backlog by 2013.

The only Service Improvement project is for the Toryork Bays Extension project for \$2.984 million funded through debt. The cash flow for 2008 is \$1.984 million, including funding of \$0.399 million carried forward from 2007 to 2008, with a final commitment of \$1.000 million in 2009.

All Growth projects have been deferred for the Five-Year Plan due to debt affordability. The only recent growth project is Station C which is expected to be completed at a remaining cost of \$2.242 million in 2007. The balance of growth projects have been deferred to the 2012-2016 period. This includes stations identified in the Master Fire Plan. The Growth categories are composed of fire station builds and training facilities and are prioritized based on resource/land availability and current assessed need to maintain appropriate response times in the course of providing fire protection services. This was originally based on the 1999 KPMG study regarding optimization of the fire station plan.

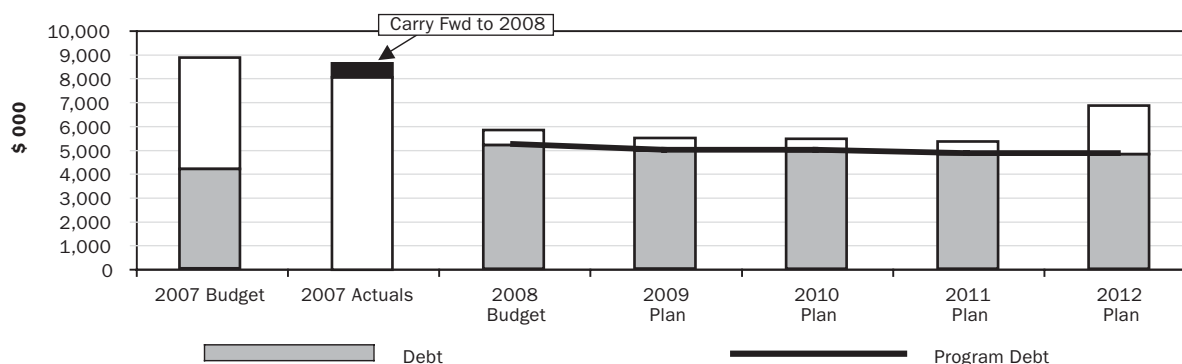
Included in the period 2013 to 2017 is the Harbourfront Public Education/Training Centre scheduled to start in 2014. This project has been deferred due to unconfirmed funding. The Centre is to be funded utilizing federal/provincial subsidies and reserves funding.

The Council approved Master Fire Plan details future station requirements and defines the years they are required based on current call volumes, population and growth statistics. As part of developing an affordable plan for station/facility reconstruction, certain facilities have been deferred to the 2013-2017 Capital planning period. The disposition of this issue will be reviewed again in the 2009 budget process.

The Radio Communication System Replacement Project is classified as a corporate project in conjunction with requirements of EMS and Police Services. This system needs to be replaced for all three services as it will no longer be supported by the manufacturer by 2011. As a result, \$70 million in total project cost, with an initial \$0.250 million in each of 2007 & 2008 for consultant expenses, has been budgeted corporately.

FIRE SERVICES

Five-Year Capital Plan (2008 Budget, 2009 – 2012 Plan)



	2007		Five-Year Plan					
	Budget	Actuals	2008	2009	2010	2011	2012	2008-12
Gross Expenditures:								
2007 Capital Budget & Future Year Commitments	8,841	8,074	2,271	1,000				3,271
Recommended Changes to Commitments			125					125
2008 New/Change in Scope and Future Year Commitments			3,420					3,420
2009 – 2012 Plan Estimates				4,475	5,475	5,334	6,834	22,118
1-Year Carry Forward to 2008		574	→					
Total Gross Annual Expenditures & Plan	8,841	8,648	5,816	5,475	5,475	5,334	6,834	28,934
Program Debt Target			5,191	4,950	4,950	4,809	4,809	24,709
Financing:								
Recommended Debt	4,159		5,191	4,950	4,950	4,809	4,809	24,709
Other Financing Sources:								
Reserves/Reserve Funds			625	375	375	375	1,875	3,625
Development Charges	1,121							0
Federal	1,036			150	150	150	150	600
Provincial								0
Other Revenue	2,525							0
Total Financing	8,841		5,816	5,475	5,475	5,334	6,834	28,934
By Category:								
Health & Safety	722						1,500	1,500
Legislated	2,248		294			520	260	1,074
SOGR	3,629		3,937	4,475	5,475	4,814	5,074	23,775
Service Improvement			1,585	1,000				2,585
Growth Related	2,242							0
Total By Category	8,841		5,816	5,475	5,475	5,334	6,834	28,934
Yearly SOGR Backlog Estimate (not addressed by current plan)		744	2,870	680	(1,400)	(1,050)	(1,024)	76
Accumulated Backlog Estimate (end of year)		744	3,614	4294	2894	1844	820	820
Operating Impact on Program Costs			85	57	45	0	0	102
Debt Service Costs			156	720	693	689	673	2,930

*Note that the 1-Year Carry Forward is based on the latest estimate as used in the 2007 2nd Quarter Capital Variance Report.

FIRE SERVICES

CAPITAL PROJECT HIGHLIGHTS

Strategic Priorities:

As strategic priorities, existing facility maintenance and new facility construction has been determined in consultation with Corporate Facilities and have been included in the Five-Year Capital Plan based on debt affordability and the readiness to proceed. Starting in 2009, \$1.2 million per year in additional funding has been re-allocated to Asset Management projects in order to proceed with this program priority. This increased funding of \$1.200 million per year for Asset Management projects will result in elimination of the SOGR backlog by 2013.

The Council approved Master Fire Plan details future station requirements and defines the years they are required based on current call volumes, population and growth statistics. As part of developing an affordable plan for station/facility reconstruction, certain facilities have been deferred to the 2013-2017 Capital planning period. The Master Plan will be reviewed in the 2009 budget process.

Other Key Capital Initiatives:

Over the next five years, \$2.984 million is allocated for the construction of the Toryork Bays Extension. This expansion in capacity will allow the maintenance work to be performed more efficiently and thus minimize the 'out-of-service' time for emergency vehicles. The estimates identified for the period 2013 to 2017 include nine new fire stations identified in the Master Fire Plan for a total cost of \$54.689 million.

The Five-Year Capital Plan also includes \$1.236 million for Fire Services' contribution towards the EMS/Fire Headquarters Power Supply Upgrade, urgent operational upgrades for \$0.500 million for the fire boat cabin and electrical upgrades and dedicates \$4.800 million in additional funding to address Asset Management issues at existing facilities.

For 2008, the Approved Capital Budget will result in:

- the start of expansion of the Toryork Fire Vehicle Maintenance Facility to minimize vehicle down-time for \$1.984 million as well as the start of life cycle replacement of portable radios for firefighters for \$0.625 million,
- ongoing maintenance Fire Station and facilities for \$1.951 million.
- completion of the EMS/Fire Emergency Power Supply Project for \$1.236 million. The critical upgrades to the EMS/Fire Headquarters Power Supply System with a total 2008 project cost of \$3.116 million (includes one-year carry forward funding) is funded by contributions from Fire Services (\$1.236 million), Police Services (0.617 million), and EMS (\$1.263 million) representing their share of the total project cost in 2008. This project will ensure that the integrity of all power feeds, linkages and back-up systems are maintained and that all primary or back up power feeds to the facility in the event of **power disruptions are operational**.

INCREMENTAL OPERATING IMPACT OF THE 2008 CAPITAL BUDGET

The Toronto Fire Services 2008 Approved Capital Budget will result in an increase future year Operating Budgets by a total of \$0.187 million net from 2008 to 2010.

The incremental net operating costs include the following:

- Station C (Sheppard Ave. between Leslie/Bayview): The \$0.085 million impact in 2008 is the estimated cost for first year maintenance costs after completion of this project. This is reduced by \$0.050 million to an ongoing \$0.035 million operating cost beginning in 2009.
- Toryork Bays Extension: The \$0.045 million impact in 2010 is the estimated cost for ongoing maintenance after completion of this project.
- Communications Centre – Quality Assurance Study: The \$0.107 million represents the cost of on-going support for the project. This requires an increase of 1 approved position in 2009

FIRE SERVICES

STATE OF GOOD REPAIR BACKLOG

Toronto Fire Services backlog of projects represents SOGR work deferred from past years as well as items requested for 2008 to 2012 which cannot be accommodated in the budget given the established debt targets and capacity to spend.

As part of the (SOGR) backlog for Toronto Fire Services, the ongoing planned Asset Management projects for the maintenance of stations and facilities had been deferred which, created the backlog of work that will be addressed. The debt targets have been increased by \$1.200 million per year starting in 2009 to specifically address SOGR backlog. As a result, the estimated SOGR backlog would be eliminated by 2013.

In order to ensure this additional funding for Asset Management projects is allocated effectively, the Chief of Toronto Fire Services, in consultation with the Deputy City Manager and Chief Financial Officer, will report back to Budget Committee as part of the 2009 Capital Budget Process on a revised and detailed estimate of the current state-of-good repair backlog.

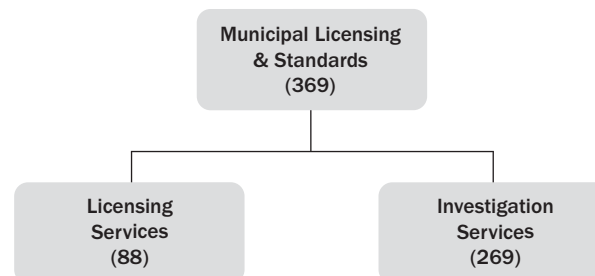
..... MUNICIPAL LICENSING & STANDARDS

MISSION STATEMENT

- As the Municipal Licensing and Standards Division (ML&S), we strive to be a leader in supporting the City of Toronto as a safe, vibrant, creative and clean community through bylaw administration and enforcement serving those who live, work and visit in the City.

PROGRAM MAP

As indicated in the program map, ML&S has three service functions: Head Office, Licensing and Investigations with 369.0 approved positions to carry out the mandate of the program.



2007 KEY ACCOMPLISHMENTS

- Implemented a strategic planning process resulting in the development of a vision document, divisional goals and work-unit objectives ensuring service delivery focuses on the 4 E's – efficient, effective, economical and essential.
- Developed and implemented communication initiatives to enhance the awareness of council members, the public and other City divisions and partners of the Division's work.
- Provided ongoing response to legislative changes contained in the new City of Toronto Act.
- Improved existing technology through the implementation of a remote-based case management system for investigation files on a pilot project basis, provided process mapping to develop readiness for 311 services, and provided more readily available information systems to facilitate routine disclosure of public information.
- Initiated the integrated inspections working group to maximize opportunities to co-ordinate policy, investigation and enforcement activities across the City's regulatory enforcement community.
- Developed and implemented performance standards and benchmarks for work processes.
- Initiated process map issuance, inspection and enforcement practices to identify opportunities to enhance service delivery and to forecast activity levels.
- Consolidated the Licensing Services offices.

2008 PROGRAM OBJECTIVES

- The introduction of new bylaws has increased service demands on ML&S. Facing this challenge, the Program will continue to examine existing bylaws, implement increased training opportunities and capacity, and examine on-line information and filing with the potential use of BizPal and amend its District Office hours of work to provide evening and weekend coverage.
- Information needs continue to be a challenge for ML&S. Improving their licensing information system resources through a dedicated IT staff within Policy, Planning, Finance and Administration will result in an increase the level of support.

MUNICIPAL LICENSING & STANDARDS

- To address other information technology challenges, ML&S has been pursuing the implementation of computer technologies through the Policy, Planning, Finance and Administration's Capital Budget such as a case management system and remote computing.
- An increase in complaints received on alleged bylaw violators has resulted in increased service demands. To address this ML&S will continue to modify processes to better manage the workload volume.

2008 Strategic Priorities

The 2008 Council Approved Operating Budget for Municipal Licensing and Standards directly addresses, through a number of initiatives, the following strategic priorities outlined in Council's policy agenda:

- **Strengthen Our At-Risk Neighbourhoods, Ensure Housing is Affordable:**
 - > The Multi Residential Apartment Building Strategy (MRAB) is a regulatory strategy, supported by an enhanced inspection program to augment the current enforcement strategy to minimize the number of complaints and ensure that multi-residential apartment buildings are maintained to the prescribed standard.
- **Improve the Business Climate:**
 - > The Licensing Fee Model will ensure a business license fee model that accurately represents the efforts involved in business licensing activities related to all categories of licenses and to ensure that all eligible direct and indirect costs are captured as set out in the corporate costs recovery model.
 - > A new bylaw(s) will be developed to establish clear policies for the administration and enforcement of new Toronto street food vendor, and existing street vendor licenses and permits.
 - > A review of the standards and regulations applicable to the limousine industry undertaken in consultation with the General Manager, Economic Development, Culture and Tourism Division, the limousine industry and other appropriate stakeholders.
- **Improve the Business Climate, Make Toronto a Clean and Beautiful City:**
 - > ML&S is working with Toronto Building in the development of a consolidated Sign Bylaw.
- **Major Environmental/Climate Change Activities:**
 - > ML&S is developing a program, requiring all taxis and limousines operating in the City to be low emission or utilize hybrid technologies by 2015 or earlier.
 - > ML&S is integrating into any rating systems developed for rental residential units an environmental performance rating based on compliance or non-compliance with the City's Green Development Standard.
 - > ML&S is developing a plan to potentially ban the use of two stroke engines to power home and garden equipment by 2010.
 - > ML&S is also in the process of identifying potential legal strategies and mechanisms, including a potential regulatory bylaw, to address the environmentally-regressive practice of a growing number of retail establishments running air conditioners while keeping their storefront doors and/or windows open.
- **Other Environmental/Climate Change Activities:**
 - > ML&S will be involved in the enforcement of the downspout disconnection program.
 - > The Program is also examining the potential for a maximum temperature bylaw for dwelling units that are rented or leased such as apartments and/or rooming houses.
- **Future Environmental/Climate Change Activities:**
 - > ML&S will be involved in the enforcement for the waste diversion program in residential multi-unit buildings to support Council's "getting to 70% waste diversion from landfill plan" by 2010.
 - > The Program will also commence such initiatives as;
 - * Encouraging staff to participate in the City of Toronto Smart Commute;
 - * Increase the use of foot and bicycle patrols for inspection and investigation activities;
 - * Encourage the use of public transit as a mode of travel to inspections, particularly in the downtown core; and,
 - * The Division's vision document contains focus on the environment, such as the reduction in the amount of paper used.

MUNICIPAL LICENSING & STANDARDS

2008 OPERATING BUDGET HIGHLIGHTS

The 2008 Operating Budget will provide the following Services:

- Licensing Services continuing to serve the business and broader community through the issuance of new and renewal business licenses, right-of-way permits for outdoor cafes and vending, temporary sign permits and the addition of fireworks permits in 2008. Inspections of vehicles at the Vehicle Test Centres and training of mobile business licensees will also see continued funding. It is estimated that service levels of business licenses issued for ML&S will be 51,500 in 2008.
- Investigation Services continuing to contribute to a clean and safe City through an estimated total of approximately 184,000 inspections and 62,000 investigations of property maintenance regarding waste, fences, heat and vital services, long grass, and weeds; graffiti; noise; zoning, and business licenses; and right-of-way permits.

2008 OPERATING BUDGET

The 2008 Operating Budget for ML&S of \$34.150 million gross represents a \$0.387 million or 1.1% increase compared to 2007. The 2008 net operating budget of \$11.420 million reflects a \$0.279 million or 2.5% increase over the 2007 net budget as show in Tables 1 and 2.

2008 Operating Budget by Service

Table 1

Services	Approved Budget (\$000s)						Change over 2007			
	2006		2007		2008		Gross		Net	
	Gross	Net	Gross	Net	Gross	Net	\$	%	\$	%
Head Office	1,232	1,232	1,766	1,766	2,069	2,069	302.8	17.1%	302.8	17.1
Licensing	8,825	(14,674)	9,854	(12,122)	9,697	(12,713)	(156.8)	(1.6%)	(591.0)	4.9
Investigations	23,554	22,772	22,143	21,497	22,384	22,064	241.1	1.1%	566.8	2.6
Total Program Budget	33,610	9,330	33,763	11,141	34,150	11,420	387.1	1.1%	278.6	2.5

MUNICIPAL LICENSING & STANDARDS

2008 Operating Budget by Category

Table 2

Description of Category	(in \$000s)						
	2007 Budget \$	2007 Actuals \$	2008 Approved Budget \$	Change from 2007 Approved Budget \$ %		2009 Outlook \$	2010 Outlook \$
Gross Expenditures:							
Salaries and Benefits	27,277.2	25,589.3	27,806.8	529.6	1.9%	27,885.1	28,061.9
Materials and Supplies	571.7	344.9	570.7	(1.0)	(0.2%)	570.7	570.7
Equipment	302.2	84.6	137.7	(164.5)	(54.4%)	137.7	137.7
Services & Rents	1,359.0	1,062.3	1,303.9	(55.1)	(4.1%)	1,303.9	1,303.9
Contributions to Reserve/Res Funds	340.4	336.2	340.4	0.0	0.0%	340.4	340.4
Other Expenditures	3,912.3	3,819.1	3,990.3	78.0	2.0%	3,990.3	3,990.3
Total Gross Expenditures	33,762.8	31,236.4	34,149.8	387.0	1.1%	34,228.1	34,404.9
Funded by:							
Provincial Subsidies	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Federal Subsidies	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Other Subsidies	0.0	0.0	0.0	0.0	n/a	0.0	0.0
User Fees, Permits & Donations	22,318.9	20,606.9	20,335.2	(1,983.7)	(8.9%)	20,335.2	20,335.2
Contribution from Reserves/Res Funds	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Other Revenues	302.8	113.9	2,395.0	2,092.2	691.0%	2,395.0	2,395.0
Total Non Tax Revenues	22,621.7	20,720.8	22,730.2	108.5	0.5%	22,730.2	22,730.2
Net Budget (excluding Capital Financing)	11,141.1	10,515.6	11,419.6	278.5	2.5%	11,497.9	11,674.7
APPROVED POSITIONS	380.0	336.0	369.0	(11.0)	(2.9%)	369.0	369.0

2009/2010 OPERATING BUDGET OUTLOOK

- The 2009 Outlook increase of \$0.078 million and 2010 increase of \$0.177 million include estimates for merit/step increases while accounting for the loss of a working day in each of the calendar years. The 2009 outlook also includes annualized savings arising from service reductions of the Clean City team in 2008.
- These outlooks do not include provisions for cost-of-living adjustments (COLA), as this is subject to future negotiations.

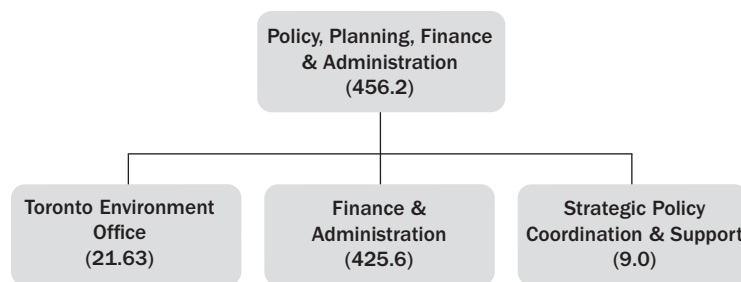
..... POLICY, PLANNING, FINANCE AND ADMINISTRATION (PPF&A)

MISSION STATEMENT

- The division provides centralized leadership, business support and administration to the Deputy City Manager and Divisions in the citizen Centred Service “B” Cluster to ensure they can meet corporate and Council directions in servicing the needs of residents, business and visitors in the City of Toronto

PROGRAM MAP

As indicated in the program map, Policy, Planning, Finance and Administration (PPF&A) has three service functions: Toronto Environment Office, Finance and Administration and Strategic Policy Coordination and Support with 456.2 approved positions to carry out the mandate of the program.



2007 KEY ACCOMPLISHMENTS

- Implement the new organizational structure for Finance & Administration
- Harmonization of policies and procedures across the Cluster
- Enhance information technology systems to provide more efficient and effective customer service. Develop more on-line service
- Built capacity to support DCM's Office and corporate initiatives on strategic issues
- Development of a major environmental policy documents
- Creation of a new organizational structure for the Toronto Environment Office

2008 PROGRAM OBJECTIVES

Funding from the Approved Operating Budget will advance PPFA's outlined below;

Strategic Policy Coordination and Support

- Continue to implement strategic performance management measures for the Cluster Senior Management Team.
- Support program reviews for Cluster B divisions.
- Establish policy coordination mechanisms for cross-divisional issues.

Finance and Administration

- Complete the restructuring of the section
- Harmonize policies, procedures and practices across the Cluster
- Enhance management and information systems for Cluster B divisions to improve efficiency and compliance with corporate policies.
- Support the transition to the new Information Technology governance model.
- Support the transition to 3-1-1.

POLICY, PLANNING, FINANCE AND ADMINISTRATION (PPF&A)

Toronto Environment Office

- Lead the coordinated implementation of the Climate Change, Clean Air and Sustainable Energy Action Plan.
- Complete the reorganization to add needed staff resources and expertise to the section.
- Managers will be dedicated to:
 - > Partnerships and Innovations
 - > Internal Support & Implementation
 - > Research and Development
- Enhance establish partnerships with City divisions, agencies, boards, commissions and corporations and the Toronto community to advance the City's environmental agenda.
- Establish regular reporting for Council on environmental initiatives

2008 STRATEGIC PRIORITIES

The 2008 Approved Operating Budget for Policy Planning, Finance and Administration directly advances, through funding for a number of new/enhanced initiatives, the following strategic priorities outlined in the Council's policy agenda:

- Implementation of the Climate Change, Clean Air and Sustainable Energy Action Plan.

Toronto Environment Office

There is a total of \$1.165 million gross and \$1.035 net included in the 2008 Approved Operating Budget to specifically fund Climate Change initiatives.

> Live Green Toronto

Funding of \$0.800 million gross and net has been recommended for the Live Green Toronto project in the 2008 Recommended Operating Budget for PPF&A. The project goal is to have the City play a key role in assisting Toronto's neighbourhoods and communities to take action on climate change. This will be accomplished by simplifying the process of accessing information, financial incentives and technologies that reduce environmental impacts and greenhouse gas emissions and providing direct support to Toronto's neighbourhoods and communities in making lifestyle choices that significantly reduce carbon footprints. Elements of the program include the following:

- * Social Marketing Campaign to instil the values and lifestyle choices that reduce greenhouse gas emissions which will include social networking and interactive web-based tools and traditional media advertising.
- * A Local Food Campaign to promote the production and consumption of locally grown food.
- * Community Grants to provide community-based organizations with seed funding for grassroots climate change initiatives. The eligibility criteria will be developed in consultation with the Toronto Atmospheric Fund, Toronto Public Health, the Clean and Beautiful Secretariat and the Energy Efficiency Office and presented to City Council in early 2008.

> Transportation Demand Management

Funding of \$0.280 million gross and \$0.150 million net has been included in the 2008 Approved Operating Budget for the Transportation Demand Management project. The goal of this project is to implement workplace-based transportation demand management strategies across the City of Toronto through the Smart Commute Program to reduce the use of single occupant vehicles and to encourage the use of sustainable modes of transportation.

> Climate Change Adaptation

Funding of \$0.085 million gross and net has been included in the 2008 Approved Operating Budget for Climate Change Adaptation. In 2008, the TEO will pilot a Climate Change Action Kit for Residents which will include information about the City's climate change goals and objectives, mitigation programs, links to websites and information on how to prepare for short term utility and service disruptions.

POLICY, PLANNING, FINANCE AND ADMINISTRATION (PPF&A)

2008 OPERATING BUDGET HIGHLIGHTS

The 2008 Approved Operating Budget will provide the following Services: The Program is structured to deliver three services which include Strategic Policy Coordination and Support, Finance and Administration, and, the Toronto Environment Office (TEO). The 3 service areas are summarized below.

- Strategic Policy Coordination and Support: Development of Program vision; values; and, guiding principles for Cluster "B. This includes the provision of overall leadership to the Cluster with strategic focus on service delivery.
- Finance and Administration: Financial and administrative support to all divisions and secretariats in Cluster "B. Examples include budget and planning co-ordination, financial services for accounting and purchasing, customer services, revenue services, software application and support, customer services, and, communication and public consultation.
- Toronto Environment Office (TEO): Centralized office for enterprise-wide environmental policy coordination and development for the City. This section provides the management, coordination and integration of environmental initiatives across the City's divisions, agencies, boards and commissions.

2008 OPERATING BUDGET

The 2008 Approved Operating Budget for Policy, Planning Finance and Administration of \$45.686 million gross represents a \$1.049 million or 2.3% increase compared to 2007. The 2008 net operating budget of \$26.631 million reflects a \$1.035 million or 4.0% increase over the 2007 net budget as show in Tables 1 and 2.

2008 Operating Budget by Service

Table 1

Services	Approved Budget (\$000s)						Change over 2007			
	2006		2007		2008		Gross		Net	
	Gross	Net	Gross	Net	Gross	Net	\$	%	\$	%
PPF&A	13,720	12,600	44,637	25,596			(44,636.8)	(100.0%)	-25,596.2	-100.0
Strategic Policy Coordination and Support					2,998	2,998	2,998.2	n/a	2,998.2	
Toronto Environment Office					3,535	3,395	3,534.6	n/a	3,394.6	
Finance and Administration					39,153	20,238	39,152.9	n/a	20,238.3	
Total Program Budget	13,720	12,600	44,637	25,596	45,686	26,631	1,048.9	4.1%	1,034.9	4.0

POLICY, PLANNING, FINANCE AND ADMINISTRATION (PPF&A)

2008 Operating Budget by Category

Table 2

Description of Category	(in \$000s)						
	2007 Budget	2007 Actuals	2008 Approved Budget	Change from 2007 Approved		2009 Outlook	2010 Outlook
	\$	\$	\$	\$	%	\$	\$
Gross Expenditures:							
Salaries and Benefits	36,721.6	33,325.6	36,650.5	(71.1)	(0.2%)	38,063.5	38,063.5
Materials and Supplies	1,833.8	1,807.4	2,097.1	263.3	14.4%	2,097.1	2,097.1
Equipment	1,241.7	282.6	1,243.5	1.8	0.1%	2,168.5	1,918.5
Services & Rents	3,602.8	2,783.7	4,021.0	418.2	11.6%	4,021.0	4,021.0
Contributions to Reserve/Res Funds	150.2	0.0	150.2	0.0	0.0%	150.2	150.2
Other Expenditures	1,086.7	1,211.5	1,523.4	436.7	40.2%	1,523.4	1,523.4
Total Gross Expenditures	44,636.8	39,410.8	45,685.7	1,048.9	2.3%	48,023.7	47,773.8
Funded by:							
Provincial Subsidies	0.0	0.0	130.0	130.0	n/a	130.0	130.0
Federal Subsidies	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Other Subsidies	0.0	0.0	0.0	0.0	n/a	0.0	0.0
User Fees, Permits & Donations	10.0	29.1	10.0	0.0	0.0%	10.0	10.0
Contribution from Reserves/Res Funds	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Other Revenues	19,030.6	17,218.3	18,914.6	(116.0)	(0.6%)	20,286.6	20,536.6
Total Non Tax Revenues	19,040.6	17,247.4	19,054.6	14.0	0.1%	20,426.6	20,676.6
Net Budget (excluding Capital Financing)	25,596.2	22,163.4	26,631.1	1,034.9	4.0%	27,597.1	27,097.2
APPROVED POSITIONS	453.0	396.4	456.2	3.2	0.7%	456.2	456.2

2009/2010 OPERATING BUDGET OUTLOOK

- The 2009 Outlook maintains the projected 2008 level of service while managing the merit/step increments for union and non-union staff. The calculation of \$.966 million net increase for 2009 represents the incremental impact for merit/step after reversing for the one extra working day in 2008 as well as the annualized impact of the Live Green Toronto program.
- The 2010 Outlook maintains the projected 2009 level of service while at the same time forecasts increases efficiencies in the Live Green Toronto program as it becomes more established as well as being able to begin generating external revenue.

POLICY, PLANNING, FINANCE AND ADMINISTRATION (PPF&A)

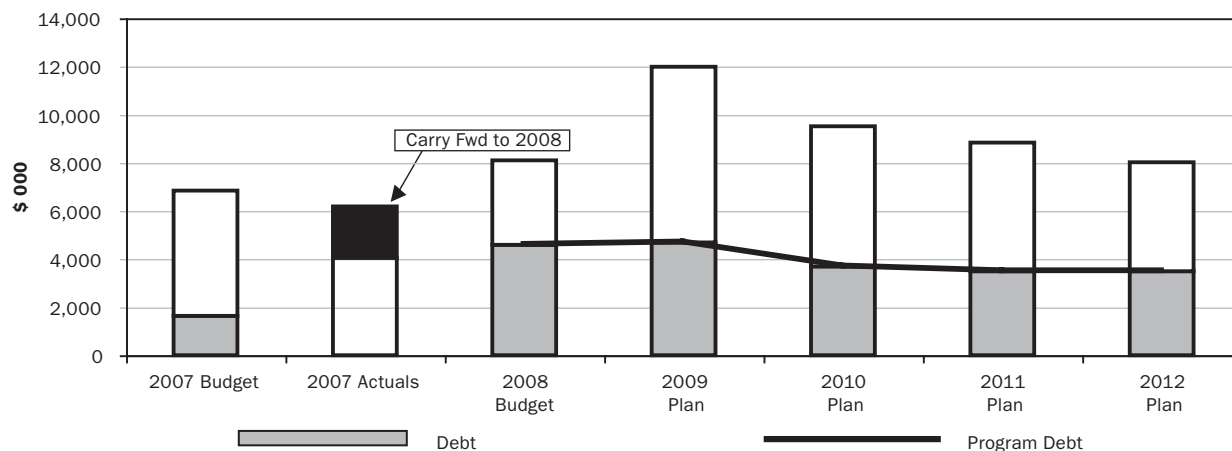
2008 CAPITAL BUDGET AND 2009 – 2012 CAPITAL PLAN

FIVE-YEAR CAPITAL PLAN OVERVIEW

- Service improvement projects account for 89% or \$41.581 million of the total proposed new cash flow in the Five-Year Capital Plan. These projects are anticipated to provide efficiency and technological enhancements across Cluster B Programs. Many of these projects are designed to address climate change and leverage technology to enhance and improve service delivery for the Municipal Licensing and Standards, City Planning, Toronto Building, Technical Services and Transportation Divisions.
- The Five-Year Capital Plan reflects the allocation of significant resources to long-term state of good repair projects to primarily address asset preservation at shared yard facilities. Projects that maintain assets in a state of good repair represent 11% or \$4.904 million of the total proposed new cash flow on the Five-Year Capital Plan. PPF&A has indicated that the funding for state of good repair projects will not reduce the current backlog of \$4.800 million.
- Detailed business cases with solid costing estimates have been reviewed for the following major Information Technology related projects which have been included in the Recommended Five-Year Capital Plan:
 - > The Computer System Integration has a cash flow of \$4.362 million over the Recommended Five-Year Capital Plan. This involves the integration of the Project Tracking Portal with work order applications, data warehouse, operational systems, financial information systems and enterprise infrastructure systems. Connectivity between the Project Tracking Portal and other business systems will result in improved productivity and service improvements. It will also serve as the main information source for the Corporate 3-1-1 project.
 - > The Mainframe Application Replacement project has a cash flow of \$3.700 million over the Recommended Five-Year Capital Plan. This project will provide for the conversion of 15 legacy systems and will save an estimated \$0.412 million net per year corporately in annual maintenance fees beginning in 2010, as a result of the termination of the mainframe operation services contract with EDS.
 - > The Business Systems Sustainment project has a cash flow of \$12.447 million over the Recommended Five-Year Capital Plan timeframe. The list of subprojects include support/ enhancements for the IBMS project in the following areas; improving the quality of assessment data, remote computing, and the development of technology advancements across Cluster B. Also included in this project is a subproject for MLS Enhanced Computer Technology designed to enhance efficiency in order to reduce the amount of time required to investigate and resolve all ML&S enforcement inquiries.
- The Five-Year Capital Plan is funded from debt which accounts for approximately 43% or \$19.958 million, reserve and reserve funds accounts for approximately 41% or \$19.181 million and the remaining 16% or \$7.346 million represents recoveries from Programs within the City such as Transportation and Toronto Water for paving projects and information technology projects. The Building Division Reserve Fund provides funding of \$2.491 million for the Toronto Building eServices project designed to provide eServices to the public in order to increase customer service.

POLICY, PLANNING, FINANCE AND ADMINISTRATION (PPF&A)

Five-Year Capital Plan (2008 Budget, 2009 – 2012 Plan)



	2007		Five-Year Plan					
	Actual		2008	2009	2010	2011	2012	2008-12
Gross Expenditures:								
2007 Capital Budget & Future Year Commitments	6,831	4,051	2,605	450				3,055
Recommended Changes to Commitments			(1,925)	975	500			(450)
2008 New/Change in Scope and Future Year Commitments			7,426	4,785	4,915	4,280	4,055	25,461
2009 – 2012 Plan Estimates				5,783	4,105	4,561	3,970	18,419
1-Year Carry Forward to 2008			2,124	→				
Total Gross Annual Expenditures & Plan	6,831	6,175	8,106	11,993	9,520	8,841	8,025	46,485
Program Debt Target	2,945		4,590	4,683	3,685	3,500	3,500	19,958
Financing:								
Recommended Debt	1,626		4,590	4,683	3,685	3,500	3,500	19,958
Other Financing Sources:								
Reserves/Reserve Funds	350		2,891	4,585	4,335	3,845	3,525	19,181
Development Charges								0
Federal								0
Provincial								0
Other Revenue	4,855		625	2,725	1,500	1,496	1,000	7,346
Total Financing	6,831		8,106	11,993	9,520	8,841	8,025	46,485
By Category:								
Health & Safety	251							
Legislated								0
SOGR	1,985		830	1,002	1,018	1,054	1,000	4,904
Service Improvement	4,595		7,276	10,991	8,502	7,787	7,025	41,581
Growth Related								
Total By Category	6,831		8,106	11,993	9,520	8,841	8,025	46,485
Yearly SOGR Backlog Estimate (not addressed by current plan)			0	0	0	0	0	0
Accumulated Backlog Estimate (end of year)	4,800		4,800	4,800	4,800	4,800	4,800	4,800
Operating Impact on Program Costs			98	0	510	250	550	1,408
Debt Service Costs			138	645	626	510	490	2,409

*Note that the 1-Year Carry Forward reflects the latest estimate as used in the 2007 2nd Quarter Capital Variance Report.

POLICY, PLANNING, FINANCE AND ADMINISTRATION (PPF&A)

CAPITAL PROJECT HIGHLIGHTS

Strategic Priorities:

The Five-Year Capital Plan advances the following strategic priorities:

- **Implementation of the Climate Change, Clean Air and Sustainable Energy Action Plan.**
 - **Toronto Environment Office**

There is a total of \$20.190 million has been included in the Five-Year Capital Plan to specifically fund Climate Change initiatives.
 - **Live Green Toronto**

Funding of \$14.550 million has been approved for the Live Green Toronto project in the Five-Year Capital Plan for PPF&A. The project goal is to have the City play a key role in assisting Toronto's neighbourhoods and communities to take action on climate change. This will be accomplished by simplifying the process of accessing information, financial incentives and technologies that reduce environmental impacts and greenhouse gas emissions and providing direct support to Toronto's neighbourhoods and communities in making lifestyle choices that significantly reduce carbon footprints. Elements of the program include the following;

 - > Community Projects and Garden Development – To enable Live Green Toronto projects operating in different parts of the City such as Walking School Bus, Community gardens and Solar energy buying cooperatives.
 - > Live Green Community Festival – To promote, engage and present information to the public in order to stimulate action on climate change.
 - > Community Grants to provide community-based organizations with seed funding for grassroots climate change initiatives. The eligibility criteria will be developed in consultation with the Toronto Atmospheric Fund, Toronto Public Health, the Clean and Beautiful Secretariat and the Energy Efficiency Office and presented to City Council in early 2008.
 - **Climate Change Adaptation**

Funding of \$2.650 million has been included in the Five-Year Capital Plan for the Climate Change Adaptation. The goal of this project is to put in place mechanisms for continually evaluate changing weather patterns, the potential effects on the City and a strategy to adapt to and mitigate the effects of climate change.
 - **Eco-Roof Program**

Funding of \$2.400 million has been included in the Five-Year Capital Plan for an Eco-Roof Program. The goal is to work with building owners to achieve a minimum target of 10% of the total industrial, commercial and institutional roof space located in the City to become more environmentally friendly by 2020.
 - **Investigating the Phase-Out of Two Stroke Engines and Expansion Deep Water Cooling**

Funding of \$0.200 million has been included in the Five-Year Capital Plan in order to investigate the feasibility of phasing out two stroke engines or to expand deep water cooling.
 - **Greenhouse Gas and Air Quality Modelling and Monitoring**

Funding of \$0.390 million has been included in the Five-Year Capital Plan in order to address the need to measure, monitor and model greenhouse gases and smog causing emissions to ensure efforts are focused on those having the greatest effect on public health and the natural environment.

Other Key Capital Initiatives:

Mainframe Application Replacement: \$3.700 million is recommended for the development of a non-mainframe platform for Policy, Planning, Finance and Administration. There is an existing contract with EDS to provide mainframe services for the period ending October 31, 2010. Council approved a strategy to migrate mainframe applications to a platform supported by City staff in order to be in a position to avoid the need for a renewal of the EDS contract.

POLICY, PLANNING, FINANCE AND ADMINISTRATION (PPF&A)

MLS Enhanced Computer Technology: \$2.550 million is allocated to implement a new case management system that will support all of the different ML&S enforcement activities through one integrated system. This is an efficiency enhancing initiative which is expected to reduce the amount of time currently required to investigate and resolve all ML&S enforcement inquiries.

Toronto Building eServices: \$2.491 million is recommended to provide eService for the public, transparency and disclosure of information and building plans within the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA). This project will allow business in the City one stop electronic access to a wide range of Toronto Building Services. This will result in improved customer service and reduce staffing pressures that the Program is currently trying to manage.

MLS eServices: \$1.031 million is allocated to provide service over the Internet to the public allowing for 24 hour access. This will result in improved customer service and accessibility.

Computer System Integration: \$4.362 million is recommended to further develop a Project Tracking Portal (PTP) as the common computer system for the management of capital projects throughout the various Programs. This project will enhance the ability of project and contract management staff to monitor and control tenders/ contracts/projects/specifications leading to better informed business decisions related to their respective budgets for which they are accountable.

INCREMENTAL OPERATING IMPACT OF THE 2008 CAPITAL BUDGET

The incremental operating impacts outlined above include the salaries and benefits for permanent staff working on projects for Business Sustainment Systems such as Plan/Drawing Database, Computer System Integration and the Document Management System and Climate Change Initiatives such as Live Green Toronto and Travel Demand Management. There will 4.5 permanent staff and \$0.398 million in program costs added as a result of approving the 2008 Recommended Capital Budget.

There will be a total of 9.5 new permanent staff required and program costs of \$0.510 million in 2010, \$0.250 million in 2011 and \$0.550 million in 2012 arising from the approval of the Recommended 2009-2012 Capital Plan.

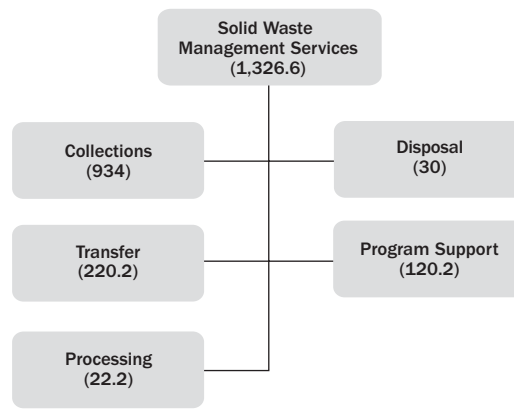
..... SOLID WASTE MANAGEMENT SERVICES

MISSION STATEMENT

- To provide effective and efficient solid waste collection, disposal and resource recovery services to residents, businesses and visitors in the City of Toronto in order to maintain a clean and healthy City and to minimize the impact of waste on the environment.

PROGRAM MAP

As indicated in the program map, Solid Waste Management Services (SWM) has five service functions: Collections, Transfer, Processing, Disposal and Program Support. There are 1,326.6 approved positions to carry out the mandate of the program.



2007 KEY ACCOMPLISHMENTS

- Finalized and received Council approval of the Target 70 Plan for the implementation of a volume-based rate structure in 2008
- Finalized acquisition of the Green Lane landfill
- Finalized and received Council approval of the Residual Waste Planning Study Terms of Reference
- Finalized and received approval of the SSO Planning Study (to build two new processing facilities)
- Achieved 42% in residential waste diversion
- Completed white goods collection in-sourcing
- Awarded City-wide multi-unit residential collection contract
- Pilot programs (blue/grey bins) have been successfully launched.
- Completed operational review in Collections – new boundaries for Collections Managers; new collection days, etc
- Secured contract SSO processing capacity for 50,000 tonnes per year.

2008 PROGRAM OBJECTIVES

- The Solid Waste Management Services' Operating Budget supports the Multi-Year Business Plan to transition from tax based funding to a rate-based funding model to reach the 70% diversion target by 2010. The Operating Budget for Solid Waste Management Services is based on fulfilling the goals outlined in their Mission Statement and supported by its Business Plan.

SOLID WASTE MANAGEMENT SERVICES

- Provide effective and efficient waste management and resource recovery services to residents, visitors and businesses in the City of Toronto in order to maintain a clean and healthy City, and to minimize the impact of waste on the environment. The Program's mandate includes the collection of residual waste/recyclables/organics, and the operation of transfer stations, Material Recovery Facilities (MRF), a Source-Separated Organics (SSO) processing facility and an enhanced Litter Program to support the Clean and Beautiful City initiatives.
- Manage several waste diversion programs including: environment days, backyard composter distribution, recovery of household hazardous waste, tire and white goods recycling.
- In 2008, Solid Waste Management Services will begin the transition where multi-residential buildings and single-family houses will be charged a volume-based rate structure fee for residual waste services in order to fund the move toward a target of 70% waste diversion by the year 2010. The focus of the 2008 Operating Budget will enable staff to secure long term processing and mixed waste treatment capacity, manage closed landfill sites as well as addressing Council priorities, such as a Clean & Beautiful City.
- Undertake analysis of mixed waste residential processing requirements.
- Manage the integration of the new Green Lane Landfill site.
- The Program is responsible for providing collection, transfer and disposal services for residual waste and the collection, transfer and processing of recyclable and organic materials throughout the City as well as for City Programs, Agencies, Boards, and Commissions. The Program also accepts waste from the commercial sector. As well, the Program coordinates with other City Programs and ABCs, activities that support the Mayor's Clean & Beautiful City Program.

2008 STRATEGIC PRIORITIES

The 2008 Operating Budget for Solid Waste Management Services directly addresses, through a number of initiatives, the following strategic priorities outlined in the Council's policy agenda:

- **Create a Coordinated Litter Action Team that Will Quickly Clean Up Serious Litter and Dumping problems Identified by Resident's Calls to an New "311" telephone service.**
 - > The 2008 Approved Operating Budget directly addresses the above priority, by creating a team from various ABCDs with a goal of responding within 48 hours to any serious problem area. No additional costs are anticipated; however this will require increased coordination with other divisions and staff managing the 311 initiative.
- **Climate Change, Clean Air and Sustainable Energy Action Plan**

Solid Waste Management Services is involved in several initiatives that will affect the environment in terms of climate change, clean air and sustainable energy:

 - > Increased waste diversion (to 70% by the year 2010):

Several new initiatives corresponding to the above priority have been approved by Council and will be funded through the new volume-based rate structure system which will generate an additional \$54 million on an annualized basis. New Solid Waste Management projects totaling \$20.349 million, supported by new SWM fees, will allow the City to achieve a waste diversion rate of 70% by the year 2010. These projects will be phased-in during 2008 for multi and single residential buildings and will improve recycling, residual waste and organics collection and processing. By diverting waste from landfills, less biogas is produced which benefits the environment. Biogas will also be investigated as a potential source of energy generation. Increased contributions toward the perpetual care of landfills are also approved in 2008.

To achieve the higher diversion target, the Solid Waste Management Services Division is planning to expand Toronto's aggressive diversion plan by:

- * Expanding the Green Bin program to include apartments & condominiums.
- * Building additional processing capacity to provide long term stability for the Green Bin Program.

SOLID WASTE MANAGEMENT SERVICES

- * Enforce mandatory waste diversion practices for apartments & condominiums.
- * Expand recycling activities in apartments & condominiums by providing on-floor carts.
- * Expanding the range of recyclable materials in the blue box to include: polystyrene, plastic film, ceramics/plate glass, and plastic milk jugs.
- * Establishing a reusable goods drop-off centre to provide residents with a one-stop location for reusable goods.
- * Providing single unit residences with larger green bins, residual waste and recycling carts that will increase their ability to compost and recycle in order to achieve diversion targets.
- * Establishing Curbside collection of durable and reusable goods commencing on July 1, 2008 for multi-unit residences and November 1, 2008 for houses.
- * Implementing comprehensive on-going promotion and education campaign aimed at changing the purchasing behaviour of residents.
- > Renewable Energy Systems with landfill gas utilization:
At its meeting of July 16, 17, 18, & 19, 2007, City Council adopted recommendations embodied in the staff report entitled "Climate Change, Clean Air and Sustainable Energy Action Plan: Moving from Framework to Action". Solid Waste Management has focused on utilizing digester and landfill gases as requested in the following recommendations outlined from the amended report:
 - i Direct the General Manager of Solid Waste Management to report on plans to collect and utilize landfill gas at the recently acquired Green Lane Landfill site and plans to utilize digester gas from the City's anaerobic digestion facilities that process organic materials collected through the Green Bin program.
 - ii Authorize the General Manager of Solid Waste Management Services to negotiate and execute an Agreement between the City of Toronto, the Toronto and Region Conservation Authority and Toronto Hydro Energy Services Inc. (THESI), to install and operate electrical generation equipment to utilize methane from the Thackeray Landfill Site.
The current status of various landfills include Keele Valley which generates 20MW of energy per year, Beare Road generates 2 MW, and Brock West generates 2MW. Green lane currently collects and flares landfill gas to reduce air emissions. The Program is recommending moving forward with a Request for Proposal for landfill gas utilization at Green Lane to generate electricity. At the Thackery landfill plans are currently underway to introduce gas flaring to reduce air emissions by mid-year 2009.
- > Greening of Collection vehicles with bio-diesel. All 324 collection vehicles are mandated to run on 5% bio-diesel to reduce harmful emissions. Solid Waste Management Services is currently working with Fleet Services to introduce more vehicles during 2008 that meet this standard.
- > Greening of litter collection vehicles with vacuums and sweepers incorporating higher emission standards for particulate matter. Solid Waste Management Services is currently working with Fleet Services to introduce more vehicles during 2008 that meet this standard and with the Toronto Environment office to test current vehicles and refine standards.
- > Use of green roofs where possible at Solid Waste Management facilities. Green roofs are currently planned for the Dufferin Transfer Station Admin building, the Bermondsey and Ingram Collection Yards and the Disco & Dufferin Separated Source Organics Processing Plants. Green roof technology will reduce air emissions by saving energy and reducing water use.

SOLID WASTE MANAGEMENT SERVICES

2008 OPERATING BUDGET HIGHLIGHTS

In 2008, Solid Waste Management program will expand 2007 service levels and incorporate the following:

- Begin the transition where multi-residential buildings (in July) and single-family houses (in November) will be charged a SWM fee for residual waste services based on volume in order to fund the move toward a target of 70% waste diversion by the year 2010.
- Improve on the current residential diversion rate of 42%,
- Divert 363,000 tonnes of residential waste
- Dispose of 697,000 tonnes of residential, institutional, commercial, and industrial waste
- Develop new diversion initiatives such as Multi-Unit Mandatory Diversion Enforcement and green bins in Multi-Unit Residences, Improved Recycling Cart Capacity and On-Floor Carts for Apartments.
- Secure short/long term processing capacity for diverted material
- Undertake analysis of mixed waste residential processing requirements.
- Continue the perpetual care of former closed landfill sites as well as improving capacity at the Green Lane site.
- Support Council priorities, such as a Clean & Beautiful City.

2008 OPERATING BUDGET

The 2008 Operating Budget for Solid Waste Management of \$276.729 million gross represents a \$24.995 million or 9.9% increase compared to 2007. The 2008 net operating budget of 182.158 million net represents a 0% increase over the 2007 net budget as shown in Tables 1 and 2.

2008 Operating Budget by Service

Table 1

Services	Approved Budget (\$000s)						Change over 2007			
	2006		2007		2008		Gross		Net	
	Gross	Net	Gross	Net	Gross	Net	\$	%	\$	%
Program Support	33,329	17,527	34,005	14,927	47,922	10,348	13,916.1	40.9%	(4,578.5)	(3067.3%)
Collections	90,415	87,235	94,864	91,620	95,475	92,162	610.5	0.6%	542.3	59.2%
Transfer	24,221	12,493	23,777	13,085	24,165	14,095	387.4	1.6%	1,009.3	771.3%
Processing	33,836	9,096	39,239	17,565	43,139	19,801	3,899.6	9.9%	2,236.0	1272.9%
Disposal	47,048	44,575	59,847	44,960	66,029	45,751	6,181.7	10.3%	790.9	175.9%
Total Program Budget	228,849	170,926	251,733	182,158	276,729	182,158	24,995.3	9.9%	(0.0)	(0.0%)

SOLID WASTE MANAGEMENT SERVICES

2008 Operating Budget by Category

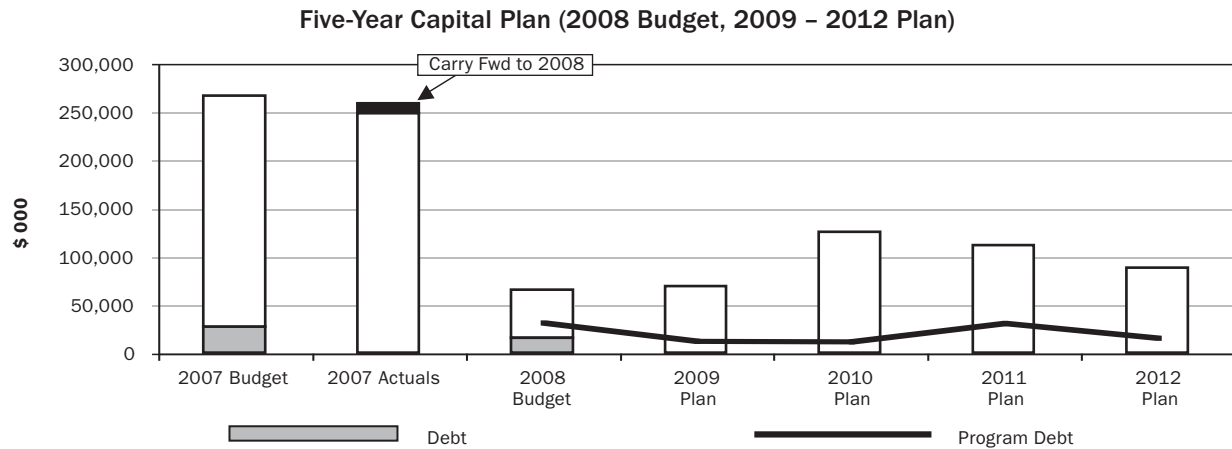
Table 2

Description of Category	(in \$000s)						
	2007 Budget	2007 Actuals	2008 Approved Budget	Change from 2007 Approved Budget		2009 Outlook	201 Outlook
	\$	\$	\$	\$	%	\$	\$
Gross Expenditures:							
Salaries and Benefits	87,993.1	89,819.7	90,874.5	2,881.4	3.3%	93,433.1	92,991.4
Materials and Supplies	6,002.6	4,800.3	6,053.5	50.9	0.8%	6,099.2	6,099.2
Equipment	1,329.8	761.1	1,285.7	(44.0)	(3.3%)	1,290.7	1,290.7
Services & Rents	115,777.0	106,183.2	119,723.4	3,946.4	3.4%	124,730.5	129,878.5
Contributions to Reserve/Res Funds	16,645.7	14,095.9	30,653.1	14,007.4	84.2%	49,899.9	54,603.7
Other Expenditures	23,985.2	23,555.8	28,138.5	4,153.3	17.3%	29,317.6	29,133.3
Total Gross Expenditures	251,733.3	239,216.0	276,728.7	24,995.3	9.9%	304,771.1	313,996.9
Funded by:							
Provincial Subsidies	8,050.0	7,743.4	9,390.0	1,340.0	16.6%	10,505.0	11,287.5
Federal Subsidies	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Other Subsidies	0.0	0.0	0.0	0.0	n/a	0.0	0.0
User Fees, Permits & Donations	25,598.2	22,937.8	45,584.5	19,986.3	78.1%	75,771.3	81,573.6
Contribution from Reserves/Res Funds	2,703.0	0.0	4,464.9	1,761.9	65.2%	1,216.9	1,216.9
Other Revenues	33,224.0	37,511.7	35,131.3	1,907.3	5.7%	35,119.8	37,760.8
Total Non Tax Revenues	69,575.2	68,192.9	94,570.6	24,995.4	35.9%	122,612.9	131,838.7
Net Budget (excluding Capital Financing)	182,158.1	171,023.1	182,158.1	(0.1)	(0.0%)	182,158.1	182,158.1
APPROVED POSITIONS	1,304.5	1,276.8	1,326.6	22.1	1.7%	1,349.3	1,334.7

2009/2010 OPERATING BUDGET OUTLOOK

The 2009 and 2010 Outlook moves forward with expanded service under the 70% Diversion Plan. The 70% Diversion Plan will be funded from SWM fees and generates no net incremental impact on the City's tax base. New SWM fees will offset the impact of various annualized adjustments in 2009. These annualizations include provision for a net incremental reduction for 2009 for the reversal of the additional day for the leap year (\$0.449 million), Household Hazardous Waste Collection service extension (\$0.029 million), annualization of the newly negotiated Etobicoke Collection contract (\$0.665 million) and reversal of a draw on the Waste Management Reserve Fund (\$3.246 million). There is presently no provision for COLA increases in either 2009 or 2010 as these will be the subject of future negotiations.

SOLID WASTE MANAGEMENT SERVICES



	2007 Budget	2007 Actual	2008	2009	2010	2011	2012	2008-12
Gross Expenditures:								
2007 Capital Budget & Future Year Commitments	266,298	248,176	46,094	2,579	3,884	19,203	0	71,760
Recommended Changes to Commitments			(220)	17,500	2,280	(18,114)	0	1,446
2008 New/Change in Scope and Future Year Commitments			19,630	1,750	0	0	0	21,380
2009 - 2012 Plan Estimates			0	47,008	119,116	110,337	88,319	364,780
1-Year Carry Forward to 2008		10,311						
Total Gross Annual Expenditures & Plan	266,298	248,487	65,504	68,837	125,280	111,426	88,319	459,366
Program Debt Target			32,893	13,288	13,108	32,350	16,471	108,110
Financing:								
Recommended Debt	27,456		15,210	0	0	0	0	15,210
Other Financing Sources:								
Reserves/Reserve Funds	18,532		7,380	7,745	8,269	8,876	9,511	41,781
Development Charges								0
Federal								0
Provincial								0
Other External					30,000	34,375	24,500	88,875
User Rate Recoverable Debt	220,310		42,914	61,092	87,011	68,175	54,308	313,500
Total Financing	266,298		65,504	68,837	125,280	111,426	88,319	459,366
By Category:								
Health & Safety								0
Legislated	258,110		60,553	62,624	120,580	107,226	84,119	435,102
SOGR	8,188		4,951	6,213	4,700	4,200	4,200	24,264
Service Improvement								0
Growth Related								0
Total By Category	266,298		65,504	68,837	125,280	111,426	88,319	459,366
Yearly SOGR Backlog Estimate (not addressed by current plan)			0	0	0	0	0	0
Accumulated Backlog Estimate (end of year)			-	-	-	-	-	0
Operating Impact on Program Costs			1,773	1,906	4,951	3,811	2,637	15,078
Debt Service Costs			456	1,673	0	0	0	2,129

* Note that the 1-Year Carry Forward reflects the latest estimate as used in the 2007 2nd Quarter Capital Variance Report.

SOLID WASTE MANAGEMENT SERVICES

2008 CAPITAL BUDGET AND 2009 – 2012 CAPITAL PLAN

FIVE-YEAR CAPITAL PLAN OVERVIEW

The Solid Waste Management Services Approved Five-Year Capital Plan includes changes required to the 2007 to 2011 Capital Plan to achieve a 70% Diversion target by the year 2010, as was reported to Council at its meeting of June 19, 20 and 22, 2007. The Approved 2008 to 2012 Capital Plan incorporates the additional projects required to achieve this 70% diversion goal, and accelerates some of the diversion projects included in the original 2007 to 2011 Capital Plan approved by Council in March 2007.

The Five-Year Capital Plan (2008 Approved Budget and 2009-2012 Plan), which totals \$459.366 million excluding 2007 funding carried forward into 2008, places a primary emphasis on fulfilling legislated requirements for Solid Waste Management Services and achieving a Council approved diversion target of 70% by 2010.

95% or \$435.102 million of the Five-Year approved cash flow is allocated to Legislated projects for Diversion Facilities, Perpetual Care of Landfills, and Residential Collection, and 5% or \$24.264 million is allocated to State of Good Repair projects relating to Transfer Stations Asset Management and Residential Collection.

The 2008-2012 Capital Plan which totals \$459.366 million, excluding carry forward funding of 2007 funding into 2008, provides funding for five major projects:

- **Diversion Facilities:** This project encompasses the design and construction of additional Source Separated Organics (SSO) processing capacity, 6 reuse centres, new recycling and residual waste containers, SSO multi-unit residential containers, and mixed waste processing facilities. These initiatives are necessary to increase diversion of the waste stream currently managed by the City of Toronto. The total cost over five years is \$364.168 million, excluding 2007 carry forward funding.
- **Perpetual Care of Landfills:** This project encompasses a variety of capital subprojects considered necessary for the ongoing maintenance of closed environmentally sound landfill sites after primary operations have ended. These include: monitoring, consulting and remedial measures related to surface water, ground water, landfill gas and ambient air; maintenance of leachate and gas control systems; correction of soil erosion/settlement on slopes and the repair of roadways. This project includes the old landfills under the jurisdiction of the former area municipalities. The total cost over five years is \$41.781 million. This project is funded from the Perpetual Care of Landfill Reserve Fund.
- **Transfer Stations Asset Management:** This project includes miscellaneous operational improvements that are required to meet safety, health, operational and environmental requirements such as the Gas Handling Act and Ministry of Environment (MOE) standards. They include: preservation of infrastructure, additional facilities to enhance services, energy conservation measures, reduction of off-site impacts, and improvements to operating efficiency. The total cost over five years is \$19.264 million.
- **Residential Collection:** This project includes several activities which have a total cost of \$5.000 million over five years for renovation and retrofit to Collection Yards.
- **Green Lane Landfill:** This project includes various development and operational improvements necessary for the ongoing operation of the landfill. These include cell development, landfill gas control system, site services/final cover/storm control, and other remediation costs. The total cost over five years is \$29.153 million.

The Approved Five-Year Capital Plan reflects debt funding of \$15.210 million which is below the Five-Year debt guideline by \$92.900 million, because Solid Waste Management Services is moving to a volume-based rate structure funding model similar to Toronto Water, in mid-2008. The Approved Five-Year Capital Plan also reflects user rate recoverable debt of \$313.500 million with the debt repayment fully recovered from the new Solid Waste Management user fees to be implemented starting July 1, 2008, withdrawal of \$41.781 million from reserve/reserve funds and external funding from the private sector of \$88.875 million.

SOLID WASTE MANAGEMENT SERVICES

CAPITAL PROJECT HIGHLIGHTS

Strategic Priorities:

The Solid Waste Management Services Multi-Year Business Plan was approved by Council and the Works Committee in June 2005. The Business Plan provides a long-term overview of the actions and decisions that will be required to meet Toronto's waste diversion goals and to secure dependable long-term management of residual solid waste over the next decade.

The previous Council had made diversion of solid waste a priority, and had set a target of achieving 60% diversion by 2008. In continuing to improve on the City's Diversion goals, Council at its meeting of June 19, 20 and 22, 2007, supported and approved the Mayors objective of 70% Waste Diversion by 2010. The Approved 2008 to 2012 Capital Plan has been prepared towards achieving the 70% diversion goal. This more aggressive target of 70% Diversion by the year 2010 requires an acceleration of the projects in the current capital program, and the addition of projects which have been excluded in the past in order to meet debt affordability guidelines.

The gross costs for the Solid Waste Management Services capital projects that are in the 10-Year Capital Plan are:

- **\$459.366 million for projects in years 2008 to 2012, and**
- **\$119.934 million for projects in years 2013 to 2017.**

This represents a total gross cost over the next 10 years of \$579.300 million for the required Solid Waste Management Services capital projects, or an increase of \$82.197 million over last year's 10-Year Capital Program. During the 2008 to 2012 period, the incremental annual Operating cost of the additional diversion initiatives will increase by \$15.1 million by year 2012.

The 70% Diversion report approved by Council in June 2007 identifies over 20 individual waste diversion initiatives that when combined, will allow the City to achieve its diversion goals. The Approved Five-Year Capital Plan provides the infrastructure to achieve 70% diversion by 2010.

The Approved Five-Year Capital Plan provides funding for five major projects:

- Diversion Facilities (\$364.168 million), with the majority of costs to be incurred in 2008, 2011 and 2012.
- Perpetual Care of Landfills (\$41.781 million)
- Green Lane Landfill Development (\$29.153 million)
- Transfer Stations Asset Management (\$19.264 million)
- Residential Collection (\$5.000 million)

The Approved Five-Year Capital Plan continues with major expansions of the diversion activities during this time-frame including:

- Expanding the Green Bin program to include apartments & condominiums
- Expanding the range of recyclable materials in the blue box to include: polystyrene and plastic film.
- Establishing reusable goods drop-off centres to provide residents with one-stop location for re-usable goods.
- Providing single home residents with larger recycling containers that will increase their ability to recycle.
- Providing single home residents with new residual waste containers to implement the new volume based rate system and encourage diversion.
- Building additional Source Separated Organics processing capacity that will increase capacity to allow for expansion, and provide long term stability for the Green Bin program.

Solid Waste Management senior staff may face pressures operationally due to tight timelines assumed, and the potential issues presented by site location, environmental assessments, and the various approval processes.

SOLID WASTE MANAGEMENT SERVICES

The General Manager responsible for Solid Waste Management Services will report to the Public Works and Infrastructure Committee prior to the start of the 2009 Budget process, on addressing the implementation challenges with the Approved Five-Year Capital Program with respect to timelines, site locations, environmental assessments, and readiness to proceed for facilities related projects.

INCREMENTAL OPERATING IMPACT OF THE 2008 CAPITAL BUDGET

Solid Waste Management Services approved 2008 Capital Budget will result in incremental impacts on the Operating Budget in 2008 and 2009 as follows: \$1.773 million for 2008 and (\$0.604 million) in 2009 mainly due to incremental costs for Recycling Containers and Curbside Collection of Durable Goods.

The Five-Year Capital Plan results in incremental operating costs of \$1.773 million for 2008, \$1.906 million for 2009, \$4.951 million for 2010, \$3.811 million for 2011 and \$2.637 million for 2012, for the following projects:

2008-12 Capital Projects/Sub-Projects		2008 (\$000s)	2009 (\$000s)	2010 (\$000s)	2011 (\$000s)	2012 (\$000s)	2008-12 (\$000s)
Diversion Facilities	Mandatory Diversion Enforcement		1,140	1,140			2,280
Diversion Facilities	Recycling Containers	1,404	(1,465)				(61)
Diversion Facilities	Reuse Centres		447	1,040	1,387	693	3,567
Diversion Facilities	SSO Multi-Unit Containers		923	2,771	2,424	162	6,280
Diversion Facilities	Residual Waste Processing Facilities					1,782	1,782
Diversion Facilities	Curbside Collection of Durable Goods	369	861				1,230
TOTAL		1,773	1,906	4,951	3,811	2,637	15,078

STATE OF GOOD REPAIR BACKLOG

Solid Waste Management Services does not have a backlog of State of Good Repair projects.

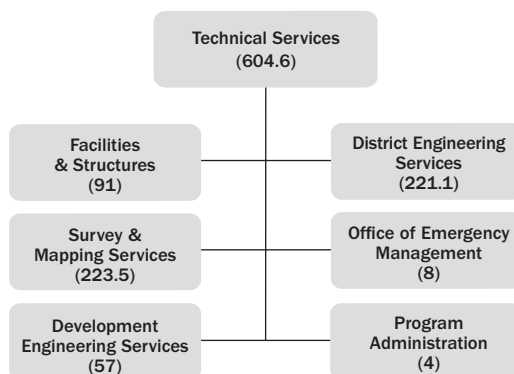
..... TECHNICAL SERVICES

MISSION STATEMENT

- Technical Services is committed to providing professional planning and project management services in the area of municipal engineering to ensure sustainable infrastructure and a safe and healthy environment for the people of Toronto.

PROGRAM MAP

The Technical Services Program is comprised of six major sections, with a total of 604.6 approved positions.



2007 KEY ACCOMPLISHMENTS

- Maintained delivery of Capital Works Program at 72% despite increased workloads.
- Earlier completion of designs and more tenders out earlier leading to better prices, and improved delivery.
- Implemented new fee structure to recover the engineering review and inspection costs on development related infrastructure.
- Coordinated and delivered training as mandated by the Emergency Management Plan.

2008 PROGRAM OBJECTIVES

- Providing professional design, planning, and project management services in the delivery of the City's capital works program for Toronto Water, Toronto Transit Commission, Transportation Services and Solid Waste Management Services.
- Establishing a financing mechanism for Development Engineering which will ensure full cost recovery for review of development applications.
- Improving the overall coordination of the capital works program to increase completion from the current rate of approximately 70% to 80%.
- Improving management oversight of construction contracts including internal auditing control and quality assurance.
- Strengthening enterprise-wide emergency management coordination across all City Programs, Agencies, Boards, and Commissions.

TECHNICAL SERVICES

2008 STRATEGIC PRIORITIES

Technical Services provides support to Transportation Services, Toronto Transit Commission, Solid Waste Management Services and Toronto Water for capital works that align with the strategic priorities of Council's policy agenda, selected examples include the Clean and Beautiful City Secretariat, Wet Weather Flow Master Plan, Clean Air and Sustainable Energy Action Plan, improving the City's waterfront and improving stewardship of Toronto's ravines.

2008 OPERATING BUDGET HIGHLIGHTS

The 2008 Operating Budget will provide the following services:

- Provide professional design, planning and project management services in the delivery of the City's Capital Works Program.
- Establish a financing mechanism for Development Engineering for full cost recovery of development review.
- Improve overall coordination of Capital Works Program and increase overall completion rate.
- Improve management oversight of construction contracts including improved internal control and quality assurance.
- Strengthening enterprise-wide Emergency Management Coordination across all City programs.

2008 OPERATING BUDGET

The 2008 Operating Budget for Technical Services of \$60.351 million gross represents a \$0.864 million or 1.5% increase compared to 2007. The 2008 Net Operating Budget of \$16.215 million reflects a decrease of \$0.049 million or -0.3% over 2007, as outlined in the tables below.

2008 Operating Budget by Service

Table 1

Services	Approved Budget (\$000s)						Change over 2007			
	2006		2007		2008		Gross		Net	
	Gross	Net	Gross	Net	Gross	Net	\$	%	\$	%
Facilities & Structures	8,776	8,031	9,258	1,565	9,313	1,647	55	0.6%	82	5.2%
Survey & Mapping	17,765	6,720	19,920	4,935	20,184	3,281	264	1.3%	(1,653)	-33.5%
Development Engineering	5,526	3,361	5,805	3,573	5,734	4,544	(71)	-1.2%	971	27.2%
District Engineering	18,361	3,839	21,295	3,887	21,854	4,353	559	2.6%	466	12.0%
Office of Emerg. Management	2,285	1,633	2,097	1,867	2,160	1,840	63	3.0%	(27)	-1.4%
Program Administration	1,164	1,164	1,112	437	1,106	550	(6)	-0.5%	112	25.7%
Finance & Administration	4,585	4,585	–	–	–	–	–	na	–	na
Interdivisional Charges	–	(26,898)	–	–	–	–	–	na	–	na
Total Program Budget	58,462	2,435	59,487	16,264	60,351	16,215	864	1.5%	(49)	-0.3%

TECHNICAL SERVICES

2008 Operating Budget by Category

Table 2

Description of Category	(In \$000s)						
	2007 Budget	2007 Actuals	2008 Approved Budget	Change from 2007 Approved Budget		2009 Outlook	2010 Outlook
	\$	\$	\$	\$	%	\$	\$
Gross Expenditures:							
Salaries and Benefits	52,189	47,391	53,050	861	1.6%	54,266	54,966
Materials and Supplies	619	355	622	3	0.4%	622	622
Equipment	1,661	846	1,679	18	1.1%	1,679	1,679
Services & Rents	2,652	2,582	2,603	(48)	(1.8%)	2,603	2,603
Contributions to Capital	0	0	0	0	n/a	0	0
Contributions to Reserve/Res Funds	827	827	806	(21)	(2.5%)	806	806
Other Expenditures	0	(3)	0	0	n/a	0	0
Interdivisional Charges	1,540	1,718	1,592	52	3.4%	1,592	1,592
Total Gross Expenditures	59,487	53,715	60,351	864	1.5%	61,568	62,268
Funded by:							
Interdivisional Recoveries	(29)	(33)	(23)	6	(19.3%)	(23)	(23)
Provincial Subsidies	0	0	0	0	n/a	0	0
Federal Subsidies	0	0	0	0	n/a	0	0
Other Subsidies	0	0	0	0	n/a	0	0
User Fees & Donations	(3,246)	(4,183)	(2,230)	1,016	(31.3%)	(2,230)	(2,230)
Transfers from Capital Fund	(37,365)	(33,351)	(39,310)	(1,945)	5.2%	(39,974)	(39,974)
Contribution from Reserve Funds	0	0	0	0	n/a	0	0
Contribution from Reserve	0	0	0	0	n/a	0	0
Sundry Revenues	(2,583)	(965)	(2,573)	10	(0.4%)	(2,573)	(2,573)
Total Non Tax Revenues	(43,224)	(38,531)	(44,137)	(913)	2.1%	(44,800)	(44,800)
Net Budget (excluding Capital Financing)	16,264	15,185	16,215	(49)	(0.3%)	16,768	17,468
APPROVED POSITIONS	598.6	568.6	604.6	6.0	1.0%	604.6	604.6

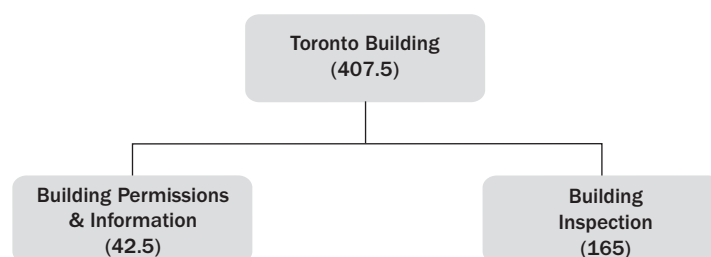
2009/2010 OPERATING BUDGET OUTLOOK

The 2009 and 2010 Outlook maintains the 2008 level of service while managing the cost-of living-allowance (COLA) and merit/step increments for union and non-union staff.

MISSION STATEMENT

- To enhance the quality of life in the City of Toronto for all residents, businesses and visitors, through superior services delivered with professionalism, honesty and integrity while enhancing and beautifying communities where people live, work and play.
- As stewards of Toronto's built environment we will ensure the construction, renovation and demolition of buildings achieves the health, safety, accessibility, conservation and environmental provisions of the Building Code Act and other applicable law.
- We champion the understanding and application of Building regulations supporting innovation and creation of safe building standards and requirements. We provide excellence in City services through innovative leadership, responding to all members of the public, the development community, other City Divisions, Agencies, Boards, Commissions and the Council of the City of Toronto.

PROGRAM MAP



As indicated in the program map, Toronto Building has two service functions: Building Permissions & Information and Building Inspection, and five key activity areas with 407.5 approved positions to carry out the mandate of the program.

2007 KEY ACCOMPLISHMENTS

- Conducted 167,294 building inspections and issued 35,456 building permits with a construction value of \$4.41 billion.
- Undertook research necessary to develop a technical standard to regulate and control the effects of construction activity vibration on adjacent buildings. Developed a draft Bylaw amendment and conducted stakeholder consultation leading to the final Bylaw proposal in 2008.
- Improved the measurability of operational performance using enhancements to the Division's Integrated Business Management System (IBMS) and web enabled permit status information.
- Completed building code training program leading to mandatory qualification of technical staff. Developed training plan and implemented Phase I of new Objective-Based Code training for Plan Review staff.
- Completed the research on Green Roof Technologies and obtained council direction on the preparation for a Bylaw to regulate the construction of green roofs under the City of Toronto Act in support of the Mayor/Council's mandate for environmental sustainability.
- Completed phase I (Plan Review) of the transfer of responsibilities for fire systems review from Fire Services to Toronto Building staff.
- Implemented a one-window service delivery approach for all development related fee payments in each district.

TORONTO BUILDING

- Achieved 99% response rate for Freedom of Information (FOI) requests for building information and property records.
- Continued to support the development of the new Zoning Bylaw.

2008 PROGRAM OBJECTIVES

Toronto Building's strategic direction over the next 3 years is driven by Council's priority for improving the Planning Process and Implementing Climate Change, in addition to meeting Legislative Service Levels and Improving Customer Service. The Program identified the following key challenges:

- Influence and respond effectively to new legislation and legislative amendments that affect the development of the City.
- Increase the Division's capacity to meet legislated time frames for the review of complete permit applications for all types of building projects.
- Increase the Division's capacity to meet legislated time frames for mandatory inspections and improve average response times for complaint investigations.
- Maximize revenue base and effectively use IT infrastructure to improve service delivery and operations.
- Increase availability of building records through new Routine Disclosure policy and procedure.
- Implement Environmental Initiatives such as the Green Roof Standards as well as Implementing Climate Change, Clean Air and Sustainable Energy Action Plan recommendations.
- Start the development of a new Consolidated Sign Bylaw and implement new Vibration Control regulations.
- Develop and implement appropriate amendments to the Municipal Code, Construction and Demolition Bylaw to achieve the Toronto Building Mission Statement.
- Enhance safety in the workplace by implementing Corporate H & S policy
- Provide an effective response to building related emergencies.

The Program will accomplish the above listed challenges in 2008 by implementing a number of measures that include:

- **Increase Program's Capacity**
 - > Complete the hiring program currently underway to provide the necessary resources to meet service objectives.
 - > Continue to provide training for staff to maintain mandatory qualification through a largely internal training and development program that delivers Provincial technical training opportunities.
 - > Implement and monitor new service efficiencies developed through Development Application Review Project (DARP).
 - > Implement transfer of Fire Systems review and inspection from Fire Services to Toronto Building with no new resources. The transfer of Fire Systems review and inspection responsibilities will be completed by January 2008.
- **Maximize Revenue Base**
 - > Review all user fees based on the new User Fee policy and implement indexing of all user fees not currently indexed.
 - > Continue to track waived permit fees so as to implement measures for full cost recovery.
- **Use IT Infrastructure**
 - > Support the development and implementation of the 311 system and implement Remote Computing and Interactive Voice Response (IVR) for Inspection Services to improve service delivery.
 - > Undertake continuous improvement to the functionality and reporting capability of Integrated Business Management System (IBMS) and the conversion of legacy data to IBMS and implement a Document Management (microfilm conversion) Program.
- **New Legislation**
 - > Building Code Act and Regulations: establish dedicated in-house code change committees to identify, develop and implement required procedural changes resulting from legislative changes.
 - > COTA, Planning Act, Heritage Act, and Clean Water Act: Ensure early identification of changes that could affect Program's area of responsibility or processes.

TORONTO BUILDING

- **New Consolidated Sign Bylaw**

- > Commence the implementation of the New Consolidated Sign Bylaw Project, which received Council's approval in December 2007. The Project, which received total funding of up to \$0.943 million phased-in with \$0.027 million in 2007, \$0.678 million in 2008 and \$0.238 million in 2009, is to be funded from the Public Realm Reserve Fund (see Sign Bylaw harmonization funding table below).

Sign Bylaw Harmonization Funding

Item	2007	2008	2009	2010	Total
Sign Bylaw Development	27,000	678,000	238,000		943,000
Repayment into Reserves			(400,000)	(543,000)	(943,000)
New Revenues*			400,000	543,000	943,000

*Revenue projections subject to review in 2008

- > This Project will explore new revenue streams such as sign or billboard tax. A report will be brought forward on this later in 2008 for Council's approval.
- > Repayment, in 2 instalments, of the \$943 million in total funding expended: (\$0.400 million) in 2009 and (\$0.543 million) in 2010. Toronto Building will identify and deploy staff resources and engage a consultant to conduct internal and external consultations. The program will also develop an implementation strategy and undertake secondary consultation prior to seeking Council approval to proceed with implementation. The project's total funding in the 2008 Recommended Operating Budget is \$0.678 million.

2008 STRATEGIC PRIORITIES

The 2008 Operating Budget for Toronto Building advances the following strategic priorities outlined in Council's current policy agenda:

- **Environmental Initiatives – Making Green Roofs Happen**

City Council approved the Planning and Growth Management Committee recommendations that Toronto Building proceed with the development of a green roof building standard for the City of Toronto, to further implement the recommendations of "Making Green Roofs Happen" and as a means of making this component of the Green Development Standard mandatory.

Program was directed by Council to:

- > Engage Province for authority to fast-track changes to the energy and sustainability requirements of the Ontario Building Code and development of "deemed to comply solutions for 2012 Code requirements.
- > Provide facilitation of renewable energy installations with applicants and where necessary, amendments to policies and procedures.
- > Report back with a proposed green roof construction standard based on public consultation. Funding of \$0.100 million was approved in 2007 for consultation and development of the Bylaw on proposed green roof standard.

The current Building Code (2006 version) contains a new section 'Part 12 Resource Conservation' that includes provisions for energy efficiency of building designs and requirements that increase the energy efficient design requirements for buildings seeking permits on and after January 1, 2012. Toronto Building will continue to engage the Province in seeking the authority to introduce these 2012 energy efficiency requirements sooner than 2012.

Although implementation has been delayed owing to cost containment measures implemented by the City during the year, it is anticipated that the program will address any future funding constraints by seeking

TORONTO BUILDING

alternative external funding sources to facilitate faster development and implementation of a green roof building standard. Funding of \$0.100 million was approved in the 2008 Operating Budget for consultation and development of the Bylaw on proposed green roof standard.

- **New harmonized City-wide Sign Bylaw Project**

City Council, at its meeting of December 11, 12 and 13, 2007 approved funding for Toronto Building to accelerate the development and implementation of a harmonized City-wide Sign Bylaw beginning in 2007. A preliminary Work Plan developed by Toronto Building estimates that the Project will cost a total of \$0.943 million to implement over a period of 18 months.

Council directed that funding be drawn from the Public Realm Reserve Fund of \$0.027 million in 2007, \$0.678 million in 2008, and \$0.238 million in 2009 to meet the Project implementation costs.

The Program was subsequently authorized to undertake the following:

- > Hire resources for a multi division staff project team.
- > Retain consultant to assist with the external consultations and development of the technical standards within the consolidated Bylaw.
- > Consultations, both internal and external, will occur prior to and following the development of the consolidated sign Bylaw.
- > Repay the consolidated Bylaw financing from new revenues expected from the consolidated sign Bylaw implementation.

It is anticipated that once fully developed and implemented, a harmonized City-wide Sign Bylaw will generate adequate revenues to off-set any additional implementation costs. Program staff are in the process of working with Finance staff on potential funding options for consideration by Council by the fourth quarter of 2008.

2008 OPERATING BUDGET HIGHLIGHTS

The 2008 Operating Budget will provide the following Services:

- Delivery of core services for receiving, reviewing, issuing and inspecting new construction and demolition projects.
- Providing business related information to the public received through Freedom of Information requests, routine disclosure requests or general enquiries.
- Provide an effective response to building related emergencies.
- Investigate building related complaints and take appropriate enforcement action.
- Support for the Mayor and Council's Climate Change, Clean Air and Sustainable Energy Action Plan by developing a Toronto green roof construction standard bylaw to govern the construction of green roofs.
- Enhanced public and client based service delivery through Information & Technology (I & T) improvements such as the introduction of an Interactive Voice Recognition (IVR) to support inspection requests and inspection outcomes; additional Web-based permit status and inspection status information capabilities; and internal service improvements through providing remote access to inspectors as well as enhancements to the IBMS business management program.

2008 OPERATING BUDGET

The 2008 operating budget for Toronto Building of \$41.913 million gross represents a 4.6% increase over the 2007 Approved Operating Budget. The 2008 net operating budget of (\$11.660) million meets the Program's 2008 Operating Budget net target of 0% increase over the 2007 net budget as shown in Tables 1 and 2.

TORONTO BUILDING

2008 Operating Budget by Service

Table 1

Services	Approved Budget (\$000s)						Change over 2007			
	2006		2007		2008		Gross		Net	
	Gross	Net	Gross	Net	Gross	Net	\$	%	\$	%
Toronto Building*	38,854	11,969	40,083	11,660	41,913	11,660	1,829.4	4.6	-	-
Total Program Budget	38,854	11,969	40,083	11,660	41,913	11,660	1,829.4	4.6	-	-

* SAP budget numbers are presently reflected under one service – Toronto Building

2008 Operating Budget by Category

Table 2

Description of Category	(in \$000s)						
	2007 Budget \$	2007 Actuals \$	2008 Approved Budget \$	Change from 2007 Approved Budget \$		2009 Outlook \$	2010 Outlook \$
Gross Expenditures:							
Salaries and Benefits	35,192.6	33,121.7	36,617.8	1,425.2	4.0%	(55.9)	
Materials and Supplies	332.0	277.3	937.8	605.8	182.5%		
Equipment	416.7	102.4	342.2	(74.5)	(17.9%)		
Services & Rents	1,405.3	1,236.5	1,407.8	2.5	0.2%		
Contributions to Reserve/Res Funds	2,417.4	4,247.2	2,417.4	0.0	0.0%		
Other Expenditures	319.2	363.0	189.6	(129.6)	(40.6%)		
Total Gross Expenditures	40,083.2	39,348.1	41,912.6	1,829.4	4.6%	(55.9)	0.0
Funded by:							
Provincial Subsidies							
Federal Subsidies							
Other Subsidies							
User Fees, Permits & Donations	51,743.2	51,759.5	53,572.6	1,829.4	3.5%		
Contribution from Reserves/Res Funds							
Other Revenues							
Total Non Tax Revenues	51,743.2	51,759.5	53,572.6	1,829.4	3.5%	0.0	0.0
Net Budget (excluding Capital Financing)	(11,660.0)	(12,411.4)	(11,660.0)	0.0	(0.0%)		
APPROVED POSITIONS	407.5	371.5	407.5	0.0	0.0%		

2009/2010 OPERATING BUDGET OUTLOOK

- Toronto Building Division underwent a Service Delivery Review exercise in 2007 to examine all functional areas, define and align mandates, policy objectives, organization structure and operations. Staff reported back prior to the commencement of the 2008 Operating Budget cycle on their current performance, key services and challenges, and future directions relative to objectives, targets and impacts as identified through the Program Review.
- The outlook for 2009 and 2010 forecasts the Program's review of revenue volumes in order to maintain the 2008 levels of service. These adjustments are expected to create a revenue impact in 2009 and in 2010 which reflects both 100% cost recovery and an annual inflationary increase.

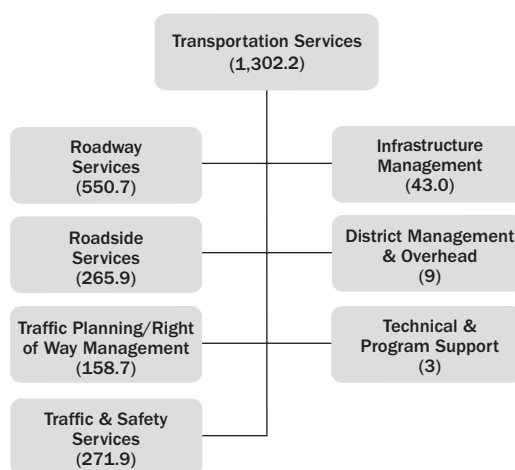
TRANSPORTATION SERVICES

MISSION STATEMENT

- Transportation Services is dedicated to safely, efficiently and effectively serving the mobility needs of Toronto's residents, businesses and visitors in harmony with its neighbourhoods and the environment.

PROGRAM MAP

As indicated in the program map, Transportation Services has seven service functions: Roadway Services, Roadside Services, Traffic Planning/Right of Way Management, Traffic and Safety Services, Infrastructure Management, District Management and Overhead, Technical and Program Support with 1,302.2 approved positions to carry out the mandate of the program.



2007 KEY ACCOMPLISHMENTS

- Finalized agreement on Harmonized Street Furniture with Astral Media allowing for the deployment of 2,500 harmonized street furniture elements in 2008.
- Increased emphasis on environment management through the conversion to LED lights and Salt Management Plan.
- Successfully hosted Walk 21 Conference and rolled out Sustainable Transportation Initiatives to support the Climate Change, Clean Air and Sustainable Energy Action Plan.
- Rolled out the first year of the Enhanced Neighbourhood Beautification Program that enhances and beautify the public realm and neighbourhoods.

2008 PROGRAM OBJECTIVES

- Transportation Services will continue to focus on improvements in service delivery, ensuring harmonized service delivery across the City. In addition, the Division has a strong focus on improving safety procedures, and adjusting delivery resources to reduce costs.
- Improve the Public Realm, ongoing efforts will be directed toward improving the aesthetics of the road system, in particular grassed and landscaped areas adjacent to roadways as part of the Neighbourhood Beautification Demonstration projects.
- To ensure that the infrastructure assets are properly maintained and that public access is provided safely.

TRANSPORTATION SERVICES

- Provide staffing and resources required to deliver sustainable transportation services and programs including pedestrian and cycling infrastructure to ensure conformity with the Official Plan and to support the Clean Air Climate Change Plan and the Bike Plan.
- Continue to increase emphasis on environment management through the conversion to LED lights and PM 10 sweepers, the Salt Management Plan and facilitating sustainable transportation.
- Implementation of the street furniture program, given its vast scope and aggressive implementation schedule and need to maintain appropriate contract oversight.

2008 STRATEGIC PRIORITIES

The 2008 Approved Operating Budget for Transportation Services directly advances, through a number of initiatives, the following strategic priorities:

- **Support the Climate Change, Clean Air and Sustainable Energy Action Plan:**
Pedestrian and cycling infrastructure are provided to support the Climate Change Clean Air and Sustainable Energy Action Plan and the Bike Plan. A total of \$0.985 million is approved in the Operating Budget in addition to the \$5.5 million that was approved in the 2008 Capital Budget for Transportation Services to help implement the 90 km of bike trails and lanes, bicycle lockers and rings approved for 2008. The Program will continue to increase emphasis on environment management through the conversion to LED lights, PM 10 sweepers and Salt Management Plan.
- **Help Make the City More Clean and Beautiful:**
Transportation Services is responsible for making Toronto more clean and beautiful through the Neighbourhood Improvements Projects which are dedicated toward improving the aesthetics of the road system, in particular grassed and landscaped areas adjacent to roadways including the clean up of orphan spaces in areas adjacent to the City's streets and boulevards previously not properly maintained in order to provide a consistent service level of all landscaped areas across the City. Finally over 2,500 street furniture items are to be deployed and managed by the Public Realm Organization unit as part of the harmonized street furniture program. The Public Realm unit will also assume the Clean and Beautiful City Secretariat functions in order to coordinate more efficiently and effectively activities designed to improve the Public Realm.
- **Implementation of Sustainable Transportation Initiatives:**
On October 22, 23, 2007, Council adopted the recommendations contained in the report Sustainable Transportation Initiatives: Short Term Proposals. The report contained a number of sustainable transportation initiatives that could be implemented fairly quickly. Most of the short-term transportation initiatives recommended will be implemented from funding within the Approved 2008 Transportation Services Capital Budget. Staff and resources included in the 2008 Recommended Transportation Services Operating Budget will be involved in the implementation of sustainable transportation initiatives such as assessing opportunities for narrowing of pavements in order to widen sidewalks, investigating feasibility options to improve cycling safety at intersections and undertaking a review of existing operations and regulations of High Occupancy Vehicle lanes in the City in order to suggest effective changes.

2008 OPERATING BUDGET HIGHLIGHTS

- The 2008 Approved Operating Budget provides funding for Transportation Services to maintain service levels in seven primary service areas, Roadway Services, Roadside Services, Traffic Planning/Right of Way Management, Traffic and Safety Services, Infrastructure Management, District Management and Program Support. Services provided to City residents are summarized below:

TRANSPORTATION SERVICES

- > Roadway Services – provides year-round maintenance of roadway, bridge and public lane networks to ensure safe, clean transportation infrastructure for cyclists, transit users, vehicles and goods movement. Activities include roadway cleaning, road and bridge repair and winter maintenance. Service levels include maintenance of 5,590 kilometres (km) of road and percentage of paved lane kilometres where condition is rated as good to very good (89.7% in 2006). Service standards to start ploughing for winter maintenance are 2.5 to 5 cm for expressways, 5 cm for arterial/streetcar routes, 8 cm for local roads.
- > Roadside Services – provides year-round maintenance of sidewalks, boulevards and walkways to ensure a safe, clean environment for pedestrians and other public right-of-way users. Activities include maintenance of about 7,945 km of sidewalks, utility cut repair and grass cutting. Service levels include number of grass cuts adjacent to roadways (7 per year) and time to complete permanent repairs to utility cuts (within 18 months).
- > Traffic Planning/Right of Way Management – plans, manages and enforces activities within the right-of-way. This service area includes the Public Realm Organizational unit which has the strategic responsibility and accountability for planning, designing and managing sidewalk spaces to achieve a beautiful functional and safe public realm. Activities include development review, street events and construction permits. Service levels include time to process street events or construction permits (6-8 weeks) and achieving over 85% compliance with STAR development review timelines.
- > Traffic and Safety Services – provides a safe travel environment for users of roads, sidewalks and public laneways by ensuring that the City's transportation network is used safely and efficiently and in support of the Official Plan's transportation objectives. Activities include traffic control systems, pavement markings and red light camera operations. Service levels include high priority response to equipment failure within 90 minutes 90% of the time and low priority calls by the next business day and maintenance of 2,010 traffic control signals and 600 pedestrian crossovers.
- > Infrastructure Management – Manages and plans the City's transportation infrastructure in order to support sustainable transportation options that promote the Official Plan and Council's Climate Change initiatives. Activities include infrastructure planning, operation planning and policy and pedestrian and cycling infrastructure.
- > District Management and Overhead – coordinates and manages services provided by the Division to the various districts of Toronto/East York, Etobicoke/York, North York and Scarborough.
- > Program Support – provides professional and technical support to Transportation Services in the delivery of service to the public.

2008 OPERATING BUDGET

The 2008 Approved Operating Budget for Transportation Services of \$259.610 million gross represents a \$3.731 million or 1.4% increase compared to 2007. The 2008 net operating budget of \$166.655 million reflects a \$1.088 million or 0.7% increase over the 2007 net budget as show in Tables 1 and 2.

TRANSPORTATION SERVICES

2008 Operating Budget by Service

Table 1

Services	Approved Budget (\$000s)						Change over 2007			
	2006		2007		2008		Gross		Net	
	Gross	Net	Gross	Net	Gross	Net	\$	%	\$	%
Roadway Services	128,508	89,917	128,962	94,494	127,363	94,991	(1,599.4)	(1.2%)	496.7	0.5
Roadside Services	57,352	25,160	52,117	26,133	51,127	26,775	(990.3)	(1.9%)	642.3	2.5
Traffic Planning/ROW Mgmt	11,220	(6,337.0)	13,240	(4,361.0)	18,233	-5,518	4,992.7	37.7%	-1,157.1	26.5
Traffic and Safety Services	39,703	35,478	42,484	38,453	44,322	40,027	1,837.9	4.3%	1,573.7	4.1
Transportation Infrastructure	15,368	12,962	16,787	13,652	16,510	13,623	(276.6)	(1.6%)	-29.4	-0.2
District Management & Overhead	1,263	(1,637.0)	1,422	(1,671.0)	1,270	-2,229	(152.3)	(10.7%)	-557.9	33.4
Program Support	22,479	22,479	867	(1,133.0)	786	-1,014	(80.8)	(9.3%)	119.2	-10.5
Total Program Budget	275,894	178,023	255,879	165,567	259,610	166,655	3,731	1.4%	1,087.5	0.7

2008 Operating Budget by Category

Table 2

Description of Category	(in \$000s)						
	2007 Budget	2007 Actuals	2008 Approved Budget	Change from 2007 Approved Budget		2009 Outlook	2010 Outlook
	\$	\$	\$	\$	%	\$	\$
Gross Expenditures:							
Salaries and Benefits	91,002.3	93,355.0	96,473.3	5,471.0	6.0%	97,819.8	97,819.8
Materials and Supplies	15,087.8	18,215.9	14,084.4	(1,003.4)	(6.7%)	14,294.4	14,294.4
Equipment	711.0	411.1	1,137.4	426.4	60.0%	1,137.4	1,137.4
Services & Rents	119,581.7	112,360.0	116,275.4	(3,306.3)	(2.8%)	116,275.4	116,275.4
Contributions to Reserve/Res Funds	14,817.8	14,820.0	15,217.9	400.1	2.7%	15,217.9	15,217.9
Other Expenditures	14,679.0	15,975.0	16,421.8	1,742.8	11.9%	16,463.8	16,463.8
Total Gross Expenditures	255,879.7	255,137.2	259,610.2	3,730.5	1.4%	261,208.7	261,208.7
Funded by:							
Provincial Subsidies	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Federal Subsidies	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Other Subsidies	0.0	0.0	0.0	0.0	n/a	0.0	0.0
User Fees, Permits & Donations	30,907.4	20,531.1	29,110.9	(1,796.5)	(5.8%)	29,110.9	29,110.9
Contribution from Reserves/Res Funds	3,893.0	3,893.0	7,096.8	3,203.8	82.3%	8,845.8	8,645.8
Other Revenues	55,512.2	61,783.2	56,748.0	1,235.8	2.2%	56,787.5	56,787.5
Total Non Tax Revenues	90,312.6	86,207.3	92,955.7	2,643.1	2.9%	94,744.2	94,544.2
Net Budget (excluding Capital Financing)	165,567.1	168,929.9	166,654.5	1,087.4	0.7%	166,464.4	166,664.4
APPROVED POSITIONS	1,300.6	1,156.0	1,302.2	1.6	0.1%	1,302.2	1,302.2

TRANSPORTATION SERVICES

2009/2010 OPERATING BUDGET OUTLOOK

The 2009 and 2010 Outlooks maintain the projected 2008 level of service. In 2009, the full year impact of revising the winter standby policy for in-house staff will be realized resulting in further savings of \$0.600 million net. Budgeted reductions in contributions from the Road and Sidewalk Reserve are increased by \$0.200 million each year, resulting in a net incremental increase in costs for 2009 and 2010. Delays in the planned expansion for Red Light cameras in early 2008 will defer expenditures of \$0.210 million into 2009. Funding for the Public Realm Office and Clean and Beautiful initiatives are subject to review for 2010 and as a result the gross expenditures and revenues have not been included in the 2010 outlook.

2008 CAPITAL BUDGET AND 2009 – 2012 CAPITAL PLAN

FIVE-YEAR CAPITAL PLAN OVERVIEW

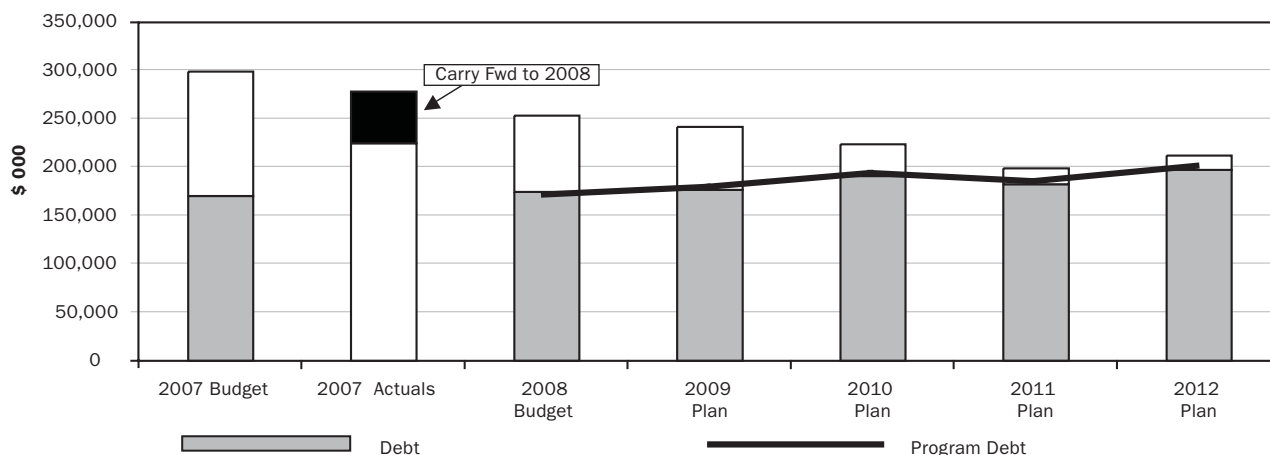
- The Five-Year Capital Plan (2008 Approved Budget and 2009-2012 Plan) requires cash flows including carry forward funding from 2007 into 2008 of \$307.007 million in 2008, \$242.190 million in 2009, \$224.238 million in 2010, \$199.295 million in 2011 and \$212.525 million in 2012.
- Funding for the Five-Year Capital Plan is comprised of 82% debt, 13% in other funding which includes third party and other revenue, 2.4% from DC Reserve Funds, 2.2% from Recoverable Debt and 0.3% from other reserve funds. The debt target was achieved for the 2009-2012 Approved Five-Year Capital Plan, but is \$6.070 million over the debt target for the 2008 Approved Capital Budget because of the required hydro under-grounding work on the St. Clair Transit Right of Way Project scheduled for 2008.
- The Program is ready to proceed with the Five-Year Capital Plan. The ability to proceed will continue to depend on a number of factors including the disposition of planning, tendering and engineering studies. Also affecting the Program's ability to achieve the Five-Year Capital Plan is the availability of funding for projects that involve third party agreements. Ability to achieve the Five-Year Plan will be enhanced by periodic Reallocation Reports seeking Council approval to reallocate spending from projects that for various reasons need to be delayed to other projects that are ready to proceed. As well Council has approved the "Plan to Improve the Development and Implementation of a Co-ordinated Multi-Year Joint Transportation Service and Toronto Water Capital Program which will also help to improve capital project delivery. Details of the Co-ordinated Multi-Year Joint Capital Program Plan will be discussed in Part II: Issues for Discussion.
- State of Good Repair (SOGR) project funding represents 65% of spending within the Five-Year Capital Plan, the average in each of the years is \$147.687 million. Average annual expenditures on major projects include bridge rehabilitation \$34.330 million, expressways \$26.036 million, major roads \$30.918 million, local roads \$38.782 million, sidewalks \$9.119 million and miscellaneous infrastructure \$8.502 million.
- This Five-Year Capital Plan will result in a SOGR backlog estimated to be approximately \$415 million by 2012. By maintaining the current level of SOGR debt funding, the estimated backlog will grow by an average rate of \$21.05 million per year. Note that this SOGR backlog is an estimate based on debt affordability and does not include variances due to schedule slippage. The current backlog is presently estimated at \$310 million. This is estimated to include the following:
 - > \$168 million in major and local road and sidewalks
 - > \$50 million in bridge rehabilitation
 - > \$92 million related to the western Gardiner Expressway

TRANSPORTATION SERVICES

- In response to Transportation Services' SOGR backlog, funding in the amount of \$5.5 million per year over four years is included in the Approved Five-Year Capital Plan to reduce the backlog of work on the western Gardiner Expressway. Future years' funding will allow the Program to start major rehabilitation work on the western section of the Gardiner from the Humber River to Highway 427. In addition an extra \$15 million in debt funding was allocated in 2012 to address backlog in Major and Local Road Resurfacing and Bridge Rehabilitation.
- Transportation Services continues to be challenged by the ability to allocate adequate funding within debt constraints in order address SOGR backlog priorities while at the same time addressing growth and service improvement priorities such as the Bloor Street Transformation, the St. Clair Transit Improvement the Dufferin Street Jog Elimination and various grade separation projects meant to improve traffic safety.
- Service Improvement/Growth funding averages \$68 million per year or 30% of the Five-Year Capital Plan funding estimates.
 - > The Service Improvement projects consist of traffic light installations, signage and road safety improvement projects and additional bicycle lanes.

Growth projects include major development-related road projects including road widening and improving grade separations. Projects in this category are the Dufferin Street Jog Elimination, Sheppard and Morningside, various track replacement work (recoverable from the TTC) and the completion of the St. Clair Dedicated Streetcar Line. Projects are prioritized based on resource/land availability and current assessed need to maintain appropriate safety and capacity standards in accordance with the City's priorities and debt affordability guidelines.

Five-Year Capital Plan (2008 Budget, 2009 – 2012 Plan)



TRANSPORTATION SERVICES

	2007		Five-Year Plan					
	Budget	Actuals	2008	2009	2010	2011	2012	2008-12
Gross Expenditures:								
2007 Capital Budget & Future Year Commitments	299,056	224,914	80,320	3,780				84,100
Recommended Changes to Commitments			10,505	39,170	12,787			62,462
2008 New/Change in Scope and Future Year Commitments			162,838	40,264	11,000	2,167		216,269
2009 – 2012 Plan Estimates				158,976	200,451	197,128	212,525	769,080
1-Year Carry Forward to 2008		53,344	→					
Total Gross Annual Expenditures & Plan	299,056	278,258	253,663	242,190	224,238	199,295	212,525	1,131,911
Program Debt Target	170,598		168,661	176,991	191,237	182,600	198,479	917,968
Financing:								
Recommended Debt	170,598		174,731	176,991	191,237	182,600	197,600	923,159
Other Financing Sources:								
Reserves/Reserve Funds	834		1,509	1,539	1,009			4,057
Development Charges	25,601		19,941	4,000	1,000	1,000	2,250	28,191
Recoverable Debt	12,000		13,000	12,000				25,000
Federal								
Provincial			1,000					1,000
Other Revenue	149,754		43,482	47,660	30,992	15,695	12,675	150,504
Total Financing	358,787		253,663	242,190	224,238	199,295	212,525	1,131,911
By Category:								
Health & Safety	12,903		9,480	11,975	11,940	10,136	10,100	53,631
Legislated								
SOGR	163,290		114,251	140,241	166,173	156,152	161,620	738,437
Service Improvement	33,403		35,741	33,364	19,133	20,212	17,840	126,290
Growth Related	149,191		94,191	56,610	26,992	12,795	22,965	213,553
Total By Category	358,787		253,663	242,190	224,238	199,295	212,525	1,131,911
Yearly SOGR Backlog Estimate (not addressed by current plan)			10,000	25,977	39,295	25,000	5,000	105,272
Accumulated Backlog Estimate (end of year)		310,146	320,146	346,123	385,418	410,418	415,418	415,418
Operating Impact on Program Costs			270	10				
Debt Service Costs			5,242	24,530	25,206	26,514	26,014	107,506

* Note that the 1-Year Carry Forward reflects the latest estimate as of October 1, 2007

CAPITAL PROJECT HIGHLIGHTS

Strategic Priorities:

The Five-Year Capital Plan advances the following strategic priorities:

A Cleaner and More Beautiful City:

- **Standardize and Beautify Toronto's Street Furniture.**

Transportation Services currently has a capital project entitled "Street Furniture Harmonization which is almost complete. An agreement has been signed with Astral Media Outdoor LP for \$428 million in guaranteed revenue over twenty years to supply a common design for waste bins, benches and newspaper boxes. This will result in Toronto streets having a more attractive look that will help build a sense of community across the city.

TRANSPORTATION SERVICES

- **Neighbourhood Improvement Projects**

In 2007, the Clean and Beautiful Secretariat became part of Transportation Services Program and is to be integrated with the new Public Realm unit within the Program. As a result, the Neighbourhood Improvement Projects will now be delivered by Transportation Services. These projects aim to invest up to \$0.080 million in capital projects per ward, per year that support making Toronto's neighbourhoods clean and beautiful. This money could be used to fund a wide range of improvements from installing art to building new partnerships.

A Wonderful Waterfront City:

- **Construct bike trails and lakefront promenades across the City from Etobicoke to Scarborough.**

Public access to and enjoyment of Toronto's waterfront are key objectives of waterfront renewal. Waterfront Toronto is charged with delivering the water's edge promenade and bike trails in the designated waterfront area. Their efforts are also supported by Parks, Forestry, and Recreation, City Planning and Transportation Services. No immediate deliverables have been identified for Transportation Services. Transportation Services also has a City-wide Cycling Infrastructure Project that will address the waterfront as well as road infrastructure projects within the new precincts.

A Greener City:

- **Make Toronto greener by improving the tree management and care program to feed, care for, save or replace existing street trees in our city.**

Parks, Forestry and Recreation plants trees through the Tree Advocacy Program and through capital funds provided by Transportation and Toronto Water, to beautify roads and reduce rain water runoff and erosion. Transportation Services currently has a project entitled "Street Tree Planting that has a Five-Year Capital Plan total of \$6.142 million with \$1.509 million Approved for 2008. The plan is to plant 800 trees in 2008.

A Creative City:

- **Improve the public realm around Toronto's major cultural institutions.**

There is a need for coordination of all functional visual elements placed on sidewalks surrounding major cultural institutions; such as: TTC access/signage vending carts/boxes, traffic signals, signs, lighting, utility installations and signage. Community Planning and Urban Design together with Transportation Services will initiate a comprehensive review as part of the development review process for these significant cultural sites. An example of this kind of project was the Princes' Gates project at Exhibition Place funded in 2006 in the amount of \$0.700 million.

Currently a Public Realm unit is being established that will be assigned the strategic responsibility and accountability for planning, implementing and managing sidewalk spaces to achieve a beautiful, functional and safe pedestrian realm.

Better Transit Today:

- **The City must make public transit a priority by expanding the number of enclosed, dedicated transit right-of-ways.**

- > Yonge Street from Finch to Steeles
- > Kingston Road from Victoria Park to Eglinton
- > York University bus rapid transit
- > Rapid transit through the East Bayfront and Portlands
- > Rapid transit along Don Mills from Steeles to the city centre.

The planning and EA approval process for these projects is/has been a coordinated effort between TTC (the ultimate operator), Transportation Services, City Planning, and Waterfront Toronto in the case of the Waterfront projects. Funds have been allocated within the TTC Capital Budget for the Yonge Street and York University EAs (Environmental Assessments). Transportation Services has been named as the lead for the Yonge Street project and will be involved in projects such as Kingston Road.

TRANSPORTATION SERVICES

Speed up the implementation of Toronto's bike plan:

- Consultation with the Cycling Committee has produced an acceleration strategy, including increased staff resources and funding for the Toronto Bike Plan projects. Transportation Services currently has a City-wide Cycling Infrastructure Project with \$5.5 million Approved for 2008 as well as a further \$24.6 million planned over the 2009-2012 period. This represents an increase of \$4.613 million or 18.1% increase over the previous 2007-2011 Approved Capital Plan.

Other Key Capital Initiative:

Transportation Services Approved Five-Year Capital Plan includes funding for the following major capital initiatives:

- Funding for the Climate Change, Clean Air and Sustainable Energy Action Plan includes the Purchase of PM10 Sweepers and Cycling Infrastructure initiatives. The allocation of \$7.000 million for PM 10 Sweepers in the Approved Five-Year Capital Plan enables Transportation to move its entire street sweeper fleet to new technology. This technology has been shown to collect over 90% of the particulate matter found on roads and improve street level air quality by as much as 20%. The allocation of \$30.100 million for Cycling Infrastructure over the 2008-2012 timeframe is to implement bicycle lanes and other cycling infrastructure as outlined in the City of Toronto Bike Plan.

Incremental Operating Impact of the 2008 Capital Budget

The incremental operating costs outlined below include the following:

- Traffic Control RESCU System – The operating impact associated with this project is estimated to be \$0.020 million for 2008 and \$0.010 million for 2009 for maintenance and additional systems.
- New Traffic Control Signals – The operating impact associated with this project is estimated to be \$0.250 million in 2008 is for maintenance and additional systems.

There are no new positions being added as a result of approving the 2008 Approved Capital Budget and 2009-2012 Capital Plan.

- Debt service charges arising from approval of the 2008 Approved Capital Budget are \$5.242 million in 2008, \$20.656 million in 2009, \$5.595 million in 2010, \$1.275 million in 2011 and \$0.0238 million in 2012.
- The operating impact of approving the 2009-2012 Approved Capital Plan will result in additional debt service costs of \$3.874 million in 2009, \$19.611 million in 2010, \$25.239 million in 2011 and \$25.776 million in 2012.

STATE OF GOOD REPAIR BACKLOG

The main focus of the Five-Year Capital Plan is to complete on-going state of good repair projects for major and local roads, bridge infrastructure and expressways. Due to recent years' funding constraints, there is a backlog of State of Good Repair work for on-going maintenance currently estimated at \$310 million by year-end 2007. While the Program is managing its many project challenges within funding constraints, the focus is to ensure cash flow is approved only for those projects ready to proceed.

The Approved Five-Year Capital Plan represents what cash flow spending can be achieved given the constraints of budget and project scheduling. In order to accomplish this and meet the debt affordability targets, funding to reduce the backlog for Local and Major Roads had been re-allocated to other projects of higher and immediate priority in the past. The 2008-2012 Recommended Capital Plan includes an extra \$15 million in 2012 to address the SOGR backlog. The current SOGR backlog is estimated to be \$310 million, and will grow to \$415 million by the end of 2012. The backlog continues to grow despite increased spending to address it because of a large proportion of the City's roads and bridges were constructed in the 1960s and 1970s. A lot of these roads and bridges that were constructed in this time period are just now requiring reconstruction and will add even further to the existing backlog unless there is substantial investment in SOGR.

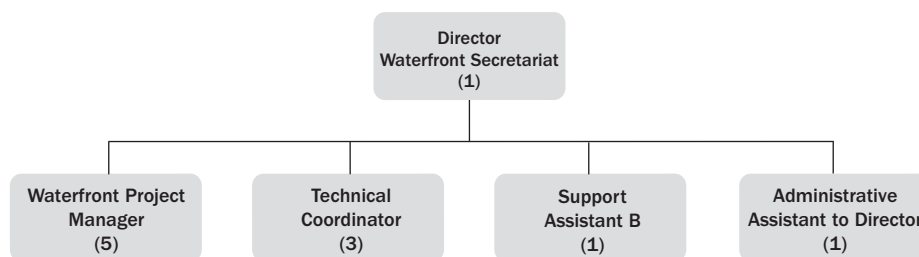
WATERFRONT SECRETARIAT

MISSION STATEMENT

- To lead and expedite the Waterfront Revitalization Initiative on behalf of the City of Toronto. To ensure all City policies, priorities and regulatory authorities are respected and expedited, in order to enable development of an economically, socially and environmentally sustainable Waterfront, in partnership with Waterfront Toronto and the other orders of government.

PROGRAM MAP

As indicated in the program map, Waterfront Secretariat has one service function: Waterfront Secretariat with 11 approved positions to carry out the mandate of the program.



2007 KEY ACCOMPLISHMENTS

- Led the process of evaluating and negotiating Waterfront Toronto Five-Year Business Plan/Ten-Year Forecast (2007 – 2016) with the other governments to determine the vision, deliverables, funding requirements and cost-sharing arrangements for Waterfront Revitalization over the next ten-year period, with the resultant report being approved by Council in July, 2007.
- Led the City's participation in the tri-government/Waterfront Toronto negotiations for governance changes for Waterfront Renewal required for the advancement of Waterfront Revitalization, including the delivery of District Energy. This process resulted in a report being approved by Council early in 2008.
- Streamlined the Waterfront Revitalization process through the transfer of TEDCO owned lands in East Bayfront to the City. This reduced the number of agencies involved in revitalization from three to two – Waterfront Toronto as waterfront lead and City of Toronto, as landowner, partner in revitalization and regulator.
- Managed the resolution of outstanding planning issues and Ontario Municipal Board approval of the zoning for the public lands in East Bayfront.
- Successfully launched the Western Waterfront Master Plan.
- Managed and expedited all City processes required to successfully implement:
 - the construction of the flood protection landform and the start of relocation of major services in the West Don Lands.
 - the completion of Phase 1 of Port Union Linear Park.
 - the first Waterfront head of slip construction project at Spadina Quay, which is slated for completion in July 2008.
 - Lake Ontario Park.
- Developed a Waterfront Risk Assessment and Risk Management Protocol for Brownfield sites.
- Completed a report adopted by Council identifying projected impacts to 2021 on the City's Operating Budget of new Waterfront infrastructure, and initiated development of a strategy for identifying measures to mitigate these impacts.

WATERFRONT SECRETARIAT

2008 PROGRAM OBJECTIVES

1. Project Management

- Implement Community Improvement Plans for the Waterfront in conjunction with impacted divisions, agencies, boards and commissions.
- Lead the City's processes and participate in the implementation of:
 - > the flood protection landform and lower level interceptor in the Don River Park, and the first phase of development in the West Don Lands.
 - > park infrastructure and the development of East Bayfront Phase 1 and West Don Lands Phases 1 & 2.
 - > District Energy Systems for the East Bayfront and West Don Lands.
- Expedite the Precinct Planning process for the Port Lands.
- Support the greening of the Port Lands through Waterfront Toronto and TEDCO lead projects geared to prepare the area for future development opportunities.
- Lead the creation of a Western Waterfront Master Plan through various activities such as civic engagement through public meetings, educational seminars and holding a number of Community Advisory Group meetings in 2008. Develop a staff report on the Plan to be presented to City Council by December 2008 for consideration, including the necessary resources required for the Plan's implementation.
- Represent the City in the selection of the first developer in East Bayfront.
- Facilitate attraction of institutional uses to East Bayfront.
- Lead the development of a Regional Sports Complex in the Port Lands.
- Manage the City's involvement in the assessment of the future of the Gardiner/Lakeshore corridor.

2. Environmental

- Lead the City's processes related to the Environmental Assessment for the transformation of Queens Quay streetcar and road, water's edge, and heads of slips in the Central Waterfront area.
- Work with Waterfront Toronto in the creation of a Soil Management Facility in the Waterfront.

3. Financial

- Represent the City's interests for fiscally responsible project management and the appropriate allocation of risk to/between government partners.
- Enhance joint planning processes with Waterfront Toronto and develop a Memorandum of Understanding (MOU) with Waterfront Toronto that would confirm deliverables for 2008 on a project-by-project basis.

2008 STRATEGIC PRIORITIES

The 2008 Approved Operating Budget for the Secretariat advances the strategic priorities outlined in Council's policy agenda of *"Making Progress on the Waterfront"* by providing for the resources necessary to lead and direct the City's participation in Waterfront Renewal, which is funded through the Capital Plan for the Waterfront Revitalization Initiative. The latter is aligned with, but not limited to the following priorities outlined in the City's strategic priorities:

- **Better Transit Today**
 - > The Five-Year Capital Plan calls for City funding of \$62.034 million for Transportation Initiatives and \$28.516 million for the Union Station Subway platform to create a 'Better Transit Today' by developing rapid transit system through the East Bayfront and West Donlands, and upgrading passenger capacity and safety at Union Station.
- **Economy that Creates Jobs for Torontonians & Prosperity for Whole Country**
 - > Precinct Implementation Projects with City funding of \$62.205 million will develop the West Don Lands and East Bayfront Precincts and the Portlands will realize the goal of nurturing an 'Economy

WATERFRONT SECRETARIAT

that Creates Jobs for Torontonians & Prosperity for Whole Country' by strengthening key economic clusters through the creation of community improvement plans and tax incremental funding districts thereby allowing the City to make major investments in infrastructure and recoup the benefits through tax revenue.

- **Continue to Help House the Homeless**
 - > The Waterfront Revitalization Initiative will further provide an immediate opportunity to co-ordinate the City's interest to 'Continue to Help House the Homeless' by creating locations in the City including the West Don Lands where development of up to 1,000 units of affordable housing each year for four years (2007-2011) is planned.
- **Build on a Clean and Beautiful City Program**
 - > This Initiative will continue to 'Build on a Clean and Beautiful City Program' by providing City funding for parks and public spaces in the West Don Lands and East Bayfront and areas such as Port Union (\$5.843 million), Mimico (\$1.761 million), and the Portlands and Central Waterfront (\$6.770 million) with a combined Five-Year Planned Capital expenditure of \$14.374 million.

2008 OPERATING BUDGET HIGHLIGHTS

The 2008 Operating Budget will provide the following Services:

- Expediting the City's review, regulatory, and approval processes and participation in Precinct Planning for the Lower Don Lands (northwest Port Lands) and areas of the Port Lands.
- Expediting the implementation of Water's Edge enhancements in the Central Waterfront; expediting both the Queen's Quay Redesign EA and slip improvements.
- Continuing the development and implementation of the Western Waterfront Master Plan for a total of \$0.200 million gross and net.
- Together with other City Divisions, implementing Community Improvement Plans for the Waterfront.
- Leading the City's due diligence review and approval processes and participation in the implementation of the first phase of the development of East Bayfront and West Don Lands.
- Leading the City's due diligence process on Waterfront Toronto's options for the Gardiner/Lakeshore corridor, recommending a go-forward strategy to Council.
- Together with Finance, leading the implementation of TIFs in East Bayfront and West Don Lands.
- Leading the development of a Risk Management Protocol for the Waterfront and beyond.
- Leading the refinement of the MOU between the City, TEDCO, and Waterfront Toronto.
- Leading the development and implementation of a Land Management Protocol for the transfer of public lands in the Waterfront to the City or a third party developer, and the completing the transfer of East Bayfront land s from TEDCO to the City.
- Together with other City divisions, developing measures to mitigate the Operating Budget impacts of Revitalization.
- Developing and implementing the process through which Waterfront Toronto completes infrastructure, parks and public space projects, and transfers responsibility for operations and maintenance to the City.

2008 OPERATING BUDGET

The 2008 Operating Budget for Waterfront Secretariat of \$1.563 million gross represents a \$0.245 million or 18.6% increase compared to 2007. The 2008 net operating budget of \$1.082 million reflects a 0% increase over the 2007 net budget as show in Tables 1 and 2.

WATERFRONT SECRETARIAT

2008 Operating Budget by Service

Table 1

Services	Approved Budget (\$000s)						Change over 2007			
	2006		2007		2008		Gross		Net	
	Gross	Net	Gross	Net	Gross	Net	\$	%	\$	%
Waterfront Secretariat	880	751	1,318	1,082	1,563	1,082	244.9	22.6%	–	–
Total Program Budget	880	751	1,318	1,082	1,563	1,082	244.9	22.6%	–	–

2008 Operating Budget by Category

Table 2

Description of Category	(in \$000s)						
	2007 Budget	2007 Actuals	2008 Approved Budget	Change from 2007 Approved Budget		2009 Outlook	2010 Outlook
	\$	\$	\$	\$	%	\$	\$
Gross Expenditures:							
Salaries and Benefits	926.6	876.3	1,234.7	308.1	33.3%	(38.6)	
Materials and Supplies	1.1	1.5	1.1	(0.0)	(2.6%)		
Equipment	0.8	0.4	0.8	0.0	4.4%		
Services & Rents	384.9	219.7	322.1	(62.8)	(16.3%)	(200.0)	
Contributions to Reserve/Res Funds	1.9	1.9	1.9	0.0	0.0%		
Other Expenditures	2.5	2.3	2.0	(0.5)	(20.0%)		
Total Gross Expenditures	1,317.8	1,102.1	1,562.7	244.9	18.6%	(238.6)	0.0
Funded by:							
Provincial Subsidies							
Federal Subsidies							
Other Subsidies							
User Fees, Permits & Donations							
Contribution from Reserves/Res Funds							
Other Revenues	236.2	212.4	481.0	244.8	103.6%		
Total Non Tax Revenues	236.2	212.4	481.0	244.8	103.6%	0.0	0.0
Net Budget (excluding Capital Financing)	1,081.6	889.7	1,081.7	0.1	0.0%	(238.6)	
APPROVED POSITIONS	8.0	8.0	11.0	3.0	37.5%		

2009/2010 OPERATING BUDGET OUTLOOK

At its meeting on September 25, 26 and 27, 2006, City Council approved funding of \$0.400 million spread equally over 2 years for the development of a Western Waterfront Master plan. With the final funding of \$0.200 million in 2008, the 2009 outlook of \$0.239 million includes a base budget reduction of \$0.200 million relating to the Program's Western Waterfront Master Plan.

2008 CAPITAL BUDGET AND 2009 – 2012 CAPITAL PLAN

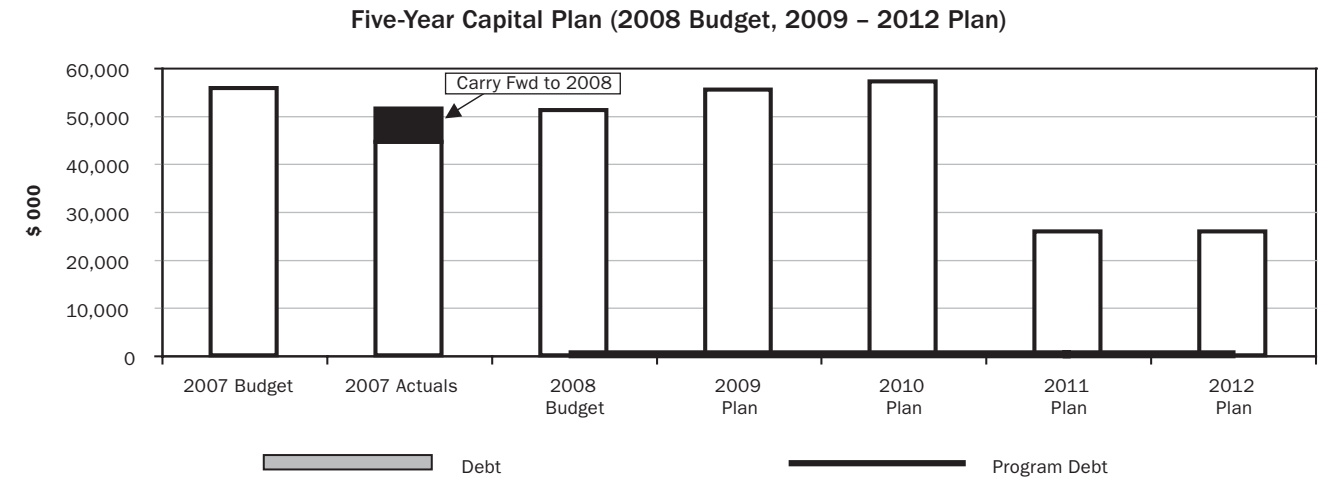
FIVE-YEAR CAPITAL PLAN OVERVIEW

The Waterfront Revitalization Initiative’s 2008 Capital Budget and 2009 – 2012 Capital Plan excluding one-year carry forward funding, calls for \$215.211 million over the next five years with a cash flow of \$51.131 million in 2008, \$55.385 million in 2009, \$57.095 million in 2010, \$25.800 million in 2011 and \$25.800 million in 2012.

The 2008-2012 Capital Plan for the Waterfront Revitalization Initiative is consistent with the Five-Year Business Plan/Ten-Year Forecast (2007-2016) that was adopted by City Council at its meeting on July 16, 17, 18 and 19, 2007. The Capital Plan focuses on implementation of those projects that provide for substantial improvements to parks and public places, transit, brownfields remediation, and building sustainable communities while advancing Council’s priority of ‘Making Progress on the Waterfront’.

Included in the Five-Year Capital Plan are investments in Union Station Subway platform, Precinct Implementation projects (East Bayfront and West Donlands), Transportation Initiatives (LRT lines in East Bayfront and West Donlands), and Naturalization of Don River, with a proposed net City contribution total of \$172.322 million (includes funding carried forward from 2007 of \$2.476 million) over the Plan period. Also included is \$14.238 million to provide for Waterfront Toronto Corporate Costs that include staff salaries and rent that are not allocated to specific projects. In return, Waterfront Toronto is putting in place structures that would ensure effective management of waterfront initiatives in consultation with City programs.

The full Waterfront Revitalization Plan is funded by a \$500 million investment by each of the 3 orders of government and re-investment of revenues from the sale/lease of public lands. It requires no debt funding as the newly created Strategic Infrastructure Partnership Reserve Fund as approved by Council will fund the City’s contribution to the Waterfront’s revitalization. The entire funding over the five-year Plan period will go towards growth related initiatives.



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	2007		Five-Year Plan					
	Budget	Actual	2008	2009	2010	2011	2012	2008-12
Gross Expenditures:								
2007 Capital Budget & Future Year Commitments	55,701	48,782	51,131	55,385	57,095	25,800	25,800	215,211
Recommended Changes to Commitments								
2008 New/Change in Scope and Future Year Commitments								0
2009–2012 Plan Estimates								
1-Year Carry Forward to 2008		6,919	→					
Total Gross Annual Expenditures & Plan	55,701	55,701	51,131	55,385	57,095	25,800	25,800	215,211
Program Debt Target	0	0	0	0	0	0	0	0
Financing:								
Recommended Debt	0							0
Other Financing Sources:								
Reserves/Reserve Funds	57,229		51,131	55,385	57,095	25,800	25,800	215,211
Development Charges								
Federal	179							
Provincial	179							
Other Revenue	114							0
Total Financing	57,701		51,131	55,385	57,095	25,800	25,800	215,211
By Category:								
Health & Safety								
Legislated								
SOGR								
Service Improvement								
Growth Related	55,701		51,131	55,385	57,095	25,800	25,800	215,211
Total By Category	55,701		51,131	55,385	57,095	25,800	25,800	215,211
Yearly SOGR Backlog Estimate (not addressed by current plan)								
Accumulated Backlog Estimate (end of year)								
Operating Impact on Program Costs*			1,058	6,371	10,594	10,925	12,047	40,995
Debt Service Costs			0	0	0	0	0	0

*Refer to Incremental Operating Impact of the 2008 Capital Budget section and tables on pages 5-7.

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Strategic Priorities:

All of the sub-projects within the Five-Year Capital Plan for the Toronto Waterfront Revitalization Initiative aim to 'Continue to Build a Clean, Green and Beautiful Waterfront'. The Plan is aligned with, but not limited to the following priorities outlined in the Mayor's Strategic Priorities:

- The Five-Year Capital Plan calls for a cash flow funding of \$62.034 million for Transportation Initiatives and \$28.516 million for the Union Station Subway platform to create a 'Better Transit Today' by developing rapid transit system through the East Bayfront and West Donlands, and upgrading passenger capacity and safety at Union Station.
- Precinct Implementation Projects with funding of \$62.205 million will develop the West Don Lands and East Bayfront Precincts and the Portlands will realize the goal of nurturing an 'Economy that Creates Jobs for Torontonians & Prosperity for Whole Country' by strengthening key economic clusters through the creation of tax incremental funding districts thereby allowing the City to make major investments in infrastructure and recoup the benefits through tax revenue.
- The Waterfront Revitalization Initiative will further provide an immediate opportunity to co-ordinate the City's interest to 'Continue to Help House the Homeless' by creating locations in the City including the West Don Lands where development of up to 1,000 units of affordable housing each year for four years (2007-2011) is planned.
- This Initiative will continue to 'Build on a Clean and Beautiful City Program' by developing parks and public spaces in the West Don Lands and East Bayfront and areas such as Port Union (\$5.843 million) and Mimico (\$1.761 million), the Portlands and Central Waterfront (\$6.770 million).

Other Key Capital Initiatives:

The Waterfront Revitalization Initiative's Five-Year Capital Plan includes the following major capital initiatives:

	\$000s						
	2008 Approved Budget	2009 Plan	2010 Plan	2011 Plan	2012 Plan	Total 2008-12	Total 2013-17
Facilities Projects: New and Expanded							
IT sub-projects							
Total	0	0	0	0	0	0	0
Other Major City Initiatives:							
<i>Naturalization of the Don River</i>	2,337	4,600	6,041	–	6,589	19,567	9,145
<i>Union Station</i>	35	10,961	7,420	7,700	2,400	28,516	4,600
<i>Precinct Implementation Projects</i>	29,691	9,068	11,325	3,121	9,000	62,205	10,998
<i>Transportation Initiatives</i>	325	26,031	24,128	6,550	5,000	62,034	6,000
Total	32,388	50,660	48,914	17,371	22,989	172,322	30,743

Naturalization of the Don River

The naturalization of the Don River that requires five-year capital funding of \$19.567 million and an additional \$9.145 million to 2017 will allow the reclamation of coastal wetlands, recreation of wildlife and fish habitats, provide flood protection for the Portlands, and the provision of public access to new open spaces that will accommodate a number of recreational facilities. An Environmental Assessment at the mouth of the Don River is expected to be completed in 2008 and planning and design work will be undertaken through 2009.

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Union Station – Subway Platform

The Union Station subway platform is presently at capacity and this project, which requires five-year capital funding of \$28.516 million and an additional \$4.600 million to 2017, will see the construction of a second subway platform at Union Station to provide additional passenger capacity and improve safety, while making the station more accessible and efficient. It includes the construction of a connection at the platform level between the Union subway and Harbourfront LRT as well as building a new corridor to the west of the station to allow GO Transit passengers a by-pass access to the PATH system.

Precinct Implementation Projects – West Don Lands/East Bayfront

Over the next five years, \$62.205 million is allocated for the development and construction of new projects in the West Don Lands and East Bay Front Precincts with an additional \$10.998 million to be funded to 2017.

Part of the 2008 recommended Precinct Implementation projects funding of \$29.691 million will advance the following:

- West Donlands – completion of flood protection land form, commencement of Don River Park construction, infrastructure construction and environmental remediation in phase 1 and 2 and commencement of risk assessment/risk management plan for phase 3 and 4.
- East Bayfront – commencement of infrastructure construction, demolition, site preparation and environmental remediation and clean up of south of Queen's Quay.

Transportation Initiatives

The major component of the Transportation Initiatives projects, the West Donlands LRT and the Queens Quay LRT transit lines, will require five-year capital funding of \$62.034 million and an additional \$6.0 million funding to 2017.

An LRT route will be constructed in West Donlands and East Bayfront that will ensure that all residences are within a five-minute walking to transit. The line will be built in the early stages of development and completed by 2010 for West Donlands and by 2011 for East Bayfront. The five-year capital funding will go towards developing of the transit lines only and will not fund other areas such as the purchase of buses and street cars.

Incremental Operating Impact of the 2008 Capital Budget

The Parks, Forestry & Recreation's 2008 Operating Budget includes for funding request for \$0.300 million to cover operating costs from the completion of three Waterfront Revitalization Initiative projects; Port Union Park (\$0.099 million), Marilyn Bell Park Improvements (\$0.101 million) and the Transition Sports Fields (\$0.100 million).

According to the Operating Budget Impacts of New Waterfront Infrastructure staff report adopted by City Council at its meeting on November 19 and 20, 2007, the cumulative net incremental impact of Waterfront Revitalization Initiative projects on Parks, Forestry & Recreation's Operating Budget from 2007 to 2011 is estimated at \$23.730 million (see table below). The report further estimates the cumulative incremental gross costs over the next 15 years for all impacted City programs to be \$324.1 million while revenues collected by programs from user fees and subsidies (excluding tax revenues) are estimated at \$117.3 million, resulting in a cumulative incremental net operating impact of \$206.8 million by 2021.

WATERFRONT SECRETARIAT

Waterfront Revitalization Operating Budget Impacts - Cumulative Incremental Net Impact (\$000s)

Division:	2007	2008	2009	2010	2011	Total 2007-2011	
Net							
City Planning	\$0.0	\$0.0	\$25.5	\$51.9	\$52.9	\$130.3	
Children's Services	\$0.0	\$0.0	\$0.0	\$310.9	\$342.7	\$653.6	
Economic Dev, Culture & Tourism	\$0.0	\$10.2	\$20.8	\$31.7	\$43.1	\$105.8	
Library	\$0.0	\$0.0	\$86.9	\$89.3	\$91.8	\$268.0	
Parks, Forestry & Recreation	\$231.1	\$1,018.8	\$5,909.2	\$8,173.0	\$8,397.8	\$23,729.9	
Social Development, Finance & Admin	\$0.0	\$0.0	\$0.0	\$0.0	\$175.0	\$175.0	
Solid Waste Management	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	
Toronto Building	\$0.0	\$0.0	\$218.8	\$446.0	\$454.5	\$1,119.3	
Toronto Water	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	
Transportation Services	\$0.0	\$29.4	\$109.3	\$112.0	\$156.4	\$407.1	
TTC	\$0.0	\$0.0	\$0.0	\$1,379.5	\$1,210.5	\$2,590.0	
Cumulative Incremental Net Exp.	\$231.1	\$1,058.4	\$6,370.5	\$10,594.3	\$10,924.7	\$29,179.0	

Division:	2012	2013	2014	2015	2016	Total 2012-2016	Total 2007-2016
Net							
City Planning	\$53.9	\$54.9	\$56.0	\$57.0	\$58.1	\$279.9	\$410.2
Children's Services	\$750.9	\$818.5	\$1,785.2	\$1,930.6	\$2,080.2	\$7,365.4	\$8,019.0
Economic Dev, Culture & Tourism	\$65.9	\$78.4	\$91.3	\$104.6	\$118.5	\$458.7	\$564.5
Library	\$94.4	\$97.0	\$99.7	\$1,801.3	\$1,850.7	\$3,943.1	\$4,211.1
Parks, Forestry & Recreation	\$8,626.7	\$8,941.3	\$10,619.9	\$10,431.1	\$12,287.2	\$50,906.2	\$74,636.1
Social Development, Finance & Admin	\$36.0	\$211.7	\$73.5	\$74.9	\$76.4	\$472.5	\$647.5
Solid Waste Management	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Toronto Building	\$463.1	\$471.9	\$480.9	\$490.0	\$499.3	\$2,405.2	\$3,524.5
Toronto Water	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Transportation Services	\$160.3	\$200.8	\$205.9	\$211.1	\$216.4	\$994.5	\$1,401.6
TTC	\$1,796.1	\$2,051.7	\$1,740.0	\$1,818.7	\$1,637.2	\$9,043.7	\$11,633.7
Cumulative Incremental Net Exp.	\$12,047.3	\$13,215.7	\$16,045.8	\$16,137.7	\$18,020.1	\$75,869.2	\$105,048.2

Division:	2017	2018	2019	2020	2021	Total 2017-2021	Total 2007-2021
Net							
City Planning	\$59.2	\$60.3	\$61.5	\$62.7	\$31.9	\$275.6	\$685.8
Children's Services	\$2,234.5	\$2,393.3	\$2,556.9	\$2,725.5	\$2,899.1	\$12,809.3	\$20,828.3
Economic Dev, Culture & Tourism	\$132.8	\$147.6	\$162.9	\$178.8	\$195.2	\$817.3	\$1,381.8
Library	\$1,901.6	\$1,953.9	\$2,007.7	\$2,062.7	\$2,119.5	\$10,045.4	\$14,256.5
Parks, Forestry & Recreation	\$12,501.3	\$12,844.6	\$13,197.7	\$13,564.2	\$13,937.7	\$66,045.5	\$140,681.6
Social Development, Finance & Admin	\$78.0	\$79.5	\$81.1	\$82.7	\$84.4	\$405.7	\$1,053.2
Solid Waste Management	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Toronto Building	\$508.8	\$518.5	\$528.3	\$538.4	\$274.3	\$2,368.3	\$5,892.8
Toronto Water	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Transportation Services	\$277.1	\$284.2	\$291.4	\$298.8	\$306.4	\$1,457.9	\$2,859.5
TTC	\$1,654.8	\$1,450.1	\$1,612.4	\$1,329.6	\$1,536.5	\$7,583.4	\$19,217.1
Cumulative Incremental Net Exp.	\$18,521.4	\$18,881.8	\$19,625.6	\$19,944.4	\$20,460.5	\$101,808.4	\$206,856.6

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Waterfront Revitalization Operating Budget Impacts – Gross Expenditures (\$000s)

Program:	2007	2008	2009	2010	2011	Total 2007-11	Total 2012-16	Total 2017-21	Total 2007-21
Expenditures									
Affordable Housing	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
City Planning	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Children's Services	\$0.0	\$0.0	\$0.0	\$1,175.7	\$1,209.3	\$2,385.0	\$22,660.2	\$32,849.9	\$57,895.1
Economic Development, Culture & Tourism	\$0.0	\$10.2	\$20.8	\$31.7	\$43.1	\$105.8	\$458.6	\$817.4	\$1,381.8
EMS	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Fire	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Library	\$0.0	\$0.0	\$86.9	\$89.3	\$91.8	\$268.0	\$3,943.1	\$10,045.4	\$14,256.5
Parks, Forestry & Recreation	\$231.1	\$1,018.8	\$6,059.2	\$8,326.8	\$8,553.9	\$24,189.8	\$52,278.3	\$67,954.1	\$144,422.2
Social Development, Finance & Admin	\$0.0	\$0.0	\$0.0	\$0.0	\$175.0	\$175.0	\$472.5	\$405.7	\$1,053.2
Solid Waste Management	\$0.0	\$0.0	\$162.4	\$410.0	\$660.8	\$1,233.3	\$8,414.4	\$14,679.5	\$24,327.2
Toronto Building	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Toronto Water	\$0.0	\$0.0	\$93.3	\$627.1	\$748.7	\$1,469.0	\$5,615.0	\$8,649.1	\$15,733.2
Transportation Services	\$0.0	\$29.4	\$109.3	\$112.0	\$156.4	\$407.1	\$994.6	\$1,457.9	\$2,859.5
TTC	\$0.0	\$0.0	\$0.0	\$1,766.2	\$1,799.7	\$3,565.9	\$22,649.5	\$36,001.4	\$62,216.7
Total Gross Expenditures	\$231.1	\$1,058.4	\$6,531.9	\$12,538.8	\$13,438.7	\$33,798.9	\$117,486.2	\$172,860.3	\$324,145.4

Waterfront Revitalization Operating Budget Impacts – Gross Revenues (\$000s)

Revenues	2007	2008	2009	2010	2011	2007-11	2012-16	2017-21	2007-21
Affordable Housing	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
City Planning	\$0.0	\$0.0	(\$25.5)	(\$51.9)	(\$52.9)	(\$130.3)	(\$279.9)	(\$275.6)	(\$685.8)
Children's Services	\$0.0	\$0.0	\$0.0	\$864.8	\$866.6	\$1,731.5	\$15,294.8	\$20,040.6	\$37,066.9
Economic Development, Culture & Tourism	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
EMS	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Fire	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Library	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Parks, Forestry & Recreation	\$0.0	\$0.0	\$150.0	\$153.8	\$156.1	\$459.9	\$1,372.1	\$1,908.6	\$3,740.6
Social Development, Finance & Admin	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Solid Waste Management	\$0.0	\$0.0	\$162.4	\$410.0	\$660.8	\$1,233.3	\$8,414.4	\$14,679.5	\$24,327.2
Toronto Building	\$0.0	\$0.0	(\$218.8)	(\$446.0)	(\$454.5)	(\$1,119.3)	(\$2,405.2)	(\$2,368.3)	(\$5,892.8)
Toronto Water	\$0.0	\$0.0	\$93.3	\$627.1	\$748.7	\$1,469.0	\$5,615.0	\$8,649.1	\$15,733.2
Transportation Services	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
TTC	\$0.0	\$0.0	\$0.0	\$386.6	\$589.2	\$975.9	\$13,605.7	\$28,418.0	\$42,999.6
Total Revenues	\$0.0	\$0.0	\$161.4	\$1,944.4	\$2,514.1	\$4,620.0	\$41,617.0	\$71,051.9	\$117,288.8

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Gross expenditures according to the report are estimated at \$324.1 million from 2007 to 2021 and the biggest impacts will be on Parks, Forestry and Recreation (\$144.422 million) and TTC (\$62.217 million). The report further estimates gross revenues collected by programs from user fees and subsidies (excluding tax revenues) at the Waterfront at \$117.3 million. According to the staff report, the highest revenues will be generated by TTC (\$43.0 million) and Children's Services (\$37.067 million).

The cumulative incremental net operating budget impacts as contained in the staff report to Executive Committee on October 29, 2007 will be added to future Capital Budget submissions once Council approves the report. It is anticipated that a report on revenue generation and financing strategy that will be submitted to Council by 4th quarter of 2008 will address alternative financing sources to help fund the above impacts.

STATE OF GOOD REPAIR BACKLOG

The Waterfront Revitalization Initiative does not have any funding for state-of-good-repair. Instead, the 2008 Capital Budget of \$51.131 million is entirely comprised of growth projects with Precinct Implementation projects accounting for the largest percentage of funding at more than 53% of total funding recommended. These projects represent the continuation of Precinct implementation such as completion of flood protection land form and the start of construction of Don River Park in West Donlands, and the start of construction of Sherbourne Park, Jarvis slip and the Water's Edge Promenade in East Bayfront.