



O P E R A T I N G   A N D  
C A P I T A L   B U D G E T

S U M M A R Y



2001

# Table of Contents

## I INTRODUCTION

A message from the Mayor .....	4
A message from the CAO .....	5

## II PROFILE OF TORONTO

Toronto 2001 .....	7
Council Committee Structure and Mandates .....	9
Special Purpose Bodies .....	10
Ward Map .....	11
Councillors.....	12
Community Council Boundaries.....	16
Administration Organization Chart.....	17

## III BUDGET OVERVIEW

Operating Budget Overview .....	19
Capital Budget Overview .....	29

## IV PROGRAM SUMMARIES

### Community and Neighbourhood Services

- Children's Services .....	41
- Homes for the Aged .....	48
- Shelter, Housing & Support .....	53
- Social Development and Administration .....	59
- Social Services .....	63

### Works and Emergency Services

- Emergency Medical Services .....	66
- Fire Services .....	72
- Solid Waste Management .....	77
- Transportation Services .....	82
- Support Services .....	88
- Technical Services .....	90

### Economic Development, Culture & Tourism

- Culture.....	94
- Economic Development .....	99
- Parks and Recreation .....	105
- Special Events .....	111
- Customer and Business Support.....	114
- World Youth Day .....	118

## Urban Development Services.....120

### Corporate Services

- City Clerk's .....	128
- Corporate Communications .....	134
- Facilities & Real Estate .....	137
- Fleet Services .....	141
- Human Resources .....	146
- Information and Technology.....	150
- Legal.....	155
- Service Improvement and Innovation .....	159

## Finance .....161

## Audit .....166

## Office of the Chief Administrative Officer....171

### City Council and Office of the Mayor

- Toronto City Council .....	175
- Office of the Mayor.....	178

### Special Purpose Bodies

- Toronto Public Health .....	180
- Toronto Public Library.....	186
- Exhibition Place .....	192
- Theatres .....	197
- Toronto Zoo .....	200
- Arena Boards of Management.....	205
- Toronto Housing Company .....	207
- Toronto and Region Conservation Authority .....	210
- Toronto Transit Commission .....	215
- Toronto Police Services .....	222
- GO Transit/GTSB .....	226

### Corporate Accounts

- Consolidated Grants .....	229
- Capital and Corporate Financing .....	232
- Non-Program Expenditures .....	234
- Non-Program Revenues.....	237

### Non-Levy Operations

- Toronto Parking Authority .....	240
- Water & Waste Water Services .....	243

## GLOSSARY.....246



OPERATING AND  
CAPITAL BUDGET

INTRODUCTION



2001

## Message from the Mayor



In response to an unprecedented budget shortfall in 2001, I worked with Council and staff to launch steps to improve the City's financial health. Since that time a new budget process that ensures timely approval and full accountability has been developed. The work of staff and the insights of the CAO's Special Advisor David Gunn have helped us have a better sense of how money is spent. Additionally, Canada's former Auditor General Denis Desautels will give us advice on how the City can better manage all its resources.

Bottom line: we're getting our house in order. Before we could fully address these issues, the City clearly needed some stability following the largest urban restructuring in Canadian history. With stability we can now move forward. But there is a catch. Without the recognition from the Province of the need for a new relationship in which resources match the cost of new responsibilities under local services realignment, getting our own budgeting in top shape won't fix the problem.

In 2001 there were hopeful signs that a new era of collaboration between all governments in Canada was emerging. The Federation of Canadian Municipalities meeting in Banff, the C5 meeting in Winnipeg and the Association of Municipalities of Ontario meeting in Toronto this year all had the same message: our cities are hurting and they need a concerted effort to maintain services and thrive against tough international competition.

Here in Toronto, there are promising developments. The sustained level of commitment behind the waterfront plan, the strong intergovernmental support for the Olympic bid, and the imminence of a new Municipal Act hint at the dawn of a new relationship between governments.

For the citizens of Toronto, that new relationship is crucial to both our quality of life and the success of the City in the 21st century.

Mel Lastman  
Mayor

## Message from the Acting Chief Administrative Officer

Jane Jacobs, the Toronto-based urbanologist, once said that cities are places where everything can happen. The year 2001 proved that beyond dispute in the administration of this City. A sample of activity:

- In January, Task Force 2010 was launched and set an aggressive agenda for Toronto's management of its waste. The same month the budget overview was presented, indicating a shortfall of \$305 million and setting in gear a series of responses.
- In February, the City renewed its call for intergovernmental collaboration on affordable housing after a report confirmed rising family homelessness.
- In March, the City sought proposals for transitional housing.
- In April, a milestone in the dismantling work on the Gardiner East was reached.
- In May, the social development consultations were released in a report that said local government is most effective in meeting social needs. The same month the first projects of Toronto's waterfront revitalization were announced.
- In June, the City released a report on the importance of the economic impact of cultural activities in Toronto.
- In July, Council endorsed Councillor Pantalone as Chair of the Waterfront Reference Group and Bob Fung as Chair of the Waterfront Corporation.
- In August, the Minister of Municipal Affairs and Housing gave municipalities the good news that the new Municipal Act was imminent and that much of the recommendations of the Association of Municipalities of Ontario would be seen in the new Act.

Of critical importance to our fiscal health, the summer of 2001 saw the development of enhancements to the City's budget process. When approved by Council, these will ensure that budget approval is timely and that staff and service levels appropriately match limited resources. Former CAO, Mike Garrett and former CFO and Treasurer, Wanda Liczyk led the City through this change and it is thanks to their commitment and hard work that this new process is now in place.

Throughout 2001, staff were busy bringing innovations in the delivery of programs and services that are transforming the way the City does business. Working with the Mayor and Council and with this spirit of innovation and the professionalism Toronto's public servants are noted for, we expect great things in 2002.



Shirley Hoy  
Acting Chief Administrative Officer



OPERATING AND  
CAPITAL BUDGET

PROFILE OF TORONTO



2001

## Toronto 2001

In 2001 the population of the City of Toronto climbed to more than 2.5 million people. The City is now the fifth largest in North America. More than 80,000 businesses call it home. Eighty percent of Canada's high-tech companies reside here. No wonder Toronto was recently voted the third best place in the world to do business.

The City generates more than \$90 billion of Canada's Gross Domestic Product. Beyond that contribution, more than four billion dollars of tax revenues leave the City each year.

Toronto is big in population, in impact and in scope. Picture 4,600 kilometres of watermain and 10,000 kilometres of sewers. Imagine enough roads to run from Sydney, Nova Scotia to Vancouver. Consider a City with more than ten thousand streets.

Toronto's strengths are many: its status as a leader in the knowledge economy, its diversity, its safe streets, its well-educated work force, its administration, all these position the City well in a global economy.

In 2001 the City's strengths were apparent in its Olympic bid, in an exciting plan for the waterfront that moved forward into the first projects, and in the continued high ranking of service delivery by its citizens. Toronto, the new Toronto, is both an international presence and a good working city.

But there are pressures. Some emerge from the City's unique identity. Compared to other cities in the GTA and Canada, Toronto's population is older. Almost 14 per cent of residents are over 65. That's about twice the rate in York and Peel Regions. Almost 30 per cent of the population is poor, a rate 50 percent higher than the average in Ontario. With eight percent of the population

of Canada, Toronto receives about 30 percent of recent immigrants. Montreal receives the same federal monies with less than half the numbers. The City property tax costs for seniors, for the poor and for immigrants will continue to rise.

Infrastructure costs are on the same upward path, particularly public transit, which consumes about one third of the City's capital budget. These costs are beyond the scope of the property tax. It is the City's position that if senior levels of government don't make direct funding for infrastructure renewal available, they must give Toronto and its fellow municipalities the tools to do so.

New relationships between governments in Canada are the foundation of lasting prosperity for Canada's cities in the 21st century.

### GOVERNMENT

- \$7.2 billion budget
- 45 members of Council (including the Mayor)
- 45,000 employees (including special purpose bodies such as TTC, police services)

### POPULATION AND LOCATION

- 2.5 million people
- 632 square kilometres
- one-third of Canada's population lives within a one-day drive of Toronto
- Half of the United States population lives within a one-day drive of Toronto

## ECONOMY

- The total output of goods and services produced in the Toronto CMA (Census Metropolitan Area) is equal to \$165 billion
- Expected to lead the Canadian economy in growth in next two years
- North America's second-largest stock exchange
- Half of Canadian companies on Fortune's Global 500 are located in Toronto
- One of the most advanced telecommunications centres in North America
- Home to 90 per cent of Canada's foreign banks, top law firms and advertising agencies
- Home to 80 per cent of Canada's top public accountants and high-tech companies

## INFRASTRUCTURE

- National Trade Centre is the third-largest exhibit facility in North America
- TTC operates North America's second-largest public transit system
- North America's largest continuous underground pedestrian system connects 1,100 stores and restaurants, 48 office towers, six major hotels and several entertainment centres

## ARTS AND CULTURE/ENTERTAINMENT

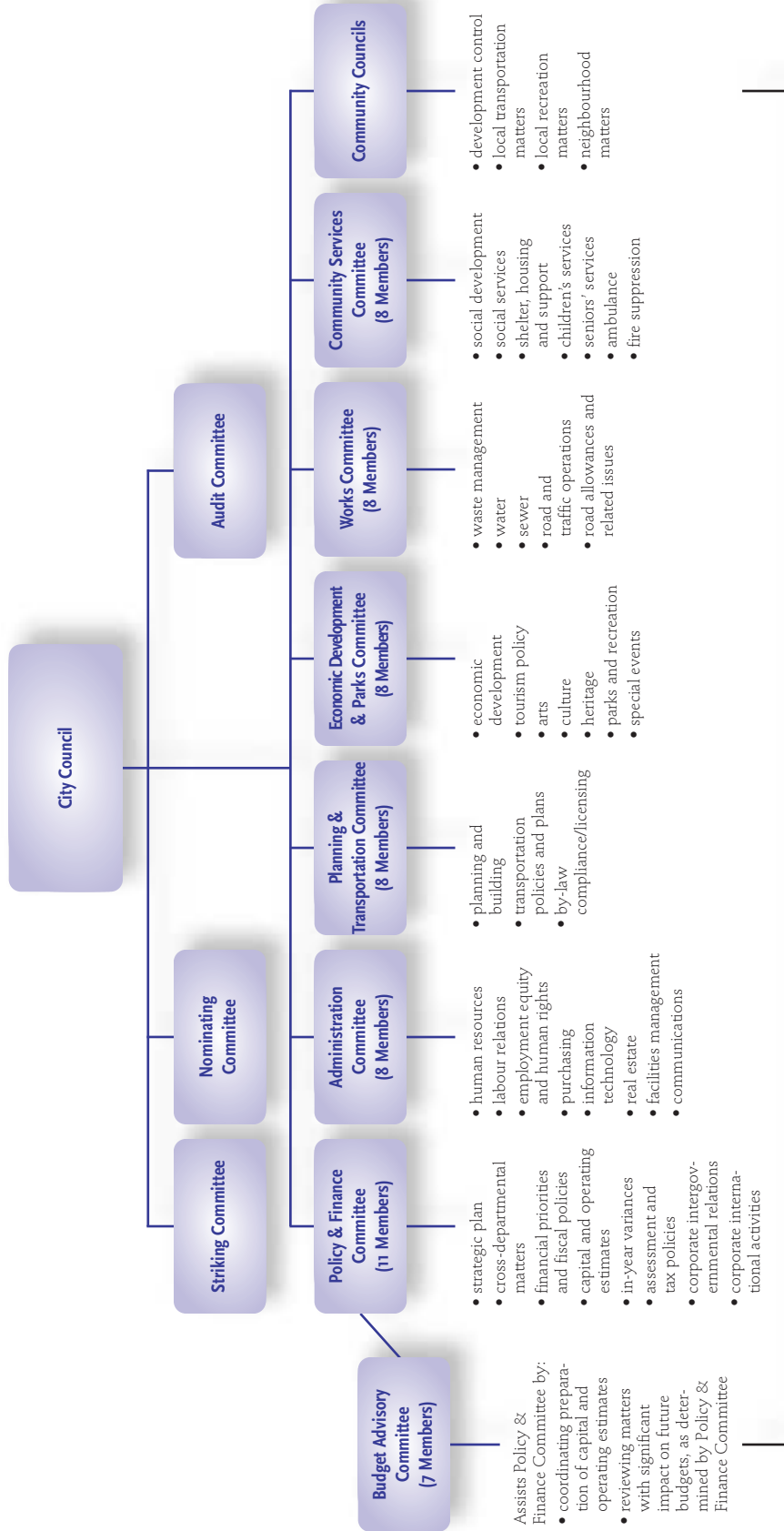
- 16 million attendees a year at Toronto performances
- 22 million visitors annually
- World's third largest English language theatre centre after London and New York
- Home to five professional sports teams: hockey, football, basketball, lacrosse, baseball
- Home to 7,000 restaurants and clubs

## RACIAL DIVERSITY AND SOCIAL HARMONY

- Places Rated Almanac ranks Toronto as the safest large metropolitan area in North America
- Foreign-born residents now comprise more than 50 per cent of the population



# Council-Committee Structure & Mandates



## Key Functional Areas

**N.B.** With the exception of the Board of Health which reports directly to Council, Special Purpose Bodies report through Policy & Finance Committee for budget purposes and through the Standing Committee with responsibility for the relevant policy field for all other matters. Reference should be made to the council procedural bylaw #NO. 23-1998, as amended, for the specific responsibilities of each committee.

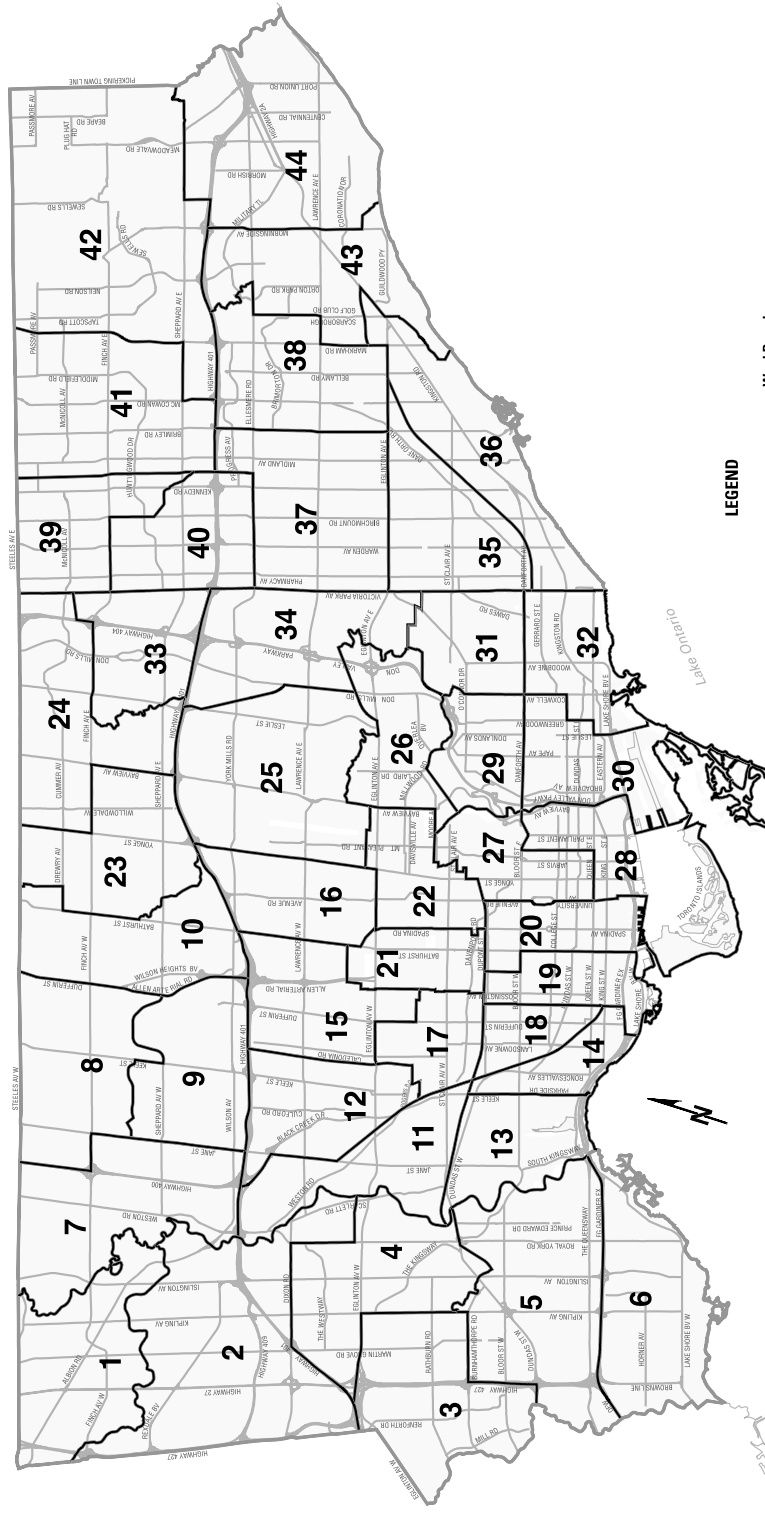
# Special Purpose Bodies

As approved by Council on April 13, 14 and 15, 1999

City of Toronto Special Purpose Bodies (SPB's)		External Organizations to which Council makes appointments	
Service Boards	Program Operating Boards	Quasi-Judicial Tribunals	Financial Administrative Bodies
<ul style="list-style-type: none"> <li>• Exhibition Place</li> <li>• <b>Dianne Young</b></li> <li>• Hummingbird</li> <li>• Centre for the Performing Arts</li> <li>• <b>Elizabeth Bradley</b></li> <li>• North York Performing Arts Centre Corporation</li> <li>• <b>Stan Short</b></li> <li>• St. Lawrence Centre for the Arts</li> <li>• <b>David Walle</b></li> <li>• Toronto Board of Health</li> <li>• <b>Dr. Sheila Basrur</b></li> <li>• Toronto Housing Company</li> <li>• <b>Derek Ballantyne</b></li> <li>• Toronto Hydro*</li> <li>• <b>John N. Brooks</b></li> <li>• Toronto Parking Authority</li> <li>• <b>Maurice Anderson</b></li> <li>• Toronto Police Services Board</li> <li>• <b>Norman Gardner</b></li> <li>• Toronto Public Library</li> <li>• <b>Josephine Bryant</b></li> <li>• Toronto Transit Commission</li> <li>• <b>Rick Ducharme</b></li> <li>• Toronto Zoo</li> <li>• <b>Calvin White</b></li> </ul>	<p>AOCs</p> <ul style="list-style-type: none"> <li>• Arena boards</li> <li>• Business Improvement Areas</li> <li>• Museum site boards</li> <li>• Toronto Economic Development Corporation (TEDCO)</li> </ul>	<p>Committee of Adjustment</p> <ul style="list-style-type: none"> <li>• Court of Revision</li> <li>• Fenceviewers</li> <li>• Property Standards Committee</li> <li>• Rooming House Licensing Commission</li> <li>• Toronto Licensing Tribunal</li> </ul>	<p>Metro Toronto Pension Plan, Board of Trustees</p> <ul style="list-style-type: none"> <li>• Metro Toronto Police Benefit Fund, Board of Trustees</li> <li>• Metro Toronto Sinking Fund Committee</li> <li>• Toronto Atmospheric Fund, Board of Directors</li> <li>• Toronto Civic Employees' Pension and Benefit Fund Committee</li> <li>• Toronto Fire Department Superannuation &amp; Benefit Fund Committee</li> </ul>
	<p>Program Advisory Bodies</p> <p>Committees, work groups, reference groups etc. that advise staff on various aspects of programs administered by the departments</p>	<p>Political Advisory Bodies</p> <p>Mayor's Task Forces, Council Task Forces and other bodies that advise Council.</p>	<p>Art Gallery of Ontario</p> <p>Association of Municipalities of Ontario</p> <p>Canadian National Exhibition Association*</p> <p>Canadian Opera Company</p> <p>Canadian Urban Institute</p> <p>Children's Aid Society</p> <p>Festival/Parade Committees</p> <p>Greater Toronto Airports Authority</p> <p>Greater Toronto Services Board</p> <p>Historical Societies</p> <p>Hockey Hall of Fame</p> <p>Hospital Boards</p> <p>Metropolitan Toronto Convention Centre</p> <p>National Ballet Company</p> <p>Other Community/Recreation Centres</p> <p>Other Theatres</p> <p>Toronto and Region Conservation Authority</p> <p>Toronto Arts Council</p> <p>Toronto District Heating Corporation</p> <p>Toronto Humane Society</p> <p>Toronto Port Authority</p> <p>Toronto Symphony Orchestra</p> <p>Tourism Toronto</p> <p>*100% funded by the City</p>
	<p>Agencies, Boards and Commissions (ABC's)</p> <p>Program Operating Boards</p>	<p>Quasi-Judicial Tribunals</p>	<p>Financial Administrative Bodies</p>

\*Toronto Hydro Corporation incorporated under OBCA regulated by the Ontario Energy Board.

# Toronto Ward Map



**LEGEND**

Ward Boundary  
Major Road

**SOURCE**  
Ward Data - City of Toronto Clerk's Office, March 2000  
Base Map - Land Information Toronto, March 2000

**Note:** City of Toronto electoral wards as prescribed through Ontario Regulations 191/00 and 192/00 made under the City of Toronto Act, 1997. Reference should be made to the regulation for the precise boundaries. Boundaries not in effect until December 1, 2000.

- 31 Beaches-East York
- 32 Beaches-East York
- 33 Don Valley East
- 34 Don Valley East
- 35 Scarborough Southwest
- 36 Scarborough Southwest
- 37 Scarborough Centre
- 38 Scarborough Centre
- 39 Scarborough-Adjunct
- 40 Scarborough-Adjunct
- 41 Scarborough-Rouge River
- 42 Scarborough-Rosedale
- 43 Scarborough-Rosedale
- 44 Scarborough East

- 16 Eglinton-Lawrence
- 17 Davenport
- 18 Davenport
- 19 Trinity-Spadina
- 20 Trinity-Spadina
- 21 St. Paul's
- 22 Willowdale
- 23 Willowdale
- 24 York Valley West
- 25 York Valley West
- 26 Don Valley West
- 27 Toronto Centre-Rosedale
- 28 Toronto Centre-Rosedale
- 29 Broadview-Greenwood
- 30 Broadview-Greenwood

**Toronto**  
Corporate Services  
Information & Technology  
Land Information Toronto  
703 Don Mills Rd., Toronto, ON M3C 3N3  
Ph: (416) 392-2506 F: (416) 392-3894  
Email: lit@city.toronto.on.ca  
© 2000 Copyright. Printed in Canada, 2000

## Toronto City Council



Mayor Mel Lastman  
Phone: 416-395-6464  
Fax: 416-395-6440  
mayor\_lastman@city.toronto.on.ca

### WARD 1



Hall, Suzan  
Phone: 416-392-0205  
Fax: 416-392-4120  
councillor\_hall@city.toronto.on.ca

### WARD 2



Ford, Rob  
Phone: 416-397-9255  
Fax: 416-397-9238  
councillor\_ford@city.toronto.on.ca

### WARD 3



Holyday, Doug  
Phone: 416-392-4002  
Fax: 416-392-4121  
councillor\_holyday@city.toronto.on.ca

### WARD 4



Lindsay Luby, Gloria  
Phone: 416-392-1369  
Fax: 416-696-4138  
councillor\_lindsay\_luby@city.toronto.on.ca

### WARD 5



Milczyn, Peter  
Phone: 416-392-4040  
Fax: 416-696-3600  
councillor\_milczyn@city.toronto.on.ca

### WARD 6



Jones, Irene  
Phone: 416-397-9273  
Fax: 416-696-4211  
councillor\_jones@city.toronto.on.ca

### WARD 7



Mammoliti, George  
Phone: 416-395-6401  
Fax: 416-696-4128  
councillor\_mammoliti@city.toronto.on.ca

### WARD 8



LiPreti, Peter  
Phone: 416-392-0201  
Fax: 416-696-4144  
councillor\_lipreti@city.toronto.on.ca

### WARD 9



Augimeri, Maria  
Phone: 416-392-4021  
Fax: 416-392-4120  
councillor\_augimeri@city.toronto.on.ca

### WARD 10



Feldman, Michael  
Phone: 416-395-6407  
Fax: 416-392-7299  
councillor\_feldman@city.toronto.on.ca

### WARD 11



Nunziata, Frances  
Phone: 416-392-4091  
Fax: 416-392-4118  
councillor\_nunziata@city.toronto.on.ca

### WARD 12



Di Giorgio, Frank  
Phone: 416-395-6437/416-392-4066  
Fax: 416-392-4121  
councillor\_digiorgio@city.toronto.on.ca

### WARD 13



Miller, David  
Phone: 416-392-4072  
Fax: 416-696-3667  
councillor\_miller@city.toronto.on.ca

**WARD 14**



Korwin-Kuczynski, Chris  
Phone: 416-392-7919  
Fax: 416-392-0398  
councillor\_korwin-kuczynski@city.toronto.on.ca

**WARD 15**



Moscoe, Howard  
Phone: 416-392-4027  
Fax: 416-392-4191  
councillor\_moscoe@city.toronto.on.ca

**WARD 16**



Johnston, Anne  
Phone: 416-392-4090  
Fax: 416-392-4129  
councillor\_johnston@city.toronto.on.ca

**WARD 17**



Disero, Betty  
Phone: 416-392-7011  
Fax: 416-392-0212  
councillor\_disero@city.toronto.on.ca

**WARD 18**



Silva, Mario  
Phone: 416-392-7012  
Fax: 416-392-7957  
councillor\_silva@city.toronto.on.ca

**WARD 19**



Pantalone, Joe  
Phone: 416-392-4009  
Fax: 416-392-4100  
jpantal@city.toronto.on.ca

**WARD 20**



Chow, Olivia  
Phone: 416-392-4044  
Fax: 416-392-4130  
councillor\_chow@city.toronto.on.ca

**WARD 21**



Mihevc, Joe  
Phone: 416-392-0208  
Fax: 416-392-7466  
councillor\_mihevc@city.toronto.on.ca

**WARD 22**



Walker, Michael  
Phone: 416-392-7906  
Fax: 416-392-0124  
councillor\_walker@city.toronto.on.ca

**WARD 23**



Filion, John  
Phone: 416-392-0210  
Fax: 416-392-7388  
councillor\_filion@city.toronto.on.ca

**WARD 24**



Shiner, David  
Phone: 416-395-6413  
Fax: 416-397-9290  
councillor\_shiner@city.toronto.on.ca

**WARD 25**



Flint, Joanne  
Phone: 416-395-6408  
Fax: 416-395-6439  
councillor\_flint@city.toronto.on.ca

**WARD 26**



Pitfield, Jane  
Phone: 416-392-0215  
Fax: 416-392-7427  
councillor\_pitfield@city.toronto.on.ca

**WARD 27**



Rae, Kyle  
Phone: 416-392-7903  
Fax: 416-696-4300  
councillor\_rae@city.toronto.on.ca

**WARD 28**



McConnell, Pam  
Phone: 416-392-7916  
Fax: 416-392-7296  
councillor\_mcconnell@city.toronto.on.ca

**WARD 29**



Ootes, Case  
Councillor & Deputy Mayor of Toronto  
Phone: 416-392-4032  
Fax: 416-392-4123  
councillor\_ootes@city.toronto.on.ca

**WARD 30**



Layton, Jack  
Phone: 416-392-4060  
Fax: 416-397-5200  
councillor\_layton@city.toronto.on.ca

**WARD 31**



Prue, Michael  
Phone: 416-392-4035  
Fax: 416-397-9289  
councillor\_prue@city.toronto.on.ca

**WARD 32**



Bussin, Sandra  
Phone: 416-392-1376  
Fax: 416-392-7444  
councillor\_bussin@city.toronto.on.ca

**WARD 33**



Sutherland, Paul  
Phone: 416-392-4038  
Fax: 416-392-4101  
councillor\_sutherland@city.toronto.on.ca

**WARD 34**



Minnan-Wong, Denzil  
Phone: 416-397-9256  
Fax: 416-397-4100  
councillor\_minnan-wong@city.toronto.on.ca

**WARD 35**



Altobello, Gerry  
Phone: 416-392-0213  
Fax: 416-392-7394  
councillor\_altobello@city.toronto.on.ca

**WARD 36**



Ashton, Brian  
Phone: 416-392-4052  
Fax: 416-696-3658  
councillor\_ashton@city.toronto.on.ca

**WARD 37**



Berardinetti, Lorenzo  
Phone: 416-397-9274  
Fax: 416-397-9280  
councillor\_berardinetti@city.toronto.on.ca

**WARD 38**



Duguid, Brad  
Phone: 416-392-0204  
Fax: 416-392-7428  
councillor\_duguid@city.toronto.on.ca

**WARD 39**



Shaw, Sherene  
Phone: 416-392-1374  
Fax: 416-392-7431  
councillor\_shaw@city.toronto.on.ca

**WARD 40**



Kelly, Norm  
Phone: 416-392-4047  
Fax: 416-696-4172  
councillor\_kelly@city.toronto.on.ca

**WARD 41**



Balkissoon, Bas  
Phone: 416-392-1375  
Fax: 416-392-1050  
councillor\_balkissoon@city.toronto.on.ca

**WARD 42**



Cho, Raymond  
Phone: 416-392-4076  
Fax: 416-696-4159  
councillor\_cho@city.toronto.on.ca

**WARD 43**



Soknacki, David  
Phone: 416-392-4008  
Fax: 416-392-4006  
councillor\_soknacki@city.toronto.on.ca

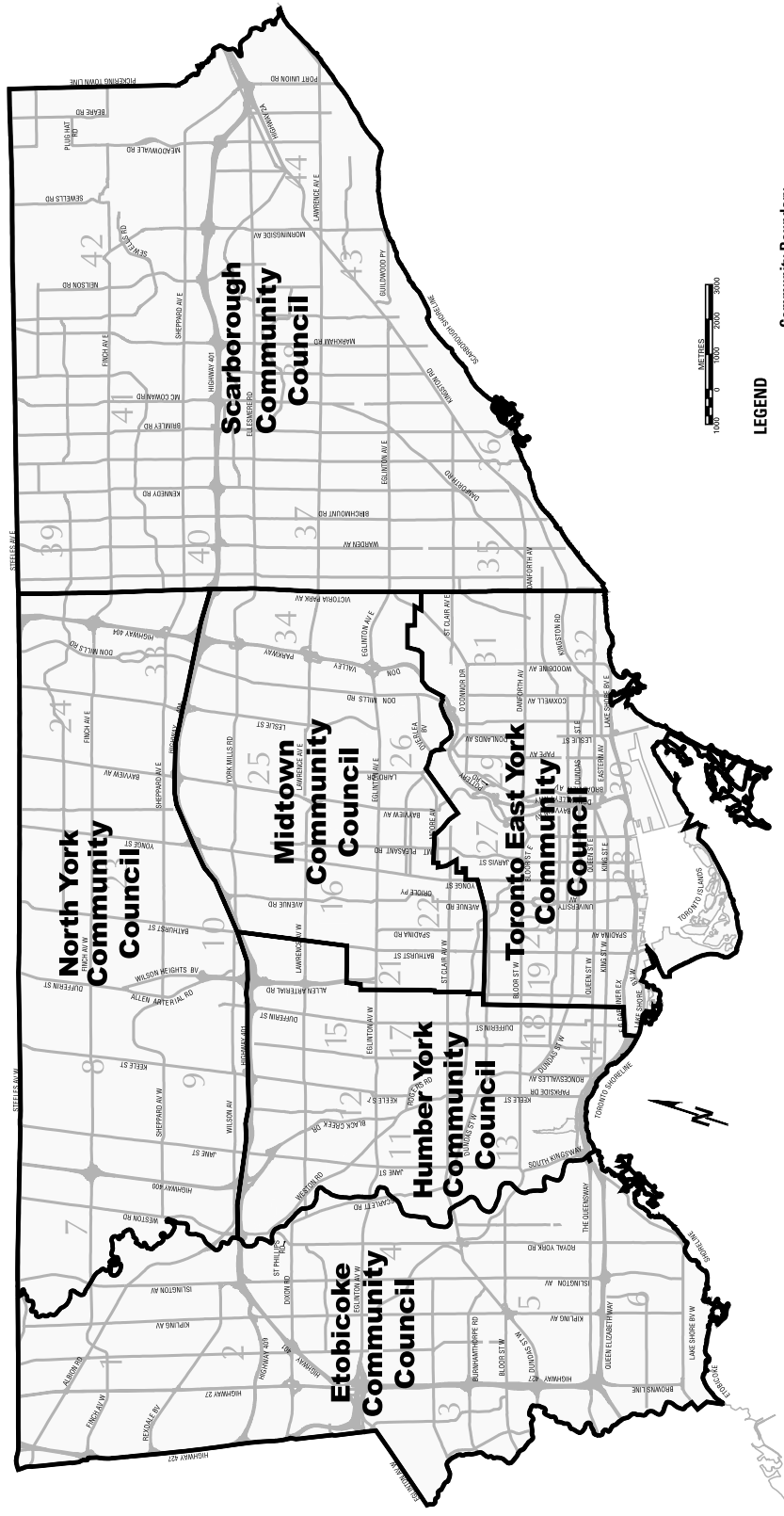
**WARD 44**



Moeser, Ron  
Phone: 416-392-1373  
Fax: 416-392-7429  
councillor\_moeser@city.toronto.on.ca



# Community Council Boundaries



**LEGEND**  
 Community Boundary  
 Major Roads

**SOURCE**  
 Date: City of Toronto Clerk's Office, October 2000  
 Base Map: Land Information Toronto, 2000

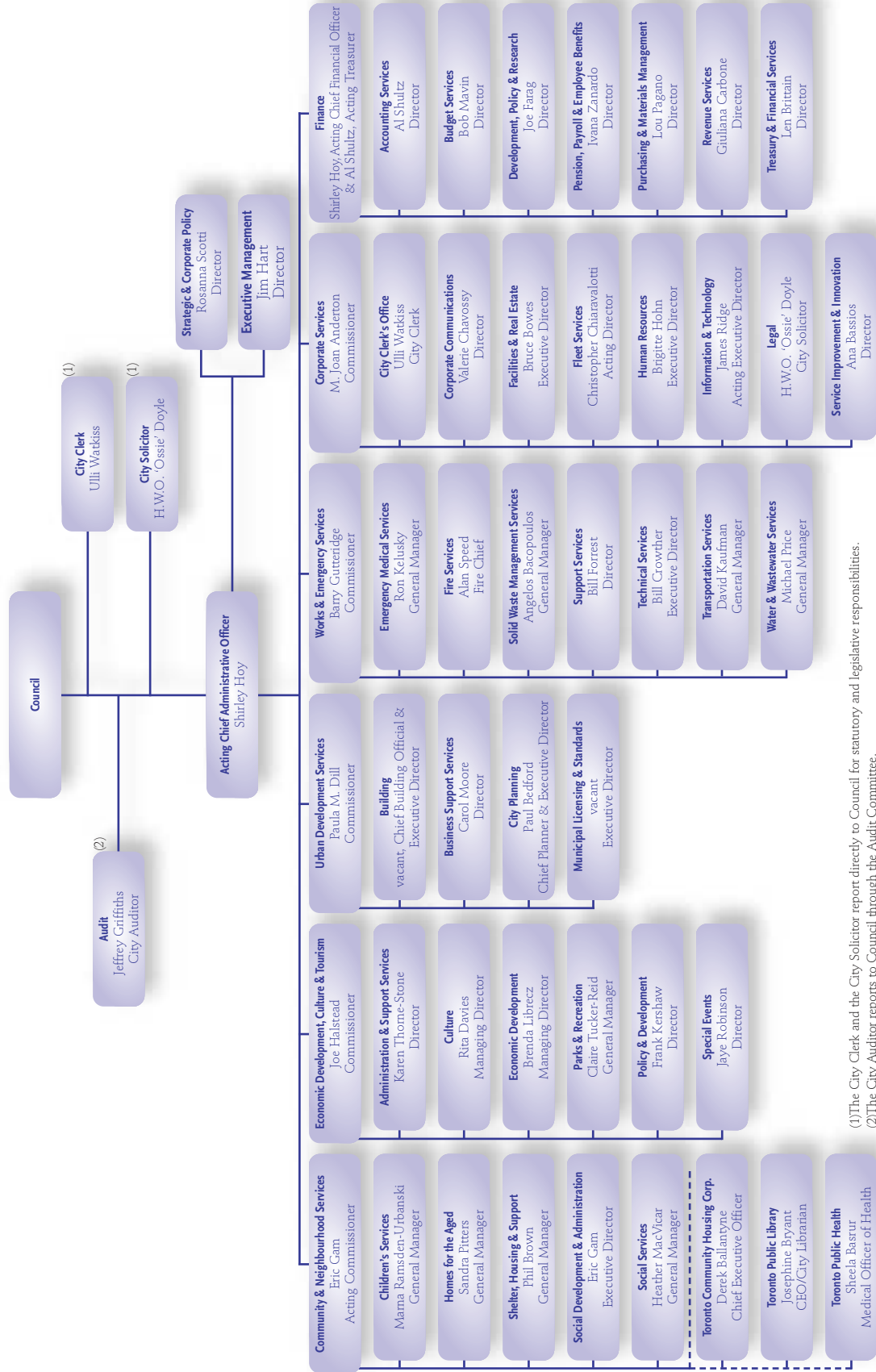
Note: City of Toronto electoral wards as prescribed through Ontario Regulations 191/00, 192/00 and 559/00 made under the City of Toronto Act, 1997. Reference should be made to the regulations for the precise boundaries. New community council boundaries as adopted by Toronto City Council at its October 3, 4 and 5, 2000 meeting. The community council names are interim names only until City Council adopts permanent names.

**Community Councils**  
 WEST Wards 1-6  
 NORTH Wards 7-10, 23-24, 33  
 SOUTH WEST Wards 11-15, 17-18  
 MIDDLETOWN Wards 16, 21-22, 25-26, 34  
 DOWNTOWN Wards 19-20, 27-32  
 EAST Wards 35-44

**TORONTO**  
 Corporate Services  
 Information & Technology  
 Land Information Toronto  
 703 Don Mills Rd., Toronto, ON M3C 3K3  
 Ph: (416) 392-2506 F: (416) 392-3984  
 Email: lit@city.toronto.ca  
 ©2000 Copyright. Printed in Canada, 2000



# Administration Organization Chart



(1)The City Clerk and the City Solicitor report directly to Council for statutory and legislative responsibilities.

(2)The City Auditor reports to Council through the Audit Committee.



OPERATING AND  
CAPITAL BUDGET

BUDGET OVERVIEW



2001

## Operating Budget Overview

The 2001 Operating Budget for the City of Toronto reflects gross expenditures of \$6,076.1 million and revenues of \$3,338.5 million, resulting in a net budget of \$2,737.6 million.

Approval of the 2001 Operating Budget results in a gross expenditure increase of \$154.5 million or 2.6% and net expenditure increase of \$138.7 million or 5.3%. When applied against the 2000 assessment roll for 2001 tax billing purposes this increase (which reflects assessment growth of \$25.6 million), results in a 5.0% residential tax rate increase.

The year 2002 outlook reflects additional pressures to fund increased costs to service capital works as well as the impact of service expansions.

### BACKGROUND

Since amalgamation, City Council approved Operating Budgets that maintained core services to the public, harmonized key services such as residential garbage collection, public health programs, sidewalk and window snow clearing; expanded services to meet increased demand while sustaining a zero tax increase over this three year period. The maximization of efficiencies, amalgamation savings and revenue generation opportunities enabled the City to offset the increased service delivery costs.

The rationalization of responsibilities and regulation changes by the Province resulting in the downloading of additional services and service costs to the City continued to be a financial challenge for the City to address.

The operating budget process for the new City was designed to facilitate and support the budgetary decision-making needs of senior management, Committees and Council in allocating resources required to deliver City services and to meet Council priorities, as noted above. Since 1998, the operating budget process evolved to include the following elements by 2000:

- Identification of current services, service plans and priorities; allocation of human and financial resources at the service level and provision of service delivery options;
- Identification of operating impacts of previously approved Council decisions, including capital works, as well as the inclusion of a preliminary outlook projecting financial impacts for the following fiscal year;
- Delineation of each program or agency current service (base) budget requirements from service expansions, enhancements or new service changes, focusing analysis and reporting on two distinct budget components – base budget and new requests;
- An Administrative Review process performed by the Chief Administrative Officer and Chief Financial Officer that reviewed program/agency budget requests, identified critical issues and provided recommendations, strategies and alternatives to the Budget Advisory Committee; and,
- A Political Review process for Budget Advisory Committee and Standing Committees and the public to assess the staff recommended budget for service and funding priorities.

As part of the City's commitment to continuous improvement, debriefings on the 2000 budget process were held in May and June 2000 with City program and agency staff, senior management, the Chief Administrative Officer; the Budget Advisory Committee, Standing Committee Chairs and the Policy and Finance Committee. This work resulted in a proposal by the Chief Administrative Officer (CAO) and Chief Financial Officer and Treasurer (CFO) to implement the next elements of the Corporate Management Framework by developing a new budget process that is integrated with a program planning process for the City.

The Corporate Management Framework, approved by Council, provides the basis for sound service and financial planning based on strategic goals that identify Council's priorities. The next step in the implementation of the Framework involves the mature budget process that will link multi-year program planning to Council's strategic plan. The goal is to provide a sound, stable and sustainable financial management environment with the following budget planning stages:

- At the start of each new Council term, Council will review the Corporate Strategic Plan and financial forecast and establish its top priorities within a realistic fiscal framework for the next three years;
- Based on Council's identified priorities, staff will develop three-year operating program plans with five-year capital plans. These plans would be reviewed, assessed and evaluated by the City's CAO, CFO and Senior Management Team;
- Council's Standing Committees will review the program plans, invite public input and forward their findings to the Policy and Finance Committee for information;
- The Policy and Finance Committee will refer Standing Committee recommendations to the Budget Advisory Committee for consideration with the budget process;
- Program and Agency staff will develop detailed operating and capital budgets based on current services and service levels. Senior staff will review the budgets and balance competing priorities based on Council's directions derived from the first stage. The CAO and CFO will submit recommended capital and operating budgets to Council's Policy and Finance Committee;
- The Policy and Finance Committee will review the recommended budgets and forward the respective program budgets to the appropriate Standing Committees;

- Standing Committees will review their respective program recommended budgets, invite public input and forward their recommendations to the Budget Advisory Committee (BAC);
- BAC will review Standing Committee recommendations, integrate City-wide service priorities within the fiscal framework and recommend a capital and operating budget to the Policy and Finance Committee;
- The Policy and Finance Committee will undertake a final review based on input from Council members and forward the recommended capital and budgets to Council for its review and approval; and,
- Based on the above, City Council will approve a five-year capital program and a two-year operating budget.

### THE 2001 OPERATING BUDGET PROCESS

The budget process for 2001 reflects the implementation of elements of the new budget process proposed in the joint report from the CAO and CFO.

In particular, Standing Committees have played a significantly enhanced role in the determination of service delivery efficiencies, service priorities, service levels and service level adjustments. Once launched, the staff recommended program budgets were first forwarded to each Standing Committee for review of the respective programs that fall under its purview and to receive public deputations. The Standing Committee recommendations were then forwarded to the Budget

Advisory Committee for its deliberations of integrating the Standing Committee priorities into an affordable financial package. In previous years, these steps were reversed.

The municipal election in November 2000 acted as a catalyst for enabling the operating and capital budgets to be considered concurrently during the political review of the 2001 budget, as proposed by the CAO and CFO. A concurrent review and approval of operating and capital budgets allows Council to fully consider the impacts of approving capital works on the operating budget, including increased direct service costs as well as debt service costs. In previous years, the capital budget process has taken place during November and December with Council approval in late January or early February. The fall election meant that Standing Committee membership could not be determined until December 2000 and City business for the new term of Council would not begin until January 2001.

The 2001 Operating Budget includes the implementation of key performance measures and service level indicators in the analysis and reporting of program budgets, as was reported during the 2000 process. A full year of stable detailed financial data has enabled program staff to identify key efficiency measures from which performance can be tracked and trends analyzed. While this information has laid the groundwork for performance budgeting, analysis and reporting, continued work is required throughout the organization to build upon this data, particularly as this information becomes more widely used for decision-making, as evidenced by the Municipal Report Card requirements mandated by the Province.

• **(i) Administrative Review Process:**

Many of the 2001 Operating Plans and Detailed Budget requests were submitted to the Finance Department from mid-November to early December 2000. Some agency submissions were not received until early in the new year

given that their newly appointed boards and commissions had not yet approved the 2001 budgets. Budget staff began their analysis and discussions with program senior staff in preparation for the CFO preliminary reviews in early December followed by a review by the CAO thereafter. An overview briefing held on November 27, 2000 advised the CAO and the Senior Management Team that the 2001 operating budget request was \$378.5 million net over the 2000 Approved Budget.

The CAO/CFO review meetings held from December 1, 2000 to December 13, 2000 with Budget and program staff resulted in Phase I adjustments that reduced the 2001 budget request by \$73.8 million net, comprising of mostly technical, efficiency and administrative budget adjustments. This resulted in a revised budget request for 2001 that was still \$304.7 million net over the 2000 Approved Budget.

Senior Management Team meetings held December 14, 15, 18 and 20, 2000 with support from Budget Services staff and senior departmental staff resulted in additional or Phase II adjustments of \$94.8 million net consisting of reductions to requested new or expanded services as well as adjustments to current services and/or service levels. The majority of the pressures faced by the City for 2001 are fixed costs of delivering current services. In an effort to maintain current services approved by Council, Senior Management Team first chose to review and not recommend funding for service expansion or new service requests. However, these budget reductions were insufficient and additional proposals to adjust current service levels were also recommended.

The Administrative Review process reduced the 2001 budget request by a total of \$168.6 million net, resulting in a staff Recommended 2001 Operating Budget that was \$209.8 million net over the 2000 Approved Budget which included, amongst others, service level adjustments to current services as options for the Committees' consideration in addressing service funding priorities.

• **(ii) Political Review Process:**

The political review process was launched on January 31, 2001 by the CAO and CFO with a presentation on the 2001 Recommended Budget to all Council members. The 2001 recommended program budgets were then forwarded to the respective Standing Committees. The City's agencies, boards and commissions (ABCs) report to the Policy and Finance on matters relating to its budgets. The recommended budgets for the ABCs were forwarded to the Budget Advisory Committee which acted as the "standing committee" for the review of ABC budgets on behalf of the Policy and Finance Committee.

Two meetings were scheduled for the Standing Committee review during February: one meeting during the week of February 5 to 12, 2001 and another during the week of February 19 to 26, 2001 to review program budgets and receive public depositions. Many of the Standing Committees also scheduled special additional meetings through to the end of the month to finalize their budget deliberations. The Budget Advisory Committee met on February 9 and 28 and March 1 and 2, 2001 to consider the budgets of the City's ABCs.

The recommendations arising from the Standing Committee review resulted in recommending confirmation of existing reductions of \$94.8 million (with a different mix of adjustments from staff recommendations in some cases) as well as additional expenditure reductions, service changes and revenue opportunities totalling \$4.9 million net. All recommendations arising from the Standing Committee review as well as the initial BAC recommendations respecting the ABC budgets were considered by the Budget Advisory Committee during its meetings held on March 19 to 23 and 26, 2001 and a final session of wrap-up meetings that took place on April 2 and 6, 2001.

The Policy and Finance Committee considered and heard final depositions on the BAC Recommended 2001 Operating Budget at its special meeting of April 17, 2001. City Council adopted the final 2001 Operating Budget at its regular meeting of April 23, 24, 25, 26 and 27, and its special meeting held on April 30, May 1 and 2, 2001.

## 2001 OPERATING BUDGET

The 2001 Operating Budget of \$ 6,076.1 million gross and \$ 2,737.6 net was approved by Council. The approved budget was balanced with a 5% residential property tax increase. Details of budget adjustments approved by Council are contained in the following pages.



## 2001 Key Budget Highlights

Fixed costs to deliver current services have been reduced. The preliminary pressures of \$305 M included \$261 M in fixed costs to deliver the services approved by Council in 2000. City Council reduced these costs to \$249 M and further offset them by reductions of \$55 M to \$194 M. This was achieved primarily through additional revenue generation of \$21M and service efficiencies/service level adjustments of \$48 M, resulting in a 2001 Operating Budget that comprises the following revised pressures of \$203 M:

	Preliminary Pressures (\$million)	Council Approved (\$million)	Change In Pressures (\$million)
<b>A. Base Budget Changes:</b>			
Salaries & Wages	\$108	\$98	(\$10)
Supplies & Services	38	34	(4)
Other Base Changes	40	61	21
Impacts of Previous Decisions	15	9	(6)
Additional Down/Side Loading	47	47	0
Revenue Loss/(Gain)	13	(8)	(21)
Service Level Adjustments	0	(43)	(47)
<b>Sub-Total</b>	<b>261</b>	<b>194</b>	<b>(67)</b>
<b>B. New Service Changes:</b>			
Debt Charges	22	19	(3)
New Services	22	9	(13)
New Revenue Initiatives	0	(19)	(19)
<b>Sub-Total</b>	<b>44</b>	<b>9</b>	<b>(35)</b>
	<b>305</b>	<b>203</b>	<b>(102)</b>
<b>C. Provincial Funding Changes:</b>			
Provincial Regulations		14.5	
Provincial Announcement		50	
<b>Sub-Total</b>		<b>64.5</b>	
<b>D. Other Factors:</b>			
CVA Tax Shift		62	
Assessment Growth		29	
<b>Sub-Total</b>		<b>48</b>	
<b>TOTAL</b>	<b>\$305 M</b>	<b>\$48 M</b>	<b>(\$257 M)</b>

## FLEXIBILITY IN THE OPERATING BUDGET REMOVED

The 2001 Operating Budget reflects savings and efficiencies in service delivery as well as the elimination of any financial flexibility in major expenditure and revenue items in the budget. For example:

- The annual welfare caseload has been reduced from 77,000 to 65,000 cases (\$18 M) with no allowance for any increases;
- Revenue from prior year surplus has been reduced from \$40 M to \$10.5 M; and,
- Corporate Contingency Account has been reduced from \$7.7 M to \$2.2 M for 2001.

Departments such as Works and Emergency Services and Economic Development, Culture and Tourism and Finance reduced their budgets by a sum of \$5.5 M based on actual expenditures experienced in 2000. The revenue estimate for building permit fees has been increased by \$3.1 M based on actual permit activity experienced in 2000.

## NEW SERVICE CHANGES MINIMIZED

The 2001 approved operating budget includes \$19 M for new debt charges arising out of the City's Capital Program plus \$9 M in new services offset by \$19 M in new revenue initiatives and \$50 million in a one-time Provincial grant. For example:

- New fees of \$25 for children's instructional recreational programming and \$125 for specialty summer day camps for a total of \$2 M in 2001 & \$3.1 M in 2002
- Zoning review application fee (full cost recovery standardized City-wide) - \$0.544 M additional revenue
- Clean City Initiative: Students hired for summer litter cleaning (82 FTE's) - \$0.890 M
- New Funding for Tenant Support Grants to hire legal counsel and other professional services - \$0.30 M

## STAFFING INCREASED TO ADDRESS COUNCIL PRIORITIES

An additional 467 full-time equivalents (FTEs) are funded in the 2001 Recommended Operating Budget, representing a 1.1% increase in the total complement for the City, including agencies, boards and commissions (ABC's). Of this amount, 207 FTEs are required to deliver Provincially-mandated programs while the balance, a net 270 FTEs, are primarily attributable to the City's ABCs (TTC: 214; Exhibition Place: 18).

### A. BASE BUDGET CHANGES

The 2001 base budget reflects increased fixed costs of \$236 M, adjusted for provincial assistance to deliver services approved by Council in 2000. Significant changes are:

#### INCREASED COSTS

- **Salaries and Wages** - \$98 M
- **Increased Utility and Fuel Costs** - \$16.4 M:
  - TTC - \$6.9 M;
  - Shelters - \$3.3 M;
  - Facilities - \$2.3 M;
  - Transportation - \$1 M;
  - Police - \$0.700 M
- **Supplies and Services:** \$18 M
  - Transportation - \$7.8 M;
  - TTC - \$3.3 M;
  - Solid Waste - \$1 M;
  - Parks and Recreation - \$2.2 M;
  - Urban Development Services - \$1.4 M
- **Increased Down/Side Loading** : \$46 M:
  - Annualized rental costs for school facilities - \$6.3 M (Children's Services - \$1.1 M; Parks - \$5.2 M)
  - User fees incorporated in the calculation of Provincial revenue for child care services - \$3 M
  - Social Housing Devolution costs - \$3.9 M gross and \$1.4 M net

- Extra Provincial billing for the Ontario Disability Support Program (ODSP) - \$3.1 M
- Addn'l debt service costs for TTC /GO Transit capital works due to loss of provincial support - \$30 M
- Reduced Provincial revenue from Provincial Offences Act transfer - \$4.5 M
- Provision for maintenance of Toronto District School Board pools - \$0.540 M
- Reduction of billed administration costs for delivery of Social Services programs - (\$1 M)

- **Other Base Changes:** \$49 M:

- Increased haulage contract costs in Solid Waste - \$12.9 M
- GO Transit operating requirements and expansion - \$13.1 M
- Corporate Expenditures: Vacancy Rebate Program - \$17 M gross and \$0 net;
- Increased Employee Related Liabilities - \$9.5 M;
- Contributions to Fleet Reserve for Fire and Solid Waste - \$5.9 M
- TTC vehicle and facilities maintenance - \$5.2 M;
- Annualization of City computer leasing program - \$4.6 M;
- Additional nursing care for increased complexity of care and associated supplies - \$4.4 M gross (\$0.175 M net)
- Increased Grass Cutting Costs - \$1.2 M
- Increased Salt Costs - \$1 M



**MAJOR SAVINGS**

- **Annual welfare caseload reduced from 77,000 to 65,000 cases** - \$144.5 M gross and \$18 M net
- **Adjustment to GTA Pooling revenue calculation** - \$6 M
- **Reduction in debt service costs for relief of PST costs for subway car lease program** - \$6 M
- **Social housing mortgage rollover savings** - \$24 M gross and \$6.4 M net
- **Reduction in Corporate Contingency Account** - \$4.7 M
- **GO Transit reduced maintenance costs** - 0\$3.8 M
- **Increased waste tonnage at transfer stations** - \$0.940 M
- **ELF Bus Savings in TTC** - \$0.353 M
- **Reduction in Councillors' Global Budgets by 10%** - \$0.260 M

**IMPACTS OF PRIOR YEAR COUNCIL DECISIONS**

The 2001 recommended base budget makes provision of \$9 M for the financial impacts of prior year Council decisions, including the annualization of funding for service changes approved in 2000 as well as the operating impacts of previously approved capital works programs. They include the following significant changes:

- **Annualized Costs of Previous Council Approvals:**
  - Purchased Daycare Services Actual Cost - \$3.3 M gross & \$0.666 M net
  - Special Needs Resourcing and Resource Centre - \$0.500 M gross & \$0.100 M net
  - York Before and After School Program - \$0.160 M
  - Early Childhood Pilot Project (CYACC) - \$0.300 M gross & \$0 net

- Sunday Service Expansion to 8 Neighbourhood Libraries - \$0.105 M
- Youth Job Corps - \$0.069 M gross & \$0 net
- Film and Television Office Harmonization - \$0.235 M gross & \$0.055 M net
- Children Youth & Action Committee, & Mayor's Action Plan Initiatives in Parks & Rec. - \$0.700 M
- Forestry Backlog Program - \$0.162 M
- Non-Recurring Millennium Celebration Funding – (\$0.270) M
- Savings from Reducing Council size from 57 to 44 – (\$3.3) M
- Additional Paramedics and 100% Funded Dispatchers - \$1.3 M gross & \$0.580 M net
- Extension of sidewalk snowclearing to arterial roads and bus stops in District 1 and 4 resulting (year 3 of 4) - \$1.6 M. Phase three completes the harmonization of sidewalk snowclearing on arterial road across the City. Phase four for local roads has been deferred.
- Annualization of CYACC Initiatives approved in 2000 for Public Health:
  - . prenatal nutrition: \$0.487 M gross & \$0.244 M net
  - . Physical fitness: \$0.208 M gross & \$0.104 net
  - . Peer Nutrition: \$0.461 M gross & 0.231 M net
  - . Child of Risk Mentoring: \$0.66 M gross & 0.66 M net
  - . Youth Violence: \$0.248 M gross & 0.124 M net
  - . Mental Health: \$0.136 M gross & \$0.043 M net

**• Impact of Previously Approved Capital Programs:**

- Seaton House Renovations - \$0.712 M
- Increased Parks operating and maintenance costs for Woodbine Parks and Maryvale/Wexford and Heron Park Community Centres - \$1.1 M
- Debt Service Costs for debt issued in 2000- \$2.3 M
- IT Leasing initiatives for Public Health - \$2.2 M

**REVENUE CHANGES**

The above major base budget changes for 2001 have been reduced by additional revenue adjustments and service level adjustments, as noted below:

**• Rate Increases:**

- Go Transit 15 cent fare increase effective May 1, 2001 - \$8.8 M
- TTC 10 cent fare increase - \$16.6 M
- Zoo admission fee increase, \$2 for adults & \$1 for Seniors & Children to \$11 & \$9, respectively - \$1 M
- Per diem increase from \$2.34 to \$2.73 based on 2000 parents mix for Children's Services - \$2.4 M
- User fee revenue increase based on Provincial rates for Homes for the Aged - \$1.2 M
- Golf Fee average increase of \$2 per round for adults - \$0.500 M
- New Vending Contract for Parks Concessions - \$0.578 M
- Permit fee increases for stadium usage (\$0.029 M) and picnics (\$0.155 M)
- Harmonized pool permit fees (\$0.047 M); gym usage - adult groups (\$0.03 M); sports fields (\$0.24 M)
- 25% increase in permit rental rates for minor hockey, MTHL and adult ice time - \$0.780 M

- \$1.50 per month permit & front yard parking fee increase to increase funding for street cleaning around parked vehicles- \$0.560 M
- \$2 Tipping Fee at Keele Valley and transfer stations - \$0.300 M
- Transit Shelter, utility cut increases, red light camera recoveries & other revenue changes - \$4.4 M
- Provincial stabilization funding for Homes for the Aged - \$2.5 M
- Corporate Sponsorships on Ferries - \$0.240 M

**• Other Changes to Revenue:**

- Increased Community Partnership Policing Grant for annualized cost of hiring of 300 front-line officers- \$0.700 M
- Increased Parking Tag recoveries - \$0.516 M
- Reduced Payments in Lieu of Taxes due to conversion of Hydro Buildings to Taxable Status – (\$21 M)
- Reduced Revenue from Tax Penalties - (\$10.1 M)
- Reduced Revenue from Prior Year's Surplus - (\$29.5 M)
- Increased Supplementary Tax Revenue - \$5 M
- Other Tax Revenue - \$29.3 M
- Building Permit Fee revenue based on 2000 actual experience - \$3.1 M
- Increased revenue at Keele Valley based on additional volume - \$1.3 M.
- Increase in revenue from City's share of Toronto Parking Authority net income resulting from the installation of 500 additional Pay/Display machines & additional metered parking spaces - \$3.8 M

**SERVICE LEVEL ADJUSTMENTS**

- **Unspecified budget reduction for Police** - \$0.364 M
- **Unspecified budget reduction for TTC** - \$26.6 M
- **Unspecified budget reduction for Library** - \$2 M
- **Reduced Clerks' support to Council, Vital Statistics and Records and Archives** - \$0.345 M
- **Adjusted office cleaning services** at Metro Hall - \$0.440 M
- **Unspecified budget reduction for Facilities** - \$1.3 M
- **Reduced ability to support programs for Human Resources services** - \$0.740 M
- **Deferral of IT projects and reduced Help Desk support** for Clerks and Metro Hall - \$1 M
- **Departments required to fund additional disk storage beyond 2000 levels** - \$0.375 M
- **Closure of The Pier Museum** - \$0.477 M gross & \$0.203 M net
- **Elimination of twice per week garbage collection** in former North York and parts of former Etobicoke - \$0.840 M
- **Reduction in summer contracts for road maintenance** - \$1.8 M
- **Reduction in grass cutting** from 8 to 6 times per year - \$1 M
- **Reduction in litter cleaning** around parked cars - \$0.430 M
- **Vehicle ferry service reduced** from 2 shifts to 1 shift per day - \$0.150 M
- **Reduction in preventative maintenance in Parks facilities** (\$0.196 M) and parks (\$0.678 M), focusing on priority requests and emergency repairs only
- **Reduction in artificial ice rink operating season to 10 weeks** - \$0.096 M

**B. NEW SERVICE CHANGES**

The 2001 approved operating budget includes \$19 M for new debt charges arising out of the City's Capital Program plus \$9 M in new services offset by \$19 M in new revenue initiatives and \$50 million in a one-time Provincial grant.

**NEW SERVICE CHANGES**

- **Community Partnership Initiative support** (federally-funded homelessness program) - \$11.6M gross (\$0 net)
- **MLS Taxi Training Unit** - \$0.356 M gross & (\$0.094) M net
- **TTC Service Expansion** - \$9.8 M gross & \$1.8 M net
- **Healthy Babies/Healthy Children Expansion** - \$1.2 M gross & \$0 net
- **Pre-School Speech and Language Program Expansion** - \$1.2 M gross & \$0 net
- **Hostel head office and other support** - \$1.2 M gross & \$0.764 M
- **Tenant Support Grants** - \$0.300 M
- **MLS Student Program** - \$0.368 M gross & (\$0.032) M net
- **3Rs Implementation** – several pilot project initiatives to improve waste diversion rates - \$0.684 M
- **Clean City Initiative** – Students hired (74 FTEs) for summer litter cleaning - \$0.635 M
- **3 additional Transportation By-law Enforcement Officers** - \$0.201 M
- **York Before & After School Program** - \$0.160 M
- **Pesticide reduction initiatives** (\$77k) to be absorbed into the Parks and Works budgets.
- **Food Safety Disclosure Program**: \$0.317 M
- **Clean Air Campaign/Smog Summit initiative** of 50k to be absorbed into the Public Health budget

**NEW REVENUE INITIATIVES**

- **New fees of \$25 for children’s instructional recreational programming and \$125 for specialty summer day camps** for a total of \$2 M in 2001 & \$3.1 M in 2002
- **Zoning review application fee** (full cost recovery standardized City-wide) - \$0.544 M additional revenue
- **Change in building permit application fee structure** - \$1.8 M
- **Removal of cap on Zoning By-law application fees** - \$0.700 M
- **User Fees from school boards for weekly garbage and recycling collection** effective July 1, 2001 - \$0.175 M
- **Revenues from the implementation of slot machines** at Woodbine Racetrack - \$12 M
- **One-time Provincial grant** - \$50 M

The net 2001 Recommended Operating Budget Base Budget and New Service Changes for City Operations, ABCs and Non-Program Accounts are:

**SUMMARY OF 2001 BASE AND NEW SERVICES CHANGES (\$000'S)**

	2000 Approved Budget	2001 Approved Budget	Change from 2000		Base Budget Changes	New Services Changes
			\$	%		
City Operations	\$1,476.7	\$1,515.1	38.4	2.6	40.2	-1.8
ABCs	964.6	1,002.3	37.7	3.9	33.8	3.9
Non-program	157.6	220.3	62.7	39.8	105.8	-43.1
<b>Total</b>	<b>\$2,598.9</b>	<b>\$2,737.7</b>	<b>138.8</b>	<b>5.3</b>	<b>179.8</b>	<b>-41.0</b>

The increase of \$62.7 M for 2001 recommended Non-Program costs is primarily attributable to new debt service costs of \$19 M; reduced payments in lieu of \$24.4 M and reduced tax penalty revenue of \$10.1 M. The increased debt service costs arising from approval of the 2001 capital works program has resulted in City and agency initiatives being minimized to enable funding of new debt service costs.

# Capital Budget Overview

## A NEW BUDGET PROCESS FOR 2001 AND BEYOND

In response to Council's recommendations, the Chief Administrative Officer and Chief Financial Officer and Treasurer developed a report entitled "Implementing Council's Corporate Management Framework : A New Budget Process for 2001 and Beyond". The report outlines principles and guidelines for a new Capital and Operating Budget process to be implemented in full by 2003.

The guiding principles of the capital budget process proposed for the 2001 budget cycle included the following:

- The capital budget will incorporate an evaluation tool that prioritizes projects across programs and that uses a ranking tool with priority weighting given to State of Good Repair projects.
- A five-year capital program, with fully justified business cases reviewed by Standing Committees, be approved in its entirety. Previously approved capital projects will be received and not subject to further Council review, unless there has been a change of scope. In 2002 and future years, only a new 5th year will be added.
- To ensure that the five-year capital program remains within the approved fiscal framework, the acceleration of any capital project in the five-year capital program will be offset through a deferral of a project of equal value.
- The future year operating budget impacts of the capital program will be approved in conjunction with the approval of the Capital Program and the full operating budget impacts of any new capital items added to the infrastructure will be reflected in the year of approval of the capital item.

- Identify all capital costs associated with a capital project, including land acquisition, project management, information technology).
- Maintain existing inventory of infrastructure and address back-log issues. New investments that add to the existing inventory of infrastructure should have minimal operating budget impacts, or generate revenues and efficiencies.

For the 2002 budget cycle and beyond, the capital program will become integrated with multi-year service planning and linked to Council's strategic priorities. A 10-year planning horizon will provide an enhanced decision-making tool to highlight long-term issues and accommodate the long-term growth related capital projects. The capital program will be re-evaluated in every budget cycle and integrated with the multi-year service plans in each program area, which are in turn linked to Council's Strategic Plan. At the start of each new term of Council, Council will review and prioritize its strategic directions and select a prioritized set of goals and strategies that would then be incorporated in the multi-year service plans. This will guide longer-term planning and related resource allocation.

In August 2000, the process, timetable and guidelines for the 2001 - 2005 Capital Program and 10-Year Capital Plan, as adopted by Council, were provided to the program areas.

Capital program targets were issued with the capital budget guidelines. Several multi-year target expenditure and debt scenarios were examined to determine the optimal allocation for State of Good Repair and New Infrastructure projects. The targets for the City's base programs were based on a corporate affordability envelope of \$650 million, with \$388 million available for new projects and \$262 million allocated for previously approved projects.

Program areas were provided with a refined capital project ranking tool to assist in prioritizing capital projects within their respective program areas. This tool evaluates capital projects by assigning a point rating to several pre-defined criteria (i.e. state of good repair criteria, service level standards, link to Council's strategic plan etc.).

Several new capital budget policies were developed and were reviewed by the Senior Management Team. The major new policies are summarized as follows:

- (1) Capital Project Definition : the financial threshold for defining a capital project was amended to \$50,000 at the sub-project level (previously \$250,000 at the project level).
- (2) Land Acquisition Costs : an estimate of real estate acquisition costs and financing sources related to capital projects are included in the capital budget submissions. For City owned land, a valuation of the opportunity cost of the land is also provided.
- (3) Fleet Vehicles and Equipment : the Fleet capital requirements were evaluated in conjunction with corporate Fleet Services to ensure corporate standards are met.
- (4) Information Technology Projects : corporate and departmental capital projects that have a major information technology component were reviewed in conjunction with Corporate Information & Technology program to ensure that corporate IT strategy and standards are met.
- (5) Waterfront Revitalization Projects : business cases related to new Waterfront Revitalization Projects were co-ordinated through the Development, Policy & Research Division in consultation with Budget Services and the Urban Development Services department.

## ADMINISTRATIVE REVIEW PROCESS

During December, 2000, the capital program submissions were reviewed by Budget Services staff in conjunction with the program area. The recommendations from this review were subsequently considered by the Chief Financial Officer and Treasurer and the Chief Administrative Officer.

The base level expenditures for the 2001 – 2005 tax supported program submission averaged \$927 million, requiring \$457 million in borrowing, an increase of \$347 million over the stable borrowing level of \$110 million. It was determined that this level of borrowing was not sustainable over the long-term and that a strategy needed to be developed to address this pressure.

A target level of \$650 million for the tax supported base capital program was established. This recognizes that it is preferable to maintain assets in a state of good repair rather than having to completely replace them later. The 2001 – 2005 recommended capital program priorities were balanced with the corporate expenditure target of \$650 million per year, with a total five-year target of \$3.25 billion. Expenditures were flat-lined at this level to mitigate the debt service impact on the operating budget. The \$650 million target available for the base envelope included \$262 million for previously approved projects, leaving \$388 million for new projects.

Projects categorized as “State of Good Repair” (including “Legislated / City Policy” projects) were given high priority. Programs were given the flexibility to determine the optimal mix between State of Good Repair and Growth projects provided that; (i) there is no increase to State of Good Repair backlog, (ii) there is a solid five-year plan in place, and (iii) there is minimal impact on the operating budget.

The capital program is categorized into previously approved, previously approved with change in scope and new projects. Program areas analyzed the status of previously approved



projects to determine which projects can be closed and which projects need carry-forward funding in 2001 to provide for completion of the project. Previously approved projects have been reviewed to ensure they are within budget and consistent with the scope approved by Council. These projects were not subject to review unless project costs or scope changed significantly.

For the 2001 – 2005 recommended capital program, projects will receive total project cost approval and full cash flow approval, based on future year commitments resulting from the approval of the 2001 capital program. Cash flow projections will be used to determine long-term financing requirements and develop a comprehensive debt management policy.

### POLITICAL REVIEW PROCESS

As a result of the administrative review, a 2001 Recommended Tax Supported Capital Program, totalling \$1.191 billion in gross expenditures and \$4.324 billion in gross expenditures over the five year plan was submitted to the Budget Advisory Committee at the preliminary review meetings held on February 20, 2001. The \$1.191 billion consisted of \$0.820 billion or 69% for State of Good Repair projects and \$0.374 billion or 31% for additions to the city's infrastructure. For the 2001 – 2005 Recommended program, the \$4.324 billion in gross expenditures consisted of \$3.1 billion or 73% for State of Good Repair projects and \$1.2 billion or 27% for growth projects.

Subsequent to the Budget Advisory Committee review, technical reductions of \$63 million in gross expenditures to the 2001 recommended program and \$349 million in gross expenditures over the five year plan revised the 2001 Recommended Capital Program to \$1.128 billion in gross expenditures for 2001 and \$3.975 billion in gross expenditures over the five year plan. The technical adjustments related primarily to; (i) a revision to the cash flow of the Waterfront Revitalization projects which deferred \$122 million to 2006 and beyond and, (ii) withdrawal of

\$27.1 million change in scope request for the Master Accommodation Plan.

During March, 2001, the Standing Committees reviewed the staff recommended capital budget for their respective program areas. This reduced the 2001 recommended program by \$1.4 million to \$1.126 billion and increased the five-year capital program by \$55.1 million to \$4.029 billion in gross expenditures.

The results of the Standing Committee reviews were presented to the Budget Advisory Committee on March 19, 2001. The Budget Advisory Committee conducted a final review and wrap-up of the capital program on April 6, 2001.

The Budget Advisory Committee 2001 recommended program totals \$1.124 billion in gross expenditures, a reduction of \$2.0 million from the \$1.126 billion Standing Committee recommended budget.

### BUDGET ADVISORY COMMITTEE 2001 RECOMMENDED CAPITAL PROGRAM

The 2001 - 2005 Tax Supported Capital Program for the City totals \$4.603 billion. The estimated gross expenditures are \$1.124 billion in 2001; \$844 million in 2002; \$846 million in 2003; \$866 million in 2004 and \$923 million in 2005. The future year estimates include ongoing / phased and deferred projects which must be re-visited in future budget cycles. It is recommended that the 2002 – 2005 Tax Supported Capital Program be received.

Capital projects which have been deferred and / or included as part of the future years capital program (2002 – 2005) are considered placeholders and will be subject to full review during the 2002 – 2006 capital budget review process, unless a project and its future year commitments have been recommended for approval in the 2001 – 2005 Tax Supported Capital Program. Pending the development of a mature capital budget consisting of a fully-justified 5-year capital program, it is recommended that the five-year capital

program as summarized in Appendix A be received.

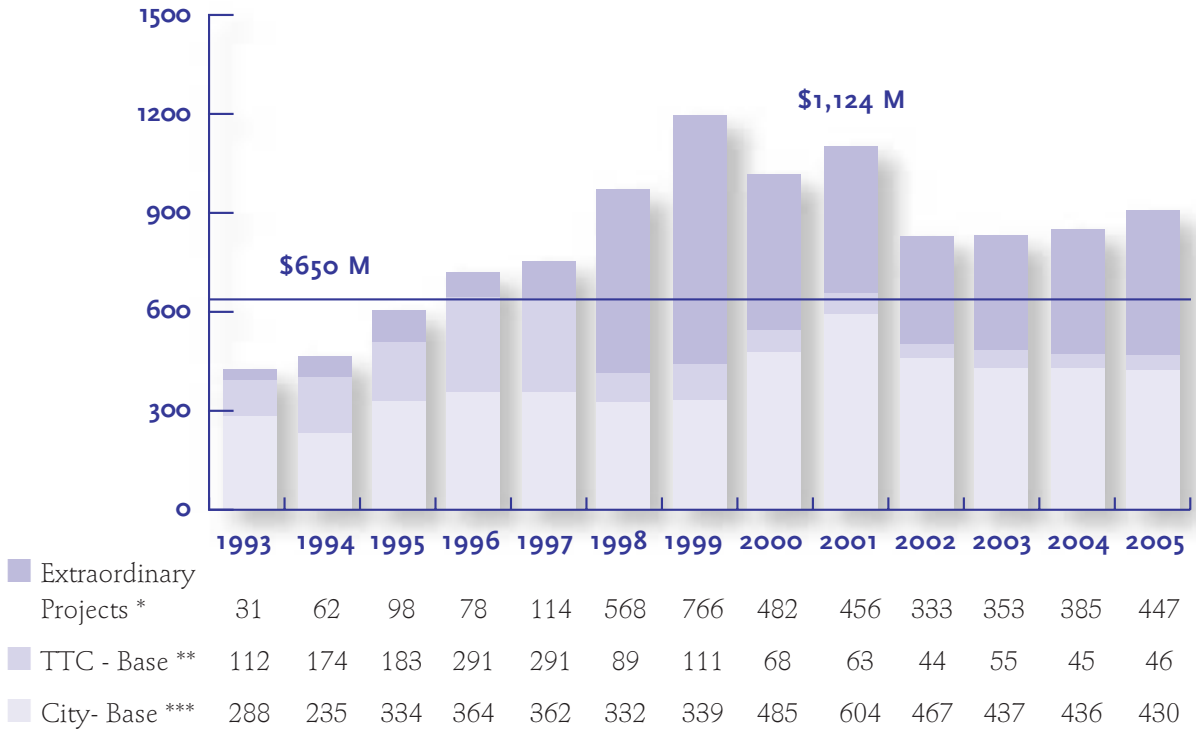
The Toronto Parking Authority 2001 Recommended Capital Program for new projects, as outlined in Appendix A-2, with a 2001 cash flow of \$9.3 million and no future year commitments is recommended for approval.

The balance of the Non-Tax Supported and Other Capital Program, as outlined in Appendix A-1, including TEDCO, Water Supply and

Wastewater is deferred for consideration and will be reviewed prior to Council’s final approval of the 2001 Capital Budget; with the Water Supply and Wastewater Capital Program approved by the Works and Emergency Services Committee, and forwarded by the Budget Advisory Committee to the Policy and Finance Committee without recommendation.

**HISTORICAL AND PROJECTED TRENDS**

The following chart provides a snapshot of the Capital Program trends from 1992 to 2005 split between the City Base Program, TTC Base Program and Extraordinary projects:



\* Extraordinay projects include Transition Projects, TTC - 75%, Sheppard Subway, Waterfront Revitalization

\*\* TTC - Base Program 25%

\*\*\* Includes Other Special Purpose Bodies ( Police, Zoo, Exhibition Place ) & City



The 2001 Recommended Capital Program has a base program of \$671 million for the TTC and City combined. Much of this additional pressure arises from the need to address State of Good Repair issues.

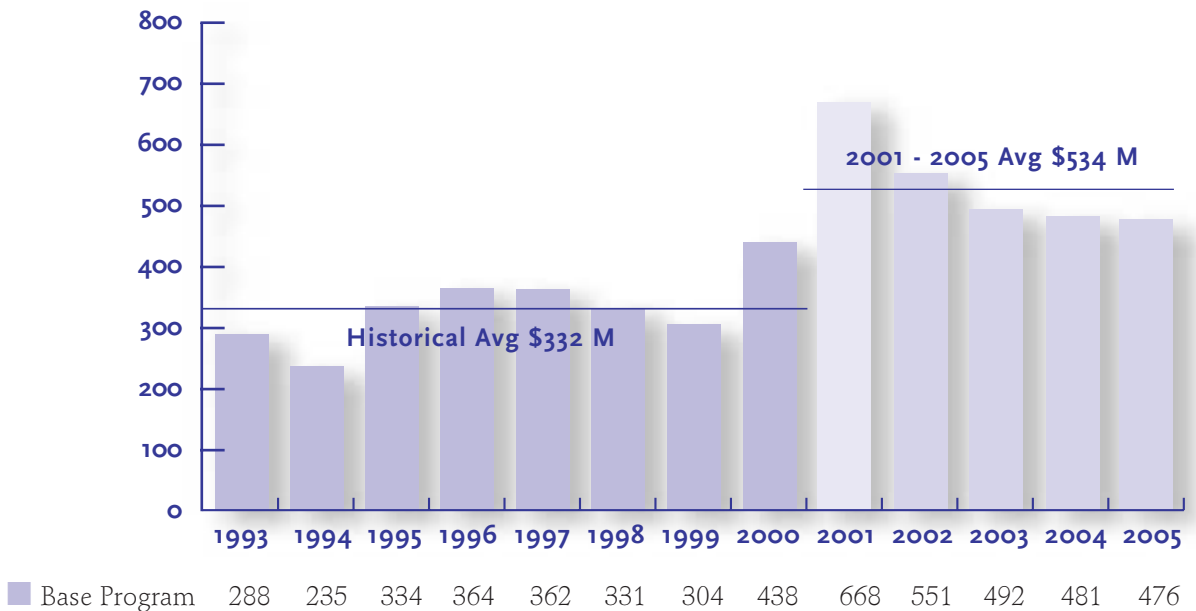
The historical spending average for the TTC prior to 1999 was \$240 million. For the period from 1999 – 2003 the average was forecasted to be \$239 million and included the Council approved accelerated subway car purchase of \$46 million.

New debt financing is required only for the Extraordinary Capital Program to meet the shortfall in funding caused by provincial downloading of TTC capital (previously subsidized at 75%)

prior to 2000. From 1990 to 2000, the TTC Base and Extraordinary Program averaged \$322 million in gross expenditures. Provincial subsidies at 75% provided \$241 million and the City’s share averaged \$81 million.

The 2001 – 2005 capital program request averaged \$290 million and the Recommended Capital Program for TTC averages \$210 million over five years. The recommended program for the TTC is significantly below the historical average which will increase the State of Good Repair backlog.

The following chart highlights the Capital Program trends from 1992 to 2005 for the City’s Base Program, excluding the TTC and extraordinary projects:



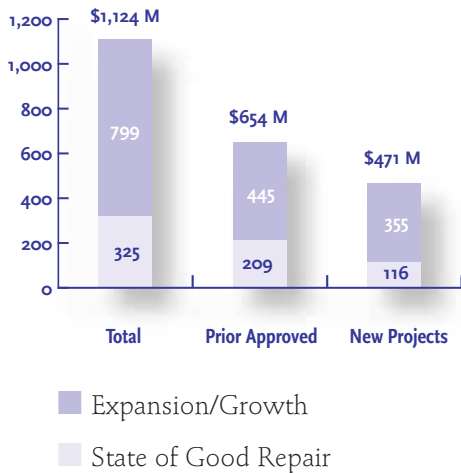
Base Program Excludes GO Transit, Transition Projects, Waterfront Revitalization

The 2001- 2005 average expenditure level of \$526 million is 65% higher than the historical average of \$318 million over the past 10 years. The future year estimates are indicative of the requests from the various program areas, which include a significant amount of State of Good Repair projects. As the City moves towards a mature capital program, the future year projects will be fully-justified within the five year timeframe, as Standing Committees conduct comprehensive reviews and set priorities.

**CAPITAL PROGRAM PRIORITIES**

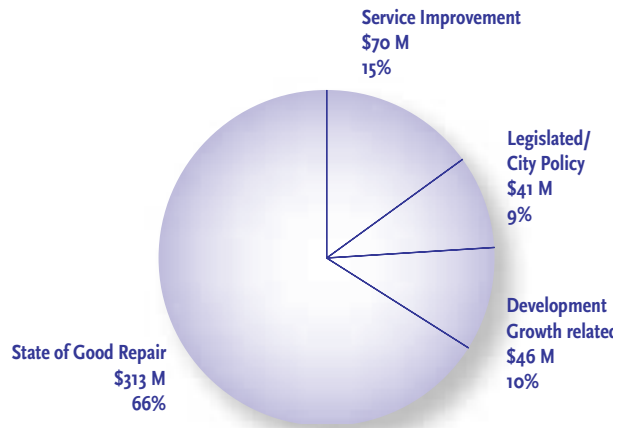
The following chart illustrates the 2001 Recommended Tax Supported Capital Program of \$1.124 billion for both new and previously approved projects by category:

**2001 RECOMMENDED CAPITAL PROGRAM TAX SUPPORTED PROGRAM \$1.124 BILLION CASH FLOW**



State of Good Repair for prior approved projects and new projects total \$799 million or 71% of the total tax supported capital program. The backlog relating to these projects is generally being amortized over 5 years.

The following chart illustrates the 2001 Recommended Tax Supported Capital Program of \$470 million for new projects, allocated by category:



Priority has been placed the State of Good Repair and Legislated/City Policy categories. These categories combined account for \$354 million or 75% of the total allocated to new projects. Corporate priorities also recognized the need for strategic investments in service improvements and expansion projects, as indicated by the allocation of \$115 million or 25% to the Service Improvement and Growth-Related categories for new projects. Appendix C highlights the 2001 Recommended Capital Program for each category, split between previously approved and new projects.

The City has a tremendous inventory of community centres, libraries, fire halls, police stations, arenas and other facilities that require annual maintenance. The insured replacement value of these facilities is estimated at \$22 billion. A standard benchmark based on 2.5% or \$550 million of this insured value provides an estimate of annual state of good repair or maintenance capital expenditures necessary to sustain the city’s facilities. A comprehensive strategic assessment of the city’s facilities is underway and will be completed next year.

In summary, the 2001 – 2005 Recommended Capital Program strategically addresses State of Good Repair issues. The goal is to identify a level spending envelope to ensure future infrastructure and facility maintenance requirements do not cause fluctuations in the capital program. There is a need to address the backlog of maintenance projects and achieve a sustainable level for State of Good Repair expenditures. The longer it takes to clear the backlog, the higher the sustainable level. The long-term objective is to finance State of Good Repair projects through Capital from Current funding, reflecting a pay-as-you-go policy, with these projects completed within a one year timeframe.

## Capital Project Highlights

### CHILDREN'S SERVICES

- **Total 2001 Gross Budget is \$2.1 M comprising of \$1.85 M Previously Approved Projects & \$0.25 M New Projects.** [2000 Budget – \$2.0 M]

### CULTURE DIVISION

- **Total 2001 recommended Gross Budget is \$6.129 M comprising \$2.829 M for Previously Approved Projects & \$3.300 M for New Projects.** [2000 Gross Budget – \$4.179 M]

### ECONOMIC DEVELOPMENT DIVISION

- **Total 2001 recommended Gross Budget is \$5.550 M comprising \$1.342 M for Previously Approved Projects & \$4.208 M for New Projects.** [2000 Gross Budget – \$3.682 M]

### EMERGENCY MEDICAL SERVICES

- **Total 2001 Gross Budget is \$ 17.936 M comprising of \$1.054 M Previously Approved Projects & \$16.882 M New Projects.** (2000 Budget – \$1.617 M)

### FIRE SERVICES

- **Total 2001 Gross Budget is \$13.8 M comprising of \$9.771 M Previously Approved Projects and \$4.058 M New Projects** (2000 Budget - \$24.6 million)

### HOMES FOR THE AGED

- **Total 2001 Gross Budget is \$8.7 M comprising of \$4.2 M Previously Approved Projects & \$4.5 M New Projects.** [2000 Budget – \$6.4 M]

### PARKS & RECREATION

- **Total 2001 Gross Budget is \$69.2 M comprising of \$37.8 M Previously Approved Projects (with future year commitments totaling \$23.0 million) & \$31.4 M New Projects.** [2000 Budget – \$70.8 M]

### SHELTER, HOUSING & SUPPORT

- **Total 2001 Gross Budget is \$18.6 M comprising of \$10.9 M Previously Approved Projects & \$7.7 M New Projects.** [2000 Budget – \$12.5 M]

### SOLID WASTE MANAGEMENT

- **Total 2001 Gross Budget is \$21.095 M comprising of \$15.585 M Previously Approved Projects & \$5.510 M New Projects.** [2000 Budget – \$21.328 M]

### TRANSPORTATION SERVICES

- Total 2001 Gross Budget is \$195.7 M comprising of \$51.578 M Previously Approved Projects & \$144.149 M New Projects. (2000 - \$165.2 million)

### URBAN DEVELOPMENT SERVICES

- Total 2001 Gross Budget is \$6.455 M comprising of \$4.231 M Previously Approved Projects & \$2.224 M New Projects. [2000 Budget – \$2.000 M]

### FACILITIES AND REAL ESTATE

- Total 2001 Gross Budget is \$43.729 M comprising of \$18.819 M Previously Approved Projects & \$24.910 M New Projects. [2000 Budget – \$25.6 M]

### FINANCE

- Total 2001 Gross Budget is \$7.2 M comprising of \$1.0 M Previously Approved Projects & \$6.2 M New Projects. [2000 Budget – \$ 1.5M]

### FLEET SERVICES

- Total 2001 Gross Budget is \$99.950 M comprising of \$56.042 M Previously Approved Projects & \$43.031 M New Projects. [2000 Budget – \$43.405 M]

### INFORMATION & TECHNOLOGY

- Total 2001 Gross Budget is \$45.713 M comprising of \$13.053 M Previously Approved Projects & \$32.660 M New Projects. [2000 Budget – \$20.649 M]

### WORKS AND EMERGENCY SERVICES - DEPARTMENTAL

- Total 2001 Gross Budget is \$5.142 M comprising of \$2.490 M Previously Approved Projects & \$2.652 M New Projects. [2000 Budget – \$2.600 M]

### EXHIBITION PLACE

- Total 2001 Gross Budget is \$4.557 M comprising of \$.907 M Previously Approved Projects & \$3.650 M New Projects. [2000 Budget – \$4.768 M]

### TORONTO PUBLIC HEALTH

- No capital budget for 2001. (2000 Budget - \$0)
- Future year plans include IT systems needs definition, detailed design and costing, and where possible, implementation of critically required service delivery systems and management information systems.

### TORONTO AND REGION CONSERVATION AUTHORITY

- Total 2001 Gross Budget Cash flow is \$5.675 M comprising of \$0.700 M Previously Approved Projects & \$4.975 M New Projects. [2000 Budget – \$5.115 M]

### TORONTO POLICE SERVICE

- Total 2001 Gross Budget is \$25.980 M comprising of \$12.335 M Previously Approved Projects & \$13.645 M New Projects. [2000 Budget – \$21.362 M]

**TORONTO PUBLIC LIBRARY**

- Total 2001 Gross Budget is \$12.0 M comprising of \$6.9M Previously Approved Projects & \$5.1 M New Projects. [2000 Budget – \$6.9 M]

**TORONTO TRANSIT COMMISSION  
(EXCLUDING SHEPPARD)**

- Total 2001 Gross Budget Cash flow is \$253.596M comprising of \$181.292 M Previously Approved Projects & \$72.304 M New Projects. [2000 Budget – \$270.406 M]

**TORONTO ZOO**

- Total 2001 Gross Budget is \$6.729 M comprising of \$3.123 M Previously Approved Projects & \$3.606 M New Projects. [2000 Budget – \$9.5 M Gross and \$8.0 net]

**GO TRANSIT – 10 YEAR  
EXPANSION PLAN**

- Total 2001 Budget is \$47.230 M of which City Share Budget is \$7.020 M comprising of all New Projects. [2000 Budget – None]

**TRANSITION PROJECTS**

- Total 2001 Gross Budget is \$107.895 M comprising of \$80.500 M Previously Approved Projects & \$27.395 M New Projects. [2000 Budget – \$33.185 M]

**WATERFRONT REVITALIZATION  
INITIATIVE**

- Total 2001 Gross Budget is \$300.0 M & \$100 M net comprising of \$6.3 M Previously Approved Projects & \$293.7 M New Projects. The City’s share of \$100.0 M is being financed by debt with cash flows as follows:

- 2001 .....	\$ 7.817 M
- 2002 .....	\$22.503 M
- 2003 .....	\$21.983 M
- 2004 .....	\$22.217 M
- 2005 .....	\$17.447 M
- 2006 .....	\$ 6.817 M
- 2007 .....	\$ 1.217 M

**TORONTO PARKING AUTHORITY**

- Total 2001 Gross Budget is \$32.4 M comprising of \$23.1 M Previously Approved Projects & \$9.3 M New Projects. [2000 Budget – \$38.1 M]

## Capital Budget 2001 Details

### • City Council Approves \$1.120 Billion Tax-Supported Capital Budget Program

The City of Toronto's 2001 tax-supported capital program was approved by Council today, giving clear priority to maintaining the city's facilities and infrastructure with strategic investments in growth/investment projects. For 2001, the Capital Budget is \$1.120 billion. Another \$1.034 billion is committed as project cash flow over the next four years, for a total capital budget of \$2.154 billion. In 2000, the capital budget was \$981 million.

The \$1.120 billion tax-supported capital program strikes a balance between TTC cost pressures, GO Transit expansion, the demand for new investments, the need for maintenance of the City's infrastructure, and the introduction of new, longer-term state-of-good-repair programs for City assets.

Construction of a new 178 bed home for the aged in Ward 35, Scarborough Southwest, has been approved. Council has approved redevelopment of True Davidson Acres to begin in 2004 if the City wins the provincial tender.

For 2001, priorities focus on transportation, with 49% of the plan for the Toronto Transit Commission and the City's roads, bridges and traffic.

Program	Purpose	Capital Budget (\$M)	% of Base Budget
Toronto Transit Commission	Support system infrastructure	63	9
Roads, Bridges & Traffic	Repairs & reconstruction	195	29
Parks and Recreation	Park & community centres improvements	69	10
Fire Services	Improved communications system & new facilities	13	2
Solid Waste Management	Maintenance of landfill, recycling facilities & transfer stations	21	3
Police Services	Facilities & infrastructure	26	4
Shelter, Housing & Support	Renovations & new housing	18	3
Other City Base Programs	Includes Toronto Zoo, Library, Ambulance, Exhibition Place & other City programs.	260	39
<b>Total Base Program</b>		<b>\$664</b>	<b>100%</b>
<b>Extraordinary Projects</b>		<b>\$456</b>	
<b>Total 2001 Capital Program</b>		<b>\$1.120B</b>	

## Capital Budget Highlights

The 2001 Capital Budget Program includes funding for the Base Program and for the Extraordinary Program.

	2001 Budget	% of Budget
Base Program	\$664 M (\$705 M in 2000)	59%
Extraordinary Projects	\$456 M (\$276 M in 2000)	41%
<b>Total Capital Program</b>	<b>\$1.120 B (\$981 M in 2000)</b>	<b>100%</b>

### BASE PROGRAMS - \$664 MILLION

- **Toronto Transit Commission (TTC) capital projects receive \$63 million of base program dollars**, representing the City's 25% share. The share of TTC previously funded by the province at 75% is reflected in the Extraordinary Program, with a total of 2001 cash flow of \$190 million. These funds will

help provide for subway and surface track replacement, subway car replacement and other state-of-good-repair projects.

**• Other base program highlights include:**

- Roads, bridges and traffic: .....\$195 M
- Parks and recreation: .....\$ 69 M
- TTC – 25% original share .....\$ 63 M
- Police: .....\$ 26 M
- Solid waste: .....\$ 21 M
- Other (City departments & agencies such as Police, Solid Waste, Fire, Ambulance, Toronto Zoo, etc.): .....\$260 M

**EXTRAORDINARY PROGRAM - \$456 MILLION**

**• Previously Approved:**

- transition projects (\$107 million)
- Sheppard Subway project (\$112 million)

**• New:**

- TTC – 75% share (\$190 million) – previously funded by the Province of Ontario.

**CAPITAL BUDGET PRIORITIES**

• The 2001 tax-supported capital program of \$1.120 billion consists of two priority areas: State-of-Good-Repair, required for maintenance, repair and replacement of existing assets and Growth/Expansion projects that support development across the City. Overall, the 2001 program’s spending is as follows:

- \$795 M State-of-Good-Repair (71% of total program)
- \$325 M Growth/Expansion projects (29% of total program)
- \$355 M (45%) of the total state-of-good repair amount of \$795 M are for new projects

**PAYING FOR THE CAPITAL PROGRAM**

**• The 2001 Capital Budget of \$1.120 billion is financed by:**

- Provincial loans and subsidy .....\$23 M
- Reserve funds & revenues .....\$170 M
- Development charges.....\$4 M
- Capital from current.....\$147 M
- Corporate revenues .....\$44 M
- Funding from prior year .....\$137 M
- Projected under-spending.....\$40 M
- Other .....\$91 M
- Debt
  - . Base Program .....\$114 M
  - . Extraordinary .....\$350 M

**Total Financing Sources .....\$1.120 billion**

A total of \$464 M is recommended for borrowing for the entire capital program, including extraordinary programs. In 2001, borrowing \$114 M for the Base Program is only adding \$4 M to the City’s level of debt and it is projected that the capital financing of the City’s base program will not significantly add to the City’s debt level. However, in the City’s Extraordinary Program, the loss of provincial funding for TTC and GO Transit is largely responsible for the large level of new debt.

New borrowing of \$350 million covers the City’s Extraordinary Programs: 75% of the TTC program costs previously funded by the Province; Sheppard Subway; Transition projects; Waterfront Projects and GO Transit Expansion.



OPERATING AND  
CAPITAL BUDGET

PROGRAM SUMMARIES



2001



# Community & Neighbourhood Services

Community and Neighbourhood Services' mission is to provide timely, high quality human services to eligible residents of the City of Toronto, to identify emerging community needs and to respond as appropriate with innovative, effective programs. Community and Neighbourhood Services is comprised of the following divisions: Shelter, Housing and Support, Homes for the Aged, Social Services, Children's Services, and indirectly the Toronto Housing Company, Public Health, Toronto Public Library.

The Social Development and Administration Division provides administration, policy, planning and community development support to the Commissioner and each of the operating divisions, as well as delivering the Community Services Grants Program.

## Children's Services

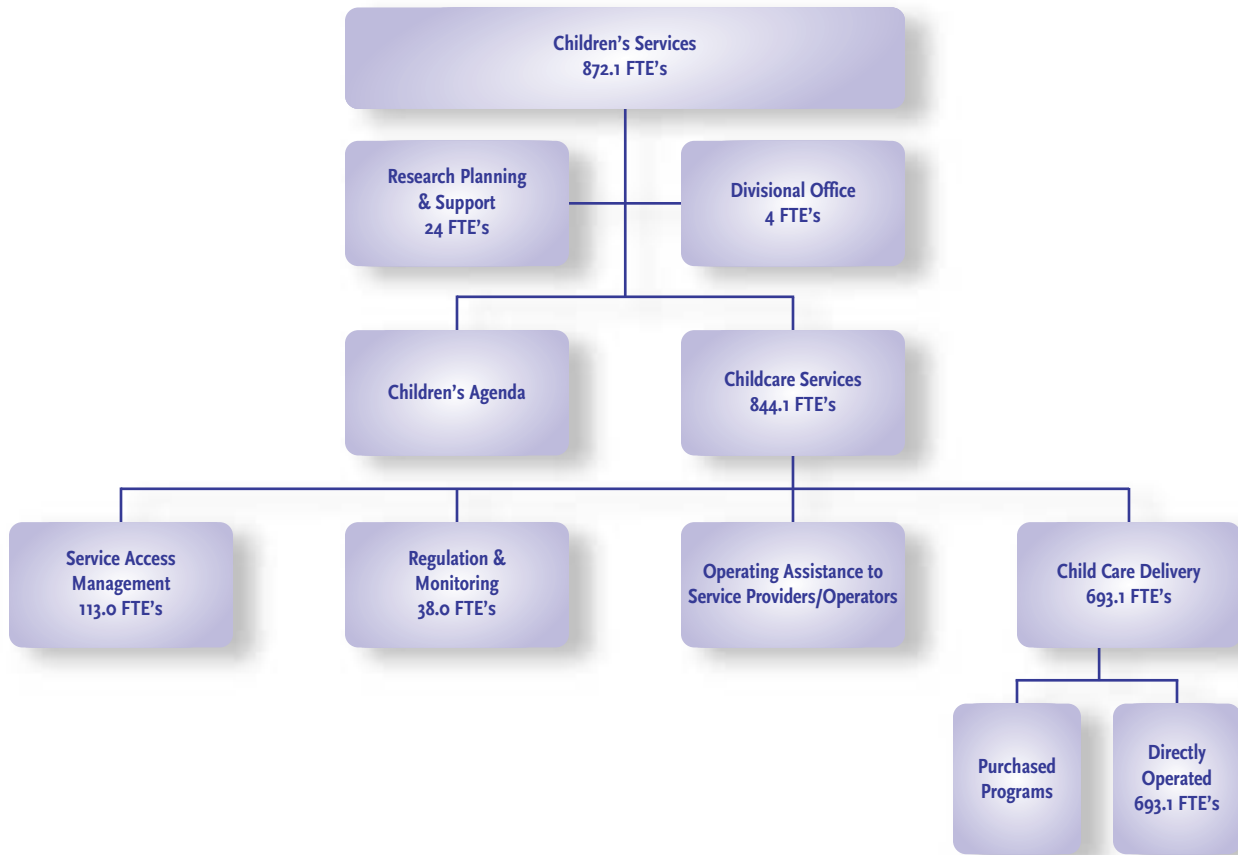
### MISSION STATEMENT

The Children's Services Division manages childcare services within the City of Toronto. In partnership with the community, the division promotes equitable access to high quality care for children and parenting support for families. Children's Services are planned, managed and provided in ways that promote early child development, respond to families' needs and choices and respect the diversity of Toronto's many communities. An integrated approach to providing services to children ensures public value and benefit to all.

Children's Services:

- Committed to children
- Supportive of families
- Strengthening local communities

PROGRAM MAP



2001 KEY SERVICES

- **Divisional Office / Service Planning and Support Services** is responsible for client appeals, financial systems, planning management and delivery of services for children and families. The unit promotes a positive public profile for childcare, and ensures effective relationships with the City Councillors and Officials, government partners, and the community.
- **Service Access Management** provides information to families about subsidy and their child care service options, conducts financial eligibility assessments and calculates client user fees for both regular subsidy clients and those using the Ontario Works funding stream. In addition, the Unit manages the waiting list for subsidized child care, makes subsidy

placements in accordance with the service plan, administers the Ontario Works informal care account and pays operators providing subsidized child care based on their monthly enrolment patterns.

- **Contract and Quality Compliance** services negotiates and monitors service contracts with community providers of child care services (including those programs being downloaded from the Province) and ensures financial accountability and program quality. This area also provides management consultation to community operators and investigates public and client service complaints.
- **Directly Operated Child Care** services operates a licensed home child care agency, and licensed child care centres. The programs provide care in predominately high needs

neighbourhoods and focus service on special needs children and families. Only 133 families paid a full fee in 2000. The directly operated program also provides innovation and leadership in the field of early childhood education through student placement programs and collaboration in research ventures. Finally, Contract and Quality Compliance provides therapeutic intervention and specialised consulting services in support of children with special needs.

- **Ontario Works and Purchased Child Care**
  - The Ontario Works Program has dedicated funding associated with the provision of childcare support to families enrolled in the program. These dedicated Ontario Works child care resources are administered by the Service Access Management Unit through fourteen child care brokers located in Social Services field offices. These child care brokers review the child care needs of Ontario Works clients, discuss available service options, develop short and long term child care plans, arrange placement into licensed child care programs and administer and control informal care payments. They also serve as an expert child care resource to Social Services staff and community organizations involved in the delivery of Ontario Works.

**2001 KEY SERVICE LEVEL INDICATORS**

	Results by Year			
	1998	1999	2000	2001
<b>Service Level</b>				
# of subsidized spaces as a % of children in need	-	-	21.7%	23.5%
<b>Efficiency</b>				
Average cost per subsidized space	-	\$28.27	\$29.62	\$30.75
Per diem rates	-	-	-	-
Purchased-group care	-	\$26.37	\$27.51	\$28.89
Purchased home care	-	\$24.12	\$26.83	\$26.19
<b>Purchased</b>				
Ontario Works	-	\$26.87	\$29.34	\$28.87
Directly Operated	-	\$43.00	\$44.80	\$46.50
Administration as a % of total program costs	-	5.2%	4.4%	4.8%
<b>Customer Service</b>				
Annual client satisfaction survey	-	-	89.6%	89.0%

**2001 STRATEGIC DIRECTION AND SERVICE PRIORITIES**

The 2001 operational plan for the division is organized around four key result areas:

- Fiscal prudence and public accountability
- Service excellence
- Organizational soundness
- Strategic direction

## Budget Highlights

### 2001 OPERATING BUDGET

Children's Services 2001 approved budget includes an additional \$1.068 million gross and \$4.446 million net over the 2000 funding level to deliver current services, as well as new services, as indicated below.

### 2001 BASE BUDGET CHANGES

Includes \$3.425 million gross decrease and \$3.419 million net reduction for base budget changes:

	Gross (millions \$)	Net (millions \$)
Salaries	1.934	0.674
Purchased Services - Actual Costs Phase 1 (2000)	3.333	0.667
Defer 2000 Subsidized Space Expansion for one year	(13.676)	0.000
Change in Provincial regulation-to incorporate user fees in share cal.	0.000	2.958
Increase in User Fee revenue	0.000	(2.386)
School rent annulization (Toronto District School Board)	0.898	0.898
Inter-divisional recovery (Ontario Works Adm.)	0.000	(0.502)
Purchased Child Care-Increase per-diems due to Caseload mix.	1.386	0.277
Other	2.700	0.834
<b>Total Base Changes</b>	<b>(3.425)</b>	<b>3.419</b>

### 2001 NEW SERVICE CHANGES

Includes \$4.493 million gross increase and \$1.027 million net for new service level changes:

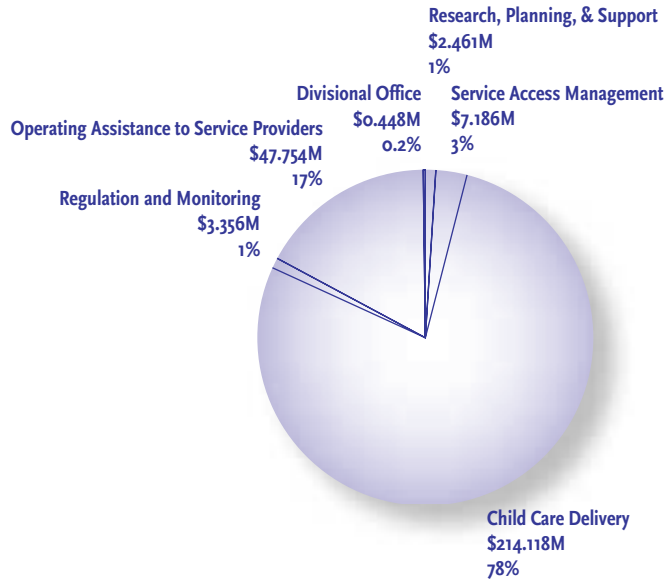
	Gross (millions \$)	Net (millions \$)
Purchase Services actual cost (Phase II 2001) York before/after school program (till Sept.-Dec. 2001)	3.333	0.667
Special Needs Resourcing Expansion (2001 Component)	0.160	0.160
Family Resource Program Expansion (2001 Component)	0.500	0.100
<b>Total New Changes</b>	<b>4.493</b>	<b>1.027</b>
<b>Total New and Base Changes</b>	<b>1.068</b>	<b>4.446</b>

### 2001 OPERATING PROGRAM SUMMARY BY SERVICE

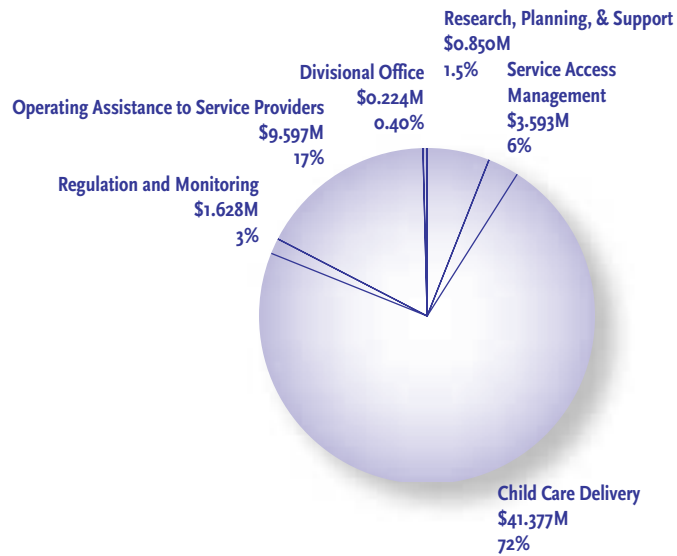
	2000 Budget (\$000's)	2001 Approved (\$000's)	Change from 2000 (\$000's)	%
<b>Service</b>				
Divisional Office	336.9	448.4	111.5	33.1
Research, Planning, & Support	2,302.6	2,460.6	158.0	6.9
Service Access Management	5,941.2	7,186.2	1,245.0	21.0
Regulation and Monitoring	2,954.2	3,356.4	402.2	13.6
Child Care Delivery	214,451.9	214,118.2	(333.7)	(0.2)
Operating Assistance to Service Providers	48,269.0	47,754.0	(515.0)	(1.1)
<b>Total Gross Expenditures</b>	<b>274,255.8</b>	<b>275,323.8</b>	<b>1,068.0</b>	<b>0.4</b>
<b>Service</b>				
Divisional Office	162.7	224.2	61.5	37.8
Research, Planning, & Support	1,109.4	1,610.6	501.2	45.2
Service Access Management	2,825.0	3,593.1	768.1	27.2
Regulation and Monitoring	1,370.8	1,728.2	357.4	26.1
Child Care Delivery	177,369.8	172,741.6	(4,628.2)	(2.6)
Operating Assistance to Service Providers	38,595.1	38,157.4	(437.7)	(1.1)
<b>Total Revenues</b>	<b>221,432.8</b>	<b>218,055.1</b>	<b>(3,377.7)</b>	<b>(1.5)</b>
<b>Net Expenditure - Service</b>				
Divisional Office	174.2	224.2	50.0	28.7
Research, Planning, & Support	1,193.2	850.0	(343.2)	(7.7)
Service Access Management	3,116.2	3,593.1	476.9	10.7
Regulation and Monitoring	1,583.4	1,628.2	44.8	1.0
Child Care Delivery	37,082.1	41,376.6	4,294.5	96.6
Operating Assistance to Service Providers	9,673.9	9,596.6	(77.3)	(1.7)
<b>Total Net Expenditures</b>	<b>52,823.0</b>	<b>57,268.7</b>	<b>4,445.7</b>	<b>8.4</b>
<b>Staffing Complement</b>				
Total Program (in full time equivalent positions)	851.8	872.1	20.3	2.4

2001 OPERATING BUDGET

Gross Expenditures



Net Expenditures



**CAPITAL PROJECT HIGHLIGHTS**

**Total 2001 Gross Budget is \$2.1 M comprising of \$1.85 M Previously Approved Projects & \$0.25 M New Projects.** [2000 Budget – \$2.0 M]

Rationale for year-over-year difference: N/A

**Approval of \$0.25 M in 2001 to complete previously approved capital projects including:**

- 5128/5200 Yonge Street – new child care facility to add 85 spaces to the City’s capacity.

**No new capital projects approved for 2001.**

**2001 CAPITAL BUDGET**

Total 2001 Gross Budget is \$2.1 million (2000 Budget - \$2.0 M). Rationale for year-over-year difference: the completion of a previously approved capital project; new capital project.

Approval of \$1.850 million in 2001 to complete previously approved capital projects including:

- \$1.850 million for the 5128/5200 Young Street Child Care Centre

Approval of \$0.250 million in 2001 for new capital projects including:

- \$0.250 million increase for 5128/5200 Young Street Child Care Centre

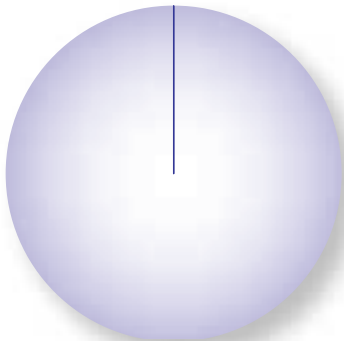
**5 YEAR CAPITAL WORKS PLAN (2001 APPROVED PLUS FOUR YEAR REQUESTS/PLAN)**

Gross Expenditures \$000's

	Approved Budget		Future Year Estimates				Program Total
	2001	2002	2003	2004	2005	2001-2005	
Programs							
Child Care Centre - 5128/5200 Young St.	2100	0	0	0	0	2100	
<b>Total Capital Budget</b>	<b>2100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2100</b>	
Financing							
Other 1	2100	0	0	0	0	2100	
<b>Total Financing</b>	<b>2100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2100</b>	

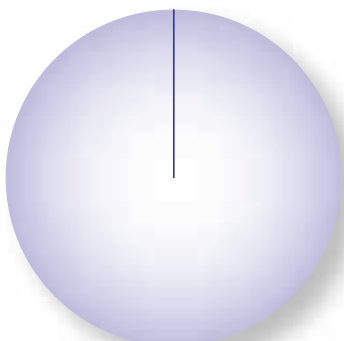
2001 CAPITAL BUDGET

Where the money goes...



Child Care Centre - 5128/5200 Young St.  
\$.250 M  
100%

Where the money comes from...



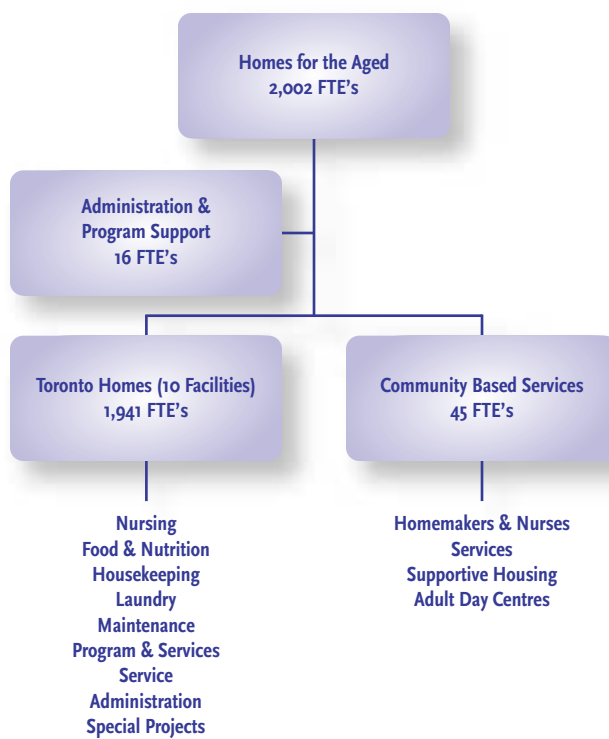
Other  
\$.250 M  
100%

# Homes for the Aged

## MISSION STATEMENT

The Homes for the Aged Program is responsible for developing and implementing a continuum of care and services to eligible adults in long term care facilities, at supportive housing sites and in clients' own homes.

## PROGRAM MAP



## 2001 KEY SERVICES

- Toronto Homes** – The Division owns and operates ten Homes for the Aged which provide a continuum of long-term care and services through both permanent admission and short-stay programs to over 2,000 residents, primarily adults with varying degrees of physical frailties, cognitive impairment and complex care needs. The Division uses a client-centred interdisciplinary approach to care and is committed to providing high quality service in an environment designed to support the

residents' rights to dignity, self-esteem, and independence. Services provided to clients include recreational activities, nursing and medical services, housekeeping, maintenance, dietary services, laundry, social work, volunteer services, spiritual and religious care, rehabilitative services, trust and administrative services.

- Community Based Services - Homemakers & Nurses Services** – Homemakers & Nurses Services purchases homemaker hours and nurse visits from Homemaking Agencies and Nursing Agencies on behalf of elderly, disabled and family clients who may be experiencing a crisis. Clients are in need of both financial assistance and help with their activities of daily living. The purpose of the program is to support clients to remain at home preventing premature institutionalization and family break-ups through a process of initial and on-going assessment and monitoring of client need by program caseworkers.

- Supportive Housing** – The Supportive Housing Program is committed to the provision of quality personal support services to persons whose individual needs require the availability of 24-hour-on-site assistance. Scope of services includes individual assessment, case management and service co-ordination, while purchasing personal support services from a variety of providers. Eligible clients include frail older adults who may experience mild cognitive impairment.

- Adult Day Centres** – The Division operates Adult Day Centre programs that offer clients living in the city the opportunity to achieve and maintain their optimal level of functioning. The program assists in preventing premature or inappropriate institutionalization and provides respite and support for caregivers of clients. Services provided include planned social, recreational and physical activities as well as nutritional meals for which clients pay a daily fee based on ability to pay.



## 2001 STRATEGIC DIRECTION AND SERVICE PRIORITIES

- To provide high quality client focused care and service in a manner that maintains public accountability and consumer confidence.
- To continue to improve services provided to clients through a Quality Improvement approach, effective resource utilization and revenue generation.
- To further develop and strengthen alliances with community partners which results in positive client outcomes and which more fully integrate the Division with its community.
- To participate and influence Health Services restructuring within the City of Toronto to ensure that clients needs are met.
- To provide targeted education consistent with the Division's defined population and to support staff in acquiring the necessary skills and knowledge to provide care and service to our clients.
- To continue to improve the environments of the ten Homes, in order to respond to the care and safety needs of residents with a higher acuity.
- To effectively manage the reconstruction of True Davidson Acres and Albion Lodge.
- To expand the Divisional volunteer program, ensuring that it continues to support clients' needs and volunteers' interests.

## 2001 KEY SERVICE LEVEL INDICATORS

	Results by Year			
	1998	1999	2000	2001
<b>Service Level</b>				
Case mix measure	83	84.24	84.43	T.B.D
We had suggested # of beds as a % of those in need- but data was not available	-	-	-	-
<b>Efficiency</b>				
Occupancy rate	98.5%	98.7%	98.5%	100.0%
Expenditure per diem	\$118.06	\$117.87	\$123.70	\$130.04
Expenditure per diem adjusted to exclude recent wage adjustments	\$118.06	\$117.87	\$119.60	\$123.87
Adult day program unit cost	\$68.70	\$72.50	\$80.10	\$82.15
<b>Customer Service</b>				
Customer satisfaction survey-homes	88.2%	91.4%	-	-
Customer satisfaction survey-contracted homemaking and nursing services	88.8%	86.4%	-	-

## Budget Highlights

### 2001 OPERATING BUDGET

Homes for the Aged 2001 approved budget includes an increase of \$9.996 million gross and a reduction of \$1.121 million net from the 2000 funding level to deliver current services, as indicated below.

2001 BASE BUDGET CHANGES

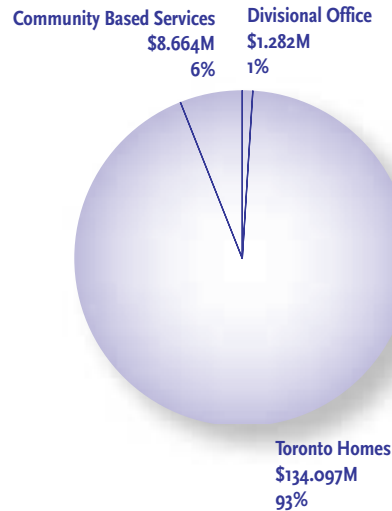
	Gross (millions \$)	Net (millions \$)
Salaries	6.363	2.496
Additional Nurses for Increased Complexity of Care	3.327	0.175
Associated Supplies for higher Care Patients	1.065	0.000
Reduction in Minor Capital Items	(0.798)	(0.157)
Miscellaneous Other	0.010	(0.001)
User Fee Increase	0.000	(1.158)
Provincial Stabilization Increase	0.000	(2.475)
<b>Total Base Changes</b>	<b>9.966</b>	<b>(1.121)</b>

2001 OPERATING PROGRAM SUMMARY BY SERVICE

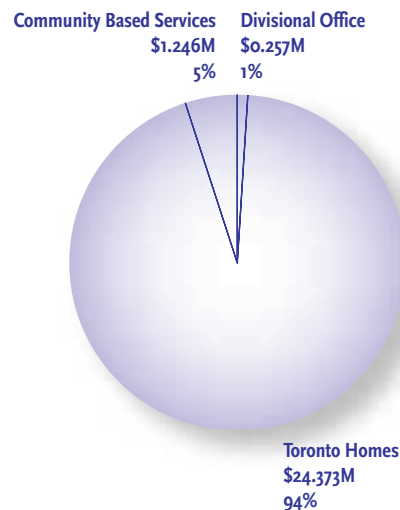
Service	2000 Budget (\$000's)	2001 Approved (\$000's)	Change from 2000 (\$000's)	%
Service				
Divisional Office	1,180.7	1,281.7	101.0	8.6
Toronto Homes	124,402.0	134,096.8	9,694.8	7.8
Community Based Services	8,493.0	8,663.6	170.6	2.0
<b>Total Gross Expenditures</b>	<b>134,075.7</b>	<b>144,042.1</b>	<b>9,966.4</b>	<b>7.4</b>
Service				
Divisional Office	931.4	1,025.1	93.7	10.1
Toronto Homes	98,863.7	109,723.7	10,860.0	11.0
Community Based Services	7,284.0	7,417.6	133.6	1.8
<b>Total Revenues</b>	<b>107,079.1</b>	<b>118,166.4</b>	<b>11,087.3</b>	<b>10.4</b>
Net Expenditure - Service				
Divisional Office	249.3	256.6	7.3	2.9
Toronto Homes	25,538.3	24,373.1	(1,165.2)	(4.6)
Community Based Services	1,209.0	1,246.0	37.0	3.1
<b>Total Net Expenditures</b>	<b>26,996.6</b>	<b>25,875.7</b>	<b>(1,120.9)</b>	<b>(4.2)</b>
Staffing Complement				
Total Program (in full time equivalent positions)	1,936.1	2,002.0	65.9	3.4

2001 OPERATING BUDGET

Gross Expenditures



Net Expenditures



**CAPITAL PROJECT HIGHLIGHTS**

**Total 2001 Gross Budget is \$12.5 M comprising of \$8.0 M Previously Approved Projects & \$4.5 M New Projects.**  
[2000 Budget – \$6.4 M]

Rationale for year-over-year difference: Continuation and scope change of 2 reconstruction projects initiated in 2000 plus new state of good repair budget.

**Approval of \$8.0 M in 2001 to complete previously approved capital projects including:**

- True Davidson Acres site redevelopment to meet provincial requirements . . . 3.840 M  
- decrease of 94 resident beds
- Albion Lodge reconstruction at a new site to meet provincial requirements . . . 4.160 M  
- increase of 94 resident beds

**Approval of \$4.5 M in 2001 (with future year commitments totalling \$6.1 M) for new capital projects including:**

- HFA Maintenance Program . . . . . 2.500 M
- True Davidson Acres redevelopment change in scope . . . . . 0.960 M
- Albion Lodge redevelopment change in scope . . . . . 1.040 M

**2001 CAPITAL BUDGET**

Total 2001 Gross Budget is \$8.7 million (2000 Budget – \$6.4 million). Rationale for year-over-year difference: the completion of previously approved capital projects; new capital projects.

Approval of \$5.200 million in 2001 for the previously approved capital project:

- \$5.200 million to redevelop the Albion Lodge site (Etobicoke) to meet provincial standards

Approval of \$3.500 million in 2001 for new capital projects including:

- \$2.500 million for maintenance and repair program
- \$1.000 million for design of a new Home for the Aged in the event that the City is awarded the current provincial tender for additional facilities in Scarborough

5 YEAR CAPITAL WORKS PLAN (2001 APPROVED PLUS FOUR YEAR REQUESTS/PLAN)

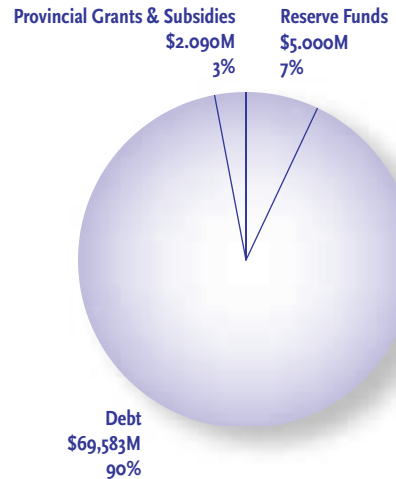
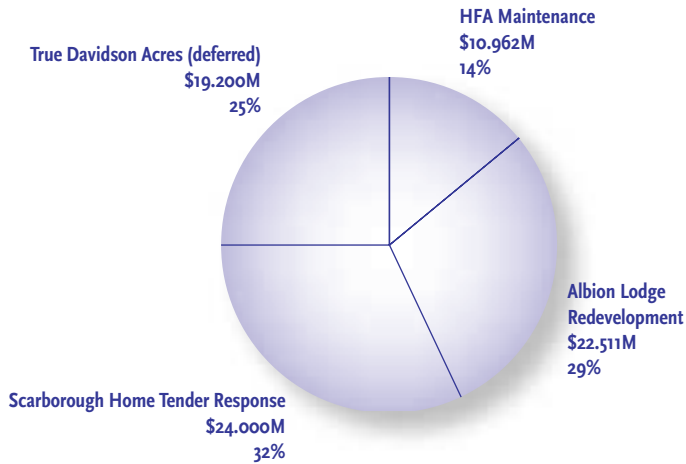
Gross Expenditures \$000's

	Approved Budget		Future Year Estimates			Program Total
	2001	2002	2003	2004	2005	2001-2005
<b>Programs</b>						
Albion Lodge Redevelopment	5,200	10,400	6,331	580	0	22,511
HFA Maintenance	2,500	1,763	1,983	2,279	2,437	10,962
Scarborough Home Tender Response	1,000	10,000	10,000	3,000	0	24,000
True Davidson Acres (deferred)	0	0	0	9,600	9,600	19,200
<b>Total Capital Budget</b>	<b>8,700</b>	<b>22,163</b>	<b>18,314</b>	<b>15,459</b>	<b>12,037</b>	<b>76,673</b>
<b>Financing</b>						
Reserve Funds	1,000	1,000	1,000	1,000	1,000	5,000
Provincial Grants & Subsidies	0	0	0	672	1,418	2,090
Debt	7,700	21,163	17,314	13,787	9,619	69,583
<b>Total Financing</b>	<b>8,700</b>	<b>22,163</b>	<b>18,314</b>	<b>15,459</b>	<b>12,037</b>	<b>76,673</b>

2001 CAPITAL BUDGET

Where the money goes...

Where the money comes from...



# Shelter, Housing & Support

## MISSION STATEMENT

The Division believes that the City’s strength derives from its diverse community and that the Division’s services must therefore be based on the principles of resident participation, accessibility and equity and be conducted with integrity, professionalism and accountability.

The Division’s goal is to improve social prospects and conditions for residents of the City of Toronto by providing leadership, expertise and professionalism in developing social policy, strengthening communities and efficiently providing effective support to service delivery.

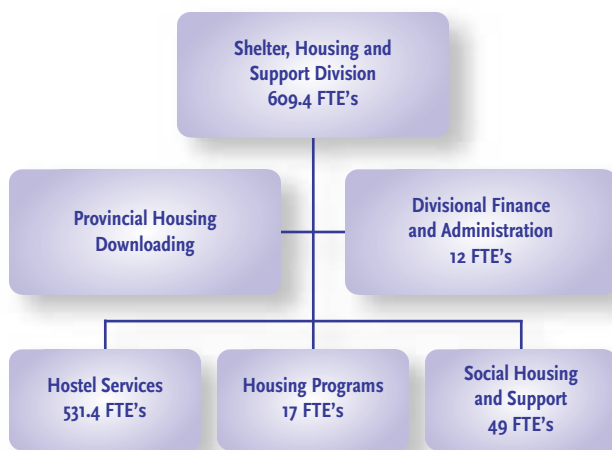
The Division’s services include:

- Effectively co-ordinating and directing social policy and planning, analysis and research.
- Clearly identifying community social needs and responding by providing direct support.
- Efficiently providing, facilitating and brokering effective administrative, professional and technical functions in support of client service delivery, Departmental accountability requirements and Corporate objectives.

## 2001 KEY SERVICES

- **Hostel Services** – provides emergency shelter and assistance to homeless individuals and families on a short-term basis, until they are able to make arrangements for alternative housing or treatment. The Unit directly operates five emergency shelters, funds community hostels and contracts for additional occupancy via service agreements with a select group of motel operators. Additional emergency hostel beds are opened during winter months.
- **Social Housing & Support** – provides the broad service planning framework for all hostels and housing services as well as delivering housing programs. Key activities relate to social housing and homelessness initiatives. This Unit leads the City’s response to social housing reform and devolution of program administration. Developing the capacity to administer the program with the City’s long term interests in mind is crucial.
- **Housing Programs** – Oversee City initiatives related to influencing the affordable housing supply -- both new housing development and preservation of existing housing stock. In addition to conducting research and analysis, and monitoring emerging trends and impacts, this area oversees the City’s housing program development.

## PROGRAM MAP



## 2001 STRATEGIC DIRECTION AND SERVICE PRIORITIES

### Hostel Services

- Monitor the demand for temporary shelter.
- Seek full 80% provincial subsidization for hostel services.
- Continue to organize the shelter system into a multi-tiered service and develop service objectives for each tier.
- Address the challenges and opportunities surrounding chronic hostel users i.e. harm reduction approaches.
- Implement a Client Information System.
- Work with Advisory Committee and community to proactively manage the process of establishing new shelter sites.
- Develop community contracts with shelters and surrounding communities in response to social concerns.

### Social Housing & Support

#### Social Housing Devolution:

- Continue to monitor social housing payables and ensure equitable GTA cost sharing formula.
- Develop the City's capacity to administer the social housing programs including program and financial accountability systems, IT systems, audit requirements, reporting requirements, legal authorities and the associated staffing requirements.
- Negotiate City's "Implementation Plan" with the Province.
- Work with the Province, other municipalities and key social housing stakeholders to ensure that reform proposal and devolution processes address the City's priorities and needs.

#### Community Initiatives:

- Continue to implement recommendations from the Mayor's Homelessness Action Task Force including collaboration with other Divisions and Departments on the second annual Toronto Report Card on Homelessness.
- Increase the focus on hostel diversion initiatives and other homelessness prevention activities.
- Refine and expand the service planning process to enhance the co-ordination of services to people who are homeless.
- Develop initiatives with community agencies to identify the hidden homeless and those who are at risk of losing their housing.
- Provide housing help and eviction prevention support services and food access.
- Continue to administer the expanded Homeless Initiative Fund, Community Partners Program and Supports to Daily Living Program.
- Continue efforts to preserve and improve rooming house stock including working directly with rooming house tenants and landlords.
- Design a system for counting homeless individuals and families living on the street.
- Implement the Federally funded Supporting Community Partnerships Initiatives, (SCPI).
- Further automate the grants administration process to assist in monitoring and evaluating grants programs.
- Continue to streamline the grants process and work towards further integration and rationalization of the funding programs based on community consultations and work being done through the service planning process.

### Housing Programs

- Build on the work effort and promotion campaign of the Let's Build Program to facilitate the development of several hundred affordable housing units.
- Allocate surplus City sites via the Housing First policy for community housing development.
- Align resources of housing rehabilitation programs to address pressures on the existing affordable housing stock.
- Monitor and respond to the impact of rental market changes and the Tenant Protection Act on low income units and ensure tenants have access to information or are linked to appropriate services.
- Deliver promotion, education, and incentive packages for second suites initiatives.
- Implement year 2 of the neighbourhood based termite pilot project.
- Work with Planning to develop housing policy for the "Official Plan".
- Negotiate with federal government for the flexible use of Residential Rehabilitation Assistance Program funding to create affordable housing.

### 2001 KEY SERVICE LEVEL INDICATORS

Service Level	Results by Year			
	1998	1999	2000	2001
# of hostel beds as a % of the homeless- no data in budget binder	-	-	-	-
# of housing units as a % of those in need- no data in budget binder	-	-	-	-
<b>Efficiency</b>				
Gross cost per bed night-hostels	-	\$43.32	\$47.68	\$50.61
City cost per bed night-hostels	-	\$12.42	\$17.32	\$20.13
Social Housing- City cost per unit per day	-	\$8.05	\$8.01	\$8.10
% of average daily capacity	-	112%	95%	95%

## Budget Highlights

### 2001 OPERATING BUDGET

Shelter, Housing and Support 2001 approved budget includes an additional \$7.057 million gross and a \$0.300 million net over the 2000 funding level to deliver current services, as well as new services, as indicated below.

### 2001 BASE BUDGET CHANGES

Includes \$5.578 million gross increase and \$0.764 million net reduction for base budget changes:

	Gross (millions \$)	Net (millions \$)
Savings from Mortgage Rollover	(24.069)	(6.400)
Supporting Community Partnership Initiatives	11.631	0.000
Utility/Tax Increases - Social Housing	11.000	3.300
Provincial Per Diem 10% Increase to Hostel Rates Cap	0.000	(3.700)
Staff up for Dells & Birchmount - Satellite Shelters	2.334	2.334
Seaton House 17.6 FTE post reno staff recall	1.300	1.300
Transfer of Ownership/Title of MTHA	1.900	0.000
Decline in Caseload demand: Hostel Services	(2.335)	0.673
Salaries	1.103	1.103
Other	2.714	0.626
<b>Total Base Changes</b>	<b>5.578</b>	<b>(0.764)</b>

### 2001 NEW SERVICE CHANGES

Includes \$1.479 million gross increase and \$1.064 net for new service level changes:

	Gross (millions \$)	Net (millions \$)
One Time for New Staff Set-up (35 FTE)	0.349	0.349
Tenant Support Grants	0.300	0.300
Head Office Support - 5 FTEs (systems)	0.555	0.278
4 FTE for Quality Assurance Initiative	0.276	0.138
<b>Total New Changes</b>	<b>1.479</b>	<b>1.064</b>
<b>Total New and Base Changes</b>	<b>7.057</b>	<b>0.300</b>



2001 OPERATING PROGRAM SUMMARY BY SERVICE

	2000 Budget (\$000's)	2001 Approved (\$000's)	Change from 2000 (\$000's)	%
Service				
Divisional Office	774.1	1,455.8	681.7	88.1
Social Housing	320,587.0	307,517.8	(13,069.2)	(4.1)
Hostel Services	94,450.6	97,500.6	3,050.0	3.2
Social Housing and Support	11,934.9	28,216.6	16,281.7	136.4
Housing Program	2,789.7	2,902.4	112.7	4.0
<b>Total Gross Expenditures</b>	<b>430,536.4</b>	<b>437,593.2</b>	<b>7,056.9</b>	<b>1.6</b>

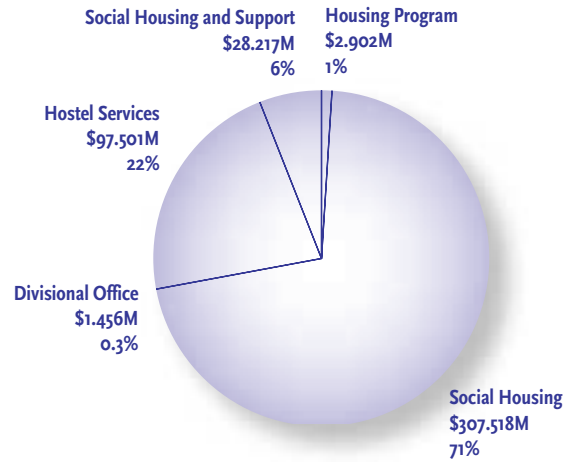
Service				
Divisional Office	0.0	0.0	0.0	NA
Social Housing	85,244.0	75,374.8	(9,869.2)	(11.6)
Hostel Services	63,250.0	65,341.9	2,091.9	3.3
Social Housing and Support	10,412.4	24,668.8	14,256.4	136.9
Housing Program	1,049.8	1,327.6	277.8	26.5
<b>Total Revenues</b>	<b>159,956.2</b>	<b>166,713.1</b>	<b>6,756.8</b>	<b>4.2</b>

Net Expenditure - Service				
Divisional Office	774.1	1,455.8	681.7	88.1
Social Housing	235,343.0	232,143.0	(3,200.0)	(1.4)
Hostel Services	31,200.6	32,158.7	958.1	3.1
Social Housing and Support	1,522.5	3,547.8	2,025.3	133.0
Housing Program	1,739.9	1,574.9	(165.1)	(9.5)
<b>Total Net Expenditures</b>	<b>270,580.1</b>	<b>270,880.2</b>	<b>300.0</b>	<b>0.1</b>

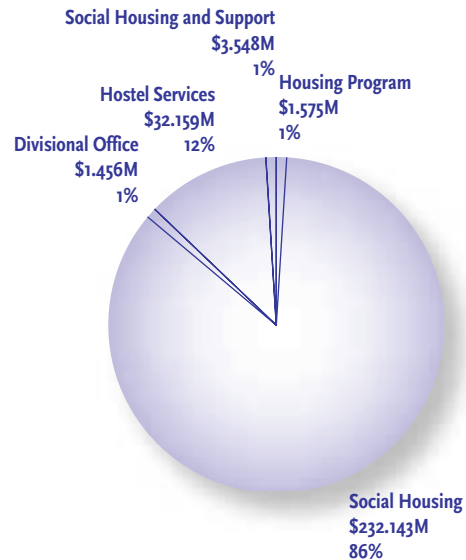
Staffing Complement				
Total Program (in full time equivalent positions)	481.8	595.4	113.6	23.6

2001 OPERATING BUDGET

Gross Expenditures



Net Expenditures



**CAPITAL PROJECT HIGHLIGHTS**

**Total 2001 Gross Budget is \$18.6 M comprising of \$10.9 M Previously Approved Projects & \$7.7 M New Projects.**  
[2000 Budget – \$12.5 M]

Rationale for year-over-year difference: N/A

**Approval of \$10.890 M in 2001 to complete previously approved capital projects including:**

- 28 Bathurst St. . . . . 5.940 M
- Family Shelter II . . . . . 1.884 M
- Eva’s Youth Shelter . . . . . 2.000 M
- Seaton House – Renovations . . . . . 1.066 M

**Approval of \$7.747 M in 2001 (with future year commitments totalling \$0.800 M) for new capital projects including:**

- Let’s Build Program – Development of 384 units of affordable housing . . . . . 7.747 M  
- to assist in the development of 384 units of affordable housing for over 600 lower income people, including 300 children.
- Broadview . . . . . 0.800 M  
- addition allows for an increase from a 50 family facility to a 65 family facility.

**2001 CAPITAL BUDGET**

Total 2001 Gross Budget is \$18.637 million (2000 Budget - \$12.481 M). Rationale for year-over-year difference: the completion of previously approved capital projects.

Approval of \$10.890 million in 2001 to complete previously approved capital projects including:

- \$9.824 million for short term shelter accommodation
- \$1.066 million for renovations to Seaton House

Approval of \$7.747 million in 2001 for new capital project:

- \$7.747 million in 2001 to complete the Let’s Build Program

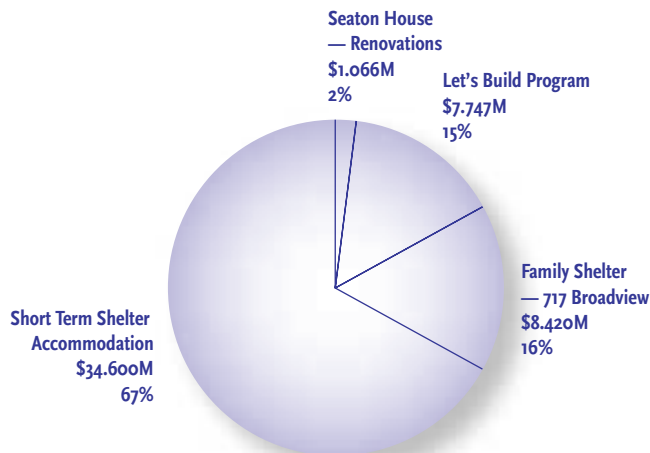
5 YEAR CAPITAL WORKS PLAN (2001 APPROVED PLUS FOUR YEAR REQUESTS/PLAN)

Gross Expenditures \$000's

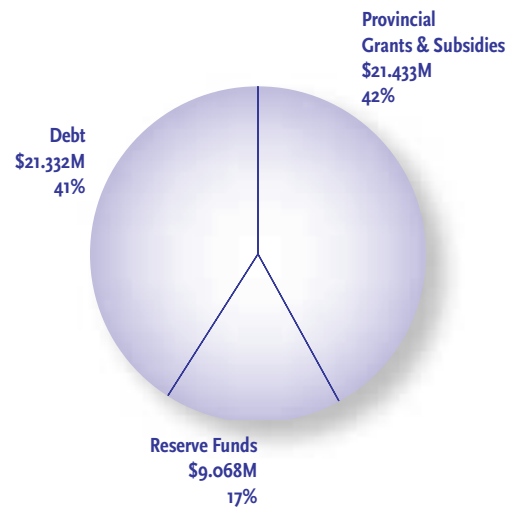
	Approved Budget		Future Year Estimates			Program Total
	2001	2002	2003	2004	2005	2001-2005
<b>Programs</b>						
Short Term						
Shelter Accommodation	9,824	3,776	7,000	7,000	7,000	34,600
Let's Build Program	7,747	0	0	0	0	7,747
Seaton House - Renovations	1,066	0	0	0	0	1,066
Family Shelter - 717 Broadview	0	8,420	0	0	0	8,420
<b>Total Capital Budget</b>	<b>18,637</b>	<b>12,196</b>	<b>7,000</b>	<b>7,000</b>	<b>7,000</b>	<b>51,833</b>
<b>Financing</b>						
Provincial Grants & Subsidies	4,835	6,098	3,500	3,500	3,500	21,433
Reserve Funds	9,068	0	0	0	0	9,068
Debt	4,734	6,098	3,500	3,500	3,500	21,332
<b>Total Financing</b>	<b>18,637</b>	<b>12,196</b>	<b>7,000</b>	<b>7,000</b>	<b>7,000</b>	<b>51,833</b>

2001 CAPITAL BUDGET

Where the money goes...



Where the money comes from...



# Social Development and Administration

## MISSION STATEMENT

The Division believes that the City’s strength derives from its diverse community and that the Division’s services must therefore be based on the principles of resident participation, accessibility and equity and be conducted with integrity, professionalism and accountability.

The Division’s goal is to improve social prospects and conditions for residents of the City of Toronto by providing leadership, expertise and professionalism in developing social policy, strengthening communities and efficiently providing effective support to service delivery.

The Division’s services include:

- Effectively co-ordinating and directing social policy and planning, analysis and research.
- Clearly identifying community social needs and responding by providing direct support.
- Efficiently providing, facilitating and brokering effective administrative, professional and technical functions in support of client service delivery, Departmental accountability requirements and Corporate objectives.

## 2001 KEY SERVICES

- Leadership and expertise in integrated, cross functional social policy and planning, analysis and research including:
  - Support to 10 Council Task Forces and initiatives
  - Social planning and strategy for the City
  - Social, geographic and demographic analysis
- Direct support to address community social needs including:
  - Lead for Corporate grants function
  - Administration of 428 grant requests totalling over \$16 million, recommending 320 allocations for \$10.7 million.
  - Co-ordinating City initiatives for vulnerable, employment disadvantaged youth, providing outreach to over 1000.
- Efficient administrative, professional and technical support to service delivery, including:
  - \$1.3 billion subsidy/pooling administration.
  - Financial recording, reporting and budget co-ordination for over 5,300 costs centres.
  - Co-ordination of Departmental systems strategy, development and contract management through a multi-year planning process and supplier liaison.
  - Management of over 600 communications design projects and over 50 public consultation and media events.

## PROGRAM MAP



## 2001 STRATEGIC DIRECTION AND SERVICE PRIORITIES

- Develop and implement a Street Count for homeless persons, in partnership with Shelter, Housing and Support.
- Develop a policy framework for the City related to immigration Settlement issues, in partnership with Access and Equity.
- Provide policy support to the Shelter, Housing and Support Division regarding social housing downloading and pooling of social housing costs in the GTA.
- Provide policy support to the Children's Services Division in developing a children's strategy for the City of Toronto.
- Continuation of policy support and co-ordination for the Homelessness Interdepartmental Committee, and the Homelessness Advisory Committee and their related initiatives.
- Lead policy support to reviewing grants to seniors.
- Policy support related to the City's Olympic Games bid and the response regarding equity/affordable housing impacts and advice on the social impact assessment review.
- Provision of strategic and policy advice, research support and project management to Council Task Forces and Initiatives: Seniors' Task Force; Seniors' Assembly; Community Safety Task Force; Youth Safety Subcommittee; Youth Committee of the Children's and Youth Action Committee; Children and Youth Advocate Annual Report; Early Childhood education Development and care pilot Project; Retirement Homes Advisory Committee and Interdepartmental Work Group; Food and Hunger Action Committee Phase II.
- Ongoing development and lead to the Social Development Strategy.
- Co-ordination and project management for Homelessness report card, Youth Profile, Seniors' report card and participation in Children's report card.
- Contribute to Corporate response to Provincial report card expectations of Municipalities regarding Human Services delivery.
- Support to planned conversion of Toronto Public Health telecom initiative.
- Provide timely and active user response and analysis to Corporate financial systems and initiatives, and Corporate policy directives.
- Provide IT planning support to the department through the development of a Departmental Strategic IT Plan.
- Provide IT project co-ordination and support to the Toronto Public Health, Toronto Housing Company and Toronto Public Libraries, in addition to all operating Divisions within the department, in complying with Corporate systems standards.
- Report on the progress of IT development within the Department in the Annual Systems Update and Future Directions paper.
- Negotiate new working agreement with Corporate Communications to ensure that resources devoted to issues management and departmental operations receive optimal benefit from each other.
- Assist Shelter, Housing and Support to review and redefine protocols for notifying and updating communities on emergency shelter openings.
- Revise departmental web site operations to incorporate new Corporate web design and standards.

- Integrate the job corps, youth outreach, squeegee diversion, and YECC funding programs resulting in a comprehensive youth employment strategy for at risk youth – linked to other services such as community grants and development.
- Implementation of the recommendations from the City of Toronto Grants policy.
- Improve grants program reporting through the production of Community Services Grants and Breaking the Cycle of Violence Program Profile Reports.

## Budget Highlights

### 2001 OPERATING BUDGET

Social Development 2001 approved budget includes an additional \$0.672 million gross and \$0.149 million net over the 2000 funding level to deliver current services, as indicated below.

#### 2001 BASE BUDGET CHANGES

Includes \$0.672 million gross increase and \$0.149 million net for base budget changes:

	Gross (millions \$)	Net (millions \$)
Salaries	0.609	0.304
Revenue Change –		
New Federal Funds for Squeegee	0.000	(0.128)
Other	0.063	(0.028)
<b>Total Base Changes</b>	<b>0.672</b>	<b>0.149</b>

### 2001 OPERATING PROGRAM SUMMARY BY SERVICE

	2000 Budget (\$000's)	2001 Approved (\$000's)	Change from 2000 (\$000's)	%
Service				
Administration & Program Support	10,882.3	11,419.1	536.8	4.9
Community Resources	3,410.1	3,544.9	134.8	4.0
<b>Total Gross Expenditures</b>	<b>14,292.4</b>	<b>14,964.0</b>	<b>671.6</b>	<b>4.7</b>

Service				
Administration & Program Support	4,250.3	4,581.1	330.8	7.8
Community Resources	2,300.8	2,492.8	192.0	8.3
<b>Total Revenues</b>	<b>6,551.1</b>	<b>7,073.9</b>	<b>522.8</b>	<b>8.0</b>

Net Expenditure - Service				
Administration & Program Support	6,632.0	6,838.0	206.0	3.1
Community Resources	1,109.3	1,052.1	(57.2)	(5.2)
<b>Total Net Expenditures</b>	<b>7,741.3</b>	<b>7,890.1</b>	<b>148.8</b>	<b>1.9</b>

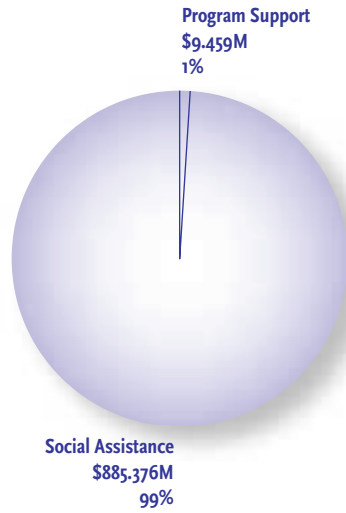
Staffing Complement				
Total Program (in full time equivalent positions)	138.7	138.7	0.0	0.0

2001 OPERATING BUDGET

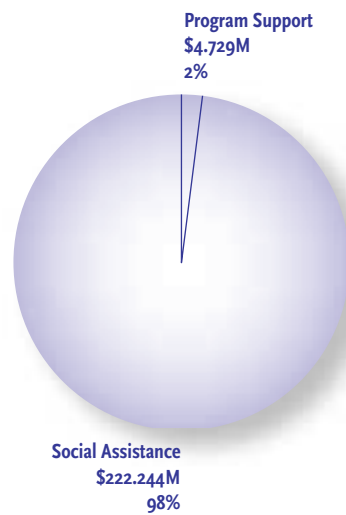
2001 CAPITAL BUDGET

Not applicable

Gross Expenditures



Net Expenditures





## Social Services

### MISSION STATEMENT

The commitment of the Social Services Division is to:

- Facilitate and assist City of Toronto residents to establish a reasonable standard of living.
- Work with and through our community partners to develop a client driven system, which is highly responsive to changing needs.

### PROGRAM MAP



### 2001 KEY SERVICES

- Serve an estimated 120,000 individual cases (approximately 275,000 persons including children).
- Deliver program benefits payments to an average monthly caseload of 65,000 cases and provide employment assistance under the Ontario Works program to a monthly average of 84,000 OW participants and approximately 1,000 Ontario Disability Support Program (ODSP) participants.
- Achieve the 2001 Provincial placement target of approximately 19,500 placements (Employment Placement (EP)/Community Participation (CP)) by increasing opportunities for clients to upgrade their skills, learn new ones, and find employment.

- Implement an enhanced Consolidated Verification Process (CVP) to meet new provincial review target of approximately 55,000 cases annually. These cases will be subject to a standardized verification process to ensure client eligibility.
- Provide additional financial assistance to over 28,000 OW cases under the Shelter Fund Initiative.

### 2001 STRATEGIC DIRECTION AND SERVICE PRIORITIES

#### Ontario Works Program:

- Increase accountability and value for money in the Employment Placement (EP) and Community Participation (CP) components of OW.
- Maximize provision of employment supports to clients including childcare, employment-related expenses and community participation expenses.
- Meet Provincial CP targets by increasing the number of CP placements using the Community Participation Innovation Fund.
- Utilize CP incentive funds to directly benefit clients.
- Continue implementation of Learning Earning And Parenting (LEAP) and Enhanced Employment Placement as per the approved service plan.
- Implement ongoing changes in OW regulations and directives, including Provincial zero tolerance policy, Support to Employment Program (STEP) deductions and co-residency/same sex legislation.
- Involve service providers in design and evaluation strategies to ensure services address community priorities.

- Use all three levels of service within OW to equitably address the complexity and diversity of the client population.
- Continue efforts to support OW clients obtain and maintain affordable shelter.
- Communicate ongoing changes in OW program to City Council, clients and the community, including promotion of CP and enhanced EP placements.

The Social Services program facilitates and assists City of Toronto residents to establish a reasonable standard of living. The program works with and through community partners to develop a client driven system that is highly responsive to changing needs. Ontario Works (OW) is a mandatory province-wide program under the Ontario Works Act and Regulations. It offers employment assistance and temporary financial support for people who are in financial need. Financial Assistance under the Ontario Works Act (OWA) may include:

- Funds to cover food, shelter, clothing and other household items.
- A monthly drug benefits card to cover the cost of prescribed medications.
- Other benefits such as winter clothing, back-to-school allowance, dental services for children, eyeglasses and medical transportation.
- Assistance with employment-related expenses and child care costs.

Employment Assistance provides opportunities for clients to be engaged in a variety of activities which lead to jobs, or which increase their employability through:

- Employment Supports – including activities such as basic education and training, job specific skill training and a range of other supports, including use of the program’s Employment Resource Centres.
- Community Participation – unpaid placements sponsored by community agencies and/or non-profit organizations.

- Employment Placement – placement of job-ready clients into unsubsidized, competitive employment and/or assistance to develop self-employment opportunities.

The mandatory Social Services program is composed of two service areas: Social Assistance and Program Support.

**2001 KEY SERVICE LEVEL INDICATORS**

	Results by Year			
	1998	1999	2000	2001
<b>Service Level</b>				
We had suggested number of case months or beneficiary months as a % of those in need (LICO based)	-	-	-	-
<b>Efficiency</b>				
Number of persons per case	2.14	2.14	2.35	2.32
Program delivery	-	-	-	-
Monthly Cost per case	\$83.21	\$89.97	\$100.58	\$114.70
Monthly Cost per person	\$38.88	\$42.04	\$42.80	\$49.44
Benefits and Program delivery	-	-	-	-
Monthly Cost per case	\$722.66	\$732.45	\$794.35	\$764.78
Monthly Cost per person	\$337.69	\$342.27	\$338.02	\$329.65
<b>Customer Service</b>				
Overall level of satisfaction for TSS services	-	76%	76%	76%
<b>Community Impact</b>				
% of clients leaving assistance due to employment	-	38%	31%	31%
% of clients with wage income	-	19%	19%	19%

**Budget Highlights**

**2001 OPERATING BUDGET**

Social Services 2001 approved budget includes a reduction of \$143.578 million gross and \$24.901 million net over the 2000 funding level to deliver current services, as indicated below.

**2001 BASE BUDGET CHANGES**

Includes \$143.578 million gross decrease and \$24.901 net reduction for base budget changes:

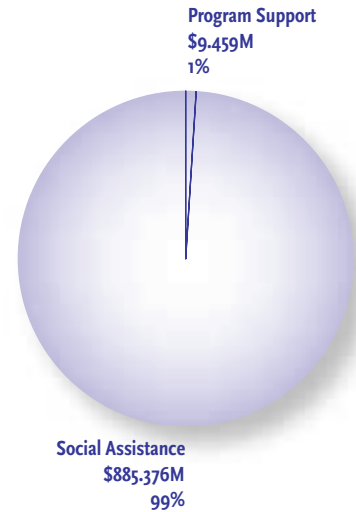
	Gross (millions \$)	Net (millions \$)
Lower Caseload (77,000 to 65,000 cases)	(144.545)	(18.076)
GTA Pooling Adjustment	0.000	(6.000)
Ontario Disability Support Program – Caseload Reduction	(1.937)	(1.937)
Program Delivery: –		
Provincial Technology Initiative	0.000	(1.634)
Technology Transition Funding	0.000	(1.500)
Salaries	5.356	3.059
Program Delivery Based on 2000 Projected Actual	2.100	2.100
Other	(4.552)	(0.913)
<b>Total Base Changes</b>	<b>(143.578)</b>	<b>(24.901)</b>

**2001 OPERATING PROGRAM SUMMARY BY SERVICE**

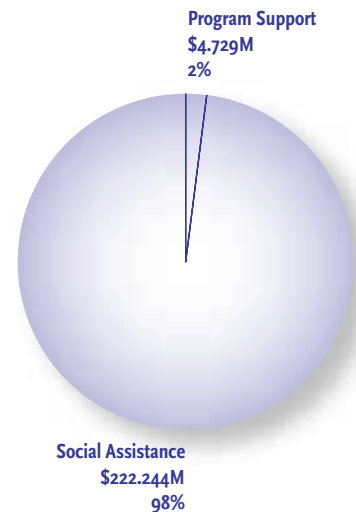
	2000 Budget (\$000's)	2001 Approved (\$000's)	Change from 2000 (\$000's)	%
<b>Service</b>				
Program Support	8,965.8	9,458.9	493.1	5.5
Social Assistance	1,029,447.3	885,376.4	(144,070.9)	(14.0)
<b>Total Gross Expenditures</b>	<b>1,038,413.1</b>	<b>894,835.3</b>	<b>(143,577.8)</b>	<b>(13.8)</b>
<b>Service</b>				
Program Support	4,483.0	4,729.5	246.5	5.5
Social Assistance	782,055.8	663,132.4	(118,923.4)	(15.2)
<b>Total Revenues</b>	<b>786,538.8</b>	<b>667,861.9</b>	<b>(118,676.9)</b>	<b>(15.1)</b>
<b>Net Expenditure - Service</b>				
<b>Service</b>				
Program Support	4,482.8	4,729.4	246.6	5.5
Social Assistance	247,391.5	222,244.0	(25,147.5)	(10.2)
<b>Total Net Expenditures</b>	<b>251,874.3</b>	<b>226,973.4</b>	<b>(24,900.9)</b>	<b>(9.9)</b>
<b>Staffing Complement</b>				
Total Program (in full time equivalent positions)	1,904.0	1,905.0	1.0	0.1

**2001 OPERATING BUDGET**

**Gross Expenditures**



**Net Expenditures**



**2001 CAPITAL BUDGET**

Not applicable

# Works & Emergency Services

Works and Emergency Services (WES) provides water, wastewater, solid waste, transportation, fire and ambulance services to the City of Toronto. The department has approximately 9,300 employees, and has operations from Pickering in the east, to the border with Mississauga in the west and from the shores of Lake Ontario to York Region in the north. The department provides essential services that affect the day to day lives of Toronto residents. WES includes the following city programs:

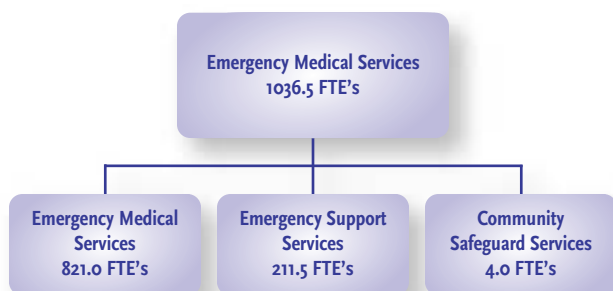
Emergency Medical (ambulance) Services, Fire Services, Solid Waste Management (garbage & recycling), Support Services, Technical Services (environmental issues, engineering design and construction, surveying), Transportation Services (road & traffic services), Water & Wastewater (water supply and quality, wastewater treatment).

## Emergency Medical Services

### MISSION STATEMENT

Toronto Emergency Medical Services exists to safeguard the quality of life in our City through the provision of ambulance-based health services, responding in particular to medical emergencies and to the special needs of vulnerable communities through mobile health care.

### PROGRAM MAP



### 2001 KEY SERVICES

- Provision of basic and advanced life support patient care and medical transportation, including the provision of emergency support.
- Processing of all medical emergency and non-emergency calls and the provision of emergency medical pre-arrival assistance.
- Effective dispatching, management and deployment of ambulance fleet resources.
- Provision of medical services to the special needs of vulnerable communities.
- Provision of public CPR/Defibrillation and public injury prevention education.
- Provision of major public event protection.

**2001 STRATEGIC DIRECTION AND SERVICE PRIORITIES**

- To continue to improve the quality and timeliness of our emergency and non-emergency care delivery system in a manner that affirms the place of Toronto Emergency Medical Services as the sole licensed provider of emergency medical services within the City of Toronto.
- To respond effectively to the increased demands related to health service restructuring, natural demographic routes and the impacts associated with provincial downloading.
- To implement the infrastructure and state of good repair program.
- To continue to work with the Hospital Network Steering Committees and the Ministry of Health and Long Term Care on the development of immediate and long-term solutions to address the current demands on the health care system.
- To implement an improved radio communications system.
- Continue to work with allied health and community service agencies on the implementation of an integrated community medicine program.

**2001 KEY SERVICE LEVEL INDICATORS**

	Results by Year			
	1998	1999	2000	2001
Service Level				
8 minute responses 90% of time (note this is not in budget notes but based on previous conversations)	-	-	-	-
Efficiency				
City Cost per resident (98 reflects 1 year of fully down-loaded costs)	\$22.80	\$13.68	\$14.25	\$15.00

**2001 KEY SERVICE LEVEL INDICATORS (CONTINUED)**

	Results by Year			
	1998	1999	2000	2001
% total responses within 8 minutes for life threatening calls (99 reflects impact of snow emergency)	84.7%	75.8%	85%	85%
% total responses within 4 minutes for life threatening calls	-	63%	70%	70%
Gross cost per in-service vehicle hour- no data supplied	-	-	-	-
Unit hour productivity-	-	-	-	-
Customer Service				
Substantiated complaints per 1000 transports	0.62	0.6	0.6	0.6
Outcomes				
% of treated cardiac arrests with restored circulation prior to arrival at hospital	-	19.4%	TBA	20%
% major traumas arriving at trauma centre within 60 minutes	-	-	90%	90%

**Budget Highlights**

**2001 OPERATING BUDGET**

**2001 BASE BUDGET CHANGES**

The 2001 Base Budget of \$94.189 million gross and \$38.983 net reflects the following significant changes from the 2000 Approved Budget:

	Gross (millions \$)	Net (millions \$)
Cost of Living Allowance Increases	2.253	0.937
Other Salary Changes	0.143	0.143
Increases in Contracted Services	0.194	0.097
Vehicle Reserve Fund	0.280	0.140
Prior Year Impact:		
Non-recurring Items – Equipment	(0.260)	(0.130)
Utilities and Building Staff	0.253	0.126
IDC - Fire HQS Expansion	(0.536)	(0.268)
Annualization of Hiring Additional Paramedics	1.152	0.576

**PROGRAM SUMMARIES - EMERGENCY MEDICAL SERVICES**

**2001 BASE BUDGET CHANGES (CONTINUED)**

Annualization of Hiring		
Additional Dispatchers	0.157	0.000
Other Changes	(0.036)	(0.410)
Service Level Adjustments		
Elimination of One Mechanic position	(0.060)	(0.030)
Reduction of Medical Supplies	(0.219)	(0.110)
<b>Total Base Changes</b>	<b>3.319</b>	<b>1.071</b>

**2001 NEW SERVICE CHANGES**

The 2001 Recommended New Service Changes of \$ 0.956 million gross and \$0.075 net reflects the following significant changes from the 2000 Approved Budget:

	Gross (millions \$)	Net (millions \$)
New staff to manage the new initiatives of reducing the impacts of hospital emergency department overcrowding on EMS operations and of using ambulatory care centres as options to traditional ones.	0.253	0.000
New Trainers/Co-ordinator – to meet increasing demands in both training & quality improvement activities.	0.145	0.000
Systems Control Operations Support - Project Manager	0.078	0.042
New Services – Radio Tech, Computer Tech & Programmer	0.191	0.000
Impact of the 2001 Capital Program	0.239	0.120
Other Changes	0.049	(0.087)
<b>Total Base Changes</b>	<b>0.956</b>	<b>0.075</b>

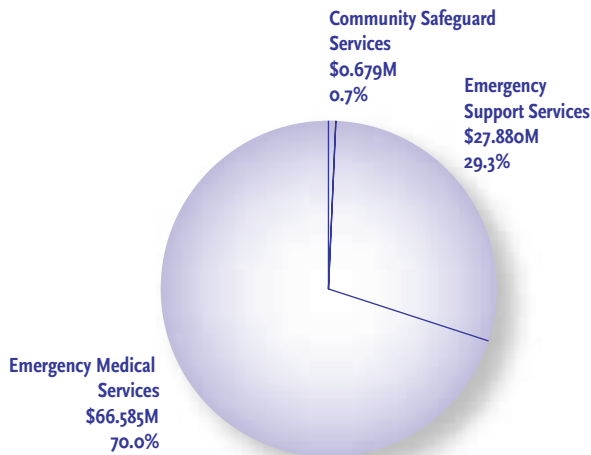
**2001 OPERATING PROGRAM SUMMARY BY SERVICE**

(Consolidated):

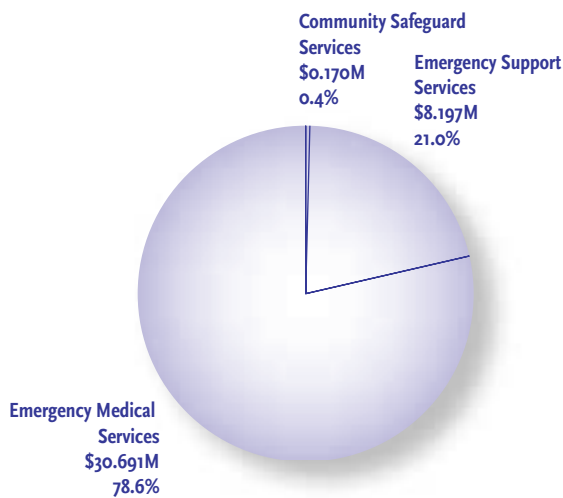
	2000 Budget (\$000's)	2001 Approved (\$000's)	Change from 2000 (\$000's)	%
Gross Expenditures				
Emergency Medical Services	64,184.6	66,584.9	2,400.3	3.7
Emergency Support Services	26,587.4	27,880.4	1,293.0	4.9
Community Safeguard Services	97.5	679.0	581.5	596.4
<b>Total Gross Expenditures</b>	<b>90,869.5</b>	<b>95,144.3</b>	<b>4,274.8</b>	<b>4.7</b>
Revenues				
Emergency Medical Services	34,596.4	35,893.9	1,297.5	3.8
Emergency Support Services	18,263.6	19,683.1	1,419.5	7.8
Community Safeguard Services	97.5	509.1	411.6	422.2
<b>Total Revenues</b>	<b>52,957.5</b>	<b>56,086.1</b>	<b>3,128.6</b>	<b>5.9</b>
Net Expenditures				
Emergency Medical Services	29,588.2	30,691.0	1,102.8	3.7
Emergency Support Services	8,323.8	8,197.3	(126.5)	(1.5)
Community Safeguard Services	0.0	169.9	169.9	N.A.
<b>Total Net Expenditures</b>	<b>37,912.0</b>	<b>39,058.2</b>	<b>1,146.2</b>	<b>3.0</b>
Staffing Complement				
Total Program (in equivalent funded positions)	1,019.0	1,036.5	17.5	1.7

2001 OPERATING BUDGET

Gross Expenditures



Net Expenditures



CAPITAL PROJECT HIGHLIGHTS

**Total 2001 Gross Budget is \$17.936 million** [2000 Budget - \$1.617 million]

**\$1.054 M in 2001 to complete previously approved capital projects including:**

- \$1.004 M for Station 25 – Morningside & Sheppard, approved in 2000 (new joint facility with Fire, 4,000 sq. ft. for EMS only)
- \$0.050 M for Ambulance Station Vehicle Emission Venting System for two stations, approved in 1999, will be completed in 2001

**\$16.882 M in 2001 (with future year commitments totalling \$ 19.697 M) for new capital projects including:**

- \$1.020 M for 35 Monitor-Defibrillators
- \$0.255 M for Ambulance Station Vehicle Emission Venting System for ten stations
- \$1.500 M for Asset Management (Maintenance of Ambulance Facilities)
- \$0.880 M for 9 Vehicles
- \$0.859 M for Station 21 – Sunnybrook (new joint facility with Fire, 4,000 sq. ft. for EMS only)
- \$0.768 M for Station 30 – 615 Royal York Road (new joint facility with Fire, 4,000 sq. ft. for EMS only)
- \$1.500 M for Station 34 – 674 Markham St. (reconstruction, 14,276 sq. ft.)
- \$1.100 M for Portable Radio System (new)
- \$2.600 M for AVTEC – Communications Switching Control Equipment (replacement)
- \$1.400 M for BACC – Back-up Ambulance Communications Centre (improvement)
- \$2.300 M for Mobile Data Communications (improvement, pre-hospital emergency care)
- \$2.700 M for Information Technology (this



project will provide linkages between crews, the hospitals and the Ministry of Health and Long Term Care (MOHLTC) database; includes upgrade to the CAD System which was implemented in 1998, Trunk Radio, Universal Viewing for Data Systems, Staff Communications Connectivity, Public Safety Answering System, Electronic Data Collection, Automated Crew Book-on, Database Applications, Report/Data Sharing Applications, Video Links, and CAD Integration with the MOHLTC and Fire Services, and Data Radio System.

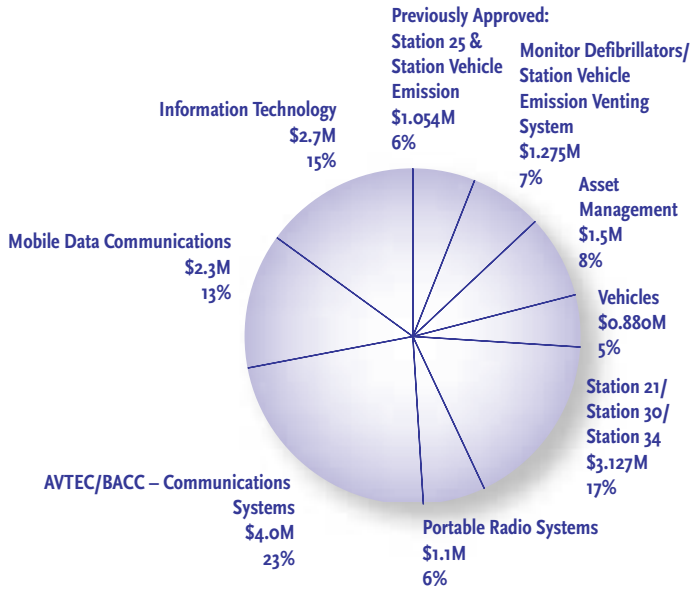
**5 YEAR CAPITAL WORKS PLAN (2001 APPROVED PLUS FOUR YEAR REQUESTS/PLAN)**

Gross Expenditures \$000's

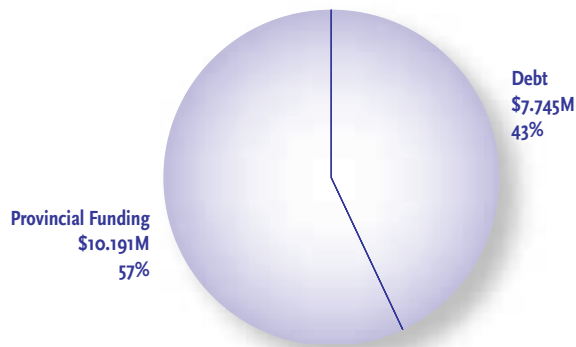
	Approved Budget	Future Year Estimates				Program Total 2001-2005
	2001	2002	2003	2004	2005	
<b>New/Change of Scope Projects</b>						
Monitor - Defibrillators	1,020					1,020
Station Vehicle Emission Venting System	255					255
Asset Management	1,500					1,500
Vehicles	880					880
Station 21 - Sunnybrook	859	828				1,687
Station 30 - 615 Royal York Rd.	768	150	200	237		1,355
Station 34 - 674 Markham St.	1,500	200	200			1,900
Portable Radio Systems	1,100					1,100
AVTEC - Communications Switching Control Equipment	2,600					2,600
BACC - Back-up Ambulance Communications Centre	1,400					1,400
Mobile Data Communications	2,300					2,300
Information Technology	2,700	200	650	150		3,700
<b>New/Change of Scope Projects</b>	<b>16,882</b>	<b>1,378</b>	<b>1,050</b>	<b>387</b>		<b>19,697</b>
<b>Previously Approved Projects</b>	<b>1,054</b>					<b>1,054</b>
<b>Total Program</b>	<b>17,936</b>	<b>1,378</b>	<b>1,050</b>	<b>387</b>		<b>20,751</b>

2001 CAPITAL BUDGET

Where the money goes...



Where the money comes from...



# Toronto Fire Services

## MISSION STATEMENT

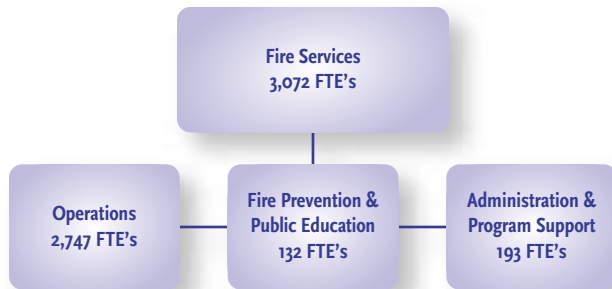
Toronto Fire Services is dedicated to protect life, property and the environment from the effects of fires, illness, accidents, natural disasters and other hazards.

We are committed to enhancing fire safety and raising community awareness through education and involvement.

Toronto Fire Services will pursue the acquisition and use of the most effective technology, equipment and resources to ensure that we continue to perform in a competent and professional manner. We will always seek new opportunities to fulfil our mission. We are dedicated to building a cohesive, equitable and unified workforce.

We provide high quality and caring services to those who live in, work in and visit our City – safely, efficiently and effectively.

## PROGRAM MAP



## 2001 KEY SERVICES

Toronto Fire Services provides the following key services:

- **Emergency Response.** The Operations division provides emergency response for fire fighting, rescue and life support services twenty four hours per day, seven days a week. In 2000, the Fire Services responded to a total of 114,086 incidents with 260,576 unit responses.
- **Fire Prevention, Investigation and Public Education** activities designed to increase public awareness and decrease the number of emergency incidents in the City. This division provides information about emergencies, fire regulations, home inspections, and the Alarm for Life campaign regarding smoke alarms and carbon monoxide detection. This division also provides public education and school fire safety programs in accordance with the Fire Services Act.
- **Emergency Technical Support, Firefighter Training, Emergency Planning, and Health and Safety** activities to ensure the safe and effective delivery of emergency services.
- **Emergency Communications**, including call taking, dispatch and implementation of a radio system allowing constant, uninterrupted communication between staff at the scene of emergency incidents.
- **Administration** activities, including Recruitment and Outreach, Public Information, Stores, Facilities Maintenance, and the provision of a Medical Office.

**2001 STRATEGIC DIRECTION AND SERVICE PRIORITIES**

The future program delivery of TFS has been largely structured by the adoption of the recommendations of the KPMG study as modified by TFS, with amendments by City Council.

In accordance with those recommendations, the following strategic directions and service priorities have been adopted in the 2001 Operating Plan and Budget, and the Fire Services long range capital plan:

- Nine (9) new Fire Stations are planned for development over the next 7-8 years. Many of these new station developments will be joint Fire and Ambulance facilities, while others are required to improve deficiencies in response times, or to replace aging facilities.
- Apparatus will be re-deployed and improved as per KPMG recommendations. This will result in a reduction in the number of vehicles across the City from 133 to 128, allowing staff to be re-deployed to fill shortages in other areas.
- Implementation of the joint Fire/Police Radio project will continue as planned, as will the implementation of the new CAD/RMS project. Complete phase-in of the new communications structure resulting in one Communications Centre located at 4330 Dufferin Street will be accomplished before the end of 2001.
- TFS and TAS will seek ways of reducing duplication of services and facilities where possible.
- Ongoing implementation of strategies geared to addressing staffing shortages. In addition to the implementation of the KPMG study recommendations, the Fire Services will continue to implement the new Attendance Management Program, and to use other methods including vacation leveling to improve staff shortages.

- Recruit training programs to address the high attrition rate expected to continue in the Fire Services (estimated at approximately 100/yr). This includes the ongoing development of a succession management plan.

**2001 KEY SERVICE LEVEL INDICATORS**

	Results by Year			
	1998	1999	2000	2001
Service Level				
4 minute responses 90% of time (note this is not in budget notes but based on previous conversations)	-	-	-	-
Efficiency				
Cost per response	-	\$852.45	\$888.53	\$922.58
Cost per capita		\$91.34	\$94.41	\$98.02
Cost per in-service vehicle hour- data not available	-	-	-	-
Cost per standardized inspection- data not available (trying to standardize type of inspection)	-	-	-	-
% responses within 4 minute target- data not available until CAD system in place in late 2001	-	-	-	-
Canadian Association of Fire Chiefs to look at performance measures in new year				

## Budget Highlights

### 2001 OPERATING BUDGET

Fire Services' 2001 approved budget includes an additional \$15.3 million gross and \$14.9 million net over the 2000 funding level to deliver current services only, as indicated below; no new services have been provided for in the 2001 budget.

#### 2001 BASE BUDGET CHANGES

Includes \$15.3 million gross and \$14.9 million net increase for base budget changes:

	Gross (millions \$)	Net (millions \$)
Expenditure Changes:		
Estimated Cost of Living Increase	6.65	6.65
Other Salaries & Benefits, including wage harmonization	2.45	2.45
Non-Salary Collective Agreement Impacts	1.74	1.74
Utility Increases	0.21	0.21
Fleet Vehicle Contribution Increase	1.95	1.95
Add back small capital maintenance items	1.57	1.57
Other Base Changes	0.42	0.42
Impact of Prior Year Capital Approvals	0.32	0.32
<b>Total Base Changes</b>	<b>15.31</b>	<b>15.31</b>
Revenue Changes:		
Inc. charge for false alarms and highway responses	0.00	-0.12
Other Revenue Changes	0.00	-0.27
<b>Other Revenue Changes</b>	<b>0.00</b>	<b>-0.39</b>

### 2001 NEW SERVICE CHANGES

No new services or services changes have been funded in the 2001 Fire Services approved operating budget.

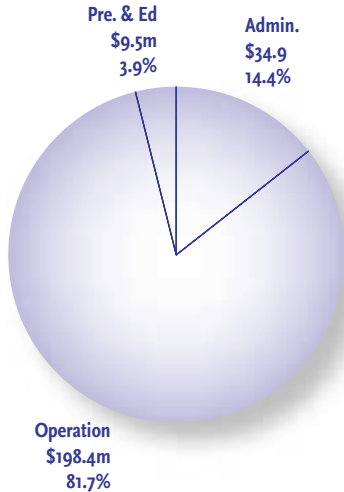
### 2001 OPERATING PROGRAM SUMMARY BY SERVICE

(Consolidated):

	2000 Budget (\$000's)	2001 Approved (\$000's)	Change from 2000 (\$000's)	%
Gross Expenditures – Service				
Operations	193,658.6	198,379.1	4,720.5	2.4
Fire Prevention and Public Education	9,069.1	9,491.8	422.7	4.7
Admin. and Program Support	24,806.7	34,976.8	10,170.1	41.0
<b>Total Gross Expenditures</b>	<b>227,534.4</b>	<b>242,847.7</b>	<b>15,313.3</b>	<b>6.7</b>
Revenues – Service				
Operations	0.0	0.0	0.0	0.0
Fire Prevention and Public Education	300.0	300.0	0.0	0.0
Admin. and Program Support	3,145.6	3,534.7	389.1	12.4
<b>Total Revenues</b>	<b>3,445.6</b>	<b>3,834.7</b>	<b>389.1</b>	<b>11.3</b>
Net Expenditures – Service				
Operations	193,658.6	198,379.1	4,720.5	2.4
Fire Prevention and Public Education	8,769.1	9,191.8	422.7	4.8
Admin. and Program Support	21,661.1	31,442.1	9,781.0	45.2
<b>Total Net Expenditures</b>	<b>224,088.8</b>	<b>239,013.0</b>	<b>14,924.2</b>	<b>6.7</b>

2001 OPERATING BUDGET

**Gross Expenditures  
by Services - \$242.8 million**



**Net Expenditures  
by Service - \$239.0 million**



2001 CAPITAL BUDGET

Total 2001 Gross Budget is \$13.8 M comprising of \$9.771 Previously Approved Projects and \$4.058 M New Projects (2000 Budget - \$24.6 million) Rationale for year-over-year difference: decrease relates to lower cash flow for 2001 phase of radio communications system.

Approval of \$9.771 M in 2001 to complete previously approved capital projects including:

- \$8.2 M for radio communications system, approved in 1998, will be completed in 2001
- \$1.6 M for new Fire Station in Northeast Scarborough, approved in 2000

Approval of \$4.058 M in 2001 to complete new capital projects including:

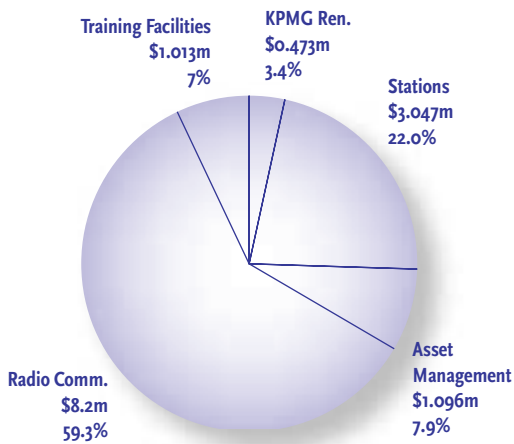
- \$1.154 M for new Fire Station at Sunnybrook Hospital, funding committed in 2002 and 2003 for completion
- \$.322 M for design of the replacement of Station 1 in Etobicoke
- \$2.582 M for renovation of training facilities, on-going asset maintenance and KPMG redeployment projects

5 YEAR CAPITAL WORKS PLAN

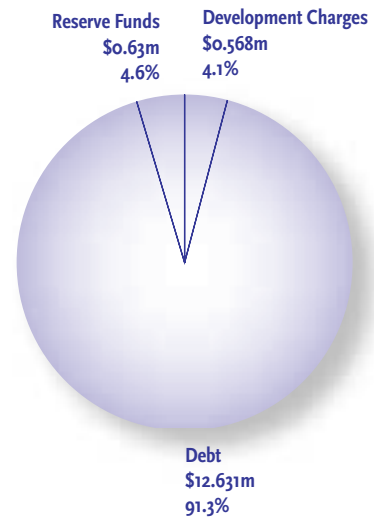
	Approved Budget	Future Year Estimates				Program Total
	2001	2002	2003	2004	2005	2001-2005
Radio Communications	8200	0	0	0	0	8200
Fire Stations	3047	2576	3016	1918	3244	13801
Training Facilities/Simulators	1013	1131	364	882	520	3910
Asset Management	1096	968	919	603	315	3901
KPMG Redeployment	473	385	496	214	0	1568
Vehicles	0	290	0	0	0	290
<b>Total</b>	<b>13829</b>	<b>5350</b>	<b>4795</b>	<b>3617</b>	<b>4079</b>	<b>31670</b>

2001 CAPITAL BUDGET

Where the money goes...



Where the money comes from...

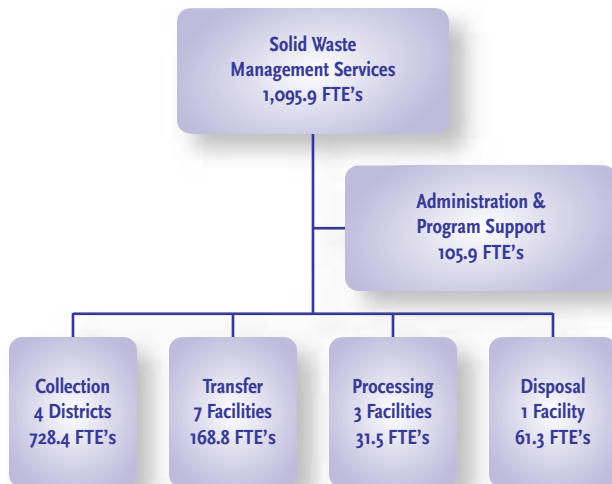


# Solid Waste Management

## MISSION STATEMENT

The goals of the Solid Waste Management Division are to become a leader in the provision of solid waste management services. The Division is committed to striving for financial self-sufficiency and reducing the cost of its service delivery while continuously improving its environmental performance and overall service to its customers. The Division will remain customer focussed and maintain productive relationships with its stakeholders, including elected officials, staff and private sector solid waste management companies. Included in these goals is the commitment to support and develop staff in order to provide job satisfaction, potential for career enhancement and to enhance their ability as service providers.

## PROGRAM MAP



## 2001 KEY SERVICES

- Collection
- Recycling/Processing
- Disposal
- Transfer
- Policy and Planning

## 2001 STRATEGIC DIRECTION AND SERVICE PRIORITIES

The 2001 Solid Waste Management Services Operating Budget is based on the objectives found below:

- Become competitive with the private sector in the provision of waste management services
- Establish long-term disposal capacity
- Achieve 50% waste diversion goal by 2006
- Harmonize the Division's collection methodologies, service levels and by-laws
- To be the best Solid Waste Management service provider in Canada
- Support/lead change initiatives in the Solid Waste Management Services Division
- Meet corporate financial targets while maintaining or improving service levels approved by Council
- Develop a good working relationship with all stakeholders in the Solid Waste Management Division including:
  - Councillors and their staff
  - Union
  - Private Sector Solid Waste Management companies
  - Other Corporate Departments
  - Other GTA counterparts
  - Governmental Regulatory Bodies



- To continuously improve the Division's environmental performance
- To achieve financial self-sufficiency through the development of funding mechanisms, cost reductions and revenue enhancement opportunities
- To ensure that the Division's policies, procedures and service delivery is consistent with the needs of its customers
- To provide staff with a safe and healthy environment in which to work
- To support and develop staff in order to enhance their abilities as service providers

**2001 KEY SERVICE LEVEL INDICATORS**

Solid Waste:

	Results by Year			
	1998	1999	2000	2001
<b>Service Level</b>				
Frequency of collection (not in budget material) low density residential- Once a week garbage (twice a week in summer), bi-weekly recycling	-	-	-	-
Small Commercial collection in some parts of City with frequency of collection varying	-	-	-	-
<b>Efficiency</b>				
Collection cost per tonne	-	-	-	-
Waste	-	-	\$48.87	\$47.46
Recycling	-	-	\$119.59	\$146.41
Organics	-	-	\$77.77	\$107.34
Transfer cost per tonne	-	-	-	-
Waste	-	-	\$11.42	\$10.58
Recycling	-	-	\$11.70	\$11.00
Organics	-	-	\$25.08	\$24.57
Processing cost per tonne	-	-	-	-
Waste	-	-	\$74.65	\$80.09
Recycling	-	-	\$24.31	\$24.51
Organics	-	-	\$0.89	\$0.95
Disposal cost per tonne	-	-	-	-
Keele Valley	-	-	\$9.24	\$11.82
Onyx	-	-	\$55.31	\$53.36
Republic	-	-	-	\$50.75
<b>Customer Service</b>				
% of routes completed as scheduled	-	-	-	90%
% routes completed with overtime	-	-	-	10%

## Budget Highlights

### 2001 OPERATING BUDGET

The Approved 2001 Operating Budget for Solid Waste Management Services includes an additional \$23.246 million gross and \$16.720 net over the 2000 Operating Budget to deliver base budget, as well as new services, as indicated below:

#### 2001 BASE BUDGET CHANGES

Includes \$22.561 million gross and \$17.936 million net increases for base budget changes:

	Gross (millions \$)	Net (millions \$)
COLA Increases	1.846	1.846
TIRM Negotiation		
Net Price Impacts	12.918	12.918
Vehicle Replacement		
Contribution	3.900	3.900
Reclassification of		
Perpetual Care Reserve	4.058	0.000
Other Miscellaneous	-0.161	-0.728
<b>Total Base Changes</b>	<b>22.561</b>	<b>17.936</b>

#### 2001 NEW SERVICE CHANGES

Includes \$0.685 million gross increases and \$1.216 million net decreases for new service changes:

	Gross (millions \$)	Net (millions \$)
White Goods User Fee	0.000	-0.126
Increased Revenue		
at Keele Valley	0.000	-1.300
3Rs Implementation		
Pilot Projects	0.685	0.685
User Fee		
for School Boards	0.000	-0.175
Implement \$2 Tipping		
Fee Increase	0.000	-0.300
<b>Total Service Changes</b>	<b>0.685</b>	<b>-1.216</b>

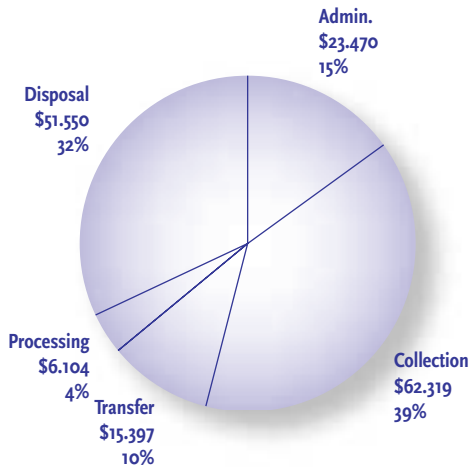
### 2001 OPERATING PROGRAM SUMMARY BY SERVICE

(Consolidated) - \$millions

	2000 Budget (\$000's)	2001 Approved (\$000's)	Change from 2000	
			(\$000's)	%
<b>Service</b>				
Administration & Program Support	18.859	23.470	4.611	24.4
Collection	60.772	62.319	1.547	2.5
Transfer	14.805	15.397	0.592	4.0
Processing	6.249	6.104	-0.145	-2.3
Disposal	34.909	51.550	16.641	47.7
<b>Total Gross Expenditures</b>	<b>135.594</b>	<b>158.840</b>	<b>23.246</b>	<b>17.1</b>
Grants from Others	1.000	0.902	-0.098	-9.8
Interdepartmental				
Recoveries	1.345	1.371	0.026	1.9
User Fees	48.702	53.997	5.295	10.9
Other	14.022	15.324	1.302	9.3
<b>Total Revenues</b>	<b>65.069</b>	<b>71.594</b>	<b>6.525</b>	<b>10.0</b>
<b>Total Net Expenditures Excluding Capital Financing</b>	<b>70.525</b>	<b>87.246</b>	<b>16.721</b>	<b>23.7</b>
<b>Staffing Complement</b>				
Total Program (in equivalent funded positions)	1,107.8	1,095.9	-11.9	-1.1%

2001 OPERATING BUDGET

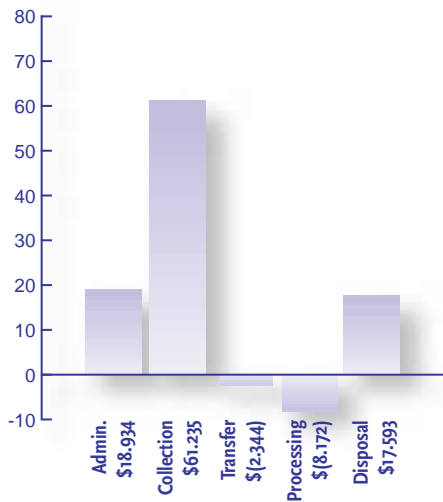
2001 Approved Gross Operating Budget by Service Area



2001 CAPITAL BUDGET

The approved 2001 Capital Budget for Solid Waste Management includes cash flow requirements of \$21.095 gross million and \$16.629 million net in 2001. Almost half of these expenditures relate to the establishment of a new waste processing facility while the balance are remedial and state-of-good-repair activities related to Perpetual Care of Landfills, Keele Valley Development, Improvements to Transfer Stations and other various recycling or planning initiatives.

2001 Approved Net Expenditures



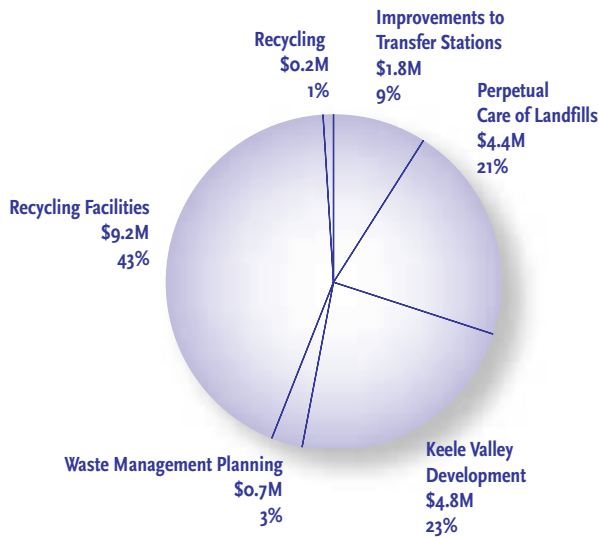
5 YEAR CAPITAL WORKS PLAN (2001 APPROVED PLUS FOUR YEAR REQUESTS/PLAN)

Gross Expenditures \$000's

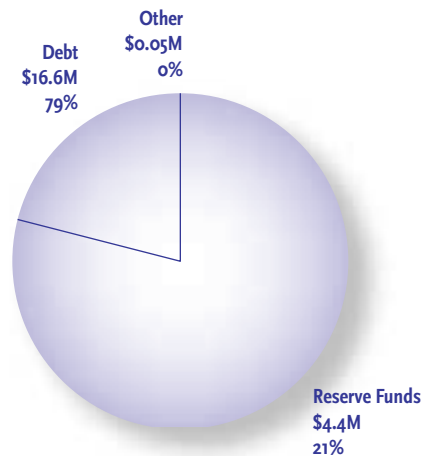
	Approved Budget		Commitments			Program Total
	2001	2002	2003	2004	2005	2001-2005
New/Change in Scope Projects						
Perpetual Care of						
Landfills	75				2,733	2,808
Recycling Facilities	3,290	13,345	264			16,899
Improvements to						
Transfer Stations	1,847	315	343			2,505
Keele Valley						
Development	99					99
Recycling	99					99
Waste Management						
Planning	100					100
<b>New/Change in scope projects</b>	<b>5,510</b>	<b>13,660</b>	<b>607</b>	<b>0</b>	<b>2,733</b>	<b>22,510</b>
<b>Previously Approved Projects</b>	<b>15,585</b>					<b>15,585</b>
<b>Total Program</b>	<b>21,095</b>	<b>13,660</b>	<b>607</b>	<b>0</b>	<b>2,733</b>	<b>38,095</b>

2001 CAPITAL BUDGET

Where the money goes...



Where the money comes from...

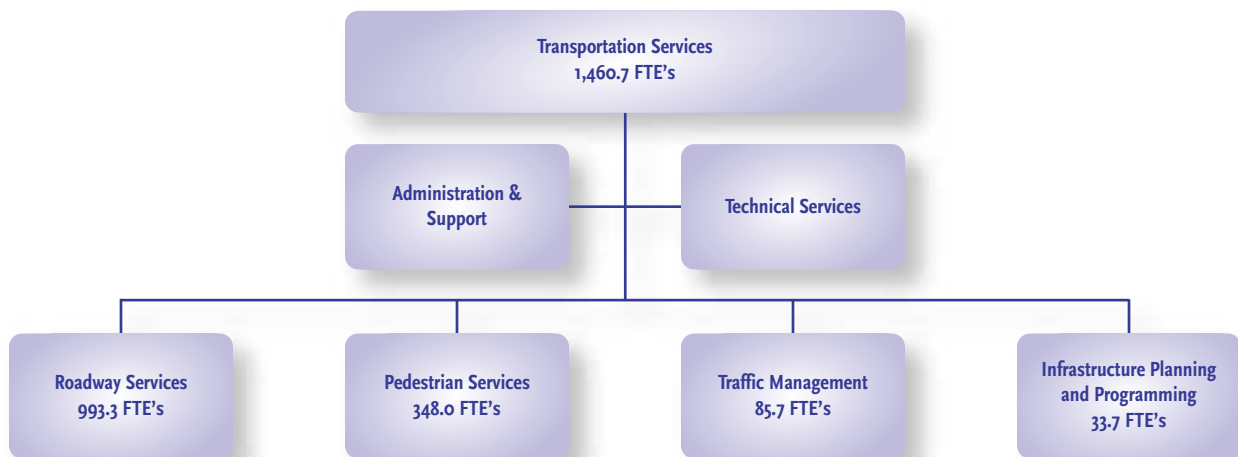


# Transportation Services

## MISSION STATEMENT

The Transportation Services Division’s mission is to safely, efficiently and effectively serve the mobility needs of the City in harmony with the environment and its neighbourhoods.

## PROGRAM MAP



## 2001 KEY SERVICES

Transportation Services provides the following key services:

- **Roadway Services** – Ongoing maintenance and operation of the roadway and laneway network. Includes surface maintenance, surface cleaning and provision of winter maintenance activities such as ploughing, salting and sanding of surfaces.
- **Pedestrian Services** – Ongoing maintenance and operation of the roadside surfaces, including repairs and utility cuts to sidewalks and road allowances. Provision of winter maintenance activities such as snow removal and salting of sidewalk surfaces.

- **Traffic Management** – Operation and maintenance of all traffic systems including the Traffic Signal Control Systems, Freeway Management System, electrical traffic equipment, pavement markings, traffic signs, the collection and analysis of traffic data and investigation of traffic complaints. Provision of driver and pedestrian lighting along roadway, sidewalk and laneway network. Administration of road related activity that occurs on City-owned road rights-of-way, including development reviews and District traffic planning. By-law enforcement related to the above.

- **Infrastructure Planning and Programming** – Responsible for all roadway transportation planning including Operational Planning, Project Planning and Asset Management and planning, operation and maintenance of facilities for the movement of pedestrians and cyclists.

## 2001 STRATEGIC DIRECTION AND SERVICE PRIORITIES

In the short term, the Transportation Services Division will continue to focus on the harmonization of service levels across the City in response to Council directives and the need to rationalize seven different structures. In addition, the division will be adjusting service delivery resources to the new Community Council boundaries.

As stewards of the roadway network including expressway, arterial and local roads, the division is committed to managing fiscal resources responsibly to ensure that the infrastructure assets are properly maintained and that public access is provided safely.

### Roadway Services

- Continue to consolidate operations in such areas as waterfront services, yard facilities and sign shops.
- On-going harmonization of road maintenance operations.
- Continue refinement and harmonization of activities under the maintenance management system (TMMS).

### Pedestrian Services

- Implementation of new transit shelters in accordance with the new agreement with Mediacom.

### Traffic Management

- Integration of all traffic by-laws from the seven municipalities requires review to provide harmonization across the City.
- Implement increase in parking fees and review of all parking policies and by-laws to provide uniformity across the City.
- Continue harmonization of street lighting service standards and 5-year program to provide oversized street name signs at major intersections.
- Improve traffic safety through on-going public education, safety engineering and working with Police Services on enforcement.
- Expansion of the Road Emergency Services Communications Unit System (RESCU), north on the Don Valley Parkway and west on the Gardiner Expressway.
- Continuing improvements in efforts to minimize the impact of road disruptions due to collisions, construction activities and special events.

- Expansion of the Transit Priority capability that provides priority treatment for transit vehicles at traffic signals.
- Increase in the number of traffic signals with audible capability to assist the visually impaired.

**Infrastructure Planning**

- Continue development of Master Cycling Plan initiated in 2000 and identification of an implementation plan in the 2001-2005 timeframe.
- Complete development of a City-wide Traffic Calming Policy.
- Refinement of the Pavement / Asset Management System implemented City-wide in 2000 and development of 5-year forecasts.
- Develop a strategic plan in conjunction with TTC and GO for the implementation of additional transit priority measures.
- Continue to lead planning efforts for the re-configuration of the FGG Expressway and the revised road network to serve land-use plan.
- Continue to work with the 2008 Olympic Bid Committee on refinement of plan and implementation plan if the bid is successful.
- Ongoing work on Transportation Management Strategy to address congestion, alternative modes of travel, goods movement and Intelligent Transportation Systems so that the use of the existing infrastructure is optimized.

**2001 KEY SERVICE LEVEL INDICATORS**

	Results by Year			
	1998	1999	2000	2001
<b>Service Level</b>				
Winter response time- 5 minutes on arterials roads and 1 hour on local roads	-	-	-	-
It was suggested that % of capacity of expressways and arterials at rush hour could be a good measure	-	-	-	-
<b>Efficiency</b>				
Cost per kilometre Pedestrian Services (notes indicate that roadway and pedestrian must be added together to be comparable)	\$2,542	\$1,932	\$1,195	\$2,102
Roadway cost per lane km (notes indicate that roadway and pedestrian must be added together to be comparable)	\$7,472	\$7,891	\$7,454	\$6,441
Total roadway and pedestrian	\$10,014	\$9,823	\$8,649	\$8,543
Winter maintenance costs per lane Km	\$2,272	\$5,206	\$3,066	\$4,314

## Budget Highlights

### 2001 OPERATING BUDGET

Transportation Services 2001 approved budget includes an additional \$17.4 million gross and \$11.5 million net over the 2000 funding level to deliver current services, as well as new services, as indicated below:

### 2001 BASE BUDGET CHANGES

	Gross (millions \$)	Net (millions \$)
<b>Expenditure Changes</b>		
Cost of Living Increase	2.79	2.79
Other Salary Changes	0.87	0.87
Utility Increases	1.00	1.00
Maintenance and Contracted Services	7.82	7.82
Support & Technical Services and Other Misc. increases	3.55	3.55
Increased Grass Cutting Costs	1.18	1.18
Prior Year Impacts of Capital Programs	0.60	0.20
Increased Salt Purchases/Costs	1.03	1.03
<b>Revenue Changes</b>		
Increase permit parking and front yard parking fees	0.00	-0.54
Other increases to reflect 2000 actuals	0.00	-4.90
<b>Service Level Changes</b>		
Reduce summer contracts (reduced road repair)	-1.80	-1.80
Reduce grass cutting	-1.00	-1.00
Reduce cleaning around parked cars	-0.72	-0.72
Reduce radio equipment	-0.20	-0.20
Reduce hired trucks	-0.20	-0.20
Reduce increase in bus stop snow clearing	-0.06	-0.06
Eliminate spray patching	-0.09	-0.09
Reduce signal upgrades	-0.08	-0.08
<b>Total Base Changes</b>	<b>14.70</b>	<b>8.86</b>

### 2001 NEW SERVICE CHANGES

	Gross (millions \$)	Net (millions \$)
<b>New Services</b>		
Winter harmonization	1.64	1.64
Increase to street lighting maintenance	0.15	0.15
Increase to clean city initiative	0.64	0.64
Arterial road windrow clearing	0.03	0.03
Inc. by-law enforcement services	0.20	0.20
<b>Total New Changes</b>	<b>2.66</b>	<b>2.66</b>

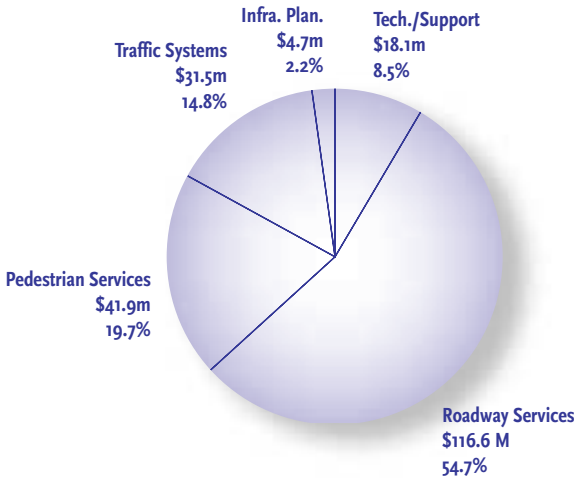
### 2001 OPERATING PROGRAM SUMMARY BY SERVICE

	2000 Budget (\$000's)	2001 Approved (\$000's)	Change from 2000 (\$000's)	%
<b>Gross Expenditures – Service</b>				
Roadway Services	123,888.0	116,603.1	-7,824.9	-6.3
Pedestrian Services	19,072.0	41,874.3	22,802.3	119.6
Traffic Systems	31,586.5	31,512.9	-73.6	-0.2
Infrastructure Planning	2,872.0	4,735.6	1,863.6	64.9
Tech.Services/ Prog.Support	17,526.4	18,127.9	601.5	3.4
<b>Total Gross Expenditures</b>	<b>194,944.9</b>	<b>212,853.8</b>	<b>17,368.9</b>	<b>8.9</b>
<b>Revenues - Service</b>				
Roadway Services	28,570.4	34,421.6	5,311.2	18.6
Pedestrian Services	6,776.5	6,294.9	-481.6	-7.1
Traffic Systems	1,180.0	2,100.0	920.0	78.0
Infrastructure Planning	2,000.0	2,100.0	100.0	5.0
Infrastructure Planning	0.0	0.0	0.0	0.0
<b>Tech.Services/ Prog.Support</b>	<b>38,526.9</b>	<b>44,916.5</b>	<b>5,849.6</b>	<b>15.2</b>
<b>Net Expenditures - Service</b>				
Roadway Services	95,317.6	82,181.5	-13,136.1	-13.8
Pedestrian Services	12,295.5	35,579.4	23,283.9	189.4
Traffic Systems	30,406.5	29,412.9	-993.6	-3.3
Infrastructure Planning	872.0	2,635.6	1,763.6	202.2
Tech.Services/ Prog.Support	17,526.4	18,127.9	601.5	3.4
<b>Total Net Expenditures</b>	<b>156,418.0</b>	<b>167,937.3</b>	<b>11,519.3</b>	<b>7.4</b>

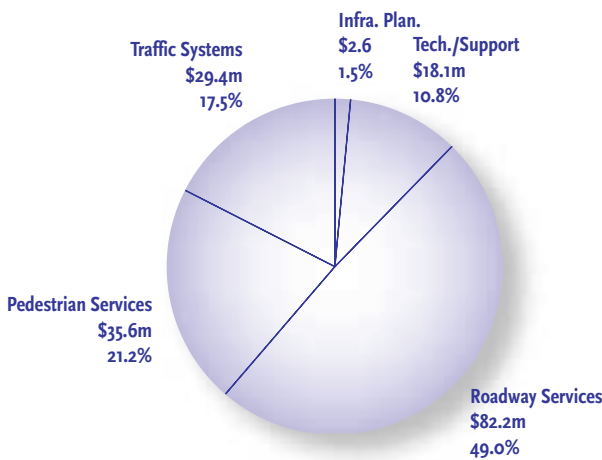


2001 OPERATING BUDGET

Gross Expenditures by Service



Net Expenditures by Service



2001 CAPITAL BUDGET

Total 2001 Gross Budget is \$195.7 M comprising of \$51.578 M Previously Approved Projects & \$144.149 M New Projects (2000 - \$165.2 million)

Rationale for year-over-year difference: increase in State-of-Good-Repair projects to eliminate backlog within 10 years

Approval of \$51.578 M in 2001 to complete previously approved capital projects including:

- Gardiner Dismantling, DVP to Leslie .....\$12.465 M
- Expressway Rehabilitation Gardiner DVP to 427 .....10.400 M
- Fort York Blvd. From Bathurst to Strachan Ave. ....6.000 M
- North Yonge Centre ..... 2.050 M
- Dufferin Jog Elimination .....5.200 M

Approval of \$144.149 M in 2001 for new projects including:

- City of Toronto currently maintains road inventory of 5,232 kilometres
- \$36.5M – 47 kilometres of road reconstruction (\$25.1M, 28 kilometres in 2000)
- \$35.0M – 136 kilometres of road resurfacing (\$27.1M, 120 kilometres in 2000)
- \$30.1M – bridge rehabilitation, at 22 locations (\$23.3M, 17 locations in 2000)
- \$16.25M – traffic control/calming/lighting (\$14.2M in 2000)
- \$28.9M – expressway rehabilitation (\$43.3M in 2000)
- \$6.1M – 67 kilometres of sidewalk rehab./reconstruction (\$5.3M, 60 kilometres in 2000)

- Other new projects – Bloor Viaduct Suicide Barrier, \$6.0M gross, \$2.5M net; continuation of infrastructure projects – Fort York Blvd., Dufferin Jog Elimination, Red Light Cameras

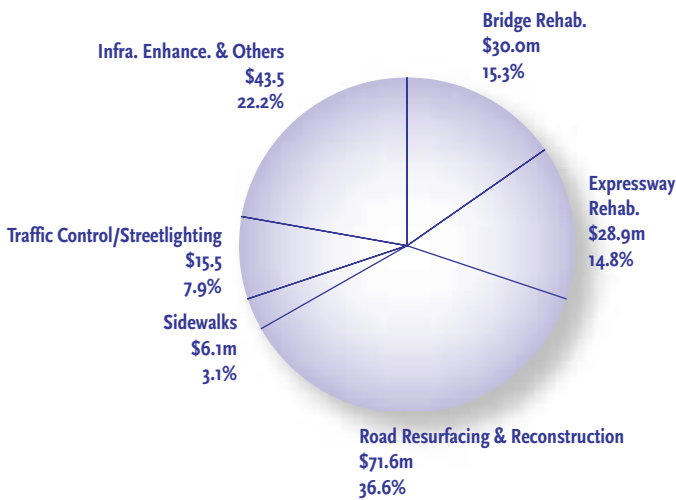
**5 YEAR CAPITAL WORKS PLAN**

Gross Expenditures \$000's

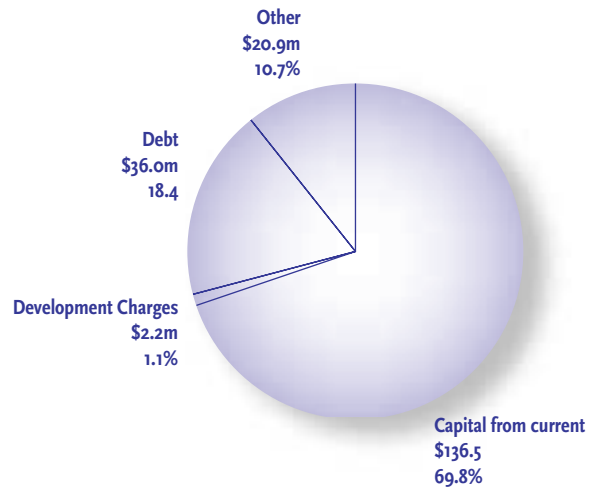
	Approved Budget		Future Year Estimates			Program Total
	2001	2002	2003	2004	2005	2001-2005
Bridge Rehabilitation	30,066	34,930	37,000	39,000	40,000	180,996
Expressway Rehabilitation	28,895	18,419	20,426	24,226	29,006	120,972
Road Resurfacing & Reconstruction	71,620	76,060	76,690	93,890	96,650	414,910
Sidewalks	6,130	5,320	5,390	5,270	4,990	27,100
Traffic Control/Streetlighting	15,463	17,607	18,660	16,200	14,440	82,370
Infra. Enhancements & Others	43,513	54,840	53,530	37,350	23,440	212,673
<b>Total</b>	<b>195,687</b>	<b>207,176</b>	<b>211,696</b>	<b>215,936</b>	<b>208,526</b>	<b>1,039,021</b>

**2001 CAPITAL BUDGET**

Where the money goes...



Where the money comes from...



## WES - Support Services

### MISSION STATEMENT

To provide value added customer focused business support services to Works & Emergency Services staff to assist them in providing efficient and effective services to their customers/clients.

- Development and implementation of performance measures.
- Implementation of key elements to improve delivery of customer service in the public inquiry area.

### 2001 KEY SERVICES

The WES Support Services program provides centralized support services to all program areas of the department in the following areas:

- Executive Office
- Program Administration
- Customer Services
- Communications
- Financial Planning
- Financial Services
- Administrative Services
- Information Technology
- Business Support

### 2001 STRATEGIC DIRECTION AND SERVICE PRIORITIES

In 2001, the Support Services division having completed its consolidation, will have all key staff positions in place and will proceed with a number of initiatives:

- A departmental Business planning strategy will be developed in 2001.
- The division will continue to work on identifying the best use and location of resources based on need and efficiency to support program divisions.
- Service delivery agreements will be developed with all operating divisions

## Budget Highlights

### 2001 OPERATING BUDGET

#### 2001 BASE BUDGET CHANGES

The 2001 Base Budget of \$ 32.139 million gross and \$0 net reflects the following significant changes from the 2000 Approved Budget:

	Gross (millions \$)	Net (millions \$)
Cost of Living Allowance Increases	0.986	0.0
Deletion of 17 FTEs (unfilled vacant positions)	(0.947)	0.0
Various Changes	(0.168)	0.0
Efficiencies	(0.285)	0.0
<b>Total Base Changes</b>	<b>(0.414)</b>	<b>0.0</b>

#### 2001 NEW SERVICE CHANGES

The 2001 New Service Changes of \$ 0.243 million gross and \$0 net reflects the following changes from the 2000 Approved Budget:

	Gross (millions \$)	Net (millions \$)
Communications – Additional Blue Box Adv. for Solid Waste	0.180	0.0
HR Position Management – IDC from HR	0.044	0.0
Crossing Guard	0.019	0.0
<b>Total New Service Changes</b>	<b>0.243</b>	<b>0.0</b>
<b>Total Budget Changes</b>	<b>(171.4)</b>	<b>0.0</b>

2001 OPERATING PROGRAM SUMMARY BY SERVICE

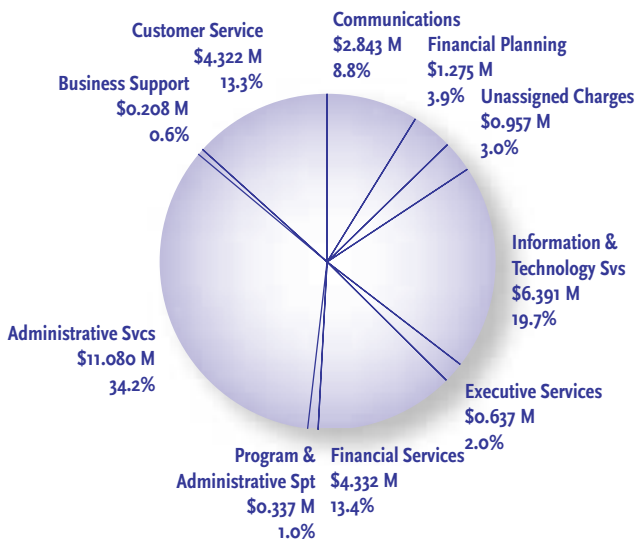
2001 CAPITAL BUDGET

Not applicable

	2000 Budget (\$000's)	2001 Approved (\$000's)	Change from 2000 (\$000's)	%
Salaries and Benefits	26,733.9	26,289.6	-444.3	(1.7)
Materials & Supplies	523.9	431.8	-92.1	(17.6)
Equipment	480.0	475.3	-4.7	(1.0)
Services & Rents	2,979.3	4,264.1	1,284.8	43.1
Contributions & Transfers	0	0	0	
Interdepartmental Charges	1,835.7	920.7	-915	(49.8)
Other				
<b>Total Gross Expenditures</b>	<b>3,2552.8</b>	<b>3,2381.5</b>	<b>-171.3</b>	<b>(0.5)</b>
Grants from Others				
Interdepartmental Recoveries	32,552.8	32,381.5	-171.3	(0.5)
User Fees				
Other				
<b>Total Revenues</b>	<b>32,552.8</b>	<b>32,381.5</b>	<b>-171.3</b>	<b>(0.5)</b>
<b>Total Net Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Program (FTEs)</b>	<b>504.3</b>	<b>483.8</b>	<b>-20.5</b>	<b>(4.1)</b>

2001 OPERATING BUDGET

Gross Expenditures by Activity: \$32.382 M

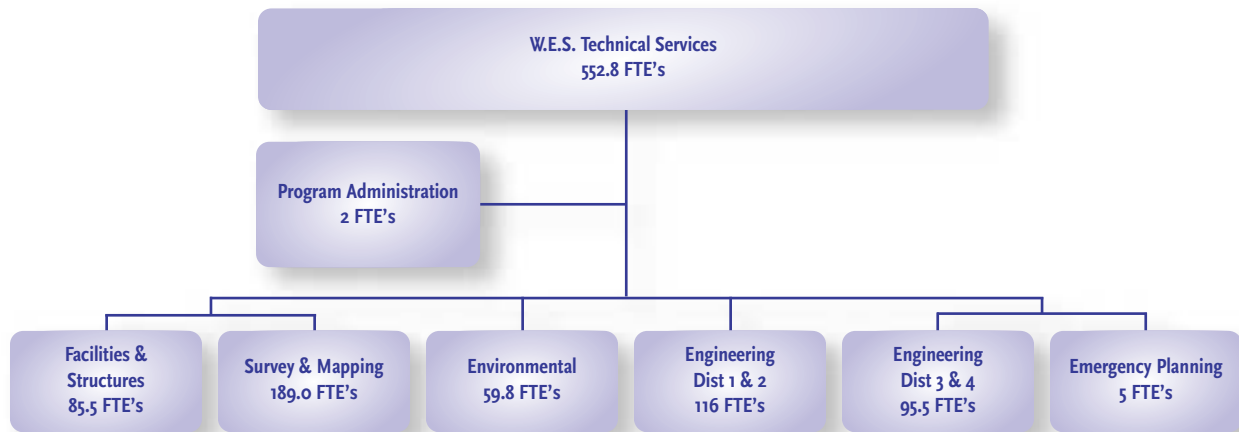


# Technical Services

## MISSION STATEMENT

Technical Services is committed to providing superior design and project management services, technical solutions and expert advice on municipal infrastructure, land information and environmental and emergency planning issues, in an efficient and cost effective manner, with minimal negative impact on the environment and the community.

## PROGRAM MAP



## 2001 KEY SERVICES

- Facilities and Structures
- Survey and Mapping
- Environmental Services
- Engineering Services
- Emergency Planning

## 2001 STRATEGIC DIRECTION AND SERVICE PRIORITIES

In 2001, the Technical Services division having completed its consolidation, will have all key staff positions in place and will proceed with the following initiatives:

- A departmental Business planning strategy will be developed in 2001.
- The division will continue to work on identifying the best use and location of resources based on need and efficiency to support program divisions.
- Service delivery agreements will be developed with all operating divisions.
- Development and implementation of performance measures.
- Implementation of key elements to improve delivery of customer service in the public inquiry area.

## Budget Highlights

### 2001 BASE BUDGET CHANGES

The Base Budget of \$41.294 million and \$1.810 million net reflects the following significant changes from the 2000 Approved Budget:

	Gross (millions \$)	Net (millions \$)
<b>Expenditure Changes:</b>		
Cost of Living Increase	1.55	
Benefits	0.01	
Gapping	-0.12	
Other Salary Changes	0.37	
Decreases in Contracted Services	-0.89	
	<b>0.92</b>	
<b>Revenue Changes</b>		
Reduction in Interdivisional Recoveries	-1.81	1.81

### 2001 NEW SERVICE CHANGES

The 2001 New Service Changes of \$2.127 million gross and \$0 net reflects the following significant changes from the 2000 Approved Budget:

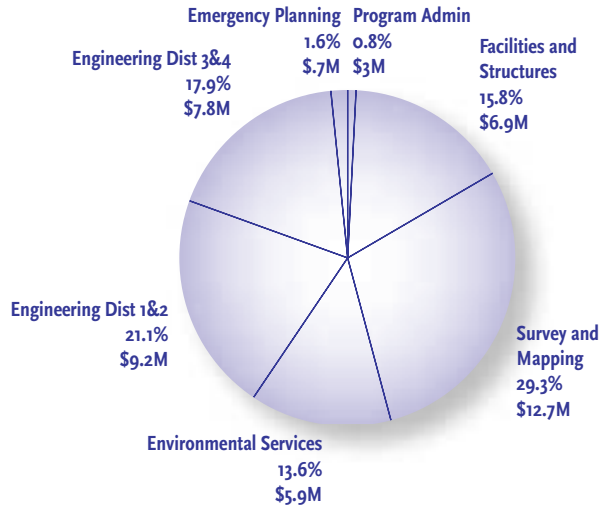
	Gross (millions \$)	Net (millions \$)
<b>New Services:</b>		
Increase of staffing of 20 FTEs to enhance capital plan delivery	1.58	
Increase of staffing by 3.5 FTE to improve turnaround of development applications	0.28	
Increase in Fleet Capital Reserve Contributions	0.17	
Operational System Enhancements	0.10	
	<b>2.13</b>	<b>0.00</b>

### 2001 OPERATING PROGRAM SUMMARY BY SERVICE

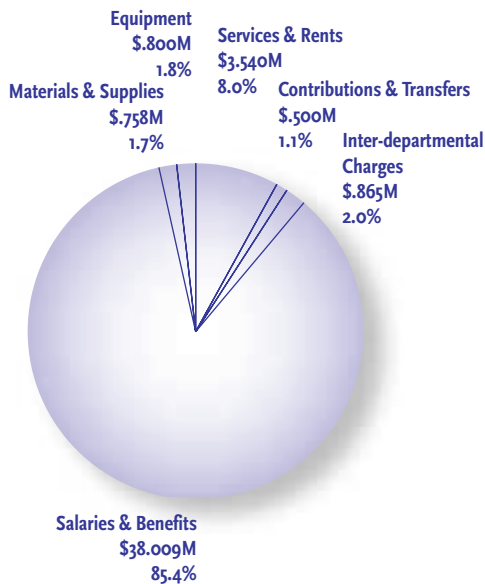
	2000 Budget (\$000's)	2001 Approved (\$000's)	Change from 2000 (\$000's)	%
Salaries and Benefits	34,349.6	38,009.2	3,659.6	10.7
Materials & Supplies	751.4	557.9	(193.5)	-25.8
Equipment	703.0	537.3	(165.7)	-23.6
Services & Rents	3,622.9	2,951.4	(671.5)	-18.5
Contributions and Transfers	500.0	500.0	0.0	0.0
Interdepartmental Charges	450.9	865.5	414.6	91.9
Other	0.0	0.0	0.0	-0.0
<b>Total Gross Expenditures</b>	<b>40,377.8</b>	<b>43,421.3</b>	<b>3,043.5</b>	<b>7.5</b>
Grants from Others	0.0	0.0	0.0	0.0
Interdepartmental Recoveries	27,661.8	29,098.7	1,436.9	5.2
User Fees	4,147.2	1,621.5	(2,525.7)	-60.9
Other	8,568.8	10,891.4	2,322.6	27.1
<b>Total Revenues</b>	<b>40,377.8</b>	<b>41,611.6</b>	<b>1,233.8</b>	<b>3.1</b>
<b>Total Net Expenditures</b>	<b>0.0</b>	<b>1,809.7</b>	<b>1,809.7</b>	<b>0.0</b>

2001 OPERATING BUDGET

Gross Expenditures by Service



Net Expenditures by Service



2001 CAPITAL BUDGET

- The Radio Communications System is a two phase project that will reconfigure the City's non-emergency radio dispatching system. The total project costs are \$4.750 million with Cash Flow
- The Emergency Operations Centre Project will upgrade the City of Toronto's emergency operations centre so that better planning and greater effectiveness can be achieved through integration of a wider range of users. Total Cash flow in 2001 is \$0.200 million.
- The Toronto Infrastructure Data Standards (TIDS) project provides for a comprehensive data infrastructure to allow for the integrated managing of information that describes the physical construction, condition and location of the City's transportation system, water distribution network, sewer systems, etc. The 2001 Cash Flow is \$1.290 million
- The Topographic Mapping Program provides funding for the Survey and Mapping Services department to implement a digital database system, giving the department the ability to provide specific up-to-date, and accurate mapping data, both on-line and off-line, to internal and external customers in a timely manner. Total Cash Flow in 2001 is \$2.000 million.

**5 YEAR CAPITAL WORKS PLAN (2001 APPROVED PLUS FOUR YEAR REQUESTS/PLAN)  
WES DEPARTMENTAL REQUIREMENTS**

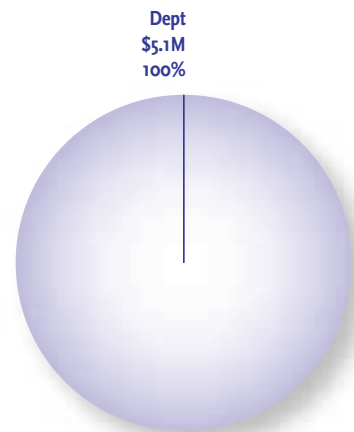
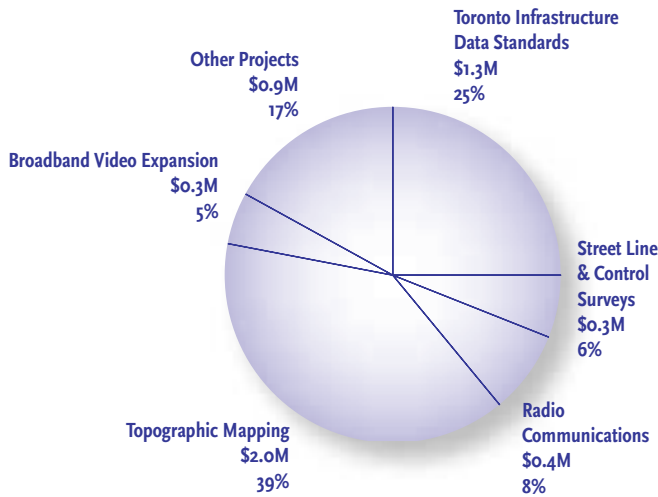
Gross Expenditures \$000's

New/Change in Scope Projects	Approved Budget		Commitments			Program Total
	2001	2002	2003	2004	2005	2001-2005
Radio Communications - Non Emergency	400	1,946	2,404			4,750
Toronto Infrastructure Data Standards	1,290	1,662	1,334			4,286
WES Street Line Surveys	110	310	47			467
WES Control Surveys	200	420	120			740
WES Yard Consolidation	202	203				405
Broadband Video Expansion	250	330				580
WES Asset Preservation	200	50				250
<b>New/Change in Scope Projects</b>	<b>2,652</b>	<b>4,921</b>	<b>3,905</b>	<b>0</b>	<b>0</b>	<b>11,478</b>
<b>Previously Approved Projects</b>	<b>2,490</b>					<b>2,490</b>
<b>Total Program</b>	<b>5,142</b>	<b>4,921</b>	<b>3,905</b>	<b>0</b>	<b>0</b>	<b>13,968</b>

**2001 CAPITAL BUDGET**

Where the money goes...

Where the money comes from...





# Economic Development, Culture and Tourism

The Economic Development, Culture and Tourism Department brings together parks and Recreation, Economic Development, Arts, Culture, Heritage, and Special Events service to heighten Toronto’s ability to sustain and promote itself as one of the leading communities In the world in which to live and do business.

With 1,900 full-time and 12,000 part-time seasonal staff, we deliver our services through the following divisions:

- Culture
- Customer and Business Support
- Economic Development
- Parks and Recreation
- Special Events.

In addition, the Administration and Support Services Division provides financial, human resource, information technology, customer service, promotion and communications, and general administrative support services to the Department in partnership with the Corporate Services and Finance Departments. The Policy and Development Division and the Administration and Support Services Division compose the Customer and Business Support Program.

## Culture

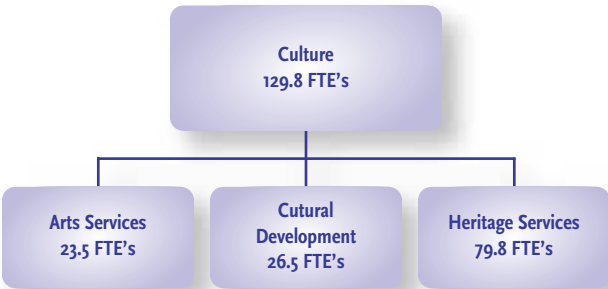
### MISSION STATEMENT

To foster and maintain growth and expression for citizens and visitors that contribute to Toronto as a dynamic, healthy and diverse city.

### KEY SERVICES

The Culture Division is responsible for programs and services that contribute to the cultural growth of both local communities and the City as a whole. In partnership with community groups and agencies, the Culture Division’s activities are achieved through three services, Cultural Development, Arts Services, and Heritage Services.

### PROGRAM MAP



- Cultural Development provides sectoral policy and research services, conducts the Division’s planning activities, liaises with cultural organizations, coordinates special projects, manages the City’s public art collection, provides support to Heritage Toronto, develops operational plans for new facilities, and provides overall capital planning and maintenance for the City’s museums, galleries, and cultural facilities assets.
- Arts Services manages and programs City arts facilities and galleries, assists in community

arts development and education, liaises with local arts councils, and cares for the City's fine art collection.

- Heritage Services includes both museums and preservation services.
  - Museum services manages, programs, markets and promotes the City's museum sites, provides public education and interpretation of the City's heritage, and cares for and conserves the artifact collection.
  - Preservation services includes the protection and conservation of heritage sites through listing, designation and Heritage Easement Agreements under the Ontario Heritage Act, the review of proposals for development or alteration involving heritage properties, administration of a Heritage Property Grant Program, advice to heritage property owners, heritage policy development, and public education.

### 2001 STRATEGIC DIRECTION AND SERVICE PRIORITIES

- Complete consultation framework for the City's Culture Plan and proceed with development of the Culture Plan as per Council directive
- Undertake the Heritage Master Plan for recommendation to Council
- Undertake an Archaeological Master Plan for recommendation to Council
- Create a cultural tourism strategy in partnership with Economic Development and Tourism Toronto
- Continue to sustain major cultural organizations as a core ingredient in the City's cultural life
- Review of museums service with a view to addressing issues of community needs, diversity and accessibility – developing new marketing, merchandising and revenue generating opportunities.

### 2001 KEY SERVICE LEVEL INDICATORS

	Results by Year			
	1998	1999	2000	2001
Service Level				
Spending per capita	-	\$2.84	\$3.16	\$3.85
Efficiency				
Cost per visitor/participant	-	\$9.97	\$6.55	\$7.64

## Budget Highlights

### 2001 OPERATING BUDGET

The 2001 approved budget for Culture includes an increase of \$0.963M gross and \$0.411M net in relation to the 2000 funding level to deliver current services.

### 2001 BASE BUDGET CHANGES

The 2001 budget includes base budget changes of \$0.873M gross and \$0.381M net, detailed as follows:

	Gross (millions \$)	Net (millions \$)
Salary and wage adjustments	0.880	0.880
Utility costs increases	0.040	0.040
Transfer of Toronto Outdoor Art Exhibition from Clerks	0.003	0.003
Small Maintenance Projects 2001 < 50 K	0.194	0.000
Outdoor Public Art Maintenance - 2001 Phase	0.061	0.061
Other base changes	(0.019)	0.041
Expenditure / revenue adjustment to reflect 2000 actuals	(0.209)	0.173
Reversal of 2000 one time items	(0.406)	(0.212)
Prior year capital impact – open Lakeshore Assembly Hall	0.193	0.135
Transfer Casa Loma revenue to reserve to fund capital work	0.800	0.000
Recovery of project management salaries from capital	0.000	(0.230)
Closure of Pier Museum (retain 2 FTEs out of 7.17)	(0.477)	(0.203)
Reduction of funds for TAC administrative support	(0.060)	(0.060)
Reduction in base funding for Heritage Toronto	(0.006)	(0.006)
Relocation of staff at 205 Yonge St., rent it externally	(0.071)	(0.191)
50% reduction in funding for Boards' support	(0.012)	(0.012)
Reduction in funding for Plaque program	(0.020)	(0.020)
Reduction of Public Art Maintenance	(0.018)	(0.018)
<b>Total Base Changes</b>	<b>0.873</b>	<b>0.381</b>

**2001 NEW SERVICE CHANGES**

There are three new service changes in the 2001 operating budget for Culture totaling \$0.090M gross and \$0.030 M net, as detailed below. However, there is no permanent impact on the base budget from these as the ongoing ones are supported by fundraising.

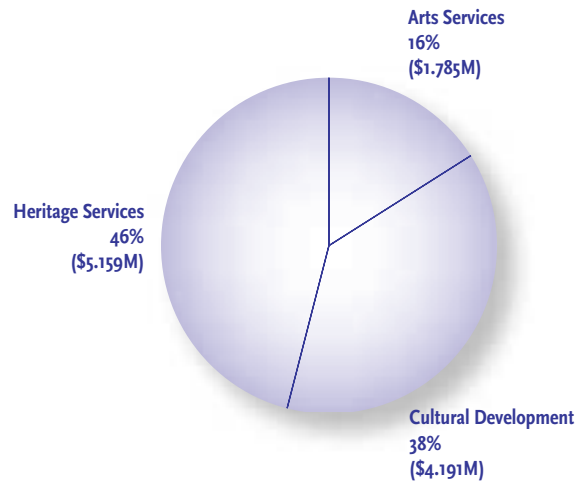
	Gross (millions \$)	Net (millions \$)
Poet Laureate Initiative with Fundraising	0.010	0.000
MOCCA Curation Contract with Fundraising	0.050	0.000
Culture Plan Research & Consulting (one time expenditure)	0.030	0.030
<b>Total New Changes</b>	<b>0.090</b>	<b>0.030</b>
<b>Total New and Base Changes</b>	<b>0.963</b>	<b>0.411</b>

**2001 OPERATING PROGRAM SUMMARY BY SERVICE**

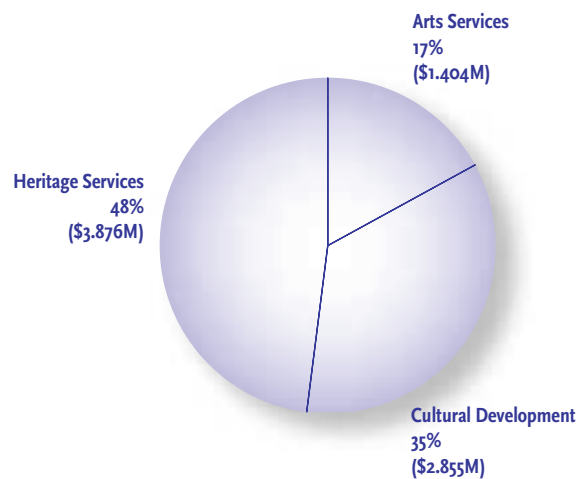
	2000 Budget (\$000's)	2001 Approved (\$000's)	Change from 2000 (\$000's)	%
<b>Expenditures</b>				
Arts Services	1,517.7	1,785.4	267.7	17.6
Cultural Development	3,226.3	4,191.1	964.8	29.9
Heritage Services	5,428.4	5,158.6	(269.8)	(5.0)
<b>Total Gross Expenditures</b>	<b>10,172.4</b>	<b>11,135.1</b>	<b>962.7</b>	<b>9.5</b>
<b>Revenues</b>				
Arts Services	267.0	381.9	114.9	43.0
Cultural Development	300.2	1,336.2	1,036.0	345.1
Heritage Services	1,881.5	1,282.7	(598.8)	(31.8)
<b>Total Revenues</b>	<b>2,448.7</b>	<b>3,000.8</b>	<b>552.1</b>	<b>22.5</b>
<b>Net Expenditure</b>				
Arts Services	1,250.7	1,403.5	152.8	12.2
Cultural Development	2,926.1	2,854.9	(71.2)	(2.4)
Heritage Services	3,546.9	3,875.9	329.0	9.3
<b>Total Net Expenditures</b>	<b>7,723.7</b>	<b>8,134.3</b>	<b>410.6</b>	<b>5.3</b>
<b>Staffing Complement</b>				
Total Program (full time equivalents)	134.0	129.8	(4.2)	(3.1)

**2001 OPERATING BUDGET**

**Gross Expenditures by Service - \$11.135 M**



**Net Expenditures by Service - \$8.134 M**



### 2001 CAPITAL BUDGET

The total 2001 gross Capital Budget is \$6.129 M, comprised of \$2.829 M previously approved projects and \$3.300 M for new projects. (2000 Gross Budget – \$4.179 M)

Approval of \$2.829 M in 2001 for previously approved capital projects including:

- Restoration & Preservation of Heritage elements
- Service Enhancement
- Cultural Infrastructure Development
- Heritage Toronto

Approval of \$3.3 M in 2001 for new capital projects including:

- Restoration & Preservation of Heritage Elements
- Major Maintenance
- Service Enhancement
- Collections Care
- Cultural Infrastructure Development
- Refurbishment & Rehabilitation

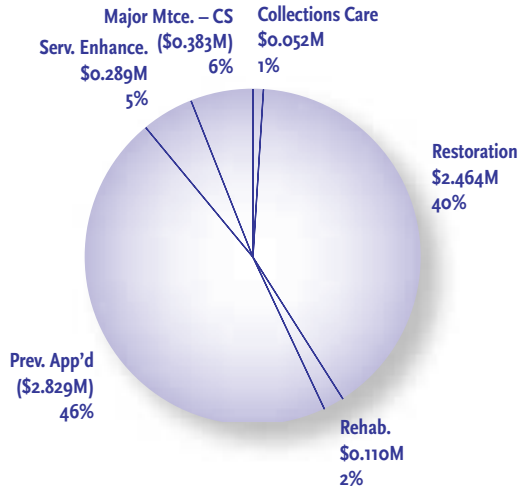
### 5 YEAR CAPITAL WORKS PLAN (2001 APPROVED PLUS FOUR YEAR REQUESTS/PLAN)

Gross Expenditures \$000's

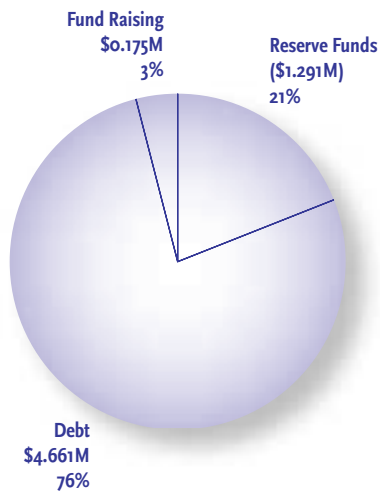
	Approved Budget	Future Year Estimates				Program Total
	2001	2002	2003	2004	2005	2001-2005
New/Change in Scope Projects						
Restoration/Preservation	2.464	3.531	2.998	3.467	4.261	16.721
Major Maintenance – CS	0.383	0.423	0.200	0.240	0.429	1.675
Service Enhancement	0.289	0.233	0.349	0.132	0	1.003
Collections Care	0.052	0.153	0.119	0	0	0.324
Cultural Infrastructure Development	0	0.709	1.046	1.368	1.417	4.540
Refurbishment & Rehabilitation	0.110	0.596	0.260	0.515	0.646	2.127
<b>Sub-Total</b>	<b>3.298</b>	<b>5.645</b>	<b>4.972</b>	<b>5.722</b>	<b>6.753</b>	<b>26.390</b>
<b>Previously Approved Projects</b>	<b>2.829</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2.829</b>
<b>Total Program</b>	<b>6.127</b>	<b>5.645</b>	<b>4.972</b>	<b>5.722</b>	<b>6.753</b>	<b>29.219</b>

2001 CAPITAL BUDGET

2001 Gross Expenditures by Project  
(\$6.127 M)



Culture 2001 Capital Program  
Sources of Funding



# Economic Development

## MISSION STATEMENT

The Economic Development Division shares the Department's vision for Toronto as an economically strong, socially enjoyable and culturally vibrant city where citizens share in the prosperity through full employment and healthy, active lives, and which attracts businesses and visitors.

The Economic Development Division's mission is to "take care of business" by focussing on the five fundamentals for a sustainable economy which creates jobs, businesses and wealth. These are:

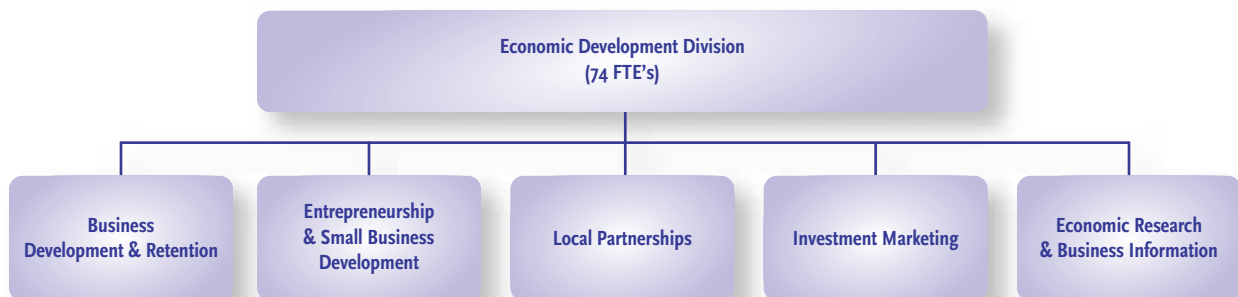
- retain existing businesses and jobs
- assist business start-ups and expansion of existing firms
- enhance the capacity of firms within targeted sectors to survive, grow and compete nationally and internationally
- attract new business to the City
- enhance the environment for business.

Recognizing the diversity and complexity of service requirements, the Division will exemplify customer service while focussing on business retention and other strategies to grow Toronto's economy.

## 2001 KEY SERVICES

- Business Development and Retention
- Entrepreneurship and Small Business Development
- Small Business and Local Partnerships, including Business Improvement Area (BIA) office, community partnership and entrepreneurial services
- Investment Marketing, including investment services, marketing and communication services and the Film and Television Office
- Strategic Business Sector Services
- Economic Research and Business Information Services

## PROGRAM MAP



## 2001 STRATEGIC DIRECTION AND SERVICE PRIORITIES

- Implementation of Economic Development Strategic Plan and development of a business plan for the next 3 years.
- Strategic Directions identified in Economic Development Strategy, as adopted by City Council:
  - Support Knowledge and Skills Development
  - Advance Design and Innovation
  - Improve Business Climate
  - Stimulate Investment
  - Build Competitive Export Clusters
  - Establish Entrepreneurial Communities
  - Brand Toronto Locally and Globally
  - Create an Alignment of Strategic Intent
- Strengthen partnerships with outside organizations of significant influence to Economic Development, including Board of Trade, Chambers of Commerce, ethnic business associations, universities and colleges, provincial and federal agencies.
- Develop and monitor performance measures to evaluate not only the Division's activities but also the influence of other key organizations' policies and actions on the Toronto economy.
- Establish Toronto 1st Partnership as a forum for the Mayor to mobilize Toronto's business, labour, academic, cultural and community leaders to advocate common interests and implement action plans to improve the City.
- Convene a 'Cities Matter Economic Summit' to focus attention on the importance of increased public and private sector investment in urban areas in general, and Toronto in particular, as the engine of the Ontario and Canadian economies.
- Initiate Labour Force Development Program following transfer of policy, research, communication and education functions from former Workers' Information Action Centre of Toronto (WIACT) to the Economic Development Division. Enhance knowledge of labour force needs, issues, and available resources and improve linkages between business, labour, educators and the City.
- Develop a comprehensive program to revitalize and seek reinvestment in older employment areas of the City, in partnership with private sectors and other levels of government. Explore new municipal tools to encourage reinvestment.
- Develop new strategy for tourism sector and align City resources that impact on tourism.
- Undertake analyses on financial, tourism and aerospace sectors.
- Develop new e-commerce products related to business data and economic information.
- Consolidate offices – reduce number from 10 locations for 65 staff, in order to increase productivity and reduce costs.
- Service level pressures as a result of increased number of new BIAs, translating into additional staff resources.
- Initiated the Interdepartmental Co-ordinating Committee to meet monthly to help resolve issues across the City impacting on Business Improvement Areas and improving level of service.
- Explore opportunities to create better "venture capital market" in Toronto.

2001 KEY SERVICE LEVEL INDICATORS

	Results by Year			
	1998	1999	2000	2001
<b>Service Level</b>				
Gross expenditures				
Economic Development as a % of industrial/commercial taxes levied	-	0.006%	0.006%	T.B.D
Gross expenditures				
Economic Development per capita	-	\$2.45	\$2.43	T.B.D
<b>Efficiency</b>				
Cost per contact/client served				
film permits	-	\$25.90	\$23.36	-
small business clients (start up)	-	\$16.04	\$14.17	-
Cost per local company retained	-	\$120.00	\$80.00	-
Monies leveraged from private and public sponsorship for employment generating initiatives per Economic Development dollar				
	-	\$0.89	\$1.18	-
<b>Outcomes</b>				
Jobs created through business retention as a result of staff activity				
	-	5,311	5,500	-
New industrial space (Sq. ft.) added as a result of staff activity				
	-	N/A	4,888,596	-
Film production values/direct				
	-	\$342,368	\$405,953	-

## Budget Highlights

### 2001 OPERATING BUDGET

The Economic Development 2001 approved operating budget includes an additional \$0.482 million gross and \$0.385 million net over the 2000 funding level to deliver current services, as well as new services, as indicated below.

#### 2001 BASE BUDGET CHANGES

Includes \$0.237 Million gross and \$0.335 Million net increase for base budget changes:

	2001 Gross (millions \$)	2001 Net (millions \$)
<b>Expenditure Changes</b>		
Total salary changes	0.232	0.206
Re-instate International City-to-City Program	0.150	0.150
Other base budget changes	(0.085)	0.039
<b>Revenue Changes</b>		
None		
<b>Service Level Adjustments</b>		
Reduced funding for external advertising & TradeLink	(0.060)	(0.060)
<b>Total Base Budget Changes</b>	<b>0.237</b>	<b>0.335</b>

#### 2001 NEW SERVICE CHANGES

Includes \$0.235 Million gross and \$0.055 Million net for new service level changes resulting from 2000 approved Council/Committee directions.

	2001 Gross (millions \$)	2001 Net (millions \$)
<b>Existing Service Expansion:</b>		
Harmonization of Film Office	0.235	0.055
<b>New Service:</b>		
None		
<b>Total New Service Changes</b>	<b>0.235</b>	<b>0.055</b>



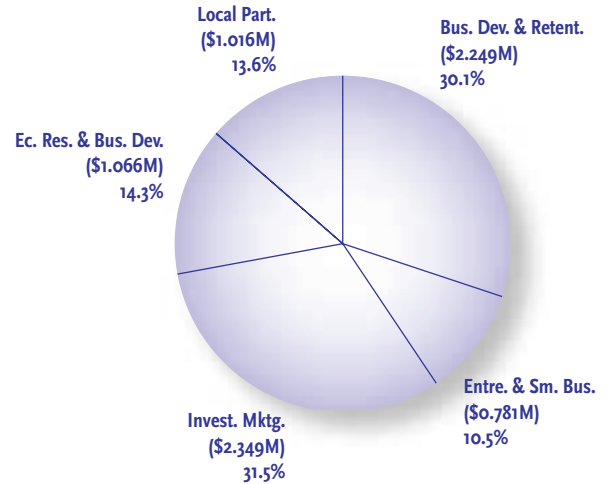
2001 OPERATING PROGRAM SUMMARY BY SERVICE

(Consolidated)

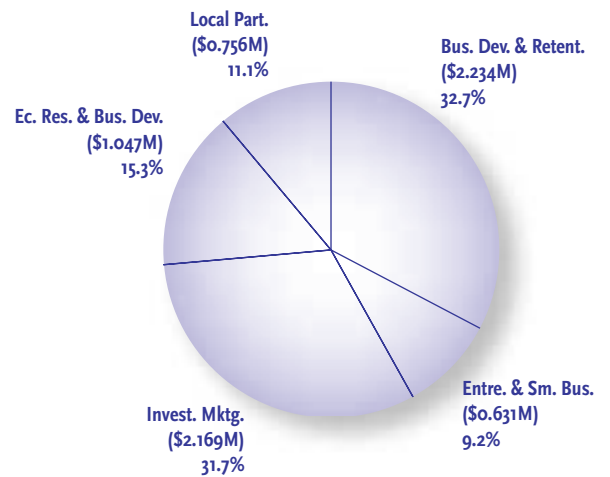
	2000 Budget (\$000's)	2001 Approved (\$000's)	Change from 2000 (\$000's) %	
<b>Gross Expenditures -Service</b>				
Business Development & Retention	2,084.3	2,249.7	165.4	7.9
Entrepreneurship & Small Business	904.2	780.6	(123.6)	(13.7)
Investment Marketing	2,024.9	2,348.6	323.7	16.0
Economic Research & Bus. Dev.	1,107.0	1,066.7	(40.3)	(3.6)
Local Partnerships	858.8	1,015.8	157.0	18.3
<b>Total Gross Expenditures</b>	<b>6,979.2</b>	<b>7,461.4</b>	<b>482.2</b>	<b>6.9</b>
Grants from Others	170.0	61.0	(109.0)	(64.1)
Interdepartmental				
Recoveries	0.0	0.0	0.0	N/A
User Fees	0.0	0.0	0.0	N/A
Other	357.9	563.7	205.8	57.5
<b>Total Revenues</b>	<b>527.9</b>	<b>624.7</b>	<b>96.8</b>	<b>18.3</b>
<b>Total Net Expenditures Excluding Capital Financing</b>				
	<b>6,451.3</b>	<b>6,836.7</b>	<b>385.4</b>	<b>6.0</b>
<b>Staffing Complement</b>				
Total Program (in Equivalent Funded Positions)	68.0	74.0	6.0	8.8

2001 OPERATING BUDGET

Approved Gross Expenditures by Service Area



Approved Net Expenditures by Service Area



## 2001 CAPITAL BUDGET

The total 2001 Gross Capital Budget is \$5.550 Million (2000 Budget - \$2.716 Million gross). Rationale for year-over-year difference is the completion of previously approved capital projects and the creation of new Business Improvement Areas.

Total 2001 recommended Gross Budget is \$5.550 M comprising of \$1.342 M Previously Approved Projects & \$4.208 M New Projects. [2000 Gross Budget – \$3.682 M]

Approval of \$1.342 M in 2001 for previously approved capital projects including:

- Business Improvement Area Streetscape Improvement Program
- Commercial Facade Program
- Employment Area Revitalization

Approval of \$4.208 M in 2001 to undertake new capital projects including:

- Business Improvement Area Streetscape Improvement Program
- Commercial Facade Program
- Employment Area Revitalization

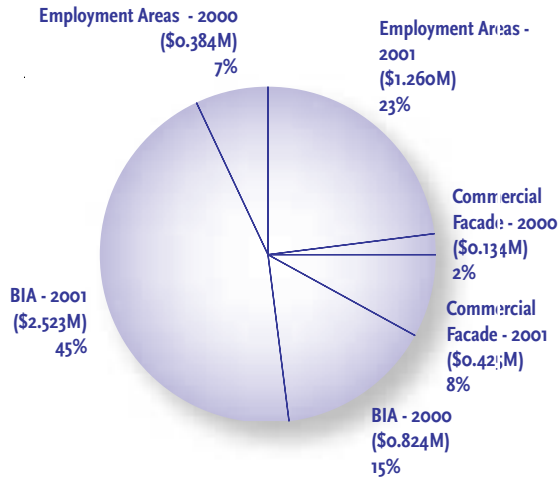
## 5 YEAR CAPITAL WORKS PLAN (2001 APPROVED PLUS FOUR YEAR REQUESTS/PLAN)

(\$ Millions)

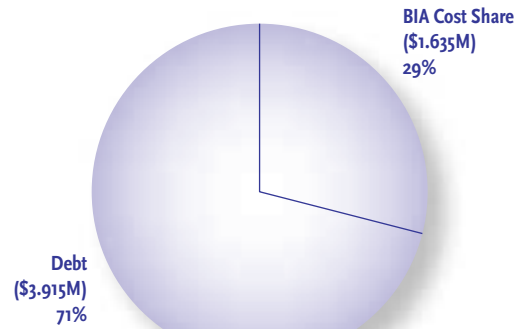
	Approved Budget	Future Year Estimates				Program Total
	2001	2002	2003	2004	2005	
<b>New/Change in Scope Projects</b>						
BIA Streetscape Improvement	2.523	2.223	2.493	2.763	2.899	12.901
Employment Area Revitalization	1.260	0.747	0.403	0.349	0.342	3.101
Commercial Facade Improvement	0.425	0.343	0	0	0	0.768
<b>Sub Total</b>	<b>4.208</b>	<b>3.313</b>	<b>2.896</b>	<b>3.112</b>	<b>3.241</b>	<b>16.770</b>
<b>Previously Approved Projects</b>	<b>1.342</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1.342</b>
<b>Total Program</b>	<b>5.550</b>	<b>3.313</b>	<b>2.896</b>	<b>3.112</b>	<b>3.241</b>	<b>18.112</b>

2001 CAPITAL BUDGET

Where the money goes...



Where the money comes from...

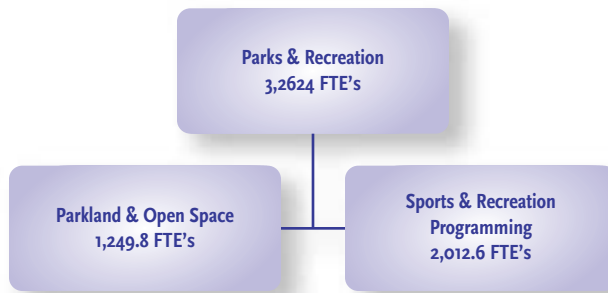


# Parks and Recreation

## MISSION STATEMENT

The Parks and Recreation Division’s mission is to ensure that the people in the diverse communities of Toronto have full and equitable access to high-calibre, locally responsive recreational programs, efficiently operated facilities, and safe clean and beautiful parks, open spaces, ravines and forests.

## PROGRAM MAP



## KEY SERVICES

The Parks and Recreation Division is responsible for the delivery of parks and recreation services including the provision of recreation facilities, sports and recreation programs and activities for all ages, green space management of natural habitats, parks and gardens, and waterfront programs and services.

The following summarizes the key programs and services delivered by the Division.

- Recreation Programs for Early Childhood/ Children, Youth, Adult and Seniors
- Aquatics, Arenas/Skating, Camps, Fitness Services and Community Centres
- Ferry Services
- Forestry, Parks Services, and Environmental Management
- Concession Operations
- Golf Courses and Ski Centres

## 2001 STRATEGIC DIRECTION AND SERVICE PRIORITIES

- To manage the fiscal resources allocated to Parks and Recreation effectively.

Parks and Recreation is committed to managing fiscal resources responsibly. We will protect the Divisions infrastructure assets through effective management, active preventative maintenance, development of updated maintenance management systems, and improved safety through completion of safety audits and preparation of related remediation programs.

- To stabilize and energize the staff levels within the Parks and Recreation Division. Parks and Recreation is committed to completing the amalgamation process. The Division is committed to completing this re-organization and finalizing recreation and parks front-line appointments.

Steps will be taken to ensure that staff, are orientated to their new positions and roles, and have the resources and training to thrive in those roles. The Division will continue to influence and foster the spirit of empowerment and a team approach to service delivery. An employee recognition program will be developed as a means of motivating staff and providing an environment that encourage creativity and ingenuity.

- To articulate the strategic directions and continue to address strategic issues in a timely and responsive manner.

Parks and Recreation is committed to developing a framework and critical path that will articulate our strategic direction and ensure that it is aligned with the corporate strategic plan. In developing this strategic direction, six key resource areas have been identified as being an integral part of the development. These key resource areas are human resources, fiscal resources, physical resources, programme/ services, stakeholders and positioning.

The Parks and Recreation Division, is also committed to addressing strategic issues in a timely and responsive manner. This includes issues such as the completion of the user fee evaluation and continued negotiations with the Board of Education.

Long range service delivery plans will be completed in 2001 for all facets of our business which include; children, youth, fitness, volunteers, revenue management, parks services, advisory committees, aquatics, environment, horticulture, greening, parks operations, technical services, forestry, camps, seniors, social recreation (high risk and homeless) and adults.

- To ensure that the quality of programs and services/parks and facilities exceeds established standards and to better position Parks and Recreation as providers of high quality programs and services.

The Parks and Recreation Division is responsible for the management of over 800 facilities, 1,500 parks which represent approximately 8,000 hectares of green space and the management of over 3 million trees in our urban forest. Parks and Recreation experiences millions of park users and visitors to facilities and special events on an annual basis.

Recreational facilities provide opportunities for users to participate in the following activities among others, fitness, aquatics, skating, tennis, golf, gymnastics, pre-school activities, summer fun centres and camps and informal activities City-wide. To accommodate some of these activities the division maintains among other facilities, 136 community centres, 21 fitness centres, 57 gymnasiums, 281 swimming pools, 121 ice surfaces, 210 tennis courts, 16 bocce courts, 833 playgrounds and 642 sports fields. Combined, the Division offers 54,000 recreation programs which sees participation by over 1.2 million people.

The Parks and Recreation Division is committed to providing high quality programs and services that contribute to a great degree of quality of life in the City of Toronto. This can

be accomplished by ensuring service excellence and complete customer satisfaction in all aspects of our interface with patrons from the various client groups

As stewards of natural heritage features including natural parklands, ravines, and trees, which comprise the urban forests, the division is committed to establishing and implementing effective practices aimed at ensuring that our natural heritage is healthy and sustainable. Parks and Recreation is developing a system for managing the backlog of tree maintenance including tree trimming and tree removal. The Division will work to develop a greening strategy and a comprehensive environmental plan to achieve consistency in the approach to planning and managing greenspaces to enhance significant environmental attributes.

**2001 KEY SERVICE LEVEL INDICATORS**

Parks:

	Results by Year			
	1998	1999	2000	2001
<b>Service Level</b>				
Hectares per 100,000 population	-	304.7	304.7	305.2
<b>Efficiency</b>				
Cost per hectare of parkland	-	\$7,821	\$7,859	\$8,936

Sports and Recreation:

	Results by Year			
	1998	1999	2000	2001
<b>Service Level</b>				
Available participant hours per 100,000 population	-	-	1,011,359	1,011,359
Available participant hours per capita	-	-	10,114	10,114
<b>Efficiency</b>				
Gross cost per participant hour-gross	-	-	\$2.11	\$2.79
Gross cost per participant hour-net	-	-	\$1.32	\$1.94
Cost per program registration	-	-	\$2.06	\$1.32

## Budget Highlights

### 2001 OPERATING BUDGET

Parks and Recreation 2001 approved budget includes an additional \$18.958M gross and \$14.138M net over the 2000 funding level to deliver current services, as well as new services, as indicated below.

#### 2001 BASE BUDGET CHANGES

Includes \$18.876 million gross and \$16.460 million net increase for base budget changes:

	Gross (millions \$)	Net (millions \$)
Cost of Living Increase	4.779	4.779
Benefits	1.125	1.125
Gapping	(0.645)	(0.645)
Recovery of Trade Salaries Related to Capital	0.800	0.000
Recovery of Permanent Salaries from Capital	0.000	(0.009)
Other Salaries	1.051	1.051
Overtime/Shift Bonus/Statutory Pay – Collection Agreements	2.087	2.087
Transfer of Non-Permanent to Permanent Status	0.454	0.454
Utility Increases	1.139	1.139
Expense/Revenue Adjustment for Major Maintenance and Reserve	(1.184)	0.000
Small Maintenance Projects	0.340	0.000
New Caretaking Contract	0.100	0.100
Fleet Maintenance Increase	2.536	2.536
Fleet Vehicle Contribution Increase	0.763	0.763
Transfer of Beach Lifeguards to Toronto Police	(0.401)	(0.401)
Reduction Based on 2000 Actual Experience	(0.884)	(0.884)
Transfer of South Arena Operators from Facilities and Real Estate	2.177	2.177
Transfer of Maintenance costs to Facilities	(1.261)	(1.261)
Toronto District School Board Rentals – Annualization	5.219	5.219
Prior Year Capital Program Impacts	1.141	1.131
Mayor’s Action Plan – Youth Violence	0.297	0.297
Children’s Report Card	0.444	0.411
Forestry Backlog	0.162	0.162
Golf Revenue Increase	0.000	(0.500)
Elimination of Grants and Subsidies Received	0.000	0.051
Impact of New Vending Contract	0.000	(0.575)
Revenue Adjustment between Districts to Reflect Actuals	0.492	0.974
Waste Receptacle Program	0.000	(0.016)
Re-Introduce Corporate Sponsorship on the Ferries	0.000	(0.240)
Implement Food Services Plan	0.000	(0.150)
Increase Permit Fees for Stadium Usage	0.000	(0.029)
Increase Permit Fees for Picnics	0.000	(0.155)

Harmonize Pool Permit Fees	0.000	(0.047)
Harmonize Gymnasium Permit Fees for Adult Groups	0.000	(0.030)
Harmonize Permit Fees for Sports Fields	0.000	(0.240)
Parking Charges – Expand Pilot Program	0.000	(0.250)
Maintain Sub-Contracting Maintenance at Woodbine Park	(0.060)	(0.060)
ASD Glen Rouge Campground Operations	(0.194)	(0.080)
Increase Permit Rental Rates for Minor Hockey, MTHL, Adult Ice	0.000	(0.780)
Operational Review – Riverdale Farm	(0.057)	(0.087)
Close East York Greenhouse	(0.006)	(0.006)
Eliminate Distribution of Christmas Poinsettias	0.000	(0.013)
Reduce Operation of Artificial Rinks	(0.096)	(0.096)
Reduction in Ferry Services	(0.150)	(0.150)
Extend Contracted Facility Maintenance Model to North District	(0.300)	(0.300)
Transfer of Management of Toronto Track and Field Committee to York University	(0.100)	(0.100)
Reduction in Support for Community Groups	(0.019)	(0.019)
Reduction in Preventative Maintenance Program in Facilities	(0.196)	(0.196)
Reduction in Preventative Maintenance Program in Parks	(0.677)	(0.677)
<b>Total Base Budget Changes</b>	<b>18.876</b>	<b>16.460</b>

#### 2001 NEW SERVICE CHANGES

Includes \$0.082 million gross and \$(2.322) million net for new service level changes primarily resulting from new Council/Committee directions:

	Gross (millions \$)	Net (millions \$)
Transfer of Lamport Stadium	0.039	(0.141)
Expansion of Recreation Programs	0.043	(0.001)
Other New Revenue Initiative	0.000	(0.180)
New User Fee Revenue - \$25 for Previously Free Camps and Instructional Programs for Children	0.000	(2.000)
<b>Total New Service Changes</b>	<b>0.082</b>	<b>(2.322)</b>
<b>Total New and Base Changes</b>	<b>18.958</b>	<b>14.138</b>

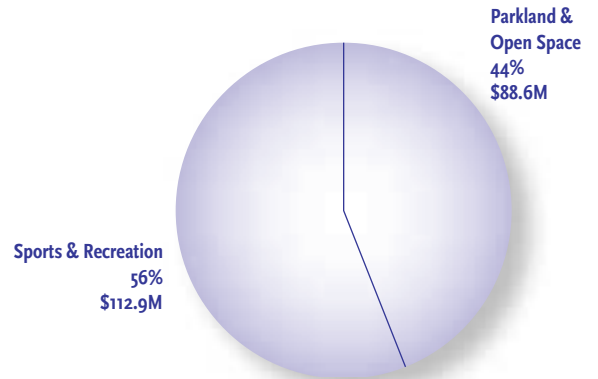
2001 OPERATING PROGRAM SUMMARY BY SERVICE

(Consolidated):

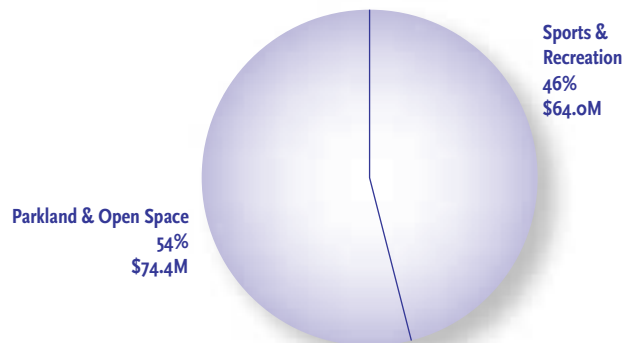
	2000 Budget (\$000's)	2001 Approved (\$000's)	Change from 2000 (\$000's)	%
Service				
Parkland & Open Space	82,768.6	88,561.3	5,792.7	7.0
Sports & Recreation	99,749.2	112,914.2	13,165.0	13.2
<b>Total Gross Expenditures</b>	<b>182,517.8</b>	<b>201,475.5</b>	<b>18,957.7</b>	<b>10.4</b>
Parkland & Open Space	14,907.0	14,177.4	(729.6)	(4.9)
Sports & Recreation	43,331.2	48,880.2	5,549.0	12.8
<b>Total Revenues</b>	<b>58,238.2</b>	<b>63,057.6</b>	<b>4,819.4</b>	<b>8.3</b>
<b>Total Expenditures Excluding Capital Financing</b>	<b>124,279.6</b>	<b>138,417.9</b>	<b>14,138.3</b>	<b>11.4</b>
Staffing Complement				
Total Program (Full Time Equivalent)	3,253.0	3,262.4	9.4	0.3

2001 OPERATING BUDGET

Gross Expenditures by Service \$201.5M



Net Expenditures by Service \$138.4M



## 2001 CAPITAL BUDGET

Total 2001 Gross Budget is \$69.2 M comprising of \$37.8 M Previously Approved Projects (with future year commitments totaling \$23.0 million) & \$31.4 M New Projects. [2000 Budget – \$70.8 M]

Rationale for year-over-year difference: the completion of previously approved capital projects; new capital projects including state of good repair projects.

Approval of \$37.8 M in 2001 to complete previously approved capital projects including:

- \$4.5 million for construction of Main Square Recreation Centre, scheduled for 2001.
  - \$3.0 million for renovations to McCormick Recreation Centre, scheduled for 2001.
  - \$2.7 million for replacement of the Lord Dufferin Pool, scheduled for 2001.
  - \$2.5 million for construction of Heron Park Community Centre, scheduled for 2001.
  - \$2.4 million for redevelopment of the High Park Outdoor Pool, scheduled for 2001.
  - \$1.5 million for reconstruction of the Pinewood Outdoor Pool, scheduled for 2001.
  - \$1.8 million for playgrounds and waterplays.
  - \$6.4 million for park development of 30 parks, scheduled for 2001 with future year commitments of \$1.3 million.
  - \$2.0 million for development and improvements of outdoor recreation centres, including:
    - L'Amoreaux Tennis Court
    - Cummer Skateboard Park
    - West District Bocce Court
  - \$1.0 million for development of St. Jamestown Recreation Centre, with a future year commitment of \$9.0 million
- Approval of \$31.4 M in 2001 with no future year commitments for new capital projects including:
- \$2.7 million in new parkland acquisitions.
  - \$2.0 million for start up costs of the Eglinton/Black Creek Community Centre.
  - \$2.6 million for park development including:
    - L'Amoreaux Park Kidstown Waterplay Park
    - Murison Park
    - Dundonald Parkette
    - Rexdale Park
    - Alexander Muir Gardens
  - \$2.3 million for playground and waterplay development including:
    - Playground Rehabilitation to CSA Guidelines
    - John Innes Park
    - Ashbridges Park
    - Horesley Hill Park
    - Pottery Park
    - Corvette Park
  - \$4.5 million for major maintenance.
  - \$1.8 million for environmental initiatives including:
    - Tree Advocate Program
    - Franklin the Turtle Storybook Garden
    - Ravine Forest Management.
  - \$2.1 million for pool development and repairs including:
    - Westmount Pool
    - Douglas Snow Pool
    - Maryvale Park Pool
    - Summerville Outdoor Pool
    - Stanley Park Community Centre Pool



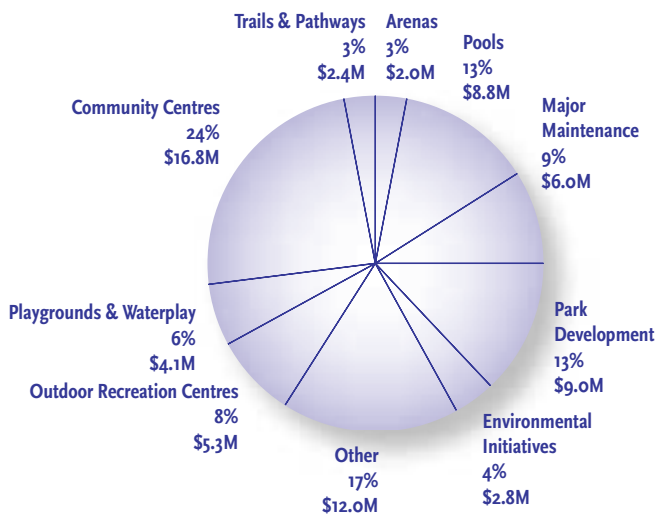
5 YEAR CAPITAL WORKS PLAN (2001 APPROVED PLUS FOUR YEAR REQUESTS/PLAN)

Gross Expenditures \$000's

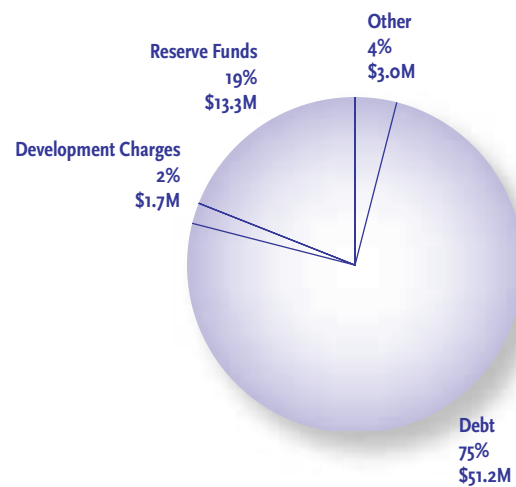
	Approved Budget		Future Year Estimates			Program Total
	2001	2002	2003	2004	2005	2001-2005
Programs						
Facility Components	3,151	1,985	3,560	2,167	2,772	13,635
Land Acquisition	6,006	0	0	0	0	6,006
Outdoor Recreation Centre	5,343	1,636	1,175	458	1,725	10,337
Park Development	8,962	2,134	1,525	1,435	3,268	17,324
Parking Lots & Tennis Courts	1,157	849	811	398	731	3,946
Playgrounds/Waterplay	4,103	1,700	1,700	0	600	8,103
Pools	8,754	726	1,387	1,721	564	13,152
Arenas	2,023	3,080	883	8,031	2,653	16,670
Trails & Pathways	2,392	490	90	50	675	3,697
Environmental Initiatives	2,818	1,895	1,555	2,120	1,710	10,098
Major Maintenance	6,046	4,618	3,650	3,250	4,115	21,679
Special Facilities	1,686	712	242	150	4,738	7,528
Community Centres	16,776	7,335	3,755	1,239	2,362	31,467
<b>Total Capital Budget</b>	<b>69,217</b>	<b>27,160</b>	<b>20,333</b>	<b>21,019</b>	<b>25,913</b>	<b>163,642</b>

2001 CAPITAL BUDGET

Where the money goes...



Where the money comes from...



# Special Events

## MISSION STATEMENT

To achieve our vision, Toronto Special Events undertakes the following:

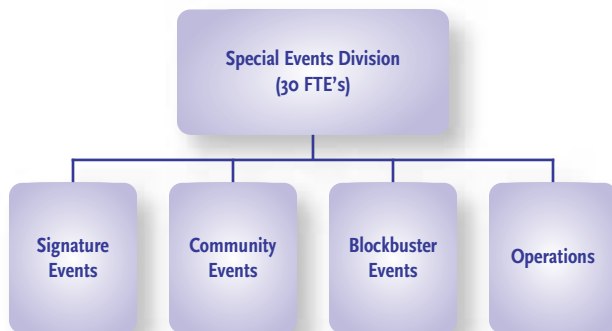
- An integrated approach to programming, production, marketing and sponsorship in the development of City event experiences (Signature, Blockbuster and Community Events)
- Dialogue with, support and consult with external event producers and industry stakeholders (Event Consulting Services)
- A strategic, results-oriented work ethic, relying on research, consultation, evaluation and timely partnerships to stay on the cusp of the event industry
- A commitment to excellence in business management and staff development
- Aggressive sponsorship/marketing campaigns enticing Corporate Canada to participate and invest in our event properties
- A collaborative approach to strengthen Toronto's tourism market by focusing on the development of export-ready event properties.

## KEY SERVICES

Toronto Special Events Division is responsible for:

- The development and implementation of City-produced signature events and festivals across the City of Toronto;
- Supporting externally produced festivals and events through festival consulting;
- The development and implementation of City-produced programming in Nathan Phillips Square and Mel Lastman Square;
- Facilitation of professional and community event presenters in Nathan Phillips Square and Mel Lastman Square;
- The development and implementation of blockbuster events and special projects which have included the Millennium Eve Celebrations, the facilitation of Year 2000 community Millennium initiatives, as well as special projects such as Moose in the City Outdoor Art Exhibition.

## PROGRAM MAP



## 2001 STRATEGIC DIRECTION AND SERVICE PRIORITIES

- Develop, implement and support a wide range of festivals and special events across the City.
- Produce tourism properties that brand Toronto as a “City of Festivals” and showcase the city as a great place to work, live and play.
- Focus on four activity areas:
  - 1. Signature Events and Festivals: City-developed signature events are tourism properties designed to showcase Toronto to the rest of the world
  - 2. Blockbuster Celebrations and Special Projects: Production of one-off events/activities to celebrate a momentous occasion such as the arrival of the new Millennium and Special Projects such as Moose in the City outdoor art exhibition.
  - 3. Programming Destination Civic Squares: City-produced events in these squares include major holiday celebrations, summer music series and activities.
  - 4. Event Consulting: Toronto Special Events expedites related City processes (e.g. road closures, permits, grant applications) for outside festival producers and is available for consultation on any aspect of event production.

### 2001 KEY SERVICE LEVEL INDICATORS

	Results by Year			
	1998	1999	2000	2001
Efficiency				
Net cost per attendee	-	-	-	-
Signature events	\$2.34	\$2.36	\$1.56	-
Blockbuster events	-	-	\$0.79	-
Community events	\$2.28	\$2.12	\$1.93	-
Revenues as a % of costs	-	42%	46%	46%

## Budget Highlights

### 2001 OPERATING BUDGET

The Special Events Division 2001 approved operating budget includes an additional \$0.088 Million gross and a reduction of \$0.074 Million net over the 2000 approved funding level to deliver current services as well as new services as indicated below.

### 2001 BASE BUDGET CHANGES

Includes reductions of \$0.158 Million gross and \$0.108 million net for base budget changes.

	2001 Gross (millions \$)	2001 Net (millions \$)
Expenditure Changes		
Salary & Wages	162.2	162.2
Prior Year Impacts - Reversal of Millennium Event	-170.1	-170.1
Prior Year Impacts - Reversal of New Year's Eve	-150.0	-100.0
Revenue Changes		
None		
Service Level Adjustments		
None		
<b>Total Base Budget Changes</b>	<b>-157.9</b>	<b>-107.9</b>

### 2001 NEW SERVICE CHANGES

Includes \$0.246 Million gross and \$0.034 Million net for new service level changes.

	2001 Gross (millions \$)	2001 Net (millions \$)
Existing Service Expansion:		
Winterfest Program	40.9	-14.1
Street Festival Program	83.2	-1.8
Mel Lastman Square Program	15.0	0.0
Nathan Phillips Square Program	7.1	0.1
Enhanced New Year's Eve Event	100.0	50.0
<b>Total New Service Changes</b>	<b>246.2</b>	<b>34.2</b>

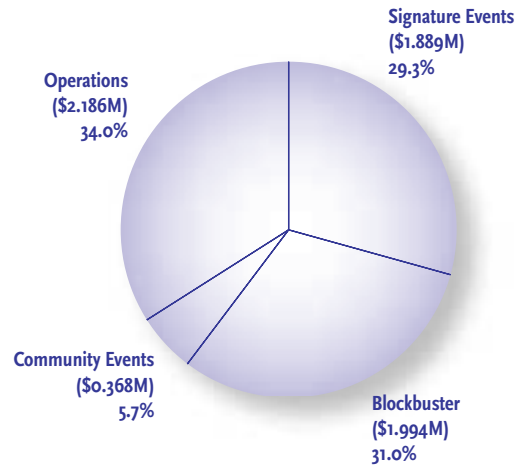
2001 OPERATING PROGRAM SUMMARY BY SERVICE

(Consolidated)

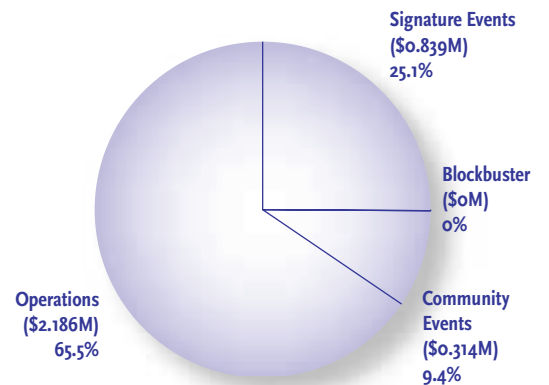
	2000 Budget (\$000's)	2001 Approved (\$000's)	Change from 2000 (\$000's)	%
<b>Gross Expenditure - Service</b>				
Signature Events	1,663.6	1,888.6	225.0	13.5
Blockbuster	2,314.5	1,994.4	(320.1)	(13.8)
Community Events	346.0	368.1	22.1	6.4
Operations	2,024.9	2,186.2	161.3	8.0
Unassigned			0.0	N/A
<b>Total Gross Expenditures</b>	<b>6,349.0</b>	<b>6,437.3</b>	<b>88.3</b>	<b>1.4</b>
<b>Revenue - Service</b>				
Signature Events	860.0	1,050.0	190.0	22.1
Blockbuster	2,044.4	1,994.4	(50.0)	(2.4)
Community Events	32.0	54.0	22.0	68.8
Operations	0.0	0.0	0.0	N/A
Unassigned			0.0	N/A
<b>Total Revenues</b>	<b>2,936.4</b>	<b>3,098.4</b>	<b>162.0</b>	<b>5.5</b>
<b>Net Expenditure - Service</b>				
Signature Events	803.6	838.6	35.0	4.4
Blockbuster	270.1	0.0	(270.1)	(100.0)
Community Events	314.0	314.1	0.1	0.0
Operations	2,024.9	2,186.2	161.3	8.0
Unassigned	0.0	0.0	0.0	N/A
<b>Total Net Expenditures</b>	<b>3,412.6</b>	<b>3,338.9</b>	<b>(73.7)</b>	<b>(2.2)</b>
<b>Staffing Complement</b>				
Total Program (in equivalent funded positions)	30.0	30.0	0.0	0.0

2001 OPERATING BUDGET

Approved Gross Expenditures by Service Area (\$6.437M)



Approved Net Expenditures by Service Area (\$3.339M)



2001 CAPITAL BUDGET

Not applicable

# Customer & Business Support

## MISSION STATEMENT

- Technical Support and Administration Division.** To work in partnership with corporate service providers to ensure the delivery of high quality, timely, and cost-effective services to the Department and its external customers in its core business areas. Administration and Support Services staff embrace and promote change and form professional, multi-skilled and flexible work teams to provide superior customer service in a one-stop shopping model. The division provides a Department focus to integrate and coordinate issues that cross-divisional lines, and help establish consistency and standardization for those services that require a high degree of control.
- Policy and Development Division.** To provide client-based support in the areas of planning, development, design, land acquisition, policy and research to fulfill the Department's mandate of delivering high quality, accessible recreational and cultural facilities and services that will improve the quality of life of the citizens of Toronto and preserve and enhance the natural environment and open space areas of the City.

## KEY SERVICES

The following key programs and services are delivered by the division:

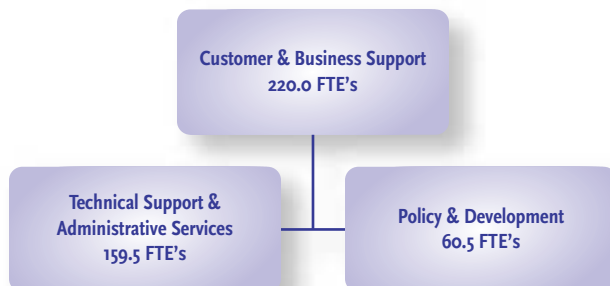
- Administration and support for the department in the area of finance, staff support, customer service, information technology, promotion and communications, and business and strategic planning.**
  - Process registration and issue permits for Parks and Recreation.
  - Produce Toronto Fun Parks and Recreation Guides and Toronto Cycling Maps.
- Policy and development support for the department in the area of capital projects, parks and recreation planning, policy and standards, and research and grants.**
  - Purchase new land and plan, design and construct capital projects.
  - Produce research survey questionnaires, demographic studies, research projects and policies.

## 2001 STRATEGIC DIRECTION AND SERVICE PRIORITIES

### Technical Support and Administration Division

- Establish service level agreements with Corporate partners and with other divisions
- Continue to provide input to the Master Accommodation Plan
- Complete divisional staffing to front-line level; train and orient staff accordingly.
- Complete the 2001 Capital and Operating Budgets
- Conduct a business case review of the marketing of Parks and Recreation programs

## PROGRAM MAP



- Implement a departmental electronic service delivery plan with the initial phase being the introduction of internet registration of recreation programs
- Review and finetune harmonized financial control policies and procedures across the department
- Review and fine tune the department IT plan
- Review and fine tune the department Training Plan
- Introduce harmonized hiring procedures and orientation packages for part-time and seasonal staff
- Review and refine the internal communications strategy
- Develop partnership and sponsorship strategies for major department initiatives, including the outdoor advertising program, the tree advocacy program, Doors Open, Lakeshore Assembly Hall, etc.
- Facilitate the introduction of the Parks and Recreation Visual Identity Program
- Co-ordinate the development of the department multi-year business plan and strategic plan
- Co-ordinate the establishment and migration of current departmental information on the internet to meet the requirements of the new corporate web site design
- Work in conjunction with other divisions and corporate and outside partners to provide communications planning and support to major departmental initiatives such as the Culture Plan, the Waterfront Culture Plan, the Economic Development Strategy, User Fee Research and Review, etc.
- Plan, design and construct new facilities in accordance with 2001 Capital Budget priorities
- Review the capital budget process and revise as necessary to improve it
- Lead Culture Plan project in co-operation with Culture Division staff and staff in other divisions/departments (complete Directives Report and public consultation in 2001)
- Support the work of corporate inter-departmental committees, task forces and inter-departmental project teams
- Develop Official Plan policies in co-operation with UDS, based on a parkland adequacy assessment and natural heritage indicators
- Develop a Land Acquisition Strategy for parkland and open space
- Participate on the interdepartmental team, led by UDS, in the development of the Part II Plan for the Central Waterfront area
- Develop provision strategies and plans for various park and recreational facilities (e.g., community/recreation centres, outdoor ice facilities, sportsfields)
- Develop a city-wide Parkland Dedication By-law by end of 2001
- Develop harmonized Departmental Policy and Procedures Administration Manual by 2001
- Develop framework for a Parks and Recreation Service Plan and department-wide Strategic Plan, in co-operation with other EDCT divisions
- Develop a harmonized Municipal Alcohol Policy by first quarter 2001, in co-operation with Parks & Recreation Division and Public Health

#### **Policy and Development Division**

- Commence the development of a plan for a complete state of good repair analysis of major EDCT facilities
- Develop 5 (2001-2005) and 10 year (2001-2010) Capital Budget Program for Department

- Provide computer based research information to Park and Recreation and Culture divisions e.g. demographic profiles, needs assessments, program summaries
- Provide data inventory on grants (from external sources) available to community based groups for park and recreation improvements and initiatives
- Develop community and recreation centre catchment/service area and capture rate estimates

## Budget Highlights

### 2001 OPERATING BUDGET

Customer and Business Support 2001 approved budget includes an additional \$0.753M gross and \$0.398M net over the 2000 funding level to deliver current services as indicated below.

#### 2001 BASE BUDGET CHANGES

Includes \$0.753 million gross and \$0.398 million net increase for base budget changes:

	Gross (millions \$)	Net (millions \$)
Cost of Living Increase	0.479	0.479
Benefits	0.089	0.089
Gapping	(0.281)	(0.281)
Funding for Non-Permanent Registration Staff	0.200	0.200
Recovery of Permanent Salaries from Capital	0.156	(0.199)
Other Salaries	0.225	0.225
Overtime/Shift Bonus/Statutory Pay – Collective Agreements	0.133	0.133
Transfer of Non-Permanent to Permanent Status	0.033	0.033
Casual Rate Harmonization	0.080	0.080
Cost Savings	(0.200)	(0.200)
Eliminated budget for professional trade books and magazines	(0.008)	(0.008)
Elimination of the Summer Student Research Program	(0.031)	(0.031)
Reduce scope of pre-capital development projects	(0.050)	(0.050)
Eliminate funding for Police Reference Checks	(0.046)	(0.046)
Reduced support to part-time Training and Development	(0.026)	(0.026)
<b>Total Base Changes</b>	<b>0.753</b>	<b>0.398</b>

### 2001 OPERATING PROGRAM SUMMARY BY SERVICE

(Consolidated)

	2000 Budget (\$000's)	2001 Approved (\$000's)	Change from 2000	
			(\$000's)	%
Service				
Technical Support and Administrative Services	12,839.0	13,469.6	630.6	4.9
Policy and Development	4,978.1	5,100.1	122.0	2.5
<b>Total Gross Expenditures</b>	<b>17,817.1</b>	<b>18,569.7</b>	<b>752.6</b>	<b>4.2</b>
Technical Support and Administrative Services	200.0	200.0	0.0	0.0
Policy and Development	1,544.1	1,899.0	354.9	23.0
<b>Total Revenues</b>	<b>1,744.1</b>	<b>2,099.0</b>	<b>354.9</b>	<b>20.3</b>

<b>Total Net Expenditures Excluding Capital Financial</b>	<b>16,073.0</b>	<b>16,470.7</b>	<b>397.7</b>	<b>2.5</b>
---	-----------------	-----------------	--------------	------------

Staffing Complement

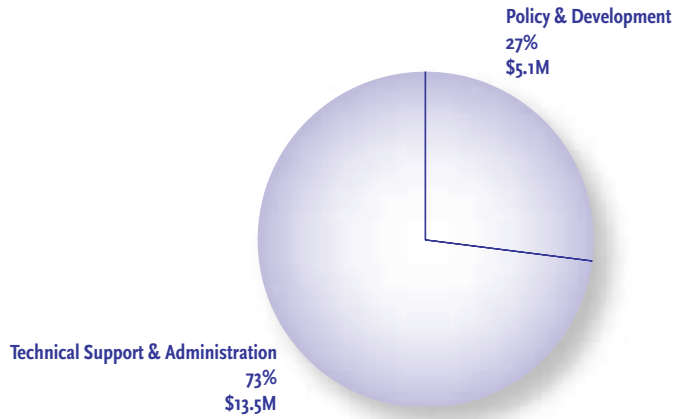
Total Program (full time equivalents)	217.0	220.0	3.0	1.4
---	-------	-------	-----	-----

2001 OPERATING BUDGET

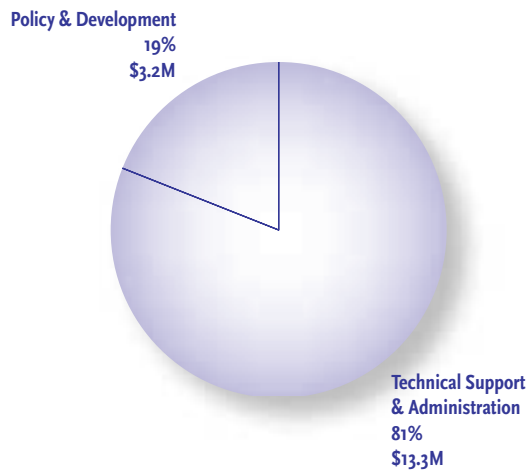
2001 CAPITAL BUDGET

Gross Expenditures by Service \$18.6 M

Not applicable



Net Expenditures by Service \$16.5 M



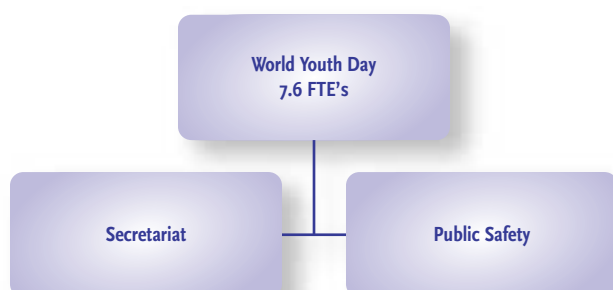


## World Youth Day

### MISSION STATEMENT

To co-ordinate the planning and delivery of City services to facilitate the World Youth Day 2002 Conference and Papal visit. This event will be the largest event the City has hosted with 750,000 international delegates and 3,000 international journalists.

### PROGRAM MAP



### KEY SERVICES

Co-ordinating the planning and delivery of City services to facilitate the World Youth Day 2002 Conference and Papal visit.

### 2001 STRATEGIC DIRECTION AND SERVICE PRIORITIES

- Assist the World Youth Day Council plan for the event
- Facilitate, co-ordinate and monitor City services to the World Youth Day Council
- Act as key contact point and local resource for World Youth Day Council
- Act as central information source for City Departments and ABCs, Council and the public
- Report on progress and flag issues for City Council Reference Group and City Council
- Represent City's interest on World Youth Day Intergovernmental Co-ordinating Committee

- Maximize opportunities to enhance the economic and tourism impact of the event
- Maximize opportunities for City-wide community involvement
- Track and report on corporate resource allocations and requirements
- Manage loan agreement and approve disbursement of funds
- Ensure the broader community is informed and prepared to the impact of this event on City operations
- Negotiate operating agreement terms and conditions;
- Co-ordinate activities and resources with Provincial and Federal governments;
- Co-ordinate the detailed planning of public safety, security and transportation measures
- Co-ordinate communications strategy for residents, businesses and media to maximize world-wide promotional opportunities

## Budget Highlights

### 2001 OPERATING BUDGET

#### 2001 BASE BUDGET CHANGES

Budget Highlights	2001 Gross (millions \$)	2001 Net (millions \$)
Expenditure Changes		
Non-permanent salaries and benefits	0.661	0.661
Materials and supplies	0.020	0.020
Services and rents	0.190	0.190
Revenue Changes		
None		
Service Level Adjustments		
None)		
<b>Total Base Changes</b>	<b>0.871</b>	<b>0.871</b>

**2001 NEW SERVICE CHANGES**

	2001 Gross (millions \$)	2001 Net (millions \$)
Existing Service Expansion:		
Not applicable.		
New Service:		
Not applicable.		
<b>Total New Service Changes</b>	<b>0.0</b>	<b>0.0</b>

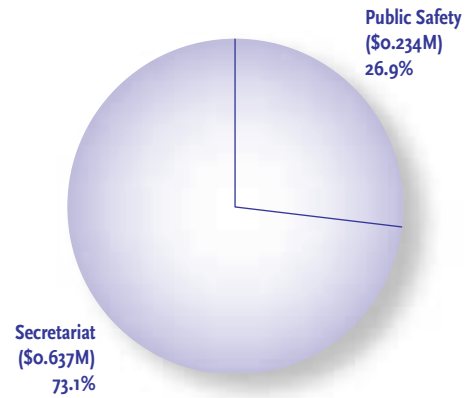
**2001 OPERATING PROGRAM SUMMARY BY SERVICE**

(Consolidated)

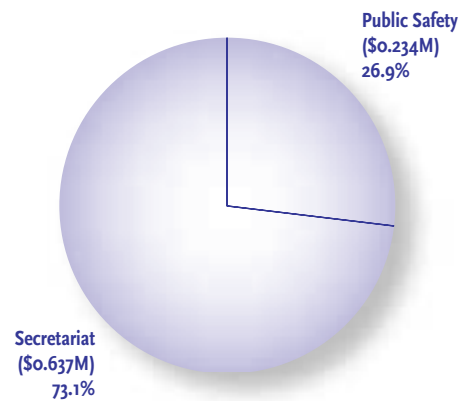
	2000 Budget (\$000's)	2001 Approved (\$000's)	Change from 2000 (\$000's)	%
Gross Expenditure - Service				
Secretariat	0.0	636.8	636.8	N/A
Public Safety	0.0	234.0	234.0	N/A
<b>Total Gross Expenditures</b>	<b>0.0</b>	<b>870.8</b>	<b>870.8</b>	<b>N/A</b>
Revenue - Service				
Secretariat	0.0	0.0	0.0	N/A
Public Safety	0.0	0.0	0.0	N/A
<b>Total Revenue</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>N/A</b>
Net Expenditure - Service				
Secretariat	0.0	636.8	636.8	N/A
Public Safety	0.0	234.0	234.0	N/A
<b>Total Net Expenditures Excluding Capital Financing</b>	<b>0.0</b>	<b>870.8</b>	<b>870.8</b>	<b>N/A</b>
Staffing Complement				
Total Program (in equivalent funded positions)	0.0	7.6	7.6	N/A

**2001 OPERATING BUDGET**

**Approved Gross Expenditures by Service Area \$0.871 million**



**Approved Net Expenditures by Service Area \$0.871 million**



**2001 CAPITAL BUDGET**

Not applicable

# Urban Development Services

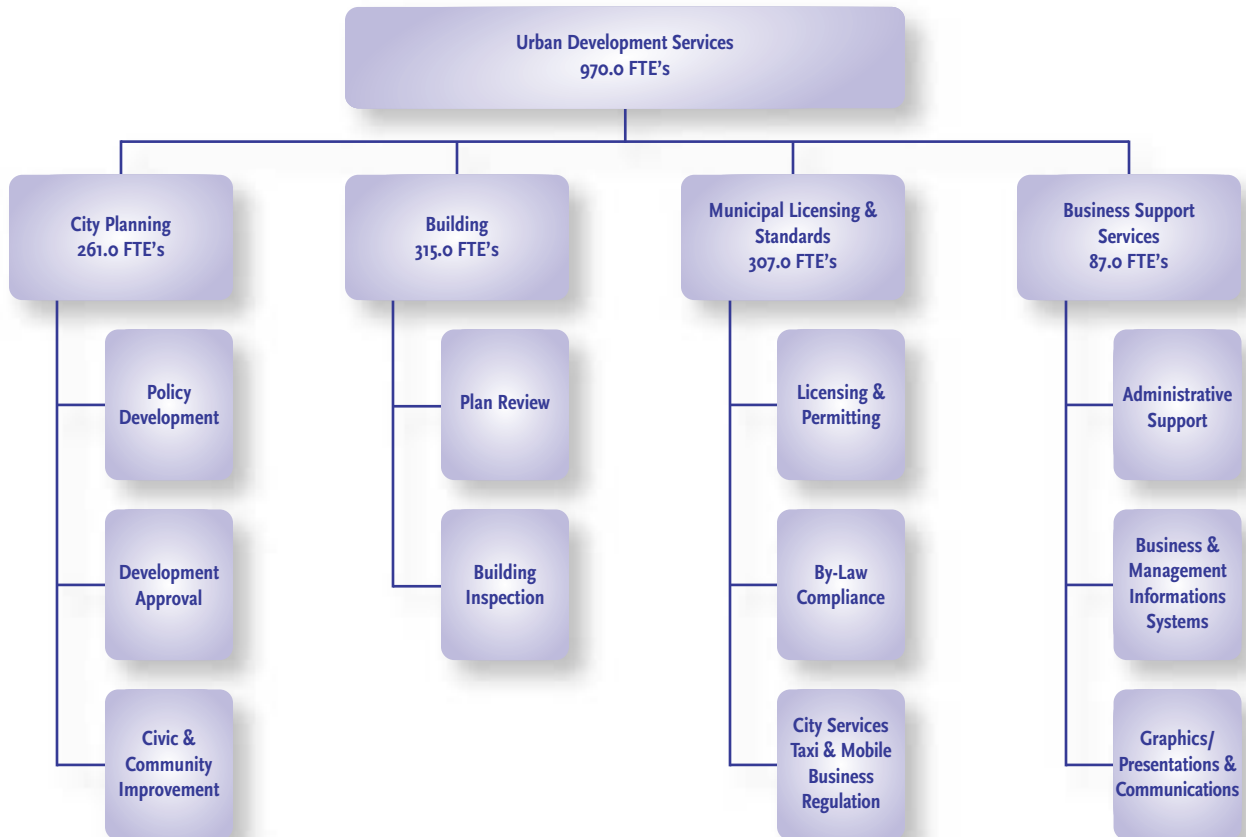
The Urban Development Services Department is composed of four Divisions: City Planning; Building; Municipal Licensing and Standards; and Business Support Services. The Department organizes its service delivery through four districts (west, north, south, and east).

## MISSION STATEMENT

The Urban Development Services Department contributes to the enhancement of the quality of life in the City of Toronto. Through its various responsibilities, it guides change and manages growth in the urban physical environment with the objective of promoting general economic and social prosperity. The Department oversees the construction and demolition of buildings thereby ensuring City-wide safety and wellbe-

ing for its many industry stakeholders – owners, tenants, occupants, visitors, and the general public. By appropriately regulating trades and services, as well as ensuring compliance with City By-laws, the Department promotes harmonious interaction among a myriad of commercial and residential parties. The activities of the Department are always guided by citizen participation, sensitivity to our diverse community neighbourhoods and concern for the City’s current needs and future interests.

## PROGRAM MAP



## 2001 KEY SERVICES

- **City Planning Division:** manages the growth and physical form of the City and reviews and processes development applications from both a community planning and an urban design perspective. Public input is gathered and research conducted to develop plans, regulations and projects that protect and enhance the urban environment. The Division provides support for City Council and its committees as well as community-based working groups established to review specific development plans.
- **Building Division:** oversees the construction and demolition of buildings in the City. Its mandate is to achieve compliance with the provisions of the Building Code and many other applicable regulations governing the construction of buildings. It should be noted that for the first time ever, construction value of permits issued in year 2000 exceeded the \$3 billion mark, representing a 69% increase from 1999.
- **Municipal Licensing & Standards Division:** enforces numerous by-laws, including property standards, zoning, fences, debris (on private property), signs, noise, long grass and weeds, and stationary business licensing. Workload (the number of investigation files opened) has increased 45% since 1998. Due to a decline in average staffing levels in the same period, workload per front-line officer has increased 72%. This growth is a function of a number of factors including; the general age of built stock, the rapid growth of e-mail complaints, the Tenant Protection Act, and increased public and media attention to issues of property maintenance and debris. The Division also regulates the taxi, limo, and two truck industries through its Taxi Industry Unit. The Unit is dedicated to promoting high quality customer service, consumer protection and sound business practices in the taxicab industry and other vehicular businesses including livery vehicles, refreshment vehicles and mobile vending, tow trucks, driving schools, horse-drawn carriages and pedicabs (rickshaws). The taxicab industry is an integral part of the City's business community especially for the tourism trade. As such, the Unit works closely with the Toronto taxicab industry to improve the condition of taxicab vehicles, to provide training to owners and drivers, and to ensure that taxicab service in the City is safe, efficient and reliable. The Unit conducts vehicle inspections (24,000 per year), trains taxi drivers (4,700 a year) and conducts enforcement.
- **Business Support Services Division:** ensures the provision and co-ordination of the administrative support functions for the entire Department. The division also oversees the development, implementation and control of the Department's budget to comply with corporate policies and guidelines, ensures effective communications to all Department staff, while at the same time maintains linkages with the corporate communications function. The Presentation Graphics Section complements the activities of the other divisions of the department by providing presentation graphics to support reports to Council and Committee, research projects, etc. This division also oversees the technological requirements of the Department. A key initiative here is the development of an Integrated Business Management System (IBMS) for the department.

## 2001 STRATEGIC DIRECTION AND SERVICE PRIORITIES

### City Planning Division

- Bring forward a new draft Official Plan (Toronto Plan), which is expected to be considered by City Council in the Fall of 2001.
- Scope-out the priorities, requirements and work-plan to implement new city-wide harmonized Zoning By-law provisions.
- Adapt the Divisional structure to best respond to the new six Community Council model.
- Support implementation of Our Toronto Waterfront, including directions for the Portlands and the potential for the 2008 Olympics.
- Develop a Secondary Plan for the Central Waterfront expected to be considered by Council in Spring 2001.
- Coordinate and host annual City of Toronto Architecture and Urban Design Awards.

### Building Division

- The inspection programs will focus on a more strategic delivery of inspection services in collaboration with clients (builders/developers) – a demand inspection program is in the final stages of development which will require builders to call at critical stages of construction for clearance and authorization to proceed.
- We anticipate that, with more strategic monitoring of projects under construction, we will minimize non-productive inspection time, which can be directed toward more efficient response to complaints and problem projects, where necessary.
- We will continue to work with our colleagues to improve business processes, and clarify roles and responsibilities of various agencies and clients to improve the turnaround time for issuing building permits

### Municipal Licensing & Standards Division

- Focus limited resources on key public safety and consumer protection issues
- Implement alternative response and priority setting practices for complaints
- Encourage business to take responsibility for their own problems by building industry self-management
- Improve public education and involvement in regulatory activities
- Improve licensing customer service
- Track core management indicators
- Develop and implement Licensing module for IBMS
- Fully integrate vending/permitting and review legislation
- Implement multi-agency enforcement operations headed by the District Coordinators
- Provide driver re-training for 4,000 taxi drivers
- Examine limo regulation and prepare a report on possible reforms
- Begin the Licensing by-law review

**2001 KEY SERVICE LEVEL INDICATORS**

Building:

	Results by Year			
	1998	1999	2000	2001
Service Level				
Response time	-	-	-	-
Mandatory inspection during construction	-	-	48 hours	-
Unsafe building or condition	-	-	Immediate	-
Complaint regarding public safety matter	-	-	Immediate	-
General complaint or inquiry	-	-	10 days	-
Efficiency				
Cost per compliance letter	-	-	\$15.63	-
Cost per permit application and preliminary review	-	-	\$249.00	-
Cost per zoning review for liquor/business licenses	-	-	\$119.57	-
Average cost per inspection	-	-	\$64.00	-

Planning:

	Results by Year			
	1998	1999	2000	2001
Service Level				
Processing Time	-	-	-	-
Official Plan /zoning by-law amendment	-	-	210-300 days	-
Site plan approval Committee of	-	-	120-210 days	-
Adjustment consents	-	-	90 days	-
Policy expenditures per capita	-	\$2.14	\$2.32	-
Efficiency				
Average cost per planning application	-	\$12,995	\$15,507	-
Customer Service				
Annual client satisfaction survey	-	-	89.6%	89.0%
Average cost of Committee of adjustment application	-	\$693	\$727	-

Municipal Licensing & Standards:

Service Level	Results by Year			
	1998	1999	2000	2001
Turnaround times- licenses	-	-	-	-
Renewal of licenses	-	-	48 hours	-
New licenses- municipal licensing portion	-	-	48 hours	-
New licenses- municipal licensing portion plus police criminal record check	-	-	4-6 weeks	-
Response times- municipal standards	-	-	-	-
Councillor initiated (6% of activity)	-	-	48 hours	-
Public safety	-	-	48 hours	-
Non public safety	-	-	3-4 weeks	-
			based on current workloads	
Efficiency				
Cost per license issued	-	-	-	-
Renewal of licenses	-	-	\$30	-
New licenses-	-	-	\$125	-

**Budget Highlights**

**2001 OPERATING BUDGET**

Urban Development Services 2001 approved budget includes an additional \$1.699M gross and a reduction of \$1.378M net from the 2000 funding level to deliver current services, as well as new services, as indicated below.

**2001 BASE BUDGET CHANGES**

Includes \$0.455 M gross and \$1.296M net increase for base budget changes:

	2001 Gross (millions \$)	2001 Net (millions \$)
Expenditure Changes		
Cost of living adjustment	2.062	2.062
Salary & wage changes / gapping increase	(0.623)	(0.623)
Increase to inter-dept'l charges (maint & contracts)	1.422	1.422

PROGRAM SUMMARIES - URBAN DEVELOPMENT SERVICES

Efficiency savings – various clerical functions	(1.018)	(1.018)
Non-recurring items - various studies	(0.392)	(0.392)
Prior year capital program impact - IBMS	0.406	0.406
<b>Sub-Total Expenditure Changes</b>	<b>1.857</b>	<b>1.857</b>
Revenue Changes		
2000 revenue volume not achieved	-	2.624
Re-instate revenue volume based on actual	-	(3.134)
<b>Sub-Total Revenue Changes</b>	<b>-</b>	<b>(0.509)</b>
Service Level Changes		
Apartment Re-Inspection Program	(1.350)	-
Various studies	(0.052)	(0.052)
<b>Sub-Total Service Level Changes</b>	<b>(1.402)</b>	<b>(0.052)</b>
<b>Total Base Budget Changes</b>	<b>0.455</b>	<b>1.296</b>

2001 NEW SERVICE CHANGES

Includes \$1.244 M gross increase and \$2.674M net reduction for new service level changes primarily resulting from approval of new fees:

	Gross (millions \$)	Net (millions \$)
Revenue Initiatives		
Change in Building Permit Application Fees	-	(1.824)
Remove cap on Zoning By-law Application Fees	-	(0.700)
Cost Recovery Measures in Buildings	-	(0.544)
<b>Sub-Total Revenue Initiatives</b>	<b>-</b>	<b>(3.068)</b>
New Services		
Taxi training unit	0.356	(0.94)
Parkdale project	0.110	0.110
Buildings Generalist Program	0.100	0.100
MLS Student Program	0.368	(0.032)
Impact of IBMS	0.310	0.310
<b>Sub-Total New Services</b>	<b>1.244</b>	<b>0.582</b>
<b>Total New Service Changes</b>	<b>1.244 M</b>	<b>(2.674)</b>
<b>Total Base &amp; New Changes</b>	<b>1.699</b>	<b>(1.378)</b>

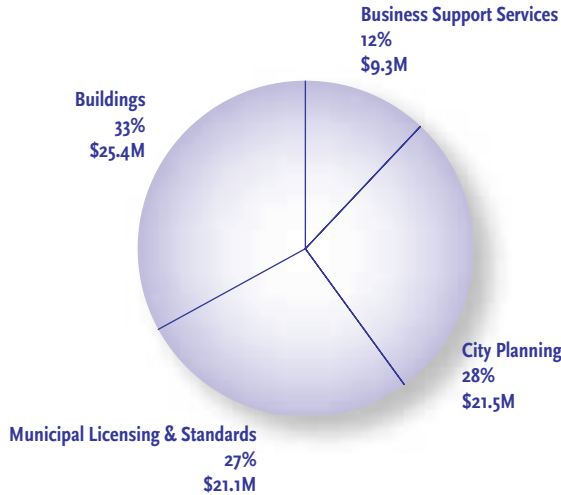
2001 OPERATING PROGRAM SUMMARY BY SERVICE

(Consolidated)

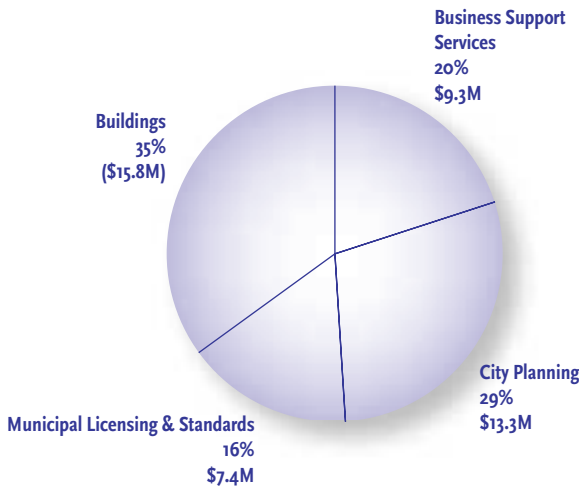
	2000 Budget (\$000's)	2001 Approved (\$000's)	Change from 2000 (\$000's)	%
Gross Expenditure - Service				
Business Support Services	8,074.3	9,300.4	1,226.1	15.2
City Planning	21,931.6	21,530.5	(401.1)	(1.8)
Municipal Licensing & Standards	21,030.4	21,136.3	105.9	0.5
Building	24,651.5	25,420.1	768.6	3.1
<b>Total Gross Expenditures</b>	<b>75,687.8</b>	<b>77,387.3</b>	<b>1,699.5</b>	<b>2.2</b>
Revenue - Service				
Business Support Services	0.0	0.0	0.0	N/A
City Planning	7,501.0	8,253.1	752.1	10.0
Municipal Licensing & Standards	14,722.3	13,692.6	(1,029.7)	(7.0)
Building	37,939.6	41,295.1	3,355.5	8.8
<b>Total Revenue</b>	<b>60,162.9</b>	<b>63,240.8</b>	<b>3,077.9</b>	<b>5.1</b>
Net Expenditure - Service				
Business Support Services	8,074.3	9,300.4	1,226.1	15.2
City Planning	14,430.6	13,277.4	(1,153.2)	(8.0)
Municipal Licensing & Standards	6,308.1	7,443.7	1,135.6	18.0
Building	(13,288.1)	(15,875.0)	(2,586.9)	N/A
<b>Total Net Expenditures Excluding Capital Financing</b>	<b>15,524.9</b>	<b>14,146.5</b>	<b>(1,378.4)</b>	<b>(8.9)</b>
Staffing Complement				
Total Program (in equivalent funded positions)	972.0	970.0	(2.0)	(0.2)

2001 OPERATING BUDGET

**Recommended Gross Expenditures by Service Area \$77.387 M**



**Recommended Net Expenditures by Service Area \$14.146 M**



2001 CAPITAL BUDGET

The objective of the Civic Improvement Program is to create safe, active and functional public realms of improved streetscapes and places, through public and private sector initiatives, for the benefit of Toronto’s residents and visitors.

PROJECT HIGHLIGHTS

**Total 2001 Gross Budget is \$6.455 M comprising of \$4.231 M Previously Approved Projects & \$2.224 M New Projects.** [2000 Budget – \$2.000 M]

**Approval of \$4.231 M in 2001 to complete previously approved capital projects including:**

- Jane / Finch Streetscape Phase I [\$472,000]
- Routes : South District Phase I [\$370,000]
- Routes : Garrison Creek & Main [\$380,000]
- Routes : S D King / Parliament [\$250,000]
- Routes : Sheppard Leslie to Don Mills [\$250,000]
- Routes : Fort York Blvd Streetscape [\$250,000]
- Brown’s Line Improvements [\$339,000]
- Dundas Square Streetscape [\$250,000]
- Sheppard & Provost [\$100,000]
- Jane / Finch Memorial [\$150,000]
- Public Art & Community Services [\$355,000]



**Approval of \$2.224 M in 2001 to complete new capital projects including:**

- IBMS Development requirements [\$1,104,000]
- Jane Street Streetscaping [\$200,000]
- Kingston Road Streetscaping [\$200,000]
- Dundas Square West [\$150,000]
- Crawford Street Streetscaping [\$60,000]
- Dixon Road Streetscaping [\$210,000]
- Brown's Line Green Intersection [\$150,000]
- Wilmington Avenue Streetscaping [\$150,000]

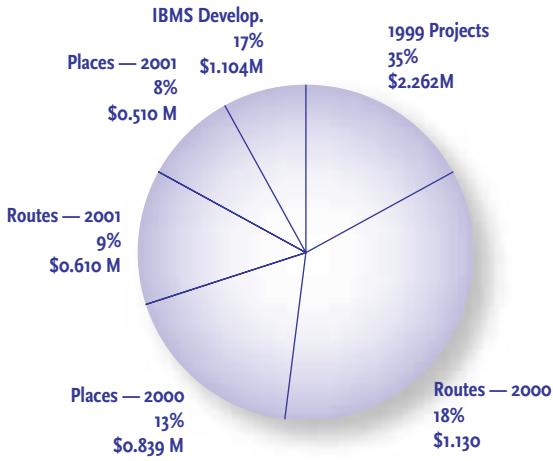
**5 YEAR CAPITAL WORKS PLAN (2001 APPROVED PLUS FOUR YEAR REQUESTS/PLAN)**

Gross Expenditures \$000's

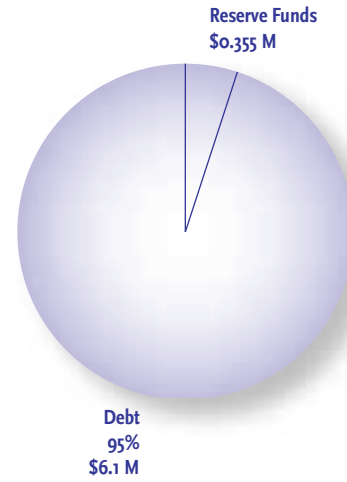
	Approved Budget	Future Year Estimates				Program Total
	2001	2002	2003	2004	2005	2001-2005
Projects						
Previously Approved Projects (1999 & 2000)	4,231	0	0	0	0	4,231
Routes 2001	610	180	0	0	0	790
Places 2001	510	0	0	0	0	510
IBMS Development Requirements	1,104	601	425	0	0	2,130
Routes - Future Years	0	625	650	882	895	3,052
Places - Future Years	0	625	650	881	894	3,050
<b>Total Capital Budget</b>	<b>6,455</b>	<b>2,031</b>	<b>1,725</b>	<b>1,763</b>	<b>1,789</b>	<b>13,763</b>

2001 CAPITAL BUDGET

Where the money goes...  
 2001 Gross Expenditures by  
 Projects \$6.455 M



Where the money comes from...  
 2001 Financing Sources \$6.455 M



# Corporate Services

The Corporate Services Department provides internal and external support services to the corporation of the City of Toronto, and manages its corporate assets and resources. Through its various responsibilities, the Department provides services to city councillors, the general public and employees under the following programs:

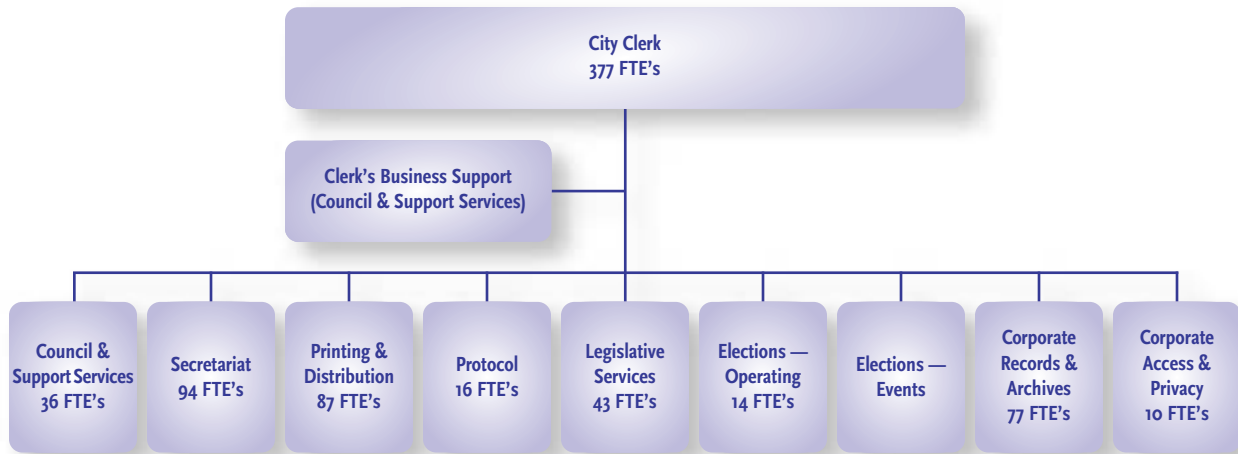
- City Clerk's
- Corporate Communications
- Facilities and Real Estate
- Fleet Management
- Human Resources
- Information and Technology
- Legal
- Service Improvement & Innovation

## City Clerks

### MISSION STATEMENT

- **Supports the governance structure and process** through responsibility for the legislative process and related activities of City Council, Community Councils, Council Committees and other deliberative bodies, including the conduct of municipal elections, implementing freedom of information and privacy legislation compliance programs, and managing city protocol services;
- **Delivers key front-line public services**, including issuing licences to the public for births, deaths and marriages, as well as burial permits, and for charitable gaming, maintaining the assessment roll and the co-ordination of municipal reviews concerning liquor licence applications; and
- **Delivers critical corporate services**, including corporate records and archives and printing, mail and distribution services.

**PROGRAM MAP**



**KEY SERVICES**

**Secretariat, Printing and Distribution:**

- The Secretariat manages the legislative process of Council, the Standing Committees, Sub-Committees and other deliberative bodies and the appointment process for Members of Council and the public to Standing Committees, Agencies, Boards and Commissions. The Section also produces and disseminates Council and Committee documentation for use by corporate and external clients.

Service levels:

- 2001 projected total meeting hours, including Community Councils and Standing Committees – 800 (2000 actual – 635.5; 1999 actual – 921)
- 2001 projected agenda/notification list – 12,726 (2000 actual 12,948; 1999 actual 5,719)
- 2001 projected number of citizen and council appointments co-ordinated – 1,372 (2000 actual – 1,372)

- The Printing and Distribution Unit provides all in-house printing, high-speed reproduction and inter-departmental and external mail/courier services to the Corporation.

Service levels:

- Photocopy output volume – 80,000,000 (2000 actual – 80,000,000; 1999 actual – 77,000,000)
- Number of print jobs processed – 8,200 (2000 actual 8,154; 1999 actual 7,081)
- Number of dockets processed at Business Support – 16,800 (2000 actual – 16,734; 1999 – 16,181)

**Council and Support Services:**

- Provides budgetary, administrative, human resource and information technology support to the Clerk's Department, and Members of Council.

Service Levels:

- Cost of support per City Councillor projected in the 2001 budget is \$352,100 and the 2000 budget level was \$343,402
- Cost of support to the City Clerk's program (as percentage of gross budget) in 2001 is 2.8%, equivalent to the 2000 actual level.
- The average time to respond (1 day) to calls (approx. 60,000/yr) for support is expected to remain constant in 2001, compared to 2000.

**Corporate Access & Privacy:**

- Provides legislatively mandated access to information and protection of privacy services in accordance with the Municipal Freedom of Information & Protection of Privacy Act

Service Levels:

- Makes decisions on 2,000 freedom of information requests annually and more than 99% of decisions are upheld on appeal.
- There were no findings of invasion of public privacy in program and service delivery in 2000 and the same is expected in 2001.

**Elections:**

- Conducts municipal elections, by-elections, plebiscites, referendums and contract elections in a fair, open and democratic manner.

Service Levels:

- The 2000 cost per eligible elector, the number of voting locations reporting results within 3 hours of polls closing and the processing of eligible electors improved over the 1997 experience.
- Additional resources to the 2001 election team will generate revenue from the contracting out of election equipment and expertise, to offset future election costs.

**Corporate Records & Archives:**

- Manage the active records of City departments, the inactive records of departments and special purpose bodies, and archival records that possess enduring value to the Corporation and the citizens of Toronto.

Service Levels:

- Number of 2001 transactions handled by Central Records Rooms is projected to increase by 6% over those handled in 2000, and 34 % by those handled in 1999.
- Number of boxes of inactive records managed by Records Centre Services is projected to increase by 7.2% over those managed in 2000, and 16 % by those managed in 1999.

- Number of 2001 requests for information managed by Archival Services is projected to increase by 25% over those managed in 2000, and 99% by those managed in 1999.

**Legislative Services:**

- Issues marriage licences, registers births and deaths in accordance with the Marriage Act and the Vital Statistics Act, provides public access to assessment rolls and develops and administers lottery licensing/charitable gaming events and lottery compliance programs.

Service levels:

- Total registrations & marriage licences projected for 2001 is 71,700, versus 75,468 in 2000.
- Total gaming licences projected for 2001 is 2,800, compared to 3,081 issued in 2000 (now issuing one licence for multiple events).
- Total assessment inquiries projected for 2001 is 18,000, compared to 15,444 inquiries in 2000. The 2001 level is substantially higher due to 2001 being a reassessment year.

**Protocol:**

- Creates, plans, co-ordinates and manages a wide range of City events from small, informal community-based events to large internationally recognized public presentations including ceremonies, receptions, awards and recognition events, presentation in Council, facility openings, flag raisings, international visits of delegations and dignitaries and protocol advice. The public relations function includes the creation and production of proclamations, letters of greeting/support/commendation and scrolls on behalf of the Mayor, City Councillors and/or Corporation.

Service levels:

- For 2001, it is expected that the number of events/services requested that meet or exceed client's expectations may be lower than 2000, due to the reduced budget levels in 2001.

## 2001 STRATEGIC DIRECTIONS AND SERVICE PRIORITIES

### Clerk's Division Priorities:

- Ensure an open, accountable, efficient and accessible legislative process.
- Ensure public access to information while maintaining the privacy of individuals.
- Develop and refine the City Clerk's multi-year business plan with meaningful and measurable performance indicators.
- Disentangle budget mapping, establish cost data, pricing and market strategy for printing services as a common service delivery model.
- Ensure space accommodation for the records centre operations facility.

### Secretariat:

- Continue the Council legislative process review resulting in improved electronic distribution, reduction in paper distribution, improved information management and improved meeting management.
- Enhance access to Council legislation and decisions through electronic means.
- Conduct councillor and citizen appointment process.

### Printing and Distribution:

- Provide fully networked, digital, large volume copying services to the Corporation.
- Extend corporate desktop access to network photocopying facilities.
- Co-ordinate printing and distribution services provided to the City toward a full-cost recovery basis.

### Council and Support Services:

- Deliver professional and high-quality operational, I.T. and administrative support to City Clerk's Office, Members of Council and the Corporation
- Production of a Multi-year Business Plan for City Clerk's Office.

### Corporate Access and Privacy:

- Provide centralized management of legislatively-mandated access and privacy services to Council, the public and to staff, and to ensure compliance with the Municipal Freedom of Information and Protection of Privacy Act across the corporation.

### Corporate Records and Archives:

- Manage all recorded information created and accumulated by the City, using a strong client-focussed approach that satisfies requirements for corporate governance, and to preserve and provide access to those documents of historical value and significance to the corporation.
- Complete development of a consolidated Records Centre to store the inactive records of the City's departments and special purpose bodies.
- In consultation with departmental clients, develop a model for the delivery of records management services for implementation as the City undergoes office consolidation and program integration.

### Elections:

- Analyze and evaluate the 2000 Municipal Election experience through consultations and surveys and prepare report for City Council
- Conduct contract elections as a new revenue source to the city
- Administer the financial disclosure requirements of the Municipal Elections Act through the receipt of financial statements and the administration of the contribution rebate program.

### Legislative Services:

- Support the City's Bingo Advisory Committee.
- Provide City Clerk's front-line services to the public at all City civic centres.
- Continue to resolve outstanding disentanglement/harmonization issues including polling activities.

**Protocol:**

- Communicate protocol guidelines and procedures to our clients.
- Develop a Web site on the Intranet for protocol.
- Provide protocol support to the World Youth Days organizing committee

## Budget Highlights

### 2001 OPERATING BUDGET

#### 2001 BASE BUDGET CHANGES

The 2001 Base Budget of \$39.945 million gross and \$19.506 million net reflects the following significant changes from the 2000 Approved Budget:

	Gross (millions \$)	Net (millions \$)
Cost of Living Increase	0.59	0.59
Other Salary Changes	0.34	0.34
Benefits	0.26	0.26
Gapping	(0.24)	(0.24)
2003 Election Reserve Requirements		
Reduction for 2000 Elections Event	(5.68)	(1.77)
Contribution to reserve	1.77	1.77
Reserve adjustment to 2000 Election level	0.13	0.13
Vote-At Cards - limit distribution to households only	(0.10)	(0.10)
Contracted Service –		
Tabulator testing & shredding	0.08	0.08
Contracted Service – Sorting	0.02	0.02
T.E.I.S. Software Maintenance Support	0.10	0.10
T.E.I.S. Hardware Support	0.12	0.12
Reduction in operating expenses for Dohme Ave elections facility	(0.04)	(0.04)
Miscellaneous Efficiencies	(0.37)	(0.37)
Reduce Marriage Licences inventory re-stocking amount	(0.09)	(0.09)
Reduce facilities maintenance - move to city site	(0.06)	(0.06)
Records Centre Consolidation - operating expenses - new facility	0.20	0.20
Add 4 staff to Elections – Operations	0.18	0.18

Technical Adjustments:

Election Event expenses for 2001 - Testing, shredding, sorting and maintenance for the T.E.I.S. system and Vote Tabulators	0.36	0.00
--	------	------

**Sub-total Expenditure Changes (2.44) 1.11**

Revenue Changes:

Projected revenue from contracting out Election services to Edmonton	0.02	(0.20)
Interdepartmental Adjustment for the Printing & Distribution Unit	1.31	(0.13)

Reductions in projected revenue -

Liquor licence clearance processing	0.00	0.09
Lottery licences	0.00	0.09
Secretariat	0.00	0.02
Records & Archives	0.00	(0.00)
Increase ABC and commercial printing revenue	0.00	(0.15)

**Sub-total Revenue Changes 1.33 (0.28)**

Service Level Changes: -

Reduction of 1FTE for councillor's support	(0.06)	(0.06)
Deletion of Clerk Steno position funds from Secretariat	(0.05)	(0.05)
One time reduction in Records & Archives 2001 facilities maint.	(0.13)	(0.13)
Reduce advertising & promo expenses re: Secretariat	(0.07)	(0.07)
Reduce Remembrance Day funding	(0.01)	(0.01)
Scale down hospitality service for Protocol events	(0.04)	(0.04)
Reduction in service levels -Vital Statistics front Counter staff	(0.05)	(0.05)
Reduction in service levels - Secretariat - Council support	(0.05)	(0.05)
Reduction in service levels - Records and Archives	(0.13)	(0.13)

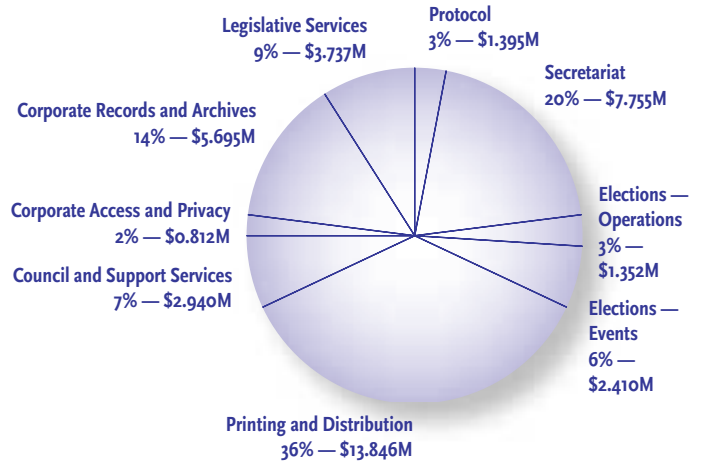
**Sub-total Service Level Changes (0.58) (0.58)**

2001 OPERATING PROGRAM SUMMARY BY SERVICE

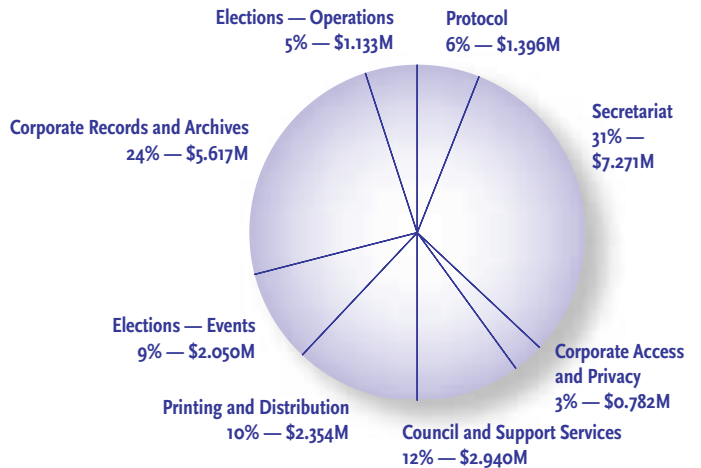
Service	2000	2001	Change from	
	Budget (\$000's)	Approved (\$000's)	2000 (\$000's)	%
Secretariat	7,711.1	7,755.0	43.9	0.6
Printing & Distribution	12,390.5	13,846.1	1,455.6	11.7
Council & Support Services	2,924.7	2,940.4	15.7	0.5
Corporate Access & Privacy	773.0	812.2	39.2	5.1
Corporate Records & Archives	5,557.5	5,695.4	137.9	2.5
Elections Operations	1,395.1	1,352.7	(42.4)	(3.0)
Elections Events	5,681.1	2,409.8	(3,271.8)	(57.6)
Legislative Services	3,787.0	3,737.7	(49.3)	(1.3)
Protocol	1,420.6	1,395.5	(25.1)	(1.8)
<b>Total Gross Expenditures</b>	<b>41,640.6</b>	<b>39,944.8</b>	<b>(1,695.8)</b>	<b>(4.1)</b>
Revenue				
Secretariat	508.0	484.4	(23.6)	(4.6)
Printing & Distribution	9,905.9	11,491.7	1,585.8	16.0
Council & Support Services	-	-	0.0	-
Corporate Access & Privacy	30.0	30.0	0.0	0.0
Corporate Records & Archives	77.5	78.5	1.0	1.3
Elections Operations	-	220.0	220.0	-
Elections Events	3,913.6	360.0	(3,553.6)	(90.8)
Legislative Services	7,952.0	7,774.0	(178.0)	(2.2)
Protocol	-	-	-	-
<b>Total Revenues</b>	<b>22,387.0</b>	<b>20,438.6</b>	<b>(1,948.4)</b>	<b>(8.7)</b>
<b>Total Net Expenditures Excluding Capital Financing</b>	<b>19,253.6</b>	<b>19,506.2</b>	<b>252.6</b>	<b>(9.9)</b>
Staffing Complement				
Total Program (in equivalent funded positions)	376	377	1.0	0.0

2001 OPERATING BUDGET

Gross Expenditures by Service \$39.944 M



Net Expenditures by Service \$19.506 M\*



\*Excluding Legislative Services Net Revenue of \$4.036 Million.

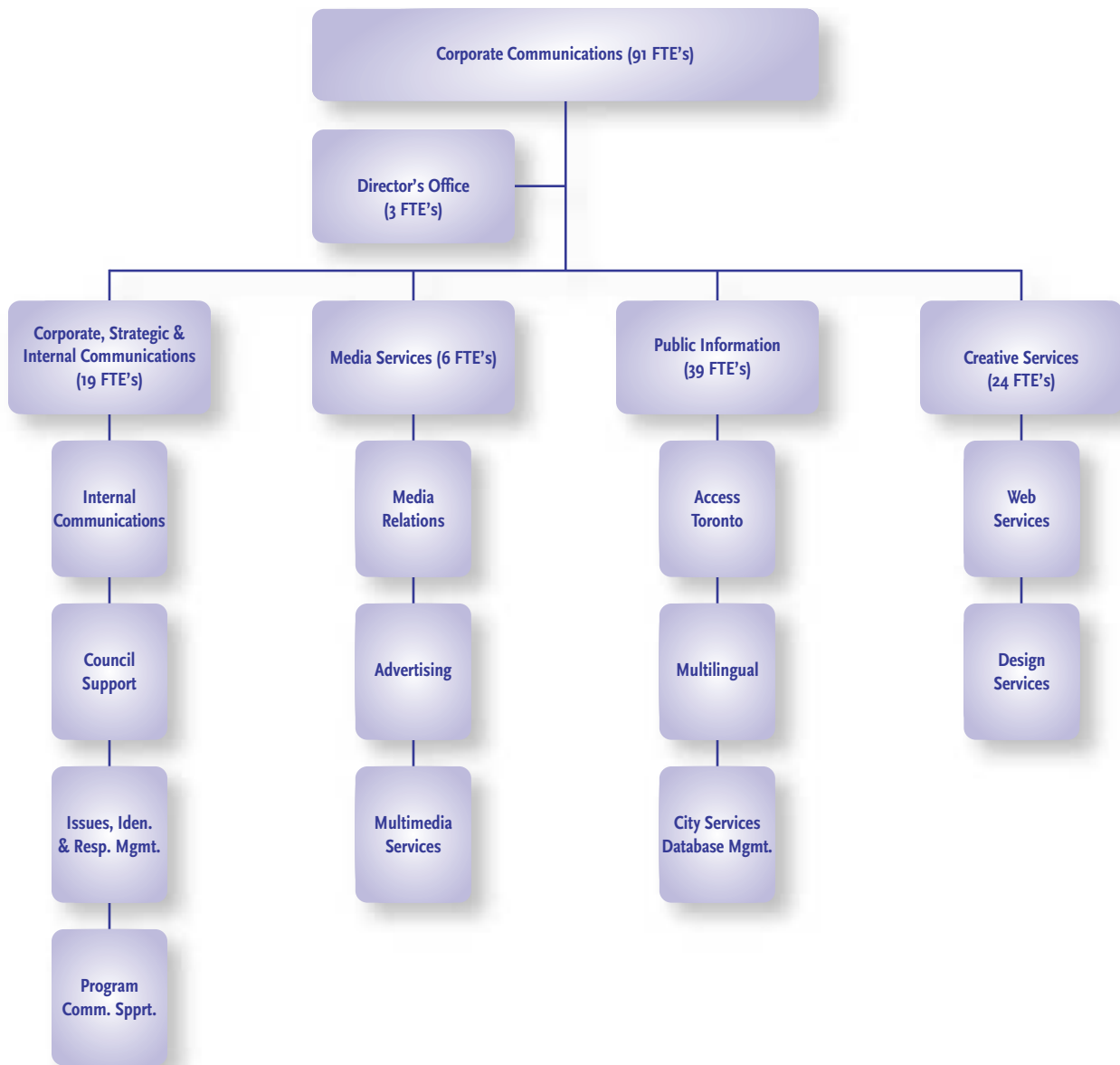


# Corporate Communications

## MISSION STATEMENT

To provide excellent corporate communications services that will ensure that our employees, the public, media, national and international communities have a clear understanding of the City of Toronto’s policies, priorities and programs.

## PROGRAM MAP



## 2001 KEY SERVICES

- **Corporate, Strategic & Internal Communications:** a service to provide public education support for Council, Committees and Task Forces, strategic communications planning and implementation on corporate departmental issues; policy development; employee communications; and support for councillors' initiatives.
- **Media Services:** a service to provide media relations, multimedia services (photography and videography), and place statutory and legal advertisements on behalf of city departments.
- **Public Information:** a service designed to facilitate access by the public to all municipal services by (a) providing general information by telephone, mail and in-person, as well as referrals to other areas when required (e.g. tourism); (b) offering access to different languages and formats, if needed, and also responsibility for the city store.
- **Creative Services:** a service responsible for the development and management of the City's corporate identity program, corporate design services, and the design, content management and organization of information on the city's corporate Web sites.

## 2001 STRATEGIC DIRECTION AND SERVICE PRIORITIES

- Demonstrate corporate leadership in communicating City policies and programs effectively and efficiently to all internal and external audiences.
- Manage the communications activities necessary to support electronic service delivery.
- Develop communications policies and guidelines to improve service delivery.
- Develop and implement the division's first business plan.
- Complete a corporate database for all city publications.

## Budget Highlights

### 2001 OPERATING BUDGET

Corporate Communications 2001 approved budget is \$0.085M gross and \$0.070M net over the 2000 funding level to deliver current services as indicated below:

### 2001 BASE BUDGET CHANGES

Includes \$0.085M gross and \$0.070M net increase for base budget changes:

	2001 Gross (millions \$)	2001 Net (millions \$)
Salary & Wage adjustments	0.230	0.230
Accommodation cost for disabled employees	0.010	0.010
Interdepartmental charges	0.029	0.029
Reduce number of issues of Inside Toronto	(0.015)	(0.015)
Reduce level of external training to Web staff and equipment to be replaced or updated	(0.059)	(0.059)
Reduced level of service to Council Committee and Task Force	(0.110)	(0.110)
Increased workload to program clerical staff to assist Multilingual Services with added client responsibility	(0.000)	(0.015)
<b>Total Base Changes</b>	<b>0.085</b>	<b>0.070</b>

### 2001 NEW SERVICE CHANGES

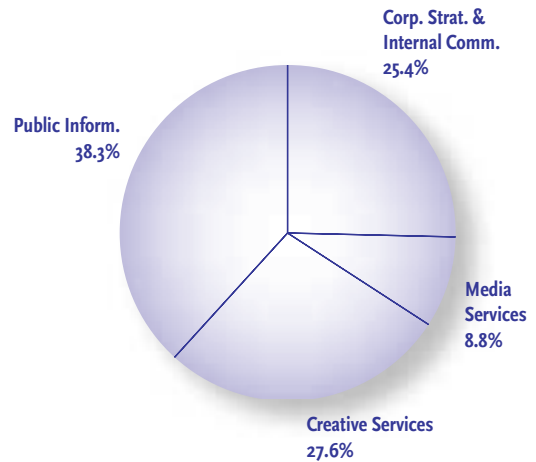
The 2001 Operating Budget does not reflect any new service or service level changes for 2001.

2001 OPERATING PROGRAM SUMMARY BY SERVICE

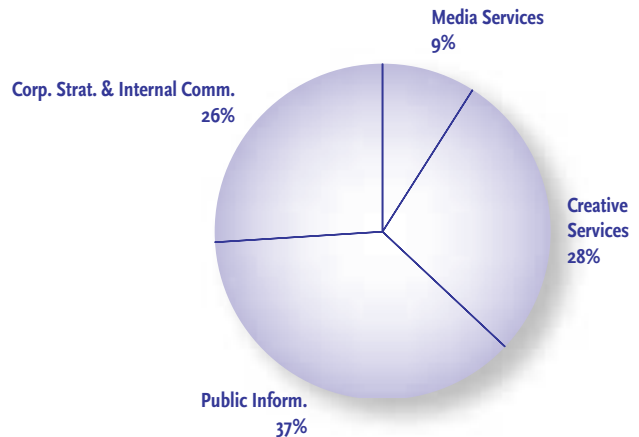
	2000 Budget (\$000's)	2001 Approved (\$000's)	Change from 2000 (\$000's)	%
Gross Expenditure - Service				
Corporate Strategic & Internal Comm.	1,568.7	1,526.1	(42.6)	(2.7)
Media Services	524.5	525.9	1.4	0.3
Public Information	2,269.8	2,299.8	30.0	1.3
Creative Services	1,561.5	1,657.7	96.2	6.2
<b>Total Gross Expenditures</b>	<b>5,924.5</b>	<b>6,009.5</b>	<b>85.0</b>	<b>1.4</b>
Revenue - Service				
Corporate Strategic & Internal Comm.	0.0	0.0	0.0	N/A
Media Services	20.0	20.0	0.0	0.0
Public Information	94.0	109.0	15.0	16.0
Creative Services	0.0	0.0	0.0	N/A
<b>Total Revenues</b>	<b>114.0</b>	<b>129.0</b>	<b>15.0</b>	<b>13.2</b>
Net Expenditure - Service				
Corporate Strategic & Internal Comm.	1,568.7	1,526.1	(42.6)	(2.7)
Media Services	504.5	505.9	1.4	0.3
Public Information	2,175.8	2,190.8	15.0	0.7
Creative Services	1,561.5	1,657.7	96.2	6.2
<b>Total Net Expenditures Excluding Capital Financing</b>	<b>5,810.5</b>	<b>5,880.5</b>	<b>70.0</b>	<b>1.2</b>
Staffing Complement				
Total Program (in equivalent funded positions)	91.0	91.0	0.0	0.0

2001 OPERATING BUDGET

Gross Expenditures by Service \$6.0 M



Net Expenditures by Service \$5.9 M



2001 CAPITAL BUDGET

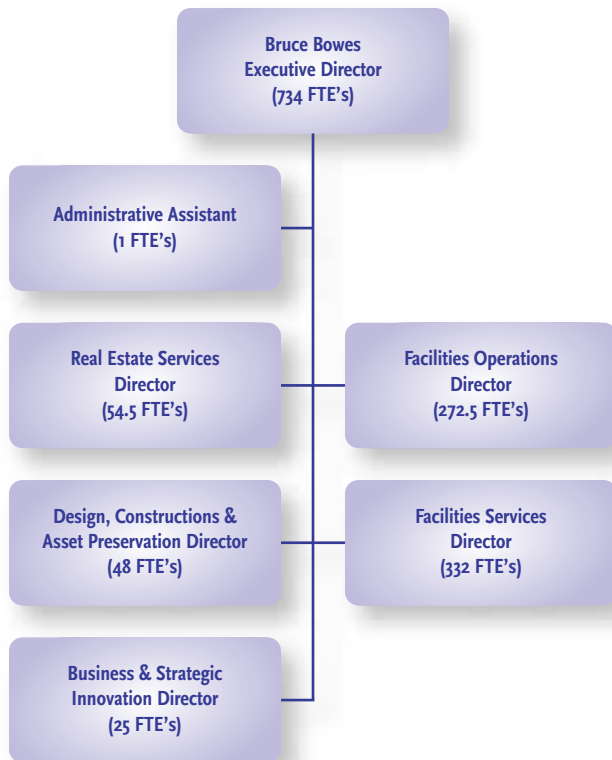
Not applicable

# Facilities and Real Estate

## MISSION STATEMENT

The Facilities and Real Estate’s vision is to contribute to the strategic goals and business priorities of the City of Toronto by providing a comprehensive range of effective and efficient real estate and facility management services.

## PROGRAM MAP



## 2001 KEY SERVICES

The Facilities and Real Estate Division is a team of dedicated professionals providing the following services, at various locations across the City:

- real estate matters relating to acquisition, disposal and appraisal of property
- lease management services
- capital construction and project management of infrastructure redevelopment, rehabilitation or new construction
- facility demand and preventive maintenance and custodial services
- space planning and office relocation
- bookings and event co-ordination
- audio visual services
- corporate security and facility management of Civic Centres

## 2001 STRATEGIC DIRECTION AND SERVICE PRIORITIES

The Division is focused on the Master Accommodation Plan, the relocation of City staff and services to provide the most cost-effective operation of City facilities. This will involve the acquisition and disposal of City real estate, space planning and relocation of significant number of staff and rehabilitation and construction of infrastructure.

Other priorities include:

- Barrier free access – changes to City facilities to enable barrier free access;
- Fuel oil tanks – inspection of fuel sites to determine integrity of underground tanks;
- PCB destruction – disposal of City inventory of environmentally dangerous materials;
- Asbestos abatement – removal of asbestos from City buildings;

- Contract document management –conversion of drawings to electronic form;
- Development of business process integration initiatives;
- Property inventory – development of a database for all buildings City wide.

The implementation team for the Business Process Integration (approved in 2000) is being established and the project will examine every facet of Divisional operations and information systems to enhance program effectiveness and identify savings. As part of this initiative, the Division is in the process of establishing a new account code structure to improve the usability of the financial information.

## Budget Highlights

### 2001 OPERATING BUDGET

Facilities & Real Estate 2001 approved budget includes an additional \$3.692M gross and a reduction of \$0.666M net changes from the 2000 funding level to deliver current services as indicated below.

### 2001 BASE BUDGET CHANGES

Includes \$3.692 million gross increase and \$0.666 million net reduction for base budget changes:

	Gross (millions \$)	Net (millions \$)
Salary and benefit adjustments	3.260	2.942
Transfer of maintenance costs to Parks	1.197	(0.916)
Energy cost increase due to significant market price increases	2.300	2.300
Legislative impact requirement of asbestos management at City Hall	0.190	0.190
Transfer of Casa Loma Revenue to Culture for contribution to reserve	0.000	0.800
Reduction in recovery from Police for grass cutting	0.000	0.250
Reversal of leap year costs in 2000 providing net reduction	(0.065)	(0.053)
Inter-departmental transfer of revenue from Parks	0.000	(2.113)
Reduction in office cleaning frequency	(0.440)	(0.440)

Decrease utilities budget in Toronto & Scarborough	(1.050)	(1.050)
Accelerated Business Integration project implementation	(0.900)	(0.900)
Charge-back of expenses to sale and purchase of property	(0.000)	(0.876)
Miscellaneous expense reduction	(0.800)	(0.800)
<b>Total Base Changes</b>	<b>3.692</b>	<b>(0.666)</b>

### 2001 NEW SERVICE CHANGES

The 2001 Operating Budget does not reflect any new service or service level changes for 2001.

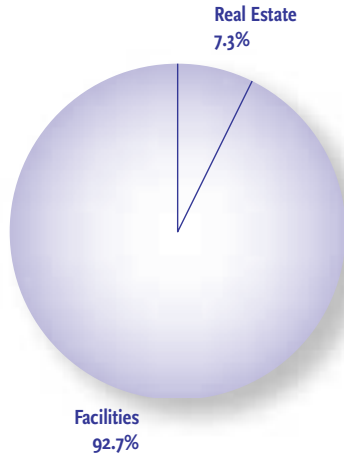
### 2001 OPERATING PROGRAM SUMMARY BY SERVICE

(Consolidated)

	2000 Budget (\$000's)	2001 Approved (\$000's)	Change from 2000 (\$000's)	%
<b>Gross Expenditure - Service</b>				
Facilities	79,681.5	83,312.6	3,631.1	4.6
Real Estate	6,475.6	6,536.0	60.4	0.9
<b>Total Gross Expenditures</b>	<b>86,157.1</b>	<b>89,848.6</b>	<b>3,691.5</b>	<b>4.3</b>
<b>Revenue - Service</b>				
Facilities	35,035.2	40,384.1	5,348.9	15.3
Real Estate	5,541.3	4,550.2	(991.1)	(17.9)
<b>Total Revenues</b>	<b>40,576.5</b>	<b>44,934.3</b>	<b>4,357.8</b>	<b>10.7</b>
<b>Net Expenditure - Service</b>				
Facilities	44,646.3	42,928.5	(1,717.8)	(3.8)
Real Estate	934.3	1,985.8	1,051.5	112.6
<b>Total Net Expenditures Excluding Capital Financing</b>	<b>45,580.6</b>	<b>44,914.3</b>	<b>(666.3)</b>	<b>(1.5)</b>
<b>Staffing Complement</b>				
Total Program (in equivalent funded positions)	732.5	734.0	1.5	0.2

2001 OPERATING BUDGET

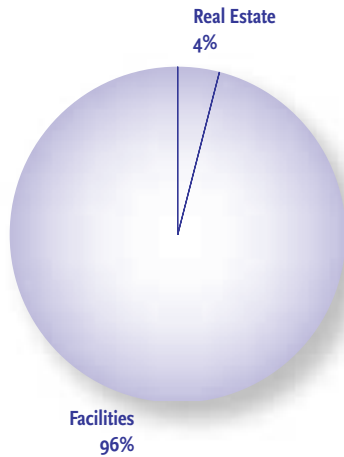
Gross Expenditures by Service \$89.849M



2001 CAPITAL BUDGET

Total 2001 Gross Budget is \$43.729M comprising of \$18.819M Previously Approved Projects & \$24.910M New Projects. [2000 Budget-\$25.6M] Year over year increase is required to reduce the state-of-good-repair backlog.

Net Expenditures by Service \$44.914M

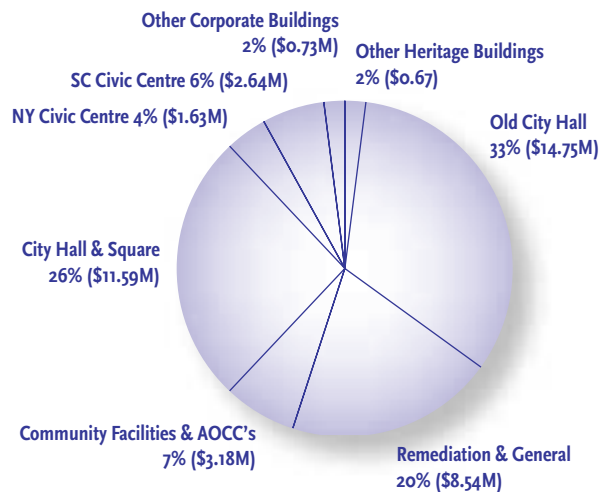


5 YEAR CAPITAL WORKS PLAN (2001 APPROVED PLUS FOUR YEAR REQUESTS/PLAN)

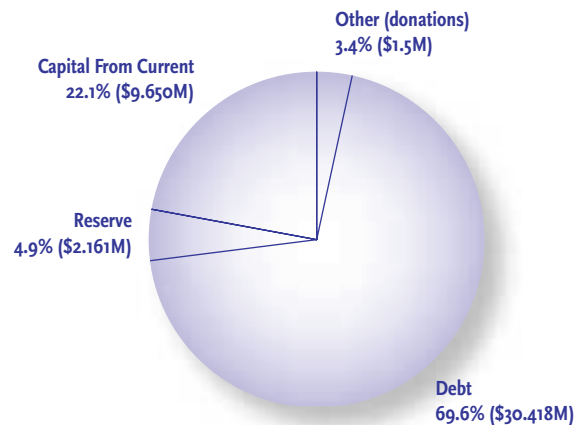
	Approved Budget		Future Year Estimates			Program Total
	2001	2002	2003	2004	2005	2001-2005
Previously Approved Projects:						
Old City Hall	4.550	0	0	0	0	4.550
City Hall & Square	7.040	2.435	1.043	0	0	10.518
North York Civic Centre	.419	0	0	0	0	.419
Scarborough Civic Centre	.645	0	0	0	0	.645
Other Heritage Buildings	0.331	0	0	0	0	.331
Remediation & General	2.779	0	0	0	0	2.779
Community facilities & AOCCs	3.055	0	0	0	0	3.055
<b>Subtotal previously approved</b>	<b>18.819</b>	<b>2.435</b>	<b>1.043</b>	<b>.000</b>	<b>.000</b>	<b>22.297</b>
New/Change in Scope Projects:						
Old City Hall	10.196	11.386	6.834	16.857	8.057	53.330
City Hall & Square	4.551	1.819	4.546	1.713	2.510	15.139
North York Civic Centre	1.210	1.076	1.238	0.801	3.195	7.520
Scarborough Civic Centre	1.994	0.243	0.515	1.203	1.812	5.767
Other Heritage Buildings	0.344	0.079	2.496	0.398	0.305	3.622
Remediation & General	5.763	2.528	3.265	3.341	17.738	32.635
Community facilities & AOCCs	0.120	1.062	2.835	2.818	0.700	7.535
<b>Subtotal New/Change in Scope Projects</b>	<b>24.910</b>	<b>21.067</b>	<b>23.427</b>	<b>28.881</b>	<b>36.555</b>	<b>134.840</b>
<b>Total Program</b>	<b>43.729</b>	<b>23.502</b>	<b>24.470</b>	<b>28.881</b>	<b>36.555</b>	<b>157.137</b>

2001 CAPITAL BUDGET

Where the money goes...



Where the money comes from...



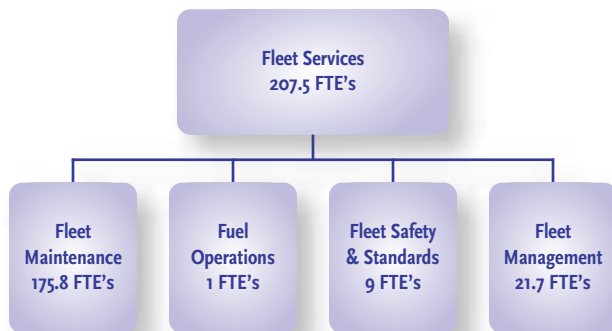
# Fleet Services

## MISSION STATEMENT

Fleet Services (FS) is responsible for the trusteeship and maintenance of all City of Toronto departments' vehicles covered under the Highway Traffic Act's, Commercial Vehicle Operator's Registration (CVOR) program, and all vehicles and equipment with a replacement value exceeding \$5,000 with wheels and axles. Trusteeship encompasses inventory management, life cycle management, fleet replacement and disposal, and licensing and registration. The fleet maintenance for specific components of the Fire Services and Ambulance Services fleets resides with Works and Emergency Services. Fleet Services is also responsible for the Fleet Safety Program which is required under the CVOR. Fleet Services is a recognized signing authority with the Ministry of Transportation and provides driver license upgrading for employees.

Fleet Services functions as an Operational Partner to its client divisions. Fleet will work cooperatively with clients to develop an understanding of each party's requirements to deliver efficient, effective and economical service.

## PROGRAM MAP



## KEY SERVICES

### Operating Budget:

Fleet Services' 2001 Operating Budget has been submitted under four key services:

- Fleet Maintenance – includes all expenditures and recoveries related to the delivery of fleet maintenance and repair including parts supply

Estimated 2001 Service Level:  
35,000 Work Orders

- Fuel Operations – includes all expenditures and recoveries related to the operation of fuel sites and the delivery of product to the client

Estimated 2001 Service Level:  
10,524,700 litres

- Fleet Safety & Standards – includes all expenditures and recoveries related to fleet operator training and licensing, and vehicle standards and specifications development

Estimated 2001 Service Level:  
10,000 City permits managed

- Fleet Management – includes all expenditures and recoveries related to the operation of Fleet Systems, procurement and disposal of vehicles, implementation of Green Fleet initiatives, and vehicle assignment

Estimated 2001 Service Level:  
4,409 assets managed

### Capital Budget:

Fleet Service's 2001 Capital Budget is comprised of two projects:

- Vehicle and Equipment Replacement Program – provides replacement vehicles and equipment to various civic departments, boards and agencies

Estimated 2001 Service Level:  
599 units replaced



- Upgrade of Fleet Maintenance Facilities – brings existing equipment used in the delivery of Fleet Maintenance services up to current safety and operating standards with improved efficiencies and equipment maintenance cost reductions as benefits.

### 2001 STRATEGIC DIRECTION AND SERVICE PRIORITIES

This year will bring significant challenges and changes to FS with the implementation of The Future Plan, which will include the implementation of the following initiatives:

- An organizational design to ensure clear accountability and remove administrative burdens from fleet maintenance operations.
- Development and implementation of standard practices throughout the Division.
- Significant improvements in the fleet replacement program by re-engineering processes, standardizing specifications, and obtaining firm corporate commitments to the replacement reserve management and strategy.
- Significant improvements in financial tracking and accountability through the development of expenditure tracking systems.
- Significant improvement in information management through a review of M4 implementation.
- A review of the charge-back model with the objective of reducing red tape while maintaining cost control.
- A review of our service delivery model including garage locations, services provided in each, and expansion of work conducted during client departments' non-peak hours.
- A decision on the roles and responsibilities between the Fire Services and Fleet Services.

## Budget Highlights

### 2001 BASE BUDGET CHANGES

The 2001 approved budget of \$32.458 million gross and \$0.00 million net reflects the following significant changes from the 2000 Approved Budget

	Gross (millions \$)	Net (millions \$)
Cost of Living Increases	0.406	0.000
Benefits	0.013	0.000
Gapping	(0.131)	0.000
Other Salary Changes	0.028	0.000
Fuel Price Increases	1.448	0.000
Disentanglement	8.328	0.000
Reduction by B.A.C.-to Audit Services	(0.100)	0.000
<b>Total Base Changes</b>	<b>9.992</b>	<b>0.000</b>

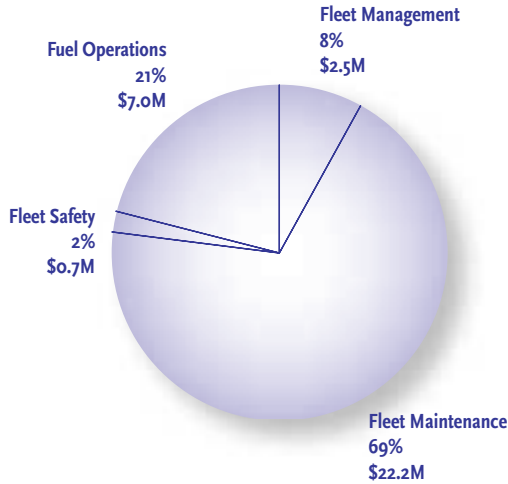
There are no new service changes for 2001.

### 2001 OPERATING PROGRAM SUMMARY BY SERVICE

	2000 Budget (\$000's)	2001 Approved (\$000's)	Change from 2000	
			(\$000's)	%
<b>Service</b>				
Fleet Maintenance	16,558.1	22,239.7	5,681.6	34.3
Fleet Management	1,831.8	2,534.3	702.5	38.4
Fleet Safety	693.6	714.7	21.1	3.0
Fuel Operations	3,382.8	6,970.1	3,587.3	106.0
<b>Total Gross Expenditures</b>	<b>22,466.3</b>	<b>32,458.8</b>	<b>9,992.5</b>	<b>44.5</b>
<b>Revenue</b>				
Fleet Maintenance	16,737.4	22,239.7	5,502.3	32.9
Fleet Management	1,681.8	2,534.3	852.5	50.7
Fleet Safety	667.3	714.7	47.4	-
Fuel Operations	3,379.8	6,970.1	3,590.3	106.2
<b>Total Revenues</b>	<b>22,466.3</b>	<b>32,458.8</b>	<b>9,992.5</b>	<b>44.5</b>
<b>Total Net Expenditures Excluding Capital Financing</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Staffing Complement</b>				
Total Program (in equivalent funded positions)	207	207.5	0.5	0.00

2001 OPERATING BUDGET

Gross Expenditures by Services \$32.5 M



Fleet uses charge-backs to recover expenses resulting in zero net expenditure.

2001 CAPITAL BUDGET

Total 2001 Gross Budget is \$99.3 million, \$56.0 million in previously approved and \$43.2 million in new projects. (2000 Budget - \$43.4 million). Rationale for year-over-year difference: the completion of previously approved projects and new projects such as the current year replacement program and the Overhaul and Update of Existing Maintenance Equipment program.

Approval of \$56 million in 2001 to complete previously approved capital projects including:

Program	1999 \$	2000 \$	Total \$
Public Health	220,902	81,500	302,402
Corporate Service	114,189	238,835	353,024
Library	169,564	70,000	239,564
Economic Development	71,663	4,452,749	4,524,412
Finance	5,509	25,000	30,509
Urban Planning	61,590	-	61,590
Transportation	8,588,449	4,935,010	13,523,459
Solid Waste	235,616	6,524,496	6,760,112
Wes - Technical Services	-	298,321	298,321
Police	3,219,477	3,800,000	7,019,477
Zoo	13,209	120,278	133,487
Exhibition	153,303	293,000	446,303
Fire	193,514	6,800,000	6,993,514
Ambulance	2,303,261	2,433,392	4,736,653
Insurance Contingency	-	270,099	270,099
Amalgamation of Maintenance Location	-	198,432	198,432
<b>Sub-total</b>			
<b>Tax-supported</b>	<b>15,350,246</b>	<b>30,541,112</b>	<b>45,891,358</b>
Water/Waste Water	4,771,638	5,379,759	10,151,397
<b>Sub-total</b>			
<b>Non-tax Supported</b>	<b>4,771,638</b>	<b>5,379,759</b>	<b>10,151,397</b>
<b>Total</b>	<b>20,121,884</b>	<b>35,920,871</b>	<b>56,042,755</b>

Approval of \$56 million in 2001 to complete previously approved capital projects including:

Program	\$
Public Health	103,000
Corporate Service	1,005,000
Library	167,000
Economic Development	6,068,000
Finance	100,000
Urban Planning	123,000
Transportation	7,840,000
Solid Waste	5,791,000
Wes - Technical Services	349,000
Police	5,360,000
Zoo	150,000
Exhibition	465,000
Fire	6,033,000
Ambulance	2,607,000
Insurance Contingency	300,000
Maintenance Locations Upgrade	190,000
Environmental Plan Initiative	200,000
<b>Sub-total</b>	
<b>Tax-supported</b>	<b>36,851,000</b>
Water/Waste Water	6,380,000
<b>Sub-total</b>	
<b>Non-tax Supported</b>	<b>6,380,000</b>
<b>Total</b>	<b>43,231,000</b>

**PROGRAM SUMMARIES - FLEET SERVICES**

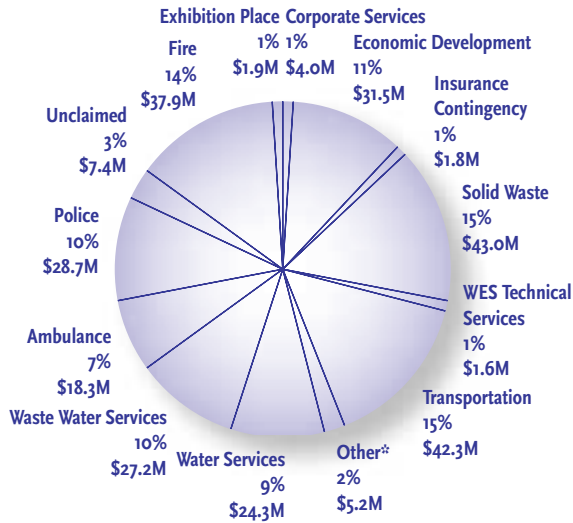
**5 YEAR CAPITAL WORKS PLAN (2001 APPROVED PLUS FOUR YEAR REQUESTS/PLAN)**

Gross Expenditures \$000's

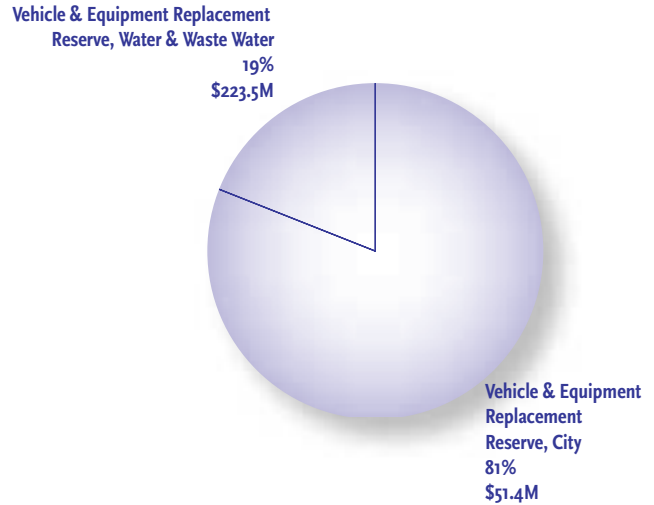
	Approved Budget	Future Year Estimates				Program Total
	2001	2002	2003	2004	2005	2001-2005
Programs						
Community Services	406	129	231	38	26	830
Library	406	227	199	164	103	1,099
Corporate Services	1,358	538	480	1,279	397	4,052
Economic Development	10,593	5,173	5,339	7,247	3,155	31,507
Finance	131	70	31	11	221	464
Urban Development	185	224	159	0	86	654
Solid Waste	12,551	8,799	11,795	4,057	5,810	43,012
WES Technical Services	647	96	367	458	18	1,586
Transportation	21,364	6,224	3,291	7,819	3,606	42,304
Water Services	11,386	3,216	3,216	3,216	3,216	24,250
Waste Water Services	5,146	5,503	5,503	5,503	5,503	27,158
Ambulance	7,343	2,992	2,402	2,659	2,867	18,263
Police	12,379	3,875	3,958	4,249	4,200	28,661
Fire	13,026	5,950	6,032	6,450	6,465	37,923
Zoo	283	214	72	75	73	717
Exhibition Place	911	188	343	193	236	1,871
Unclaimed	-	-	-	0	7,436	7,436
Insurance Contingency	570	300	300	300	300	1,770
Environmental Plan Initiative	200	-	-	-	-	200
Overhaul & Update Existing Maintenance Equipment	190	200	200	200	200	990
Amalgamation of Fleet Maintenance Locations	198	-	-	-	-	198
<b>Total Capital Budget</b>	<b>99,273</b>	<b>43,918</b>	<b>43,918</b>	<b>43,918</b>	<b>43,918</b>	<b>274,945</b>

2001 CAPITAL BUDGET

Where the money goes...



Where the money comes from...



\*Other (\$M)

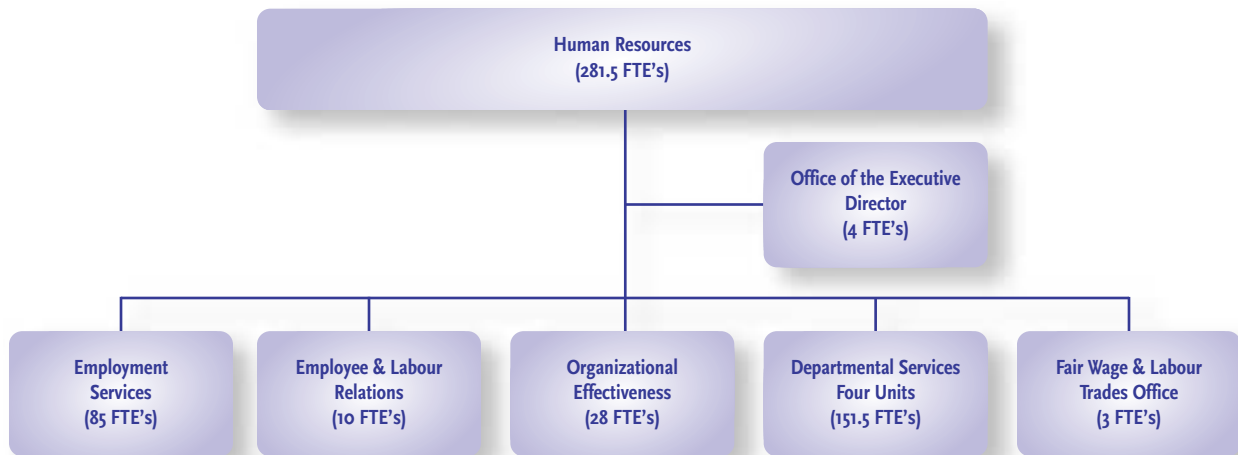
Community Services	0.830
Zoo	0.717
Environmental Plan Initiative	0.200
Overhaul & Update	
Existing Maintenance Equipment	0.990
Library	1.099
Finance	0.464
Urban Development Services	0.654
Amalgamation of Fleet	
Maintenance Locations	0.198

# Human Resources

## MISSION STATEMENT

To provide leadership and promote excellence in human resources, enabling the City to achieve its service and business objectives through committed and capable people. We achieve this by balancing our roles as strategic business partners, change agents, employee advocates and service providers.

## PROGRAM MAP



## 2001 KEY SERVICES

Human Resources comprises the following five key functional services to efficiently support its customers while ensuring compliance with the above legislated standards:

- The Employment Services Unit has corporate-level responsibility for compensation, staffing, equity and human rights, employee health, rehabilitation, and human resource information systems. The unit is primarily responsible for establishing operational policy and monitoring implementation of the same.
- The Employee & Labour Relations Unit has the primary responsibility for the development of labour relations policy, and it conducts corporate collective bargaining, and manages final stage grievance and arbitration processes.
- The Organizational Effectiveness Unit is primarily responsible for corporate training and development, organizational planning and management consulting, career development services and employee communications.
- The Departmental Services Unit provides services necessary to support effective and efficient operational management at the departmental level. These services include management of grievances within the business unit, job evaluation rating processes, recruitment and competition management, employee skill development and other training programs,

WSIB case management, health and safety compliance with corporate policy and programs, employment equity programs.

- The primary responsibility of the Fair Wage & Labour Trades Office is to protect the City's interest when it comes to complying with the City's binding collective agreements in the construction industry. The intent of the office and policy is to produce stable labour relations with minimal disruption; to compromise between wage differentials of organized and unorganized labour; to create a level playing field in competitions for City work; and to protect the public and to enhance the reputation of the City for ethical business dealings.

## 2001 STRATEGIC DIRECTION AND SERVICE PRIORITIES

Human Resources will be a client-focused, dynamic organization providing value-added services to assist the corporation in achieving high performance through:

- Supporting operating departments in their accountability for human resource actions
- Promoting a safe, healthy and productive working environment
- Promoting ethical and values driven business practices incorporating equitable treatment for all employees

In the pursuit of its strategic direction Human Resources is committed to the following deliverables in 2001.

- Resolve and implement collective agreements for Local 79, Local 416 and IAFF Firefighters.
- Provide status report and secure mandate re: Collective Bargaining for Agreements, which expire December 2001.
- Develop and implement Non-union compensation strategies and programs.

- Development and implement a Succession Management Program in partnership with Operating Departments.
- Continue Harmonization Process for Human Resources Policies and Programs.
- Support Social Housing Devolution, Provincial Offences Act Transfer, etc.
- Develop a Management and Executive Development Program in partnership with Operating Departments.
- Implement Second Phase of Performance Management.
- Enhance ability to manage human resources through the provision of timely, accurate human resources information.
- Develop Strategic Partnership with Operating Departments in the delivery of Human Resources Services.

## Budget Highlights

### 2001 OPERATING BUDGET

Human Resources 2001 approved budget includes an additional \$ 2.336M gross and \$ 0.447M net over the 2000 funding level to deliver current services. The 2001 budget maintains services at the 2000 level and does not reflect any service expansions or new services.

**PROGRAM SUMMARIES - HUMAN RESOURCES**

**2001 BASE BUDGET CHANGES AND EXISTING SERVICE CHANGES**

Includes \$ 2.336M gross and \$ 0.447M net increase for base budget changes:

Changes	Gross (millions \$)	Net (millions \$)
Net Cost of Living Arrears, Progression Pay, etc.	0.898	0.898
Other Salary Changes – re Transition Projects	1.711	0.0
Other Salary Changes – re Position Maintenance	0.218	0.0
Other Miscellaneous Base Changes	0.221	0.221
Adjustment for Unrealized Revenues	0.0	0.042
Prior Year Impacts – Capital Program & Council Approval	0.111	0.111
Service Level Adjustments	(0.740)	(0.740)
<b>Total Base Changes</b>	<b>2.419</b>	<b>0.530</b>
Not Filling Fair Wage Coordinator Position	(0.083)	(0.083)
<b>Total Existing Service Changes</b>	<b>(0.083)</b>	<b>(0.083)</b>
<b>Total Base and Existing Service Changes</b>	<b>2.336</b>	<b>0.447</b>

Employee & Labour Relations	88.0	1,777.0	1,689.0	1,919.3
Departmental Services	660.4	666.7	6.3	1.0
Fair Wage & Labour Trade Office	7.4	2.6	(4.8)	(64.9)
<b>Total Revenues</b>	<b>933.5</b>	<b>2,822.0</b>	<b>1,888.5</b>	<b>202.3</b>
<b>Total Net Expenditures</b>	<b>22,168.8</b>	<b>22,616.7</b>	<b>447.9</b>	<b>2.0</b>

Staffing Complement				
Total Program (in equivalent funded positions)	280.5	281.5	1.0	0.4

**2001 OPERATING PROGRAM SUMMARY BY SERVICE**

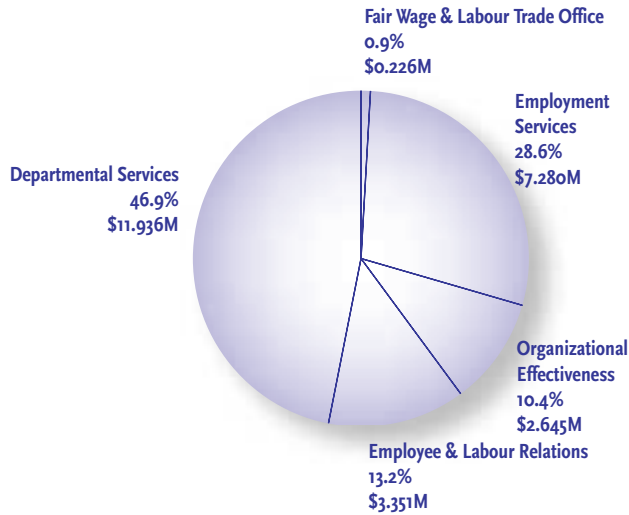
Service	2000 Budget (\$000's)	2001 Approved (\$000's)	Change from 2000 (\$000's)	%
Employment Services	6,683.7	7,280.5	596.8	8.9
Organizational Effectiveness	3,075.6	2,644.7	(430.9)	(14.0)
Employee & Labour Relations	1,686.2	3,351.0	1,664.8	98.7
Departmental Services	11,386.0	11,936.1	550.1	4.8
Fair Wage & Labour Trade Office	270.8	226.5	(44.3)	(16.4)
<b>Total Gross Expenditures</b>	<b>23,102.3</b>	<b>25,438.7</b>	<b>2,336.4</b>	<b>10.1</b>
Employment Services	177.7	375.7	198.0	111.4
Organizational Effectiveness	0.0	0.0	0.0	0.0

2001 OPERATING BUDGET

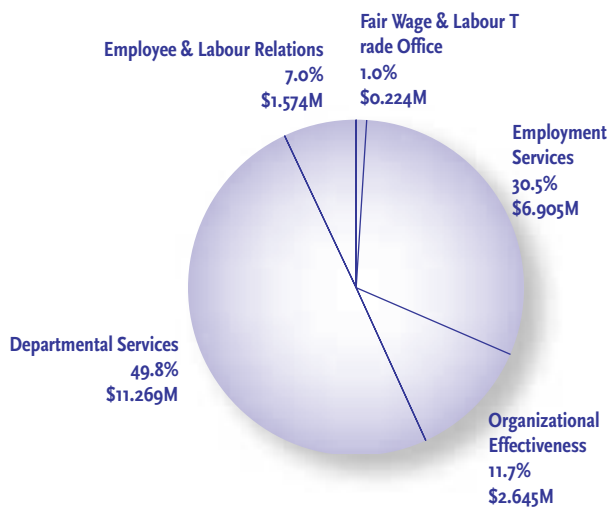
2001 CAPITAL BUDGET

Not applicable

Gross Expenditures by Service \$ 25.438M



Net Expenditures by Service \$ 22.616M



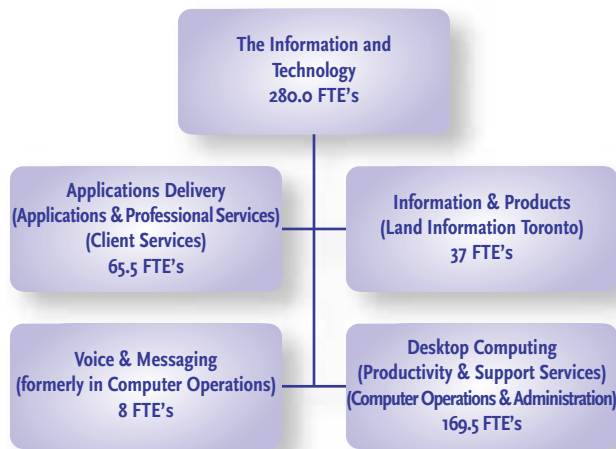


# Information and Technology

## MISSION STATEMENT

The Information and Technology Program provides information facilities, data sources, standards, products, and services that ensure the information and technology used throughout the City supports the efficient and cost-effective delivery of services to the public.

## PROGRAM MAP



## 2001 KEY SERVICES

- Continue to develop Internet web site design and update facilities. Samples of the new web site design have been posted to the existing corporate Intranet, along with the proposed implementation schedule. The revised web site contains key components, which will enable the electronic processing of financial transactions, as developed by the Electronic Service Delivery Project Team.
- Provide Urban Development Services with analytical skills and infrastructure support to continue their implementation of the Integrated Business Management System.
- Ensure PCs, servers, and routers are set up, configured, and connected to the network in support of ongoing corporate space moves.
- Continue to consolidate mapping databases for the use of City Departments.

- Provide on-going technical support and advice for over 84 Priority One applications remedied by the Y2K Project.
- Provide the Finance Department with continuing support of the Tax system.
- Support Legacy applications, such as Banner, Cyborg, Resumix and Computron containing valuable historical data.
- Continue to provide the SAP Project Office with technical support, human resources and advice regarding implementation of the project systems module.

## 2001 STRATEGIC DIRECTION AND SERVICE PRIORITIES

- Ensure business continuity by maintaining systems essential to City operations.
- Provide legislated data retention services for archived corporate data.
- Ensure provision of services essential to the operations of our client departments.
- Provide post implementation support to newly implemented financial and business systems.
- Develop long term strategies to maximize the effective and efficient use of information and technology.
- Utilize the Data Warehousing Strategy to complete the corporate data warehousing pilot project and evaluate the benefits of improved executive decision making through improved access to information.
- Implement the Capital Projects Management Office as the managing entity to monitor, control and advise on the status of all information and technology capital initiatives.
- Implement the realignment of telecommunications funding to allocate appropriate costs to the operating departments.

- Completion of the Data Warehouse pilot in Community and Neighbourhood Services and the continued implementation of other departmental data warehousing initiatives.
- Completion of the Information and Technology Division's organizational structure and enhancement of our human resources to meet increased demands.
- Develop an ESD Steering Committee to evaluate business cases for electronic service delivery application requests received from various other operational departments.
- Implement the CNS Data Warehouse pilot and review other departmental requests for data warehousing, utilizing newly developed corporate strategies.

## Budget Highlights

### 2001 OPERATING BUDGET

Information and Technology 2001 approved budget includes an additional \$0.657 gross and \$1.332 net over the 2000 funding level to deliver current services, as well as new services, as indicated below.

### 2001 BASE BUDGET CHANGES

Includes \$0.657 million gross and \$1.332 million net increase for base budget changes:

	Gross (millions \$)	Net (millions \$)
Cost of living Increases (3.2%)	0.535	0.535
Annual merit increases	0.098	0.098
Add back of 2000 gapping	0.006	0.006
Salaries corrections yr 2000 budget to SAP actuals	1.379	1.379
Increase in corporate telecom maintenance costs	0.045	0.045
Increase in printing, copying & admin.	0.082	0.082
SAP ongoing sustainment training	0.120	0.120
Increase Storagetek data management	0.750	0.750
Increase IBM maintenance	0.288	0.288
Unrealized revenue	0.0	0.675
SAP contractual license fee	0.476	0.476
Reduction in miscellaneous expenses	(0.515)	(0.515)

Mainframe reductions	(0.229)	(0.229)
Reduction in contracted services	(1.045)	(1.045)
Disk Storage Project	(0.375)	(0.375)
Printing Budget	(0.115)	(0.115)
Reinstate Partial FTE Reduction	(0.843)	(0.843)
<b>Total Base Changes</b>	<b>0.657</b>	<b>1.332</b>

### 2001 NEW SERVICE CHANGES

The 2001 Budget does not reflect any new service or service level changes for 2001.

### 2001 OPERATING PROGRAM SUMMARY BY SERVICE

(Consolidated)

	2000 Budget (\$000's)	2001 Approved (\$000's)	Change from 2000 (\$000's)	%
Gross Expenditure - Service				
Desktop Computing	24,870.6	23,827.3	(1,043.3)	(4.2)
Applications Delivery	8,342.6	9,987.4	1,644.8	19.7
Voice & Messaging	1,611.4	1,761.1	149.7	9.3
Information & Products	2,414.9	2,320.6	(94.3)	(3.9)

<b>Total Gross Expenditures</b>	<b>37,239.5</b>	<b>37,896.4</b>	<b>656.9</b>	<b>1.8</b>
---------------------------------	-----------------	-----------------	--------------	------------

Revenue - Service				
Desktop Computing	3,007.9	2,332.9	(675.0)	(22.4)
Applications Delivery	0.0	0.0	0.0	N/A
Voice & Messaging	0.0	0.0	0.0	N/A
Information & Products	0.0	0.0	0.0	N/A

<b>Total Revenues</b>	<b>3,007.9</b>	<b>2,332.9</b>	<b>(675.0)</b>	<b>(22.4)</b>
-----------------------	----------------	----------------	----------------	---------------

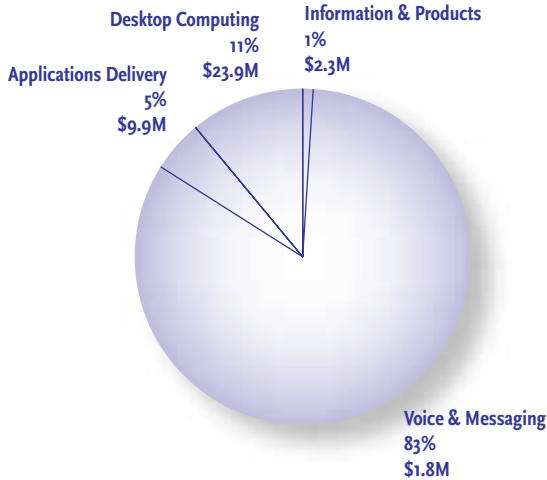
Net Expenditure - Service				
Desktop Computing	21,862.7	21,494.4	(368.3)	(1.7)
Applications Delivery	8,342.6	9,987.4	1,644.8	19.7
Voice & Messaging	1,611.4	1,761.1	149.7	9.3
Information & Products	2,414.9	2,320.6	(94.3)	(3.9)

<b>Total Net Expenditures Excluding Capital Financing</b>	<b>34,231.6</b>	<b>35,563.5</b>	<b>1,331.9</b>	<b>3.9</b>
---	-----------------	-----------------	----------------	------------

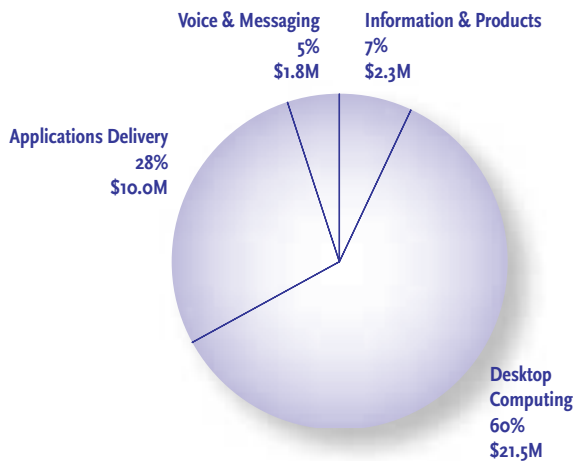
Staffing Complement				
Total Program (in equivalent funded positions)				
	280.0	280.0	0.0	0.0

2001 OPERATING BUDGET

Gross Expenditures by Service \$37.9 M



Net Expenditures by Service \$35.6 M



2001 CAPITAL BUDGET

The total 2001 Gross Budget is \$18.213 M [2000 Budget – \$7.6 M]. The rationale for year-over-year difference consist of the: Data Retention Project that is legislative and contains legal requirements, Data Warehousing Enterprise Implementation Project which will be providing a Corporate Data Mart for the City of Toronto and Corporate E-Structure Initiative providing electronic service delivery via the intranet and the internet.

Approval of \$9.497 M in 2001 to complete previously approved capital projects including:

- \$1.838 million Telecommunications Upgrade Project that will develop enhanced system architecture and accommodate projected growth.
- \$1.150 million Data Retention Implementation project.
- \$1.487 million Electronic Service Delivery Project.
- \$3.587 million Network Upgrade Project that will enhance the availability and recoverability of our e-mail system, improve internet security monitoring and detection and minimize costly outages.
- \$0.875 million Document Imaging and Management.
- \$0.560 million PMO Quality Assurance (Standard Tool Set).

Approval of \$8.716 M in 2001 for new and change in scope capital projects including:

- \$2.033 million Data Warehousing Implementation Project that will provide consistent and accurate data that can be shared by all users and offers faster delivery of information for enhanced query and analytical information.

- \$1.660 million Data Retention program will convert many different formats of electronic data which currently exist in mainframes and mid-range systems from other municipalities into common formats.
- \$1.550 million Corporate E-Structure Initiative will enhance current architecture to enable release of applications.
- Network Upgrades that include:
  - \$0.440 million Computer Room Expansion.
  - \$0.900 million Infrastructure Upgrades (Systems Product Support).
  - \$0.500 million Increased System Availability.
  - \$0.783 million Network Capacity Planning Initiative.
  - \$0.430 million Disaster Recovery Plan.
  - \$0.420 million Windows 2000 Migration.

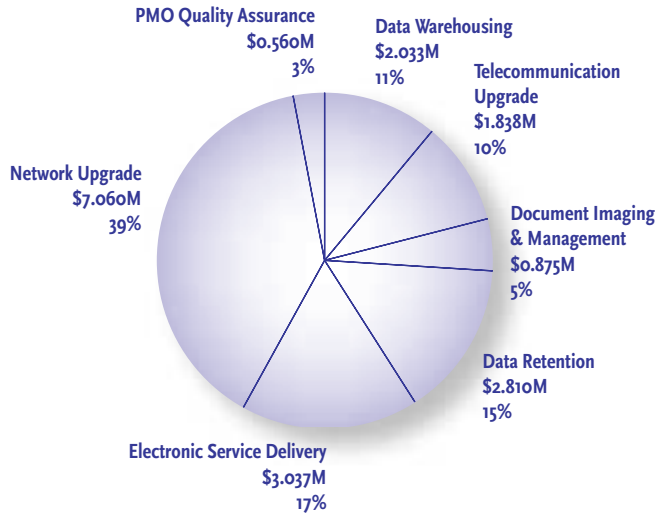
**5 YEAR CAPITAL WORKS PLAN (2001 APPROVED PLUS FOUR YEAR REQUESTS/PLAN)**

Gross Expenditures \$000's

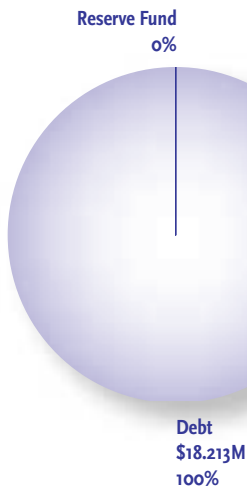
	Approved Budget	Future Year Estimates				Program Total
	2001	2002	2003	2004	2005	2001-2005
Programs						
Data Warehousing Strategy Pilot	2,033	2,314	1,426	100	300	6,173
Telecommunications Upgrade	1,838	1,750	425	450	0	4,463
Document Imaging and Management	875	0	0	755	2,741	4,371
PMO Quality Assurance - Standard Tool Set	560	125	0	400	400	1,485
Capital Projects Management Office	0	0	0	0	0	0
Data Retention	2,810	3,047	1,000	1,000	0	7,857
Electronic Service Delivery	3,037	2,102	552	452	0	6,143
Network Upgrade	7,060	2,818	1,345	2,076	1,922	15,221
<b>Total Capital Budget</b>	<b>18,213</b>	<b>12,156</b>	<b>4,748</b>	<b>5,233</b>	<b>5,363</b>	<b>45,713</b>

2001 CAPITAL BUDGET

Where the money goes...



Where the money comes from...

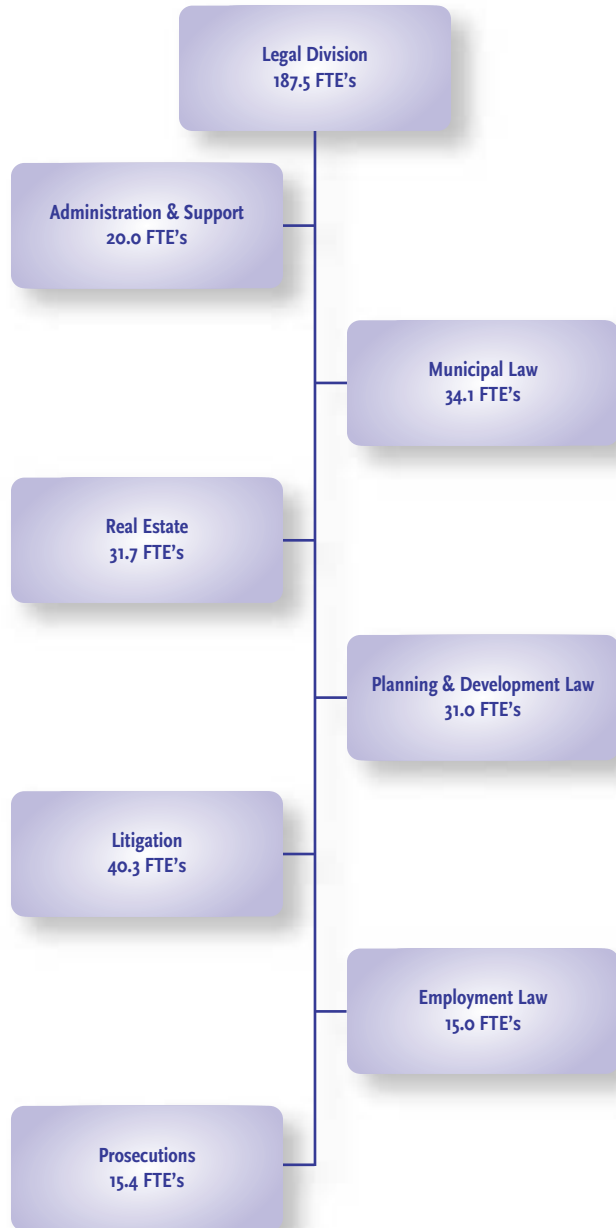


# Legal

## MISSION STATEMENT

The Legal Division does not initiate the decisions and transactions that give rise to the demands for its services. Rather, it provides ongoing advice with respect to all of the initiatives, activities, and operations in which the Corporation is involved. It is the mission of the Legal Division to provide the highest quality of legal services to the Corporation and to minimize, wherever possible, the necessity to seek outside counsel to represent its interests.

## PROGRAM MAP



## 2001 KEY SERVICES

- Provide substantial legal advice and draft complex agreements including the re-structuring of the Toronto District Heating Corporation, the new partnership between the City and OMERS to create Enwave; the City's proposal to acquire Mississauga Hydro; Request For Proposal (RFP) re-financing of TTC and the proposal approved by Council, and the RFP to re-finance Fleet.
- Continue to play an important role in the City's 2008 Olympic bid and the Waterfront redevelopment initiatives by reviewing and preparing required agreements, and providing legal advice and input.
- Negotiate tripartite deals, with the assistance of outside counsel, in projects including Union Station which had over 200 closing documents- (probably the most complicated real estate transaction the City has done) and now will be involved in the task of maximizing that asset through a Request for Expressions of Interest (REI) and Request for Proposal (RFP) process.
- Support the City's new initiative engaging the private sector in the development of affordable housing ("Let's Build") with legal advice as well as the preparation of an entire group of standardized transaction documentation.
- Provide continuing support for Council's policies protecting rental housing (OPA 2) by providing legal advice to staff and Council, preparing agreements and attending Ontario Municipal Board meetings.
- Represent the City on hearings including: Second Suites, North York OPA 447, Humber River Regional Hospital, Leaside Library, 5055 Dundas St W (Michael Power site), Scarborough OPAs 772 and 990, McAsphalt Industries, Omni at City Centre, 1252 Bay St., Morningside Heights, 255 Evans Ave (crematorium), Greatwise Developments, 164 Cheritan Ave., 262 St. Clair Ave W.

- Assist Public Health in prosecuting restaurant operators in violation of the Health Protection and Promotion Act.

## 2001 STRATEGIC DIRECTION AND SERVICE PRIORITIES

- Consolidate the entire Legal Division into one location by the end of 2001.
- Review the consultant's recommendations flowing from the organizational and business process review of the Legal Division and where practicable adapt and implement those recommendations.
- Complete service level agreements with appropriate Agents/Commissioners as a prelude to the implementation of the Common Services Delivery Model.
- Provide ongoing training for staff to keep them current of developments in the law and to permit staff to develop specialized expertise as an alternative to seeking the assistance of specialized outside counsel.
- Rationalize and harmonize interdepartmental recoveries for legal services.
- Continue to harmonize planning related procedures and to standardize development agreements.
- Continually improve the Division's technology plan including the creation of a Legal Division website with a newsletter component to keep clients apprised of new legislation and how it affects them.

## Budget Highlights

### 2001 OPERATING BUDGET

Legal 2001 approved budget includes an additional \$0.379M gross and \$0.170M net over the 2000 funding level to deliver current services as indicated below.

### 2001 BASE BUDGET CHANGES

Includes \$0.379 million gross and \$0.170 million net increase for base budget changes:

	Gross (millions \$)	Net (millions \$)
Cost of Living Increase	0.410	0.410
Merits, Increments & Progression Pay	0.468	0.468
Gapping	(0.438)	(0.438)
Salaries & Benefits from transition project	0.275	0.000
Annualization of new positions approved in 2000	0.157	0.157
Reduction in courier, postage and printing	(0.155)	(0.155)
Reduction in Fees and Service Changes	0.000	0.226
60 Voluntary leave days	(0.013)	(0.013)
Reduction of office materials	(0.030)	(0.030)
Reduction in Library reference material	(0.020)	(0.020)
Reduction of Outside Council	(0.050)	(0.050)
Reduction in title search fees	(0.025)	(0.025)
Reduction of outside planners	(0.200)	(0.200)
Charge for LTD related grievance work	0.000	(0.050)
Social Housing Fees	0.000	(0.060)
Police Labour Work Fees	0.000	(0.050)
<b>Total Base Changes</b>	<b>0.379</b>	<b>0.170</b>

### 2001 NEW SERVICE CHANGES

The 2001 Operating Budget does not reflect any base service changes or new service for 2001.

### 2001 OPERATING PROGRAM SUMMARY BY SERVICE

(Consolidated)

	2000 Budget (\$000's)	2001 Approved (\$000's)	Change from 2000	
			(\$000's)	%
<b>Service</b>				
Administration	2,102.9	2,109.2	6.3	0.3
Municipal Law	3,139.4	3,197.2	57.8	1.8
Real Estate	2,440.3	2,586.3	146.0	6.0
Planning & Development	3,997.0	3,796.7	(200.3)	(5.0)
Litigation	4,154.1	4,139.3	(14.8)	(0.4)
Employment Law	1,311.2	1,679.7	368.5	28.1
Prosecutions	1,137.7	1,153.5	15.8	1.4
<b>Total Gross Expenditures</b>	<b>18,282.6</b>	<b>18,661.9</b>	<b>379.3</b>	<b>2.1</b>

<b>Service</b>				
Administration	0.0	0.0	0.0	N/A
Municipal Law	848.8	706.3	(142.5)	(16.8)
Real Estate	0.0	187.0	187.0	N/A
Planning & Development	545.0	345.0	(200.0)	(36.7)
Litigation	754.5	744.1	(10.4)	(1.4)
Employment Law	0.0	375.0	375.0	N/A
Prosecutions	0.0	0.0	0.0	N/A
<b>Total Revenues</b>	<b>2,148.3</b>	<b>2,357.4</b>	<b>209.1</b>	<b>9.7</b>

#### Net Expenditure - Service

Administration	2,102.9	2,109.2	6.3	0.3
Municipal Law	2,290.6	2,490.9	200.3	8.7
Real Estate	2,440.3	2,399.3	(41.0)	(1.7)
Planning & Development	3,452.0	3,451.7	(0.3)	(0.0)
Litigation	3,399.6	3,395.2	(4.4)	(0.1)
Employment Law	1,311.2	1,304.7	(6.5)	(0.5)
Prosecutions	1,137.7	1,153.5	15.8	1.4

#### Total Net Expenditures Excluding Capital Financing

<b>16,134.3</b>	<b>16,304.5</b>	<b>170.2</b>	<b>1.1</b>
-----------------	-----------------	--------------	------------

#### Staffing Complement

Total Program (in equivalent funded positions)	188.2	187.5	(0.7)	(0.4)
--	-------	-------	-------	-------

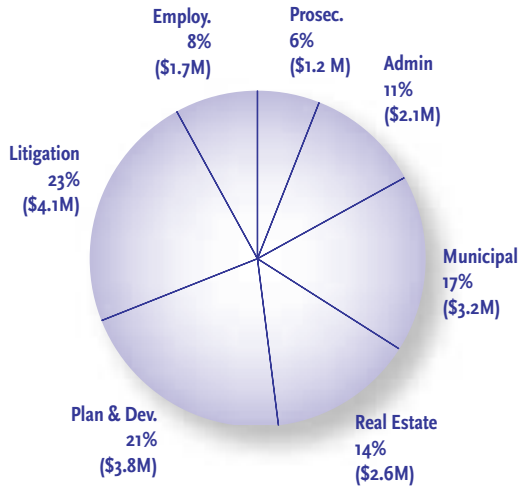


2001 OPERATING BUDGET –LEGAL

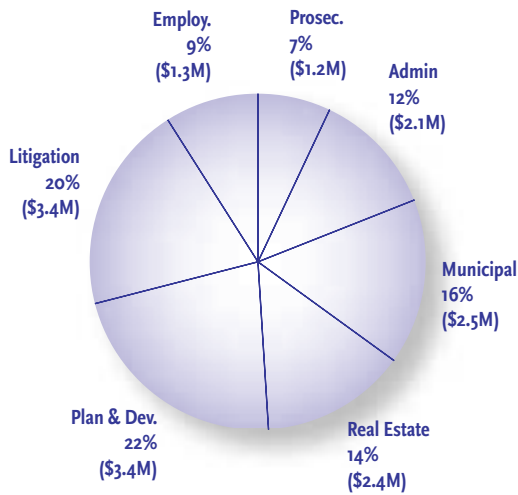
2001 CAPITAL BUDGET

Not applicable

Gross Expenditures by Service \$18.7 M



Net Expenditures by Service \$16.3

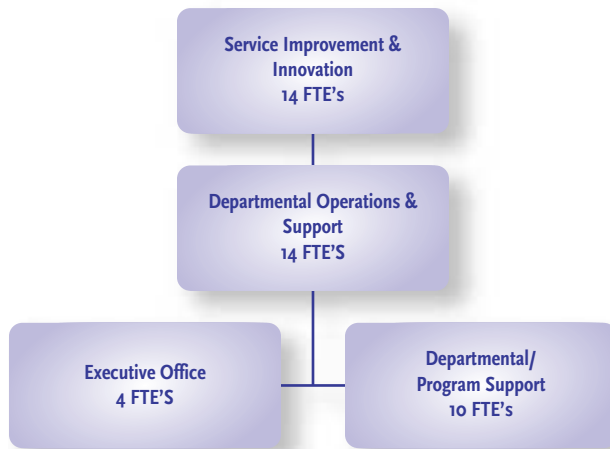


## Service Improvement and Innovation

### MISSION STATEMENT

To assist the Commissioner and the Executive Directors of Corporate Services by providing guidance and coordination for the effective and efficient delivery of Corporate Services and the implementation of Council and Corporate directives.

### PROGRAM MAP



### 2001 KEY SERVICES

- Assist the Commissioner and Senior Management Team of Corporate Services in providing leadership and direction for the effective and efficient utilization of resources towards the accomplishment of departmental objectives and in the implementation of Council and Corporate directives.
- Closely works with programs of Corporate Services, other departments and Council in the areas of administration and finance and in the exploration, development and delivery of improved innovative approaches.

### 2001 STRATEGIC DIRECTION AND SERVICE PRIORITIES

- Provide effective general support to the Commissioner and Directors of Corporate Services.
- Review of service delivery model.
- Operational review of administrative services throughout Corporate Services.
- Coordinate the implementation of corporate and departmental systems to track financial and business performance.
- Improve departmental budget and financial planning.
- Enhance departmental expertise in business planning and business re-engineering.
- Resolve service delivery issues that cross departmental and divisional mandates and responsibilities.
- Identify opportunities for cross-divisional improvements in efficiencies and effectiveness.
- Assist in development and refinement of business and operating plans to implement strategic directions.
- Support development of best practices and benchmarks for service delivery.
- Coordinate reports to Committees and Council.
- Ensure effective operation of the Executive Office.

## Budget Highlights

### 2001 OPERATING BUDGET

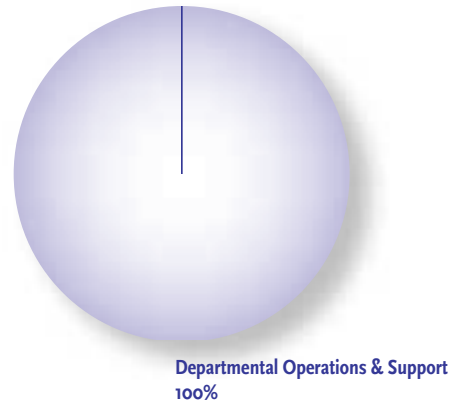
Service Improvement and Innovation 2001 approved budget includes an additional \$0.145M gross over the 2000 funding level, with no net expenditure increases, to deliver current services. The 2001 budget does not reflect any service expansions or new services.

#### 2001 OPERATING PROGRAM SUMMARY BY SERVICE

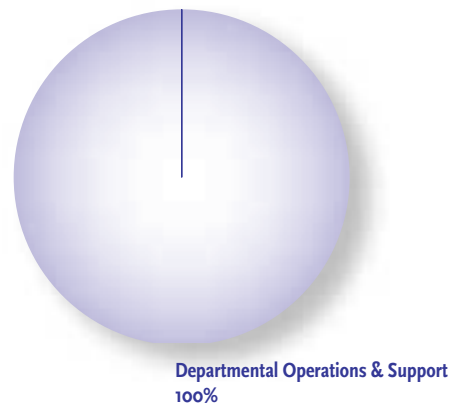
	2000 Budget (\$000's)	2001 Approved (\$000's)	Change from 2000 (\$000's) %	
Service				
Departmental Operations and Support	1,221.3	1,366.3	145.0	11.9
<b>Total Gross Expenditures</b>	<b>1,221.3</b>	<b>1,366.3</b>	<b>145.0</b>	<b>11.9</b>
Departmental Operations and Support	0.0	145.0	145.0	N/A
<b>Total Revenues</b>	<b>0.0</b>	<b>145.0</b>	<b>145.0</b>	<b>N/A</b>
<b>Total Net Expenditures</b>	<b>1,221.3</b>	<b>1,221.3</b>	<b>0.0</b>	<b>0.0</b>
Staffing Complement				
Total Program (in equivalent funded positions)	14.0	14.0	0.0	0.0

### 2001 OPERATING BUDGET

#### Gross Expenditures by Service \$ 1,366.3M



#### Net Expenditures by Service \$ 1,221.3M



### 2001 CAPITAL BUDGET

Not applicable

# Finance Department

The Finance Department provides sound financial management and advice to the City through the following services, which are managed by the Finance Department:

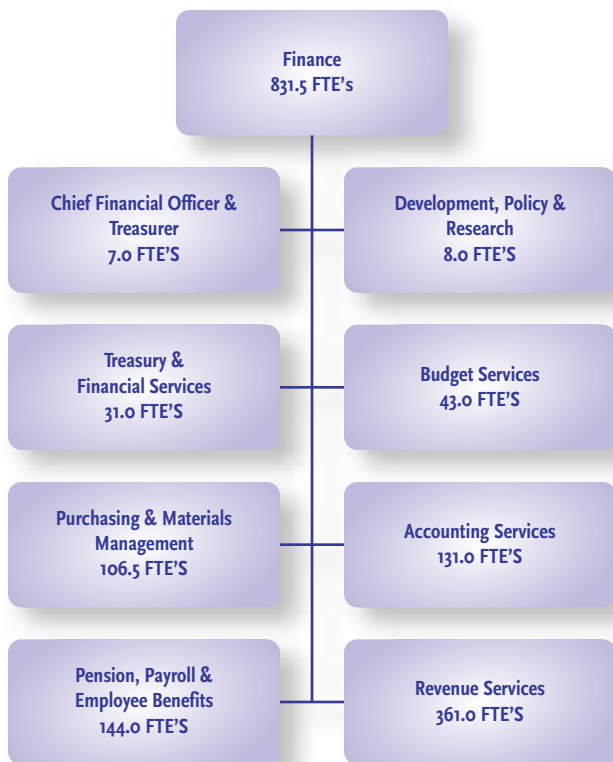
Budget Services, Pension, Payroll & Employee Benefits, Purchasing and Materials Management, Accounting Services, Revenue Services, Development, Policy & Research, Treasury & Financial Services, and Office of the Chief Financial Officer and Treasurer.

## MISSION STATEMENT

The Finance Department ensures effective use of the Corporation's financial resources by maintaining financial controls; developing and implementing effective financial strategies; and provides timely, effective, accurate and efficient services to departments, boards, agencies and the public.

This mission is carried out under a broad range of financial services including accounting, budgeting, financial planning, insurance and risk management, investment management, revenue collection (taxes, water, parking tags), payroll, pension and employee benefits administration, purchasing and material management and policy development and research.

## PROGRAM MAP



## KEY SERVICES

The Finance department is a team of dedicated professionals providing the following services, at various locations across the City:

- Processing financial transactions to ensure the timely receipt of revenue and payment of bills (tax, water and parking tag revenue).
- Budget preparation and financial reporting.
- Paying employees and administering benefits and pension plans.

- Issuing all Request for Quotations (RFQ), Tender Calls and Proposal Calls for the City and some of its Agencies, Boards and Commissions.
- Invest City funds to maximize the return within acceptable limits of risk.
- Risk management to reduce the risk of injury, property damage or loss, or business disruption related to various City facilities and programs.
- Insurance coverage and services to properly protect the City against loss.

### 2001 STRATEGIC DIRECTION AND SERVICE PRIORITIES

In 2001 / 2002, the Finance department will continue to build on the strategic investments made in the implementation of the new corporate financial and management accounting system through additional activities and enhancement of functionalities already in place.

1. Develop a fiscal plan for the City.
2. Prepare 2000 Financial Statements in accordance with new provincial guidelines.
3. Complete the development, reporting and implementation of comprehensive tax policies to address the issues arising from the new 2001 CVA.
4. Introduce a "New and Improved Budget Process" to shift to an output-focused approach to resource allocation.
5. Produce an annual "Finance in Review" document.
6. Respond to the new Provincial Government 'Municipal Report Card'.
7. Assess the implications of and comply with the new Public Sector Accounting Board Handbook.
8. Continue to enhance SAP functionality by completing Phase II of the SAP HR/Payroll, implementing release 4.6, and adding new users such as the Toronto Zoo and Police.
9. Implement accounts payable process redesign Phase I.
10. Complete corporate materials management and stores review and implement findings.
11. Investigate the feasibility of EDI transmission of invoices from suppliers and develop an implementation schedule for those areas where it is determined that it is practical.
12. Complete implementation of purchasing card.
13. Review major business processes in Pension, Payroll and Employee Benefits Division to streamline operations.
14. Evaluate water meter reading and billing strategies.
15. Review major business processes in Revenue Division to identify streamlining and efficiency possibilities
16. Plan and issue tax bills consistent with new policies
17. Implement and administer the Vacancy Program and the Mandatory Rebate Program as required under the new legislation.
18. Introduce pre-authorized payment program for water billing.
19. Implement a standardized water meter reading and billing frequency across the City.
20. Implement an IVR system to achieve improved efficiencies and better customer service.
21. Merge the Call Centre for Parking Tags with the Tax and Water Call Centre.
22. Identify approaches for securing ongoing financial support from senior levels of government including refugee claimants and caps on welfare caseload funding.
23. Complete TTC subway car lease.
24. Support the Olympic bid.
25. Support the waterfront revitalisation.
26. Undertake a comprehensive review of user charges.

- 27. Develop policies and promote the use of brownfields and contaminated properties.
- 28. Evaluate diversion options for solid waste management.
- 29. Identify financial and other strategies to encourage the development of affordable housing.
- 30. Develop policies to facilitate the disposal of surplus City properties.

## Budget Highlights

### OPERATING BUDGET

Finance 2001 approved budget includes a reduction of \$0.274M gross and \$0.273M net under the 2000 funding level to deliver current services as indicated below.

#### 2001 BASE BUDGET CHANGES

Includes \$0.274 million gross and \$0.273 million net reduction for base budget changes:

	Gross (millions \$)	Net (millions \$)
Reduced Operating Costs including staff restructuring	(0.443)	(0.071)
Bank charges and Insurance costs	0.086	0.086
Interdepartmental charges and transfers	(0.451)	(0.451)
Bill 140 Provincial Download-Charity Rebate Download	0.049	0.049
Bill 140 Provincial Download-Vacancy Rebate Program	0.485	0.485
Recovery from Insurance Reserve Fund	0.000	(0.053)
Recovery from Debt Service	0.000	(0.181)
Reduced Recoveries from Programs	0.000	0.289
Higher recoveries from Parking Tags	0.000	(0.516)
Increase in NSF Recovery charge	0.000	(0.036)
Decrease in User Fees	0.000	(0.167)
Decrease in Water and Tax certificate revenue	0.000	0.293
<b>Total Base Changes</b>	<b>(0.274)</b>	<b>(0.273)</b>

#### 2001 NEW SERVICE CHANGES:

The 2001 Budget does not reflect any new service or service level changes for 2001.

### 2001 OPERATING PROGRAM SUMMARY BY SERVICE

(Consolidated)

	2000 Budget (\$000's)	2001 Approved (\$000's)	Change from 2000 (\$000's) %	
Service				
Accounting Services	9,495.4	9,321.5	(173.9)	(1.8)
Budget Services	3,899.6	3,998.3	98.7	2.5
Development, Policy & Research	791.9	785.8	(6.1)	(0.8)
Office of the CFO & Treasurer	660.6	735.2	74.6	11.3
Pension, Payroll & Employee Benefits	7,995.8	9,148.2	1,152.4	14.4
Purchasing & Materials Management	6,890.5	6,766.1	(124.4)	(1.8)
Revenue Services	34,274.6	32,893.8	(1,380.8)	(4.0)
Treasury & Financial Services	2,679.0	2,764.1	85.1	3.2
<b>Total Gross Expenditures</b>	<b>66,687.4</b>	<b>66,413.0</b>	<b>(274.4)</b>	<b>(0.4)</b>

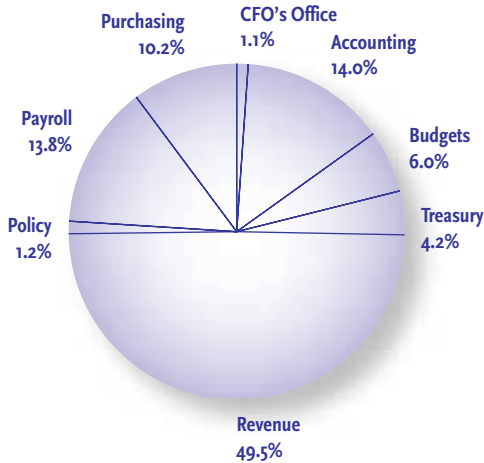
Service				
Accounting Services	1,770.6	1,622.6	(148.0)	(8.4)
Budget Services	672.9	614.5	(58.4)	(8.7)
Development, Policy & Research	63.7	63.7	0.0	0.0
Office of the CFO & Treasurer	166.3	166.3	0.0	0.0
Pension, Payroll & Employee Benefits	2,295.4	2,295.4	0.0	0.0
Purchasing & Materials Management	1,174.5	1,189.1	14.6	1.2
Revenue Services	28,260.2	28,216.7	(43.5)	(0.2)
Treasury & Financial Services	1,155.7	1,389.4	233.7	20.2
<b>Total Revenues</b>	<b>35,559.3</b>	<b>35,557.7</b>	<b>(1.6)</b>	<b>(0.0)</b>

Net Expenditure - Service				
Accounting Services	7,724.8	7,698.9	(25.9)	(0.3)
Budget Services	3,226.7	3,388.8	157.1	4.9
Development, Policy & Research	728.2	722.1	(6.1)	(0.8)
Office of the CFO & Treasurer	494.3	568.9	74.6	15.1
Pension, Payroll & Employee Benefits	5,700.4	6,852.8	1,152.4	20.2
Purchasing & Materials Management	5,716.0	5,577.0	(139.0)	(2.4)
Revenue Services	6,014.4	4,677.1	(1,337.3)	(22.2)
Treasury & Financial Services	1,523.3	1,374.7	(148.6)	(9.8)
<b>Total Net Expenditures</b>	<b>31,128.1</b>	<b>30,855.3</b>	<b>(272.8)</b>	<b>(0.9)</b>

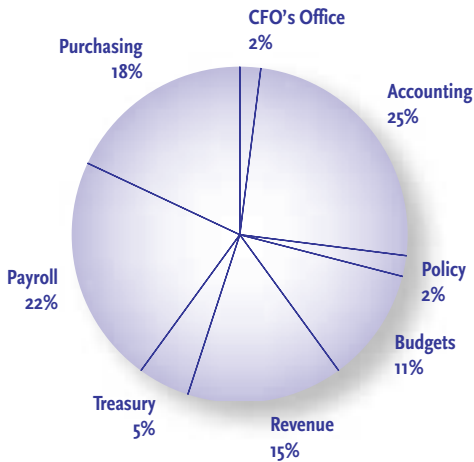
Staffing Complement (in Equivalent Funded Positions)	824.0	830.5	6.5	0.8
---	-------	-------	-----	-----

2001 OPERATING BUDGET

Gross Expenditures \$66.4 M



Net Expenditures \$30.8 M



2001 CAPITAL BUDGET

Total 2001 Gross Budget is \$6.2M (2000 Budget -\$1.5M).

Rationale for year-over-year difference: the completion of previously approved capital projects; new capital projects including enhancement of financial systems.

Approval of \$1.0 million in 2001 to complete previously approved capital projects including:

- \$0.1 million for the Capital Financing System to set up repayment schedules for City issued debt.
- \$0.9 million for the Revenue System-Phase 11 to complete the enhancement of consolidated tax and water billing.

Approval of \$5.2 million in 2001 for new capital projects including:

- \$1.1 million for Accounts Payable Redesign to improve the efficiency of the Accounts Payable function.
- \$0.5 million for Conversion of ABCs to SAP for Toronto Police Services.
- \$2.6 million for SAP Upgrade to 4.6c to improve functionality.
- \$1.0 million for the Revenue System-Phase 11 to implement an interface between the consolidated tax and water billing systems with SAP.

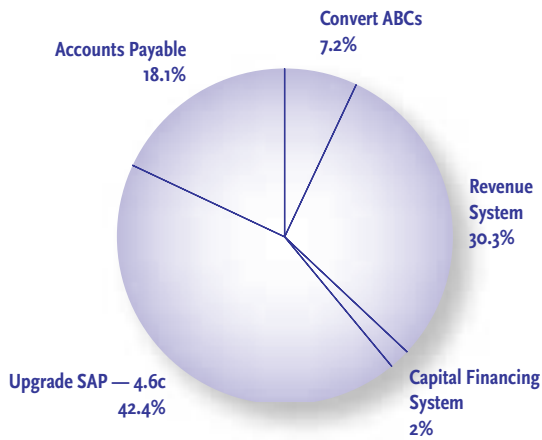
5 YEAR CAPITAL WORKS PLAN

Gross Expenditures (\$000's)

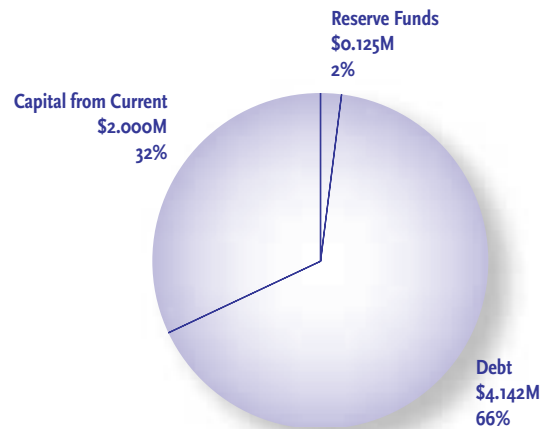
Programs	Approved Budget	Future Year Estimates				Program Total 2001 - 2005
	2001	2002	2003	2004	2005	
Capital Financing System	125	-	-	-	-	125
Revenue System- Phase I	900	-	-	-	-	900
Revenue System- Phase II	1,000	1,100	-	-	-	2,100
Accounts Payable Redesign	1,135	850	-	-	-	1,985
Conversion of ABCs to SAP	451	2,174	1,492	-	-	4,117
SAP Upgrade to 4.6c	2,656	750	-	-	-	3,406
Business Plan Information System	-	108	712	380	-	1,200
E-Procurement	-	126	1,628	2,750	2,196	6,700
<b>Total Capital Budget</b>	<b>6,267</b>	<b>4,358</b>	<b>3,832</b>	<b>3,880</b>	<b>2,196</b>	<b>20,533</b>

2001 CAPITAL BUDGET

Where the money goes...



Where the money comes from...





# Audit Services

Audit Services in the City are comprised of an internal audit function, which provides ongoing audit services to the Corporation.

The internal audit function in the City is performed by the City Auditor, who by virtue of his direct reporting relationship to Council through the Audit Committee, is in a position to perform independent appraisals of the City's operations and provide impartial and objective advice to Council.

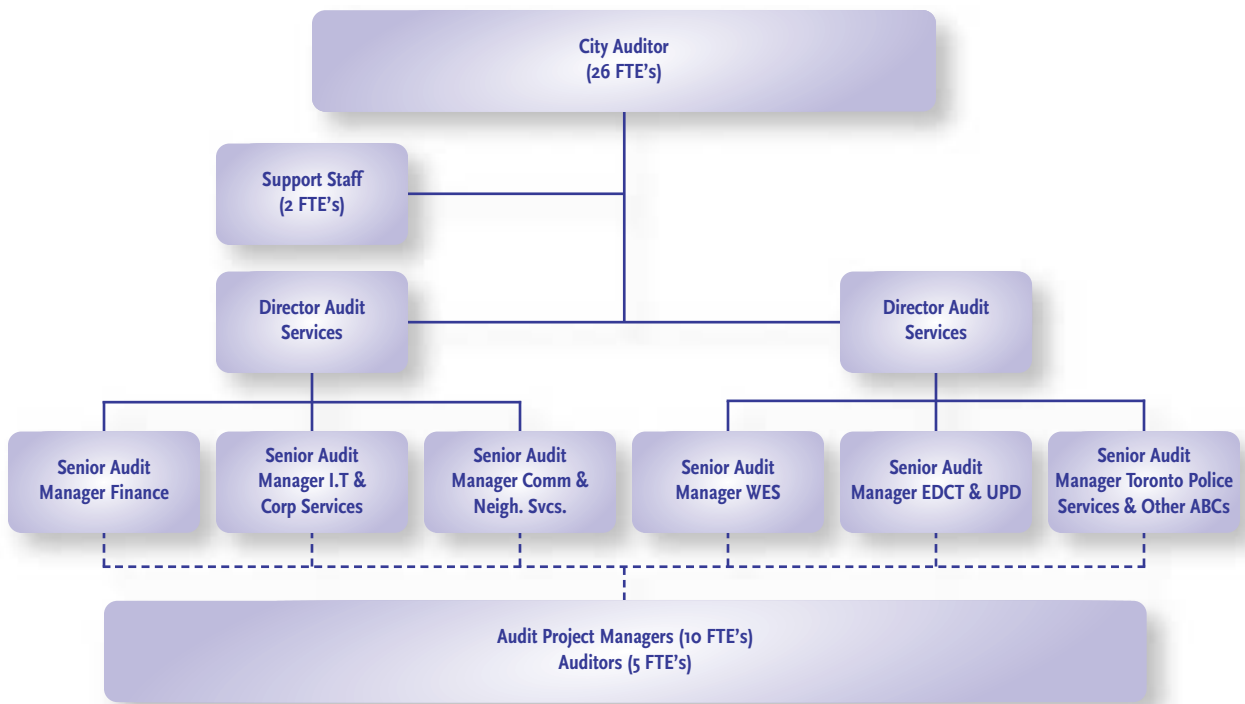
The audit process at the City is consistent with that of all major municipalities in North America, as well as those of the private sector. It is also in accordance with the proposed new Municipal Act, which stipulates that an employee of the Corporation should not perform the annual attest audit of the City's financial statements.

Ernst & Young, Chartered Accountants, whose appointment for a five-year term was approved by Council in 1998, perform the annual attest audit of the City. A significant number of attest audits are also conducted by the City Auditor on community centres, arenas, Business Improvement Areas and various subsidy claim forms requested by the Province.

## MISSION STATEMENT

- To be recognized as a leading audit organization respected by our clients and peers for excellence, innovation and integrity in supporting the City of Toronto to become a world class organization.
- Internal auditing is an independent objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.
- In carrying out the City's internal audit function, the City Auditor reports to City Council through the Audit Committee and has the authority to conduct financial, operational, compliance, information systems, forensic and other special reviews of all departments, agencies, offices, boards, commissions, as well as other entities the City is related to or has an interest.
- Audit Services effects its mandate by developing and carrying out a work plan which identifies and ranks projects to be completed based on a number of risk factors. In addition, it responds to requests from Committees and Council, as well as senior management, on a variety of financial and operational issues.

**PROGRAM MAP**



**KEY SERVICES**

- Developed an evaluation methodology and started the evaluation of the Toronto Police Service Air Support Unit six-month pilot project;
- Developed an environmental audit mandate for the Department which was approved by Council;
- Participates in a special committee relating to the standardization of internal control processes across the City in the Parks and Recreation Division;
- To increase the Department’s profile among other internal audit organizations across North America and promote the sharing of information, the Department established a web-site in 2000 which provides information on the Department’s organizational structure, mission statement, as well as reports completed.

- Issued over 73 reports to Council and/or its various committees of which 22 emanated from direct Council and/or Committee requests.
- Completed a number of fraud and special investigations and over 80 statutory attest audits of various community centres, arenas, business improvement areas, Homes for the Aged and Public Health subsidies.

**2001 STRATEGIC DIRECTION AND SERVICE PRIORITIES**

The main priority of Audit Services will be to continue to deliver high quality value added services to both Council and management at the lowest cost. To achieve this objective, the Department will continue to review its internal processes and procedures, relative to internal audit practices in other organizations, to ensure that projects are carried out efficiently and effectively, and that the use of staff resources is maximized. In this regard, the Department will consider various means to most effectively

address risk areas and improve operations in the City. These means would include traditional process audits, internal control education, self-assessment facilitation, investigations, consulting, system development reviews and compliance/assurance reviews.

The restructuring of the Department in 2000 to reflect the upgrading of positions to a more senior level has, for the most part, been completed. This restructuring will allow the Department to provide more effective services to the City and better meet the demands of both management and City Council. In 2001, the Department will continue the restructuring process by converting at least one of the Auditor positions to an Audit Project Manager position.

As a result of the transfer of the Toronto Police Service internal audit function, the Department added three additional positions to its complement in late 2000 to provide these services to the police. The amount of internal audit work provided to the police will be enhanced as necessary to reflect the annualized effect of the additional staff and funds transferred from the Toronto Police Service to Audit Services in this regard.

In 2001, the Department will continue to expand its involvement at various local boards to ensure both the respective board and City's interest are protected.

In 2000, Audit Services developed an environmental audit mandate, which was approved by the Audit Committee and City Council. In 2001, the Department will complete an assessment of environmental risks and opportunities in the City and expand the environmental audit function such that Audit's annual work plan will include at least two to three environmental reviews, as well as participation as required on various environmental committees.

In addition to its normal audit work, the Department has been and will be involved with non-traditional audit projects such as:

- Environmental Risk Assessment
- Complaint Handling Process Review – Toronto Police Service
- Air Support Unit Pilot Project Evaluation – Toronto Police Service
- Quality Assurance Function Review – Toronto Public Health

In order to conduct these reviews in an effective manner, the Department may require external assistance in certain specialized areas. To be cost effective, the Department will continue to develop in-house expertise where that expertise will be required on an ongoing basis, for example, in the area of environmental auditing. However, where the need for specialized expertise is not continuous, for example, sexual assault and helicopter evaluation audits, the Department would seek expertise from other departments of the Corporation by offering secondment opportunities or from outside the Corporation, by engaging consultants on an as-needed basis. The 2001 budget, accordingly, includes an increase in consulting fees by \$85,000 to \$135,000.

In 2000, Audit Services transferred the responsibility for the performing the accounting for BIAs to City Finance but continued to do the audits of these organizations. The audit of these BIAs is also time consuming and diverts the Departments resources away from more value-added projects and assignments. Audit Services is pursuing, with City Finance, the possibility of outsourcing of both the accounting and audit responsibilities relating to the BIAs.

The Department is developing a preliminary 2001 work plan based on a number of risk factors such as total expenditure, complexity of operations, political and public sensitivity, legislative requirements, etc. This work plan takes into account special requests anticipated from management and Council, as well as continued assistance to the external auditors.

The complete work plan will be forwarded to the Audit Committee and City Council for consideration early in 2001.

While it is important to carry out the Department's activities in accordance with the work plan, Audit Services also recognizes the need for a flexible process that allows for the consideration of changing needs and risks on a real time basis, and the shifting of resources and priorities to meet these needs.

The ability to respond effectively to various pressing and unanticipated issues will ensure the Department provides maximum value to the Corporation.

## Budget Highlights

### OPERATING BUDGET

Audit 2001 approved budget includes an additional \$0.266M gross and \$0.184M net over the 2000 funding level to deliver current services as indicated below:

#### 2001 BASE BUDGET CHANGES

Includes \$0.166 million gross and \$0.084 million net increase for base budget changes:

	Gross (millions \$)	Net (millions \$)
Salary adjustments	(0.003)	(0.003)
Contracted Services 0.085 0.085		
Interdepartmental Recoveries	0.000	(0.082)
Expand Audit Services to include Shelter Housing & Support due to Provincial Download of 95,600 housing units to the City of Toronto.	0.084	0.084
<b>Total Base Changes</b>	<b>0.166</b>	<b>0.084</b>

#### 2001 NEW SERVICE CHANGES

Includes \$0.100 million gross and net for new service level changes primarily resulting from 2001 approved Council direction:

One time expenditure for 2001 Corporate Fleet Study	0.100	0.100
<b>Total New Changes</b>	<b>0.100</b>	<b>0.100</b>

<b>Total Base Changes</b>	<b>0.266</b>	<b>0.184</b>
---------------------------	--------------	--------------

#### 2001 OPERATING PROGRAM SUMMARY BY SERVICE

(Consolidated)

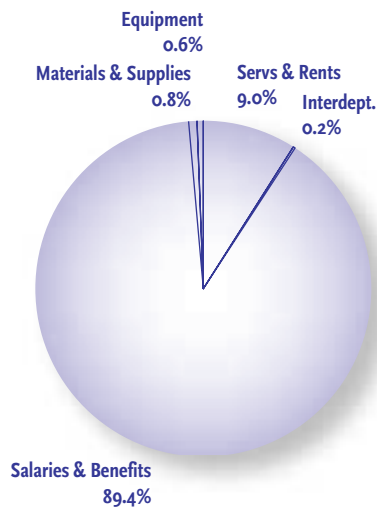
	2000 Budget (\$000's)	2001 Approved (\$000's)	Change from 2000 (\$000's)	%
Gross Expenditure - Service				
Audit	2,620.6	2,886.8	266.2	10.2
<b>Total Gross Expenditures</b>	<b>2,620.6</b>	<b>2,886.8</b>	<b>266.2</b>	<b>10.2</b>
Revenues - Service				
Audit	154.0	236.6	82.6	53.6
<b>Total Revenues</b>	<b>154.0</b>	<b>236.6</b>	<b>82.6</b>	<b>53.6</b>
Net Expenditure - Service				
Audit	2,466.6	2,650.2	183.6	7.4
<b>Total Net Expenditures Excluding Capital Financing</b>	<b>2,466.6</b>	<b>2,650.2</b>	<b>183.6</b>	<b>7.4</b>
Staffing Complement				
Total Program (in Equivalent Funded Positions)	25.0	26.0	1.0	4.0

2001 OPERATING BUDGET

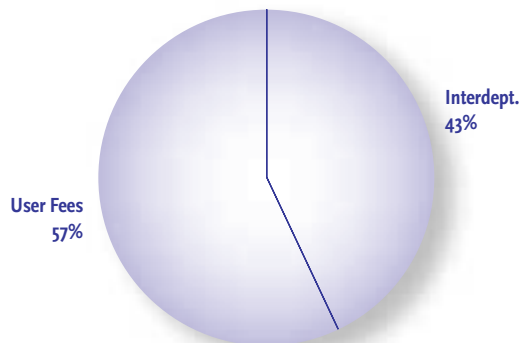
2001 CAPITAL BUDGET

Not applicable

Gross Expenditures by Category \$2.8 M



Net Expenditures by Category \$0.237 M



# Chief Administrator's Office

The Office of the CAO oversees all corporate, interdepartmental, interagency and intergovernmental business activities, responds to the requests and needs of City Council, and provides business, operational and administrative support to the Chief Administrative Officer and the Senior Management Team. The CAO Office facilitates the integration of the City's departments and programs, provides corporate policy advice and guidance to the CAO and Council, and coordinates access and equity and healthy city objectives across the corporation. The CAO Office includes the Executive Management Division and the Strategic & Corporate Policy Division.

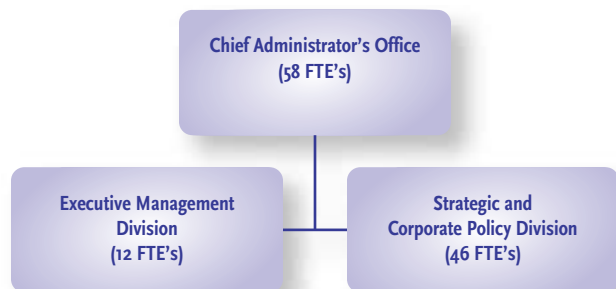
Executive Management Division provides day-to-day advice, coordination and support to the CAO. It monitors and ensures resolution of Council and other directives and communiqués, provides issues management support to the CAO, provides office management support to the CAO Office, and supports the Senior Management Team. The division is also involved in corporate integration issues and the introduction of multi-year service planning.

Strategic & Corporate Policy Division provides independent advice to the CAO and Council on matters related to governance, corporate strategies and policies, community relations and external affairs. Most of the division's assignments are project based, often involving interdepartmental consultation or project teams. The division's work program reflects corporate intergovernmental and international activities, corporate policy development and analysis of key corporate initiatives Healthy City activities, diversity management and community engagement.

## MISSION STATEMENT

The Chief Administrative Officer leads the municipal administration and provides guidance and advice to Council on the City's fiscal, organizational, intergovernmental and service challenges. The Chief Administrator is accountable to Council for the policy direction and program delivery of all departments and programs. The Commissioners of the City's six departments have a direct reporting relationship to the CAO. The Executive Management and Strategic & Corporate Policy functions comprise the Office of the CAO and support the CAO in fulfilling this leadership role and in ensuring that the City's policies and services respond to the diversity of needs within the Toronto community.

## PROGRAM MAP



## KEY SERVICES

The CAO Office is a team of professionals providing the following services to the City:

- corporate policy advice and analysis to Council and the CAO
- intergovernmental relations
- analysis and development of the organisational and governance structures of the City
- diversity management monitoring, evaluation and policy development
- access & equity grants program delivery
- healthy city functions
- corporate and interdepartmental business activity development, co-ordination and oversight
- business, operational and administrative support to the CAO and the Executive Management and related teams

## 2001 STRATEGIC DIRECTIONS AND SERVICE PRIORITIES

The CAO Office will lead the organization in setting corporate directions and priorities, enhancing management and planning processes, and pursuing organizational effectiveness and service excellence. Key priorities for 2001 include:

- provide corporate leadership, policy advice and coordination on administrative policies, financial priorities and the fiscal sustainability of the corporation;
- develop positions and coordinate Council participation in the Provincial review of the GTSB and a new Municipal Act/City Charter;
- coordinate the process for Council to review the Strategic Plan and consult the public, and develop methods for monitoring and reporting on the State of the City;
- support key staff initiatives including the Senior Management Team, CAO's senior staff

briefings, staff committees (e.g., TIE, air quality, property management), and external staff working groups (e.g., Regional CAOs, GTCC, GTSB's CAO Committee);

- review the Council-Committee structure and the administrative organizational structure;
- establish the mandate and structure of the Waterfront development agency and review key special purpose bodies;
- lead corporate team in negotiating/preparing for the transfer of Provincial Offences Courts, participate on interdepartmental committee to implement the Social Housing download, and coordinate City involvement in the Federal Infrastructure Program and FCM Green Funds;
- monitor, review and support corporate policy issues and initiatives including: Councillors Website, office space consolidation, ASD/Best Value framework, enhancement of service planning and performance reporting practices, mechanisms to review service priorities, employee parking policy, international policy framework, sponsorship policy framework, departmental access and equity plans, access and equity grants and special events, community capacity building framework and civic engagement policy, the TIE model, and continuous service improvement;
- coordinate meeting agendas/briefings and provide research support to key Council initiatives such as the GTSB Caucus, Toronto AMO Caucus, FCM, the Sustainability Roundtable, intergovernmental Smog Summit working group, access and equity committees, and special Council committees and task forces of a corporate nature;
- provide on-going support to Council's participation in IULA, Metropolis, and ICLEI.

## Budget Highlights

### OPERATING BUDGET

Chief Administrator's Office 2001 approved budget includes a reduction of \$0.465M gross and \$0.269M net under the 2000 funding level to deliver current services as indicated below:

#### 2001 BASE BUDGET CHANGES

Includes \$0.465 million gross and \$0.269 million net reduction for base budget changes:

	Gross (millions \$)	Net (million \$)
Salary & Wage changes including staff restructuring	(\$0.062)	\$0.121
Program reduction- reduces support to work activities of the CAO and Council	(\$0.120)	(\$0.120)
Deletion of Grants (Completion of Main Street Initiatives)	(\$0.014)	(\$0.001)
Reduction in staff support to environment committees, Advisory committees and fewer reviews of Special Purpose Bodies	(\$0.151)	(\$0.151)
Reduce hospitality and support to visiting delegations and special events, reduced access to specialized external research expertise	(\$0.042)	(\$0.042)
Deferral and/or delays in undertaking reviews, monitoring reports, etc	(\$0.076)	(\$0.076)
<b>Total Base changes</b>	<b>(\$0.465)</b>	<b>(\$0.269)</b>

### 2001 NEW SERVICE CHANGES:

The 2001 Operating Budget does not reflect any new services or service level changes for 2001.

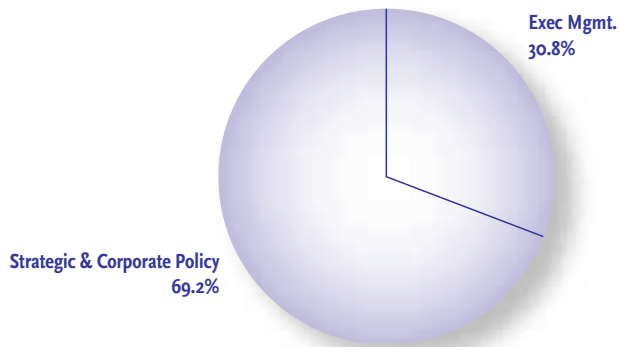
### 2001 OPERATING PROGRAM SUMMARY BY SERVICE

	2000 Budget (\$000's)	2001 Approved (\$000's)	Change from 2000 (\$000's)	%
<b>Gross Expenditure - Service</b>				
Executive Management	1,780.3	1,589.1	(191.2)	(10.7)
Strategic & Corporate Policy	3,844.6	3,570.9	(273.7)	(7.1)
<b>Total Gross Expenditures</b>	<b>5,624.9</b>	<b>5,160.0</b>	<b>(464.9)</b>	<b>(8.3)</b>
<b>Revenues - Service</b>				
Executive Management	180.7	0.0	(180.7)	(100.0)
Strategic & Corporate Policy	15.0	0.0	(15.0)	(100.0)
<b>Total Revenues</b>	<b>195.7</b>	<b>0.0</b>	<b>(195.7)</b>	<b>(100.0)</b>
<b>Net Expenditure - Service</b>				
Executive Management	1,599.6	1,589.1	(10.5)	(0.7)
Strategic & Corporate Policy	3,829.6	3,570.9	(258.7)	(6.8)
<b>Total Net Expenditures Excluding Capital Financing</b>	<b>5,429.2</b>	<b>5,160.0</b>	<b>(269.2)</b>	<b>(5.0)</b>
<b>Staffing Complement</b>				
Total Program (in Equivalent Funded Positions)	64.3	58.0	(6.3)	-



2001 OPERATING BUDGET

Gross and Net Expenditure by Service  
\$5.160M



# City Council and Office of the Mayor

## Toronto City Council

Council provides high quality and affordable services that respond to the needs of the community, and invest in infrastructure to create a thriving, vibrant city. It ensures a system of responsible and accountable governance where the interests of individuals and communities are balanced with those of the city as a whole.

Council Members are directly elected to the City of Toronto Council.

### MISSION STATEMENT

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

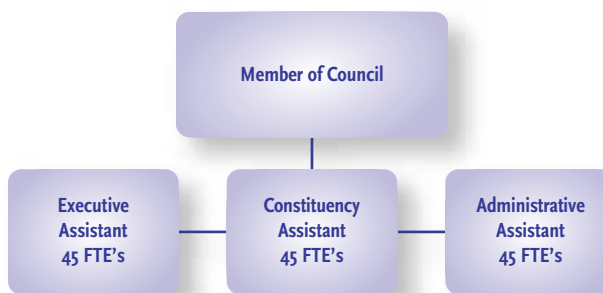
The City of Toronto promotes and maintains a system of responsible and accountable governance where the interests of individuals and communities are balanced with those of the city as a whole. Public participation is an integral part of the City's decision-making processes.

Our actions are guided by the following principles:

- **Advocacy:** We are advocates on behalf of our city's needs with other orders of government
- **Community Participation:** We facilitate active community involvement in all aspects of civic life, both locally and citywide
- **Equity:** We respond to and support diverse needs and interests and work to achieve social justice

- **Effectiveness:** We set and accomplish objectives, pursue innovative approaches, safeguard public assets and make efficient use of our resources
- **Leadership:** We plan for change and take a leadership role on issues of importance to the City
- **Partnerships:** We actively seek out partnerships with constituents, community groups, businesses and other public institutions and orders of government
- **Sustainability:** We integrate environmental, social, economic and fiscal perspectives in our actions.

### PROGRAM MAP



## KEY SERVICES

- **Council - Salaries and Benefits:** This appropriation provides for a new organization structure including salaries and benefits for each of the 44 Councillors.
- **Council – Staff Salaries and Benefits:** This appropriation provides for a new organization structure including salaries and benefits for three (3) support staff for each Member of Council.
- **Global Budgets:** This appropriation provides for funding in the amount of \$53,100 for each Councillor’s office in order that they may serve their constituency.
- **General Administration:** This appropriation provides for administrative support to Members of Council and their staff in the areas of materials and supplies, equipment and services, examples of which include: office supplies; telephones at City Hall office, Civic Centre Office and Constituency office; refreshments for Council and its Committees at City Hall and Civic Centres; Community Council’s hospitality events; computer leases and maintenance; transportation services; maternity/parental top up; staff illness (5 consecutive days or more); vacation replacement for staff who are entitled to more than three (3) weeks annual vacation; and general business travel.

## 2001 STRATEGIC DIRECTIONS AND SERVICE PRIORITIES:

The City of Toronto Council sets corporate strategic direction, priorities and policies; authorizes the raising of revenues and approves the expenditures of funds for the provision of services in the City. The Council program provides the administrative and other resources that Councillors require to carry out their duties.

## Budget Highlights

### 2001 OPERATING BUDGET

Council 2001 approved budget is \$16,850.0 thousand (gross and net) and is based upon the new composition of forty-four (44) Councillors for the City of Toronto Council, and is \$ 2.629M gross and \$ 2.584M below the 2000 funding levels to deliver current services. The 2001 budget maintains services at the 2000 level and does not reflect any service expansions or new services.

### 2001 BASE BUDGET AND EXISTING SERVICE CHANGES

Includes \$ 2.629M gross and \$ 2.584M net decrease for base budget changes:

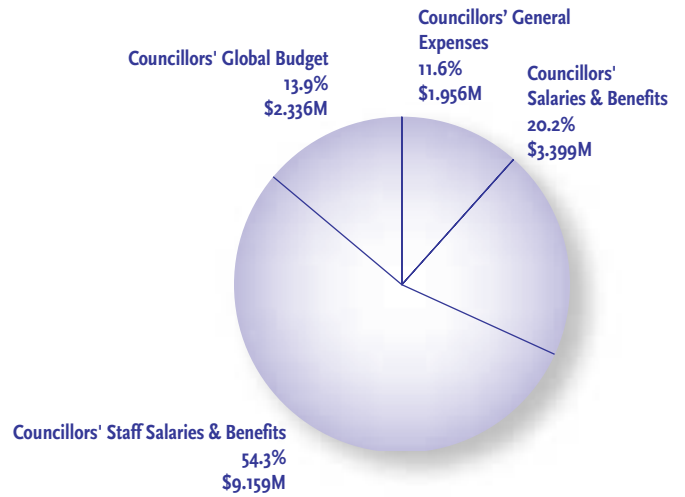
	Gross (millions \$)	Net (millions \$)
Changes		
Net Cost of Living Arrears, Progression Pay, etc.	0.247	0.247
Revenue changes	N/A	(0.044)
Annualization of reduction in Councillors (from 57 to 44)	(1.002)	(1.002)
Annualization of reduction in Councillors staff by 39	(1.590)	(1.590)
Annualization of reduction in materials & supplies	(0.700)	(0.700)
Savings due to downsizing of Council	(0.027)	(0.027)
Annualization of telephone expenses and computer lease costs	0.703	0.703
Reduction in Councillors’ global budgets	(0.259)	(0.259)
<b>Total Base Changes</b>	<b>(2.629)</b>	<b>(2.584)</b>

2001 OPERATING PROGRAM SUMMARY BY SERVICE

	2000 Budget (\$000's)	2001 Approved (\$000's)	Change from 2000	
			(\$000's)	%
Service				
Councillors' Salaries & Benefits	4,302.0	3,399.1	(902.9)	(21.0)
Councillors' Staff Salaries & Benefits	10,601.5	9,158.8	(1,442.7)	(13.6)
Councillors' Global Budget	3,296.1	2,336.4	(959.7)	(29.1)
Councillors' General Expenses	1,279.7	1,955.7	676.0	52.8
<b>Total Gross Expenditures</b>	<b>19,479.3</b>	<b>16,850.0</b>	<b>(2,629.3)</b>	<b>(13.5)</b>
Councillors' Salaries & Benefits	0.0	0.0	0.0	0.0
Councillors' Staff Salaries & Benefits	0.0	0.0	0.0	0.0
Councillors' Global Budget	0.0	0.0	0.0	0.0
Councillors' General Expenses	44.9	0.0	(44.9)	(100.0)
<b>Total Revenues</b>	<b>44.9</b>	<b>0.0</b>	<b>(44.9)</b>	<b>(100.0)</b>
<b>Total Net Expenditures</b>	<b>19,434.4</b>	<b>16,850.0</b>	<b>(2,584.4)</b>	<b>(13.3)</b>
Staffing Complement				
Total Program (in Equivalent Funded Positions)	236.0	184.0	(52.0)	(22.0)

2001 OPERATING BUDGET

Gross and Net Expenditures by Service – Total \$ 16.850M

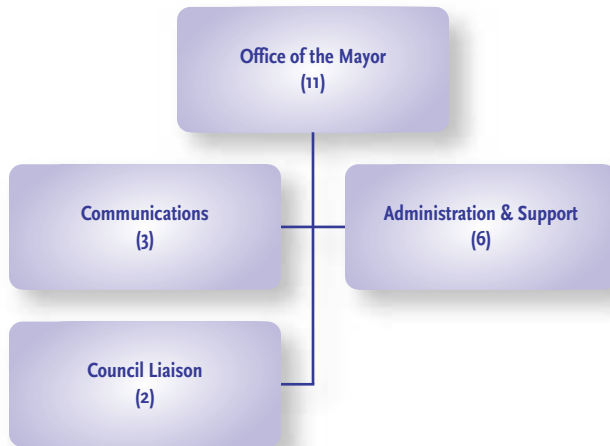


## Office of the Mayor

### MISSION STATEMENT

The Office of the Mayor provides administrative leadership and representation of the corporation in the governance of the City of Toronto through open communication and exchange of information with its citizens, elected officials, dignitaries and staff. Through initiating and guiding the development and implementation of City Council's priorities and policies the Office of the Mayor remains accountable to the community for ensuring the highest possible standards of City services.

### PROGRAM MAP



### KEY SERVICES

- to research background on topics that may benefit the City;
- to provide advice to the Mayor on current issues;
- to provide support to the Mayor on citizens requested information;
- to co-ordinate activities of the Office of the Mayor with those of Council; and
- to co-ordinate the Mayor's attendance at public and private events and meetings locally, nationally and internationally.

### 2001 STRATEGIC DIRECTION AND SERVICE PRIORITIES

In 2001/2002 the Office of the Mayor is committed to protect the City by always looking for new, more efficient ways to deliver services to the public. Any tax increases that have to be passed on to Toronto's property owners, the Mayor has promised, will be kept to a minimum.

Other initiatives include:

- Eliminating waste in city spending while making the best use of our assets.
- A modest and reasonable tax increase that reflects the increased costs of our most vital services.
- A new financial deal from both the provincial and federal governments to pay for their responsibilities.
- Innovation and change in the way we provide services to ensure the best services are provided efficiently and at the lowest possible cost.
- The Mayor's Task Force on Young Offenders to consult Toronto residents.
- Recognizing that youth unemployment is a serious issue in the City of Toronto, the Mayor brought the provincial and federal governments together to help the city implement an innovative youth employment project.
- Developing solutions to the growing crisis of homelessness in Toronto. A Task Force to provide general policy directions and specific strategies to meet the needs of all homeless people: visibly homeless people on the streets or in hostels, hidden homeless people living in illegal or temporary accommodation, and those at risk of becoming homeless.

## Budget Highlights

### 2001 OPERATING BUDGET

The Mayor's 2001 approved operating budget includes a reduction of \$0.044 M gross and net from the 2000 funding level to deliver the required current services as indicated below.

#### 2001 BASE BUDGET CHANGES

Includes \$0.044 million gross and net reduction for base budget changes:

	Gross (millions \$)	Net (million \$)
Reduction in Services and Rents	(0.044)	(0.044)
<b>Total Base Changes</b>	<b>(0.044)</b>	<b>(0.044)</b>

#### 2001 NEW SERVICE CHANGES:

The 2001 Budget does not reflect any new service or service level changes for 2001.

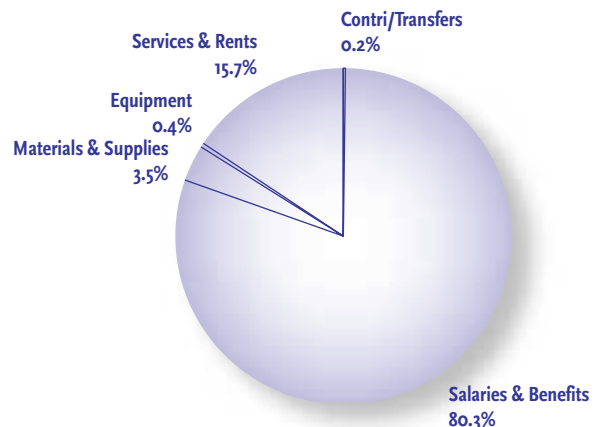
### 2001 OPERATING PROGRAM SUMMARY BY SERVICE

(Consolidated)

	2000 Budget (\$000's)	2001 Approved (\$000's)	Change from 2000 (\$000's)	%
<b>Total Gross Expenditures</b>				
Service				
Office of the Mayor	1,446.5	1,402.2	(44.3)	(3.1)
<b>Total Gross Expenditures</b>	<b>1,446.5</b>	<b>1,402.2</b>	<b>(44.3)</b>	<b>(3.1)</b>
<b>Total Revenues</b>				
Service				
Office of the Mayor	0.0	0.0	0.0	N/A
<b>Total Revenues</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>N/A</b>
<b>Net Expenditure - Service</b>				
Office of the Mayor	1,446.5	1,402.2	(44.3)	(3.1)
<b>Total Net Expenditures Excluding Capital Financing</b>	<b>1,446.5</b>	<b>1,402.2</b>	<b>(44.3)</b>	<b>(3.1)</b>
<b>Staffing Complement</b>				
Total Program (in Equivalent Funded Positions)	11.0	11.0	0.0	0.0

### 2001 OPERATING BUDGET

#### Recommended Gross/ Net Expenditures by Service \$1.402 M



# Special Purpose Bodies

## Toronto Public Health

### MISSION STATEMENT

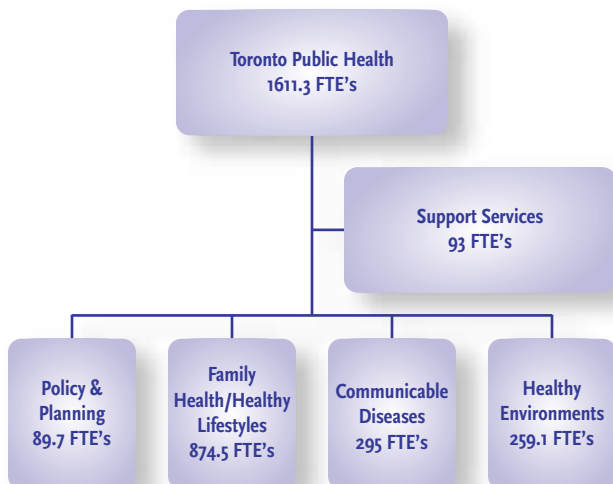
Our Toronto will be the healthiest city possible, where all people enjoy the highest achievable level of health.

We strive for excellence and innovation in public health practice. We work to enhance the health of all communities and individuals that live, work and play in Toronto. As a division of the City of Toronto, with responsibilities under the provincial Health Protection and Promotion Act, we achieve our mission through:

- **Health Promotion:** Raising awareness and educating people about health issues and working with communities to meet their health needs.
- **Advocacy:** Encouraging and enabling policy-makers to recognize possible health consequences of their activities and to develop policies that promote the health of the public.
- **Health Protection:** Controlling infectious diseases, reducing exposure to health hazards in our environment, and enforcing laws that protect the health of the public.
- **Prevention:** Reducing the risk of disease, injury and premature death.
- **Health Assessment:** Monitoring community health, identifying health trends and needs, and effectively communicating this information.

We pledge to work with the people of Toronto to make our programs and services effective, efficient and responsive to the health needs of all people in Toronto.

### PROGRAM MAP



## 2001 KEY SERVICES

- There are five services within the Public Health Division, each Service delivers a cluster of programs. The Healthy Environment Service goals are to improve and maintain the health of people in Toronto by: (a) reducing the incidence of water-borne and food-borne illness, (b) eliminating or decreasing the effects of chemical, biological, physical and other health hazards in the environment, (c) responding to emergencies in concert with other emergency personnel (d) enforcing compliance with the Tobacco Control Act and municipal smoking by-laws, (e) preventing the occurrence of rabies in humans, and (f) creating an environment where humans and animals can co-exist harmoniously.
- **Communicable Diseases Service** – goals are to reduce or eliminate infectious diseases and to promote sexual health. This is accomplished through surveillance, health promotion and health protection strategies based on identified community needs and mandated programs. The main programs are Control of Infectious Diseases, Infection Control, Tuberculosis Control, Vaccine Preventable Diseases/Immunization, Sexual Health and Sexually Transmitted Diseases including HIV/AIDS, (including case management and contact follow-up, clinical services, needle exchange and AIDS Hotline).
- **Family Health/Healthy Lifestyles** - encompasses two clusters of programs. The goal of Family Health is to promote the health of children, youth and families and people in their reproductive years and to promote mental health and well being of all people in Toronto. This service includes Child Health (including the provincially-funded Healthy Babies, Healthy Children Program), Reproductive Health, Dental Health, Homelessness, Violence Prevention and Mental Health. The goal of Healthy Lifestyles is to enhance the health of Toronto residents by reducing disability, morbidity and premature mortality associated with substance abuse, injury and chronic disease such as cancer, osteoporosis, diabetes, and cardio-vascular disease. The program cluster includes Injury Prevention, Substance Abuse Prevention, Sexual Health Promotion, Heart Health, Nutrition/Food Access, Physical Activity Promotion, Cancer Prevention and Tobacco Use Prevention.
- **Planning and Policy Service** - provides leadership within the Division for health planning, health information, quality assurance, staff professional development, health communications, program evaluation and applied research and communications. Policy and Planning ensures that the Division as a whole meets the Provincially mandated Equal Access and Program Planning and Evaluation objectives. Planning and Policy staff support both regional and program-based staff on the development of programs and policies and with program delivery and evaluation. The unit also works in collaboration with community partners, other departments, other levels of government and private and non-profit sectors.
- **Public Health Support Service** - facilitates the provision of effective and efficient public health services to the community. The staff in this service support Divisional programs and services by providing all financial services, and payroll services, i.e. salary and benefits administration, in-house accounting and financial reporting to public health management, Community and Neighbourhood Services Department, Board of Health and the Ministry of Health. Support Services provides essential information technology support for the numerous Public Health-specific databases and applications, and administers the Division's correspondence registration circulation and responses, liaises with and provides front line support for most corporate services including legal services, health & safety, human resources, purchasing, facilities/real



estate, Freedom of Information procedures, fleet services and records management. Support Services also manages over 30 office locations currently used to house public health staff across the City.

## 2001 STRATEGIC DIRECTION AND SERVICE PRIORITIES

- Having integrated the financial planning and the business planning processes, the Program will advance its planning toward a program-based budget, to be achieved in fall of 2001.
- Public Health will ensure that the financial structure supports the reporting requirements of the Ministry of Health for Mandatory Health Programs & Services and that the management information systems are aligned, enabling the monitoring and evaluation of performance as required by the City Council and the Ministry of Health.

In 2001, Public Health will continue to develop program evaluation and related performance indicators for all Mandatory Programs & Services.

Service priorities and issues include:

- Continued efforts on Recruitment and Retention of Professional Staff
- Communicable Disease Control – New Emerging/Re-emerging Diseases
  - High risk and emerging diseases e.g. meningitis, “flesh-eating disease” require immediate public health response. Increased global travel and trade causes an increased frequency of “exotic” infectious agents potentially moving into North America e.g. West Nile Virus, Cyclospora, Ebola virus. When a new infectious agent is introduced into a new environment, an outbreak of severe disease can result (e.g. Spanish Flu 1918 – millions died).

- Tuberculosis

- Tuberculosis is the world’s most deadly infectious disease. It kills more than two million people each year. Canada is considered a low incidence country for TB. However, Toronto has a rate of TB that is three times higher than the rest of Canada. New immigrants and refugees who come to Canada each year, with the vast majority coming from countries where TB is endemic. Toronto also has other significant populations at high risk for TB. These include homeless and under housed individuals and people who are HIV positive.

- With the reality of drug resistance as the end result of the failure to treat TB cases appropriately and a growing awareness that TB could again emerge as a world-wide scourge, it is imperative that Toronto establishes a strong TB Control Program. The program needs the capacity to manage cases with directly observed therapy, provide preventive care for those infected with latent TB infection through a co-ordinated continuum of care, and do education outreach. This is labour intensive and would require significant additional staff.

- In Toronto about 87% of new cases occur in those who were foreign-born and the majority of these cases manifest in the first 5 years after arrival.

- Environmental Tobacco Smoke (ETS) By-law Implementation

- Tobacco kills 12,000 Ontarians annually. Treatment of diseases caused by tobacco require more than 1 million hospital days and cost the health care system more than \$1.1 billion with a cost to the Ontario economy of \$2.6 billion annually in lost productivity.

- In July 1999, Toronto City Council passed the harmonized ETS by-law that regulates where people can or cannot smoke in public

places and workplaces. The by-law comes into effect in 3 stages: October 8, 1999; June 1, 2001 and June 1, 2004.

- Public Health Information Technology

- The six former health units that now comprise Toronto Public Health had, prior to amalgamation, vastly different levels of information technology (IT) equipment, skills and support resources.
- Current and adequate levels of information technology and supporting resources are essential to the viability of the Public Health organizational structure, adequate service provision, and maximization of staff resources.
- Establishing a consistent standard for the use of technology in the provision of Public Health services is essential to ensure that all people, in whatever part of Toronto they may reside, have the same access to Public Health services, as well as similar service levels and quality.
- Healthy Environments Information System to ensure consistent data collection and inspections, respond to complaints and post inspections results on the internet.
- Toronto Public Health must operate and maintain 130 data systems and many contain highly sensitive and confidential information. Toronto Public Health is in the process of developing a co-ordinated access system to Public Health services as well as a new.
- The current levels of IT support among the lowest in the corporation are inadequate to provide the required technical desktop and system support to the division.
- Old equipment cannot run basic corporate programs or Public Health applications/database systems efficiently. Repair costs can be reduced and productivity increased if old equipment is replaced.

- Public Health has identified a number of program redesigns which are necessary to achieve full harmonization and greater efficiency. IT systems are required to support those programs. Program redesigns are required in all five service areas: Family Health, Communicable Diseases, Healthy Environments, Healthy Lifestyles and Public Health Policy and Planning.

- Need training to reskill current staff to provide assistance to Public Health IT users and to ensure all users have basic capability to use existing technology.

- Food Premises Disclosure System

- In August 2000, City Council approved a new food premises disclosure system. This system provides consumers with easy access to inspection information, protects consumers from food borne illness, promotes greater compliance with food safety standards, and is an incentive tool for operators to maintain safe, clean and well-run establishments.

- The new disclosure system will be based on standardized procedures for inspection and enforcement. Violations of the Ontario Food Premises Regulation will be categorized as “minor”, “significant” or “crucial” based on their risk to public health and potential to result in a health hazard.

**2001 KEY SERVICE LEVEL INDICATORS**

Service Level	Results by Year			
	1998	1999	2000	2001
Gross cost per capita	-	42.45	47.65	57.92
Net cost per capita	-	19.54	21.07	25.95
Equity adjustment factor(population needs) highest in Province	-	-	2.012	-
<b>Customer Service</b>				
% of mothers contacted after giving birth within 48 hours of leaving hospital	-	-	85%	90%
% of food premises inspection requirements met	-	56%	65%	-
% of students with up to date immunization (% records reviewed)	-	87%	98%	80%
<b>Community Impact</b>				
% low birth rate	-	5.7%	-	-
% non smokers	-	-	-	-
Male	-	75%	-	-
Female	-	81%	-	-

## Budget Highlights

**2001 OPERATING BUDGET**

Toronto Public Health 2001 approved budget includes an additional \$20.194 million gross and \$2.618 million net over the 2000 funding level to deliver current services, as well as new services, as indicated below.

**2001 BASE BUDGET CHANGES**

Includes \$13.212 million gross and \$1.958 million net increase for base budget changes:

	Gross (millions \$)	Net (millions \$)
Salaries	2.804	1.374
Increments & Progression Pay	0.428	0.214
Other Salary Changes	0.221	0.111
Additional Gapping	(1.023)	(0.804)
Ontario Works Reallocation	5.059	0.000
Program Support Vaccine Preventable Diseases	0.046	0.023
Previously Approved IT	3.285	0.000
Previously Approved CYAC Initiatives	1.605	0.811
Previously Approved control of Infectious Diseases	1.349	0.675
Previously Approved Emergency Planning	0.049	0.025
Previously Approved Child Nutrition	0.065	0.033
Previously Approved Centralized Intake Service Adjustment	(0.065)	(0.033)
Retirement and Lodging Home Inspection	0.299	0.000
Reduce Frail Seniors Program	(0.640)	(0.320)
Reduce Planning and Policy	(0.239)	(0.120)
Transfer Cold Weather Alerts to Shelters	(0.030)	(0.030)
<b>Total Base Changes</b>	<b>13.212</b>	<b>1.958</b>

**2001 NEW SERVICE CHANGES**

Includes \$6.981 million gross increase and \$0.660 million net for new service level changes:

	Gross (millions \$)	Net (millions \$)
Healthy Babies/Healthy Children Expansion	1.184	0.000
Program Support	0.186	0.093
School Speech and Language Expansion	1.192	0.000
IT Support Infrastructure	1.151	0.000
Community Flu Clinics	0.566	0.000
Early Years Community Coordinator Initiative	0.580	0.000
Infant Hearing Screening	0.955	0.000
Food Safety Disclosure	0.635	0.317
Health Quality Assurance Program	0.499	0.249
Cancer Prevention Initiatives	0.035	0.000
<b>Total of New Services</b>	<b>6.981</b>	<b>0.660</b>

**Total Base and New Changes                    20.194                    2.618**

2001 OPERATING PROGRAM SUMMARY BY SERVICE

Service	2000 Budget (\$000's)	2001 Approved (\$000's)	Change from 2000 (\$000's)	%
Service				
Support Services	8,388.1	11,274.5	2,886.4	34.4
Policy & Planning	9,753.8	9,842.8	89.0	0.9
Family Health				
Healthy Lifest	69,402.4	81,473.3	12,070.9	17.4
Communicable				
Diseases	20,020.6	21,917.4	1,896.8	9.5
Healthy				
Environments	17,930.7	21,181.3	3,250.6	18.1
<b>Total Gross Expenditures</b>	<b>125,495.6</b>	<b>145,689.3</b>	<b>20,193.7</b>	<b>16.1</b>

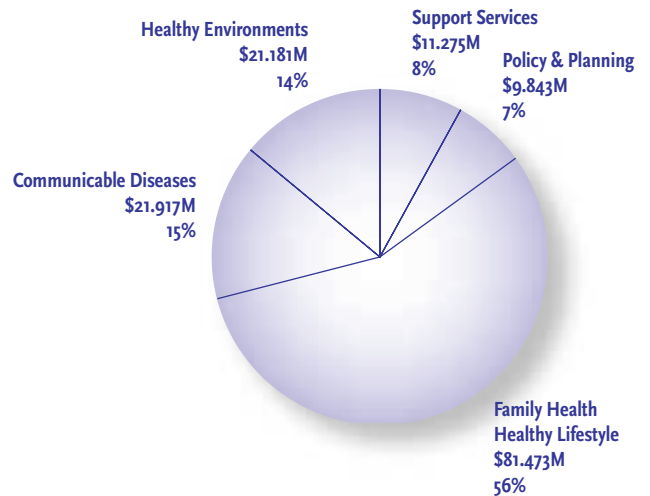
Service				
Support Services	4,100.4	7,235.0	3,134.6	76.4
Policy & Planning	4,942.1	4,998.4	56.3	1.1
Family Health				
Healthy Lifest	41,245.9	51,403.8	10,157.9	24.6
Communicable				
Diseases	10,505.4	12,002.0	1,496.6	14.2
Healthy				
Environments	7,617.3	10,347.9	2,730.6	35.8
<b>Total Revenues</b>	<b>68,411.1</b>	<b>85,987.1</b>	<b>17,576.0</b>	<b>25.7</b>

Net Expenditure - Service				
Support Services	4,287.7	4,039.5	(248.2)	(5.8)
Policy & Planning	4,811.7	4,844.4	32.7	0.7
Family Health				
Healthy Lifest	28,156.5	30,069.5	1,913.0	6.8
Communicable				
Diseases	9,515.2	9,915.4	400.2	4.2
Healthy				
Environments	10,313.4	10,833.4	520.0	5.0
<b>Total Revenues</b>	<b>57,084.5</b>	<b>59,702.2</b>	<b>2,617.7</b>	<b>4.6</b>

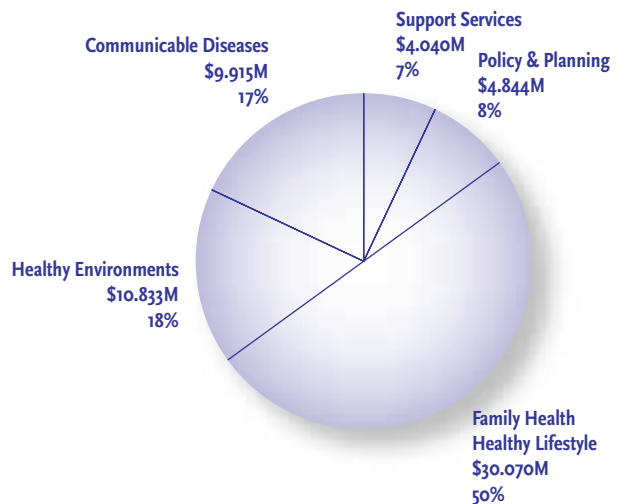
Staffing Complement				
Total Program (in full time equivalent positions)	1,487.8	1,494.4	(6.6)	(0.4)

2001 OPERATING BUDGET

Gross Expenditures



Net Expenditures



2001 CAPITAL BUDGET

Not applicable

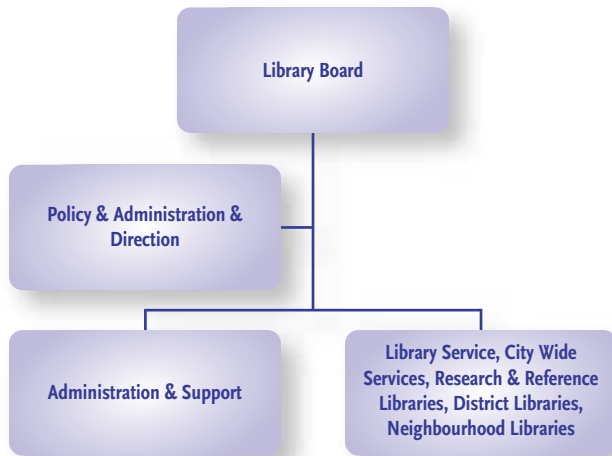
# Toronto Public Library

## MISSION STATEMENT

Our mission describes our role within the community and our service philosophy.

- Toronto Public Library provides free and equitable access to public library services, which meet the changing needs of the people of Toronto.
- Toronto Public Library preserves and promotes universal access to a broad range of human knowledge, experience, information and ideas in a welcoming and supportive environment. New technologies extend access to global information beyond library walls.
- Toronto Public Library upholds the principle of Intellectual Freedom.
- Effective partnerships enhance library service throughout the City.
- Toronto Public Library is accountable for the effective management of library resources and for the quality of library service offered to the people of Toronto.

## PROGRAM MAP



## 2001 KEY SERVICES

Overall service directions are set by Creating the Future Treasuring the Past: Toronto Public Library Strategic Plan 2000-2003.

- **Collection Use** - To achieve an annual circulation of 26,651,590 items from the combined collections of Toronto Public Library, Collections include materials in over 30 languages and a variety of formats including print, audio visual, electronic and digital. To support 10,924,400 in library uses of the research, reference, special and popular collections.
- **Information Requests** - To answer over 8,744,750 information questions posed by citizens of Toronto on a broad range of topics to support their leisure, personal, business and academic interests and pursuits.
- **Electronic Services** - To build to 5,638,730 uses of Toronto Public Library's electronic services. Electronic services are available 24 hours day, 7 days a week, 365 days a year from outside the library. Specific services include access to The Virtual Reference Library, a subject guide to the Internet, electronic databases, the library catalogue and circulation services.
- **Programs** - To offer over 16,120 library programs attracting over 409,620 participants which appeal to people of all backgrounds, ages and abilities.
- **Reading Support Programs for Children** - To encourage over 50,130 children to participate in Toronto Public Library's reading support programs, which aim both to inspire a life long love of reading and to foster achievement in school. Specific programs include: *Leading To Reading: Reading Support and Homework Clubs* offered during the school year, the *TD*

*Summer Reading Club* a reading incentive program, and *English Can Be Fun* a summer program to introduce newcomer children and their families to the library.

## 2001 STRATEGIC DIRECTION AND SERVICE PRIORITIES

### Children and Youth

- Focus on the delivery of service to children in high needs areas as part of initiatives identified by the Children and Youth Action Committee of the City of Toronto, including the expansion of Leading to Reading to a year-round program, Homework Clubs and English Can be Fun, and ESL summer program for children.
- Implement an initiative to introduce all kindergarten children to the public library.
- Work with youth in the development of library services relevant to them, e.g., establishment of Youth Advisory Groups in all Regions, creation of a Teen Zone on the Toronto Public Library Web Page and the enhancement of Young Voices by introducing a juried selection process and incorporating Young Voices from the Street.
- Support the achievement of youth in school by establishing an outreach campaign to high schools to increase awareness of TPL's electronic resources as part of the Urban CAP Program.
- Provide web awareness training to children.

## 2001 KEY SERVICE LEVEL INDICATORS

	Results by Year			
	1998	1999	2000	2001
Service Level				
Gross expenditures per capita	-	\$45.88	\$47.29	\$50.10
Materials expenditures per capita	-	\$5.65	\$5.40	\$5.40
Efficiency				
Cost per activity (circulation, in-library use, reference/information, electronic use)	-	\$2.34	\$2.47	-

## Budget Highlights

### 2001 OPERATING BUDGET

Library 2001 approved budget includes an additional \$7.480 million gross and \$7.085 million net over the 2000 funding level to deliver current services, as indicated below.

### 2001 BASE BUDGET CHANGES

Includes \$7.480 million gross and \$7.085 million net for base budget changes:

	Gross \$ millions	Net \$ millions
Salaries	3.833	3.833
Pay Equity	3.512	3.512
Rate Increase for Heating Gas	0.792	0.792
IT Hardware and Software Maintenance	0.872	0.622
Deferred of Work	(0.615)	(0.615)
Library Collection/Branch hours reduction	(0.365)	(0.365)
Additional Gapping	(1.643)	(1.643)
Program Cancellation	(0.119)	(0.119)
Other	1.213	1.068
<b>Total Base Changes</b>	<b>7.480</b>	<b>7.085</b>

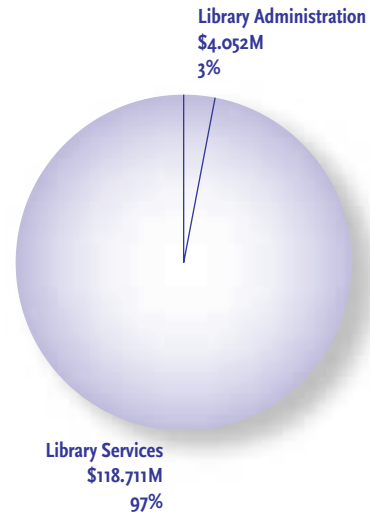
### NO 2001 NEW SERVICE CHANGES

2001 OPERATING PROGRAM SUMMARY BY SERVICE

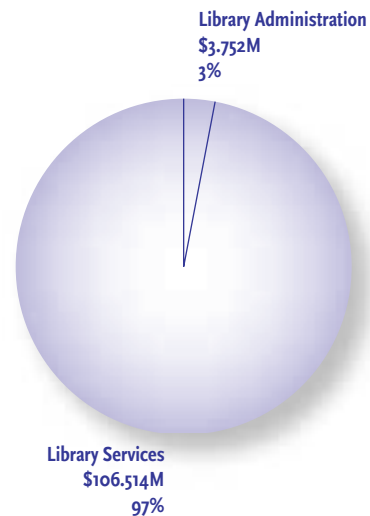
	2000 Budget (\$000's)	2001 Approved (\$000's)	Change from 2000 (\$000's)	%
Service				
Library Administration	3,988.8	4,051.7	62.9	1.6
Library Services	111,294.4	118,711.2	7,416.8	6.7
<b>Total Gross Expenditures</b>	<b>115,283.2</b>	<b>122,762.9</b>	<b>7,479.7</b>	<b>6.5</b>
Service				
Library Administration	300.0	300.0	0.0	0.0
Library Services	11,803.0	12,197.7	394.7	3.3
<b>Total Revenues</b>	<b>12,103.0</b>	<b>12,497.7</b>	<b>394.7</b>	<b>3.3</b>
Net Expenditure - Service				
Library Administration	3,688.8	3,751.7	62.9	1.7
Library Services	99,491.4	106,513.5	7,022.1	7.1
<b>Total Net Expenditures</b>	<b>103,180.2</b>	<b>110,265.2</b>	<b>7,085.0</b>	<b>6.9</b>
Staffing Complement				
Total Program (in full time equivalent positions)	1,772.7	1,770.5	(2.2)	(0.1)

2001 OPERATING BUDGET

Gross Expenditures



Net Expenditures



## CAPITAL PROJECT HIGHLIGHTS

**Total 2001 Gross Budget is \$12.0M comprising of \$6.9M Previously Approved Projects & \$5.1 M New Projects.** [2000 Budget – \$6.9 M]

Rationale for year-over-year difference: New projects commencing in 2001.

**Approval of \$6.9 M in 2001 to complete previously approved capital projects including:**

	Cashflow	New Expansion (sq. ft.) Incremental
Maria A. Shchuka District Library	3.3 M	5,472
Leaside Neighbourhood Library Reconstruction	1.7 M	2,555
Eatonville Neighbourhood Library Reconstruction	1.0 M	2,754

**Approval of \$5.1 M in 2001 (with future years commitments totalling \$2.5 M) for new capital projects including:**

Multi-branch Roofing, Flooring, Painting, Shelving & Building Systems	2.3 M
IT projects includes :	1.4 M
Remote & Personalized Library Services	0.568 M
Intranet/Document Management Project	0.300 M
Public Database Remediation	0.500 M
Malvern Renovation & Expansion	0.6 M
Toronto Reference Library	0.5 M

## 2001 CAPITAL BUDGET

Total 2001 Gross Budget is \$12.025 million (2000 Budget - \$ 6.9 M). Rationale for year-over-year difference: the completion of previously approved capital projects; new capital projects.

Approval of \$6.938 million in 2001 to complete previously approved capital projects including:

- \$1.000 million for the reconstruction of the Eatonville Neighbourhood Library
- \$0.250 million for renovations to the Dawes Road Neighbourhood Library
- \$3.269 million for the reconstruction of the Maria A. Shchuka District Library

- \$1.669 million for the reconstruction of the Leaside Neighbourhood Library
- \$0.150 million for the construction of St. James Town Neighbourhood Library
- \$0.600 million for the redesign/retrofit of the Toronto Reference Library

Approval of \$5.087 million in 2001 for new capital projects:

- \$0.525 million to redesign and retrofit the Toronto Reference Library
- \$0.410 million for the renovation component of the Malvern District Library
- \$0.221 million for the expansion component of the Malvern District Library
- \$0.525 million for multi-branch roofing
- \$0.525 million for the multi-branch building systems
- \$0.210 million for multi-branch flooring
- \$0.525 million for multi-branch painting
- \$0.500 million for multi-branch shelving
- \$0.500 million for public database remediation
- \$0.568 million for remote and personalized library services
- \$0.278 million for bookmobile replacement – critical replacement
- \$0.300 million for intranet/document management policy



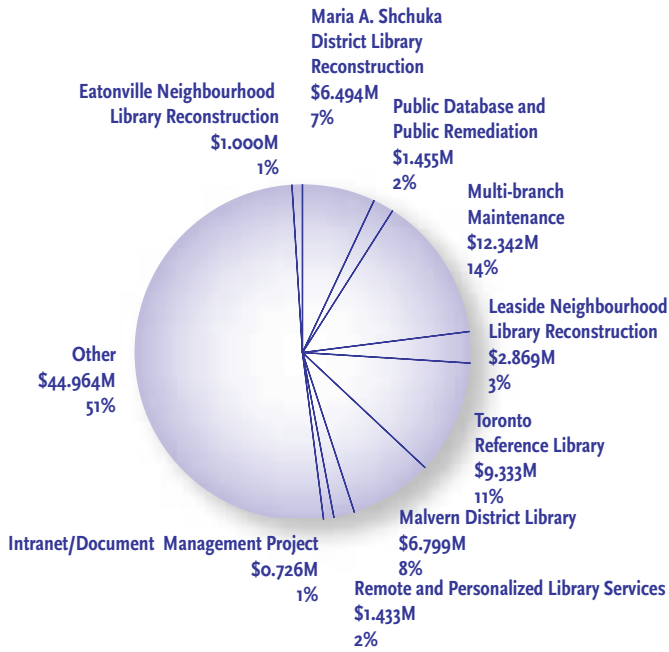
**5 YEAR CAPITAL WORKS PLAN (2001 APPROVED PLUS FOUR YEAR REQUESTS/PLAN)**

Gross Expenditures \$000's

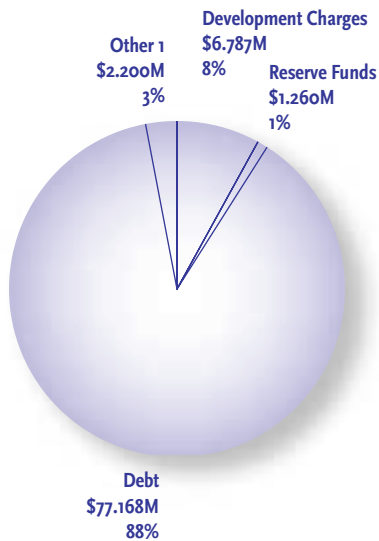
	Approved Budget	Future Year Estimates				Program Total
	2001	2002	2003	2004	2005	2001-2005
<b>Programs</b>						
Maria A. Shehuka District						
Library Reconstruction	3,269	2,025	1,200	0	0	6,494
Multi-branch Maintenance	2,285	2,205	2,242	2,283	3,327	12,342
Leaside Neighborhood						
Library Reconstruction	1,669	1,200	0	0	0	2,869
Toronto Reference Library	1,125	2,325	2,325	2,308	1,250	9,333
Eatonville Neighborhood						
Library Reconstruction	1,000	0	0	0	0	1,000
Malvem District Library	631	2,160	2,553	1,455	0	6,799
Remote and Personalized						
Library Services	568	739	126	0	0	1,433
Public Database and						
Public Remediation	500	386	0	0	569	1,455
Intranet/Document						
Management Project	300	426	0	0	0	726
Other	678	2,935	11,310	13,792	16,249	44,964
<b>Total Capital Budget</b>	<b>12,025</b>	<b>14,401</b>	<b>19,756</b>	<b>19,838</b>	<b>21,395</b>	<b>87,415</b>
<b>Financing</b>						
Development Charges	72	2,407	2,544	1,199	565	6,787
Reserve Funds	0	0	0	1,260	0	1,260
Other 1	700	500	500	500	0	2,200
Debt	11,253	11,494	16,712	16,879	20,830	77,168
<b>Total Financing</b>	<b>12,025</b>	<b>14,401</b>	<b>19,756</b>	<b>19,838</b>	<b>21,395</b>	<b>87,415</b>

2001 CAPITAL BUDGET

Where the money goes...



Where the money comes from...



# Exhibition Place

## MISSION STATEMENT

To provide an opportunity for business stimulation and economic development in the community, across the country and internationally, and to provide a focus for public celebrations and events while preserving the architecturally and historically significant structures on the grounds.

## PROGRAM MAP



## KEY SERVICES

- **Canadian National Exhibition Association**
  - Fairs and Exhibitions
  - Concessionaires
- **Exhibition Place Operations**
  - Major Events – Molson Indy, Caribana, CHIN Picnic, Royal Winter Fair
- **National Trade Centre**
  - Trade and Consumer Show Managers and Exhibitors
  - The Royal Winter Fair

## 2001 STRATEGIC DIRECTION AND SERVICE PRIORITIES

The Board and the Senior Management are committed to the following strategic directions and service priorities for 2001:

- Establishing realistic and achievable revenue targets in the 2001 budget for the CNE and Parking operations
- Improving the net income paid to the City of Toronto. On a budget to budget basis, Exhibition Place is forecasting a 22.9% improvement in income paid to the City for 2001 compared to 2000
- Continue the redevelopment of the Exhibition Place site including the revitalization of the underutilized historic buildings. Initiatives include renovation of the Coliseum as an IHL hockey venue; potential hotel development; and the redevelopment of the Horticulture Building
- Attract new show producers to the National Trade Centre from Canada, the United States and Europe
- Continue to assist the Canadian National Exhibition Association (CNEA) in achieving organizational and financial independence
- Fully implement the electrical/mechanical preventative maintenance program for the historic buildings to preserve their structural integrity and to avoid future unplanned capital expenditures

## Budget Highlights

### 2001 OPERATING BUDGET

Exhibition Place 2000 approved budget includes an additional \$0.024 million gross and a net decrease of \$0.144 million over the 2000 funding level to deliver current services. There are no new service changes.

### 2001 BASE BUDGET CHANGES

Includes decrease of \$0.144 million gross and net for base budget changes:

	Gross (Millions \$)	Net (Millions \$)
Cost of living increases	0.228	0.228
Benefits	0.028	0.028
Other salary changes	0.053	0.053
Utility increases	0.278	0.278
Maintenance and contracted services	0.200	0.200
Contribution to tree advocacy program	0.015	0.015
Reduction based on 2000 actual experience	-0.778	-0.778
Increase user fees	-0.168	-0.168
<b>Total Base Changes</b>	<b>(0.144)</b>	<b>(0.144)</b>

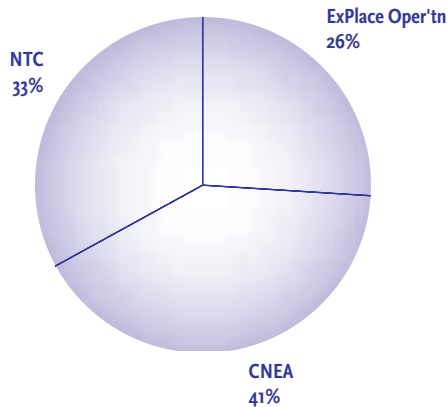
PROGRAM SUMMARY BY SERVICE (IN \$000's)

(Consolidated)

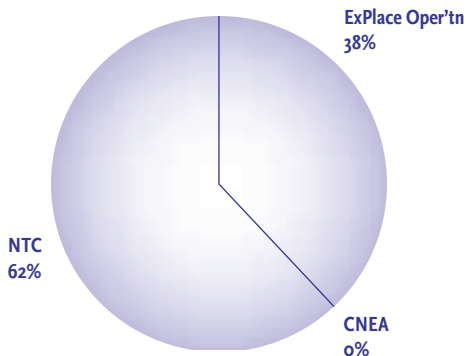
	1998 Actual \$	1999 Actual \$	2000 Approved Budget \$	2000 Act. Expend. \$	2001 Recom'd Budget \$	Change from 2000 Approved Budget \$ %		Change from 2000 Act. Expend. \$ %		2002 Outlook \$
Gross Expenditure - Service										
CNEA	21,895.6	15,921.5	16,200.3	15,828.6	15,691.5	(508.8)	(3.1)	(137.1)	(0.9)	15,691.5
Exhibiton Place	9,911.2	8,840.8	10,196.0	11,357.0	10,026.3	(169.7)	(1.7)	(1,330.7)	(11.7)	10,056.3
National Trade Centre	11,060.7	12,429.6	11,968.6	12,899.3	12,671.3	702.7	5.9	(228.0)	(1.8)	13,050.3
<b>Total Gross Expenditures</b>	<b>42,867.5</b>	<b>37,191.9</b>	<b>38,364.9</b>	<b>40,084.9</b>	<b>38,389.1</b>	<b>24.2</b>	<b>0.1</b>	<b>(1,695.8)</b>	<b>(4.2)</b>	<b>38,798.1</b>
Revenues - Service										
CNEA	19,716.2	15,529.9	16,446.3	15,881.5	15,695.0	(751.3)	(4.6)	(186.5)	(1.2)	15,750.0
Exhibiton Place	9,093.1	7,703.4	8,505.7	9,971.1	8,774.7	269.0	3.2	(1,196.4)	(12.0)	9,074.7
National Trade Centre	12,067.7	14,312.4	14,042.1	15,119.1	14,692.7	650.6	4.6	(426.4)	(2.8)	15,401.0
<b>Total Revenues</b>	<b>40,877.0</b>	<b>37,545.7</b>	<b>38,994.1</b>	<b>40,971.7</b>	<b>39,162.4</b>	<b>168.3</b>	<b>0.4</b>	<b>(1,809.3)</b>	<b>(4.4)</b>	<b>40,225.7</b>
Net Expenditure - Service										
CNEA	2,179.4	391.6	(246.0)	(52.9)	(3.5)	242.5	(98.6)	49.4	(93.4)	(58.5)
Exhibiton Place	818.1	1,137.4	1,690.3	1,385.9	1,251.6	(438.7)	(26.0)	(134.3)	(9.7)	981.6
National Trade Centre	(1,007.0)	(1,882.8)	(2,073.5)	(2,219.8)	(2,021.4)	52.1	(2.5)	198.4	(8.9)	(2,350.7)
<b>Total Net Expenditures Excluding Capital Financing</b>	<b>1,990.5</b>	<b>(353.8)</b>	<b>(629.2)</b>	<b>(886.8)</b>	<b>(773.3)</b>	<b>(144.1)</b>	<b>22.9</b>	<b>113.5</b>	<b>(12.8)</b>	<b>(1,427.6)</b>
<b>Operating Impact of 2001 Capital Program on 2001/2002</b>										
	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>138.0</b>	<b>138.0</b>	<b>NA</b>	<b>138.0</b>	<b>NA</b>	<b>641.0</b>
Staffing Complement										
Total Program (in Equivalent Funded Positions)	407.0	428.0	453.0	469.0	471.0	18.0		2.0	0.4	473.0

2001 OPERATING BUDGET

Gross Expenditures by Service - \$38.4 M



Net Expenditures by Service - \$0.773 M



2001 CAPITAL BUDGET

- The five year capital program for Exhibition Place represents a total expenditure of \$21.293 million with \$3.650 million planned for 2001.
  - Two of the most significant projects in 2001 are the following:
    - Automotive Building Air-Conditioning/ Tri-Generation Project
    - Better Living Centre/CNE Casino Relocation
- Both of these capital projects will have revenue producing results and the trigeneration project is an application of new energy saving technology. The trigeneration aspect of the project will only proceed if funding from senior levels of government is secured.
- Most of the rest of the work can be classified as “State of Good Repair” and is required for the maintenance and operation of the historic structures at the Exhibition Place site. The completion of the “State of Good Repair” projects will avoid more extensive and costly repairs in the future.

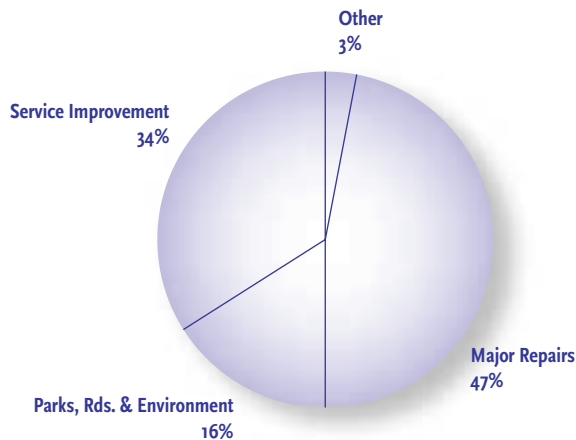
5 YEAR CAPITAL WORKS PLAN (2001 APPROVED PLUS FOUR YEAR REQUESTS/PLAN)

Gross Expenditures \$000's

	Approved Budget		Future Year Estimates			Program Total
	2001	2002	2003	2004	2005	2001-2005
<b>Programs</b>						
Better Living Building	785	255	565	400	355	2,360
Stanley Barracks	410	-	200	100	-	710
Automotive Building	1,250	1,280	160	-	620	3,310
Environmental Restoration	260	-	375	600	100	1,335
Equipment	530	550	950	750	4,193	5,970
Other Building	-	783	760	1,710	940	4,193
Parks & Roads	290	290	260	670	520	2,030
Food Building	-	-	160	600	-	760
Other	125	125	125	125	125	625
<b>Total Capital Budget</b>	<b>3,650</b>	<b>3,283</b>	<b>3,555</b>	<b>4,955</b>	<b>5,850</b>	<b>21,293</b>
<b>Financing</b>						
Reserve Funds	-	-	-	-	-	-
Provincial Grants & Subsidies	0	0	0	-	-	-
Debt	3,650	3,283	3,555	4,955	5,850	-
<b>Total Financing</b>	<b>3,650</b>	<b>3,283</b>	<b>3,555</b>	<b>4,955</b>	<b>5,850</b>	<b>21,293</b>

2001 CAPITAL BUDGET

Where the money goes...



Where the money comes...

All projects are financed entirely from debt

## Theatres

### MISSION STATEMENT

The three City owned theatres – The Hummingbird Centre for the Performing Arts, the St. Lawrence Centre for the Arts, and the Toronto Centre for the Arts (formerly the North York Centre for the Performing Arts) – share a common mission to promote, produce and present performing arts to diverse cultural communities, residents and visitors to Toronto and to generate additional revenue from non-performing arts use rentals. All three theatres operate in City owned facilities on City land, however, they are all operated by separate organizations, governed by Boards which include members of City Council.

### KEY SERVICES

- **The Hummingbird Centre for the Performing Arts** houses two major tenants in The National Ballet of Canada and the Canadian Opera Company as well as hosting a wide variety of other touring and locally produced attractions. It is the largest soft seat theatrical facility in Canada with 3,223 seats.
- **The St. Lawrence Centre for the Arts** has two theatre facilities, the Bluma Appel Theatre with 876 seats and the Jane Mallet Theatre with 497 seats. It is the home base to the Canadian Stage Company and markets its space extensively such that event rentals are a growing revenue source.
- **The Toronto Centre for the Arts**, is a major facility adjacent to the North York Civic Centre. It includes three theatre venues, the state-of-the-art 1800 seat Main Stage theatre, formerly called the Apotex, the 1,036 seat George Weston Recital Hall concert facility, the 200 seat Studio Theatre, and the Museum of Contemporary Canadian Art (MOCCA).

### 2001 STRATEGIC DIRECTION & SERVICE PRIORITIES

#### • **The Hummingbird Centre for the Performing Arts**

The Hummingbird Centre continues to manage its facility with no requirement for financial support from the City. However, uncertainty about the City's future plans for the Hummingbird Centre, has impacted the organization and negotiations on a number of significant future attractions at the Hummingbird Centre.

In addition, quality touring product continues to be in short supply, compounded by the proprietary control of over 75% of globally available attractions by the multi-national company SFX. The increasing cost of purchasing US currency and related commitments has continued to steeply increase the cost of attractions on the stage and the risk from these plays. Although some of these increases have been transferred in the form of higher prices to patrons, clearly a ceiling has been met in terms of demand for tickets beyond certain price levels affecting financial returns.

#### • **The St. Lawrence Centre for the Arts**

The St. Lawrence Centre continues to pursue its strategy to increase corporate sector rentals as well as traditional users. In the summer of 2001 the Centre will be closed for two months for a capital maintenance project to replace major air handling units for both theatres. In September, an additional staff member will be added to support increased rentals, with the cost will recovered from increased rental revenue. The Centre anticipates that additional rental revenue will compensate for the reduction of revenue from shorter Canadian Stage performance runs.



• **The Toronto Centre for the Arts**

Year 2000 through 2002 are transition years, following the collapse of the Livent Management Model, for the TCA to reshape and implement a new, workable model to meet the artistic and financial goals of the community. As the normal planning and scheduling horizon is 18-36 months, the transition to the Council mandated “Residential and Rental Use” scenario is still in progress and on track.

A realistic operating model will balance the need to present performances throughout the year for the community, that generate profit, that break even and that are for the benefit of the community. Such a model will generate revenue from the commercial and arts communities but will always require investment by the City on behalf of its long-term cultural objectives. This approach will minimize the support required from the City over the long term and includes the raising of Capital Improvement funds through the ticket surcharge. The increase in net budget funding for the TCA this year results from the exhaustion of the Stabilization Reserve which was accumulated during the Livent years.

## Budget Highlights

### 2001 OPERATING BUDGET

The 2001 approved budget for the Theatres includes a decrease of \$2.933M gross and an increase of \$1.054M net in relation to the 2000 funding level to deliver the current services.

### 2001 BASE BUDGET CHANGES

The 2001 budget includes base budget changes of \$2.946M gross and \$1.099M net, detailed as follows:

	Gross (millions \$)	Net (millions \$)
Salary and wage adjustments & other collective agreement items	0.113	0.113
One-time summer maintenance closure – St. Lawrence	(0.033)	(0.033)
Other base changes – St. Lawrence	0.044	0.058
Other base changes – Toronto Centre for the Arts	0.283	0.005
Activity level change - Hummingbird	(2.518)	0.000
Toronto Centre for the Arts – ticket surcharge change	0.037	0.037
Stabilization Reserve Exhaustion - Toronto Centre for the Arts	0.000	1.378
Cancellation of old concert season – Toronto Centre for the Arts	(0.872)	(0.459)
<b>Total Base Changes</b>	<b>(2.946)</b>	<b>1.099</b>

### 2001 NEW SERVICE CHANGE

The one new service change is an addition of one permanent full time staff position in September 2001 at the St. Lawrence Centre for the Arts to support the increasing rental activity. The budgeted additional revenue is greater than the cost of the position.

	Gross (millions \$)	Net (millions \$)
St. Lawrence Centre for the Arts – Front of House Coordinator	0.013	(0.045)
<b>Total New Service Changes</b>	<b>0.013</b>	<b>(0.045)</b>

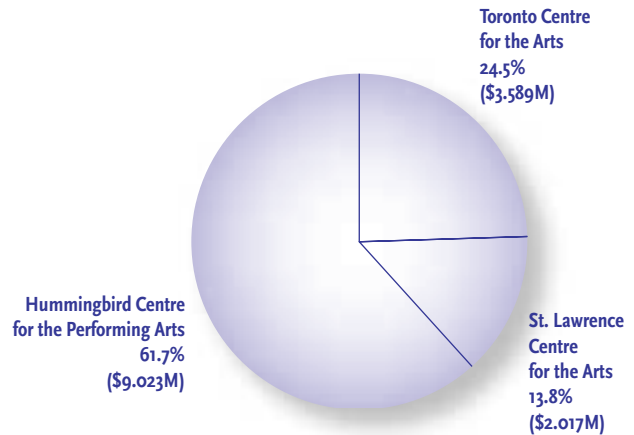
<b>Total Base and New Changes</b>	<b>(2.933)</b>	<b>1.054</b>
-----------------------------------	----------------	--------------

2001 OPERATING PROGRAM SUMMARY BY SERVICE

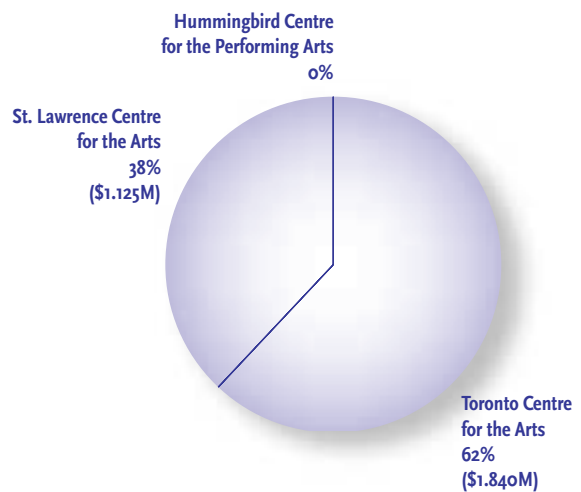
	2000 Budget (\$000's)	2001 Approved (\$000's)	Change from 2000 (\$000's)	%
<b>Expenditures</b>				
Hummingbird Centre for the Performing Arts	11,541.2	9,022.9	(2,518.3)	(21.8)
St. Lawrence Centre for the Arts	1,940.5	2,017.0	76.6	3.9
Toronto Centre for the Arts	4,079.9	3,588.7	(491.2)	(12.0)
<b>Total Gross Expenditures</b>	<b>17,561.6</b>	<b>4,628.6</b>	<b>(2,932.9)</b>	<b>(16.7)</b>
<b>Revenues</b>				
Hummingbird Centre for the Performing Arts	11,541.2	9,022.9	(2,518.3)	(21.8)
St. Lawrence Centre for the Arts	848.5	892.2	43.8	5.2
Toronto Centre for the Arts	3,261.8	1,749.0	(1,512.8)	(46.4)
<b>Total Revenues</b>	<b>15,651.5</b>	<b>11,664.1</b>	<b>(3,987.3)</b>	<b>(25.5)</b>
<b>Net Expenditures</b>				
Hummingbird Centre for the Performing Arts	0.0	0.0	0.0	N/A
St. Lawrence Centre for the Arts	1,092.0	1,124.8	32.8	3.0
Toronto Centre for the Arts	818.1	1,839.7	1,021.6	124.9
<b>Total Net Expenditures</b>	<b>1,910.1</b>	<b>2,964.5</b>	<b>1,054.4</b>	<b>55.2</b>
<b>Staffing Complement</b>				
Total Program (in full time equivalent)	211.4	183.4	(28.0)	(13.2)

2001 OPERATING BUDGET

Gross Expenditures



Net Expenditures

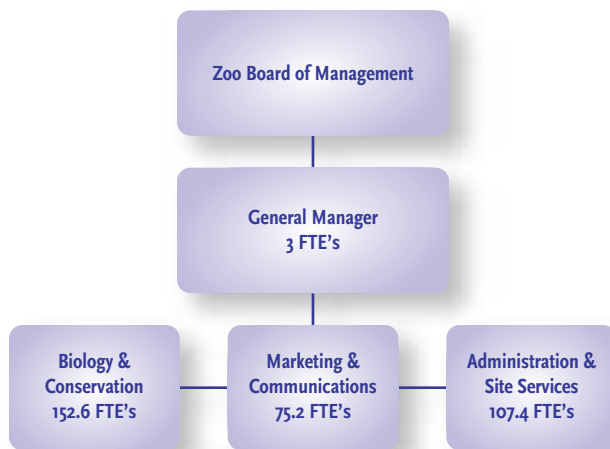


# Toronto Zoo

## MISSION STATEMENT

The Toronto Zoo is Canada's premier zoo known for its interactive education and conservation activities. As a unique wildlife experience, we inspire people to live in ways that promote the well being of the natural world.

## PROGRAM MAP



## KEY SERVICES

The Toronto Zoo, is operated under the authority of the Zoo Board of Management, which consists of eleven members – six nominees of City of Toronto Council; and five nominees of the Toronto Zoo Foundation. It has three primary functional areas operating under the direction of the General Manager & CEO.

- **Biology & Conservation** includes the activities related to the live collection of the Zoo – both animals and plants. Activities are curatorial and research, animal health, animal care, animal nutrition and horticulture.
- **Administration & Site Services** includes all of the supporting services for the Zoo. Activity areas are financial services, human resources, computer services, security and safety, facilities and services, and project management.

- **Marketing & Communications** includes visitor and public services. Activity areas are marketing and public relations, member & guest services, retail & rides, food services, and education and volunteer services.

## 2001 STRATEGIC DIRECTIONS & SERVICE PRIORITIES

In 2001 the Zoo is focussing on sustaining core programs, maintaining a 26 year old infrastructure, and meeting ever growing visitor expectations. To achieve this the Zoo is working to find a balance between City funding, revenues earned from activities, and program expenditures. The 2001 plan to achieve this is as follows:

- Begin implementation of the Strategic Plan, which recommends a repositioning of the Zoo, and calls for a more focused approach to collection, site, and communications planning.
- Actively market the opening of the new Gorilla Rainforest, through the advertising campaign as well as adopting a “gorilla theme” for regular activities.
- Ensure that admission prices remain competitive in the marketplace.
- Introduce new guest services to improve the overall visitor experience.
- Continue the Friendly Creatures Show and review the program to include other domesticated animals and a new script.
- Implement the new Zoomobile route, which can accommodate more trains to transport riders.

## Budget Highlights

### 2001 OPERATING BUDGET

The 2001 approved budget for the Toronto Zoo includes an increase of \$5.454M gross and \$0.352M net in relation to the 2000 funding level to deliver current services.

### 2001 BASE BUDGET CHANGES

The 2001 budget includes base budget changes of \$ 5.016 M gross and \$0.004 M net, detailed as follows:

	Gross (millions \$)	Net (millions \$)
Salary and wage adjustments	0.762	0.762
Utility costs increases	0.101	0.098
Reversal of 2000 on time items and annualization	(0.256)	(0.247)
Minor Maintenance backlog	0.617	0.614
Increases cost of supplies	0.094	0.094
Training and staff development	0.034	0.024
Marketing initiatives	0.342	0.342
Equipment replacements / improvements	0.140	0.124
Animal & Endangered Species reserve transactions	0.136	0.000
Zoo operation of restaurants	2.696	(0.106)
Increased admission revenue	0.021	(1.018)
Recovery of project management costs from Capital	0.000	(0.142)
Other revenue increases	0.329	(0.541)
<b>Total Base Changes</b>	<b>5.016</b>	<b>0.004</b>

### 2001 NEW SERVICE CHANGES

There are eight new service changes in the Toronto Zoo 2001 operating budget totaling \$0.438M gross and \$0.348 M net. Of these, four are one-time expenditures.

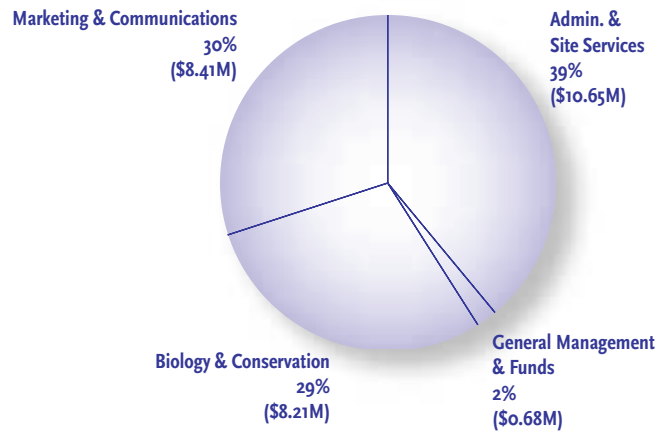
	Gross (millions \$)	Net (millions \$)
Increased curatorial & keeping staff adjustments	0.154	0.176
Education programme improvements	0.010	0.010
Improved Volunteer Support	0.015	0.015
Re-alignment of accounting & cash management staff	0.039	0.039
Project Management system improvement (one time expenditure)	0.006	0.006
Americas Pavilion Staff washroom (one-time expenditure)	0.085	0.085
Conservation projects (one-time expenditures)	0.104	(0.008)
One-time marketing study & consulting	0.025	0.025
<b>Total New Service Changes</b>	<b>0.438</b>	<b>0.348</b>
<b>Total Base and New Changes</b>	<b>5.454</b>	<b>0.352</b>

2001 OPERATING PROGRAM SUMMARY BY SERVICE

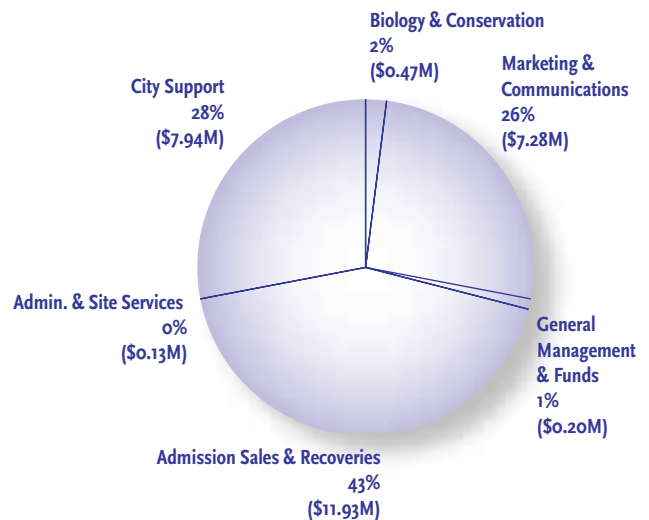
	2000 Budget \$000's	2001 Approved \$000's	Change from 2000 \$000's	%
<b>Expenditures</b>				
Biology & Conservation	7,138.6	8,210.5	1,071.9	15.0
Marketing & Communications	4,795.9	8,410.8	3,614.9	75.4
Administration & Site Services	10,019.2	10,651.5	632.3	6.3
General Management	539.2	537.5	(1.6)	(0.3)
Animal & Endangered Species Reserve Funds	0.0	136.0	136.0	N/A
<b>Total Gross Expenditures</b>	<b>22,492.8</b>	<b>27,946.4</b>	<b>5,453.6</b>	<b>24.2</b>
<b>Revenues</b>				
Biology & Conservation	392.6	464.5	71.9	18.3
Marketing & Communications	4,127.9	7,278.2	3,150.3	76.3
Administration & Site Services	130.0	131.5	1.5	1.2
General Management	48.2	68.0	19.9	41.2
Revenue & Recoveries	10,210.2	11,932.2	1,722.0	16.9
Animal & Endangered Species Reserve Funds	0.0	136.0	136.0	N/A
<b>Total Revenues</b>	<b>14,908.8</b>	<b>20,010.4</b>	<b>5,101.6</b>	<b>34.2</b>
<b>Net Expenditures</b>				
Biology & Conservation	6,746.0	7,746.0	1,000.0	14.8
Marketing & Communications	668.0	1,132.6	464.6	69.6
Administration & Site Services	9,889.2	10,520.0	630.8	6.4
General Management	491.0	469.6	(21.4)	(4.4)
Revenue & Recoveries	(10,210.2)	(11,932.2)	(1,722.0)	16.9
Animal & Endangered Species Reserve Funds	0.0	0.0	0.0	N/A
<b>Total Net Expenditures</b>	<b>7,584.0</b>	<b>7,936.0</b>	<b>352.0</b>	<b>4.6</b>
<b>Staffing Complement</b>				
Total Program (in full time equivalents)	330.2	337.9	7.7	2.3

2001 OPERATING BUDGET

Gross Expenditures by Service - \$27.95 M



Revenue By Service Area & City Support \$27.95 M



## 2001 CAPITAL BUDGET

The total 2001 gross Capital Budget is \$6.729M, comprised of \$3.123M previously approved projects and \$3.606M for new and change of scope projects. (2000 total Gross Budget - \$9.456M)

Approval of \$3.123 M in 2001 for previously approved capital projects including:

- Ride & Revenue Project for \$ 2.472 M, which, along with the \$0.807 M of new & Change of Scope funding, will complete the new Zoomobile circulation route providing a visitor transportation system linking all the major Zoo areas which is separate from pedestrian walkways.
- Infrastructure Refurbishment Projects for \$0.365 M to complete previously approved infrastructure renewal projects in exhibits, grounds & services.

Approval of \$3.606 M in 2001 for new capital projects including:

- Children's Wildlife Discovery Project for \$0.812 in 2001 and \$3.652 in 2002 to complete the renewal and improvement of the Children's area at the Zoo including the addition of a waterpark area.
- Infrastructure Refurbishment Projects for \$1.789 M for building & services, & exhibit refurbishment and improvements to grounds & visitor support infrastructure.
- Ride & Revenue Project for \$ 0.807 M, to complete the Zoomobile circulation (see previously approved projects).

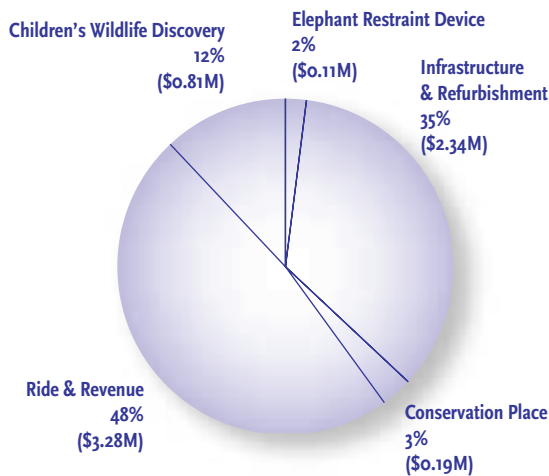
5 YEAR CAPITAL WORKS PLAN

(\$ Millions)

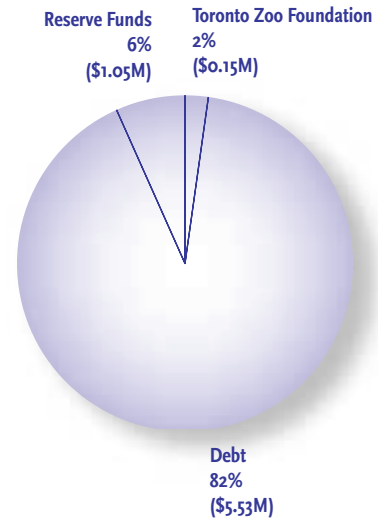
	Approved Budget		Future Year Estimates			Program Total
	2001	2002	2003	2004	2005	2001-2005
New/Change in Scope Projects:						
Ride & Revenue Development	0.807	0	0.745	1.383	2.171	5.106
Building & Services Refurbishment	1.170	1.013	0.937	1.050	0.912	5.082
Exhibit Refurbishment	0.372	0.572	0.320	0.275	0.275	1.814
Grounds & Visitor Improvement	0.247	0.552	0.247	0.362	0.312	1.720
Information Systems	0.088	0.110	0.200	0.390	0	0.788
Children's Wildlife Discovery	0.812	3.652	0	0	0	4.464
Conservation Place – Special Events	0.110	0.420	1.020	0	0	1.550
Canadian Wilderness	0	0.275	1.025	5.025	4.775	11.100
Fish Exhibits Refurbishment	0	0	0.500	0.550	0	1.050
Quarantine Facility/Animal Health	0	0	0	0.400	1.000	1.400
<b>Subtotal</b>	<b>3.606</b>	<b>6.594</b>	<b>4.994</b>	<b>9.435</b>	<b>9.445</b>	<b>34.074</b>
Previously Approved Projects:						
Elephant Holding Device	0.186	0	0	0	0	0.186
Building & Services Refurbishment	0.125	0	0	0	0	0.125
Ride & Revenue Development	2.472	0	0	0	0	2.472
Exhibit Refurbishment	0.040	0	0	0	0	0.040
Grounds & Visitor Improvement	0.200	0	0	0	0	0.200
Information Systems	0.100	0	0	0	0	0.100
<b>Subtotal</b>	<b>3.123</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3.123</b>
<b>Total Program</b>	<b>6.729</b>	<b>6.594</b>	<b>4.994</b>	<b>9.435</b>	<b>9.445</b>	<b>37.197</b>

2001 CAPITAL BUDGET

Where the money goes...



Where the money comes from...



# Arena Boards of Management

## MISSION STATEMENT

The Arena Boards of Management provide safe, full and equitable access to high quality indoor and outdoor ice sport recreational facilities that are managed effectively and efficiently to provide opportunities for physical fitness and sport skill development through individual and team activities in response to local community needs.

## KEY SERVICES

The Arena Boards of Management are in business to do the following:

- 1. Provide equitable access to high quality indoor and outdoor ice sport recreational opportunities by:
  - maintaining physical facilities at a high standard;
  - maintaining a high level of responsiveness to community needs;
  - providing a high standard of public service to the community;
  - ensuring that program offerings reflect present and emerging community interests and requirements
- 2. Efficiently and effectively manage operations without imposing operating costs on the taxpayer by:
  - minimizing operating expenditures by using the best management practices available;
  - pursuing present and emerging revenue opportunities to minimize support from the taxpayer;
  - pursuing opportunities to provide new or improved programs or services in response to emerging community needs;
  - maximizing opportunities to generate supplementary revenues from accessory operations to support arena operations.

## 2001 STRATEGIC DIRECTION AND SERVICE PRIORITIES:

- 1. Continue to provide high quality facilities and recreational opportunities that respond to community needs.
- 2. Manage operations using the best available practices to minimize the need for operating support from the taxpayer.

## Budget Highlights

### OPERATING BUDGET

The Arena Boards of Management 2001 approved operating budget includes an additional \$0.180 Million gross and \$0.073 Million net over the 2000 funding level to deliver current services as indicated below.

**2001 BASE BUDGET CHANGES:            0.180            0.073**

Includes \$0.180 Million gross and \$0.073 Million net increase for base budget changes.

	2001 Gross Exp. (\$M)	2001 Net (\$M)
<b>Expenditure Changes:</b>		
Contracted services	0.136	0.136
Salary, benefit and utility increases	0.081	0.081
Other base budget changes	(0.037)	(0.037)
<b>Revenue Changes:</b>		
Increased revenues	0.0	(0.107)
<b>Service Level Adjustments:</b>		
None		
<b>Total Base Budget Changes</b>	<b>0.180</b>	<b>0.073</b>



**2001 NEW SERVICE CHANGES:**

Includes no funding for new service level changes resulting from the 2000 approved operating budget or new Council/Committee directions.

	2001 Gross Exp. (\$M)	2001 Net (\$M)
Existing Service Expansion:	0.0	0.0
New Service:	0.0	0.0
<b>Total New Service Changes</b>	<b>0.0</b>	<b>0.0</b>

**2001 OPERATING PROGRAM SUMMARY BY SERVICE**

Gross Expenditure - Service

	2000	2001	2000	2001
George Bell	374.8	373.1	(1.7)	(0.5)
Bill Bolton	547.3	572.5	25.2	4.6
Forest Hill	569.8	640.2	70.4	12.4
Leaside <sup>2</sup>	728.5	769.8	41.3	5.7
McCormick	498.2	494.0	(4.2)	(0.8)
Moss Park	508.3	525.0	16.7	3.3
North Toronto	615.2	622.6	7.4	1.2
Ted Reeve	471.2	496.2	25.0	5.3

<b>Total Gross Expenditures</b>	<b>4,313.3</b>	<b>4,493.4</b>	<b>180.1</b>	<b>4.2</b>
---------------------------------	----------------	----------------	--------------	------------

Revenue - Service

	2000	2001	2000	2001
George Bell	374.0	358.5	(15.5)	(4.1)
Bill Bolton	549.2	574.7	25.5	4.6
Forest Hill	656.7	726.4	69.7	10.6
Leaside <sup>2</sup>	488.0	497.1	9.1	1.9
McCormick	495.4	475.6	(19.8)	(4.0)
Moss Park	542.6	546.4	3.8	0.7
North Toronto	630.8	640.7	9.9	1.6
Ted Reeve	472.4	497.1	24.7	5.2

<b>Total Revenues</b>	<b>4,209.1</b>	<b>4,316.5</b>	<b>107.4</b>	<b>2.6</b>
-----------------------	----------------	----------------	--------------	------------

Net Expenditure - Service

	2000	2001	2000	2001
George Bell	0.8	14.6	13.8	1,725.0
Bill Bolton	(1.9)	(2.2)	(0.3)	15.8
Forest Hill	(86.9)	(86.2)	0.7	(0.8)
Leaside <sup>2</sup>	240.5	272.7	32.2	13.4
McCormick	2.8	18.4	15.6	557.1
Moss Park	(34.3)	(21.4)	12.9	(37.6)
North Toronto	(15.6)	(18.1)	(2.5)	16.0
Ted Reeve	(1.2)	(0.9)	0.3	(25.0)

<b>Total Net Expenditures Including Capital Financing</b>	<b>104.2</b>	<b>176.9</b>	<b>72.7</b>	<b>69.8</b>
---	--------------	--------------	-------------	-------------

Staffing Complement

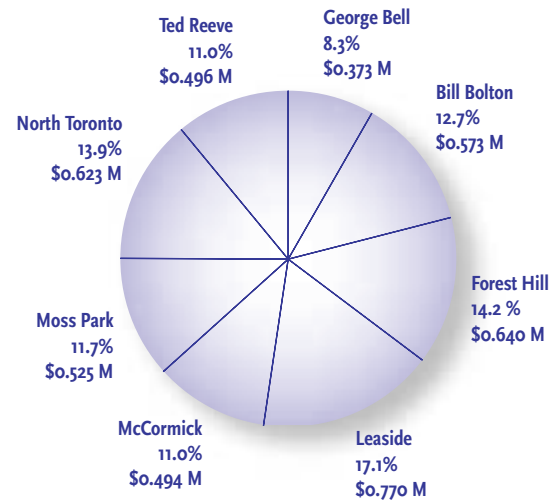
	2000	2001	2000	2001
Total Program <sup>1</sup> (in equivalent funded positions)	62.5	62.5	0.0	0.0

1 Leaside previous year's part-time AP restated

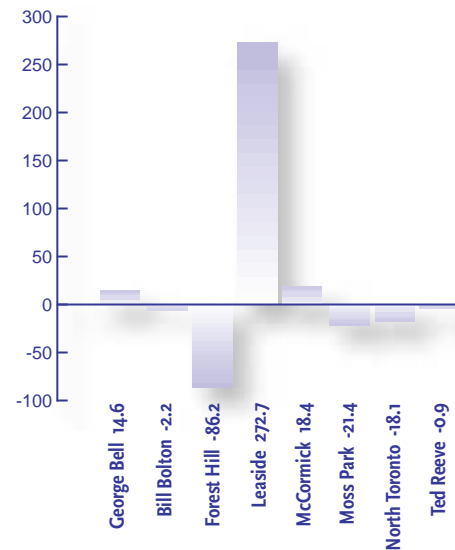
2. Includes capital financing

**2001 OPERATING BUDGET**

**Gross Expenditures by Arena (\$4.493 M)**



**Net Expenditures by Arena (\$000s)**



**2001 CAPITAL BUDGET**

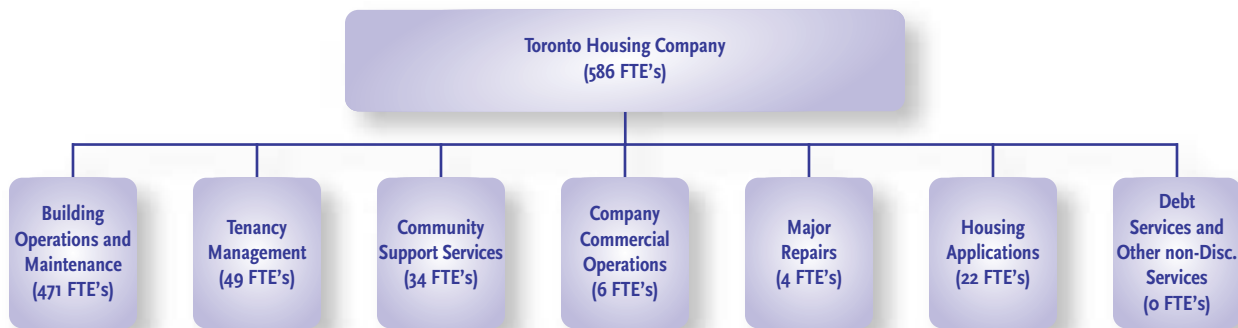
Not applicable

# Toronto Housing Company

## MISSION STATEMENT

The Toronto Housing Company provides high quality housing environments for low to moderate income tenants. The Company is committed to healthy and sustainable tenant communities, in which tenants and staff see their diversity as their strength and tenants participate fully in shaping their communities.

## PROGRAM MAP



## 2001 KEY SERVICES

- Corporate Functions** - Corporate Functions are the ‘owner’s functions’ and which focus on corporate governance, long term planning, preservation of real property assets and sound financial management.
- Housing Operations** - Housing operations are all functions related to the delivery of housing services to tenants. Included are all revenue activities, both residential and commercial. A decentralized community-based operating unit model is in place as a new business direction for the company. In this model, operations will be grouped into relatively small units, under the “general management” of a person responsible for all service delivery. Lean shared service groups will support these front-end services. A principle of the model is to move as much authority and accountability as possible to the front lines of the organization to enhance service delivery to tenants.
- Housing Connections** -Toronto Social Housing Connections is a co-ordinated access system for social housing in the City. The Toronto Housing Company, in partnership with the Metropolitan Toronto Housing Authority and many other housing providers and community agencies operates this service. Housing Connections assists low and moderate income applicants to identify housing choices which meet their needs, and, with the assistance of computer technology, maintains building specific waiting lists for approximately 600 housing locations participating in the service.

## 2001 STRATEGIC DIRECTION AND SERVICE PRIORITIES

- Continue achievement of subsidy reduction targets and acceleration of increased revenue targets to mitigate impact of cost increases due to utilities, taxes due to assessment changes, salaries.
- Complete implementation of community-based business planning to all operating units.
- Decentralize shared service functions including decentralization of financial functions to Community Operating Units.
- Complete performance management system, which links individual, unit and corporate performance, and establish performance benchmarks for all Company functions in order to provide improved accountability.
- Develop long-term strategies for capital investment in the Company housing stock in order to ensure long-term preservation of real property assets.
- Implement joint service delivery initiatives with the Metropolitan Toronto Housing Company to improve services and reduce costs.

## 2001 KEY SERVICE LEVEL INDICATORS

	Results by Year			
	1998	1999	2000	2001
Building Operations and Maintenance Efficiency				
Maintenance cost per unit	-	\$1,210	\$1,208	\$1,134
Other operating costs per unit	-	\$391	\$406	\$400
Cost per rental per unit	-	\$1,601	\$1,614	\$1,534
Major repair cost per unit	-	\$348	\$410	\$329
Customer Service				
Tenant satisfaction	-	-	70%	75%

Tenancy Management Efficiency				
Tenancy management costs per unit	-	\$146	\$105	\$98
Property management costs per unit	-	\$55	\$49	\$50
Total costs per rental unit	-	\$200	\$154	\$148
Tenancy Management Efficiency				
Tenant satisfaction	-	-	70%	75%

## Budget Highlights

### 2001 OPERATING BUDGET

Housing 2001 approved budget includes an additional \$3.710 million gross and \$ 0 net over the 2000 funding level to deliver current services, as well as new services, as indicated below.

### 2001 BASE BUDGET CHANGES

Includes \$0.520 million gross decrease and \$0 net for base budget changes:

	Gross (millions \$)	Net (millions \$)
Salaries	1.522	0.000
Increases in Utility	4.166	0.000
Restructuring of Maintenance	(2.489)	0.000
Reduction in Minor Repairs	(2.177)	0.000
Mortgage Reductions	(1.924)	0.000
Voluntary Reduction to reserves due to loss of premium on single occupied NP Units	(1.269)	0.000
Other	1.650	0.000
<b>Total Base Changes</b>	<b>(0.520)</b>	<b>0.000</b>

### 2001 NEW SERVICE CHANGES

Includes \$4.230 million gross increase and \$0 net for new service level changes:

2 Joint Ventures within THC	3.510	0.000
City Transfer of Property House portfolio (41 houses)	0.720	0.000
<b>Total New Changes</b>	<b>4.230</b>	<b>0.000</b>

**Total Base and New Changes**                      **3.710**                      **0.000**

2001 OPERATING PROGRAM SUMMARY BY SERVICE

	2000 Budget (\$000's)	2001 Approved (\$000's)	Change from 2000 (\$000's)	%
Service				
Building Operations & Maintenance	43,372.4	43,589.2	216.8	0.5
Tenancy Management	3,701.7	4,206.2	504.5	13.6
Community Support Services	2,467.8	2,523.8	56.0	2.3
Commercial Operations	2,620.9	2,419.9	(201.0)	(7.7)
Major Repairs	11,545.7	9,341.5	(2,204.2)	(19.1)
Housing Applications	1,815.2	1,873.0	57.8	3.2
Debt Services and Other Non Discretionary Services	192,660.5	197,940.5	5,280.0	2.7
<b>Total Gross Expenditures</b>	<b>258,184.2</b>	<b>261,894.1</b>	<b>3,709.9</b>	<b>1.4</b>

Service				
Building Operations & Maintenance	43,372.4	43,589.2	216.8	0.5
Tenancy Management	3,701.7	4,206.2	504.5	13.6
Community Support Services	2,467.8	2,523.8	56.0	2.3
Commercial Operations	2,620.9	2,419.9	(201.0)	(7.7)
Minor Repairs	11,545.7	9,341.5	(2,204.2)	(19.1)
Housing Applications	1,815.2	1,873.0	57.8	3.2
Debt Services and Other Non Discretionary Services	192,660.5	197,940.5	5,280.0	2.7
<b>Total Revenues</b>	<b>258,184.2</b>	<b>261,894.1</b>	<b>3,709.9</b>	<b>1.4</b>

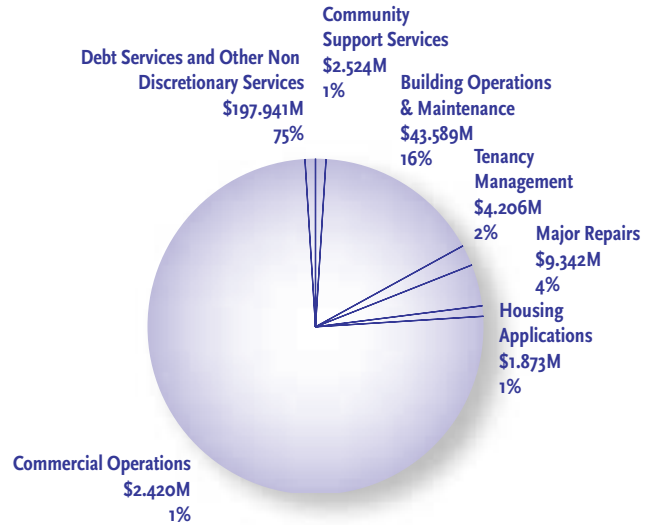
No Net Expenditures

Staffing Complement

Total Program (in full time equivalent positions)	586.0	586.0	0.0	0.0
---	-------	-------	-----	-----

2001 OPERATING BUDGET

Gross Expenditures



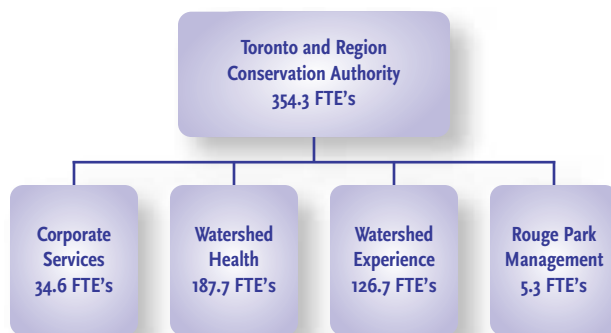
# Toronto and Region Conservation Authority

## MISSION STATEMENT

The Toronto and Region Conservation Authority (TRCA) is a provincial/municipal partnership established in 1957 under the Conservation Authorities Act. The TRCA acts in the community's interest through advocating and implementing watershed management programs that:

- Maintain and improve the region's lands and waters
- Contribute to public safety from flooding and erosion
- Provide for the acquisition of conservation and hazard lands
- Enhance the quality and variety of life in the community by using its lands for inter-regional outdoor recreation, heritage preservation and conservation education

## PROGRAM MAP



## KEY SERVICES

• **Corporate Services:** the mandate of Corporate Services is to provide high quality administrative support services to organizational programs and staff. Activities include accounting and budgets, HR, Information Systems, Legal services, corporate communication, Board and committee support, printing and office service, and head office maintenance. This service is located at the head office site at Downsview.

• **Watershed Health:** the products and services of this category are at the core of the TRCA's environmental protection mandate. The purpose of this service is to deliver preventative and regenerative services supported by specialized expertise. In addition, the service provides Asset Management related to the costs of maintaining the lands and infrastructure held in trust by the TRCA on behalf of residents. This would include activities such as Municipal Planning Services to analyse the impact to the Watershed for land use planning and ensure environmental quality and management of risk. Also included in the mandate of this service are Resource Science for research and studies, Watershed Strategies focusing on co-ordinated stakeholder environmental planning. Watershed Health comprises numerous other products and services such as:

- Geographic info systems, cartography
- Engineering
- Plant material, planting and forestry
- Habitat rehabilitation
- Water control structures: operation and maintenance
- Water level monitoring
- Water quality

- Capital project management
- Greenspace management
- Conservation education
- Environmental education
- Heritage artifact collection, storage and research
- Rental property management

This service is located at various locations within the TRCA's jurisdiction including specific sites such as the head office at Downsview, the Kortright Conservation Centre, 4 residential conservation field centres, the Conservation Services Workshop and Nursery. The jurisdiction of the TRCA includes over 32,000 acres of land holdings including dams and water control structures.

- **Watershed Experience:** This service represents outdoor recreation and programming at the TRCA's public use facilities. The mandate of this service is to make the land and resource holdings of the TRCA available to the public for recreational and educational opportunities including hiking, skiing, swimming and camping for over 450,000 visitors annually. Educational and heritage programming includes the top rated Black Creek Pioneer Village which is visited by 180,000 people annually. Also under the mandate of Watershed Experience is the responsibility for corporate fundraising initiatives meant to generate revenue while giving the opportunity to invest in public use, heritage and the environmental initiatives of the TRCA.
- **Rouge Park Interim Management:** The mandate of this service is to oversee the assembling of the land base and restoration of the watershed for areas incorporated into the Rouge Park. This is a joint initiative between the Federal, Provincial and Municipal governments meant to increase land holdings for conservation along the Rouge River corridor and create the largest urban park in North America.

## 2001 STRATEGIC DIRECTION AND SERVICE PRIORITIES

- The strategic direction of the TRCA is based on maintaining and enhancing the Authorities first 3 year business plan adopted in 1997 and completed in 1999. Objectives that the plan is based on include:
  - Integration of business units: the original plan as adopted concentrated on ensuring the capability of the Authority to deliver programs and services by business unit. The next step is to integration of these units to enable effective delivery and representation of the new vision. Performance measures will be developed to measure the level of integration.
  - Identification of business unit strategies: the aim is to achieve self-sufficiency targets on a break-even basis per business unit.
  - Identification of business unit growth: The ultimate goal is to grow beyond a break-even situation and identify opportunities and strategies over the life of the plan that will generate net revenues that would then be re-invested in the business.
  - Creation of efficiency measures to ensure business units are consistently delivering high quality programs and services.
  - Identification of ways to ensure the Authority is providing programming and services that are consistent with the expectations of funding partners, customers and the public with regards to environmental programs and recreation facilities.
- Service priorities for 2001 include:
  - Corporate Services: Continuation and enhancement of the 3-year business plan as mentioned above.
  - Watershed Health: The intense pace of urbanization within the GTA will lead to an expansion of Watershed Strategy Initiatives (funded through the increased fund-raising initiatives). Priorities also include expansion

of Resource Science support services and the Development Services group.

- Watershed Experience: Maintenance and enhancement of public use facilities. Continuation of restoration, infrastructure and attraction development at Black Creek Pioneer Village.
- Rouge Park Interim Management: complete transfer of 4,240 acres of land in the Rouge park area from the Ontario Realty Corporation.

## Budget Highlights

### 2001 OPERATING BUDGET

The TRCA 2001 approved budget includes an additional \$1.587 million gross and \$0.207 million net over the 2000 approved funding level to deliver current services as well as new services as indicated below:

#### 2001 BASE BUDGET CHANGES

In order to maintain current service levels the TRCA is projecting a budget increase of \$0.061 million gross and \$0.150 million net as shown below:

	Gross (millions \$)	Net (millions \$)
Cost of Living Increase	0.180	0.102
Benefits	0.045	0.026
Other Salary Changes	0.039	0.022
Utility Increases	0.047	-
Maintenance & Contracted Services	0.110	-
Other Non-Recurring Changes	(0.360)	-
<b>Total Base Budget Changes</b>	<b>0.061</b>	<b>0.150</b>

### 2001 NEW SERVICE CHANGES

New service changes for the TRCA consist of both requested changes to existing service levels and a new service change. The change to existing service involves the expansion of staff in the Watershed Health Service. The new service change is for the acquisition and management of Ontario Realty Corporation lands and is completely offset by property rental income.

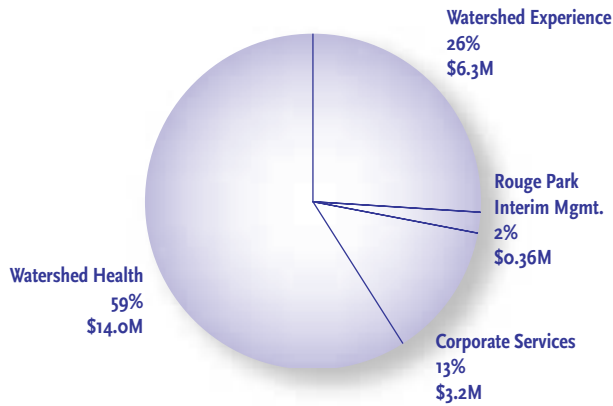
	Gross (millions \$)	Net (millions \$)
Expansion of Planning Staff in Watershed Health	0.654	0.057
New Services in Rouge Park Interim Management	0.872	-
<b>Total New Service Changes</b>	<b>1.526</b>	<b>0.057</b>
<b>Total Budget Change</b>	<b>1.587</b>	<b>0.207</b>

### 2001 OPERATING PROGRAM SUMMARY BY SERVICE

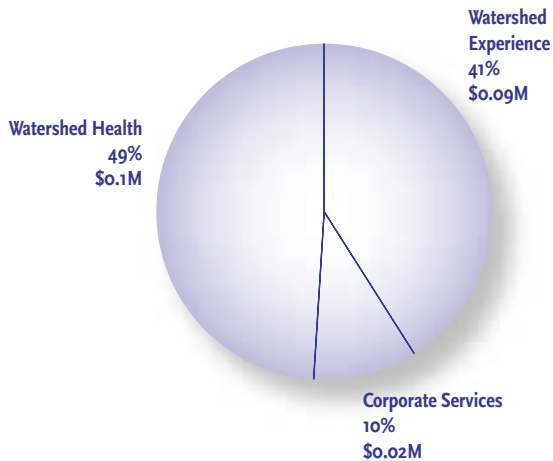
	2000 Budget \$000's	2001 Approved \$000's	Change from 2000 \$000's	%
<b>Service</b>				
Corporate Services	2,747.6	3,155.5	407.9	14.8
Watershed Health	12,004.3	14,024.5	2,020.2	16.8
Watershed Experience	7,120.5	6,268.7	(851.8)	(12.0)
Rouge Park Interim Mgmt	353.6	364.2	10.6	3.0
<b>Total Gross Expenditures</b>	<b>22,226.0</b>	<b>23,812.9</b>	<b>1,586.9</b>	<b>7.1</b>
Grants from Others	910.3	1,054.0	143.7	15.8
Interdepartmental Recoveries	0.0	0.0	0.0	N/A
User Fees	13,494.7	14,974.5	1,479.8	11.0
Other	3,613.7	3,370.4	(243.3)	(6.7)
<b>Total Revenues</b>	<b>18,018.7</b>	<b>19,398.9</b>	<b>1,380.2</b>	<b>7.7</b>
<b>Total Net Expenditure Excluding Capital Financing</b>	<b>4,207.3</b>	<b>4,414.0</b>	<b>206.7</b>	<b>4.9</b>
<b>Staffing Complement</b>				
Total Program (in equivalent funded positions)	335.8	354.3	18.5	5.5

2001 OPERATING BUDGET

Gross Expenditures



Net Expenditures



2001 CAPITAL BUDGET

Total 2001 Gross Budget Cash flow is \$5.675 M comprised of \$0.700 M Previously Approved Projects & \$4.975 M New Projects. [2000 Budget – \$5.115 M]

Rationale for year-over-year difference:

- Previously Approved: While the second instalment of \$1.0 M for the Port Union Waterfront Development has been rescheduled for 2002, the in year change for Property Acquisition is now reflected at \$0.700 M.
- New Projects: While all new projects are actually on-going phased projects, the core program of the TRCA, excluding Black Creek, has increased by 13% and is driven mainly by urgent requirements in Waterfront & Valley Erosion Control (up 35%), Toronto Remedial Action Plan (up 153%) and Waterfront Development (down 52%). New cash flows for 2001 compared to 2000 include Greenspace Land Acquisition and Major Facilities Retrofit. Black Creek Retrofit and Attraction Development has been partially deferred to future years.



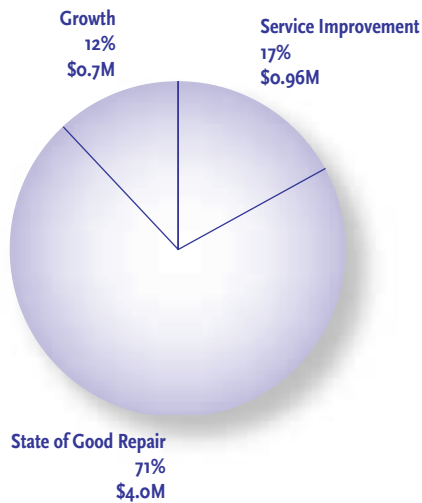
5 YEAR CAPITAL WORKS PLAN (2001 APPROVED PLUS FOUR YEAR REQUESTS/PLAN)

Gross Expenditures \$000's

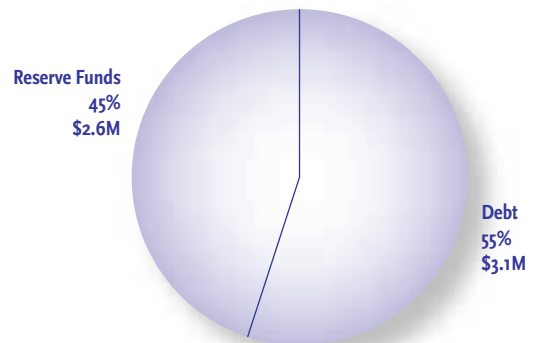
	Approved Budget		Commitments			2001-2005
	2001	2002	2003	2004	2005	
<b>New and Change in Scope Projects</b>						
Greenspace Land Acquisition	250	-	-	-	-	250
Public Use Infrastructure	125	-	-	-	-	125
Waterfront & Valley Erosion Control	1,400	-	-	-	-	1,400
Black Creek Pioneer Village Retrofit	1,000	-	-	-	-	1,000
Toronto remedial Action Plan	950	-	-	-	-	950
Major Facilities Retrofit	294	-	-	-	-	294
Waterfront Development	956	-	-	-	-	956
<b>New &amp; Change in Scope Projects</b>	<b>4,975</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,975</b>
<b>Previously Approved Projects</b>	<b>700</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,700</b>
<b>Total Program</b>	<b>5,675</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,675</b>

2001 CAPITAL BUDGET – TORONTO AND REGION CONSERVATION AUTHORITY

Where the money goes...



Where the money comes from...

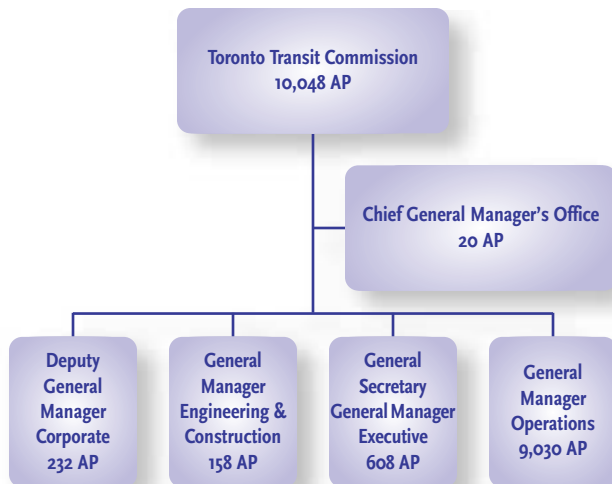


# Toronto Transit Commission

## MISSION STATEMENT

The TTC is responsible for the provision and maintenance of transit infrastructure and service in the City of Toronto. The TTC operates and maintains a highly integrated transit system and a multi-modal vehicle fleet. It also provides special door-to-door transit service (Wheel-Trans) for persons with the greatest need for accessible transit as established by eligibility criteria based upon an individual's physical functional mobility.

## PROGRAM MAP



## KEY SERVICES

- TTC Conventional:** The Toronto Transit Commission essentially offers two main services: TTC Conventional and Wheel-Trans. TTC Conventional consists of transit services provided to the general public on surface routes, utilizing buses, streetcars, RT vehicles (rapid transit) and subways.
  - The Toronto Transit Commission operates a system comprising \$7.7 Billion in fixed assets, providing service on 6,234 km of bus routes, 310 km of streetcar routes and 62.8 km

of single direction subway routes including rapid transit and carrying an average 1.33 million passengers daily.

- The Commission accomplishes this with a staff (conventional) of 9,662 (2001 budget) and with a fleet consisting of 1,468 buses, 251 streetcars of which 52 are the articulated model and 3 are antique models used for special service. Subway cars total 672 and 28 RT vehicles such as those used on the SRT (Scarborough Rapid Transit).
- Service delivery support systems, worth \$3.8 Billion, include 19 bridges, 17 tunnels (52 km), 53 maintenance facilities, 58 units of rail service equipment and 224 trucks, tractors and trailers.
- A key service indicator is ridership, the amount of rides taken by passengers on all conventional modes of transportation operated by the Commission. Ridership projections are based on a number of factors including economic activity both locally and in relation to the national economy and the U.S. economy focusing on such factors as growth in employment and consumer spending. Ridership for 2000 was 410.6 million and is projected to reach 418-420 million by the end of 2001. This compares to a ten-year average of 394 million. Provision has been made in the current 2001 operating budget to accommodate an expected increase in demand for the last quarter of 4 to 6 million riders.

- Wheel-Trans:** This is the second major service that the TTC provides. Wheel-Trans exists to provide door to door transit service for passengers with limited physical functional mobility. The service consists of a staff of 386 and operates a system consisting of 114 accessible buses, 32 taxis and 62 accessible taxis<sup>1</sup>. There are currently 40 accessible bus routes and 14 accessible subway stations. A key service indicator for Wheel-Trans is the unaccommodated rate

defined as the percent of trips lost due to inability to meet demand. This is projected to be 2% for 2001 which is down 23% from the 2000 level of 2.6% and shows an improvement of 75% over the 1994 level of 8%. Budgeted ridership is projected to decrease by 8,700 from 1,570,500 in 2000 to 1,561,800 in 2001.

\* 1. Defined as vehicles in service at peak operating times.

## 2001 STRATEGIC DIRECTION AND SERVICE PRIORITIES

- **TTC Conventional:** As experienced in 2000, ridership is expected to grow again in 2001. This is based on several factors that tend to traditionally influence ridership. These can be broadly classified as economic and employment related. The economy in 2001 is expected to grow again but at a slower rate than 2000. This is gauged by measuring real GDP for the Toronto CMA (Census Metropolitan Area). Real GDP is expected to grow by 3.7%. Employment and retail sales are expected to grow by 2.7% and 7% respectively. These factors, when considered together, are expected to increase ridership by 1.4%. In real terms, this means an average ridership for 2001 of 416 million (the 2000 actual was 410.6 million). Accordingly, in March 2001, the TTC will provide adjusted service levels to accommodate this increase. A further year-end projection will necessitate another adjustment in the last quarter of 2001 to the 420 million-ride level. This is to be re-evaluated at mid-year. Correspondingly for 2001, the total hours of service for bus, streetcar, subway and SRT will increase by 2.6% to 6.76 million hours with an increase in serviced kilometres of 3.7% to 192.7 million km. The largest increase in service level will be for buses with 2.6% increase in hours and a 3.0 % increase in kilometres with a peak vehicle increase of 51.
  - **Wheel-Trans:** In 2001, Wheel-Trans will continue to provide high-quality accessible transit services for those passengers most in need based on established eligibility criteria. The registered rider base is expected to grow by 4.2% or 59,400 passengers. The unaccommodated rate which is defined as the service shortfall to market demand is expected to drop to 2%. Total demand is expected to increase by 3%. Within the Five Year Accessible Transit Plan (1998-2002), the 2001 Wheel-Trans Service Plan is based on achieving certain key service indicators. Among these is productivity improvement in terms of overall passengers served per hour, 5.1 versus 4.9 in 2000. This productivity gain is related to major initiatives such as a trial Express Bus from Scarborough Town Centre to downtown, expanded Zone Service areas, continued efforts at integration with TTC Conventional accessible services and trip cancellation reduction. Service Quality Improvement defined in terms of on-time delivery of service is expected to be 95% through initiatives such as the 25 Bus Tracking trial, automated call-back feature to update customers on trip status and upgrades to the computer scheduling system. Service reliability will continue to increase with the continued acquisition of new economical low floor (ELF) buses. Peak demand periods will receive improved coverage by the fleet of 132 buses (104 of which will be ELF models) and increasing the level of accessible taxis to 62. Problematic service through contracted sedan taxis should decline with the increase in accessible taxis and closer monitoring and penalizing of taxi contractors as required.
- Work is continuing on the Sheppard Subway, which is scheduled for completion in 2002. For the Waterfront Revitalization Initiative related project at Union Station (Second Platform) conceptual design is underway with tendering of contracts scheduled for 2001 pending the approval of the Interim Corporation.

## Budget Highlights

### 2001 OPERATING BUDGET

The Toronto Transit Commission 2001 approved budget includes an additional \$43.749 million gross and \$9.745 million net over the 2000 approved funding level to deliver current services as well as new services as indicated below:

#### 2001 BASE BUDGET CHANGES

In order to maintain current service levels the TTC is projecting a budget increase of \$32.879 million gross and \$6.875 million net split between Conventional and Wheel-Trans as shown below:

	Gross (millions \$)	Net (millions \$)
<b>TTC Conventional</b>		
Cost of Living Increase	14.366	14.366
Benefits	10.818	10.818
Other Salary Changes	4.245	4.245
Utility Increases - Energy Prices	6.953	6.953
Maintenance & Contracted Services	0.900	0.900
Other Increases	2.284	2.284
Vehicle & Facilities Maintenance	5.230	5.230
Base Revenue changes (Passenger revenue, advertising, misc.)	0.000	(16.672)
Non-available reserve funding	0.000	3.400
Estimated revenue from fare increase	--	(13.309)
Unspecified expenditure reductions	(13.309)	(13.309)
<b>Wheel-Trans</b>		
Cost of Living Increase	0.690	0.690
Benefits	0.170	0.170
Non-Cola Impacts	0.210	0.210
Increase in contracted services	0.175	0.175
Contribution to Fleet Replacement	0.500	0.500
ELF Bus Savings	(0.353)	(0.353)
Non-available reserve funding	0.000	0.800
Base Revenue changes (Passenger revenue, advertising, misc.)	0.000	(0.223)
<b>Total Base Budget Changes</b>	<b>32.879</b>	<b>6.875</b>

### 2001 NEW SERVICE CHANGES

New service changes for both TTC Conventional and Wheel-Trans consist of requested changes to existing service levels. For TTC conventional this includes annualization of 2000 service changes and two phases of ridership growth to 416 million riders and 420 million riders respectively. For Wheel-Trans this is the net impact of increasing accessible contracted services i.e. accessible taxis versus sedan taxis.

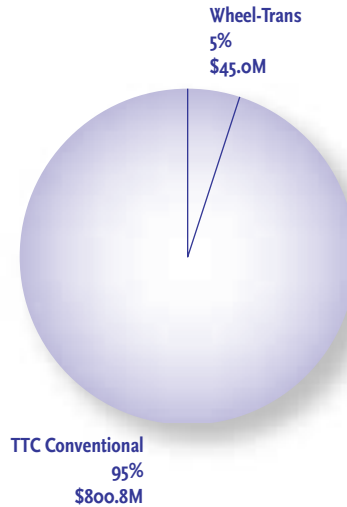
	Gross (millions \$)	Net (millions \$)
<b>TTC Conventional</b>		
Annualization of 2000 service changes	4.054	0.735
Ramp up to 416 Million riders	5.218	0.946
Ramp up to 420 Million riders	0.500	0.091
<b>Wheel-Trans</b>		
Increase contracted accessible taxis service	0.678	0.678
Impact of unspecified budget reduction 2000	0.420	0.420
<b>Total New Service Change</b>	<b>10.870</b>	<b>2.870</b>
<b>Total Base and New Changes</b>	<b>43.749</b>	<b>9.745</b>

2001 OPERATING PROGRAM SUMMARY BY SERVICE

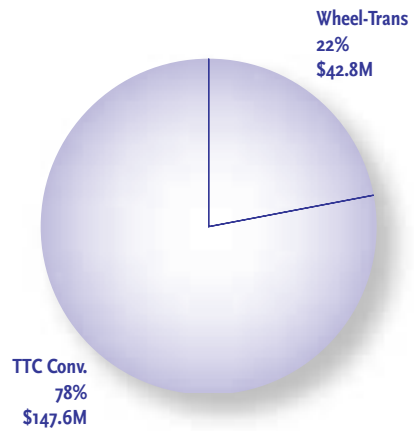
	2000 Budget \$000's	2001 Approved \$000's	Change from 2000 \$000's	%
Service				
TTC Conventional	759,544.1	800,803.0	41,258.9	5.4
Wheel-Trans	42,456.8	44,946.9	2,490.1	5.9
<b>Total Gross Expenditures</b>	<b>802,000.9</b>	<b>845,749.9</b>	<b>43,749.0</b>	<b>5.5</b>
Total Revenues				
Grants from Others Interdepartmental	0.0	0.0	0.0	N/A
Recoveries	0.0	0.0	0.0	N/A
User Fees	617,166.1	642,061.2	24,895.1	4.0
Other	4,200.0	13,308.9	9,108.9	216.9
<b>Total Revenues</b>	<b>621,366.1</b>	<b>655,370.1</b>	<b>34,004.0</b>	<b>5.5</b>
Total Net Expenditures Excluding Capital Financing				
	<b>180,634.8</b>	<b>190,379.8</b>	<b>9,745.0</b>	<b>5.4</b>
Staffing Complement				
Total Program	9,834.0	10,048.0	214.0	2.2

2001 OPERATING BUDGET

Gross Expenditures



Net Expenditures



## 2001 CAPITAL BUDGET

**Highlights of the 2001 Capital Program** for the TTC projects: (includes new and previously approved projects)

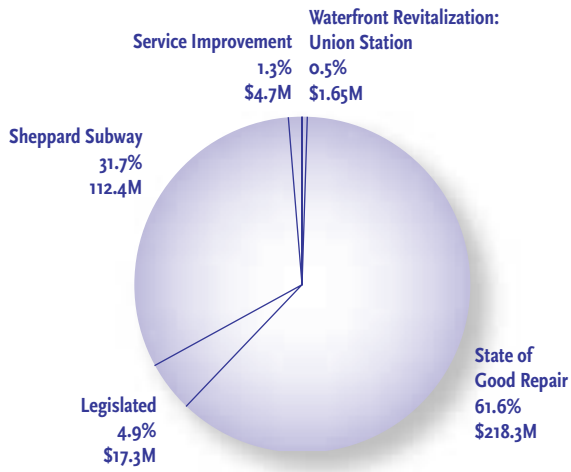
- Vehicle related expenditures of \$78.5 million including \$7.0 million for 127 Wheel-Trans replacement vehicles, \$47.4 million for subway cars, \$20.6 million for buses and \$3.3 million for non-revenue vehicles.
- Buildings and structures \$75.7 million that includes \$22.5 million for garages \$4.7 million for yards and roads, bridges and tunnels \$15.3 million and \$33.2 million for miscellaneous building and structural projects.
- Revenue related and maintenance equipment \$31.2 million
- Surface Track replacement \$16.6 million
- Subway Track replacement \$15.8 million
- Other signal, electrical and communication projects combined \$13.1 million
- Transit Control Centre: Replacement and upgrading of obsolete equipment in 32 year-old Control Centre \$10.7 million.
- Extraordinary projects (not included in the table below) include the Sheppard Subway scheduled for completion in the third quarter of 2002 and having a total remaining budgeted cash flow of \$161.9 million (\$112.4 million in 2001).
- Also as part of extraordinary projects is the Waterfront Revitalization Initiative which includes the second platform at Union Station with a cash flow of \$1.65 million in 2001.

5 YEAR CAPITAL WORKS PLAN (2001 APPROVED PLUS FOUR YEAR REQUESTS/PLAN)

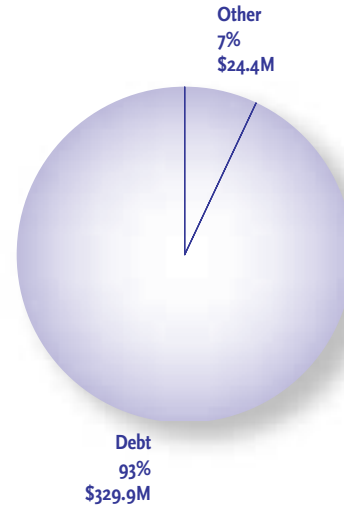
	Approved Budget		Commitments			2001-2005
	2001	2002	2003	2004	2005	
<b>New and Change in Scope Projects</b>						
Subway Tracks	11,392	7,620	-	-	-	19,012
Computer Equipment & Software	8,788	15,798	-	-	-	24,586
Bridges and Tunnels - Various	5,655	19,208	14,405	-	-	39,268
Bus Heavy Rebuild Program - 12 year	3,901	15,400	-	-	-	19,301
Subway Car Overhaul Program	3,874	6,506	-	-	-	10,380
Subway Storage & Maint. Wilson/Davisville	3,558	252	(60)	-	-	3,750
Other Bldgs Structures Projects	2,921	2,634	470	-	-	6,025
Birchmount Garage Repair Bay Mods.	2,800	5,700	5,950	-	-	14,450
Fare Handling Equipment	2,632	604	(214)	(116)	-	2,906
Spadina LRT	2,500	-	-	-	-	2,500
Environmental Programs	2,478	-	-	-	-	2,478
Birchmount Garage Renovations	2,391	1,584	-	-	-	3,975
Bus Garage Replacement	2,200	500	-	-	900	3,600
Yards and Roads - Various	1,611	1,896	-	-	-	3,507
Yards and Roads	1,586	7,144	-	-	-	8,730
Garage Subsurface Remediation Program	1,379	488	428	348	298	2,941
Yards and Roads - Various	1,000	3,300	-	-	-	4,300
Transit Priorities	1,000	1,000	-	-	-	2,000
Queensway Garage Expansion	850	150	-	-	-	1,000
Automotive Non-Revenue Vehicles	601	1,845	-	-	-	2,446
Tools and Shop Equipment	553	1,973	-	-	-	2,526
Structural Paving Rehabilitation	473	2,185	-	-	-	2,658
Greewood Yard Expansion	462	763	-	-	-	1,225
127 Replacement Wheel-Trans Vehicles	401	(402)	2,477	-	-	2,476
Broadview Station Modifications	350	950	-	-	-	1,300
On-Grade Paving Rehabilitation	333	1,072	-	-	-	1,405
Spadina Subway Extension Remediation	300	-	-	-	-	300
Roofing Rehabilitation	284	1,105	-	-	-	1,389
Reconstruction of Streetcar Overhead	147	1,370	-	-	-	1,517
Easier Access Phase 1	143	-	-	-	-	143
Replacement of 40 Diesel Buses or Equivalent	115	-	-	-	-	115
Other Maintenance Equipment	111	977	-	-	-	1,088
Streetcar Overhaul Program	72	-	-	-	-	72
Furniture & Office Equipment	33	353	-	-	-	386
Traction Power - Various	13	4,700	-	-	-	4,713
Purchase SRT Cars	-	200	-	-	-	200
Sheppard Subway	-	-	3	-	-	3
Subway Escalator or Overhaul & Replacement Prog.	(450)	4,000	-	-	-	3,550
Service Planning	(499)	550	-	-	-	51
Surface Track	(2,044)	23,814	-	-	-	21,770
Transit Control Centre	(2,540)	1,964	1,376	-	-	800
Unspecified Reduction	(5,639)	-	-	-	-	(5,639)
Fire Ventilation Update	(6,664)	14,500	4,000	-	-	11,836
Bus Heavy rebuild Program - 18 Year	(6,917)	3,389	-	-	-	(3,528)
<b>New &amp; Change in Scope Projects</b>	<b>42,154</b>	<b>155,092</b>	<b>28,835</b>	<b>232</b>	<b>1,198</b>	<b>227,511</b>
<b>Previously Approved Projects</b>	<b>198,082</b>	<b>52,978</b>	<b>30,794</b>	<b>15,378</b>	<b>559</b>	<b>297,791</b>
<b>Total Program</b>	<b>240,236</b>	<b>208,070</b>	<b>59,629</b>	<b>15,610</b>	<b>1,757</b>	<b>525,302</b>

2001 CAPITAL BUDGET

Where the money goes...



Where the money comes from...



Note :

1. Graphs include Sheppard Subway and Union Station Second Platform
2. Operating revenue allocations and capital budget commitments may be subject to technical amendment.

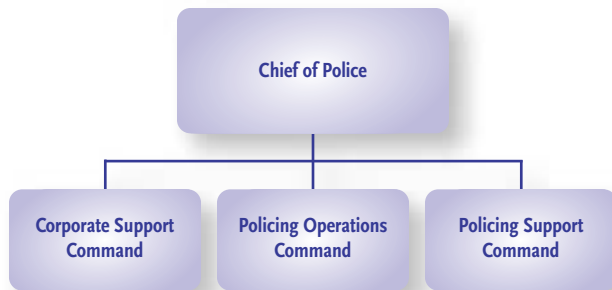


## Toronto Police Services

### MISSION STATEMENT

- The Toronto Police Service is committed to being a world leader in policing through excellence, innovation, continuous learning, quality leadership, and management.
- The Toronto Police Service is committed to delivering police services which are sensitive to the needs of the community, involving collaborative partnerships and teamwork to overcome all challenges.
- The Toronto Police Service takes pride in what it does and measures its success by the satisfaction of members of the communities.
- The Toronto Police Service is dedicated to delivering police services in partnership with all communities to keep Toronto the best and safest place to be.

### PROGRAM MAP



### 2001 KEY SERVICES

- Toronto Police Services Board
- Chief of Police
- Corporate Support Command
- Policing Operations Command
- Policing Support Command

## Budget Highlights

### 2001 OPERATING BUDGET

The 2001 Approved Base Budget of \$575.096 million net reflects the following significant changes from the 2000 Approved Budget:

#### 2001 APPROVED BASE BUDGET CHANGES

	Net\$M
COLA Increases	13.9
No Draw from Reclassification Reserve	2
Increased Contribution to the Vehicle Reserve	1.4
Other	0.5
	17.8

#### 2001 APPROVED NEW SERVICE CHANGES:

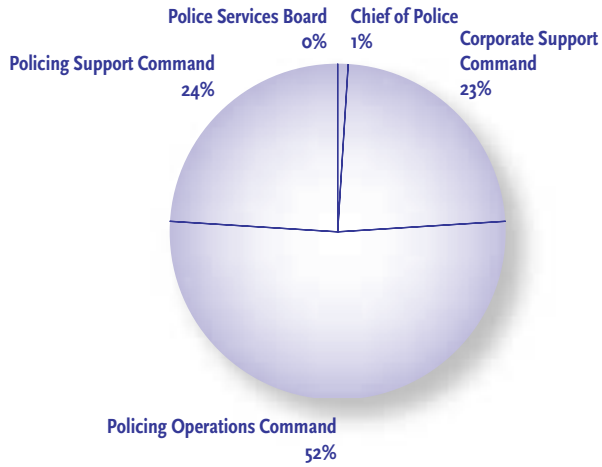
New Services represent no change to the 2000 Approved Operating Budget.

#### 2001 OPERATING PROGRAM SUMMARY BY SERVICE

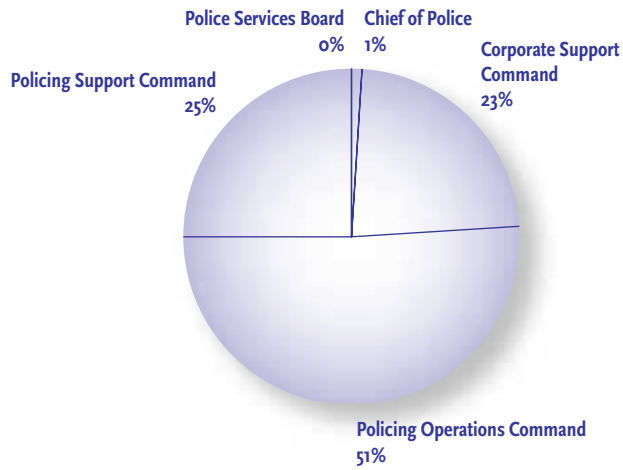
	2000 Budget \$	2001 Approved \$	Change from 2000	
			\$	%
TPS Board	0.964	1.261	0.297	30.81
Chief of Police	6.585	7.205	0.620	9.42
Corporate Support Command	139.096	137.663	(1.433)	(1.03)
Policing Operations Command	303.921	310.331	(2.590)	(0.85)
Policing Support Command	127.327	144.660	17.332	13.61
<b>Total Gross Expenditures</b>	<b>577.894</b>	<b>592.120</b>	<b>14.226</b>	<b>2.46</b>
TPS Board	0.000	0.000	0.000	N/A
Chief of Police	0.001	0.001	0.000	N/A
Corporate Support Command	6.449	7.046	0.547	8.42
Policing Operations Command	10.500	7.065	(3.435)	(32.71)
Policing Support Command	3.561	2.912	(0.649)	(18.23)
<b>Total Revenue</b>	<b>20.561</b>	<b>17.024</b>	<b>(3.537)</b>	<b>(17.20)</b>
<b>Total Net Expenditures</b>	<b>557.332</b>	<b>575.096</b>	<b>17.764</b>	<b>3.19</b>

2001 OPERATING BUDGET

Gross Expenditures



Net Expenditures

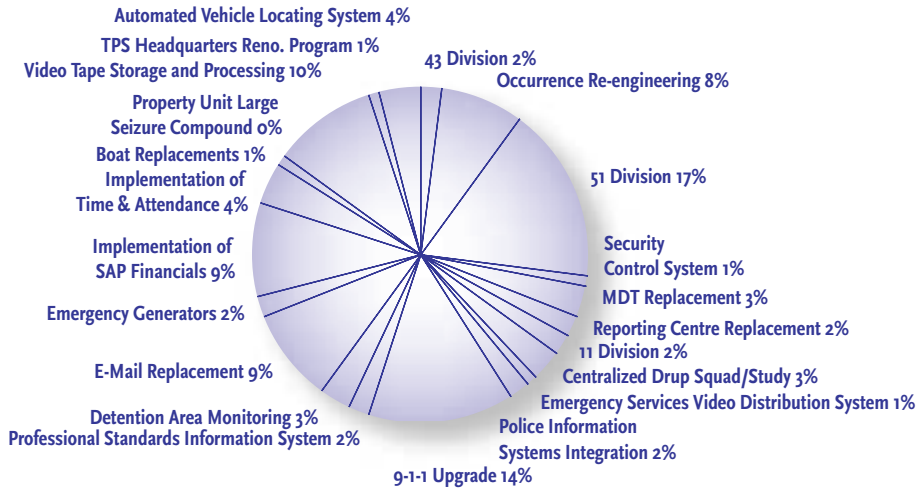


5 YEAR CAPITAL WORKS PLAN

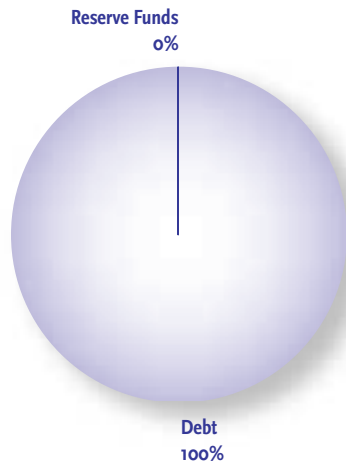
Project Information	Approved		Commitments			Program Total
	2001	2002	2003	2004	2005	2001-2005
43 Division	600	3,000	5,000	2,360	0	10,960
51 Division	0	0	1,300	0	0	1,300
State-of Good Repair	3,558	0	0	0	0	3,558
Emergency Generators	500	0	0	0	0	500
Detention Area Monitoring	765	0	0	0	0	765
Implementation of Time & Attendance	900	3,500	0	0	0	4,400
E-Mail Replacement	1,000	0	0	0	0	1,000
TPS Headquarters Renovation Program	325	500	300	230	255	1,610
Boat Replacements	300	0	0	0	0	300
Automated Vehicle Locating System	1,100	1,039	0	0	0	2,139
Video Tape Storage and Processing	2,551	500	0	0	0	3,051
11 Division	600	3,000	5,000	2,060	0	10,660
Centralized Drug Squad / Study	750	0	0	0	0	750
Emergency Services Video Distribution System	296	0	0	0	0	296
9-1-1 Upgrade	400	0	0	0	0	400
<b>New and Change in Scope Projects</b>	<b>13,645</b>	<b>11,539</b>	<b>11,600</b>	<b>4,650</b>	<b>255</b>	<b>41,689</b>
Occurrence Re-engineering	2,095	0	0	0	0	2,095
51 Division	4,350	7,950	1,000	0	0	13,300
Security Control System	300	0	0	0	0	300
MDT Replacement (Occ. Re-eng.)	800	0	0	0	0	800
Professional Standards Information System	400	0	0	0	0	400
Implementation of SAP Financials	2,450	0	0	0	0	2,450
Implementation of Time & Attendance	50	0	0	0	0	50
Property Unit Large Seizure Compound	100	0	0	0	0	100
E-Mail Replacement	1,300	0	0	0	0	1,300
Reporting Centre Replacement	490	0	0	0	0	490
	0	0	0	0	0	0
<b>Previously Approved Projects</b>	<b>12,335</b>	<b>7,950</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>21,285</b>
<b>Total</b>	<b>25,980</b>	<b>19,489</b>	<b>12,600</b>	<b>4,650</b>	<b>255</b>	<b>62,974</b>

2001 CAPITAL BUDGET

Where the money goes...



Where the money comes from...



## GO Transit / GTSB

### MISSION STATEMENT

In partnership with the participating regional municipalities through the Greater Toronto Services Board (GTSB), maintain GO Transit's system and concentrate on day-to-day improvements to the GTA's transit and transportation needs.

### KEY SERVICES

- Transit Operations
- Facility & Track Maintenance
- Equipment Maintenance

### 2001 STRATEGIC DIRECTION AND SERVICE PRIORITIES

- Construction of and improvements to various facility components acquired through completion of the Union Station purchase from the City of Toronto.
- Achieve a ridership level of 42.7 million passenger trips which is 1.85 million or 4.5% above 2000 actual ridership levels.
- Maintain subsidy levels at 2000 levels.
- Achieve an unadjusted revenue/cost ratio of 86.2%.
- Implement a \$0.15 cent fare increase in the Spring of 2001.

## Budget Highlights

### 2001 OPERATING BUDGET

The Approved 2001 Operating Budget for the City Share of GO Transit and GTSB net expenditures is \$1.078 or 2.0% below the 2000 budget to deliver base budget, as well as new services, as indicated below:

### 2001 BASE BUDGET CHANGES

Includes \$1.078 million gross and net decreases for base budget Changes:

	Gross (millions \$)	Net (millions \$)
10 Year Growth Plan	15.740	7.020
Reduced Capital Maintenance Requirements	-8.045	3.838
Increased Passenger Revenue	-18.497	-8.823
Change to Allocation Formula	-1.418	-1.571
Increased Operating Costs	13.004	6.134
	<b>0.784</b>	<b>-1.078</b>

### 2001 NEW SERVICE CHANGES

There are no new service changes for this program.

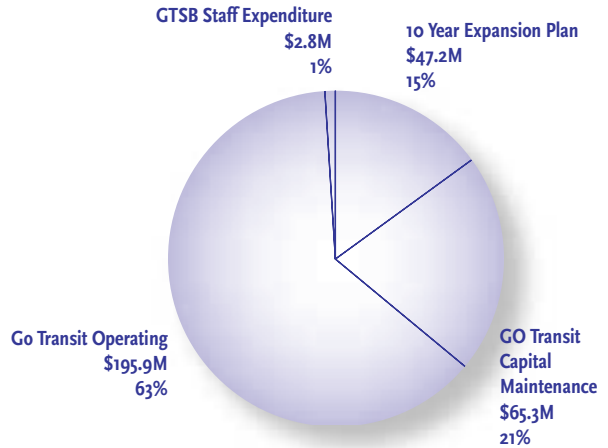
2001 OPERATING PROGRAM SUMMARY BY SERVICE

(Consolidated) - \$millions

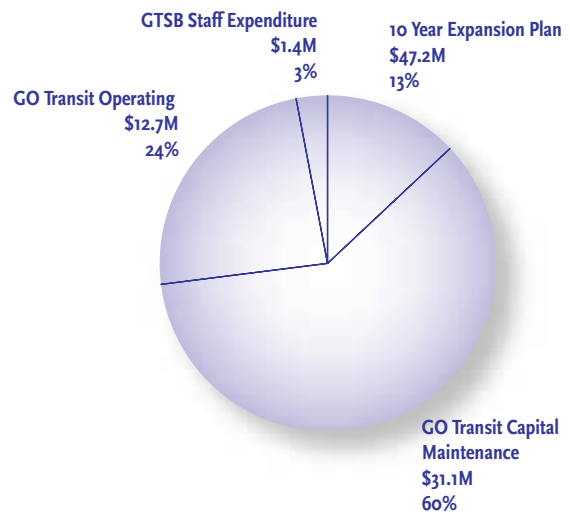
Service	2000	2001	Change from	
	Budget	Approved	2000	%
	\$	\$	\$	%
GO Transit Capital Maintenance	73.354	65.309	-8.045	-11.0
GO Transit Operating	183.544	195.897	12.353	6.7
GTSB Staff Expenditures	2.115	2.766	0.651	30.8
10 Year Expansion Plan	0.000	47.230	47.230	N/A
<b>Total Gross Expenditures</b>	<b>259.013</b>	<b>311.202</b>	<b>52.189</b>	<b>20.1</b>
Capital Maintenance	37.411	34.202	-3.209	-8.6
GO Transit Operating	167.375	183.232	15.857	9.5
GTSB Staff Expenditures	1.038	1.447	0.409	39.4
10 Year Expansion Plan	0.000	40.210	40.210	N/A
<b>Total Revenues</b>	<b>205.824</b>	<b>259.091</b>	<b>53.267</b>	<b>25.9</b>
<b>Total Net Expenditures Excluding Capital Financing</b>	<b>53.189</b>	<b>52.111</b>	<b>-1.078</b>	<b>-2.0</b>

2001 OPERATING BUDGET

2001 Approved Gross Expenditures Operating Budget by Service Area



2001 Approved City Share Expenditures



## 2001 CAPITAL BUDGET

The City's Share of the 10 Year Expansion Plan identified for GO Transit is included in the 2001-2005 Capital Program for this entity. The GTSB approved plan is also contingent on 1/3rd funding being received from each of the federal and provincial governments and specific projects include purchase of new bi-level coaches, buses, station improvements and other expansion plans.

### 5 YEAR CAPITAL WORKS PLAN - CITY SHARE OF 10 YEAR ENHANCEMENT PLAN

(\$000s)

	Approved		Commitments			Total
	2001	2002	2003	2004	2005	
New/Change in Scope Projects						
City Share of 10 Year Plan	7,020	14,821	23,875	24,883	25,308	95,907
<b>New and Change in Scope Projects</b>	<b>7,020</b>	<b>14,821</b>	<b>23,875</b>	<b>24,883</b>	<b>25,308</b>	<b>95,907</b>
<b>Previously Approved Projects</b>	<b>0</b>					<b>0</b>
<b>Total Program</b>	<b>7,020</b>	<b>14,821</b>	<b>23,875</b>	<b>24,883</b>	<b>25,308</b>	<b>95,907</b>

# Corporate Accounts

## Consolidated Grants

### MISSION STATEMENT

The Consolidated Grants program contributes to the enhancement of the quality of life in the City of Toronto. Through its various responsibilities, it guides change and manages growth in the environment with the objective of promoting general economic and social prosperity. The activities of the departments are always guided by citizen participation, sensitivity to our diverse community neighbourhoods and concern for the City's current needs and future interests.

Consolidated Grants provides grants for the following purposes: Arts & Culture, Community Services, Recreation, Public Health, Housing, Access & Equity, Economic Development and Urban Development.

### 2001 KEY SERVICES

- The city of Toronto sees grant programs as strategic tools to achieve its social, economic and cultural goals. Grants are a form of alternative service delivery using community organizations that are efficient, have lower operating costs and are more accessible and responsive to citizens.
- The program provides assistance to the community through community based organizations in the following services:
  - Arts & Culture
  - Community Services
  - Recreation
  - Public Health
  - Housing
  - Access & Equity
  - Economic Development
  - Urban Development
  - Community Centres



**2001 STRATEGIC DIRECTIONS AND SERVICE PRIORITIES**

• **Business Process Review**

A review is underway with respect to the current application and allocation processes throughout the City in the context of the City of Toronto’s Grants Policy and the “Community Services Grants Program Project management map” to develop:

- A framework for identifying those elements of grants administration that should be consistent across the corporation and those that need to be program specific
- Training and business process changes required to implement corporate grants IT systems
- Required common processes and practices

The recent experience of Human Resources Development Canada has raised concerns for all grant-making institutions and highlighted the need to review the level of due diligence currently exercised in grant making practices. At the same time, application and assessment processes must remain accessible and cost effective for both applicants and grant makers. The business process review will provide the framework and data to ensure that the optimum balance between these requirements is maintained.

• **Funding Workgroup**

The Grants Sub Committee recommended “that a joint City and community task force be struck to develop a long-term plan for ensuring core funding to the community service sector in Toronto”. Staff have initiated a process with representatives of the community-based sector to establish a joint City and community workgroup. A final report due in late 2001.

**Budget Highlights**

**2001 OPERATING BUDGET**

Consolidated Grants 2001 approved budget includes an additional \$0.596 million gross and \$0.596 million net over the 2000 funding level to deliver current services as indicated below.

**2001 BASE BUDGET CHANGES**

Includes an increase of \$0.596 million gross and \$0.596 million net for base budget changes, resulting from:

	Gross \$ million	Net \$ million
Salaries	0.251	0.251
Annualization of School Food Program	0.241	0.241
Utility Increases AOCCs	0.048	0.048
Rent	0.050	0.050
Other base budget changes	0.006	0.006
<b>Total Base Budget Changes</b>	<b>0.596</b>	<b>0.596</b>

2001 OPERATING PROGRAM SUMMARY BY SERVICE

Service	2000	2001	Change from	
	Budget (\$000's)	Approved (\$000's)	2000 (\$000's)	%
Access & Equity	470.4	470.4	0.0	0.0
Arts and Culture	13,073.7	13,123.7	50.0	0.4
Community Services	11,066.8	10,871.1	(195.7)	(1.8)
Economic Development	4,783.6	4,783.6	0.0	0.0
Housing	6,967.4	6,922.4	(45.0)	(0.6)
Miscellaneous	5,686.0	5,991.9	305.9	5.4
Public Health	3,342.7	3,824.0	481.3	14.4
Recreation	1,256.7	1,256.7	(0.0)	(0.0)
Urban Development	307.1	307.1	0.0	0.0
<b>Total Gross Expenditures</b>	<b>46,954.4</b>	<b>47,550.8</b>	<b>596.4</b>	<b>1.3</b>

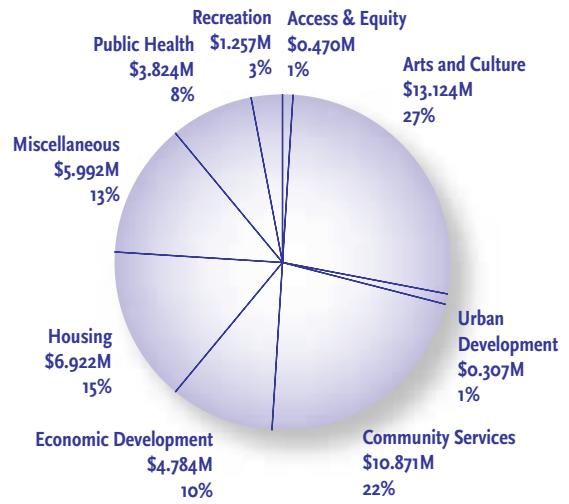
Service	2000	2001	2000	2001
Access & Equity	0.0	0.0	0.0	N/A
Arts and Culture	55.1	54.0	(1.1)	(2.0)
Community Services	0.0	0.0	0.0	N/A
Economic Development	0.0	0.0	0.0	N/A
Housing	4,442.0	4,443.0	1.0	0.0
Miscellaneous	0.0	0.0	0.0	N/A
Public Health	0.0	0.0	0.0	N/A
Recreation	0.0	0.0	0.0	N/A
Urban Development	0.0	0.0	0.0	N/A
<b>Total Revenues</b>	<b>4,497.1</b>	<b>4,497.0</b>	<b>(0.1)</b>	<b>(0.0)</b>

Service	2000	2001	2000	2001
Access & Equity	470.4	470.4	0.0	0.0
Arts and Culture	13,018.6	13,069.7	51.1	0.4
Community Services	11,066.8	10,871.1	(195.7)	(1.8)
Economic Development	4,783.6	4,783.6	0.0	0.0
Housing	2,525.4	2,479.4	(46.0)	(1.8)
Miscellaneous	5,686.0	5,991.9	305.9	5.4
Public Health	3,342.7	3,824.0	481.3	14.4
Recreation	1,256.7	1,256.7	(0.0)	(0.0)
Urban Development	307.1	307.1	0.0	0.0
<b>Total Net Expenditures</b>	<b>42,457.3</b>	<b>43,053.8</b>	<b>596.5</b>	<b>1.4</b>

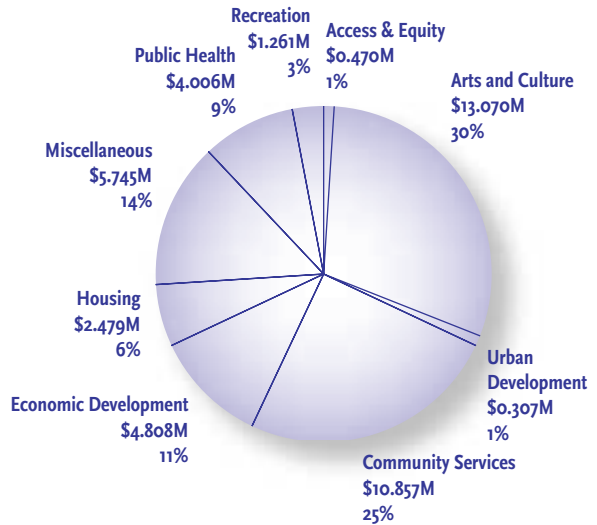
Staffing Complement	2000	2001	2000	2001
Total Program (in full time equivalent positions)	0.0	0.0	0.0	0.0

2001 OPERATING BUDGET

Gross Expenditures



Net Expenditures



2001 CAPITAL BUDGET

Not applicable.

## Capital and Corporate Financing

### PROGRAM DESCRIPTION

This budget provides the financing for the City of Toronto's 2001 Capital Budget and other strategic resources that are being financed corporately in 2001.

### CAPITAL FINANCING

On May 1, 2001, City Council approved the 2001 Tax Supported Capital program with capital expenditures and future year commitments totaling \$2.154 billion. The 2001 cash-flow requirement of this program is \$1.120 billion broken down as follows:

	(\$ million)	%
TTC Infrastructure – 25% City share	63.0	5.6
Transportation Infrastructure (roads, bridges, highways)	195.0	17.4
Extraordinary Projects Includes 75% of TTC Infrastructure	456.0	40.7
Parks and Recreation Facilities	69.0	6.2
Other (IT, Ambulance, Fire, Police, Library, Facilities, Solid Waste, Clerks etc.)	337.0	30.1
	<b>1,120.0</b>	<b>100.0</b>

The 2001 Capital Financing budget provides net debt charges of \$255.6 million and capital from current of \$142.9 million as compared to \$210.4 million and \$142.9 million respectively in 2000. It should however be noted the one-time grant of \$50.0 million for transportation costs from the province will partly reduce the net debt charges by the same amount.

### CORPORATE FINANCING

The 2001 Corporate Financing budget provides funding for two strategic resources: Computer hardware/software, and the City's Fleet.

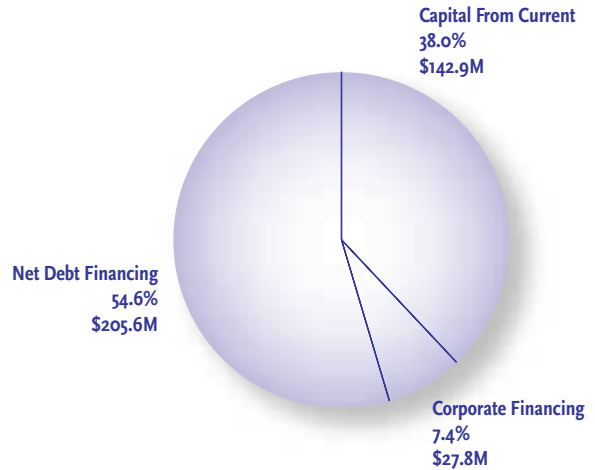
The 2001 budget for Computer Leases reflects the decision made by Council on July 27, 1999, to lease certain types of computer hardware and software rather than finance through the issuance of debt, and in light of the high rate of obsolescence in computer industry. The increase in the 2001 budget relates to software licences not included in the 2000 budget, but which became necessary as Y2K compliant hardware was implemented throughout the City.

The annual budget provision of \$7.0 million, effective 2000, for Corporate Fleet Reserve Contributions reflects the multi-year program brought forward to Council on July 27, 1999, to bring the funding for this severely under-funded reserve up to a level that will permit the timely, and optimal, replacement of vehicles and equipment in the City of Toronto.

2001 OPERATING PROGRAM SUMMARY BY SERVICE

	2000 Budget \$000's	2001 Approved \$000's	Change from 2000 \$000's	%
Capital from Current	142,963.0	142,963.0	0.0	0.0
Debt Financing				
Debt Charges	213,948.0	265,148.0	51,200.0	23.9
Housing Company Recovery	(3,500.0)	(3,500.0)	0.0	0.0
PST Relief – Subway Car Lease Program	0.0	(6,000.0)	(6,000.0)	N/A
One-time Provincial Grant	0.0	(50,000.0)	(50,000.0)	N/A
<b>Net Debt Charges</b>	<b>210,448.0</b>	<b>205,648.0</b>	<b>(4,800.0)</b>	<b>(2.2)</b>
Corporate Financing				
Computer Leases	13,944.3	20,769.7	6,825.4	48.9
Corporate Fleet Reserve Contribution	7,000.0	7,000.0	0.0	0.0
<b>Total Corporate Financing</b>	<b>20,944.3</b>	<b>27,769.7</b>	<b>6,825.4</b>	<b>32.5</b>
<b>Net Capital &amp; Corporate Financing</b>	<b>374,355.3</b>	<b>376,380.7</b>	<b>2,025.4</b>	<b>0.5</b>

2001 CAPITAL AND CORPORATE FINANCING NET  
BUDGET \$376.3 M



## Non-Program Expenditures

This budget consists of expenditure items considered to be corporate in nature. 81.8% gross or 98.2% net of these expenditures are accounted for by the following two categories:

- Tax Related Expenditures, ie. Tax Deficiencies and Assessment Costs (\$158.7 million account for 58.6% gross or 70.4% net of Non Program Expenditures); and
- Employee Related Expenditures, consisting of Funding for Employee Related Liabilities (\$62.8 million or 23.2% gross or 27.8% net of Non Program Expenditures).

### • Tax Deficiencies/Write-offs

Tax Deficiencies, budgeted at \$115.0 million for 2001 with a projected \$5.4 million increase over the 2000 budget of \$109.6 million, continue to be a major item of expenditure in the Non Program Expenditures budget. The capping policies on Multi-Residential properties established for 2001 is expected to result in a revenue loss, due to capping and claw-back, of \$15.0 million. This loss, however, is partly offset by a \$10.0 million reduction in assessment appeals, reflecting the expectation that the property owners have become more familiar with the new assessment and taxation system as the new method (Current Value Assessment) of determining the assessed value for each property is entering its 4th year.

### • Property Tax Rebates – Ethno Cultural Organizations

This budget provides for a property tax rebate of \$1.0 million for ethno cultural and similar organizations (as provided for under the Small Business and Charities Protection Act, 1997) as directed by Council on October 26,27,1999.

### • Downloading – Assessment Function

The City of Toronto pays a significant component of the cost of the Assessment function, previously funded by the province, but downloaded to the municipalities effective 1998. The 2001 budget reflects the expected billing to the City by OPAC (Ontario Provincial Assessment Corporation), the organization that presently manages this function.

### • New Vacancy Rebate Program

In accordance with ‘The Continued Protection for Property Taxpayers Act’ that received Royal Assent on December 4, 2000, Section 442.5 of the Municipal Act requires the City to establish a vacant unit program to provide a tax rebate to the owners of commercial and industrial class property that have vacant units. This program is expected to cost the City \$17.0 million in 2001.

### • Temporary Borrowing

This budget provides for temporary borrowing costs that the City might incur to meet operational cash flow needs. The 2001 budget remains at the 2000 level.

### • Funding of Employee Related Liabilities

This budget ensures that the city provides for employee related liabilities, for employees that have retired and are eligible for benefit coverage, or employees that have moved off the city’s payroll, and onto Long-Term Disability or Workers Compensation.

### • Corporate Contingency

This provides funding for any unforeseen needs that arise during the year. In 2000, \$4.2 million was spent from the Corporate Contingency budget. The 2001 budget is significantly reduced to \$2.2 million from the 2000 budget of \$7.6 million with a view to provide funding only for critical expenses unknown at the time that the budget is set.

- **Other Corporate Expenditures**

2000 Other Corporate Expenditures consisted of expenditures such as corporate studies, funding for task forces, interest on tax refunds, and other miscellaneous corporate items. The 2001 budget however includes an additional \$2.7 million to incorporate leasing of prior year IT initiative for Public Health, and to provide funding for the maintenance of Toronto District School Board Pools.

- **Insurance Premiums / Claims**

This budget partially funds the insurance costs of the City of Toronto. The balance of the provision for insurance premiums is included within the operating budgets of individual programs and applicable special purpose bodies. This budget remains unchanged from 2000.

- **Parking Tags Enforcement and Operations**

This budget includes the cost of parking tag issuance within the City of Toronto by:

- i) Parking Enforcement - part of the Toronto Police Services, and
- ii) the cost of parking tag processing by the City of Toronto Finance Department.

The 2001 budget of \$33.6 million provides for parking enforcement officers who enforce the parking by-laws, and staff that administer the processing, dispute resolution (via the court system) and collection of parking tag revenues and fines. The 2001 budget will fund 405.3 FTE resulting in an anticipated 2.815 million parking tags being issued and the collection of \$61.0 million in parking tag revenues. This budget is up \$1.3 million from 2000 primarily due to salary and wage increases.

- **OMERS Surplus**

This budget of \$26.2 million collects the savings to the City of Toronto as a result of the 2% reduction in OMERS premiums effective January 1, 1998. The OMERS board has announced the continuation of this program

to the end of the year 2001. Due to the impact of the negotiated wage settlements the savings in 2001 are expected to be \$2.2 million higher than the 2000 budget of \$24.0 million. This non-program account reflects the reduction in expenditures since program budgets were not reduced to reflect their reduced cost.

- **Provincial Local Services Realignment**

On January 1, 1998 as part of the local services realignment process, municipalities became responsible for funding the full cost of public health and ambulance services, programs that historically had been cost shared with the Province.

On March 23, 1999 the Province reinstated a cost sharing arrangement for these services. Effective January 1, 1999, the province would cost share 50/50 mandatory Health and Ambulance Services approved by the Ministry of Health. The budget for Corporate Recovery Charges for Health and Ambulance reflects the allocation of corporate charges to these two program budgets.

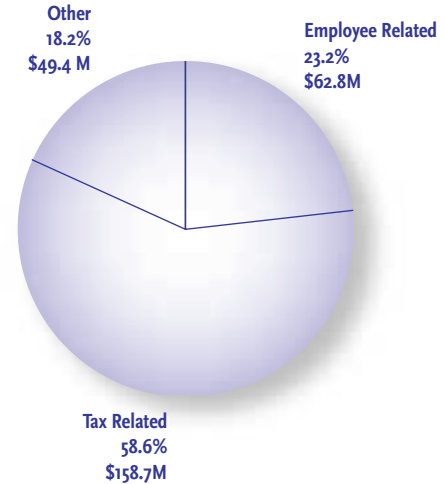
**PROGRAM SUMMARIES - NON-PROGRAM EXPENDITURES**

**2001 OPERATING PROGRAM SUMMARY BY SERVICES**

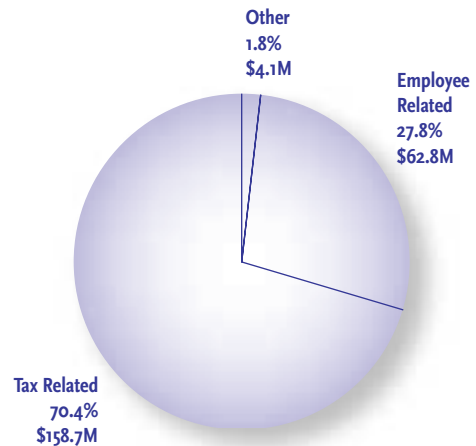
	2000 Budget \$000's	2001 Approved \$000's	Change from 2000	
			\$000's	%
<b>Tax Related</b>				
Tax Deficiencies/ Write-Offs	109,586.9	115,000.0	5,413.1	4.9
Property Tax Rebates - Ethno Cultural Organizations	1,000.0	1,000.0	0.0	0.0
Downloading - Assessment	25,560.0	25,700.0	140.0	0.5
Vacancy Rebate Program	0.0	17,000.0	17,000.0	N/A
<b>Total Tax Related</b>	<b>136,146.9</b>	<b>158,700.0</b>	<b>22,553.1</b>	<b>16.6</b>
<b>Other</b>				
Temporary Borrowing	1,500.0	1,500.0	0.0	0.0
Funding of Employee Related Liabilities	48,221.1	62,767.4	14,546.3	30.2
Contingency	7,662.1	2,242.1	(5,420.0)	(70.7)
Other Corporate Expenditures	5,591.2	8,364.7	2,773.5	49.6
Insurance Premiums & Claims	3,700.0	3,700.0	0.0	0.0
Parking Tag Enforcement & Operations	32,240.0	33,591.5	1,351.5	4.2
<b>Gross Expenditures</b>	<b>235,061.3</b>	<b>270,865.7</b>	<b>35,804.4</b>	<b>15.2</b>
<b>RECOVERIES</b>				
Recovery of 2% OMERS	(24,000.0)	(26,218.0)	(2,218.0)	9.2
<b>PROVINCIAL LOCAL SERVICES REALIGNMENT</b>				
Corporate Recovery charge				
Health	(13,200.0)	(13,200.0)	0.0	0.0
Ambulance	(5,900.0)	(5,900.0)	0.0	0.0
Reserve Transfer	1,723.0	0.0	(1,723.0)	(100.0)
<b>Net Expenditures</b>	<b>193,684.3</b>	<b>225,547.7</b>	<b>31,863.4</b>	<b>7.4</b>

**2001 OPERATING BUDGET**

**Gross Expenditures by Service - Total \$270.9 million**



**Net Expenditures by Service - \$225.5 M**



**2001 CAPITAL BUDGET**

Not applicable.

## Non-Program Revenues

Non Program Revenues consist of revenues that are corporate in nature. \$345.3 million or 81.2% of these revenues fall into the following three categories:

- Tax Related Revenues (Payments in Lieu, Supplementary Taxes, Tax Penalties, and Other Tax Revenues which account for \$216.3 million or 50.9% of Non Program Revenues);
- Investment Income, which accounts for \$68.0 million or 16.0% of Non Program Revenues; and
- Parking Tags, which accounts for \$61.0 million or 14.3% of Non Program Revenues.

### • Payments in Lieu of Taxes

Payments in Lieu of Taxes represent amounts levied by the City to properties owned by governments and government agencies, which are exempt from property taxes. The 2001 budget has been significantly reduced from the 2000 level by \$24.4 million, primarily due to the conversion of Ontario Hydro properties from Payments in lieu to taxable. In the past years, these properties generated significant Payments in Lieu revenues that will not be realized in 2001.

### • Supplementary Taxes

Supplementary Taxes predominantly reflect the addition of new property tax assessment in the current year and/or two prior years from new construction. Based on past experience the Supplementary levy budget was increased from \$5 million in 2000 to \$10 million to reflect the expected actual supplementary levy the City will receive in 2001.

OPAC has indicated that for 2001, they will actively begin working towards reducing and eliminating the 2-year prior omit roll.

### • Tax Penalties

This budget reflects the collection of tax penalty and interest paid on tax arrears on properties within the City of Toronto at the rate of 1.25% per month on overdue balances. The budget is a function of how fast taxpayers decide to pay their debts. The 2001 budget has been significantly lowered to reflect a more aggressive approach in the collection of outstanding taxes.

### • Other Tax Revenues

Pursuant to Ontario Regulation No. 382/98, the City would continue to retain the school boards portion of the Ontario Hydro Properties converted from payments in lieu to taxable. The assessments relating to these properties is separately identified (new tax codes) on the 2001 returned assessment rolls. The school boards portion of the tax levy relating to these properties was originally estimated at \$11.8 million based on the preliminary school boards rates.

The remaining \$8.9 million included in this budget relates to the acreage based levy. The Municipal Act requires municipalities to levy an annual tax for municipal purposes on railways, roadways or rights-of-ways and on transmission or distribution corridors owned by certain power utilities.

### • Interest / Investment Earnings

This budget is for investment income earned during the calendar year on operating funds. The 2001 budget has been flat-lined at the 2000 level.



• **Prior Year Surplus**

This budget captures the actual net underexpenditure for the prior year. A surplus arises in the Operating Budget when there is an excess of revenues over expenditures. The Municipal Act requires municipalities to bring the prior year's surplus forward into the next year as a revenue source for the Operating Budget. The City surplus for 2000 has dropped to \$10.5 million for use in the 2001 budget. The reduction in surplus to \$10.5 million earned into 2001 adds a pressure of \$29.5 million since in 2000, \$40 million was brought forward.

• **Parking Authority Revenue**

This budget is for revenues from the Toronto Parking Authority forwarded to the City of Toronto as part of a revenue-sharing agreement between the two parties. The 2001 budget of \$29.0 million is \$8.0 million higher than the 2000 budget largely as a result of higher revenue projections resulting from the On-Street Parking component of the 2001 Toronto Parking Authority budget.

• **Slots revenue from Woodbine Racetrack**

The City signed a Racetrack Municipality Contribution Agreement with the Ontario Lottery and Gaming Corporation for its operation of 1700 slots at the Woodbine Racetrack, which opened March 27, 2000. The City is entitled to receive 5% of the gross gaming revenues on the first 450 slots and 2% on the balance in excess of 450 slots. The combined rate for the City is 2.79%. The funds received from the slots' 1st year of operation (March 27, 2000 to Mar 31, 2001) were \$10.7M. The revenue estimated for the City that is included in the 2001 Operating Budget is \$12.0M.

At its meeting of May 9th, 10th and 11th 2000, Council adopted a staff recommendation to apply the net proceeds to the Capital Financing Reserve Fund to finance the capital program and thereby reduce the need to borrow. Given the current budget pressures and tax restrictions imposed by the Province's Bill 140, the

projected 2001 revenue of \$12.0 million will be applied as an on-going operating budget revenue against the net budget pressure as approved by Council at its meeting of May 1, 2001.

• **Downloading – Provincial Offences Act**

As part of the downloading exercise, the Province is providing for the transfer of the Provincial Offences Act, Parts I,III. Based on recent information provided by the Province, the net revenue the City is required to budget for in 2001 is estimated at \$8.5 million.

• **Parking Tags Enforcement and Operations**

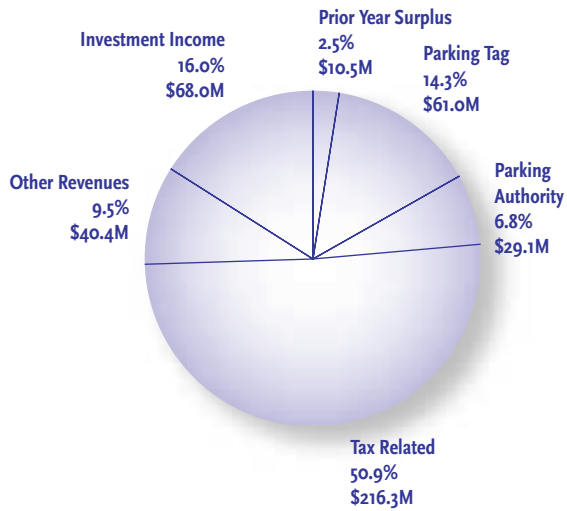
This budget reflects the projected 2001 revenues associated with the issuance of Parking Tags across the City of Toronto.

**2001 OPERATING PROGRAM SUMMARY BY SERVICES**

	2000 Budget \$000's	2001 Approved \$000's	Change from 2000	
			\$000's	%
<b>Tax Related</b>				
Payments in Lieu of Taxes	179,987.4	155,576.0	(24,411.4)	(13.6)
Supplementary Taxes	5,000.0	10,000.0	5,000.0	100.0
Tax Penalties	40,125.0	30,000.0	(10,125.0)	(25.2)
Other Tax Revenues	0.0	20,700.0	20,700.0	N/A
<b>Total Tax Related</b>	<b>225,112.4</b>	<b>216,276.0</b>	<b>(8,836.4)</b>	<b>(3.9)</b>
<b>Other</b>				
Interest/Investment Earnings	68,000.0	68,000.0	0.0	0.0
Prior Year Surplus	40,000.0	10,500.0	(29,500.0)	(73.8)
Other Corporate Revenues	5,145.0	955.0	(4,190.0)	(81.4)
Parking Authority Revenues	21,059.0	29,079.9	8,020.9	38.1
Woodbine Slots Revenues	0.0	12,000.0	12,000.0	N/A
Corporate Recoveries from Water	18,973.0	18,973.0	0.0	0.0
Downloading - Provincial Offences Act	13,000.0	8,500.0	(4,500.0)	(34.6)
Parking Tag Enforcement & Operations	61,604.0	61,031.6	(572.4)	(0.9)
<b>Total - Non program Revenues</b>	<b>452,893.4</b>	<b>425,315.5</b>	<b>(27,577.9)</b>	<b>(6.1)</b>

2001 OPERATING BUDGET

Gross and Net Revenues by Service -  
Total \$425.3 Million



2001 CAPITAL BUDGET

Not applicable.

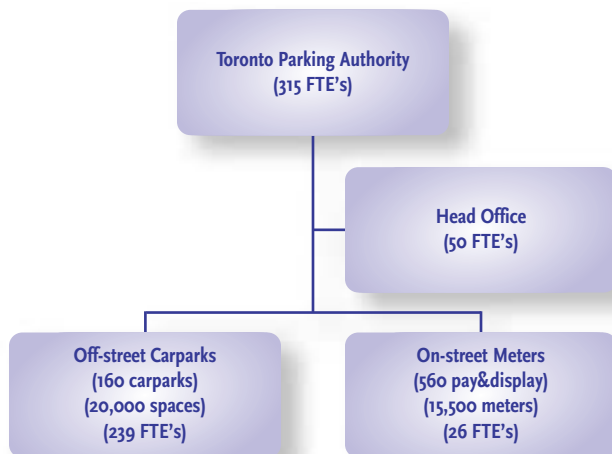
# Non-Levy Operations

## Toronto Parking Authority

### MISSION STATEMENT

The Toronto Parking Authority exists to provide safe, attractive, self-sustaining, conveniently located and competitively priced off-street and on-street public parking as an integral component of Toronto's transportation system.

### PROGRAM MAP



### KEY SERVICES

### 2001 STRATEGIC DIRECTIONS AND SERVICE PRIORITIES

## Budget Highlights

### 2001 OPERATING BUDGET

Toronto Parking Authority 2001 approved budget includes an additional \$1.8 million gross and \$4.4 million net increase revenue over the 2000 funding level to deliver current and new services.

**BASE BUDGET CHANGES**

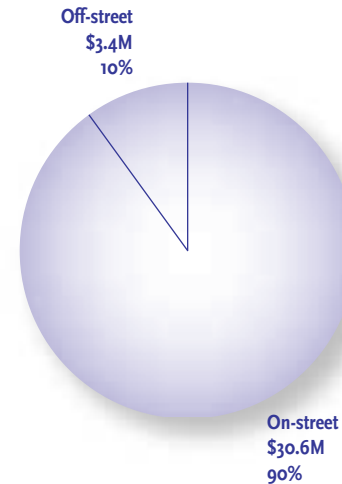
	Gross \$M	Net \$M
Total Salary Changes	0.1	0.1
Other Base	1.5	1.4
Capital Program Impacts	0.1	0.1
Current Revenue Changes	-	(6.2)
New Service Changes	0.05	0.05
<b>Total</b>	<b>1.75</b>	<b>(4.55)</b>

**2001 OPERATING PROGRAM SUMMARY BY SERVICE**

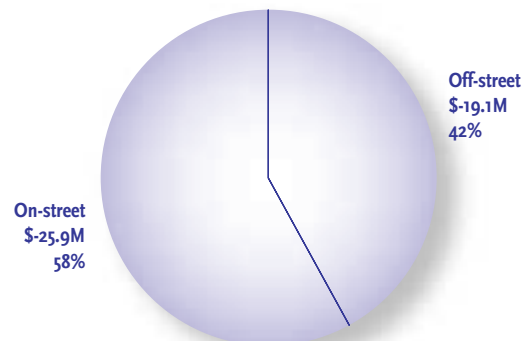
	2000 Budget (\$000's)	2001 Approved (\$000's)	Change from 2000	
			(\$000's)	%
<b>Gross Expenditures - Service</b>				
Off-Street Parking	29,489.0	30,621.0	1,132.0	3.8
On-Street Parking	2,681.0	3,354.0	673.0	25.1
<b>Revenues - Service</b>				
Off-Street Parking	48,543.0	49,725.0	1,182.0	2.4
On-Street Parking	20,435.0	29,300.0	5,065.0	24.8
<b>Net Expenditures - Service</b>				
Off-Street Parking	(19,054.0)	(19,104.0)	(50.0)	0.3
On-Street Parking	(17,754.0)	(25,946.0)	(8,192.0)	24.7

**2001 OPERATING BUDGET**

**Gross Expenditures by Services**



**Net Expenditures by Services**



## 2001 CAPITAL BUDGET

Total 2001 Gross Budget is \$32.4 M comprising of \$23.1 M Previously Approved Projects & \$9.3 M New Projects. [2000 Budget – \$38.1 M]

Approval of \$23.1 M in 2001 to complete previously approved capital projects including:

- Land acquisition for new parking facilities and completion of construction for garage and carpark expansions for 14 previously approved projects

Approval of \$9.3 M in 2001 (with no future year commitments) for new capital projects including:

- Electronic Parking Equipment – additional 500 Pay-and-Display Machines \$7.3 M
- New parking facilities - \$2.0 M
  - Bloor/Huron (18 spaces) and
  - Queen St. E./Kippendavie (30 spaces)

Capital program is fully funded from Toronto Parking Authority Retained Earnings / Other Revenues.

## Water and Wastewater

The Water and Wastewater division is committed to providing services of the highest quality in the areas of water pollution control and water supply for the inhabitants of the City of Toronto and parts of York Region. The program provides leadership in enhancing the quality of the environment by the use of the best available technology, sound conservation principles, public participation, and departmental teamwork. The division is required to be self-sustaining under the terms of the Municipal Act, with a separate budget that does not impact the municipal tax levy.

### MISSION STATEMENT

The mandate of the Water and Wastewater Services Division is to provide quality water services to the community in order to protect public health, safety, and the environment.

### KEY SERVICES

- Water Production
- Water Distribution
- Wastewater Treatment
- Wastewater Collection

### 2001 STRATEGIC DIRECTION AND SERVICE PRIORITIES

- The final Environmental Assessment documentation for the Ashbridges Bay Treatment Plant, presently under government review, should be approved.
- Completion and receipt of the pre-design report for implementing ultraviolet disinfection at the Ashbridges Bay Treatment Plant is anticipated.

- Following the commission of the biosolids-drying project at Ashbridges Bay Treatment Plant, all of the biosolids will be directed to beneficial use, and the existing incinerator will cease operations.
- The Best Practices Program will begin rolling out new practices at the two remaining plants, Ashbridges Bay and North Toronto Treatment Plants.
- The Industrial Waste Branch will continue to strive for pollution prevention by implementing the City's New Sewer Use By-law.
- Rehabilitation of the City's infrastructure will continue, using trenchless rehabilitation techniques when appropriate.
- Stormwater management control initiatives will receive high priority, with the development of the Wet Weather Flow Master Plan, and the opening of the Western Beaches Tunnel.

## Budget Highlights

### 2001 BASE BUDGET CHANGES:

The 2001 Base Budget of \$451.255 and \$(.337) net reflects the following significant changes from the 2000 Approved Budget:

	Gross \$M	Net \$M
<b>Expenditures Changes:</b>		
Salary and Wage Increases	5.62	5.62
Benefits	1.52	1.52
Other Salary Changes	-1.32	-1.32
Utility Increases	5.56	5.56
Maintenance & Contracted Services	1.46	1.46
Decrease in Technical/Support Services	0.36	0.36
Net decrease in 43 FTE as a result of WBP roll-out	-0.59	-0.59
Decrease in use of rental equipment	-1.35	-1.35
Decrease in other contracted services	-1.55	-1.55
Increase in Fleet Maintenance Costs	1.13	1.13
Increase in Contribution to Capital	5.99	5.99
Decrease in Debt Servicing Costs	-11.73	-11.73
	<b>5.10</b>	<b>5.10</b>
<b>Revenue Changes:</b>		
Draw-down on Rate Stabilization Reserve (funding for 2000 wage settlements)	-6.40	-6.40
Increase in Water Sales/Wastewater Surcharges	8.20	8.20
Increase in Water Sales to York Region	.48	.48
Increase in Other user Fees	.95	.95
Increase in Interest Income	2.20	2.20
	<b>5.43</b>	<b>5.43</b>

### 2001 NEW SERVICE CHANGES:

The 2001 Recommended New Service Changes of \$.337 million gross and \$0 net reflect the following significant changes from the 2000 Approved Budget:

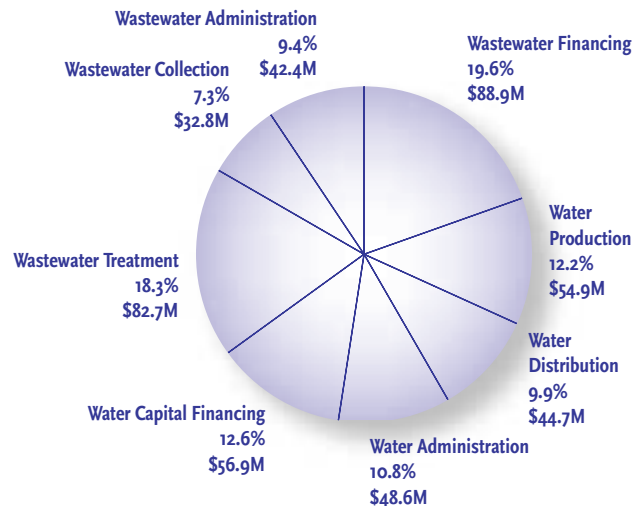
	Gross \$M	Net \$M
<b>New Services:</b>		
Increase in grass cutting from 3 to 6 times per year	.17	.17
Increase in 6 FTE for new Sewer-By-Law implementation	.17	.17
	<b>.34</b>	<b>.34</b>

### 2001 OPERATING BUDGET

#### PROGRAM SUMMARY BY SERVICE

	2000 Budget (\$000's)	2001 Approved (\$000's)	Change from 2000 (\$000's)	%
Salaries and Benefits	96,061.0	101,821.0	5,760.0	6.0
Materials and Supplies	58,840.4	64,455.5	5,615.1	9.5
Equipment	3,950.1	3,819.0	(131.1)	(3.3)
Services and Rents	30,088.6	29,083.4	(1,005.2)	(3.3)
Contribution and Transfers	176,818.5	171,059.6	(5,758.9)	(3.3)
Interdepartmental Charges	80,401.1	81,353.3	952.2	1.2
Other	0.0	0.0	0.0	N/A
<b>Total Gross Expenditures</b>	<b>446,159.7</b>	<b>451,591.8</b>	<b>5,432.1</b>	<b>1.2</b>
Grants for Others	0.0	0.0	0.0	N/A
Interdepartmental Recoveries	0.0	0.0	0.0	N/A
User Fees	444,150.7	447,329.8	3,179.1	0.7
Other	2,009.0	4,262.0	2,253.0	112.1
<b>Total Revenues</b>	<b>446,159.7</b>	<b>451,591.8</b>	<b>5,432.1</b>	<b>1.2</b>
<b>Total Net Expenditures</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>N/A</b>

### Gross Expenditures by Service



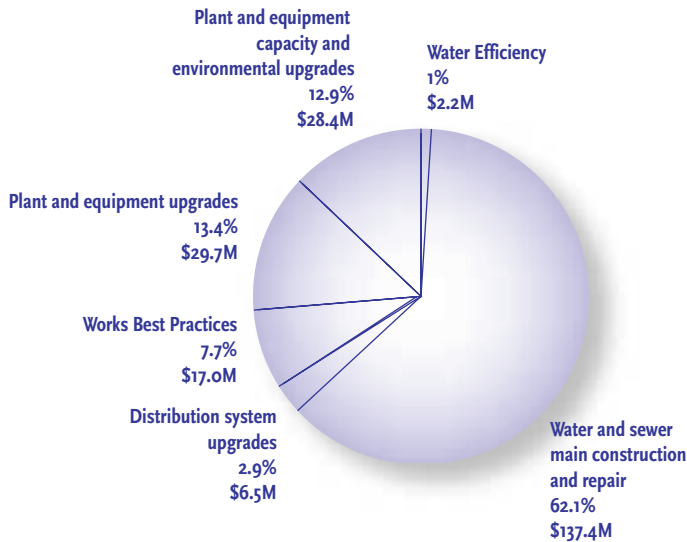
**2001 CAPITAL PLAN**

The Water and Wastewater capital plan is comprised of a large number of projects. For reporting purposes, similar projects are grouped for the purpose of this presentation.

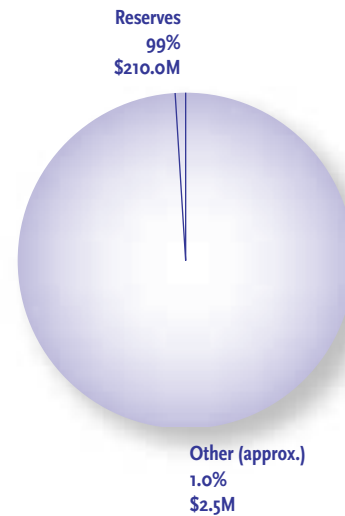
Initiative	Purpose	Capital Budget (\$M)	% of Base Budget
Water and sewer main construction and repair	Support system infrastructure	137.4	62
Distribution system update	Improve water flow efficiency	6.5	3
Works Best Practices	Improve operational efficiency	17.0	8
Plant & equipment upgrades	Normal facility repair and maintenance	29.7	13
Plant & equipment capacity and environment upgrades	Plant and equipment upgrades to increase capacity and to adhere to environmental assessment initiative	28.4	13
Water efficiency	Reduce water consumption city-wide	2.2	1
<b>Total 2001 Capital program for Water and Wastewater</b>		<b>\$221.2</b>	<b>100%</b>

**2001 CAPITAL BUDGET**

**Where the money goes...**



**Where the money comes from...**





## Glossary of Selected Budget Terms

**ACCRUAL BASIS OF ACCOUNTING** - A basis of accounting in which expenditures and revenues are recorded at the time they are incurred as opposed to when cash is actually received or spent. The corporation uses the accrual basis of accounting.

**ACTIVITIES** - Individual functions that are identifiable and measurable, supporting the delivery of core internal or external businesses. A subset of a service.

**AGENCIES, BOARDS AND COMMISSIONS (ABC'S)** - Bodies of municipal government that provide key services to the City, such as police, TTC, public health, and libraries. They are responsible for their own operations, but they report to assigned Standing Committees on budget and corporate policy matters only.

**APPROPRIATION** - A specific amount authorized by Council to make expenditures and incur obligations for specific purposes. For example, Ambulance has several expenditure appropriations, two of which include Ambulance Training and Emergency Medical Services.

**APPROPRIATION UNIT (AU)** - The level of organizational unit at which the City government legally budgets appropriations. The Fire and Housing Programs are two such examples.

**ASSESSMENT** - Nominal value assigned by the provincial Ministry of Finance to each property in the province as a basis for property taxation.

**ASSETS** - Financial holdings of the Corporation and obligations from others. Under provincial accounting regulations, the Municipality writes off the cost of physical assets such as land holdings and buildings in the year of acquisition.

**BENCHMARKING** - The continuous systematic process of measuring and comparing one's own processes, products or services against the same of superior performance organizations and

adapting one's own business practices to incorporate the best of these practices for the purpose of improving performance.

**BUDGET** - The financial, operating and management plan for the City that establishes annual appropriations in accordance with the Municipal Act.

**BUDGET ADVISORY COMMITTEE** - A committee formed by the City Council of appointed councillors that plays a key role in coordinating the budget process and submitting a final budget to Council for its consideration. The committee also monitors any variances that might occur in the budget throughout the year.

**CAPITAL BUDGET** - A five year program adopted by Council comprising of an approved capital program for the current year and a planned program for the succeeding four years. Covers longer term and one-time expenditures for fixed assets. Entails the assumption of debt by the Corporation.

**CAPITAL FINANCING** - Represents the portion of the operating budget required to service the debt assumed by the City from capital expenditures of the current and previous years. Composed of capital from current expenditures and debt charges.

**CAPITAL FROM CURRENT** - A portion of the tax rate allocated directly to offset capital expenditures in the current year.

**CONDITIONAL GRANTS** - Funding from the provincial government earmarked for specific functions. The city must make expenditures on those functions to receive the associated conditional grants that are generally based on a pre-determined percentage of actual expenditure.

**CUSTOMER** - The person to whom each individual or group delivers its service or product, whether inside or outside the organization.

**CURRENT VALUE ASSESSMENT (CVA) -**

The new property tax assessment system introduced in 1998 by the Ontario provincial government. It assigns each property an assessment based on an estimated 1996 value. A tax rate is applied to a property's assessment to determine its property taxes.

**DEBENTURES -** Debt instrument issued by the Corporation to finance capital expenditures.

**DEBT -** Total value of all outstanding debentures issued by the Corporation. After deduction of the accumulated value of all sinking funds, represents the net debt of the Corporation.

**DEBT CHARGES -** The principal and interest payments necessary to retire outstanding debt arising from capital expenditures.

**ENCUMBRANCES -** Funds that have been set aside for specific projects or services for which a contract or purchase order has been issued. Encumbrances can be carried over from one fiscal year to the next.

**FISCAL YEAR -** Is the period for which budgets are prepared and financial records are maintained. The fiscal year for the City is the calendar year (January 1st to December 31st).

**FULL TIME EQUIVALENT (FTE) -** A measure of staffing, equivalent to that produced by one person working full time for one year. Thus, one worker employed full time for a period of 4 months is 0.33 FTE's.

**GRANT -** A contribution by the City to support a particular function, service or program.

**INTERDEPARTMENTAL RECOVERIES -**

The reimbursement received by a program such as Facilities and Real Estate, for services provided to other programs. Interdepartmental Recoveries are quasi-revenues budgeted as appropriations.

**LEVY -** "Bottom Line" of operating budget after all other revenue sources (e.g. provincial grants and subsidies, user fees, fines, previous year's surplus, etc.) have been netted off the gross expenditure estimates. It represents the property tax.

**LIABILITIES -** Financial obligations of the Corporation to others.

**TAX RATE -** A ratio calculated by dividing the levy by the assessment. Taxes on individual properties are calculated as the mill rate times the assessment, divided by 1,000.

**OPERATING BUDGET -** Provides funding to Departments and Agencies for short term expenditures up to one year in duration.

**OTHER REVENUE -** Represents all revenues other than property tax levy, provincial grants (see conditional grants and unconditional grants), interdepartmental recoveries and prior year's surplus. Made up of user fees, fines, interest earnings, revenues from other governments excluding the Province, and revenues from any other source.

**PERFORMANCE MEASUREMENT -** A planning and management system which sets goals and measures accomplishments for the provision of services. Establishes specific planned service levels for each major service, and monitors degree of success in achieving those levels.

**PROGRAM -** The organizational unit that delivers one or more municipal services, usually the division of a department. An example of this is the Facilities Management/Real Estate Division (Program Area) of the Corporate Services Department.

**RESERVE/RESERVE FUND -** A reserve is an amount earmarked and accumulated for a particular purpose. It has no reference to any specific assets, and, therefore, the city does not allocate investment income to a reserve. A reserve fund is the same as a reserve, except that it has distinguishable assets and the money set aside is accounted for separately. Income earned on investment is required to be added to the reserve fund and accounted for as part of the reserve fund.

**REVENUE -** Income received by Toronto for the fiscal year. Includes tax payments, service fees, transfers from other governments, fines, interest income etc.

**SERVICES** - A subset of Program that deliver the things the customer is expecting, or fulfills the requirements of other stakeholders. An example is Employment Services in the Human Resources Division.

**SINKING FUND** - Account used to accumulate, through annual contributions, sufficient amounts, with associated interest earnings, to repay the principal of debentures at the end of the respective borrowing terms.

**STANDING COMMITTEES** - There are six Standing Committees made up of Councillors from various wards. These Councillors hear the opinions and concerns of citizens, business owners, and community groups, and then make recommendations for final approval by City Council on budget and service issues relating to these concerns. Standing Committees provide a forum for public participation.

**SUPPLEMENTARY TAXES** - Additional property taxes resulting from added assessment becoming available during the fiscal year.

**SURPLUS** - Results from expenditures at year end being lower than budgeted and/or revenues being higher than budgeted. Must be fully applied in the succeeding year to reduce amount raised through taxation.

**UNCONDITIONAL GRANTS** - Annual grants from the Province of Ontario that are not earmarked for specific functions and are intended to reduce the city's reliance on property taxes as a source of revenue.

**USER FEES** - Fees charged by the city for the use of its services (such as the TTC fare, ice rental fees and various city permits).

