

**CITY OF
TORONTO**

2000 OPERATING & CAPITAL BUDGET SUMMARIES



Table of Contents

I INTRODUCTION

A message from the Mayor	i
A message from the CAO	ii
A message from the CFO & Treasurer	v
2000 Operating Budget Highlights	vii
2000 Capital Budget Highlights	viii

II PROFILE OF TORONTO

Meeting Place for the World	1
Fiscal Outlook 2000	5
Toronto City Council's Committee Structure	9
Council-Committee Structure and Mandates	10
Special Purpose Bodies	11
Ward Map	12
Councillors	13
Senior Administration Organization Chart	16

III BUDGET OVERVIEW

Operating Budget Overview	19
Operating Budget	21
Summary of Gross Expenditures	26
Summary of Gross Revenues	28
Summary of Net Expenditures	30
Where Money Comes From	32
Where Money Goes	32
City Expenditures by Expenditure Object	32
Capital Budget Overview	33

IV PROGRAM SUMMARIES

Community and Neighbourhood Services	43
Children's Services	43
Homes for the Aged	47
Shelter, Housing & Support	51
Social Development and Administration	57
Social Services	63
Works and Emergency Services	67
Ambulance Services	67
Fire Services	73
Solid Waste Management Services	79
Transportation Services	85
Support Services	91
Technical Services	93
Economic Development, Culture & Tourism	97
Culture	97
Economic Development	103

Parks and Recreation	109
Special Events	115
Customer and Business Support	119
Urban Development Services	123
Corporate Services	129
City Clerk's	129
Corporate Communications	137
Facilities & Real Estate	141
Fleet Management Services	147
Human Resources	151
Information and Technology	155
Legal	159
Service Integration and Support	163
Finance	165
Audit	171
Office of the Chief Administrative Officer	177
City Council and Office of the Mayor	181
City Council	181
Office of the Mayor	183
Special Purpose Bodies	185
Toronto Public Health	185
Toronto Public Library	189
Exhibition Place	195
Theatres	199
Toronto Zoo	203
Arena Boards of Management	209
Toronto Housing Company	211
Toronto and Region Conservation Authority	213
Toronto Transit Commission	217
Toronto Police Services	223
GO Transit/GTSB	227
Corporate Accounts	229
Consolidated Grants	229
Capital and Corporate Financing	233
Non-Program Expenditures	235
Non-Program Revenues	237
Non-Levy Operations	239
Toronto Parking Authority	239
Water & Wastewater Services	243
Glossary	249

Introduction





A MESSAGE FROM THE MAYOR

It gives me great pleasure to present the 2000 budget for the City of Toronto. This budget allows us to keep the commitment to freezing taxes this term. It preserves key services and enhances such programs as litter control and snow clearance.

The Year 2000 is an important time in the life of our new city. By the end of this year the amalgamation of the former seven governments into one will be essentially complete. It has been a challenging period, but we are starting to see impressive results.

We are beginning to see the potential benefits of city-wide planning in such ventures as the waterfront development vision and the Olympics. As the fifth largest city in North America, we now have greater clout in marketing ourselves. We can get better deals as a single large purchaser. We can get building permits out faster.

We are now focused on making this great city all that it can be. We have the people. We have the talent. We have the vision. We only need a better working relationship with the province and the federal government, in the best tradition of the co-operative Canadian spirit. I see this beginning to happen.

The bottom line is, for all of us, quality of life. Our quality of life in Toronto and in Canada continues to lead the world. But times have changed. Now cities compete even more vigorously for investment, workers, tourists. It's a tougher world. Toronto has to work harder to maintain quality of life. We in municipal government and administration have made that commitment. We're working harder.

1999 was a year of resolving many of the issues facing the new City. 2000 is a year for looking ahead, for dreaming the dreams that will work for all our citizens.

It's an exciting time, the best of times. The aboriginal word Toronto means "meeting place". I know that this City will, with our hard work and shared vision, become the meeting place of the world in the 21st century.

A handwritten signature in black ink that reads "Mel Lastman". The signature is fluid and cursive, with the first name "Mel" and last name "Lastman" clearly distinguishable.



MESSAGE FROM THE CHIEF ADMINISTRATIVE OFFICER, MICHAEL R. GARRETT

Toronto City Council approved a net operating budget of \$5.9 billion and a capital budget of \$981 million for the year 2000. The unchanged operating budget allows maintaining a zero tax increase for the final year of Council's three-year freeze.

It is clear that we are handling base pressures and maintaining core services. City staff have done an extraordinary job of meeting their department targets and working toward more cost-effective and efficient ways of doing business. The proof is customer satisfaction. Quality of life has, according to three independent surveys of Toronto residents in 1999, been maintained and, in some areas, enhanced.

Amalgamation savings targets set by the City have, for the most part, been met. To the end of 2000 we project cumulative savings of \$305 million. Unfortunately, these savings have gone to offset downloading.

The capital budget priorities for 2000 were focused on transportation, with 45 per cent of the budget devoted to the Toronto Transit Commission and City roads, bridges and traffic. Improvements to parks and community centres (4%); improved communications systems and new facilities for fire services (3%); improved facilities and infrastructure for police services (1%); shelter, housing and support costs (2%) and all other City programs (45%) accounted for the rest.

This year the capital budget puts spending into two categories, base spending and an extraordinary program for one-time expenditures. Base programs include state-of-good-repair expenditures for maintenance, repair and replacement of assets. The extraordinary program includes the Sheppard subway, the Y2K Project and transition projects.

This has been a particularly challenging capital budget process. It has been valuable for pointing out the importance of plans to complete a state-of-good-repair inventory for all our assets, for moving toward solid five-year capital plans and for ensuring that all the City's policies and processes contribute to fiscal sustainability.

A handwritten signature in dark ink, appearing to read "MR Garrett".



MESSAGE FROM THE CHIEF FINANCIAL OFFICER & TREASURER, WANDA LICZYK

The 2000 Operating and Capital Budgets totalling \$7.6 billion across tax and rate supported operations are the largest Canadian municipal budgets and certainly of a size and complexity that rivals Provincial and private sector corporations.

Since amalgamation of the seven former municipalities on January 1, 1998, the preparation of budgets has been a huge undertaking, not only from the perspective of consolidating numbers but also in amalgamating and streamlining operations. This third set of operating and capital budgets continues to reflect improvements in many aspects, the budget process itself, the quality of analysis and the breath of new and expanded services and programs that this budget represents.

A new capital budget preparation system and links into a new corporate financial system helped streamline the capital budget process as well as providing significant improved capital budget analysis and reporting. Preparations are currently underway to do the same for the 2001 Operating budget.

Our challenges for the 2001 upcoming and future operating and capital budgets are on many fronts, determining strategies to improve the City's fiscal sustainability, particularly in light of our reduced sources of capital grants from senior governments; improving the participation of all members of council and the public in the budget process; and finally, improving the quality of our analysis and reporting.

The success to date in the budget process would not be possible without the dedication of all staff in the Budget Services Division, the support of the city departments; the senior management team, the CAO as well as the Mayor, the Budget Advisory Committee and all members of council.

A handwritten signature in black ink, appearing to read 'W. Liczyk'.

2000 OPERATING BUDGET HIGHLIGHTS

City of Toronto Council Approves 2000 Budget

Toronto City Council on April 26, 2000 approved a \$5.9 billion operating budget that ensures the third consecutive year of a property tax freeze. The budget not only meets all existing financial requirements to operate City services, but enhances several programs and services by a total of almost \$76 million.

Mayor Mel Lastman called the budget, “the best we’ve ever had. I believe this budget will do great things for our city.” Budget Advisory Committee Chair Tom Jakobek said, “This is a good news budget that begins to use the muscle of the newly-amalgamated city.”

CAO Michael Garrett said, “This budget process was very difficult. It required the considerable efforts of staff from across the whole corporation. I commend all involved for a superb effort.” CFO and Treasurer Wanda Liczyk said, “This budget presents major savings that have allowed for significant expansion of Council’s priorities in various programs and services.”

Highlights of the budget include:

- Adding 675 new hostel beds at a gross cost of \$15.2M. This is a 21% increase in bed nights from 1997.
- Adding 73 front-line police officers and 17 court officers, providing for a six-month community action policing program and approving a helicopter pilot project at a combined gross cost of \$5.2M
- Adding a total of 64 paramedics at a gross cost of \$3.4M, an increase of 21% over 1997 levels
- Paying for 62 fire-fighters added in November from a July 1999 Council decision at a cost of \$2.8M
- Approved \$13.7M gross to implement the recommendations of the Children’s Task Force



The operating budget faced major new costs that included \$31.2M in provincial downloading costs; \$17.1M cost in debt service charges for capital projects and \$4.3M increased cost of snow removal contracts. Savings incorporated in the proposed 2000 budget included amalgamation savings of \$15.8M (a cumulative savings of \$305M since 1998); social housing mortgage savings of \$14M; a \$10.8M net cost reduction in annual welfare costs; and \$4.2M in lower costs in solid waste management.

HOW YOUR TAX DOLLARS WORK FOR YOU!

(based on home assessed at \$220,000)

\$ 361.31	Police
\$ 168.85	Social Services
\$ 182.28	Shelter, Housing & Support
\$ 148.83	Fire
\$ 122.28	TTC
\$ 102.95	Bridges, Roads & Sidewalks
\$ 79.80	Parks & Recreation
\$ 66.41	Library
\$ 37.40	Public Health
\$ 45.34	Garbage & Recycling
\$ 23.56	Ambulance
\$ 28.56	Grants
\$ 35.29	Children’s Services
\$ 14.99	Homes for the Aged
\$ 8.24	Urban Development Services
\$ 94.72	Corporate Services
\$ 238.53	Capital Financing & Other
<hr/>	
\$1,759.34	Total City Services
<hr/>	
\$ 910.80	Provincial Education Taxes
<hr/>	
\$2,670.14	Total Taxes

2000 CAPITAL BUDGET HIGHLIGHTS

City Council Approves \$981 Million Capital Budget Program for 2000

The City of Toronto's first capital budget of the new century was approved giving clear priority to maintaining the city's facilities and infrastructure with strategic investments in growth/investment projects.

For 2000, the Capital Budget is \$981 million. Another \$800 million of the budget is committed as project cash flow over the next four years, for a total Capital Budget of \$1.8 billion.

The \$981 million Capital Budget Program strikes a balance between TTC cost pressures, 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.

"We've brought in a strong capital budget for our citizens and our debt is less," said Mayor Mel Lastman. "However, we still have work to do. We must put a cap on our debts while still maintaining our services and infrastructure."

"This has been a particularly challenging capital budget process," said Chief Administrative Officer Michael R. Garrett. "It also points out the importance of our plans to complete a state-of-good-repair inventory for all our assets; to move toward solid five-year capital plans; and to ensure all the city's policies and processes contribute to fiscal sustainability."

"The 2000 Capital Budget has been reduced from \$3 billion in 1999, and still puts plans in place for the City's future," said Chief Financial Officer and Treasurer, Wanda Liczyk. "It is a fiscally responsible budget that affords both sustainability and growth of our City."

Capital Budget Profile

Recommendations for the 2000 capital budget include funding for the Base Program and for Extraordinary Projects as follows:

2000		% of Budget
Base Program	\$705 million (\$754 million in 1999)	72%
Extraordinary Projects	\$276 million (\$454 million in 1999)	28%
TOTAL CAPITAL PROGRAM	\$981 million (\$1,208 million in 1999)	100%

The Base program of \$705 million includes the TTC (\$270M), Transportation (\$165M), Parks and Recreation (\$70M) and other City departments and agencies such as Police, Solid Waste, Fire, Ambulance, Toronto Zoo, etc.

Extraordinary projects total \$276 million are for the Sheppard Subway (\$186M), the completion of the Year 2000 Project (\$20M) and for transition projects (\$70M).

For 2000, priorities focus on transportation, with 45% of the plan for the Toronto Transit Commission and the City's roads, bridges and traffic.

Program / Purpose	Approved	% of Base Budget
Toronto Transit Commission		
Support system infrastructure	\$270 million	38%
Roads, Bridges & Traffic		
Repairs & reconstruction	\$165 million	23%
Parks and Recreation		
Park & community centres improvements	\$ 70 million	10%
Fire Services		
Improved communications system & new facilities	\$ 25 million	4%
Solid Waste Management		
Maintenance of landfill, recycling facilities & transfer stations	\$ 21 million	3%
Police Services		
Facilities & infrastructure	\$ 20 million	3%
Shelter, Housing & Support		
Renovations & new housing	\$ 13 million	2%
Other City Base Programs		
Includes Toronto Zoo, Library, Ambulance, Exhibition Place and other City programs	\$121 million	17%
TOTAL BASE PROGRAM	\$705 million	100%

Capital Budget Priorities

The 2000 capital program of \$981 million 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 2000 program's spending is as follows:

- \$541 million State-of-Good-Repair
(55% of total program)
- \$440 million Growth/Expansion projects
(45% of total program)

New projects of \$359 million of the \$981 million had \$259 million (72%) as state-of-good-repair.

Paying for the Capital Program

The 2000 Capital Budget of \$981 million is financed by:

Provincial loans and subsidy	\$ 76 million
Reserve funds & revenues	\$ 89 million
Development charges	\$ 9 million
Other program revenues	\$ 86 million
Capital from current	\$146 million
One-time corporate revenues	\$178 million
Prior year underspending	\$ 77 million
Debt	\$320 million
Total Financing Sources	\$981 Million

A borrowing level of \$170 million in gross expenditures is recommended for the Tax Supported Base Program. Borrowing is increased by \$60 million over the base level of \$110 million (the level which does not increase the City's debt).

A total of \$326 million is recommended for borrowing for the entire capital program, including extraordinary programs. In 2000, budgeted borrowing is \$170 million for the Base Program and \$156 million for the Extraordinary Program. (In 1999, budgeted borrowing was \$240 million for the total capital program.)

The new borrowing of \$60 million covers increases to Transportation State-of-Good-Repair (\$37 million), Facilities (\$13 million) and Parks and Recreation (\$24 million), offset by \$14 million in net reductions across other program areas.



Profile of Toronto

MEETING PLACE FOR THE WORLD

A Brief Profile of the New Toronto

*"The Iroquois called it Toronto.
It means meeting place."*

A History of Toronto, R. Kollins.

New City, New Century

At midnight on December 31, 1999 Toronto celebrated the arrival of the year 2000. It was a pull-out-all-the-stops sound and light show that dazzled tens of thousands of residents and hundreds of thousands of TV viewers around the world. A rainbow of fireworks illuminated the harbour sky, a mile across and half a mile up. Lasers flashed to the pulse of the music of ten centuries. A global city for the 21st century was blowing its party horn.

New Year's Eve 1999 was both a celebration, a statement to the world and the cap of a whirlwind year for Toronto. The amalgamation of the six former cities and one regional government is the equivalent of merging Air Canada, Canadian and Canada Trust. But judging by feedback from residents, the new city is working well.

In three independent surveys in 1999, the majority of Toronto's residents polled say quality of life post-amalgamation has been preserved and, in some areas, enhanced. This is a major accomplishment for the fifth largest city in North America, one engaged in unprecedented corporate restructuring.

On An Economic Roll

Despite the pressures of amalgamation, the City's strengths remain. It is the engine of the Canadian economy, responsible for \$65-80 billion in Gross Domestic Product annually. The Greater Toronto Area is responsible for about 20 per cent of Canadian GDP. The City was recently ranked by the Mercer Group as the third best place in the world to do business. Today, more than eighty thousand businesses employ 1.2 million people.

The City is in a strong economic upturn. The Conference Board of Canada cites 1999 as the fifth consecutive year of economic growth. It predicts that Toronto will lead Canada's cities in growth between 2001 and 2004.

Keeping that growth momentum depends on one word: innovation. It is the key driver of sustainable growth in a global economy. The city is the innovation centre of Ontario. More patents are issued in Toronto than anywhere else in Ontario. That is not a surprise when you consider that eighty percent of Canada's high-tech companies reside in Toronto.

Nine world-class universities and colleges and ten research and development centres serve as incubators to keep Toronto at the forefront of new technologies. Key technologies include telecommunications, medical biotechnology and information processing. Toronto has the educated citizens to build those technologies. Almost 60 per cent of residents have post-secondary education, the highest rate in North America.

To forge an economic future that works for the long haul, the City released a competitiveness study called "Toronto Competes" in February 2000, part of an overall economic strategy. It showed that Toronto businesses are well-positioned for the century ahead. In the 1990's they switched from routine, mass-production manufacturing for protected Canadian markets—the old economy—to become highly innovative, flexible, design-conscious international competitors in the new economy. Unlike many cities whose economic fortunes are tied to one or two industries, the Toronto region has a broad array of successful business clusters. In most of those clusters, the Toronto region performs better than the North American average in terms of job growth.

Toronto Competes recognizes the vitality of the City's neighbourhoods, its diverse population, rich arts and culture spirit and core of knowledge-based institutions. But it also says that Toronto needs additional public investment, private investment and public-private partnership investment to strengthen the

economic foundations—human resources, research and development, finance, infrastructure, business climate and quality of life.

A City that Cares

Beyond building economic strengths, the new City has a heart. It showed that heart in many ways in 1999. One example: in 1999 the Task Force Report on Homelessness was issued. Within months the City had acted on virtually every single directive intended for it. The City clearly understands that economic vitality and social well-being go hand-in-hand.

Toronto's heart manifests itself as a celebration of communities and of social diversity. In a time of dramatic change, communities and neighbourhoods need to know traditional social supports are still there. In 1999 the City's Community and Neighbourhood Services department provided resource support for the Children's and Youth Action Committee; the Task Force on Homeless and Socially Isolated Persons; the Community Safety Task Force; the Seniors' Task Force and the Access and Equity Task Force. Recommendations from these initiatives will help improve the communities of the city.

Toronto is the most diverse city on earth, with more than 150 ethnic backgrounds represented. Black History Month in February is but one example of the celebration of that diversity, but it brought forward the huge contributions of Toronto's half a million strong black citizens. Beyond being the right thing for a city of the new millennium to feature and celebrate, businesses around the world now recognize such diversity as a source of innovation and as a competitive advantage.

Building For the Future

New projects that promise an even brighter future for the new City were launched. A waterfront development vision was inaugurated by Mayor Lastman in late fall. He joined Prime Minister Chrétien and Premier Mike Harris and said that turning 47 kilometres of Toronto's "front porch" into a marvel of co-ordinated, environmentally-conscious and first-class urban development was the "wave of the future".

The waterfront vision has been linked to Toronto's bid for the 2008 Olympics, approved by Council in February 2000. That bid is supported by City Council, the province and the federal government. It's an exciting opportunity to pump up the city's international profile, but the waterfront development vision will likely proceed with or without the Olympics.

In 2000, Union Station was bought by the City. While there are many details to work out, the vision is of turning this historic rail landmark into a more effective transportation hub for the entire Greater Toronto Area. Connections to the airport and new links between the GO and TTC subway, bus and streetcar lines are key objectives of the purchase. Making Union Station a superior transportation hub will ensure that Toronto retains and builds on its reputation as a city that's easy to get around. Reducing the reliance on cars downtown will also be one of the expected results.

The economic development plan coming forward in 2000 is itself one part of the city's strategic plan. That plan will integrate Toronto's economic, environmental, social, infrastructure and land-use thinking. The strategic plan will inform multi-year business plans that will drive annual budgets. Emerging from the pressures of amalgamation, the City plans to lead the public sector in public service delivery. The City's administration is focused on continuous improvement. As Cromwell said, "those who stop getting better, stop being good."

Building on its traditional strengths as one of the most successful urban centres in North America, the new Toronto is planning for the future. It is a city that thinks – ahead.

The following key facts show why the new City's quality of life is among the highest in the world.

ABOUT TORONTO – KEY FACTS

Government

- \$981 million in the Capital and \$5.9 billion Operating budget
- Fifth largest municipal government in North America
- 57 Council members plus the Mayor
- 45,000 employees
- Staff deliver service from more than 2,600 locations
- Amalgamation savings on target
- Web site: www.city.toronto.on.ca

Population and Location

- 2.4 million people plus 21 million tourists annually
- 1/3 of Canada's population is located within 160 km radius of Toronto
- 1/2 of the population of the United States is located within one day's drive of Toronto

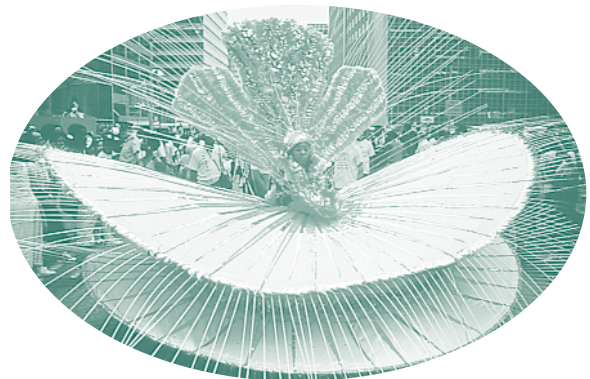
Business/Economic Development

- Toronto is Canada's "corporate capital," with more nationally and internationally top-ranked companies than any other Canadian city
- Toronto is the nation's largest employment centre, with one sixth of Canada's jobs and strong employment in both manufacturing and financial services
- Voted best global city for business, 1996 (Fortune Magazine)
- Known as "Silicon Valley North" with seven of the top 10 information technology companies, including the headquarters and research centres of Apple, Hewlett-Packard and Sun Microsystems
- One of the best telecommunication networks in the world; among the highest percentage of fibre optic cable installed and more wireless phone per capita, than anywhere in North America

- 4th highest concentration of commercial software companies in the world and one of North America's hottest animation centres
- North America's second largest Stock Exchange home to more than 1,300 companies
- 40% of Canadian companies on the FP Top 500 are located in Toronto

Arts/Culture/Entertainment

- Home to four professional sports teams; hockey, football, basketball, baseball
- A leading contender for the 2008 Olympic Games
- National Trade Centre; 3rd largest exhibit facility in North America with more than 1million square feet of exhibit space
- Ranked 1st in the world for cycling
- Winner of the International Nations in Bloom Competition for excellence in environmental management
- More than 54,000 recreation and leisure programs, 1,500 parks, 870 facilities
- Canada's number one tourist destination, with 21 million visitors in 1997
- 3rd largest English-language theatre centre in the world
- Considered "Hollywood North" by the film industry, 3rd in TV and film production, 2nd as exporter of TV programming in North America



Profile of Toronto

- Toronto has four English language daily newspapers, more than 400 business periodicals, and 79 ethnic publications
- Toronto International Caravan is one of the largest cultural festivals in North America, a nine-day annual celebration of Toronto's multicultural heritage
- Caribana is the largest Caribbean cultural festival of its kind in North America and generates more than \$250 million in revenue to the local economy
- Numerous festivals, special events and parades and celebrating City's rich cultural diversity

Racial Diversity and Social Harmony

- Toronto is the destination of choice for more than 80,000 immigrants each year from more than 169 countries
- No other city in the world has a higher proportion of its population who are foreign-born than Toronto
- More than 100 languages are spoken in Toronto and one third of Toronto residents speak a language other than English at home
- Toronto's Chinese community the city's oldest ethnic community, the largest in Canada and the fastest growing
- Ranked as the safest large metropolitan area in North America by Places Rated Almanac
- By 2001, foreign born residents will comprise more than 50% of the City's population
- Toronto's diversity greatly enhances the international position of the City in the global economy
- Recipient of award by the United Nations Centre for Human Settlements for innovative work regarding the provision of social services to ethno-racial and Aboriginal communities
- City developing Web site to coordinate diversity work in the municipality

Infrastructure

- Highly developed transportation network connects its many neighbourhoods, the waterfront, park areas and adjacent municipalities
- North America's second largest public transit system, the TTC, is used by more than 1.2 million passengers daily
- Largest continuous underground pedestrian system in North America, connecting 1,100 stores and restaurants, 48 office towers, six major hotels and several entertainment centres
- Construction of new Sheppard subway line, a major extension to Toronto's subway system
- Support for the development of a rapid rail link between downtown Toronto and Pearson International Airport
- Committed to replacing aging infrastructures and increasing transit investment.



FISCAL OUTLOOK 2000

The Economy

The City is currently at the peak of the business cycle expansion phase, and economic fundamentals are solid:

- Growth in Canada's economic output (GDP) for 1999 will be strong, between 4.1% and 4.4%, and is expected to remain robust for the next 2 years, in the range of 3.4% to 3.7% (Conference Board, TD Bank, Deloitte Touche Tomatsu). While economies always move through periods of expansion and contraction, this expansion is particularly healthy due to strong U.S. growth (Ontario's economy is closely linked to U.S. output).
- The Bank of Canada's monetary policy has translated into long-term price stability, reflected through low inflation rates in the range of 1.5 to 2.2 % p.a.
- The Canadian dollar continues to show volatility; although the Asian crisis has subsided, fluctuations in U.S. interest rates continue to affect relative exchange rates. Sept '99 figures were in the range of \$1 CDN = \$.67 US and should remain near that level for 2000.
- Interest rates remain at low levels. Aided by affordable credit, business growth can continue, which leads to further economic expansion.
- Unemployment for the City was recently measured at 5.9% of the labourforce, lower than the Provincial average of 6.9%, further suggesting that Toronto's growth continues. (TD Bank, Statistics Canada). Unemployment rates in some sectors of Toronto's economy, such as information technology, are very low.
- Welfare caseloads in general have been declining in the past two years.¹

*"...more businesses are borrowing,
leading to further economic expansion."*

Fiscal Outlook 2000

At a macro economic level, all is well, but there are a few underlying concerns:

- An overheated economy is possible, which can translate into price increases from excess demand and prolonged expansion. Interest rates have been creeping slowly upwards to stem off this possibility, but a few indicators suggest things may be too "hot." Housing and construction contract prices in the Toronto area, for example, have been rising at rates higher than inflation, and will likely affect some of the City's upcoming capital projects. Increasing wage rates are also likely to be a factor in construction contracts, as trades are in high demand.
- Toronto has a healthy local economy, but is inter-linked with the global economy. Economic liberalism – free trade, downsizing, changing employment structures, and modern technology – are excellent foundations for growth, but benefits tend to accrue disproportionately to wealthier segments. Polarization issues are multidimensional, compounded by legislation, demographics, and migration, and have revealed a startling trend: the incidence of low income in the Toronto CMA increased from 15% in 1990 to 21.1% in 1995.² With the emergence of a "structurally marginalized" segment, the City has experienced increased demand of some types of social services and affordable housing. Welfare caseloads have decreased as have unemployment figures,³ but managing and financing long-term social services remains a critical issue.
- A 24% increase in the value of building permits issued between 1997 and 1998, is a clear indication of the expansion. Year over year growth of that magnitude will not continue, but indicators suggest continued strength; the permit values for 1999 and 2000 are expected to reach the \$2.3 billion level experienced 1998, but we are likely near the peak.

- Sustainability issues have come to the forefront. Short-term “growth at all costs” mentality can be damaging on the quality of life and is currently being reflected in increasing congestion, pollution, migration trends and housing issues. The City has been cited in numerous international surveys as having an excellent quality of life; with revisions to the Official Plan and other strategic and economic planning initiatives attuned to long-term health, the City has the opportunity to maintain this status. It will require extensive resources, and without changes in Provincial funding, ie TTC capital investment support, the financial burden on the City is heavy.

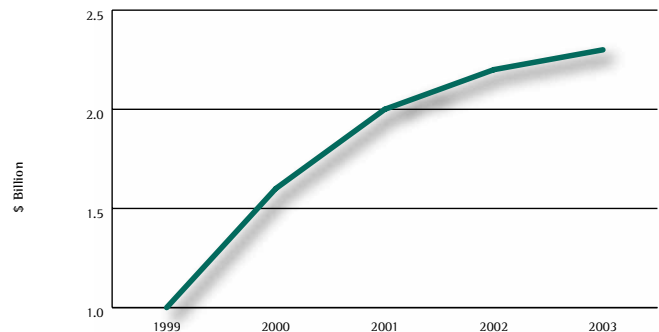
“...the financial burden on the City is heavy.”

The City's Fiscal Health

Significant issues pending include:

- At a gross expenditure level of \$1.1 billion (1999) the Capital Budget must be financed with a number of mechanisms including reserves, capital contributions from current, development charges, debenture financing and other revenue sources. Analysis indicates the capital funding composition is unacceptable and significant increases in capital contributions from current (CFC) must occur. The 1999 CFC levels of \$143 million,⁴ will be increased over the next several years as we strive for more of a pay-as-you-go philosophy to compensate for capital subsidy loss and to recognize capital maintenance deficiencies.
- The City's outstanding net debt level was \$1.1 billion at the end of 1998. Given Provincial downloading, aging infrastructure and equipment, and one-time amalgamation projects, the accumulated debt level is expected to rise to approximately \$1.5 billion in 2000, and to \$2.3 billion by 2004.⁵ The implications are an increase in debt-service costs, which can further constrict the City's fiscal flexibility. This level of debt will put pressure on our credit/bond rating.⁶ These figures already incorporate the expected benefit of \$100 million annually from holdings in the new Toronto Hydro entities, beginning January 1, 2000.
- The City has been realizing revenue sources through the sale of surplus lands and other assets. Divestitures are seen as a means to help offset one-time pressures, but ultimately, permanent revenue sources must identified and built into budgets as a long-term method of offsetting pressures.

Forecasted Accumulated Debt



- Over the next five years, the TTC alone accounts for almost half of the City's net capital expenditures, mostly due to the loss of approximately \$180 million in annual capital subsidies. This example is the most dramatic in terms of provincial downloading; prior to 1996, the Province provided a 75% capital subsidy to TTC, and as of 2000, proceeds from subsidy agreements will be exhausted.

“... debt level is expected to rise...which can further constrict the City's flexibility...”

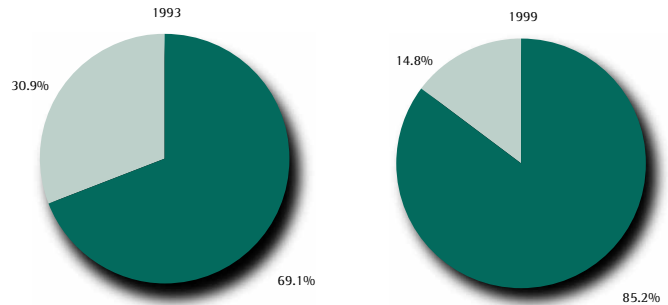
- Aging transportation infrastructure has been the subject of several recent reports to Committees. IBI Group/Hemson and the Transportation Funding Opportunities Task Force outlined the seriousness of inadequate Greater Toronto Area (GTA) transportation funding in their April '99 report: 1) the current annual capital investment of \$570 million falls seriously short of the estimated \$1.37 billion needed to rehabilitate and expand the infrastructure to meet demands, 2) GO and TTC are unable to provide sufficient services to meet growing demand with existing capital funding, 3) arterial roads are becoming increasingly congested as the major freeways are unable to cope with peak period commuters.

It has become clear that additional, sustained investment is needed in order to maintain the economic, social and environmental health of the region, but Toronto and surrounding municipalities lack sufficient fiscal capacity. The capacity of debt, reserves and development charges to fund this shortfall without significant property tax and fee implication is minimal.⁷ Funding from Provincial and Federal levels are required, although Queen's Park has sent clear signals they wish to divest fiscal responsibilities.

- GO funding contribution from Toronto continues to be discussed; 20% of riders are Toronto residents, yet the City pays for 50% of the operating/maintenance costs. More equitable solutions are being investigated, although no changes in the funding formula are anticipated at this stage. The GO equipment and expansion budgets are under-financed, and tend to be focussed in the Greater Toronto Area, outside of Toronto.
- In a positive fiscal development, the OMER's premium holiday is expected to continue. The anticipated \$45.0 million impact in 2000 has been earmarked to help cover capital program expenditures.
- The City's revenue structure⁸ has been changing over the past several years. In 1993, 30.9% of the total revenue sources came from Provincial Conditional Grants, while in 1998, the level had decreased significantly to only 14.8%. The other material change is increased reliance on other revenue sources which contributed 24.2% of the total 1993 revenues, and increased to 38.9% in 1998. Within this "other" category, water fees and sewer surcharges increased by \$278 million, and grants/fees from other municipalities to Toronto increased by \$167 million, predominantly as a result of GTA pooling.

"... additional, sustained investment is needed in order to maintain the economic, social & environmental health ..."

Changing Provincial Assistance:



Conditional grants as % of total revenues

- Service harmonization saved approximately \$400,000 in 1999, but is estimated to have an impact (net cost) of \$4.1 million⁹ on the City's tax-supported programs for 2000. The effect of harmonization on individual residents is location-dependent.
- The revised Development Charge Bylaw harmonizes fees levied on new development, which are directed towards growth-related infrastructure. Some areas of the City will see a reduction in the charges, however, in those areas of the City that will experience increases, a two-year phase-in and grandfathering provision will ease the transition. The new bylaw is established at levels expected to raise total revenues at a level comparable to the previous regimes.
- Assessment base increases have occurred during 1999 and 2000, given the economic expansion and notable decline in vacancy rates in the City. However, positive fiscal gains in the tax base have been offset by a number of factors including aggressive processing of assessment appeals, incorrect CVA calculations/tapes, and tax relief provided through caps and phase-in programs. Volatility in the base continues as the City moves through the assessment transitional period, but the net assessment base is expected to grow modestly in future years.

- Previous decisions on CVA capping restricted tax increases to the single-family residential class. A tax increase of 1% will now raise only \$9.4 million in 2000; \$25 million is raised when the entire tax base is available in 2001.
- Toronto's industrial and commercial tax rates are more than double the average tax rate levied on commercial and industrial properties in the surrounding areas. High taxes continue to put the City at a cost disadvantage, eroding its competitive position as a business location, but the offset (at least in the short run) continues to be Toronto's high quality of life and labour-force sophistication.

"...fiscal gains in the tax base have been offset by a number of factors ..."

- In addition, there may be several impacts within social services. With respect to social housing, if interest rates for housing do not jump during mortgage rollovers, there should be no negative fiscal impact; there may in fact be some savings from loans re-negotiated at lower servicing costs. Other potential concerns exist such as capital deficiencies, federal grant phase-out, and devolution of administrative functions from the province to the City.

The new cost-sharing formula for social assistance gives the City a greater portion of cost reduction as case loads decline, but also puts the City at greater risk if case loads increase.

In the children's services program, the annual impact of downloading is estimated at \$14.6 million net in 1999 and an additional \$11.8 million in 2000. School closings in the City will continue to add pressure to this program. For ambulance services and public health, cost-sharing arrangements with the Province were introduced in 1999. Because they have not been fully defined, there may be further impact in 2000.

Concluding Remarks

While the economy will continue to maintain a strong showing in the short run, there are some serious underlying micro-localized factors, which, left untended, can easily erode the City's future capacity for healthy growth and expansion.

Financial impacts created by Provincial downloading will continue to be felt for years to come. While the Federal and Provincial fiscal situation may be improving, it has been achieved at the expense of the municipalities. The need for providing adequate funding to public programs and services continues to exist, even though responsibilities have shifted between jurisdictions.

While the City is legislated to have a balanced budget for operating purposes, debt for long-term capital investment is required. Debt is necessary given the City's size and complexity, but the question becomes one of sustainability, and maintaining healthy ratings and fiscal flexibility.

Footnotes

¹ The only increase on the City of Toronto has been due to the Provincial downloaded sole support cases from the former family benefits program.

² Latest rates were not available from Statistics Canada at time of printing.

³ Unemployment figures can also decrease because people stop looking.

⁴ The 1998 CFC level was \$118 million.

⁵ These numbers represent tax-supported debt.

⁶ The City has received recent ratings from 4 different agencies, which ranged from AAA to AA2. Bond ratings are developed from a composite of a number of variables, of which debt level is one.

⁷ In order for the City to generate \$100 million in 2000, it would require a 10.6% increase in property taxes.

⁸ Obtained from FIR's. Figures include social services grants ie welfare and TTC.

⁹ \$11.4 million after factoring effects of water, hydro and tax harmonization only. Decisions to provide any other services without user fees, or harmonize those services with existing fees, have not been included in this analysis.

TORONTO CITY COUNCIL'S COMMITTEE STRUCTURE

Mayor Mel Lastman and 57 elected city councillors, representing 28 wards, form the Council of the City of Toronto. As the main governing and legislative body for the city, Council sets service and spending priorities, and establishes policies. It is then the responsibility of administrative staff in City departments to implement the decisions made by Council. These decisions affect a wide range of essential services, from human services such as social assistance and long-term care to hard services like roads and waste management.

In 1999, Toronto City Council changed its committee structure to improve the political decision-making process. Council established six new standing committees, each reporting directly to Council to provide political direction with the committee's area of responsibility. The new structure came into effect June 14, 1999.

The six standing committees as outlined in the chart, (on page 2) are: Policy and Finance; Administration; Planning and Transportation; Economic Development and Parks; Works; and Community Services.

The committees are made up of councillors from various wards that handle issues of city-wide significance and are responsible for various functions as identified on the chart. These councillors respond to the changing needs in the community by providing a forum for public participation. They hear the opinions and concerns of citizens, business owners and community groups and then make recommendations on related budget, policy and service issues for final approval by City Council.

Another major component of the City's governance structure are the six community councils: East York, Etobicoke, North York, Scarborough, Toronto and York. The community council functions as committees of council and report directly to Council. Community councils hold public meetings and deal with a variety of issues closest to the people in neighbour-

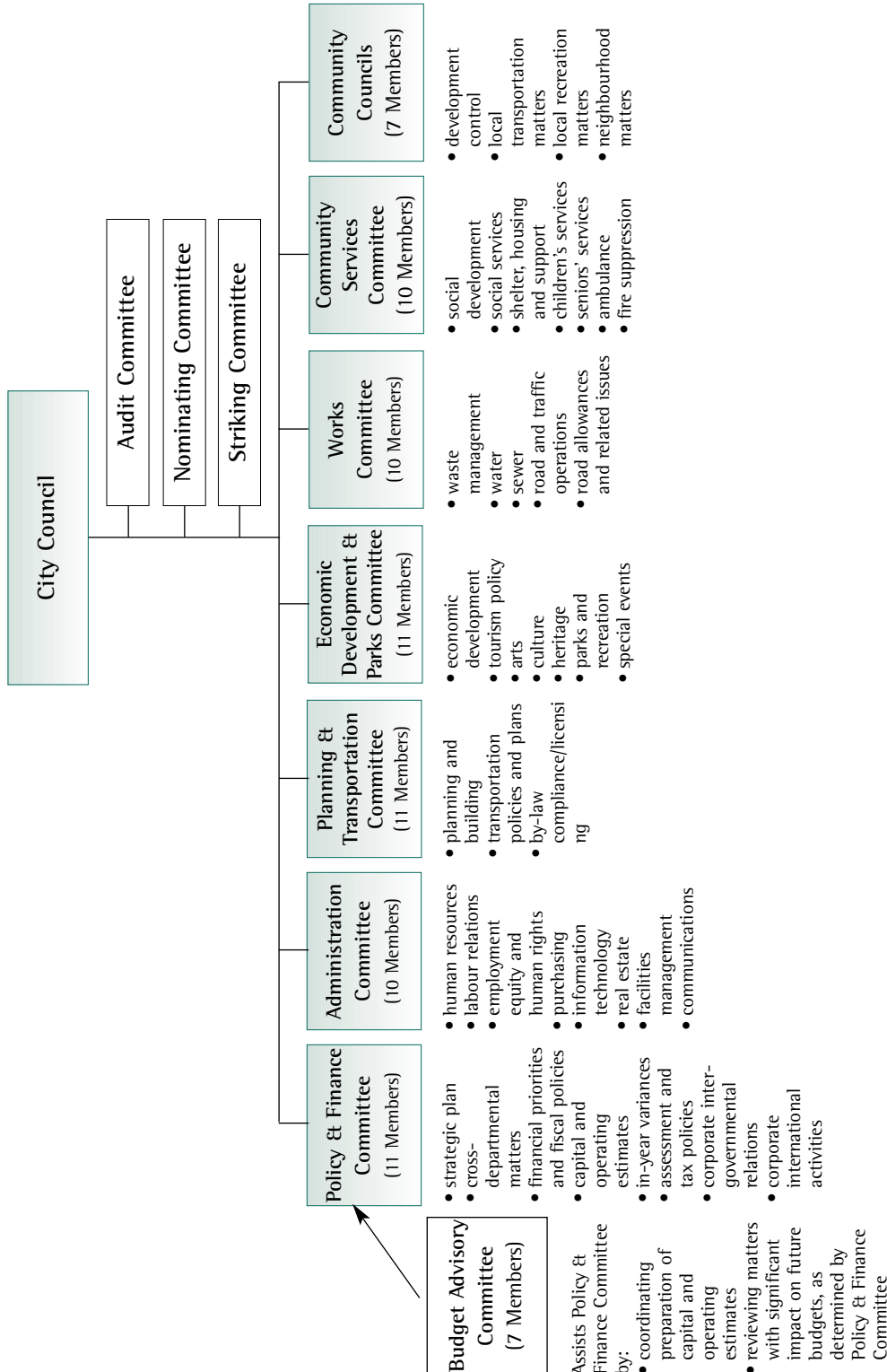
hoods such as local roads, parks and recreation, planning and transportation matters and development control.

A Budget Advisory Committee has also been established as a sub-committee of the Policy and Finance committee. This advisory committee assists in co-ordinating the preparation of the annual capital and operating budgets and reviewing matters with significant impact on future budgets, as determined by the Policy and Finance Committee.

Three additional committees also report directly to Council. The Striking Committee makes recommendations on councillor appointments to agencies, boards and commissions. It also makes recommendations to Council for appointments to the position of deputy mayor, to the Standing Committees and to the Budget Advisory, Audit and Nominating Committees, and for the Committee Council meeting schedule. The Nominating Committee is responsible for citizen appointments to agencies, boards and commissions. However, the committee is not responsible for recommending citizen appointments to advisory committees, working groups and task forces. The Audit Committee is responsible for the City's financial reporting, auditing and internal control.

Local agencies, boards and commissions also play a vital role in providing key services to the City, such as police, TTC, public health, libraries and hydro. These special purpose bodies report through the Policy and Finance Committee for budget purposes and through the relevant standing committee for other matters. The Board of Health continues to report directly to Council.

COUNCIL-COMMITTEE STRUCTURE & MANDATES



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

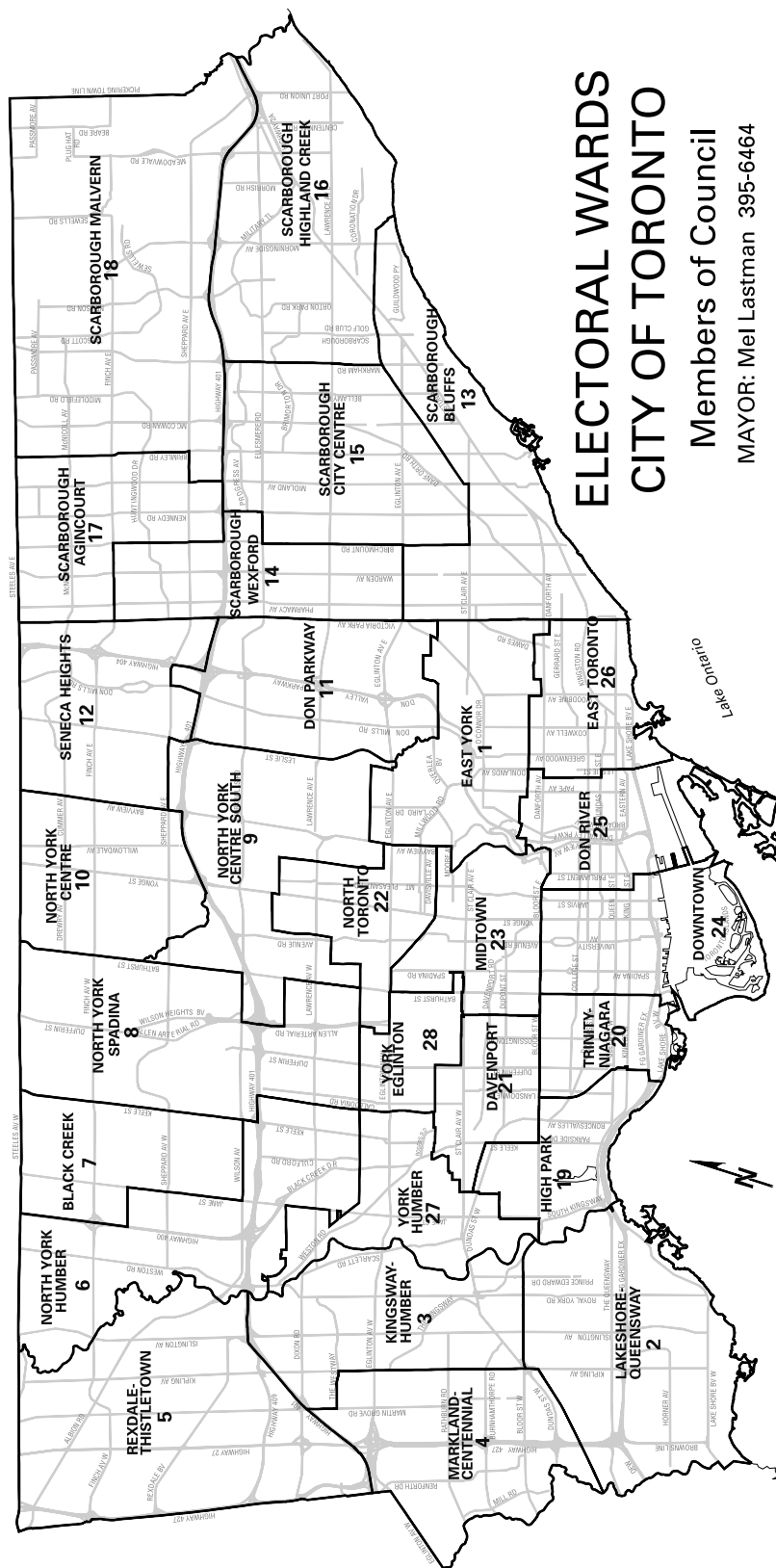
As approved by Council on April 13, 14 and 15, 1999

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

*100% funded by the City

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

Profile of Toronto



ELECTORAL WARDS CITY OF TORONTO

Members of Council

MAYOR: Mel Lastman 395-6464

WARD	COUNCILLOR	TELEPHONE	WARD	COUNCILLOR	TELEPHONE
1	Ootes, Case	392-4032	23	Adams, John	392-0013
2	Pitfield, Jane	392-0215	24	Bossors, Ila	392-4096
3	Prue, Michael	392-4035	25	Chow, Olivia	392-4044
4	Jones, Irene	397-9273	26	Rae, Kyle	392-7903
5	Kinahan, Blake	392-4041	27	Layton, Jack	392-4060
6	Giansante, Mario	397-9279	28	McConnell, Pam	392-7916
7	Lindsay Luby, Gloria	392-1369		Bussin, Sandra	392-1376
8	Holyday, Doug	392-4002		Jakobek, Tom	392-7915
9	O'Brien, Dick	392-4099		Nunziata, Frances	394-2400
10	Brown, Elizabeth	392-0205		Saunderscook, Bill	397-9255
11	Sinclair, Bruce	392-1370		Davis, Rob	397-9261
12	Mammoliti, George	395-6401		Mihev, Joe	392-0208
13	Valenti, Paul	392-4066			
14	Augimeri, Maria	395-4021			
15	LiPreti, Peter	395-0201			
16	Soknacki, David	395-6407			
17	Moesser, Ron	392-4027			
18	Shaw, Sherene	395-6406			
19	Balkissoon, Bas	395-6408			
20	Choi, Raymond	392-0210			
21	Korwin-Kuczynski, Chris	392-4020			
22	Miller, David	397-9256			
23	Pantalone, Joe	392-4038			
24	Siwa, Mario	395-6413			
25	Disero, Betty	392-0213			
26	Palacio, Cesar	392-4052			
27	Johnston, Anne	392-4047			
28	Walker, Michael	392-1372			

TORONTO CITY COUNCIL 1998-2000



Mayor Mel Lastman
Phone: 416-395-6464
Fax: 416-395-6440

mayor_lastman@city.toronto.on.ca

Ward 1 - East York



Ootes, Case
Phone: 416-392-4032
Fax: 416-392-4123

councillor_ootes@city.toronto.on.ca



Pitfield, Jane
Phone: 416-392-0215
Fax: 416-392-7427

councillor_pitfield@city.toronto.on.ca



Prue, Michael
Phone: 416-392-4035
Fax: 416-397-9289

councillor_prue@city.toronto.on.ca

Ward 2 - Lakeshore Queensway



Jones, Irene
Phone: 416-397-9273
Fax: 416-397-4071

councillor_jones@city.toronto.on.ca



Kinahan, Blake
Phone: 416-392-4041
Fax: 416-392-4127

councillor_kinahan@city.toronto.on.ca

Ward 3 - Kingsway Humber



Giansante, Mario
Phone: 416-397-9279
Fax: 416-696-3678

councillor_giansante@city.toronto.on.ca



Lindsay Luby, Gloria
Phone: 416-392-1369
Fax: 416-696-4138

councillor_lindsay_luby@city.toronto.on.ca

Ward 4 - Markland Centennial



Holyday, Doug
Phone: 416-392-4002
Fax: 416-392-4121

councillor_holyday@city.toronto.on.ca



O'Brien, Dick
Phone: 416-392-4099
Fax: 416-696-3657

councillor_o'brien@city.toronto.on.ca

Ward 5 REXDALE THISTLETOWN



Brown, Elizabeth
Phone: 416-392-0205
Fax: 416-392-1050/696-4136

councillor_brown@city.toronto.on.ca



Sinclair, Bruce
Phone: 416-392-1370
Fax: 416-392-1050

councillor_sinclair@city.toronto.on.ca

Ward 6 - North York Humber



Mammoliti, George
Phone: 416-395-6401
Fax: 416-392-4121

councillor_mammoliti@city.toronto.on.ca



Valenti, Paul
Phone: 416-392-4066
Fax: 416-696-3673

councillor_valenti@city.toronto.on.ca

Ward 7 - Black Creek



Augimeri, Maria
Phone: 416-395-4021
Fax: 416-392-4120

councillor_augimeri@city.toronto.on.ca



LiPreti, Peter
Phone: 416-395-0201
Fax: 416-696-4144

councillor_lipreti@city.toronto.on.ca

Ward 8 - North York Spadina



Feldman, Michael
Phone: 416-395-6407
Fax: 416-395-6430

councillor_feldman@city.toronto.on.ca



Moscoe, Howard
Phone: 416-392-4027
Fax: 416-392-4191

councillor_moscoe@city.toronto.on.ca

Ward 9 - North York Centre South



Berger, Milton
Phone: 416-395-6406
Fax: 416-392-4121

councillor_berger@city.toronto.on.ca



Flint, Joanne
Phone: 416-395-6408
Fax: 416-395-6439

councillor_flint@city.toronto.on.ca

Ward 10 - North York Centre



Filion, John
Phone: 416-392-0210
Fax: 416-392-7388

councillor_filion@city.toronto.on.ca

Profile of Toronto



Gardner, Norm
Phone: 416-392-4020
Fax: 416-392-4121

councillor_norman@city.toronto.on.ca

Ward 11 - Don Parkway



Chong, Gordon
Phone: 416-392-4061
Fax: 416-696-4200

councillor_chong@city.toronto.on.ca



Minnan-Wong, Denzil
Phone: 416-397-9256
Fax: 416-397-4100

councillor_minnan-wong@city.toronto.on.ca

Ward 12 - Seneca Heights



King, Joan
Phone: 416-392-4038
Fax: 416-392-4101

councillor_king@city.toronto.on.ca



Shiner, David
Phone: 416-395-6413
Fax: 416-397-9290

councillor_shiner@city.toronto.on.ca

Ward 13 - Scarborough Bluffs



Altobello, Gerry
Phone: 416-392-0213
Fax: 416-392-7394

councillor_altobello@city.toronto.on.ca



Ashton, Brian
Phone: 416-392-4052
Fax: 416-696-3658

councillor_ashton@city.toronto.on.ca

Ward 14 - Scarborough Wexford



Kelly, Norm
Phone: 416-392-4047
Fax: 416-696-4172

councillor_kelly@city.toronto.on.ca



Tzekas, Mike
Phone: 416-392-1372
Fax: 416-392-1873

councillor_tzekas@city.toronto.on.ca

Ward 15 - Scarborough City Centre



Berardinetti, Lorenzo
Phone: 416-397-9274
Fax: 416-397-9280

councillor_berardinetti@city.toronto.on.ca



Duguid, Brad
Phone: 416-392-0204
Fax: 416-392-7428

councillor_duguid@city.toronto.on.ca

Ward 16 - Scarborough Highland Creek



Soknacki, David
Phone: 416-392-4008
Fax: 416-392-4006

councillor_soknacki@city.toronto.on.ca



Moeser, Ron
Phone: 416-392-1373
Fax: 416-392-7429

councillor_moeser@city.toronto.on.ca

Ward 17 Scarborough Agincourt



Mahood, Doug
Phone: 416-397-9262
Fax: 416-392-3570

councillor_mahood@city.toronto.on.ca



Shaw, Sherene
Phone: 416-397-1374
Fax: 416-392-7431

councillor_shaw@city.toronto.on.ca

Ward 18 - Scarborough Malvern



Balkissoon, Bas
Phone: 416-392-1375
Fax: 416-392-1050

councillor_balkissoon@city.toronto.on.ca



Cho, Raymond
Phone: 416-392-4078
Fax: 416-696-4159

councillor_cho@city.toronto.on.ca

Ward 19 - High Park



Korwin-Kuczynski, Chris
Phone: 416-392-7919
Fax: 416-392-0398

councillor_korwin-kuczynski@city.toronto.on.ca



Miller, David
Phone: 416-392-4072
Fax: 416-696-3667

councillor_miller@city.toronto.on.ca

Ward 20 - Trinity-Niagara



Pantalone, Joe
Phone: 416-392-4009
Fax: 416-392-4100

jpantal@city.toronto.on.ca



Silva, Mario
Phone: 416-392-7012
Fax: 416-392-7957

councillor_silva@city.toronto.on.ca

Ward 21 - Davenport



Disero, Betty
Phone: 416-392-7011
Fax: 416-392-0212

councillor_disero@city.toronto.on.ca



Palacio, Cesar
Phone: 416-392-4069
Fax: 416-696-3677

councillor_palacio@city.toronto.on.ca

Ward 22 - North Toronto



Johnston, Anne
Phone: 416-392-4090
Fax: 416-392-4129

councillor_johnston@city.toronto.on.ca



Walker, Michael
Phone: 416-392-7906
Fax: 416-392-0124

councillor_walker@city.toronto.on.ca

Ward 23 - Midtown



Adams, John
Phone: 416-392-0013
Fax: 416-392-1461

councillor_adams@city.toronto.on.ca



Bossons, Ila
Phone: 416-392-4096
Fax: 416-696-3665

councillor_bossons@city.toronto.on.ca

Ward 24 - Downtown



Chow, Olivia
Phone: 416-392-4044
Fax: 416-392-4130

councillor_chow@city.toronto.on.ca



Rae, Kyle
Phone: 416-392-7903
Fax: 416-696-4300

councillor_rae@city.toronto.on.ca

Ward 25 - Don River



Layton, Jack
Phone: 416-392-4060
Fax: 416-397-5200

councillor_layton@city.toronto.on.ca



McConnell, Pam
Phone: 416-392-7916
Fax: 416-392-7296

councillor_mcconnell@city.toronto.on.ca

Ward 26 - East Toronto



Bussin, Sandra
Phone: 416-392-1376
Fax: 416-392-7444

councillor_bussin@city.toronto.on.ca



Jakobek, Tom
Phone: 416-392-7915
Fax: 416-392-0390

councillor_jakobek@city.toronto.on.ca

Ward 27 - York-Humber



Nunziata, Frances
394-2400
Fax: 416-392-4118

councillor_nunziata@city.toronto.on.ca



Saundercook, Bill
Phone: 416-397-9255
Fax: 416-696-3637

councillor_saundercook@city.toronto.on.ca

Ward 28 - York Eglinton



Davis, Rob
Phone: 416-397-9261
Fax: 416-392-1050

councillor_davis@city.toronto.on.ca



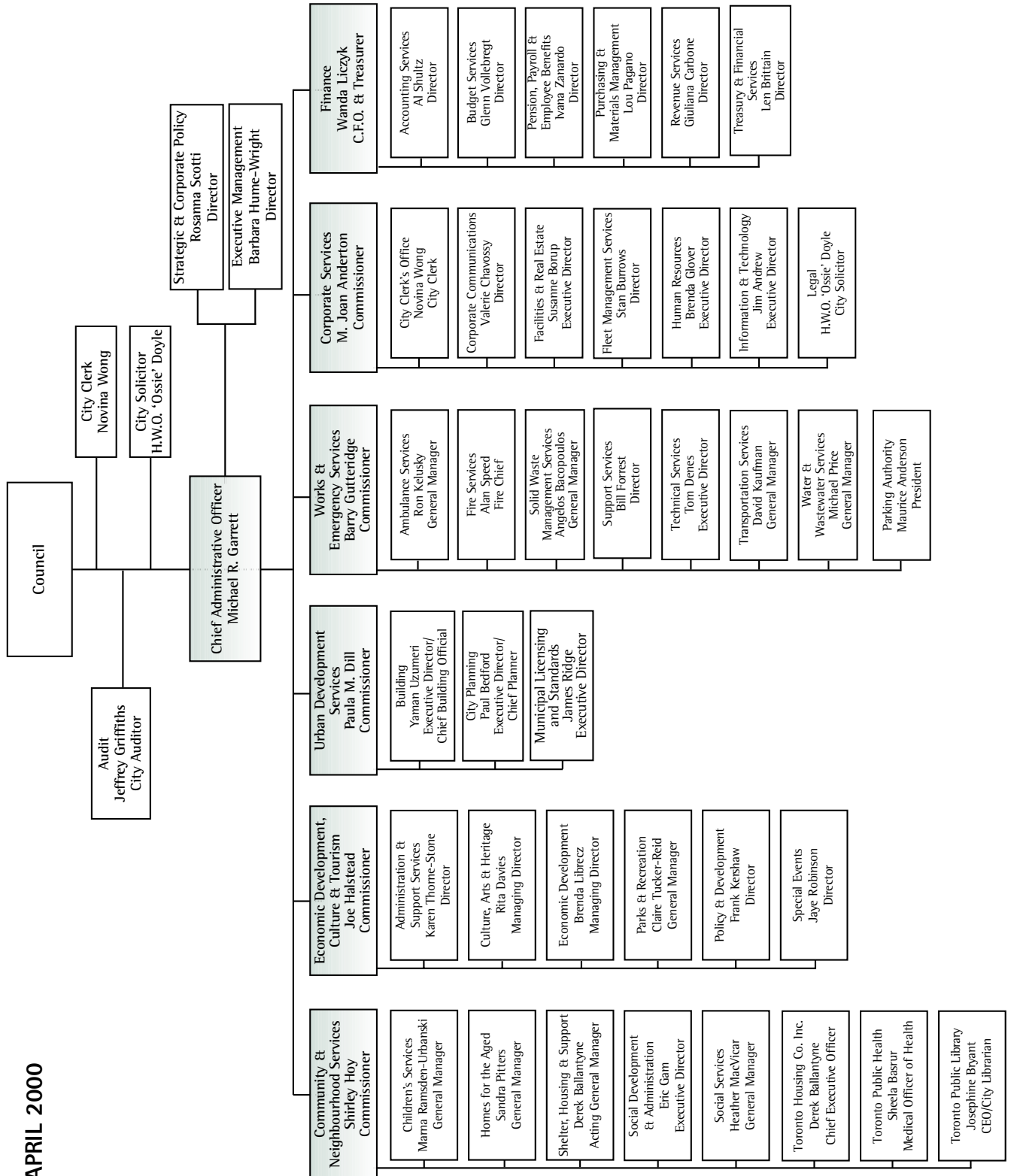
Mihevc, Joe
Phone: 416-392-0208
Fax: 416-392-7466

councillor_mihevc@city.toronto.on.ca

City Hall, 100 Queen St. W
Toronto ON M5H 2N2
Fax: 392-1050
Council Message Centre: 392-7937

SENIOR ADMINISTRATION ORGANIZATION CHART

APRIL 2000



OPERATING BUDGET OVERVIEW

The 2000 Operating Budget for the City of Toronto reflects gross expenditures of \$5,934.4 million and revenues of \$3,335.5 million, resulting in a net budget of \$2,598.9 million.

Approval of the 2000 Operating Budget results in a gross expenditure increase of \$177.4 million or 3.1% and net expenditure increase of \$23.2 million or .9%, which when applied against the 1999 assessment roll for 2000 tax billing purposes (which reflects assessment growth of \$22 million), results in a zero tax rate increase for a third consecutive year. This has been achieved through realized efficiencies, amalgamation savings and revenue generation which offset phase two harmonization of key services; service expansions and new services.

The year 2001 outlook reflects additional pressures to fund increased costs to service capital works as well as the impact of service expansions. In addition, provision must be found to fund the third year of negotiated wage settlement costs.

Background

The 1999 Operating Budget achieved a zero tax increase, eliminated reliance on Provincial assistance to balance the budget, harmonized key services such as garbage collection, snow removal, public health and recreational programs and expanded or enhanced current service levels. Amalgamation savings of \$72.3 million realized from the second year of restructuring together with savings from efficiencies and additional revenue generation enabled the City to maintain its core services delivered to the public.

The 1999 Operating Budget process was designed to facilitate and support the decision-making needs of senior management, Committees and Council in allocating resources required to deliver City services and included the following elements:

- Identification of current City 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;

- An Administrative Review Process performed by the Chief Administrative Officer and the Chief Financial Officer and Treasurer to review program/agency budget requests, identify critical issues and provide recommendations, strategies and alternatives to the Budget Committee; and,
- A Political Review Process for Budget Committee and Standing Committees to assess the CAO- Budget for service and funding priorities.

2000 Operating Budget Process

The 2000 Operating Budget process was built on the 1999 process, incorporated additional analytical reporting and included building blocks to move operating budget preparation, analysis, review and decision-making towards a mature state of performance budgeting.

At its meeting of October 26, 27 and 28, 1999, City Council adopted the report (October 12, 1999) from the Chief Financial Officer and Treasurer outlining the 2000 Operating Budget Process and Schedule. It was envisioned that, where appropriate, programs would provide summary budgetary information for activities undertaken within each service for the 2000 process. It was also expected that some key program efficiency and service level indicators would also be provided to assess the need and allocation of resources within program areas.

The 2000 Operating Budget process focused on establishing base budgets for each program and agency. The services and service levels, as approved in the 1999 operating budget for each program was used as a benchmark for determining base programs, and therefore, base budgets. Analysis and reporting for 2000 clearly delineated each program or agency base (program) budget requirements from service expansion, enhancements or new service changes. As a result, the 2000 Operating Budget has two distinct components – base budget and new requests – that have been put forward for consideration this year.

OPERATING BUDGET OVERVIEW

While the 2000 Operating Budget has included improvements (separating base budget versus new services), both the provision of activity level budgetary information and key performance measures will be implemented in the 2001 Operating Budget process. Programs will have a full year of stable detailed financial data from which to develop budgets, track performance and support trend analysis. Experience with the City's new business planning process, with its linkages to the budget process, will also contribute to laying the groundwork for performance budgeting, analysis and reporting.

Preliminary Budget Forecast Review:

In early October 1999, departments, agencies, boards and commissions submitted their respective Preliminary Budget Forecasts to Finance's Budget Services Division for review. The magnitude and types of pressures that the City would be facing for the 2000 Operating Budget process were identified. Strategies were developed by the CAO and CFO to address these potential additional budgetary pressures to achieve a zero tax increase for 2000. All programs and agencies were requested to submit 2000 budget requests equal to their 1999 approved funding level as well as provide service delivery adjustment options totalling 5% of their 1999 gross approved budget to allow financial flexibility to address some base budget and new service pressures.

Administrative Review:

The 2000 operating plans and detailed budget requests were submitted to the Finance Department beginning late November and through December, during which time Budget staff began their analysis and negotiations with program senior staff in preparation for the CAO/CFO reviews in early January 2000. An overview briefing held on January 10, 2000 advised the CAO that the 2000 budget request was \$165 million over the 1999 approved budget – \$27 million for changes in base program requirements: \$31 million in new Provincial downloading costs; \$39 million in service changes resulting from 1999 Council decisions; \$13 million in new service changes Council referred to 2000 budget deliberations and \$55 million in other new requests.

CAO/CFO review meetings held from January 22 to January 28, 2000 with Budget and program staff resulted in Phase One adjustments that reduced the 2000 budget request by \$64.8 million. Senior Management Team meetings held through the week of January 31 to February 4, 2000 with support from Budget Services staff, resulted in additional or Phase Two adjustments of \$43.5 million. The administrative review process reduced the 2000 budget request by a total of \$108.3 million, resulting in a 2000 CAO Recommended Operating Budget that was \$57.3 million over the 1999 approved budget. Base budget reductions of \$25.2 million offset increased expenditures for new service changes of \$82.5 million.

Political Review:

The political review process was launched on February 21, 2000 with a presentation by the CAO and CFO on the 2000 CAO Recommended Operating Budget to the Budget Advisory and the Policy and Finance Committees. The Budget Advisory Committee's preliminary review of the 2000 CAO Recommended Operating Budget began with meetings that were held from February 22 to 25, 27 and 28, 2000.

The CAO Recommended Operating Budget together with Budget Advisory Committee's requests and directives were then sent to Standing Committees for input on policies and priorities associated with program budgets within their respective portfolios. Public deputations were also heard at these meetings that took place March 20 to 22 and 28, 2000. All recommendations arising out of the Standing Committee review were reported back to the Budget Advisory Committee for its final wrap-up meetings of April 3, 4 and 5, 2000.

A final meeting of the Budget Advisory Committee on April 14, 2000 transmitted the Budget Advisory Committee's 2000 Budget to the Policy and Finance Committee for its consideration on April 18, 2000. City Council adopted the final 2000 Operating Budget at its special meeting of April 26, 2000.

OPERATING BUDGET OVERVIEW

2000 Operating Budget

The 2000 Operating Budget of \$5,934.4 million gross and \$2,598.9 million net includes a base budget of \$5,754.3 million gross and \$2,522.9 million net to maintain current service levels as well as \$180.1 million gross and \$75.9 million net for new service level changes, primarily as a result of 1999 approved or new Council/Committee directions.

2000 Key Highlights

1. No Tax Increase for Third Consecutive Year

2. Core Services Are Maintained

There are a wide variety of services and programs the City is mandated to provide by Provincial legislation such as homes for the aged, hostels, daycare and welfare. There are other services the City delivers that maintain and support our basic infrastructure for taxpayers, namely roads, bridges, sidewalks garbage collection and recycling and building permit processing. Finally, the City services the community to ensure the quality of life for the residents of Toronto – business attraction and retention, emergency services (police, fire and ambulance), public transit, special City events, grants to organizations, parks and community centres.

The 2000 Operating Budget has been developed to maintain these core services for the residents of Toronto. For example, \$4.5 million in additional funding has been restored in Parks and Recreation's 2000 Operating Budget to maintain services at 1998 levels.

3. City's Base Pressures Are Addressed but Provincial Downloading Continues to Challenge Us

Increased costs associated with the delivery of our current, or base, programs and services have been addressed through savings from maximized efficiencies in service delivery as well as additional revenue generation. However, the ongoing Provincial rationalization of responsibilities and regulation changes has required \$31.2 million net increase in funding in the following programs:

	(millions)
Children's Services	
Playground Recertification	\$ 1.0
Parents User Fees – 80:20 provincial cost-sharing	8.9
User Fees – basic regulation change	1.4
Shelter, Housing and Support	
Phase 1 housing administration	.4
Police	
Court Officers for new courts	.4
Provincial adequacy standards compliance	.2
TTC	
Impact of subsidy loss	18.9
Total	<u>\$31.2</u>

4. Amalgamation Savings Continue

An amalgamation target of \$150 million was set in 1998 for amalgamating programs to be realized over a three year period, focussing on achieving savings from organizational restructuring and service rationalization. In 1998, \$48.2 million in amalgamation savings was achieved.

1999 restructuring targets were set to ensure that the full 10% reductions would be met within the three year time horizon of the restructuring plan. \$72.3 million in amalgamation savings were budgeted in 1999 for a total budgeted savings of \$120.5 million in 1998 and 1999.

The 2000 Operating Budget includes \$15.8 million in budgeted savings, representing a total of \$136.3 million in ongoing savings or \$305 million in cumulative savings to the Corporation since 1998.

5. Harmonization of Key Services Continue

In 1999, Council approved the harmonization of key services – residential garbage collection; sidewalk snow clearing; windrow clearing; recreation fees; commercial garbage collection; public health programs and corporate grants.

The 2000 Operating Budget has absorbed \$7 million in additional funding to continue this program of harmonization. It should be noted that the 2000 projected cost of

OPERATING BUDGET OVERVIEW

phase II harmonization was \$2.3 million. Reduced revenue from commercial garbage collection and decreased demand for “for-fee” recreation programs of \$2 million and \$5.1 million, respectively, has resulted in these additional costs for 2000. Service delivery and policy reviews are planned for each of these areas during 2000.

An additional \$500,000 has also been provided to continue the gradual harmonization of corporate grants.

6. Services Expanded to Meet Demand

\$180.1 million gross and \$75.9 million net has been approved in 2000 to meet increased demand for services that protect or enhance the quality of life for residents of Toronto. Emergency services (police and ambulance services); public transit; street cleaning; non-mandatory dental services; environmental initiatives and, in particular, children’s services have all been expanded. The major elements are as follows:

Service Expansions and Enhancements

- 18 Paramedics were added to improve response time and 11 for Emergency Response Time Unit (East Scarborough) and Queens Quay station (\$0.6 million net). Also added 35 Paramedics for Critical Care Transport (\$3.2M 100% provincially funded).
- Annualized cost of 64 ambulance attendants approved in 1999 (\$0.7 million net). This is an increase of 131 Paramedics or 21% over 1997.
- 73 additional front-line police officers (\$2.8 million) (Achieves 1994 front-line Policing levels of 5,178 officers). NOTE: Since 1998, Council has added 250 front-line officers – a 5.1% increase in front-line officers since 1997.
- Approved a helicopter pilot project. (\$2.1 million)
- Added 17 court officers to manage the increased court volumes. (\$0.3 million)
- Enhanced six-month Community Action Policing program (\$2.1 million funded from reserve)
- Annualized cost of 62 fire fighters approved in November 1999 (\$2.8 million) (Increased from 3,010 to 3,072; a 2.1% increase allowing 3.1 more trucks in service)
- TTC Conventional service improvement – more buses and more frequent subway service (\$6.5 million) with no fare increase
- TTC Wheel Trans – continued service improvements to meet demand (\$1 million)
- Enhanced street cleaning (\$1.4 million) including 500 additional litter bins (\$150k) and an expanded by-law enforcement program (\$800k)
- Expanded Solid Waste By-Law Enforcement program (\$0.8 million)
- Environmental Task Force initiatives (\$0.6 million)
- Continued expansion of children’s nutrition and pre-school programs (\$0.9 million)
- Children and Youth Action Committee Initiatives – The Committee requested \$15.5M gross; \$7.8M net. Budget Advisory Committee approved \$13.7M gross and \$5.7M net on an annualized basis, representing funding for 88.4% of the gross and 73.1% of the net Committee request. 2000 costs are \$6.6M Gross, \$2.6M Net.
- 2000 Subsidy space expansion when the Province pays its 80% share. (Note: City share funded from reserve funds for one year.) \$13.7M Gross, \$0.0M Net – a 8.3% increase from 24,216 to 26,216 subsidized spaces.
- Average increase of 2.4% in per diem rates (from \$25.89 to \$26.50) paid to subsidized child care programs. \$3.3M Gross, \$0.7M Net.
- Begin Provincially-mandated playground re-certification costs. (1st year of a 5 year program). \$5.0M Gross, \$1.0M Net.
- Expanded family resource centres & special needs resourcing, representing a 15.1% increase over 1999 funding of \$3.3M Gross and \$0.7M Net.
- Expanded the Summer Reading Program from 6 to 15 high-need library locations. (A 150% increase)
- Youth anti-violence initiative – prepare collection and bibliography of materials on youth violence for research purposes. \$0.3M Gross and \$0.3M Net.
- Expanded the Children at Risk Mentoring Program (Increased from \$43k to \$64k or 48.8%) \$0.02M Gross and \$0.02M Net.

OPERATING BUDGET OVERVIEW

- Expanded Youth Violence Prevention Programs in Parks and Recreation, representing a 786.4% increase over 1999 funding of \$55k. \$0.43M Gross, \$0.43M Net
 - Expanded Prenatal Nutrition Program, increasing the number of women attending by 10%; expanding the number of sites from 18 to 27 or 50%. 2000 funding increased by 62.4% over 1999 budget of \$780k gross and \$390k net by \$0.49M Gross, \$0.24M Net
 - Expanded Rainbow Fun Program – Physical activity program expanded to all licensed childcare programs, serving an additional 15,000 children. Funding for 2000 represents a 79.5% increase over the 1999 budget of \$199k. (\$0.3M Gross, \$0.15M Net)
 - Expanded Preschool and After School Programs in Parks and Recreation. (\$0.23M Gross, \$0.23M Net)
 - New Early Dental Decay Prevention Program (\$0.02M Gross, \$0.02M Net)
 - New School Age Children's Vision Program. (\$0.035M Gross, \$0.018M Net)
 - New Parents-Helping-Parents Program. (\$0.5M Gross, \$0.2M Net)
 - New Open Door Program – Grade 9 youth violence prevention program in Public Health. (\$0.2M Gross \$0.01M Net)
 - New Children's Mental Health Program. (\$0.05M Gross, \$0.05M Net)
 - Continued and further expansion of non-mandatory dental program for children and seniors from enhanced 1999 levels (\$0.9 million). Since 1997, Council has increased funding by 44%.
 - Added 675 hostel beds (\$5.5 million net) (A 21% increase in bed nights from \$1.436M to \$1.744M)
 - Learning, Earning and Parenting (80/20 cost-shared – \$1.1 million net)
 - Expanded Sunday library service to 8 neighbourhood libraries from 19-27 or 42% and extending the Sunday season from 28-37 Sundays – a 32% increase. (\$0.4M)
 - Continued expansion of tree maintenance backlog program (\$0.650 million)
 - Continued to provide for 1999 harmonization decisions made by Council:
 - Free programs for Parks and Recreation – \$4 M for revenue loss added to the previously expected \$1.1M harmonization cost
 - Year 2 of 4 year snow clearing program (extended windrow clearing \$1.2M; additional sidewalk clearing \$2.0M; snow removal \$0.75M)
 - Full year impact of TB, needle exchange, food access program expansion. (\$1.6M Gross; \$0.8M Net)
 - Squeegee Diversion Program and Workers Information Action Centre (WIACT) maintained (\$0.5 million)
 - Extended funding for retirement home inspections to June 2000 (\$0.149 million)
 - 21 new Urban Development Services staff to speed up permit process from 1999 Council decision (This increases staffing from 220 to 242; a 10% staffing increase – \$1.5 million)
 - Expanded the City's Grants program by \$300k
- New Services:**
- Control Infectious Diseases program (\$0.146 million)
 - Environmental Tobacco and Smoke (ETS) By-law Enforcement (\$0.250 net)
 - Raccoon Rabies (\$0.045 million) and Emergency Response (\$0.025 million) programs
 - Apartment Re-inspection Program with 12 staff contingent on external funding (\$1.350 million gross; \$0 net)
 - Urban Design Awards to be funded from corporate sponsorships (\$0.065 million gross ; \$0 net)
 - 2000 Millennium events, including the Moose project (\$2.3 million gross; \$.3 million net)
 - Traffic Safety Bureau implementation introduced (\$0.1 million)
 - \$177k provided for new tree bylaw enforcement

OPERATING BUDGET OVERVIEW

7. New Funding for Children, Youth and Environmental Initiatives

The Children and Youth Action Committee's "Action Plan for Children's Report Card" report outlined a series of initiatives to expand existing City services or introduce new services to address children's needs and youth violence. The cost to implement these recommendations totalled \$15.5 million gross and \$7.8 million net over the already existing 1999 City funding of \$124.6 million gross and \$68.7 million net.

The 2000 Operating Budget includes \$6.6 million gross and \$2.6 million net to implement many of the Children and Youth Action's Committee's recommendations, representing implementation of 42.6% of the gross and 33.3% of the net request being approved. This funding reflects part year implementation for 2000 with a total spending commitment of \$13.7 million gross and \$5.7 million net for 2001. 88.4% of the Task Forces gross request and 73.1% of the net request will be funded for 2001.

The 2000 Operating Budget also includes \$0.610 million in funding for Environmental Task Force initiatives. \$0.305 million will be requested to be funded by the Toronto Atmospheric Fund for environmental grant requests and the balance through the Works and Emergency Services Department for initiatives related to the Water and Waste Water, Transportation and Solid Waste Management programs.

8. 2000 Other Highlights:

Base Budget Changes

The 2000 base budget has absorbed increased costs and savings with the following major items noted below:

(a) Increased Costs

- Restored funding in Parks and Recreation to maintain 1998 service levels (\$4.5 million)
- Increased cost of snow removal contracts (\$4.3 million)
- Increased cost of downloading (\$31.3 million)
- Increased garbage hauling costs (\$5.8 million)
- Impact of capital projects (\$2.3 million)

- Increase in debt service costs, excluding TTC subsidy loss (\$17.1 million)
- Payment for Board of Education space (\$1 million)

(b) Major Savings

- Savings from the reduction in Council size from 57 to 44 (-\$0.300 million) have been incorporated
- Social housing mortgage savings (-\$14 million)
- Reduction in annual welfare caseload (including transferred caseload) from 88,500 to 77,000 cases (-\$10.8 million net)
- Amalgamation savings (-\$15.8 million)
- Lower costs due to operational efficiencies in Solid Waste Management (-\$4.2 million)

(c) Revenue Changes

(i) Increased Fees:

- Toronto Zoo admission rate and parking rate increase of \$1 each (\$1 million)
- Increased rates for the sale of recyclable materials (\$3 million)
- Increased revenues from renegotiated bus shelter agreements (\$1.5 million)
- Ferry rate increase by \$1 for children and students (\$0.4 million)
- Golf rate increase by \$3 per round (\$0.7 million)
- Enhanced concession revenues (\$0.8 million)
- Increased revenue from Tax Certificates (\$0.4 million)
- Homes for the Aged User Fee increases (\$0.4 million)
- Library overdue book fines (\$0.2 million)

(ii) Volume Changes:

- Increased building permit activity (\$4 million)
- Toronto Zoo attendance adjustment to 3-year average (-\$1.1 million)
- Increased paid disposal tonnage (\$3.3 million)

OPERATING BUDGET OVERVIEW

9. 2001 Outlook

The 2001 outlook projects that the City will be facing pressures as a result of 1999 Council decisions (annual impact) and approval of the 2000 Operating Budget. In addition to funding the 3.2% wage settlement increase and continuing capital financing costs, the following list highlights some of the significant annualization pressures:

- Annualization of the initiatives from the Children's and Youth Action Committee' Action Plan (\$3.1 million);
- Payments to the Board of Education for recreation space use (\$5 million)
- Continued increases in the per diem rates to childcare purchase of service contracts (\$7 million)
- Annualization of the cost of additional 29 ambulance attendants (\$0.5 million) and 81 police officers (\$2.1 million)
- Continued harmonization of sidewalk and windrow snow clearing (\$1.8 million) and twice a week summer garbage collection (\$0.600 million)
- Projected reduction in prior year surplus (\$27 million)
- An increase in capital financing costs of \$30 million for 2001
- TTC – Negotiated wage settlement increases (\$16.5 million) and inflation pressures
- TTC – full year impact of phase II service expansion (\$6 million)

The 2000 Operating Budget of \$5,934.4 million gross and \$2,598.9 million net includes a base budget of \$5,754.3 million gross and \$2,522.9 million net to maintain current service levels as well as \$180.1 million gross and \$75.9 million net for new service level changes

The 2000 Operating Budget achieves a zero tax rate increase for the third consecutive year while maintaining core services and expanding services that meet increased demand for the City to protect or enhance the quality of life for Toronto residents. However, provincially downloaded costs continue to challenge the City's financial flexibility. The 2001 outlook projects that the City will be facing significant pressures to fund increased costs to service capital works as well as the impact of service expansions. In addition, provision must be found to fund the third year of negotiated wage settlement costs.

OPERATING BUDGET OVERVIEW

Summary of Gross Expenditures

2000 Operating Budget

Program Summary

Gross Expenditure Estimates on a Program Basis

(In \$000's)	1999 Council Approved Budget	2000 Council Approved Budget	2000 Budget/1999 Budget \$	%
Community and Neighbourhood Services:				
Children's Services	234,833.3	271,404.4	36,571.1	15.6%
Homes for the Aged	126,275.9	127,784.3	1,508.4	1.2%
Shelter, Housing & Support	406,618.7	422,170.5	15,551.8	3.8%
Social Development & Administration	10,094.1	10,776.2	682.1	6.8%
Social Services	1,066,069.8	1,033,283.4	(32,786.4)	(3.1%)
Department Total	1,843,891.8	1,865,418.8	21,527.0	1.2%
Works and Emergency Services:				
Toronto Ambulance Services	76,247.5	83,836.3	7,588.8	10.0%
Solid Waste Management	125,964.4	132,045.4	6,081.0	4.8%
Toronto Fire Services	219,062.1	223,298.8	4,236.7	1.9%
Transportation	184,734.6	190,606.0	5,871.4	3.2%
Works - Support Services	18,978.4	30,579.0	11,600.6	61.1%
Works - Technical Services	32,458.0	38,998.9	6,540.9	20.2%
Department Total	657,445.0	699,364.4	41,919.4	6.4%
Economic Development, Culture and Tourism:				
Culture	9,043.9	9,699.3	655.4	7.2%
Customer & Business Support	17,606.8	17,205.9	(400.9)	(2.3%)
Economic Development	6,463.0	6,603.0	140.0	2.2%
Parks & Recreation	169,994.7	176,115.1	6,120.4	3.6%
Special Events	6,857.2	6,230.2	(627.0)	(9.1%)
Department Total	209,965.6	215,853.5	5,887.9	2.8%
Urban Development Services:				
Urban Development Services (Incl. Licencing)	67,037.0	72,342.5	5,305.5	7.9%
Department Total	67,037.0	72,342.5	5,305.5	7.9%
Corporate Services:				
City Clerk's	35,963.9	40,073.2	4,109.3	11.4%
Service Integration & Support	1,099.5	1,099.5	0.0	0.0%
Corporate Communications	5,849.3	5,560.3	(289.0)	(4.9%)
Facilities & Real Estate	81,947.4	84,525.4	2,578.0	3.1%
Fleet Management Services	22,516.1	21,819.7	(696.4)	(3.1%)
Human Resources	21,075.4	21,479.0	403.6	1.9%
Information & Technology	36,854.4	35,524.0	(1,330.4)	(3.6%)
Legal	17,613.1	17,488.4	(124.7)	(0.7%)
Department Total	222,919.1	227,569.5	4,650.4	2.1%

OPERATING BUDGET OVERVIEW

(In \$000's)	1999 Council Approved Budget	2000 Council Approved Budget	2000 Budget/1999 Budget \$ %	
Finance:				
Department Total	61,529.2	62,310.9	781.7	1.3%
Other:				
Audit	2,335.3	2,822.3	487.0	20.9%
Chief Administrative Officer's Office	5,785.1	5,259.1	(526.0)	(9.1%)
Council	19,552.8	18,761.9	(790.9)	(4.0%)
Mayor's Office	1,446.5	1,446.5	0.0	0.0%
TOTAL - CITY OPERATIONS	3,091,907.4	3,171,149.4	79,242.0	2.6%
Special Purpose Bodies:				
Public Health	111,820.6	121,710.7	9,890.1	8.8%
Toronto Public Library	109,804.8	110,208.3	403.5	0.4%
Exhibition Place	36,369.6	37,937.6	1,568.0	4.3%
Theatres	21,611.6	17,561.6	(4,050.0)	(18.7%)
Toronto Zoo	22,800.0	22,183.8	(616.2)	(2.7%)
Arena Boards of Management	4,339.7	4,313.3	(26.4)	(0.6%)
Toronto Housing Company	251,073.2	256,801.3	5,728.1	2.3%
Toronto Region Conservation Authority	20,816.1	22,076.0	1,259.9	6.1%
GTSB/GO Transit	53,640.0	53,188.5	(451.5)	(0.8%)
Toronto Transit Commission	760,720.7	802,000.9	41,280.2	5.4%
Toronto Police Services	537,911.4	554,293.5	16,382.1	3.0%
TOTAL - SPECIAL PURPOSE BODIES	1,930,907.7	2,002,275.5	71,367.8	3.7%
Corporate Accounts:				
Consolidated Grant Program	44,590.2	46,689.8	2,099.6	4.7%
Capital & Corporate Financing	367,011.0	402,011.0	35,000.0	9.5%
Non-Program Expenditures				
- Tax Deficiencies/Write-offs	159,729.2	110,586.9	(49,142.3)	(30.8%)
- Downloading - Assessment Function	25,759.0	25,560.0	(199.0)	(0.8%)
- Temporary Borrowing	1,654.0	1,500.0	(154.0)	(9.3%)
- Funding of Employee Related Liabilities	79,990.6	124,070.0	44,079.4	55.1%
- Contingency	14,255.0	7,662.1	(6,592.9)	(46.2%)
- Other Corporate Expenditures	5,961.2	5,961.2	0.0	0.0%
- Insurance Premiums & Claims	3,700.0	3,700.0	0.0	0.0%
- Parking Tag Enforcement & Oper.	29,838.3	31,528.0	1,689.7	5.7%
- Recovery: Local Services Realignment	1,723.0	1,723.0	0.0	0.0%
Non-Program Expenditures	322,610.3	312,291.2	(10,319.1)	(3.2%)
TOTAL - CORPORATE ACCOUNTS	734,211.5	760,992.0	26,780.5	3.6%
LEVY OPERATIONS GROSS EXPENDITURES	5,757,026.6	5,934,416.9	177,390.3	3.1%
Less Interdepartmental Recoveries	(139,215.8)	(158,605.0)	(19,389.2)	13.9%
LEVY OPERATIONS LESS INTERDEPT. RECOVERIES	5,617,810.8	5,775,811.9	158,001.1	2.8%
NON LEVY OPERATIONS:				
Parking Authority	60,319.0	68,978.3	8,659.3	14.4%
Water & Waste Water	442,033.4	439,758.9	(2,274.5)	(0.5%)
NON LEVY OPERATIONS GROSS EXPENDITURES	502,352.4	508,737.2	6,384.8	1.3%

OPERATING BUDGET OVERVIEW

Summary of Gross Revenues

2000 Operating Budget Program Summary
Revenue Estimates on a Program Basis

(In \$000's)	1999 Council Approved Budget	2000 Council Approved Budget	2000 Budget/1999 Budget \$	Budget %
Community and Neighbourhood Services:				
Children's Services	193,341.3	219,278.3	25,937.0	13.4%
Homes for the Aged	103,361.0	105,646.6	2,285.6	2.2%
Shelter, Housing & Support	135,081.1	152,905.3	17,824.2	13.2%
Social Development & Administration	5,777.7	6,336.7	559.0	9.7%
Social Services	799,085.5	783,849.3	(15,236.2)	(1.9%)
Department Total	1,236,646.6	1,268,016.2	31,369.6	2.5%
Works and Emergency Services:				
Toronto Ambulance Services	43,403.1	49,035.1	5,632.0	13.0%
Solid Waste Management	57,948.4	65,068.8	7,120.4	12.3%
Toronto Fire Services	1,622.6	3,445.6	1,823.0	112.4%
Transportation	31,581.4	38,526.9	6,945.5	22.0%
Works - Support Services	18,978.4	30,579.0	11,600.6	61.1%
Works - Technical Services	32,458.0	38,998.9	6,540.9	20.2%
Department Total	185,991.9	225,654.3	39,662.4	21.3%
Economic Development, Culture and Tourism:				
Culture	2,219.2	2,448.7	229.5	10.3%
Customer & Business Support	345.0	1,744.1	1,399.1	405.5%
Economic Development	350.0	527.9	177.9	50.8%
Parks & Recreation	60,327.7	58,238.2	(2,089.5)	(3.5%)
Special Events	3,044.8	2,936.4	(108.4)	(3.6%)
Department Total	66,286.7	65,895.3	(391.4)	(0.6%)
Urban Development Services:				
Urban Development Services (Incl. Licencing)	52,874.2	60,162.9	7,288.7	13.8%
Department Total	52,874.2	60,162.9	7,288.7	13.8%
Corporate Services:				
City Clerk's	14,745.3	19,041.1	4,295.8	29.1%
Service Integration & Support	0.0	0.0	0.0	N/A
Corporate Communications	114.0	114.0	0.0	0.0%
Facilities & Real Estate	36,232.4	40,576.5	4,344.1	12.0%
Fleet Management Services	22,516.1	21,819.7	(696.4)	(3.1%)
Human Resources	824.1	933.5	109.4	13.3%
Information & Technology	4,300.6	3,007.9	(1,292.7)	(30.1%)
Legal	2,253.3	2,148.3	(105.0)	(4.7%)
Department Total	80,985.8	87,641.0	6,655.2	8.2%
Finance:				
Department Total	31,331.6	32,563.7	1,232.1	3.9%
Other:				
Audit	154.2	154.0	(0.2)	(0.1%)
Chief Administrative Office	506.6	189.1	(317.5)	(62.7%)
Council	44.9	44.9	0.0	0.0%
Mayor's Office	0.0	0.0	0.0	N/A
TOTAL - CITY OPERATIONS	1,654,822.5	1,740,321.4	85,498.9	5.2%

OPERATING BUDGET OVERVIEW

(In \$000's)	1999 Council Approved Budget	2000 Council Approved Budget	2000 Budget/1999 Budget \$ %	
Special Purpose Bodies:				
Public Health	58,261.2	66,460.7	8,199.5	14.1%
Toronto Public Library	11,851.9	12,103.0	251.1	2.1%
Exhibition Place	37,324.9	38,994.1	1,669.2	4.5%
Theatres	20,139.5	15,651.5	(4,488.0)	(22.3%)
Toronto Zoo	15,525.0	14,908.8	(616.2)	(4.0%)
Arena Boards of Management	4,235.5	4,209.1	(26.4)	(0.6%)
Toronto Housing Company	251,073.2	256,801.3	5,728.1	2.3%
Toronto Region Conservation Authority	16,759.1	18,019.0	1,259.9	7.5%
GTSB/GO Transit	0.0	0.0	0.0	N/A
Toronto Transit Commission	572,592.4	621,366.1	48,773.7	8.5%
Toronto Police Services	15,011.4	20,561.4	5,550.0	37.0%
TOTAL - SPECIAL PURPOSE BODIES	1,002,774.1	1,069,075.0	66,300.9	6.6%
Corporate Accounts:				
Consolidated Grant Program	1,924.2	4,497.1	2,572.9	133.7%
Capital & Corporate Financing	25,100.0	25,100.0	0.0	0.0%
Non-Program Expenditures				
- Funding of Employee Related Liabilities	0.0	0.0	0.0	N/A
- Contingency	0.0	0.0	0.0	N/A
- Other Corporate Expenditures	500.0	500.0	0.0	0.0%
- OMERS Surplus	24,000.0	24,000.0	0.0	0.0%
- Recovery: Local Services Realignment	19,100.0	19,100.0	0.0	0.0%
Non-Program Expenditures	43,600.0	43,600.0	0.0	0.0%
Non-Program Revenue				
- Payments in Lieu of Taxes	190,425.6	179,987.4	(10,438.2)	(5.5%)
- Supplementary Taxes	5,000.0	5,000.0	0.0	0.0%
- Tax Penalties	40,125.0	40,125.0	0.0	0.0%
- Interest/Investment Earnings	61,000.0	68,000.0	7,000.0	11.5%
- Prior Year Deficit/(Surplus)	45,000.0	40,000.0	(5,000.0)	(11.1%)
- Other Corporate Revenues	7,973.3	5,145.0	(2,828.3)	(35.5%)
- Parking Authority Revenues	15,500.0	21,059.0	5,559.0	35.9%
- Recoveries from Water	18,973.0	18,973.0	0.0	0.0%
- Downloading - Provincial Offences Act	13,000.0	13,000.0	0.0	0.0%
- Parking Tag Enforcement & Oper.	56,050.0	61,604.0	5,554.0	9.9%
- Billing Gain	0.0	0.0	0.0	N/A
Non-Program Revenues	453,046.9	452,893.4	(153.5)	(0.0%)
TOTAL - CORPORATE ACCOUNTS	523,671.1	526,090.5	2,419.4	0.5%
LEVY OPERATIONS REVENUES	3,181,267.7	3,335,486.9	154,219.2	4.8%
Less Interdepartmental Recoveries	(139,215.8)	(158,605.0)	(19,389.2)	13.9%
LEVY OPERATIONS LESS INTERDEPT. RECOVERIES	3,042,051.9	3,176,881.9	134,830.0	4.4%
NON LEVY OPERATIONS:				
Parking Authority	60,319.0	68,978.3	8,659.3	14.4%
Water & Waste Water	442,033.4	439,758.9	(2,274.5)	(0.5%)
NON LEVY OPERATIONS REVENUES	502,352.4	508,737.2	6,384.8	1.3%

OPERATING BUDGET OVERVIEW

Summary of Net Expenditures

2000 Operating Budget Program Summary
Net Expenditure Estimates on a Program Basis

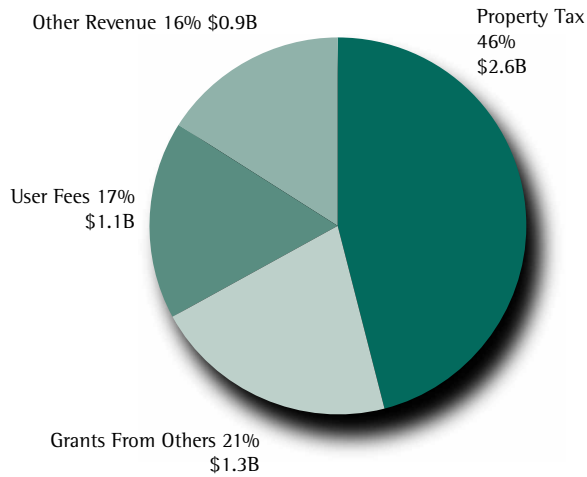
(In \$000's)	1999 Council Approved Budget	2000 Council Approved Budget	2000 Budget/1999 Budget \$	%
Community and Neighbourhood Services:				
Children's Services	41,492.0	52,126.1	10,634.1	25.6%
Homes for the Aged	22,914.9	22,137.7	(777.2)	(3.4%)
Shelter, Housing & Support	271,537.6	269,265.2	(2,272.4)	(0.8%)
Social Development & Administration	4,316.4	4,439.5	123.1	2.9%
Social Services	266,984.3	249,434.1	(17,550.2)	(6.6%)
Department Total	607,245.2	597,402.6	(9,842.6)	(1.6%)
Works and Emergency Services:				
Toronto Ambulance Services	32,844.4	34,801.2	1,956.8	6.0%
Solid Waste Management	68,016.0	66,976.6	(1,039.4)	(1.5%)
Toronto Fire Services	217,439.5	219,853.2	2,413.7	1.1%
Transportation	153,153.2	152,079.1	(1,074.1)	(0.7%)
Works - Support Services	0.0	0.0	0.0	N/A
Works - Technical Services	0.0	0.0	0.0	N/A
Department Total	471,453.1	473,710.1	2,257.0	0.5%
Economic Development, Culture and Tourism:				
Culture	6,824.7	7,250.6	425.9	6.2%
Customer & Business Support	17,261.8	15,461.8	(1,800.0)	(10.4%)
Economic Development	6,113.0	6,075.1	(37.9)	(0.6%)
Parks & Recreation	109,667.0	117,876.9	8,209.9	7.5%
Special Events	3,812.4	3,293.8	(518.6)	(13.6%)
Department Total	143,678.9	149,958.2	6,279.3	4.4%
Urban Development Services:				
Urban Development Services (Incl. Licencing)	14,162.8	12,179.6	(1,983.2)	(14.0%)
Department Total	14,162.8	12,179.6	(1,983.2)	(14.0%)
Corporate Services:				
City Clerk's	21,218.6	21,032.1	(186.5)	(0.9%)
Service Integration & Support	1,099.5	1,099.5	0.0	0.0%
Corporate Communications	5,735.3	5,446.3	(289.0)	(5.0%)
Facilities & Real Estate	45,715.0	43,948.9	(1,766.1)	(3.9%)
Fleet Management Services	0.0	0.0	0.0	N/A
Human Resources	20,251.3	20,545.5	294.2	1.5%
Information & Technology	32,553.8	32,516.1	(37.7)	(0.1%)
Legal	15,359.8	15,340.1	(19.7)	(0.1%)
Department Total	141,933.3	139,928.5	(2,004.8)	(1.4%)
Finance:				
Department Total	30,197.6	29,747.2	(450.4)	(1.5%)
Other:				
Audit	2,181.1	2,668.3	487.2	22.3%
Chief Administrative Officer's Office	5,278.5	5,070.0	(208.5)	(3.9%)
Council	19,507.9	18,717.0	(790.9)	(4.1%)
Mayor's Office	1,446.5	1,446.5	0.0	0.0%
TOTAL - CITY OPERATIONS	1,437,084.9	1,430,828.0	(6,256.9)	(0.4%)

OPERATING BUDGET OVERVIEW

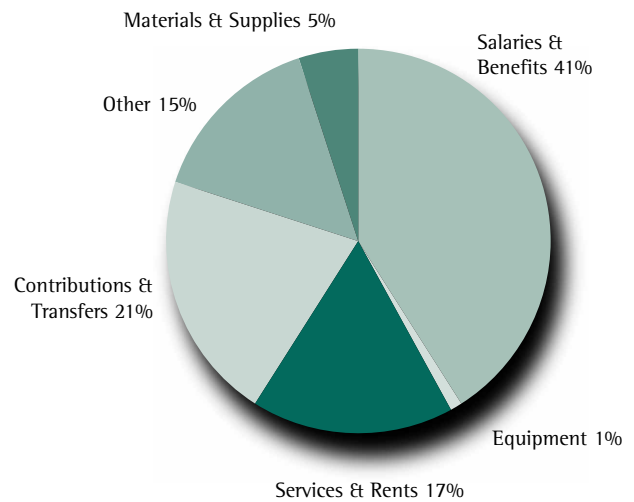
(In \$000's)	1999 Council Approved Budget	2000 Council Approved Budget	2000 Budget/1999 Budget \$	%
Special Purpose Bodies:				
Public Health	53,559.4	55,250.0	1,690.6	3.2%
Toronto Public Library	97,952.9	98,105.3	152.4	0.2%
Exhibition Place	(955.3)	(1,056.5)	(101.2)	10.6%
Theatres	1,472.1	1,910.1	438.0	29.8%
Toronto Zoo	7,275.0	7,275.0	0.0	0.0%
Arena Boards of Management	104.2	104.2	(0.0)	(0.0%)
Toronto Housing Company	0.0	0.0	0.0	N/A
Toronto Region Conservation Authority	4,057.0	4,057.0	0.0	0.0%
GTSB/GO Transit	53,640.0	53,188.5	(451.5)	(0.8%)
Toronto Transit Commission	188,128.3	180,634.8	(7,493.5)	(4.0%)
Toronto Police Services	522,900.0	533,732.1	10,832.1	2.1%
TOTAL - SPECIAL PURPOSE BODIES	928,133.6	933,200.5	5,066.9	0.5%
Corporate Accounts:				
Consolidated Grant Program	42,666.0	42,192.7	(473.3)	(1.1%)
Capital & Corporate Financing	341,911.0	376,911.0	35,000.0	10.2%
Non-Program Expenditures	279,010.3	268,691.2	(10,319.1)	(3.7%)
Non-Program Revenues	(453,046.9)	(452,893.4)	153.5	(0.0%)
TOTAL - CORPORATE ACCOUNTS	210,540.4	234,901.5	24,361.1	11.6%
LEVY OPER. NET EXPENDITURES	2,575,758.9	2,598,930.0	23,171.1	0.9%
NON LEVY OPERATIONS:				
Parking Authority	0.0	0.0	0.0	N/A
Water & Waste Water	0.0	0.0	0.0	N/A
NON LEVY OPERATIONS NET EXPENDITURES	0.0	0.0	0.0	N/A

OPERATING BUDGET OVERVIEW

WHERE THE MONEY COMES FROM . . .

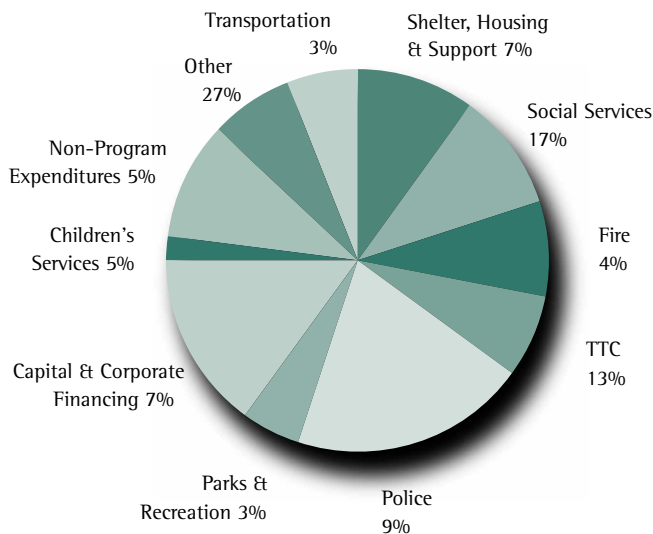


CITY EXPENDITURE BY EXPENDITURE OBJECT



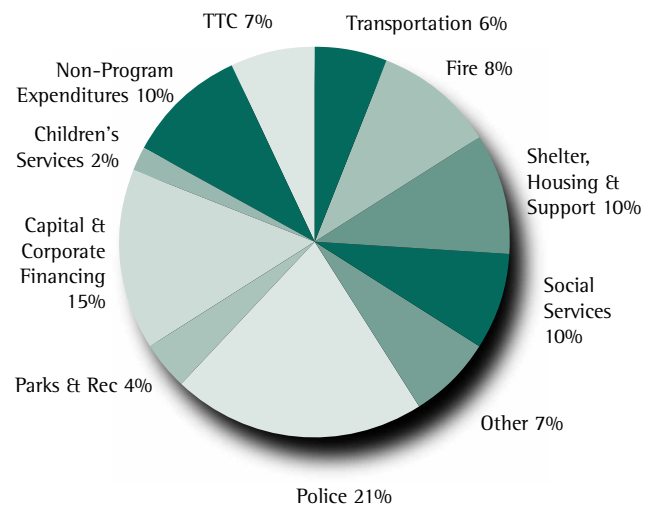
WHERE THE MONEY GOES . . .

Gross Expenditure



WHERE THE MONEY GOES . . .

Net Expenditure



CAPITAL BUDGET OVERVIEW

2000 – 2004 CAPITAL BUDGET PROCESS AND GUIDELINES

Capital Program Priorities

To provide criteria for assessing capital program priorities, in July 1999, Council approved the following four capital project categories;

- (1) State of Good Repair – Reflects capital projects required for maintenance, repair and replacement of existing assets, including replacement to meet health and safety issues or to extend the useful life of the asset by 10 years or more. (e.g.: TTC surface track replacement program).
- (2) Legislated/City Policy – A higher level of “State of Good Repair”, defines projects which are required to meet Provincial or Federal legislation or to comply with City policy (e.g.: Environmental Initiatives).
- (3) Growth/Expansion – Provides for projects that support growth and development across the City, with associated development charge revenues. (eg: a new day-care facility required as a result of population growth).
- (4) Service Improvement – Provides for improvements in service delivery above the current Council approved standard or provides for the introduction of new services (eg: urban streetscape/beautification projects).

Projects defined by Categories one and two are combined into a State of Good Repair classification and projects defined by Categories three and four are combined into Service Expansion/Improvement classification.

In August 1999, the process, timetable and guidelines for the 2000 – 2004 Capital Program and 10-Year Capital Plan, as adopted by Council, were provided to the program areas.

Capital program targets were not issued with the capital budget guidelines. This allowed program areas to first specify their requirements without imposing financial constraints upfront. Future capital budget cycles will have capital envelopes set based on affordability levels and then have the Standing Committees review priorities and policies before the capital program submission is developed.

Program areas were provided with an optional ranking tool to assist in prioritizing capital projects within their respective program areas. The system involves the evaluation of a capital project by assigning a point rating to several pre-defined criteria (i.e. capital project category, service level standards, link to Council's strategic plan etc.).

A new capital data management system was developed and provided the program areas a streamlined system to develop their detailed business cases. The new system effectively reduced paper flow and provided improved systems support to eliminate duplicate systems and increase efficiency. Councillors and their staff were also provided training and access to the system to improve turnaround time for information throughout the capital budget process. Presently, there are approximately 3,800 business cases input by program staff on the system, representing a 10-year planning horizon for the City's capital program.

Capital Program Request

The five-year capital program request (tax supported) for Departments, Agencies, Boards and Commissions totalled \$4.9 billion in gross expenditures and cash flow requirements. The TTC five-year capital program request totalled \$2.1 billion in gross expenditures, representing 42% of the total program. The balance of \$2.8 billion or 58% relates to other City Programs, Agencies and Boards.

The 2000 component of the five-year capital program request (tax supported) totalled \$1.1 billion in gross expenditures, with \$0.6 billion or 52% relating to previously approved projects and \$0.5 billion or 48% relating to new projects. The majority of the new projects requested (\$0.4 billion) are categorized as “State of Good Repair” and “Legislated/City Policy”.

The five-year capital program request (non-tax supported) for Departments, Agencies, Boards and Commissions totalled \$1.4 billion in gross expenditures and cash flow requirements. Of this total, \$1.3 billion relates to the Water and Wastewater programs, with the balance pertaining to capital requirements

CAPITAL BUDGET OVERVIEW

for the Toronto Parking Authority, TEDCO and the Toronto Port Authority. The non-tax supported capital program is fully funded from reserves or other revenues.

The 2000 component of the five-year capital program request (non-tax supported) totalled \$342.6 million in gross expenditures, with \$295.8 million relating to the Water and Wastewater programs.

Administrative Review Process

During October and November, 1999, 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. Review meetings were also conducted with staff from specific program areas (e.g.: TTC, Transportation, Police etc.) to discuss major program issues.

The program submissions for the 2000 Tax Supported Capital Program totalled \$1.2 billion in gross expenditures and \$980.3 million in net expenditures. Of the total program request, \$682 million or 59% represented a combination of backlog and on-going State of Good Repair requirements. Of the total State of Good Repair program requested, \$274 million or 40% related to previously approved projects and \$408 million or 60% was identified for new projects. The backlog related to the State of Good Repair program had developed largely as a result of capital project deferrals in previous years.

The base level expenditures for the tax supported program submission totalled \$918 million, requiring \$430 million in borrowing, an increase of \$320 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. The 2000–2004 recommended capital program was developed in accordance with the following principles and guidelines:

(1) Priorities were balanced with the corporate affordability target. A borrowing level of \$170 million provided an envelope for the Tax Supported Base Program of \$678

million in gross expenditures. Of the \$678 million available base envelope, \$333 million was provided for previously approved projects, leaving \$345 million for new projects.

- (2) Projects categorized as “State of Good Repair” (including “Legislated/City Policy” projects) were given high priority. These projects address core infrastructure requirements and are basically fixed over the five year plan. Corporately, \$266 million or 80% of the \$345 million available envelope for new projects was allocated to State of Good Repair initiatives. The backlog related to these infrastructure projects is generally to be amortized over five years. A strategic assessment of the city’s facilities will be completed next year.
- (3) Corporate priorities also recognized the need for strategic investments in service improvement/expansion projects. These projects provide for enhancements to the physical and social infrastructure arising from growth-related issues. Corporately, \$79 million or 20% of the \$345 million available envelope for new projects was allocated to the service improvement/expansion category.
- (4) Capital project harmonization and service levelling issues related to maintenance and facilities have been considered. Capital project harmonization related to service standards and development related issues have been amortized over 10 years.
- (5) 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 2000 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.
- (6) For the 2000–2004 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 2000 capital program. Cash flow projections will be used to determine long-term financing requirements and develop a comprehensive debt management policy.

CAPITAL BUDGET OVERVIEW

The Chief Administrative Officer, in conjunction with the Senior Management Team, reviewed program priorities and set a corporate envelope of \$678 million for the base capital program. At this expenditure level, \$170 million of borrowing would be required, an increase of \$60 million over the stable borrowing level of \$110 million. With \$333 million already committed for previously approved projects, \$345 million was available to provide for new projects. The State of Good Repair program was determined to be a higher priority set of infrastructure projects and therefore 80% or \$266 million of the available envelope of \$345 million was allocated to State of Good Repair initiatives. The balance of \$79 million or 20% was allocated to strategic investments in growth and service expansion projects.

As a result of the administrative review, a 2000 Recommended Tax Supported Capital Program, totalling \$678.9 million in gross expenditures and \$553.8 million in net expenditures for the city's base program was submitted to the Budget Advisory Committee at the preliminary review meetings held on November 15, 16, and 17, 1999. Subsequent to the Budget Advisory Committee review, carry-forward and technical adjustments of \$30.6 million gross and \$27.4 million net were added to the CAO's Recommended Capital Program. This revised the CAO's Recommended Capital Program to \$709.5 million in gross expenditures and \$581.2 million in net expenditures. The adjustments relate to capital underspending for previously approved projects that require cash flow in 2000. Corporately, there is no net impact from these adjustments since the corporate provision for capital underspending is increased by the amount of the carry-forward for previously approved projects.

Political Review Process

An overview presentation of the 2000-2004 capital program was provided to a joint meeting of the Policy and Finance and Budget Advisory Committees in November 1999 by the Chief Administrative Officer and the Chief Financial Officer and Treasurer. Budget Advisory Committee, at its preliminary review meetings, identified potential increases to capital requirements of \$23.1 million in gross expenditures and \$17.3 million in net expenditures for the tax supported base program.

The Chief Administrative Officer and the Chief Financial Officer and Treasurer Recommended Capital Program and a package of supplementary information by Community Councils was then forwarded to the respective Standing Committees and Community Councils for consideration during the political review meetings held in November and December 1999.

The Budget Advisory Committee conducted a final review and wrap-up of the capital program on December 9-10, 1999. Budget Advisory Committee conducted a comprehensive review of each program area and considered financial issues and other recommendations raised at the Standing Committee and Community Council reviews.

For the tax supported base program, Budget Advisory Committee recommended \$677.6 million in gross expenditures, a reduction of \$1.9 million from the \$678.9 million CAO Recommended budget. On net expenditures for the tax supported base program, Budget Advisory Committee recommended \$548.2 million, a reduction of \$5.5 million from the CAO recommended budget of \$553.8 million. Carry-forward and technical adjustments of \$30.6 million gross and \$27.4 million net, result in a revised tax supported base program of \$707.6 million in gross expenditures and \$575.7 million in net expenditures.

Included in Budget Advisory Committee's Recommended Capital Program is a transfer of all projects less than \$50,000 into the operating budget, with the total reduction in gross expenditures of \$4.5 million. This was fully offset by a corresponding reduction in capital from current funding.

COUNCIL'S APPROVED 2000-2004 CAPITAL PROGRAM

The five-year Tax Supported Capital Program for the City totals \$4.1 billion. The estimated gross expenditures are \$981.5 million in 2000; \$880.1 million in 2001; \$747.8 million in 2002; \$765.7 million in 2003 and \$682.1 million in 2004. The future year estimates include ongoing/phased and deferred projects which must be re-visited in future budget cycles.

CAPITAL BUDGET OVERVIEW

Capital projects which have been deferred and/or included as part of the future years capital program (2001-2005) are considered placeholders and will be subject to full review during the 2001-2005 capital budget review process, unless a project and its future year commitments have been recommended for approval in the 2000-2004 Capital Program.

The 2000 Approved Budget and future year commitments represent tax supported projects with a total cost of \$1.8 billion. These projects require a 2000 cash flow of \$981.5 million and future year commitments totalling \$404.7 million in 2001; \$189.7 million in 2002; \$113.6 million in 2003 and \$96.4 million in 2004.

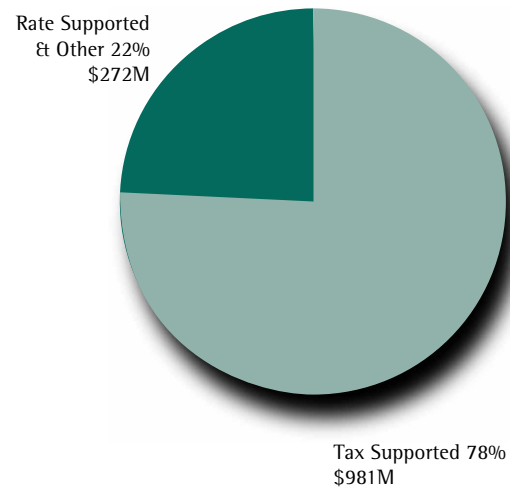
New projects included in the 2000-2004 Capital Program have a total cost of \$547.0 million. These projects require a 2000 cash flow of \$358.7 million and future year commitments totalling \$90.0 million in 2001; \$49.9 million in 2002; \$26.5 million in 2003 and \$21.8 million in 2004.

Previously approved projects with change in scope included in the 2000-2004 Capital Program have a total cost of \$423.2 million. These projects require a 2000 cash flow of \$142.0 million and future year commitments totalling \$84.7 million in 2001; \$71.1 million in 2002; \$62.9 million in 2003 and \$62.6 million in 2004.

Previously approved projects included in the 2000-2004 Capital Program have a total cost of \$815.6 million. The cash flow reflects the 2000 installment required for the completion of these projects. It is recommended that these projects be received.

COUNCIL'S APPROVED 2000 CAPITAL PROGRAM

2000 Capital Program Tax Supported
and Rate Supported \$1.3 Billion Cash Flow



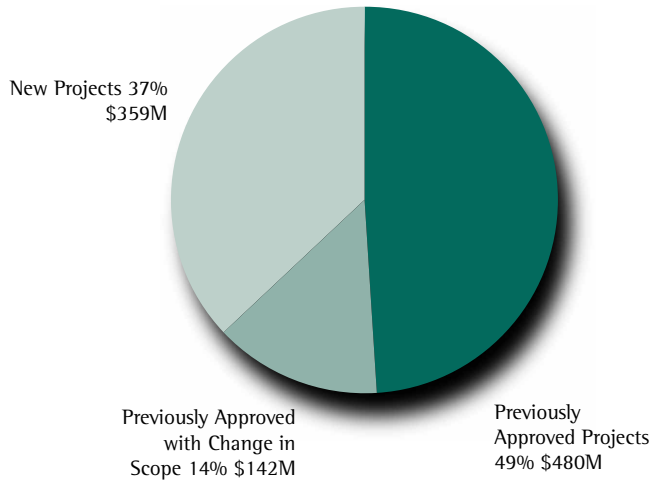
The 2000-2004 Capital Program for Rate Supported and other have a total cost of \$1.1 billion. These projects have an estimated 2000 cash flow of \$272 million.

A financial analysis respecting the financing of the 2000 Water and Wastewater Capital and Operating Budget was conducted by the Chief Financial Officer and Treasurer, which indicated a shortfall of \$55.0 million in available funding for the 2000 estimated cash flow request if the program were to become self-funding with no new debt financing. In order to avoid the need for debenture financing, projected cash flows would be reviewed further and considered by the Policy and Finance Committee in June 2000.

Pending consideration of the Water and Wastewater revised plan, a total 2000 cash flow commitment of \$240 million was recommended. Cash flows for the remaining four years would be reduced by an additional \$272.0 million, in order for the funding level to be consistent with the recommended capital financing strategy that provides for full funding of capital improvements through the water rate and through tying rate increases to future changes in the Consumers Price Index.

CAPITAL BUDGET OVERVIEW

2000 Capital Overview Tax Supported Program
\$981M (Cash flow) by Project Type



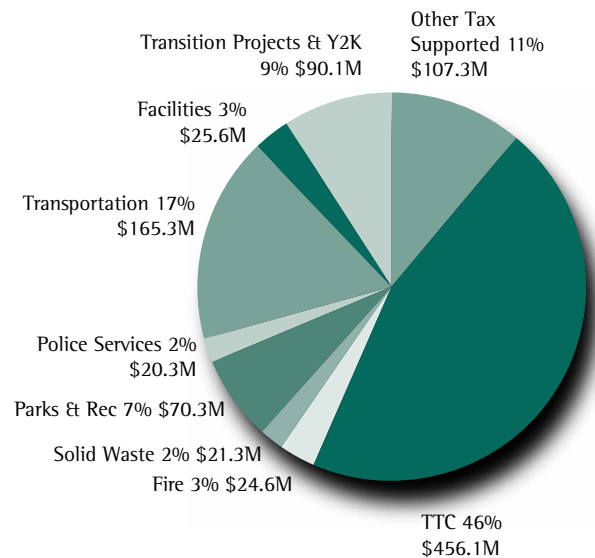
The 2000 tax supported capital program of \$981 million provides for \$705 million for the Base Program and \$276 million for extraordinary projects. Of the \$705 million for the Base Program, \$359 million or 37% reflects expenditures for new programs and \$622 million or 63% relates to previously approved projects.

The extraordinary projects, with a total cost of \$276 million, consist of \$186 million for the Sheppard Subway, \$70 million for Transition Projects and \$20.0 million for the Y2K Project.

The 2000 cash flow component for all active 1999 and previously approved projects have been included in the 2000-2004 Capital Program.

\$505 million or 72% of the Base Program of \$705 million relates to three major program areas; TTC, Transportation and Parks & Recreation.

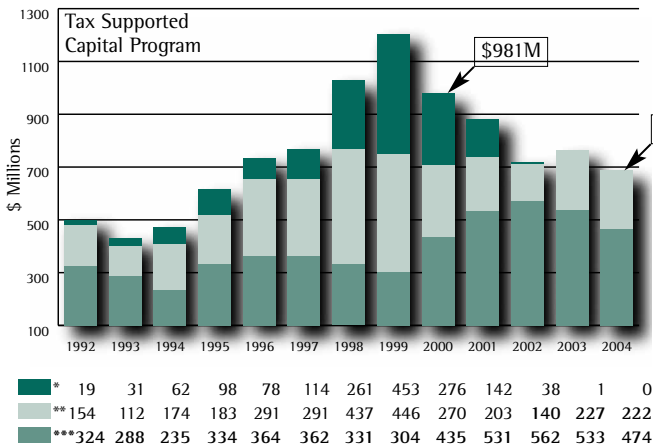
2000 Capital Program Tax Supported Programs
\$981 Million (Cash flow)



The TTC dominates the capital program, accounting for \$456 million or 46% of the total tax supported program. All other city departments, agencies, boards and commissions combined represent \$528 million or 54% of the total.

CAPITAL BUDGET OVERVIEW

Historical and Projected Trends



* Extraordinary Projects include Y2K Transition Projects & Sheppard Subway
 ** TTC – Base excludes R.T.E.P. (Sheppard Subway)
 ***City Base includes other ABC's (Police, Zoo, Exhibition Place)

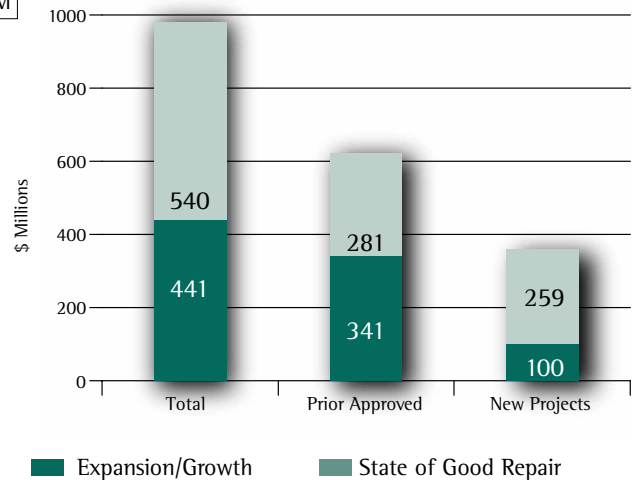
The historical borrowing level of \$110 million supports gross expenditure of \$613 million without adding to the City's net debt position. Expenditures over this level puts additional debt requirements on the City. The 2000 Recommended Capital Program has a base program of \$7.5 million for the TTC 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 is forecasted to be \$239 million. The 2000–2004 capital program request averages \$348 million and includes a request to accelerate a second subway car purchase of \$94 million. This was determined to be unaffordable. The recommended program for the TTC holds the capital program at the previously approved envelopes. New requests will be considered in 2004.

Overall, for the City the 2001–2004 average expenditure level of \$499 million is 50% 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 service expansion 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.

2000 Tax Supported Capital Budget \$981 Million (Cash Flow)



State of Good Repair for prior approved projects and new projects total \$540 million or 55% of the total tax supported program. The backlog relating to these projects is generally being amortized over five years.

Priority has been placed on the State of Good Repair and Legislated/City Policy categories. These categories combined account for \$259 million or 72% of the total allocated to new projects. It is also recognized that strategic investments in service improvements and expansion projects are needed, as indicated by the allocation of \$100 million or 28% to the Service Improvement and Growth-Related categories for 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 spending 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.

CAPITAL BUDGET OVERVIEW

The 2000-2004 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.

Project Highlights

The following are some of the significant projects included in the 2000 Capital Program:

- Rehabilitation and upgrades to various recreation and community centres, arenas, playgrounds and pools
- Various parkland development projects
- New funding required for St. Jamestown Recreation Centre Development
- Funding to complete the following previously approved projects:
 - Lord Dufferin Pool replacement
 - McCormick Community Centre renovation
 - Main Square Recreation Centre & Pool
 - Pinepoint Outdoor Pool reconstruction
 - Maryvale/Wexford Community Centre
 - Heron Park Community Centre
- Lakeshore Assembly Hall cultural infrastructure development.
- Rehabilitation and expansion of various library facilities.
- Various local, major road and sidewalk reconstruction and resurfacing projects.
- Gardiner Expressway dismantling from DVP to Leslie Street.
- Major expressway rehabilitation – Humber bridges.
- Fort York boulevard construction project.
- Various waterfront development and erosion control projects.
- Various streetscape improvement projects across the city.
- New Ambulance station construction – Morningside and Sheppard.
- Upgrades to communications switching equipment for the ambulance service.

- Construction of a new fire station in Scarborough.
- Commencement of the Guild re-vitalization project.
- Construction of a child care facility in North York.
- Renovations to Cummer Lodge.
- Black Creek Pioneer Village retrofit and development project.
- Major structural repairs to Casa Loma.
- Fort York restoration project.
- Rehabilitation and improvements to Nathan Phillips Square.
- Major renovations to Seaton House.

Highlights of new projects for non-tax supported programs – specifically water and wastewater include the following:

- Rehabilitating ageing water and sewer mains, through cleaning, relining, and reconstruction
- Construction of new water and sewer mains
- Works Best Practices initiatives
- Plant & equipment upgrades
- Plant environmental and capacity upgrades, such as construction of a new Outfall at Asbridges Bay Treatment Plant; Biosolids Improvement Studies; Water Service Repair Program

Harmonization Issues

The City continues to address the harmonization and service levelling issues in the 2000-2004 Capital Program. Across the seven former municipalities, there were differing standards for (i) service levels and (ii) maintenance or State of Good Repair.

The harmonization of service levels involves an assessment of the number and quality of facilities across the city. This assessment will identify needs based facility improvements and additions. Although the 2000-2004 Recommended Capital Program allows for strategic investments in service improvement and expansion projects, it is expected that service leveling and harmonization will be amortized over a 10 year timeframe.

CAPITAL BUDGET OVERVIEW

Future Year Impact of 2000 Capital Program

The 2000 Capital Program impacts both the future year's capital and operating budgets.

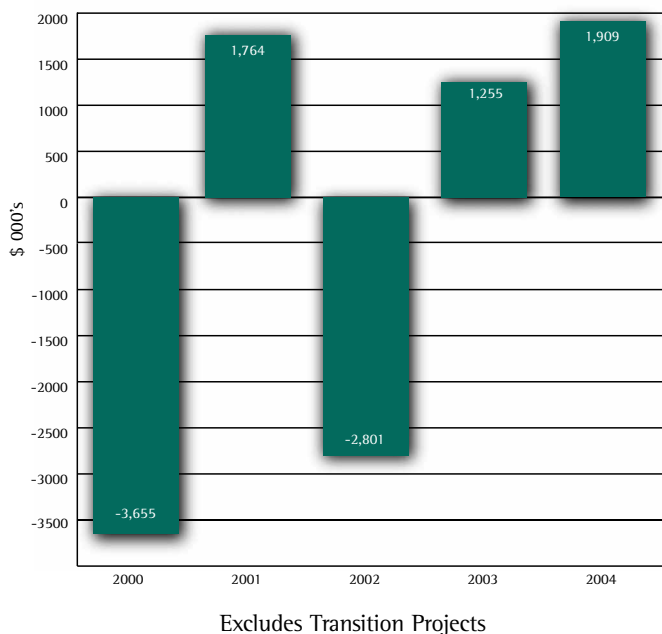
Approval of the \$981 million for the 2000 Capital Program entails future year commitments of \$405 million in 2001; \$190 million in 2002; \$114 million in 2003 and \$96 million in 2004, for a total cost of \$1.78 billion. This represents cash flows on multi-year projects that require financial commitments over the next three to four years. Assuming the City maintains the base program at the \$678 million affordability level, there is limited room available to add new projects in the future year capital program.

The capital budget impacts the operating budget in four areas:

- (i) Increased operating costs related to new or expanded facilities
- (ii) Efficiency savings from investments that reduce operating costs
- (iii) Direct contributions to the capital program to reduce annual borrowing requirements (ie: "Capital from Current")
- (iv) Principal and interest payments on debt issued for the capital program

The first two impacts are illustrated in the following chart.

Impact of 2000 Capital Budget on Operating Budget Net Expenditure Impact (2000-2004)



As indicated, cumulative net savings of \$1.5 million and a reduction of 528 full-time equivalent positions are forecast in the operating budget by 2004. Projects in the TTC and Police Service programs are expected to generate efficiency savings, while Parks and Recreation projects will add operating costs as a result of new facilities coming on stream.

The net savings of \$14.2 million by 2004 in the TTC's five-year capital program relates primarily to the following projects; Comstock Bus Garage, Tunnel Leak Remediation, Transit Priorities, Bus Purchases and equipment replacement.

The net savings of \$12.9 million by 2004 in the Toronto Police Service five-year capital program relates to the MDT Replacement and Occurrence Re-Engineering projects.

The \$8.7 million increase in the Parks and Recreation five-year capital program is driven mainly by new community centres, pools and park development.

The overall operating budget impact for the Tax Supported Base Program results in a reduction in operating costs of \$3.6M (16 FTE's) in 2000 and \$1.8M (reduction of 44 FTE's) in 2001; and cumulative net savings impact of \$1.5 million. A reduction of 528 full-time equivalent positions by 2004 will be reviewed in conjunction with the 2000 operating budget submission within the respective program areas.

Capital Budget Financing

For the Tax Supported Program, gross expenditures of \$981 million are financed by \$75.5 million Provincial Subsidy, \$8.9 million from Development Charges, \$86.6 million from TTC Reserve Funds and program revenues, capital from current \$146.1 million and \$89.1 million from Reserve Funds. Net debt requirements, after corporate revenues and capital underspending, total \$575.3 million.

CAPITAL BUDGET OVERVIEW

Capital Budget Policy Development

Prior to the start of the 2001 Capital Budget cycle, several capital budget policies will be developed. A capital policy project team has been established, with the objective of developing capital budget policies in the following areas:

- (1) **Definition of Capital Projects:** For the 2000 capital budget, Council originally approved a minimum level of \$250,000 at the project level as one criterion for defining a capital project. During the 2000 Capital Budget reviews, Budget Advisory Committee has recommended that this criterion be revised to \$50,000 at the sub-project level for the 2001 capital budget cycle.
- (2) **Activity Based Costing:** For the 2001 capital budget cycle, program areas will be asked to identify the staff involved in capital projects and the budget amounts. This will assist in developing a consistent accounting treatment.
- (3) **Land Acquisition Costs:** Presently, land acquisition costs associated with specific capital projects are not reflected in the capital program. While this practice protects the City from market factors related to potential property acquisitions for key projects, it has the impact of understating capital requirements. For the 2001 capital budget cycle, a policy will be developed to incorporate the anticipated land acquisition component assumed within the five year capital program while maintaining confidentiality.
- (4) **Fleet Capital Program:** Fleet capital requirements for the City's 2000 vehicle and equipment replacement program are being developed by Fleet Management in conjunction with Finance staff. For the 2001 capital budget cycle, the fleet program will be fully integrated into the capital budget process.

THE CAPITAL BUDGET VISION 2001 – 2005

The capital planning process is a strategic approach to ensure Council's capital program priorities are balanced with the City of Toronto's ability to finance capital infrastructure over the long-term.

The goal is to develop a capital budget consisting of a fully-justified five year capital program, with enhanced role and priority-setting responsibilities for the Standing Committees. Such a capital budget implies that all projects within the five year program will be approved to proceed. If projects outside of the five year program need to be accelerated or new projects added, trade-offs (i.e. deferrals, deletions or phasing of projects within the five year program) would be required to maintain the capital program within the original funding envelope. As a mature five year capital program becomes a reality, the future budget cycles roll forward year six of the capital plan into year five, with the first four years already adopted. Project approvals would also include approval of all operating costs associated with the project, including transfers to reserve funds for future capital replacements.

The capital program will become integrated with multi-year business planning and linked to Council's strategic priorities. It will be re-evaluated in every budget cycle and integrated with the multi-year business plans in each program area, which are in turn linked to Council's Strategic Plan. In the long-term, a mature capital budget will be developed that incorporates an evaluation tool that prioritizes projects across programs.

Budget Overview

Program Summaries



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

In partnership with the community, Children's Services promotes equitable access to high quality care for children and support to families residing in the City of Toronto. Children's services are planned, managed and provided in ways that invest in children's early development, respond to families' needs and choices and respect the diversity of the City's communities. An integrated approach to the provision of children's services ensures public value and benefit for all.

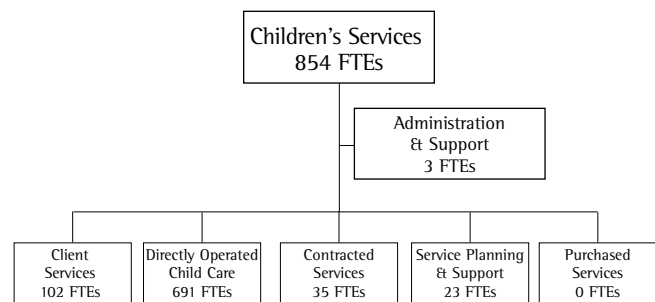
Children's Service

- committed to children
- supportive of families
- strengthening local communities

Program Description

The Children's Services Program is composed of six service areas: Divisional Office/Service Planning & Support, Client Services, Contract Services, Directly Operated Child Care Unit, Ontario Works Program, and Purchased Services.

Program Map



1999 Key Service Achievements

1. Integrated downloaded provincial programs into the City's portfolio of services following confirmation of municipal competency and readiness in the final report of the Provincial Operational Review and managed the enhanced child care system including support for Ontario Works in keeping with the provincial guidelines and service contract.
2. Supported the development and release of the City's Report Card on Children, 1999 and the associated implementation plan for the child care service component.
3. Completed the analysis of the Toronto Child Care Needs Survey.
4. Reviewed the organizational structure of the Children's Services Division and implemented Phase 1 of an organizational redesign plan to accommodate the broader service management mandate of the division following provincial downloading.

5. Ensured divisional Y2K readiness.
6. Completed the redesign and upgrade of the Children's Services Information System (CSIS) to accommodate the broader service management mandate following provincial downloading.
7. Completed service rationalization associated with amalgamation by assimilating the Braeburn Nursery School previously operated by Parks and Recreation, and by consolidating responsibility for family resource centres funded by the City.
8. Successfully negotiated additional child care support for the Ontario Works program through the Support to Employment Program (STEP), and the Learning, Earning and Parenting Program (LEAP).
9. Secured approval for an integrated policy framework to guide year 2000 local service planning for children's services.
10. Successfully supported the activities and initiatives of the City's Children and Youth Advocate.

2000 Strategic Direction and Service Priorities

1. Preserve the existing stock of licensed and subsidized child care. This amounts to a minimum of 35,000 licensed spaces available to subsidize 24,216 children.
2. Community Services Committee directed that the Division includes in its 2000 budget request consideration of the following items:
 - Expansion of the available fee subsidies by up to 2,000 spaces and broaden the range of care options to include 10 per cent more part-time care.
 - Implementation of a multi-year plan to return to payment of actual costs for purchased services.
 - Provision for renovations or replacement of existing playgrounds affected by the change in provincial regulations.
 - Full utilization of Support To Employment Funding (STEP) program to increase access to child care services for OW clients.
 - Adequate funding for the child care portion of Learning, Earning and Parenting (LEAP).

3. Develop a ward-based integrated service plan for child care services.
4. Identify and implement new or extended funding strategies and partnerships to support child care services.
5. As recommended in the Final Report of the Provincial Operational Review of Ontario Works and Child Care, secure provincial agreement and confirmation of the current supply and demand for subsidized and licensed child care services.

BUDGET HIGHLIGHTS

I. 2000 Operating Budget – Children's Services

Children's Services 2000 approved budget includes an additional \$ 36.571M gross and \$ 10.634M net over the 1999 funding level to deliver current services, as well as new services, as indicated below.

2000 Base Budget Changes

Includes \$11.252 million gross and \$6.951 million net for base budget changes:

	Gross (millions \$)	Net (millions \$)
Approved Corporation increase in funding	11.006	(0.888)
Inflationary increases	1.750	0.350
Transfer of Family Resources from		
Consolidated Grants	0.721	0.721
Restructuring-downloading		
Child Care Services	0.503	0.252
Change in legislation for User Fees (provincial download)	-	8.874
One-time saving Toronto School		
Board-rent phase out	(1.932)	(1.932)
Other base budget changes	(0.796)	(0.426)
Total Base Changes	11.252	6.951

Children's Services

2000 New Service Changes

Includes \$25.319 million gross and \$3.683 net for service level changes:

	Gross (millions \$)	Net (millions \$)
User Fee Reduction – impact of new Provincial minimum cost of living threshold	-	1.354
Playground recertification – renovation/ replacement of existing equipment to meet new Provincial standards	5.000	1.000
Learning, Earning and Parenting cost shared 80/20	2.810	0.562
2,000 Child Care Spaces, Net zero, One-time funded from the Social Services Reserve Fund \$2,735,280	13.676	-
Children and Youth Action Committee (CYAC):		
• Increase in per diem rate for operators at Child Care	3.333	0.667
• Increase to assist the family resource centres and special needs resourcing agencies' programs	0.500	0.100
Total New Changes	25.319	3.683
Total Base & New Changes	36.571	10.634

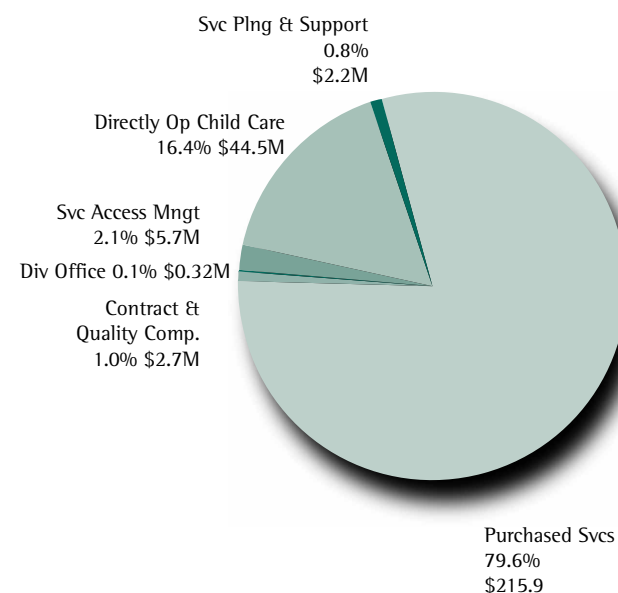
2000 Operating Program Summary by Service

Children's Services (Consolidated)

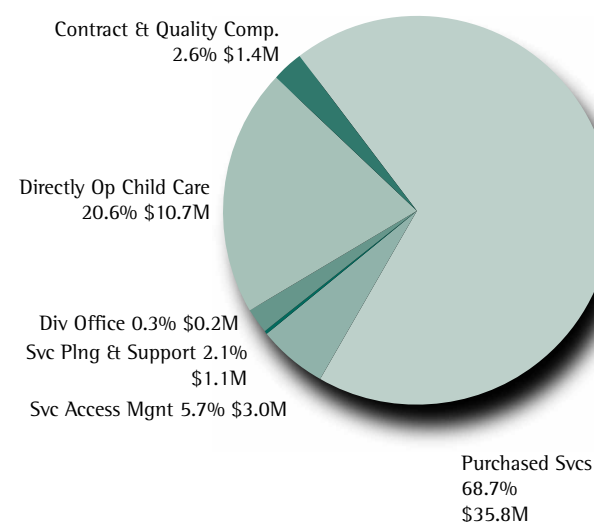
SERVICE	1999 Budget \$	2000 Approved \$	Change from 1999 \$	%
Purchased Services	179,777.9	215,957.8	36,179.9	20.1
Directly Operated Child Care	44,182.3	44,530.7	348.4	0.8
Divisional Office	438.2	322.9	(115.3)	(26.3)
Service Access Management	6,201.4	5,679.9	(521.5)	(8.4)
Contract & Quality Compliance	2,425.7	2,721.9	296.2	12.2
Service Planning & Support	1,807.8	2,191.2	383.4	21.2
TOTAL GROSS EXPENDITURES	234,833.3	271,404.4	36,571.1	15.6
Grants from Others	177,197.5	200,000.4	22,802.9	12.9
Interdepartmental Recoveries	0.0	0.0	0.0	NA
User Fees	16,143.5	14,790.1	(1,353.4)	(8.4)
Other	0.0	4,487.8	0.0	NA
TOTAL REVENUES	193,341.0	219,278.3	25,937.3	13.4
TOTAL NET EXPENDITURES EXCLUDING CAPITAL FINANCING	41,492.3	52,126.1	10,633.8	25.6
STAFFING COMPLEMENT				
Total Program	831.1	851.8	20.7	2.5
(in Equivalent Funded Positions)				

2000 Operating Budget – Children's Services

Gross Expenditures



Net Expenditures



II. 2000 Capital Budget – Children's Services

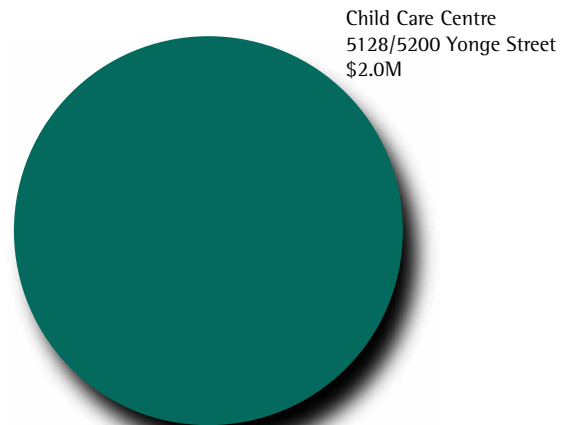
Total 2000 Gross Budget is \$2 million [1999 Budget – \$0M]

- \$2 million for a new child care centre in North York fully funded from the private sector, and scheduled to open in 2000.

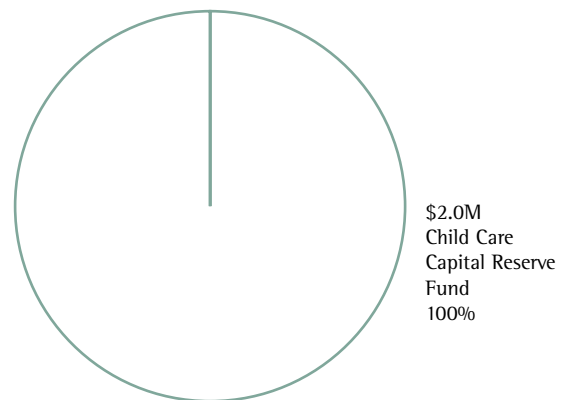
5 Year Capital Works Plan

NEW/CHANGE IN SCOPE PROJECTS	APPROVED		COMMITMENTS			
	2000	2001	2002	2003	2004	Total
Child Care Centre - 5128/5200 Yonge Street	<u>2,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>2,000</u>
NEW/CHANGE IN SCOPE PROJECTS	2,000	-	-	-	-	2,000
PREVIOUSLY APPROVED PROJECTS	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL PROGRAM	<u>2,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>2,000</u>

Where the money goes . . .



Where the money comes from . . .



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 Description

The Homes for the Aged owns and operates ten homes which provide a continuum of long-term care and services through both permanent admission and short-stay programs to 2,641 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.

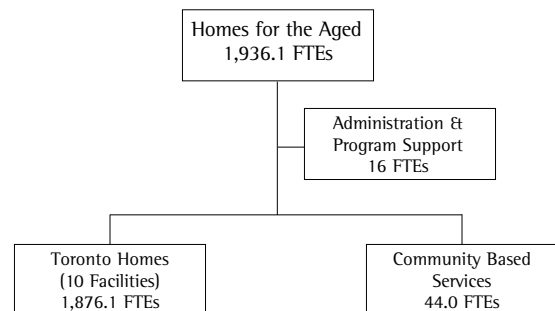
Homemakers & Nurses Services purchases homemaker hours and nurse visits from 14 Homemaking Agencies and 2 Nursing Agencies on behalf of elderly, disabled and family clients who may be experiencing a crisis. Clients are in need of both financial assistance and help with their activities of daily living. 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 5 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.

The program services are delivered through three service areas: Community Based Services, Administration and Program Support, and Toronto Homes.

Program Map



1999 Key Services Achievements

1. Successfully implemented division-wide efficiencies by streamlining operations, introducing new staffing standards, and identifying new revenue sources.
2. Established an alliance with Kensington Health Centre. Provided consulting advice in facility development, management, and in the development of care and service programs.
3. Attained a high level of responsiveness to community need and effective resource utilization.
4. Occupancy targets were achieved in all ten homes.
5. All ten homes have achieved 3-year Canadian Council on Health Services Accreditation status.
6. Expanded the volunteer program hours, a 7.5% increase over 1998.

2000 Strategic Direction and Service Priorities

1. To provide high quality client focused care and service in a manner that maintains public accountability and consumer confidence.
2. To continue to improve services provided to clients through a Quality Improvement approach, effective resource utilization and revenue generation.
3. 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.
4. To participate and influence Health Services restructuring within the City of Toronto to ensure that clients needs are met.
5. To provide targeted education consistent with the Division's defined population 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.
6. To expand the Divisional volunteer program, ensuring that it continues to support clients' needs and volunteers' interests.

BUDGET HIGHLIGHTS

I. 2000 Operating Budget – Homes for the Aged

Homes for the Aged 2000 approved budget includes an additional \$ 1.509M gross and \$ (0.777)M net over the 1999 funding level to deliver current services, as well as new services, as indicated below.

2000 Base Budget Changes

Includes \$0.009M increase (gross) and \$0.777M net reduction for base budget changes:

	Gross (millions \$)	Net (millions \$)
- Miscellaneous Reductions in Equipment/Supplies	(0.1933)	(0.180)
- Additional expenditures related to Leap Year	0.2207	0.039
- Fund minor repairs from HFA Capital reserve	0.0	(0.240)
- Gapping	(0.0265)	(0.026)
- Base Revenue – User Fees Increase	0.0	(0.370)
Total Base Change	0.0009	(0.777)

2000 New Service Changes

Includes \$1.50M gross and \$0.0M net for new service level changes primarily resulting from 100% Provincially funded initiatives.

	Gross (millions \$)	Net (millions \$)
Nursing Enhancements	1.403	0.000
Addition of 1 Nurse Practitioner	0.104	0.000
Total New Change	1.500	0.000
Total Base & New Change	1.509	(0.777)

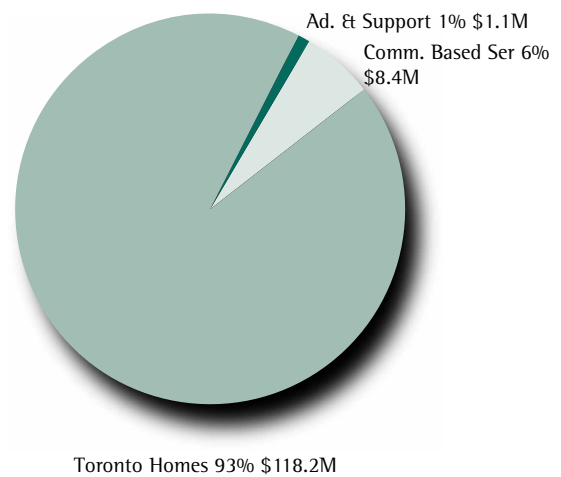
2000 Operating Program Summary by Service

Homes for the Aged (Consolidated)

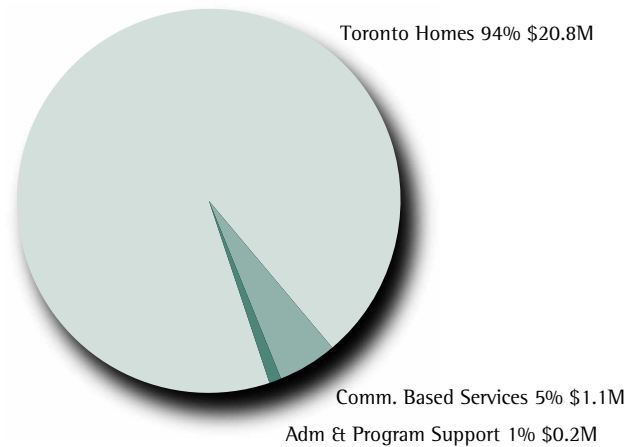
	1999 Budget \$	2000 Approved \$	Change from 1999	
			\$	%
SERVICE				
Administrative & Program Support	1,138.8	1,132.3	(6.5)	(0.6)
Toronto Homes	116,765.4	118,262.0	1,496.6	1.3
Community Based Services	<u>8,371.7</u>	<u>8,390.0</u>	<u>18.3</u>	0.2
TOTAL GROSS EXPENDITURES	126,275.9	127,784.3	1,508.4	1.2
Grants from Others	64,075.0	65,617.6	1,542.6	2.4
Interdepartmental Recoveries	0.0	0.0	0.0	NA
User Fees	39,159.9	39,647.5	487.6	1.2
Other	<u>126.1</u>	<u>381.5</u>	<u>255.4</u>	202.5
TOTAL REVENUES	103,361.0	105,646.6	2,285.6	2.2
TOTAL NET EXPENDITURES EXCLUDING CAPITAL FINANCING	<u>22,914.9</u>	<u>22,137.7</u>	<u>(777.2)</u>	3.4
STAFFING COMPLEMENT				
Total Program (in Equivalent Funded Positions)	1,918.5	1,936.1	17.6	0.9

2000 Operating Budget – Homes for the Aged

Gross Expenditures



Net Expenditures



Homes for the Aged

II. 2000 Capital Budget – Homes for the Ages

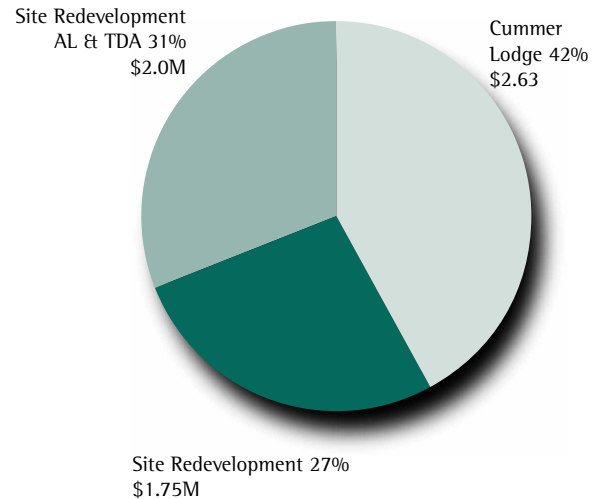
Total 2000 Gross Budget is \$6.4 million [1999 Budget – \$15.4m]

- Previously Approved Projects: \$2.6 million for completion of the Cummer Lodge (North York) renovation; \$1.8 million for site redevelopment study for Albion Lodge (Etobicoke) & True Davidson Acres (East York), expected to be complete by October 2000.
- New Project: \$2 million to begin site redevelopment/construction (Albion Lodge & True Davidson Acres).

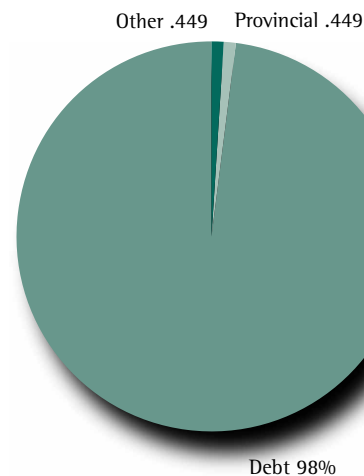
HOME FOR AGED STATUS OF 2000 BUDGET AND FUTURE YEAR COMMITMENTS

NEW/CHANGE IN SCOPE PROJECTS	APPROVED		COMMITMENTS				Total
	2000	2001	2002	2003	2004		
Site Redevelopment AL & TDA	<u>2,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>6,000</u>		<u>38,000</u>
NEW/CHANGE IN SCOPE PROJECTS	2,000	10,000	10,000	10,000	6,000		38,000
PREVIOUSLY APPROVED PROJECTS	<u>4,376</u>	-	-	-	-		<u>4,376</u>
TOTAL PROGRAM	<u>6,376</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>6,000</u>		<u>42,376</u>

Where the money goes . . .



Where the money comes from . . .



SHELTER, HOUSING AND SUPPORT

Mission Statement

The Shelter, Housing & Support Division contributes to healthy communities by ensuring that vulnerable people have a range of shelter and affordable housing options. We provide temporary shelter and support for homeless individuals and families while creating and maintaining permanent housing solutions.

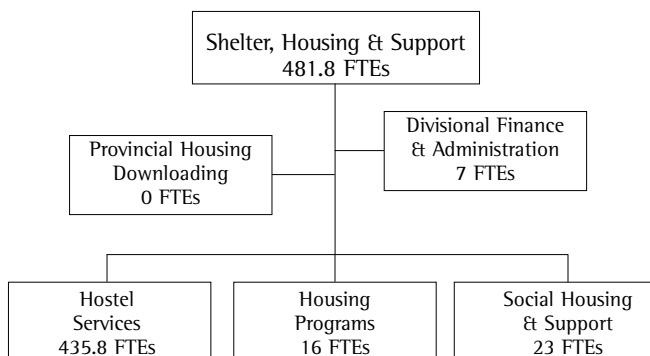
Program Description

The Shelter, Housing and Support Division provides emergency shelter beds for individuals and families, through a system of hostels, including City operated hostels, purchased hostel services, and diversion programs .

The program also focuses on activities which can prevent homelessness, such as maintaining and intensifying existing housing stock, increasing the supply of safe, accessible and affordable housing, and works directly with community agencies to help people find housing, or to prevent them from losing their homes.

The Shelter, Housing and Support Division is composed of five service areas: Divisional Office, Provincial Download-Social Housing, Hostel Services, Social Housing & Support and Housing Programs.

Program Map



1999 Key Service Achievements

Building the Division

1. Through collaborative planning process with Division staff, established mission, values and goals for the newly created Shelter, Housing and Support Division.
2. Developed and received approval for new organization structure for the Division.
3. Commenced hiring for approved positions.
4. Moved offices to consolidate all Division functions at Metro Hall.
5. Developed "Housing in the City" newsletter to keep the public informed of housing issues and the City's response.
6. Initiated hostel tracking/billing IT system.

Social Housing

7. Initiated discussions with provincial officials on downloading administration.
8. Led the formation of a GTA housing staff group that developed responses to pooling. This has led to agreement among GTA municipal staff to continue to work collaboratively on housing issues.
9. Conducted analysis of provincial social housing reform proposals and received Council approval for detailed response to these proposals.
10. Established collaborative working relationships with non-profit and co-op sectors in preparation for downloading.
11. Council agreed through the Budget process to retain 1999 social housing savings to support housing programs.

Shelter System

12. Developed and implemented a strategy for meeting winter shelter needs, including expansion of over 300 beds.
13. Developed and gained Council approval for a 90% occupancy shelter capacity standard.
14. Completed capital plan for Seaton House renovation and received Council approval. A contract has been awarded and construction is underway.
15. Completed renovations of Robertson House and Women's Residence.

Shelter, Housing and Support

16. Completed review of motels on Kingston Road and received Council approval on a phase out plan.
17. Developed shelter community consultation/notification policy for approval by Council.
18. Developed new diversion programs, e.g. Project Going Home and increased the capacity of others, e.g. Housing Contacts.
19. Centralized family intake to ensure more efficient use of hostel staff resources and better data collection.
20. Assisted innovative new hostel projects in their development, e.g. Beatrice House, Eva's Phoenix.

Affordable Housing

21. Obtained Council approval for a \$10.9 Capital Revolving Fund, (CRF)
22. Established management guidelines and reference group for CRF.
23. Received Council approval for a Housing First Policy for municipal land including unit targets.
24. Received Council approval for first project using CRF funds and City land.
25. Held design Charette for SRO housing models.
26. Received Council approval for an Affordable Housing Strategy.
27. Worked collaboratively with other departments to advance Council support for policies that will lever affordable housing:
 - Second suites as of right throughout the City (Planning);
 - Section 37 bonusing provision in the Planning Act to be used for affordable housing (Planning);
 - Exemption for non-profit housing development charges (Finance); and
 - City policies to control condominium conversion/demolition (Planning).
- Developed a new multi-residential property tax class (Finance).
28. Analyzed condition of aging apartment stock.
29. Council approval for citywide delivery Residential Rehabilitation Assistance Program, (RRAP).
30. Administered \$30m of grant requests under RRAP, administered \$6.5m of RRAP funding.
31. Developed workplan and outlined strategy for protection of tenants and homeless as part of 2008 Olympic bid.
32. Council approval for a neighbourhood based Termite Control Program.
33. Monitored impact of new Tenant Protection Act and report to Council on ways to mitigate impact.
34. Collaborated with Finance on TPA rebate/notification program to tenants for reduced property taxes.
35. Developed National Housing Policy options paper for use by FCM as part of a national housing strategy.

Shelter and Support Systems

36. Created policies for and administering an expanded City of Toronto Housing Initiatives program funded by the Province.
37. Received Council approval to transfer operation of the Schoolhouse to a community agency.
38. Developed a transitional shelter for youth at 11 Ordinance.
39. Piloted a rent bank project, including an evaluation funded by CMHC.
40. Led comprehensive response to Mayor's Action Task Force on Homelessness by the City.
41. Organized National Symposium on Homelessness, including representatives from community and all levels of government.

2000 Strategic Direction and Service Priorities

The Division has established the following priorities for 2000:

Hostel Services

1. Meet the growing demand for temporary shelter
2. Seek full 80% provincial subsidization for hostel services
3. Organize the shelter system into a multi-tiered service offering (i.e. emergency intake vs. transitional housing) and develop service objectives for each tier
4. Address the challenges and opportunities surrounding chronic hostel users i.e. harm reduction approaches
5. Implement IT solutions for managing the hostel system billing and client tracking functions

6. As part of service planning initiatives propose to Council a definition for “fair share”
7. Work with Advisory Committee and community to proactively manage the process of establishing new shelter sites.
8. Develop community contracts with shelters and surrounding communities in response to social concerns

Social Housing & Support

9. Monitor provincial social housing payables and negotiate an equitable GTA cost-sharing formula
10. Develop the City's capacity to administer the social housing programs
11. 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
12. Implement recommendations from the Mayor's Homelessness Action Task Force including a formal report card to Council and an emphasis on service planning and co-ordination
13. Increase the focus on hostel diversion initiatives
14. Initiate a service planning approach to ensure the development and delivery of services to people who are homeless reflect their needs
15. 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, long term housing and food access
16. Develop the capacity to administer the expanded Homeless Initiative Fund, Community Partners Program and Supports to Daily Living Program (transferred from the Province¹²)
19. Facilitate the development of affordable housing demonstration projects with community agencies using the Capital Revolving Fund as leverage
21. Align resources of housing rehabilitation programs to address pressures on the existing affordable housing stock
22. Monitor and respond to impact of rental market changes and Tenant Protection Act on low income tenants
23. Promotion, education, and incentives for second suites initiatives
24. Housing strategy for 2008 Olympic Bid
25. Implement year 2 of the neighbourhood based termite pilot project
26. Work with Planning to develop housing policy for new Official Plan

Negotiate with federal government for flexible use of Residential Rehabilitation Assistance Program funding to create affordable housing (e.g. second suites, non-residential

Housing Programs

17. Identify barriers to affordable housing development and advocate with private and non-profit developers to remove them
18. Allocate surplus City sites via the Housing First policy for community housing development

Shelter, Housing and Support

BUDGET HIGHLIGHTS

I. 2000 Operating Budget – Shelter, Housing & Support

Shelter, Housing and Support 2000 approved budget includes an additional \$ 15.435M gross and \$(2.389)M net over the 1999 funding level to deliver current services, as well as new services, as indicated below.

2000 Base Budget Changes

Includes \$12.611 million gross decrease and \$12.099 net reduction for base budget changes:

	Gross (millions \$)	Net (millions \$)
- Declining Cost of GTA Pooling & Mortgage Renewal Savings	(8.368)	(14.080)
- Transfer of Homeless Initiative Funding to Consolidated Grants Budget	(4.442)	0.0
- Reduction in Revenue compared to 1999 actual (Province retained existing capping)	0.0	2.000
- Gapping Reductions	(0.569)	(0.343)
- Client Information Systems	0.648	0.324
- HRDC Funding for Homeless research & planning	0.120	0.0
Total Base Changes	(12.611)	(12.099)

2000 New Service Changes

Includes \$28.046 million gross increase and \$9.710 net for new service level changes primarily resulting from 1999 approved or new Council/Committee directions:

	Gross (millions \$)	Net (millions \$)
- Volume increases – 675 additional beds in the Shelter System	15.245	5.491
- Hostel Redirect	6.761	1.373
- Seaton House Restructuring	1.996	2.017
- New Provincial Downloading	3.350	0.361
- Other New Service Changes	0.694	0.468
Total New Changes	28.046	9.710
Total New & Base Changes	15.435	(2.389)

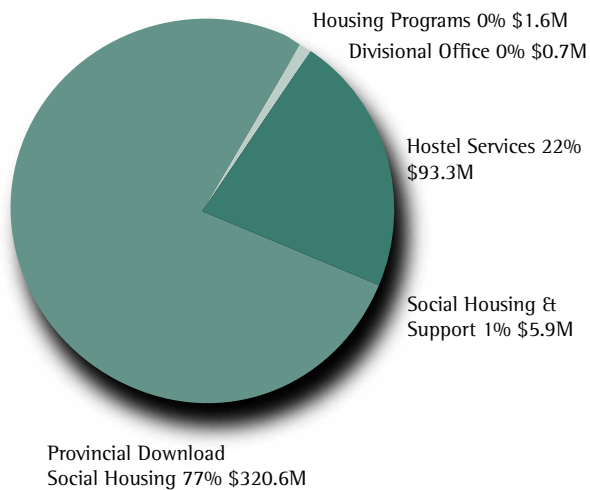
2000 Operating Program Summary by Service

Shelter, Housing & Support (Consolidated)

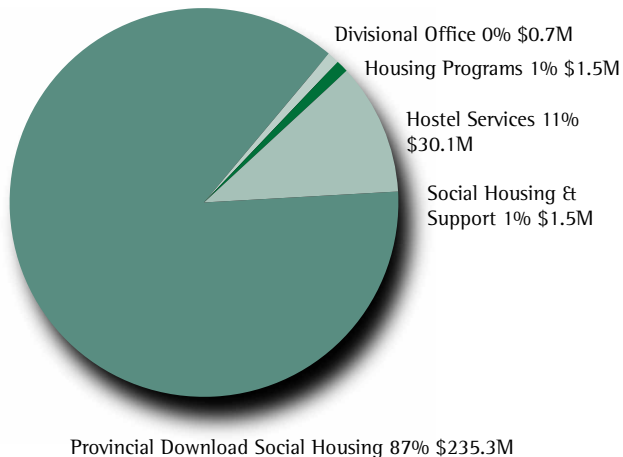
	1999 Budget \$	2000 Approved \$	Change from 1999 \$	%
SERVICE				
Divisional Office	643.8	733.5	89.7	13.9
Provincial Download				
- Social Housing	328,961.6	320,587.0	(8,374.6)	(2.5)
Hostel Services	68,626.9	93,309.5	24,682.6	36.0
Social Housing & Support	7,121.7	5,867.9	(1,253.8)	(17.6)
Housing Programs	1,264.7	1,672.6	407.9	32.3
TOTAL GROSS EXPENDITURES	406,618.7	422,170.5	15,551.8	3.8
Grants from Others	54,278.5	66,763.6	12,485.1	23.0
Interdepartmental Recoveries	0.0	0.0	0.0	NA
User Fees	894.1	862.6	(31.5)	(3.5)
Other	79,908.5	85,279.1	0.0	0.0
TOTAL REVENUES	135,081.1	152,905.3	17,824.2	13.2
TOTAL NET EXPENDITURES EXCLUDING CAPITAL FINANCING	271,537.6	269,265.2	(2,272.4)	(0.8)
STAFFING COMPLEMENT				
Total Program (in Equivalent Funded Positions)	408.0	481.8	73.8	18.1

2000 Operating Budget – Shelter, Housing & Support

Gross Expenditures



Net Expenditures



II. 2000 Capital Budget – Shelter, Housing & Support

Total 2000 Gross Budget is \$ 12.5 million [1999 Budget – \$2.7m]

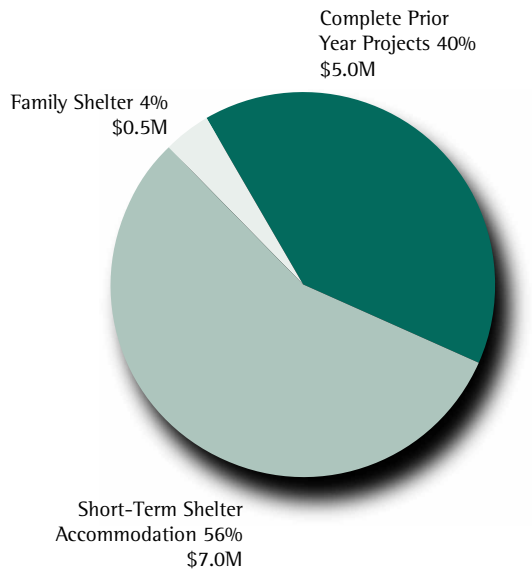
- \$4.9 million to complete the Robertson House and Seaton House renovations, to be completed in 2000.
- \$7.5 million for new projects: Short term shelter accommodation and Family shelter (with 50 rooms & 160 beds), to be complete by 2002.

5 Year Capital Works Plan

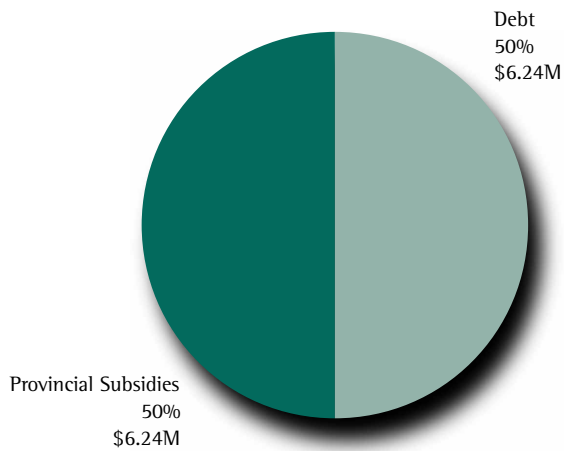
NEW/CHANGE IN SCOPE PROJECTS	APPROVED		COMMITMENTS			
	2000	2001	2002	2003	2004	Total
Short Term Shelter						
Accommodation	7,000	7,000	7,000	7,000	7,000	35,000
Family Shelter	<u>500</u>	<u>6,000</u>	<u>1,500</u>	<u>0</u>	<u>0</u>	<u>8,000</u>
NEW/ CHANGE IN SCOPE PROJECTS	9,500	13,000	8,500	7,000	7,000	43,000
PREVIOUSLY APPROVED PROJECTS	<u>2,981</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>4,981</u>
TOTAL PROGRAM	12,481	13,000	8,500	7,000	7,000	47,981

Shelter, Housing and Support

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.

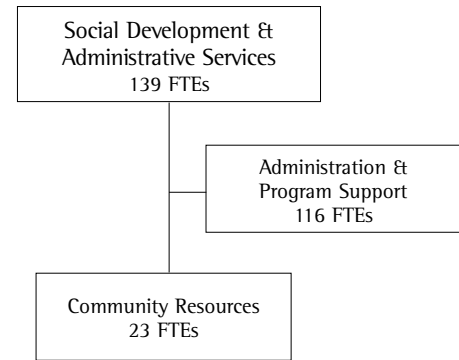
The Division's services include:

- 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 administration, professional and technical functions in support of client service delivery, Departmental accountability requirements and Corporate objectives.

Program Description

The Social Development and Administration Program is comprised of two service areas: The Administration and Program Support ensures the administrative functions for the entire department; and Community Resources is responsible for recommending strategies and administering programs to enhance the quality of life in the City by addressing social needs in a way that promotes equitable access to services and strengthens communities.

Program Map



1999 Key Services Achievements

1. Provided co-ordination and support to the City's participation in the Provincial operational review of Ontario Works in Toronto.
2. Resolved implementation problems and established ongoing procedures for the administration of Provincial downloading and pooling, ensuring stabilization of City funding.
3. Provided leadership, direction, co-ordination and analysis for corporate administrative initiatives, representing both CNS requirements and corporate interests.
4. Lead role in drafting the Social Development Strategy.
5. Departmental staff representatives on the Strategic Plan, and the Official Plan development processes.
6. Developed the Squeegee Diversion Initiative, providing employment training to 60 youth involved in the squeegee trade.
7. Supported Council directed task forces, and committees through policy development and resource support for the following: Senior's Task force; Community Safety Task Force; Youth Committee; Children's and Youth Action Committee and related pilot projects; Retirement Homes Advisory Committee and interdepartmental Work Group; Access and Equity Task Force; Advisory Committee on Homelessness and Socially Isolated Persons; the Golden Task Force on Homelessness; the Use of Motels for Homeless Families; and Mayor's Youth Violence in Schools Report.

8. Initiated community safety audits in 10 communities and provided safety audit training (in partnership with the METRAC) to 65 individuals.
9. Corporate lead for City grants programs responsible for the development of the consolidated grants budget, provision of staff support to the Policy and Finance Grants Sub Committee and inter-departmental co-ordination.
10. Achieved service target of supporting over 1,000 employment disadvantaged youth.
11. Established a federally funded Toronto Job Corps program in the Jane Finch community, increasing the overall program capacity by 33%.
12. Reviewed 561 grant requests totalling \$23.4 million and recommended 429 grant allocations totalling \$13.2 million.
13. Provided lead staff support in developing the FCM Housing Policy Options Paper.
14. Produced the first phase of the Social Development Atlas and commenced work on social profiles at the ward level.
15. Provided co-leadership and policy support with the Shelter, Housing and Support division for the Homelessness Summit.
16. Provided corporate wide co-ordination and drafted a response to the Homelessness Action Task Force.
17. Provided a strong departmental advocacy role emphasizing CNS and other operating Departments' requirements through the ongoing participation in the implementation and review of the SAP system functionality, through impact analysis, user/client feedback, and Atlas Project participation and the establishment and chairing of the User Group.
18. Successful integration of Toronto Public Libraries and Toronto Public Health into DEBUDAS; integrated the development of the new account code structure for Toronto Public Health, and Shelter Housing and Support divisions.
19. Successfully implemented changeover to new bankers for Ontario Works for client cashed cheque enquiry.
20. Completed DEBUDAS enhancements for FIS preparation and year-end projection.
21. Maintained high service level standards in the creation of all financial reports, subsidy claims, accounts receivable and year-end closing, which were completed in an accurate and timely manner.
22. Successfully co-ordinated the departmental conversion to corporate standard e-mail, GroupWise 5.5.
23. Completed 195 MFIPPA requests, collecting over \$2000. in fees, with response time within the legislated limits.
24. Successfully managed and co-ordinated the CNS department's technical systems Year 2000 Project in co-operation with the corporate Y2K Project office, assuring remediation plans and contingency plans were completed, and with ongoing communication forums to appropriate staff groups in all CNS divisions, the Commissioner and Division Heads.
25. Provided communication and media relations support for key Council initiatives including: the National Symposium on Homelessness and Housing; The Senior's Summit; and Mayor Mel Lastman's Youth Employment Initiative.
26. Provided extensive public and staff communication support for the transfer of single parent social assistance cases from the provincial FBA program to the Social Services Division.
27. Established media and communication service relationship with the new Shelter, Housing and Support Division. Key issues included the emergency shelter in Metro Hall, community consultations on new shelter openings, and the launch of the 11 Ordnance Street youth housing project.
28. Provided extensive consultation, marketing, media relations and communication services for a variety of special events, including the Nissan Toronto challenge, Santa on Wheels, Cummer Lodge Night for Knights, and the Children's Services Anti-Racism Anti-bias Resource Fair.

2000 Strategic Direction and Service Priorities

Undertake the Social Development Initiative, integrating it with Council's Strategic Planning Process, and establishing and affirming a social vision for the City of Toronto; completing a Social Development Strategy, and mechanisms for social reporting.

1. Provide support for the following Council directed task forces through policy development and resource support: Senior's Task force; Community Safety Task Force; Youth Committee; Children's and Youth Action Committee and related pilot projects; Retirement Homes Advisory Committee and interdepartmental Work Group; Access and Equity Task Force; and the development and implementation of the homelessness strategy.
2. 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 Unit services such as community grants and community development).
3. Establish departmental community safety policy, protocol, and practices in conjunction with the Community Action Policing initiative.
4. Review and evaluate the City of Toronto Grants Policy with Audit Services.
5. Support an effective and engaged City of Toronto Youth Cabinet.
6. Streamline grants administration processes in order to increase the amount of direct staff support to grants clients.
7. Provide lead staff support to the Policy and Finance and Community Services Grants Subcommittees.
8. Advocate the Department's interests and continue with the SAP FIS/HR/Payroll functionality review, impact analysis, and assessment of interfaces, through all Phases of Project Atlas.
9. Review, specify and assist in the development of CNS SAP reports.
10. Interface all of the Financial Administration Unit's peripheral systems to the SAP FI system and update procedures to reflect new methodology.
11. Manage and co-ordinate the departmental technical systems challenges presented through the Year 2000 Project and bring closure to the outstanding items for 2000.
12. Lead the development of a city funders alliance between Trillium, United Way and the City as a basis, with Community consultation, for simplifying the Community Services grant application form.
13. Represent the Department on the Corporate Strategic Plan and Official Plan initiatives.
14. Undertake social monitoring and develop indicators, focussing on the impacts of changes to the City's economic, demographic and social environments for the following areas: Homelessness; Children's Report Card; FCM Quality of Life; Ward profiles; and other social programs responding to social and community needs.
15. Provide project management and policy development leadership to the Interdepartmental working group reviewing retirement homes.
16. Develop a policy framework for the new City, related to Immigration Settlement issues, in partnership with Access and Equity.
17. Support inter-municipal processes through AMO and with municipalities in the GTA region related to downloading and pooling of social housing costs in the GTA.
18. Provide communication support to expand volunteer activities in the Home for the Aged.
19. Provide marketing and communication support to promote municipal, provincial, federal and community partnerships to create affordable housing.
20. Support the Children's Services Anti-Racism, Anti-bias Resource Fair through marketing and communications services.
21. Design and formalize a Crisis Communication Model for the Department.

BUDGET HIGHLIGHTS

I. 2000 Operating Budget – Social Development and Administration

Social Development 2000 approved budget includes an additional \$ 0.682M gross and \$ 0.123M net over the 1999 funding level to deliver current services, as well as new services, as indicated below.

2000 Base Budget Changes

Includes \$0.332M gross and \$0.053M net increase for base budget changes:

	Gross (millions \$)	Net (millions \$)
- Salary adjustments and additional gapping	(0.047)	(0.052)
- One time adjustment for Toronto Job Corp	(0.090)	(0.000)
- Miscellaneous efficiency savings	(0.059)	(0.008)
- Soc. Funding Strategy – no longer required in 2000	(0.012)	(0.012)
Squeegee Working Youth Mobilization Program*		
- Transfer from Consolidated Grants	0.125	0.125
- Federal funding portion	0.414	0.000
Total Base Changes	0.332	0.053

*the remaining \$0.125 million for the housing related initiatives of this program will be funded from the City's Homeless Initiatives Fund in the Consolidated Grants Budget.

2000 New Service Changes

Includes \$0.350M gross and \$0.070M net for new service level changes primarily resulting from 100% Provincially funded initiative, and a new service.

	Gross (millions \$)	Net (millions \$)
- Toronto Youth Job Corp	0.298	0.070
- Community Action Policing – \$53,400 funded by Province and \$21,500 funded from Safer City Reserve	0.053	0.000
Total New Changes	0.350	0.070
Total Base & New Changes	0.682	0.123

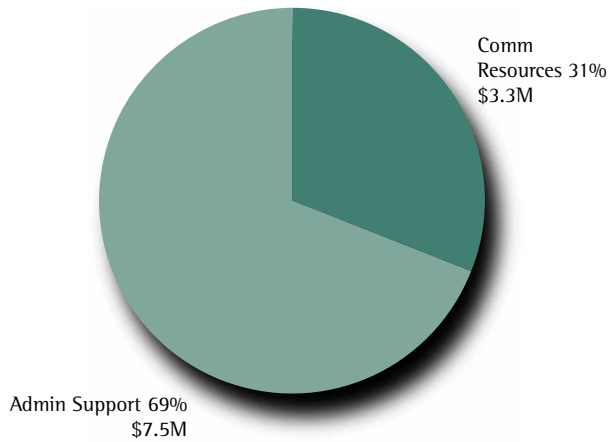
2000 Operating Program Summary by Service

Social Development & Administration (Consolidated)

	1999 Budget \$	2000 Approved \$	Change from 1999 \$	%
SERVICE				
Community Resources	2,543.2	3,292.1	748.9	29.4
Administration & Program Support	7,550.9	7,484.1	(66.8)	(0.9)
TOTAL GROSS EXPENDITURES	10,094.1	10,776.2	682.1	6.8
Grants from Others	4,538.1	4,545.7	7.6	0.2
Interdepartmental Recoveries	0.0	0.0	0.0	NA
User Fees	0.0	0.0	0.0	NA
Other	1,239.6	1,791.0	551.4	0.0
TOTAL REVENUES	5,777.7	6,336.7	559.0	9.7
TOTAL NET EXPENDITURES EXCLUDING CAPITAL FINANCING	4,316.4	4,439.5	123.1	2.9
STAFFING COMPLEMENT				
Total Program (in Equivalent Funded Positions)	136.0	139.0	3.0	2.2

2000 Operating Budget – Social Development and Administration

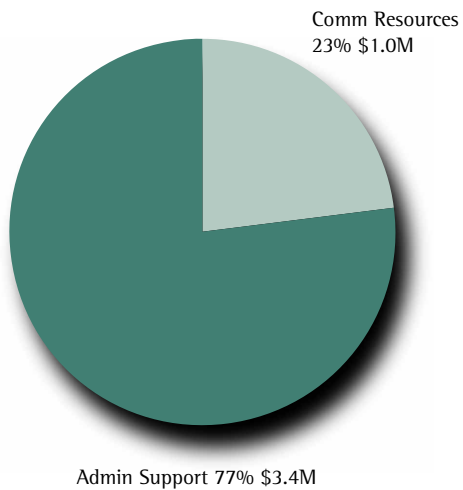
Gross Expenditures



II. 2000 Capital Budget – Social Development and Administration

Not Applicable

Net Expenditures



SOCIAL SERVICES

Mission Statement

The commitment of the Social Services Program 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.
- Enable the people in the organization to effectively respond to clients' needs.
- Ontario Works (OW) is a mandatory province-wide program delivered by municipalities under the Ontario Works Act and Regulations. It offers employment assistance and temporary financial support for people who are in financial need.

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.
- 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.

Financial Assistance under the Ontario Works Act (OWA) may include:

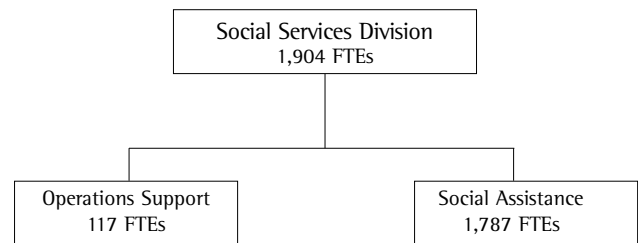
- Funds to cover food, shelter, clothing and other household items
- A monthly drug benefits card to cover the cost of prescribed medications
- Other benefits such as winter clothing, back-to-school allowance, dental services for children, eyeglasses and medical transportation
- Assistance with employment-related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

Program Description

The Social Services program facilitates and assists City of Toronto residents to establish a reasonable standard of living.

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

Program Map



1999 Key Services Achievements

1. Served 145,000 individual cases (305,000 persons including children) this number is based on the monthly average number of people and cases from Jan 1997 to July 1997 at 2.05 assuming continued growth from 2.04 to 2.06 in the latter part of the year through 14 area offices
2. Completed the transfer of Sole Support Parents and Temporary Care cases (approximately 11,000 cases) from the provincial delivery to Toronto Social Services (TSS) including the Family Support Program
3. Completed the OW enrolment of all provincial single parents with mandatory participation requirements
4. Implemented OW – Enhanced Employment Placement Program changes
5. Continued to provide special needs items to Non Social Assistance Recipients
6. Established the Shelter Fund using National Child Benefit Supplement (NCBS) savings
7. Systems conversion from MAIN to CIMS and refreshed over 1,700 workstations

8. Continued to enhance the automation of processes across the Division
9. Improved capacity to quickly and efficiently provide staff throughout the Division's 14 office with information to meet their business needs using new Intranet technologies
10. Developed management processes and performance systems to meet increasing reporting and accountability requirements
11. Completed year 2000 compliance
12. Developed TSS work plan to address recommendations of the Provincial Operational Review, for those recommendations that are related specifically to TSS delivery system
13. Initiated a joint work plan with Provincial Area Office to address the recommendations of the Operational Review
14. Commenced implementation of the new Social Services organizational structure
15. Established an ongoing planning process involving senior managers from Human Resources Development Canada and Ministry of Education and Training to support an integrated approach to meeting the employment needs of Ontario Works clients
16. Provided training on the new programs to over 1,700 staff, reviewed and revised Divisional policies and informed and educated clients as required
17. Initiated and supported pilot projects with community agencies to explore the effectiveness of innovative methods of integrating the provision of training, and community and employment placements, to clients
18. Informed, educated and consulted stakeholders, including City Council and community agencies and organizations, including legal clinics, about new social assistance policies, including analyzing implications for clients, the service delivery system and the municipality as a whole
19. Promoted Ontario Works to a wide range of stakeholders, focusing on community agencies and non-profit organizations, through extensive consultation and educational activities, using presentations, resource materials and community briefings

2000 Strategic Direction and Service Priorities

1. Refine service management priorities and processes with community agencies for the Community Participation and Employment Placement components of OW to ensure increased accountability and maximum value for money
2. Develop effective strategies for screening and assessing clients, including categorizing clients by employability stream, consistent with recommendations of Operational Review
3. Refine OW program delivery system to further reflect the new program mandate and objectives
4. Implement new Provincial Learning, Earning and Parenting (LEAP) program and Enhanced Employment Placement program
5. Optimize provision of required supports to OW clients, notably child care, to facilitate movement to employment
6. Ensure effective access to employment, education and training programs through decentralized administration of employment
7. Maximize value of C.P. and E.P. placements and associated program supports to clients
8. Review the Family Support Program
9. Complete implementation of Divisional structure
10. In conjunction with MCSS officials, develop joint workplan and begin to implement key recommendations from Operational Review of Ontario Works
11. Strengthen partnerships with senior levels of government to develop co-ordinated labour market strategies to assist OW clients
12. Implement ongoing changes to regulations and directives made under the OWA
13. Communicate ongoing changes in OW program to City Council, clients and community stakeholders, including promoting OW program activities such as community placements
14. Investigate alternative service delivery strategies
15. Implementation of a Consolidated Verification Process (CVP), a Province-wide initiative

16. Implement Phase I (intake screening process for clients) of the Provincial Service Delivery Model (SD)
17. Installation of an Automated Call Distribution Technology (ACD) to provide the Division with an updated telephone system which will be a source of information and provide the necessary tools to manage the service requirements of the community. A major component of the system is Phase I of the SDM
18. Design, develop and maximize use of technologies and systems to increase delivery efficiencies
19. Further develop and refine 'best practice' performance systems and program management

BUDGET HIGHLIGHTS

I. 2000 Operating Budget – Social Services

Social Services 2000 approved budget includes an additional \$ (32.786)M gross and \$ (17.55)M net over the 1999 funding level to deliver current services, as well as new services, as indicated below.

2000 Base Budget Changes

Includes \$51.716M (gross) and \$17.960M (net) reduction for base budget changes:

	Gross (millions \$)	Net (millions \$)
- Salary adjustments and additional gapping	(2.789)	(1.394)
- Provincial Billings and misc. expenditures	(11.856)	(3.982)
- Lower Municipal/Transferred Cases (prior downloading) 88,500 cases to 77,000 cases	(36.962)	(10.785)
- Additional Provincial Revenues based on 1999 actual	0	(1.777)
- Transfer of Summer Camps to Children's Services	(0.109)	(0.022)
Total Base Changes	(51.716)	(17.96)

2000 New Service Changes

Includes \$18.930M (gross) and \$0.410M (net) for new service level changes primarily resulting from 100% Provincially funded initiatives, 1999 approved or new Council/Committee directions, and a referral to the 2000 process:

	Gross (millions \$)	Net (millions \$)
- Transfer WIACT to EDCT	(0.151)	(0.151)
- Learning, Earning, & Parenting Program (LEAP)	1.303	0.261
- DataMart	0.600	0.300
- OW New funding	13.178	0.000
- Community Placement Innovation Fund	4.000	0.000
Total New Changes	18.930	0.410
Total Base & New Changes	(32.786)	(17.550)

Social Services

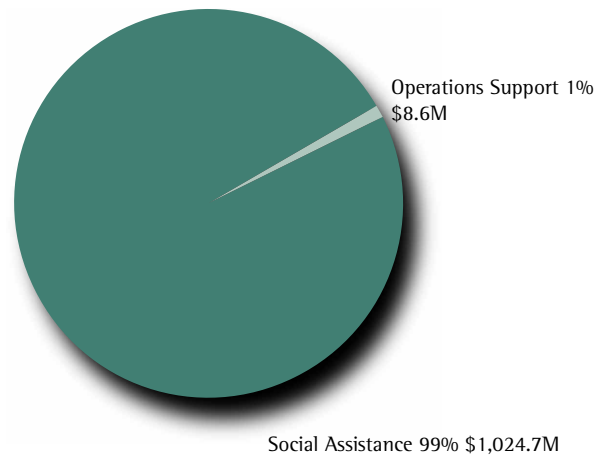
2000 Operating Program Summary by Service

Social Services (Consolidated)

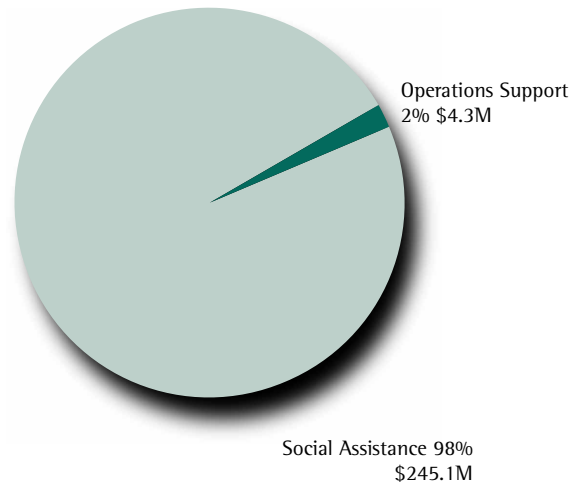
	1999 Budget \$	2000 Approved \$	Change from 1999	
			\$	%
SERVICE				
Operations Support	6,775.7	8,631.6	1,855.9	27.4
Social Assistance	1,059,294.1	1,024,651.8	(34,642.3)	(3.3)
TOTAL GROSS EXPENDITURES	1,066,069.8	1,033,283.4	(32,786.4)	(3.1)
Grants from Others	690,525.3	677,890.6	(12,634.7)	(1.8)
Interdepartmental				
Recoveries	0.0	0.0	0.0	NA
User Fees	0.0	0.0	0.0	NA
Other	108,560.2	105,958.7	(2,601.5)	(2.4)
TOTAL REVENUES	799,085.5	783,849.3	(15,236.2)	(1.9)
TOTAL NET EXPENDITURES EXCLUDING CAPITAL FINANCING	266,984.3	249,434.1	(17,550.2)	(6.6)
STAFFING COMPLEMENT				
Total Program (in Equivalent Funded Positions)	1,951.2	1,904.0	(47.2)	(2.4)

2000 Operating Budget – Social Services

Gross Expenditures



Net Expenditures



II. 2000 Capital Budget – Social Services

Not Applicable

WORKS AND 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:

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 & quality, wastewater treatment)

AMBULANCE SERVICES

Mission Statement

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

Ambulance Services achieves this by:

- attracting and maintaining a highly skilled, well-equipped and motivated workforce
- providing injury prevention awareness and education
- being part of an integrated health care system
- establishing linkages with community service partners
- pursuing excellence in every activity undertaken by the program

Program Description

Toronto Ambulance is responsible for the provision of emergency health care and patient transfer through out-of-hospital medical care. The services are provided from 36 ambulance stations with a fleet of over 130 ambulances plus other vehicles. Toronto Ambulance's key activities include the following:

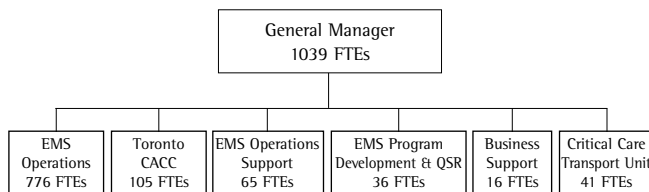
- Provision of non-emergency but medically required medical care and transportation;
- Receiving, processing and disposition of calls for medical service;
- Scheduling, management and deployment of both fixed and mobile emergency staff and vehicle resources;
- Ongoing upgrade and medical maintenance training of all paramedic staff;
- Planning, preparation and response, as necessary, to all potential large scale multi-patient or disaster incidents;
- Maintenance and repair of all ambulance vehicles in accordance with legislated and procedural requirements; and
- Provision of operational support services, including facilities management, materials management, quality service reviews, health records management, IT and technical support, planning and liaison and medical oversight services.

Ambulance Services

Ambulance Services is now comprised of six service areas: EMS Operations Support; Business Support; EMS Program Development and Quality Systems Service; Toronto Central Ambulance Communications Centre (CACC); and Emergency Medical Services (EMS) Operations; and for budget purposes, the Critical Care Transport Unit (CCTU).

The following charts highlight Ambulance Service's allocation of gross and net expenditures by service area. As indicated, activities associated with Toronto CACC are 100% provincially funded while other service areas are expected to receive varying levels of funding. The varying funding levels include full funding for the new Critical Care Transport program as well as Toronto CACC related activities undertaken in other service areas. The balance of activities are funded at 50%.

Program Map



1999 Key Service Achievements

1. Secured full cost funding arrangements with the provincial Ministry of Health for the support and operation of the Toronto Ambulance Communications Centre. Ambulance Services has also secured funding for the land ambulance operations and is continuing to work with the province and the Association of Municipalities of Ontario to formalize the funding arrangement for land ambulance service.
2. Received provincial funding support for current capital programs and funding for prior capital initiatives through the support of debt servicing charges.
3. Negotiated provincial funding for the support of costs associated with Y2K planning and contingency staffing.
4. Completed the process of a corporate organizational review which will position Toronto Ambulance to effectively meet the business demands and challenges of the coming years.
5. Continued to pursue operating initiatives and improving efficiency, including the refinement of vehicle deployment and call assignment procedures and the continued optimization of response time performance within the City of Toronto.
6. Expanded the availability of advanced level care paramedic service, and introduced emergency care projects such as public access defibrillation and critical care transport which would further enhance emergency medical care services within the city.
7. Continued the strategic partnership with the Toronto Fire Services, including the co-location of both services' administration functions at a single headquarters site and the active pursuit of common support service efficiencies. Actively participated in the KPMG fire station location study in an effort to reduce duplication and to pursue efficiency in the co-location of fire/ambulance facilities throughout the City of Toronto.
8. Received acknowledgement by the Minister of Health and Long Term Care as being a key contributor in the provision of health services in light of Health Care restructuring in Toronto.
9. Continued to support the creation of an environment of voluntarism that resulted in support of various community initiatives to enhance the betterment of the less fortunate within our community. The direct involvement of staff resulted in support of programs such as the Toronto Breakfast Club, The Children's Wish Foundation, Starlight Foundation, Streetlight Foundation, Blood Donor Clinics, Child Car Seat Safety Day, the homeless, and other vital programs within the community.
10. Participated in the process of centralizing financial and administrative process in the Works and Emergency Department.
11. Succeeded in meeting the requirements for Land Ambulance Certification from the Ministry of Health and Long Term Care.
12. Completed the reorganization of the Division's management structure.

2000 Strategic Direction and Service Priorities

1. To continue to improve the quality and timeliness of emergency and non-emergency care delivery system in a manner that affirms the place of Toronto Ambulance as the sole licensed provider of ambulance services within the City of Toronto.
2. To respond effectively to the increased demands related to health service restructuring, natural demographic routes and the impacts associated with provincial downloading of ambulance services to municipalities within Ontario.
3. To continue to improve levels of care and to further expand the scope of practice and availability of advanced level care paramedicine, and to further enhance overall performance and accountability.
4. To continue to explore administrative efficiencies through the strategic partnership with the Toronto Fire Services and other allied services and community service agencies and ambulance services within the Greater Toronto Area and across the province.
5. To actively pursue the expansion of revenue generation initiative and continue negotiations with the province to enhance funding of both operating and capital budgets.
6. To plan and prepare for activities and contingencies related to the City's millennium events.
7. To continuously review our organizational structure and make necessary changes to improve overall efficiencies.

BUDGET HIGHLIGHTS

I. 2000 Operating Budget – Ambulance Services

Ambulance Services 2000 approved budget includes an additional \$ 1.066M gross and \$ 0.295M net over the 1999 funding level to deliver current services, as well as new services, as indicated below.

2000 Approved Base Budget Changes

Includes \$1.723M gross and \$0.624M net increase for base budget changes:

	Gross (millions \$)	Net (millions \$)
- Inflationary Increases	1.097	0.548
- Medical Supplies/Uniforms/Hoists	0.220	0.111
- Other	<u>0.406</u>	<u>(0.035)</u>
Total Base Changes		

2000 Approved New Service Changes

Includes \$5.866M gross and \$1.333M net for new service level changes primarily resulting from 1999 approved or new Council/Committee directions:

	Gross (millions \$)	Net (millions \$)
- Approval of 65 FTEs in 1999	1.462	0.731
- Critical Care Transport	3.200	0.0
- Maintain Response Time	0.544	0.272
- Morningside and Queens Quay	<u>0.660</u>	<u>0.330</u>
Total New Changes	_____	_____
Total Base and New Changes	=====	=====

Ambulance Services

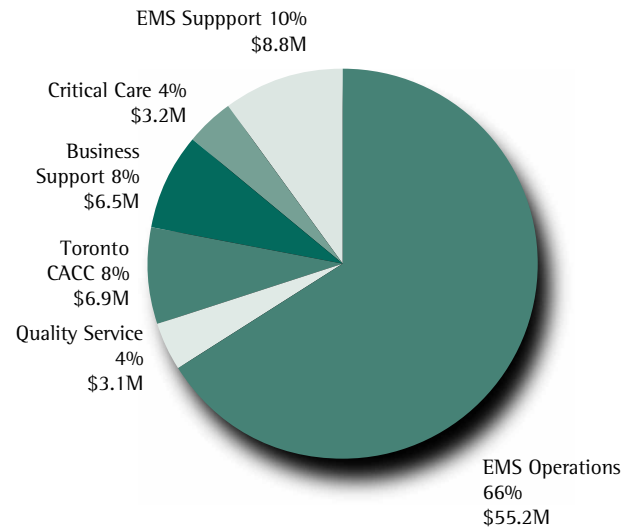
2000 Operating Program Summary by Service

Ambulance Services (Consolidated)

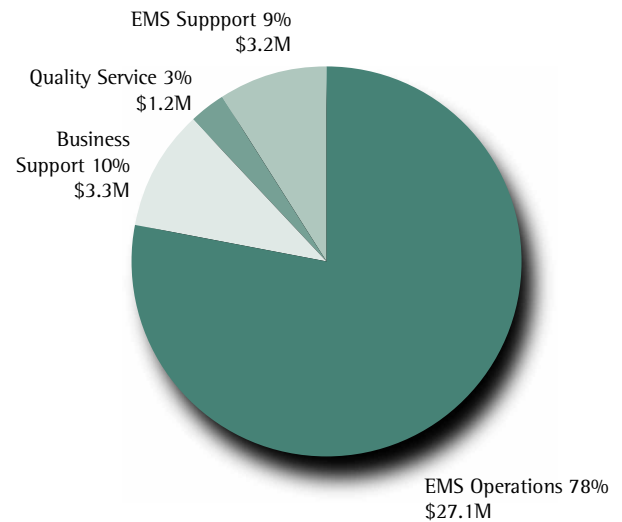
	1999 Budget \$	2000 Approved \$	Change from 1999 \$	%
SERVICE				
EMS Operations	52,831.0	55,168.6	2,337.6	4.4
EMS Operations Support	8,417.1	8,831.8	414.7	4.9
EMS Program Development and QSR	2,470.2	3,123.7	653.5	26.5
Toronto CACC	5,735.0	6,979.2	1,244.2	21.7
Business Support	6,794.2	6,533.0	(261.2)	(3.8)
Critical Care Transport Unit	0.0	3,200.0	3,200.0	NA
TOTAL GROSS EXPENDITURES	76,247.5	83,836.3	7,588.8	10.0
Grants from Others	42,583.1	47,934.6	5,351.5	12.6
Interdepartmental Recoveries	0.0	0.0	0.0	NA
User Fees	0.0	0.0	0.0	NA
Other	820.0	1,100.5	280.5	34.2
TOTAL REVENUES	43,403.1	49,035.1	5,632.0	13.0
TOTAL NET EXPENDITURES EXCLUDING CAPITAL FINANCING	32,844.4	34,801.2	1,956.8	6.0
STAFFING COMPLEMENT				
Total Program	952.2	1,039.2	87.0	9.1

2000 Operating Budget – Ambulance Services

Gross Expenditures



Net Expenditures



Ambulance Services

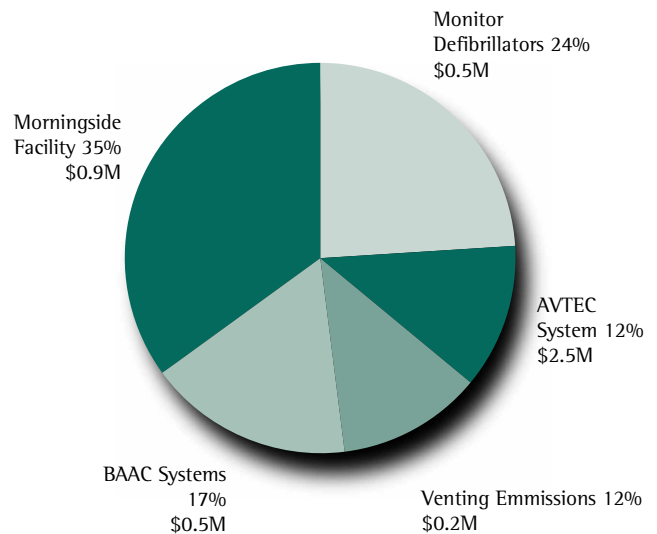
II. 2000 Capital Budget – Ambulance Services

- \$2.5 million for an upgraded AVTEC dispatch communications system (100% funded by the Province)
- \$0.9 million in 2000 towards construction of a new station shared with Fire Services, at Morningside and Sheppard in Scarborough

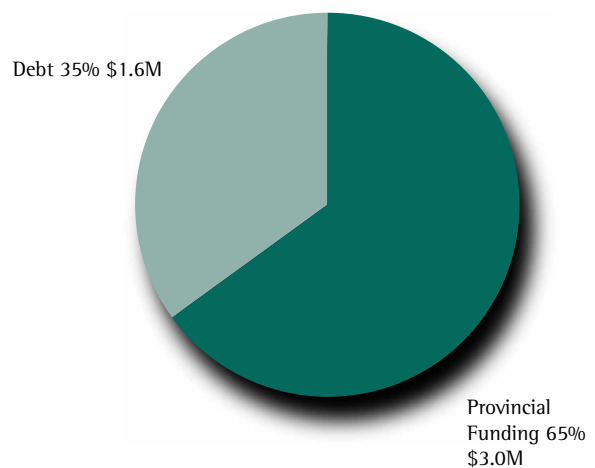
5 Year Capital Works Plan

NEW/CHANGE IN SCOPE PROJECTS	APPROVED		COMMITMENTS			
	2000	2001	2002	2003	2004	Total
Ambulance Station Vehicle Emission Venting System	225	0				225
25 Station - Morningside & Sheppard	882	122				1,004
AVTEC - Communications Switching Control Equipment	2,485	0				2,485
BACC - Backup Ambulance Communications Centre	500	1,795				2,295
Monitor-Defibrillators	510	0				510
NEW/CHANGE IN SCOPE PROJECTS	4,602	1,917	-	-	-	6,519
PREVIOUSLY APPROVED PROJECTS	-	-	-	-	-	-
TOTAL PROGRAM	4,602	1,917	-	-	-	6,519

Where the money goes . . .



Where the money comes from . . .



Ambulance Services

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.

TFS is 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 fulfill 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.

Core Businesses

Fire Services core businesses include:

1. Emergency Response
2. Fire Prevention and Investigation
3. Emergency Technical Support, Fire Fighter Training, Emergency Planning and Health and Safety
4. Administration and Emergency Communications

Customers

Fire Services key customers include:

- All residents of the City of Toronto.
- All who work in the City of Toronto.
- All who visit or are in transit through the City of Toronto.
- All commercial, industrial and business interests resident in, or in transit through, the City of Toronto.
- All institutions or organizations carrying on business or activities in the City of Toronto (e.g., religious organizations, schools, universities, hospitals, government organizations and not-for-profit organizations).

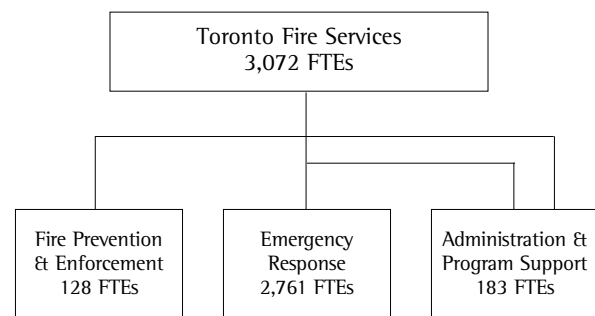
All emergency response, fire prevention and investigation, training, emergency planning, health and safety and emergency communications activities are carried out in accordance with the relevant Federal, Provincial and Municipal guidelines.

TFS adheres to relevant standards created by respected standards-creating bodies in the fire protection, emergency and safety standards areas, such as the National Fire Protection Association, which are generally adhered to by all large metropolitan fire departments.

Program Description

Fire Services is composed of three services areas: Operations; Fire Prevention and Enforcement; and Administration and Program Support.

Program Map



1999 Key Service Achievements

The following outlines the key service achievements planned for 1999, including a status update for each:

1999 Planned Key Service Achievements

Status:

1. To implement 800 Mhz radio system for South Command.
Ongoing.
2. To engineer new radio configuration for the Toronto Fire Services.
Complete.
3. To implement the new integrated radio infrastructure.
Ongoing.
4. To initiate the new Computer Aided Dispatch System.
Ongoing.
5. To renovate 4330 Dufferin Street to house new Communication Centre, back-up EOC and complete the amalgamation of support services within the Toronto Fire Services. Plans for construction nearing completion. Stores relocation to HQ will be complete in early January 2000. Completion of Communications space planned for November 2000.
6. To renovate the Training Academy to house the Ambulance Training Program.
Underway. Plans are nearing completion and construction is scheduled to begin in January 2000.
7. To endorse Ontario Fire Marshal Fire Fighter curriculum for distribution.
Curriculum purchased and distribution is underway.
8. To generate additional revenue from potential international Training contracts.
Trained 12 Dubai Civil Defense Officers to internationally recognized standards. Proposal to train 14 additional in 2000.
9. To exchange training methods with other Fire Services.
Trade, contacts ongoing.
10. To centralize the repairs for the heavy and light fleet used by Ambulance and Fire personnel to effectively utilize staff resources and eliminate duplication of equipment requirements.
No action taken for light vehicles, pending decision of TFS fleet.
11. To identify response capabilities, the risk management and requirements to develop various emergency planning agreements across the City, the 905 area, marine waterfront and airport.
Complete.
12. To complete the implementation of the Incident Management System and have in place one standard procedure by March 1999.
Complete.
13. To implement the next level of non-union supervision within the Operations function. (Platoon Chiefs)
Complete.
14. To increase customer service through involvement with the public in relation to fire prevention and site visits after the fire has been put out.
Ongoing.
15. To implement a standardized self-contained breathing apparatus.
SCBA purchased and distribution is underway.
16. To develop a plan for emergency operations during the period of Y2K and the potential associated problems.
Complete.
17. To replace the existing six collective agreements and inconsistent processes with one working collective agreement.
Ongoing.
18. To introduce five Occupational Health and Safety Committees.
Currently in the final stages of implementation.
19. To implement standard fire prevention operating policies, procedures and forms that will include personal safety, vacant buildings, electromagnetic locking devices, electrical inspections, spray booths, fire hydrant obstructions, etc.
Complete.
20. To implement Learn Not to Burn and Risk Watch public school programs in conjunction with other emergency agencies for all children's safety related issues.
Ongoing.

21. To introduce a common TAPP-C program as a standard approach across the City.
Ongoing.
22. To utilize inspection staff to provide assistance in public education programs in various public forums.
Complete.
23. To keep prevention inspection staff informed through "Public Education" newsletter regarding new initiatives and upcoming events such as fire safety seminars.
Development of newsletter is underway and will be fully implemented in 2000.
24. Development and delivery of packaged seminar presentations for all Fire Services Staff.

In mid 1999, Fire Services obtained Council direction to hire additional staff, resulting in the requirement for a second recruiting campaign in 1999 to accommodate the need for recruits to fill both new and existing vacant positions.

2000 Strategic Directions and Service Priorities

1. The largest and most strategic goals of the Toronto Fire Services revolve around the harmonization and integration of the 6 predecessor fire departments, including the following:
 - Centralization and consolidation of 6 existing systems into one harmonized radio communications system, which should positively affect response times (scheduled for final completion in 2001). Zone 1 radio communications will be "live" by fall 2000 with full anticipated for July 2001.
 - Implementation of a centralized Computer-Aided Dispatch and Records Management Systems, and wide-area teleprocessing network to all stations/offices, etc., resulting in harmonization of the terminology, measurement, records-keeping and overall methodology of emergency call-taking.
 - Harmonization of 6 fire fighter collective agreements into one agreement.

2. Construct new Station E & F as per KPMG study (Morningside and Sheppard) to address response time deficiencies in this area.
3. Maintenance of emergency response capability through the replenishment of heavy vehicles (5 quints and 11 pumpers).
4. TFS will place greater emphasis on fire prevention as a complement to fire protection.
5. Development of a Mentorship Program (as per Council direction), in keeping with the intense efforts which have gone into Outreach and Recruiting and community relations since amalgamation, to enhance the Fire Services capability and intensify its efforts to recruit amongst minority groups.
6. Co-habitation will occur between Fire and Ambulance in selected sites.
7. Apparatus will be re-deployed and improved as per KPMG recommendations following implementation of the first phase of the centralized communications system.

BUDGET HIGHLIGHTS

I. 2000 Operating Budget – Fire Services

Fire 2000 approved budget includes an additional \$ 4.237M gross and \$ 2.414M net over the 1999 funding level to deliver current services, as well as new services, as indicated below.

2000 Base Budget Changes

Includes \$.096 million gross and \$.366 net reduction for base budget changes:

	Gross (millions \$)	Net (millions \$)
-Fringe benefit adjustment	(.590)	(.590)
-Non Salary Increased costs	.365	.365
-Other	(.129)	(.141)
Total Base Changes	(.096)	(.366)

2000 New Service Changes

Includes \$4.333 million gross and \$2.780 million net increase for new service level changes, primarily resulting from 1999 approved or new Council/Committee directions:

	Gross (millions \$)	Net (millions \$)
- Impact of Transfer of Capital Maintenance Projects to Operating Budget	1.553	0
- 62 additional firefighters approved July/1999	2.780	2.780
Total New Changes	4.333	2.780
Total Base and New Changes	=====	=====

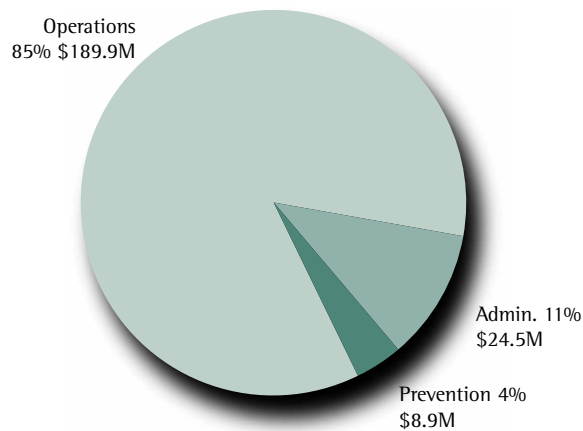
2000 Operating Program Summary by Service

Fire Services

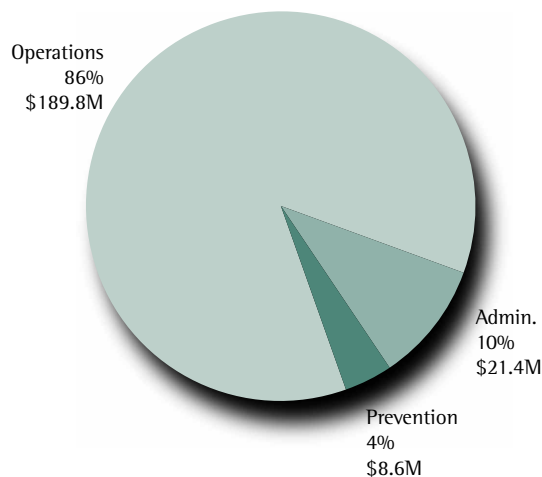
	1999 Budget \$	2000 Approved \$	Change from 1999 \$	%
Operations	187,992.7	189,882.4	1,889.7	1.0
Fire Prevention & Enforcement	8,929.1	8,896.0	(33.1)	(0.4)
Administration & Program Support	22,140.3	24,520.4	2,380.1	10.8
TOTAL GROSS EXPENDITURES	219,062.1	223,298.8	4,236.7	1.9
Grants from Others	0.0	0.0	0.0	NA
Interdepartmental Recoveries	0.0	0.0	0.0	NA
User Fees	0.0	0.0	0.0	NA
Other	1,622.6	3,445.6	1,823.0	112.4
TOTAL REVENUES	1,622.6	3,445.6	1,823.0	112.4
TOTAL NET EXPENDITURES	217,439.5	219,853.2	2,413.7	1.1
STAFFING COMPLEMENT				
Total Service (in Equivalent Funded Positions)	3,032.0	3,072.0	40.0	1.3

2000 Operating Budget – Fire Services

Gross Expenditures



Net Expenditures



II. 2000 Capital Budget – Fire Services

Fire Services

Total 2000 Gross Budget is \$24.6 million [1999 Budget – \$23.2m]

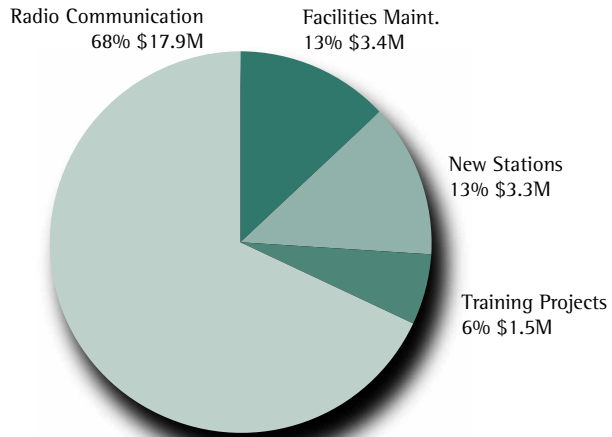
- \$17.9 million for radio communications system, approved in 1998, will be completed in 2001.
- \$1.6 million funding for the 2000 completion of the Harbourfront Fire Station, previously approved.
- \$1.7 million (Fire portion of the project) for a new fire station in Northeast Scarborough-a joint facility with Ambulance Services.
- Remaining funding addresses training facilities and large scale maintenance to the various fire stations.

5 Year Capital Works Plan

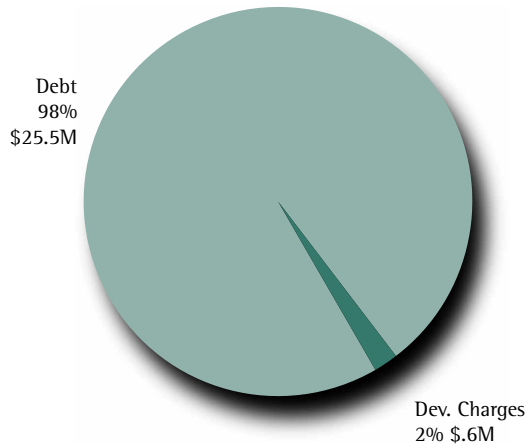
	APPROVED		COMMITMENTS			
NEW/CHANGE IN SCOPE PROJECTS	2000	2001	2002	2003	2004	Total
Technical Rescue Training Simulator	638					638
Replace Boiler Plants	150					150
Fire Academy Renovation	525					525
Station E & F	1,689	162				1,851
Replace HVAC, Plumbing and Electrical	466					466
Site Work	154					154
Re-Roofing	190					190
Health and Safety - HVAC	60					60
Replace Boiler Plants	114					114
Health and Safety - Buildings	160					160
Masonry and Concrete Rehabilitation	445					445
Replacement of Doors and Windows	110					110
Fire Training Towers & Grounds - N & E Command	326					326
NEW/CHANGE IN SCOPE PROJECTS	5,027	162	-	-	-	5,189
PREVIOUSLY APPROVED PROJECTS	19,569	4,800	-	-	-	24,369
TOTAL PROGRAM	24,596	4,962				29,558

Fire Services

Where money goes . . .



Where money comes from . . .



SOLID WASTE MANAGEMENT SERVICES

Mission Statement

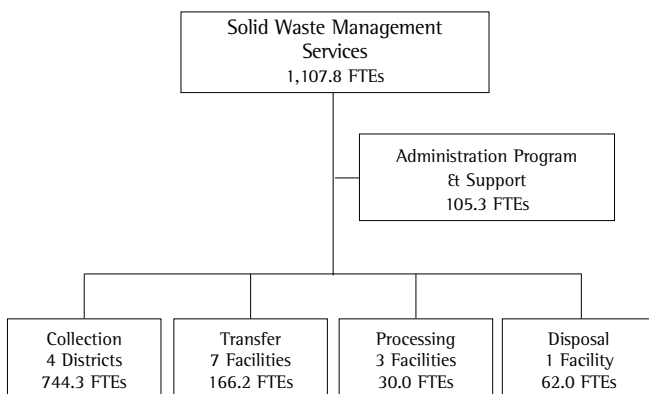
To provide effective and efficient waste management and resources recovery services to residents, visitors and businesses in the City of Toronto in order to maintain a clean and healthy city and to minimize the impact of waste on the environment.

Program Description

Solid Waste Management Services is responsible for providing collection, transfer and disposal services for mixed waste, and the transfer and processing for recyclable and organic materials from the six Community Council Areas as well as the City's departments, boards, agencies and commissions. The Program is also responsible, by agreement, for disposing of municipal waste from the neighbouring Regions of Durham and York, and also accepts waste from the industrial, commercial and institutional sector in all three regions.

Solid Waste Management Services is composed of five service areas: Administration & Program Support, Collection, Transfer, Processing and Disposal.

Program Map



1999 Key Service Achievements

Collection

1. Reduced collection labour costs by \$200,000 in Districts 1 & 2 through efficiency improvements
2. Reduced budget by \$900,000 in Districts 1 & 2 through the reduction of waste collection fleet.
3. Removed eight garbage packers and two white goods trucks from service in Districts 3 & 4 in early 1999 resulting in an annual cost saving of approximately \$1.2 million
4. Redesigned and successfully implemented a new garbage and recycling collection system in the Toronto CCA that provides for garbage and recycling collection on the same day and reduced the number of collection vehicles required to perform the work.
5. Downsized the management structure in Districts 1 and 2 by four (1 Manager and 3 Supervisors) and the equivalent of 20 collection workers (staff on rehabilitation assignments currently working in Water Wastewater and Transportation) with total budget reduction of \$1,300,000
6. Introduced a two-year pilot 4-day work week in District 4, which resulted in an annual cost avoidance of \$335,000
7. Introduced once a week garbage collection and once every second week recycling collection, resulting in an annual savings of \$1,600.0 thousand.
8. Introduced once every second week yard waste collection during the summer months while maintaining weekly collection in the spring and fall season throughout the City, resulting in an annual savings of \$200.0 thousand.
9. Pilot "finish and go" incentive program is functioning in the North, Symes and West yards and District 3 with approximately 90% participation

Policy & Planning

10. Awarded contract to OMG Media Ltd. for the installation and maintenance of 3,000 new multi-compartment litter and recycling bins which will generate approximately \$10 million in advertising revenue to the City over 10 years
11. Issued Requests for Proposals for long term waste disposal capacity and proven diversion technology under the Toronto Integrated Resource Management (TIRM) process

12. Implemented interim garbage and recycling collection service fees for approximately 2,800 small businesses receiving more than twice per week garbage collection
13. Harmonized service levels with respect to frequency of residential garbage, yard waste and blue box collection, special front and side door collection services, and provision of replacement/additional recycling boxes

Transfer, Processing and Disposal Operations

14. Improved work practices allowing the reduction of 19 staff positions through the Voluntary Separation Program
15. Increased average load weights on transfer trailers by 3.5 tonnes per load to 28 tonnes per load thus increasing the average payload hauled by 14%
16. Implemented new program to increase loading accuracy for transfer trailers and to optimize load weights thus reducing the need to adjust load weights after loading
17. Amalgamated all haulage operation in one location to increase control, reduce costs and increase up time of equipment
18. Reduced Management structure by 3 Transfer Station Managers and 4 Transfer Station Supervisors

2000 Strategic Directions and Service Priorities

Collection

1. Reduce collection labour costs by \$300,000 in District 1 & 2 through efficiency improvement
2. Implement one person recycling collection vehicle pilot in Districts 1 & 2
3. Implement a formalized “finish and go” incentive program with collection workers in Districts 1 & 2
4. Undertake a pilot project utilizing automated collection vehicles for curbside garbage collection in Districts 3 & 4
5. Implement 500 new litter bins and complete the replacement of existing litter bins with 3 compartment OMG Media bins

Policy & Planning

6. Develop harmonized collection service eligibility criteria for the small commercial sector
7. Develop waste disposal service fee structure for Toronto agencies, boards, commissions and departments
8. Obtain Council approval of a harmonized waste collection by-law
9. Award contract for long term waste disposal capacity under the TIRM process
10. Award contract for waste diversion services under TIRM process
11. Develop harmonized service fee structure for multi-family residential buildings

Transfer, Processing and Disposal Operations

12. Reduce heavy equipment at transfer facilities by 6 units
13. Perform compliance audits at all transfer stations and HHW facilities
14. Obtain approval for and commence use of Alternate Daily Cover at the Keele Valley Landfill Site
15. Develop and implement Marketing Plans to increase acceptable use and enhance revenue stream for compost by 200%
16. Develop and implement pilot project for a “loading fee” system at the Victoria Park Transfer Station subject to Council approval
17. Start up operation of the Dufferin Blue Box Material Recovery Facility.
18. Start up operation of the Dufferin Mixed Waste Recycling and Organics Processing Facility.

BUDGET HIGHLIGHTS

I. 2000 Operating Budget – Solid Waste Management Services

Solid Waste 2000 approved budget includes an additional \$6.081M gross and \$ (1.039)M net over the 1999 funding level to deliver current services, as well as new services, as indicated below.

2000 Recommended Base Budget Changes

Includes \$4.276 million gross and (\$3.644 million) net reductions for base budget changes:

	Gross (millions \$)	Net (millions \$)
Transfer of litter bin collection from Transportation	1.220	1.220
Transfer of by-law enforcement from Transportation	0.830	0.830
Transfer of FTEs to Other Programs	(0.824)	(0.824)
Increased haulage cost to Michigan per Phase 2 of Keele Valley slow-fill option	5.849	5.849
Base revenue change - Paid Disposal Tonnage	0.000	(3.340)
Base revenue change - Sale of Recyclable Materials	0.000	(3.000)
Operational efficiencies, fleet, contribution - services provided by Support/Technical	(4.156)	(4.156)
Other	1.357	(0.223)
Total Base Changes	4.276	(3.644)

2000 Recommended New Service Changes

Includes \$1.805 million gross and \$2.605 million net for new service level changes primarily resulting from 1999 approved or new Council/Committee directions:

	Gross (millions \$)	Net (millions \$)
Operating impact of capital projects - Material Recovery Facility	0.875	0.875
ICI collection fees per 1999 experience	0.000	0.800
Additional litter bins	0.150	0.150
Enhanced by-law enforcement re. "Clean Streets" program	0.780	0.780
Total New Changes	1.805	2.605
Total Base and New Changes	6.081	(1.039)

2000 Operating Program Summary by Service

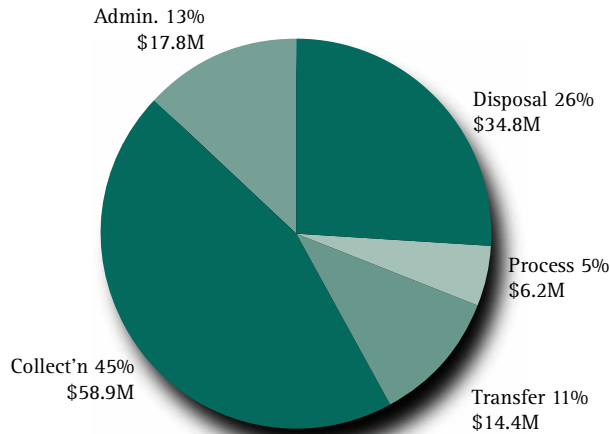
Solid Waste Management Services (Consolidated)

	1999 Budget \$	2000 Approved \$	Change from 1999 \$	%
SERVICE				
Administration & Program Support	17,754.7	17,767.9	13.2	0.1
Collection	59,450.7	58,925.5	(525.2)	(0.9)
Transfer	15,780.5	14,370.3	(1,410.2)	(8.9)
Processing	5,099.5	6,184.2	1,084.7	21.3
Disposal	27,879.0	34,797.5	6,918.5	24.8
TOTAL GROSS EXPENDITURES	125,964.4	132,045.4	6,081.0	4.8
Grants from Others	1,000.0	1,000.0	0.0	NA
Interdepartmental Recoveries	1,380.4	1,344.7	(35.7)	(2.6)
User Fees	46,083.1	58,957.0	12,873.9	27.9
Other	9,484.9	3,767.1	(5,717.8)	(60.3)
TOTAL REVENUES	57,948.4	65,068.8	7,120.4	12.3
TOTAL NET EXPENDITURES EXCLUDING CAPITAL FINANCING	68,016.0	66,976.6	1,039.4	7.5
STAFFING COMPLEMENT				
Total Program (in Equivalent Funded Positions)	1,136.2	1,107.8	(28.4)	(2.5)

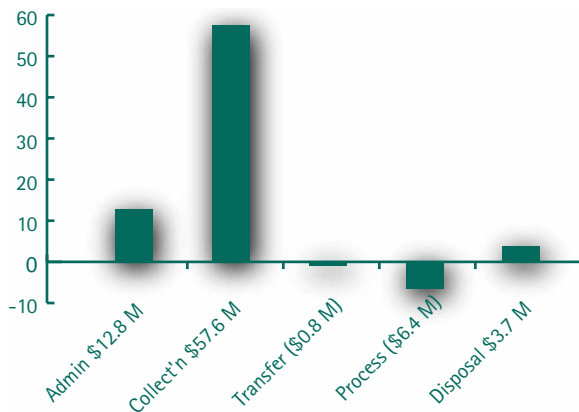
Solid Waste Management Services

2000 Operating Budget – Solid Waste Management Services

Gross Expenditures



Net Expenditures



II. 2000 Capital Budget – Solid Waste Management Services

The approved 2000-2004 Capital Budget for Solid Waste Management includes cash flow requirements of \$21.328 million in 2000. 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 activities.

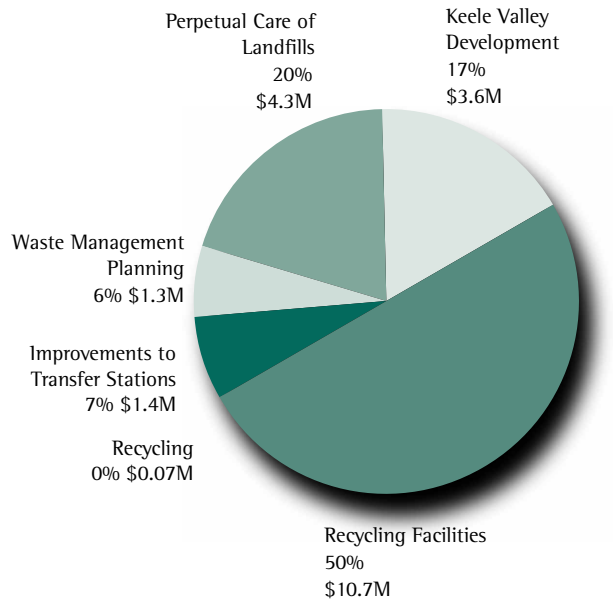
Solid Waste Management

- \$7.9 million in 2000 towards continued development of the Keele Valley Landfill and the ongoing assessment and remediation of former landfill sites
- \$9.2 million in 2000 to complete a mixed waste processing facility, supporting the City's waste diversion target of 50% by year 2006
- \$1.4 million in 2000 for new capital maintenance improvements to transfer station facilities
- \$1.3 million for waste management planning, securing options for future disposal/diversion

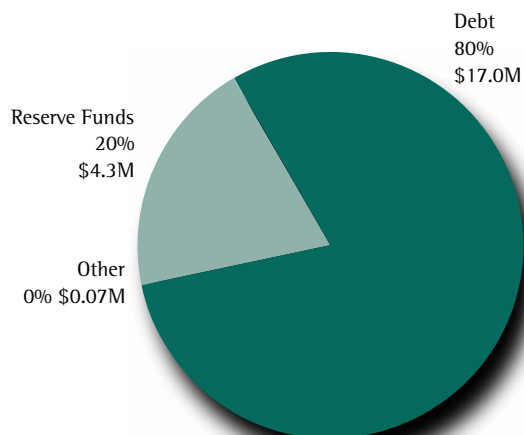
5 Year Capital Works Plan

NEW/CHANGE IN SCOPE PROJECTS	APPROVED		COMMITMENTS				Total
	2000	2001	2002	2003	2004		
IMPROVEMENTS TO TRANSFER STATIONS	1,406	494					1,900
RECYCLING	72	72					144
WASTE MANAGEMENT PLANNING	1,025	298	100				1,423
RECYCLING FACILITIES	692						692
NEW/CHANGE IN SCOPE PROJECTS	3,195	864	100	-	-		4,159
PREVIOUSLY APPROVED PROJECTS	18,133	6,942	6,587	4,437	2,961		39,060
TOTAL PROGRAM	21,328	7,806	6,687	4,437	2,961		43,219

Where the money goes . . .



Where the money comes from . . .



TRANSPORTATION SERVICES

Mission Statement

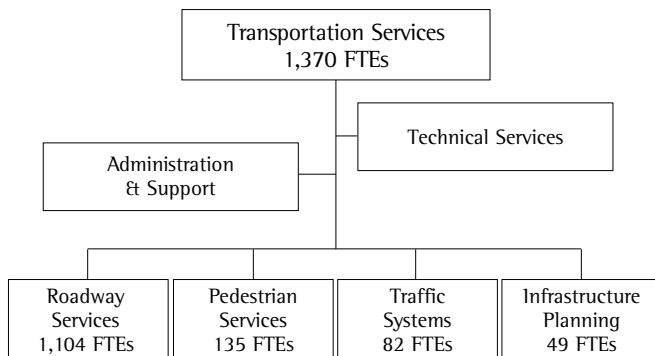
Transportation Services' mission is to safely, efficiently and effectively serve the mobility needs of the City in harmony with the environment and its neighbourhoods.

Program Description

Core services include road operations; winter maintenance; traffic operations; provision of lighting; right-of-way management; infrastructure planning and programming; and pedestrian and cycling operation and maintenance.

The Transportation Services division is composed of five service areas: Roadway Services; Pedestrian Services; Traffic Systems; Infrastructure Planning; and Technical Services and Program Support.

Program Map



1999 Key Service Achievements

1. managed record snowfalls in January;
2. harmonized winter services, including sidewalk ploughing and driveway windrow removal;
3. developed comprehensive winter control plan, including a removal contingency strategy;
4. reconfigured winter maintenance contracts;
5. harmonized permit fees for transportation related activities;

6. completed level 6 and level 7 organizational design;
7. developed and managed the Y2K contingency plan for Traffic Systems;
8. developed and managed the transportation elements of the City Y2K contingency plan;
9. developed and managed the transportation element of the City labour disruption contingency plan;
10. initiated a strategic plan review for RESCU expansion; and
11. commenced the development of a City master cycling plan.

2000 Strategic Direction and Service Priorities

In the short term, the Transportation Services Division must continue to focus on the harmonization of service levels across the City in response to Council directives and the need to rationalize seven different operating structures.

Roadway Services

1. Road and Sidewalk Winter Maintenance
Implementation of a citywide phase-in plan for sidewalk snow clearing over the next four years. (Approved by City of Toronto Council at its meeting of October 26th, 27th, and 28th, 1999)
2. Sweeping and Flushing of Pavements
Considered an essential service, guidelines based on road type and pedestrian activity will provide opportunities for cost savings.
3. Sidewalk Litter Removal
Sidewalk litter removed by hand or mechanized equipment from sidewalks particularly in heavy pedestrian areas.
An enhanced litter collection programme for the City, including a downtown Pilot Project, is included in the 2000 Operating estimates.
4. Leaf Collection From Roadways
Harmonize service for private property owners.
5. Algae Collection
Harmonize service for private property owners.
6. Maintenance Yards
Yard consolidation Plan – Have reviewed potential surplus yards and are currently assessing consolidation of facilities for year 2000. Consolidation to take place post 2000, e.g. Murray Road, Turnberry Road, Rockcliffe Proposal.

7. Sign Shop

Consolidation plan of existing sign shops of former municipalities to be developed in the year 2000.

8. Transit Shelter Programmes

Harmonize the existing transit shelter programmes including the advertising revenue component.

9. Road Maintenance

Harmonization of existing road maintenance operations. An ongoing exercise.

10. Toronto Maintenance Management System (TMMS)

New operations management system roll-out to all District yards in late December, 1999 and early January, 2000.

Pedestrian Services

11. Increased Capital Resources for Sidewalk Maintenance

Implementation of a 5-year program to increase capital spending on the rehabilitation of existing sidewalks throughout the City.

12. New Sidewalks

Arterial road sidewalk Missing Link Program to be developed for 2000. Increased funding for new sidewalk installations included in the 2000-2004 Capital Works Program.

Traffic Services

13. Traffic By-law Harmonization

Integration of all traffic by-laws from seven former municipalities requires review to provide harmonization across new City.

14. Parking By-law

Integration of all parking by-laws from seven former municipalities requires review to provide harmonization across new City.

15. Streetlighting

Complete service harmonization in 2000 and develop a re-lamping programme.

16. Oversized Street Name Sign

Continue implementation of a 5-year program to provide larger street name signs at major intersections.

17. RESCU (Road Emergency Services & Communication Unit)

Consider implementation of a 5-year plan to increase RESCU coverage on major roadways.

Study feasibility of local weather/pavement temperature monitoring system as part of RESCU expansion

18. Safety Bureau

Approved in principle by City Council at its September 28th and 29th, 1999 meeting.

Infrastructure Planning

19. Cycling Master Plan

Cycling Master Plan to be completed in 2000. New and enhanced cycling routes to be identified for implementation in the 2000-2004 timeframe.

20. Technology Implementation

The Divisions Information Technology Plan and Work Management Plan.

21. Road Classification Project

System that divides roads into classes which each have their own function based on traffic movement and property access. To be completed in Spring, 2000.

22. Traffic Calming

Citywide policy to be developed by mid-2000. Policy decision by Council may require additional capital resources.

23. Pavement/Asset Management System

New system to be implemented by mid-2000. Additional capital funds needed to maintain a state of good repair.

24. Transit Priority Measures

Develop a strategic plan in conjunction with TTC for the implementation of additional transit priority measures including H.O.V. and signal priorities.

25. Olympics 2008

Develop an overview plan for Transportation Services for the Olympics 2008 bid.

26. Mayor's Waterfront Vision (Fung)

Review and assess transportation elements of the Mayor's Waterfront Vision (Fung).

BUDGET HIGHLIGHTS

I. 2000 Operating Budget – Transportation Services

Transportation 2000 approved budget includes an additional \$ 5.871M gross and \$ (1.074)M net over the 1999 funding level to deliver current services, as well as new services, as indicated below.

2000 Base Budget Changes

Includes base budget reductions of \$1.349 million gross and \$6.595 million net:

	Gross (millions \$)	Net (millions \$)
Restructuring and salary adjustments	(4.626)	(4.626)
Increased costs for snow removal	4.250	4.250
Transfers to other programs	(2.122)	(1.034)
Transfer from Parks and Recreation, greenspace Road allowance Maintenance	1.100	1.100
Contribution from Capital for Project Management		(3.000)
Other revenue increases		(1.809)
Revenue-access to right of way		(1.500)
Other	0.049	0.024
Total Base Changes	(1.349)	(6.595)

2000 New Service Changes

	Gross (millions \$)	Net (millions \$)
1999 Harmonization Decisions		
Snow Clearing Harmonization	3.950	3.950
Permit Fees Increased		(1.699)
Other		
Enhanced Litter Cleaning	1.400	1.400
Toronto Atmospheric Fund contribution	1.400	1.400
Other	0.470	0.470
Total New Changes	7.220	5.521
Total Base and New Changes	5.871	(1.074)

2000 Operating Program Summary by Service

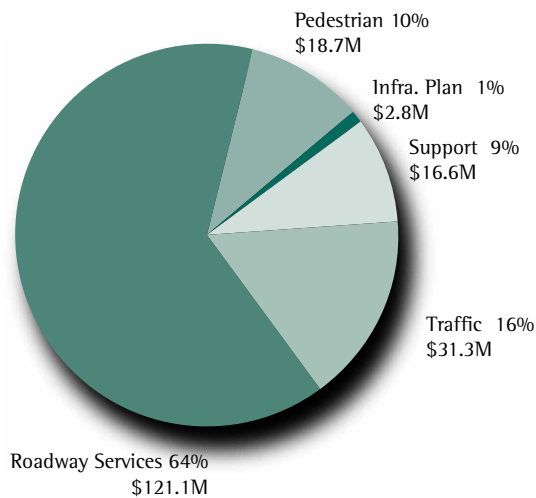
Transportation Services

	1999 Budget \$	2000 BAC Approved \$	Change from 1999 Actual \$	%
Roadway Services	118,631.7	121,086.2	2,454.5	2.1
Pedestrian	20,443.7	18,764.4	(1,679.3)	(8.2)
Traffic Systems	28,827.1	31,380.0	2,552.9	8.9
Infrastructure Planning	2,890.9	2,751.9	(139.0)	(4.8)
Tech. Support & Program Support	13,941.2	16,623.5	2,682.3	19.2
TOTAL GROSS EXPENDITURES	184,734.6	190,606.0	5,871.4	3.2
Grants from Others	0.0	0.0	0.0	NA
Interdepartmental Recoveries	0.0	0.0	0.0	NA
User Fees	31,581.4	35,201.9	3,620.5	11.5
Other	0.0	3,325.0	3,325.0	NA
TOTAL REVENUES	31,581.4	38,526.9	6,945.5	22.0
TOTAL NET EXPENDITURES	153,153.2	152,079.1	(1,074.1)	(0.7)
STAFFING COMPLEMENT				
Total Service (in Equivalent Funded Positions)	1,567.0	1,370.0	(197.0)	(12.6)

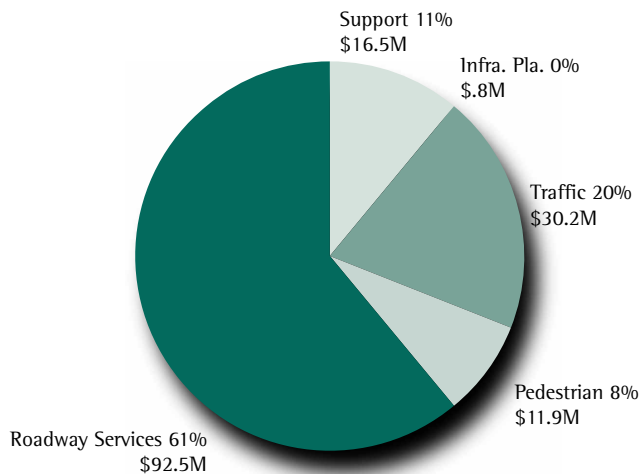
Transportation Services

2000 Operating Budget – Transportation Services

Gross Expenditures



Net Expenditures



II. 2000 Capital Budget – Transportation Services

Total 2000 Gross Budget is \$165.3 million [1999 Budget – \$121.9m]

Large year over year increase reflects additional funding for state of good repair projects. The City of Toronto has a total road inventory of 5,232 kilometres to maintain.

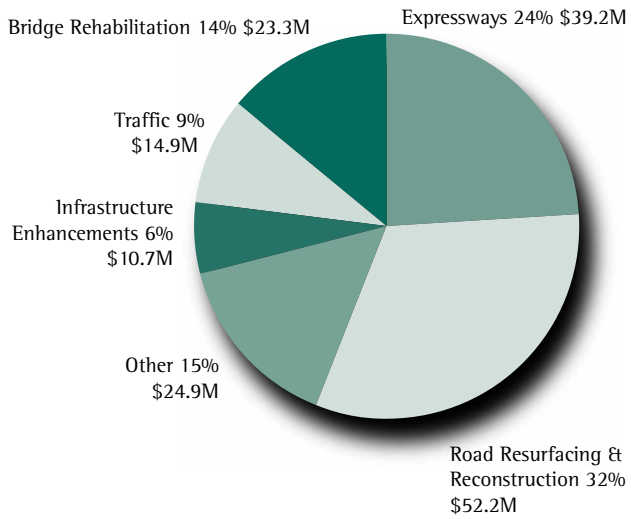
- \$25.1 million for 28 kilometres of road reconstruction
- \$27.1 million for 120 kilometres of road resurfacing
- \$23.3 million for bridge rehabilitation
- \$14.2 million for traffic control/calming/safety/lighting
- \$43.3 million for expressway rehabilitation (the Gardiner DVP to 427, Don Valley Parkway, Humber Bridges)
- \$5.3 million for 60k of sidewalk rehabilitation/ reconstruction
- \$27 million for other projects (includes North Yonge service road; Fort York Blvd.; various construction projects)

5 Year Capital Works Plan

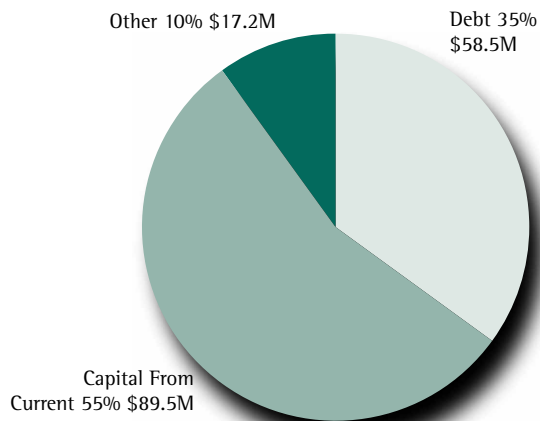
NEW/CHANGE IN SCOPE PROJECTS	APPROVED	COMMITMENTS				Total
	2000	2001	2002	2003	2004	
Audible Signals	252					252
City Bridge Rehabilitation - City Wide	23,345					23,345
Emergency Conflict Flash Conversion	90					90
Engineering Studies	900					900
Facility Improvements	575					575
Fort York Blvd. from Bathurst St. to Strachan Ave.	3,170	3,570	1,050			7,790
Gardiner Dismantling, DVP to Leslie	14,955	16,630	5,880	220	220	37,905
Hydro Conversion	750					750
Integrated Traffic Control Centre	229					229
Land Acquisition - Easements - Toronto	100					100
Laneways - Various Location	1,735					1,735
Local Road Resurfacing - Various Location	34,698					34,698
Major Road Resurfacing	17,500					17,500
New Pedestrian Crossovers	200					200
North Yonge Centre	2,000	2,050	7,250	7,540	7,840	26,680
Oversized Street Name Signs	400					400
Red Light Cameras	3,100	3,280	840			7,220
Safety and Operational Improvements	1,120					1,120
Scarborough Development Related Roads	500					500
Sidewalks - Various Location	5,300					5,300
Signal Communications	150					150
Signal Major Modification	400					400
Street Lighting - Major and Local Roads	2,000					2,000
Street Name Sign Duplication	100					100
Third Party Signals	1,500					1,500
Third Party Streetlighting	200					200
Traffic Calming and Cycling Infrastructure	1,750					1,750
Traffic Control - RESCU	500					500
Traffic Control - SCOOT	300					300
Traffic Control - Traffic Control Devices	1,600					1,600
Traffic Plant Requirements	1,000					1,000
Transit Priority	600					600
Various Construction Projects	10,281					10,281
Sheppard Avenue (Beecroft - Leslie)	(6,000)	(1,510)	10,510	19,980	16,780	39,760
Dufferin Street Jog Elimination	750	22,700	9,770	0	0	33,220
Expressway Rehabilitation Gardiner DVP to 427	(21,200)	240	8,450	9,300	28,700	25,490
Expressway Rehabilitation - Humber Bridges	4,000	(5,950)	(3,000)	(1,000)	0	
Port Union Pedestrian Tunnel	1,800	0	0	0	0	1,800
Woodbine Park Development	250	0	0	0	0	250
Don Valley Parkway Rehabilitation	(5,420)	(3,860)	630	(955)	5,520	
NEW/CHANGE IN SCOPE PROJECTS	105,480	37,150	41,380	35,085	59,060	278,155
PREVIOUSLY APPROVED PROJECTS	59,770	38,210	25,000	25,755	-	148,735
TOTAL PROGRAM	165,250	75,360	66,380	60,840	59,060	426,890

Transportation Services

Where the money goes . . .



Where the money comes from . . .



SUPPORT SERVICES

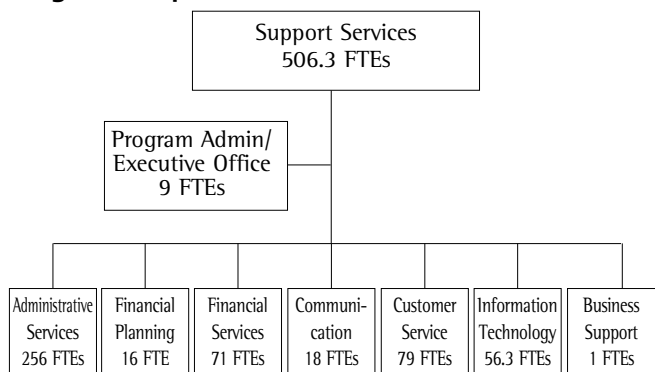
Mission Statement

The WES – Support Services Division is responsible for providing executive, program administration and support, information technology, financial, administrative and customer and communications services in support of the operating programs of the Works and Emergency Services Department.

Program Description

The Support Services Program of Works and Emergency Services was created as a separate program in the 1999 budget. Prior to that, all support services were provided within each of the operating divisions.

Program Map



1999 Key Service Achievements

In 1999, the program managed to complete the hiring and placement of the divisional management in place down to level 6 of the organization. During 1999, the separation of functions and staff resources continued with the operating programs. The division also began its rationalization of service delivery by geographic consolidation, reducing the number of outlying locations. Initial efforts at developing key business data collection systems were initiated in the areas of business planning and performance measures, human resources establishment data, and financial management information.

2000 Strategic Direction and Service Priorities

In 2000, the Support Services division will complete its consolidation. All key staff positions will be in place and the division will proceed to implement a number of initiatives:

- implementing service agreements with the operating divisions
- undertaking staff training to ensure competency and implementing performance management for the divisional management
- developing management information systems
- establishing departmental policy and procedures for administrative and financial services
- refining the division's business plan

To support the business planning process, full service costing is being adopted. This involves having service areas budget for all their direct costs. Indirect costs will be allocated based on an appropriate chargeback factor. In 1999, a budget recommendation directed the Support and Technical Services divisions to re-structure their cost recovery formula to more appropriately reflect the usage by the operating divisions. The preliminary submission of this year's budget maintains the prior year's formula but this will be superseded by a more appropriate cost recovery methodology prior to budget approval.

Support Services

BUDGET HIGHLIGHTS

I. 2000 Operating Budget – Support Services

2000 Recommended Base Budget Changes

Includes \$11.557 million gross and \$0 net increases for base budget changes:

	Gross (millions \$)	Net (millions \$)
Transfers of FTEs from other programs	6.632	0.000
Salary/benefits increase re. funded vacancies & 1999 underfunding	6.362	0.000
Transfer insurance expense to Transportation	(1.805)	0.000
Other (Increase in non-salary expenses)	0.368	0.000
Total Base Changes	11.557	0.000

2000 Recommended New Service Change

Includes \$0.044 million gross and \$0 net increases for new service level changes resulting from 1999 approved or new Council/Committee directions:

	Gross (millions \$)	Net (millions \$)
Advertising for Emergency Planning	0.044	0.000
Total New Changes	0.044	0.000
Total Base and New Changes	11.601	0.000

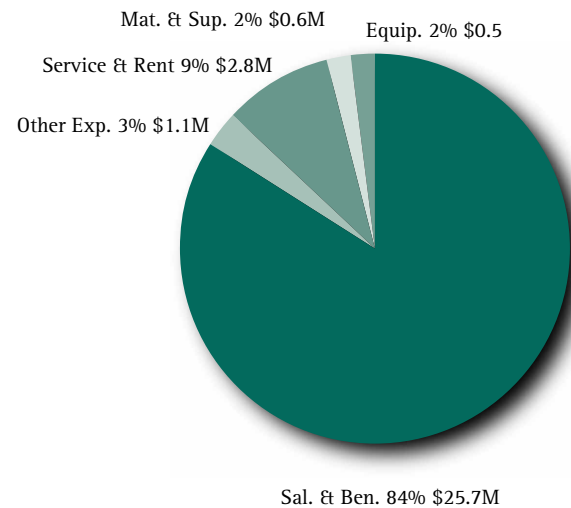
2000 Operating Program Summary by Service

Support Services

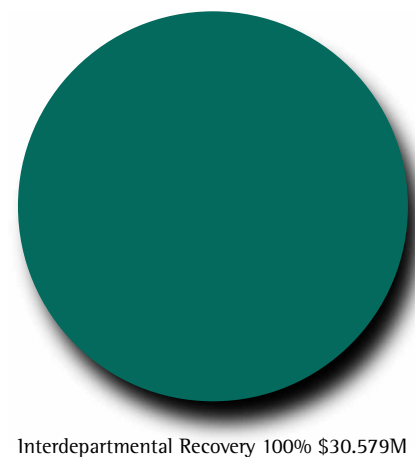
	1999 Budget \$	2000 Approved \$	Change from 1999 \$	%
Salaries and Benefits	12,697.0	25,716.9	13,019.9	102.5
Materials and Supplies	476.8	569.5	92.7	19.4
Equipment	365.5	480.0	114.5	31.3
Services & Rents	4,430.9	2,757.7	(1,673.2)	(37.8)
Contributions and Transfers	0.0	0.0	0.0	NA
Other	1,008.2	1,054.9	46.7	4.6
TOTAL GROSS EXPENDITURES	18,978.4	30,579.0	11,600.6	61.1
Grants from Others	0.0	0.0	0.0	NA
Interdepartmental Recoveries	18,978.4	30,579.0	11,600.6	61.1
User Fees	0.0	0.0	0.0	NA
Other	0.0	0.0	0.0	NA
TOTAL REVENUES	18,978.4	30,579.0	11,600.6	61.1
TOTAL NET EXPENDITURES	.0	0.0	0.0	NA
STAFFING COMPLEMENT				
Total Service	253.9	506.3	252.4	99.4
(in Equivalent Funded Positions)				

2000 Operating Budget – Support Services

Gross Expenditures



Net Expenditures



II. 2000 Capital Budget – Support Services

Not Applicable

TECHNICAL SERVICES

Mission Statement

To provide high quality Technical Services in support of the Works and Emergency Services Department's efforts to provide and maintain a high quality of municipal services consistent with the principles of sustainability.

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

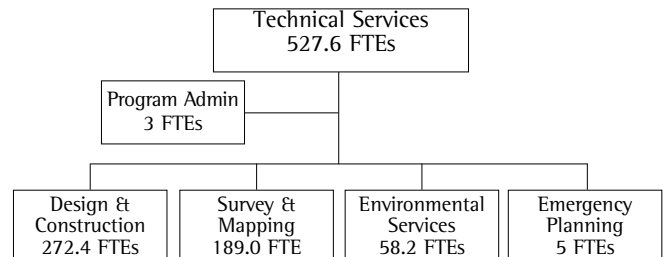
Program Description

The W.E.S. – Technical Services division operates as a central-service provider of technical support services to Water, Wastewater, Solid Waste Management, and Transportation programs.

By centralizing engineering, surveying, inspection, and environmental services, the division operates as a resource centre, providing specific technical services to its client base.

While the W.E.S. – Technical Services division is composed of six service areas-Facilities & Structures, Survey & Mapping, Environmental, Engineering Services Dist 1 & 2, Engineering Services Dist 3 & 4, and Environmental Services, at this time the division is not budgeting for an allocation of its service costs back to the individual service areas. Although costs are not being allocated by service, they still will be charged back to the program receiving these services-i.e. the other W.E.S. Programs.

Program Map



1999 Key Service Achievements

In 1999 the division reported the following objectives:

Design and Construction

Maintained service levels for existing workload, which is 100% over 1998 levels. The division also began action to harmonise engineering standards, policies, practices, and contracts.

Survey and Mapping

For 1999, the division planned to acquire information and develop integrated foundation systems and networks for survey and mapping services. This included developing and prioritizing a workplan which involves acquiring necessary equipment, training staff, inventorying the state of the current network and establishing a GPS base station in concert with the University of Toronto.

Environmental Services

The objectives for 1999 included rolling out former municipal environmental programs to the entire City. The division undertook to prioritize and target work areas to increase geographic coverage with existing staff.

2000 Strategic Direction and Service Priorities

In 2000, the Technical Services division will complete its consolidation. All key staff positions will be in place and the division will proceed to implement a number of initiatives:

Design and Construction

Again in 2000, the division is expecting a major increase in workload in the magnitude of 100% over 1999 levels. The process of harmonising engineering standards, policies, practices, and contracts, etc. will continue. The additional workload will necessitate new staff resources.

Survey and Mapping

In 2000, the division intends to increase the functionality of the basic data infrastructure. The workplan to this end involves establishing IT mechanisms training and developing staff and establishing stakeholder teams and partnerships.

Environmental Services

The objectives for 2000 include developing Environmental Monitoring and Audit Systems. The division also intends to develop a national-scale Better Buildings Partnership. This will also necessitate hiring key staff and establishing stakeholder and partnership groups.

BUDGET HIGHLIGHTS

I. 2000 Operating Budget – Technical Services

Technical Services 2000 approved budget includes an additional \$ 6,031.51M gross and \$ 0M net over the 1999 funding level to deliver current services, as well as new services, as indicated below.

2000 Base Budget Changes

Includes increase of \$6,031 million gross and net \$0 for base budget changes:

	Gross (millions \$)	Net (millions \$)
- Salary/ benefits adjustments		
• Costs charged directly to capital/ non-tax programs in 1999	6,429.4	0
• Fringe benefits provision from 21% to 23%	545.0	0
• Transfer of 8 FTEs to Urban Development	(636.3)	0
- New survey equipment	149.0	0
- Inflationary increases	120.7	0
- Reduction in Equipment	(133.0)	0
- Reduction in Service & Rents	(383.0)	0
- Reduction in Materials	(39.0)	0
- Allocation of reduction in Fleet charge-out	(21.5)	0
Total Base Changes	6,031.0	0

2000 New Service Changes

Includes increase of \$.510 million gross and net \$0 for new service level changes resulting from 1999 approved or new Council/Committee directions:

	Gross (millions \$)	Net (millions \$)
- Proposed Sign-By-law re Display of Address at rear of properties	.075	0
- Environmental Task Force Initiatives	.435	0
Total New Changes	.510	0
Total Base and New Changes	6,031.510	0

Technical Services

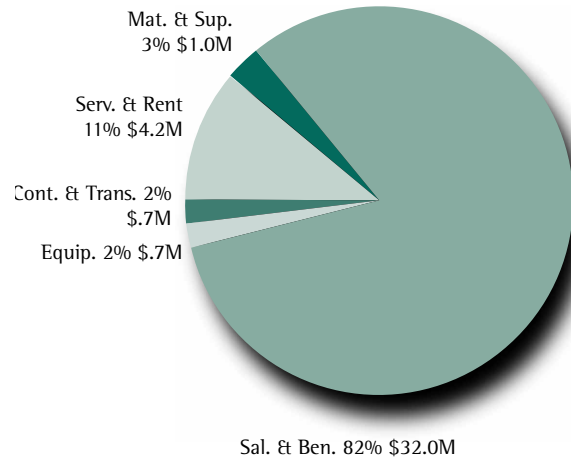
2000 Operating Program Summary by Service

Works & Emergency Technical Services

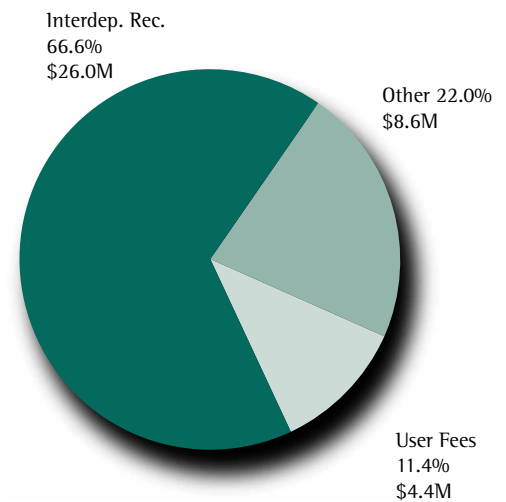
	1999 Budget \$	2000 Approved \$	Change from 1999	
			\$	%
SERVICE				
Technical Services	32,458.0	38,998.9	6,540.9	20.2
TOTAL GROSS EXPENDITURES	32,458.0	38,998.9	6,540.9	20.2
Grants from Others	0.0	0.0	0.0	NA
Interdepartmental Recoveries	21,133.2	25,977.9	4,844.7	22.9
User Fees	5,372.4	4,147.2	(1,225.2)	(22.8)
Other	5,952.4	8,873.8	2,921.4	49.1
TOTAL REVENUES	32,458.0	38,998.9	6,540.9	20.2
TOTAL NET EXPENDITURES	0.0	0.0	0.0	0.0
STAFFING COMPLEMENT				
Total Service	600.0	527.6	(72.4)	(12.1)
(in Equivalent Funded Positions)				

2000 Operating Budget – Technical Services

Gross Expenditures



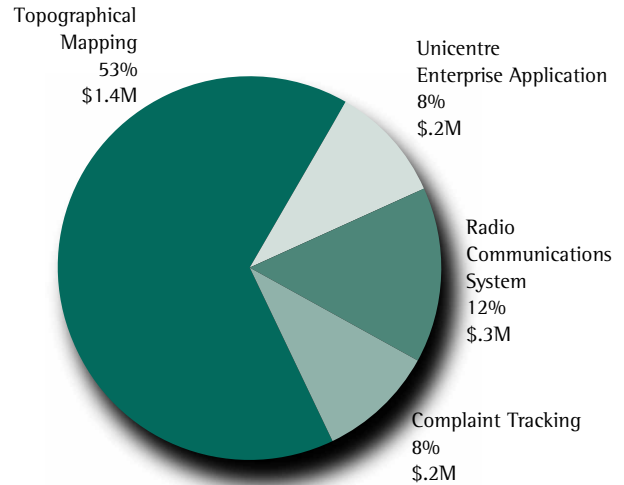
Revenues by Category



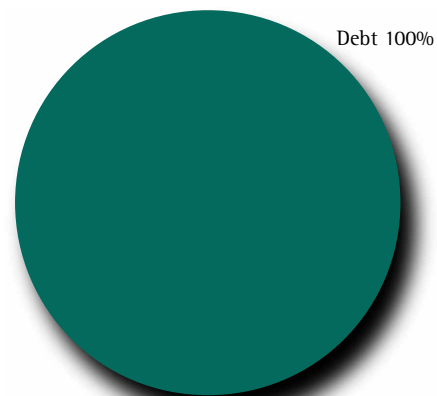
II. 2000 Capital Budget – Technical Services

- a) The Radio Communications System is a two-phase project that will reconfigure the city's non-emergency radio dispatching system. Phase One: \$.300 million;
- b) 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 the integration of a wider range of users. \$.500 million;
- c) The Complaint Tracking Systems provides a system to manage requests for service and repairs as directed from the public that require WES operations. \$.200 million;
- d) The Unicenter Enterprise Management Application Project provides increased technical support to 2,700 PCs in use in the Works & Emergency Services department, raising computer support to corporate levels. \$.200 million;
- e) The Topographical 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. \$1.400 million.

Where the money goes . . .



Where the money comes from . . .



ECONOMIC DEVELOPMENT, CULTURE & TOURISM

Economic Development, Culture & Tourism

The Economic Development, Culture and Tourism Department brings together Parks and Recreation, Economic Development, Arts, Culture, Heritage, and Special Events services 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 focuses on planning, development, design, policy and research services. 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 cultural growth and expression for citizens and visitors that contribute to Toronto as a dynamic, healthy and diverse city!

Mission & Mandate

The City recognizes and values the importance of culture as a key defining, unique component of the new City of Toronto. The City's cultural mission is to:

- Recognize the essential role that culture plays in the social and economic life of the City of Toronto.
- Encourage creative, open expression of ideas through all art forms and the full participation of residents and visitors.
- Foster the health and development of the cultural sector by integrating cultural policy with corporate objectives, delivering final support, providing art and heritage facilities and a wide range of cultural programs.

- Strengthen and support diversity of cultural expression and the many diverse communities in the City of Toronto.
- Identify, preserve and interpret the heritage of the City of Toronto – Ensure that citizens and visitors encounter Toronto's history every day and everywhere, and that Toronto's unique character is preserved to future generations.
- Encourage partnerships and linkages amongst cultural organizations and with the broader community to increase the scope, influence and appreciation of culture.

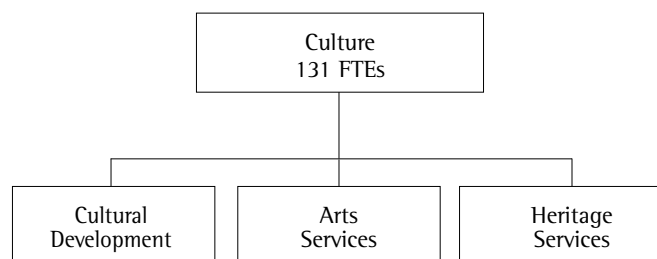
Program Description

Culture's 2000 Operating Budget Request reflects Council's decision on the governance and restructuring of Arts, Culture and Heritage. Accordingly, the 2000 Operating Budget consolidates the programs included in separate submissions in 1999 for each of former Culture and Heritage Toronto programs. In addition, the 2000 Operating Budget includes the transfer-in of the St. Lawrence Market Gallery from Clerk's and the Museum of Contemporary Canadian Art ("MOCCA") from the Toronto Centre for the Arts, formerly.

Culture delivers its programs through Cultural Development, Arts Services and Heritage Services as follows:

- Cultural Development provides policy and research services, conducts the Division's planning activities, liaises with cultural organizations, coordinates special projects, manages the City's public art collection, develops operational plans for new facilities and provides the capital planning and maintenance for the City's museums, galleries, and cultural facilities and assets;
- Arts Services manages City's arts facilities and galleries, provides arts services, community development and public education, liaises with local arts councils, and cares for the City's fine art collection; and
- Heritage Services includes the Museums and Heritage Services Unit, Heritage Preservation and the City's support to the new Heritage Toronto. Museums and heritage Services includes the management and programming of the City's museum facilities, public education and interpretation of the City's heritage, care and conservation of the artifact collection, and marketing and promotion of museum sites. Heritage Preservation includes the designation program, site plan review, monitoring and review of heritage easement agreements, development proposals and Section 37 agreements, and public education. It is through this unit that the City will provide financial support to the new Heritage Toronto, which will work at arms length on advocacy issues, city-wide public programming and fund raising.

Program Map



1999 Key Service Achievements

1. Achieved staff and budget reduction targets.
2. Designed new Division's structure and staffing strategy.
3. Developed implementation plan for Council's decisions on heritage governance.
4. Managed nomination process for the creation of 18 new heritage boards.
5. Created multi-year business plan.
6. Established consolidated 5-year Capital Works Program.
7. Participated in discussions on the new vision for the Waterfront.
8. Developed a plan to stabilize Caribana.
9. Conducted program review of theatres.
10. Completed feasibility study on The Guild.
11. Restructured operation of the Museum of Contemporary Canadian Art and developed new operational model.
12. Provided staff support to discussion regarding the future use of the Ford Centre for the Performing Arts.
13. Completed inventory and review of maintenance requirements of City's public art collection.
14. Worked with a range of partners on 12 public art projects.
15. Provided staff support to Millennium Grants Program: reviewed 177 applications for allocation of \$500,000.
16. Facilitated discussion with local arts councils on arts service delivery across the new City of Toronto.
17. Facilitated Community Arts Forum.
18. Conducted survey of community development services to identify gaps and inconsistencies.
19. Began work with Planning on development of arts and heritage policies for the new Official Plan.
20. Contributed to development of Department's tourism strategy.
21. Hosted Heritage Showcase at the Scarborough Town Centre with 50 groups participating and an audience of more than 60,000 over three days.
22. Delivered programs at museums and cultural centres for 258,200 participants.
23. Presented or assisted with 30 Artsweek events with 156,000 participants.

2000 Strategic Direction and Service Priorities

1. Complete the amalgamation and restructuring of the City's cultural services.
2. Negotiate memoranda of understanding with new heritage boards.
3. Complete grant agreement with Toronto Arts Council.
4. Develop a communications strategy.
5. Design consultation framework for the City's Culture Plan.
6. Develop a cultural grants policy for the City of Toronto.
7. Establish a city-wide Public Art Commission and develop a procedural framework for civic projects.
8. Conduct consultation on the Heritage Master Plan for recommendations to Council.
9. Develop a Cultural Facilities Master Plan to rationalize facility needs across the City of Toronto.
10. Assess cultural infrastructure requirements for long range capital planning purposes.
11. Develop a plan for reuse and rehabilitation of the John Street Roundhouse.
12. Implement approved Capital Works Program in cooperation with Capital Projects Team. Major projects will include: Lakeshore Assembly Hall, The Guild, Fort York, Casa Loma and the Don Valley Brick Works.
13. Sustain major cultural organizations as a core ingredient in the City's cultural life.
14. Assist the Toronto Community Arts Alliance to become a key partner in community arts development.
15. Develop a strategy to implement recommendations from the Community Arts Forum.
16. Facilitate cultural celebrations related to the Millennium.
17. Develop a marketing strategy for City-operated museums.
18. Develop a plan to harmonize/ rationalize user fees for programs, permits, facility rentals for implementation in 2001.
19. Create a cultural tourism strategy in partnership with Economic Development and Tourism Toronto.
20. Continue to work with Planning on Arts and Heritage Policies for the Official Plan.
21. Begin work of developing common databases of artifact and fine art collections.
22. Develop a common database for the inventory of heritage properties, designations and heritage easements.

BUDGET HIGHLIGHTS

I. 2000 Operating Budget – Culture

Culture 2000 approved budget includes an additional \$ 655.4M gross and \$ 425.9M net over the 1999 funding level to deliver current services, as well as new services, as indicated below.

2000 Base Budget Changes

Includes \$64.6 gross and \$147.1 net increase in base budget changes as follows:

	Gross (millions \$)	Net (millions \$)
Transfer in MOCCA	113.0	113.0
Transfer in St. Lawrence Market Gallery	226.7	226.7
Items in 1999 budget, non recurring in 2000 budget	(179.3)	(179.3)
Scarborough and York Museum increase	70.8	26.6
Museum program expenditure and revenue decrease	(153.3)	74.0
Project management cost recovered from capital	-	(100.6)
Other	(13.3)	(13.3)
Total Base Changes	64.6	147.1

2000 New Service Changes

Includes \$590.8 gross and \$278.8 net for new service level changes primarily from the following:

	Gross (millions \$)	Net (millions \$)
Operating impact of capital projects less than \$50,000	194.0	
- Millennium summer program	50.0	
- MOCCA fundraising	50.0	
- Outdoor public art maintenance	61.2	61.2
Heritage Toronto seed funding	90.6	90.6
Heritage District survey	20.0	20.0
Winfield exterior painting	35.0	35.0
Toronto Arts Council administration funding	60.0	60.0
Lakeshore Assembly Hall staffing	20.0	20.0
Other	10.0	(8.0)
Total New Changes	590.8	278.8
Total Base and New Changes	590.8	278.8

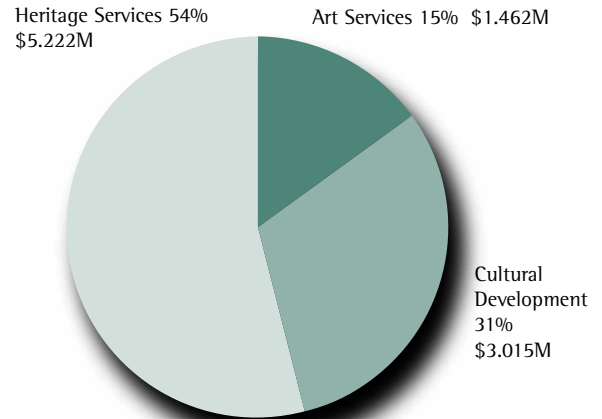
2000 Operating Program Summary by Service

Culture (Consolidated)

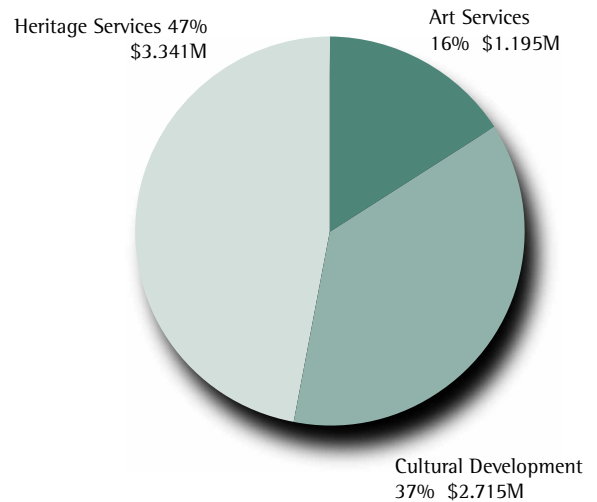
	1999 Budget \$	2000 Approved \$	Change from 1999	
			\$	%
SERVICE				
Cultural Development	2,192.2	3,015.5	823.3	37.6
Heritage Services	5,294.6	5,222.2	(72.4)	(1.4)
Art Services	1,557.1	1,461.6	(95.5)	(6.1)
TOTAL GROSS EXPENDITURES	9,043.9	9,699.3	655.4	7.2
Grants from Others	259.4	296.9	37.5	14.5
Interdepartmental Recoveries	0.0	0.0	0.0	NA
User Fees	1,922.8	1,553.8	(369.0)	(19.2)
Other	37.0	598.0	0.0	NA
TOTAL REVENUES	2,219.2	2,448.7	229.5	10.3
TOTAL NET EXPENDITURES EXCLUDING CAPITAL FINANCING	6,824.7	7,250.6	425.9	6.2
STAFFING COMPLEMENT				
Total Program (in Equivalent Funded Positions)	129.0	131.0	2.0	1.6

2000 Operating Budget – Culture

Gross Expenditures \$9.699M



Net Expenditures \$7.251M



II. 2000 Capital Budget – Culture

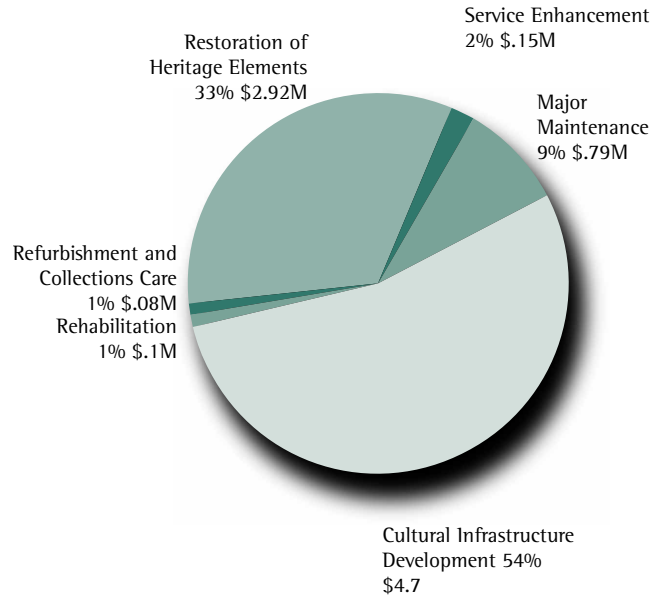
Total 2000 Gross Budget is \$8.7 million [1999 Budget - \$4.5m]

- \$3.7 million for the Lakeshore Assembly Hall project was carried forward, with additional funding from 1999. This project will be complete in 2000.
- \$1.8 million for capital maintenance projects at culture and heritage sites, which includes structural repairs and restoration of Casa Loma (\$1m) and its associated buildings, as part of an ongoing \$20 million project.

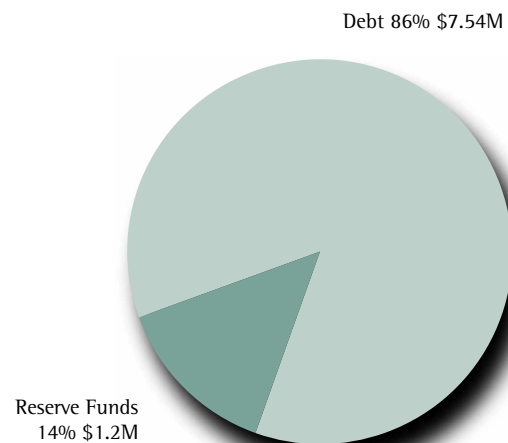
5 Year Capital Works Plan

NEW/CHANGE IN SCOPE PROJECTS	APPROVED		COMMITMENTS				Total
	2000	2001	2002	2003	2004		
Cultural Infrastructure Development	954						954
Service Enhancement	150						150
Restoration/Preservation of Heritage Elements	2,180						2,180
Collections Care	100						100
Major Maintenance - CS	795						795
Cultural Infrastructure Development	<u>200</u>						<u>200</u>
NEW/CHANGE IN SCOPE PROJECTS	4,379		-	-	-		4,379
PREVIOUSLY APPROVED PROJECTS	<u>4,365</u>		-	-	-		<u>4,165</u>
TOTAL PROGRAM	<u>8,744</u>		-	-	-		<u>8,544</u>

Where the money goes . . .



Where the money comes from . . .



ECONOMIC DEVELOPMENT

Mission Statement

The Economic Development Division shares the Economic Development, Culture & Tourism 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:

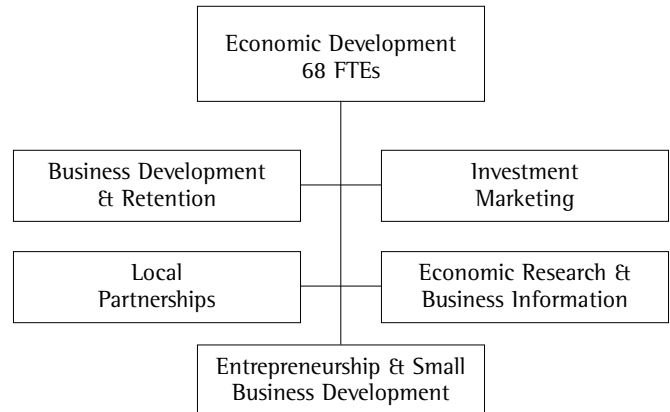
- retain existing businesses and jobs
- assist business start-ups and expansion of existing firms
- enhance the capacity of firms within targeted sectors to survive, grow and compete nationally and internationally
- attract new business to the City
- enhance the environment for business.

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

Program Description

In 1999, the Economic Development program was composed of four services. In 2000, the Small Business and Local Partnerships Service has been divided into two services, Local Partnerships, and Entrepreneurship and Small Business Development. As a result, the Economic Development program consists of five services: Business Development and Retention, Investment Marketing, Economic Research and Business Information, Local Partnerships, and Entrepreneurship and Small Business Development.

Program Map



1999 Key Service Achievements

1. Completed a major competitiveness study of Toronto's economy that benchmarked Toronto to other large North American urban centres. This work identified the opportunities and challenges within Toronto's key economic clusters.
2. Completed Economic Development Strategy's business consultation and framework.
3. Created and opened "Enterprise Toronto", a public/private business operation to foster entrepreneurship and growth of small business across the City. Raised 100% of the startup costs of the North York and Etobicoke locations – valued at over \$600,000.
4. Answered over 40,000 small business inquiries.
5. Initiated City-wide "Corporate Calling" program – a business retention initiative whereby targeted businesses are visited to demonstrate the City's support of its existing business and tax base. This resulted in assisting over 200 companies with expansions and relocations that favoured Toronto. Outcomes – 2,699 new jobs and 5,311 retained jobs; 4,888,596 square feet of new construction.
6. Coordinated the development of the Greater Toronto Airport Authority (GTAA) Accord
7. Provided support to 39 BIA's and responded to 4 new requests for the formation of new BIA's.

8. Initiated strategic planning for TABIA leveraging support from the federal government.
9. Implemented Employment Area Revitalization Projects:
 - 40 projects in 14 areas, including the Yonge/Dundas Facade Program
 - 130 Commercial Facade Improvement applications received
 - Total of 12 Employment Area Revitalization areas, such as South Etobicoke
10. Refocused economic development grant program to align strategic sectors and to increase potential to achieve economic growth. The program is designed to leverage private sector investment to create jobs and assessment.
11. Developed a new business plan for Tradelink at the National Trade Centre. A key component of this is the Toronto Economic Development Initiative, funded by the federal government (HRDC), with four staff to assist SMEs (Small and Medium Sized Enterprises) increase their export development activity.
12. Developed new data and economic information on Toronto's economy through funding support from the Province and federal government:
 - Employer database of 90,000 businesses, including labour force information
 - Competitiveness study of Toronto's economy
 - Financial Sector information – bank mergers
13. Hired 100% of staff and commenced staff training and development.
14. Completed operational review of the Film and Television Office – report pending for Council.
15. Completed the following sectorial analysis and studies, in partnership with others:
 - New Media – federal government and SMART Toronto
 - Film Industry and Facility Assessment – OFDC
 - Office Cost Competitiveness update – KPMG
 - Tourism funding
16. Initiated the development of a Service Agreement with Tourism Toronto.
17. Conducted successful investment missions to Chicago, Indianapolis, Amsterdam and London.
18. Increased business activity from attending trade shows, presentations, bids in the following sectors: Finance, Food & Beverage, Fashion & Design, Biotechnology, Film & Television, New Media and Information Technology.
19. Won major convention bids: Papal Visit & World Youth Days, International AIDS Conference.
20. Developed policies to address the Cost of Doing Business:
 - Development Charges
 - Business Taxation – Business Reference Group with Finance
 - Exploring new reinvestment tools for employment lands
 - KPMG international competitiveness study
21. Generated 120 investment leads from real estate and marketing activities.
22. Received 6 national and international marketing awards: EDAC, EDCO, AEDC, Royal Bank, Market Canada
23. Attracted new businesses to Toronto, such as Budget Car Rental-Call Centre and RANKA

2000 Strategic Direction and Service Priorities

1. Implement Economic Development Strategic Plan and develop business plan for the next 3 years.
2. Clarify the role, structural relationship and division of work with outside organizations of significant influence to Economic Development, including but not limited to, the Greater Toronto Marketing Alliance, the Greater Toronto Services Board and TEDCO.
3. Develop and monitor performance measures to evaluate not only the Division's activities but also the influence of other key organization's policies and actions on the Toronto economy.
4. Establish a regular forum with the Mayor and members of Economic Development and Parks Committee for business leaders from all sectors.
5. Prepare an annual report that provides an unbiased snapshot of the "State of the Toronto Economy" as well as a report card on how the Division is succeeding.
6. Implement harmonized Film and Television Office, with resources approved by Council.

7. 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.
8. Develop new strategy for tourism sector and align City resources that impact on tourism.
9. Provide support to Toronto's initiative to address tax inequities and shifts related to industrial/commercial properties.
10. Undertake analysis on financial, tourism and aerospace sectors.
11. Develop new e-commerce products related to business data and economic information.
12. Consolidate offices – reduce number from 10 locations for 65 staff, in order to increase productivity and reduce costs.
13. Initiate new Call Centre Program.
14. Launch local awareness marketing campaign – radio, ads and billboards.
15. Collaborate with other departments on “clean” city volunteer program, to support tourism and employment area revitalization strategies.
16. Position “Toronto as a Global City” through international marketing efforts, such as familiarization tours for site selectors.
17. Enhance communication channels to increase awareness to clients, Councillors and other departments on business activities.
18. Explore opportunities to create better “venture capital market” in Toronto.

BUDGET HIGHLIGHTS

I. 2000 Operating Budget – Economic Development

Economic Development 2000 approved budget includes an additional \$.140M gross and \$.038M net over the 1999 funding level to deliver current services, as well as new services, as indicated below.

2000 Base Budget Changes

Includes \$0.015 million increase gross and \$0.163 million net reduction in base budget changes:

	Gross (millions \$)	Net (millions \$)
Salary adjustments and recoveries	\$0.363	\$0.200
Reduction in trade show attendance	(\$0.173)	(\$0.173)
Reductions in City-to-City program	(\$0.150)	(\$0.150)
Other miscellaneous changes	(\$0.024)	(\$0.400)
Total Base Changes	\$0.015	(\$0.163)

2000 New Service Changes

Comprises \$0.125 million gross and net, and 3 FTEs, for WIACT.

Economic Development

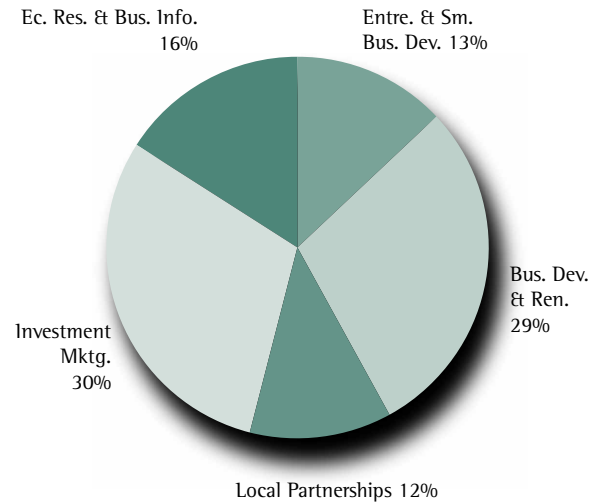
2000 Operating Program Summary by Service

Economic Development (Consolidated)

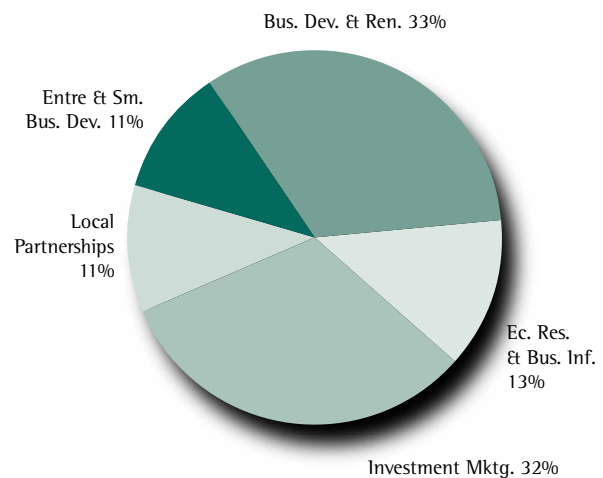
	1999 Budget \$	2000 Approved \$	Change from 1999	
			\$	%
SERVICE				
Business Development & Retention	2,124.1	1,971.4	(152.7)	(7.2)
Economic Research & Business Information	964.1	1,028.1	64.0	6.6
Investment Marketing	1,959.7	1,953.9	(5.8)	(0.3)
Local Partnerships	0.0	815.9	815.9	NA
Entrepreneurship & Sm. Bus. Development	0.0	833.7	833.7	NA
Small Business & Local Partnerships	1,415.1	0.0	(1,415.1)	(100.0)
TOTAL GROSS EXPENDITURES	6,463.0	6,603.0	140.0	2.2
Grants from Others	150.0	170.0	20.0	13.3
Interdepartmental Recoveries	0.0	0.0	0.0	NA
User Fees	0.0	0.0	0.0	NA
Other	200.0	357.9	0.0	NA
TOTAL REVENUES	350.0	527.9	177.9	50.8
TOTAL NET EXPENDITURES EXCLUDING CAPITAL FINANCING	6,113.0	6,075.1	(37.9)	(0.6)
STAFFING COMPLEMENT				
Total Program (in Equivalent Funded Positions)	65.0	68.0	3.0	4.6

2000 Operating Budget – Economic Development

Gross Expenditures by Service \$6.603M



Net Expenditures by Service \$6.075M



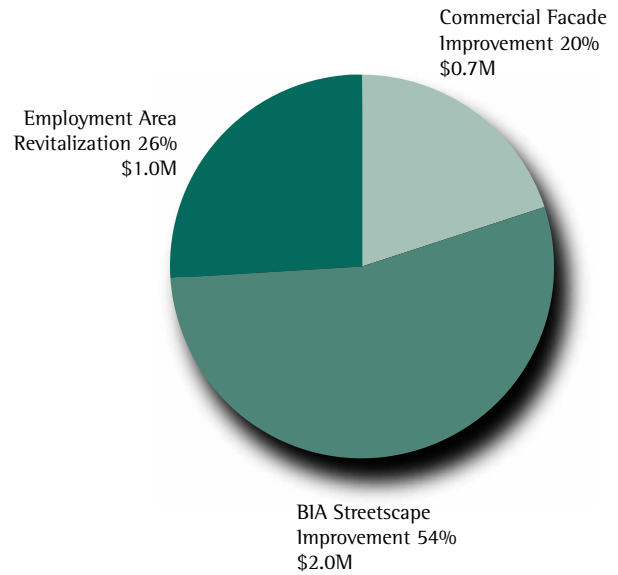
II. 2000 Capital Budget – Economic Development

The Economic Development Division's \$3.672 million capital budget comprises three projects: BIA Streetscape Improvement (\$1.977 million) which is 50% funded by individual BIAs; Employment Area Revitalization (\$0.967 million) and Commercial Facade Improvement Program (\$0.728 million)

5 Year Capital Works Plan

NEW/CHANGE IN SCOPE PROJECTS	APPROVED		COMMITMENTS				Total
	2000	2001	2002	2003	2004		
Commercial Facade Improvement Program	728						728
BIA Streetscape Improvement Program	1,977						1,977
Employment Area Revitalization Program	967						967
NEW/CHANGE IN SCOPE PROJECTS	3,672	-	-	-	-		3,672
PREVIOUSLY APPROVED PROJECTS	-	-	-	-	-		-
TOTAL PROGRAM	3,672						3,672

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 Description

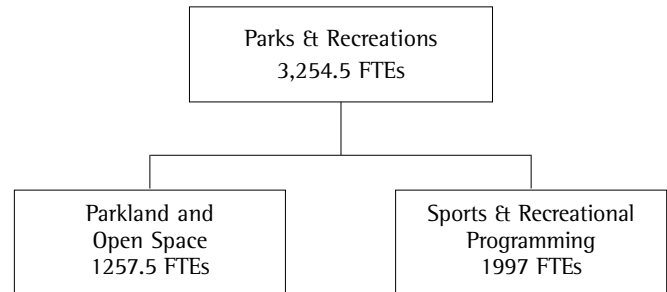
The Parks and Recreation Division has strong connections with all divisions of Economic Development, Culture and Tourism and with other departments within the City. Parks & Recreation also has effective links with a wide range of community groups, volunteers, agencies, boards, commissions and advisory bodies within the community.

Parks and Recreation consists of two service areas: Parkland and Open Space and Sports and Recreational Programming.

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, 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.

Program Map



1999 Key Service Achievements

Parkland and Open Space

1. During 1999, over 5,000 community gardeners were provided with resources and technical support. Over 4,500 children participated in garden programs across the City.
2. In July of 1999, the Toronto Music Garden was opened on the waterfront by cellist Yo Yo Ma. This project was achieved through a successful partnership with the private sector.
3. The Milne Hollow Park in Charles Sauriol Conservation Reserve was opened.
4. In conjunction with the Works and Emergency Services Department improved litter clean-up strategies were developed and a litter hotline was established.
5. Opening of the first ever clothing optional beach at Hanlan's Point in July 1999.
6. 833 playground safety audits were completed.
7. An Integrated Plant Health Care Program was implemented to reduce the use of pesticides.
8. A Community Action Policing (CAP) safety program was implemented in July of 1999 that policed high crime areas 24 hours for an 11 week period. Crime in these areas was decreased by approximately twenty per cent.
9. Received the "Gold Ribbon Award" at the Royal Winter Fair for the "Garden of the Future".

Sports and Recreational Programming

Parks and Recreation provided a wide range of quality customer focussed recreation programs for people of all ages across the City.

1. Council approved a new User Fee and Welcome Policy that was implemented in September 1999.
2. The computerized CLASS registration system was implemented City-wide.
3. The City of Toronto established a new partnership with the Nazarene Youth Conference.
4. The North American Vietnamese Games were held at Centennial Park in the West District.
5. The East District hosted the Scarborough Indianapolis Peace Games.
6. 20 pool audits were completed through the implementation of an Aquatic Environment Inspector Training Program.
7. A Lifesaving Society Report with recommendations for safety standards was created.
8. A Children's Recreation Strategy was launched.
9. A fitness harmonization project has been launched for our 21 fitness centres.
10. A seniors strategy is underway.
11. 22 First Alert Risk Management Policies were written.
12. Contributed to the City's Youth Recreation Profile and drafted the Youth Recreation Strategic Framework.
13. Partnered with the Toronto Olympic Club to provide 20 locations for a youth at risk Road Running Program to target 400 youth.
14. Hosted a youth vision building workshop with 40 participants including youth from high needs communities.
15. Contributed to the Mayor's Report on Youth Violence in Schools Workplan.
16. The City of Toronto hosted the 1999 Parks and Recreation Ontario Conference with 500 delegates from across Canada and the United States.
17. Implemented new night operational hours of 6 outdoor pools in response to the Hot Weather Policy.
18. Created a new e-mail communication piece for staff, partners, volunteers and stakeholders.
19. An NHL Access Program is being initiated that will increase the accessibility of hockey to children of minority from the downtown area and will target children who have never had the opportunity to learn to skate.
20. Opened a Teaching Garden at Edwards Gardens with over 2,000 volunteers and 700 visitors in 1999.

Partnerships

Parks and Recreation fosters relationships with 6,500 community groups and agencies. Select initiative are summarised as follows:

1. Children and Youth Action Committee to develop child and youth strategies
2. Peer to peer counselling with Help East End Youth Line
3. Heritage Language Community Services
4. West District Somali Youth Counselling
5. YMCA
6. Scadding Court
7. Community NHL, Diversity Program
8. Cabbage Town Youth Centre
9. Civic Garden Centre, offering over 25,000 hours of volunteer service
10. Garden Clubs of Toronto
11. High Park Natural Environment Committee
12. Food Share

2000 Strategic Direction and Service Priorities

The Parks and Recreation Division is committed to ensuring service excellence and complete customer satisfaction in all aspects of its interface with patrons. To this end, the Division will:

- (a) ensure that staff are highly trained and meet required operational standards;
- (b) enhance our understanding of community demographics and service needs across the City;
- (c) harmonize operational policies, procedures and operational standards; and
- (d) develop performance indicators for all key programs in the various service areas.

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. The Division will work to develop a greening strategy and a comprehensive environmental plan.

Fiscal Responsibility

Parks and Recreation is committed to managing fiscal resources responsibly. We will protect the Division's 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.

Parks and Recreation will continue to seek ways in which to enhance utilization of I.T. throughout its operations to achieve greater efficiencies in the delivery of service to its clients and the communication of information with the general public.

Organizational Effectiveness – Amalgamation

Parks and Recreation is committed to completing the amalgamation process.

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.

Parks and Recreation is committed to improving overall communications by providing operational support for a Visual Identity Program that is aligned with the corporate guidelines that address exterior and interior signage as well as staff visibility. The Division will also provide operational support to the departmental Communications Team in order to provide improved internal and external communications, media training and issues management.

Parks and Recreation will complete and implement the results of its service harmonization process.

Parks and Recreation will review the effectiveness and propose minor modifications to the Recreation User Fee Policy.

Organizational Effectiveness – Partnerships

Parks and Recreation is dedicated to ensuring that solid working relationships are built with other divisions.

Parks and Recreation will nurture existing, and develop new partnerships with service organizations, Boards of Education, community groups and other stakeholders.

Recognizing the important role that volunteerism plays, Parks and Recreation is in the process of developing a strategy to nurture and expand its volunteer base through harmonized recruitment, training and recognition processes.

Parks and Recreation will continue to work in partnership with unions with a view to improving labour/management relations.

BUDGET HIGHLIGHTS

I. 2000 Operating Budget – Parks & Recreation

Parks and Recreation 2000 approved budget includes an additional \$ 6.121M gross and \$ 8.21M net over the 1999 funding level to deliver current services, as well as new services, as indicated below.

2000 Base Budget Changes

Includes \$2.562 million gross and \$0.405 million net increase for base budget changes:

	Gross (millions \$)	Net (millions \$)
- additional funding to maintain service levels	4.497	4.497
- Board of Education space rental	1.000	1.000
- Regent Park South CC	0.200	0.200
- Private Tree By-law enforcement	0.177	0.177
- previously approved restructuring	(2.012)	(2.012)
- transfer of greenspace maintenance	(0.800)	(0.800)
- additional gapping & efficiencies	(0.292)	(0.292)
- reduction in Fleet maintenance costs	(0.208)	(0.208)
- project management costs recovered from capital	0.0	(0.121)
- enhanced concession revenues	0.0	(0.831)
- increase golf rates by \$3 per round	0.0	(0.705)
- increase ferry rates by \$1	0.0	(0.400)
- increase Ski Centre ratio and revenues	0.0	(0.100)
Total Base Changes	2.562	0.405

2000 New Service Changes

Includes \$3.559 million gross and \$7.805 million net for new service level changes primarily resulting from 1999 approved or new Council/Committee directions:

	Gross (millions \$)	Net (millions \$)
- harmonization of user fees	0.0	5.100
- fiscal impact of capital projects	1.906	1.012
- tree maintenance back-log*	0.488	0.488
- St. Basil's Community Centre	0.602	0.552
- Children's Report Card 1999 (CYAC)	0.225	0.225
- Mayor's Task Force on Youth Violence	0.428	0.428
- Safer Cities Initiative	(0.090)	0.0
Total New Changes	3.559	7.805
Total Base and New Changes	6.121	8.210

*The program will absorb an additional \$0.162 million to bring the total expenditures related to the tree maintenance back-log to \$0.650 million for 2000 – matching that expended in 1999.

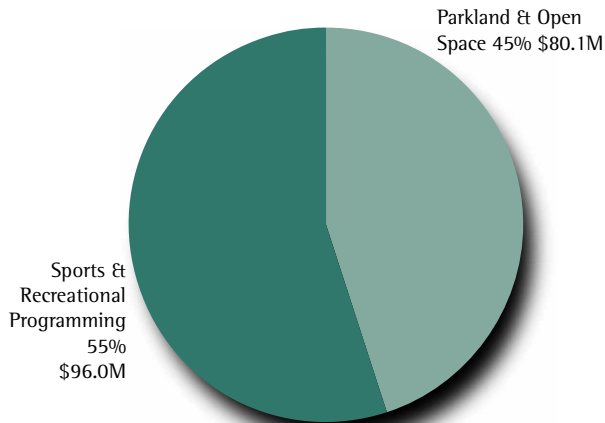
2000 Operating Program Summary by Service

Parks & Recreation (Consolidated)

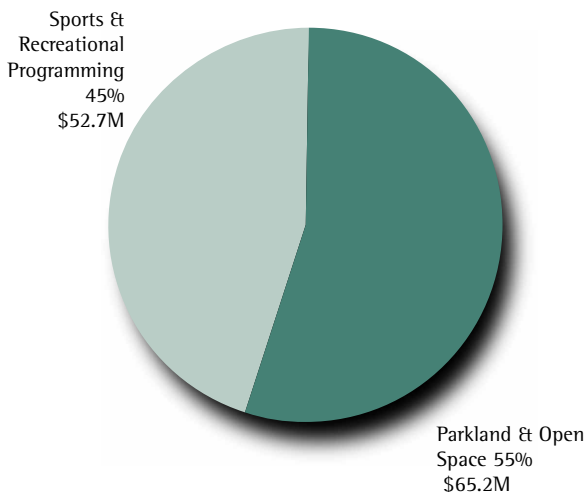
	1999 Budget \$	2000 Approved \$	Change from 1999 \$	%
SERVICE				
Parkland & Open Space	77,783.3	80,071.2	2,287.9	2.9
Sports & Recreation	92,211.4	96,043.9	3,832.5	4.2
TOTAL GROSS EXPENDITURES	169,994.7	176,115.1	6,120.4	3.6
Grants from Others	32.0	51.0	19.0	59.4
Interdepartmental Recoveries	1,104.3	1,123.7	19.4	1.8
User Fees	49,360.2	49,575.2	215.0	0.4
Other	9,831.2	7,488.3	0.0	NA
TOTAL REVENUES	60,327.7	58,238.2		7.5
TOTAL NET EXPENDITURES EXCLUDING CAPITAL FINANCING	109,667.0	117,876.9	8,209.9	
STAFFING COMPLEMENT				
Total Program (in Equivalent Funded Positions)	3,133.0	3,254.5	121.5	3.9

2000 Operating Budget – Parks & Recreation

Gross Expenditures by Service \$176.1M



Net Expenditures by Service \$117.9M



II. 2000 Capital Budget – Parks & Recreation

Total 2000 Gross Budget is \$70.8 million (1999 Budget - \$44.1M)
Rationale for year-over-year difference: the completion of previously approved capital projects; new capital projects including community centres, park development and repair and maintenance.

Approval of \$44 million in 2000 to complete previously approved capital projects including:

- \$3.0 million for construction of Maryvale/Wexford Community Centre (Scarborough).
- \$4.0 million for construction of Heron Park Community Centre (Scarborough).
- \$7.0 million for construction of Main Square Community Centre (Toronto).
- \$2.3 million for renovations to McCormick Recreation Centre (Toronto).
- \$9.8 million for the development of 30 parks.
- \$1.9 million for reconstruction of Pinepoint Outdoor Pool (Etobicoke).
- \$3.1 million for replacement of Lord Dufferin Pool (Toronto).

Approval of \$26.7 million in 2000 for new capital projects including:

- \$1.0 million to design the new St. Jamestown Recreation Centre. Total cost is \$15 million with an additional \$150,000 for proposed library study.
- \$1.6 million for renovations to nine community centres: Lambton House (York)
- \$4.3 million for development of 15 parks:
- \$1.3 million for playground development including six water-plays
- \$2.6 million for improvements to four arenas/ice rinks
- \$1.7 million for Environmental Initiatives including \$1 million in new tree planting
- \$2.0 million in new parkland acquisition (# of acres to be determined)
- \$2.8 million for the development or improvements to 14 outdoor recreation centres
- \$7.0 million in repair and maintenance for 35 projects for existing parks and recreation infrastructure for two projects in East York, seven projects in Etobicoke, six projects in North York, two projects in Scarborough, 12 projects in Toronto, two projects in York and four city-wide projects.

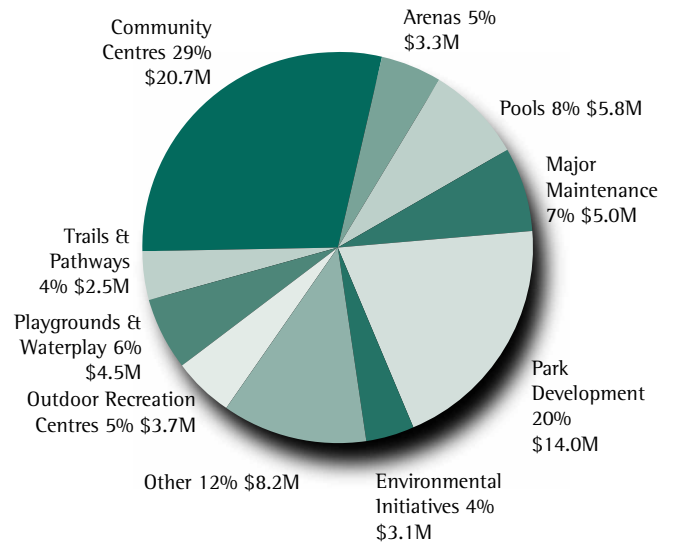
Parks and Recreation

5 Year Capital Works Plan

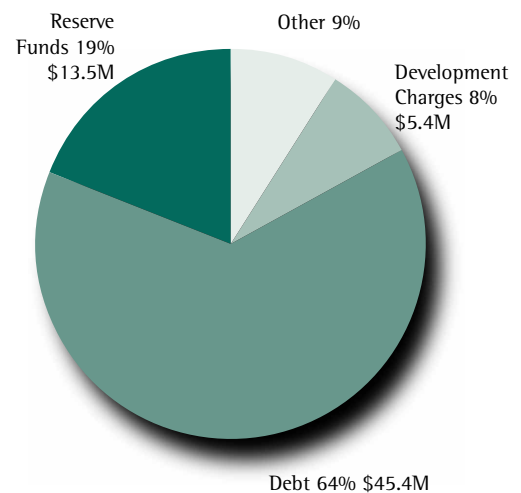
(2000 Approved plus Four Year Requests/Plan)

	Approved Budget 2000-2001	Future Year Estimates			Program Total	
		2002	2003	2004	2000-2004	
Programs						
Facility Components	3,178	4,732	4,398	2,726	841	15,875
Land Acquisition	2,765	5,200	4,500	1,500	1,500	15,465
Outdoor						
Recreation Centre	3,733	6,942	2,030	1,780	695	15,180
Park Development	14,044	10,656	6,191	4,506	2,401	37,798
Parking Lots & Tennis Courts						
	1,424	2,277	1,931	1,927	2,020	9,579
Playgrounds/Waterplay	4,485	4,242	2,998	4,268	2,849	18,842
Pool	5,781	4,280	2,400	1,140	425	14,026
Arena	3,280	8,424	3,850	4,160	900	20,614
Trails & Pathways	2,538	2,464	4,435	3,808	3,489	16,734
Environmental Initiatives	3,060	2,357	2,220	1,915	1,880	11,432
Major Maintenance	5,017	24,688	9,544	4,685	4,270	48,204
Special Facilities	820	8,565	9,590	2,150	1,025	22,150
Community Centres	20,678	23,062	27,568	25,146	9,785	106,239
Total Capital Budget	70,803	107,889	81,655	59,711	32,080	352,138

Where the money goes . . .



Where the money comes from . . .



SPECIAL EVENTS

Mission Statement

Toronto Special Events showcases Toronto to the world by developing and promoting innovative, professionally produced special events and festivals. These event products celebrate and inspire, enriching quality of life for residents, positively impacting the economy and attracting world-wide tourist audiences.

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

- An integrated approach to programming, production, marketing and sponsorship in development of city event experiences (Signature, Blockbuster and Community Events)
- Dialogue with, support and consult with external event producers and industry stakeholders (Festival 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 campaign enticing Corporate Canada to participate and invest in our event properties
- A collaborative approach to strengthen Toronto's tourism market by focusing further developing tourism and export-ready properties.

Program Description

Toronto Special Events Division is responsible for:

- The development and implementation of city-produced Toronto signature events and festivals across the City of Toronto.
- Supporting externally produced events and festivals via the Festival Consulting Group.
- 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, including the Millennium Eve Celebrations, the facilitation of community Millennium initiatives, as well as the world-renowned Moose public Art Exhibition.

Toronto Special Events is a single service divided into three activities supported by Operations: Signature Events and Festivals; Blockbuster Events and Community Events. Signature Events and Festivals are City-produced theme activities taking place over one day (event) or multiple days (festivals). These events occur annually (e.g. Winterfest, Celebrate Toronto Street Festival) or are one-time events (e.g. celebration of the Toronto Maple Leafs 1998–1999 season). Blockbuster Events are those which celebrate a momentous occasion, such as the arrival of the new Millennium and the Moose Public Art Exhibition.

Program Map

<p>Special Events 30 FTEs</p>

1999 Key Service Achievement

1. Established Toronto Special Events Division by staffing the organization, establishing policies and procedures, and by identifying and supporting staff development.
2. The first repositioned Winterfest in the amalgamated City drew over 250,000 people and over \$200,000 in corporate sponsorship.
3. Second Annual Celebrate Toronto Street Festival attracted over 625,000 people, \$500,000 cash in corporate sponsorship and garnered extensive national media coverage.
4. Forged new relationships with Tourism Toronto to partner in publicizing city-produced event properties to out-of-town audiences.
5. Facilitated over 300 externally produced festivals and events by providing a link to available resources.
6. To show the City's appreciation of the efforts of the Toronto Maple Leafs, Toronto Special Events organized a Maple Leaf Rally in record time.

2000 Strategic Direction and Service Priorities

1. Develop, implement and support a wide range of festivals and special events across the City.
2. Produce festivals and events tourism properties that brand Toronto as the “City of Festivals” and showcase the city as a great place to work, live and play.
3. Focus on four activity areas:
 - i. Signature Events and Festivals: City developed signature events are tourism properties designed to showcase Toronto to the rest of the world
 - ii. Blockbuster Celebrations: Production of one-off events/activities to celebrate a momentous occasion such as the arrival of the new Millennium and the Moose Public Art Exhibition
 - iii. Programming Destination Civic Squares: City-produced events in these squares include major holiday celebrations, summer music series and activities.
 - iv. Festival 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.

BUDGET HIGHLIGHTS

I. 2000 Operating Budget – Special Events

Special Events 2000 approved budget includes an additional \$ (2,939.185)M gross and \$ (788.43)M net over the 1999 funding level to deliver current services, as well as new services, as indicated below.

2000 Base Budget Changes

Includes \$2.942 million gross and \$0.789 million net reduction for base budget changes:

	Gross (\$000s)	Net (\$000s)
- Reduction of Blockbuster (Millennium) program	(\$2,109.8)	0
- Elimination of non-recurring base funding	(\$ 880.1)	(\$780.1)
- Other miscellaneous changes	\$ 48.4	(\$ 8.6)
Total Base Changes	(\$2,941.5)	(\$788.7)

2000 New Service Changes

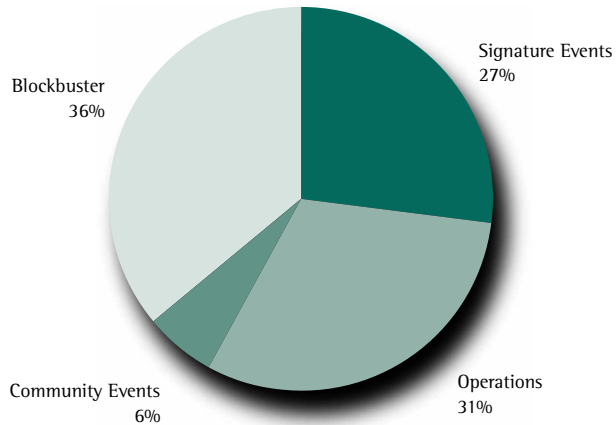
Includes \$2.315 million gross and \$0.270 million net for new service level changes comprising the Millennium Program.

2000 Operating Program Summary by Service

Special Events	1999 Budget \$	2000 Approved \$	Change from 1999 \$	%
Special Events	6,857.2	6,230.2	(627.0)	(9.1)
TOTAL GROSS EXPENDITURES	6,857.2	6,230.2	(627.0)	(9.1)
Grants from Others	0.0	0.0	(0.0)	NA
Interdepartmental Recoveries	0.0	0.0	0.0	NA
User Fees	165.0	44.0	(121.0)	(73.3)
Other	2,879.8	2,892.4	12.6	0.4
TOTAL REVENUES	3,044.8	2,936.4	(108.4)	(3.6)
TOTAL NET EXPENDITURES	3,812.4	3,293.8	(518.6)	(13.6)
STAFFING COMPLEMENT				
Total Service (in Equivalent Funded Positions)	30.0	30.0	0.0	0.0

2000 Operating Budget – Special Events

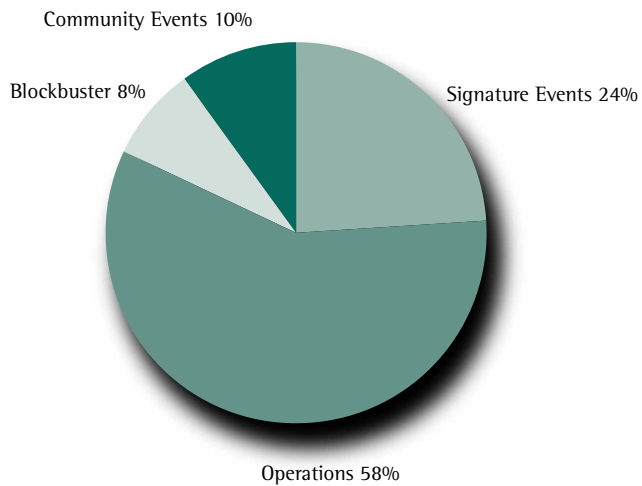
Gross Expenditures



II. 2000 Capital Budget – Special Events

Not Applicable

Net Expenditures



CUSTOMER AND BUSINESS SUPPORT

Mission Statement

Administration and Support Services 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

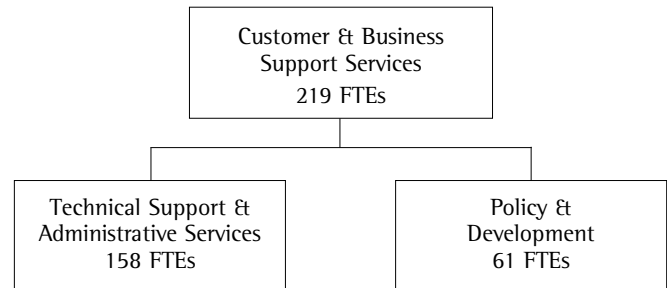
To provide client-based support in the areas of planning, development, design, land acquisition, policy and research to fulfill the Department's mandate of delivering high quality, accessible recreational and cultural facilities and services that will improve the quality of life of the citizens of Toronto and preserve and enhance the natural environment and open space areas of the City.

Program Description

The Customer and Business Support is composed of two service areas: Technical Support & Administrative Services and Policy & Development.

Technical Support and Administrative Services provides financial, human resource, information technology, customer service, promotions and communications and general administrative support services to the Department. Policy and Development provides client-based support in the areas of planning, development, design, land acquisition, policy and research.

Program Map



1999 Key Service Achievements

Administration and Support Services Division

1. Completed the 1999 Capital and Operating Budgets.
2. Coordinated and directed the preparation of the 2000 Capital and Operating Budgets.
3. Continued registration of 1.2 million participants in 54,000 programs.
4. Introduced CLASS as the harmonized and Y2K ready registration and permitting system across the City.
5. Coordinated the Y2K preparedness of the department and the introduction of new Y2K ready systems in maintenance management and contact management.
6. Completed hiring of more than 12,000 summer recalls and part-time recreation staff.
7. Produced Toronto Fun guide with consistent look and information for all households in the City.
8. Implemented an internal communications plan, including a department newsletter.
9. Coordinated and facilitated the introduction of corporate projects, including SAP/HR Payroll system rollout.
10. Set up financial and other systems to provide pro-active, efficient and cost-effective support to the Department, the Divisions and customers.
11. Supported the implementation of the harmonized user fee policy in Parks and Recreation.
12. Developed a department emergency and media hotline plan.
13. Contributed to service and policy harmonization.
14. Initiated many significant projects, including a department training and development plan.
15. Coordinated and completed the move of the Departmental head office to City Hall.

Policy and Development Division

16. Planned, designed and constructed Capital Projects (\$48 million capital budget for Parks & Recreation and Cultural Facilities).
17. 182 projects valued at \$25 million completed & 107 projects to be completed in 2000.
18. Developed EDCT 5 and 10 year Capital Works Program.
19. Conducted Park site feasibility and landscape design projects.
20. Conducted Feasibility Study for development of 5 major recreation facilities.
21. Processed 400 Development Applications and Agreements (Parks Levy, Section 37 Agreements) and received \$6 million in revenues.
22. Acquired 8.2 hectares of new Land for Park and Recreation and Cultural purposes (plus 12 hectares in partnership with TRCA).
23. Developed parkland adequacy methodology for development of Official Plan policies and land acquisition strategy.
24. Completed 29 park concept/design projects; designed 18 playgrounds; conducted studies for 11 trails/paths; completed design concepts/working drawings for 5 ravine/natural areas.
25. Provided park planning and technical support for 35 projects (eg. Port Lands Port II Plan, TTC Wychwood Barns site, Downsview Park International Design Competition, Port Union Road Village Common).
26. Partnered with Toronto Public and Separate School Boards in the design and development of jointly funded parks, playground and recreational facilities (6 school sites).
27. Developed framework for inclusion of natural heritage policies in Official Plan.
28. Developed Harmonized Policies (e.g. Developed an interim policy for allocating revenues from cash-in-lieu of parkland reserves; developed a harmonized grant review process to assist various community based organizations and local business groups and other cultural organizations in obtaining support for community festivals, special and major events; developed a framework for a third party outdoor advertising program for the city's properties and assets).

29. Provided research information on various park and recreation component studies (e.g. Indoor bocce courts, waterplay facilities).
22. Developed policies for inclusion in Policies and Procedures Manual.
23. Contributed to Service and Policy Harmonization.

2000 Strategic Direction and Service Priorities

Administration and Support Services Division

1. Establish service level agreements with Corporate partners and with other divisions
2. Establish and implement a departmental space plan
3. Complete the 2000 Capital and Operating Budgets
4. Continue the refinement and rollout of the CLASS harmonized registration and permitting system
5. Establish a customer satisfaction measurement system for EDCT services
6. Monitor and fine tune financial procedures, policies and systems
7. Complete and implement the department IT plan
8. Complete and implement the department Training Plan
9. Establish a Health and Safety system
10. Introduce harmonized wage grades, hiring procedures and orientation packages for part-time and seasonal staff
11. Implement an effective internal and external communications plan, including a media relations strategy
12. Establish and maintain a coordinated department presence on the corporate internet and intranet site
13. Develop partnership and sponsorship strategies for major department initiatives, including the outdoor advertising program, the tree advocacy program, etc.
14. Facilitate the introduction of the Corporate Visual Identity Program
15. Coordinate the development of the department multi-year business plan and strategic plan

Policy and Development Division

16. Develop and implement a plan for a complete state of good repair analysis of major EDCT facilities
17. Develop 5 and 10 year Capital Budget Program, improve and streamline capital budget systems and processes
18. Plan, design and construct new facilities in accordance with 1999 to 2000 Capital Budget priorities
19. Support the work of corporate inter-departmental committees, task forces and inter-departmental project teams
20. Develop Official Plan policies based on a parkland adequacy assessment and develop a Land Acquisition Strategy for parkland and open space
21. Develop long term strategies and plans for various park, cultural and recreational facilities (e.g. community/recreation centres, pools, arenas, sportsfields, playground apparatus, waterparks)
22. Develop a city-wide Parkland Dedication By-law
23. Develop a harmonized policy to provide support to community festivals through a city-wide grant program, including a grant review process, as well as other in-kind support to community festival organizers
24. Lead Interdepartmental Study of Outdoor advertising opportunities and the development of a corporate policy for promoting outdoor advertising on city owned property and facilities
25. Develop harmonized Departmental Policy and Procedures Administration Manual by year end 2000
26. Work closely with Health Dept. and Parks and Recreation Division to develop a harmonized Municipal Alcohol Policy
27. Provide policy support and guidance to Parks and Recreation Division in developing a harmonized parkland encroachment policy and enforcement protocol
28. Develop and maintain park and recreation customer profiles based on current registration data
29. Provide computer based research information to Park and Recreation and Culture divisions e.g. demographic profiles, needs assessment studies, maps
30. Develop data inventory on grants (from external sources) available to community based groups for park and recreation improvements and initiatives
31. Finalize the Service Delivery Model with Corporate Services as it relates to construction activities. (2000)

BUDGET HIGHLIGHTS

I. 2000 Operating Budget – Customer & Business Support

Customer and Business Support 2000 approved budget includes an additional \$ 0.40M gross and \$(1.80)M net over the 1999 funding level to deliver current services as indicated below.

2000 Base Budget Changes

Includes \$0.4 million gross and \$1.8 million net reductions for base budget changes:

	Gross (millions \$)	Net (millions \$)
- Previously approved restructuring	(0.13)	(0.13)
- Additional restructuring and efficiencies	(0.47)	(0.47)
- Project management costs recovered from capital	0.0	(1.55)
- IT requirements	0.18	0.18
- Transfer of Tuition Aid from HR	0.02	0.02
- Unachievable Revenues	<u>0.0</u>	<u>0.15</u>
Total Base Changes	0.40	(1.80)

2000 New Service Changes

There are no new service changes in the 2000 Recommended Operating Budget.

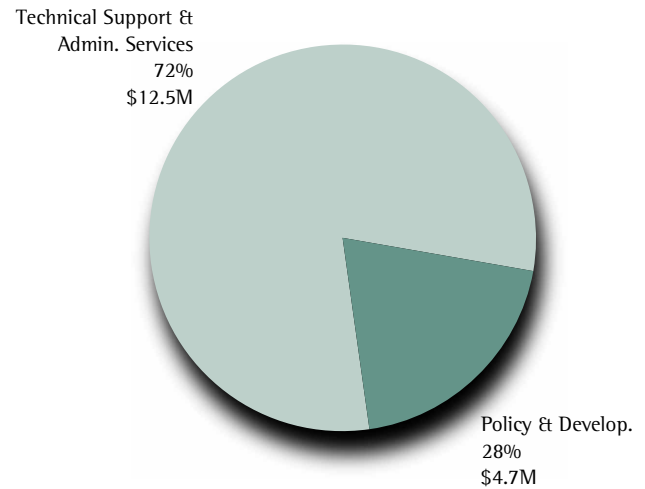
Customer and Business Support

2000 Operating Program Summary by Service Customer & Business Support (Consolidated)

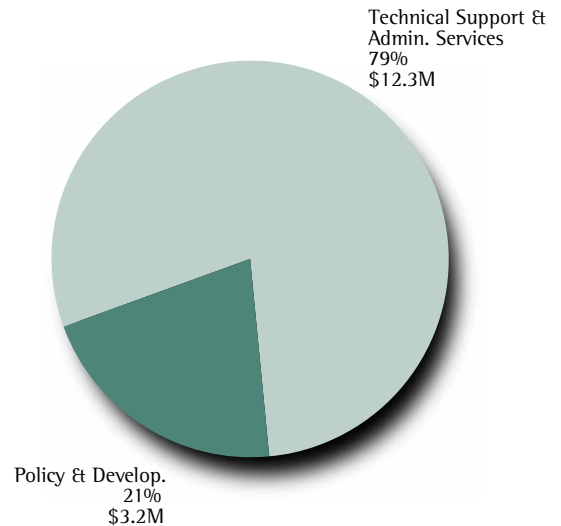
	1999 Budget \$	2000 Approved \$	Change from 1999	
			\$	%
SERVICE				
Technical Support & Administrative Services	12,579.5	12,451.6	(127.9)	(1.0)
Policy & Development	5,027.3	4,754.3	(273.0)	(5.4)
TOTAL GROSS EXPENDITURES	17,606.8	17,205.9	(400.9)	(2.3)
Grants from Others	0.0	0.0	0.0	NA
Interdepartmental Recoveries	0.0	0.0	0.0	NA
User Fees	150.0	0.0	(150.0)	(100.0)
Other	195.0	1,744.1	1,549.1	794.4
TOTAL REVENUES	345.0	1,744.1	(1,399.1)	405.5
TOTAL NET EXPENDITURES EXCLUDING CAPITAL FINANCING	17,261.8	15,461.8	(1,800.0)	(10.4)
STAFFING COMPLEMENT				
Total Program (in Equivalent Funded Positions)	221.0	219.0	(2.0)	(0.9)

2000 Operating Budget - Customer and Business Support

Gross Expenditures by Service \$17.206M



Net Expenditures by Service \$15.462M



II. 2000 Capital Budget - Customer and Business Support

Not Applicable

URBAN DEVELOPMENT SERVICES

Urban Development Services guides change and manages growth in the city, with a view to enhancing the quality of life for people who live and work in Toronto. Key services, delivered through local offices, include community and transportation planning, urban design, building permits, Building Code inspections, by-law enforcement, licensing trades and businesses, and taxicab driver training. UDS is organized around four operational areas:

- Officer of the Commissioner
- City Planning
- Building
- Municipal Licensing & Standards

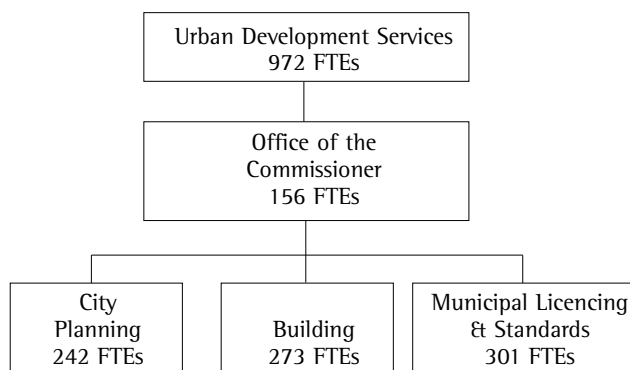
Mission Statement

The Department oversees the safe construction and demolition of buildings, thereby ensuring city-wide safety and wellbeing for its stakeholders – owners, tenants, occupants, visitors and the general public. The Department plays an active role in the community by participating in task forces in a range of public issues. The Department ensures high standards in property maintenance and business practices. Information technology, communications, mapping and administration functions provide support internally.

Program Description

Urban Development Services is composed of four service areas: Office of the Commissioner, City Planning, Building, and Municipal Licensing and Standards.

Program Map



1999 Key Service Achievements

The Integrated Business Management System (IBMS) was officially launched in October 1999. Operational in all UDS district offices for Building and Committee of Adjustment applications, the system will continue to be phased in over a two-year period. Ultimately, it will serve to consolidate and enhance the business practices and document control processes inherited from the former municipalities.

In order to prepare for possible work disruptions owing to Y2K or labour unrest, the Department developed and implemented sound contingency plans to ensure service delivery.

The Department continued its efforts to address outstanding amalgamation issues. For example, Building established a number of staff teams to address the harmonization of business practices carried out in the former municipalities. Working closely together, their ongoing goal is to adopt a series of “best practices” for the city today.

Building implemented FASTRACK service in all the Department’s district and field offices. The harmonized service allows applicants to obtain a building permit over-the- counter for small residential projects.

The product of several interrelated activities including licensing, inspections and bylaw enforcement, Municipal Licensing & Standards completed its management structure. Staffing processes were the next step.

Municipal Licensing and Standards successfully handled complaints arising as a result of residential heating problems. Further, the City did not have to pay any costs for service restoration. The new Vital Services By-law sets a minimum temperature in rental units between September and June.

The complex review and consolidation of bylaws got underway. For example, an ML&S working group prepared and reviewed the consolidated Property Standards, Debris and Road Allowance Sign Bylaws for further review by Legal Services. In addition, Council approved the Division's proposal to carry out a comprehensive first principle review of the Licensing Bylaw. ML&S staff also participated in the review of retirement homes, a body shop task force, the Parkdale conflict resolution process and the Mayor's Safety Task Force.

Staff in the Taxi Industry Unit began implementing the recommendations of the Task Force to Review the Taxi Industry, approved by Council. As a result, significant improvements became evident almost immediately. Newer cabs arrived on city roads, a passenger bill of rights was posted in each taxicab and the first graduates of the Ambassador Taxicab training course received their certificates. Further, a working group of industry participants and Taxi Industry Unit staff was established to develop draft terms of reference for the Taxi Advisory Committee.

In addition to processing a significant number of development applications, City Planning staff issued "new practices" direction to further improve the delivery of development approval services across the city. Major planning policies were approved in rental housing protection and as-of-right second suites. Heritage preservation initiatives included fast tracking of planning applications for heritage buildings and special tax credits.

Shaping Toronto's Future, a forum featuring national and international speakers, launched Toronto Plan, the City's new Official Plan. Open houses followed in six locations across the city, where members of the general public were invited to share

their views. Research reports and newsletters provided news and information about the continuing work on Toronto Plan. Following two background reports by Urban Development Services, Mayor Mel Lastman launched Toronto's vision to revitalize its waterfront. At the same time, he announced the formation of a Waterfront Task Force to report on implementation costs, timing and partnership opportunities.

2000 Strategic Direction and Service Priorities

The Municipal Licensing and Standards Division will continue to develop a new vision for its functions. The harmonization by-laws and enhancements to service delivery through the implementation of best practices and cross training will continue to be priorities for staff.

Expansion of the IBMS system will continue to incorporate other departmental functions, such as licensing activities.

Attention to customer service enhancements to service delivery at our district and field offices will continue to be a priority.

The Building Division will expand FASTRACK service to include small commercial and industrial projects and sign permit issuance.

A Toronto Plan vision report will be submitted to City Council for adoption.

Staff of the City Planning Division will support the implementation of Our Toronto Waterfront, including direction for the port lands and the potential for the 2008 Olympics.

City Planning staff will advance Urban Designs strategic directions and launch a new annual Architecture and Urban Design Awards program.

BUDGET HIGHLIGHTS

I. 2000 Operating Budget – Urban Development Services

Urban Development Services 2000 approved budget includes an additional \$ 5.284M gross and \$ (1.983)M net over the 1999 funding level to deliver current services, as well as new services, as indicated below.

2000 Recommended Base Budget Changes:

Includes \$0.664M gross and \$4.344M net reduction for base budget changes:

	Gross (millions \$)	Net (millions \$)
- Transfer 35 staff from Transportation	1.819	0.810
- Additional restructuring : admin support	(1.213)	(1.213)
- Allocation of 1% gapping	(0.630)	(0.630)
- Additional building permit revenue volume	0.0	(4.000)
- Other miscellaneous adjustments	<u>0.688</u>	<u>0.688</u>
Total Base Changes	0.644	(4.344)

2000 Recommended New Service Changes

Includes \$4.640M gross and \$2.361M net for new service level changes primarily resulting from 1999 approved or new Council/Committee directions:

	Gross (millions \$)	Net (millions \$)
Approval of Apartment Re-inspection program	1.350	0.0
Urban Design Awards program	0.065	0.0
Impact of capital program (IBMS licence fees)	0.671	0.671
Additional 21 planning staff	1.513	1.513
Other initiatives	<u>1.041</u>	<u>0.177</u>
Total New Changes	<u>4.640</u>	<u>2.361</u>
Total Base and New Changes	=====	=====

2000 Operating Program Summary by Service

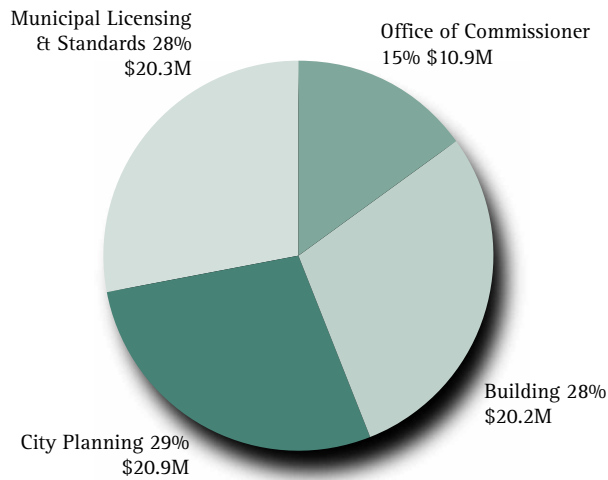
Departmental Consolidation

	1999 Budget \$	2000 Approved \$	Change from 1999	
			\$	%
SERVICE				
City Planning	18,466.2	20,953.3	2,487.1	13.5
Buildings	19,591.7	20,207.3	615.6	3.1
Municipal Licensing & Standards	19,050.0	20,271.5	1,221.5	6.4
Office of the Commissioner	<u>9,929.1</u>	<u>10,910.4</u>	<u>981.3</u>	<u>9.9</u>
TOTAL GROSS EXPENDITURES	67,037.0	72,342.5	5,305.5	7.9
Grants from Others	87.9	400.0	312.1	355.1
Interdepartmental Recoveries	0.0	0.0	0.0	NA
User Fees	51,492.6	56,181.9	4,689.3	9.1
Other	<u>1,293.7</u>	<u>3,581.0</u>	<u>0.0</u>	<u>0.0</u>
TOTAL REVENUES	<u>52,874.2</u>	<u>60,162.9</u>	<u>7,288.7</u>	<u>13.8</u>
TOTAL NET EXPENDITURES EXCLUDING CAPITAL FINANCING	<u>14,162.8</u>	<u>12,179.6</u>	<u>(1,983.2)</u>	<u>(14.0)</u>
STAFFING COMPLEMENT				
Total Program (in Equivalent Funded Positions)	910.0	972.0	62.0	6.8

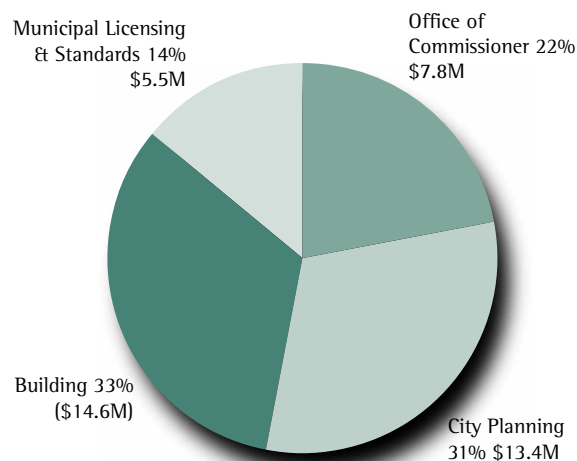
Urban Development Services

2000 Operating Budget – Urban Development Services

Gross Expenditures \$72.342M



Net Expenditures \$12.179M



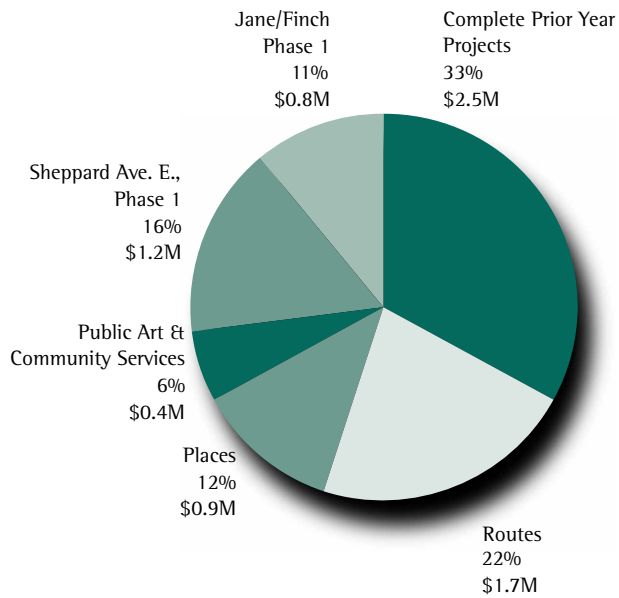
II. 2000 Capital Budget – Urban Development Services

- \$7.5 million has been approved. Streetscape projects address physical enhancements and improvements to the visual and functional quality of pedestrian and vehicular ways. Specific locations across the city are enhanced and open public spaces become safer and more attractive.
- \$5.5 Million has been approved to complete previously approved projects such as, the 1998 & prior Streetscape Projects; Sheppard Avenue East Streetscape Phase I; Jane/Finch Streetscape Phase I; Routes: South District Phase I; Public Art & Community Services.
- \$1.9 Million has been approved for new projects such as, Routes – includes improvements to Garrison Creek & Main Street, Fort York Boulevard, S.D. King & Parliament; Places – includes improvements to Dundas Square, Brown's Line, Sheppard & Provost.

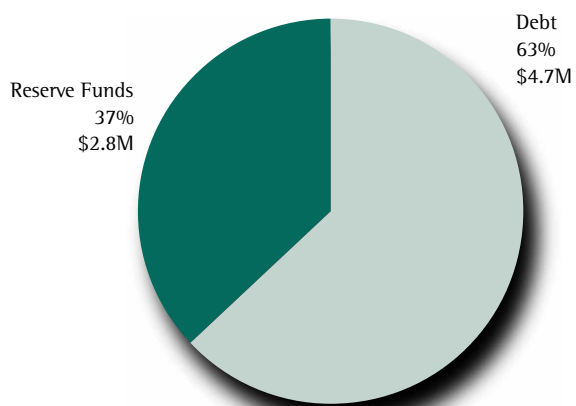
5 Year Capital Works Plan

NEW/CHANGE IN SCOPE PROJECTS	APPROVED		COMMITMENTS				Total
	2000	2001	2002	2003	2004		
ROUTES	1,130						1,130
PLACES	870						870
NEW/CHANGE IN SCOPE PROJECTS	2,000	-	-	-	-		2,000
PREVIOUSLY APPROVED PROJECTS	5,469	-	-	-	-		5,469
TOTAL PROGRAM	7,469	-	-	-	-		7,469

Where the money goes . . . \$7.5M



Where the money comes from . . . \$7.5M



CORPORATE SERVICES

The Corporate Services Department provides support services to the corporation of the City of Toronto, and manages its corporate assets and resources. Corporate Services provides 65 distinct City services under the following programs:

City Clerk's
 Corporate Communications
 Facilities and Real Estate
 Fleet Management
 Human Resources
 Information and Technology
 Legal
 Service Integration and Support

CITY CLERK'S

Mission Statement

City Clerk's 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.

City Clerk's also delivers key front-line public services, including issuing licenses to the public for births, deaths and marriages, as well as burial permits, and charitable gaming, and maintaining the assessment rolls. City Clerk's delivers critical corporate services, including corporate records and archives and printing, mail and distribution services.

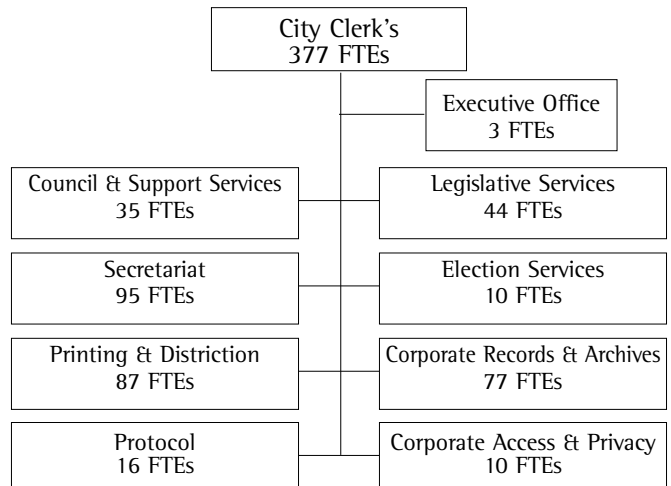
The division, under the direction of the Executive Office, is comprised of eight program areas, including:

- Secretariat
- Council and Support Services
- Corporate Access & Privacy
- Corporate Records & Archives
- Printing & Distribution
- Elections
- Legislative Services
- Protocol

Program Description

The City Clerk program is responsible for the legislative process and related activities for City Council, community councils, council committees and other deliberative bodies, for running municipal elections, implementing access and privacy legislation, issuance of licences to the public for births, deaths and marriages, as well as burial permits, and for charitable gaming and maintenance of the assessment roll. It is also responsible for the maintenance of corporate records and archives, city protocol services, and for the corporation's centralized printing, mailing and distribution services.

Program Map



1999 Key Service Achievements

Division-wide Achievements

1. Accomplished the 1999 Operating Plan and Budget within the approved budget.
 2. Complied with statutory requirements of the City Clerk in carrying out the City's mandatory responsibilities in the areas of the secretariat, elections, corporate access and privacy, records management and archives and vital statistics.
 3. Continued to ensure an open and understandable government, including access to documents that support and result from the Council process. The Division continued to implement legislative process improvements including a process to better manage late agenda items for committee and Council, a financial reporting protocol for managing Council business with financial impacts, and to enhance the effectiveness of its internet and intranet presence to disseminate information in a "less paper" environment.
 4. Continued implementation of Division-wide efficiencies by streamlining operations, consolidating administrative and clerical support functions across former municipalities, and introducing generic customer service positions in all civic centres.
 5. Fully staffed the divisional management structure.
 6. Completed move of Clerk's services to City Hall (except Corporate Access and Privacy) while maintaining Community Councils, legislative services and customer services in the civic centres.
 7. As part of the development of a multi-year business plan, sponsored a Performance Workshop to help identify program measures to be incorporated into the multi-year business plan.
6. Co-ordinated over 380 Councillor appointments.
 7. Provided secretariat support to approximately 600 meetings of standing committees, community councils, special committees and sub-committees, task forces, and the Licensing Commission.

Printing and Distribution

1. Established a consolidated service unit, for pre-press, printing, high speed copying and mail/courier/distribution.
2. Developed a work plan for the transformation of the Printing Unit into a Common Services agent.

Council and Support Services

1. Implemented an organizational model to support Council Member Offices and the City Clerk's Division where one-stop administrative support is delivered through customer service representatives.
2. Provided IT support to the Clerk's Division and Council Member Offices during a time of transition and space relocation, identifying needs for harmonization of systems for Members and Clerk's staff.
3. Progressed toward establishing an amalgamated budget structure for the Division and in so doing corrected numerous budget mapping issues.
4. Coordinated the Divisional move of functions to City Hall from Metro Hall.
5. Ensured business continuity through Year 2000 compliance and/or contingency plans.

Corporate Access and Privacy

1. Established a precedent under access and privacy legislation, which respects the rights of private donors of archival records and recognizes elected officials' ownership and control over their personal papers.
2. Managed a 10% increase in formal access requests over 1998 (1,580 formal requests in 1998 and 1,730 in 1999) and the inclusion of the former Licensing Commission's access and privacy work without additional resources.
3. Managed a 50% increase in appeal cases before the Information & Privacy Commission/Ontario and maintained almost a 100% success rate (23 cases in 1998 and a projected 35 cases in 1999).

Secretariat

1. Successfully managed 14 City Council meetings involving over 4,600 issues, nearly 900 by-laws, and over 220 Notices of Motions.
3. Made appointments to over 100 decision making and advisory bodies.
4. Processed over 400 citizen appointment applications
5. Over 600 citizens attended appointment seminars

4. Developed a Privacy Impact Assessment Guide to assist departments in meeting privacy requirements in the design, development and implementation of corporate electronic initiatives.
5. Initiated implementation of first phase of privacy impact assessment of ten significant technology initiatives/applications.
6. With the Information & Privacy Commissioner of Ontario, and of British Columbia, testified as an expert witness in privacy legislation before a federal Standing Committee on issues raised by the Auditor General related to the Social Insurance Number.

Corporate Records and Archives

1. Established a Corporate Records Management Program, outlining a broad range of activities to manage the City's recorded information.
2. Established an acquisition policy for the City of Toronto Archives, which provides authority to acquire governmental and private-sector records, as well as the consolidation of archival records and reference services at 255 Spadina Road.
3. Addressed records management issues associated with the Business Review Process for the Integrated Business Management Systems, Urban Planning Development Services.
4. Co-ordinated the move of approximately 2,000 boxes of records for the offices of the Mayor, Councillors, and the City Clerk, and the destruction of approximately 1,500 boxes of paper records as part of Phase 1 of the Office Consolidation Master Plan.
5. Participated in the Tower Template Team to plan for the relocation of staff and their records, through Phase 2 of the corporate Office Consolidation Master Plan, which led to the design, installation, and staffing of Central Records Rooms at City Hall to support the operations of the Chief Administrator's Office and several Commissioners.
6. Participated in Phase 3 of the Office Consolidation Master Plan, which involved the relocation of 10,000 boxes from the Records Centre at the North York Civic Centre, and the conversion of more than 17,000 files to the Corporate Records Classification System.
7. Developed an electronic shared directory project for two divisions in Economic Development, Culture & Tourism, and undertook large records conversions projects in three of its divisions.
8. Obtained Council approval for a by-law to manage "orphan" electronic records as part of the Information & Technology Division's Data Retention Project, which involved the review of electronic system data to identify requirements associated with provincial and federal statutes.
9. Led a team reviewing records management issues associated with the Provincial Offences Act Transfer Project.
10. Converted more than 1,500 files in the Children's Services Division of Community & Neighbourhood Services to a corporate file plan as a result of provincial downloading, and integrated 12,000 Family Benefits Assistance case files that were transferred from the province to the department's area offices.
11. Standardized data and procedures for the control of inactive records in the City's records centres.
12. Procured a software that will allow the unit to consolidate more than 3 million descriptive records into a single application to manage active and inactive information holdings.
13. Led an inter-departmental work group that developed a proposal for a Corporate Forms Management Program.
14. Relocated staff and more than 11,000 boxes of archival records from the basement of City Hall to 255 Spadina Road, with minimal disruption in public service.
15. Acquired several significant donations to the City's archival holdings, ranging from records of the second survey of Scarborough in the 1860s, to editorial cartoons that explore issues such as municipal amalgamation.
16. Opened three exhibits at the Market Gallery that were well received by the public and media, and developed exhibits for Public Works Week and the 100th anniversary of the opening of Old City Hall.
17. Completed staffing of approved positions in organizational design.

Elections

1. Completed the Request For Proposal process for the acquisition of vote-counting equipment, recommended a proponent and secured Council approval to proceed with the negotiation of a contract.
2. Completed a report on recommended changes to Provincial elections legislation and City by-laws, following extensive consultations with Members of Council.
3. Completed a report on the Election 2000 process, following extensive consultations with Members of Council and the public, and through a series of public meetings at the civic centres.
4. Continued to inspect locations in pursuit of a warehouse/office facility for elections staff and supplies for the 2000 election.
5. Continued to manage the contribution rebate program and track candidates from the two by-elections (East York and Scarborough Highland Creek) and those still in a deficit position from the 1997 municipal election.
6. Conducted meetings with the Election Management System provider to ensure a thorough understanding of elections prior to the development of the system.
7. Continued to pursue the concept of conducting a youth voting program with the Ministry of Education and the Learning Partnership.
8. Appeared at court on behalf of the City regarding the compliance audit of a candidate in the 1997 election.
9. Conducted a by-election for Scarborough Highland Creek.
10. Completed the first draft of redefining voting subdivisions in preparation for the 2000 election.
12. Finalized the software application for the development of ward maps and street indices.
13. Introduced the necessary by-laws in Council to implement the new ward boundaries for 2000 election and defended the by-laws before the Ontario Municipal Board.

Legislative Services

1. Issued over 16,000 marriage licenses and registered more than 56,000 births and deaths.
2. Issued over 4,000 lottery licenses for bingo halls, break-open tickets, raffles and bazaars.

3. Developed and implemented city-wide, a comprehensive vital statistics system at six district offices.
4. Developed and implemented city-wide, an automated version of local assessment roll information for public and staff use.
5. Developed an amalgamated bingo waiting list to ensure that all open time slots could be assigned efficiently.
6. Provided staffing support to the City's Bingo Task Force.
7. Successfully developed the charity roster for the provincial Advance Fund program, funded through the Ontario Lottery Corporation, and administered \$8.8 million in 1999.
8. Completed business plans and functional specifications for an innovative lottery licensing system.
9. Conducted an inventory of Clerk-related services to be included in the "one-stop shopping model".
10. Developed a draft policy framework for standardized lottery licensing practices city-wide.

Protocol

1. Provided high quality protocol services and programs that support the Mayor and Members of Council, the corporation, agencies, boards and commissions.
2. Produced high profile events within budget, such as the 100th anniversary of Old City Hall.
3. Provided protocol support to the community councils.
4. Continued to provide expert protocol advice and event management expertise to special projects such as the Millennium Task Force.
5. Implemented the policies and guidelines for the use of the official flag.
6. Produced high quality scrolls, proclamations and letters of greeting (3,300) and corporate correspondence (7,100).

2000 Strategic Directions and Service Priorities

1. Ensure an open, accountable, efficient and accessible legislative process.
2. Ensure public access to information while maintaining the privacy of individuals.
3. Plan and conduct an open and fair election.
4. Manage within approved operating and capital budgets.
5. Complete staffing within approved organization plan.
6. Ensure business continuity through Y2K compliance and/or contingency plans.
7. Develop policies, procedures and guidelines for amalgamated Clerk's services.
8. Develop the City Clerk's multi-year business plan.
9. Disentangle budget mapping, establish cost data, pricing and market strategy for printing services as a common service delivery model.
10. Identify "grey areas" or "overlapping areas" involving Clerk's responsibilities, clarify and disentangle where feasible.
11. Develop meaningful and measurable performance indicators.
12. Implement performance appraisals.
13. Develop and implement a communications plan for all Clerk's staff.
14. Develop and implement training and orientation for program staff.
15. Consolidate space accommodations to better serve public and corporate clients in the areas of Protocol and Secretariat.
16. Ensure space accommodation for records centre and elections storage and operations facility.

Secretariat

1. Complete the Council legislative process review resulting in improved electronic distribution, reduction in paper distribution, improved information management and improved meeting management.
2. Active support of the governance restructuring, as adopted by City Council.
3. Enhance access to Council legislation and decisions through electronic means.

Printing and Distribution

1. Migrate offset printing to a Common Services format.
2. Provide fully networked, digital, large volume engineering copying services to the corporation.
3. Establish Intranet access to on-line print/photocopying requests.
4. Develop corporate desktop access to network photocopying facilities.
5. Coordinate printing and distribution services provided to the City toward a full-cost recovery basis.
6. Secure long term premises for the print shop.

Council and Support Services

1. Develop a Council Office Policies and Procedures Manual to assist Members in office operations.
2. Develop enhanced internal financial controls as a result of the implementation of SAP.
3. Communicate divisional issues to staff through regular electronic newsletters.
4. Collect service data, and conduct user surveys to measure customer satisfaction on service delivery.
5. Meet with Members of Council to determine training and development needs of their staff.
6. Develop a comprehensive inventory for all Clerk's and Council locations.
7. Implement an information technology help desk support system for Council Offices and Clerk's Division.

Corporate Access and Privacy

1. 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

1. 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.

2. Implement the mandate approved by Council to manage the City's active, inactive, and archival records.
3. Develop and secure a consolidated Records Centre to store the inactive records of the City's departments and special purpose bodies.
4. Implement new Recorded Information Management software to control active and inactive records throughout the municipality.
5. Implement standardized procedures for reference services involving archival records, including service charges approved by Council.
6. Identify and implement revenue generation initiatives based on marketing information managed by Archival Services.
7. Implement Internet access to a database containing descriptions of archival records, as well as electronic facsimiles of significant holdings.

Elections

1. Implement all the necessary strategies, policies and procedures to conduct a successful Year 2000 election in the City of Toronto.
2. Secure a warehouse/office facility and complete leasehold improvements.
3. Accept delivery of the vote-counting equipment.
4. Complete the Candidate's Guide for distribution in January.
5. Establish an Election 2000 Web Site and supporting databases.
6. Finalize the voting subdivisions.
7. Complete the determination of the number of trustees and their distribution for the four school boards within the City of Toronto.
8. Review and develop election forms and forms inventory.
9. Prepare quotes and tender documents for the required supplies including ballots.
10. Develop a Human Resources strategy.
11. Develop a facility acquisition strategy including voting places, advance voting places, ward centres and continuous voting places.
12. Develop a Call Centre strategy.

13. Develop a Communications strategy, sensitive to the many needs of the City of Toronto's electors.
14. Conduct information sessions for candidates.

Legislative Services

1. Finalize the disentanglement process of legislative services such as municipal clearance of liquor licensing, and by-laws related to planning notices and zoning appeals.
2. Establish performance standards for customer service and administrative processes for all district offices.
3. Design a standardized physical identity and plan for all "one stop shopping" centres.
4. Develop a comprehensive training manual for all services to be delivered through Legislative Services.
5. Continue to cross-train Legislative Services staff in all key functions.
6. Conduct public consultations with key stakeholders on proposed policy changes arising from amalgamation in lottery licensing.
7. Harmonize former lottery licensing by-laws and related municipal policies.
8. Implement the lottery licensing system at all district offices.
9. Initiate the harmonization of job descriptions for all staff.

Protocol

1. Design and create an awards and recognition program for the City.
2. Implement a Millennium Awards program.
3. Participate in the development of a harmonized employee recognition program for City of Toronto employees.
4. Produce and communicate protocol guidelines and procedures.
5. Establish a customer-service model to serve Members of Council and the corporation.

BUDGET HIGHLIGHTS

I. 2000 Operating Budget – City Clerk's

2000 Recommended Base Budget Changes

Includes \$0.247M net reduction for base budget changes:

	Gross (millions \$)	Net (millions \$)
- Reduction of 1 FTE	0.050	0.050
- Expense Reductions	0.097	0.097
Total Base Changes	0.147	0.147

2000 Recommended New Request

Includes a \$0.030M gross expenditure increase and a \$0.130M revenue increase for a net expenditure decrease of \$0.100M from a Clerk request for an additional FTE to achieve additional liquor license revenue through harmonization of the process across the former municipalities.

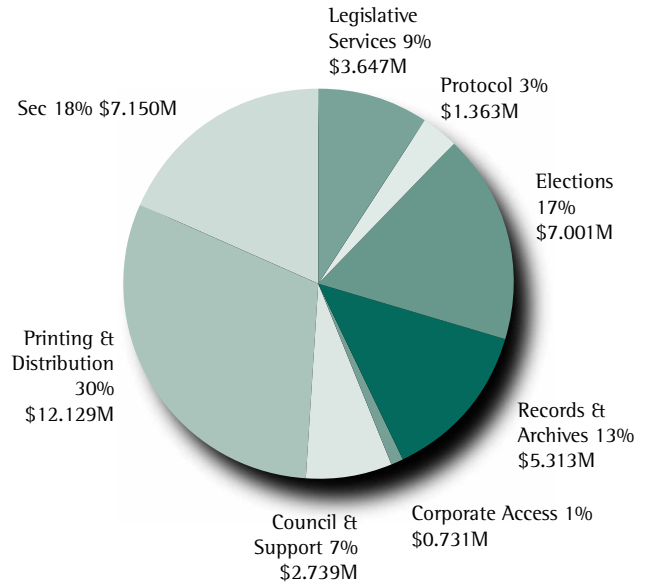
2000 Operating Program Summary by Service

City Clerk (Consolidated)

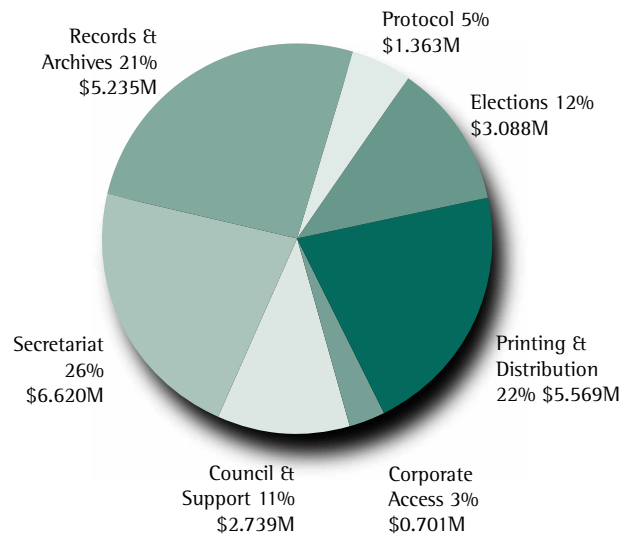
SERVICE	1999 Budget \$	2000 Approved \$	Change from 1999 \$	%
SECRETARIAT	7,055.9	7,149.5	93.6	1.3
PRINTING & DISTRIBUTION	12,045.8	12,128.7	82.9	0.7
COUNCIL & SUPPORT SERVICES	2,677.9	2,739.4	61.5	2.3
CORPORATE ACCESS & PRIVACY	711.5	730.9	19.4	2.7
CORPORATE RECORDS & ARCHIVES	5,659.9	5,312.9	(347.0)	(6.1)
ELECTIONS	2,878.9	7,001.3	4,122.4	143.2
LEGISLATIVE SERVICES	3,621.7	3,647.3	25.6	0.7
PROTOCOL	1,312.3	1,363.2	50.9	3.9
TOTAL GROSS EXPENDITURES	35,963.9	40,073.2	4,109.3	11.4
Grants from Others	0.0	0.0	0.0	NA
Interdepartmental Recoveries	6,219.7	6,853.4	633.7	10.2
User Fees	0.0	0.0	0.0	NA
Other	8,525.3	12,187.7	0.0	0.0
TOTAL REVENUES	14,745.0	19,041.1	4,296.1	29.1
TOTAL NET EXPENDITURES EXCLUDING CAPITAL FINANCING	21,218.6	21,032.1	(186.8)	(0.9)
STAFFING COMPLEMENT				
Total Program	378.0	377.0	(1.0)	(0.3)
(in Equivalent Funded Positions)				

2000 Operating Budget – City Clerks

Gross Expenditures



Net Expenditures



II. 2000 Capital Budget – City Clerk's

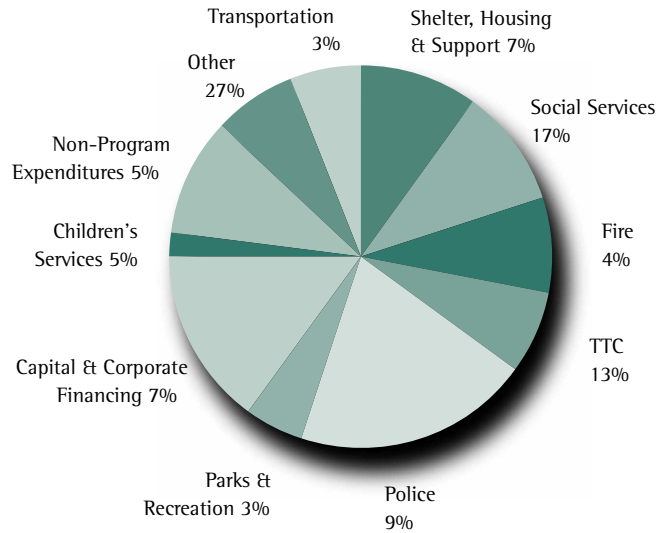
The 2000 Capital Program is \$12.1 million [1999 Budget - \$1.0m]
 Rationale for year-over-year difference: previously approved project

- Vote Tabulator Machines - \$12.05 million.

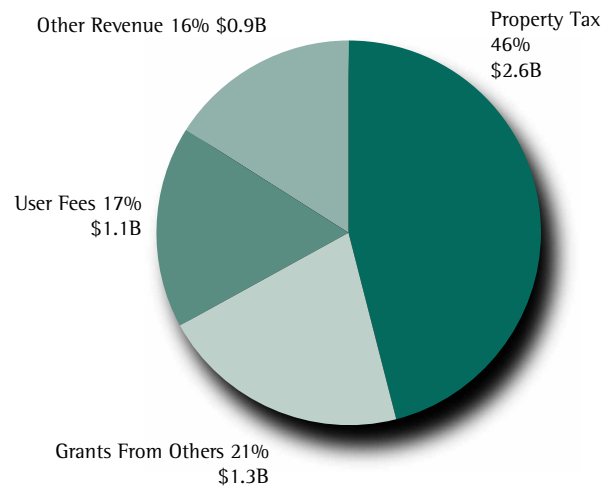
5 Year Capital Works Plan

NEW/CHANGE IN SCOPE PROJECTS	APPROVED		COMMITMENTS				Total
	2000	2001	2002	2003	2004		
PREVIOUSLY APPROVED PROJECTS	12,050	-	-	-	-	-	12,050
TOTAL PROGRAM	12,050	-	-	-	-	-	12,050

Where the money goes . . .



Where the money comes from . . .



CORPORATE COMMUNICATIONS

Mission Statement

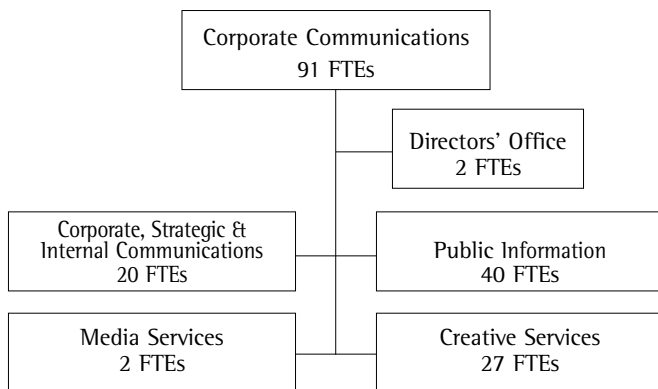
To provide excellent corporate communications services that will ensure that the public, media, employees, national and international communities have a clear understanding of the City of Toronto's policies, priorities and programs.

Program Description

The purpose of the Corporate Communications Program is to support Council and city departments, services and programs.

Corporate Communications is composed of four service areas: Corporate, Strategic and Internal Communications, Media Services, Public Information and Creative Services.

Program Map



1999 Key Service Achievements

1. Developed and implemented communications plans and design programs for major projects such as The Toronto Music Garden, the 100th Anniversary of Old City Hall, Building the New City—the Access and Equity Report, Bring-Back-The-Don, the Jane Doe Audit, the SMOG Report and the Toronto Cycling Committee.
2. Began implementation of a consistent media relations protocol across the City.
3. Created a comprehensive telephone book for the new City that was distributed to all employees and has been made available for sale to the public.
4. Compiled a database of all City programs and services.
5. Responded to an average of 1,200 calls per day through the Access Toronto Call Centre. Access Toronto's hours of operations were extended on a trial basis from 8 a.m. to 8 p.m.
6. Developed a consistent signage program for new City parks.
7. Redesigned the City's Web site to increase accessibility and improve timeliness and depth of information. Corporate Web policies are in development. (Web pages grew from 10,000 to 23,500).
8. Broadened the scope and increased the amount of information available on the internal Web site (intranet). New resources such as corporate templates, internal staff listings, news releases and Council minutes were added.
9. Kept employees informed through programs such as Inside Toronto, Council Highlights and New Digest.
10. Recognized the contribution of City staff through the "Say, Thanks" program.
11. Launched a consultative process to develop a new corporate translation and interpretation policy, expected to be completed by June 2000.
12. Provided translation and interpretation services in 44 different languages.

Issues/Challenges

In developing the 2000 Operating Budget and Business Plan, the following issues and challenges have been considered:

1. The need to establish a framework for implementing "Common Services Delivery" of corporate communications services.
2. Ensuring the program is competitive with external providers of similar services.
3. Implementing effective performance measures and performance management.
4. Staff retention in the Information & Technology Program will affect Corporate Communications' ability to deliver new services and a planned e-commerce initiative.
5. Managing expectations, as service quality improves, so does the demand on level of service.
6. Develop a first year business plan that defines the divisions' core businesses.
7. Corporate budgets continue to be downsized.
8. Transition to effective implementation of corporate FIS system (SAP).

2000 Strategic Direction and Service Priorities

1. Develop Corporate Communications policies to improve service delivery.
2. Develop and implement Corporate Communications strategies.
3. Develop first year business plan that defines the division's core businesses.
4. Complete corporate database of all City publications.
5. Determine opportunities for rationalization.
6. Explore new approaches to service delivery in conjunction with I&T Division.

BUDGET HIGHLIGHTS

I. 2000 Operating Budget – Corporate Communications

Corporate Communications 2000 approved budget includes an additional \$ 0.835M gross and \$ 0.835M net over the 1999 funding level to deliver current services as indicated below.

2000 Recommended Base Budget Changes

Includes \$0.835M gross and net reduction for base budget changes:

	Gross (millions \$)	Net (millions \$)
- Reduction of 6 staff	0.381	0.381
- Restructuring	0.409	0.409
- Allocation of 1% gapping	0.045	0.045
Total Base Changes	0.835M	0.835M

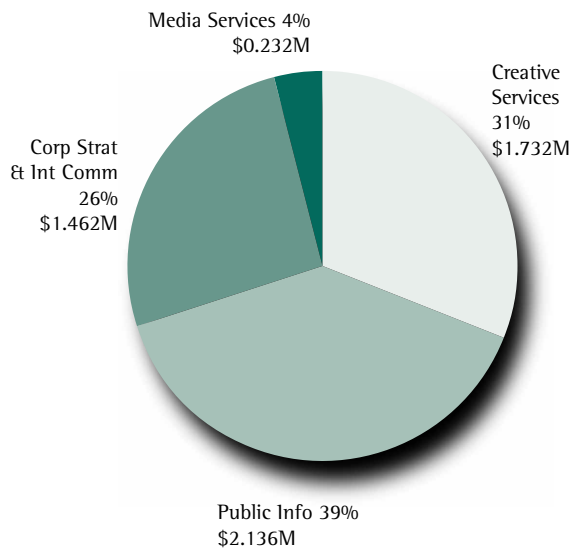
2000 Operating Program Summary by Service

Corporate Communications (Consolidated)

	1999 Budget \$	2000 Approved \$	Change from 1999 \$	%
SERVICE				
Corporate, Strategic, & Internal Communications	1,467.6	1,461.5	(6.1)	(0.4)
Media Services	126.1	231.6	105.5	83.7
Public Information	2,391.3	2,135.6	(255.7)	(10.7)
Creative Services	1,864.3	1,731.6	(132.7)	(7.1)
TOTAL GROSS EXPENDITURES	5,849.3	5,560.3	(289.0)	(4.9)
Grants from Others	0.0	0.0	0.0	NA
Interdepartmental Recoveries	0.0	0.0	0.0	NA
User Fees	0.0	0.0	0.0	NA
Other	114.0	114.0	0.0	0.0
TOTAL REVENUES	114.0	114.0	0.0	0.0
TOTAL NET EXPENDITURES				
EXCLUDING CAPITAL FINANCING	5,735.3	5,446.3	(289.0)	(5.0)
STAFFING COMPLEMENT				
Total Program	97.0	91.0	(6.0)	(6.2)
(in Equivalent Funded Positions)				

2000 Operating Budget – Corporate Communications

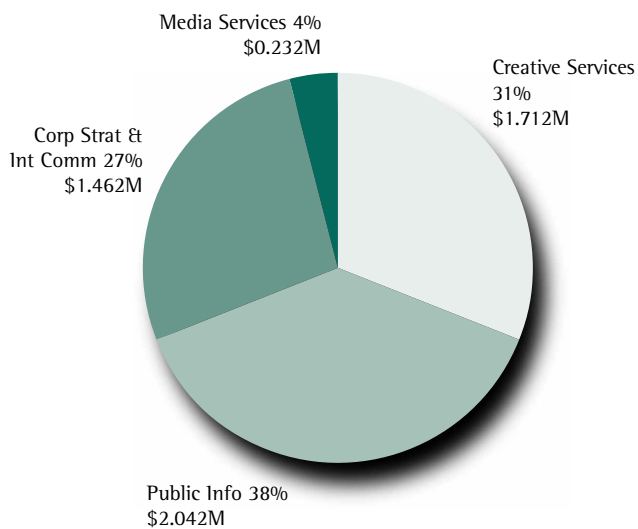
Gross Expenditures



II. 2000 Capital Budget – Corporate Communications

Not Applicable

Net Expenditures



FACILITIES AND REAL ESTATE

Mission Statement

The Facilities & 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.

Mandate

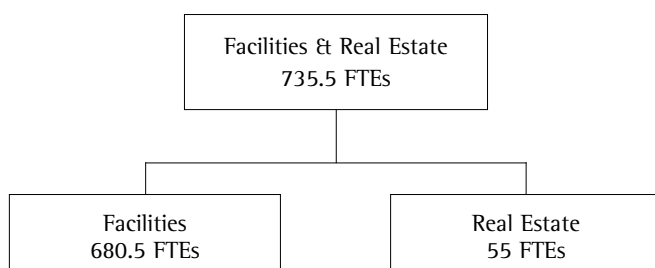
The Facilities & Real Estate Division manages the full range of facilities and real estate services for the City. The mandate extends to all the departments and the ABC's including parts of the organization not currently served. It also includes assuming responsibility for services that are currently located internally in the client Departments.

Program Description

The Facilities and Real Estate Division of Corporate Services provides comprehensive facility and real estate services to the City's departments and certain agencies, boards and commissions. It acts as a manager for the City's multi-tenant buildings such as City Hall and the civic centres, as well as office re-location services.

The Facilities and Real Estate Division is composed of two service areas: Facilities and Real Estate.

Program Map



1999 Key Service Achievements

1. Completed the centralization of the Facilities and Real Estate Division;
2. Established a Property Management Committee and Technical Working Group to review City-owned properties in order to streamline the "declaration as surplus" process and expedite the disposal of property;
3. Amalgamated the process for providing appraisals for cash-in-lieu of parkland dedication payments across the entire City;
4. Integrated the leasing function for City-owned properties under the new Leasing and Site Management unit;
5. Initiated construction of the Yonge/Dundas project;
6. Completed property disposals for 49 properties representing \$23.8 million;
7. Assisted in the search for and establishment of homeless shelters;
8. Negotiated agreement to purchase Union Station;
9. Established new procedures for processing First Applications into Land Titles;
10. Established a system for tracking expenditures and revenues for the Yonge/Dundas project;
11. Continued with the expropriation of property interests for the Sheppard Subway;
12. Terminated and re-negotiated leases and moved City employees into City space; 200,000 sq. feet, resulting in annual savings of nearly \$2.4 million;
13. Commenced negotiations with major client groups to establish service requirements and resource redistribution for the effective delivery of services;
14. Developed and implemented a system to monitor the 5-year asset preservation plan (State of Good Repair);
15. Developed an accommodations space standard;
16. Continued to implement best practices, benchmark standards and performance management;
17. Completed significant expansion of an existing Y2K compliant asset management information system that will assist in the maintenance and property management functions;

18. Provided janitorial, maintenance and security services at existing service levels for 274 facilities (over 4.5 million square feet);
19. Completed Phase I of the City-wide Facilities Maintenance Management System (SPAN);
20. Maintained a call centre to provide expanded room booking access and service order access through a single call centre for the Civic Centres for integrated one stop service delivery. Call volumes in the range of 500-900 calls per day were received and serviced;
21. Successfully renovated the lower East Tower of City Hall and relocated the senior management on time and within the approved budget;
22. Provided space planning and accommodation services to clients across the City in successfully relocating over 2000 staff;
23. Completed over \$17 million in capital construction on behalf of client groups;
24. Developed plans for corporate facilities during labour disruptions including picket line monitors and alternate services delivery;
25. Developed a Y2K readiness phase for Corporate Facilities;
26. Assumed responsibility for managing surplus Toronto Hydro Facilities;
27. Established four yards within the City to deliver Facilities trades services from;
28. Worked with corporate Labour Relations to identify the differences in the seven collective agreements that currently restrict our ability to move staff and rationalize services;
29. Explored alternative service delivery options to reduce costs. This has been more difficult with the current settlements with the unions;
30. Explored City-wide contracts and bulk purchasing to reduce costs. This is an ongoing process;
31. Provided preventative and predictive maintenance services to the City's facilities in the most cost-effective manner with the long-term goal of reducing facilities down time.

2000 Strategic Directions and Service Priorities

The introduction of proper financial management tools, processes and systems is a major priority. Subject to the availability of the funding for the Business Process Integration project included as part of the Transition Project in the capital budget, the Division plans to rationalize the internal processes through re-engineering and the proper use of technology with an expectation of an annualized saving of about \$2 million annually.

Another major priority is the reduction of expenditures through the appropriate use of the alternative service delivery options. This will be subject to the adoption of a suitable Alternative Service Delivery Framework by the City based on the model to be established by the CAO.

From a program delivery perspective, a major goal is to further the development of the client service model for the delivery of services; this will be accomplished through the establishment of the service level agreements with the clients and the proper functioning of the call centres.

Subsequent to the amalgamation of the City in 1998, many components of the building operations have continued to function substantially as they had before the amalgamation. As a result, there is substantial "entanglement" of the manner in which buildings are maintained and operated. For example, situations exist where different parts of the building expenditures (e.g., utilities, taxes, cleaning, minor maintenance, major maintenance, security, etc.) may be budgeted in different programs. The disentanglement of this situation and the rationalization and relocation of budgets based on a common City-wide policy is a major objective for the Division.

BUDGET HIGHLIGHTS

I. 2000 Operating Budget – Facilities & Real Estate

Facilities and Real Estate 2000 approved budget includes an additional \$ 2.578M gross and \$ (1.766)M net over the 1999 funding level to deliver current services, as well as new services, as indicated below.

2000 Recommended Base Budget Changes

Includes \$2.278M gross increase and \$1.966M net reduction for base budget changes:

	Gross (millions \$)	Net (millions \$)
- Transfer 6 staff from Council (reception service)	0.262	0.262
- Utility cost increases	0.513	0.413
- Reduction of staffing		
- facilities operations trades	(0.080)	(0.080)
- Business & service adjustments	0.131	0.119
- Recovery of project management from capital	0.0	(3.700)
- Transfer of small capital projects	1.552	0.0
- Correction/annualization of revenue estimates	0.0	1.020
Total Base Changes	2.378	(1.966)

2000 Recommended New Service Changes

Includes one new service to implement State of Good Repair building inspections for \$0.200M gross and \$0.200M net, as referred from the Capital budget process:

	Gross (millions \$)	Net (millions \$)
State of Good Repair building inspection program	0.200	0.200
Total New Changes	0.200	0.200
Total Base and New Changes	2.578	(1.766)

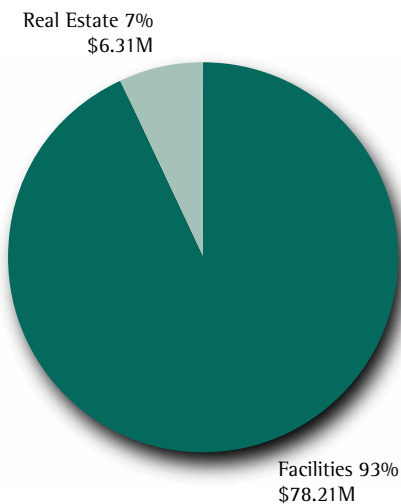
2000 Operating Program Summary by Service

Facilities and Real Estate (Consolidated)

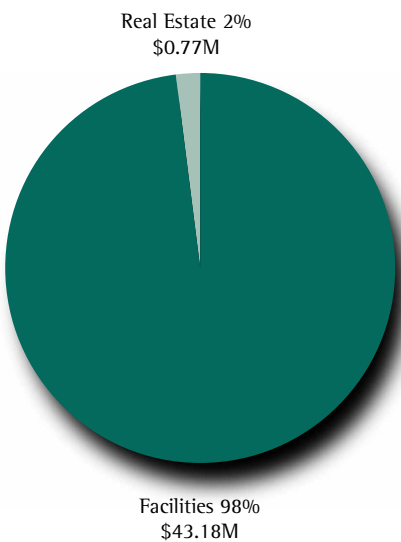
	1999 Budget \$	2000 Approved \$	Change from 1999 Budget \$	%
SERVICE				
Facilities	76,266.1	78,213.3	1,947.0	2.6
Real Estate	5,681.3	6,312.1	630.8	11.1
TOTAL GROSS EXPENDITURES	81,947.4	84,525.4	2,578.0	3.1
Grants from Others	0.0	0.0	0.0	NA
Interdepartmental Recoveries	15,349.0	18,141.1	2,792.1	18.2
User Fees	17,463.8	17,463.8	0.0	0.0
Other	3,419.6	4,971.6	1,552.0	45.4
TOTAL REVENUES	36,232.4	40,576.5	4,344.1	12.0
TOTAL NET EXPENDITURES EXCLUDING CAPITAL FINANCING	45,715.0	43,948.9	(1,766.1)	(3.9)
STAFFING COMPLEMENT				
Total Program (in Equivalent Funded Positions)	729.0	735.5	6.5	0.9

2000 Operating Budget – Facilities and Real Estate

Gross Expenditures



Net Expenditures



II. 2000 Capital Budget – Facilities and Real Estate

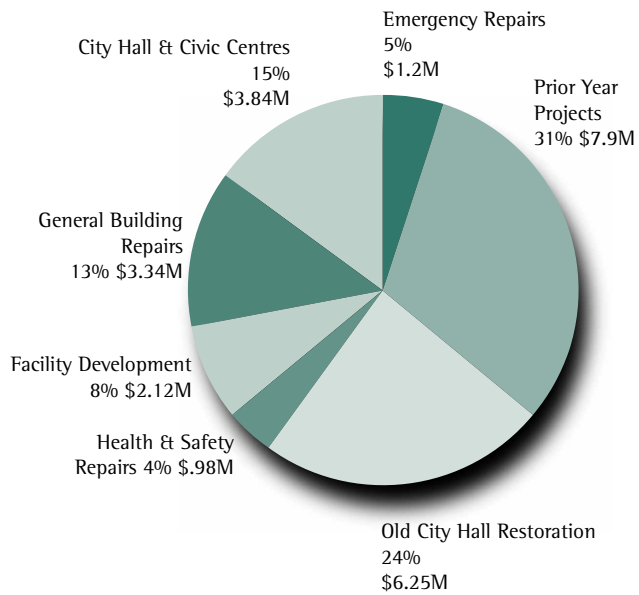
Total 2000 Gross Budget is \$25.6 million [1999 Budget - \$12.5m]
Rationale for year-over-year difference: Budget carried forward, capital maintenance backlog, new projects.

- Of the new projects, \$6.3 million is for restoration of old City Hall (60 Queen St. W.), the first phase of the three-year project to replace the copper roof and other repairs. In 2000, \$5.0 million will be spent on the first phase and \$1.3 million is planned for clock tower and masonry repairs.
- \$4.1 million is for maintenance and restoration at Toronto City Hall (heating, ventilation, air conditioning, exterior and roofing for \$1.76 million) and Nathan Phillips Square (repairs and garage roof for \$2.31 million).
- \$2.7 million is for re-roofing and Health & Safety HVAC for City buildings at various locations.

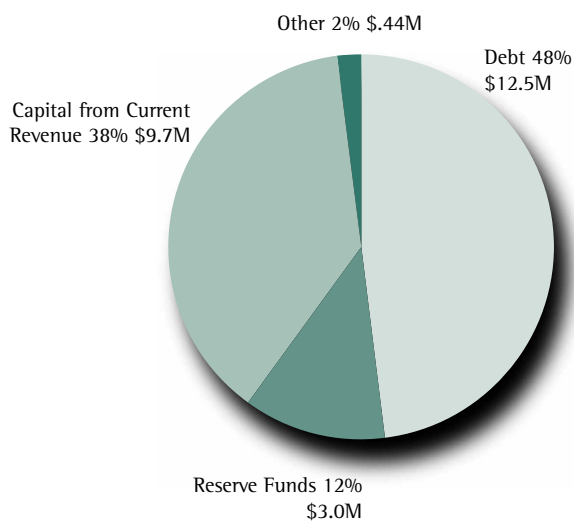
FACILITIES AND REAL ESTATE

	APPROVED		COMMITMENTS			
NEW/CHANGE IN SCOPE PROJECTS	2000	2001	2002	2003	2004	Total
The 519 Church St. CC - Addition	150					150
Re-roofing	1,036					1,036
Replacement of Door and Windows	300					300
Replace Ice Making Equipment	350					350
Replace HVAC - Plumbing and Electrical	520					520
Old City Hall - Repairs	6,250					6,250
Nathan Philips Square - Repairs	103	3	-297	-272		-463
Masonry and Concrete Rehabilitation	1,085					1,085
Health and Safety - HVAC	642					642
Health and Safety - Buildings	340					340
Energy Retrofit Program	400					400
Emergency Capital Repairs	1,200					1,200
City Hall - HVAC Rehabilitation	1,250					1,250
Central Eglinton CC Renovations	150					150
NEW/CHANGE IN SCOPE PROJECTS	13,776	3	-297	-272	-	13,210
PREVIOUSLY APPROVED PROJECTS	11,863	2,140	2,140	1,315	-	17,458
TOTAL PROGRAM	25,639	2,143	1,843	1,043	-	30,668

Where the money goes . . .



Where the money comes from . . .



FLEET MANAGEMENT SERVICES

Mission Statement

Fleet Management Services is responsible for the trusteeship and maintenance of all City of Toronto vehicles covered under the City's Commercial Vehicle Operator's Registration (CVOR), and all vehicles and equipment with a replacement value exceeding \$5,000 with wheels and axles excluding Police and TTC vehicles.

The trusteeship and maintenance of the fleets of Fire Services, Ambulance Services, ABC's and Exhibition place are still to be determined.

Trusteeship encompasses:

1. Fleet inventory management
2. Life cycle management
3. Procurement management including vehicle leasing
4. Cost tracking and reporting
5. Insurance, registration and licensing
6. Fleet replacement and disposal planning
7. Fleet assignment

Maintenance encompasses:

1. Preventative maintenance and breakdown repairs (in house and out-sourced) for assets under its trusteeship

Fleet Management Services must function as an operational partner to its client divisions. Fleet will work cooperatively with the client to develop an understanding of each party's requirements to deliver efficient, effective and economical service.

There are four cornerstones to Fleet's service delivery:

1. Financial Competitiveness

- i. Provide a fleet and deliver its maintenance at competitive prices
- ii. Provide sound financial management of the City's fleet assets

2. Customer Service

- i. Deliver efficient maintenance services where and when the customer needs them
- ii. Provide a fleet maintenance program that delivers maximum efficiency, based on sound analysis
- iii. Provide a fleet that is "on the job" and ready to work when needed
- iv. Be responsive to changes in customer needs

3. Environmental Protection

- i. "green the fleet" to reduce vehicle emissions
- ii. Provide corporate leadership in fleet related environmental protection issues

4. Fleet Safety

- i. Protect the public and employees by providing a well designed and properly maintained fleet
- ii. Ensure effective training and licensing of civic staff
- iii. Implement active accident prevention programs
- iv. Ensure compliance with provincial legislation, regulation and by-laws

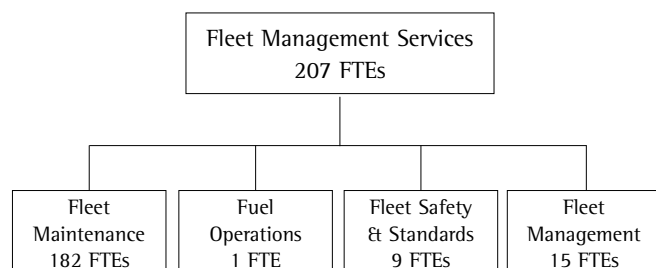
Fleet Management Services needs to find the correct balance between customer service and maintaining the focus on the City's overall priorities. Decisions are made in consultation with clients in the context of the City's strategic and financial goals.

Program Description

Fleet Management Services is responsible for the management and maintenance of approximately 3,000 licensed vehicles and 1,800 off-road vehicles. Approximately 36% are heavy vehicles, 28% are light trucks, 15% are grounds maintenance equipment, 5% are cars and 16% is other construction equipment, trailers etc.

The Fleet Management Services Department is composed of four service areas: Fleet Maintenance, Fleet Management, Fleet Safety & Standards, and Fuel Operations.

Program Map



1999 Key Service Achievements

1. The Fleet Study conducted by KMPG Management Consulting was completed. Council approved the recommendations of the study in July. Fleet Management Services has set an aggressive schedule for the implementation of these recommendations.
2. By December 31, Fleet had closed five of its 19 service facilities, relocating staff and maintenance activities to the remaining 14. One additional garage closure is subject to the relocation of Fire Services' maintenance from 843 Eastern Avenue.
3. Negotiations for the transfer of three staff performing fleet duties from Parks and Recreation to Fleet Management Services are complete, and the negotiations with Works and Emergency Services for the transfer of seven positions are expected to be completed in 2000.
4. The hiring of management was completed at the end of 1998, and the approval of the balance of the management structure will be completed in 2000.
5. The disentanglement of the \$41 million in Fleet costs identified by the Fleet Study is underway. All fleet related costs residing in the budgets of other programs will be identified.
6. The development of the full cost recovery model for Fleet Management Services' expenditures is complete. Service Level agreements with its clients began in late 1999.
7. Y2K testing for all Fleet systems including vehicles and equipment is completed. The current Fleet Maintenance systems used by each of the former seven municipalities have been replaced with one system – M4. The

implementation and testing of the system was completed by December 31. In addition, Fleet is implementing one fuel management system, Computrol, at each of the fuel sites managed by Fleet.

8. Fleet Management Services incurred a net expenditure variance of \$1,856.3 million. The deferral of the 1998 Replacement Program and the delay in the approval of the 1999 Replacement Program have resulted in additional maintenance expenditures throughout the year. Fleet's 1999 Approved Budget contained no provision for these additional maintenance costs. There was no provision for the impact of wage settlements for CUPE Local 416. The implementation of the new Financial System, SAP, required some Fleet districts to absorb expenditures and subsequently bill for the recovery from the client, when the previous practice was to bill the client direct for maintenance costs.

2000 Strategic Direction and Service Priorities

1. In 2000, Fleet Maintenance will be delivered from 14 maintenance locations throughout the City. Maintenance will continue to be provided through a combination of in-house and out-sourced services.
2. Fleet anticipates an increase in labour utilization to 75% by December 31, 2000, resulting in increased productivity and reduced costs to client divisions.
3. Service level agreements for fleet maintenance and management will be developed. These agreements will set the shop rates, standard labour hours and cost of routine maintenance.
4. The M4 Fleet Maintenance System will be fully implemented to allow for proper billing to clients based on work orders to achieve full cost recovery. The system will provide better information related to fleet performance.
5. The staffing for Fleet Management Services will be completed.
6. The implementation of the recommendations from the Fleet Study approved by Council will be implemented. A review and consolidation of existing contracts for fleet management and maintenance will be complete.

BUDGET HIGHLIGHTS

I. 2000 Operating Budget – Fleet Management

Fleet Management 2000 approved budget includes an additional \$ 0.696M gross and \$ 0.696M net over the 1999 funding level to deliver current services as indicated below.

2000 Recommended Base Budget Changes:

Includes \$0.696M gross reduction for base budget changes:

	Gross (millions \$)	Net (millions \$)
- Reduction in Drive Clean Program	0.343	(0.343)
- Anticipated Labour Efficiencies	0.120	(0.120)
- Allocation of 1% gapping	0.125	(0.125)
- Further Reductions	0.108	(0.108)
Total Base Changes	0.696	(0.696)

2000 Recommended New Service Changes

The 2000 Recommended Operating Budget does not reflect any new services or service level changes for 2000.

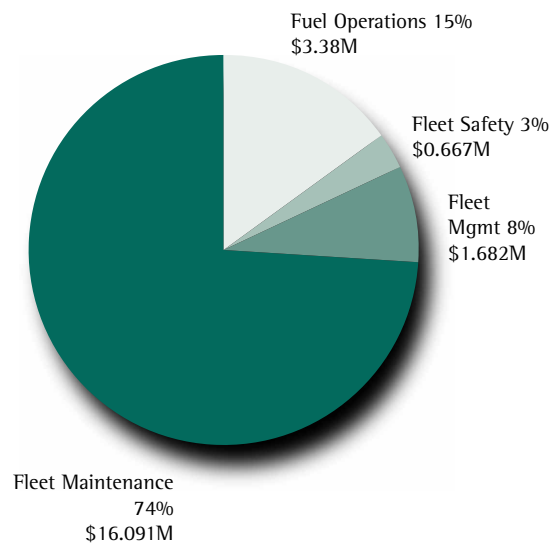
2000 Operating Program Summary by Service

Fleet Management Services (Consolidated)

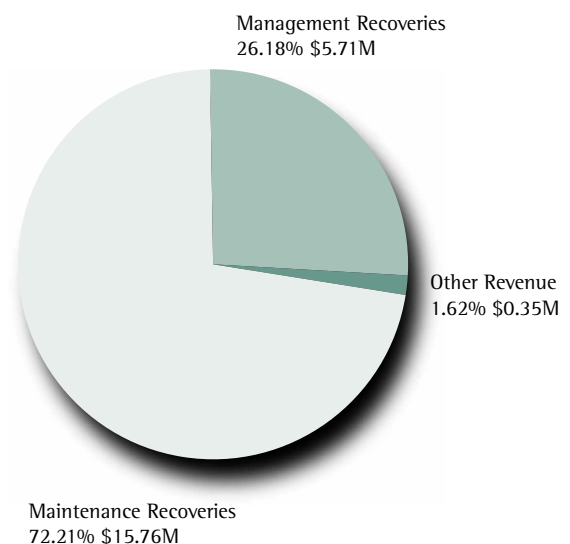
SERVICE	1999 Budget \$	Council Approved \$	Change from 1999 \$	%
Fleet Maintenance	16,993.1	16,090.8	(902.3)	(5.3)
Fleet Management	1,454.7	1,681.8	227.1	15.6
Fleet Safety and Standards	667.2	667.3	0.1	0.0
Fuel Operations	3,401.1	3,379.8	(21.3)	(0.6)
TOTAL GROSS EXPENDITURES	22,516.1	21,819.7	(696.4)	(3.1)
Grants from Others	0.0	0.0	0.0	NA
Interdepartmental Recoveries	21,651.1	21,467.3	(183.8)	(0.8)
User Fees	0.0	0.0	0.0	NA
Other	865.0	352.4	0.0	0.0
TOTAL REVENUES	22,516.1	21,819.7	(696.4)	(3.1)
TOTAL NET EXPENDITURES EXCLUDING CAPITAL FINANCING	0.0	0.0	0.0	NA
STAFFING COMPLEMENT				
Total Program (in Equivalent Funded Positions)	205.0	207.0	2.0	1.0

2000 Operating Budget – Fleet Management Services

Gross Expenditures



Net Expenditures



II. 2000 Capital Budget – Fleet Management

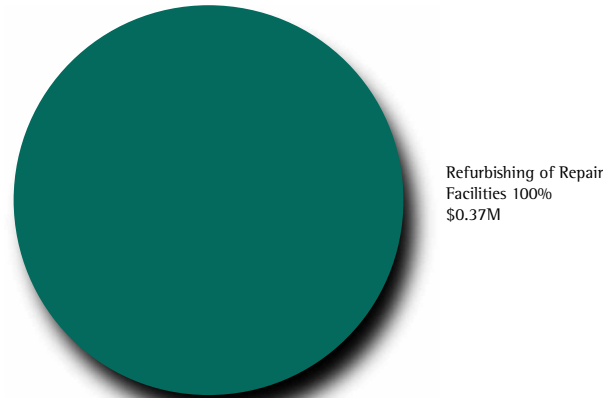
Total 2000 Gross Budget is \$0.472 million [1999 Budget - \$0M]
Rationale for year-over-year difference: new – budget created for 2000

- \$0.4 million is for amalgamation of Fleet Maintenance Locations.
- \$0.1 million is for the purchase of fleet emission testing equipment.

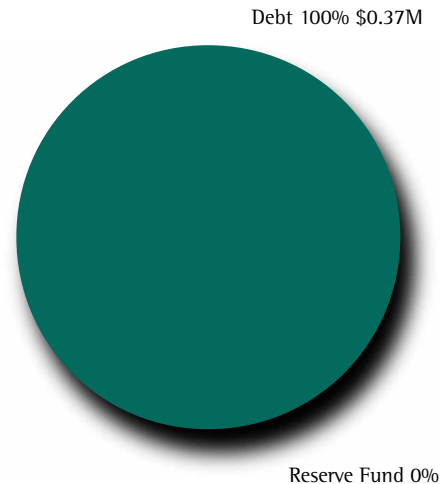
FLEET MANAGEMENT STATUS OF 2000 BUDGET AND FUTURE YEAR COMMITMENTS

	APPROVED		COMMITMENTS			
NEW/CHANGE IN SCOPE PROJECTS	2000	2001	2002	2003	2004	Total
Emissions Testing	99					99
Amalgamation of Fleet Maintenance Locations	373					373
COMMUNITY SERVS						
- Fleet Replacement	82					82
LIBRARY - Fleet Replacement	70					70
CORPORATE SERVS						
- Fleet Replacement	278					278
ECONOMIC DEVELOPMENT						
- Fleet Replacement	5,210					5,210
FINANCE - Fleet Replacement	25					25
URBAN PLANNING						
- Fleet Replacement	-					-
WES-SOLID WASTE						
- Fleet Replacement	7,182					7,182
WES-TECHNICAL SERVS						
- Fleet Replacement	429					429
WES TRANSPORTATION						
- Fleet Replacement	7,139					7,139
WES-WATER SERVICES						
- Fleet Replacement	3,550					3,550
WES-WASTE WATER SERVS						
- Fleet Replacement	3,550					3,550
WES-AMBULANCE						
- Fleet Replacement	2,573					2,573
WES-FIRE - Fleet Replacement	6,800					6,800
ZOO - Fleet Replacement	158					158
EXHIBITION - Fleet Replacement	293					293
POLICE - Fleet Replacement	<u>3,800</u>					<u>3,800</u>
NEW/CHANGE IN SCOPE PROJECTS	41,611	-	-	-	-	41,611
PREVIOUSLY APPROVED PROJECTS		-	-	-	-	-
TOTAL PROGRAM	41,611	-	-	-	-	41,611

Where the money goes . . .



Where the money comes from . . .



HUMAN RESOURCES

Mission Statement

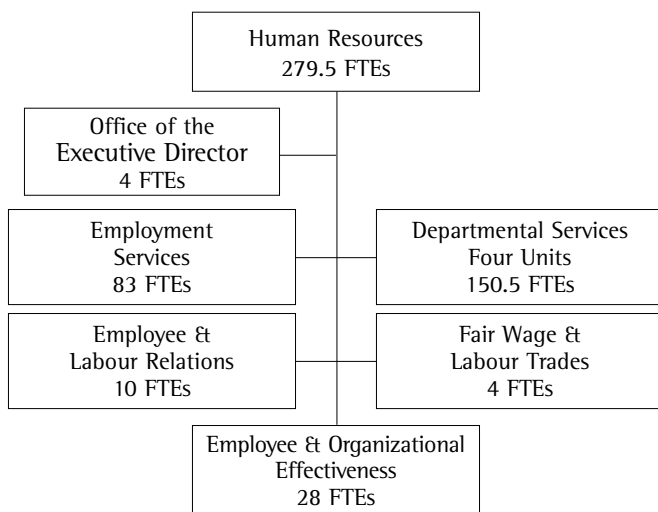
To provide leadership and promote excellence in human resources, enabling the City to achieve its service and business objectives through committed and capable people. We achieve this by balancing our roles as strategic business partners, change agents, employee advocates and service providers.

Program Description

The Human Resources Division of the Corporate Services is a client focused program that provides services to assist the City in achieving high performance. It accomplishes this by helping departments to understand and become accountable for human resource actions, promotes a safe environment and encourage ethical values and equitable treatment of all employees. Human Resources assists departments and some agencies, boards and commission with all areas of human resources.

Human Resources is composed of five service areas: Employment Services, Employee & Organizational Effectiveness, Employee & Labour Relations, Departmental Services and Fair Wage & Labour Trades Office.

Program Map



1999 Key Service Achievements

1. Finalized the recruitment, selection and placement process for all operating departments to the supervisory level. Initiative is 98% complete.
2. Administered exit packages for 363 employees to October 31, 1999 and assisted departments with their downsizing programme.
3. Negotiated a first contract with CUPE Local 416, averting a potential service and labour disruption.
4. Finalized the compensation program for non-bargaining unit staff to be approved by Council and implemented in 2000.
5. Completed the following harmonized human resources policies.
 - Professional Membership and Association Fees
 - Pregnancy leave
 - Parental leave
 - Childcare and Eldercare leave
 - Bereavement leave
 - Citizenship Court leave
 - Jury Duty/Witness Service leave
 - Participation in Elections leave
 - Military leave
 - Occupational Health and Safety Policy '99
 - Investigation and Reporting Injuries and Accidents
 - Critical Injury Investigation and Reporting
 - Revised Separation Program – Implementation Details
 - Re-employment of Former Employees After Restructuring
 - Employment of Relatives
 - Reference Checking
 - Employment Contracts
 - Tuition Reimbursement
 - Retraining Strategy
7. Developed and implemented the first phase of the Performance Management Process, including rollout of Phase 1 – Results Based Assessment and the approval of corporate competencies.
8. Developed and implemented contingency plans and new systems to respond to Y2K initiative, on time and on budget.
9. Developed a comprehensive corporate labour disruption plan, including associated human resources policy decisions.
10. Implemented the salary administration module of the SAP system.

11. Implemented change leadership activities including:
 - strategic planning
 - leadership alignment
 - team development initiatives
 - career resilience and capacity building initiatives
 - Human Resources Infrastructure initiatives
12. Introduced a focused training and development calendar based on an identification of departmental and individual needs. Completed a Human Rights Policy and Program approved by Council in 1999.
13. Responded to the requirements of Bill 31, Economic Development And Workplace Democracy Act, 1998.
14. Initiated the collective bargaining process with CUPE Local 79 and the Toronto Fire Fighters Association, to be finalized in 2000.
15. Finalized the Job Family Design process for Human Resources staff, which completes full implementation of amalgamation of the former Human Resources departments.
16. Supported the development of corporate aspirations, priorities and values.
17. Finalized a review of salary levels for Executive Assistants and Constituency Assistants in Councillor's Offices.
18. Introduced a Business Process Redesign Methodology to operating departments, which will contribute to the efficiency and cost effectiveness of the organization. Pilot projects were commenced in Works and Emergency Services.
19. Completed the transfer of Community Access and Equity Services and resources to the CAO's office, in response to the recommendations of the Task Force on Community Access and Equity, within established timeframes and protocols.
20. Provided career development and counseling services through five City locations.
21. Commenced the development of a redeployment, retraining and reskilling program, in preparation for discussion with the union and management representatives.

2000 Strategic Direction and Service Priorities

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

- i. To assist operating departments in understanding and becoming accountable for human resource actions
 - ii. To promote a safe, healthy and productive working environment.
 - iii. To encourage ethical and values driving business practices incorporating equitable treatment for all employees.
- 2000 Human Resources service priorities include:**
1. Collective Agreement implementation:

Listed below are the key impacts resulting from the local 416 Collective Agreement:

 - i. Conversion of temporary employees with 2 years of service to permanent
 - ii. Rate and job classification harmonization
 - iii. New requirements for Health and Safety labour/ management committee, workgroups
 - iv. Job security provisions that require redeployment of employees
 - v. Changes to layoff/recall provision that include complex processes such as 'bumping'
 - vi. Training for all management staff on new requirements
 - vii. Consultative support to ensure appropriate administration of agreements
 - viii. Increased grievance and arbitration activity
 - ix. Implementation of retraining and reskilling strategy.
 2. Non-Union compensation Plan implementation
 3. Human Resources Policy harmonization
 4. Employee Benefits Program harmonization in conjunction with Finance Department
 5. HRIS implementation
 6. OMERS Enhanced Early Retirement planning
 7. Corporate program development-example: succession planning
 8. Service Level Agreement negotiations
 9. Operational Business Plan support for Human Resources Planning and Organizational effectiveness initiatives (e.g. Business Process Redesign)
 10. Further development of priority actions for Employment Equity and Human Rights Programs
 11. Data identification and gathering to support Performance Measures/Indicators
 12. Fair Wage and labour Trades Office services harmonization

BUDGET HIGHLIGHTS

I. 2000 Operating Budget – Human Resources

Human Resources 2000 approved budget includes an additional \$ 0.404M gross and \$ 0.294M net over the 1999 funding level to deliver current services as indicated below.

2000 Base Budget Changes

Includes \$0.404 million gross and \$0.294 million net increase for base budget changes:

	Gross (millions \$)	Net (millions \$)
- Transfer staff from WES, Support Services plus employee training	0.356	0.356
- Increase in staff in Fair Wage & Lab. Trades Office	0.057	0.057
- Increase in Labour Relations expenses	0.250	0.250
- Increase in fees – Housing, Zoo, Exhibition Place	0.0	(0.085)
- Salary adjustments	(0.197)	(0.222)
- Reduction in external services component of the Employee Assistant program	(0.062)	(0.062)
Total Base Changes	0.404	0.294

2000 New Service Changes

The 2000 Operating Budget does not reflect any service base changes or new services for 2000.

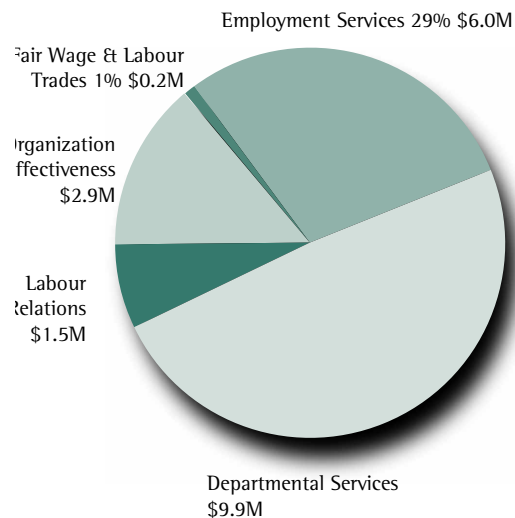
2000 Operating Program Summary by Service

Human Resources (Consolidated)

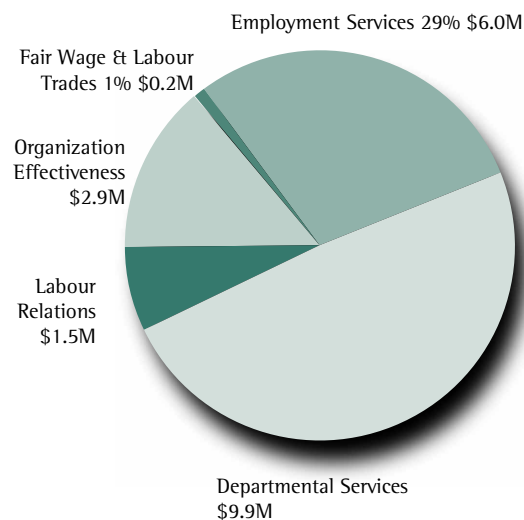
SERVICE	1999 Budget \$	2000 Approved \$	Change from 1999 Budget \$	%
Employee Services	6,439.6	6,167.7	(271.9)	(4.2)
Organizational Effectiveness	3,079.0	2,955.2	(123.8)	(4.0)
Employee & Labour Relations	1,406.6	1,599.4	192.8	13.7
Departmental Services	9,963.0	10,505.9	542.9	5.4
Fair Wage & Labour Trades Office	187.1	250.8	403.7	1.9
TOTAL GROSS EXPENDITURES	21,075.3	21,479.0	1,453.2	7.3
Grants from Others	0.0	0.0	0.0	NA
Interdepartmental Recoveries	626.2	627.0	0.8	0.1
User Fees	197.8	299.1	101.3	51.2
Other	0.0	7.4	7.4	NA
TOTAL REVENUES	824.0	933.5	109.5	13.3
TOTAL NET EXPENDITURES EXCLUDING CAPITAL FINANCING	20,251.3	20,545.5	294.2	1.5
STAFFING COMPLEMENT				
Total Program (in Equivalent Funded Positions)	272.5	279.5	7.0	2.6

2000 Operating Budget – Human Resources

Gross Expenditures



Net Expenditures



II. 2000 Capital Budget – Human Resources

Not Applicable

INFORMATION TECHNOLOGY

Mission Statement

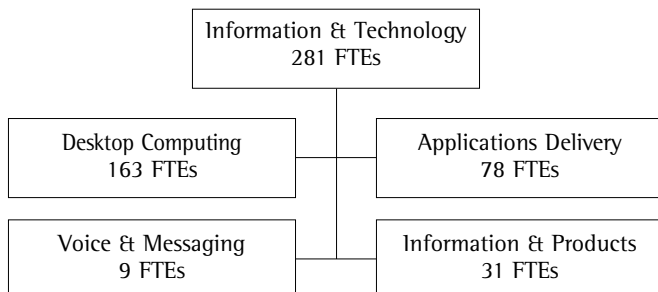
Information and Technology provides information facilities, data sources, standards, products, and services that ensure the information and technology used throughout the City supports the efficient and cost-effective delivery of services to the public.

Program Description

Information & Technology assumes a corporate role in providing information facilities, data sources, standards, products and services and ensures technical and planning support throughout the City departments. Through its various responsibilities, Information & Technology ensures business continuity by maintaining systems essential to City business operations. In their challenge to implement integrated systems, they must also ensure that support for existing systems is maintained. This program is also responsible for developing long term strategies to maximize the effective and efficient use of information and technology.

Information & Technology is composed of four service areas; Desktop Computing, Applications Delivery, Voice & Telecommunication and Information & Products.

Program Map



1999 Key Service Achievements

1. Year 2000 Project (Y2K), carried out the modification and/or testing of over 84 Priority One applications to achieve Y2K compliance.
2. Provided Finance with continuing support and modification for the tax system.
3. Supported numerous departmental legacy applications, identifying historical data legislated to be retained in machine-readable format. Initiated data retention programs to address the preservation of this data, including a capital request for the 2000-2004 capital program submission.
4. Maintained business continuity during transition to the SAP financial system. Continued to maintain and operate multiple payroll systems and databases (serving 24,000 employees); maintained accounts payable, purchasing, general and sub-ledger applications on multiple computer systems at multiple sites.
5. Continued to develop Internet Web site design and update facilities. New sites included Access Toronto, SAP, Y2K and the United Way.
6. Completed the installation of the SAP suite of financial and HR applications for the Finance and Human Resources Services.
7. Provided Urban Planning and Development Services with analytical skills and infrastructure support to implement their Integrated Business Management System.
8. In response to corporate demand selected and began implementation of a standardized messaging and workflow platform, which will enable seamless communication between work sites without loss of vital information.
9. Consolidated Parks information into the mapping environment and created a database of Parks infrastructure and Parks transportation routes for Parks and Recreation Services.
10. Provided geographic data for the Computer Aided Dispatch Systems and other operations of Works and Emergency Services.
12. Determined optimal sanitation routes for garbage collection and sweeping for Solid Waste Management Services.
13. Created a Street Light Management System for Transportation Services.

14. Accelerated the rationalization of existing applications and commenced the shutdown of legacy systems as new systems came on-line.
15. Ensured PCs, servers, and routers were set up, configured, and connected to the network to support the moves of up to 5,000 staff in 1999 and to meet Y2K standards.
16. Integrated the seven existing data centres into one to achieve operational efficiencies.
17. Retired two mainframe computer systems and over five hundred client servers; consolidating software licenses and support contracts as existing agreements expired.
18. Developed an integrated water billing application for Finance.
19. Continued to consolidate mapping databases for the use of City departments.
20. Established corporate data models to support the creation of a future decision support or data warehousing system to facilitate the ability to readily retrieve vital operational information.
21. Expanded the use of service level agreements to define, monitor and report on the success of customer service delivery to effect a smooth transition to a chargeback model for the year 2001 budget cycle.
22. Assisted Finance in increasing the effectiveness of public service at multiple tax processing centres
23. Provided consultative advice regarding design and security, as well as operational assistance for the Client Identification & Benefits System of Community and Neighbourhood Services.
24. Provided technical planning assistance to the Phase II space moves, affecting the 4th to 12th floors at Toronto City Hall and several floors at 500 University Avenue and Metro Hall.

2000 Strategic Direction and Service Priorities

The objectives of the Information and Technology Division in 2000 are to:

1. Ensure business continuity by maintaining systems essential to City operations
2. Provide legislated data retention services for archived corporate data

3. Ensure provision of services essential to the operations of our client departments
4. Support implementation of remediating financial and business systems.
5. Develop long term strategies to maximize the effective and efficient use of information and technology

Major Initiatives Grouped by Theme

Business Continuity

1. Provide on-going technical support and advice for over 84 Priority One applications remediating by the Y2K Project.
2. Provide Finance with continuing support and modification of the tax system.
3. Support legacy applications, such as Banner, Cyborg, Resumix and Computron containing valuable historical data.
4. Continue to provide the SAP Project Office with technical support, human resources and advice regarding implementation of the payroll and project systems modules.

Service Initiatives

1. Integrated Internet Web site design, via our Electronic Service Delivery capital budget proposal, to provide a common corporate internet presence for customer service delivery, including e-commerce activities.
2. Implementation of a Change Management system, as part of the Project Management & Tools capital budget proposal, which will enable the tracking of source code changes to our corporate software applications, preventing duplication of work and ensuring the integrity of our corporate data.
3. Implementation of a Testing Suite, as part of the Project Management & Tools proposal, which will streamline the testing process required during the implementation of corporate applications.
4. Completion of the Information and Technology Division's organizational structure and staffing needs.

Systems Implementations

1. Support and evaluate the Phase II implementation of the Integrated Business Management System, in conjunction with our Electronic Service Delivery business case and assist in the negotiations between CNS and EDCT to add additional on-line functionality in future years.
2. Support for Parks and Recreation's CLASS application to streamline registration for services.
3. Support newly developed integrated water billing application for Finance.
4. Continue to consolidate mapping databases for the use of City departments.

Strategic

1. Develop a Data Warehousing Strategy and manage a corporate data warehousing pilot project to evaluate the benefits of improved executive decision making through improved access to information.
2. Develop an Information and Technology Strategic Plan, for the 2001-2005 capital budget cycle.
3. Expand the use of service level agreements to define, monitor and report on the success of customer service delivery to effect a smooth transition to a future chargeback model.
4. Realign the Information & Technology budget to meet the program mapping required to implement Performance Measures and Chargebacks in the areas of Desktop Computing, Applications Delivery and Information & Products, by 2001.
5. Separate the telecommunications functions from our current budget structure, to develop a Voice & Telecom Program budget, which will permit the implementation of Performance Measures and Chargebacks in this area for 2000.

BUDGET HIGHLIGHTS

I. 2000 Operating Budget – Information & Technology

Information and Technology 2000 approved budget includes an additional \$ (1.330)M gross and \$ (0.038)M net over the 1999 funding level to deliver current services as indicated below.

2000 Base Budget Changes

Includes \$1.330 million gross and \$0.038 million net reduction for base budget changes:

	Gross (millions \$)	Net (millions \$)
- Restructuring target	(0.372)	(0.372)
- Salary adjustments	0.649	0.649
- Reduction in office equipment rental	(0.700)	(0.700)
- Reduction in purchase of hardware/software	(0.225)	(0.225)
- Base revenue changes: funding from Reserve	0.0	0.550
- Base expenses & revenue changes: Toronto Housing	(0.701)	0.0
- Adjustment in interdepartmental charges/recovery	0.019	0.060
Total Base Changes	(1.330)	(0.038)

2000 New Service Changes

The 2000 Operating Budget does not reflect any base service changes or new services for 2000.

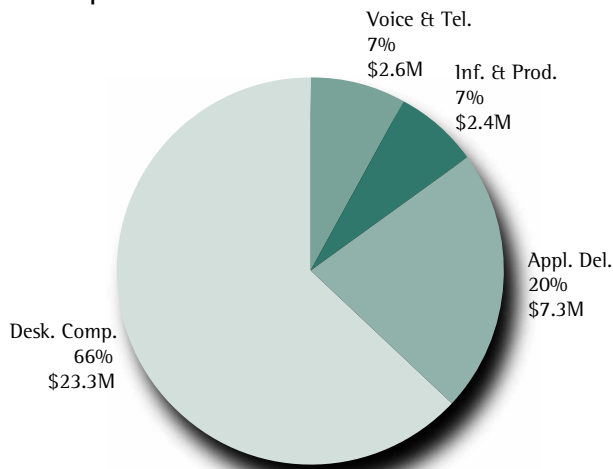
2000 Operating Program Summary by Service

Information & Technology (Consolidated)

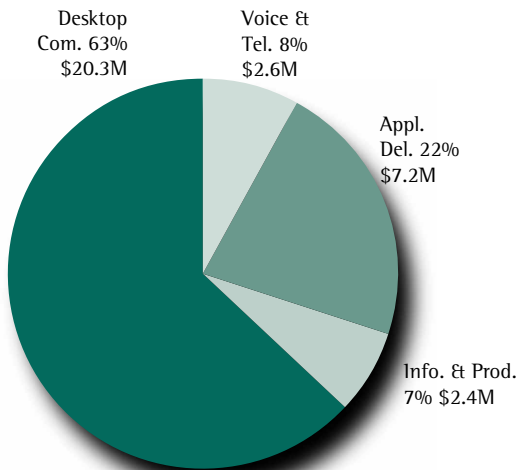
	1999 Budget \$	Council Approved \$	Change from 1999 Budget \$	%
SERVICE				
Desktop Computing	24,857.6	23,317.8	(1,539.8)	(6.2)
Applications Delivery	7,179.8	7,271.5	91.7	1.3
Voice & Telecommunication	2,589.4	2,574.4	(15.0)	(0.6)
Information & Products	2,227.7	2,360.3	132.6	6.0
TOTAL GROSS EXPENDITURES	36,854.5	35,524.0	(1,330.5)	(3.6)
Grants from Others	4,184.0	0.0	(4,184.0)	(100.0)
Interdepartmental Recoveries	3,654.2	2,174.0	(1,480.2)	(40.5)
User Fees	0.0	80.0	80.0	NA
Other	761.8	3,761.8	3,000.0	393.8
TOTAL REVENUES	4,300.0	3,007.9	(1,292.1)	(30.0)
TOTAL NET EXPENDITURES EXCLUDING CAPITAL FINANCING	32,554.5	32,516.1	(38.4)	(0.1)
STAFFING COMPLEMENT				
Total Program (in Equivalent Funded Positions)	281.0	281.0	0.0	0.0

2000 Operating Budget – Information Technology

Gross Expenditures



Net Expenditures



II. 2000 Capital Budget – Information & Technology

Total 2000 Gross Budget is \$7.6 million [1999 Budget - \$0m]
Rationale for year-over-year difference: new - budget created for 2000 to accommodate a information and technology framework for the City.

- \$1.9 million is for Network (\$0.9 million) and Telecommunications Upgrade (\$1.0 million).
- \$4.2 million is for Data Retention (\$3.5 million) and developing a Data Warehousing Strategy & Pilot Study (\$0.7 million).
- \$1.1 million is for establishing the framework for Electronic Service Delivery.
- \$0.3 million is for acquiring Standard Tool Set for testing Quality Assurance (\$0.2 million) and doing a feasibility study for Document Imaging and Management (\$0.1 million).

5 Year Capital Works Plan

NEW/CHANGE IN SCOPE PROJECTS	APPROVED		COMMITMENTS				Total
	2000	2001	2002	2003	2004		
Electronic Service Delivery	1,116	1,487	302	302	202		3,409
Data Retention	3,450	1,150					4,600
Data Warehousing Strategy & Pilot	750	0					750
Network Upgrade	863	3,587					4,450
Telecommunications Upgrade	1,067	1,838	1,750	425	450		5,530
Document Imaging and Management	125	875					1,000
PMO Quality Assurance - Standard Tool Set	225	560	125				910
NEW/CHANGE IN SCOPE PROJECTS	7,596	9,497	2,177	727	652		20,649
PREVIOUSLY APPROVED PROJECTS	-	-	-	-	-		-
TOTAL PROGRAM	7,596	9,497	2,177	727	652		20,649

LEGAL SERVICES

Mission Statement

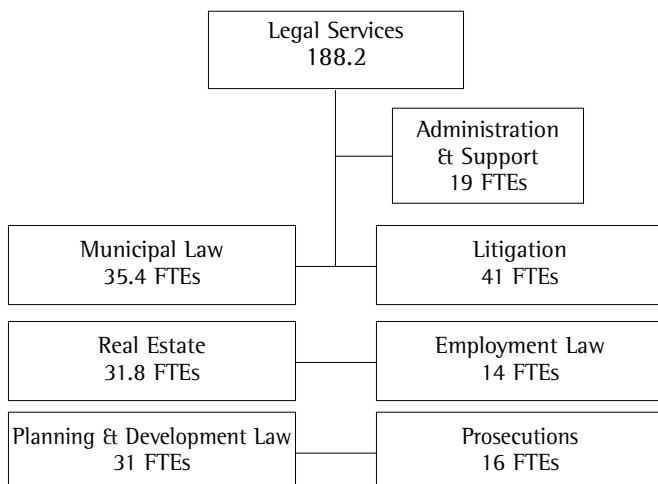
The mandate of the Legal Division is to provide legal services and advice to Council, its committees, departments, agencies, boards, and commissions. The Legal Division does not initiate the decisions and transactions that give rise to the demands for its services. Rather, it provides ongoing advice with respect to all of the initiatives, activities, and operations in which the corporation is involved. It is the objective 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 Description

Legal Services provides legal services and advice to Council, committees, departments, agencies, and commissions of the City of Toronto. Through its various responsibilities, Legal Services provides ongoing advice with respect to all of the initiatives, activities and operations in which the City is involved.

Legal Services is composed of seven service areas: Administration, Municipal Law, Real Estate Division, Planning & Development Law, Litigation, Employment Law and Prosecutions.

Program Map



1999 Key Service Achievements

Municipal Law:

1. assisted in the negotiation and drafting of agreements for a number of major transactions including the SAP financial system and biosolids utilization projects;
2. provided continuing legal advice and assistance in the transition of a number of entities to incorporations independent of Toronto, including Toronto Hydro, TDHC and the Hummingbird Centre;
3. provided continued assistance to the North York Performing Arts Centre Corporation during its post-Livent transitional period;
4. participated in negotiations and drafted several city-wide by-laws including smoking, animal control, reserve fund, ward boundaries, heritage preservation, museum boards, committee of adjustment, and data retention by-laws;
5. provided legal advice on several corporate policy initiatives including sponsorship, municipal code, electronic vote counting equipment, elections, financial control measures, the fixed link and the Port Authority, retirement homes, corporate strategic plan, low income housing, city/school board issues, GTSB and many more;
6. prepared numerous consultant agreements relating to the City Street Festival and other city events;
7. prepared uniform permit application forms and license agreements for several Parks programs;
8. drafted amending by-laws to permit the Metro Pension Plan and the Police Benefit Fund to match OMERS improvements (annual pensioner increases, contribution holiday, refund of contributions for service over 35 years, higher supplement for surviving spouses left with dependent children and so on);
9. worked with staff of the City Pension Division (Finance) and CIBC Mellon to arrive at a new custody agreement for Canadian assets of the Metro Pension Plan, the Police Benefit Fund, and the City of York Pension Plan (in total, over \$1,000 million).
10. worked with City staff and software suppliers to arrive at satisfactory wording for contracts for software licensing, and for software-based services;

11. assisted Water Division staff in preparation of the documentation for a new water-conservation incentive for owners of high-rise dwellings;

Real Estate Division:

1. assisted in the development of the recently-released Request for Expressions of Interest (REI) to develop City-owned sites for affordable housing;
2. assisted in the establishment of the Property Management Process relating to the disposal of surplus City property including the development of the Housing First policy;
3. brought to successful fruition the closing of the \$30 million property sale transaction with Pen Equity allowing for the Yonge-Dundas development to proceed;

Planning and Development Law:

1. provided legal assistance to major corporate initiatives such as OPA #2 (condo conversion and protection of rental housing policy), second suites, environmental policies in the development process, development charges, harmonization of planning procedures, and standardized agreements;
2. took on new work for Etobicoke and East York including Ontario Municipal Board work, review of by-laws, legal advice on development applications and preparation of development agreements;
3. appeared at the Ontario Municipal Board, the Alcohol and Gaming Commission, the Licensing Tribunal, the Assessment Review Board and the Ontario Rental Housing Tribunal on over 170 separate matters involving in excess of 450 staff days;
4. represented the City on hearings including: East Bayfront (Home Depot), 50 Prince Arthur Avenue, Yellow Moon Homes (Port Union Rd), Ontario Hydro Corridor lands south of Hwy 401, Don Greenbolt Development Ltd & Ghods Builders on Greenbelt Drive, 1 Clarendon Avenue, Greatwise Developments, 310 & 320 Tweedsmuir, the motion on the legality of OPA#2, Ward Boundaries, IPCF (Golden Mile) and Downsview Secondary Plan;

Litigation

1. succeeded in setting aside certification of a \$600 million lawsuit regarding the operation of the Keele Valley Landfill Site at the Divisional Court. The decision of the Divisional Court is currently before the Court of Appeal for Ontario;
2. successfully resolved a claim of \$25 million in respect to the disposal of contaminated soil through mediation without any liability against the City;
3. provided advice on legal liabilities associated with land use approval for contaminated sites;
4. provided legal advice regarding the City's obligations at waste disposal sites that are no longer in use;
5. conducted expropriation proceedings related to construction of the Sheppard subway;
6. successfully responded to a Charter challenge concerning the TTC's eligibility criteria for Wheel Trans use;
7. successfully responded to a complex challenge to actions taken under the Municipal Tax Sales Act both at the Superior Court and the Court of Appeal levels;

Employment Law

1. co-ordinated and delivered the legal services necessary to support the bargaining team and the strike coordinating committee during the settling of collective agreements;
2. commenced the process of absorbing employment law workload from the former municipalities;
3. managed and provided counsel on a large volume of grievances and other proceedings for City departments and ABCs;

Prosecutions

1. absorbed the prosecutions workload from the former municipalities of Etobicoke and East York without increasing the section's complement of prosecutors;
2. adopted best practices from various former municipalities and extended them City-wide ie. greater use of Probation Orders as a means of obtaining compliance;
3. taken a more consistent approach to fine collection resulting in more fines being paid than in the past;
4. implemented a standardized approach to disclosure;

General

1. implemented a docketing system in November to provide senior management with the breakdown of lawyers time for charge back process;

2000 Strategic Direction and Service Priorities

1. to consolidate the entire Legal Division in one location in early 2000;
2. to review the relevance of the Legal Division's organizational structure one and a half years after amalgamation to ensure that it is serving the City and its departments, agencies, boards and commissions well;
3. to complete service level agreements with all departments, boards, commissions and agencies as a prelude to the implementation of the Common Services Delivery Model;
4. to review staffing levels to ensure that they are in line with the expectations of clients as per negotiated service level agreements;
5. to 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;
6. to conduct ongoing reviews of administrative procedures with a view for streamlining and reducing overhead;
7. to undertake a review of current automation tools in relation to current needs and future needs in conjunction with a review of tools currently in use by law firms of similar size;
8. to rationalize and harmonize interdepartmental recoveries for legal services;
9. to survey our clients on an annual basis to ensure that we are providing the services they need at the level that they expect, and;
10. to create a Legal Division Web site with a newsletter component to keep our clients apprised of new legislation and how it affects them.

BUDGET HIGHLIGHTS

I. 2000 Operating Budget – Legal Services

Legal 2000 approved budget includes an additional \$ (0.125)M gross and \$ (0.105)M net over the 1999 funding level to deliver current services as indicated below.

2000 Base Budget Changes

Includes \$0.125 million gross and \$0.020 million net reduction for base budget changes:

	Gross (millions \$)	Net (millions \$)
- Restructuring	0.167	0.167
- Transfer of staff	(0.155)	(105.030)
- Salary adjustment	0.396	0.396
- Reduction in funding technical experts & consultants	(0.533)	(0.533)
Total Base Changes	(0.125)	(0.105)

2000 New Service Changes

The 2000 Operating Budget does not reflect any base service changes or new service for 2000.

2000 Operating Program Summary by Service

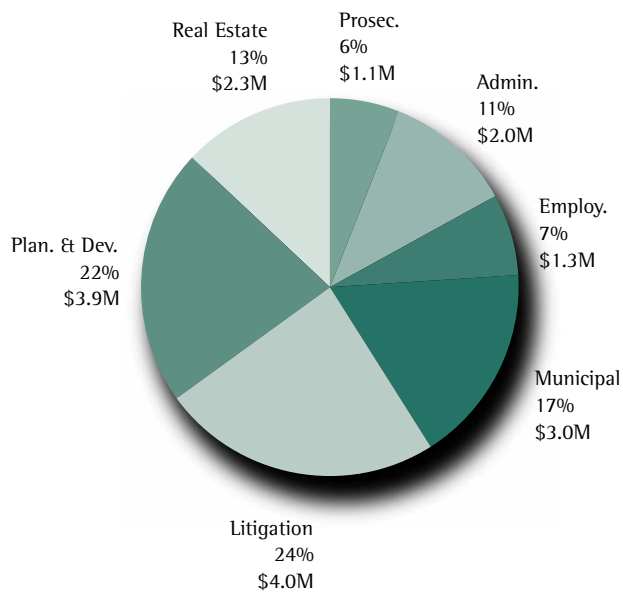
LEGAL (Consolidated)

	1999 Budget \$	2000 Approved \$	Change from 1999 \$	%
SERVICE				
Administration	2,080.4	1,964.2	(116.2)	(5.6)
Municipal	3,131.2	2,994.1	(137.1)	(4.4)
Real Estate	2,190.1	2,326.2	136.1	6.2
Planning & Development	4,132.2	3,862.8	(269.4)	(6.5)
Litigation	3,961.0	3,992.1	31.1	0.8
Employment	1,114.7	1,259.3	144.6	13.0
Prosecutions	1,003.5	1,089.7	86.2	8.6
TOTAL GROSS EXPENDITURES	17,613.1	17,488.4	(124.7)	(0.7)
Grants from Others	0.0	0.0	0.0	NA
Interdepartmental Recoveries	493.3	427.9	(65.4)	(13.3)
User Fees	1,760.0	1,720.4	(39.6)	(2.2)
Other	0.0	0.0	0.0	NA
TOTAL REVENUES	2,253.3	2,148.3	(105.0)	(4.7)
TOTAL NET EXPENDITURES EXCLUDING CAPITAL FINANCING	15,359.8	15,340.1	(19.7)	(0.1)
STAFFING COMPLEMENT				
Total Program (in Equivalent Funded Positions)	188.1	188.2	1.1	0.6

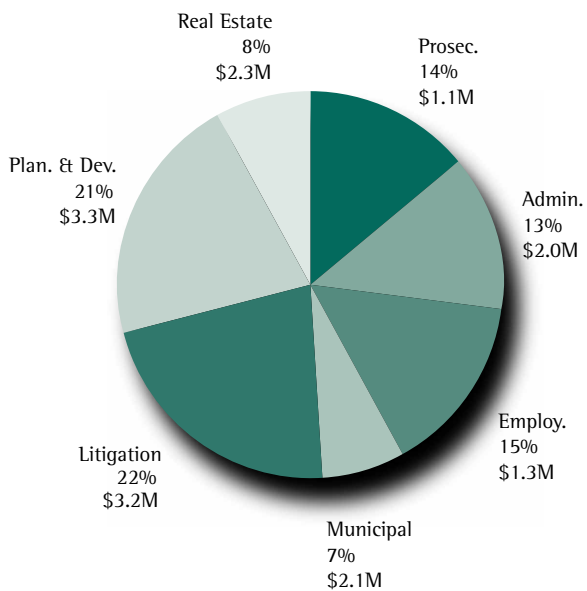
Legal Services

2000 Operating Budget – Legal Services

Gross Expenditures



Net Expenditures



II. 2000 Capital Budget – Legal Services

Not Applicable

SERVICE INTEGRATION & SUPPORT

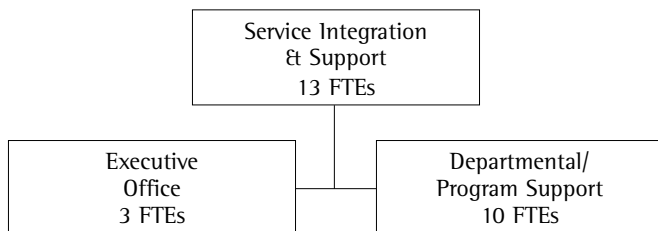
Mission Statement

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

Program Description

Service Integration & Support – Corporate Services assists the Commissioner and the senior team of Corporate Services by providing direction and co-ordination for the effective and efficient delivery of departmental financial and administrative services and the implementation of Council and corporate directives.

Program Map



1999 Key Service Achievements

1. Provided continued support to the Commissioner and the divisions of Corporate Services.
2. Provided financial planning and control services for the department, ensuring timely budget performance.
3. Coordinated the capital and operating budgets for the department.
4. Coordinated the implementation of new organizational structures in the department.
5. Supported the implementation of a consistent support services model across the corporation, through Common Services Delivery.
6. Supported the process of harmonizing and re-engineering a number of services being provided by Corporate Services.

7. Coordinated departmental administrative issues as they emerged.
8. Responded to corporate initiatives; participated in corporate projects.

2000 Strategic Direction and Service Priorities

The objectives of Service Integration & Support in 2000 are to:

1. Provide effective general support to the Commissioner and Directors of Corporate Services.
2. Integrate and consolidate management of common services across the corporation.
3. Develop departmental strategies for leveraging capital assets and resources.
4. Coordinate the administrative function within Corporate Services.
5. Improve departmental financial planning and management.
6. Enhance departmental expertise in business planning and business re-engineering.
7. Resolve service delivery issues that cross divisional mandates and responsibilities.
8. Identify opportunities for cross-divisional improvements in efficiencies and effectiveness.
9. Assist in development and refinement of business and operating plans to implement strategic directions.
10. Support development of best practices and benchmarks for service delivery.
11. Coordinate reports to committees and Council.

Service Integration & Support

I. 2000 Operating Budget – Service Integration & Support

Service Integration & Support program summary is as follows:

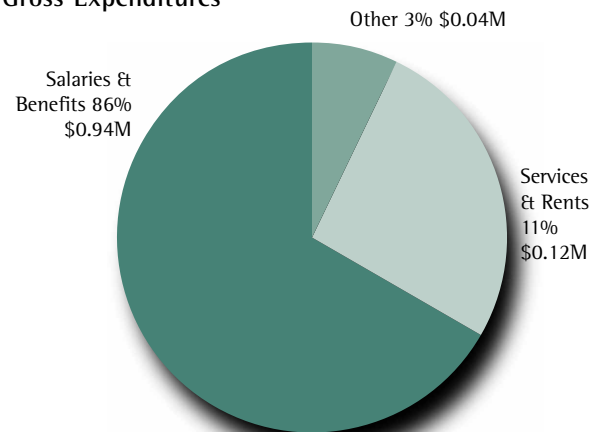
2000 Operating Program Summary by Service

Service Integration & Support – Corporate Services (Consolidated)

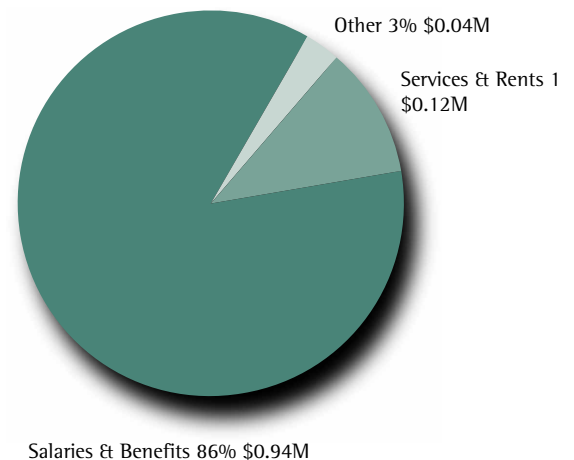
	1999 Budget \$	2000 Approved \$	Change from 1999	
			\$	%
SERVICE				
SIS – Corporate Services	<u>1,099.5</u>	<u>1,099.5</u>	(5.1)	(0.5)
TOTAL GROSS EXPENDITURES	<u>1,099.5</u>	<u>1,099.5</u>	(5.1)	(0.5)
Grants from Others	0.0	0.0	0.0	NA
Interdepartmental Recoveries	0.0	0.0	0.0	NA
User Fees	0.0	0.0	0.0	NA
Other	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	NA
TOTAL REVENUES	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	NA
TOTAL NET EXPENDITURES EXCLUDING CAPITAL FINANCING	<u>1,099.5</u>	<u>1,099.5</u>	(5.1)	(0.5)
STAFFING COMPLEMENT				
Total Program (in Equivalent Funded Positions)	13.0	13.0	0.0	0.0

2000 Operating Budget – Service Integration & Support

Gross Expenditures



Net Expenditures



II. 2000 Capital Budget – Service Integration & Support

Not Applicable

FINANCE

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

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

Mission Statement

The Finance Department provides sound financial management and advice to the City insuring effective use of the Corporation's financial resources by maintaining financial controls, developing and implementing effective financial and 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 materials management and policy development and research.

Program Description

The department operates through seven divisions as follows:

BUDGET SERVICES

Budget Services prepares and presents the City's Operating and Capital Budgets to Senior Management and Council as well as providing timely and objective advice and information, to ensure both the financial integrity of the Corporation and the optimal balance between efficient and effective service levels, and levels of taxation and user fees.

PENSION, PAYROLL AND EMPLOYEE BENEFITS

Pension, Payroll and employee Benefits provides accurate and timely pension, payroll and benefits services to employees and pensioners in order to help maintain the City's position as a competitive employer.

PURCHASING AND MATERIALS MANAGEMENT

The Purchasing and Materials Management Division has the responsibility for the acquisition of goods and services. Quality customer service and best value to the taxpayers of the City of Toronto are provided through the application of open, fair, equitable and accessible processes and practices.

ACCOUNTING SERVICES

The Accounting Services Division provides timely, accurate and reliable accounting services to City Council, Departments, Agencies, Boards and Commissions and other external clients, in order to enhance fiscal management, accountability and control.

REVENUE SERVICES

The Revenue Division is responsible for the timely and accurate billing, processing and collection of property taxes and water consumption. Also included is Parking Tag Operations, which collects monies and process trial dates and convictions for the parking tags issued by the Parking Enforcement Unit of the Toronto Police Services. In addition, the Division maintains the City's assessment roll and recommends corporate policies with respects to tax, water and parking tags.

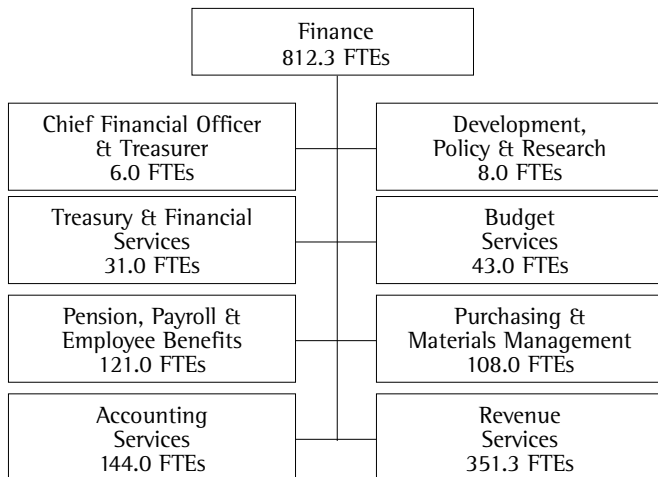
DEVELOPMENT, POLICY AND RESEARCH SERVICES

The Development, Policy and Research Division is responsible for all aspects of development, policy and research services on a wide spectrum of issues to identify relevant trends and opportunities relating to development issues for the department and the City.

TREASURY AND FINANCIAL SERVICES

The Treasury and Financial Services Division is responsible for earning optimum returns from the City's financial assets, minimizing the City's cost of debt, developing financial strategies and minimizing the City's financial and loss risk in order to strengthen the City's financial capability and ensuring the efficient administrative operation of the Finance Department

Program Map



1999 Key Services Achievements

During 1999, the department provided leadership in addressing the strategic financial and management information needs of the amalgamated new City through the implementation of the new corporate Financial Information System. As well, the department, through its services (divisions) accomplished the following:

1. Completed the financial analysis supporting the incorporation of Toronto Hydro, including the recapitalization and issuance of a \$947 million promissory note to the City. Annual revenues to the City are anticipated to exceed \$100 million from dividends and debt payments.
2. Finalized negotiations with the Province to secure a second \$100 million loan to support the amalgamation process for the new City.

3. Completed a review of the City's reserve and reserve funds and developed recommended policies and procedures for the proper financial planning of such funds.
4. Initiated quarterly investment reporting to Council on the City's \$2-3 billion investment portfolio along with establishment of the City's new investment policies. Investment returns well in excess of \$100 million have been achieved with average returns 25 basis points above the City's investment benchmarks.
5. Prepared the preliminary guidelines and capital items for the development of the five year capital plan.
6. Facilitated preparation of the 2000 preliminary forecast and provided relevant forecasting support and advice to departments and modified the departmental budget administration system and Operating Budget Adjustment system to accommodate changes in the operating budget submission and approval process.
7. Finalized the evaluation of the selection of a benefits carrier. Reported to City Council and established a Benefits Carrier Working Group comprised of Councillors, management staff and union representation.
8. Implemented the SAP HR/Payroll system for those employees from the former municipalities of East York, North York, York, Metro and Scarborough which represents approximately 26,000 employees. Go-live dates have all been met as established.
9. Tender Process Standardisation was completed and issued to all Department Heads, Directors and Senior Managers. The Tender Process Standardisation document standardises the Tendering processes for the new City of Toronto.
10. PMMD go-live of Phase 1A and 1B of SAP implementation took place on June 28th and August 30th. The seven Purchasing Systems of the former municipalities are now phased out and Purchasing activity is now being carried out on the new Corporate FIS system.
11. Phase 2 of SAP Implementation took place on November 29th. This included enhancements to the Purchasing and Inventory Control Modules to improve control of Purchasing commitments and help ensure availability of inventory. The main enhancements include vendor contracts and contract release orders, materials reservations, and bidders list.

12. The financial information system was implemented in three stages: commencing at the end of June the financial transactions, except for accounts receivable, of all the former financial systems except Metro and the former City where processed through the new financial information system. Effective August 30 all financial transactions, except for accounts receivable, were processed in the new system. Accounts receivable functionally was added in late March.
13. Assisted in the establishment of the FIS User Group whose mandate includes assisting to address issues related to the implementation of the new financial information system and to recommend enhancements to the functionality of the system.
14. Implemented a new chart of accounts for the financial information system.
15. Shutdown the remaining financial information systems used by the former municipalities
16. Consolidated six water databases onto one database system.
17. Designed a new water bill for the amalgamated City.
18. Implemented the new water rate structure adopted by Council effective November 1, 1999.
19. Expanded Call Centre operations in Revenue Services to provide better customer service, enabling reduced telephone wait time and a higher volume of calls answered.
20. Merged two telephone queues in the Call Centre into one, which will permit total tracking of calls for both tax and water.
21. A new city-wide development charge regime was introduced in September, 1999 to replace the by-laws of the former municipalities, pursuant to the Development Charges Act. The new development charge regime will allow the City to recover a portion of the capital costs associated with providing the infrastructure required by future development in the City.
22. Hosting the 2008 Olympics is expected to provide a number of economic benefits to Toronto and its residents, as well as to Ontario and Canada more broadly. The first phase in the preparation of the 2008 Olympic Bid was completed in 1999 with the release of the Master Plan.

2000 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. Re-engineer accounts payable process
2. Implement PSAB recommendation for 2000 financial statements
3. Upgrade SAP to latest review
4. Develop service level agreements with departments
5. Re-engineer payroll process
6. Implement SAP Phase 2 & 4
7. Develop analysis & strategies for alternative service delivery of City administered pension plans
8. Implement harmonized collective agreements and non-union policies
9. Complete Professional and Consulting Services Policy
10. Commence implementation of e-commerce
11. Develop and Implement Outreach Program for clients and suppliers Expand on use of Internet (i.e. Bidder's Application Form, Ordering of warehouse supplies, etc.)
12. Pilot e-bill presentation for water billing
13. Research and formulate Tax Policies for 2001
14. Introduce a pre-authorized payment program for water
15. Implementation of Collection Enhancement Strategies
16. Team Building & Strategic Planning Sessions for Management Group
17. Develop comprehensive infrastructure financing proposal
18. Implement co-ordinated financial planning
19. Enhance internal and external communications
20. Protect City's interest in it's Subsidiaries, telecommunications initiatives and other business matters
21. Review delivery of investment process
22. Implement SAP Operating Budget Module for 2001
23. Develop a new 2001 and 2002 Operating and Capital budget process with appropriate consultation - for the CAO
24. Inter-Departmental and Corporate Charges
25. Assessment and Taxation Reform: Develop, in conjunction with Revenue Services, recommended long-term tax policies.

26. 2008 Olympic Bid: Perform detailed analysis of the financial obligations and infrastructure improvements required to stage the 2008 Olympic Games, and the potential risks and benefits to the City.
27. Solid Waste Management Strategy: Perform due diligence review, and participate in contract negotiations with stakeholders pertaining to the City's long-term requirements for solid waste diversion and disposal.
28. Union Station: Undertake complex negotiations with TTR (CN and CP), GO, VIA, Federal Department of Transportation, conduct due diligence process and prepare business case analysis justifying the acquisition for the purchase of Union Station, in collaboration with staff of the CAO's Office.

BUDGET HIGHLIGHTS

I. 2000 Operating Budget – Finance

Finance 2000 approved budget includes an additional \$0.781M gross and \$(0.450)M net over the 1999 funding level to deliver current services as indicated below.

2000 Recommended Base Budget Changes

Includes \$0.781M gross increase and \$0.450M net reduction for base budget:

	Gross (millions \$)	Net (millions \$)
- Reduced Operating Costs including staff restructuring	(0.569)	(0.582)
- Landlord & Tenant Tax Notification Program	0.150	0.150
- Increased Tax Certificate Fees (\$50 to \$65)	0.0	(0.459)
- Higher Recoveries (Risk Mgmt and Debentures)	0.0	(0.541)
- Reduced Recoveries from Programs	0.0	0.982
- Parking Tag Revenue Enhancement & Drove Away Initiatives	1.200	0.000
Total Base Changes	<u>0.781</u>	<u>(0.450)</u>

2000 Recommended New Service Changes

The 2000 Recommended Operating Budget does not reflect any new services or service level changes for 2000.

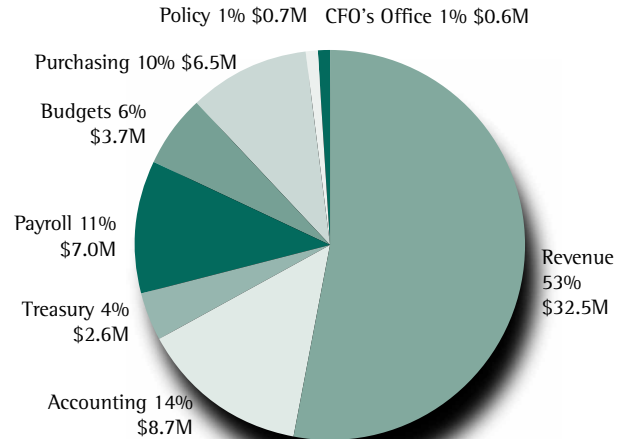
2000 Operating Program Summary by Service

Finance (Consolidated)

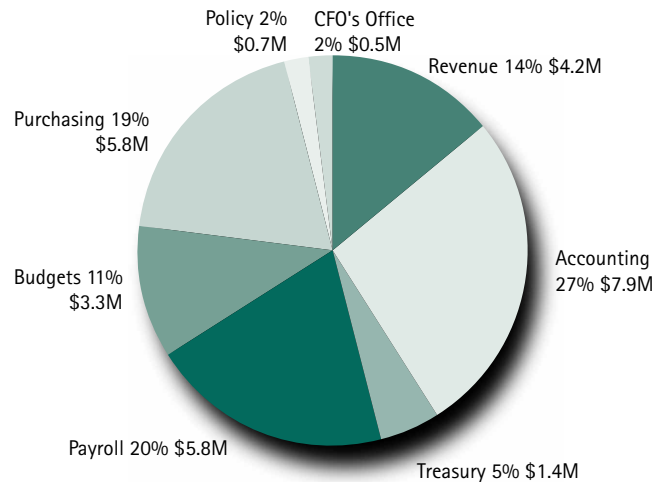
	1999 Budget \$	2000 Approved \$	Change from 1999 Budget	
			\$	%
SERVICE				
Office of the CFO and Treasurer	666.7	635.7	(31.0)	(4.6)
Treasury & Financial Services	2,566.5	2,558.9	(7.6)	(0.3)
Budget Services	3,501.0	3,686.5	185.5	5.3
Pension, Payroll & Employee Benefits	6,985.6	7,009.7	24.1	0.3
Purchasing & Materials Mgmt	6,354.8	6,495.4	140.6	2.2
Accounting Services	8,738.1	8,691.8	(46.3)	(0.5)
Revenue Services	32,013.7	32,476.2	462.5	1.4
Development, Policy & Research	702.8	756.7	53.9	7.7
TOTAL GROSS EXPENDITURES	61,529.2	62,310.9	781.7	1.3
Grants from Others	0.0	0.0	0.0	0.0
Interdepartmental Recoveries	26,282.9	26,701.7	418.8	1.6
User Fees	3,977.5	4,232.5	255.0	6.4
Other	1,071.2	1,629.5	558.3	52.1
TOTAL REVENUES	31,331.6	32,563.7	1,232.1	3.9
TOTAL NET EXPENDITURES	30,197.6	29,747.2	(450.4)	(1.5)
STAFFING COMPLEMENT	816.3	812.3	(4.0)	(0.5)
(in Equivalent Funded Positions)				

2000 Operating Budget – Office of the Chief Financial Officer & Treasurer

Gross Expenditures \$62.3M



Net Expenditures \$29.6M



II. 2000 Capital Budget – Finance Department

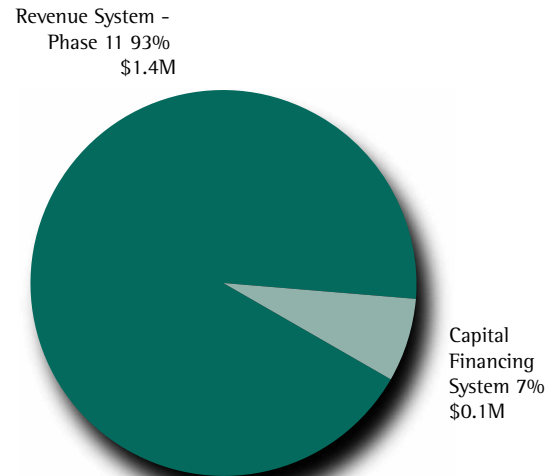
Total 2000 Gross Budget is \$1.5 million [1999 Budget – \$0m]
Rationale for year-over-year difference: new – budget created for 2000.

- \$1.0 million for the Revenue System – Phase II to integrate the consolidated tax system (TMACS) and consolidated water billing system (WMACS).
- \$0.5 million for the Capital Financing System to automate repayment schedules for debt issued by the City, track debt charges and maturities, maintain database of bondholders and generate interest cheques for registered debentures issued by the City.

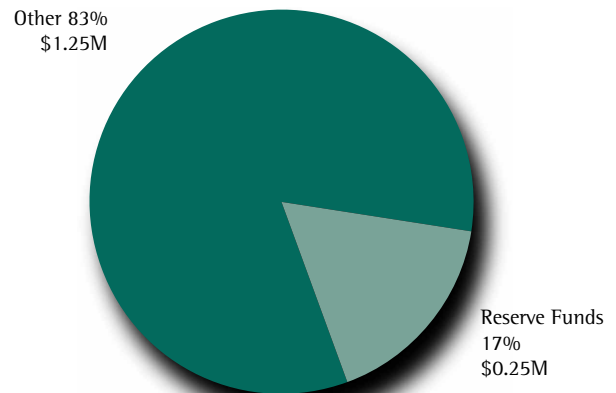
5 Year Capital Works Plan

NEW/CHANGE IN SCOPE PROJECTS	APPROVED		COMMITMENTS				Total
	2000	2001	2002	2003	2004		
Revenue system - Phase II	1,400						1,400
Capital Financing System	<u>100</u>	<u>50</u>					<u>150</u>
NEW/CHANGE IN SCOPE PROJECTS	1,500	50	-	-	-		1,550
PREVIOUSLY APPROVED PROJECTS	-	-	-	-	-		-
TOTAL PROGRAM	<u>1,500</u>	<u>50</u>	<u></u>	<u>-</u>	<u>-</u>		<u>1,550</u>

Where the money goes . . . \$1.5M



Where the money comes from . . . \$1.5M



AUDIT

Mission Statement

To be recognised 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.

Audit Services has adopted the professional audit and ethical standards of the Institute of Internal Auditors. It performs its work in accordance with these standards which relate to independence, objectivity, professional proficiency, scope and performance of work, and departmental management. Audit staff are also bound by the standards and ethics of their own separate professional organizations, which include the Institute of Chartered Accountants, the Certified General Accountants Association, the Society of Management Accountants, the Information Systems Audit and Control Association and the Institute of Certified Fraud Examiners.

Program Description

Audit services in the City are provided by an internal audit function through the City Auditor, professional staff, and other resources where appropriate. The annual attest audit of the City is performed by an external audit firm, Ernst & Young, Chartered Accountants. The City Auditor provides advice to Council and perform a variety of independent appraisals of the City's operations.

1999 Key Service Achievements

During 1999, the department issued over 60 audit reports to Council and/or its various committees, of which 33 emanated from direct Council and/or Committee requests. The projects covered a diverse range of issues and operations across the City and in some cases went beyond traditional audit assignments. One of the major projects completed was the review of the investigation of sexual assaults by the Toronto Police Service (the 'Jane Doe' report). This nine month audit resulted in a 120 page report, which included 57 recommendations to improve the handling of sexual assault cases by the police. This report has demonstrated the department's ability to handle a significant, sensitive and non traditional audit assignment.

Some of the other major projects completed as part of the 1999 audit work plan or requested by Council include:

- Review of Parking Tag Operations
- Review of Staff, Councillors' and Mayor's Office Expenses
- Works Best Practices – Consultant Selection Process
- Request for Proposal for the Acquisition of Vote Tabulators
- Consulting Engagement Relating to the Review of Fleet and Garage Operations
- Police Services Metropolis Project
- Chemical Procurement
- Chemical Pricing Investigation
- 2008 Olympic Bid – Review of Administrative and Financial Policies
- Collision Reporting Centres

- Investment Policy Compliance
- Harbour Commission Investigation
- Parking Enforcement
- Police Tow and Pound Services

The department continued to have responsibility for the 1998 statutory attest audits of various community centres, arenas, business improvement areas (BIAs), Homes for the Aged and public health subsidies. Eighty statutory audits and related financial statements were completed in 1999, along with applicable management letters detailing recommendations for improvement. In addition, as part of the agreement with the City's external auditor, the department provided 1,000 hours of assistance in the completion of the 1998 financial attest audit of the City. The department also completed a number of fraud and other special investigations.

In an effort to be more pro-active in addressing audit issues, the department has had on-going involvement in various projects and corporate-wide initiatives such as the Year 2000 project, Works Best Practices program, Police and Fire Radio Communications system and the implementation of the SAP's Financial Information System and Payroll/Human Resources Information System. In addition, the department developed a cash control self assessment questionnaire which was distributed to all Commissioners to assist them in identifying potential internal control weaknesses in their respective departments.

The department's involvement and performance in the SAP implementation project has enabled the Finance Department to rely on Audit Services to address various security and control issues, thus saving the Corporation approximately \$50,000 through the cancellation of an engagement with an external consultant for audit services relating to the Payroll/HR systems implementation.

The department has also responded to requests from other municipalities on matters such as the audit relating to sexual assault investigations, councillor's and staff expense policy and fraud investigations. In addition, the City Auditor made a

presentation to the National Association of Local Governments (NALGA) on the challenges relating to the amalgamated audit function in the City of Toronto. The City Auditor has also been requested to make a presentation on the audit relating to sexual assault investigations to the NALGA 2000 Conference. These activities have helped to elevate the profile of the department across North America.

The department now reports directly to Council through the Audit Committee and is therefore totally independent of management. This is consistent with practice in many of the larger municipalities in North America. The department continues to deal with the challenges and issues resulting from the amalgamation, specifically a consolidated department comprised of staff from different corporate cultures and with varying degrees of knowledge and experience. To deal with these transitional issues, the department has and will continue to provide necessary training to staff to assist them in the performance of their work and ensure they are aware of, and up to date with, current and emerging issues. In 1999, the department also completed a performance evaluation with all audit staff. This evaluation is an annual City-wide exercise designed to provide performance feedback to, and promote the development of, staff and thereby assist the department in meeting its objectives.

In 1999, Audit Services performed the accounting for BIAs, community centres and arenas as the Finance Department was not able to allocate resources to this function. The accounting work for many of these organizations was time consuming and impacted on the Audit Services' ability to complete projects in the work plan as well as respond effectively to special requests. Audit Services will focus its efforts on more value added activities and will not be performing the accounting for these entities in the year 2000. The Chief Financial Officer and Treasurer has been advised accordingly.

The Department's 1999 operating budget is \$2,181,100. Projected actual net expenditures for the year are within budget at \$2,145,000.

2000 Strategic Direction and Service Priorities

Audit Services has made significant progress in the two years since the amalgamation. The contracting out of the external audit to a private firm and the downsizing of the Audit Department from 50 to 21 staff, has resulted in an annual savings of over \$1 million to the City for audit services.

The complexities resulting from the formation of the new City and the new mandate of the Audit function made it difficult to predict the initial staff requirements as well as the skill sets needed to function in the new environment. Consequently, during the transition period following the amalgamation, the City Auditor resisted the calls from some Councillors to increase the number of staff in the department. It was always understood, however, that the staffing levels could change once the type of projects and mix of staff resource requirements became more definitive.

The experience of the last 12 months has demonstrated that many of the issues that Audit Services is involved with are very diverse, complex, sensitive, strategic and political. Therefore, in order for the department to address these issues effectively, staff require a significant and varied knowledge base, highly developed analytical skills and a greater need for creativity in terms of approach and solution development. The very nature of the projects we are being requested to complete, as well as emerging issues that the department will be addressing requires a staff resource mix which is comprised of staff at a more senior level. Staff must be capable of handling a wide range of audit issues and be able to serve management and Council in a variety of roles such as:

- catalyst for operational and strategic change
- leaders in innovation and best practices
- pro-active in risk identification and management
- fraud investigators, communicators and project managers

There is also a requirement for some positions to be at a more senior level so that audit staff can deal more effectively with senior staff in departments, agencies, boards and commissions as well as with Councillors.

Therefore, as part of the 2000 budget Audit Services is proposing a revised organizational structure which includes an additional director position, an additional senior audit manager position, an upgraded administrative position and the deletion of one auditor position. The result of this proposed restructuring will be an increase in the department's total FTEs to 22 from 21 and an increase in the salaries and benefit costs of \$165,500 in the year 2000.

The additional director position will increase the number of directors to two and will allow the department to deal with increased responsibilities resulting from new initiatives such as environmental auditing and control self assessment. The two directors would each be responsible for providing audit services to a portfolio of departments, agencies, boards and commissions whose operating and capital budgets are in excess of \$3 billion. The directors would act as the department's main liaisons with senior staff in their portfolio of departments and assist the City Auditor in the conduct of day to day operations, project identification and management, staff development and represent the City Auditor at Committee meetings and Council as required.

The senior audit manager position is required to deal with a higher than expected workload at a more complex and sensitive level and to manage a range of projects to ensure they are completed in an efficient and effective manner and meet all objectives. An upgrade to one of the two administration positions is required to reflect the revised duties and increased level of responsibilities for this position. Currently, much of the administrative work in the department is being conducted by one of the senior managers. It is the intent that this work be reallocated to one of the two administrative staff in the department so that the senior manager's role be restricted to audit projects only. Budget preparation, variance reporting, payroll processing, etc. is in the process of being reassigned. The deletion of the auditor position is the result of a decreased need for positions at a junior level. Staff at this level have a limited range of experience which is generally restricted to financial type audits and therefore, does not meet the department's needs for creativity, analysis, innovation and a diverse knowledge base.

The priority of Audit Services will continue to be the provision of high quality value added and consulting services to both Council and management at the lowest cost. The proposed restructuring, while increasing the budget of the department, will allow the department to respond more effectively to increased and more complex demands from senior management and Council, and position it to provide more value added services to the City.

The department has developed a preliminary 2000 work plan based on a number of risk factors such as total expenditure, complexity of operations, political/public sensitivity, legislative requirements, etc. The work plan takes into account current issues such as environmental auditing and control self-assessment and allows some time for special requests as well as continued assistance to the external auditors. Some of the more significant projects included in the 2000 work plan are:

- Vehicle Safety Compliance
- Review of City's Budget Process
- Purchasing and Materials Management Division Operational Review
- Review of Municipal Grants
- Review of Children's Services Division
- Squeegee Kids Project
- Parks and Recreation Centres
- Major Contract Compliance
- Toronto Hydro Review of Billings Function
- Corporate Absenteeism Review
- Economic Development Best Practices Review
- Finance Department Business Processes
- Fire and Ambulance Training
- Review of Permit and Lottery Licenses
- Business Continuity Plan

The complete work plan will be reviewed and approved by the Audit Committee and subsequently Council.

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 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

I. 2000 Operating Budget – Audit

Audit 2000 approved budget includes an additional \$ 0.487M gross and \$ 0.487M net over the 1999 funding level to deliver current services as indicated below.

2000 Base Budget Changes

Includes an increase of \$0.487 million gross or 20.9% and \$0.487 million net or 22.3% in base budget changes:

	Gross (millions \$)	Net (millions \$)
- Restructuring	0.166	0.166
- Transfer of Police Audit function to City Audit	0.321	0.321
Total Base Changes	0.487	0.487

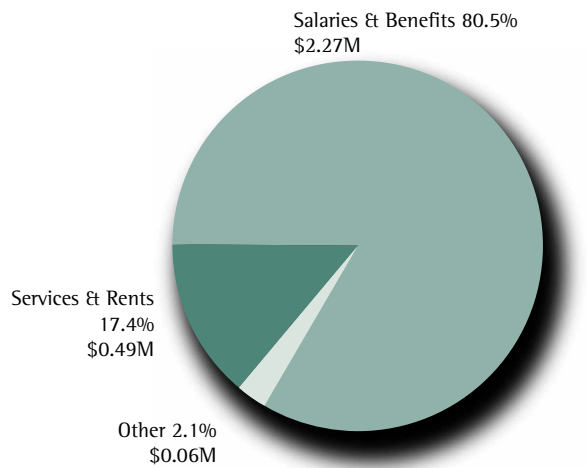
The 2000 Operating Budget reflects the transfer of Toronto Police Service's Internal Audit function to the City Auditor's office.

2000 Operating Program Summary by Service

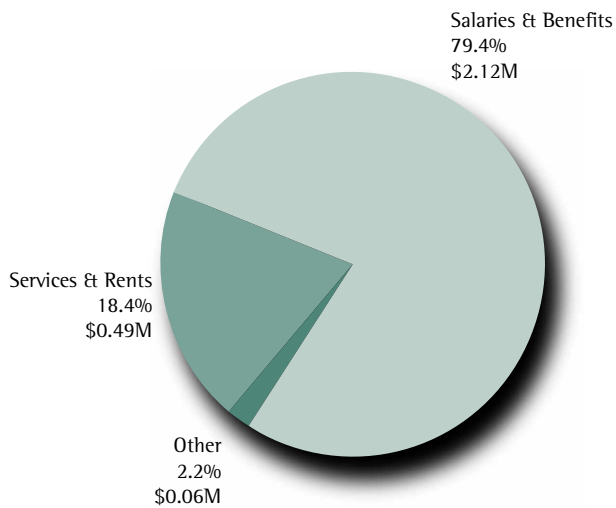
	1999 Budget \$	2000 Approved \$	Change from 1999 \$ %	
SERVICE: Audit	2,335.3	2,822.3	487.0	20.9
TOTAL GROSS EXPENDITURES	2,335.3	2,822.3	487.0	20.9
Grants from Others	0.0	0.0	0.0	0.0
Interdepartmental Recoveries	21.0	21.0	0.0	0.0
User Fees	133.2	133.0	(0.2)	0.0
Other	0.0	0.0	0.0	0.0
TOTAL REVENUES	154.2	154.0	0.2	0.0
TOTAL NET EXPENDITURES EXCLUDING CAPITAL FINANCING	2,181.1	2,668.3	487.2	22.3
STAFFING COMPLEMENT				
Total Program (in Equivalent Funded Positions)	21.0	27.0	6.0	28.6

2000 Operating Budget – Audit

Gross Expenditures \$2.822M



Net Expenditures \$2.668M



II. 2000 Capital Budget – Audit

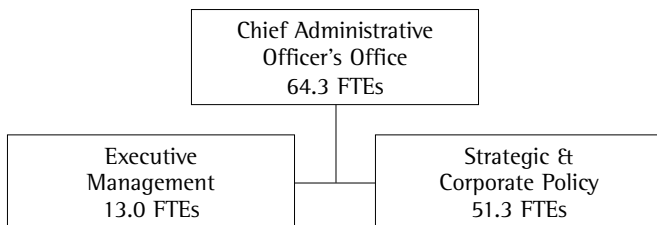
Not Applicable

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

Mission Statement

The Chief Administrative Officer leads the municipal corporation and advises Council in its development of policies and services that respond to the diversity of needs within this City's communities. The CAO provides guidance and advice to Council in the arrangement of 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 support the CAO in fulfilling this leadership role.

Program Map



1999 Key Service Achievements

Provided corporate leadership, policy advice and administrative direction for managing the seamless transition to the new Corporation, the preparation of the annual budget, the achievement of corporate fiscal targets, and effective Council-staff relations.

Provided analytical and decision making support to assist departments with service integration and rationalization efforts, including development of a system to prioritize and monitor progress on amalgamation initiatives and ensure corporate expectations are reflected in downsizing and restructuring proposals, and provided advice to other municipalities and provincial advisors on amalgamation issues and strategies.

Prepared briefings, provided research and supported the effective participation of Members of City Council on the GTSB, the Toronto AMO Caucus and FCM, and ensured that Toronto's interests were identified and represented.

Developed Council's strategic planning process, resulting in Council's approval of a vision for the City, mission statement and goals as Part I of Council's Strategic Plan.

Fostered leadership and collaboration in the Senior Management Team (CAO and Commissioners) and through briefings and forums for management staff at different levels in the organization.

Provided research, coordination and support to a number of special committees and task forces. In 1999, these included: the Seniors Task Force, the Task Force on Community Access and Equity, Audit Reference Group, Committee on the Status of Women, Working Group on Anti-Hate, Working Group on Immigrants and Refugees, Race Relations and Disability Advisory Committees, the Steering Committee for the Transportation Management Association, the Telecommunications Steering Committee, the Mayor's Task Force on ABCs, the Mayor's Single-City Savings Task Force, the POA Task Force and Council's Environmental Task Force.

Supported the Toronto Inter-departmental Environment (TIE) staff committee, evaluated operational/financial impacts of the Corporate Smog Alert Response Plan, coordinated initial implementation of the City's Smog Prevention and Reduction Strategy, and developed Council's response to the Environmental Governance model proposed by the Environmental Task Force.

Developed the organizational alignment of the access and equity function and responded to Council's requirements for analysis of the Access and Equity Task Force's recommendations leading to Council approval of their final report.

Developed a multi-year business planning process, reviewed and developed policies on various corporate issues, e.g., a Code of Conduct for Councillors, research on alternate service delivery and performance measurement, reviewed mandates and structures of key agencies, boards and commissions, and initiated research on ethno-racial status indicators.

Managed the process required to effect the transition of the Toronto Hydro Commission to an Ontario Business Corporation with the City as sole shareholder as required by the Ontario Energy Act; and the transition of the Toronto District Heating Corporation to an Ontario Business Corporation consisting of two shareholders.

Supported the Property Management Committee in developing and implementing its protocols and decision-making processes.

Completed the Fire and Ambulance Facility Location Study, the Fleet Efficiency Study and the Office Consolidation Masterplan.

Prepared policies on international relations for the new City, provided on-going support to Council's participation in the International Union of Local Authorities (IULA) and the World Association of Major Metropolises (Metropolis), and co-ordinated the City's involvement in the ICLEI Cities21 sustainability indicators and best practices project.

Hosted and provided briefings and presentations to international delegations from Brazil, Chile, El Salvador, Sweden, Ukraine, Lithuania, Spain, Great Britain, Japan, China and South Africa, and provided staff leadership to inter-municipal technical exchanges with the Cities of Soyapongo, El Salvador; Sao Paulo, Brazil; and Capetown, South Africa.

Administered the 1999 Access & Equity grants, provided input to the Official Plan and Olympic bid process on access and equity issues, supported the Inter-departmental liaison Committee for Caribana, Word on the Street, and the Lesbian and Gay Pride Festival.

Implemented various public awareness programs regarding access and equity, healthy communities and smog reduction,

developed a resource guide on methods of citizen participation, and supported departmental and community outreach strategies to improve civic participation and ensure accessibility.

Organized the St-Lawrence Centre Forum Toronto: will it be a healthy place to live work or play?, administered the 1999 Neighbourliness Awards, the access and equity awards and scholarships, and represented the City on the Toronto Community Indicators Project.

Completed the work of the Special Committee to review the recommendations of the Toronto Transition Team resulting in Council's approval of: a new Council-committee structure and a financial protocol for council decision-making; a framework for the categorization of agencies, boards and commissions; and a policy on citizen appointments.

2000 Strategic Directions and Service Priorities

The CAO Office will lead the organization in setting corporate directions and priorities, developing and enhancing management and planning processes, organizational effectiveness and ongoing restructuring and integration initiatives. Key priorities for 2000 include:

1. corporate leadership, policy advice and key co-ordination on administrative and financial priorities and policies, the establishment of financial processes and systems, and the fiscal sustainability of the corporation;
2. review of the political structure in light of provincial reform of the number of City Wards and Councillors, and recommend modifications to the Council-committee structure;
3. monitor and evaluate the effectiveness of the GTSB including the appropriateness of its current role and the manner in which Toronto's interests are represented;
4. guide Council's development of Part II of Council's Strategic Plan, and develop methods for monitoring progress and reporting on the State of the City;
5. provide support to key staff initiatives including the Senior Management Team, the Toronto Inter-departmental Environmental (TIE) staff committee, and the CAO's site visits, town hall meetings and senior staff briefings;

6. monitor, review and support corporate policy issues and initiatives including fleet management, office space consolidation, transfer of Provincial Offences Act administration including staff support to Council's POA Task Force, enhancement of business planning practices, mandates and structures of special purpose bodies, access and equity assistance on departmental action plans, coordination of city-wide Smog Alert Program and Employee Trip Reduction Program, coordinate implementation of governance model for advanced environmental decision making e.g., sustainability roundtable, and review of the TIE model;
7. develop and implement as part of the City's Corporate Management framework the organization's capacity to measure and track its performance and continuous improvement initiatives;
8. coordinate meeting agendas, briefings, and provide research support to key Council initiatives such as the GTSB Caucus, Toronto AMO Caucus, FCM, and Council-established special committees and task forces of a corporate nature;
9. provide on-going support to Council's participation in IULA, Metropolis, ICLEI and international educational forums;
10. develop process for implementing recommendations of the Task Force on Community Access and Equity, including supporting community advisory committees and preparing harmonized policies and guidelines, reviewing the access and equity grants program, and tracking legislative proposals that impact on human rights protected groups;
11. develop and implement a community capacity building framework, develop a civic participation policy for the corporation, review and develop tools and resources for civic engagement, evaluate the Healthy City model;
12. coordinate the development of a corporate-wide briefing and orientation process for the incoming Council; and
13. begin the review of the administrative organizational structure.

BUDGET HIGHLIGHTS

I. 2000 Operating Budget – CAO

CAO 2000 approved budget includes an additional \$ (0.540)M gross and \$ (0.208)M net over the 1999 funding level to deliver current services as indicated below.

2000 Base Budget Changes

Includes \$0.540M gross and \$0.208M net reduction for base budget changes:

	Gross (millions \$)	Net (millions \$)
- Reduced budget for project support to Council	(0.210)	(0.208)
- Reduction of one-time Access & Equity Grant	(0.330)	0.0
Total Base Changes	(0.540)	(0.208)

2000 Recommended New Service Changes

Includes a one-time expenditure of \$14.0 thousand gross and net for new service level change for the Access and Equity Main Street Millennium Project.

2000 Operating Program Summary by Service

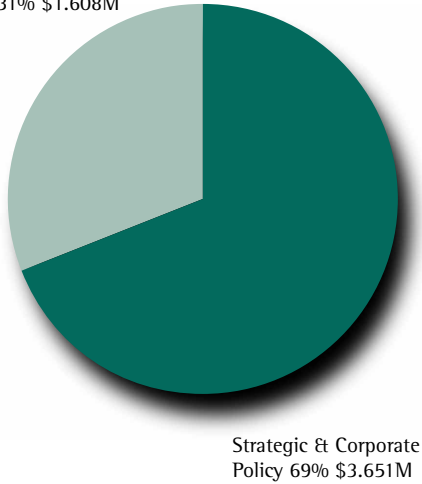
CAO'S Office (Consolidated)

	1999 Budget \$	2000 Approved \$	Change from 1999 Budget \$	%
SERVICE				
Executive Management	1,590.7	1,607.7	17.0	1.1
Strategic & Corporate Policy	4,194.4	3,651.4	(543.0)	(12.9)
TOTAL GROSS EXPENDITURES	5,785.1	5,259.1	(526.0)	(9.1)
Grants from Others	330.0	14.0	(316.0)	(95.8)
Interdepartmental Recoveries	0.0	0.0	0.0	NA
User Fees	0.0	0.0	0.0	NA
Other	176.6	175.1	0.0	0.0
TOTAL REVENUES	506.6	189.1	(317.5)	(62.7)
TOTAL NET EXPENDITURES EXCLUDING CAPITAL FINANCING	5,278.5	5,070.0	208.5	(3.9)
STAFFING COMPLEMENT				
Total Program (in Equivalent Funded Positions)	64.3	64.3	0.0	NA

2000 Operating Budget – Office of the Chief Administrative Officer

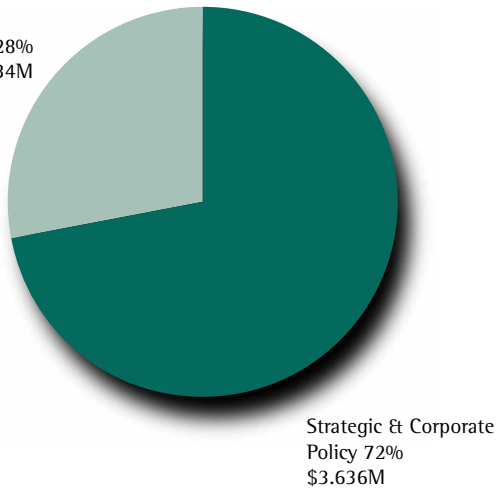
Gross Expenditures \$5.259M

Exec Mgmt 31% \$1.608M



Net Expenditures \$5.070M

Exec Mgmt 28%
\$1.434M



II. 2000 Capital Budget – Office of the Chief Administrative Officer

Not Applicable

CITY COUNCIL AND OFFICE OF THE MAYOR

TORONTO CITY 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 city-wide

Equity: We respond to and support diverse needs and interests and work to achieve social justice

Effectiveness: We set and accomplish objectives, pursue innovative approaches, safeguard public assets and make efficient use of our resources

Leadership: We plan for change and take a leadership role on issues of importance to the City

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

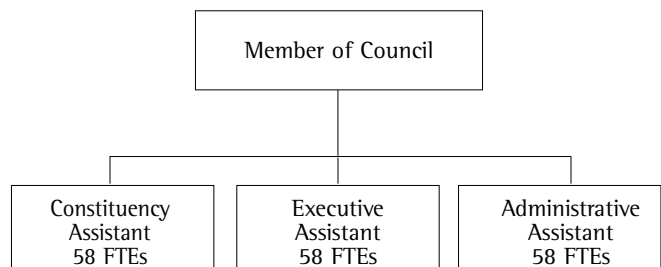
Sustainability: We integrate environmental, social, economic and fiscal perspectives in our actions”

Program Description

Council provide 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 is composed of three service areas: Councillors/Staff Salaries & Benefits, Global Budget and General Expenses.

Program Map



2000 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

I. 2000 Operating Budget – City Council

Council 2000 approved budget includes an additional \$ (0.791)M gross and \$ (0.791)M net over the 1999 funding level to deliver current services as indicated below.

2000 Base Budget Changes

Includes a reduction of \$0.791 million gross and net for base budget changes:

	Gross (millions \$)	Net (millions \$)
- Transfer of 6 staff to Facilities	(0.262)	(0.262)
- Annualization of reduction of 2 drivers	(0.051)	(0.051)
- Adjustment to benefits	(0.122)	(0.122)
- Reduction in no. of Councillors plus support staff for 1 month	(0.337)	(0.337)
- Reduction of 1 driver for 4 months	(0.019)	(0.019)
Total Base Changes	(0.791)	(0.791)

The 2000 Operating Budget for Council reflects a reduction in the number of Councillors from 57 to 44 and support staff for one month.

2000 Operating Program Summary by Service

Council

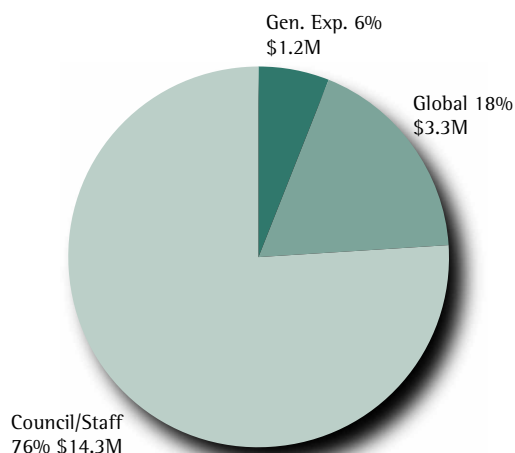
	1999 Budget \$	2000 Approved \$	Change from 1999 \$	%
SERVICE				
Councillors/Staff				
- Sal. & Benefits	14,693.9	14,298.0	(3,895.9)	(2.7)
Global Budget	3,363.0	3,299.1	(63.9)	(1.9)
General Expenses	1,495.9	1,164.8	(331.1)	(22.1)
TOTAL GROSS EXPENDITURES	19,552.8	18,761.9	(790.9)	(4.0)
Grants from Others	0.0	0.0	0.0	NA
Interdepartmental Recoveries	44.9	44.9	0.0	0.0
User Fees	0.0	0.0	0.0	NA
Other			0.0	NA
TOTAL REVENUES	44.9	44.9	0.0	0.0
TOTAL NET EXPENDITURES EXCLUDING CAPITAL FINANCING	19,507.9	18,717.0	(790.9)	(4.1)

STAFFING COMPLEMENT

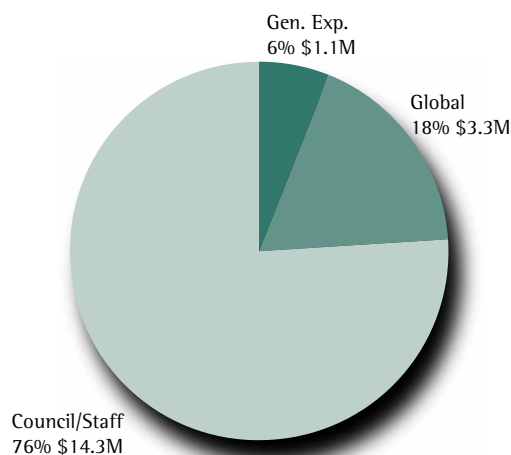
Total Program (in Equivalent Funded Positions)	243.0	236.0	(7.0)	(2.9)
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2000 Operating Budget – Council

Gross Expenditures



Net Expenditures



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.

The key business activities of the Mayor's Office are:

1. to research background on topics that may benefit the City;
2. to provide advice to the Mayor on current issues;
3. to provide support to the Mayor in providing information requested by citizens;
4. to co-ordinate activities of the Office of the Mayor with those of Council; and
5. to co-ordinate the Mayor's attendance at public and private events and meetings locally, nationally and internationally.

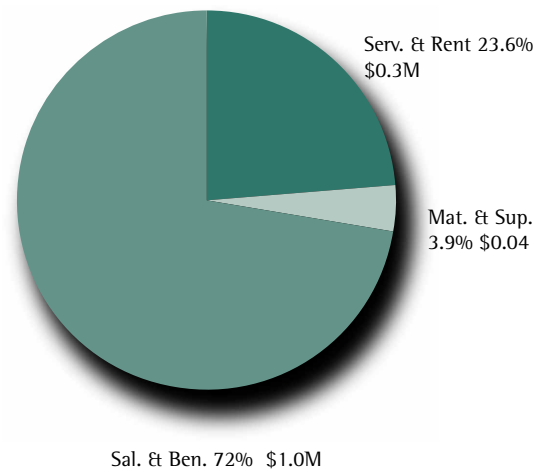
2000 Operating Program Summary by Service

Office of the Mayor (Consolidated)

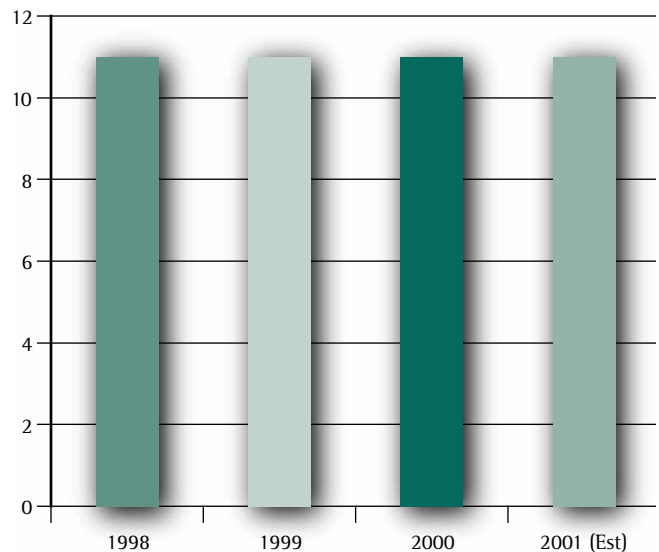
	1999 Budget \$	2000 Approved \$	Change from 1999	
			\$	%
SERVICE				
Office of the Mayor	1,446.5	1,446.5	143.6	11.0
TOTAL GROSS EXPENDITURES	1,446.5	1,446.5	143.6	11.0
Grants from Others	0.0	0.0	0.0	NA
Interdepartmental Recoveries	0.0	0.0	0.0	NA
User Fees	0.0	0.0	(0.4)	(100.0)
Other	0.0	0.0	(0.8)	(100.0)
TOTAL REVENUES	0.0	0.0	(1.2)	(100.0)
TOTAL NET EXPENDITURES EXCLUDING CAPITAL FINANCING	1,446.5	1,446.5	144.8	11.1
STAFFING COMPLEMENT				
Total Program (in Equivalent Funded Positions)	11.0	11.0	0.0	0.0

2000 Operating Budget – Office of the Mayor

Gross/Net Expenditures



Office of the Mayor Staffing Trends



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.

Public Health strives for excellence and innovation in public health practice. Public Health works to enhance the health of all communities and individuals that live, work and play in Toronto. As a program of the City of Toronto, with responsibilities under the provincial Health Protection and Promotion Act, Public Health achieves the 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 policymakers to recognize possible health consequences of their activities and to develop policies that promote the health of the public.

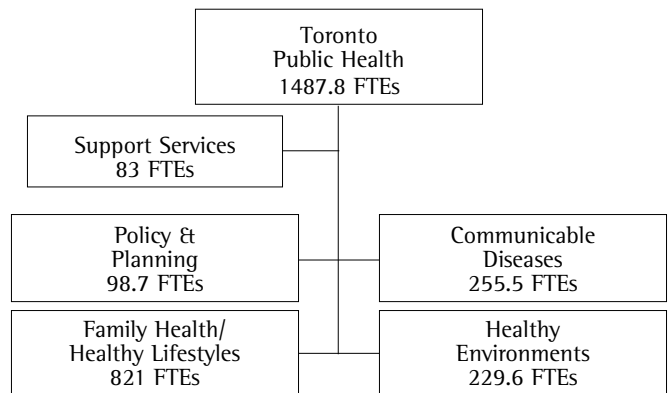
Health Protection: Controlling infectious diseases, reducing exposure to health hazards in our environment, and enforcing laws that protect the health of the public.

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.

Public Health pledges to work with the people of Toronto to make the City's programs and services effective, efficient and responsive to the health needs of all people in Toronto.

Program Map



1999 Key Services Achievements

1. Completed implementation of the amalgamated management structure by hiring managers for all level 5 and level 6 positions in the reorganized divisional structure except for dental management.
2. Achieved \$7.2 million savings towards the Division's restructuring target.
3. Completed Strategic and Business Planning which established the Division's mission, vision, guiding principles, strategic program priorities and business redesign priorities.
4. Continued the process of harmonization/integration of priority programs identified in 1998, which were approved for budget enhancement as of September 1, 1999 including TB, needle exchange and food safety as well as dental treatment (one time funding to expand services to increase access across the City).
5. Program redesigns completed in 1999 includes: the Vaccine Preventable Diseases program (centralization and redesign), harmonization of Animal Services by-laws; Phase 1 of the Sexual Health/STD clinic Review, Plan for STD Redesign.
6. Expanded and integrated the provincially funded Healthy Babies, Healthy Children program in the Division's Family Health Service. Over 10,000 mothers and babies have been visited in 1999.

7. Implemented provincially funded universal post-partum follow-up program.
8. The Environmental Tobacco Smoke by-law was harmonized across the City and timelines for smoke-free public places were established and approved by Council.
9. Responded to new and re-emerging communicable diseases and threats. Among these are multi-drug resistant TB, Group A Strep (known as "Flesh Eating Disease"), meningitis.
10. Responded to approximately 35,000 to 40,000 notifications of communicable diseases per year
11. Investigated and managed 200 disease outbreaks per year (projected to year end)
12. Worked in collaboration with other Divisions and Departments to develop and implement coordinated responses to a number of urban health issues facing the City of Toronto including initiatives to prevent or reduce homelessness, violence, drug abuse and smog.
13. Developed an interim plan to respond to City Council's concern regarding unregulated retirement homes by establishing a hot-line for public complaints and by hiring inspectors to respond to these complaints.
14. Developed an interim protocol for extreme hot weather.
15. Responded to over 1000 calls a day for health information, advice and referral, which includes specialized helplines such as the AIDS Hotline, Immunization Infoline, Breast-feeding Helplines, Smokefree Helpline. Information required in languages other than English, is arranged through use of AT & T telephone link, public health staff or interpreters.
16. Inspected 17,598 food premises in Toronto and responded to 8,563 calls/complaints
17. Expanded Child Nutrition Programs to serve approximately 60,000 children in over 300 schools and community based sites in the city. In 1999, the first year of city-wide operation, the City's budget was matched by contributions from the Province, as well as contributions from school foundations, the private sector and parents.
18. Established Toronto Cancer Prevention Coalition with over 90 participating organizations.
19. Partnered with School Boards in the planning and implementation of "In the Driver's Seat", a substance abuse and injury prevention program.
20. Collaborated with Children's Services and Parks and Recreation in implementing the Rainbow Fun physical activity program for young children in child care settings across the City.
21. Supported implementation of pesticide phase-out strategies in concert with the Parks and Recreation Division and the Pesticides Sub-committee of the Toronto Inter-departmental Environmental team.
22. Produced and disseminated a report on provincial deregulation of the energy sector and its implications for air quality and public health.
23. Implemented an action strategy for the public health response to homelessness.
24. Implemented a partnership with the Ontario Chinese Restaurant and Food Services Association to provide food safety education to Chinese food handlers at no direct cost to the City.
25. Participated in the development of Canada-wide standards to improve outdoor air quality.
26. Prepared a report for the Environmental Task Force on the environmental health issues facing the residents of Toronto.
27. Administered grants totalling \$626,100 for drug abuse prevention and \$1,116,000 for AIDS prevention.

2000 Strategic Direction and Service Priorities

1. From January 1, 1998 to March 1999 the city was responsible for funding for almost all public health programs and services mandated by the Province. However, in March 1999 the Province announced its intention to cost share Public Health mandatory services and activities on a 50/50 basis. This change has had a significant impact on the budget processes for 1999 and 2000.
2. During the first months of 2000, the Public Health will complete the operational planning phase of Business Planning. Consistent with Corporate directives, Public Health is integrating the financial planning and the business planning processes.
3. As a result, 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.
4. In 2000, Public Health will continue to develop program evaluation and related performance indicators for all Mandatory Programs & Services.

BUDGET HIGHLIGHTS

I. 2000 Operating Budget – Public Health

Health 2000 approved budget includes an additional \$9.89M gross and \$1.691M net over the 1999 funding level to deliver current services, as well as new services, as indicated below.

2000 Base Budget Changes

Includes \$0.186M gross and \$1.74M net reduction for base budget changes:

	Gross (millions \$)	Net (millions \$)
- Annualization of 1999 Restructuring	1.030	(1.154)
- Additional gapping	(0.541)	(0.280)
- Base reduction in miscellaneous expenditures	(0.675)	(0.313)
Total Base Changes	(0.186)	(1.747)

2000 New Service Changes

Includes \$10.076M gross and \$3.438M net for new service level changes primarily resulting from 100% Provincially funded initiatives, 1999 approved or new Council/Committee directions, and referrals to the 2000 process:

	Gross (millions \$)	Net (millions \$)
100% funding from Province		
- Healthy Babies / Healthy Children	3.524	0
- Pre school Speech	0.910	0
1999 Approvals		
- Harmonized TB, Needle Exchange & Food Safety	1.607	0.803
New Programs/Expansions		
- Expansion of Non Mandatory Dental Program	0.800	0.800
- Control of Infectious Disease	0.294	0.147
- New ETS By Law Enforcement	0.500	0.250
- Raccoon Rabies	0.091	0.046
- One-on-one Mentoring	0.043	0.043
- Emergency Response	0.049	0.025
- Children Nutrition	0.065	0.033
- New Retirement Homes	0.298	0.298
Children and Youth Action Committee		
- Expansion of Child Nutrition	0.481	0.241
- Expanded Access to Prenatal Nutrition	0.487	0.243
- Peer Nutrition	0.459	0.229
- Child Dental	0.021	0.021
- Youth Violence	0.024	0.012
- Physical Fitness	0.316	0.158
- Mental Health	0.050	0.050
- Children at Risk Mentoring	0.022	0.022
- School Age Children's Vision & Hearing	0.035	0.017
Subtotal Children and Youth Action Committee	1.895	0.993
Total New Service Changes	10.076	3.438
Total Base and New Changes	9.89	1.691

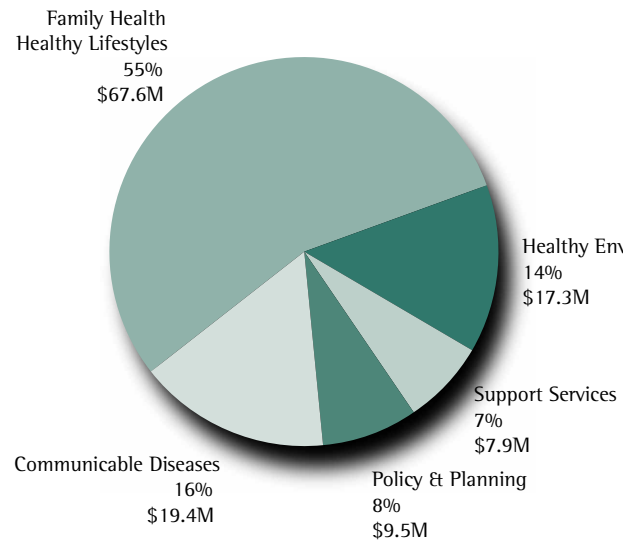
2000 Operating Program Summary by Service

Public Health (Consolidated)

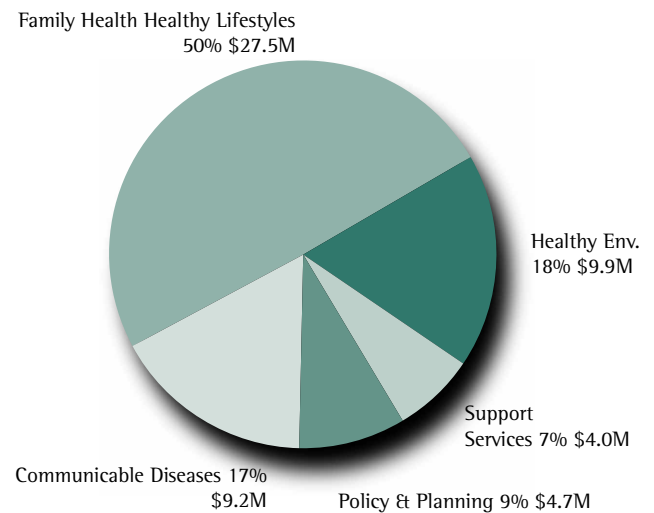
	1999 Budget \$	2000 BAC Approved \$	Change from 1999 Budget	
			\$	%
SERVICE				
Support Services	7,886.2	7,982.2	96.0	1.2
Policy and Planning	8,017.0	9,460.7	1,443.7	18.0
Family Health/ Healthy Lifestyles	60,833.0	67,599.7	6,766.7	11.1
Communicable Diseases	18,822.5	19,362.0	539.5	2.9
Healthy Environments	16,261.9	17,306.1	1,044.2	6.4
TOTAL GROSS EXPENDITURES	111,820.6	121,710.7	9,890.1	8.8
Grants from Others	56,557.7	64,799.5	8,241.8	14.6
Interdepartmental Recoveries	0.0	0.0	0.0	NA
User Fees	1,427.2	1,432.6	5.4	0.4
Other	276.3	228.6	(47.7)	(17.3)
TOTAL REVENUES	58,261.2	66,460.7	8,199.5	14.1
TOTAL NET EXPENDITURES EXCLUDING CAPITAL FINANCING	53,559.4	55,250.0	1,690.6	3.2
STAFFING COMPLEMENT				
Total Program (in Equivalent Funded Positions)	1,349.9	1,487.8	137.9	10.2

2000 Operating Budget – Toronto Public Health

Gross Expenditures



Net Expenditures



II. 2000 Capital Budget – Toronto Public Health

Not Applicable

TORONTO PUBLIC LIBRARY

Mission Statement

The Toronto Public Library provides all the people of the city with equitable access to a wide range of library services that include extensive collections, research tools and courteous, knowledgeable staff in welcoming surroundings, in order to:

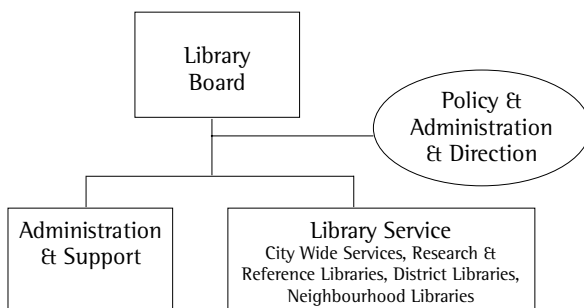
- promote a lifelong interest in reading and the pursuit of knowledge
- provide accurate, up-to-date information in support of learning and daily living
- offer opportunities for creative use of leisure time
- provide a community gathering place.

The Toronto Public Library provides a gateway to electronic information and connections to national and international library resources. Utilizing appropriate technology, the Toronto Public Library fosters off-site use of its resources.

Program Description

The Toronto Public Library is composed of two service areas: Administration and Public Services.

Program Map



1999 Key Service Achievements

During 1999, significant progress was made in the continuing effort to harmonize service across all 98 branches of the Toronto Public Library while remaining responsive to local needs and operating within budget targets:

1. Harmonization of Sunday service across the city with consistent hours of opening (1:30 to 5 p.m.) for 28 Sundays at 17 district libraries. Extension of Sunday service by four Sundays at North York Central and Toronto Reference Library starting on September 12, 1999.
2. Implementation of the Integrated Library System to provide one unified catalogue for the amalgamated library systems, enabling city-wide access to the entire collection of the Toronto Public Library.
3. Completion of the Service Delivery Model Project which recommended the extension of the branch planning process and identified district libraries for service harmonization in the branch infrastructure. The roles of the Research and Reference tier and the Urban Affairs Library were clarified.
4. Completion of Branch Planning Study which reviewed branch locations across the city to achieve equitable access to library services at the same time ensuring the most efficient use of the library's resources. Community consultation scheduled for 2000 will be the next phase.
5. Service review of City-Wide services including proposals for a service delivery model and the harmonization of policies and practices for Bookmobile, Home Library, Deposit Collection, Institutional and Talking Book Services.
6. Implementation of first year of the Library Materials Budget Allocation Model to ensure equitable distribution of budget resources at branches across the city.
7. Introduction of the Virtual Reference Library, a web site that offers remote and in-house users innovative electronic gateways to Internet resources, library catalogues and digitized collections. Two gateways were completed in phase 1 of the project in 1999: Science Net and Career Bookmarks.
8. Awarded funding of over \$550,000 from the Canada Millennium Partnership Program to create a new website, "Toronto: A City of Neighbourhoods Gateway" in partnership with the Toronto Star and other private sector partners. This will provide internet access to the library's

historical documents on Toronto and its local communities in digital format.

9. Registration of approximately 40,000 children in Y2Kids, this year's Summer Reading Club program which promoted reading across city neighbourhoods in a 3-year partnership with the Toronto Dominion Bank.
10. Appointment of a Children and Youth Advocate for Library Services to further support the library's long history of commitment to children's services and coordinate future expansion in this important service area.
11. Successful fundraising initiatives resulted in a donation of \$2.5 million from the Toronto Star and a grant of \$750,000 from Human Resources Development Canada for computers, collections and funding for the Career Bookmarks gateway in the Virtual Reference Library.
12. Launch of 1999 Fall Fundraising Campaign with a goal of \$85,000.
13. Targeted elimination of 47.3 positions without reduction in service.
14. Signing of a Memorandum of Settlement with C.U.P.E. Local 416 covering seniority provisions in the collective agreement.
15. Completion of Year 2000 readiness programs for computer hardware and software.
16. Bulk Building Study of selected library buildings completed by consultant to enable the library to prepare a long range maintenance program and address structural, life safety, mechanical/electrical systems and information technology infrastructure issues.

The Library is on target with its overall 1999 budget and all the 1999 planned goals are expected to be accomplished by the end of the year.

2000 Strategic Direction and Service Priorities

A priority in 2000 will be the development of a Strategic Plan for the Toronto Public Library. This will provide the future direction for the provision of library service to the residents of the city.

As part of the multi-year service plan to harmonize collections and services across the city and most effectively deliver library service, a number of initiatives will be undertaken in 2000 in the following areas:

Branch Planning Study:

1. Continue branch review process with community consultation to inform future planning of the branch network

Research and Reference Role Review:

2. Continue the implementation of the Service Delivery Plan for the Research & Reference tier to most effectively enhance and utilize the valuable resources at the two libraries

Hours of Service Review:

3. Review the standardization of District Library and Research & Reference hours of operation at approximately 60 hours per week to support equity of access and user convenience
4. Extension of Sunday service to 37 Sundays at 2 Research and Reference libraries, 17 District Libraries and 8 Neighbourhood Libraries (partial year implementation)

Library Materials Budget Allocation:

5. Continue the process of re-allocation of budget resources to branches across the city to ensure equitable access to library materials

Multicultural Services:

6. Harmonize access to multilingual materials to reflect community demographics
7. Review of the French and Multilingual Collections including the allocation of resources and development of criteria for deposit collections

8. Introduction of the AT & T Language Line, a dial-in interpretation service, to help meet patrons' information needs in 140 languages

Children's Services:

9. Expansion across the city of children's programs such as Homework Clubs, Dial-a-Story and Leading to Reading Programs in the context of the Toronto Children's Charter developed by the Children and Youth Action Committee of the City of Toronto.

Electronic Services:

10. Expand electronic database access and internet services at all 98 branches
11. Introduce public internet training centres in West and East regions
12. Introduce electronic booking of internet workstations to facilitate public access to electronic services
13. Investigate implementation of "smart card"
14. Develop further subject gateways in the Virtual Reference Library

Other initiatives for 2000 include:

15. Implement the recommendations resulting from the review of City-Wide Services, including proposals for harmonization of Bookmobile, Home Library, Deposit Collection, Institutional and Talking Book Services
16. Improve truck delivery system to support the increased movement of materials among branches in response to customer demand arising from the introduction of one unified catalogue
17. Introduce harmonized room-booking policy across the system

Implement alternative delivery of janitorial services to most effectively reduce operating costs, building on the best practices of the former library systems.

BUDGET HIGHLIGHTS

I. 2000 Operating Budget – Toronto Public Library

Library 2000 approved budget includes an additional \$ 0.404M gross and \$ 0.152M net over the 1999 funding level to deliver current services, as well as new services, as indicated below.

2000 Base Budget Changes

Includes \$0.435 million gross decrease and \$0.314 net reduction for base budget changes:

	Gross (millions \$)	Net (millions \$)
- Amalgamation and Restructuring	(0.643)	(0.643)
- Reduction to Materials Collection	(0.219)	(0.219)
- New Development Charge Revenue	0.300	0.0
- Transfer of Foundation Revenue	0.0	0.217
- Salary Adjustment union increments per bargaining	0.150	0.150
- Technical Adjustments per BAC	(0.028)	(0.028)
- Inflationary Increases & Decreases	0.004	0.004
- Enhanced Revenue	0.0	(0.081)
- Funding moved to Trust for C.H.I.S.	0.0	0.286
Total Base Changes	(0.435)	(0.314)

2000 New Service Changes

Includes \$0.839 million gross increase and \$0.466 net for new service level changes primarily resulting from 1999 approved Board directions:

	Gross (millions \$)	Net (millions \$)
- Children's Reading Program Expansion (C.Y.A.C.)	0.150	0.150
- Sunday Service Hours Expansion	0.369	0.369
- Harmonization of Electronic Info Network	0.227	0.227
- Enhanced Revenue	0.0	(0.373)
- Implementation of Levelling Overdue Notices	0.063	0.063
- Youth Anti-Violence Initiative	0.030	0.030
Total New Service Changes	0.839	0.466
Total Base and New Changes	0.404	0.152

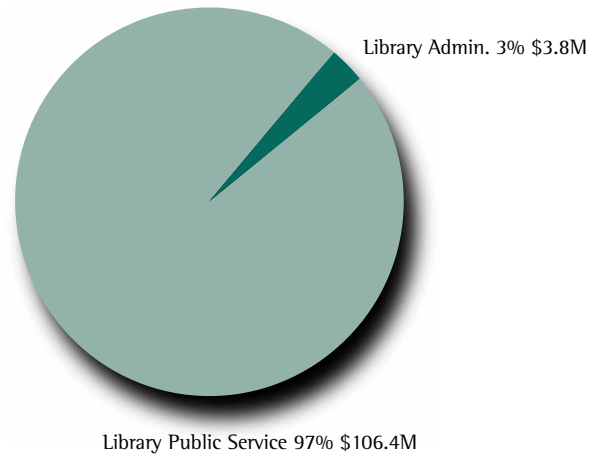
2000 Operating Program Summary by Service

Toronto Public Library (Consolidated)

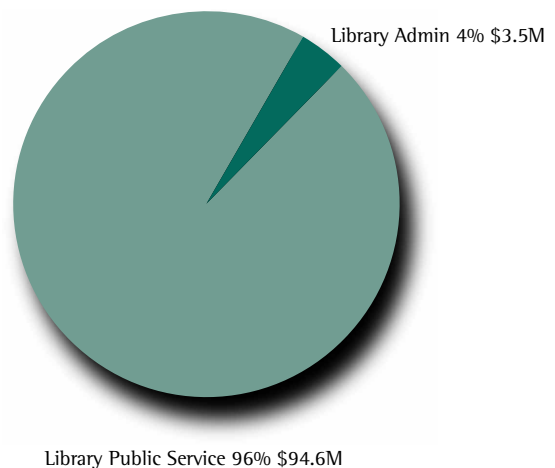
	1999 Budget \$	2000 Approved \$	Change from 1999 Budget \$	%
SERVICE				
Library Administration	4,462.3	3,761.7	(700.6)	(15.7)
Library Public Service	<u>105,342.5</u>	<u>106,446.6</u>	<u>1,104.1</u>	1.0
TOTAL GROSS EXPENDITURES	109,804.8	110,208.3	403.5	0.4
Grants from Others	5,868.1	5,582.0	(286.1)	(4.9)
Interdepartmental Recoveries	0.0	0.0	0.0	NA
User Fees	4,751.1	3,994.5	(756.6)	(15.9)
Other	<u>1,232.7</u>	<u>2,526.5</u>	<u>0.0</u>	0.0
TOTAL REVENUES	<u>11,851.9</u>	<u>12,103.0</u>	<u>251.1</u>	2.1
TOTAL NET EXPENDITURES EXCLUDING CAPITAL FINANCING	<u>97,952.9</u>	<u>98,105.3</u>	<u>152.4</u>	0.2
STAFFING COMPLEMENT				
Total Program (in Equivalent Funded Positions)	1,820.0	1,772.7	(47.3)	(2.6)

2000 Operating Budget – Toronto Public Library

Gross Expenditures



Net Expenditures



II. 2000 Capital Budget – Toronto Public Library

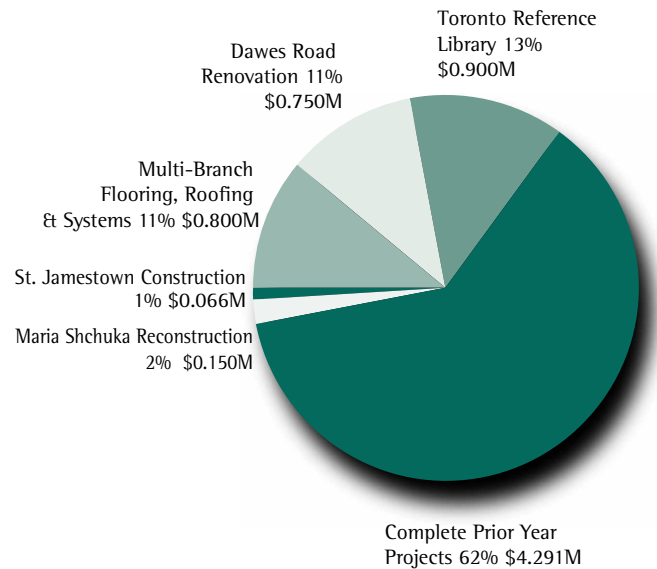
Total 2000 Gross Budget is \$6.9 million [1999 Budget – \$3.8m]

- \$4.3 million will complete and supplement previously approved facilities, including, Deer Park (Toronto) retrofit; Eatonville Library (Etobicoke) reconstruction; Leaside Library (East York) reconstruction; and Maria Shchuka (York) design study.
- \$2.7 million to commence new projects, including, Toronto Reference library (Toronto), phased renovation; St. James Town (Toronto) construction; and Dawes Road (East York) renovation.

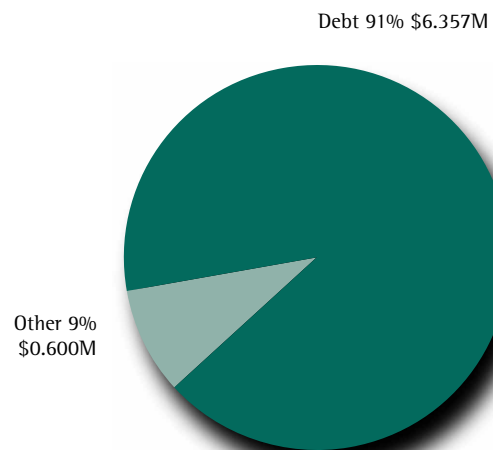
5 Year Capital Works Plan

NEW/CHANGE IN SCOPE PROJECTS	APPROVED		COMMITMENTS				Total
	2000	2001	2002	2003	2004		
Multi-branch Building Systems	200						200
Multi-branch Flooring	300						300
Maria A. Shchuka District Library Reconstruction	66	3,269	2,025				5,360
Multi-branch Roofing	300						300
Toronto Reference Library Renovation	900						900
Dawes Road Neighbourhood Library Renovation	750						750
St. James Town Neighbourhood Library	150	1,269	1,000				2,419
Leaside Neighbourhood Library Reconstruction	1,511	800					2,311
NEW/CHANGE IN SCOPE PROJECTS	4,177	5,338	3,025	-	-		12,540
PREVIOUSLY APPROVED PROJECTS	2,780	2,500	-	-	-		5,280
TOTAL PROGRAM	6,957	7,838	3,025	-	-		17,820

Where the money goes . . .



Where the money comes from . . .



EXHIBITION PLACE

Mission Statement

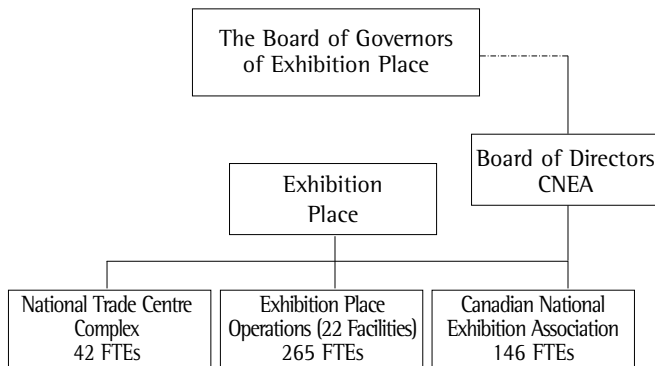
To provide an opportunity for business stimulation and economic development in the community, across the country and internationally and a focus for public celebrations and events while preserving the architecturally and historically significant structures on the grounds.

Program Description

The Exhibition Place program provides an opportunity for business stimulation and economic development in the community, across the country and internationally.

Exhibition Place is comprised of three service areas: Canadian National Exhibition Association (CNEA) Exhibition Place Operations, and the National Trade Centre (NTC).

Program Map



1999 Key Service Achievements

Revenue Generation – Trade Show/Other Activities

- Expanded National Trade Centre (NTC) revenues by 11.6% through a combination of new bookings, food and beverage commissions, telecommunications, and electrical services.
- New rental revenues in NTC projected to be \$1.7 million representing an 18% growth over 1998.

- NTC secured 55 new clients for trade shows, consumer shows, corporate bookings and special event/film shoots.
- Provided all electrical services in-house with net profit averaging just over 50% as opposed to the 35% received from the former third-party contractor. The Molson Indy and CNE achieved net profits of 61% and 58% respectively.
- Expanded parking revenues by 3.7% over 1998 for Exhibition Place and the CNE.
- Secured short-term licence bookings for 29 events in the buildings or on the grounds of Exhibition Place thereby exceeding revenue estimates by 12%.

Operations/Administration

- Delivery of all electrical services for Exhibition Place, including the Molson Indy and CNE, in-house.
- Implementation of a computerized work order system and Phase 1 of the payroll time recording system.
- Completion of the tagging of all major electrical and mechanical systems and computerization of maintenance schedules to support implementation of Phase 1 of the Preventative Maintenance Program in the year 2000.
- Completion of a photographic re-shoot of the grounds, buildings, and facilities for the files of the Ontario Film Development Corporation in order to generate increased rental opportunities.
- Conversion of the majority of Exhibition Place telephones to the internally-operated PBX System.
- Commenced a Records Management Program for Exhibition Place and File Plan for Divisions, consistent with the City of Toronto Program.

1999 CNEA Activities

- 17% year-over-year increase in paid attendance.
- 14.5% year-over-year increase in income from concessionaires/exhibitors.
- Adoption of amendments to the Canadian National Exhibition Association (CNEA) Legislation designed to streamline the Board of Directors, make it more representative of the community, improve responsibility and accountability and facilitate the move to independence.
- Enhanced exposure and improved relations with the press.

- Integration of operational efficiencies from Exhibition Place staff and contracted service providers.
- Provided a comprehensive multi-cultural series of entertainment and programming in various buildings and throughout the CNE grounds.

2000 Strategic Direction and Service Priorities

The 2000 Operating Budget recognizes the need to continue to build on successes achieved during 1999 and the necessity to invest in our human, technological, and physical resources in order to meet customer expectations and remain competitive in a very aggressive industry.

The overall budget forecasts moderate growth in building rentals and ancillary services; admissions to the CNE; and advertising revenues. These revenue enhancements as stated above, are partially offset by the commitment to the provision of quality services. The total income of \$1,056,400.00 represents an improvement of \$101,100.00 and \$412,400.00 over the 1999 approved budget and 1999 projected actual respectively, and is consistent with direction received to date for the development of this budget.

In summary, the year 1999 continued to be one of transition and ongoing review to identify and implement service efficiencies and expand on business opportunities. Staff has been successful in improving the net income to the Board and welcome both the opportunity and challenges to improve again in 2000.

BUDGET HIGHLIGHTS

I. 2000 Operating Budget – Exhibition Place

Exhibition 2000 approved budget includes an additional \$1.568M gross and \$ (0.101)M net over the 1999 funding level to deliver current services, as well as new services, as indicated below.

2000 Base Budget Changes

The 2000 Budget includes \$.193M gross and \$.455M net in base budget changes, when compared to the 1999 Approved Budget (expressed in millions of dollars):

	Gross (millions \$)	Net (millions \$)
Finance and administrative expenditures	(.143)	(.143)
Reduction in utilities, due to preferred rate	(.330)	(.330)
CNEA recoveries, now charged directly	.400	.400
Disney presentation in 1999, not budgeted in 2000	(.225)	(.225)
Indirect revenue not budgeted in 2000	0.0	.262
Revenue sharing with Ontario Place, not in 1999 budget	.491	.491
Total Base Changes	.193	.455

2000 New Service Changes

The 2000 Budget includes \$1.375M gross and \$.556M net surplus for new service levels changes when compared to the 1999 Approved Budget (expressed in millions of dollars):

	Gross (millions \$)	Net (millions \$)
Phase 1 of Preventative Maintenance Program	.282	.282
Enhanced Client Services:		
Rentals/Event Services	1.004	(.324)
Indirect/Third Party Revenues	.075	(.249)
Expanded Parking and Traffic Revenues	(.039)	(.197)
Improved Advertising & Marketing Strategies	(.090)	(.340)
CNEA Canada 2000 Program	.226	.142
CNEA Admissions	(.083)	.130
Total New Service Changes	1.375	(.556)
Total Base and New Changes	1.568	(0.101)

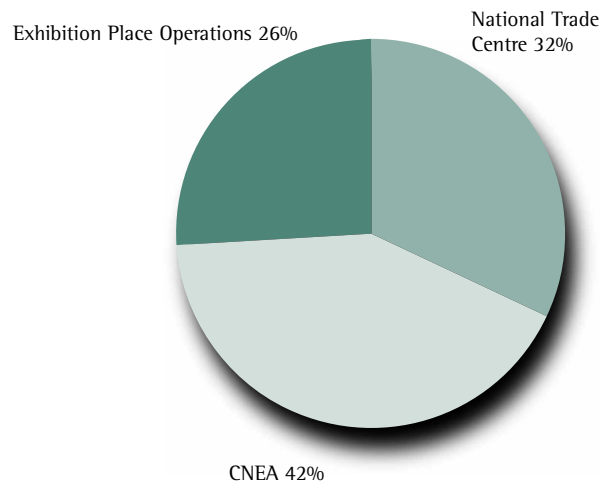
2000 Operating Program Summary by Service

Exhibition Place (Consolidated)

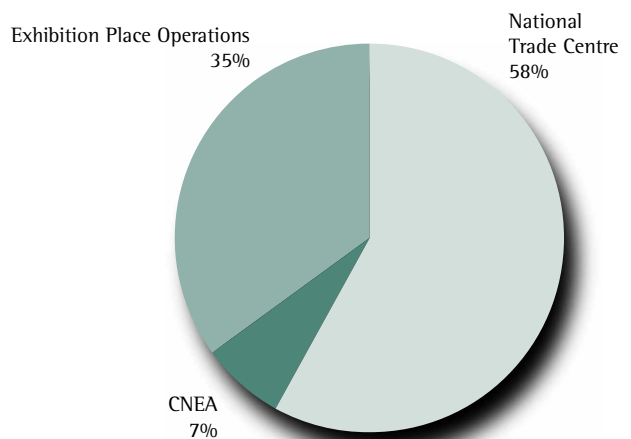
	1999 Budget \$	2000 BAC Approved \$	Change from 1999 Budget \$	%
SERVICE				
Canadian National Exhibition Association	16,076.0	16,200.3	124.3	0.8
Exhibition Place Operations	9,102.5	9,768.7	666.2	7.3
National Trade Centre	11,191.1	11,968.6	777.5	6.9
TOTAL GROSS EXPENDITURES	36,369.6	37,937.6	1,568.0	4.3
Grants from Others	0.0	0.0	0.0	0.0
Interdepartmental Recoveries	0.0	0.0	0.0	0.0
User Fees	37,324.9	38,994.1	1,669.2	4.5
Other	0.0	0.0	0.0	0.0
TOTAL REVENUES	37,324.9	38,994.1	1,669.2	4.5
TOTAL NET EXPENDITURES EXCLUDING CAPITAL FINANCING	(955.3)	(1,056.5)	(101.2)	10.6%
STAFFING COMPLEMENT				
Total Program (in Equivalent Funded Positions)	415.0	453.0	38.0	9.2

2000 Operating Budget – Exhibition Place

Gross Expenditures



Net Expenditures



II. 2000 Capital Budget – Exhibition Place

Total 2000 Gross Budget is \$5.675 million (1999 Budget - \$4.260 million)

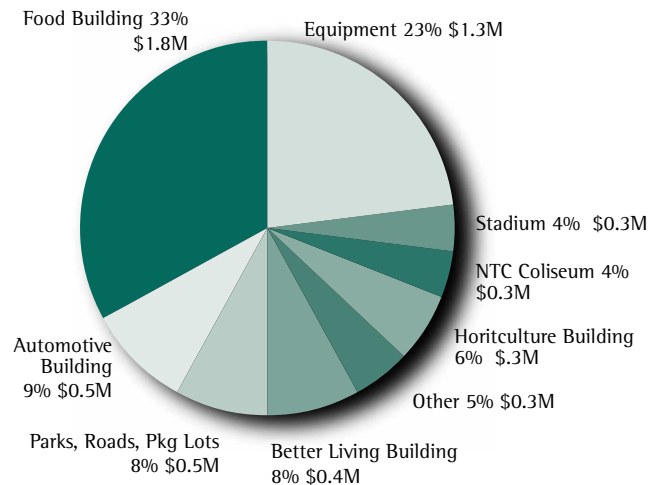
The focus of capital investment for 2000 is the Food Building and Equipment. The majority of capital projects requested by Exhibition Place are for State of Good Repair.

- Food Building \$1.8 million to replace existing roof and refurbish concrete floor
- Automotive Building \$0.5 million to replace pitch roof
- Better Living Building \$0.5 million to repair exterior brickwork, apply waterproofing to the foundation, and convert standpipe from wet to dry system

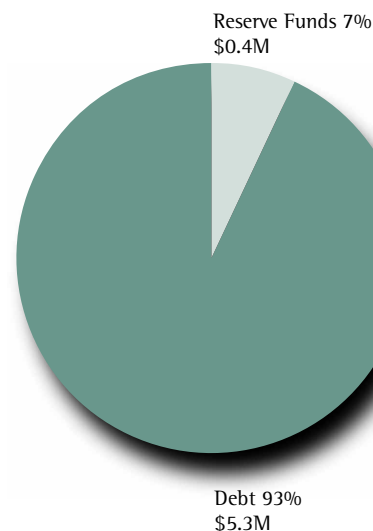
5 Year Capital Works Plan

NEW/CHANGE IN SCOPE PROJECTS	APPROVED		COMMITMENTS				Total
	2000	2001	2002	2003	2004		
PRE-ENGINEERING (Studies)	120						120
AUTOMOTIVE BUILDING	510						510
BETTER LIVING BUILDING	370						370
HORTICULTURAL BUILDING	320						320
PARKS PARKING LOTS AND ROADS	470						470
FOOD BUILDING	1,680						1,680
EQUIPMENT	<u>775</u>						<u>775</u>
NEW/CHANGE IN SCOPE PROJECTS	4,245	-	-	-	-		4,245
PREVIOUSLY APPROVED PROJECTS	<u>1,430</u>	-	-	-	-		<u>1,430</u>
TOTAL PROGRAM	<u><u>5,675</u></u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>		<u><u>5,675</u></u>

Where the money goes . . .



Where the money comes from . . .



THEATRES

Mission Statement

The City of Toronto currently partners with the St. Lawrence Centre for the Arts; the Hummingbird Centre for the Performing Arts and the Toronto Centre for the Arts, formerly the North York Performing Arts Centre. Their mission is 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 different organizations and are undergoing change.

Program Description

Theatres promote, produce and present performing arts. The City of Toronto currently partners with the St. Lawrence Centre for the Arts; the Hummingbird Centre for the Performing Arts and the Toronto Centre for the Arts, formerly the North York Performing Arts Centre as follows:

Theatre/Venue	# of Seats
St. Lawrence Centre for the Arts	
Bluma Appel Theatre	876
Jane Mallet Theatre	496
	<u>1,372</u>
Hummingbird Centre for Performing Arts	
Main Theatre	3,167
Toronto Centre for the Arts ⁽¹⁾	
Apotex Theatre	1,850
George Weston Recital Hall	1,032
	<u>2,882</u>
	<u>7,421</u>

⁽¹⁾Includes Studio Theatre with additional seating capacity of 250.

The prime tenant for the St. Lawrence Centre for the Arts is the Canadian Stage Company that performs in the Bluma Appel Theatre from May to September. The Hummingbird Centre for the Performing Arts prime tenants are the National Ballet of Canada and Canadian Opera Company. In addition, both Centres provide their facilities for artistic and corporate events.

The Toronto Centre for the Arts currently does not have a prime tenant for the Apotex Theatre. During 2000, the Apotex Theatre will be offered to artistic and corporate groups and the Centre will pursue a prime musical or stage tenant. The George Weston Recital Hall will operate a concert series for the first half of 2000, at which time the concert series will cease and the George Weston Recital Hall will be offered for rentals for artistic and corporate functions. In addition, the Centre rents the Studio Theatre, Recording Studio and Rehearsal Hall for artistic and corporate functions.

ST. LAWRENCE CENTRE FOR THE ARTS

The St. Lawrence Centre for the Arts is located at 27 Front Street east in downtown Toronto and is Toronto's premier civic performing arts centre. A Board of Management operates the Centre on the City's behalf. The Centre boasts two excellent venues, the Bluma Appel Theatre and the Jane Mallet Theatre. The Bluma Appel Theatre has an 876-seat capacity and is home to the resident CanStage Company. The Jane Mallet Theatre has a 496-seat capacity and combines the versatility of a world class concert hall and studio theatre and is home to the resident company, Music Toronto. The St. Lawrence Centre is also home to the renowned Forum, a civic public affairs program that has served the citizens of Toronto for over 30 years. The Board of Management's mission includes the statement: "As a focus of Canadian performing arts, the Centre will take a leadership role in providing Toronto residents, visitors and diverse cultural communities with a professional, service oriented, theatrical and entertainment facility."

1999 Key Service Achievements

1. During the summer months major upgrades to the facility and its operating plant were undertaken;
2. Fifty percent of the Centre's heat exchange system was replaced and upgraded;
3. The Bluma Appel Theatre lower lobby was renovated and expanded providing an extra two-hundred and fifty square feet of lobby and display space as well as enhancing the "streetscape" and external appearance of the Centre;

4. Technical improvements were undertaken and completed in the Jane Mallet Theatre, providing for an automated flying system and lighting grid, enabling the concert stage to be transformed into a studio theatre as required which greatly enhances the potential uses of this venue; and
5. A successful marketing plan was implemented, designed to attract increased corporate use of all of the Centre's facilities.

2000 Strategic Direction and Service Priorities

The year 2000 budget is the result of the successful implementation of a business plan and strategy to increase the utilization of the Centre's theatres with a mix of corporate use along with not-for-profit and commercial theatre events. The Centre is now confident that it will exceed its budgeted utilization rate and expects to be fully booked for the year. The Centre's advantage of location combined with state of the art facilities and a commitment to the highest level of customer service will continue to attract the widest possible use of the facility to the benefit of the citizens of Toronto.

HUMMINGBIRD CENTRE FOR THE PERFORMING ARTS

The Hummingbird Centre for the Performing Arts is a multi-purpose theatrical facility with current seating capacity of 3,167 seats and is located at 1 Front Street East in downtown Toronto. A Board of Directors operates the Centre on the City's behalf. The Centre strives to be acknowledged as a performing arts centre of choice for patrons, artists, and sponsors, distinguished by its excellence, excitement, relevance and innovation of national and international programming for the entertainment and enrichment of diverse audiences. The Centre is the venue for performances of the Canadian Opera Company and the National Ballet of Canada, and a wide range of other presentations of significance to the community.

1999 Key Service Achievements

1. Front line staff of the Centre received the largest number of nominations for "Tourism Toronto" awards over all other Toronto attractions;
2. Hummingbird Centre programming included:
3. La La La Human Steps
4. Hit Me With A Hot Note
5. White Oak Dance Project
6. Lyon Opera Ballet
7. Mandy Patinkin
8. Tom Waits
9. "Riverdance – The Show" graced the Centre's stage for the third straight year – total attendance 94% of capacity;
10. In excess of \$400,000 spent on Capital projects during the year, including upgrades to theatre lighting instruments, rehearsal hall floor, VIP room, public washrooms, air-handling systems, computer system and administration areas.

2000 Strategic Direction and Service Priorities

The Board of Directors of the Hummingbird Centre for the Performing Arts unveiled an exciting plan for a transformative reconfiguration of the auditorium interior of the theatre at a Press Conference on February 23, 2000.

Highlights of this renovation plan include:

1. an ability for the auditorium seating to be quickly adjusted from 2,000 to 2,800 seats as desired by users of the Centre allowing for the continued use of headline performers;
2. a natural acoustical rating in the 2,000 seat configuration of 8.5 to 10 (10 is considered perfection);
3. a more intimate auditorium seating configuration including boxes, surround seating, with no seat being more than 100 ft. from centre stage;
4. a total construction project cost of \$40 million dollars with a six to eight month completion time; and,
5. improved outer lobby space for meetings and receptions.

The Board of the Centre invite you to receive a copy of the renovation plan by contacting them at or calling at 393-7474. The Hummingbird Centre receives neither operating nor

capital financing from the City of Toronto. Thus, a zero budget is shown for 2000. The City has not included in its 2001 Outlook the Hummingbird Centre as a new lease or changes in operation would not require its budget to be included in the City budget.

TORONTO CENTRE FOR THE ARTS

The Toronto Centre for the Arts is located at 5040 Yonge Street in north Toronto and is a state-of-the-art multi-venue complex that includes the Apotex Theatre, the George Weston Recital Hall and the Studio Theatre. Toronto City Council renewed its commitment to the Centre viability by renaming it and pledging financial support through 2000. In addition, the complex includes the Museum of Contemporary Canadian Art that is managed by the Economic Development, Culture & Tourism: Arts, Culture and Heritage division.

The 1,850 seat state-of-the-art Apotex Theatre is ideal for large-scale productions ranging from musical theatre to opera. Since its opening in 1993, the Apotex Theatre has been home to several magnificent productions that have thrilled both audiences and critics. Musical hits included Tony® Award winning productions of Show Boat, Sunset Boulevard and the world premiere presentations of Ragtime and Fosse: A Celebration in Song and Dance.

The George Weston Recital Hall has a 1,032-seat capacity and is designed to accommodate a range of performance types from chamber ensembles to soloists as well as small symphonic orchestras and dance recitals. Recognized internationally, the Hall is a “classically” shaped, rectangular room that epitomizes acoustic excellence. Opened in 1993 with an inaugural concert by Dame Kiri Te Kanawa, the George Weston Recital Hall is home to the Toronto Philharmonic and the Amadeus Choir. “The concert hall itself is one of the greatest in the world.” – flutist James Galway.

The 250 seat Studio Theatre is dedicated to non-profit theatre and community arts groups. Equipped with retractable seating unit and wrap-around loges, the Studio Theatre's flexibility allows multiple seating and staging configuration perfect for a wide variety of presentations.

1999 Key Service Achievements

1. completion of the 1998/1999 concert series in the George Weston Recital Hall;
2. successful subscriber renewal campaign of the 1999/2000 concert series;
3. CBC national broadcast of seven concert series performances; and
4. secured limited run of the new musical “Swingstep”;

2000 Strategic Direction and Service Priorities

The year 2000 is a transition year for the Centre. Throughout the year major local and national performing arts organizations and companies will use all three theatres. In addition, during the first half of the year, the George Weston Recital Hall will complete the 1999/2000 concert series after which the recital hall will be used by local and national performing arts organizations and companies. In addition, during 2000 the Centre will also:

1. be maintained as a valuable asset of the City;
2. encourage access for non-profit and community performing arts groups; and
3. facilitate special events.

Service

	Gross (millions \$)	Net (millions \$)
Toronto Centre for the Arts	4,079.9	818.1
St. Lawrence Centre for the Performing Arts	1,940.5	1,092.0
Hummingbird Centre for the Arts-operating	8,131.0	0.0
Hummingbird Centre for the Arts-capital	<u>3,410.2</u>	<u>0.0</u>
Total	17,561.6	1,910.1

BUDGET HIGHLIGHTS

I. 2000 Operating Budget – Theatres

Theatres 2000 approved budget includes an additional \$11,690.5M gross and \$ 1,998.8M net over the 1999 funding level to deliver current services, as well as new services, as indicated below.

2000 Base Budget Changes

Includes \$5,871.1 reduction in gross and \$88.7 net increase in base budget changes as follows:

	Gross (000's \$)	Net (000's \$)
Toronto Centre for the Arts:		
MOCCA transferred to Culture	(113.0)	(113.0)
Stabilization draw decreased from \$2,545.0 in 1999 to \$1,378.0 in 2000	-	1,167.0
Concert series budget-1999	(4,217.9)	(1,396.4)
Concert series budget - January 1-June 30, 2000	871.4	459.4
	(3,459.5)	117.0
St. Lawrence - increase in rental income	59.7	(28.3)
Hummingbird - decrease in operating and capital expenditures and revenue	(2,471.3)	0.0
Total Base Changes	(5,871.1)	88.7

2000 New Service Changes

Includes \$1,821.1 increase in gross and \$349.9 increase in net for new service level changes from the new rental business model for the Toronto Centre for the Arts.

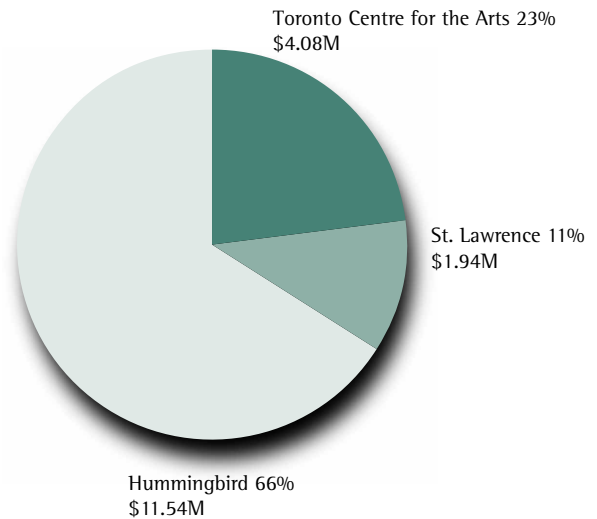
2000 Operating Budget by Theatre

The 2000 Recommended Operating Budget for the three theatres is as follows:

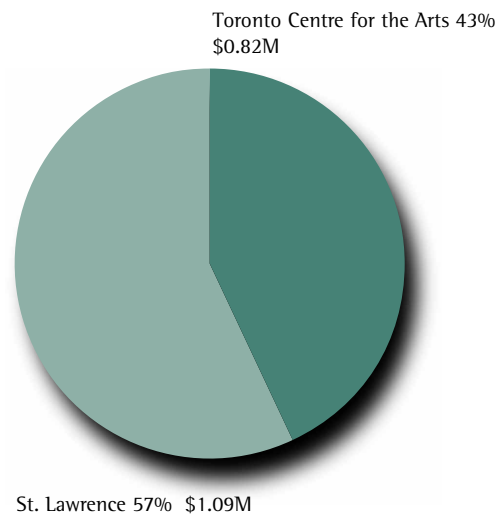
	Gross (\$000's)	Net (\$000's)
Concert Series Budget		
(January 1- June 30, 2000)	871.4	459.4
New Rental Business Model	3,208.5	1,736.7
Stabilization Reserve Draw	(1,378.0)	
St. Lawrence	1,940.5	1,092.0
Hummingbird	11,541.2	0.0
TOTAL	17,561.6	1,910.1

2000 Operating Budget – Theatres

Gross Expenditures



Net Expenditures



II. 2000 Capital Budget – Theatres

Not Applicable

TORONTO ZOO

Mission Statement

The Toronto Zoo aims to exhibit and conserve a diversity of species within the plant and animal kingdoms, while conveying a broad perspective of their zoogeographic and ecological relationships for the enjoyment of the visiting public. The Zoo serves as an educational experience and resource to promote public awareness of and involvement in conservation. Strong emphasis is placed on scientific studies for the advancement of wildlife management and for the conservation of irreplaceable genetic resources, both animal and plant.

The operation, management and maintenance of the Zoo is the responsibility of the Zoo Board of Management. The Board of Management is comprised of eleven members, including six nominees of Toronto Council and five nominees of the Toronto Zoo Foundation. The Toronto Zoo Foundation (formerly the Zoological Society of Metropolitan Toronto) is a foundation that raises funds to support education, conservation, research and capital development initiatives at the Zoo.

Program Description

The Zoo is organized into the Biology and Conservation; General Management/Administrative & Site Services Division; and Marketing and Communications divisions as follows:

- **Biology & Conservation Division**

The Biology & Conservation Division exhibits plants and animals. The division maintains the health of the animal collection through ongoing preventative medicine, reproductive research of endangered species, and economically and environmentally sound nutrition programs. Further the division maintains the plant collection to complement the animal exhibits.

- **General Management/Administrative & Site Services Division**

The General Management/Administrative & Site Services Division is responsible for: general management, human resource management; financial management; computer services; safety and security; and maintenance, repair, renovation and construction of facilities, exhibits and services on site.

- **Marketing & Communications Division**

The Marketing & Communications Division is responsible for the communications program, as well as providing all visitors to the Zoo an enjoyable, educational and valued experience. Included in Marketing and Communications are the following key activities: public relations; education; volunteer services; guest services; membership; retail sales; ride and rentals; and business development.

1999 Key Service Achievements

The following significant achievements were accomplished in 1999:

1. Celebrated the Zoo's 25th anniversary, involving visitors in the festivities by special events each summer weekend and a grand party on Sunday August 15th.
2. Opened the Indo Malaya aquaria, a 60,000 litre curved acrylic tank with over 7,000 fish specimens.
3. Began construction on the new Gorilla Tropical Rainforest, scheduled to open in August 2000.
4. Increased enrolment in the popular Zoo Camp program to 1,527 campers, resulting in an increase of 40% over the last two years.
5. Secured Shopper's Drug Mart as a corporate sponsor, participating in joint marketing programs and distributing Zoo coupons through their stores.
6. Re-launched the Social Assistance Pass program, where families on social assistance received a free pass to the Zoo to use during the fall and winter period.
7. Continued with customer service improvements including: offering a "passport" for children to stamp at exhibit locations throughout the site; a staff reward system "Silver Stars" to recognize noteworthy service; delivering service excellence training to seasonal staff; and further refining the visitor Site Map and Events Guide introduced in 1998.
8. Acquired two additional people mover trams, previously in service on the Toronto Island to add to our present fleet for the new Zoomobile circuit to be completed in 2000.
9. Completed the installation of a new computer infrastructure as part of the City's Y2K project, including desktop computers, servers, and cabling to connect the Zoo's three service buildings.

10. Established a sister zoo relationship with Seoul Grand Park Zoo in South Korea.
11. Continued with important endangered species breeding programs, including the Eastern loggerhead shrike, Vancouver Island marmot, and the black-footed ferret.

2000 Strategic Direction and Service Priorities

During the 1990's the Zoo's principal strategy was to support programs that would generate additional revenue and reduce the municipal cost of operating the Zoo, while preserving important conservation, scientific and education programs. During this period, the municipal funding was reduced from a high of \$10,017.7 thousand in 1993 to \$7,553.0 thousand in 1998, a reduction of 24.6%. The Zoo was able to make up the difference through expenditure reductions and the growth in revenue from retail, rides and several other revenue sources.

Looking to the year 2000 and beyond, this strategy no longer makes sense. Revenue sources have flat-lined and in some cases are shrinking. Costs are continuing to rise in the areas of animal food and supplies, fringe benefits, utilities and facility maintenance. Attendance has essentially remained level over the last ten years, with significant increases only in years with a "block-buster" time-limited exhibit such as the White Lions. Competition in the City has intensified, with the new mega-theatre complexes, free outdoor festivals, new attractions such as the Playdium, the Air Canada Centre, and new features such as the waterpark at Paramount Canada's Wonderland. Leisure travel to the City is declining. These are the pressures that have been considered in the preparation of the 2000 Operating Budget.

To sustain core programs, maintain an infrastructure that is now 25 years old, and meet growing visitor expectations, the Zoo must find a balance between City funding, revenues earned from site activities, and program expenditures. In 2000 to effectively achieve this balance, it will be necessary to raise admission prices to the Zoo. The Board, in September, endorsed the restructuring of the admission fees for purposes of preparing the 2000 budget.

The Zoo last increased admission prices in 1996 and an analysis of other attractions in the Greater Toronto area indicates that the Zoo is underpriced compared to these attractions. Admission revenue accounts for 55% of total site revenues and therefore is an important determinant in the financial success of the Zoo. The 2000 budget provides for a fee increase in all admission categories: adult, senior, child, and school groups.

The 2000 attendance level has been adjusted down, to reflect the actual attendance patterns over the last five years. Attendance is budgeted at 1,150,000 which is 9.7 % below the 1999 budget and 4.3% ahead of the 1999 projected actual. The admission fee increase will help to offset the loss in budgeted revenue that results from using a lower attendance figure. While it may seem optimistic to raise fees and expect attendance to hold, historically there has been no relationship between attendance and admission fees. The most important factors seem to be the quality of the experience and the weather.

The admission fee increase will be necessary to offset the loss in other revenue streams. In 1999 the Zoo tendered its food services, which has been operated by the current concessionaire since 1974. The selection process has been completed. The 2000 Budget reflects lower net food revenue in the initial years as the restaurants are modernized and to reflect start up costs. The Membership program, which experienced a 20% growth in members from 1996 to 1998, is declining slightly resulting in a drop in net revenue to the Zoo.

Contributions from the Toronto Zoo Foundation are expected to decrease in 2000 due to the Capital Campaign currently underway which, based on past experience, will attract donations away from annual fundraising. As well, in 1998 the Foundation made a \$4.0 million contribution to the African Savanna, which resulted in a loss of operating revenue from the interest on these funds. The Foundation is still working to replace this operating revenue. Corporate Sponsorship revenue has been reduced to reflect the actual experience over the last few years. This is a very competitive field, and while the Zoo has been successful in securing several medium-sized sponsorships, "principal" sponsors with larger cash support to underwrite programs have been elusive.

The Zoo's success in 2000 will largely depend on the marketing campaign. The marketing budget has remained relatively constant since 1997 which means it is a challenge for the Zoo to be heard in this competitive marketplace. The "passport" program provided free to children in 1999, will continue in 2000.

Visitor satisfaction is critical for long term survival in the attractions industry and for the last four years a program has been in place to improve customer service at the Zoo. These efforts will continue into 2000 and will include: service excellence training for all staff; on site visitor surveys; improvements to signage; expanding food service choices; and even more emphasis on site cleanliness.

With the completion of the new Zoomobile route, the Zoo will greatly improve the visitor experience on this ride. This is the first phase of a seven year program of capital improvements to make the site more visitor friendly.

To keep visitors returning to the Zoo, it is essential to maintain our buildings and grounds in good condition. The 2000 Budget includes funds for smaller maintenance items as well as a few larger projects.

The Zoo will continue to upgrade various automation systems including admissions and retail point-of-sale systems and implement the conversion to the financial SAP software in use at the City.

The Zoo began a strategic planning process in 1999 that will continue into 2000. This extensive planning exercise will address where the Zoo is going and what kind of Zoo we should be. The process will determine the appropriate balance of resources among our stated priorities and present City Council with a clear set of choices for funding the Zoo in the future. The Zoo's current five year business plan will be updated to reflect this strategic direction.

BUDGET HIGHLIGHTS

I. 2000 Operating Budget – Toronto Zoo

Zoo 2000 approved budget includes an additional \$ (616.2)M gross and \$ 0M net over the 1999 funding level to deliver current services, as well as new services, as indicated below.

2000 Base Budget Changes

Includes \$858.5 reduction in gross and \$138.7 net decrease in base budget changes as follows:

	Gross (000's \$)	Net (000's \$)
Revenue:		
Admissions-rate increase-\$1.00 all admission categories, last increase 1996	-	(746.0)
Admissions-volume decrease 1999 budget to 2000 attendance budget	-	1,096.0
Parking-rate increase-\$1.00, last increase 1992	-	(211.0)
Parking-volume decrease 1999 budget to 2000 budget	-	75.0
Restaurant revenue contribution-decrease	-	310.0
Other revenue decreases	-	245.8
		<u>769.8</u>
Expenses:		
Utility cost increase	89.0	89.0
Capital projects under \$50,000	50.0	-
Other expense reductions	(997.5)	(997.5)
Total Base Changes	(858.5)	(138.7)

The 2000 Base Budget of \$21,941.5 gross is \$69.5 greater than the 1999 actual expenses of \$21,872.0 shown in appendix A and C. Based upon the recently completed audit of the Zoo's 1999 results, the final gross expenditures of the Zoo for 1999 have been reduced to \$21,775.4. Accordingly, the 2000 Recommended Base Budget is \$166.1 greater than the 1999 audited expenses.

2000 New Service Changes

Includes \$242.3 increase in gross and \$138.7 net increase for new service level changes primarily resulting from the following:

	Gross (000's)	Net (000's)
Expansion of Zoo mobile fleet	63.4	(36.6)
General maintenance	77.8	77.8
Gorilla Tropical Rainforest	69.8	69.8
Waste management costs	31.3	31.3
Other	-	(3.6)
Total New Service Changes	242.3	138.7
Total Base and New Changes	(616.2)	0.0

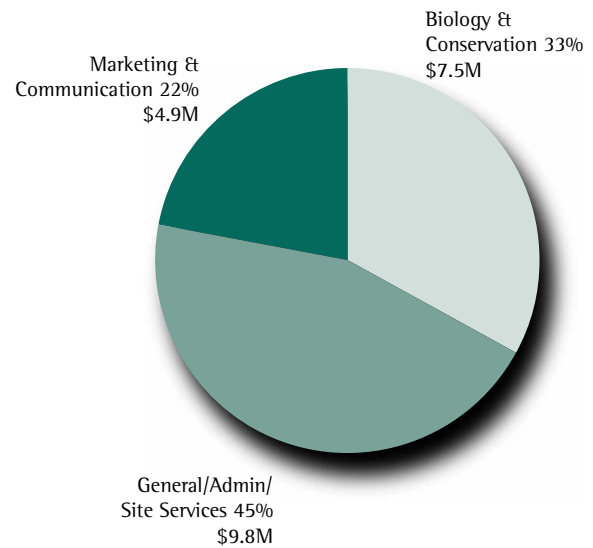
2000 Operating Program Summary by Service

Toronto Zoo (Consolidated)

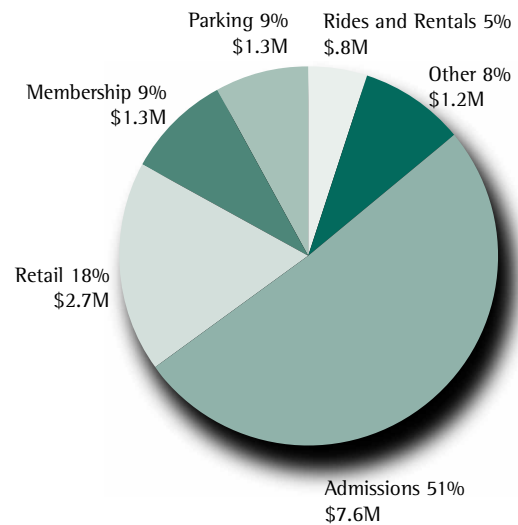
SERVICE	1999 Budget \$	2000 Approved \$	Change from 1999 Budget \$	%
Biology and Conservation	7,329.2	7,405.2	76.0	1.0
Marketing and Communications	5,287.0	4,948.7	(338.3)	(6.4)
General Management/Administrative & Site Services	10,183.8	9,829.9	(353.9)	(3.5)
TOTAL GROSS EXPENDITURES	22,800.0	22,183.8	(616.2)	(2.7)
Grants from Others	0.0	0.0	0.0	NA
Interdepartmental Recoveries	0.0	0.0	0.0	NA
User Fees	15,525.0	14,858.8	(666.2)	(4.3)
Other	0.0	50.0	0.0	NA
TOTAL REVENUES	15,525.0	14,908.8	(616.2)	(4.0)
TOTAL NET EXPENDITURES EXCLUDING CAPITAL FINANCING	7,275.0	7,275.0	0.0	0.0
STAFFING COMPLEMENT				
Total Program (in Equivalent Funded Positions)	330.1	319.1	(11.0)	(3.3)

2000 Operating Budget – Toronto Zoo

Gross Expenditures



Revenue Expenditures



II. 2000 Capital Budget – Toronto Zoo

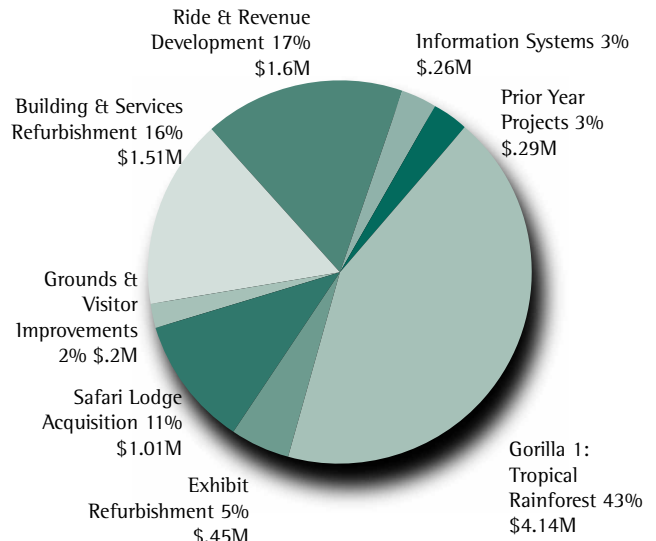
Total 2000 Gross Budget is \$9.5 million [1999 Budget - \$5.6m]

- \$4.1 million is for the new Gorilla Exhibit, the African Tropical Rainforest (prior yr. project).
- \$1.5 million will refurbish buildings and services.
- \$1.6 million will improve visitor circulation and the Zoo-mobile for visitor transportation.
- \$2.3 million is for miscellaneous projects such as exhibit refurbishing, food service & information systems.

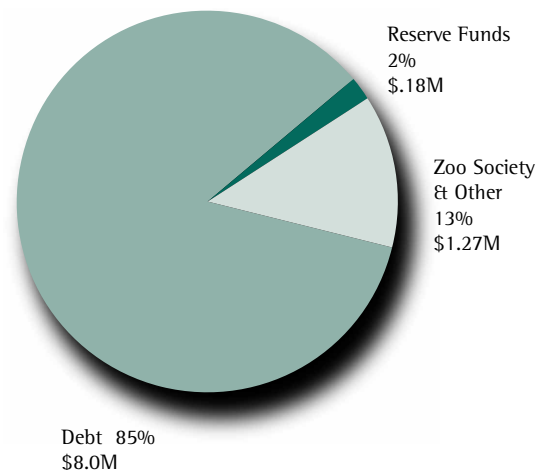
5 Year Capital Works Plan

	APPROVED		COMMITMENTS			
NEW/CHANGE IN SCOPE PROJECTS	2000	2001	2002	2003	2004	Total
Exhibit Refurbishment	270					270
Ride & Revenue Development	100	878				978
Information Systems	260					260
Grounds and Visitor Improvement	200					200
Building & Services Refurbishment	1,511					1,511
Safari Lodge Acquisition	1,010					1,010
NEW/CHANGE IN SCOPE PROJECTS	<u>3,351</u>	<u>878</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>4,229</u>
PREVIOUSLY APPROVED PROJECTS	<u>6,105</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>6,105</u>
TOTAL PROGRAM	<u>9,456</u>	<u>878</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>10,334</u>

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.

Program Description

The Arena Boards of Management are outside agencies managed by boards appointed by Council and are responsible for the operation and programming of eight arenas in the former Borough of East York and City of Toronto.

There are seven arena Boards of Management in the former City of Toronto and one, Leaside Memorial Community Gardens, in the former Borough of East York. In addition to indoor arenas, these Boards provide other facilities and services, such as outdoor artificial ice rinks, banquet and meeting facilities, and operate hockey leagues. Leaside Gardens also provides a swimming pool operated and programmed by Parks and Recreation, and funds capital expenditures out of its operating budget.

1999 Key Service Achievements

1. continued to provide a high level of service to Toronto sport and recreational hockey and skating organizations, including local and in-house hockey associations and leagues, skating clubs and schools to meet community needs

2000 Strategic Directions and Service Priorities

The Arena Boards of Management are in business to do the following:

- A) Provide equitable access to high quality indoor and outdoor ice sport recreational opportunities.

To do this we will:

1. Maintain physical facilities at a high standard
2. Maintain a high level of responsiveness to community needs
3. Provide a high standard of public service to the community
4. Ensure that program offerings reflect present and emerging community interests and requirements

- B) Efficiently and effectively manage operations without imposing operating costs on the taxpayer.

To do this we will:

1. Minimize operating expenditures by using the best management practices available
2. Pursue present and emerging revenue opportunities to minimize support from the taxpayer
3. Pursue opportunities to provide new or improved programs or services in response to emerging community needs
4. Maximize opportunities to generate supplementary revenues from accessory operations to support arena operations

Arena Boards of Management

BUDGET HIGHLIGHTS

I. 2000 Operating Budget – Arena Boards of Management

Arenas 2000 approved budget includes an additional \$ 26.4M gross and \$ 0M net over the 1999 funding level to deliver current services, as well as new services, as indicated below.

2000 Base Budget Changes

Reduced expenditures and revenues of \$26.4 thousand gross and \$0.0 thousand net in base budget changes:

	Gross (\$000s)	Net (\$000s)
- reductions staffing levels and wage rates	(12.8)	(12.8)
- reduced equipment, materials and supplies	(24.4)	(24.4)
- increased cost of utilities and repairs	5.1	5.1
- increased cost of capital financing	5.7	5.7
- decreased ice rental and accessory revenue	0.0	26.4
Total Base Changes	26.4	0.0

2000 New Service Changes

No new service changes were approved for 2000.

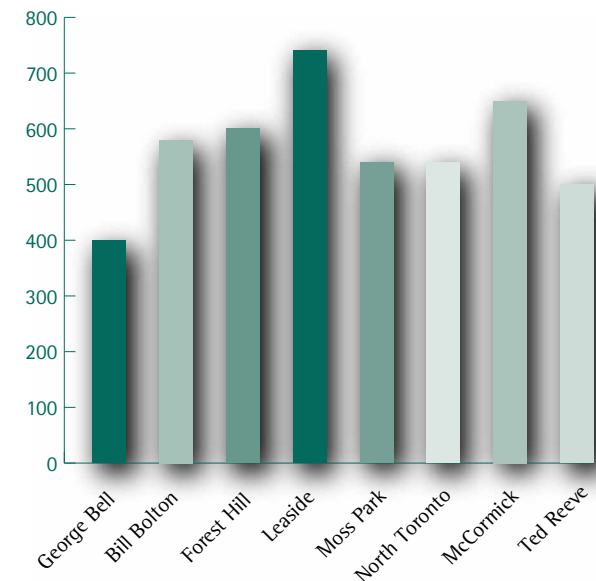
2000 Operating Program Summary by Service

Arena Boards of Management (Consolidated)

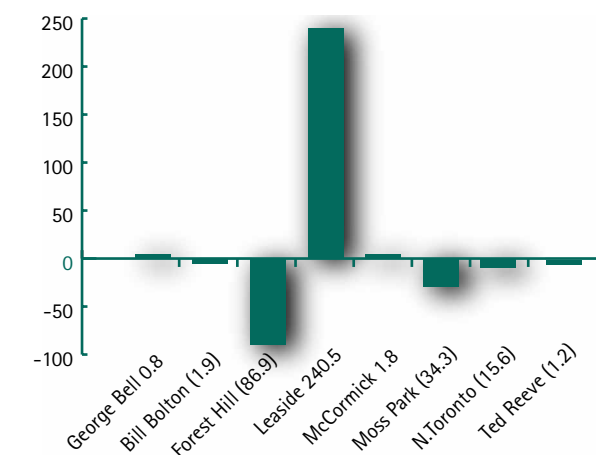
SERVICE	1999 Budget \$	2000 Approved \$	Change from 1999 Budget \$	%
TOTAL GROSS EXPENDITURES	4,339.7	4,313.3	(26.4)	(0.6)
Grants from Others	0.0	0.0	0.0	0.0
Interdepartmental Recoveries	103.4	103.4	0.0	0.0
User Fees	3,180.1	3,149.0	(31.1)	(1.0)
Other	952.0	956.7	4.7	0.5
TOTAL REVENUES	4,235.5	4,209.1	(26.4)	(0.6)
TOTAL NET EXPENDITURES INCLUDING CAPITAL FINANCING	104.2	104.2	0.0	0.0
STAFFING COMPLEMENT				
Total Program (in Equivalent Funded Positions)	72.0	71.0	5.7	10.3

2000 Operating Budget – Arena Boards of Management

Gross Expenditures



Net Expenditures



II. 2000 Capital Budget – Arena Boards of Management

Not Applicable

TORONTO HOUSING COMPANY

Mission Statement

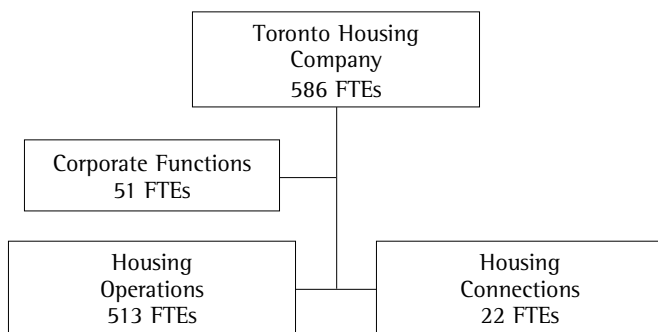
The Toronto Housing Company provides high quality housing environments for low and moderate income tenants. The company is committed to healthy and sustainable tenant communities, in which tenants and staff see their diversity as their strength and tenants participate fully in shaping their communities.

Program Description

The Toronto Housing Company was created on January 1, 1999 through the amalgamation of City of Toronto Non-Profit Housing Corporation (Cityhome) and the Metropolitan Toronto Housing Company Limited (MTHCL). The Company provides rent-geared to income as well as market rent housing for more than 28,500 affordable housing units in over 220 locations.

The Toronto Housing Company is composed of three service areas: Corporate Functions, Operations and Housing Connections.

Program Map



1999 Key Services Achievements

1. Toronto Housing Company Inc. created on January 1, 1999.
2. consolidated and created new Corporate and Shared Service unit structure for the new company.
3. created a new decentralized property management model in which Community Operating Units (COUs) are the local management units, managing between 1,600 and 2,100 units of housing. Each of these 16-18 Community Operating Units are responsible for service delivery to tenants and are accountable for meeting cost and service targets. They will be supported by 3 Divisional offices during the transition period along with the Shared Service units.
4. consolidated office space resulting in annualised lease cost reduction of \$1.2 million.
5. developed and implemented a new tenant participation system to allow input to decision making at all levels in the Company.

2000 Strategic Direction and Service Priorities

1. Continued decentralization of operations and development of alternative service delivery models in conjunction with tenant communities in order to improve service delivery to tenants.
2. To reduce operating costs and increase revenues by \$3.4 million (gross/\$0 net), as the second phase of the 5 year goal to reduce subsidies by \$300 per unit
3. To implement a comprehensive performance management system which links individual, unit and corporate performance, and establishes performance benchmarks for all Company functions in order to provide improved accountability.
4. To develop long term strategies for capital investment in the Company housing stock in order to ensure long term preservation of real property assets.

BUDGET HIGHLIGHTS

I. 2000 Operating Budget – Toronto Housing Co.

Housing 2000 approved budget includes an additional \$15.435M gross and \$(2.389)M net over the 1999 funding level to deliver current services, as well as new services, as indicated below.

2000 Base Budget Changes

Includes \$2.530 million gross decrease and \$0 net for base budget changes:

	Gross (millions \$)	Net (millions \$)
- Amalgamation and Office Consolidation	(4.210)	0.0
- Salary Adjustment	(0.141)	0.0
- Inflationary Increases (Natural Gas)	1.821	0.0
Total Base Changes	(2.530)	0.0

2000 New Service Changes

Includes \$8.258 million gross increase and \$0 net for new service level changes primarily resulting from 1999 approved Board directions:

	Gross (millions \$)	Net (millions \$)
- Acquisition of 2 new non-profit housing projects	3.584	0.0
- Provision of Cable TV	4.674	0.0
Total New Changes	8.258	0.0
Total Base and New Changes	5.728	0.0

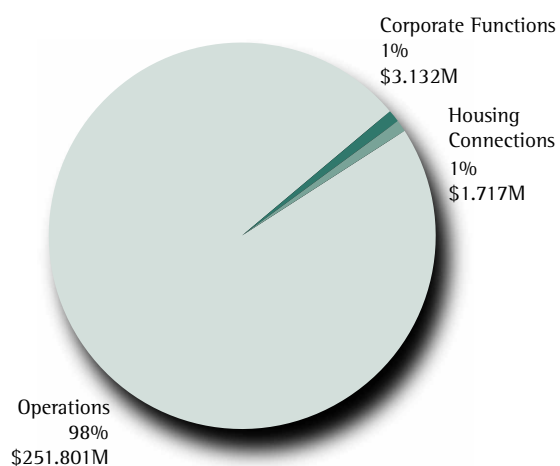
2000 Operating Program Summary by Service

Toronto Housing Company (Consolidated)

	1999 Budget \$	2000 Approved \$	Change from 1999 Budget \$	%
SERVICE				
Corporate Functions	3,466.7	3,132.2	(334.5)	(9.6)
Operations	245,750.8	251,952.2	6,201.4	2.5
Housing Connections	1,855.7	1,716.9	(138.8)	(7.5)
TOTAL GROSS EXPENDITURES	251,073.2	256,801.3	5,728.1	2.3
Grants from Others	120,040.6	114,400.0	(5,640.6)	(4.7)
Interdepartmental Recoveries	0.0	0.0	0.0	NA
User Fees	131,032.6	142,401.3	11,368.7	8.7
Other	0.0	0.0	0.0	NA
TOTAL REVENUES	251,073.2	256,801.3	5,728.1	2.3
TOTAL NET EXPENDITURES EXCLUDING CAPITAL FINANCING	0.0	0.0	0.0	NA
STAFFING COMPLEMENT				
Total Program (in Equivalent Funded Positions)	626.0	586.0	(40.0)	(6.4)

2000 Operating Budget – Housing Company

Gross Expenditures



II. 2000 Capital Budget – Toronto Housing Co.

Not Applicable

TORONTO AND REGION CONSERVATION AUTHORITY (TRCA)

Mission Statement

The Toronto and Region Conservation Authority is a provincial/municipal partnership established in 1957 under the Conservation Authorities Act. The Authority 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 the acquisition of conservation and hazard lands; and
- enhance the quality and variety of life in the community by using its lands for inter-regional outdoor recreation, heritage preservation and conservation education.

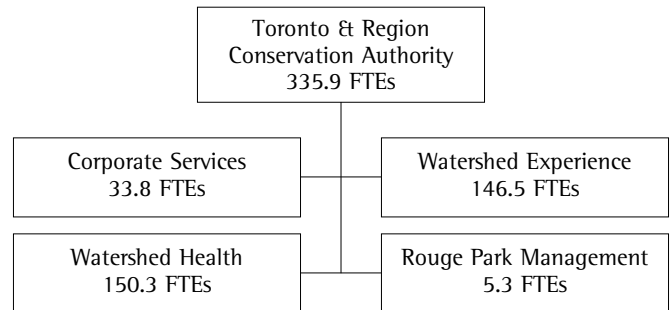
The following facts illustrate the regional nature of TRCA's area of jurisdiction and mandate:

- total area of jurisdiction: 3,647 square kilometres of which Toronto comprises 632 square kilometres, or 18%;
- population of approximately 3.4 million (36% of Ontario) of which approximately 2.2 million or 64% are Toronto residents;
- politically, includes all of Toronto and major portions of the Regions of Peel, York and Durham, as well as, the Townships of Mono and Adjala-Tosorontio;
- nine watersheds stretching from Lake Ontario in the south to as far north as Highway 9 including some of the most heavily urbanized areas in Canada;
- includes 42 kilometres of Lake Ontario shoreline stretching from Mississauga to Ajax; and
- over 32,000 acres of conservation and hazard land in ownership on behalf of residents.

Program Description

TRCA comprises four services areas: Corporate Services, Watershed Health, Watershed Experience and Rouge Park Interim Management.

Program Map



1999 Key Service Achievements

1. Watershed Strategies: received prestigious "Canadian Heritage River Systems" designation for Humber River; initiated strategy and task force for Etobicoke-Mimico watershed; continued implementation of the "40 Steps to a New Don" and the "Humber Legacy" action plans;
2. as part of the regional groundwater management, developed low flow water management strategy for regional watercourses;
3. hosted and coordinated Climate Change workshop on behalf of provincial, regional, and City staff connected with this issue;
4. the Geographical Information System group coordinated ortho-digital air photo mapping exercise on behalf of TRCA, City of Toronto, and regional municipalities;
5. integrated new provincial curriculum requirements into environmental education programs at Conservation Field Centre and Kortright Centre, and in heritage education programs at Black Creek Pioneer Village;
6. developed by fundraising office: "The Living City" – a blueprint for sustainability in an urban environment, as a basis for a large scale fundraising initiative and as a framework for measuring environmental accomplishments by the TRCA;
7. established Eco-tourism programming at Kortright Centre and Conservation Areas as revenue-generating initiatives;
8. completed revenue-generating business analysis for Black Creek Pioneer Village, and recovered about 20,000 visitors over 1998; and
9. delivered erosion and flood control risk management including water control structure maintenance and flood warning.

2000 Strategic Direction and Priorities

The Authority's strategic direction builds on the first three-year Business Plan which was initially adopted in 1997 and completed in 1999. The new three-year Plan will continue the directions and strategies initiated in 1997. The 1997 to 1999 Plan concentrated on ensuring the capability of delivering programs and services by business unit and the new plan will be based on the following objectives:

1. to ensure that all business units are integrated in order to deliver on the new vision. Performance measures will be developed which will allow the Authority to measure the level of integration over the life of the Plan;
2. to identify how each business unit will achieve its self-sufficiency target set in the old plan and defined as break-even strategy;
3. to identify how each business unit will grow beyond the "break even" goal and what level over the life of the Plan. This begins the important shift to new strategies that will generate net revenues which can be reinvested in the business;
4. to identify various efficiency measures which can be used to determine how well the various programs are being delivered so that changes can be made if necessary; and
5. to identify ways in which the Authority can ensure that they are providing programs and services that are relevant to their funding partners, their customers and the public. This will require them to think about mechanisms to better understand their customers and potential customers and to ensure they provide programs that are consistent with the public's expectation around environment programs or recreational facilities.

BUDGET HIGHLIGHTS

I. 2000 Operating Budget – TRCA

TRCA 2000 approved budget includes an additional \$ 1.26M gross and \$ 0M net over the 1999 funding level to deliver current services, as well as new services, as indicated below.

2000 Base Budget Changes

Includes \$0.110M gross and net zero for base budget changes:

	Gross (millions \$)
Reduction in the office equipment budget	(0.200)
Small capital projects transferred to Operating	0.310
Total Base Changes	0.110

2000 New Service Changes

Includes \$1.150M gross and net zero for new services:

	Gross (millions \$)
Operating impact of an approved 2000 capital project	0.200
Additional staffing in 2000	0.537
Programming changes at Black Creek Pioneer Village	0.413
Total New Changes	1.150
Total Base and New Changes	

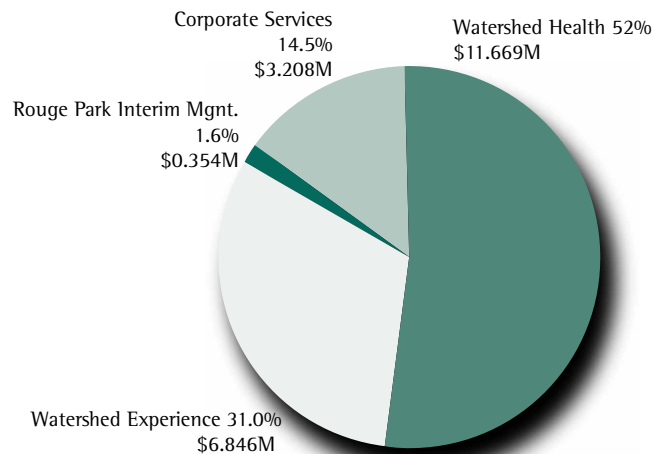
2000 Operating Program Summary by Service

The Toronto Et Region Conservation Authority (Consolidated)

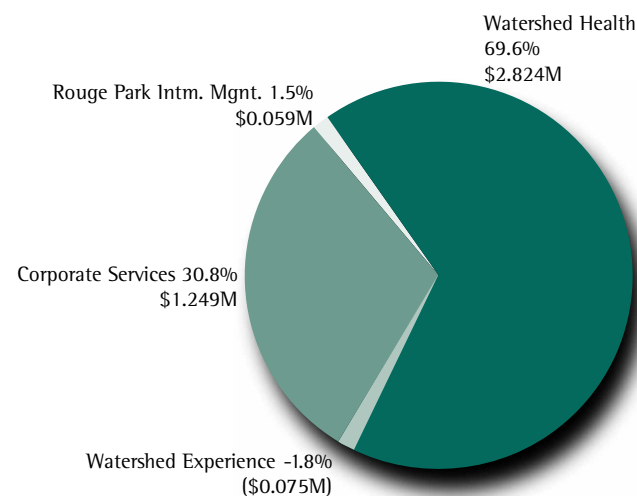
	1999 Budget \$	2000 Approved \$	Change from 1999 \$	%
SERVICE				
Corporate Services	2,926.3	3,208.2	281.9	9.6
Watershed Health	11,288.8	11,668.7	379.9	3.4
Watershed Experience	6,349.0	6,845.5	496.5	7.8
Rouge Park Interim Management	252.0	353.6	101.6	40.3
TOTAL GROSS EXPENDITURES	20,816.1	22,076.0	1,433.1	6.9
Grants from Others	979.3	910.3	(69.0)	(7.0)
Interdepartmental Recoveries	0.0	0.0	0.0	NA
User Fees	12,686.6	13,495.0	808.4	6.4
Other	3,093.1	3,613.7	520.6	16.8
TOTAL REVENUES	16,759.0	18,019.0	1,260.0	7.5
TOTAL NET EXPENDITURES EXCLUDING CAPITAL FINANCING	4,057.1	4,057.0	(0.1)	(0.0)
STAFFING COMPLEMENT				
Total Program (in Equivalent Funded Positions)	323.0	335.9	16.1	5.0

2000 Operating Budget – TRCA

Gross Expenditures



Net Expenditures



II. 2000 Capital Budget – TRCA

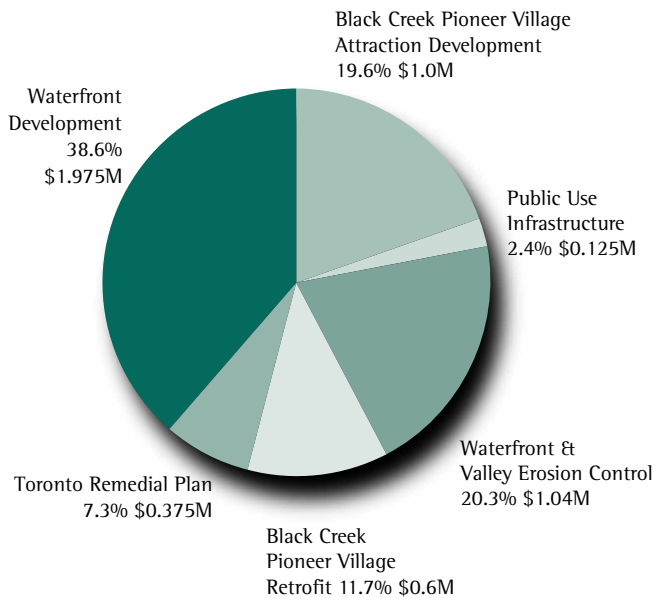
Total 2000 Gross Budget is \$5.1 million [1999 Budget – \$4.3M]
Rationale for year-over-year difference: New projects – Black Creek Pioneer Village projects to address the backlog of maintenance needs and to provide strategic infrastructure enhancements.

- New and On-going Projects: \$1 million for Waterfront and Valley Erosion Control; \$2 million for Waterfront Development; \$0.4 million for Toronto Remedial Plan; \$1.6 million for Black Creek Pioneer Village Retrofit and Attraction Development; and \$0.1 million for Public Use Infrastructure.

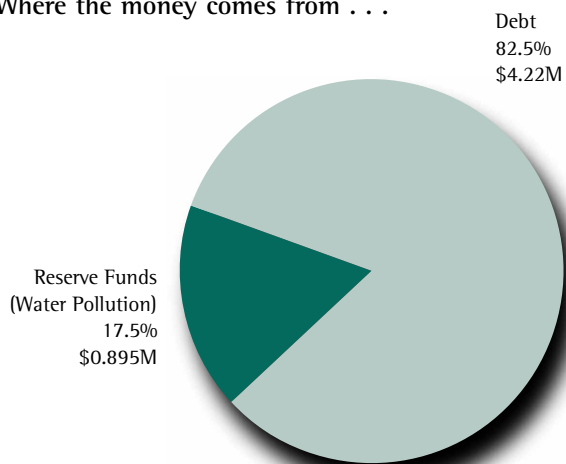
5 Year Capital Works Plan

	APPROVED		COMMITMENTS			
NEW/CHANGE IN SCOPE PROJECTS	2000	2001	2002	2003	2004	Total
PUBLIC USE INFRASTRUCTURE	125					125
WATERFRONT & VALLEY EROSION CONTROL	1,040					1,040
BLACK CREEK PIONEER VILLAGE RETROFIT	600					600
TORONTO REMEDIAL PLAN (New 2000-2004 Phase)	375					375
WATERFRONT DEVELOPMENT (New 2000-2004 Phase)	1,975					1,975
BLACK CREEK PIONEER VILLAGE ATTRACTION DEVELOPMENT	<u>1,000</u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u>1,000</u>
NEW/ CHANGE IN SCOPE PROJECTS	5,115	-	-	-	-	5,115
PREVIOUSLY APPROVED PROJECTS	<u>-</u>	<u>1,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,000</u>
TOTAL PROGRAM	<u>5,115</u>	<u>1,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>6,115</u>

Where the money goes . . .



Where the money comes from . . .

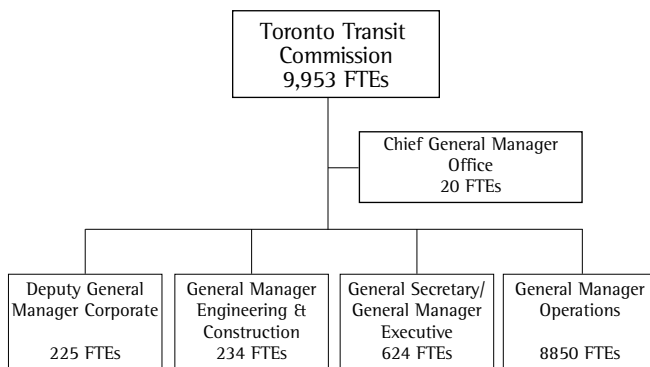


TORONTO TRANSIT COMMISSION

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



1999 Key Service Achievements

TTC Conventional

For 1999, ridership was 392.6 million, 1.0% higher than 1998 (388.7 million) but a reduction of 0.4% compared to the 1999 budget of 394.0 million. The -0.4% variance to budget is primarily due to a TTC labour strike that closed service completely for two days (April 19 and 20) and resulted in only partial service for April 21. During the three-day period alone, ridership was 3.1 million lower than budget. A further 446,000 rides were lost in the remaining 10 days of period 4 following the strike, as the lingering impacts of the strike and the discussions about a fare increase further disrupted ridership trends. TTC Conventional ended 1999 with an operating surplus of \$7.2 million which was added to the TTC stabilization reserve fund.

Wheel-Trans

Demand eroded slightly in 1999 compared to 1998, 1.433 million versus 1.468 million respectively. The erosion in demand was mainly due to the labour strike and severe winter weather conditions. However, the year average unaccommodated rate improved by 0.8% to 2.3% in 1999 from 3.1% in 1998. High cancellation rates and poor sedan taxi schedule adherence prevented us to achieve the 1999 target of 2.0%. Wheel-Trans ended 1999 with a \$0.8 million operating surplus and it was added to the TTC Stabilization reserve fund.

2000 Strategic Direction and Service priority

TTC Conventional

Ridership has been growing for the last three years. As employment and economic activity in the Toronto area are expected to grow by about 3% in 2000, correspondingly, ridership is projected to grow in 2000 by about 3.2% compared to 1999 actual, from 392.6 million to 405.0 million riders. Beyond the year 2000, ridership projections suggest growth of around 1% or so per year, resulting in an estimate of about 410 million passengers in 2001 and 415 million in 2002.

The 2000 Operating Budget includes \$6.5 million (\$11.4 million annualized) over the 1999 actual for service improvements to be implemented in two phases.

Phase I (\$5.2 million/\$8.0 million annualized) is aimed at increasing the capacity to accommodate 405 million riders and includes adding six subway trains off-peak service (\$3.6 million/\$5.0 million annualized) and fourteen buses plus four streetcars (\$1.6 million/\$3.0 million annualized).

Phase II commencing September 2000 is geared to serving the 2001 ridership projection of 410 million and includes \$1.3 million (\$3.4 million annualized) for additional subway/RT/surface services.

Wheel-Trans

In 2000, Wheel-Trans eligibility criteria will continue to identify those individuals who require accessible transit service based on a person's physical functional mobility limitations. New applicants approved for service are expected to increase the registrant base from 18,200 in 1999 to 20,800 by year-end 2000.

Consistent with the Accessible Transit Services Plan (1998-2002), accessible and sedan taxi contractors provide approximately 45% of Wheel-Trans scheduled trips. Unfortunately, the performance of some contractors has deteriorated to an unacceptable level with significant delays to service occurring on a daily basis. Wheel-Trans has both cancelled contracts in the past and more recently adjusted the service levels of specific firms in order to improve overall service. An additional \$0.9 million is included in the 2000 Operating Budget for provision of extra buses and accessible taxi services.

As a result of insufficient vehicles available to completely accommodate the shortfall, the unaccommodated rate will increase to 3-4% for the period of January to June 2000 and then decrease to 2% for the remainder of the year as additional accessible small capacity vehicles become available. The overall unaccommodated rate for 2000 will be 2.6%.

BUDGET HIGHLIGHTS

I. 2000 Operating Budget – Toronto Transit Commission

Toronto Transit Commission 2000 approved budget includes an additional \$ 39.999M gross and \$ 7.964M net over the 1999 funding level to deliver current services, as well as new services, as indicated below.

2000 Base Budget Changes

	Gross (millions \$)	Net (millions \$)
Wheel-Trans:		
- Base wage settlement	.779	.779
- Staffing changes & Other	(.374)	(.434)
- Draw from Stabilization Reserve Fund		(.800)
Total	.405	(.455)
TTC Conventional		
- Base wage settlement	20.400	20.400
- Inflationary increase (Gas/Fuel/Supplies)	5.978	5.978
- Impact of low floor buses	2.756	2.756
- Staffing Changes & Other	.118	.118
- Impact of 1999 fare increase		(27.000)
- Base revenue changes (Advertising)		(3.191)
- Draw from Stabilization Reserve Fund		(3.400)
Total Base Changes	29.252	(4.339)

2000 New Service Changes

Wheel-Trans:		
- Operating impact of capital projects	(.070)	(.070)
- Contract services	.946	.946
- Ridership erosion		.050
Total	.876	.926
TTC Conventional		
- New Services	6.500	6.500
- Improved services	4.247	4.247
- Base revenue change (ridership growth)		(14.372)
Total New Changes	10.747	(3.625)
Total Base and New Changes	<u>39.999</u>	<u>(7.964)</u>

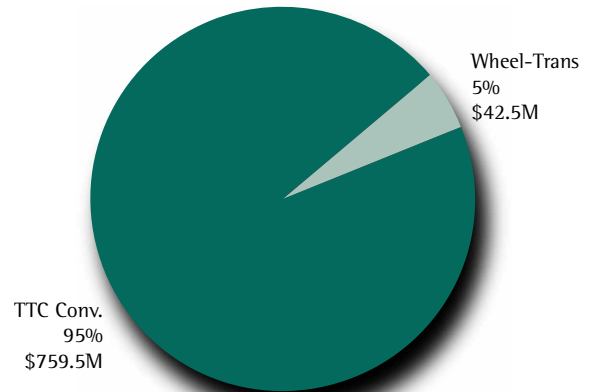
2000 Operating Program Summary by Service

Toronto Transit Commission

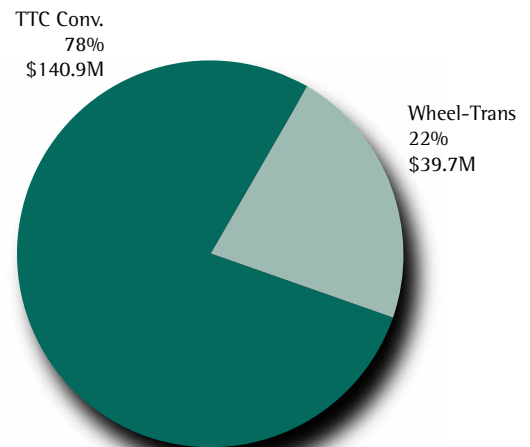
	1999 Budget \$	2000 Approved \$	Change from 1999 \$	%
SERVICE				
TTC Conventional	719,545.0	759,544.1	39,999.1	5.6
Wheel-Trans	41,175.7	42,456.8	1,281.1	3.1
TOTAL GROSS EXPENDITURES	760,720.7	802,000.9	41,280.2	5.4
Grants from Others	0.0	0.0	0.0	NA
Interdepartmental Recoveries	0.0	0.0	0.0	NA
User Fees	570,963.8	617,166.1	46,202.3	8.1
Other	1,628.6	4,200.0	0.0	0.0
TOTAL REVENUES	572,592.4	621,366.1	48,773.7	8.5
TOTAL NET EXPENDITURES EXCLUDING CAPITAL FINANCING	188,128.3	180,634.8	(7,493.5)	(4.0)
STAFFING COMPLEMENT				
Total Program (in Equivalent Funded Positions)	9,782.0	9,834.0	52.0	0.5

2000 Operating Budget – Toronto Transit Commission

Gross Expenditures



Net Expenditures



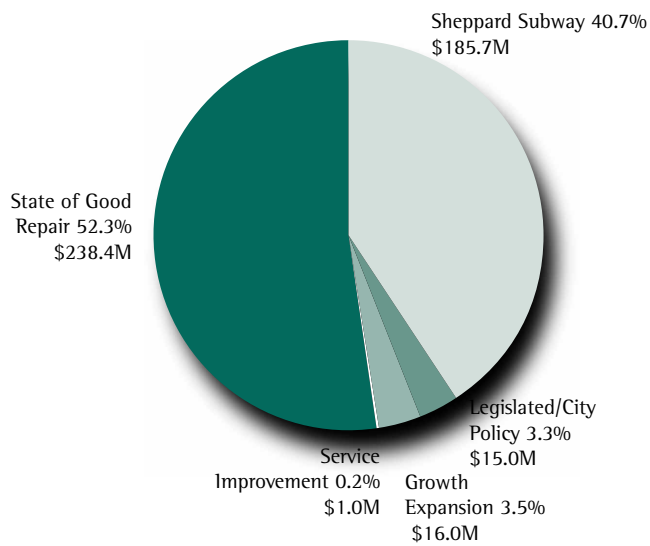
II. 2000 Capital Budget – TTC

- Extraordinary Program - \$185.7 million: The Sheppard Subway project is well underway. The project is anticipated to be complete on time and budget, opening in 2002;
- Subway & Surface Track maintenance/replacement \$20.7 million;
- Signals, Electrical and Communications Projects combined \$14.6 million;
- Buildings and Structures including \$16 million for Bus Garage Replacement; \$14.4 million for Bridges and Tunnels; \$16.4 million Transit Control Centre (completed by 2003);
- \$115.8 million for vehicles including \$60.9 million for 372 T1 Subway Cars (ongoing program with 80 cars delivered in 2000);
- Other State-of-Good Repair Projects \$28.1 million.

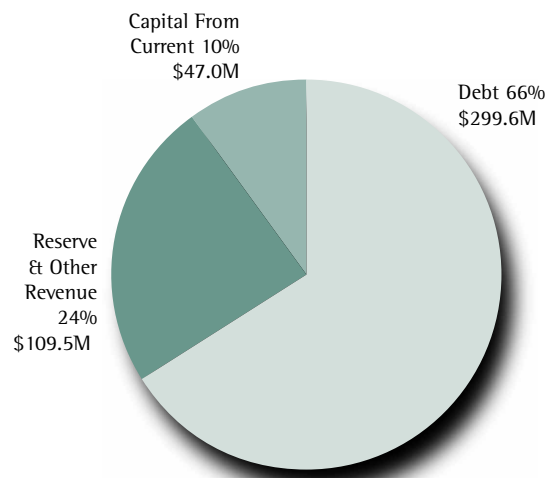
5 Year Capital Works Plan

NEW/CHANGE IN SCOPE PROJECTS	APPROVED	COMMITMENTS				Total
	2000	2001	2002	2003	2004	
Yards and Roads - Various	2,038	0	0	0	0	2,038
Bus Overhaul Program	1,190	0	0	0	0	1,190
Tool & Shop Equipment	1,565	0	0	0	0	1,565
Fare Handling Equipment	1,696	201	268	214	116	2,495
Replacement of 40' Diesel Buses or Equivalent	113	0	0	0	0	113
Subway Track	7,121	4,414	0	0	0	11,535
Surface Track	13,534	15,985	0	0	0	29,519
Traction Power - Various	4,800	4,808	0	0	0	9,608
Reconstruction of Streetcar Overhead	870	0	0	0	0	870
Roofing Rehabilitation	552	1,799	0	0	0	2,351
Subway Escalator Over. & Replacement	3,397	0	0	0	0	3,397
Structural Paving Rehabilitation	1,120	0	0	0	0	1,120
On-Grade Paving Rehabilitation	215	0	0	0	0	215
Bridges and Tunnels - Various	14,428	8,634	0	0	0	23,062
Maintenance Joint TTC/Metro Bridge	646	956	0	0	0	1,602
Harvey Shop Renovations	1,900	0	0	0	0	1,900
Bus Heavy Rebuild Program - 12 Year	13,584	11,669	0	0	0	25,253
Subway Car Overhaul Program	2,346	2,400	0	0	0	4,746
Automotive Non-Revenue Vehicles	1,686	1,899	0	0	0	3,585
Computer Equipment & Software	15,167	7,318	0	0	0	22,485
Other Furniture & Office Equipment	359	0	0	0	0	359
Other Service Planning	700	676	0	0	0	1,376
Transit Shelter & Loops	550	0	0	0	0	550
New Bus Garage Property	8,000	0	0	0	0	8,000
Other Buildings & Structures Projects	1,875	2,375	0	0	0	4,250
Bus Heavy Rebuild Program - 18 Year	16,446	9,812	0	0	0	26,258
Other Maintenance Equipment	948	791	0	0	0	1,739
Unspecified Reduction	(5,000)	0	0	0	0	(5,000)
Power Dist./Electric Systems - Various	0	2,443	2,230	1,755	1,705	8,133
Communications - Various	1,810	1,982	705	1,527	2,775	8,799
Fibre Optics and Subway Comm.	100	0	0	0	0	100
Subway Signal System Alterations	0	0	0	3,540	5,710	9,250
Finishes - Various	998	448	441	550	2,894	5,331
Equipment - Various	0	0	301	885	1,832	3,018
Queens Quay Streetcar Connection	300	0	0	0	0	300
Transit Control Centre	0	991	11,596	700	0	13,287
Birchmount Garage Renovations	1,550	1,050	0	0	0	2,600
SRT Car Overhaul Program	0	0	0	1,281	0	1,281
Rail Non-Revenue Vehicle Overhaul	711	795	0	104	326	1,936
NEW/CHANGE IN SCOPE PROJECTS	117,315	81,446	15,541	10,556	15,358	240,216
PREVIOUSLY APPROVED PROJECTS	338,801	131,964	49,561	18,192	5,375	543,893
TOTAL PROGRAM	456,116	213,410	65,102	28,748	20,733	784,109

Where the money goes . . .



Where the money comes from . . .



TORONTO POLICE SERVICES

The 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 Description

The Toronto Police Service provides policing activities and assists communities to maintain Toronto as a safe environment for its citizens and visitors. Under the Ontario Police Act, police services in Ontario are mandated to conform to Adequacy Standards as of January 1, 2000 in the continued pursuit of a high level of policing excellence. Toronto Police Service will be reporting on these initiatives in 2000 including:

- Crime Prevention.
- Law Enforcement.
- Assistance to Victims of Crime.
- Public Order Maintenance.
- Emergency Response.
- Administration and Infrastructure.

Toronto Police Service is comprised of seven service areas: Operational Support Command Field Command; Detective Support Command; Executive Support Command; Administrative Support Command; Chief's Office; and the Board.

1999 Key Service Achievements

The Toronto Police Service's 1999 year end variance report is on the agenda for the February, 2000 Toronto Police Services Board meeting. Highlights of this variance report are offered below:

Toronto City Council, at its meeting of April 26, 1999, approved the Police Services 1999 Operating Budget at a net amount of \$522.9 million (M). This funding level was \$15M less than the Board-approved budget.

In order to address this shortfall, the Service continually reviewed all opportunities to minimize expenditures and maximize cost recoveries. Even given these efforts, certain mandatory costs above 1998 expenditure levels could not be reduced and certain unforeseen costs could not be avoided (e.g. Kosovo). As a result, the final Service operating deficit for 1999 was \$6.7M.

Details of the shortfall included:

Salaries & Benefits

There was a \$2.8M shortfall related to salaries and benefits. This variance was comprised of:

- Unfunded 1999 salary amounts – \$2M Unfavourable
The net annualized impact of previous years hires and separations as well as the impact of increments and reclassifications was not funded within the approved amount and could not be offset with other savings. Also, benefit increases were not funded, including inflationary increases to benefits and an increase in the WSIB administrative fee.
- Less than anticipated attrition – \$0.8M Unfavourable
Throughout the year, the Service experienced less uniform separations than anticipated. Total uniform separations for 1999 reached 137 by year-end, 33 less than the budgeted separations of 170, for an impact of \$1.1M. In response to this staffing situation, the Service reduced its October recruit class from 102 to 70, for offsetting savings of \$0.3M.

BUDGET HIGHLIGHTS

I. 2000 Operating Budget – Toronto Police Services

Police 2000 approved budget includes an additional \$ 18.202M gross and \$ 10.832M net over the 1999 funding level to deliver current services, as well as new services, as indicated below.

2000 Approved Base Budget Changes

Includes \$15.049M gross and \$7.779M net increase for base budget changes:

	Gross (millions \$)	Net (millions \$)
- Net Separation/Hires in 99/00	6.300	6.300
- Reclassifications from 1999	4.500	2.500
- Other Labour Impacts	1.600	1.600
- CPP Grant for 2000 Hires	0.0	(3.600)
- Elimination of Other Provincial Grant	0.0	0.700
- Enhanced Target Policing Program	2.100	0.0
- Other Base Changes	0.549	0.279
Total Base Changes	15.049	7.779

2000 Approved New Service Changes

Includes \$3.153M gross and \$3.053M net for new service level changes primarily reflecting the addition of new officers required to reach 1994 front line levels.

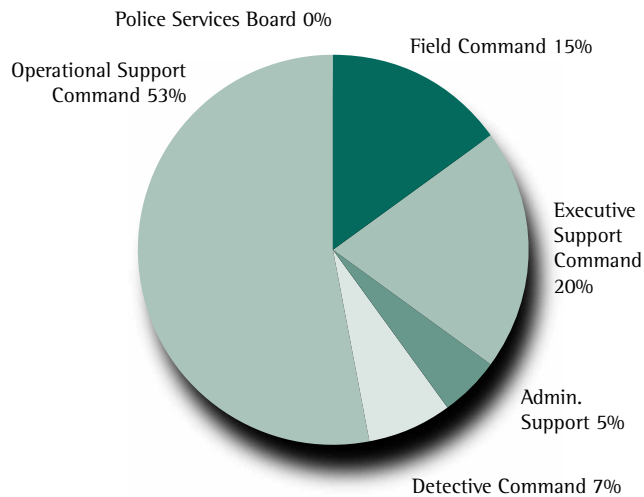
2000 Operating Program Summary by Service

Toronto Police Service (Consolidated)

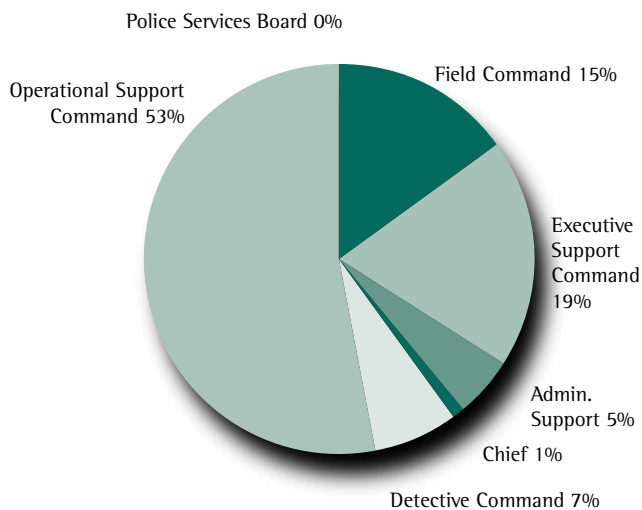
	1999 Budget \$	2000 Approved \$	Change from 1999 \$	%
SERVICE				
Police Services Board	592.9	750.9	158.0	26.6
Chief	3,083.1	2,689.1	(394.0)	(12.8)
Executive Support				
Command	25,881.1	29,520.5	3,639.4	14.1
Administrative Support				
Command	105,015.8	106,123.8	1,108.0	1.1
Field Command	281,560.5	290,755.5	9,195.0	3.3
Operational Support				
Command	81,825.3	84,114.0	2,288.7	2.8
Detective Command	38,132.7	40,486.4	2,353.7	6.2
TOTAL GROSS EXPENDITURES	536,091.4	554,440.2	18,348.8	3.4
Grants from Others	0.0	0.0	0.0	0.0
Interdepartmental Recoveries	0.0	0.0	0.0	0.0
User Fees	0.0	0.0	0.0	0.0
Other	13,191.4	20,561.4	7,370.0	55.9
TOTAL REVENUES	13,191.4	20,561.4	7,370.0	55.9
TOTAL NET EXPENDITURE				
EXCLUDING CAPITAL FINANCING	522,900.0	533,878.8	10,978.8	2.1
STAFFING COMPLEMENT				
Total Program	6,884.0	6,985.0	101.0	1.5
(in Equivalent Funded Positions)				

2000 Operating Budget – Toronto Police Services

Gross Expenditures



Net Expenditures



II. 2000 Capital Budget – Toronto Police Services

Total Cash flow of \$20.362 million in 2000 was approved for the Toronto Police Service's 2000-2004 Capital Program. The more significant projects included continuation of systems re-engineering projects and construction of the replacement 51 Division.

Toronto Police Service

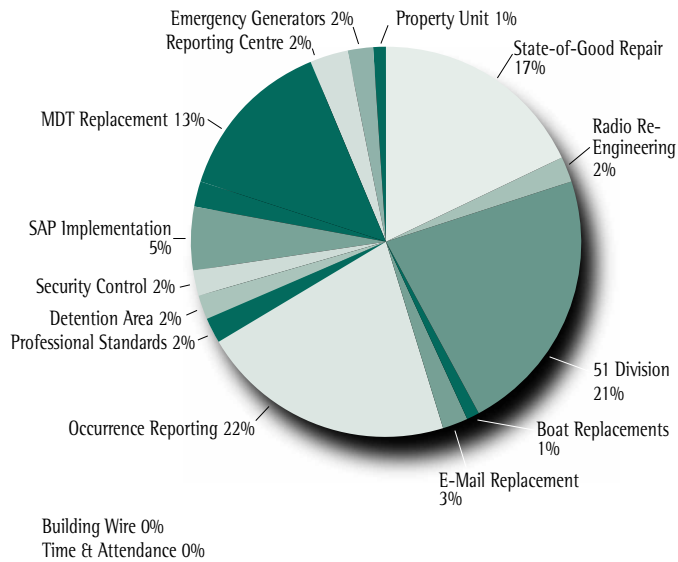
- \$4.3 million in 2000 to begin construction of 51 Division
- \$4.6 million in 2000 towards completion of Occurrence Re-Engineering projects

5 Year Capital Works Plan

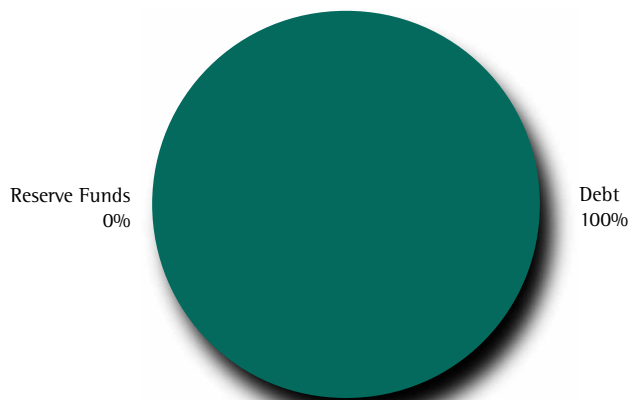
NEW/CHANGE IN SCOPE PROJECTS	APPROVED		COMMITMENTS				Total
	2000	2001	2002	2003	2004		
Emergency Generators	330						330
Detention Area Monitoring	335						335
Professional Standards Information System	400	100					500
Implementation of SAP Financials	1,100	1,650					2,750
Implementation of Time & Attendance	100						100
E-Mail Replacement	700	600					1,300
Boat Replacements	250						250
Boat Replacements	20						20
Mounted Unit Stables	500						500
State-of Good Repair	3,411						3,411
Property Unit Large Seizure Compound	295						295
51 Division	<u>2,635</u>	<u>5,250</u>	<u>4,000</u>				<u>11,885</u>
NEW/CHANGE IN SCOPE PROJECTS	10,076	7,600	4,000	-	-		21,676
PREVIOUSLY APPROVED PROJECTS	<u>10,286</u>	<u>1,295</u>	<u>-</u>	<u>-</u>	<u>-</u>		<u>11,581</u>
TOTAL PROGRAM	<u>20,362</u>	<u>8,895</u>	<u>4,000</u>	<u>-</u>	<u>-</u>		<u>33,257</u>

Toronto Police Services

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.

Program Description

The Greater Toronto Services Board was established in 1998 to co-ordinate inter-regional responsibilities for transportation activities in the Greater Toronto Area. This responsibility was specifically legislated by the Provincial government to include GO Transit. Net expenditures for both the GTSB and GO Transit are allocated out to the participating regional municipalities based on an allocation formula established using assessment data and GO Transit ridership statistics. The City's full share of these net costs is shown as an operating expense.

1999 Key Service Achievements

In addition to experiencing a 2.1 million increase in revenue passenger levels, GO Transit accomplished an (Adjusted) Revenue/Cost Ratio of 87.0% in 1999. Other accomplishments included:

1. a \$7.1 million reduction to budget in total operating and capital expenditures;
2. commencement of contract negotiations for acquisition of Union Station; and
3. continued negotiations for the purchase of the Uxbridge and Newmarket Rail Corridors from Canadian National to preserve against these corridors being discontinued as part of the CN/CP rationalization of rail services.

2000 Strategic Direction and Priorities

A number of key challenges are identified for GO Transit in their 2000 Capital and Operating Plan including:

1. initiation of construction of and improvements to various facility components acquired through completion of the Union Station purchase from the City of Toronto;
2. completion of negotiations with CN regarding purchase of rail corridors on the Uxbridge and Newmarket lines using TTR Reserves and MCOR funding;
3. initiating a tendering process for purchase of 33 locomotives and 295 bi-level coaches over 2000-2003 to increase weekday service capacity and accommodate expected ridership growth;
4. achieve a ridership level of 39.5 million which is 3.6 million or 10% above 1999 budgeted levels;
5. implement an across the board fare increase of \$0.15 cents effective April 17, 2000;
6. maintain subsidy levels at 1999 levels;
7. negotiate a fair and equitable contract with the Amalgamated Transit Union upon expiration of current contract effective October 27, 2000;
8. achieve an (Adjusted) Revenue/Cost Ratio of 89.2%; and
9. maintain a state-of-good-repair capital program that recognizes necessary service improvements which will be funded through revenues generated from the proposed April 17, 2000 fare increase

BUDGET HIGHLIGHTS

I. 2000 Operating Budget – GO Transit/GTSB

GO 2000 approved budget includes an additional \$ 0.535M gross and \$ 0.535M net over the 1999 funding level to deliver current services, as well as new services, as indicated below.

2000 Base Budget Changes

Includes \$0.983M gross and net reduction for the City's share of base budget changes:

	Gross (millions \$)	Net (millions \$)
- Rounding Related to Allocation Formula	0.083	0.083
- Update of 1999 Assessment Data for Allocation Formula	(1.066)	(1.066)
Total Base Changes	(0.983)	(0.983)

2000 New Service Changes

Includes \$0.531.5M gross and net for the City's share of new service level changes within the GTSB primarily for staffing increases as well as increased consulting requirements.

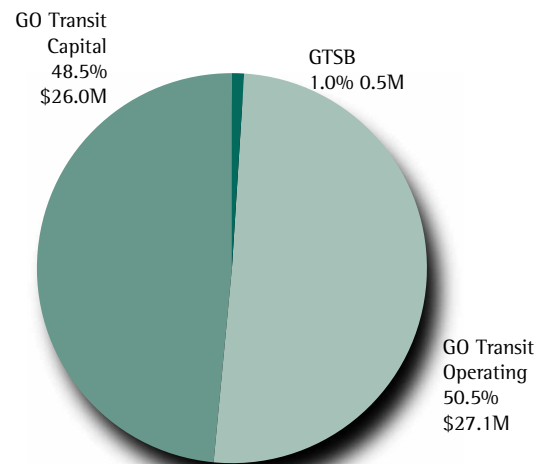
2000 Operating Program Summary by Service

GO Transit/GTSB

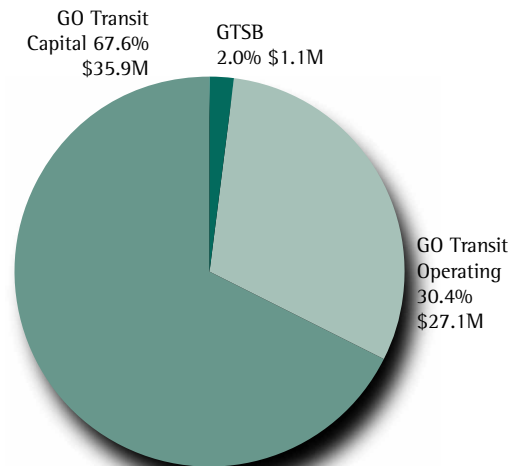
SERVICE	1999 Budget \$	2000 Approved \$	Change from 1999 \$	%
GO Capital	52,090.0	73,354.0	21,264.0	40.8
GO Operating	177,446.8	183,543.6	6,096.8	3.4
GTSB	1,178.4	2,114.5	936.1	79.4
TOTAL GROSS EXPENDITURES	230,715.2	259,012.1	28,296.9	12.3
Grants from Others	53,911.1	55,466.2	1,555.1	2.9
Interdepartmental Recoveries	0.0	0.0	0.0	NA
User Fees	123,164.1	150,318.5	27,154.0	22.0
Other	0.0	38.9	0.0	NA
TOTAL REVENUES	177,075.2	205,823.6	28,748.5	16.2
TOTAL NET EXPENDITURES EXCLUDING CAPITAL FINANCING	53,640.0	53,188.5	(451.5)	(0.8)
STAFFING COMPLEMENT				
Total Program (in Equivalent Funded Positions)	918.5	931.5	13.0	1.4

2000 Operating Budget – GO Transit/GTSB

Gross Expenditures



Net Expenditures



II. 2000 Capital Budget – GO Transit/GTSB

Not Applicable

CORPORATE ACCOUNTS

CONSOLIDATED GRANTS

Mission Statement

As stated in the City of Toronto Grants Policy, the City takes the view that grants are a strategic tool that moves the City closer to its social, economic and cultural goals. This is done using community organizations that are often more efficient, have lower operating costs, and are closer to the people they serve.

Grants are a form of partnership or investment that helps the City achieve its goals for its residents. Although it must remain sympathetic to all worthy causes within its boundaries, the City only allocates grants that clearly further municipal interests.

The core values that govern All City grant programs are accessibility, fairness and equity, openness and transparency, accountability, and responsiveness.

The four basic criteria that all grant applicants must meet to be considered for City funding are: consistency with the City's mandate and objectives; financial need; not-for-profit status; and, the applicant must be in good standing with the City of Toronto.

Program Description

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 department 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.

1999 Key Service Achievements

City staff assessed over 2,419 grant requests to determine eligibility and priority for funding. Of the total requests, 1,419 were recommended for funding. These figures include requests made under the Toronto Arts Council, Recreation Grants, Access and Equity Grants, AIDS and Drug Prevention Programs, Homeless Initiatives Fund and Community Services Grants.

Significant program rationalization and restructuring has been achieved in 1999.

1. Upon amalgamation a number of grants clients received funding from multiple City grant programs for the same activity or purpose. Program rationalization has been undertaken through the transfer of clients and related budget according to program objectives and funding purpose. Over \$2.0 million in transfers between program areas are recommended.
2. Grants programs previously available only in the former City of Toronto were opened up to applicants across the new City of Toronto in 1999. Using the reallocation funding approved by Council in the 1999 Operating Budget, Public Health grants, Homeless Initiatives and Breaking the Cycle of Violence grants were allocated to groups outside the former City of Toronto.
3. Grants clients can only access core administrative funding through one grant program area. Depending on mandate and capacity, a single organization may access funding from more than one project-funding program.

All City of Toronto grants programs participated in "grants fairs" at each Civic Centre, improving program accessibility and providing one stop service for over 700 people.

Program criteria for amalgamated programs were revised and implemented in 1999. For example, the seven sets of criteria used for community service grants in 1998 were revised to establish the 1999 Community Services Grant Program with one unified set of criteria.

All City of Toronto grants programs revised program criteria, conditions and process to comply with the requirements of the City of Toronto Grants Policy approved by Council in December 1998.

Grants processes were revised to implement the Council direction that allocation reports and issues be dealt with by the appropriate standing committees. The Grants Sub – Committee of Policy and Finance was established to replace the Municipal Grants Review Committee.

2000 Strategic Directions and Service Priorities

To continue efforts to achieve service harmonization. The approved 1999 Consolidated Grants budget provided for \$898.8 thousand in funds reallocated from within the budget to begin to address service harmonization issues. This approach was based on direction from the Municipal Grants Review Committee to achieve service harmonization over five years. The ability to address service harmonization is dependent on Council approved funding levels.

To develop a corporate grants database capacity, which will:

1. provide current information for each client including under what programs they are funded, for what purpose and in what amount (administration vs. service funding);
2. provide immediate information regarding grants allocations to Finance staff;
3. minimize the duplication of information collection between grants programs; and,
4. facilitate budgeting, accounting, monitoring and Council reporting.

The 2000 budget request includes \$100,000.00 to purchase an existing software package specifically designed for the management of grants information. The ongoing cost will be absorbed within existing budgets.

Increase the level of non-monetary support to grants clients by implementing a multi-year assessment process in selected grants programs.

Review and revise City policy and process for the use of City space at below market rents. This will include a revised application review and assessment process, committee reporting format, and budgeting and accounting mechanisms.

Review and recommendation regarding the need for an ongoing special purpose grants sub-committee.

BUDGET HIGHLIGHTS

I. 2000 Operating Budget – Consolidated Grants

Consolidated Grants 2000 approved budget includes an additional \$ 2.1M gross and \$(0.473)M net over the 1999 funding level to deliver current services, as well as new services, as indicated below.

2000 Base Budget Changes

Includes \$1.353 million gross increase and \$1.220 million net decrease base budget changes, resulting from:

	Gross (millions \$)	Net (millions \$)
Transfers		
Transfer of Family Resources program to Children's Services	(.721)	(.721)
Base Budget Reduction Transfer of Funding To Social Development for Squeegee Program (balance of \$0.125 from the City's Homelessness Initiative Program)	(.125)	(.125)
Transfer of Legions to non-program expenditures	(.140)	(.140)
Transfer from Social Housing & Support budget	4.442	0.0
Sub Total Transfers	3.456	(0.986)
Other Changes		
Base Budget Reduction to Squeegee Kids program	(.250)	(.250)
AOC's Salary Increases	.327	.327
Toronto Centre for Career Action, no longer required	(.037)	(.037)
CT-HIF Base Budget	(.250)	(.250)
Adjustment for drain claims – charged/credited to Waste Water program	(1.869)	0.0
Net base budget reduction	(.024)	(.024)
Sub Total of Other Changes	2.103	(0.234)
Total Base Budget Changes	1.353	(1.220)

2000 New Service Changes

Includes increase of \$ 0.747 million gross and \$0.747 million net in new services, resulting from:

	Gross (millions \$)	Net (millions \$)
Increase to base budget for Artscape	.050	.050
Increase to base budget for harmonization – BAC	.300	.300
Increase to base budget for harmonization- P&F	.150	.150
Long term housing program (LTHP) – a homeless initiative program	.247	.247
Total New Service Changes	.747	.747
Total Base and New Changes	2.1	(0.473)

2000 Operating Program Summary by Service

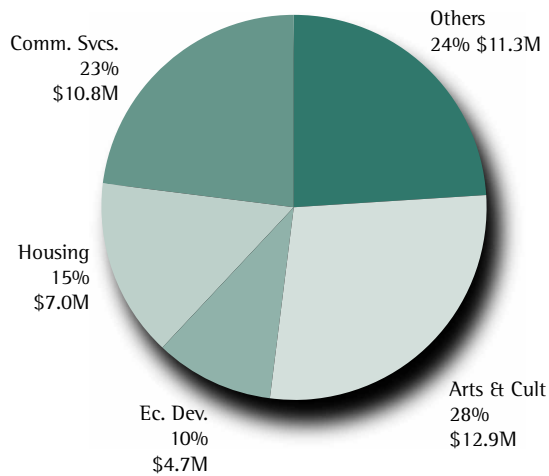
Consolidated Grants (Consolidated)

	1999 Budget \$	2000 Approved \$	Change from 1999 \$	%
SERVICE				
Access & Equity	453.0	470.4	17.4	3.8
Arts & Culture	12,838.5	12,934.1	95.6	0.7
Community Services	13,548.9	10,794.1	(2,754.8)	(20.3)
Economic Development	4,646.2	4,701.2	55.0	1.2
Housing	953.1	6,967.3	6,014.2	631.0
Legions	194.7	0.0	(194.7)	(100.0)
Miscellaneous	7,285.8	6,117.2	(1,168.6)	(16.0)
Public Health	3,053.8	3,185.8	132.0	4.3
Recreation	1,329.8	1,233.3	(96.5)	(7.3)
Urban Development	286.4	286.4	0.0	0.0
TOTAL GROSS EXPENDITURES	44,590.2	46,898.8	2,099.6	4.7
Grants from Others	0.0	4,442.0	4,442.0	NA
Interdepartmental Recoveries	0.0	0.0	0.0	NA
User Fees	0.0	0.0	0.0	NA
Other	1,924.2	55.1	(1,869.1)	97.1
TOTAL REVENUES	1,924.2	4,497.1	2,572.9	133.7
TOTAL NET EXPENDITURES EXCLUDING CAPITAL FINANCING	42,666.0	42,192.7	(473.3)	(1.1)
STAFFING COMPLEMENT				
Total Program (in Equivalent Funded Positions)	0.0	0.0	0.0	NA

Consolidated Grants

2000 Operating Budget – Consolidated Grants

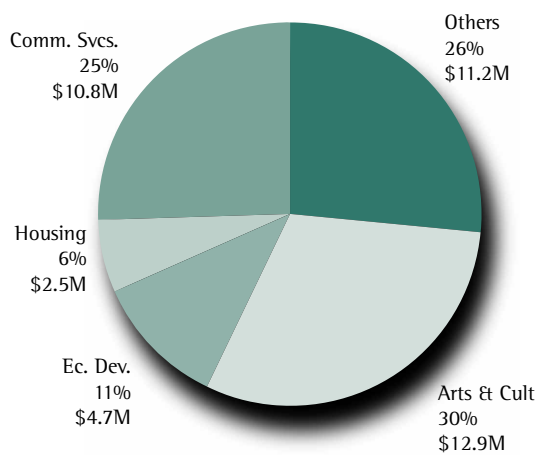
Gross Expenditures \$46.7M



II. 2000 Capital Budget – Consolidated Grants

Not Applicable

Net Expenditures



CAPITAL AND CORPORATE FINANCING

Program Description

This budget provides the financing for the City of Toronto's 2000 Capital Budget and other strategic resources that are being financed corporately in 2000.

Capital Financing

On January 27, 2000, City Council approved the 2000 Tax Supported Capital program with capital expenditures and future year commitments totaling \$1.78 billion. The 2000 cash-flow requirement of this program is \$981.5 million broken down as follows:

	(\$ millions)	%
- TTC Infrastructure (including the Sheppard Subway)	456.1	46.5%
- Transportation Infrastructure (roads, bridges, highways)	165.2	16.8%
- Year 2000 Remediation/Transition Projects	90.1	9.2%
- Parks and Recreation Facilities	70.8	7.2%
- Other (IT, Ambulance, Fire, Police, Library, Facilities, Solid Waste, Clerks etc.)	199.3	20.3%
	<u>981.5</u>	<u>100.0%</u>

The 2000 Capital Financing budget provides net debt charges of \$210.4 million, and capital from current of \$143 million as compared to \$195.7 million and \$140.2 million respectively in 1999.

Corporate Financing

The 2000 Corporate Financing budget provides funding for two strategic resources: Computer hardware/software, and the City's Fleet.

The 2000 budget for Computer Leases reflects the decision made by Council on July 27, 1999, to pay for certain types of computer hardware and software via lease payments, as opposed to debt, in light of the short life-span and commoditization of computer technology. The 2000 budget reflects the projected increase in the budget for lease payments of \$8 million as well as the additional operating cost impact of \$2.5 million from the approval of the 2000 IT capital projects. The 2.5 million will be transferred to the IT program in 2000.

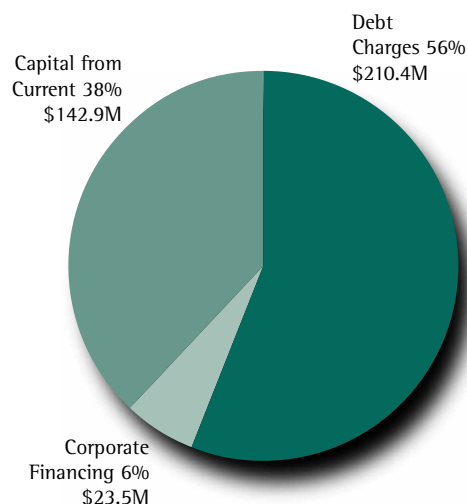
The Vehicle Replacement Reserve is presently significantly under funded. The 2000 budget provision of \$7.0 million for Corporate Fleet Reserve Contributions reflects the first step in the multi-year program brought forward to Council on July 27, 1999, to bring the funding for this particular reserve up to a level that will permit the timely, and optimal, replacement of vehicles and equipment in the City of Toronto.

2000 Operating Program Summary by Service

	1999 Budget \$	2000 Approved \$	Change from 1999	
			\$	%
DEBT FINANCING				
Debt Charges (incl. RTEP)	202,200.0	213,948.0	11,748.0	5.8
- Housing Company Recovery	(3,500.0)	(3,500.0)	0.0	0.0
- Sinking Fund Surplus	(3,000.0)	0.0	3,000.0	(100.0)
NET DEBT CHARGES	195,700.0	210,448.0	14,748.0	7.5
CAPITAL FROM CURRENT	140,211.0	142,963.0	2,752.0	2.0
Corporate Financing	0.0	0.0	0.0	0.0
- Computer Leases	6,000.0	16,500.0	10,500.0	175.0
- Corporate Fleet Reserve Contribution	0.0	7,000.0	7,000.0	NA
CORPORATE FINANCING	6,000.0	23,500.0	17,500.0	291.7
NET CAPITAL & CORPORATE FINANCING	341,911.0	376,911.0	35,000.0	10.2

Operating

Net Capital & Corporate Financing



Consolidated Grants

NON-PROGRAM EXPENDITURES

Program Description

This budget consists of expenditure items considered to be corporate in nature. 97% of these expenditures are accounted for by the following two categories:

- i) Tax Related Expenditures, ie. Tax Deficiencies and Assessment Costs (\$136.2 million account or 51% of Non Program Expenditures); and
- ii) Employee Related Expenditures, consisting of Funding for Employee Related Liabilities (\$124.1 million or 46% of Non Program Expenditures).

Tax Deficiencies/Write-offs

Tax Deficiencies continue to be a major item of expenditure in the 2000 Non Program Expenditures budget. The 2000 budget however is significantly reduced from 1999, reflecting the expectation that as the historical backlog of unprocessed tax appeals is addressed, the City's provision for this item should fall back to levels more representative of the year-to-year experience in the new regime of the 1998 CVA legislation.

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) in 2000 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 2000 budget reflects the billing to the City by OPAC (Ontario Provincial Assessment Corporation), the organization that presently manages this function.

Temporary Borrowing

This budget provides for temporary borrowing costs that the City might incur to meet operational cash flow needs. The 2000 budget is slightly below the 1999 budget.

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 LTD or Workers Compensation.

Corporate Contingency

This provides contingency funding for needs that arise during the year. The 1999 budget for this item was \$14.25 million, following a permanent budget transfer of \$0.75 million to the Council budget in 1999. In 1999, \$4.6 million was spent from Corporate Contingency. The 2000 budget of \$7.8 million reflects a significantly lower level of Corporate Contingency, in line with the 1999 experience.

Other Corporate Expenditures

Other Corporate Expenditures consist of expenditures such as corporate studies, funding for task forces, interest on tax refunds, and other miscellaneous corporate items. The budget remains unchanged from 1999.

Downloading – GO Transit

The costs for GO Transit previously budgeted as an item in the Non Program Expenditures budget, and the GTSB, previously budgeted in Other Corporate Expenditures in the Non Program Expenditures budget are budgeted separately in 2000.

Insurance Premiums / Claims

This budget partially funds the 1999 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 1999.

OMERS Surplus

This item of \$24 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. This budget remains unchanged from 1999. These funds were used in 1998 to achieve a zero tax increase. This non program account reflects the reduction since program budgets were not reduced to reflect their reduced cost.

Non Program Expenditures

Parking Tags and Enforcement

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 2000 budget of \$31.5 million provides for parking enforcement officers who implement city by-laws, and staff that administer the processing, dispute resolution (via the court system) and collection of parking tag revenues and fines. The 2000 budget will fund 405.3 FTEs resulting in 2.76 million parking tags being issued, and the collection of \$61.6 million in parking tag revenues. This budget is up \$1.7 million from 1999.

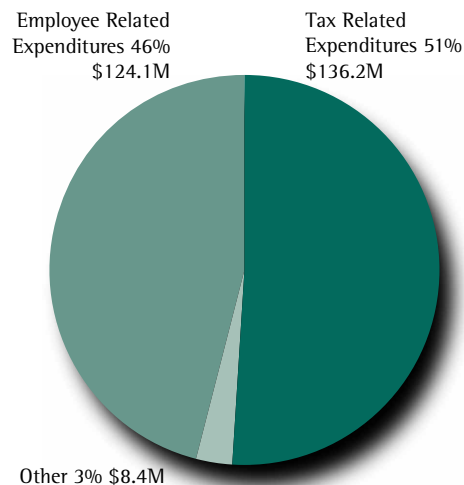
Provincial Local Services Realignment

On 23 March 1999, the Province announced a new partnership arrangement to deliver public health services. Effective January 1, 1999, the province would share 50 percent of costs for mandatory Health and Ambulance Services approved by the Ministry of Health. The budget for Corporate Recovery Charges for Health and Ambulance reflect the allocation of corporate charges to these two program budgets. The recoveries continue to be reflected in Non Program expenditures pending resolution of outstanding issues being discussed with the province. During 2000, the quantum and the justification for these recoveries will be rationalized on a program by program basis, and transferred out to the appropriate programs as a technical adjustment to the 2000 budget. This budget remains unchanged from 1999.

2000 Operating Program Summary by Service

	1999 Budget \$	2000 Approved \$	Change from 1999 \$	%
TAX RELATED				
Tax Deficiencies	159,729.2	109,586.9	(50,142.3)	(31.4)
Property Tax Rebates - Ethno Cultural Organizations	0.0	1,000.0	1,000.0	NA
Downloading – Assessment	25,759.0	25,560.0	(199.0)	(0.8)
OTHER				
Temporary Borrowing	1,654.0	1,500.0	(154.0)	(9.3)
Funding of Employee Related Liabilities	79,990.6	124,070.0	44,079.4	55.1
Corporate Contingency	14,255.0	7,662.1	(6,592.9)	(46.2)
Other Corporate Expenditures	7,184.2	7,184.2	0.0	0.0
Insurance Premiums	3,700.0	3,700.0	0.0	0.0
OMERS Surplus (Recovery from Programs)	(24,000.0)	(24,000.0)	0.0	0.0
Parking Tag Enforcement Operations	29,838.3	31,528.0	1,689.7	5.7
PROVINCIAL LOCAL SERVICES REALIGNMENT				
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
NET NON PROGRAM EXPENDITURES	<u>279,010.3</u>	<u>268,691.2</u>	<u>(10,319.1)</u>	<u>(3.7)</u>

2000 Operating Budget – Non Program Expenditures



II. 2000 Capital Budget – Non Program Expenditures

Not Applicable

NON-PROGRAM REVENUES

Program Description

Non Program Revenues consist of revenues that are corporate in nature. 79% of these revenues fall into the following three categories:

- i) Tax Related Revenues (Payments in Lieu, Supplementary Taxes and Tax Penalties which account for \$225.1 million or 49% of Non Program Revenues);
- ii) Investment Income which accounts for \$68 million or 15% of Non Program Revenues; and
- iii) Parking Tags which account for \$61.6 million or 14% of Non Program Revenues.

Payments in Lieu of Taxes

Payments in Lieu are monies received by the City from properties owned by other governments and agencies that may not be billed property taxes. The 2000 budget has been reduced from the 1999 level by \$10.4 million in recognition of the fact there are a number of Hydro properties that have been turned over to the City of Toronto for which Payments in Lieu simply constitute billing properties now owned by the City for these payments. In 1999 and prior years, these properties generated significant Payments in Lieu that will not be realized in 2000.

Supplementary Taxes

Supplementary Taxes have predominantly reflected the addition of new business assessment in the current year or two prior years past, in addition to new construction (ie. new assessment). As of January 1, 1998, business tax has been eliminated. Supplementary Taxes therefore represent new construction on a go forward basis, with some residual amounts carried forward under the old regime. The 2000 budget has been left at 1999 levels, despite 1999 actual supplementary taxes well in excess of budget, in recognition of the fact that for 2000 and beyond, this revenue stream is on a downward trend, particularly in light of the recent restrictive legislation regarding realization of new construction tax revenues.

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. Tax penalties have been flat-lined at the 1999 level.

Interest/Investment Earnings

This budget is for investment income earned during the 2000 calendar year on operating funds. The 2000 budget has been increased by \$7 million to reflect better investment returns on the City's investment portfolio of approximately \$1.4 billion.

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 2000 budget is \$5.5 million higher than the 1999 budget largely as a result of higher revenue projections resulting from the On-Street Parking component of the 2000 Toronto Parking Authority budget.

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. It is expected that negotiations with the Province will be concluded by the end of 2000, with the transfer taking effect in early 2001. Based on information provided by the Province, the net revenue the City is required to budget for in 2000 is estimated at \$13.0 million.

Parking Tags and Enforcement

This budget reflects the projected 2000 revenues associated with the issuance of Parking Tags across the City of Toronto.

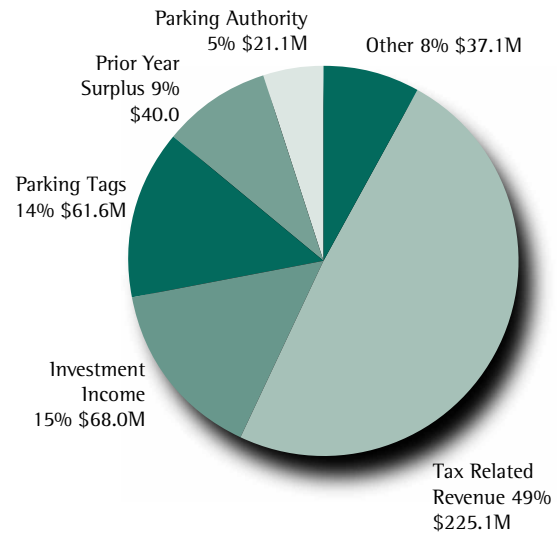
Non-Program Revenues

2000 Operating Program Summary by Service

	1999 Budget \$	2000 Approved \$	Change from 1999	
			\$	%
TAX RELATED				
Payment in Lieu of Taxes	190,425.6	179,987.4	(10,438.2)	(5.5)
Supplementary Taxes	5,000.0	5,000.0	0.0	0.0
Tax Penalties	40,125.0	40,125.0	0.0	0.0
OTHER				
Interest/Investment Revenues	61,000.0	68,000.0	7,000.0	11.5
Prior Years' Surplus	45,000.0	40,000.0	(5,000.0)	(11.1)
Other Corporate Revenues	7,973.3	5,145.0	(2,828.3)	(35.5)
Parking Authority Revenues	15,500.0	21,059.0	5,559.0	35.9
Recoveries from Water	18,973.0	18,973.0	0.0	0.0
Downloading-Provincial Offences Act	13,000.0	13,000.0	0.0	0.0
Parking Tag Enforcement & Operations	56,050.0	61,604.0	5,554.0	9.9
Billing Gain	0.0	0.0	0.0	NA
NON PROGRAM REVENUES	453,046.9	452,893.4	(153.5)	(0.0)

2000 Operating Budget – Non-Program Revenues

Gross and Net



II. 2000 Capital – Non-Program Revenues

Not Applicable

NON-LEVY OPERATIONS

TORONTO PARKING AUTHORITY

Mission Statement

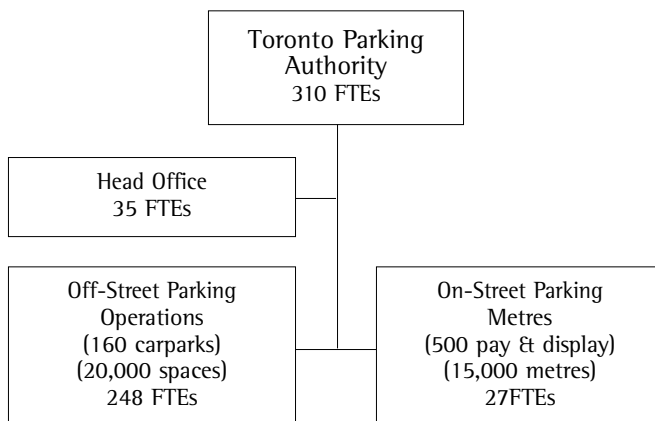
The Toronto Parking Authority operates City owned parking facilities including surface parking lots and parking garages, as well as, managing parking facilities for various clients. The Toronto Parking Authority also manages and maintains on-street metered parking on behalf of the City, including the collection of parking meter revenue.

Program Description

The Toronto Parking Authority (TPA) is responsible for the operation of all municipal off-street parking facilities and on-street metered parking in the City of Toronto. Off-street responsibilities include operation, maintenance, rate setting and construction of new facilities. On-street responsibilities include collection, rate setting, and maintenance of equipment.

The Toronto Parking Authority is composed of two service areas: Off-street Parking and On-Street Parking.

Program Map



1999 Key Service Achievements

1. The TPA earned \$19.252 million from off-street parking operations versus a budget of \$16.159 million. The City's share is \$8.179 million.
2. The TPA earned \$8.453 million from on-street operations of which the City receives 100%.

2000 Strategic Direction and Service Priorities

1. Integrating on-street and off-street operations in terms of policy-setting, procedures and operational aspects to take advantage of economies of scale and develop a company-wide focus in the decision making process to maximize benefits.
2. Continuing the process of upgrading on-street equipment to improve controls over the collection of revenue and continue to rationalize/reform rate-setting in coordination with off-street policies.

BUDGET HIGHLIGHTS

I. 2000 Operating Budget – Non-Levy Operations

Non-Levy 2000 approved budget includes an additional \$ 1.445M gross and \$ (7.214)M net over the 1999 funding level to deliver current services as indicated below.

Toronto Parking Authority

2000 Base Budget Changes

Includes \$1.445 million gross and \$7.214 million net reductions for base budget changes:

	Gross (\$ millions)	Net (\$ millions)
Base revenue changes Off-Street Parking due to increase in number of cars parked	0.000	(3.489)
Base revenue changes On-Street Parking due to full year impact of revised On-Street parking rates and year to date experience	0.000	(4.658)
Other revenue	0.000	(0.512)
Increases in maintenance supplies, air frequency & other expenses	0.412	0.412
Consolidation of snow clearing contracts	0.256	0.256
Major equipment repairs and parts	0.201	0.201
Salary/benefits adjustment	0.267	0.267
Other	0.309	0.309
Total Base Changes	1.445	(7.214)

2000 Operating Program Summary by Service

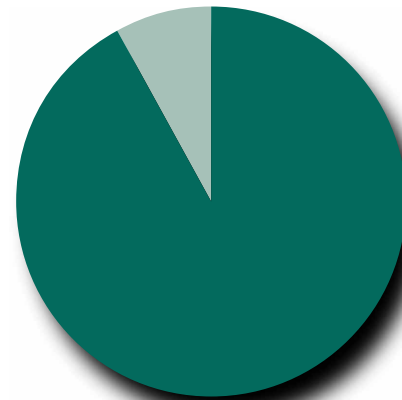
Toronto Parking Authority (Consolidated)

	1999 Budget \$	2000 Approved \$	Change from 1999 \$	%
SERVICE				
Parking Off-Street	28,382.6	29,489.6	1,107.0	3.9
Parking On-Street	2,343.3	2,681.7	338.4	14.4
TOTAL GROSS EXPENDITURES	30,725.9	32,171.3	1,445.4	4.7
Grants from Others	0.0	0.0	0.0	NA
Interdepartmental Recoveries	0.0	0.0	0.0	NA
User Fees	57,802.9	65,950.3	8,147.4	14.1
Other	2,516.1	3,028.0	0.0	0.0
TOTAL REVENUES	60,319.0	68,978.3	8,659.3	14.4
TOTAL NET EXPENDITURES EXCLUDING CAPITAL FINANCING	(29,593.1)	(36,807.0)	(7,213.9)	NA
STAFFING COMPLEMENT				
Total Program (in Equivalent Funded Positions)	302.3	310.0	7.7	2.5

2000 Operating Budget – Toronto Parking Authority

Gross Expenditures

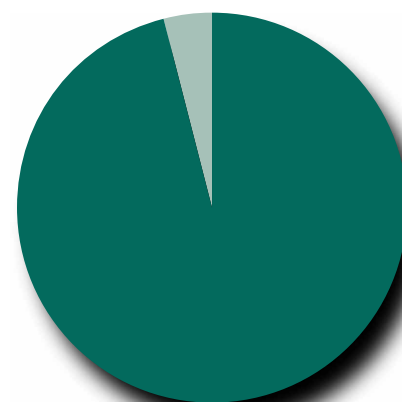
On-Street 8% \$2.7M



Off-Street 92% \$29.5M

Net Expenditures

Other 4% \$3.0M



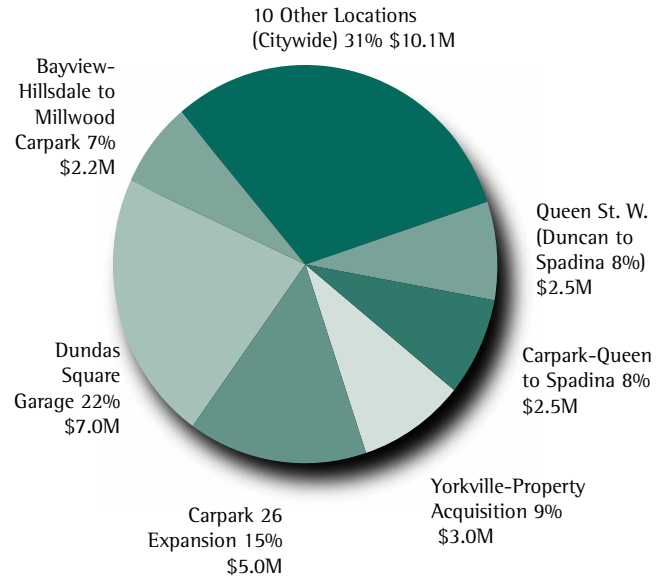
User Fees 96% \$66.0M

II. 2000 Capital Budget – Toronto Parking Authority

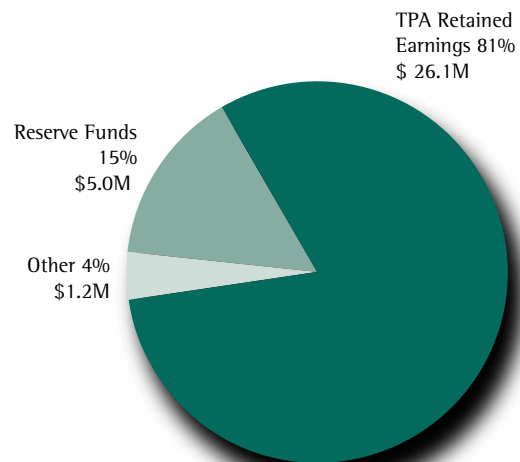
Toronto Parking Authority

- \$24.9 million for acquisition of land and completion of construction for 14 previously approved facilities throughout the City of Toronto
- \$7.5 million for expansion of Carpark 26 – Queen Street East and acquisition of land for a carpark at Queen Street West

Where the money goes . . .



Where the money comes from . . .



WATER AND WASTEWATER SERVICES

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 and safety, and the environment.

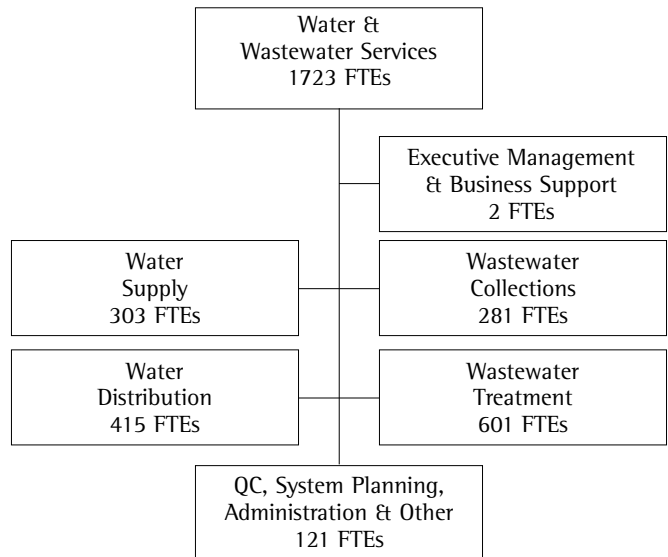
Program Description

The mission of the Water and Wastewater Program is to supply fresh, potable water to both the residents of the City and York Region, and to collect the sewage generated in the City and treat it adequately before releasing the effluent into the lake. The operations of the Division are subject to the quality control standards and guidelines issued by the Province of Ontario. Core services include water production and distribution, and wastewater treatment and collection.

The program operates on a full cost recovery through the water rate and sewer surcharge paid by the consumers. Because the program makes annual contributions to a Rate Stabilization Reserve Fund and to a Capital Reserve Fund, the water and sewerage rates are not effected by short-term operating pressures, and capital expenditures are funded from operations.

The following charts summarize the Water & Wastewater Program 2000 Operating Budget expenditures and revenues by category:

Program Map



1999 Key Service Achievements

Wastewater Program

In 1999, the treatment goals at all plants were met. Final effluent parameters exceeded the Ministry of Environment and Energy (MOEE) requirements and satisfied the more stringent internal City guidelines.

The System and Services branch continued the maintenance of 358 kilometres of trunk sewers, and as well provided maintenance support to the treatment plants.

The Biosolids Stabilized Sludge Beneficial Use program was initiated in accordance with the Council mandate to end incineration at the Ashbridges Bay Treatment Plant (formerly Main Treatment Plant) by the end of 2000. This program will result in the beneficial use of all sewage sludge solids generated at the Ashbridges Bay, North Toronto and Humber Treatment Plants in 2001. Several new design/build contracts were awarded on this project. These include the installation of a new biosolids truck loading facility and odour control systems which will upgrade and convert the plant's heating system to hot water.

In 1999, the environmental services' branch was able to visit 800 industries, collecting approximately 6,249 samples which resulted in thirty-nine (39) charges being laid against industries for non-compliance with the City Sewer By-Laws. They executed 157 industrial waste surcharge agreements, which generated \$7,620.9 thousand in revenues.

The Laboratory supplied both analytical and technical support to the Industrial Waste Enforcement branch, the four treatment plants, and the Solid Waste Management Division for landfill leachate analysis. A total of 142,100 analysis were performed on the 42,670 samples collected.

The District Operations continued to maintain seamless service during amalgamation, including the rehabilitation and/or replacement of 15 km of aging sewer systems. District Operations provided a first response service to homeowners with blocked drains and administered the harmonized Drain Grant program, which provides financial assistance to homeowners for the repair and/or replacement of drains blocked by City trees located in the right-of-ways. Further, approximately 300 km of sewers were inspected in 1999 to establish condition ratings on sections of aging sewers and maintenance programs for areas with lower operating performance.

Harmonization proposals for wastewater policies were formulated and presented to Council.

2000 Strategic Direction and Service Priorities

Wastewater Program

The following actions will be taken in 2000:

- Managing the progress of the three-design build contracts for the biosolids beneficial use program at the Ashbridges Bay Treatment Plant;
- Testing of performance and development of the cost of implementing ultra violet disinfection at the Ashbridges Bay Treatment Plant;
- The final Environmental Assessment documentation for the Ashbridges Bay Treatment Plant (formerly Main Treatment Plant) will be under government review;

- Review and establishment of a biosolids handling strategy for all of the treatment plants will be established under a Biosolids Master Plan;
- Quantifying volume and disposal options for grit & screening, excavation and other solid waste generated materials at all Water & Wastewater facilities.
- Continued renewal and rehabilitation of the aging sewer system.

The North Toronto Treatment Plant operations will continue at least until the completion and acceptance of the Ashbridges Bay Treatment Plant Environment Assessment.

Laboratory analytical and technical support will continue to be provided to the Industrial Waste Branch and the treatment plants. In addition, the Laboratories will provide support to the Biosolids Demonstration project(s) conducting weekly sampling and analysis.

The Industrial Waste branch will continue to strive for pollution prevention with the enforcement of the Sewer Use By-law, which will involve visiting industries, collecting samples, establishing overstrength agreements for discharges outside the limits of the by-law but amenable to treatment, and laying charges where there is non-compliance. Development of a new more stringent Sewer Use By-law based on a combination of the Provinces Model Sewer Use By-Law and former City By-Laws, was developed in 1999 for Council's approval in 2000.

The Districts will continue to maintain a seamless service delivery throughout the City of Toronto as well as achieving operational efficiencies through harmonization of services. The start up for the Western Beaches Tunnel is planned for November of 2000. The 4-km tunnel system will intercept 8 storm and combined sewer outfalls. The operation of the system will include a pump station and an ultraviolet treatment system at Strachan Ave. and an integrated control system to monitor the cleaning system, control gates and pump alarms. It is also planned to link the pump status and alarm systems for six other District pump stations using phone lines and

remote telemetry to the manned control room at the Ashbridges Bay Treatment Plant to improve the service reliability of the local sewer systems.

Where appropriate, trenchless rehabilitation techniques will be used to extend the useful life of the City's Sewer Infrastructure and minimize the impact on adjacent homes and business. The City will continue to offer a harmonized Drain Grant Program to assist homeowners with the replacement of service connections blocked by City tree roots.

The City's Wet Weather Flow Master Plan steering committee will work with staff and consultant teams to achieve significant progress on the Master plan in 2000 including setting receiving water targets and undertaking a Public Consultation process.

1999 Key Service Achievements

Water Program

The primary service objective of an uninterrupted supply of high quality water to the City of Toronto and Region of York was again achieved during 1999. Production and distribution of a quantity of 54 billion litres of water meeting or exceeding quality guidelines as set out in the ODWO was accomplished.

An intensive preventive maintenance program essential to maintain the quality and quantity of water continued in 1999, and was enhanced through planned back-to-back maintenance shutdowns of the Clark and Horgan plants in April. The watermain rehabilitation program continued during 1999 to address the issue of aging infrastructure.

To ensure the high quality of water produced and distributed, the Quality Control section achieved its objective of arranging for and conducting 145,000 analyses of samples taken during the treatment process and throughout the distribution system.

A proactive communications plan with extensive media coverage was successful in reassuring the consumers that water remained safe to drink during a major taste and odour episode in August and September. Implementation of the interim taste

and odour control systems and two water treatment plants was successful in reducing the extent of concern.

A joint water supply optimization study with York Region was initiated to identify long term infrastructure requirements on the basis of planning data within a GTA context.

Amalgamation activities continued in 1999 focusing on seamless service delivery, harmonization issues, and development of a transition strategy toward a long-term organization incorporating best practices.

Due to the average age of the City's water distribution system and aggressive relining program continued throughout 1999 to improve hydraulic efficiency and reduce the "rusty water" complaints. Approximately 133 km of water main was relined and approximately 2000 deficient water services were replaced.

2000 Strategic Direction and Service Priorities

Water Program

Water Production's objectives for 2000 will include the continued effective delivery of an essential service with a reduced level of staff and a reduced operating budget that meets the 2000 Best Practices Program savings target.

The Best Practices Program, aimed at achieving greater productivity gains and cost reductions, will continue in 2000 with the expanded implementation of the new Work Management System, and additional field implementation of redesigned practices and processes. Technological activities will include the pre-design of Process Control Systems for the four Production Plants, pre-design of a Supervisory Control and Data Acquisition System for the Transmission System and the initiation of a Distribution Optimization Study. Staff cross training and apprenticeship programs for skilled trades will continue to enable increased productivity through developing multi-skilling and work force flexibility. The Works Best Practices will be extended to the Districts.

Work will continue on the development of an integrated MIDS Water and Wastewater database, linked to Geographic Information System tools and a new Work Order Management System for the District Operations.

A more aggressive Water Service Replacement program will be underway in 2000 to co-ordinate system upgrades with road reconstruction projects. It is anticipated approximately 10,000 water services will be upgraded in 2000.

A Water Efficiency Implementation Plan will be completed and priority components implemented during the year, including subsidy for a toilet change repair program on multi-residential properties and the start of a residential toilet change-out program.

Continuation of the Equipment Repair and Replacement Program, the District Watermain Rehabilitation Program and the Infrastructure Maintenance Strategy are required to address the issue of aging infrastructure and equipment.

Upgraded backwash process control systems will be installed at the Clark plant during 2000, and a pre-design for plan residue management facilities at the Harris Filtration Plant, incorporating a Class Environmental Assessment, will be completed.

Proactive measures will be taken to minimize taste or odour in drinking water. Activated carbon systems will be implemented at all filtration plants to improve the aesthetic nature of water supply.

BUDGET HIGHLIGHTS

I. 2000 Operating Budget – Water and Wastewater Services

Water and Waste Water 2000 approved budget includes an additional \$ (0.802)M gross and \$ 0M net over the 1999 funding level to deliver current services as indicated below.

2000 Base Budget Changes

Includes base budget reductions of \$2.275 million gross and \$0 net:

	Gross (millions \$)	Net (millions \$)
Salary and Benefits adjustments	(8.764)	0
Materials & Supplies savings due to favourable volume utilization and purchase savings	(.035)	0
Equipment increase due to meter upgrades and other equipment replacement	1.320	0
Reduction in contract services for meter reading	(1.996)	0
Reduction in vehicle maintenance costs	(1.911)	0
Reduction in costs for curb-cuts and road repairs	(2.304)	0
Service and Rent increase for WES Technical and Support costs	7.340	0
Corporate Charge allocation increase	5.548	0
Reduction in Reserve Contributions and other changes	(.802)	0
Total Base Changes	(1.604)	0

2000 New Service Changes

There were no new service changes.

Water and Wastewater Services

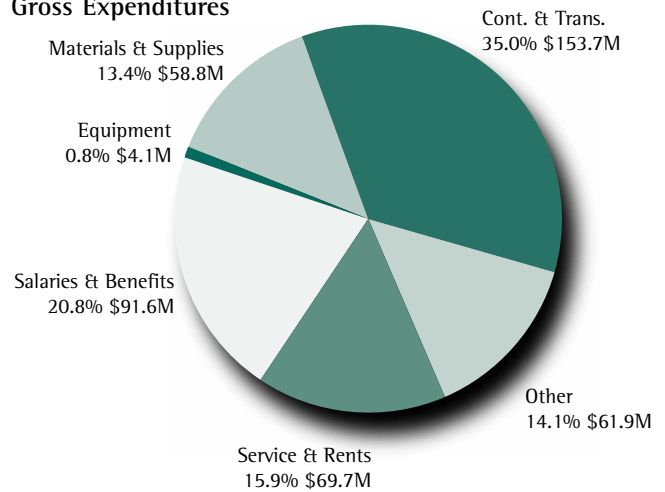
2000 Operating Program Summary by Service

Water and Wastewater

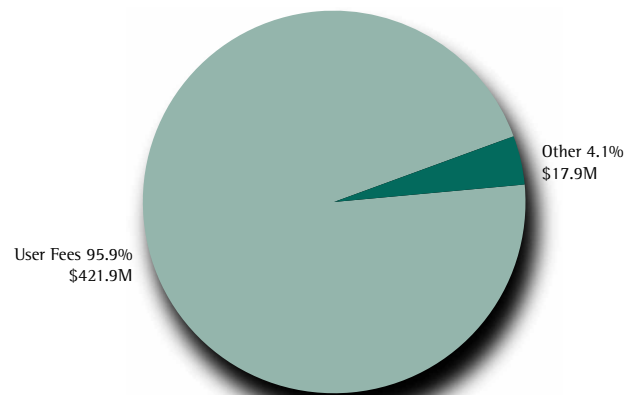
	1999 Budget \$	2000 Approved \$	Change from 1999	
			\$	%
Water	198,735.2	198,014.0	(721.2)	(0.4)
Wastewater	243,298.2	241,744.9	(1,553.3)	(0.6)
TOTAL GROSS EXPENDITURES	442,033.4	439,758.9	(2,274.5)	(0.5)
Grants from Others	0.0	0.0	0.0	NA
Interdepartmental Recoveries	2,057.5	0.0	(2,057.5)	(100.0)
User Fees	419,190.6	421,881.9	2,691.3	0.6
Other	20,785.3	17,877.0	(2,908.3)	(14.0)
TOTAL REVENUES	422,033.4	439,758.9	(2,274.5)	(0.5)
TOTAL NET EXPENDITURES EXCLUDING CAPITAL FINANCING	.0	0.0	(0.0)	NA
STAFFING COMPLEMENT				
Total Service (in Equivalent Funded Positions)	1,836.0	1,723.0	(113.0)	(6.2)

2000 Operating Budget – Water and Wastewater Services

Gross Expenditures



Net Revenues



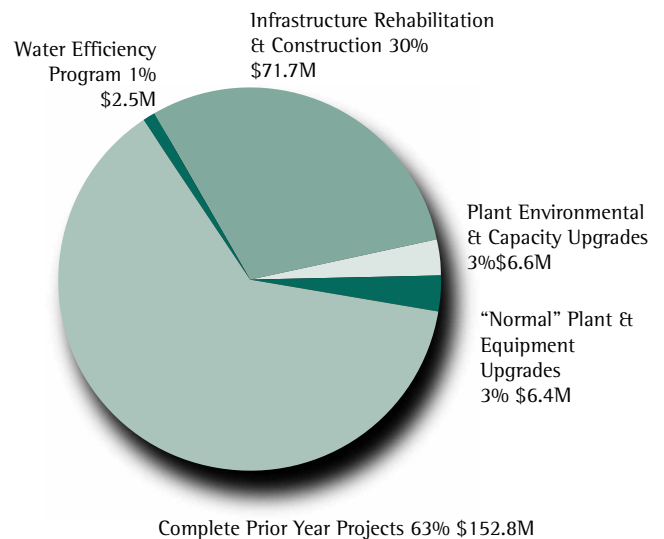
II. 2000 Capital Budget – Water and Wastewater Services

Total 2000 Gross Budget is \$240.8 million [1999 Budget – \$271.9 million]

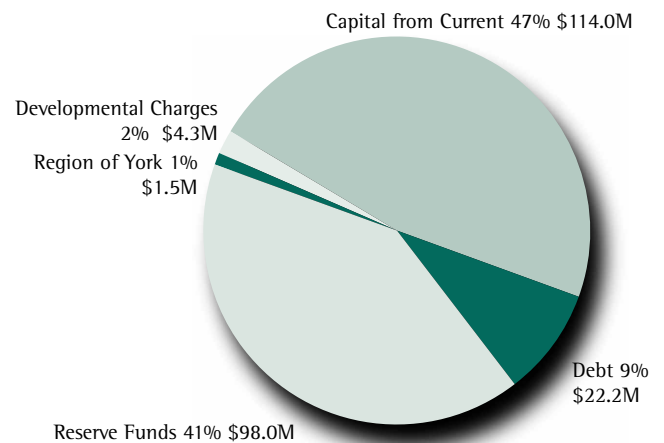
Rational for year-over-year difference: reduction in State-of Good Repair Projects, particularly plant and equipment upgrades.

- Water: Watermain construction & maintenance \$45.0 million; Distribution system improvements 4.8 million; Works best practices 6.7 million; Water efficiency 2.8 million; Plant & equipment upgrades 11.1 million. Total \$70.4 million.
- Wastewater: Normal plant & equipment upgrades \$26.4 million; Plant upgrades resulting from capacity and environmental upgrades 67.4 million; Sewer Construction and rehabilitation 63.9 million; Works best practices 12.5 million. Total \$170.4 million.
- Total 2000 Capital Budget \$240.8 million.

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.

Glossary

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.

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).