



CITY PROGRAM BUDGET SUMMARIES

CITY OF TORONTO
2008 BUDGET SUMMARY

CITIZEN FOCUSED SERVICES “A”

CITY OF TORONTO
2008 BUDGET SUMMARY



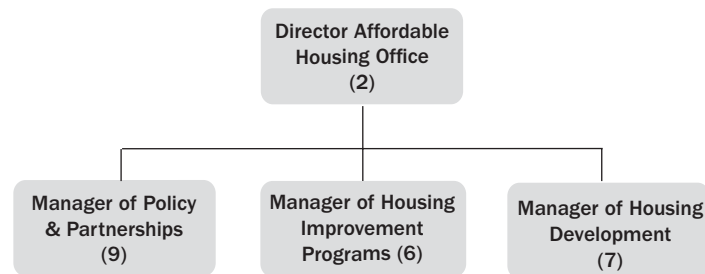
..... AFFORDABLE HOUSING OFFICE

MISSION STATEMENT

- The Affordable Housing Office (AHO) mission is to enhance the social and economic health of Toronto by promoting and funding safe affordable housing.

PROGRAM MAP

As indicated in the program map, AHO has three service functions: Policy and Partnerships, Housing Improvement Programs, and Housing Development, with 24 approved positions to carry out the mandate of the program.



2007 KEY ACCOMPLISHMENTS

- Received Council approval for housing sponsors to initiative 1,532 units of affordable housing through leveraging grants from the Federal and Provincial governments, drawing on the City's resources and partnering with third parties;
- Initiated public consultation that will guide the creation of new affordable housing in the City through a consultation process outlined in "Housing Opportunities Toronto: An Affordable Housing Framework 2008 – 2018";
- Co-ordinated and provided new affordable housing funding in the revitalization of Regent Park and in the development of new affordable housing in the West Don Lands and Railway Lands;
- Contributed to affordable home ownership development through an allocation of Provincial funding to three organizations and drawing on the City's resources; and
- Administered over \$5 million in housing improvement loans and grants under the federal Residential Rehabilitation Assistance Program (RRAP) to support the repair, modification and/or energy retrofit of 700 low income households.

2008 PROGRAM OBJECTIVES

- Facilitating development of new affordable housing opportunities with private and not-for-profit sectors;
- Leading affordable housing policy and research advocacy as a part of developing the Housing Opportunities Toronto Plan;
- Providing City incentives for development of affordable housing;
- Advocating with other governments and other sectors for funding, including contributing City resources to facilitate housing development;
- Promoting and encouraging the retention and maintenance of existing affordable housing through delivery of the RRAP initiative; and
- Engaging the community in addressing the need for affordable housing, including where required the co-ordination of TCHC activities with City priorities.

AFFORDABLE HOUSING OFFICE

2008 STRATEGIC PRIORITIES

The 2008 Recommended Operating Budget directly advances the following priorities outlined in Council's policy agenda:

- Continue to work with approved affordable housing sponsors to complete Council approved developments;
- Bring forward additional affordable housing proposals in an effort to create an additional 1,000 units of affordable housing each year;
- Deliver for Council consideration the Housing Opportunities Toronto Plan;
- Advocate other orders of government to continue funding and enhance affordable housing programs;
- Preserving existing rental housing; and
- Provide funding for new programming; and to provide new affordable housing as part of the transformation and revitalization of existing social housing communities and new neighbourhoods into viable, mixed income communities of hope.

2008 OPERATING BUDGET HIGHLIGHTS

The 2008 Operating Budget will provide the following services:

- Coordinating the development, approval and the implementation of Housing Opportunities Toronto, a ten-year affordable housing framework from 2008 through 2018. The framework sets out eight broad strategic directions across the corporation (including Toronto Community Housing). The Affordable Housing Office directly contributes to the achievement of targets in the following manner:
 - > creating new affordable housing (1,000 families and individuals living in newly built rental homes each year);
 - > creating and renewing mixed, inclusive, sustainable neighbourhoods (1,000 units annually to support the creation of new communities – e.g. Regent Park, Lawrence Heights, Waterfront, Railway Lands and other approved TCHC projects);
 - > preserve and fix rental housing and keep it affordable (11,500 households repaired and maintained each year); and
- Ongoing implementation of previously approved housing development and improvement projects under federal and provincial affordable housing programs, including the Canada-Ontario Affordable Housing Program (rental housing and home ownership components), the Homelessness Partnering Initiative, Delivering Opportunities for Ontario Renters, and the Residential Rehabilitation Assistance Program; and
- Ongoing advocacy to the federal and provincial governments for the extension and expansion of affordable housing programs.

2008 OPERATING BUDGET

The 2008 Operating Budget for the Affordable Housing Office of \$3.032 million gross represents a \$0.155 million or 4.9% decrease compared to 2007. The 2008 net operating budget of \$1.419 million is equal to the 2007 net budget as show in Tables 1 and 2.

AFFORDABLE HOUSING OFFICE

2008 Operating Budget by Service

Table 1

| Services | Approved Budget (\$000s) | | | | | | Change Over 2007 | | | |
|-----------------------------|--------------------------|--------------|--------------|--------------|--------------|--------------|------------------|---------------|----------|----------|
| | 2006 | | 2007 | | 2008 | | Gross | | Net | |
| | Gross | Net | Gross | Net | Gross | Net | \$ | % | \$ | % |
| Housing Improvements | 555 | 380 | 569 | 369 | 564 | 264 | (5) | (0.9%) | (105) | (28.5%) |
| Affordable Housing Office | 2,463 | 1,038 | 2,617 | 1,050 | 2,468 | 1,155 | (150) | (5.7%) | 105 | 10.0% |
| Total Program Budget | 3,018 | 1,418 | 3,186 | 1,419 | 3,032 | 1,419 | (155) | (4.9%) | — | — |

2008 Operating Budget by Category

Table 2

| Description of Category | (in \$000s) | | | | | | |
|------------------------------------------|----------------|----------------|----------------------|----------------------------------|---------------|----------------|----------------|
| | 2007 Budget | 2007 Actuals | 2008 Approved Budget | Change from 2007 Approved Budget | | 2009 Outlook | 2010 Outlook |
| | \$ | \$ | \$ | \$ | % | \$ | \$ |
| Gross Expenditures: | | | | | | | |
| Salaries and Benefits | 2,577.3 | 2,241.7 | 2,403.0 | (174.3) | (6.8%) | 2,460.0 | 2,501.5 |
| Materials and Supplies | 28.4 | 14.5 | 28.9 | 0.5 | 1.8% | 28.9 | 28.9 |
| Equipment | 26.8 | 9.6 | 27.4 | 0.6 | 2.2% | 27.4 | 27.4 |
| Services & Rents | 293.4 | 449.0 | 300.0 | 6.6 | 2.2% | 300.0 | 300.0 |
| Contributions to Reserve/Res Funds | 4.5 | 4.5 | 4.5 | 0.0 | 0.0% | 4.5 | 4.5 |
| Other Expenditures | 255.9 | 213.2 | 267.7 | 11.8 | 4.6% | 267.7 | 267.7 |
| Total Gross Expenditures | 3,186.3 | 2,932.5 | 3,031.5 | (154.8) | (4.9%) | 3,088.5 | 3,130.0 |
| Funded by: | | | | | | | |
| Provincial Subsidies | 450.0 | 512.0 | 450.0 | 0.0 | 0.0% | 450.0 | 450.0 |
| Federal Subsidies | 0.0 | 0.0 | 0.0 | 0.0 | n/a | 0.0 | 0.0 |
| Other Subsidies | 0.0 | 0.0 | 0.0 | 0.0 | n/a | 0.0 | 0.0 |
| User Fees, Permits & Donations | 200.0 | 425.4 | 300.0 | 100.0 | 50.0% | 300.0 | 300.0 |
| Contribution from Reserves/Res Funds | 1,025.1 | 362.2 | 492.9 | (532.2) | (51.9%) | 0.0 | 0.0 |
| Other Revenues | 92.7 | 321.5 | 370.1 | 277.4 | 299.2% | 370.1 | 370.1 |
| Total Non Tax Revenues | 1,767.8 | 1,621.1 | 1,613.0 | (154.8) | (8.8%) | 1,120.1 | 1,120.1 |
| Net Budget (excluding Capital Financing) | 1,418.5 | 1,311.4 | 1,418.5 | (0.0) | (0.0%) | 1,968.4 | 2,009.9 |
| APPROVED POSITIONS | 24.0 | 24.0 | 24.0 | 0.0 | 0.0% | 24.0 | 24.0 |

2009/2010 OPERATING BUDGET OUTLOOK

The 2009 Outlook increase of \$0.550 million consists of the reversal of a one-time draw of \$0.493 million from the Capital Revolving Fund to meet the 2008 target; and merit and step increases totalling \$0.057 million. The 2010 Outlook increase of \$0.042 million is for merit and step increases.

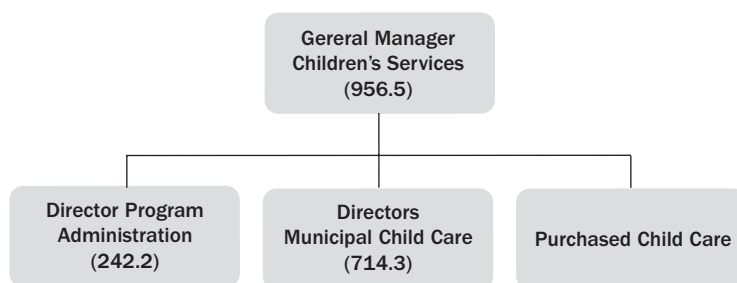
CHILDREN'S SERVICES

MISSION STATEMENT

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

PROGRAM MAP

As indicated in the program map, Children's Services has three service functions: Municipal Child Care, Purchased Child Care, and Program Administration with 956.5 approved positions to carry out the mandate of the program.



2007 KEY ACCOMPLISHMENTS

- Successful transition to Income Testing as a method of determining eligibility.
- Development of a centralized Application and Enquiry office to support improved access
- Completion of 9 Best Start sites
- Completed review of 650 child care centres against the City's Operating Criteria in readiness for public posting in 2008
- Partnered with Parks Forestry and Recreation to expand the "After School Recreation and Care Program"
- Secured child care service levels and stabilized the number of child care subsidy spaces

2008 PROGRAM OBJECTIVES

- To improve geographic equity and improve capacity of child care system in areas of need.
- To improve the capacity of the Child Care system in wards with insufficient capacity
- To utilize all available subsidy to maintain 24,000 child care subsidies.
- To successfully implement Provincial Income Testing
- To improve the average level of quality child care services under contract as measured by the City's operating criteria.
- To maintain high quality child care services in high needs communities where 90% of programs meet or exceed the City's operating standard

CHILDREN'S SERVICES

2008 STRATEGIC PRIORITIES

Children's Services' 2008 Operating Budget supports the strategic priority to "invest in the City's 13 Priority Neighbourhoods" through a number of initiatives.

- **After School Recreation and Care Program:**
Funding of \$1.436 million (gross), funded from the Social Assistance Stabilization Reserve Fund (SASRF) is included in the 2008 Operating Budget to continue the After School Recreation and Care Program that was approved by City Council in 2006. The program, through Parks, Forestry & Recreation, provides children and youth in the City of Toronto with the opportunity to participate in quality after-school programs to enhance their social, physical, educational and creative development.

The program was first implemented in September 2006 in the 13 priority neighbourhoods. An additional 24 sites were added in 2007/2008 and 23 more sites are to be added in 2008/2009. By 2009, the plan is to create 60 programs serving 3,600 children in priority neighbourhoods. These programs provide inclusive, culturally appropriate, flexible, high-quality, safe environments, and will be based on current knowledge of child development. It will also provide opportunities for youth leadership development, job readiness and volunteering

- **Three Child Care Centre Projects:**
The 2008 Approved Budget also includes funding for three child care centre projects, with a total cost of \$6.788 million, under the City's Best Start Service and Infrastructure Transition Plans and the City's Child Care Service Plan. These child care centre projects (not City-owned facilities) will provide child care services in communities with the highest levels of child poverty and the lowest level of access to child care.
 - > Regent Park Child Care Center (\$1.86 million fully funded from the Child Care Expansion Reserve Fund – CCERF) will be constructed in a Toronto Housing Corporation (TCHC) operated building. It will create 62 child care spaces and will serve both the tenants of this building and the nearby community.
 - > The Aboriginal Child Care Project includes the Ghesig House (156 Galloway Rd) and Kiiwednong Head Start (2784 Keele Street) with a project cost of \$2.928 million, funded from Provincial revenues of \$0.528 million and the CCERF of \$2.4 million. These child care centres will provide 66 additional child care spaces specifically intended to provide aboriginal specific services.
 - > Two new child care centres in schools under the Toronto District School Board (TDSB) with a total project cost of \$2.0 million, funded from the Child Care Capital Reserve Fund. These child care centres are located at two elementary schools, Highfield Junior School and Crescent Town Elementary School. There will be two purpose build child care rooms at each site with a licensed capacity for each program of 44 preschool children and up to 25 school age children in shared school space.

2008 OPERATING BUDGET HIGHLIGHTS

Children's Services' 2008 Operating Budget provides funding for the following services:

- 24,000 child care fee subsidy spaces;
- 29 programs to support children with special needs;
- 46 family resource centres and an additional 12 family resource centres in schools supported by the City's agreement with the Boards of Education; and,
- 6,356 children to attend funded summer day programs; and,
- 16 Before and After School programs for 321 children.

CHILDREN'S SERVICES

2008 OPERATING BUDGET

The 2008 Operating Budget for Children's Services of \$360.773 million gross and \$68.910 million net represents a gross increase in expenditures of \$19.405 million or 5.7% and an increase in revenues of \$19.405 million or 7.1%, resulting in a 0% net increase over the 2007 Approved Budget as show in Tables 1 and 2.

2008 Operating Budget by Service

Table 1

| Services | Approved Budget (\$000s) | | | | | | Change Over 2007 | | | |
|-----------------------------|--------------------------|---------------|----------------|---------------|----------------|---------------|------------------|-------------|----------|-------------|
| | 2006 | | 2007 | | 2008 | | Gross | | Net | |
| | Gross | Net | Gross | Net | Gross | Net | \$ | % | \$ | % |
| Program Administration | 24,099 | 9,361 | 23,121 | 11,616 | 23,120 | 7,989 | (2) | (0.0%) | (3,627) | (31.2) |
| Municipal Child Care | 61,804 | 17,992 | 63,885 | 15,703 | 67,903 | 15,885 | 4,018 | 6.3% | 182 | 1.2% |
| Purchased Child Care | 293,448 | 40,938 | 254,363 | 41,592 | 269,750 | 45,036 | 15,388 | 6.0% | 3,444 | 8.3% |
| Total Program Budget | 379,351 | 68,291 | 341,369 | 68,910 | 360,773 | 68,910 | 19,405 | 5.7% | 0 | 0.0% |

2008 Operating Budget by Category

Table 2

| Description of Category | (in \$000s) | | | | | | |
|------------------------------------------|-------------------|------------------|----------------------|----------------------------------|---------------|------------------|------------------|
| | 2007 Budget | 2007 Actuals | 2008 Approved Budget | Change from 2007 Approved Budget | | 2009 Outlook | 2010 Outlook |
| | \$ | \$ | \$ | \$ | % | \$ | \$ |
| Gross Expenditures: | | | | | | | |
| Salaries and Benefits | 64,933.5 | 66,243.4 | 67,822.0 | 2,888.5 | 4.4% | 70,664.8 | 71,906.0 |
| Materials and Supplies | 3,893.1 | 3,442.3 | 3,962.9 | 69.8 | 1.8% | 3,962.9 | 3,962.9 |
| Equipment | 704.0 | 361.4 | 635.5 | (68.5) | (9.7%) | 635.5 | 635.5 |
| Services & Rents | 265,610.2 | 261,538.5 | 281,987.5 | 16,377.3 | 6.2% | 288,172.8 | 294,407.7 |
| Contributions to Reserve/Res Funds | 819.2 | 1,382.7 | 1,139.2 | 320.0 | 39.1% | 1,139.2 | 1,139.2 |
| Other Expenditures | 5,408.8 | 3,012.4 | 5,226.3 | (182.5) | (3.4%) | 5,226.3 | 5,226.3 |
| Total Gross Expenditures | 341,368.8 | 335,980.7 | 360,773.4 | 19,404.6 | 5.7% | 369,801.5 | 377,277.6 |
| Funded by: | | | | | | | |
| Provincial Subsidies | 247,106.7 | 244,411.5 | 255,603.3 | 8,496.6 | 3.4% | 255,974.0 | 255,974.0 |
| Federal Subsidies | 0.0 | 0.0 | | 0.0 | n/a | | |
| Other Subsidies | 0.0 | 0.0 | | 0.0 | n/a | | |
| User Fees, Permits & Donations | 15,006.4 | 17,277.3 | 8,843.6 | (6,162.8) | (41.1%) | 8,843.6 | 8,843.6 |
| Contribution from Reserves/Res Funds | 7,495.5 | 3,131.5 | 19,016.3 | 11,520.8 | 153.7% | 19,016.3 | 19,016.3 |
| Other Revenues | 2,850.0 | 3,364.7 | 8,400.0 | 5,550.0 | 194.7% | 8,400.0 | 8,400.0 |
| Total Non Tax Revenues | 27 2,458.6 | 268,185.0 | 291,863.2 | 19,404.6 | 7.1% | 292,233.9 | 292,233.9 |
| Net Budget (excluding Capital Financing) | 68,910.2 | 67,795.7 | 68,910.2 | 0.0 | 0.0% | 77,567.6 | 85,043.7 |
| Approved Positions | 956.7 | 956.7 | 956.5 | (0.2) | (0.0%) | 956.5 | 956.5 |

CHILDREN'S SERVICES

2009/2010 OPERATING BUDGET OUTLOOK

- Children's Services' 2009 and 2010 Outlooks supports the key strategic direction of achieving the service levels outlined in the City's Best Start and Child Care Service Plan. This plan includes maintaining the service growth already created under Best Start (24,000 subsidized child care spaces), providing an integrated system of services for children with activities that will promote early learning and development, delivering services to children with special needs, providing parent and caregiver support through the Family Resource programs, and supporting families by ensuring more available funding for child care fee subsidy by maintaining fee subsidy levels.

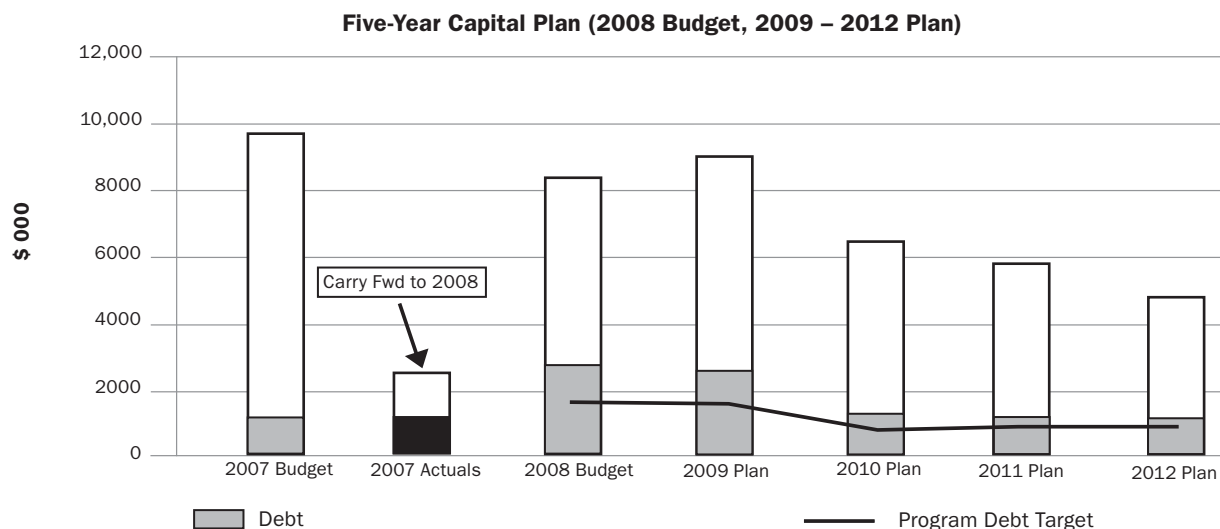
2008 CAPITAL BUDGET AND 2009–2012 CAPITAL PLAN

FIVE-YEAR CAPITAL PLAN OVERVIEW

The Children's Services' Five-Year Capital Plan supports the Program's objective to ensure child care services are accessible and equitably available by increasing the number of child care centres in under-served communities.

The 2008 Capital Budget and 2009–2012 Capital Plan of \$35.476 million requires new debt funding of \$9.350 million which is over the debt target by \$2.750 million. This is primarily due to two projects, the Regent Park Child Care Centre Replacement of \$1.650 million (under the Regent Park Revitalization) and the Chester Le Junior Child Care Centre increase in cost of \$1.2 million for community spaces to support the strategic priority to invest in the City's 13 priority neighbourhoods.

The Five-Year Capital Plan requires a cash flow of \$8.963 million in 2008; \$9.1 million in 2009; \$6.8 million in 2010; \$5.8 million in 2011; and, \$5.3 million in 2012. It will provide funding for the completion of 4 new child care centres in under-served areas within the City; a replacement child care centre to accommodate infants and toddlers from the Regent Park Day Care Centre that will be demolished by March 2009 as a result of the Regent Park Revitalization Initiative, address the state of good repair requirements of municipally owned child care centre facilities; and assist child care operators to address health and safety issues including playground retrofit to comply with licensing requirements under the Day Nurseries Act and the new Canadian Standards Association (CSA) standards.



CHILDREN'S SERVICES

| | 2007 | | Five-Year Plan | | | | | |
|--------------------------------------------------------------|--------------|--------------|----------------|--------------|--------------|--------------|--------------|---------------|
| | Budget | Actual | 2008 | 2009 | 2010 | 2011 | 2012 | 2008-12 |
| Gross Expenditures: | | | | | | | | |
| 2007 Capital Budget & Future Year Commitments | 9,704 | 1,569 | 1,626 | 500 | | | | 2,126 |
| Recommended Changes to Commitments | | | (500) | 500 | | | | 0 |
| 2008 New/Change in Scope and Future Year Commitments** | | | 7,350 | 2,300 | 500 | | | 10,150 |
| 2009—2012 Plan Estimates** | | | | 5,800 | 6,300 | 5,800 | 5,300 | 23,200 |
| 1-Year Carry Forward to 2008 | | 1,087 | → | | | | | 0 |
| Total Gross Annual Expenditures & Plan | 9,704 | 2,656 | 8,476 | 9,100 | 6,800 | 5,800 | 5,300 | 35,476 |
| Program Debt Target | 1,000 | | 1,600 | 1,600 | 1,000 | 1,200 | 1,200 | 6,600 |
| Financing: | | | | | | | | |
| Recommended Debt | 1,000 | | 2,850 | 2,600 | 1,300 | 1,300 | 1,300 | 9,350 |
| Other Financing Sources: | | | | | | | | |
| Reserves/Reserve Funds | 1,867 | | 1,626 | 2,500 | 1,500 | 500 | | 6,126 |
| Development Charges | | | | | | | | 0 |
| Federal | | | | | | | | 0 |
| Provincial | 6837 | | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 | 20,000 |
| Other Revenue | | | | | | | | 0 |
| Total Financing | 9,704 | | 8,476 | 9,100 | 6,800 | 5,800 | 5,300 | 35,476 |
| By Category: | | | | | | | | |
| Health & Safety | 5,000 | | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 25,000 |
| Legislated | | | | | | | | 0 |
| SOGR | | | 300 | 300 | 300 | 300 | 300 | 1,500 |
| Service Improvement | 4,704 | | 3,176 | 3,800 | 1,500 | 500 | | 8,976 |
| Growth Related | | | | | | | | 0 |
| Total By Category | 9,704 | | 8,476 | 9,100 | 6,800 | 5,800 | 5,300 | 35,476 |
| Yearly SOGR Backlog Estimate (not addressed by current plan) | | | | | | | | 0 |
| Accumulated Backlog Estimate (end of year) | | | | — | — | — | — | 0 |
| Operating Impact on Program Costs | | | | | | | | |
| Debt Service Costs | | | 86 | 353 | 143 | 0 | 0 | 581 |

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

CHILDREN'S SERVICES

CAPITAL PROJECT HIGHLIGHTS

Strategic Priorities:

Children's Services' Five-Year Capital Plan supports the strategic priority to "invest in the City's 13 Priority Neighbourhoods".

- Invest in the City's 13 Priority Neighbourhoods:
Included in the 2008 Approval Capital Budget is the construction of Child Care Center B, identified as the child care centre adjacent to the Chester Le Junior Public School, for \$3.187 million. This includes funding of \$1.2 million to add community spaces to this child care centre to support the City's initiative to create new recreation facilities by investing \$13.0 million in the City's 13 Priority Neighbourhoods over a period of four years.
- Regent Park Revitalization:
This project is intended to replace the Regent Park Child Care Centre, a municipally operated child care program that cares for 40 children from infancy to 30 months of age. This child care centre is located at 600 Dundas Street West that will be displaced as a result of Phase 2 of the Regent Park Revitalization Initiative.

Other Key Capital Initiatives:

Children's Services' Five-Year Capital Plan includes funding for the construction of four new child care centres that will address the need to provide access to quality childcare in under served areas with respect to licensed subsidized childcare:

- The Thorncliffe Park Child Care Centre project commenced in 2007 and is expected to be completed in 2008.
- Chester Le Junior Child Care Centre will commence in 2008 and will have 66 new spaces including 46 spaces for children 0-4 years including: 10 Infant, 20 Toddler, 16 Pre-school and 20 JK/SK.
- St. Andrew Child Care Centre, commencing in 2008, will have 46 new spaces for children 0-4 years including: 10 Infant, 20 Toddler, and 16 Pre-school. It currently has 20 JK/SK spaces
- Child Care Centre D project is scheduled for 2009 – 2011.

Incremental Operating Impact of the 2008 Capital Budget

There are no program operating costs arising from the 2008 Approved Capital Budget and 2009–2012 Capital Plan.

The construction of new child care centres included in the Five-Year Capital Plan will have no operating budget impact as these centres will be operated by non-profit child care agencies and will be funded within the current Purchased Child Care Services' budget.

STATE OF GOOD REPAIR BACKLOG

This Program does not have an SOGR backlog at year-end 2007. Facilities and Real Estate (F&RE) conducted a Building Condition Assessment in December 2006 and based on this assessment recommended an annual funding of \$0.3 million to maintain each facility operated by Children's Services. Annual funding of \$0.3 million, included in the 5 Year Capital Plan, will fully address annual SOGR requirements of the Program

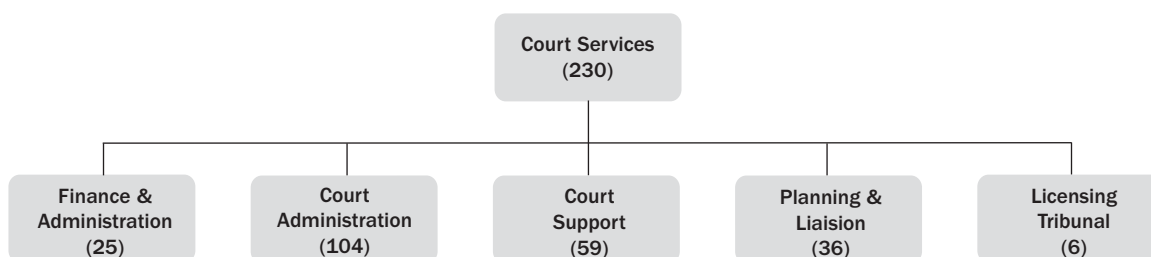
COURT SERVICES

MISSION STATEMENT

- The Court Services Division provides dispute resolution services to defendants and the public in Toronto in accordance with the Provincial Offences Act and the Memorandum of Understanding between the City of Toronto and the Ministry of the Attorney General in order to ensure justice is fairly administered.

PROGRAM MAP

As indicated in the program map, Court Services has five service functions: Finance & Administration, Court Administration, Court Support, Planning & Liaison and Licensing Tribunal, with 230 approved positions to carry out the mandate of the program.



2007 KEY ACCOMPLISHMENTS

- Renewed collection agency contracts in an effort to collect outstanding fines inherited from Province at time of program transfer as well as those in default since the program transfer in 2002. Since August 2004, 17 million dollars have been recovered through use of Collection Agencies. In June, obtained the approval of the Attorney General to add the costs of using collection agencies to the amount owed by the payer thereby eliminating the subsidization of these costs by persons ordered to pay fines.
- Established a dedicated team within the Legal Services Division to assist with the collection of fines served to support divisional efforts.
- Implemented, in July 2006, Internet payment application (City built). Recognized by Public Sector Quality Fair with a merit award for this project.
- Continued advocacy towards ensuring sufficient Justices of the Peace are assigned to Toronto Courts. Twelve Justices of the Peace appointed by Provincial government.
- Transferred from City Clerks the administrative responsibility for the Toronto Licensing Tribunal pursuant to Council approval.
- Implemented, as approved by Council, with support of Legal Services Division and Toronto Police Service changes that increase the rate of police officer attendance at trials. Indications show that with officers attending court more frequently the rate at which charges are being withdrawn has improved from one in eight to one in twelve. Although the cost of officers appearing as witnesses off duty is a new expense, the value of fines paid is in excess of the cost and net revenues are in line with budget projections for this initiative.

COURT SERVICES

2008 PROGRAM OBJECTIVES

- Provide services to stakeholders that are fair, coordinated, timely, efficient and accessible.

2008 STRATEGIC PRIORITIES

The 2008 Budget for Court Services directly advances, through a number of new/enhanced initiatives, the following strategic priorities outlined in the Council's policy agenda:

- Together with other municipal staff and Provincial officials continue to identify for legislative and regulatory reform a series of simplified court processes that may also involve alternative dispute resolution programs with the objective of improving public access and reducing program costs through greater use of technology.
- Priority emphasis continues to be placed on obtaining Provincial support for additional fine enforcement sanctions to reduce the growing level of unpaid fines experienced by all Ontario municipalities.
- Monitor caseload trend and demand for service identifying and discussing with the judiciary options to manage workload. Monitor and report on implications arising from shortage of Justices of the Peace. Although twelve new Justices of the Peace were appointed during the first half of 2007, there is a concern that a succession management plan is needed to ensure no disruptions in judicial availability occurs that could see courtrooms close.
- Staff have been working on a model that supports the provisions available in the City of Toronto Act and associated Regulation that permit the creation of an administrative penalty system for some parking bylaws.

2008 OPERATING BUDGET HIGHLIGHTS

The 2008 Operating Budget will provide the following Services:

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

2008 OPERATING BUDGET

The 2008 Operating Budget for Court Services of \$39.335 million gross represents a \$3.748 million or 10.5% increase compared to 2007. The 2008 net operating budget of (\$11.383 million) reflects a \$0.263 million or 2.4% increase over the 2007 net budget as shown in Tables 1 and 2.

COURT SERVICES

2008 Operating Budget by Service

Table 1

| Services | Approved Budget (\$000s) | | | | | | Change Over 2007 | | | |
|-----------------------------|--------------------------|----------------|---------------|-----------------|---------------|-----------------|------------------|--------------|--------------|-------------|
| | 2006 | | 2007 | | 2008 | | Gross | | Net | |
| | Gross | Net | Gross | Net | Gross | Net | \$ | % | \$ | % |
| Finance & Administration | 18,044 | 16,579 | 20,186 | 19,157 | 23,113 | 21,712 | 2,927 | 14.5% | 2,555 | 13.3% |
| Court Administration | 7,032 | (33,462) | 6,732 | (38,466) | 7,129 | (41,647) | 397 | 5.9% | (3,181) | 8.3% |
| Court Support | 4,203 | 4,203 | 4,705 | 4,705 | 4,961 | 4,961 | 256 | 5.4% | 256 | 5.4% |
| Planning & Liaison | 3,180 | 3,180 | 3,484 | 3,484 | 3,591 | 3,591 | 107 | 3.1% | 107 | 3.1% |
| Licensing Tribunal | — | — | 480 | 0 | 541 | 0 | 61 | 12.7% | 0 | n/a |
| Total Program Budget | 32,459 | (9,500) | 35,587 | (11,120) | 39,335 | (11,383) | 3,748 | 10.5% | (263) | 2.4% |

2008 Operating Budget by Category

Table 2

| Description of Category | (in \$000s) | | | | | | |
|------------------------------------------|-----------------|-----------------|----------------------|----------------------------------|--------------|-----------------|-----------------|
| | 2007 Budget | 2007 Actuals | 2008 Approved Budget | Change from 2007 Approved Budget | | 2009 Outlook | 2010 Outlook |
| | \$ | \$ | \$ | \$ | % | \$ | \$ |
| Gross Expenditures: | | | | | | | |
| Salaries and Benefits | 15,210.7 | 14,253.9 | 15,988.6 | 777.9 | 5.1% | 16,517.6 | 16,597.8 |
| Materials and Supplies | 178.7 | 193.8 | 189.1 | 10.4 | 5.8% | 189.1 | 189.1 |
| Equipment | 137.1 | 61.0 | 137.1 | 0.0 | 0.0% | 127.3 | 127.3 |
| Services & Rents | 8,610.0 | 7,937.2 | 8,592.6 | (17.4) | (0.2%) | 8,592.6 | 8,592.6 |
| Contributions to Reserve/Res Funds | 53.5 | 53.5 | 53.5 | 0.0 | 0.0% | 53.5 | 53.5 |
| Other Expenditures | 11,396.5 | 14,104.0 | 14,373.7 | 2,977.2 | 26.1% | 14,373.6 | 14,373.6 |
| Total Gross Expenditures | 35,586.5 | 36,603.4 | 39,334.6 | 3,748.1 | 10.5% | 39,853.7 | 39,933.9 |
| Funded by: | | | | | | | |
| Provincial Subsidies | 0.0 | 0.0 | 0.0 | 0.0 | n/a | 0.0 | 0.0 |
| Federal Subsidies | 0.0 | 0.0 | 0.0 | 0.0 | n/a | 0.0 | 0.0 |
| Other Subsidies | 0.0 | 0.0 | 0.0 | 0.0 | n/a | 0.0 | 0.0 |
| User Fees, Permits & Donations | 0.0 | 0.0 | 324.0 | 324.0 | n/a | 324.0 | 324.0 |
| Contribution from Reserves/Res Funds | 0.0 | 0.0 | 0.0 | 0.0 | n/a | 0.0 | 0.0 |
| Other Revenues | 46,706.5 | 43,152.7 | 50,393.9 | 3,687.4 | 7.9% | 50,432.1 | 50,432.1 |
| Total Non Tax Revenues | 46,706.5 | 43,152.7 | 50,717.9 | 4,011.4 | 8.6% | 50,756.1 | 50,756.1 |
| Net Budget (excluding Capital Financing) | (11,120.0) | (6,549.3) | (11,383.3) | (263.3) | 2.4% | (10,902.4) | (10,822.2) |
| Approved Positions | 230.0 | 230.0 | 230.0 | 0.0 | 0.0% | 233.0 | 233.0 |

COURT SERVICES

2009/2010 OPERATING BUDGET OUTLOOK

- Court Services Operating Budget continues to support efficient court administration and related services to the public using the Provincial Offences Courts in Toronto, located at 1530 Markham Rd. York Civic Centre, Old City Hall and 137 Edward Street. The services delivered are in accordance with the Memorandum of Understanding between the City of Toronto and the Ministry of the Attorney General.

2008 CAPITAL BUDGET AND 2009 - 2012 CAPITAL PLAN

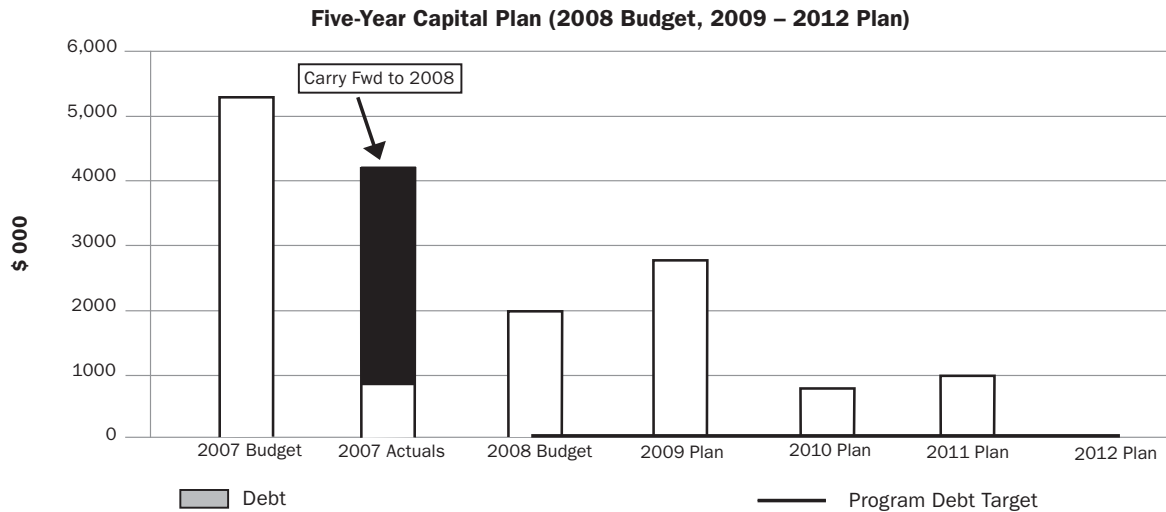
FIVE-YEAR CAPITAL PLAN OVERVIEW

The Court Services' Five-Year Plan has been developed to emphasize the City's responsibility to provide well secured courthouse facilities with adequate space and suitable technological infrastructure. The Plan total of \$6.374 million includes carry forward funding of \$0.774 million for two 2006 projects, thereby requiring Council's reaffirmation for the projects. All recommended projects are in accordance with the Provincial Offences Act and the Memorandum of Understanding between the City of Toronto and the Ministry of the Attorney General and deemed Legislated. The Recommended Five-Year Capital Plan is fully funded by the Provincial Offences Courts Stabilization Reserve Fund.

Court Services' Approved 2008-2012 Capital Plan of \$6.374 million, excluding one-year carry forward funding, provides \$3.7 million for continuing previously approved projects (commitments), and the initiation of a new project in 2009 at a total cost of \$1.9 million.

- **POA Application: Phase 1 – Audio Cassette Replacement**
This previously approved project, that requires 2006 carry forward funding of \$0.592 million, will complete the replacement of the current old and obsolete Audio Cassette recording equipment with Digital recording technology in 2008.
- **POA Application: Phase 2 – Court Case Record Management System**
The Provincially owned and managed ICON (Integrated Court Offences Network) application system is currently in use by all Ontario Provincial Offences Courts, including the Toronto Court Services. However, the system is outdated, slow and does not have the necessary features for the effective management of the large volume of caseload in the Toronto courts. This previously approved sub-project, with a total 2007 project cost of \$4.0 million, is for the development/installation of a computerized court case management system in accordance with City standards and specifications with capabilities to interface with the Icon application system and the Parking Tag Management System (PTMS). In addition, the system will support new processes available under the City of Toronto Act, provide more efficient service delivery processes, including scheduling of trials and hearings, and improve the collection of fines. The commencement of this project is deferred from 2007 to 2008 and is scheduled for completion in 2009, with cash flows of \$2.0 million in each of 2008 and 2009.
- **POA Application: Phase 3 – System Sustainment and Hardware Upgrade**
This new sub-project with a 2009 Project Cost of \$1.900 million and a projected cash-flow of \$0.250 million in 2009, \$0.700 million in 2010 and \$0.950 million in 2011 is required to sustain the POA Court Case Record Management System and Hardware upgrade and replacement of equipment that will retire in 4-5 years.
- **Courthouse Facilities Renovation – South District**
This previously approved sub-project will complete the renovation work at Old City Hall in 2009.

COURT SERVICES



| | 2007 | | Five-Year Plan | | | | | |
|--------------------------------------------------------------|--------------|----------|----------------|--------------|------------|------------|----------|--------------|
| | Budget | Actual | 2008 | 2009 | 2010 | 2011 | 2012 | 2008-12 |
| Gross Expenditures: | | | | | | | | |
| 2007 Capital Budget & Future Year Commitments | 5,299 | 844 | 4,049 | 425 | | | | 4,474 |
| Recommended Changes to Commitments | | | (2,000) | 2,000 | | | | 0 |
| 2008 New/Change in Scope and Future Year Commitments** | | | | | | | | 0 |
| 2009–2012 Plan Estimates** | | | | 250 | 700 | 950 | | 1,900 |
| 1-Year Carry Forward to 2008 | | 3,477 | | | | | | |
| Total Gross Annual Expenditures & Plan | 5,299 | | 2,049 | 2,675 | 700 | 950 | 0 | 6,374 |
| Program Debt Target | 0 | | 0 | 0 | 0 | 0 | 0 | 0 |
| Financing: | | | | | | | | |
| Recommended Debt | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Financing Sources: | | | | | | | | |
| Reserves/Reserve Funds | 5,299 | 0 | 2,049 | 2,675 | 700 | 950 | | 6,374 |
| Development Charges | | | | | | | | 0 |
| Federal | | | | | | | | 0 |
| Provincial | | | | | | | | 0 |
| Other Revenue | | | | | | | | 0 |
| Total Financing | 5,299 | 0 | 2,049 | 2,675 | 700 | 950 | 0 | 6,374 |
| By Category: | | | | | | | | |
| Health & Safety | | | | | | | | |
| Legislated | 5,299 | 0 | 2,049 | 2,675 | 700 | 950 | | 6,374 |
| SOGR | | | | | | | | 0 |
| Service Improvement | | | | | | | | 0 |
| Growth Related | | | | | | | | |
| Total By Category | 5,299 | 0 | 2,049 | 2,675 | 700 | 950 | 0 | 6,374 |
| Yearly SOGR Backlog Estimate (not addressed by current plan) | | | | | | | | |
| Accumulated Backlog Estimate (end of year) | | | | | | | | |
| Operating Impact on Program Costs | | | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt Service Costs | | | 0 | 0 | 0 | 0 | 0 | 0 |

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

COURT SERVICES

CAPITAL PROJECT HIGHLIGHTS

Strategic Priorities:

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

- Continuation of technology application upgrades and renovations to Courthouse South Facilities.
- Completion of the Provincial Offences Act (POA) Application Development project - Digital Audio Recording (DAR) phase with the installation and implementation of the equipment at the East and South court sites.
- Completion of Phase 2 of the Provincial Offences Act (POA) Application Development project for the Computerized Court Case Record Management System.
- Completion of refurbishing work at Old City Hall.

Other Key Capital Initiatives:

- The 2008 Approved Capital Budget provides funding for technological requirements and facility renovations:
 - > \$0.592 million to complete the replacement of Audio Cassette recording technology with a Digital technology system;
 - > \$2.000 million to commence development of a POA Court Case Management Application System for completion in 2009 with a future year commitment of \$2.000 million; and
 - > \$2.557 million with a future year commitment of \$0.425 million to continue the on-going renovations to the South District Courthouse Facilities at Old City Hall for completion in 2009.

Incremental Operating Impact of the 2008 Capital Budget

- > The Approved Five-Year Plan has no impact on the Operating Budget.

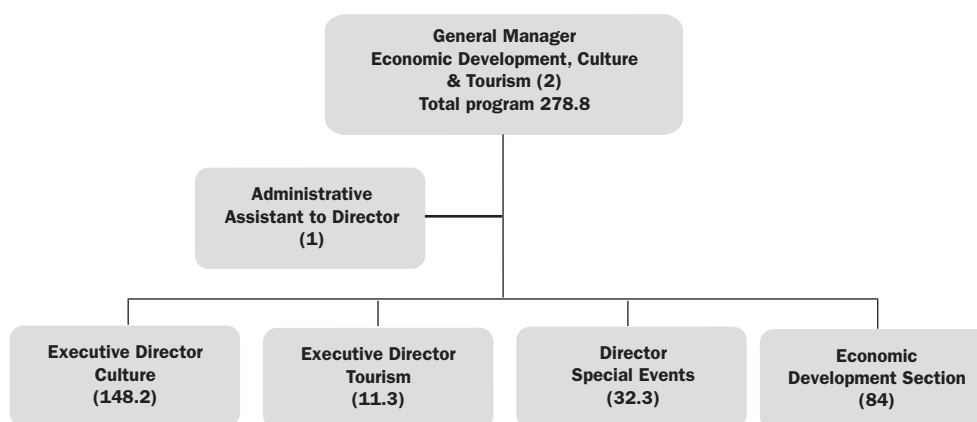
ECONOMIC DEVELOPMENT, CULTURE AND TOURISM

MISSION STATEMENT

- Economic Development Culture and Tourism (EDCT) seeks to develop and maintain a dynamic creative city with a strong economy and a vibrant, diverse culture that engages citizens, is a magnet for talent and tourists, retains and attracts business, contributes to the economic and social well being of all the City's neighbourhoods and profiles Toronto on the international stage as a great place to live, work and visit.

PROGRAM MAP

As indicated in the program map, EDCT has four service functions: Culture, Tourism, Special and Economic Development with 278.8 approved positions to carry out the mandate of the program.



2007 KEY ACCOMPLISHMENTS

- In 2007, the Economic Development, Culture and Tourism Division undertook a Program Review to assess mandate, priorities and structure. As part of the review, an assessment of current programming, including an analysis of strengths and weaknesses, comparative analysis of other jurisdictions and a stakeholder satisfaction analysis was undertaken. The review will result in a clarification of the division's mandate, responsibilities and future activities and will lead to an initial restructuring of services in early 2008. Work on a detailed staffing and organizational change transition plan will continue in 2008.
- Raised awareness of arts and culture across the City through "To live with Culture" marketing campaign, which included Nuit Blanche: a large scale contemporary art exhibit.
- 100 youth programs and permits facilitated by Arts Services for Youth with 9,500 youth participants
- Attendance of 581,508 for all City facilities/programs for Arts Services, Museums and Heritage.
- Attracted more than \$700 million dollars in filming activity to Toronto
- Generated more than 1,000 net new jobs, occupying 560,000 square feet of development, generating \$4.6 million in city taxes and having a \$79.8 million impact on the local GDP
- Secured \$300 million and 3.0 million square feet in industrial/office development
- Created four new Business Improvement Areas (for a total of 64)
- Developed a Green Sector Strategy Plan for the City of Toronto and conducted a Financial Services human resources study (Talent Matters)
- Launched development of Biz Pal Service

ECONOMIC DEVELOPMENT, CULTURE AND TOURISM

- Developed, produced, promoted and executed nine annual event campaigns, WinterCity, Winterlicious, Summerlicious, Canada Day, Tasty Thursdays, Fresh Wednesdays, Sunday Serenades, Cavalcade of Lights and Nuit Blanche in strategically placed areas of the City
- Secured \$1.5 million in corporate cash sponsorships, as well as an additional \$1 million in in-kind corporate support
- Completed “Premier Ranked Tourist Destination” project, providing a comprehensive assessment of Toronto’s status as a tourist destination.
- Launched new visitor information services at a “Toronto Desk” in the Ontario Travel Information Centre and continued operation of InfoTOGo Mobile, TAPintoTo! and one million copies of a Toronto map, almost all funded by partnership and sponsorship revenue
- Successfully attracted and launched six new annual events (NCAA International Bowl, Just For Laughs Festival, four watercourse events) attended by over 150,000 participants.
- Facilitated the 2007 Grey Cup Festival return to Toronto
- Secured Tall Ship events for Toronto in 2008, 2010 and 2013

2008 PROGRAM OBJECTIVES

- Foster the health and growth of the City’s key business, cultural and tourism sectors through the development of strategic policy initiatives
- Develop and promote opportunities for cultural and artistic expression, education and audience development through support for the arts, museums and cultural infrastructure
- Support and sustain the success of small business enterprise in all neighbourhoods and economic sectors across the City
- Identify, attract and promote tourism, sports, cultural and events of significance that provide opportunities for both residents and tourists to participate in diverse economic, cultural and recreational experiences in the City of Toronto

2008 STRATEGIC PRIORITIES

The 2008 Budget for Economic Development Culture and Tourism directly advances, through a number of new/enhanced initiatives, the following strategic priorities outlined in the Council’s policy agenda:

- **A Strong City with a Strong Economy:**
 - > Continue work with the Mayor’s economic advisory committee to build the work plan and implement actions contained in the Agenda for Prosperity and extend the engagement of other business, educational and labour leaders in its implementation.
 - > Implement the organizational changes recommended in the EDCT Program Review to build the division’s strategic capacity and ability to address the priorities outlined in the Agenda for Prosperity.
 - > Create “Team Toronto” to host inbound trade missions and business visitors as well as to promote Toronto as a place to do business, with focus on innovative, creative, knowledge-based industries when the Mayor and business leaders travel abroad.
 - > Facilitate neighbourhood revitalization through the BIA program and encourage BIAs to expand their involvement in city building initiatives.
 - > Implement Bloor Street Transformation Project.
 - > Stimulate economic growth through the creation and implementation of a set of financial tools, activities and policies (city-wide CIP and Enhancing Business Climate, Executive Growth Team, eServices – BizPal) to increase Toronto’s competitiveness and attractiveness for investors and companies.
 - > Stabilize manufacturing sector by working with business, labour and governments to address systemic problems and to augment productivity.

ECONOMIC DEVELOPMENT, CULTURE AND TOURISM

- > Enhance the economic inclusion of marginalized groups including youth at risk, those in priority neighbourhoods and foreign trained professionals.
 - > Grow key sectors such as biotech, information technology, screen based industries, creative industries, tourism, business and financial services and environment.
 - > Build a stronger partnership with the learning and educational institutions to ensure the continued training and skill development of the labour force.
 - > Begin implementation of Premier Ranked Tourist Destination recommendations, including: introducing a destination planning process, improving the Toronto visitor value proposition and improving the public awareness of the importance of Tourism.
 - > Continue to work with the Interdivisional Economic Growth Team and review and revise policies and practices to support economic prosperity, creativity and innovation.
- **A Creative City**
 - > Produce a Nuit Blanche that delivers quality displays and activities for Torontonians and enhances the Toronto brand in North America and around the world.
 - > Deliver the Live with Culture initiative to promote Toronto's creative enterprise and more fully engage the whole community. Continue managing the Live With Culture website, showcasing all of the cultural activities in Toronto, and the "Arts in the Hood" community art programs.
 - > Work to strengthen Toronto's screen-based industries by advocating for the acknowledgement of and reinvestment in the City as Canada's English language centre of excellence and enhancing the financial tools available.
 - > Lead the development and implementation of a City Community Arts Action Plan with a working group of internal and external community partners which include underserved groups such as seniors, youth and newcomers.
 - > Provide quality arts programs for children and youth in priority neighbourhoods in support of the Community Safety Plan and in conjunction with Neighbourhood Action Teams.
 - > Establish, with the steering committee, the groundwork to go forward with planning and programming for the War of 1812 Commemoration.
 - > Begin the work and fundraising required for the revitalization of Fort York with a focus on the Visitor's Centre.
 - > Deliver a strategy to implement the next steps for the Council approved Culture Plan within the context of the "Creative City Planning Framework".
 - > Introduce and implement a major event enhancement strategy to address the acquisition and hosting of major one-time events, and support for enhancing recurring annual events.

2008 OPERATING BUDGET HIGHLIGHTS

- **The 2008 Council Approved Operating Budget for Economic Development Culture and Tourism provides funding to:**
 - > Lead the development of City's Prosperity Agenda: Report to Council early 2008
 - > Complete approximately 25 key sector development projects (Green Sector Strategy, Financial Services Human Resources Strategy, Bio Discovery District Brochure)
 - > Coordinate direct city support (Concierge Service) to a minimum of 24 business investment/expansion projects (Woodbine Live, MARs, etc.)
 - > Provide professional and administrative support to 64 BIAs and other small business areas
 - > Continue to provide Marketing and Promotion to support Film Production in Toronto
 - > Continue safeguarding the city-owned heritage and cultural buildings for the cultural legacy of Toronto including 97 city-owned heritage and cultural buildings at 60 heritage sites. Continue to negotiate with the private sector for partnerships in adaptive reuse of these properties

ECONOMIC DEVELOPMENT, CULTURE AND TOURISM

- > Continue implementation of the Culture Plan – a ten-year plan for cultural development in Toronto approved by Council in 2003 including the third year of the Live With Culture project which continues to deliver the website, street banners in over 400 locations, the Arts in the Hood Program, Doors Open Guide and the Face the Arts programs. Culture will continue to manage cultural investment through the CPIP program.
- > Operate 10 historic museum sites: Colborne Lodge (1837);, Spadina Museum: Historic House & Gardens (1866), Fort York National Historic Site (1793); Montgomery's Inn (1847); Todmorden Mills Heritage Museum & Arts Centre; Gibson House Museum (1851); Scarborough Historical Museum; York Museum; Zion Schoolhouse (1869); Mackenzie House (1850s)
 - * Begin planning for bicentennial celebrations of the War of 1812.
- > Support 1,350 events annually Examples include: Salsa on St. Clair, Just for Laughs, Community events on Nathan Phillips Square and Mel Lastman Square. Produce/deliver 131 event days annually for audience of 2.2 million residents and visitors including: (WinterCity, Winterlicious, Canada Day, Tasty Thursdays, Fresh Wednesdays, Summerlicious, Sunday Serenades, Cavalcade of Lights, Nuit Blanche)
 - * Make Nuit Blanche an annual signature event by increasing the budget by \$0.505 million
- > Continue to provide Tourism Information Services at: Nathan Phillips Square, Toronto Desk at Provincial Tourism Information Office, Tourism Info Van and Information Pillars
- > Develop information content for the Info Pillars to be rolled out as part of the "Co-ordinated Street Furniture Program"
- > Negotiate and manage a new 3 year agreement with Tourism Toronto after the current agreement expires in 2008
- > Provide support to 1 to 2 major events in 2008 and Report to Council on an Event Enhancement Strategy in early 2008 to promote event products and enhance leveraging opportunities.

2008 OPERATING BUDGET

The 2008 Council Approved Operating Budget for Economic Development, Culture and Tourism of \$33.251 million gross represents a \$1.015 million or 3% decrease compared to 2007. The 2008 net operating budget of \$25.961 million reflects a \$1.370 million or 5.6% increase over the 2007 net budget as show in Tables 1 and 2.

2008 Operating Budget by Service

Table 1

| Services | Approved Budget (\$000s) | | | | Change Over 2007 | | | | | |
|-----------------------------|--------------------------|---------------|---------------|---------------|------------------|---------------|------------------|---------------|----------------|------------|
| | 2006 | | 2007 | | 2008 | | Gross | | Net | |
| | Gross | Net | Gross | Net | Gross | Net | \$ | % | \$ | % |
| Culture | 16,848 | 10,697 | 13,506 | 10,062 | 13,783 | 10,335 | 277.2 | 2.8% | 273.3 | 2.7 |
| Economic Development | 10,361 | 8,342 | 11,042 | 9,103 | 11,241 | 9,489 | 198.7 | 2.2% | 386.1 | 4.2 |
| Special Events | 7,382 | 3,860 | 7,636 | 4,079 | 6,218 | 4,808 | (1,417.6) | (34.8%) | 729.3 | 17.9 |
| Tourism | 1,918 | 1,398 | 2,082 | 1,347 | 2,009 | 1,329 | (73.4) | (5.4%) | 18.4 | 1.4 |
| Total Program Budget | 36,509 | 24,297 | 34,266 | 24,591 | 33,251 | 25,961 | (1,015.0) | (3.0%) | 1,370.3 | 5.6 |

ECONOMIC DEVELOPMENT, CULTURE AND TOURISM

2008 Operating Budget by Category

Table 2

| Description of Category | (in \$000s) | | | | | | |
|------------------------------------------|-----------------|-----------------|----------------------------|-------------------------------------|----------------|-----------------|-----------------|
| | 2007 Budget | 2007 Actuals | 2008 Approved Budget | Change from 2007 Approved Budget | | 2009 Outlook | 2010 Outlook |
| | \$ | \$ | \$ | \$ | % | \$ | \$ |
| Gross Expenditures: | | | | | | | |
| Salaries and Benefits | 21,132.9 | 21,422.3 | 22,211.5 | 1,078.6 | 5.1% | 22,482.1 | 22,482.1 |
| Materials and Supplies | 1,302.9 | 1,069.6 | 1,280.0 | (22.9) | (1.8%) | 1,280.0 | 1,280.0 |
| Equipment | 136.9 | 117.4 | 161.9 | 25.0 | 18.3% | 151.9 | 151.9 |
| Services & Rents | 9,329.2 | 6,887.1 | 6,927.6 | (2,401.6) | (25.7%) | 6,914.6 | 6,817.6 |
| Contributions to Reserve/Res Funds | 958.3 | 1,669.7 | 1,238.0 | 279.7 | 29.2% | 1,298.0 | 1,298.0 |
| Other Expenditures | 1,405.9 | 1,850.7 | 1,431.9 | 26.0 | 1.8% | 1,431.9 | 1,431.9 |
| Total Gross Expenditures | 34,266.1 | 33,016.8 | 33,250.9 | (1,015.2) | (3.0%) | 33,558.5 | 33,461.5 |
| Funded by: | | | | | | | |
| Provincial Subsidies | 282.7 | 474.2 | 282.7 | 0.0 | 0.0% | 282.7 | 282.7 |
| Federal Subsidies | 234.2 | 384.3 | 214.2 | (20.0) | (8.5%) | 214.2 | 214.2 |
| Other Subsidies | 147.0 | 115.9 | 170.0 | 23.0 | 15.6% | 170.0 | 170.0 |
| User Fees, Permits & Donations | 4,191.9 | 2,120.5 | 2,204.3 | (1,987.6) | (47.4%) | 2,204.4 | 2,204.4 |
| Contribution from Reserves/Res Funds | 737.5 | 701.7 | 1,017.0 | 279.5 | 37.9% | 1,017.0 | 1,017.0 |
| Other Revenues | 4,082.1 | 4,579.8 | 3,401.9 | (680.2) | (16.7%) | 3,398.9 | 3,301.9 |
| Total Non Tax Revenues | 9,675.4 | 8,376.4 | 7,290.1 | (2,385.3) | (24.7%) | 7,287.2 | 7,190.2 |
| Net Budget (excluding Capital Financing) | 24,590.7 | 24,640.4 | 25,960.8 | 1,370.1 | 5.6% | 26,271.3 | 26,271.3 |
| Approved Positions | 274.8 | 272.8 | 278.8 | 4.0 | 1.5% | 279.8 | 279.8 |

2009/2010 OPERATING BUDGET OUTLOOK

- The 2009 Outlook includes \$0.302 million for the following one-time 2008 reductions: \$0.150 million for the Tourism Product Incubation initiative, and \$0.152 million for the one-time additional gapping offset by \$0.079 million reduction for the 2008 leap year adjustment and \$0.020 million reduction for one-time costs to relocate the Assets Workshop and repair the Mackenzie House cook stove and \$0.059 million for the annualized salary cost of 4 additional positions.
- The Outlook for 2009 and 2010 does not include a provision for COLA, as this is subject to future negotiations.

ECONOMIC DEVELOPMENT, CULTURE AND TOURISM

2008 CAPITAL BUDGET AND 2009 – 2012 CAPITAL PLAN

FIVE-YEAR CAPITAL PLAN OVERVIEW

The Council Approved Five-Year Capital Plan for Economic Development, Culture and Tourism for 2008-2012 supports Culture's requirements for the 69 heritage and culture facilities and allows Economic Development to address the 2008 demand for funding partnerships with the Business Improvements Areas (BIA).

Economic Development Culture and Tourism's 2008-2012 Capital Plan calls for \$64.185 million in funding. The 2008 Council Approved Capital Budget exceeds the Program's \$7.2 million debt target by \$0.3 million due to the funding of the Brickworks roof repair project (delayed by a film shoot). The debt targets are achieved for each year of the last four years of the Five-Year plan, 2009-2012. Total debt funding for the Five-Year Capital Plan is \$40.5 million.

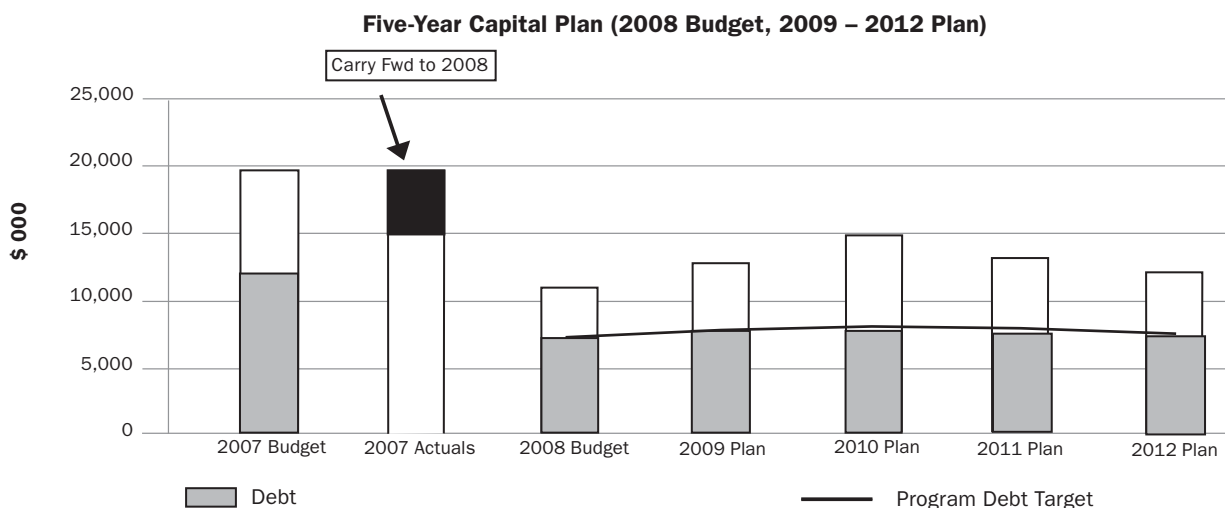
The Council Approved Five-Year Plan for Economic Development Culture and Tourism attempts to strike a balance between investment in cultural assets and economic development infrastructure. Of the \$64.185 million included in the Council Approved Five-Year Capital Plan, \$42.03 million (65%) is earmarked for culture assets and \$22.154 million (35%) for economic development infrastructure. Much of the latter, however, is to be funded by 50/50 cost sharing with Business Improvement Areas (BIA). The Council Approved Five-Year Capital Plan includes, \$30.321 million (47%) for SOGR, and \$24.427 million (38%) for service improvement (SI) and growth-related (GR) initiatives.

The Program has accumulated an estimated SOGR backlog of approximately \$68.0 million for Culture assets. The SOGR backlog for occupied buildings is \$33.0 million at the end of 2007 and is anticipated to grow to \$39.865 million by 2012, a 21 % increase. The SOGR backlog for unoccupied buildings such as, The Brickworks, The Roundhouse and the Guild, is \$35.0 million in 2007 and is planned to be reduced to \$11.019 million by 2012 as the result of private partnership agreements. The average funding for SOGR over the next 5 years is projected to be approximately \$2.0 million per year. Not all SOGR audits have been completed to date. It is anticipated that present and future assessments could potentially increase the current estimated SOGR backlog.

The Council Approved Five-Year Plan includes \$24.427 million for Service Improvement and Growth projects primarily driven by three projects: 1) \$10.6 million for Fort York Adding New Buildings, 2) \$4.7 million for the Guild Revitalization Project, and 3) \$3.5 million for the Commercial Façade Improvement Program.

The EDCT Five-Year Capital Plan continues to experience pressure due to the growing number of Business Improvement Areas (BIA) that request streetscape improvements and the increase in demand for the Commercial Façade Improvement Program. The 2007 Capital Budget Recommendations included direction for the General Manager to report back by June, 2007, on a strategy for managing the growing unfunded demand for the three programs within debt affordability limits. This report is still outstanding, as only a one-year plan for 2008 has been developed.

ECONOMIC DEVELOPMENT, CULTURE AND TOURISM



| | 2007 Budget | 2007 Actual | Five-Year Plan | | | | | |
|--------------------------------------------------------------|----------------|----------------|----------------|---------------|---------------|---------------|---------------|---------------|
| | | | 2008 | 2009 | 2010 | 2011 | 2012 | 2008-12 |
| Gross Expenditures: | | | | | | | | |
| 2007 Capital Budget & Future Year Commitments | 19,696 | 15,047 | 2,499 | | | | | 2,499 |
| Recommended Changes to Commitments | | | 416 | | | | | 416 |
| 2008 New/Change in Scope and Future Year Commitments** | | | 8,377 | 1,638 | | | | 10,015 |
| 2009–2012 Plan Estimates** | | | | 10,481 | 14,942 | 13,366 | 12,466 | 51,255 |
| 1-Year Carry Forward to 2008 | | 4,649 | | | | | | |
| Total Gross Annual Expenditures & Plan | 19,696 | 19,696 | 11,292 | 12,119 | 14,942 | 13,366 | 12,466 | 64,185 |
| Program Debt Target | 11,102 | | 7,228 | 7,869 | 8,488 | 8,300 | 8,300 | 40,185 |
| Financing: | | | | | | | | |
| Recommended Debt | 12,364 | | 7,545 | 7,869 | 8,488 | 8,300 | 8,300 | 40,502 |
| Other Financing Sources: | | | | | | | | |
| Reserves/Reserve Funds | 3,287 | | 1,470 | 2,015 | 1,100 | 850 | 1,700 | 7,135 |
| Development Charges | | | | | | | | 0 |
| Federal | 24 | | 115 | 150 | 2,500 | 2,000 | | 4,765 |
| Provincial | | | 115 | 150 | 425 | | | 690 |
| Other Revenue | 4,021 | | 2,047 | 1,935 | 2,429 | 2,216 | 2,466 | 11,093 |
| Total Financing | 19,696 | | 11,292 | 12,119 | 14,942 | 13,366 | 12,466 | 64,185 |
| By Category: | | | | | | | | |
| Health & Safety | 5,212 | | 1,062 | 2,975 | 1,850 | 1,400 | 2,000 | 9,287 |
| Legislated | 54 | | 50 | 50 | | 50 | | 150 |
| SOGR | 10,098 | | 6,692 | 5,708 | 5,906 | 6,155 | 5,860 | 30,321 |
| Service Improvement | 2,687 | | 2,739 | 2,436 | 6,886 | 5,461 | 4,306 | 21,828 |
| Growth Related | 1,645 | | 749 | 950 | 300 | 300 | 300 | 2,599 |
| Total By Category | 19,696 | | 11,292 | 12,119 | 14,942 | 13,366 | 12,466 | 64,185 |
| Yearly SOGR Backlog Estimate (not addressed by current plan) | | | (25,950) | 2,065 | 2,112 | 2,078 | 2,580 | (17,115) |
| Accumulated Backlog Estimate (end of year) | | 68,000 | 42,050 | 44,115 | 46,227 | 48,305 | 50,885 | 50,885 |
| Operating Impact on Program Costs | | | | | | | | |
| Debt Service Costs | | | 226 | 1,017 | 940 | 1,183 | 1,162 | 4,528 |

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

ECONOMIC DEVELOPMENT, CULTURE AND TOURISM

CAPITAL PROJECT HIGHLIGHTS

Strategic Priorities:

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

- **Stewardship of City owned heritage and cultural buildings for the cultural legacy of Toronto**
The Program supports the state of good repair requirements for 96 heritage buildings under the stewardship of Culture at sites like Fort York, Spadina Museum, the Berkley Street Theatre and Todmorden Mills. These properties, including many designated heritage buildings, are accessible to the public for cultural uses such museums, arts centres, theatres and galleries. Achieving and maintaining a state of good repair for heritage buildings is a specialized undertaking. It requires understanding and applying the high standards for conservation and restoration set out in nationally and internationally accepted charters and guidelines.
- **Fort York Adding New Buildings**
The Fort York Adding New Buildings project includes a Five-Year cash flow of \$10.6 million requiring \$4.25 million or 40% City debt funding, \$4.5 million subsidy from the Federal Government and \$1.85 million fund raising. The request for the Federal grant has been submitted and is under review.
- **Casa Loma Restoration**
The Recommended Five-Year Plan includes \$10.0 million gross, \$6.6 million debt for the continuation of the Casa Loma Restoration. Once the Casa Loma Restoration is completed, by 2012, the exterior of the building should not require significant repairs for 60 years with routine maintenance.
- **Guild Revitalization**
The Recommended Five-Year Plan includes \$5.020 million gross, \$4.595 million debt for the continuation of the Guild Revitalization. EDCT staff is planning to report back, by June 2008, on the timing of work on the cultural precinct and on an alternative strategy for the Guild site.
- **John Street Roundhouse**
The Recommended Five-Year Plan includes \$1.884 million to continue the rehabilitation of the John Street Roundhouse. In 2007 the City signed a lease with a private developer and as a part of the agreement, the City has an obligation to restore the smaller historic structures and develop a rail heritage museum.
- **Culture Museum on the Waterfront**
At this preliminary stage of the project the Program has estimated that \$100.0 million of funding may be required for a new Culture Museum Facility in 2013. Potential debt funding requirements were not included in the 2013-2017 Five-Year Estimates. The Program will report back by April 2008 on the feasibility of a Waterfront Museum and potential funding sources.
- **BIA Streetscape Improvements and Commercial Façade Improvement**
The goal of the BIA Streetscape Improvements (Capital Cost-Share) and Commercial Façade Improvement initiatives is to enhance the infrastructure, appearance, safety and economic competitiveness of commercial and employment areas. By improving their function and appearance these areas are made more competitive and economically viable, more capable of creating employment opportunities and generating tax revenues, and more able to meet the needs and desires of Toronto businesses and entrepreneurs.

ECONOMIC DEVELOPMENT, CULTURE AND TOURISM

Other key Capital Initiatives:

- **Adaptive Re-Use**
Culture has been charged with developing adaptive re-uses for major vacant City-owned heritage properties including the Don Valley Brick Works, the John Street Roundhouse, the Guild Inn, the Wychwood Car Barns, and the Canada Malting Silos.
- **Building Condition Audits**
Another challenge associated with the heritage properties in the Culture portfolio is providing an analysis of the asset inventory and a summary of planned state of good repair. Culture has six-year-old audits that have been the basis for state of good repair capital budget planning. In addition to this material, special conservation audits have been completed for some properties like Todmorden Mills, Casa Loma, the Guild, and the John Street Roundhouse. The information contained in these reports is much more detailed, particularly as it applies to historic fabric, and is a useful reference.
- **Study of Collection Storage Needs**
The 2008 Recommended Capital Budget includes \$0.100 million debt to fund a study of future collection storage needs to determine requirements that will be taken into consideration when assessing the feasibility of including collection storage in a Waterfront Museum.

Incremental Operating Impact of the 2008 Capital Budget

Approval of the 2008 Recommended Capital Budget will not have an incremental operating cost impact on the Program's operating budget. The Adding New Buildings to Fort York project with funding of \$10.6 million from 2008 to 2012 will likely result in significant programming and ongoing operating costs in future years. The Waterfront Museum, if approved by Council, will likely result in significant programming and ongoing operating costs in future years.

The projected operating impacts of all projects must be included in future Capital Budget submissions as they too require coordination of operating budget approval with approval of capital expenditures. It is therefore recommended that:

Economic Development, Culture and Tourism identify and submit to the Chief Financial Officer by June 2008 the full operating impacts for all projects in its Recommended Five-Year Capital Plan.

STATE OF GOOD REPAIR BACKLOG

Not all SOGR audits of Culture facilities have been completed to date and future assessments may increase the backlog significantly. The known SOGR Backlog is \$68 million at the end of 2007 and includes \$33.0 million for core buildings that are occupied and \$35.0 million for vacant buildings such as Don Valley Brickworks at \$20.0 million, John Street Roundhouse at \$8.0 million and the Guild Inn at \$7.0 million. Culture has secured development partners for the Brickworks and the Roundhouse to relieve the City of this liability. The \$20.0 million backlog for Don Valley Brickworks will be transferred from the City to Evergreen when Evergreen fundraising reaches a threshold defined in the lease, which is when construction starts, anticipated for the Fall of 2008. The John Street Roundhouse lease is signed and the \$8.0 million backlog will be the responsibility of the lessee and will reduce the backlog in 2008.

The SOGR backlog for the occupied buildings is \$33.0 million in 2007 and is anticipated to grow to \$39.9 million in 2012, a 21 % increase. The average funding for SOGR over the next 5 years is projected to be approximately \$2.0 million per year and would require a funding increase of \$8.0 million per year to eliminate the accumulated backlog. The SOGR backlog for the unoccupied buildings, Brickworks, Roundhouse and the Guild Inn, is \$35.0 million in 2007 and is expected to be reduced to \$11.0 million by 2012 as the result of partnership agreements.

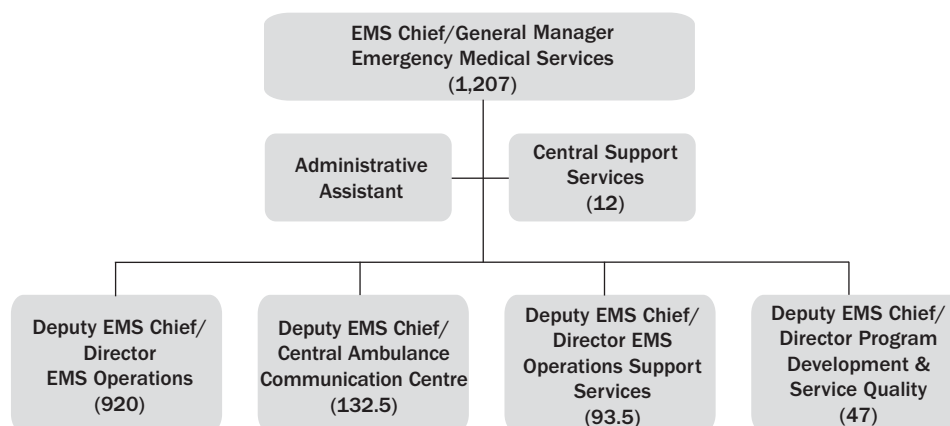
EMERGENCY MEDICAL SERVICES

MISSION STATEMENT

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

PROGRAM MAP

As indicated in the program map, EMS has six service functions: EMS Operations, Central Ambulance Communication Centre (CACC), EMS Operations Support Services, Program Development and Service Quality, Central Support Services, and Corporate Charges with 1,207 approved positions to carry out the mandate of the program.



2007 KEY ACCOMPLISHMENT

- EMS transported approximately 160,300 patients. In addition, EMS provided medically-necessary non-emergency ambulance transportation to an additional 16,800 people.
- In 2007, provincial funding of Toronto EMS was restored to historical levels for the first time in many years.
- A new wireless electronic patient charting system began implementation in 2007. It will make paramedics more efficient and effective in terms of patient care paperwork processing time, which will in turn make them more readily available for response to calls.
- The re-design of the process by which EMS receives, prioritizes and dispatches ambulance calls in Toronto continued in 2007 with staff training, design and reconstruction of the Communications Centre expected to be completed in the fall of 2008.
- Continued to increase the percent of emergency calls to which full advanced life support paramedics respond through ongoing upgrade training for existing Level 1 paramedic staff.
- Toronto EMS has achieved a dramatic increase in the number of citizens going home alive after experiencing a cardiac arrest, through its implementation of the new American Heart Association resuscitation guidelines. This improvement is particularly significant as, until these changes were made, survival rates had been poor both locally and internationally for more than twenty years. Toronto EMS is currently a lead participant in a ten-site international research project testing new technology to improve survival rates even further.

EMERGENCY MEDICAL SERVICES

- The new narcotic distribution program allows paramedic crews to restock their controlled medications in their own service districts rather than driving to the one Base Hospital restocking site. This has resulted in reduced out-of-service time for paramedic crews and the elimination of driving across the city to Sunnybrook Health Sciences to replenish narcotic supplies. This program is also responsible for a decrease in drug waste and breakage with the purchase of new protective containers and an improved drug tracking system that will permit more efficient use of narcotic supplies, and reduced costs.
- Participated in the Fire/EMS Administration review which recommended partial consolidation of Payroll, Accounting and Financial Planning services, and functional adjustments to other service areas. It is expected that this will lead to processing efficiencies and financial savings for both divisions.

2008 PROGRAM OBJECTIVES

- Maintain EMS on a sound financial footing by continuing the Province of Ontario's historical percentage of operational and communications centre funding.
- Successfully meet the compliance standards of the three-year Ministry of Health service audit
- Apply effective long-term solutions to the issue of hospital offload delay with anticipated new funding from the Ministry of Health. A number of major initiatives are being developed to address this issue, subject to the announcement of funding.
- Build on the success of the Duty Officer pilot project. EMS is in negotiations with the Ministry of Health and Long Term Care to provide permanent 100% Provincial Funding for this program and associated positions.
- Toronto EMS will apply for and expects to receive recognition as an Accredited "Centre of Excellence", from the International Academies of Emergency Medical Dispatch (IAED). This accreditation is recognized internationally and acknowledges Toronto EMS as having achieved and maintained a high standard of compliance with the components of the Advanced Medical Priority Dispatch System, as established by the IAED.
- Continue to build partnerships within the City to improve services, particularly to the most vulnerable in the community such as the elderly and homeless. Through partnerships with Public Health, Homes for the Aged, Shelter and Housing, etc., EMS will be a key part of the City's social safety net, rather than a single-purpose "emergency service". EMS is becoming the emergency arm of healthcare providers as well as the healthcare arm of emergency providers.
- Many of the buildings used by EMS are over 50 years old and can no longer be sustained without considerable cost in terms of health and safety, logistics (many ambulance bays are too small for the current fleet) or financial (continual repair and maintenance is not cost effective). With the indefinite deferral of the Centralized Book-On Station (CBOS) ambulance facilities proposal, EMS is now focused on global refurbishment and replacement of its existing buildings.
- Continue the implementation of the new wireless electronic patient charting computer system. As paramedics continue to become more familiar with the system, EMS will see more efficient and more effective patient care paperwork processing times which in turn will render them more readily available for response to emergency calls.
- Conclude the re-design of the process by which we receive, prioritize and dispatch ambulance calls in Toronto. Reconstruction and retraining of staff will continue throughout 2008 with full implementation expected late in the year.
- Continue expansion of the Public Access Defibrillator (PAD) Program. EMS expects to deploy a further 70 Automated External Defibrillator's in 2008 which will result in the training of an additional 770 first responders.
- Implement the new consolidated Fire/EMS Administration organizational program structure. This is expected to produce operating efficiencies and financial savings in the areas of Payroll, Accounting and Financial Planning, and other service areas.
- Continue the improving trends in Cardiac Arrest Survival Rates
- Implement ST Elevation Myocardial Infarction (STEMI) program and direct to PCI cardiac units. This program will use a new cardiac monitor to diagnose a particular type of heart attack called a "STEMI". Rapid diagnosis and treatment can reduce STEMI death rates by two thirds.

EMERGENCY MEDICAL SERVICES

2008 STRATEGIC PRIORITIES

The 2008 Operating Budget supports the following strategic priorities outlined in Council's policy agenda:

- **Making a Safe City Safer**
 - > EMS contributes to a safe city by providing outstanding ambulance based health services and emergency medical response. In addition the special needs of vulnerable communities are served through the mobile health care.
 - > The expansion of the Public Access Defibrillation (PAD) Program, approved in 2006, will provide approximately 70 Automatic External Defibrillators (AEDs) to City of Toronto workplaces and facilities to ensure rapid treatment of those who suffer a cardiac arrest on site. EMS will provide training to City staff and private sector clients in the use of the AEDs.
 - > The Community Medicine program provides education and awareness that contributes to a community's overall well being through: Window and balcony safety campaign, First Aid/CPR training, hot and cold weather response, Community Referrals by EMS (CREMS) and the immunization program.
- **A City of Opportunity for All**
 - > EMS has a multi-cultural coordinator to ensure that EMS staff are made aware of ethno-cultural customs and traditions and improve community accessibility to EMS' services and programs. EMS provides information and attends multi-cultural events throughout the City to inform multi-cultural communities about emergency medical services as both a service and a career choice.
 - > As part of an initiative to educate new Canadians about the services provided by EMS, the General Manager's Advisory Committee (GMAC) was formed in 2007. In May 2008, a Citizenship ceremony will be held at headquarters which will include important media coverage and representation from all orders of government.
- **A Prosperous Toronto for a Prosperous Canada**
 - > Since 2005, Toronto EMS has received the necessary funding from the Province for the operation of land ambulance services (50%) and the communications centre (100%). The objective for 2008 is to maintain funding at current levels as opposed to using the municipal tax base.
- **A Greener City**
 - > Since 2007, Toronto EMS has operated a fleet of gasoline powered ambulances running on ethanol-enriched gasoline. By switching to gasoline, EMS eliminated the particulate emissions associated with diesel fuel and reduced carbon dioxide emissions.
 - > In June 2008, EMS will roll out its Green Fleet Plan as directed by Council.
 - > EMS is participating in the City's Energy Retrofit Program which incorporates energy efficiency upgrades into retrofit work being carried out on stations and garages.

EMERGENCY MEDICAL SERVICES

2008 OPERATING BUDGET HIGHLIGHTS

The 2008 Operating Budget will provide funding for the following services:

- 24-hour emergency medical response for the City of Toronto from 43 ambulance stations located across the City with a fleet of 152 ambulances and staff of 849 paramedics and 108 emergency medical dispatchers
- An anticipated increase of 5% over the 545, 000 calls received from the public in 2007 and another 300,000 calls for non-emergency/operational requests for an anticipated total of 872,300 calls in 2008.
- The installation of an estimated 50 to 100 Automated External Defibrillators (AEDs) to City of Toronto workplaces and facilities while also providing CPR and Public Access Defibrillator training to City staff and the public.
- Approximately 1,200 hours of continuing medical education courses to Toronto paramedics and operate International Trauma Life Support Chapter training to approximately 500 students in 2008.
- Approximately 2,400 emergency transports under the Critical Care Transport Unit (CCTU)

2008 OPERATING BUDGET

The 2008 Operating Budget for Emergency Medical Services of \$151.969 million gross represents a \$3.962 million or 2.7% increase compared to 2007. The 2008 net operating budget of \$61.875 million reflects a \$1.475 million or 2.4% increase over the 2007 net budget as show in Tables 1 and 2.

2008 Operating Budget by Service

Table 1

| Services | Approved Budget (\$000s) | | | | Change Over 2007 | | | | | |
|-----------------------------------------------|--------------------------|---------------|----------------|---------------|------------------|---------------|--------------|-------------|--------------|-------------|
| | 2006 | | 2007 | | 2008 | | Gross | | Net | |
| | Gross | Net | Gross | Net | Gross | Net | \$ | % | \$ | % |
| Central Ambulance Communication Centre (CACC) | 12,296 | 854 | 13,909 | — | 13,530 | — | (378) | (2.7%) | 0 | n/a |
| Centralized Support Services | 1,705 | 1,705 | 1,133 | 126 | 1,129 | 515 | (3) | (0.3%) | 388 | 308.0% |
| Corporate Charges | 6,206 | 6,206 | 5,900 | 2,803 | 5,900 | 2,950 | 0 | 0.0% | 147 | 5.2% |
| EMS Operations Support Services | 20,336 | 8,974 | 20,919 | 7,873 | 20,810 | 7,534 | (109) | (0.5%) | (339) | (4.3%) |
| EMS Operations | 94,725 | 39,810 | 98,458 | 46,689 | 102,295 | 47,497 | 3,837 | (3.9%) | 808 | 1.7% |
| Program Development | 7,261 | 2,958 | 7,689 | 2,909 | 8,305 | 3,380 | 615 | 8.0% | 471 | 16.2% |
| Total Program Budget | 142,528 | 60,507 | 148,007 | 60,400 | 151,969 | 61,875 | 3,962 | 2.7% | 1,475 | 2.4% |

EMERGENCY MEDICAL SERVICES

2008 Operating Budget by Category

Table 2

| Description of Category | (in \$000s) | | | | | | |
|------------------------------------------|------------------|------------------|----------------------|----------------------------------|---------------|------------------|------------------|
| | 2007 Budget | 2007 Actuals | 2008 Approved Budget | Change from 2007 Approved Budget | | 2009 Outlook | 2010 Outlook |
| | \$ | \$ | \$ | \$ | % | \$ | \$ |
| Gross Expenditures: | | | | | | | |
| Salaries and Benefits | 121,512.3 | 126,352.2 | 125,687.9 | 4,175.6 | 3.4% | 126,016.3 | 126,823.2 |
| Materials and Supplies | 6,261.8 | 5,698.2 | 4,585.4 | (1,676.4) | (26.8%) | 4,615.4 | 4,615.4 |
| Equipment | 1,528.4 | 1,343.5 | 1,290.1 | (238.3) | (15.6%) | 1,290.1 | 1,320.1 |
| Services & Rents | 5,172.3 | 5,602.8 | 5,119.1 | (53.2) | (1.0%) | 5,384.5 | 5,499.9 |
| Contributions to Reserve/Res Funds | 5,892.2 | 5,642.2 | 5,892.2 | 0.0 | 0.0% | 5,892.2 | 5,892.2 |
| Other Expenditures | 7,640.0 | 8,441.7 | 9,393.3 | 1,753.8 | 23.0% | 9,393.8 | 9,393.8 |
| Total Gross Expenditures | 148,007.0 | 153,080.6 | 151,968.5 | 3,961.5 | 2.7% | 152,592.3 | 153,544.6 |
| Funded by: | | | | | | | |
| Provincial Subsidies | 84,591.1 | 85,091.2 | 87,136.1 | 2,545.0 | 3.0% | 87,482.6 | 88,047.5 |
| Federal Subsidies | 0.0 | 0.0 | 0.0 | 0.0 | n/a | 0.0 | 0.0 |
| Other Subsidies | 0.0 | 0.0 | 0.0 | 0.0 | n/a | 0.0 | 0.0 |
| User Fees, Permits & Donations | 687.7 | 706.0 | 639.6 | (48.1) | (7.0%) | 639.6 | 639.6 |
| Contribution from Reserves/Res Funds | 0.0 | 0.0 | 0.0 | 0.0 | n/a | 0.0 | 0.0 |
| Other Revenues | 2,328.2 | 2,761.8 | 2,317.7 | (10.5) | (0.5%) | 2,317.7 | 2,317.7 |
| Total Non Tax Revenues | 87,607.0 | 88,559.0 | 90,093.4 | 2,486.4 | 2.8% | 90,439.9 | 91,004.8 |
| Net Budget (excluding Capital Financing) | 64,400.0 | 64,521.6 | 61,875.1 | 1,475.1 | 2.4% | 62,152.4 | 62,539.8 |
| Approved Positions | 1,215.0 | 1,211.0 | 1,207.0 | (8.0) | (0.7%) | 1,207.0 | 1,207.0 |

2009/2010 OPERATING BUDGET OUTLOOK

- The 2009/2010 Operating Budget Outlook is based on continuing to provide ambulance-based health services to the City of Toronto residents with full Provincial cost sharing for Land Ambulance Services at 50% and CACC at 100%.
 - A major challenge in 2009 and onwards is to maintain the effective deployment of available resources to meet the 1996 established response time standard of 84% within 8:59 minutes. Since 2002, as a result of hospital offload delays, EMS paramedics continue to care for ambulance patients for extended periods after their initial arrival at the hospital and this has been a principal factor in the degradation of EMS' response time to only 69.1% within 8:59 minutes in 2007.
 - The degradation of EMS' response time is also compromised each year by other factors such as call volumes that are expected to increase as the population ages and increased traffic congestion faced in responding to emergency calls.
 - The Cardiac Safe City Program will continue to grow throughout 2009 and 2010. The Public Access Defibrillator Program will install approximately 70 new Automated External Defibrillators each year in key public locations while providing defibrillator maintenance and training support for potential first responders. In addition the provision of CPR/First Aid training to city staff and the public will remain a key component of the Program.

EMERGENCY MEDICAL SERVICES

2008 CAPITAL BUDGET AND 2009 - 2012 CAPITAL PLAN

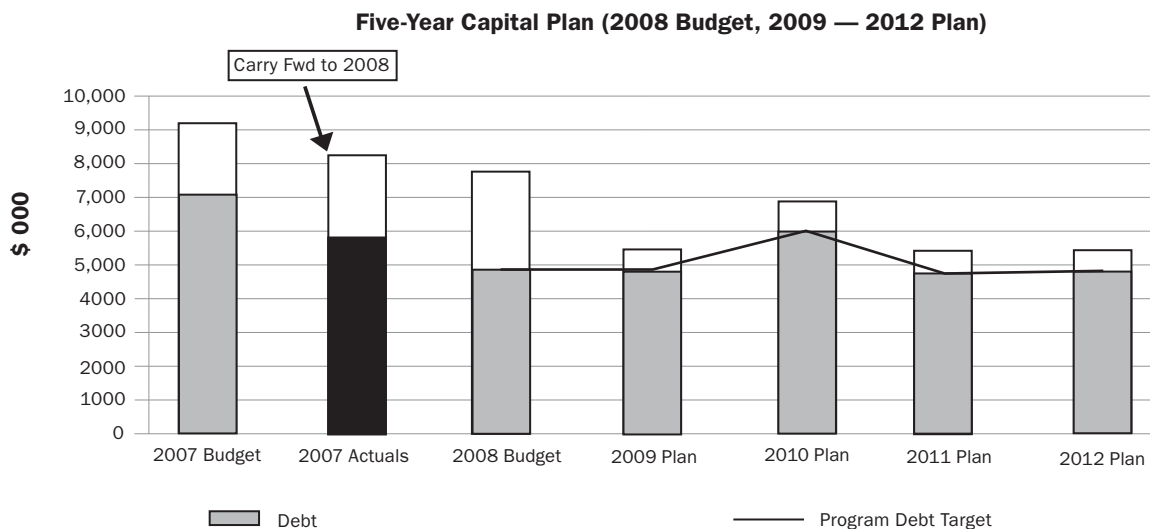
FIVE-YEAR CAPITAL PLAN OVERVIEW

The Emergency Medical Services' Five-Year Capital Plan focuses mainly on maintaining its aging facilities, primarily station replacement, refurbishments and upgrading of the physical and electrical configuration of EMS' communication centre to meet its growing service demands.

The Five-Year Capital Plan of \$33.780 million with new debt funding of \$26.0 million has met the Council approved debt affordability targets for each of the five years. The Five-Year Capital Plan requires a cash flow of \$10.592 million in 2008; \$5.472 million in 2009; \$6.772 million in 2010; \$5.472 million in 2011; and, \$5.472 million in 2012.

The Five-Year Capital Plan is comprised of the following:

- A significant portion of the Five-Year Capital Plan is allocated towards State of Good Repair projects (\$25.245 million or 81%) mainly for the replacement, ongoing maintenance and repairs of ambulance as well as structural refinement of 11 EMS stations and Service District Centres, upgrading of the Mobile Data Terminal technology, and the re-design of the communication centre.
- Health & Safety projects comprise \$5.130 million or 16% and includes upgrades to the EMS/Fire Headquarters Power Supply System, the distribution of 70 automatic external defibrillators per year to City of Toronto workplaces and facilities (under the Public Access Defibrillator (PAD) Program), and the installation of an electronic card access security system to all EMS stations to be used to access equipment and supply assets (such as drug stocks) at ambulance stations.
- Service Improvement and Growth Related projects comprise 3% or \$0.878 million mostly for projects that will enhance EMS' building radio coverage and subway radio reception.



EMERGENCY MEDICAL SERVICES

| | 2007 | | Five-Year Plan | | | | | |
|--------------------------------------------------------------|--------------|--------------|----------------|--------------|--------------|--------------|--------------|---------------|
| | Budget | Actual | 2008 | 2009 | 2010 | 2011 | 2012 | 2008-12 |
| Gross Expenditures: | | | | | | | | |
| 2007 Capital Budget & Future Year Commitments | 9,166 | 5,882 | 4,942 | 1,926 | 350 | | | 7,218 |
| Recommended Changes to Commitments | | | (3,114) | (1,676) | (350) | | | (5,140) |
| 2008 New/Change in Scope and Future Year Commitments** | | | 6,237 | 4,822 | 400 | | | 11,459 |
| 2009–2012 Plan Estimates | | | | 400 | 6,372 | 5,472 | 5,472 | 17,716 |
| 1-Year Carry Forward to 2008 | | 2,527 | | | | | | |
| Total Gross Annual Expenditures & Plan | 9,166 | 8,409 | 8,065 | 5,472 | 6,772 | 5,472 | 5,472 | 31,253 |
| Program Debt Target | 4,000 | | 5,000 | 5,000 | 6,000 | 5,000 | 5,000 | 26,000 |
| Financing: | | | | | | | | |
| Recommended Debt | 7,172 | | 5,000 | 5,000 | 6,000 | 5,000 | 5,000 | 26,000 |
| Other Financing Sources: | | | | | | | | |
| Reserves/Reserve Funds | 772 | | 340 | | | | | 340 |
| Development Charges | | | | | | | | 0 |
| Federal | | | | | | | | 0 |
| Provincial | 472 | | 872 | 472 | 472 | 472 | 472 | 2,760 |
| Other Revenue | 750 | | 1,853 | | 300 | | | 2,153 |
| Total Financing | 9,166 | | 8,065 | 5,472 | 6,772 | 5,472 | 5,472 | 31,253 |
| By Category: | | | | | | | | |
| Health & Safety | 1,479 | | 3,080 | 2,050 | | | | 5,130 |
| Legislated | | | | | | | | 0 |
| SOGR | 6,298 | | 4,885 | 3,172 | 6,772 | 5,472 | 4,944 | 25,245 |
| Service Improvement | 1,389 | | 100 | 250 | | | 300 | 650 |
| Growth Related | | | | | | | 228 | 228 |
| Total By Category | 9,166 | | 8,065 | 5,472 | 6,772 | 5,472 | 5,472 | 31,253 |
| Yearly SOGR Backlog Estimate (not addressed by current plan) | | | (1,476) | 334 | (3,872) | (1,733) | (2,525) | (9,272) |
| Accumulated Backlog Estimate (end of year) | | 11,733 | 10,257 | 10,591 | 6,719 | 4,986 | 2,461 | 2,461 |
| Operating Impact on Program Costs | | | 66 | 148 | 73 | | | 287 |
| Debt Service Costs | | | 150 | 688 | 518 | 44 | | 1,400 |

CAPITAL PROJECT HIGHLIGHTS

Strategic Priorities:

EMS will continue to maintain its 40 ambulance stations in a state of good repair and will continue to update the physical and electrical configuration of its communication centre to improve overall system efficiency in the deployment of EMS resources and dispatching of patients.

EMERGENCY MEDICAL SERVICES

Other Key Capital Initiatives:

The Emergency Medical Services' Approved Five-Year Capital Plan includes funding for the following major capital initiatives:

- The critical upgrades to the EMS/Fire Headquarters Power Supply System. This project will ensure that the integrity of all power feeds, linkages and back-up systems are maintained and that all primary or back up power feeds to the facility in the event of power disruptions are operational.
- The Radio Communication System Replacement Project is classified as a corporate project in conjunction with requirements of Fire and Police Services. This system needs to be replaced for all three services as it will no longer be supported by the manufacturer by 2011.

Incremental Operating Impact of the 2008 Capital Budget

The Emergency Medical Services' 2008-2012 Capital Plan will increase future year Operating Budgets by a total of \$0.287 net over the Five-Year period. The Operating Budget net impacts are primarily the result of the following capital projects:

- the expansion of the Public Access Defibrillator (PAD) project will result in increased funding for training, medical oversight and defibrillator maintenance costs.
- the installation of an electronic card access security system will require ongoing monitoring and maintenance costs.

STATE OF GOOD REPAIR BACKLOG

EMS identified an accumulated state of good repair (SOGR) backlog at the end of 2007 of \$11.733 million and requires an average annual funding of \$1.372 million to maintain its current 40 ambulance stations. The Five-Year Capital Plan includes SOGR projects totalling \$25.245 million that will address most of the accumulated backlog including the annual funding requirement of \$1.372 million. By 2012, EMS is projecting an accumulated back log of state of good repair of \$2.461 million, declining by \$9.272 million from \$11.733 million in 2007.

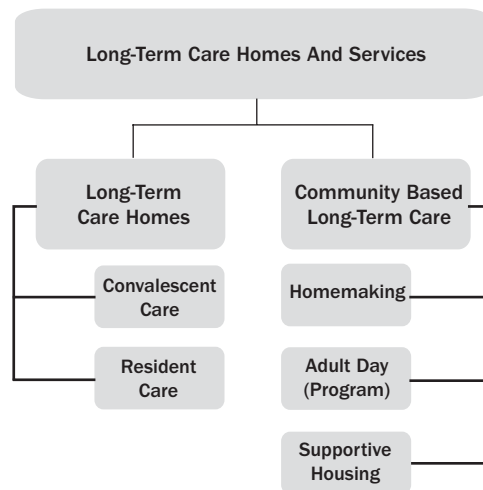
LONG TERM CARE HOMES AND SERVICES

MISSION STATEMENT

- Long Term Care Homes and Services (LTCHS) is responsible for developing and implementing a continuum of care and services to eligible adults in long-term care homes, at supportive housing sites, and in clients' own homes. The division is committed to providing services in a manner that supports, respects, and enables residents, clients, families, staff, volunteers, and community stakeholders. The over-reaching goal is to enrich the lives of those we serve.

PROGRAM MAP

As indicated in the program map, LTCHS has two service functions: Long Term Care Homes and Community Based Long Term Care.



2007 KEY ACCOMPLISHMENTS

- Enhanced the continuum of care through linkages, and introduced a convalescent care program in partnership with the Ministry of Health and Long Term Care (MOHLTC) and local hospitals
- Increased the focus of health promotion and health teaching through assessment, staff, and family education and health promotion programming
- Realized a satisfaction rate of 98%
- Initiated joint planning forum with the five Local Health Integration Networks (LHIN) and the City of Toronto
- Demonstrated leading practices in dementia care, restorative care, and care programs (e.g. falls prevention)

LONG TERM CARE HOMES AND SERVICES

2008 PROGRAM OBJECTIVES

- Provide high quality resident and client-focused care and service in a manner that maintains public accountability and consumer confidence
- Influence positive outcomes for Toronto's communities and the broader health system through providing leadership and expertise in long-term care
- Establish and maintain a culture of quality and safety that responds to the well-being, comfort and safety needs of residents and staff
- Promote integration and efficiency within the healthcare system through collaboration with other healthcare providers
- Focus on providing individualized care that respects, supports and enables people to be as independent as possible
- Improve services through a quality improvement approach, achieving a high level of satisfaction in each program provided
- Provide specialized services for residents with specific profiles who require care in a long-term care home
- Develop targeted recruitment plan for entry level or internship positions toward hiring youth from at-risk communities
- Adopt care and service delivery to respond to the health transformation that best meets City priorities and citizen need
- Advocate to the government at all levels for improvement in the healthcare continuum and enhancements to the funding, resources, and standards of long-term care
- Strengthen relationships with the Ministry of Health and Long-Term Care (MOHLTC), Community Care Access Centres (CCAC), other City health providers and Local Health Integration Networks (LHIN)

2008 STRATEGIC PRIORITIES

Long Term Care Homes & Services has developed a multi-year plan that prioritizes and aligns strategic initiatives that directly address a number of Council's priorities. Some of these initiatives include the following:

- > Influence positive outcomes for Toronto's communities and the broader health system through LTCHS leadership and expertise in long term care.
- > Promote integration, and efficiency within the healthcare system through collaboration with other healthcare providers
- > Develop targeted recruitment plan for entry level or internship positions toward hiring youth from at-risk communities such as a youth entrepreneurship landscaping and/or indoor plant maintenance program
- > Continue to realign community based services, based on stakeholder/client assessment and emerging community needs

LONG TERM CARE HOMES AND SERVICES

2008 OPERATING BUDGET HIGHLIGHTS

The 2008 Operating Budget will provide the following Services:

- Homemakers and nurses services are provided to clients in their own homes. Service levels are approximately 110,000 client visits, of whom 50% are frail and elderly; 28% have a chronic illness; 8% are physically disabled; and 10% have a psychiatric disability
- Supportive Housing provides personal support services to approximately 300 clients in a number of contracted sites. The majority of the clients are over 59 years of age.
- Four of the City's homes offer Adult Day services to clients who live in the community (approximately 12,000 client days annually), of whom the majority are over 75 years of age and exhibit a variety of physical and cognitive deficits.
- Enhanced Nutritional and Support Services ensure compliance with the new Long Term Care Act within Long Term Care Homes and Services numerous programs and services aimed at improving communities and lives of residents.
- Meet safety requirements as recommended by the SARS Commission Report in LTCHS for infection prevention and control demands.

2008 OPERATING BUDGET

The 2008 Council Approved Operating Budget for Long Term Care Homes and Services of \$40.734 million net represents a \$7.487 million or 22.5% increase compared to 2007 as shown in Tables 1 and 2.

2008 Operating Budget by Service

Table 1

| Services | Approved Budget (\$000s) | | | | | | Change Over 2007 | | | |
|-----------------------------|--------------------------|---------------|----------------|---------------|----------------|---------------|------------------|-------------|----------------|--------------|
| | 2006 | | 2007 | | 2008 | | Gross | | Net | |
| | Gross | Net | Gross | Net | Gross | Net | \$ | % | \$ | % |
| Divisional Office | 1,584 | 506 | 1,697 | 335 | 1,554 | 72 | (143.6) | (8.5%) | (263.0) | (78.5%) |
| Toronto Homes | 174,094 | 30,590 | 180,925 | 31,089 | 194,757 | 38,939 | 13,831.8 | 7.6% | 7,849.3 | 25.2% |
| Community Based Services | 10,327 | 1,556 | 10,294 | 1,823 | 10,303 | 1,724 | 9.0 | 0.1% | (99.6) | (5.5%) |
| Total Program Budget | 186,005 | 32,652 | 192,916 | 33,248 | 206,613 | 40,734 | 13,697.2 | 7.1% | 7,486.7 | 22.5% |

LONG TERM CARE HOMES AND SERVICES

2008 Operating Budget by Category

Table 2

| Description of Category | (in \$000s) | | | | | | |
|------------------------------------------|------------------|------------------|----------------------------|-------------------------------------|-------------|------------------|------------------|
| | 2007 Budget | 2007 Actuals | 2008 Approved Budget | Change from 2007 Approved Budget | | 2009 Outlook | |
| | \$ | \$ | \$ | \$ | % | \$ | \$ |
| Gross Expenditures: | | | | | | | |
| Salaries and Benefits | 156,971.0 | 160,964.5 | 169,155.7 | 12,184.7 | 7.8% | 169,982.7 | 171,240.3 |
| Materials and Supplies | 16,841.3 | 16,910.2 | 18,464.1 | 1,622.8 | 9.6% | 18,464.1 | 18,464.1 |
| Equipment | 2,307.3 | 1,283.6 | 2,392.5 | 85.2 | 3.7% | 2,392.5 | 2,392.5 |
| Services & Rents | 14,978.8 | 13,594.0 | 14,844.0 | (134.8) | (0.9%) | 14,844.0 | 14,844.0 |
| Contributions to Reserve/Res Funds | 1,390.7 | 1,390.7 | 1,390.7 | 0.0 | 0.0% | 1,390.7 | 1,390.7 |
| Other Expenditures | 426.9 | 404.2 | 366.2 | (60.7) | (14.2%) | 366.2 | 366.2 |
| Total Gross Expenditures | 192,916.0 | 194,547.2 | 206,613.2 | 13,697.2 | 7.1% | 207,440.2 | 208,697.8 |
| Funded by: | | | | | | | |
| Provincial Subsidies | 110,224.1 | 106,145.1 | 117,807.0 | 7,582.9 | 6.9% | 117,788.0 | 118,122.0 |
| Federal Subsidies | 0.0 | 12.6 | 0.0 | 0.0 | n/a | 0.0 | 0.0 |
| Other Subsidies | 0.0 | 249.0 | 0.0 | 0.0 | n/a | 462.3 | 462.3 |
| User Fees, Permits & Donations | 45,550.7 | 45,141.0 | 46,359.2 | 808.5 | 1.8% | 45,896.9 | 45,896.9 |
| Contribution from Reserves/Res Funds | 3,498.5 | 3,498.5 | 1,225.6 | (2,272.9) | (65.0%) | 0.0 | 0.0 |
| Other Revenues | 395.0 | 403.2 | 487.0 | 92.0 | 23.3% | 487.0 | 487.0 |
| Total Non Tax Revenues | 159,668.3 | 155,449.4 | 165,878.8 | 6,210.5 | 3.9% | 164,634.2 | 164,968.2 |
| Net Budget (excluding Capital Financing) | 33,247.7 | 39,097.8 | 40,734.4 | 7,486.7 | 22.5% | 42,806.0 | 43,729.6 |
| Approved Positions | 2,121.5 | 2,121.5 | 2,167.4 | 45.9 | 2.2% | 2,167.4 | 2,167.4 |

2009/2010 OPERATING BUDGET OUTLOOK

- The net incremental impact of \$2.072 million in 2009 and \$0.924 million in 2010 represents increases in staffing costs mainly for step and merit. The Outlook does not include a provision for COLA, as the increase is subject to future negotiations. Also included are reversals of leap day costs and one time revenue draws from the Stabilization Reserve Fund.
- The 2009 and 2010 Outlooks do not take into account a number of unconfirmed pressures and savings driven by inflation, volume increases, and potential provincial funding.
- Wage harmonization impacts are expected to end by 2008.

LONG TERM CARE HOMES AND SERVICES

2008 CAPITAL BUDGET AND 2009 – 2012 CAPITAL PLAN

FIVE-YEAR CAPITAL PLAN OVERVIEW

The Approved Five-Year Capital Plan for Long Term Care Homes and Services totals \$37.8 million, with 2008 cash flow of \$8.4 million; \$6.6 million in 2009; \$8.8 million in 2010; \$7.8 million in 2011; and \$6.2 million in 2012.

The Council Approved Five-Year Plan for LTCHS requires \$37.8 million for ongoing capital maintenance for the Division's ten homes, with \$30.7 million (81%) for Health and Safety Maintenance and \$7.13 million (19%) for State of Good Repair. Cash flow for years 2008-2012 averages at \$7.56 million per year with debt funding being \$2.12 million per year and draws from the HFA Capital Reserve Fund of \$5.44 million per year.

The capital maintenance plan is backed by a comprehensive building condition assessment of the structural, electrical and mechanical systems of the City's ten homes that was completed by the Program in 2006. The condition assessment, as prepared by Paradigm Engineering Group Inc., identified a backlog of projects and forecasted future maintenance priority requirements of \$8.8 million, which LTCHS has included in the 2008 – 2017 Capital Plan. The annual cost estimate for maintaining long-term care facilities in a state of good repair is between 2.9% to 3.7% of the buildings replacement value. The current average SOGR expenditure over the Five-Year Plan of \$1.4 million is 1% of the building replacement value. The Capital Plan will reduce the SOGR backlog from \$8.8 million in 2007 to \$0.6 million by 2012.

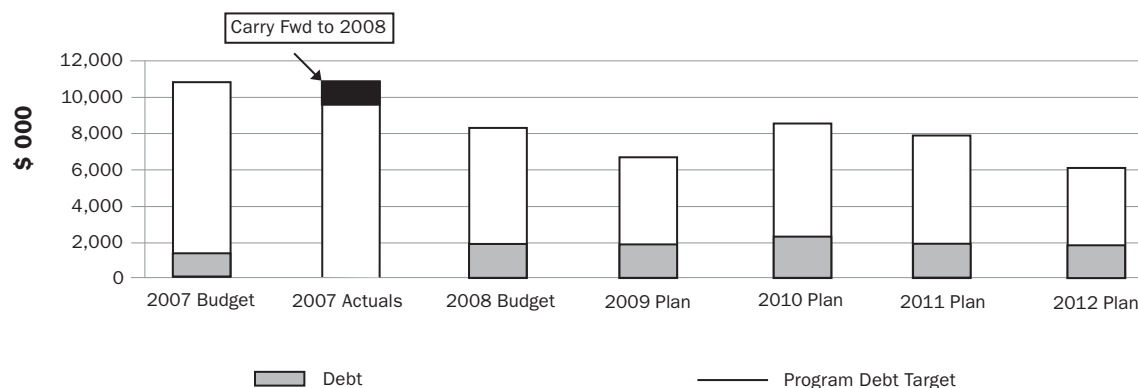
The following table summarizes the spending priorities reflected in the Approved Five-Year Capital Plan:

| Long Term Care Homes & Services Five-Year Capital Plan | \$000s | | | | | |
|--------------------------------------------------------|--------------|--------------|--------------|--------------|--------------|---------------|
| | 2008 | 2009 | 2010 | 2011 | 2012 | 2008-2012 |
| Mechanical Upgrades | 3,375 | 2,045 | 4,575 | 3,534 | 1,874 | 15,403 |
| Electrical Upgrades | 2,165 | 825 | 1,255 | 1,799 | 2,730 | 8,775 |
| Building Upgrades | 2,860 | 3,730 | 2,970 | 2,466 | 1,590 | 13,616 |
| Total | 8,400 | 6,600 | 8,800 | 7,800 | 6,194 | 37,794 |

The 2008-2012 Council Approved Capital Plan has met the Council Approved debt affordability targets for each of the five years. This has been achieved by combining debt funding and draws from the LTCHS Capital Reserve Fund to fund the cash flow requirements for each year of the approved Five-Year Capital Plan.

LONG TERM CARE HOMES AND SERVICES

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



| | 2007 Budget | 2007 Actual | Five-Year Plan | | | | | |
|--------------------------------------------------------------|----------------|----------------|----------------|--------------|--------------|--------------|--------------|---------------|
| | | | 2008 | 2009 | 2010 | 2011 | 2012 | 2008-12 |
| Gross Expenditures: | | | | | | | | |
| 2007 Capital Budget & Future Year Commitments | 10,800 | 9,400 | | | | | | 0 |
| Recommended Changes to Commitments | | | | | | | | 0 |
| 2008 New/Change in Scope and Future Year Commitments | | | 8,400 | 2,500 | | | | 10,900 |
| 2009–2012 Plan Estimates | | | | 4,100 | 8,800 | 7,800 | 6,194 | 26,894 |
| 1-Year Carry Forward to 2008 | | 1,400 | | | | | | |
| Total Gross Annual Expenditures & Plan | 10,800 | 10,800 | 8,400 | 6,600 | 8,800 | 7,800 | 6,194 | 37,794 |
| Program Debt Target | 1,400 | | 2,000 | 2,000 | 2,600 | 2,000 | 2,000 | 10,600 |
| Financing: | | | | | | | | |
| Recommended Debt | 1,400 | | 2,000 | 2,000 | 2,600 | 2,000 | 2,000 | 10,600 |
| Other Financing Sources: | | | | | | | | |
| Reserves/Reserve Funds | 9,400 | | 6,400 | 4,600 | 6,200 | 5,800 | 4,194 | 27,194 |
| Development Charges | | | | | | | | 0 |
| Federal | | | | | | | | 0 |
| Provincial | | | | | | | | 0 |
| Other Revenue | | | | | | | | 0 |
| Total Financing | 10,800 | | 8,400 | 6,600 | 8,800 | 7,800 | 6,194 | 37,794 |
| By Category: | | | | | | | | |
| Health & Safety | 7,000 | | 7,030 | 5,300 | 6,900 | 6,400 | 5,034 | 30,664 |
| Legislated | | | | | | | | 0 |
| SOGR | 3,800 | | 1,370 | 1,300 | 1,900 | 1,400 | 1,160 | 7,130 |
| Service Improvement | | | | | | | | 0 |
| Growth Related | | | | | | | | |
| Total By Category | 10,800 | | 8,400 | 6,600 | 8,800 | 7,800 | 6,194 | 37,794 |
| Yearly SOGR Backlog Estimate (not addressed by current plan) | | | (1,400) | (1,300) | (1,900) | (2,400) | (1,160) | (8,160) |
| Accumulated Backlog Estimate (end of year) | | 8,805 | 7,405 | 6,105 | 4,205 | 1,805 | 645 | 645 |
| Operating Impact on Program Costs | | | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt Service Costs | | 42 | 0 | 280 | 298 | 346 | 280 | 1,264 |

LONG TERM CARE HOMES AND SERVICES

CAPITAL PROJECT HIGHLIGHTS

Strategic Priorities:

The capital maintenance projects ensure that health and safety issues are addressed and that the homes are maintained in a state of good repair to prevent future major costs from becoming necessary. The Program is committed to ensuring that the long-term sustainability of the homes physical plants and financial assets are maintained, and ensure that life safety issues are regularly addressed. The Capital Plan is designed to maintain the homes in a state of good repair, ensuring that the repair and maintenance of heating/mechanical systems, outside repairs (windows, brickwork and paving), elevators and roofing is ongoing, preventing the likelihood of incurring more extensive repairs in the future.

The Program's 2008 Health and Safety and State of Good Repair projects of \$4.4 million, ensure a safe and comfortable living environment for long-term care residents, of which some of the homes are located in priority neighbourhoods (Kipling Acres, Seven Oaks and Bendale Acres).

Other Key Capital Initiatives:

The Division is partnering and collaborating with other City Divisions to promote City Initiatives. These include partnerships with Parks, Forestry and Recreation (\$0.05 million) in the greening of the 10 Homes, as well as with Facilities and Real Estate in the facility design standards.

INCREMENTAL OPERATING IMPACT OF THE 2008 CAPITAL BUDGET

There will be operational cost savings as a result of the 2008 capital projects in the form of decreased repair costs and energy cost savings through window replacements, and HVAC and heating plant upgrades, will be included in the future years' operating budgets. The Approved Five-Year Capital Plan will be reviewed to quantify any operating costs/savings that should be included with the 2009 Capital Budget submission.

The HFA 2008-2012 Approved Capital Plan will result in new debt service costs of \$0.06 million in 2008, and \$1.2 million in years 2009-2012. Debt service cost of repayment of principal and interest is calculated according to corporate guidelines, in the following manner: 3.0% in Year 1, and 14% for subsequent years.

STATE OF GOOD REPAIR BACKLOG

A comprehensive building condition assessment completed in the spring of 2006 identified a backlog of SOGR maintenance of \$8.8 million by the end of 2007 for the Program's 10 homes. This backlog will be reduced to \$0.6 million by 2012, or by an average of \$2 million per year.

The Province announced on July 31, 2007, plans to redevelop about 50% of the long-term care homes in Ontario over a ten year period beginning in 2008, which will likely define the capital requirements in the future.

While the average age of the homes would indicate that over 60% of the homes are close to the end of their life-cycle, all but three of the facilities have undergone major renovations.

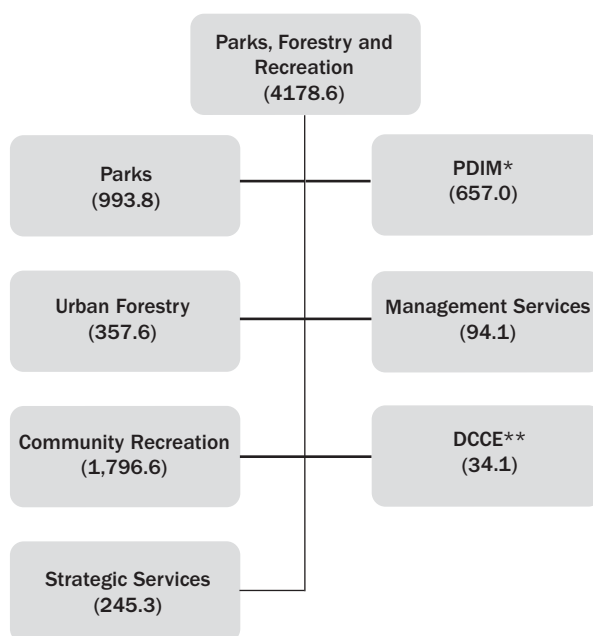
..... PARKS, FORESTRY AND RECREATION

MISSION STATEMENT

Parks, Forestry and Recreation brings together all of Toronto's diverse communities on a common ground. We provide a wide variety of leisure and recreational opportunities that include all Toronto residents. In our centres, parks and playing fields, we encourage communities to help themselves, and aid Torontonians to become the best they can be. We measure our success by quality, satisfaction and community development outcomes. Our parks, playing fields and recreation centres and amenities along with our trails, forests, meadows, marshes, and ravines, will be beautiful, clean, safe, and accessible, meeting all our communities' needs.

PROGRAM MAP

Parks, Forestry and Recreation is comprised of seven services with a total staffing complement of 4,178.6 approved positions.



*PDIM: Parks Development and Infrastructure Management
**DCCE: Divisional Coordination and Community Engagement

PARKS, FORESTRY AND RECREATION

2007 KEY ACCOMPLISHMENTS

- Met budget targets through the implementation of Financial Accountability Framework
- Established the Divisional Health and Safety Unit
- Successful installation of the Point of Sale System (POS) at 82 Community Centers across the city
- Implementation of 44 ward-based Neighbourhood Teams
- Increased Water Efficiency by outfitting 30% of irrigation systems with computer controls, splash pads with timer controls and drinking fountains with an auto-stop feature.
- The Waste Diversion plan has made Parks, Forestry & Recreation a national leader in waste diversion. By focusing on waste diversion education, promotion and new recycling standards, the division has achieved an average waste diversion rate of 49%.
- Numerous environmental projects were completed:
 - > Energy retrofits at 70 indoor/outdoor rinks, 38 pools and 14 community centres.
 - > Community Gardens
 - > Erosion control - Sherwood Park Erosion & Vegetative Management
 - > Health and Safety Asset Preservation
 - > Humber Arboretum Nature Centre
 - > Lower Don Restoration and Access
 - > 3 Solar powered splash pads
- Additional staff and equipment for the Parks Beach Maintenance program improved conditions at Toronto's swimming beaches. In 2007, City beaches were open 82% of the time, up from 73% in 2006 and 43% in 2004.
- Parks, Forestry & Recreation won the national award for environmental excellence in the large city category at the 2007 Communities in Bloom competition.
- New tree planting guidelines and sidewalk construction methods were developed for Urban Design's Streetscape Manual to assist in increasing the lifespan of sidewalk trees from an average of 5 years to approximately 20 years.
- 232 people participated in the new Sledge Hockey program which included a weekly registered program, outreach sessions and exhibition games.
- Increased the number of persons with a disability registering in programs by 45%.
- Trained 100 youth from priority neighbourhoods for jobs in coaching and aquatic leadership through the Toronto Sport Leadership Program.
- Expanded the After-school Recreation Care Program (ARC) for children between 6 and 12 years old to 19 locations, registering 630 participants and employing 65 youth.
- Completed a series of four Sport Summits in partnership with the Toronto Sport Council. More than 150 people attended, representing 69 sports and 135 different sport groups to develop strategy to improve the level of amateur sport in Toronto.
- Established an additional 6 Youth Advisory Councils bringing the total number of Youth Advisory Councils to 16.
- 2,500 grade 4 students participated in Swim to Survive, a swim skills program operated in partnership with the school boards.
- Customer Service staff responded to 241,001 telephone calls and processed more than 36,000 permits.
- Developed and supported more than 175 partnerships.

PARKS, FORESTRY AND RECREATION

2008 PROGRAM OBJECTIVES

Parks, Forestry and Recreation will continue implementing Council's priorities and the Division's service improvement priorities including:

- setting and consistently achieving uniform service standards across the City of Toronto
- contributing to the Clean and Beautiful City initiative through the Parks and Trees Renaissance Program, with a long term focus on increasing the Urban Forestry Canopy
- strengthening at-risk neighbourhoods by improving services and engaging youth in high needs communities
- advancing the diversity of and accessibility to, recreational programming
- contributing to the development and maintenance of parkland and recreational infrastructure along the waterfront
- improving Health & Safety training and compliance, instituting a Divisional Safety and Security Plan

2008 STRATEGIC PRIORITIES

The 2008 Approved Operating Budget for Parks, Forestry and Recreation advances the following strategic priorities outlined in City Council's policy agenda:

- implementation of a ravine improvement team that will clean, beautify, and improve access and stewardship to Toronto's ravines
- make Toronto greener by improving tree management and care
- improve cost recovery in community recreation
- improve service delivery at all levels through completion of the conversion from the District to the Functional model
- dogs off-leash strategy – bylaw enforcement

2008 OPERATING BUDGET HIGHLIGHTS

To promote the objectives of the Program, the 2008 Operating Budget for Parks, Forestry and Recreation incorporates various new/enhanced services. A number of these 2008 initiatives also advance the mayor's mandate including:

- Provide tree maintenance on 2,300 trees annually on arterial/main streets and commercial areas (\$0.700 million gross, \$0 net and 1 position)
- Tree hazard abatement in ravines (\$0.705 million gross and net, and 3 positions)
- Improving access to recreation registrations by implementing a new CLASS module supporting universal on-line and touch-tone access (\$2.000 million gross, \$0 net)
- Initiating support for the new Dogs Off-Leash Strategy in urban parks (\$0.150 million gross and net, and 3 positions)
- Contributing to cost recovery by adding a site inspection fee in the provision of services relating to tree removal (\$0 gross, \$0.010 million net revenue)
- Expand fitness and wellness programs to run 12 weeks per season – North District pilot (\$0.030 million gross, \$0 net)

PARKS, FORESTRY AND RECREATION

2008 OPERATING BUDGET

The 2008 Operating Budget for Parks, Forestry and Recreation of \$322.078 million gross represents a \$17.083 million or 5.6% increase compared to 2007. The 2008 net operating budget of \$239.288 million reflects a \$11.843 million or 5.2% increase over the 2007 net budget as shown in Tables 1 and 2.

2008 Operating Budget by Service

Table 1

| Services | Approved Budget (\$000s) | | | | Change over 2007 | | | | | |
|------------------------------------|--------------------------|----------------|----------------|----------------|------------------|----------------|-----------------|-------------|-----------------|------------|
| | 2006 | | 2007 | | 2008 | | Gross | | Net | |
| | Gross | Net | Gross | Net | Gross | Net | \$ | % | \$ | % |
| Parks | 67,399 | 64,069 | 70,790 | 67,066 | 74,146 | 69,949 | 3,356.2 | 4.7% | 2,882.6 | 4.3 |
| Community Recreation | 94,677 | 53,620 | 102,547 | 58,020 | 105,828 | 58,044 | 3,280.7 | 3.2% | 23.5 | 0.0 |
| Urban Forestry | 24,955 | 20,029 | 27,417 | 22,441 | 31,078 | 25,252 | 3,660.5 | 13.4% | 2,810.5 | 12.5 |
| Strategic Services | 17,215 | (2,455) | 18,038 | (2,064) | 18,663 | (2,138) | 625.2 | 3.5% | (74.2) | 3.6 |
| Parks Dev. & Infrastructure Mgmt | 74,335 | 70,438 | 74,788 | 70,891 | 78,526 | 74,628 | 3,738.5 | 5.0% | 3,737.0 | 5.3 |
| Div. Coord. & Community Engagement | 2,165 | 2,161 | 2,670 | 2,666 | 4,757 | 4,753 | 2,087.3 | 78.2% | 2,087.3 | 78.3 |
| Management Services | 8,422 | 8,343 | 8,745 | 8,424 | 9,080 | 8,801 | 335.1 | 3.8% | 376.7 | 4.5 |
| Total Program Budget | 289,166 | 216,205 | 304,994 | 227,445 | 322,078 | 239,288 | 17,083.5 | 5.6% | 11,843.4 | 5.2 |

PARKS, FORESTRY AND RECREATION

2008 Operating Budget by Category

Table 2

| Description of Category | (in \$000s) | | | | | | |
|------------------------------------------|------------------|------------------|----------------------|----------------------------------|--------------|------------------|------------------|
| | 2007 Budget | 2007 Actuals | 2008 Approved Budget | Change from 2007 Approved Budget | 2009 Outlook | 2010 Outlook | |
| | \$ | \$ | \$ | \$ | % | \$ | \$ |
| Gross Expenditures: | | | | | | | |
| Salaries and Benefits | 213,220.9 | 210,304.6 | 225,950.9 | 12,730.0 | 6.0% | 229,520.7 | 231,020.7 |
| Materials and Supplies | 33,207.4 | 30,032.0 | 33,294.8 | 87.3 | 0.3% | 33,319.3 | 33,319.3 |
| Equipment | 3,140.5 | 2,445.2 | 3,060.1 | (80.3) | (2.6%) | 3,037.6 | 3,037.6 |
| Services & Rents | 33,180.6 | 36,449.4 | 34,488.3 | 1,307.6 | 3.9% | 34,855.0 | 35,231.8 |
| Contributions to Capital | 1,771.8 | 1,453.5 | 3,536.8 | 1,765.0 | 99.6% | 4,031.8 | 4,031.8 |
| Contributions to Reserve/Res Funds | 9,855.3 | 9,995.0 | 9,900.8 | 45.5 | 0.5% | 9,913.6 | 9,913.6 |
| Other Expenditures | 416.5 | 1,078.8 | 456.5 | 40.0 | 9.6% | 467.7 | 467.7 |
| Interdivisional Charges | 10,201.3 | 13,007.7 | 11,389.6 | 1,188.3 | 11.6% | 11,722.8 | 11,722.8 |
| Total Gross Expenditures | 304,994.3 | 304,766.1 | 322,077.8 | 17,083.5 | 5.6% | 326,868.5 | 328,745.3 |
| Funded by: | | | | | | | |
| Interdivisional Recoveries | 2,985.1 | 2,290.8 | 3,350.4 | 365.3 | 12.2% | 3,350.4 | 3,350.4 |
| Provincial Subsidies | 155.2 | 76.7 | 155.2 | 0.0 | 0.0% | 155.1 | 155.1 |
| Federal Subsidies | 3,616.0 | 2,592.1 | 3,616.0 | 0.0 | 0.0% | 3,616.0 | 3,616.0 |
| Other Subsidies | 0.0 | 52.7 | 0.0 | 0.0 | n/a | 0.0 | 0.0 |
| User Fees, Permits & Donations | 56,561.8 | 55,247.8 | 60,929.8 | 4,368.0 | 7.7% | 62,229.3 | 62,229.3 |
| Transfers from Capital Fund | 3,363.5 | 4,547.5 | 3,363.5 | 0.0 | 0.0% | 3,363.5 | 3,363.5 |
| Contribution from Reserves/Res Funds | 1,370.8 | 1,325.8 | 1,329.2 | (41.7) | (3.0%) | 1,329.1 | 1,329.1 |
| Other Revenues | 9,497.2 | 10,525.5 | 10,045.7 | 548.5 | 5.8% | 10,045.7 | 10,045.7 |
| Total Non Tax Revenues | 77,549.7 | 76,659.0 | 82,789.8 | 5,240.1 | 6.8% | 84,089.1 | 84,089.1 |
| Net Budget (excluding Capital Financing) | 227,444.7 | 228,107.1 | 239,288.0 | 11,843.4 | 5.2% | 242,779.4 | 244,656.2 |
| APPROVED POSITIONS | 4,122.4 | 4,143.8 | 4,178.6 | 56.2 | 1.4% | 4,209.7 | 4,209.7 |

PARKS, FORESTRY AND RECREATION

2009/2010 OPERATING BUDGET OUTLOOK

Parks, Forestry and Recreation faces a number of future challenges:

- Unfavourable revenue variances – although improving, the Program has had chronic difficulty in meeting its revenue budget.
- Expenditure growth – the Program's Operating Budget has grown, on average, by more than \$10 million annually since 2003. This rate of growth is not sustainable, yet the Program may be challenged to maintain current service levels without additional funding.
- Maintaining aging facilities and keeping activities within them relevant to Toronto's changing communities.
- Maintaining the urban forest under increasingly unpredictable natural conditions.
- Ensuring staff and participant safety and security in community facilities.
- Developing new approaches to recreation access policies which ensure equitable access for all.
- Future impacts – the incremental pressure produced by future Waterfront projects as well as the Program's own Five-Year Capital Plan, Service Priorities and other reports is considerable.

PARKS, FORESTRY AND RECREATION

2008 CAPITAL BUDGET AND 2009 - 2012 CAPITAL PLAN

FIVE-YEAR CAPITAL PLAN OVERVIEW

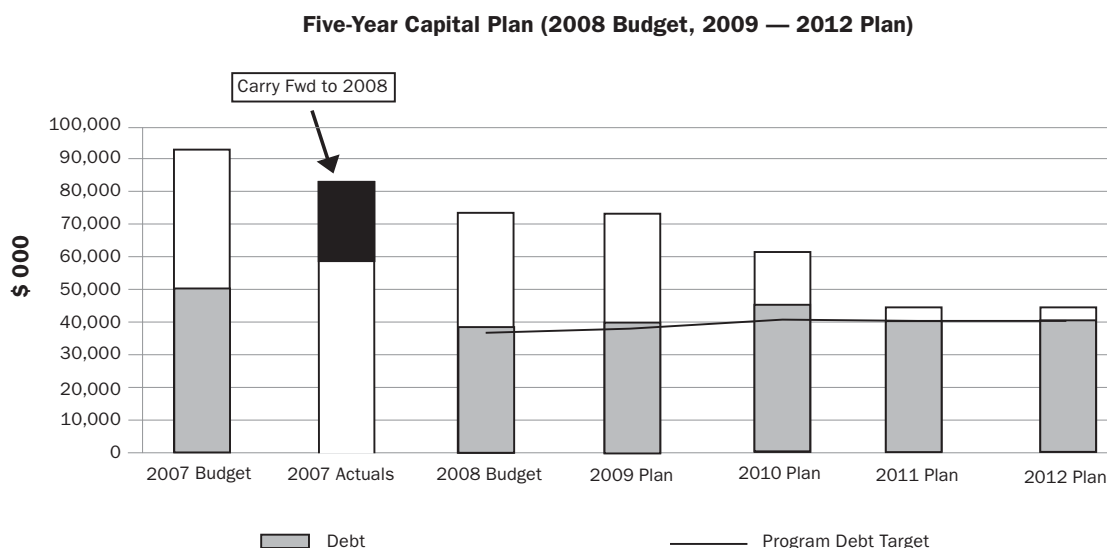
The Parks, Forestry and Recreation Five-Year Plan is aligned with the strategic directions provided through the Mayor's Mandate, Council's priorities and Council-approved strategic plans, including the recently Council-approved Parks, Forestry and Recreation strategic plan, *Our Common Grounds*. The Plan also reflects recommendations contained in the *Recreation Facilities Report* and the *Indoor Pool Strategy Report*.

The Five-Year Plan for the construction, preservation, and renovation of public buildings, parks, and infrastructure of the Parks, Forestry & Recreation Division is reflected in 12 key project areas: Community Centres; Pools (indoor and outdoor); Park Development; Arenas (indoor and outdoor); Special Facilities; Facility Components; Environmental Initiatives; Outdoor Recreation Centres; Parking Lots and Tennis Courts; Playgrounds and Waterplay; Trails and Pathways and Land Acquisition.

Parks, Forestry and Recreation's 2008 Capital Budget and 2009-2012 Capital Plan totals \$301.355 million and requires cash flows of \$74.265 million in 2008; \$74.211 million in 2009; \$60.714 million in 2010; \$46.028 million in 2011; and \$46.137 million in 2012. This approved funding will be used to strengthen at-risk neighbourhoods, invest in 13 priority neighbourhoods, make progress on the Waterfront, and speed up the implementation of Toronto's Bike Plan and to make Toronto a Clean and Beautiful City.

The Parks, Forestry and Recreation Five-Year Plan ensures a balanced approach in the provision of services in the context of the City's current fiscal reality. There is a strong emphasis on state-of-good-repair and an attempt to satisfy some demand for growth and service improvement. Of the \$301.355 million in funding for 2008-2012, the Approved Five-Year Plan earmarks \$161.806 million (54%) for state-of-good repair initiatives, while the remaining \$139.549 million is reserved for service improvement and growth-related projects. Much of the latter, however, is to be funded from non-debt sources. Of the \$207.549 million in debt financing approved over the 2008-2012 period, only 4% (\$9.082 million) is assigned to service improvement and growth-related initiatives.

The capital strategy for Parks, Forestry and Recreation includes leveraging partnership funding where possible and developing an achievable program which can be delivered within the planned timeframe so as to reduce the number of unfinished projects that are carried forward from year to year.



PARKS, FORESTRY AND RECREATION

| | 2007 | | Five-Year Plan | | | | | |
|--------------------------------------------------------------|---------------|---------------|----------------|---------------|---------------|---------------|---------------|----------------|
| | Budget | Actual | 2008 | 2009 | 2010 | 2011 | 2012 | 2008-12 |
| Gross Expenditures: | | | | | | | | |
| 2007 Capital Budget & Future Year Commitments | 93,984 | 58,966 | 16,323 | 2,781 | | | 261 | 19,365 |
| Recommended Changes to Commitments | | | 9,343 | | | | (261) | 9,082 |
| 2008 New/Change in Scope and Future Year Commitments | | | 48,599 | 21,187 | 1,712 | | | 71,498 |
| 2009–2012 Plan Estimates | | | | 50,243 | 59,002 | 46,028 | 46,137 | 201,410 |
| 1-Year Carry Forward to 2008 | | 26,153 | → | | | | | |
| Total Gross Annual Expenditures & Plan | 93,984 | 85,119 | 74,265 | 74,211 | 60,714 | 46,028 | 46,137 | 301,355 |
| Program Debt Target | 31,470 | | 35,130 | 36,681 | 41,483 | 41,500 | 41,500 | 196,294 |
| Financing: | | | | | | | | |
| Recommended Debt | 50,520 | | 38,010 | 40,681 | 45,858 | 41,500 | 41,500 | 207,549 |
| Other Financing Sources: | | | | | | | | |
| Reserves/Reserve Funds | 21,927 | | 18,293 | 6,007 | 1,955 | 1,208 | 1,037 | 28,500 |
| Development Charges | 8,355 | | 5,909 | 7,076 | 4,865 | 1,820 | 3,100 | 22,770 |
| Federal | | | 500 | | | | | 500 |
| Provincial | 500 | | | | | | | |
| Other Revenue | 12,682 | | 11,553 | 20,447 | 8,036 | 1,500 | 500 | 42,036 |
| Total Financing | 93,984 | | 74,265 | 74,211 | 60,714 | 46,028 | 46,137 | 301,355 |
| By Category: | | | | | | | | |
| Health & Safety | | | | | | | | |
| Legislated | 1,232 | | | | | | | |
| SOG | 42,020 | | 34,220 | 29,826 | 30,045 | 30,628 | 37,087 | 161,806 |
| Service Improvement | 46,578 | | 27,166 | 6,855 | 7,970 | 9,200 | 8,850 | 60,041 |
| Growth Related | 4,154 | | 12,879 | 37,530 | 22,699 | 6,200 | 200 | 79,508 |
| Total By Category | 93,984 | | 74,265 | 74,211 | 60,714 | 46,028 | 46,137 | 301,355 |
| Yearly SOGR Backlog Estimate (not addressed by current plan) | | | 35,151 | 26,572 | 21,565 | 28,687 | 15,078 | 127,053 |
| Accumulated Backlog Estimate (end of year) | | 197,680 | 232,831 | 259,403 | 280,968 | 309,655 | 324,733 | 324,733 |
| Operating Impact on Program Costs | | | | 278 | 1,838 | 2,280 | 1,136 | 5,532 |
| Debt Service Costs | | | 1,140 | 5,402 | 5,851 | 6,289 | 5,810 | 24,492 |

PARKS, FORESTRY AND RECREATION

CAPITAL PROJECT HIGHLIGHTS

Strategic Priorities:

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

- **Strengthen Our At-Risk Neighbourhoods**
The Parks, Forestry and Recreation Five-Year Capital Plan will continue to invest in recreational infrastructure in Toronto's Priority Neighbourhoods. Work will continue on major renovation at Antibes Community Centre in the Westminster-Branson neighbourhood to include a community garden, in-house radio station, youth lounge and dance studio and improvements to the weight room at a cost of \$0.157 million. Other improvements include a youth lounge and new outdoor signage at the Scarborough Village Community Centre (\$0.075 million) and a new playground structure at Lochleven Park (\$0.080 million).
- **Invest \$13 Million in 13 Priority Neighbourhoods**
Parks, Forestry and Recreation's Five-Year Capital Plan includes \$17.634 million gross – \$3.000 million in 2008; \$9.259 million in 2009; and \$4.375 million in 2010 – for the following 6 projects as Priority Neighbourhood investments: an accessible playground and equipment at Crescent Town; a multi-sports complex at the McGregor Community Centre and the construction of the Warden Corridor Community Centre, both in the Dorset Park neighbourhood; the expansion of the O'Connor Community Centre at Flemington Park-Victoria Village; a cricket pitch and soccer field at Panorama park in Jamestown; and an outdoor multi-purpose sports pad at Chester Le/Leacock Park in the Steeles-L'Amoreaux area; as well as for additional projects to be selected for 2009 and 2010 based on confirmed partnership leveraged offset funding.
- **Make Progress On The Waterfront**
Most of the capital funding for waterfront parks does not reside within the Parks, Forestry and Recreation capital budget. However, working in partnership with other agencies and organizations, Parks, Forestry and Recreation will continue to improve the waterfront as it continues with the first phase of a multi-year state-of-good-repair program for Harbourfront Centre. The Five-Year Capital Plan includes \$5.300 million in funding for this initiative.
- **Speed Up the Implementation of Toronto's Bike Plan**
The Parks, Forestry and Recreation Five-Year Plan includes \$6.300 million for the Toronto Bike Plan for state-of-good-repair funding to keep existing trails within parks in a proper state of maintenance as well as for asphalt repairs and appropriate signage work. Priorities will be determined in consultation with stakeholders.
- **Make Toronto a Clean and Beautiful City**
Parks, Forestry and Recreation will continue to help ensure that public spaces, facilities, parks and ravines are maintained to meet service quality standards. The Program will demonstrate innovative approaches to beautification through landscaping designs and horticultural treatments in parks. The Five-Year Capital Plan includes \$0.600 million in funding for this initiative.

PARKS, FORESTRY AND RECREATION

Other Key Capital Initiatives:

The Parks, Forestry and Recreation Approved Five-Year Capital Plan includes funding for the following major capital initiatives:

- The Parks, Forestry and Recreation Five-Year Capital Plan will deliver a work order system as part of the 3-1-1 Customer Service Strategy and a security plan for various facilities.
- In terms of land acquisition, the Plan will deliver the completion of the acquisition of the Village Securities site.
- Outdoor recreation centre capital projects include the completion of the Tam Heather Tennis Dome; skateboard parks at Ashbridges Bay and City-wide; sports field improvements at 7 parks; soccer fields at 3 parks; and lighting at 3 parks.
- Park development will take place at 24 parks, including the Regent Park neighbourhood, and the development of bike trails in the former Canadian Pacific rail corridor.
- Waterplay areas or playgrounds will be installed or upgraded at 12 sites.
- Capital work will be undertaken at 5 pools including the redevelopment of Lord Dufferin Pool in Regent Park and the pool at the Flemingdon Park Recreation Centre.
- The Stephen Leacock Arena will be renovated, an outdoor ice rink will be built at Col. Sam Smith Park and a new field house will be built at Queensway Park.
- Work will continue on the Toronto Bike Plan and environmental initiatives such as the Tree Advocacy Program.
- Work will begin on special facilities like the Allan Gardens green house and the demolition of the Guild Inn.
- Finally, the Plan will deliver community centres such as the Jenner Jean-Marie and York Community Centre.

INCREMENTAL OPERATING IMPACT OF THE 2008 CAPITAL BUDGET

The Parks, Forestry and Recreation 2008-2012 Capital Plan increases future-year Parks, Forestry and Recreation operating budgets by approximately \$5.532 million net over the Five-Year period, with no impact in 2008 from projects in the 2008-2012 Plan. The operating budget impacts of these Parks, Forestry and Recreation capital projects will be 100% City-funded. These figures represent only an estimate of operating budget impacts and do not include positions required.

There are also Parks, Forestry and Recreation operating budget impacts arising from other programs' capital budgets, such as City Planning, Toronto and Region Conservation Authority (TRCA) and Waterfront Toronto. These agencies are working together with Parks, Forestry and Recreation to include in their future-year capital budget submissions the operating impacts of their capital work on Parks, Forestry and Recreation's operating budgets.

STATE OF GOOD REPAIR BACKLOG

Parks, Forestry and Recreation is responsible for assets worth several billion dollars ranging from parks, pools, recreation centres, arenas, seawalls, parking lots, trails and paths, water play areas, streetscapes, ferry boats and docks. Due to past funding limitations, however, the Program has accumulated a state-of-good-repair backlog estimated to be approximately \$197.680 million by the end of 2007. While the Approved Five-Year Capital Plan addresses approximately 82% (\$161.561 million) of this deferred maintenance, an average of \$64.947 million per year would be required over the next 5 years to eliminate the backlog entirely.

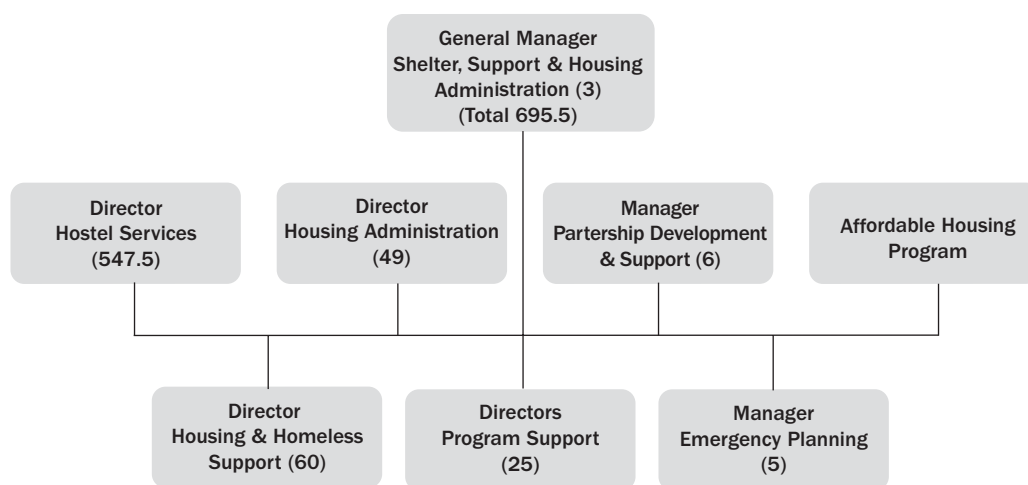
SHELTER, SUPPORT AND HOUSING ADMINISTRATION

MISSION STATEMENT

Shelter support and Housing Administration (SSHA) ensures that homeless people and people at risk of homelessness have a range of shelter and affordable housing options. Provide temporary shelter and support for homeless individuals and families while assisting them to achieve permanent housing solutions.

PROGRAM MAP

As indicated in the program map, SSHA has seven service functions: Program Support, Social Housing, Affordable Housing Programs, Hostel Services, Housing and Homeless Supports, Partnership Development and Support, and Emergency Planning Services with 695.5 approved positions to carry out the mandate of the program.



2007 KEY ACCOMPLISHMENTS

Housing and Homeless Supports

- Provided housing to approximately 720 individuals through Streets to Home; more than 1,750 homeless individuals have been housed directly from the street in just over three years; an out Post-Occupancy study found that 88% of Streets to Homes clients remain housed for over one year;
- Conducted a pilot project for panhandlers that engaged those who panhandle and worked to assess and address their needs, including providing assistance in accessing services to help address their poverty and health issues. 63% of people we worked with stopped panhandling during the course of the pilot project;
- Awarded 5 public sector quality fair awards for projects from three units in the section;
- Finalized a \$35M contract with the Federal government, and allocated funds to more than 119 projects operated by community agencies;
- Funded more than 124 community operated projects, including 27 drop-in centres that provided a safe space and a meal to more than 2,600 individuals per weekday, and 38 housing help projects that assisted more than 8,600 households (containing 17,200 individuals) find and keep housing; and
- Provided grants to 32 tenant associations/groups to help them respond to applications to increase their rent, and other landlord applications which would have made their homes less affordable. Overall, this program assisted 1,920 households.

SHELTER, SUPPORT AND HOUSING ADMINISTRATION

Hostel Services

- Provided 1,365,181 bed nights of emergency shelter;
- Purchased the property at 129 Peter Street for the renovation and installation of an Assessment and Referral Centre and 40 emergency shelter beds;
- Opened the new Bethlehem United shelter, a co-ed 60 bed shelter;
- Conducted Client Service Review Survey as part of the second phase of the Quality Assurance Review process. Shelter clients were asked for their perspectives on the effectiveness of the Toronto Shelter Standards in supporting them to end their homelessness;
- Developed Client Support Services Framework as part of the City's ongoing Quality Assurance Review process for shelters in response to a number of recommendations contained in the 2004 Auditor General's report on Hostel Services;
- Provided specialized housing help service supports in shelters to assist over 4,500 households in finding housing in the community. In addition counsellors in shelters assisted thousands of other households in finding housing;
- Initiated Hostels to Homes Pilot, which will provide housing and follow-up supports to 310 people leaving shelters;
- Provided 288,010 bed nights of service to psychiatric consumer survivors through the Habitat Services program; and
- Delivered the Housing Allowance program to 411 units to vulnerable and homeless individuals and families.

Social Housing

- Provided program administration and direct funding to 91,504 social housing units;
- As part of the energy conservation program, partnered with Social Housing Services Corporation to replace 25,000 compact fluorescent light bulbs in 5,000 social housing units and started the "Green Light" initiative with SHSC which explores opportunities for grants, loans and education programs, within social housing developments; and
- Implemented the Canada-Ontario-Toronto Housing Allowance program.

Emergency Planning Services

- Assisted displaced individuals who had lost their homes either temporarily or permanently due to emergencies or natural disasters (fire, explosions, power outages, storms, chemical spills, etc);
- Provided cooling centres, across the City, for 10 days of heat alert and 5 days of extreme heat alert; and
- Provided heating centres for 19 days of extreme cold alert.

2008 PROGRAM OBJECTIVES

- Transform and revitalize Toronto's social housing communities, using Regent Park as an example, into viable, mixed income, communities of hope;
- Partner with community agencies to ensure the construction of more transitional and supportive housing;
- End homelessness through the continual commitment to the City's "Housing First Strategy" by providing assistance and supports to homeless and those at risk of becoming homeless through connecting individuals with services that lead finding permanent housing. Some of the benefits to a Housing First strategy include:
 - > Better quality of life;
 - > Substantially less alcohol and other drug use;
 - > Less use of emergency services;
 - > More use of appropriate health services; and
 - > Less panhandling.
- Align funding with initiatives that will advance the housing first approach, such as housing help delivered through shelters and community agencies (to help find housing and avoid eviction), eviction prevention programs, and the sustaining of drop-in centres (to assist those in need to remain housed).

SHELTER, SUPPORT AND HOUSING ADMINISTRATION

2008 STRATEGIC PRIORITIES

- Help people who are homeless or at risk of homelessness find and keep housing, and to provide emergency accommodation and related services;
- Ensure the on-going viability and sustainability of existing social housing both in terms of built form and mixed income communities;
- Ensure the City's preparedness to shelter individuals and families in response to declared and non-declared emergencies; and
- Administrate the funding for the Affordable Housing Projects in accordance with the Council approved funding through the Capital Revolving Fund.

2008 OPERATING BUDGET HIGHLIGHTS

The 2008 Operating Budget will provide the following Services:

- Provide program administration and direct funding to over 250 housing providers (including the Toronto Community Housing Corporation), with 90,879 units of social housing;
- Provide 1.377 million bed nights of emergency shelter (3,762 per night, 365 days a year) to homeless individuals, including the provision of meals and counselling;
- Provide 285,000 bed nights of boarding home service to adults with psychiatric disabilities;
- Administer the Homelessness Partnering Strategy and Federal and Provincial grants to over 300 agencies;
- Assist homeless individuals move into housing through the Streets to Homes program, with over 1,500 individuals relocated since 2005; and
- Develop and manage the mass care program of the City's Emergency Plan.

2008 OPERATING BUDGET

The 2008 Operating Budget for Shelter Support and Housing Administration of \$710.107 million gross represents a \$10.587 million or 1.5% decrease compared to 2007. The 2008 net operating budget of \$253.762 million is equal to the 2007 net budget as show in Tables 1 and 2.

2008 Operating Budget by Service

Table 1

| Services | Approved Budget (\$000s) | | | | | | Change Over 2007 | | | |
|-------------------------------|--------------------------|----------------|----------------|----------------|----------------|----------------|-------------------|--------------|------------|------------|
| | 2006 | | 2007 | | 2008 | | Gross | | Net | |
| | Gross | Net | Gross | Net | Gross | Net | \$ | % | \$ | % |
| Program Support | 2,120 | 2,120 | 2,105 | 2,105 | 2,314 | 2,314 | 209.0 | 0.1 | 209.0 | 9.9 |
| Social Housing | 534,510 | 219,347 | 536,415 | 195,098 | 537,367 | 191,946 | 952.0 | 0.0 | (3,152.0) | (1.6) |
| Affordable Housing Programs | 13,842 | — | 14,308 | — | 10,059 | — | (4,249.0) | n/a | 0.0 | 0.0 |
| Hostel Services | 119,107 | 52,882 | 116,575 | 52,842 | 117,673 | 55,308 | 1,098.0 | 0.1 | 2,466.0 | 4.7 |
| Housing and Homeless Supports | 47,843 | 1,882 | 49,982 | 2,910 | 41,427 | 3,417 | (8,555.0) | (2.9) | 507.0 | 17.4 |
| Partnership Devel. & Support | 343 | 343 | 343 | 343 | 364 | 364 | 21.0 | 0.1 | 21.0 | 6.1 |
| Emergency Planning Services | — | — | 966 | 464 | 903 | 413 | (63.0) | (0.1) | (51.0) | (11.0) |
| Total Program Budget | 717,765 | 276,574 | 720,694 | 253,762 | 710,107 | 253,762 | (10,587.0) | (1.5) | 0.0 | 0.0 |

SHELTER, SUPPORT AND HOUSING ADMINISTRATION

2008 Operating Budget by Category

Table 2

| Description of Category | (in \$000s) | | | | | | |
|------------------------------------------|------------------|------------------|----------------------------|-------------------------------------|---------------|------------------|------------------|
| | 2007 Budget | 2007 Actuals | 2008 Approved Budget | Change from 2007 Approved Budget | | 2009 Outlook | 2010 Outlook |
| | \$ | \$ | \$ | \$ | % | \$ | \$ |
| Gross Expenditures: | | | | | | | |
| Salaries and Benefits | 52,753.8 | 50,566.1 | 55,284.0 | 2,530.2 | 4.8% | 55,916.0 | 57,431.7 |
| Materials and Supplies | 4,636.0 | 3,891.3 | 4,829.0 | 193.0 | 4.2% | 4,829.0 | 4,829.0 |
| Equipment | 561.6 | 355.1 | 551.5 | (10.1) | (1.8%) | 551.5 | 551.5 |
| Services & Rents | 64,412.3 | 60,555.8 | 62,766.4 | (1,645.9) | (2.6%) | 62,766.4 | 62,766.4 |
| Contributions to Reserve/Res Funds | 1,724.0 | 8,779.5 | 1,068.9 | (655.1) | (38.0%) | 1,068.9 | 1,068.9 |
| Other Expenditures | 596,606.1 | 572,524.3 | 585,606.7 | (10,999.4) | (1.8%) | 594,492.8 | 606,375.4 |
| Total Gross Expenditures | 720,693.8 | 696,672.1 | 710,106.5 | (10,587.3) | (1.5%) | 719,624.6 | 733,022.9 |
| Funded by: | | | | | | | |
| Provincial Subsidies | 103,036.2 | 93,162.2 | 100,937.1 | (2,099.1) | (2.0%) | 100,937.1 | 100,937.1 |
| Federal Subsidies | 207,463.1 | 204,969.6 | 197,730.3 | (9,732.8) | (4.7%) | 197,730.3 | 197,730.3 |
| Other Subsidies | 113,935.6 | 115,092.8 | 113,935.6 | 0.0 | 0.0% | 113,935.6 | 113,935.6 |
| User Fees, Permits & Donations | 921.4 | 912.1 | 921.4 | 0.0 | 0.0% | 921.4 | 921.4 |
| Contribution from Reserves/Res Funds | 38,738.7 | 26,703.9 | 40,707.3 | 1,968.6 | 5.1% | 10,235.6 | 10,235.6 |
| Other Revenues | 2,836.5 | 4,349.1 | 2,112.5 | (724.0) | (25.5%) | 2,112.5 | 2,112.5 |
| Total Non Tax Revenues | 466,931.5 | 445,190.1 | 456,344.2 | (10,587.3) | (2.3%) | 425,872.5 | 425,872.5 |
| Net Budget (excluding Capital Financing) | 253,762.3 | 251,482.0 | 253,762.3 | (0.0) | (0.0%) | 293,752.1 | 307,150.4 |
| Approved Positions | 699.0 | 699.0 | 695.5 | (3.5) | (0.5%) | 695.5 | 702.5 |

2009/2010 OPERATING BUDGET OUTLOOK

The 2009 Outlook includes a net increase of \$39.990 million, and is comprised of the following: \$30.472 million from the reversal of the 2008 reserve draw; \$8.886 million increase in Social Housing due to changes in subsidy for cost factor index, realty taxes and RGI increases; and \$0.632 million for merit and step increases.

The 2010 Outlook includes a net increase of \$13.398 million, and is comprised of the following: \$11.883 million increase in Social Housing due to changes in subsidy for cost factor index, realty taxes, mortgage renewals, and RGI increases; \$0.644 million for merit and step increases; and \$0.871 million for the operating impact of capital for the Social Housing IT System capital project (an additional seven Approved Positions are required to maintain the new IT system).

SHELTER, SUPPORT AND HOUSING ADMINISTRATION

2008 CAPITAL BUDGET AND 2009 - 2012 CAPITAL PLAN

FIVE-YEAR CAPITAL PLAN OVERVIEW

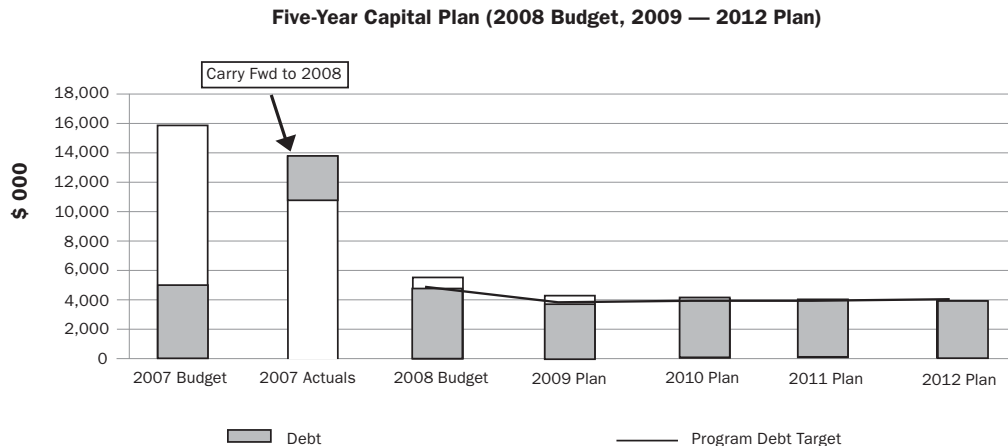
The Shelter Support and Housing Administration Five-Year Plan is aligned with the strategic directions provided through the Mayor's Mandate, Council priorities and Council-strategic plans. The Plan is significantly revised from previous years, based on the stabilizing of bed night occupancy, and City programming designed to move homeless families and individuals into permanent housing.

The Five-Year Capital Plan provides for 132 beds, including 62 new and 70 replacement beds, at a cost of \$14.786 million. The Capital Plan will fund the following shelters: 40 replacement beds at the 129 Peter Street Shelter, Assessment & Referral Centre; 2 new and 30 replacement beds at Eva's Youth; and 60 new beds at Bethlehem United. Future-year projects include the Shelter Development/ Redevelopment Project for \$7.024 million, with bed number requirements and cost per bed undetermined at this time. The details of the future year shelter plan, including the cost per bed estimates, the number new and replacement beds to be delivered, and the year the beds will go into service will be reported in 2008.

Shelter Support and Housing Administration's 2008 Capital Budget and 2009 to 2012 Capital Plan totals \$18.425 million, and requires cash flow of \$5.154 million in 2008; \$3.647 million in 2009; \$3.150 million in 2010; \$3.274 million in 2011; and \$3.200 million in 2012.

The Five-Year Plan includes funding of \$0.573 million in 2008 and \$3.600 million in future years for State of Good Repair (SOGR) maintenance, dedicated to the City's 15 owned and leased shelters. The SOGR maintenance plan includes funding of \$2.973 million over the term to meet ongoing SOGR needs, and \$1.200 million to reduce the 2007 backlog from \$2.800 million to \$1.600 million by 2012. Also included is funding for two IT projects: the Social Housing Administration System (SHAS) for \$3.500 million, and the Shelter Management Information System (SMIS) for \$0.744 million; SMIS is scheduled for completion in 2008, while SHAS is scheduled for completion in 2010. These IT projects will increase the Program's efficiency by automating work-flow practices, and improving administrative reporting and controls.

4% of the Five-Year Plan is allocated to Health and Safety for the reconstruction of Eva's Youth Shelter and HVAC upgrades at Seaton House; 23% of the funding is dedicated to SOGR projects, providing upgrades to the City-leased and-operated shelters; and 73% is allocated to Service Improvements, with project expenditures dedicated to reinvestment in new and replacement shelter beds, and two IT systems that will improve the accountability and enhance the efficiency of both the shelter and social housing services.



SHELTER, SUPPORT AND HOUSING ADMINISTRATION

| | 2007 | | Five-Year Plan | | | | | |
|--------------------------------------------------------------|---------------|---------------|----------------|--------------|--------------|--------------|--------------|---------------|
| | Budget | Actual | 2008 | 2009 | 2010 | 2011 | 2012 | 2008-12 |
| Gross Expenditures: | | | | | | | | |
| 2007 Capital Budget & Future Year Commitments | 16,039 | 11,301 | 3,329 | 1,700 | | | | 5,029 |
| Recommended Changes to Commitments | | | (335) | | 600 | | | 265 |
| 2008 New/Change in Scope and Future Year Commitments | | | 2,160 | 347 | | | | 2,507 |
| 2009–2012 Plan Estimates | | | | 1,600 | 2,500 | 3,274 | 3,200 | 10,624 |
| 1-Year Carry Forward to 2008 | | 2,183 | → | | | | | |
| Total Gross Annual Expenditures & Plan | 16,039 | 13,484 | 5,154 | 3,647 | 3,150 | 3,274 | 3,200 | 18,425 |
| Program Debt Target | 5,500 | | 4,125 | 3,300 | 3,012 | 3,200 | 3,200 | 16,837 |
| Financing: | | | | | | | | |
| Recommended Debt | 4,842 | | 4,125 | 3,300 | 3,012 | 3,200 | 3,200 | 16,837 |
| Other Financing Sources: | | | | | | | | |
| Reserves/Reserve Funds | | | | | | | | |
| Development Charges | 183 | | 182 | | 138 | 74 | | 394 |
| Federal | 8,402 | | 500 | | | | | 500 |
| Provincial | | | | | | | | |
| Other Revenue | 2,612 | | 347 | 347 | | | | 694 |
| Total Financing | 16,039 | | 5,154 | 3,647 | 3,150 | 3,274 | 3,200 | 18,425 |
| By Category: | | | | | | | | |
| Health & Safety | 3,393 | | 800 | | | | | 800 |
| Legislated | | | | | | | | |
| SOGR | 1,003 | | 573 | 900 | 900 | 900 | 900 | 4,173 |
| Service Improvement | 11,643 | | 3,781 | 2,747 | 2,250 | 2,374 | 2,300 | 13,452 |
| Growth Related | | | | | | | | |
| Total By Category | 16,039 | | 5,154 | 3,647 | 3,150 | 3,274 | 3,200 | 18,425 |
| Yearly SOGR Backlog Estimate (not addressed by current plan) | | | | (300) | (300) | (300) | (300) | (1,200) |
| Accumulated Backlog Estimate (end of year) | | 2,800 | 2,800 | 2,500 | 2,200 | 1,900 | 1,600 | 1,600 |
| Operating Impact on Program Costs | | | 900 | | 871 | | | 1,771 |
| Debt Service Costs | | | 124 | 505 | 205 | 66 | | 900 |

CAPITAL PROJECT HIGHLIGHTS

Strategic Priorities:

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

- Commitment to End Homelessness through a Housing First Strategy
The Program has responded to changes in the occupancy levels and changes in client requirements, and has modified future year shelter requirements to complement a “housing first” approach to end homelessness. The 2008 – 2012 Capital Plan includes a reduction of 77 beds from the 2007 level of 209 beds to 132 beds, due to the removal 42 replacement and 35 beds from the future-year projects. These adjustments also respond to the recent Federal/ Provincial announcement regarding the creation of new funding for affordable housing. SSHA has been successful in the uses of Pilot Housing Projects such as Hostels to Homes and the Housing Allowance Program in moving long-term shelter users into permanent housing.

SHELTER, SUPPORT AND HOUSING ADMINISTRATION

On December 19, 2006, the Federal government announced a new two-year program, Homelessness Partnering Strategy (HPS), designed to reduce and alleviate homelessness; HPS allows the Program to continue providing services that combat homelessness in much the same manner as the former Supporting Communities Partnership Initiatives (SCPI) grant. The 2008 Recommended Capital Budget includes funding of \$0.873 from HPS for the 129 Peter Street Shelter, Assessment & Referral Centre; as well, the Federal government is providing \$0.300 million of funding from HPS and \$0.100 million of funding from Human Resources and Social Development Canada for the Shelter Management Information System.

Other Key Capital Initiatives:

The Shelter Support and Housing Administration Approved Five-Year Capital Plan includes funding for the following major capital initiatives:

- Over the next three years, \$6.928 million is budgeted for the construction and/or expansion of new facilities as well as the implementation of new information technology.
- Facilities projects include the following: 129 Peter Street Shelter, Assessment & Referral Centre for \$1.934 million, a 40 bed co-ed shelter and assessment/ referral centre that replaces the Edward Street Shelter and Referral Centre; Eva's Youth Shelter Satellite for \$0.500 million, a 32-bed youth shelter that replaces an existing 30-bed facility; and Bethlehem United for \$0.250 million, a new co-ed 60 bed shelter. Eva's Youth Shelter and Bethlehem United Shelter are scheduled for completion in 2008, with the 129 Peter Street Shelter, Assessment & Referral Centre scheduled for completion in 2009.
- IT projects include the Social Housing Administration System (SHAS) project at a cost of \$3.500 million, and the Shelter Management Information System (SMIS) at a cost of \$0.744 million. The SHAS project is scheduled for completion in 2010, while the SMIS project is scheduled for completion in 2008.

INCREMENTAL OPERATING IMPACT OF THE 2008 CAPITAL BUDGET

The 2008-2012 Capital Plan will increase future year Operating Budgets by a total of \$1.771 million net over the Five-Year period, with an net increase of \$0.035 million in 2008 from Eva's Youth Shelter Satellite; \$0.865 million in 2008 for the Bethlehem United Shelter.

The 2008 operating impacts result from the additional costs of providing shelter services at these locations. The Program's shelter service delivery model has been adjusted to include these new shelters. The additional operating costs are offset by the closure of four shelters managed by service providers.

The 2010 operating impacts of \$0.871 million are primarily the result of the addition of seven approved positions required to maintain the new IT system, once the Social Housing Administration System becomes fully operational.

STATE OF GOOD REPAIR BACKLOG

The City owns 15 shelter sites, eight are City Operated Sites, and seven are purchase-of-service programs located in City facilities that are leased to shelter operators. The Program has established an inventory of its State of Good Repair maintenance backlog, and associated cost estimates, estimated to be \$2.800 million at the end of 2007.

The Five-Year Capital Plan includes funding of \$0.573 million in 2008 and \$3.600 million in years 2009 through 2012 for SOGR for City owned/ leased shelters. The Five-Year Capital Plan includes spending \$2.973 million over the term to meet ongoing SOGR needs, and \$1.200 million to reduce the 2007 backlog from \$2.800 million to \$1.600 million by 2012.

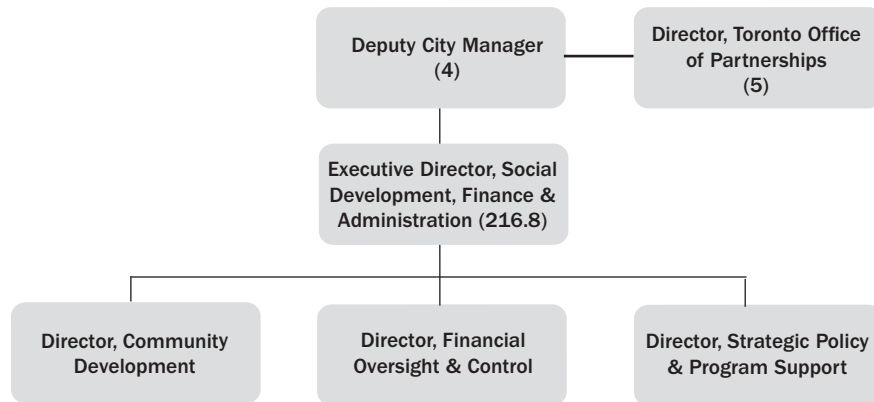
..... SOCIAL DEVELOPMENT, FINANCE AND ADMINISTRATION

MISSION STATEMENT

Social Development, Finance and Administration (SDFA) provides leadership and support to the Deputy City Manager, the Citizen Centered Services “A” Cluster, and City Council to advance social inclusion and to build safe, strong neighbourhoods and communities. The Division identifies and responds to community social needs; undertakes social planning and trend analysis; develops strategic policy responses; and provides financial, administrative, IT and communications support and oversight.

PROGRAM MAP

As indicated in the program map, SDFA has four services functions: Community Development, Financial Oversight and Control, Strategic Policy and Program Support, and the Office of Toronto Partnerships with 225.8 approved positions to carry out the mandate of the program.



2007 KEY ACCOMPLISHMENTS

- Leveraged over \$60m in partnerships/investments by Feds, Province and United Way of Greater Toronto in 13 Priority Neighbourhoods related to Youth Employment and Education, Youth Engagement, Community and Family and Youth Justice and Crime.
- Obtained Council commitment to additional infrastructure investment of \$13m in 13 Priority Neighbourhoods through Partnership Opportunities Legacy Fund
- 13 Neighbourhood Action Teams (NAT) established and running with director champions from across organization
- 3,750 youth served various employment programs (additional youth served through engagement programs and projects)
- 735 funding applications assessed; 575 funding agreements administered; 10 boards of management
- Financial Administration support and oversight to DCM and 11 operating divisions
- Provincial subsidy claims and receivable management \$1.4 billion
- Agenda management and policy co-ordination support to Standing Committees
- Supported Intergovernmental initiatives e.g. Provincial-Municipal Fiscal and Service Delivery Review, Social Development Committee/Tri-level Guns and Gangs Task Force, Ontario-Toronto Settlement Services Work Group, Federation of Canadian Municipalities Quality of Life Reporting System

SOCIAL DEVELOPMENT, FINANCE AND ADMINISTRATION

- Provided policy/planning support to Council-directed committees (Community Development and Recreation Committee, Youth Strategy Panel), City strategic initiatives (Regent Park Social Development Plan, Affordable Housing Plan, Toronto for All – public hearing on Income Security), corporate initiatives (Cluster A -Corporate Program Reviews, City Census Bulletins), international reviews (OECD urban cities review, World Bank indicators project), responding to 280 social research information/data requests completed
- Communications support to 10 Cluster A divisions: 600 media responses made (24/7) through media contacts & support; 625 design, production and communications projects completed; 100 program events supported
- Information and technology support to PFR, EDCT and SDFA divisions through application development and IT project management: 2 new IT applications; 17 enhanced IT applications; resolved 2800 2nd Level service calls; 460 equipment acquisitions and installation

2008 PROGRAM OBJECTIVES

- Financial Oversight & Control: Effective and efficient management of the Cluster A program's operations by providing sound leadership, support to the DCM, City Manager, Council and divisions, through cluster oversight, management support and reviews, consultation and analysis, financial reporting and expenditure control, revenue and subsidy management, financial and administrative services;
- Strategic Policy & Program Support: Provide strategic policy, communications, program administration/development and information technology support that facilitates horizontal collaboration/co-ordination of the City's social inclusion framework, Council priorities and the new administrative priorities;
- Community Development: Provide project management support for a wide range of community, corporate and/or Council initiatives to increase civic engagement in community service related areas; and
- Toronto Office of Partnerships: Actively seeks out strategic partners for initiatives that support programs and services offered by the City of Toronto to improve the quality of life here, and encourages partnerships by streamlining the review process and finding the most appropriate "home" for them.

2008 STRATEGIC PRIORITIES

The 2008 Recommended Operating Budget directly advances the following priorities outlined in Council's policy agenda:

Making a Safe City Safer

- The implementation of the City's Community Safety Plan, which includes full implementation of neighbourhood action planning, focusing on creating new and innovative service delivery partnerships both between City service areas, community based organizations, other orders of government (including resident engagement), and further developing the City's crisis response capacity in partnership with Toronto Police Service and community groups organizations, which will strengthen our at-risk neighbourhoods.

Invest More in Youth

- Employment training to 3,750 youth in community safety neighbourhoods through partnerships with Toronto Social Service for Youth Employment, Youth entrepreneurship with EDCT, and participate in the Youth Training and Apprenticeship Opportunities Advancement program. The goal of this initiative is to expand and enhance opportunities for youth in areas such as employment, education, training, and mentorship.

SOCIAL DEVELOPMENT, FINANCE AND ADMINISTRATION

Improve the Public Realm

- Toronto Office of Partnerships has been created with the mandate to build new partnerships with businesses, not-for profit organizations, community groups, resident associations and individuals. The office seeks strategic partners for initiatives that help support programs and services offered by the City that are designed to improve the quality of life through supporting services that ensure prosperity, liveability and opportunity for all residents in the City.

2008 OPERATING BUDGET HIGHLIGHTS

The 2008 Operating Budget will provide the following Services:

- Operationalize the Community Services Partnership Program on the Corporate Grants Information System for the first ever paperless funding cycle
- Establish the Community Revitalization Secretariate to co-ordinate City support for Regent Park and Lawrence Heights community revitalization initiatives
- Continue providing Financial Oversight and Control to all cluster programs in the areas of financial analysis, reporting, provincial subsidy claims (\$1.5 billion) receivables, budget co-ordination, and Ontario Works banking function (\$712.9 million)
- Operationalize the centralized Departmental Purchase Order function with the extended purchasing limit of \$50.0 thousand for all cluster programs
- Continue providing Communications Support (350 Communication Projects, 100 Special Events, 600 Media Calls, and 75 News Releases) and IT Supports (deployment of Point of Sale Solution to over 100 Community Centres for Parks, Forestry and Recreation program for client registration, CLASS system upgrade to implement Audit General & Risk Assessment recommendations to enhance payment processing, continuous hardware/software planning and support for 3000 CLASS system users at 285 diverse locations) to Cluster Programs
- Continue to provide policy/planning support to Mayor/Council priorities (Making a Safe City Safer, Prosperity Opportunity Legacy Fund, Agenda for Prosperity, Neighbourhood Revitalization, Ontario-Toronto Settlement Services Work Group, Youth Strategy Panel), City initiatives (Corporate Program Reviews, Access to Recreation, Toronto Children Plan, City Census Bulletins), community partnerships (25 in 5 poverty reduction strategy), and social monitoring/reporting (Federation of Canadian Municipalities Quality of Life Reporting System, World Bank Indicators project)
- Toronto Office of Partnership will:
 - > Develop more than 50 external and internal partnerships, 75 requests for consultations on donations, fundraising, and unsolicited proposals and processing of 30 unsolicited proposals
 - > Create a database for over 350 City's external partners (corporate, not for profit, public) who contribute to the City's programs, services and facilities
 - > Develop an e-donation process to accept financial donations for City programs and services via the internet
 - > Develop a framework for private investment in public infrastructure with a specific aim to advancing policy objectives in affordable housing, redevelopment of brown fields, etc.

SOCIAL DEVELOPMENT, FINANCE AND ADMINISTRATION

2008 OPERATING BUDGET

The 2008 Operating Budget for Social Development and Financial Administration of \$27.207 million gross represents a \$1.247 million or 4.4% decrease compared to 2007. The 2008 net operating budget of \$15.980 million reflects a \$0.210 million or 1.3% increase over the 2007 net budget as show in Tables 1 and 2

2008 Operating Budget by Service

Table 1

| Services | Approved Budget (\$000s) | | | | Change Over 2007 | | | | | |
|------------------------------------|--------------------------|---------------|---------------|---------------|------------------|---------------|----------------|--------------|------------|------------|
| | 2006 | | 2007 | | 2008 | | Gross | | Net | |
| | Gross | Net | Gross | Net | Gross | Net | \$ | % | \$ | % |
| Financial Oversight & Control | 13,171 | 8,530 | 13,551 | 8,598 | 13,694 | 8,284 | 143 | 1.1 | (314) | (3.7) |
| Strategic Policy & Program Support | 7,437 | 5,489 | 7,235 | 5,326 | 7,367 | 5,470 | 132 | 1.8 | 144 | 2.7 |
| Affordable Housing Programs | 7,347 | 1,907 | 7,668 | 1,846 | 6,146 | 2,226 | (1,522) | (19.8) | 380 | 20.6 |
| Total Program Budget | 27,955 | 15,925 | 28,454 | 15,770 | 27,207 | 15,980 | (1,247) | (4.4) | 210 | 1.3 |

SOCIAL DEVELOPMENT, FINANCE AND ADMINISTRATION

2008 Operating Budget by Category

Table 2

| Description of Category | (in \$000s) | | | | | | |
|------------------------------------------|-----------------|-----------------|----------------------------|-------------------------------------|----------------|-----------------|-----------------|
| | 2007 Budget | 2007 Actuals | 2008 Approved Budget | Change from 2007 Approved Budget | | 2009 Outlook | 2010 Outlook |
| | \$ | \$ | \$ | \$ | % | \$ | \$ |
| Gross Expenditures: | | | | | | | |
| Salaries and Benefits | 18,016.6 | 18,733.3 | 18,629.5 | 612.9 | 3.4% | 19,032.4 | 19,397.8 |
| Materials and Supplies | 296.3 | 166.0 | 293.7 | (2.6) | (0.9%) | 293.7 | 293.7 |
| Equipment | 214.8 | 129.5 | 210.8 | (4.0) | (1.9%) | 210.8 | 210.8 |
| Services & Rents | 6,233.4 | 3,712.6 | 4,431.2 | (1,802.2) | (28.9%) | 4,431.2 | 4,431.2 |
| Contributions to Reserve/Res Funds | 0.0 | 163.7 | 117.2 | 117.2 | n/a | 117.2 | 117.2 |
| Other Expenditures | 3,693.1 | 4,003.4 | 3,524.6 | (168.5) | (4.6%) | 3,524.6 | 3,524.6 |
| Total Gross Expenditures | 28,454.2 | 26,908.5 | 27,207.0 | (1,247.2) | (4.4%) | 27,609.9 | 27,975.3 |
| Funded by: | | | | | | | |
| Provincial Subsidies | 6,305.7 | 6,250.1 | 6,962.8 | 657.1 | 10.4% | 6,962.8 | 6,962.8 |
| Federal Subsidies | 3,839.2 | 3,583.0 | 1,956.8 | (1,882.4) | (49.0%) | 1,956.8 | 1,956.8 |
| Other Subsidies | 0.0 | 0.0 | 0.0 | 0.0 | n/a | 0.0 | 0.0 |
| User Fees, Permits & Donations | 0.0 | 0.0 | 0.0 | 0.0 | n/a | 0.0 | 0.0 |
| Contribution from Reserves/Res Funds | 306.2 | 217.5 | 62.3 | (243.9) | (79.7%) | 62.3 | 62.3 |
| Other Revenues | 2,233.6 | 1,628.9 | 2,244.7 | 11.1 | 0.5% | 2,244.7 | 2,244.7 |
| Total Non Tax Revenues | 12,684.7 | 11,679.5 | 11,226.6 | (1,458.1) | (11.5%) | 11,226.6 | 11,226.6 |
| Net Budget (excluding Capital Financing) | 15,769.5 | 15,229.0 | 15,980.4 | 210.9 | 1.3% | 16,383.3 | 16,748.7 |
| Approved Positions | 228.8 | 228.8 | 225.8 | (3.0) | (1.3%) | 225.8 | 225.8 |

2009/2010 OPERATING BUDGET OUTLOOK

The 2009 and 2010 Outlooks include increases of \$0.403 million and \$0.365 million respectively for merit and step increases, with no increase for COLA, as salaries and benefits are subject to future negotiations.

MISSION STATEMENT

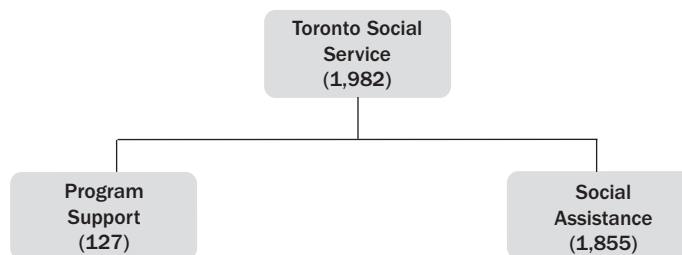
- Our vision is to strengthen the social and economic well-being of Torontonians in their communities. Our mission is to provide employment services, financial benefits and social supports that make our vision a reality.

Our work is to:

- > Develop and provide integrated employment services, supports and opportunities.
- > Deliver financial benefits.
- > Advocate for policies, programs and services that better support Torontonians in their communities.
- > Invest in skilled staff at all levels to respond to a dynamic environment.

PROGRAM MAP

As indicated in the program map, Toronto Social Services (TSS) has two service functions: Program Support and Social Assistance with 1,982 approved positions to carry out the mandate of the program.



2007 KEY ACCOMPLISHMENTS

- Provided services, including financial and employment assistance to over 120,000 individual cases (totalling approximately 230,000 people, nearly 1 in 11 residents).
- Supported over 100,000 client visits to TSS' Employment Resource Centres.
- Connected over 9,000 residents across the City with potential employers and achieved on average 19,000 clients per month participated in basic education programs.
- Implemented the recommendations from the City's Action Plan for social assistance, "System of Survival, Systems of Support", including advocating for Ontario Works (OW) assistance rates, and other changes to improve the lives of vulnerable people in Toronto.
- Implemented the Investing in Families and Investing in Neighbourhoods initiatives in Toronto's priority communities to provide individuals and single parents with the opportunity to obtain direct work experience, the chance to build networks and relationships with potential employers through work placement in local community based agencies, and access to locally based pre-employment training that includes a range of support services such as life skills workshops, and job search skills.

TORONTO SOCIAL SERVICES

2008 PROGRAM OBJECTIVES

- Effectively deliver the Ontario Works program to vulnerable residents of the City of Toronto.
- Provides opportunities for clients to engage in a variety of activities which lead to jobs, or which increase their employment prospects through Employment Assistance activities including job search, education and training, paid and unpaid job placements, access to other programs that enhance job readiness, and job retention supports.
- Develop new integrated models for the delivery of employment services in Toronto's priority communities.
- Continue to advocate to the Province, through ongoing consultations on Action Plan recommendations, and in conjunction with community partners, for adequate OW assistance rates, and other changes to improve the lives of vulnerable people in Toronto.
- Work to better coordinate Employment Assistance resources among government and community-based service providers in order to maximize the effectiveness of strategies aimed at integrating OW clients into Toronto labour markets.
- Implement social assistance restructuring resulting from the introduction of the Ontario Child Benefit.

2008 STRATEGIC PRIORITIES

The 2008 Budget for Toronto Social Services directly advances the following strategic priorities outlined in the Council's policy agenda:

- **Invest \$13 Million in Toronto's 13 Priority Neighbourhoods over the Next Four Years:**
 - > TSS will focus on local office initiatives to support the Action Plan and employment service delivery such as improving Employment Resource Centres (ERCs) services and supports, developing better connections with local employers; completing the Investing in Neighbourhoods project; and, continuing to support initiatives in priority communities such as Regent Park.
 - > Initiated the development of an Employment Plan for Employment Services Delivery in the City and continue to support innovative efforts to increase employment opportunities for vulnerable residents, including Partnership to Advance Youth Employment (PAYE), a joint private sector and city initiative aimed at increasing economic opportunities for youth from the priority communities.
- **A Prosperous Toronto for a Prosperous Canada**
 - > TSS continues to advocate for funding arrangements that fairly reflect the costs of meeting the provincial mandatory requirements and delivering the OW program in a large urban centre. TSS will also continue to implement the recommendations from the City's Action Plan for social assistance, "Systems of Survival, Systems of Support", with the adequate OW assistance rates and other changes to improve the lives of vulnerable people in Toronto.
- **Efficiency and Accountability at City Hall**
 - > TSS continues to remove barriers and develop tools and supports to improve service delivery through streamlining administrative tasks, speeding up technology projects to reduce workload, and providing on-line access to the OW program.

TORONTO SOCIAL SERVICES

2008 OPERATING BUDGET HIGHLIGHTS

The 2008 Operating Budget will provide the following Services:

- processes 77,000 monthly average caseload for OW;
- provides approximately 100,000 clients with consultation and supports through TSS' employment resources centres;
- sponsors and conducts job and agency fares for OW clients across the city to help connect over 8,000 clients with potential employers;
- assists clients to maintain or obtain housing;
- maintains a web-based resource guide that links to services and resources to assist over 25,000 clients to find and keep jobs and provide clients with information about a wide range of community services available in the city;
- provides clients with direct access to federally sponsored training and other employment supports through an integrated employment service delivery model;
- works with partners such as the Canadian Immigration Commission, the Ministry of Citizenship and Immigration, and the Toronto Immigrant Employment Council, to identify the specific workplace language needs of skilled immigrants; and,
- initiate TSS component of the Woodbine Entertainment Redevelopment project to support City led intergovernmental employment strategy to be developed ensuring opportunity and increased prosperity for local residents including jobs for OW clients.

2008 Operating Budget by Service

Table 1

| Services | Approved Budget (\$000s) | | | | Change Over 2007 | | | | | |
|-----------------------------|--------------------------|----------------|------------------|----------------|------------------|----------------|-------------------|---------------|----------------|------------|
| | 2006 | | 2007 | | 2008 | | Gross | | Net | |
| | Gross | Net | Gross | Net | Gross | Net | \$ | % | \$ | % |
| Program Support | 11,123 | 5,869 | 11,876 | 5,808 | 12,703 | 6,485 | 826.7 | 7.0% | 677.3 | 11.7 |
| Social Assistance | 1,026,364 | 272,008 | 1,059,500 | 261,899 | 1,047,247 | 269,289 | (12,253.1) | (1.2%) | 7,390.1 | 2.8 |
| Total Program Budget | 1,037,487 | 277,877 | 1,071,376 | 267,707 | 1,059,950 | 275,774 | (11,426.4) | (1.1%) | 8,067.4 | 3.0 |

TORONTO SOCIAL SERVICES

2008 Operating Budget by Category

Table 2

| Description of Category | (in \$000s) | | | | | | |
|------------------------------------------|------------------|------------------|----------------------------|-------------------------------------|---------------|--------------------|------------------|
| | 2007 Budget | 2007 Actuals | 2008 Approved Budget | Change from 2007 Approved Budget | | 2009 Outlook | 2010 Outlook |
| | \$ | \$ | \$ | \$ | % | \$ | \$ |
| Gross Expenditures: | | | | | | | |
| Salaries and Benefits | 147,154.0 | 149,846.7 | 156,556.0 | 9,402.0 | 6.4% | 157,274.8 | 157,274.8 |
| Materials and Supplies | 10,487.7 | 10,452.6 | 11,047.0 | 559.3 | 5.3% | 11,047.0 | 11,047.0 |
| Equipment | 326.4 | 179.0 | 503.9 | 177.5 | 54.4% | 503.9 | 503.9 |
| Services & Rents | 34,981.6 | 27,224.0 | 35,742.0 | 760.4 | 2.2% | 35,742.0 | 35,742.0 |
| Contributions to Reserve/Res Funds | 2,400.7 | 4,371.0 | 2,400.7 | 0.0 | 0.0% | 2,400.7 | 2,400.7 |
| Other Expenditures | 876,025.5 | 810,035.5 | 853,699.9 | (22,325.6) | (2.5%) | 833,699.9 | 768,699.9 |
| Total Gross Expenditures | | | 1,059,949.5 | (11,426.4) | (1.1%) | 1,040,668.3 | 975,668.3 |
| Funded by: | | | | | | | |
| Provincial Subsidies | 621,960.0 | 566,813.8 | 626,580.8 | 4,620.8 | 0.7% | 626,580.8 | 626,580.8 |
| Federal Subsidies | | | | 0.0 | n/a | | |
| Other Subsidies | 136,907.5 | 141,863.3 | 135,846.7 | (1,060.8) | (0.8%) | 135,846.7 | 135,846.7 |
| User Fees, Permits & Donations | | 166.7 | | 0.0 | n/a | | |
| Contribution from Reserves/Res Funds | 34,051.5 | 39,871.1 | 9,647.7 | (24,403.8) | (71.1%) | 4,350.0 | 4,350.0 |
| Other Revenues | 10,750.0 | 47.8 | 12,100.0 | 1,350.0) | 12.6% | 12,100.0 | 12,100.0 |
| Total Non Tax Revenues | 803,669.0 | 748,762.7 | 784,175.2 | (19,493.8) | (2.4%) | 778,877.5 | 778,877.5 |
| Net Budget (excluding Capital Financing) | 267,706.9 | 253,346.1 | 275,774.3 | 8,067.4 | 3.0% | 261,790.8 | 196,790.8 |
| Approved Positions | 1,950.0 | 1,950.0 | 1,982.0 | 32.0 | 1.6% | 1,982.0 | 1,982.0 |

2009/2010 OPERATING BUDGET OUTLOOK

- TSS will continue to explore other feasible efficiency initiatives including procedure reviews, pursuance of best practice on services delivery, and program management to mitigate cost pressures.
- Ontario Disability Support Program (ODSP) is a program delivered by the Province, which the municipalities must share the cost under the OW Act. In August 2007, the Province announced that the government will resume the responsibility for funding ODSP and ODB Benefits and ODSP administration costs over four years. The financial impacts to TSS are savings of \$59.1 million in 2009 and \$124.1 million in 2010.
- In March 2007, the Province announced that the GTA pooling subsidy to municipalities will be phased out by 2013. In order to ensure an adequate level of subsidy is available to the municipalities currently receiving financial assistance through GTA pooling, the Province announced that any reduction in GTA Pooling will be offset by an equivalent increase in funding from the Ontario Municipal Partnership Fund (OMPF). The Province has provided an extra \$17.4 million through OMPF to offset for phase-out of GTA pooling contributions in 2007. With GTA pooling contributions scheduled to be reduced to \$62.0 million and \$46.5 million in 2009 and 2010, the Province will further increase the OMPF subsidy to \$48.3 million and \$63.8 million respectively.

TORONTO SOCIAL SERVICES

2008 CAPITAL BUDGET AND 2009 - 2012 CAPITAL PLAN

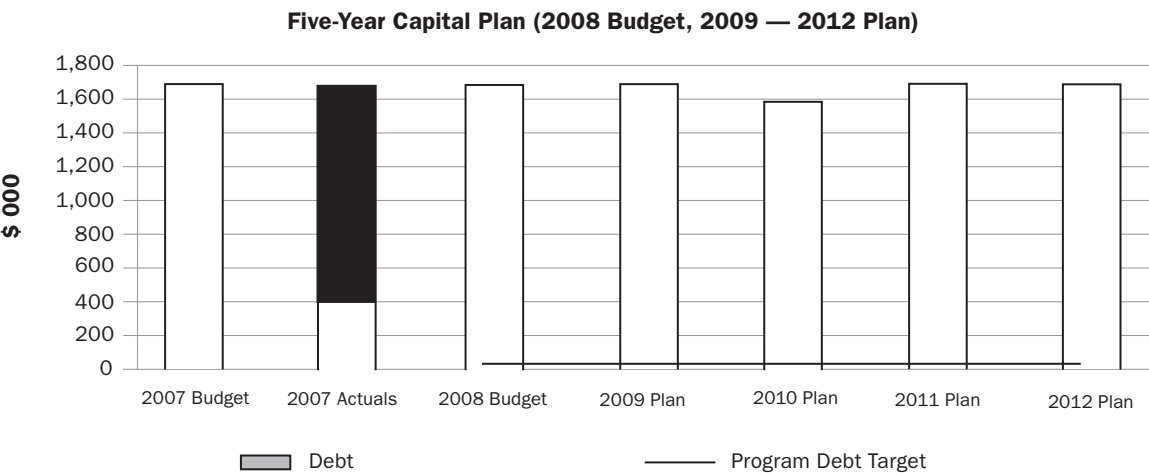
FIVE-YEAR CAPITAL PLAN OVERVIEW

The Social Services Five-Year Plan utilizes web applications/new technology upgrades to assist the program in implementing a more client-centric approach to service delivery and in managing its operation more efficiently and effectively.

Toronto Social Services (TSS) has developed and implemented many supplemental systems & tools to facilitate supports and services over the years. In 2005, an IT Strategy and an associated IT Strategy Roadmap were developed. During the 2007 budget process, four client centric initiatives were identified: Streamlined Web-based Access to Social Assistance, Employment Assistance Management, Case Management and MIS-Data Mart. During the 2008 budget process, two additional service improvement IT projects were also identified: Web Access to Your Service (WAYS) and Employment Assistance-Individual Services & Support.

Toronto Social Services' 2008 Capital Budget and 2009-2012 Capital Plan totals \$9.7 million and requires cash flows of \$3.0 million in 2008; \$1.7 million in 2009; \$1.6 million in 2010; \$1.7 million in 2011; and \$1.7 million in 2012.

The Approved Five-Year Capital Plan for TSS totals \$9.7 million and is 100% funded from Provincial subsidy dedicated to IT initiatives, and thus does not require debt financing. The Provincial IT subsidy resulted from the province's decision to download technology acquisition and maintenance costs to municipalities in 2003.



TORONTO SOCIAL SERVICES

| | 2007 | | Five-Year Plan | | | | | |
|--------------------------------------------------------------|--------------|--------------|----------------|--------------|--------------|--------------|--------------|--------------|
| | Budget | Actual | 2008 | 2009 | 2010 | 2011 | 2012 | 2008-12 |
| Gross Expenditures: | | | | | | | | |
| 2007 Capital Budget & Future Year Commitments | 1,700 | 400 | 1,300 | 800 | 900 | | | 3,000 |
| Recommended Changes to Commitments | | | | | | | | 0 |
| 2008 New/Change in Scope and Future Year Commitments | | | 400 | 900 | 700 | | | 2,000 |
| 2009—2012 Plan Estimates | | | | | | 1,700 | 1,700 | 3,400 |
| 1-Year Carry Forward to 2008 | | 1,300 | → | | | | | |
| Total Gross Annual Expenditures & Plan | 1,700 | 1,700 | 1,700 | 1,700 | 1,600 | 1,700 | 1,700 | 8,400 |
| Program Debt Target | 0 | | 0 | 0 | 0 | 0 | 0 | 0 |
| Financing: | | | | | | | | |
| Recommended Debt | 0 | | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Financing Sources: | | | | | | | | |
| Reserves/Reserve Funds | | | | | | | | 0 |
| Development Charges | | | | | | | | 0 |
| Federal | | | | | | | | 0 |
| Provincial | 1,700 | | 1,700 | 1,700 | 1,600 | 1,700 | 1,700 | 8,400 |
| Other Revenue | | | | | | | | |
| Total Financing | 1,700 | | 1,700 | 1,700 | 1,600 | 1,700 | 1,700 | 8,400 |
| By Category: | | | | | | | | |
| Health & Safety | | | | | | | | 0 |
| Legislated | | | | | | | | 0 |
| SOGR | | | | | | | | 0 |
| Service Improvement | 1,700 | | 1,700 | 1,700 | 1,600 | 1,700 | 1,700 | 8,400 |
| Growth Related | | | | | | | | |
| Total By Category | 1,700 | | 1,700 | 1,700 | 1,600 | 1,700 | 1,700 | 8,400 |
| Yearly SOGR Backlog Estimate (not addressed by current plan) | | | 0 | | | | | |
| Accumulated Backlog Estimate (end of year) | | — | — | — | — | — | — | 0 |
| Operating Impact on Program Costs | | | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt Service Costs | | | 0 | 0 | 0 | 0 | 0 | 0 |

CAPITAL PROJECT HIGHLIGHTS

The Five-Year Capital Plan advances the following 6 projects:

- Streamlined Web-based Access to Social Assistance
This project will provide web-enabled interactive tools to support clients and community partners and improve service delivery by offering another channel for clients and community partners to obtain information, self-assess potential eligibility, complete on-line applications and self-select an appointment time for the Ontario Works (OW) program.

TORONTO SOCIAL SERVICES

- **Employment Assistance Management System**
The Employment Assistance project will develop an efficient and reliable web-based solution to support strategic areas such as vendor relationships, OW program delivery, and a client centric case management approach. This new system will simplify, automate and standardize business processes, improve allocation of resources for service delivery and audit tracking, and establish a model for the integration of other Employment Assistance initiatives, Ontario Works programs and vendor relationships.
- **Data Mart Infrastructure Enhancement**
The MIS - Data Mart project will facilitate the creation of Divisional and ad hoc management and operational reports by integrating financial, client services, and Employment Resource Centre statistics data from various systems to facilitate in-depth information gathering and trend analysis.
- **Case Management application**
The Case Management project will integrate all components of the OW program outside of eligibility assessment and social assistance financial management. The application will provide start-to-finish case management tools, tracking, placement, review, special requirements, quality assurance and exit planning for OW clients.
- **Web Access to Your Services (WAYS)**
The Web Access to Your Services (WAYS) project will assist Toronto residents in accessing the Social Assistance application, services, and information through the internet. This project is designed to streamline administrative processes by expanding the on-line application, as well as access and submission of OW documentations such as the Income Report Statements (IRS) and the Change of Information by Applicants (CIA). The more efficient administrative processes will allow staff to focus on providing OW clients with employment assistance and supports
- **Employment Assistance – Individual Services & Supports**
This is a web-based solution that automates, simplifies, and standardizes the Individual Services & Supports business process to reduce duplication and improve administrative efficiency. The project also aims to improve allocation of resources for service delivery and to improve audit tracking. OW clients have training or service needs that are not met through the standard Division-wide employment programs. The individual Services & Supports are employment programs delivered through the local offices that are customized to individual client's needs in an attempt to improve job readiness of OW clients, support OW clients in achieving their employment goals, and increase the range of services available to participants to meet their employment needs.

INCREMENTAL OPERATING IMPACT OF THE 2008 CAPITAL BUDGET

The Toronto Social Services' 2008 to 2012 Capital Plan will not impact the Program's Operating Budget since both the approved projects and the three temporary staff that were hired to work on the sub-projects will be funded by the provincial subsidy. The Program's permanent IT staff will assume responsibility for ongoing maintenance; thus, there will be no additional costs to the Program's Operating Budget upon completion of the projects.

STATE OF GOOD REPAIR BACKLOG

The Program does not have a backlog of projects. TSS facilities capital funding requirements were previously transferred and consolidated within the Facility & Real Estate Capital Budget.

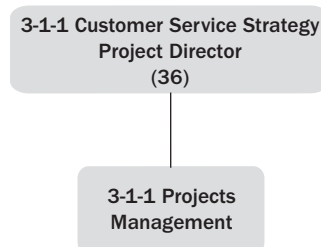
..... 3-1-1 CUSTOMER SERVICE STRATEGY

MISSION STATEMENT

The City's "3-1-1" service strategy will ensure that all residents, businesses and visitors receive convenient, prompt and reliable access to accurate information and non-emergency City government services. The City's "3-1-1" service strategy will enable the Toronto Public Service to provide excellent service to the public 24/7, with respect to professionalism and integrity, making the best use of staff expertise, resources and technology.

PROGRAM MAP

The 3-1-1 Project Management Office has mandate to develop and manage the Project Plan, deliverables and schedule to implement the 3-1-1 Project based on the Council approved model. This is achieved through the project documentation, planning, monitoring and evaluation as well as management of specialized implementation teams. There are 36 approved positions to carry out the mandate of the program.



2007 KEY ACCOMPLISHMENTS

- Provided on-going monitoring and support for the overall project including contract management, oversight of all sub-project contracts and status reports
- Facilitated cross-divisional/functional requirements and identification of project interdependencies with relevant teams
- Coordinated Call Transfer Plan consultations with 44 divisions
- Conducted Business Process Reviews for Transportation Services, Solid Waste Management, Toronto Water (Phase 1) and Municipal Licensing and Standards (MLS) and Urban Forestry (Phase 2)
- Completed Knowledgebase Content Collection and quality assurance reviews for the majority of city divisions
- Issued Threat Risk Assessment Request for Expression of Interest, Soft Skills Training Request for Proposal, Contact Centre Furnishings RFP, and Technology Solution Pricing RFP
- Recommended preferred proponent for the Technology Solution to Council
- Undertook Legacy System (i.e. back-end divisional systems) changes for two systems
- Delivered ongoing issues management and resolution as required
- Coordinated ongoing communications to staff and the public and presentations to foreign delegations and related customer service conferences

3-1-1 CUSTOMER SERVICE STRATEGY

2008 PROGRAM OBJECTIVES

The Project Management Office will continue the work of strengthening and improving public access to City services and building components that provide:

- A successfully negotiated Agreement with the preferred Technology Solution provider.
- A knowledge database that will enable 3-1-1 staff to answer 70% of the public's calls at the first point of contact.
- Electronic capacity to track service request forms from start to completion.
- Quick, accurate information for Council on ward activity.
- Service Request data to prepare for public launch.

2008 STRATEGIC PRIORITIES

By providing funding in support of the Project Management Office and implementation of the 3-1-1 Customer Service Strategy, the 2008 Operating Budget will advance the following strategic priorities:

- **Establish a 311 hotline so that every resident has a direct and simple access to a person at City Hall who can help resolve problems**
 - > By establishing direct and simple access to City Hall, the 3-1-1 Customer Service Strategy will greatly increase efficiency and accountability of the public service.
- **Create a coordinated Litter Action Team that will quickly clean up serious litter and dumping problems**
 - > Litter and dumping problems identified by residents' calls to a new "311" telephone service and through all other 3-1-1 channels of communication will be used to coordinate efforts of a Litter Action Team, which will be created to enable quick response to any serious problem area.
- **Ensure multilingual access to City Services through the 311 Project**
 - > The 3-1-1 Customer Service Strategy overall design incorporates options for multilingual access to City Services.

2008 OPERATING BUDGET HIGHLIGHTS

2008 Operating Budget will provide the following:

- Manage the project plan efficiently to deliver quality project components according to the Council approved model and schedule.
- Manage issues arising from the project implementation effectively.
- Coordinate, monitor and report on the progress of all 3-1-1 (capital) sub-projects.
- Plan and develop policies and procedures, budget and a five year (interim) Business Plan to ready the full operation of the new 3-1-1 Program Division
- Establish formal service level agreements with relevant divisional partners
- Provide briefings and presentations on specialized project components to the 3-1-1 Steering Committee and Council as well as to external parties.
- Implement ongoing internal staff communication strategy and related events
- Continue to participate in GTA Municipalities/National Municipal Network 3-1-1 activities

3-1-1 CUSTOMER SERVICE STRATEGY

2008 OPERATING BUDGET

The 2008 Operating Budget for 3-1-1 Customer Service Strategy of \$3.731 million gross represents a \$0.710 million or 23.5% increase compared to 2007. The 2008 net operating budget of \$0.665 million reflects a \$0.272 million or 69.2% increase over the 2007 net budget as shown in Tables 1 and 2.

2008 Operating Budget by Service

Table 1

| Services | Approved Budget (\$000s) | | | | | | Change Over 2007 | | | |
|-----------------------------|--------------------------|------------|--------------|------------|--------------|------------|------------------|--------------|--------------|-------------|
| | 2006 | | 2007 | | 2008 | | Gross | | Net | |
| | Gross | Net | Gross | Net | Gross | Net | \$ | % | \$ | % |
| Project Management Office | 616 | 390 | 580 | 393 | 921 | 665 | 341.8 | 59.0% | 272.0 | 69.2 |
| Salary Costs - Capital | 3,963 | — | 2,441 | — | 2,809 | — | 368.7 | n/a | — | n/a |
| Total Program Budget | 4,579 | 390 | 3,020 | 393 | 3,731 | 665 | 710.5 | 23.5% | 272.0 | 69.2 |

2008 Operating Budget by Category

Table 2

| Description of Category | (in \$000s) | | | | | | |
|------------------------------------------|----------------|----------------|----------------------|----------------------------------|--------------|----------------|----------------|
| | 2007 Budget | 2007 Actuals | 2008 Approved Budget | Change from 2007 Approved Budget | | 2009 Outlook | 2010 Outlook |
| | \$ | \$ | \$ | \$ | % | \$ | \$ |
| Gross Expenditures: | | | | | | | |
| Salaries and Benefits | 2,938.5 | 2,416.4 | 3,647.4 | 708.9 | 24.1% | 3,700.7 | 3,712.1 |
| Materials and Supplies | 5.2 | 3.5 | 5.2 | 0.0 | 0.0% | 5.2 | 5.2 |
| Equipment | 9.3 | 0.3 | 9.5 | 0.2 | 2.2% | 9.5 | 9.5 |
| Services & Rents | 63.0 | 24.8 | 64.4 | 1.4 | 2.2% | 64.4 | 64.4 |
| Contributions to Reserve/Res Funds | 4.2 | 4.2 | 4.2 | 0.0 | 0.0% | 4.2 | 4.2 |
| Other Expenditures | 0.0 | 41.6 | 0.0 | 0.0 | n/a | 0.0 | 0.0 |
| Total Gross Expenditures | 3,020.2 | 2,490.9 | 3,730.7 | 710.5 | 23.5% | 3,784.0 | 3,795.4 |
| Funded by: | | | | | | | |
| Provincial Subsidies | 0.0 | 0.0 | 0.0 | 0.0 | n/a | 0.0 | 0.0 |
| Federal Subsidies | 0.0 | 0.0 | 0.0 | 0.0 | n/a | 0.0 | 0.0 |
| Other Subsidies | 0.0 | 0.0 | 0.0 | 0.0 | n/a | 0.0 | 0.0 |
| User Fees, Permits & Donations | 0.0 | 0.0 | 0.0 | 0.0 | n/a | 0.0 | 0.0 |
| Contribution from Reserves/Res Funds | 2,626.9 | 2,118.7 | 3,065.4 | 438.5 | 16.7% | 3,114.8 | 3,122.9 |
| Other Revenues | 0.0 | 0.0 | 0.0 | 0.0 | n/a | 0.0 | 0.0 |
| Total Non Tax Revenues | 2,626.9 | 2,118.7 | 3,065.4 | 438.5 | 16.7% | 3,114.8 | 3,122.9 |
| Net Budget (excluding Capital Financing) | 393.3 | 372.2 | 665.3 | 272.0 | 69.2 | 669.2 | 672.5 |
| Approved Positions | 33.0 | 33.0 | 36.0 | 3.0 | 9.1% | 33.0 | 33.0 |

3-1-1 CUSTOMER SERVICE STRATEGY

2009/2010 OPERATING BUDGET OUTLOOK

- The Project Management Office will continue to support the project implementation until a successful launch of the integrated customer service strategy in 2009.
- Once implemented, the project will result in the establishment of the new 3-1-1 Operating Division, which will be providing 3-1-1 service to the public (public launch in the second quarter of 2009). The Project Management Office is currently developing the annual 3-1-1 Operating Budget requirements and Service Plan to be considered with the 2009 Operating Budget.

2008 CAPITAL BUDGET AND 2009 – 2012 CAPITAL PLAN

FIVE-YEAR CAPITAL PLAN OVERVIEW

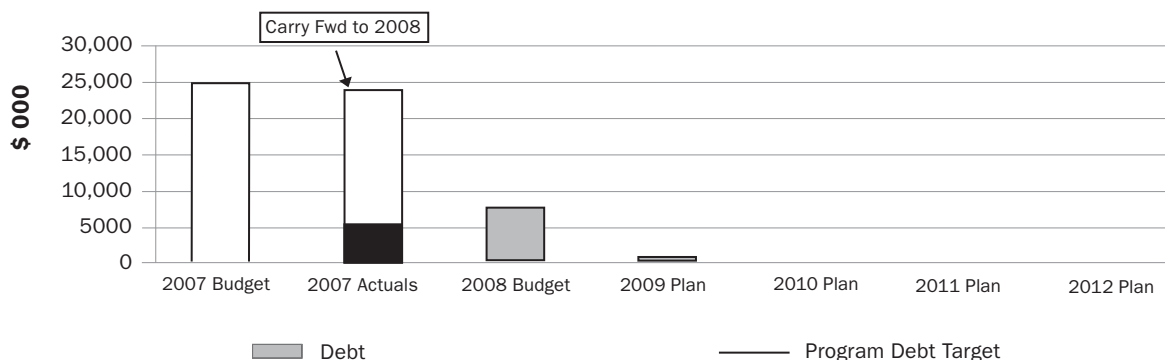
The 3-1-1 Customer Service Strategy represents a new corporate service delivery model. By establishing direct and simple access to City Hall, the 3-1-1 Customer Service Strategy will greatly increase efficiency and accountability of the public service, one of Council's key priorities. The Five-Year Capital Plan provides for the implementation of the Council approved 3-1-1 service model, which includes several functional components.

The main objective reflected in the Five-Year Capital Plan is the successful completion of Phase I of this project in 2009. The Toronto 3-1-1 solution incorporates best practices from several 3-1-1 installations to provide the most comprehensive and responsive 3-1-1 system envisioned to date.

3-1-1 Customer Service Strategy's 2008 Capital Budget and 2009-2012 Capital Plan totals \$8.760 million, excluding carry forward funding, and requires cash flows of \$8.342 million in 2008 and 0.418 million in 2009. The 3-1-1 Customer Service Strategy Program's capital projects are all categorized as Service Improvement projects.

No debt targets were assigned to the 3-1-1 Customer Service Strategy Program. However, the 2008-2012 Capital Plan exceeds Council approved cash flow projections for 2008 by \$1.230 million. This increase is required to fund the projected under-spending of the 2006 approved capital project.

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



3-1-1 CUSTOMER SERVICE STRATEGY

| | 2007 | | Five-Year Plan | | | | | |
|--------------------------------------------------------------|---------------|--------|----------------|------------|----------|----------|----------|--------------|
| | Budget | Actual | 2008 | 2009 | 2010 | 2011 | 2012 | 2008-12 |
| Gross Expenditures: | | | | | | | | |
| 2007 Capital Budget & Future Year Commitments | 25,117 | 5,607 | 7,112 | 418 | | | | 7,530 |
| Recommended Changes to Commitments | | | | | | | | 0 |
| 2008 New/Change in Scope and Future Year Commitments | | | 1,230 | | | | | 1,230 |
| 2009–2012 Plan Estimates | | | | | | | | 0 |
| 1-Year Carry Forward to 2008 | | 18,283 | | | | | | |
| Total Gross Annual Expenditures & Plan | 25,117 | | 8,342 | 418 | 0 | 0 | 0 | 8,760 |
| Program Debt Target | | | | | | | | 0 |
| Financing: | | | | | | | | |
| Recommended Debt | | | 7,952 | 418 | 0 | 0 | 0 | 8,760 |
| Other Financing Sources: | | | | | | | | |
| Reserves/Reserve Funds | 7,524 | | | | | | | 0 |
| Development Charges | | | | | | | | 0 |
| Federal | | | | | | | | 0 |
| Provincial | | | | | | | | 0 |
| Other Revenue | 17,593 | | 390 | | | | 0 | 0 |
| Total Financing | 25,117 | | 8,342 | 418 | 0 | 0 | 0 | 8,760 |
| By Category: | | | | | | | | |
| Health & Safety | | | | | | | | 0 |
| Legislated | | | | | | | | 0 |
| SOGR | | | | | | | | 0 |
| Service Improvement | 25,117 | | 8,342 | 418 | | | | 8,760 |
| Growth Related | | | | | | | | 0 |
| Total By Category | 25,117 | | 8,342 | 418 | 0 | 0 | 0 | 8,760 |
| Yearly SOGR Backlog Estimate (not addressed by current plan) | | | | | | | | |
| Accumulated Backlog Estimate (end of year) | | | | | | | | 0 |
| Operating Impact on Program Costs | | | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt Service Costs | | | 37 | 135 | 0 | 0 | 0 | 172 |

CAPITAL PROJECT HIGHLIGHTS

Strategic Priorities:

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

- **Establish a 311 hotline so that every resident has direct and simple access to a person at City Hall who can help resolve problems**
 - > By establishing direct and simple access to City Hall, the 3-1-1 Customer Service Strategy will greatly increase efficiency and accountability of the public service.
- **Create a coordinated Litter Action Team that will quickly clean up serious litter and dumping problems**
 - > Litter and dumping problems identified by residents' calls to a new "311" telephone service and through all other 3-1-1 channels of communication will be used to coordinate efforts of a Litter Action Team, which will be created to enable quick response to any serious problem area. Specific Municipal Licensing and Standards service requests supporting the efforts of the Litter Team will be introduced as part of the 3-1-1 service menu in 2009.

3-1-1 CUSTOMER SERVICE STRATEGY

- **Ensure multilingual access to City Services through the 311 Project**
 - > The 3-1-1 Customer Service Strategy will incorporate options for a multilingual access to City Services.

Other Key Capital Initiatives:

The primary project objectives to be completed in 2008 are as follows:

- Knowledge Base Content Development – content validated and electronically migrated into new 3-1-1 solution
- Business Process Review sessions with Municipal Licensing and Standards (MLS)
- Core Technology – 3-1-1 Technical Solution developed to Testing Phase
- Work Order System Integration – Phase 1 systems scheduled for testing (Transportation Services, Solid Waste Management and Toronto Water)
- Training – delivery of comprehensive 3-1-1 staff training program to commence
- Privacy Impact Assessment – privacy and threat risk analysis and recommendations to be completed
- Communications Plan – internal/external communications plan will be implemented

The 2009 funding will be used to complete the knowledge base content development, to support any changes arising from business process reviews, and all activities to support the Phase 2 system integration (Municipal Licensing and Standards and Urban Forestry).

INCREMENTAL OPERATING IMPACT OF THE 2008 CAPITAL BUDGET

- The 3-1-1 Service Customer Strategy project involves work on front-end content development for all divisions and prioritized ABCs, formal business process reviews for five divisions, core technology implementation, integration with three work order systems, service page development and privacy impact assessments. Up to 29 temporary positions have been approved to complete the work, all fully recoverable from capital funding. These positions include research and technology staff, user acceptance testers, new staff trainers etc., all contributing significantly to the 3-1-1 Project implementation. Their scope of responsibilities will be decreasing significantly as the Launch and Project completion/documentation wrap-up dates approach in 2009.
- Once implemented, the project will result in the establishment of the new 3-1-1 Operating Division, which will be providing 3-1-1 service to the public, commencing in 2009. The Project Management Office is currently developing the annual 3-1-1 Operating Division budget requirements and Service Plan and will report back in time for consideration with the 2009 Operating Budget.
- Starting in 2009, in addition to the operational labour and space requirements, there may be partial year incremental technology costs. These costs will be determined through the negotiations with the selected vendor.

STATE OF GOOD REPAIR BACKLOG

The Program does not have any backlog of projects.