

# AGENCIES, BOARDS AND COMMISSIONS

CITY OF TORONTO  
2008 BUDGET SUMMARY



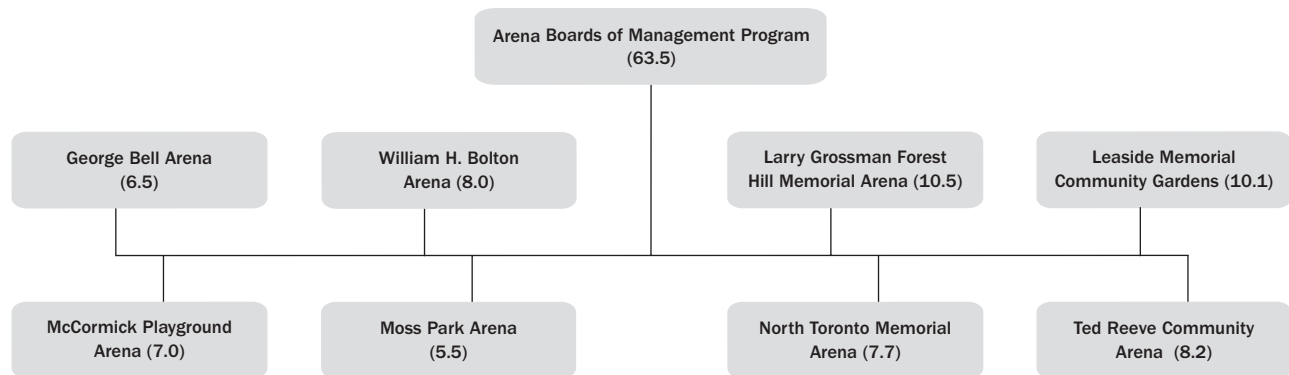
## ARENA BOARDS OF MANAGEMENT

### MISSION STATEMENT

- The Arena Boards of Management provide safe, full and equitable access to high quality indoor and outdoor ice sport recreational facilities that are managed effectively and efficiently to provide opportunities for physical fitness and sport skill development through individual and team activities in response to local community needs.

### PROGRAM MAP

The Program is comprised of eight Arena Boards of Management, with a total of 63.5 approved positions.



### 2007 KEY ACCOMPLISHMENTS

- Seven arenas operated at full capacity, delivering a total of nearly 40,000 hours of available ice time.
- William H. Bolton Arena underwent major renovations as part of the planned 2007 Parks, Forestry and Recreation state-of-good-repair Capital Plan.
- Four arenas (Forest Hill, Moss Park, North Toronto, Ted Reeve) generated net surpluses in 2007.

### 2008 PROGRAM OBJECTIVES

The Arena Boards of Management's mandate is to do the following:

- Provide equitable access to high quality indoor and outdoor ice sport recreational opportunities by:
  - > maintaining physical facilities at a high standard
  - > maintaining a high level of responsiveness to community needs
  - > providing a high standard of public service to the community
  - > ensuring that program offerings reflect present and emerging community interests and requirements
- Effectively and efficiently manage operations without imposing operating costs on the taxpayer by:
  - > minimizing operating expenditures by using the best management practices available
  - > pursuing present and emerging revenue opportunities to minimize support from the taxpayer
  - > pursuing opportunities to provide new or improved programs or services in response to emerging community needs
  - > maximizing opportunities to generate supplementary revenues from accessory operations to support arena operations

## ARENA BOARDS OF MANAGEMENT

### 2008 STRATEGIC PRIORITIES

- Continue to provide high quality facilities and recreational opportunities that respond to community needs.
- Manage operations using the best available practices to minimize the need for operating support from the taxpayer.

### 2008 OPERATING BUDGET HIGHLIGHTS

The 2008 Operating Budget will provide the following services:

- indoor artificial ice rink operations;
- primetime and daytime ice rental;
- hockey and skating programming, including leagues, schools, camps and free skate;
- programming events for groups, children, youth, adults and seniors;
- snack bar and vending machine food service, pro shops, skate sharpening, meeting and banquet facilities;
- operation of outdoor artificial ice rinks on behalf of Parks, Forestry and Recreation (North Toronto; Ted Reeve contracted services to Beaches Sport Centre);
- operation of swimming pool that is programmed by Parks, Forestry and Recreation (Leaside).

The 2008 Operating Budget will deliver a total of 38,000 hours of available ice time, comprising of 21,000 hours of primetime and 17,000 hours of daytime ice, to the community by the eight Arena Boards.

The 2008 Operating Budget enables the Arena Boards of Management to provide the same services and service levels as in 2007. All eight arenas are operating at full capacity (prime time ice usage) and will continue to be in the future.

### 2008 OPERATING BUDGET

#### 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	\$	%	\$	%
George Bell Arena	446	21	500	22	529	(1)	29.3	5.9%	(22.3)	(102.8)
William H. Bolton Arena	724	1	705	62	752	(0)	46.5	6.6%	(62.5)	(100.2)
Forest Hill Memorial Arena	870	(0)	987	(0)	907	(2)	(79.4)	(8.0%)	(1.5)	618.5
Leaside Gardens	910	94	972	94	953	45	(18.9)	(1.9%)	(49.0)	(52.1)
McCormick Arena	601	1	634	1	655	(0)	21.3	3.4%	(0.8)	(107.9)
Moss Park Arena	661	0	684	1	689	(0)	5.4	0.8%	(0.8)	(108.0)
North Toronto Memorial Arena	725	(0)	746	0	781	(0)	35.0	4.7%	(0.5)	(302.0)
Ted Reeve Arena	743	10	750	10	758	0	8.0	1.1%	(10.3)	(100.0)
<b>Total Program Budget</b>	<b>5,681</b>	<b>127</b>	<b>5,977</b>	<b>190</b>	<b>6,025</b>	<b>42</b>	<b>47.3</b>	<b>0.8%</b>	<b>(147.7)</b>	<b>(77.8)</b>

## ARENA BOARDS OF MANAGEMENT

### 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
	\$	\$	\$	\$	%	\$	\$
<b>Gross Expenditures:</b>							
Salaries and Benefits	3,270.9	3,239.2	3,447.1	176.2	5.4%	3,447.1	3,447.1
Materials and Supplies	1,701.2	1,671.7	1,667.2	(34.0)	(2.0%)	1,667.2	1,667.2
Equipment	19.3	81.8	16.5	(2.8)	(14.6%)	16.5	16.5
Services & Rents	761.2	833.0	689.2	(72.0)	(9.5%)	689.2	689.2
Contributions to Reserve/Res Funds	219.5	215.6	197.9	(21.5)	(9.8%)	197.9	197.9
Other Expenditures	5.3	6.9	6.7	1.4	26.4%	6.7	6.7
<b>Total Gross Expenditures</b>	<b>5,977.4</b>	<b>6,048.2</b>	<b>6,024.7</b>	<b>47.3</b>	<b>0.8%</b>	<b>6,024.7</b>	<b>6,024.7</b>
<b>Funded by:</b>							
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	4,760.0	4,898.6	4,959.7	199.7	4.2%	4,959.7	4,959.7
Contribution from Reserves/Res Funds	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Other Revenues	1,027.6	969.8	1,022.9	(4.8)	(0.5%)	1,022.9	1,022.9
<b>Total Non Tax Revenues</b>	<b>5,787.6</b>	<b>5,868.4</b>	<b>5,982.6</b>	<b>194.9</b>	<b>3.4%</b>	<b>5,982.6</b>	<b>5,982.6</b>
Net Budget (excluding Capital Financing)	189.8	179.8	42.1	(147.7)	(77.8%)	42.1	42.1
<b>APPROVED POSITIONS</b>	<b>63.5</b>	<b>63.5</b>	<b>63.5</b>	<b>0.0</b>	<b>0.0%</b>	<b>63.5</b>	<b>63.5</b>

### 2009/2010 OPERATING BUDGET OUTLOOK

- The Arena Boards of Management Program projects no net incremental increases in its 2009 and 2010 operating budgets. The 2009 and 2010 Outlook maintains the 2008 services and service levels.
- All eight arenas are expected to operate without disruption in 2009 and 2010 as there are no major arena renovations planned in the Parks, Forestry and Recreation Five-Year Capital Plan for the eight Board-operated arenas.

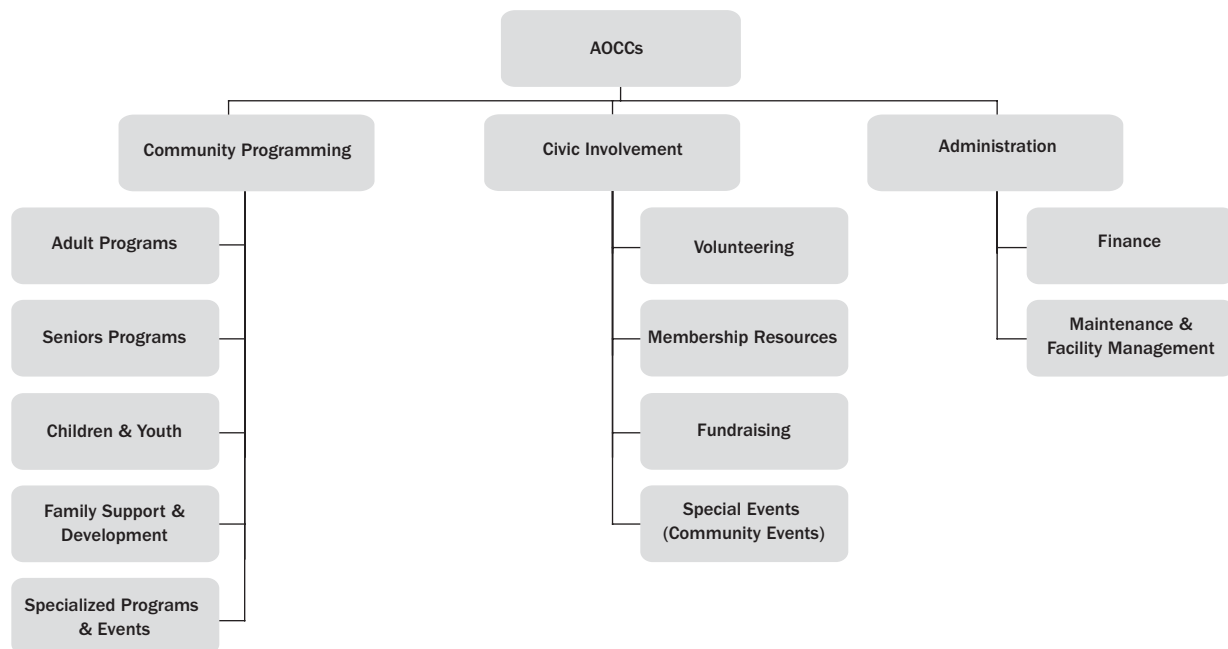
Capital state-of-good-repair projects at Arena Board facilities are included in the Parks, Forestry and Recreation Capital Budget.

## MISSION STATEMENT

- Association of Community Centres (AOCCs), which is made up of 10 community centres, provides programs and services to meet the diverse and changing needs of communities. We are committed to fostering a sense of community, promoting civic engagement, and enhancing the quality of life through the development, provision, and support of activities, services and programs responsive to local needs.

## PROGRAM MAP

As indicated in the program map, AOCCs has three service functions: Community Programming, Civic Involvement, and Administration with 91.2 approved positions to carry out the mandate of the program.



## 2007 KEY ACCOMPLISHMENTS

- Served over 185,000 individuals with increased participation of 5,978 volunteers contributing over 145,000 voluntary hours in 2007
- Greatly expanded community development programs, partnerships, and further developed membership and donor base; increased revenues from business community to support centres
- Provided leadership and ongoing support to promote neighbourhood action through social, recreational, community services and informative programs for individuals and families

## 2008 PROGRAM OBJECTIVES

- Strengthen individual and community capacity
- Contribute to social infrastructure, quality of life and community safety
- Act as a social hub and gathering place
- Encourage residents to participate in community life

# ASSOCIATION OF COMMUNITY CENTRES

## 2008 STRATEGIC PRIORITIES

The 2008 Budget for AOCCs provides funding for administrative costs to support strategic initiatives and overall program objectives which include the following:

- Provide a wide range of quality programs and services to meet residents' needs.
- Maintain a community base that is representative of the neighbourhood.
- Provide opportunities for local residents to improve their communities.
- Provide and preserve community access to space.

## 2008 OPERATING BUDGET HIGHLIGHTS

The 2008 Operating Budget will provide the following Services:

- Provide community development initiatives and a wide range of quality programs to meet resident's needs
- Maintain a community base that is representative of the neighbourhood.
- Offer numerous programs and services aimed at improving communities and lives of residents.
- Strengthen individual and community capacity; contributing to social infrastructure, quality of life and community safety; acting as a social hub and gathering place; and encouraging residents to participate in community life.

## 2008 OPERATING BUDGET

The 2008 Council Approved Operating Budget for the Association of Community Centres of \$6.761 million net represents a \$0.524 million or 8.4% increase compared to 2007 as shown in Tables 1 and 2.

### 2008 Operating Budget by Service

Table 1

Service	Approved Budget (\$000s)						Change over 2007			
	2006		2007		2008		Gross		Net	
	Gross	Net	Gross	Net	Gross	Net	\$	%	\$	%
519 Church	1,045	1,022	1,113	1,077	1,129	1,129	15.7	1.4%	52.4	4.9%
Applegrove	346	316	381	352	375	375	(5.6)	(1.5%)	23.8	6.8%
Cecil	593	565	642	603	646	646	4.0	0.6%	42.9	7.1%
Central Eglinton	499	472	577	506	562	562	(15.1)	(2.6%)	55.9	11.1%
Community Centre 55	594	565	709	612	654	654	(55.0)	(7.8%)	41.7	6.8%
Eastview	457	426	487	451	507	507	20.3	4.2%	55.6	12.3%
Harbourfront	1,014	973	1,198	1,032	1,151	1,151	(47.3)	(3.9%)	118.5	11.5%
Ralph Thornton	607	537	636	573	652	613	16.4	2.6%	39.9	7.0%
Scadding Court	745	705	850	758	833	833	(17.1)	(2.0%)	74.8	9.9%
Swansea	390	255	396	274	423	292	26.4	6.7%	18.4	6.7%
AOCC General	15	15								
<b>Total Program Budget</b>	<b>6,305</b>	<b>5,851</b>	<b>6,988</b>	<b>6,237</b>	<b>6,931</b>	<b>6,761</b>	<b>(57.3)</b>	<b>(0.8%)</b>	<b>523.8</b>	<b>8.4%</b>

## ASSOCIATION OF COMMUNITY CENTRES

### 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
	\$	\$	\$	\$	%	\$	\$
<b>Gross Expenditures:</b>							
Salaries and Benefits	5,939.7	5,985.8	5,845.0	(94.7)	(1.6%)	5,937.7	6,050.2
Materials and Supplies	486.4	499.5	440.7	(45.7)	(9.4%)	440.7	440.7
Equipment	15.2	6.9	9.9	(5.3)	(34.9%)	9.9	9.9
Services & Rents	541.6	620.1	608.9	67.3	12.4%	608.9	608.9
Contributions to Reserve/Res Funds	5.0	3.0	26.2	21.2	424.0%	26.2	26.2
Other Expenditures	0.0	6.3	0.0	0.0	n/a	0.0	0.0
<b>Total Gross Expenditures</b>	<b>6,987.9</b>	<b>7,121.6</b>	<b>6,930.7</b>	<b>(57.2)</b>	<b>(0.8%)</b>	<b>7,023.4</b>	<b>7,135.9</b>
<b>Funded by:</b>							
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	155.3	199.9	163.3	8.0	5.2%	163.3	163.3
Contribution from Reserves/Res Funds	589.0	589.0	0.0	(589.0)	(100.0%)	0.0	0.0
Other Revenues	6.6	0.1	6.6	0.0	0.0%	6.6	6.6
<b>Total Non Tax Revenues</b>	<b>750.9</b>	<b>788.9</b>	<b>169.9</b>	<b>(581.0)</b>	<b>(77.4%)</b>	<b>169.9</b>	<b>169.9</b>
Net Budget (excluding Capital Financing)	6,237.0	6,332.6	6,760.8	523.8	8.4%	6,853.5	6,966.0
<b>APPROVED POSITIONS</b>	<b>91.2</b>	<b>91.2</b>	<b>91.2</b>	<b>0.0</b>	<b>0.0%</b>	<b>91.2</b>	<b>91.2</b>

### 2009/2010 OPERATING BUDGET OUTLOOK

- The net incremental impact of \$0.093 million in 2009 and \$0.113 million in 2010 represents increases in staffing costs mainly for step and merit.
- The 2009 and 2010 Outlooks do not take into account a number of anticipated pressures as well as revenues, driven by inflation and future collective agreement negotiations.

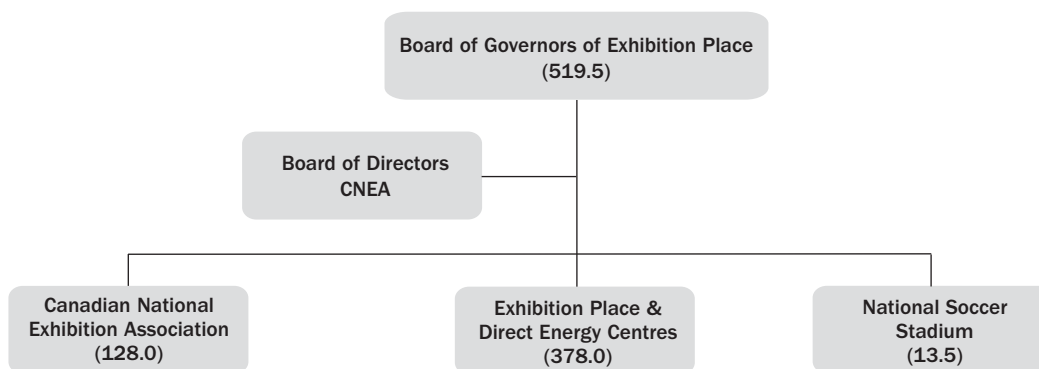
## EXHIBITION PLACE

### MISSION STATEMENT

- To provide an opportunity for business stimulation and economic development in the community and across Canada including a focus for public celebrations and events while preserving the architecturally and historically significant structures at Exhibition Place.

### PROGRAM MAP

As indicated in the program map, Exhibition Place has three service functions: Canadian National Exhibition Association, Exhibition Place & Direct Energy Centre, and National Soccer Stadium with 519.5 approved positions to carry out the mandate of the program.



### 2007 KEY ACCOMPLISHMENTS

- Opened the National Soccer Stadium (BMO Field) in April 2007.
- Hosted the FIFA Under-20 World Soccer Championship in July 2007.
- Publicly launched the tri-generation project within the Direct Energy Centre.
- Diversified target customer group for shows and events to include more film shoots, religious and cultural events and private functions.
- Improved gate admission process with the use of cashless transaction options at the 2007 CNE.

### 2008 PROGRAM OBJECTIVES

- Commence renovations to the historic Automotive Building to become a Class A Conference Centre.
- Continue greening initiatives toward the pursuit of energy self-sufficiency by 2010.
- Maximize the occupancy of permanent tenants who reside and operate on the grounds to offset fixed operating costs of vacant facilities that do not generate rental revenues.
- Maximize attendance at events held at Exhibition Place by presenting a wide variety of programming that consistently attracts the public which in turn stimulates economic development for Exhibition Place and the City of Toronto.

### 2008 STRATEGIC PRIORITIES

The Program's mission is to provide an opportunity for business stimulation and economic development in the community, as well as maintain Exhibition Place as Toronto's key venue for public celebrations and events while



## EXHIBITION PLACE

preserving the architecturally and historically significant structures on the grounds. The 2008 Approved Operating Budget for Exhibition Place addresses the following strategic priorities:

- Develop the facilities on the grounds through the construction of the Conference Centre by renovating the historic Automotive Building and working towards constructing a hotel on the grounds with a private sector partner;
- Promote environmental initiatives and pursue the 2010 energy self-sufficiency action plan including the photovoltaic project within the Horse Palace and continue implementation of the strategy for energy-efficiency upgrades for buildings on the site;
- Maintain outstanding customer service delivery through initiatives such as improvements to the admission process at the CNE gates including the continued use of cashless transaction options and to increase CNE admissions to 1.35 million in 2008;
- Develop community use of the grounds by diversifying its target customer group for future shows and events to include more film shoots, religious and cultural events and private functions; and
- Promote workplace safety at all levels.

## 2008 OPERATING BUDGET HIGHLIGHTS

The 2008 Approved Operating Budget will provide the following Services:

- Exhibition Place Operations and the Direct Energy Centre (DEC). This service provides a focus for public celebrations and events, such as the Toronto Grand Prix, CHIN picnic, and Toronto Caribbean Festival, while preserving the 22 architecturally and historically significant structures on the grounds. The Direct Energy Centre is the largest trade and consumer show facility in Canada and the sixth largest in North America with over 1.1 million square feet of contiguous space. DEC management is responsible for maintaining a state-of-the-art facility which has hosted events and shows such as the Royal Agricultural Winter Fair (RAWF), the Boat Show, the National Home Show, the One of a Kind Craft Show, Hostex, and the Interior Design Show. It is also a world class site for advanced “green” energy technology.
- The Canadian National Exhibition (CNE) is the largest annual fair in Canada and the fifth largest in North America. It takes place each summer during the 18 days leading up to Labour Day and offers a wide variety of programming designed for all ages and cultural backgrounds. The CNE directly employs 1,700 young people for the duration of the fair and an economic impact study has stated that the CNE attracts more than \$48.0 million to the Toronto area and more than \$66.0 million to Ontario annually.
- The National Soccer Stadium (BMO Field) is home to the new major league soccer franchise team, Toronto FC, and the Canadian men’s and women’s national teams. BMO Field hosted the 2007 FIFA Under-20 World Cup and plans to provide a venue for matches with other soccer leagues. The facility will also provide a venue for concerts and corporate events. In addition, the stadium will be made available for community use: 50% of all operable days are earmarked for community use purposes at competitive market rates and “no cost” days are provided to the City’s Parks, Forestry and Recreation Division to provide programming for the City’s 13 priority neighbourhoods. Revenues from the National Soccer Stadium in 2008 are expected to increase by \$2.27 million.

## 2008 OPERATING BUDGET

The 2008 Approved Operating Budget for Exhibition Place of \$53.997 million gross represents a \$0.639 million or 1.2% increase compared to 2007. The 2008 net operating budget of \$0.03 million reflects a \$0 increase over the 2007 net budget as shown in Tables 1 and 2.

## EXHIBITION PLACE

### 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	\$	%	\$	%
Canadian National Exhibition Association	21,023	(798)	21,593	(798)	21,899	(798)	306	1.4%	(0)	0.0%
Exhibition Place & Direct Energy Centre	26,208	852	28,122	828	24,630	877	(3,492)	(12.4%)	49	5.9%
National Soccer Stadium (BMO Field)	–	–	3,642	0	7,468	(49)	3,826	105.0%	(49)	n/a
<b>Total Program Budget</b>	<b>47,231</b>	<b>54</b>	<b>53,358</b>	<b>30</b>	<b>53,997</b>	<b>30</b>	<b>639</b>	<b>1.2%</b>	<b>–</b>	<b>0.0%</b>

### 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
	\$	\$	\$	\$	%	\$	\$
<b>Gross Expenditures:</b>							
Salaries and Benefits	29,080.7	31,559.8	30,159.7	1,079.0	3.7%	31,064.6	31,996.5
Materials and Supplies	4,558.1	4,613.7	5,024.1	466.0	10.2%	5,174.7	5,330.0
Equipment	486.5	587.4	506.6	20.1	4.1%	521.8	537.5
Services & Rents	32,701.5	39,262.9	30,110.8	(2,590.7)	(7.9%)	31,014.1	31,944.5
Contributions to Reserve/Res Funds	894.0	889.2	890.2	(3.8)	(0.4%)	890.2	890.2
Other Expenditures	(14,363.1)	(16,716.2)	(12,694.2)	1,668.9	(11.6%)	(13,075.0)	(13,468.8)
<b>Total Gross Expenditures</b>	<b>53,357.7</b>	<b>60,196.8</b>	<b>53,997.2</b>	<b>639.5</b>	<b>1.2%</b>	<b>55,590.4</b>	<b>57,229.9</b>
<b>Funded by:</b>							
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	52,291.7	63,468.8	53,967.2	1,675.5	3.2%	55,560.4	57,199.9
Contribution from Reserves/Res Funds	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Other Revenues	1,036.0	0.0	0.0	(1,036.0)	(100.0%)	0.0	0.0
<b>Total Non Tax Revenues</b>	<b>53,327.7</b>	<b>63,468.8</b>	<b>53,967.2</b>	<b>639.5</b>	<b>1.2%</b>	<b>55,560.4</b>	<b>57,199.9</b>
Net Budget (excluding Capital Financing)	30.0	(3,272.0)	30.0	(0.0)	(0.0%)	30.0	30.0
<b>APPROVED POSITIONS</b>	<b>517.5</b>	<b>517.5</b>	<b>519.5</b>	<b>2.0</b>	<b>0.4%</b>	<b>519.5</b>	<b>519.5</b>

### 2009/2010 OPERATING BUDGET OUTLOOK

- Exhibition Place anticipates that it will maintain its level of service and net expenditure over 2009 and 2010.
- Future years will see the completion of the Conference Centre and a partnership with the private sector for the development of a hotel on the grounds. Exhibition Place will continue to be a showcase for progressive and innovative energy conservation projects as they work towards the energy self-sufficiency goal of 2010.

# EXHIBITION PLACE

## 2008 CAPITAL BUDGET AND 2009 – 2012 CAPITAL PLAN

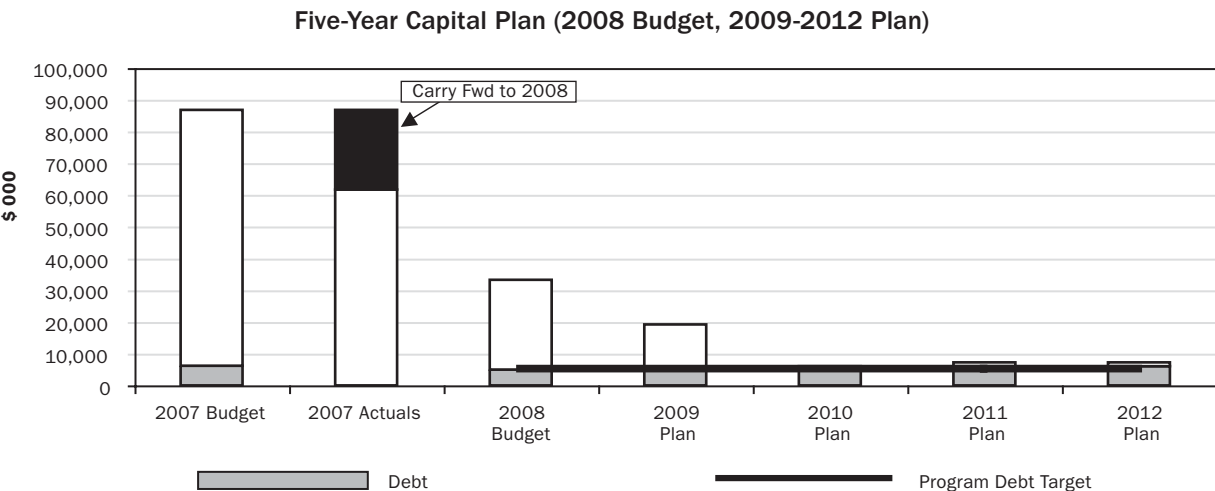
### FIVE-YEAR CAPITAL PLAN OVERVIEW

Exhibition Place’s Five-Year Capital Plan maintains in a state of good repair the buildings, structures and infrastructures on its 192-acre site, thereby preserving historically significant buildings and structures, facilitating the economic viability of the events and activities on the site, and addressing the health and safety concerns of Exhibition Place’s employees and visitors.

Exhibition Place’s 2008 Capital Budget and 2009-2012 Plan totals \$98.137 million and requires cash flows of \$58.407 million in 2008, \$19.160 million in 2009, \$6.070 million in 2010, \$7.250 million in 2011 and \$7.250 million in 2012, requiring debt funding of \$27 million or an average of \$5.4 million per year. The Five-Year Capital Plan exceeds the Council debt affordability targets of \$5 million in 2011 and 2012 by \$1 million in each year in recognition of the significant and growing backlog of State of Good Repair work at Exhibition Place.

Excluding 2007 funding carried forward to complete 2007 capital projects, 35% or \$25.650 million of the Five-Year Capital Plan is for State of Good Repair projects and includes the replacement of the Coliseum Complex’s West Annex Roof with a green roof and plant management and building automation systems equipment. 36% or \$25.945 million of the Five-Year Capital Plan is for Service Improvement projects such as the photovoltaic systems, lighting retrofits at various buildings, and irrigation and landscaping in the vicinity of Stanley Barracks. 27% or \$19.510 million for the Conference Centre is growth related; 2% or \$1.245 million for the auto sprinkler and voice evacuation system is legislated; and 1% or \$0.640 million is for Health and Safety projects like grounds-wide security card access and surveillance systems and safety code issues at the Press Building.

Exhibition Place’s Five-Year Capital Plan supports “A Greener City” through energy efficiency projects aimed at achieving energy self-sufficiency by the year 2010. Of the \$72.990 million in funding for 2008-2012, the Approved Five-Year Plan earmarks \$33.785 million (46%) for spending on green initiative projects, of which \$5.655 million is debt-funded and \$28.130 million is funded by non-debt sources. Funding from non-debt sources will be provided by organizations like the City’s Green Energy Fund, Toronto Atmospheric Fund, and private sector organizations, in the form of grants and loans. The loans will be repaid through the energy savings generated by these initiatives.



## EXHIBITION PLACE

	2007		Five-Year Plan					
	Budget	Actual	2008	2009	2010	2011	2012	2008-12
<b>Gross Expenditures:</b>								
2007 Capital Budget and Future Year Commitments	86,814	61,667	2,050					2,050
<b>Recommended Changes to Commitments</b>								
2008 New/Change in Scope and Future Year Commitments			31,210					31,210
2009 – 2012 Plan Estimates				19,160	6,070	7,250	7,250	39,730
One-Year Carry Forward to 2008		25,147	→					
<b>Total Gross Annual Expenditures &amp; Plan</b>	<b>86,814</b>	<b>86,814</b>	<b>33,260</b>	<b>19,160</b>	<b>6,070</b>	<b>7,250</b>	<b>7,250</b>	<b>72,990</b>
<b>Program Debt Target</b>	<b>4,000</b>		<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>25,000</b>
<b>Financing:</b>								
Recommended Debt	6,274		5,000	5,000	5,000	6,000	6,000	27,000
<b>Other Financing Sources:</b>								
Reserves/Reserve Funds	1,940		85					85
Development Charges								
Federal	27,000							
Provincial	8,000							
Other Revenue	43,600		28,175	14,160	1,070	1,250	1,250	45,905
<b>Total Financing</b>	<b>86,814</b>		<b>33,260</b>	<b>19,160</b>	<b>6,070</b>	<b>7,250</b>	<b>7,250</b>	<b>72,990</b>
<b>By Category:</b>								
Health & Safety	166		375	190			75	640
Legislated	100			250	895	50	50	1,245
SOGR	5,166		4,030	5,805	4,500	5,765	5,550	25,650
Service Improvement	674		9,345	12,915	675	1,435	1,575	25,945
Growth Related	80,708		19,510					19,510
<b>Total By Category</b>	<b>86,814</b>		<b>33,260</b>	<b>19,160</b>	<b>6,070</b>	<b>7,250</b>	<b>7,250</b>	<b>72,990</b>
Yearly SOGR Backlog Estimate (not addressed by current plan)			8,470	6,665	6,760	5,375	10,345	37,615
Accumulated Backlog Estimate (end of year)		7,112	15,582	22,247	29,007	34,382	44,727	44,727
<b>Operating Impact on Program Costs</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Debt Service Costs</b>			<b>150</b>	<b>700</b>	<b>700</b>	<b>730</b>	<b>840</b>	<b>3,120</b>

## CAPITAL PROJECT HIGHLIGHTS

### Strategic Priorities:

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

- **A Greener City**

#### Green Energy Initiatives Funded by Debt

The Five-Year Capital Plan supports the strategic objective for “A Greener City” through energy efficiency projects aimed at achieving energy self-sufficiency at Exhibition Place by the year 2010. \$5.655 million or 21% of the \$27.0 million debt-funded portion of the Five-Year Capital Plan will be dedicated to green projects such as the replacement of old roofs with green roofs at various buildings, as well as upgrading windows and heating systems aimed at reducing energy usage levels.

## EXHIBITION PLACE

### **Green Energy Initiatives Funded by Non-Debt Sources**

Exhibition Place has also adopted a proposed five-year energy efficiency plan of 11 sub-projects funded by non-debt sources totalling \$28.130 million or 39% of the total funding of \$72.990 million for the Five-Year Capital Plan. The planned capital expenditures for these projects are as follows: \$10.400 million in 2008, \$14.160 million in 2009, \$1.070 million in 2010, and \$1.250 million in both 2011 and 2012. The Five-Year Capital Plan provides for spending on projects like photovoltaic systems, replacement of plant management and building automation systems, solar walls at various buildings, and replacement of existing windows and large panel side lights with energy efficient glazing and tempered proof glass windows. The funding for these projects will be provided by grants and loans from the City's Green Energy Fund, Toronto Atmospheric Fund, as well as private sector organizations. Loans will be repaid with the energy savings generated by these initiatives. Exhibition Place staff will proceed with the projects once fundraising is secured. If funding is delayed, the green energy projects will be deferred.

### **Other Key Capital Initiatives:**

The Exhibition Place Approved Five-Year Capital Plan includes funding for the following major capital initiative:

- Construction of the Conference Centre through renovation of the historic Automotive Building for a total project cost of \$44.550 million, representing 76% of its total 2008 cash flow of \$58.407 million which includes 2007 funding carried forward to complete 2007 projects. The Conference Centre will provide much-needed meeting space and is considered essential for the growth of the trade and consumer show business at the Direct Energy Centre.

## **INCREMENTAL OPERATING IMPACT OF THE 2008 CAPITAL BUDGET**

In accordance with established practice, Exhibition Place will absorb the operating costs arising from its Five-Year Capital Plan. The projected operating savings from completed energy efficient projects such as the Direct Energy Centre lighting retrofit, Tri-Generation Plant, 5 Building Retrofit program, and the Horse Palace photovoltaic system are estimated to be \$0.322 million and \$0.978 million in 2007 and 2008, respectively. \$0.157 million of the operating savings in 2007 and \$0.833 million of savings in 2008 will be used for debt repayment to recover the capital expenditures on these projects.

## **STATE OF GOOD REPAIR BACKLOG**

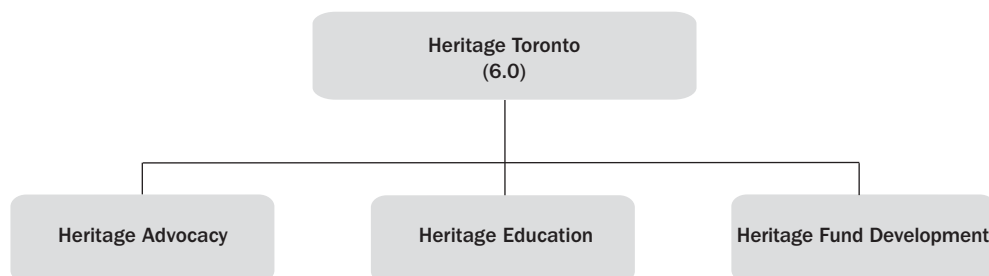
Exhibition Place's inventory of assets is valued at more than \$622 million which include buildings and structures designated under the Ontario Heritage Act and listed on Heritage Toronto Inventory. Due to past funding limitations, the Program has accumulated a known SOGR backlog of \$7.112 million as at December 31, 2007. Consultants have completed facility audits on 10 buildings and structures on the site and by 2012 the five-year accumulated backlog will increase to \$44.727 million. To address this deferred maintenance, 73% of the debt-funded portion of the Five-Year Plan will be dedicated to maintaining these assets in a State of Good Repair.

## MISSION STATEMENT

- Heritage Toronto celebrates, interprets and advocates for our cultural, architectural, archaeological and natural heritage.

## PROGRAM MAP

As indicated in the program map, Heritage Toronto has three service functions: Heritage Advocacy, Heritage Education and Heritage Fund Development with 6 approved positions to carry out the mandate of the program.



## 2007 KEY ACCOMPLISHMENTS

- Expanded plaques/markers program through the installation of 35 plaques in 2007 thereby increasing citizen awareness of the heritage of Toronto.
- Expanded Heritage Walks program through development of 6 new walks for a total of 42 walks in 2007.
- Attendance at the annual Heritage Toronto awards night and Kilbourn lecture of more than 650 people.

## 2008 PROGRAM OBJECTIVES

- Increase visibility of the agency
- Improve public awareness of heritage matters
- Raise funding to support the Program's operation
- These goals are to be achieved through initiatives like the Heritage Promotion Campaign, broadcasting Walking Tours, offering lecture series during the winter/fall months, and continuing to install plaques and markers for the under-represented in Toronto's history and heritage.

## 2008 STRATEGIC PRIORITIES

Heritage Toronto will continue to expand and improve services in the following areas in order to increase visibility of the agency, improve public awareness of the importance of heritage, and raise additional funding to support the Program's priorities:

- A Heritage Promotion Campaign across the City will raise the awareness of Toronto's heritage by telling some of the City's lesser known stories. The campaign would also act as a signpost to the Program's website, further increasing the profile of the agency and heritage issues. The new Communications Coordinator will develop the website, while a corporate sponsor will fund the production costs and advertising space of the Campaign.

## HERITAGE TORONTO

- Although Walking Tours are an excellent way of educating Torontonians, its reach is limited by the number of volunteers available. By developing the walks as podcasts to be made available on the Heritage Toronto website, this enables the walks to be broadcasted to a wider audience at a lower per capita cost. The content will be developed in-house by volunteers and the Program will seek sponsorship to cover production costs.
- As Walking Tours do not run through the winter/fall months, Heritage Toronto plans to offer a lecture series during the off months so that the dissemination of heritage information is available to Torontonians all year round. The cost of the initiative will be covered by ticket charges and sponsorships for the required space.
- Plaques and markers from all corners of the City have always provided excellent information about existing buildings and well known sites, people and events. Heritage Toronto will continue to put a strong effort into identifying potential plaque projects about those who are often overlooked when looking at Toronto's history and heritage – First Nations, Women and Multi-Cultural subjects. The cost of casting the plaques will be paid by community sponsorships.

## 2008 OPERATING BUDGET HIGHLIGHTS

The 2008 Council Approved Operating Budget will provide the following Services:

- Heritage Education raises awareness of Toronto's architectural, archaeological, natural and cultural heritage through the delivery of volunteer-led walks around the City; installation of heritage plaques and markers to commemorate buildings and events important to Toronto's heritage; opportunities for the public to dialogue on heritage issues on the newly-redeveloped website; and sponsorship of the annual Heritage Toronto awards. The Program had an estimated 3,500 walk participants in 2007 and strives to increase participation to 4,000 for 2008. Heritage Toronto also aims to increase the number of new walks in 2008 by 5 walks. (\$0.31 million gross and \$0.255 million net);
- Heritage Advocacy provides advice on heritage issues from a community perspective to the City, civic organizations and members of the public. The Program strives to increase membership and donations by 5% and 25%, respectively over 2007. (\$0.21 million gross and \$0.21 million net); and
- Heritage Fund Development complements City funding by raising revenues through solicitations, corporate sponsorships, and membership fees. In 2008, Heritage Toronto aims to increase revenues by 25% over 2007. (\$0.174 million gross with an operating surplus of \$0.075 million net).

## 2008 OPERATING BUDGET

The 2008 Council Approved Operating Budget for Heritage Toronto of \$0.694 million gross represents a \$0.088 million or 14.5% increase compared to 2007. The 2008 net operating budget of \$0.39 million reflects a \$0.02 million or 5.4% 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	\$	%	\$	%
Heritage Advocacy	238	234	217	205	210	210	(7)	(3.3%)	5	2.2%
Heritage Education	268	44	264	146	310	255	46	17.5%	109	74.8%
Heritage Fund Development	166	62	125	19	174	(75)	49	39.1%	(94)	(501.6%)
<b>Total Program Budget</b>	<b>671</b>	<b>340</b>	<b>606</b>	<b>370</b>	<b>694</b>	<b>390</b>	<b>88</b>	<b>14.5%</b>	<b>20</b>	<b>5.4%</b>

## HERITAGE TORONTO

### 2008 Operating Budget by Category

Table 2

Description of Category	(in \$000s)						
	2007	2007	2008 Approved	Change from 2007		2009	2010
	Budget	Actuals	Budget	Approved Budget		Outlook	Outlook
	\$	\$	\$	\$	%	\$	\$
Gross Expenditures:							
Salaries and Benefits	432.6	395.2	483.0	50.4	11.7%	485.0	485.0
Materials and Supplies	72.1	77.3	77.0	4.9	6.8%	77.0	77.0
Equipment	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Services & Rents	97.7	100.0	133.0	35.3	36.1%	133.0	133.0
Contributions to Reserve/Res Funds	0.9	0.9	0.9	0.0	0.0%	0.9	0.9
Other Expenditures	2.7	0.0	0.0	(2.7)	(100.0%)	0.0	0.0
Total Gross Expenditures	606.0	573.4	693.9	87.9	14.5%	695.9	695.9
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	160.0	138.0	184.0	24.0	15.0%	235.7	235.7
Contribution from Reserves/Res Funds	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Other Revenues	76.1	65.5	120.0	43.9	57.7%	120.0	120.0
Total Non Tax Revenues	236.1	203.5	304.0	67.9	28.8%	355.7	355.7
Net Budget (excluding Capital Financing)	369.9	369.9	389.9	20.0	5.4%	340.2	340.2
APPROVED POSITIONS	6.0	6.0	6.0	0.0	0.0%	6.0	6.0

### 2009/2010 OPERATING BUDGET OUTLOOK

- The 2009 and 2010 Outlooks for Heritage Toronto maintains the 2008 level of service. However, the Program expects the expenditure for the Communications Coordinator position to be self-supporting through increased revenues by 2009, resulting in a reduction of the 2009 Operating Budget net expenditure back to the 2006 Approved Budget of \$0.340 million net.



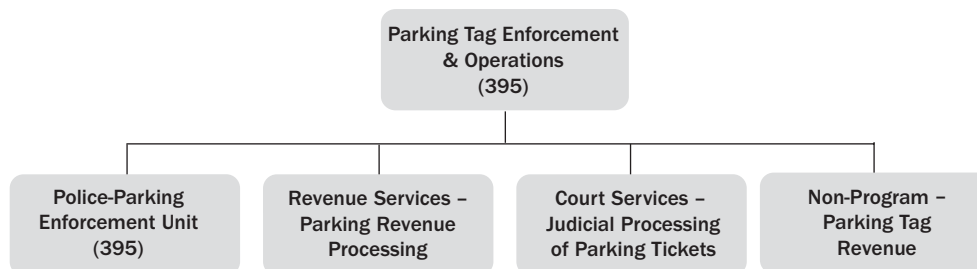
## **PARKING TAG ENFORCEMENT AND OPERATIONS**

### MISSION STATEMENT

- The Parking Tag Enforcement and Operations Program contribute to the overall safety and security of the people of City of Toronto and the enhancement of their quality of life. This is achieved through its various strategies including safe and orderly flow of vehicular traffic by enforcing the City's parking bylaws and responds to the parking concerns of the community.

### PROGRAM MAP

Parking Tag Enforcement & Operations Unit consolidates four program areas to facilitate Council's review of these related operations. A total staffing complement of 395 approved positions exists in the Police unit. Revenue Services Division's 46 positions for Parking Revenue Processing are accounted for in the City Treasurer's Operating Budget.



### 2007 KEY ACCOMPLISHMENTS

- As a result of the implementation of the handheld ticketing devices system WiPS (Wireless Parking System), the processable rate for parking tag issuance increased from 98.3% to 99.9%. These ticketing devices will result in issuance of fewer illegible tickets with missing or incomplete information.
- The WiPS has greatly improved the exchange of data between the Toronto Police Services and the City's Parking tag Management System, resulting in a higher level of processability for all parking infraction notices as well as achieving the additional goal of providing enhanced service to customers.
- The implementation of the handheld ticketing devices has resulted in many financial and operational benefits to the City:
  - > Budget savings through redeployment of data entry staff.
  - > Electronic interface between the TPS and the City of Toronto Transportation Service's Residential and Temporary Parking Permit systems.
  - > Increase in the number of stolen vehicles recovered.
  - > Real Time Information Management – Reporting: With the implementation of the hand held system, supervisors have access to real-time reporting for their officers, providing management staff with an additional tool to monitor staff deployment, performance and activities.
  - > Asset Maintenance Reporting from the Field: The hand held devices allow officers on patrol to send electronic messages to Parking Enforcement Customer Service regarding asset maintenance.
  - > Reduced incidence of abuse regarding Disabled Persons Parking Permits/spaces through education and enforcement.
  - > With the use of the Street Sweeper, assisted Toronto Police Services units in locating wanted and stolen vehicles.
  - > Savings in parking tag printing and supplies due to the implementation of handheld parking devices and other general savings.

## **PARKING TAG ENFORCEMENT AND OPERATIONS**

### **2008 PROGRAM OBJECTIVES**

- The Parking Tag Enforcement & Operations over the next three years will continue with the overall safety and security of the residents of the City by focusing on the Toronto Police Service traffic safety priorities. This will be achieved through various strategies including enforcement of parking bylaws, visibility, public awareness and education programs.
- Community partnerships are essential elements in sustaining successful enforcement and education initiatives designed to improve the safety of our local and arterial roadways.
- Revenue Services and Court Services are working together to explore a new non-court based system that supports compliance with City parking bylaws while simplifying and streamlining the dispute process for parking tickets.

### **2008 STRATEGIC PRIORITIES**

- The strategic priorities of the Parking Tag Enforcement & Operations Program are to continue with the safe and orderly flow of traffic.
- Responding to the public and private parking concerns of the community.
- Regulating parking through the equitable and discretionary application of bylaws.
- Providing operational support to the Toronto Police Service; language interpretation; stolen vehicle recovery, corporate and local community-policing initiatives, emergency support and crime management.
- Assisting at special events, ensuring the safe and unobstructed movement of vehicular and pedestrian traffic.
- Fostering crime prevention by providing a radio equipped highly visible, uniformed presence in our communities.

### **2008 OPERATING BUDGET HIGHLIGHTS**

The 2008 Operating Budget will provide the following Services:

Efficiency of the handheld ticket devices has resulted in:

- An increase in processable tag issuances by Police Parking Enforcement Officers resulting in increased revenue in 2008.
- An incentive to offenders to pay tickets early as their chances of a reduced fine diminishes thereby eliminating additional fees the City may have received.
- Reduced spending in overtime as well as reduced printing and other supplies cost.

### **2008 OPERATING BUDGET**

The 2008 Operating Budget for Parking Tag Enforcement Operations of \$45.377 million gross and represents a \$1.158 million or 2.6% increase compared to 2007. The 2008 net operating budget of (\$36.438 million) reflects a (\$0.042 million) or .01% increase over the 2007 net budget as shown in Table 1.

## PARKING TAG ENFORCEMENT AND OPERATIONS

### 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	\$	%	\$	%
Parking Enforcement Unit	33,299	32,684	34,237	33,622	34,526	33,911	289	0.8%	289	0.9
Revenue Services	8,832	8,832	5,611	5,611	5,774	5,774	163	2.9%	163	2.9
Judicial Processing of Parking Tickets	968	968	1,029	1,029	1,077	1,077	48	4.7%	48	4.7
Parking Tag Revenue	–	(80,550)	3,342	(76,658)	4,000	(77,200)	658	19.7%	(542)	0.7
<b>Total Program Budget</b>	<b>43,099</b>	<b>(38,066)</b>	<b>44,219</b>	<b>(36,396)</b>	<b>45,377</b>	<b>(36,438)</b>	<b>1,158</b>	<b>2.6%</b>	<b>(42)</b>	<b>0.1</b>

### 2009/2010 OPERATING BUDGET OUTLOOK

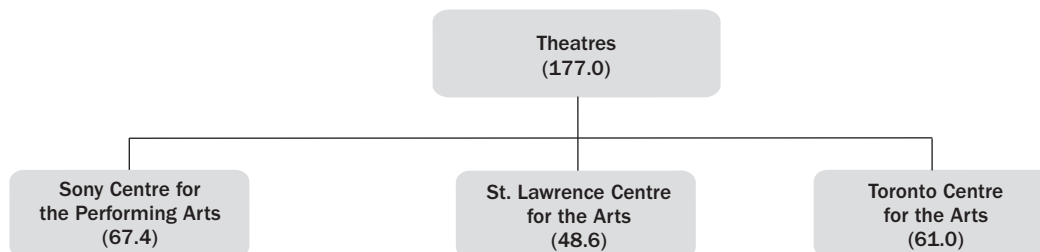
The 2009/2010 Operating Budget will provide funding for the Parking Enforcement and Operations Unit to maintain the existing 2008 service levels with no staffing increases with the net incremental impacts to provide the Police-Parking Enforcement Unit with inflationary increases to maintain current service levels. The Program will continue to provide overall traffic safety and security to the residents of the City by focusing on the Toronto Police Service traffic safety priorities.

## MISSION STATEMENT

- **Sony Centre for the Performing Arts**  
To present a broad variety of entertaining and profitable theatrical and concert attractions for the enrichment of the diverse public in Toronto and to reinvent One Front Street East as the Arts and Heritage Awareness (AHA!) Centre – a window to the world for residents and tourists alike to celebrate the diversity and cultural interchange that is Toronto.
- **St. Lawrence Centre for the Arts**  
St. Lawrence Centre for the Arts will lead the way in providing Toronto's diverse cultural communities, residents and visitors with a professional, service-oriented theatrical and entertainment facility. As a focus for Canadian performing arts, the Centre will continually attract, facilitate and present varied, high quality cultural, artistic and public events.
- **Toronto Centre for the Arts**  
To ensure that the Toronto Centre for the Arts functions as a first class venue for a full range of performing arts to enliven and enrich the cultural life of the citizens of Toronto.

## PROGRAM MAP

As indicated in the program map, Theatres has three performing space venues: Sony Centre for the Performing Arts, St. Lawrence Centre for the Arts and Toronto Centre for the Arts with 177.0 approved positions to carry out the mandates of the program.



## 2007 KEY ACCOMPLISHMENTS

### *Sony Centre for the Performing Arts*

- The Centre achieved a 20 year \$10 million naming rights sponsorship with Sony Canada Ltd.
- The Centre is increasingly a venue of choice for private functions.
- Continued to book attractions appealing to a wide diversity of patrons including the exuberant "Soweto Gospel Choir" from South Africa, China's contemporary women's group on traditional Chinese instruments "12 Girls Band", Hong Kong singer "Steven Ma", the female Celtic band "Celtic Women," the legendary balladeer of Ireland "Van Morrison," the Bollywood singing sensations "Kumar Shanu & Alka Yagnik," Ireland's folk song stylist "Damien Rice," the world's foremost proponent of the Indian drum "Zakir Hussein," those distinguished gentlemen of soul "Freddie Jackson & Brian McKnight," British mod rockers "Moody Blues," Hong Kong's guitarist and composer "Chris Wong," and France's popular "Gypsy Kings."
- The Centre had 184 days of use and 264,151 patrons attended the attractions in 2007.
- Successfully managed to meet our fiscal net expense target.

## THEATRES

### ***St. Lawrence Centre for the Arts***

- Completed Phase II of the Facility Renewal Project renovation.
- Implemented a marketing blitz leading to the gala reopening to achieve the anticipated results.
- Held a gala re-opening to showcase the renewed facility and to leverage the renovations into increased rentals.

### ***Toronto Centre for the Arts***

- Executed a multi-year rental agreement for the Main Stage Theatre for 2008-2010 with Dancap Productions to bring Broadway style shows back to the Main Stage.
- Managed to come in under budget for a seventh consecutive year.

## 2008 PROGRAM OBJECTIVES

### ***Sony Centre for the Performing Arts***

- The Centre has set its target at 101 days of use with 85 performances for the half year of active operations in fiscal 2008.
- The Centre operates a multi-purpose multi-cultural theatrical venue and is committed to enriching the entertainment and artistic experience of Toronto patrons.
- The Centre strives to provide high quality, reasonably priced attractions which will appeal to a wide diversity of patrons in Toronto.
- The Centre is committed to meeting its fiscal targets set with the City of Toronto.

### ***St. Lawrence Centre for the Arts***

- The Board of Management is exploring options which will provide funding to facilitate ongoing capital improvements to the building.
- With the renovations now complete, the Centre is committed to increasing revenues with the hope of reaching its targets for 2008.

### ***Toronto Centre for the Arts***

- The Board of Directors at the Toronto Centre for the Arts is expected to review and assess the current mandate and operating model for the Centre, continue third-party management discussions with interested parties and implement action plans to achieve the 2008 operating budget, all with an eye toward the objective of increasing use of this valuable asset while minimizing annual City financial support.

## 2008 STRATEGIC PRIORITIES

### ***Sony Centre for the Performing Arts***

- To commence a four-year redevelopment project to renovate the theatre and build a new cultural centre called the Arts & Heritage Awareness (AHA!) Centre.
- To sustain operations during the redevelopment of the facility that will generate future operating surpluses through the introduction of new business activities.

### ***St. Lawrence Centre for the Arts***

- To build on the renewed interest from the facility renovation.
- To translate the renewed interest into new bookings.
- To increase "Days used".

### ***Toronto Centre for the Arts***

- To establish a long-term operating model that fulfills the original purpose of the Centre while reducing the risk of budgeting based on one-time events in the main stage theatre.

## THEATRES

### 2008 OPERATING BUDGET HIGHLIGHTS

The 2008 Approved Operating Budget for Theatres provides the following Services:

- Sony Centre for the Performing Arts provides theatrical facilities and services to 47 different organizations. The Centre's mandate allows for facility rentals and risk presentations whereby the Centre is involved in the production and marketing of a program. Located on the corner of Yonge & Front Streets, the Centre offers multi-functional spaces and comprehensive event services. With over 3,100 seats, it is the largest soft-seat auditorium in Canada. The Centre also boasts state-of-the-art lighting and sound systems, a fully integrated Ticket Master TM box office, a world class stage, and highly experienced and friendly event staff. (\$14,584.1 million gross and \$1,171.1 million net)
- St. Lawrence Centre for the Arts mandate is a "rentals only" facility and in keeping with the mandate, the focus is to offer a well-equipped theatrical facility and event services to approximately 70 not-for-profit arts organizations and local communities. The Centre also organizes and provides a Forum for Toronto citizens to gather, share ideas, and discuss a wide range of topics that resonate with the community. The Centre is located in downtown Toronto and houses 2 performing space venues: the 876-seat Bluma Appel Theatre features state-of-the-art sound and lighting capable of accommodating a wide range of presentations; and the 498-seat Jane Mallett theatre is equipped with exceptional acoustics that is ideal for concerts. (\$4,017.9 million gross and \$1,526.6 million net)
- Toronto Centre for the Arts currently functions as a "rentals only" facility to 150 different arts, cultural, educational, community and business organizations. Located in North York, the Centre houses 3 main performing arts spaces. The Main Stage Theatre is a 1,780-seat theatre ideal for a wide variety of live performance events including Broadway style shows, opera, ballet, symphony and corporate events. The 1,032-seat George Weston Recital Hall is known for stellar acoustics and is most frequently used for un-amplified music concerts. The Studio Theatre is a 200-seat "black box" and is an extremely versatile and affordable space used for music concerts, plays, meetings and receptions. (\$4,686.7 million gross and \$1,142.9 million net)

### 2008 OPERATING BUDGET

The 2008 Approved Operating Budget for Theatres of \$23.289 million gross represents a \$7.325 million or 23.9% decrease compared to 2007. The 2008 net operating budget of \$3.841 million reflects a \$0.501 decrease 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	\$	%	\$	%
Sony Centre for the Performing Arts	22,093	128	21,945	1,171	14,584	1,171	(7,360)	(33.5%)	0	0.0%
St. Lawrence Centre for the Arts	3,747	1,494	4,585	1,829	4,018	1,527	(567)	(12.4%)	(303)	(16.5%)
Toronto Centre for the Arts	3,996	1,284	4,084	1,341	4,687	1,143	603	14.8%	(198)	(14.8%)
<b>Total Program Budget</b>	<b>29,837</b>	<b>2,906</b>	<b>30,614</b>	<b>4,341</b>	<b>23,289</b>	<b>3,841</b>	<b>(7,325)</b>	<b>(23.9%)</b>	<b>(501)</b>	<b>(11.5%)</b>

## THEATRES

### 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
	\$	\$	\$	\$	%	\$	\$
<b>Gross Expenditures:</b>							
Salaries and Benefits	10,495.6	10,996.3	10,903.8	408.2	3.9%	10,474.7	12,127.5
Materials and Supplies	1,934.9	1,847.1	1,828.4	(106.5)	(5.5%)	1,884.5	2,365.9
Equipment	415.6	46.0	271.8	(143.8)	(34.6%)	290.7	309.6
Services & Rents	10,551.7	12,830.6	6,825.1	(3,726.6)	(35.3%)	4,395.2	10,576.9
Contributions to Reserve/Res Funds	2,661.1	2,385.4	914.7	(1,746.4)	(65.6%)	714.5	1,313.8
Other Expenditures	4,555.0	5,427.2	2,544.9	(2,010.1)	(44.1%)	1,320.2	2,570.2
<b>Total Gross Expenditures</b>	<b>30,613.9</b>	<b>33,532.7</b>	<b>23,288.7</b>	<b>(7,325.2)</b>	<b>(23.9%)</b>	<b>19,079.8</b>	<b>29,263.9</b>
<b>Funded by:</b>							
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	21,054.9	23,475.3	17,407.7	(3,647.2)	(17.3%)	13,441.1	23,576.9
Contribution from Reserves/Res Funds	4,111.5	5,869.9	1,609.4	(2,502.1)	(60.9%)	1,082.5	940.2
Other Revenues	1,106.2	18.3	431.0	(675.2)	(61.0%)	218.0	803.0
<b>Total Non Tax Revenues</b>	<b>26,272.6</b>	<b>29,363.5</b>	<b>19,448.1</b>	<b>(6,824.5)</b>	<b>(26.0%)</b>	<b>14,741.6</b>	<b>25,320.1</b>
Net Budget (excluding Capital Financing)	4,341.3	4,169.2	3,840.6	(500.7)	(11.5%)	4,338.2	3,943.8
<b>APPROVED POSITIONS</b>	<b>177.2</b>	<b>188.8</b>	<b>177.0</b>	<b>(0.2)</b>	<b>(0.1%)</b>	<b>187.0</b>	<b>213.6</b>

### 2009/2010 OPERATING BUDGET OUTLOOK

#### *Sony Centre for the Performing Arts*

- As theatre renovations continue through 2009, the Centre's ability to generate revenues through the shut down period will be negatively impacted.
- Theatre renovations will be completed by 2010 and service activities will resume, resulting in a partial recovery of rental revenues. Construction of the AHA! Centre will continue beyond 2010.

#### *St. Lawrence Centre for the Arts*

- A renewed and revitalized facility will help to broaden its client base, translating into increased programming. The Centre expects to see results of these efforts in the 2009/2010 period.

#### *Toronto Centre for the Arts*

- Securing a multi-year rental agreement with Dancap Productions will allow the Centre to mitigate the risk associated with budgeting based on revenues from one-time events, increase utilization of the main stage theatre and revenues in 2009/2010; thereby reducing the City's financial support to the Centre.

## THEATRES

### **SONY CENTRE FOR THE PERFORMING ARTS 2008 CAPITAL BUDGET AND 2009 – 2012 CAPITAL PLAN**

#### **FIVE-YEAR CAPITAL PLAN OVERVIEW**

In a report presented to the Policy and Finance Committee on July 25, 26 and 27, 2006, City Council endorsed the proposed agreement for the redevelopment of the Sony Centre for the Performing Arts, formerly the Hummingbird Centre for the Performing Arts. The proposal includes two principal redevelopment options (A & B) available to the Centre:

- a) Under Option A, the Program will undertake a four-year redevelopment plan to renovate the theatre and build the “Arts & Heritage Awareness” Centre (AHA! Centre) for a total project cost of \$75 million, if Sony Centre raises \$60 million from federal, provincial and private sector sources by December 31, 2007. The sale of a portion of land on the Sony Centre site to Castlepoint for the construction of a residential condominium building represents the City’s \$15 million contribution to the project. The planned cash flow for Option A is \$12.5 million in 2008, \$23.5 million in 2009, \$26 million in 2010 and \$13 million in 2011.
- b) In the event that total funding of \$60 million is not secured by December 31, 2007, the agreement defaults to Option B which allows for the 15-month restoration of the theatre only, resulting in a revised project cost of \$12 million. Under Option B, the AHA! Centre will not be built, instead the proposed location of the AHA! Centre will be leased to Castlepoint for retail/commercial purposes. The sale of a portion of land on the Sony Centre site to Castlepoint for the construction of a residential condominium building, represents the City’s \$15 million contribution to the facility renewal project. The projected cash flow for Option B is \$5.5 million in 2008 with future year commitments of \$5.5 million in 2009 and \$1 million in 2010.

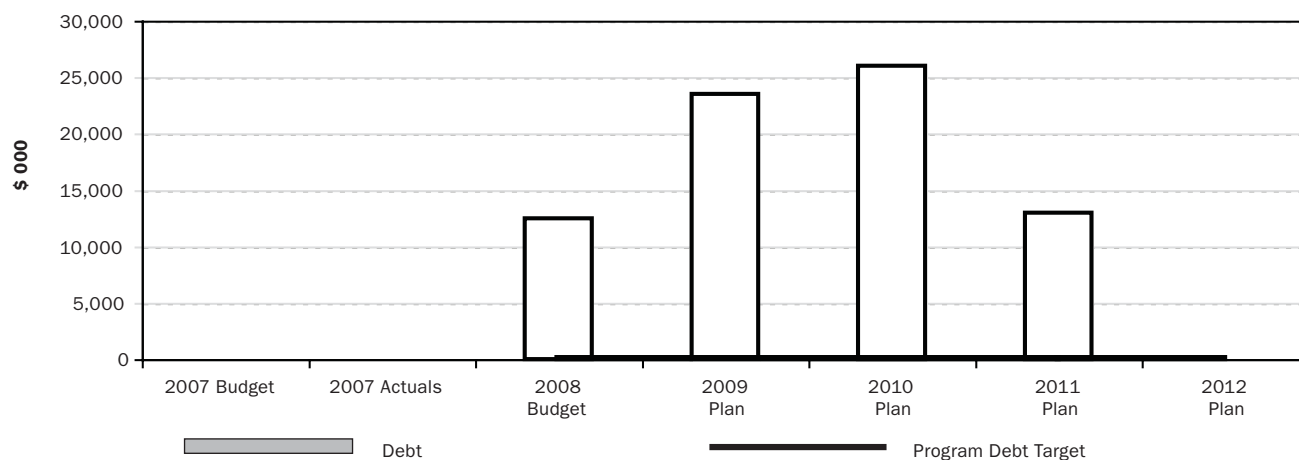
Sony Centre’s Five-Year Capital Plan is based on the assumption that the Program is successful in raising the \$60 million required to implement Option A. This Five-Year Capital Plan consists of 1 project and 5 sub-projects totalling \$75 million in funding over the next 4 years. The 2008 Capital Budget of \$75 million requires cash flows of \$12.5 million in 2008 and future year commitments of \$23.5 million in 2009, \$26 million in 2010 and \$13 million in 2011. Funding for the 2008 Capital Budget of \$75 million is planned to be provided by provincial grants of \$15 million, federal grants of \$15 million, naming and private philanthropy funding of \$30 million, and contributions from the sale of air rights granted by the City to Castlepoint of \$15 million. There is no debt funding assumed for this project. The City’s contribution will be the actual land sold to Castlepoint which will allow the construction of a residential condominium building on the southwest corner of the site at 1 Front Street East.

In a Council decision made on March 3, 4, and 5, 2008, Sony Centre’s report back date to Budget Committee, on the status of Board funding for determination of whether Sony Centre proceed with Option A or B, was extended to September 15, 2008. If the agreement defaults to Option B, the 2008 Capital Budget and the timing of its future year cash flow commitments will be amended to reflect a project cost of \$12 million with required cash flow commitments of \$5.5 million in each year of 2008 and 2009, and \$1 million in 2010. Funding for the renovation of the theatre is provided by contributions from the sale of air rights granted by the City to Castlepoint of \$15 million.



## THEATRES

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



	2007		Five-Year Plan					
	Budget	Actual	2008	2009	2010	2011	2012	2008-12
<b>Gross Expenditures:</b>								
2007 Capital Budget & Future Year Commitments								
Recommended Changes to Commitments								
2008 New/Change in Scope and Future Year Commitments			12,500	23,500	26,000	13,000		75,000
2009 – 2012 Plan Estimates								
1-Year Carry Forward to 2008								
<b>Total Gross Annual Expenditures &amp; Plan</b>			<b>12,500</b>	<b>23,500</b>	<b>26,000</b>	<b>13,000</b>		<b>75,000</b>
Program Debt Target			0	0	0	0	0	0
<b>Financing:</b>								
Recommended Debt								
Other Financing Sources:								
Reserves/Reserve Funds								
Development Charges								
Federal			2,500	1,750	4,750	6,000		15,000
Provincial			2,500	1,750	4,750	6,000		15,000
Other Revenue			7,500	20,000	16,500	1,000		45,000
<b>Total Financing</b>			<b>12,500</b>	<b>23,500</b>	<b>26,000</b>	<b>13,000</b>		<b>75,000</b>
<b>By Category:</b>								
Health & Safety								
Legislated								
SOGR								
Service Improvement								
Growth Related			12,500	23,500	26,000	13,000		75,000
<b>Total By Category</b>			<b>12,500</b>	<b>23,500</b>	<b>26,000</b>	<b>13,000</b>		<b>75,000</b>
Yearly SOGR Backlog Estimate (not addressed by current plan)								
Accumulated Backlog Estimate (end of year)			As this is a new capital budget, there is no SOGR backlog.					
Operating Impact on Program Costs			Unknown at this time					
<b>Debt Service Costs</b>								

## THEATRES

### CAPITAL PROJECT HIGHLIGHTS

The Five-Year Capital Plan consists of one project – the redevelopment of the Sony Centre – costing \$75 million over the next four years. This endeavour is a growth related project that will augment the theatre's existing services and operations that will result in the provision of substantial operating surpluses for future capital maintenance and refurbishment.

### INCREMENTAL OPERATING IMPACT OF THE 2008 CAPITAL BUDGET

Under Option A, total construction time for the complete redevelopment project is expected to last 4 years. Construction is expected to commence in the Fall of 2008, at which time the theatre will shutdown operations for 15 months. As part of the operating impact of the shut down, the 2008 Operating Budget was reduced by \$4.753 million gross, with an overall zero impact on the net expenditure of \$1.171 million. Any additional operating costs arising from the shutdown will be absorbed by revenues generated in the first part of 2008 prior to the shutdown. The operating impact of the shutdown and post construction fit out period between 2009 and 2011 are not known at this time, since details of the scaled-down operations have yet to be provided. Sony Centre will report on the operating impact of the shutdown and post construction fit out period between 2009 and 2011 in the 2009 Capital Budget process.

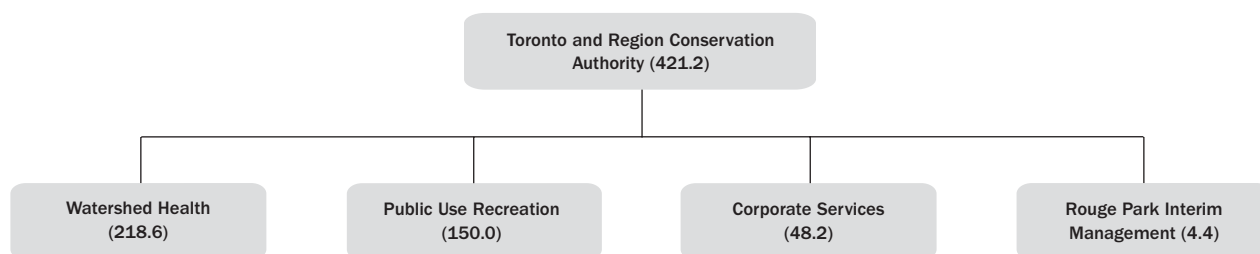
# ..... TORONTO AND REGION CONSERVATION AUTHORITY

## MISSION STATEMENT

- The quality of life on Earth is being determined in the rapidly expanding city regions. Toronto and Region Conservation Authority's (TRCA) vision is for a new kind of community, "The Living City", where human settlement can flourish forever as part of nature's beauty and diversity.
- TRCA's mission is to work with its partners to ensure that "The Living City" is built upon a natural foundation of healthy rivers and shorelines, greenspace and biodiversity, and sustainable communities.

## PROGRAM MAP

TRCA is comprised of four service functions: Watershed Health, Public Use Recreation, Corporate Services, and Rouge Park Interim Management, with a total staffing complement of 421.2 approved positions to carry out the mandate of the program.



## 2007 KEY ACCOMPLISHMENTS

- Initiated source water protection program under the Ontario Clean Water Act; this is a new role for TRCA as the Toronto and Region Source Protection Authority.
- Completed the Restoration Services Centre which is the first LEED platinum building in Ontario.
- Continued work with Toronto Waterfront Revitalization Corporation on Mimico, Port Union, Lake Ontario Park and other projects; completed CN bridge project on the lower Don River.
- Planted over 260,000 trees, shrubs and wetland plants across TRCA area of jurisdiction.
- Completed a real-time, web accessible, flood warning system which shows flood status, precipitation, water levels and stream discharge dates.
- Initiated North America's largest "Eco Industrial Business Zone" comprised of 12,000 hectares of industrial and commercial lands, in partnership with the City of Toronto, Region of Peel, GTAA and other business partners.
- Continued stream barrier mitigation enabling natural heritage restoration on the Humber, a Canadian Heritage River.
- Implemented the archetype sustainable house project at the Living City Campus at Kortright, by completing an international design competition and assisting in the initiation of the World Green Building Council.

## TORONTO AND REGION CONSERVATION AUTHORITY

### 2008 PROGRAM OBJECTIVES

- *Healthy Rivers and Shorelines* – TRCA will work to restore the integrity and health of the regions' rivers and waters from the headwaters in the Oak Ridges Moraine, throughout each of the 9 watersheds in TRCA's jurisdiction, to the Toronto Waterfront on Lake Ontario.
- *Regional Biodiversity* – TRCA strives to protect and restore a regional system of natural areas that provide habitat for diverse plant and animal species, improve air quality and provide opportunities for the enjoyment of nature.
- *Sustainable Communities* – The Program aims to facilitate broad community understanding, dialogue and action toward integrated approaches to sustainable living and City building that improves the quality of life for residents, businesses and nature.
- *Business Excellence* – TRCA pursues continuous improvement in the development and delivery of all programs through creative partnerships, diverse funding sources and careful auditing of outcomes and effectiveness.

### 2008 STRATEGIC PRIORITIES

The 2008 Council Approved Budget for TRCA supports the Council's policy agenda through the following strategic priorities:

- *Progress on the Waterfront* – TRCA is a major partner with Waterfront Toronto (TWRC) and the City in the development of the waterfront. Operational support provided by TRCA is critical for completion of key City waterfront projects including Port Union, Mimico Parks and the lower Don River.
- *Clean and Beautiful City* – TRCA's work on the waterfront and support for City Parks and Works contributes directly to this priority of making Toronto a Clean and Beautiful City.
- *Strengthen At Risk Neighbourhoods* – TRCA supports the City's urban farm initiative on land adjacent to Black Creek Pioneer Village (BCPV) and through BCPV's relationship with local schools in the Jane/Finch area. TRCA is a leader in volunteer development, mentorship and training programs aimed at new Canadians.

### 2008 OPERATING BUDGET HIGHLIGHTS

The 2008 Council Approved Operating Budget will provide the following services:

- *Watershed Health* protects, manages and restores water and land resources within the 9 watersheds of the region; promotes plant and animal life in green space; and encourages environmentally friendly practices. Includes the development progress on the Waterfront projects. (\$20.007 million gross and \$2.926 million net);
- *Public Use Recreation* provides high quality and well-used public use programs and facilities and delivers programs where TRCA makes its holdings available for public at 9 Conservation Areas and Black Creek Pioneer Village (\$11.935 million gross and \$0.632 million net);
- *Corporate Services* provides strategic leadership and direction, as well as administrative services to meet regulatory compliance and organizational and governance requirements of TRCA stakeholders (\$4.943 million gross and \$3.434 million net);
- *Rouge Park Interim Management* oversees the development and administration of the largest urban park in North America (\$0.479 million gross and \$0.07 million net); and
- Enhanced services for the wedding program at Kortright Centre, archaeological and planting program, Environmental Assessments, Conservation Field Centres, and the golf and swimming programs resulting in 11.8 additional positions. The expanded services are in response to increased service demands and the costs are fully covered by fee revenues and other non-City funding (\$0.832 million gross and \$0 net).

# TORONTO AND REGION CONSERVATION AUTHORITY

## 2008 OPERATING BUDGET

The 2008 Approved Operating Budget for TRCA of \$37.363 million gross represents a \$0.737 million or 2.0% increase compared to 2007. The 2008 net operating budget of \$3.171 million reflects a \$0.077 million or 2.5% 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	\$	%	\$	%
Watershed Health	19,654	1,372	19,933	2,848	20,007	2,926	74	0.4%	78	2.8%
Public Use Recreation	9,264	659	10,842	600	11,935	632	1,093	10.1%	32	5.3%
Corporate Services	4,547	896	5,282	(431)	4,943	(458)	(339)	(6.4%)	(27)	6.3%
Rouge Park Interim Management	515	83	569	77	479	70	(90)	(15.9%)	(6)	(8.1%)
<b>Total Program Budget</b>	<b>33,979</b>	<b>3,010</b>	<b>36,626</b>	<b>3,094</b>	<b>37,363</b>	<b>3,171</b>	<b>737</b>	<b>2.0%</b>	<b>77</b>	<b>2.5%</b>

### 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
	\$	\$	\$	\$	%	\$	\$
<b>Gross Expenditures:</b>							
Salaries and Benefits	25,171.4	25,071.0	27,134.0	1,962.6	7.8%	27,579.1	27,579.1
Materials and Supplies	3,455.1	3,377.4	3,717.6	262.5	7.6%	3,727.6	3,737.6
Equipment	563.6	577.8	572.6	9.0	1.6%	572.6	572.6
Services & Rents	7,435.6	6,976.1	5,938.8	(1,496.8)	(20.1%)	5,948.8	6,041.8
Contributions to Reserve/Res Funds	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Other Expenditures	0.0	0.0	0.0	0.0	n/a	0.0	0.0
<b>Total Gross Expenditures</b>	<b>36,625.7</b>	<b>36,002.3</b>	<b>37,363.0</b>	<b>737.3</b>	<b>2.0%</b>	<b>37,828.1</b>	<b>37,931.1</b>
<b>Funded by:</b>							
Provincial Subsidies	1,042.8	1,042.8	1,042.8	0.0	0.0%	1,042.8	1,042.8
Federal Subsidies	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Other Subsidies	0.0	0.0	0.0	0.0	n/a	0.0	0.0
User Fees, Permits & Donations	25,154.7	24,505.0	25,467.9	313.2	1.2%	25,384.4	25,424.9
Contribution from Reserves/Res Funds	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Other Revenues	7,334.0	7,360.3	7,681.2	347.2	4.7%	8,101.7	8,121.7
<b>Total Non Tax Revenues</b>	<b>33,531.5</b>	<b>32,908.1</b>	<b>34,191.9</b>	<b>660.4</b>	<b>2.0%</b>	<b>34,528.9</b>	<b>34,589.4</b>
<b>Net Budget (excluding Capital Financing)</b>	<b>3,094.2</b>	<b>3,094.2</b>	<b>3,171.1</b>	<b>76.9</b>	<b>2.5%</b>	<b>3,299.2</b>	<b>3,341.7</b>
<b>APPROVED POSITIONS</b>	<b>410.8</b>	<b>410.8</b>	<b>421.2</b>	<b>10.4</b>	<b>2.5%</b>	<b>421.2</b>	<b>421.2</b>

## TORONTO AND REGION CONSERVATION AUTHORITY

### 2009/2010 OPERATING BUDGET OUTLOOK

- TRCA recognizes that the increased level of support from the City in 2009 and 2010 must be balanced against the fiscal pressure of the City. TRCA will maintain its programs and activities and continue to pursue “The Living City” vision within the constraints of the municipal environment while seeking new funding opportunities.

### 2008 CAPITAL BUDGET AND 2009 – 2012 CAPITAL PLAN

#### FIVE-YEAR CAPITAL PLAN OVERVIEW

TRCA's Five-Year Capital Plan addresses safety concerns in flood prone areas and where land loss is occurring along river valleys and shorelines as a result of erosion; continues waterfront regeneration efforts through parkland and habitat creation along the Lake Ontario waterfront (with associated water quality monitoring); continues environmental rehabilitation through the Toronto Remedial Action Plan; and provides for infrastructure repairs and maintenance in support of the Program's objectives and activities.

The 2008 Capital Budget and 2009-2012 Capital Plan totals \$32.168 million gross and debt of \$14.470 million, requiring cash flow of \$6.018 million gross and \$2.718 million debt in 2008; \$6.268 million gross and \$2.801 million debt in 2009; \$6.505 million gross and \$2.951 million debt in 2010; \$6.643 million gross and \$3.000 million debt in 2011; and \$6.734 million gross and \$3.000 million debt in 2012. The Capital Plan is in line with Council-approved debt affordability targets in each of the five years.

Contributions from Toronto Water also fund TRCA's capital work. The Five-Year Capital Plan for Toronto Water includes \$17.698 million to partially fund TRCA capital projects related to water quality and quantity: \$3.300 million in 2008; \$3.467 million in 2009; \$3.554 million in 2010; \$3.643 million in 2011; and \$3.734 million in 2012.

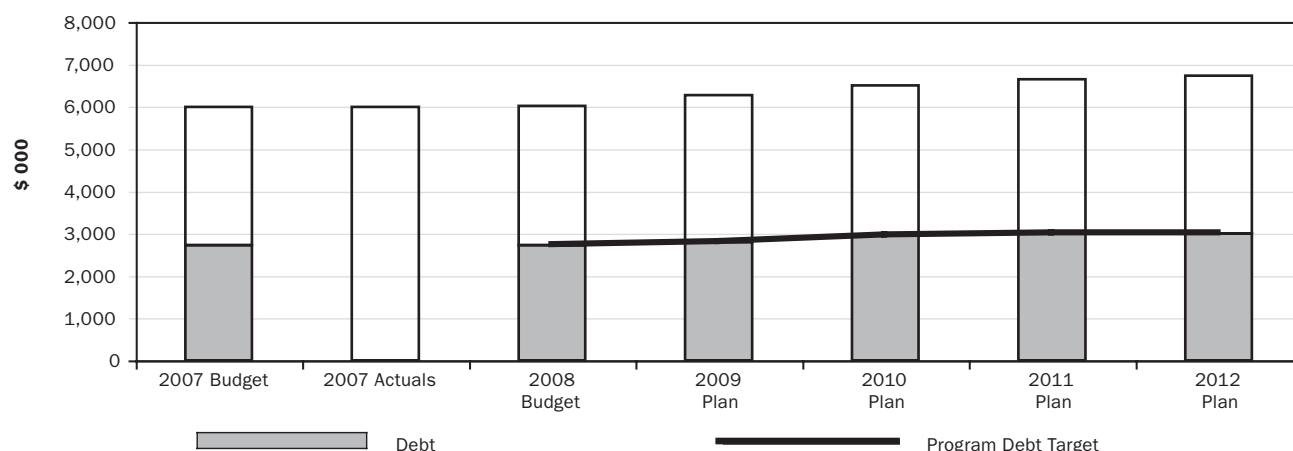
TRCA also acquires land for source water protection within its jurisdiction. The Five-Year Capital Plan for Toronto Water includes \$25.500 million for land acquisition for source water protection through TRCA: \$3.000 million in 2008; \$4.500 million in 2009; and \$6.000 million each in 2010, 2011 and 2012.

The Five-Year Capital Plan totals \$32.168 million, of which 95% (\$30.432 million) is allocated to State of Good Repair projects and the remaining 5% (\$1.736 million) to Service Improvement initiatives.

The Five-Year Capital Plan will impact future-year Parks, Forestry and Recreation operating budgets in cases where TRCA hands over parkland to Parks, Forestry and Recreation for maintenance. TRCA is working with Parks, Forestry and Recreation to ensure that their future-year budget submissions include these operating impacts.

# TORONTO AND REGION CONSERVATION AUTHORITY

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



	2007 Budget	2007 Actual	2008	2009	Five-Year Plan		2012	2008-12
					2010	2011		
<b>Gross Expenditures:</b>								
2007 Capital Budget & Future Year Commitments	5,992	5,992						0
Recommended Changes to Commitments								0
2008 New/Change in Scope and Future Year Commitments			6,018					6,018
2009 – 2012 Plan Estimates				6,268	6,505	6,643	6,734	26,150
1-Year Carry Forward to 2008		0						
<b>Total Gross Annual Expenditures &amp; Plan</b>	<b>5,992</b>	<b>5,992</b>	<b>6,018</b>	<b>6,268</b>	<b>6,505</b>	<b>6,643</b>	<b>6,734</b>	<b>32,168</b>
<b>Program Debt Target</b>	<b>2,722</b>		<b>2,718</b>	<b>2,801</b>	<b>2,951</b>	<b>3,000</b>	<b>3,000</b>	<b>14,470</b>
<b>Financing:</b>								
Recommended Debt	2,722		2,718	2,801	2,951	3,000	3,000	14,470
Other Financing Sources:								
Reserves/Reserve Funds								0
Development Charges								0
Federal								0
Provincial								0
Other Revenue (Toronto Water contributions)	3,270		3,300	3,467	3,554	3,643	3,734	17,698
<b>Total Financing</b>	<b>5,992</b>		<b>6,018</b>	<b>6,268</b>	<b>6,505</b>	<b>6,643</b>	<b>6,734</b>	<b>32,168</b>
<b>By Category:</b>								
Health & Safety								0
Legislated								0
SOGR	5,772		5,718	5,913	6,074	6,268	6,459	30,432
Service Improvement	220		300	355	431	375	275	1,736
Growth Related								0
<b>Total By Category</b>	<b>5,992</b>		<b>6,018</b>	<b>6,268</b>	<b>6,505</b>	<b>6,643</b>	<b>6,734</b>	<b>32,168</b>
Yearly SOGR Backlog Estimate (not addressed by current plan)								
Accumulated Backlog Estimate (end of year)		154,450	151,787	148,880	145,585	141,718	137,266	137,266
Operating Impact on Program Costs								
<b>Debt Service Costs</b>			<b>82</b>	<b>383</b>	<b>397</b>	<b>415</b>	<b>420</b>	<b>1,696</b>

## TORONTO AND REGION CONSERVATION AUTHORITY

### CAPITAL PROJECT HIGHLIGHTS

#### Strategic Priorities:

The TRCA Five-Year Capital Plan indirectly supports strategic priorities such as Make Progress on the Waterfront. Through Waterfront Toronto's capital program, TRCA will be involved in the development of waterfront parks at Port Union and Mimico; the Tommy Thompson Master Plan; naturalisation of the mouth of the Don and the West Donlands Precinct Plan (flood protection land form – Don Park) over the next 5 years.

### INCREMENTAL OPERATING IMPACT OF THE 2008 CAPITAL BUDGET

TRCA typically absorbs the operating impact of its capital budgets, except in cases where TRCA hands over a completed project to a City agency to manage ongoing operations. For example, upon completion of TRCA's capital work on ravine parkland, TRCA will hand over the operation of the park to the City's Parks, Forestry and Recreation Division. This impacts the operating budget of Parks, Forestry and Recreation. TRCA and Parks, Forestry and Recreation will work together to ensure that future-year budget submissions includes such operating impacts.

### STATE OF GOOD REPAIR BACKLOG

TRCA's accumulated state-of-good-repair backlog at the end of 2007 is estimated to be \$154.450 million. This figure includes maintenance of the natural environment through activities such as erosion control and source water protection. During the period 2008-2012, TRCA will address its annual state-of-good-repair needs and reduce its backlog so that the estimated accumulated backlog by the end of 2012 is estimated to be \$137.266 million.

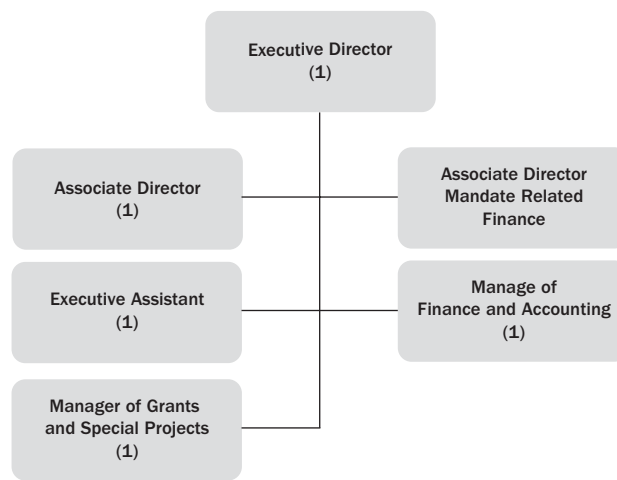


## MISSION STATEMENT

- To help slow global climate change and improve local air quality by using TAF's assets and revenue to advance local initiatives that reduce Toronto's greenhouse gas emissions.

## PROGRAM MAP

The Toronto Atmospheric Fund is comprised of one service, with a total staffing complement of 6 approved positions.



## 2007 KEY ACCOMPLISHMENTS

- Supported community, city, institutional and business partners to help them incubate innovative climate solutions, such as a transportation demand management program designed by Evergreen at the Brick Works and the launch of Our Power, an umbrella group to allow local solar buying clubs to increase their effectiveness.
- Made a \$300,000 commitment to assist an ambitious energy efficiency program being undertaken in the three Toronto hospitals that comprise the University Health Network.
- Continued to develop technology pilot testing such as innovative solar installations, hybrid and plug-in hybrid electric vehicle pilot tests, and an advanced lighting management system in the Direct Energy Centre's vast underground parking garage.
- Provided additional funding for independent review of pilot projects, and initiated a Technology Assessment Partnership to develop and share knowledge gained through City of Toronto solar installations.
- Increased activity in the Green Condo Loan Program, aimed at overcoming the financial barriers to more energy efficient condominium construction.
- The 2007 Dan Leckie Forum jump-started a multi-stakeholder education and outreach group focused on retrofits in existing high-rise buildings and best practices in the new-build sector.

## 2008 PROGRAM OBJECTIVES

- Reduce local emissions of greenhouse gas emissions such as CO<sub>2</sub> and methane and air pollutants.
- Developing four new program areas: (a) Solarcity; (b) Towerwise; (c) Lightsavers; and (d) Fleetwise to involve new partnerships and help to accelerate the local reductions of greenhouse gases and support the City of Toronto's development and implementation of the Climate and Clean Air Action Plan.

## TORONTO ATMOSPHERIC FUND

- Managing resources to respond to growing public interest in the area of climate change and general growing urgency of the issue.
- Establishing partnerships with non-governmental organizations, other levels of government, business and academic institutions.
- Launch the Toronto Solar Neighbourhoods Initiative program working with the City of Toronto Energy Efficiency Office, the Toronto Environment Office and Toronto Hydro to help residents of South Riverdale install solar thermal water heating systems and lay the groundwork for a city-wide solar thermal incentive program
- Increase local emission reduction results by working with an international consortium of the world's largest cities.

## 2008 STRATEGIC PRIORITIES

- Attracting new funds to directly support targets set out in the City of Toronto's recently approved Climate Change, Clean Air and Sustainable Energy Action Plan. TAF will deliver four new programs, a) Solarcity; (b) Towerwise; (c) Lightsavers; and (d) Fleetwise detailed below, by integrating grants, finance, and direct program design and management from other orders of government and third party funding.
- Supporting the City's plan in cutting emissions and encouraging residents to do the same.
- Support opportunities to achieve significant and measurable emission reductions from initiatives such as the Plug-in Hybrid Electric Vehicle pilot project.
- Supporting Live Green Toronto target groups and accelerate emission reductions in high-rise buildings.
- Assist the City to become the renewable Energy Capital of Canada through support of solar thermal and PV projects in the City and community.
- Strengthen public communications.
- Collaborate with dynamic leaders in institutions, local community groups, City departments and agencies or businesses to develop partnerships working on their cutting edge ideas, pilot test their concepts and spread the word about their successes

## 2008 OPERATING BUDGET HIGHLIGHTS

- Providing grants to community non-profit and charitable organizations, the City and special purpose bodies.
- Providing financing to municipal, public and private agencies.
- Providing funding for special projects that promote air quality and further TAF's mandate.
- Fundraising from external sources for TAF and City projects.
- Providing support to the City including:
  - Grant and loan funding for City departments and special purpose bodies to support City priorities that fall within TAF's mandate areas.
  - Special intergovernmental initiatives benefiting the City including:
    - Annual Smog Summit
    - GTA Clean Air Council
  - Staff participation in various City committees, including:
    - Air Quality Strategy Group
    - Toronto Grants Coordinating Committee
    - Toronto Renewable Energy Action Planning group
  - Fundraising for City initiatives such as the City of Toronto Air Emissions Inventory.
-

## TORONTO ATMOSPHERIC FUND

### 2008 OPERATING BUDGET

The 2008 Approved Operating Budget of \$2.684 million gross and zero net is \$0.850 million or 46.3% gross over the 2007 Approved Operating Budget and zero million net 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	\$	%	\$	%
Toronto Atmospheric Fund	2,296	–	1,835	–	2,684	–	849.0	n/a	–	–
Total Program Budget	2,296	–	1,835	–	2,684	–	849.0	n/a	–	–

#### 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
	\$	\$	\$	\$	%	\$	\$
<b>Gross Expenditures:</b>							
Salaries and Benefits	323.0	335.0	488.1	165.1	51.1%	502.7	517.8
Materials and Supplies	19.0	34.0	62.5	43.5	228.9%	62.5	62.5
Equipment	5.0		9.5	4.5	90.0%	9.5	9.5
Services & Rents	79.4	65.0	74.2	(5.2)	(6.5%)	74.2	74.2
Grants	988.4	1,269.0	1,120.0	131.6	13.3%	1,120.0	1,120.0
Special Projects	320.0	296.0	830.0	510.0	159.4%	830.0	830.0
City Mandated Contributions	100.0	100.0	100.0	0.0	0.0%	100.0	100.0
Operating Fund Contribution	0.0	(1,338.0)	0.0	0.0	0.0%	0.0	0.0
Stabilization Fund Contribution		(395.0)	0.0	0.0	0.0%	0.0	0.0
<b>Total Gross Expenditures</b>	<b>1,834.8</b>	<b>366.0</b>	<b>2,684.3</b>	<b>849.5</b>	<b>46.3%</b>	<b>2,698.9</b>	<b>2,714.0</b>
<b>Funded by:</b>							
Investment Performance	1,323.2	(359.0)	1,465.2	142.0	10.7%	1,479.8	1,494.9
Loans	62.0	75.0	69.1	7.1	11.5%	69.1	69.1
Grants	349.6	350.0	600.0	250.4	71.6%	600.0	600.0
Board Allocation	0.0	0.0	550.0	550.0	0.0%	550.0	550.0
Fundraising	100.0	300.0	0.0	(100.0)	(100.0%)	0.0	0.0
User Fees	0.0	0.0	0.0	0.0	0.0%	0.0	0.0
<b>Total Non Tax Revenues</b>	<b>1,834.8</b>	<b>366.0</b>	<b>2,684.3</b>	<b>849.5</b>	<b>46.3%</b>	<b>2,698.9</b>	<b>2,714.0</b>
Net Budget (excluding Capital Financing)	0.0	0.0	0.0	0.0	0.0%	0.0	0.0
<b>APPROVED POSITIONS</b>	<b>4.0</b>	<b>4.0</b>	<b>6.0</b>	<b>2.0</b>	<b>50.0%</b>	<b>6.0</b>	<b>6.0</b>

### 2009/2010 OPERATING BUDGET OUTLOOK

- Continue current program objectives.
- Seek to expand resources and partnerships to support city climate plans.

## MISSION STATEMENT

- We are dedicated to delivering police services in partnership with our communities to keep Toronto the best and safest place to be.

## PROGRAM MAP

The Toronto Police Service's total 2008 staff complement is 7,730 including a Board and Council approved uniformed staff complement of 5,510 Officers on average throughout 2008:

## 2007 KEY ACCOMPLISHMENTS

**Toronto Anti-Violence Intervention Strategy (TAVIS):** Continued the successful Toronto Anti-Violence Intervention Strategy funded by the Province, which combines a focused crackdown on gangs with an emphasis on building strong community relationships. The Strategy uses community mobilization to:

- Reduce crime and disorder.
- Make neighbourhoods safer.
- Bring neighbours together to keep their neighbourhood safe and liveable.

The Toronto Police Service has reported that TAVIS is working well and a key part of the Service's comprehensive plan for building a meaningful relationship with all communities in the City. As of October 16, 2007, TAVIS officers had been responsible for 2,565 arrests and the seizure of 63 firearms.

**Gun Violence:** Pursued discussions with the federal government for: no bail for anyone who commits a crime while in possession of a gun; complete ban on handguns and all semi-automatic weapons; significantly increase enforcement measures and actively seek the cooperation of the United States government to prevent international gun trafficking; and, to develop an effective gun registry.

**Youth in Policing Initiative (YIPI):** Continued with the Youth in Policing Initiative funded by the Province, enabling youth from priority neighbourhoods across Toronto to work in a variety of areas within the Toronto Police Service. The objective of the program is to acquaint youth with the police and develop potential career opportunities.

In 2007, approximately 100 youth had summer employment with the Toronto Police Service as part of the YIPI. This new innovative program allowed young people to work one-on-one with the Service members, from Forensic Identification Services to the Marine Unit to divisions throughout the City.

**Closed Circuit Television (CCTV):** In February 2006, the Toronto Police Services Board began research into the use of closed circuit television in support of community policing. All aspects of the closed circuit television technology; operation; impact; privacy concerns; best practices; and, governance were reviewed. Closed circuit television cameras were deployed in a small number of areas in 2006.

Though extensive crime analysis and public consultation in January and February 2007, the Toronto Police Service identified areas in the City for a pilot project. At the end of April 2007, the Toronto Police Service commenced trials with deployment of cameras in 31 and 42 Divisions, and in the Entertainment District (52 Division). In October 2007, the pilot was further extended in 51 Division.

## TORONTO POLICE SERVICE

### 2008 PROGRAM OBJECTIVES

- Community Policing Partnership – create and improve partnerships with the community to promote community mobilization.
- Safety of Vulnerable Groups – improve police response to, and address the needs of, woman and children who are victimized.
- Community Safety and Security – increase efforts to ensure that members of the community are able to live without fear of intimidation, harassment, or attack.
- Traffic Safety – increase efforts to support the safe and efficient flow of traffic, and the safety of our drivers, passengers, cyclists, and pedestrians.
- Service Delivery – ensure police are a visible part of the community, fostering a mutually respectful, beneficial, and professional relationship, oriented to community needs.
- Human Resources – ensure that members have the skills and abilities needed to provide effective, professional, non-biased services, and strive to be representative of the communities we serve.

### 2008 STRATEGIC PRIORITIES

The Toronto Police Service's Board is legislated by the Police Service's Act for the general management and shaping the structure of policing policy. The Chief of Toronto Police Service is responsible for the daily and other operational matters related to the implementation of the strategic initiatives;

- Making a Safe City Safer:
  - > Continuing the successful Toronto Anti-Violence Intervention Strategy (TAVIS) funded by the Province, which combines a focused crackdown on gangs with an emphasis on building strong community relationships. The Strategy uses community mobilization to:
    - \* Reduce crime and disorder.
    - \* Make neighbourhoods safer.
    - \* Bring neighbours together to keep their neighbourhood safe and liveable.
  - > Continuing to pursue discussions with the federal government for: no bail for anyone who commits a crime while in possession of a gun; complete ban on handguns and all semi-automatic weapons; significantly increase enforcement measures and actively seek the cooperation of the United States government to prevent international gun trafficking; and, to develop an effective gun registry.
  - > Continue with the Youth in Policing Initiative (YIPI) funded by the Province, enabling youth from priority neighbourhoods across Toronto to work in a variety of areas within the Toronto Police Service. The objective of the program is to acquaint youth with the police and develop potential career opportunities.
  - > Continue with the Closed Circuit Television (CCTV) pilot project. The Ontario Ministry of Community Safety and Correctional Services have agreed to provide funding in the amount of \$2.000 million to support the acquisition of re-deployable camera systems for the Toronto Police Service.

In addition to these strategic initiatives, the 2008 Council Approved Budget for the Police Service also directly addresses, through a number of environmental initiatives, strategic priorities outlined in Council's policy agenda;

- Environmental/Climate Change Activities:
  - > Implementing Next Generation of Energy Lighting: LED lighting, occupancy sensors and indirect lighting are being considered for a number of front-line facilities, with 13 Division set to be a test site for some of these technologies.
  - > Implementing Council's No Waste Recycling Program: The Service diverted 44% of waste in 2006 and approximately half of their facilities exceeded 50% diversion. Full implementation of this program was completed in 2007, the Battery Recycling Program is under development.

## TORONTO POLICE SERVICE

- > **Reduction in Paper Usage:** Double-siding photocopies and printing along with limiting paper handouts is projected to result in 5 million less photocopies in 2007 with a savings of \$0.050 million. The Service is also exploring electronic disclosure to Crown Attorneys.
- > **Conversion to Thin Film Transistor Monitors from Traditional Cathode Ray Tubes Computer Monitors:** Based on industry standards, it is estimated that this will result in the use of 50% less power.
- > **Testing of Fuel Efficient Vehicles:** The Service is testing an industry cross section of vehicles such as hybrids, smart cars and smaller vehicles to determine their cost benefits and operational suitability. The Service will be expanding this initiative in 2008.

### 2008 OPERATING BUDGET HIGHLIGHTS

- The 2008 Council Approved Operating Budget provides base funding for the Toronto Police Service to accommodate the full year impact of Officers hired and trained in 2007, and the 271 replacement hires for 2008. This is required to achieve the full, Board and Council approved uniformed staff complement of 5,510 Officers on average throughout 2008. This budget also provides for the full year impact of the new courtrooms opened by the Province in 2007 and the related security requirements as well as the ongoing strategy to reduce capital debt through stabilizing the Service's contribution to their vehicle and equipment reserve.
- The Toronto Police Service maintains an average deployed uniform strength of 5,510 Officers delivering police services in partnership with our communities. Along with Toronto Police Service civilian staff, they will also continue to provide security for 262 Provincial courtrooms within the City.
- The 2008 Council Approved Operating Budget utilizes grant funding for major activities such as the Toronto Anti-Violence Intervention Strategy (TAVIS), the Service's continued strategy against gun violence, the Youth in Policing Initiative (YIPI) and the use of Closed Circuit Television (CCTV) in support of community policing.

### 2008 OPERATING BUDGET

The 2008 Operating Budget for the Toronto Police Service of \$841.731 million gross represents a \$10.293 million or 1.2% increase compared to 2007. The 2008 net operating budget of \$798.260 million reflects a \$12.041 million or 1.5% increase over the 2007 net budget as show in Tables 1 and 2.

#### 2008 Operating Budget by Service

Table 1

Services	Approved Budget (\$000s)						Change over 2007			
	2006		2007		2008		Gross		Net	
	Gross	Net	Gross	Net	Gross	Net	\$	%	\$	%
Toronto Police Service	796,907	752,375	831,438	786,218	841,731	798,260	10,292.5	1.2%	12,041.4	1.5
<b>Total Program Budget</b>	<b>796,907</b>	<b>752,375</b>	<b>831,438</b>	<b>786,218</b>	<b>841,731</b>	<b>798,260</b>	<b>10,292.5</b>	<b>1.2%</b>	<b>12,041.4</b>	<b>1.5</b>

## TORONTO POLICE SERVICE

### 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
	\$	\$	\$	\$	%	\$	\$
<b>Gross Expenditures:</b>							
Salaries and Benefits	733,107.9	748,387.2	744,419.1	11,311.2	1.5%	748,789.7	755,223.3
Materials and Supplies	16,600.7	17,691.7	18,260.7	1,660.0	10.0%	18,850.7	19,311.1
Equipment	6,504.5	10,962.8	929.0	(5,575.5)	(85.7%)	1,539.9	1,569.1
Services & Rents	36,389.0	34,002.5	38,194.2	1,805.2	5.0%	39,514.8	39,928.0
Contributions to Reserve/Res Funds	21,937.8	22,665.6	26,571.3	4,633.5	21.1%	30,571.3	32,866.2
Other Expenditures	16,898.3	16,099.4	13,356.5	(3,541.8)	(21.0%)	13,340.4	13,324.3
<b>Total Gross Expenditures</b>	<b>831,438.2</b>	<b>849,809.2</b>	<b>841,730.8</b>	<b>10,292.6</b>	<b>1.2%</b>	<b>852,606.8</b>	<b>862,222.0</b>
<b>Funded by:</b>							
Provincial Subsidies	0.0	0.0	200.0	200.0	n/a	200.0	200.0
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	5,033.0	16,935.8	0.0	(5,033.0)	(100.0%)	0.0	0.0
Other Revenues	40,187.2	53,447.9	43,271.3	3,084.1	7.7%	43,590.4	43,924.5
<b>Total Non Tax Revenues</b>	<b>45,220.2</b>	<b>70,383.7</b>	<b>43,471.3</b>	<b>(1,748.9)</b>	<b>(3.9%)</b>	<b>43,790.4</b>	<b>44,124.5</b>
Net Budget (excluding Capital Financing)	786,218.0	779,425.5	798,259.5	12,041.5	1.5%	808,816.4	818,097.5
<b>APPROVED POSITIONS</b>	<b>7,713.0</b>	<b>7,713.0</b>	<b>7,730.0</b>	<b>17.0</b>	<b>0.2%</b>	<b>7,734.0</b>	<b>7,738.0</b>

### 2009/2010 OPERATING BUDGET OUTLOOK

- The 2009 Outlook increase of \$10.557 million and 2010 increase of \$9.281 million include estimates for salary reclassifications, increases in medical and dental benefit costs and increased contribution to reserves.

## TORONTO POLICE SERVICE

### 2008 CAPITAL BUDGET AND 2009 – 2012 CAPITAL PLAN

#### FIVE-YEAR CAPITAL PLAN OVERVIEW

On September 20, 2007, the Toronto Police Services Board approved a 2008 – 2012 Capital Plan with debt funding levels of \$45.566 million in 2008; \$18.803 million in 2009; \$34.359 million in 2010; \$33.911 million in 2011; and \$21.509 million in 2012, for a total debt funding of \$154.148 million. This represents an “average” annual debt funding requirement of \$33.160 million between 2008 and 2011, and \$21.509 million in 2012.

The Toronto Police Services Board requested five-year debt of \$154.148 million, was under the five-year debt target of \$154.719 million by \$0.571 million. Similarly, the 2008 TPS requested debt of \$45.566 million was also under the 2008 debt target of \$47.707 million by \$2.141 million.

However, the Toronto Police Service has not included in the Board approved 2008 Capital Budget, the Toronto Police Service share of the “EMS – Fire Headquarters Power Supply Upgrade” project. Since this facility is partially used by the Police Service, it was approved that the Police contribute \$0.618 million in 2008 which represents 20% of the 2008 budget for this project of \$3.089 million.

Adding this project to the Five-Year Capital Plan put the Toronto Police Service \$0.047 million over their five-year debt target. The Toronto Police Services deferred \$0.047 million in the “State of Good Repair” project from the year 2012 into year 2013, so that the five-year debt target of \$154.719 million was not exceeded.

91% of the total cash flow of \$257.143 million in the Council Approved Five-Year Capital Plan (2008 Council Approved Budget and 2009-2012 Plan) excluding 2007 funding carried forward into 2008, is allocated to State of Good Repair projects at \$234.098 million; 9% is allocated to Service Improvement projects at \$23.045 million.

A needs assessment study of the Police facilities was completed in 1996. This Five-Year Capital Plan is consistent with the needs assessment study and addresses the Program’s state-of-good-repair needs arising from the facility assessment, as well as IT upgrades, vehicle and handheld radio replacement.

The City has acknowledged that the Toronto Police Service has facilities that are in need of replacement and have State of Good Repair issues, and have accommodated the replacement of handheld radios in their Five-Year Plan. Therefore, the City is recommending a total debt level for the five-years of \$154.719 million, subject to the adjustments noted above.

The Five-Year Capital Plan is driven primarily by the Facility Projects, including the New Training Facility and replacement of the handheld radios which will be obsolete in 2011. The 2008 Council Approved Five-Year Capital Plan totals \$257.143 million excluding carry forward of 2007 funding into 2008, and provides funding for the following major projects:

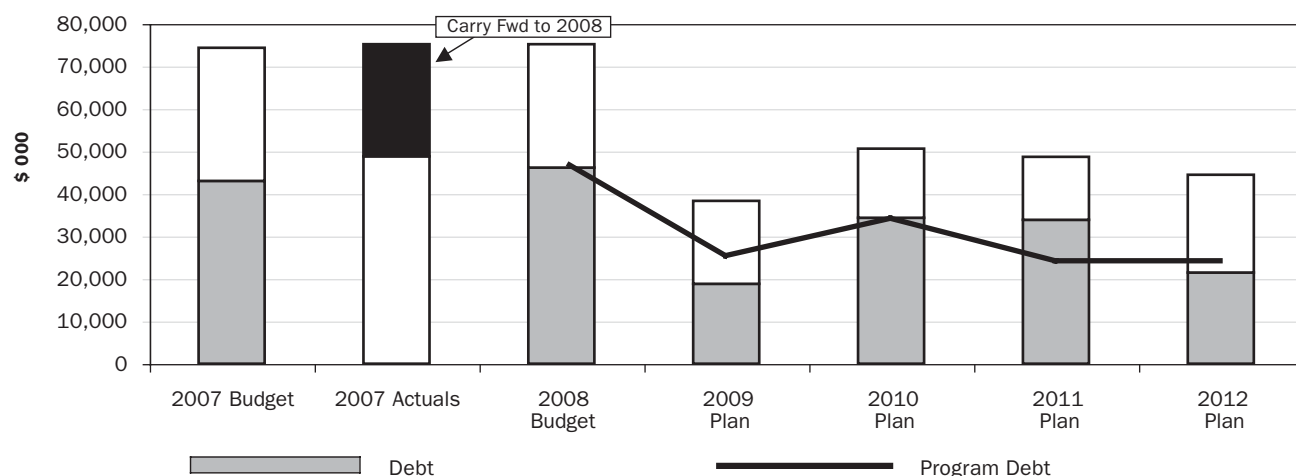
- Construction of New Training Facility (\$43.735 million)
- Police Handheld Radio Replacement (\$24.841 million)
- Replacement of 14 Division (\$30.798 million)
- Replacement of 11 Division (\$25.475 million)

The Radio Communication System Replacement Project is classified as a corporate project in conjunction with requirements of EMS and Fire Services. This system needs to be replaced for all three services as it will no longer be supported by the manufacturer by 2011. As a result, \$70 million in total project cost has been budgeted corporately, and \$0.450 million in 2008 for consultant services, has been recommended for funding.



# TORONTO POLICE SERVICE

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



	2007		Five-Year Plan					
	Budget	Actuals	2008	2009	2010	2011	2012	2008-12
Gross Expenditures:								
2007 Capital Budget & Future Year Commitments	74,357	48,773	48,365	16,297	11,939	4,517	0	81,118
Recommended Changes to Commitments			(2,141)	(6,728)	(9,539)	(4,517)	265	(22,660)
2008 New/Change in Scope and Future Year Commitments			28,905	6,736	11,957	5,754	5,389	58,741
2009 – 2012 Plan Estimates			0	21,954	36,231	42,974	38,785	139,944
1-Year Carry Forward to 2008		26,350	→					
Total Gross Annual Expenditures & Plan	74,357	75,123	75,129	38,259	50,588	48,728	44,439	257,143
Program Debt Target	42,971		47,707	25,206	33,968	23,919	23,919	154,719
Financing:								
Recommended Debt	42,971		46,184	18,803	34,359	33,911	21,462	154,719
Other Financing Sources:								
Reserves/Reserve Funds	26,470		26,487	16,998	16,229	14,817	22,977	97,508
Development Charges								0
Federal								0
Provincial								0
Other Revenue	4,916		2,458	2,458				4,916
Total Financing	74,357		75,129	38,259	50,588	48,728	44,439	257,143
By Category:								
Health & Safety	1,001							0
Legislated								0
SOGR	62,294		67,949	33,909	47,438	47,978	36,824	234,098
Service Improvement	11,062		7,180	4,350	3,150	750	7,615	23,045
Growth Related								0
Total By Category	74,357		75,129	38,259	50,588	48,728	44,439	257,143
Yearly SOGR Backlog Estimate (not addressed by current plan)			0	0	0	0	0	0
Accumulated Backlog Estimate (end of year)		6,226	6,226	6,226	6,226	6,226	6,226	6,226
Operating Impact on Program Costs			4,729	3,087	3,017	1,556	207	12,596
Debt Service Costs			1,386	5,644	3,099	4,797	4,374	19,300

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

## TORONTO POLICE SERVICE

### CAPITAL PROJECT HIGHLIGHTS

#### Strategic Priorities:

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

- ***Making a Safe City Safer:***

The Five-Year Capital Plan is driven primarily by the Facility Projects, including the New Training Facility and replacement of the handheld radios which will be obsolete in 2011. The 2008 Council Approved Five-Year Capital Plan totals \$257.143 million excluding carry forward of 2007 funding into 2008, and provides funding for the following major projects:

- Construction of New Training Facility (\$43.735 million)
- Replacement of 14 Division (\$30.798 million)
- Replacement of 11 Division (\$25.475 million)
- Police Handheld Radio Replacement (\$24.841 million)

#### Other Key Capital Initiatives:

Over the next five years, \$194.551 million is allocated for the construction and/or expansion of new facilities as well as the implementation of new information technology. This focus on State of Good Repair projects is consistent with a needs assessment of the Police facilities which was completed in 1996, and addresses the Program's state of good repair needs arising from the facility assessment, as well as IT upgrades, vehicle and handheld radio replacement.

A major portion of the five-year plan relating to vehicle and equipment replacement for 2008-2012 is non-debt funded. Of the \$257.143 million in gross expenditures excluding carry forward in the five-year plan, debt comprises only \$154.719 million, or 60% of total cash flows.

### INCREMENTAL OPERATING IMPACT OF THE 2008 CAPITAL BUDGET

The 2008-2012 Capital Plan will increase future year Operating Budgets by a total of \$12.594 million net over the five-year period. Operating impacts in the Toronto Police Service Five-Year Capital Plan are \$4.729 million for 2008, \$3.087 million for 2009, \$3.017 million for 2010, \$1.556 million for 2011, and \$0.207 million for 2012. These are primarily related to increased maintenance costs for new facilities, and increased contributions to the equipment replacement reserve for future replacement of computer equipment such as office & mobile workstations, servers, printers, and backup equipment.

### STATE OF GOOD REPAIR BACKLOG

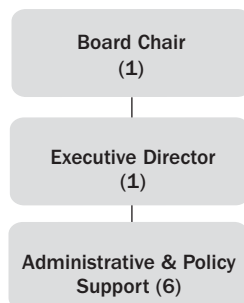
The current backlog for State of Good Repair work is estimated at \$6.226 million for the Toronto Police Service. The Council Approved Five-Year Capital Plan provides funds for State of Good Repair work inside the Police facilities of \$1.800 million in 2008 and 2009, \$2.000 million in 2010, increasing to \$2.500 million in 2011, and \$2.553 million in 2012.

## MISSION STATEMENT

- We are dedicated to delivering police services in partnership with our communities to keep Toronto the best and safest place to be.

## PROGRAM MAP

The Toronto Police Services Board is comprised of the following 8 approved positions.



## 2007 KEY ACCOMPLISHMENTS

**Toronto Anti-Violence Intervention Strategy (TAVIS):** Continued the successful Toronto Anti-Violence Intervention Strategy funded by the Province, which combines a focused crackdown on gangs with an emphasis on building strong community relationships. The Strategy uses community mobilization to:

- Reduce crime and disorder.
- Make neighbourhoods safer.
- Bring neighbours together to keep their neighbourhood safe and liveable.

The Toronto Police Service has reported that TAVIS is working well and a key part of the Service's comprehensive plan for building a meaningful relationship with all communities in the City. As of October 16, 2007, TAVIS officers have been responsible for 2,565 arrests and the seizure of 63 firearms.

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In 2007, approximately 100 youth had summer employment with the Toronto Police Service as part of the YIPI. This new innovative program allowed young people to work one-on-one with the Service members, from Forensic Identification Services to the Marine Unit to divisions throughout the City.

**Closed Circuit Television (CCTV):** In February 2006, the Toronto Police Services Board began research into the use of closed circuit television in support of community policing. All aspects of the closed circuit television technology; operation; impact; privacy concerns; best practices; and, governance were reviewed. Closed circuit television cameras were deployed in a small number of areas in 2006.

## TORONTO POLICE SERVICES BOARD

Though extensive crime analysis and public consultation in January and February 2007, the Toronto Police Service identified areas in the City for a pilot project. At the end of April 2007, the Toronto Police Service commenced trials with deployment of cameras in 31 and 42 Divisions, and in the Entertainment District (52 Division). In October 2007, the pilot was further extended in 51 Division.

### 2008 PROGRAM OBJECTIVES

The Toronto Police Services Board's mandate is to oversee the provision of police services, including law enforcement and crime prevention in the City. The Board is the civilian trustee to the public interest for police services in the community.

The Toronto Police Services Board has approved a 2006 to 2008 Business Plan with the following 5 goals and priorities for the Toronto Police Service:

- Community Policing Partnerships.
- Community Safety and Security.
- Traffic Safety.
- Delivery of Service.
- Human Resources.

The Toronto Police Services Board will be under continuing pressure to ensure that a safe environment is maintained for all the residents and employees within Toronto. The Board will have to continually examine the deployment of Toronto Police Service resources to ensure that its workforce is deployed in the most effective and efficient manner.

### 2008 STRATEGIC PRIORITIES

The strategic priorities advanced by the Toronto Police Services Board include "making a safe City safer" through punishing criminals and deterring people from crime and ensuring that young people have real opportunities.

### 2008 OPERATING BUDGET HIGHLIGHTS

The 2008 Operating Budget is:

- Consistent with the goals and priorities outlined in the Toronto Police Services Board 2006 to 2008 Business Plan.
- Provides funding for the Board's base budget pressures and service priorities.

### 2008 OPERATING BUDGET

The 2008 Operating Budget for the Toronto Police Services Board of \$2.234 million gross and net represents a \$0.004 million or -0.2% decrease compared to 2007, as outlined in the tables below.

#### 2008 Operating Budget by Service

Table 1

Services	Approved Budget (\$000s)						Change over 2007			
	2006		2007		2008		Gross		Net	
	Gross	Net	Gross	Net	Gross	Net	\$	%	\$	%
Toronto Police Services Board			2,238	2,238	2,234	2,234	(4)	-0.2%	(4)	-0.2%
<b>Total Program Budget</b>	<b>1,785</b>	<b>1,785</b>	<b>2,238</b>	<b>2,238</b>	<b>2,234</b>	<b>2,234</b>	<b>(4)</b>	<b>-0.2%</b>	<b>(4)</b>	<b>-0.2%</b>

## TORONTO POLICE SERVICES BOARD

### 2008 Operating Budget by Category

Table 2

Description of Category	(in \$000s)						2010 Outlook \$
	2007 Budget \$	2007 Actuals \$	2008 Approved Budget \$	Change from 2007 Approved Budget		2009 \$	
				\$	%		
<b>Gross Expenditures:</b>							
Salaries and Benefits	780	814	801	22	2.8%	801	801
Materials and Supplies	11	11	11	0	0.9%	11	11
Equipment	2	2	1	(2)	(77.3%)	1	1
Services & Rents	846	707	821	(25)	(2.9%)	821	821
Interdivisional Charges	600	600	600	0	0.0%	600	600
<b>Total Gross Expenditures</b>	<b>2,238</b>	<b>2,134</b>	<b>2,234</b>	<b>(4)</b>	<b>(0.2%)</b>	<b>2,234</b>	<b>2,234</b>
<b>Funded by:</b>							
Interdivisional Recoveries				0	n/a		
Provincial Subsidies				0	n/a		
Federal Subsidies				0	n/a		
Other Subsidies				0	n/a		
User Fees & Donations				0	n/a		
<b>Total Non Tax Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>n/a</b>	<b>0</b>	<b>0</b>
Net Budget (excluding Capital Financing)	2,238	2,134	2,234	(4)	(0.2%)	2,234	2,234
<b>APPROVED POSITIONS</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>0.0</b>	<b>0.0%</b>	<b>8.0</b>	<b>8.0</b>

### 2009/2010 OPERATING BUDGET OUTLOOK

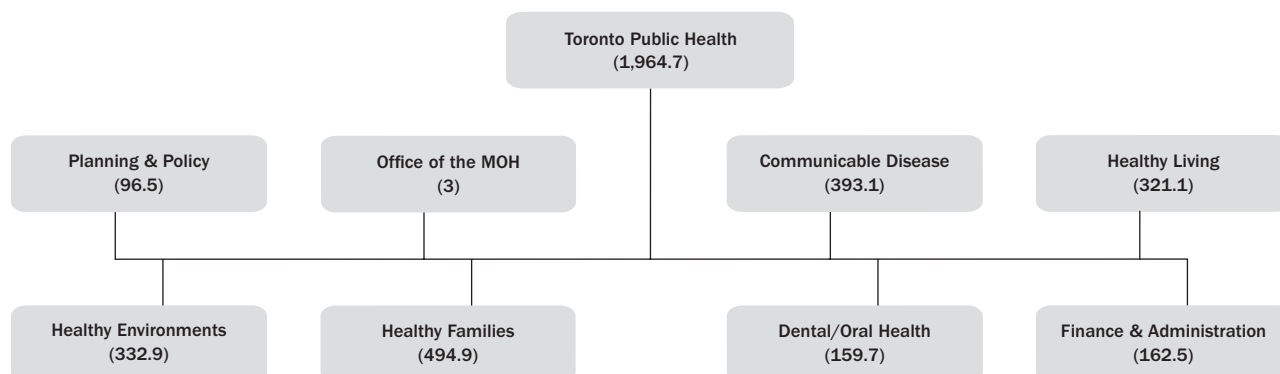
The 2009 and 2010 Outlook does not include cost of living allowance (COLA). The provision for COLA is not included as the salary increase is subject to future negotiations.

## MISSION STATEMENT

- A healthy city where all people enjoy the highest level of health and well being. Toronto Public Health (TPH) improves the health of the whole population and reduces health inequalities.

## PROGRAM MAP

As indicated in the program map, TPH has eight service functions: Office of the MOH, Public Health Planning and Policy, Healthy Families, Communicable Diseases, Healthy Environments, Healthy Living, Dental/Oral Health and Finance and Administration with 1,964.7 approved positions to carry out the mandate of the program.



## 2007 KEY ACCOMPLISHMENTS

- **Communicable Disease Control**
  - > Responded to 40,500 notifications of reportable/communicable diseases and investigated and managed 327 disease outbreaks.
  - > Began a new program to prevent cervical cancer by vaccinating over 8000 grade 8 girls in schools with the HPV vaccine.
- **Healthy Families**
  - > Provided 37,230 Healthy Babies Healthy Children home visits by Public Health Nurses and Family Home Visitors to high risk families.
  - > Provided Peer Nutrition education to 2,794 parents and caregivers.
  - > Conducted infant hearing screening tests on 37,340 newborn babies.
- **Healthy Environments**
  - > As part of the enhances Hot Weather Response Plan, Public Health Inspectors disseminated 625 Hot Weather Protection Plan packages to landlords of rooming houses and boarding homes. 352 Premises received on site education and outreach and 117 premises were inspected and assessed with respect to compliance with the recommendations provided in the packages.
  - > In the Dine Safe Program the inspection completion rate for high and medium risk food premises were 94% and 92% respectively and a total of 9481 food handlers were certified under the new Food Handler Training and Certification Program.
- **Healthy Living**
  - > Provided training, consultation and site support to 504 student nutrition programs serving 85,294 children and youth.
  - > Reached 31,853 high school students through the In the Driver's Seat (ITDS) and Party in the Right Spirit (PITRS) programs with 321 high school student leaders trained.

## TORONTO PUBLIC HEALTH

- **Planning & Policy**
  - > Provided epidemiological, population health status assessment, research and evaluation services that included reports on the health of Toronto's young children.
  - > Provided policy development services that included trans fat reduction strategies and the full implementation of a pesticide reduction bylaw.
  - > Supported TPH services and staff through communications and media relations, quality assurance management, library and professional development and practice services that included access and equity training.
  - > Coordinated emergency preparedness and continuity of operations planning for TPH.
- **Dental/Oral Health Services**
  - > Provided dental treatment services to approximately 33,000 children and adolescents of low-income families, low income seniors, and high risk parents referred from other public health programs.
- **Finance and Administration**
  - > Toronto Health Connections provided service to 99,758 callers in 2007 which was an increase of almost 12,000 callers from 2006 due to continued integration of service lines including TB and pre-natal class registration.
  - > Visits to Toronto Public Health's website totalled 4,696,422 in 2007 for access to information about public health services, programs and issues including restaurant inspection results, current disease outbreak information, beaches water quality daily reports, heat and smog alerts and free dental care eligibility.
  - > Coordinated the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) and Personal Health Information Privacy Act (PHIPA) requests for TPH, successfully responding to approximately 300 requests.
  - > Led and provided oversight for the timely submission of operating and capital budgets, preparation of monthly financial statements, corporate variance reports, expenditure reconciliation and monitoring, and ensuring that adequate internal controls are in place.

## 2008 PROGRAM OBJECTIVES

- to enable individuals, families and communities to improve and increase their control over their health;
- to change political and policy environments, service systems and social norms to advance health goals;
- to control infectious disease, reduce exposure to environmental health hazards and enforce laws that protect the public's health;
- to reduce the spread of disease and the number of disabilities, injuries, illness and premature births and deaths;
- to identify, monitor and communicate health trends and needs.

## 2008 STRATEGIC PRIORITIES

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

- **Making a Safe City Safer**
  - > TPH coordinates the City's Hot Weather Response Plan. This plan includes routine monitoring, heat alerts and extreme heat alerts. The plan is intended to alert those most at risk of heat related illness that hot weather conditions are either imminent or currently exist and to take immediate precautions. TPH annually reviews and revises a number of educational materials that outline general precautions to take during hot weather and these are widely distributed to the public.
- **A Clean, Green, and Beautiful City**
  - > TPH works with federal and provincial governments and in collaboration with the Clean Air Partnership to promote the Air Quality Health Index (AQHI) to Toronto's diverse population. The Toronto Air

## TORONTO PUBLIC HEALTH

Quality Health Index (AQHI) launched in July 2007 was a pilot project that measures the daily health risks from local air pollution and gives those most vulnerable the information they need to protect themselves.

- > TPH, together with other Greater Toronto Area public health units, also supports the “20/20 The Way to Clean Air campaign”. This campaign is designed to provide residents in the GTA with resources to help reduce their own air pollution emissions, particularly in home energy use and vehicle use.
- > A Pesticide Bylaw that restricted the outdoor use of pesticide on all public and private properties in Toronto was approved in April 1, 2004 with enforcement phased in to help residents and businesses in Toronto adapt to the bylaw. Since its approval in 2004, TPH has continually worked to ensure that residents and businesses fully understand their obligations and have access to information about natural lawn and garden care. In September 2007, the bylaw came into full effect and TPH gradually shifted from purely education-based enforcement to a combined education and penalty-based approach that included charges for bylaw violations.

### 2008 OPERATING BUDGET HIGHLIGHTS

- Toronto Public Health will continue to provide and improve the health of the City’s diverse population through public health services and programs in response to local needs. The 2008 Operating Budget will fund the following public health services:
  - > Under the Communicable Disease Control Services, provide Hepatitis B and Meningitis C vaccine to approximately 28,000 grade 7 students and influenza vaccine to 40,000 clients; distribute safe drug use supplies (525,000 needles) to drug users in Toronto; and, provide 178.5 hours of sexual health services (STI testing and free treatment, supply low cost birth control and pregnancy testing) in Sexual Health Clinics across the city.
  - > Under the Healthy Families Services, reach over 4,000 individuals with appropriate Peer Nutrition educational assessment and counseling workshops in priority neighbourhoods; provide hearing loss screening to a targeted 42,000 newborn infants with a projected 95% reach; provide an appropriate range of Preschool Speech and Language services to 8,000 children with an identified speech and language disorder; and, provide targeted services to 4,000 nutritionally at risk pregnant women.
  - > Under the Healthy Environment Services, ensure compliance with mandated inspection frequencies by conducting approximately 32,000 high, medium and low risk inspections; increase the number of trained and certified food handlers in high risk premises by 12,000; and, reduce the number of mosquito breeding sites by treating 200,000 storm sewers and other sites.
  - > Under the Healthy Living Services, respond to 7,500 calls for Healthy Living services and 976 referrals for service to schools through PHN liaison services; support 212 school health committees (Toronto Schools on the Move, Health Action Teams and others); and, provide health promotion service to 147 workplaces.
  - > Under the Dental and Oral health Services, provide 22,000 preventive services in public health clinics to children and seniors, provide basic dental treatment to 325,100 clients in targeted groups, screen 636 schools and 218,000 children in public schools; and, provide oral health education to 24,000 people

### 2008 OPERATING BUDGET

The 2008 Operating Budget for Toronto Public Health of \$219.296 million gross represents a \$4.577 million or 2.1% increase compared to 2007. The 2008 net operating budget of \$50.571 million reflects a \$0.181 million or 0.4% increase over the 2007 net budget as show in Tables 1 and 2.



# TORONTO PUBLIC HEALTH

## 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	\$	%	\$	%
Office of the MOH	574	201	589	147	672	168	83	14.2%	21	14.1%
Public Health Policy and Planning	12,733	4,411	11,884	2,909	12,010	2,978	126	1.1%	69	2.4%
Healthy Families	55,470	8,977	55,804	6,313	56,711	6,691	907	1.6%	378	6.0%
Communicable Disease	39,595	11,291	39,074	8,100	40,409	8,303	1,335	3.4%	203	2.5%
Health Environments	31,954	14,609	33,299	13,802	33,608	12,919	309	0.9%	(884)	(6.4%)
Health Living	32,462	11,078	32,395	8,413	33,235	8,223	840	2.6%	(190)	(2.3%)
Dental/Oral Health	18,996	8,083	19,915	7,811	20,793	8,219	878	4.4%	407	5.2%
Finance & Administration	20,114	5,178	21,761	2,894	21,859	3,071	98	0.5%	177	6.1%
<b>Total Program Budget</b>	<b>211,898</b>	<b>63,828</b>	<b>214,719</b>	<b>50,390</b>	<b>219,296</b>	<b>50,571</b>	<b>4,577</b>	<b>2.1%</b>	<b>181</b>	<b>0.4%</b>

## 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
	\$	\$	\$	\$	%	\$	\$
<b>Gross Expenditures:</b>							
Salaries and Benefits	155,835.8	147,633.4	160,293.3	4,457.5	2.9%	161,796.8	164,578.6
Materials and Supplies	5,214.7	4,761.2	4,886.3	(328.4)	(6.3%)	4,886.3	4,886.3
Equipment	1,212.1	843.0	1,060.3	(151.8)	(12.5%)	1,060.3	1,060.3
Services & Rents	33,286.7	31,690.8	33,683.8	397.1	1.2%	33,683.8	33,683.8
Contributions to Reserve/Res Funds	2,198.3	2,204.4	2,070.3	(128.0)	(5.8%)	2,070.3	2,070.3
Other Expenditures	16,971.8	17,100.7	17,302.4	330.6	1.9%	17,302.4	17,302.4
<b>Total Gross Expenditures</b>	<b>214,719.4</b>	<b>204,233.4</b>	<b>219,296.4</b>	<b>4,577.0</b>	<b>2.1%</b>	<b>220,799.9</b>	<b>223,581.7</b>
<b>Funded by:</b>							
Provincial Subsidies	148,457.5	142,193.6	152,842.5	4,385.0	3.0%	154,122.7	156,176.3
Federal Subsidies	219.3	443.4	100.0	(119.3)	(54.4%)	100.0	100.0
Other Subsidies	9.0	4.1	5.0	(4.0)	(44.4%)	5.0	5.0
User Fees, Permits & Donations	2,019.3	1,525.6	1,477.5	(541.8)	(26.8%)	1,477.5	1,477.5
Contribution from Reserves/Res Funds	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Other Revenues	13,624.7	12,381.8	14,300.5	675.8	5.0%	14,300.5	14,300.5
<b>Total Non Tax Revenues</b>	<b>164,329.8</b>	<b>156,548.5</b>	<b>168,725.5</b>	<b>4,395.7</b>	<b>2.7%</b>	<b>170,005.7</b>	<b>172,059.3</b>
<b>Net Budget (excluding Capital Financing)</b>	<b>50,389.6</b>	<b>47,685.0</b>	<b>50,570.9</b>	<b>181.3</b>	<b>0.4%</b>	<b>50,794.2</b>	<b>51,522.4</b>
<b>APPROVED POSITIONS</b>	<b>2,022.5</b>	<b>1,828.6</b>	<b>1,964.7</b>	<b>(57.8)</b>	<b>(2.9%)</b>	<b>1,966.7</b>	<b>1,968.7</b>

## 2009/2010 OPERATING BUDGET OUTLOOK

The 2009/2010 Operating Budget Outlook is based on continuing to provide public health programs and services to City of Toronto residents and businesses that are targeted towards disease prevention, health promotion and health inspection. Two major challenges TPH will be facing in 2009 and onwards are:

## TORONTO PUBLIC HEALTH

- The new Ontario Public Health Standard is expected to be completed in the Spring of 2008. Although TPH does not expect major changes to the services that they deliver for 2009 and 2010, current strategies, program services and project priorities will still need to be re-evaluated in relation to the new Ontario Public Health Standards.
- The recent announcement by the Province to create a \$45.0 million dental care program for Ontario's working poor is expected to significantly impact the delivery of TPH's Dental Program for Youth, Low-Income Adults and Seniors (currently funded 100% by the City). No details are available from the Province.

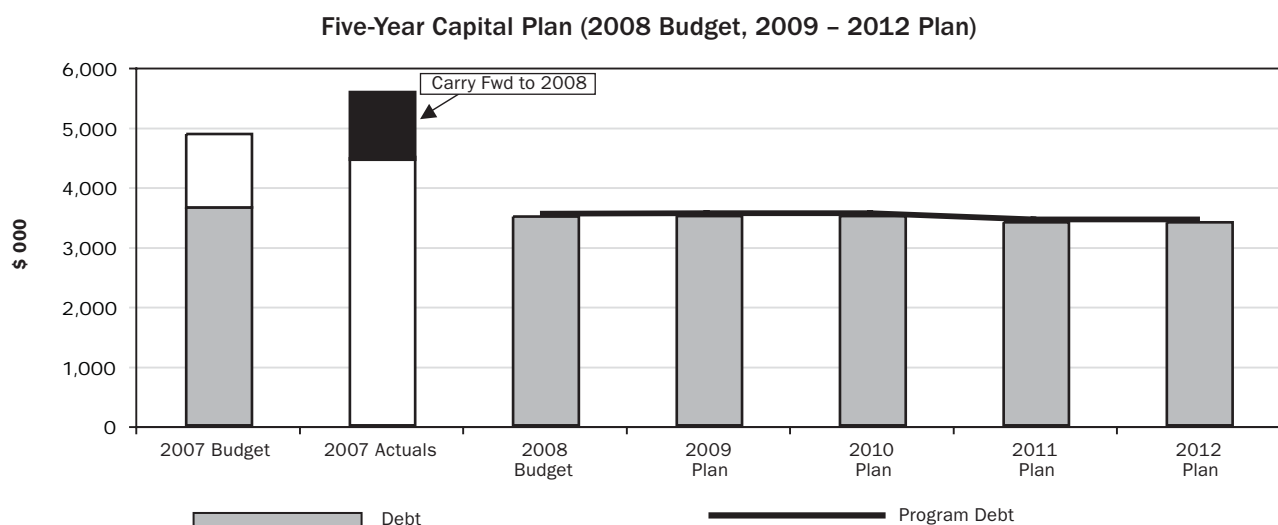
## 2008 CAPITAL BUDGET AND 2009 – 2012 CAPITAL PLAN

### FIVE-YEAR CAPITAL PLAN OVERVIEW

Toronto Public Health's (TPH) Five-Year Capital Plan was developed to support its strategic vision to invest in technology to improve efficiency, effectiveness and service delivery. Service demands have continued to increase in volume and complexity and responding to such demands requires significant investment in the development of information technology systems. The Capital Plan takes into consideration changes in legislation and was framed in a way to leverage both provincial and federal resources, as well as other City of Toronto initiatives, to reduce systems development costs.

TPH's 2008 Capital Budget and 2009-2012 Capital Plan of \$18.422 million, fully funded from debt, has met the Council approved debt affordability targets for each of the five years. The Five-Year Capital Plan consists of 12 IT projects that require a cash flow of \$4.624 million in 2008; \$3.499 million in 2009; \$3.499 million in 2010; \$3.400 million in 2011; and \$3.400 million in 2012.

The twelve I&T projects focus on the integration and replacement of multiple business systems, development of a co-ordinated information environment, establishment of enhanced access channels such as wireless technology and web based systems, and development of emergency preparedness support system, data warehousing and document management system for better planning, managing, monitoring and reporting on services.



## TORONTO PUBLIC HEALTH

	2007		Five-Year Plan					
	Budget	Actual	2008	2009	2010	2011	2012	2008-12
<b>Gross Expenditures:</b>								
2007 Capital Budget & Future Year Commitments	4,879	4,490	2,797	1,436	564			4,797
Recommended Changes to Commitments			(320)	448	(128)			0
2008 New/Change in Scope and Future Year Commitments			1,013					1,013
2009 – 2012 Plan Estimates				1,615	3,063	3,400	3,400	11,478
1-Year Carry Forward to 2008		1,134	→					
<b>Total Gross Annual Expenditures &amp; Plan</b>	<b>4,879</b>	<b>5,624</b>	<b>3,490</b>	<b>3,499</b>	<b>3,499</b>	<b>3,400</b>	<b>3,400</b>	<b>17,288</b>
<b>Program Debt Target</b>			<b>3,490</b>	<b>3,499</b>	<b>3,499</b>	<b>3,400</b>	<b>3,400</b>	<b>17,288</b>
<b>Financing:</b>								
Recommended Debt	3,643	4,388	3,490	3,499	3,499	3,400	3,400	17,288
Other Financing Sources:								
Reserves/Reserve Funds								
Development Charges								
Federal								
Provincial								
Other Revenue	1,236	1,236						
<b>Total Financing</b>	<b>4,879</b>	<b>5,624</b>	<b>3,490</b>	<b>3,499</b>	<b>3,499</b>	<b>3,400</b>	<b>3,400</b>	<b>17,288</b>
<b>By Category:</b>								
Health & Safety								
Legislated	1,830		1,541	954				2,495
SOGR								0
Service Improvement	3,049		1,949	2,545	3,499	3,400	3,400	14,793
Growth Related								
<b>Total By Category</b>	<b>4,879</b>		<b>3,490</b>	<b>3,499</b>	<b>3,499</b>	<b>3,400</b>	<b>3,400</b>	<b>17,288</b>
Yearly SOGR Backlog Estimate (not addressed by current plan)			N/A					
Accumulated Backlog Estimate (end of year)								
<b>Operating Impact on Program Costs</b>				<b>88</b>	<b>57</b>	<b>0</b>	<b>0</b>	<b>146</b>
<b>Debt Service Costs</b>			<b>105</b>	<b>440</b>	<b>220</b>	<b>48</b>	<b>0</b>	<b>814</b>

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

## CAPITAL PROJECT HIGHLIGHTS

### Strategic Priorities:

Service delivery continues to be a TPH priority especially with service demands continuing to increase in volume and complexity. TPH has committed 100% of its capital debt funding in the next five years in the development of information technology systems to support its strategic vision to improve efficiency, effectiveness and service delivery.

TPH's capital long term strategic plan is to develop six core integrated business information systems, (from 225 information systems in 1998 to the current 100 systems) to support its public health programs and services.

## TORONTO PUBLIC HEALTH

### Other Key Capital Initiatives:

The Toronto Public Health's Approved Five-Year Capital Plan includes funding for the following major capital projects:

- *Public Health Surveillance and Management System.* In conjunction with the new national public health information system, this project will provide TPH with a reliable system to manage immunization records, assessments and suspensions; provide real time access to medical and health information; improve accountability for publicly funded vaccines; and, integrate provider information with client information.
- *Personal Health Information Protection Act (PHIPA) Systems Compliance.* This project will ensure that existing Public Health information systems that contain personal health information are compliant with the Personal Health Information Protection Act. Completion of this project is planned for 2008. A change in scope request of \$0.697 million (in addition to a previously approved commitment of \$0.085 million) will fund the development of additional security standards and the ability to support identity management and user authentication.
- *Dental Strategy and Implementation.* This project supports the Dental and Oral Health Program and will establish an integrated information environment, capture and maintain patient charting and x-rays and create a seamless and integrated communications environment between dental clinics for mobile screening and dental work teams.
- *Healthy Families/Healthy Living (HF/HL) Mandatory Management Reporting.* This project, expected to be completed in 2008, will provide TPH the capability to create, generate and modify management data into reports to meet mandatory reporting requirements according to City standard. A change in scope request of \$0.316 million (in addition to a previously approved commitment of \$0.923 million) is required to fund technical training of staff, the Privacy Impact Assessment (PIA) and higher software costs.
- *HF/HL Point of Care.* This project will allow secure mobile and wireless connectivity for nurses and PH professionals in order to access the Toronto Community Health Information System (TCHIS) application at the point of care when providing service (such as accessing customer information), as well as synchronization of data between the mobile units and the TCHIS database.
- *Document and Records Management System.* This project will allow TPH to organize information and records stored in electronic documents, so that data can be efficiently retrieved, found, shared, revised and restored. The City piloted a document/information management system in 2006 in several divisions with the Information and Technology Division and City Clerk's Office/Records Management providing leadership and support.
- *Healthy Environment (HE) Reporting.* This project supports the implementation of a Healthy Environments reporting database and electronic connection to the Toronto Healthy Environments Information System (THEIS) database, the conversion of existing reports to the corporate reporting tool standard and the creation of management reports, thereby improving information access and management of data. This project will substantially reduce the effort required to create new reports and provide TPH the ability to create ad hoc reports in a timely manner to respond to Freedom of Information (FOI) requests and media requests.
- *Animal Services Enhanced Electronic Communications.* This project will enable Animal Control Officers to use wireless devices in the field, to more efficiently provide intake/discharge services, directly access information required, and maintain inventory of animals. This project will also implement Global Positioning System (GPS) functionality to enhance dispatch operations, particularly for emergency or quick response priority calls.
- *HF/HL Systems Integration (formerly TCHIS ISCIS Integration).* This project will establish an electronic link between two core Public Health systems, the Integrated Services for Children Information System (ISCIS) and the Toronto Community Health Information System (TCHIS) that will eliminate duplicate data entry, reduce the need for staff to use both systems and will make reporting and access to information easier.
- *Health Emergency Information System.* This project will provide funding to implement a system that will enhance TPH's ability to manage and organize the scheduling assignment of staff in continued service delivery during an emergency. The project will also assess public needs through implementing assessment centres to alleviate the demand on emergency rooms, hospitals, and doctor offices and direct the public more appropriately to the care they require.

## TORONTO PUBLIC HEALTH

- *Healthy Environment (HE) Inspection System.* This project will allow TPH to participate in the development and implementation of a Provincial initiative to enhance the Public Health Inspection Information system (IPHIS) that will result in a single provincial database with client and inspection information that will meet both the requirements of TPH and MOHLTC.
- *Health e-Services.* This project will enhance three current applications (websites) that will facilitate the delivery of health related services; allow secure payment services for the Food Handler Certification program; and bulk payments for animal licence registrations and renewals.

### INCREMENTAL OPERATING IMPACT OF THE 2008 CAPITAL BUDGET

The 2008 Capital Budget and 2009-2012 Capital Plan will increase future year Operating Budgets by a total of \$2.018 million gross and \$0.616 million net and an additional 12 positions over the five-year period. The staff resources required will be reviewed and revised by TPH once the capital projects are implemented.

The Operating Budget net impacts are the result of 11 projects, nine of these capital projects are eligible for provincial subsidy of 75% while two projects, the Dental Strategy and Implementation and Animal Services Electronic Communications projects are 100% City funded projects.

Operating Impacts of the following capital projects that are eligible for Provincial funding of 75%:

- PH Surveillance and Management System project
- Personal Health Information Protection Act (PHIPA) System Compliance
- Healthy Family/Health Living Mandatory Management Reporting
- Healthy Family/Health Living Point of Care
- Document and Records Management
- Healthy Family/Health Living Systems Integration
- Health Environment (HE) Reporting
- Health Emergency Information System
- Health e-Services

### STATE OF GOOD REPAIR BACKLOG

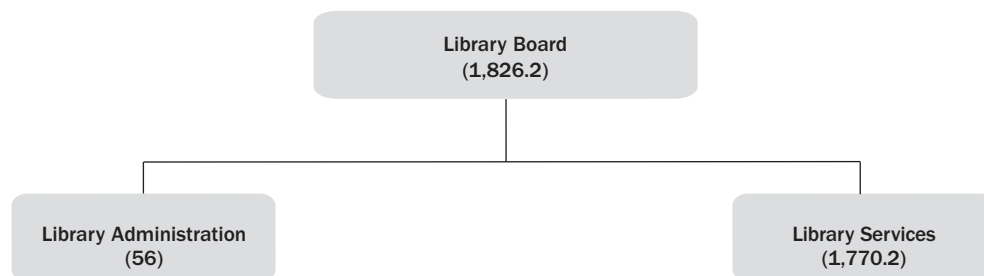
During the 2006 Capital Budget, the SOGR maintenance budget was transferred and consolidated within the Facilities and Real Estate Capital Budget, to promote consistency in maintenance standards applied throughout City facilities, thus capital repairs for city-owned facilities occupied by TPH are funded in F&RE Capital Budget.

## MISSION STATEMENT

- Toronto Public Library (TPL) provides free and equitable access to library services that meet the changing needs of the people of Toronto.
- Toronto Public Library preserves and promotes universal access to a broad range of human knowledge, experience, information and ideas in a welcoming and supportive environment. New technologies extend access to global information beyond library walls. Toronto Public Library upholds the principle of intellectual freedom.
- Effective partnerships enhance library service throughout the City. Toronto Public Library is accountable for the effective management of library resources and for the quality of library service offered to the people of Toronto.

## PROGRAM MAP

As indicated in the program map, TPL has two service functions: Library Administration and Library Services with 1,826.2 approved positions to carry out the mandate of the program.



## 2007 KEY ACCOMPLISHMENTS

- **Books & Culture**
  - > Nearly 48,000 children in Toronto attended 1,200 Summer Reading Club programs; an increase of 5% in attendance and 9% in programs from 2006.
  - > Hosted a month-long celebration of reading with Keep Toronto Reading programs throughout the City.
  - > 93 Book Clubs were available in branches plus one online.
  - > Wireless service was expanded to a total of 19 locations.
- **Low-income Neighbourhoods**
  - > The Sun Life Financial Museum and Arts Pass program was made available at 24 branches serving priority neighbourhoods to provide free access to 14 different venues around the City, including: ROM, AGO and Ontario Science Centre.
  - > 41,000 students (or 90%) of students were contacted and 100% of schools in at risk neighbourhoods were reached through the Kindergarten Outreach program.
  - > 25 low-income neighbourhood branches participated as Service Ontario Sites.
  - > The number of programs delivered in partnership increased from active participation in Neighbourhood Action Teams.
- **Newcomers**
  - > Toronto Public Library's pioneering Library Settlement Partnership program has been adopted as a model of service delivery throughout Ontario. Toronto Public Library's Summer Program served nearly 4,800 newcomers at 41 locations and the Year-round Program served 5,400 clients at 7 locations.
  - > An 11% increase in English as a Second Language Programs consisting of formal classroom instruction and informal conversation resulted in a 16% increase in attendance.

## TORONTO PUBLIC LIBRARY

- **Youth**
  - > Teen circulation increased by 20% since 2006. Graphic novels were introduced at the Toronto Reference Library.
  - > Youth volunteerism increased by 36% to over 2,000 volunteers. Youth volunteers in the summer Leading to Reading program increased by 40%.
  - > Youth Advisory Groups (YAG) membership increased by 43% in 32 groups in 2007. Participants helped plan and run Library programs and special events.
  - > A strategy to provide library cards to at risk populations including youth was established through a postcard registration program.

### 2008 PROGRAM OBJECTIVES

- Develop a new Library Strategic Plan for the four year period including 2008 – 2011. Conduct extensive public consultation on the draft Strategic Plan themes and goals with stakeholders, residents, community groups and library staff.
- Increase Library open hours, including Sunday service across the system by continuing to implement the Toronto Public Library Board approved Branch Open Hours Vision.
- Maintain circulation levels by meeting the demand for new print, audio visual and electronic collections in a variety of languages and formats.
- Implement a new Library Catalogue and enhanced web site usability, including the ability to pay overdue fines online.
- Continue to expand the number of branches with wireless internet access. The goal is to complete all 99 Library branches by 2012.
- Increase the number of programs offered across all locations for preschool children, youth, adults and older adults to ensure alignment with the goals identified in the 2008 – 2011 Strategic Plan.

### 2008 STRATEGIC PRIORITIES

The 2008 Budget for Toronto Public Library directly advances the following strategic priority outlined in the Council's policy agenda:

- Invest \$13 Million in Toronto's Neighbourhoods over the next four years:
  - > TPL has approved five capital projects to create stronger neighbourhoods. The newly renovated S.Walter Stewart reopened in May 2008. The branch includes a literacy-rich interactive centre that supports the development of early literacy skills in pre-school children ages birth to five, quiet study space and increased area for art displays.
  - > Upcoming capital projects in priority neighbourhoods include the Kennedy/Eglinton expansion, Jane/Sheppard relocation, and the Thorncliffe and Cedarbrae renovations.
  - > TPL will continue to be a strong partner in Neighbourhood Action Teams to support service integration and the establishment of a strong local network of services in priority neighbourhoods.
  - > Services for youth will be increased through leadership and intergenerational programming. Immigrant youth will be included in the development and implementation of a community based social inclusion audit to remove barriers to accessing library services. A new Youth Summer Reading Club will support literacy and pilot gaming sessions will encourage at risk youth to visit library branches. A strong volunteer program for youth will continue to support the development of leadership skills and academic achievement.
  - > The Library Settlement Partnerships which provides settlement information and referral services to newcomers with emphasis on information on job searching, employment counselling, resume clinics, training and qualifications and job listings will be expanded to 19 locations.

## TORONTO PUBLIC LIBRARY

- > Free access to over 1,400 public computers with high speed internet along with access to and training in word processing and office applications software will support academic and employment. By 2012, all 99 branches will offer wireless services.
- > Sunday story times pilot will be offered at 6 branches to extend service to working caregivers.
- > Continue to be a centre for cultural events by presenting a variety of lectures, author visits, and programs for all ages. TPL will strengthen support for Luminato Festival of the Arts, Toronto Fringe Festival, and Nuit Blanche.

### 2008 OPERATING BUDGET HIGHLIGHTS

The 2008 Operating Budget will provide the following Services:

- Efficiently manage circulation of approximately 29 million items, via in person, virtual visits, or programs.
- Respond to over 7.5 million information request in-person, via phone or via online;
- Add over 750,000 items to the collection and continue to build collection related to career and job search; and,
- Provide free and welcoming services for newcomers including ESL and English Can Be Fun, as well as employment support in partnership with other agencies.

### 2008 OPERATING BUDGET

#### 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	\$	%	\$	%
Library Administration	5,264	5,064	5,777	5,577	6,062	5,862	284.4	4.9%	284.4	5.1%
Library Services	153,309	139,414	158,537	144,101	163,927	149,812	5,389.8	3.4%	5,711.0	4.0%
<b>Total Program Budget</b>	<b>158,573</b>	<b>144,478</b>	<b>164,314</b>	<b>149,678</b>	<b>169,988</b>	<b>155,674</b>	<b>5,674.2</b>	<b>3.5%</b>	<b>5,995.4</b>	<b>4.0%</b>



# TORONTO PUBLIC LIBRARY

## 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
	\$	\$	\$	\$	%	\$	\$
<b>Gross Expenditures:</b>							
Salaries and Benefits	121,528.2	122,059.1	126,631.3	5,103.1	4.2%	127,225.6	127,907.2
Materials and Supplies	19,639.7	19,373.3	19,684.0	44.3	0.2%	19,874.0	19,914.0
Equipment	10.3	72.2	103.1	92.8	901.0%	103.1	103.1
Services & Rents	21,121.1	21,363.2	21,263.0	141.9	0.7%	21,426.0	21,426.0
Contributions to Reserve/Res Funds	1,995.7	1,903.7	2,287.9	292.2	14.6%	2,287.9	2,287.9
Other Expenditures	18.9	210.9	18.9	0.0	0.0%	18.9	18.9
<b>Total Gross Expenditures</b>	<b>164,313.9</b>	<b>164,982.4</b>	<b>169,988.2</b>	<b>5,674.3</b>	<b>3.5%</b>	<b>170,935.5</b>	<b>171,657.1</b>
<b>Funded by:</b>							
Provincial Subsidies	5,637.5	5,670.8	6,174.3	536.8	9.5%	6,174.3	6,174.3
Federal Subsidies	0.0	182.3	0.0	0.0	n/a	0.0	0.0
Other Subsidies	495.0	513.4	0.0	(495.0)	(100.0%)	0.0	0.0
User Fees, Permits & Donations	4,161.2	4,839.4	5,084.8	923.6	22.2%	5,093.8	5,095.8
Contribution from Reserves/Res Funds	2,401.2	2,401.2	2,051.2	(350.0)	(14.6%)	2,051.2	2,051.2
Other Revenues	1,940.7	2,339.7	1,004.2	(936.5)	(48.3%)	1,004.2	1,004.2
<b>Total Non Tax Revenues</b>	<b>14,635.6</b>	<b>15,946.8</b>	<b>14,314.5</b>	<b>(321.1)</b>	<b>(2.2%)</b>	<b>14,323.5</b>	<b>14,325.5</b>
<b>Net Budget (excluding Capital Financing)</b>	<b>149,678.3</b>	<b>149,035.6</b>	<b>155,673.7</b>	<b>5,995.4</b>	<b>4.0%</b>	<b>156,612.0</b>	<b>157,331.6</b>
<b>APPROVED POSITIONS</b>	<b>1,818.7</b>	<b>1,818.7</b>	<b>1,826.2</b>	<b>7.5</b>	<b>0.4%</b>	<b>1,828.6</b>	<b>1,828.6</b>

## 2009/2010 OPERATING BUDGET OUTLOOK

- The incremental Outlooks of \$0.938 million for 2009 and \$0.720 million for 2010 are mainly attributable to the merits and step increases for non-Union staff, reversal of an extra day in 2008, and the operating impacts of capital projects including the Bloor/Gladstone, Thorncliffe, Eglinton/Kennedy, and Cedarbrae branches.
- An additional 1.4 positions are required in 2009 due to the re-opening of the expanded Thorncliffe Branch.

# TORONTO PUBLIC LIBRARY

## 2008 CAPITAL BUDGET AND 2009 – 2012 CAPITAL PLAN

### FIVE-YEAR CAPITAL PLAN OVERVIEW

The Toronto Public Library (TPL) Five-Year Plan focuses on meeting the on-going needs to keep the existing assets in an acceptable state of good repair given the City's debt affordability targets, as well as maintaining and upgrading the information technological infrastructure, especially with the increasing demands from the TPL's "Virtual Branch".

The Five-Year Capital Plan fairly represents TPL's readiness to proceed with its capital requirements and needs of the future, based on the facility state of good repair evaluation. The Five-Year Capital Plan also maximizes non-debt funding sources such as Section 37 and Development Charges.

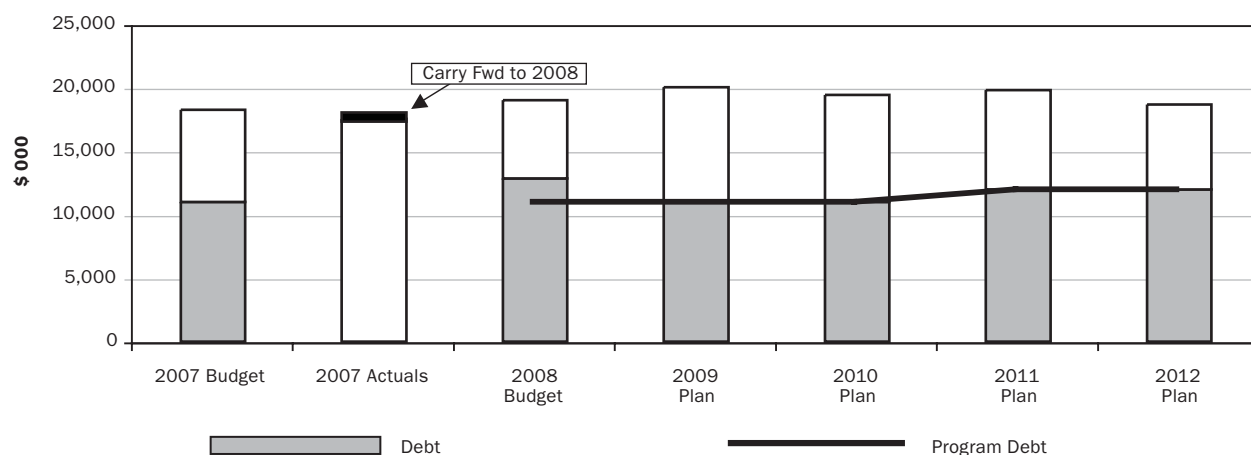
The Toronto Public Library's 2008 Capital Budget and 2009-2012 Capital Plan totals \$97.679 million and requires cash flows of \$19.715 million in 2008; \$20.030 million in 2009; \$19.423 million in 2010; \$19.815 million in 2011; and \$18.696 million in 2012.

The Council debt affordability target for the Program is met from 2009 to 2012 but exceeds the target in 2008 by \$1.850 million to support the City's strategic priority to invest in 13 Priority Neighbourhoods (Kennedy/Eglinton Library) and the start of two additional State of Goods Repair (SOGR) projects (Brentwood Library and Sanderson Library).

The Toronto Public Library 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 \$97.679 million in funding for 2008-2012, the Approved Five-Year Plan earmarks \$66.0 million (67.6%) for state-of-good repair initiatives, while the remaining \$31.679 million (32.4%) is reserved for service improvement and growth-related projects. Much of the latter, however, is to be funded from non-debt sources. Of the \$58.850 million in debt financing approved over the 2008-2012 period, only 10.9% (\$6.427 million) is assigned to service improvement and growth-related initiatives.

Capital strategy for Toronto Public Library 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.

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



# TORONTO PUBLIC LIBRARY

	2007		Five-Year Plan					
	Budget	Actual	2008	2009	2010	2011	2012	2008-12
<b>Gross Expenditures:</b>								
2007 Capital Budget & Future Year Commitments	18,264	17,558	16,433	14,487	1,719			32,062
Recommended Changes to Commitments								0
2008 New/Change in Scope and Future Year Commitments			2,862	5,246	9,096	5,262	1,442	24,199
2009 – 2012 Plan Estimates				297	8,608	14,553	17,254	40,712
1-Year Carry Forward to 2008		706	→					
Ajustments adopted by Council*			(250)	(1,337)	611	2,088	1,442	2,554
<b>Total Gross Annual Expenditures &amp; Plan</b>	<b>18,264</b>	<b>18,264</b>	<b>19,009</b>	<b>20,030</b>	<b>19,423</b>	<b>19,815</b>	<b>18,696</b>	<b>97,679</b>
<b>Program Debt Target</b>	<b>11,000</b>		<b>11,000</b>	<b>11,000</b>	<b>11,000</b>	<b>12,000</b>	<b>12,000</b>	<b>57,000</b>
<b>Financing:</b>								
Recommended Debt	11,000		12,850	11,000	11,000	12,000	12,000	58,850
Other Financing Sources:								
Reserves/Reserve Funds	92							0
Development Charges	2,996		2,862	7,322	4,907	4,607	4,988	24,686
Federal								0
Provincial								0
Other Revenue	4,176		4,003	1,708	3,516	3,208	1,708	14,143
<b>Total Financing</b>	<b>18,264</b>		<b>19,715</b>	<b>20,030</b>	<b>19,423</b>	<b>19,815</b>	<b>18,696</b>	<b>97,679</b>
<b>By Category:</b>								
Health & Safety								0
Legislated								0
SOGR	14,718	14,454	14,990	12,779	13,070	13,056	12,105	66,000
Service Improvement								0
Growth Related	3,546	3,104	4,725	7,251	6,353	6,759	6,591	31,679
<b>Total By Category</b>	<b>18,264</b>	<b>17,558</b>	<b>19,715</b>	<b>20,030</b>	<b>19,423</b>	<b>19,815</b>	<b>18,696</b>	<b>97,679</b>
Yearly SOGR Backlog Estimate (not addressed by current plan)			443	1,459	2,578	2,589	3,501	10,570
Accumulated Backlog Estimate (end of year)		16,933	17,376	18,835	21,413	24,002	27,503	27,503
<b>Operating Impact on Program Costs</b>			<b>476</b>	<b>532</b>	<b>80</b>	<b>857</b>	<b>17</b>	<b>1,962</b>
<b>Debt Service Costs</b>			<b>356</b>	<b>1,634</b>	<b>1,395</b>	<b>730</b>	<b>184</b>	<b>4,299</b>

\* Council adopted the revised TPL's 2008 Capital Budget and Five-Year Plan submission on January 29 and 30, 2008. The submission was revised to meet the debt targets recommended by Executive Committee in November 2007.

# TORONTO PUBLIC LIBRARY

## CAPITAL PROJECT HIGHLIGHTS

### Strategic Priorities:

- Invest in Toronto's 13 Priority Neighbourhoods

The TPL's Five-Year Capital Plan advances the City's strategy priority to "Invest \$13 million in Toronto's 13 Priority Neighbourhoods". The following table identifies the TPL projects that support this priority.

Ward	Project	Priority Neighbourhood	2008	2009	2010	2011	2012	Total (2008-12)
29	S. W. Stewart Renovation	Flemingdon Park-Victoria Village	1,896	129				2,025
01	Albion Renovation	Jamestown				464		464
09	Jane Sheppard Relocation	Jane-Finch	1,053	1,025				2,078
37	Kennedy Eglinton Expansion	Eglinton East – Kennedy Park	950					950
29	Thornccliffe Renovation & Expansion	Flemingdon Park – Victoria Village	769	1,455				2,224
40	Agincourt Renovation/Expansion	Steeles L'amoreaux					705	705
43	Cedarbrae Renovation	Kingstone Galloway	1,196	3,280	1,719			6,195
<b>Total</b>			<b>5,864</b>	<b>5,889</b>	<b>1,719</b>	<b>464</b>	<b>705</b>	<b>14,641</b>

The above-mentioned projects will provide TPL with opportunities through the use of its improved facilities, to contribute further in promoting multi-ethnic culture, literacy and job skills, and employment opportunities, particularly to at-risk youth.

### Other Key Capital Initiatives:

The TPL's Five-Year Capital Plan includes the following major capital initiatives:

### Summary of Major Capital Initiatives

	\$000s						
	2008 Appd. Budget	2009 Plan	2010 Plan	2011 Plan	2012 Plan	Total 2008-12	Total 2013-17
<b>SOGR</b>	<b>14,990</b>	<b>12,779</b>	<b>13,070</b>	<b>13,056</b>	<b>12,105</b>	<b>66,000</b>	<b>102,911</b>
<b>Service Improvement/Growth</b>	<b>4,725</b>	<b>7,251</b>	<b>6,353</b>	<b>6,759</b>	<b>6,591</b>	<b>31,679</b>	<b>25,541</b>
<b>Total</b>	<b>19,715</b>	<b>20,030</b>	<b>19,423</b>	<b>19,815</b>	<b>18,696</b>	<b>97,679</b>	<b>128,452</b>

### Other Major City Initiatives (submission):

#### Facilities Projects:

Toronto Reference Library	2,606	3,250	4,231	2,151	3,099	15,337	3,032
Waterfront Neighbourhood Library	431	2,835	2,654	1,500		7,420	
Scarborough Centre Neighbourhood Library	0	297	1,725	3,248	1,787	7,057	432
Brentwood Library	250	1,000	2,055	2,912		6,217	
Other	12,522	8,519	3,645	5,046	9,170	38,902	98,948
<b>Sub-total: Facilities Projects</b>	<b>15,809</b>	<b>15,901</b>	<b>14,310</b>	<b>14,857</b>	<b>14,056</b>	<b>74,933</b>	<b>102,412</b>
<b>IT sub-projects</b>	<b>3,906</b>	<b>4,129</b>	<b>5,113</b>	<b>4,958</b>	<b>4,640</b>	<b>22,746</b>	<b>26,040</b>
<b>Total</b>	<b>19,715</b>	<b>20,030</b>	<b>19,423</b>	<b>19,815</b>	<b>18,696</b>	<b>97,679</b>	<b>128,452</b>

## TORONTO PUBLIC LIBRARY

The Five-Year Capital Plan consists of 67.6% SOGR projects, which include, Bloor/Gladstone Library Renovation, Northern District Library Renovation, Cedarbrae Library Renovation, S. W. Stewart Library Renovation, Sanderson Neighbourhood Library Renovation, Jane/Dundas Library Renovation, Brentwood Renovation, Albion District Library Renovation, Agincourt District Library Renovation, Dufferin/St. Clair Library Renovation, Fairview Library Theatre Renovation, Jane/Sheppard Library Reconstruction, St. Clair/Silverthorn Neighbourhood Library Renovation, Thorncliffe Library Renovation, Toronto Reference Library Renovation, Ellesmere Library Relocation, Multi-branch Minor Renovation and all IT projects including, the Integrated Library System, Virtual Branch Services, Technology Asset Management Program (TAMP).

The remainder 32.4% are Growth related, consisting of Bloor/Gladstone Library Expansion, Brentwood Library Expansion, Waterfront Library Construction, Thorncliffe Library Expansion, Toronto Reference Library Expansion, Cliffcrest Library Relocation, Kennedy/Eglinton Library Expansion, Fairview Entrance/Theatre Renovation, St. Lawrence Library Relocation and Expansion, Scarborough Centre Neighbourhood Library Construction, and Agincourt Library Expansion.

### INCREMENTAL OPERATING IMPACT OF THE 2008 CAPITAL BUDGET

The net incremental operating costs include, salaries, utility, services and rents, materials and supply expenses and software licences, due to the renovation and expansion of previously approved projects and new projects, as noted below.

Project Name	2008		2009		2010		2011		2012		TOTAL	
	\$000's	Positions	\$000's	Positions	\$000's	Positions	\$000's	Positions	\$000's	Positions	\$000's	Positions
Previously Approved Projects												
Jane/Sheppard Neighbourhood Library	11.0	–	–	–	–	–	–	–	–	–	11.0	–
Cliffcrest Neighbourhood Library	11.0	–	–	–	–	–	–	–	–	–	11.0	–
Cedarbrae District Library	–	–	35.0	–	–	–	–	–	–	–	35.0	–
Bloor/Gladstone District Library	387.0	7.5	405.0	–	–	–	–	–	–	–	792.0	7.5
S. W. Stewart District Library	26.0	–	–	–	–	–	–	–	–	–	26.0	–
Jane/Dundas Neighbourhood Library	15.0	–	–	–	–	–	–	–	–	–	15.0	–
Dufferin/St. Clair Neighbourhood Library	12.0	–	–	–	–	–	–	–	–	–	12.0	–
Thorncliffe Library	–	–	92.0	1.4	80.0	–	–	–	–	–	172.0	1.4
Brentwood Library	–	–	–	–	–	–	21.0	–	–	–	21.0	–
New Projects												
Kennedy/Eglinton Neighbourhood Library	14.0	–	–	–	–	–	–	–	–	–	14.0	–
Sanderson Neighbourhood Library	–	–	–	–	–	–	–	–	17.0	–	17.0	–
Waterfront Neighbourhood Library	–	–	–	–	–	–	836.0	11.0	–	–	836.0	11.0
<b>Total Recommended (Net)</b>	<b>476.0</b>	<b>7.5</b>	<b>532.0</b>	<b>1.4</b>	<b>80.0</b>	<b>–</b>	<b>857.0</b>	<b>11.0</b>	<b>17.0</b>	<b>–</b>	<b>1962.0</b>	<b>19.9</b>

An additional 31.9 positions will be required as a result of the TPL's 2008 – 2012 Capital Plan:

- 7.5 positions in 2008 for the expansion of the Bloor/Gladstone District Library by over 8,600 square feet to 20,000 square feet, which will also be equipped with a user education centre, planned upgrades to its IT infrastructure and an increase in library materials (over 10,000 items);
- 1.4 positions in 2009 for the expansion of the Thorncliffe Library by 5,000 square feet to approximately 10,000 square feet. The expansion will provide additional study space, meeting space and more library programs for newcomers and children; and,

## TORONTO PUBLIC LIBRARY

- 11.0 positions in 2011 will be required for the new 15,000 square feet Waterfront Neighbourhood Library, to be constructed on City-owned land that will service the Railway Lands community (Trinity-Niagara area), projected to grow by 12,000 residents. The Library will include an opening collection of 50,000 items and will feature an open floor plan including a barrier free access for the public, study seating, separate and sound proof multi-purpose programming space for branch and community use, installation of self-service check-out, protective security systems, fire and bibliographic anti-theft systems (\$0.836 million).

### STATE OF GOOD REPAIR BACKLOG

Of 102 buildings maintained by TPL, approximately 20% are more than 50 years old and 60% are more than 25 years old. Today, TPL's average building is 36 years old and one third of the branches have not had a renovation in over 20 years.

TPL's SOGR backlog is \$16.9 million accumulated over the period 2001-2007. The SOGR backlog is projected to increase by \$3.1 million over 2008 to 2010; \$2.1 million over 2011 to 2012 to \$30.5 million by 2012. This estimate is based on the industry benchmark of 2% of the current replacement value of \$550 million of building investment requirements or \$11.0 million, compared to the recommended average SOGR funding of \$8.3 million a year. This results in an annual average shortfall of \$2.7 million over the next five-years. Even though TPL's capital funding has increased from an average of \$9.0 million to \$11.0 million in three years, it has been partially allocated to growth/expansion projects.

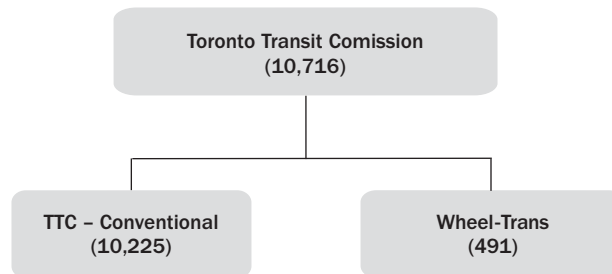
The City's Corporate Facilities and Real Estate Division concurs with the 2% industry benchmark for state of good repair used by TPL, given the high level of public use (17 million visits per year) although the average state of good repair funding for City-owned properties is approximately 1% of the current replacement value of buildings.

## MISSION STATEMENT

- The Toronto Transit Commission (TTC) is the third largest transit property in North America, based on ridership, after New York City and Mexico City. TTC carries about 450 million riders per year (after adjusting for the Metropass trip rate reduction) and operates heavy and light rail, streetcar and bus services totalling nearly 2500 vehicles throughout the City of Toronto. In addition, TTC provides special door-to-door transit service (Wheel-Trans) for persons with mobility restrictions. TTC carries 87 percent of all local transit trips in the Greater Toronto Area and about 75 percent of the Toronto population uses the TTC at least once per month. Fully 96 percent of Toronto residents live within 400 metres of at least one TTC service.

## PROGRAM MAP

As indicated in the program map, TTC has two service functions: Conventional and Wheel-Trans with 10,716 approved positions to carry out the mandate of the program.



## 2007 KEY ACCOMPLISHMENTS

### Toronto Transit Commission: Conventional

- During 2007, the TTC experienced a continuation of the positive trend in ridership growth that began in 2004. Ridership on the TTC was 450 million, exceeding expectations by 6 million riders. This positive trend in ridership was due to a number of factors including:
- Higher than forecast ridership growth generated by employment/economic activity in the City of Toronto;
- Continued strong sales growth of the Metropasses reflecting support of the VIP Program, the introduction of transferability in September 2005, the policy decision to “cap” the Metropass price below \$100/month, the introduction of the Federal Tax Credit in July 2006; and,

### Toronto Transit Commission: Wheel-Trans

- Provided a total of 2,017,800 door-to-door trips with 46% of the service carried on economical low-floor buses, accessible taxis carrying 39% and sedan taxis carry 15% of services. The proportion of trips provided on accessible vehicles was at 85%.
- Total demand for door-to-door trips was 2,062,900 which was 5% higher than the demand experienced in 2006. Wheel-Trans was able to accommodate some of the additional demand and keep the unaccommodated rate close to the targeted 2%.

## 2008 PROGRAM OBJECTIVES

- Provides and maintains transit infrastructure and service in the City of Toronto.
- Operates and maintains a highly integrated transit system and a multi-modal fleet.
- Provides special door-to-door transit service (Wheel-Trans) for persons with the greatest need for accessible transit as established by eligibility criteria based upon an individual’s level of functional mobility.

# TORONTO TRANSIT COMMISSION

## 2008 STRATEGIC PRIORITIES

### TTC Conventional

- The Toronto Transit Commission essentially offers two main services:
- TTC Conventional.
- Wheel-Trans.
- TTC Conventional consists of transit services provided to the public on surface routes, utilizing buses, streetcars, RT vehicles (rapid transit) and subways.
- Service levels in 2008 include about 213 million kilometres and 7.7 million hours, approximately 3.0% and 4.1%, respectively, greater than 2007 budgeted levels.
- TTC staff continuously monitors ridership through periodic counts and will adjust services, as required, to ensure that passenger crowding on buses, streetcars and subways remain within the applicable standards. These adjustments will be made on an ongoing basis through the normal service adjustment process, which occurs each board period.
- On an average business day, there are approximately 1.5 million revenue passengers (2.4 million revenue passengers including transfer fares). Of the 149 surface routes, 148 make 243 connections with the subway/Scarborough RT system during the morning rush period.
- The 2008 budget is based on service levels for 464 million riders, which is 20 million higher than the 2007 budgeted level.

### Wheel-Trans

- Wheel-Trans Operations is the division of TTC responsible for provision of specialized door-to-door transportation service for persons with the greatest need for accessible transportation as established by a set of eligibility standards based upon an individual's physical functional mobility. Transportation services are provided within the City of Toronto boundaries, to the Airport, and to established boundary transfer points in order to co-ordinate trips with specialized transit services to and from the Greater Toronto Area (GTA).
- Wheel-Trans operates and maintains a high capacity bus service accommodating 53% of all trips while the balance of the door-to-door trips are carried on contracted taxi services using both accessible and sedan taxis. In addition to the door-to-door service, Wheel-Trans operate fixed route community bus service. These six routes serve local community areas populated with a concentration of hospitals, senior homes, malls, and medical facilities. Integrated trip planning continues with accessible Conventional TTC subways and bus routes. Wheel-Trans trip booking, planning, scheduling, and dispatch functions are handled in-house; Customer demand in 2008 will increase by 6.5% percent over the 2007 budget.
- Overall, vehicle productivity on door-to-door service is enhanced through service initiatives and service design such as expanding zone service and sectoral scheduling.

## 2008 OPERATING BUDGET HIGHLIGHTS

The 2008 Operating Budget will provide the following services:

- service to meet ridership growth from 2007 and 2008. The TTC experienced 1.8% growth in ridership in 2007, from 442 million riders in 2006 to 450 million riders by the end of 2007. In 2008, the TTC will provide transit services for 464 million riders, 14 million more riders than in 2007.
- 100 new Ridership Growth Strategy buses which will provide 17,000 additional peak service hours in 2008, 114,000 service hours on an annual basis, in order to accommodate these new riders and maintain service levels.
- Opening of the Mount Dennis Bus Garage to provide for maintenance and storage of 100 new Ridership Growth Buses as well as providing bus garage capacity for additional buses purchased in the future.
- The TTC is implementing a new strategy in 2008 by standardizing off-peak service. Beginning in November 2008, all routes will run during the same hours as the subway, from 6 am until 1 am during weekdays.



## TORONTO TRANSIT COMMISSION

- In 2007, the Commission placed considerable emphasis on improving the cleanliness of the TTC system. In 2008, an additional 9 janitors and 6 painters will be hired.
- In order to be prepared for increased retirements which are expected as employees from the “baby boom” cohort reach eligibility for retirement, the TTC will embark on a program of increased non-service training in 2008.
- The TTC will enter into a three year contract with a consultant to develop and implement a strategy to reduce lost-time occupational injury rates by 40% to 60% over time.
- The TTC’s Information Technology Services Department (ITS) will begin bringing IT contractors in-house in 2008.
- In 2008, TTC will implement a new Health and Wellness Program to reduce absenteeism due to sickness and to improve the general physical well-being of TTC staff.

## 2008 OPERATING BUDGET

### Toronto Transit Commission: Conventional

The 2008 Operating Budget for the Toronto Transit Commission of \$1.155 billion gross represents a \$72.521 million or 6.7% increase compared to 2007. The 2008 net operating budget of \$202.323 million represents a \$10.773 million or 5.6% increase over the 2007 net budget as shown in Tables 1 and 2.

### Toronto Transit Commission: Wheel-Trans

The 2008 Operating Budget for the Wheel-Trans of \$73.862 million gross represents a \$5.091 million or 7.4% increase compared to 2007. The 2008 net operating budget of \$50.351 million represents a \$4.585 million or 10.0% increase over the 2007 net budget as shown in Tables 1 and 2.

## 2008 Operating Budget by Service

Table 1

Services	Approved Budget (\$000s)						Change Over 2007			
	2006		2007		2008		Gross		Net	
	Gross	Net	Gross	Net	Gross	Net	\$	%	\$	%
TTC – Conventional	1,037,992	246,307	1,082,894	191,550	1,155,414	202,323	72,520.6	6.7%	10,773.3	5.6
Wheel-Trans	63,009	59,968	68,771	45,766	73,862	50,351	5,090.9	7.4%	4,584.9	10.0
<b>Total Program Budget</b>	<b>1,101,001</b>	<b>306,275</b>	<b>1,151,665</b>	<b>237,316</b>	<b>1,229,276</b>	<b>252,674</b>	<b>77,611.5</b>	<b>6.7%</b>	<b>15,358.2</b>	<b>6.5</b>

# TORONTO TRANSIT COMMISSION

## 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
	\$	\$	\$	\$	%	\$	\$
<b>Gross Expenditures:</b>							
Salaries and Benefits	845,382.9	842,875.3	891,333.6	45,950.7	5.4%	942,547.3	966,960.7
Materials and Supplies	209,367.1	203,400.6	223,742.1	14,375.0	6.9%	265,715.4	296,324.9
Equipment	15,000.0	16,278.0	17,900.0	2,900.0	19.3%	19,900.0	21,900.0
Services & Rents	54,905.9	54,113.8	62,705.5	7,799.6	14.2%	62,842.9	66,021.3
Contributions to Reserve/Res Funds	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Other Expenditures	27,008.9	42,131.9	33,595.1	6,586.2	24.4%	32,370.7	33,633.9
<b>Total Gross Expenditures</b>	<b>1,151,664.8</b>	<b>1,158,799.6</b>	<b>1,229,276.3</b>	<b>77,611.5</b>	<b>6.7%</b>	<b>1,323,376.3</b>	<b>1,384,840.8</b>
<b>Funded by:</b>							
Provincial Subsidies	100,000.0	100,000.0	100,000.0	0.0	0.0%	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	814,348.8	825,642.8	876,602.1	62,253.3	7.6%	891,932.0	909,861.0
Contribution from Reserves/Res Funds	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Other Revenues	0.0	0.0	0.0	0.0	n/a	0.0	0.0
<b>Total Non Tax Revenues</b>	<b>914,348.8</b>	<b>925,642.8</b>	<b>976,602.1</b>	<b>62,253.3</b>	<b>6.8%</b>	<b>891,932.0</b>	<b>909,861.0</b>
Net Budget (excluding Capital Financing)	237,316.0	233,156.8	252,674.2	15,358.2	6.5%	431,444.3	474,979.8
<b>APPROVED POSITIONS</b>	<b>9,835.0</b>	<b>9,622.0</b>	<b>10,225.0</b>	<b>390.0</b>	<b>4.0%</b>	<b>N/A</b>	<b>N/A</b>

## 2009/2010 OPERATING BUDGET OUTLOOK

The 2009 outlook for TTC Conventional and Wheel-Trans combined includes an increase in gross expenditures of \$94.1 million and \$178.8 million net. The 2010 outlook includes an increase in gross expenditures of \$61.5 million and \$43.5 million net. There are several factors driving the 2009 and 2010 outlook: One-time Provincial funding of \$100 million which was received in 2008 was assumed not to continue in 2009. The previous collective agreements ended on March 31, 2008, so there is no salary increase factored into the 2009 or 2010 outlook. Other factors driving the outlook include the annualization of increasing service demands, increased energy use and the impact of 2008 capital projects such as the Mount Dennis Bus Garage project.

## TORONTO TRANSIT COMMISSION

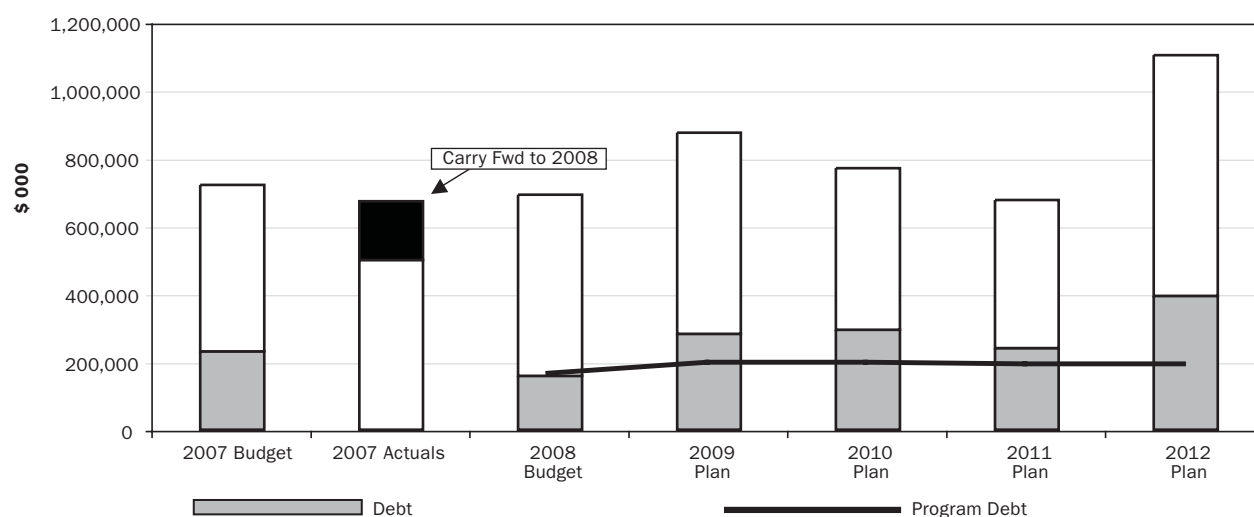
### 2008 CAPITAL BUDGET AND 2009 – 2012 CAPITAL PLAN

#### FIVE-YEAR CAPITAL PLAN OVERVIEW

- The TTC's strategic direction is: "to provide safe, reliable, courteous and efficient transit services to the public utilizing buses, streetcars, rapid transit vehicles and subways". The Approved 2008-2012 Capital Plan facilitates this strategic direction by funding the continued State of Good Repair of TTC vehicles and structures and by laying the groundwork for expansion of the system to meet growing demand for transit service in the City of Toronto.
- Excluding funding being carried forward from 2007 to 2008, the Approved 2008-2012 Capital Plan for TTC totals \$4.118 billion which is 674.680 million greater than the 2007-2011 Approved Capital Plan. The increase is primarily due to \$333.178 million for Light Rail Vehicles in 2012 and \$235.042 million for new subway car purchases from 2010 to 2012.
  - > Approximately 86% of base capital funding is required to maintain the system in a State of Good Repair (SOGR). SOGR projects include infrastructure repairs like subway track replacement and capital enhancements such as bus and subway car replacements. Capacity enhancements, which are SOGR projects, total \$239.852 million, and represent 6% of cash flow funding. This includes the purchase of 36 Mark II SRT Cars.
  - > \$177.499 million or 4% of the Approved Five-Year Capital Plan is allocated to Legislated projects such as environmental and accessibility initiatives like the Easier Access (Phase III) project.
  - > Service Improvement projects total \$199.029 million or 5 % and include capital work for signal priority equipment for transit vehicles at signalized intersections and added commuter parking.
  - > Growth projects total \$188.432 million, or 5%, and include \$106 million towards the development of an integrated ticketing system to satisfy conditions of Federal and Provincial funding agreements.
- The Approved Five-Year Capital Plan does not meet debt affordability targets. It is under the debt target in 2008 by \$4 million; however, it exceeds the debt target by \$82 million in 2009; \$95 million in 2010; \$47 million in 2011 and \$200 million in 2012. In total the Five-Year Capital Plan exceeds debt targets by \$420 million. If the \$277.5 million in unallocated budget reductions was not taken, the Five-Year Capital Plan would exceed debt targets by \$698 million.
- **Vehicles.** Over the next five years, \$2.2 billion is projected to be spent on vehicle purchases, overhauls or maintenance. Of the \$2.2 billion: \$404.225 million is projected for the purchase of buses; \$735.244 million is projected for the purchase of 360 new subway cars; \$552.595 million is projected for the purchase of 204 Light Rail Vehicles to replace streetcars and \$203.313 is projected to be spent on 36 Mark II SRT cars for the Scarborough Rapid Transit line.
- **Structures.** Over the next five years, \$1.3 billion is provided to maintain or develop TTC buildings and structures. The \$1.3 billion estimate will address specific renewal or building projects, Fire Ventilation upgrades (\$165.456 million), the Easier Access (Phase III) program (\$125.380 million), the Scarborough Rapid Transit conversion (\$206.072 million) the redevelopment of Kipling and Islington Subway Stations (\$53.308 million) and the first phase of the Warden redevelopment (\$17.5 million). In addition, \$180.630 million is projected for the rehabilitation and maintenance of 74 kilometres of structure, including bridges and tunnels; \$98.289 million for the maintenance of paved surfaces such as yards and roads; and \$64.007 million for equipment such as the Subway Escalator Overhaul program.
- **Track.** \$.2 billion is allocated for the replacement of track over the next five years. \$167.103 million is required for surface (streetcar) track replacement and \$72.011 million for subway track replacement.
- **All Other.** The remaining \$.7 billion is provided for capital equipment projects, including: \$116.924 million for revenue and fare handling equipment (mainly the GTA Farecard project costs) and \$377.929 million for signal, electrical and communications systems (including the Yonge-University-Spadina Automatic Train Operation (YUS ATO) resignalling work). These costs are offset by the unallocated budget reduction of \$277.5 million.
- If the \$277.5 million in unallocated reductions were not made to the Approved Five-Year Capital Plan, the debt target would be exceeded by \$698 million.

# TORONTO TRANSIT COMMISSION

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



	2007		Five-Year Plan					
	Budget	Actual	2008	2009	2010	2011	2012	2008-12
<b>Gross Expenditures:</b>								
2007 Capital Budget & Future Year Commitments	720,954	499,800	538,967	398,039	244,533	106,462		1,288,001
Approved Changes to Commitments								0
2008 New/Change in Scope and Future Year Commitments			153,581	346,720	211,135	183,314	468,527	1,363,277
2009 – 2012 Plan Estimates				130,586	314,848	386,833	635,178	1,467,445
1-Year Carry Forward to 2008		173,874	→					
<b>Total Gross Annual Expenditures &amp; Plan</b>	<b>720,954</b>	<b>673,674</b>	<b>692,548</b>	<b>875,345</b>	<b>770,516</b>	<b>676,609</b>	<b>1,103,705</b>	<b>4,118,723</b>
<b>Program Debt Target</b>	<b>200,000</b>		<b>167,199</b>	<b>200,000</b>	<b>200,000</b>	<b>194,348</b>	<b>194,348</b>	<b>955,895</b>
<b>Financing:</b>								
Approved Debt	230,514		158,964	282,172	294,935	241,013	394,600	1,371,684
<b>Other Financing Sources:</b>								
Reserves/Reserve Funds	15,100		22,200	19,900	6,600			48,700
Development Charges	3,510			72,691	14,453	14,866	15,000	117,010
Federal	229,334		255,333	243,522	229,211	227,826	367,335	1,323,227
Provincial	227,496		238,051	239,060	207,317	174,904	308,770	1,168,102
Other Revenue	15,000		18,000	18,000	18,000	18,000	18,000	90,000
<b>Total Financing</b>	<b>720,954</b>		<b>692,548</b>	<b>875,345</b>	<b>770,516</b>	<b>676,609</b>	<b>1,103,705</b>	<b>4,118,723</b>
<b>By Category:</b>								
<b>Health &amp; Safety</b>								
Legislated	24,506		20,017	40,534	42,405	38,914	35,629	177,499
SOGR	613,872		565,877	723,579	655,797	591,039	1,017,471	3,553,763
Service Improvement	65,022		77,738	54,286	31,994	15,006	20,005	199,029
Growth Related	17,554		28,916	56,946	40,320	31,650	30,600	188,432
<b>Total By Category</b>	<b>720,954</b>		<b>692,548</b>	<b>875,345</b>	<b>770,516</b>	<b>676,609</b>	<b>1,103,705</b>	<b>4,118,723</b>
Yearly SOGR Backlog Estimate (not addressed by current plan)			54,385	57,050	48,930	47,600	69,500	277,465
Accumulated Backlog Estimate (end of year)		85,175	139,560	196,610	245,540	293,140	362,640	362,640
<b>Operating Impact on Program Costs</b>			<b>522</b>	<b>8,619</b>	<b>807</b>	<b>301</b>	<b>(90)</b>	<b>10,159</b>
<b>Debt Service Costs</b>			<b>4,769</b>	<b>25,951</b>	<b>39,887</b>	<b>39,673</b>	<b>38,349</b>	<b>148,630</b>

\* Note that the 1-Year Carry Forward reflects budget submission and as reflected in CAPTOR

# TORONTO TRANSIT COMMISSION

## CAPITAL PROJECT HIGHLIGHTS

### Strategic Priorities:

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

- *Buy quiet, accessible, faster, higher capacity light rail cars to replace Toronto's aging streetcars:*  
\$552.595 million in funding is included in the TTC's 2008-2012 Approved Capital Plan for the purchase of new Light Rapid Transit vehicles to replace and expand the existing streetcar fleet. These new vehicles will be lighter, fully-accessible and will run in their own dedicated rights-of-way. Plans are to make the TTC fully-accessible by the year 2025. The procurement of these 204 vehicles will also provide the opportunity to address vehicle expansion requirements related to the Transit City Plan/MoveOntario 2020 and Waterfront initiatives. This project is conditional on funding from other orders of government.
- *Make streetcars and buses as speedy and reliable as the subway:*  
There is \$32.977 million in funding provided in the TTC's Approved Five-Year Capital Plan for the completion of the St. Clair Streetcar Right of Way in 2008. There is also \$24.222 million in funding for a Bus Rapid Transit (BRT) corridor on Yonge Street and \$31.939 million in funding for a Bus Rapid Transit (BRT) corridor from Downsview station to York University. BRT routes being considered for future years include routes along Don Mills from Steeles to the City centre and Kingston Road from Victoria Park to Eglinton.
- *Improve capacity by 40% on the Yonge-University-Spadina subway through new trains and innovative signal management systems:*  
In December 2006, the TTC awarded a contract for the procurement of 234 new subway cars. The Approved Five-Year Capital Plan includes \$500.202 million for this project. As well, the Approved Five-Year Capital Plan has \$195.934 million for the resignalling of the Yonge-University-Spadina line. The resignalling will permit the TTC to run trains more frequently and closer together, creating additional capacity equal to building a new north-south subway line.  
The TTC is currently evaluating options for the future implementation of the other transit-related initiatives such as the development of a Metropass affinity program; the creation of a U-Pass for university and college students; the build-out of a Transit City network servicing all parts of the City with fast, efficient, comfortable light rail transit.  
The TTC has undertaken initiatives in its Capital Plan that support other City Initiatives. Included in the Five-Year Capital Plan are, in particular:
- *Climate Change and Clean Air Action Plan:*  
The TTC has included funding of \$3.2 million for green roofs in its Victoria Park Bus Terminal project and also in its Wilson Carhouse Modifications project.

## TORONTO TRANSIT COMMISSION

### Other Key Capital Initiatives:

The TTC's Five-Year Capital Plan includes the following major capital initiatives:

### Summary of Major Capital Initiatives

Project	Status	2008	2009	2010	2011	2012	2008-12	2013-17	2008-17
St. Clair Avenue Streetcar		32,977	–	–	–	–	32,977	–	32,977
YUS ATO Resignalling		11,084	19,437	28,227	43,535	52,717	155,000	144,100	299,100
<b>YUS ATO Resignalling</b>	<b>New</b>	<b>2,582</b>	<b>10,302</b>	<b>10,050</b>	<b>–</b>	<b>18,000</b>	<b>40,934</b>	<b>(2,000)</b>	<b>38,934</b>
Bus Rapid Transit (BRT) – Spadina Subway to York University		15,515	16,424	–	–	–	31,939	–	31,939
Bus Rapid Transit (BRT) – Yonge Street from Finch to Steeles		500	13,822	8,850	1,050	–	24,222	–	24,222
Fire Ventilation Upgrade		19,000	27,500	38,256	42,244	38,456	165,456	174,405	339,861
Easier Access Phase II		3,750	2,722	–	–	–	6,472	–	6,472
Easier Access Phase III		7,160	23,940	31,240	31,000	32,040	125,380	171,674	297,054
Kipling Station Improvements		12,795	13,098	7,619	–	–	33,512	–	33,512
Islington Station Improvements		7,070	6,868	3,737	2,121	–	19,796	1,497	21,293
Warden – Phase 1		8,400	9,100	–	–	–	17,500	–	17,500
Wilson Carhouse Modifications for NST		7,500	25,000	20,000	9,300	–	61,800	–	61,800
Victoria Park Bus Terminal Replacement		8,845	14,980	10,230	–	–	34,055	–	34,055
Carhouse Modifications – New LRT Cars		1,000	4,000	5,000	10,000	10,000	30,000	–	30,000
SRT Conversion		4,500	24,800	48,800	63,272	64,700	206,072	29,950	236,022
Integrated Ticketing System – GTA Farecard Project		1,301	15,000	30,000	30,000	30,000	106,301	31,500	137,801
Purchase of Buses (including Wheel-Trans vehicles)		166,026	127,093	77,918	37,327	54,742	463,106	423,924	887,030
Purchase of 234 Toronto Rocket Subway Cars		67,038	202,716	130,478	86,963	–	487,195	–	487,195
<b>Purchase of 234 Toronto Rocket Subway Cars – revision to sched.</b>	<b>New</b>	<b>12,367</b>	<b>(59,521)</b>	<b>17,948</b>	<b>19,793</b>	<b>22,420</b>	<b>13,007</b>	<b>–</b>	<b>13,007</b>
<b>Purchase of 126 Subway Cars to Replace H6</b>	<b>New</b>	<b>–</b>	<b>–</b>	<b>300</b>	<b>30,384</b>	<b>204,358</b>	<b>235,042</b>	<b>76,472</b>	<b>311,514</b>
Purchase of SRT Cars		420	(6,411)	79,137	20,857	62,447	156,450	–	156,450
<b>Acceleration of Purchase of SRT Cars</b>	<b>New</b>	<b>(148)</b>	<b>54,114</b>	<b>(26,045)</b>	<b>13,514</b>	<b>5,428</b>	<b>46,863</b>	<b>404</b>	<b>47,267</b>
Purchase of Streetcars		54,992	43,948	50,686	69,791	333,178	552,595	590,102	1,142,697

### St. Clair Avenue West Transit Improvements

Work on the St. Clair West dedicated transit way will continue in 2008 with \$32.977 million in 2008 funding for rehabilitation of the surface tracks along with customer services, operational and urban design improvements. This represents a \$1.1 million increase in the total project cost from the 2007-2011 Approved Capital Plan. The Approved Five-Year Capital Plan provides for the completion of the St. Clair project in 2008 as previously approved by Council.

### Bus Rapid Transit (BRT)

The Approved Five-Year Capital Plan currently includes 2008 funding of \$16.015 million, \$56.161 million over the 2008-2012 period for the development of BRT lines from the Spadina Subway to York University/Steeles and on Yonge Street from Finch to Steeles. Delays in obtaining a Hydro right-of-way easement for the Downsview to York University busway may cause the project to fall a year behind schedule. This would result in additional costs of unknown magnitude. In addition, the finalized design of the Yonge St. BRT from Finch to Steeles will require a widening of Yonge St., resulting in additional work and some property acquisition.

## TORONTO TRANSIT COMMISSION

### **Kipling/Islington Station Redevelopment**

On April 24 and 25, 2007, Council approved the sale of portions of City-owned property at 3326 Bloor St. West and 1226 Islington Ave. to SNC Lavalin for the redevelopment of the Islington subway station. This land is currently undergoing an environmental assessment. The redevelopment of this land would require the demolition of the existing Islington bus terminal and the construction of a new terminal at Islington and also construction of a new Mississauga Transit/Go Transit regional terminal at the Kipling Subway station.

A motion was approved at the February 5, 2007 meeting of Council that approved the Kipling/Islington Redevelopment conditional on securing 3rd party funding. The Kipling project in the Approved Five-Year Capital Plan is \$33.5 million and the Islington project is \$19.8 million. The building of a replacement parking lot on Fieldway Ave. has been deferred to 2017 based on the existing parking lot being leased for 10 years. It is expected that the net cost to the City of the Islington project will be offset by the expected real estate proceeds from the SNC property acquisition. The Province has announced \$30 million in funding, to be provided through GO Transit, for the Kipling Station redevelopment and Mississauga Transit has committed to cover \$5.5 million in costs. The Province has further indicated that it would cover any cost overruns that may occur in the Kipling project. Discussions are currently taking place with all parties involved. The cost of redeveloping the Islington subway station will be covered by \$17.5 million in funds from the Land Acquisition Reserve Fund, which will be recovered from the sale of the existing property with another approximately \$5.4 million coming from TTIP funding which has already been received from the Province.

### **GTA Farecard**

The Provincial government has introduced its “Presto” farecard which can be used by transit passengers across the various GTA transit systems. A pilot project has begun which involves having farecard machines available in 5 TTC subway stations which serve as access points for riders from the other parts of the GTA under the Provincial initiative. The 2008-2012 Approved Capital Plan includes \$1.301 million in 2008 and \$106.301 million from 2008 to 2012. The total project cost of \$139.534 million has not been updated to reflect the latest estimate of costs for this project which could be as high as \$260 million pending decisions on the business case and on funding from the Provincial and Federal governments.

### **Bus Fleet Plan**

In 2008, for \$148.455 million, excluding the purchase of Wheel-Trans vehicles for \$17.571 million, the TTC’s fleet of buses will be modernized with the purchase of 193 new diesel/electric hybrid buses. The Commission is following a strategy of “greening” its bus fleet through the use of technologies and practices that reduce both smog and greenhouse gases. The TTC projects that the bus fleet will become 100% accessible by 2011. The average age of the bus fleet will be reduced from 14 years in 2003 to 5.6 years by the end of 2008 as a result of a significant number of life extended buses (22-24 years old) being replaced. A strike at the bus manufacturer, Orion, may delay delivery of the 220 replacement buses which were expected to be delivered in 2007. Such a delay may also have an impact upon bus deliveries in 2008 as well.

The 2008-2012 Approved Capital Plan has \$404.225 million for bus purchases from 2008 to 2012. The 2008 bus fleet plan includes a fleet of 1684 buses by the end of 2008 growing to 1,807 buses in 2012. In total, 908 new buses are projected to be purchased throughout 2008-2017.



## TORONTO TRANSIT COMMISSION

### TTC Bus Fleet Plan 2008-2017

Year	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Buses Available (Start Year)	1,603	1,684	1,712	1,727	1,757	1,807	1,857	1,917	1,957	1,995
less: Buses Retired	(112)	(102)	(65)	0	0	0	(135)	(50)	(52)	(51)
add: Buses Procured	193	130	80	30	50	50	195	90	90	0
Buses Available (End Year)	1,684	1,712	1,727	1,757	1,807	1,857	1,917	1,957	1,995	1,944
Bus Requirement	1,669	1,690	1,713	1,730	1,774	1,809	1,864	1,898	1,926	1,945
Contingency	15	22	14	27	33	48	53	59	69	(1)

The 2008 bus fleet plan represents continued passenger growth demand of approximately 2% annually.

There is \$17.571 million and \$58.881 million from 2008 to 2012 in the Capital Plan for the purchase of Wheel-Trans vehicles to replace the existing ELF vehicles. Originally, all of the new vehicles were expected to be delivered by 2010. However, the delivery was delayed because of the difficulty of finding a suitable replacement vehicle. It is intended that a contract for new vehicles will be in place by the end of 2008; however this is not certain. Also, the specifications for the new Wheel-Trans vehicles have been changed from a 7 year life to a 10 year life. This change has resulted in a 15% escalation in the cost per vehicle, but a reduced fleet replacement cost in 2008-2017.

### Subway Car Fleet Plan

The 2008-2012 Approved Capital Plan includes \$79.405 million in 2008 and \$735.244 million from 2008 to 2012 for the purchase of 234 subway cars or 39 trainsets. Delivery is scheduled for 36 cars in 2009, 138 cars in 2010 and 60 cars in 2011. It was expected that this purchase would provide enough cars to meet the projected increase in ridership until the next purchase in 2017 when the H-6 fleet was scheduled for replacement. However, in order to meet the increase in riders on the existing lines (which is happening at a faster than projected rate) through increased capacity including ATO and to be prepared for additional ridership resulting from the construction of the extension of the Yonge subway line, the Commission decided to begin the replacement of the H-6 fleet in 2012. There is \$0.3 million in 2010 to begin design work and \$30.384 million in 2011 and \$204.358 million in 2012 to complete the design and begin construction.

### Scarborough Rapid Transit (SRT) Cars

More frequent SRT service and greater service capacity is possible with a larger fleet of vehicles. Total ridership on the SRT has grown steadily in recent years. The capacity of the SRT to carry passengers is currently constrained by the size of the fleet. To operate eight 4-car trains with one change-off train and a maintenance spares ratio of 20% would require a fleet of 44 cars, requiring the purchase of 16 additional SRT cars. The plan is to purchase 36 larger capacity Mark II cars designed to a three-car configuration.

There is approved funding in 2008 of \$0.272 million and funding from 2008-2012 of \$203.313 million to commence the replacement of the existing fleet of 28 cars. All cars including growth cars will be delivered by 2012.

### Streetcar (CLRV) Purchase

During the 2007 Capital Budget process, the Commission finalized plans to buy 204 new Light Rail Vehicles (LRVs). 183 LRVs will replace the entire existing fleet and 21 LRVs will be added to accommodate anticipated growth. In addition, 132 existing streetcars will be overhauled to life-extend and bridge the time period until all of the new streetcars are delivered. The TTC intends to award the contract and make a first instalment payment in 2008 with the delivery of the first two prototype vehicles in 2010.



## TORONTO TRANSIT COMMISSION

The Approved Five-Year Capital Plan includes funding of \$54.992 million in 2008 for the payment required on execution of the initial contract, with total funding on streetcar purchases of \$552.595 million in the 2008-2012 period.

The primary purpose of purchasing new LRVs is to replace vehicles that are at the end of their useful life, instead of rebuilding older cars, with more reliable and efficient cars. In addition, these new vehicles introduce fully accessible light rail transit to the City of Toronto at the earliest possible date. The provincial *Accessibility for Ontarians with Disabilities Act, 2005* (AODA) requires that all services and facilities must be accessible by 2025. In addition, an option will be available to purchase additional cars to address other City-building initiatives such as the Transit City Plan and Waterfront Toronto LRT plans.

### Light Rail Transit Vehicle Plans

	(\$ millions)									
Recommended Plan	2007	2008	2009	2010	2011	2012	2007-12	2013-17	2018-25	Total
Streetcar Overhaul (132 vehicles)	0.0	0.0	8.5	8.7	9.0	9.3	35.4			35.4
LRV Purchase and LEP Closeout	10.3	55.0	43.9	50.7	70.0	33.2	562.9	590.1	105.8	1,258.8
Carhouse Modifications		1.0	4.0	5.0	10.0	10.0	30.0			30.0
Tot Expenditures	10.3	56.0	56.4	64.4	89.0	352.5	628.3	590.1	105.8	1,324.2
LRT Vehicles Purchased					2	24	26	126	52	204

### Operating Budget Impact – Five-Year Plan Incremental Operating Impact Summary

Incremental Operating Budget Impact	2008	2009	2010	2011	2012
<b>2008 Recommended Capital Budget</b>					
Program Costs (net) (\$000s)	522				
Approved Positions	3				
Debt Service Charges (\$000s)	4,769	22,255	22,255	22,255	22,255
<b>Recommended 2009-2012 Capital Plan</b>					
Program Costs (net) (\$000s)	0	8,619	807	301	(90)
Approved Positions		87	0	3	(5)
Debt Service Charges (\$000s)	0	3,696	17,632	17,418	16,094
<b>Total</b>					
Program Costs (net) (\$000s)	522	8,619	807	301	(90)
Approved Positions	3	87	0	3	(5)
Debt Service Charges (\$000s)	4,769	25,951	39,887	39,673	38,349

Debt service cost of repayment of principal and interest is calculated according to corporate guidelines, in the following manner: 3.0% Year 1, and 14% for subsequent years.

## PROGRAM OPERATING IMPACTS

The 2008-2012 Capital Plan will increase future year Operating Budgets by a total of \$10.159 million net over the five-year period, with more than 80% or \$8.619 million of the increase impacting 2009.

## TORONTO TRANSIT COMMISSION

The Operating Budget net impacts are the result of the following capital projects/sub-projects:

### 2008 – 2012 Operating Impact of Capital

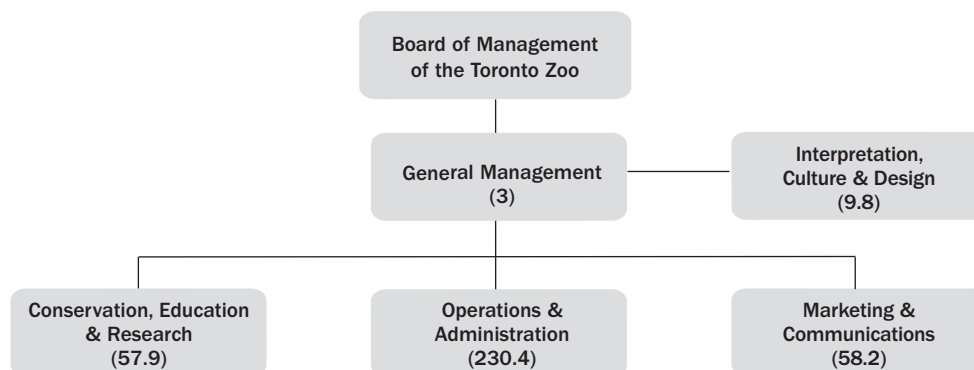
Project Name	2008		2009		2010		2011		2012		TOTAL	
	\$000's	Positions	\$000's	Positions	\$000's	Positions	\$000's	Positions	\$000's	Positions	\$000's	Positions
Surface Track Improvement			(10.0)								(10.0)	
Traction Power – Various	(24.0)		(24.0)		(24.0)		(24.0)		(24.0)		(120.0)	
Communications	125.0	0.5	315.0	4.8	199.0	3.1	46.0	4.0	(27.0)		658.0	12.4
Signal Systems	271.0	2.5	108.0	1.0							379.0	3.5
Finishes	(25.0)										(25.0)	
Tools and Shop Equipment	(4.0)		(3.0)				(3.0)		(3.0)		(13.0)	
Computer Equipment and Software	100.0		300.0	2.5	595.0	5.6	271.0	3.2	15.0		1,281.0	11.3
Intelligent Transportation & Technical Systems			473.0	5.5	75.0	(4.7)	88.0	1.1			636.0	1.9
Easier Access – Phases II and III	44.0		34.0		25.0		36.0		55.0		194.0	
Other Service Planning	35.0		18.0	(2.0)	(63.0)	(4.0)	(113.0)	(5.0)	(106.0)	(5.0)	(229.0)	(16.0)
Mount Dennis Bus Garage			7,408.0	75.0							7,408.0	75.0
<b>Total Operating Impact</b>	<b>522.0</b>	<b>3.0</b>	<b>8,619.0</b>	<b>86.8</b>	<b>807.0</b>	<b>0.0</b>	<b>301.0</b>	<b>3.3</b>	<b>(90.0)</b>	<b>(5.0)</b>	<b>10,159.0</b>	<b>88.1</b>

## MISSION STATEMENT

- The Toronto Zoo is Canada's premier zoo, known for its interactive education and conservation activities. As a unique wildlife experience, we inspire people to live in ways that promote the well being of the natural world.

## PROGRAM MAP

Toronto Zoo is comprised of three services with a total staffing complement of 359.3 approved positions.



## 2007 KEY ACCOMPLISHMENTS

- Achieved 1,432,656 in annual attendance as exceptional weather conditions and the Dinosaurs Alive! exhibit contributed significantly to attendance levels that were 13.2% favourable to budget.
- Achieved level of 31,118 membership households.
- Received re-accreditation from Association of Zoos and Aquariums (AZA), Canadian Association of Zoos and Aquariums (CAZA) and the Canadian Council on Animal Care (CCAC).
- Implemented new automated exit parking system, eliminating long line-ups and wait times at parking entry.
- Improved retail and ride sales due to strong attendance throughout the key summer season.
- Introduction of several healthy choice food items for sale at food outlets.
- Over 264 hours of animal shows and demonstrations, 3,827 “Meet-the-Keeper” presentations and 442 hours of tours provided.
- Zoo Camps completely booked with over 4,700 participants.
- Educational outreach to over 150,000 students and student supervisors.

## 2008 PROGRAM OBJECTIVES

- Maintain an attendance level of 1,265,000 by promoting the theme of oceans and aquatic life through the Stingray Touch Tank temporary exhibit and the new Great Barrier Reef exhibit;
- Reduce the potential impact on attendance resulting from closure of the Australasia and outdoor Americas exhibits (including the Polar Bears) through active marketing the Kids Zoo and regular program of special events;
- Maximize the revenue impact related to the changing mix of attendance;
- Undertake a campaign to raise funds for capital projects and conservation and education programs;
- Develop a “Green Plan”, outlining infrastructure and program initiatives to further the “greening” of the Zoo over the long term;
- Pursue alternative sources of revenue to broaden the Zoo’s program and funding base.

## TORONTO ZOO

### 2008 STRATEGIC PRIORITIES

- A Creative City
  - > The Zoo is hosting the Stingray Touch Tank Exhibit (contribution of \$1.024 million net revenue) as a special feature for 2008 and 2009. No other exhibit of this kind is in the marketplace and with up to 32 stingrays residing in tanks 23 inches high it will allow visitors the unique experience of touching and seeing stingrays providing a highly compelling reason for families to visit the Zoo.

### 2008 OPERATING BUDGET HIGHLIGHTS

The 2008 Council Approved Operating Budget for the Toronto Zoo provides funding to:

- Bring a new interactive exhibit called “Stingray Bay Touch Tank” and coupled with the new Great Barrier Reef exhibit that will provide a high impact offering with the ability to generate incremental attendance again for the Zoo (contribution of \$1.024 million net revenue).
- Improve the Toronto Zoo Bush Camp site and programming (\$0.018 gross and \$0.007 net revenue).
- Addition of two keeper positions in late 2008 (\$0.017 gross) to prepare for the new Tundra Trek exhibit opening planned for 2009.

### 2008 OPERATING BUDGET

#### 2008 Operating Budget by Service

Table 1

Services	Approved Budget (\$000s)						Change over 2007			
	2006		2007		2008		Gross		Net	
	Gross	Net		Net		Net	\$	%	\$	%
Conservation, Education & Research	5,063	3,737	5,090	3,783	5,414	4,012	324.4	6.4	228.3	6.0
Marketing & Communications	9,307	673	9,931	118	11,285	(89)	1,353.6	13.6	(206.5)	-175.6
Operations & Administration	20,735	20,493	21,890	21,672	22,486	22,229	595.5	2.7	556.9	2.6
General Management	1,647	1,549	1,836	1,769	1,920	1,859	83.9	4.6	89.7	5.1
Animal & Endangered Species	672	–	136	–	136	–	0.0	n/a	–	n/a
Revenue & Recoveries	–	(14,782)	–	(15,798)	–	(16,305)	0.0	n/a	(507.0)	3.2
<b>Total Program Budget</b>	<b>37,423</b>	<b>11,670</b>	<b>38,883</b>	<b>11,545</b>	<b>41,240</b>	<b>11,706</b>	<b>2,357.4</b>	<b>6.1</b>	<b>161.5</b>	<b>1.4</b>

## TORONTO ZOO

### 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
	\$	\$	\$	\$	%	\$	\$
<b>Gross Expenditures:</b>							
Salaries and Benefits	21,304.0	22,094.5	22,500.4	1,196.4	6%	23,263.6	24,049.7
Materials and Supplies	7,244.0	7,119.3	7,685.1	441.1	6%	7,685.1	7,685.1
Equipment	315.5	303.3	433.3	117.8	37%	433.3	433.3
Services & Rents	9,307.0	10,132.5	9,909.3	602.3	6%	9,909.3	9,909.3
Interdepartmental Charges							
Contribution to Res/Res Fund	712.0	712.0	712.0	0.0	0%	712.0	712.0
Other Expenditures							
<b>TOTAL GROSS EXPENDITURES</b>	<b>38,882.5</b>	<b>40,361.5</b>	<b>41,240.1</b>	<b>2,357.6</b>	<b>6%</b>	<b>42,003.3</b>	<b>42,789.4</b>
<b>Funded by:</b>							
Grants & Subsidies	500.4	340.5	586.6	86.1	17%	586.6	586.6
Federal Subsidies							
Interdepartmental Recoveries							
Contribution from Res/Res Funds	712.0	712.0	712.0	0.0	0%	712.0	712.0
User Fees	25,897.0	28,833.2	28,022.0	2,125.0	8%	28,022.0	28,022.0
Other Revenues	228.4	243.8	213.4	(15.0)	-7%	213.4	213.4
<b>TOTAL NON TAX REVENUES</b>	<b>27,337.9</b>	<b>30,129.5</b>	<b>29,534.0</b>	<b>2,196.1</b>	<b>8%</b>	<b>29,534.0</b>	<b>29,534.0</b>
NET BUDGET (excluding Capital Financing)	11,544.6	10,232.0	11,706.1	161.5	1%	12,469.3	13,255.4
<b>APPROVED POSITIONS</b>	<b>354.0</b>	<b>354.0</b>	<b>359.3</b>	<b>5.3</b>	<b>1%</b>	<b>359.3</b>	<b>359.3</b>

### 2009/2010 OPERATING BUDGET OUTLOOK

A number of pressures will result from the approval of the 2008 Recommended Operating Budget for the Toronto Zoo:

- The 2009 Outlook includes \$0.102 for the annualized impact of two additional keeper positions required late in 2008 to prepare for the new Tundra exhibit opening planned for 2009. These positions will maintain the 2008 service levels.

## TORONTO ZOO

### 2008 CAPITAL BUDGET AND 2009 – 2012 CAPITAL PLAN

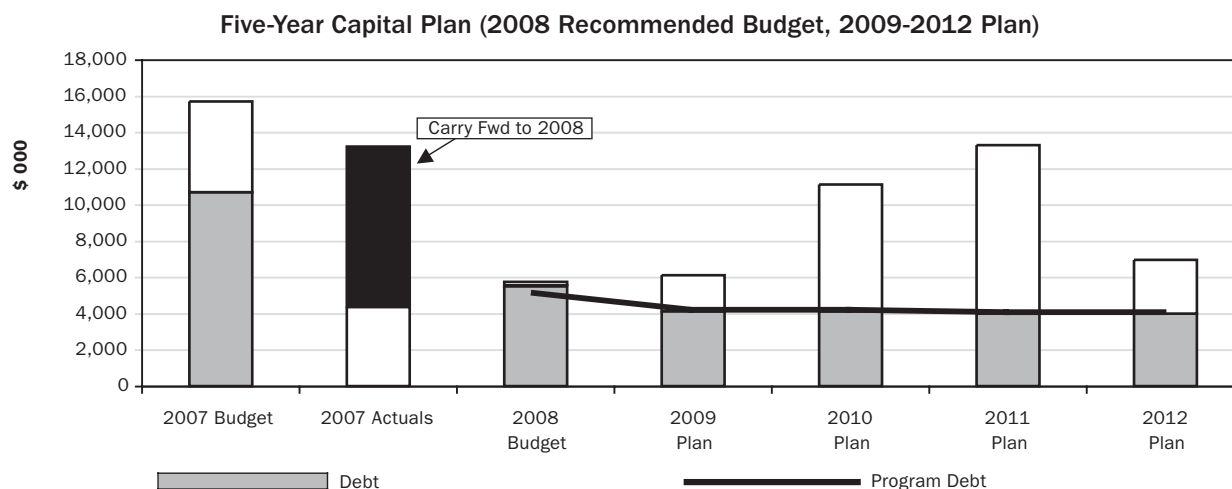
#### FIVE-YEAR CAPITAL PLAN OVERVIEW

The Toronto Zoo's 2008-2012 Capital Plan, excluding one-year carry forward funding, requires \$43.168 million gross (\$21.810 million debt) funding, which includes cash flow of \$5.660 million gross (\$5.560 million debt) for 2008, an amount that is \$0.500 million higher than the Program's 2007 Approved Capital Budget of \$5.060 million. The Plan estimates capital funding needs of \$6.125 million gross (\$4.125 million debt) in 2009; \$11.125 million gross (\$4.125 million debt) in 2010; \$13.283 million gross (\$4.000 million debt) in 2011 and \$6.975 million gross (\$4.000 million debt) in 2012.

The Council Approved Five-Year Capital Plan for the Toronto Zoo exceeds the allocated debt target of \$21.310 million by \$0.500 million for rehabilitation for seven bridges on the Toronto Zoo in 2008. The Council Approved annual debt levels for 2009-2012 conform to the yearly debt targets assigned to the Toronto Zoo.

The Council Approved Five-Year Capital Plan for Toronto Zoo attempts to strike a balance between strategic improvements and capital refurbishment. The Five-Year Plan includes \$14.171 million (33%) for state-of-good repair (SOGR) initiatives while the remaining \$28.997 million (67%) is reserved for service improvements (SI). However, the majority of the latter projects will replace existing exhibits that are deteriorating, in effect significantly reducing the Toronto Zoo's current SOGR backlog. For instance, the North Zoo Site Redevelopment Project, though classified as service enhancements, will alone diminish the backlog by over \$27 million once completed.

It is anticipated that most of the Zoo's Service Improvement Projects will not be funded from debt. Of the \$29.0 million forecast for service improvement projects over the next five years, \$21.4 million is to be secured from a major fund raising campaign. The Toronto Zoo proposes to fundraise \$9.0 million by 2010 and an additional \$8.8 million by 2011. The vast majority of these funds are intended for the outstanding phases of the North Zoo Site Redevelopment Project as well as for its Elephant Paddock project. A fundraising report was completed in 2007 and the Toronto Zoo is preparing to launch its major capital fund raising campaign in 2008.



## TORONTO ZOO

	2007		Five-Year Plan					
	Budget	Actual	2008	2009	2010	2011	2012	2008-12
<b>Gross Expenditures:</b>								
2007 Capital Budget & Future Year Commitments	15,707	4,359	3,322					3,322
Recommended Changes to Commitments								
2008 New/Change in Scope and Future Year Commitments			2,338	1,696				4,034
2009 – 2012 Plan Estimates				4,429	11,125	13,283	6,975	35,812
1-Year Carry Forward to 2008		8,848	→					
<b>Total Gross Annual Expenditures &amp; Plan</b>	<b>15,707</b>	<b>13,207</b>	<b>5,660</b>	<b>6,125</b>	<b>11,125</b>	<b>13,283</b>	<b>6,975</b>	<b>43,168</b>
<b>Program Debt Target</b>	<b>6,200</b>		<b>5,060</b>	<b>4,125</b>	<b>4,125</b>	<b>4,000</b>	<b>4,000</b>	<b>21,310</b>
<b>Financing:</b>								
Recommended Debt	10,707		5,560	4,125	4,125	4,000	4,000	21,810
Other Financing Sources:								
Reserves/Reserve Funds								
Development Charges								
Federal								
Provincial								
Other Revenue	5,000		100	2,000	7,000	9,283	2,975	21,358
<b>Total Financing</b>	<b>15,707</b>		<b>5,660</b>	<b>6,125</b>	<b>11,125</b>	<b>13,283</b>	<b>6,975</b>	<b>43,168</b>
<b>By Category:</b>								
Health & Safety								
Legislated								
SOGR	5,639		1,841	3,374	2,080	3,504	3,372	14,171
Service Improvement	10,068		3,819	2,751	9,045	9,779	3,603	28,997
Growth Related								
<b>Total By Category</b>	<b>15,707</b>		<b>5,660</b>	<b>6,125</b>	<b>11,125</b>	<b>13,283</b>	<b>6,975</b>	<b>43,168</b>
Yearly SOGR Backlog Estimate (not addressed by current plan)			2,259	2,158	1,922	1,630	2,005	9,974
Accumulated Backlog Estimate (end of year)		103,516	92,607	88,486	79,004	67,029	61,988	61,988
<b>Operating Impact on Program Costs</b>			<b>17</b>	<b>139</b>		<b>335</b>		<b>474</b>
<b>Debt Service Costs</b>			<b>167</b>	<b>735</b>	<b>578</b>	<b>574</b>	<b>560</b>	<b>2,613</b>

\* Note that the 1-Year Carry Forward reflects the budget submission and as reflected in CAPTOR

## CAPITAL PROJECT HIGHLIGHTS

### Strategic Priorities:

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

- **North Zoo Site Redevelopment Project**

The North Zoo Site Redevelopment Project is the dominant project at the Toronto Zoo requiring \$27.7 million or 53% of the planned funding for Capital Projects in the 2008-2012, Five-Year Capital Plan. The North Zoo Site Redevelopment will complete more efficient integration of visitor site circulation

## TORONTO ZOO

changes at the Toronto Zoo by bringing important Canadian animal exhibits now in the valley up into the table lands. The construction has been planned in various phases over the next six years to match debt target and fund raising plans.

- **Elephant Winter Holding**  
The Elephant Winter Holding Project requires \$5.1 million or 10% of the planned funding for Capital Projects in the 2008-2012, Five-Year Capital Plan. A feasibility study has been initiated in 2007 to study the future requirements of maintaining a herd of elephants into the future due to increasing standards for the care of these animals. Depending on the outcome of the feasibility study, this Project may involve an expansion and modification of the elephant exhibit to provide additional space for the elephants and enhanced viewing experience for visitors. The anticipated start date for this project is 2009.
- **Giraffe House Refurbishment**  
The Giraffe House Refurbishment Project requires \$1.6 million or 3% of the planned funding for Capital Projects in the 2008-2012, Five-Year Capital Plan. The Giraffe House was listed as a major concern in the AZA Accreditation report in 2007 and therefore the project is being advanced in the CWP. The house requires a restraint unit to be installed, new floors with non-slip material, sufficient storage and services, and a shelter/shade structure to provide a year round exercise area for the giraffes. The anticipated start date for this project is 2010.
- **Animal Health Care**  
The Animal Health Care Project requires \$4.1 million or 8% of the planned funding for Capital Projects in the 2008-2012, Five-Year Capital Plan. Construction of the Quarantine Facility was completed earlier in 2007, as the first phase of the Animal Health Facilities project. Detailed design of a new animal hospital and research facilities is planned for 2011 with construction to follow in 2012.
- **Implementation of the "Green Plan"**  
The 2008 Submitted Capital Request included a request for \$0.100 million additional funding to assess Capital Works Projects to determine the feasibility and cost of the "Green Plan" developed by the Toronto Eco-Zoo Team and approved in principle by the Board of Management in June, 2007.

### Other Key Capital Initiatives:

The Toronto Zoo's approved Five-Year Capital Plan includes funding for the following major capital initiatives:

- The Building & Services Refurbishment Project requires \$7.067 million or 14% of the planned funding for Capital Projects in the 2008-2012, Five-Year Capital Plan.
- The Information System Project requires \$1.1 million or 2% of the planned funding for Capital Projects in the 2008-2012, Five-Year Capital Plan.
- The Exhibit Refurbishment Project requires \$2.6 million or 5% of the planned funding for Capital Projects in the 2008-2012, Five-Year Capital Plan.

## INCREMENTAL OPERATING IMPACT OF THE 2008 CAPITAL BUDGET

The following operating impacts resulting from the approval of the Five-Year Capital Plan:

- \$0.156 million for two additional keepers as well as service requirements associated with the North Zoo Site Redevelopment Tundra initiative. The anticipated opening of the Tundra is in 2009. The plan is to recruit the two staff in the last three months of 2008, requiring \$0.017 million with the annualized amount anticipated to be \$0.139 million in 2009.
- \$0.335 million for eight additional staff as well as corresponding materials and supplies upon the completion of the mixed Woodland/Boreal Forest phase of the North Zoo Site Redevelopment Project in 2011.



## TORONTO ZOO

### STATE OF GOOD REPAIR BACKLOG

The Toronto Zoo's inventory of hard assets is valued at more than \$115 million. Due to past funding constraints, the Toronto Zoo has accumulated a SOGR backlog of approximately \$103.5 million by the end of 2007. Implementation of the Recommended Five-Year Plan will result in the SOGR backlog being reduced to \$62.0 million by 2012.

Although the Plan addresses approximately 40% (\$41.5 million) of the current deficit, the fact is that over \$8.3 million would be required annually, over the next ten years, to eliminate the backlog entirely. This yearly amount alone is almost double the Program's average five-year debt target of \$4.26 million per annum.

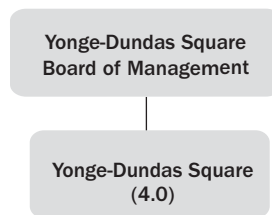
# ..... YONGE-DUNDAS SQUARE

## MISSION STATEMENT

- The mission of the Yonge-Dundas Square Board of Management is to responsibly manage the Yonge-Dundas Square and enhance the vitality of downtown; to launch, promote and operate the Square as a unique public space, borne from the passion of its community and the energy of commercial participation, so as to develop a positive perception by way of its activities, security, and cleanliness.

## PROGRAM MAP

Yonge-Dundas Square (YDS) is comprised of one service, with a total staffing complement of 4.0 approved positions.



## 2007 KEY ACCOMPLISHMENTS

- Increased event attendance for 5th consecutive year.
- Increased earned revenue from previous year by 45%.
- Hosted multicultural community festivals and other major festivals such as Just for Laughs.

## 2008 PROGRAM OBJECTIVES

- To continue to run an exceptional events program, enabling YDS to maximize its contribution to the revitalization of the Downtown Yonge area.
- Continue with multicultural programming that attracts a broad demographic while continuing to increase public and private sector use.
- Continue to develop new streams of revenue to offset the costs of animating the Square with programs that promote the vision of YDS as a community focal point and resource.

## 2008 STRATEGIC PRIORITIES

- A Strong City with a Strong Economy:
  - > The Yonge-Dundas Square Program through its unique governance model will continue its work to improve the business climate in the City's downtown core through its activities, security and cleanliness.
- A Creative City
  - > Increase self-produced programming with support from the private sector sponsorships.
  - > Use of self-produced programming as a tool to position Yonge-Dundas Square as a premier outdoor urban venue for both commercial and community events.
  - > Increase earned revenue to support ongoing animation of the Square with signature events that support the City's Economic Development, Culture and Tourism objectives.

## 2008 OPERATING BUDGET HIGHLIGHTS

The 2008 Operating Budget will provide the following services:

- produce and program 156 events
- host 137 community and private sector events including City events, plus major festivals such as Just for Laughs and Luminato
- facility management with onsite security and onsite maintenance 24/7/365

## YONGE-DUNDAS SQUARE

### 2008 OPERATING BUDGET

#### 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	\$	%	\$	%
Yonge-Dundas Square	1,073	583	1,167	584	1,352	584	184.7	15.8%	0.0	0.0
<b>Total Program Budget</b>	<b>1,073</b>	<b>583</b>	<b>1,167</b>	<b>584</b>	<b>1,352</b>	<b>584</b>	<b>184.7</b>	<b>15.8%</b>	<b>0.0</b>	<b>0.0</b>

#### 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 \$
				\$	%		
<b>Gross Expenditures:</b>							
Salaries and Benefits	290.5	293.3	344.0	53.6	18.4%	344.0	344.0
Materials and Supplies	135.0	212.0	145.0	9.9	7.4%	145.0	145.0
Equipment	0.0	0.0	36.0	36.0	n/a	36.0	36.0
Services & Rents	739.7	926.8	825.3	85.6	11.6%	825.4	825.4
Contributions to Reserve/Res Funds	1.7	1.7	1.7	0.0	0.0%	1.7	1.7
Other Expenditures	0.0	0.0	(0.4)	(0.4)	n/a	0.0	0.0
<b>Total Gross Expenditures</b>	<b>1,166.8</b>	<b>1,433.8</b>	<b>1,351.5</b>	<b>184.7</b>	<b>15.8%</b>	<b>1,352.0</b>	<b>1,352.0</b>
<b>Funded by:</b>							
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	583.3	898.3	768.5	185.2	31.8%	768.5	768.5
Contribution from Reserves/Res Funds	0.0	0.0	0.0	0.0	n/a	0.0	0.0
Other Revenues	0.0	0.0	(0.5)	(0.5)	n/a	0.0	0.0
<b>Total Non Tax Revenues</b>	<b>583.3</b>	<b>898.3</b>	<b>768.0</b>	<b>184.7</b>	<b>31.7%</b>	<b>768.5</b>	<b>768.5</b>
Net Budget (excluding Capital Financing)	583.5	535.5	583.5	(0.0)	(0.0%)	583.5	583.5
<b>APPROVED POSITIONS</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>0.0</b>	<b>0.0%</b>	<b>4.0</b>	<b>4.0</b>

### 2009/2010 OPERATING BUDGET OUTLOOK

- The Yonge-Dundas Square Board of Management will continue to focus on increasing earned revenues to fund its programs that support the objectives of the City's Economic Development, Culture and Tourism Division.
- Yonge-Dundas Square projects no increase in its 2009 and 2010 net operating budgets.
- The 2009 and 2010 Outlooks maintains the 2008 services and service levels.

## YONGE-DUNDAS SQUARE

### 2008 CAPITAL BUDGET AND 2009 – 2012 CAPITAL PLAN

#### FIVE-YEAR CAPITAL PLAN OVERVIEW

Yonge-Dundas Square's present Five-Year Capital Plan begins to address safety issues and state of good repair as the venue infrastructure ages.

Yonge-Dundas Square's 2008 Capital Budget and 2009 to 2012 Capital Plan totals \$0.200 million and meets the Council approved debt affordability targets for each of the five years. The debt target is currently set at zero for years 2011 and 2012; however, an impending facility audit report may indicate future capital funding requirements.

The 2008 Council Approved Capital Budget of \$0.100 million in new debt funding is for a health and safety capital project to replace the large steel grate on the Square at the corner of Yonge and Dundas that is a safety hazard during wet weather.

The 2009-2012 cash flow projections anticipate a base level of capital investment required to maintain the Yonge-Dundas Square infrastructure in a state of good repair for 2009 and 2010.

The Yonge-Dundas Square Capital Program reflects emerging demands for state of good repair projects. The Board of Management is currently working with the Facilities and Real Estate Division on a facility audit and State of Good Repair Report. This report will be available by the end of 2007.

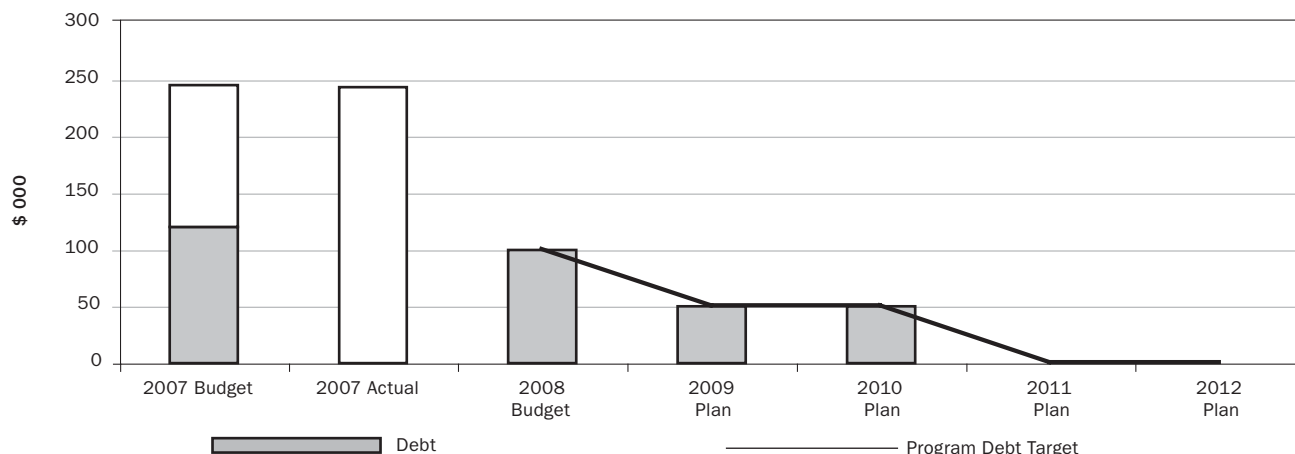
The Board of Management anticipates work will be required during the next five years to address issues related to the Square's sewage system, drainage of planting beds, electrical systems and granite and stainless steel replacement. The facility audit will provide a comprehensive multi-year plan to address these challenges.

The Program does not have a backlog of state of good repair projects as the Square is relatively new, and the facility audit is not yet complete.

The current plan includes \$0.050 million for anticipated state of good repair projects in each of 2009 and 2010. This plan will be updated once the State of Good Repair analysis has been completed in late 2007.

The Five-Year Capital Plan debt targets for years 2009 through 2012 will need to be revised once the results of the facility audit and State of Good Repair Report are completed.

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



## YONGE-DUNDAS SQUARE

	2007		Five-Year Plan					
	Budget	Actual	2008	2009	2010	2011	2012	2008-12
<b>Gross Expenditures:</b>								
2007 Capital Budget & Future Year Commitments	245	244						0
Recommended Changes to Commitments								0
2008 New/Change in Scope and Future Year Commitments			100					100
2009 - 2012 Plan Estimates				50	50			100
1-Year Carry Forward to 2008		0	→					
<b>Total Gross Annual Expenditures &amp; Plan</b>	<b>245</b>	<b>244</b>	<b>100</b>	<b>50</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>200</b>
<b>Program Debt Target</b>	<b>245</b>		<b>100</b>	<b>50</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>200</b>
<b>Financing:</b>								
Recommended Debt	120		100	50	50			200
Other Financing Sources:								
Reserves/Reserve Funds								0
Development Charges								0
Federal								0
Provincial								0
Other Revenue	125							0
<b>Total Financing</b>	<b>245</b>		<b>100</b>	<b>50</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>200</b>
<b>By Category:</b>								
Health & Safety	120		100					100
Legislated								0
SOGR				50	50			100
Service Improvement								0
Growth Related	125							0
<b>Total By Category</b>	<b>245</b>		<b>100</b>	<b>50</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>200</b>
Yearly SOGR Backlog Estimate (not addressed by current plan)			Not yet available.					
Accumulated Backlog Estimate (end of year)								
<b>Operating Impact on Program Costs</b>			<b>None</b>					
<b>Debt Service Costs</b>			<b>3</b>	<b>13</b>	<b>7</b>	<b>6</b>		<b>28</b>

\* Note that the 1-Year Carry Forward reflects budget submission and as reflected in CAPTOR

## CAPITAL PROJECT HIGHLIGHTS

The Yonge-Dundas Square Approved Five-Year Capital Plan includes funding for the following capital initiatives:

- Replacing the large steel grate in the oculus at the corner of Yonge and Dundas to address a safety issue requiring \$0.100 million debt funding in 2008.
- State of good repair projects requiring debt funding of \$0.050 million in each year of 2009 and 2010.

## INCREMENTAL OPERATING IMPACT OF THE 2008 CAPITAL BUDGET

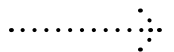
There are no operating impacts arising from the 2008 Capital Budget.

## STATE OF GOOD REPAIR BACKLOG

The Program does not have an existing backlog of state of good repair projects as the Square is relatively new.

# NON-LEVY OPERATIONS

CITY OF TORONTO  
2008 BUDGET SUMMARY

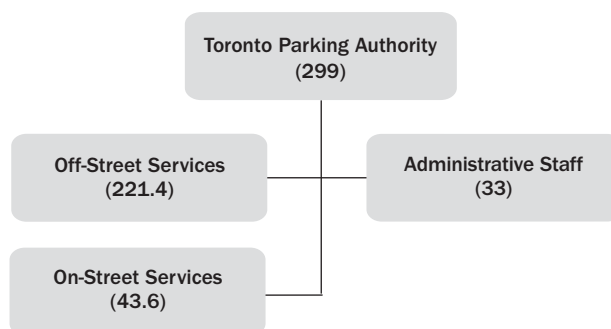


## MISSION STATEMENT

- The Toronto Parking Authority exists to provide safe, attractive, self sustaining, conveniently located and competitively priced off-street and on-street public parking as an integral component of Toronto's transportation system.

## PROGRAM MAP

The Toronto Parking Authority is comprised of two services with a total of 299 approved positions.



## 2007 KEY ACCOMPLISHMENTS

- Addressed off-street parking shortfall through opening 13 new carparks in various neighbourhoods.
- Converted approximately 1,100 on-street spaces to pay-and-display machines from old-style meters to improve customer service and enhance the revenue generation.
- Continued development of e-commerce payment options.
- Completed all major maintenance projects that were planned.
- Contributed \$32.7 million to the City in 2007.

## 2008 PROGRAM OBJECTIVES

- **Short Term Parking:** Satisfying the short term parking demands identified within the various business areas of the City.
- **Supporting Local Business: Achieved by the following:**
  - a) Satisfying short term parking needs.
  - b) Providing alternative payment options for customers (convenience).
  - c) Constantly improving customer service.
  - d) Innovative solutions to specific parking problems.
- **Innovative and Economic Expansion of Services:** Examine/utilize new technology to enhance service and reduce operating costs and the expansion via joint partnerships with the private sector at reduced costs.
- **Self Funding:** Constantly seeking ways to enhance revenue and provide services at lower costs through new technology and automation.
- The Toronto Parking Authority is self-sustaining and does not impact the municipal property tax levy.
- In 2007, the City and the Toronto Parking Authority renewed its Income Sharing Agreement for an additional 3 years. The Agreement requires the Toronto Parking Authority to pay annual rent to the City equal to 75% of its net income for the year or \$18.000 million; whichever is greater. In addition, from

## TORONTO PARKING AUTHORITY

time to time the Toronto Parking Authority will pay an amount to the City that is in excess of capital asset funding requirements over the ensuing five-year period. This is in addition to the share of annual operating income paid under the current Agreement.

### 2008 STRATEGIC PRIORITIES

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

- Continued focus on satisfying short-term parking shortfalls while increasing net profits.
- Continued expansion and promotion of the corporate convenience card. The card is marketed to corporate customers who have sales people or technicians in the field. It is a private label credit card that is accepted in all Toronto Parking Authority equipment to pay for off-street and on-street parking.
- Examination of additional automation opportunities.
- Continued conversion of on-street meters to pay-and-display technology in areas where a reasonable payback is obtainable.
- Continued focus on opportunities to satisfy urgent parking needs in areas that have identified parking shortfalls. Particular attention has been placed on St. Clair Avenue between Yonge Street and Gunns Road for additional off-street spaces to replace spaces that will be lost on-street due to the Toronto Transit Commission street car right-of-way.

### 2008 OPERATING BUDGET HIGHLIGHTS

The 2008 Operating Budget will provide the following services:

- The Toronto Parking Authority operates approximately 20,000 off-street spaces in 180 facilities including 22 parking garages, as well as 18,000 on-street spaces controlled by pay-and-display technology or single spaced meters.
- In addition, the Authority manages on behalf of the Toronto Transit Commission, 14,000 spaces at their park-and-ride facilities and parking areas on behalf of the Parks, Forestry and Recreation Program serving the waterfront parks during the summer season.
- The Toronto Parking Authority is the largest municipal parking operator in North America.

### 2008 OPERATING BUDGET

The 2008 Operating Budget for the Toronto Parking Authority of \$49.617 million net represents a \$5.188 million or 11.7 % increase compared to 2007.

#### 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	\$	%	\$	%
Off-Street Parking	43,866	(15,318)	46,082	(18,153)	50,364	(19,225)	4,282	9.3%	(1,072)	5.9%
On-Street Parking	10,935	(25,065)	11,723	(26,277)	13,134	(30,393)	1,411	12.0%	(4,116)	15.7%
<b>Total Program Budget</b>	<b>54,801</b>	<b>(40,383)</b>	<b>57,805</b>	<b>(44,429)</b>	<b>63,498</b>	<b>(49,617)</b>	<b>5,693</b>	<b>9.8%</b>	<b>(5,188)</b>	<b>11.7%</b>



## TORONTO PARKING AUTHORITY

### 2008 Operating Budget by Category

Table 2

Description of Category	(in \$000s)						2010 Outlook \$
	2006 Budget \$	2007 Actuals \$	2008 Approved Budget \$	Change from 2007 Approved Budget		2009 Outlook \$	
				\$	%		
<b>Gross Expenditures:</b>							
Services & Rents	13,389	14,021	15,100	1,712	12.8%	15,450	15,700
Contributions and Transfers	0	0	0	0	n/a	0	0
Other (Includes IDCs)	14,167	14,845	15,251	1,084	7.7%	15,500	15,700
<b>Total Gross Expenditures</b>	<b>57,805</b>	<b>59,923</b>	<b>63,498</b>	<b>5,693</b>	<b>9.8%</b>	<b>65,440</b>	<b>66,950</b>
<b>Funded by:</b>							
Provincial and Federal Grants & Subsidies	0	0	0	0	n/a	0	0
User Fees/Donations	102,234	106,463	113,115	10,881	10.6%	115,400	116,900
Reserves/Reserve Funds	0	0	0	0	n/a	0	0
Other (Includes IDRs)	0	0	0	0	n/a	0	0
<b>Total Non Tax Revenues</b>	<b>102,234</b>	<b>106,463</b>	<b>113,115</b>	<b>10,881</b>	<b>10.6%</b>	<b>115,400</b>	<b>116,900</b>
Net Budget (excluding Capital Financing)	(44,429)	(46,540)	(49,618)	(5,188)	11.7%	(49,960)	(49,950)
<b>APPROVED POSITIONS</b>	<b>297.8</b>	<b>297.8</b>	<b>299.0</b>	<b>1.2</b>	<b>0.4%</b>	<b>300.0</b>	<b>300.0</b>

### 2009/2010 OPERATING BUDGET OUTLOOK

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

### 2008 CAPITAL BUDGET AND 2009 – 2012 CAPITAL PLAN

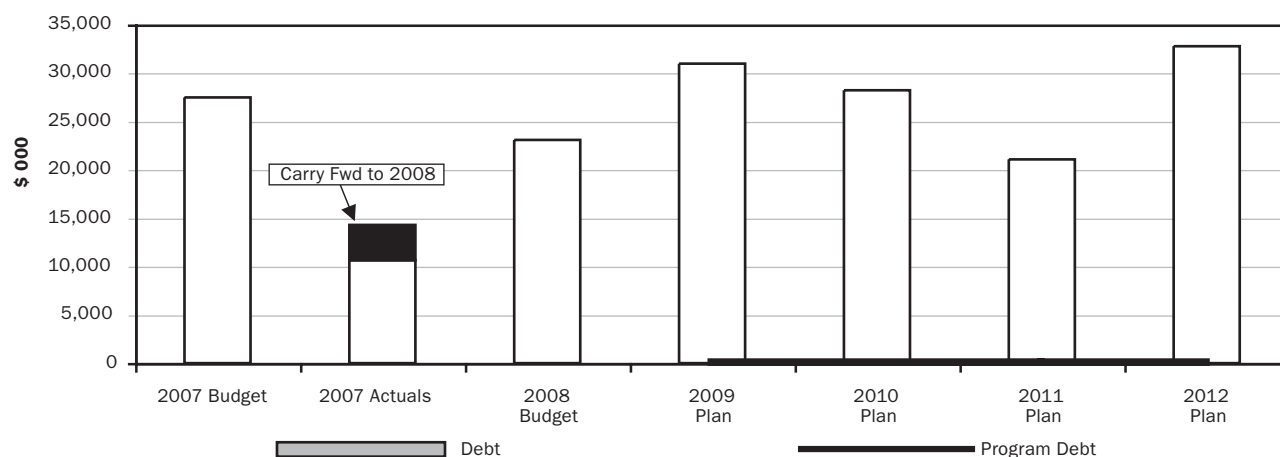
#### FIVE-YEAR CAPITAL PLAN OVERVIEW

Growth projects account for \$65.681 million or 48% of the Five-Year Capital Plan. Growth projects are primarily driven by the acquisition of properties for the development of new off-street parking facilities based on feasibility and needs assessment studies.

The Five-Year Capital Plan reflects the allocation of significant funding to service improvement projects accounting for approximately \$63.740 million or 47%. These projects are mainly comprised of the expansion and/or redevelopment of existing parking facilities and infrastructure such as pay-and-display technology.

# TORONTO PARKING AUTHORITY

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



	2007		2008	2009	Five-Year Plan					
	Budget	Actual			2010	2011	2012	2008-12		
Gross Expenditures:										
2008 New/Change in Scope and Future Year Commitments			19,406					19,406		
2009 - 2012 Plan Estimates				31,000	28,200	21,100	32,800	113,100		
1-Year Carry Forward to 2008		3,650	→							
Total Gross Annual Expenditures & Plan			27,506	14,282	23,096	31,000	28,200	21,100	32,800	136,196
Financing Sources:										
Reverses			4,400		1,650	100	2,100	100	1,300	5,250
Retained Earnings			20,856		21,446	21,900	26,100	21,000	31,500	121,946
Other			2,250			9,000				9,000
Total Financing			27,506		23,096	31,000	28,200	21,100	32,800	136,196
By Category:										
Health & Safety			865		500	600				1,100
Legislative										
SOGR			2,555		4,475	900	100	100	100	5,675
Service Improvement			9,700		6,540	22,000	20,000	8,000	7,200	63,740
Growth Related			14,386		11,581	7,500	8,100	13,000	25,500	65,681
Total By Category			27,506		23,096	31,000	28,200	21,100	32,800	136,196
Yearly SOGR Backlog Estimate (not addressed by current plan)					(4,475)	(100)	(100)	(100)	(100)	(4,875)
Accumulated Backlog Estimate (end of year)		4,875	400	300	200	100				0
Operating Impact on Program Costs						(857)	(1,110)	(1,686)	(1,260)	(4,913)

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

## TORONTO PARKING AUTHORITY

### CAPITAL PROJECT HIGHLIGHTS

#### Strategic Priorities:

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

- **Climate Change, Clean Air and Sustainable Energy Action Plan**  
The Recommended Five-Year Capital Plan provides approximately \$3.900 million in funding for a broad range of projects that will form part of the Action Plan for Climate Change. These include the following:
- **Energy Efficiency**  
The Recommended Five-Year Capital Plan includes the following projects which will reduce energy consumption:
  - > \$2.300 million for lighting and electrical upgrades at several parking facilities.
  - > \$0.150 million to replace air conditioning units with high efficiency units.
  - > \$0.150 million for the installation of solar energy panels on the roof of carpark 43. This is a co-operative pilot project with the Toronto Atmospheric Fund aimed at generating solar power to reduce electricity consumption at the carpark.The Program is currently assessing the potential energy savings from these projects.
- **Water Usage**  
The Recommended Five-Year Capital Plan also includes \$1.300 million for the implementation of sprinkler upgrades at several off-street parking facilities.
- **Making a Stronger Economy**  
The Toronto Parking Authority is a self-sustaining public corporation owned by the City of Toronto. The Authority contributes net income to the City's general revenues while successfully meeting its mandate of providing the short-term parking needs of many business areas and communities as well as on-street parking. Considered a leader in the use of parking technology, the Authority has been successful in ensuring that businesses in areas served throughout the City continue to grow and their neighbourhoods remain vibrant.

#### Other Key Capital Initiatives:

Funding for the Five-Year Capital Plan continues the implementation of the solar powered and environmentally friendly pay-and-display technology; ensures the acquisition of property and the development of new facilities to satisfy future demand for off-street parking; and, expansion and/or redevelopment of existing parking infrastructure.

Development of several new off-street parking facilities at the following locations: College – Dovercourt to Lansdowne; St. Clair – Oakwood Business Improvement Area; St. Clair West – Corso Italia/carpark 41; Yonge – North of Finch; and, Yonge/Summerhill. Needs assessments have identified that these areas as requiring additional short-term off-street parking spaces to enhance the local business climate.

### INCREMENTAL OPERATING IMPACT OF THE 2008 CAPITAL BUDGET

The Five-Year Capital Plan includes incremental operating revenue generated from user fees of (\$0.857) million in 2009; (\$1.110) million in 2010; (\$1.686) million in 2011; and, (\$1.260) million in 2012. In total, the incremental revenue generated from user fees amounts to (\$4.913.) million. Incremental operating revenue from user fees is generated in the year following completion of parking facilities.

### STATE OF GOOD REPAIR BACKLOG

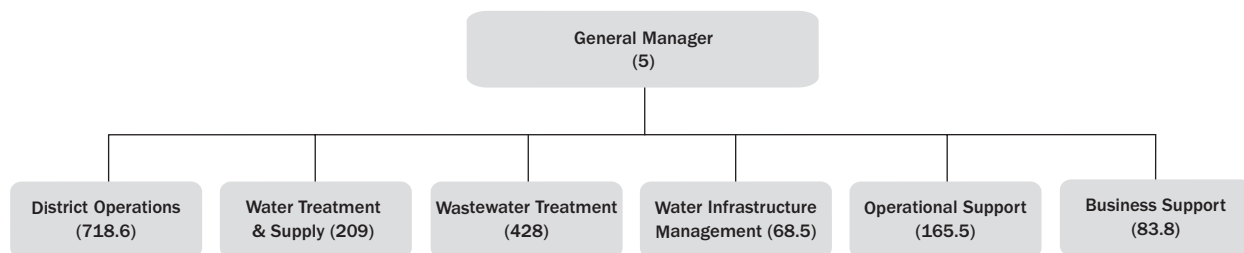
The Toronto Parking Authority does not have a significant backlog of state of good repair projects. The backlog, estimated at \$4.875 million for 2008, will be fully addressed within the Five-Year Capital Plan. The backlog includes maintenance activities such as lighting/electrical/sprinkler upgrades; paving; and, painting at off-street parking facilities.

## MISSION STATEMENT

- Toronto Water is committed to providing its customers with quality water services through supplying drinking water and treatment of wastewater essential for protecting public health and safety, in an environmentally responsible manner. By providing superior water quality and sewage services at reasonable prices, the Program will become the service provider of choice, and renowned worldwide as a centre of expertise

## PROGRAM MAP

Toronto Water is comprised of 6 major services, with a total of 1,678.4 approved positions.



## 2007 KEY ACCOMPLISHMENTS

Toronto Water successes are often of a cumulative nature and accomplished over a number of years. The following highlights Toronto Water's achievements for 2007:

### Stewardship of the Environment

- Staff conducted in excess of 85,000 tests on wastewater samples collected from the 4 wastewater treatment plants and industrial sectors around the City.
- Launched an Outfall Monitoring Program starting in the Taylor Massey Creek area. The Program will be moving across all of the 6 watersheds in the City over the next five-years and is designed to identify and map all municipal and private outfalls discharging into the City's creeks and rivers. Samples will be collected and tested from these outfalls to identify potential cross-connection problems between sanitary and storm sewers. Sewer Bylaw Officers have investigated a number of potential problems with local property owners.
- Toronto Water's Sewer Use Bylaw won awards and is recognized as one of the most restrictive of its type in Canada.
- Provided assistance to approximately 2,300 homeowners to disconnect their downspouts from the sewer system.
- Initiated a number of Class Environmental Assessments required as the first step in implementing the Wet Weather Flow Master Plan

### Increase Capacity for Growth

- Winner of the American Water Works Association Public Achievement Award for educating the public, promoting awareness of water issues and engaging residents and businesses in model behaviour regarding water usage and source protection (Water Efficiency Program and Downspout Disconnection Program).
- Awarded a silver award in the Public Service Quality Fair for the promotion and delivery of the City of Toronto's Toilet Replacement Program in the multi-residential and single family sectors as part of the Water Efficiency Program.

## TORONTO WATER

- Continued in 2007 to exceed the targeted water saving anticipated from the Water Efficiency Program.
- Initiated the process to design the expansion of the Horgan Water Treatment Plant scheduled to start operation in 2011-12. The increased treatment capacity will help meet some of the future growth needs of the City and the Region of York.

### Water Quality

- Completed licensing of staff that test drinking water as Water Quality Analysts and increased the scope of the City's laboratory accreditation.

### Customer Service Delivery

- Effectively managed the realignment of the staffing resources to improve system performance and enhance customer service.
- Responded to an estimated 17,000 water meter complaints.
- Trenchless rehabilitation techniques were enhanced to extend the useful life of the City's sewer infrastructure and minimize the impact on adjacent homes and businesses.

### Optimizing Work Process and Workforce

- Continued the roll out of numerous continuous improvement projects.
- Silver awards of recognition from the Public Sector Quality Fair for the following initiatives:
  - > Succession Planning in a Unionized Environment.
  - > Water Services Repair Program.
- Provided Toronto Water staff with numerous training and development opportunities to ensure staff are retained and exceed the Provincial mandated training and certification regulations.
- Reviewed and standardized the work practices to optimize efficiency in field operations.

### Technology Efficiencies and Improvements

- Enhanced the Laboratory Information Management System (LIMS) to improve lab staff efficiency in managing day-to-day work.
- New technology was put to work and efficiencies improved by installing combination sewer cleaners, vacuum excavation equipment, and closed circuit camera equipment for sewer inspections to lower costs.
- Continued focus on strategic planning and long-term management of all Toronto Water physical assets.
- Continued odour control and heating system improvements at the Ashbridges Bay Treatment Plant.

## 2008 PROGRAM OBJECTIVES

The theme of the Capital and Operating Budgets is "Building a Better Tomorrow" and reflects the level of investment that is required to meet the needs of the community. Toronto Water's objectives for 2008 and beyond have been extensively documented in the Toronto Water Multi-Year Business Plan adopted by Council in 2005.

Toronto Water will achieve their mission statement through the following major objectives:

- Planning for the necessary investment to ensure drinking water quality continues to exceed the Provincial legislative requirements.
- Renew and rehabilitate ageing infrastructure. This requires significant long-term infrastructure investment.
- Establish a rate structure that will enable the City to finance the accelerated capital investment needed to address the system's significant infrastructure deficit.
- Respond effectively to recent and anticipated changes in the legislative environment, many of which result from the Walkerton tragedy.
- Provide adequate and effective attention to source water protection as a key component to protect the quantity and quality of surface and ground water supplies before they are captured for human use.
- Meet stringent new provincial reporting requirements, including the pending full cost accounting, reporting of said costs, and full recovery.
- Improve capacity of the current system to provide water and wastewater services to meet projected population growth.

## TORONTO WATER

- **Standardize and harmonize processes and practices, both in the plants and in the district operations areas, with continuous improvement initiatives, some of which require implementation of appropriate, updated technology infrastructure and replacement of outdated aging asset. These changes will ultimately improve customer service delivery.**
- **Increase strategic policy focus on water and wastewater long term issues.**

## 2008 STRATEGIC PRIORITIES

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

- **Climate Change, Clean Air and Sustainable Energy Action Plan**  
The 2008 Recommended Operating Budget includes funding to administer numerous capital projects for the Climate Change, Clean Air and Sustainable Energy Action Plan.
- **Help to Clean Up Lake Ontario to Make Toronto's Beaches More Swimmable**  
The 2008 Recommended Operating Budget includes funding for various monitoring programs, such as outflow; backflow prevention; and, beaches to help clean up Lake Ontario to make Toronto's beaches more swimmable. In addition, financial support is also provided for continued implementation of the Wet Weather Flow Master Plan to improve water quality in watercourses and the waterfront.
- **Implementation of a Ravine Improvement Team that will Clean, Beautify, and Improve Access and Stewardship to Toronto's Ravines**  
Toronto Water has dedicated funding for cleaning, beautifying and improving access to Toronto's ravines in the 2008 Recommended Operating Budget. The ravine and watercourse improvement initiative will be managed by the Parks, Forestry and Recreation Program.

## 2008 OPERATING BUDGET HIGHLIGHTS

Toronto Water is responsible for operating, maintaining and improving a waterworks system for the treatment, transmission, storage distribution of potable water. These services must be provided 24 hours per day, 7 days per week and require the operation of 4 filtration plants, 18 water pumping stations, 10 major ground level storage reservoirs, 4 elevated storage tanks and the operations and maintenance of 510km of trunk and 5,015km of local distribution network, including 40,460 hydrants and 470,202 service connections.

In addition, the water requirements of a major portion of York Region are supplied under an agreement between the City of Toronto and the Region. The quality of water produced and distributed must meet or exceed all federal and provincial guidelines, most notably the Ministry of the Environment's new legislation for drinking water quality.

The Program manages and services the City's 4,397km of sanitary, 1,301km of combined sewer and 4,305km of storm sewer, 4 wastewater treatment plants, 82 wastewater pumping stations, 5 storage and detention tanks, 463,300 service connections and 120,000 maintenance holes. The service also includes 371km of watercourses and 43 stormwater management ponds all located on an area of 630 square kilometres.

- **Addressing Renewal Needs of Aging and Deteriorating Infrastructure**  
Water and sewer infrastructure is aging. Projects that maintain the state of good repair represent more than 50% of the 2008 Capital Budget. These projects are intended to extend the useful life of assets, ensure service reliability and postpone replacement.
  - > **Rehabilitation – Toronto Water continues several programs designed to rehabilitate aging watermains. Examples include installing cathodic protection, cleaning and lining watermains and replacing deficient hydrants and valves to improve system performance.**

## TORONTO WATER

- > **Replacement** – Where pipes are structurally deficient or where increased water demand or sewer flow warrants larger pipe sizes, replacement projects have been identified and included in the budget. In many areas sewer relining and trenchless technology methods will be used to minimize the impact of the program on local communities.
- > **Treatment Facilities** – Toronto Water continues to replace aging or obsolete electrical/mechanical equipment and refurbish buildings at water supply and wastewater treatment plants and pumping stations. These projects are intended to maintain state of good repair and ensure on-going compliance with the Safe Drinking Water Act and related Ministry of the Environment regulations.
- **Increasing Total System Capacity to Keep Pace with Population Growth**  
Additional capacity will be required to service a projected population of 3 million people by 2031. To address this need, the budgets include funding for the following:
  - > **Water Efficiency** – Continuation of the City's water efficiency and water loss reduction initiatives. The aim of the program is to reduce 15% of water usage by 2011, freeing up capacity to accommodate growth needs while delaying costly plant expansions. Examples of water efficiency programs are low flow toilet replacement program for multi-residential properties, public education/awareness and water efficiency kit programs for homeowners.
  - > **Reducing Watermain Loss** – The budget includes funding aimed at reducing watermain leakage. Programs will be developed to identify areas of the distribution system that are experiencing undetected water loss. These deficient pipe sections will be rehabilitated, repaired or replaced depending on the severity of damage.
  - > **Servicing Customer Water Needs** – Additional capacity will be required in the future. The partnership with York Region includes expansion projects to meet maximum flow demand in the City, while economically supplying the Region as well.
- **Stewardship of the Environment**
  - > **Wet Weather Flow Master Plan** – Funding for projects that advance Wet Weather Flow Master Plan have been included in the budget. These projects are all in accordance with Council priorities of progressing on the waterfront and making Toronto a clean and beautiful City. Several stormwater management and watercourse improvement projects have been included in the budget; all intended to improve water quality conditions in area watercourses and along the waterfront. These projects include a broad range of initiatives including channel naturalization, erosion control, constructed wetlands, infiltration systems and source water control projects.
  - > **Biosolids and Residual Master Plan** – The final plan still remains to be completed pending public consultation and peer review.
  - > **Water Treatment Plant Residual Management** – As required by the Ministry of Environment, Residue Management Facilities are being completed at the Harris Water Treatment Plant and the Clark Water Treatment Plant. Additional residual facilities will follow at the Island Water Treatment Plant and at the Horgan Water Treatment Plant along with planned expansion work that forms part of the agreement with York Region.
- **Continuous Improvement of Service Delivery**
  - > **The Works Best Practices Program (WBPP)** was designed to improve the efficiency of the operations at 8 City wastewater treatment and water supply plants. The District Service Improvement (DSI) Program is underway to review best practices, technological upgrades and management of the City's linear water and wastewater infrastructure.
  - > **Watermain and sewer replacement programs** are coordinated with the Transportation Road and Reconstruction Program to save costs and minimize construction disruption to the public. Where appropriate, trenchless construction techniques are used during sewer rehabilitation projects to minimize the impact on adjacent homes and businesses while extending the useful life of infrastructure and postponing replacement.



# TORONTO WATER

## 2008 OPERATING BUDGET

The 2008 Operating Budget for Toronto Water of \$375.207 million gross represents a \$4.130 million or 1.1% decrease compared to 2007. The 2008 Net Operating Budget of \$302.186 million reflects an increase of \$33.302 million or 12.4% over 2007, as outlined in the tables below.

### 2008 Operating Budget by Service

Table 1

Services	Approved Budget (\$000s)						Change over 2007			
	2006		2007		2008		Gross		Net	
	Gross	Net	Gross	Net	Gross	Net	\$	%	\$	%
Water Production	54,946	54,822	65,913	65,913	67,525	67,525	1,611	2.4%	1,611	2.4%
WW Treatment	99,421	98,783	104,938	104,938	109,709	109,709	4,771	4.5%	4,771	4.5%
District Operations	99,261	99,086	111,481	111,481	99,209	99,209	(12,272)	-11.0%	(12,272)	-11.0%
Water Infrastructure Mgmt	4,537	4,522	6,787	6,787	6,778	6,778	(8)	-0.1%	(8)	-0.1%
Capital Financing	1,678	1,678	411	411	0	0	(411)	-100.0%	(411)	-100.0%
Business Operations Mgmt	8,555	8,555	12,315	12,315	13,064	13,064	750	6.1%	750	6.1%
Operational Support	11,860	11,860	16,671	16,671	18,723	18,723	2,053	12.3%	2,053	12.3%
Program Support	69,487	69,471	60,822	60,822	60,198	60,198	(624)	-1.0%	(624)	-1.0%
Revenues (Allowance for DA)	400	(598,420)	–	(648,221)	–	(677,393)	–	0.0%	(29,172)	4.5%
<b>Total Program Budget</b>	<b>350,145</b>	<b>(249,644)</b>	<b>379,338</b>	<b>(268,884)</b>	<b>375,207</b>	<b>(302,186)</b>	<b>(4,130)</b>	<b>-1.1%</b>	<b>(33,302)</b>	<b>12.4%</b>

### 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
	\$	\$	\$	\$	%	\$	\$
<b>Gross Expenditures:</b>							
Salaries and Benefits	130,464	124,418	136,841	6,377	4.9%	142,136	150,594
Materials and Supplies	85,168	75,928	88,503	3,335	3.9%	92,002	92,744
Equipment	4,093	3,037	3,508	(586)	(14.3%)	3,625	3,832
Services & Rents	59,244	58,850	47,299	(11,945)	(20.2%)	48,470	50,753
Contributions and Transfers	29,782	34,529	28,401	(1,381)	(4.6%)	29,497	30,780
Interdepartmental Charges	70,034	65,928	70,306	271	0.4%	72,104	68,453
Other	552	2,782	350	(202)	(36.6%)	200	373
<b>Total Gross Expenditures</b>	<b>379,338</b>	<b>365,472</b>	<b>375,207</b>	<b>(4,130)</b>	<b>(1.1%)</b>	<b>388,034</b>	<b>397,530</b>
<b>Funded by:</b>							
Grants from Others	0	0	0	0	n/a	0	0
Interdivisional Recoveries	(3)	(170)	(293)	(290)	9069.0%	(293)	(293)
User Fees	(13,272)	(20,243)	(1,206)	12,066	(90.9%)	(1,251)	(1,299)
Other – Water/Wastewater Rates	(634,946)	(636,505)	(675,894)	(40,948)	6.4%	(730,572)	(792,588)
<b>Total Non Tax Revenues</b>	<b>(648,221)</b>	<b>(656,917)</b>	<b>(677,393)</b>	<b>(29,172)</b>	<b>4.5%</b>	<b>(732,117)</b>	<b>(794,180)</b>
<b>Net Budget (excluding Capital Financing)</b>	<b>(268,884)</b>	<b>(291,445)</b>	<b>(302,186)</b>	<b>(33,302)</b>	<b>12.4%</b>	<b>(344,083)</b>	<b>(396,651)</b>
<b>APPROVED POSITIONS</b>	<b>1,634.5</b>	<b>1,634.5</b>	<b>1,678.4</b>	<b>43.9</b>	<b>2.7%</b>	<b>1,678.4</b>	<b>1,678.4</b>



## TORONTO WATER

### 2009/2010 OPERATING BUDGET OUTLOOK

- The 2009 and 2010 Outlook maintains the projected 2008 level of service while managing the cost of living allowance (COLA) and merit/step increments. Funding is also included for the operating impact of capital.

### 2008 CAPITAL BUDGET AND 2009 – 2012 CAPITAL PLAN

#### FIVE-YEAR CAPITAL PLAN OVERVIEW

The Five-Year Capital Plan is 100% self-sustaining with no debenture financing and does not impact the municipal property tax levy.

The cash flow funding, including carry forward funding from 2007 into 2008, increases significantly over the Five-Year Capital Plan from \$410.000 million in 2008 to \$709.276 million in 2012. This represents a cash flow increase of approximately 73% or \$299.276 million over five-years. The increase in new cash flow will balance the infrastructure deficit for state of good repair projects with future growth and capacity demands within an increasingly stringent regulatory framework for the delivery of water supply and wastewater disposal services.

**State of Good Repair Projects:** Toronto Water's assets have a replacement value of approximately \$26.600 billion. The Program currently has a large infrastructure and renewal backlog. For example, 20% of the water supply network is at least 80-years old while 10% of the wastewater collection and disposal system is at least 80-years old.

The Five-Year Capital Plan reflects the allocation of significant financial resources to state of good repair projects to address the renewal needs of aging and deteriorating infrastructure. Projects that maintain assets in a state of good repair represent 65% or \$1,883.614 million of the total planned new cash flow of \$2,908.168 million.

**Service Improvement Projects:** Represent approximately 13% or \$371.462 million of the Five-Year Capital Plan. Examples of service improvement projects include biosolids treatment and disposal; odour control at wastewater treatment plants; automated metering; Wet Weather Flow Master Plan; basement flooding protection; landscaping; and, plant optimization.

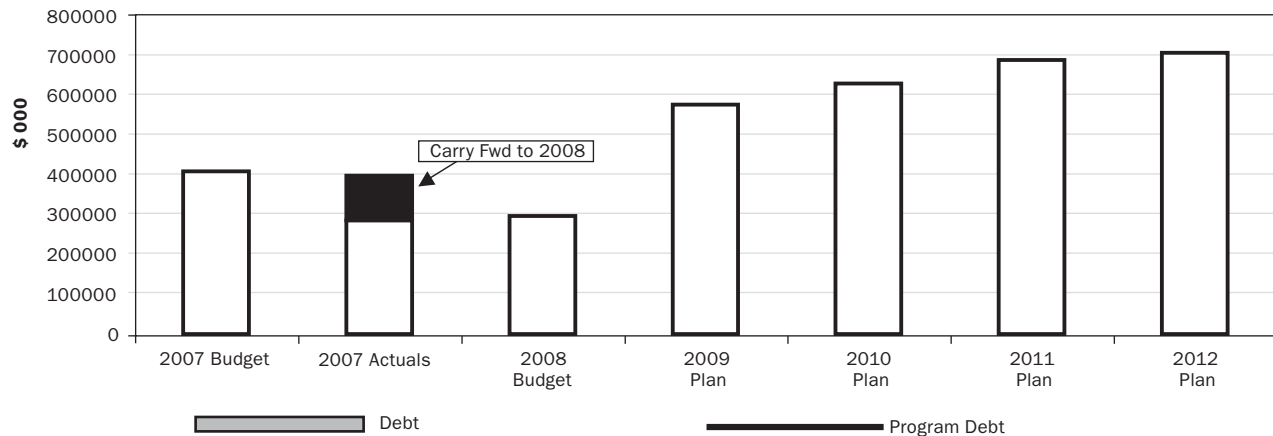
**Growth Projects:** Account for 18% or \$537.761 million of the Five-Year Capital Plan. Additional capacity will be required to service a projected population of 3 million people by 2031. To address this need, the Five-Year Capital Plan includes initiatives for improving water efficiency; reducing water loss; and, expansion projects required for future water and wastewater service needs.

**Legislative Projects:** Account for 4% or \$115.331 million of the Five-Year Capital Plan. These projects address existing and emerging Provincial legislation, which includes Bill 195, Safe Drinking Water Act and Bill 81, Nutrient Management Act. Legislative projects also include compliance with the Federal government's Environmental Protection Act. Funding for legislative projects is expected to increase in future years as regulations governing water and wastewater services continue to become more stringent in the post-Walkerton period.

The Five-Year Capital Plan is funded primarily from the Program's reserves, which account for approximately 86% or \$2,514.762 million. Development charges provide funding for approximately 4% or \$108.123 million. Capital cost sharing with York Region and other sources of revenue such as user fees for construction of new water and sewer connections represent the remaining 10% or \$285.283 million.

# TORONTO WATER

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



	2007		Five-Year Plan					
	Budget	Actual	2008	2009	2010	2011	2012	2008-12
<b>Gross Expenditures:</b>								
2007 Capital Budget & Future Year Commitments	410,001	287,001	226,399	128,528	88,551	53,881		497,359
Recommended Changes to Commitments			(15,838)	3,706	10,022	11,342	4,669	13,901
2008 New/Change in Scope and Future Year Commitments			87,458	213,037	196,457	190,657	214,338	901,947
2009 – 2012 Plan Estimates				233,558	336,372	434,762	490,269	1,494,961
1-Year Carry Forward to 2008		111,981						
<b>Total Gross Annual Expenditures &amp; Plan</b>	<b>410,001</b>	<b>398,982</b>	<b>298,019</b>	<b>578,829</b>	<b>631,402</b>	<b>690,642</b>	<b>709,276</b>	<b>2,908,168</b>
<b>Financing Sources:</b>								
Reserves/Reserve Funds	382,599		272,721	505,553	529,492	582,905	624,091	2,514,762
Development Charges	13,794		6,161	24,546	33,197	32,051	12,168	108,123
Federal								
Provincial								
Other Revenue	13,608		19,137	48,730	68,713	75,686	73,017	285,283
<b>Total Financing</b>	<b>410,001</b>		<b>298,019</b>	<b>578,829</b>	<b>631,402</b>	<b>690,642</b>	<b>709,276</b>	<b>2,908,168</b>
<b>By Category:</b>								
Health & Safety								
Legislated	21,713		27,894	25,312	20,192	22,894	19,039	115,331
SOGR	297,897		151,464	387,993	415,163	446,626	482,368	1,883,614
Service Improvement	55,079		52,608	67,747	70,385	93,309	87,413	371,462
Growth Related	35,312		66,053	97,777	125,662	127,813	120,456	537,761
<b>Total By Category</b>	<b>410,001</b>		<b>298,019</b>	<b>578,829</b>	<b>631,402</b>	<b>690,642</b>	<b>709,276</b>	<b>2,908,168</b>
Yearly SOGR Backlog Estimate (not addressed by current plan)			(113,100)	(167,111)	(162,650)	(163,729)	(155,776)	(762,366)
Accumulated Backlog Estimate (end of year)		1,062,981	949,882	782,770	620,121	456,391	300,616	300,616
<b>Operating Impact on Program Costs</b>			<b>299</b>	<b>2,431</b>	<b>1,131</b>	<b>1,534</b>	<b>1,862</b>	<b>7,257</b>

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

## TORONTO WATER

### CAPITAL PROJECT HIGHLIGHTS

#### Strategic Priorities:

The Five-Year Capital Plan aligns with the strategic direction of the Toronto Water Multi-Year Business Plan and supports the Mayor's Mandate and Council's policy agenda.

- **Climate Change, Clean Air and Sustainable Energy Action Plan**

The Five-Year Capital Plan provides approximately \$188.778 million in funding for a broad range of projects that will form part of the Action Plan for Climate Change. This includes the following:

Water Efficiency Plan: \$47.736 million in funding is recommended to advance municipal system leak detection; toilet and clothes washer replacement rebates; computer controlled irrigation for City facilities; ICI indoor and residential outdoor water audits; and public education and promotions.

The direct environmental benefits associated with the Water Efficiency Plan include reduced chemical and energy use. The electricity used in treating and pumping drinking water and subsequent treatment of wastewater is produced partially by gas and oil fired generating stations, resulting in smog and CO<sub>2</sub> emissions. It is estimated that during the implementation period of the Water Efficiency Plan, 90,000 tonnes of CO<sub>2</sub> emissions will have been avoided. When fully implemented, the Plan will avoid about 14,000 tonnes per year of CO<sub>2</sub> emissions. Reductions in energy consumption will also reduce SO<sub>2</sub> and, Nox emissions.

Water Metering Pilot: \$74.000 million is recommended to supply and install water meters and a fixed area network for meter reading. With the completion of the project, all homes and businesses will be metered, providing direct feedback to encourage conservation of water resources.

Energy Efficiency Measures: \$64.842 million is provided for energy efficiency measures to achieve optimal savings and reduce CO<sub>2</sub> emissions, such as completion of the Deep Lake Water Cooling project; energy audits; facility lighting and electrical upgrades; replacement of pumps and motors with high efficiency units; and, implementation of real-time monitoring.

Tree Planting and Green Roof Technology: \$2.000 million for tree planting and \$0.200 million for green roof technology is recommended to improve the retainment of rainwater to reduce surface run-off. In addition, the planting of trees will contribute to the reduction of CO<sub>2</sub> and other green house gases in the atmosphere.

The Five-Year Capital Plan includes \$242.679 million in funding to advance the following strategic priorities:

- **Implementation of a Ravine Improvement Team that will Clean, Beautify, and Improve Access and Stewardship to Toronto's Ravines**

The Five-Year Capital Plan includes \$37.105 million to advance this initiative through stream restoration projects and tree planting for source water protection.

- **Help to Clean Up Lake Ontario to Make Toronto's Beaches More Swimmable**

The Five-Year Capital Plan includes \$183.674 million in funding for projects to continue the Wet Weather Flow Master Plan to manage the discharge of pollutants into waterways and Lake Ontario. The goal of the Plan is to reduce and ultimately eliminate the adverse impacts of wet weather flow on the built and natural environments to achieve a measurable improvement in ecosystem health of the City's watersheds and waterfront, with particular emphasis on improving water quality along the City's waterfront beaches.

## TORONTO WATER

The Five-Year Capital Plan includes funding to complete environmental assessments followed by the design and construction for projects identified in the Master Plan. Projects included in the Five-Year Capital Plan which directly affect improvements to waterfront quality include the following: Etobicoke Waterfront Storm Sewer Discharges; Bonar Creek Stormwater Wetland (Etobicoke Waterfront); Don and Waterfront Trunk Sanitary Sewer and Combined Sewer Overflow Control Project; Coatsworth Cut Storm Sewer and Combined Sewer Overflow Control Project; Eastern Beaches Storm Sewer Discharges; and, the Scarborough Waterfront Combined Sewer Overflow Discharges.

**Water Treatment Plant Residual Control:** The Five-Year Capital Plan includes \$21.900 million for residue management facilities at the City's water treatment plants. Facilities will be operational at the Harris Water Treatment Plant and the R.L. Clark Water Treatment Plant in early 2008. This will allow residue to be treated on-site rather than entering directly into the lake. Design of facilities at the Island Water Treatment Plant will proceed in 2008 and additional facilities will be included in the Horgan Water Treatment Plant expansion work that forms part of the cost sharing agreement with the Region of York.

### **Other Key Capital Initiatives:**

The Toronto Water approved Five-Year Capital Plan includes funding for the following initiatives:

- **Addressing Renewal Needs of Aging and Deteriorating Infrastructure – State of Good Repair**  
Projects that maintain aging water and sewer infrastructure in a state of good repair represent more than 64% or \$1,870.114 million of the Five-Year Capital Plan. These projects are intended to extend the useful life of assets; ensure service reliability; and, postpone replacement.

**Rehabilitation:** Programs designed to rehabilitate aging watermains include installing cathodic protection to prevent corrosion; cleaning and lining; and, replacing deficient hydrants and valves to improve system performance.

**Replacement:** Projects are included in the capital program for pipes that are structurally deficient or where increased water demand or sewer flow warrants larger pipe sizes. In many areas, pipe relining and trenchless technology will be used to minimise the impact on local communities.

- **Increasing Total Capacity to Keep Pace with Population Growth**  
Additional capacity will be required to service a projected population of 3 million people by 2031. To address this need, the Five-Year Capital Plan includes \$537.761 million in new cash flow for growth projects. Projects to increase system capacity for future growth include the following:

**Water Efficiency Plan:** The aim of the Plan is to reduce water demand by 15% by 2011, freeing up capacity to accommodate growth needs while delaying costly plant expansions. The Program will cost approximately \$74 million, which compares favourably to the cost of providing an equivalent capacity through the expansion of infrastructure, at an estimated cost of \$220 million.

**Reducing Watermain Leakage:** The Five-Year Capital Plan includes projects aimed at reducing watermain leakage. Programs are being developed to identify areas of the distribution system experiencing undetected water loss. These deficient pipe sections will be rehabilitated, repaired or replaced depending on the severity of damage.

- **Continuous Improvements in Service Delivery**  
Numerous continuous improvements in service delivery programs are underway; examples include the following:

## TORONTO WATER

**Basement Flooding Program:** At its meeting of April 25, 26 and 27, 2006, City Council approved a work plan to address basement flooding across the City. The work plan incorporates a new integrated approach to alleviate basement flooding that focuses on preventing, to the degree possible, surface flooding and reducing the amount of stormwater entering all sewer systems: storm, sanitary and combined. The first phase of Environmental Assessments initiated in the chronic basement flooding areas are nearing completion and have identified capital works necessary to reduce or eliminate the causes of basement flooding. While the Five-Year Capital Plan includes \$77.800 million for this initiative, a report will be forthcoming to Council to provide an update on the financial implications of implementing similar upgrades across all identified basement flooding areas.

**Accelerated Replacement of Lead Water Service Connections:** The Five-Year Capital Plan includes \$114.290 million aimed at an accelerated replacement of lead water service connections over a 9 year period. The replacement of the current Water Service Connection Replacement Program with a Lead Water Service Connection Replacement Program was approved by Council on July 16, 17, 18 and 19, 2007, in response to anticipated amendments to O.Reg 170/03, which came into force on July 26, 2007. The new program would accelerate the replacement of the estimated 65,000 remaining lead water service connections, effectively removing all lead sources within the City's water distribution system within the next 9 years, while providing for the emergency replacement of water service connections with flow rates of less than 7 litres per minute and connections with leaks.

The District Service Improvement Program extends the review of best practices; technological upgrades; management; and, operation of the City's linear water and wastewater infrastructure. Funding of \$0.300 million has been included in the 2008 Capital Budget to complete implementation of the Program.

An aggressive restructuring has begun on the watermain and sewer replacement programs coordinated with Transportation Services' Road Construction Program. This new initiative will provide a coordinated and fixed Five-Year Capital Plan that will minimise construction disruption to the public. Please refer to the Issues Section for a discussion regarding the Plan to Improve the Development and Implementation of a Coordinated Multi-Year Joint Transportation Services and Toronto Water Capital Program.

### INCREMENTAL OPERATING IMPACT OF THE 2008 CAPITAL BUDGET

The 2008 Capital Budget includes operating impacts from previously approved and new/change in scope capital projects for 2008 of \$0.299 million; \$2.431 million in 2009; \$1.131 million in 2010; \$1.534 million in 2011; and, \$1.862 million in 2012.

### STATE OF GOOD REPAIR BACKLOG

Toronto Water currently has a significant infrastructure rehabilitation backlog. The 2007 end-year value of the infrastructure deficiency is estimated at \$1,062.981 million. The backlog experienced by the City may be more than any other major Canadian urban centre. For example, cast-iron pipes put in service during the 1920's are nearing the end of their 80 to 120-year lifecycles. In addition, the thinner-walled water mains installed in North York and parts of Scarborough in the 1950s are also reaching the end of their lifecycle.

Currently, 0.69% of the watermains and 0.47% of the sewers are being replaced annually. This is creating a backlog given that the optimal replacement rate should range 1% to 2% per annum. The Five-Year Capital Plan reflects an increase in the replacement rate to achieve the optimal level in approximately 10-years and mitigate

## TORONTO WATER

most of the accumulated backlog. The Five-Year Capital Plan will reduce the state of good repair backlog from \$1,062.981 million in 2007 (year-end) to \$300.616 million in 2012.

The rate of pipe leaks and breaks have increased substantially over the last decade and are currently the highest of Ontario municipalities. Pipe leaks and breaks not only result in lower revenues from water sales and sewer surcharges but also contribute to the following:

- Disruption to local residential; traffic; and, business activities.
- Significant repair and rehabilitation costs for roads and underground utilities.
- Potential loss of fire protection to high-rise buildings.
- Increased energy consumption and related CO2 emissions as pumps and motors must work harder to deliver service.

A pair of glasses with dark frames and clear lenses is resting on a document. The document has some faint, illegible text and a small graphic. The entire image is covered with a semi-transparent blue overlay.

# APPENDIX

CITY OF TORONTO  
2008 BUDGET SUMMARY



## ..... **GLOSSARY OF TERMS – OPERATING**

### **Activity**

An activity is an individual function that is identifiable and measurable; supporting the delivery of internal or external services. A grouping of activities comprises a service.

### **Agency**

An agency is an organization associated with the City, but operating at arm's-length. An Agency often operates under an independent body of Directors. An agency is referred to in the acronym ABC – Agencies, Boards and Commissions.

### **Approved Position**

An Approved Position is equivalent to a single permanent position regardless of whether it is full-time or part-time.

### **Approved Position Year**

An Approved Person Year is an equivalent for a temporary, seasonal, casual or trade position that is calculated in one of three ways:

1. A single 35 hour per week position
2. A single 40 hour per week position, or
3. A combination of part-time positions (less than 35 hours per week) equating to 1820 hours per year (35 hours per week x 52 weeks), or 2080 hours per year for positions less than 40 hours per week (40 hours per week by 52 weeks).

### **Benchmarking**

An exercise whereby one organization's results are compared to those of another comparable organization providing the same or similar services based on similar methods of accounting for costs.

### **Budget**

The financial, operating and management plan for the City that establishes annual appropriations in accordance with the Municipal Act.

### **Budget Committee**

A committee formed by the City Council of appointed Councillors that plays a key role in coordinating the budget process and submitting a final budget to Council for its consideration. The committee also monitors any variances that might occur in the budget throughout the year. The Budget Committee is a sub-committee of the Executive Committee.

### **Capital Budget**

A multi-year program adopted by Council comprising of an approved capital program for the current year and a planned program for the succeeding four years. The multi-year plan covers longer term and one-time expenditures for fixed assets that are more than fifty thousand dollars. It also entails the assumption of debt by the Corporation.

### **Capital Financing**

Represents the portion of the operating budget required to service the debt assumed by the City from capital expenditures of the current and previous years. Composed of Capital from Current expenditures and debt charges.

### **Capital from Current (CFC)**

Funding allocated from the current (operating) budget to support the capital budget program.



## GLOSSARY OF TERMS – OPERATING

### Clerical/Technical/Professional Position

A clerical/technical/professional position is an Approved Position, which is generally affiliated with Local 79. A clerical/technical/professional position may be either Full-time or Part-time in status.

### Community Impact Measure

A measure of the public benefit derived from a service, or the impact on a community of providing the particular service. It is the stated program outcome measure which measures the effect on the community for which the service was provided.

### Complement

The number of permanent positions plus funding for temporary, seasonal, casual and/or trade positions, all expressed in Approved Positions that are required to provide the approved level of service for a particular program or agency of the City.

### Complement Management

Complement Management is the administration of the range of positions, people and structures related to the City as an organization in adherence to its established business processes and operational needs.

### Customer Service Quality Measure

A measure of customer satisfaction with the service that they receive relative to their needs and expectations.

### Debt

The amount of all obligations for the payment of interest and principal due by certain agreements and by-laws as incurred by the City of Toronto such as debentures, promissory notes, leases, letters of credit and other financial commitments and guarantees.

### Debt Charges

The principal and interest payments necessary to retire outstanding debt arising from capital expenditures.

### Efficiency Measures

The ratio between the amount of service or product delivered and the amount of input, either in terms of cost or resource use. Efficiency is often expressed in terms of gross cost or output per unit of service or output per employee.

### Effectiveness/Customer Service Measures

A measure of whether and how well goals and objectives are being achieved in terms of achieving the intended community service objective, delivery of quality service through key result areas such as productivity, timeliness, resource utilization, compliance with standards, and customer satisfaction levels.

### Exempt Professional & Clerical Position

Any position which is not affiliated with a union and acts as an individual contributor but does not have direct reports.

### Expenditure Category (Cost Element) Group

Expenditure Categories, now called Cost Element Groups in the SAP environment are the high level categories of expenditure and revenue as seen on the budget templates. They are Salaries & Benefits, Materials & Supplies, Equipment, Services and Rents, Contributions and Transfers, Interdepartmental Charges and Other on the Expenditure side. On the Revenue side they are Grants from Others, Interdepartmental recoveries, User Fees and Other.

## GLOSSARY OF TERMS – OPERATING

### Fiscal Year

The period for which budgets are prepared and financial records are maintained. The fiscal year for the City is the calendar year (January 1st to December 31st).

### Full Time Position

A full time position is a position approved as part of the organizational structure for a particular service or program working 35 or 40 hours per week for the full year.

### Gapping

Gapping represents the amount of potential reduction in the requirement for salary dollars as a result of (a) vacancies not intended to be filled for a full or part year (known gapping) and (b) unplanned or unanticipated turnover (unknown gapping).

### Goals

Goals specify where the organization desires to be in the future within the scope of the stated key business service as it relates to the program's mission. Goals provide a framework for the identification of specific, well-defined objectives to be accomplished within specific time frames. Goals are to be pursued over time. The goals that a program develops should be in support of the key business services and help establish the program's direction. These goals provide a unifying theme for activities. Each goal should have at least one objective.

### Head Count

The total number of staff individuals employed by a unit at a particular time, regardless of the nature of their employment: full-time, part-time, seasonal or casual/trades. Currently, the City is using the terminology 'Approved Position'.

### Hourly/Operations

A position which is either paid on an hourly basis or works directly in operations (maintenance, waste collection, etc.). These positions are often associated with Local 416.

### Key Business Services

These are the fundamental services critical to the program's mandate and success. Performance of these services in an exemplary manner will result in the program achieving its mission.

### Key Customers

Key Customers are the direct beneficiaries of the service or product provided by a particular program or agency. Key customers may be clients or customer groups, either inside or outside the City, including members of the public or other external entities.

### Objectives

Objectives are linked directly to program goals and are specified, quantified, time-based statements of accomplishments or outcomes which should clearly state the specific results the program seeks to accomplish. The development of objectives aids decision making and accountability by focusing on issues and the accomplishment of outcomes and sets the direction for strategies. A program may have multiple objectives under a single goal. The target indicated for each objective should focus on 2006 budgeted results. Example of an objective – develop and implement a cross-shelter case management plan for homeless clients that tracks their visits to all Toronto shelters in a given year by end of fiscal 2007.

## GLOSSARY OF TERMS – OPERATING

### Operating Budget

The financial, operating and management plan for the City that establishes annual appropriations in accordance with the Municipal Act for a short term, (e.g. a fiscal year).

### Operating Impact of Capital

The Operating Budget impact of Capital projects is the changes in operating expenditure and/or revenue, which is projected to occur during the course of a Capital Project and/or when a Capital project is completed. These changes should be documented on a Business Case Form in the appropriate category.

### Other Revenue

Represents all revenues other than property tax levy, provincial grants, interdepartmental recoveries and prior year's surplus. Other Revenue is made up of user fees, fines, interest earnings, and revenues from other governments excluding the Province, and revenues from any other source.

### Outlook

The Outlook is the anticipated financial plan for the following fiscal year, based on Council approved decisions.

### Output Measure

These measure the number of units of a service or product produced. An example is the tons of curbside waste recycled or cubic metres of water pumped at Pumping Station X.

### Part Time Position

A part time position is a position approved as part of the organizational structure for a particular service or program working less than 35/40 hours per week.

### Performance Measures

Performance measures seek to express, usually in quantifiable terms, how well a program is discharging its responsibilities. These measures may be applied to the service as a whole, or to the activities involved.

### Program

A division of a cluster or an Agency, Board or Commission, which constitutes a service delivery unit and may encompass one or more related municipal services (e.g. the Solid Waste Management program includes a number of services and is a division of Citizen Focused Services 'B') and satisfies the following:

- aimed at one or more target groups (e.g. households);
- has program goals defined in social terms with outcomes of public good (e.g. public health); and
- is either mission-driven, (e.g. recreation, or mandate-driven, law-enforcement).

### Program Map

A program map provides a visual summary of how the various functional levels – program > service > activity – of program operations are categorized and relate to each other.

### Projected Actuals

Refers to the expected, or anticipated, outcome of the year's expenditure and revenue activities. A recommended approach for departments is to combine year to date actuals at a specific date, plus the balance of the calendarized Council-approved current fiscal year budget. Departments can adjust and update the projected actuals as they see fit. The Projected Actuals are often compared with the current year budget to determine variances.

## GLOSSARY OF TERMS – OPERATING

### Reserve/Reserve Funds

Reserves and reserve funds have designated purposes and are created through the specific authorizations of Council. All earnings from the investment of reserve funds must form part of the reserve fund, whereas the earnings from reserves flow to the operating budget. The assets of reserve funds are segregated and restricted to the purpose of the reserve funds.

### Revenue

Income received by an organization for the fiscal year. In the City of Toronto revenue includes tax payments, service (user) fees, transfers from other governments, fines, interest income, etc.

### Service

A series of activities that deliver the things your customer is expecting, or fulfills the requirements of other stakeholders. The Service level has, since amalgamation, been the approval level for the City's program budgets. When defining and quantifying cost per unit measures for services, programs should give consideration to more meaningful interpretations of service—for example, in the Transportation Program, the cost per unit of winter maintenance is more informative than cost per unit of Roadway Services.

### Service Level Indicators

Service Level Indicators express the level and the standard of service provided to key customers or customer groups. Service level indicators may reflect an agreed standard of service (e.g. processing time), a quantitative level of resources or the frequency of service provided (e.g. hectares of parkland per capita), or the supply of service as a percentage of need (e.g. number of subsidized day care spaces provided as a percentage of the number of children in low income families).

### Strength

The number of actual filled staff positions at a specific point in time, whether permanent, seasonal or casual expressed as approved position years.

### Student/Recreation Worker

A student or recreation worker is one who is employed on a temporary, seasonal or casual basis.

### Tax Rate

A rate used to determine the amount of property tax payable. Taxes on individual properties are calculated by multiplying a property's current value assessment (CVA) by the applicable tax rate.

### Total Gross Expenditures

Includes all expenditures properly incurred by the program area and charged to the program area's budget.

### Total Revenues

Includes all program-generated revenues (e.g. User Fees), subsidies and grants, internal recoveries and internal financing (e.g. funding from reserves).

### Units of Service

Reflects the measurable components of each service deliverable, which illustrates how much service is being provided. These can be identified both in terms of costs and volumes.

### User Fees

Includes all program-generated fee and rental revenue for the use of its services (such as the TTC fare, ice rental fees and various city permits).

#### Variances

Programs/agencies are expected to clearly detail all assumptions with respect to year-over-year changes, which are greater than \$250,000 or 5 per cent of total gross expenditures. Rationale provided should be based on changes in service levels, objectives or funding requirements.

The requirement for all expenditures to be fully justified each year without reference to the prior year budget level. All office furniture and consultants are zero based and must be fully supported and justified by an operating budget case and supporting detailed listing.

## GLOSSARY OF TERMS – CAPITAL

### Cash Flow Carry Forwards

The projected year-end unspent amount of Council approved previous year cash flow that is necessary to carry forward, in full or part, to complete the capital sub-project/project in the subsequent budget year. Refer to Capital Budget Policy FS-FP-003 in the Capital Policy Section of this manual for details.

### Capital from Current (CFC)

Funds allocated from the current Operating Budget for the funding of capital projects in the Capital Budget.

### Capital Program

A multi-year plan adopted by Council for long term capital investments in assets and entails the financing of such long term expenditures with capital assessment and assumption of appropriate funding sources. This program lets Council determine long term expenditure priorities, and enables the City to plan long term debt requirements. The capital program should be linked to individual Program Business Plan.

### Capital Project

Expenditure for major rehabilitation, replacement and/or expansion of existing assets and infrastructure, and acquisition or creation of new assets. A capital project is a one-time activity with a well-defined set of desired outcomes or end results. It must bring benefit to the organization for one year or longer, the decision usually cannot be changed, and investments are over \$50K. A capital project can be divided into capital sub-projects or sub-tasks that must be performed in order to achieve the desired result. Capital Projects are classified according to the following five categories listed in the order of importance – Health and Safety, Legislated/City Policy, State of Good Repair, Service Improvement and Enhancement, and Growth Related.

### Capital Sub-project

Subset or logical components/stages of a major capital project. Individual sub-projects could vary depending on the nature of the project. Examples:

- A Park Improvement project could have sub-projects showing individual parks at which the improvement work will be undertaken.
- Main Treatment Plant Upgrade project could have sub-projects showing different stages of the treatment plant process being upgraded such as Primary Treatment, Secondary Treatment, etc.

### Commitments

The following 2 examples illustrate the definition of a capital budget commitment: (i) any capital project approved by Council in the current year which results in current and/or future year cash flow requirements needed to complete the project; (ii) cash flow carry forward estimates that are based on known liabilities, with a liability defined as an obligation for goods or services received and may be recorded as an accrual at year-end.

### Debt Financing

The amount of capital project gross cost that is to be financed with long-term debentures. This is the net amount determined after all other financing sources including GST refunds are considered.

### Encumbrance

Upon approval of projects/sub-projects, programs can begin the RFP process to determine the vendor that will provide goods/services required. Once the vendor's bid is approved, it becomes a legally binding contract hence the value of the bid is an encumbrance and considered spent.

### Estimated Useful Life

This is an estimation of the time period, usually expressed in years, that the capital asset (project) brings benefit to the organization or a community. This may apply to new sub-project/projects or an addition, alteration or improvement of an existing capital asset.

## GLOSSARY OF TERMS – CAPITAL

### External Financing

Financing from sources external to the City of Toronto (such as provincial or federal subsidy, Corporate Sponsorships, etc.). In addition it includes debt financing as well (see Debt Financing definition).

### Future Year Commitments

Future year commitments represent the cash flow required beyond the current year of the Approved Capital Budget. Council approves the current year Budget or spending authority; commits to future year cash flow required to complete the project and authorizes the project cost (sum of current funding approval plus future year(s) commitment).

### Growth Related

A capital project is categorized as growth related if it supports growth and development across the City. Potential development charge revenues could apply to, and be identified for these projects.

### Health and Safety

A capital project is categorized as health and safety if there is an urgent requirement for repairs due to demonstrated concerns for a health and safety hazard.

### Internal Financing

Financing from sources internal to the division or program submitting a capital project including reserve funds, development charges, and other program generated revenues.

### Legislated or City Policy

Capital Expenditures required by provincial or federal legislation or compliance with City Policy (i.e., environmental initiatives). In the capital project justification section of each business case, the specific legislative or City Council reference will be provided as well as the action required to meet the requirements and timeframe.

### Priority

A priority shows how important a project is to the program in achieving the program's objectives for the planning period. Prioritization may differ from ranking such that any two projects cannot have the same priority preference number though they may have an equal ranking. Priority shows which projects the program would prefer over the others if not all projects were allowed for approval. Priorities also show the areas of focus and the strategic direction in which the program is heading. Prioritization should be consistent with the mission and goals of the program and any deficient areas that need to be addressed during the budget period. Priority numbers should only consist of integers other than zero. Assignments like 0, 1A, 1B, 1.5, 1.75 are not valid priority numbers.

### Ranking

Ranking is an evaluation of a project based on certain criteria. This year it also incorporates and quantifies five Capital Project Categories, (i.e., Health and Safety, Legislated/City Policy, State of Good Repair, Service Improvement and Enhancement and Growth Related).

Each criteria must be assigned a weight from the given range/points. The system would then automatically calculate the overall weight of the project. Care should be taken while inputting weight's as there is a lot of subjectivity involved. Every weight entered or point assigned must be backed by sound reasoning and where possible, supported by working papers. Additionally, a sensitivity analysis could be performed in order to identify the extra efforts/resources that would be required in order to make the project a higher ranked one without ignoring the relevant economic and social costs associated with the increased ranking. (This will be helpful in case an audit is performed to investigate the basis used to rank a particular project at any point of time. This kind of detailed approach would also be immensely helpful in situations where there is a change in the nature/

## GLOSSARY OF TERMS – CAPITAL

scope of the project or if the project is being affected in any way by other projects going on along side. Ranking based on logical reasoning and solid groundwork helps establish standards for future project appraisals. It is possible that more than one project have the same ranking though they may/may not differ in their individual criteria ratings.)

### Replacement Cost

Is the cost of replacing the original asset on the basis of current prices (cost). It is not related to the original asset cost.

### Service Improvement and Enhancement

A capital project is categorized as service improvement and enhancement if it improves service delivery above the current Council-approved standard or provides for the introduction of new services.

### State of Good Repair

A capital project that allows for the maintenance, repair or replacement of existing assets. This includes asset rehabilitation that extends the useful life of the asset by 10 or more years before replacement is necessary. Asset replacement should be considered, if rehabilitation is not feasible and delayed replacement could result in potential safety hazards. Asset rehabilitation required to meet health and safety issues should be categorized as “Health and Safety”.

### Status

The sub-projects/projects are classified into six types:

1. Prior Year – (No 2007 and/or Future Year Cost/Cash flow)  
This pertains to a sub-project/project that was previously approved, is completed, and has no cost/cash flow requested for the year 2008 and/or future years.
2. Prior Year – (With 2007 and/or Future Year Cash flow)  
This pertains to a sub-project/project that was previously approved and has a year 2007 and/or future year cash flow but no 2007 and/or future year cost.
3. Prior Year – Change of Scope (2007 and/or Future Year Cost/Cash flow)  
This pertains to a sub-project/project that was previously approved, but there are changes in cost or the nature of the project requested in the year 2007 and/or future year commitments. Project must be revisited if there is a change in scope. Budget only the incremental change.
4. New – Stand-alone Project (Current Year Only)  
This pertains to a new sub-project/project, which is discrete/stand-alone, in the year 2008.
5. New – On-going or Phased Project  
This pertains to a new sub-project/project that is on-going in nature or has distinct phases. Approval in 2004 does not necessarily result in a future year commitment, but must be reassessed each year relative to current priorities and/or service standards.
6. New – Future Year (Commencing in 2009 & Beyond)  
This pertains to any new (future year) sub-project/project planned beyond the current year time frame.