



2014 Staff Recommended Tax Supported Operating Budget

Agenda

1. Executive Summary
2. Budget Context
3. Budget Summary
4. Operating Budget Highlights
5. 2014 Operating Budget
6. 2 Year Outlook



Executive Summary



Budget Process is more Transparent

Provides new communication tactics to enhance civic engagement including:

- New 2014 Budget website
- Open House / Budget Drop in Sessions
- Whiteboard animation video
- Budget Basic Sheets
- Budget at a Glance
- Info graphics
- Updated Analyst Notes

<http://www.toronto.ca/budget2014>

Toronto **2014**
BUDGET

How to
Get Involved
in the Budget
Process

Every time you use a park or recreation centre, get a book from the library, have your garbage or recycling picked up, drink clean water, ride the TTC or have emergency services rush to your aid when you make a 911 call – you are using City of Toronto services. City services touch your life every day. That's why the City's budget is so important. More than just

Be informed

The first step is to be informed. You can learn about the budget process on our website at toronto.ca/budget2014 and in our Budget Basics brochure, "Understanding the Toronto City Budget."

Toronto has three rate supported budgets: Solid Waste, Toronto Water and the Toronto Parking Authority. These programs are funded entirely by the user. The staff recommended budgets for these programs will be presented at the City's Budget Committee on November 1.

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Toronto Public Libraries

Toronto **2014**
BUDGET

How we work for you.

There are **98** Toronto Public Library branches in every corner of the city.



The branches are welcoming spaces for everybody, including **children, newcomers, students, entrepreneurs and book lovers of every age**

1.3 million people are registered Toronto Public Library cardholders

2014



1 in 6 people visit their local library at least once a week.

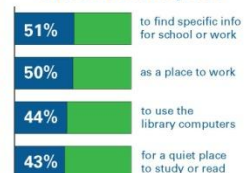
In 2012

torontopubliclibrary.ca had about **26 million** visits

People borrowed library material **32 million** times



Students library use



2014 Budget Property Tax Impact:

	<u>Total Average</u>	<u>Residential</u>	<u>Non-Residential</u>
Base Budget	0.9%	1.4%	0.5%
New Enhanced Services	0.4%	0.6%	0.2%
Budget Tax Impact after Assessment Growth	1.3%	2.0%	0.7%

Note: Excludes Scarborough Subway tax impact which has been previously approved by Council.



2014 Total Property Tax Impact:

	<u>Total Average</u>	<u>Residential</u>	<u>Non-Residential</u>
2014 Budget	1.3%	2.0%	0.7%
Scarborough Subway	0.3%	0.5%	0.2%
Total Tax Impact after Assessment Growth	1.6%	2.5%	0.8%



Summary

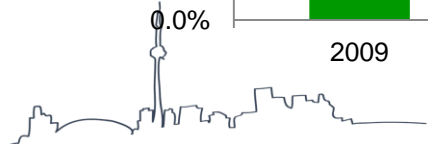
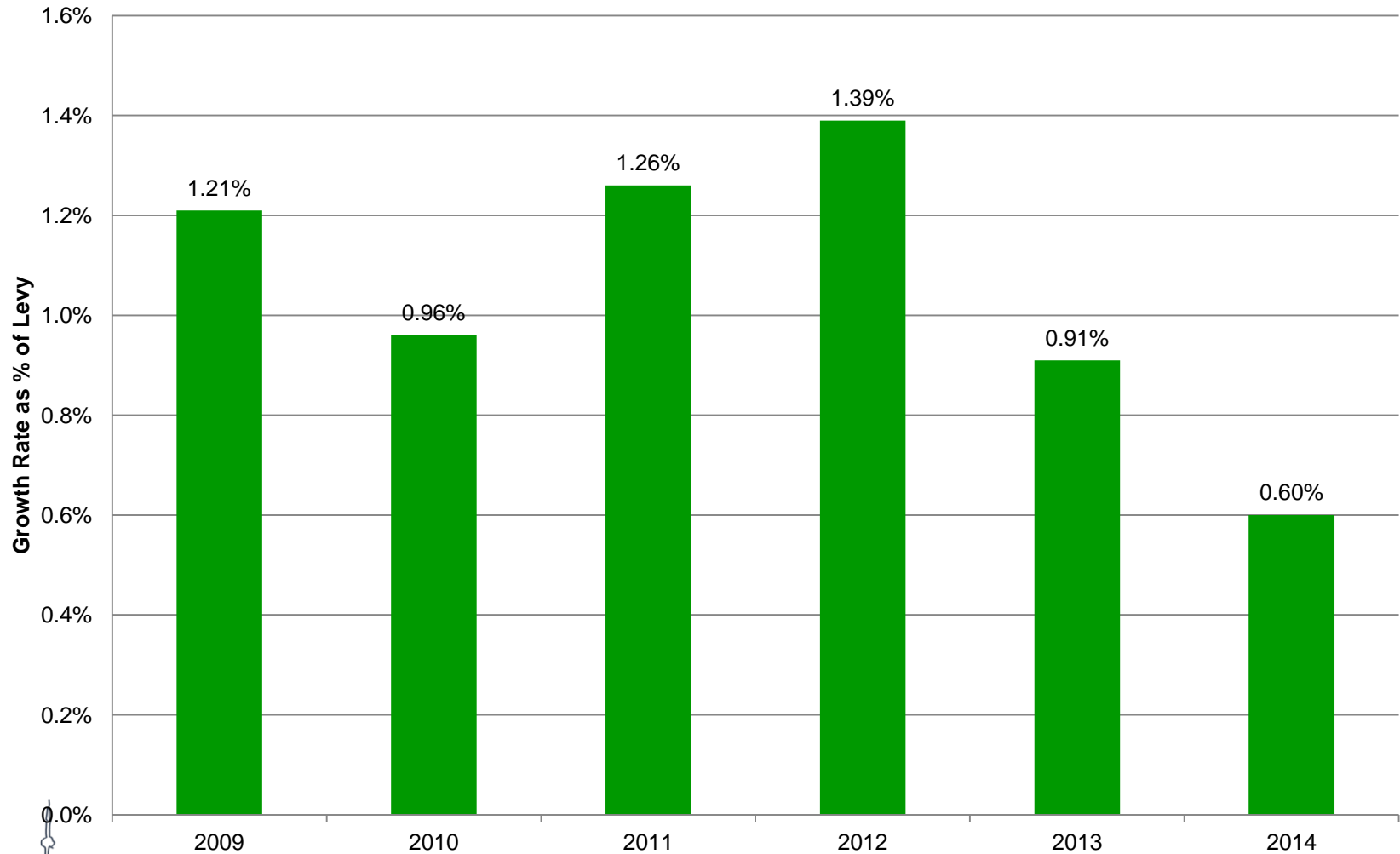
- The 2014 Operating Budget is balanced
- Addresses key investments in public safety including more front line paramedics
- Responsible fiscal framework
- Moderate TTC fare Increases
- Keep taxes affordable:
 - **\$51** / hhld or 2.0% for 2014 Budget
 - **\$13** / hhld or 0.5% for Scarborough Subway
 - **\$64** / hhld or 2.5% in total



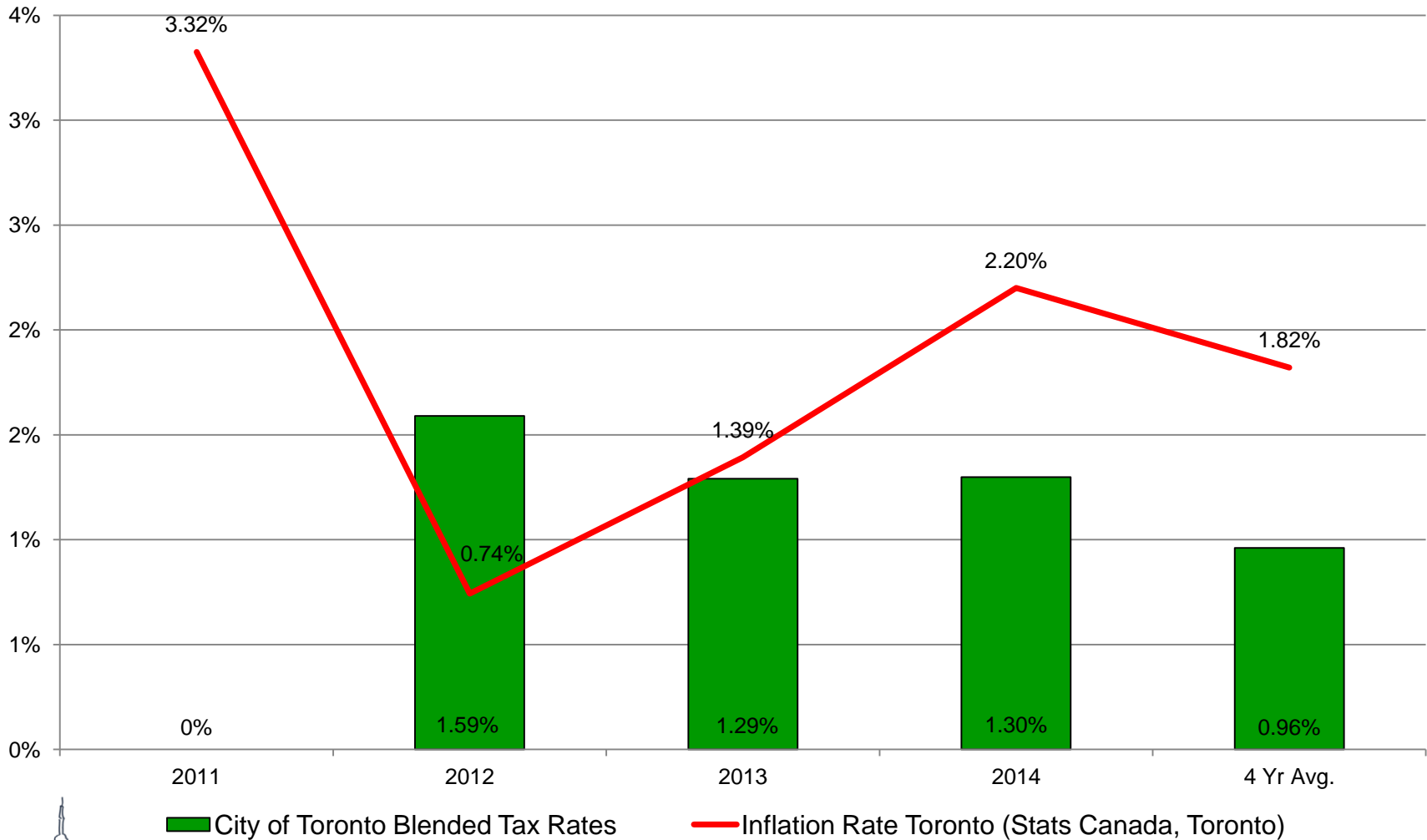
Budget Context



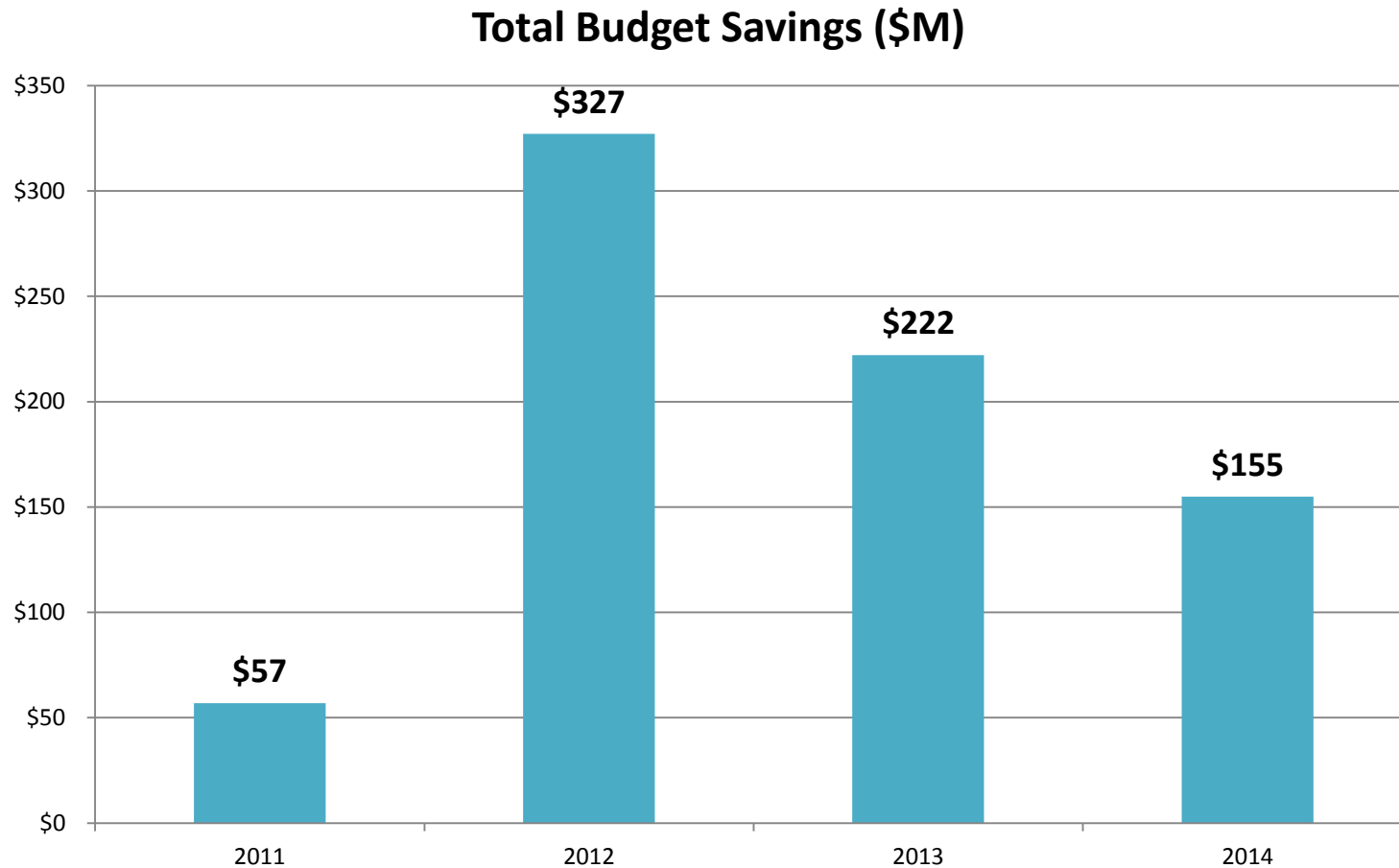
Assessment Growth



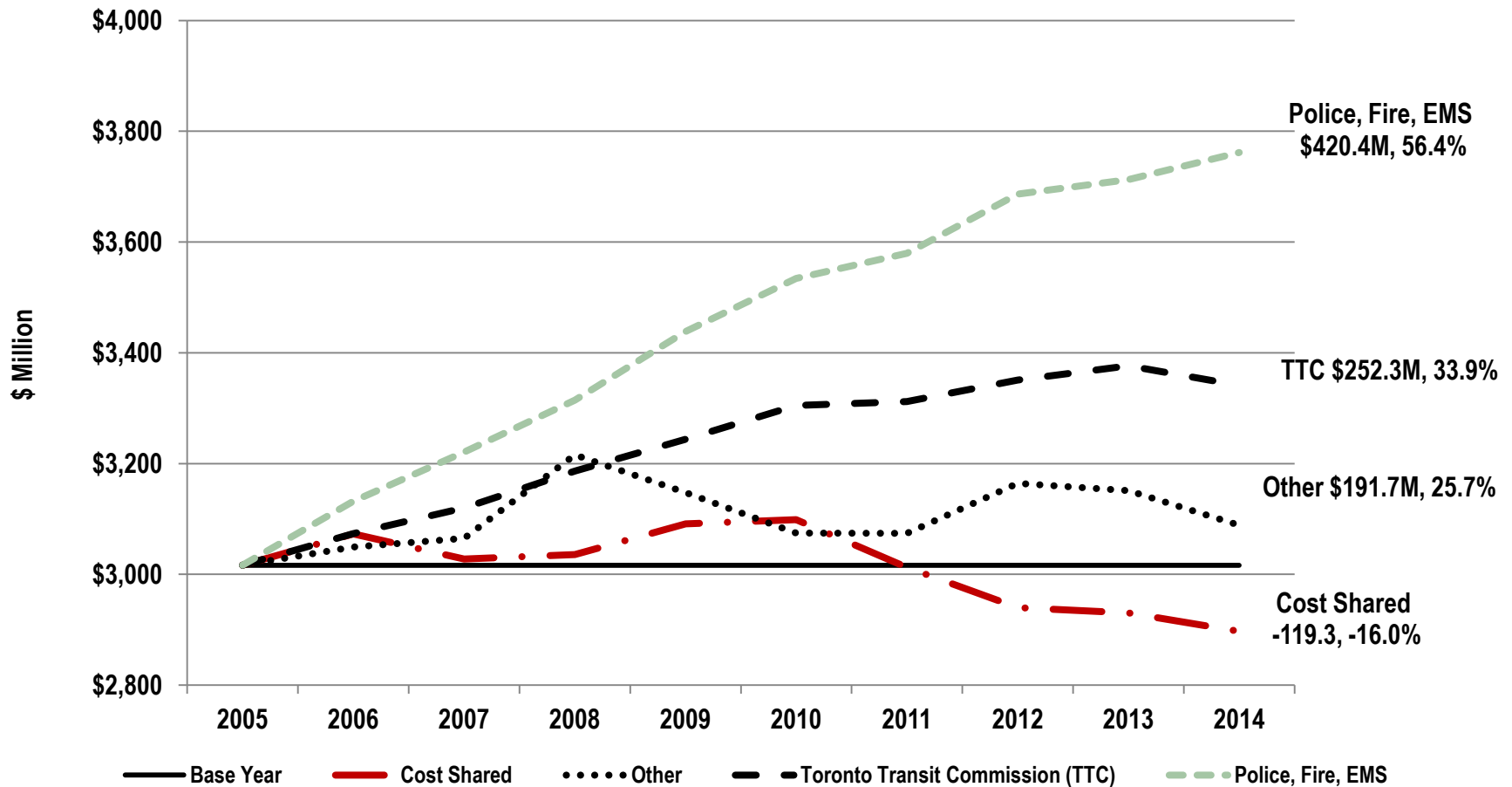
Blended Tax % Increase vs. Inflation



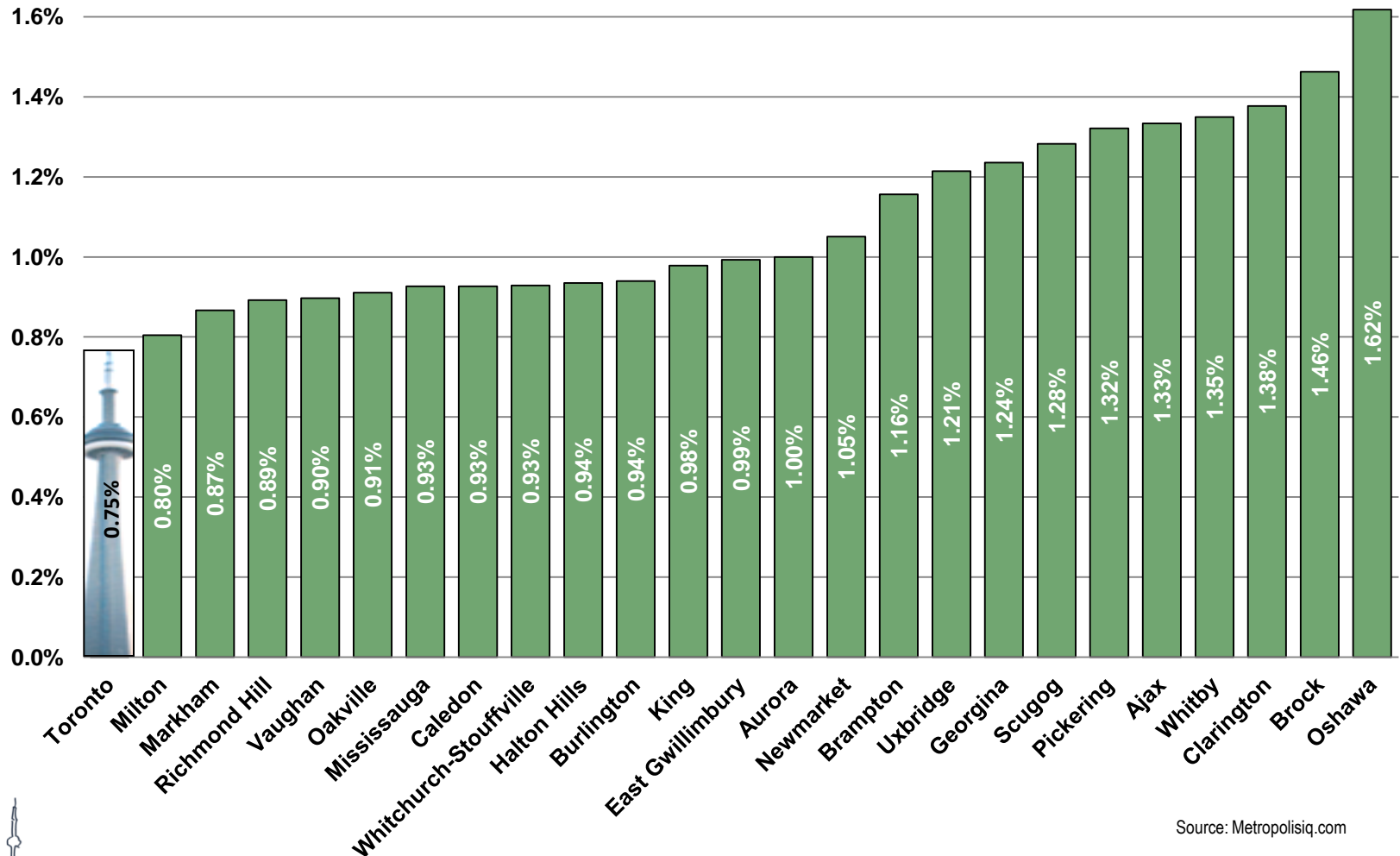
Total Budget Savings - \$761 M



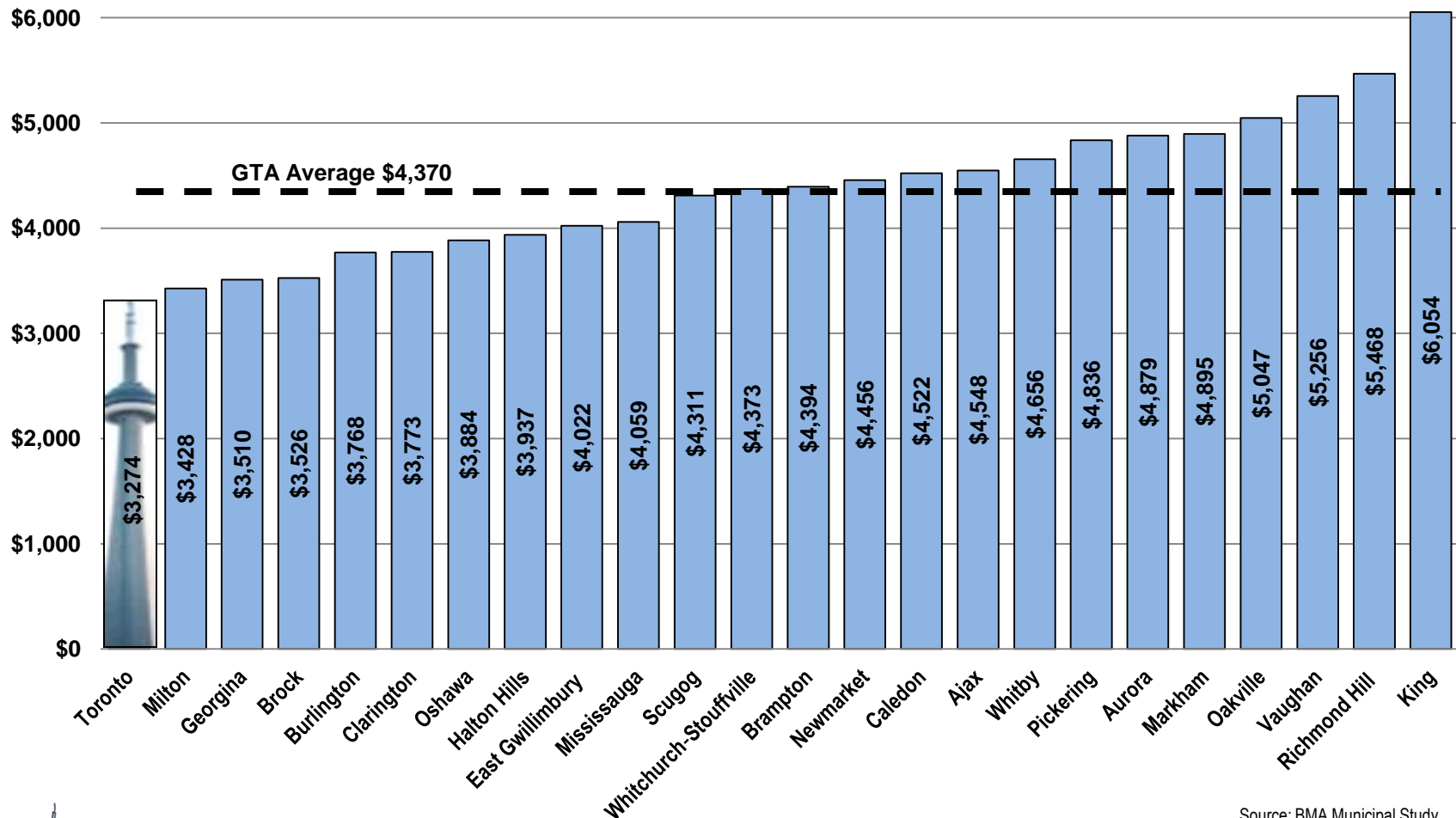
90% of the Growth in Net Expenditures since 2005 is Due to Police, Fire, EMS and TTC



Comparison of 2013 Residential Property Tax Rates – GTA Municipalities



Comparison of 2013 Average Property Taxes - GTA Municipalities - \$1,100 less than average



Source: BMA Municipal Study



Budget Summary



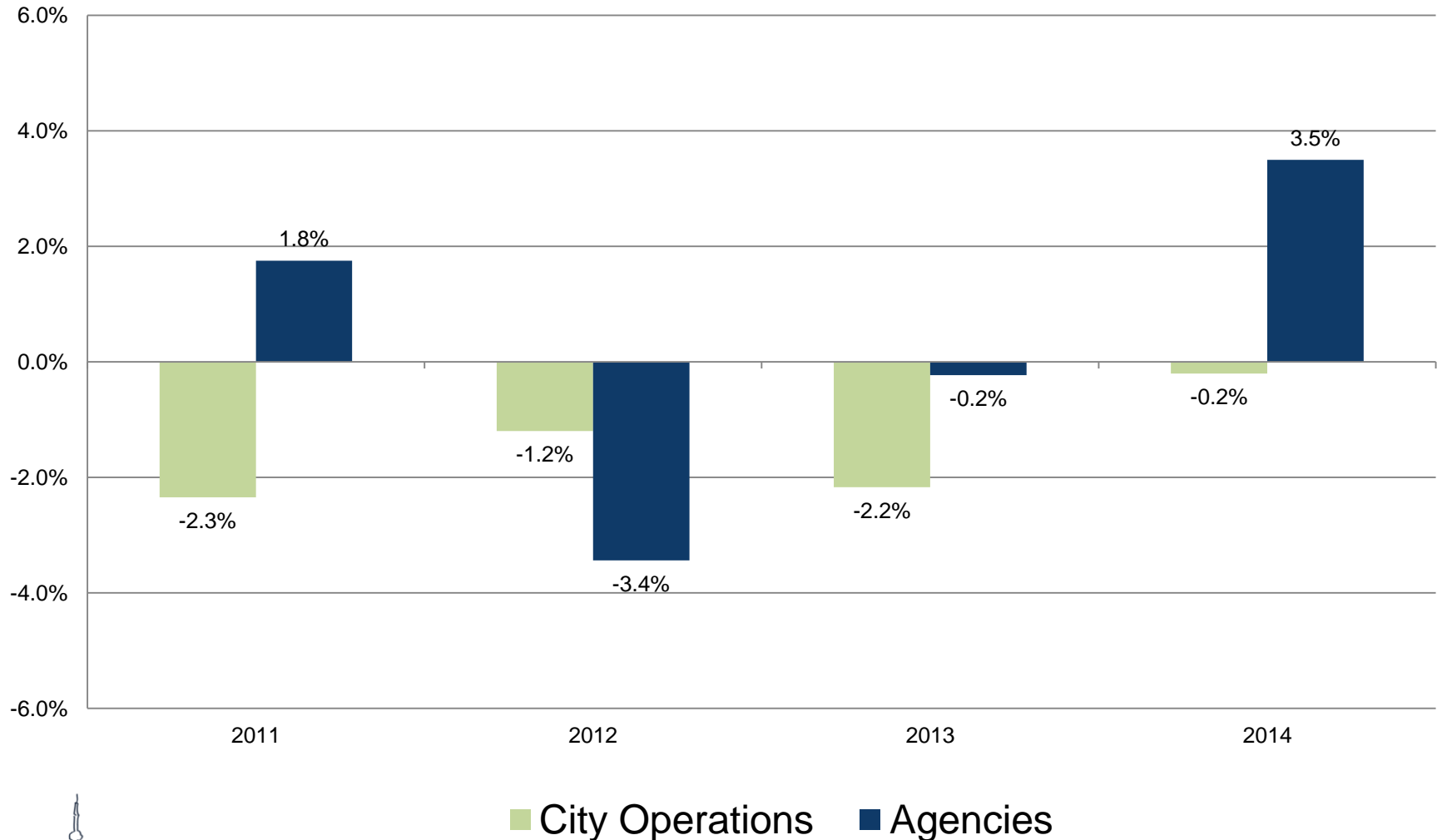
Staff Rec'd 2013 Tax Supported Program Net Operating Budget

(\$000s)	2013	2014	Change from 2013 Over (Under)	
			\$	%
Total City Operations	1,883,797	1,879,989	(3,808)	(0.2%)
Agencies	1,681,323	1,740,094	58,772	3.5%
Non-Program	147,768	145,115	(2,653)	1.4%
Total Assessment Changes		(3,572)	(3,572)	
Growth	3,712,888	3,761,627	48,739	1.3%



Net Expenditure Increase: 2011 – 2014

City Operations and Agencies



2014 Budget Tax Impact: *Total Average*

	<u>Net Budget Increase (\$M)</u>	<u>Tax % Increase on Average</u>
Base Budget	27	0.72%
New Facilities (Operating Impact)	8	0.22%
New/Enhanced - \$39M Gross	14	0.38%
<u>Scarborough Subway (Council Approved)</u>		<u>0.32%</u>
<u>Tax incl. Scarborough Subway</u>		<u>1.64%</u>



2014 Budget Tax Impacts: *Residential*

	<u>Net Budget Increase (\$M)</u>	<u>Tax % Increase on Residential</u>
Base Budget	27	1.11%
New Facilities (Operating Impact)	8	0.34%
New/Enhanced - \$39M Gross	14	0.58%
Scarborough Subway (Council Approved)		0.50%
<hr/>		
Tax incl. Scarborough Subway		2.52%
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Residential Tax Impacts

- Residential Tax Impact:
 - \$28 = 1.1% - for same services provided today
 - \$23 = 0.9% - for New Facilities & Enhancements
 - \$13 = 0.5% - for Scarborough Subway
 - \$64 = 2.5% - Total
- Every 0.25% Residential Tax = \$6 million
- Every 0.25% Residential Tax = approx. \$6 per hhld



2014 Budget Tax Impacts: *Non-Residential*

	<u>Net Budget Increase (\$M)</u>	<u>Tax % Increase on Non- Residential</u>
Base Budget	27	0.37%
New Facilities (Operating Impact)	8	0.11%
New/Enhanced - \$39M Gross	14	0.19%
<u>Scarborough Subway (Council Approved)</u>		0.17%
<u>Tax incl. Scarborough Subway</u>		0.84%



Operating Budget Highlights



2014 Program and Agency Highlights

Emergency Medical Services: 24 / 7

- 45 stations, 156 ambulances, 958 paramedics and 108 emergency medical dispatchers
- 202,469 emergency patient transports, 3% vs 2013
- 1,425 automatic external defibrillators
- 56 new paramedics - \$3.1 m in 2014
- 3 year plan 169 new paramedics – \$10.6 m 2014-2016
- Improve response times, safety and care



2014 Program and Agency Highlights

Fire: 24 / 7

- 84 fire stations; 2,984 fire fighters
- 359 emergency, support and training vehicles; 11 HUSAR (Heavy Urban Search and Rescue) & CBRN (Chemical, Biological, Radiological and Nuclear dedicated vehicles); 2 fire boats
- 110,000 emergency incidents
- 255,000 vehicle runs:
 - 35,000 fire alarms
 - over 10,000 fires
 - 50,000 medical emergencies
 - 11,300 vehicle incidents and rescues



2014 Program and Agency Highlights

Fire: 24 / 7

- Improve incident road response:
 - 240 seconds or less 90% of the time vs. 287 seconds
 - recommended by KPMG and endorsed by City Council
- 73,000 building inspections
- 1,600 public education fire safety forums
- 31 more fire inspectors (converted from firefighter positions) net \$0 m in 2014
- 3 year plan 81 new fire inspectors - \$5.8 m 2014-2016
- Maintain (at #3) and then Improve (to a #2) FUS insurance rating



2014 Program and Agency Highlights

Affordable Housing:

- \$83.0 million in Federal/Provincial/City development funds
- 1,232 new affordable rental and ownership homes
- \$13.5 million in Federal/Provincial funding for 670 lower-income homeowners
- Develop and implement Council-approved policies / programs:
 - Housing Opportunities Toronto
 - Putting People First
 - Close the Housing Gap



2014 Program and Agency Highlights

Shelter, Support and Housing Administration:

- 24-hour shelter, street outreach and housing services
- 1.4 million bed nights of emergency shelter
- 5.3% increase vs 2013, including meals and supports to achieve an occupancy of 89%
- Fund 240 housing providers (including the Toronto Community Housing Corporation), with over 94,000 units of social housing
- 322,295 bed nights boarding home service to adults with psychiatric disabilities



2014 Program and Agency Highlights

Shelter, Support and Housing Administration:

- Administer Homelessness Partnering Strategy and other Federal and Provincial grants to over 120 community agencies
- Add a 30 bed Women's Shelter
- Assisted over 4,100 homeless individuals to move into housing through Streets to Homes Program since 2005
- 172 flex beds to increase hostels capacity and achieve 90% occupancy levels as directed by Council



2014 Program and Agency Highlights

Parks, Forestry and Recreation:

- 1,660 named parks
- 8,000 hectares of parkland and natural areas
- 5 golf courses & 676 sports fields.
- Urban Forest:
 - Maintaining 4.1 m trees
 - plant 97,000 trees annually
 - review 6,900 construction and development applications near trees and tree removal
- 16,000 Toronto Island Ferry trips - 1.2 million passengers



2014 Program and Agency Highlights

Parks, Forestry and Recreation:

- 595,000 hours - instructional recreation programs
- 422,000 hours - leisure recreation programs
- 109,000 Welcome Policy registrations & memberships
- 134 Community & Recreation Centres
- 122 pools
- 40 arenas with ice pads
- 53 outdoor ice rinks



2014 Program and Agency Highlights

Parks, Forestry and Recreation:

- Pan Am Legacy initiatives (\$1.4 m) to enhance existing services or provide new services:
 - Sports Literacy, Let's Get Coaching, Para Sport First, Pan Am Path and Toronto Sports Honour, and Pan Am Preparation and Horticulture Showcase
- 23 existing Free Program Community Centres
- 16 new Free Program Community Centres starting in Sept. 2014 (\$860 k in 2014, \$4.42 m total)
- 39 total centres offer select recreation programs at no charge
- Open 3 new facilities - \$6 million (York Community Centre, Parkway Forest Community Centre, Toronto Pan Am Sports Centre)



2014 Program and Agency Highlights

Economic Development and Culture:

- Serve 28,000 entrepreneurs and micro business owners via Enterprise Toronto:
 - inquiry and business registration services, one-on-one business consultations, seminars, special events and outreach activities
- Market and promote film production in Toronto
- Develop City's Cultural Centres and Galleries
- Support creativity and cultural development through Toronto Arts Council and grants to cultural organizations (\$25.2 m)



2014 Program and Agency Highlights

Economic Development and Culture :

- Conduct a range of programs and initiatives to expand Toronto's key economic sectors
- 80 Business Improvement Areas (BIAs) - Provide legislative oversight and professional advice
- Prepare to host 2015 Pan/Parapan American Games including the Nathan Phillips Square Cultural Celebrations
 - \$0.3 m in 2014
 - \$2.2m in 2015

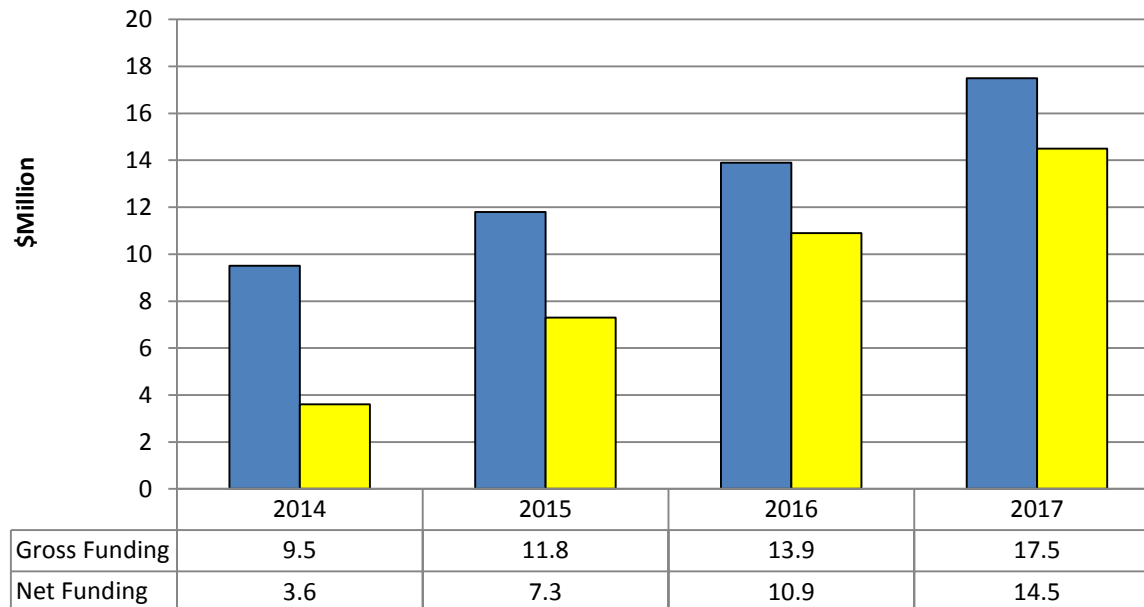


2014 Program and Agency Highlights

Economic Development and Culture :

- Expand Arts & Culture funding to reach
- 5 year phase-in plan to reach \$25 per capita

Arts & Culture Funding



2014 Program and Agency Highlights

Planning:

- Add 2 FTEs for Heritage Studies:
 - \$90 k in 2014
 - \$180 k m over 2 years
 - Do 3 more Heritage Studies a year
- Add 5 for Area or Avenue Studies:
 - \$300 k in 2014
 - \$600 k over 2 years
 - Do 5 more Studies a year
- Add 5 for Strategic Initiatives Team:
 - \$350 k in 2014
 - \$510 k over 2 years



2014 Program and Agency Highlights

Transportation:

- 5,600 km of roads, 970 bridges and culverts, 7,945 km of sidewalks, 322 km of public laneways, 280 km of off-street trails and 2,159 traffic control signals
- Install additional Changeable Message Signs on the Gardiner Expressway
- Continue rollout of \$1 billion / 25,000-unit street furniture program
- Implement Graffiti Management Plan



2014 Program and Agency Highlights

Transportation:

- Management of Traffic Congestion: As Toronto grows, so does demands on City's road network and congestion
- 10 new positions for additional signal coordination studies on major arterials to improve traffic flow and mitigate congestion
- Enhancement (\$1.6 m) provides:
 - additional traffic signal operations,
 - real time signal timing changes,
 - monitor additional traffic cameras,
 - maintain the wire-less communication systems to provide quicker clearance of incidents, mitigate congestion and maintain effective signal coordination.



2014 Program and Agency Highlights

Police:

- 5,266 Officers delivering police services in partnership with our communities
- Focus on child and youth safety, violence against women, people with distinct needs, organized crime and gangs, and pedestrian and traffic safety
- Provide security for 263 Provincial courtrooms within the City
- 1,447 cars, 55 motorcycles, 24 boats, 27 horses and 459 other equipment including bicycles and trailers
- 3 new recruit classes of 100 officers in April, 80 in August and 120 in December 2014
- ***Budget up \$29.1m or 3.1%***



2014 Program and Agency Highlights

Toronto Transit Commission:

- 132 trains, 248 streetcars and 1,878 buses
- 540 million riders with 5,241 operators
- 236 million service km, 1.7% increase
- 9 million hours of service, 2.0% increase
- Run most TTC service from 6 am until 1 am from Monday to Friday
- New station management model continues in 2014:
 - (primarily Station Supervisors) to ensure that customer throughput within the existing, increasingly crowded stations will be more carefully managed
- Introduce point of sale terminals into collector booths



2014 Program and Agency Highlights

Toronto Transit Commission:

- Increase subway vent/fan shaft cleaning and track level flushing
 - Improve subway service reliability by reducing delays
- Enhance signal/track/substation reliability to improve customer service & reduce service delays
- 211 accessible Wheel Tran buses:
 - 3.1 million riders in 2014 with 341 operators
 - Carry 189,100 more passengers
 - 1,140,400 bus trips, 65,000 community bus trips, 1,140,100 accessible tax trips and 720,200 sedan taxi trips
- Registrations will grow by 9% to 36,800 active registrants



2014 Program and Agency Highlights

Toronto Transit Commission:

- More resources to address service needs:
 - \$11.0 m for 540 million ridership growth - 238 FTE
 - \$12.2 m for increased maintenance etc. - 65 positions
 - \$11.0 m for enhanced services - 79 FTE
 - \$8.8 m to accommodate the service impact of AODA legislation on **Wheel-Trans** – 26 positions
 - Total of \$43 m gross in additional investments (479 FTEs)
- Costs partially offset by:
 - 5 cent fare increase - \$21m
 - MetroPass increase \$5.25 - \$9.0m
 - More Revenue from ridership growth - \$7m
- ***TTC up \$13.1m or 3.2% Wheel Trans up \$9.6m or 9.9%***



2014 Program and Agency Highlights

Library:

- 270,816 open hours per year
- 100 branches
- 19.3 million in person visits
- 6.3 million workstation users
- 1.5 million wireless sessions with expanded access to technology
- 26.3 m virtual library visits; incl. collections, programs and access to user accounts with new self service features e.g., online fines payment
- 10.6 m collection items in a variety of languages, reading levels and formats incl. print, audio visual and e-content, to promote accessibility and respond to community needs



2014 Program and Agency Highlights

Library:

- 32.9 million circulation items and information resources
- 2.3 million reference requests in a variety of subjects
- Develop and deliver library programs to support:
 - literacy, life-long learning and access to culture with emphasis on literacy for children
 - annual program attendance of 770,000
- Opening 2 new libraries (Fort York and Scarborough Civic Centre)

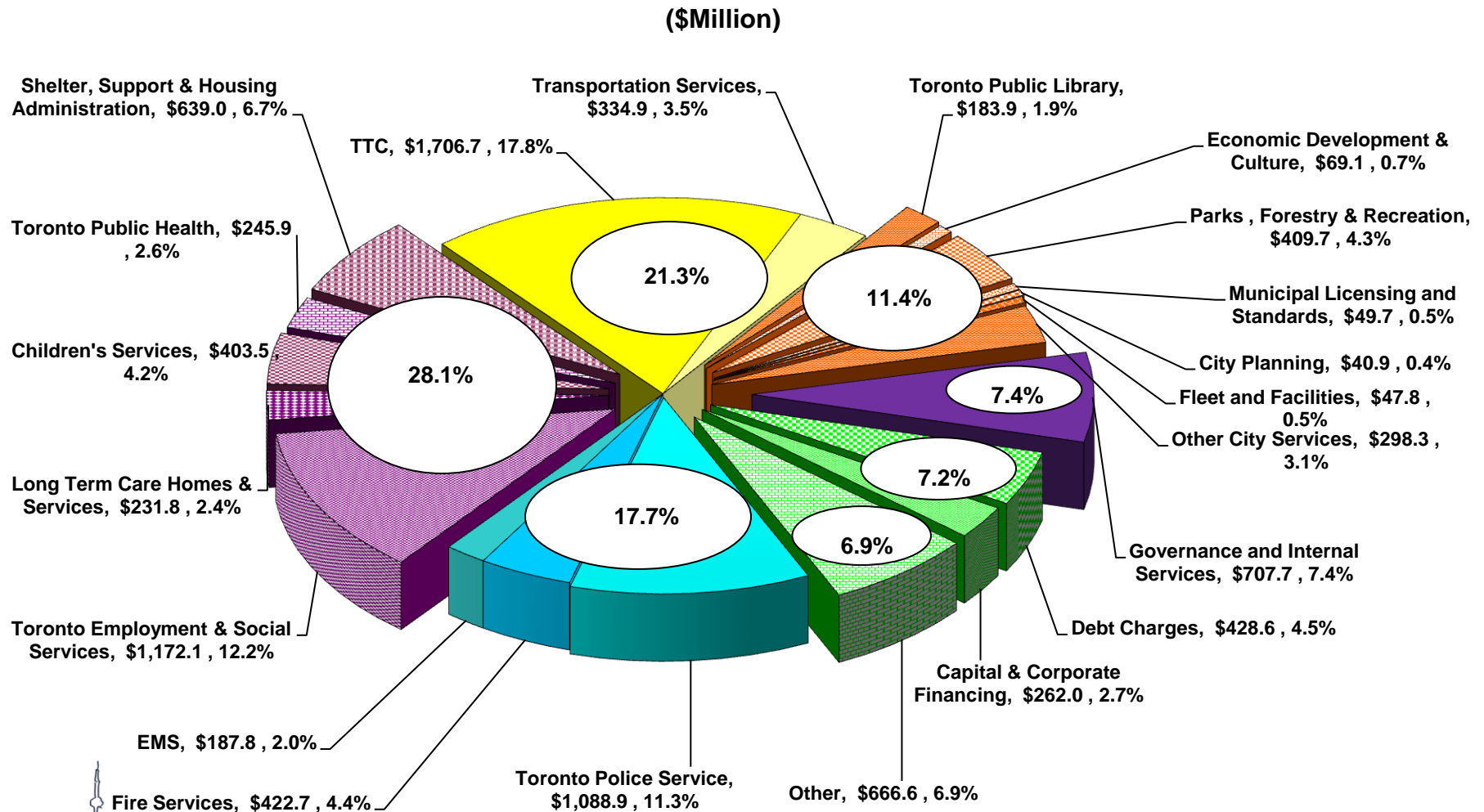


2014 Operating Budget Overview



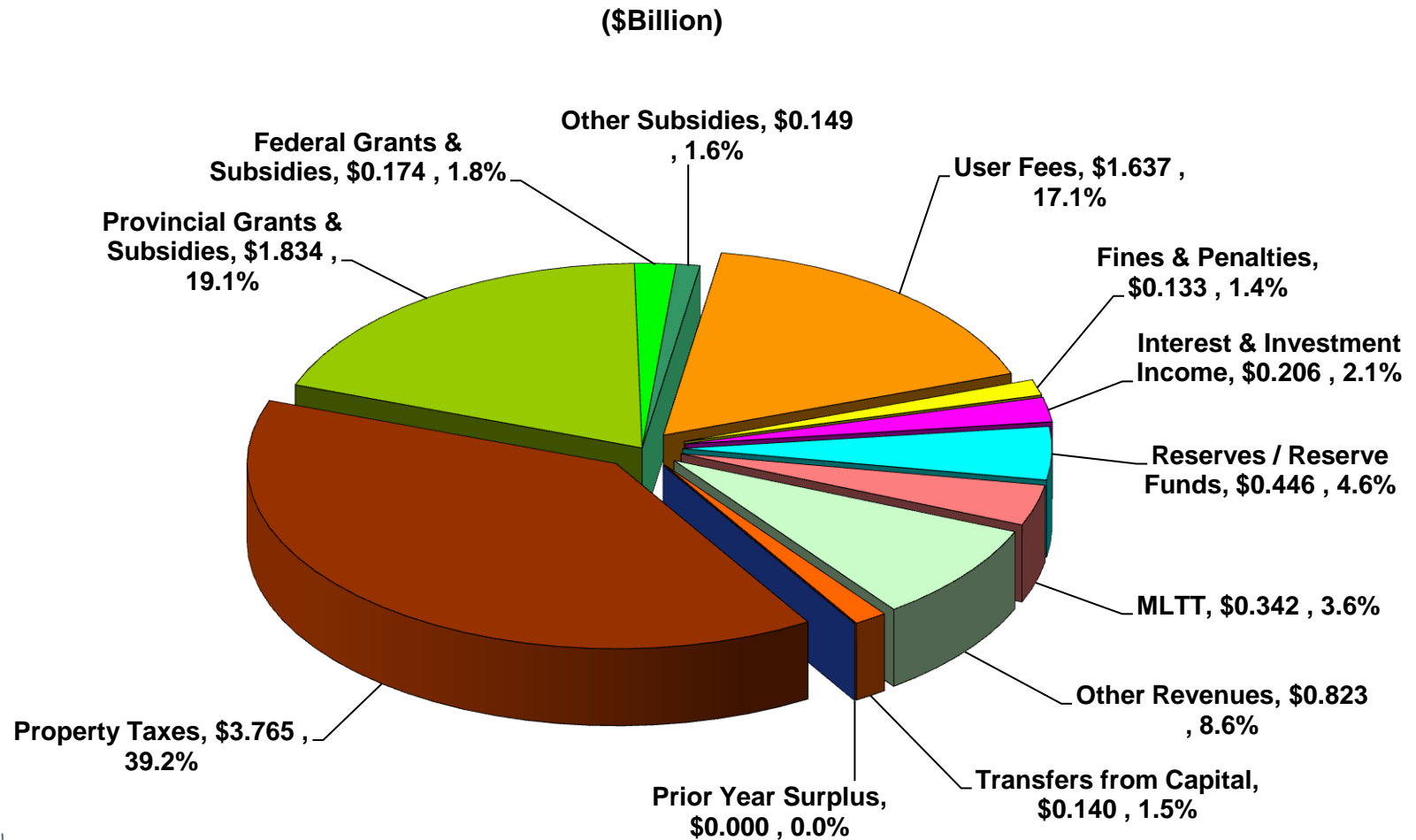
Where the Money Goes:

- Program Expenditures of \$9.598 Billion



Where the Money Comes From

- Program Revenues of \$9.598 Billion



How the 2014 Budget was Balanced

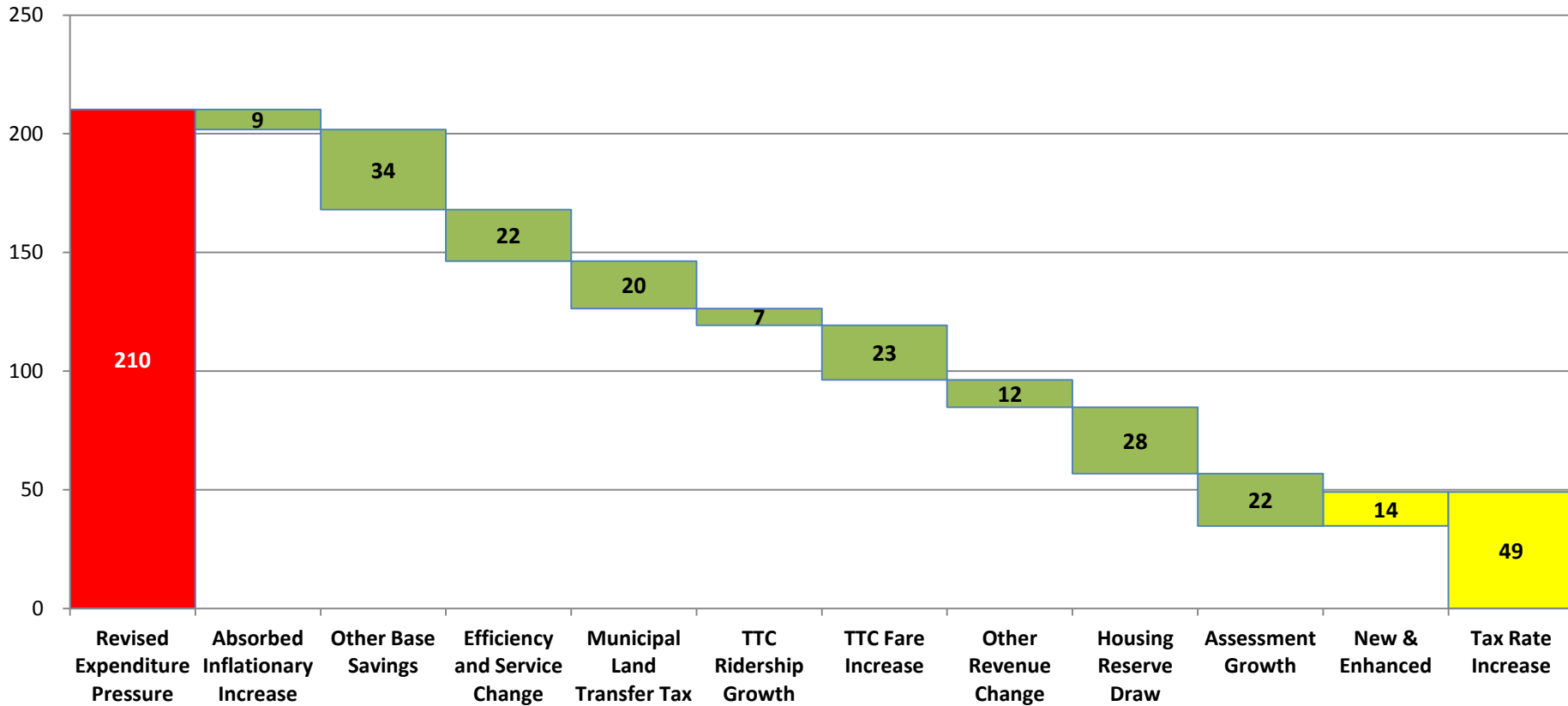
Balanced budget without the use of prior year surplus by:

- Controlling expenditures through \$0 cost increase for services without impacting service levels
- Containing salary increases to be below inflation
- Continued implementation of Efficiency Review Program
- Continued line-by-line Expenditure Review
- Maximizing revenue sources
- Mitigating impact of capital financing
- Moderate inflationary Tax and TTC fare increases

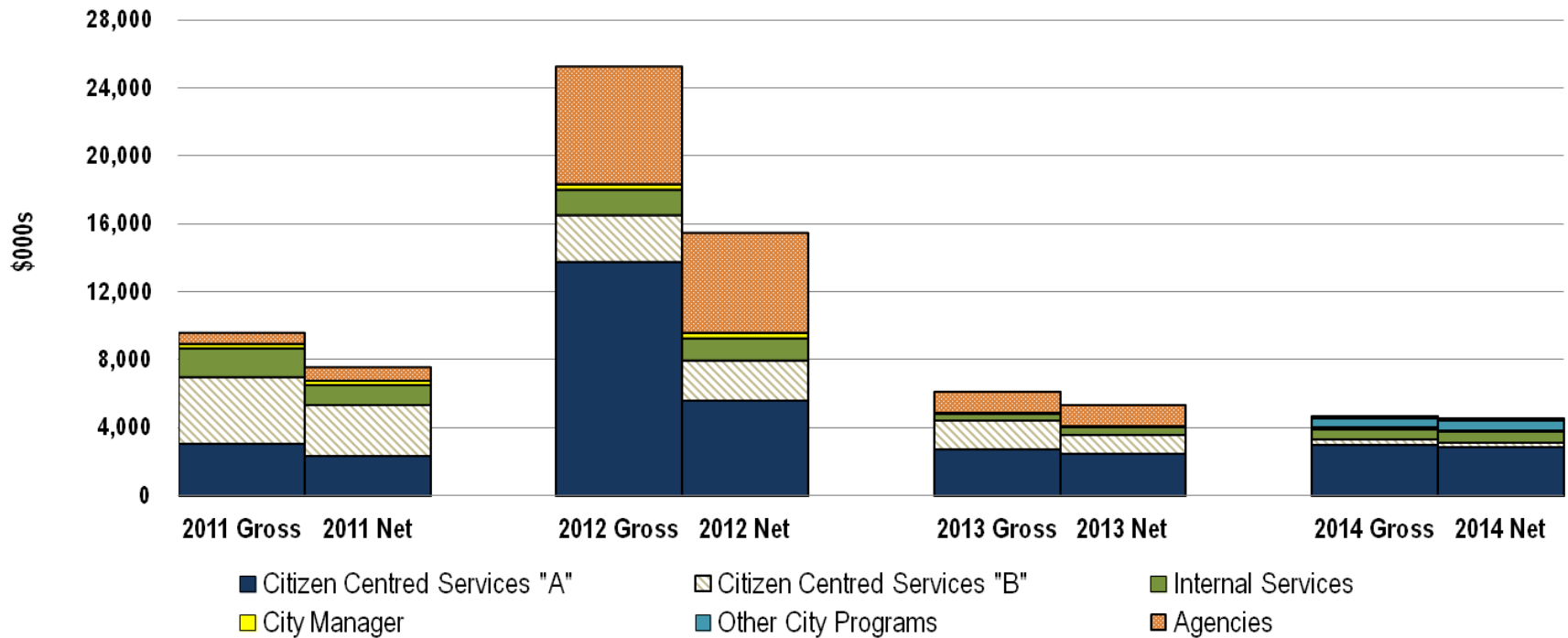


2014 Balancing Strategies

Balancing Pressure \$210 Million



Line-by-Line Review Savings



- Total line-by-line savings over the past 4 years is \$45.7 million, \$33 million net
- Savings over the past 4 years is about 1% tax reduction



Pressure and Balancing Strategies

	\$M
City's One-time Funding	
Prior Year Surplus	0
Depletion of Reserves	26
Total Unsustainable Balancing Strategies	26
Compensation & Benefits	69
TTC & Wheel Trans	62
Non-labour Inflationary Impact	29
Total Inflationary Pressure	160
<i>CFC (Capital From Current)</i>	22
<i>Debt Charges</i>	15
Capital and Corporate Financing	37
Tax Deficiencies / Write-offs	(20)
Operating Impact of Capital	8
Uploading of Service Costs	(31)
Other Expenditures	30
Total Expenditure Pressures	210



Pressure and Balancing Strategies

Total Expenditure Pressures	210
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Revenue Change:

Municipal Land Transfer Tax (MLTT)	(20)
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TTC Ridership Growth	(7)
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TTC Fare Increase	(23)
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Other Revenue in Corporate Account	(5)
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User Fee/Revenue Change	(6)
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Reserve draw	(28)
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Provincial Funding Loss	43
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Accrued Loan Interest & TESS Reserve Draw	(43)
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Reduced Tax assessment	18
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TCHC Tax exemption	(18)
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Total Revenue Change	(90)
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Pressure after Revenue Changes:	121
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Pressure and Balancing Strategies

Pressure after Revenue Changes:

Assessment Growth

Sub-total

Absorbed Inflationary Increase

Other Base Savings

Recommended Reductions

Total Reductions

Recommended Tax Levy on Base Budget

New & Enhanced - Recommended

Recommended Tax Levy

121

(22)

99

(9)

(34)

(22)

(64)

35

14

49

= Tax increase of 1.44% res + 0.48% non-res

= Tax increase of 2.02% res + 0.67% non-res

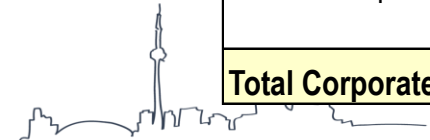


Staff Rec'd 2013 Tax Supported Program Operating Budget - By Cluster

(\$000s)	2013 Budget		2014 Budget		Change from 2013 Over (Under)			
					Gross		Net	
	Gross	Net	Gross	Net	\$	%	\$	%
Citizen Centred Services "A"	3,291,013	932,119	3,209,021	915,349	(81,992)	(2.5%)	(16,770)	(1.8%)
Citizen Centred Services "B"	974,359	646,664	984,720	657,250	10,361	1.1%	10,586	1.6%
Internal Services	447,515	180,761	453,292	181,742	5,776	1.3%	981	0.5%
City Manager	52,815	44,811	54,569	45,259	1,753	3.3%	448	1.0%
Other City Programs	114,649	72,321	130,070	72,649	15,421	13.5%	329	0.5%
Accountability Offices	7,121	7,121	7,740	7,740	619	8.7%	619	8.7%
Total City Operations	4,887,473	1,883,797	4,839,411	1,879,989	(48,061)	(1.0%)	(3,808)	(0.2%)
TTC/Wheel Trans	1,643,318	507,774	1,706,721	534,504	63,403	3.9%	26,730	5.3%
Police Services and Board	1,022,501	930,865	1,088,860	960,019	66,359	6.5%	29,154	3.1%
Toronto Public Library	182,030	165,360	183,910	167,327	1,880	1.0%	1,968	1.2%
Toronto Public Health	243,688	50,420	245,942	51,006	2,254	0.9%	586	1.2%
Other Agencies	177,105	26,904	175,616	27,237	(1,489)	(0.8%)	334	1.2%
Agencies	3,268,642	1,681,323	3,401,049	1,740,094	132,407	4.1%	58,772	3.5%
Corporate Accounts:								0.0%
Capital & Corporate Financing	655,019	617,298	690,552	654,358	35,533	5.4%	37,060	6.0%
Non-Program Expenditures	639,008	489,564	657,135	475,061	18,127	2.8%	(14,503)	(3.0%)
Non-Program Revenues	9,136	(959,094)	9,445	(984,304)	310	3.4%	(25,210)	2.6%
Net Operating Budget	9,459,278	3,712,888	9,597,593	3,765,199	138,315	1.5%	52,311	1.4%
Assessment Change				(22,000)			(22,000)	0
TCHC Tax Exemption				18,428			18,428	0
Total Assessment Changes				(3,572)			(3,572)	
Net Operating Budget After	9,459,278	3,712,888	9,597,593	3,761,627	138,315	1.5%	48,739	1.3%

Staff Rec'd 2013 Tax Supported Program Net Operating Budget - Corporate Accounts

(\$000s)	2013 Approved Budget	2014 Approved Budget	Change from 2013 Approved Budget	
			\$	%
Corporate Accounts				
Capital & Corporate Financing	617,298	654,358	37,060	6.0%
Non-Program Expenditures:				
Tax Deficiencies/Write-offs	72,000	52,000	(20,000)	(27.8%)
Assessment Function (MPAC)	39,820	40,370	550	1.4%
Parking Tag Enforcement & Oper.	59,137	61,383	2,246	3.8%
Vacancy Rebate Program	22,000	22,000	0	0.0%
Heritage Property Taxes Rebate	2,000	2,000	0	0.0%
Solid Waste Management Services Rebate	182,392	181,392	(1,000)	(0.5%)
Other Corporate Expenditures	112,215	115,916	3,701	3.3%
	489,564	475,061	(14,503)	(3.0%)
Non-Program Revenues:				
Tax Stabilization Reserve	0	0	0	n/a
Payments in Lieu of Taxes	(92,149)	(94,653)	(2,504)	(2.7%)
Municipal Land Transfer Tax	(315,089)	(335,089)	(20,000)	(6.3%)
Interest/Investment Earnings	(124,227)	(124,179)	47	0.0%
Provincial Revenue	(91,600)	(91,600)	0	0.0%
Parking Authority Revenues	(48,426)	(48,426)	0	0.0%
Parking Tag Enforcement & Oper.	(82,134)	(84,380)	(2,246)	(2.7%)
Other Corporate Revenues	(205,469)	(205,976)	(507)	(0.2%)
	(959,094)	(984,304)	(25,210)	(2.6%)
Total Corporate Accounts	147,768	145,115	(2,653)	(1.8%)



Staffing Impact

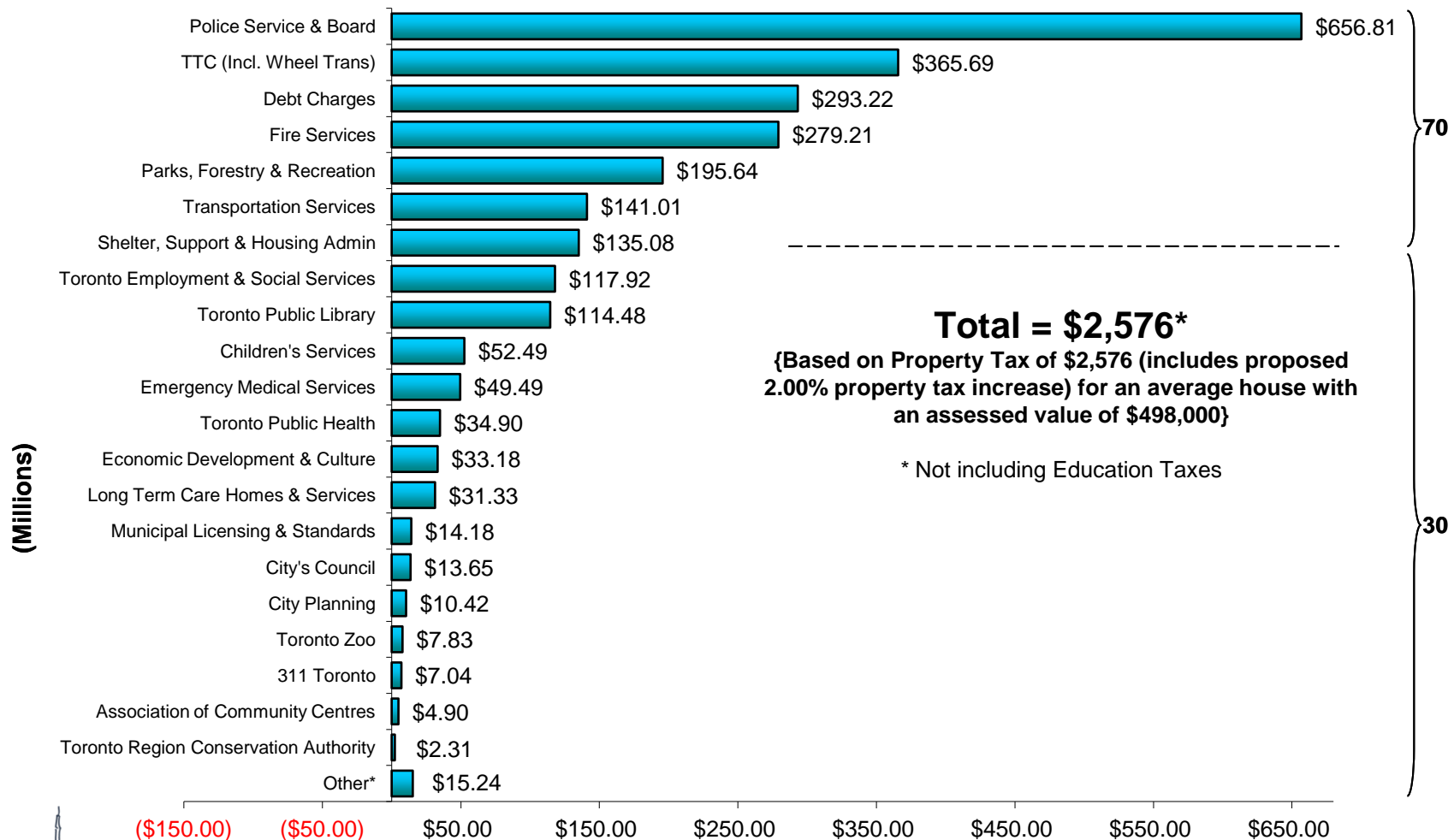
	2013 Approved Staff Complement	Temporary Capital	Operating Impacts of Capital	Service Change Adjustments	Other Adjustments	Total Base Changes	Sub-Total 2014 Staff Rec'd Complement	New Services	Total 2014 Staff Rec'd Complement
Citizen Centred Services "A"	12,187.4	8.0	49.7	(9.3)	58.4	106.8	12,294.2	101.5	12,395.7
Citizen Centred Services "B"	6,247.4	(2.0)	1.0	(3.0)	(66.3)	(70.3)	6,177.1	35.0	6,212.1
Internal Services	2,804.2	(8.5)	7.0		26.0	24.5	2,828.7	23.5	2,852.2
City Manager	442.5	1.0		(1.0)			442.5	5.0	447.5
Accountability Offices	50.3			1.0		1.0	51.3		51.3
Other City Programs	891.5	1.3	3.0	(4.0)	29.5	29.8	921.3	11.4	932.7
TOTAL - CITY OPERATIONS	22,623.3	(0.2)	60.7	(16.3)	47.6	91.8	22,715.1	176.4	22,891.5
Agencies									
Toronto Public Health	1,873.7	(1.9)			(11.5)	(13.4)	1,860.4	14.0	1,874.4
Toronto Public Library	1,713.4		20.0			20.0	1,733.4		1,733.4
Toronto Transit Commission	13,101.0	156.0	65.0	26.0	153.0	400.0	13,501.0	79.0	13,580.0
Exhibition Place	397.5						397.5		397.5
Other Agencies	9,020.7		(1.0)	(9.2)	(7.7)	(17.9)	9,002.8	2.2	9,005.0
TOTAL - AGENCIES	26,106.3	154.2	84.0	16.8	133.8	388.8	26,495.1	95.2	26,590.3
TOTAL LEVY OPERATING BUDGET	48,729.6	154.0	144.7	0.5	181.4	480.6	49,210.2	271.6	49,481.8

- Total net staffing increase of 752.1 positions
- Increase primarily driven by TTC (479 positions), operating impact from completed capital projects, and new/enhanced services

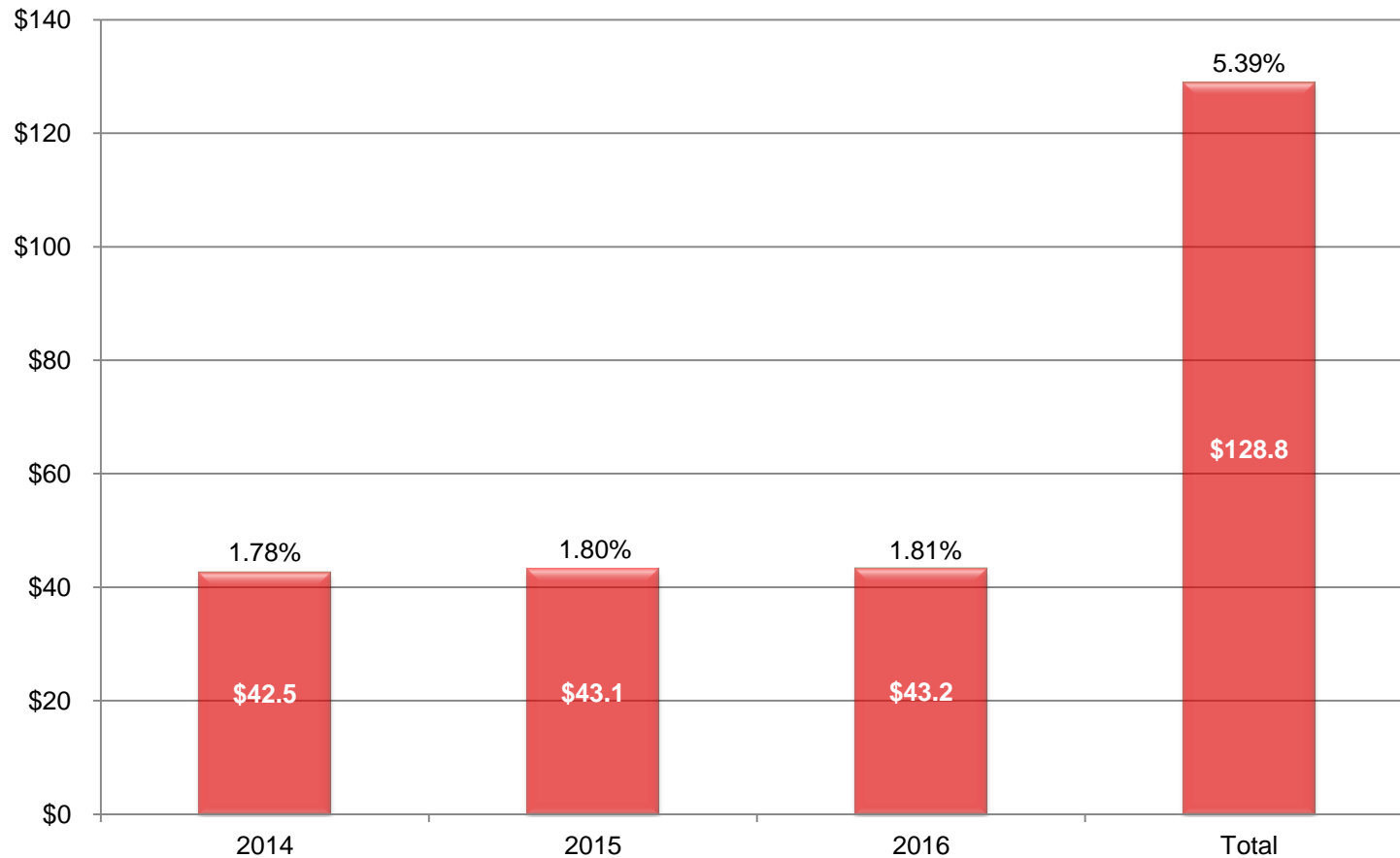


Where the Money Goes

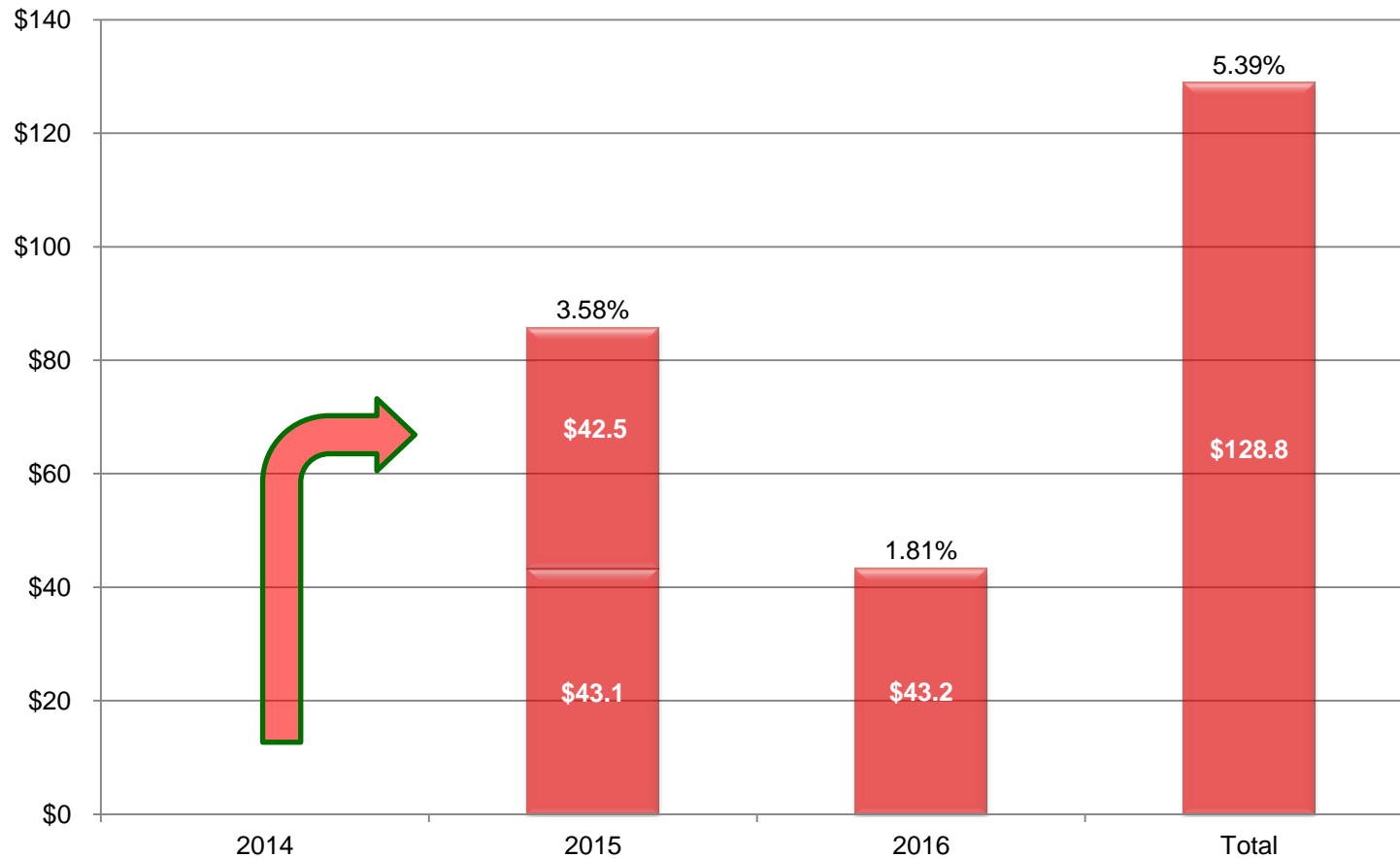
- \$3.765 Billion Tax Levy



Provincial Funding Loss– 2014 to 2016 (\$ Millions)



Provincial Funding Loss– 2014 to 2016 (\$ Millions)



2 Year Outlook



Key Messages for 2015 / 2016

– Approaching Fiscal Sustainability

- \$26 million reserve funding to eliminate
- Annual inflationary tax increase insufficient to cover inflationary expenditures
- More work is required in the future to address growing compensation costs in certain Programs
- Move to service based budgets and efficiency measures to move to fiscal sustainability in 2015 and beyond
- Require a permanent solution to replace the loss of pooling funding from the province due to loss of shelter funding:
 - \$86 m problem next year !!



2015 /2016 Budget Outlook

(\$ Millions)	2015	2016
Compensation & Benefits	67	36
Non-labour Inflationary Impact	8	7
Annualization of Prior Year Decisions	34	9
Operating Impact of Completed Capital Projects	13	7
Depletion of Reserves	30	16
Other Base Budget Changes	13	9
CFC (Capital From Current)	22	24
Debt Charges	42	39
TTC (before ridership growth)	101	76
Other Expenditures	71	99
Total Expenditure Pressures	400	322



2015 /2016 Budget Outlook - Continued

(\$ Millions)	2015	2016
Total Expenditure Pressures	400	322
Revenue Change:		
TTC Ridership Growth	(17)	(16)
Uploading of Services	(7)	(15)
Dividend Income	(5)	(5)
User Fees/Revenue Change	(4)	(1)
Parking Authority Revenues	6	(2)
Provincial Funding Loss	76	38
Total Revenue Change	50	(1)
Pressure after Revenue Changes:	450	322
TTC Fare Increase (10 Cents)	(40)	(40)
Property Tax Rate Increase		
-(2.0% Residential/0.67% Non-Residential)	(49)	(50)
Assessment Growth	(30)	(30)
Remaining Pressure	331	202





Thanks