



2014 Staff Recommended Tax Supported Capital Budget and Plan Budget Committee

November 25, 2013

Agenda

1. Budget Context
2. 2014– 2023 Staff Rec'd Capital Budget and Plan
3. What's Being Built
4. 2014 – 2023 Capital Plan Debt Charges Impact
5. Conclusion
6. Budget Review and Approval Timelines



Budget Context



Budget Context

- The Challenge
 - Increased investment need in SOGR
 - Gardiner Expressway; TTC; Parks, Forestry & Recreation
 - Uncertainty over Federal and Provincial Funding
 - Accommodate Ridership Growth
 - Keep debt service costs below the 15% guideline
 - Future TTC Requirements



Budget Directions

- Meet assigned Debt targets based on 15% debt guideline
- Maximize use of Development Charge (DC) funding to replace debt
- Maximize use of secured Section 37 and 45 funds
- Ensure that the Capital Budget and Plan submissions:
 - ✓ are affordable and finance highest priority projects
 - ✓ are based on project readiness and spending capacity
 - ✓ maintain capital assets in a state of good repair
 - ✓ address service gaps and priorities
- Clearly identify operating impacts of completed capital projects
- Review major Information Technology projects on a City wide basis to ensure priorities are met



Capital Strategies

- Review Program capacity based on historic spending results
- Assess merit / need (business cases) for key projects
- Focus on SOGR Backlog to determine recommended project funding
- Maximize DC funding to replace debt
- Review IT projects City-wide to establish priorities and plan



Capital Budget and Plan

- 2013 to 2022 Budget and Plan was \$15.260 Billion
- 2014 to 2023 Budget and Plan is \$18.611 Billion, with increased investments in:
 - Transportation Services: \$137million
 - Park, Forestry & Recreation: \$286 million
 - Scarborough Subway: \$3.437 billion



Capital Funding

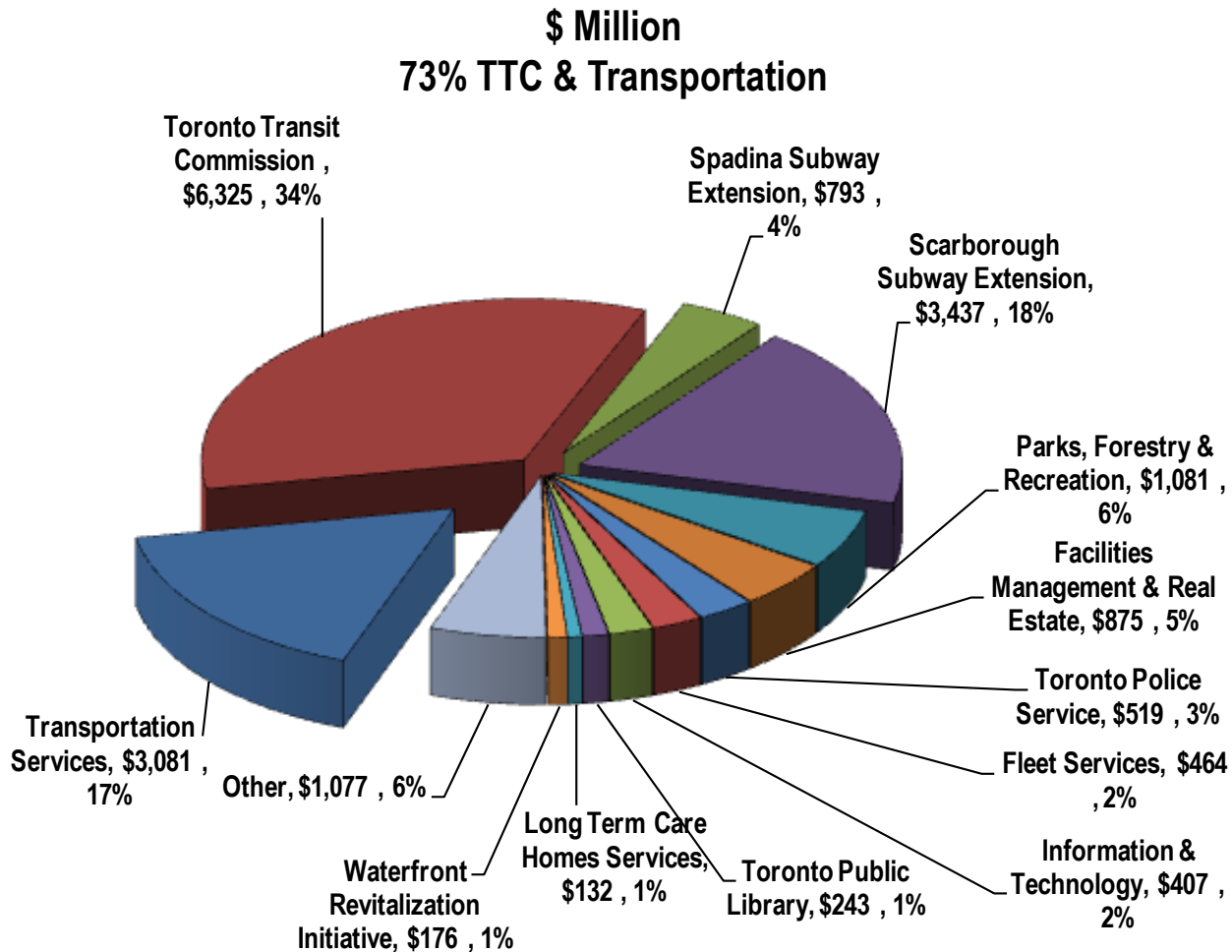
- The increased investment need is addressed by non-debt funding strategies comprised of:
 - Continuation of Surplus Management Policy (75% of surplus allocated to Capital)
 - Use of Asset Monetization Revenues/ Dividends
 - Maximize Development Charge Funding
 - ✓ Increased DC funding resulting from new DC By-law has freed up debt room to fund additional projects (\$395M)
 - Provincial and Federal Funding



2014– 2023 Staff Recommended Capital Budget and Plan



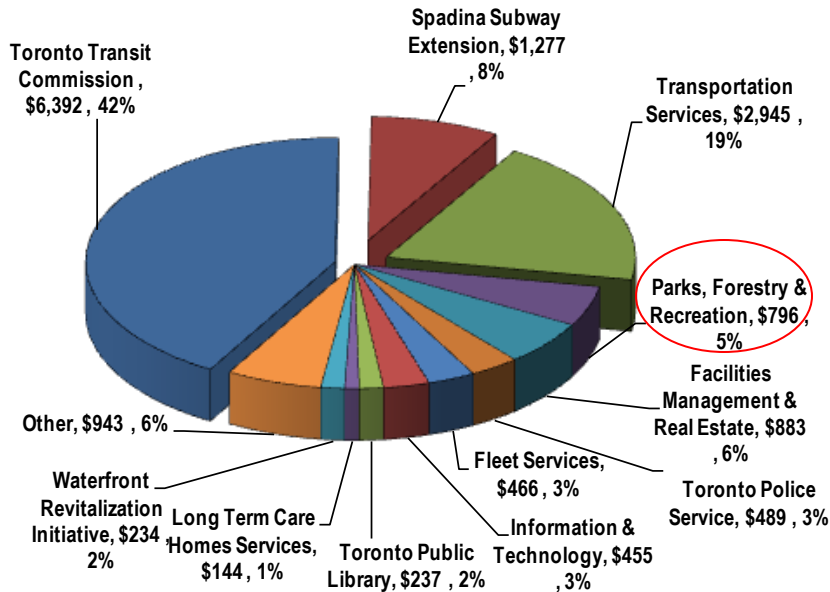
2014 – 2023 Capital Budget and Plan is \$18.611 Billion - Where the Money Goes



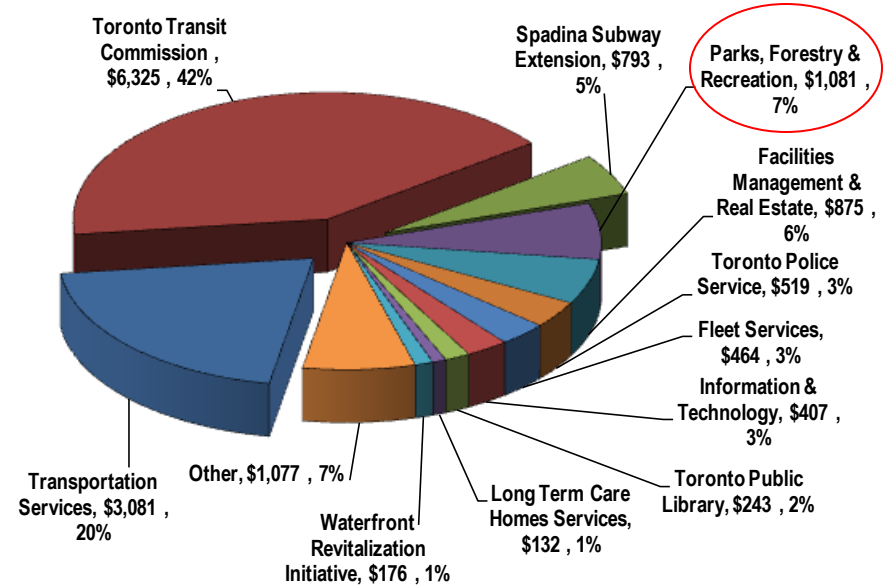
2014 - 2023 vs. 2013 - 2022 Capital Budget and Plan – Where the money goes

\$ Million

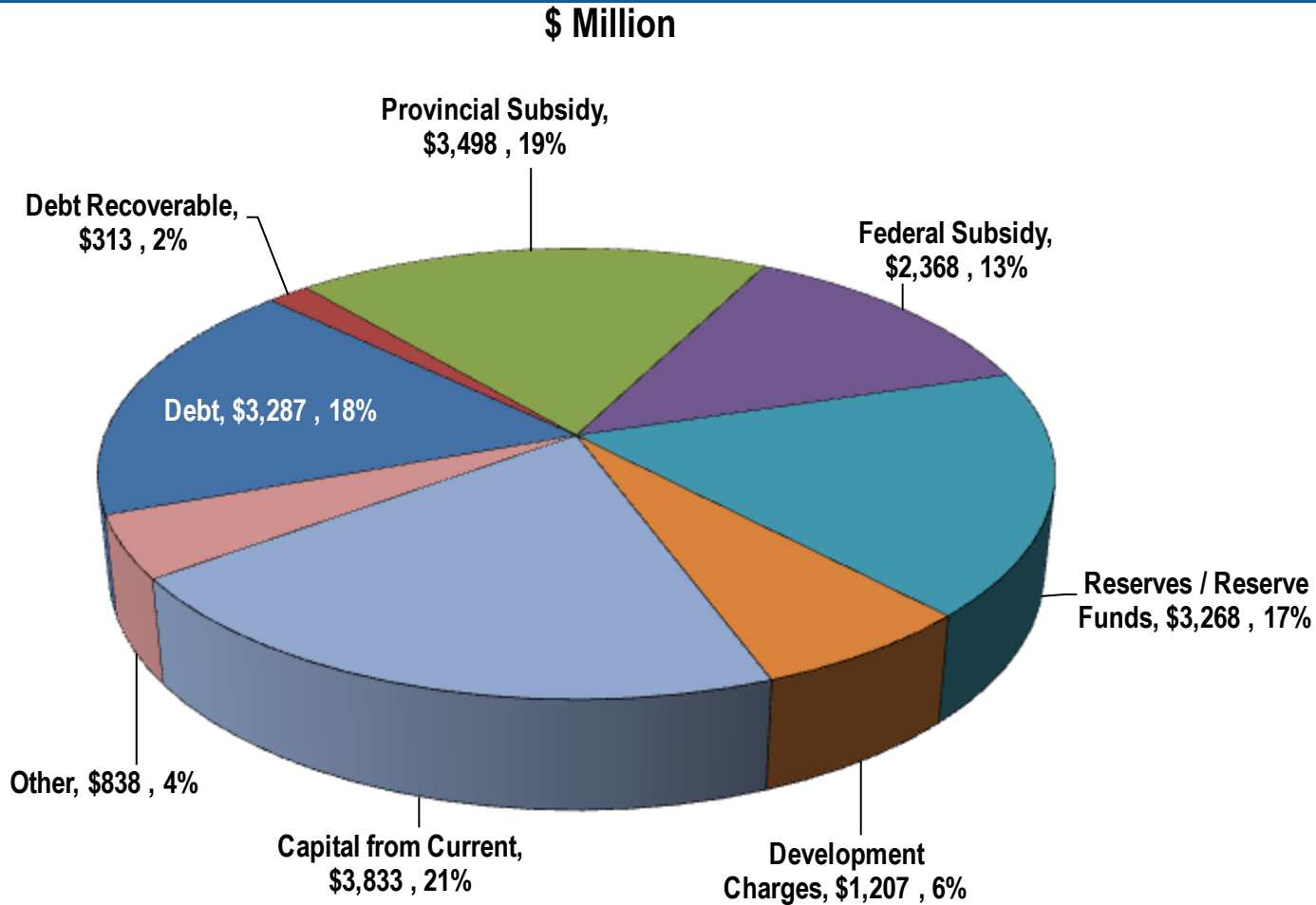
2013 – 2022 Capital Budget & Plan
69% TTC & Transportation
\$15.260 Billion



2014 – 2023 Capital Budget and Plan
67% TTC & Transportation
\$15.174 Billion
(Excluding Scarborough Subway)

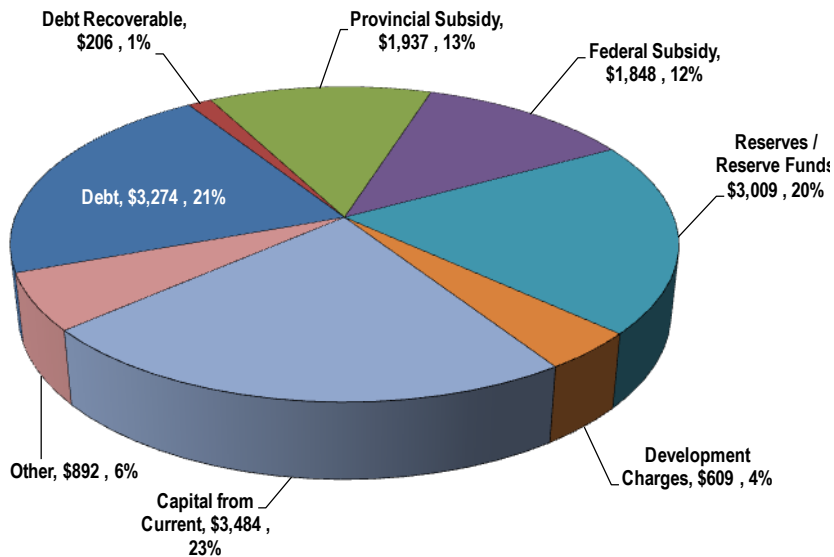


2014 – 2023 Capital Budget & Plan - \$18.611 Billion- Where the money comes from

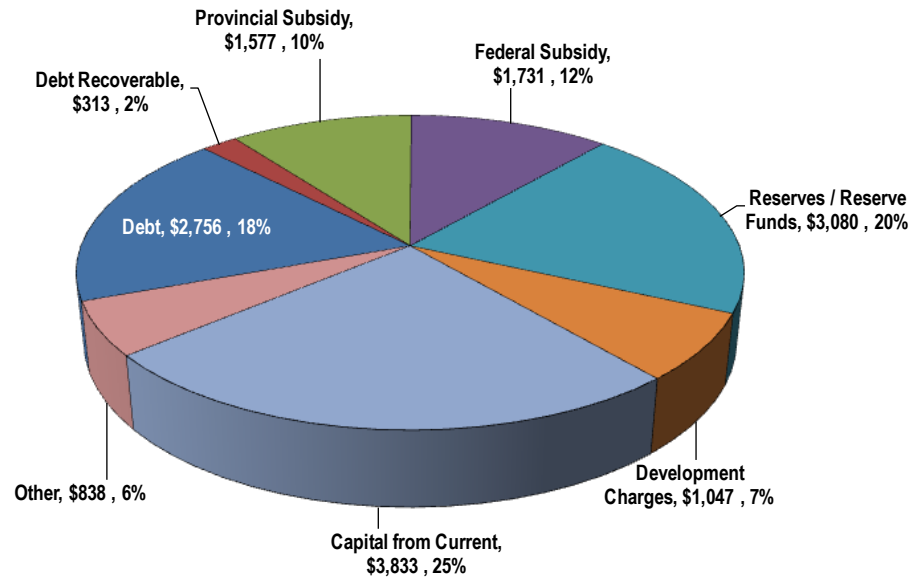


2014 - 2023 vs. 2013 - 2022 Capital Budget and Plan – Where the money comes from

2013 – 2022 Capital Budget & Plan
Debt Funding 21%
\$15.260 Billion



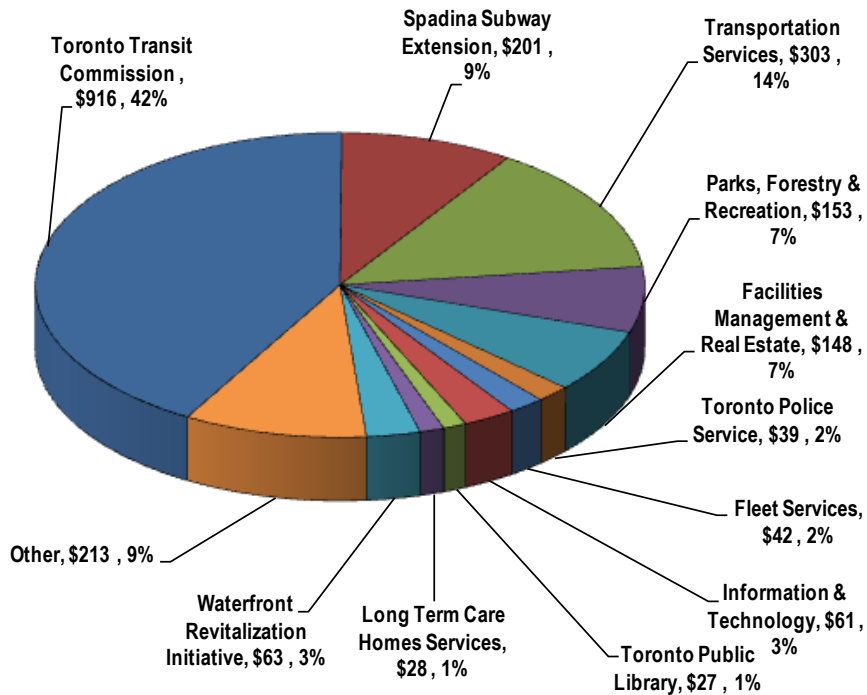
2014 – 2023 Capital Budget and Plan
Debt Funding 18%
\$15.174 Billion
(Excludes Scarborough Subway)



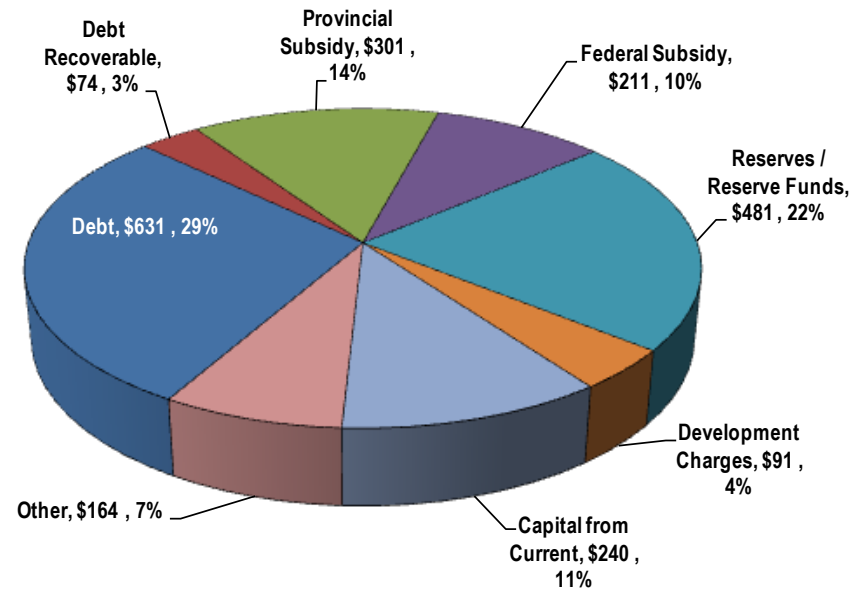
2014 Capital Budget - \$2.193 Billion

\$ Million

**2014 Capital Budget & Plan
Where the money goes
69% TTC & Transportation**



**2014 Capital Budget & Plan
Where the money comes from
Debt Funding 29%**



2014 – 2023 Capital Budget and Plan - by Category and Financing Source

\$ Million

Expenditures (\$M)	Capital Plan					2014 - 2018		2019 - 2023		2014 - 2023	
	2014	2015	2016	2017	2018	Total	%	Total	%	Total	%
Health and Safety	22	28	30	24	16	121	1.2%	97	1.8%	218	1.4%
Legislated	61	80	91	80	77	388	3.9%	50	1.0%	438	2.9%
State of Good Repair	1,359	1,532	1,291	1,272	1,134	6,588	66.6%	4,556	86.2%	11,144	73.4%
Service Improvement	299	342	228	139	92	1,101	11.1%	315	6.0%	1,416	9.3%
Growth Related	452	496	464	192	88	1,691	17.1%	267	5.1%	1,959	12.9%
Total Expenditures	2,193	2,478	2,103	1,707	1,408	9,889	100%	5,285	100%	15,174	100.0%
Funded By:											
Provincial	301	381	295	114	105	1,196	12.1%	381	7.2%	1,577	10.4%
Federal	211	228	211	154	154	959	9.7%	772	14.6%	1,731	11.4%
Reserves	406	417	350	341	284	1,797	18.2%	1,009	19.1%	2,806	18.5%
Reserve Funds	75	49	44	22	18	209	2.1%	65	1.2%	273	1.8%
DC	91	141	169	141	82	625	6.3%	422	8.0%	1,047	6.9%
Other	164	196	159	56	53	627	6.3%	210	4.0%	838	5.5%
Capital from Current	240	265	291	320	352	1,468	14.8%	2,364	44.7%	3,833	25.3%
Debt Recoverable	74	96	31	22	15	238	2.4%	75	1.4%	313	2.1%
Debt	630	705	554	537	344	2,770	28.0%	-14	-0.3%	2,756	18.2%
Total Funding	2,193	2,478	2,103	1,707	1,408	9,889	100.0%	5,285	100.0%	15,174	100.0%

Excludes Scarborough Subway

2014 – 2023 Scarborough Subway Capital Budget and Plan

\$ Million

Expenditures (\$M)	Capital Plan					2014 - 2018		2019 - 2023		2014 - 2023	
	2014	2015	2016	2017	2018	Total	%	Total	%	Total	%
Growth Related	15	16	97	186	355	669	100.0%	2,768	100.0%	3,437	100.0%
Total Expenditures	15	16	97	186	355	669	100.0%	2,768	100.0%	3,437	100.0%
Funded By:											
Provincial	-	9	54	105	199	367	54.9%	1,554	56.1%	1,921	55.9%
Federal	-	3	18	35	66	122	18.2%	515	18.6%	637	18.5%
Reserve Funds	12	3	20	38	73	147	22.0%	42	1.5%	188	5.5%
DC	-	1	5	9	17	30	4.6%	129	4.7%	159	4.6%
Debt / Tax Supported	3	-	-	-	-	3	0.4%	529	19.1%	531	15.5%
Total Funding	15	16	97	186	355	669	100.0%	2,768	100.0%	3,437	100.0%



2014 – 2023 Capital Budget and Plan - by Category and Financing Source

\$ Million

Expenditures (\$M)	Capital Plan					2014 - 2018		2019 - 2023		2014 - 2023	
	2014	2015	2016	2017	2018	Total	%	Total	%	Total	%
Health and Safety	22	28	30	24	16	121	1.1%	97	1.2%	218	1.2%
Legislated	61	80	91	80	77	388	3.7%	50	0.6%	438	2.4%
State of Good Repair	1,359	1,532	1,291	1,272	1,134	6,588	62.4%	4,556	56.6%	11,144	59.9%
Service Improvement	299	342	228	139	92	1,101	10.4%	315	3.9%	1,416	7.6%
Growth Related	467	511	560	378	443	2,360	22.4%	3,036	37.7%	5,396	29.0%
Total Expenditures	2,208	2,493	2,200	1,893	1,764	10,558	100%	8,053	100%	18,611	100.0%
Funded By:											
Provincial	301	389	349	219	305	1,563	14.8%	1,935	24.0%	3,498	18.8%
Federal	211	231	229	189	221	1,081	10.2%	1,287	16.0%	2,368	12.7%
Reserves	406	417	350	341	284	1,797	17.0%	1,009	12.5%	2,806	15.1%
Reserve Funds	87	52	64	61	92	355	3.4%	106	1.3%	462	2.5%
DC	91	142	174	149	99	655	6.2%	551	6.8%	1,207	6.5%
Other	164	196	159	56	53	627	5.9%	210	2.6%	838	4.5%
Capital from Current	240	265	291	320	352	1,468	13.9%	2,364	29.4%	3,833	20.6%
Debt Recoverable	74	96	31	22	15	238	2.2%	75	0.9%	313	1.7%
Debt	633	705	554	537	344	2,773	26.3%	515	6.4%	3,287	17.7%
Total Funding	2,208	2,493	2,200	1,893	1,764	10,558	100.0%	8,053	100.0%	18,611	100.0%

Includes Scarborough Subway



Capital Financing Strategy

Capital Financing Strategy													
Future Year Capital Financing Strategy Revenue Estimates													
Description (\$ Millions)	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total
Enwave	168												168
Enwave Dividend	11												11
TPLC Dividend	40												40
Prior Year Operating Surplus	215	186	75	50	50	50	50	50	50	50	50	50	926
DC Increases								25	25	25	25	25	125
Future Years BT Dividend	20	10		35	35	45	50	50	50	50	50	50	445
Future Years Fed/Prov							50	50	50	50	50		250
TPA One-Time					41								41
PF&R Commitment Release			2	10									12
Total:	454	196	77	95	126	95	150	175	175	175	175	125	2,018

2013 & Future Year Funding Requirements													
Description (\$ Millions)	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total
2012 TTC Capital	45	60	210	180	125	80							700
2013 TTC Capital			42	48	70	85	114	116	60				534
2013 Transportation Capital		15	61	64	68	77	78	69	77	78	79	90	756
2014 FM&RE Capital					15								15
Total	45	75	313	292	278	242	192	185	137	78	79	90	2,005

Available Capital Financing Strategy Funding (Based on Current Capital Requirements & Future Year Revenue Estimates)													
Description (\$ Millions)	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total
Estimated Reserve Opening Balance	0	409	530	294	97	(54)	(201)	(243)	(253)	(215)	(118)	(22)	
Annual Funding Requirements	(45)	(75)	(313)	(292)	(278)	(242)	(192)	(185)	(137)	(78)	(79)	(90)	(1,915)
Annual Revenue Estimates	454	196	77	95	126	95	150	175	175	175	175	125	1,893
Estimated Reserve Closing Balance	409	530	294	97	(54)	(201)	(243)	(253)	(215)	(118)	(22)	13	
Advance Financing Requirements					54	147	42	10					253

What's Being Built



Transportation and Transit - Roadways

- Repair approximately 1,000 km of roads, 50 km of expressways, 600 km of sidewalks and 150 bridges:
 - Major road rehabilitation (2014-2023, \$677.6 M)
 - Local road resurfacing/reconstruction (2014-2023, \$541.6 M)
 - Rehabilitation of the F. G. Gardiner expressway (2014-2023, \$535.1 M)
 - City bridges rehabilitation (2014-2023, \$396.3 M)
 - Sidewalks maintenance (2014-2023, \$130.5 M)



Transportation and Transit - *Cycling*

- Expand cycling infrastructure adding approximately 100 km of bike trails (2014-2023, \$88.1 M) including:
 - West Toronto Rail Path
 - Claireville- Humber Trail Extension
 - Scarborough Waterfront
 - East Don
 - Highland Creek and Black Creek trails
 - Approximately 80 km of critical on-street bike lane connections, where the community supports them and where they do not impede traffic flow



Transportation and Transit - TTC

- Purchase TTC fleet for replacement and ridership growth:
 - 90 of 360 new subway to increase capacity by 9% and 60 new subway cars for ridership growth (2014 m- 2017, \$262.0 M)
 - 142 new articulated buses and 165 new forty foot diesel buses to improve service and for ridership growth to 2017, (2014-2017, \$237.2 M)
 - 195 of 204 low-floor, accessible light rail vehicles to replace the existing streetcar fleet (2014-2019, \$676.3 M)
 - Install state-of-the-art signaling systems on the Yonge-University-Spadina line to increase train capacity (2014-2019, \$364.6 M)
 - Begin Planning for the Scarborough Subway (2014, \$14.5 M)



Transportation and Transit

- Continue revitalization of Union Station to accommodate increased commuter volumes and transformation into a multi-modal transportation hub (2014-2016, \$391.7 M)
- Complete the addition of a second subway platform and concourse improvements at Union Station (2014, \$7.3 M)



Transportation and Transit

– *Traffic Congestion*

- Traffic Signal control, LED conversion and signal modifications (2014 - 2023, \$51.6 M)
- Traffic Control (RESCU) and Traffic Congestion Management through intelligent transportation systems initiatives (2014 - 2023, \$32.0 M)
- Six Points Interchange Redevelopment (2015-2018, \$40.5 M)
- Yonge St. / Highway 401 Interchange Improvements (2015-2017, \$25.0 M)
- Regent Park Revitalization (2015-2023, \$7.3 M)



Pan/ParaPan American Games

- In preparation for the 2015 games:
 - Complete upgrades to the Etobicoke Olympium (2014, \$8.1 M)
 - Complete resurfacing of Centennial (2014, \$0.7 M) and Birchmount (2014, \$0.4 M) tracks to comply with international specifications and development
 - Complete resurfacing of 20 km of municipal roads for the Pan/ParaPan American Games' cycling route (2014, \$9.5 M)
 - Construct new Festival Plaza (2014-2015, \$7.5 M) and Splash Pad (2014, \$0.5 M) at Exhibition Place



Pan /ParaPlan American Projects

- Complete Pan Am Sports Centre construction of two 10-lane, 50 meter pools, dedicated dive tank, multi-court gymnasium, running track, climbing wall and various fitness and training areas (2014-2015, \$28.6 M)
- Begin work on the following Pan/ParaPan American projects:
 - Upgrade existing track at York University (2014-2015, \$1.5 M)
 - Develop a new bicycle moto cross (BMX) course (2014-2015, \$1.5 M)
 - Upgrade the West Channel for Water Ski and Wakeboard, Open Water Swimming and the swim segment of the Triathlon (2014-2015, \$3.3 M)



Public Safety and Emergency Services

- Fire / EMS Facilities

- Construct new stations:
 - Fire Station D in Scarborough 2014, \$1.0 M)
 - Chaplin Fire Station (2014-2015, \$7.0 M)
 - Fire Station B in Downsview (2014-2016, \$5.6 M)
 - Fire Station A near Highway 27 and Rexdale Blvd. (2014-2016, \$7.2 M)
- Construct North West District EMS Multi-Function Station (2014-2016, \$11.1 M) and a South East District Multi-Function Station (2019-2022, \$15.2 M)
- Construct new Fire Station G and a new EMS ambulance station in the Sunnybrook area, discussion on co-location underway (2021-2023, \$13.8 M)



Public Safety and Emergency Services

– Fire and EMS Equipment

- Replace firefighters bunker suits (2015 and 2020, \$8.2 M), self-contained breathing apparatus (2014, \$5.6 M), defibrillators (2016, \$1.0 M) and portable radios (2017, \$5.0 M)
- 10 new specialized fire trucks (2014 - 2015, \$3.3 M)
- 15 new ambulances (2017-2019, \$2.1 M)
- Purchase 200 power stretchers for EMS (2014-2016 \$3.0 M).
- Replace EMS defibrillators (2015-2017 and 2023, \$12.7 M) and portable radios (2016, \$1.0 M)
- Replace the radio communication system shared by the Police Service, Fire and EMS by 2014 (2014, \$27.2 M)



Public Safety and Emergency Services

- Police

- Rehabilitate and upgrade Police facilities to support service delivery:
 - Renovate 330 Progress Avenue site to accommodate parking enforcement requirements (2014, \$5.8 M) and 52 Division (2014-2015, \$8.3 M)
 - Relocate and replace Toronto Police Service's 41 Division (2016-2019, \$38.9 M) and 13 Division (2018-2021, \$38.9 M)
 - Replace 54 Division (2015-2018, \$36.3 M)



Public Spaces

- *Environmental Stewardship*



- Address erosion control and damage from the 2013 storm by the Toronto and Region Conservation Authority (2014-2032, \$30.0 M)
- Undertake valley and shoreline erosion protection initiatives (2014-2023, \$18.0 M)
- Monitor and re-naturalize watercourses, water quality and habitat improvements by the Toronto and Region Conservation Authority (2014-2023, \$30.4 M)
- Prepare and monitor various waterfront sites by the Toronto and Region Conservation Authority (2014-2023, \$14.4 M)



Public Spaces – Planning and Developing Our Waterfront

- Proceed with Precinct Implementation Projects including:
 - Queens Quay Revitalization,
 - West Don Lands development, and
 - Mill Street Right-of-Way (2015-2023, \$44.2 M)
 - Develop Easy Bayfront including external infrastructure, hydro connections, local streets (Bayside and Dockside), promenades (Water's Edge and Dockside), parks (Sherburne and Aiken Place) and public realms (2014-2017, \$30.5 M)
- Continue Gardiner Environmental Assessment (EA) (2014-2015, \$2.2 M)



Public Spaces

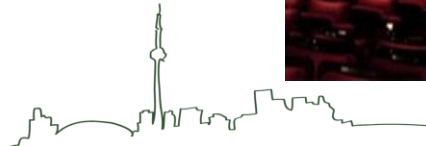


- Revitalize St. Lawrence Market North into a multi-purpose facility containing a public market, space for ancillary use and parking (2014-2017, \$88.7 M)
- Complete revitalization of Nathan Phillips Square to host a greater number and variety of public activities and special events (2014, \$7.4 M)
- Increase City's investment in BIA's streetscapes (2014-2023, \$55.6 M)
- Implement the Civic Improvement - Places Program (2014, \$3.2 M and \$29.1 M)



Public Spaces - Arts, Culture and Heritage

- Complete Fort York Visitor Centre (2014, \$12.9 M)
- Reconfigure Toronto Centre for the Arts Main Stage (2014-2015, \$6.9 M)
- Continue restoration of Casa Loma (2014-2015, \$4.1 M)
- Proceed with the design for the John Street Revitalization project (2014, \$2.3 M)



Community and Recreation Services

– Parks, Forestry & Recreation

- Repair parkland damaged from the July 8, 2013 storm (2014, \$3.9 M)
- Invest in PF&R state of good repair (2014-2023, \$491.8 M)
- Upgrade and improve parks amenities as per Parks Plan (2014-2018, \$21.6M)
- Replace the Don Mills Civitan Arena (2014-2019, \$15.8 M)
- Complete new Community Centres such as York Community Centre (2014-2015, \$20.4 M), Regent Park Community Centre (2014-2015, \$21.2 M)
 - 11 more new or expanded community centre projects over the 10 years (2015 – 20123, \$194.7 M)
- Design and acquire new Toronto Island Ferry (2015-2018, \$11.0 M)



Community and Recreation Services

- Libraries

- Complete Toronto Reference Library revitalization (2014, \$2.0 M)
- Complete construction of new Fort York Library (2014, \$3.3 M)
- Substantially complete construction of the new Scarborough Civic Centre Library (2014-2015, \$6.1 M)
 - Increase to 101 City Libraries
- Complete relocation of Library Processing Centre and installation of main library material automated sorting system (2014, \$7.5 M).



Community and Recreation Services

- *Child Care Centres*

- Upgrades 25 municipally owned child care centres located in City-owned facilities (2014, \$1.6 M) as part of the Toronto Early Learning Child Care Centres (TELCCC) SOGR project (2014-2023, \$14.1 M)



- Construct St. John Evangelist Catholic School Child Care Centre, a joint project with the Toronto Catholic School Board (2014 - 2017, \$3.9 M); and 5 additional child care centres yet to be allocated (2015 – 2017, \$16.9 M)



Community and Recreation Services

- *Long Term Care Facilities*

- Complete the necessary state of good repair and health and safety work at 10 long-term care homes (2014, \$10.4 M)
- Complete the redevelopment of Kipling Acres (Phase 1) scheduled for occupancy by the end of 2013 and demolish existing 192-bed facility (2014, \$7.5 M)
- Construct Kipling Acres (Phase 2), a 145 bed facility with an expected completion by 2016 (2014-2016, \$45.1 M)



Planning and Growth



- Continue to meet legislated/statute-based requirements for the City's current Official Plan (2014, \$0.3 M), Zoning By-law (2014, \$0.8 M) and Archaeological Master Plan (2014, \$0.1 M)
- Complete Planning Act's statutory 5 year review of the Official Plan and Municipal Comprehensive Review 2017-2020, \$2.1M)
- Complete various growth-related studies including:
 - Local Area Studies, Secondary Plans, Avenue Studies and Transportation /Transit Planning Studies, and Heritage Conservation District Studies/Plans (2014-2023, \$26.1 M)



Improve Customer Service

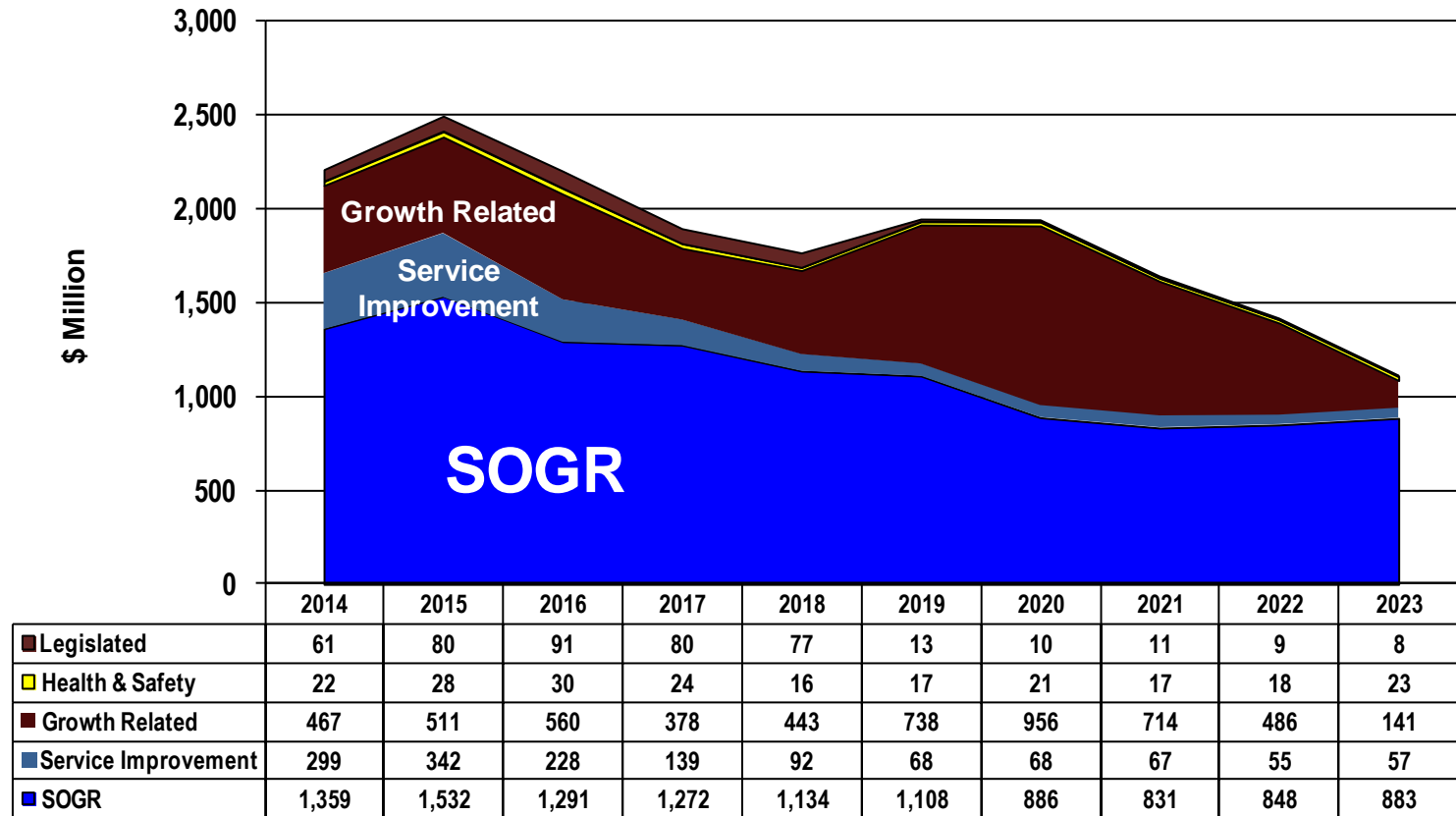
- Revitalize and transform external City's website (toronto.ca) making it more engaging, intuitive, interactive and service-focused (2014 – 2016, \$5.1 M)
- Enhance public access to Toronto Building Services through the website, email, regular mail, telephone, self-kiosk or over-the-counter (2014 – 2016, \$3.4 M)
- Provide access to City information and services from anywhere at any time (2014 – 2017, \$6.6 M) via Enterprise Mobility project
- Automate application forms for Natural Gardens, Noise Exemptions, Fence Exemptions, Right of Entry Applications, Art Mural Applications (2014 - 2015 \$0.8 M)
- Provide on-line scheduling for court dates, wedding chapel bookings, appointments for social assistance, and register and pay for Recreation programs and other City services through 311 (2014 – 2015, \$5.8 M)



State of Good Repair



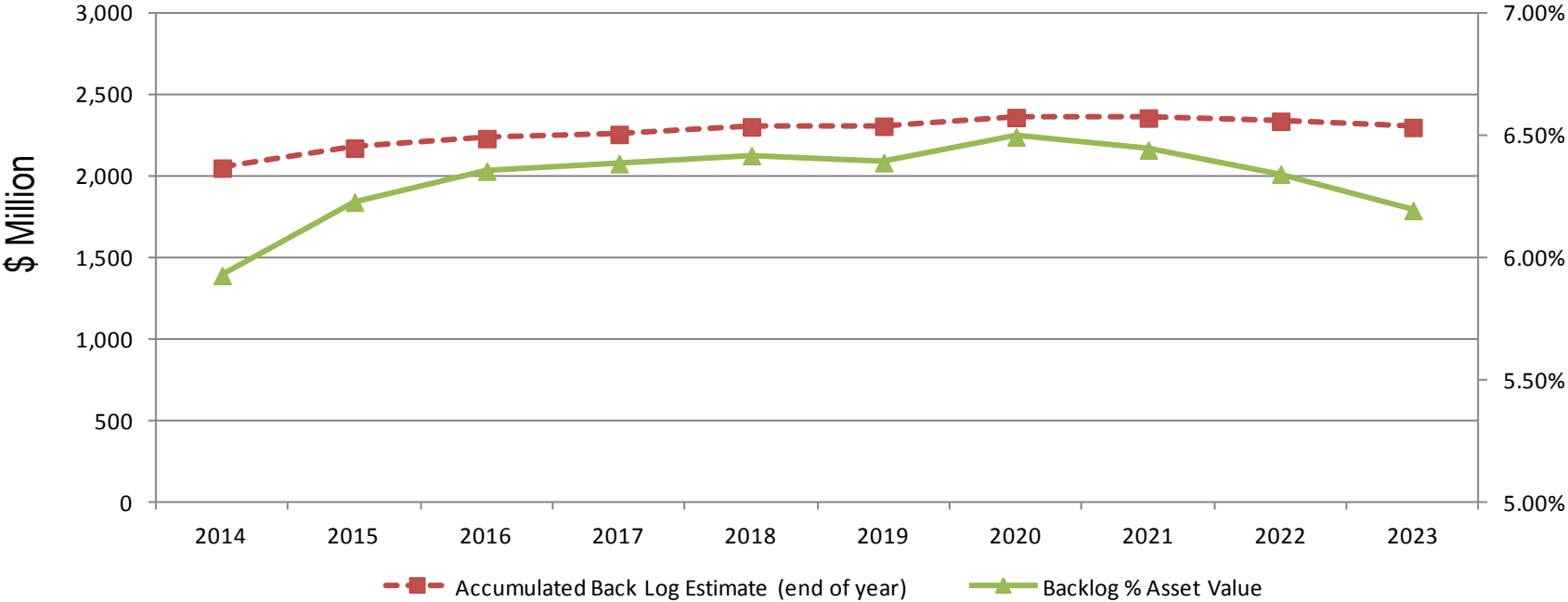
\$11.144 Billion or 60% of the 2014 – 2023 Capital Plan Allocated to SOGR



Includes Scarborough Subway



SOGR Backlog As a % of Capital Asset Value



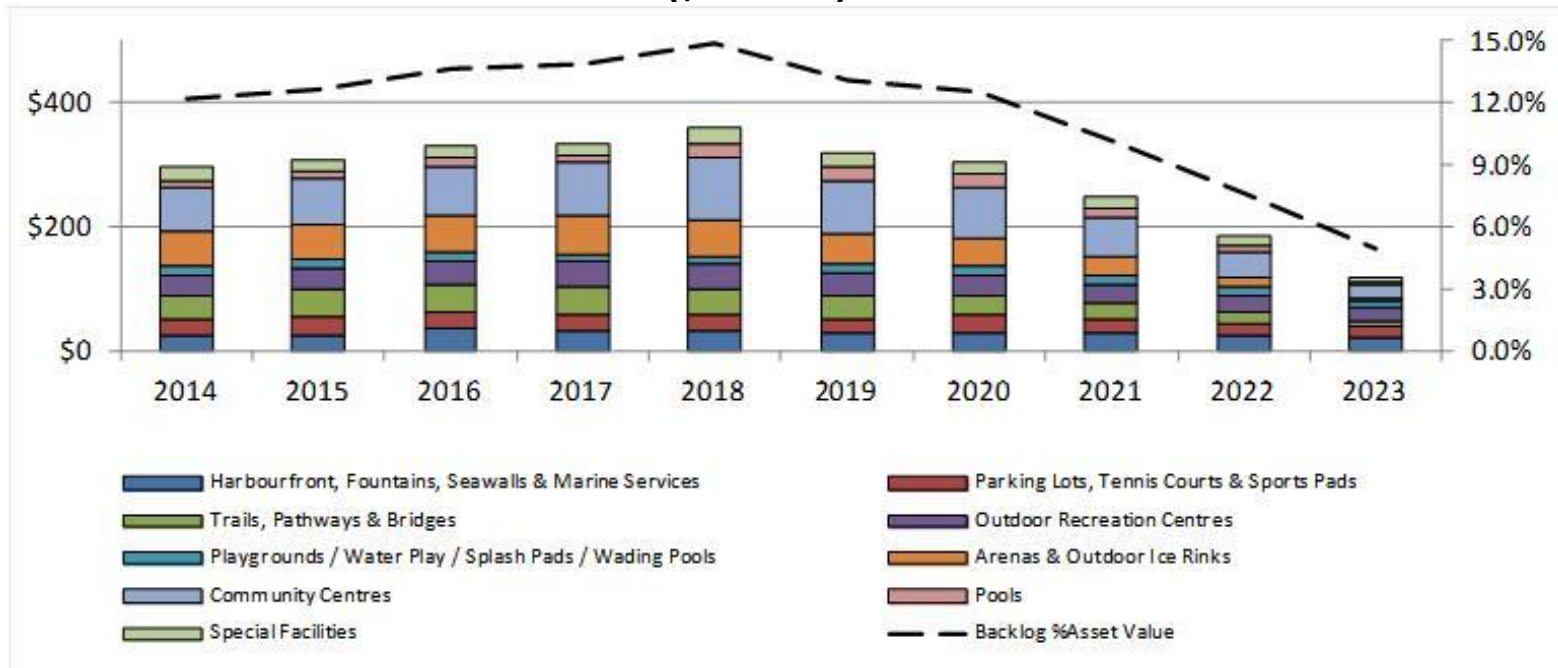
SOGR Backlog by Program

\$ Million	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Transportation Services	949	981	1,011	1,038	1,045	1,056	1,107	1,149	1,187	1,218	1,215
Parks, Forestry & Recreation	310	296	308	330	335	360	317	305	247	184	120
Facilities Management and Real Estate	334	329	351	341	337	324	308	296	288	279	285
Toronto & Region Conservation Authority	187	185	182	180	177	175	172	169	166	163	158
Toronto Transit Commission	30	93	123	148	183	208	243	278	313	338	338
Other	203	171	201	198	183	185	164	167	160	160	187
Total SOGR Backlog	2,012	2,054	2,177	2,235	2,261	2,307	2,311	2,365	2,361	2,341	2,304
Total Asset Value (end of year)	33,699	34,642	34,939	35,164	35,393	35,933	36,155	36,395	36,648	36,904	37,180
SOGR as % Asset Value	5.97%	5.93%	6.23%	6.36%	6.39%	6.42%	6.39%	6.50%	6.44%	6.34%	6.20%



Parks, Forestry and Recreation SOGR Backlog is Declining

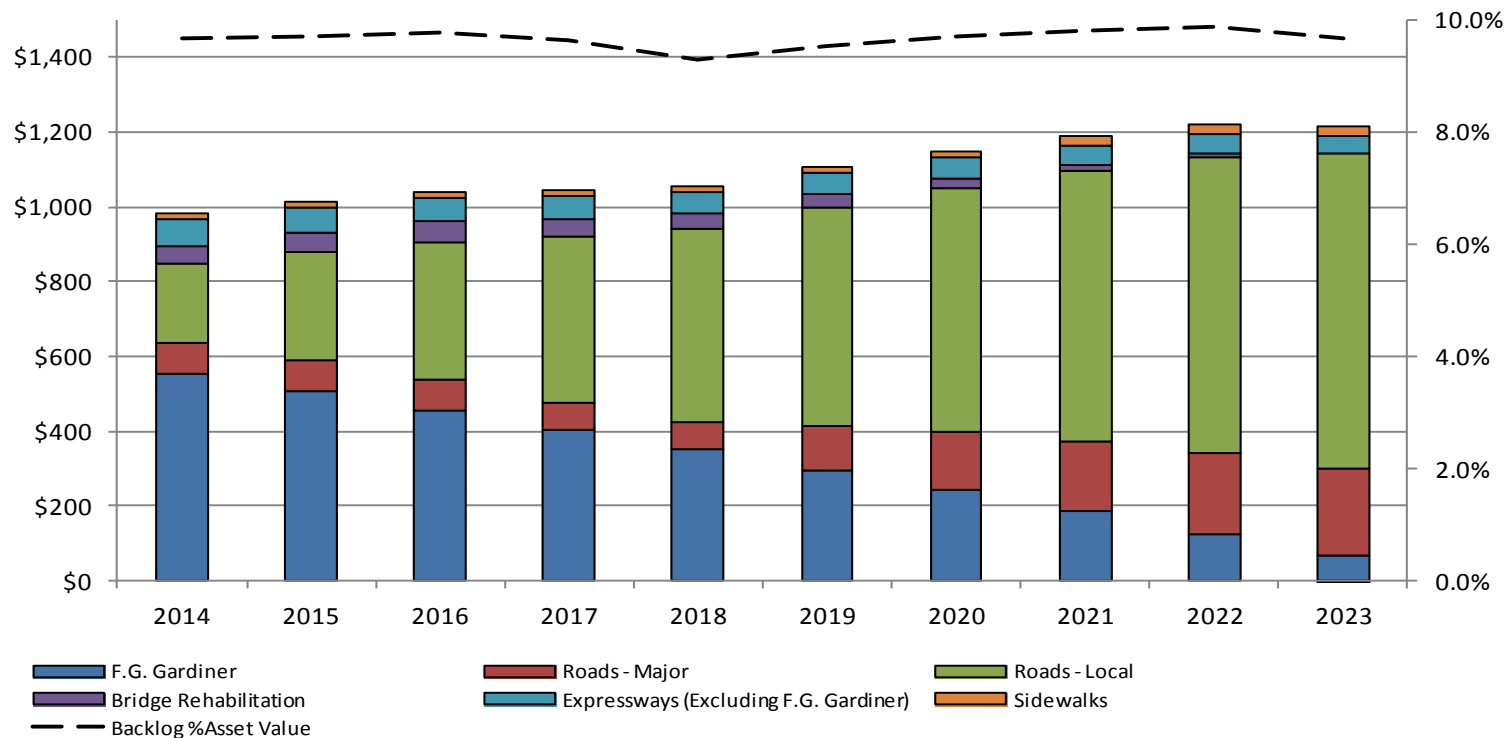
**Parks, Forestry and Recreation
Accumulated Backlog by Asset Type and Backlog As a % of Asset Value
(\$ Million)**



\$Million	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Community Centres	69	72	76	84	99	86	80	62	43	24
Pools	14	12	14	11	24	21	23	16	10	3
Arenas & Outdoor Ice Rinks	58	56	60	62	61	50	45	31	16	1
Trails, Pathways & Bridges	38	44	44	45	41	36	30	24	16	8
Total	178	183	195	202	224	193	178	133	84	36
Backlog %Asset Value	10.1%	10.4%	11.1%	11.5%	12.7%	11.0%	10.1%	7.5%	4.8%	2.0%

Transportation Services SOGR Backlog for Local Roads is Increasing

Transportation Services
Accumulated Backlog by Asset Type and Backlog As a % of Asset Value
(\$ Millions)



TTC 10-Year Capital Plan Request 2014 – 2023

TTC Capital Budget and Plan Needs				
(\$Millions)	2013 Capital Budget	2014 Capital Budget	Change over 2013	
			\$	%
1 Year Capital Budget				
2013 Approved Budget	813.7			
2014 Requested Budget		1,003.4	189.7	23.3%

TTC Capital Budget and Plan Needs				
(\$Millions)	2013 - 2022 Capital Plan	2014 - 2023 Capital Plan	Change over 2013	
			\$	%
10-Year Capital Plan				
2013 Approved Budget	6,391.9			
2014 Requested Budget		8,868.8	2,476.9	38.8%

Requested 10-Year Capital Plan of \$8.9 billion requires \$4.6 billion in debt funding

- This represents a **gross expenditure increase of \$2.5 billion**; and
- Exceeded the City's 10-year **debt affordability target by \$2.7 billion**



Adjustments to Requested TTC Capital Plan

\$Millions	Gross	Debt	Impact on Debt
Final TTC 10-Year Request	9,072	5,012	3,134
Actions Taken			
Deferred Wheel-Trans Projects Pending Review of Future Needs (New Garage and 112 Buses)	(203)	(203)	(203)
Reduced Track Replacement Project Cost - Sharing	(18)	(18)	(18)
Increased Toronto Water Contribution for Leslie Barns		(10)	(10)
Increased Development Charge Funding		(253)	(253)
Revised TTC 10-Year Request	8,851	4,528	2,650
Projects Placed Below the Line	(2,526)	(2,526)	(2,526)
Recommended TTC 10-Year Plan	6,325	2,002	124



\$2.526 Billion in Unfunded TTC Projects

- A strategy is necessary to secure funding for the following unfunded projects:
 - \$1.576 billion in Rolling Stock (Subway Cars, LRVs and Buses for growth or replacement)
 - \$260 million scope increases (Fire Ventilation Upgrades and Phase 2 of McNicoll Bus Garage)
 - \$112 million in new projects (Station Finish Renewal and Train Door Monitoring)
 - \$240 million in legislated projects that exceed our affordability (Easier Access)
 - \$338 million in projects that will add to the City's backlog in maintaining infrastructure in a state of good repair



Next Steps

- The TTC has significant unmet needs despite sizeable investment by the City
- There is a need for a Tri-Party Partnership between the Feds, Province and the City for a dedicated, long term, stable funding plan
- Special City/TTC Taskforce will be established to prioritize, seek and secure funding from the Provincial and Federal governments



2014 – 2023 Capital Plan Debt Charges Impact

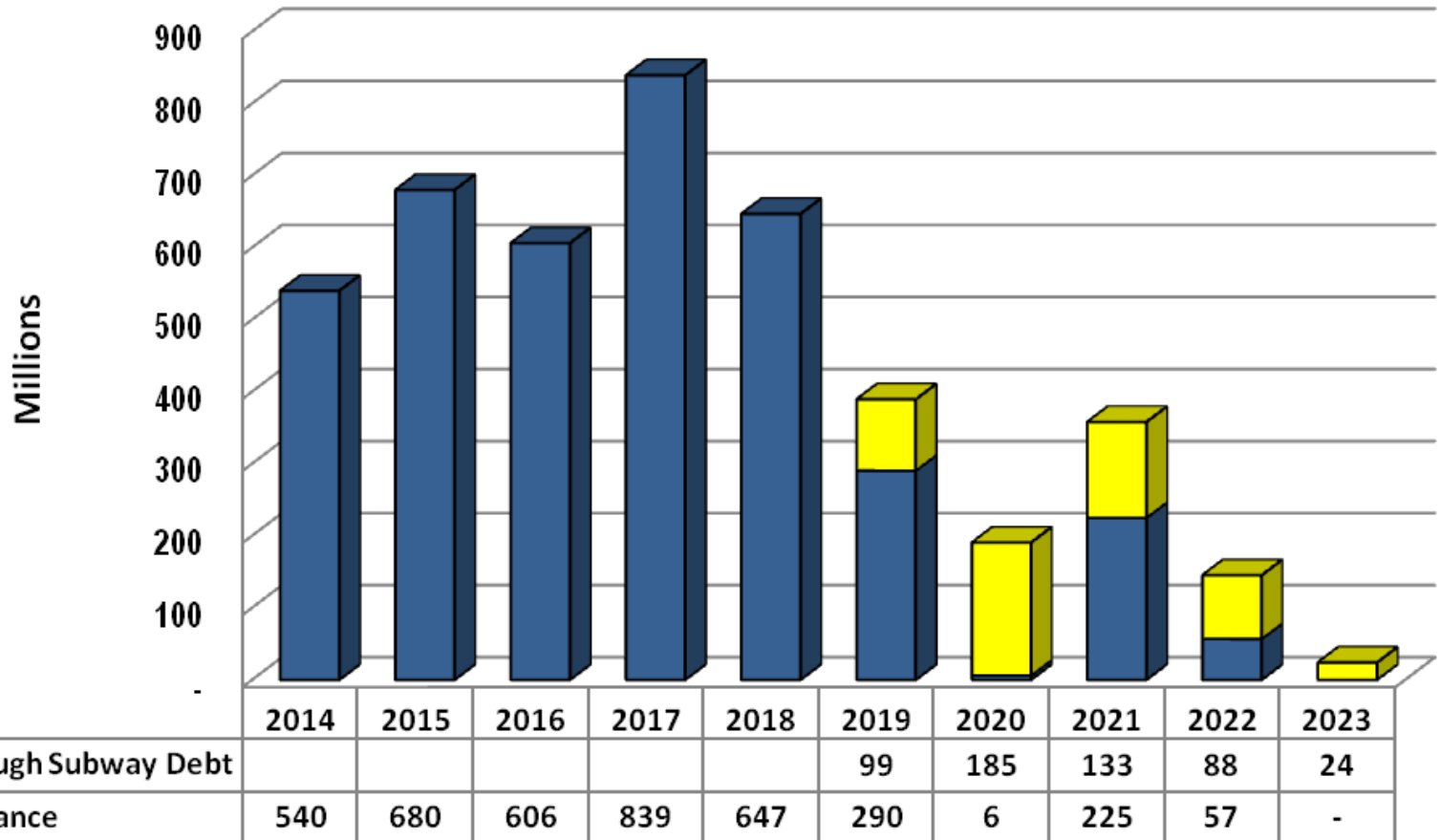


2014 – 2023 Capital Budget and Plan – Recommended Debt

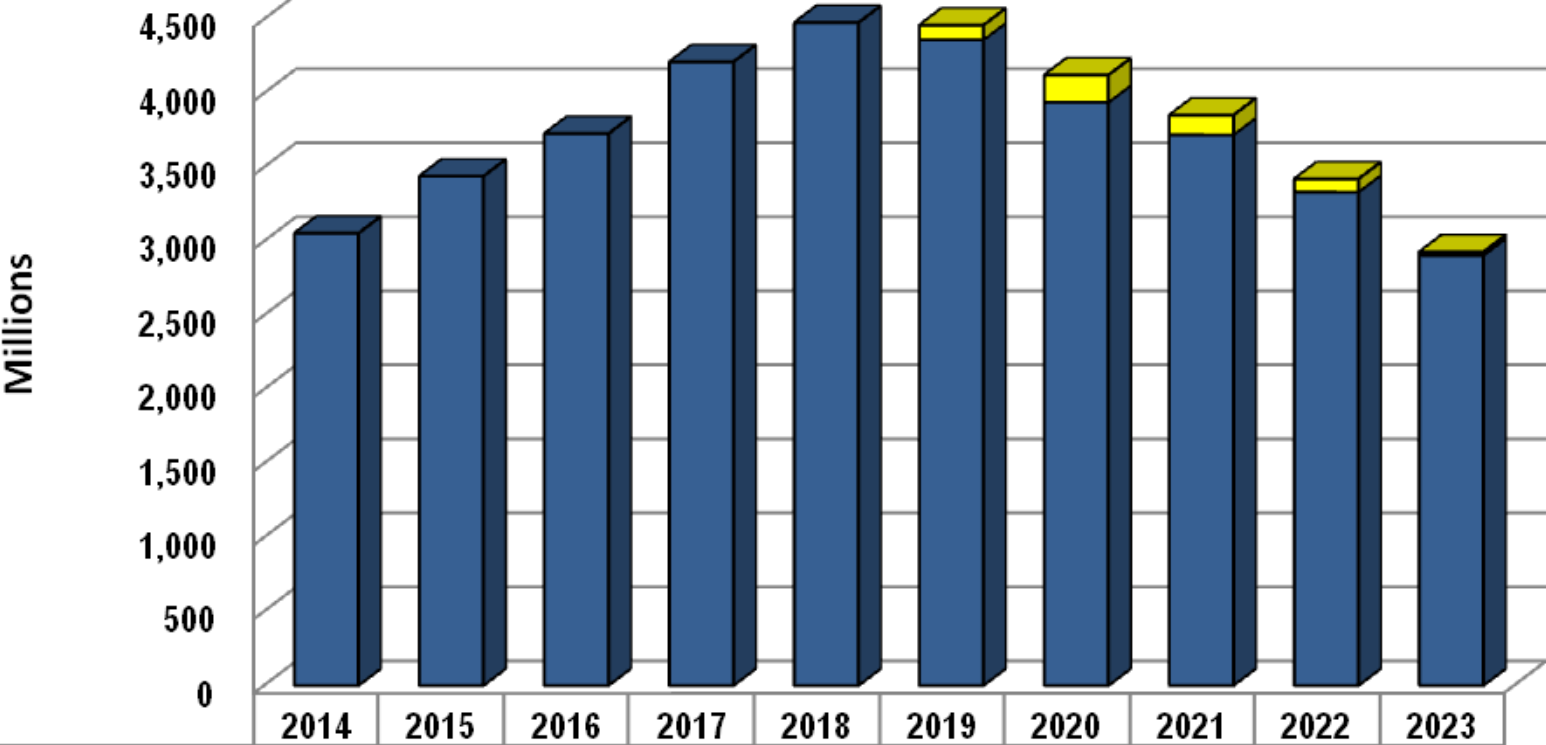
Programs / Agencies (\$000)	2014				2014 - 2018				2014 - 2023			
	Gross	Debt/ CFC	Debt Target	Over/ (Under)	Gross	Debt/ CFC	Debt Target	Over/ (Under)	Gross	Debt/ CFC	Debt Target	Over/ (Under)
Citizen Centred Services - A	221,737	87,215	89,454	(2,239)	865,899	467,311	466,613	698	1,494,531	915,728	926,978	(11,250)
Citizen Centred Services - B	382,594	246,331	268,749	(22,418)	1,815,887	1,142,779	1,159,251	(16,472)	3,372,275	2,157,018	2,181,598	(24,580)
Internal Services	263,922	98,873	123,261	(24,388)	1,181,955	454,428	443,976	10,452	1,820,460	780,849	765,396	15,453
Other City Programs	85,456	60,616	64,348	(3,732)	178,287	72,148	74,882	(2,734)	268,659	82,202	84,936	(2,734)
Total - City Operations	953,708	493,035	545,812	(52,777)	4,042,028	2,136,666	2,144,722	(8,056)	6,955,925	3,935,797	3,958,908	(23,111)
Agencies	122,181	69,029	75,709	(6,680)	617,057	389,199	397,084	(7,885)	1,100,068	650,752	671,094	(20,342)
Total - Tax Supported before TTC	1,075,889	562,064	621,521	(59,457)	4,659,085	2,525,865	2,541,806	(15,941)	8,055,993	4,586,549	4,630,002	(43,453)
Toronto Transit Commission	916,108	308,632	388,355	(79,723)	4,436,913	1,712,318	1,311,503	400,815	6,325,031	2,002,046	1,878,338	123,708
Spadina Subway Extension	201,427				793,140				793,140			
Total - TTC	1,117,535	308,632	388,355	(79,723)	5,230,053	1,712,318	1,311,503	400,815	7,118,171	2,002,046	1,878,338	123,708
Tax Supported Programs	2,193,424	870,696	1,009,876	(139,180)	9,889,138	4,238,183	3,853,309	384,874	15,174,164	6,588,595	6,508,340	80,255
2014 Scarborough Subway	14,500	2,500		2,500	668,720	2,500		2,500	3,437,000	531,308		531,308
Total Funding Requirements with Scarborough Subway	2,207,924	873,196	1,009,876	(136,680)	10,557,858	4,240,683	3,853,309	387,374	18,611,164	7,119,903	6,508,340	611,563
2014 TTC Unfunded Capital	86,000	86,000		86,000	376,000	376,000		376,000	2,526,000	2,526,000		2,526,000
Revised - Total Programs	2,293,924	959,196	1,009,876	(50,680)	10,933,858	4,616,683	3,853,309	763,374	21,137,164	9,645,903	6,508,340	3,137,563



2014 – 2023 Capital Budget and Plan Debt Issuance



2014 – 2023 Capital Budget and Plan Debt Projection

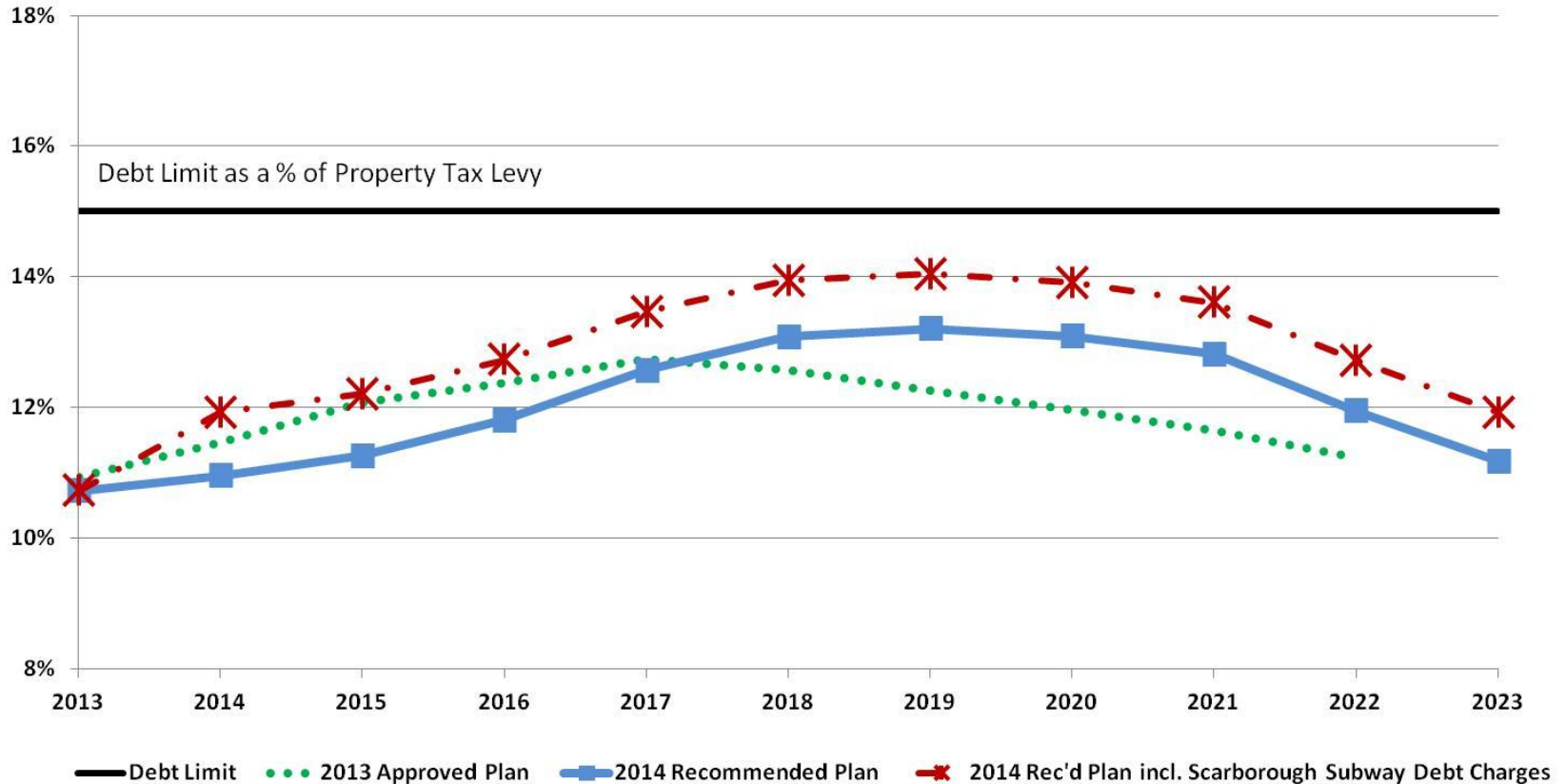


	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
■ Scarborough Subway Debt						99	185	133	88	24
■ Net Debt	3,054	3,440	3,727	4,212	4,477	4,360	3,938	3,719	3,332	2,904



Debt Charges as % of Tax Levy – including Scarborough Subway

City of Toronto
Debt Charges as a % of Property Tax Levy
2014 - 2023 Recommended Plan



Conclusion

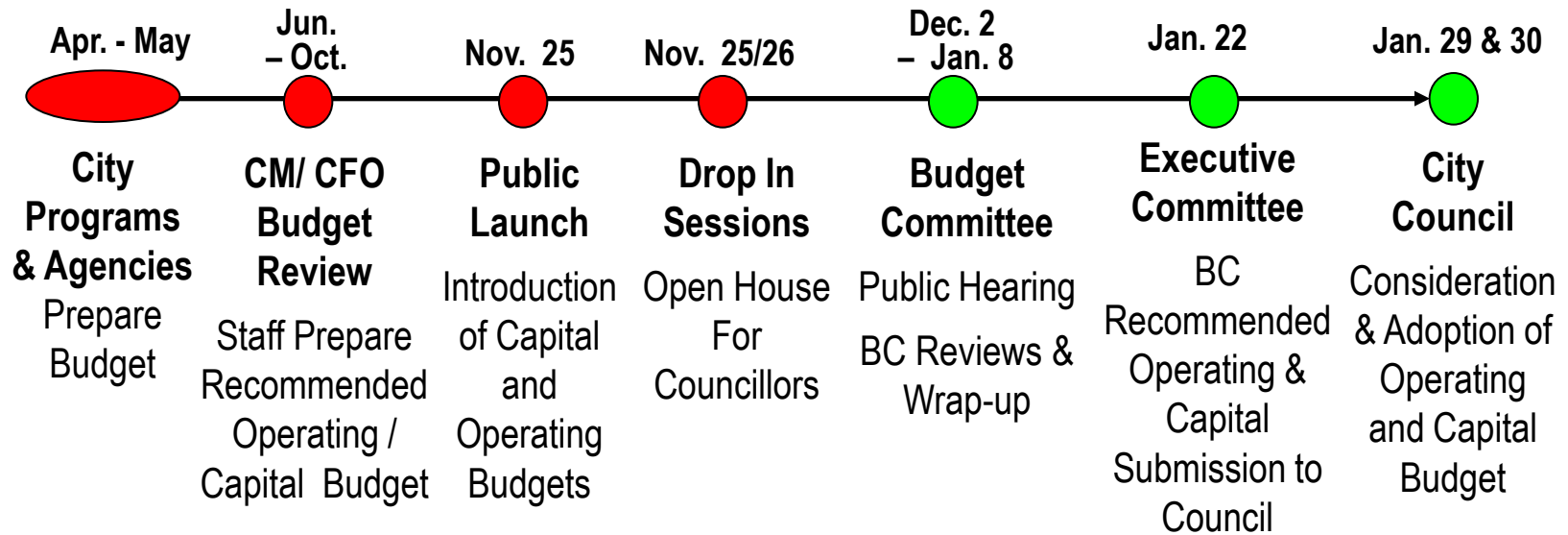
- The 2013 - 2022 Capital Budget and Plan:
 - Makes strategic investments in SOGR
 - ✓ Transportation, TTC and PF&R
 - Achieves a balance between maintaining existing City assets and addressing service/growth needs on a City-wide basis
 - Maximizes use of City funding sources:
 - ✓ Debt – based on 15% guidelines
 - ✓ Development Charges
 - ✓ Capital Financing Strategy
- Despite significant City investment the TTC has sizable unmet needs that cannot be met by the City alone
- Federal and Provincial funding partnerships are essential to meeting SOGR and Growth needs



Budget Review and Approval Timelines



2014 Budget Schedule - Key Dates



2014 Budget Timelines

- **Public Budget Launch – November 25**
 - CM / CFO present 2014 Staff Recommended Budget to Budget Committee
- **Open House – Budget Drop in Sessions – Nov. 25 & 26**
- **Budget Committee Holds Public Hearings – Dec. 2nd and 3rd (if required)**
 - Public Input
- **Budget Review Meetings – December 10, 11, 12 & 13**
 - Cluster and Large Agency Presentations
 - Committee members request for additional information / Briefing Notes



2014 Budget Timelines

- **Councillor Town Hall Meetings** after budget launch
- **Budget Committee Wrap-up** – December 20
 - Request Budget information and table motions for change
 - Current Value Assessment Update
- **Budget Committee Final Review** – January 8, 2014
 - Final Decisions
 - 2014 Property Tax Rates and Related Matters
 - 2013 Q3 Variance Reports
- **Executive Committee Review** – January 22
 - Recommend Capital and Operating Budget to City Council
- **Council Review and Approval** – January 29 and 30



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.

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



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

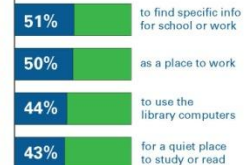
In 2012

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

People borrowed library material **32 million** times



Students library use





Thank You / End