

Getting Toronto Moving

Budget Committee
January 20, 2015

City Manager Overview



City Manager Overview

1. Toronto in Context
2. Advancing Council's Strategic Actions
3. 2015 Budget Overview

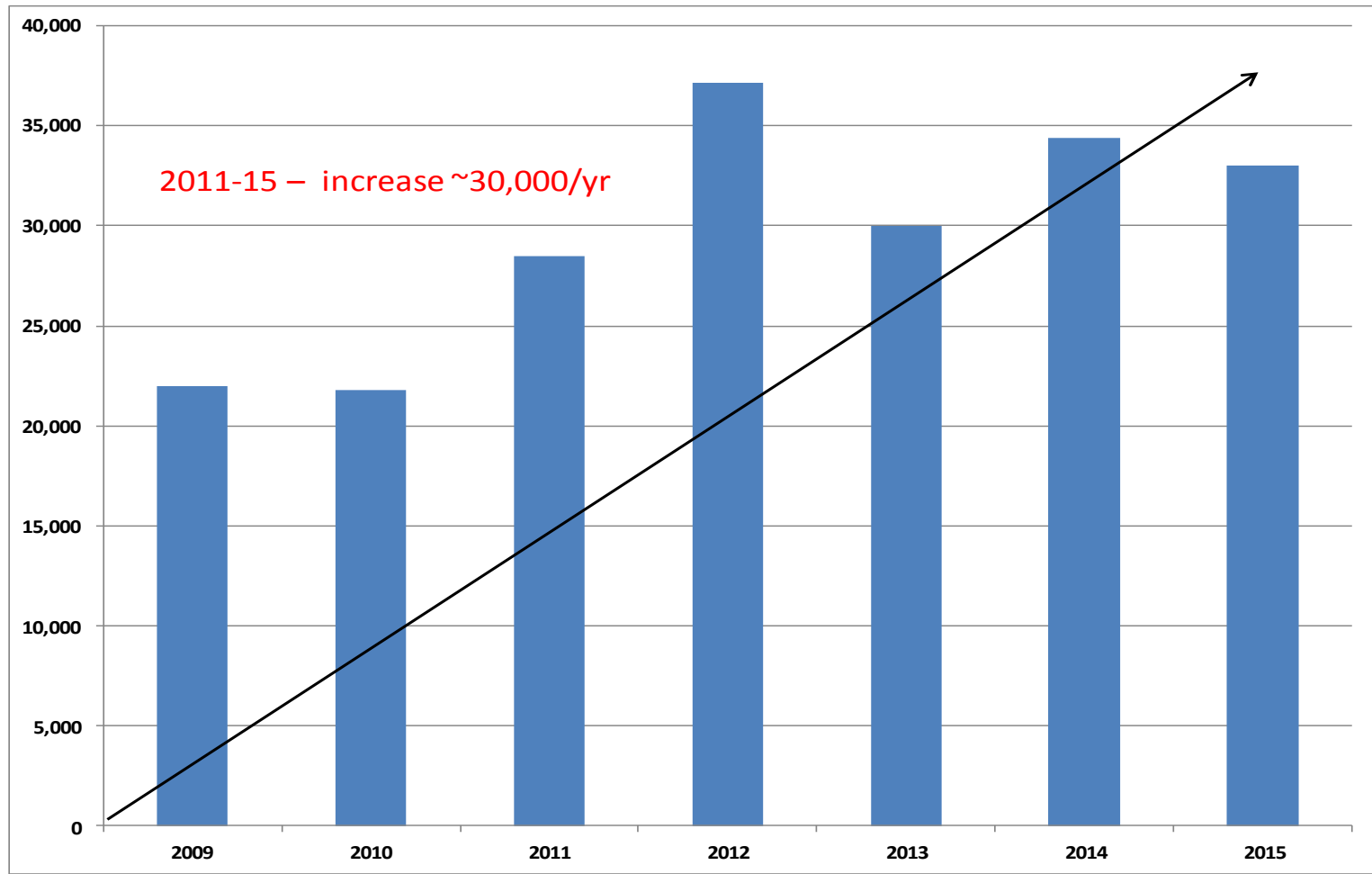
Toronto in Context



Toronto is the 4th Largest City in North America

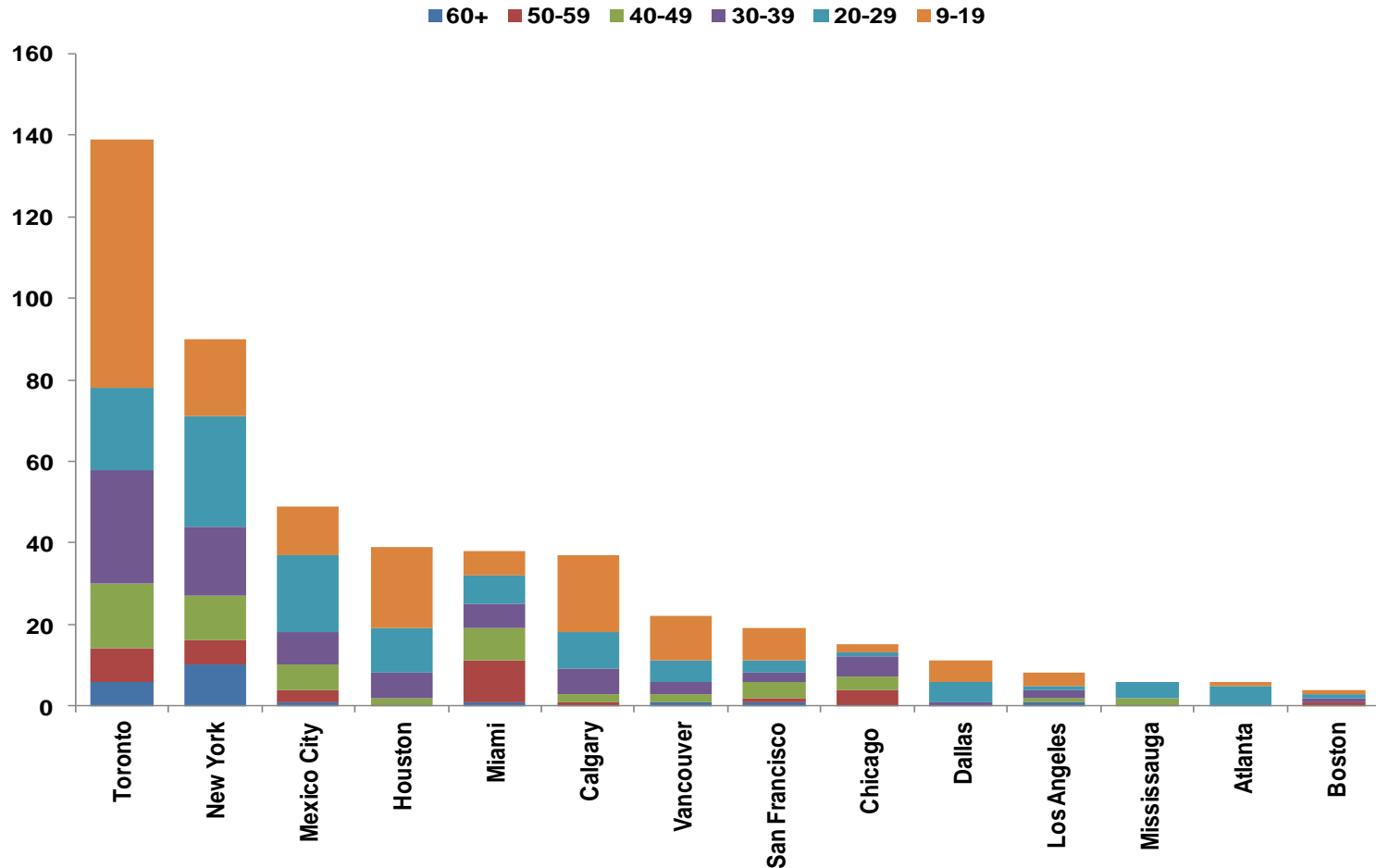
City	Population (millions)	Regional Population (millions)	Year
Mexico City	8.5	21.2	2014
New York	8.4	20	2013
Los Angeles	3.9	13.1	2013
Toronto	2.8	6	2013
Chicago	2.7	9.5	2013
Houston	2.2	6.3	2013
Montreal	2	4	2013

Net Change in Population – City of Toronto



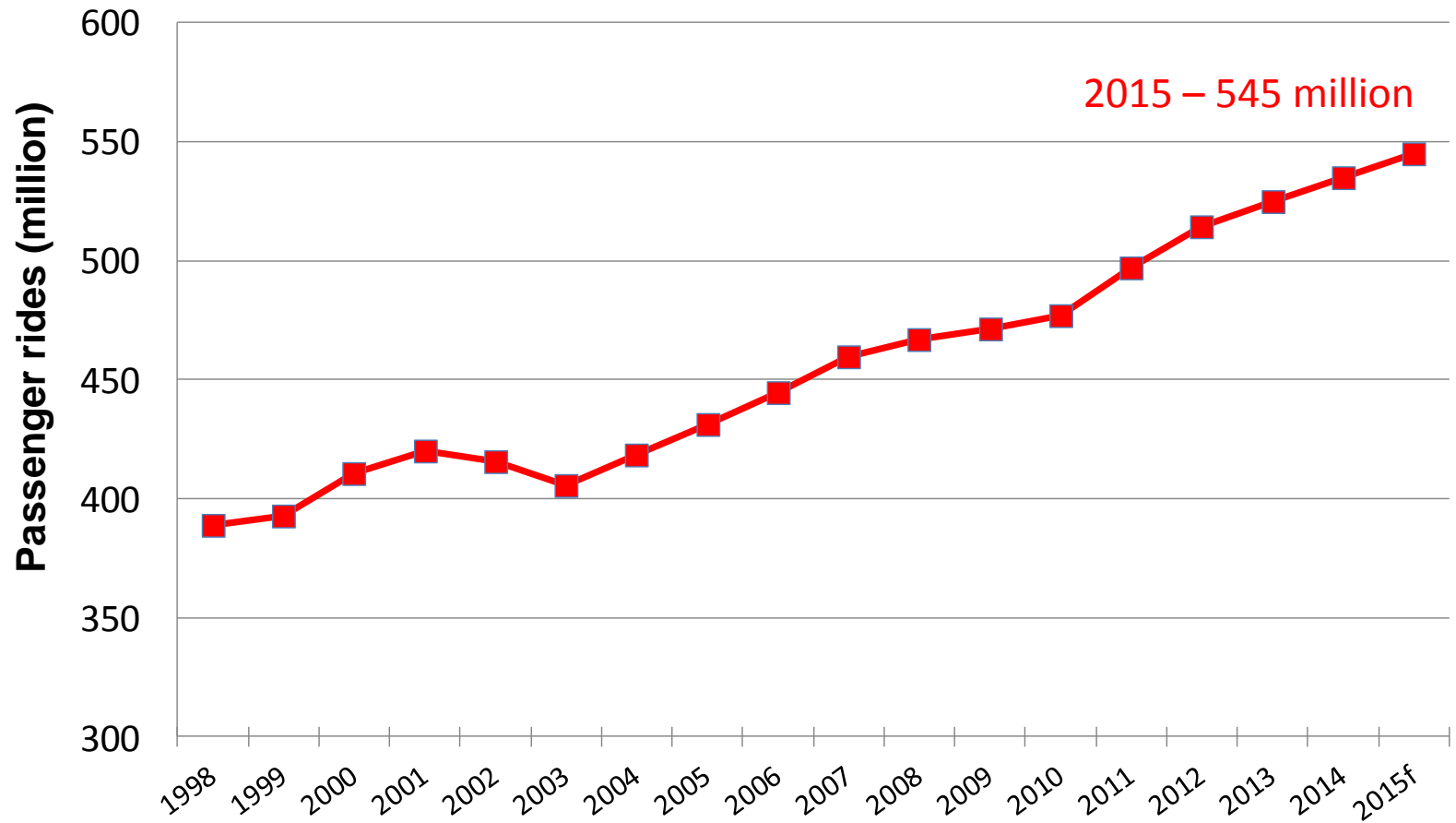
Source: Statistics Canada CANSIM Table: 051-0062, Ontario Ministry of Finance projections

Toronto Leads North America in High Rise Buildings under Construction (by no of stories)



Source: Skyscraperpage - as of January 12, 2015

TTC Ridership



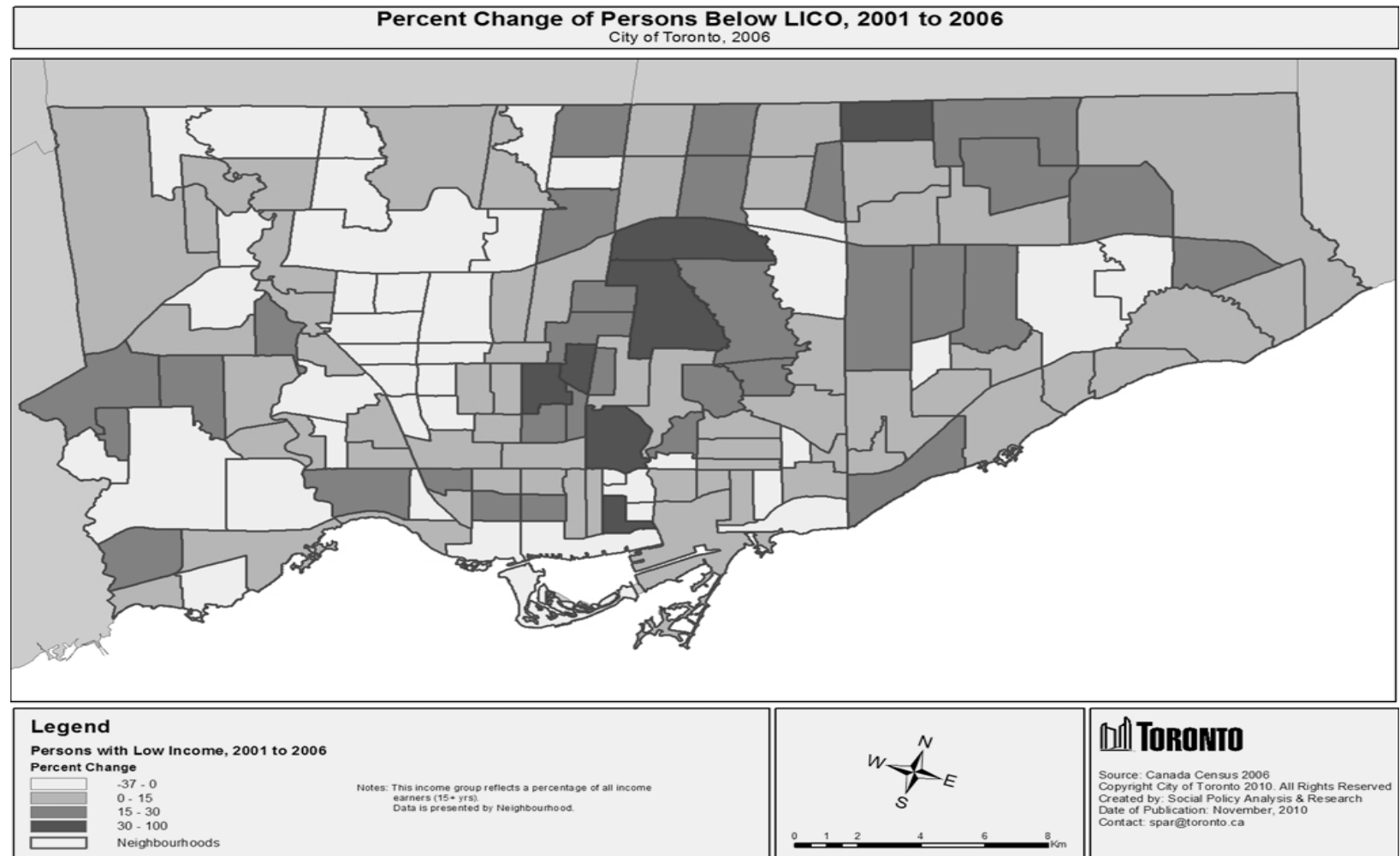
A Diverse Economy



Industry/Cluster	Urban Regions, Ranking by Size (Number of Employees) 2011	Rank
Film and Television	Los Angeles, New York, Toronto(*) , Chicago, Atlanta, Washington, Denver, Philadelphia	3rd
Food and Beverage	Chicago, New York, Los Angeles, Toronto(*) , Dallas, San Francisco, Detroit, Minneapolis	4th
Creative Sectors	New York, Los Angeles, Toronto(*) , Washington, Chicago, San Francisco, Philadelphia, Houston	3rd
Automotive	Detroit, Toronto(*) , Dallas, Chicago, Louisville, San Antonio, New York, Atlanta	2nd
Financial Services	New York, Los Angeles, Dallas, Toronto(*) , Chicago, Philadelphia, Boston, Minneapolis, Atlanta	4th
Business Services	New York, Los Angeles, Chicago, Washington, Toronto(*) , Dallas, Houston, Philadelphia	5th
Apparel and Textile Manufacturing	Los Angeles, New York, Chattanooga, Riverside, Atlanta, Toronto(*) , Portland, Miami, Dallas	6th
Life Sciences	New York, Los Angeles, Philadelphia, Boston, Chicago, San Francisco, Washington, Dallas, San Jose, Toronto (*) , Minneapolis	10th
Information, Communication, Technology (ICT)	New York, Dallas, San Jose, Los Angeles, San Francisco, Toronto(*) , Washington, Chicago, Boston, Atlanta, Seattle, Minneapolis	6th

Industry/Cluster: Urban Region Rankings, 2011

Housing Affordability and Growing Income Gap in Toronto's Neighbourhoods



Toronto is Among the World's Top Cities

Based on our strong and competitive economy:

	KPMG'S Most Tax Competitive Cities (2014 – 51 Cities)	Financial Times' Best North American Cities for Business Investment (2013 – 422 Cities)	PwC's Cities of Opportunities (2014 – 30 Cities)	Economist 's Intelligence Unit's Most Livable Cities (2014 – 140 Cities)	Bloomberg Report's Strongest Banks in the World (2013 – 78 banks)
1	Toronto	New York	London	Melbourne	Qatar National Bank (Qatar)
2	Vancouver	Toronto	New York	Vienna	Oversea-Chinese Banking (Singapore)
3	Montreal	Montreal	Singapore	Vancouver	Canadian Imperial Bank of Commerce (head office in Toronto)
4	Manchester	Vancouver	Toronto	Toronto	Royal Bank of Canada (head office in <u>Toronto</u>)
5	Monterrey	Houston	San Francisco	Adelaide	DBS Group Holdings (Singapore)
6	Mexico City	Atlanta	Paris	Calgary	United Overseas Bank (Singapore)
7	Cincinnati	San Francisco	Stockholm	Sydney	Bank of Nova Scotia (head office in <u>Toronto</u>)
8	Eindhoven	Chicago	Hong Kong	Helsinki	Toronto-Dominion Bank (head office in <u>Toronto</u>)
9	Twente Region	Miami	Sydney	Perth	Citigroup (U.S.)
10	London	Calgary	Chicago	Auckland	Hang Seng Bank (Hong Kong)

Advancing Council's Strategic Actions 2015 Budget



Strategic Actions for 2013-2018

City Building

1. Implement Smart Urban Growth Strategies
2. Invest in Culture
3. Develop a Long-term Transportation Plan and Policies

Economic Vitality

4. Increase Employment Opportunities
5. Accelerate Economic Growth

Environmental Sustainability

6. Support Environmental Sustainability
7. Develop a Long-term Solid Waste Management Strategy

Social Development

8. Support Affordable Housing
9. Strengthen Neighbourhoods
10. Enhance the City's Quality of Life
11. Advance Toronto's Motto 'Diversity our Strength'
12. Improve Emergency Response and Prevention

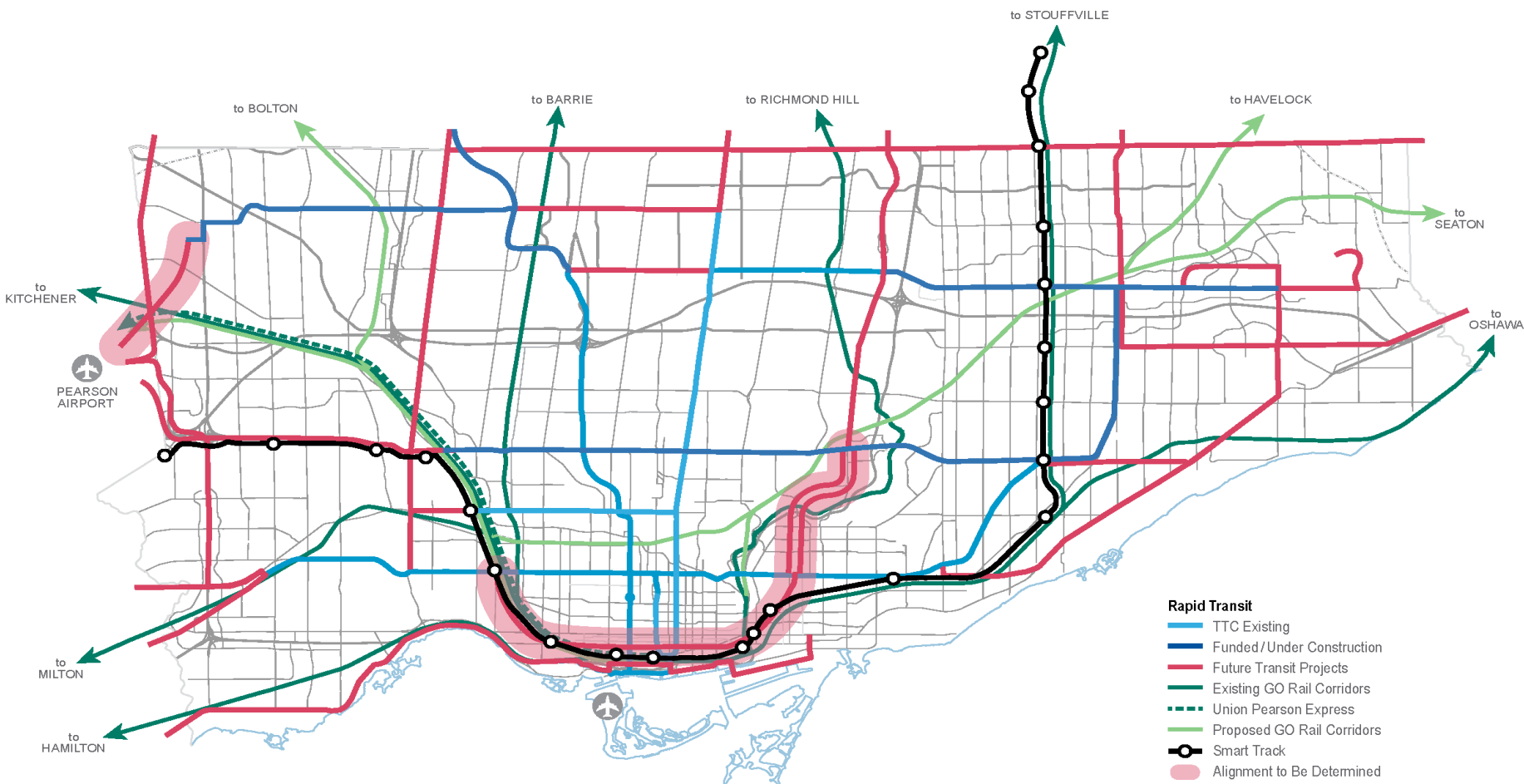
Good Governance

13. Open Government by Design
14. Engage the Public
15. Strengthen Public Service Governance
16. Strengthen Intergovernmental Relationships
17. Enhance the City's Capacity to Serve Toronto's Diversity
18. Develop and Implement a Workforce Plan
19. Improve Customer Service
20. Enhance Performance Measurement
21. Improve Organizational Excellence
22. Implement Shared Services

Fiscal Sustainability

23. Update the Long-term Fiscal Plan
24. Improve Service and Financial Planning
25. Ensure State of Good Repair for Infrastructure
26. Finance the City's Growth

SmartTrack in the Context of Existing, Funded and Proposed Rapid Transit Lines



City Building:

Transit Service Improvements, \$39M (Operating)

- 10-cent fare increase, Metropass Trip Adjustment and other adjustments to fund the following improvements, (\$36.6 M):
 - Lower Fares for Families through Child Fare (Ages 2-12) Elimination for March 1, \$5.4 M
 - Ten-minute or better route network, \$3.7 M
 - Reduction of wait times/crowding at off-peak periods, \$3.2 M
 - Subway Service Improvements, \$2.8 M
 - Operate all routes all day, every day, \$1.7 M
 - Express route network – new express services, \$900,000
 - 50 new buses through 2015 contribution to capital, \$13.9 M
 - Warehouse and bus storage/garage leases, \$5.8 M
 - Expanded overnight bus and streetcar service, \$800,000
 - 20 new station supervisors, \$800,000
 - Route and Station management reviews, \$900,000

City Building: Transportation, \$1.3M (Operating)

- Traffic Congestion Management Analyzing & Reporting, \$111,000
- Enhanced Winter Maintenance for sidewalks and bus stops, \$483,000
- Accessibility for Ontarians with Disabilities Act (AODA) Compliance for winter maintenance of bikeways and windrows, \$125,000
- Ditch Rehab & Culvert Reconstruction Program, \$566,000

In addition:

- New Lane Occupancy Rental Fees, New Revenue of \$1.3 M

City Building:

Planning, Building & MLS, \$3M (Operating)

- Start-up for New Local Planning Appeals Board, \$1.0 M
- 4 new positions for heritage preservation studies, \$239,000
- 3 new positions for area studies, \$202,000
- Improved quality of building inspections by adding 13 positions to dedicated enforcement team, \$890,000
- Two additional Municipal Standards Officers for the Multi-Residential Apartment Buildings Program (MRAB), \$90,000
- 2 new positions to deliver expanded Basement Flooding Protection Program, \$249,000

City Building: Transportation & Transit comprise 74% of the City's 10 year Tax Capital Budget & Plan

Expressways



Major & Local Roads



Pedestrians & Cyclists



Bridges



Transit Rolling Stock



Transit Tunnels & Bridges



84% (\$14B) of Toronto's investment in transportation infrastructure is to keep existing transit, roads, bridges, etc. running properly.

City Building: Growth & Service Improvements Related to Transit Projects in the 10 Year Tax Capital Budget & Plan



Union Station Revitalization



Toronto-York Spadina Subway Extension

Large scale investments the City of Toronto is making in expanding the existing transportation network **is possible because of partnerships** with other governments.

City Building: 10 Year Transportation and Transit (Capital)

- Complete Toronto Rocket Yard and Storage Track Accommodation facility to provide storage for new subway trains (2015-2021, \$435.7 M)
- Complete second subway platform and concourse improvements at Union Station (2015-2016, \$11.0 M)
- Planning for Scarborough Subway Extension (2015, \$37.2 M)

City Building: 10 Year Transit – TTC (Capital)

- Purchase TTC fleet for replacement and ridership growth:
 - 60 new subway cars for ridership growth (2015-2018, \$162.4 M)
 - 810 new forty foot diesel buses: replacement (710 - \$530M) and service improvement/growth (150 - \$105M)
 - 195 of 204 low-floor, accessible light rail vehicles to replace the existing streetcar fleet (2015-2020, \$548.9 M)
- New McNicoll Bus Garage to provide storage and maintenance facilities for 250 buses (2015-2020, \$177.8 M)
- Complete Toronto Rocket Yard and Storage Track Accommodation facility to provide storage for new subway trains (2015-2021, \$435.7 M)
- Install state-of-the-art signaling systems to increase train capacity on the Yonge-University-Spadina line (2015-2020, \$292.1 M) and Bloor-Danforth line (\$330.6 M)

City Building: Metrolinx Big Move Plan and Investment Strategy

- Under *Metrolinx Act, 2006*, Metrolinx is required to undertake a review of the Big Move Plan by 2016.

2014 Provincial Budget:

- \$15B over 10 years, GTHA Transit Fund under the *Move Ontario Plan*
- Identified a number of transit priorities, including GO Transit Regional Express Rail (RER), East Bayfront LRT
- Province will work with Metrolinx, municipalities to determine projects that can be funded under the *Move Ontario Plan*



City Building: 10 Year Transportation and Transit – *Roadways (Capital)*

- Transportation network (5,600 km of roads, 130 km of expressways, 8,000 km of sidewalks and 9700 bridges)
 - F. G. Gardiner Expressway (\$970M), increases \$443.2M to accelerate project to reduce traffic and user impacts by estimated 8 years
 - Major road rehabilitation (\$613.9 M)
 - Local road resurfacing/reconstruction (\$666.5 M), increase \$155.0 M to address SOGR backlog
 - City bridges rehab (\$469.7 M); increases of \$55.2 M for Bathurst Street and Dufferin Street bridges
 - Sidewalks maintenance (\$155.2 M); increase \$40 M to address SOGR backlog

City Building - 10 Year Transportation and Transit – *Traffic Congestion (Capital)*

- Traffic Signal control, LED conversion and signal modifications (\$24.6 M)
- Traffic Control (RESCU) and Traffic Congestion Management through intelligent transportation systems initiatives (\$28.8 M)
- Six Points Interchange Redevelopment (2015-2018, \$38.0 M)
- Yonge St. / Highway 401 Interchange Improvements (2015-2017, \$25.0 M)
- Legion Road extension and grade separation (2020 – 2022, \$45.0 M)
- Transportation growth projects:
 - Scarlett/ St.Clair /Dundas (2016 – 2022, \$50.5 M)
 - Expand cycling infrastructure network (842 km of cycle tracks, bike lanes, trails and signed routes - \$87.8 M)

Social Development: Poverty Reduction, \$21M (Operating)

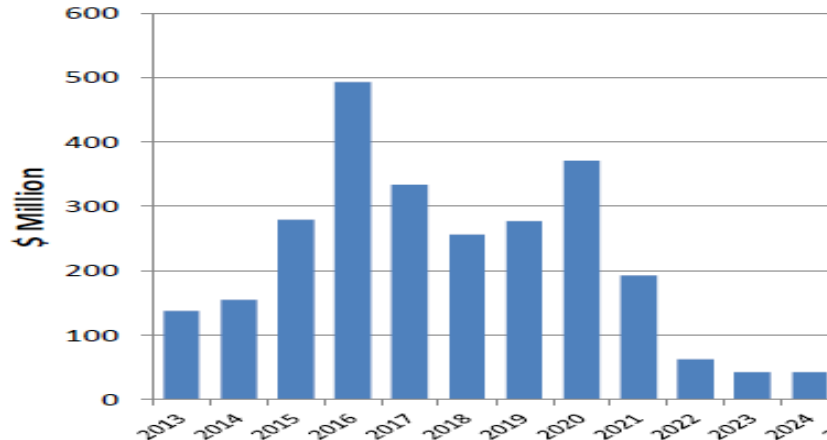
- Lower Fares for Families through Child Fare (Ages 2-12) Elimination for March 1, \$5.4 M (in TTC budget)
- Continued implementation of Recreation enhancements, \$3.136 M:
 - Priority Centres Expansion, \$2.4 M
 - Youth Lounges (4 sites), \$338,000
 - After-School Recreation & Care (8 sites), \$358,000
- Poverty Reduction Allocation for Strategic Initiatives, \$2.2 M
- Waste Diversion Rate Waiver Program for CIROs, \$892,000
- Inflationary Increase for Community Partnership Grants, \$386,700
- Student Nutrition Program Inflationary Increase, \$382,000
- Multi-Residential Apartment Building Audit Program (MRAB), \$90,000
- Paramedic Training for low income clients, \$300,000

Social Development: Poverty Reduction, \$21M (Operating) (continued)

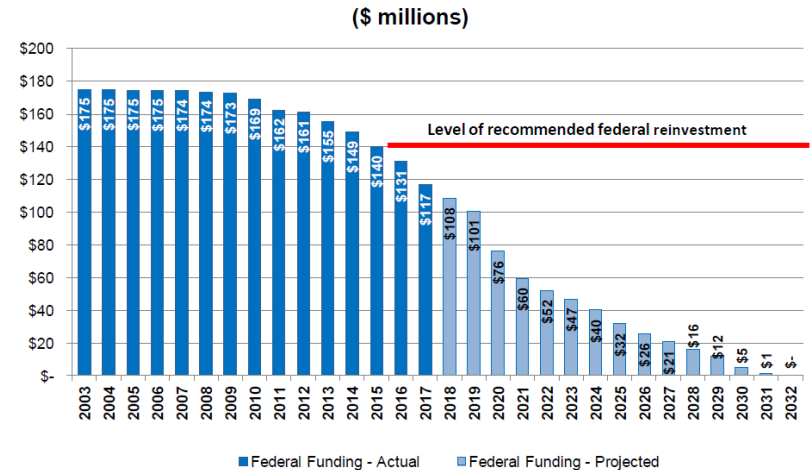
- Total New and Enhanced for Shelters/Homelessness: \$7.9 M
- The additional 181 shelter beds included above, resulting in an increase of 3.5% in overall bed capacity through the following:
 - Two new 24-Hour drop-ins for women, \$2.2 M
 - 54 beds for LGBTQ2S, \$600,000
 - Increase shelter capacity by 127 bed nights, \$2.5 M
 - Increased funds for Toronto Housing Allowance Program, \$1.1 M
 - Enhanced services for shelter warming centres during weather events, \$240,000
 - Purchase of subsidy increase, \$707,000
 - Kennedy House Youth Shelter Investments, \$222,000
 - Above brings all sectors, with the exception of men, to the 90% Council-approved occupancy threshold.

Social Development: Supporting Affordable Housing

10 Year Annual TCH Capital Requirements - \$2.6M



Declining Federal Funding for Social Housing- \$140M



Federal & Provincial fully-funded, long-term housing strategies required

CAPITAL:

- \$2.6B unfunded TCHC SOGR backlog over 10 yrs
- Require 1/3 (\$864M over 10 yrs) from each order of government

OPERATING:

- 95,000 housing units
- 91,000 households on waitlist
- Prov/Fed withdrawal of funding
 - \$200M Prov Download
 - \$120M Prov Funding Eliminated(2014-16)
 - \$ 140M- Fed Funding Decline (2014-23)

Social Development: Emergency Services, \$5M (Operating)

- 56 new paramedics, \$3.0 M
- 25 new fire prevention and public education staff, \$1.2 M
- Paramedic Training for low income clients, \$300,000
- Community Notification System Project, \$250,000
- 2 new superintendent operations, \$159,000
- Toronto Water emergency preparedness/extreme weather planning, \$95,000
- Additional Community Development Officer for Crisis Response Program (SDFA), \$61,000

Social Development: - Public Safety and Emergency Services (Capital)

- Fire - Construct new stations:
 - Chaplin Fire Station (2015-2016, \$6.0 M)
 - Fire Station B, Downsview (2015-2016, \$5.9 M)
 - Fire Station A, Highway 27 and Rexdale Blvd. (2015-2016, \$8.3 M)
 - Repurpose/renovate Fire station #424 at Runnymede Road (2015-2016, \$0.9 M)
- Paramedic - North West District Multi-Function Station (2015-2016, \$10.8 M)
- Police - Acquire land for Peer to Peer site structure to house back-up computer operations (2015, \$3.6 M)

Social Development: Community and Recreation Services – *Parks, Forestry & Recreation (Capital)*

- Invest in PF&R state of good repair (2015-2024, \$625.7 M)
- Provide 13 new or expanded community centres, including Railway Lands Community Centre, Birchmount Community Centre, 40 Wabash Parkdale Community Centre, Western North York Community Centre (2015-2023, \$205.2M)
- Complete construction of new Regent Park Community Centre (2015, \$10.4M)
- Upgrade and improve parks amenities as per Parks Plan (2015-2018, \$19.6M)
- Wellesley Community Centre pool (2015-2018, \$16.0 M)

Economic Vitality: 2015 Pan Am/Parapan Games

The Games Footprint



- Competitors from 41 nations
- 3rd largest international multi-sport event
- 51 sports and 7 competition clusters (5 in Toronto)

- 10,000 athletes, coaches and officials
- \$1.44 Billion Budget
- Events will be held in 13 cities and towns
- Exhibition Place is the site of the “Toronto Pan Am Park”



Economic Vitality: 2015 Pan Am and Parapan American Games, (Operating) No 2015 Tax Impact

- Social Development, Finance & Administration – Host City Showcase, Torch Relay, etc., \$2.4 M
- TTC – service costs, \$4.3 M
- Transportation Services – Enhancements and Planning, \$1.6 M
- Parks, Forestry & Recreation – Enhanced Turf & General Maintenance, \$700,000
- Nathan Phillips Square Cultural Celebration, \$4.9 M
- Paramedic Services Operations and Preparation, \$2.0 M
- Fire Services Preparation and Planning and new services, \$2.3 M
- Showcase phase I and II and other base budget, \$7.8 M
- Police Services, \$64.9 M (fully funded by Province)

Note: Service Delivery – Provincial funded (\$74.1 M), Federal funded (\$3.9 M) and City funded (\$13.4 M)

Environmental Sustainability: Tree Canopy, \$500,000 (Operating)

- Increased City Funding for Tree Planting, \$350,000
- Parks and Trees Foundation Partnership to plant trees, \$100,000
- Assessment of Ice Storm Impacts on City's Tree Canopy, \$50,000

Environmental Sustainability: Public Spaces

- *Environmental Stewardship (Capital)*

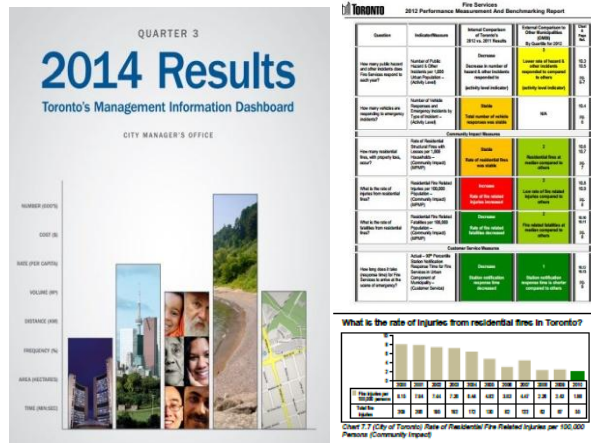
- Monitor and maintain TRCA erosion control structures to preserve structural integrity and public safety (2015, \$1.5 M)
- Begin sediment and vegetation removal for Sheppard Flood Control Channel; erosion control at various sites (2015, \$7.0 M)
- Monitor and re-naturalize watercourses, water quality and habitat improvements, channel maintenance, flood control (2015, \$2.6 M)
- Dredging and environmental management at Keating Channel, Tommy Thompson Park, Ashbridge's Bay; detailed design repairs for Bluffers Park and Colonel Samuel Smith Park (2015, \$1.4 M)

Environmental Sustainability: *Solid Waste* (Capital)

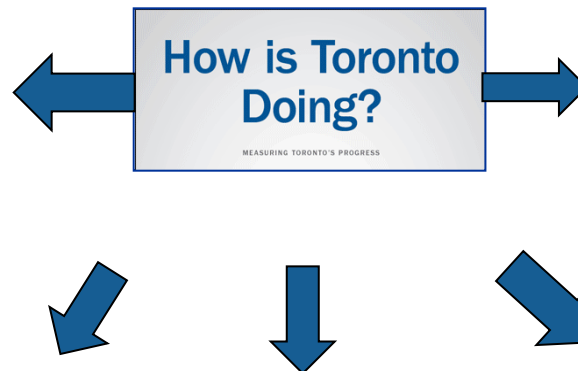
- Diversion systems – replace waste bins, recycling and organic containers (2015 - 2024, \$50.3 M)
- Dufferin SSO Facility – increase organics processing and treatment of resulting wastewater (2015 -2019, \$51.9 M)
- Long-term Waste management Strategy/Facility (2016 - 2021, \$192.0 M)
- Perpetual Care of Landfills – ongoing maintenance of closed environmentally sound landfills (2015 - 2024, \$82.3 M)

Good Governance: Reporting on Performance and Indicators

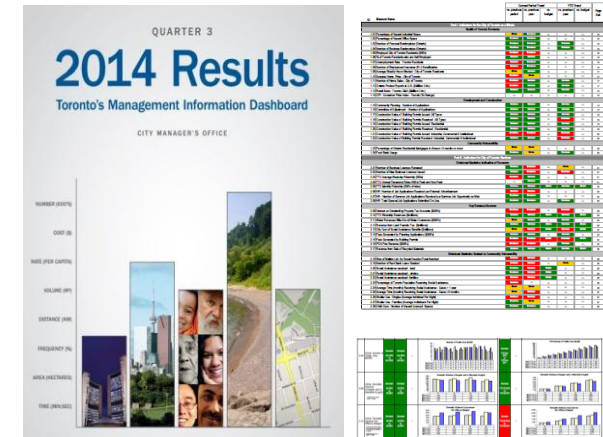
Annual Performance & Benchmarking Report



Progress Portal Toronto.ca/progress



Quarterly Management Information Dashboard



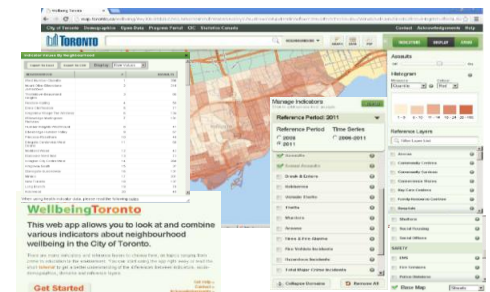
Open Data



Toronto in International Rankings



Wellbeing Toronto (Indicators of Toronto's 140 Neighbourhoods)



Good Governance:

Improve Customer Service (Capital) - eCity

- Information Management Infrastructure projects to improve public access to city information easily (2015, \$2.2 M)
- Continue to gather business requirements for implementation of an Enterprise Scheduler to provide new channels for booking city services and facilities online (2015, \$1.2 M)
- Complete assessment phase of the payment module to enable 311 to process registrations and payments from the public for City services (2015, \$1.8 M)

Good Governance: Strengthening Intergovernmental Relationships

Continued partnership is critical to Toronto's future success as a liveable and prosperous City...



Fiscal Sustainability Integrated Planning Framework

Planning

Council Themes, Goals

Strategic Actions

Service Objectives
Target Setting

Performance
Based Budget

Mayor
Council
Priorities

Strategic Plan

Service Planning

Multi-Year Budgeting

Performance Metrics

Council Achievements

Performance Management

Multi-year Performance
Target Monitoring

Efficiency and
Effectiveness
Metrics

2015 Budget

City Manager's Overview

- The budget meets our budgetary objectives to contain tax increases to inflationary levels or less
- New investments focus on key strategic priorities
 - Transit
 - Poverty Reduction
 - Public Safety & Wellness
- Makes new investments as directed by Council for both Operating (\$75M) and Capital (\$4B)

2015 Operating Budget Highlights

- Invests \$75 million in new and enhance programs, services and facilities in key priority areas:
 - Transit Service Improvements
 - Poverty Reduction
 - Transportation and Road Maintenance
 - Emergency Services Prevention and Response
 - City Building and Planning
 - Expanding Toronto's Tree Canopy
 - Opening New Facilities

2015 Operating Budget

- 3rd year in a row that the Budget is balanced without using prior year surplus
- Minimizes tax increases to less than inflation

2015 Budget	
Base Budget	0.8%
New & Enhanced Services, Facilities	0.7%
Budget Tax Increase	1.5%

2015 Property Tax Increase

Per Council Tax Policy & Legislation

