

**RE: EX11.1**

# City Manager & CFO and Treasurer Presentation on **State of the City and Value-Based Outcomes Review**

Executive Committee

December 11, 2019

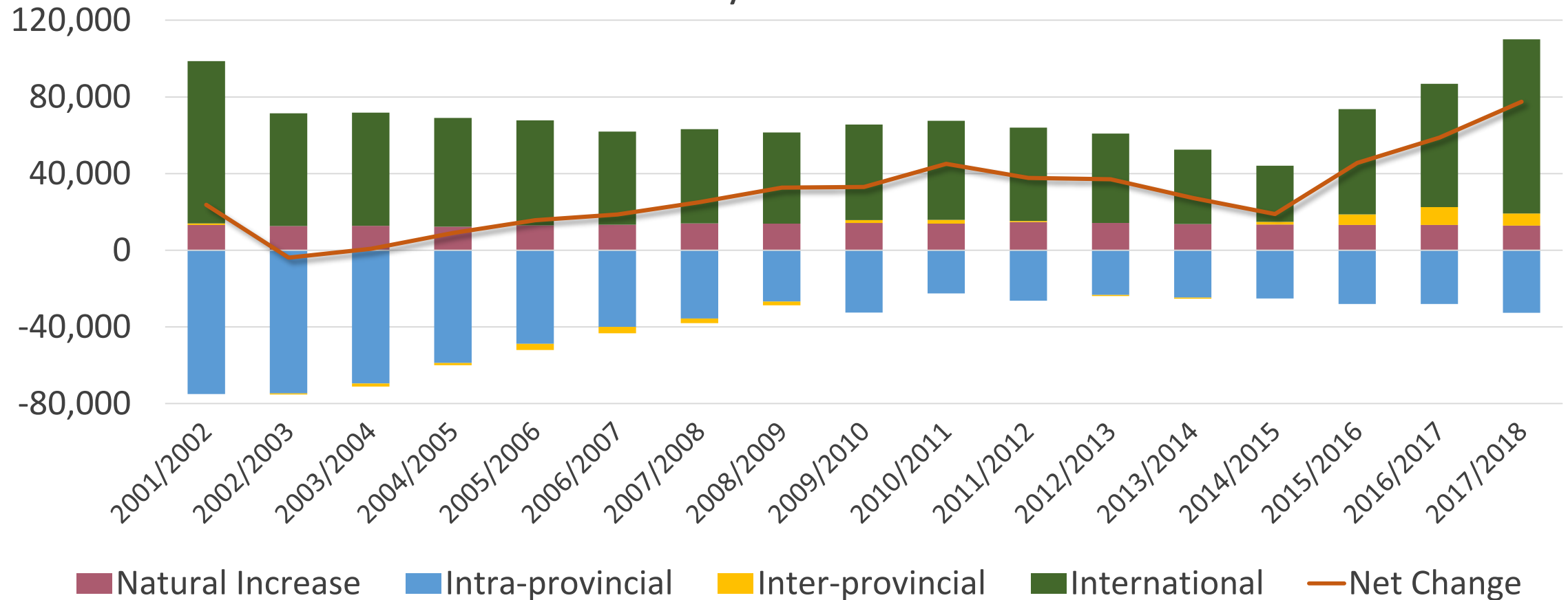


# Quick facts

- 6<sup>th</sup> largest government in Canada: **\$17.32 billion budget in 2019**
- 4<sup>th</sup> largest city in North America: **3 million residents**
- Fastest growing city, and part of the second fastest growing region, in North America: **77,000 new residents in the last year**
- Toronto CMA has a GDP equivalent to Alberta and Quebec: **\$330 billion**
- Top rankings for livability, opportunity and competitiveness: **One of the Top-Ranked Cities in the World for Quality of Life**
- Strong and stable credit rating: **AA and Aa1**

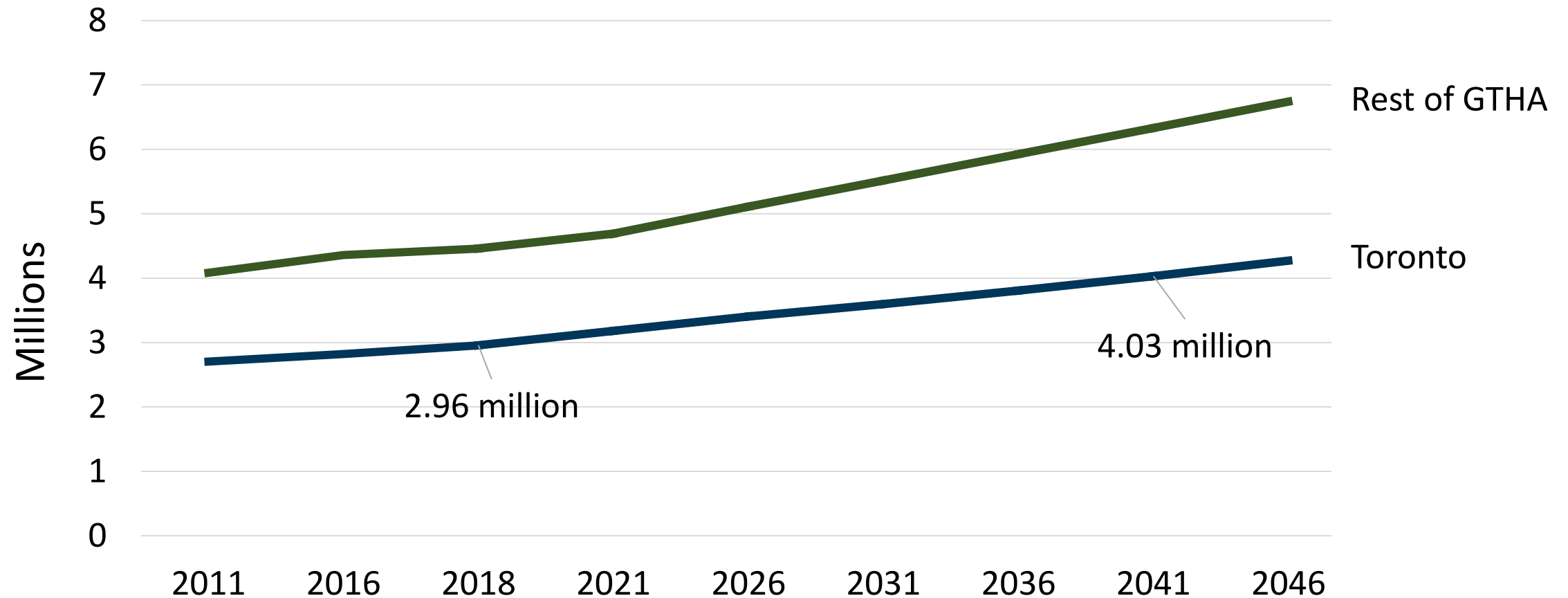
# Population Change by Source

City of Toronto



# Population growth forecast

## Toronto and GTHA





# Toronto Region – 1984



# Toronto Region – 2018

# Regional pressures

- Toronto provides 90% of the public housing in the GTA and 27% of total social housing in Ontario.
- TCHC faces significant challenges in maintaining properties and meeting demand in the region, where 100,000 people are on wait lists for social housing.
- Only 65% of the total traffic volume on the Gardiner Expressway and DVP is generated by Toronto residents.
- 13% of all trips on the TTC either start or end outside of Toronto.
- Toronto has a rate of poverty that is almost 1.5 times higher than the region, 1.7 times higher than the province, and 1.8 times higher than the country.

# CORPORATE STRATEGIC PLAN

The Toronto Public Service's  
Commitment to People,  
Partnerships, Performance  
and Priorities



## Vision

Toronto is a caring and friendly city

Toronto is a clean, green, sustainable city

Toronto is a dynamic city

Toronto invests in quality of life

## Motto

Diversity Our Strength

## Mission

To serve a great city and its people

## Trust and Confidence

We understand that trust must be earned.

## Our People

Workplace culture

## Our Partnerships

We work in partnerships to  
achieve quality of life results  
for Torontonians

## Our Performance

Corporate Performance  
Management System

## Our Priorities



Financial sustainability



A well-run City



Maintain and create housing  
that's affordable



Keep Toronto moving



Invest in people and  
neighbourhoods



Tackle climate change and build  
resilience



# Driving the City towards Financial Sustainability

 Budget Modernization

 Financial Systems Transformation

 Innovation

 Capital Asset Management Plan

 Organizational Design

# Value-Based Outcomes Review

## Value-Based Outcomes Review (VBOR)

Commissioned to evaluate City programs and identify opportunities to deliver efficiencies

Key principle of the review was to maintain service levels

Not intended to identify or evaluate new revenue options

Funded by the Province

# VBOR Findings Validate and Confirm

- Toronto faces **unique demands** on its services
- Toronto **delivers regional services** without contributions from regional tax or rate base
- **Operating budget is forecast to be sustainable** under current service levels
- There are **opportunities to deliver better value, find efficiencies and drive savings**
- The **cost of growth has been managed through efficiencies**, but will not cover the full cost of future growth
- **Capital plan must be achievable and affordable**

# Focus on planning and investing

We are:

1. Working on solutions with other governments
2. Pursuing solutions to achieve better value and efficiencies to offset the cost of growth
3. Recasting the 10-year capital plan and improving the stage-gate process