

Executive Committee Recommended
2018 Operating Budget & 2018-2027
Capital Budget & Plan



- City Manager's Overview
- 2018 Tax Impacts
- 2018 Executive Committee Recommended Operating Budget Overview
- 2018 Executive Committee Recommended Capital Budget & 10 Year Plan Overview
- 2018 Budget Process



City Manager's Overview



2018 PRELIMINARY BUDGET AT LAUNCH

Consistent with Council expectations

- Existing service levels with minor adjustments
- No service reductions
- Residential property tax at 2.1%
- No TTC fare increase
- Incorporated agency recommendations

Strong Revenue Support

- \$85 million MLTT increase
- \$55 million in assessment growth

City divisions delivered 0% net increase

- Most programs and agencies achieved budget targets (0% increase over 2017 net budget)
- Delivered balanced budget
 - Absorbed base pressures
 - Delivered \$3.7 million positive variance

Continued Reliance on Short-Term Measures

- TCHC Bridging (\$18 million deferred to 2020)
- \$27.4 million in reserves
 - Including \$14 million TTC Stabilization Reserve draw

Net Increase

- 0.8% net increase related to service delivery
- Primarily driven by:
 - External Factors:
 - Shelter Demand
 - Prior Year Decisions:
 - TTC
 - Debt Servicing Costs

Increase in Capital Investment of \$1.1 billion

- Ontario gas tax – \$1.096 billion over 10 year capital plan
- Aligning cash flows to project timing

EXECUTIVE COMMITTEE RECOMMENDATIONS – TAX SUPPORTED EXPENDITURES

(In \$ Millions)	2017 Budget	2018 EC Rec'd Operating Budget	Change from 2017	% Change From 2017
Gross Expenditures	\$10,699	\$11,111	\$412	3.8%
Net	\$4,046	\$4,176	\$130	3.2%

Operating Budget

- Incremental \$146 million gross and \$54 million net in new investments added at Budget Committee & Executive Committee
 - Includes \$112 million gross and \$29 million net for poverty reduction;
 - \$6 million gross and \$10 million net for transit improvements and safe mobility

- Offset by \$7.3 million in expenditures reductions
 - \$5.5 million in vacancy rebate savings
 - \$1.0 million in adjustments to the Auditor General's Office

NEW EXECUTIVE COMMITTEE INVESTMENTS RESULT IN A 2.1% INCREASE RELATED TO SERVICE DELIVERY

(In Millions)	2017	2018	YoY Increase	% Increase
Service Delivery				
City Programs	\$1,936	\$1,981	\$45	2.3%
Accountability Offices	\$9	\$10	\$1	7.3%
<i>TTC</i>	\$690	\$720	\$31	4.5%
<i>TCHC</i>	\$242	\$247	\$5	2.1%
<i>Toronto Police Service (Inc. Board)</i>	\$999	\$999	\$0	0.0%
<i>Toronto Public Library</i>	\$179	\$182	\$3	1.8%
<i>Other Agencies</i>	\$91	\$92	\$2	2.0%
Total Agencies	\$2,200	\$2,240	\$41	1.9%
Total Service Delivery	\$4,145	\$4,231	\$86	2.1%
Capital Financing				
<i>Capital from Current</i>	\$312	\$373	\$62	19.7%
<i>Debt Charges</i>	\$505	\$556	\$51	10.0%
Total Capital Financing	\$817	\$929	\$112	13.7%
Non-Program Accounts	-\$916	-\$985	-\$69	-7.5%
Total Net Budget	\$4,046	\$4,176	\$130	3.2%

EXECUTIVE COMMITTEE RECOMMENDATIONS – REVENUES

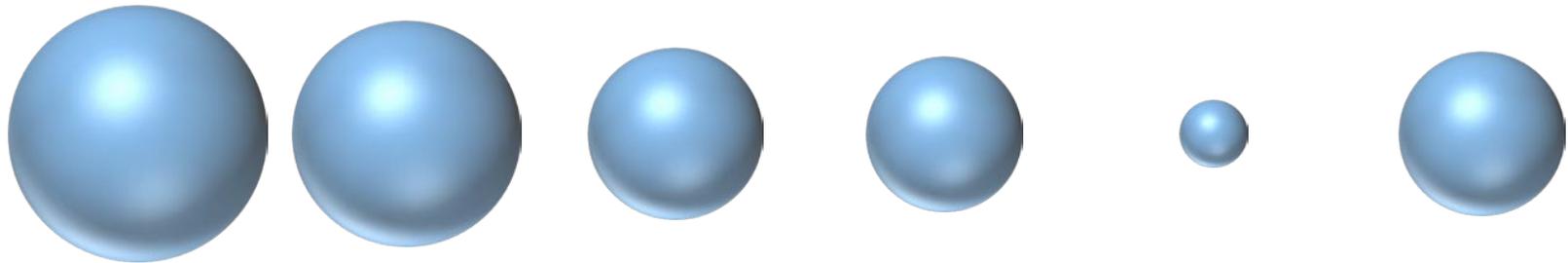
(In \$ Millions)	2017 Budget	2018 EC Rec'd Operating Budget	Change from 2017	% Change From 2017
Revenues (Inc. Property Tax)	\$10,699	\$11,111	\$412	3.8%

Revenue Growth

- Strong growth in existing revenues after preliminary budget
 - MLTT increased by \$10 million to \$95 million to match 2017 experience
 - Assessment growth increased by an additional \$13.3 million (bringing total increase to \$68.3 million)
 - Tax penalty revenue increase by an additional \$2.2 million to \$29.8 million
- Even with high revenue growth, one-time revenue sources are required to fund Council's priorities
 - Additional reserve draws (\$11 million from Shelters reserve and \$14 million from Tax Rate Stabilization Reserve) required to fund shelter demand
 - One-time Toronto Parking dividend of \$3.4 million also required

REVENUE OUTCOMES

Total Revenue YoY Change (\$M and %)



	MLTT **	Prov Funding (Children's Services, Housing)	Property tax: Assessment growth	Property tax: 2.1% residential tax increase	User Fees, Fines & Permit Revenue	Other Increases (Hotel Tax, Investment Income, Etc.)
YoY \$ increase	\$102 M	\$90 M	\$68 M	\$61 M	\$27 M	\$65 M
YoY % change	14.2%	4.2%	1.7%	1.5%	3.3%	2.1%
% of 2018 revenue growth	24.7%	21.7%	16.5%	14.9%	6.5%	15.7%

*Note: Bubble size is proportionate to absolute, year-over-year dollar increase

** MLTT inc. increase \$95 million growth and \$7 million annualization of 2017 rate harmonization with the province

MUNICIPAL LAND TRANSFER TAX RELIANCE

2017 budget	2017 year-end	Incremental gain
\$708 million	\$803 million	\$95 million

- Incremental gain is fully applied to balance the 2018 budget
 - Consistent with 2015, 2016 and 2017 practice
 - Equivalent to a 3% residential property tax increase (\$30 million for each 1%)
- Recurring expenses continue to be matched with potentially cyclical revenue source, as in prior years
- Limited capacity to adjust in-year if required (e.g., \$40 million directed to capital)
- January results are steady (prelim estimate \$45.4 million), however this is a lagging indicator

LOOKING AHEAD

(In \$ Millions)	2018 EC Rec'd Operating Budget	2019 Incremental Outlook	% Change from 2018	2020 Incremental Outlook	% Change from 2019
Net Expenditures	\$4,176	\$303	7.25%	\$216	4.82%

Outlook drivers

- Net pressure driven by
 - Reversal of 2018 bridging strategies (\$52 million in 2019 and \$27 million in 2020)
 - Annualization of 2018 new investments (\$54 million in 2019 and \$19 million in 2020)
 - Compensation and Benefits increases (\$108 million in 2019 and \$114 million in 2020) with an additional impact related to Bill 148 (\$20 million in 2019 and \$18 million in 2020)
 - Operating impacts of capital (Debt charges and CFC) (\$82 million in 2019 and, \$107 million in 2020)
 - Excludes any future phases of Council endorsed strategies and plans
 - Provincial Ontario Works Upload ends in 2018
- Pressure offset by
 - Increase in assessment growth (approx. \$50 million in both 2019 and 2020)
 - Inflationary property tax increases of 2.3% in 2019 and 2.2% in 2020
 - Note: MLTT flat lined for 2019 and 2020
 - Closing next year's gap will be a challenge if MLTT stays constant
 - If MLTT declines a large pressure will be created

FUTURE POLICY IMPLICATIONS

Incremental investment in priorities

- Renewed investment in core programs and capital priorities

Structural gap exists between expense and revenue

- Results in continued reliance on one-time measures
- Will require strategies below

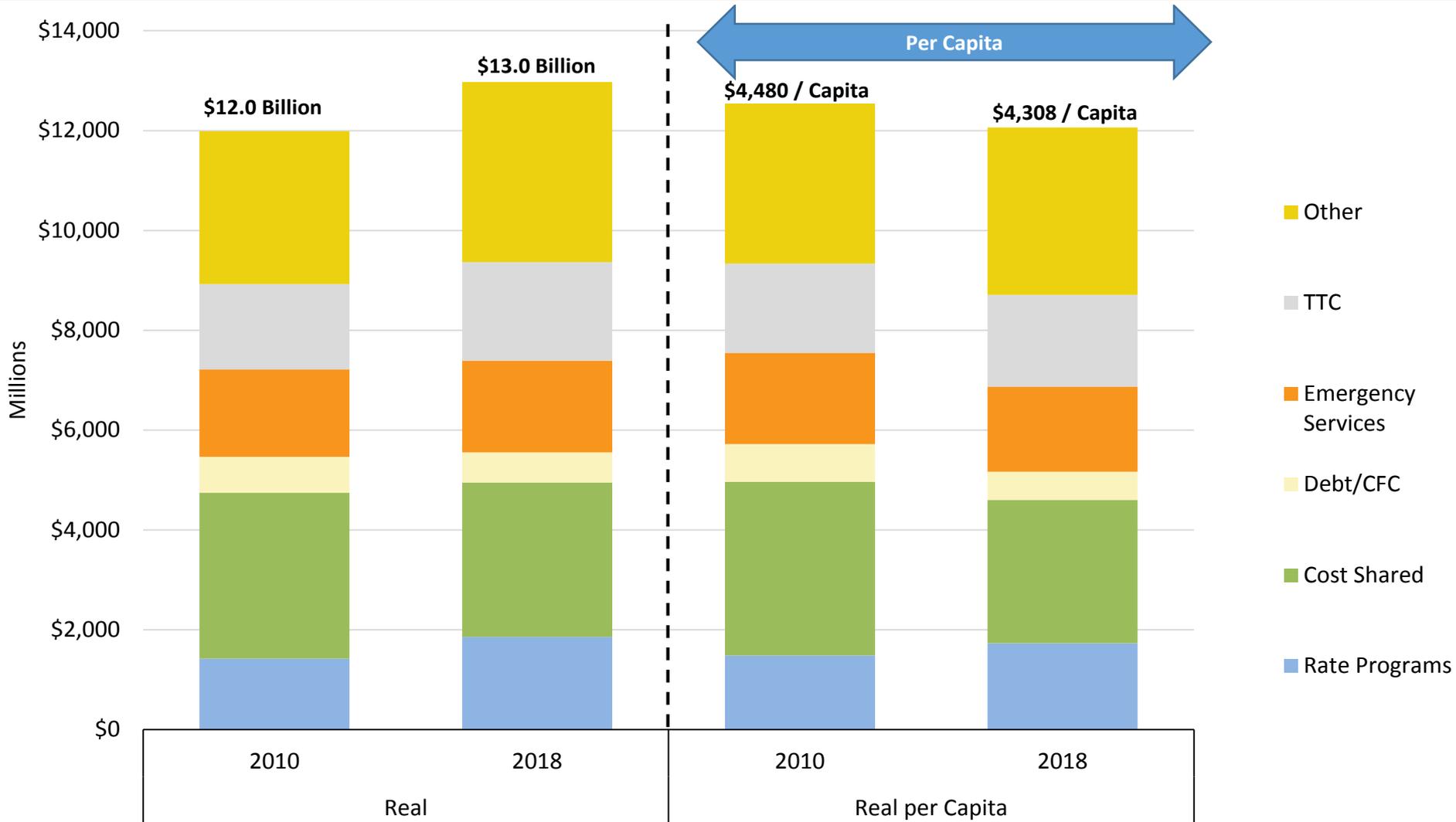
Lower or alter spending

- Service level or model changes
- Alter composition of operating and capital spend

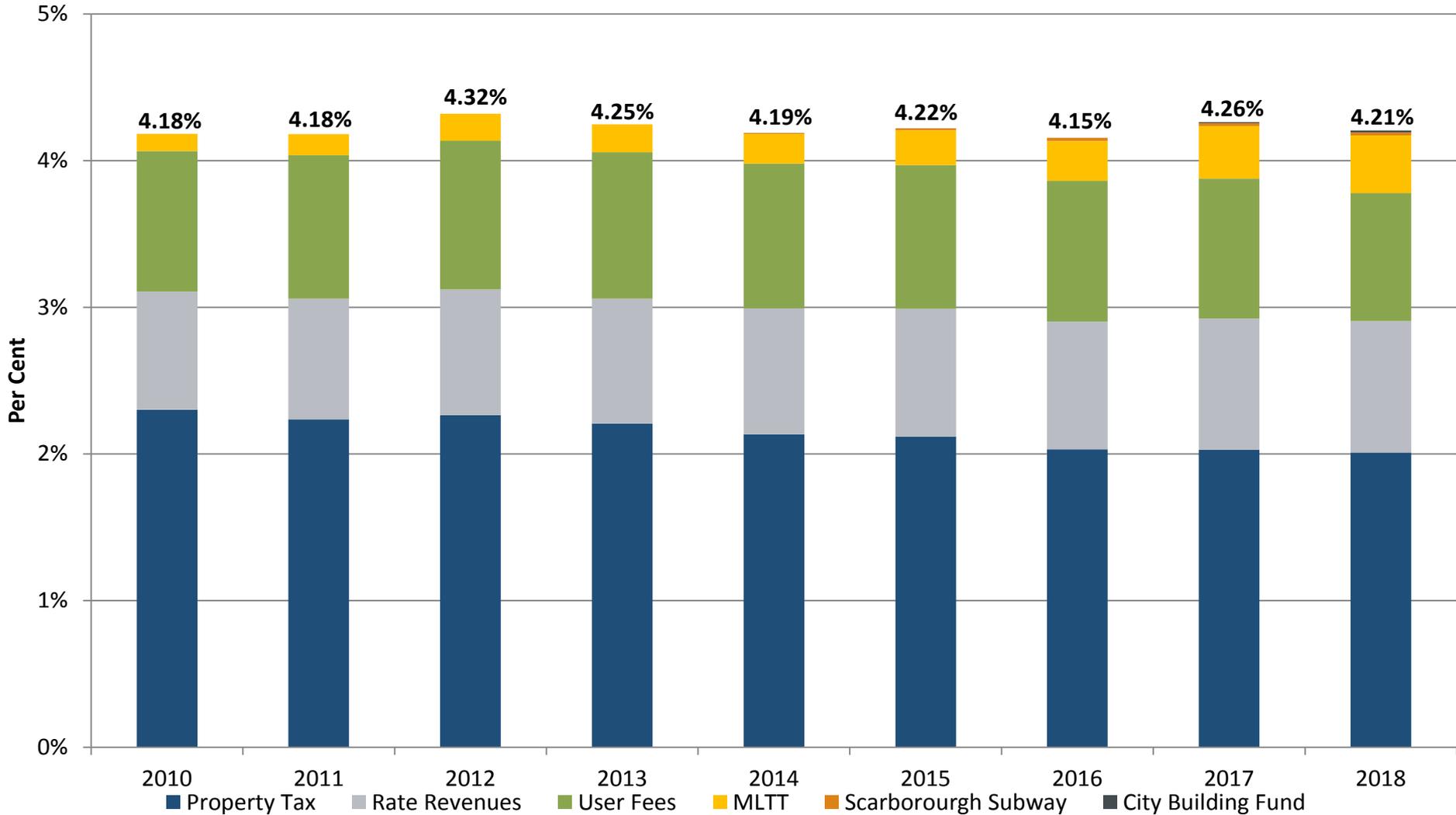
Increase stable revenue through policy change

- Raise existing revenue source or implement new revenue options

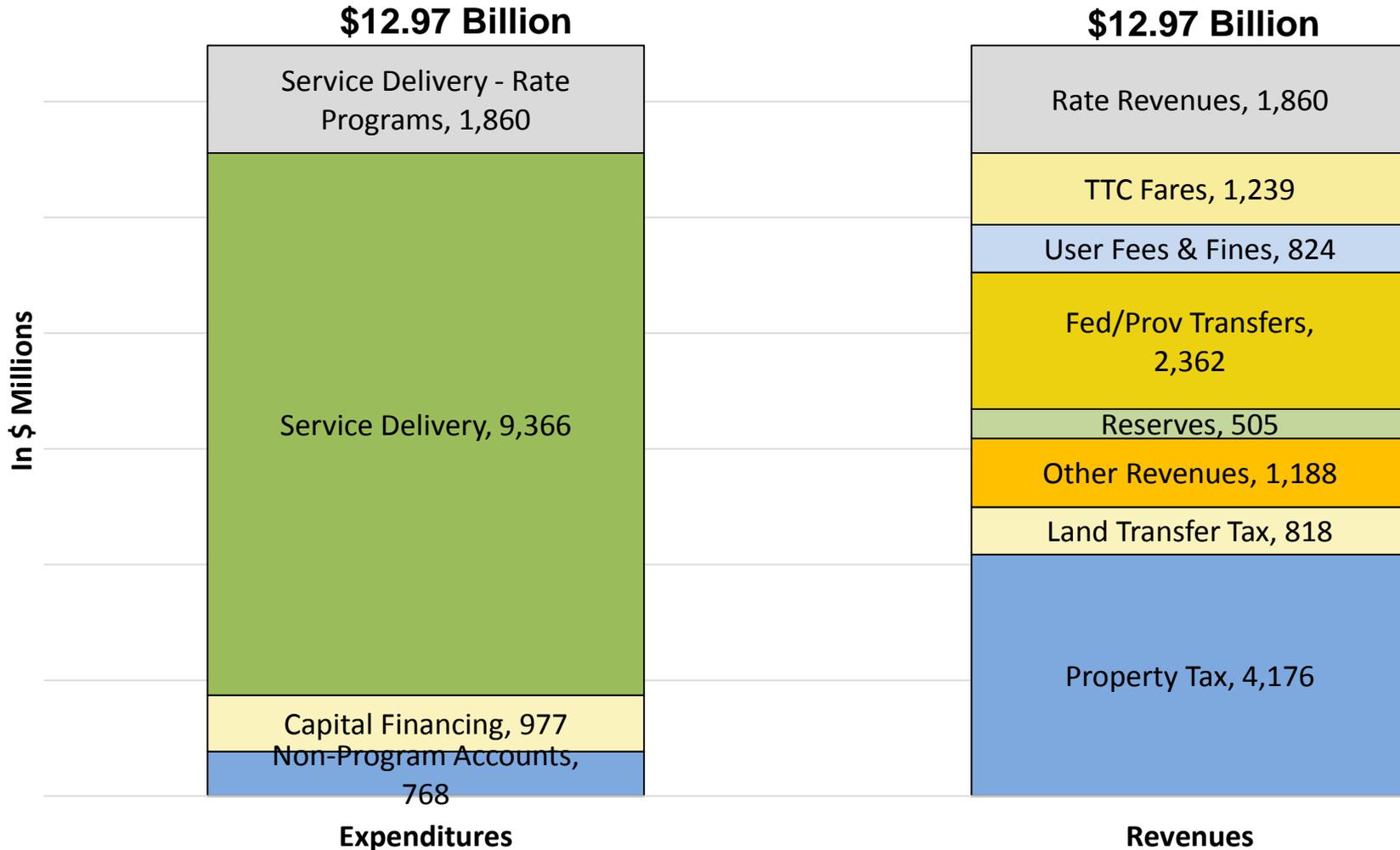
TOTAL SPENDING – 2010 VS 2018

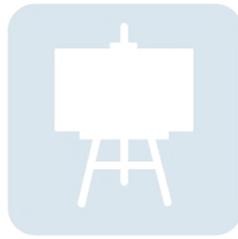


CITY REVENUES AS PERCENTAGE OF GDP



TOTAL CITY OPERATIONS BUDGET SUMMARY – SPENDING VS. FUNDING

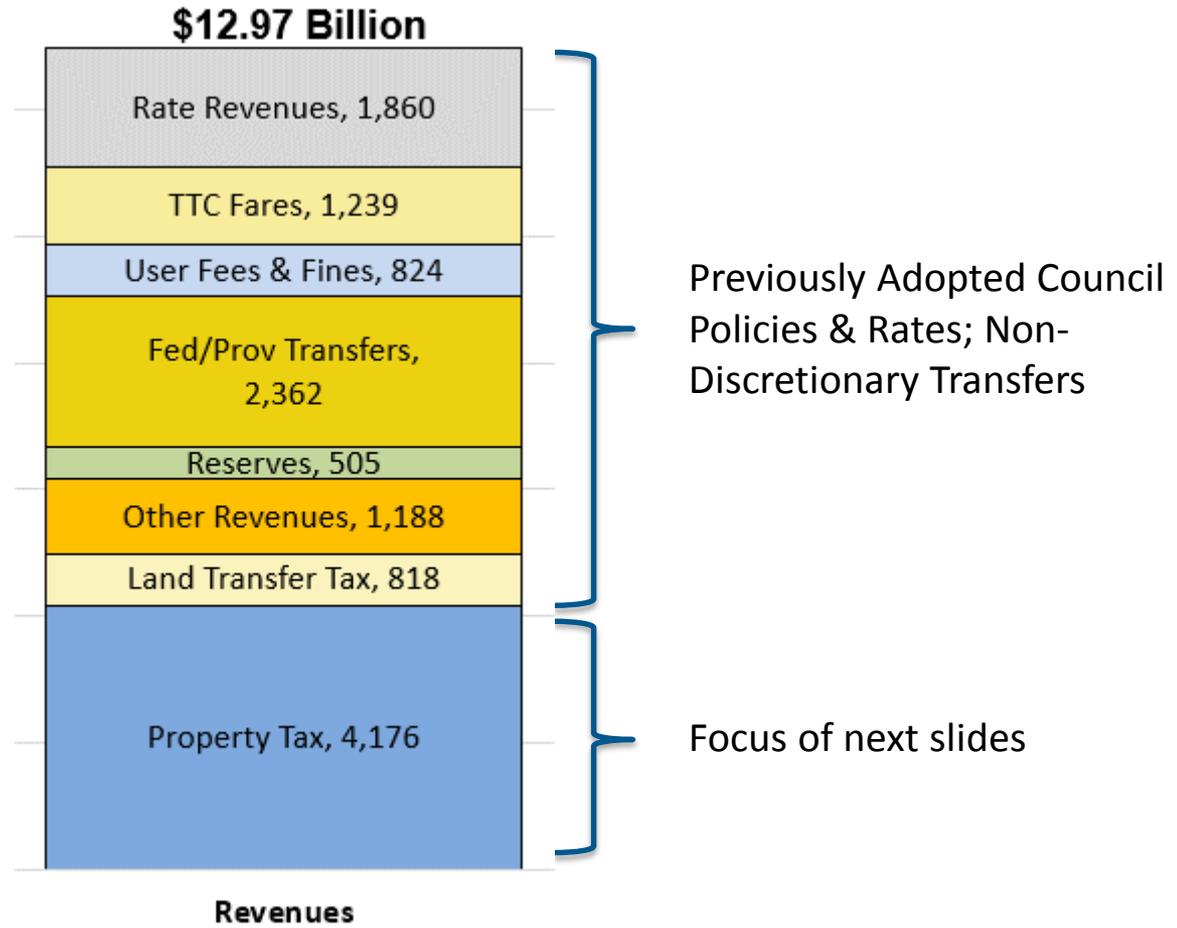




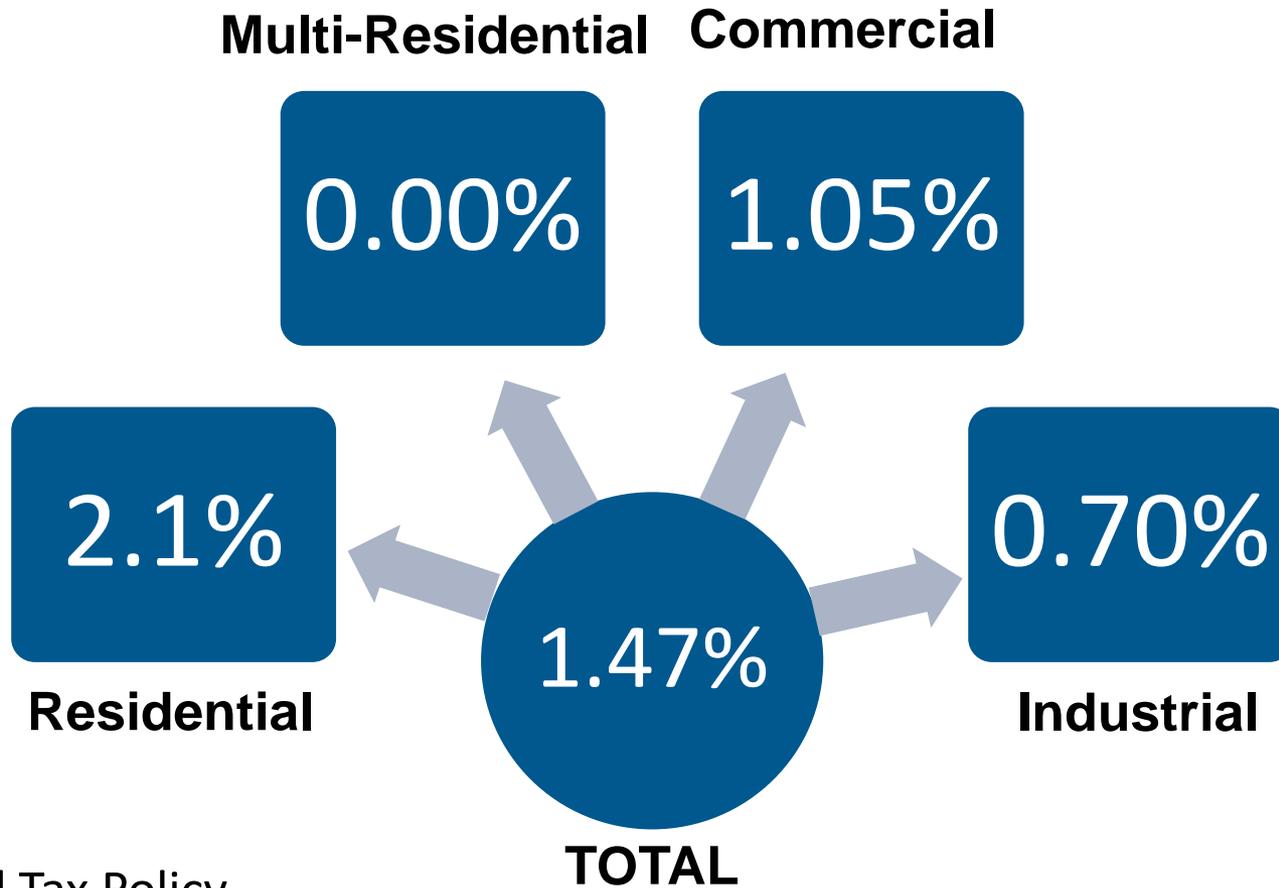
Tax Impacts



SUMMARY OF CITY REVENUES



2018 BUDGET TAX INCREASE IF THE RESIDENTIAL BUDGET TAX INCREASE IS 2.1%



Per Council Tax Policy
and New Legislation /
Regulation

VALUATION CYCLE

<u>Tax Year</u>	<u>Valuation Date</u>	
1998, 1999, 2000	June 30, 1996	
2001, 2002	June 30, 1999	
2003	June 30, 2001	
2004,2005	June 30, 2003	
2006, 2007, 2008	January 1, 2005	
2009, 2010, 2011, 2012	January 1, 2008	
2013, 2014, 2015, 2016	January 1, 2012	
2017, 2018, 2019, 2020	January 1, 2016	√

REASSESSMENT CHANGES - 2017-2020



Cycle Valuation Date	'17-'20 Jan. 1, 2016 vs. Jan. 1 2012	'17 Phased-in	'18 Phased-in
Residential	28.6%	7.0%	6.7%
Multi-Residential	54.4%	13.1%	12.2%
Commercial	33.6%	7.8%	7.8%
Industrial	18.8%	3.3%	4.9%
City Wide	30.9%	7.5%	7.2%

- Would have been potential for significant tax shift onto the Multi-Residential class in the absence of Provincial measures

AVERAGE PROPERTY TAX IMPACTS IF RES. BUDGET INCREASE AT INFLATION; PROVINCIAL FREEZE ON MULTI-RES; 1/2 INCREASE FOR COM.; 1/3 INCREASE FOR IND.; CONTINUE RATIO REDUCTION

Tax Class	Budget Impact	City Building Fund	CVA/ Regulatory	Policy	Total
Residential	2.10%	0.50%	-0.31%	0.62%	2.91%
Multi-residential (Apartment)	0.00%	0.00%	4.80%	-4.80%*	0.00%
Commercial	1.05%	0.25%	0.64%	0.62%	2.56%
Industrial	0.70%	0.17%	-2.12%	0.62%	-0.64%
City Average	1.47%	0.35%	0.54%	0.00%	2.37%

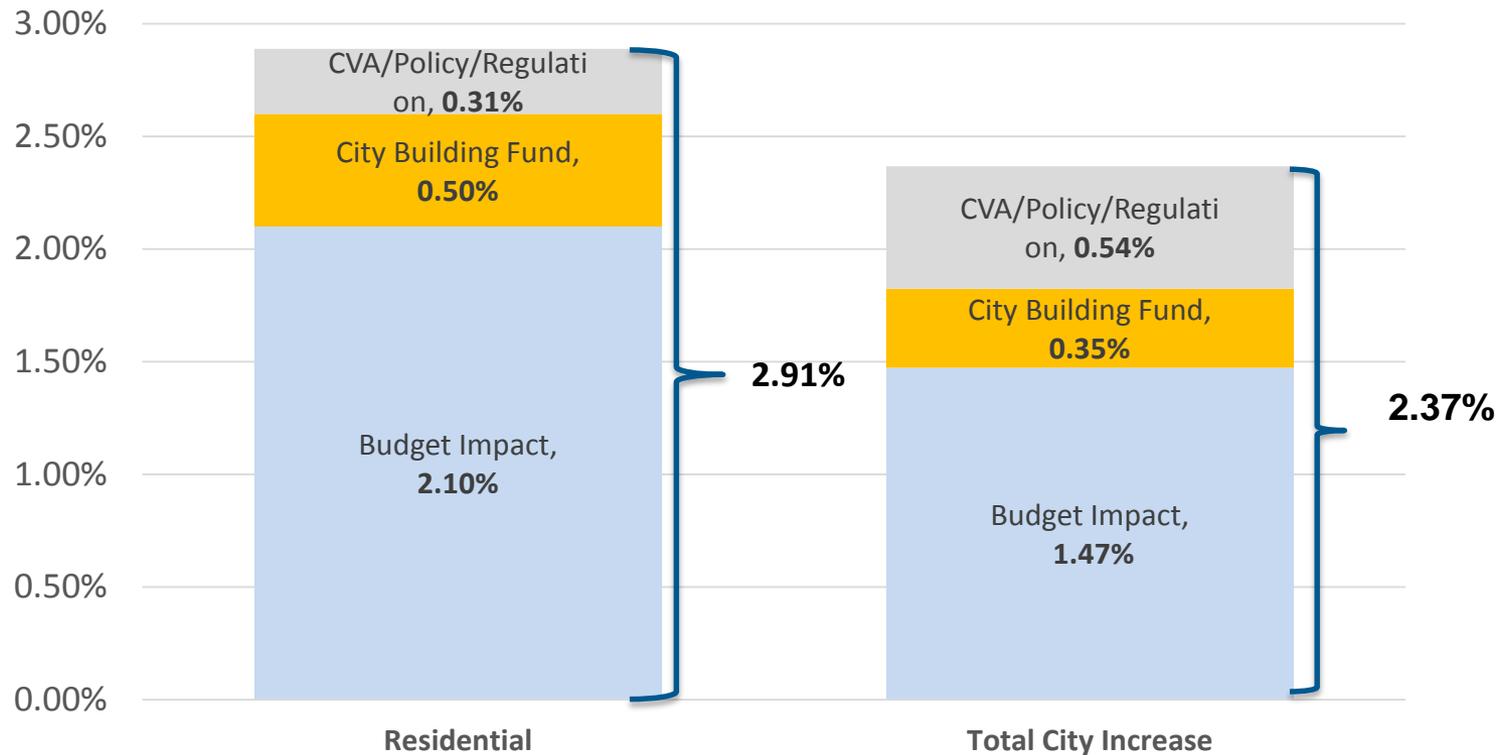
* Expected Regulatory requirement for levy restriction in the Multi-Residential Class

**Commercial Large includes: office buildings >25,000 ft²; shopping centres >25,000 ft²; parking lots; professional sports facilities.

2018 TOTAL TAX INCREASE + CITY BUILDING FUND & CVA SHIFT

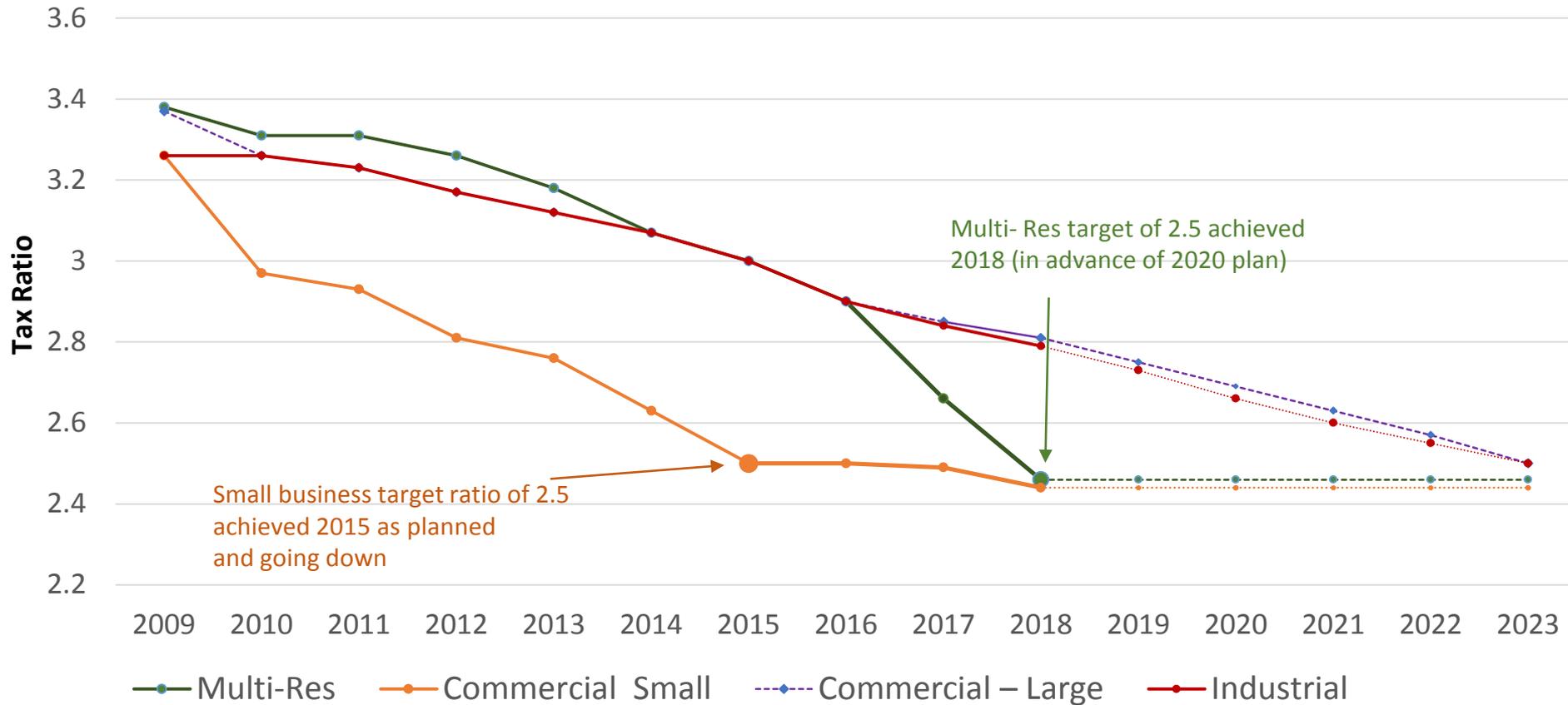
RESIDENTIAL BUDGET TAX INCREASE OF 2.1%

TAX IMPACT



TAX RATIO IMPLICATIONS

Tax Ratios 2009-2018 (Actual) & 2019-2023 (Projected)



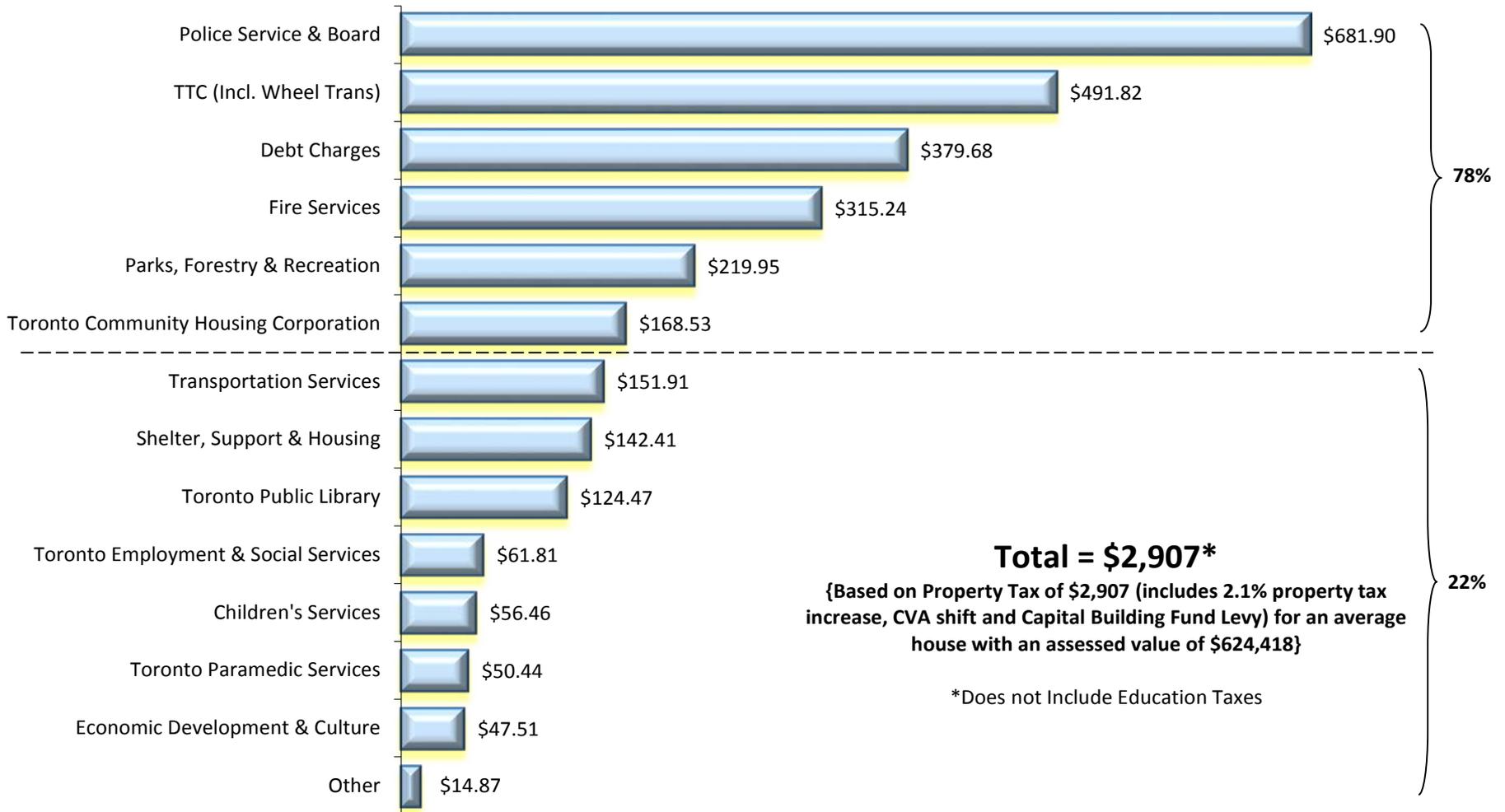
2018 TAX IMPACT ON AVERAGE HOUSEHOLD (MUNICIPAL TAXES)

	\$	%
2017 Tax	2,825	
CVA/Regulatory Impact	(8.7)	-0.31%
Policy Impact	<u>17.4</u>	<u>0.62%</u>
	2,834	0.31%
Budget Increase	59.3	2.1%
City Building Fund	<u>14.1</u>	<u>0.5%</u>
	73.4	2.60%
Total Impact	82.1	2.91%
2018 Tax	2,907	

2017 Average CVA \$585,227

2018 Average CVA \$624,418

2018 EC REC'D OPERATING BUDGET: WHERE THE MONEY GOES





2018 Executive Committee Recommended Operating Budget



2018 PRELIMINARY OPERATING BUDGET - 100% OF OPENING \$510 GAP ADDRESSED

Expenditure Changes, 175.4, 34%

Includes:

- TTC revised estimates - \$21M
- Police revised estimates - \$38M
- TCHC transfer to City debt - \$54M
- Efficiencies - \$21M
- Updated NP estimates (Ins, EE Liabilities) \$16M
- Base Budget Savings (Line by Line Savings, Parks, Transportation & Other Programs) - \$25M

Bridging Strategies, 49.0, 10%

Includes:

- Defer TCHC Sinking Fund Contribution to 2020 - \$18M
- One-Time Deferrals - \$3M
- One-Time Reserve Draws - \$28M (includes TTC)

Revenues, 80.7, 16%

Includes:

- User Fee (inflation / volume chg) -\$12M
- TTC Ridership / Fare mix - \$7M
- OW Upload - \$22M (final year)
- Interest/Investment Income - \$14M
- Hotel Tax - \$11M
- Updated Supplementary Tax - \$10M
- Other Revenues - \$5M

MLTT, 92.0, 18%

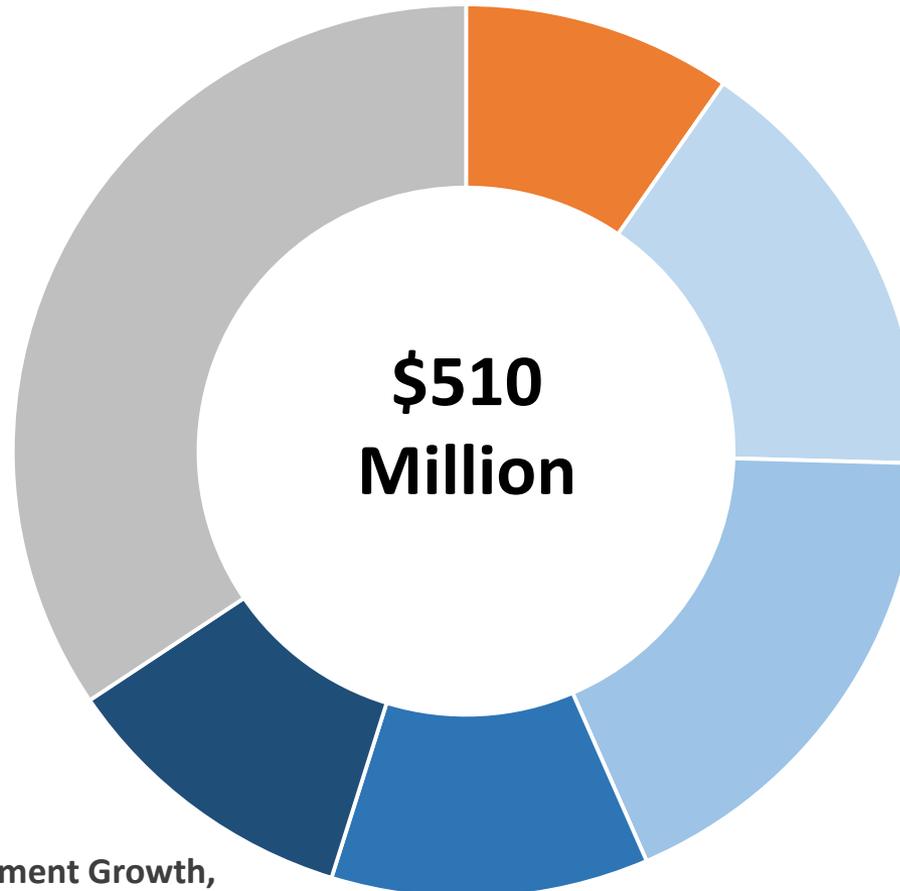
Includes:

- \$7 million annualized 2017 rate
- \$85 million growth

Assessment Growth,
55.0, 11%

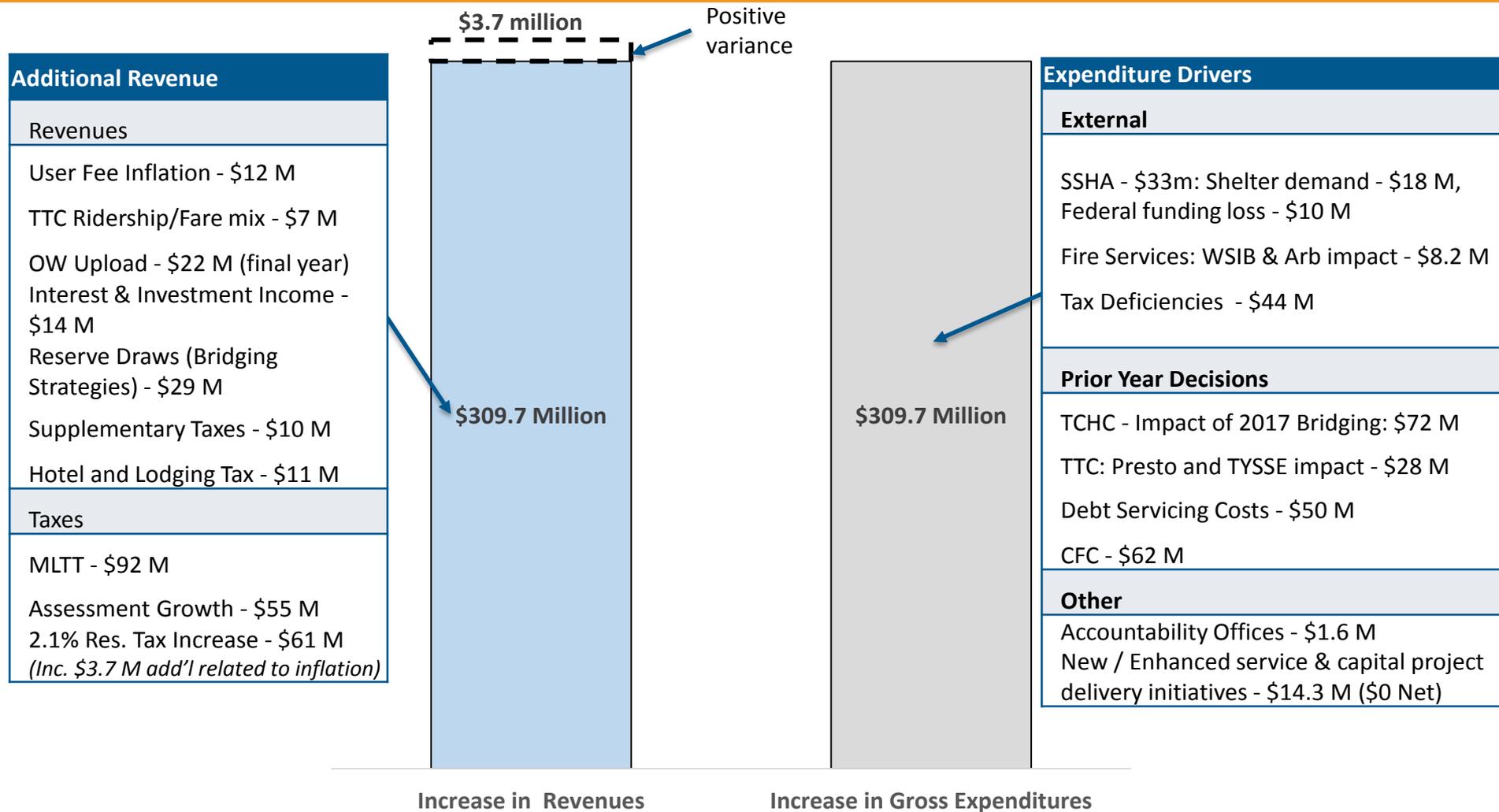
Tax Increase, 57.7,
11%

+ \$3.7 million related to inflationary
increase



**\$510
Million**

2018 PRELIMINARY OPERATING BUDGET - BALANCED



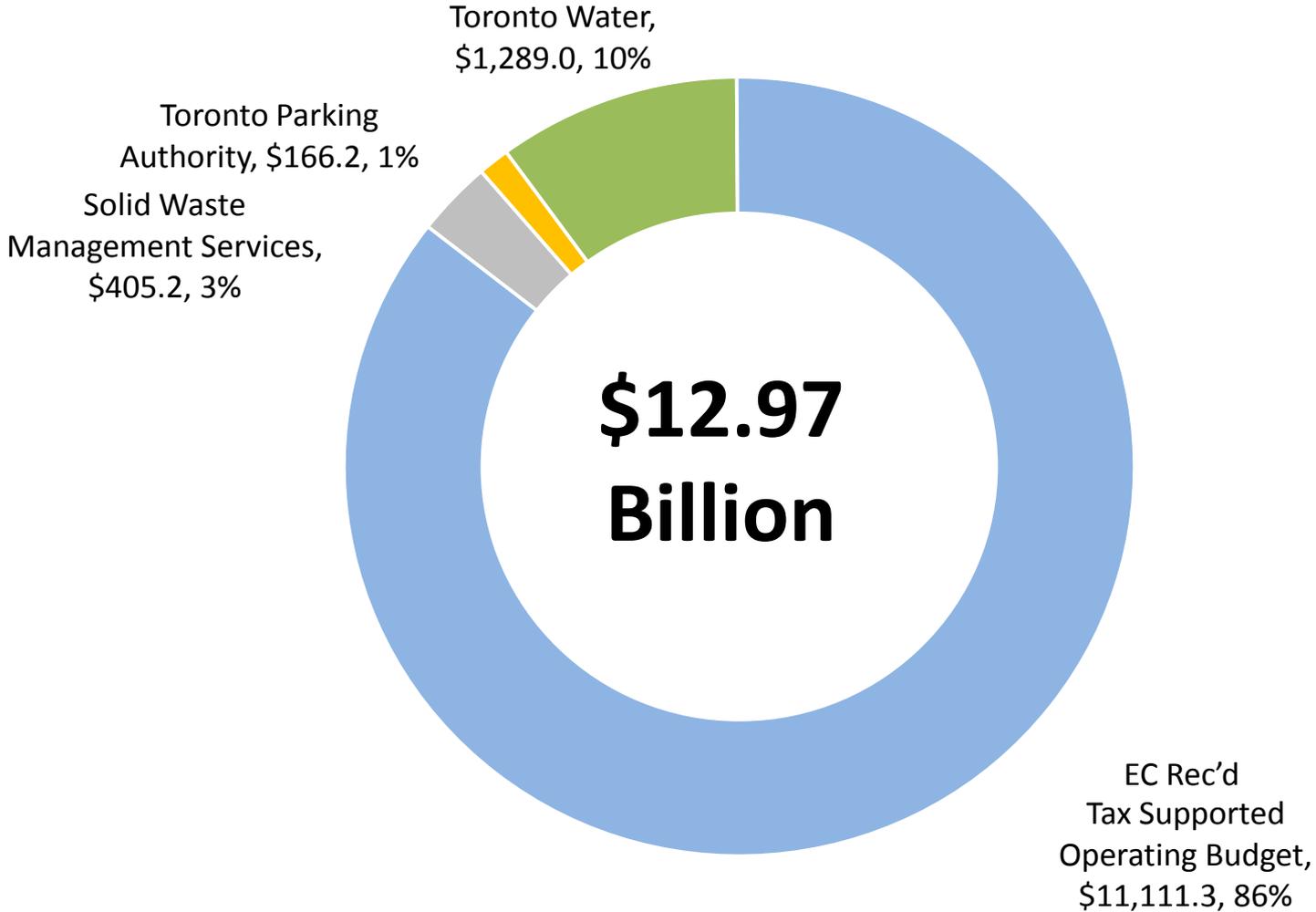
2018 PRELIMINARY OPERATING BUDGET - TCHC HIGHLIGHTS

- Maintains the \$37 million investment in TCHC from 2017
- Efficiencies reinvested to restore adequate service levels for repairs, maintenance and cleaning
- \$279 million will be funded directly from City debt in 2018 and 2019 to address TCHC's repair backlog & in-flight revitalization projects
 - Pending Council's approval
 - Eliminates the \$54 million subsidy increase to fund capital reserve
 - Prevents additional permanent unit closures
- \$18 million sinking contribution deferred to 2020 and increased to \$21 million

SUMMARY OF BUDGET COMMITTEE & EXECUTIVE COMMITTEE ACTIONS

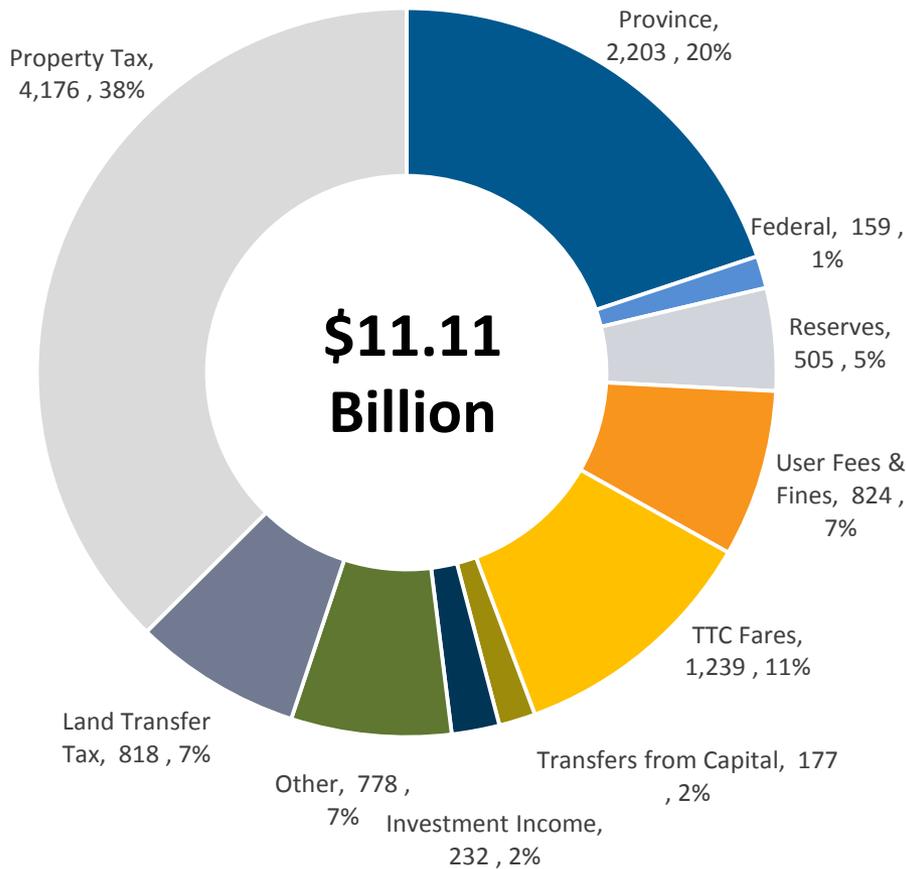
(\$000s)	2018			2019 (Inc.)		2020 (Inc.)	
	Gross	Net	Position	Net	Position	Net	Position
2018 Preliminary Operating Budget	10,972,268	4,159,160	52,323.9	215,344.34	-	192,377.67	
BC Recommended Expenditure Reductions:							
Vacancy rebate reduction to offset poverty reduction and distressed retail	(5,500)	(5,500)					
Expenditure Adjustments	(1,751)	(1,000)	(16.0)				
Subtotal BC Recommended Reductions	(7,251)	(6,500)	(16.0)	-	-	-	-
BC Recommended Additions:							
Additional New/Enhanced Service Priorities	122,836	52,353	273.8	64,291	23.0	18,408	(4.1)
Additional Debt Charges	671	671		4,548		4,980	
Subtotal BC Recommended Additions	123,507	53,024	273.8	68,839	23.0	23,388	(4.1)
Total BC Recommended Reductions & Additions	116,257	46,524	257.8	68,839	23.0	23,388	(4.1)
BC Recommended Balancing Strategies:							
Further Increase in MLTT Based on 2017 Actual Experience		(10,000)					
Revised estimate for Tax Penalty Revenues		(2,200)					
One-Time Dividend from Toronto Parking Authority		(3,420)		3,420			
Contributions from Tax Stabilization Rate Reserve		(13,888)		13,888			
Subtotal BC Recommended Balancing Strategies	-	(29,508)	-	17,308	-	-	-
Total BC Recommended Changes	116,257	17,016	257.8	86,147	23.0	23,388	(4.1)
2018 BC Recommended Operating Budget	11,088,525	4,176,176	52,581.7	301,491	23.0	215,766	(4.1)
EC Recommended Additions:							
Additional Provincial Funding for Children's Services	21,809						
Heritage Conservation District Studies (Capital Funded)	122		1.0		(1.0)		
TCHC Fire Safety Task Force	806	806	10.0	437		134	
Contributions from Tax Stabilization Rate Reserve		(806)		806		134	
TTC positions to deliver overcrowding relief			27.0				
Subtotal EC Recommended Additions	22,737	-	38.0	1,243	- 1.00	268.76	-
2018 EC Recommended Operating Budget	11,111,262	4,176,176	52,619.7	302,734	22.0	216,034	(4.1)
Additional Property Tax							
2018 Preliminary Operating Budget Positive Variance		(3,725)					
Due to Additional 0.1% Inflationary Tax Increase		(13,291)					
Revised Assessment Growth Estimate		(13,291)					
Total Additional Property Tax	-	(17,016)	-	-	-	-	-

TOTAL 2018 CITY OPERATING BUDGET – TAX & RATE

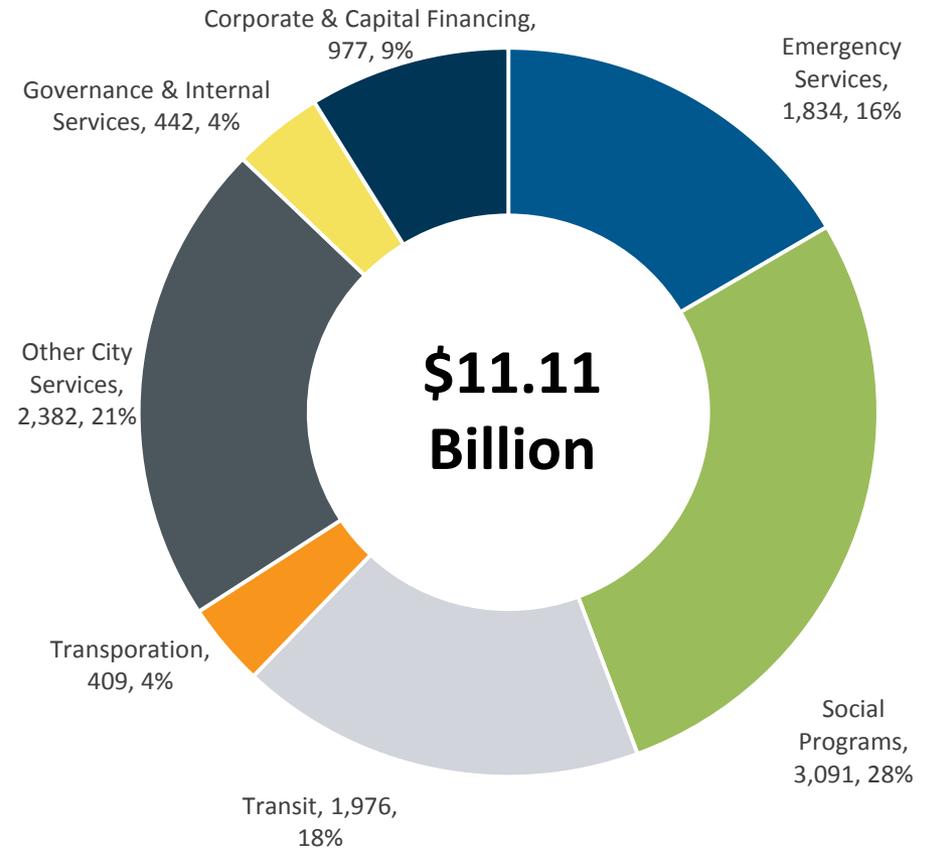


2018 EC RECOMMENDED OPERATING BUDGET SUMMARY

Where the Money Comes From

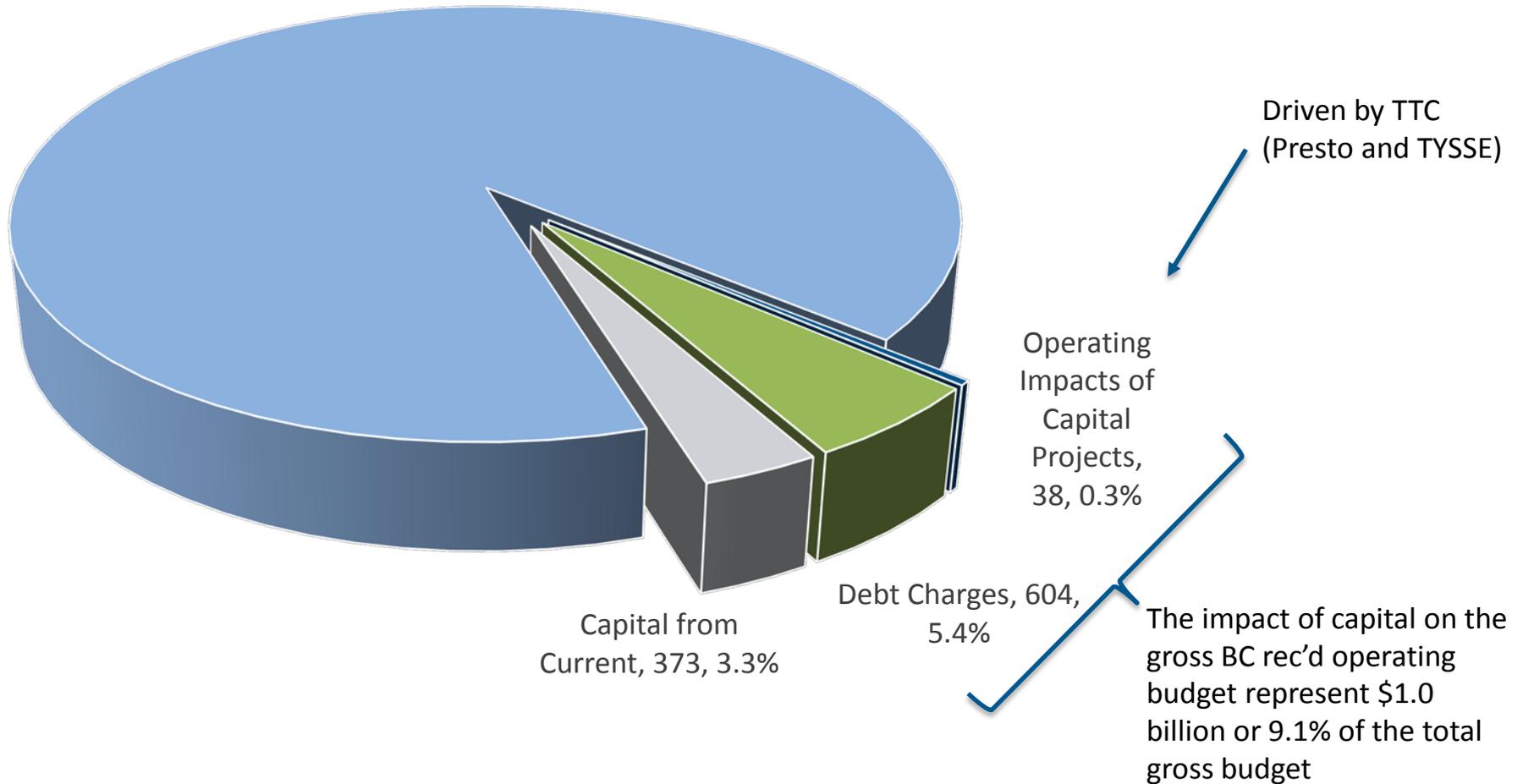


Where the Money Goes

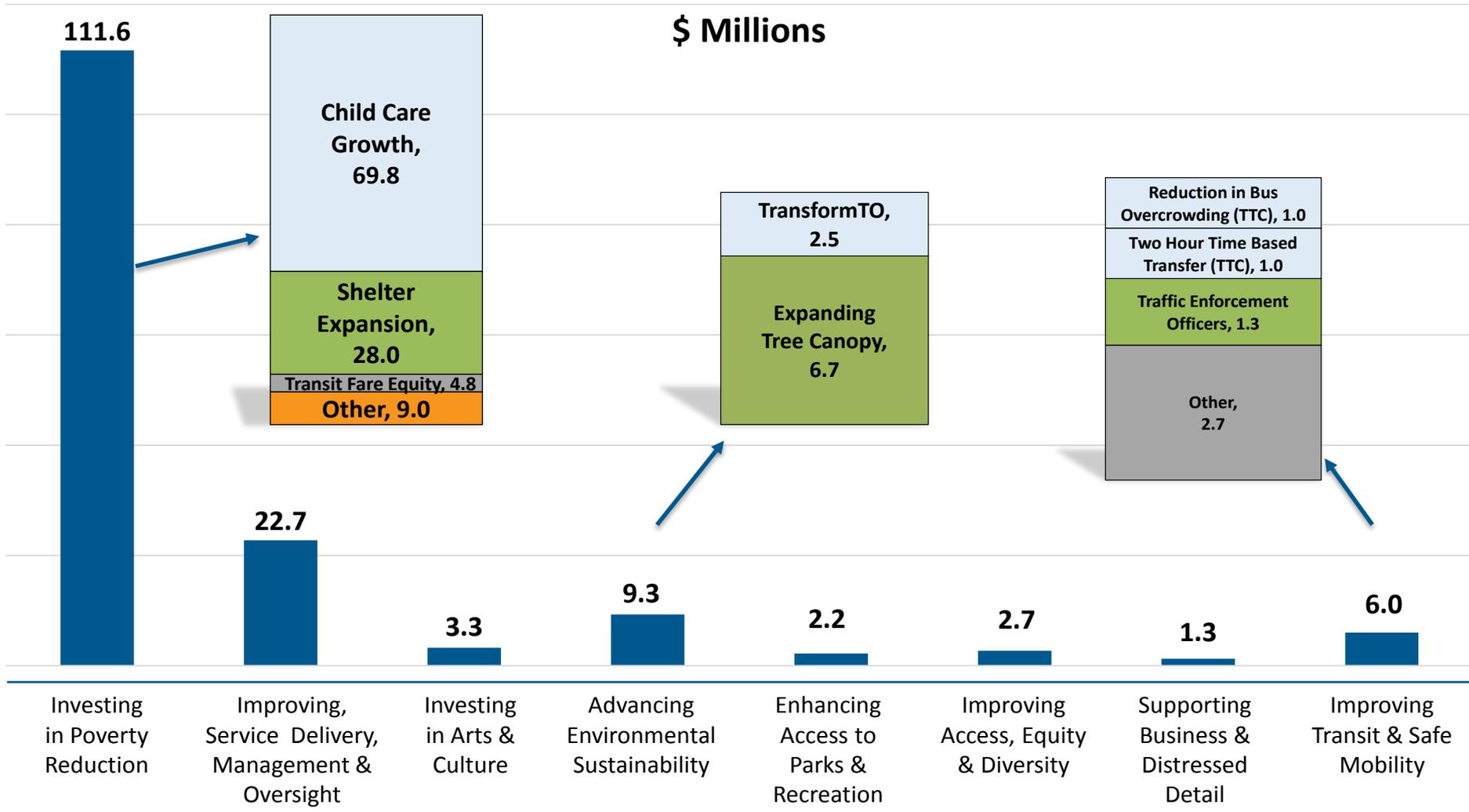


IMPACT OF CAPITAL ON 2018 EC REC'D OPERATING BUDGET

\$11.11 Billion



NEW / ENHANCED INVESTMENTS INCLUDED IN THE 2018 EC REC'D OPERATING BUDGET (\$159 MILLION GROSS)



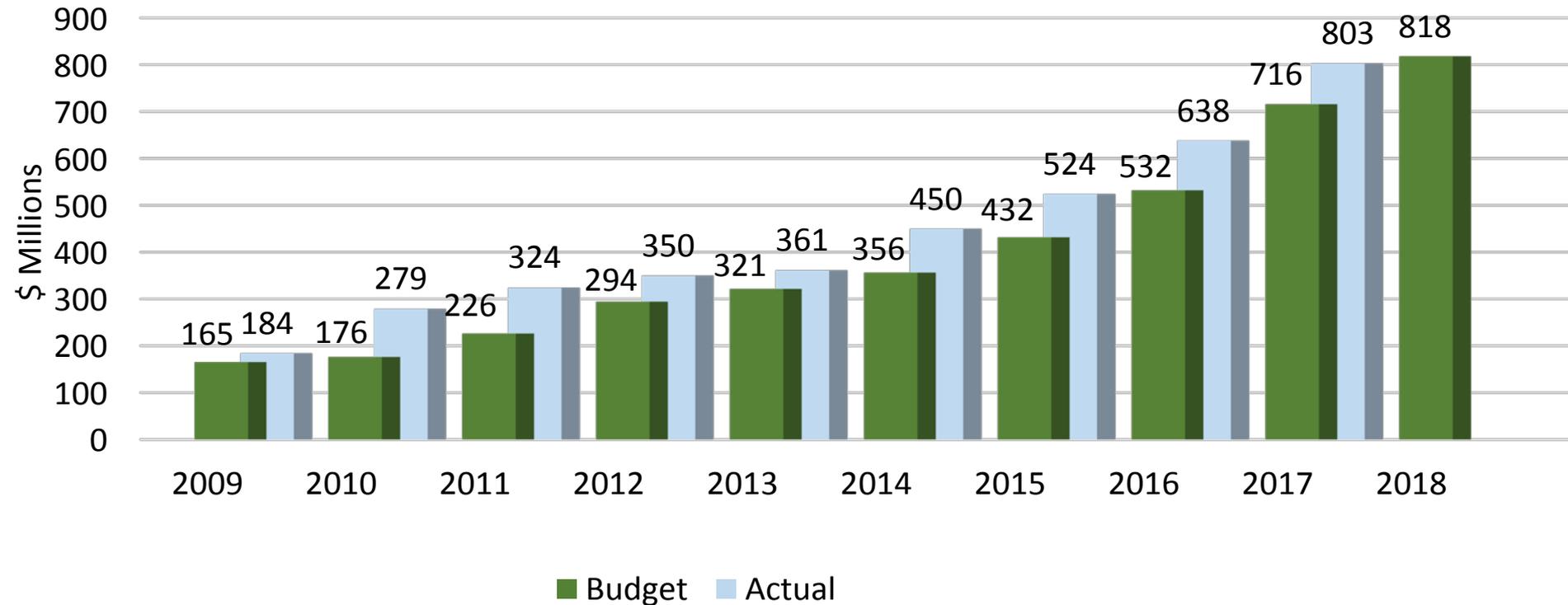
2018 COMPLEMENT CHANGES – Service Delivery

	2017 Approved Staff Complement	2018 Complement Changes							
		Prior Year Impact	Operating Impacts of Capital Proj.	Base Changes	Efficiencies	Total Base Change	Rec'd New/Enh Service Priorities	Total 2018 EC Rec'd Budget	Change from 2017 Approved
Citizen Centred Services "A"	12,652.4	(35.3)	4.1	26.8	(29.7)	(34.1)	192.6	12,810.9	158.5
Citizen Centred Services "B"	5,887.3	(1.5)	22.0	(16.2)		4.3	57.2	5,948.8	61.5
Internal Corpportate Services	1,903.0		5.0	(12.8)	(6.1)	(13.9)	13.0	1,902.1	(0.9)
Chief Financial Officer	742.7	7.0		0.5	(10.0)	(2.5)	8.0	748.2	5.5
City Manager	418.0			(2.0)		(2.0)	14.0	430.0	12.0
Other City Programs	952.2	(19.3)	4.0	44.5	(11.0)	18.1	1.0	971.3	19.1
Accountability Offices	55.2	4.0				4.0		59.2	4.0
TOTAL - CITY OPERATIONS	22,610.9	(45.1)	35.1	40.7	(56.8)	(26.2)	285.8	22,870.6	259.7
Agencies									
TTC (incl. Wheel-Trans)	12,783.0		(18.0)	(101.0)	(1.0)	(120.0)	27.0	12,690.0	(93.0)
Police Services & Board	7,888.0							7,888.0	
Toronto Public Library	1,734.3				(4.5)	(4.5)	5.0	1,734.8	0.5
Toronto Public Health	1,838.7			(3.0)	(4.9)	(7.9)	14.0	1,844.9	6.1
Other Agencies	1,535.8			44.4	(3.0)	41.4	5.0	1,582.2	46.4
TOTAL - AGENCIES	25,779.8		(18.0)	(59.6)	(13.4)	(91.0)	51.0	25,739.8	(40.0)
Corporate Accounts (Inc. Parking Tags)	400.0						6.0	406.0	6.0
TOTAL LEVY OPERATING BUDGET	48,790.7	(45.1)	17.1	(18.9)	(70.2)	(117.2)	342.8	49,016.4	225.7
Toronto Realty Agency	55.0				(14.0)	(14.0)	10.0	51.0	(4.0)
TOTAL LEVY OPERATING BUDGET	48,845.7	(45.1)	17.1	(18.9)	(84.2)	(131.2)	352.8	49,067.4	221.7

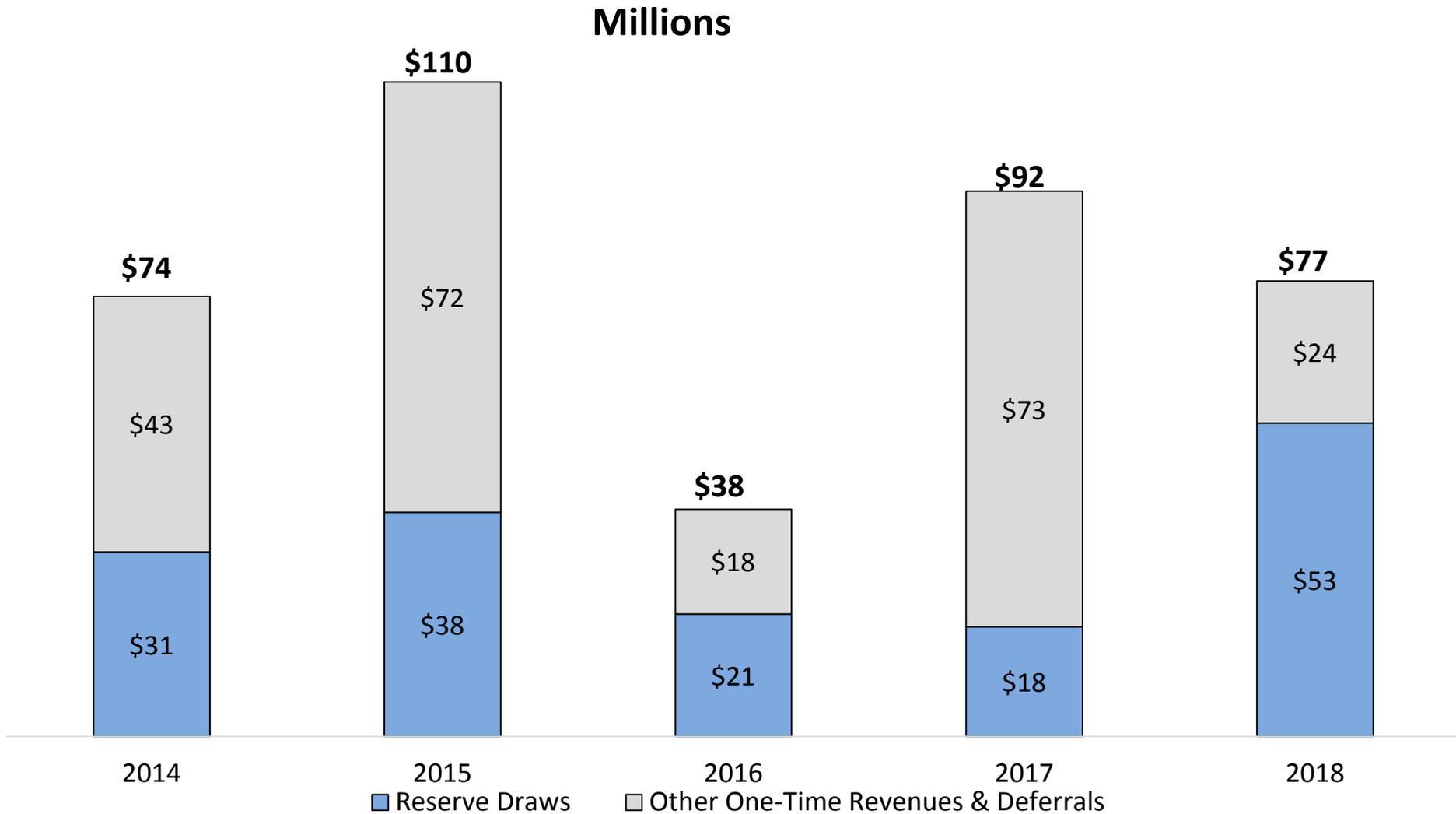
2018 COMPLEMENT CHANGES – Capital Project Delivery

	2017 Approved Staff Complement	2018 Complement Changes			
		Total Capital Delivery Changes	Rec'd New/Enh Service Priorities	Total 2018 EC Rec'd Budget	Change from 2017 Approved
Citizen Centred Services "A"	179.2	33.8		213.0	33.8
Citizen Centred Services "B"	510.5	39.2	21.7	571.5	61.0
Internal Corpportate Services	323.0	11.0	14.0	348.0	25.0
Chief Financial Officer	20.5	10.5		31.0	10.5
City Manager	20.0	0.0		20.0	0.0
Other City Programs	21.3	(11.4)	9.0	18.8	(2.4)
Accountability Offices					
TOTAL - CITY OPERATIONS	1,074.5	83.1	44.7	1,202.3	127.8
Agencies					
TTC (incl. Wheel-Trans)	2,213.0	108.0		2,321.0	108.0
Police Services & Board					
Toronto Public Library					
Toronto Public Health	17.2	6.8		24.0	6.8
Other Agencies	5.0			5.0	
TOTAL - AGENCIES	2,235.2	114.8		2,350.0	114.8
Corporate Accounts (Inc. Parking Tags)					
TOTAL LEVY OPERATING BUDGET	3,309.6	197.9	44.7	3,552.3	242.7
Toronto Realty Agency					
TOTAL LEVY OPERATING BUDGET	3,309.6	197.9	44.7	3,552.3	242.7

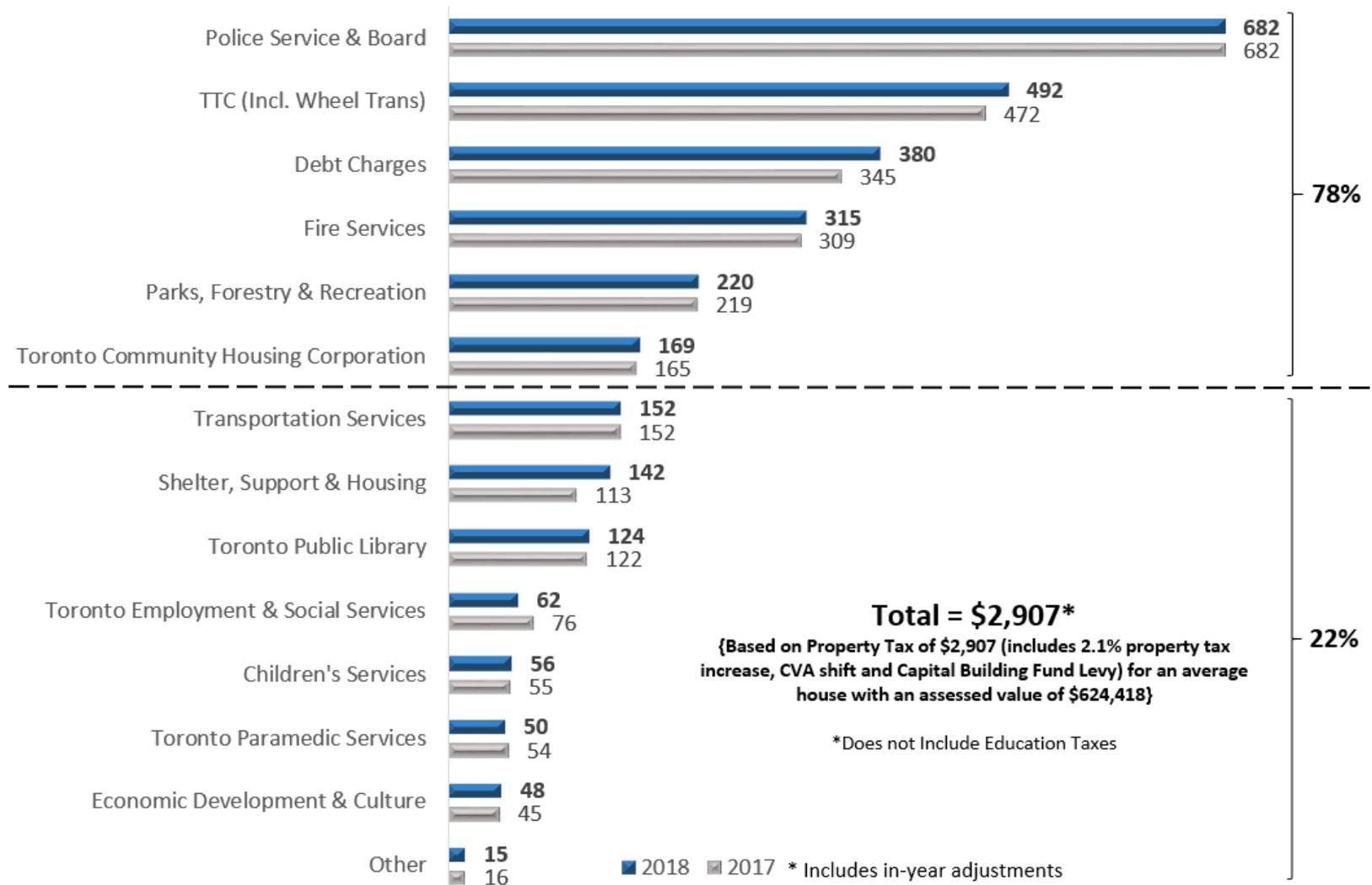
MLTT TREND – BUDGET VS ACTUAL



2018 EC REC'D BRIDGING STRATEGIES - \$77 MILLION



2018 EC REC'D OPERATING BUDGET: WHERE THE MONEY GOES





2019 & 2020 PLAN



OUTLOOK FOR 2019 & 2020

(\$ Millions)

2019 - 2020 Operating Pressures	2019	2020
Reversal of One-Time Reserve Draws	47	6
Other One-Time Reductions / Deferrals	6	21
<i>Total Reversal of 2018 Bridging Strategies</i>	52	27
Annualized Impact of New / Enhanced (incl. TTC)	54	19
Annualized Impact of Other Prior Year Decisions	13	(1)
Total Prior Year Decisions	119	44
Operating Impact of Completed Capital Projects	8	7
Capital From Current	35	39
Debt Charges	45	66
Total Operating Impact from Capital	87	112
Salary and Benefits	108	114
Additional Bill 148 Impact	20	18
Economic Factors	16	15
Other Base Budget Changes	27	30
Other Non-Program Expenses and Revenues	9	(5)
Toronto Transit Commission	75	33
Total Pressure before Revenue Changes	461	361
Municipal Land Transfer Tax	0	0
Base User Fee Change	(4)	(3)
Hotel & Lodging Tax	(3)	0
Interest / Investment Earnings	(4)	(4)
Dividend Income	(10)	(3)
Assessment Growth	(50)	(50)
Net Pressure before Policy Changes	390	300
Toronto Transit Commission Fare Increase (Inflationary)	(20)	(20)
2.3%/2.2% Residential Property Tax Increase	(67)	(64)
Total Net Pressure	303	216



2018 – 2027 Executive Committee Recommended Capital Budget & Plan



2018 – 2027 PRELIMINARY CAPITAL PLAN HIGHLIGHTS

Additional Investments (\$M)	Gross Expenditure	Debt Requests Addressed
	1,138	1,084
Major Highlights		
<ul style="list-style-type: none"> ▪ Increased new investments in unmet needs: <ul style="list-style-type: none"> ➤ TCHC Interim Capital Funding - \$279M ➤ George Street Revitalization - \$486M ➤ AODA - \$202M ➤ Critical SOGR ➤ Modernization & Innovation; Three Major Studies ▪ Debt Service Ratio kept at below 15% threshold for 10 year average 		

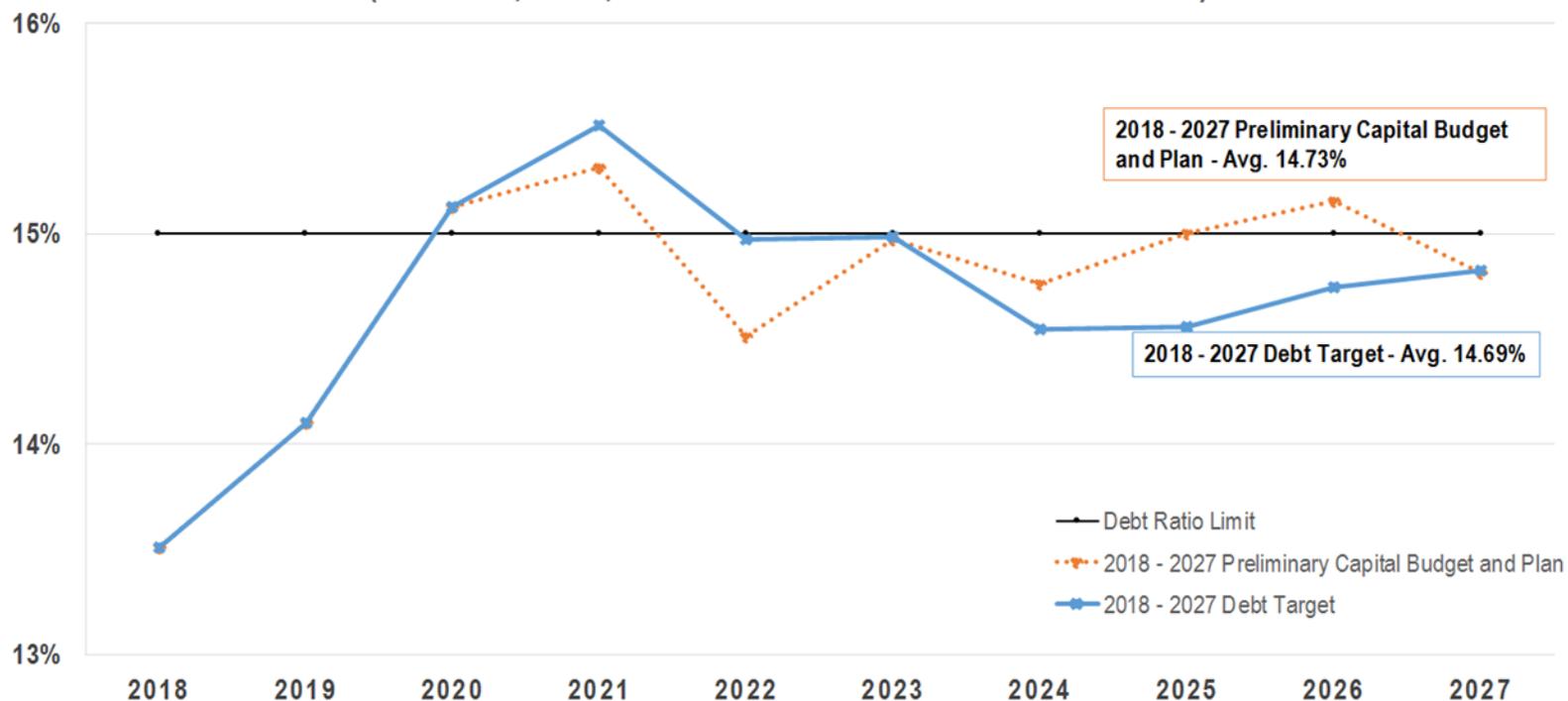
REALIGNMENT AND ADDITIONAL DEBT ROOM TO FUND UNMET NEEDS

(\$M)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	10 Yr Total
Base Submission	1,039	1,314	1,162	1,089	868	616	1,634	1,339	1,690	611	11,362
Debt Target	1,423	1,295	1,175	1,000	848	631	1,491	1,195	1,677	654	11,389
Over/(Under)	(384)	19	(13)	90	20	(15)	142	144	13	(43)	(27)
Gas Tax Impact on Debt	5	(24)	(65)	(137)	(152)	(119)	(157)	(157)	(157)	(134)	(1,096)
Debt Room Freed up for Unmet Needs	(379)	(5)	(78)	(47)	(132)	(134)	(15)	(13)	(144)	(176)	(1,123)
Unmet Needs Funded	243	147	56	51	48	501	26	3	4	6	1,084
Remaining Debt Room	(136)	141	(22)	4	(84)	367	12	(10)	(140)	(170)	(38)

- The realignment of cash flow funding released total debt room of \$384 million in the first year
- On January 27, 2017, the Province announced that Municipalities will now receive a 4 cents/litre share of the existing Provincial Gas Tax.
 - Funding will increase from the existing 2 cents to 2.5 cents per litre in 2019–20, 3 cents in 2020–21 and to 4 cents in 2021–22.
 - The incremental Gas Tax will free up debt room to fund unmet needs.

DEBT SERVICE COST AS % OF PROPERTY TAX LEVY WITH GSR, TCHC AND ADDITIONAL UNMET NEEDS

2018 - 2027 PRELIMINARY CAPITAL BUDGET AND PLAN
(INLC. GSR, TCHC, AND ADDITIONAL UNMET NEEDS FUNDED)

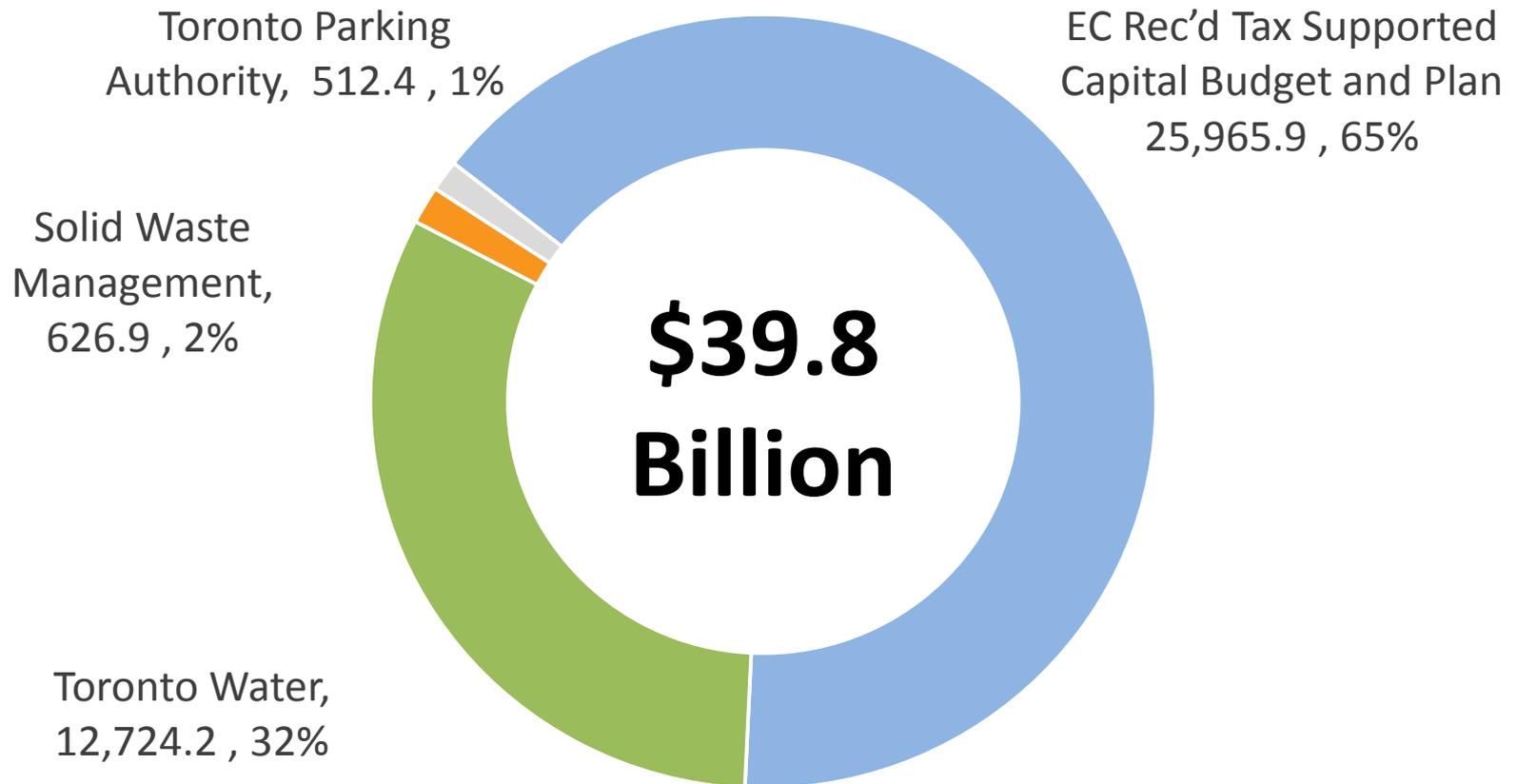


(\$M)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	10 Year Total
Incremental Debt Charge	39	41	61	27	(-21)	38	7	29	25	1	246
Debt Charge as a % of Tax Levy	13.51%	14.10%	15.12%	15.31%	14.51%	14.97%	14.76%	15.00%	15.15%	14.81%	14.73%

KEY INVESTMENTS IN COUNCIL PRIORITIES

(\$M)	2018 Budget		2018 - 2027 Plan	
	Gross	Debt	Gross	Debt
New Investments in Preliminary Budget:				
TCHC Interim Capital Funding	216.037	216.037	279.183	279.183
George Street Revitalization	-	-	485.871	485.871
AODA Compliance	1.161	1.161	202.000	202.000
Critical SOGR	10.376	7.225	70.041	65.510
Modernization & Innovation	15.661	14.612	45.016	41.705
Major Studies	5.400	3.200	12.900	8.500
Other	38.393	1.154	42.673	1.434
Sub-Total	287.028	243.389	1,137.684	1,084.203
BC Recommended Changes:				
11 Additional Shelter Sites	43.880	43.880	178.560	178.560
Union Station Revitalization	22.800	-	22.800	-
St. Lawrence North Redevelopment		-	9.505	9.505
Vision Zero Road Safety Plan	2.621	2.521	6.403	6.303
TTC Fare System Project - 2 Hour Transfer	5.000	-	5.000	-
TRCA Menno-Reesor Restoration	1.500	-	3.500	-
PF&R 28 Bathurst St.	1.267	-	1.267	-
Other	0.724	-	0.724	-
Sub-Total BC Changes	77.792	46.401	227.759	194.368
Grand Total	364.820	289.790	1,365.443	1,278.571

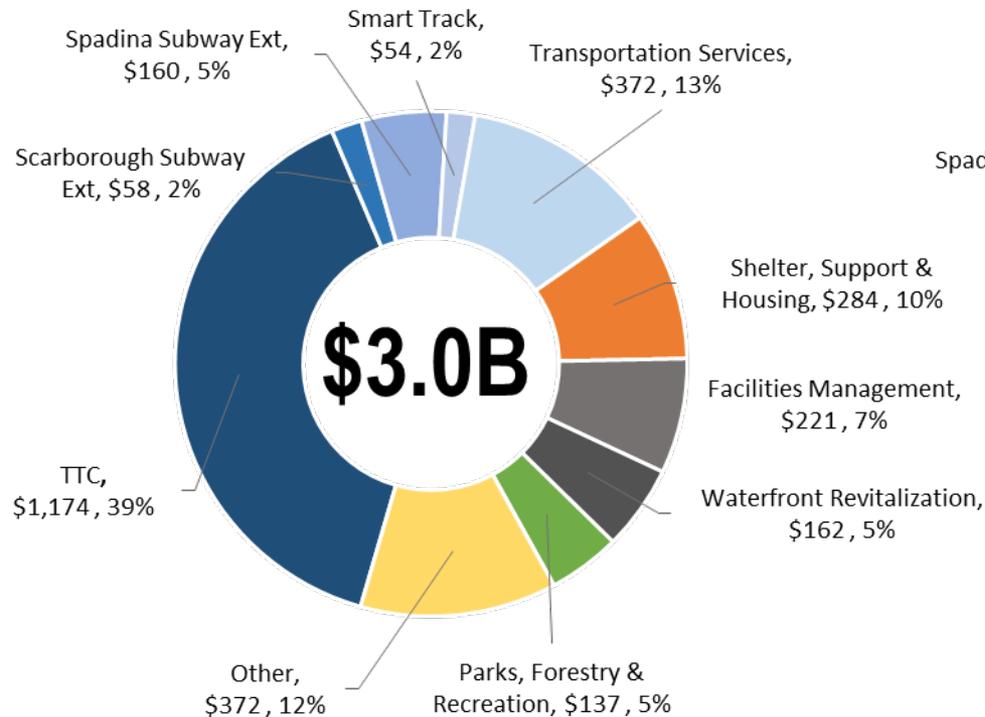
TOTAL 2018-2027 CITY CAPITAL BUDGET AND PLAN – TAX & RATE



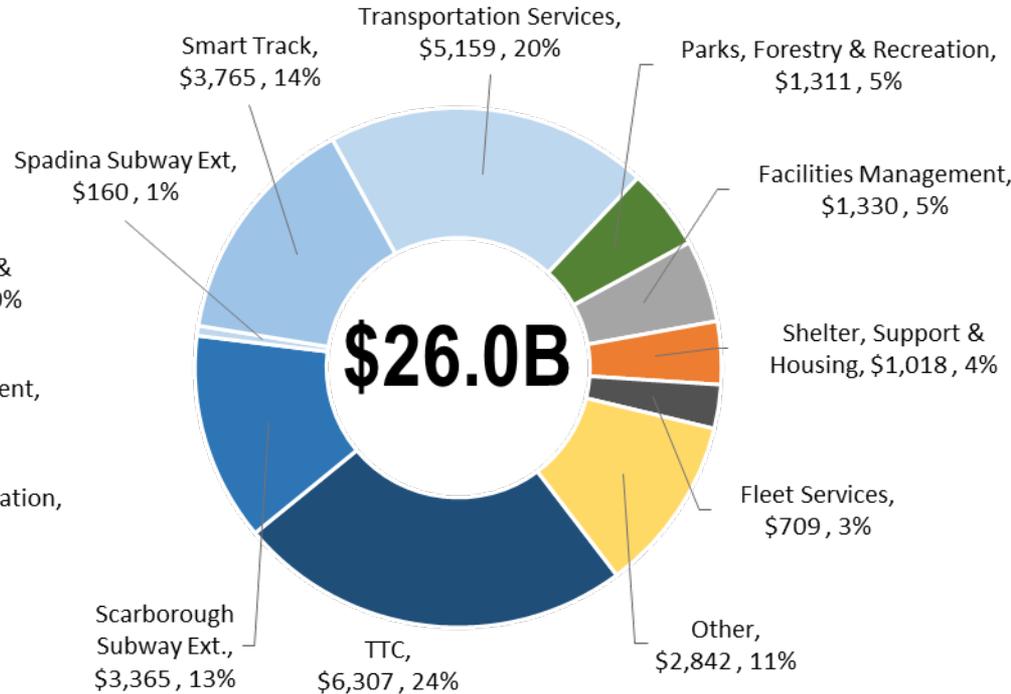
2018 – 2027 EC RECOMMENDED CAPITAL BUDGET AND PLAN

WHERE THE MONEY GOES – BY PROGRAM

**2018 Capital Budget
By Program (\$M)**
61% Transit/Transportation

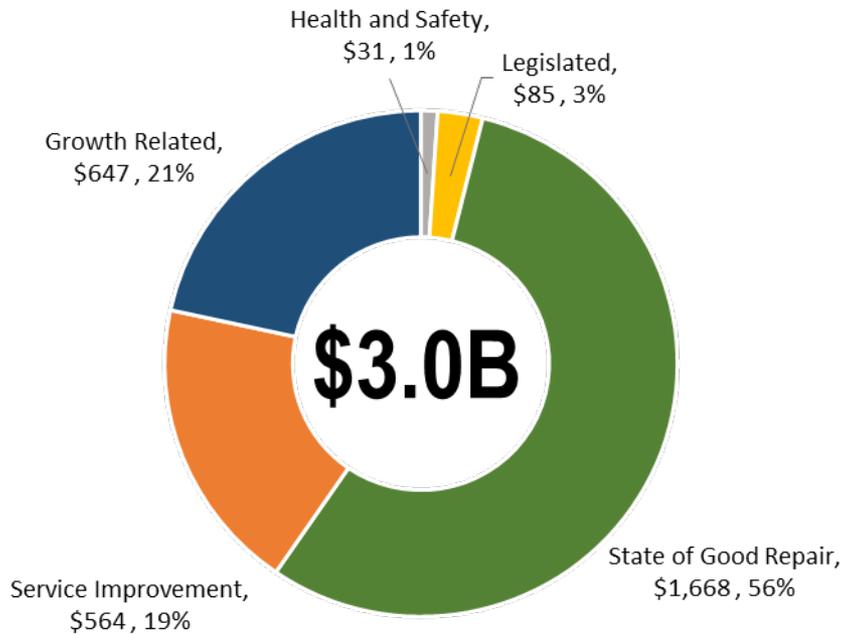


**2018 - 2027 Capital Budget & Plan
By Program (\$M)**
72% Transit/Transportation

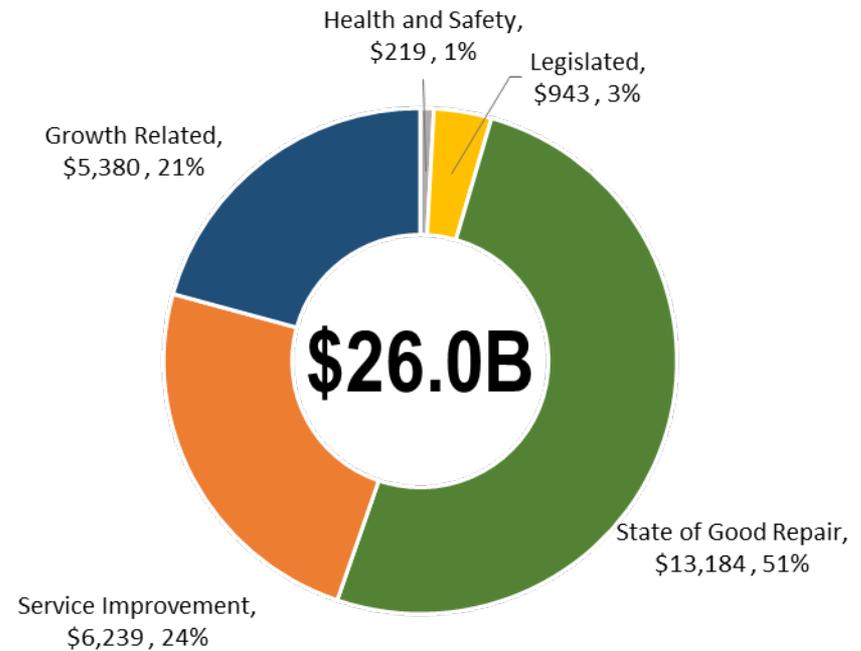


2018 – 2027 EC RECOMMENDED CAPITAL BUDGET AND PLAN WHERE THE MONEY GOES – BY PROJECT CATEGORY

**2018 Capital Budget
By Category (\$M)
56% SOGR**

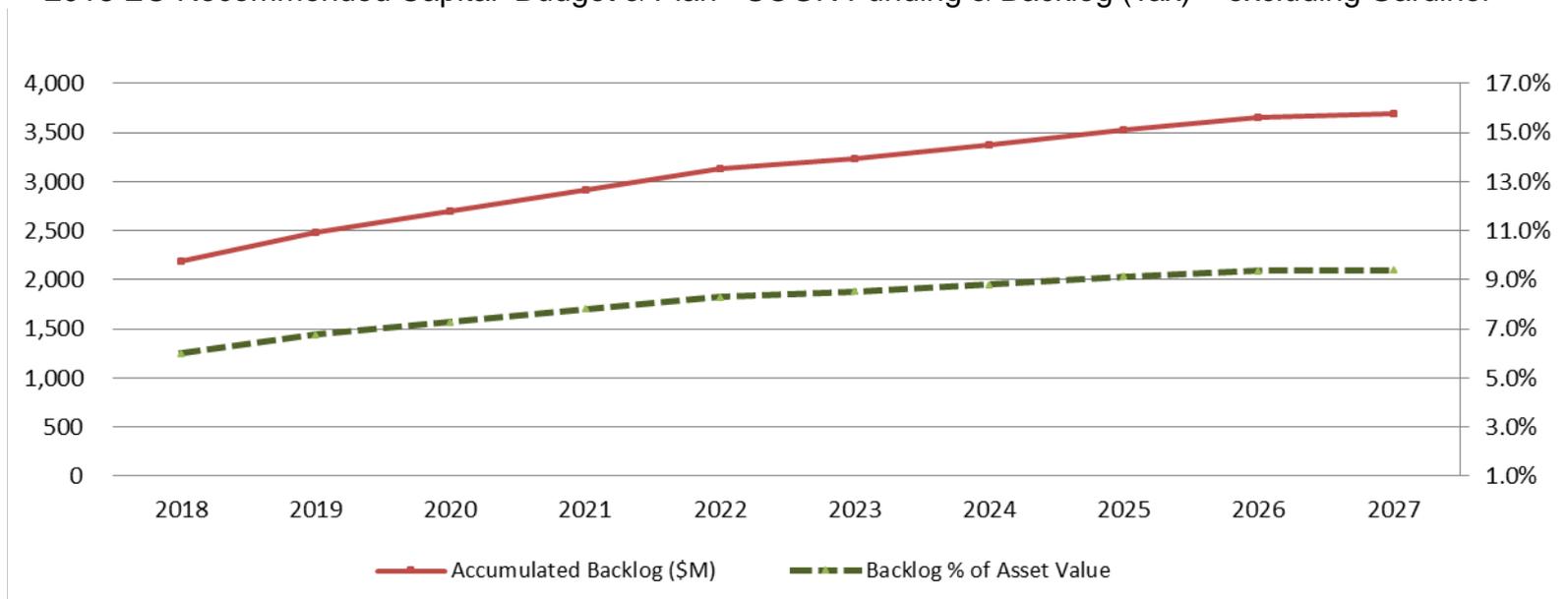


**2018 - 2027 Capital Budget & Plan
By Category (\$M)
51% SOGR**



STATE OF GOOD REPAIR BACKLOG AS % OF TOTAL ASSET VALUE

2018 EC Recommended Capital Budget & Plan - SOGR Funding & Backlog (Tax) – excluding Gardiner



Tax Supported Programs (without Gardiner)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Total Asset Value (\$M)	36,488	36,778	37,059	37,366	37,685	38,041	38,369	38,707	39,041	39,389
Accumulated Backlog (\$M)	2,192	2,489	2,700	2,918	3,130	3,240	3,377	3,533	3,651	3,697
Backlog % of Asset Value	6.0%	6.8%	7.3%	7.8%	8.3%	8.5%	8.8%	9.1%	9.4%	9.4%

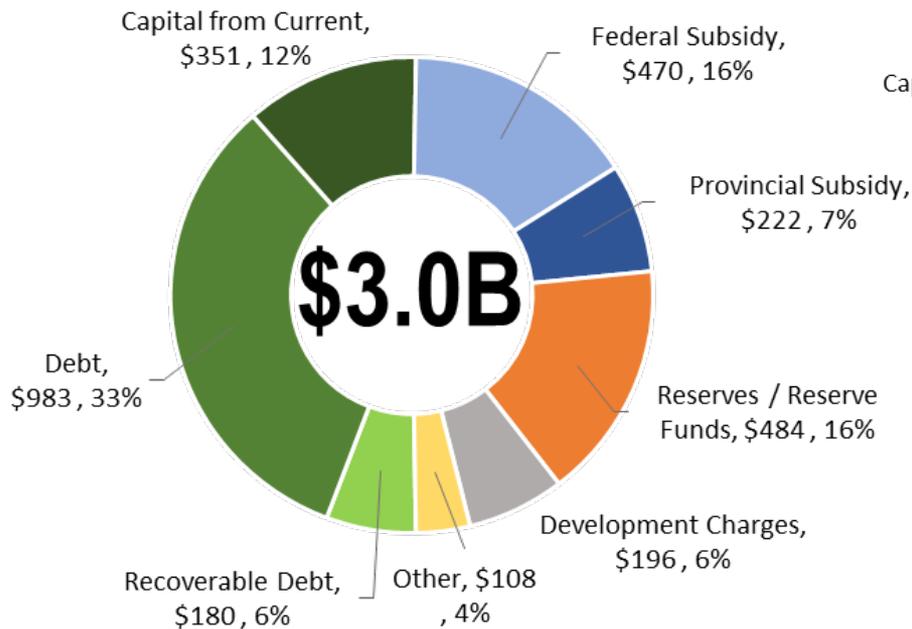
STATE OF GOOD REPAIR BACKLOG PROJECTION BY PROGRAM

Program (\$M)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	10 Yr Change
Transportation Services (excl. Gardiner)	766	876	978	1,073	1,170	1,223	1,307	1,375	1,444	1,513	830 ▲
Facilities Management, Real Estate & Environment	328	492	568	650	714	727	718	728	723	670	329 ▲
Parks, Forestry & Recreation	458	466	480	490	507	528	554	584	607	600	146 ▲
Toronto Transit Commission	26	56	101	153	201	244	285	328	376	427	427 ▲
Toronto & Region Conservation Authority	235	225	214	205	194	181	172	165	153	143	(90) ▼
Toronto Public Library	67	70	82	84	92	97	111	129	136	146	86 ▲
Other	313	304	277	264	253	240	231	224	211	197	(131) ▼
Total SOGR Backlog (end of Year)	2,192	2,489	2,700	2,918	3,130	3,240	3,377	3,533	3,651	3,697	1,597 ▲
Total Asset Value (end of year)	36,488	36,778	37,059	37,366	37,685	38,041	38,369	38,707	39,041	39,389	
SOGR as % Asset Value	6.0%	6.8%	7.3%	7.8%	8.3%	8.5%	8.8%	9.1%	9.4%	9.4%	

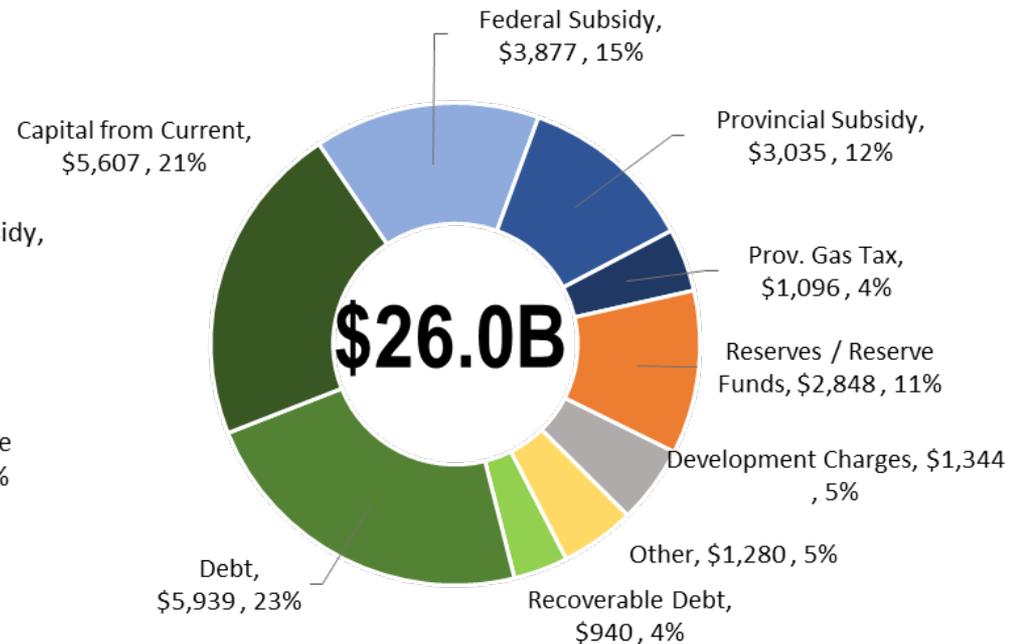
2018 – 2027 EC RECOMMENDED BUDGET AND PLAN

WHERE THE MONEY COMES FROM

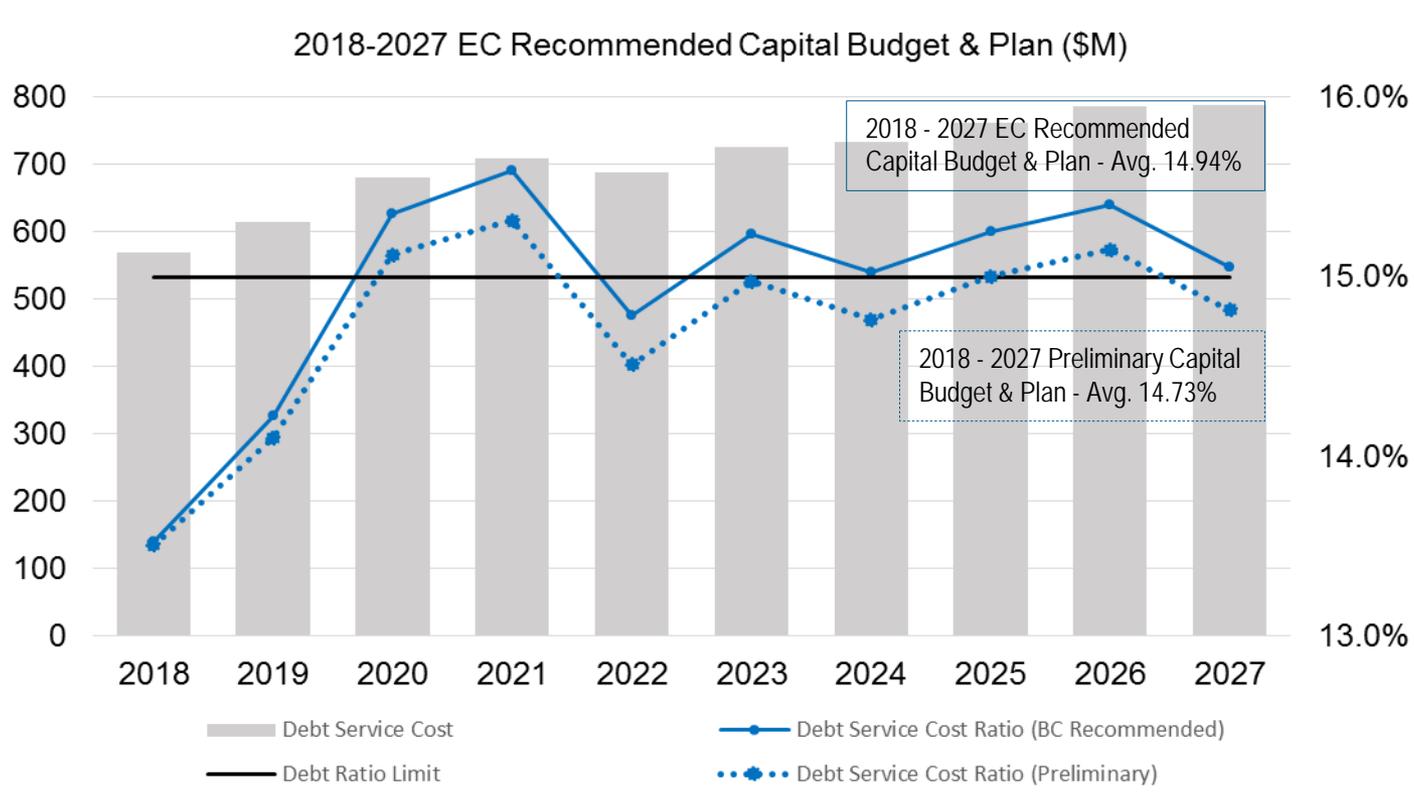
**2018 Capital Budget
Funding Sources (\$M)**
45% Funded from Debt/CFC



**2018-2027 Capital Budget & Plan
Funding Source (\$M)**
44% Funded from Debt/CFC



DEBT SERVICE COST AS % OF PROPERTY TAX LEVY WITH EC RECOMMENDED CAPITAL INVESTMENTS



(\$M)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	10-Year Total
Debt Service Cost	569	614	681	710	689	727	733	762	787	788	7,059
Debt Service Cost Ratio	13.52%	14.22%	15.35%	15.59%	14.78%	15.24%	15.02%	15.26%	15.40%	15.06%	14.94%



2018 Budget Process





EQUITY IMPACTS EMBEDDED IN BUDGET PROCESS

- 2018 initiative to measure potential equity impacts is significantly expanded from 2017 with new assessment tool
- Programs and Agencies applied the Equity Lens Tool for all 2018 proposed service level changes, efficiencies and new investments
- Potential equity impacts are included in the Programs' and Agencies' Budget Notes and will be highlighted in a Budget Briefing Note
- Equity impact analysis focused on:
 - which equity-seeking groups are impacted, with an emphasis on women and persons with low-income,
 - what barriers to equity are decreased or increased
- Multi-phase initiative which will be expanded in future years

KEEPING THE PUBLIC INFORMED



Toronto 2018 BUDGET

The City budget determines how much money the City will raise and spend within a year. The budget process is explained here through presentations, briefing and budget notes as well as other communications material.

The 2018 rate supported budgets for Toronto Water, Solid Waste Management Services and the Toronto Parking Authority launched on November 3. The 2018 tax supported budget process will kick-off on November 30.

Budget Presentations View the presentations made to committee and City Council that provide an overview of the City Budget.	Budget Notes Read the program and agency operating & capital budgets for information on service levels, challenges and	Briefing Notes & Reports Find more information on specific City issues, opportunities and challenges.
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Contact Information
#TOBudget

Related Information
Budget Committee
Previous Budgets
Map of Electoral Wards
Open Data
Media

Print

toronto.ca/budget2018

2018 BUDGET SCHEDULE – KEY DATES

Activity	Tax Supported: Operating & Capital
Budget Launch - Budget Committee	November 30
Budget Briefings - Budget Committee	December 12, 14, 15 & 18
Public Presentations - Budget Committee	January 8, 9 & 10
Budget Committee Wrap-Up (Request Briefing Notes & Place Motions)	January 12
Budget Committee Final Wrap-Up	January 23
Special Executive Committee (Corporate Report distributed)	February 6
Special Council	February 12 & 13



Thank You / End



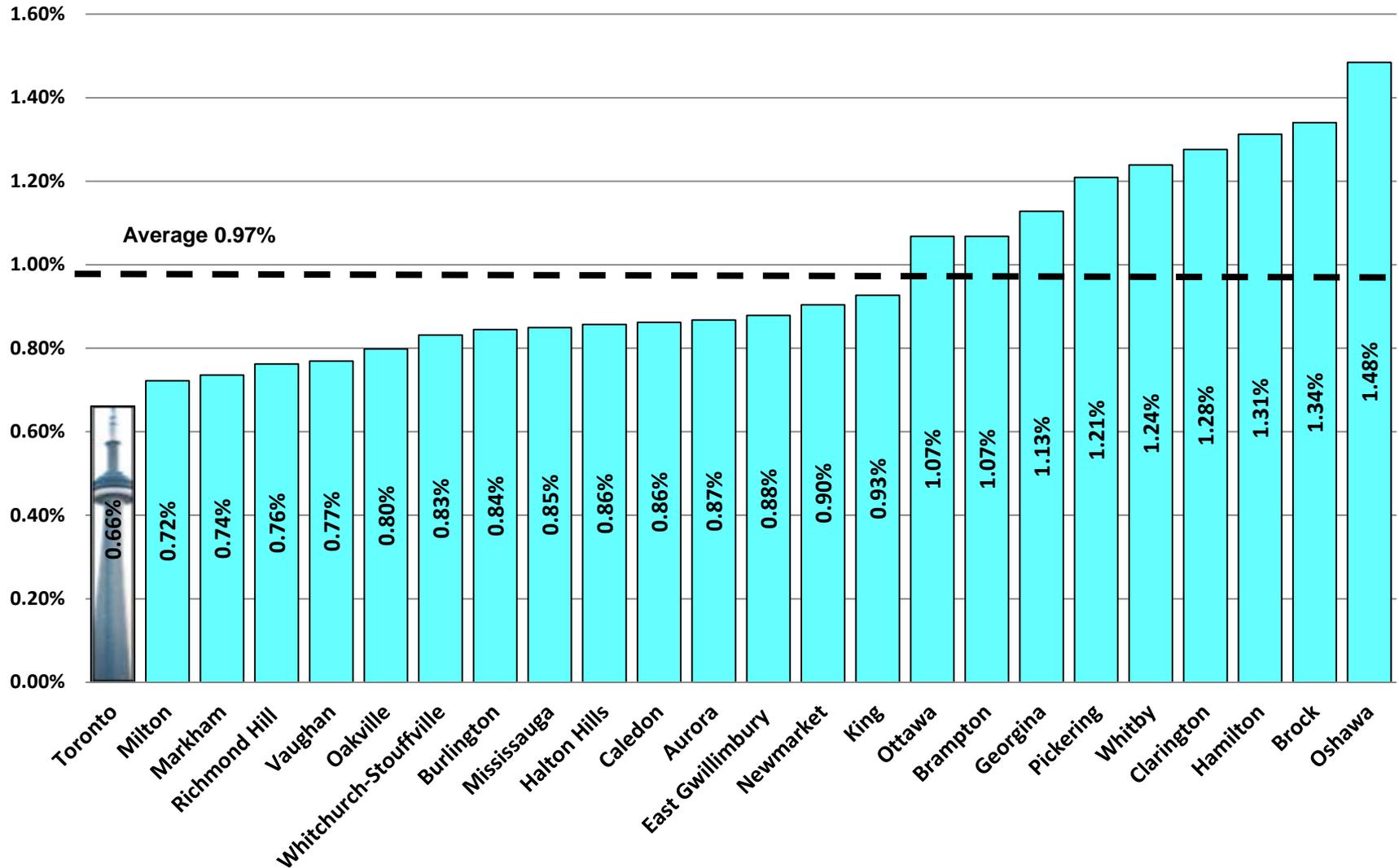
■ Property Tax Comparisons	1
■ 2018 EC Rec'd Operating Budget Summary	
➤ 2018 EC Rec'd Gross Expenditures	2.1
➤ 2018 EC Rec'd Revenue	2.2
➤ 2018 EC Rec'd Net Expenditures	2.3
➤ 2018 EC Rec'd Positions	2.4
■ List of Efficiencies included in the 2018 EC Rec'd Operating Budget	3
■ New and Enhanced included in the 2018 EC Rec'd Operating Budget	4
■ 2018-2027 EC Rec'd Capital Budget and Plan Summary	5



Appendix 1: Property Tax Comparisons

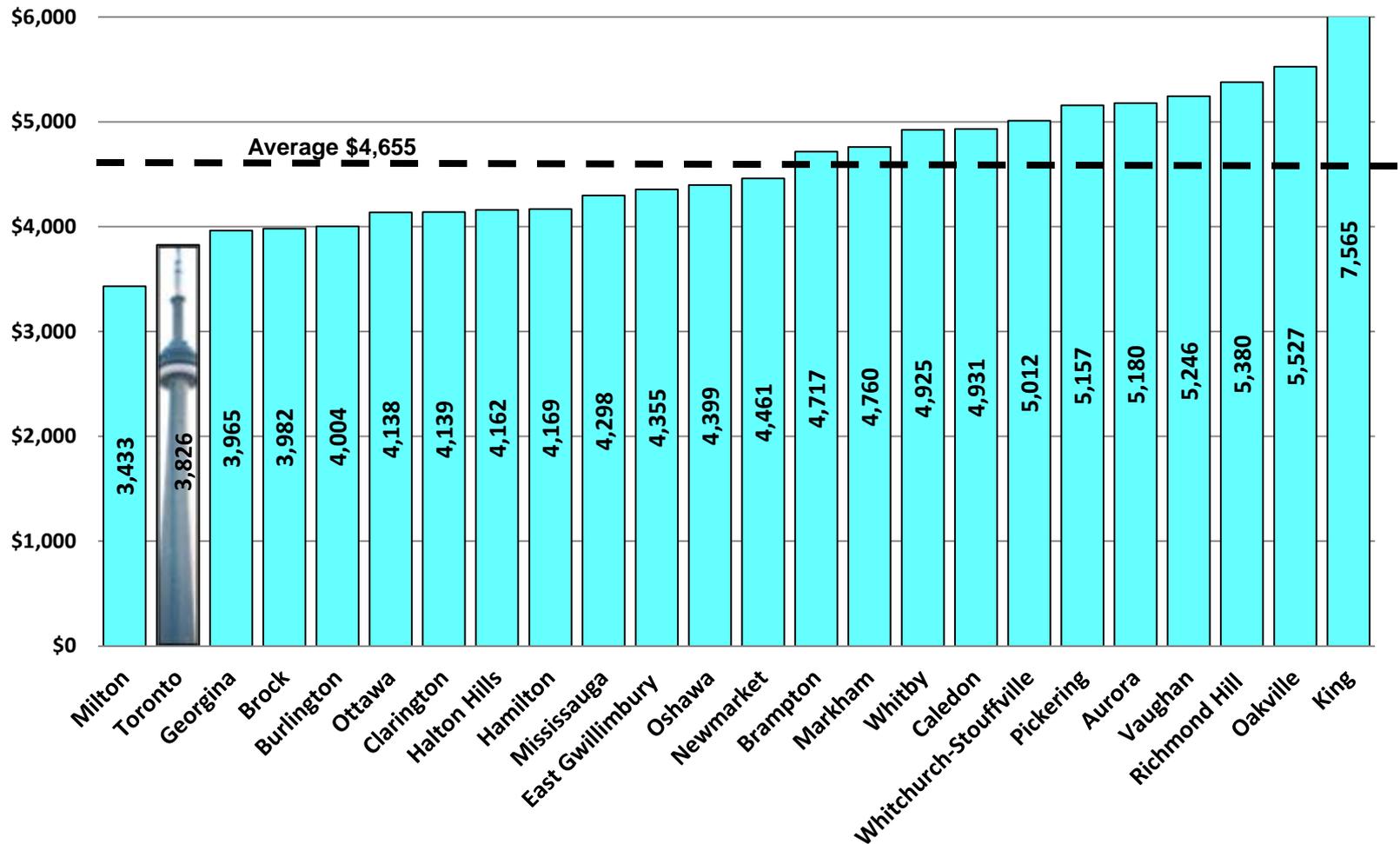


COMPARISON OF 2017 RESIDENTIAL PROPERTY TAX RATES GTHA MUNIS & OTTAWA



Source: 2017 Municipal Study – BMA Consulting Inc.
Includes Education Property Taxes

COMPARISON OF 2017 AVERAGE PROPERTY TAXES GTHA MUNIS & OTTAWA

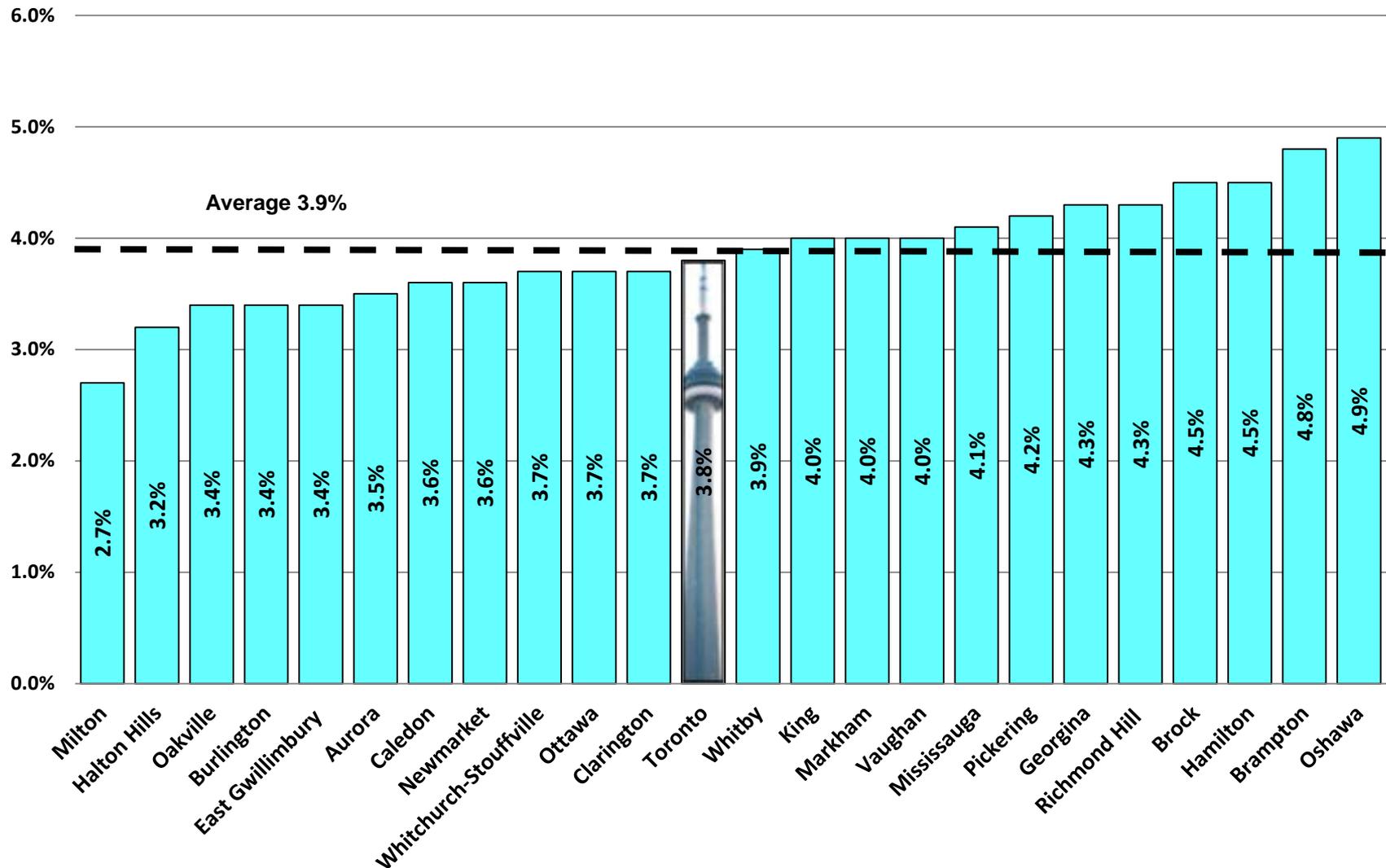


Includes Education Property Taxes

Source: 2017 Municipal Study – BMA Consulting Inc.

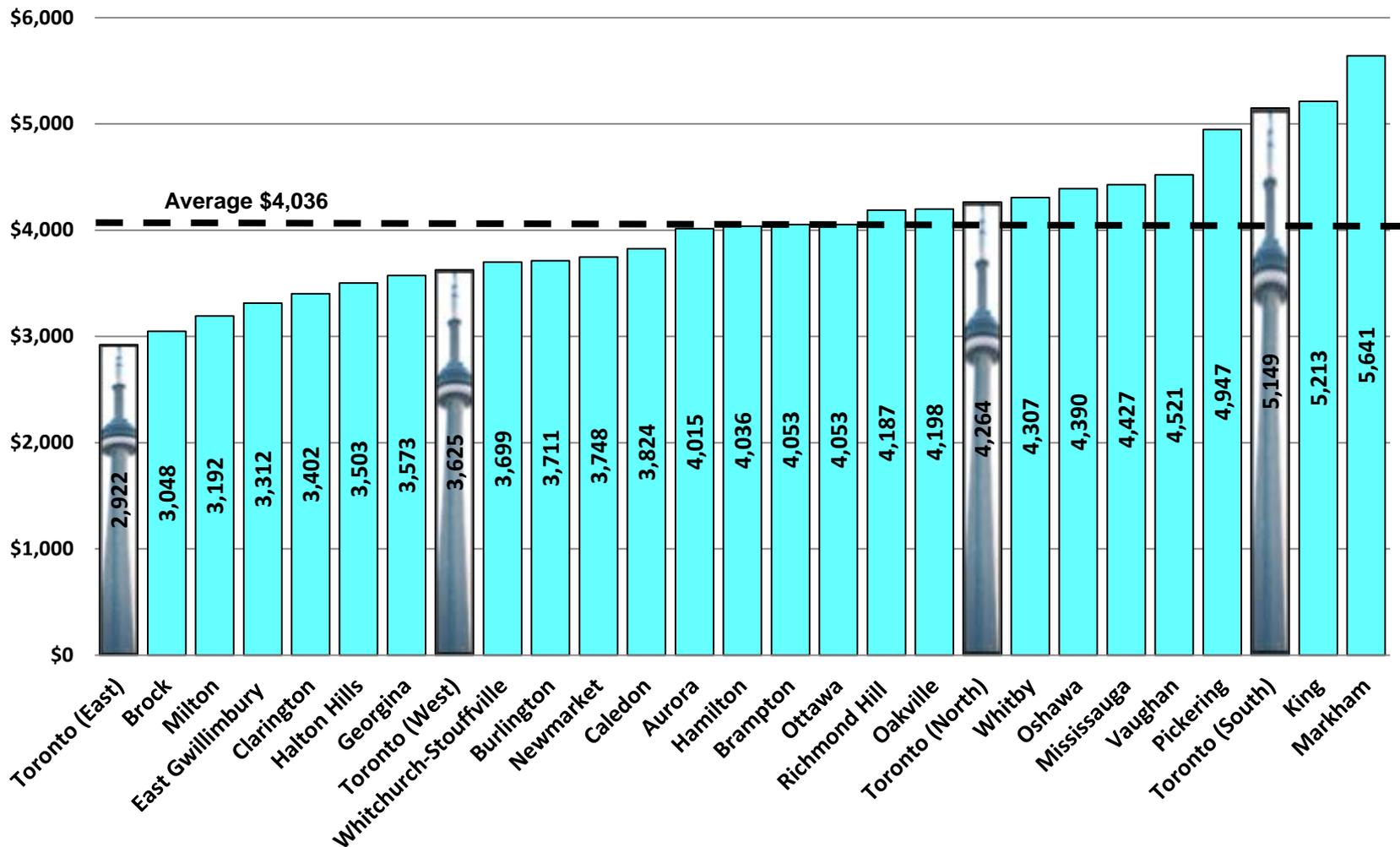
Note: Comparison is based on the weighted average median residential assessment of seven residential property types per MPAC Municipal Status Report 1st Quarter, 2017

2017 PROPERTY TAXES AS A % OF HOUSEHOLD INCOMES – GTHA MUNIS & OTTAWA



Source: 2017 Municipal Study – BMA Consulting Inc.
Includes Education Property Taxes

COMPARISON OF 2017 AVERAGE PROPERTY TAXES - GTHA MUNIS & OTTAWA DETACHED BUNGALOW



Source: 2017 Municipal Study – BMA Consulting Inc.

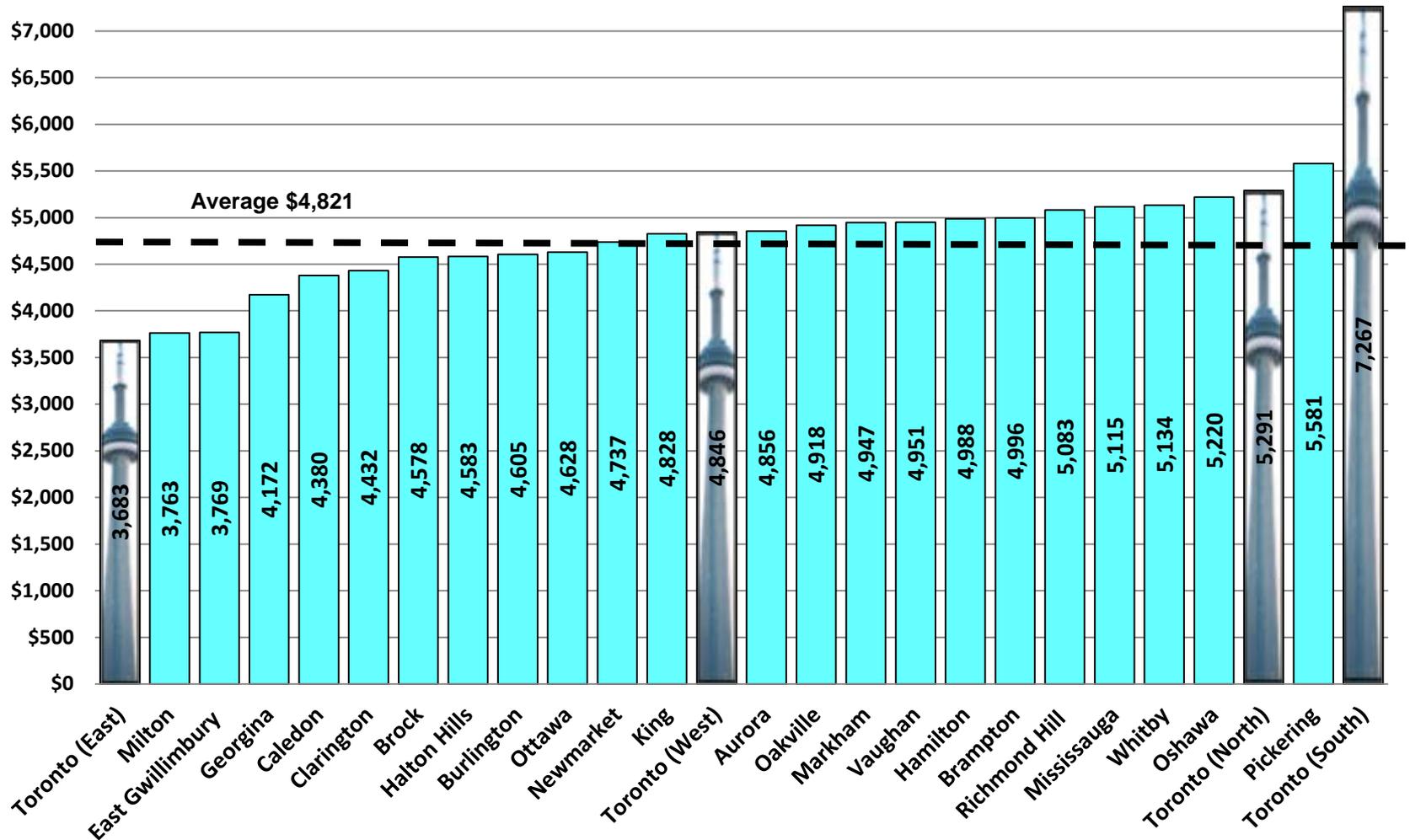
Includes Education Property Taxes

Detached Bungalow – three bedroom, single story, 1.5 bathrooms & one car garage



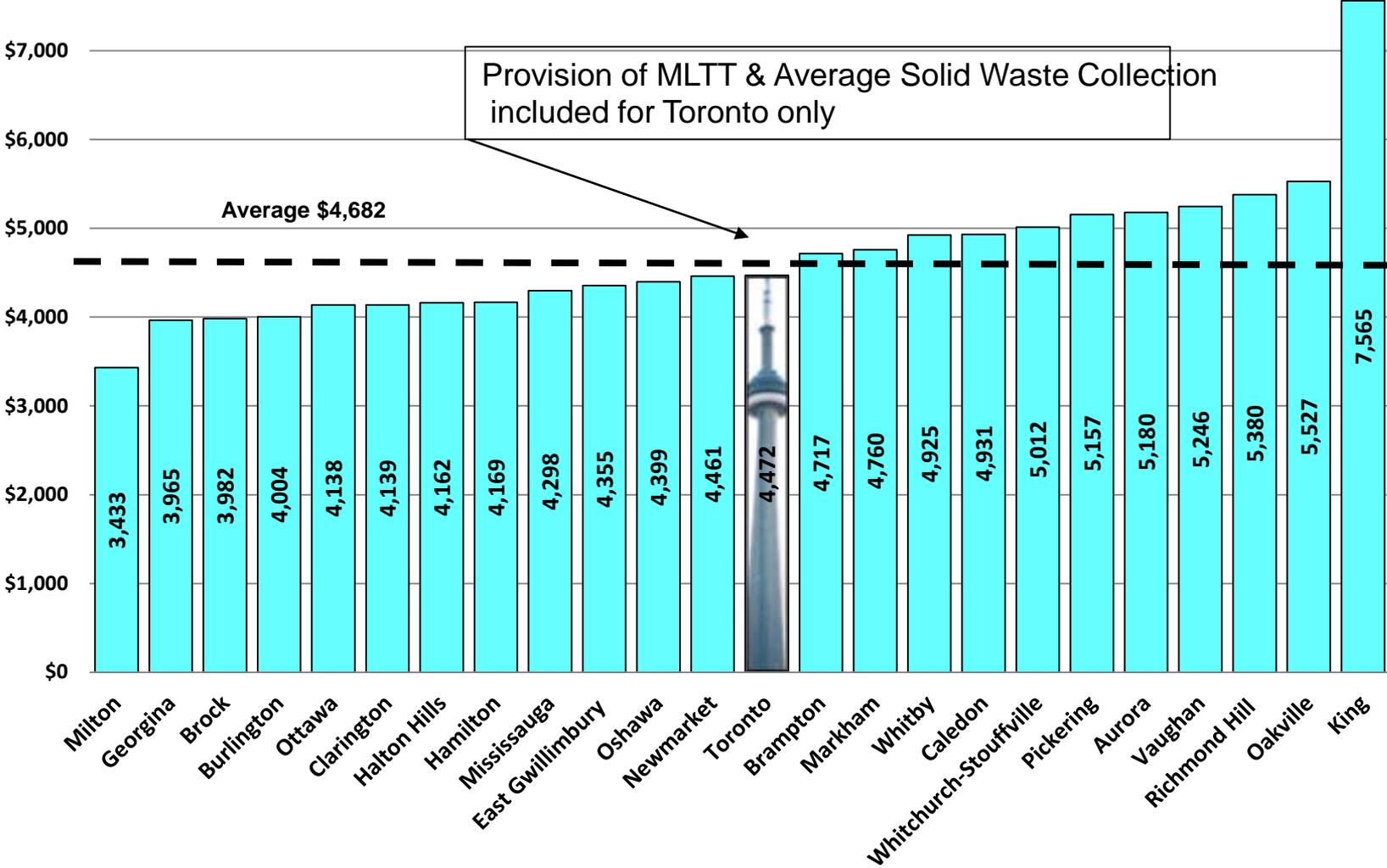
COMPARISON OF 2017 AVERAGE PROPERTY TAXES - GTHA MUNIS & OTTAWA

TWO STORY DETACHED HOME



Source: 2017 Municipal Study – BMA Consulting Inc.
 Includes Education Property Taxes
 Two Storey Home – three bedroom, 2.5 bathrooms & two care garage.

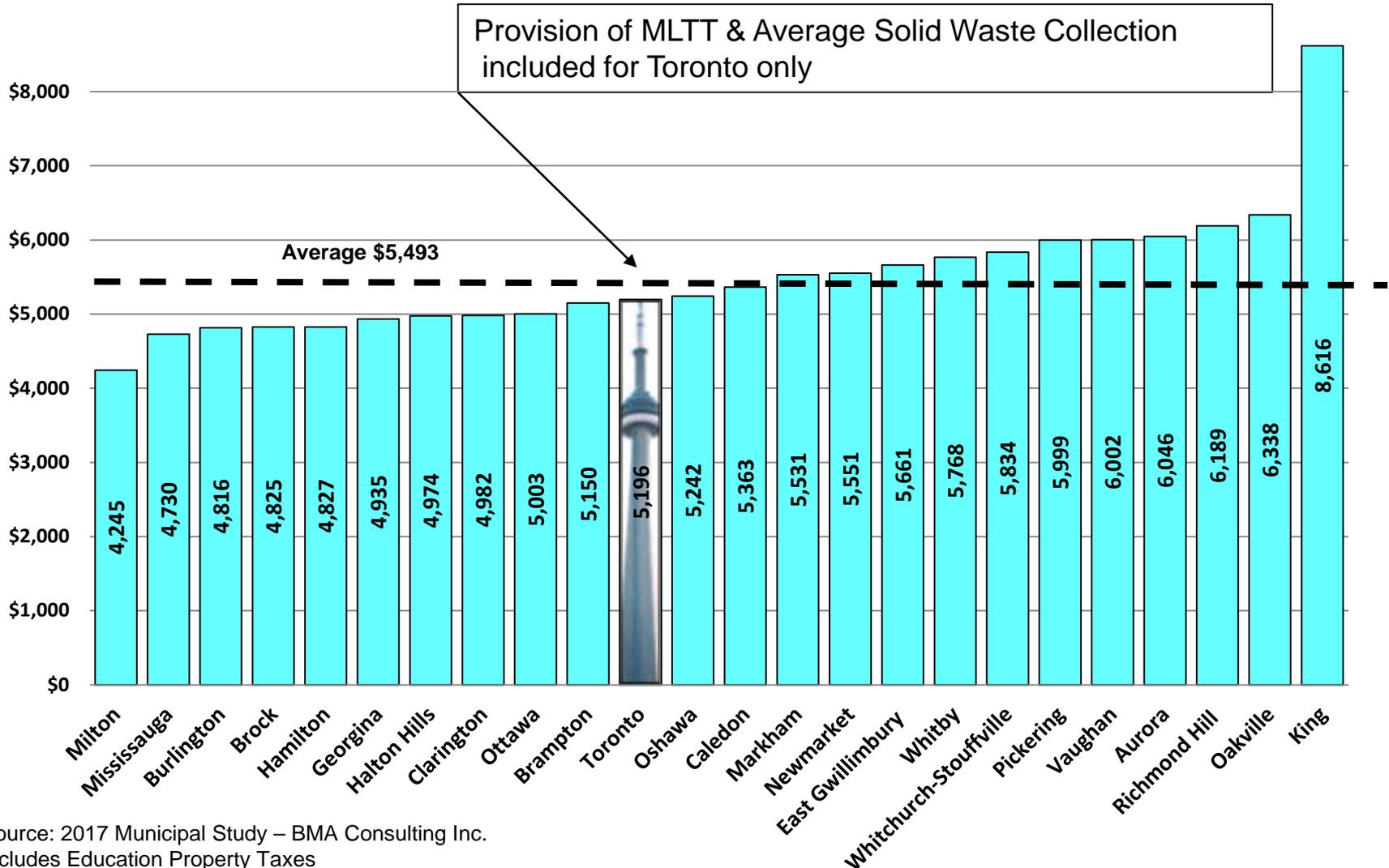
COMPARISON OF 2017 AVERAGE PROPERTY TAXES - GTHA MUNIS & OTTAWA



Source: 2017 Municipal Study – BMA Consulting Inc.
Includes Education Property Taxes

Note: Comparison is based on the weighted average median residential assessment of seven residential property types per MPAC
Municipal Status Report 1st Quarter, 2017

COMPARISON OF 2017 AVERAGE PROPERTY TAXES + WATER/WASTEWATER COSTS



Source: 2017 Municipal Study – BMA Consulting Inc.

Includes Education Property Taxes

Water and Wastewater costs are based on a typical residential property with an average annual consumption of 200m3.

Note: Comparison is based on the weighted average median residential assessment of seven residential property types per MPAC

Municipal Status Report 1st Quarter, 2017

Thank You / End



(In \$000's)	2017 Budget	2018 Base Budget	Change from 2017 Approved Budget		2018 New / Enh. Budget	2018 EC Rec'd Operating Budget	Change from 2017 Approved Budget	
			\$ Incr / (Dcr)	%			\$ Incr / (Dcr)	%
Citizen Centred Services "A"								
Affordable Housing Office	3,496	3,671	175	5.0%		3,671	175	5.0%
Children's Services	537,902	551,561	13,659	2.5%	69,849	621,410	83,508	15.5%
Court Services	52,706	50,488	(2,218)	(4.2%)		50,488	(2,218)	(4.2%)
Economic Development & Culture	83,076	75,834	(7,242)	(8.7%)	4,378	80,212	(2,864)	(3.4%)
Toronto Paramedic Services	212,137	214,874	2,737	1.3%	575	215,449	3,312	1.6%
Long-Term Care Homes & Services	257,034	258,088	1,054	0.4%	2,069	260,156	3,122	1.2%
Parks, Forestry & Recreation	460,137	458,549	(1,588)	(0.3%)	8,931	467,480	7,343	1.6%
Shelter, Support & Housing Administration	602,045	581,301	(20,744)	(3.4%)	32,715	614,016	11,971	2.0%
Social Development, Finance & Administration	50,944	48,099	(2,845)	(5.6%)	7,136	55,234	4,290	8.4%
Toronto Employment & Social Services	1,083,491	1,096,476	12,985	1.2%	421	1,096,897	13,406	1.2%
Sub-Total Citizen Centred Services "A"	3,342,969	3,338,941	(4,028)	(0.1%)	126,073	3,465,014	122,045	3.7%
Citizen Centred Services "B"								
City Planning	48,528	50,691	2,162	4.5%	613	51,303	2,775	5.7%
Fire Services	469,670	478,780	9,111	1.9%	1,098	479,879	10,209	2.2%
Municipal Licensing & Standards	53,128	55,546	2,418	4.6%	1,455	57,001	3,872	7.3%
Policy, Planning, Finance & Administration	23,345	22,808	(537)	(2.3%)	373	23,181	(164)	(0.7%)
Engineering & Construction Services	73,273	73,543	270	0.4%	1,677	75,220	1,948	2.7%
Toronto Building	56,098	55,886	(211)	(0.4%)	460	56,346	248	0.4%
Transportation Services	410,138	404,618	(5,520)	(1.3%)	4,585	409,203	(936)	(0.2%)
Sub-Total Citizen Centred Services "B"	1,134,179	1,141,872	7,692	0.7%	10,261	1,152,133	17,953	1.6%
Internal Corporate Services								
Facilities, Real Estate, Environment & Energy	195,315	195,027	(288)	(0.1%)	2,595	197,621	2,306	1.2%
Fleet Services	54,207	57,541	3,334	6.2%	172	57,714	3,506	6.5%
Information & Technology	128,435	130,365	1,930	1.5%		130,365	1,930	1.5%
311 Toronto	17,997	18,334	337	1.9%	385	18,719	722	4.0%
Sub-Total Internal Corporate Services	395,955	401,267	5,312	1.3%	3,152	404,419	8,464	2.1%
Chief Financial Officer								
Office of the Chief Financial Officer	16,969	17,079	109	0.6%	549	17,627	658	3.9%
Office of the Treasurer	72,214	75,268	3,053	4.2%	309	75,577	3,363	4.7%
Sub-Total Office of the Chief Financial Officer	89,183	92,346	3,163	3.5%	858	93,204	4,021	4.5%
City Manager								
City Manager's Office	55,926	55,965	39	0.1%	2,086	58,051	2,125	3.8%
Sub-Total City Manager	55,926	55,965	39	0.1%	2,086	58,051	2,125	3.8%
Other City Programs								
City Clerk's Office	50,722	61,679	10,957	21.6%	400	62,079	11,357	22.4%
Legal Services	58,447	60,933	2,486	4.3%	1,543	62,476	4,029	6.9%
Mayor's Office	2,251	2,251	(0)	(0.0%)		2,251	(0)	(0.0%)
City Council	20,631	23,076	2,445	11.9%		23,076	2,445	11.9%
Sub-Total Other City Programs	132,051	147,940	15,888	12.0%	1,943	149,883	17,831	13.5%
Accountability Offices								
Auditor General's Office	5,903	6,445	542	9.2%		6,445	542	9.2%
Integrity Commissioner's Office	507	512	5	1.0%		512	5	1.0%
Office of the Lobbyist Registrar	1,154	1,190	35	3.1%		1,190	35	3.1%
Office of the Ombudsman	1,810	1,912	102	5.6%		1,912	102	5.6%
Sub-Total Accountability Offices	9,374	10,058	684	7.3%		10,058	684	7.3%
TOTAL - CITY OPERATIONS	5,159,638	5,188,389	28,751	0.6%	144,373	5,332,762	173,124	3.4%
Agencies								
Toronto Public Health	246,524	247,019	495	0.2%	4,273	251,292	4,768	1.9%
Toronto Public Library	199,103	200,093	990	0.5%	1,514	201,607	2,504	1.3%
Association of Community Centres	8,136	8,172	36	0.4%	103	8,275	139	1.7%
Exhibition Place	50,542	55,111	4,569	9.0%		55,111	4,569	9.0%
Heritage Toronto	795	880	85	10.7%	67	946	152	19.1%
Theatres	29,404	32,359	2,955	10.1%		32,359	2,955	10.1%
Toronto Zoo	52,546	52,054	(493)	(0.9%)	38	52,092	(454)	(0.9%)
Arena Boards of Management	9,013	9,045	32	0.4%		9,045	32	0.4%
Yonge-Dundas Square	2,353	3,106	754	32.0%		3,106	754	32.0%
Toronto Realty Agency	11,446	8,602	(2,844)	(24.8%)	2,832	11,434	(12)	(0.1%)
Toronto & Region Conservation Authority	44,819	45,631	812	1.8%		45,631	812	1.8%
Toronto Transit Commission - Conventional	1,804,282	1,822,421	18,139	1.0%	2,000	1,824,421	20,139	1.1%
Toronto Transit Commission - Wheel Trans	151,169	152,055	886	0.6%		152,055	886	0.6%
Toronto Police Service	1,130,907	1,136,249	5,343	0.5%		1,136,249	5,343	0.5%
Toronto Police Services Board	2,809	2,809				2,809		
Toronto Community Housing Corporation	241,700	243,795	2,095	0.9%	3,019	246,814	5,114	2.1%
TOTAL - AGENCIES	3,985,549	4,019,402	33,853	0.8%	13,846	4,033,248	47,699	1.2%
TOTAL - CITY OPERATIONS AND AGENCIES	9,145,187	9,207,791	62,604	0.7%	158,219	9,366,010	220,823	2.4%

(In \$000's)	2017 Budget	2018 Base Budget	Change from 2017 Approved Budget		2018 New / Enh. Budget	2018 EC Rec'd Operating Budget	Change from 2017 Approved Budget	
			\$ Incr / (Dcr)	%			\$ Incr / (Dcr)	%
Corporate Accounts								
<u>Capital & Corporate Financing</u>								
Capital from Current	293,902	353,462	59,560	20.3%		353,462	59,560	20.3%
Technology Sustainment	17,912	19,912	2,000	11.2%		19,912	2,000	11.2%
Debt Charges	566,377	603,871	37,494	6.6%		603,871	37,494	6.6%
Capital & Corporate Financing	878,191	977,245	99,054	11.3%		977,245	99,054	11.3%
<u>Non Program Expenditures</u>								
Tax Deficiencies/Write offs	85,372	90,304	4,932	5.8%		90,304	4,932	5.8%
Tax Increment Equivalent Grants (TIEG)	20,373	37,019	16,646	81.7%		37,019	16,646	81.7%
Assessment Function (MPAC)	42,270	44,040	1,770	4.2%		44,040	1,770	4.2%
Funding of Employee Related Liabilities	70,829	70,829				70,829		
Tax Rebates for Registered Charities	5,918	5,918				5,918		
Programs Funded from Reserve Funds	140,881	146,005	5,124	3.6%		146,005	5,124	3.6%
Other Corporate Expenditures	22,902	63,724	40,822	178.2%		63,724	40,822	178.2%
Office of the Chief Transformation Officer	1,775	1,721	(53)	(3.0%)	855	2,576	802	45.2%
Insurance Premiums & Claims	300	300				300		
Parking Tag Enforcement & Operations Exp	69,375	72,204	2,829	4.1%		72,204	2,829	4.1%
Vacancy Rebate Program	17,500	6,000	(11,500)	(65.7%)		6,000	(11,500)	(65.7%)
Heritage Property Taxes Rebate	1,750	1,750				1,750		
Pandemic Influenza Stockpiling	500		(500)	(100.0%)			(500)	(100.0%)
Solid Waste Management Services Rebate	144,302	144,302	0	0.0%		144,302	0	0.0%
Non-Program Expenditures	624,046	684,115	60,069	9.6%	855	684,970	60,924	9.8%
<u>Non Program Revenues</u>								
Payments in Lieu of Taxes				n/a				n/a
Supplementary Taxes				n/a				n/a
Tax Penalty Revenue				n/a				n/a
Municipal Land Transfer Tax	47,810	47,721	(88)	(0.2%)		47,721	(88)	(0.2%)
Third Party Sign Tax	1,116	1,154	38	3.4%		1,154	38	3.4%
Interest/Investment Earnings	1,709	6,939	5,230	306.1%		6,939	5,230	306.1%
Other Corporate Revenues	581	615	34	5.8%		615	34	5.8%
Dividend Income		5,000	5,000	n/a		5,000	5,000	n/a
Provincial Gas Tax				n/a				n/a
Parking Authority Revenues				n/a				n/a
Administrative Support Recoveries - Water				n/a				n/a
Administrative Support Recoveries - Health & EMS				n/a				n/a
Parking Tag Enforcement & Operations Rev				n/a				n/a
Other Tax Revenues				n/a				n/a
Woodbine Slots Revenues				n/a				n/a
Gaming & Registry Revenues	709	709				709		
Hotel and Lodging Tax		20,900	20,900	n/a		20,900	20,900	n/a
Non-Program Revenues	51,924	83,037	31,113	59.9%		83,037	31,113	59.9%
TOTAL - CORPORATE ACCOUNTS	1,554,161	1,744,397	190,236	12.2%	855	1,745,252	191,091	12.3%
TOTAL LEVY OPERATING BUDGET BEFORE ASSESSMENT GROWTH AND TAX INCREASE	10,699,348	10,952,188	252,840	2.4%	159,074	11,111,262	411,914	3.8%
<u>Assessment Growth</u>								
TOTAL LEVY OPERATING BUDGET	10,699,348	10,952,188	252,840	2.4%	159,074	11,111,262	411,914	3.8%
Special Levy for Scarborough Subway	40,699	40,699				40,699		
City Building Fund	14,046	28,678	14,632	104.2%		28,678	14,632	104.2%
TOTAL LEVY INCLUDING SCARBOROUGH SUBWAY EXTENSION LEVY	10,754,093	11,021,565	267,472	2.5%	159,074	11,180,639	426,546	4.0%

(In \$000's)	2017 Budget	2018 Base Budget	Change from 2017 Approved Budget		2018 New / Enh. Budget	2018 EC Rec'd Operating Budget	Change from 2017 Approved Budget	
			\$ Incr / (Dcr)	%			\$ Incr / (Dcr)	%
Citizen Centred Services "A"								
Affordable Housing Office	2,326	2,500	175	7.5%		2,500	175	7.5%
Children's Services	457,219	470,978	13,758	3.0%	67,742	538,719	81,500	17.8%
Court Services	44,629	46,491	1,862	4.2%	11	46,501	1,872	4.2%
Economic Development & Culture	16,625	9,338	(7,288)	(43.8%)	1,296	10,634	(5,992)	(36.0%)
Toronto Paramedic Services	133,852	141,576	7,725	5.8%		141,576	7,725	5.8%
Long-Term Care Homes & Services	209,658	210,712	1,054	0.5%	2,069	212,780	3,122	1.5%
Parks, Forestry & Recreation	139,796	138,208	(1,588)	(1.1%)	7,156	145,364	5,568	4.0%
Shelter, Support & Housing Administration	436,608	387,284	(49,324)	(11.3%)	18,179	405,463	(31,145)	(7.1%)
Social Development, Finance & Administration	18,745	15,353	(3,391)	(18.1%)	350	15,703	(3,041)	(16.2%)
Toronto Employment & Social Services	972,955	1,005,960	33,004	3.4%	421	1,006,381	33,426	3.4%
Sub-Total Citizen Centred Services "A"	2,432,413	2,428,400	(4,013)	(0.2%)	97,223	2,525,623	93,210	3.8%
Citizen Centred Services "B"								
City Planning	33,241	35,403	2,162	6.5%	613	36,016	2,775	8.3%
Fire Services	17,101	18,020	918	5.4%	200	18,220	1,118	6.5%
Municipal Licensing & Standards	33,746	36,165	2,419	7.2%	771	36,936	3,190	9.5%
Policy, Planning, Finance & Administration	14,246	13,709	(537)	(3.8%)	373	14,082	(164)	(1.2%)
Engineering & Construction Services	69,191	69,461	270	0.4%	1,677	71,139	1,948	2.8%
Toronto Building	66,791	66,580	(211)	(0.3%)	460	67,040	248	0.4%
Transportation Services	188,406	185,229	(3,177)	(1.7%)	1,500	186,729	(1,677)	(0.9%)
Sub-Total Citizen Centred Services "B"	422,723	424,567	1,845	0.4%	5,594	430,161	7,439	1.8%
Internal Corporate Services								
Facilities, Real Estate, Environment & Energy	125,713	125,425	(288)	(0.2%)	497	125,922	209	0.2%
Fleet Services	54,217	57,843	3,627	6.7%		57,843	3,627	6.7%
Information & Technology	53,126	53,942	816	1.5%		53,942	816	1.5%
311 Toronto	8,172	8,508	337	4.1%	290	8,799	627	7.7%
Sub-Total Internal Corporate Services	241,227	245,718	4,491	1.9%	787	246,506	5,279	2.2%
Chief Financial Officer								
Office of the Chief Financial Officer	7,186	7,295	109	1.5%	130	7,425	239	3.3%
Office of the Treasurer	44,147	47,122	2,974	6.7%	388	47,510	3,363	7.6%
Sub-Total Office of the Chief Financial Officer	51,333	54,417	3,084	6.0%	518	54,935	3,602	7.0%
City Manager								
City Manager's Office	8,584	8,709	125	1.5%	692	9,401	817	9.5%
Sub-Total City Manager	8,584	8,709	125	1.5%	692	9,401	817	9.5%
Other City Programs								
City Clerk's Office	18,276	29,233	10,957	60.0%		29,233	10,957	60.0%
Legal Services	39,143	41,724	2,581	6.6%	1,543	43,267	4,124	10.5%
Mayor's Office				n/a				n/a
City Council	272	2,605	2,333	857.7%		2,605	2,333	857.7%
Sub-Total Other City Programs	57,691	73,562	15,871	27.5%	1,543	75,105	17,414	30.2%
Accountability Offices								
Auditor General's Office				n/a				n/a
Integrity Commissioner's Office				n/a				n/a
Office of the Lobbyist Registrar				n/a				n/a
Office of the Ombudsman				n/a				n/a
Sub-Total Accountability Offices				n/a				n/a
TOTAL - CITY OPERATIONS	3,213,971	3,235,373	21,402	0.7%	106,358	3,341,731	127,760	4.0%
Agencies								
Toronto Public Health	185,697	186,213	516	0.3%	1,894	188,107	2,410	1.3%
Toronto Public Library	19,995	19,324	(672)	(3.4%)		19,324	(672)	(3.4%)
Association of Community Centres	326	303	(24)	(7.2%)		303	(24)	(7.2%)
Exhibition Place	50,666	55,261	4,594	9.1%		55,261	4,594	9.1%
Heritage Toronto	497	497			27	524	27	5.4%
Theatres	23,496	27,085	3,588	15.3%		27,085	3,588	15.3%
Toronto Zoo	40,512	39,872	(640)	(1.6%)	137	40,009	(503)	(1.2%)
Arena Boards of Management	9,033	9,014	(19)	(0.2%)		9,014	(19)	(0.2%)
Yonge-Dundas Square	1,975	3,106	1,131	57.3%		3,106	1,131	57.3%
Toronto Realty Agency	11,446	8,602	(2,844)	(24.8%)	2,832	11,434	(12)	(0.1%)
Toronto & Region Conservation Authority	41,258	41,981	723	1.8%		41,981	723	1.8%
Toronto Transit Commission - Conventional	1,257,436	1,252,680	(4,757)	(0.4%)	(5,100)	1,247,580	(9,857)	(0.8%)
Toronto Transit Commission - Wheel Trans	8,492	8,631	140	1.6%		8,631	140	1.6%
Toronto Police Service	134,581	139,924	5,342	4.0%		139,924	5,342	4.0%
Toronto Police Services Board	500	500				500		
Toronto Community Housing Corporation				n/a				n/a
TOTAL - AGENCIES	1,785,911	1,792,992	7,081	0.4%	(210)	1,792,781	6,870	0.4%
TOTAL - CITY OPERATIONS AND AGENCIES	4,999,882	5,028,365	28,483	0.6%	106,148	5,134,513	134,631	2.7%

2018 EXECUTIVE COMMITTEE RECOMMENDED OPERATING BUDGET
REVENUE

(In \$000's)	2017 Budget	2018 Base Budget	Change from 2017 Approved Budget		2018 New / Enh. Budget	2018 EC Rec'd Operating Budget	Change from 2017 Approved Budget	
			\$ Incr / (Dcr)	%			\$ Incr / (Dcr)	%
Corporate Accounts								
Capital & Corporate Financing								
Capital from Current				n/a				n/a
Technology Sustainment				n/a				n/a
Debt Charges	61,028	47,829	(13,198)	(21.6%)		47,829	(13,198)	(21.6%)
Capital & Corporate Financing	61,028	47,829	(13,198)	(21.6%)		47,829	(13,198)	(21.6%)
Non Program Expenditures								
Tax Deficiencies/Write offs	28,895	7,696	(21,199)	(73.4%)		7,696	(21,199)	(73.4%)
Tax Increment Equivalent Grants (TIEG)				n/a				n/a
Assessment Function (MPAC)				n/a				n/a
Funding of Employee Related Liabilities				n/a				n/a
Tax Rebates for Registered Charities	5,918	5,918				5,918		
Programs Funded from Reserve Funds	140,881	146,005	5,124	3.6%		146,005	5,124	3.6%
Other Corporate Expenditures	10,367	21,020	10,654	102.8%		21,020	10,654	102.8%
Office of the Chief Transformation Officer	304	125	(179)	(58.9%)		125	(179)	(58.9%)
Insurance Premiums & Claims				n/a				n/a
Parking Tag Enforcement & Operations Exp				n/a				n/a
Vacancy Rebate Program				n/a				n/a
Heritage Property Taxes Rebate				n/a				n/a
Pandemic Influenza Stockpiling				n/a				n/a
Solid Waste Management Services Rebate				n/a				n/a
Non-Program Expenditures	186,366	180,764	(5,601)	(3.0%)		180,764	(5,601)	(3.0%)
Non Program Revenues								
Payments in Lieu of Taxes	100,523	95,480	(5,043)	(5.0%)		95,480	(5,043)	(5.0%)
Supplementary Taxes	35,000	45,000	10,000	28.6%		45,000	10,000	28.6%
Tax Penalty Revenue	29,000	29,800	800	2.8%		29,800	800	2.8%
Municipal Land Transfer Tax	715,810	817,721	101,912	14.2%		817,721	101,912	14.2%
Third Party Sign Tax	12,152	11,896	(256)	(2.1%)		11,896	(256)	(2.1%)
Interest/Investment Earnings	102,114	111,218	9,103	8.9%		111,218	9,103	8.9%
Other Corporate Revenues	8,921	8,812	(109)	(1.2%)		8,812	(109)	(1.2%)
Dividend Income	75,000	90,000	15,000	20.0%		90,000	15,000	20.0%
Provincial Gas Tax	91,600	91,600				91,600		
Parking Authority Revenues	49,034	55,182	6,148	12.5%		55,182	6,148	12.5%
Administrative Support Recoveries - Water	18,973	18,973				18,973		
Administrative Support Recoveries - Health & EMS	16,327	16,327				16,327		
Parking Tag Enforcement & Operations Rev	112,567	109,218	(3,349)	(3.0%)		109,218	(3,349)	(3.0%)
Other Tax Revenues	13,095	13,221	127	1.0%		13,221	127	1.0%
Woodbine Slots Revenues	16,000	16,000				16,000		
Gaming & Registry Revenues	4,530	4,530				4,530		
Hotel and Lodging Tax	5,000	37,000	32,000	640.0%		37,000	32,000	640.0%
Non-Program Revenues	1,405,647	1,571,979	166,332	11.8%		1,571,979	166,332	11.8%
TOTAL - CORPORATE ACCOUNTS	1,653,040	1,800,573	147,533	8.9%		1,800,573	147,533	8.9%
TOTAL LEVY OPERATING BUDGET BEFORE ASSESSMENT GROWTH AND TAX INCREASE	6,652,922	6,828,938	176,016	2.6%	106,148	6,935,086	282,163	4.2%
Assessment Growth								
TOTAL LEVY OPERATING BUDGET	6,652,922	6,828,938	176,016	2.6%	106,148	6,935,086	282,163	4.2%
Special Levy for Scarborough Subway								
City Building Fund								
TOTAL LEVY INCLUDING SCARBOROUGH SUBWAY EXTENSION LEVY	6,652,922	6,828,938	176,016	2.6%	106,148	6,935,086	282,163	4.2%

(In \$000's)	2017 Budget	2018 Base Budget	Change from 2017 Approved Budget		2018 New / Enh. Budget	2018 EC Rec'd Operating Budget	Change from 2017 Approved Budget	
			\$ Incr / (Dcr)	%			\$ Incr / (Dcr)	%
Citizen Centred Services "A"								
Affordable Housing Office	1,170	1,170	(0)	(0.0%)		1,170	(0)	(0.0%)
Children's Services	80,683	80,584	(99)	(0.1%)	2,107	82,691	2,008	2.5%
Court Services	8,077	3,997	(4,080)	(50.5%)	(11)	3,987	(4,090)	(50.6%)
Economic Development & Culture	66,450	66,496	46	0.1%	3,082	69,578	3,128	4.7%
Toronto Paramedic Services	78,285	73,298	(4,987)	(6.4%)	575	73,873	(4,412)	(5.6%)
Long-Term Care Homes & Services	47,376	47,376	0	0.0%	(0)	47,376	0	0.0%
Parks, Forestry & Recreation	320,341	320,341	(0)	(0.0%)	1,775	322,116	1,775	0.6%
Shelter, Support & Housing Administration	165,437	194,017	28,580	17.3%	14,535	208,553	43,115	26.1%
Social Development, Finance & Administration	32,199	32,745	546	1.7%	6,786	39,531	7,332	22.8%
Toronto Employment & Social Services	110,536	90,516	(20,020)	(18.1%)		90,516	(20,020)	(18.1%)
Sub-Total Citizen Centred Services "A"	910,556	910,541	(14)	(0.0%)	28,849	939,391	28,835	3.2%
Citizen Centred Services "B"								
City Planning	15,287	15,287	0	0.0%		15,287	0	0.0%
Fire Services	452,568	460,761	8,192	1.8%	898	461,659	9,091	2.0%
Municipal Licensing & Standards	19,382	19,381	(1)	(0.0%)	683	20,064	682	3.5%
Policy, Planning, Finance & Administration	9,099	9,099	0	0.0%		9,099	0	0.0%
Engineering & Construction Services	4,081	4,081	0	0.0%	0	4,081	0	0.0%
Toronto Building	(10,694)	(10,694)	0	(0.0%)		(10,694)	0	(0.0%)
Transportation Services	221,732	219,389	(2,343)	(1.1%)	3,085	222,474	742	0.3%
Sub-Total Citizen Centred Services "B"	711,456	717,304	5,848	0.8%	4,667	721,971	10,515	1.5%
Internal Corporate Services								
Facilities, Real Estate, Environment & Energy	69,603	69,602	(1)	(0.0%)	2,098	71,699	2,097	3.0%
Fleet Services	(10)	(302)	(293)	3078.2%	172	(130)	(120)	1264.4%
Information & Technology	75,310	76,423	1,114	1.5%		76,423	1,114	1.5%
311 Toronto	9,826	9,825	(0)	(0.0%)	95	9,920	95	1.0%
Sub-Total Internal Corporate Services	154,728	155,548	820	0.5%	2,365	157,914	3,185	2.1%
Chief Financial Officer								
Office of the Chief Financial Officer	9,783	9,783	0	0.0%	419	10,202	419	4.3%
Office of the Treasurer	28,067	28,146	79	0.3%	(79)	28,067	(0)	(0.0%)
Sub-Total Office of the Chief Financial Officer	37,850	37,929	79	0.2%	340	38,269	419	1.1%
City Manager								
City Manager's Office	47,342	47,256	(86)	(0.2%)	1,394	48,650	1,308	2.8%
Sub-Total City Manager	47,342	47,256	(86)	(0.2%)	1,394	48,650	1,308	2.8%
Other City Programs								
City Clerk's Office	32,446	32,446	(0)	(0.0%)	400	32,846	400	1.2%
Legal Services	19,304	19,209	(95)	(0.5%)		19,209	(95)	(0.5%)
Mayor's Office	2,251	2,251	(0)	(0.0%)		2,251	(0)	(0.0%)
City Council	20,359	20,471	112	0.6%		20,471	112	0.6%
Sub-Total Other City Programs	74,360	74,378	18	0.0%	400	74,778	418	0.6%
Accountability Offices								
Auditor General's Office	5,903	6,445	542	9.2%		6,445	542	9.2%
Integrity Commissioner's Office	507	512	5	1.0%		512	5	1.0%
Office of the Lobbyist Registrar	1,154	1,190	35	3.1%		1,190	35	3.1%
Office of the Ombudsman	1,810	1,912	102	5.6%		1,912	102	5.6%
Sub-Total Accountability Offices	9,374	10,058	684	7.3%		10,058	684	7.3%
TOTAL - CITY OPERATIONS	1,945,667	1,953,016	7,348	0.4%	38,015	1,991,031	45,363	2.3%
Agencies								
Toronto Public Health	60,827	60,806	(21)	(0.0%)	2,379	63,185	2,358	3.9%
Toronto Public Library	179,108	180,769	1,661	0.9%	1,514	182,283	3,175	1.8%
Association of Community Centres	7,810	7,869	59	0.8%	103	7,972	162	2.1%
Exhibition Place	(124)	(150)	(26)	20.6%		(150)	(26)	20.6%
Heritage Toronto	298	383	85	28.4%	40	423	125	41.7%
Theatres	5,907	5,274	(633)	(10.7%)		5,274	(633)	(10.7%)
Toronto Zoo	12,034	12,181	147	1.2%	(99)	12,083	48	0.4%
Arena Boards of Management	(20)	31	50	(255.3%)		31	50	(255.3%)
Yonge-Dundas Square	377	(0)	(377)	(100.0%)		(0)	(377)	(100.0%)
Toronto Realty Agency	0	0	0	n/a		0	0	n/a
Toronto & Region Conservation Authority	3,561	3,650	89	2.5%		3,650	89	2.5%
Toronto Transit Commission - Conventional	546,846	569,742	22,896	4.2%	7,100	576,842	29,996	5.5%
Toronto Transit Commission - Wheel Trans	142,678	143,424	746	0.5%		143,424	746	0.5%
Toronto Police Service	996,325	996,326	0	0.0%		996,326	0	0.0%
Toronto Police Services Board	2,309	2,309				2,309		
Toronto Community Housing Corporation	241,700	243,795	2,095	0.9%	3,019	246,814	5,114	2.1%
TOTAL - AGENCIES	2,199,638	2,226,411	26,773	1.2%	14,056	2,240,466	40,829	1.9%
TOTAL - CITY OPERATIONS AND AGENCIES	4,145,305	4,179,426	34,121	0.8%	52,071	4,231,497	86,192	2.1%

(In \$000's)	2017 Budget	2018 Base Budget	Change from 2017 Approved Budget		2018 New / Enh. Budget	2018 EC Rec'd Operating Budget	Change from 2017 Approved Budget	
			\$ Incr / (Dcr)	%			\$ Incr / (Dcr)	%
Corporate Accounts								
<u>Capital & Corporate Financing</u>								
Capital from Current	293,902	353,462	59,560	20.3%		353,462	59,560	20.3%
Technology Sustainment	17,912	19,912	2,000	11.2%		19,912	2,000	11.2%
Debt Charges	505,349	556,041	50,692	10.0%		556,041	50,692	10.0%
Capital & Corporate Financing	817,163	929,415	112,252	13.7%		929,415	112,252	13.7%
<u>Non Program Expenditures</u>								
Tax Deficiencies/Write offs	56,477	82,607	26,131	46.3%		82,607	26,131	46.3%
Tax Increment Equivalent Grants (TIEG)	20,373	37,019	16,646	81.7%		37,019	16,646	81.7%
Assessment Function (MPAC)	42,270	44,040	1,770	4.2%		44,040	1,770	4.2%
Funding of Employee Related Liabilities	70,829	70,829				70,829		
Tax Rebates for Registered Charities				n/a				n/a
Programs Funded from Reserve Funds				n/a				n/a
Other Corporate Expenditures	12,535	42,704	30,169	240.7%		42,704	30,169	240.7%
Office of the Chief Transformation Officer	1,471	1,596	126	8.6%	855	2,451	981	66.7%
Insurance Premiums & Claims	300	300				300		
Parking Tag Enforcement & Operations Exp	69,375	72,204	2,829	4.1%		72,204	2,829	4.1%
Vacancy Rebate Program	17,500	6,000	(11,500)	(65.7%)		6,000	(11,500)	(65.7%)
Heritage Property Taxes Rebate	1,750	1,750				1,750		
Pandemic Influenza Stockpiling	500		(500)	(100.0%)			(500)	(100.0%)
Solid Waste Management Services Rebate	144,302	144,302	0	0.0%		144,302	0	0.0%
Non-Program Expenditures	437,681	503,351	65,670	15.0%	855	504,206	66,525	15.2%
<u>Non Program Revenues</u>								
Payments in Lieu of Taxes	(100,523)	(95,480)	5,043	(5.0%)		(95,480)	5,043	(5.0%)
Supplementary Taxes	(35,000)	(45,000)	(10,000)	28.6%		(45,000)	(10,000)	28.6%
Tax Penalty Revenue	(29,000)	(29,800)	(800)	2.8%		(29,800)	(800)	2.8%
Municipal Land Transfer Tax	(668,000)	(770,000)	(102,000)	15.3%		(770,000)	(102,000)	15.3%
Third Party Sign Tax	(11,036)	(10,742)	293	(2.7%)		(10,742)	293	(2.7%)
Interest/Investment Earnings	(100,406)	(104,279)	(3,873)	3.9%		(104,279)	(3,873)	3.9%
Other Corporate Revenues	(8,340)	(8,197)	143	(1.7%)		(8,197)	143	(1.7%)
Dividend Income	(75,000)	(85,000)	(10,000)	13.3%		(85,000)	(10,000)	13.3%
Provincial Gas Tax	(91,600)	(91,600)				(91,600)		
Parking Authority Revenues	(49,034)	(55,182)	(6,148)	12.5%		(55,182)	(6,148)	12.5%
Administrative Support Recoveries - Water	(18,973)	(18,973)				(18,973)		
Administrative Support Recoveries - Health & EMS	(16,327)	(16,327)				(16,327)		
Parking Tag Enforcement & Operations Rev	(112,567)	(109,218)	3,349	(3.0%)		(109,218)	3,349	(3.0%)
Other Tax Revenues	(13,095)	(13,221)	(127)	1.0%		(13,221)	(127)	1.0%
Woodbine Slots Revenues	(16,000)	(16,000)				(16,000)		
Gaming & Registry Revenues	(3,822)	(3,822)				(3,822)		
Hotel and Lodging Tax	(5,000)	(16,100)	(11,100)	222.0%		(16,100)	(11,100)	222.0%
Non-Program Revenues	(1,353,723)	(1,488,942)	(135,219)	10.0%		(1,488,942)	(135,219)	10.0%
TOTAL - CORPORATE ACCOUNTS	(98,879)	(56,176)	42,703	(43.2%)	855	(55,321)	43,558	(44.1%)
TOTAL LEVY OPERATING BUDGET BEFORE ASSESSMENT GROWTH AND TAX INCREASE								
ASSESSMENT GROWTH AND TAX INCREASE	4,046,426	4,123,251	76,824	1.9%	52,926	4,176,177	129,750	3.2%
Assessment Growth						(68,291)	(68,291)	
Property Tax Rate Increase						(61,459)	(61,459)	
TOTAL LEVY OPERATING BUDGET	4,046,426	4,123,251	76,824	1.9%	52,926	4,046,426	0	0.0%
Special Levy for Scarborough Subway	40,699	40,699				40,699		
City Building Fund	14,046	28,678	14,632	104.2%		28,678	14,632	104.2%
TOTAL LEVY INCLUDING SCARBOROUGH SUBWAY EXTENSION LEVY	4,101,171	4,192,627	91,457	2.2%	52,926	4,245,553	144,383	3.5%

2018 EXECUTIVE COMMITTEE RECOMMENDED OPERATING BUDGET

POSITIONS

(In \$000's)	2017 Budget	2018 Base Budget	Change from 2017 Approved Budget		2018 New / Enh. Budget	2018 EC Rec'd Operating Budget	Change from 2017 Approved Budget	
			Incr / (Dcr)	%			Incr / (Dcr)	%
Citizen Centred Services "A"								
Affordable Housing Office	25.0	25.0	(0.0)	(0.0%)		25.0	(0.0)	(0.0%)
Children's Services	1,007.5	1,032.2	24.8	2.5%	48.4	1,080.6	73.2	7.3%
Court Services	258.0	229.0	(29.0)	(11.2%)		229.0	(29.0)	(11.2%)
Economic Development & Culture	300.5	300.5	(0.0)	(0.0%)		300.5	(0.0)	(0.0%)
Toronto Paramedic Services	1,453.3	1,467.3	14.0	1.0%	5.0	1,472.3	19.0	1.3%
Long-Term Care Homes & Services	2,373.9	2,372.1	(1.7)	(0.1%)	17.8	2,389.9	16.1	0.7%
Parks, Forestry & Recreation	4,443.1	4,451.8	8.7	0.2%	63.4	4,515.2	72.1	1.6%
Shelter, Support & Housing Administration	809.4	826.3	17.0	2.1%	42.0	868.3	59.0	7.3%
Social Development, Finance & Administration	150.0	148.0	(2.0)	(1.3%)	10.0	158.0	8.0	5.3%
Toronto Employment & Social Services	2,011.0	1,979.0	(32.0)	(1.6%)	6.0	1,985.0	(26.0)	(1.3%)
Sub-Total Citizen Centred Services "A"	12,831.6	12,831.3	(0.3)	(0.0%)	192.6	13,023.9	192.3	1.5%
Citizen Centred Services "B"								
City Planning	392.0	406.0	14.0	3.6%	6.0	412.0	20.0	5.1%
Fire Services	3,174.3	3,194.3	20.0	0.6%	9.0	3,203.3	29.0	0.9%
Municipal Licensing & Standards	479.5	479.5	(0.0)	(0.0%)	13.0	492.5	13.0	2.7%
Policy, Planning, Finance & Administration	190.4	190.1	(0.4)	(0.2%)	3.0	193.1	2.6	1.4%
Engineering & Construction Services	574.1	574.1	(0.0)	(0.0%)	11.0	585.1	11.0	1.9%
Toronto Building	468.0	468.0	(0.0)	(0.0%)		468.0	(0.0)	(0.0%)
Transportation Services	1,119.5	1,129.3	9.9	0.9%	37.0	1,166.3	46.9	4.2%
Sub-Total Citizen Centred Services "B"	6,397.8	6,441.3	43.5	0.7%	79.0	6,520.3	122.5	1.9%
Internal Corporate Services								
Facilities, Real Estate, Environment & Energy	1,011.0	1,007.6	(3.4)	(0.3%)	25.0	1,032.6	21.6	2.1%
Fleet Services	186.0	185.0	(1.0)	(0.5%)	2.0	187.0	1.0	0.5%
Information & Technology	851.0	850.0	(1.0)	(0.1%)		850.0	(1.0)	(0.1%)
311 Toronto	178.0	180.5	2.5	1.4%		180.5	2.5	1.4%
Sub-Total Internal Corporate Services	2,226.0	2,223.1	(2.9)	(0.1%)	27.0	2,250.1	24.1	1.1%
Chief Financial Officer								
Office of the Chief Financial Officer	118.0	118.0	(0.0)	(0.0%)	4.0	122.0	4.0	3.4%
Office of the Treasurer	645.2	653.2	8.0	1.2%	4.0	657.2	12.0	1.9%
Sub-Total Office of the Chief Financial Officer	763.2	771.2	8.0	1.0%	8.0	779.2	16.0	2.1%
City Manager								
City Manager's Office	438.0	436.0	(2.0)	(0.5%)	14.0	450.0	12.0	2.7%
Sub-Total City Manager	438.0	436.0	(2.0)	(0.5%)	14.0	450.0	12.0	2.7%
Other City Programs								
City Clerk's Office	404.6	418.8	14.2	3.5%		418.8	14.2	3.5%
Legal Services	368.9	354.3	(14.6)	(4.0%)	10.0	364.3	(4.6)	(1.2%)
Mayor's Office	20.0	19.0	(1.0)	(5.0%)		19.0	(1.0)	(5.0%)
City Council	180.0	188.0	8.0	4.4%		188.0	8.0	4.4%
Sub-Total Other City Programs	973.4	980.1	6.7	0.7%	10.0	990.1	16.7	1.7%
Accountability Offices								
Auditor General's Office	32.0	36.0	4.0	12.5%		36.0	4.0	12.5%
Integrity Commissioner's Office	3.0	3.0				3.0		
Office of the Lobbyist Registrar	8.3	8.3				8.3		
Office of the Ombudsman	12.0	12.0				12.0		
Sub-Total Accountability Offices	55.2	59.2	4.0	7.2%		59.2	4.0	7.2%
TOTAL - CITY OPERATIONS	23,685.4	23,742.3	56.9	0.2%	330.6	24,072.9	387.5	1.6%
Agencies								
Toronto Public Health	1,855.9	1,854.8	(1.0)	(0.1%)	14.0	1,868.8	13.0	0.7%
Toronto Public Library	1,734.3	1,729.8	(4.5)	(0.3%)	5.0	1,734.8	0.5	0.0%
Association of Community Centres	77.9	77.9			2.8	80.6	2.8	3.5%
Exhibition Place	359.0	356.0	(3.0)	(0.8%)		356.0	(3.0)	(0.8%)
Heritage Toronto	7.0	7.3	0.3	3.6%	0.3	7.5	0.5	7.1%
Theatres	187.7	232.5	44.8	23.8%		232.5	44.8	23.8%
Toronto Zoo	394.0	394.0			2.0	396.0	2.0	0.5%
Arena Boards of Management	67.7	65.6	(2.1)	(3.1%)		65.6	(2.1)	(3.1%)
Yonge-Dundas Square	6.5	8.0	1.5	23.1%		8.0	1.5	23.1%
Toronto Realty Agency	55.0	41.0	(14.0)	(25.5%)	10.0	51.0	(4.0)	(7.3%)
Toronto & Region Conservation Authority	441.0	441.0				441.0		
Toronto Transit Commission - Conventional	14,425.0	14,396.0	(29.0)	(0.2%)	27.0	14,423.0	(2.0)	(0.0%)
Toronto Transit Commission - Wheel Trans	571.0	588.0	17.0	3.0%		588.0	17.0	3.0%
Toronto Police Service	7,881.0	7,881.0				7,881.0		
Toronto Police Services Board	7.0	7.0				7.0		
TOTAL - AGENCIES	28,070.0	28,079.8	9.9	0.0%	61.0	28,140.8	70.9	0.3%
TOTAL - CORPORATE ACCOUNTS	400.0	400.0	(0.0)	(0.0%)	6.0	406.0	6.0	1.5%
TOTAL LEVY POSITIONS	52,155.3	52,222.1	66.8	0.1%	397.6	52,619.7	464.4	0.9%

Division/Description ('000s)	2018			2019 (Incremental)		2020 (Incremental)	
	\$		Positions	\$ Net	Positions	\$ Net	Positions
	Gross	Net					
311 Toronto							
Reduction of 1.5 FTEs (CSR 311 Contact Centre)	(119.7)	(119.7)	(1.5)	(3.1)		(3.5)	
311 Toronto Total	(119.7)	(119.7)	(1.5)	(3.1)		(3.5)	
Children's Services							
Efficiency Savings from Customer Service Improvement	(15.2)	(15.2)		(130.0)			
Savings from Merging Warden Woods with Satellite Services	(83.5)	(83.5)					
Children's Services Total	(98.6)	(98.6)		(130.0)			
City Clerk's Office							
Service Delivery Model Review	(5.9)	(5.9)	(1.0)	(67.1)			
Service Transformation	(1,141.2)	(1,141.2)	(10.0)	(53.1)	0.0		
City Clerk's Office Total	(1,147.0)	(1,147.0)	(11.0)	(120.2)	0.0		
Court Services							
Efficiencies from the co-location of LAB and APS	(172.4)	(172.4)					
Court Services Total	(172.4)	(172.4)					
Exhibition Place							
Outsource Exhibitor Service	(235.9)	(235.9)	(2.0)	(2.9)		(3.0)	
Sharing Corporate Secretary with City	(102.3)	(102.3)	(1.0)	(4.0)		(4.1)	
Exhibition Place Total	(338.2)	(338.2)	(3.0)	(6.9)		(7.1)	
Facilities, Real Estate, Environment & Energy							
Custodial Contracted Services in Facilities Management	(325.0)	(300.5)					
Delete position within BPM	(105.5)	(105.5)	(1.0)	(1.6)		(0.5)	
Fleet Reduction - 2 vehicles	(12.4)	(12.4)		(0.0)		(0.0)	
Fleet Reduction Reserve	(150.6)	(150.6)					
Reduction of 2 positions in FM Division	(150.6)	(150.6)	(2.0)	(2.3)		(0.8)	
Reduction of Casual Budget related to Summer Studies	(66.9)	(66.9)					
Reduction of custodial contracted services within the Police	(150.0)						
Reduction of custodial internal hours within the Police	(114.0)		(1.6)	1.5		(2.9)	
Reduction of Supervisor Stand by Pay	(96.7)	(96.7)					
Facilities, Real Estate, Environment & Energy Total	(1,171.7)	(883.2)	(4.6)	(2.3)		(4.2)	
Fire Services							
Reduction in Maintenance cost from Facilities	(91.8)	(91.8)					
Fire Services Total	(91.8)	(91.8)					
Fleet Services							
Absorb Partial Cap & Trade Impact through Effective Contract Management	(352.8)	(352.8)					
Contract Management	(35.0)	(35.0)					
Fleet Rationalization for Facilities	(12.4)	0.0		(0.0)			
Parts Warranty Management	(100.0)	(100.0)				(0.0)	
Tire Management	(60.0)	(60.0)				(0.0)	
Fleet Services Total	(560.2)	(547.8)		(0.0)		(0.0)	
Information & Technology							
Contract Negotiation	(347.9)	(249.0)					
HW & SW Rationalization	(213.9)	(213.9)					
Information & Technology Total	(561.8)	(462.9)					
Long-Term Care Homes & Services							
Consolidate & Streamline Operations	(351.4)	(161.6)	(1.7)	29.7		(3.3)	
Transformation and Modernization of Model of Care	(356.4)	(356.4)	(0.0)	2.8		(4.4)	
Long-Term Care Homes & Services Total	(707.7)	(517.9)	(1.7)	32.5		(7.8)	
Non-Program Expenditures							
MTO Search Fee Efficiency Savings	(3,792.5)	(3,792.5)					
Non-Program Expenditures Total	(3,792.5)	(3,792.5)					
Office of the Treasurer							
Accounting Services Division Position Deletion	(91.2)	(91.2)	(1.0)	(1.4)		(0.4)	
Deletion of positions in Revenue Services Division	(241.5)	(120.8)	(4.0)	(40.5)		(1.5)	
Reduction of 1.0 position in Utility Billing Unit	(67.7)	0.0	(1.0)	(1.0)		(0.3)	
Reduction of Position in Purchasing & Materials Management	(45.3)	(45.3)	(1.0)	(22.4)		(3.5)	
Reduction of positions in Revenue Services	(161.2)	(80.6)	(2.0)	(35.0)		(4.2)	
Repurposing positions to support PCI compliance	(42.4)	(42.4)	(1.0)	(2.0)		0.0	
Office of the Treasurer Total	(649.2)	(380.2)	(10.0)	(102.4)		(10.1)	
Parks, Forestry & Recreation							
UF - Contracted Services - Price Management	(301.8)	(301.8)					
Parks, Forestry & Recreation Total	(301.8)	(301.8)					
Toronto Employment & Social Services							
Family Support Admin Realignment due to Provincial	(672.1)	(672.1)	(7.0)	(10.1)		(1.3)	
Payment Processing Savings due to New Service Provider	(140.0)	(140.0)					
Reduced Admin Burden due to Two Way Secure Email	(2,389.1)	(2,389.1)	(28.0)	(35.5)		(4.2)	
Rent from Wellesley Office Co-location		(150.0)		(150.0)			
Savings from Increased Supervisory Span of Control	(850.1)	(850.1)	(7.0)	(927.0)	(7.0)	(48.6)	
Toronto Employment & Social Services Total	(4,051.3)	(4,201.3)	(42.0)	(1,122.6)	(7.0)	(54.1)	

Division/Description ('000s)	2018			2019 (Incremental)		2020 (Incremental)	
	\$		Positions	\$ Net	Positions	\$ Net	Positions
	Gross	Net					
Toronto Paramedic Services							
NW District Centralized Vehicle Cleaning			14.0				
Toronto Paramedic Services Total			14.0				
Toronto Public Health							
Management Positions Realignment	(188.6)	(47.2)	(2.0)	(16.4)	0.0		
Operational and Support Efficiencies	(213.8)	(53.4)	(2.0)				
Realignment of Program Resources	(95.5)	(23.9)	(0.9)				
Toronto Public Health Total	(497.9)	(124.5)	(4.9)	(16.4)	0.0		
Toronto Public Library							
Answerline & Community Space Rental Modernization	(240.0)	(240.0)	(3.0)	(290.0)			
Expansion of technological efficiencies	(215.0)	(235.0)	(1.5)	(185.0)			
One-time Savings from Closure of NYCL - Bridging Services	(1,250.0)	(1,250.0)		1,250.0			
Rationalize and consolidate print and electronic serials	(330.0)	(330.0)					
Toronto Public Library Total	(2,035.0)	(2,055.0)	(4.5)	775.0			
Transportation Services							
Screening of Locate Requests (with Toronto Water)	(500.0)	(500.0)					
Transportation Services Total	(500.0)	(500.0)					
Toronto Transit Commission - Conventional							
Efficiencies	(3,090.0)	(3,090.0)	2.0	(2,700.0)			
Toronto Transit Commission - Conventional Total	(3,090.0)	(3,090.0)	2.0	(2,700.0)			
Toronto Transit Commission - Wheel Trans							
Base Expenditure Reductions	(2,458.0)	(2,458.0)	(3.0)	(2,707.9)		(1,901.1)	
Toronto Transit Commission - Wheel Trans Total	(2,458.0)	(2,458.0)	(3.0)	(2,707.9)		(1,901.1)	
Toronto Realty Agency							
Toronto Realty Agency Savings 2018 Operating Budget	(3,038.1)	0.0	(14.0)	(0.0)			
Toronto Realty Agency Total	(3,038.1)	0.0	(14.0)	(0.0)			
Grand Total	(25,382.9)	(21,282.8)	(84.2)	(6,104.3)	(7.0)	(1,987.8)	

City of Toronto
2018 Executive Committee Recommended Operating Budget
Summary of New & Enhanced Services

In \$ Thousands	2018			2019		2020	
	Gross	Net	Positions	Net	Positions	Net	Positions
Investing in Poverty Reduction							
Children's Services							
Additional 825 Spaces to Support Growth	12,000.0						
Child & Family Centres (CFC) Administration Program Support	2,698.9	0.0	14.0	(0.0)		0.0	
Child and Family Centres (CFC) Program Delivery	23,825.2						
Child Care Expansion (Firgrove / Ancaster) increased spaces	534.0	106.8	6.4	(6.0)		2.7	
City 20% Share of Prov/ Federal Growth Subsidy	2,000.0	2,000.0		7,600.0		1,600.0	
Increased Provincial Support for Programming	4,313.0						
Increased staffing to manage growth	2,668.4	(0.0)	28.0	0.0	(0.0)	0.0	
Provincial Wage Enhancement program provincially funded Feb	3,453.0						
Fee Stabilization Support program Additional Funding Feb	2,768.0						
Journey Together Program Additional Funding Feb	6,893.0						
Additional 550 fee subsidies funding from province Feb	5,474.0						
Additional Specials Needs Resourcing funding Prov. Feb	876.0						
Additional community based capital grant projects fund Feb	2,000.0						
Administration of two new 2018 provincial programs Feb	345.0						
City Manager's Office							
Funding to Support Poverty Reduction Strategy in HR	92.4	92.4	1.0	43.4	(0.0)	(78.1)	(1.0)
Shelter, Support & Housing Administration							
Add 35 Positions due to Increased Shelter Capacity	1,750.0	1,750.0	35.0	1,755.0		91.8	
Extension of Winter Respite Sites frm Apr 16 to Dec 31, 2018	14,026.0	14,026.0		13,999.0			
Funding for TCHC's Tenants First implementation project	3,019.0						
Operating Impact of 11 New Shelter Sites - 3 to open in 2018	1,658.0	1,658.0		10,907.5		12,696.0	
Providing Beds/Spaces for \$10.600 million gross and \$0 net	10,600.0						
Social Development, Finance & Administration							
Closing Service Gap and Addressing Poverty in Downtown East	84.0	84.0	1.0	(41.9)	(1.0)	(42.1)	
Community Services Partnership Funding Increase	450.0	450.0					
Community Space Tenancy Policy	75.0	75.0					
Poverty Reduction Strategy - Equity Responsive Budgeting	105.0	105.0	1.0	29.9	(0.0)	3.4	
Poverty Reduction Strategy - Poverty Reduction Evaluation	150.0	150.0		(150.0)			
Toronto Strong Neighbourhoods Strategy	226.1	226.1	3.0	525.4	2.0	14.4	
Transit Fare Equity Program - Phase 1	4,800.0	4,600.0		3,400.0		100.0	
Toronto Employment & Social Services							
Add. Positions to Administer Transit Fare Equity Program	421.4		6.0				
Toronto Paramedic Services							
Community Paramedicine @ Home Program Expansion	355.2	355.2	5.0	524.1	5.0	4.0	
Toronto Public Health							
Adult Ontario Works Dental	100.5		1.0				
Student Nutrition Program (SNP) - Expansion	442.8	442.8					
Student Nutrition Program (SNP) - Strengthen Current Program	1,681.4	1,681.4					
Toronto Urban Health Fund - 15% Budget Enhancement	339.1	84.8					
Toronto Urban Health Fund Enhancement (Year 4)	150.0	37.5		37.5			
Toronto Public Library							
Additional Youth Hub locations, staff and programming costs	390.0	390.0	3.0	260.0	2.1	260.0	1.9
Sunday service enhancement	574.0	574.0		416.0		416.0	
Wi-Fi Hotspot Lending	300.0	300.0					
Investing in Poverty Reduction Total	111,638.5	29,189.0	104.4	39,299.9	8.1	15,068.2	0.9
Advancing Environmental Sustainability							
Facilities, Real Estate, Environment & Energy							
TransformTO - Acc. Work Plan - Leading by Example	330.0	96.2	4.0	100.3	3.0	4.3	(0.0)
TransformTO - Better Buildings Programs	1,136.2	1,093.2	10.0	1,652.2	6.0	661.4	(0.0)
TransformTO - Community Energy Planning & Low-Carbon Thermal	555.0	555.0	8.0	510.9	1.0	122.9	(0.0)
TransformTO Coordination	353.3	353.3	3.0	431.6	(0.0)	(70.6)	
Fleet Services							
TransformTO - Improve Fleet Fuel Efficiency	172.4	172.4	2.0	96.2	(0.0)	6.9	
Parks, Forestry & Recreation							
Achieve Tree Canopy Goal - Expand Tree Care & Maintenance	5,030.0	(0.0)	1.0	1,440.0	(0.0)	1,450.0	
Increase Tree Planting in Hard Surfaces	1,500.0						
Tree Protection Enforcement-Convert from Temp to Permanent	197.3	0.0	1.0	0.0	(0.0)	0.0	
Advancing Environmental Sustainability Total	9,274.2	2,270.2	29.0	4,231.1	10.0	2,174.8	(0.0)
Improving Transit & Safe Mobility							
Engineering & Construction Services							

City of Toronto
2018 Executive Committee Recommended Operating Budget
Summary of New & Enhanced Services

In \$ Thousands	2018			2019		2020	
	Gross	Net	Positions	Net	Positions	Net	Positions
Metrolinx Transit Projects	885.0	(0.0)	8.0	0.0			
Toronto Transit Commission - Conventional							
Relieve Overcrowding during peak hours and where above 30% over service standard during off peak hours	1,000.0	1,000.0	27.0	3,000.0			
Time Based Transfers	1,000.0	6,100.0		14,400.0		400.0	
Transportation Services							
Construction Coordination and Traffic Mitigation	2.3	2.3	(1.0)	1.7		2.0	
Cycling Network Plan Delivery	227.4		2.0				
Incident Management Response on Expressways	477.8	477.8	5.0	9.2		5.0	
Road Safety Plan - Vision Zero	208.9	(0.0)	2.0	0.0		(0.0)	
School Crossing Guard Program	775.5	775.5	3.0	1,050.6	2.0	1,033.2	
Traffic Enforcement Officers	1,318.8	1,318.8	19.0	1,318.8		(0.0)	
Transit Shelter Installation	100.0						
Improving Transit & Safe Mobility Total	5,995.6	9,674.3	65.0	19,780.2	2.0	1,440.3	
Investing in Arts & Culture							
Economic Development & Culture							
Increase Grants to Specialized Collections Museums	106.0	106.0					
Indigenous Culture	300.0	300.0					
Major Cultural Organizations - Harbourfront Centre	250.0	250.0					
Museums Marketing Expansion	200.0	200.0					
Music Strategy Roll-Out	200.0	200.0					
New Year's Eve	425.0	225.0					
Public Art Operations and Maintenance	219.0	219.0					
Toronto Arts Council - Grant Program	500.0	500.0					
Toronto Significant Events Investment Program	1,050.0						
Investing in Arts & Culture Total	3,250.0	2,000.0					
Enhancing Access to Parks & Recreation							
City Planning							
Hal Jackman Foundation Grant to Fund Bentway Park	20.0						
Parks, Forestry & Recreation							
Address Unmet Demand - Additional 10,000	482.3	386.3	11.1	6.3			
Address Unmet Demand for Recreation Programs (Phase 1)	482.3	386.3	11.1	6.3			
Bluffer's Park - Traffic Management Plan	270.0	270.0					
Centennial West Pool Programming Reinstatement	329.3	158.8	3.6	59.6	0.9	2.9	
SH Armstrong Pool Programming Reinstatement	139.6	133.5	0.8	45.5	0.3	(1.0)	
Swim to Survive (Phase 3)	155.9	155.9	3.2	1.8			
Waterfront Lifeguard (Transfer from Police)	344.0	284.0	31.6	26.6		3.2	
Enhancing Access to Parks & Recreation Total	2,223.5	1,774.8	61.4	146.1	1.1	5.1	
Improving Access, Equity & Diversity							
City Clerk's Office							
Real-time & Archived Video Captioning of Council & Ctee Mtg	400.0	400.0		200.0			
City Manager's Office							
Establishment of an Indigenous Affairs Office	519.7	519.7	4.0	(27.9)		12.2	
one-time Indigenous Cultural Competency Training	14.0	14.0		(14.0)			
Support for AODA Accountability & Compliance in EDHR	263.2	263.2	2.0	6.9		6.9	
Support for Toronto for All and AODA in HR	504.6	504.6	2.0	339.0	2.0	13.8	
Social Development, Finance & Administration							
Action Plan to Confront Anti-Black Racism	995.4	995.4	5.0	458.2	2.0	(174.9)	(0.0)
Improving Access, Equity & Diversity Total	2,696.9	2,696.9	13.0	962.2	4.0	(141.9)	(0.0)
Supporting Business & Distressed Retail							
Economic Development & Culture							
Construction Mitigation Best Practices, Options & Support	300.0	300.0		(300.0)			
IDC with Transportation to Provide Locate Services for BIAs	165.9	165.9		165.9			
Local Capacity Building Program - Retail Areas	262.0	262.0		30.0		20.0	
Study of the Current State and Future of the City's Retail	200.0	200.0		(200.0)			
Transportation Services							
Utility Locate Services for BIAs	331.7						
Supporting Business & Distressed Retail Total	1,259.6	927.9		(304.1)		20.0	
Improving Service Delivery, Management & Oversight							
311 Toronto							
CSR Training on Tax & Utility Calls	290.5						
Day 2 Support Required for UCCE Technology Infrastructure	95.0	95.0					

City of Toronto
2018 Executive Committee Recommended Operating Budget
Summary of New & Enhanced Services

In \$ Thousands	2018			2019		2020	
	Gross	Net	Positions	Net	Positions	Net	Positions
Association of Community Centres							
Central Eglinton Additional Staff due to Increased Space	29.6	29.6	0.8	7.9		0.7	
The 519 Additional Cleaning Staff due to Increased Space	73.4	73.4	2.0	36.7			
City Manager's Office							
Permanent HR Support for City Planning	99.3		1.0				
Permanent HR Support for Toronto Building	124.8		1.0				
Provide Comm Digital Expertise to Eng & Const Services	122.7		1.0				
Resource to Provide Digital Expertise to Toronto Water	122.7		1.0				
Review of Communication Function	100.0						
Secure Permanent Client-Funding for Fire Services	122.8		1.0				
City Planning							
Committee of Adjustment Service Improvements	286.5		3.0				
Permanent HR Support							
Website Management	184.4		2.0				(2.0)
Project management (HCD studies)	122.0		1.0		(1.0)		
Court Services							
Provincial Offences Act (POA) - Photocopying User Fees		(10.5)					
Economic Development & Culture							
New User Fees for the Market Gallery		(45.9)					
Toronto Business Development Centre	200.0	200.0					
Engineering & Construction Services							
Communication Coordinators (Basement Flooding & Local Roads)	227.4	0.0	2.0	(0.0)		(0.0)	
Digital Comm Expertise (Water & Transportation projects)	122.7						
Legal Advice for Properties related to Gardiner Rehab	301.3						
Review/ Project Mgmt for Lawrence Heights Revitalization	140.9		1.0				
Facilities, Real Estate, Environment & Energy							
New Paramedics Custodial & Op. Maintenance-1300 Wilson Ave	220.0						
Fire Services							
Create Permanent IDC/IDR with HR for training			(1.0)	(0.0)		(0.0)	
Market Segmentation for Public Education Pilot Program	150.0			20.0		130.0	
Professional Serv-Public Information Review & Training	50.0						
Road to Mental Readiness Training	92.4	92.4		62.5		(154.9)	
TCHC Fire Safety Strategy	806.0	806.0	10.0	436.7	(0.0)	134.4	
Heritage Toronto							
Website Redevelopment	23.5	6.5	0.3	(13.1)	(0.3)	(7.5)	
Heritage Enhanced Services - Manager of Philanthropy	23.2	23.2		(53.2)		(52.3)	
Heritage Status of Heritage Report Card	20.0	10.0		(7.0)			
Legal Services							
Accounting Clerk to Support Insurance Claims	64.3		1.0	0.0	(0.0)	(0.0)	
Legal Services Organizational Review	120.0						
Legal Support for Gardiner Expressway Rehabilitation	301.3		2.0				
Legal Support for Toronto Water Infrastructure Projects	528.0		4.0	0.0		(0.0)	(4.0)
Legal Support for TTC Real Estate Division Expropriation	310.1		2.0	7.1		5.8	
Legal Support for Waterfront Revitalization Initiatives	219.4		1.0	0.0		(0.0)	(1.0)
Long-Term Care Homes & Services							
Resident Acuity and Service Level Standards	2,068.8	(0.0)	17.8	0.0	25.0	(0.0)	25.0
Municipal Licensing & Standards							
Enforcement of Holistic Centres and Body Rub Parlours	682.0	682.0	5.0	9.4		3.9	
Short-term Rentals Regulations	772.7	1.4	8.0	(106.7)	(2.0)	(15.7)	
Non-Program Expenditures							
Change Management Office	855.1	855.1	6.0	134.0		24.2	
Office of the Chief Financial Officer							
3 Positions in FPD as recommended by BC	419.0	419.0	3.0	7.2		11.1	
Sr. Investment Analyst to support Investment Board	129.6	(0.0)	1.0	0.6		3.4	
Office of the Treasurer							
Property Tax Reinstate Fee & o/s Utility Notification Fee		(79.2)		(24.2)			
Merger of the City's five pension plans with OMERS	209.3		3.0		(0.0)	(0.0)	(3.0)
Support to the Investment Board	100.0	0.0	1.0	0.0		(0.0)	
Policy, Planning, Finance & Administration							
Consultation Coordinators (Basement Flooding/Local Roads)	373.1		3.0				
Shelter, Support & Housing Administration							
Provincial SHAIIP funding for Program Admin and Building Cond	2,326.0		3.0		(0.0)		(3.0)

City of Toronto
2018 Executive Committee Recommended Operating Budget
Summary of New & Enhanced Services

In \$ Thousands	2018			2019		2020	
	Gross	Net	Positions	Net	Positions	Net	Positions
Supports and Housing for Survivors of Human Trafficking	2,068.0						
Transformative Data Analytics for Div. Perf. Measurement	286.5	120.4	4.0	101.0	(0.0)	5.9	
Social Development, Finance & Administration							
Black Youth Leadership Grant to Confront Anti-Black Racism	150.0						
Extension of Toronto For All Campaign	100.0	100.0		240.0			
Toronto Building							
Toronto Building HR Strategy Permanent Support	124.8						
Toronto Building Inspection Service Internship Program	335.0						
Toronto Paramedic Services							
Facilities Maint, Custodial & Security IDC -1300 Wilson	220.0	220.0		(110.0)			
Toronto Public Health							
Additional one-time provincial funding for program delivery	1,029.0		4.0		(2.0)		(2.0)
ISPA (Immunization of School Pupils Act)	530.3	132.6	9.0	65.5			
Toronto Public Library							
e-Learning Initiatives	250.0	250.0	2.0	50.0			
Toronto Realty Agency							
Toronto Realty Agency New Services 2018 Operating Budget	2,831.6		10.0		(10.0)		
Toronto Zoo							
Toronto Zoo - Winter Zoomobile Operations	38.3	(98.7)	2.0	(214.1)		1.8	
Transportation Services							
Customer Service and Issues Management	64.6	64.6	(0.0)	2.5		3.3	
Development Application Review Compliance	95.2		1.0				(1.0)
Enterprise Work Management System (EWMS) Implementation	264.6		2.0		(2.0)		
Neighbourhood Improvements Program	130.9		1.0				
Port Lands Acceleration Initiative	140.9		1.0				(1.0)
Project Oversight and Inspection Compliance	246.0	246.0	2.0	8.1		7.0	
City-Wide Permit Parking Feasibility Assessment	200.0	200.0		(200.0)			
Improving Service Delivery, Management & Oversight Total	22,735.4	4,393.0	124.8	461.1	7.7	101.3	8.0
Grand Total	159,073.7	52,925.9	397.6	64,576.4	33.0	18,667.7	8.9

Programs (in '000s)	2018				2018 - 2027			
	EC Rec'd		Debt Target	Over/ (Under)	EC Rec'd		Debt Target	Over/ (Under)
	Gross	Debt/ CFC			Gross	Debt/ CFC		
Citizen Centred Services - A								
Children's Services	18,567	1,873	1,873	0	67,616	15,029	15,029	0
Economic Development and Culture	18,675	12,931	9,762	3,169	197,968	132,477	96,962	35,515
Long Term Care Homes Services	8,690	7,040	7,040	0	82,564	67,734	67,734	0
Parks, Forestry & Recreation	137,390	62,690	66,774	(4,084)	1,311,174	707,075	708,232	(1,157)
Shelter, Support & Housing Administration	283,932	275,932	31,651	244,281	1,017,914	1,009,780	57,915	951,865
Toronto Employment & Social Services	2,313	0	0	0	9,823	0	0	0
Toronto Paramedic Services	3,032	2,245	1,965	280	63,097	29,552	28,992	560
Citizen Centred Services - A	472,599	362,711	119,065	243,646	2,750,156	1,961,647	974,864	986,783
Citizen Centred Services - B								
City Planning	6,781	4,389	4,389	0	62,914	39,976	39,976	0
Fire Services	6,138	1,494	1,220	274	49,712	15,697	12,595	3,102
Transportation Services	372,045	269,083	335,212	(66,129)	5,158,652	4,103,631	4,086,524	17,107
Waterfront Revitalization Initiative	162,001	10,889	25,235	(14,346)	523,552	64,768	72,268	(7,500)
Citizen Centred Services - B	546,965	285,855	366,056	(80,201)	5,794,830	4,224,072	4,211,363	12,709
Internal Corporate Services								
311 Toronto	3,996	3,996	2,770	1,226	29,521	29,521	20,826	8,695
Facilities Management, Real Estate & Environment	220,587	88,732	81,728	7,004	1,329,938	882,549	671,383	211,166
Fleet Services	74,406	0	0	0	709,079	0	0	0
Information & Technology	58,518	31,616	31,376	240	420,977	196,550	182,508	14,042
Internal Corporate Services	357,507	124,344	115,874	8,470	2,489,515	1,108,620	874,717	233,903
Chief Financial Officer								
Financial Services	20,582	18,701	12,081	6,620	51,020	37,827	31,483	6,344
Chief Financial Officer	20,582	18,701	12,081	6,620	51,020	37,827	31,483	6,344
Other City Programs								
Accountability Offices	0	0	0		1,400	1,400	1,400	0
City Clerk's Office	5,512	3,580	3,675	(95)	36,692	22,694	38,645	(15,951)
Corporate Initiatives	90,060	30,615	36,677	(6,062)	3,805,460	1,429,477	1,777,577	(348,100)
IT Related Projects	(3,546)	(3,546)	(3,546)	0	(7,092)	(7,092)	(7,092)	0
Other City Programs	92,026	30,649	36,806	(6,157)	3,836,460	1,446,479	1,810,530	(364,051)
Total - City Operations	1,489,679	822,260	649,882	172,378	14,921,981	8,778,645	7,902,957	875,688
Agencies								
Exhibition Place	4,465	4,465	4,965	(500)	107,758	104,808	104,808	0
GO Transit	0	0	0	0	0	0	0	0
Sony Centre (Hummingbird)	3,251	3,251	2,750	501	8,715	8,715	2,750	5,965
Toronto & Region Conservation Authority	19,830	5,900	3,000	2,900	199,078	44,900	40,000	4,900
Toronto Police Service	44,143	20,949	20,949	0	523,283	220,442	220,443	(1)
Toronto Public Health	3,182	3,018	4,233	(1,215)	25,417	25,253	25,506	(253)
Toronto Public Library	28,838	22,777	21,277	1,500	266,330	180,255	178,755	1,500
Toronto Zoo	8,020	6,700	6,000	700	80,720	61,400	60,000	1,400
Yonge-Dundas Square	0	0	50	(50)	450	450	500	(50)
Agencies	111,729	67,060	63,224	3,836	1,211,751	646,223	632,762	13,461
Tax Supported before TTC	1,601,408	889,320	713,106	176,214	16,133,732	9,424,868	8,535,719	889,149
Toronto Transit Commission								
Toronto Transit Commission	1,162,451	411,351	596,467	(185,116)	6,295,173	1,815,057	2,400,183	(585,126)
Scarborough Subway Extension	58,434	13,254	99,499	(86,245)	3,364,933	285,727	439,004	(153,277)
Spadina Subway Extension	160,255	13,926	13,962	(36)	160,255	13,926	13,962	(36)
Transit Studies	11,824	5,912	0	5,912	11,824	5,912	0	5,912
Toronto Transit Commission	1,392,964	444,443	709,928	(265,485)	9,832,185	2,120,622	2,853,149	(732,527)
Tax Supported Programs	2,994,372	1,333,763	1,423,034	(89,271)	25,965,917	11,545,490	11,388,868	156,622