

# **budget**

—2019—





TRUST AND  
CONFIDENCE



2.9 million

people call Toronto  
home each night



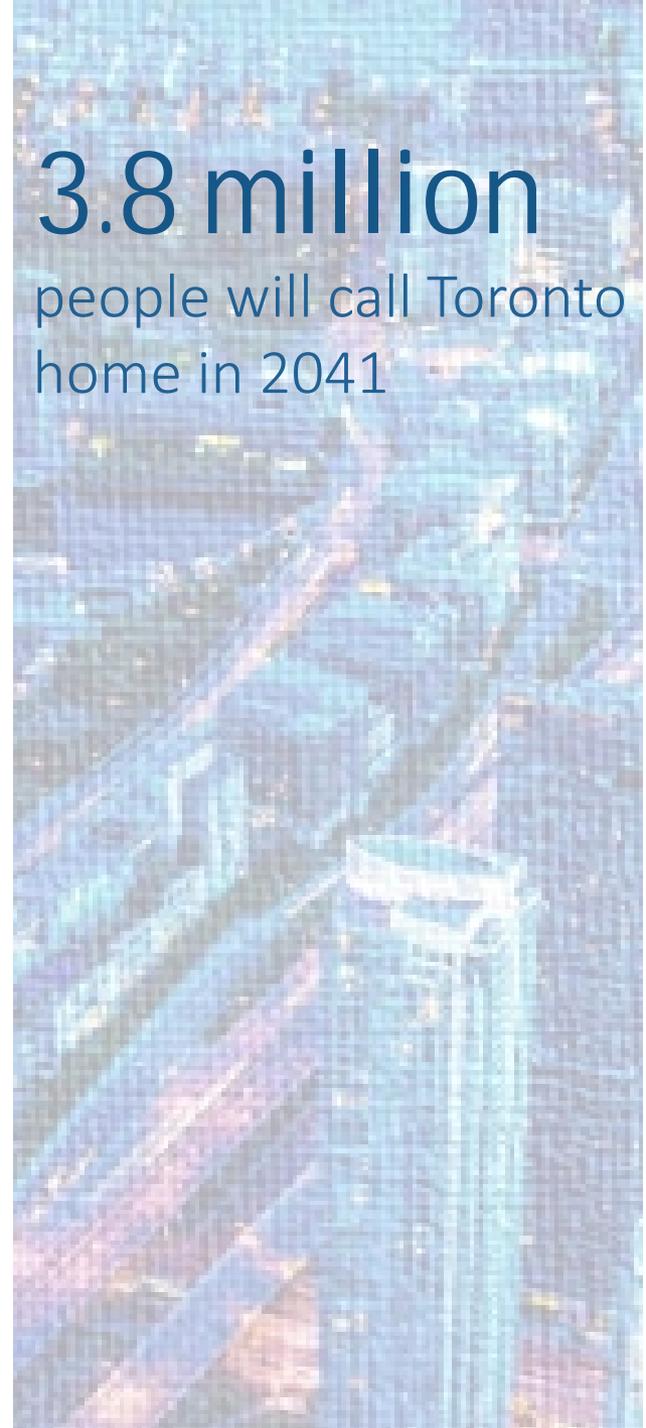
3.1 million

people call Toronto  
home each day



3.8 million

people will call Toronto  
home in 2041



# 150+ CITY SERVICES





 housing

 modernization

 mobility

 financial  
health

 people and  
neighbourhoods

# people and neighbourhoods

1.1M

hours of recreation for  
10.7 million  
participants in 2018

114,026

people left Ontario Works for  
employment or started a job  
placement last year

10,954

new licensed  
child care spaces added  
(2014 to 2018 Council term)



# housing



91,000

social housing units  
across the city (2018)



2,641

people cared for in  
permanent, 24-hour  
long-term care homes  
(2018)



61,268

people accessed  
emergency shelter  
(2016 to 2018)



9,339

refugees have found  
permanent housing  
(2016 to 2018)

# mobility

2015 to 2018



920

new buses to improve reliability and meet ridership growth



100

lane km of cycling infrastructure upgraded



3.9%

reduction in emissions after retiming traffic signals in 2017



# modernization

2015 to 2018



## One Phone

consolidated 67 phone numbers into one number for social support programs



100%

of drivers' licenses for private transportation companies issued online – the first service of its kind



## 100% online film permits

streamlined online permit and tracking system



48%

more online recreation registrations completed in ten minutes



## toronto.ca

revitalized site – 60% accessing services with mobile devices



## 1300% increase online look-ups

dozens of city services and resources online

# financial sustainability

2015 to 2018



## \$8B

expected to be leveraged in infrastructure funding (2018 to 2027 Capital Plan)



## 88

park improvements funded by development charges



## \$113M

generated in partnership donations and grants (2015 to 2017)





**1.75km** TRANSFORMED INTO PUBLIC SPACE  
UNDER THE GARDINER

# Toronto faces challenges.



social inequity



climate  
change



aging  
infrastructure



housing



mobility



financial sustainability

# budgetTO 2019

staff-recommended balanced budget \*

**\$13.46B** OPERATING TAX AND RATE  
SUPPORTED BUDGET

**\$40.67B** 10-YR CAPITAL TAX AND  
RATE SUPPORTED BUDGET

# budgetTO 2019

**\$13.46B** OPERATING TAX AND RATE  
SUPPORTED BUDGET

how we got here: increased costs

- City Operations 1% increase over 2018
- TTC/Police 3% increase over 2018
- Other Agencies 1.8% increase over 2018

# budgetTO 2019

**\$13.46B** OPERATING TAX AND RATE  
SUPPORTED BUDGET

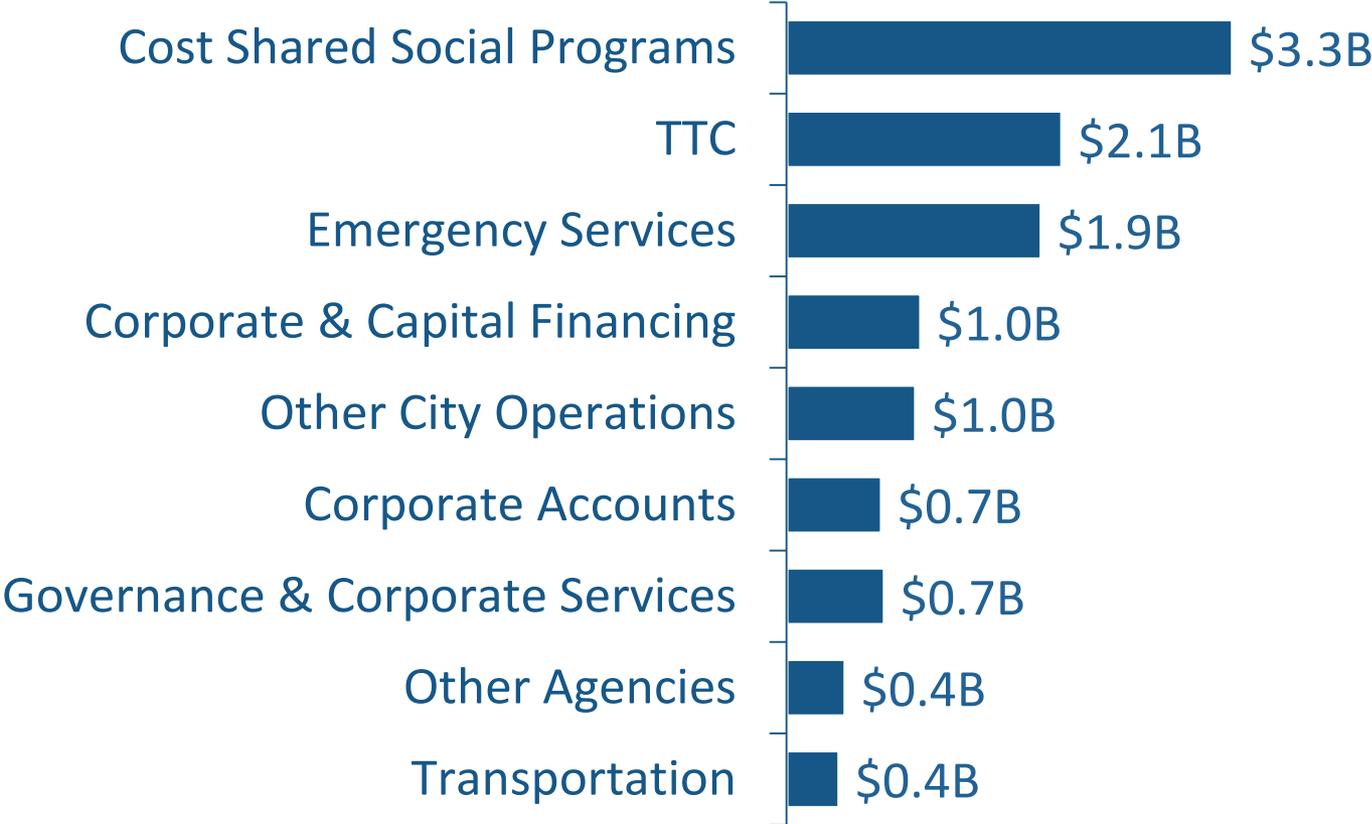
## how we're balancing the budget

- Residential property tax increase (1.8% overall) 2.55%
- Water rate increase 3.0%
- Solid waste rate increase 2.2%
- TTC fare increase 10¢/ride
- Federal Gov't Refugee contribution \$45M\*
- Capital contribution reduction \$46M
- Solid waste rebate reduction (year 1) \$35M
- Savings target \$10M

# budgetTO 2019

## where the money goes

### OPERATING TAX SUPPORTED BUDGET



# budgetTO 2019

# \$308M

continuing Council's  
strategies

examples of continued and new  
investments for 2019

- Poverty reduction and wellbeing \$178.2 million
- City building and mobility \$70.9 million
- Environmental sustainability \$12.2 million
- Modernizing city government \$3.6 million

# budgetTO 2019

**\$40.67B** 10-YR CAPITAL TAX AND RATE SUPPORTED BUDGET

what residents will receive in 2019



**social inequity**



**climate change**



**aging infrastructure**



**housing**



**Mobility**

additional 1000 shelter beds (2018-2020)  
*\$62 million*

basement flooding relief  
*\$58 million*

maintaining transportation infrastructure  
*\$308 million*

TCHC state-of-good-repair  
*\$195 million*

Transit projects, infrastructure & vehicles  
*\$393 million*

# monthly expenses





**investing for the future**

# a roadmap for long-term financial sustainability



improve value for money



secure adequate and fair revenue



improve focus on financial balance sheet and health



better information to support strategic decision making



better integration with provincial & federal policies & fiscal direction

#budgetTO

# budget | 2019 Launch

# GUIDING PRINCIPLES

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1

Equity responsive budgeting: Continue to consider how budget decisions have potential equity impacts

2

Introducing a property tax increase: the increase in the cost of living

3

Preserve existing service levels

4

Continue investing in 2018 Council-approved priorities, strategies and plans

5

Consider outstanding recommendations from the Auditor General to realize savings

# 2 2019 Operating Budget

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# 2019 STAFF-RECOMMENDED TAX & RATE OPERATING BUDGET

Tax Supported Operating Budget, \$11,551.9, 86%



Rate Programs  
\$1.9 Billion  
14%

# RATE SUPPORTED OPERATING BUDGET

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3.0%

Toronto Water increase

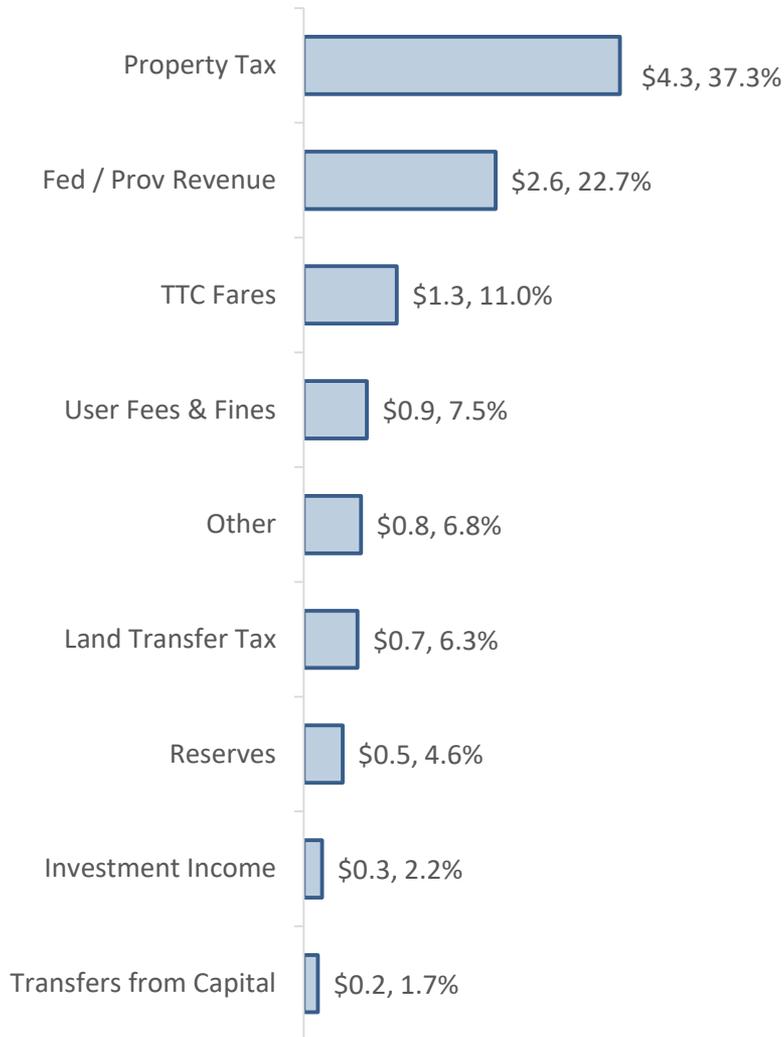


2.2%

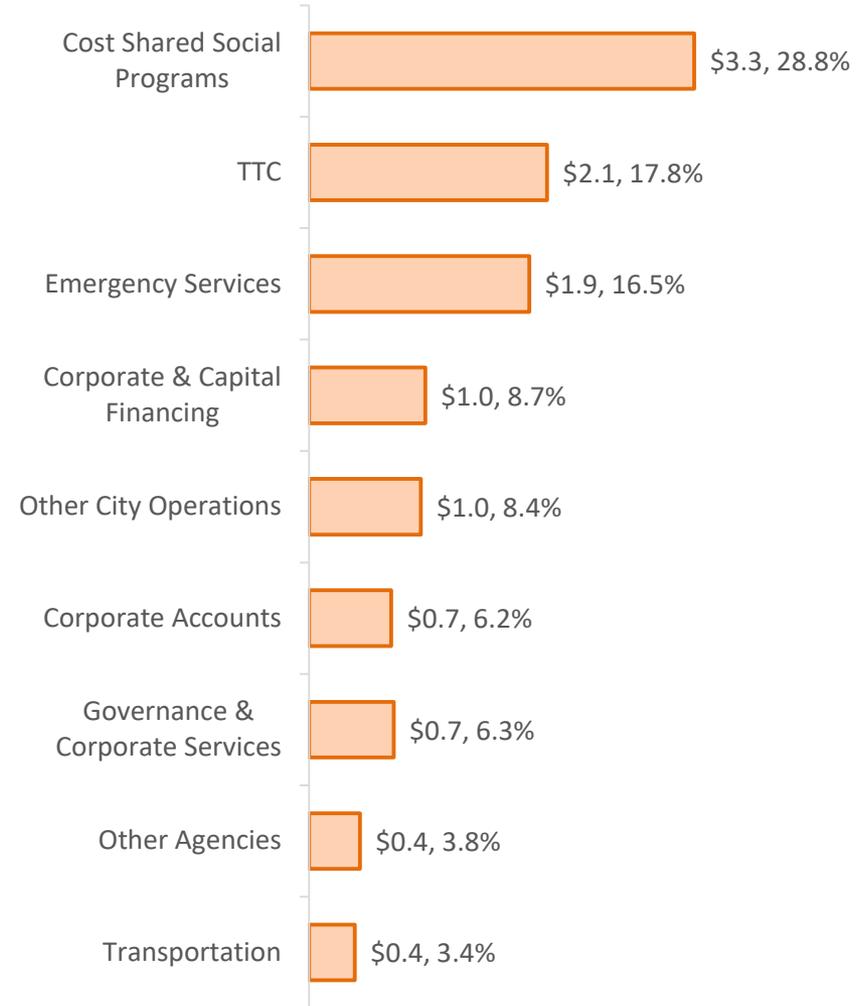
Solid Waste rate increase

# TAX SUPPORTED OPERATING BUDGET: \$11.6 B

## WHERE THE MONEY COMES FROM (\$ Billions)

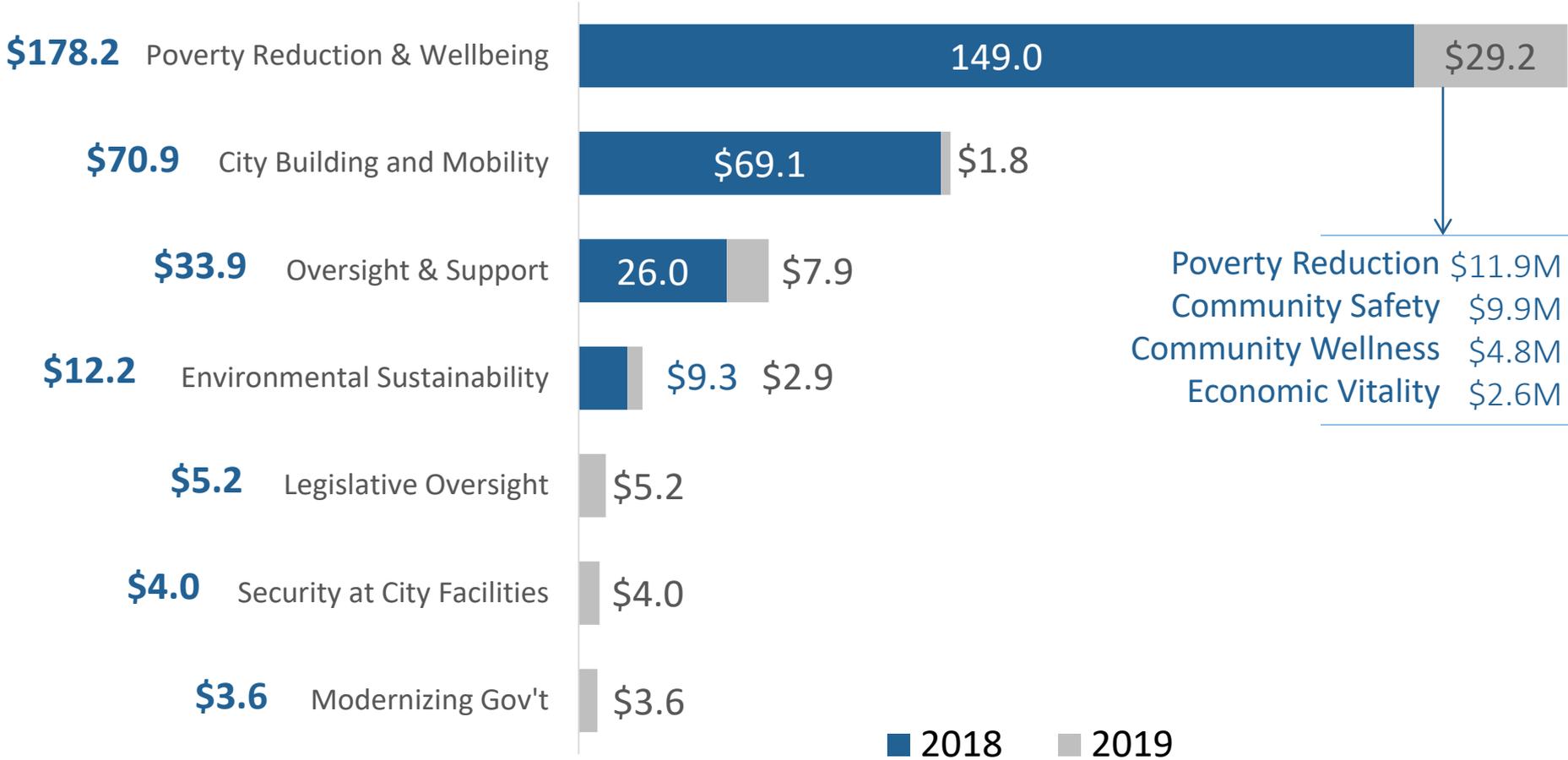


## WHERE THE MONEY GOES (\$ Billions)



# \$308 MILLION IN NEW AND CONTINUING INVESTMENTS

In \$ Millions



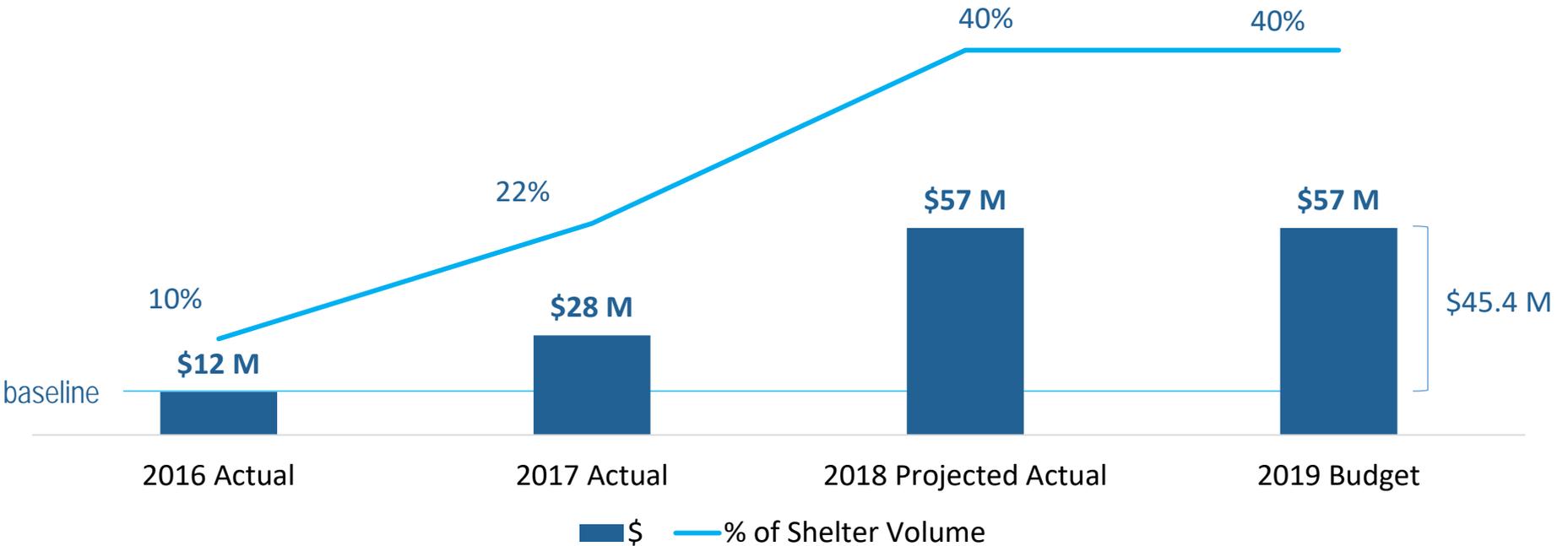
# HOW WE'RE BALANCING THE BUDGET

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**\$13.46B** OPERATING TAX AND RATE  
SUPPORTED BUDGET

- Residential property tax increase (1.8% overall) 2.55%
- Water rate increase 3.0%
- Solid waste rate increase 2.2%
- TTC fare increase 10¢/ride
- Federal Gov't Refugee contribution \$45M\*
- Capital contribution reduction (MLTT) \$46M
- Solid waste rebate reduction (year 1) \$35M
- Savings target \$10M

# FEDERAL GOVERNMENT CONTRIBUTION: \$45.4 MILLION IN ADDITIONAL COSTS FOR SHELTERS SINCE 2017



**10%** of overall shelter beds have been occupied by refugees for the past decade

**100%** Year of year increase of refugee accommodation volume.

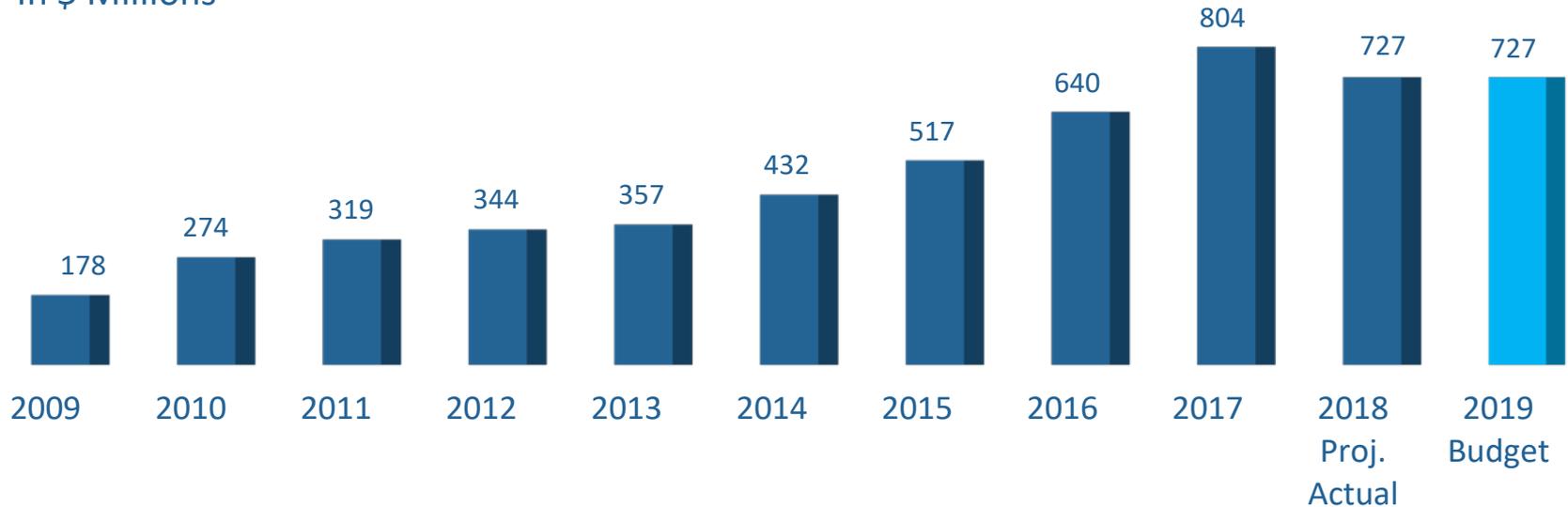
**\$12M** base city funding in operating budget for refugee accommodation

**\$57M** level of accommodation again doubled, and 2019 budget was increased to match.

**\$45M** REQUESTED IN FEDERAL FUNDING ABOVE CITY'S BASELINE FUNDING.

# MUNICIPAL LAND TRANSFER TAX

In \$ Millions



- Unpredictable revenue source funding recurring operating expenses
- Budget has been set on actual experience of previous year
- For 2019, \$83 million net reduction based on 2018 experience – Capital from Current decreased by \$46.4M helps mitigate MLTT revenue loss
- Staff are recommending a strategy to reduce reliance on MLTT in the Operating budget and redirect to fund the Capital budget
- When City properties are disposed, proceeds will increase the Capital Financing Reserve

# LONG TERM SOLID WASTE STRATEGY

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First year in a multi-year strategy to move to a true utility rate program based on user-pay



The strategy set a goal of diverting 70% of Toronto's waste away from landfill by 2026. In 2017, the residential diversion rate was 53%.



2019 focuses on the phase out of solid waste rebates for single family homes

- Elimination of Large Bin rebate in 2019
- Begins phase out of Medium Bin rebate over two years & small bin over three years
- \$35 million in savings in 2019



Phase out of Multi-Residential rebate

- Council to consider new bylaw in 2019 to create mandatory diversion requirements for all multi-residential and Industrial, Commercial & Institutional buildings, regardless of service provider. Rebate to be phased out between 2020 and 2022.



**To minimize the impact on low income seniors and disabled persons, staff recommend a Low Income Relief Program similar to the Water Utility Rebate program**

- Rate payers on water rebate program will be automatically registered



Will require multi-year rate strategy to fund long-term waste facility needs

# 2019 NET OPERATING BUDGET SUMMARY

(In \$ Millions)	2018 Budget	2019 Staff Rec'd Budget	Change from 2018	% Change From 2018
<b>Gross Expenditures</b>	\$13,080	\$13,462	\$382	2.9%
Total Revenues	\$8,905	\$9,149	\$244	2.7%
<b>Net Expenditures</b>	\$4,175	\$4,313	\$138	3.3%
Assessment Growth		(\$61)	(\$61)	1.5%
1.8% Blended Rate Increase		(\$77)	(\$77)	1.8%
<b>Net Increase after Assessment Growth and 2.55% Residential Tax Increase</b>	<b>\$4,175</b>	<b>\$4,175</b>	-	-

Note – Includes both Rate and Tax Supported Programs

# CITY OPERATIONS NET INCREASE

(In Millions)	2018	2019	YoY Increase	% Increase
<b>Service Delivery</b>				
<b>City Operations (Includes Savings Target)</b>	<b>\$2,000</b>	<b>\$2,020</b>	<b>\$20</b>	<b>1.0%</b>
<b>Accountability Offices</b>	<b>\$10</b>	<b>\$11</b>	<b>\$1</b>	<b>8.8%</b>
Toronto Police Service (Inc. Board)	\$999	\$1,029	\$30	3.0%
TTC	\$741	\$763	\$22	3.0%
Toronto Public Library	\$182	\$188	\$5	2.9%
Other Agencies	\$337	\$338	\$1	0.2%
<b>Total Agencies</b>	<b>\$2,259</b>	<b>\$2,318</b>	<b>\$58</b>	<b>2.6%</b>
<b>Total Service Delivery</b>	<b>\$4,270</b>	<b>\$4,349</b>	<b>\$79</b>	<b>1.9%</b>

<b>Capital Financing</b>				
Capital from Current	\$373	\$362	-\$11	-3.0%
Debt Charges	\$556	\$571	\$15	2.8%
<b>Total Capital Financing</b>	<b>\$929</b>	<b>\$934</b>	<b>\$4</b>	<b>0.5%</b>

<b>Non-Program Accounts</b>	<b>-\$214</b>	<b>-\$242</b>	<b>-\$29</b>	<b>-13.3%</b>
<b>MLTT (Before Capital Contribution)</b>	<b>-\$810</b>	<b>-\$727</b>	<b>\$83</b>	<b>10.2%</b>
<b>Total Net Budget</b>	<b>\$4,175</b>	<b>\$4,313</b>	<b>\$138</b>	<b>3.3%</b>

- Funded from Assessment Change and 2.55% Res Property Tax Rate Inc.

# PROPERTY TAX



Total = \$3,020\*

Based on Property Tax of \$3,020 (includes 2.55% property tax increase, CVA shift and Capital Building Fund Levy) for an average house with an assessed value of \$665,605

\*Does not Include Education Taxes

Property Tax paid in 2018 for the average household was \$2,916.

3

# Property Tax Impacts

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# PROPERTY TAX INCREASES

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## RESIDENTIAL

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2.55%

residential: assumed at inflation

## BUSINESS

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1.28%



commercial: half of residential increase per policy and regulation



0.00%

multi-residential: no increase per regulation

0.85%



industrial: a third of residential increase per policy and regulation

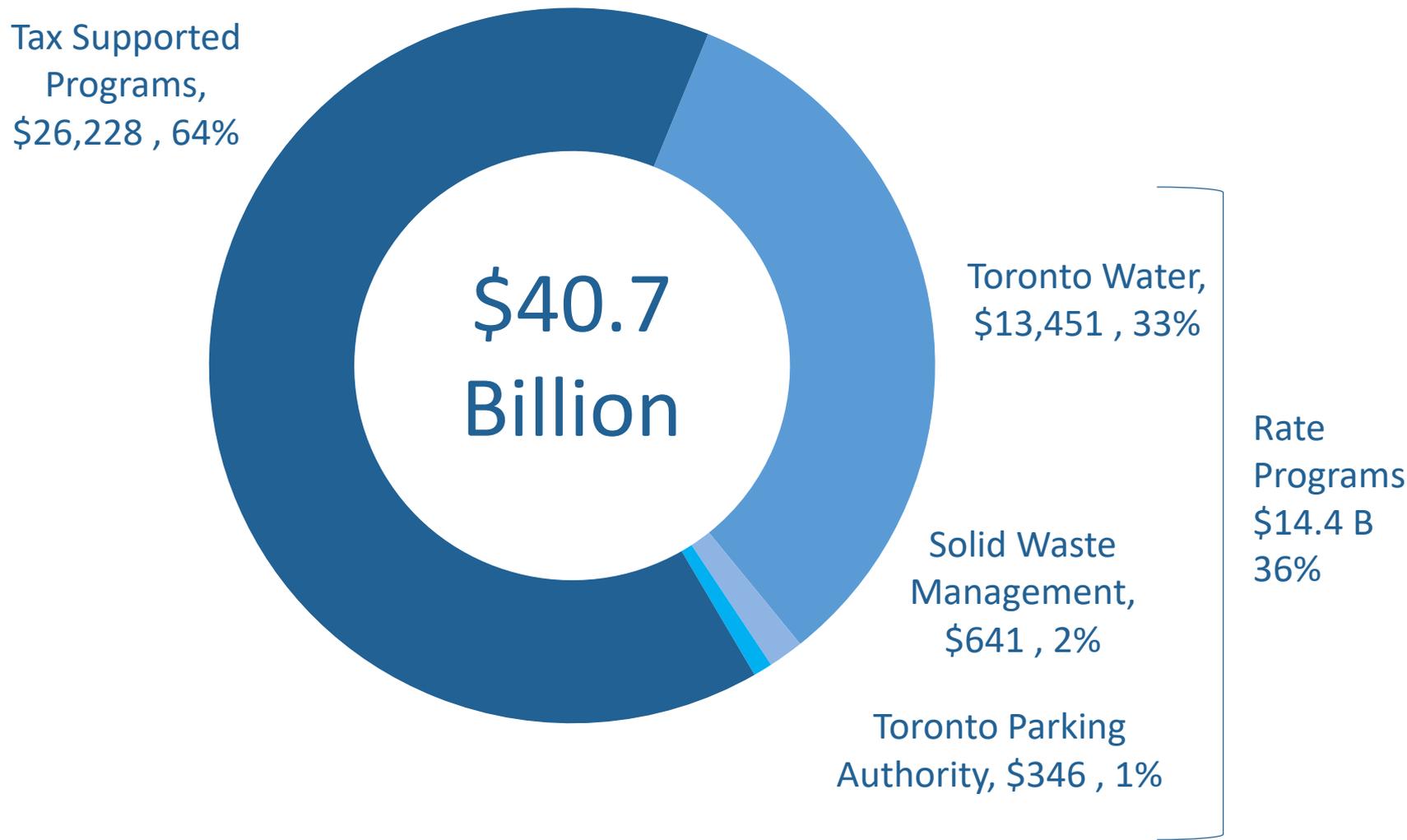
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1.80% total budgetary increase

4

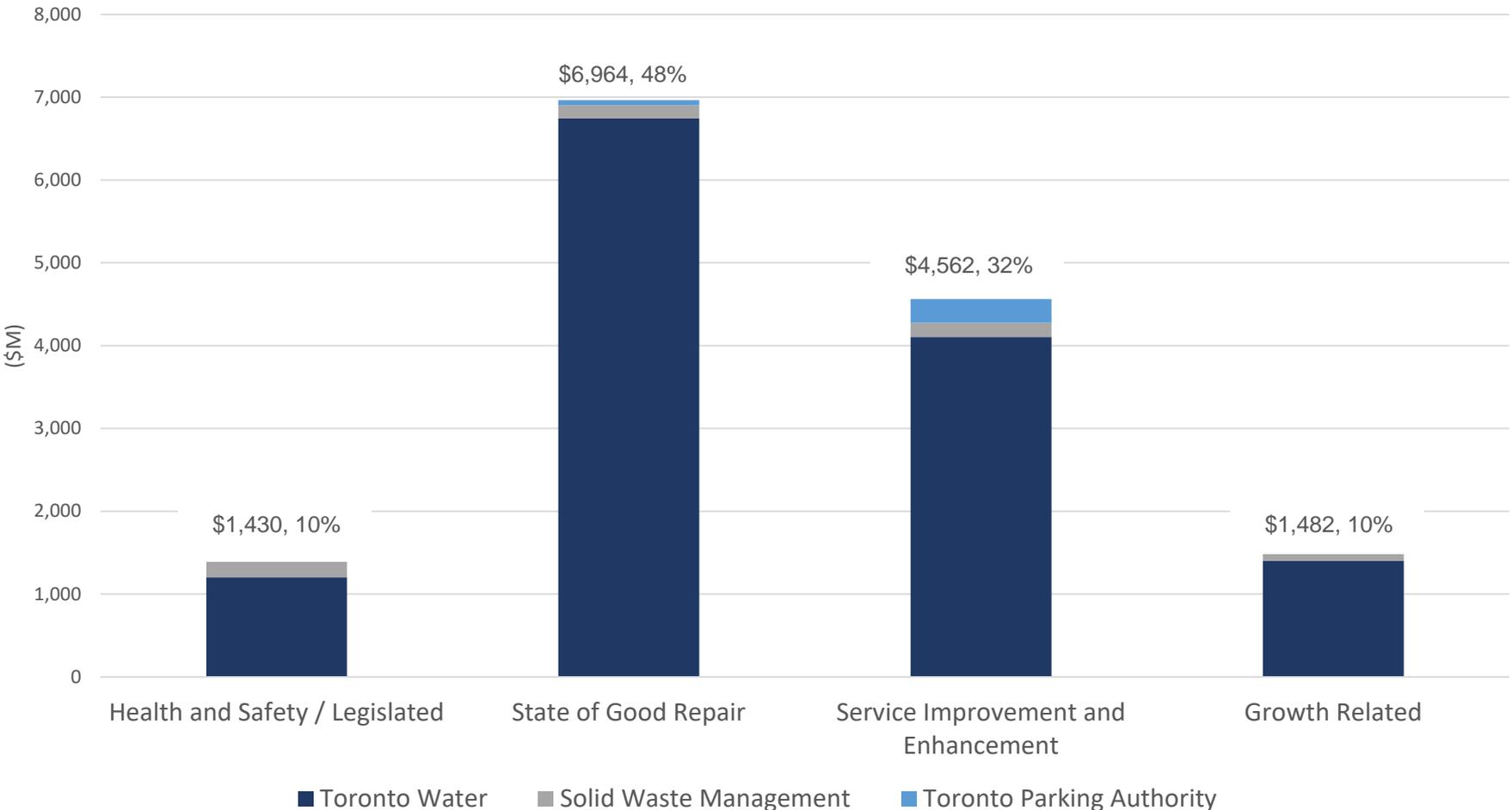
## 2019 – 2028 Capital Budget and Plan

# INVESTING \$40.7B IN CAPITAL WORKS OVER 10 YEARS



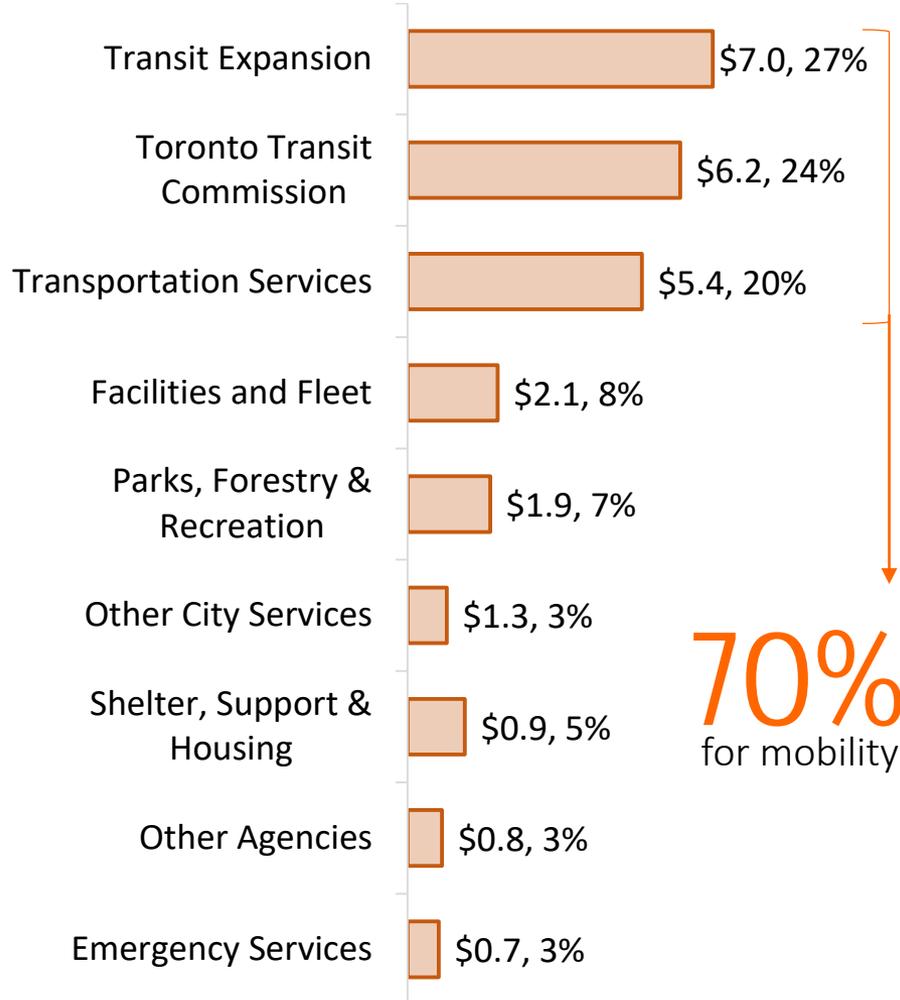
# \$14.4B 10 YEAR CAPITAL PLAN (RATE) FULLY FUNDED BY USER FEES

## Rate Supported 10 Year Plan by Project Category



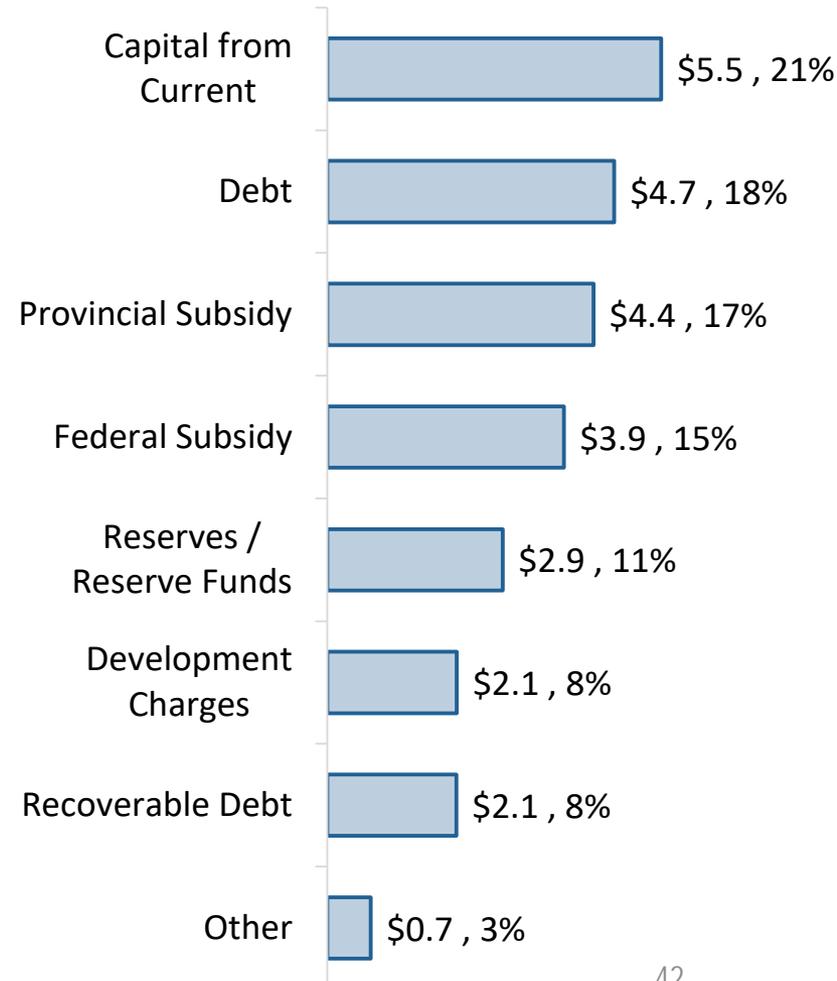
# 70% OF \$26.2B 10 YEAR PLAN (TAX) DEDICATED FOR MOBILITY

## WHERE THE MONEY GOES (\$ Billions)



70%  
for mobility

## WHERE THE MONEY COMES FROM (\$ Billions)

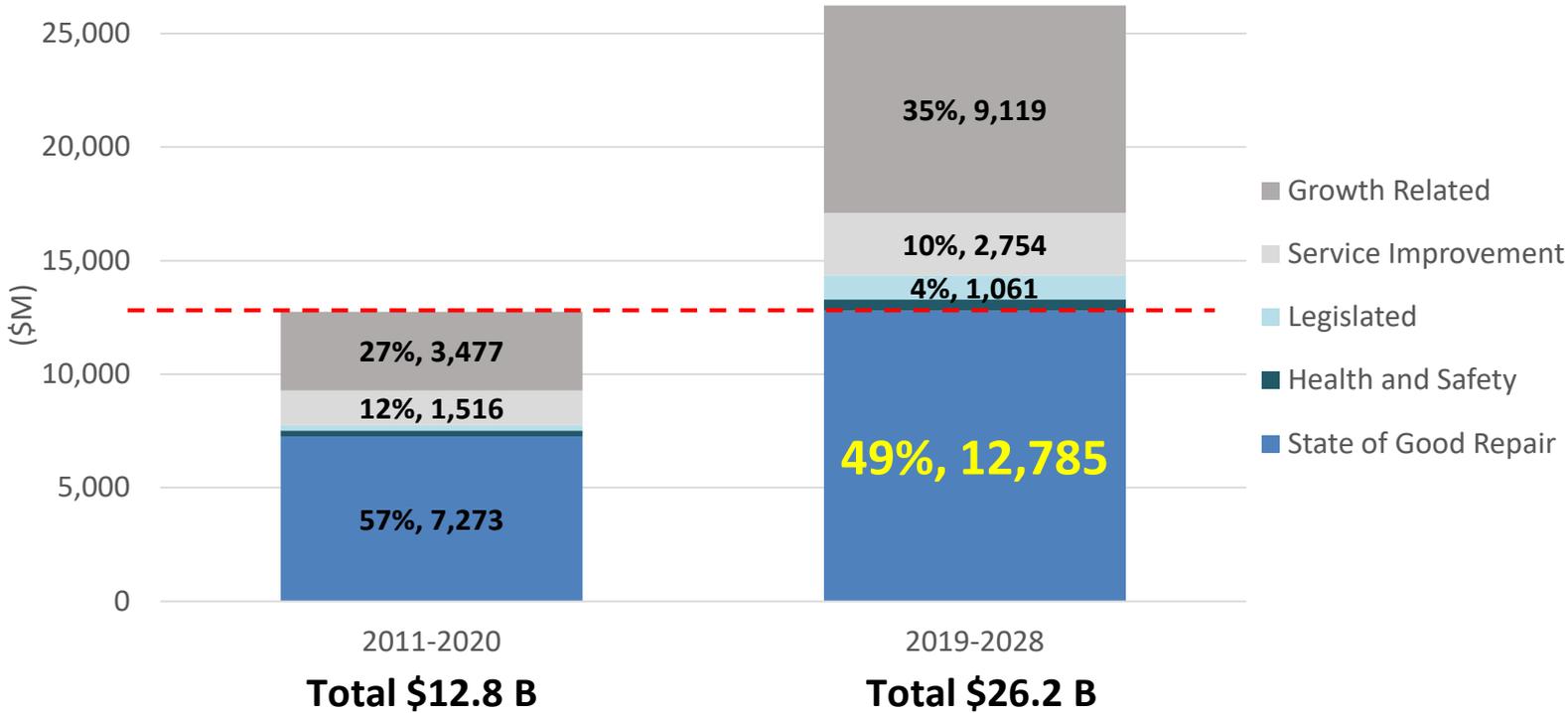


# \$783M IN NEW CAPITAL INVESTMENTS

	Gross Expenditure	Debt Requirements Addressed
<b>Additional Investments:</b>		
Addressed key mobility, city building and SOGR needs:	<b>\$783M</b>	<b>\$598M</b>
Transit projects - Relief Line utility relocation & equipment	\$325M	\$163M
Critical City bridge rehabilitation	\$113M	\$113M
TTC bus purchase: (approx. 120 buses to be replaced)	\$108M	\$108M
Public spaces: Old City Hall and Etobicoke Civic Center design, etc.	\$72M	\$69M
Continued modernization of City Operations: Accounting; Business Intelligence; Office Modernization; Human Resources, etc.	\$42M	\$42M
Emergency Services facilities: Paramedics multi-function station #2, Fire Prevention Office space, etc.	\$17M	\$13M
Other projects: AODA, High Lake Effect flooding damage, wind storm damages, major maintenance, etc.	\$106M	\$92M

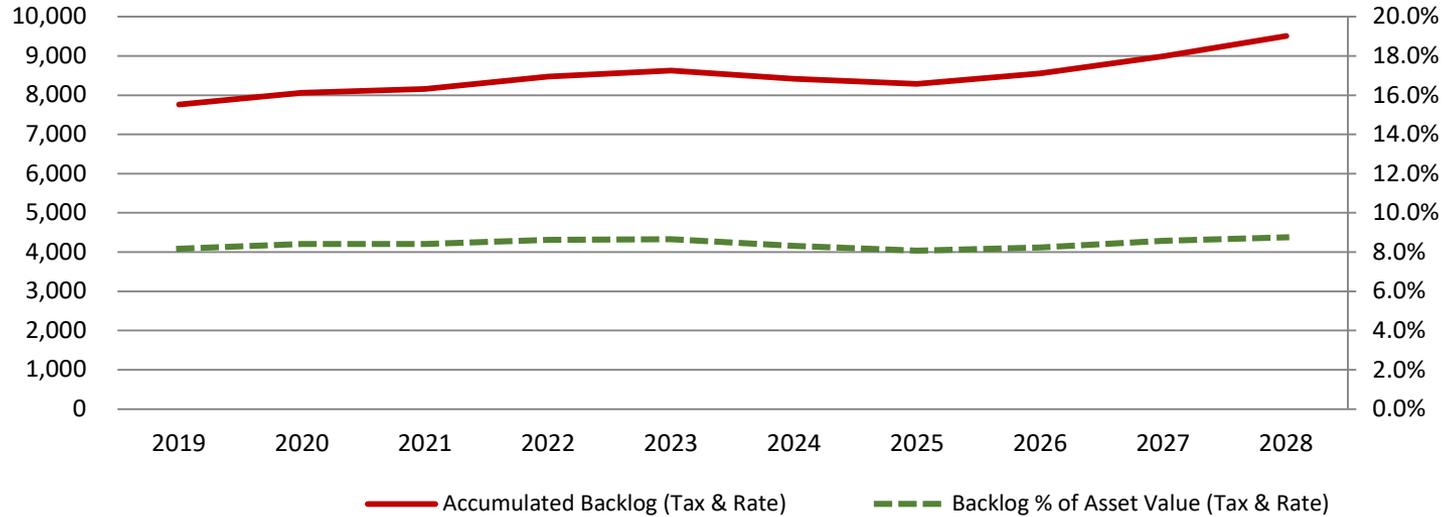
# 10 YEAR CAPITAL PLAN FUNDS \$12.8B STATE OF GOOD REPAIR PROJECTS

Expenditures (\$M)	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	10 Year Total	10 Year %
Health and Safety	77	125	110	29	37	35	27	26	22	22	510	1.9%
Legislated	106	151	181	174	168	135	87	47	11	9	1,069	4.1%
State of Good Repair	1,670	1,658	1,237	1,073	1,073	1,511	1,470	1,179	972	943	12,785	48.7%
Service Improvement	635	473	286	192	612	115	170	100	92	69	2,746	10.5%
Growth Related	493	1,037	743	811	679	812	2,179	1,864	352	149	9,119	34.8%
<b>Total Expenditures</b>	<b>2,980</b>	<b>3,444</b>	<b>2,558</b>	<b>2,279</b>	<b>2,569</b>	<b>2,608</b>	<b>3,934</b>	<b>3,215</b>	<b>1,449</b>	<b>1,192</b>	<b>26,228</b>	<b>100.0%</b>



# SOGR BACKLOG REMAINS A CHALLENGE

## 10 Year Capital Plan - SOGR Backlog (Tax & Rate)



(\$M)	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>Total Asset Value (Tax &amp; Rate)</b>	94,979	95,932	96,951	98,244	99,540	101,316	102,729	103,879	104,972	108,614
<b>Accumulated Backlog (Tax &amp; Rate)</b>	7,759	8,065	8,159	8,477	8,623	8,420	8,291	8,557	8,994	9,506
<b>Backlog % of Asset Value (Tax &amp; Rate)</b>	8.2%	8.4%	8.4%	8.6%	8.7%	8.3%	8.1%	8.2%	8.6%	8.8%

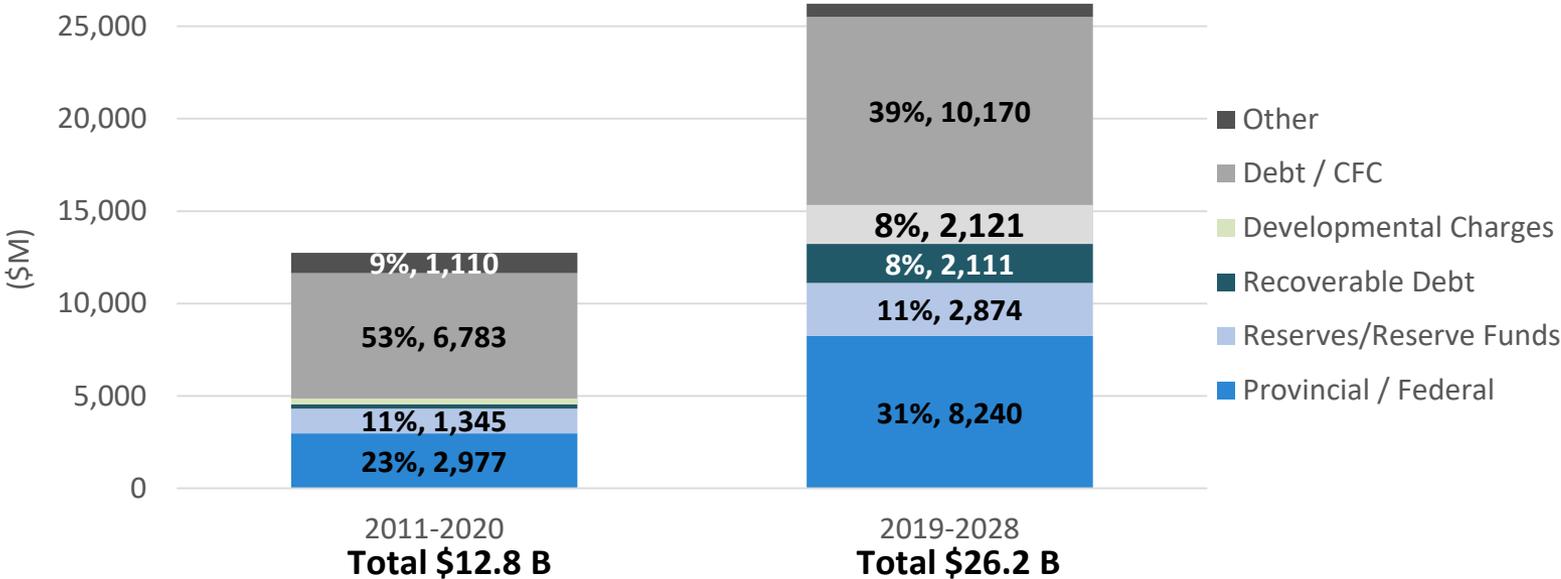
# SOGR BACKLOG KEY PROGRAM DRIVERS

SOGR Backlog (\$M)	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	10 Yr Change
Transportation Services	1,080	1,272	1,508	1,867	2,174	2,472	2,743	3,027	3,262	3,517	2,438 ▲
Toronto Transit Commission*	48	130	211	285	351	423	498	578	666	755	707 ▲
Facilities, Real Estate & Environ. & Energy	311	580	656	700	743	749	750	722	688	637	326 ▲
Parks, Forestry & Recreation	454	450	438	449	462	481	499	530	559	609	155 ▲
Toronto Public Library	68	80	84	92	96	110	129	137	148	161	93 ▲
Toronto Community Housing Corporation	1,763	1,955	2,148	2,294	2,440	2,580	2,694	2,852	3,004	3,161	1,398 ▲
Other	503	493	478	463	448	435	433	432	423	402	(100) ▼
<b>Total City Backlog (Tax excl. Gardiner)</b>	<b>4,227</b>	<b>4,959</b>	<b>5,522</b>	<b>6,149</b>	<b>6,714</b>	<b>7,250</b>	<b>7,745</b>	<b>8,279</b>	<b>8,750</b>	<b>9,243</b>	<b>5,016 ▲</b>
F.G.Gardiner Expressway Rehabilitation	2,079	1,942	1,824	1,749	1,501	835	232	2	8	55	(2,024) ▼
Toronto Water	1,453	1,163	812	579	408	335	315	275	236	208	(1,245) ▼
<b>Total SOGR Backlog (Tax &amp; Rate)</b>	<b>7,759</b>	<b>8,065</b>	<b>8,159</b>	<b>8,477</b>	<b>8,623</b>	<b>8,420</b>	<b>8,291</b>	<b>8,557</b>	<b>8,994</b>	<b>9,506</b>	<b>1,748 ▲</b>
Total Asset Value	94,979	95,932	96,951	98,244	99,540	101,316	102,729	103,879	104,972	108,614	13,635
SOGR as % Asset Value	8.2%	8.4%	8.4%	8.6%	8.7%	8.3%	8.1%	8.2%	8.6%	8.8%	

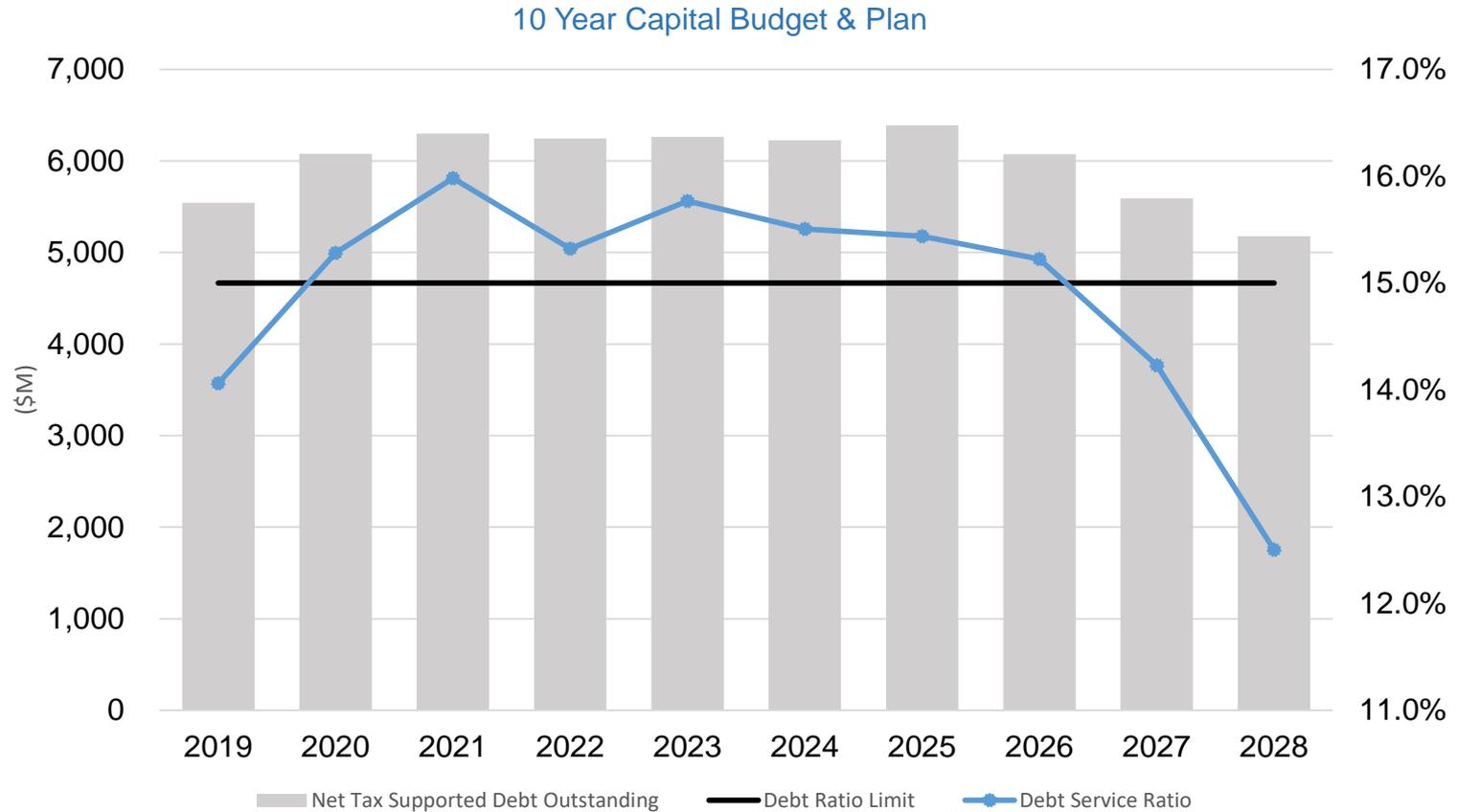
\* Does not include TTC Capital Investment Plan

# 10 YEAR CAPITAL PLAN MAXIMIZES FUNDING SOURCES

Funding Source (\$M)	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	10 Year Total	10 Year %
Federal	415	240	247	259	286	299	875	888	184	182	<b>3,877</b>	<b>14.8%</b>
Provincial	411	433	483	676	522	578	396	335	401	128	<b>4,363</b>	<b>16.6%</b>
Development Charges	312	418	358	256	210	167	118	105	102	75	<b>2,121</b>	<b>8.1%</b>
Reserves/ Reserve Funds	437	455	261	221	372	379	194	215	159	182	<b>2,874</b>	<b>11.0%</b>
Other	124	144	97	64	62	50	41	45	43	42	<b>712</b>	<b>2.7%</b>
Debt - Recoverable	24	151	116	45	29	25	903	766	27	27	<b>2,111</b>	<b>8.0%</b>
Capital From Current (CFC)	340	426	468	515	567	623	686	754	534	557	<b>5,470</b>	<b>20.9%</b>
Debt	916	1,178	527	244	522	487	721	105	-	-	<b>4,700</b>	<b>17.9%</b>
<b>Total Funding</b>	<b>2,980</b>	<b>3,444</b>	<b>2,558</b>	<b>2,279</b>	<b>2,569</b>	<b>2,608</b>	<b>3,934</b>	<b>3,215</b>	<b>1,449</b>	<b>1,192</b>	<b>26,228</b>	<b>100.0%</b>



# DEBT SERVICE RATIO CONTAINED TO 14.93% OVER 10 YEARS



10 Year Capital Plan	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	10 Year
Debt Service Charges	608	678	728	716	756	763	780	789	757	682	<b>7,259</b>
YoY Incremental Debt Service Charges	45	70	50	(12)	40	7	16	9	(32)	(75)	<b>119</b>
Debt Service Ratio	14.06%	15.28%	15.98%	15.32%	15.77%	15.51%	15.44%	15.23%	14.23%	12.50%	<b>14.93%</b>

# GROWING UNMET CAPITAL NEEDS

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Transportation  
State of Good  
Repair (SOGR)



Housing:  
• social  
• senior  
• affordable



TTC Capital Investment Plan  
(not included) - preliminary  
assessment of future 15  
year SOGR needs



City building and  
other unmet  
needs



Transit expansion

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Unmet capital needs will require additional funding strategies.

# ACTIONS REQUIRED

## REASSESS

10 Year Capital Plan based on capacity to deliver

## MATURE

Asset management practice

## INTEGRATE

Official, Service and Capital Plans

## SET

City-wide priorities

## INCREASE

funding capacity with non-debt funding strategies:

- ✓ CONTINUE Capital from Current (CFC) growth strategy
- ✓ CONTINUE Surplus Management policy (75% to Capital)
- ✓ REDIRECT MLTT from operating to capital
- ✓ MAXIMIZE Development Charge (DC) funding
- ✓ LEVERAGE City assets / reinvest proceeds from land sales
- ✓ PARTNER with other orders of government; private sector

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# 2019 Budget Schedule

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# 2019 BUDGET SCHEDULE – KEY DATES

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January 28

Budget launch:  
Budget Committee

February 4 & 6

Budget briefings:  
Budget Committee

February 7 & 11

Public deputations:  
Budget Committee

February 13

Budget Committee  
wrap up

February 20

Budget Committee  
final wrap-up

March 4

Special Executive  
Committee

March 7

Special City Council  
Meeting

# INFORMING COUNCIL AND ENGAGING THE PUBLIC

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## 2019 City Budget



On January 28, Budget Committee held its first meeting. The City Manager and Chief Financial Officer presented the 2019 staff-recommended budget. A series of meetings will be held over the next several weeks prior to the final budget being approved by City Council on March 7.

The budget determines how much money the City will bring in and spend within a year. Learn how the City makes decisions, what the budget process is and get a general overview of how budget decisions impact you.

To learn more about how the City government works, visit [Introduction to Toronto's Government](#).

### Learn the Basics

Learn the difference between the operating and capital budgets, as well as rate-supported budgets and the budget approval process.

### How to Get Involved

Your voice matters. Find out about Committee and Council budget schedules and meetings, learn how to make a deputations, provide feedback and watch online.

### Notes, Reports & Presentations

Dig deeper into the budget. Click through the various program areas, as well as read analyst notes, reports and presentations.

## Learn More



### How Your Tax Dollars Work for You

Learn more about where the money comes from, how your property taxes pay for City services, and how the budget is divided to deliver those services.



### Long-Term Financial Plan

Learn more about the City's long-term framework for financial decision-making, including strategies and key actions.

[toronto.ca/budget](https://toronto.ca/budget)

[#budgetTO](https://twitter.com/budgetTO)



**budget**  | Thank you.

# EQUITY RESPONSIVE BUDGETING

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Equity responsive budgeting process is a multi-phase initiative

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Equity responsive budgeting at the City of Toronto focuses on providing an equity impact analysis of changes in the staff recommended Operating Budget



Programs and Agencies applied the Equity Lens Tool to all 2019 proposed service level changes, efficiencies, revenue changes and new /enhanced investments



Potential equity impacts are included in Programs' and Agencies' Budget Notes and summarized in a Budget Briefing Note



Equity impact analysis identifies:

1. Equity seeking groups that are impacted, with an emphasis on women and persons with low income
2. Barriers to equity that are affected (e.g. access to services)
3. Level of impact

# KEY OPERATING INVESTMENTS 2015-18

2015

\$152M

- ❑ Transit Service Improvements (\$30.8 Million)
- ❑ City Building – Transportation and Traffic Congestions (\$2.6 Million)
- ❑ Social Development:
  - ❑ Poverty Reduction (\$21.7 Million)
  - ❑ Emergency Services (\$4.8 Million)
- ❑ 2015 Pan AM Games (\$91.9 Million)
- ❑ Environmental Sustainability (\$0.5 Million)

2016

\$48M

- ❑ Transit Service Improvements (\$5.5 Million)
- ❑ City Building
  - ❑ Transportation & Traffic Congestions (\$1.4 Million)
  - ❑ Investment in Arts & Culture (\$5 Million)
  - ❑ Promoting Community Wellness (\$2 Million)
- ❑ Social Development:
  - ❑ Poverty Reduction (\$9 Million)
  - ❑ TCHC – Mayor’s Task Force (\$5.5 Million)
  - ❑ Emergency Services (\$3.9 Million)
- ❑ Environmental Sustainability (\$2.2 Million)
- ❑ Good Governance (\$13.9 Million)

2017

\$75M

- ❑ Transit Service Improvements (\$1.4 Million)
- ❑ City Building
  - ❑ Transportation and Traffic Congestions (\$1.7 Million)
  - ❑ Investment in Arts & Culture (\$0.9 Million)
  - ❑ Promoting Community Wellness (\$2.3 Million)
  - ❑ Strengthening City Building Support (\$6.2 Million)
- ❑ Social Development
  - ❑ Poverty Reduction (\$6.4 Million)
  - ❑ TCHC (\$37.2 Million)
- ❑ Environmental Sustainability (\$5.3 Million)
- ❑ Good Governance (\$13.4 Million)

2018

\$161M

- ❑ Poverty Reduction (\$111 Million):
  - ❑ Child Care Growth (\$70 Million)
  - ❑ Shelter Expansion (\$28 Million)
  - ❑ Transit Fare Equity (\$5 Million)
- ❑ Environmental Sustainability (\$9 Million)
  - ❑ TransformTO (\$2.5 Million)
  - ❑ Expanding Tree Canopy (\$7 Million)
- ❑ Transit & Mobility (\$8 Million)
- ❑ Access to Parks & Rec (\$3 Million)
- ❑ Arts & Culture (\$3 Million)
- ❑ Improving Access, Equity & Diversity (\$3 Million)
- ❑ Supporting Distressed Retail (\$1 Million)
- ❑ Service Delivery & Oversight (\$23 Million)

# 2019 NEW / ENHANCED (OPERATING)

Improving Security at City Facilities, \$4.0, 7%

Investing In Poverty Reduction & Wellbeing, \$29.2, 53%

Strengthening Financial Management, Oversight & Support, \$7.4, 14%

Transforming and Modernizing Government, \$3.6, 7%

Enhancing Legislative Oversight, \$5.2, 10%

Advancing City Building and Mobility, \$1.8, 3%

Advancing Environmental Sustainability, \$3.5, 6%

**\$54.7  
Million**

In \$ Millions

	GROSS
Poverty Reduction	\$11.9 M
Community Safety	\$9.9 M
Community Wellness	\$4.8 M
Economic Vitality	\$2.6 M

# KEY CAPITAL INVESTMENTS 2015-18

2015

\$1.6B

- ❑ Transportation services (\$791M)
  - ❑ F.G. Gardiner (\$433M)
  - ❑ Local Roads Rehabilitation (\$155M)
- ❑ TTC SOGR (\$296M)
- ❑ FM&RE SOGR Backlog (\$73 M)
- ❑ Shelter Development - GSR (\$62M)
- ❑ Exhibition Place SOGR Backlog (\$40M)
- ❑ IT Investments for Process Modernization (\$35M)

2016

\$1.4B

- ❑ Transportation services (\$1.4B)
  - ❑ F.G. Gardiner (\$1.3B)
  - ❑ Traffic Congestion (\$27M)
  - ❑ Six Point Interchange Redevelopment (\$35M)
- ❑ IT Investments for Process Modernization (\$13M)

2017

\$5.8B

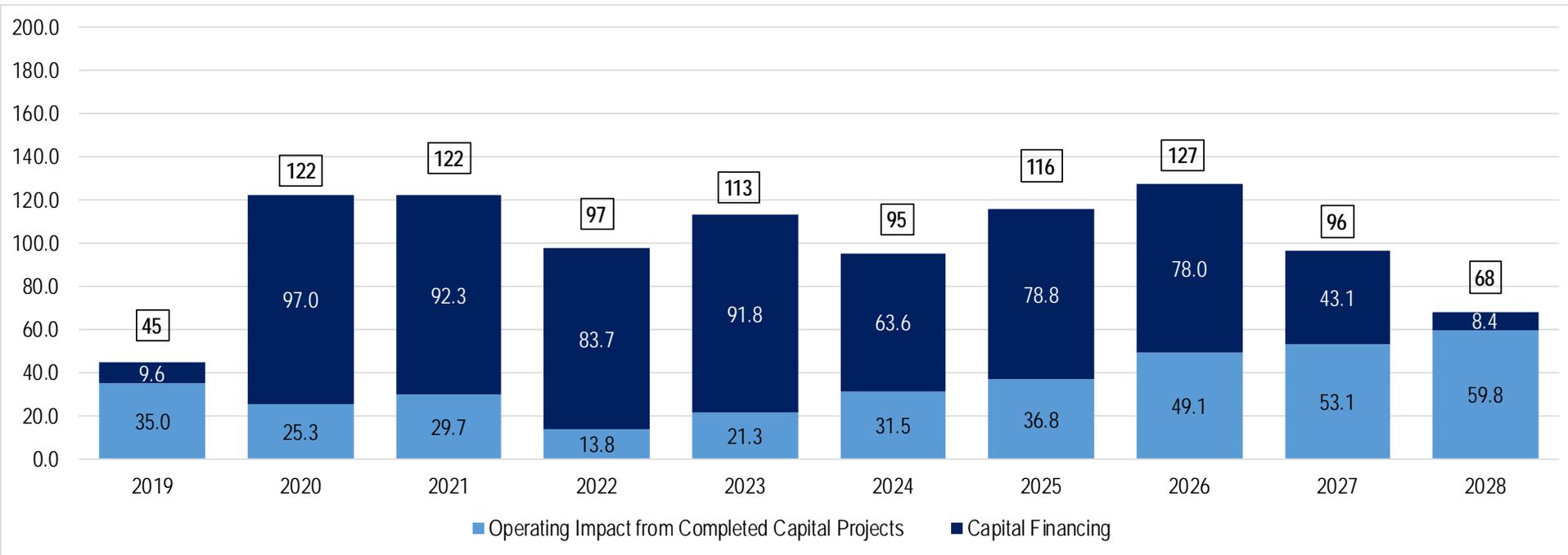
- Smart Track (\$3.8B)
  - Smart Track Stations
  - Eglinton West LRT
- Port Lands Flood Protection (\$1.2B)
- TTC & Non-TTC PTIF (\$70M)
- IT Investments for Process Modernization (\$27M)
- TPL SOGR Backlog (\$21M)
- Office Modernization (\$9M)
- Administrative Penalty System (\$6M)
- Other (\$26M)

2018

\$1.4B

- George Street Revitalization (\$486M)
- TCHC Interim 2 year funding (\$279M)
- AODA related Projects (\$192M)
- 1000 New Shelter Beds (\$179M)
- St Lawrence Centre (\$28M)
- IT Investments for Process Modernization (\$13.9 M)
- Glen RD Pedestrian Bridge (\$12M)
- Office Modernization (\$9M)
- Other Projects (\$196M)

# OPERATING IMPACT TO BE ADDRESSED IN FUTURE YEAR OPERATING BUDGETS



\* 2020 Capital Financing may be increased as a result of decision to reduce 2019 CFC

# 2019 COMPLEMENT CHANGES – SERVICE DELIVERY

	2018 Approved Staff Complement	2019 Complement Changes									
		Prior Year Impact	Operating Impacts of Capital Proj.	Base Changes	Efficiencies & Service Changes	Total 2019 Base Budget	Change from 2018 Approved		Rec'd New/Enh Service Priorities	Total 2019 Budget	Change from 2018 Approved
Community and Social Services	12,853.0	(12.7)	25.4	35.2	(99.9)	12,801.0	(52.0)	(0.4%)	101.4	12,902.4	49.4
Infrastructure and Development Services	5,966.4	8.9		(29.4)	(1.5)	5,944.4	(22.0)	(0.4%)	28.0	5,972.4	6.0
Corporate Services	1,918.1	(5.0)	11.0	2.8	5.0	1,931.9	13.8	0.7%	29.0	1,960.9	42.8
Finance and Treasury Services	763.7			2.5	(2.0)	764.2	0.5	0.1%	3.0	767.2	3.5
City Manager	430.0	(4.0)			(2.0)	424.0	(6.0)	(1.4%)	2.0	426.0	(4.0)
Other City Programs	795.4	(40.6)	2.0	18.7	(4.0)	771.5	(23.9)	(3.0%)	10.0	781.5	(13.9)
Accountability Offices	59.2					59.2		0.0%	4.0	63.2	4.0
<b>TOTAL - CITY OPERATIONS</b>	<b>22,785.8</b>	<b>(53.4)</b>	<b>38.4</b>	<b>29.8</b>	<b>(104.4)</b>	<b>22,696.2</b>	<b>(89.6)</b>	<b>(0.4%)</b>	<b>177.4</b>	<b>22,873.6</b>	<b>87.8</b>
<b>Agencies</b>											
TTC (incl. Wheel-Trans)	13,290.0	100.0	36.0	152.0		13,578.0	288.0	2.2%		13,578.0	288.0
Police Services & Board	7,888.0					7,888.0		0.0%		7,888.0	
Toronto Public Library	1,734.8	(4.5)				1,730.3	(4.5)	(0.3%)	2.0	1,732.3	(2.5)
Toronto Public Health	1,857.3	(4.2)		(5.0)	(4.0)	1,844.1	(13.2)	(0.7%)	14.0	1,858.1	0.8
Other Agencies	2,005.1			(9.9)		1,995.2	(9.9)	(0.5%)	6.0	2,001.2	(3.9)
<b>TOTAL - AGENCIES</b>	<b>26,775.2</b>	<b>91.3</b>	<b>36.0</b>	<b>137.1</b>	<b>(4.0)</b>	<b>27,035.6</b>	<b>260.4</b>	<b>1.0%</b>	<b>22.0</b>	<b>27,057.6</b>	<b>282.4</b>
Corporate Accounts (Inc. Parking Tags)	407.0					407.0		0.0%		407.0	
<b>TOTAL LEVY OPERATING BUDGET</b>	<b>49,968.0</b>	<b>37.9</b>	<b>74.4</b>	<b>166.9</b>	<b>(108.4)</b>	<b>50,138.8</b>	<b>170.8</b>	<b>0.3%</b>	<b>199.4</b>	<b>50,338.2</b>	<b>370.2</b>
<b>Rate Programs</b>											
Solid Waste Management Services	1,082.8	(0.2)	2.0	(3.7)	(4.1)	1,076.8	(6.0)	(0.6%)	3.8	1,080.6	(2.2)
Toronto Parking Authority	328.5					328.5		0.0%		328.5	
Toronto Water	1,705.3		8.0			1,713.3	8.0	0.5%	8.0	1,721.3	16.0
<b>TOTAL LEVY &amp; RATE OPERATING BUDGET</b>	<b>53,084.6</b>	<b>37.7</b>	<b>84.4</b>	<b>163.2</b>	<b>(112.5)</b>	<b>53,257.4</b>	<b>172.8</b>	<b>0.3%</b>	<b>211.2</b>	<b>53,468.6</b>	<b>384.0</b>

# 2019 COMPLEMENT CHANGES – CAPITAL PROJECT DELIVERY

	2018 Approved Staff Complement	2019 Complement Changes			
		Total Capital Delivery Changes	Rec'd New/Enh Service Priorities	Total 2019 Budget	Change from 2018 Approved
Community and Social Services	222.0	(3.0)		219.0	(3.0)
Infrastructure and Development Services	610.4	55.4	11.0	676.8	66.4
Corporate Services	340.5	(6.0)	4.0	338.5	(2.0)
Finance and Treasury Services	34.0	28.0		62.0	28.0
City Manager	26.0	(4.0)		22.0	(4.0)
Other City Programs	22.3	1.4		23.7	1.4
Accountability Offices					
<b>TOTAL - CITY OPERATIONS</b>	<b>1,255.2</b>	<b>71.8</b>	<b>15.0</b>	<b>1,342.0</b>	<b>86.8</b>
<b>Agencies</b>					
TTC (incl. Wheel-Trans)	2,515.0	(142.0)		2,373.0	(142.0)
Police Services & Board					
Toronto Public Library					
Toronto Public Health	24.0	(1.0)		23.0	(1.0)
Other Agencies	5.0			5.0	
<b>TOTAL - AGENCIES</b>	<b>2,544.0</b>	<b>(143.0)</b>		<b>2,401.0</b>	<b>(143.0)</b>
Corporate Accounts (Inc. Parking Tags)					
<b>TOTAL LEVY OPERATING BUDGET</b>	<b>3,799.2</b>	<b>(71.2)</b>	<b>15.0</b>	<b>3,743.0</b>	<b>(56.2)</b>
<b>Rate Programs</b>					
Solid Waste Management Services	33.5	8.7		42.2	8.7
Toronto Parking Authority					
Toronto Water	59.4	2.0	23.0	84.4	25.0
<b>TOTAL LEVY &amp; RATE OPERATING BUDGET</b>	<b>3,892.1</b>	<b>(60.5)</b>	<b>38.0</b>	<b>3,869.6</b>	<b>(22.5)</b>