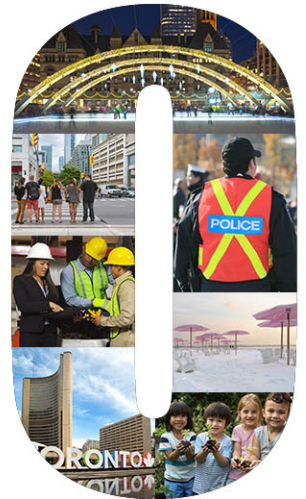
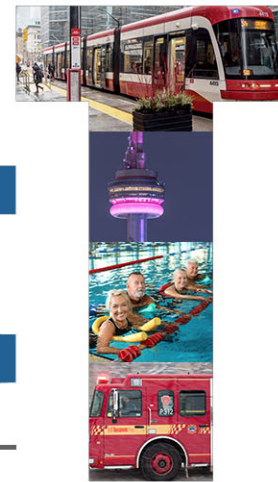


budget

—2019—





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





 housing

 mobility

 people and
neighbourhoods

 modernization

 financial
health

Toronto faces challenges.



social inequity



climate
change



aging
infrastructure



housing



mobility



financial sustainability

budgetTO 2019

budget committee-recommended balanced budget *

\$13.47B OPERATING TAX AND RATE
SUPPORTED BUDGET

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

budgetTO 2019

\$13.47B OPERATING TAX AND RATE
SUPPORTED BUDGET

how we got here: increased costs

- City Operations 1.1% increase over 2018
- TTC/Police 3.0% increase over 2018
- Other Agencies 1.1% increase over 2018

budgetTO 2019

\$317M continuing Council's
strategies

examples of continued and new
investments for 2019

- Poverty reduction and wellbeing \$187.6 million
- City building and mobility \$70.9 million
- Environmental sustainability \$12.2 million
- Modernizing city government \$3.6 million

budgetTO 2019

\$13.47B 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*
- Solid waste rebate reduction (year 1) \$35M
- Capital contribution reduction \$13M
- Savings target \$10M

budgetTO 2019

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

what residents will receive in 2019



social inequity

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



climate change

basement
flooding relief
\$58 million



aging
infrastructure

maintaining
transportation
infrastructure
\$308 million



housing

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



Mobility

Transit projects,
infrastructure &
vehicles
\$393 million

what we heard



budget committee's changes to the staff recommended budget

- Additional support in 2019 including:
 - Housing Now, student nutrition, youth employment, arts and culture
- Savings in 2019 including:
 - Adjustments to Capital From Current to offset new investments

budgetTO 2019

“Federal Government should launch a new intergovernmental forum for federal-municipal dialogue ... should leverage municipalities’ frontline expertise to tackle key national challenges—from settling newcomers and addressing housing affordability to advancing transit and infrastructure growth.”

“The federal government should also clarify its readiness to continue a dialogue about a modernized fiscal relationship that empowers municipalities with tools to tackle a broad range of locally-defined priorities—efficiently, cost-effectively and with robust planning horizons.”

- Federation of Canadian Municipalities (FCM). A critical time to deliver for Canadians: Municipal recommendations for Federal Budget 2019.

roadmap to long-term financial sustainability

1. Better information to support strategic decision-making	<ul style="list-style-type: none">- Budget process modernization- Enterprise risk management
2. Improve value for money	<ul style="list-style-type: none">- Human resources and staffing costs- Procurement and customer service transformation
3. Secure adequate and fair revenue	<ul style="list-style-type: none">- Reducing cyclical risk of MLTT- User fees and ability-to-pay- Consider all revenue options
4. Improve focus on financial balance sheet and health	<ul style="list-style-type: none">- Set goals and annual reporting on financial health
5. Better integration with provincial and federal policies and fiscal direction	<ul style="list-style-type: none">- Pursue shared policy outcomes with Ontario and Canada

#budgetTO



2019 Budget Committee Recommended Budget

GUIDING PRINCIPLES

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

2019 BC-RECOMMENDED TAX & RATE OPERATING BUDGET

Tax Supported Operating
Budget, \$11,559.4, 86%



Rate
Programs
\$1.9 Billion
14%

RATE SUPPORTED OPERATING BUDGET



3.0%

Toronto Water increase

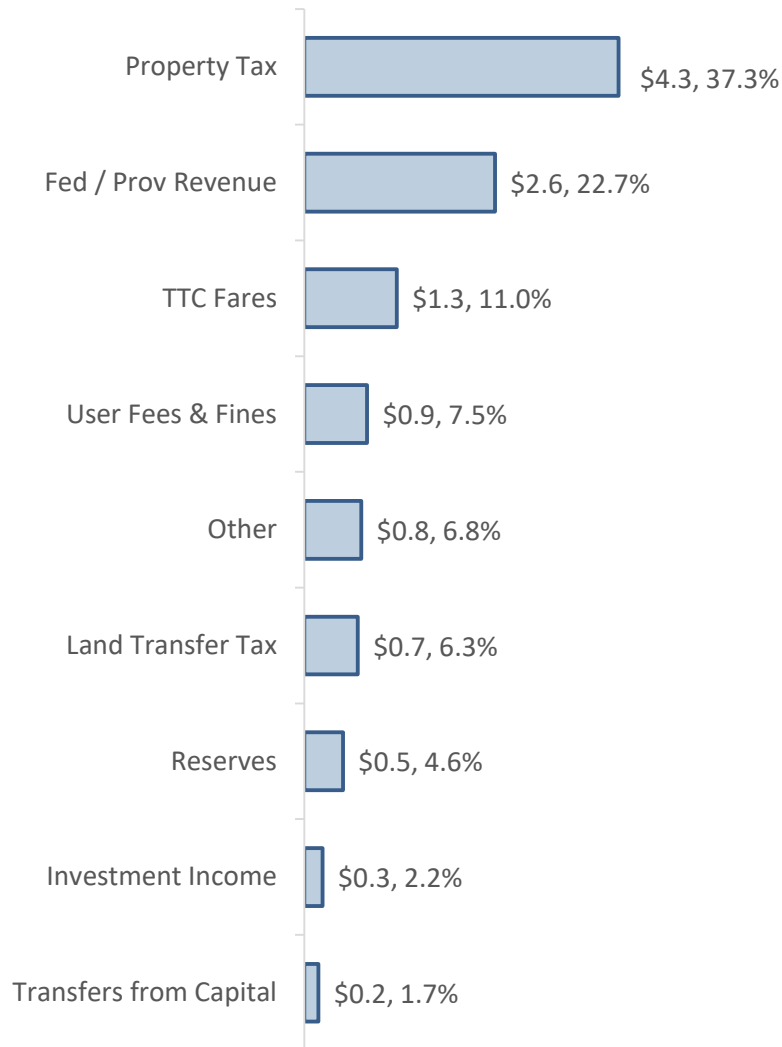


2.2%

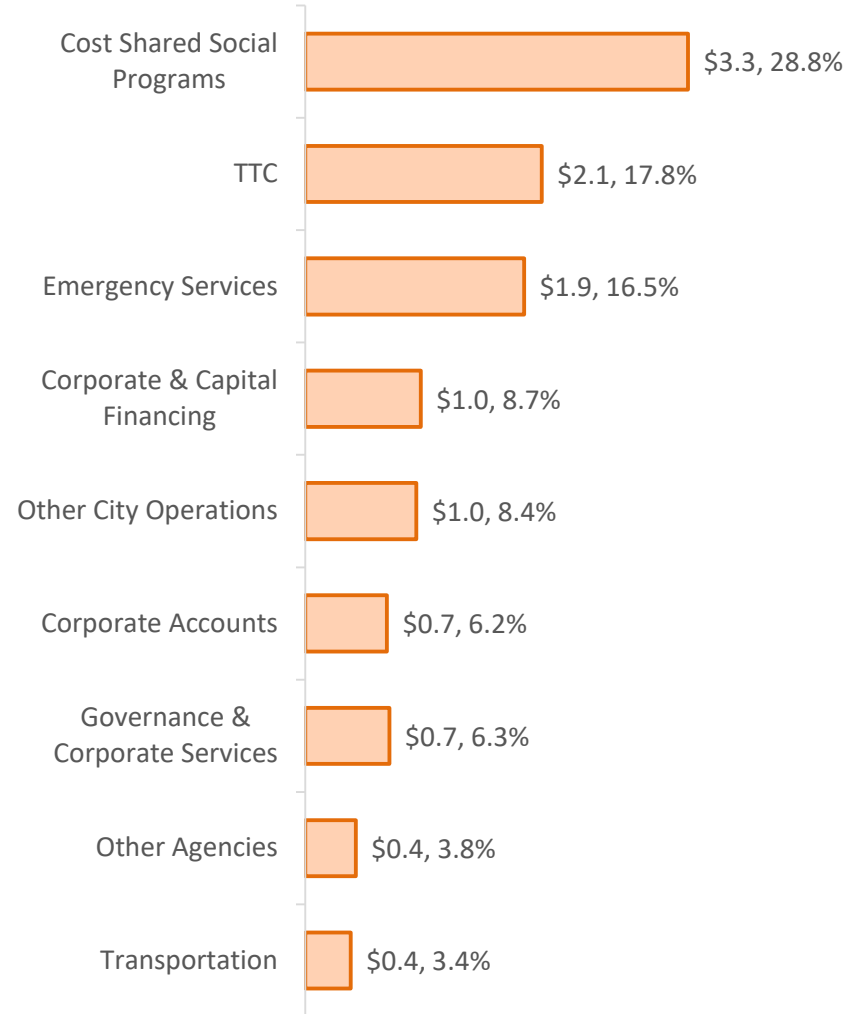
Solid Waste rate increase

TAX SUPPORTED OPERATING BUDGET: \$11.56 B

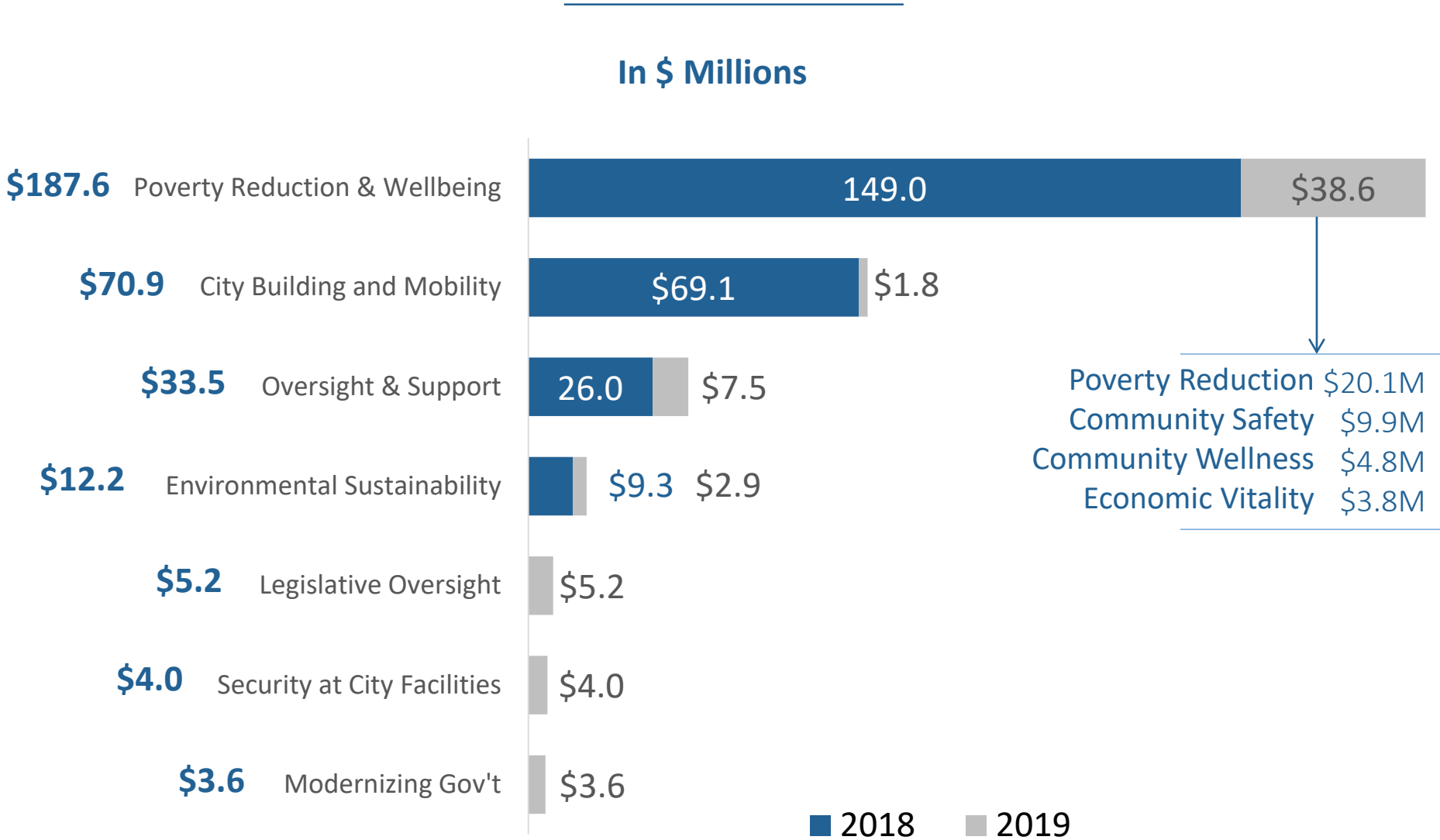
WHERE THE MONEY COMES FROM (\$ Billions)



WHERE THE MONEY GOES (\$ Billions)



\$317 MILLION IN NEW AND CONTINUING INVESTMENTS



HOW WE'RE BALANCING THE BUDGET

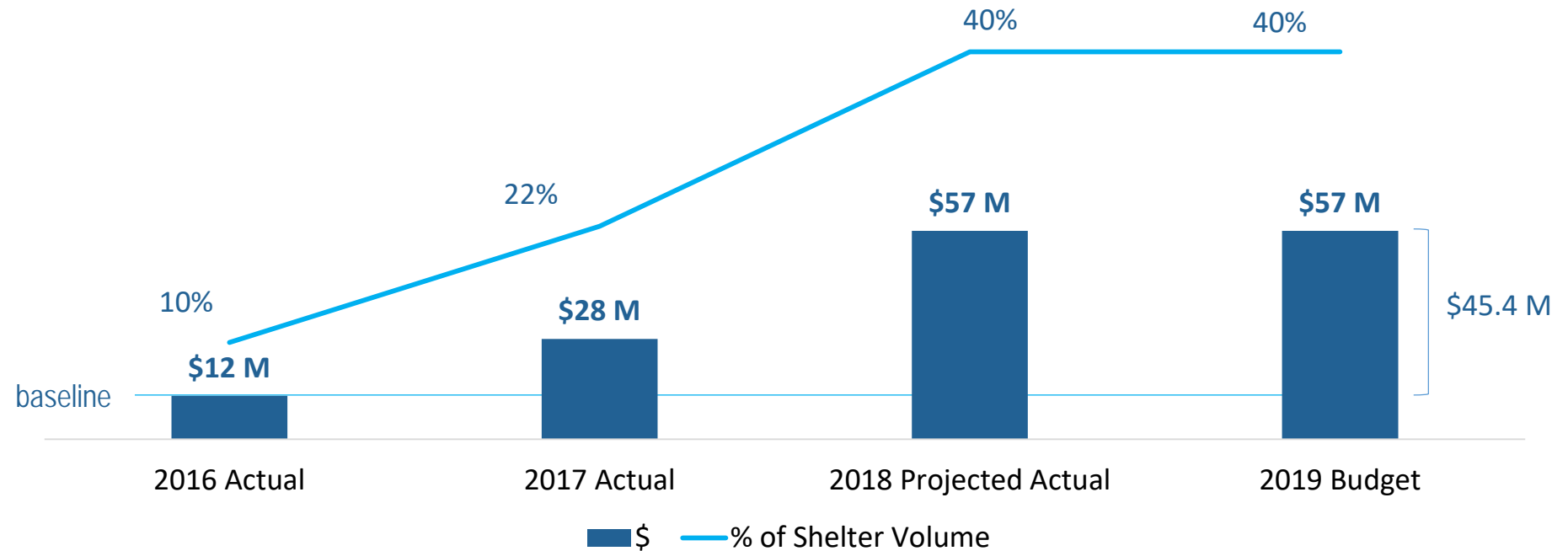
\$13.47B OPERATING TAX AND RATE
SUPPORTED BUDGET

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- Water rate increase 3.0%
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- TTC fare increase 10¢/ride
- Federal Gov't Refugee contribution \$45M*
- Solid waste rebate reduction (year 1) \$35M
- Capital contribution reduction \$13M
- Savings target \$10M

BUDGET COMMITTEE ADJUSTMENTS

- Implementation of “Housing Now” initiative
- Additional funding for arts and culture
- Installation of menstrual hygiene product dispensers in shelters, respite centres and community centres
- Added Funding for the Scarborough Work Youth Employment Plan
- Expansion of Student Nutrition Plan to independent schools
- Additional positions to support Toronto Police Service Boards governance
- Increased Muslim Fellowship Program Grants
- Reversed Accountability Office’s service enhancement requests
- Reduced capital from current contribution to offset new investment costs

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 over year increase of refugee accommodation volume.

\$12M

base city funding in operating budget for refugee accommodation

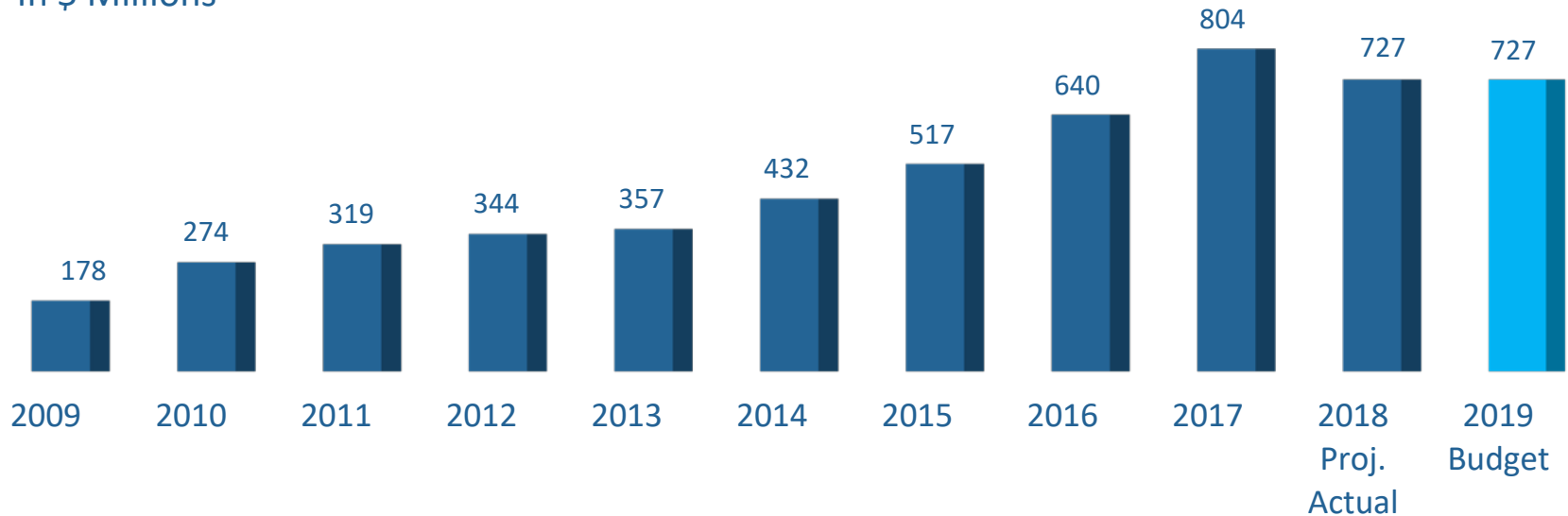
\$57M

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
- Budget Committee has directed the CFO & Treasurer to:
 - Reassess the 10-Year Capital Budget and Plan
 - Cash flows, project timelines and projected spending with capacity to deliver
 - Develop a strategy to reduce reliance on MLTT in the Operating budget and redirect MLTT funds to capital projects

LONG TERM SOLID WASTE STRATEGY

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, Low Income Relief Program similar to the Water Utility Rebate program is recommended



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

2019 NET OPERATING BUDGET SUMMARY

(In \$ Millions)	2018 Budget	2019 BC Rec'd Budget	Change from 2018	% Change From 2018
Gross Expenditures	\$13,080	\$13,469	\$389	3.0%
Total Revenues	\$8,905	\$9,156	\$251	2.8%
Net Expenditures	\$4,175	\$4,313	\$138	3.3%
Assessment Growth		(\$61)	(\$61)	1.5%
1.8% Blended Rate Increase		(\$77)	(\$77)	1.8%
Net Increase after Assessment Growth and 2.55% Residential Tax Increase	\$4,175	\$4,175	-	-

Note – Includes both Rate and Tax Supported Programs

CITY OPERATIONS NET INCREASE

(In Millions)	2018	2019	YoY Increase	% Increase
Service Delivery				
City Operations (Includes Savings Target)	\$2,000	\$2,022	\$22	1.1%
Accountability Offices	\$10.2	\$10.4	\$0.3	2.8%
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%
Total Agencies	\$2,259	\$2,318	\$58	2.6%
Total Service Delivery	\$4,270	\$4,350	\$81	1.9%

Capital Financing				
Capital from Current	\$354	\$341	-\$13	-3.6%
Technology Sustainment	\$20	\$20	-	-
Debt Charges	\$556	\$571	\$15	2.8%
Total Capital Financing	\$929	\$932	\$3	0.3%

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

*

- Funded from Assessment Change and 2.55% Residential Property Tax Rate Increase

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

PROPERTY TAX INCREASES

RESIDENTIAL



2.55%

residential: assumed at inflation

BUSINESS

1.28%



commercial: half of residential
increase per policy and regulation



0.00%

multi-residential: no increase per regulation

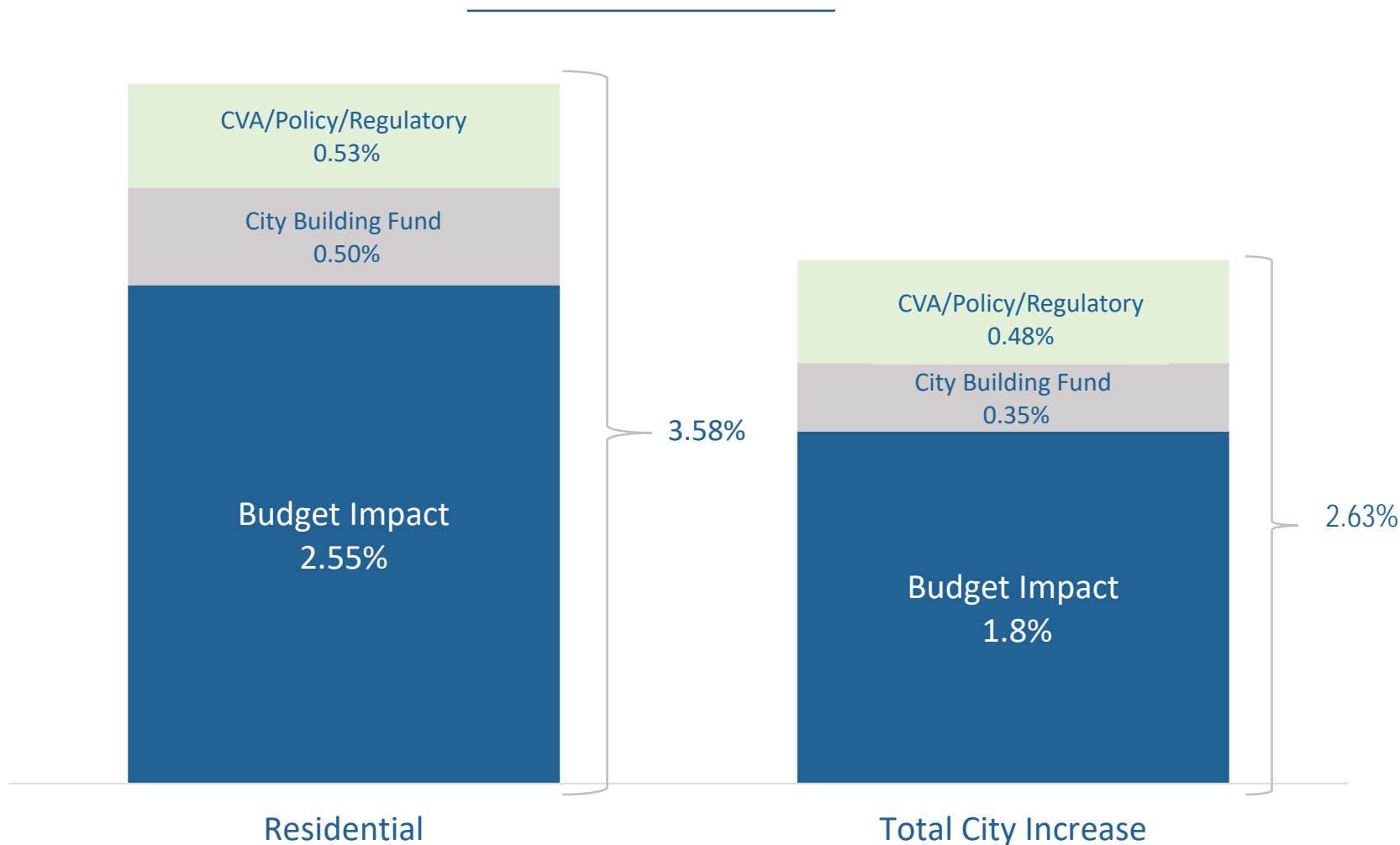
0.85%



industrial: a third of residential
increase per policy and regulation

1.80% total budgetary
increase

2019 TOTAL PROPOSED MUNICIPAL TAX INCREASE



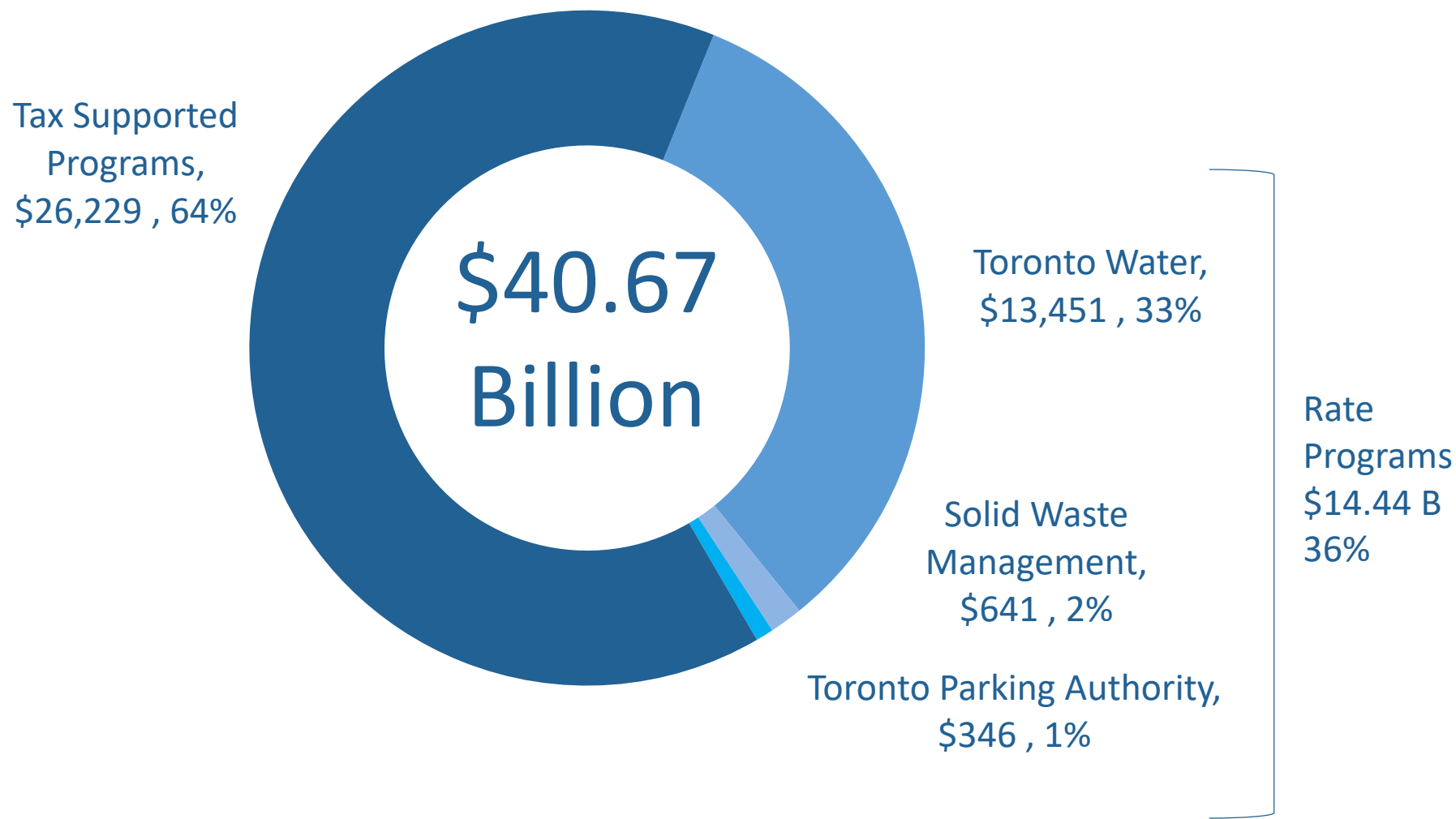
*Excluding growth of \$40 million

** In 2019, the average property tax for an average house with an assessed value of \$665,605 will increase by \$104 to \$3,020

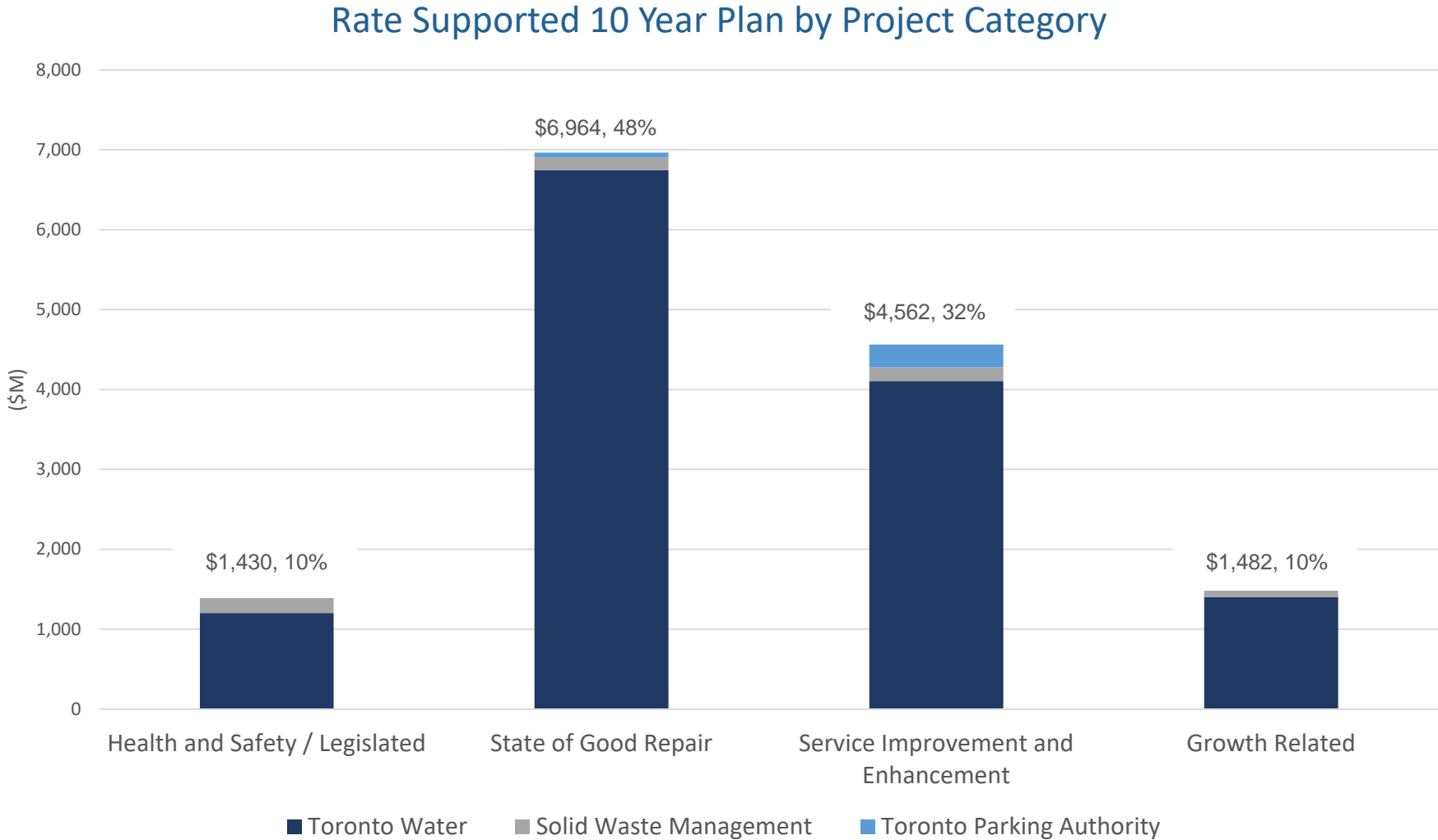
4

2019 – 2028 Capital Budget and Plan

INVESTING \$40.67B IN CAPITAL WORKS OVER 10 YEARS

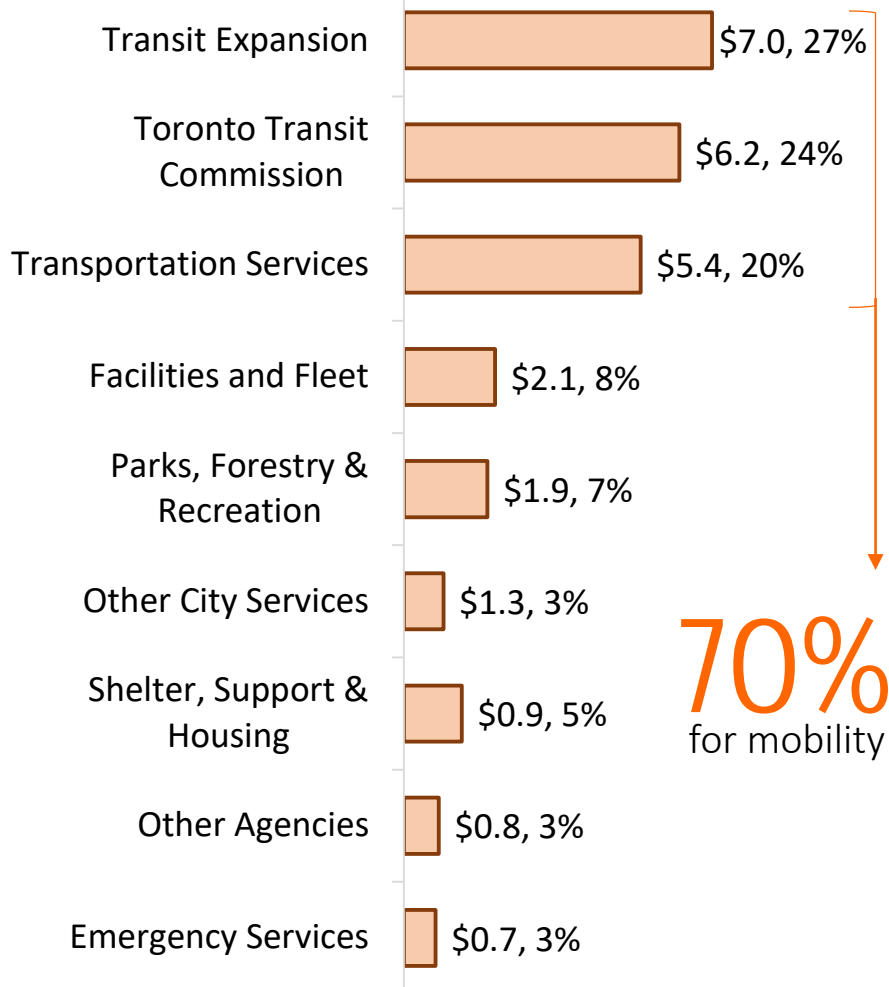


\$14.44B 10 YEAR CAPITAL PLAN (RATE) FULLY FUNDED BY USER FEES

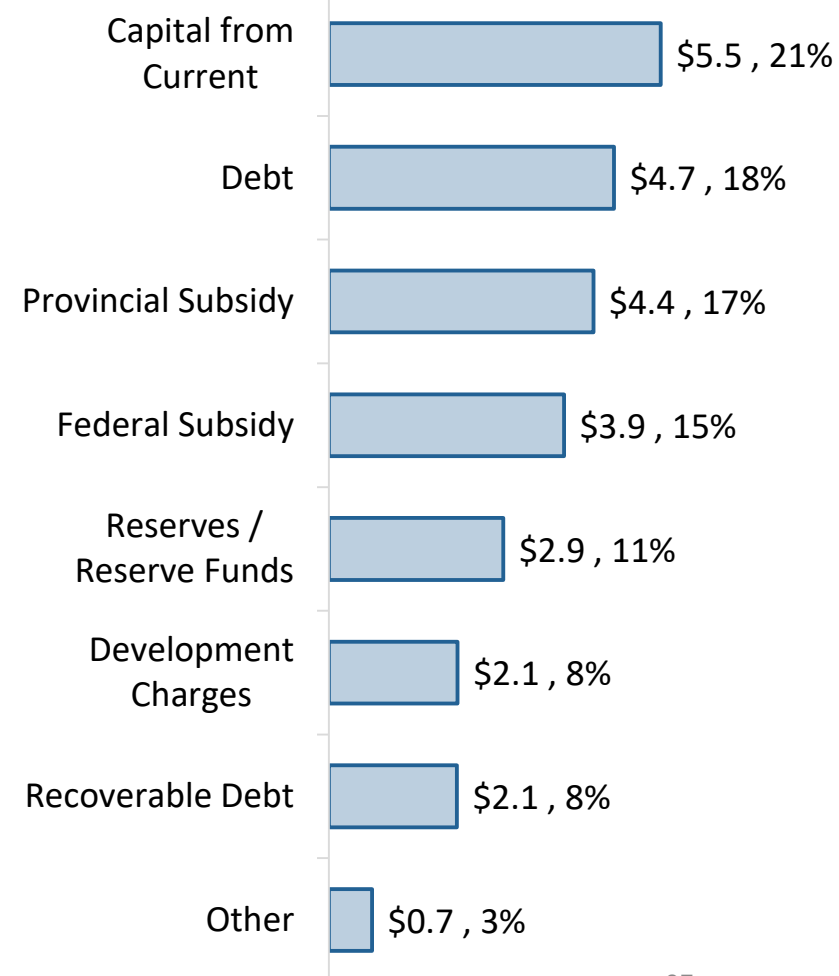


70% OF \$26.23B 10 YEAR PLAN (TAX) DEDICATED FOR MOBILITY

WHERE THE MONEY GOES (\$ Billions)



WHERE THE MONEY COMES FROM (\$ Billions)



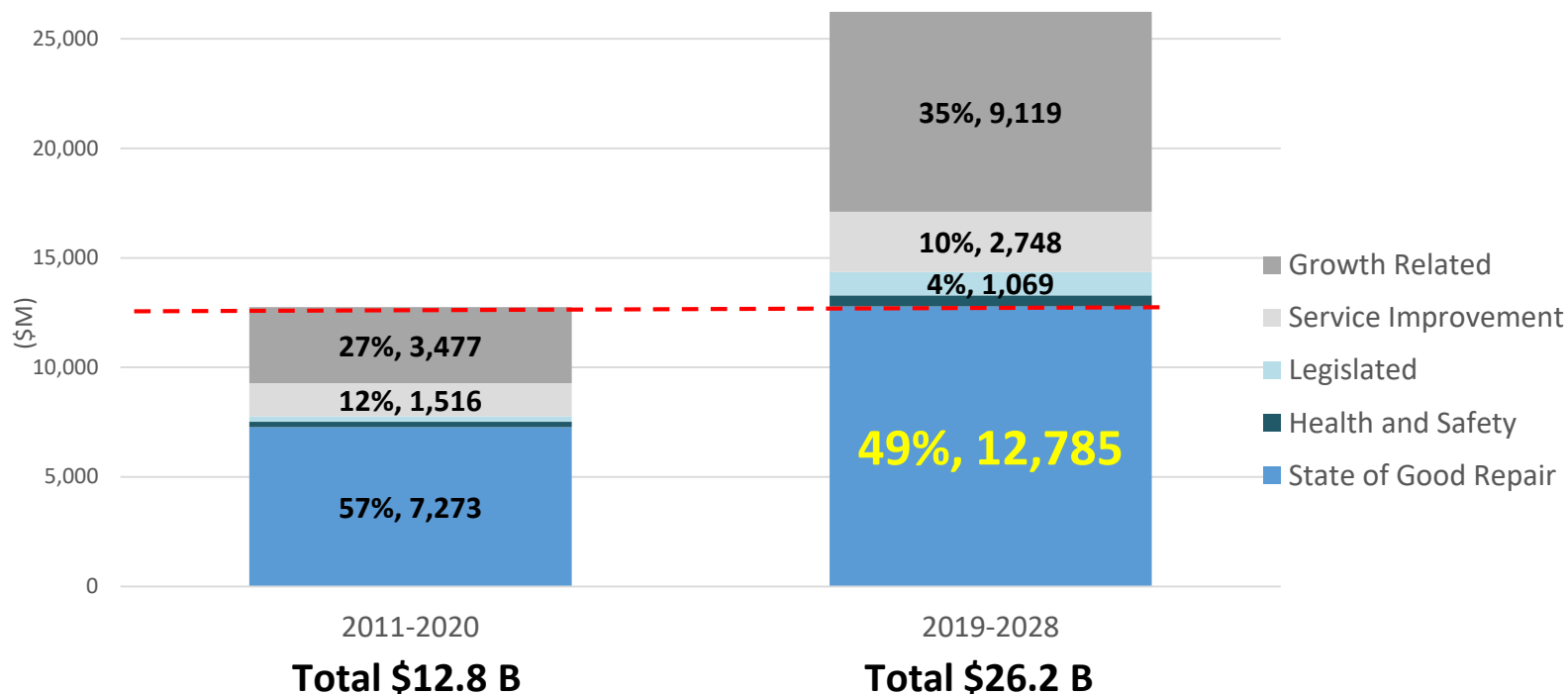
\$785M IN NEW CAPITAL INVESTMENTS

	Gross Expenditure	Debt Requirements Addressed
Additional Investments:		
Addressed key mobility, city building and SOGR needs:	\$785M	\$598M
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	\$68M
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.	\$107M	\$92M

* Other projects include the \$1.9 million sign replacement costs added by the Budget Committee to be funded by reserve.

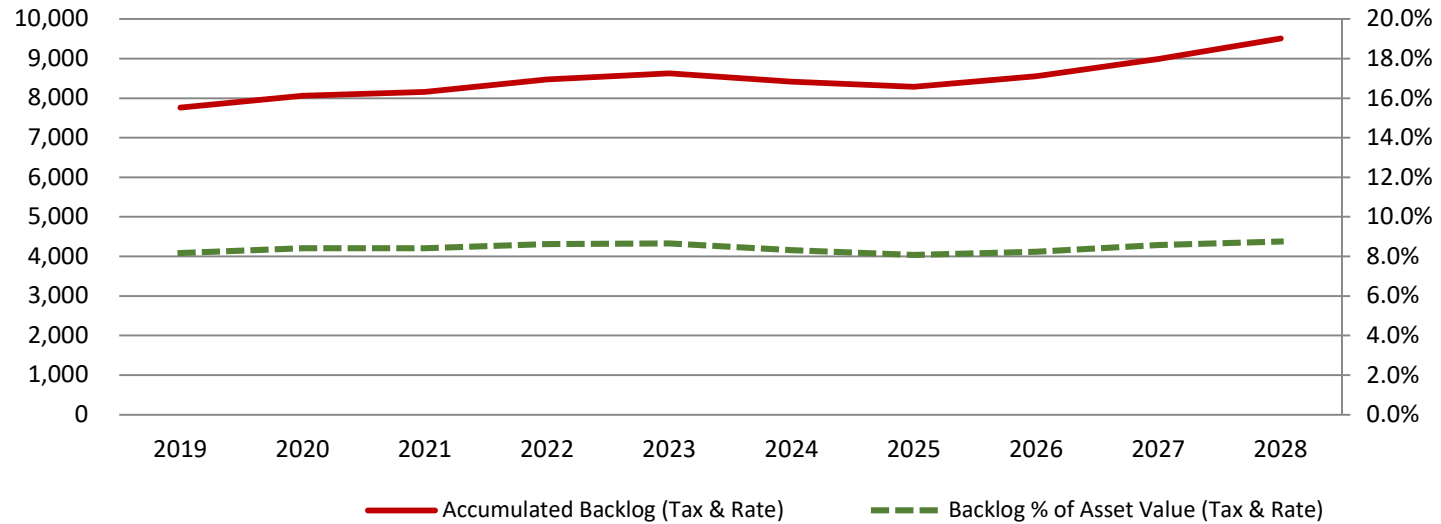
10 YEAR CAPITAL PLAN FUNDS \$12.79B STATE OF GOOD REPAIR PROJECTS

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	637	473	286	192	612	115	170	100	92	69	2,748	10.5%
Growth Related	493	1,037	743	811	679	812	2,179	1,864	352	149	9,119	34.8%
Total Expenditures	2,982	3,444	2,558	2,279	2,569	2,608	3,934	3,215	1,449	1,192	26,229	100.0%



SOGR BACKLOG REMAINS A CHALLENGE

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



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

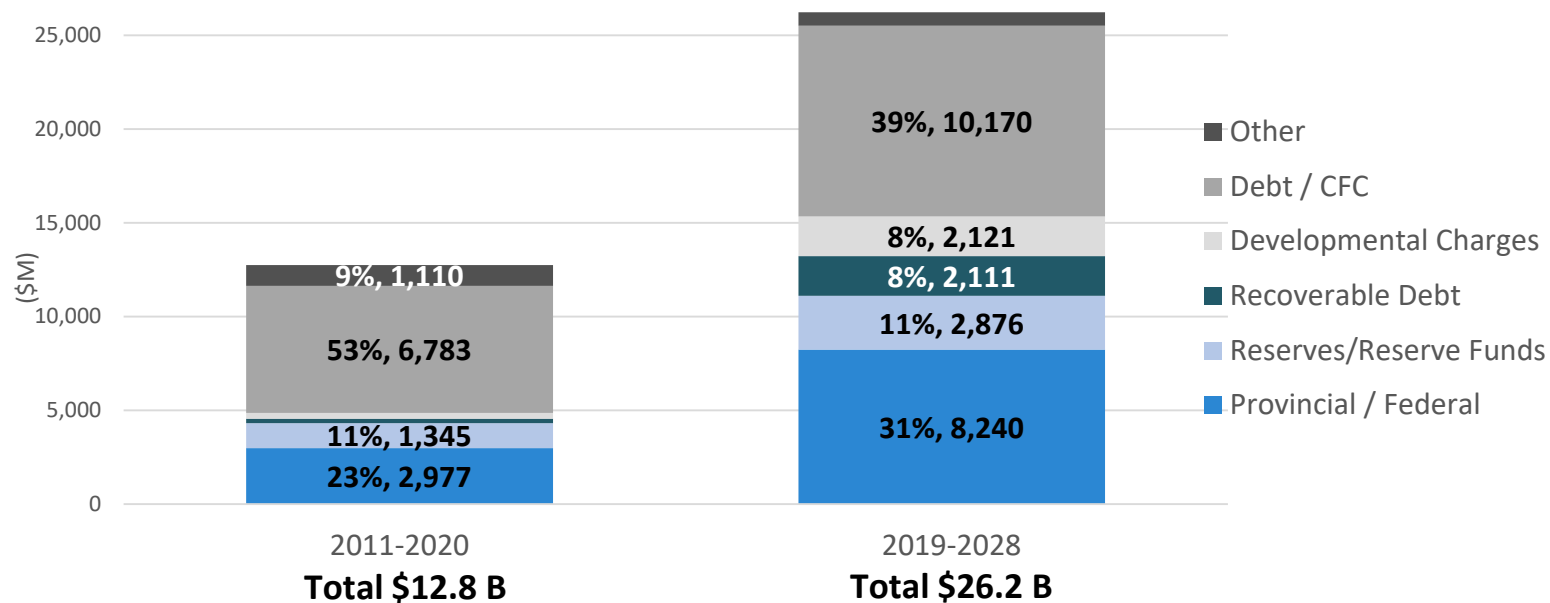
SOGR BACKLOG KEY PROGRAM DRIVERS

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) ▼
Total City Backlog (Tax excl. Gardiner)	4,227	4,959	5,522	6,149	6,714	7,250	7,745	8,279	8,750	9,243	5,016 ▲
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) ▼
Total SOGR Backlog (Tax & Rate)	7,759	8,065	8,159	8,477	8,623	8,420	8,291	8,557	8,994	9,506	1,748 ▲
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%	

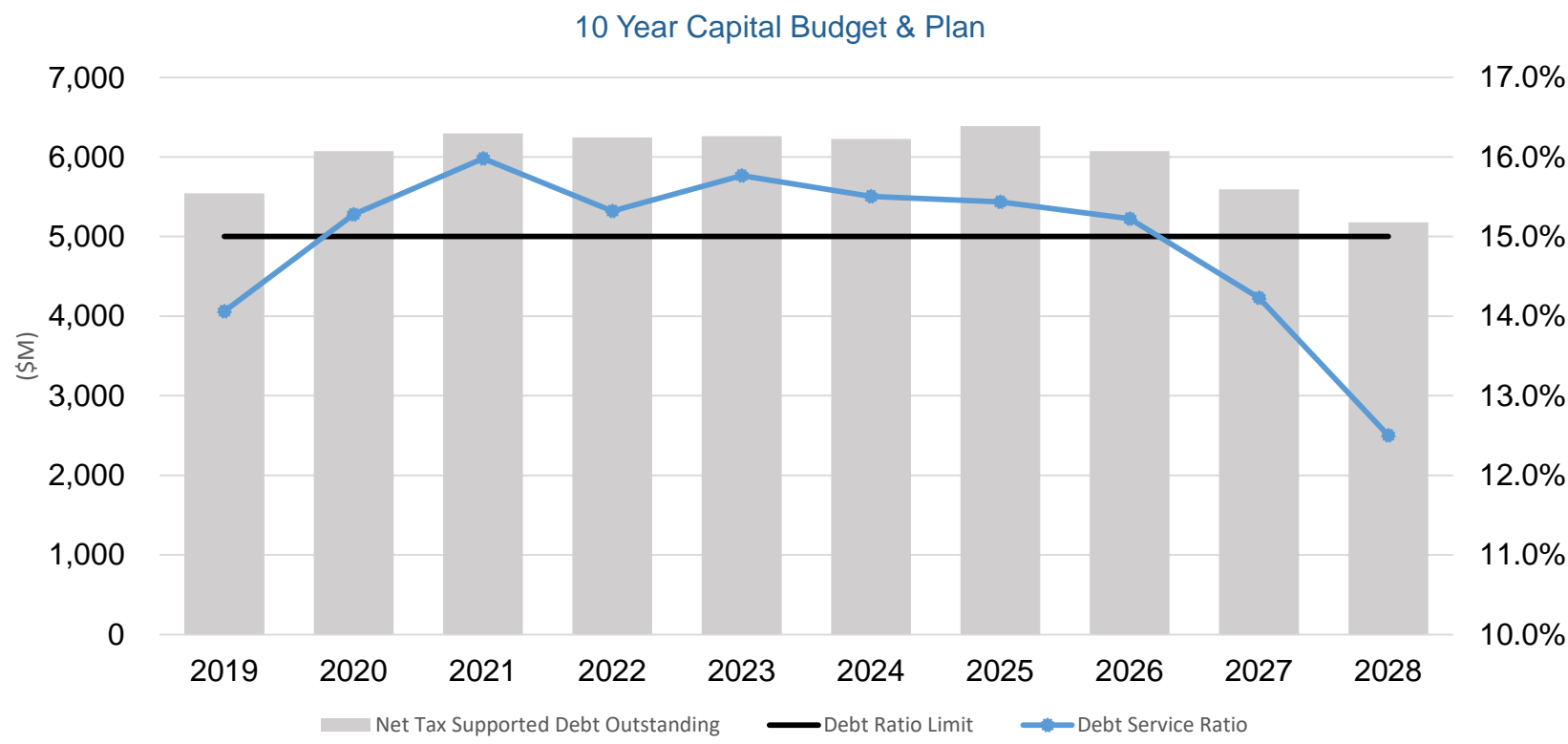
* Does not include TTC Capital Investment Plan

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	3,877	14.8%
Provincial	411	433	483	676	522	578	396	335	401	128	4,363	16.6%
Development Charges	312	418	358	256	210	167	118	105	102	75	2,121	8.1%
Reserves/ Reserve Funds	439	455	261	221	372	379	194	215	159	182	2,876	11.0%
Other	124	144	97	64	62	50	41	45	43	42	712	2.7%
Debt - Recoverable	24	151	116	45	29	25	903	766	27	27	2,111	8.0%
Capital From Current (CFC)	339	426	468	515	567	623	686	754	534	557	5,468	20.8%
Debt	917	1,178	527	244	522	487	721	105	-	-	4,702	17.9%
Total Funding	2,982	3,444	2,558	2,279	2,569	2,608	3,934	3,215	1,449	1,192	26,229	100.0%



DEBT SERVICE RATIO CONTAINED TO 14.93% OVER 10 YEARS



10 Year Capital Budget and 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	7,259
YoY Incremental Debt Service Charges	45	70	50	(12)	40	7	16	9	(32)	(75)	119
Debt Service Ratio	14.06%	15.28%	15.98%	15.32%	15.77%	15.51%	15.44%	15.23%	14.23%	12.50%	14.93%

GROWING UNMET CAPITAL NEEDS – 15 YEARS



TTC Capital Investment Plan
- Preliminary assessment of
future SOGR needs



Service
Improvement &
Modernization



State of Good
Repair (SOGR) in
Transportation & Other



Growth Related Facilities,
Road Infrastructure &
Waterfront Revitalization



Housing:
• Social
• Senior
• Affordable



Transit Expansion

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

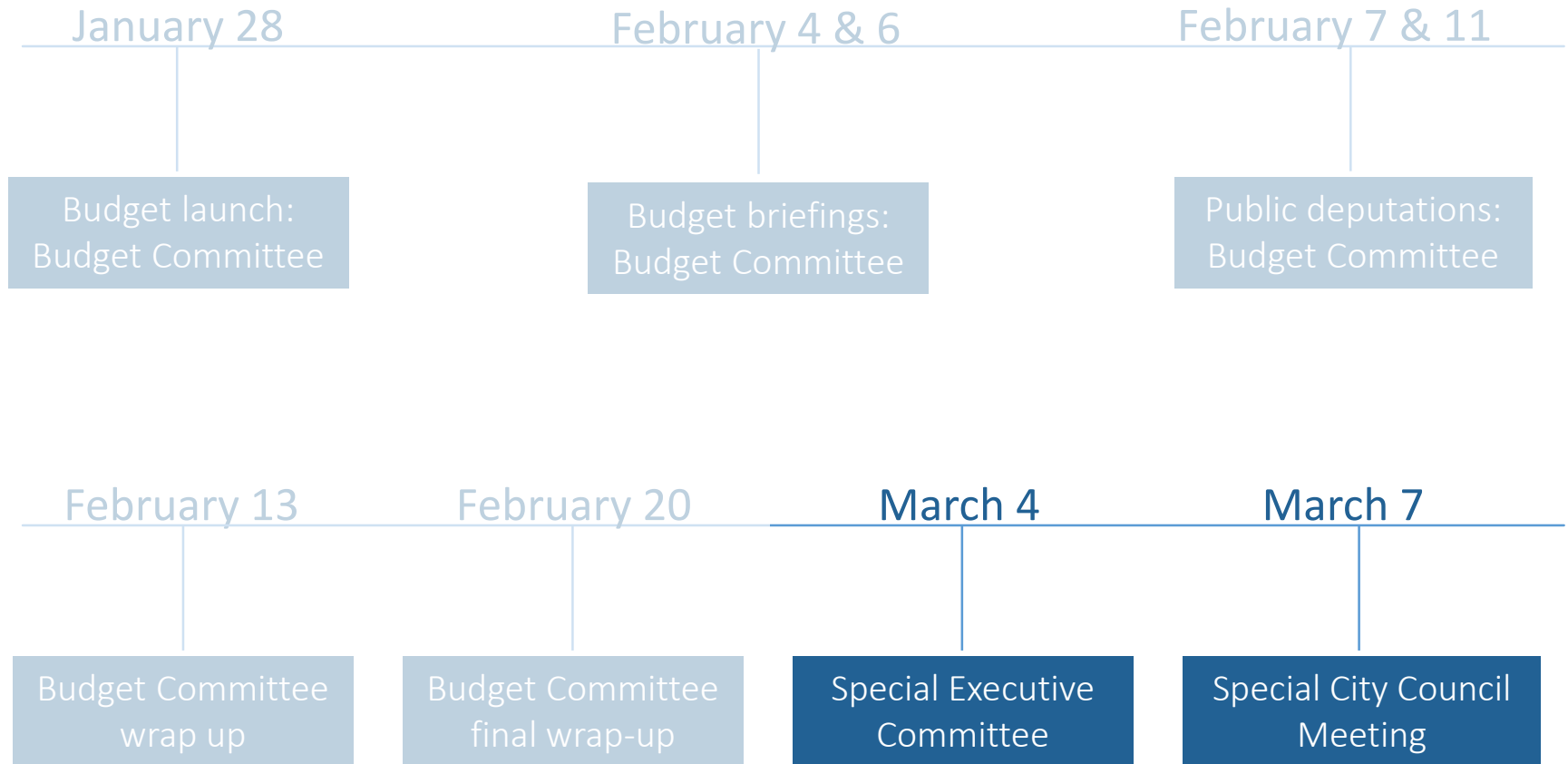
funding capacity with non-debt funding strategies:

- ✓ 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

5

2019 Budget Schedule

2019 BUDGET SCHEDULE – KEY DATES



INFORMING COUNCIL AND ENGAGING THE PUBLIC

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 dates of 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

[#budgetTO](#)



budget  | Thank you.

EQUITY RESPONSIVE BUDGETING

Equity responsive budgeting process is a multi-phase initiative



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

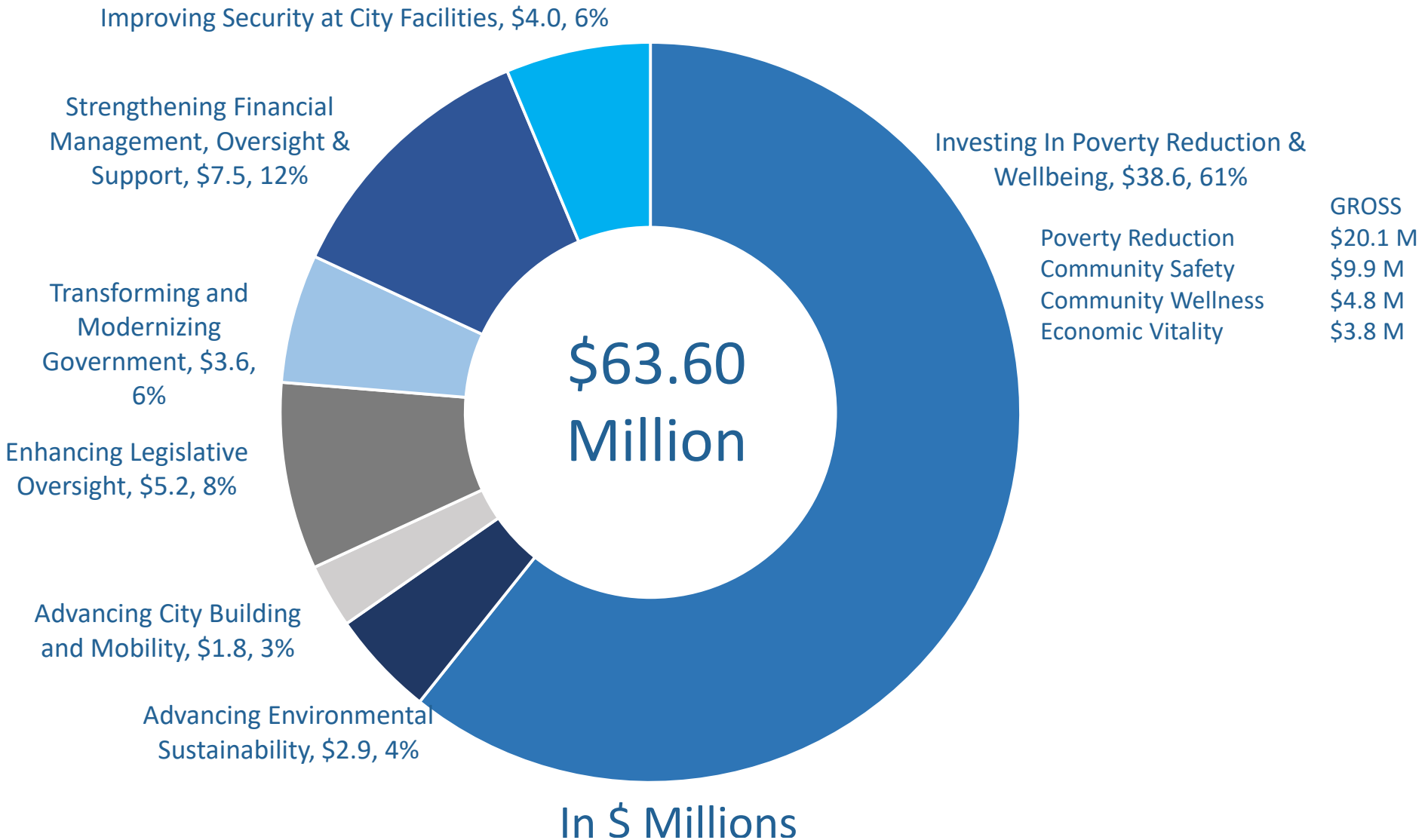
- ❑ Transit Service Improvements (\$1.4 Million)
- ❑ City Building
 - ❑ Transportation and Traffic Congestions (\$1.7 Million)
 - ❑ Investment in Arts & Culture (\$0.9 Million)
 - ❑ Promoting Community Wellness (\$2.3 Million)
 - ❑ Strengthening City Building Support (\$6.2 Million)
- ❑ Social Development
 - ❑ 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)



BUDGET COMMITTEE ADJUSTMENTS

In \$ Thousands	2019			2020	2021
	Gross	Net	Positions	Net	Net
Increases to the 2019 Staff Recommended Operating Budget					
Economic Development & Culture - Additional Arts and Culture Funding	1,150.0	1,150.0	1.0	(55.1)	
Shelter, Support & Housing Administration - Installation of Menstrual Hygiene Product Dispensers	119.8	119.8			
Social Development, Finance & Administration - Scarborough Works Youth Employment Plan	300.0	300.0		(300.0)	
City Council - Muslim Fellowship Program Grant	17.3	17.3			
Toronto Public Health - Student Nutrition Plan Expansion in Independent Schools	300.0	300.0		303.0	
Toronto Police Services Board - Additional Positions to Support the Board's Governance Role	149.2	149.2	1.5	97.0	
Implementing the Housing Now Initiative					
Affordable Housing Office	7,000.0		3.0		
City Planning	195.0		2.0	62.2	7.2
CreateTO	292.5		2.0		
Increases to the 2019 Staff Recommended Operating Budget Sub-Total	9,523.8	2,036.3	9.5	107.1	7.2
Expenditure Decreases to the 2019 Staff Recommended Operating Budget					
Integrity Commissioner's Office - Enhancement to Legal and Investigative Services Budget	(190.0)	(190.0)		(4.1)	(4.5)
Office of the Ombudsman - Enhancement to Intake, Complaints Analysis & Investigative Capacity	(167.2)	(167.2)	(2.0)	(61.3)	(4.9)
Office of the Lobbyist Registrar					
Enhanced Statutory Education & Outreach Requirements	(95.5)	(95.5)	(1.0)	(29.6)	(2.7)
Enhanced Statutory Investigation & Legal Requirements	(159.6)	(159.6)	(1.0)	(35.6)	(4.2)
Non-Program Expenditures - Adjustment to Capital From Current to Offset New Investment Costs	(1,424.0)	(1,424.0)			
Expenditure Decreases to the 2019 Staff Recommended Operating Budget Sub-Total	(2,036.3)	(2,036.3)	(4.0)	(130.6)	(16.3)
Total Adjustments	7,487.5		5.5	(23.5)	(9.1)

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

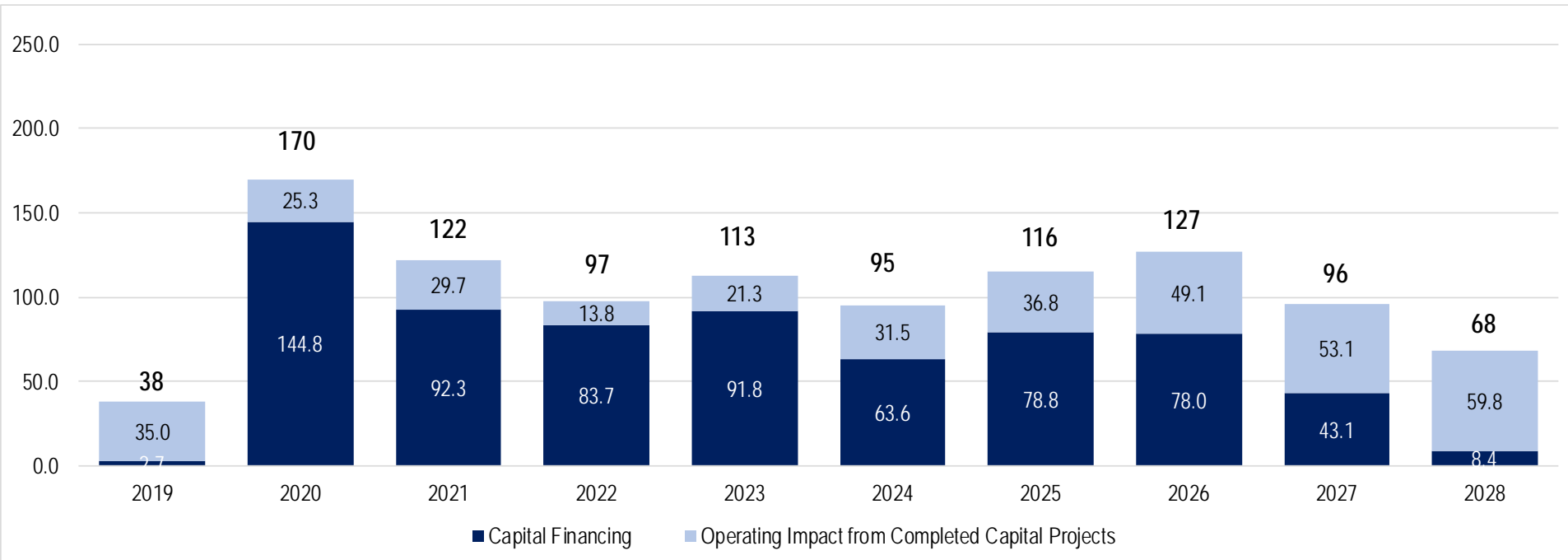
- Smart Track (\$3.8B)
 - Smart Track Stations
 - Eglington West LRT
- Port Lands Flood Protection (\$1.2B)
- TTC & Non-TTC PTIF (\$70M)
- IT Investments for Process Modernization (\$27M)
- TPL SOGR Backlog (\$21M)
- Office Modernization (\$9M)
- Administrative Penalty System (\$6M)
- Other (\$26M)

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

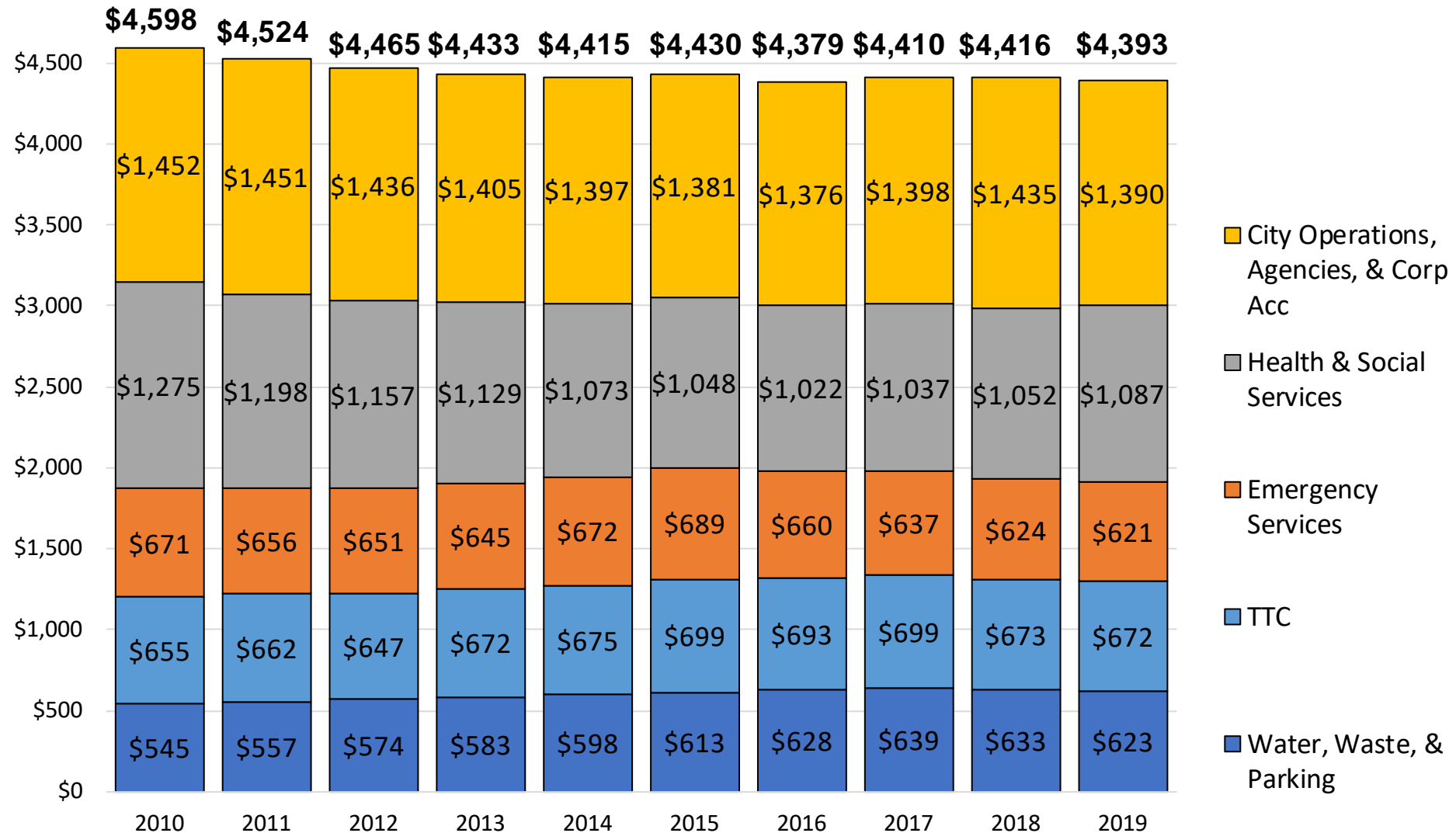
2019 COMPLEMENT CHANGES – SERVICE DELIVERY

	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%)	105.4	12,906.4	53.4
Infrastructure and Development Services	5,966.4	8.9		(29.4)	(1.5)	5,944.4	(22.0)	(0.4%)	30.0	5,974.4	8.0
Corporate Services	1,918.1	(5.0)	11.0	2.8	5.0	1,931.9	13.8	0.7%	29.1	1,961.0	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%		59.2	
TOTAL - CITY OPERATIONS	22,785.8	(53.4)	38.4	29.8	(104.4)	22,696.2	(89.6)	(0.4%)	179.4	22,875.7	89.8
Agencies											
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%	1.5	7,889.5	1.5
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			(10.0)		1,995.1	(10.0)	(0.5%)	8.0	2,003.1	(2.0)
TOTAL - AGENCIES	26,775.2	91.3	36.0	137.0	(4.0)	27,035.5	260.3	1.0%	25.5	27,061.0	285.8
Corporate Accounts (Inc. Parking Tags)	407.0					407.0		0.0%		407.0	
TOTAL LEVY OPERATING BUDGET	49,968.0	37.9	74.4	166.8	(108.4)	50,138.8	170.7	0.3%	204.9	50,343.7	375.7
Rate Programs											
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
TOTAL LEVY & RATE OPERATING BUDGET	53,084.6	37.7	84.4	163.1	(112.5)	53,257.4	172.7	0.3%	216.7	53,474.1	389.5

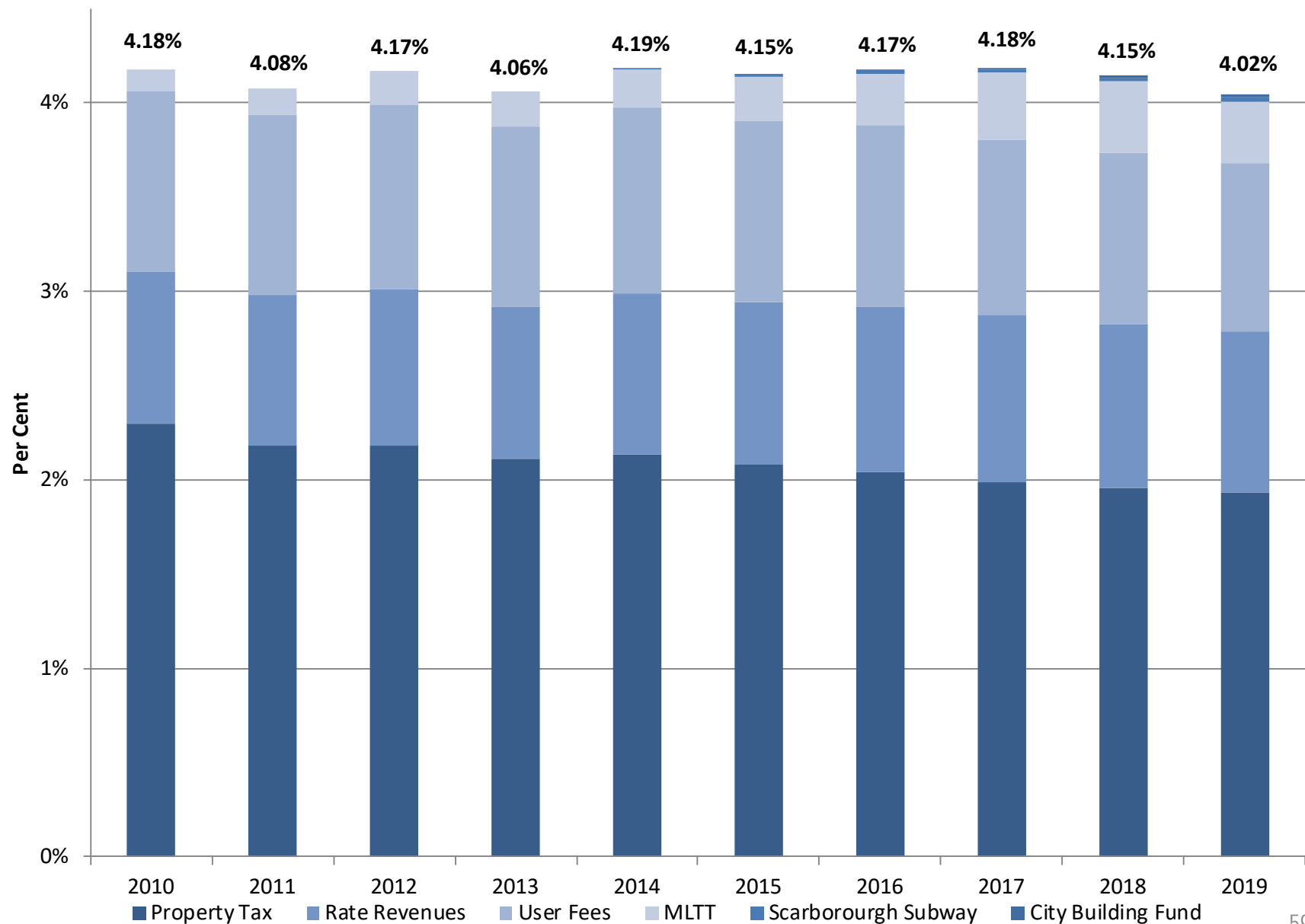
2019 COMPLEMENT CHANGES – CAPITAL PROJECT DELIVERY

	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					
TOTAL - CITY OPERATIONS	1,255.2	71.8	15.0	1,342.0	86.8
Agencies					
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	
TOTAL - AGENCIES	2,544.0	(143.0)		2,401.0	(143.0)
Corporate Accounts (Inc. Parking Tags)					
TOTAL LEVY OPERATING BUDGET	3,799.2	(71.2)	15.0	3,743.0	(56.2)
Rate Programs					
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
TOTAL LEVY & RATE OPERATING BUDGET	3,892.1	(60.5)	38.0	3,869.6	(22.5)

City's Spending Adjusted for Inflation and Population Growth



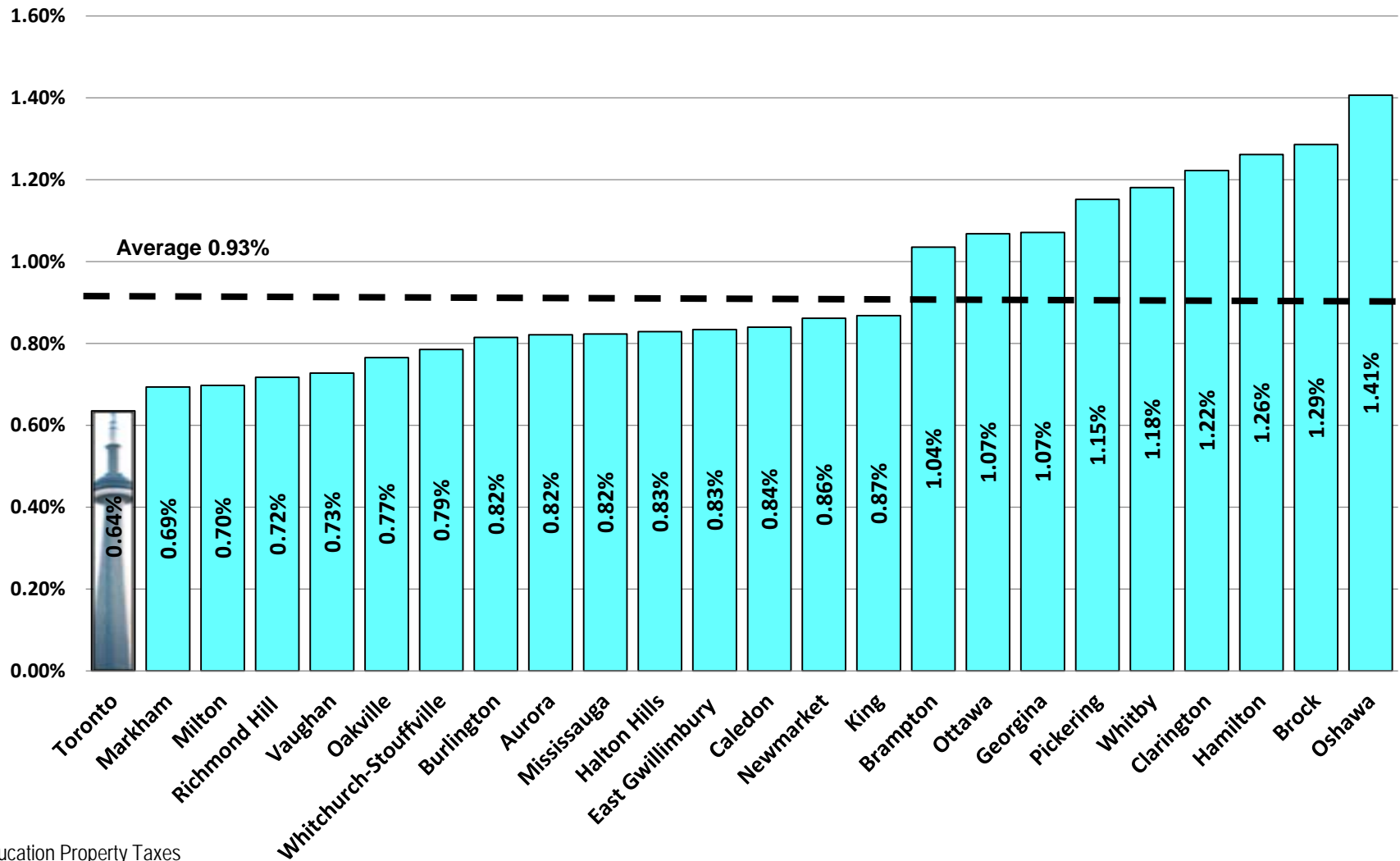
City's Own Source Revenues as a Percentage of Toronto's GDP





Property Tax Comparisons

COMPARISON OF 2018 RESIDENTIAL PROPERTY TAX RATES GTHA MUNIS & OTTAWA



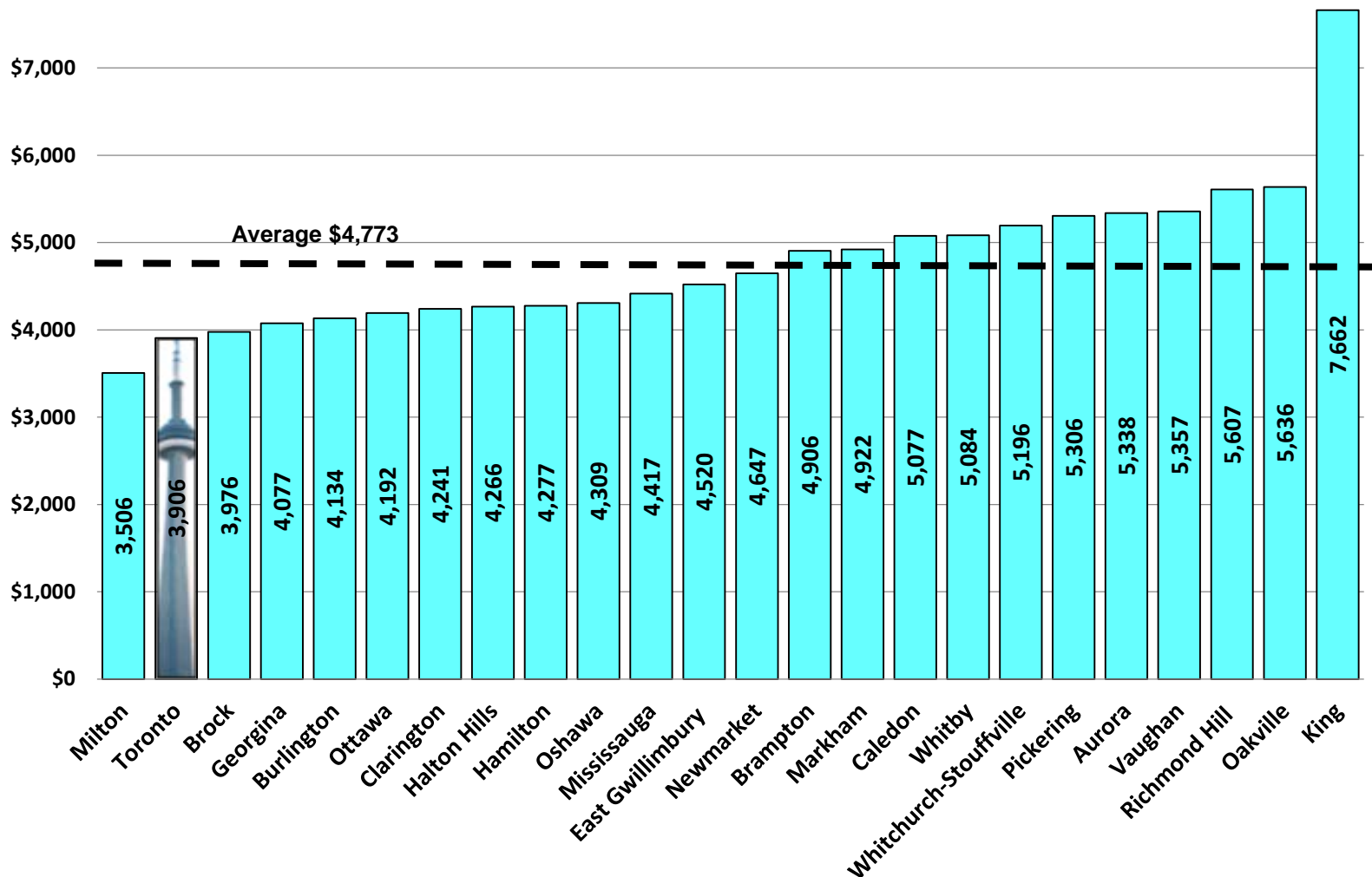
Includes Education Property Taxes

Source: 2018 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, 2018

COMPARISON OF 2018 RESIDENTIAL PROPERTY TAXES

GTHA MUNIS & OTTAWA

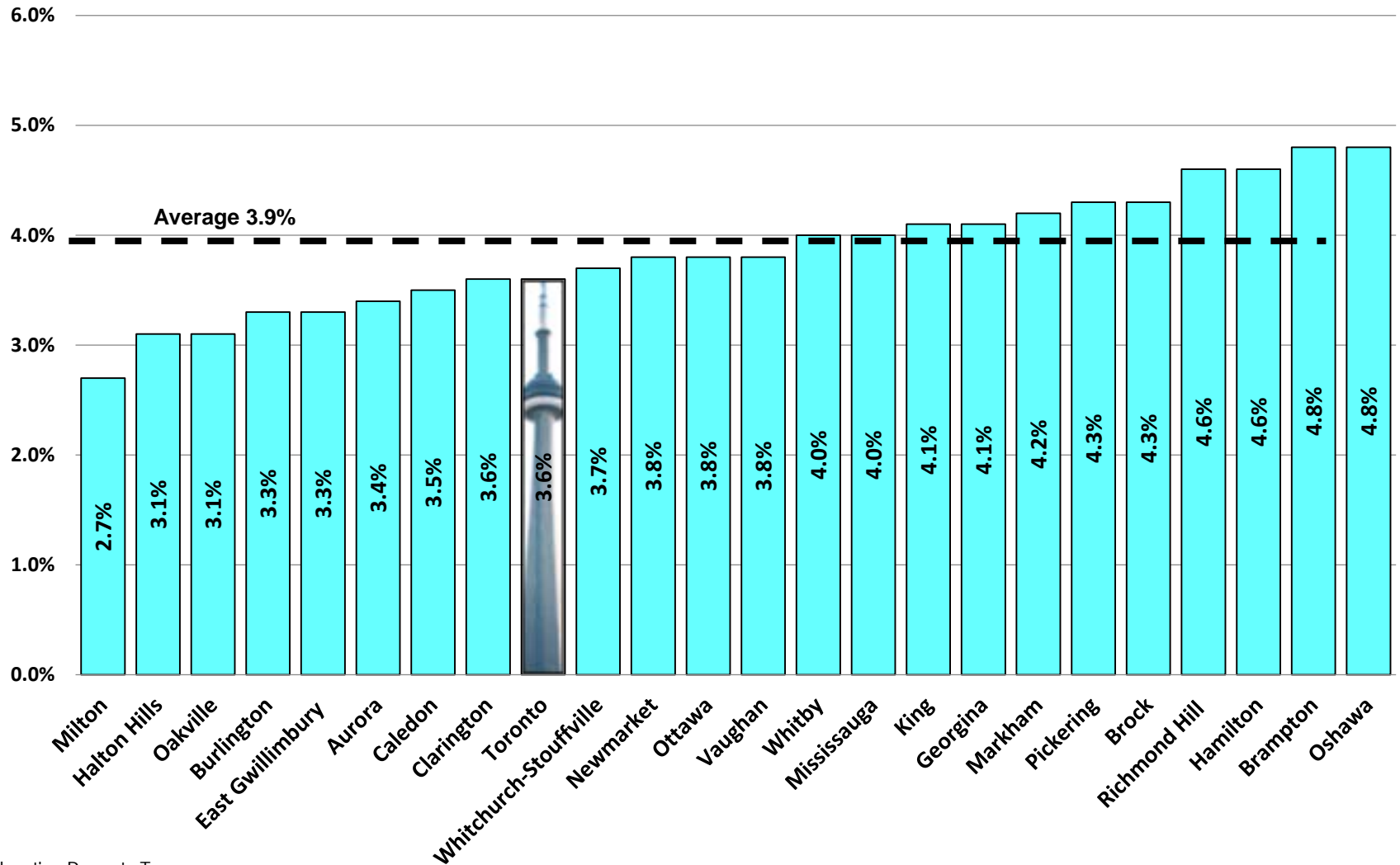


Includes Education Property Taxes

Source: 2018 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, 2018

2018 PROPERTY TAXES AS A % OF HOUSEHOLD INCOMES – GTHA MUNIS & OTTAWA

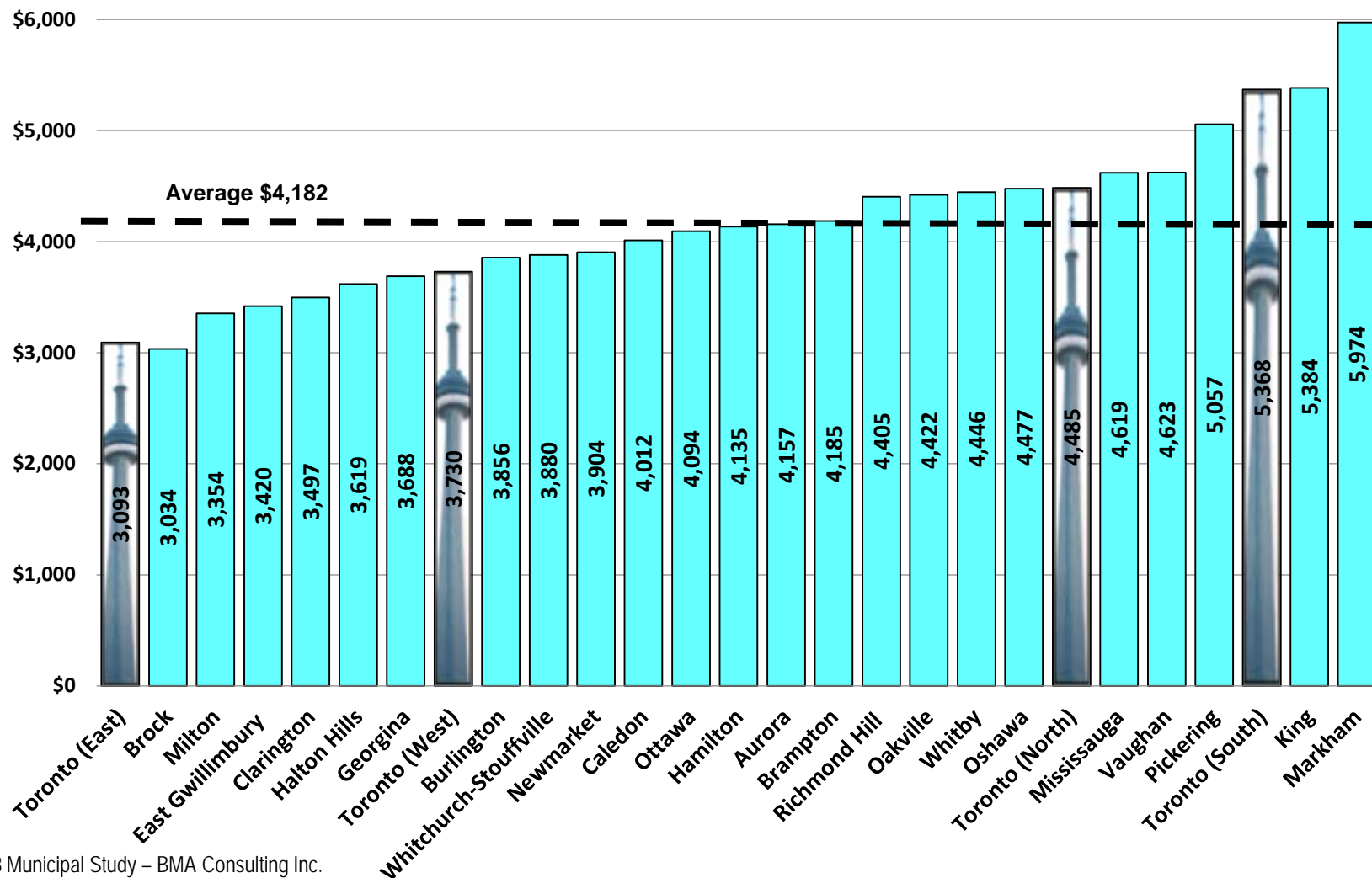


Includes Education Property Taxes

Source: 2018 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, 2018

COMPARISON OF 2018 AVERAGE PROPERTY TAXES - GTHA MUNIS & OTTAWA DETACHED BUNGALOW

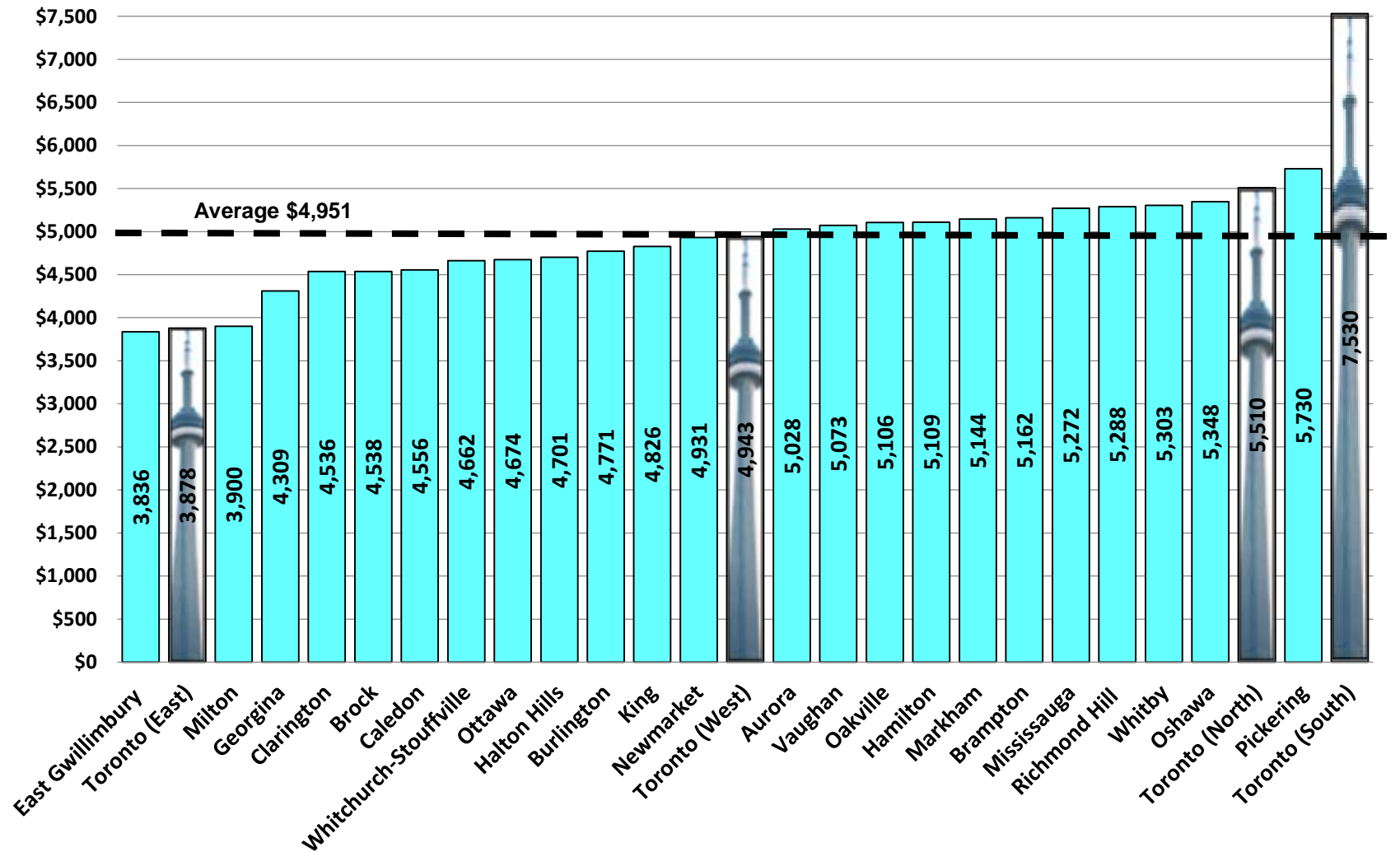


Source: 2018 Municipal Study – BMA Consulting Inc.

Includes Education Property Taxes

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

COMPARISON OF 2018 AVERAGE PROPERTY TAXES - GTHA MUNIS & OTTAWA TWO STORY DETACHED HOME

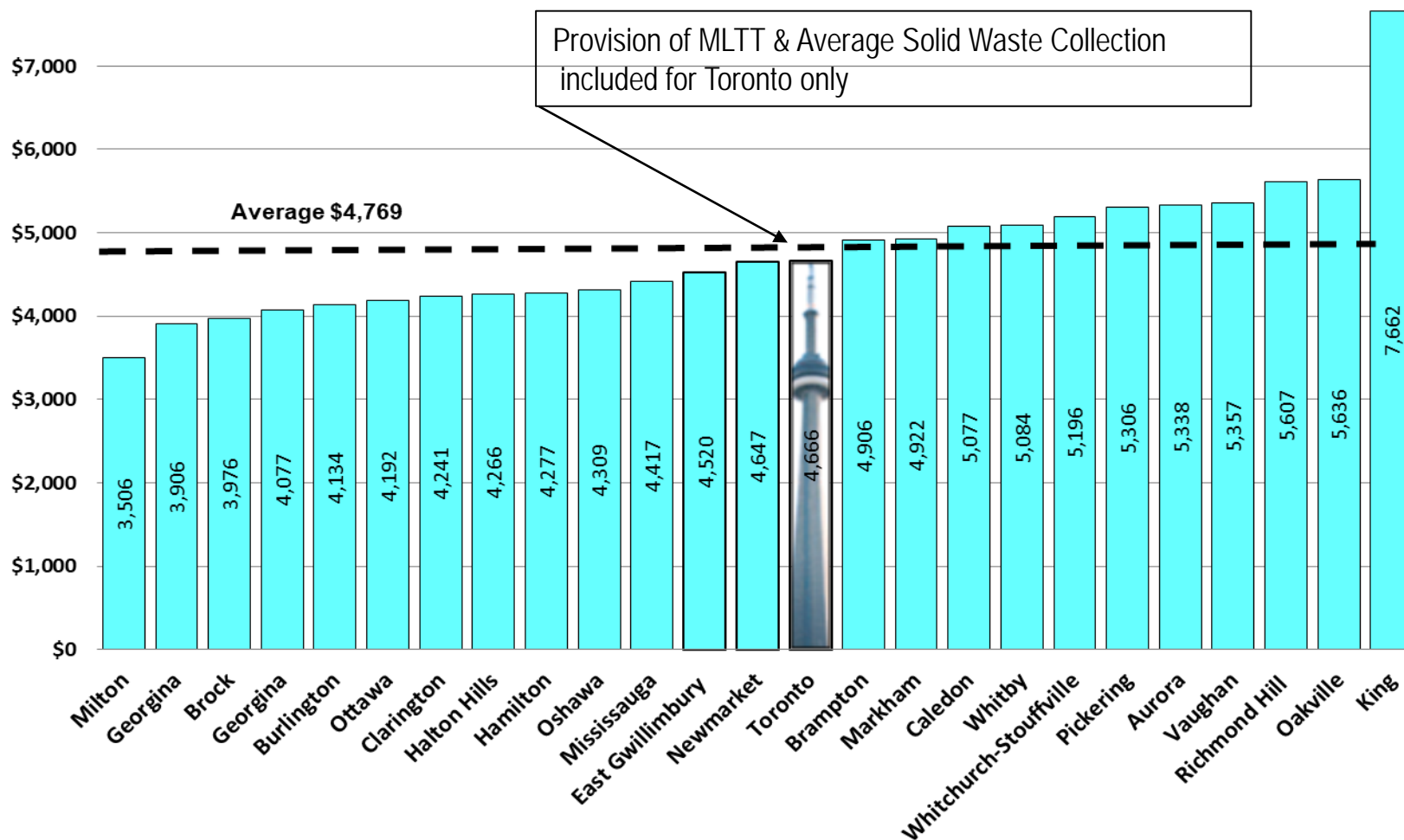


Source: 2018 Municipal Study – BMA Consulting Inc.

Includes Education Property Taxes

Two Storey Home – three bedroom, 2.5 bathrooms & two car garage.

COMPARISON OF 2018 AVERAGE PROPERTY TAXES - GTHA MUNIS & OTTAWA

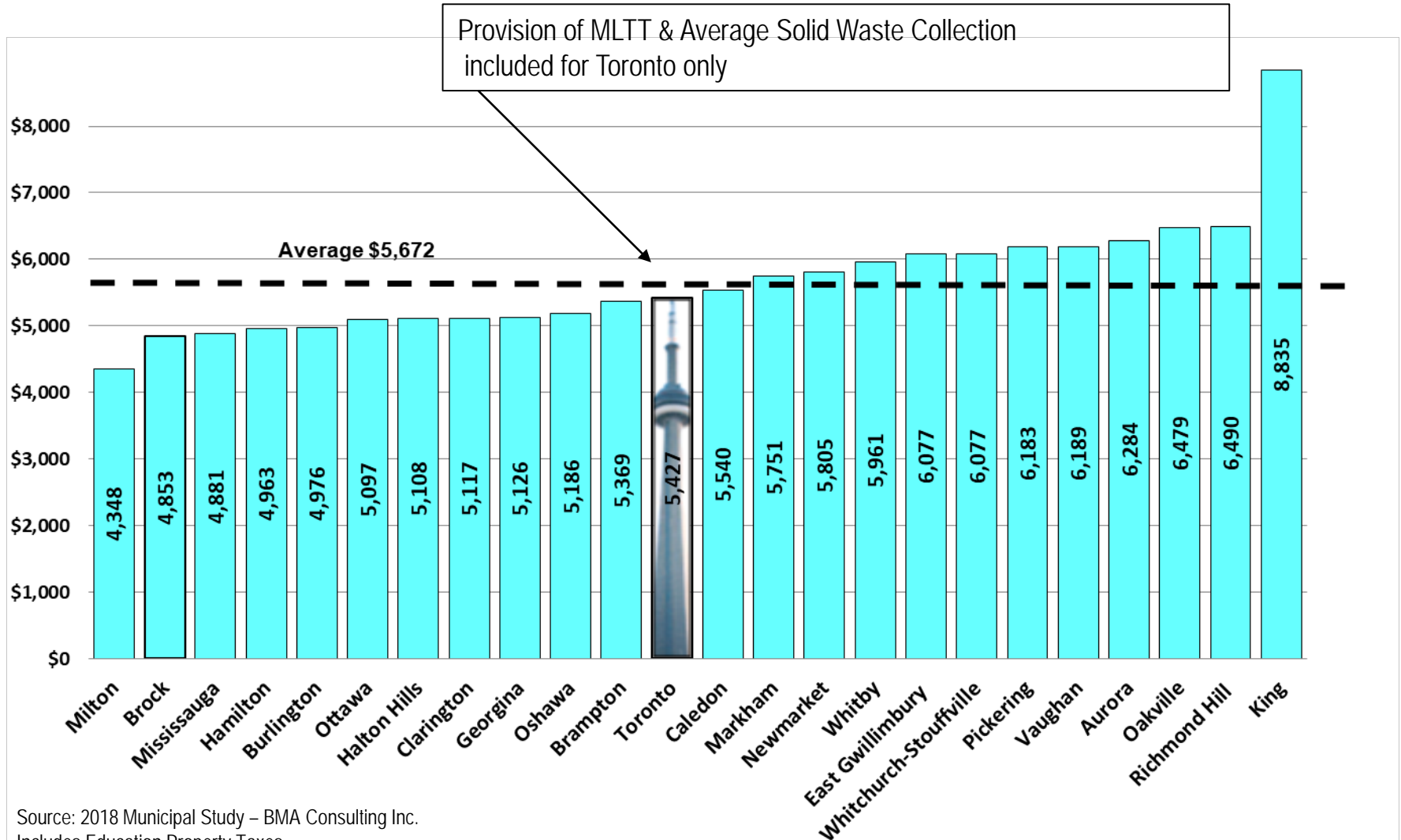


Source: 2018 Municipal Study – BMA Consulting Inc.

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, 2018

COMPARISON OF 2018 AVERAGE PROPERTY TAXES + WATER/WASTEWATER COSTS



Source: 2018 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, 2018