



Infrastructure and Development Services

**Staff Recommended 2020 Operating Budget
2020 – 2029 Capital Budget & Plan**

**Budget Briefing to Budget Committee
January 16, 2020**

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City Planning



Engineering and Construction Services



Fire Services



Municipal Licensing and Standards



Emergency Management



Policy Planning Finance & Admin



Solid Waste



Toronto Building



Transit Expansion



Transportation Services



Toronto Water



Waterfront Revitalization





Safe and Resilient
Neighbourhoods



Mobility



Infrastructure
Investment



Leadership and
Customer Experience

City-wide Priorities



Financial sustainability



A well-run City



Maintain and create housing
that is affordable



Keep Toronto moving



Invest in people and
neighbourhoods



Tackle climate change and
build resilience



Safe and Resilient Neighbourhoods

- Enable safe, healthy, sustainable and accessible built environment.
- Protect lives, infrastructure, property and environment.
- Maintain clean communities and quality of housing stock.



Mobility

- Safe, accessible and integrated mobility.
- Reduced traffic fatalities and serious injuries.
- Improved travel mobility and reliability.



Infrastructure Investment

- Build and maintain infrastructure asset.
- Achieve planned rate of expenditure on capital programs.



Leadership and customer experience

- Foster accountable leadership and engaged workforce.
- Implement efficient and connected services.



Growing and Changing City

- Unprecedented growth and pace of development.
- Increasingly dense and vertical city.
- Behaviour change.
- Competing demands.
- Addressing new and emerging risks.



Aging Infrastructure

- Address state of good repair backlog.
- Minimize construction disruption.
- Improve capital delivery in a competitive construction market.
- Market capacity.



Changing Customer Expectations

- Respond to impacts of new technologies.
- Drive service quality, efficiency, innovation, and anticipate customer changing needs.



Safe and Resilient Neighbourhoods

- Update policies and processes to support development and affordable housing.
- Continue transportation network master planning in support of growth areas.
- Enhance data-driven, integrated and prioritized inspection programs.



Mobility

- Deliver transit expansion through partnerships.
- Develop a comprehensive mobility strategy.
- Advance implementation of ongoing and innovative road safety programs.



Infrastructure Investment

- Enhance planning and coordination of multi-year Capital Program.
- Explore strategic procurement opportunities to increase capital delivery.
- Develop asset management strategy to drive sustainable long term investment.



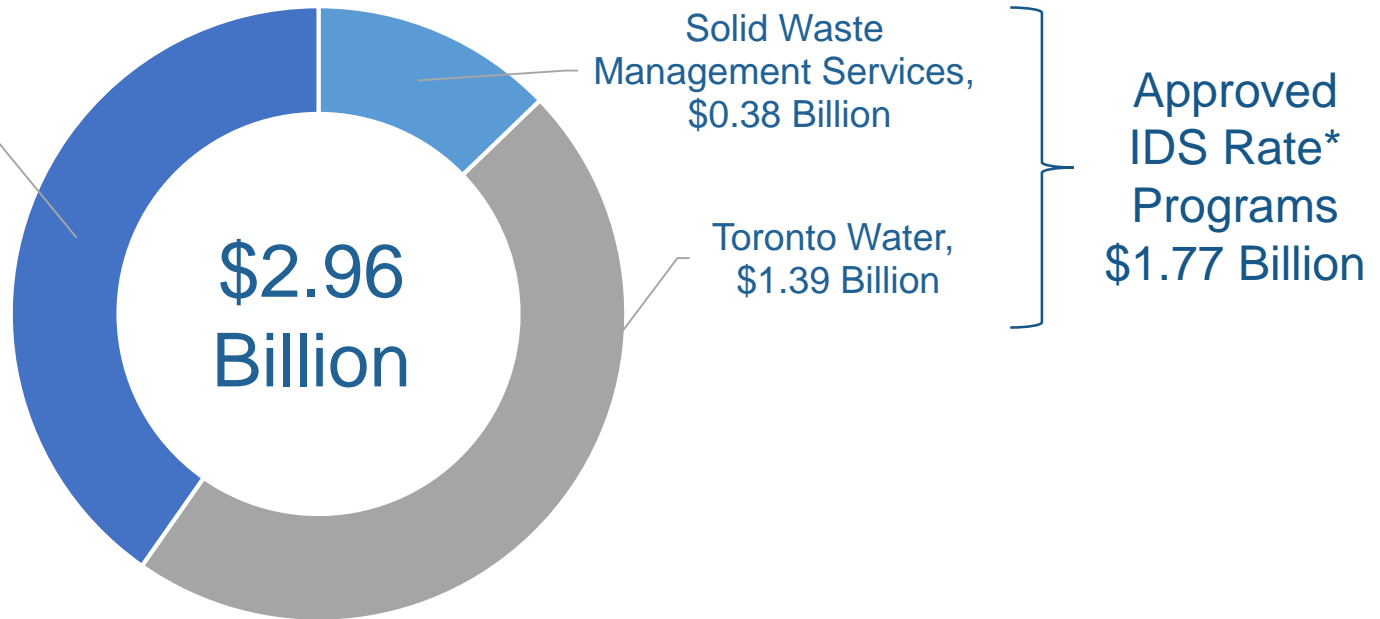
Leadership and Customer Experience

- Invest in workforce capacity and enhanced skill set.
- Implement flexible and agile workforce strategies.
- Advance regulatory and business process modernization.
- Advance digital first strategy for electronic service delivery.

2020 Staff Recommended Operating Budget and Plan

2020 Tax & Rate Operating Budget

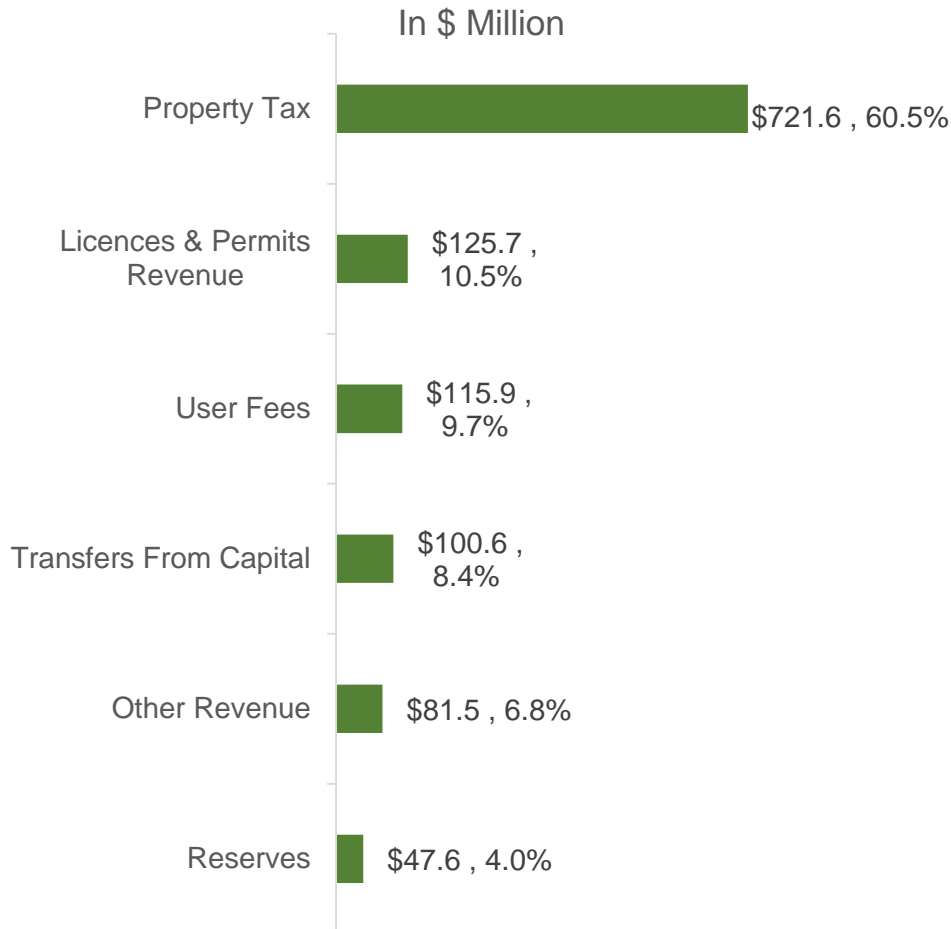
Staff Recommended Tax Supported Operating Budget, \$1.19 Billion



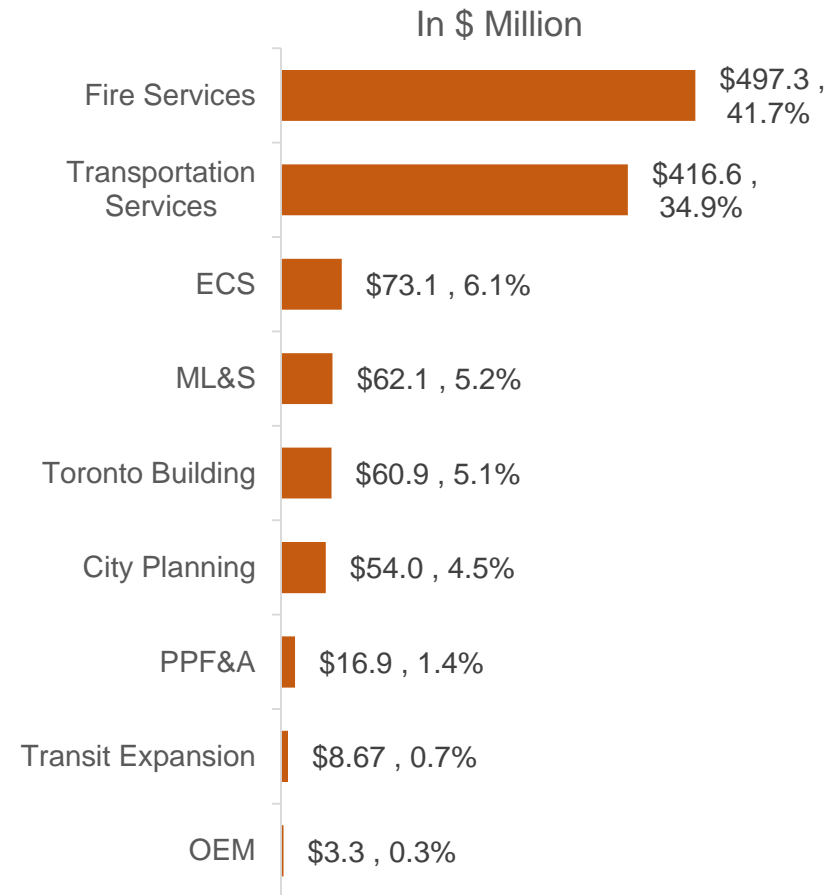
*IDS Rate budgets were approved by City Council on Dec 17, 2019

2020 Tax Supported Operating Budget

Where the **money comes from**
(\$1.2 Billion)



How the **money is invested**
(\$1.2 Billion)





**SAFETY
& SECURITY**

\$4.4 M



**OTHER CITY
PRIORITIES**

\$2.5 M

\$6.9M

IN NEW INVESTMENTS TO ADDRESS KEY COMMITMENTS
(Refer to Appendix 7 for full list)

2020 – 2029

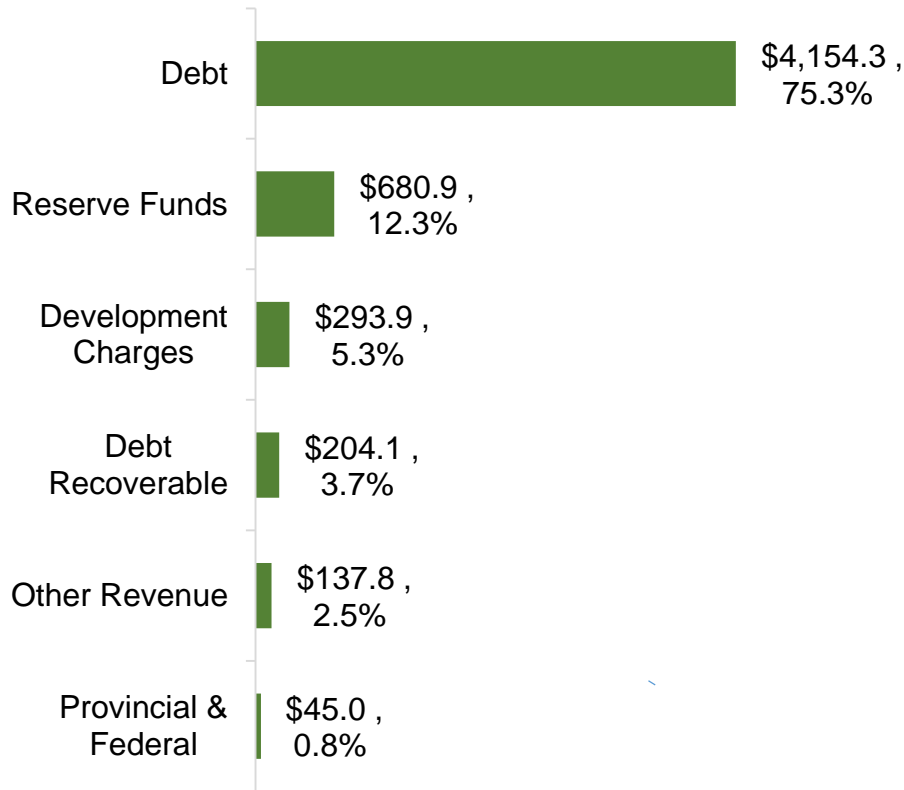
Staff Recommended

Capital Budget and Plan

2020 – 2029 Capital Program Breakdown

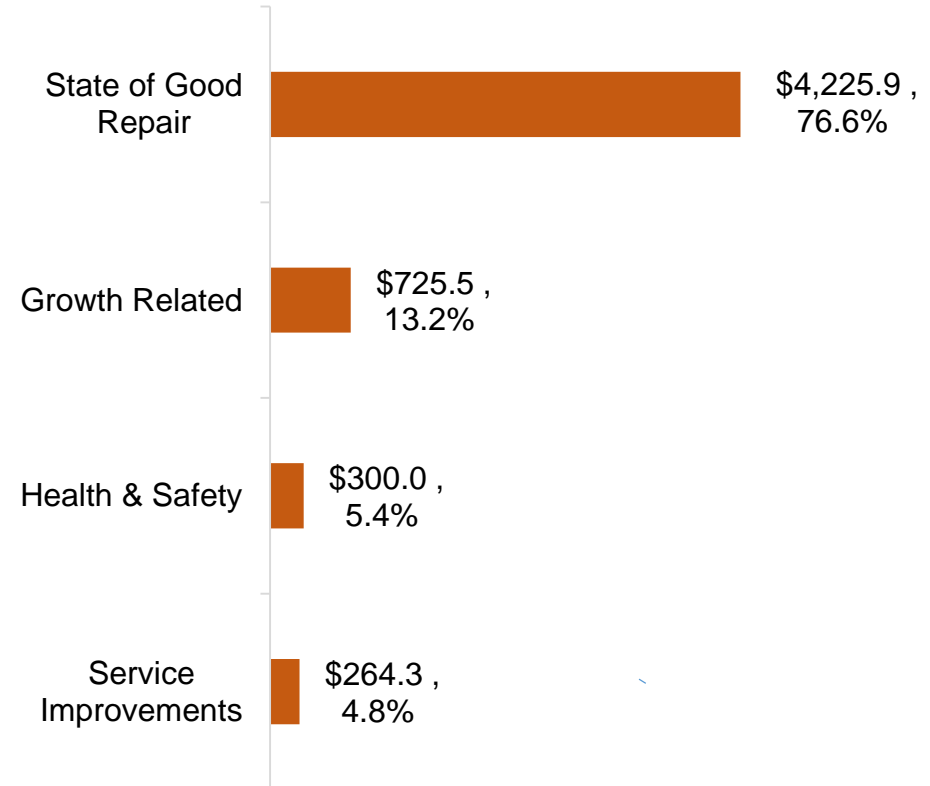
Where the **money comes from**
(\$5.5 Billion)

In \$ Million



How the **money is invested**
(\$5.5 Billion)

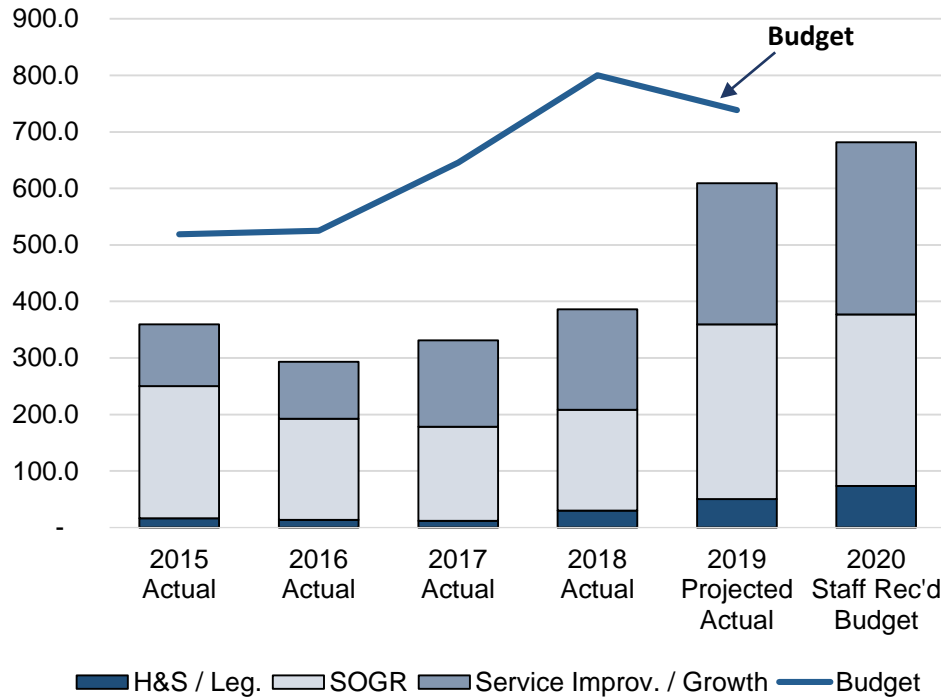
In \$ Million



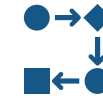


Addressing Achievability

Spending by Category
(In \$ Million)

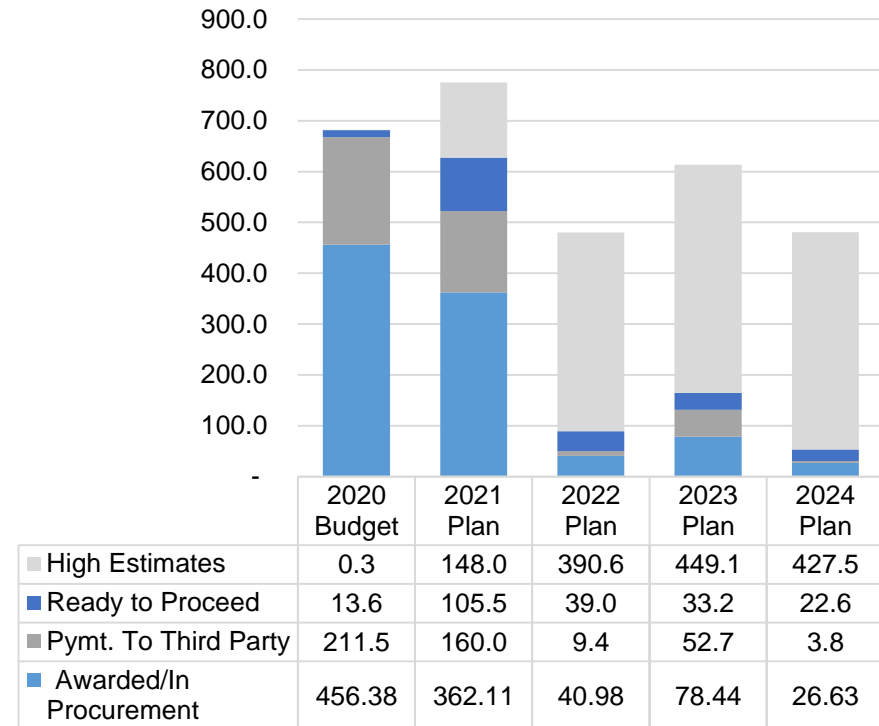


	2015	2016	2017	2018	2019 Proj'd
% Spent	69.3%	55.8%	51.3%	48.2%	82.5%



Further Develop Stage Gating of Projects

Capacity to Deliver
(In \$ Million)



\$5.516 Billion



**F.G. Gardiner Expressway
Rehabilitation**
\$2.2B



**State of Good Repair
(Excluding F.G. Gardiner)**
\$2.0B



**Flood
Protection**
\$263.0M



**Parks
Infrastructure**
\$53.0M



**Other
Infrastructure**
\$47.3M



**Legislated and
Development Studies**
\$33.4M



**Civic
Improvements**
\$26.6M



**New Stations/
Renovations**
\$22.2M



**Vehicles/
Equipment**
\$19.9M



**Information
Technology &
Communication**
\$12.1M



**Toronto Radio
Infrastructure Project**
\$8.5M



**Congestion
Management and
Growth Projects**
\$300.0M



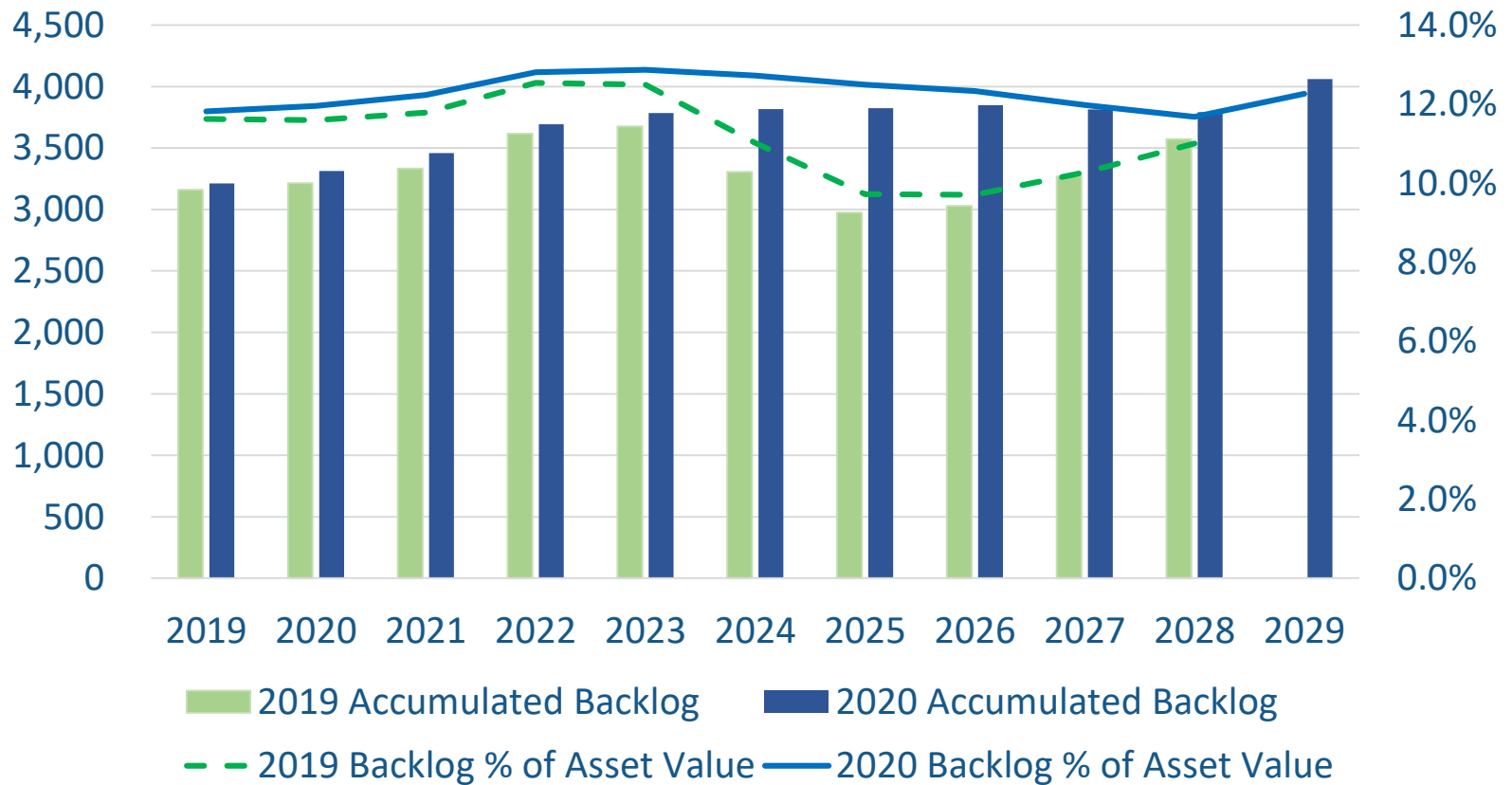
**Vision Zero Road
Safety Plan**
\$157.0M



**Cycling
Network Plan**
\$127.0M

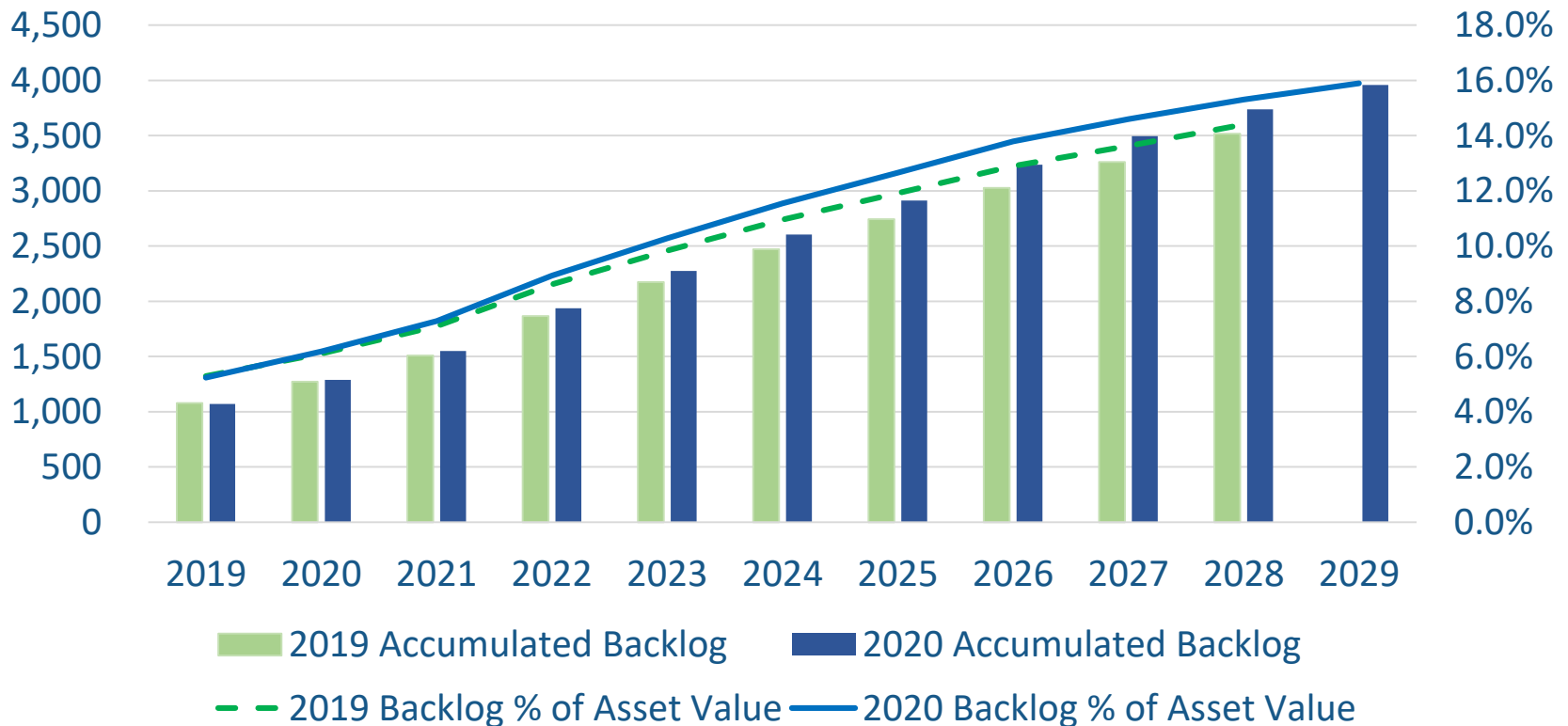
Accumulated Backlog as a % of Asset Value

10 Year Capital Plan - SOGR Backlog (Tax)



Accumulated Backlog as a % of Asset Value (Key Assets excluding the F.G. Gardiner) (\$ Million)

10 Year Capital Plan - SOGR Backlog (Tax - excl. Gardiner)





Infrastructure Investment

\$5.5 Billion including:

- Local and Major Roads Rehabilitation (\$3.4B)
- Growth related projects (\$1.3B)
- City Bridge Rehabilitation (\$0.4B)



City Building

\$683.7 Million, including:

- Port Lands Infrastructure and Public Realm (\$383.7M)
- Other Infrastructure and Public Realm (\$300.0M)



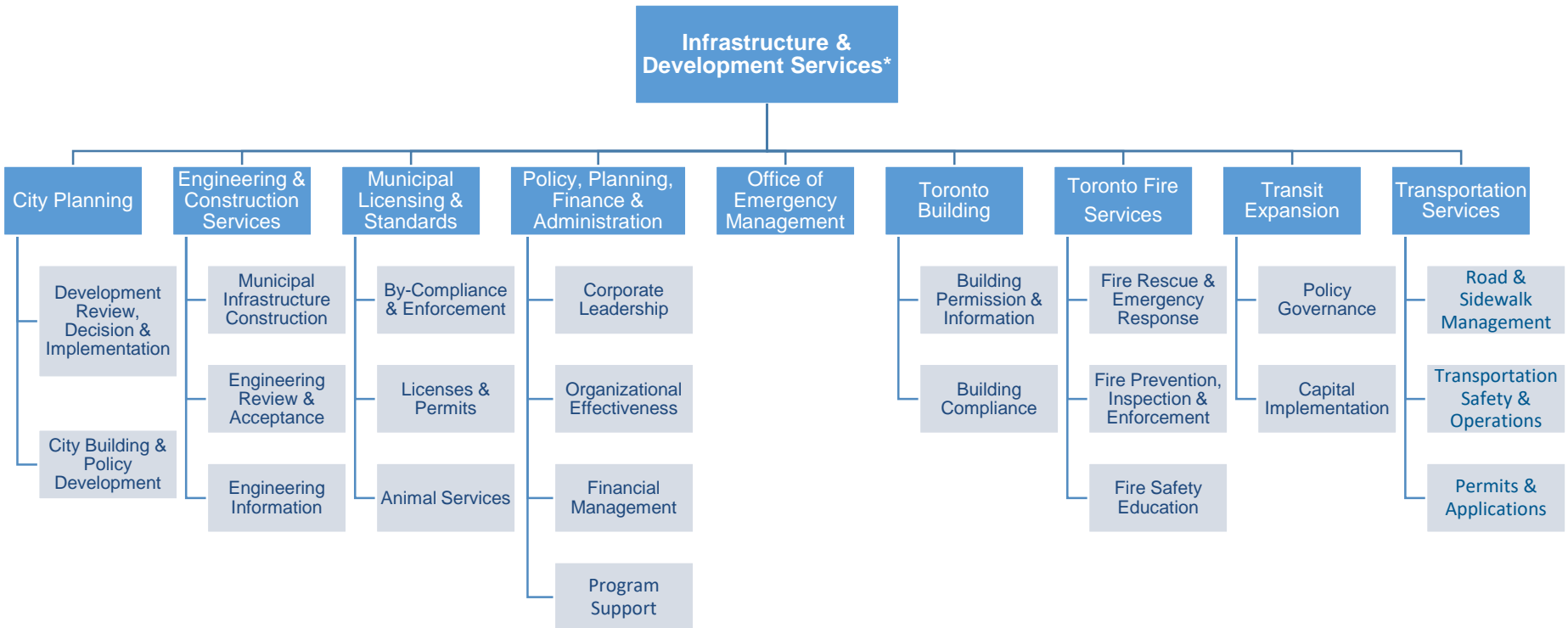
Safe Neighbourhoods

\$38.2 Million, including:

- New Fire Station & Future Planning (\$22.2M)
- Replacement of Fire Boats (\$15.0M)
- Fire apparatus and training equipment (\$1.0M)

Appendices

Appendix 1 - Our Services



*Represents tax-supported programs. Toronto Water and Solid Waste budgets were approved by City Council on Dec 17, 2019

Appendix 2 - 2020 Staff Recommended Operating Budget Gross Expenditures by Program

(\$000s)	2018 Actual	2019 Approved Budget	2019 Projected Actual	2020 Base Budget	2020 New / Enhanced	2020 Staff Rec'd Budget	Change v. 2019 Projected Actual	
By Program	\$	\$	\$	\$	\$	\$	\$	%
City Planning	49,045.3	53,736.8	51,449.6	52,691.8	1,264.1	53,955.9	2,506.2	4.9%
Engineering & Construction	60,363.0	73,888.4	65,977.0	73,088.3	0.0	73,088.3	7,111.3	10.8%
Fire Services	469,185.5	483,743.5	484,064.1	494,998.0	2,346.2	497,344.2	13,280.1	2.7%
Municipal Licensing & Standards	50,014.0	63,767.6	56,646.4	62,085.1	0.0	62,085.1	5,438.7	9.6%
Office of Emergency Policy, Planning, Finance & Admin.	2,605.5	2,977.2	2,877.0	3,266.1	0.0	3,266.1	389.1	13.5%
Transit Expansion	0.0	4,383.4	2,715.5	8,671.5	0.0	8,671.5	5,956.0	219.3%
Transportation Services	331,481.7	383,345.9	374,164.9	414,488.1	2,102.8	416,590.9	42,426.0	11.3%
Toronto Building	50,470.0	56,909.2	51,132.6	59,638.2	1,213.0	60,851.2	9,718.66	19.0%
Total Gross Expenditures	1,029,875.9	1,139,711.0	1,105,009.4	1,185,873.5	6,926.1	1,192,799.7	87,790.3	7.9%

Appendix 3 - 2020 Staff Recommended Operating Budget Revenue by Program

(\$000s)	2018 Actual	2019 Approved Budget	2019 Projected Actual	2020 Base Budget	2020 New / Enhanced	2020 Staff Rec'd Budget	Change v. 2019 Projected Actual	
By Program	\$	\$	\$	\$	\$	\$	\$	%
City Planning	39,392.7	39,706.7	38,663.6	39,451.4	1,264.1	40,715.5	2,051.8	5.3%
Engineering & Construction	61,770.5	69,803.8	62,806.0	71,254.8	0.0	71,254.8	8,448.8	13.5%
Fire Services	20,861.3	18,061.9	22,062.2	20,741.9	0.0	20,741.9	(1,320.3)	-6.0%
Municipal Licensing & Standards	43,011.0	49,661.3	49,560.3	50,345.2	0.0	50,345.2	784.9	1.6%
Office of Emergency	316.2	376.2	367.2	660.0	0.0	660.0	292.8	79.7%
Policy, Planning, Finance & Admin.	11,536.5	11,027.9	10,529.2	11,595.9	0.0	11,595.9	1,066.7	10.1%
Transit Expansion	0.0	4,400.4	2,715.5	8,671.5	0.0	8,671.5	5,956.0	219.3%
Transportation Services	137,228.7	170,488.5	161,885.5	190,189.3	0.0	190,189.3	28,303.8	17.5%
Toronto Building	77,110.1	74,541.6	101,620.4	75,785.1	1,213.0	76,998.1	(24,622.3)	-24.2%
Total Revenues	391,227.2	438,068.3	450,209.9	468,695.0	2,477.1	471,172.1	20,962.2	4.7%

Appendix 4 - 2020 Staff Recommended Operating Budget Net Expenditures by Program

(\$000s)	2018 Actual	2019 Approved Budget	2019 Projected Actual	2020 Base Budget	2020 New / Enhanced	2020 Staff Rec'd Budget	Change v. 2019 Projected Actual	
By Program	\$	\$	\$	\$	\$	\$	\$	%
City Planning	9,652.5	14,030.1	12,786.0	13,240.4	0.0	13,240.4	454.4	3.6%
Engineering & Construction	(1,407.5)	4,084.6	3,171.0	1,833.4	0.0	1,833.4	(1,337.6)	-42.2%
Fire Services	448,324.2	465,681.6	462,001.9	474,256.1	2,346.2	476,602.3	14,600.4	3.2%
Municipal Licensing & Standards	7,002.9	14,106.3	7,086.1	11,739.9	0.0	11,739.9	4,653.8	65.7%
Office of Emergency	2,289.3	2,601.0	2,509.8	2,606.1	0.0	2,606.1	96.3	3.8%
Policy, Planning, Finance & Admin.	5,174.5	5,931.1	5,453.1	5,350.6	0.0	5,350.6	(102.5)	-1.9%
Transit Expansion	0.0	(17.0)	0.0	0.0	0.0	0.0	0.0	0.0%
Transportation Services	194,252.9	212,857.4	212,279.4	224,298.8	2,102.8	226,401.6	14,122.2	6.7%
Toronto Building	(26,640.1)	(17,632.4)	(50,487.8)	(16,146.9)	0.0	(16,146.9)	34,340.96	-68.0%
Total Net Expenditures	638,648.8	701,642.7	654,799.5	717,178.5	4,449.0	721,627.5	66,828.0	10.2%

Appendix 5 - 2020 Staff Recommended Operating Budget

Key Base Drivers

Key Cost Drivers (\$000's)	2018 Actuals	2019 Proj. Actuals	2020 Staff Rec'd Base Budget	Year over Year Changes		Key Drivers to Preserve Service Levels and Address Issues
				\$	%	
Expenditures						
1 Salaries and Benefits	757,725.1	786,827.2	838,230.9	51,403.6	6.5%	Salaries & Benefits: Inflationary increases on existing salaries and benefits, additional positions to deliver operating services and capital projects, settlement of Local 3888 Collective Agreement, and ongoing WSIB costs.
2 Materials & Supplies	58,467.1	63,022.9	63,331.9	309.0	0.5%	
3 Equipment	3,350.7	3,245.0	3,824.0	578.9	17.8%	Services and Rents: Inflationary increases on existing service contracts and annulised costs for existing and new programs.
4 Service and Rent	167,517.3	193,361.7	219,390.7	26,029.0	13.5%	
5 Contribution To Reserves	37,177.9	49,854.0	51,886.5	2,032.5	4.1%	
6 Other Expenditures	5,638.0	8,698.7	9,209.7	511.0	5.9%	
Total Expenditures	1,029,876.0	1,105,009.5	1,185,873.7	80,864.1	7.3%	
Revenues						
1 Provincial Subsidies	466.7	966.7	1,360.0	393.3	40.7%	Capital Transfers: Increases to maintain capital funded positions to delivery capital projects.
2 Federal Subsidies	33.0	12.5		(12.5)	-100.0%	
2 User Fees & Donations	149,491.0	160,414.3	157,382.2	(3,032.1)	-1.9%	
3 Transfers From Capital	74,455.8	73,975.0	100,558.7	26,583.7	35.9%	
4 Other Revenues	166,780.6	214,841.4	209,394.2	(5,447.2)	-2.5%	
Total Revenues	391,227.2	450,209.8	468,695.0	18,485.2	4.1%	
Net Expenditures	638,648.9	654,799.7	717,178.6	62,378.9	9.5%	
Positions	6,576.8	6,677.3	6,788.3	111.00	1.7%	

Appendix 6 - 2020 Staff Recommended Operating Budget Efficiencies & Other Measures by Program

(\$000s)										
Recommendations	Program	Type	2020				2021		2022	
			Revenue	Gross	Net	Positions	Gross	Net	Gross	Net
Reduction in Base Expenditures/ Realignment of Budget	City Planning	Line by Line	(28.9)	(136.6)	(107.7)	-				
Benefit Rate Reduction Savings	Fire Services	Line by Line	-	(2,135.6)	(2,135.6)	-		(2,135.6)		(2,135.6)
Deferral of Contribution to Vehicle Reserve	Fire Services	Other	-	(6,203.0)	(6,203.0)	-		6,203.0		
Efficiencies from Line-by-Line review	PPFA	Line by Line	-	(306.2)	(306.2)	-				
Reduction in Base Expenditures/Realignment of Budget	Toronto Building	Line by Line	-	(149.9)	(149.9)	-		-		
Savings from Line by Line Review	Transportation	Line by Line	-	(7,463.9)	(7,463.9)	-		-		
Budget Increase/(Decrease)			(28.9)	(16,395.2)	(16,366.3)	-	-	4,067.4	-	(2,135.6)

The Recommended 2020 Operating Budget includes \$16.395 million in gross expenditure reductions as follows:

- **Line by Line** - Reduction in base expenditures, for savings realized from aligning the budget with actual experience.
- **Other** - One-time deferral of contributions to the Fire Vehicle Reserve to reflect cash flow requirements for the 2020 Fleet Replacement capital project.

Appendix 7 - New Investments

New / Enhanced	Category	2020				2021	2022	Equity Impact	
		Revenue	Gross	Net	Positions	Annualized Gross	Annualized Net		
In \$ Thousand									
City Planning									
1	End-to-End Development Review	Other	434.1	434.1	-	3.0	448.8	-	Low
2	Growth Related Zoning Projects	Other	182.8	182.8	-	2.0	241.9	-	Low
3	Improve Heritage Research & Evaluation of Planning Applications	Other	166.5	166.5	-	2.0	227.6	-	Low
4	Respond to Bill 108 timelines & streamline application intake process	Other	131.4	131.4	-	2.0	179.6	-	Low
5	Toronto Heritage Survey	Other	349.3	349.3	-	4.0	484.9	-	Low
City Planning Total			1,264.1	1,264.1	-	13.0	1,582.8	-	
Fire Services									
6	TFS Communications-Quality Assurance/Quality Improvement Program	Safety & Security	-	89.6	89.6	1.0	161.1	161.1	Low
7	Value-Based Staffing-Pilot Program	Safety & Security	-	2,256.6	2,256.6	-	2,256.6	2,256.6	Low
Fire Services Total			-	2,346.2	2,346.2	1.0	2,417.7	2,417.7	
Toronto Building									
8	One Stream Preliminary Review Program	Other	196.8	196.8	-	2.0	204.7	-	Low
9	Plumbing and HVAC Inspection Services Enhancements	Other	179.9	179.9	-	2.0	215.4	-	Low
10	Toronto Building Records Management Centralization	Other	836.4	836.4	-	1.0	218.0	-	Low
Toronto Building Total			1,213.0	1,213.0	-	5.0	638.1	-	
Transportation Services									
11	Red Light Camera Expansion	Safety & Security	-	2,102.8	2,102.8	9.0	2,496.2	-	Low
Transportation Services Total			-	2,102.8	2,102.8	9.0	2,496.2	-	
Total New / Enhanced			2,477.1	6,926.1	4,449.0	28.0	7,134.8	2,417.7	

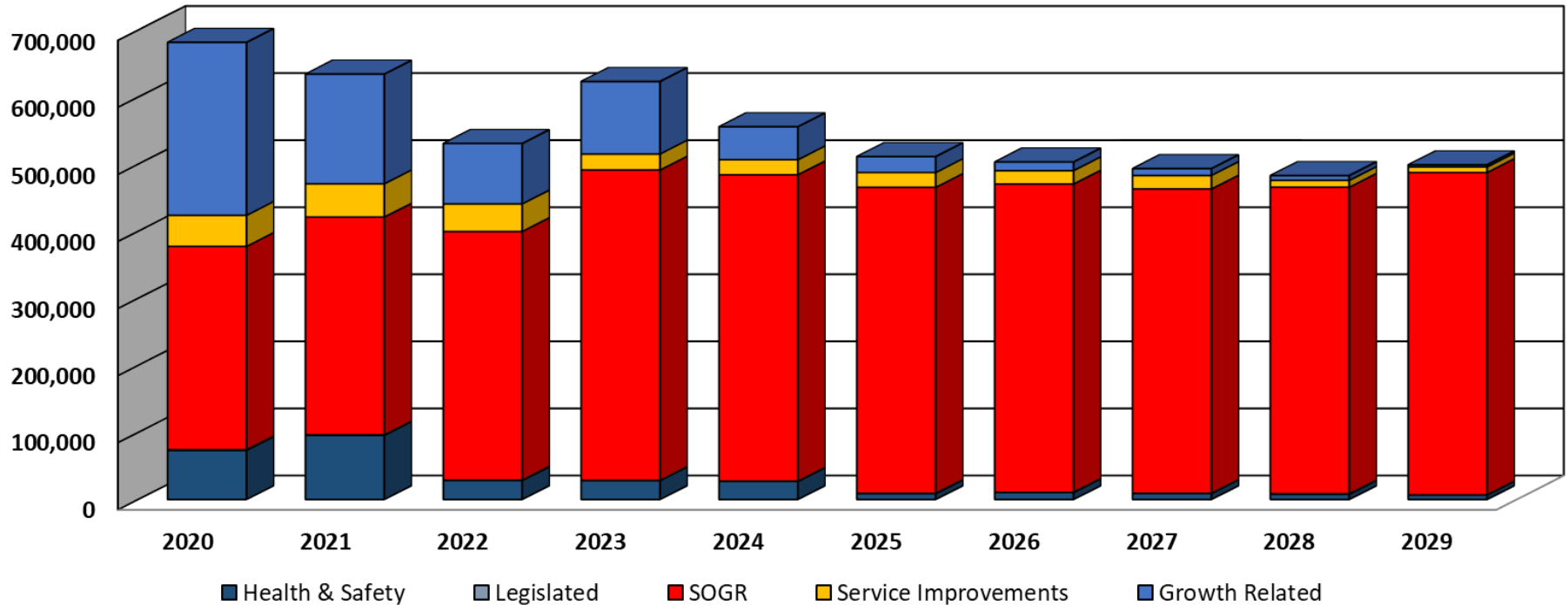
Appendix 8 - 2021 & 2022 Outlooks

(In \$ Million)	2019 Projected Actual	2020 Staff Rec'd Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	450.2	471.2	467.7	471.6
Gross Expenditures	1,105.0	1,192.8	1,223.5	1,239.5
Net Expenditures	654.8	721.6	755.8	767.9

Approved Positions	6,677.3	6,816.3	6,850.3	6,843.3
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	2021 Drivers	2022 Drivers
Salaries & Benefits:	\$25.6M	\$22.1M
Inflation Impact:	\$0.5M	\$0.1M
Reserve Contribution:	\$4.6M	(\$6.2M)

Appendix 9 - 2020 - 2029 Staff Recommended Capital Budget & Plan by Project Category



2020 - 2029 Staff Recommended Capital Budget and Plan by Category											
\$ Millions	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
Health & Safety	73.2	95.7	28.3	28.1	26.9	8.7	10.4	8.8	7.9	6.8	294.7
Legislated	0.9	0.8	0.6	0.5	0.4	0.6	0.5	0.4	0.6	0.1	5.3
SOGR	303.3	324.8	370.7	462.8	456.9	456.2	459.5	453.9	457.1	480.7	4,225.9
Service Improvements	46.3	49.7	41.1	23.9	22.5	22.1	20.1	20.1	10.3	8.3	264.3
Growth Related	257.8	163.4	90.1	108.0	49.2	23.6	12.8	10.2	7.1	3.1	725.5
Total	681.6	634.3	530.8	623.2	555.8	511.3	503.3	493.4	483.0	499.0	5,515.7

Thank You