




# *Reflections on Toronto's Fiscal Health and the Decade Ahead: A Discussion with the City Manager*

Institute for Municipal Finance & Governance  
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Toronto City Manager



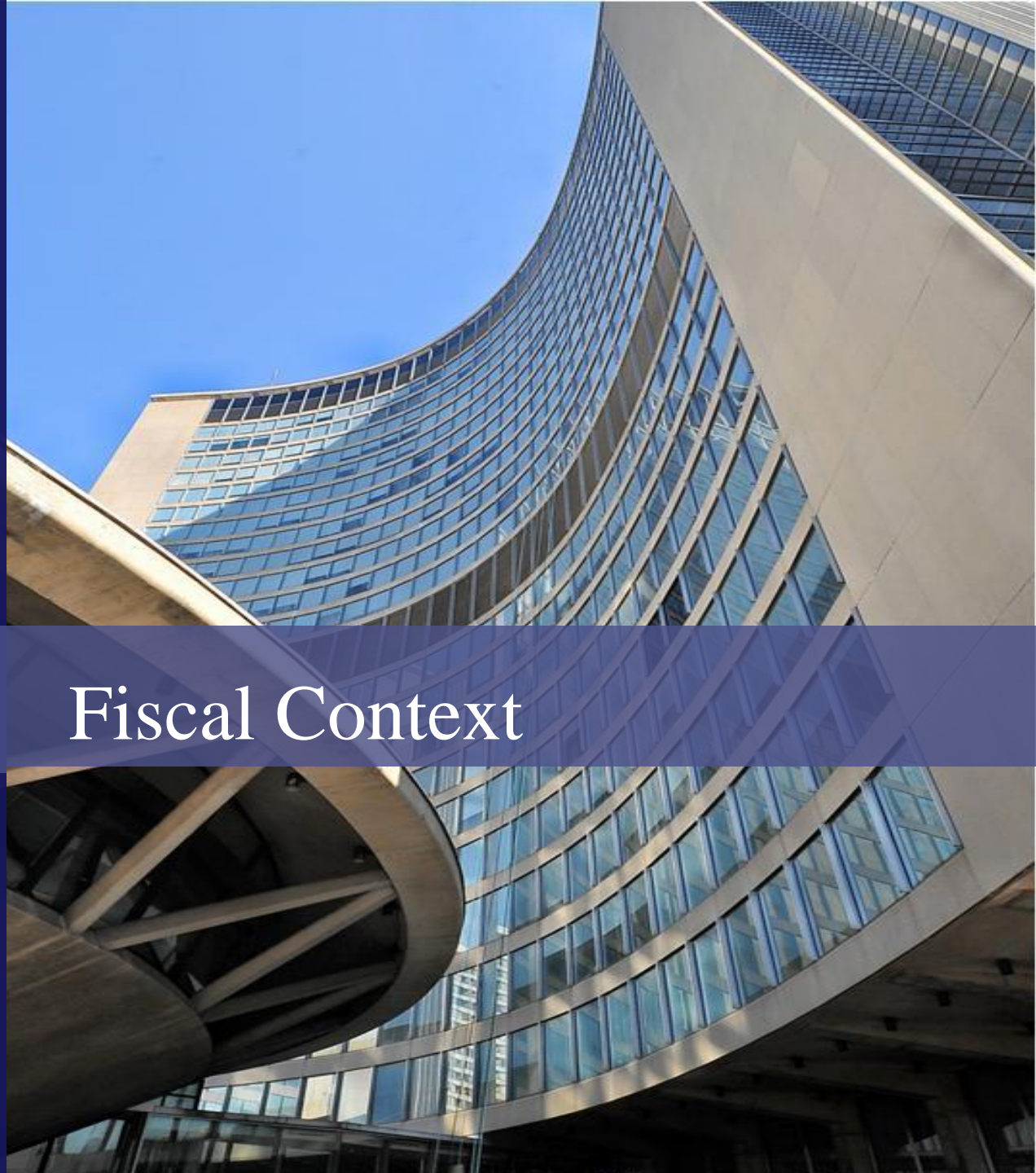
# OUTLINE

- 
1. Fiscal Context
  2. Long-Term Financial Plan
  3. Service Review Program and 2012 Budget
    - I. Expenditure Control – Service Review Program
    - II. Revenues
    - III. Capital
    - IV. Surplus Management- Debt Reduction
  4. Labour Settlement 2012-2015
  5. 2013-2014 Outlook
  6. The Decade Ahead: Strategic Plan Update
  7. The Decade Ahead: Key Issues
  8. Summary



SECTION 1.

# Fiscal Context





# Toronto's Services- Daily Life

## Shelter, Support and Housing Administration

- 15,500 City-funded social housing units
- Many residents live in Toronto Community Housing Board of Homelessness
- Shelter services provided through 9 City shelters and 48 purpose service facilities providing 5,843 permanent beds each night
- Streets to Homes has helped more than 2,300 people move into permanent housing since its start in 2005, with more than 17% remaining in their new homes

## Affordable Housing

- 819 new affordable homes
- 80 community partnerships

## Fire Services

- 62 fire halls
- 34,700 fire inspections conducted
- 2,200 firefighters responded to 142,007 calls with 209,640 vehicle repairs
- Responded to 79,251 medical calls and 8,281 fires

## Toronto Police Service

- Average deployed uniform target strength of 5,510 officers and 20,000 police officers
- 1,840 cars, 12 motorcycles, 25 boats and 20 horses
- Responded to 655,933 police calls for assistance
- 287,200 vehicles stopped by FPS

## Toronto Public Health

- 18,164 restaurant inspections conducted
- 16,004 phone requests answered by Toronto Health Call Centre
- 14,000 people immunized against flu annually
- Withheld 40,574 pregnant women and families
- Withheld 15,530 low income children under age 18 in rental clinics

## City Planning

- 5,927 development approval applications processed
- 8,000 linear metres of streetscape enhancement
- 8,000 heritage properties added to the City's heritage inventory

## Municipal Licensing and Standards

- 10,001 new and renewed licenses issued
- 10,000 inspections and 64,289 investigations conducted
- 15,164 dog and cat licenses issued

## Toronto Transit Commission

- Third largest transit system in North America
- More than 1.6 million daily riders
- 3,700 buses and 144 Metro-North vehicles
- 1,614,556 subway cars and streetcars
- Expansion plans include 7 new light rail transit lines (Planned CRL) and extension of Spadina subway to York Region

## Toronto Building

- 188,000 building inspections conducted
- 10,325 building permits issued with a construction value of \$4.5 billion
- 1,600 Residential Feedback Building Permits issued yearly
- 1,760 pre-application and preliminary project reviews

## Parks, Forestry and Recreation

- 7,700 hectares of green space
- More than 5 million trees on streets, and in parks and yards
- 1,475 summer parks
- More than 68,728 recreation programs offered city-wide
- Approximately 7.8 million program visits by participants

## Employment and Social Services

- Fourth largest social assistance delivery system in Canada
- Assists more than 220,000 people each year (in 16 municipalities)
- More than 16,000 visits to 14 City employment resource centres
- More than 30,000 children supported through Ontario Works programs each month
- 1.6 a week support line calls handled every year

## 10-Year Capital Plan

- Will invest \$25.7 billion over the next 10 years and create or protect more than 300,000 jobs
- Defines the capital projects the City will undertake to develop, maintain and improve City assets such as transit, roads, bridges, community centres and libraries



## Environmental Leadership

- Toronto's Climate Change and Sustainable Energy Action Plan targets an 85% reduction in greenhouse gas emissions by 2050
- Has environmental programs include:
  - Live Green Toronto
  - Mayor's Tree Renewal
  - Solar Neighbourhoods
  - Charge 75% More Bicycles
  - 2020: The Way to Green It!
  - Building Toronto's cycling network by 2012
  - Blue Flag Beaches
  - Double the tree canopy by 2050
  - 15% reduction in water consumption by 2011
  - Sustainable energy incentive hubs
  - Better Buildings Program
  - Deep lake water cooling world's largest system

## Economic Development

- Facilitated \$20 billion in investments
- Awarded contracts and received 1,700
- Provided the total output of goods and services produced in Toronto by \$50 billion annually
- Completed Toronto's premier urban transit destination report - a detailed audit of the transit industry in the city

## Toronto Water

- Treats, transmits, stores and distributes more than 1 billion litres of potable water daily
- Average daily demand for water enough to fill the Empire State Building every day
- Collects and treats wastewater from more than 4,400 km of sanitary sewers, 4,300 km of storm sewers and 300 km of combined sewers
- 6,073 km of distribution water mains

## Transportation Services

- Toronto has 5,900 km of roads, about 2,443 km of sidewalks, 265 bridges, 360 overpasses, 400 pedestrian crossings, 95 km of bike lanes, 168 km of bike trails and 184 km of bike routes
- To 70 food markets and 205 food trucks can be used to manage a market in Toronto
- 222 sidewalk poles and more than 410 additional poles of new overhead equipment

## Children's Services

- More than 470 child care centres and 71 home-based child care providers provide more than 16,000 licensed child care spaces for the city's children
- Toronto has the second largest child care system in Canada - named one by The Province of Ontario
- Provides support to child care programs serving children with special needs

## Toronto Zoo

- The Toronto Zoo, a City agency, looks after more than 5,000 animals representing more than 400 species
- One of the largest zoos in the world (2nd) behind only the San Diego Zoo
- More than 31 km of walking trails
- Approximately 1.2 million people visit the zoo each year

## Emergency Medical Services

- District municipal land ambulance service in Canada
- 200,000 ambulance and respiratory vehicles
- Transported 174,000 patients to hospital
- 847 full-time paramedics
- 168 emergency medical dispatchers

## Exhibition Place

- Toronto's largest entertainment venue with 25 historical buildings
- 150 acres of urban parkland and 50 acres of gardens
- Attracts more than 5 million visitors each year
- Hosts more than 500 events annually

## Toronto Public Library

- World's largest urban public library system
- More than 16 million people visit 89 branches each year
- 29 million items borrowed every year
- Almost 12 million Torontoites hold library cards
- 71% of Torontoites use the library

## Solid Waste Management Services

- With the City's goal of achieving 70% waste diversion by 2020, Toronto has recycled 243,000 tonnes of paper annually, to save 4.5 million trees each year
- Green Bin Program is the largest curbside compost program in North America
- Green Bin Program has saved more than 500,000 single-family homes since 2005; expansion plans include services to 200,000 apartment/condominium units by 2010

## Cultural Services

- More than half a million people visit the City's 70 museums, historic sites, cultural centres and art galleries annually
- Supporting housing programs are offered to eligible households
- Providing services such as food preparation, homecare, laundry services, personal support and medication reminders
- Homeless and At-Risk Services provides more than 115,000 meals each day
- More than 200 event cases produced annually
- Assists more than 1,200 of Toronto's festivals and events

## Long-Term Care Homes and Services

- Operates 10 Long-Term Care Homes, serving more than 2,800 residents of these facilities
- Supporting housing programs are offered to eligible households
- Providing services such as food preparation, homecare, laundry services, personal support and medication reminders
- Homeless and At-Risk Services provides more than 115,000 meals each day
- More than 200 event cases produced annually
- Assists more than 1,200 of Toronto's festivals and events



# Scope of Municipal Services & Functions

🕒 many services provided round-the-clock 🕒

- Solid waste collection, processing and recycling
- Water and wastewater services 🕒
- Emergency services
  - √ *Policing* 🕒
  - √ *Fire* 🕒
  - √ *EMS* 🕒
- Goods and people movement:
  - √ *Transit* 🕒
  - √ *Roads* 🕒
  - √ *Sidewalks*
- Economic development
- Libraries, parks and recreation
- Court services
- Arts, culture and heritage
- 311 Toronto 🕒
- Tourism promotion
- Planning and development
- Building permits
- Licensing
- Bylaw enforcement and inspections
- Social and health services
  - √ *Social assistance*
  - √ *Homes for aged* 🕒
  - √ *Child care*
  - √ *Hostels* 🕒
  - √ *Social housing* 🕒
  - √ *Public health*
  - √ *Community support*

# Agencies, Boards, Commissions & Corporations

## Agencies <sup>1</sup>

## Corporations <sup>2</sup>

### Service Agencies

- > Board of Health
- > Exhibition Place
- > Heritage Toronto
- > Police Services Board
- > Public Library Board
- > Sony Centre for the Performing Arts (operating name for Hummingbird Centre)
- > St. Lawrence Centre for the Arts
- > Toronto Atmospheric Fund
- > Toronto Centre for the Arts
- > Toronto Parking Authority
- > Toronto Transit Commission
- > Toronto Zoo
- > Yonge-Dundas Square

### Community-Based

- > 8 Arena Boards
- > 10 Association of Community Centre Boards (AOCCs)
- > 72 Business Improvement Areas (BIAs)

### Quasi-Judicial & Adjudicative Boards

- > Committee of Adjustment
- > Committee of Revision
- > Compliance Audit Committee
- > Property Standards Committee / Fence Viewers
- > Rooming House Licensing Commissioner <sup>3</sup>
- > Sign Variance Committee
- > Toronto Licensing Tribunal

### Partnered Agency

- > Toronto and Region Conservation Authority

### City Corporations

- > Build Toronto Inc.
- > Casa Loma Corporation
- > Invest Toronto Inc.
- > MasterCard Centre (operating name for Lakeshore Arena Corporation)
- > Toronto Community Housing Corporation
- > Toronto Hydro Corporation
- > Toronto Port Lands Company (operating name for Toronto Economic Development Corporation)

### Partnered Corporations

- > Enwave Energy Corporation
- > Waterfront Toronto



Toronto Community Housing



WATERFRONToronto



Exhibition Place

TORONTO CENTRE FOR THE ARTS





# Toronto in International Rankings



<b>The Economist</b>  <b>Liveability Ranking</b> <b>140 Cities</b>	<b>PWC</b>  <b>Cities of Opportunity</b> <b>26 Cities</b>	<b>Z/Yen Group</b>  <b>Global Financial Centres Index</b> <b>75 Cities</b>	<b>Startup Genome</b>  <b>Best (Tech ) Startup Ecosystems</b> <b>25 Cities/Areas</b>	<b>Fast Company Magazine</b>  <b>The Top 10 Smart Cities On The Planet</b>
1. Melbourne	1. New York	1. London	1. Silicon Valley	1. Vienna
2. Vienna	<b>2. Toronto</b>	2. New York	2. New York	<b>2. Toronto</b>
3. Vancouver	3. San Francisco	3. Hong Kong	3. London	3. Paris
<b>4. Toronto</b>	4. Stockholm	4. Singapore	<b>4. Toronto</b>	4. New York
5. Calgary	5. Sydney	5. Shanghai	5. Tel Aviv	5. London
6. Sydney	6. London	6. Tokyo	6. Los Angeles	6. Tokyo
7. Helsinki	7. Chicago	7. Chicago	7. Singapore	7. Berlin
8. Perth	8. Paris	8. Zurich	8. Sao Paulo	8. Copenhagen
9. Adelaide	9. Singapore	9. San Francisco	9. Bangalore	9. Hong Kong
10. Auckland	10. Hong Kong	<b>10. Toronto</b>	10. Moscow	10. Barcelona



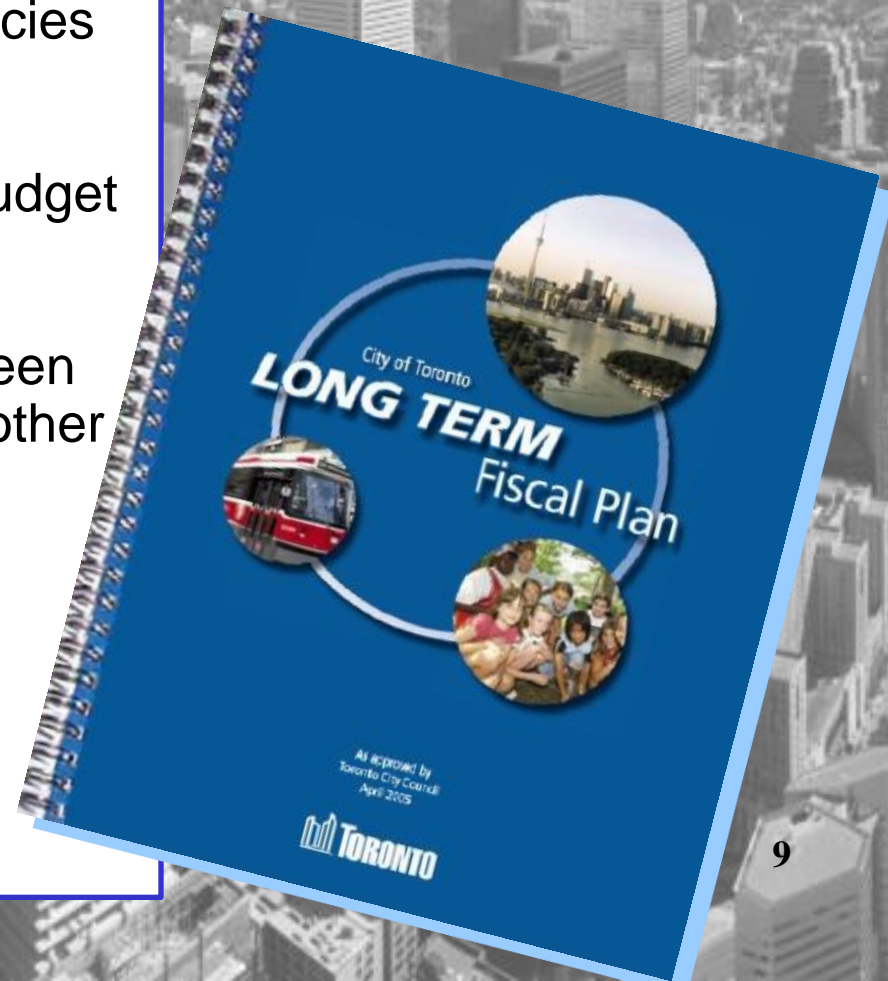
SECTION 2.

THE CITY'S  
LONG TERM FINANCIAL PLAN

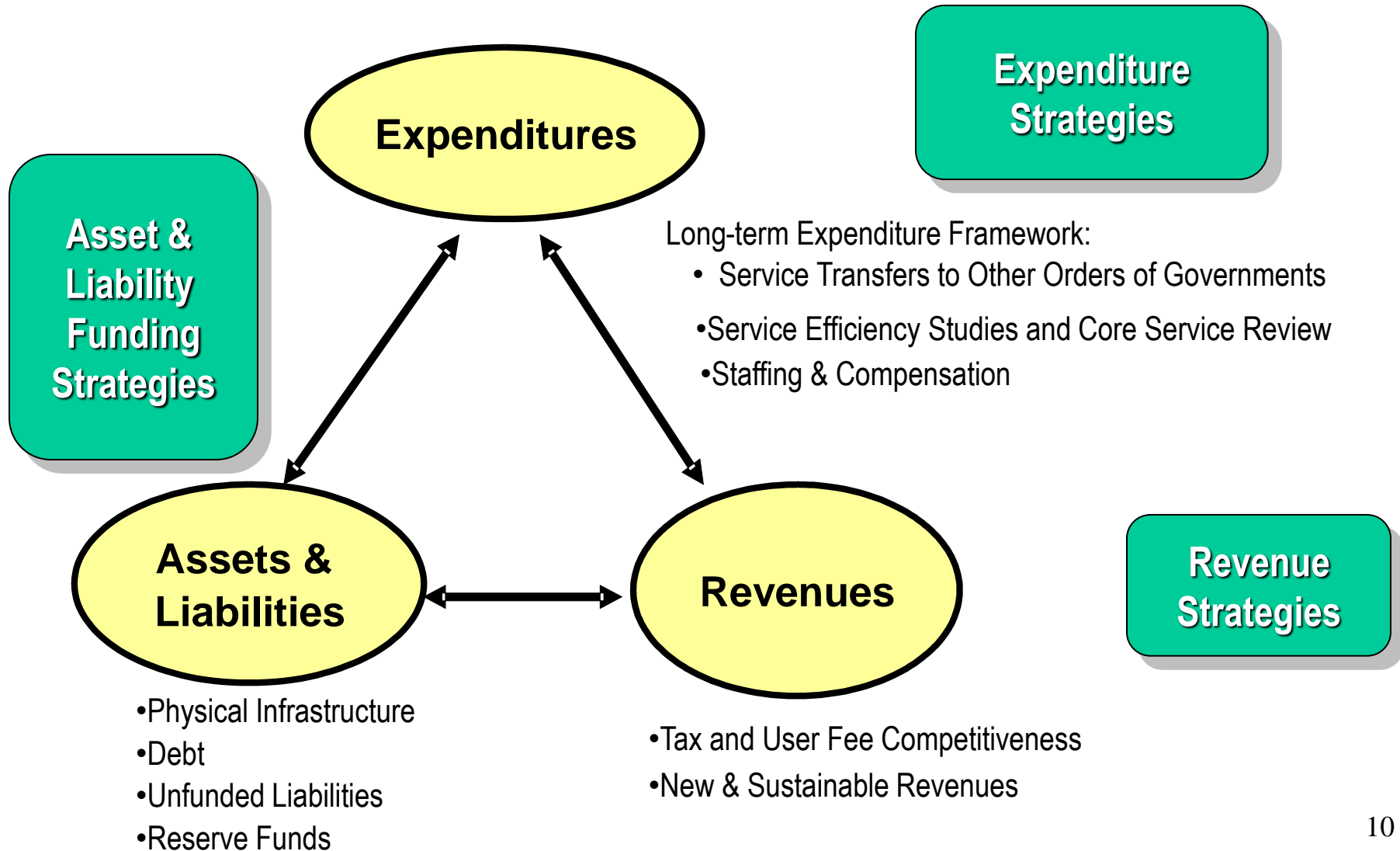


# City's Long Term Fiscal Plan:

- April 2005 — Long Term Fiscal Plan received Council approval
  - 8 key financial issues addressed through
  - 24 strategies, 17 principles & 5 policies
- Provides a **framework** for future-year financial planning & aids in the annual budget process
- Forms a blueprint for discussions between the City & its funding partners including other orders of government
- Emphasizes the balancing of financial strategies through 3 key components: **revenues, expenditures, & assets and liabilities**



# The Balance of Fiscal Sustainability
















# Toronto's Long Term Financial Plan Vision



# Scorecard (2005 to 2011)

Identified in the LTFP 2005	Current Status (2011)	Score
<b>Well-Managed (Expenditures)</b> <ul style="list-style-type: none"> <li>City has higher costs than surrounding municipalities</li> <li>Demands for growth need to be adequately funded</li> <li>Capacity to sustain services in an economic downturn</li> </ul>	Costs reduced	
	Expenditures growth slowed but still growing	
	Social Services & Court Security upload. Restoration of full 50% funding on Ontario Works administration costs	
<b>Affordable (Revenues)</b> <ul style="list-style-type: none"> <li>Business taxes need to be more competitive</li> <li>Revenue growth need to match responsibilities/growth</li> <li>Province needs to properly fund income support programs and public transit</li> </ul>	Improving business competitiveness	
	Revenues diversified - Provincial Upload on schedule; User Fees Enhanced	
	Secured permanent share of Fed/Prov. Gas Tax Provincial 50% Transit Operating Funding Share of Harmonized Sales Tax	  
<b>Sustainable (Assets &amp; Liabilities):</b> <ul style="list-style-type: none"> <li>Ageing infrastructure must be replaced</li> <li>Employee benefits and other liabilities need to be adequately funded</li> </ul>	10 Year Capital Plan More than 60% to be spent on State of Good Repair	
	Debt increase mitigated	
	Sick Pay liability partially capped, but some liabilities still growing	

# Fiscal Review Panel

Recommendation	Status
<b>✚ Governance Structure and Processes</b>	
<ul style="list-style-type: none"> <li>■ Reform governance structures</li> <li>■ Streamline the budget process</li> </ul>	<ul style="list-style-type: none"> <li>■ 10-year capital budget introduced in the 2009 budget process</li> <li>■ Operating budget schedule and process being reviewed</li> <li>■ Long-term Fiscal Plan updated in 2010</li> </ul>
<b>✚ Fiscal Prudence</b>	
<ul style="list-style-type: none"> <li>■ Set aggressive fiscal targets</li> <li>■ Reduce &amp; contain costs through new &amp; enhanced strategies</li> <li>■ Enhance benchmarking – within Canada &amp; North America</li> </ul>	<ul style="list-style-type: none"> <li>■ Fiscal targets implemented in 2009, 2010 &amp; 2011</li> <li>■ Core Service Reviews, Service Efficiency Reviews and Comprehensive User Fee Reviews</li> <li>■ Work underway to enhance benchmarking and reporting processes with DABCs.</li> <li>■ Toronto participates in benchmarking studies by the World Bank, GFOA, Conference Board, FCM, OMBI and MPMP</li> </ul>
<b>✚ Revenue Diversification and Growth</b>	
<ul style="list-style-type: none"> <li>■ Increase the revenue base</li> <li>■ Systematically review capital assets &amp; pay down debt</li> <li>■ Unlock the value of real estate holdings &amp; infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>■ Report to Council on potential monetization of Toronto Hydro, Enwave and Parking Authority</li> <li>■ Ownership and monetization options will be explored further</li> <li>■ Sold Toronto Hydro's Telecom Assets – to fund TCHC maintenance</li> <li>■ Established Build Toronto and identified lands to be managed by it</li> <li>■ Comprehensive review of landholdings with development potential</li> <li>■ Established Office of Major Capital Infrastructure Co-ordination.</li> <li>■ Completed plan to restructure debt</li> <li>■ Continued development of corporate asset management analytic tools/systems</li> </ul>
<b>✚ Investing in a High Performance Flexible Workforce</b>	
<ul style="list-style-type: none"> <li>■ Develop a comprehensive human resources strategy</li> </ul>	<ul style="list-style-type: none"> <li>■ Approved the 2008-2011 Toronto Public Service People Plan and Learning Strategy</li> <li>■ 2011 Operating Budget submission earmarks increased funds for training on customer service, diversity and other training mandated by Council or legislation</li> </ul>
<b>✚ Breaking Down Barriers</b>	
<ul style="list-style-type: none"> <li>■ Get a grip on the Agencies, Boards, Commissions &amp; Corporations</li> <li>■ Develop an integrated approach to economic development &amp; planning</li> <li>■ Partner with the Province</li> <li>■ Lead regional transportation &amp; investment</li> </ul>	<ul style="list-style-type: none"> <li>■ Work on development of relationship frameworks and related municipal code amendments for ABCs is underway, &amp; expected to be completed by 2011</li> <li>■ Approved Agenda for Prosperity</li> <li>■ Approved new tax incentive programs for key industries, e.g. Woodbine Live!</li> <li>■ Established Toronto Office of Partnerships</li> <li>■ Established Invest Toronto</li> <li>■ Phased in upload to Province of Social Service and court security costs</li> <li>■ Working closely with Metrolinx &amp; Province on the development &amp; funding of regional transportation plan</li> <li>■ Transferring TEDCO's role for small business incubators to ED&amp;C and changed name and role of TEDCO to reflect role as leasing company for City Lands on the waterfront</li> </ul>





## SECTION 3.

# SERVICE REVIEW PROGRAM & 2012 BUDGET

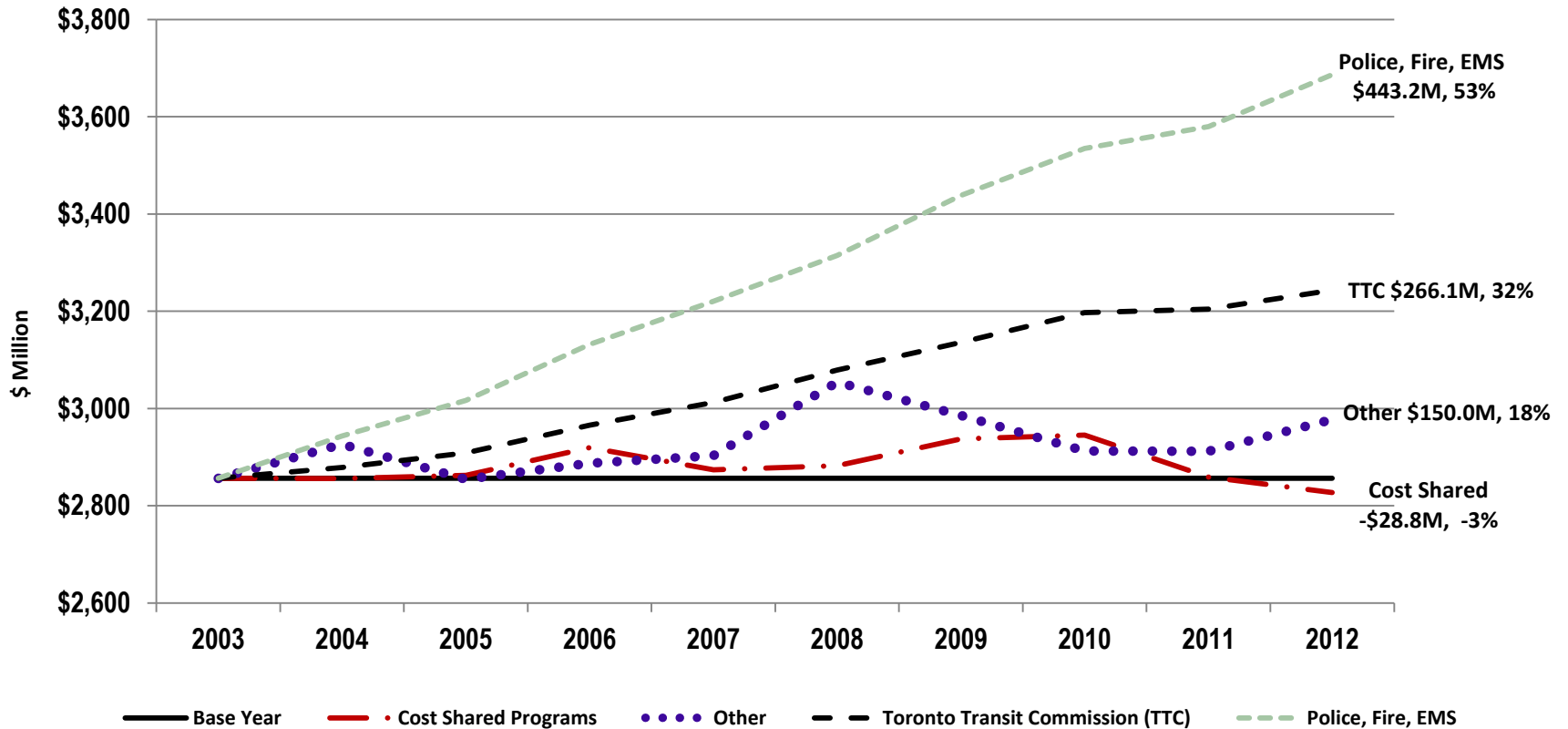
3.1 Expenditure Control- Service  
Review Program

3.2 Revenues

3.3 Capital

3.4 Surplus Management-Debt  
Reduction

# 2003 to 2012 Operating Budget Net Expenditure Incremental Change



Note: The labelled figures represent the contribution of each group over the period from 2003 to 2012. Each line is cumulative from the base year budget of \$2.9B and each other to get to \$3.687 B in 2012

# 2012 Budget Strategy

## 2012 Outlook Pressure is attributed to the following:

- One-time revenue
- Inflationary adjustments and other direct payroll cost
- Capital – debt financing management

## Strategies to balance the 2012 Budget:

- Sustainable cost reduction
  - efficiency & service level adjustment
  - control wage/salary costs
- Elimination of one-time revenue
- Utilization of operating surplus and monetization of assets to reduce debt



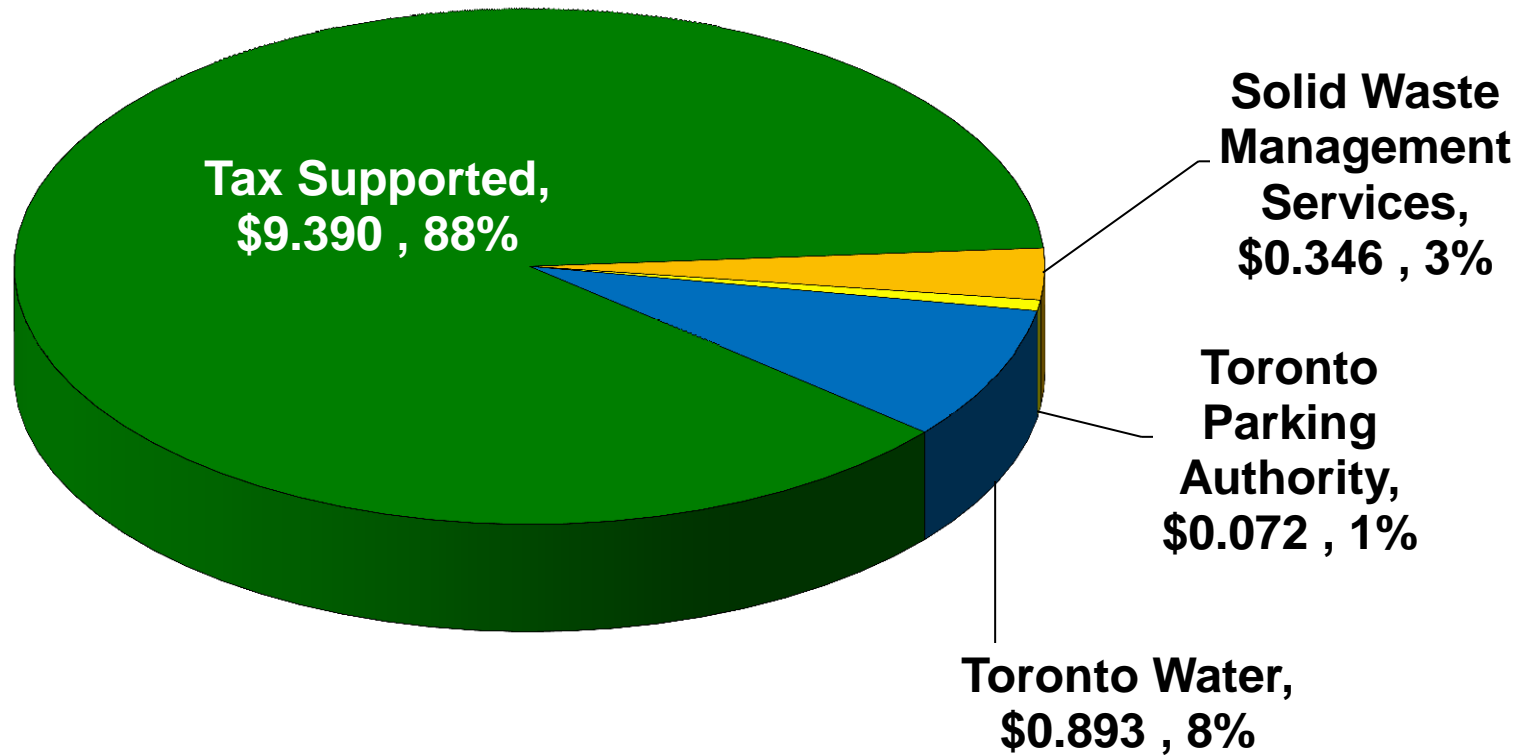


# Actions Taken to Balance the Budget

	<u>2012</u>	<u>2011</u>
Base Budget Adjustments and Efficiencies	271	57
Service Adjustments	75	-
	<u>346</u>	<u>57</u>
	<b>10% =</b>	
Revenues increased:		
- economic growth	164	158
- other revenues	94	145
- TTC fare increase - 10 Cents	30	-
- 2.5% property tax increase	57	-
- Tax Stabilization Reserve (Prior Years Surplus)	83	<u>346</u>
	<u><b>774</b></u>	<u><b>706</b></u>

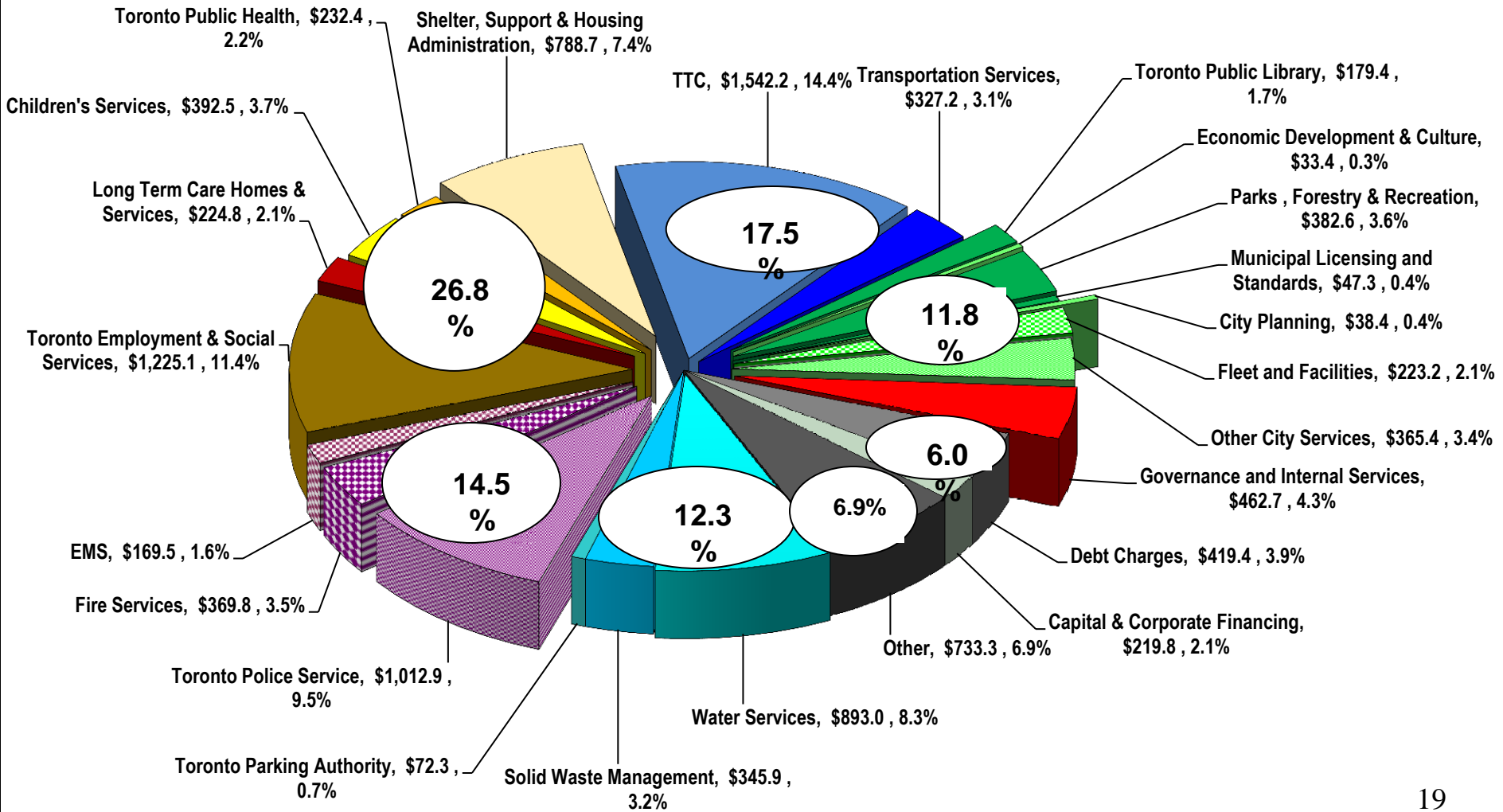
# 2012 Operating Tax and Rate Supported Budget - Total Expenditures \$10.701 Billion

\$ Billion



# Where the 2012 Money Goes: - Program Expenditures of \$10.701 Billion

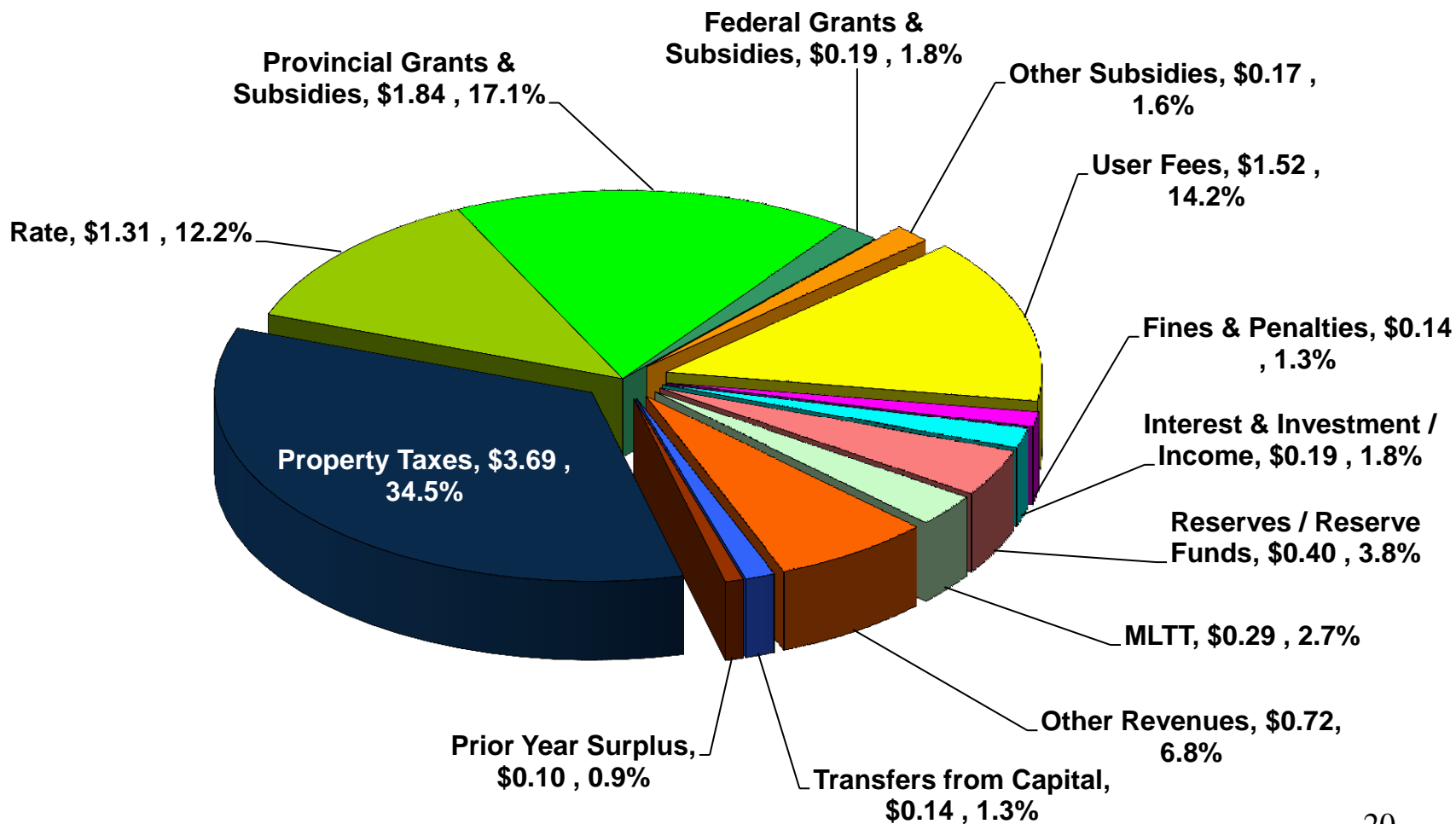
(\$ Million)





# Where the 2012 Money Comes From - Program Revenues of \$10.701 Billion

(\$ Billion)



# SECTION 3.1

## Expenditure Control: Service Review Program



# Service Review Program

To address Toronto's **2012 budget gap**, City Council launched a **review of all services** and implemented a multi-year financial planning process.

## Core Service Review

- Examined **what** services the City should be delivering

## Service Efficiency Studies

- Examining service levels and **how** specific City services are delivered to ensure the most efficient and cost-effective service delivery

## User Fee Review

- Examined all user fees currently in place to determine the extent to which they are fair and collect the **full cost of providing the service.**

### Our Toronto is...



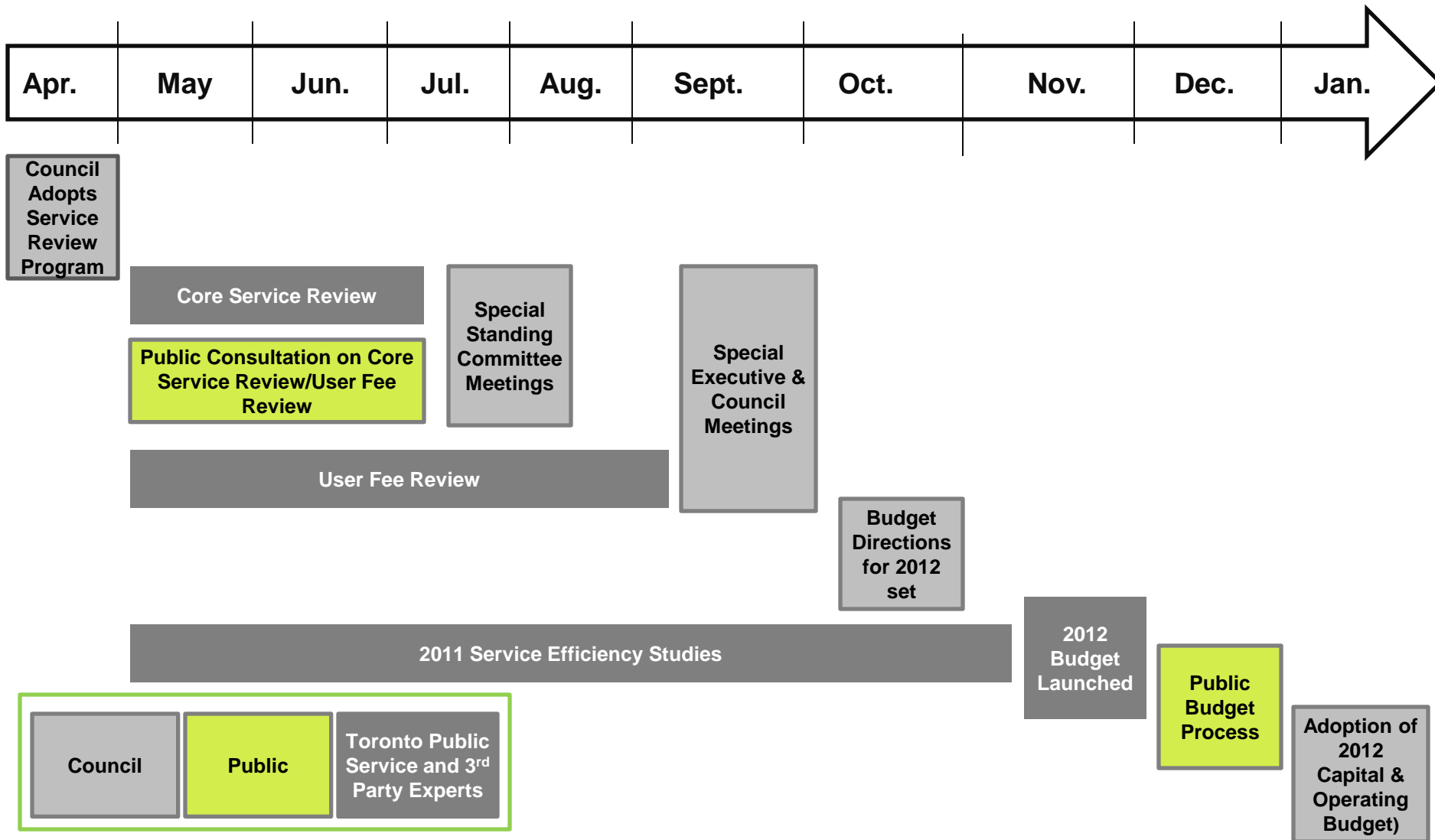
What's important to you?  
Give us your advice. Join the discussion.

[torontoservicereview.ca](http://torontoservicereview.ca)



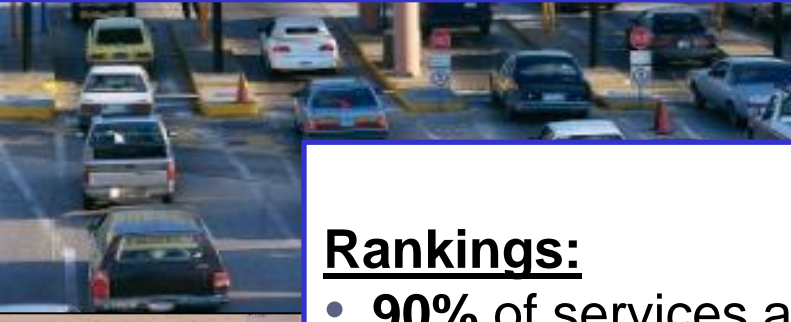


# Service Review Program Time Line (2011)\*



# Core Service Review

KPMG conducted a review of approximately 105 services delivered by City divisions and over 50 services delivered by agencies.



## Rankings:

- **90%** of services as **core** – legislated or essential
- **8%** traditional – enhance quality of life; contribute to health economy
- **1%** other/discretionary – respond to emerging needs and priorities

## Assessment of Service Levels against Ontario Municipalities:

- **85%** of services are delivered **at or below standard**
- **15%** are delivered above standard

## Identified opportunities:

- 69 to eliminate, divest or reduce services
- 119 to conduct further review for future efficiencies



# Core Service Review—Financial Impact

- KPMG estimated total **operating savings** of approximately **\$200 to \$300 million** (2012-2014), from implementing all recommendations.
- **Capital expenditure reductions** as a result of adopting the recommendations could total approximately **\$130 million** gross in the ten-year capital plan.
- Core Service Review related service adjustments and efficiencies were submitted for consideration in the **2012 Operating Budget**, for an estimated savings of **\$42.8 million** net. Council approved **approximately \$24 million** net.
- Remaining efficiency opportunities identified in the Core Service Review will be considered in future budgets.

# Service Efficiency Studies




The **Core Service Review** examines **what** services the City should be delivering. The **service efficiency studies** examines **how** City services are delivered

Service efficiency studies are being implemented to...

- enhance current **continuous improvement** initiatives and
- ensure services are delivered in the most **efficient** and **cost-effective** manner

These studies examine the current delivery of a service and identify opportunities through:

- technology and automation
  - shared service models
  - service innovation
  - business process re-engineering
  - outsourcing
- 



# Service Efficiency Studies

## Completed Studies - Savings expected in 2012 - 2014

Divisions: Solid Waste Management; Transportation; Shelter, Support & Housing Administration/Affordable Housing Office; Parks, Forestry & Recreation

Agencies: Toronto Police Service, Toronto Public Library, TTC

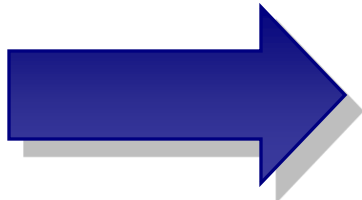
Cross-program: Environment & Energy programs, Communications, Fleet, Facilities & Real Estate

## To be undertaken in 2012: Savings expected 2013 - 2015

Divisions: Fire & EMS, City Planning, Municipal Licensing & Standards, Children's Services, Long Term Care Homes, Court Services, Museums

Cross-program: Shared Services, Community Infrastructure, Counter Services

# Moving Toward Fiscal Sustainability: Reducing Expenditures



- ✔ Performance Measures and Benchmarking
- ✔ Continuous Improvement and Cost Control
- ✔ Multi-Year Budgeting
- ✔ **Core Service Review**
- ✔ **Service Efficiency Studies**
- ✔ **User Fee Review**
- ✔ Voluntary Separation Program & Complement Management
- ✔ Ideas That Work Program

# Service Review Program Information

Information and reports can be found at:

<http://www.toronto.ca/torontoservicereview/>



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## TORONTO SERVICE REVIEW

- [About the Service Review Program](#)
  - [Status Report](#)
- [Core Service Review](#)
  - [Results & Reports](#)
  - [Consultation Plan](#)
  - [Discussions](#)
- [Service Efficiency Studies](#)
- [Learn](#)
  - [About City Services & Agencies](#)
  - [What Makes Toronto Unique](#)
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## Toronto Service Review

In 2011, the City of Toronto launched a Service Review Program to address a budget gap of \$774 million. The program is reviewing all of the City's services, looking at what it takes to run the country's largest, most diverse city and hearing what's important to you.

The Service Review Program includes a [Core Service Review](#) that examines which services the City should be delivering, [Service Efficiency Studies](#) that examines service levels and how specific City services are delivered to ensure the most efficient and cost-effective service delivery, and a [User Fee Review](#) that examines all user fees currently in place to determine the extent to which they are fair and collect the full cost of providing the service. The City has also implemented a multi-year financial planning process.

Read an overview of the [Toronto Service Review Program](#) and view the [program timeline](#).

On this website, you can also find information on each service, facts and figures about the City's budget and decision-making processes.



### Learn

Learn about the services the City provides, what makes Toronto different from other cities, how the City makes decisions and about its budget.



### Service Efficiency Studies

The Service Efficiency Studies look at how certain services are delivered to identify new and more efficient ways to deliver them at a lower cost.



### Results and Reports

Read [results of the input received](#) through this public consultation.

## News

[Update on the Core Service Review and Service Efficiency Studies](#)



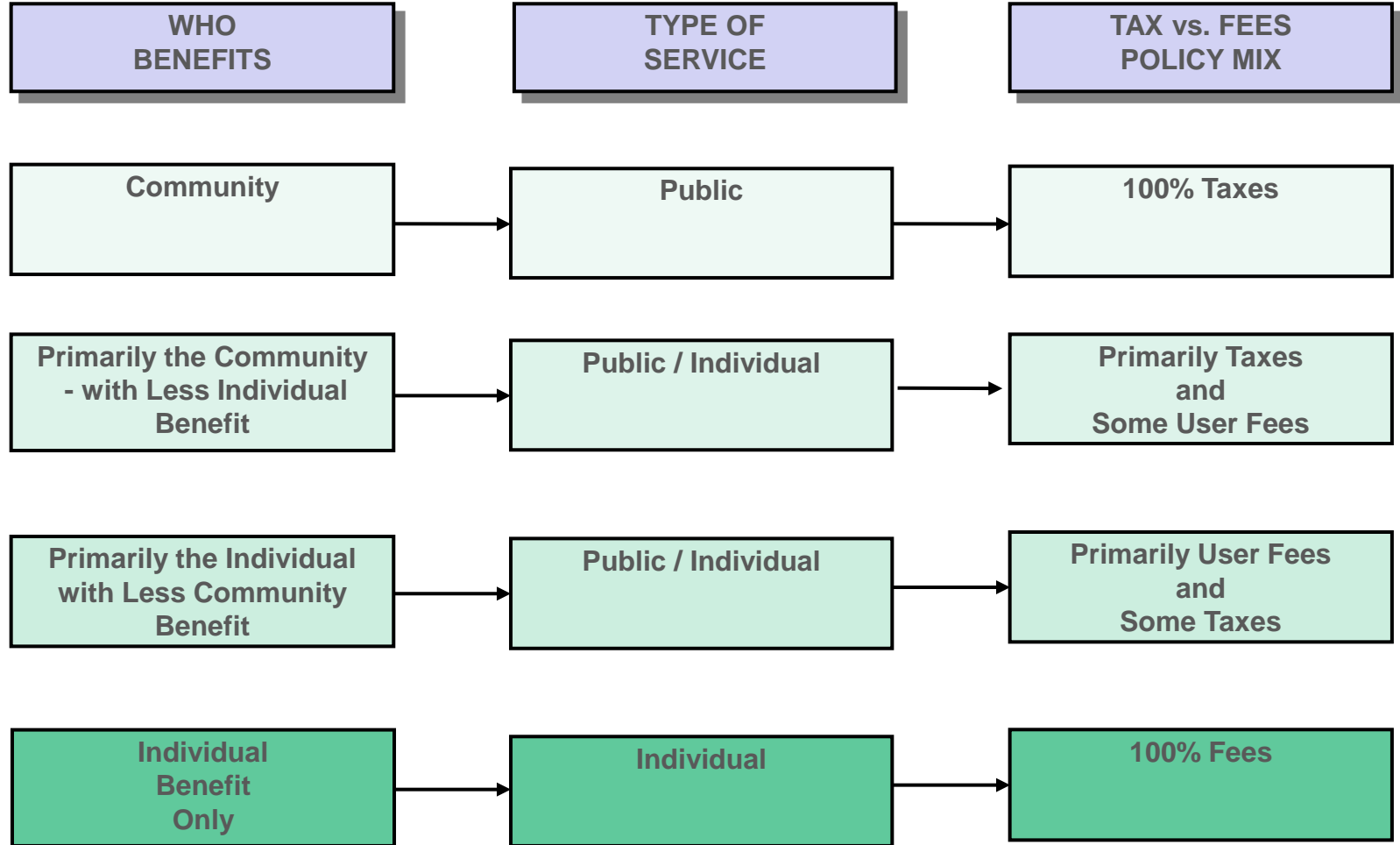
## SECTION 3.2

## Revenues





# User Fee Policy - When to Charge User Fees



Examples of services that fall under each category:

1) Police Patrol, 2) Fire Suppression, 3) Community Services, 4) Land Use, Subdivisions, Building Permits

# Different Services, Different Revenue Tools

## Individual

Water  
Sewers  
Garbage  
Transit

## Community

Police  
Fire  
Local parks  
Street lights

## Redistributive

Social assistance  
Social housing

## Spillovers

Road/Transit  
Culture  
Social Assistance



**User fees**



**Property tax**  
**Sales tax**



**Income tax**

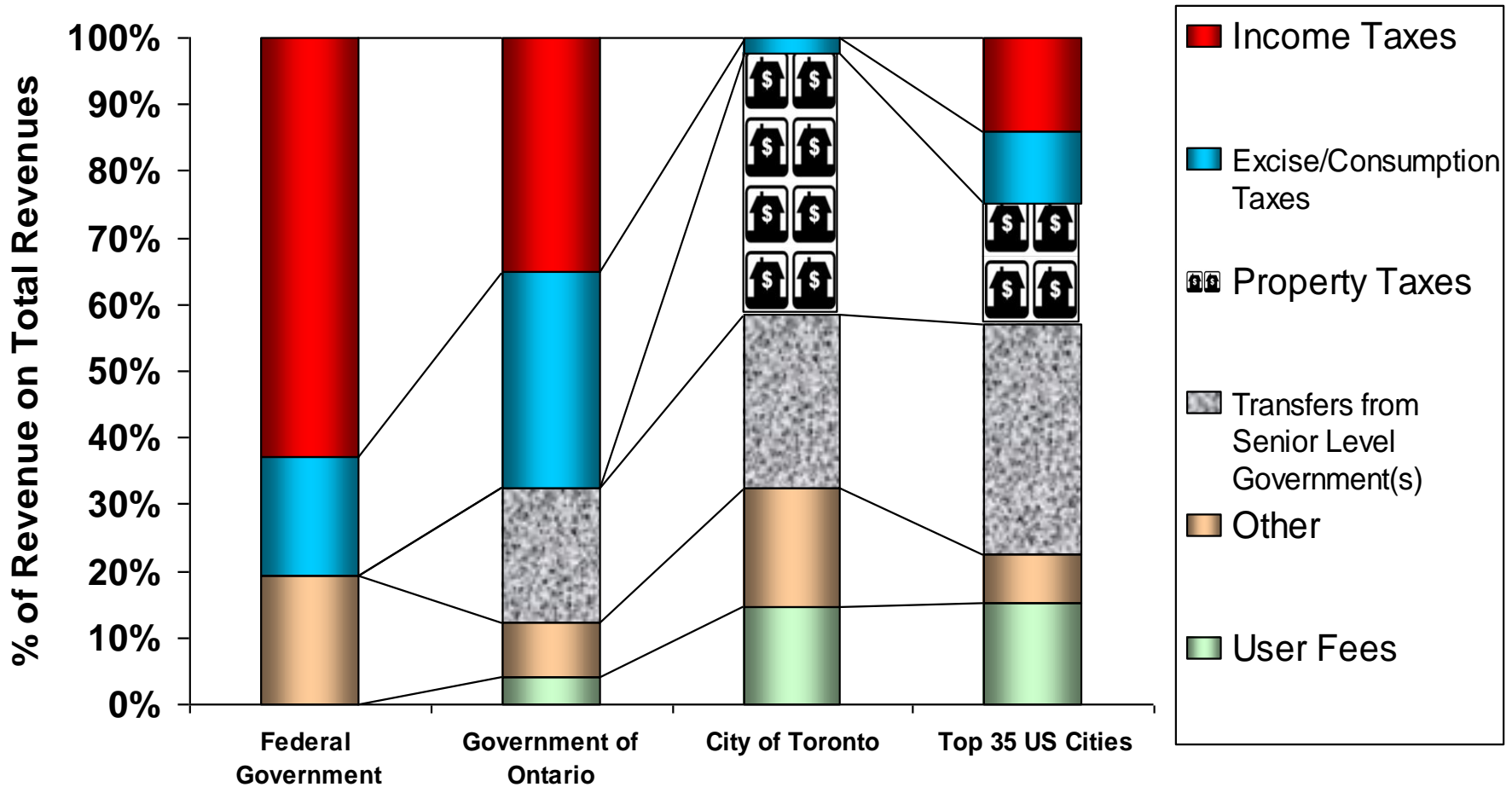


**Transfers**

**Federal/ Provincial  
Partnership Funding**



# Comparison of Revenue Structures of the Three Levels of Government & U.S. Cities (as of April 22, 2009)



# Comparison of Municipal Taxes in Three Cities

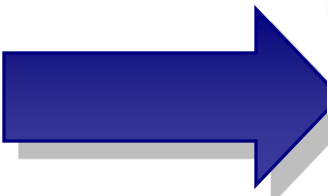
Toronto	Berlin		New York City
Property tax	<b>Land (state) taxes and tax shares:</b>	<b>Land (state) plus local shares:</b>	General property
Land transfer tax	Share of corporate income tax	Personal income tax	General sales
Billboard tax	Share of capital income tax	Business tax	Personal income
	Real estate transfer tax	<b>Local taxes:</b>	General corporation
	Motor vehicle tax	Real estate tax	Commercial occupancy
	Inheritance tax	Entertainment tax	Banking corporation
	Tax on betting and lotteries	Dog tax	Utility
	Fire protection tax	Second home tax	Unincorporated business
	Beer tax		Real property transfer
			Mortgage recording
			Tax audit revenues
			Cigarette
			Hotel



# Potential Financial Impact of New Sustainable Revenue Options

Option	Annual Impact (\$ Million)
One Cent Share of HST	\$500
50% Transit Funding	\$260
Social Housing Upload	\$290

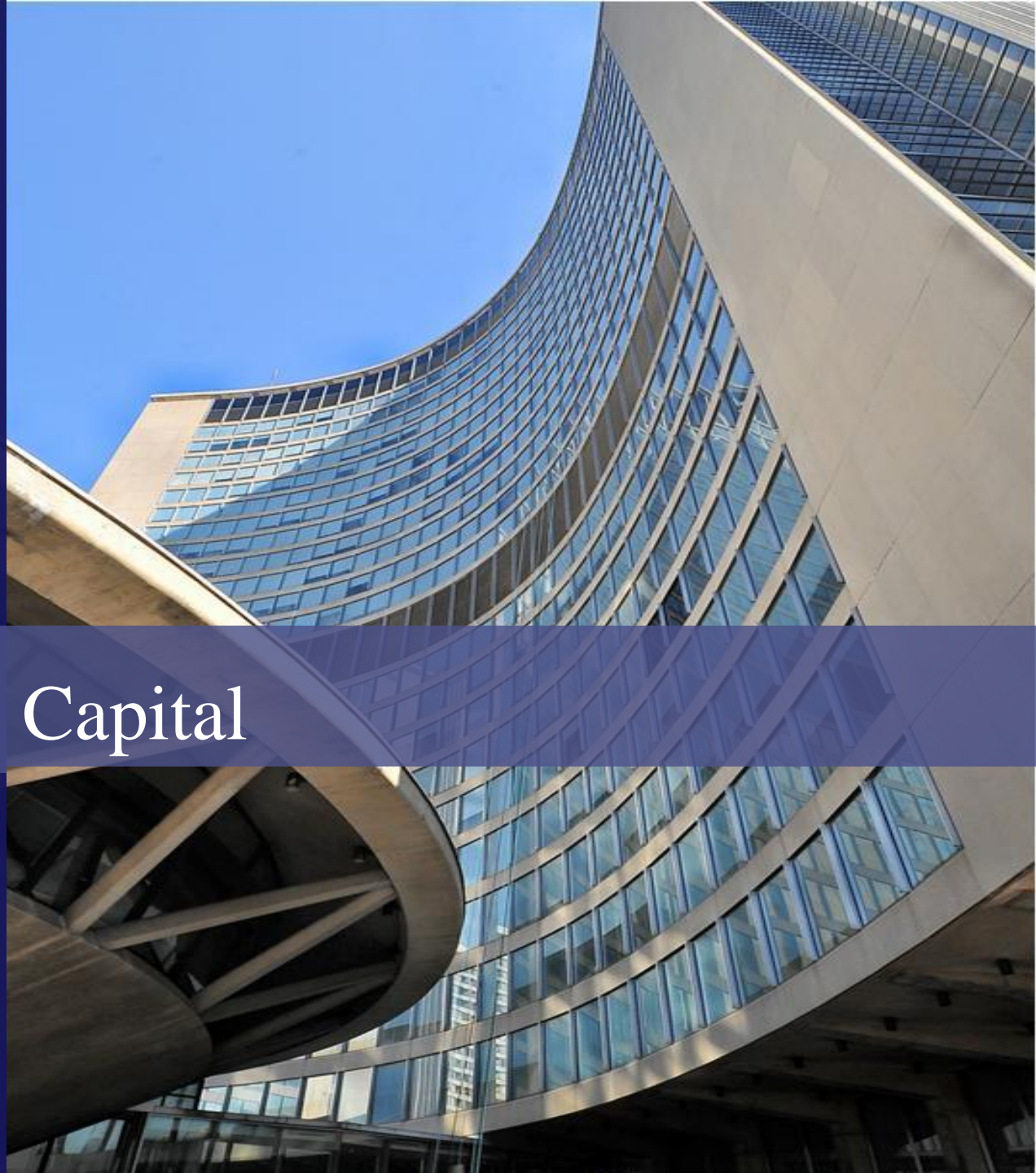
# Moving Towards Fiscal Sustainability: Raising Revenues

- 
- ✔ City of Toronto Act Revenue Sources (MLTT)
  - ✔ Share of Federal and Provincial Gas Tax
  - ✔ Upload Social Services (phased)
  - ✔ Improving business competitiveness (ppy tax policy)
  - ✔ New User Fee Policy
  - ⊕ Share of Sales Tax
  - ⊕ Provincial Transit operating funding (50%)
  - ⊕ National Transit Strategy (capital)
  - ⊕ Upload Social Housing



## SECTION 3.3

## Capital



# 2012–2021 Capital Budget and Plan-Budget Context

## The Challenge

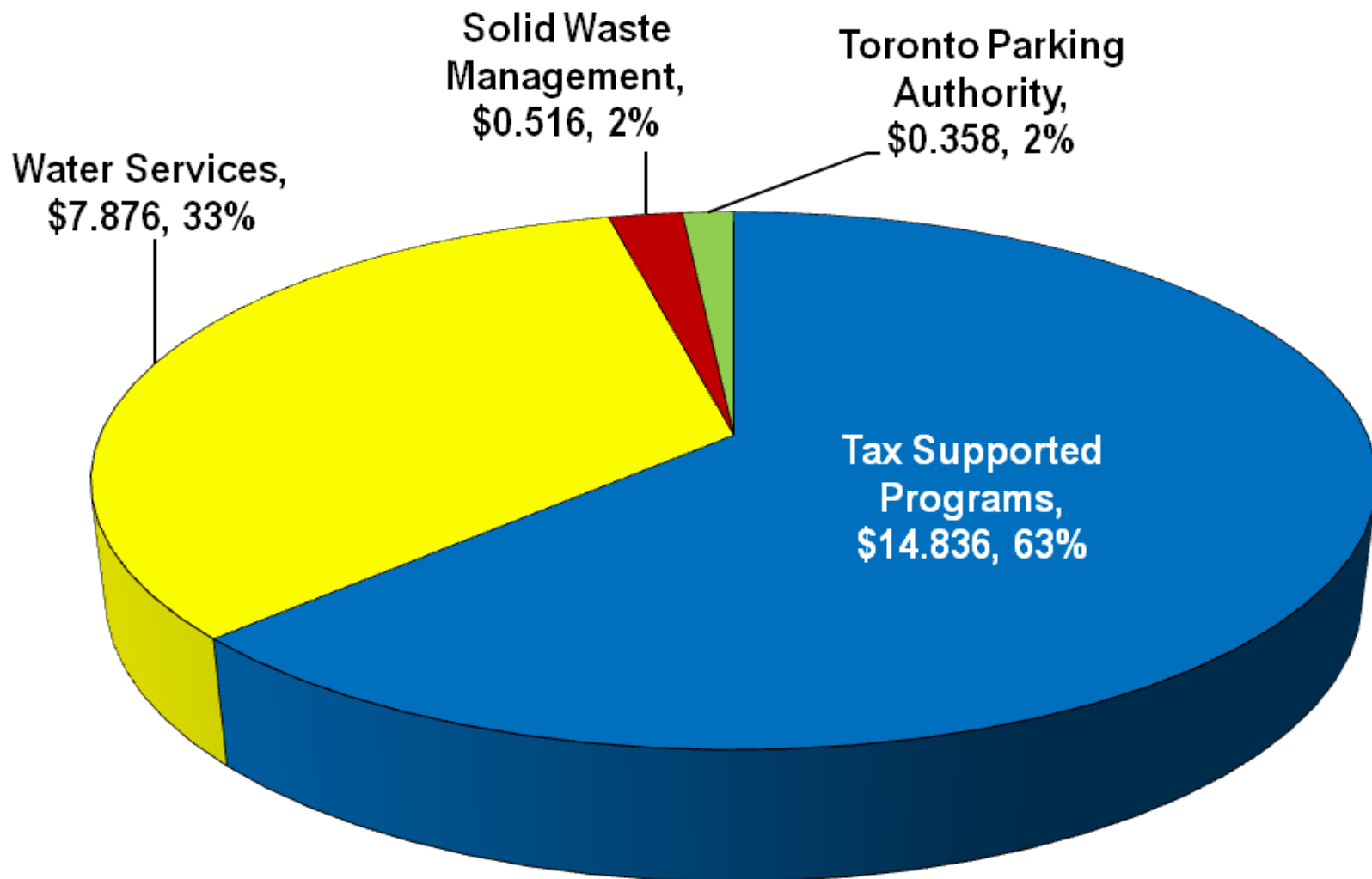
- Need to accommodate the TTC's \$2.3 billion capital shortfall
- Uncertainty over Federal and Provincial Funding
- Keep Debt Service costs below the 15% tax guideline

## The Solution

- **TTC:** TTC has reduced capital request by \$1.1 Billion; \$700 million in new funding from operating surpluses, monetization of City assets, and expected Federal and Provincial funding
- Enhance Development Charges Funding

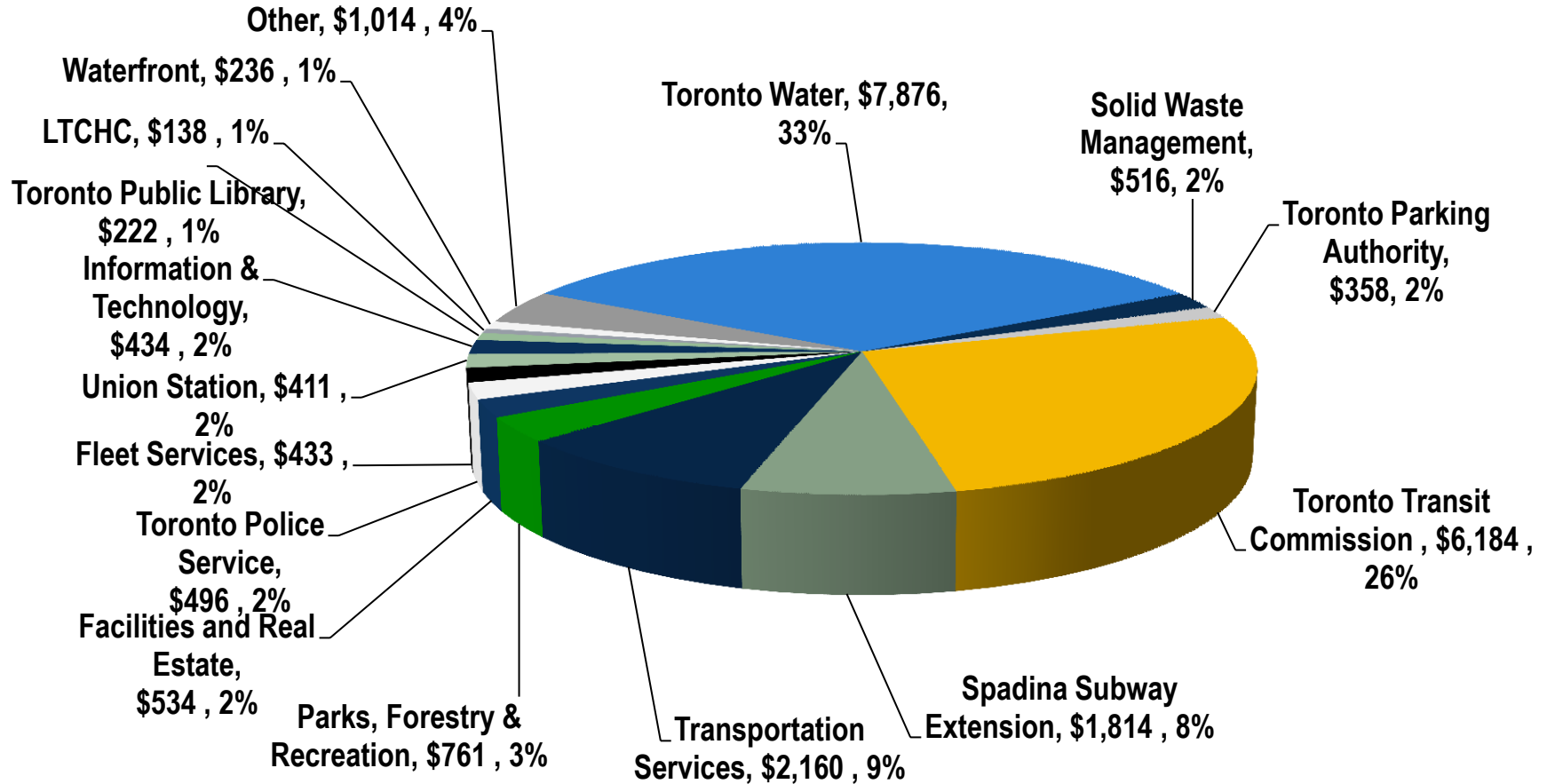


# 2012 – 2021 Capital Budget and Plan - Gross Expenditures \$23.586 Billion

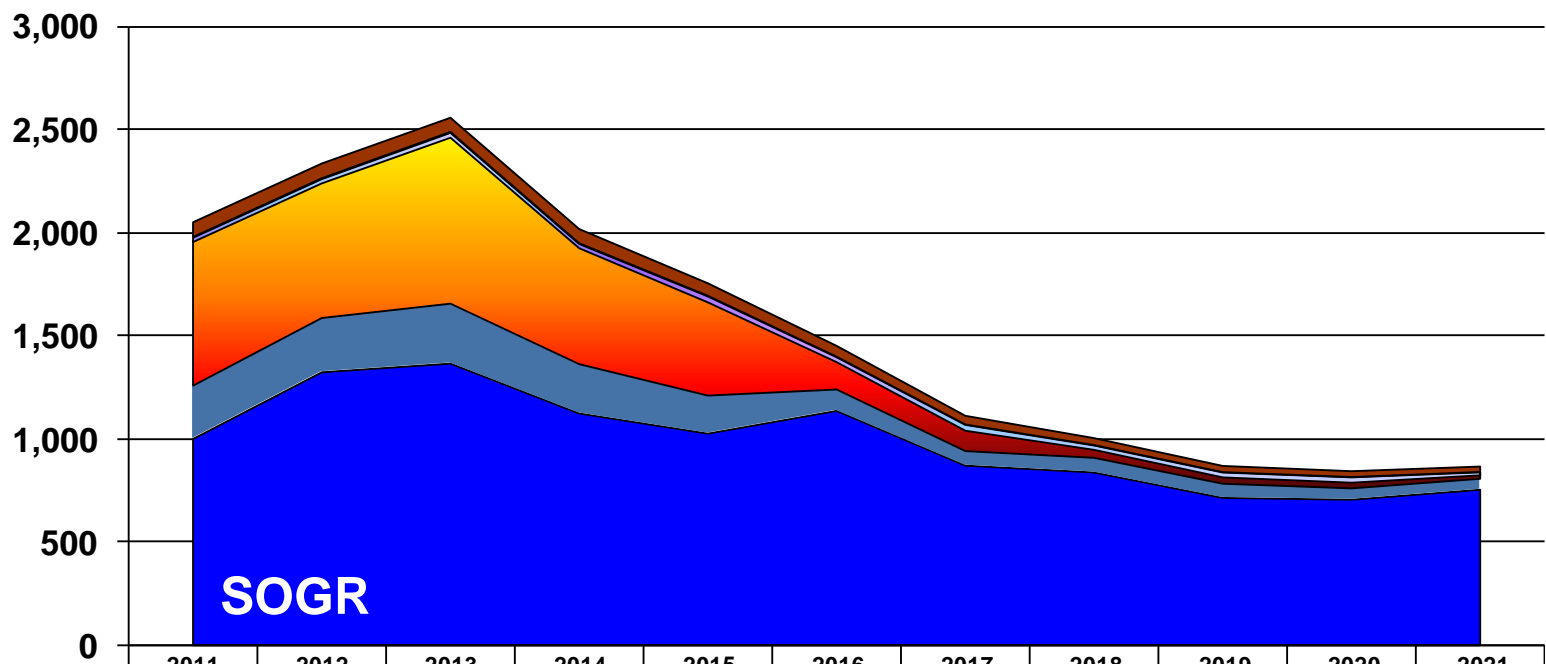


# Where the Money Goes - 2012 to 2021 Tax and Rate Supported Capital Budget and Plan - \$23.586 Billion

\$ Million



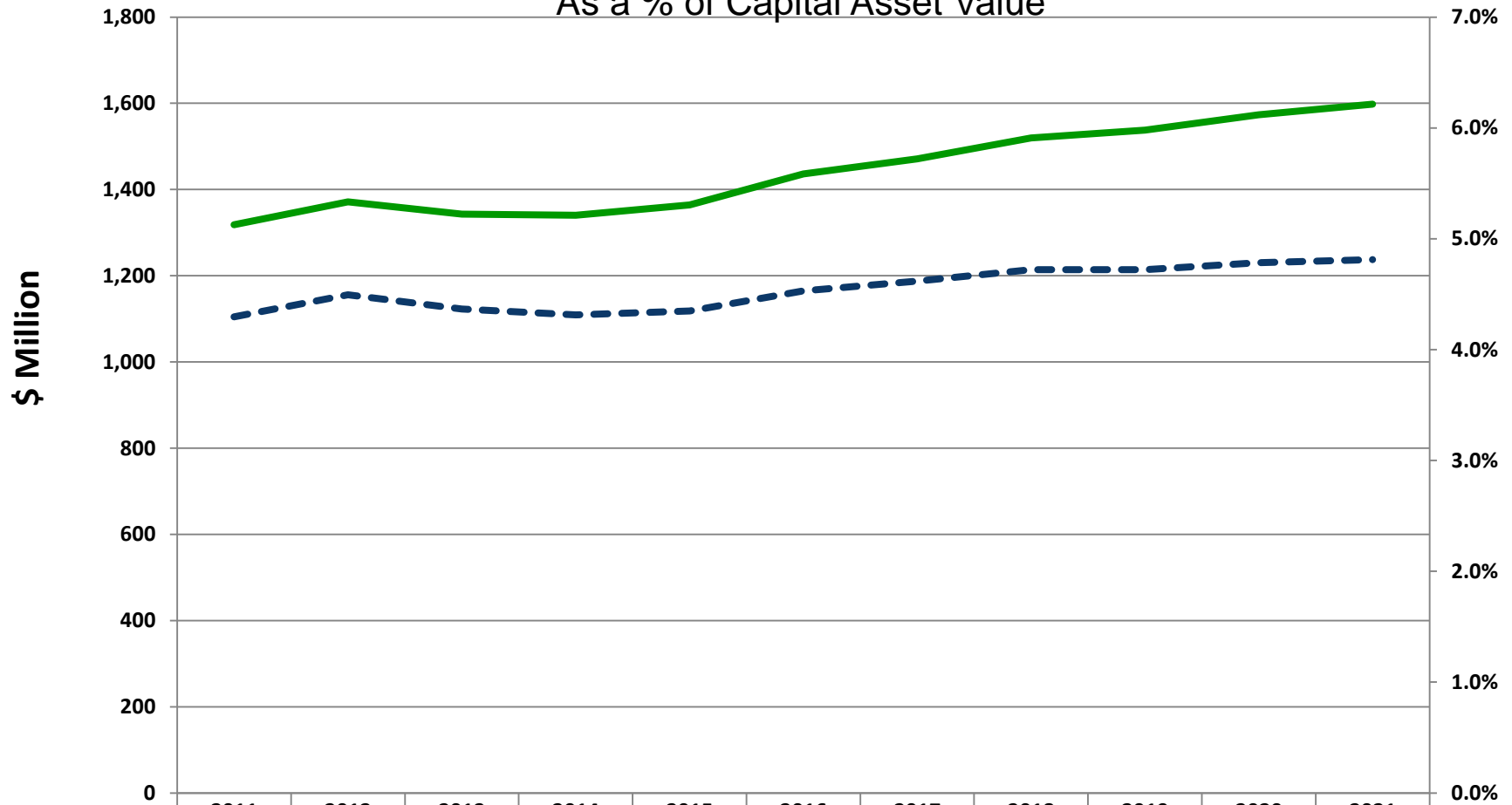
# \$9.908 Billion or 67% of the 2012 – 2021 Capital Plan Allocated to State of Good Repair (SOGR)



	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Legislated	72	72	69	69	61	53	42	34	30	28	26
Health & Safety	21	21	24	21	29	24	28	21	24	26	15
Growth Related	702	659	811	568	457	137	103	43	35	32	21
Service Improvement	254	257	284	234	179	98	66	67	65	51	49
<b>SOGR</b>	<b>1,005</b>	<b>1,330</b>	<b>1,373</b>	<b>1,129</b>	<b>1,031</b>	<b>1,142</b>	<b>875</b>	<b>842</b>	<b>718</b>	<b>709</b>	<b>758</b>

# State of Good Repair Backlog

As a % of Capital Asset Value

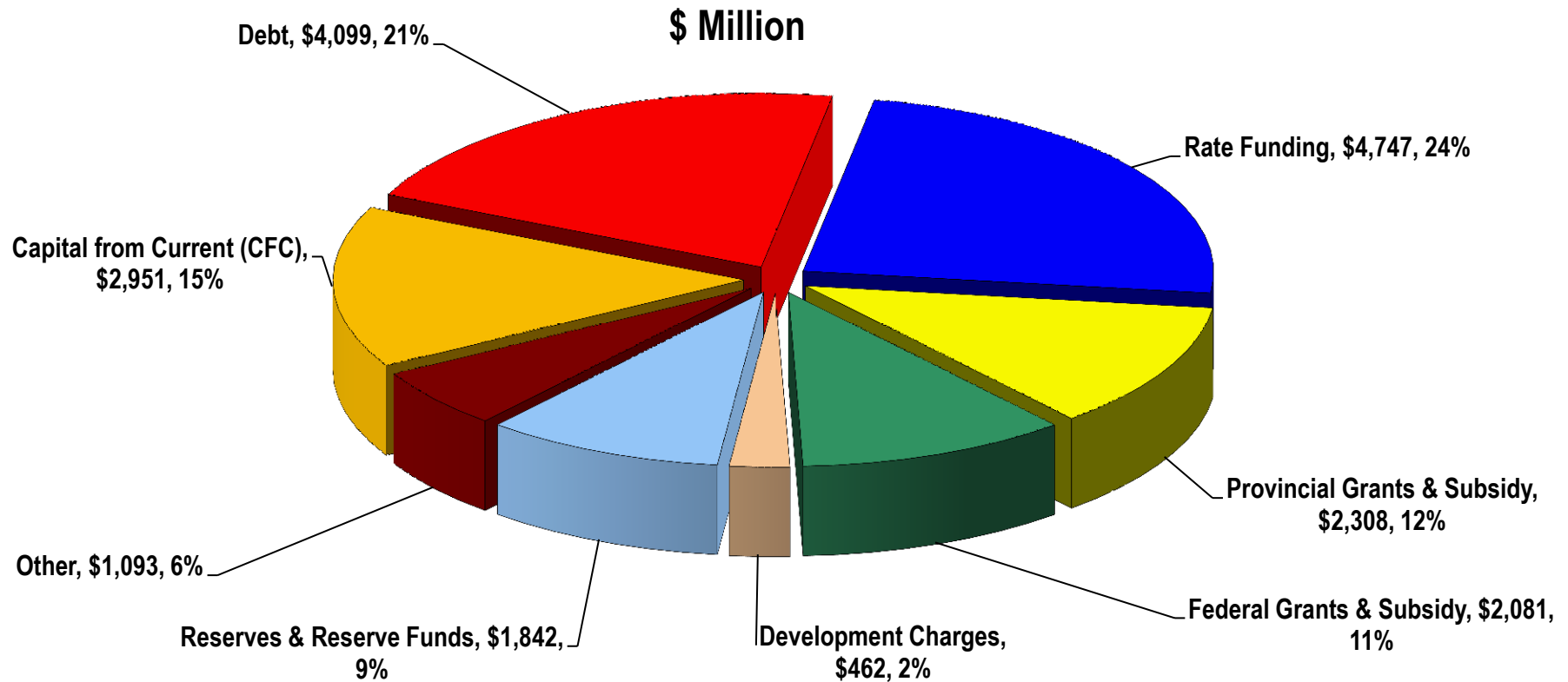


	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Accumulated Backlog Est.	1,318	1,371	1,343	1,340	1,364	1,436	1,471	1,520	1,538	1,573	1,598
Backlog % of Asset Value	4.3%	4.5%	4.4%	4.3%	4.3%	4.5%	4.6%	4.7%	4.7%	4.8%	4.8%
Total Asset Value	30,688	30,503	30,826	31,134	31,440	31,772	31,908	32,260	32,621	32,951	33,286

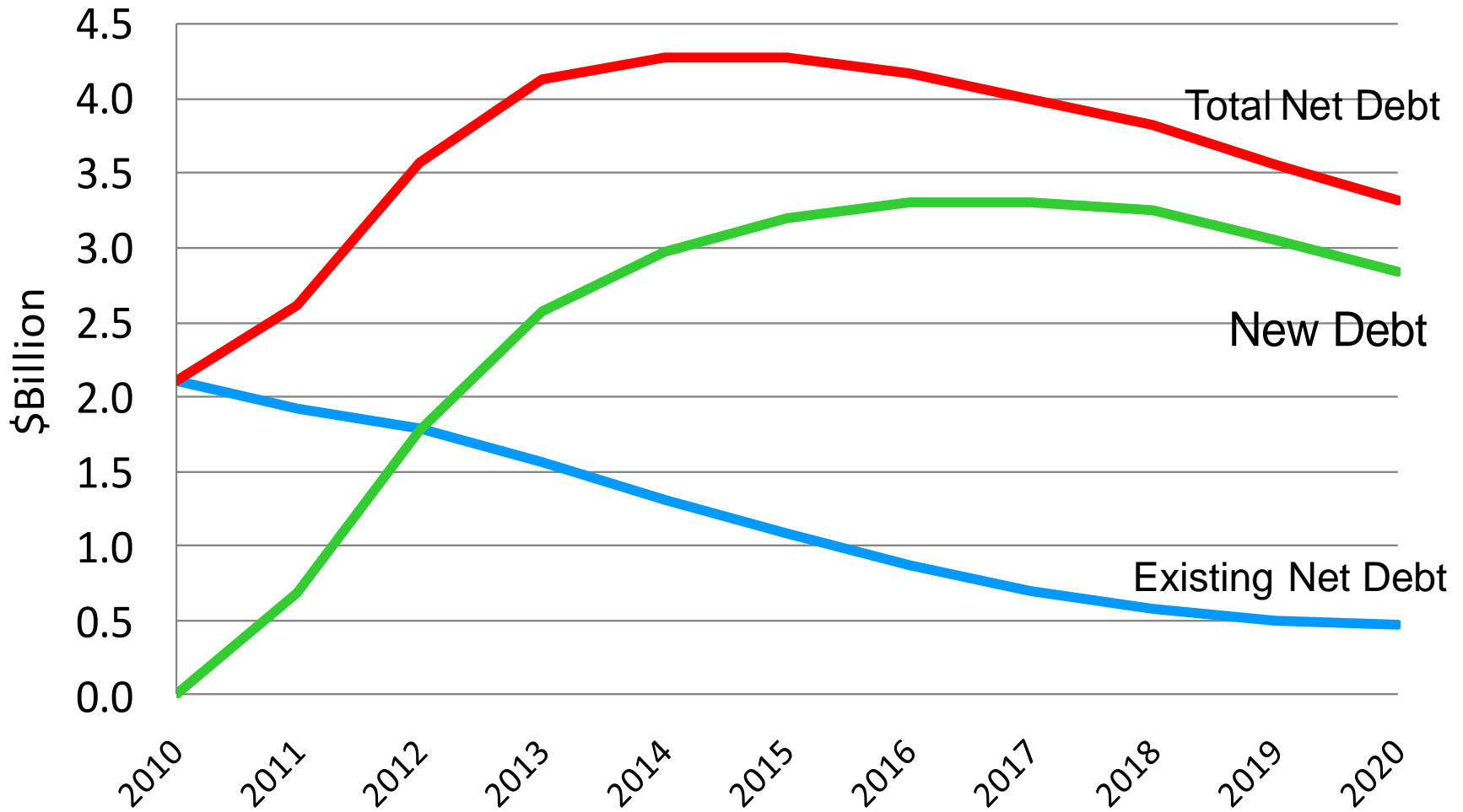
— Accumulated Backlog Est.    - - - Backlog % of Asset Value



# 2012 – 2021 Tax and Rate Supported Capital Budget & Plan Financing - \$23.586 Billion

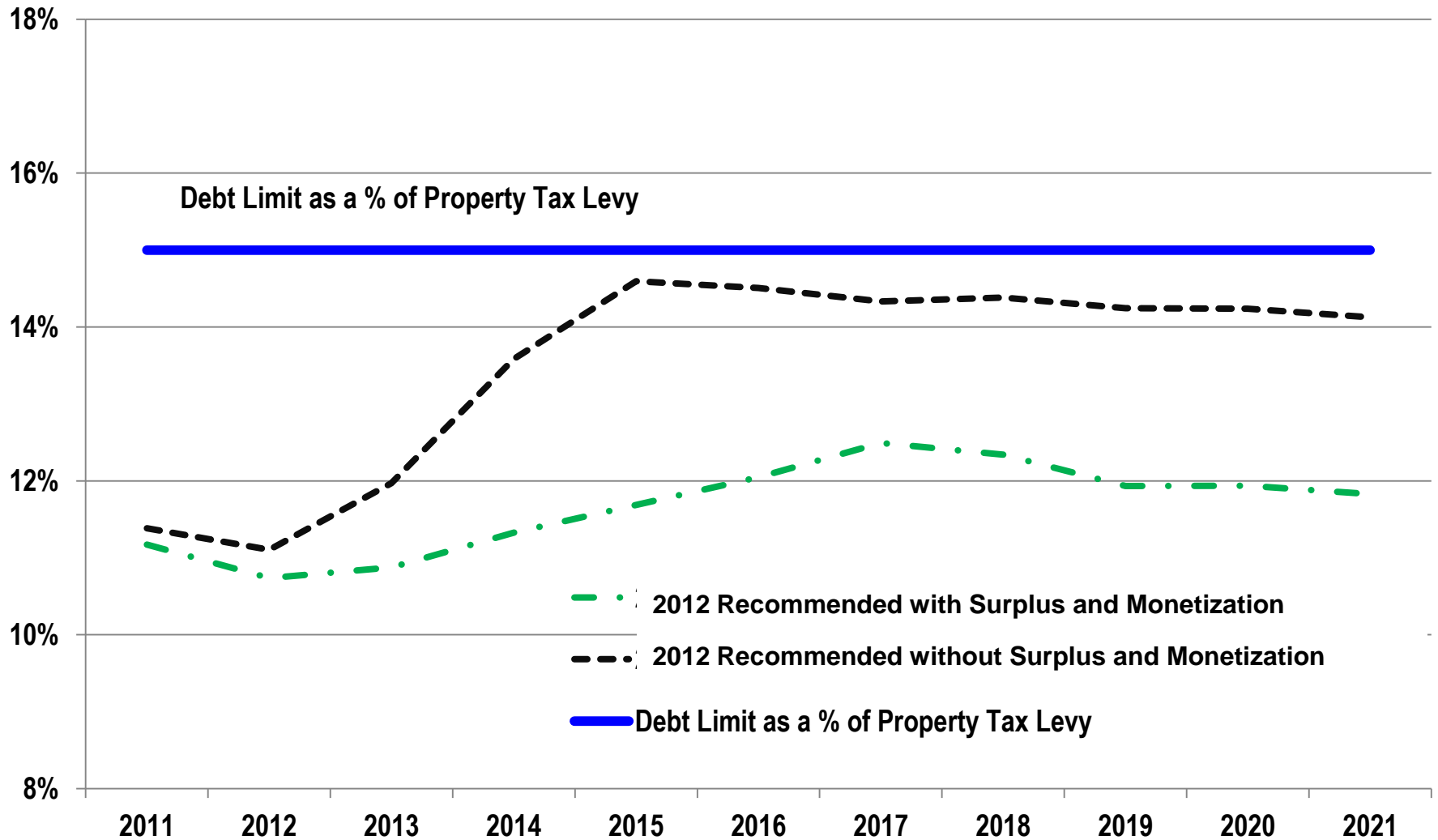


# Comparison of Existing and New Debt



# Debt Charges as % of Tax Levy

## - Comparison of 2012 without and with Surplus & Monetization



## SECTION 3.4

## Surplus Management: Debt Reduction



# Key Drivers: 2011 Operating Surplus

2011 Year End Variance	Examples of Key Drivers	
<b>Revenues: (\$198 M)</b>  Favourable variance of \$198 M in additional revenues	<b>Municipal Land Transfer Tax</b> Additional Interest and Investment Earnings Supplementary Taxes TTC ridership	<b>\$98.672 M</b> \$22.108 M \$30.617 M \$19.481 M
<b>Expenditures: (\$106 M)</b>  Favourable variance of \$106M in reduced expenditures	<b>Hiring slowdown and cost containment</b> Debt Servicing Cost Savings Variance in Ontario Works Caseload	<b>\$80.247 M</b> \$21.304 M \$7.466 M
<b>Unfavourable Changes: \$11 M</b>	Various (i.e. third party sign tax; vacancy rebate program, street & expressway lighting services)	\$11.0 M
<b>Year-End Results: (\$292.7 M)</b>		

# Operating Budget Surplus Distribution Policy




At the January 2012 Special Meeting of Council on the 2012 Budget:

City Council re-confirmed its **operating budget surplus distribution policy** which states that the surplus be distributed in priority order to:

(i) the **Capital Finance Reserve Fund** (at least **75% of the surplus**); and

(ii.) the remainder to fund any underfunded liabilities and/or reserves/reserve funds, as determined by the Deputy City Manager and Chief Financial Officer;

# Recommended Allocation of the 2011 Surplus

<b>Council/ Legislated Requirements</b>	
Exhibition Place Stabilization Reserve	\$1.320 M
Conference Centre Reserve Fund	\$1.729 M
Building Code Act Services Improvement Reserve Fund	\$4.558 M
<b>Recommended Allocation for 2011 Surplus Available for Distribution</b>	
<b>Capital Financing Reserve</b>	<b>\$ 213.85 M</b>
<p><b>•To provide funding for the Toronto Transit Commission's 2012-2012 Capital Budget Plan</b></p> 	
Underfunded Liabilities and/or Reserve Funds	\$ 71.28 M
<b>Total</b>	<b>\$292.74 M</b>



SECTION 4.

Labour Settlement 2012-2015



# 2012 Bargaining Strategy

- **Multi-pronged bargaining plan** with direction from Mayor and Employee & Labour Relations Committee and factoring in **lessons learned from the 2009 strike.**
- The strategy included:
  - an aggressive **negotiations strategy**;
  - aggressive **communication plan**; and
  - an enhanced **labour disruption plan**

# 2012 Bargaining Strategy

The detailed Bargaining Strategy included:

- **Setting an ambitious compensation mandate** for a revitalized and experienced negotiation team and beginning the negotiations strategy preparations early
- Starting the negotiations process early to **avoid a summer labour disruption**
- Undertaking extensive labour disruption planning and preparation
- **Communicating clearly to the public** the city has significant budget/financial challenges and importantly need to regain control of work rules, for example, hours of work, scheduling, redeploying and job security
- Dealing with the city's main union locals separately
- **Employing a seldom-used tactic of imposing contract terms and conditions, if necessary**

# Labour Settlement

- **City Council recently approved collective bargaining agreements** reached between the City with TCEU Local 416 (CUPE) and CUPE Local 79 (3 agreements) with modest base wage increases.
- **\$141 million in savings were achieved over 2012-15** from:
  - changes to work place practices and benefits, efficiency savings from workplace practices changes (\$81M)
  - benefit liabilities reduction and improvement (\$60 M)
- The new agreements:
  - **Provide significant improvements in management rights, changed job security from 0 to 15 years, streamlined redeployment and layoff processes**
  - Reflect modernized and more flexible collective agreements
  - Support flexible, adaptable and efficient delivery of services
- **Efficiency study recommendations are now more implementable** as a result of improved management flexibility (e.g., scheduling and redeployment)

# Labour Settlement

Highlights of the collective agreements include:

- 4 year terms (January 1, 2012 to December 31, 2015)
- Cost containment changes to the employee benefits plans (e.g., sick leave controls, \$9 dispensing fee cap, etc.)
- Wage increases:

Year beginning	Base Salary Increase (%)	One-time lump sum payment (%)
January 2012	0	0
January 2013	0.5	1.5
January 2014	1.75	0
January 2015	2.25	0
4-year Total	<b>4.5%</b>	





SECTION 5.

2013-2014 Outlook

# 2013/2014 Budget Outlook

	<u>2013</u>	<u>2014</u>
<b>City One-Time Funding</b>		
Tax Stabilization Reserve/Prior Year Surplus	102	
Reserve Draws	39	31
<b>Total Unsustainable Balancing Strategies</b>	<u>141</u>	<u>31</u>
<b>Expenditure Changes:</b>		
City & Agency Inflation - Labour/Non-Labour	241	251
Operating Impact of Capital	9	10
Capital Financing	37	52
Daycare Spaces		(29)
Other	37	13
<b>Total Expenditure Changes</b>	<u>324</u>	<u>297</u>
<b>Outlook Pressure Before Revenue Increases</b>	<u>465</u>	<u>328</u>

# 2013/ 2014 Budget Outlook- Continued

	<u>2013</u>	<u>2014</u>
<b>Outlook Pressure Before Revenue Increases</b>	<b>465</b>	<b>328</b>
<b>Revenue (Increases) and Decreases:</b>		
Economic Growth	(117)	(106)
User Fees	(15)	(20)
Upload (OW/Security)	(16)	(28)
Reserve Draws	(30)	(5)
	<u>(178)</u>	<u>(159)</u>
<b>Future Council Decisions:</b>		
TTC Fare Increases	(30)	(30)
Tax Increases (2.5% residential & 0.83% non-residential)	(58)	(59)
	<u>(88)</u>	<u>(89)</u>
<b>Total Revenue (Increases) and Decreases</b>	<u>(266)</u>	<u>(248)</u>
<b>Outlook Pressure Before Efficiency Target</b>	<u>199</u>	<u>80</u>
<b>Efficiency Savings Target</b>	<u>(199)</u>	<u>(80)</u>
<b>Remaining Pressure</b>	<u><u>0</u></u>	<u><u>0</u></u>



## SECTION 6.

## The Decade Ahead: Strategic Plan Update



# Strategic Plan Update

- In 2012, staff will begin a strategic planning process to review, update and refine the strategic directions and priorities in the Strategic Plan.
- Strategic Planning will provide:
  - a **road map for the future** outlining strategic directions, supporting service planning and multi-year budgeting
  - provide **clear direction** to staff and **enhance performance measurement**

# Council's Strategic Plan (2002)

Following a strategic planning process Council adopted the following components that formed Council's Strategic Plan (2002):

- A **Vision and Mission Statement** for the City (1999)
- **20 Goals** for City quality of life that set out broad objectives in the areas of social development, economic vitality, environmental sustainability, good governance and city building (1999)
- **19 City directions and suggested actions** to guide Council and City programs and services for the next ten years (2000)
- **Fiscal Principles** to guide service planning, budgeting and to respond to ongoing financial pressures (2001, updated in 2005 and in 2011)

# City Strategic Directions

- 1) Enhance city **liveability** and appeal.
- 2) Monitor **quality of life** in the city.
- 3) Invest in people and job creation.
- 4) Ensure the city is a **desirable place for business** location.
- 5) Promote **strong and healthy neighbourhoods** and communities.
- 6) Maximize use of **infrastructure** and facilitate **reinvestment** in the city.
- 7) Make prevention the cornerstone for **environmental and health protection**.
- 8) Pursue a “**green**” Toronto.
- 9) Improve civic literacy and create pride in **civic participation**.
- 10) Build **community capacity** and actively involve the public in civic life.
- 11) Promote volunteerism and the role of the **voluntary sector**.
- 12) Advocate on behalf of the people of Toronto, particularly our most vulnerable populations.
- 13) Provide **accessible City services** that improve community well-being.
- 14) Improve **social and economic inclusion** within our communities.
- 15) Deliver high **quality public services**.
- 16) Provide **stewardship** of City resources and assets through **sound financial planning**.
- 17) Work with other governments to improve the City’s **governance capacity**.
- 18) Provide **intergovernmental leadership** on matters of local importance.
- 19) Establish **sustainable financing** mechanisms and sources.







**Customer  
Service  
Excellence**



**Transparent  
Accountable  
Government**



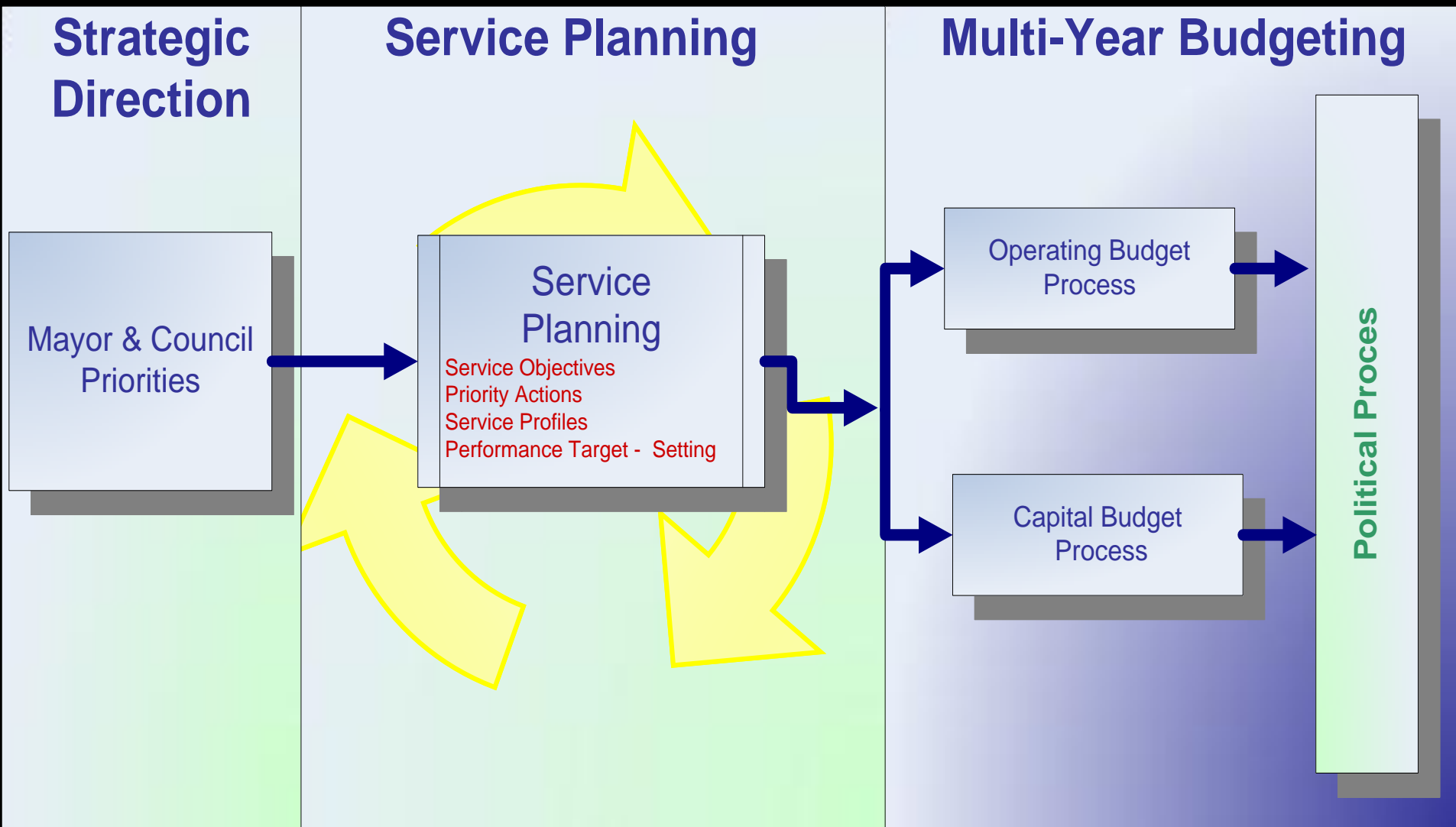
**Reducing Size  
and Cost of  
Government**



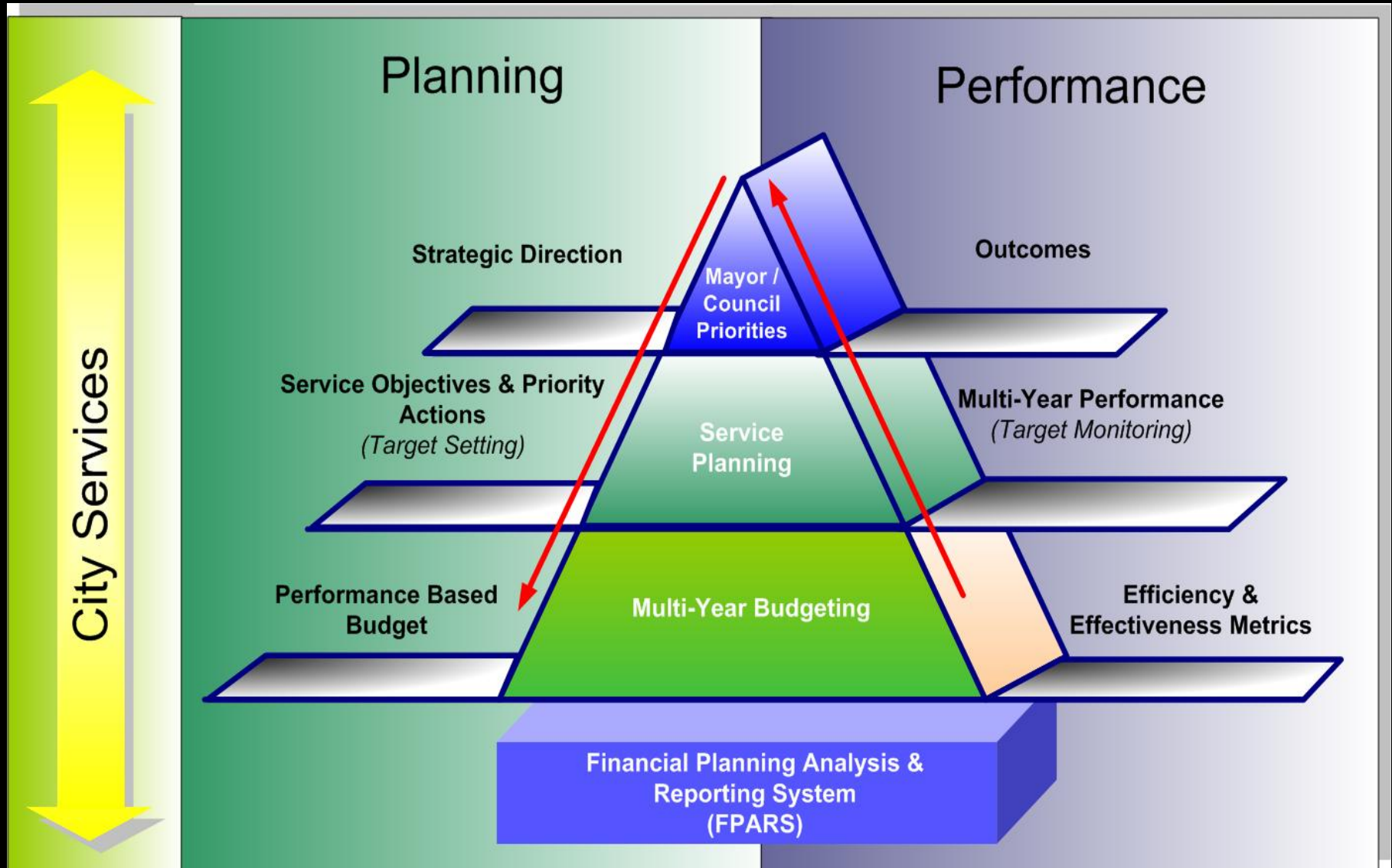
**Transportation**

**Mayor's Priorities**

# Strategic Process & Multi-Year Budgeting

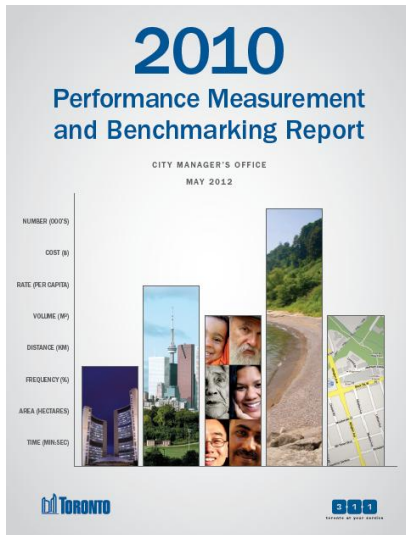


# Creating a Performance-driven Culture



# Reporting on Performance and Indicators

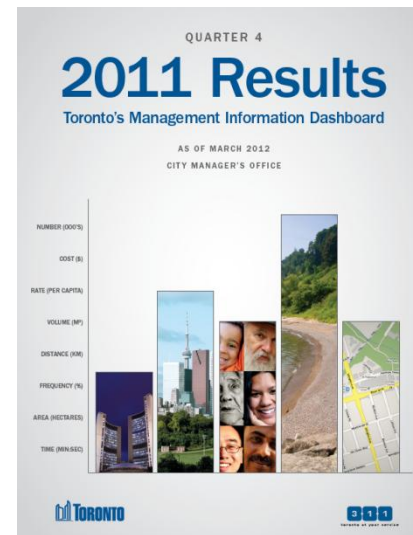
## Annual Performance & Benchmarking Report



2010 Performance Measurement and Benchmarking Report

2010 Performance Measurement and Benchmarking Report

## Quarterly Management Information Dashboard



2011 Results Toronto's Management Information Dashboard

**How is Toronto Doing?**  
MEASURING TORONTO'S PROGRESS

## Open Data



[toronto.ca/open](http://toronto.ca/open)

— building a city that thinks like the web

Open Data Catalogue

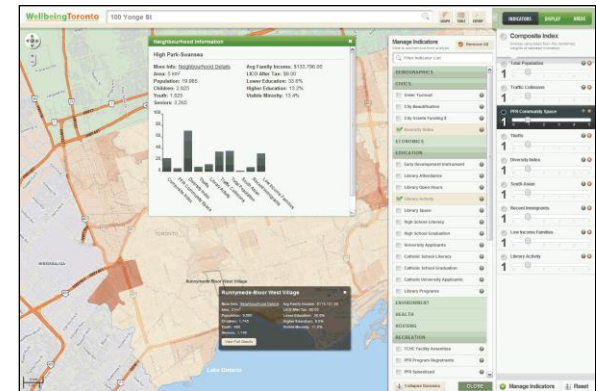
Title	Format(s)	Category	Last Updated
311 Service Request Codes	CSV	Information	November 20, 2010
311 Service Requests - Customer Initiated (1 month)	CSV	Information	October 20, 2010
311 Service Requests - Customer Initiated	CSV	Information	January 16, 2010
Address Points (Intersect) - Toronto One Address Repository	CSV, Shapefile, KML	Information	March 2011
Apartment Standards	PDF	Current, updated regularly	

## Toronto in International Rankings



## Wellbeing Toronto

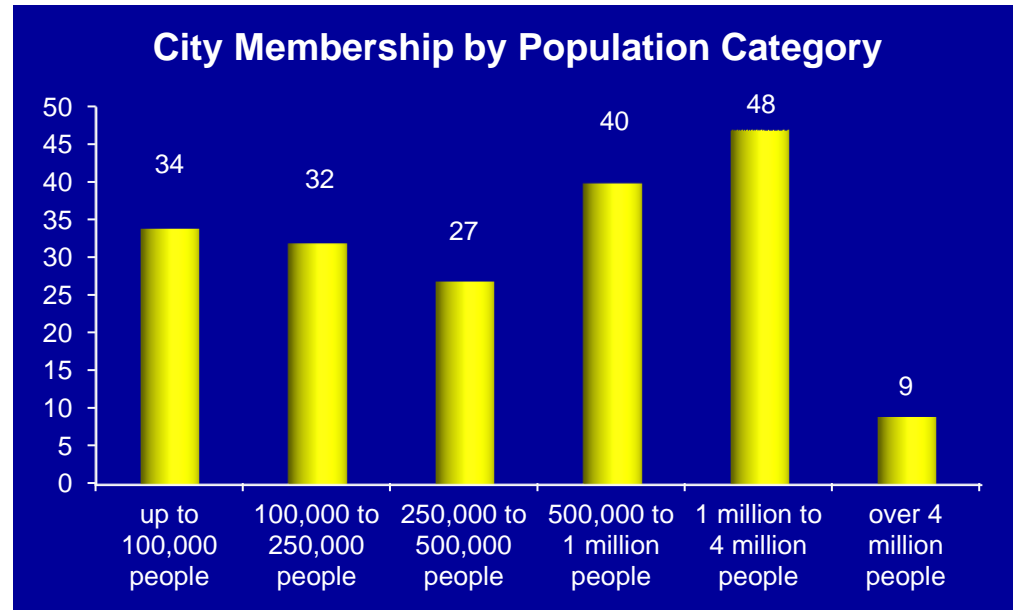
(Indicators in 140 Neighbourhoods)





# Global City Indicators Facility (GCIF)

- Over 190 members in 72 countries
- Based at University of Toronto
- Participating cities include:
  - Canada – Montreal, Toronto and Vancouver
  - Australia - Melbourne
  - Brazil – Sao Paulo, Belo Horizonte, and Porto Alegre
  - Columbia – Bogotá and Cali
  - France- Paris
  - Italy- Milan
  - Netherlands - Rotterdam
  - Portugal –Lisbon
  - Spain- Madrid and Barcelona
  - South Africa - Cape Town, Johannesburg and Durban
  - USA - King County (Regional Seattle), Portland and, Dallas
- Types of Indicators include:
  - Quality of Life Indicators
  - Service Delivery Indicators (service levels and outcomes)





## SECTION 7.

## The Decade Ahead: Key Issues

# The Next Phase of City Building



## Phase 1: Stabilization

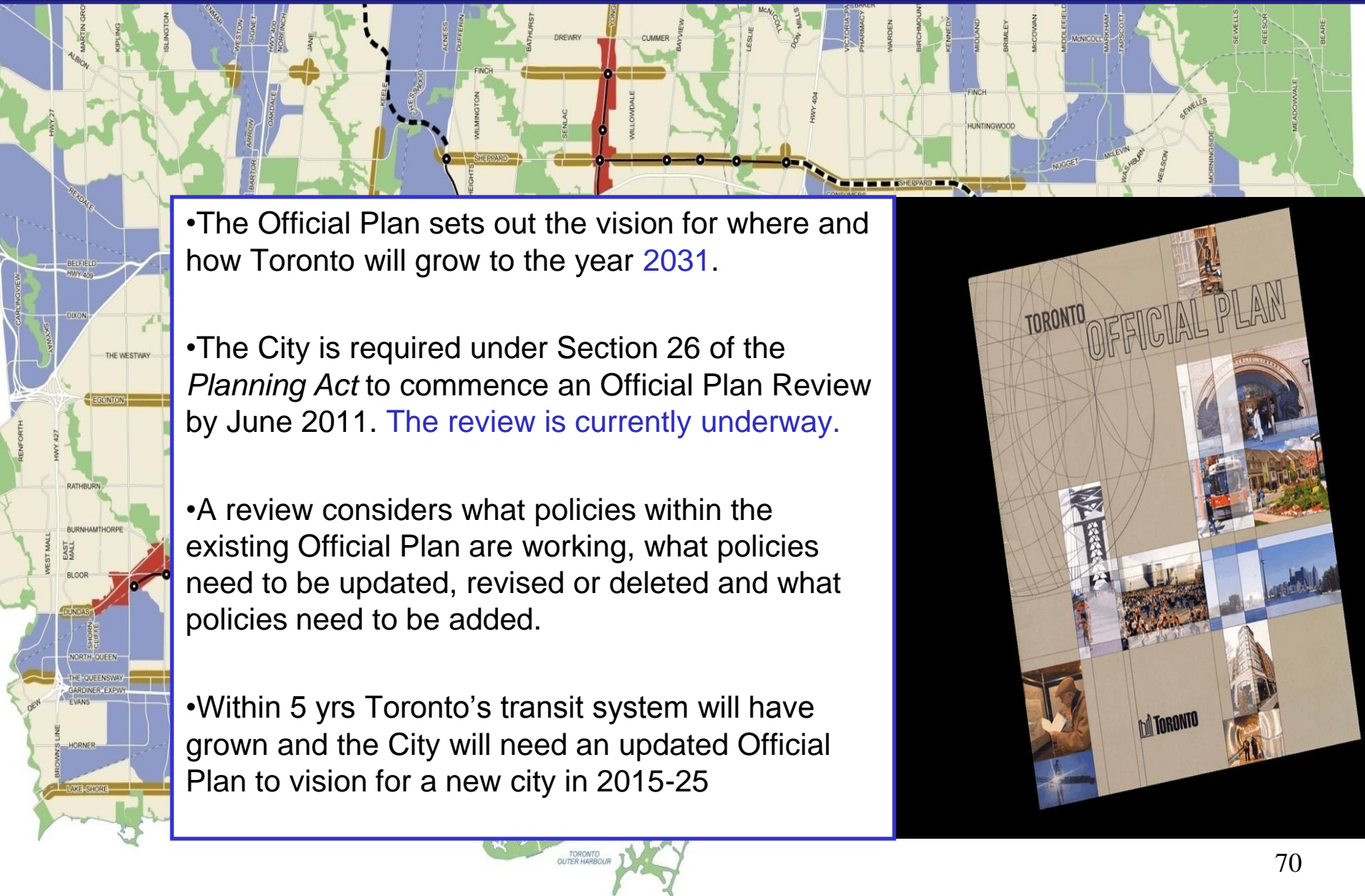
- Amalgamation
- Consolidation and Integration of City Services
- Stabilization of City's fiscal position

## Phase 2: City Building

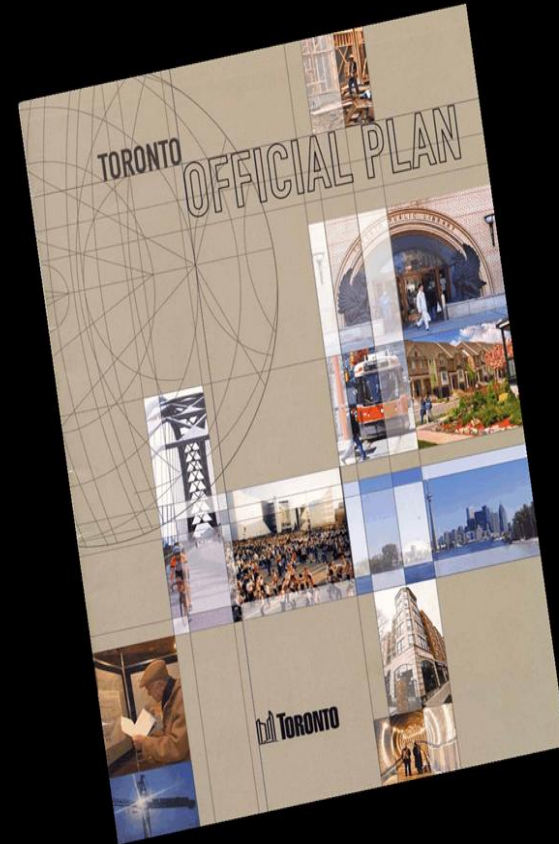
- Strategic Plan Update
- Other key city building initiatives:
  - Official Plan Review
  - Transportation
  - Housing
  - Waterfront Revitalization
  - 2015 Pan/Parapan Am Games



# Official Plan Review



- The Official Plan sets out the vision for where and how Toronto will grow to the year 2031.
- The City is required under Section 26 of the *Planning Act* to commence an Official Plan Review by June 2011. *The review is currently underway.*
- A review considers what policies within the existing Official Plan are working, what policies need to be updated, revised or deleted and what policies need to be added.
- Within 5 yrs Toronto's transit system will have grown and the City will need an updated Official Plan to vision for a new city in 2015-25





# Transportation Priorities

## Transit

- State of Good Repair incorporated in 10 year Capital Plan
- Focus on growth and expansion funded by other levels of government inclusive of new revenue tools

## Roads & Highways

- Focus on State of Good Repair enhancements



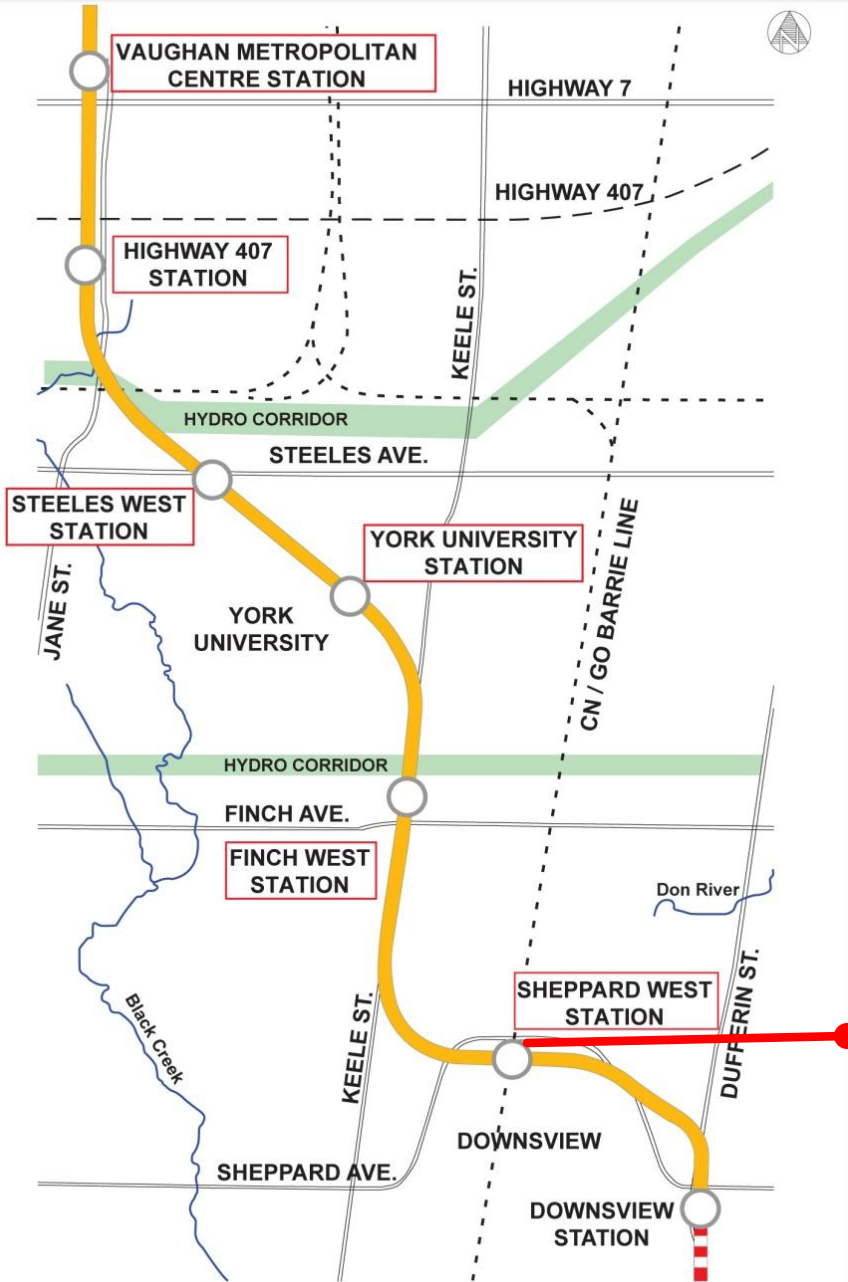
# Maintaining the Transit System

## Recent Investments in transit maintenance:

- Investments in TTC rolling stock:
  - **189** low-floor accessible **Light Rail Vehicles**
  - **354 new subway cars** (59 train sets)
  - **213 new buses** by 2016
- Installation of **state-of-the-art signaling systems** on the Yonge-University-Spadina line to increase train capacity
- Easier Access program to make the TTC fully accessible by 2025



# Toronto-York Spadina Subway Extension



- **8.6 kilometre extension** of Yonge-University-Spadina subway with **six new stations**; two stations outside of Toronto
- **\$2.6 Billion budget** funded by Government of Canada, Ontario, City of Toronto and York Region
- Scheduled to open for service at **end of 2015**
- All tunnelling contracts and five of six station contracts awarded and **under construction**



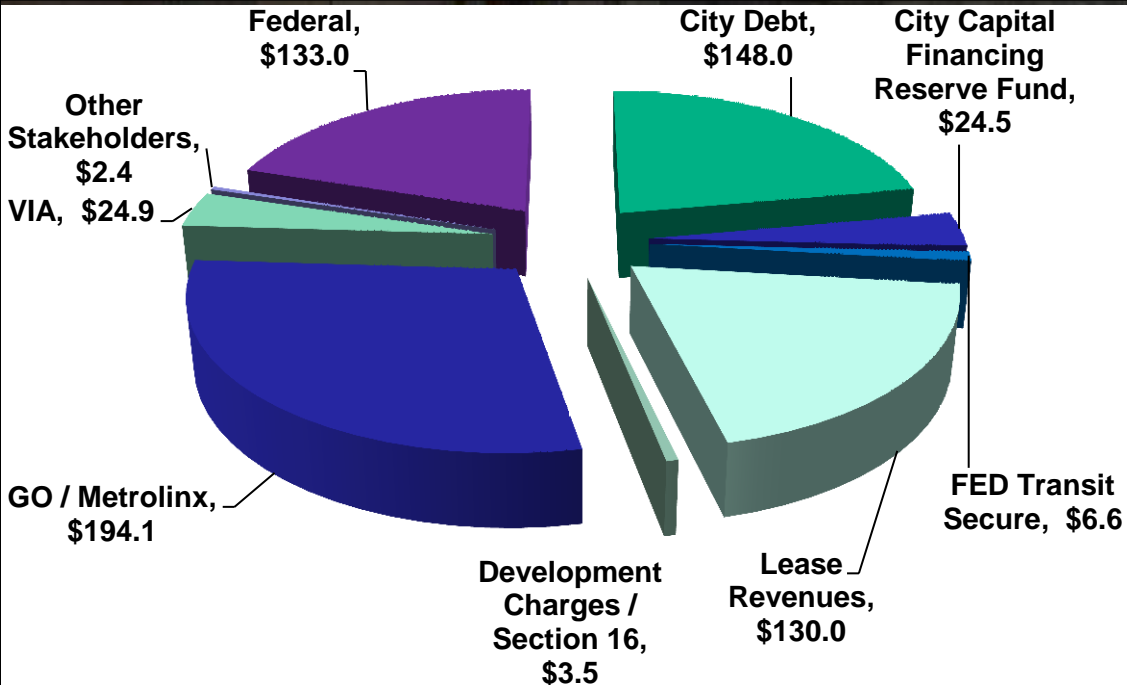
Sheppard W Station Construction



# Union Station Revitalization



Construction Funding Composition (\$M)

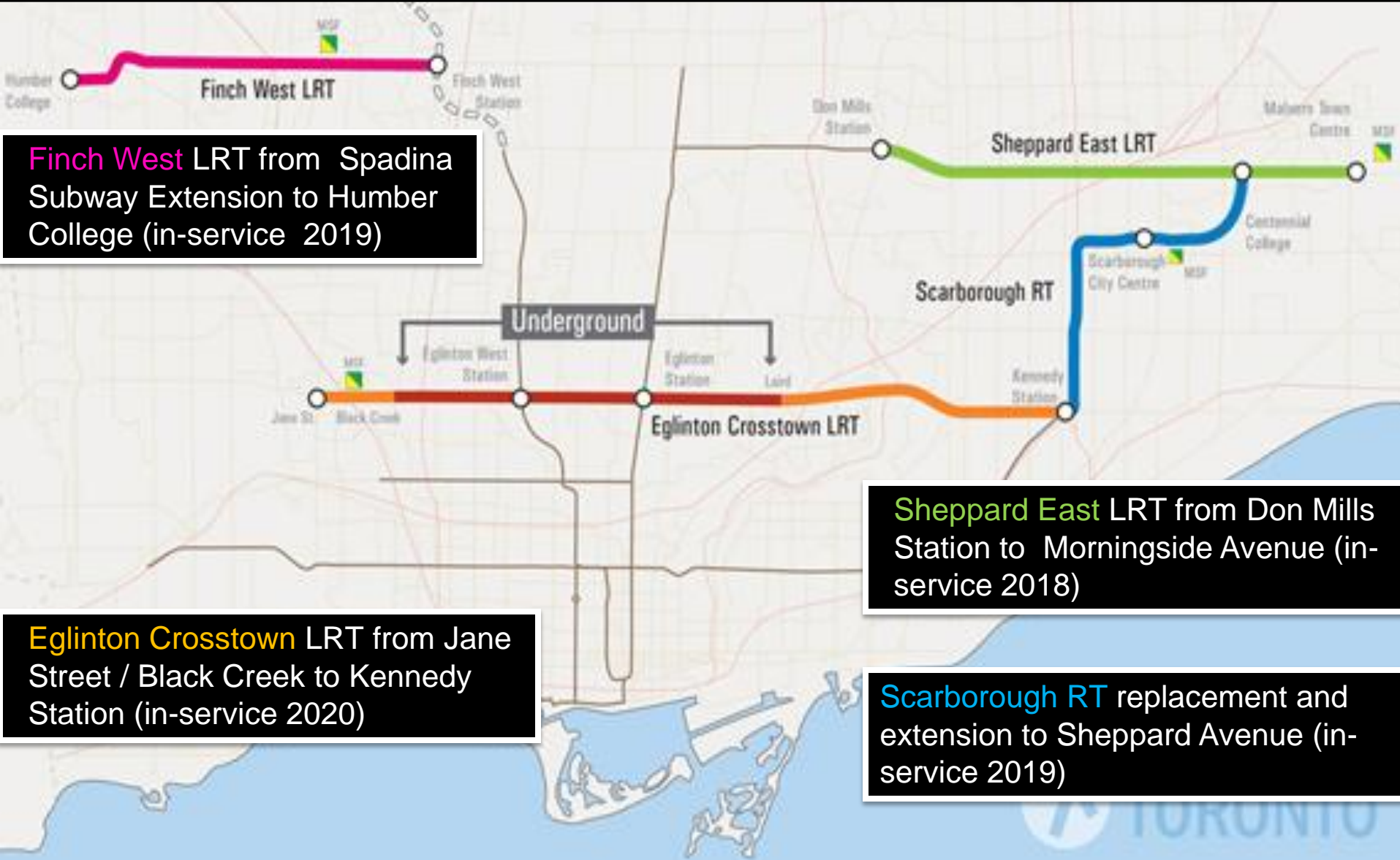


- Toronto's Union Station is the busiest **multimodal passenger transportation hub** in Canada, serving more than **250,000 passengers daily**.
- A National Historic Site and part of Toronto's history and culture.
- The Revitalization is a **\$667 million** dollar project, led by Toronto and cost-shared with Canada and the Province of Ontario.
- Expected to be complete by **2015**.



# Next Phase of Transit: LRT Expansion

April 25, 2012, the Board of Directors of Metrolinx approved the following Council approved (Feb.8 and March 21, 2012) projects, with the following staging:



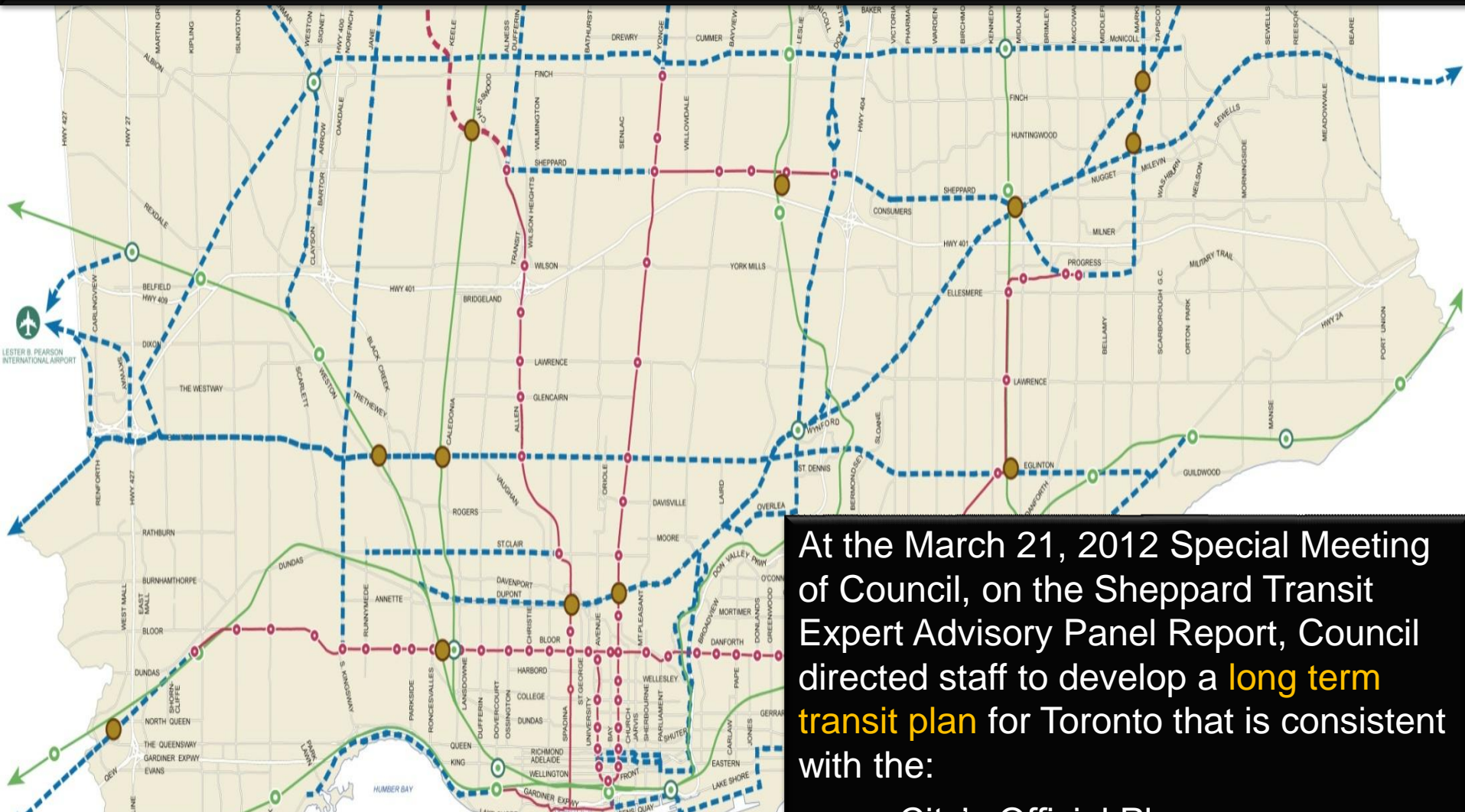
**Finch West** LRT from Spadina Subway Extension to Humber College (in-service 2019)

**Sheppard East** LRT from Don Mills Station to Morningside Avenue (in-service 2018)

**Eglinton Crosstown** LRT from Jane Street / Black Creek to Kennedy Station (in-service 2020)

**Scarborough RT** replacement and extension to Sheppard Avenue (in-service 2019)

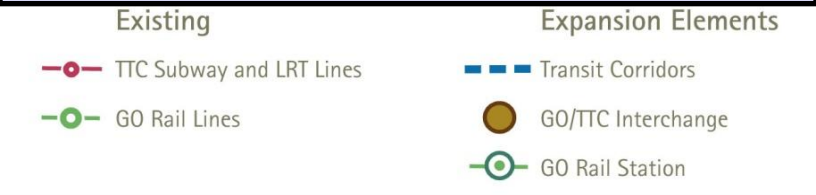
# Long Term Transit Plan: Establishing Priorities



At the March 21, 2012 Special Meeting of Council, on the Sheppard Transit Expert Advisory Panel Report, Council directed staff to develop a **long term transit plan** for Toronto that is consistent with the:

- City's Official Plan,
- Metrolinx's Big Move,
- GTA economic development and transportation considerations

Toronto Official Plan Higher Order Transit Map



# The Need for a Rapid Transit Funding Strategy

Report of the Expert Advisory Panel Regarding Transit on Sheppard Avenue East:

**Table 10- Illustrative Example of Future Rapid Transit Projects in Toronto**

<b>Project</b>	<b>Estimated Cost (\$ billions)</b>
<b>Downtown Relief Subway Line (East)</b>	3.0
<b>Downtown Relief Subway Line (West)</b>	2.9
<b>Eglinton Crosstown—Phase 2 (Jane to Pearson Airport)</b>	1.0
<b>Finch West—Phase 2 (Yonge to Keele)</b>	0.5
<b>Yonge Subway Extension</b>	3.1
<b>Don Mills LRT</b>	1.8
<b>Jane LRT</b>	1.5
<b>Malvern-Scarborough LRT</b>	1.4
<b>Waterfront LRT</b>	0.5
<b>Total</b>	<b>15.7</b>

# Revenue Tools for Transit Financing

## Alternative Funding Tools (Toronto share)

Alternative Revenue Tools Suggested for Consideration by KPMG		
Revenue Tool	Estimated Year 1 Revenues (\$ millions)	
	Conservative	Aggressive
<b>Zone-based Tolls</b>	95	136
<b>Expressway Tolls</b>	70	556
<b>HOT Lanes</b>	<b>23</b>	<b>185</b>
<b>Parking Tax</b>	26	105
<b>Parking Space Levy</b>	91	227
<b>Regional Sales Tax</b>	251	503
<b>Gas Tax</b>	321	641
<b>Passenger Vehicle Charge</b>	84	168
<b>Payroll Tax</b>	340	680



# Looking Ahead: Financing Transit

## Metrolinx:

- Released “**The Big Move**” Regional Transportation Plan in 2008
- **\$50 billion** expenditure plan over 25 years
- Commitment to release funding strategy by **June 2013**



## City Staff Outlined a Potential Long Term Funding Strategy



Phase	Period (Years)	Funding Approach
1	1-10	<ul style="list-style-type: none"> <li>•Broad based regional taxes (sales, gas)</li> <li>•Any city funding to support bond issues from DC's and/or CVA</li> </ul>
2	10-25	<ul style="list-style-type: none"> <li>•Transition to road pricing tools to change drivers into riders (i.e. tolls, parking tax, vehicle charge, etc)</li> </ul>
3	25+	<ul style="list-style-type: none"> <li>•Road related revenues extended to fund ongoing state of good repair</li> </ul>

Source: Report of the Expert Advisory Panel Regarding Transit on Sheppard Avenue East.

Table 12: Potential Long Term Funding Strategy

# Recent Investments in Housing



The housing wait list has grown to 81,000 households

## Recent investments in housing:

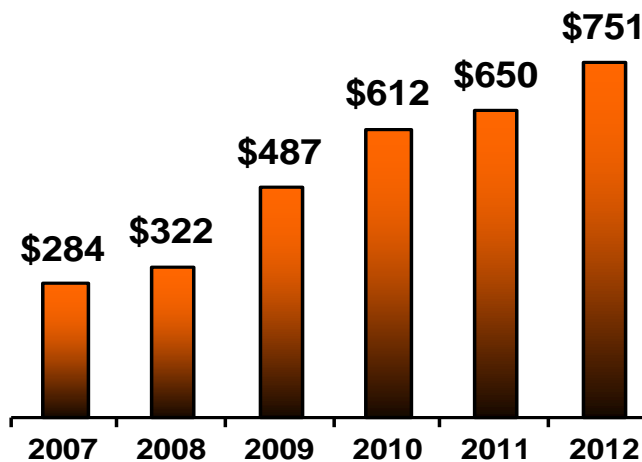
- **\$108M** in new affordable housing funding over the next 4 years from the **Canada-Ontario Affordable Housing Agreement**
- **\$257 M** in stimulus funding (2009-2011) to Toronto's social housing state of good repair under the **Social Housing Renovation and Retrofit Program**.



# Housing: Asset Management

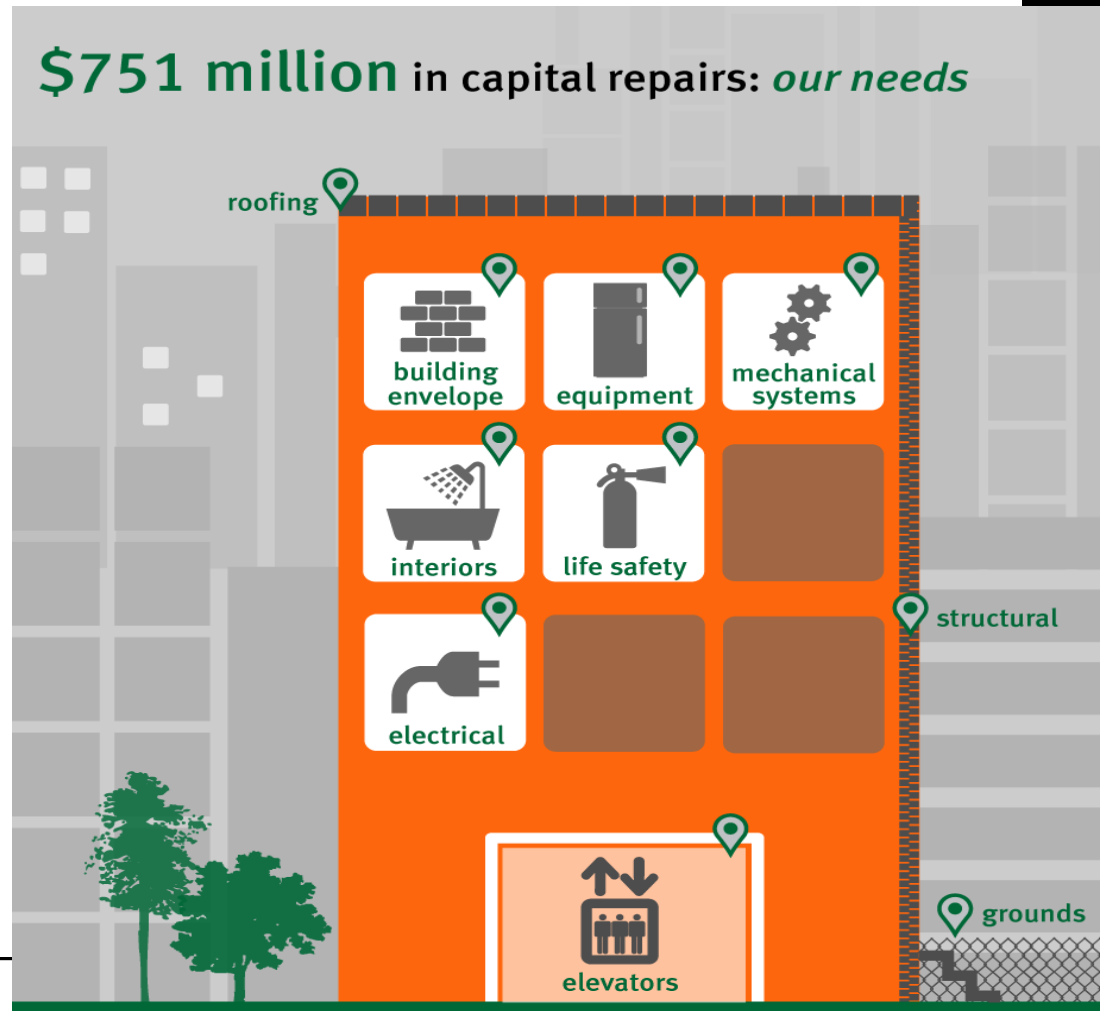


Toronto Community Housing



Capital repair backlog  
(in millions)

**\$751 million** in capital repairs: *our needs*



# Revitalizing Toronto's Waterfront



## Benefits

### City Building

- Hundreds of acres of improved parkland & public space
- Cleaner healthier environment
- Public realm enhancements
- 40,000 new homes
- Expansion of transit network

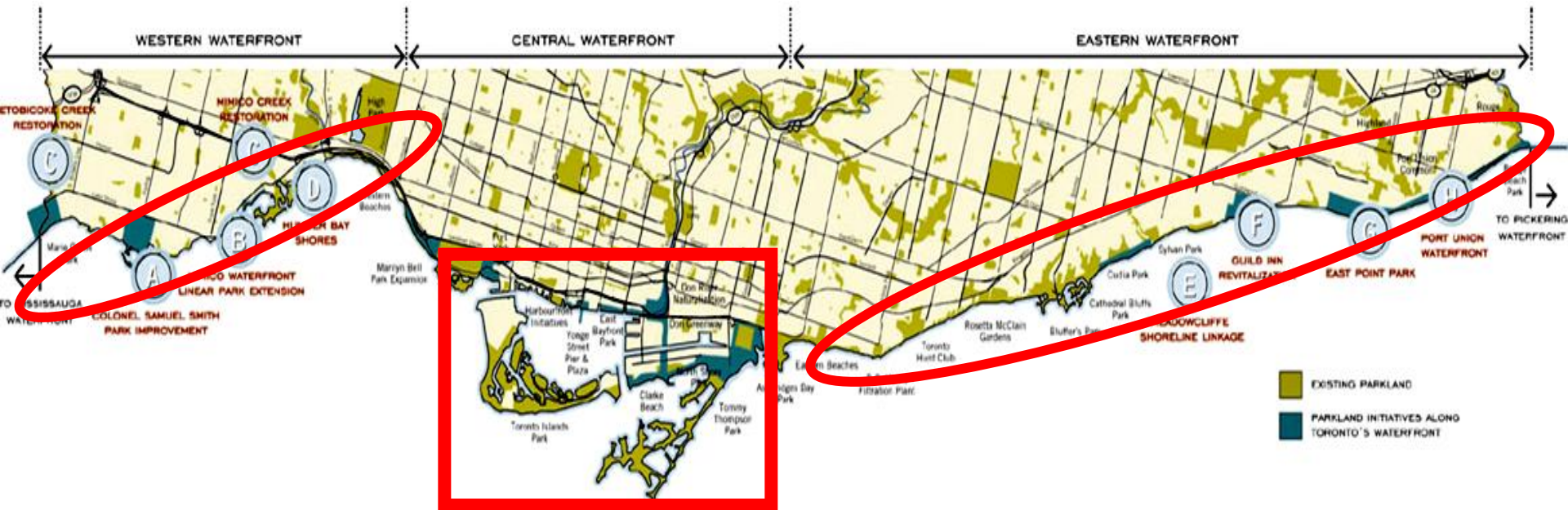
### Economic

- \$1.5B public contribution leading to billions in private investment
- New businesses
- Millions of square feet of commercial space
- 30,000 jobs
- Employment districts
- Tourism



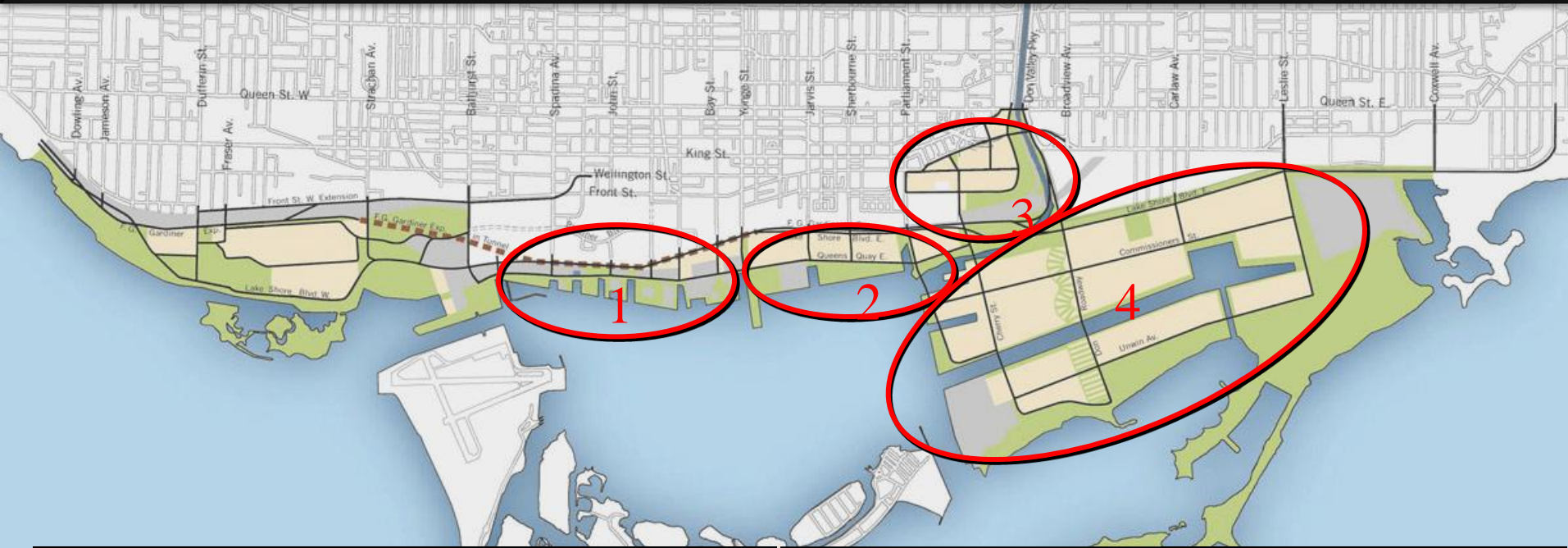


# Toronto's Three Waterfronts





# Key Sites for Revitalization



1 Queens Quay

2 East Bayfront

3 West Don  
Lands

4 Port Lands



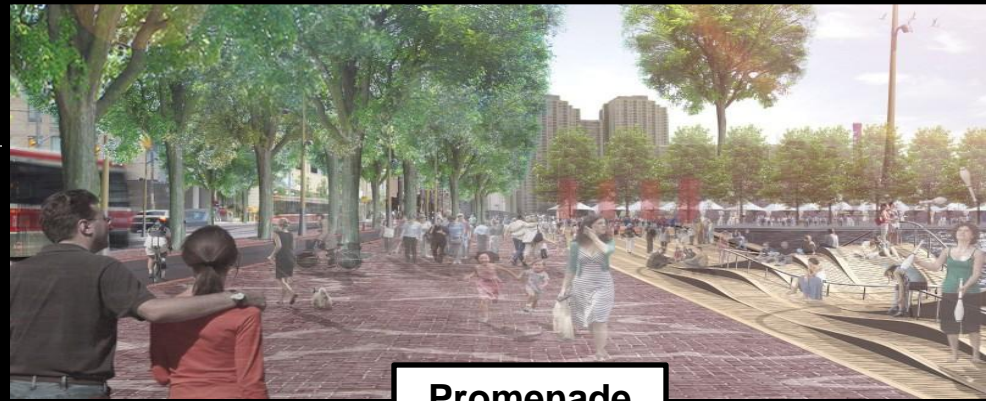
# Queens Quay



Before and After: Queens Quay



- \$80 M project (tri-government)
- Queens Quay project boundary: Spadina Avenue to Yonge Street
- Revitalization of waterfront's main street
- Establishes connection with new waterfront development in East Bayfront
- Targeted completion date: 2015

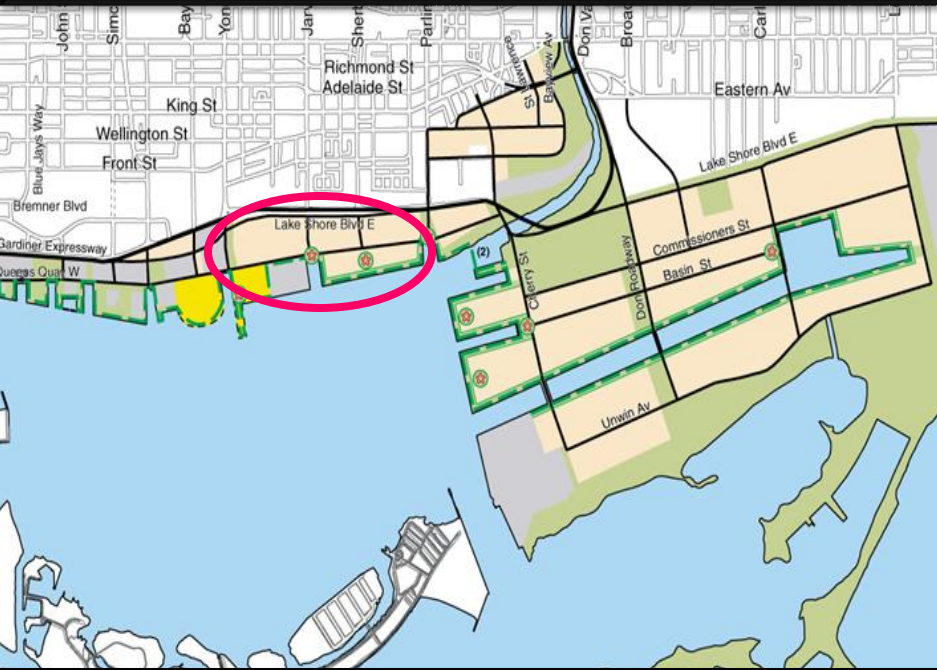


Promenade





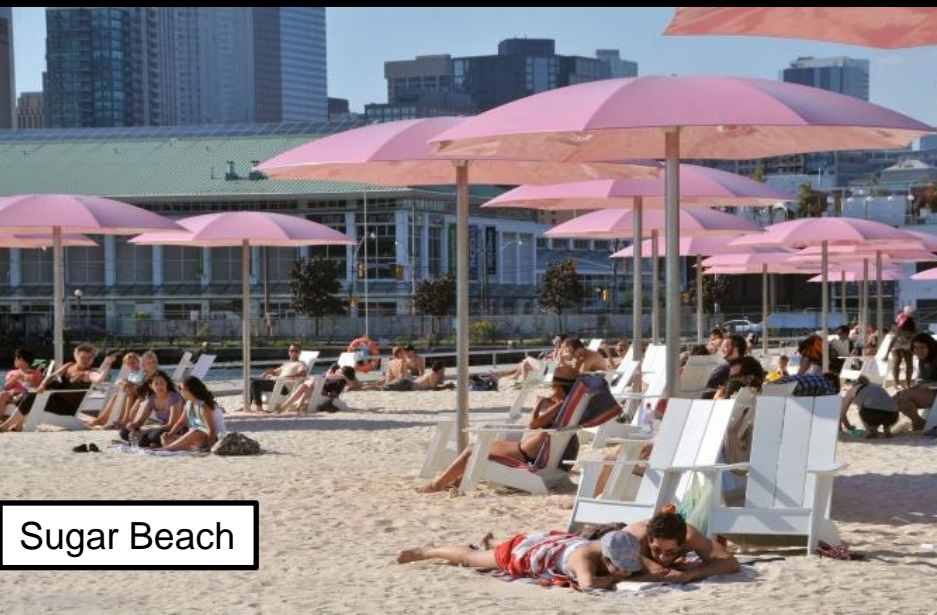
# East Bayfront



Corus Quay



Sherbourne Common



- 55 acres, mixed-use
- 2 new waterfront parks and water's edge promenade
- Corus Entertainment Headquarters; George Brown College Health Sciences Campus

Sugar Beach



# Port Lands



- Size: 400 hectare (988-acre). Comparable in size to Downtown Toronto
- Port Lands are strategic waterfront land asset located in close proximity to downtown.
- Majority of the lands in public ownership.
- September 2011 Council endorsed a protocol for City staff, Waterfront Toronto and TRCA , TPLC to develop a business and implementation plan for the Port Lands and review options for the Don Mouth Environmental Assessment





# West Don Lands



Don River Park



Underpass Park



- Precinct Plan: Winner of 2005 Urban Architecture & Design Award of Excellence
- 80 acres, mixed-use
- Site of 2015 Pan Am Athletes' Village
- Flood Protection Lands form almost complete

# 2015 Pan/Parapan Am Games



- A multi-sport event held every four years
- Competitors from 41 nations in the Americas.
- 3<sup>rd</sup> largest international multi-sport event
- 36 sports and 7 competition clusters (5 in Toronto)
- 10,000 athletes, coaches and officials
- \$1.4 B budget

- Events will be held in 11 cities and towns in the Greater Golden Horseshoe
- Exhibition Place is the site of the "Toronto Pan Am Park", and will host largest cluster of events.



# 2015 Pan/Parapan Am Games

**In February 2011, Council approved \$96.5M for Pan Am Toronto capital projects:**

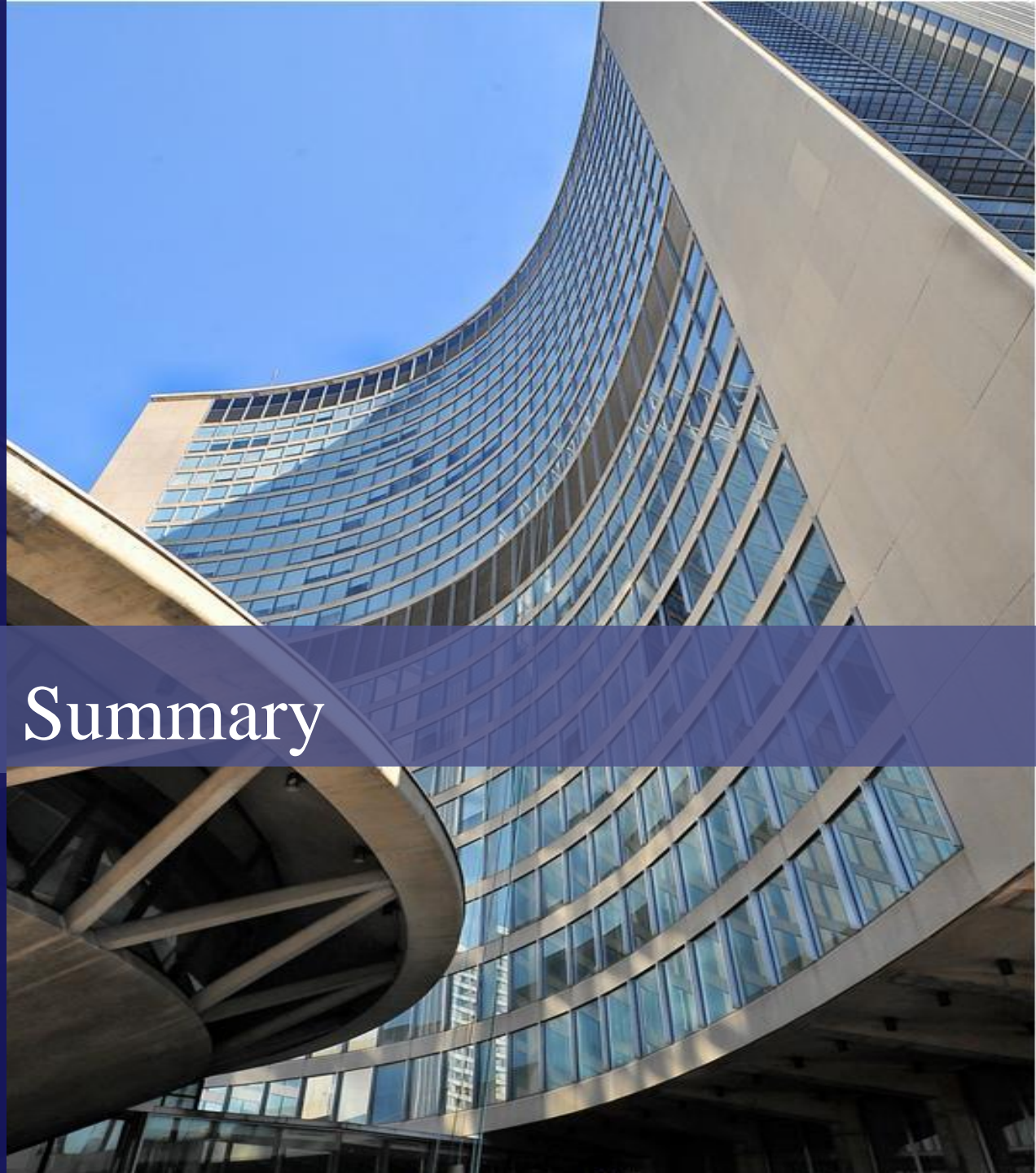
- Pan Am Aquatic Centre/CSIO facility & site remediation
- Upgrades to Etobicoke Olympium
- Upgrades to Birchmount Park
- Upgrades to Centennial Park
- 20km road resurfacing (route TBD)
- Nathan Phillips Square (festival site use)
- BMX Course in Centennial Park
- Upgrades to existing track at York University





SECTION 8.

Summary



# In Summary

## EXPENDITURES

### Operating:

- The **Service Review Program** has laid the groundwork for the City
  - to identify the services that are core to residents and businesses,
  - identify opportunities for improving how the City delivers services
  - establish a work plan to move towards a more sustainable fiscal future for the City
- **Labour settlements**, additional **efficiency studies** and the implementation of the **user fee policy** will support the City's efforts to reach a 2012-2014 budget reduction target of \$200 M.

### Capital:

- Transit will continue to drive capital pressures
- **Surplus management policy** reapproved by Council
  - 75% of prior year surplus to capital reserve to reduce debt
  - Surplus management policy combined with asset monetization (asset sales) utilizes one-time revenues to **reduce debt burden** in 10 year forecast

# In Summary

## REVENUES:

- **New revenues are still required** (e.g. share of HST) and would be directed towards transit (capital and operating) and needed social housing repair (capital).





# In Summary

## **STRATEGIC & SERVICE PLANNING:**

- In 2012, staff will begin a strategic planning process to review, update and refine the strategic directions and priorities in the Strategic Plan.
- Strategic planning will provide a road map for the future outlining strategic directions, supporting service planning and multi-year budgeting.





