

Backgrounder

March 3, 2003

2003 City Operating Budget of \$6.4 billion approved by Council

Today, Toronto City Council approved a 2003 tax-supported operating budget of \$6.444 billion gross and \$2.856 billion net. After adjusting for assessment changes of \$32.760 million, the net incremental burden to the residential taxpayers is \$32.298 million which translates into a residential property tax increase of 3%.

In 2003, Council established guidelines that focussed on a budget process that achieved prescribed corporate goals and strategic directions of Council. Staff was directed to ensure that service objectives aligned with Council's strategies. Among the guiding principles of Council were:

- Maintain services and service levels that Council approved in 2002 operating budget and measure the service delivery performance;
- Achieve budget savings through efficiencies and continuous improvement initiatives and other cost containment strategies;
- Review non-tax revenue initiatives and focus on keeping taxes and debt levels as low as possible;
- Ensure compliance with generally accepted budgeting principles and good financial management; and,
- Ensure that all stakeholders have an opportunity to participate in the budget process.

Standing Committees continued to play a significant role in reviewing the City's operating budget with emphasis on determination of service delivery efficiencies, service priorities, service levels and service level adjustments. EMT recommended program budgets were forwarded to each Standing Committees for review of their respective programs and in the interest of broader public participation, to receive public deputations. The Standing Committee recommendations were then reviewed by the Budget Advisory Committee (BAC).

The 2003 BAC Recommended Operating Budget maintains core services and service levels through continuous improvement, efficiencies and revenue initiatives. It also reflects commitment to ensure that reasonable growth is maintained, despite existing financial challenges. During Council review of the 2003 Operating Budget, \$1.0 million was added mainly to expand existing services in Parks and Recreation, Urban Development Services, Public Health, Toronto Public Library, Shelter, Housing, and Support, and for various grants such as Culture and Aids Prevention. The 2003 Operating Budget reflects substantive budget adjustment realized through continuous improvement and efficiencies of \$48.4 million (City: \$29.4 million and Police: \$19.0 million); revenue changes of \$75.0 million (City: \$57.0 million and TTC fare increase: \$18.0 million) and adjustments with minor service impacts in the amount of \$19.2 million.

Bill 140 restrictions, limited assessment growth opportunities, the Provincial delay in reducing residential education taxes and the inaccessibility to new revenue sources for the City continue to impair its ability to raise new revenues to meet increasing costs associated with growing demands. With no new source of revenues available, funding of \$95.0 million was requested from the Province. In particular, the Province was asked to consider providing assistance to cover budget shortfalls associated with cost increases for: TTC's escalating operating costs; increase in waste management / disposal costs due to the early closure of Keele Valley landfill site; and the substantive impact of arbitration / wage settlement award to Emergency Services.

The Provincial Government considered the City's request for assistance in addressing the 2003 budget pressures and approved a total of \$64.0 million as a one-time grant. Also, the Provincial government's decision to freeze hydro rates at 4.3 cents per kilowat hour on the City's hydro budget resulted in an estimated budget savings of \$7.5 million in 2003. Of the \$7.5 million, \$3.1 million was allocated to the 2003 Operating Budget. The remaining expected \$4.4 million was transferred to a Hydro Stabilization Reserve Fund to fund any unanticipated fluctuations in electricity costs, subject to changes in Provincial regulations to enable the eligibility of the City's Agencies, Boards, and Commissions. The balance of the \$95 million shortfall, or \$19.9 million, was offset by the utilization of 2002 Operating surplus funds.

2003 Program Highlights

CHILDREN'S SERVICES

Budget: \$299.450 M gross, \$62.442 M net [2002 Budget - \$297.105 M gross, \$61.243 M net]

- \$13.408 M gross / \$2.452 M net Maintains 1,816 childcare spaces eliminated due to provincial cutbacks, with 1,776 childcare spaces, subject to receipt of the 80% provincial subsidy.
- \$15.183 M gross / \$3.025 M net Provides for additional 2,000 childcare spaces, subject to receipt of the 80% Provincial subsidy.
- \$0.033 M Increase in After School programs for two schools located in areas of high need.

HOMES FOR THE AGED

Budget: \$159.419M Gross, \$28.191M Net [2002 Budget - \$149.975M Gross, \$28.641M Net]

- \$3.173M Re-opening of 36 long term care bed facility at True Davidson Acres
- (\$1.886M) Service efficiencies Implementation of an integrated housekeeping system and revised staffing standards for housekeeping and food services

SHELTER, HOUSING & SUPPORT

Budget: \$638.855M Gross, \$273.981M Net. [2002 Budget – \$640.290M gross, \$268.947M net]

- \$118.319 M gross / \$40.814 M net Provides an average of 6,095 shelter-bed nights with a budgeted cost of \$48.89 per bed
- \$473.157 M gross / \$224.741 M net Provides affordable housing through 95,400 units, or an average annual cost to the City of \$2,400 per unit
- \$0.025 M Enhancement of Tenant Defense Fund to \$0.325 M:

SOCIAL DEVELOPMENT AND ADMINISTRATION

Budget: \$17.486 M Gross, \$8.322 M Net. [2002 Budget- \$17.572 M gross, \$8.197 M net]

\$5.124 M gross / \$1.118 net – To fund 578 programs and 314 agencies in the Community Services
and Breaking the Cycle of Violence Grants programs, and serve 1,224 high risk, hard-to-serve and /
or street involved youth in employment programs

SOCIAL SERVICES

Budget: \$934.105 M gross, \$221.913 M net [2002 Budget - \$977.897 M gross, \$222.577 M net]

- \$580.989 M gross / \$112.771 M net- Financial assistance for an average monthly Ontario Works caseload of 72,000 cases.
- \$135.450 M Represents the City's share of the Ontario Disability Support Program (ODSP).
- \$74.427 M gross / \$7.990 M net -Employment assistance funding for approximately 88,000 Ontario Works participants.

EMERGENCY MEDICAL SERVICES

Budget \$114.226M Gross, \$45.861M Net [2002 Budget – \$106.067M Gross, \$42.088M Net]

- \$1.0M (net) Arbitrators award for 2003 is 5% higher for paramedics compared to 3% for other union workers
- \$1.6M (net) Full implementation of Emergency Response Time Strategy.

FIRE

Budget: \$278.762 M Gross, \$274.986 Net. [2002 Budget – \$264.672M; \$261.711 M Net]

- \$1.6M Annualized impact of additional 55 firefighters of \$1.6 million absorbed in 2003 Budget
- \$21.6M Adjustment to wage levels reflecting arbitration awards in 2002 for new firefighter wage scales in 2001 and prior years
- \$1.0M Allows for increased Fleet replacement to address backlog as well as aging and deteriorating vehicles

SOLID WASTE MANAGEMENT

Budget: \$205.214M Gross, \$150.464M Net. [2002 Budget – \$177.041M Gross, \$107.776M net]

- \$36.7M Impact of the Keele Valley Closure
- \$4.4M Expansion of Three Stream Collection Program
- \$2.5M Full implementation of the Yellow Bag Program
- \$3.3M Increased revenue from the Waste Diversion Office

TRANSPORTATION

Budget: \$244.483 M Gross, \$176.672 M Net. [2002 Budget – \$237.494 Gross; \$172.171 M Net]

- \$4.0M Annual budget maintains local mechanical sidewalk snow clearing program at 2002 levels
- **\$2.850M** Transfer maintains in-house summer maintenance at 2002 levels, continues sidewalk repairs with concrete instead of asphalt
- \$0.4M Introduces Road patrol function as per Provincial Legislation
- \$1.2M Increased disposal costs associated with closure of Keele Valley

CULTURE DIVISION

Budget: \$12.190 M Gross, \$8.805 M Net. [2002 Budget-\$11.931 M Gross, \$8.927 M Net]

- One time contribution of \$0.250 million for a Cultural Facilities Grant program to support state of good repair projects for non-City owned not-for-profit cultural facilities.
- \$0.077 million for the relocation of artefacts from the Lakeshore Power Plant to a new leased facility.
- \$0.050 million for a DVD presentation for Spadina House and Heritage Gardens.
- Addition of one heritage preservation officer to improve city-wide heritage services

CUSTOMER AND BUSINESS SUPPORT

Budget: \$19.368 M Gross, \$16.994 M Net. [2002 Budget-\$19.122 M Gross, \$17.395 M Net]

- Improvement in customer and operational efficiency through electronic service delivery.
- Internet Pilot Registration program, including the implementation of online registration, brochure delivery and program browsing.
- Reduction in advertising and promotion \$0.100 million

ECONOMIC DEVELOPMENT DIVISION

Budget: \$8.314 M Gross, \$7.413 M Net. [2002 Budget – \$7.799 M Gross, \$7.052 M Net]

- New funding for International Branding and Local Awareness Campaign to raise awareness of the competitive advantages and unique attributes of working and operating a business in Toronto -\$0.250 gross, and \$0.173 net.
- Upgrade database of all businesses in Toronto through publication and distribution of the Toronto Business Directory- \$0.020
- \$0.070 to Update Toronto Competes benchmarking research to identify and report on competitiveness issues impacting Toronto's Economy

PARKS & RECREATION

Budget: \$219.746 M Gross, \$150.403 M Net. [2002 Budget - \$214.709 M Gross, \$145.549 M Net]

- (\$2.259 M) Base Budget expenditure adjustments to reflect actual expenditures:
 - (\$1.079 M) Reduction of materials and supplies, equipment and contracted services
 - (\$1.180 M) Reduction of 17 permanent staff positions and re-allocation of work
- \$0.901 M New / Enhanced Services:
 - \$0.094 M in 2003 and \$0.168 M ongoing Support for the Harmonized Ravine By-Law
 - \$0.200 M one-time funding in 2003 and \$0.025 M ongoing Remediation of Playground Structures with CCA treated wood
 - \$0.184 M Increased ravine, stream & waterfront remediation
 - \$0.130 M Expanded Goose control program one-time funding
 - \$0.015 M Four additional Children's Gardens
 - \$0.045 M Eight pilot programs in pre-teen recreation
 - \$0.025 M Seven new programs in prenatal and teen parent & baby recreation
 - \$0.183 M Twenty new children's before and after school recreation programs

- (\$1.716 M Net) Additional revenue for 2003 from increased fees:
 - (\$0.177 M) Fitness Class Fees
 - (\$0.690 M) Golf Fees
 - (\$0.099 M) Ice Rates
 - (\$0.700 M) Ferry Rates
 - (\$0.050 M) Adult Program Fees
- (\$0.443 M) Reduction of Drop-In Programs staffing ratio levels with no reduction in hours
- (\$0.200 M) Relocation of Sunday programs from Toronto District School Board to City and other facilities -
- \$1.600 M Additional funding for operating costs to keep 47 Toronto District School Board pools open for Parks aquatic programming until the end of 2003
- \$1.300 M Additional funds to meet increased charges for the exclusive use of Toronto District School Board facilities for ongoing programming
- (\$0.600 M) Decreased contribution to reserve for vehicle replacement
- (\$0.168 M) Savings on fleet maintenance through the use of outside services

TOURISM

Budget: \$12.068 M Gross, \$8.851 M Net [2002 Budget-\$12.158 M Gross, \$8.751 M Net]

- Increased Partnership Revenue by \$(0.080) million.
- Reduction in Tourism Development and Reduction of 1 staff in Events Program \$(0.093) million.
- \$0.100 million reinvested in cost shared marketing by Tourism Toronto.

URBAN DEVELOPMENT SERVICES

Budget: \$92.332 M Gross, \$15.928 M Net. [2002 Budget - \$82.728 M Gross, \$16.889 M Net.]

• \$2.100 M - Additional revenue resulting from volume increases across all Divisions, which include Buildings, City Planning and Municipal Licensing and Standards

New and Enhanced Service Levels of: \$5.4 M Gross; fully funded from revenue volume increases:

- \$2.000 M Building Permit service delivery improvements
- \$0.417 M Additional building division inspectors / summer students for plan review services
- \$1.000 M Resources to coordinate and implement a single New Zoning By-Law for the city.
- \$0.600 M Reduction of taxi training backlog
- \$0.100 M Preliminary project review program to improve turnaround times in Buildings
- \$0.170 M Harmonization of sign by-law
- \$0.350 M Official Plan implementation studies to focus on Tall Buildings; Avenues Intensification and Transportation Implementation Plan
- \$0.075 M Waterfront precinct studies
- \$0.042 M Cycling Ambassador Program to promote bike safety and related issues
- \$0.065 M Alternate dispute resolution to resolve neighbourhood issues

CITY CLERK'S OFFICE

Budget: \$44.436 M Gross, \$20.941 M Net. [2002 Budget – \$41.097 M Gross; \$20.747 M Net]

- \$0.140 M Increase in Elections event budget offset by some efficiencies
- \$0.205 M Transfer of staff to Mayor's Office

CORPORATE COMMUNICATIONS

Budget: \$6.440 M Gross, \$6.337 M Net. [2002 Budget – \$6.228 M Gross; \$6.070 M Net]

• \$0.065 M - Savings in Language Line services due to new contract

COURT SERVICES

Budget: \$27.340 M Gross, (\$4.423) M Net. [2002 Budget – \$25.781 M Gross; (\$0.219) M Net]

• (\$2.595) M - Increase in net revenues from Police Services Traffic Enforcement Safety Team initiative

FACILITIES & REAL ESTATE

Budget: \$84.241 M Gross, \$31.537 M Net [2002 Budget - \$75.759 M Gross; \$30.580 M Net]

• (\$0.365) M - Reduction of external security contracts, contracted building maintenance staff and use of corporate vehicle.

FLEET SERVICES

Budget: \$31.297 M Gross, 0.000 M Net. (2002 Budget – \$32.295 M Gross; \$0.000 M Net]

• (\$1.919) M - Achieved budget savings through efficiencies in all areas

HUMAN RESOURCES

Budget: \$26.473 M Gross, \$25.155 M Net. [2002 Budget – \$27.196 M Gross; \$24.698 M Net]

• **\$0.133 M Net** - Increased staff by five positions to reduce arbitration costs and improve Union Management Relations

INFORMATION & TECHNOLOGY

Budget: \$40.412 M Gross, \$39.099 M Net. [2002 Budget – \$40.131 M Gross; \$39.100 M Net]

• -(\$0.589) M - Reduction in hardware and software maintenance costs

LEGAL SERVICES

Budget: \$24.353 M Gross, \$18.038 M Net. [2002 Budget – \$17.707 M]

• \$0.150 M - Reduction in use of outside Counsel

FINANCE

Budget: \$68.975 M Gross, \$36.086 M Net. [2002 Budget – \$67.606 M Gross; \$35.852 M Net]

- \$0.075 M Gross; \$0.0 M Net Addition of one temporary contract position to oversee commodity tax function
- \$0.150 M Gross; \$0.0 M Net New First Appearance Facility and staffing for volume increase in parking tags.
- \$0.265 M Additional license and maintenance costs for financial systems
- \$0.079 M Revenue from increased charge for NSF cheques from \$25 to \$35
- \$0.032 M Revenue from increased annual Bidder's List fees from \$50 to \$60

AUDITOR GENERAL'S OFFICE

Budget: \$3.003M Gross, \$2.887M Net. [2002 Budget – \$2.909 M Gross; \$2.803 M Net]

• Implementation of New Auditor General function within existing funding levels

CHIEF ADMINISTRATOR'S OFFICE

Budget: \$5.625 M Gross, \$5.625 M Net. [2002 Budget – \$5.152 M Gross; \$5.152 M Net]

• \$0.450 M - Funding for the newly approved Internal Audit function with increase of 4 approved positions

COUNCIL

Budget: \$17.616 M Gross, \$17.616 M Net. [2002 Budget – \$16.768 M Gross; \$16.768 M Net]

- \$0.628 M Impact of the new Municipal Act on Elected Officials' Salaries -
- \$0.100 M to \$0.080 M Decrease in food services budget
- \$0.136 M Decrease in Councillors' Global Office Budgets

PUBLIC HEALTH

Budget - \$170.101 M gross, \$69.617 M net [2002 Budget - \$160.251 M gross, \$65.220 M net]

- \$1.376 M gross / \$0.688 M net to fund the West Nile Virus prevention program
- \$0.495 M gross / \$0.248 M net to fund a one-time expansion of the Tuberculosis Prevention program to manage the outbreak in homeless shelters.
- \$0.164 M gross / \$0.082 M net to continue the development of a pesticides reduction strategy.
- \$0.190 M emissions study and bio-solids review.
- \$0.100 M partially harmonize dental treatment for low-income seniors in long-term care facilities.

LIBRARY SERVICES

Budget: \$134.833M Gross, \$121.767M Net. [2002 Budget- \$128.888 M gross, \$116.824M net]

- **\$0.200 M** American Library Association/Canadian Library Association (ALA/CLA) conference, the single largest conference in Toronto in 2003 attracting about 25,000 delegates.
- **\$0.050** M Expansion of Leading to Reading Program, a reading support program targeting children in grades 2-6, to \$0.493 M or by approximately 300 children to a program capacity of 2,500 children.
- \$1.331 M or 9.63% Increase in library material funding, (to \$15.157 M or \$6.1 per capita) will provide an estimated 58,500 additional items to the library collection.

EXHIBITION PLACE

Budget: \$40.778 M Gross, \$(0.249) M Net surplus [2002 Budget-\$40.882 M Gross, \$(0.112) M Net surplus]

- Increase of \$0.800 million gross and \$0.00 million net for the CNE's 125th Anniversary.
- Annualized impact of inflationary expenditures \$0.656 million net and solid waste disposal costs of \$0.128 million.
- Increased profitability at the National Trade Centre \$(0.177) million net and at the CNE of \$(0.204) million net.
- Recovery of inflationary expenditures from tenants and other operating reductions \$(0.565) million net.

THEATRES

Budget: \$20.502 M Gross, \$2.953 M Net. [2002 Budget-\$17.714 M Gross, 3.073 M Net]

- No City funding required in budget for The Hummingbird Centre For the Performing Arts is.
- Reduced City funding of \$ 0.092 million for The Toronto Centre For The Arts achieved through a combination of revenue increases and efficiency gains.
- Reduced City funding of \$ 0.029 million for The St. Lawrence Centre For The Arts achieved through efficiency gains and revenue increases.

TORONTO ZOO

Budget: \$32.857 M Gross, \$8.256 M Net. [2002 Budget – \$31.407 M Gross, \$8.654 M Net]

- An increase of \$1 in Admissions, totaling \$0.450 M, to support increased costs of service delivery.
- An increase of \$2 in the Parking Fee, from \$6 to \$8, to provide increased revenue of \$0.400 M to support a decrease in the net funding from the City.
- New funding of \$0.053 M to provide equipment, testing, vaccines, and seasonal staff to implement improved West Nile prevention at the Zoo and prevent further animal deaths at the Zoo arising from West Nile.

ARENA BOARDS OF MANAGEMENT

Budget: \$5.021 M Gross, \$0.057 M Net. [2002 Budget – \$4.756 M Gross, \$0.093 M Net]

- \$0.301 million or 6.5% revenue growth over 2002 Increased ice facility rental and accessory operation revenue at the eight Arena Boards of Management;
- \$0.057 million Net Decrease of \$0.035 million or 38% less funding requirement from the City to maintain the delivery of current services and service levels;
- Six out of eight Arenas breaking even or generating net surpluses.

TORONTO & REGION CONSERVATION AUTHORITY

Budget: \$23,912M Gross, \$5.6367M Net. [2002 Budget - \$23,219M Gross, \$5.470M Net]

- \$13.362 M Watershed Health Services, contributing to public safety from the harmful effects of flooding and erosion
- \$7.020 M Watershed Experience Program, promoting conservation education
- \$0.376 M Rouge Park Interim Management Services
- **\$0.088 M** Contribution from the Wastewater Reserve Fund was directed to the Toronto and Region Conservation Authority for erosion protection

ASSOCIATION OF COMMUNITY CENTRES (AOCC)

Budget: \$4.962M Gross, \$4.792M Net [2002 Budget - \$4.862M Gross, \$4.707M Net]

- \$0.017M Increase in Bookkeeper's Hours for Scadding Court Community Centre
- \$0.011M Increase in Janitorial Services for Cecil Community Centre
- \$0.004M Increase in Maintenance Services for 519 Church St. Community Centre

TORONTO TRANSIT COMMISSION (Conventional)

Budget \$908.9 M Gross, \$182.1 M Net. [2002 Budget: \$859.7 M gross, \$152.1 M net]

- \$30.0 M Increase in operating subsidy over 2002
- \$21.0 M 10 cent fare increase in revenue effective January 1, 2003
- \$46.5 M Negotiated salaries & benefits increases and 50 additional drivers
- \$3.9 M Net Full year impact of Sheppard Subway (opened November 2002)

TORONTO TRANSIT COMMISSION (Wheel Trans)

Budget: \$48.2 M gross, \$45.7 M Net. [2002 Budget \$46.9 M gross, \$44.5 M net].

- \$1.0 M To maintain unaccomodated rate at 2%.
- \$1.1 M Operating subsidy increased over 2002
- \$1.5 M Negotiated salaries & benefits increases

TORONTO POLICE SERVICE

Budget: \$658.325 M Gross, \$634.596 Net. [2002 Budget – \$611.650 M Gross, \$591.208 M Net]

- **\$28.8M** Provides for 2003 Wage Rate increase of 3.5% in 2003.
- **\$0.724M** Introduction of new Traffic Safety Enforcement Team (TEST) initiative with a proposed hiring of 11 temporary officers on a trial basis for one year.
- Front-Line Policing Levels of 5,245 maintained

YONGE-DUNDAS SQUARE

Budget: \$1.030 M Gross, \$0.546 M Net [2002 Budget-\$0.793 M Gross, \$ 0.375 M Net]

- Annualized impact of 2002 6-month budget is a \$0.237 M Gross increase, \$0.0171 Net increase.
- Full year operation of Yonge-Dundas Square operations.

CONSOLIDATED GRANTS

Budget: \$39.563M Gross, \$34.980M Net [2002 Budget - \$39.316M Gross, \$34.734M Net]

- \$0.047M Implementation of the City's "Below Market Rent" policy
- \$0.043M Corporate Grants Program Support
- **\$0.044M** Expansion of School Food Nutrition Program to \$1.999M
- \$0.016M Implementation of Corporate Grants Information System, Phase II
- **\$0.0102M** Implementation of a pilot partnership program between the City and three Business Improvement Areas for the removal of graffiti in those retail strips
- \$0.135M Enhancement of AIDS Prevention grants to \$1.364M
- \$0.200M Enhancement of Toronto Arts Council allocations (Grants and Operations) to \$8.908M
- **\$0.015M** Enhancement of Museum grants to \$0.077M

CORPORATE & CAPITAL FINANCING / NON-PROGRAM

Budget: \$391.078 M Gross, \$386.829 M Net. [2002 Budget - \$409.869 M Gross, \$406.369 M Net.]

- \$243.587 M Annual debt service charges to fund the City's capital program
- \$124.172 M Operating budget contribution to fund the City's Transportation and Facilities capital maintenance requirements

NON-PROGRAM EXPENDITURES

Budget: \$235.376 M Gross, \$180.290 M Net [2002 Budget - \$223.780 M Gross, \$170.852 M Net.]

- \$0.500 M To fund the purchase of Green Power initiatives, fully offset by a grant and a loan from the Toronto Atmospheric Fund
- \$27.707 M Assessment services for the City provided by the Municipal Property and Assessment Corporation
- \$1.500 M New Tax Cancellation Program to assist seniors and the disabled with assessment related property tax impacts

NON-PROGRAM REVENUES

Budget: \$0 M Gross, \$481.284 M Net [2002 Budget - \$0 M Gross, \$414.165 M Net.]

- \$64.000 M Provincial grant to provide funding for TTC safety initiatives
- \$71.671 M Parking Tag Enforcement revenues
- \$13.630 M City's share of Woodbine Racetrack slot revenues

WATER AND WASTEWATER

Budget: \$337.811 M Gross, \$0.0 M Net [2002 Budget - \$343.018 M]

• (\$2.3M) - Savings of \$2.3M expected in 2003 as a result of its Works Best Practices Initiative

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