

# 2021 Budget Notes

## Transportation Services

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### Description

Transportation Services strives to keep people moving safely in our diverse and changing city through the delivery of the following services:

- Road & Sidewalk Management
- Transportation Safety & Operations
- Permits & Applications

Transportation Services is responsible for the planning, engineering, design, maintenance and operations of 5,600 km of roads, 6,960 km of sidewalks, 900 bridges and culverts, 2,420 traffic control signals, 580 pedestrian crossovers, 340 km of trails, and 696 km of on-street bikeways.

### Why We Do It

Transportation Services strives to build and maintain Toronto's transportation networks so that:

- **People and businesses are connected to a resilient and reliable transportation network where they can access opportunities and places that they value.**
- **People have access to streets in their communities that are complete, safe, equitable and vibrant.**

*The City of Toronto aims to deliver these outcomes equitably, efficiently and with excellent customer service to help improve the lives of Torontonians and work to earn their trust and confidence.*

### What Service We Provide

#### **Road & Sidewalk Management**

**Who We Serve:** All users of the right of way including pedestrians, cyclists, vehicle operators and passengers, businesses, residents, visitors and tourists.

**What We Deliver:** Roads/sidewalks/cycling infrastructure implementation and maintenance/repairs, cleaning, and de-icing/snow clearing, bridges and retaining walls maintenance.

**How Much Resources (2021 gross operating budget):** \$280.1 million

#### **Transportation Safety & Operations**

**Who We Serve:** All road users such as pedestrians, cyclists, vehicle operators and passengers, emergency service providers, and businesses.

**What We Deliver:** Traffic/transit/pedestrian flow monitoring, traffic control/maintenance device installation and maintenance, traffic sign fabrication/installation/maintenance, pavement markings, red light camera and automated speed enforcement, Vision Zero Road Safety.

**How Much Resources (2021 gross operating budget):** \$144.4 million

#### **Permits and Application**

**Who We Serve:** property owners, businesses including developers and utility companies, community organizations.

**What We Deliver:** Parking permit issuance, construction permit issuance, street event permit issuance, parking and right-of-way by-law enforcement, development application review.

**How Much Resources (2021 gross operating budget):** \$17.3 million

## Budget at a Glance

OPERATING BUDGET			
\$Million	2021	2022	2023
Revenues	\$196.4	\$187.0	\$184.7
Gross Expenditures	\$441.7	\$455.9	\$454.2
Net Expenditures	\$245.3	\$268.9	\$269.5
Approved Positions	1,340.3	1,338.3	1,334.3

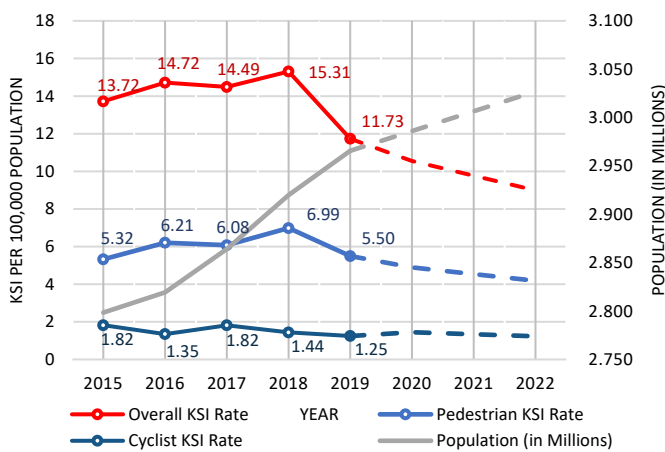
10-YEAR CAPITAL PLAN			
\$Million	2021	2022-2030	Total
Gross Expenditures	\$447.7	\$4,834.1	\$5,281.9
Debt	\$343.5	\$3,834.5	\$4,178.0

Note: Includes 2020 carry forward funding to 2021

## How Well We Are Doing – Behind the Numbers

### SAFETY

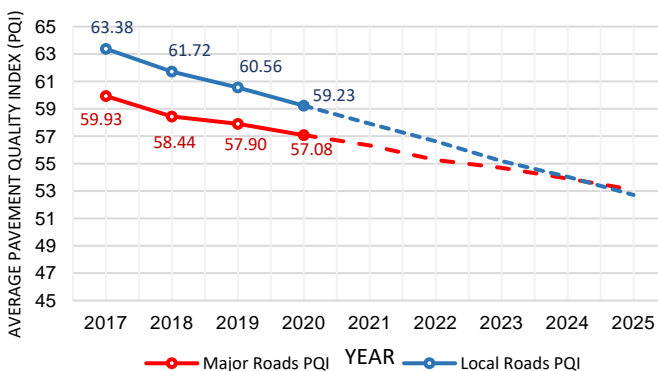
Annual KSI Rate for Vulnerable Road Users (Pedestrians and Cyclists)



- Transportation Services continues to work towards eliminating traffic fatalities and serious injuries (KSI) through the Vision Zero Road Safety Plan.
- While population increased by 6% between 2015 and 2019, the number of traffic-related KSI per 100,000 population decreased for pedestrians and cyclists.
- Investing an additional \$21.4 M and \$2.9 M in Capital and Operating Budgets, respectively, to accelerate implementation of new traffic control devices, advance the Construction Hub Pilot, and expand the Vision Zero deployment of Traffic Enforcement Officers. The additional investments will contribute towards the Vision Zero Plan goal to reduce traffic-related deaths and injuries to zero.

### STATE OF GOOD REPAIR (SGR)

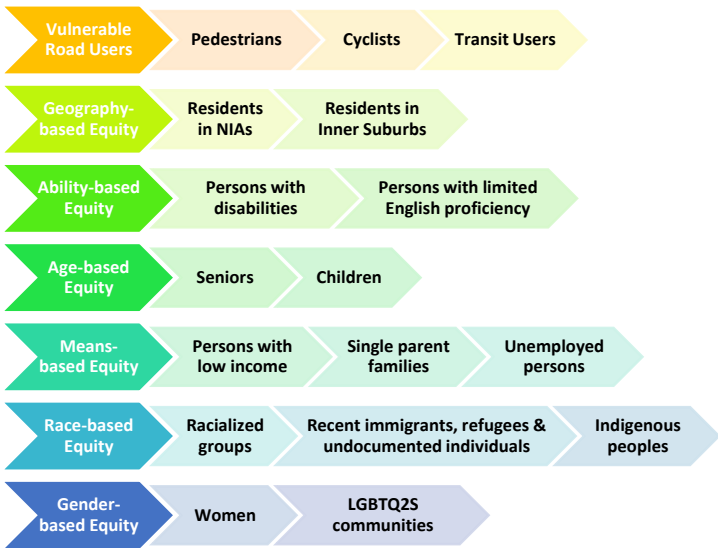
Pavement Condition by Average Pavement Quality Index (PQI) for Major and Local Roads



- Transportation Services is responsible for the maintenance of 5,600 km of roads.
- In 2020, the overall condition for both Major and Local Roads is considered “fair”. The threshold for Major Roads to be considered “fair” is above a PQI of 55 and Local Roads is above a PQI of 45.
- Investing \$1.2 B for road rehabilitation in the 10-Year Capital Plan.
- Current levels of SOGR funding will see pavement condition continue to worsen, with the overall condition of Major Roads and Local Roads becoming “poor” by 2022 and 2030, respectively.
- A Long-term Asset Management Plan for sustainable long-term investment in SOGR projects, to reduce the SOGR backlog, and to flatten the curve will come forward to Council in 2021.

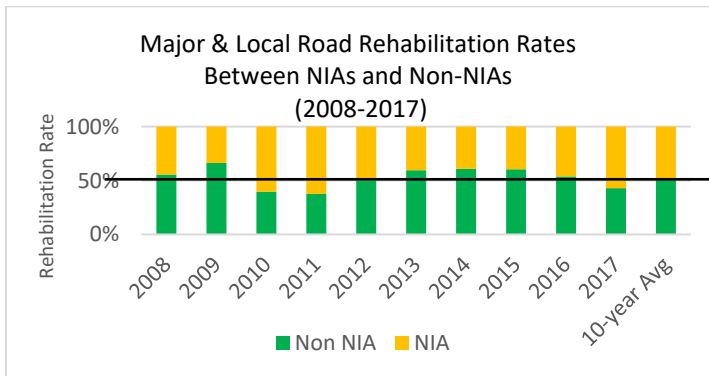
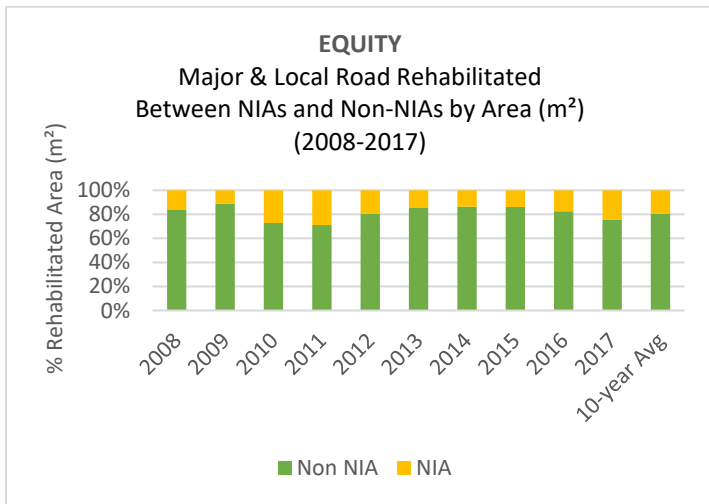
# Capital Program – A Different Perspective: Prioritization and Equity

## Equity Categories & Equity-Seeking Groups



- In 2020, Transportation Services began developing a **Capital Program Prioritization Tool** to guide future decisions on capital investments. Evaluation criteria were used to provide a risk-based and equity-based assessment of capital programs, identify their potential impacts, and develop an annual budget and program prioritization scheme that reflects the values and achieves the strategic objectives of the division.
- **Evaluation criteria** include Health & Safety, Legislative Compliance, Reputation, Sustainability, Economic Development, and **Equity**.
- The City does not have an established process to evaluate capital programs against equity. In 2020, Transportation Services started the development of the **Transportation Equity Lens** to identify and remove transportation barriers faced by equity-seeking groups to support equitable planning and capital programming practices.
- The **Transportation Equity Lens** considers 17 equity-seeking groups within 7 equity categories.

## A Deeper Dive – Program-Specific Equity Baselines



- In 2020, Transportation Services began establishing equity baselines for each capital program, starting with Local Roads and Major Roads Program.
- This found from 2008 to 2017, there was equal contribution of road rehabilitation efforts on major and local roads in the Neighbourhood Improvements Areas (NIA) compared to those in non-NIAs. On average, 20% of the rehabilitated roads are located in NIAs and 80% of the rehabilitated roads are located in non-NIAs. This is consistent with the ratio of NIAs vs non-NIAs across the City.
- **Major roads in NIAs are in worse condition than those in non-NIAs.** 48% of major roads in NIAs were identified as being in poor condition, compared to 41% of major roads in non-NIAs.
- Road conditions are not equal in NIAs vs non-NIAs. Preliminary findings indicate that Transportation has been contributing equal efforts in rehabilitating roads in both NIAs and non-NIAs, but the **benefits are not equitably translated in terms of the conditions of the road.**
- Further analysis of our capital program areas to establish the equity baseline is underway. This, along with other factors such as needs, coordination, and resource capacity, will be used to drive equitable investment.

## How Well We Are Doing

Service	Service Measure	2018 Actual	2019 Actual	2020 Projection	2021 Target	2022 Target	Ultimate Target	Status
<b>Outcome Measures</b>								
Transportation Safety and Operations (Safe)	Number of traffic-related fatalities and seriously injured (KSI) per 100,000 population	15.3	11.7	10.6	9.8	9	0	●
Road & Sidewalk Management	Overall Pavement Quality Index (PQI) for Major and Local Roads	60.6	59.6	58.5	57.4	56.2	70	●
Transportation Safety and Operations (Accessible, Connectivity, Equity)	% of people and employment within prescribed access to a cycling route	55.8%	56.0%	58.0%	59.0%	60.0%	100.0%	●

Service	Service Measure	2018 Actual	2019 Actual	2020 Target	2020 Projection	2021 Target	2022 Target	Status
<b>Service Level Measures</b>								
Road & Sidewalk Management (Reliable, Resilient)	% of expressway and roadway potholes made safe within prescribed time of receiving a service request	94.0%	87.0%	90.0%	89.0%	90.0%	90.0%	●
Road & Sidewalk Management (Reliable, Resilient)	% of arterials de-iced within 2-4 hours and collectors de-iced within 4-6 hours after becoming aware roadway is icy	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	●
Transportation Safety and Operations (Safe, Accessible)	% of safety and operations reviews investigated within prescribed service standard of receiving the service request	87.0%	76.0%	90.0%	91.0%	90.0%	90.0%	●
Permits and Application (Accessible, Vibrant)	% of construction, street event, and parking permits validated and issued within prescribed service standard	96.0%	97.0%	100.0%	91.0%	100.0%	100.0%	●

Service	Service Measure	2018 Actual	2019 Actual	2020 Target	2020 Projection	2021 Target	2022 Target	Status
<b>Other Measures</b>								
Road and Sidewalk Management	Capital Budget Spend Rate	55.0%	84.0%	90.0%	90.0%	90.0%	90.0%	●
Transportation Safety and Operations								

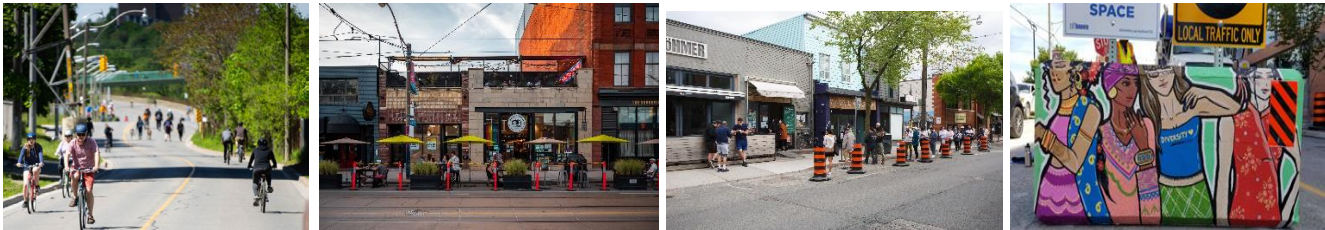
**COVID-19 IMPACT AND RECOVERY**

2020 Impact	2021 Impact and Recovery
<p><b>Financial Impact (Operating)</b></p> <ul style="list-style-type: none"> <li>• Increase in COVID-19 initiatives has resulted in unbudgeted costs: <ul style="list-style-type: none"> <li>◦ \$6.7 M in additional cost to maintain and implement ActiveTO, CafeTO, Curb Streets, and Quiet Streets.</li> </ul> </li> <li>• Decrease in revenue streams resulting from COVID-19 impact <ul style="list-style-type: none"> <li>◦ \$19.6 M in lost revenue resulting from lower demand in temporary parking permits, temporary lane occupancy fees, utility cut restoration, charges in red light and speed enforcement cameras from other municipalities, bike station locker user fees, and street event permit fees.</li> </ul> </li> <li>• Increased budget pressures partially offset by: <ul style="list-style-type: none"> <li>◦ \$13.5 M in underspending in contracted services for school crossing guard and automated enforcement programs.</li> <li>◦ \$8.5 M in underspending in salaries and benefits due to the hiring slow down and Voluntary Separation Program.</li> </ul> </li> </ul>	<p><b>Financial Impact (Operating)</b></p> <ul style="list-style-type: none"> <li>• Maintenance and expansion of COVID-19 initiatives will result in increased costs: <ul style="list-style-type: none"> <li>◦ \$3.8 M for new and enhanced ActiveTO and CafeTO initiatives.</li> </ul> </li> <li>• Projected revenue loss of \$14.2 M primarily due to base COVID-19 impacts: <ul style="list-style-type: none"> <li>◦ \$4.7 M in one-time suspension of the Toronto Parking Authority dividend.</li> <li>◦ \$4.1 M in lower demand from developers in lane occupancy fees,</li> <li>◦ \$2.9 M in lower demand for temporary parking permits,</li> <li>◦ \$1.3 M in deferred revenue recognition for cost recovery of permanent restoration work relating to utility cuts,</li> </ul> </li> <li>• The above pressure will be offset by projected base savings of \$9.3 M in salaries and benefits resulting from continuation of hiring slow down, performance pay cancellation, and the implementation of the Voluntary Separation Program.</li> </ul>
<p><b>Financial Impact (Capital)</b></p> <ul style="list-style-type: none"> <li>• Reduced road traffic enabled projects to proceed ahead of schedule, requiring a cash flow advancement of \$107M, approved by Council in November (<a href="#">EX18.13</a>)</li> <li>• In-year construction progress being monitored closely and pro-actively managed to optimise program delivery</li> <li>• Year-End reallocation anticipated to adjust budget reflective of spending rate and capacity to deliver.</li> </ul>	<p><b>Financial Impact (Capital)</b></p> <ul style="list-style-type: none"> <li>• Possible continuation of ability to advance projects given reduced road traffic, enabling projects to advance ahead of schedule.</li> </ul>
<p><b>Service Level Changes</b></p> <ul style="list-style-type: none"> <li>• Transportation Services will have challenges meeting the provincial legislated timeline of 23 days to process charges for Speed Cameras depending on the volume of charges in Q4 due to limited office space while adhering to social distancing and reduced staff capacity.</li> </ul>	<p><b>Service Level Changes</b></p> <ul style="list-style-type: none"> <li>• Review Service Levels to reflect changes as may be required if regular operations resume simultaneously while continuing COVID-19 initiatives.</li> </ul>

## EXPERIENCES, CHALLENGES AND PRIORITIES

### Our Experience and Success

- The Business Performance Section within Transportation Services continues to ramp up their efforts to increase oversight and compliance with contract management policies and procedures, ensure implementation and tracking of Auditor General Recommendations, and establish Results Based Accountability metrics to measure the impacts of the services we deliver.
- Revised approach to budget and capital program management to minimize risk and maximize spend rates. As a result, the 2020 spend rate is projected to be higher than previous years.
- Updated the MoveTO 2021-25 - Congestion Management Interim Action Plan, advanced the Surface Transit Network Plan and completed the Freight & Goods Movement Strategy to implement key initiatives to improve mobility for all road users across the city.
- Accelerated Vision Zero Road Safety Plan delivery resulting in the installation of 50 speed enforcement cameras, implementation of sign changes supporting speed limit reductions on approximately 250 km of minor arterial and collector roadways, increased enforcement from Toronto Police Services with approximately 35,000 tickets issued, 47 traffic control devices, 80 schools with safety zones, and 152 speed humps installed at 35 sites.
- Resurfaced or reconstructed 88 km of local and major roads.
- Filled 185,600 potholes in 2020.
- Traffic signal timing studies completed on 12 arterial corridors (285 signals) in 2020 to optimize throughput and reduce Greenhouse Gas (GHG) emissions while applying a Vision Zero lens to ensure that pedestrian safety is sustained.
- Implemented various COVID-19 initiatives (ActiveTO, CafeTO, CurbTO, and Quiet Streets) including: 40 kilometres of on-street cycling lanes, 439 curb lane closures for cafes, 220 CurbTO installations, and 78 concrete blocks hand painted and wrapped by local artists through the STArt Program.



### Key Challenges and Risks

#### Keeping up with Demand

- Council's comprehensive vision for safety of the road network for all users has resulted in the incremental addition of new and innovative programs with significant scale and impact.
- Continue to deliver new initiatives as a result of COVID-19 while balancing resources with other programs.

#### Performance Measurement

- Monitoring, analyzing and managing the City's transportation network using permanent robust data collection.

#### Growth Pressures

- Growing backlog in the major and local road repairs which increases the City's liability, accelerate premature deterioration, exponentially increasing cost repairs over the lifecycle.
- Additional demand for maintenance, cleaning, and winter operations for new roads and sidewalks to ensure clean, safe, and comfortable transport infrastructure for cyclists, pedestrians, transit users, vehicles, and good movement.
- Developing effective policies and flexible infrastructure that will support emerging technologies such as autonomous vehicles.

**Project Delivery**

- Increase capital program planning and delivery of the capital projects identified in the Cycling Network Plan.
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**Priority Actions****Program Reviews**

- Implement ActiveTO 2.0 and CafeTO 2.0.
- Assess School Crossing Guard program with traffic warrant studies.
- Review the effectiveness of the work zone Construction Hub pilot.
- Review winter maintenance program and prepare next tender call.

**Policy Review**

- Implement Micromobility strategy.
- Implement MoveTO (CMP 2.0).
- Develop Long-Term Asset Management Strategy that addresses local and major road SOGR backlog.
- Complete full user fee review in the right-of-way such as:
  - Right-of-way permits to ensure full cost recovery of resources required to issue and enforce permits.
  - Construction permits (lane occupancy) to ensure more efficient and shorter duration occupations in the right of way to reduce congestion.

**City-Wide Strategy**

- Deliver a comprehensive parking strategy to govern inventory and rates.
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## RECOMMENDATIONS

The City Manager and Chief Financial Officer and Treasurer recommend that:

1. City Council approve the 2021 Operating Budget for Transportation Services of \$441.721 million gross, \$196.439 million revenue and \$245.282 million net for the following services:

**Service:**

	<b>Gross Expenditures (\$000s)</b>	<b>Revenue (\$000s)</b>	<b>Net Expenditures (\$000s)</b>
Permits & Applications	17,250.7	51,919.4	(34,668.7)
Road & Sidewalk Management	280,118.3	126,127.5	153,990.8
Transportation Safety & Operations	144,352.2	18,392.3	125,959.9
<b>Total Program Budget</b>	<b>441,721.2</b>	<b>196,439.2</b>	<b>245,282.0</b>

2. City Council approve the 2021 staff complement for Transportation Services of 1,340.3 positions comprised of 1,151.7 operating positions and 188.6 capital positions.
3. City Council approve the 2021 new user fees, technical adjustments to user fees, market rate user fee changes, rationalized user fees, and other fee changes above the inflationary adjusted rate for Transportation Services identified in [Appendix 9](#), for inclusion in the Municipal Code Chapter 441 "Fees and Charges".
4. City Council approve 2021 Capital Budget for Transportation Services with cash flows and future year commitments totaling \$3.041 billion as detailed by project in [Appendix 6a](#).
5. City Council approve the 2022-2030 Capital Plan for Transportation Services totalling \$2.241 billion in project estimates as detailed by project in [Appendix 6b](#).
6. City Council request that all sub-projects with third party financing be approved conditionally, subject to the receipt of such financing in 2021 and if such funding is not forthcoming, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs.

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# **2021 OPERATING BUDGET**

## 2021 OPERATING BUDGET OVERVIEW

**Table 1: 2021 Operating Budget by Service**

(In \$000s)	2019 Actual	2020 Budget	2020 Projection*	2021 Base Budget	2021 New / Enhanced	2021 Budget	Change v. 2020 Projection	
By Service	\$	\$	\$	\$	\$	\$	\$	%
<b>Revenues</b>								
Permits & Applications	59,339.7	63,910.8	57,152.5	51,919.4		51,919.4	(5,233.1)	(9.2%)
Road & Sidewalk Management	86,664.5	106,017.8	67,931.6	124,083.1	2,044.4	126,127.5	58,195.9	85.7%
Transportation Safety & Operations	10,667.1	20,547.8	9,582.0	18,284.3	108.1	18,392.3	8,810.4	91.9%
<b>Total Revenues</b>	<b>156,671.3</b>	<b>190,476.4</b>	<b>134,666.1</b>	<b>194,286.8</b>	<b>2,152.5</b>	<b>196,439.2</b>	<b>61,773.1</b>	<b>45.9%</b>
<b>Expenditures</b>								
Permits & Applications	17,876.6	19,485.9	16,351.0	17,250.7		17,250.7	899.7	5.5%
Road & Sidewalk Management	254,051.7	256,136.3	237,458.6	275,702.8	4,415.5	280,118.3	42,659.7	18.0%
Transportation Safety & Operations	114,478.0	141,917.3	124,065.6	141,417.6	2,934.6	144,352.2	20,286.6	16.4%
<b>Total Gross Expenditures</b>	<b>386,406.3</b>	<b>417,539.5</b>	<b>377,875.2</b>	<b>434,371.1</b>	<b>7,350.1</b>	<b>441,721.2</b>	<b>63,845.9</b>	<b>16.9%</b>
<b>Net Expenditures</b>	<b>229,735.0</b>	<b>227,063.1</b>	<b>243,209.1</b>	<b>240,084.3</b>	<b>5,197.5</b>	<b>245,282.0</b>	<b>2,072.8</b>	<b>0.9%</b>
<b>Approved Positions</b>	<b>1,201.3</b>	<b>1,311.3</b>	<b>1,311.3</b>	<b>1,329.3</b>	<b>11.0</b>	<b>1,340.3</b>	<b>29.0</b>	<b>2.2%</b>

\*2020 Projection based on Q3 Variance Report

### COSTS TO MAINTAIN EXISTING SERVICES

**Total 2021 Base Budget** expenditures of \$434.371 million gross reflecting an increase of \$56.496 million above 2020 projected year-end actuals (prior to enhancements), predominantly arising from:

- Increase in salaries and benefits, including the addition of 14 positions approved in-year required to deliver transit expansion projects (fully funded by Metrolinx) and 39 positions to improve safety through implementation of Automated Speed Enforcement, capital delivery (16 positions) and sustainment resources to maintain newly completed infrastructure.
- Inflationary increases for existing contracts and utility escalations.
- Efforts to overcome COVID-19 services delivery challenges for Road & Sidewalk Management and Safety & Operations services have been addressed in this budget through resource realignment requiring gross budget levels that mirror 2020.
- Recognition of contribution to Public Realm Reserve Fund fully funded by advertising revenues from the Street Furniture Program.
- Above pressures are partially offset by base expenditure savings arising from a line by line review, other operational savings, mitigation efforts to address COVID-19 financial impacts, and other revenue

The 2021 Operating Budget includes a CPI inflationary increase of 2.33 per cent on user fees (excluding utility cut revenues) and 1.86 per cent rate increase on Development Application Review Program revenues.

Given the financial impacts of COVID-19 on 2020 actuals, a further comparison of the 2021 Base Budget (excluding 2021 COVID-19 impacts) to the 2020 Council approved Budget is provided below:

- 2021 Base Budget excluding estimated COVID-19 financial impacts totalling \$225.858 million in net expenditures reflects a \$1.205 million net decrease below the 2020 Council approved Budget.

## COSTS TO ENHANCE SERVICES

**New and Enhanced Service** expenditures of \$7.350 million gross, enabling:

- Additional resources in response to deliver COVID-19 initiatives including 4 positions and contracted services partially recovered from capital and reserve funds, and Paid Duty Officers for the continuation, expansion and maintenance of ActiveTO and CafeTO (\$3.791 million gross, \$2.371 million net).
- Additional funding to expand the Vision Zero Road Safety Plan deployment of dedicated traffic enforcement team in Toronto Police Services and expansion of pilot past 41 and 23 Divisions (\$2.500 million gross and net)
- City-wide investments to celebrate the Year of Public Art (\$0.625 million gross, zero net), 4 positions to deliver the work zone Construction Hub Pilot to promote mobility (\$0.279 million gross and net), and 3 positions to accelerate delivery of new traffic control devices (\$0.155 million gross and \$0.047 million net).

## EQUITY IMPACTS OF BUDGET CHANGES

**Improving sense of identity and belonging:** The changes in Transportation Services' 2021 Operating Budget contains low positive equity impacts. The Transportation Services' 2021 Operating Budget includes an investment of \$0.625 million for expansion of StreetARToronto during the Year of Public Art. The Year of Public Art will have a low positive impact on Indigenous, Black and Equity-seeking groups of Toronto by seeking out and engage an expert advisory committee from the Black and Indigenous communities in order to focus funding recommendations on and selection of Black and Indigenous artists.

**2021 OPERATING BUDGET KEY DRIVERS**

The 2021 Operating Base Budget for Transportation Services is \$434.371 million gross or 15.0 per cent higher than the 2020 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget, while Table 2c summarizes New and Enhanced requests.

**Table 2a: 2021 Key Drivers – Base Budget**

Key Cost Drivers	2019 Actuals	2020 Budget	2020 Projection*	2021 Base Budget	Change Vs. 2020 Projection	
					\$	%
<b>Expenditures</b>						
1 Salaries and Benefits	109,054.5	118,494.0	106,671.2	118,816.7	12,145.6	11.4%
2 Materials & Supplies	54,412.7	51,597.9	52,245.0	51,319.3	(925.7)	(1.8%)
3 Equipment	496.5	515.3	822.7	629.0	(193.7)	(23.5%)
4 Service and Rent	184,648.0	201,876.1	172,177.3	202,243.4	30,066.0	17.5%
5 Contribution To Capital	30,457.9	38,239.8	38,261.5	54,436.1	16,174.6	42.3%
6 Contribution To Reserves	7,336.8	6,816.5	7,697.5	6,926.6	(771.0)	(10.0%)
<b>Total Expenditures</b>	<b>386,406.3</b>	<b>417,539.5</b>	<b>377,875.2</b>	<b>434,371.1</b>	<b>56,495.9</b>	<b>15.0%</b>
<b>Revenues</b>						
1 Provincial Subsidies						
2 User Fees & Donations	48,508.4	69,822.9	47,588.8	65,521.6	17,932.8	37.7%
3 Draw from Reserve Funds	25,653.6	32,429.6	28,701.6	21,959.4	(6,742.2)	(23.5%)
4 Other Revenues (Inc. IDR's)	82,509.3	88,223.9	58,375.6	106,805.8	48,430.2	83.0%
<b>Total Revenues</b>	<b>156,671.3</b>	<b>190,476.4</b>	<b>134,666.0</b>	<b>194,286.8</b>	<b>59,620.8</b>	<b>44.3%</b>
<b>Net Expenditures</b>	<b>229,735.0</b>	<b>227,063.1</b>	<b>243,209.2</b>	<b>240,084.3</b>	<b>(3,124.9)</b>	<b>(1.3%)</b>
<b>Approved Positions</b>	<b>1,201.3</b>	<b>1,311.3</b>	<b>1,311.3</b>	<b>1,329.3</b>	<b>18.0</b>	<b>1.4%</b>

\*2020 Projection based on Q3 Variance Report

**Salaries & Benefits:** Include inflationary increases on existing salaries and benefits and anticipated positions to be filled, to meet services demands, which were held vacant in 2020 due to COVID-19 response. In addition, the increase includes annualised costs from the additional 14 positions approved in-year to deliver transit expansion projects (fully funded by Metrolinx) and 39 positions to improve safety through implementation of Automated Speed Enforcement and 16 new capital delivery positions. Above increases are partially offset by reductions to mitigate COVID-19 financial impacts resulting from the hiring slowdown, cancellation of non-union performance pay, and the Voluntary Separation Program.

**Materials & Supplies:** Include inflationary increases on salt supplies for winter maintenance, which are offset by a corporate hydro rate reduction of 2.46 per cent. The division was able to mitigate CPI increases on other materials and supplies through operational efficiencies and resource realignments.

**Services & Rents:** Include inflationary increases on street lighting and traffic control maintenance. Increases for contracted services for road & bridge maintenance and utility cut repairs over the 2020 projection are required as volumes are expected return to pre-COVID-19 levels.

**Contribution to Capital:** Include increases for additional Public Realm Reserve contribution of \$29.017 million, partially offset by a reduction in reserve contribution of \$7.800 million to reflect the completion of street sweeper replacements and a one-time deferral for the regular Fleet Reserve contribution of \$5.000 million to better align with anticipated future vehicle and equipment procurement cash-flows.

**Revenue Changes:** Include Consumer Price Index (CPI) increase of 2.33 per cent on user fees (excluding utility cut revenues) and 1.86 per cent rate increase on Development Application Review Program revenues, additional contribution to the Public Realm reserve to reflect actual experience inclusive of an adjustment to reflect the completion of street sweeper replacements, and a one-time suspension of the Toronto Parking Authority dividend of \$4.679 million due to COVID-19.

**Table 2b: 2021 Balancing Actions**

(\$000s)								
Recommendation	Savings Type	2021				2022		
		Revenue	Gross	Net	Positions	Gross	Net	Positions
Increase rates by inflation for full cost recovery	Revenue Increase (User Fees)	1,216.6		(1,216.6)	-			
Expenditure realignment to volumes	Line By Line	143.2	(2,299.4)	(2,442.6)	-			
Defer contribution to Fleet Replacement Reserve Fund	Match to Actuals		(5,000.0)	(5,000.0)		10,000.0	10,000.0	
Salaries and Benefit Realignment	Other		(6,990.4)	(6,990.4)	-			
Performance Pay Cancellation	Other		(891.4)	(891.4)				
Voluntary Separation Program	Other	(141.9)	(1,502.4)	(1,360.5)				
<b>Total Balancing Actions</b>		<b>1,217.8</b>	<b>(16,683.6)</b>	<b>(17,901.5)</b>	<b>-</b>	<b>10,000.0</b>	<b>10,000.0</b>	<b>-</b>

**Increase in User Fees & Recoveries:**

- Additional utility cut user fees to reflect inflationary increases and base adjustments to achieve full cost recovery.

**Line-by-line Realignments:**

- A reduction in base expenditure costs primarily in services and rent contributes Transportation Services' efforts to manage continuous cost increases from internal and external sources.

**Fleet Reserve Contribution Deferral:**

- Adjustment to the Fleet Reserve Contribution schedule to align with changes made to the division's Fleet procurement plan while ensuring there is a sufficient reserve balance.

**Salaries and Benefits Projected Savings:**

- Mitigation efforts to address COVID-19 financial impacts include salaries and benefits cost containment by adopting vacancy management, Voluntary Separation Program and cancellation of non-union performance pay.

Table 2c: 2021 New / Enhanced

New / Enhanced Request	2021				2022 Annualized Gross	Equity Impact	
	Revenue	Gross	Net	Positions			
<b>In \$ Thousands</b>							
1	New traffic control devices	108.1	155.2	47.1	3.0	320.5	None
2	Construction Hub Pilot		279.3	279.3	4.0	573.3	None
3	Year of Public Art	625.0	625.0				Low
4	Covid-19 Initiatives	1,419.4	3,790.5	2,371.1	4.0	3,118.1	None
5	Vision Zero expansion of Traffic Enforcement Team (TPS)		2,500.0	2,500.0			None
<b>Total New / Enhanced</b>		<b>2,152.5</b>	<b>7,350.1</b>	<b>5,197.5</b>	<b>11.0</b>	<b>4,011.8</b>	

**New traffic control devices:**

- Additional funding to increase public safety by accelerating the implementation of new traffic control devices including new traffic signals, mid-block pedestrian signals, pedestrian crossovers, and flashing beacons from 18 months down to 8 months or less from the time that they are approved by City Council.

**Construction Hub Pilot:**

- Temporary staff to expand pilot to effectively manage access to the right-of-way with an emphasis on Vision Zero Road Safety Plan principles, while developing traffic management and communications plans to help mitigate the congestion-related impacts associated with unavoidable road closures.

**Year of Public Art:**

- Additional funding for the one-time expansion of the StreetARToronto program to celebrate Toronto's extensive collection of public art and the artists behind it, while creating more opportunities for the public to connect and engage with the work.

**COVID-19 Initiatives:**

- Additional funding to support the expansion and maintenance of ActiveTO and CafeTO.

**Vision Zero – Expansion of Traffic Enforcement Team (Toronto Police Services):**

- Additional funding for Toronto Police Services to operate a dedicated traffic enforcement team to expand the current pilot beyond 41 and 23 Divisions.

**Note:**

1. For additional information on 2021 key cost drivers refer to [Appendix 2](#) and [Appendix 4](#) for the 2021 New and Enhanced Service Priorities, respectively.

**2022 & 2023 OUTLOOKS****Table 3: 2022 and 2023 Outlooks**

(\$000s)	2020 Budget	2020 Projection	2021 Budget	2022 Outlook	2023 Outlook
Revenues	190,476.4	134,666.0	196,439.2	187,032.6	184,670.6
Gross Expenditures	417,539.5	377,875.2	441,721.2	455,897.4	454,222.7
<b>Net Expenditures</b>	<b>227,063.1</b>	<b>243,209.2</b>	<b>245,281.9</b>	<b>268,864.8</b>	<b>269,552.1</b>
<b>Approved Positions</b>	<b>1,311.3</b>	<b>1,311.3</b>	<b>1,340.3</b>	<b>1,338.3</b>	<b>1,334.3</b>

**Key drivers**

The 2022 Outlook with total gross expenditures of \$455.897 million reflects an anticipated \$14.176 million or 3.2 per cent increase in gross expenditures above the 2021 Operating Budget; the 2023 Outlook expects a decrease of \$1.675 million or 0.4 per cent below 2022 gross expenditures.

These changes arise from the following:

- Inflationary increases for salaries and benefits.
- Anticipated inflationary increase for utilities, materials and supplies, and contracted services.
- Inflationary increases for the Public Realm Reserve Fund contribution fully funded by revenues from the Street Furniture Program and the impacts of the revised Fleet Vehicle Reserve contribution schedule in 2022 and normalization in 2023.
- The above increases are partially offset by the reduction in Toronto Police Services funding for Vision Zero and ActiveTO, which will be revisited during the 2022 budget cycle to determine if program extension is required.

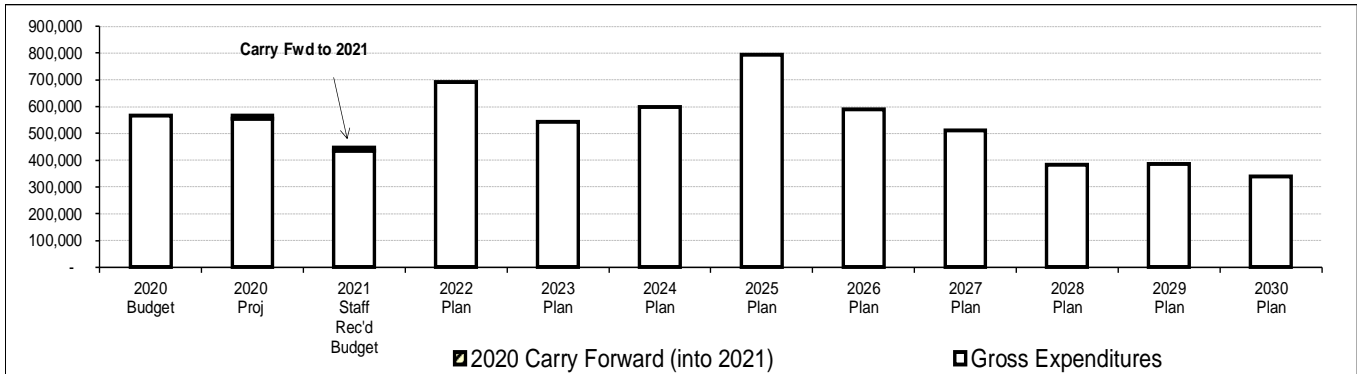
User Fees and the revenues from the Street Furniture Program are expected to increase by inflation for the 2022 and 2023 outlook years. Utility cut revenues are expected to drop significantly as part of the multi-year phase out and transfer of the permanent restoration program from the division to utility services providers.

**2021 – 2030**  
**CAPITAL BUDGET AND PLAN**



**2021 – 2030 CAPITAL BUDGET & PLAN OVERVIEW**

**Chart 1: 10-Year Capital Plan Overview**  
(\$'000)



In \$'000's	2021 Capital Budget and 2022 - 2030 Capital Plan														Total 10 Year Plan
	2020		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2021 - 2025	2026-2030	
	Budget	Projected Actual													
<b>Gross Expenditures by Project Category:</b>															
Health & Safety & Legislated	75,042	60,021	82,700	75,588	61,487	62,151	4,965	4,987	5,012	5,039	5,071	5,071	286,891	25,180	312,071
SOGR	358,229	346,799	287,127	403,677	353,410	420,539	497,562	550,689	488,002	363,730	371,272	324,536	1,962,315	2,098,229	4,060,544
Service Improvement & Growth	131,989	101,096	77,910	211,201	128,924	115,551	291,747	35,121	17,877	14,303	8,303	8,303	825,333	83,907	909,240
<b>Total by Project Category</b>	<b>565,261</b>	<b>507,916</b>	<b>447,737</b>	<b>690,466</b>	<b>543,821</b>	<b>598,241</b>	<b>794,274</b>	<b>590,797</b>	<b>510,891</b>	<b>383,072</b>	<b>384,646</b>	<b>337,910</b>	<b>3,074,539</b>	<b>2,207,316</b>	<b>5,281,855</b>
<b>Financing:</b>															
Debt	361,535	325,979	343,548	498,009	360,858	337,317	525,928	540,982	480,501	374,160	381,730	334,994	2,065,660	2,112,367	4,178,027
Reserves/Reserve Funds	123,400	117,278	48,251	55,275	109,405	194,059	61,080	32,517	21,536	2,000	-	-	468,070	56,053	524,123
Development Charges	35,172	27,443	20,333	94,261	46,734	24,515	195,060	4,852	4,854	2,912	2,916	2,916	380,903	18,450	399,353
Provincial	10,783	5,931	6,100	-	-	-	-	-	-	-	-	-	6,100	-	6,100
Federal	11,667	10,269	8,495	980	1,880	5,638	5,638	5,878	-	-	-	-	22,631	5,878	28,509
Debt Recoverable	520	520	70	-	-	-	-	-	-	-	-	-	70	-	70
Other Revenue	22,184	20,498	20,940	41,941	24,944	36,712	6,568	6,568	4,000	4,000	-	-	131,105	14,568	145,673
<b>Total Financing</b>	<b>565,261</b>	<b>507,916</b>	<b>447,737</b>	<b>690,466</b>	<b>543,821</b>	<b>598,241</b>	<b>794,274</b>	<b>590,797</b>	<b>510,891</b>	<b>383,072</b>	<b>384,646</b>	<b>337,910</b>	<b>3,074,539</b>	<b>2,207,316</b>	<b>5,281,855</b>

**Changes to Existing Projects**

- The 2021-2030 Capital Budget includes the following changes:
- Increased funding of \$207.601 million to advance delivery of the St. Clair Transportation Master Plan by Metrolinx.
- Increased funding of \$43.000 million to advance property acquisition, design and construction of the West Toronto Rail Path Extension.
- Increased funding of \$83.154 million to maintain the state of good repair of City Bridges.
- Increased funding of \$21.431 million to increase delivery and accelerate implementation timeframe of New Traffic Control Devices as part of the Vision Zero Road Safety Plan (2020 to 2024).

**New Projects**

- The 2021-2030 Capital Budget and Plan includes the following new major projects:
- \$61.505 million to implement surface transit priority initiatives, from 2021 to 2024, of which \$55.703 million is anticipated to be funded by the TTC.
- \$38.815 million to deliver MoveTO, the congestion management interim action plan.






**Capital Needs Constraints**

- The unmet needs over the 10-year planning horizon include the following:
- \$4.685 billion of SOGR backlog from the F.G. Gardiner (Phase 2), City Bridges, Major Roads, Local Roads, and Laneways.
- \$1.114 billion of growth projects. As phases of growth projects advance, with certainty in cost and delivery schedule, funding requests will be made to include them in the budget.

**Note:**

For additional information, refer to [Appendix 6](#) for a more detailed listing of the 2021 and 2022-2030 Capital Budget & Plan by project; [Appendix 7](#) for Reporting on Major Capital Projects – Status Update; and [Appendix 8](#) for Capital Needs Constraints, respectively.

**2021 – 2030 CAPITAL BUDGET AND PLAN****\$5.282 Billion 10-Year Gross Capital Program**

				
State of Good Repair (Excluding F.G. Gardiner)	F.G. Gardiner Expressway Strategic Rehabilitation Plan	Vision Zero Road Safety Plan	Cycling Network Plan	Congestion Management Plan and Growth Related Projects
\$2.0 B	\$2.0 B	\$161.7 M	\$156.7 M	\$629.7 M
Ten year budget for State of Good Repair related works	Implementation of the Expressway Strategic Rehabilitation Plan Phase 1	Implementation of Vision Zero Road Safety Plan 2.0 (2020 to 2024) and future plan funding post 2024	Implementation of Cycling Network Plan (2021) and future plan funding post 2021	Implementation of Growth Related Projects

**How the Capital Program is Funded**

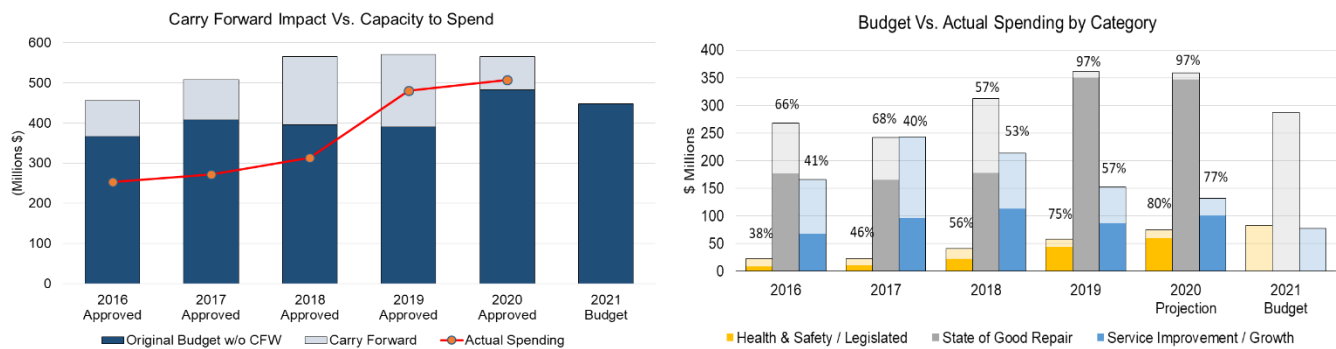
City of Toronto		Provincial Funding		Federal Funding	
\$ 5.247 B 99.3%		\$ 6.100 M 0.1%		\$ 28.509 M 0.5%	
Debt	\$ 4.178 B	OMCC Grant	\$ 5.200 M	DMAF Grant	\$ 24.909 M
Recoverable Debt	\$ 0.070 M	COVID-19 Resilience Grant	\$ 0.900 M	COVID-19 Resilience Grant	\$ 3.600 M
Reserve Draws	\$ 524.123 M				
Development Charges	\$ 399.353 M				
Other	\$ 145.673 M				

### CAPACITY TO SPEND REVIEW

The 10-Year Capital Plan has been developed with consideration of other City priorities, state of readiness of projects, historical demonstrated ability to spend within any given year of the ten year capital program as well as the level of projected 2020 underspending that will be carried forward into 2021 to complete capital work.

Since 2018, Transportation Services has implemented new practices and budget management protocols to drive project delivery, reduce risk, and increase spend rate. Chart 2 below sets out historical capacity to spend by project categories and illustrates that the projected spends in 2020 are anticipated to be approximately \$235.000 million higher than the spending level in 2017.

**Chart 2 – Capacity to Spend**



### Capacity to Spend Review Impact on the 10-Year Plan

Transportation Services' 2021 - 2030 Budget and Capital Plan represents an investment in infrastructure totalling \$5.282 billion over 10 years. In 2021, Transportation Services has deferred \$85.644 million in capital spending originally cash flowed in 2021 into the future years. Acceleration of future years' cash flows into 2021 will be requested if projects advance ahead of schedule. Compared to last year's budget, the total funding needs in the common 9 years (2021-2029) increased by \$495.922 million. Key adjustments to the Capital Plan are noted below:

- F.G. Gardiner Rehabilitation – Deferred \$61.214 million to future years based on project schedule updates for existing and planned contracts. The delivery of the F.G. Gardiner Expressway Strategic Rehabilitation Plan is scheduled to be fully delivered by 2030. Taking into consideration the 2020 approved in-year adjustments, the total funding requirement for the program over the ten year plan remains unchanged.
- John St – Deferred \$9.967 million to future years as construction is anticipated to be tendered by late 2021 with works commencing in 2022 and beyond. Deferral is associated with ongoing coordination with Toronto Hydro on the finalization of project scope. \$5.727 million has been reduced from the overall project cost due to changes in utility relocation delivery arrangement.
- Legion Road – As per the stage gating process, \$2.025 million relating to property acquisition has been moved to the "Needs Constraints" category as design and consultation with Metrolinx to confirm approach forward is taking longer than anticipated. Funding relating to property acquisition and/or construction will be requested at the appropriate time through the future budget process.
- Port Union Road – Deferred \$6.169 million to future years as the establishment of easements and utility relocations are taking longer than anticipated. Construction is anticipated to commence in 2022 per timing of the expropriation process. Should easements be obtained through other means and works proceed ahead of schedule, acceleration of future years' cash flows into 2021 will be requested.
- Steeles Widening (Tapscott Road - Beare Road) and Morningside Extension – Morningside Avenue from Steeles Avenue to Passmore Avenue has been constructed by a private landowner through the Planning Act. \$5.650 million related to property acquisition and utility relocation has been deferred to future years as detailed design continues in 2021, in coordination with private development in the area. Additional time for detailed design is required to confirm, amongst other matters, the feasibility of the Morningside Extension at the at-grade crossing of the rail corridor. Property acquisition and utility relocation are anticipated to begin in 2022, with the construction phase of the project on Steeles Avenue and Morningside Avenue south

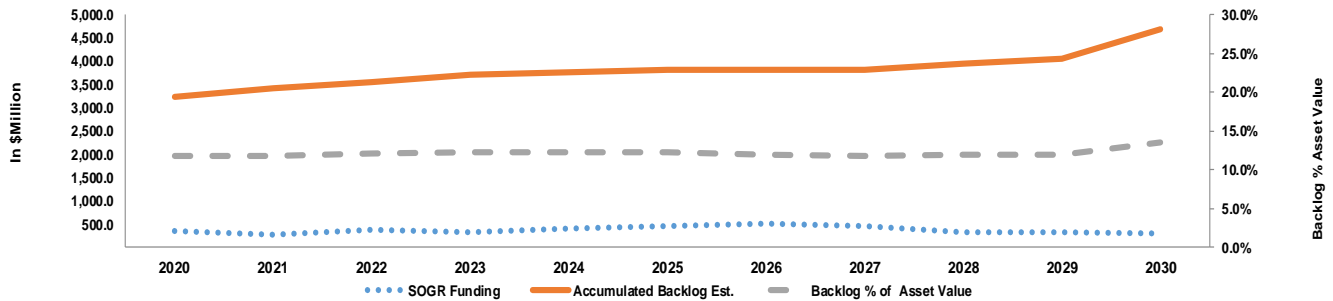
of Passmore Avenue anticipated to begin post 2022. Funding for construction has been placed in the "Needs Constraints" category while detailed design continues. Once detailed design is completed and there is more clarity on cost of construction, funding will be requested through the budget process.

- City Bridge Rehabilitation – Increased \$83.154 million from 2021-2024 to align budget with capacity to spend and to provide sufficient funding to ensure no SOGR bridge backlog until 2025.
- GO Transit Expansion City Share – \$22.000 million as municipal contribution to the Kennedy Road / Steeles Avenue grade separation which is being undertaken by Metrolinx as part of its GO Transit Expansion initiative. Agreement negotiations are currently ongoing. Of the \$22.000 million, 50% of the funding is anticipated to be funded by The Regional Municipality of York. Payment to Metrolinx is to be made at project completion which is currently anticipated in 2022.
- MoveTO – new project funding of \$38.815 million to implement the congestion management interim action plan, which mainly consists of the delivery of 34 smart traffic signals and 100 intelligent intersection starting in 2021. Funding is in line with Council adopted recommendation on November 25, 2020 ([IE17.6](#)).
- Rockcliffe Flood Mitigation (formerly Jane St Crossing) – Increased \$21.242 million to implement TS related infrastructure improvement to mitigate flooding within the Rockcliffe area. The funding is required to complete improvements for Phase 1 projects which include transportation infrastructure upgrades for Symes Road culvert and Jane Street bridge crossing. Funding for Phase 2 works has been placed in the "Needs Constraints" category as per the stage gate process. As the project proceeds and costs and timing are understood, funding will be requested through the budget process.
- Scarlett St Clair Dundas – Increased \$34.670 million to advance construction which is anticipated to begin in 2022. Detailed design and negotiations with CP Rail and affected property owners are underway and anticipated to be completed in 2021 with contract tender anticipated in late 2021.
- St Clair Transportation Master Plan (TMP) - Increased \$207.601 million to fully fund the property acquisition, design, and construction of St Clair Avenue Widening, Davenport Road Extension, and Gunns Road Extension. The projects are anticipated to be delivered by Metrolinx as part of the GO Transit Expansion initiative. Delivery arrangement discussions are currently ongoing and approval of funding request will confirm the City's commitment to deliver the projects. Payment to Metrolinx is to be made at project completion which is currently anticipated in 2025. Due to project readiness, funding for the Keele Extension has been placed in the "Needs Constraints" category. Cash flow or funding adjustments, if required, will be requested in future year budget submissions as the delivery arrangement with Metrolinx is confirmed.
- Surface Network Transit Plan – new project funding of \$61.505 million to study, plan, design, and implement surface transit priority corridors across the City. Funding is in line with Council adopted recommendation on November 25, 2020 ([EX18.1](#)).
- Vision Zero Road Safety Plan, New Traffic Signal Control Devices – Increased \$21.431 million from 2021-2024 to address foreseeable future demand for new traffic signal control devices and accelerate implementation timeframe of devices from 18 months to 8 months as per Council direction on June 29, 2020 ([IE13.8](#)).
- West Toronto Rail Path Extension – Increase \$43.000 million to advance property acquisition, design and construction of the multi-use trail. Works to be delivered by Metrolinx as part of GO Transit Expansion.

**STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG**

The chart below depicts the SOGR funding and accumulated backlog estimates for key asset classes in Transportation Services: major and local roads, bridge rehabilitation and laneways.

**Chart 3: Total SOGR Funding & Backlog**



\$ Million	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
SOGR Funding	359.8	282.7	380.9	324.6	407.0	452.6	505.2	451.2	326.8	333.9	286.7
Accumulated Backlog Est.	3,244.2	3,409.3	3,551.4	3,706.6	3,774.6	3,811.9	3,821.8	3,811.0	3,940.8	4,045.3	4,684.2
Backlog % of Asset Value	11.7%	11.8%	12.0%	12.3%	12.3%	12.2%	11.7%	11.9%	11.9%	11.9%	13.6%
Total Asset Value	27,718.8	28,911.9	29,490.1	30,079.9	30,681.5	31,295.1	31,921.0	32,559.4	33,210.6	33,874.8	34,552.3

The 10-Year Capital Plan will fund \$4.060 billion of SOGR projects, providing an average of \$406.544 million annually. This funding will continue ongoing SOGR projects for infrastructure, including major and local roads, city bridges and laneways. Of this, \$619.379 million is planned for the Major Road Rehabilitation Program, and \$603.179 million, is planned for Local Road Rehabilitation.

More than half of Transportation Services' infrastructure consists of roads and bridges that were constructed between 1950 and 1980. In 2018, Transportation Services completed an update of its asset inventory, replacement value, Capital needs for the Major and Local Road Rehabilitation Programs and the funding required to maintain its assets in a state-of-good repair for the next ten years. The level of service for roads is based on the average Pavement Quality Index (PQI). Typically a well-maintained, sustainable network would have an average PQI in the range of 70-75. As shown in the State of Good Repair chart on Page 2, the current average PQI is about 58 and continuing to deteriorate steadily at about 1 point per year based on the current resources, funding available and the short-term (<10 year) needs projection

Based on current proposed ten year capital funding in the 2021 budget, the percentage of Major Roads in poor condition is expected to increase from 43 per cent to 54 per cent by 2030 while the percentage of Local Roads in poor condition is expected to increase from 24 per cent to 47 per cent by 2030. The backlog of rehabilitation needs for both programs are expected to increase over the next 10 years as follows:

- The backlog for Major Roads will increase from \$649.216 million at the end of 2020 to \$1.927 billion or about 27 per cent of assets by 2030; and,
- The backlog for Local Roads will increase from \$522.777 million at the end of 2020 to \$2.104 billion or about 19 per cent of assets by 2030.

The increase in backlog reflects the history of when the infrastructure was built, when rehabilitation is required, and the type of rehabilitation required which is mainly road reconstruction as the roads are reaching the end of their life cycle.

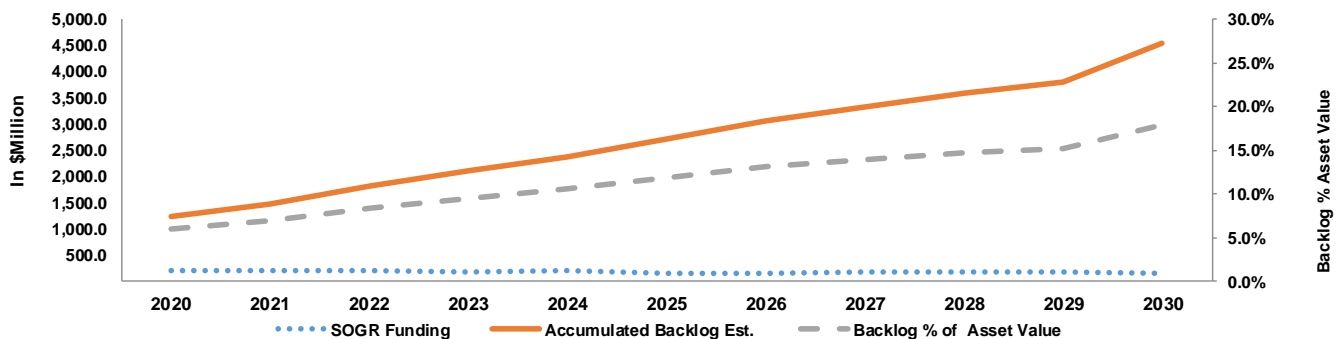
On November 25, 2020, City Council adopted the Reducing the State of Good Repair Backlog and Enhancing Cycling Lane Maintenance report ([IE17.3](#)) which outlines steps and approaches to update the Local and Major Roads Asset Management Plan and develop a long-term plan for the management of assets to drive sustainable long-term investment in SOGR projects and reduce the backlog. This plan will comply with O. Reg. 588/17, detailing the characteristics and conditions of the assets, the levels of service expected from the assets, financing and other strategies, and planned actions over the lifecycle of the assets to ensure assets are providing a specified level of service in the most cost-effective manner.

It is expected that the updated Asset Management Plan will come forward to Council in 2021

SOGR funds have been made available to continue the Strategic Rehabilitation Plan for the F. G. Gardiner Expressway. The Plan includes the implementation of the preferred alternative in the Gardiner East Environmental Assessment, including public realm improvements through the reconstruction of Lake Shore Boulevard East. In 2020, a review of the program was completed to realign annual cash flow requirements to reflect historical spending patterns, project readiness, and required coordination with other major projects.

In past budget processes, SOGR Rehabilitation of the F.G. Gardiner Expressway post 2026 (2026 to 2039), known as Phase 2 of the F.G. Gardiner Expressway Strategic Rehabilitation Plan, was noted as a funding pressure post the ten year plan and was not submitted as backlog. The anticipated total funding requirement for the program is estimated at \$1.373 billion, completing various bent and bridge rehabilitation. As part of the 2021 budget process, \$142.680 million (2026 to 2030) of the \$1.373 billion (2026 to 2039), has been included as part of the Needs Constraints.

**Chart 4: Total SOGR Funding & Backlog**  
(Key asset classes excluding the F.G. Gardiner)



\$ Million	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>SOGR Funding</b>	207.5	202.3	198.9	188.6	191.0	159.6	162.6	165.7	168.8	172.0	139.5
<b>Accumulated Backlog Est.</b>	1,241.7	1,487.2	1,811.2	2,102.5	2,386.4	2,716.8	3,067.0	3,338.6	3,581.7	3,802.4	4,541.6
<b>Backlog % of Asset Value</b>	6.0%	7.0%	8.4%	9.5%	10.6%	11.8%	13.1%	13.9%	14.7%	15.3%	17.9%
<b>Total Asset Value</b>	20,838.8	21,255.6	21,680.7	22,114.3	22,556.6	23,007.8	23,467.9	23,937.3	24,416.0	24,904.3	25,402.4

The chart above depicts the SOGR funding and accumulated backlog estimates: major and local roads, bridge rehabilitation and laneways.

When rehabilitation on the Gardiner is excluded, the SOGR backlog for remaining transportation infrastructure will increase from \$1.242 billion at the end of 2020 to an anticipated \$4.542 billion by year end in 2030, representing 17.9 per cent of the asset replacement value.

**OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS**

The 10-Year Capital Plan will impact Operating Budgets by \$7.645 million net over the 2021-2030 period.

**Table 4: Net Operating Impact Summary**  
(In \$000's)

Projects	2021 Budget		2022 Plan		2023 Plan		2024 Plan		2025 Plan		2021-2025		2021-2030	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
<b>Previously Approved</b>														
Maintenance of New Infrastructure (Roads, Sidewalks, Cycling Infrastructure)	574.9		574.9		574.9		574.9		574.9		2,874.7		2,874.7	
Mobile Computing	100.0		100.0		100.0		100.0		100.0		500.0		500.0	
Enterprise Work Management System	383.1	3.0	585.5		696.3		1,043.3		1,109.8		3,818.0	3.0	3,818.0	3.0
Traffic Control Installation	47.1	1.0	97.9		102.3		102.3		102.3		451.9	1.0	451.9	1.0
<b>Total (Net)</b>	<b>1,105.2</b>	<b>4.0</b>	<b>1,358.3</b>		<b>1,473.5</b>		<b>1,820.5</b>		<b>1,887.0</b>		<b>7,644.6</b>	<b>4.0</b>	<b>7,644.6</b>	<b>4.0</b>

- The 2021 Capital Budget will increase the 2021 Operating Budget by a total of \$1.105 million for maintenance costs arising from the completion of new roads and related infrastructure, newly built IT systems to support transportation operations, and newly built traffic control devices.
- As part of future capital budget submissions, Transportation Services will continue to review its capital projects and analyze the impacts on operations.

# APPENDICES



## Appendix 1

## COVID-19 Financial Impact - Operating

COVID-19 Impacts	(\$000s)					
	2020			2021		
	Revenues	Gross	Net	Revenues	Gross	Net
<b>Revenue Loss</b>						
Lane Occupancy Fees	(5,884.5)		5,884.5	(4,095.3)		4,095.3
Temporary Parking Permits	(4,327.4)		4,327.4	(2,928.5)		2,928.5
Utility Cut - Permanent Restoration	(5,084.1)		5,084.1	(1,271.0)		1,271.0
Automated Enforcement (Municipalities)	(3,791.7)		3,791.7	(626.9)		626.9
Street Event Permit Fees	(456.7)		456.7	(513.3)		513.3
Bike Station Locker User Fees	(90.6)		90.6	(112.3)		112.3
Parking Authority Revenue Share				(4,679.0)		4,679.0
<b>Sub-Total</b>	<b>(19,635.0)</b>		<b>19,635.0</b>	<b>(14,226.2)</b>		<b>14,226.2</b>
<b>Expenditure Increase</b>						
ActiveTO		4,015.0	4,015.0	432.8	2,803.9	2,371.1
CafeTO		2,236.9	2,236.9	986.6	986.6	
Quiet Streets		64.8	64.8			
CurbTO		430.3	430.3			
<b>Sub-Total</b>		<b>6,747.0</b>	<b>6,747.0</b>	<b>1,419.4</b>	<b>3,790.5</b>	<b>2,371.1</b>
<b>Savings due to Underspending</b>						
School Crossing Guard		(8,435.0)	(8,435.0)			
Automated Enforcement (Toronto)		(4,947.4)	(4,947.4)			
Street Events		(153.1)	(153.1)		(153.1)	(153.1)
<b>Sub-Total</b>		<b>(13,535.6)</b>	<b>(13,535.6)</b>		<b>(153.1)</b>	<b>(153.1)</b>
<b>Savings due to Management Actions</b>						
Holding back vacancies (hiring slow down)		(9,077.1)	(9,077.1)		(6,990.4)	(6,990.4)
Performance pay cancellation					(891.4)	(891.4)
Voluntary Separation Program		583.2	583.2	(141.9)	(1,502.4)	(1,360.5)
<b>Sub-Total</b>		<b>(8,493.9)</b>	<b>(8,493.9)</b>	<b>(141.9)</b>	<b>(9,384.2)</b>	<b>(9,242.3)</b>
<b>Total COVID-19 Impact</b>	<b>(19,635.0)</b>	<b>(15,282.5)</b>	<b>4,352.6</b>	<b>(12,948.7)</b>	<b>(5,746.8)</b>	<b>7,201.9</b>

## Appendix 2

## 2021 Operating Budget by Revenue / Expenditure Category

Category (In \$000s)	2018 Actual**	2019 Actual**	2020 Budget	2020 Projection*	2021 Budget	2021 Change from 2020 Projected Actual	
	\$	\$	\$	\$	\$	\$	%
Provincial Subsidies							
Federal Subsidies	33.0	12.5	0.0	0.0	0.0	0.0	
Other Subsidies							
User Fees & Donations	41,628.5	48,495.9	48,894.0	47,588.8	45,691.6	-1,897.2	(4.0%)
Licences & Permits Revenue	17,722.1	18,829.4	20,928.9	14,506.5	19,830.0	5,323.5	36.7%
Transfers From Capital	24,624.7	24,079.7	34,882.8	14,607.1	35,633.7	21,026.6	143.9%
Contribution From Reserves/Reserve Funds	14,018.3	25,653.6	32,429.6	28,701.6	23,653.3	-5,048.3	(17.6%)
Sundry and Other Revenues	30,452.1	31,109.1	45,999.1	24,132.6	64,608.3	40,475.8	167.7%
Inter-Divisional Recoveries	8,750.1	8,491.1	7,342.0	5,129.5	7,022.3	1,892.9	36.9%
<b>Total Revenues</b>	<b>137,228.7</b>	<b>156,671.3</b>	<b>190,476.4</b>	<b>134,666.0</b>	<b>196,439.2</b>	<b>61,773.2</b>	<b>45.9%</b>
Salaries and Benefits	106,560.2	109,054.5	118,494.0	106,671.2	120,094.6	13,423.5	12.6%
Materials & Supplies	46,924.9	54,412.7	51,597.9	52,245.0	51,319.3	-925.7	(1.8%)
Equipment	679.8	496.5	515.3	822.7	629.0	-193.7	(23.5%)
Service and Rent	152,072.6	184,648.0	201,876.1	172,177.3	204,957.7	32,780.3	19.0%
Contribution To Reserves/Reserve Funds	22,347.3	30,457.9	38,239.8	38,261.5	54,436.1	16,174.6	42.3%
Other Expenditures	-1,666.6	190.1	1,103.9	478.0	699.9	221.9	46.4%
Inter-Divisional Charges	4,563.5	7,146.7	5,712.6	7,219.5	9,584.6	2,365.0	32.8%
<b>Total Gross Expenditures</b>	<b>331,481.7</b>	<b>386,406.3</b>	<b>417,539.5</b>	<b>377,875.2</b>	<b>441,721.2</b>	<b>63,845.9</b>	<b>16.9%</b>
<b>Net Expenditures</b>	<b>194,252.9</b>	<b>229,735.0</b>	<b>227,063.1</b>	<b>243,209.2</b>	<b>245,281.9</b>	<b>2,072.7</b>	<b>0.9%</b>
<b>Approved Positions</b>	<b>1,179.8</b>	<b>1,201.3</b>	<b>1,311.3</b>	<b>1,311.3</b>	<b>1,340.3</b>	<b>29.0</b>	<b>2.2%</b>

\* Year-End Projection Based on Q3 2020 Variance Report

\*\* Prior Year Budget and Actuals adjusted retroactively to remove interdepartmental charges and recoveries

## Appendix 3

### Summary of 2021 Service Changes

N/A

## Appendix 4

### Summary of 2021 New / Enhanced Service Priorities Included in Budget

Form ID		Infrastructure and Development Services  Program - Transportation Services	Adjustments				2022 Plan Net Change	2023 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
22751		Year of Public Art						
74	Positive	<b>Description:</b>  Additional funding for an one-time expansion of StreetARToronto program to celebrate Toronto's incredible collection of public art and the artists behind it, while creating more opportunities for the public to connect and engage with the work. Funding will increase the scale and community outreach of projects planned in 2021. <b>Service Level Impact:</b>  Increase the scale of funding and positive influence of each art project in the affected local community. <b>Equity Statement:</b>  The Year of Public Art budget proposal's overall equity impact is low positive. Indigenous peoples and Black residents' sense of identity & belonging will be positively impacted. The project will engage an expert advisory committee of representatives from Black and Indigenous communities to direct funding for an Indigenous artist to create an underpass mural focused on the theme of water and a Black artist to create an underpass mural with the theme of the underground rail. <b>Service:</b> Road & Sidewalk Management						
Total Changes:			625.0	625.0	0.0	0.00	0.0	0.0
<hr/>								
22623		New Service Level for Traffic Signal						
74	No Impact	<b>Description:</b>  Three positions are required to increase public safety with a new service level to accelerate the implementation of new traffic control devices including new traffic signals, mid-block pedestrian signals, pedestrian crossovers, and flashing beacons from 18 months down to 8 months or less from the time that they are approved by City Council. <b>Service Level Impact:</b>  There will be increased safety and reduced likelihood of Killed and Seriously Injured (KSI) around areas with new traffic control devices. <b>Equity Statement:</b>  While the new service level for the traffic control installations program has broad positive impacts in safety on all groups, there is insufficient data to prove impacts on specific equity seeking groups. <b>Service:</b> Transportation Safety & Operations						
Total Changes:			155.2	108.1	47.1	3.00	50.7	4.4
<hr/>								
22636		Work Zone Pilot						
74	No Impact	<b>Description:</b>  Four positions are required to expand the Construction Hub pilot to effectively manage access to the right-of-way with an emphasis on Vision Zero Road Safety Plan principles, while developing traffic management and communications plans to help mitigate the congestion-related impacts associated with unavoidable road closures. <b>Service Level Impact:</b>  Reduce the impacts of construction, improve road safety and keep traffic moving around areas in the city with a dense concentration of construction activity. <b>Equity Statement:</b>  The budget proposal is unlikely to have an equity impact. <b>Service:</b> Transportation Safety & Operations						
Total Changes:			279.3	0.0	279.3	4.00	294.0	1.1

### Appendix 4 (continued)

#### Summary of 2021 New / Enhanced Service Priorities Included in Budget

22816	Covid-19 Initiatives						
74	No Impact	<b>Description:</b>					
<p>Four positions and additional funding are required to continue, expand, and maintain COVID-19 initiatives such as ActiveTO and CafeTO in 2021 to provide additional opportunities for the public to have appropriate space to get around while respecting physical distancing and help restaurants and bars create physical distancing for patrons on patios.</p> <p><b>Service Level Impact:</b></p> <p>N/A as this was a project in response to COVID19 and reduced opportunities for public to practice social distancing while outside.</p> <p><b>Equity Statement:</b></p> <p>While the Covid-19 Initiatives project has broad positive impacts in providing additional mobility options on all groups, there is insufficient data to prove impacts on specific equity seeking groups.</p>							
<b>Service: Road &amp; Sidewalk Management</b>							
<b>Total Changes:</b>		2,932.7	1,419.4	1,513.2	4.00	302.3	0.0
<hr/>							
22847	IDC- Police for ActiveTo (Covid-Impact)						
74	No Impact	<b>Description:</b>					
<p>Additional funding is required to use paid duty officers to enforce traffic for major weekend road closures to make space along Toronto's busiest trails for people to walk, run and bike throughout the summer as part of the ActiveTO program.</p> <p><b>Service Level Impact:</b></p> <p>PDOs assisted in road closures for ActiveTO from June to November 2020, that will be extended for a few months in 2021.</p> <p><b>Equity Statement:</b></p> <p>While the Covid-19 Initiatives project has broad positive impacts in providing additional mobility options on all groups, there is insufficient data to prove impacts on specific equity seeking groups.</p>							
<b>Service: Road &amp; Sidewalk Management</b>							
<b>Total Changes:</b>		857.9	0.0	857.9	0.00	(857.9)	0.0
<hr/>							
23662	Vision Zero Road Safety Plan - Traffic Enforcement Officers						
74	No Impact	<b>Description:</b>					
<p>Expand existing pilot, Vision Zero Enforcement Team, delivered by Toronto Police Services, to 18 full-time dedicated officers (2 sergeants and 16 police officers). The program proactively targets drivers committing offences that are known to cause collisions, particularly the most serious collisions</p> <p><b>Service Level Impact:</b></p> <p>The Toronto Police Service will be able to allocate officers in different areas of the City where traffic enforcement is needed most as per the data analysis from Transportation Services.</p> <p><b>Equity Statement:</b></p> <p>While the Vision Zero project has broad positive impacts in providing safety mobility for all groups, there is insufficient data to prove impacts on specific equity seeking groups.</p>							
<b>Service: Transportation Safety &amp; Operations</b>							
<b>Total Changes:</b>		2,500.0	0.0	2,500.0	0.00	(2,500.0)	0.0
<hr/>							
<b>Summary:</b>							
<b>New / Enhanced Services:</b>		<b>7,350.1</b>	<b>2,152.5</b>	<b>5,197.5</b>	<b>11.00</b>	<b>(2,710.8)</b>	<b>5.5</b>

## Appendix 5

### Summary of 2021 New / Enhanced Service Priorities Not Included in Budget

N/A

### Appendix 6

## 2021 Capital Budget; 2022 - 2030 Capital Plan Including Carry Forward Funding

Project Code	(In \$000s)	2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2021 - 2030 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
<b>Health &amp; Safety</b>															
TS001	City Bridge Rehabilitation (Critical)	46,419	27,454	19,921	34,379							128,173	128,173		
TS002	Glen Road Pedestrian Bridge	8,570	10,743	143	42							19,498	19,498		
TS003	Guide Rail Replacement Program	800	1,000	900								2,700	2,700		
TS004	Road Safety Plan	26,911	36,391	40,523	27,730	4,965	4,987	5,012	5,039	5,071	5,071	161,700	161,700		
<b>Health &amp; Safety Sub-Total</b>		<b>82,700</b>	<b>75,588</b>	<b>61,487</b>	<b>62,151</b>	<b>4,965</b>	<b>4,987</b>	<b>5,012</b>	<b>5,039</b>	<b>5,071</b>	<b>5,071</b>	<b>312,071</b>	<b>312,071</b>		
<b>State of Good Repair</b>															
TS005	City Bridge Rehabilitation	25,421	42,546	50,079	35,621	36,170	36,727	37,293	37,852	38,420	38,996	379,125	379,125		
TS006	Critical Interim Road Rehabilitation	8,120	8,242	8,365	8,491	8,618	8,748					50,584	50,584		
TS007	Ditch Rehabilitation and Culvert Reconstruction	1,580	1,000	420	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000	10,000		
TS008	Don Valley Parkway Rehabilitation	2,558	2,558	2,558	2,558	2,558	2,558	2,558	2,558	2,558	2,558	25,580	25,580		
TS009	F.G. Gardiner	85,376	185,448	139,498	219,492	293,047	342,639	285,493	157,975	161,874	147,129	2,017,971	2,017,971		
TS010	Facility Improvements	1,800	3,344	1,859								7,003	7,003		
TS011	Laneways	1,854	1,882	1,910	1,939	1,968	1,998	2,027	2,062	2,103	1,445	19,188	19,188		
TS012	Local Road Rehabilitation	70,000	67,222	58,366	59,534	60,724	61,939	63,178	64,441	65,730	32,045	603,179	603,179		
TS013	Major Road Rehabilitation	58,600	59,822	58,366	59,534	60,724	61,939	63,178	64,441	65,730	67,045	619,379	619,379		
TS014	Major SOGR Pooled Contingency	3,800	3,800	3,800	3,800	3,800	3,800	3,800	3,800	3,800	3,800	38,000	38,000		
TS015	Retaining Walls Rehabilitation	1,359	1,380	1,400	1,421	1,443	1,464	1,486	1,516	1,546	1,577	14,592	14,592		
TS016	Sidewalks	15,000	15,259	15,522	15,788	16,059	16,334	16,351	16,351	16,678	17,012	160,354	160,354		
TS017	Signs and Markings Asset Management	4,734	4,249	4,342	4,436	4,526	4,618	4,713	4,809	4,908	5,004	46,339	46,339		
TS018	Traffic Plant Requirements & Signal Asset Management	6,925	6,925	6,925	6,925	6,925	6,925	6,925	6,925	6,925	6,925	69,250	69,250		
<b>State of Good Repair Sub-Total</b>		<b>287,127</b>	<b>403,677</b>	<b>353,410</b>	<b>420,539</b>	<b>497,562</b>	<b>550,689</b>	<b>488,002</b>	<b>363,730</b>	<b>371,272</b>	<b>324,536</b>	<b>4,060,544</b>		<b>4,060,544</b>	

**Appendix 6 (continued)**

**2021 Capital Budget;  
2022 - 2030 Capital Plan Including Carry Forward Funding**

Project Code	(In \$000s)	2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2021 - 2030 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
<b>Service Improvements</b>															
TS019	Cycling Infrastructure	16,000	8,303	8,303	8,303	8,303	8,303	8,303	8,303	8,303	8,303	90,727			90,727
TS020	Eglinton Connects LRT		6,000	9,000								15,000			15,000
TS021	Engineering Studies	4,500	5,988	3,038	3,038	3,038	3,038	3,038				25,678			25,678
TS022	King Street Transit Priority Corridor		1,360	360								1,720			1,720
TS023	LED Signal Module Conversion	1,500	1,934	1,700	1,700	1,700						8,534			8,534
TS024	Mapping and GIS Repository	723	523	507								1,753			1,753
TS025	MoveTO	4,452	7,177	9,247	7,448	10,491						38,815			38,815
TS026	Neighbourhood Improvements	3,850	3,964	2,000	500	2,000	2,000	2,000	2,000			18,314			18,314
TS027	PTIF Projects	814										814			814
TS028	Rockcliffe Flood Mitigation			5,565	17,991	17,991	14,695					56,242			56,242
TS029	Sheppard Bridge over Highway 404 Public Realm Improvements			367								367			367
TS030	Surface Network Transit Plan	9,752	8,774	12,725	30,254							61,505			61,505
TS031	System Enhancements for Road Repair & Permits	3,000	1,400									4,400			4,400
TS032	TO360 Wayfinding	702	952	872	899	500	517	536				4,978			4,978
TS033	Traffic Congestion Management	5,080	3,000									8,080			8,080
TS034	West Toronto Rail Path Extension		20,000	20,000	11,000							51,000			51,000
<b>Service Improvements Sub-Total</b>		<b>50,373</b>	<b>69,375</b>	<b>73,684</b>	<b>81,133</b>	<b>44,023</b>	<b>28,553</b>	<b>13,877</b>	<b>10,303</b>	<b>8,303</b>	<b>8,303</b>	<b>387,927</b>			<b>387,927</b>



**Appendix 6 (continued)**

**2021 Capital Budget;  
2022 - 2030 Capital Plan Including Carry Forward Funding**

Project Code	(In \$000s)	2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2021 - 2030 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
<b>Growth Related</b>															
TS035	Broadview Extension		4,340									4,340			4,340
TS036	Emery Village Improvements	40	1,550									1,590			1,590
TS037	GO Transit Expansion City Share		22,000									22,000			22,000
TS038	John Street Revitalization Project	35	21,985	11,833	12,500							46,353			46,353
TS039	King Liberty Cycling Pedestrian Bridge	200	800									1,000			1,000
TS040	LARP (Lawrence-Allen Revitalization Project) Phase 1	1,999	2,600	1,113								5,712			5,712
TS041	Legion Road Extension & Grade Separation		775									775			775
TS042	Liberty Village New Street (Property and Detailed Design)		11,250	11,250	11,250	11,250						45,000			45,000
TS043	Lower Yonge		3,000									3,000			3,000
TS044	Metrolinx Additional Infrastructure	2,000	9,900									11,900			11,900
TS045	Morningside Extension Segment 1 (Steeles - Passmore)		1,250									1,250			1,250
TS046	New Courthouse Streetscape		2,500									2,500			2,500
TS047	North York Service Road Extension		9,829	4,200								14,029			14,029
TS048	Peel Gladstone		3,300									3,300			3,300
TS049	Port Union Road (Lawrence Ave - Kingston Rd)	325	6,844	2,494								9,663			9,663
TS050	Rean to Kenaston New Road		6,375									6,375			6,375
TS051	Regent Park Revitalization	1,580										1,580			1,580
TS052	Scarlett / St. Clair / Dundas	5,462	19,758	14,850	2,100							42,170			42,170
TS053	Six Points Interchange Redevelopment	2,570	570									3,140			3,140
TS054	St Clair TMP: Keele to Old Weston					229,906						229,906			229,906
TS055	Steeles Widening (Tapscott Road - Beare Road)	350	6,500									6,850			6,850
TS056	Third Party Signals	300										300			300
TS057	Woodfield Road Extension		200									200			200
TS058	Work for TTC & Others	11,000	5,000	8,000	6,000	4,000	4,000	4,000	4,000			46,000			46,000
TS059	Yonge Tomorrow		1,500	1,500	2,568	2,568	2,568					10,704			10,704
TS060	York Street Tunnel	1,676										1,676			1,676
<b>Growth Related Sub-Total</b>		<b>27,537</b>	<b>141,826</b>	<b>55,240</b>	<b>34,418</b>	<b>247,724</b>	<b>6,568</b>	<b>4,000</b>	<b>4,000</b>			<b>521,313</b>			<b>521,313</b>
<b>Total Expenditures (including carry forward from 2020)</b>		<b>447,737</b>	<b>690,466</b>	<b>543,821</b>	<b>598,241</b>	<b>794,274</b>	<b>590,797</b>	<b>510,891</b>	<b>383,072</b>	<b>384,646</b>	<b>337,910</b>	<b>5,281,855</b>	<b>312,071</b>	<b>4,060,544</b>	<b>909,240</b>

### Appendix 6a

#### 2021 Cash Flow and Future Year Commitments Including Carry Forward Funding

Project Code	(In \$000s)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total 2021 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
<b>Health &amp; Safety</b>															
TS001	City Bridge Rehabilitation (Critical)	46,419	27,454	19,921	34,379							128,173	50,919	(4,500)	81,754
TS002	Glen Road Pedestrian Bridge	8,570	10,743	143	42							19,498	19,020	478	
TS003	Guide Rail Replacement Program	800	1,000	900								2,700	880	(150)	1,970
TS004	Road Safety Plan	26,911	36,391	40,523	27,730							131,555	108,170	(6,766)	30,151
<b>Health &amp; Safety Sub-Total</b>		<b>82,700</b>	<b>75,588</b>	<b>61,487</b>	<b>62,151</b>							<b>281,926</b>			<b>281,926</b>
<b>State of Good Repair</b>															
TS005	City Bridge Rehabilitation	25,421	42,546	50,079	35,621	36,170	6,893	7,459				204,189	174,807		29,382
TS006	Critical Interim Road Rehabilitation	8,120	8,242	8,365								24,727	19,962	(3,600)	8,365
TS007	Ditch Rehabilitation and Culvert Reconstruction	1,580	1,000	420								3,000	2,000		1,000
TS008	Don Valley Parkway Rehabilitation	2,558	2,558	2,558								7,674	5,116		2,558
TS009	F.G. Gardiner**	85,376	185,448	139,498	219,492	293,047						922,861	490,620		432,241
TS010	Facility Improvements	1,800	3,344	1,859								7,003	4,159	(500)	3,344
TS011	Laneways	1,854	1,882	1,910	1,939	1,968						9,553	6,885		2,668
TS012	Local Road Rehabilitation	70,000	67,222	58,366	59,534	60,724	18,420	18,652				352,918	262,823	(12,000)	102,095
TS013	Major Road Rehabilitation	58,600	59,822	58,366	59,534	60,724	14,442	14,442				325,930	292,226	(18,000)	51,704
TS014	Major SOGR Pooled Contingency	3,800	3,800	3,800	3,800	3,800	3,800	3,800	3,800			30,400	29,600	(3,000)	3,800
TS015	Retaining Walls Rehabilitation	1,359	1,380	1,400	1,421							5,560	2,739		2,821
TS016	Sidewalks	15,000	15,259	15,522								45,781	30,259		15,522
TS017	Signs and Markings Asset Management	4,734	4,249	4,342								13,325	7,308		6,017
TS018	Traffic Plant Requirements & Signal Asset Management	6,925	6,925	6,925	6,925	6,925						34,625	28,600	(900)	6,925
<b>State of Good Repair Sub-Total</b>		<b>287,127</b>	<b>403,677</b>	<b>353,410</b>	<b>388,266</b>	<b>463,358</b>	<b>43,555</b>	<b>44,353</b>	<b>3,800</b>			<b>1,987,546</b>	<b>1,357,104</b>	<b>(38,000)</b>	<b>668,442</b>

**Appendix 6a (continued)**

**2021 Cash Flow and Future Year Commitments Including Carry Forward Funding**

Project Code	(In \$000s)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total 2021 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
<b>Service Improvements</b>															
TS019	Cycling Infrastructure	16,000	8,303	8,303	8,303							40,909	30,883		10,026
TS020	Eglinton Connects LRT		6,000	9,000								15,000	15,000		
TS021	Engineering Studies	4,500	5,988	3,038	3,038							16,564	13,134	(2,646)	6,076
TS022	King Street Transit Priority Corridor		1,360									1,360	1,360		
TS023	LED Signal Module Conversion	1,500	1,934									3,434	4,600	(1,166)	
TS024	Mapping and GIS Repository		723	507								1,753	1,551	(500)	702
TS025	MoveTO	4,452	7,177	9,247	7,448	10,491						38,815			38,815
TS026	Neighbourhood Improvements	3,850	3,964	2,000	500							10,314	8,464		1,850
TS027	PTIF Projects	814										814	814		
TS029	Sheppard Bridge over Highway 404 Public Realm Improve			367								367	367		
TS030	Surface Network Transit Plan	9,752	8,774	12,725	30,254							61,505			61,505
TS031	System Enhancements for Road Repair & Permits	3,000	1,400									4,400	750	(100)	3,750
TS032	TO360 Wayfinding	702	952	872	899							3,425	3,425		
TS033	Traffic Congestion Management	5,080	3,000									8,080	9,080	(1,000)	
TS034	West Toronto Rail Path Extension		20,000	20,000	11,000							51,000	8,000		43,000
	<b>Service Improvements Sub-Total</b>	<b>50,373</b>	<b>69,375</b>	<b>66,059</b>	<b>61,442</b>	<b>10,491</b>						<b>257,740</b>	<b>97,428</b>	<b>(5,412)</b>	<b>165,724</b>

**Appendix 6a (continued)**

**2021 Cash Flow and Future Year Commitments Including Carry Forward Funding**

Project Code	(In \$000s)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total 2021 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
<b>Growth Related</b>															
TS035	Broadview Extension		4,340									4,340	4,340		
TS036	Emery Village Improvements	40	1,550									1,590	736		854
TS037	GO Transit Expansion City Share		22,000									22,000			22,000
TS038	John Street Revitalization Project	35	21,985	11,833	12,500							46,353	52,115		(5,762)
TS039	King Liberty Cycling Pedestrian Bridge	200	800									1,000		1,000	
TS040	LARP (Lawrence-Allen Revitalization Project) Phase 1	1,999	2,600	1,113								5,712	5,712		
TS041	Legion Road Extension & Grade Separation		775									775	2,800		(2,025)
TS042	Liberty Village New Street (Property and Detailed Design)		11,250	11,250	11,250	11,250						45,000	45,000		
TS043	Lower Yonge		3,000									3,000			3,000
TS044	Metrolinx Additional Infrastructure	2,000	9,900									11,900	8,900		3,000
TS045	Morningside Extension Segment 1 (Steeles - Passmore)		1,250									1,250			1,250
TS046	New Courthouse Streetscape		2,500									2,500	2,500		
TS047	North York Service Road Extension		9,829	4,200								14,029	9,829		4,200
TS048	Peel Gladstone		3,300									3,300			3,300
TS049	Port Union Road (Lawrence Ave - Kingston Rd)	325	6,844	2,494								9,663	9,363		300
TS050	Rean to Kenaston New Road		6,375									6,375	2,035		4,340
TS051	Regent Park Revitalization	1,580										1,580	580		1,000
TS052	Scarlett / St. Clair / Dundas	5,462	19,758	14,850	2,100							42,170	7,870		34,300
TS053	Six Points Interchange Redevelopment	2,570	570									3,140	5,851	(2,000)	(711)
TS054	St Clair TMP: Keele to Old Weston					229,906						229,906	22,305		207,601
TS055	Steeles Widening (Tapscott Road - Beare Road)	350	6,500									6,850	6,350		500
TS056	Third Party Signals	300										300	300		
TS057	Woodfield Road Extension		200									200	200		
TS058	Work for TTC & Others	11,000	5,000	8,000	6,000	4,000	4,000	800				38,800	16,400		22,400
TS059	Yonge Tomorrow		1,500	1,500	2,568	2,568	2,568					10,704	10,704		
TS060	York Street Tunnel	1,676										1,676	1,676	(1,676)	1,676
<b>Growth Related Sub-Total</b>		<b>27,537</b>	<b>141,826</b>	<b>55,240</b>	<b>34,418</b>	<b>247,724</b>	<b>6,568</b>	<b>800</b>				<b>514,113</b>	<b>215,566</b>	<b>(2,676)</b>	<b>301,223</b>
<b>Total Expenditures (including carry forward from 2020)</b>		<b>447,737</b>	<b>690,466</b>	<b>536,196</b>	<b>546,277</b>	<b>721,573</b>	<b>50,123</b>	<b>45,153</b>	<b>3,800</b>			<b>3,041,325</b>	<b>1,670,098</b>	<b>(46,000)</b>	<b>1,417,315</b>

### Appendix 6b

#### 2022 - 2030 Capital Plan

Project Code	(In \$000s)	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2022 - 2030 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
<b>TS004</b>	<b>Health &amp; Safety</b>													
	<i>Road Safety Plan</i>				4,965	4,987	5,012	5,039	5,071	5,071	30,145	30,145		
	<b>Health &amp; Safety Sub-Total</b>				<b>4,965</b>	<b>4,987</b>	<b>5,012</b>	<b>5,039</b>	<b>5,071</b>	<b>5,071</b>	<b>30,145</b>	<b>30,145</b>		
	<b>State of Good Repair</b>													
<i>TS005</i>	<i>City Bridge Rehabilitation</i>					29,834	29,834	37,852	38,420	38,996	174,936		174,936	
<i>TS006</i>	<i>Critical Interim Road Rehabilitation</i>			8,491	8,618	8,748					25,857		25,857	
<i>TS007</i>	<i>Ditch Rehabilitation and Culvert Reconstruction</i>			1,000	1,000	1,000	1,000	1,000	1,000	1,000	7,000		7,000	
<i>TS008</i>	<i>Don Valley Parkway Rehabilitation</i>			2,558	2,558	2,558	2,558	2,558	2,558	2,558	17,906		17,906	
<i>TS009</i>	<i>F.G. Gardiner**</i>					342,639	285,493	157,975	161,874	147,129	1,095,110		1,095,110	
<i>TS011</i>	<i>Laneways</i>					1,998	2,027	2,062	2,103	1,445	9,635		9,635	
<i>TS012</i>	<i>Local Road Rehabilitation</i>					43,519	44,526	64,441	65,730	32,045	250,261		250,261	
<i>TS013</i>	<i>Major Road Rehabilitation</i>					47,497	48,736	64,441	65,730	67,045	293,449		293,449	
<i>TS014</i>	<i>Major SOGR Pooled Contingency</i>								3,800	3,800	7,600		7,600	
<i>TS015</i>	<i>Retaining Walls Rehabilitation</i>				1,443	1,464	1,486	1,516	1,546	1,577	9,032		9,032	
<i>TS016</i>	<i>Sidewalks</i>			15,788	16,059	16,334	16,351	16,351	16,678	17,012	114,573		114,573	
<i>TS017</i>	<i>Signs and Markings Asset Management</i>			4,436	4,526	4,618	4,713	4,809	4,908	5,004	33,014		33,014	
<i>TS018</i>	<i>Traffic Plant Requirements &amp; Signal Asset Management</i>					6,925	6,925	6,925	6,925	6,925	34,625		34,625	
	<b>State of Good Repair Sub-Total</b>			<b>32,273</b>	<b>34,204</b>	<b>507,134</b>	<b>443,649</b>	<b>359,930</b>	<b>371,272</b>	<b>324,536</b>	<b>2,072,998</b>		<b>2,072,998</b>	
	<b>Service Improvements</b>													
<i>TS019</i>	<i>Cycling Infrastructure</i>				8,303	8,303	8,303	8,303	8,303	8,303	49,818			49,818
<i>TS021</i>	<i>Engineering Studies</i>				3,038	3,038	3,038				9,114			9,114
<i>TS022</i>	<i>King Street Transit Priority Corridor</i>		360								360			360
<i>TS023</i>	<i>LED Signal Module Conversion</i>		1,700	1,700	1,700						5,100			5,100
<i>TS026</i>	<i>Neighbourhood Improvements</i>				2,000	2,000	2,000	2,000			8,000			8,000
<i>TS028</i>	<i>Rockcliffe Flood Mitigation</i>		5,565	17,991	17,991	14,695					56,242			56,242
<i>TS032</i>	<i>TO360 Wayfinding</i>				500	517	536				1,553			1,553
	<b>Service Improvements Sub-Total</b>		<b>7,625</b>	<b>19,691</b>	<b>33,532</b>	<b>28,553</b>	<b>13,877</b>	<b>10,303</b>	<b>8,303</b>	<b>8,303</b>	<b>130,187</b>			<b>130,187</b>
	<b>Growth Related</b>													
<i>TS058</i>	<i>Work for TTC &amp; Others</i>						3,200	4,000			7,200			7,200
	<b>Growth Related Sub-Total</b>						<b>3,200</b>	<b>4,000</b>			<b>7,200</b>			<b>7,200</b>
	<b>Total Expenditures</b>		<b>7,625</b>	<b>51,964</b>	<b>72,701</b>	<b>540,674</b>	<b>465,738</b>	<b>379,272</b>	<b>384,646</b>	<b>337,910</b>	<b>2,240,530</b>	<b>30,145</b>	<b>2,072,998</b>	<b>137,387</b>

## Appendix 7

### Reporting on Major Capital Projects: Status Update

(\$000s)

Life to Date

Division/Project name	2020 Cash Flow (Active Projects)			Total Project Cost (Active Projects)		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
<b>Transportation Services</b>											
<b>F. G. Gardiner*</b>	152,260	112,623	152,260	2,290,978	248,868	On Track	Apr-17	TBD (subject to the completion of the award process)	N/A	ⓐ	ⓐ
Comments:	Projects are proceeding as scheduled. Contract 1 - Rehabilitation of the Expressway from Jarvis to Cherry - under construction. Work is proceeding ahead of schedule. Contract 2 - Rehabilitation of the elevated portion of the Expressway from Dufferin to Strachan - Request For Proposal an Owners Engineer is underway and the RFP will be issued in late 2020. The contract is planned to be executed in 2022.. Gardiner East- Cherry to Logan - the RFP for the interim repairs detailed design and preliminary engineering assignment for the Hybrid proposal was issued in Q1 2019 and the contract was awarded at the end of Q2 2019. Work is proceeding on schedule.										
Explanation for Delay:	N/A										

\*The total project cost for the Gardiner reflects the 2017 - 2030 costs for Phase 1 works as per the Gardiner Expressway Strategic Rehabilitation Plan

- On/Ahead of Schedule ⓐ >70% of Approved Project Cost
- Minor Delay < 6 months Ⓨ Between 50% and 70%
- Significant Delay > 6 months Ⓡ < 50% or > 100% of Approved Project Cost

## Appendix 8

### Summary of Capital Needs Constraints (In \$ Millions)

Project Description	Total Project	Non-Debt Funding	Debt Required	Cash Flow (In \$ Millions)												
				2021	2022	2023	2024	2025	2026	2027	2028	2029	2030			
<b>NOT INCLUDED</b>																
Beecroft Exterior	28.6	28.6					10.9	9.3	4.2	4.2						
Borough Drive East/West Approach Reconfiguration	1.3		1.3			0.1	0.6	0.6								
Broadview Extension	207.9	207.9						19.5	0.5	169.8	9.0	9.0				
City Bridge Rehabilitation	354.4		354.4					71.9	73.0	60.4	48.5	49.5	51.1			
Commissioners Reconstruction	47.7	47.7					8.4	7.0	7.0	8.4	8.4	8.4				
Critical Interim Road Rehabilitation Pool	36.3		36.3							8.9	9.0	9.1	9.3			
Cycling Infrastructure	69.3	17.3	52.0		7.7	7.7	7.7	7.7	7.7	7.7	7.7	7.7	7.7			
Dufferin Street Bridge Rehabilitation	25.9		25.9								25.9					
Dundas Annette Dupont Improvements	8.0		8.0		1.0	1.0	6.0									
Eglinton Connects LRT	60.0	4.8	55.2								15.0	15.0	15.0	15.0		
Emery Village Improvements	5.7	5.7					5.5	0.1								
F. G. Gardiner Rehabilitation Program	142.7		142.7							2.3	3.1	44.6	45.8	46.9		
GO Transit Expansion City Share	119.0	33.9	85.1				20.8	8.4				79.1	10.7			
Ingram Drive Extension - Grade Separation	66.0	66.0				0.5	16.5	22.9	10.2	10.5	5.3					
Laneways	156.6		156.6	77.8	8.2	8.4	8.5	8.6	8.7	8.9	9.0	9.1	9.3			
Legion Road Extension & Grade Separation	48.0	48.0			9.9	22.9	15.1	0.1								
Liberty Village New Street Project	30.4	30.4			3.7	13.4	13.4									
Local Road Rehabilitation	2,104.1		2,104.1	634.6	146.2	128.3	146.4	157.0	153.7	125.9	137.0	117.0	358.1			
Lower Yonge	101.4	88.3	13.0			5.2	32.1	32.1	32.1							
Major Road Rehabilitation	1,927.0		1,927.0	774.7	169.6	154.6	129.1	92.9	114.7	76.5	48.6	45.1	321.3			
Metrolinx Additional Infrastructure	7.8	6.2	1.6			2.8	5.0									
Modernize Bridge Management System(BMS)	3.5		3.5		1.0	1.0	1.5									
Morningside Extension	33.0	33.0				5.0	5.0	14.0	9.0							
MoveTO	72.4	5.8	66.6			24.2	24.1	24.1								
Passmore Avenue Widening	2.3	1.9	0.4			0.2	0.1	2.1								
Progress Ave and McCowan Road Reconfiguration	29.7		29.7		0.7	0.7	14.2	14.2								
Re-Image Yonge St Shep to Finch	63.8	33.2	30.6				2.1	20.1	20.6	21.0						
Rockcliffe Flood Mitigation	15.1		15.1						1.1	10.4	3.5					
SilverStar Boulevard	25.0	25.0				0.6	0.6	11.9	11.9							
St Clair TMP:Keele to Old Weston	18.5	18.5						18.5								
Steeles Widening (Tapscott Road - Beare Road)	37.0	34.2	2.8			17.0	15.0	5.0								
Surface Network Transit Plan	199.4	178.5	20.9					19.5	34.6	39.6	28.1	40.6	37.0			
Yonge Tomorrow	36.4		36.4				7.9	13.2	13.2	2.1						
Yonge Street/Highway 401 Interchange Improvements	111.0	111.0				6.0	6.0	33.0	33.0	33.0						
<b>Total Needs Constraints (Not Included)</b>	<b>6,195.0</b>	<b>1,026.0</b>	<b>5,169.0</b>	<b>1,487.2</b>	<b>348.1</b>	<b>399.5</b>	<b>502.4</b>	<b>613.5</b>	<b>537.5</b>	<b>631.3</b>	<b>452.9</b>	<b>367.1</b>	<b>855.6</b>			

In addition to the 10-Year Capital Plan of \$5.282 billion, staff have also identified \$6.195 billion in capital needs constraints for Transportation Services as reflected in the table above.

- \$4.685 billion of SOGR backlog for the F.G. Gardiner (Phase 2), City Bridges, Major Roads, Local Roads, and Laneways. Development of the updated Local and Major Roads Asset Management Strategy to drive sustainable long-term investment in SOGR projects and reduce the backlog is underway, with Council reporting anticipated in 2021. This will include an updated funding request based on a comprehensive delivery approach for the rehabilitation of road works.
- \$1.114 billion of growth project needs listed. As phases of growth projects advance, with certainty in cost and delivery schedule, funding requests will be made to include them in the budget.
- \$356.114 million of Service Improvement needs including additional funding requirements for the Cycling Network Plan post 2021, the Surface Network Transit Plan post 2024, and MoveTO.

## Appendix 9

### 2021 User Fee Changes (Excludes User Fees Adjusted for Inflation)

**Table 9b – Fees Above Inflation**

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2020	2021			2022	2023
					Approved Rate	Inflationary Adjusted Rate	Above Inflation Adjustments	Budget Rate	Plan Rate	Plan Rate
TP063	To provide on street parking for 1st vehicle to residents who have no place to park on site - annual fee (Priority One)	Parking Permits	City Policy	Per space (Jan-May)	\$195.72	\$200.28	\$1.49	\$201.77	\$206.47	\$211.28
TP064	To provide on street parking for 1st vehicle to residents who have no place to park on site - 1 month permit (Priority One)	Parking Permits	City Policy	Per space (Jan-May)	\$16.31	\$16.69	\$0.12	\$16.81	\$17.20	\$17.60
TP065	To provide on street parking for 1st vehicle to residents who have no place to park on site - 6 month permit (Priority One)	Parking Permits	City Policy	Per space (Jan-May)	\$97.86	\$100.14	\$0.74	\$100.88	\$103.23	\$105.64
TP066	To provide on street parking for 2nd and subseq. vehicle to residents with no place to park on site - annual fee (Priority Two)	Parking Permits	City Policy	Per space (Jan-May)	\$490.32	\$501.74	\$124.81	\$626.55	\$641.15	\$656.09
TP067	To provide on street parking for 2nd and subseq. vehicle to residents with no place to park on site - 1 month permit (Priority Two)	Parking Permits	City Policy	Per space (Jan-May)	\$40.86	\$41.81	\$10.40	\$52.21	\$53.43	\$54.67
TP068	To provide on street parking for 2nd and subseq. vehicle to residents with no place to park on site - 6 month permit (Priority Two)	Parking Permits	City Policy	Per space (Jan-May)	\$245.16	\$250.87	\$62.40	\$313.27	\$320.57	\$328.04
TP069	To provide on street parking to residents who have access to on-site parking - annual fee (Priority Three)	Parking Permits	City Policy	Per space (Jan-May)	\$686.40	\$702.39	\$179.03	\$881.42	\$901.96	\$922.98
TP070	To provide on street parking to residents who have access to on-site parking - 1 month permit (Priority Three)	Parking Permits	City Policy	Per space (Jan-May)	\$57.20	\$58.53	\$14.92	\$73.45	\$75.16	\$76.91
TP071	To provide on street parking to residents who have access to on-site parking - 6 month permit (Priority Three)	Parking Permits	City Policy	Per space (Jan-May)	\$343.20	\$351.20	\$89.51	\$440.71	\$450.98	\$461.49
TP164	Maintenance Fee for Development Related Traffic Signals	Permits & Applications	Full Cost Recovery	Per traffic signal	\$54,033.26	\$55,292.23	\$30,220.78	\$85,513.01	\$87,505.46	\$89,544.34



## Appendix 10

## Inflows and Outflows to/from Reserves and Reserve Funds

## 2021 Operating Budget

## Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2021	2022	2023
		\$	\$	\$
<b>Beginning Balance*</b>		<b>9,541.9</b>	<b>11,703.3</b>	<b>8,709.8</b>
<b>Public Realm Reserve Fund</b>	<b>XR1410</b>			
<i>Withdrawals (-)</i>				
Transportation Services Withdrawals - Operating		(21,219.1)	(20,483.9)	(20,644.7)
Other Division/Agency Withdrawals - Operating		(2,456.7)	(2,455.6)	(2,154.8)
Transportation Services Withdrawals - Capital		(3,202.0)	(4,312.0)	(3,232.0)
Other Division/Agency Withdrawals - Capital		0.0	(7,900.0)	0.0
	Total Withdrawals	<b>(26,877.8)</b>	<b>(35,151.6)</b>	<b>(26,031.5)</b>
<i>Contributions (+)</i>				
Transportation Services Operating Contributions		29,016.9	32,134.6	33,833.4
	Total Contributions	<b>29,016.9</b>	<b>32,134.6</b>	<b>33,833.4</b>
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>2,139.1</b>	<b>(3,017.0)</b>	<b>7,802.0</b>
	Interest Income	22.3	23.4	41.6
<b>Balance at Year-End</b>		<b>11,703.3</b>	<b>8,709.8</b>	<b>16,553.4</b>

\* Based on 9-month 2020 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2021	2022	2023
		\$	\$	\$
<b>Beginning Balance*</b>		<b>648.3</b>	<b>649.6</b>	<b>651.1</b>
<b>Paver Maintenance Reserve Fund</b>	<b>XR1413</b>			
<i>Withdrawals (-)</i>				
Transportation Services Withdrawals - Operating		(10.0)	(10.0)	(10.0)
	Total Withdrawals	<b>(10.0)</b>	<b>(10.0)</b>	<b>(10.0)</b>
<i>Contributions (+)</i>				
Transportation Services Operating Contributions		10.0	10.0	10.0
	Total Contributions	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
	Interest Income	1.4	1.5	2.1
<b>Balance at Year-End</b>		<b>649.6</b>	<b>651.1</b>	<b>653.3</b>

\* Based on 9-month 2020 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2021	2022	2023
		\$	\$	\$
<b>Beginning Balance*</b>		<b>11.8</b>	<b>11.8</b>	<b>11.8</b>
<b>Toronto 360 Wayfinding FR</b>	<b>XR1414</b>			
<i>Withdrawals (-)</i>				
Transportation Services Withdrawals - Operating		(10.0)	(10.0)	(10.0)
	Total Withdrawals	<b>(10.0)</b>	<b>(10.0)</b>	<b>(10.0)</b>
<i>Contributions (+)</i>				
Transportation Services Operating Contributions		10.0	10.0	10.0
	Total Contributions	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Balance at Year-End</b>		<b>11.8</b>	<b>11.8</b>	<b>11.8</b>

\* Based on 9-month 2020 Reserve Fund Variance Report

## Appendix 10 (continued)

## 2021 Operating Budget

## Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2021	2022	2023
		\$	\$	\$
<b>Beginning Balance*</b>		<b>32,761.9</b>	<b>26,519.0</b>	<b>27,954.6</b>
<b>Vehicle Reserve-Transportation</b>	<b>XQ1015</b>			
<i>Withdrawals (-)</i>				
Other Division/Agency Withdrawals - Capital		(10,551.9)	(12,873.4)	(5,631.0)
	Total Withdrawals	<b>(10,551.9)</b>	<b>(12,873.4)</b>	<b>(5,631.0)</b>
<i>Contributions (+)</i>				
Transportation Services Operating Contributions		4,309.0	14,309.0	9,309.0
	Total Contributions	<b>4,309.0</b>	<b>14,309.0</b>	<b>9,309.0</b>
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>(6,242.9)</b>	<b>1,435.6</b>	<b>3,678.0</b>
<b>Balance at Year-End</b>		<b>26,519.0</b>	<b>27,954.6</b>	<b>31,632.6</b>

\* Based on 9-month 2020 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2021	2022	2023
		\$	\$	\$
<b>Beginning Balance*</b>		<b>11,617.9</b>	<b>10,800.2</b>	<b>11,299.2</b>
<b>Vehicle-For-Hire Reserve Fund</b>	<b>XR1505</b>			
<i>Withdrawals (-)</i>				
Transportation Services Withdrawals - Operating		(175.4)	(360.6)	(365.8)
Other Division/Agency Withdrawals - Operating		(6,052.8)	(4,552.8)	(4,552.8)
	Total Withdrawals	<b>(6,228.2)</b>	<b>(4,913.5)</b>	<b>(4,918.7)</b>
<i>Contributions (+)</i>				
Other Division/Agency Contributions - Operating		5,387.0	5,387.0	5,387.0
	Total Contributions	<b>5,387.0</b>	<b>5,387.0</b>	<b>5,387.0</b>
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>(841.2)</b>	<b>473.5</b>	<b>468.3</b>
	Interest Income	23.5	25.4	38.1
<b>Balance at Year-End</b>		<b>10,800.2</b>	<b>11,299.2</b>	<b>11,805.6</b>

\* Based on 9-month 2020 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2021	2022	2023
		\$	\$	\$
<b>Beginning Balance*</b>		<b>501.5</b>	<b>263.5</b>	<b>58.7</b>
<b>Management Of Contaminated Lands RF</b>	<b>XR3404</b>			
<i>Withdrawals (-)</i>				
Transportation Services Withdrawals - Operating		(238.8)	(205.2)	0.0
	Total Withdrawals	<b>(238.8)</b>	<b>(205.2)</b>	<b>0.0</b>
<i>Contributions (+)</i>				
	Total Contributions	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>(238.8)</b>	<b>(205.2)</b>	<b>0.0</b>
	Interest Income	0.8	0.4	0.2
<b>Balance at Year-End</b>		<b>263.5</b>	<b>58.7</b>	<b>58.9</b>

\* Based on 9-month 2020 Reserve Fund Variance Report

## Appendix 10 (continued)

### 2021 Operating Budget

#### Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2021	2022	2023
		\$	\$	\$
<b>Beginning Balance*</b>		<b>983,063.4</b>	<b>1,033,600.2</b>	<b>1,000,554.6</b>
<b>Water Capital</b>	<b>XR6003</b>			
<i>Withdrawals (-)</i>				
Transportation Services Withdrawals - Operating		(2,000.0)	0.0	0.0
Other Division/Agency Withdrawals - Operating		(2,846.3)	(584.3)	0.0
Other Division/Agency Withdrawals - Capital*		(353,553.4)	(449,308.1)	(428,240.0)
	Total Withdrawals	<b>(358,399.6)</b>	<b>(449,892.4)</b>	<b>(428,240.0)</b>
<i>Contributions (+)</i>				
Other Division/Agency Contributions - Operating		406,821.2	414,510.3	424,139.6
	Total Contributions	<b>406,821.2</b>	<b>414,510.3</b>	<b>424,139.6</b>
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>48,421.5</b>	<b>(35,382.1)</b>	<b>(4,100.4)</b>
	Interest Income	2,115.3	2,336.6	3,295.1
<b>Balance at Year- End</b>		<b>1,033,600.2</b>	<b>1,000,554.6</b>	<b>999,749.3</b>

\* Based on 9-month 2020 Reserve Fund Variance Report

#### Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2021	2022	2023
		\$	\$	\$
<b>Beginning Balance*</b>		<b>30,142.3</b>	<b>14,678.1</b>	<b>17.8</b>
<b>Insurance Reserve Fund</b>	<b>XR1010</b>			
<i>Withdrawals (-)</i>				
Other Division/Agency Withdrawals - Operating		(77,744.9)	(79,850.9)	(82,069.1)
Other Division/Agency Withdrawals - Capital		(389.0)		
	Total Withdrawals	<b>(78,133.9)</b>	<b>(79,850.9)</b>	<b>(82,069.1)</b>
<i>Contributions (+)</i>				
Transportation Services Operating Contributions		21,090.2	21,090.2	21,090.2
Other Division/Agency Contributions - Operating		41,532.6	44,083.6	63,529.6
	Total Contributions	<b>62,622.8</b>	<b>65,173.8</b>	<b>84,619.8</b>
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>(15,511.2)</b>	<b>(14,677.2)</b>	<b>2,550.7</b>
	Interest Income	47.0	16.9	4.3
<b>Balance at Year-End</b>		<b>14,678.1</b>	<b>17.8</b>	<b>2,572.8</b>

\* Based on 9-month 2020 Reserve Fund Variance Report

## Appendix 10 (continued)

### Inflows and Outflows to/from Reserves and Reserve Funds

#### 2021 – 2030 Capital Budget and Plan

#### Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
XR1410 Public Realm	<b>Beginning Balance</b>	9,542	11,703	8,710	16,553	26,366	35,307	44,449	53,717	63,671	75,798
	<i>Withdrawals (-)</i>										
	<i>Transportation Services - Capital</i>	(3,202)	(4,312)	(3,232)	(1,399)	(2,500)	(2,517)	(2,536)	(2,000)	-	-
	<i>Other Division/Agency - Capital</i>	-	(7,900)	-	-	-	-	-	-	-	-
	<i>Transportation Services - Operating</i>	(21,219)	(20,484)	(20,645)	(20,645)	(20,645)	(20,645)	(20,645)	(20,645)	(20,645)	(20,645)
	<i>Other Division/Agency - Operating</i>	(2,457)	(2,456)	(2,155)	(2,155)	(2,155)	(2,155)	(2,155)	(2,155)	(2,155)	(2,155)
	<b>Total Withdrawals</b>	<b>(26,878)</b>	<b>(35,152)</b>	<b>(26,031)</b>	<b>(24,198)</b>	<b>(25,299)</b>	<b>(25,316)</b>	<b>(25,335)</b>	<b>(24,799)</b>	<b>(22,799)</b>	<b>(22,799)</b>
	<i>Contributions (+)</i>										
	<i>Transportation Services - Operating</i>	29,017	32,135	33,833	33,833	33,833	33,833	33,833	33,833	33,833	33,833
	<b>Total Contributions</b>	<b>29,017</b>	<b>32,135</b>	<b>33,833</b>	<b>33,833</b>	<b>33,833</b>	<b>33,833</b>	<b>33,833</b>	<b>33,833</b>	<b>33,833</b>	<b>33,833</b>
	Interest Income	22	23	42	177	407	625	769	920	1,093	1,285
<b>Balance at Year-End</b>		<b>11,703</b>	<b>8,710</b>	<b>16,553</b>	<b>26,366</b>	<b>35,307</b>	<b>44,449</b>	<b>53,717</b>	<b>63,671</b>	<b>75,798</b>	<b>88,116</b>

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
XR2110 Dev Charges RF - Roads & Related	<b>Beginning Balance</b>	197,481	234,684	201,887	236,842	295,497	184,754	259,455	336,107	417,479	501,713
	<i>Withdrawals (-)</i>										
	<i>Transportation Services - Capital</i>	(20,053)	(94,261)	(46,734)	(24,515)	(195,060)	(4,852)	(4,854)	(2,912)	(2,916)	(2,916)
	<i>Other Division/Agency - Operating</i>	(88)	(88)	(88)	(88)	(88)	(88)	(88)	(88)	(88)	(88)
	<b>Total Withdrawals</b>	<b>(20,141)</b>	<b>(94,349)</b>	<b>(46,822)</b>	<b>(24,603)</b>	<b>(195,148)</b>	<b>(4,940)</b>	<b>(4,942)</b>	<b>(3,000)</b>	<b>(3,004)</b>	<b>(3,004)</b>
	<i>Contributions (+)</i>										
	<i>DC Contributions</i>	56,891	61,051	81,054	81,058	81,233	76,160	76,926	78,465	80,034	81,635
	<b>Total Contributions</b>	<b>56,891</b>	<b>61,051</b>	<b>81,054</b>	<b>81,058</b>	<b>81,233</b>	<b>76,160</b>	<b>76,926</b>	<b>78,465</b>	<b>80,034</b>	<b>81,635</b>
	Interest Income	453	501	723	2,200	3,173	3,482	4,668	5,907	7,205	8,548
<b>Balance at Year-End</b>		<b>234,684</b>	<b>201,887</b>	<b>236,842</b>	<b>295,497</b>	<b>184,754</b>	<b>259,455</b>	<b>336,107</b>	<b>417,479</b>	<b>501,713</b>	<b>588,892</b>

**Appendix 10 (continued)**

**2021 – 2030 Capital Budget and Plan**

**Program Specific Reserve / Reserve Funds**

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
XR2114	<b>Beginning Balance</b>	247,549	234,040	152,754	89,158	26,432	1,466	(25,037)	(21,983)	(30,432)	(30,591)
Dev Charges RF - Parks & Rec	<i>Withdrawals (-)</i>										
	<i>Transportation Services - Capital</i>	(280)	-	-	-	-	-	-	-	-	-
	<i>Other Division/Agency - Capital</i>	(57,474)	(128,604)	(126,458)	(125,667)	(87,631)	(85,517)	(56,038)	(68,722)	(61,637)	(51,204)
	<b>Total Withdrawals</b>	<b>(57,754)</b>	<b>(128,604)</b>	<b>(126,458)</b>	<b>(125,667)</b>	<b>(87,631)</b>	<b>(85,517)</b>	<b>(56,038)</b>	<b>(68,722)</b>	<b>(61,637)</b>	<b>(51,204)</b>
	<i>Contributions (+)</i>										
	<i>DC Contributions</i>	43,740	46,874	62,463	62,463	62,481	59,014	59,092	60,273	61,478	62,708
	<b>Total Contributions</b>	<b>43,740</b>	<b>46,874</b>	<b>62,463</b>	<b>62,463</b>	<b>62,481</b>	<b>59,014</b>	<b>59,092</b>	<b>60,273</b>	<b>61,478</b>	<b>62,708</b>
	Interest Income	505	444	398	478	184	-	-	-	-	-
<b>Balance at Year-End</b>		<b>234,040</b>	<b>152,754</b>	<b>89,158</b>	<b>26,432</b>	<b>1,466</b>	<b>(25,037)</b>	<b>(21,983)</b>	<b>(30,432)</b>	<b>(30,591)</b>	<b>(19,087)</b>

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
XR1407	<b>Beginning Balance</b>	3,748	2,254	323	324	327	331	337	342	347	353
Light Emitting Diode (LED)	<i>Withdrawals (-)</i>										
	<i>Other Division/Agency - Capital</i>	(1,500)	(1,934)	-	-	-	-	-	-	-	-
	<b>Total Withdrawals</b>	<b>(1,500)</b>	<b>(1,934)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<i>Contributions (+)</i>										
	<b>Total Contributions</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	Interest Income	6	3	1	3	4	5	5	5	5	6
<b>Balance at Year-End</b>		<b>2,254</b>	<b>323</b>	<b>324</b>	<b>327</b>	<b>331</b>	<b>337</b>	<b>342</b>	<b>347</b>	<b>353</b>	<b>358</b>

**Appendix 10 (continued)**

**2021 – 2030 Capital Budget and Plan**

**Corporate Reserve / Reserve Funds**

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
XQ0011 Capital Financing	<b>Beginning Balance</b>	273,328	257,619	247,355	181,082	28,322	9,642	813	21,113	61,013	99,657
	<i>Withdrawals (-)</i>										
	<i>Transportation Services - Capital</i>	(43,549)	(44,150)	(106,173)	(192,660)	(58,580)	(30,000)	(19,000)	-	-	-
	<i>Other Division/Agency - Capital</i>	(12,060)	(6,014)	-	-	-	(18,729)	(600)	-	(1,256)	(914)
	<b>Total Withdrawals</b>	<b>(55,609)</b>	<b>(50,164)</b>	<b>(106,173)</b>	<b>(192,660)</b>	<b>(58,580)</b>	<b>(48,729)</b>	<b>(19,600)</b>	<b>-</b>	<b>(1,256)</b>	<b>(914)</b>
	<i>Contributions (+)</i>										
	<i>Other Division/Agency - Operating</i>	39,900	39,900	39,900	39,900	39,900	39,900	39,900	39,900	39,900	39,900
	<b>Total Contributions</b>	<b>39,900</b>	<b>39,900</b>	<b>39,900</b>	<b>39,900</b>	<b>39,900</b>	<b>39,900</b>	<b>39,900</b>	<b>39,900</b>	<b>39,900</b>	<b>39,900</b>
<b>Balance at Year-End</b>		<b>257,619</b>	<b>247,355</b>	<b>181,082</b>	<b>28,322</b>	<b>9,642</b>	<b>813</b>	<b>21,113</b>	<b>61,013</b>	<b>99,657</b>	<b>138,643</b>

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
XR1012 Land Acquisition	<b>Beginning Balance</b>	138,588	133,940	105,671	102,920	100,666	98,890	97,333	98,271	99,224	100,192
	<i>Withdrawals (-)</i>										
	<i>Transportation Services - Capital</i>	-	(4,879)	-	-	-	-	-	-	-	-
	<i>Other Division/Agency - Capital</i>	(4,339)	(23,070)	(2,500)	(2,500)	(2,500)	(2,500)	-	-	-	-
	<i>Other Division/Agency - Operating</i>	(595)	(595)	(595)	(595)	(595)	(595)	(595)	(595)	(595)	(595)
	<b>Total Withdrawals</b>	<b>(4,934)</b>	<b>(28,544)</b>	<b>(3,095)</b>	<b>(3,095)</b>	<b>(3,095)</b>	<b>(3,095)</b>	<b>(595)</b>	<b>(595)</b>	<b>(595)</b>	<b>(595)</b>
	<i>Contributions (+)</i>										
	<b>Total Contributions</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	Interest Income	286	275	344	841	1,318	1,538	1,533	1,548	1,563	1,578
<b>Balance at Year-End</b>		<b>133,940</b>	<b>105,671</b>	<b>102,920</b>	<b>100,666</b>	<b>98,890</b>	<b>97,333</b>	<b>98,271</b>	<b>99,224</b>	<b>100,192</b>	<b>101,175</b>

**Appendix 10 (continued)**

**2021 – 2030 Capital Budget and Plan**

**Corporate Reserve / Reserve Funds**

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
XR3026 Section 37	<b>Beginning Balance</b>	299,222	270,078	247,287	219,469	204,004	204,153	204,502	207,440	210,429	213,465
	<i>Withdrawals (-)</i>										
	<i>Transportation Services - Capital</i>	(885)	(15,499)	(3,582)	(2,568)	(2,261)	(2,568)	-	-	-	-
	<i>Other Division/Agency - Capital</i>	(28,570)	(7,600)	(24,718)	(14,361)	-	-	(4)	-	-	-
	<i>Other Division/Agency - Operating</i>	(286)	(286)	(286)	(286)	(286)	(286)	(286)	(286)	(286)	(286)
	<b>Total Withdrawals</b>	<b>(29,741)</b>	<b>(23,385)</b>	<b>(28,586)</b>	<b>(17,215)</b>	<b>(2,547)</b>	<b>(2,854)</b>	<b>(290)</b>	<b>(286)</b>	<b>(286)</b>	<b>(286)</b>
	Contributions (+)										
	<b>Total Contributions</b>	-	-	-	-	-	-	-	-	-	-
	Interest Income	597	594	769	1,750	2,696	3,203	3,229	3,275	3,323	3,370
<b>Balance at Year-End</b>		<b>270,078</b>	<b>247,287</b>	<b>219,469</b>	<b>204,004</b>	<b>204,153</b>	<b>204,502</b>	<b>207,440</b>	<b>210,429</b>	<b>213,465</b>	<b>216,549</b>

## Appendix 11

### Glossary

**Approved Position:** Permanent or temporary positions that support the delivery of City services and service levels as approved by Council.

**Actuals:** An actual financial amount paid (or received) for the delivery of City services (these exclude any commitments to be paid in the future).

**Capacity to Spend:** Ability to spend money along with the capacity to deliver projects as demonstrated by historic spending patterns and approved contractual obligations.

**Capital Budget:** A Capital Budget is the City's plan to acquire / build assets or extend the useful life of existing assets; an example of a capital expenditure is the construction of a new community centre.

**Capital Needs Constraints:** The capital needs that cannot be accommodated within the capital plan that the Division or Agency have the capacity to deliver.

**Complement:** Positions that support the delivery of City services and service levels as approved by Council.

**Efficiencies:** Reductions in the cost of delivering a service without a reduction in service level.

**New / Enhanced:** New and enhanced service changes resulting in an increase in service levels from what was previously approved by Council.

**Operating Budget:** An Operating Budget is the City's annual plan to provide services to the residents of Toronto; the budget includes all revenues and expenses needed to provided services; an example of an operating cost would be the cost to run the TTC subways.

**Operating Impact of Completed Capital Projects:** The additional expense (or savings) and positions needed to operate or maintain a new asset; an example would be the additional expense and staff needed to operate a recently completed community centre.

**Rate Supported Budget:** Budget fully funded by user fees such as Solid Waste, Toronto Water and Toronto Parking Authority

**Staff Operating / Capital Budget:** An operating or capital budget by City Manager and Chief Financial Officer and Treasurer to City Council for consideration and approval.

**State of Good Repair (SOGR):** The cost of maintaining assets to ensure they are able to support the delivery of City services and meet service outcomes

**Tax Supported Budget:** Budget funded by property taxes.

**User Fees:** Program generated fee and rental revenue for the use of its services (such as the TTC fare, ice rental fees and various City permits).

**Voluntary Separation Program** – On July 28th, 2020, City Council approved the implementation of a Voluntary Separation Program for staff who are eligible to retire with an unreduced pension providing a lump sum payment of up to three months' salary to eligible employees, subject to the terms of the program guidelines, funded through savings generated from a combination of permanently eliminating vacated positions and/or holding the positions vacant for a minimum of six months.