



## STAFF REPORT ACTION REQUIRED

### 2011 Capital Budget and 2012-2020 Capital Plan and Forecast

<b>Date:</b>	February 8, 2011
<b>To:</b>	Executive Committee
<b>From:</b>	City Manager Deputy City Manager and Chief Financial Officer
<b>Wards:</b>	All
<b>Reference Number:</b>	P:\2011\Internal Services\FP\Bc11003fp AFS#13338

#### SUMMARY

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This report presents the City of Toronto's Tax Supported 2011 – 2020 Budget Committee (BC) Recommended Capital Budget and Plan and recommends approval of 2011 cash flow and future year cash flow commitments for capital projects. Furthermore, the report requests Council's approval of the 2012 - 2020 Capital Plan, which will form the basis for developing future capital budgets, in accordance with the City's multi-year financial planning and budgeting policy.

The 2011 BC Recommended Capital Budget totals \$2.051 billion; and estimates of capital spending for the nine years 2012 – 2020 total \$10.960 billion (see Table 1, below). Capital expenditures to maintain and renew the City's substantive infrastructure total \$7.464 billion; representing 57.4% of the total 2011 – 2020 BC Recommended Capital Budget and Plan (see Table 2, below). This strategy is geared toward slowing down growth in the City's state of good repair backlog as illustrated in Chart 5 of this report. The state of good repair backlog has stabilized at approximate \$1.501 billion in 2020.

While emphasis is placed on maintaining and protecting the City's existing infrastructure and physical assets, the 2011 – 2020 BC Recommended Capital Budget and Plan also invests \$5.008 billion over 10 years in strategic and priority service improvement and growth related projects to accommodate increasing service demands and growth.

As illustrated in Table 1, Toronto Transit Commission (TTC) alone accounts for the majority of the expenditures recommended in the 10-year capital-spending plan. This is despite the fact that only a 2011 Capital Budget and associated future year project

commitments have been recommended for the TTC. Inclusive of the Spadina Subway Extension, the TTC 2011-2020 Capital Budget and Plan is \$5.737 billion, representing approximately 44% of the total recommended spending in the 2011 – 2020 Capital Budget and Plan; and Transportation Services totals \$2.201 billion or 17%. Together, TTC and Transportation Services account for almost three-quarters of the expenditures recommended in the 2011 – 2020 Capital Budget and Plan.

<b>Table 1</b> <b>2011 - 2020 Budget Committee Recommended Capital Budget and Plan by Cluster</b>										
\$ Million	2011					2011 - 2020				
	Gross	%	Debt / CFC	Target	Over / (Under) Target	Gross	%	Debt / CFC	Target	Over / (Under) Target
Citizen Centred Services 'A'	177	9%	69	63	6	1,220	9%	824	753	71
Citizen Centred Services 'B'	240	12%	184	251	(67)	2,521	19%	2,241	2,246	(5)
Internal Services	164	8%	68	59	9	1,596	12%	666	592	74
Other City Programs	153	7%	31	63	(32)	766	6%	218	197	21
<b>Total City Operations</b>	<b>734</b>	<b>36%</b>	<b>352</b>	<b>436</b>	<b>(84)</b>	<b>6,103</b>	<b>47%</b>	<b>3,949</b>	<b>3,788</b>	<b>161</b>
ABCs Excluding TTC	157	8%	94	95	(1)	1,171	9%	766	758	8
<b>Total Tax Supported Excl. TTC</b>	<b>891</b>	<b>43%</b>	<b>446</b>	<b>531</b>	<b>(85)</b>	<b>7,274</b>	<b>56%</b>	<b>4,715</b>	<b>4,546</b>	<b>169</b>
<b>Toronto Transit Commission (TTC)</b>	<b>1,160</b>	<b>57%</b>	<b>386</b>	<b>567</b>	<b>(181)</b>	<b>5,737</b>	<b>44%</b>	<b>2,327</b>	<b>2,442</b>	<b>(115)</b>
<b>Total</b>	<b>2,051</b>	<b>100%</b>	<b>832</b>	<b>1,098</b>	<b>(266)</b>	<b>13,011</b>	<b>100%</b>	<b>7,042</b>	<b>6,988</b>	<b>54</b>

Debt and Capital from Current Contributions (CFC) are the primary funding sources for the 2011 – 2020 Capital Budget and Plan totalling \$7.042 billion. The total recommended affordable debt financing over the 10-year period is \$4.212 billion as illustrated in Table 2. This debt level is determined based on the City's Policy that limits the ratio of Debt Service Cost to Tax Levy to no more than 15%, on an annual basis. The recommended debt funding for 2011 is \$266 million under the debt target of \$1.098 billion and the 10-Year Capital Budget and Plan exceeds the affordable debt and CFC target of \$6.988 billion by \$53.682 million.

<b>Table 2</b> <b>2011 - 2020 Budget Committee Recommended Capital Budget and Plan</b> <b>Debt Target (\$ Million)</b>								
	Council Approved Debt/CFC	2011	2012	2013	2014	2015	2011 - 2015	2020 Debt / CFC Target
<b>Baseline Debt - Retire / Reissue</b>	260	200	0	120	228	300	848	2,648
<b>New Debt</b>								
TTC	331	567	654	330	209	165	1,925	2,442
City	212	151	276	109	(29)	(123)	384	(878)
<b>Total New Debt</b>	<b>543</b>	<b>718</b>	<b>930</b>	<b>439</b>	<b>180</b>	<b>42</b>	<b>2,309</b>	<b>1,564</b>
<b>Total Affordable Debt</b>	<b>803</b>	<b>918</b>	<b>930</b>	<b>559</b>	<b>408</b>	<b>342</b>	<b>3,157</b>	<b>4,212</b>
Capital from Current (CFC)	165	181	199	219	241	265	1,105	2,776
<b>Total Debt &amp; CFC</b>	<b>968</b>	<b>1,099</b>	<b>1,129</b>	<b>778</b>	<b>649</b>	<b>607</b>	<b>4,262</b>	<b>6,988</b>

Capital from Current (CFC) funding totals \$2.778 billion or 21.4% of the total recommended funding for the 2011 – 2020 BC Recommended Capital Budget and Plan. To mitigate reliance on debt as a funding source for the City's Capital Plan, CFC will continue to be increased by 10% annually until 2018 - from \$181 million in 2011 to \$354 million in 2020. Combined, CFC and Debt funding is \$7.042 billion or 54% of the total recommended financing for 2011 – 2020 Tax Supported Capital Budget and Plan.

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## RECOMMENDATIONS

The Budget Committee (BC) recommend that City Council:

- 1) Approve the 2011 Budget Committee Recommended (Tax Supported) Capital Budget, which incorporates all decisions made during the Budget Committee meeting of January 24 and 25, 2011, with total project cost of \$2.321 billion and, 2011 cash flows of \$2.757 billion with future year commitments of \$2.407 billion in 2012; \$1.743 billion in 2013; \$1.034 billion in 2014; \$343.025 million in 2015; and \$416.538 million in 2016 to 2020 as detailed in Appendix 1, comprised of:
  - a. New Cash Flow Funding for:
    - i) new and change in scope projects / sub-projects with a total project cost of \$2.321 billion requiring: 2011 cash flow of \$514.1 million and future year commitments of \$398.7 million in 2012; \$647.2 million in 2013; \$633.4 million in 2014; \$166.1 million in 2015 and (\$38.9) million in 2016 to 2020 (see Appendix 1(ii));
    - ii) previously approved projects / sub-projects totalling \$5.673 billion requiring: 2011 cash flow of \$1.536 billion and future year commitments of \$2.008 billion in 2012; \$1.096 billion in 2013; \$400.9 million in 2014, \$177 million in 2015 and \$455.5 million in 2016 – 2020 (see Appendix 1(iii));
    - iii) previously approved projects / sub-projects with carry forward funding from 2009 and prior years requiring 2011 cash flow of \$107.2 million, which forms part of the affordability debt target and require Council to reaffirm their commitment; and,
  - b. 2010 cash flow for previously approved projects / sub-projects with carry forward funding from 2010 into 2011 totalling \$706.7 million (see Appendix 1(vi)).
- 2) Approve funding sources for the 2011 Budget Committee Recommended (Tax Supported) Capital Budget (including 2010 carry forward project funding) comprised of: \$281.4 million from Reserves and Reserve Funds; \$180.5 million in Capital from Current funding; \$77.7 million in Developmental Charge funding; \$474.0 million in Provincial Grants and Subsidies; \$380.7 million in Federal Subsidies; \$367.9 million from other sources; and debt of \$1.175 billion; inclusive of 2010 carry forward debt funding of \$342.8 million (see Appendix 1(iv)).
- 3) Council approve new debt service costs of \$3.628 million in 2011 and incremental costs of \$20.604 million in 2012; \$25.090 million in 2013; \$18.690 million in 2014; \$45.046 million in 2015; and, \$287.171 million in the five year forecast 2016 – 2020, for inclusion in the 2011 and future operating budgets.

- 4) Approve the 2012 – 2020 Budget Committee Recommended (Tax Supported) Capital Plan project estimates totalling \$5.017 billion, comprised of \$371.1 million in 2012, \$501.0 million in 2013; \$537.9 million in 2014; \$602.2 million in 2015; \$628.7 million in 2016; \$611.4 million in 2017; \$607.5 million in 2018; \$567.4 million in 2019 and \$590.1 million in 2020.
- 5) Consider operating impacts resulting from approval of the 2011 Budget Committee Recommended Capital Budget of \$2.670 million in 2011 and incremental costs of \$9.625 million in 2012; \$7.447 million in 2013; \$10.473 million in 2014; \$3.449 million in 2015; and, \$6.719 million in 2016 – 2020, for inclusion in the 2011 and future years' operating budgets.
- 6) Approve the 2011 Budget Committee Recommended Capital Budget and 2012 – 2020 Capital Plan recommendations for City Programs and Agencies as detailed in Appendix 5.
- 7) Delegate authority to the Deputy City Manager and Chief Financial Officer to execute Commitment Letters issued to the City of Toronto by the Canada Mortgage and Housing Corporation under the Municipal Infrastructure Lending Program, for loans not to exceed a total of \$250 million in 2011.
- 8) Receive the reports, transmittals and communications that are on file with the City Clerk's Office including Appendix 6 herewith attached, as considered by the Budget Committee at its 2011 Capital Budget review meeting of January 24 and 25, 2011.

## **FINANCIAL IMPLICATIONS**

### **OVERVIEW**

The 2011 – 2020 Budget Committee Recommended Capital Budget and Plan (Capital Budget and Plan) invests in priority capital projects that ensures delivery of key City services; leverages economic stimulus program funding from the Federal and Provincial governments to renew the City's infrastructure that support City services; and maintains the City's existing infrastructure in a state of good repair. Furthermore, the Capital Budget and Plan invests in transportation and transit; public safety and emergency services; community and recreation services; improves customer service; revitalizes and expands public spaces.

The City of Toronto Act (COTA), sub-section 228 (1) states that, "The City shall in each year prepare and adopt a budget including estimates of all sums required during the year" for the purpose of continuing the business of the City. Similarly, Sections 71-10 and 71-11 of the Financial Control By-law specify: (i) that no expenditure shall be made and no account shall be paid by or on behalf of the City, except with Council approval; and (ii) that no commitment shall be made except where cash flow funding has been provided in the ... capital budget to the satisfaction of the Chief Financial Officer. Therefore,

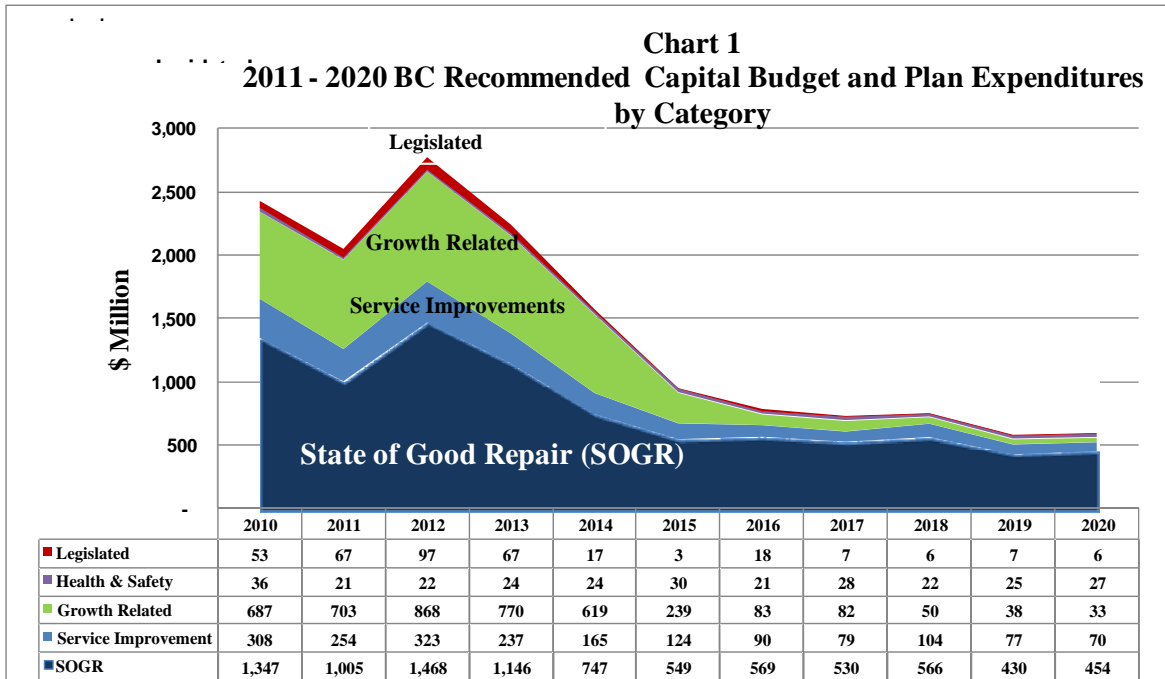
approval of the 2012 – 2020 Capital Plan does not constitute cash flow or spending approval; this is achieved through the approval of the annual capital budget for which funds are appropriated for the fiscal year. The capital budget and plan represents a long-term framework for planning and implementing capital activities, and the basis for developing the annual capital budget.

To provide the infrastructure and capital assets to deliver City services, the 2011 – 2020 Capital Budget and Plan totals \$22.451 billion comprised of a Rate Supported Capital Budget and Plan of \$9.439 billion and a Tax Supported Capital Budget and Plan of \$13.011 billion. Toronto Water Capital Budget and Plan of \$8.628 billion and Solid Waste Management of \$469 million make up 96% of the Rate Supported 10-year capital program. The Toronto Water and Solid Waste Management Capital Budget and Plan are presented in separate companion reports.

Capital projects included in the 2011 – 2020 Budget Committee Recommended Capital Budget and Plan is prioritized into five categories as shown in Table 2 below. Consistent with the 2011 Capital Budget directions and guidelines, the recommended Capital Budget and Plan focuses on maintaining and rehabilitating existing infrastructure to deliver services to the citizens of Toronto. Table 3 shows that \$8.003 billion or 62% of the 2011 – 2020 Budget Committee Recommended Capital Budget and Plan of \$13.011 billion is allocated to Legislated, Health and Safety, and State of Good Repair (SOGR) projects. Alone, State of Good Repair expenditures represent 57.4% of all spending over the 2011 – 2020 period.

<b>Table 3</b> <b>2011 - 2020 Budget Committee Recommended Capital Budget &amp; Plan</b> <b>by Category and Funding Source</b> <b>Tax Supported Programs</b>											
Expenditures	Capital Plan					2011-2015		2016- 2020		2011-2020	
	2011	2012	2013	2014	2015	Total	%	Total	%	Total	%
Health and Safety	21	22	24	24	30	121	1.3%	124	3.6%	244	1.9%
Legislated	67	97	67	17	3	252	2.6%	44	1.3%	295	2.3%
State of Good Repair	1,005	1,468	1,146	747	549	4,915	51.3%	2,549	74.5%	7,464	57.4%
Service Improvements	254	323	237	165	124	1,103	11.5%	420	12.3%	1,524	11.7%
Growth Related	703	868	770	619	239	3,199	33.4%	285	8.3%	3,484	26.8%
<b>Total Expenditures</b>	<b>2,051</b>	<b>2,778</b>	<b>2,244</b>	<b>1,572</b>	<b>945</b>	<b>9,590</b>	<b>100%</b>	<b>3,422</b>	<b>100%</b>	<b>13,011</b>	<b>100.0%</b>
<b>Funded By:</b>											
Provincial	350	496	385	233	80	1,545	16.1%	152	4.4%	1,697	13.0%
Federal	322	363	334	205	47	1,271	13.3%	9	0.3%	1,281	9.8%
Reserves	114	149	125	83	109	580	6.0%	461	13.5%	1,041	8.0%
Reserve Funds	101	59	21	15	14	208	2.2%	96	2.8%	304	2.3%
Capital from Current	181	199	219	241	265	1,103	11.5%	1,675	48.9%	2,778	21.4%
Development Charges	61	58	40	27	24	210	2.2%	100	2.9%	309	2.4%
Other	270	320	258	262	90	1,201	12.5%	136	4.0%	1,337	10.3%
Debt	652	1,134	862	507	317	3,471	36.2%	792	23.2%	4,264	32.8%
<b>Total Funding</b>	<b>2,051</b>	<b>2,778</b>	<b>2,244</b>	<b>1,572</b>	<b>945</b>	<b>9,590</b>	<b>100.0%</b>	<b>3,422</b>	<b>100.0%</b>	<b>13,011</b>	<b>100.0%</b>

The emphasis on protection and preservation of existing infrastructure continues throughout the ten-year term of the Capital Budget and Plan as graphically illustrated in Chart 1 below. Although planned spending on State of Good Repair decreases from \$1.005 billion in 2011 to \$454 million in 2020, it is noted that as a percent of total annual expenditures, SOGR expenditures grow incrementally from 49% in 2011 to 77% in 2020.



Despite the growing demand for investment in infrastructure maintenance in order to mitigate the SOGR backlog, the 10-Year Capital Plan allocates funding to address the need to also invest in essential service improvement and growth related projects to fulfil Council's strategic priorities, as well as to satisfy growth in service demand of a growing population. Investment in Service Improvement and Growth Related projects totals \$957 million, or approximately 47% of all capital spending in the 2011 BC Recommended Capital Budget. The key driver of the recommended 2011 project spending is for the ongoing construction of the Spadina Subway Extension project, requiring \$510 million. The further investment of \$4.051 billion or 37% of the recommended funding in the 2012 – 2020 Capital Plan is allocated to Service Improvement and Growth Related projects, resulting in a total investment of \$5.008 billion over the 10-year term of the Capital Budget and Plan.

### Economic Stimulus Program

The 2011 - 2020 Budget Committee Recommended Capital Budget and Plan includes capital projects that are cost-shared with the Federal and Provincial governments under the Infrastructure Stimulus Fund (ISF) and the Recreational Infrastructure Canada Program in Ontario and the Ontario REC (RInC-REC) programs.

As indicated in the September 30, 2010 Variance report, over 90% of infrastructure stimulus fund projects were scheduled for completion by the March 31, 2011 deadline imposed by the Federal and Provincial governments. On December 2, 2010, the Federal Government extended the deadline for completion of ISF – RInC projects by one full construction season, to October 31, 2011. This extension will enable the City to maximize the utilization of funds available under these programs.

2011 recommended cash flow funding for Infrastructure Stimulus Fund capital projects totals \$166.412 million of which \$51.715 million will be funded by the Federal and Provincial governments. These projects will be closely monitored to ensure that they are completed on time and on budget.

### **Capital Financing**

Financing for the City's 10-Year BC Recommended Capital Budget and Plan is derived from various funding sources, both external and City-own sources with debt funding being the funding source of last resort. It is the City's goal to maximize all funding from external sources, including other orders of government, development charges and contributions, donations and reserve funding, prior to utilizing City-own sources: Capital from Current (CFC) and the issuance of debt.

The 2011 – 2020 BC Recommended Capital budget and Plan will be financed by the following funding sources, as shown in Table 3 above:

- Federal (\$1.281 billion) and Provincial (\$1.697 billion) Grants and Subsidies provide \$2.978 billion or 22.8% of total financing;
- Reserve Funding contributes \$1.345 billion or 10.3%;
- Development Charges and other Funding (donations, contribution from developers and other Third Party funding) provide \$1.646 billion or 12.7% of total funding;
- Capital from Current (CFC) contributions total \$2.778 billion and represent 21.4% of total financing; and
- Debt funding totals \$4.264 billion, providing 32.8% of total financing.

It should be noted that debt funding would otherwise rise by the equivalent amount without the Capital from Current contributions of \$2.778 billion. Debt financing is also managed by limiting City's debt based on the City's affordability to fund debt servicing costs. As a result, debt targets are established for each City Program and Agency for each year of the 10-year capital planning period.

### **Debt Financing**

Debt targets for the 2011-2020 BC Recommended Capital Budget and Plan were established based on debt levels approved by Council for the 2010 – 2019 Capital Budget and Plan, with the addition of a debt target for 2020. The total debt target established for the 2011 - 2020 period is \$4.212 billion, representing a decrease of \$183 million over the



debt target of \$4.395 billion for the 2010 – 2019 period. As shown in Table 3 below, the City will retire and reissue debt totalling \$2.648 billion during the 10 years 2011 – 2020 that will have no incremental impact on debt service costs. To stay within the City's debt affordability limits over the 10-year period, total new debt has been limited to \$1.564 billion.

Table 4 shows that new debt will be required mainly to fund the TTC. Affordable debt target allocated to the TTC totals \$2.442 billion (inclusive of \$313 million for Spadina Subway), which exceeds the affordable new debt estimates of \$1.564 billion by \$878 million. In order not to exceed the affordable debt target, City Programs and other Agencies have had their debt funding needs reduced to offset the demands on new debt by the TTC. In effect, because of insufficient sustainable alternative capital funding sources, the City continues to make a disproportionate debt contribution to fund the TTC capital program.

<b>Table 4</b> <b>2011 - 2020 Budget Committee Rec'd Capital Budget and Plan</b> <b>Debt Target (\$ Million)</b>								
	<b>Council Approved Debt/CFC</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2011 - 2015</b>	<b>2011 - 2020 Debt / CFC Target</b>
Baseline Debt (Retire / Reissue)	260	200	0	120	228	300	848	2,648
New Debt:								
TTC	331	567	654	330	209	165	1,925	2,442
City	212	151	276	109	(29)	(123)	384	(878)
<b>Total New Debt</b>	<b>543</b>	<b>718</b>	<b>930</b>	<b>439</b>	<b>180</b>	<b>42</b>	<b>2,309</b>	<b>1,564</b>
<b>Total Debt</b>	<b>803</b>	<b>918</b>	<b>930</b>	<b>559</b>	<b>408</b>	<b>342</b>	<b>3,157</b>	<b>4,212</b>
Capital from Current (CFC)	165	181	199	219	241	265	1,105	2,776
<b>Total Debt &amp; CFC</b>	<b>968</b>	<b>1,099</b>	<b>1,129</b>	<b>778</b>	<b>649</b>	<b>607</b>	<b>4,262</b>	<b>6,988</b>

The 2011 Budget Committee Recommended 2011 Capital Budget is under the approved debt target by \$266 million mainly due to TTC, which is \$181 million under its debt target (as shown in Table 1, above). However, over the 2011 – 2020 period, the debt required to finance the Capital Budget and Plan is over the affordable debt target by \$54 million mainly attributed to the following:

- 311 Toronto's 2012 - 2020 Recommended Capital Plan of \$38.839 million requires new debt funding of \$34.702 million to fund additional State of Good Repair needs including servers, hardware and software; and future system integration adding other City Divisions. No debt target was awarded to 311 Toronto because it was contemplated that capital projects would be financed by the Capital Financing Reserve;

- Long-Term Care Homes & Services is \$28.117 million over its assigned affordability debt target of \$81.567 million as a result of the legislated requirement to redevelop Kipling Acres. Once the Kipling Acres redevelopment project is completed and at full occupancy, Provincial subsidies to repay ongoing debt charges will be received;
- Facilities and Real Estate's 10-year Capital Budget and Plan is \$30.651 million over debt target of \$426.867 million primarily due to unplanned state of good repair projects for the West Yards; the installation of new backflow preventers for domestic cold water systems in order to comply with Municipal Code Chapter 851, Water Supply Bylaw; and the Global Security Program to address life cycle of critical components and to complete security threat risk assessments;
- Information and Technology's Capital Plan exceeded the target by \$42.462 million mainly as a result of the change-in-scope requirements for the Consolidated Data Centre (\$32.315 million); and
- Pan Am Games debt funding for 2011-2014 has increased by \$24.012 million from the \$49.5 million approved in 2010 to a total of \$73.512 million as a result of a capital cost escalation adjustment in the Multi-Party Agreement concerning the financing of the Games.

It is noted that the TTC under-debt target amount of \$115 million partially offsets the above over-debt target amounts. As noted above, only a 2011 Capital Budget and associated future year's commitment is recommended for the TTC in 2011.

### **TTC Debt Funding**

For 2011, the Toronto Transit Commission submitted a 2011 - 2020 Capital Budget and Plan totalling \$7.593 billion in expenditures, requiring \$4.394 billion in debt funding from the City. This request exceeded the TTC 2011 – 2020 assigned debt target of \$2.129 billion by \$2.265 billion or 106% as illustrated in Table 5 below. This debt-funding request is well beyond the City's debt capacity, is not affordable and therefore not recommended.

<b>Table 5</b> <b>TTC - 2011 to 2020 Capital Plan Submitted</b> <b>Vs. 2011 Budget Committee Rec'd Capital Budget &amp; Commitments</b>			
	2011 to 2020 Submitted Capital Plan	2011 Rec'd Budget & Commitments	Remainder of 2012 to 2020 Submitted Capital Plan
Gross Expenditure	<u>7,593,365</u>	<u>3,437,034</u>	<u>4,156,331</u>
<b>Funding Sources:</b>			
Provincial Subsidy	1,324,993	788,294	536,699
Federal Subsidy	1,591,788	538,142	1,053,646
DC	54,009	39,161	14,848
Other	228,724	55,096	173,628
	3,199,514	1,420,693	1,778,821
Required Debt	4,393,851	2,016,341	2,377,510
Debt Target	2,129,122	2,129,122	112,781
<b>Debt Shortfall</b>	<b>2,264,729</b>	<b>(112,781)</b>	<b>2,264,729</b>

In order to enable TTC to continue its capital works pending a comprehensive review of its 10-year capital funding needs, the Budget Committee recommends a Capital Plan that limits spending to mostly continuing ongoing capital works and their future years' cash flow requirements. In effect, what is recommended is a 2011 Capital Budget that sets out 2011 cash flow funding and associated future year cash flow funding commitments totalling \$3.437 billion, requiring \$2.016 billion in debt funding over the 10-year planning horizon. It is noted that no new project estimates for the period 2012 to 2020 are included in the 10-Year Capital Plan.

The debt funding of \$2.016 billion provides 59% of the recommended financing for the TTC, and is under the 10-year debt target by \$112.8 million. Other major funding sources for the Recommended Capital Budget and future years' commitments include \$788 million from the Federal government and \$538 million from the Provincial government. Between them, the other orders of government will fund 39% of the TTC recommended capital expenditures – far short of the one third each formula that has been the City's target.

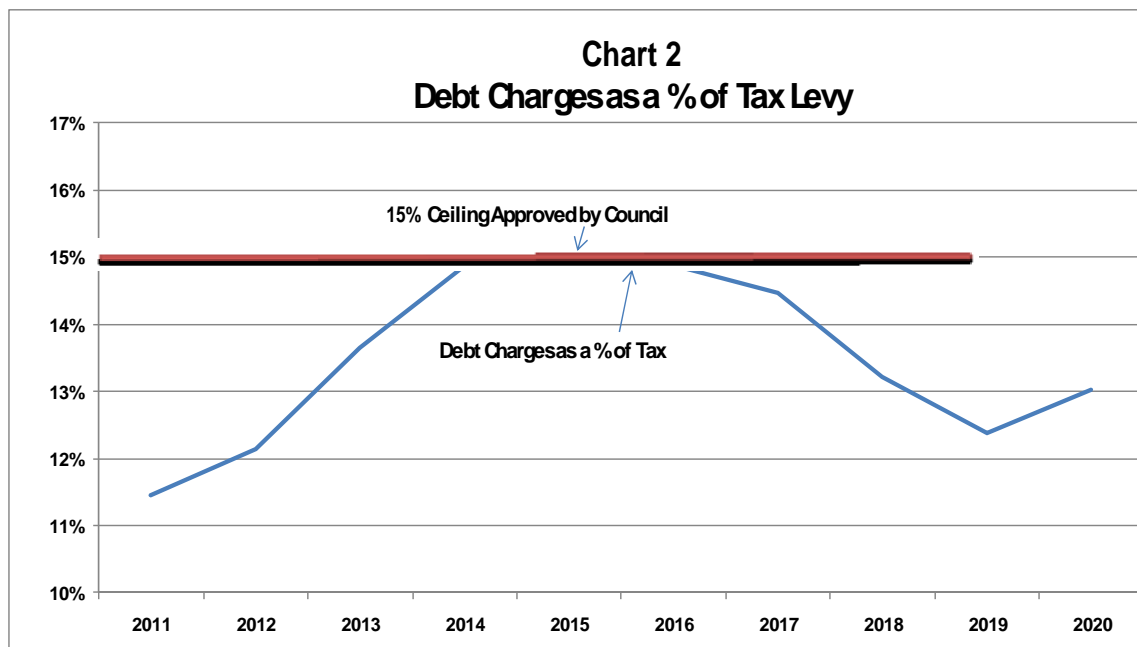
In order to fund the TTC's state of good repair projects, vehicle replacement and to accommodate expected growth to maintain existing service standards, it must work with the City to secure funding partnerships with the other orders of government. The Federal

and Provincial governments must not only share in the cost of growing the system to meet future ridership needs but also in maintaining the existing system for existing riders.

### Debt Service Ratio

At its meeting of June 27-29, 2006 (Policy and Finance Committee, Report 5, Clause 25) Council affirmed that the maximum limit of debt service charges as a percentage of total property tax be established at 15% as a benchmark for debt borrowing . The debt service charge ratio resulting from the 2011 – 2020 Budget Committee Recommended Capital Budget and Plan does not exceed the approved 15% debt service charge guideline as shown in Chart 2 below.

The debt service ratio peaks in 2015 at 14.98%, primarily for TTC vehicle replacements, after which it declines to 12.37% in 2019 then increases to 13.03% in 2020 as the beneficial impact of the debt restructuring program approved in 2010 ends as shown in Chart 2. The TTC submitted Capital Plan that has not been recommended in this budget will likely put pressure on the debt repayment limit in the last few years of the forecast.



### Authority to Issue Debentures During 2011

The proceeds from debentures to be issued under the authority recommended in this report will be used to finance capital expenditures that have been incurred or committed for approved projects. Authority of up to \$900 million for City purposes is being recommended in order to maintain flexibility and the ability to finance:

- a. Capital expenditures that were previously approved but not yet permanently financed, and;
- b. Debenture requirements as contained in the Budget Committee Recommended 2011 – 2020 Capital Budget and Plan, which will be considered by Council at its meeting of February 23 to 28, 2011.

The Deputy City Manager & Chief Financial Officer confirms that borrowing \$900 million to fund 2011 capital expenditures: (i) can be financed by the issuance of debentures with terms of up to 30 years; and, (ii) is within the City's updated Debt and Financial Obligation Limit. The Deputy City Manager & Chief Financial Officer further confirms that funds are available from the other funding sources identified in the Budget Committee Recommended 2011 Capital Budget.

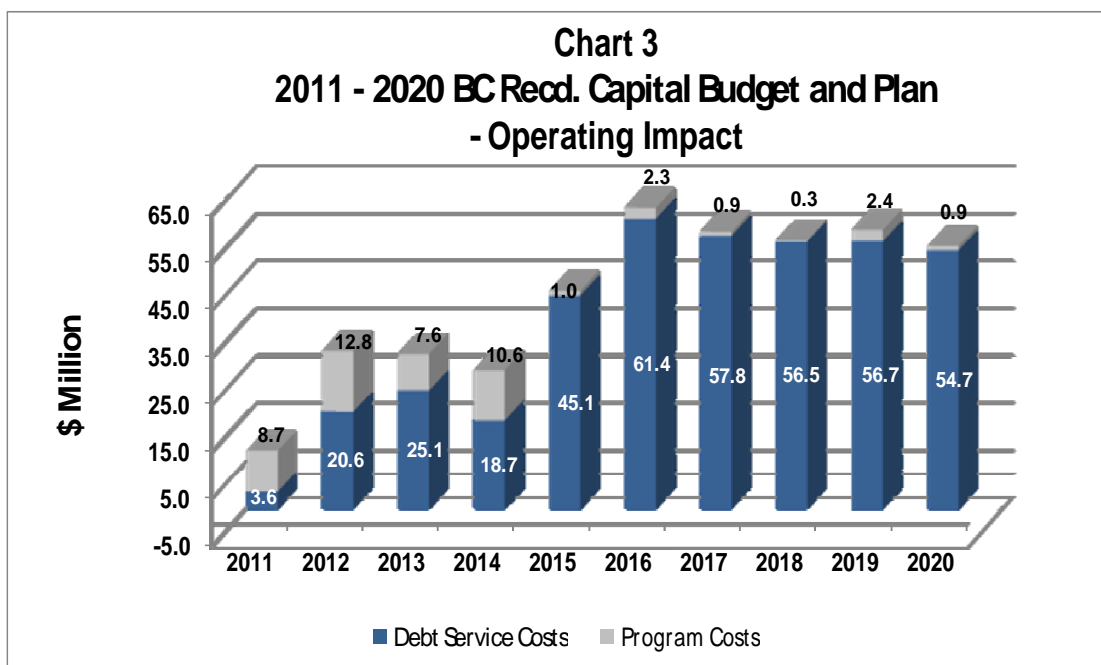
### **Incremental Operating Impacts**

As part of the annual capital budget process, the incremental cost impact on the operating budget of each project over its useful life is estimated and evaluated. The objective of this evaluation is to ensure that all operating cost increases associated with the 10-Year Capital Budget and Plan are both accurate and affordable, and to factor these cost increases in the annual operating budget and forecasts. Similarly, incremental operating savings or revenues arising from the completion of capital projects are also captured.

Capital projects impact the operating budget in the following ways:

- i. Principal repayment and interest payments on debt issued to finance the capital plan.
- ii. Increased operating costs including ongoing maintenance and programming costs for new infrastructure, rehabilitated or expanded facilities.
- iii. Efficiency savings from capital investments that reduce operating costs.
- iv. Direct contributions from the Operating Fund to finance pay-as-you-go capital projects thereby reducing the annual borrowing requirements.

The incremental operating impact, including debt charges, of the 2011 – 2020 Budget Committee Recommended Capital Budget and Plan on the Operating Budget totals \$447.704 million over the 10-year period, see Chart 3. Incremental debt service charges of \$400.232 million represent interest and principal repayment on new debt over the term of the 10-Year Capital Plan; and incremental net increases to City Program and Agency operating costs are estimated at \$47.472 million. Program costs will be included in the operating budget of the appropriate City Programs and Agencies; while debt service costs will be included in the Capital and Corporate Financing account.



## COMMENTS

### 2011 – 2020 Budget Committee Recommended Capital Budget and Plan

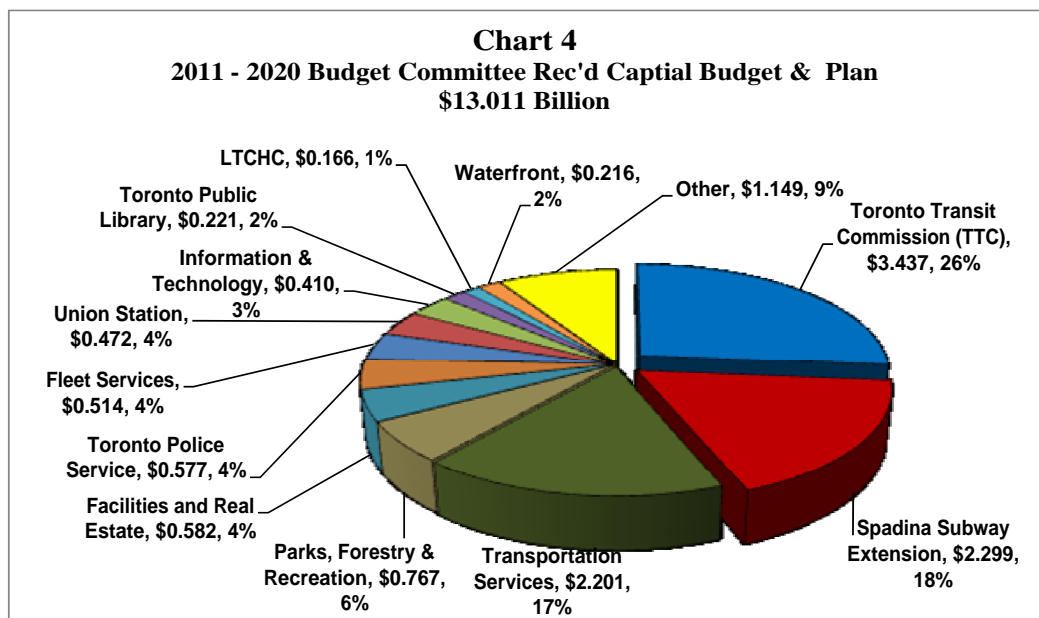
The 2011 – 2020 Budget Committee Recommended Capital Budget and Plan satisfies Council’s policy agenda, is fiscally responsible and focuses on infrastructure rehabilitation. It places priority on projects that protect the health and safety of citizens, meet legislated requirements, complete Federal and Provincial ISF and RInC-REC stimulus projects, and those that maintain the City’s infrastructure in a state of good repair to support cost-effective service delivery. Balancing the extensive capital maintenance needs of the City’s massive and aging infrastructure against demands for new investments to satisfy the service requirements of a growing community and emergent priorities continues to be a challenge. This is particularly difficult in the fiscally constrained environment that confronts the City. Nevertheless, the 2011 - 2020 Budget Committee Recommended Capital Budget and Plan addresses these competing demands.

The 2011-2020 BC Recommended Capital Budget and Plan achieves the following objectives:

- Focuses spending on maintaining and protecting the City’s infrastructure in order to ensure that services demanded by the citizens of Toronto will be delivered in a sustainable manner in the long term.
- Gives priority to projects that maintain existing assets in a state of good repair.

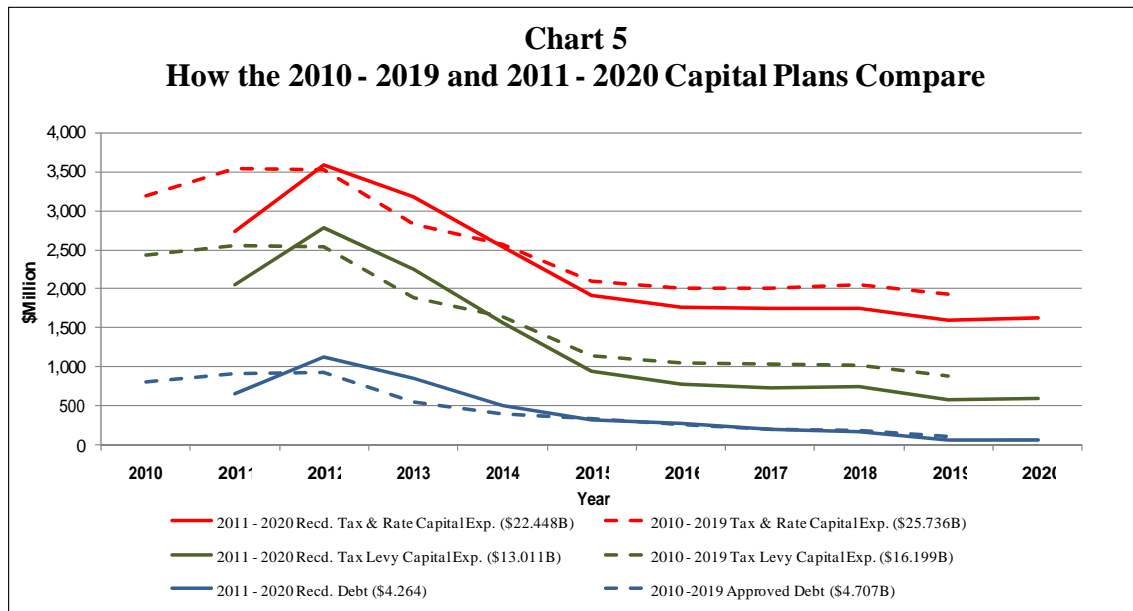
- Manages debt to mitigate the debt service charge burden on Operating Budget.

The 2011 - 2020 Budget Committee Recommended Capital Budget and Plan totals \$13.011 billion (excluding 2010 carry forward funding). Toronto Transit Commission (TTC) alone accounts for the majority of the expenditures recommended in the 10-year capital-spending plan. This is despite the fact that only a 2011 Capital Budget and associated future year project commitments have been recommended for the TTC. Inclusive of the Spadina Subway Extension PROJECT, the TTC 2011-2020 Capital Budget and Plan is \$5.737, billion representing approximately 44% of the total recommended spending in the 2011 – 2020 Capital Budget and Plan; and Transportation Services totals \$2.201 billion or 17%. Together, TTC and Transportation Services account for almost three-quarters of the expenditures recommended in the 2011 – 2020 Capital Budget and Plan (see Chart 4 below).



### Comparison of the 2010 – 2019 and 2011 – 2020 Capital Plans

Chart 5 compares the 2011 - 2020 BC Recommended Capital Budget and Plan to the 2010 – 2019 Approved Capital Plan. It is noted that capital expenditures for the combined tax and rate supported Capital Budget and Plan follow the same pattern: expenditures peak in 2012 and then begin to drop in 2013. Comparatively, total expenditures (inclusive of Rate Programs) decreased from \$25.736 billion in 2010 – 2019, to \$22.451 billion in 2011 – 2020.



The 13% or \$3.285 billion decline in capital expenditures over the 10-Year Capital Plan period is mainly due to a reduction in the 2011 – 2020 Budget Committee Recommended Tax Supported Capital Budget and Plan, which decreased by 20% from \$16.199 billion to \$13.011 billion or \$3.188 billion. The primary reason for the decrease is the exclusion of TTC capital project estimates beyond current commitments, which were not affordable within affordable debt targets. Inclusion of these estimates would have increased the capital plan by a total of \$4.156 billion and exceeded the affordable debt targets by \$2.665 billion.

### What is Being Built - Project Highlights

Listed below are key projects to be delivered by the 2011 – 2020 Budget Committee Recommended Capital Budget and Plan. These projects contribute toward fulfilling the City's priorities and on ensuring that the assets used to deliver services to the public are maintained. The projects highlighted below indicate major deliverables / outcomes, delivery date, total project cost and the 2011 recommended cash flow funding.

### Transportation and Transit

*A priority of the capital budget and plan is to move people by transit and maintain the City's extensive road / transportation network in a state of good repair to move goods and people as efficiently as possible. The 2011 – 2020 Capital Budget and Plan will:*

- Maintain 1,000 km of roads, 50 km of expressways, 600 km of sidewalks and 150 bridges and structures in a safe and hazard-free state (2011-2020 \$1.409 billion).



- Purchase 420 new subway cars (70 train sets) to replace existing subway cars and increase capacity by 9% starting in 2011 (2011-2020 \$426.222 million).
- Acquire 375 new buses to improve service by 2016 (2011-2020 \$125.441 million).
- Purchase 204 low-floor, accessible Light Rail Vehicles to replace existing streetcar fleet (2011 – 2020 \$1.0 billion).
- Design and redevelop Six Points Interchange to simplify the road network, create more attractive and safe environment for pedestrians and cyclists and improve access to the Kipling Subway Station (2015-2018 \$40.548 million).
- Complete 80 km of off-street bicycle paths, 160 km of on-street signed routes, 340 bicycle lanes and 8,000 new bicycle parking spaces throughout the City (2011-2020 \$86.506 million).
- Make progress on the Easier Access program to construct and enhance accessibility features, and to make the TTC fully accessible by 2025 (2011-2020 \$91.415 million).
- Continue installation of state-of-the-art signaling systems on the Yonge- University- Spadina line to increase train capacity by allowing trains to run more frequently and closer together (2011 – 2020 \$184.698 million).
- Continue to construct Union Station 2nd Platform (2011-2020 \$51.114 million).

### **Public Safety and Emergency Services**

*Public safety and responsive emergency services are a major priority of the citizens of Toronto. To this end, the 2011-2020 Capital Budget and Plan will:*

- Construct new Police Stations, including 11 Division by 2012, 14 Division by 2013, and a Property and Evidence Storage facility by 2014 (2011-2014 \$50.244 million)
- Replace Radio Communication system shared by all 3 – Police, Fire and EMS staff (2011-2020 \$36.061 million).
- Complete the construction of four ambulance stations by 2011 at Bathurst & York Downs, Chaplin Crescent, York-South Weston, and Pape Avenue (2011 \$2.542 million).
- Continue construction of a new Fire Station D to improve emergency response times in Scarborough (2011-2012 \$4.676 million).
- Upgrade Cardiac Monitor Defibrillators used by paramedics when responding to patients suffering a heart attack or cardiac arrest (2011 \$1.080 million).
- Begin construction of the Chaplin Fire Station project to ensure emergency response times are supported while properly accommodating staff and vehicles (2011-2012 \$4.934 million).
- Renovate Exhibition Place Fire Station to ensure emergency response times in the King St. West area (2011 \$1.000 million).

## **Community and Recreation Services**

*The City offers programs and services that improve the quality of life of all its citizens and ensure opportunity for all. The 2011-2020 Capital Budget and Plan include projects that will:*

- Begin the redevelopment of the remaining 145 beds at Kipling Acres on a new site in the vicinity of the existing site (2011-2020 \$47.500 million).
- Continue the redevelopment of parkland such as Regent Park Phase 2 (2011 \$5.977 million); Canada Arsenal (Marie Curtis) Park (2011-2012 \$2.380 million); and Dogs Off-Lease Area Improvements (2011 \$1.539 million).
- Continue the construction phase of the Toronto Reference Library revitalization (2011-2014 \$19.099 million) and Brentwood District Library renovation (2011-2014 \$6.702 million).
- Complete the Infrastructure Stimulus Fund (ISF) renovations at the North York Library Central branch (2011 \$0.150 million); the Fairview Library branch (2011 \$0.150 million); and the Toronto Reference Library (2011 \$2.1 million).
- Continue planning work and start construction on two new library branches: Scarborough Centre (2011 \$8.6178 million); Fort York/Bathurst (2011-2014 \$8.697 million), and the renovation of Mount Dennis (2011-2014 \$4.273 million).
- Complete the construction of five child care centres: St. Andrew, Thorncliffe and Chester Le located in high needs areas of the City; and the Regent Park Children's Hub as part of the Regent Park Revitalization project (2011 \$3.572 million).
- Continue the construction of the Nelson Mandela Public School Renovation as part of the Regent Park Revitalization project (2011-2012 \$3.017 million).
- Continue the demolition and redevelopment of 192 beds at Kipling Acres (2011-2013 \$46.360 million).
- Construct various community centres namely York Community Centre (2011-2013 \$27.462 million); and Regent Park Community Centre (2011-2012 \$20.300 million).
- Replace the Regent Park Lord Dufferin Pool (2011 \$12.592 million).
- Expand the Leaside Memorial Gardens Arena (2011-2012 \$10.020 million).
- Maintain in a state of good repair the harbourfront, marine service & seawall (2011 \$4.85 million) and special facilities building structures (2011 \$2.275 million)
- Complete safety retrofits for Toronto Island Ferries (2011 \$2.500 million)

## **Improve Customer Service**

*Residents will be provided with direct and simple access to City staff and services. The 2011-2020 Capital Budget and Plan will:*

- Enhance the City's relationship with its 311 Customers by:

- Implementing mobile application using smart phones;
  - Implementing an Instant Update Messaging System;
  - Integration of two additional divisions with 311; and
  - Improving the City's Performance Tracking through enhanced Business Intelligence Reporting (2011 \$6.942 million).
- Replace servers, hardware and software refreshes in 2012 to support the 311 technology solution, and continue to enhance the system to improve customer service for bill payment implementation and implementation of automated workflow management (2012-2020 \$34.302 million).
  - Complete the ChemTRAC web-based system to monitor and report 25 priority chemicals used and released by targeted industries and facilities (2011 \$0.443 million).
  - Continue with the next phase of the Healthy Environment Inspection System that includes DineSafe, meeting required provincial standards (2011-2012 \$2.038 million).
  - Implement Web Rebrand by redesigning TPH; Parks, Forestry and Recreation; and Economic Development and Culture websites and implementing content management software to automate the web posting process (2011 \$4.646 million).

## **Public Spaces**

*The City is investing in public spaces that are developed and maintained in a clean and beautiful condition for the general community. The 2011 - 2020 Capital Budget and Plan will:*

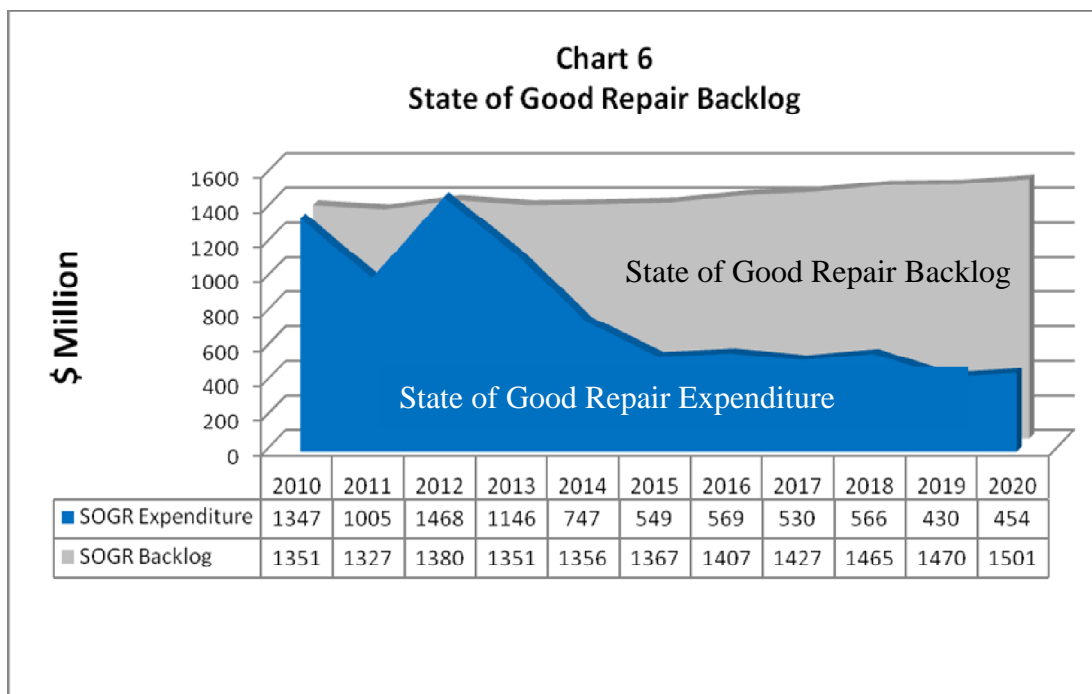
- Improve Public Spaces across the City as part of the Civic Improvement initiative (2011-2020 \$28.079 million).
- Revitalize Nathan Phillips Square with modifications to meet functional requirements and to host a greater number and variety of public activities and special events (2011–2013 \$25.105 million)
- Redevelop St. Lawrence Market North into a multi-purpose, multi-storey facility containing a public market at grade four levels of Provincial Offences Act traffic courts above grade, and three levels of parking below grade (2011–2014 \$73.890 million).
- Continue to revitalize Union Station with improvements to its transportation and retail spaces (2011-2020 \$562.983 million).
- Develop various waterfront sites including Tommy Thompson Park as well as dredging of the Keating Channel and Ashbridges Bay (2011-2020 \$14.794 million).
- Construct Fort York Pedestrian/Cycling Bridge (2011 \$14.998 million).

- Continue development of West Don Lands and East Bayfront precincts (2011-2020 \$30.719 million).
- Improve BIA Streetscapes (2011 \$5.172 million).
- Continue restoration of Casa Loma (2011-2012 \$3.425 million).
- Continue construction of the new Visitors Centre at Fort York (2011-2012 \$8.420 million).
- Continue infrastructure repairs and maintenance of the historical buildings at the Black Creek Pioneer Village and other TRCA facilities used by the public (2011-2020 \$9.980 million).

### State of Good Repair (SOGR) Backlog

Managing the accumulated SOGR backlog is a key capital policy objective and priority. The City's expansive infrastructure is aging which places a huge burden on its limited own-source resources to ensure that capital assets are kept in a state of good repair. Neglecting to maintain the infrastructure on a timely basis invariably leads to higher rehabilitation, restoration and replacement costs to taxpayers in the future.

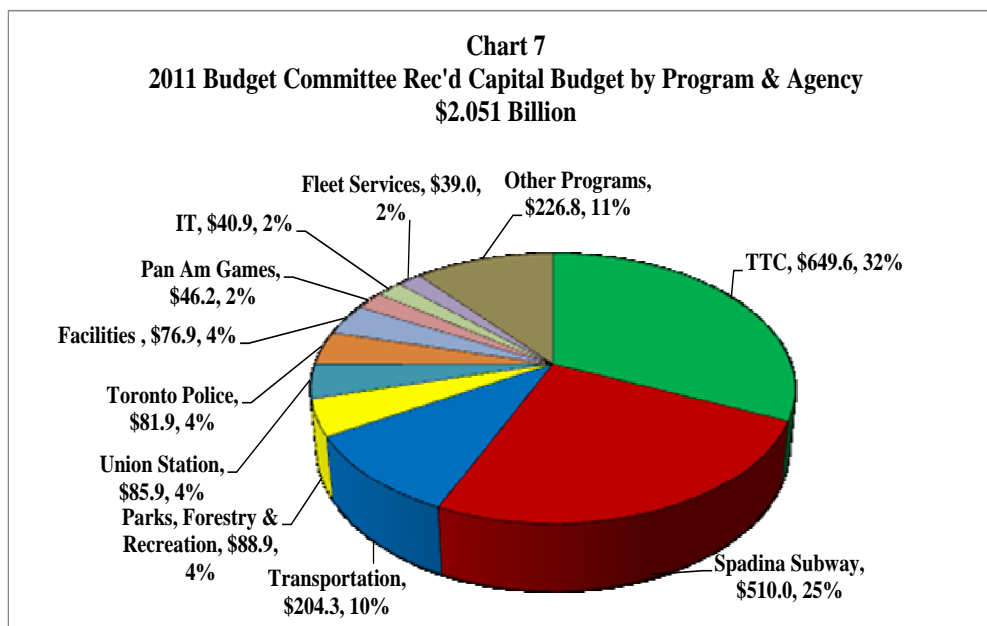
As evident in Chart 6, SOGR backlog will change marginally between 2011 and 2015. Estimates indicate that the SOGR backlog will stabilize by 2020 at approximately \$1.501 billion as SOGR spending increases from approximately 51% of total expenditures from 2011 – 2015 to 74.5% in 2016 to 2020. In part, the increase in SOGR backlog is predicated on the aging and growth in the City's infrastructure and capital assets, and the rising cost of maintenance because of inflation.



To further reduce the state of good repair backlog, the City needs sustainable and predictable funding to invest in capital asset maintenance and replacement in order to restore its infrastructure to the desired state of good repair. New funding strategies must be pursued in order to reduce the burden on debt financing while achieving the desirable goal of fully addressing the SOGR backlog and growth-related infrastructure demands. A need exists to rationalize assets, seek opportunities to colocate similar services and reduce costs and explore possible best and highest uses of current City assets to help finance the capital program. It is noted that additional new debt issuance is not a tenable option as the City addresses its structural fiscal deficit. The City will continue ensure that the highest priority and most urgent capital maintenance projects are implemented and that risks of further deterioration of the existing infrastructure are mitigated.

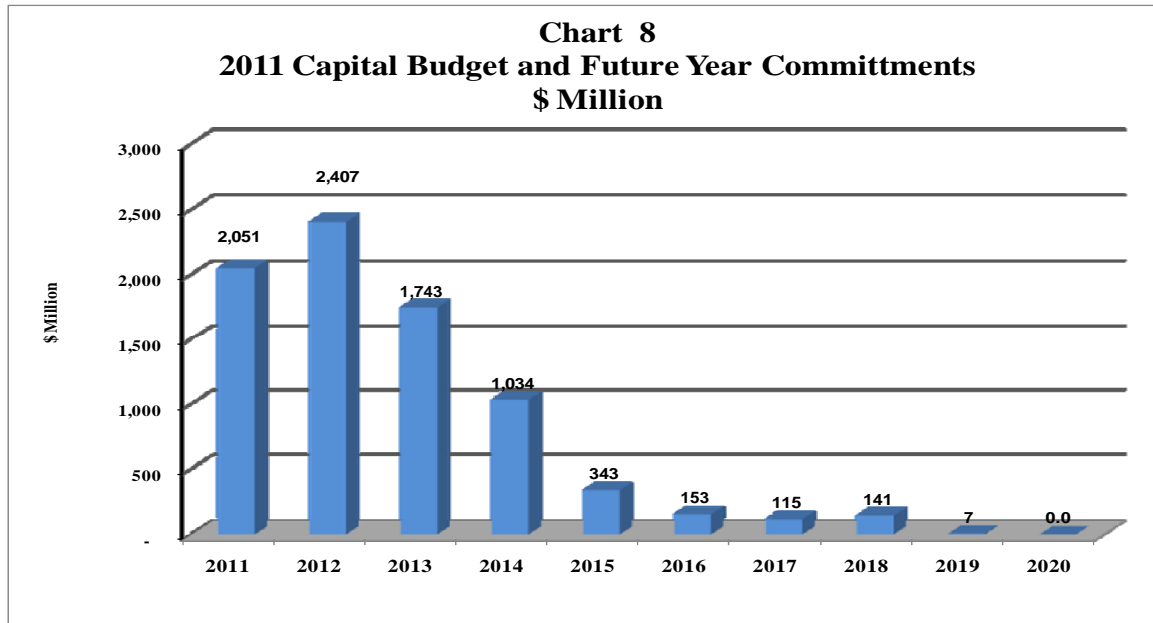
### 2011 Recommended Capital Budget by Major Program and Agency:

Chart 7 below shows the 2011 BC Recommended Capital Budget of \$2.051 billion by major Program and Agency. Capital spending for the TTC (inclusive of Spadina Subway Extension project) represents 57% of the total capital expenditures for 2011, followed by Transportation Services which accounts for 10%. The Revitalization of Union Station accounts for 4% of the 2011 Capital Budget which is primarily funded by Federal and Provincial sources which is to be completed by 2015.



## 2011 Budget Committee Recommended Capital Budget and Future Year Commitments

Approval of the 2011 BC Recommended Capital Budget of \$2.051 billion (excluding 2010 carry forward funding) will commit the City to future year cash flow funding of \$2.407 billion in 2012; \$1.743 billion in 2013; \$1.034 billion in 2014; \$343 million in 2015 and \$417 million in 2016 and beyond for a total of \$7.994 billion for multi-year projects (see Chart 8).



### 2011 BC Recommended Capital Budget Including Carry Forward Funding

In accordance with the City's Carry Forward Funding Policy, financing to continue work on 2010 projects that were not completed as planned, require Council approval. A capital project with carry forward funding is a previously approved project for which approved capital work was not completed on schedule and the associated cash flow budget was not fully spent and / or committed in the year of approval. In these situations, the unspent amount, or a portion thereof, will be required in future years to complete the project and is carried forward to the following year and added to the new cash flow estimates.

The cash flow requirement for 2010 capital projects that were not completed as planned and for which work must continue in 2011 totals \$706.7 million which is carried forward into 2011. As a result, the 2011 recommended cash flow funding totals \$2.757 billion, comprised of funding for the following: 2010 carry forward projects of \$706.7 million; new and change in scope projects of \$514.1 million; and, previously approved projects of \$1.536 billion. See Table 6 below.

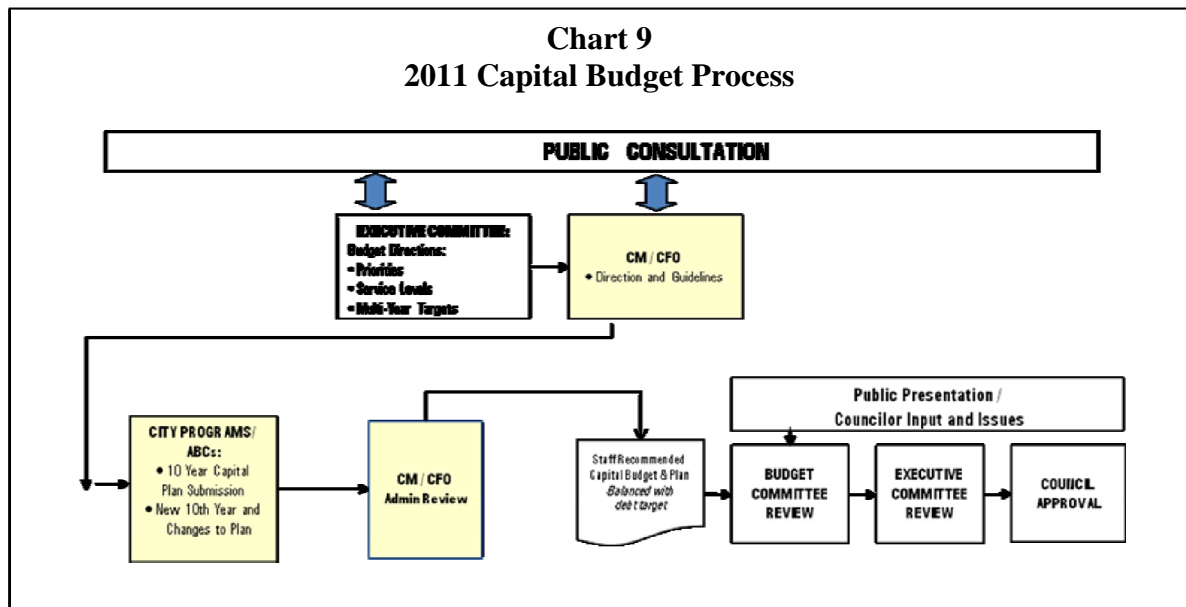
<b>Table 6</b> <b>2011 Budget Committee Recommended Cash Flow</b> <b>- Including 2010 Carry Forward Funding</b> <b>(\$ Millions)</b>						
Programs / ABCs	2010 Council Approved Cash Flow	2011 BC Recommended Cash Flow				Total 2011 Cash Flow
		2010 Carry Forward Funding	New and Change in Scope	Previously Approved Projects	2011 Capital Budget	
Citizen Centred Services 'A'	241	55	96	81	177	232
Citizen Centred Services 'B'	457	170	109	131	240	410
Internal Services	216	53	73	90	164	217
Other City Programs	206	144	40	113	153	297
TTC	203	15	87	69	157	172
<b>Total City Operations Before TTC</b>	<b>1,323</b>	<b>437</b>	<b>405</b>	<b>485</b>	<b>890</b>	<b>1,327</b>
Toronto Transit Commission (TTC)	1,515	270	109	1,051	1,160	1,430
<b>Total - Tax Supported Program</b>	<b>2,838</b>	<b>707</b>	<b>514</b>	<b>1,536</b>	<b>2,051</b>	<b>2,757</b>

## The 2011 Capital Budget Process

Chart 9 illustrates the City of Toronto's Capital Budget Process. The 10-Year Capital Plan details capital projects required to support the delivery of services and for the citizens of Toronto over a 10-year period, and shows how these projects will be funded. In accordance with the City's long-term fiscal planning framework, and strategic directions, a firm 2011 – 2020 Capital Budget and Plan will be recommended to City Council for approval. The first year of the capital plan represents the capital budget. The remaining 9 years constitute the framework for developing future year capital budgets. Key elements of this Capital Budget process include the following:

- The Executive Committee and the Mayor establish priorities and provides upfront directions and guidelines which set the framework for staff to develop a balanced capital budget and plan that implement Council's strategic policy agenda; aligns resources to priorities; is based on sound financial management principles; and, meets prescribed budgetary targets.
- The City Manager, and Deputy Manager and Chief Financial Officer provide administrative directions and guidelines that complement that Executive Committee and Mayor priorities. As part of the guidelines, they forecast and allocate affordable debt targets to individual City Programs and Agencies based on approved policies and funding needs.

- The City Manager and the Deputy City Manager and Chief Financial Officer review capital submissions of City Programs and Agencies to ensure compliance with budget policies, Council directions and priorities and that the proposed projects within the multi-year Capital Plan have merit, are cost effective and are ready to proceed within annual debt limits.



- The Budget Committee performs detailed reviews of individual City Programs and Agencies' capital budgets and plans to confirm that Executive Committee's guidelines and directions are met.
- On behalf of the Executive Committee, the Budget Committee holds formal meetings to hear public deputations and to receive input from Councillors on issues they may raise, and where warranted, recommends amendments to the staff recommended Capital Budget and Plan.
- The Budget Committee recommends a 10-Year Capital Budget and Plan to the Executive Committee. At a minimum, the 10-Year Capital Budget and Plan must strategically align resources to Council and the Mayor's priorities; highlight expected results and outcomes; and confirm recommended financial strategies, particularly the need to meet annual debt affordability limits.
- The Executive Committee considers the Budget Committee Recommended Capital Budget and Plan to ensure that the Committee has addressed major fiscal and policy issues and confirms the budget as a strategic financial plan that will implement Council policies and priorities, and meet community service demands.
- On behalf of the Executive Committee, the Mayor presents the 10-Year Capital Budget and Plan to City Council for approval.



To maintain the integrity of the 10-Year Capital Budget and Plan, projects are firmly placed in the year in which they will be implemented or developed. Moreover, as a policy and accountability requirement, approved capital investment and funding plans cannot be changed without explicit approval by Council. It is noted that some flexibility is provided by permitting acceleration or deferral of projects but only with the approval of Council. Furthermore, funding associated with acceleration or deferral of specific project(s) in any year, must be fully offset by shifting another project or projects with equal value to ensure a neutral impact on debt annually.

### **City Manager and Deputy City Manager & Chief Financial Officer Review**

To ensure compliance with directions, guidelines, and affordable debt targets, the City Manager (CM) and Deputy City Manager and Chief Financial Officer (DCM & CFO) reviewed the capital submissions from City Programs and Agencies and recommended a 2011-2020 Capital Budget and Plan to the Budget Committee. The CM and DCM & CFO reviews focused on the following:

- Ensuring that the capital budget and plan is affordable and finances highest priority projects on a citywide basis.
- Allocation of available funds in the following priority order:
  - Previously approved projects already in progress, with focus on those with partnership/other government funding
  - Health and Safety, Legislated and State of Good Repair (SOGR) projects
  - Service Improvement and Growth projects
- Ensuring that the proposed projects included in the Staff Recommended 10-Year Capital Plan are based on project readiness, spending capacity, and achieves a balance between maintaining existing City assets in a state of good repair while addressing service gaps and priorities on a City-wide basis.
- Limiting debt use to fund long-term capital improvements and reduce the City's reliance on debt; and ensuring that assigned debt affordability targets were met and where required, taking appropriate corrective action.
- Ensuring that available resources are utilized to mitigate SOGR backlog and to minimize risks associated with delayed maintenance of the City's aging infrastructure.
- Evaluating assumptions and rationale used to confirm that projects included in the Capital Plan satisfy key Council priorities; and the extent to which needs analysis, effective scheduling, and ability to spend were factors influencing project prioritization.
- Ensuring that cost-sharing partnerships were explored in order to leverage capital program spending.

- Assuring that challenges and risks to effective and sustainable delivery of services and service levels were appropriately addressed.
- Evaluating operating impacts of projects to ensure reasonableness and that the operating budget is not unduly burdened.

In general, the 2011 – 2020 Capital Budget and Plan submissions complied with guidelines, focussed on maintaining existing infrastructure, and included moderate strategic investments in service improvement and expansion projects in order to satisfy growth demands without compromising the health and safety of the public. As a direct result of significant investments in capital infrastructure, the SOGR backlog will increase marginally and stabilize by 2020. The increase is driven in part by the growing size of the City's infrastructure and capital assets, and inflationary impact on maintenance and remediation costs.

## **CONTACTS**

Josie La Vita  
Director, Financial Planning Division  
Phone: 416-397-4229  
Fax: 416-397-4465  
Email: jlavita@toronto.ca

Bert Riviere  
Manager, Financial Planning  
Phone: 416-397-4227  
Fax: 416-397-4465  
Email: briviere@toronto.ca

## **SIGNATURE**

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Joseph P. Pennachetti  
City Manager

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Cam Weldon  
Deputy City Manager and  
Chief Financial Officer

## ATTACHMENTS

Appendix 1	BC Recommended 2011 Capital Budget and Future Year Commitments by Program and Funding Source – Including 2010 Carry Forward Funding
Appendix 1(i)	BC Recommended 2011 Capital Budget and Future year Commitments by Program and Funding Source – Excluding 2010 Carry Forward Funding
Appendix 1(ii)	BC Recommended 2011 Capital Budget and Future Year Commitments by Program and Funding Source – New and Change in Scope
Appendix 1(iii)	BC Recommended 2011 Capital Budget and Future Year Commitments by Program and Funding Source – Previously Approved
Appendix 1(iv)	BC Recommended 2011 Capital Budget by Program and Funding Sources - Including 2010 Carry Forward Funding
Appendix 1(v)	BC Recommended 2011 Capital Budget by Program and Funding Sources - Excluding 2010 Carry Forward Funding
Appendix 1(vi)	BC Recommended 2011 Capital Budget by Program and Funding Source - 2010 Carry Forward
Appendix 2	BC Recommended 2011 – 2020 Capital Budget and Plan by Program - Excluding 2010 Carry Forward Funding
Appendix 3	BC Recommended 2011 – 2020 Capital Budget and Plan by Program and Funding Source - Excluding 2010 Carry Forward Funding
Appendix 3(i)	BC Recommended 2011 – 2015 Capital Budget and Plan by Program and Funding source - Excluding 2010 Carry Forward Funding
Appendix 3(ii)	BC Recommended 2016 – 2020 Capital Budget and Plan by Program and Funding source - Excluding 2010 Carry Forward Funding
Appendix 4	BC Recommended 2011 – 2020 Capital Budget and Plan by Category and Funding Source
Appendix 4(i)	BC Recommended 2011 – 2020 Capital Budget and Plan by Program and Category
Appendix 5	Program Recommendations
Appendix 6	City Clerk's Office – Reports, Transmittals and Communications



**BC Recommended 2011 Capital Budget and Future Year Commitments - Including 2010 Carry Forward  
- by Program and Funding Source**

**APPENDIX 1**

1/27/2011 15:20

	Total Cash Flow 2011 - 2020	Budget and Commitment						Funding Sources							
		2011	2012	2013	2014	2015	2016 to 2020	Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Debt Recoverable
(S000s)															
<b>Citizen Centred Services "A"</b>															
311 Toronto	6,942	6,942								1,474			5,068	400	
Children's Services	12,716	8,663	1,931	1,672	450				1,493	3,017	1,264	180	470	6,292	
Court Services	243	243								243					
Economic Development and Culture	45,715	31,653	14,062					5,000		245	3,037	2,970	21,292	13,171	
Emergency Medical Services	10,528	8,018	1,974	536					421	1,080		837	295	7,895	
Long Term Care Homes Services	66,980	42,980	18,250	5,500	250						4,480			37,447	25,053
Parks, Forestry & Recreation	194,232	118,156	53,305	22,171	600			197	38,135		54,761	1,211	43,331	49,597	7,000
Shelter, Support & Housing Administration	3,512	3,512											500	3,012	
Employment & Social Services Toronto	14,570	11,970	1,300	1,000	300					2,992	6,231		3,900	1,447	
<b>Total Citizen Centred Services "A"</b>	<b>355,438</b>	<b>232,137</b>	<b>90,822</b>	<b>30,879</b>	<b>1,600</b>			<b>5,197</b>	<b>40,049</b>	<b>9,051</b>	<b>69,773</b>	<b>5,198</b>	<b>74,856</b>	<b>119,261</b>	<b>32,053</b>
<b>Citizen Centred Services "B"</b>															
City Planning Division	9,416	6,981	2,435						2,292					7,124	
Fire Services	13,005	9,470	3,535						3,255	469		225	365	8,691	
Transportation	357,944	297,104	59,740	1,100				4,995	10,518		200	7,725	38,885	291,614	4,007
Waterfront Revitalization Initiative	289,501	96,072	74,987	30,395	15,789	65,207	7,051	179	25,948		13,124	180	2,311	247,759	
<b>Total Citizen Centred Services "B"</b>	<b>669,866</b>	<b>409,627</b>	<b>140,697</b>	<b>31,495</b>	<b>15,789</b>	<b>65,207</b>	<b>7,051</b>	<b>5,174</b>	<b>42,013</b>	<b>469</b>	<b>13,324</b>	<b>8,130</b>	<b>41,561</b>	<b>555,188</b>	<b>4,007</b>
<b>Internal Services</b>															
Facilities and Real Estate	230,118	94,752	68,052	38,899	24,315	2,800	1,300	1,640		19,351	16,426	2,396	16,958	114,082	59,265
Financial Services	80,964	20,506	29,590	28,147	1,903	818			100	30,351	987		25,463	24,063	
Fleet Services	70,616	51,284	19,332							70,616					
Information Technology	199,337	50,053	63,984	48,493	27,825	3,005	5,977			99,387	4,446		31,954	63,550	
<b>Total Internal Services</b>	<b>581,035</b>	<b>216,595</b>	<b>180,958</b>	<b>115,539</b>	<b>54,043</b>	<b>6,623</b>	<b>7,277</b>	<b>1,640</b>	<b>100</b>	<b>219,705</b>	<b>21,859</b>	<b>2,396</b>	<b>74,375</b>	<b>201,695</b>	<b>59,265</b>
<b>Other City Programs</b>															
Accountability Offices															
City Clerk's Office	16,066	4,675	3,894	3,997	3,400	50	50			1,095	7,118		1,243	6,610	
Pan Am Games	135,598	48,722	11,871	892	74,113						23,000		39,086	73,512	
Radio Replacement Project	69,022	27,771	28,000	13,251										69,022	
Sustainable Energy Plan	57,772	42,476	15,296								56,847		231		694
Union Station	562,983	176,661	152,232	124,731	68,080	41,279		165,000	550	14,807	5,824	123,523	23,366	100,831	129,082
IT Projects - Unspecified Reduction	(31,900)	(3,544)	(3,544)	(3,544)	(3,544)	(3,544)	(14,180)							(31,900)	
<b>Total Other City Programs</b>	<b>809,541</b>	<b>296,761</b>	<b>207,749</b>	<b>139,327</b>	<b>142,049</b>	<b>37,785</b>	<b>(14,130)</b>	<b>165,000</b>	<b>550</b>	<b>15,902</b>	<b>92,789</b>	<b>123,523</b>	<b>63,926</b>	<b>218,075</b>	<b>129,776</b>
<b>Total City Operations</b>	<b>2,415,879</b>	<b>1,155,120</b>	<b>620,226</b>	<b>317,240</b>	<b>213,481</b>	<b>109,615</b>	<b>198</b>	<b>177,011</b>	<b>82,712</b>	<b>245,127</b>	<b>197,745</b>	<b>139,247</b>	<b>254,718</b>	<b>1,094,219</b>	<b>225,101</b>



**BC Recommended 2011 Capital Budget and Future Year Commitments - Including 2010 Carry Forward**  
**- by Program and Funding Source**

**APPENDIX 1**

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	Total Cash Flow 2011 - 2020	Budget and Commitment						Funding Sources							
		2011	2012	2013	2014	2015	2016 to 2020	Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Debt Recoverable
(\$000s)															
<b>Agencies</b>															
Exhibition Place	6,557	6,457	100								317	1,411		4,829	
GO Transit	20,000	20,000												20,000	
Sony Centre (Hummingbird Centre)	4,165	4,165									750				3,415
Toronto And Region Conservation Authority	11,645	11,645											8,645	3,000	
Toronto Police Service	126,591	94,718	24,893	5,985	995				3,840	29,379		8,862		84,510	
Toronto Port Authority	1,700	1,700											385	1,315	
Toronto Public Health	14,023	4,398	4,338	2,652	1,353	1,282								14,023	
Toronto Public Library	82,622	23,486	24,827	20,823	11,800	1,686			14,572	2,377		900	23,990	40,783	
Toronto Zoo	10,813	5,409	3,074	2,330									1,416	9,397	
Yonge-Dundas Square	211	211								11		67	133		
<b>Total Agencies</b>	<b>278,327</b>	<b>172,189</b>	<b>57,232</b>	<b>31,790</b>	<b>14,148</b>	<b>2,968</b>			<b>18,412</b>	<b>31,767</b>	<b>1,067</b>	<b>11,240</b>	<b>34,569</b>	<b>177,857</b>	<b>3,415</b>
<b>TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)</b>	<b>2,694,206</b>	<b>1,327,309</b>	<b>677,458</b>	<b>349,030</b>	<b>227,629</b>	<b>112,583</b>	<b>198</b>	<b>177,011</b>	<b>101,124</b>	<b>276,894</b>	<b>198,812</b>	<b>150,486</b>	<b>289,287</b>	<b>1,272,076</b>	<b>228,516</b>
<b>Toronto Transit Commission (TTC)</b>															
Toronto Transit Commission	3,691,686	904,206	1,104,072	780,516	369,067	117,485	416,340	863,918	44,461			558,683	63,377	2,161,247	
Spadina Subway Extension	2,313,972	524,912	625,073	613,447	437,582	112,958		764,299	47,944			612,313	576,644	312,772	
Transit City Plan	738	738												738	
<b>Total TTC</b>	<b>6,006,396</b>	<b>1,429,856</b>	<b>1,729,145</b>	<b>1,393,963</b>	<b>806,649</b>	<b>230,443</b>	<b>416,340</b>	<b>1,628,217</b>	<b>92,405</b>			<b>1,170,996</b>	<b>640,021</b>	<b>2,474,757</b>	
<b>TOTAL TAX SUPPORTED CAPITAL PROGRAM</b>	<b>8,700,602</b>	<b>2,757,164</b>	<b>2,406,603</b>	<b>1,742,993</b>	<b>1,034,278</b>	<b>343,025</b>	<b>416,538</b>	<b>1,805,227</b>	<b>193,529</b>	<b>276,894</b>	<b>198,812</b>	<b>1,321,482</b>	<b>929,308</b>	<b>3,746,833</b>	<b>228,516</b>
<b>RATE SUPPORTED PROGRAM</b>															
Solid Waste Management	220,051	146,064	26,478	25,639	16,070	5,800					81,209	1,817			137,025
Toronto Parking Authority	71,125	39,426	14,642	8,457	550	150	7,900				2,817		68,308		
Toronto Water	3,234,744	653,591	576,336	574,174	503,660	406,285	520,698		61,582		2,861,062	18,364	293,736		
<b>TOTAL RATE SUPPORTED PROGRAM</b>	<b>3,525,920</b>	<b>839,081</b>	<b>617,456</b>	<b>608,270</b>	<b>520,280</b>	<b>412,235</b>	<b>528,598</b>		<b>61,582</b>		<b>2,945,088</b>	<b>20,181</b>	<b>362,044</b>		<b>137,025</b>
<b>TOTAL CAPITAL PROGRAM</b>	<b>12,226,522</b>	<b>3,596,245</b>	<b>3,024,059</b>	<b>2,351,263</b>	<b>1,554,558</b>	<b>755,260</b>	<b>945,136</b>	<b>1,805,227</b>	<b>255,111</b>	<b>276,894</b>	<b>3,143,900</b>	<b>1,341,663</b>	<b>1,291,352</b>	<b>3,746,833</b>	<b>365,541</b>



**BC Recommended 2011 Capital Budget & Future Year Commitments - Excluding 2010 Carry Forward  
- by Program and Funding Source**

**APPENDIX 1(i)**

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	Total Cash Flow 2011 - 2020	Budget and Commitment						Funding Sources							
(5000s)		2011	2012	2013	2014	2015	2016 to 2020	Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Debt Recoverable
Citizen Centred Services "A"															
311 Toronto	4,537	4,537								1,474			2,663	400	
Children's Services	9,484	5,431	1,931	1,672	450				710	3,017	90	180	195	5,292	
Court Services															
Economic Development and Culture	39,069	25,007	14,062					3,150		45	2,537	1,820	18,926	12,591	
Emergency Medical Services	8,114	5,604	1,974	536					421	1,080		637	225	5,751	
Long Term Care Homes Services	59,860	35,860	18,250	5,500	250						3,860			34,375	21,625
Parks, Forestry & Recreation	164,968	88,892	53,305	22,171	600				36,079		49,190		33,322	39,377	7,000
Shelter, Support & Housing Administration	1,850	1,850												1,850	
Employment & Social Services Toronto	12,628	10,028	1,300	1,000	300					2,992	6,231		3,405		
Total Citizen Centred Services "A"	300,510	177,209	90,822	30,879	1,600			3,150	37,210	8,608	61,908	2,637	58,736	99,636	28,625
Citizen Centred Services "B"															
City Planning Division	7,069	4,634	2,435						2,284					4,785	
Fire Services	12,380	8,845	3,535						3,255	469			40	8,616	
Transportation	265,132	204,292	59,740	1,100					10,518		200		22,945	231,469	
Waterfront Revitalization Initiative	215,578	22,149	74,987	30,395	15,789	65,207	7,051	179	17,521		13,124	180		184,574	
Total Citizen Centred Services "B"	500,159	239,920	140,697	31,495	15,789	65,207	7,051	179	33,578	469	13,324	180	22,985	429,444	
Internal Services															
Facilities and Real Estate	212,243	76,877	68,052	38,899	24,315	2,800	1,300			11,551	16,426	756	14,578	109,667	59,265
Financial Services	67,222	6,764	29,590	28,147	1,903	818			100	30,106	748		12,205	24,063	
Fleet Services	58,381	39,049	19,332							58,381					
Information Technology	190,232	40,948	63,984	48,493	27,825	3,005	5,977			94,861	3,150		28,671	63,550	
Total Internal Services	528,078	163,638	180,958	115,539	54,043	6,623	7,277		100	194,899	20,324	756	55,454	197,280	59,265
Other City Programs															
Accountability Offices															
City Clerk's Office	15,419	4,028	3,894	3,997	3,400	50	50			995	7,118		696	6,610	
Pan Am Games	133,098	46,222	11,871	892	74,113						23,000		39,086	71,012	
Radio Replacement Project	41,896	645	28,000	13,251										41,896	
Sustainable Energy Plan	34,577	19,281	15,296								33,652		231		694
Union Station	472,219	85,897	152,232	124,731	68,080	41,279		130,625	120	14,807		101,641	12,135	96,977	115,914
IT Projects - Unspecified Reduction	(31,900)	(3,544)	(3,544)	(3,544)	(3,544)	(3,544)	(14,180)							(31,900)	
Total Other City Programs	665,309	152,529	207,749	139,327	142,049	37,785	(14,130)	130,625	120	15,802	63,770	101,641	52,148	184,595	116,608
Total City Operations	1,994,055	733,296	620,226	317,240	213,481	109,615	198	133,954	71,008	219,778	159,326	105,214	189,323	910,955	204,498



**BC Recommended 2011 Capital Budget & Future Year Commitments - Excluding 2010 Carry Forward**  
**- by Program and Funding Source**

**APPENDIX 1(i)**

1/27/2011 15:20

	Total Cash Flow 2011 - 2020	Budget and Commitment						Funding Sources							
		2011	2012	2013	2014	2015	2016 to 2020	Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Debt Recoverable
(\$000s)															
Agencies															
Exhibition Place	6,557	6,457	100								317	1,411		4,829	3,415
GO Transit	20,000	20,000												20,000	
Sony Centre (Hummingbird Centre)	4,165	4,165								750					
Toronto And Region Conservation Authority	11,645	11,645										8,645	3,000		
Toronto Police Service	113,770	81,897	24,893	5,985	995			3,840	26,138		8,862		74,930		
Toronto Port Authority	1,700	1,700										385	1,315		
Toronto Public Health	13,164	3,539	4,338	2,652	1,353	1,282							13,164		
Toronto Public Library	82,622	23,486	24,827	20,823	11,800	1,686		14,572	2,377		900	23,990	40,783		
Toronto Zoo	9,404	4,000	3,074	2,330								1,416	7,988		
Yonge-Dundas Square															
Total Agencies	263,027	156,889	57,232	31,790	14,148	2,968			18,412	28,515	1,067	11,173	34,436	166,009	3,415
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	2,257,082	890,185	677,458	349,030	227,629	112,583	198	133,954	89,420	248,293	160,393	116,387	223,759	1,076,964	207,913
Toronto Transit Commission (TTC)															
Toronto Transit Commission	3,437,034	649,554	1,104,072	780,516	369,067	117,485	416,340	788,294	39,161			538,142	55,096	2,016,341	
Spadina Subway Extension	2,299,087	510,027	625,073	613,447	437,582	112,958		759,382	47,944			608,374	573,406	309,981	
Transit City Plan	738	738												738	
Total TTC	5,736,859	1,160,319	1,729,145	1,393,963	806,649	230,443	416,340	1,547,676	87,105			1,146,516	628,502	2,327,060	
TOTAL TAX SUPPORTED CAPITAL PROGRAM	7,993,941	2,050,504	2,406,603	1,742,993	1,034,278	343,025	416,538	1,681,629	176,525	248,293	160,393	1,262,903	852,261	3,404,024	207,913
RATE SUPPORTED PROGRAM															
Solid Waste Management	171,239	97,252	26,478	25,639	16,070	5,800					78,478	586			92,175
Toronto Parking Authority	67,305	35,606	14,642	8,457	550	150	7,900				2,817		64,488		
Toronto Water	3,140,829	559,676	576,336	574,174	503,660	406,285	520,698		60,963		2,786,829	2,418	290,619		
TOTAL RATE SUPPORTED PROGRAM	3,379,373	692,534	617,456	608,270	520,280	412,235	528,598		60,963		2,868,124	3,004	355,107		92,175
TOTAL CAPITAL PROGRAM	11,373,314	2,743,038	3,024,059	2,351,263	1,554,558	755,260	945,136	1,681,629	237,488	248,293	3,028,517	1,265,907	1,207,368	3,404,024	300,088





**BC Recommended 2011 Capital Budget and Future Year Commitments - New and Change in Scope**  
**- by Program and Funding Source**

**APPENDIX 1(ii)**

1/27/2011 15:20

	Total Cash Flow 2011 - 2020	Budget and Commitment						Funding Sources							
(\$000s)		2011	2012	2013	2014	2015	2016 to 2020	Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Debt Recoverable
Citizen Centred Services "A"															
311 Toronto	1,856	1,856			450			1,150	74	1,456	2,237			400	
Children's Services	5,144	1,591	1,431	1,672						17				5,127	
Court Services															
Economic Development and Culture	28,644	14,932	13,712							45		820	13,963	10,429	
Emergency Medical Services	3,363	1,860	1,047	456					1,080			(15)	2,224		
Long Term Care Homes Services	18,500	12,250	500	5,500	250					3,500				15,000	
Parks, Forestry & Recreation	84,661	53,802	26,762	3,497	600				6,301		31,964		10,261	29,135	7,000
Shelter, Support & Housing Administration	900	900												900	
Employment & Social Services Toronto	6,028	9,028	300	(100)	(450)	(750)	(2,000)			2,992	6,231		(3,195)		
Total Citizen Centred Services "A"	149,096	96,219	43,752	11,025	850	(750)	(2,000)	1,150	6,375	5,590	43,932	820	21,014	63,215	7,000
Citizen Centred Services "B"															
City Planning Division	4,961	2,526	2,435						1,483					3,478	
Fire Services	8,756	5,221	3,535							100			40	8,616	
Transportation	208,198	165,847	42,351						5,552		200		18,705	183,741	
Waterfront Revitalization Initiative	681	(65,021)	9,900	9,653	(2,430)	60,204	(11,625)							681	
Total Citizen Centred Services "B"	222,596	108,573	58,221	9,653	(2,430)	60,204	(11,625)		7,035	100	200		18,745	196,516	
Internal Services															
Facilities and Real Estate	52,017	22,453	23,364	1,700	1,900	1,600	1,000				8,000			44,017	
Financial Services	2,380	1,672	354	177	177						475			1,905	
Fleet Services	45,185	25,853	19,332							45,185					
Information Technology	91,513	23,170	25,474	33,266	18,649	(2,416)	(6,630)			17,221	925		28,671	44,696	
Total Internal Services	191,095	73,148	68,524	35,143	20,726	(816)	(5,630)			62,406	9,400		28,671	90,618	
Other City Programs															
Accountability Offices															
City Clerk's Office	12,887	2,641	3,249	3,997	2,900	50	50			995	6,971		205	4,716	
Pan Am Games	86,098	41,222	(5,429)	(16,408)	66,713						23,000		39,086	24,012	
Radio Replacement Project															
Sustainable Energy Plan	(2,519)	(509)	(2,010)								(2,519)				
Union Station															
IT Projects - Unspecified Reduction	(31,900)	(3,544)	(3,544)	(3,544)	(3,544)	(3,544)	(14,180)							(31,900)	
Total Other City Programs	64,566	39,810	(7,734)	(15,955)	66,069	(3,494)	(14,130)			995	27,452		39,291	(3,172)	
Total City Operations	627,353	317,750	162,763	39,866	85,215	55,144	(33,385)	1,150	13,410	69,091	80,984	820	107,721	347,177	7,000



**BC Recommended 2011 Capital Budget and Future Year Commitments - New and Change in Scope  
- by Program and Funding Source**

**APPENDIX 1(ii)**

1/27/2011 15:20

(\$000s)	Total Cash Flow 2011 - 2020	Budget and Commitment						Funding Sources							
		2011	2012	2013	2014	2015	2016 to 2020	Prov. Sub. & Grants	Develop. Charges	Reserve Reserves	Reserve Funds	Federal Subsidy	Other	Debt Debt	Debt Recoverable
Agencies															
Exhibition Place	2,222	2,222									317			1,905	
GO Transit	20,000	20,000												20,000	
Sony Centre (Hummingbird Centre)	3,415	3,415													3,415
Toronto And Region Conservation Authority	11,645	11,645											8,645	3,000	
Toronto Police Service	42,378	42,107	197	69	5					26,138				16,240	
Toronto Port Authority	1,700	1,700											385	1,315	
Toronto Public Health	3,375	(683)	783	640	1,353	1,282								3,375	
Toronto Public Library	6,082	3,751	7,809	8,200	780	(6,576)	(7,882)		(8,903)				14,464	521	
Toronto Zoo	8,695	3,291	3,074	2,330									1,416	7,279	
Yonge-Dundas Square															
Total Agencies	99,512	87,448	11,863	11,239	2,138	(5,294)	(7,882)		(8,903)	26,138	317		24,910	53,635	3,415
(ExclLITC)	726,865	405,198	174,626	51,105	87,353	49,850	(41,267)	1,150	4,507	95,229	81,301	820	132,631	400,812	10,415
Toronto Transit Commission (TTC)															
Toronto Transit Commission	778,911	108,926	224,121	331,805	108,466	3,258	2,335	83,119				66,759	25,447	603,586	
Spadina Subway Extension	814,829			264,289	437,582	112,958		269,136	17,490			215,616	312,587		
Transit City Plan															
Total TTC	1,593,740	108,926	224,121	596,094	546,048	116,216	2,335	352,255	17,490			282,375	338,034	603,586	
TOTAL TAX SUPPORTED CAPITAL PROGRAM	2,320,605	514,124	398,747	647,199	633,401	166,066	(38,932)	353,405	21,997	95,229	81,301	283,195	470,665	1,004,398	10,415
RATE SUPPORTED PROGRAM															
Solid Waste Management	74,229	32,727	7,133	12,764	15,805	5,800					26,168				48,061
Toronto Parking Authority	45,540	20,541	8,142	8,257	550	150	7,900				17		45,523		
Toronto Water	494,093	(104,428)	(56,613)	97,417	90,481	222,297	244,939		(1,412)		425,235	(545)	70,815		
TOTAL RATE SUPPORTED PROGRAM	613,862	(51,160)	(41,338)	118,438	106,836	228,247	252,839		(1,412)		451,420	(545)	116,338		48,061
TOTAL CAPITAL PROGRAM	2,934,467	462,964	357,409	765,637	740,237	394,313	213,907	353,405	20,585	95,229	532,721	282,650	587,003	1,004,398	58,476



**BC Recommended 2011 Capital Budget and Future Year Commitments - Previously Approved**  
**- by Program and Funding Source**

**APPENDIX 1(iii)**

1/27/2011 15:20

(5000s)	Total Cash Flow 2011 - 2020	Budget and Commitment						Funding Sources							
		2011	2012	2013	2014	2015	2016 to 2020	Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Debt Recoverable
Citizen Centred Services "A"															
311 Toronto	2,681	2,681								18			2,663		
Children's Services	4,340	3,840	500						710	3,000	90	180	195	165	
Court Services															
Economic Development and Culture	10,425	10,075	350					2,000			300	1,000	4,963	2,162	
Emergency Medical Services	4,751	3,744	927	80					347			637	240	3,527	
Long Term Care Homes Services	41,360	23,610	17,750								360			19,375	21,625
Parks, Forestry & Recreation	80,307	35,090	26,543	18,674					29,778		17,226		23,061	10,242	
Shelter, Support & Housing Administration	950	950												950	
Employment & Social Services Toronto	6,600	1,000	1,000	1,100	750	750	2,000						6,600		
Total Citizen Centred Services "A"	151,414	80,990	47,070	19,854	750	750	2,000	2,000	30,835	3,018	17,976	1,817	37,722	36,421	21,625
Citizen Centred Services "B"															
City Planning Division	2,108	2,108							801					1,307	
Fire Services	3,624	3,624							3,255	369					
Transportation	56,934	38,445	17,389	1,100					4,966				4,240	47,728	
Waterfront Revitalization Initiative	214,897	87,170	65,087	20,742	18,219	5,003	18,676	179	17,521		13,124	180		183,893	
Total Citizen Centred Services "B"	277,563	131,347	82,476	21,842	18,219	5,003	18,676	179	26,543	369	13,124	180	4,240	232,928	
Internal Services															
Facilities and Real Estate	160,226	54,424	44,688	37,199	22,415	1,200	300			11,551	8,426	756	14,578	65,650	59,265
Financial Services	64,842	5,092	29,236	27,970	1,726	818			100	30,106	273		12,205	22,158	
Fleet Services	13,196	13,196								13,196					
Information Technology	98,719	17,778	38,510	15,227	9,176	5,421	12,607			77,640	2,225			18,854	
Total Internal Services	336,983	90,490	112,434	80,396	33,317	7,439	12,907		100	132,493	10,924	756	26,783	106,662	59,265
Other City Programs															
Accountability Offices															
City Clerk's Office	2,532	1,387	645		500						147		491	1,894	
Pan Am Games	47,000	5,000	17,300	17,300	7,400									47,000	
Radio Replacement Project	41,896	645	28,000	13,251										41,896	
Sustainable Energy Plan	37,096	19,790	17,306								36,171		231		694
Union Station	472,219	85,897	152,232	124,731	68,080	41,279		130,625	120	14,807		101,641	12,135	96,977	115,914
IT Projects - Unspecified Reduction															
Total Other City Programs	600,743	112,719	215,483	155,282	75,980	41,279		130,625	120	14,807	36,318	101,641	12,857	187,767	116,608
Total City Operations	1,366,702	415,546	457,463	277,374	128,266	54,471	33,583	132,804	57,598	150,687	78,342	104,394	81,602	563,778	197,498



# BC Recommended 2011 Capital Budget and Future Year Commitments - Previously Approved

## - by Program and Funding Source

APPENDIX 1(iii)

1/27/2011 15:20

(\$000s)	Total Cash Flow 2011 - 2020	Budget and Commitment						Funding Sources							
		2011	2012	2013	2014	2015	2016 to 2020	Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Debt Recoverable
Agencies															
Exhibition Place	4,335	4,235	100									1,411		2,924	
GO Transit															
Sony Centre (Hummingbird Centre)	750	750									750				
Toronto And Region Conservation Authority															
Toronto Police Service	71,392	39,790	24,696	5,916	990				3,840			8,862		58,690	
Toronto Port Authority															
Toronto Public Health	9,789	4,222	3,555	2,012										9,789	
Toronto Public Library	76,540	19,735	17,018	12,623	11,020	8,262	7,882		23,475	2,377		900	9,526	40,262	
Toronto Zoo	709	709												709	
Yonge-Dundas Square															
Total Agencies	163,515	69,441	45,369	20,551	12,010	8,262	7,882		27,315	2,377	750	11,173	9,526	112,374	
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	1,530,217	484,987	502,832	297,925	140,276	62,733	41,465	132,804	84,913	153,064	79,092	115,567	91,128	676,152	197,498
Toronto Transit Commission (TTC)															
Toronto Transit Commission	2,658,123	540,628	879,951	448,711	260,601	114,227	414,005	705,175	39,161			471,383	29,649	1,412,755	
Spadina Subway Extension	1,484,258	510,027	625,073	349,158				490,246	30,454			392,758	260,819	309,981	
Transit City Plan	738	738												738	
Total TTC	4,143,119	1,051,393	1,505,024	797,869	260,601	114,227	414,005	1,195,421	69,615			864,141	290,468	1,723,474	
TOTAL TAX SUPPORTED CAPITAL PROGRAM	5,673,336	1,536,380	2,007,856	1,095,794	400,877	176,959	455,470	1,328,224	154,528	153,064	79,092	979,708	381,596	2,399,626	197,498
RATE SUPPORTED PROGRAM															
Solid Waste Management	97,010	64,525	19,345	12,875	265						52,310	586			44,114
Toronto Parking Authority	21,765	15,065	6,500	200							2,800		18,965		
Toronto Water	2,646,736	664,104	632,949	476,757	413,179	183,988	275,759		62,375		2,361,594	2,963	219,804		
TOTAL RATE SUPPORTED PROGRAM	2,765,511	743,694	658,794	489,832	413,444	183,988	275,759		62,375		2,416,704	3,549	238,769		44,114
TOTAL CAPITAL PROGRAM	8,438,847	2,280,074	2,666,650	1,585,626	814,321	360,947	731,229	1,328,224	216,903	153,064	2,495,796	983,257	620,365	2,399,626	241,612



**BC Recommended 2011 Capital Budget – Including 2010 Carry Forward  
- by Program and Funding Source**

**APPENDIX 1(iv)**

1/ 27/ 2011 15:20

		Funding Sources							
		2011 Cash Flow	Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt Rec.
(\$000s)									
<b>Citizen Centred Services "A"</b>									
311 Toronto	6,942				1,474			5,068	400
Children's Services	8,663			1,493	2,514	1,264	180	470	2,742
Court Services	243				243				
Economic Development and Culture	31,653		3,850		245	1,737	2,150	14,716	8,955
Emergency Medical Services	8,018			421	1,080		837	145	5,535
Long Term Care Homes Services	42,980					4,480			22,809
Parks, Forestry & Recreation	118,156		197	16,380		29,824	1,211	22,072	43,972
Shelter, Support & Housing Administration	3,512							500	3,012
Employment & Social Services Toronto	11,970				2,992	6,231		1,300	1,447
<b>Total Citizen Centred Services "A"</b>	<b>232,137</b>		<b>4,047</b>	<b>18,294</b>	<b>8,548</b>	<b>43,536</b>	<b>4,378</b>	<b>44,271</b>	<b>88,872</b>
<b>Citizen Centred Services "B"</b>									
City Planning Division	6,981			1,442					5,539
Fire Services	9,470			3,255	469		225	365	5,156
Transportation	297,104		4,995	8,706		200	7,725	36,635	234,836
Waterfront Revitalization Initiative	96,072		179	15,646		13,124	180	2,311	64,632
<b>Total Citizen Centred Services "B"</b>	<b>409,627</b>		<b>5,174</b>	<b>29,049</b>	<b>469</b>	<b>13,324</b>	<b>8,130</b>	<b>39,311</b>	<b>310,163</b>
<b>Internal Services</b>									
Facilities and Real Estate	94,752		1,640		12,300	8,500	2,396	3,780	52,882
Financial Services	20,506			100	351	942		13,964	5,149
Fleet Services	51,284				51,284				
Information Technology	50,053				29,228	2,846		3,283	14,696
<b>Total Internal Services</b>	<b>216,595</b>		<b>1,640</b>	<b>100</b>	<b>93,163</b>	<b>12,288</b>	<b>2,396</b>	<b>21,027</b>	<b>72,727</b>
<b>Other City Programs</b>									
Accountability Offices									
City Clerk's Office	4,675				845	1,029		727	2,074
Pan Am Games	48,722					20,346		25,654	2,722
Radio Replacement Project	27,771								27,771
Sustainable Energy Plan	42,476					41,551		231	694
Union Station	176,661		55,606	470	8,173	5,824	36,603	11,231	35,230
IT Projects - Unspecified Reduction	(3,544)								(3,544)
<b>Total Other City Programs</b>	<b>296,761</b>		<b>55,606</b>	<b>470</b>	<b>9,018</b>	<b>68,750</b>	<b>36,603</b>	<b>37,843</b>	<b>64,253</b>
<b>Total City Operations</b>	<b>1,155,120</b>		<b>66,467</b>	<b>47,913</b>	<b>111,198</b>	<b>137,898</b>	<b>51,507</b>	<b>142,452</b>	<b>536,015</b>



**BC Recommended 2011 Capital Budget – Including 2010 Carry Forward  
- by Program and Funding Source**

**APPENDIX 1(iv)**

1/ 27/ 2011 15:20

(\$000s) Agencies	2011 Cash Flow	Funding Sources							
		Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Debt Rec.
Exhibition Place	6,457				317	1,411		4,729	
GO Transit	20,000							20,000	
Sony Centre (Hummingbird Centre)	4,165				750				3,415
Toronto And Region Conservation Authority	11,645						8,645	3,000	
Toronto Police Service	94,718		2,264	29,379		8,862		54,213	
Toronto Port Authority	1,700						385	1,315	
Toronto Public Health	4,398							4,398	
Toronto Public Library	23,486		1,143	1,797		900	6,705	12,941	
Toronto Zoo	5,409							5,409	
Yonge-Dundas Square	211			11		67	133		
<b>Total Agencies</b>	<b>172,189</b>		<b>3,407</b>	<b>31,187</b>	<b>1,067</b>	<b>11,240</b>	<b>15,868</b>	<b>106,005</b>	<b>3,415</b>
<b>TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)</b>	<b>1,327,309</b>	<b>66,467</b>	<b>51,320</b>	<b>142,385</b>	<b>138,965</b>	<b>62,747</b>	<b>158,320</b>	<b>642,020</b>	<b>65,085</b>
<b>Toronto Transit Commission (TTC)</b>									
Toronto Transit Commission	904,206	234,172	12,522			179,020	44,187	434,304	
Spadina Subway Extension	524,912	173,377	13,881			138,900	100,333	98,421	
Transit City Plan	738							738	
<b>Total TTC</b>	<b>1,429,856</b>	<b>407,549</b>	<b>26,403</b>			<b>317,920</b>	<b>144,520</b>	<b>533,463</b>	
<b>TOTAL TAX SUPPORTED CAPITAL PROGRAM</b>	<b>2,757,164</b>	<b>474,016</b>	<b>77,723</b>	<b>142,385</b>	<b>138,965</b>	<b>380,667</b>	<b>302,840</b>	<b>1,175,483</b>	<b>65,085</b>
<b>RATE SUPPORTED PROGRAM</b>									
Solid Waste Management	146,064				74,447	1,817			69,800
Toronto Parking Authority	39,426				317		39,109		
Toronto Water	653,591		12,611		555,765	18,364	66,851		
<b>TOTAL RATE SUPPORTED PROGRAM</b>	<b>839,081</b>		<b>12,611</b>		<b>630,529</b>	<b>20,181</b>	<b>105,960</b>		<b>69,800</b>
<b>TOTAL CAPITAL PROGRAM</b>	<b>3,596,245</b>	<b>474,016</b>	<b>90,334</b>	<b>142,385</b>	<b>769,494</b>	<b>400,848</b>	<b>408,800</b>	<b>1,175,483</b>	<b>134,885</b>



**BC Recommended 2011 Capital Budget – Excluding 2010 Carry Forward  
- by Program and Funding Source**

**APPENDIX 1(v)**

1/27/2011 15:20

	2011 Budget	Funding Sources						
		Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt Rec.
(\$000s)								
<b>Citizen Centred Services "A"</b>								
311 Toronto	4,537			1,474			2,663	400
Children's Services	5,431		710	2,514	90	180	195	1,742
Court Services								
Economic Development and Culture	25,007	2,000		45	1,237	1,000	12,350	8,375
Emergency Medical Services	5,604		421	1,080		637	75	3,391
Long Term Care Homes Services	35,860				3,860			19,737
Parks, Forestry & Recreation	88,892		14,324		24,253		12,063	33,752
Shelter, Support & Housing Administration	1,850							1,850
Employment & Social Services Toronto	10,028			2,992	6,231		805	
<b>Total Citizen Centred Services "A"</b>	<b>177,209</b>	<b>2,000</b>	<b>15,455</b>	<b>8,105</b>	<b>35,671</b>	<b>1,817</b>	<b>28,151</b>	<b>69,247</b>
<b>Citizen Centred Services "B"</b>								
City Planning Division	4,634		1,434					3,200
Fire Services	8,845		3,255	469			40	5,081
Transportation	204,292		8,706		200		20,695	174,691
Waterfront Revitalization Initiative	22,149	179	7,219		13,124	180		1,447
<b>Total Citizen Centred Services "B"</b>	<b>239,920</b>	<b>179</b>	<b>20,614</b>	<b>469</b>	<b>13,324</b>	<b>180</b>	<b>20,735</b>	<b>184,419</b>
<b>Internal Services</b>								
Facilities and Real Estate	76,877			4,500	8,500	756	1,400	48,467
Financial Services	6,764		100	106	703		706	5,149
Fleet Services	39,049			39,049				
Information Technology	40,948			24,702	1,550			14,696
<b>Total Internal Services</b>	<b>163,638</b>		<b>100</b>	<b>68,357</b>	<b>10,753</b>	<b>756</b>	<b>2,106</b>	<b>68,312</b>
<b>Other City Programs</b>								
Accountability Offices								
City Clerk's Office	4,028			745	1,029		180	2,074
Pan Am Games	46,222				20,346		25,654	222
Radio Replacement Project	645							645
Sustainable Energy Plan	19,281				18,356		231	694
Union Station	85,897	21,231	40	8,173		14,721		31,376
IT Projects - Unspecified Reduction	(3,544)							(3,544)
<b>Total Other City Programs</b>	<b>152,529</b>	<b>21,231</b>	<b>40</b>	<b>8,918</b>	<b>39,731</b>	<b>14,721</b>	<b>26,065</b>	<b>30,773</b>
<b>Total City Operations</b>	<b>733,296</b>	<b>23,410</b>	<b>36,209</b>	<b>85,849</b>	<b>99,479</b>	<b>17,474</b>	<b>77,057</b>	<b>352,751</b>



**BC Recommended 2011 Capital Budget – Excluding 2010 Carry Forward  
- by Program and Funding Source**

**APPENDIX 1(v)**

1/27/2011 15:20

	2011 Budget	Funding Sources							
		Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Debt Rec.
(\$000s)									
<b>Agencies</b>									
Exhibition Place	6,457				317	1,411		4,729	
GO Transit	20,000							20,000	
Sony Centre (Hummingbird Centre)	4,165				750				3,415
Toronto And Region Conservation Authority	11,645						8,645	3,000	
Toronto Police Service	81,897		2,264	26,138		8,862		44,633	
Toronto Port Authority	1,700						385	1,315	
Toronto Public Health	3,539							3,539	
Toronto Public Library	23,486		1,143	1,797		900	6,705	12,941	
Toronto Zoo	4,000							4,000	
Yonge-Dundas Square									
<b>Total Agencies</b>	<b>156,889</b>		<b>3,407</b>	<b>27,935</b>	<b>1,067</b>	<b>11,173</b>	<b>15,735</b>	<b>94,157</b>	<b>3,415</b>
<b>TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)</b>	<b>890,185</b>	<b>23,410</b>	<b>39,616</b>	<b>113,784</b>	<b>100,546</b>	<b>28,647</b>	<b>92,792</b>	<b>446,908</b>	<b>44,482</b>
<b>Toronto Transit Commission (TTC)</b>									
Toronto Transit Commission	649,554	158,548	7,222			158,480	35,906	289,398	
Spadina Subway Extension	510,027	168,460	13,881			134,961	97,095	95,630	
Transit City Plan	738							738	
<b>Total TTC</b>	<b>1,160,319</b>	<b>327,008</b>	<b>21,103</b>			<b>293,441</b>	<b>133,001</b>	<b>385,766</b>	
<b>TOTAL TAX SUPPORTED CAPITAL PROGRAM</b>	<b>2,050,504</b>	<b>350,418</b>	<b>60,719</b>	<b>113,784</b>	<b>100,546</b>	<b>322,088</b>	<b>225,793</b>	<b>832,674</b>	<b>44,482</b>
<b>RATE SUPPORTED PROGRAM</b>									
Solid Waste Management	97,252				71,716	586			24,950
Toronto Parking Authority	35,606				317		35,289		
Toronto Water	559,676		11,992		481,532	2,418	63,734		
<b>TOTAL RATE SUPPORTED PROGRAM</b>	<b>692,534</b>		<b>11,992</b>		<b>553,565</b>	<b>3,004</b>	<b>99,023</b>		<b>24,950</b>
<b>TOTAL CAPITAL PROGRAM</b>	<b>2,743,038</b>	<b>350,418</b>	<b>72,711</b>	<b>113,784</b>	<b>654,111</b>	<b>325,092</b>	<b>324,816</b>	<b>832,674</b>	<b>69,432</b>





**BC Recommended 2011 Capital Budget - 2010 Carry Forward  
- by Program and Funding Source**

**APPENDIX 1(vi)**

1/27/2011 15:20

(\$000s)	2010 Carry-forward	Funding Sources							Debt Rec.
		Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	
<b>Citizen Centred Services "A"</b>									
311 Toronto	2,405						2,405		
Children's Services	3,232		783		1,174		275	1,000	
Court Services	243			243					
Economic Development and Culture	6,646	1,850		200	500	1,150	2,366	580	
Emergency Medical Services	2,414					200	70	2,144	
Long Term Care Homes Services	7,120				620			3,072	3,428
Parks, Forestry & Recreation	29,264	197	2,056		5,571	1,211	10,009	10,220	
Shelter, Support & Housing Administration	1,662						500	1,162	
Employment & Social Services Toronto	1,942						495	1,447	
<b>Total Citizen Centred Services "A"</b>	<b>54,928</b>	<b>2,047</b>	<b>2,839</b>	<b>443</b>	<b>7,865</b>	<b>2,561</b>	<b>16,120</b>	<b>19,625</b>	<b>3,428</b>
<b>Citizen Centred Services "B"</b>									
City Planning Division	2,347		8					2,339	
Fire Services	625					225	325	75	
Transportation	92,812	4,995				7,725	15,940	60,145	4,007
Waterfront Revitalization Initiative	73,923		8,427				2,311	63,185	
<b>Total Citizen Centred Services "B"</b>	<b>169,707</b>	<b>4,995</b>	<b>8,435</b>			<b>7,950</b>	<b>18,576</b>	<b>125,744</b>	<b>4,007</b>
<b>Internal Services</b>									
Facilities and Real Estate	17,875	1,640		7,800		1,640	2,380	4,415	
Financial Services	13,742			245	239		13,258		
Fleet Services	12,235			12,235					
Information Technology	9,105			4,526	1,296		3,283		
<b>Total Internal Services</b>	<b>52,957</b>	<b>1,640</b>		<b>24,806</b>	<b>1,535</b>	<b>1,640</b>	<b>18,921</b>	<b>4,415</b>	
<b>Other City Programs</b>									
Accountability Offices									
City Clerk's Office	647			100			547		
Pan Am Games	2,500							2,500	
Radio Replacement Project	27,126							27,126	
Sustainable Energy Plan	23,195				23,195				
Union Station	90,764	34,375	430		5,824	21,882	11,231	3,854	13,168
IT Projects - Unspecified Reduction									
<b>Total Other City Programs</b>	<b>144,232</b>	<b>34,375</b>	<b>430</b>	<b>100</b>	<b>29,019</b>	<b>21,882</b>	<b>11,778</b>	<b>33,480</b>	<b>13,168</b>
<b>Total City Operations</b>	<b>421,824</b>	<b>43,057</b>	<b>11,704</b>	<b>25,349</b>	<b>38,419</b>	<b>34,033</b>	<b>65,395</b>	<b>183,264</b>	<b>20,603</b>



**BC Recommended 2011 Capital Budget - 2010 Carry Forward  
- by Program and Funding Source**

**APPENDIX 1(vi)**

1/ 27/ 2011 15:20

(\$000s)	2010 Carry-forward	Funding Sources							
		Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Debt Rec.
<b>Agencies</b>									
Exhibition Place									
GO Transit									
Sony Centre (Hummingbird Centre)									
Toronto And Region Conservation Authority									
Toronto Police Service	12,821			3,241				9,580	
Toronto Port Authority									
Toronto Public Health	859							859	
Toronto Public Library									
Toronto Zoo	1,409							1,409	
Yonge-Dundas Square	211			11		67	133		
<b>Total Agencies</b>	<b>15,300</b>			<b>3,252</b>		<b>67</b>	<b>133</b>	<b>11,848</b>	
<b>TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)</b>	<b>437,124</b>	<b>43,057</b>	<b>11,704</b>	<b>28,601</b>	<b>38,419</b>	<b>34,100</b>	<b>65,528</b>	<b>195,112</b>	<b>20,603</b>
<b>Toronto Transit Commission (TTC)</b>									
Toronto Transit Commission	254,652	75,624	5,300			20,541	8,281	144,906	
Spadina Subway Extension	14,885	4,917				3,939	3,238	2,791	
Transit City Plan									
<b>Total TTC</b>	<b>269,537</b>	<b>80,541</b>	<b>5,300</b>			<b>24,480</b>	<b>11,519</b>	<b>147,697</b>	
<b>TOTAL TAX SUPPORTED CAPITAL PROGRAM</b>	<b>706,660</b>	<b>123,598</b>	<b>17,004</b>	<b>28,601</b>	<b>38,419</b>	<b>58,579</b>	<b>77,047</b>	<b>342,809</b>	<b>20,603</b>
<b>RATE SUPPORTED PROGRAM</b>									
Solid Waste Management	48,812				2,731	1,231			44,850
Toronto Parking Authority	3,820						3,820		
Toronto Water	93,915		619		74,233	15,946	3,117		
<b>TOTAL RATE SUPPORTED PROGRAM</b>	<b>146,547</b>		<b>619</b>		<b>76,964</b>	<b>17,177</b>	<b>6,937</b>		<b>44,850</b>
<b>TOTAL CAPITAL PROGRAM</b>	<b>853,207</b>	<b>123,598</b>	<b>17,623</b>	<b>28,601</b>	<b>115,383</b>	<b>75,756</b>	<b>83,984</b>	<b>342,809</b>	<b>65,453</b>



# BC Recommended 2011 to 2020 Capital Budget and Plan - Excluding 2010 Carry Forward

## APPENDIX 2

### - by Program

1/27/2011 15:20

			Plan								
	Total 10 Years	2011 Budget	2012	2013	2014	2015	2016	2017	2018	2019	2020
(\$000s)											
Citizen Centred Services "A"											
311 Toronto	38,839	4,537	4,324	4,945	4,669	4,296	5,516	4,106	1,979	3,099	1,368
Children's Services	26,526	5,431	2,783	2,273	2,352	2,084	2,471	1,926	2,147	2,519	2,540
Court Services	1,200		600		600						
Economic Development and Culture	133,194	25,007	20,919	11,585	10,485	11,378	10,915	10,800	11,135	10,900	10,070
Emergency Medical Services	42,625	5,604	2,304	3,761	6,476	6,431	5,248	1,986	1,783	4,686	4,346
Long Term Care Homes Services	166,126	35,860	37,500	28,700	15,296	8,313	8,313	8,036	8,036	8,036	8,036
Parks, Forestry & Recreation	767,115	88,892	99,288	77,994	56,839	65,120	78,034	75,030	86,306	81,106	58,506
Shelter, Support & Housing Administration	32,000	1,850	1,100	1,200	2,700	9,200	8,200	4,050	1,900	900	900
Employment & Social Services Toronto	12,628	10,028	1,300	1,000	300						
Total Citizen Centred Services "A"	1,220,253	177,209	170,118	131,458	99,717	106,822	118,697	105,934	113,286	111,246	85,766
Citizen Centred Services "B"											
City Planning Division	46,266	4,634	4,726	4,442	4,522	4,517	4,547	4,688	4,718	4,721	4,751
Fire Services	58,575	8,845	5,725	7,791	5,661	8,450	6,399	5,800	300	300	9,304
Transportation	2,200,953	204,292	215,943	215,198	213,023	225,228	229,338	228,685	225,326	221,960	221,960
Waterfront Revitalization Initiative	215,578	22,149	74,987	30,395	15,789	65,207	6,219	832			
Total Citizen Centred Services "B"	2,521,372	239,920	301,381	257,826	238,995	303,402	246,503	240,005	230,344	226,981	236,015
Internal Services											
Facilities and Real Estate	581,842	76,877	80,682	64,507	58,587	41,381	51,488	59,272	70,592	39,228	39,228
Financial Services	90,707	6,764	30,050	28,147	2,958	2,351	3,142	2,320	4,825	4,370	5,780
Fleet Services	513,772	39,049	60,978	56,436	42,623	61,634	42,927	57,545	49,931	46,513	56,136
Information Technology	410,148	40,948	76,775	65,825	55,505	36,914	28,327	24,555	23,648	26,634	31,017
Total Internal Services	1,596,469	163,638	248,485	214,915	159,673	142,280	125,884	143,692	148,996	116,745	132,161
Other City Programs											
Accountability Offices	2,500						500		600	700	700
City Clerk's Office	69,537	4,028	4,094	4,592	9,900	6,810	22,690	7,555	3,500	3,220	3,148
Pan Am Games	133,098	46,222	11,871	892	74,113						
Radio Replacement Project	41,896	645	28,000	13,251							
Sustainable Energy Plan	78,317	19,281	16,363	3,922	6,075	5,970	6,100	6,237	4,778	4,790	4,801
Union Station	472,219	85,897	152,232	124,731	68,080	41,279					
IT Projects - Unspecified Reduction	(31,900)	(3,544)	(3,544)	(3,544)	(3,544)	(3,544)	(3,544)	(3,544)	(3,546)	(3,546)	
Total Other City Programs	765,667	152,529	209,016	143,844	154,624	50,515	25,746	10,248	5,332	5,164	8,649
Total City Operations	6,103,760	733,296	929,000	748,043	653,009	603,019	516,830	499,879	497,958	460,136	462,591

**BC Recommended 2011 to 2020 Capital Budget and Plan - Excluding 2010 Carry Forward  
- by Program**

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	Total 10 Years	2011 Budget	Plan								
			2012	2013	2014	2015	2016	2017	2018	2019	2020
(\$000s)											
<b>Agencies</b>											
Exhibition Place	44,333	6,457	4,435	4,320	8,215	4,615	3,610	2,860	2,875	3,473	3,473
GO Transit	140,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000			
Sony Centre (Hummingbird Centre)	4,165	4,165									
Toronto And Region Conservation Authority	83,726	11,645	8,735	8,830	8,925	9,021	7,122	7,225	7,330	7,438	7,455
Toronto Police Service	576,864	81,897	48,411	35,739	39,876	51,037	59,046	51,773	62,297	61,679	85,109
Toronto Port Authority	3,400	1,700	1,700								
Toronto Public Health	34,978	3,539	4,338	3,396	3,393	3,396	3,392	3,388	3,363	3,373	3,400
Toronto Public Library	221,165	23,486	26,583	23,192	22,345	17,667	19,032	19,363	23,689	23,798	22,010
Toronto Zoo	61,583	4,000	5,370	6,516	9,689	6,000	6,000	6,001	6,000	6,007	6,000
Yonge-Dundas Square	350				50	50	50	50	50	50	50
<b>Total Agencies</b>	<b>1,170,564</b>	<b>156,889</b>	<b>119,572</b>	<b>101,993</b>	<b>112,493</b>	<b>111,786</b>	<b>118,252</b>	<b>110,660</b>	<b>105,604</b>	<b>105,818</b>	<b>127,497</b>
<b>TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)</b>	<b>7,274,324</b>	<b>890,185</b>	<b>1,048,572</b>	<b>850,036</b>	<b>765,502</b>	<b>714,805</b>	<b>635,082</b>	<b>610,539</b>	<b>603,562</b>	<b>565,954</b>	<b>590,088</b>
<b>Toronto Transit Commission (TTC)</b>											
Toronto Transit Commission	3,437,034	649,554	1,104,072	780,516	369,067	117,485	146,882	115,570	143,986	9,902	
Spadina Subway Extension	2,299,087	510,027	625,073	613,447	437,582	112,958					
Transit City Plan	738	738									
<b>Total TTC</b>	<b>5,736,859</b>	<b>1,160,319</b>	<b>1,729,145</b>	<b>1,393,963</b>	<b>806,649</b>	<b>230,443</b>	<b>146,882</b>	<b>115,570</b>	<b>143,986</b>	<b>9,902</b>	
<b>TOTAL TAX SUPPORTED CAPITAL PROGRAM</b>	<b>13,011,183</b>	<b>2,050,504</b>	<b>2,777,717</b>	<b>2,243,999</b>	<b>1,572,151</b>	<b>945,247</b>	<b>781,964</b>	<b>726,109</b>	<b>747,548</b>	<b>575,856</b>	<b>590,088</b>
<b>RATE SUPPORTED PROGRAM</b>											
Solid Waste Management	469,169	97,252	54,653	103,914	91,971	26,786	16,866	17,106	19,230	19,340	22,051
Toronto Parking Authority	341,704	35,606	31,342	25,557	32,857	25,407	40,407	70,507	26,007	20,507	33,507
Toronto Water	8,628,431	559,676	723,461	799,604	845,764	916,858	922,829	942,167	954,247	977,417	986,408
<b>TOTAL RATE SUPPORTED PROGRAM</b>	<b>9,439,304</b>	<b>692,534</b>	<b>809,456</b>	<b>929,075</b>	<b>970,592</b>	<b>969,051</b>	<b>980,102</b>	<b>1,029,780</b>	<b>999,484</b>	<b>1,017,264</b>	<b>1,041,966</b>
<b>TOTAL CAPITAL PROGRAM</b>	<b>22,450,487</b>	<b>2,743,038</b>	<b>3,587,173</b>	<b>3,173,074</b>	<b>2,542,743</b>	<b>1,914,298</b>	<b>1,762,066</b>	<b>1,755,889</b>	<b>1,747,032</b>	<b>1,593,120</b>	<b>1,632,054</b>



**BC Recommended 2011 to 2020 Capital Budget & Plan – Excluding 2010 Carry Forward  
- by Program & Funding Source**

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	2011 - 2020 Budget & Plan	Funding Sources							
		Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt / CFC See Note (1)	Debt Recoverable
(S000s)									
<b>Citizen Centred Services "A"</b>									
311 Toronto	38,839			1,474			2,663	34,702	
Children's Services	26,526		3,044	3,017	1,090	180	195	19,000	
Court Services	1,200			1,200					
Economic Development and Culture	133,194	3,205		1,493	8,173	2,370	33,750	84,203	
Emergency Medical Services	42,625		1,482	3,822		637	1,825	34,859	
Long Term Care Homes Services	166,126				15,897			109,684	40,545
Parks, Forestry & Recreation	767,115		88,830		103,453		58,547	509,285	7,000
Shelter, Support & Housing Administration	32,000							32,000	
Employment & Social Services Toronto	12,628			2,992	6,231		3,405		
<b>Total Citizen Centred Services "A"</b>	<b>1,220,253</b>	<b>3,205</b>	<b>93,356</b>	<b>13,998</b>	<b>134,844</b>	<b>3,187</b>	<b>100,385</b>	<b>823,733</b>	<b>47,545</b>
<b>Citizen Centred Services "B"</b>									
City Planning Division	46,266		14,266					32,000	
Fire Services	58,575		7,675	13,292		1,350	40	36,218	
Transportation	2,200,953	15,000	40,925		1,135		155,345	1,988,548	
Waterfront Revitalization Initiative	215,578	179	17,521		13,124	180		184,574	
<b>Total Citizen Centred Services "B"</b>	<b>2,521,372</b>	<b>15,179</b>	<b>80,387</b>	<b>13,292</b>	<b>14,259</b>	<b>1,530</b>	<b>155,385</b>	<b>2,241,340</b>	
<b>Internal Services</b>									
Facilities and Real Estate	581,842			11,551	33,926	756	18,826	457,518	59,265
Financial Services	90,707		1,080	30,106	2,203		16,855	40,463	
Fleet Services	513,772			513,772					
Information Technology	410,148			209,370	4,645		28,671	167,462	
<b>Total Internal Services</b>	<b>1,596,469</b>		<b>1,080</b>	<b>764,799</b>	<b>40,774</b>	<b>756</b>	<b>64,352</b>	<b>665,443</b>	<b>59,265</b>
<b>Other City Programs</b>									
Accountability Offices	2,500							2,500	
City Clerk's Office	69,537			3,045	12,266	15,742	696	37,788	
Pan Am Games	133,098				23,000		39,086	71,012	
Radio Replacement Project	41,896							41,896	
Sustainable Energy Plan	78,317				77,392		231		694
Union Station	472,219	130,625	120	14,807		101,641	12,135	96,977	115,914
IT Projects - Unspecified Reduction	(31,900)							(31,900)	
<b>Total Other City Programs</b>	<b>765,667</b>	<b>130,625</b>	<b>120</b>	<b>17,852</b>	<b>112,658</b>	<b>117,383</b>	<b>52,148</b>	<b>218,273</b>	<b>116,608</b>
<b>Total City Operations</b>	<b>6,103,760</b>	<b>149,009</b>	<b>174,943</b>	<b>809,941</b>	<b>302,535</b>	<b>122,856</b>	<b>372,270</b>	<b>3,948,789</b>	<b>223,418</b>



**BC Recommended 2011 to 2020 Capital Budget & Plan – Excluding 2010 Carry Forward  
- by Program & Funding Source**

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(S000s)	2011 - 2020 Budget & Plan	Funding Sources							
		Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt / CFC See Note (1)	Debt Recoverable
<b>Agencies</b>									
Exhibition Place	44,333				317	1,411	4,750	37,855	
GO Transit	140,000							140,000	
Sony Centre (Hummingbird Centre)	4,165				750				3,415
Toronto And Region Conservation Authority	83,726						53,726	30,000	
Toronto Police Service	576,864		16,379	228,966		8,862		322,657	
Toronto Port Authority	3,400						770	2,630	
Toronto Public Health	34,978							34,978	
Toronto Public Library	221,165		31,012	2,377	580	900	40,812	145,484	
Toronto Zoo	61,583						9,556	52,027	
Yonge-Dundas Square	350							350	
<b>Total Agencies</b>	<b>1,170,564</b>		<b>47,391</b>	<b>231,343</b>	<b>1,647</b>	<b>11,173</b>	<b>109,614</b>	<b>765,981</b>	<b>3,415</b>
<b>TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)</b>	<b>7,274,324</b>	<b>149,009</b>	<b>222,334</b>	<b>1,041,284</b>	<b>304,182</b>	<b>134,029</b>	<b>481,884</b>	<b>4,714,770</b>	<b>226,833</b>
<b>Toronto Transit Commission (TTC)</b>									
Toronto Transit Commission	3,437,034	788,294	39,161			538,142	55,096	2,016,341	
Spadina Subway Extension	2,299,087	759,382	47,944			608,374	573,406	309,981	
Transit City Plan	738							738	
<b>Total TTC</b>	<b>5,736,859</b>	<b>1,547,676</b>	<b>87,105</b>			<b>1,146,516</b>	<b>628,502</b>	<b>2,327,060</b>	
<b>TOTAL TAX SUPPORTED CAPITAL PROGRAM</b>	<b>13,011,183</b>	<b>1,696,684</b>	<b>309,440</b>	<b>1,041,284</b>	<b>304,182</b>	<b>1,280,545</b>	<b>1,110,386</b>	<b>7,041,830</b>	<b>226,833</b>
<b>RATE SUPPORTED PROGRAM</b>									
Solid Waste Management	469,169				177,157	586	56,000		235,426
Toronto Parking Authority	341,704				6,317		335,387		
Toronto Water	8,628,431		163,667		7,962,743	2,418	499,603		
<b>TOTAL RATE SUPPORTED PROGRAM</b>	<b>9,439,304</b>		<b>163,667</b>		<b>8,146,217</b>	<b>3,004</b>	<b>890,990</b>		<b>235,426</b>
<b>TOTAL CAPITAL PROGRAM</b>	<b>22,450,487</b>	<b>1,696,684</b>	<b>473,107</b>	<b>1,041,284</b>	<b>8,450,399</b>	<b>1,283,549</b>	<b>2,001,376</b>	<b>7,041,830</b>	<b>462,259</b>

Note (1): \$7,042 million Debt includes \$2,778 million CFC (from 2011 to 2020)



**BC Recommended 2011 to 2015 Capital Budget & Plan – Excluding 2010 Carry Forward  
- by Program & Funding Source**

**APPENDIX 3(i)**

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	Total 2011 to 2015	2011 Budget	Plan				Funding Sources							
			2012	2013	2014	2015	Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt / CFC See Note (1)	Debt Recoverable
(S000s)														
<b>Citizen Centred Services "A"</b>														
311 Toronto	22,771	4,537	4,324	4,945	4,669	4,296			1,474			2,663	18,634	
Children's Services	14,923	5,431	2,783	2,273	2,352	2,084		1,172	3,017	335	180	195	10,024	
Court Services	1,200		600		600				1,200					
Economic Development and Culture	79,374	25,007	20,919	11,585	10,485	11,378	3,205		683	4,663	2,370	25,750	42,703	
Emergency Medical Services	24,576	5,604	2,304	3,761	6,476	6,431		913	2,552		637	1,575	18,899	
Long Term Care Homes Services	125,669	35,860	37,500	28,700	15,296	8,313				9,677			75,447	40,545
Parks, Forestry & Recreation	388,133	88,892	99,288	77,994	56,839	65,120		45,307		68,986		36,722	230,118	7,000
Shelter, Support & Housing Administration	16,050	1,850	1,100	1,200	2,700	9,200							16,050	
Employment & Social Services Toronto	12,628	10,028	1,300	1,000	300				2,992	6,231		3,405		
<b>Total Citizen Centred Services "A"</b>	<b>685,324</b>	<b>177,209</b>	<b>170,118</b>	<b>131,458</b>	<b>99,717</b>	<b>106,822</b>	<b>3,205</b>	<b>47,392</b>	<b>11,918</b>	<b>89,892</b>	<b>3,187</b>	<b>70,310</b>	<b>411,875</b>	<b>47,545</b>
<b>Citizen Centred Services "B"</b>														
City Planning Division	22,841	4,634	4,726	4,442	4,522	4,517		6,841					16,000	
Fire Services	36,472	8,845	5,725	7,791	5,661	8,450		5,661	5,367		600	40	24,804	
Transportation	1,073,684	204,292	215,943	215,198	213,023	225,228	1,700	28,131		880		94,045	948,928	
Waterfront Revitalization Initiative	208,527	22,149	74,987	30,395	15,789	65,207	179	17,521		13,124	180		177,523	
<b>Total Citizen Centred Services "B"</b>	<b>1,341,524</b>	<b>239,920</b>	<b>301,381</b>	<b>257,826</b>	<b>238,995</b>	<b>303,402</b>	<b>1,879</b>	<b>58,154</b>	<b>5,367</b>	<b>14,004</b>	<b>780</b>	<b>94,085</b>	<b>1,167,255</b>	
<b>Internal Services</b>														
Facilities and Real Estate	322,034	76,877	80,682	64,507	58,587	41,381			11,551	16,426	756	16,466	217,570	59,265
Financial Services	70,270	6,764	30,050	28,147	2,958	2,351		560	30,106	1,353		12,205	26,046	
Fleet Services	260,720	39,049	60,978	56,436	42,623	61,634			260,720					
Information Technology	275,967	40,948	76,775	65,825	55,505	36,914			141,502	4,132		28,671	101,662	
<b>Total Internal Services</b>	<b>928,991</b>	<b>163,638</b>	<b>248,485</b>	<b>214,915</b>	<b>159,673</b>	<b>142,280</b>		<b>560</b>	<b>443,879</b>	<b>21,911</b>	<b>756</b>	<b>57,342</b>	<b>345,278</b>	<b>59,265</b>
<b>Other City Programs</b>														
Accountability Offices														
City Clerk's Office	29,424	4,028	4,094	4,592	9,900	6,810			1,645	7,618	7,807	696	11,658	
Pan Am Games	133,098	46,222	11,871	892	74,113					23,000		39,086	71,012	
Radio Replacement Project	41,896	645	28,000	13,251									41,896	
Sustainable Energy Plan	51,611	19,281	16,363	3,922	6,075	5,970				50,686		231		694
Union Station	472,219	85,897	152,232	124,731	68,080	41,279	130,625	120	14,807		101,641	12,135	96,977	115,914
IT Projects - Unspecified Reduction	(17,720)	(3,544)	(3,544)	(3,544)	(3,544)	(3,544)							(17,720)	
<b>Total Other City Programs</b>	<b>710,528</b>	<b>152,529</b>	<b>209,016</b>	<b>143,844</b>	<b>154,624</b>	<b>50,515</b>	<b>130,625</b>	<b>120</b>	<b>16,452</b>	<b>81,304</b>	<b>109,448</b>	<b>52,148</b>	<b>203,823</b>	<b>116,608</b>
<b>Total City Operations</b>	<b>3,666,366</b>	<b>733,296</b>	<b>929,000</b>	<b>748,043</b>	<b>653,009</b>	<b>603,019</b>	<b>135,709</b>	<b>106,226</b>	<b>477,616</b>	<b>207,111</b>	<b>114,171</b>	<b>273,885</b>	<b>2,128,231</b>	<b>223,418</b>



**BC Recommended 2011 to 2015 Capital Budget & Plan – Excluding 2010 Carry Forward  
- by Program & Funding Source**

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	Total 2011 to 2015	2011 Budget	Plan				Funding Sources							
			2012	2013	2014	2015	Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt / CFC See Note (1)	Debt Recoverable
(S000s)														
<b>Agencies</b>														
Exhibition Place	28,042	6,457	4,435	4,320	8,215	4,615				317	1,411	4,500	21,814	
GO Transit	100,000	20,000	20,000	20,000	20,000	20,000							100,000	
Sony Centre (Hummingbird Centre)	4,165	4,165								750				3,415
Toronto And Region Conservation Authority	47,156	11,645	8,735	8,830	8,925	9,021						32,156	15,000	
Toronto Police Service	256,960	81,897	48,411	35,739	39,876	51,037		8,014	99,999		8,862		140,085	
Toronto Port Authority	3,400	1,700	1,700									770	2,630	
Toronto Public Health	18,062	3,539	4,338	3,396	3,393	3,396							18,062	
Toronto Public Library	113,273	23,486	26,583	23,192	22,345	17,667		17,222	2,377	320	900	29,072	63,382	
Toronto Zoo	31,575	4,000	5,370	6,516	9,689	6,000						5,105	26,470	
Yonge-Dundas Square	100				50	50							100	
<b>Total Agencies</b>	<b>602,733</b>	<b>156,889</b>	<b>119,572</b>	<b>101,993</b>	<b>112,493</b>	<b>111,786</b>		<b>25,236</b>	<b>102,376</b>	<b>1,387</b>	<b>11,173</b>	<b>71,603</b>	<b>387,543</b>	<b>3,415</b>
<b>TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)</b>	<b>4,269,099</b>	<b>890,185</b>	<b>1,048,572</b>	<b>850,036</b>	<b>765,502</b>	<b>714,805</b>	<b>135,709</b>	<b>131,462</b>	<b>579,992</b>	<b>208,498</b>	<b>125,344</b>	<b>345,488</b>	<b>2,515,774</b>	<b>226,833</b>
<b>Toronto Transit Commission (TTC)</b>														
Toronto Transit Commission	3,020,694	649,554	1,104,072	780,516	369,067	117,485	649,872	30,457			537,330	55,096	1,747,939	
Spadina Subway Extension	2,299,087	510,027	625,073	613,447	437,582	112,958	759,382	47,944			608,374	573,406	309,981	
Transit City Plan	738	738											738	
<b>Total TTC</b>	<b>5,320,519</b>	<b>1,160,319</b>	<b>1,729,145</b>	<b>1,393,963</b>	<b>806,649</b>	<b>230,443</b>	<b>1,409,254</b>	<b>78,401</b>			<b>1,145,704</b>	<b>628,502</b>	<b>2,058,658</b>	
<b>TOTAL TAX SUPPORTED CAPITAL PROGRAM</b>	<b>9,589,618</b>	<b>2,050,504</b>	<b>2,777,717</b>	<b>2,243,999</b>	<b>1,572,151</b>	<b>945,247</b>	<b>1,544,962</b>	<b>209,863</b>	<b>579,992</b>	<b>208,498</b>	<b>1,271,048</b>	<b>973,990</b>	<b>4,574,432</b>	<b>226,833</b>
<b>RATE SUPPORTED PROGRAM</b>														
Solid Waste Management	374,576	97,252	54,653	103,914	91,971	26,786				134,270	586	56,000		183,720
Toronto Parking Authority	150,769	35,606	31,342	25,557	32,857	25,407				4,317		146,452		
Toronto Water	3,845,363	559,676	723,461	799,604	845,764	916,858		82,333		3,445,612	2,418	315,000		
<b>TOTAL RATE SUPPORTED PROGRAM</b>	<b>4,370,708</b>	<b>692,534</b>	<b>809,456</b>	<b>929,075</b>	<b>970,592</b>	<b>969,051</b>		<b>82,333</b>		<b>3,584,199</b>	<b>3,004</b>	<b>517,452</b>		<b>183,720</b>
<b>TOTAL CAPITAL PROGRAM</b>	<b>13,960,326</b>	<b>2,743,038</b>	<b>3,587,173</b>	<b>3,173,074</b>	<b>2,542,743</b>	<b>1,914,298</b>	<b>1,544,962</b>	<b>292,196</b>	<b>579,992</b>	<b>3,792,697</b>	<b>1,274,052</b>	<b>1,491,442</b>	<b>4,574,432</b>	<b>410,553</b>

Note (1): \$4,574 million Debt includes \$1.103 million CFC (from 2011 to 2015)





**BC Recommended 2016 to 2020 Plan – Excluding 2010 Carry Forward  
- by Program & Funding Source**

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	Total 2016 to 2020	Plan					Funding Sources							
		2016	2017	2018	2019	2020	Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt / CFC See Note (1)	Debt Recoverable
(S000s)														
<b>Citizen Centred Services "A"</b>														
311 Toronto	16,068	5,516	4,106	1,979	3,099	1,368							16,068	
Children's Services	11,603	2,471	1,926	2,147	2,519	2,540		1,872		755			8,976	
Court Services														
Economic Development and Culture	53,820	10,915	10,800	11,135	10,900	10,070			810	3,510		8,000	41,500	
Emergency Medical Services	18,049	5,248	1,986	1,783	4,686	4,346		569	1,270			250	15,960	
Long Term Care Homes Services	40,457	8,313	8,036	8,036	8,036	8,036				6,220			34,237	
Parks, Forestry & Recreation	378,982	78,034	75,030	86,306	81,106	58,506		43,523		34,467		21,825	279,167	
Shelter, Support & Housing Administration	15,950	8,200	4,050	1,900	900	900							15,950	
Employment & Social Services Toronto														
<b>Total Citizen Centred Services "A"</b>	<b>534,929</b>	<b>118,697</b>	<b>105,934</b>	<b>113,286</b>	<b>111,246</b>	<b>85,766</b>		<b>45,964</b>	<b>2,080</b>	<b>44,952</b>		<b>30,075</b>	<b>411,858</b>	
<b>Citizen Centred Services "B"</b>														
City Planning Division	23,425	4,547	4,688	4,718	4,721	4,751		7,425					16,000	
Fire Services	22,103	6,399	5,800	300	300	9,304		2,014	7,925		750		11,414	
Transportation	1,127,269	229,338	228,685	225,326	221,960	221,960	13,300	12,794		255		61,300	1,039,620	
Waterfront Revitalization Initiative	7,051	6,219	832										7,051	
<b>Total Citizen Centred Services "B"</b>	<b>1,179,848</b>	<b>246,503</b>	<b>240,005</b>	<b>230,344</b>	<b>226,981</b>	<b>236,015</b>	<b>13,300</b>	<b>22,233</b>	<b>7,925</b>	<b>255</b>	<b>750</b>	<b>61,300</b>	<b>1,074,085</b>	
<b>Internal Services</b>														
Facilities and Real Estate	259,808	51,488	59,272	70,592	39,228	39,228				17,500		2,360	239,948	
Financial Services	20,437	3,142	2,320	4,825	4,370	5,780		520		850		4,650	14,417	
Fleet Services	253,052	42,927	57,545	49,931	46,513	56,136			253,052					
Information Technology	134,181	28,327	24,555	23,648	26,634	31,017			67,868	513			65,800	
<b>Total Internal Services</b>	<b>667,478</b>	<b>125,884</b>	<b>143,692</b>	<b>148,996</b>	<b>116,745</b>	<b>132,161</b>		<b>520</b>	<b>320,920</b>	<b>18,863</b>		<b>7,010</b>	<b>320,165</b>	
<b>Other City Programs</b>														
Accountability Offices	2,500	500		600	700	700							2,500	
City Clerk's Office	40,113	22,690	7,555	3,500	3,220	3,148			1,400	4,648	7,935		26,130	
Pan Am Games														
Radio Replacement Project														
Sustainable Energy Plan	26,706	6,100	6,237	4,778	4,790	4,801				26,706				
Union Station														
IT Projects - Unspecified Reduction	(14,180)	(3,544)	(3,544)	(3,546)	(3,546)								(14,180)	
<b>Total Other City Programs</b>	<b>55,139</b>	<b>25,746</b>	<b>10,248</b>	<b>5,332</b>	<b>5,164</b>	<b>8,649</b>			<b>1,400</b>	<b>31,354</b>	<b>7,935</b>		<b>14,450</b>	
<b>Total City Operations</b>	<b>2,437,394</b>	<b>516,830</b>	<b>499,879</b>	<b>497,958</b>	<b>460,136</b>	<b>462,591</b>	<b>13,300</b>	<b>68,717</b>	<b>332,325</b>	<b>95,424</b>	<b>8,685</b>	<b>98,385</b>	<b>1,820,558</b>	



**BC Recommended 2016 to 2020 Plan – Excluding 2010 Carry Forward  
- by Program & Funding Source**

APPENDIX 3(ii)

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1/27/2011 15:20	Total 2016 to 2020	Plan					Funding Sources							
		2016	2017	2018	2019	2020	Prov. Sub. & Grants	Develop. Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt / CFC See Note (1)	Debt Recoverable
(S000s)														
Agencies														
Exhibition Place	16,291	3,610	2,860	2,875	3,473	3,473						250	16,041	
GO Transit	40,000	20,000	20,000										40,000	
Sony Centre (Hummingbird Centre)														
Toronto And Region Conservation Authority	36,570	7,122	7,225	7,330	7,438	7,455						21,570	15,000	
Toronto Police Service	319,904	59,046	51,773	62,297	61,679	85,109		8,365	128,967				182,572	
Toronto Port Authority														
Toronto Public Health	16,916	3,392	3,388	3,363	3,373	3,400							16,916	
Toronto Public Library	107,892	19,032	19,363	23,689	23,798	22,010		13,790		260		11,740	82,102	
Toronto Zoo	30,008	6,000	6,001	6,000	6,007	6,000						4,451	25,557	
Yonge-Dundas Square	250	50	50	50	50	50							250	
Total Agencies	567,831	118,252	110,660	105,604	105,818	127,497		22,155	128,967	260		38,011	378,438	
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	3,005,225	635,082	610,539	603,562	565,954	590,088	13,300	90,872	461,292	95,684	8,685	136,396	2,198,996	
Toronto Transit Commission (TTC)														
Toronto Transit Commission	416,340	146,882	115,570	143,986	9,902		138,422	8,704			812		268,402	
Spadina Subway Extension														
Transit City Plan														
Total TTC	416,340	146,882	115,570	143,986	9,902		138,422	8,704			812		268,402	
TOTAL TAX SUPPORTED CAPITAL PROGRAM	3,421,565	781,964	726,109	747,548	575,856	590,088	151,722	99,576	461,292	95,684	9,497	136,396	2,467,398	
RATE SUPPORTED PROGRAM														
Solid Waste Management	94,593	16,866	17,106	19,230	19,340	22,051				42,887				51,706
Toronto Parking Authority	190,935	40,407	70,507	26,007	20,507	33,507				2,000		188,935		
Toronto Water	4,783,068	922,829	942,167	954,247	977,417	986,408		81,334		4,517,131		184,603		
TOTAL RATE SUPPORTED PROGRAM	5,068,596	980,102	1,029,780	999,484	1,017,264	1,041,966		81,334		4,562,018		373,538		51,706
TOTAL CAPITAL PROGRAM	8,490,161	1,762,066	1,755,889	1,747,032	1,593,120	1,632,054	151,722	180,910	461,292	4,657,702	9,497	509,934	2,467,398	51,706

Note (1): \$2.467 million Debt includes \$1.675 million CFC (from 2016 to 2020)



## APPENDIX 4

### BC Recommended 2011 Capital Budget and 2012 to 2020 Capital Plan (Tax Supported Programs)

#### - by Funding Source

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Expenditures:	2011 - 2015							2016 - 2020							2011 - 2020	
	2011	2012	2013	2014	2015	Total	%	2016	2017	2018	2019	2020	Total	%	Total	%
Health and Safety	21	22	24	24	30	121	1.3%	21	28	22	25	27	124	3.6%	244	1.9%
Legislated	67	97	67	17	3	252	2.6%	18	7	6	7	6	44	1.3%	295	2.3%
State of Good Repair	1,005	1,468	1,146	747	549	4,915	51.3%	569	530	566	430	454	2,549	74.5%	7,464	57.4%
Service Improv.	254	323	237	165	124	1,103	11.5%	90	79	104	77	70	420	12.3%	1,524	11.7%
Growth Related	703	868	770	619	239	3,199	33.4%	83	82	50	38	33	285	8.3%	3,484	26.8%
<b>Total Expenditures</b>	<b>2,051</b>	<b>2,778</b>	<b>2,244</b>	<b>1,572</b>	<b>945</b>	<b>9,590</b>	<b>100%</b>	<b>782</b>	<b>726</b>	<b>748</b>	<b>576</b>	<b>590</b>	<b>3,422</b>	<b>100%</b>	<b>13,011</b>	<b>100%</b>
<b>Funded By:</b>																
Provincial	350	496	385	233	80	1,545	16.1%	54	44	51	3		152	4.4%	1,697	13.0%
Federal	322	363	334	205	47	1,271	13.3%	5	4				9	0.3%	1,281	9.8%
Reserves	114	149	125	83	109	580	6.0%	82	89	85	82	123	461	13.5%	1,041	8.0%
Reserve Funds	101	59	21	15	14	208	2.2%	21	21	28	15	10	96	2.8%	304	2.3%
Capital from Current	181	199	219	241	265	1,103	11.5%	292	322	354	354	354	1,675	49.0%	2,778	21.4%
Development Charges	61	58	40	27	24	210	2.2%	27	22	24	17	9	100	2.9%	309	2.4%
Other	270	320	258	262	90	1,201	12.5%	22	25	31	36	22	136	4.0%	1,337	10.3%
Debt	652	1,134	862	507	317	3,471	36.2%	279	199	174	69	71	792	23.2%	4,264	32.8%
<b>Total Funding</b>	<b>2,051</b>	<b>2,778</b>	<b>2,244</b>	<b>1,572</b>	<b>945</b>	<b>9,590</b>	<b>100%</b>	<b>782</b>	<b>726</b>	<b>748</b>	<b>576</b>	<b>590</b>	<b>3,422</b>	<b>100%</b>	<b>13,011</b>	<b>100%</b>



**BC Recommended 2011 to 2020 Capital Budget & Plan - Excluding 2010 Carry Forward  
- by Program & Category**

APPENDIX 4(i)

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(\$000s)	2011 - 2020 Plan	Category				
		Health & Safety	Legislated	State of Good Repair	Service Improvement	Growth Related
<b>Citizen Centred Services "A"</b>						
311 Toronto	38,839			15,264	23,575	
Children's Services	26,526			10,826	15,700	
Court Services	1,200		1,200			
Economic Development and Culture	133,194	15,553	643	68,884	37,370	10,744
Emergency Medical Services	42,625	11,057		18,466	1,400	11,702
Long Term Care Homes Services	166,126	34,665	96,360	35,101		
Parks, Forestry & Recreation	767,115		2,050	415,415	195,737	153,913
Shelter, Support & Housing Administration	32,000	250		9,000	22,750	
Employment & Social Services Toronto	12,628				3,405	9,223
<b>Total Citizen Centred Services "A"</b>	<b>1,220,253</b>	<b>61,525</b>	<b>100,253</b>	<b>572,956</b>	<b>299,937</b>	<b>185,582</b>
<b>Citizen Centred Services "B"</b>						
City Planning Division	46,266		7,697			38,569
Fire Services	58,575	20,124	2,320	3,050	5,574	27,507
Transportation	2,200,953	101,066		1,662,994	166,209	270,684
Waterfront Revitalization Initiative	215,578					215,578
<b>Total Citizen Centred Services "B"</b>	<b>2,521,372</b>	<b>121,190</b>	<b>10,017</b>	<b>1,666,044</b>	<b>171,783</b>	<b>552,338</b>
<b>Internal Services</b>						
Facilities and Real Estate	581,842	58,233	14,891	324,138	173,796	10,784
Financial Services	90,707		980	81,082	8,545	100
Fleet Services	513,772		4,555	486,632	22,585	
Information Technology	410,148			342,074	68,074	
<b>Total Internal Services</b>	<b>1,596,469</b>	<b>58,233</b>	<b>20,426</b>	<b>1,233,926</b>	<b>273,000</b>	<b>10,884</b>
<b>Other City Programs</b>						
Accountability Offices	2,500			2,500		
City Clerk's Office	69,537	2,790	42,003	24,744		
Pan Am Games	133,098					133,098
Radio Replacement Project	41,896			41,896		
Sustainable Energy Plan	78,317				78,317	
Union Station	472,219				472,219	
IT Projects - Unspecified Reduction	(31,900)			(15,950)	(15,950)	
<b>Total Other City Programs</b>	<b>765,667</b>	<b>2,790</b>	<b>42,003</b>	<b>53,190</b>	<b>534,586</b>	<b>133,098</b>
<b>Total City Operations</b>	<b>6,103,760</b>	<b>243,738</b>	<b>172,699</b>	<b>3,526,116</b>	<b>1,279,306</b>	<b>881,902</b>



**BC Recommended 2011 to 2020 Capital Budget & Plan - Excluding 2010 Carry Forward  
- by Program & Category**

**APPENDIX 4(i)**

1/ 27/ 2011 15:20

(\$000s)	2011 - 2020 Plan	Category				
		Health & Safety	Legislated	State of Good Repair	Service Improvement	Growth Related
<b>Agencies</b>						
Exhibition Place	44,333	500	350	34,093	9,390	
GO Transit	140,000					140,000
Sony Centre (Hummingbird Centre)	4,165					4,165
Toronto And Region Conservation Authority	83,726			81,980	1,746	
Toronto Police Service	576,864			464,234	112,630	
Toronto Port Authority	3,400		3,400			
Toronto Public Health	34,978		369		34,609	
Toronto Public Library	221,165			173,482		47,683
Toronto Zoo	61,583			36,152	25,431	
Yonge-Dundas Square	350			350		
<b>Total Agencies</b>	<b>1,170,564</b>	<b>500</b>	<b>4,119</b>	<b>790,291</b>	<b>183,806</b>	<b>191,848</b>
<b>TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)</b>	<b>7,274,324</b>	<b>244,238</b>	<b>176,818</b>	<b>4,316,407</b>	<b>1,463,112</b>	<b>1,073,750</b>
<b>Toronto Transit Commission (TTC)</b>						
Toronto Transit Commission	3,437,034		118,376	3,147,607	60,655	110,396
Spadina Subway Extension	2,299,087					2,299,087
Transit City Plan	738					738
<b>Total TTC</b>	<b>5,736,859</b>		<b>118,376</b>	<b>3,147,607</b>	<b>60,655</b>	<b>2,410,221</b>
<b>TOTAL TAX SUPPORTED CAPITAL PROGRAM</b>	<b>13,011,183</b>	<b>244,238</b>	<b>295,194</b>	<b>7,464,013</b>	<b>1,523,767</b>	<b>3,483,971</b>
<b>RATE SUPPORTED PROGRAM</b>						
Solid Waste Management	469,169		144,786	62,638	261,745	
Toronto Parking Authority	341,704			49,867	228,137	63,700
Toronto Water	8,628,431		267,810	4,288,015	2,767,738	1,304,868
<b>TOTAL RATE SUPPORTED PROGRAM</b>	<b>9,439,304</b>		<b>412,596</b>	<b>4,400,520</b>	<b>3,257,620</b>	<b>1,368,568</b>
<b>TOTAL CAPITAL PROGRAM</b>	<b>22,450,487</b>	<b>244,238</b>	<b>707,790</b>	<b>11,864,533</b>	<b>4,781,387</b>	<b>4,852,539</b>