

## 2018 Preliminary Operating Budget and 2018 - 2027 Preliminary Capital Budget & Plan

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Budget Committee



# Agenda

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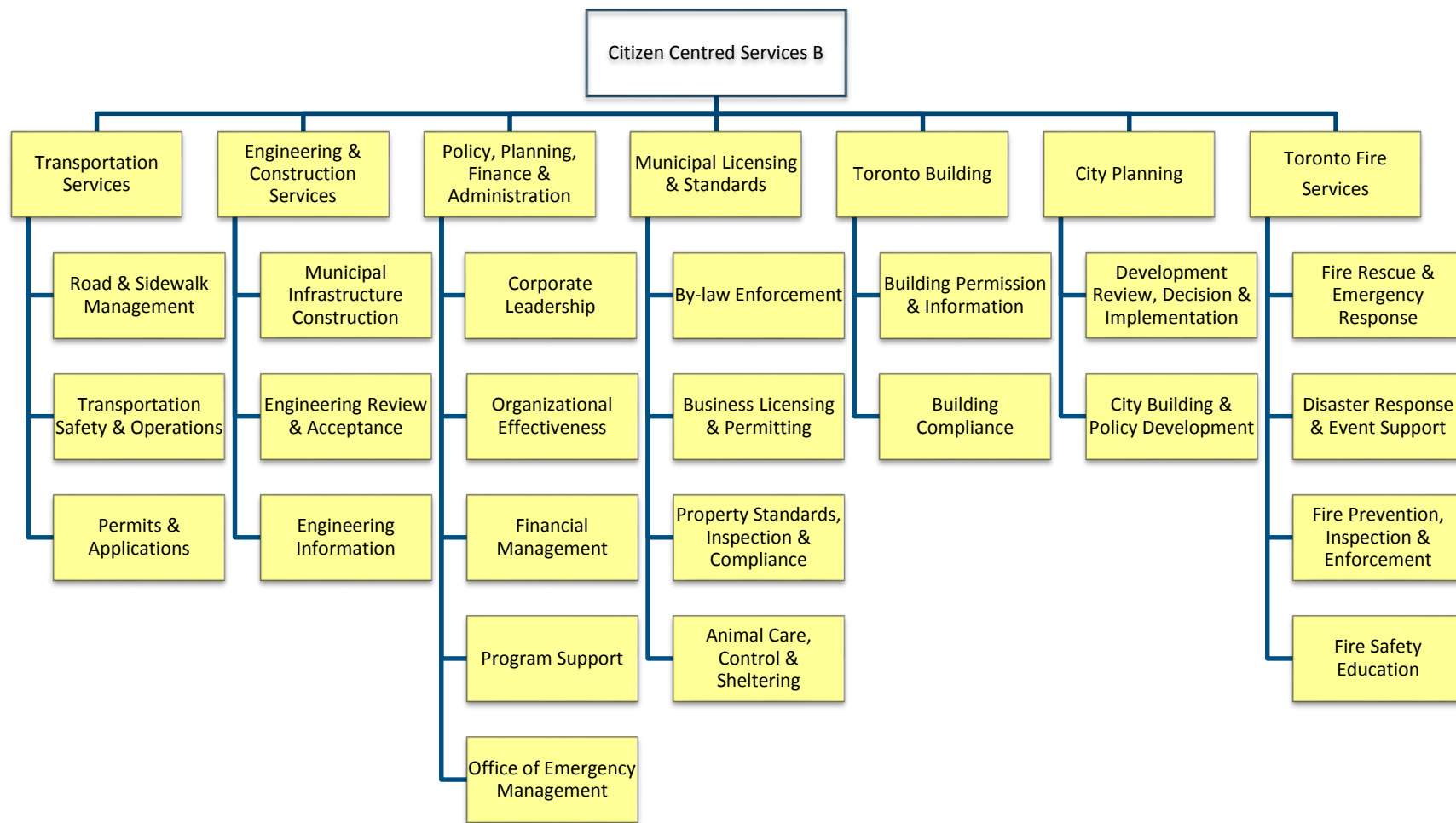
- **Cluster Overview**
  - Cluster Services and Resources
- **Program Overview**
  - 2017 Service Performance
  - 2018 Key Issues & Priority Actions
- **Operating Overview**
  - 2018 - 2020 Preliminary Operating Budget & Plan
- **Capital Overview**
  - 2018 – 2027 Preliminary Capital Budget & Plan



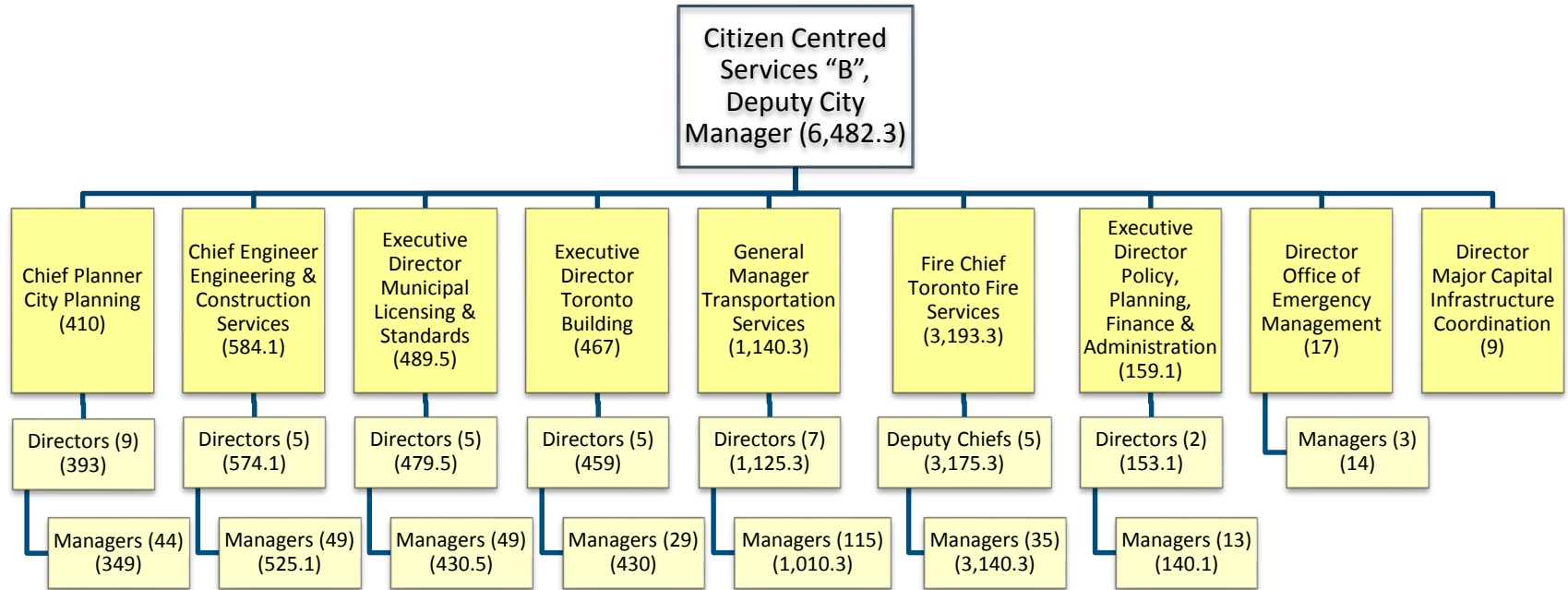
# Cluster Overview



# Services Delivered By Citizen Centred Services Cluster B (Excluding Toronto Water and Solid Waste Management)



# 2018 Organizational Chart for Cluster B



Budget	Category	Senior Management	Management	Exempt Professional & Clerical	Union	Total	Rate-Based Total	Total Cluster B
Operating	Permanent Pos	7.5	321.3	294.3	5,153.2	5,776.3	2,593.8	8,370.1
	Temporary Pos	0.0	4.0	34.8	97.8	136.6	190.0	326.6
Capital	Permanent Pos	0.5	58.6	176.1	305.9	541.1	49.2	590.3
	Temporary Pos	0.0	2.0	12.3	15.1	29.4	45.4	74.8
<b>Total</b>	<b>Total</b>	<b>8.0</b>	<b>385.9</b>	<b>517.5</b>	<b>5,571.9</b>	<b>6,483.3</b>	<b>2,878.4</b>	<b>9,361.7</b>

\* Management includes directors, managers and supervisors with direct reports



# Program Overview





## City Planning

### 2017 Key Accomplishments

- Completed a range of development applications:
  - Over 3,830 Committee of Adjustment applications and 325 Community Planning applications
  - Approximately 200 registered archeological sites, reviewed 241 archeological assessments
  - 1,867 Heritage Permit applications
- Advanced transportation priorities: King Street Pilot, Scarborough Subway Project Assessment, RER - Smart Track station concepts, Relief Line, Eglinton West, Eglinton East, Finch West LRT, Parklawn and Woodbine
- Advanced Don Mills Crossing Planning Framework, and Midtown in Focus Secondary Plan
- Achieved significant project milestones in TOcore Proposed Official Plan Amendment
- Advanced feasibility analysis and steps for implementation associated with Rail Deck Park
- Completed civic improvements: College Street parkettes, Danforth Ave. - Phase 2, tree protection fences, Humber Bay Shores - Phase 1, Palace Pier node, and Lower Don Improvements - Pottery bridge and trail nodes
- For detailed list of completed projects and studies refer to Appendices, page 52 - 53



## City Planning

### Key Issues & Priority Actions

- Increasing demand and complexities of growth-related studies
  - Large building infrastructure and under-utilized large sites/regeneration areas
- Increasing number and complexity of Committee of Adjustment (CofA) applications driving workload pressures
- Workload pressure associated with fast tracking of transit initiatives (i.e. RER – SmartTrack, Relief Line, Scarborough Project, Eglinton West, Eglinton East, Finch West LRT, Parklawn and Woodbine)
- Advancing new Secondary Plan and steps for implementation of the Rail Deck Park approved by Council in Dec 2017
- Prioritizing and advancing Heritage Conservation District studies and plans

### Business Modernization & Transformation Initiatives

- Undertake reviews of:
  - Development Review Process
  - CofA Process – Complete implementation of eService delivery
  - Notice protocols for CofA and Community Planning





## Engineering & Construction Services

### 2017 Key Accomplishments

- Delivered capital program at approximately 80% spend rate (2017 target - \$568M)
- Assumed responsibility for the 2017 Local Road Resurfacing program from Transportation Services
- Reconstructed/resurfaced over 125 road lane kilometres:
  - St. Clair Ave E - Alvin Ave to Clifton Road (8 days ahead of schedule)
  - Lake Shore Blvd E - Leslie Street to Woodbine Ave (8 weeks ahead of schedule)
  - Parliament Street - Bloor Street to Wellesley Street (4 weeks ahead of schedule)
  - Coxwell Ave - Queen Street to Lake Shore Blvd E (completed in 5 days)
  - Burnhamthorpe Road - Martin Grove Road to Dundas Street W
- Constructed over 2,900 metres of sewer and 16,000 metres of watermain
- Continued reconfiguration on priority projects:
  - F.G. Gardiner York/Bay/Yonge Ramp (expected completion: January 2018)
  - Six Points Interchange: Phase 2



## Engineering & Construction Services

### 2017 Key Accomplishments, cont.

- Refurbished the Prince Edward Viaduct over the Don Valley Parkway
- Integrated the replacement of TTC track, vintage watermains and reconstruction of roads intersections:
  - Dundas Street - Yonge Street to Church Street (10 weeks ahead of schedule)
  - Wellington Street – Church Street to York Street
- Achieved 86% compliance with mandated timelines for review of development applications (target - 75%)
- Achieved 99% compliance within targeted timelines for the review of approximately 7,200 utility applications (2,000 more than all of 2016)
- Maintained 100% completion rate in 2017 for the provincially-legislated 2-year bridge condition inspection cycle - 279 bridges inspected (including large diameter culverts)
  - Undertook inspection of 219 Parks, Forestry & Recreation bridges



## Engineering & Construction Services

### Key Issues & Priority Actions

- Ongoing significant forecasted year-over-year increase in the Capital Program assigned to ECS
- Planning and coordination of Multi-year Capital Program with internal and external stakeholders
- Start construction on the first contract for the Strategic Rehabilitation of the F.G. Gardiner Expressway, between Jarvis and Cherry Streets
- Demolish the bridges at the Six Points Interchange and commence reconstruction
- Begin construction on the new UV disinfection system and new Outfall at the Ashbridges Bay Wastewater Treatment Plant
- Commence construction of the Coxwell Bypass, which will intercept most of the combined sewer overflows to the Don River and will act as a back up to the existing sewer

### Business Modernization & Transformation Initiatives

- Implement the ECS Information & Technology Strategic Plan that includes prioritized themes:
  - Business Process Improvements
  - Document Management
  - Drawing Technologies
  - Project Management
  - Productivity Strategies
  - KPI Reporting/Business Intelligence



## Municipal Licensing & Standards

### 2017 Key Accomplishments

- Implemented RentSafeTO and Apartment Building Standards Program
- Completed Short-Term Rental Regulations review
- Amended Toronto Municipal Code chapter 349, Animals (dangerous dogs, prohibited animals, and a backyard hen pilot)
- Achieved resolution of 27 cases from Specialized Program for Interdivisional Enhanced Responsiveness (SPIDER)
- Partnered with Toronto Police to address illegal Marijuana storefronts
- Automated the application process for Private Transportation Company drivers
- Enhanced public engagement by leveraging social media platforms that gained over 30,000 views/interactions
- Completed Phase I of DataMart project



## Municipal Licensing & Standards

### Key Issues & Priority Actions

- Implement the Short-Term Rental by-law
- Address potential impacts of Marijuana legalization
- Increasing regulatory and enforcement demands
  - Shift of service calls from Toronto Police Service (Transformational Task Force)

### Business Modernization & Transformation Initiatives

- Continue business transformation to enable online channels for RentSafeTO and Short-Term Rental Regulations
- System modernization through replacement of three legacy application systems:
  - Enable digital service delivery
  - Enable collaboration and eliminate silos
  - Automate and reduce administrative processes
- Continue Phase II of DataMart project
  - Real time business intelligence analysis and reporting



## Policy, Planning, Finance & Administration

### 2017 Key Accomplishments

- Policy, Planning, Finance and Administration
  - Led the Cluster B process for Excellence Toronto Bronze certification
  - Processed 56,000 vendor invoices (30% increase over 2016) and issued 37,000 customer invoices (6% increase over 2016)
  - Processed \$155 million in accounts receivable transactions
  - Processed bi-weekly payroll files for over 6,200 Cluster B employees, requiring more than 540,500 payroll line entries
  - Conducted 140 public consultation events to support Cluster B projects (75% increase over 2016)
  
- Office of Emergency Management
  - Distributed almost 15,000 emergency preparedness publications to the public, City Divisions and Civic Centres across Toronto in multiple languages
  - Reviewed almost 900 special event emergency action plans, with 4 Emergency Office Centre activations
  
- Major Capital Infrastructure Coordination
  - Released version 2.0 T.O.INview which improved capital coordination among all City Divisions and external organizations
  - Coordinated full time support for the Metrolinx LRT program (Eglinton and Finch) - 43 City staff



## Policy, Planning, Finance & Administration

### Key Issues & Priority Actions

- Implementing new corporate technology, policies and processes while maintaining service levels
- Attracting and retaining knowledgeable staff with good computer skills
- Ensuring good communication with corporate divisions to anticipate and prepare for upcoming changes
- Maintaining 100 % compliance with requirements under the Emergency Management and Civil Protection Act and Municipal Code Chapter 59

### Business Modernization & Transformation Initiatives

- Implement Disaster LAN software
  - Web-based incident management system
    - information, workflow and communications tools
  - Improved tracking of Emergency Social Services responses, 24/7 standby responses and the management of the Emergency Operations Centre
- Leverage corporate technology improvements such as Employee Self-Serve/Management Self-Serve, e-Time, and SAP Ariba projects



## Toronto Building

### 2017 Key Accomplishments

- Launched 2017-2021 Toronto Building Service Plan to guide and support divisional decision making and strategy
- Improved permit review service levels for application streams (processed within legislated time frames 96% of the time [2016 – 95%])
- Implemented Residential Infill Construction Strategy including Good Neighbour Guide and enhanced website with permit/inspection status
- Led targeted information campaign for over 600 residential infill construction sites
- Advanced Divisional Succession Planning Program
- Participated in the development of legislative and Building Code changes
  - Ministry of Natural Resources-led steering committee on high-rise wood construction
  - Various Building code technical advisory committees
  - Building code consultations to reduce greenhouse gas emissions – City lead





## Toronto Building

### Key Issues & Priority Actions

- Processing applications within the legislated and established time frames
- High staff turnover due to retirements in hard-to-fill technical positions
- Complaints regarding residential infill construction requiring interdivisional coordination
- High volume of zoning reviews and dual zoning by-law review
- Implementing formal on-the-job training, mentoring program and Internship Program
- Preparing for new edition of Building Code expected in 2018

### Business Modernization & Transformation Initiatives

- Enhancing service quality, efficiency, and innovation
  - Develop Information & Technology roadmap and capital plan
    - e-Service website developed and currently under testing
  - Pilot quality assurance unit in Inspection Services
  - Implement customer web portal and digital first service strategy
  - Implement enhancements to complaint monitoring and management system



## Toronto Fire Services

### 2017 Key Accomplishments

- Reduced Response Time while responding to an increase of 2% in fire and emergency incidents
  - Achieved overall response time of 6 minutes, 24 seconds, 84% of the time (83% - 2016)
  - Processed emergency calls in less than 64 seconds, 96% of the time (95% - 2016)
  - Achieved turnout time within 80 seconds, 53% of the time (52% - 2016)
  - Achieved travel time within 4 minutes, 75% of the time (75% - 2016)
  
- Completed Fire Code Inspections:
  - All Toronto Community Housing high-rise buildings and Senior's buildings
  - Over 50 sites in Social Housing, Shelters, Support and Housing Administration where clients were referred by Streets to Homes
  - All high rise residential buildings within the City
  
- Completed Capital Projects:
  - Implemented Computer Aided Dispatch Upgrade project
  - Updated mobile devices in all frontline apparatus
  - Completed Bunker Suit Lifecycle Replacement project
  - Purchased gas meters for fire investigation



## Toronto Fire Services

### Key Issues & Priority Actions

- Increasing number of emergency incidents in a continually-growing and increasingly dense / vertical City
- Increasing WSIB costs
- Continue to implement the Transformation Plan, operationalizing the 2015-2019 Master Fire Plan
- Introduce National Fire Protection Association 1031 & 1035 Level 1 professional qualifications in the Operations Division
- Continue development and implementation of the comprehensive TFS Inclusion Plan
- Develop and continue to implement a comprehensive mental health support plan and the Post Traumatic Stress Disorder /Suicide Prevention Plan
- Significant renovation, expansion, or re-location required for:
  - Fire Headquarters, Quartermaster Operations, Mechanical and Public Education



## Toronto Fire Services, cont.

### Key Issues & Priority Actions, Cont.

- Health & Safety of community and staff
  - Replace defibrillators, Personal Protection Equipment, HUSAR & CBRNE equipment
  - Enhance focus on prevention, inspection, fire safety awareness, and public education
  
- Develop a long-term replacement strategy for the William Lyon Mackenzie fire boat and William Thornton fire boat

### Business Modernization & Transformation Initiatives

- Implement a comprehensive Operations-Based Fire Code Re-inspection Program
  - Enhance Fire Protection service levels and recover costs associated with re-inspections
  
- Pursue mobile technology solutions
  - Improve the efficiency of inspection and enforcement of Fire Code requirements
  
- Transitioned to a Dynamic Staging process
  - Optimizes live-time deployment and pre-positioning of all frontline emergency response apparatus



## Transportation Services

### 2017 Key Accomplishments

- Congestion Management Plan:
  - Retimed 281 traffic control signals, installed 47 additional traffic monitoring cameras on key arterial routes and installed 10 km of new sidewalks
  - Implemented the King Street Transit Pilot
  
- Vision Zero Road Safety Plan:
  - Implemented Year 1, installation of 12 Senior Safety Zones, 47 Pedestrian Safety Corridors, 20 School Safety Zones, permanent "Watch Your Speed" signs at 20 school locations
  - Continued to rotate 4 Mobile "Watch Your Speed" Program trailers to various locations
  - Increased the number of Red Light Camera locations from 79 to 146
  - Installed 14 new Traffic Signals and 22 Audible Pedestrian Signals
  
- Cycling Network Plan:
  - Implemented Year 2 including installation of 10 km of cycle tracks, 5.5 km of bike lanes, 1.4 km of contraflow bike lanes, and 3 km of new multi-use trails
  - Monitored and evaluated the Bloor Street Bike Lane Pilot Project
  
- Undertook a comprehensive organizational review with recommendations to be proposed in 2018



## Transportation Services

### Key Issues & Priority Actions

- Accelerate the Vision Zero Road Safety Plan:
  - Accelerate investments in Senior and School Safety Zones
    - Initiate an automated speed enforcement plan
  - Implement Year 2 : Expand Red Light Camera Program
  
- Continue Congestion Management Plan:
  - Facilitate traffic flow
  - Quicker response times for incident management on expressways and arterial roads
  - Curbside Management Strategy
  - Freight and Goods Movement Strategy
  
- Implement Year 3 of Cycling Network Plan
  - Increasing demands for additional active transportation strategies and cycling infrastructure
  
- Continue Transportation Asset Management Strategy
  - Aging roads and related infrastructure requiring more extensive maintenance
  - Automated survey to update pavement and right-of-way asset inventories



## Transportation Services, cont.

### Key Issues & Priority Actions

- Responding to the Auditor General's recommendations for contract management
  - Improve project oversight and inspection compliance

### Business Modernization & Transformation Initiatives

- Pilot new smart signal technology on priority corridors
  - Reduce delays and improve travel time reliability
- Utilize emerging technologies and acquired data to address traffic flow issues
  - Software that analyzes movements of vehicles, cyclists, pedestrians
    - Similar to King Street and Bloor Street Pilots
- Continued implementation of the Enterprise Work Management Program
  - Integrate various legacy work systems
  - Modernize customer service, support public and internal users



## Waterfront Revitalization Initiative

### 2017 Key Accomplishments

- Federal and Provincial funding for Port Lands Flood Protection announced in June 2017
- Gardiner East EA approved by Ontario Ministry of Environment and Climate Change
- Completed the following:
  - Construction of the Bentway underway; skating trail to open in early 2018
  - Port Lands Planning Framework and Villiers Island Precinct Plan
  - Detailed design for Cherry St. Stormwater and Lakefilling completed; construction underway
  - Detailed design for Fort York Pedestrian and Cycle Bridge completed; construction underway
  - Waterfront Transit Reset
  - Bathurst Quay Neighbourhood Plan
- Two major transactions in the East Bayfront approved:
  - Waterfront Innovation Centre
  - George Brown College second waterfront campus building
- Two child care facilities secured as part of East Bayfront land transactions





## Waterfront Revitalization Initiative

### 2017 Key Accomplishments, cont.

- Bayside Phase 2 Plan of Subdivision registered
- Worked with Affordable Housing Office and Infrastructure Ontario on proposal call for West Don Lands rental housing partners (mix of market and affordable housing)

### Key Issues & Priority Actions

- Implement Port Lands Flood Protection and Cherry Street Lakefilling component
- Coordinate several large infrastructure projects near the mouth of the Don River
- Pursue Federal and Provincial funding for waterfront transit
- Continue implementation of “Waterfront 1.0” projects (East Bayfront, West Don Lands)
- Engage in Waterfront Toronto and Sidewalk Labs process for Quayside
- Monitor Billy Bishop City of Toronto Airport and implement the Bathurst Quay Neighborhood Plan
- Install Fort York Pedestrian and Cycle Bridge, and the Bentway
- Phase 1 of Jack Layton Ferry Terminal revitalization

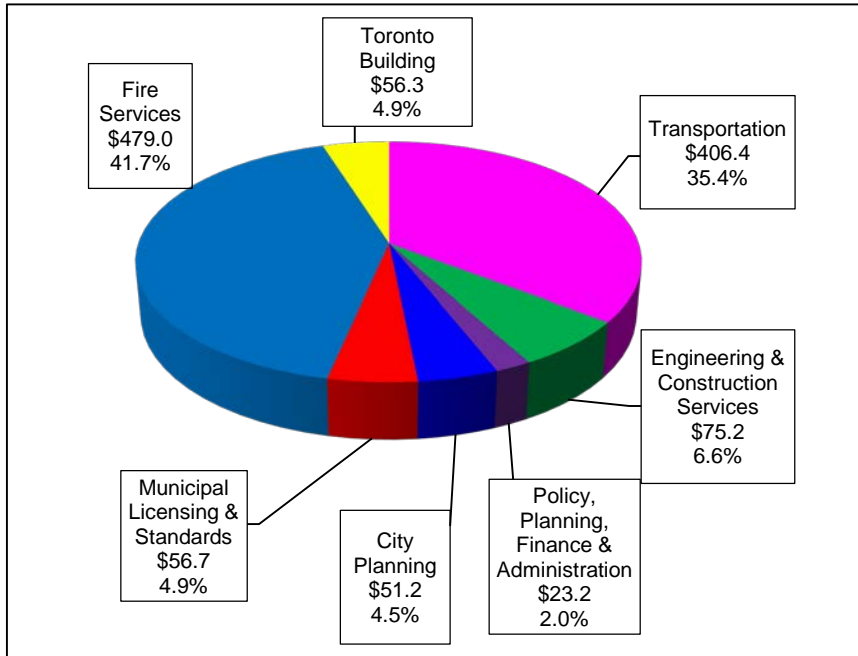


# Operating Overview

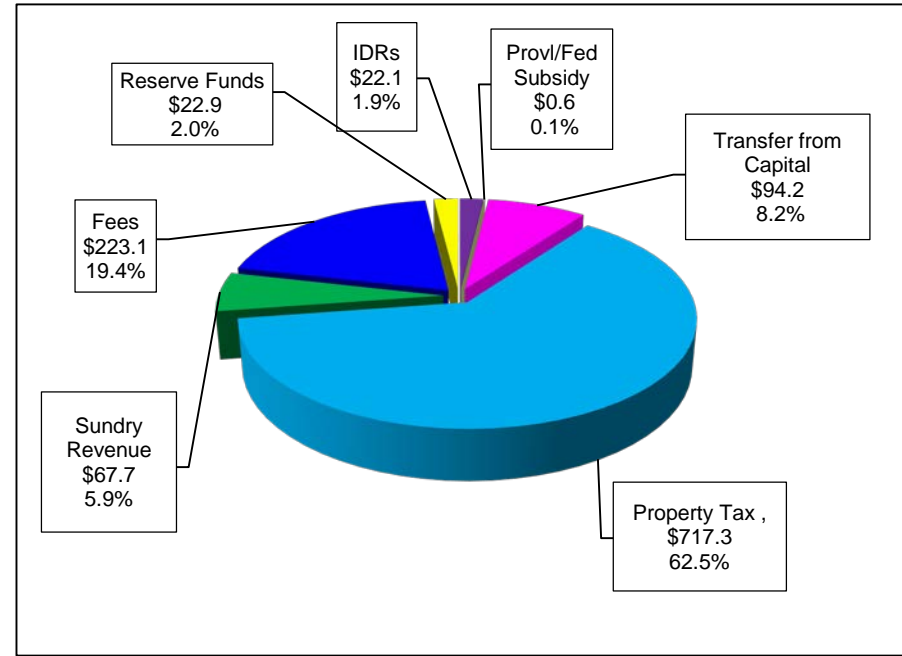


# 2018 Preliminary Operating Budget Gross Expenditures by Program & Funding Source

Where the Money Goes  
\$1,148.1 Million



Where the Money Comes From  
\$1,148.1 Million



# 2018 Preliminary Operating Budget Summary

(In \$000s)	2017 Budget		2018 Preliminary Budget		Change from 2017 Over (Under)			
	Gross	Net	Gross	Net	Gross		Net	
					\$	%	\$	%
<b>Citizen Centred Services "B"</b>								
City Planning	48,528.1	15,287.2	51,161.4	15,287.2	2,633.4	5.4%	0.0	0.0%
Engineering & Construction Services	73,272.6	4,081.5	75,220.1	4,081.5	1,947.5	2.7%	0.0	0.0%
Fire Service	469,669.5	452,568.2	478,980.4	460,760.7	9,310.9	2.0%	8,192.5	1.8%
Municipal Licensing & Standards	53,128.4	19,382.4	56,743.4	19,382.4	3,615.0	6.8%	0.0	0.0%
Policy, Planning, Finance & Administration	23,344.7	9,098.6	23,180.6	9,098.6	(164.1)	(0.7%)	0.0	0.0%
Toronto Building	56,097.6	(10,693.7)	56,346.1	(10,693.7)	248.4	0.4%	0.0	(0.0%)
Transportation Services	410,138.3	221,732.3	406,443.5	219,389.0	(3,694.8)	(0.9%)	(2,343.3)	(1.1%)
<b>Citizen Centred Services "B"</b>	<b>1,134,179.3</b>	<b>711,456.4</b>	<b>1,148,075.6</b>	<b>717,305.7</b>	<b>13,896.4</b>	<b>1.2%</b>	<b>5,849.2</b>	<b>0.8%</b>

## 2018 Key Preliminary Operating Budget Changes

- All Cluster B divisions met their reduction target except for Fire Services:
  - Increase over 2017 is due to: Local 3888 COLA arbitration award, a crew (21 positions) for the new Station B-Downsview (Keele), and annualization of 8 positions approved in 2017 as part of the Transformation Plan
- Transportation Services was below target by \$2.3M due to alignment of winter maintenance costs with historical experience, additional revenue from construction staging and traffic mitigation, and annualization of the fixed utility cut permit fees implemented in 2017
- Approximately \$10.3M or 74% of the year over year gross expenditure increase stems from cost of living increases, progression pay, re-earnable bonus and fringe benefits inflation

# 2018 Key Preliminary Operating Budget Summary

## Other Base Changes:

- Reserve contribution increase for the life-cycle replacements of Fleet and Equipment (Transportation Services and Toronto Fire Services) **\$1.9M Net**
- Addition of 21 positions associated with the opening of the new Fire Station B (Downsview & Keele) scheduled to open Dec 2018 **\$0.3M Net**
- Addition of 15 positions to support residential construction, staging and traffic mitigation (Transportation Services) **\$2.5M Net Revenue**
- Addition of 12 positions to bring the number of applications reviewed per CoA staff closer to the 100 application benchmark (City Planning) **\$0.0M Net**
- Increase in costs for training and National Fire Protection Association certification to implement Fire Code Re-inspection program (Toronto Fire Services) **\$0.3M Net**
- Addition of 2 capital positions to support the site planning of Scarborough Subway Extension initiative fully funded by the TTC (City Planning) **\$0.0M Net**

# 2018 Key Preliminary Operating Budget Changes, cont.

## New and Enhanced (included in the Preliminary Operating Budget):

- Addition of 8 capital positions to undertake legal surveying for property acquisitions for the Etobicoke-Finch West, fully funded by Metrolinx (ECS) **\$0.0M Net**
- Addition of 8 positions to implement new regulatory regime for Short-term Rentals (Municipal Licensing & Standards) **\$0.0M Net**
- Addition of 4 capital positions to accelerate the delivery of the Cycling Network Plan and support the Vision Zero Safety Plan (Transportation Services) **\$0.0M Net**
- Addition of 5 capital positions for the Basement Flooding Protection Program and the Local Road Resurfacing program:
  - 3 positions for public consultation engagement (PPFA) **\$0.0M Net**
  - 2 positions for communications and issues management (ECS) **\$0.0M Net**
- Creation of a formal internship program and co-op placements to develop partnerships with universities and colleges (Toronto Building) **\$0.0M Net**
- Addition of 1 capital position for review and project management of the Lawrence Heights Revitalization project on behalf of Toronto Community Housing Corporation (ECS) **\$0.0M Net**
- Refer to Appendices p.49 for a complete list of New/Enhanced Services **Included** in the 2018 Preliminary Operating Budget

# Additional New/Enhanced Requests for Budget Committee Review & Consideration

- Traffic Wardens - 11 permanent positions to facilitate the traffic flow at key congested intersections (Transportation) **\$1.6M Net**
- Incident Management Response - 5 permanent positions to expand patrols and manage incidents on expressways and arterial roads during afternoon rush hours (Transportation) **\$0.5M Net**
- School Crossing Guard Program - 3 permanent positions to transition the transfer from Toronto Police and initiate the procurement process for a third-party provider (Transportation) **\$0.8M Net**
  - Transfer of the program approved by Council on November 7, 2017
- Project Oversight and Inspection Compliance - 2 permanent positions to centralize, oversee and enhance contract management and ensure segregation of duty (Transportation) **\$0.2M Net**
  - Approved by Council in 2017 based on recommendations from the Auditor General
- The Road to Mental Readiness – Funding to continue the roll-out of the mental health and resiliency training program (Toronto Fire Services) **\$0.1M Net**
- Employment Systems Review/ Inclusion Plan - One-time funding for third party professional services to identify systemic barriers to employment, inclusion and diversity and recommend solutions (Toronto Fire Services) **\$0.2M Net**

Refer to Appendices p.50 for a complete list of Additional New/Enhanced Requests for Budget Committee Review & Consideration



# Capital Overview

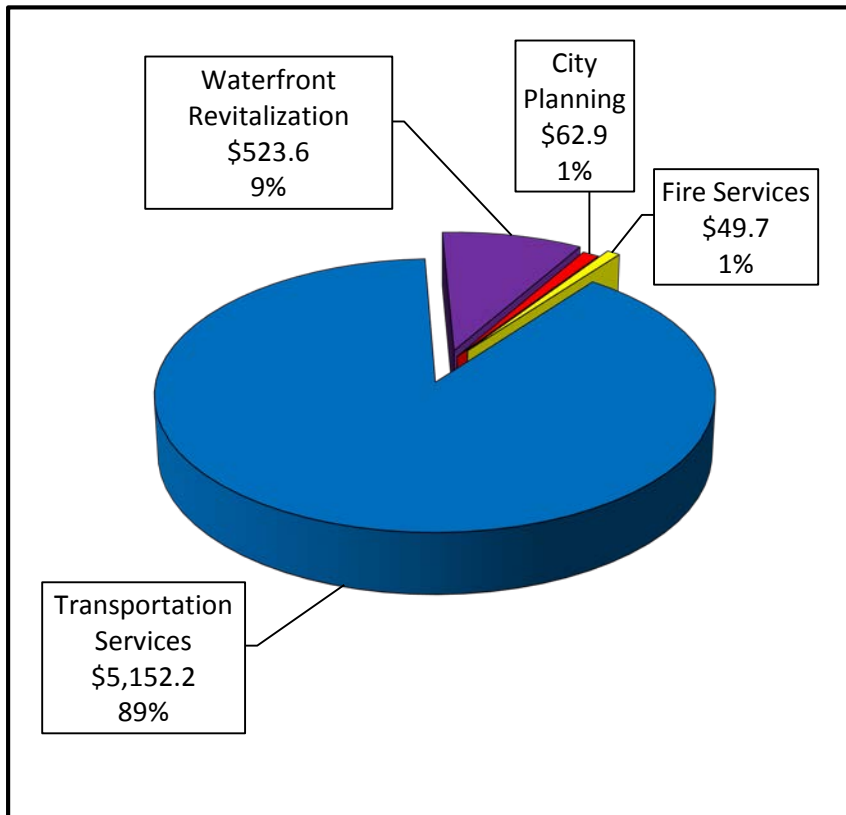




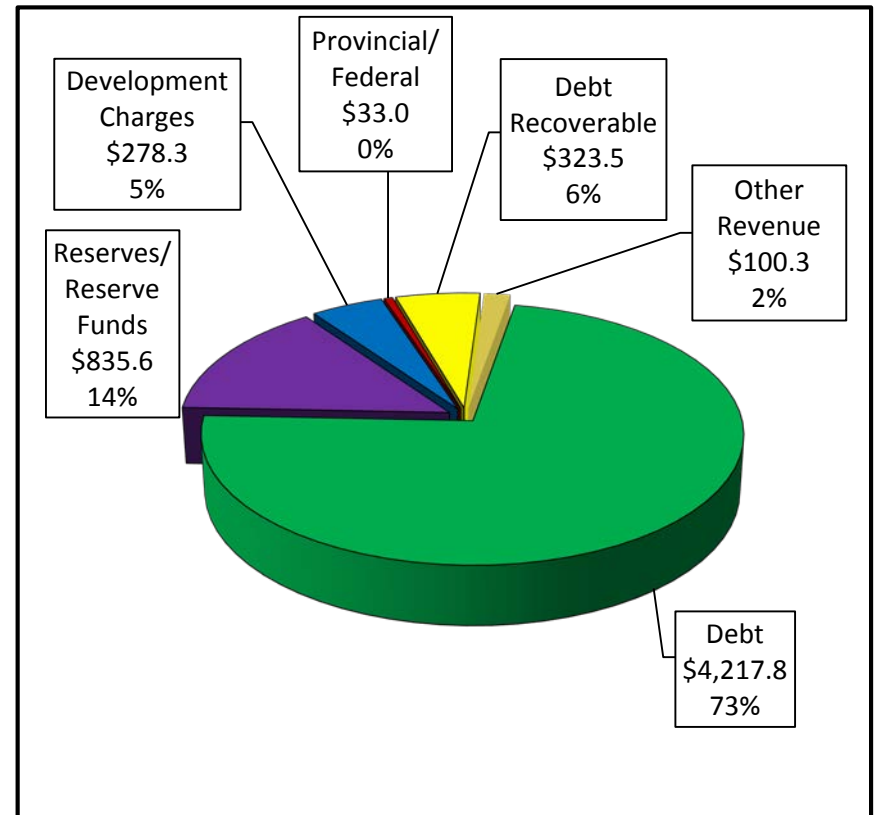
# 2018 – 2027 Preliminary Capital Budget & Plan Spending & Funding Sources

## 2018 Capital Budget \$544.3 Million

### Where the Money Goes \$5,788 Million



### Where the Money Comes From \$5,788 Million



# Major Projects Included in 2018 - 2027 Preliminary Capital Budget & Plan

Program	Capital Project Description	\$ Million
<b>City Planning (\$62.9M)</b>	▪ Growth Studies (\$27.5M):	
	➤ Local Area growth studies	\$11.0M
	➤ 5 Heritage Conservation Districts per year	\$8.7M
	➤ Transportation and Transit Planning studies	\$5.2M
	➤ Avenue Studies	\$2.6M
	▪ Places – Civic Improvements	
	➤ 6 to 9 Places projects per year	\$29.3M
	▪ On-going legislative requirements (\$6.1M):	
	➤ Statutory five year review of the Official Plan	\$3.9M
	➤ Support for legal challenges of the New Zoning By-law	\$0.9M
➤ Natural Heritage Inventory and Integration Evaluation System	\$0.8M	
➤ Toronto Archaeological Resources Plan	\$0.5M	

Refer to Appendices pages 54 - 59 for a list of major projects included in the 2018 Preliminary Capital Budget

# Major Projects Included in 2018 - 2027 Preliminary Capital Budget & Plan, cont.

Program	Capital Project Description	\$ Million
<b>Toronto Fire Services (\$49.7M)</b>	▪ Build Fire Stations (\$21.9 million):	
	➤ Station B (Downsview)	\$4.7M
	➤ Station A (Woodbine)	\$4.4M
	➤ Station G (Sunnybrook)	\$11.8M
	➤ East Training – New Building	\$1.0M
	▪ Replace and upgrade equipment (\$23.4 million):	
	➤ Portable/mobile radios	\$7.8M
	➤ Personal protective equipment	\$9.1M
	➤ Defibrillators	\$1.0M
	➤ Thermal imaging cameras	\$1.5M
➤ Firefighting helmets	\$1.5M	
➤ HUSAR	\$1.2M	
➤ Other	\$1.3M	
	▪ Training Simulators /Facilities Renovations	\$1.6M
	▪ Fire Prevention Technology Integration/ Data Architecture Modernization	\$2.8M

Refer to Appendices pages 54 - 59 for a list of major projects included in the 2018 Preliminary Capital Budget

# Major Projects Included in 2018 - 2027 Preliminary Capital Budget & Plan, cont.

Program	Capital Project Description	\$ Million
<b>Transportation Services</b> <b>(\$5,152.2M)</b>	<ul style="list-style-type: none"> <li>▪ State of Good Repair Projects (\$4,484.0M):</li> </ul>	
	<ul style="list-style-type: none"> <li>➤ F.G. Gardiner rehabilitation</li> </ul>	\$2,299.5M
	<ul style="list-style-type: none"> <li>➤ Major Road rehabilitation</li> </ul>	\$654.3M
	<ul style="list-style-type: none"> <li>➤ Local Road rehabilitation</li> </ul>	\$758.7M
	<ul style="list-style-type: none"> <li>➤ City bridges rehabilitation</li> </ul>	\$357.9M
	<ul style="list-style-type: none"> <li>➤ Sidewalks</li> </ul>	\$173.1M
	<ul style="list-style-type: none"> <li>➤ Other SOGR projects</li> </ul>	\$240.5M
	<ul style="list-style-type: none"> <li>▪ Growth (\$377.4M):</li> </ul>	
	<ul style="list-style-type: none"> <li>➤ St. Clair TMP: Keele to Old Weston</li> </ul>	\$57.3M
	<ul style="list-style-type: none"> <li>➤ Six Points interchange redevelopment</li> </ul>	\$36.2M
<ul style="list-style-type: none"> <li>➤ Scarlett/St. Clair/Dundas</li> </ul>	\$35.0M	
<ul style="list-style-type: none"> <li>➤ Steeles widenings/ Grade separation</li> </ul>	\$35.0M	
<ul style="list-style-type: none"> <li>➤ Other growth related projects</li> </ul>	\$213.9M	

Refer to Appendices pages 54 - 59 for a list of major projects included in the 2018 Preliminary Capital Budget

# Major Projects Included in 2018 - 2027 Preliminary Capital Budget & Plan, cont.

Program	Capital Project Description	\$ Million
<b>Transportation Services</b> <b>(\$5,152.2M)</b> <b>(cont.)</b>	<ul style="list-style-type: none"> <li>▪ Service Improvement Projects (\$199.4 million):</li> </ul>	
	<ul style="list-style-type: none"> <li>➤ Cycling infrastructure</li> </ul>	\$82.8M
	<ul style="list-style-type: none"> <li>➤ Engineering studies</li> </ul>	\$36.8M
	<ul style="list-style-type: none"> <li>➤ LED signal module conversion</li> </ul>	\$17.0M
	<ul style="list-style-type: none"> <li>➤ Safety &amp; local Improvement program</li> </ul>	\$14.1M
	<ul style="list-style-type: none"> <li>➤ Signs and markings</li> </ul>	\$10.3M
	<ul style="list-style-type: none"> <li>➤ Other service improvement related programs</li> </ul>	\$38.4M
	<ul style="list-style-type: none"> <li>▪ Health and Safety Projects (\$91.4 million):</li> </ul>	
	<ul style="list-style-type: none"> <li>➤ Traffic signal major modification</li> </ul>	\$17.9M
	<ul style="list-style-type: none"> <li>➤ Accessible pedestrian signals</li> </ul>	\$16.0M
<ul style="list-style-type: none"> <li>➤ Traffic control signals/devices</li> </ul>	\$21.8M	
<ul style="list-style-type: none"> <li>➤ Other safety related programs</li> </ul>	\$35.7M	

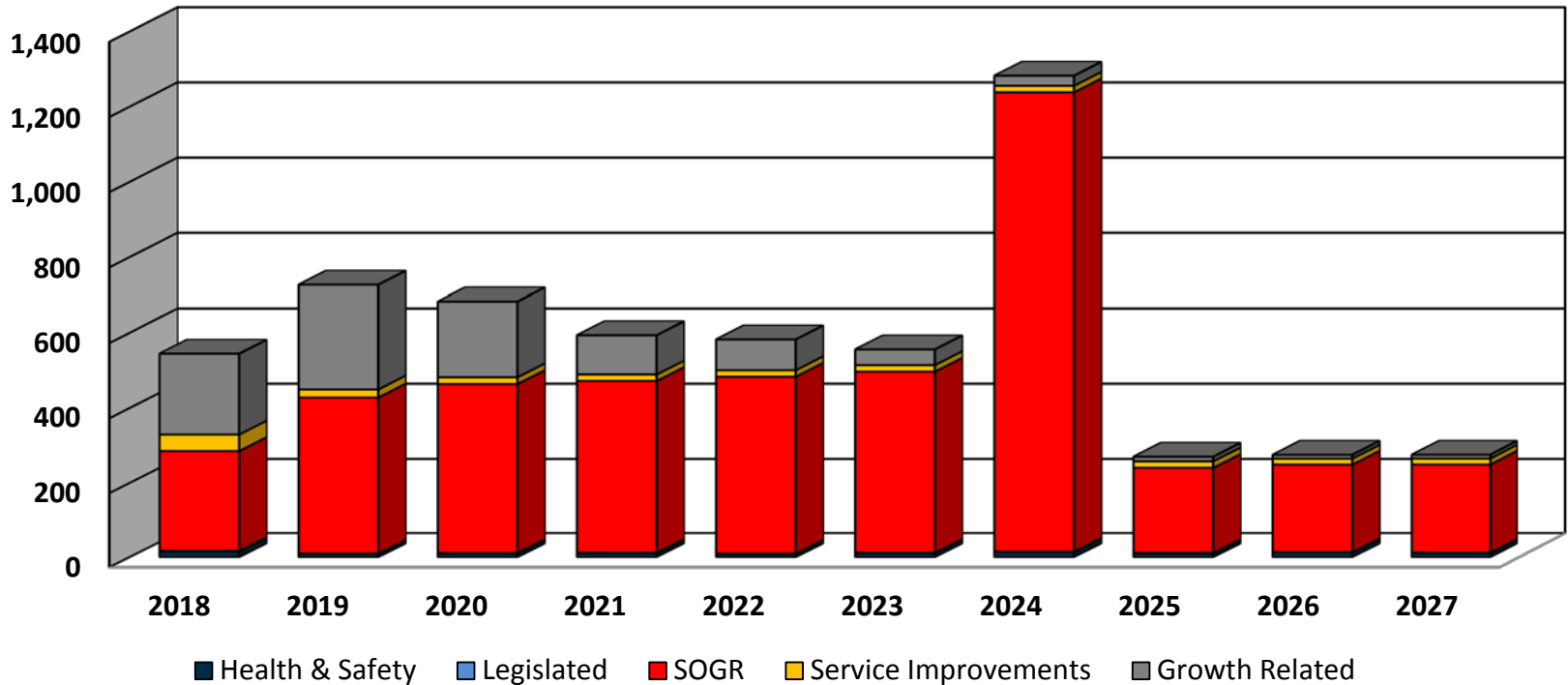
Refer to Appendices pages 54 - 59 for a list of major projects included in the 2018 Preliminary Capital Budget

# Major Projects Included in 2018 - 2027 Preliminary Capital Budget & Plan, cont

Program	Capital Project Description	\$ Million
<b>Waterfront Revitalization Initiative (\$523.6M)</b>	▪ Port Lands Flood Protection	\$381.4M
	▪ Cherry Street Stormwater and Lakefilling	\$30.0M
	▪ Bayside Water's Edge Promenade	\$17.1M
	▪ East Bayfront Local Infrastructure	\$17.0M
	▪ East Bayfront Community Centre	\$15.0M
	▪ Precinct Implementation - West Don Lands & East Bayfront	\$10.9M
	▪ East Bayfront Public Art	\$5.1M
	▪ The Bentway	\$3.0M
	▪ Bathurst Quay Public Realm	\$1.1M

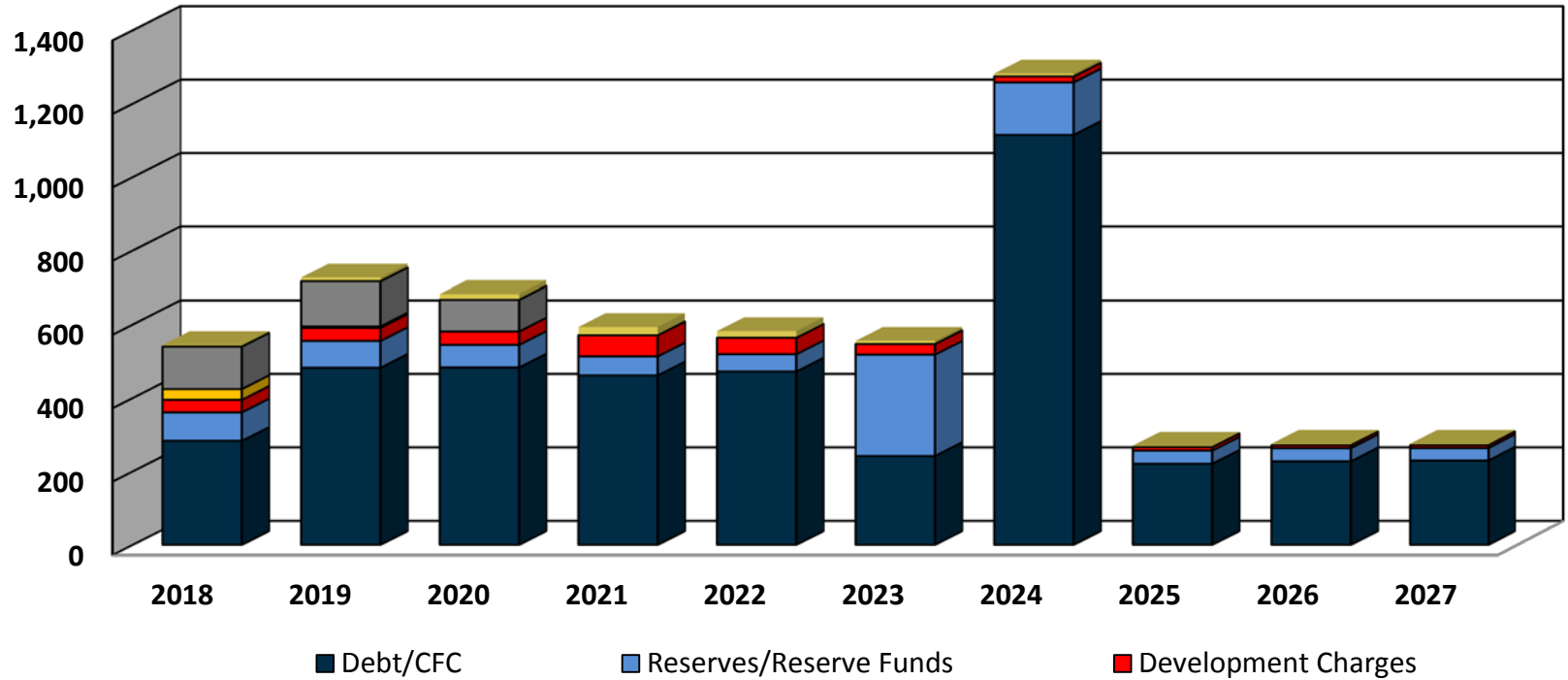
Refer to Appendices pages 54 - 59 for a list of major projects included in the 2018 Preliminary Capital Budget

# 2018 – 2027 Preliminary Capital Budget & Plan by Project Category



\$ Million	2018 - 2027 Preliminary Capital Budget and Plan by Category										
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	
Health & Safety	15.0	8.8	10.4	10.8	8.7	11.3	13.7	10.5	13.0	11.4	
Legislated	1.6	0.6	0.5	0.8	0.5	0.5	0.9	0.9	0.5	0.5	
SOGR	268.9	418.6	452.9	460.2	474.0	485.0	1,223.5	229.2	235.8	237.5	
Service Improvements	43.8	21.4	18.0	17.3	17.3	17.4	17.4	17.4	16.1	16.1	
Growth Related	215.0	277.3	200.7	104.3	81.7	41.6	26.7	12.3	10.1	10.1	

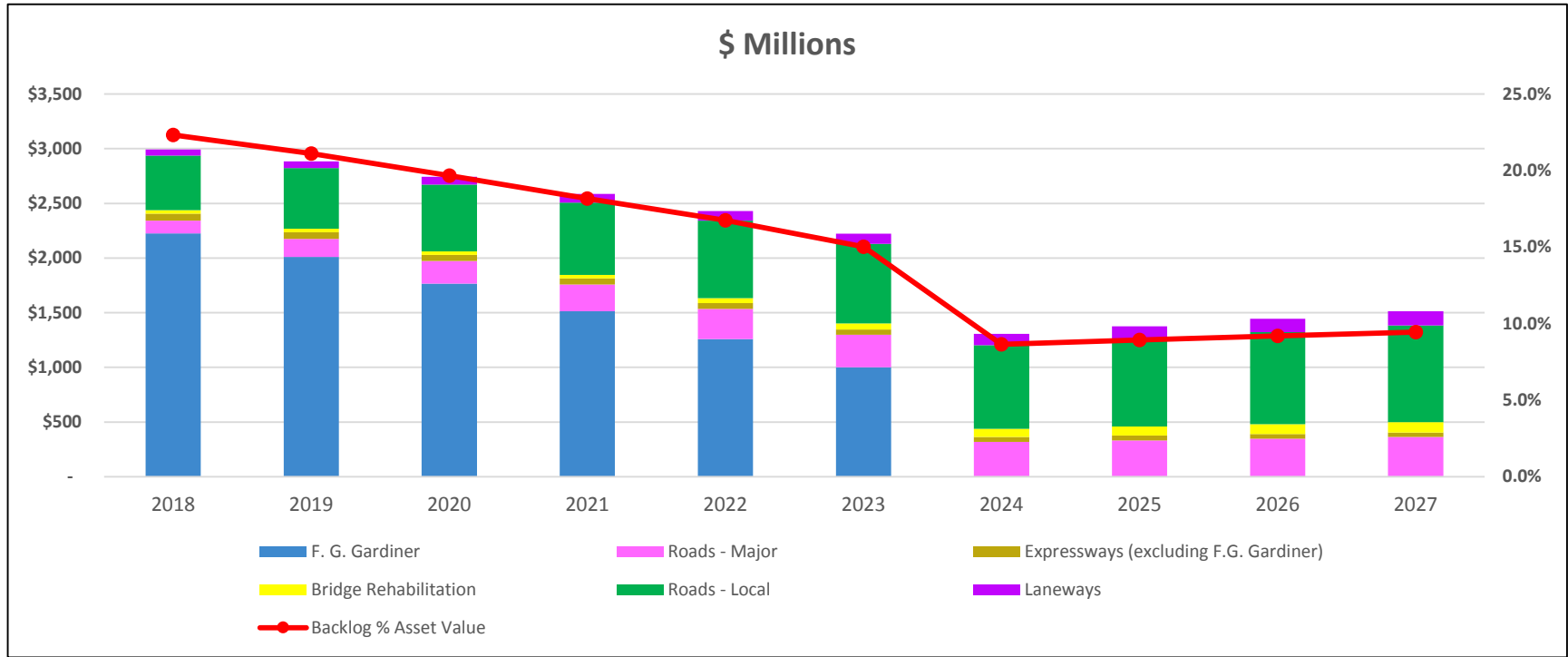
# 2018 – 2027 Preliminary Capital Budget & Plan by Funding Source



\$ Million	2018 - 2027 Preliminary Capital Budget and Plan by Funding Source									
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
<b>Debt/CFC</b>	283.3	482.5	483.2	461.6	472.1	242.0	1,115.0	220.9	227.5	229.6
<b>Reserves/Reserve Funds</b>	77.5	73.0	61.6	51.7	47.1	276.1	143.0	35.7	35.9	34.1
<b>Development Charges</b>	34.2	35.7	36.4	57.6	44.8	28.8	16.2	9.4	7.7	7.6
<b>Provincial/Federal</b>	29.2	3.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Recoverable Debt</b>	115.7	121.8	86.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Other</b>	4.3	10.0	15.4	22.5	18.2	8.9	8.0	4.3	4.3	4.3



# State of Good Repair Backlog



\$Millions	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
F. G. Gardiner	\$2,226	\$2,009	\$1,765	\$1,513	\$1,259	\$1,001	-	-	-	-
Roads - Local	\$499	\$557	\$611	\$663	\$711	\$726	\$767	\$803	\$844	\$883
Roads - Major	\$117	\$166	\$207	\$244	\$276	\$297	\$317	\$332	\$348	\$365
Expressways (excluding F.G. Gardiner)	\$63	\$60	\$58	\$55	\$53	\$50	\$47	\$45	\$42	\$40
Laneways	\$54	\$62	\$70	\$78	\$86	\$95	\$103	\$112	\$121	\$130
Bridge Rehabilitation	\$33	\$32	\$32	\$32	\$44	\$55	\$72	\$83	\$89	\$95
Backlog % Asset Value	22.3%	21.1%	19.7%	18.2%	16.7%	15.0%	8.7%	8.9%	9.2%	9.4%



# Appendices



# List of Appendices

Items	Page #
Additional Actions to Achieve Budget Reduction Target	44
Key Cost Drivers	45
User Fee Changes	46
Staffing Trends	47
2018 Key Complement Changes	48
New/Enhanced Services Included in 2018 Preliminary Operating Budget	49
Additional New/Enhanced Requests for Budget Committee Review & Consideration	50
2019 & 2020 Plan	51
Summary of Other Key Projects Completed in 2017	52 - 53
Major Projects Included in the 2018 Preliminary Capital Budget	54 - 59
Unfunded Capital Projects	60 - 61
Incremental Operating Impact of Capital	62

# Additional Actions to Achieve Budget Reduction Target

Description (\$000s)	Total Service Changes			Incremental Change			
	\$	\$	#	2019 Plan		2020 Plan	
	Gross	Net	Pos.	Net	Pos.	Net	Pos.
<b>Base Changes:</b>							
<b>Base Expenditure Changes</b>							
Line by Line Review	(237.9)	(237.9)					
Winter Maintenance - Alignment with Historical (Transportation)	(2,636.7)	(2,636.7)					
Annualization of Apartment Building Standards (MLS)	1,125.7	(621.5)					
Long-term Fiscal Sustainability Plan (Toronto Building)	(792.3)	(582.8)					
Transfer crossing guards to Transportation (PPFA)	(8.1)	(8.1)	(0.4)	(0.2)		(0.2)	
<b>Base Expenditure Change</b>	(2,549.3)	(4,086.9)	(0.4)	(0.2)		(0.2)	
<b>Base Revenue Changes</b>							
User fees - inflationary increase (City Planning)		(472.2)					
CPI (1.87%) (MLS)		(309.4)		(141.2)		(8.4)	
PTC Volume Increase (MLS)		(916.3)					
Permit Fees - Toronto Building (0.0%) (Toronto Building)				(1,243.4)		(674.3)	
Permit Fees - Sign Unit (2.1%) (Toronto Building)		(15.5)					
Funding from TPST (IDR) (Toronto Building)		(37.7)					
User Fees 2.68% Increase (Transportation)		(973.8)					
Congestion Management - Construction Staging, Traffic Mitigation (Transportation)	1,446.7	(2,453.5)	15.0	52.0			
Other Base Revenue Adjustment and realignments (Transportation)		(120.1)					
Annualized Portion of UT Cut Fixed Permit Fee (Transportation)		(7,200.0)					
Public Realm Transit Shelters Inflation Increase (Transportation)		(262.3)					
<b>Base Revenue Change</b>	1,446.7	(12,760.8)	15.0	(1,332.6)		(682.8)	
<b>Sub-Total</b>	(1,102.6)	(16,847.7)	14.6	(1,332.8)		(683.0)	
<b>Service Efficiencies</b>							
Reduction in Maintenance Cost from Facilities (Fire)	(91.8)	(91.8)					
Locate Ticket Clearing-Joint Program with TW (Transportation)	(500.0)	(500.0)					
<b>Sub-Total</b>	(591.8)	(591.8)					
<b>Total Changes</b>	(1,702.5)	(17,447.6)	14.3	(1,332.9)		(683.2)	

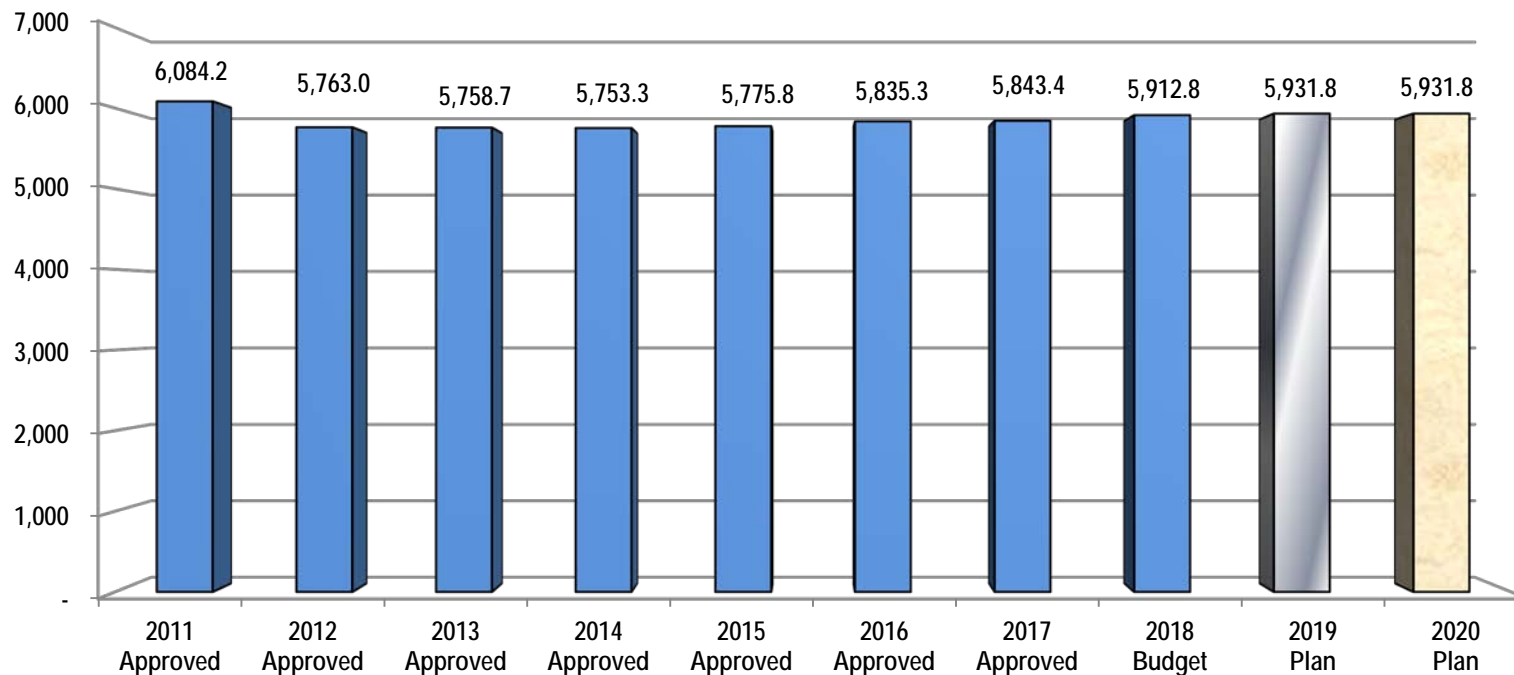
# Key Cost Drivers

(In \$000s)	2018 Prelim. Base Budget
<b>Gross Expenditure Changes</b>	
Prior Year Impacts	(4,314)
Operating Impacts of Capital	664
Economic Factors	4,282
Salaries and Benefits Change	10,320
Other Base Changes	(2,668)
Service Efficiencies and Service Adjustments	(592)
New/Enhanced Services (included in Preliminary Budget)	6,204
<b>Total Gross Changes</b>	<b>13,896</b>
Revenue Changes	(8,047)
<b>Total Revenue Changes</b>	<b>(8,047)</b>
<b>Total Net Changes</b>	<b>5,849</b>

# 2018 User Fee Change Highlights

Fee Description	2017 Fee	2018 Fee	% Increase	Incremental Revenue (\$000's)
<b>Municipal Licensing &amp; Standards</b>				
Short Term Rentals Regulations - New Fees	n/a	Variable	n/a	771.3
<b>Total Incremental Revenue</b>				<b>\$ 771.3</b>

# Staffing Trend (Excludes Capital Positions)



## Key Points

- ❖ Cluster B operating staff complement has been relatively flat since 2012 - 2017
- ❖ 2018: net 69.5 positions increase primarily resulting from:
  - 19.9 increase in Transportation, of which 15 relate to support residential construction, staging and traffic mitigation and 4 are related to new / enhanced services (3 required for Sidewalk Café & Marketing program and 1 position required to increase compliance with Streamlining the Application Review)
  - 21 increase in Fire related to operating impact of capital project in station B Downsview
  - 17 increase in City Planning (primarily for Committee of Adjustments)
  - 12 increase in MLS (primarily for new Short-Term Rental Regulations)
- ❖ 2019: net 19.0 position increase primarily resulting from:
  - 21 increase in Fire related to the opening of new Station A (Woodbine)

# 2018 Complement Changes

	2017 Adjusted Approved Staff Complement	2018 Complement Changes									
		Prior Year Impact	Operating Impacts of Capital	Capital Project Delivery Changes	Base Changes	Efficiencies	Service Changes Included	Total Base Change	New/Enh Service Priorities Included	Total 2018 Preliminary Budget	Change from 2017 Approved
<b>Operating</b>											
City Planning	380.5				12.0			12.0	5.0	397.5	17.0
Engineering & Construction Services	128.1									128.1	
Fire Services	3,173.3		21.0					21.0		3,194.3	21.0
Municipal Licensing & Standards	476.5		1.0					1.0	11.0	488.5	12.0
Policy, Planning, Finance & Administration	190.4				(0.4)			(0.4)		190.0	(0.4)
Toronto Building	468.0									468.0	
Transportation Services	1,026.6	(1.5)			17.4			15.9	4.0	1,046.4	19.9
<b>Subtotal - Operating</b>	<b>5,843.4</b>	<b>(1.5)</b>	<b>22.0</b>		<b>29.0</b>			<b>49.5</b>	<b>20.0</b>	<b>5,912.8</b>	<b>69.5</b>
<b>Capital</b>											
City Planning	11.5				2.0			2.0		13.5	2.0
Engineering & Construction Services	446.1								11.0	457.1	11.0
Fire Services	1.0			(1.0)				(1.0)			(1.0)
Municipal Licensing & Standards	3.0	(1.0)						(1.0)		2.0	(1.0)
Policy, Planning, Finance & Administration									3.0	3.0	3.0
Toronto Building											
Transportation Services	92.9	(6.0)						(6.0)	8.0	94.9	2.0
<b>Subtotal - Capital</b>	<b>554.5</b>	<b>(7.0)</b>		<b>(1.0)</b>	<b>2.0</b>			<b>(6.0)</b>	<b>22.0</b>	<b>570.5</b>	<b>16.0</b>
<b>Total Complement</b>	<b>6,397.9</b>	<b>(8.5)</b>	<b>22.0</b>	<b>(1.0)</b>	<b>31.0</b>			<b>43.5</b>	<b>42.0</b>	<b>6,483.3</b>	<b>85.5</b>



# New/Enhanced Services Included in 2018 Preliminary Operating Budget

(\$000s)	2018			Incremental Impact			
	Gross	Net	Pos(s)	2019 Plan		2020 Plan	
				Net	Pos(s)	Net	Pos(s)
Website Management	184.4		2.0				(2.0)
Permanent HR Support							
Committee of Adjustment Service Improvements	286.5		3.0				
<b>Sub-Total: City Planning</b>	<b>470.9</b>		<b>5.0</b>				<b>(2.0)</b>
Communication Coordinators (Basement Flooding/Local Roads)	227.4		2.0			(0.0)	
Communication Expertise (Water & Transportation projects)	122.7						
Legal Advice for Properties related to Gardiner Rehab	301.3						
Metrolinx Transit Projects	885.0		8.0				
Review/ Project Mgmt for Lawrence Heights Revitalization	140.9		1.0				
<b>Sub-Total: ECS</b>	<b>1,677.3</b>		<b>11.0</b>			<b>(0.0)</b>	
Market Segmentation for Public Education Pilot Program	150.0			20.0		130.0	
Professional Serv-Public Information Review & Training	50.0						
<b>Sub-Total: Toronto Fire</b>	<b>200.0</b>			<b>20.0</b>		<b>130.0</b>	
Short-term Rentals Regulations	772.7	1.4	8.0	(106.7)	(2.0)	(15.7)	
<b>Sub-Total: MLS</b>	<b>772.7</b>	<b>1.4</b>	<b>0.0</b>	<b>(106.7)</b>	<b>(0.0)</b>	<b>(15.7)</b>	
Consultation Coordinators (Basement Flooding/Local Roads)	373.1		3.0				
<b>Sub-Total: PPFA</b>	<b>373.1</b>		<b>3.0</b>				
Inspection Service Internship Program	335.0						
Toronto Building HR Strategy Permanent Support	124.8						
<b>Sub-Total: Toronto Building</b>	<b>459.8</b>						
Cycling Network Plan Delivery	227.4		2.0				
Road Safety Plan - Vision Zero	208.9		2.0			(0.0)	
Utility Locate Services for BIAs	331.7						
Port Lands Acceleration Initiative	140.9		1.0				(1.0)
Development Application Review Compliance	95.2		1.0				(1.0)
Enterprise Work Management System	264.6		2.0		(2.0)		
Transit Shelter Installation	100.0						
Neighbourhood Improvements Program	130.9		1.0				
<b>Sub-Total: Transportation</b>	<b>1,499.6</b>		<b>9.0</b>		<b>(2.0)</b>	<b>(0.0)</b>	<b>(2.0)</b>
Harmonized Sidewalk Café and Marketing By-law (MLS)	203.7	(220.9)	3.0	(123.8)		(9.2)	
IDC - Harmonized Sidewalk Café and Marketing By-law (MLS)	220.9	220.9		123.8		9.2	
Outdoor Café Transition Project (Transportation)	325.9		3.0				
<b>Sub-Total: To be excluded from the budget pending motion</b>	<b>750.5</b>	<b>(0.0)</b>	<b>6.0</b>	<b>(0.0)</b>		<b>(0.0)</b>	
<b>Total Cluster B</b>	<b>6,204.0</b>	<b>1.4</b>	<b>42.0</b>	<b>(86.7)</b>	<b>(4.0)</b>	<b>114.3</b>	<b>(4.0)</b>

# Additional New/Enhanced Requests for Budget Committee Review & Consideration

(\$000s)	Category	2018			Incremental Impact			
		Gross	Net	Positions	2019 Plan		2020 Plan	
					Net	Positions	Net	Positions
Road to Mental Readiness Training	Staff Initiated	92.4	92.4		62.5		(154.9)	
Employment Systems Review/ Inclusion plan	Staff Initiated	200.0	200.0		(200.0)			
CFAI-Peer Assessment & Commission Meetings	Staff Initiated	29.9	29.9		(26.5)			
Create Permanent IDC/IDR with HR for training	Staff Initiated			(1.0)				
<b>Sub-Total: Toronto Fire</b>		<b>322.3</b>	<b>322.3</b>	<b>(1.0)</b>	<b>(164.1)</b>		<b>(154.9)</b>	
Annual License for Cloud Based Emergency Response Upgrade	Staff Initiated				65.0			
<b>Sub-Total: PPFA</b>					<b>65.0</b>			
School Crossing Guard Program	Council Apprvd	775.5	775.5	3.0	1,050.6	2.0	1,033.2	
Construction Coordination and Traffic Mitigation	Staff Initiated	2.3	2.3	(1.0)	1.7		2.0	
Customer Service and Issues Management	Staff Initiated	64.6	64.6	(0.0)	2.5		3.3	
Incident Management Response on Expressways	Staff Initiated	477.8	477.8	5.0	9.2		5.0	
Project Oversight and Inspection Compliance	Staff Initiated	246.0	246.0	2.0	8.1		7.0	
Traffic Wardens	Staff Initiated	1,560.7	1,560.7	11.0	66.5		34.6	
City-Wide Permit Parking Study	Staff Initiated	200.0	200.0		(200.0)			
<b>Sub-Total: Transportation</b>		<b>3,327.0</b>	<b>3,327.0</b>	<b>20.0</b>	<b>938.5</b>	<b>2.0</b>	<b>1,085.2</b>	
<b>Total Cluster B</b>		<b>3,649.3</b>	<b>3,649.3</b>	<b>19.0</b>	<b>839.4</b>	<b>2.0</b>	<b>930.4</b>	

# 2019 & 2020 Plan

Description (\$000s)	2019 - Incremental Increase				2020 - Incremental Increase			
	Gross Expense	Revenue	Net Expense	Position	Gross Expense	Revenue	Net Expense	Position
<b>Known Impacts:</b>								
Salaries and Benefits	11,865.7	59.8	11,806.0	0.0	9,167.1	42.9	9,124.2	
Prior Year Impact	(833.7)	(816.1)	(17.6)		7.3	25.3	(18.0)	
Operating Impact of Completed Capital	4,356.6		4,356.6	21.0	546.4		546.4	
Economic Factors	3,898.5		3,898.5		3,899.7		3,899.7	
Revenue		141.2	(141.2)			8.4	(8.4)	
Other Base Changes	(3,792.6)	(12,802.4)	9,009.8		3,250.6	(2,761.7)	6,012.3	
Service Changes								
New/Enhanced	624.4	711.1	(86.7)	(4.0)	(362.0)	(476.3)	114.3	(4.0)
<b>Sub-Total</b>	<b>16,118.8</b>	<b>(12,706.5)</b>	<b>28,825.5</b>	<b>17.0</b>	<b>16,509.0</b>	<b>(3,161.4)</b>	<b>19,670.5</b>	<b>(4.0)</b>
<b>Anticipated Impacts:</b>								
<b>Sub-Total</b>								
<b>Total Incremental Impact</b>	<b>16,118.8</b>	<b>(12,706.5)</b>	<b>28,825.5</b>	<b>17.0</b>	<b>16,509.0</b>	<b>(3,161.4)</b>	<b>19,670.5</b>	<b>(4.0)</b>

# Summary of Other Key Projects Completed in 2017



Program	Key Projects
<b>City Planning</b>	<ul style="list-style-type: none"> <li>✓ Completed major Heritage Conservation District Plans or Studies:                             <ul style="list-style-type: none"> <li>➤ Yonge Street</li> <li>➤ Queen Street East</li> <li>➤ Kensington Market HCD Study</li> </ul> </li> <li>✓ Completed Area Studies:                             <ul style="list-style-type: none"> <li>➤ ConsumersNext (Phase 1)</li> <li>➤ Queen Street East (Leslie to Coxwell)</li> <li>➤ Hillside Greening Project; Lower Yonge Precinct Plan (Phase 2)</li> <li>➤ Yonge - Eglinton Secondary Plan Review (Phase 1)</li> <li>➤ Broadview Avenue Study</li> <li>➤ Yonge Street/ 401 Interchange Feasibility Study (Phase 1)</li> <li>➤ Emery Village Transportation Master Plan (Schedule C EA); Gardiner East EA Alternative Designs</li> <li>➤ Liberty Village New Street EA</li> <li>➤ SmartTrack–Western Corridor Feasibility Study (Phase 1)</li> <li>➤ Waterfront Transit Reset (Phase1)</li> </ul> </li> </ul>

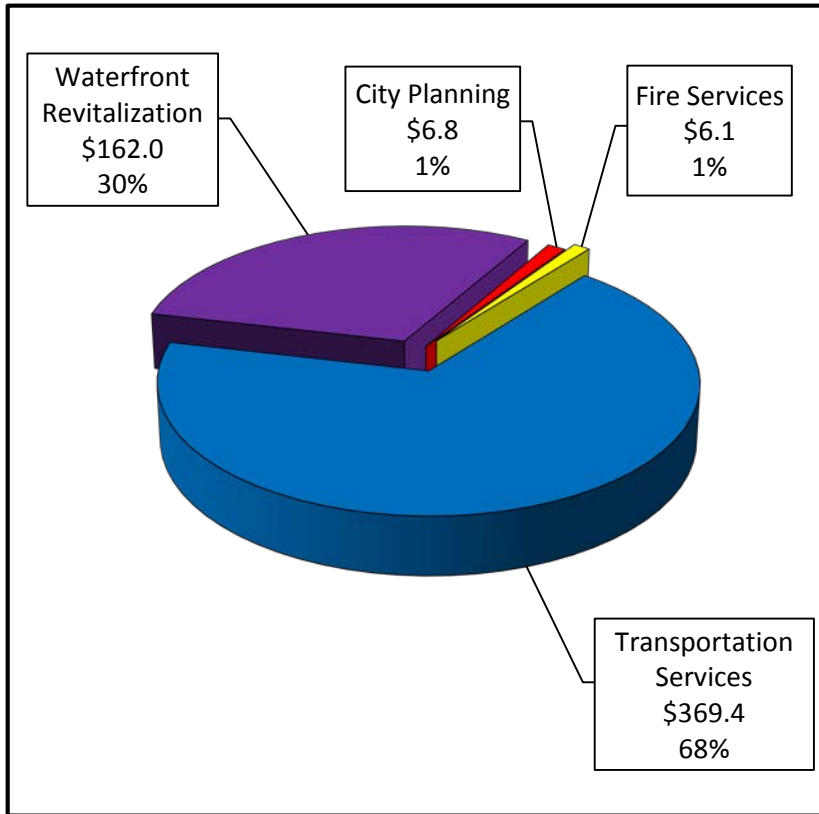
# Summary of Other Key Projects Completed in 2017, cont.



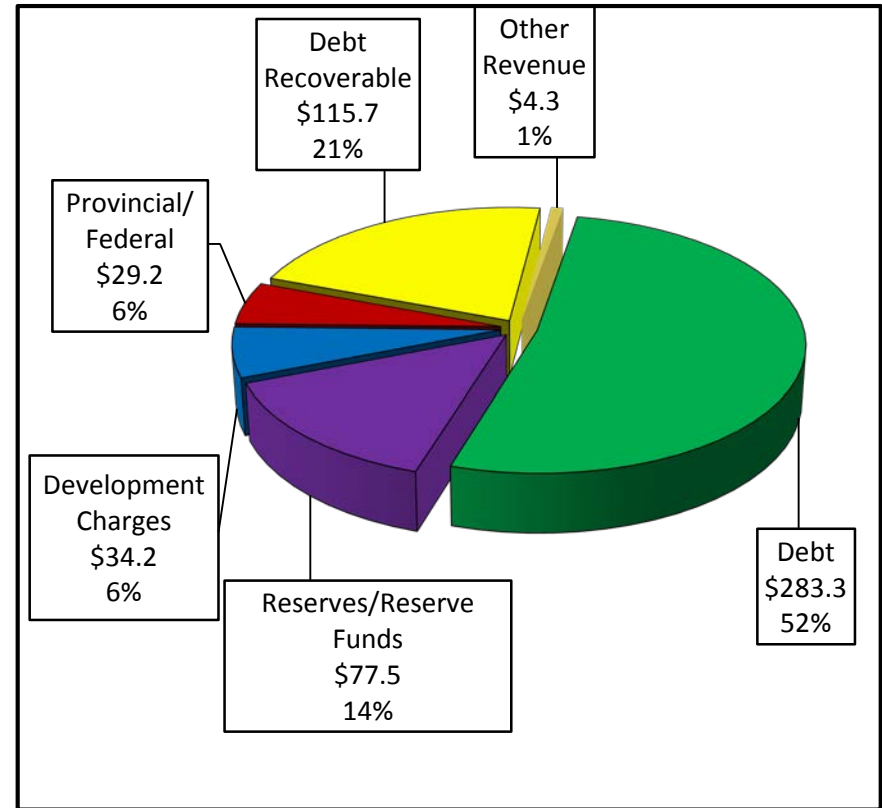
Program	Key Projects
<b>City Planning</b>	<ul style="list-style-type: none"><li>✓ Approvals, Rezoning, and Mediation:<ul style="list-style-type: none"><li>➤ Methadone Clinic Zoning Review</li><li>➤ TOcore: Planning Toronto's Downtown – Tower Separation Distance OPA/ZBL</li><li>➤ OMB - successful mediation</li></ul></li><li>✓ Continued Civic Improvements Projects:<ul style="list-style-type: none"><li>➤ Coxwell Avenue and Dundas Street</li><li>➤ Danforth Avenue and Victoria Park Avenue</li><li>➤ River Street (Dundas Street East to King Street; Comwell Street to Bayview Ramps)</li><li>➤ O'Connor Drive, Sandra Road to Bermondsey Road</li><li>➤ Queen Street West (Bathurst Street to Spadina Avenue)</li><li>➤ West Toronto Railpath, College Street (Shaw Street to Rusholme Road)</li><li>➤ Lawrence Avenue West (Dufferin Street to W.R. Allen Road)</li></ul></li></ul>

# 2018 Preliminary Capital Budget & Plan Spending & Funding Sources

### Where the Money Goes \$544.3 Million



### Where the Money Comes From \$544.3 Million



# Major Projects Included in the 2018 Preliminary Capital Budget

Program	Capital Project Description	\$ Million
<b>City Planning (\$6.8M)</b>	▪ Growth Studies (\$3.0 M):	
	➤ Local Area growth studies	\$1.3M
	➤ 5 Heritage Conservation Districts per year	\$1.0M
	➤ Transportation and Transit Planning studies	\$0.5M
	➤ Avenue/Area Studies	\$0.2M
	▪ Places – Civic Improvements	
	➤ 6 to 9 Places projects per year	\$2.9M
▪ On-going legislative requirements (\$0.9M):		
➤ Statutory five year review of the Official Plan	\$0.7M	
➤ Natural Heritage Inventory and Integration Evaluation System	\$0.1M	
➤ Toronto Archaeological Resources- Plan	\$0.1M	

# Major Projects Included in the 2018 Preliminary Capital Budget, cont.

Program	Capital Project Description	\$ Million
<b>Toronto Fire Services (\$6.1M)</b>	▪ Build Fire Stations (\$3.0M):	
	➤ Station B (Downsview)	\$1.5M
	➤ Station A (Woodbine)	\$1.5M
	▪ Replace and upgrade equipment (\$2.3M):	
	➤ Defibrillators	\$1.0M
	➤ HUSAR	\$0.7M
	➤ Firefighting helmets	\$0.3M
	➤ Other	\$0.3M
	▪ Training Simulators /Facilities Renovations	\$0.1M
	▪ Fire Prevention Technology Integration/ Data Architecture Modernization	\$0.7M



# Major Projects Included in the 2018 Preliminary Capital Budget, cont.

Program	Capital Project Description	\$ Million
<b>Transportation Services (\$369.4M)</b>	▪ State of Good Repair Projects (\$268.8M):	
	➤ F.G. Gardiner rehabilitation	\$73.4M
	➤ Major Road rehabilitation	\$54.7M
	➤ Local Road rehabilitation	\$56.4M
	➤ City bridges rehabilitation	\$40.9M
	➤ Sidewalks	\$15.2M
	➤ Other SOGR projects	\$28.2M
	▪ Growth (\$44.1M):	
	➤ Georgetown South City infrastructure upgrades	\$13.4M
	➤ King Liberty Cycling Pedestrian Bridge	\$10.3M
➤ Six Points interchange redevelopment	\$7.1M	
➤ Traffic Congestion Management	\$6.9M	
➤ Scarlett/St. Clair/Dundas	\$3.6M	
➤ Other growth related projects	\$2.8M	

# Major Projects Included in the 2018 Preliminary Capital Budget, cont.

Program	Capital Project Description	\$ Million
<b>Transportation Services (\$369.4M) (cont.)</b>	<ul style="list-style-type: none"> <li>▪ Service Improvement Projects (\$43.1 million):               <ul style="list-style-type: none"> <li>➤ Public Transit Infrastructure Fund projects \$19.9M</li> <li>➤ Cycling infrastructure \$8.1M</li> <li>➤ Engineering studies \$7.3M</li> <li>➤ LED signal module conversion \$1.7M</li> <li>➤ Safety &amp; local Improvement program \$1.3M</li> <li>➤ Signs and markings Asset Management \$1.3M</li> <li>➤ Other service improvement related projects \$3.5M</li> </ul> </li>   <li>▪ Health and Safety Projects (\$13.4 million):               <ul style="list-style-type: none"> <li>➤ Road Safety Plan \$3.6M</li> <li>➤ New traffic control signals/devices \$2.2M</li> <li>➤ Guide Rail Program \$2.0M</li> <li>➤ Traffic signal major modifications \$1.8M</li> <li>➤ Accessible pedestrian signals \$1.0M</li> <li>➤ Other safety related projects \$2.8M</li> </ul> </li> </ul>	

# Major Projects Included in the 2018 Preliminary Capital Budget, cont.

Program	Capital Project Description	\$ Million
<b>Waterfront Revitalization Initiative (\$162.0M)</b>	▪ Port Lands Flood Protection	\$125.9M
	▪ Cherry Street Stormwater and Lakefilling	\$25.0M
	▪ Precinct Implementation - West Don Lands & East Bayfront	\$6.0M
	▪ The Bentway	\$3.0M
	▪ Bathurst Quay Public Realm	\$1.0M

# Unfunded Capital Projects

Project Description (\$ Million)	Total Project Expenditure	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
<b>Transportation Services</b>											
<i>City Bridge Rehabilitation</i>	205.1	-	50.9	25.7	15.2	21.3	19.9	20.1	11.6	17.9	22.6
<i>Critical Interim Rehabilitation Pool</i>	77.6	-	8.1	8.2	8.4	8.5	8.6	8.7	8.9	9.0	9.1
<i>Cycling Infrastructure - 10yr Cycling Network Plan</i>	69.5	-	7.9	7.7	7.7	7.7	7.7	7.7	7.7	7.7	7.7
<i>Downsview Major Roads (Previous Transit Rd Ext)</i>	130.0	-	-	-	-	-	-	-	-	-	130.0
<i>Eglinton Connects LRT</i>	90.0	-	-	-	-	15.0	15.0	15.0	15.0	15.0	15.0
<i>Emery Village Improvements</i>	4.8	-	-	2.4	2.4	-	-	-	-	-	-
<i>Gardiner Ramp Improvement (Park Lawn to 427)</i>	15.0	-	7.5	7.5	-	-	-	-	-	-	-
<i>Guide Rail Program</i>	9.0	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
<i>Ingram Drive Extension - Grade Separation</i>	55.1	-	-	-	0.5	15.0	16.1	0.8	0.8	11.5	10.5
<i>Lake Shore Blvd West Widening</i>	9.0	-	-	-	-	-	-	0.5	1.0	3.5	4.0
<i>Laneways</i>	130.2	53.7	8.0	8.1	8.2	8.4	8.5	8.6	8.7	8.9	9.0
<i>Liberty Village New Street Project</i>	92.1	-	2.0	27.0	54.8	8.3	-	-	-	-	-
<i>Local Road Rehabilitation</i>	1,585.0	378.9	146.9	199.1	101.7	151.1	149.8	112.1	139.6	110.7	95.4
<i>Lower Yonge</i>	100.0	-	-	-	25.0	25.0	25.0	25.0	-	-	-
<i>Major Road Rehabilitation</i>	855.1	184.7	108.8	64.3	26.0	40.7	30.1	132.1	90.7	97.5	79.9
<i>Morningside Extension</i>	33.0	-	-	7.5	7.5	10.0	8.0	-	-	-	-
<i>New Traffic Control Signals / Devices</i>	26.2	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6
<i>North Queen New Street</i>	25.9	-	-	-	-	-	-	0.7	3.6	10.8	10.8
<i>Passmore Avenue Widening</i>	2.3	-	0.1	2.2	-	-	-	-	-	-	-
<i>Rean to Kenaston New Road</i>	1.0	-	1.0	-	-	-	-	-	-	-	-
<i>Road Safety Plan</i>	22.4	-	7.5	7.5	7.5	-	-	-	-	-	-
<i>St.Clair TMP: Davenport Road Extension</i>	37.5	-	1.2	9.3	8.6	8.6	9.8	-	-	-	-
<i>St.Clair TMP: Gunns Road Extension</i>	28.3	-	1.2	3.2	7.6	7.6	8.8	-	-	-	-
<i>St.Clair TMP: Keele Extension</i>	11.3	-	0.3	3.3	2.7	2.7	2.3	-	-	-	-
<i>Traffic Plant Requirements/Signal Asset Management</i>	19.0	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9
<i>Yonge Street Revitalization (Re-Imagining Yonge)</i>	51.9	-	17.3	17.3	17.3	-	-	-	-	-	-
<i>Yonge Street Highway 401 Interchange Improvements</i>	22.5	-	-	-	-	1.0	10.8	10.7	-	-	-
<b>Subtotal</b>	<b>3,708.7</b>	<b>621.8</b>	<b>374.3</b>	<b>405.7</b>	<b>306.5</b>	<b>336.4</b>	<b>325.8</b>	<b>347.6</b>	<b>293.0</b>	<b>298.0</b>	<b>399.5</b>

## Unfunded Capital Projects (cont.)

Project Description (\$ Million)	Total Project Expenditure	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
<b>City Planning</b>											
<i>Growth Studies</i>	3.5				0.5	0.5	0.5	0.5	0.5	0.5	0.5
<b>Subtotal</b>	<b>3.5</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>
<b>Fire Services</b>											
<i>Fire Prevention - Office Space Accommodation (3 Dohme Ave.)</i>	4.5	1.0	3.5								
<i>Business Continuity Improvement</i>	0.6	0.3	0.3								
<i>Video Project</i>	0.4	0.2	0.2								
<i>Battery Powered Auto-Extrication Tools</i>	0.6	0.6									
<i>Fireboat Replacement</i>	15.0								1.5	13.5	
<b>Subtotal</b>	<b>21.0</b>	<b>2.0</b>	<b>4.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1.5</b>	<b>13.5</b>	<b>-</b>
<b>Waterfront Revitalization</b>											
<i>Port Lands Transportation and Servicing Infrastructure:</i>											
<i>Community Infrastructure and parks</i>	182.0				5.0	5.0	48.0	48.0	18.0	12.0	46.0
<i>Stormwater Infrastructure</i>	73.0		0.5	0.5	2.0	2.5	2.0			13.5	52.0
<i>Transportation Infrastructure</i>	154.0		1.5	4.5	16.5	36.0	38.0	5.0		15.0	37.5
<i>Water Infrastructure</i>	41.0		1.5	1.5	7.5	10.0	8.5	1.5	1.0	2.0	7.5
<i>Waterfront Transit</i>	378.0		10.1	25.2	49.0	49.0	49.0	49.0	49.0	49.0	49.0
<i>Additional Infrastructure and Public Realm Projects</i>	300.0			37.5	37.5	37.5	37.5	37.5	37.5	37.5	37.5
<b>Subtotal</b>	<b>1,128.0</b>	<b>-</b>	<b>13.6</b>	<b>69.2</b>	<b>117.5</b>	<b>140.0</b>	<b>183.0</b>	<b>141.0</b>	<b>105.5</b>	<b>129.0</b>	<b>229.5</b>
<b>Cluster - Total</b>	<b>4,861.2</b>	<b>623.8</b>	<b>391.8</b>	<b>475.0</b>	<b>424.4</b>	<b>476.8</b>	<b>509.3</b>	<b>489.1</b>	<b>400.5</b>	<b>441.0</b>	<b>629.5</b>

# Incremental Operating Impact of Capital

Net Expenditures (\$000s)	2018 Budget		2019 Plan		2020 Plan		2021 Plan		2022 Plan		2023 - 2027 Plan		2018 - 2027 Total	
	\$	Position	\$	Position	\$	Position	\$	Position	\$	Position	\$	Position	\$	Position
<b>Previously Approved Projects</b>														
<i>a. Fire Services</i>														
Replacement of CBRNE Equipment			30.0										30.0	-
Station B (Stn 144) Keele St. (Downsview)	260.0	21.0	2,067.0		255.0								2,582.0	21.0
Station A (Stn 414 Woodbine)			2,327.0	21.0	255.0								2,582.0	21.0
Computer Aided Dispatch Upgrade	15.0		1.0										16.0	-
Emergency Communication System Enhancement	80.0		1.0		1.0		1.0						83.0	-
<i>b. Waterfront Revitalization Initiative - Impact on City Divisions</i>														
Parks, Forestry and Recreation	180.0	2.5	100.0						1,125.0	21.9			1,405.0	24.4
Toronto Water	240.0	2.0											240.0	2.0
Transportation Services	6.2		3.8										10.0	-
Solid Waste Management	5.5		7.4										12.9	-
<i>c. Transportation Services</i>														
Bridges	4.5												4.5	-
Cycling Infrastructure	117.1												117.1	-
New Roads	91.3												91.3	-
New Sidewalks	127.5												127.5	-
													-	-
<b>Sub-Total</b>	<b>1,127.1</b>	<b>25.5</b>	<b>4,537.2</b>	<b>21.0</b>	<b>511.0</b>	<b>0.0</b>	<b>1.0</b>	<b>0.0</b>	<b>1,125.0</b>	<b>21.9</b>	<b>0.0</b>	<b>0.0</b>	<b>7,301.3</b>	<b>68.4</b>
<b>New Projects</b>														
<i>a. Fire Services</i>														
Helmet Replacement					80.0								80.0	-
Fire Prevention Technology Integration							125.0						125.0	-
<b>Sub-Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>80.0</b>	<b>0.0</b>	<b>125.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>205.0</b>	<b>0.0</b>
<b>New Projects - Future Year</b>														
None													-	-
<b>Sub-Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Total</b>	<b>1,127.1</b>	<b>25.5</b>	<b>4,537.2</b>	<b>21.0</b>	<b>591.0</b>	<b>0.0</b>	<b>126.0</b>	<b>0.0</b>	<b>1,125.0</b>	<b>21.9</b>	<b>0.0</b>	<b>0.0</b>	<b>7,506.3</b>	<b>68.4</b>

