

Toronto **2018** **BUDGET**



CAPITAL BUDGET NOTES



City Planning

2018 – 2027 CAPITAL BUDGET AND PLAN OVERVIEW

City Planning helps to guide the way the city looks and grows by working with the community and other City divisions to set goals and policies for development, while taking into consideration important social, economic and environmental concerns.

The 10-Year Preliminary Capital Plan is \$62.914 million to provide funding to achieve legislative requirements relating to the City's Official Plan, Zoning By-Law and the Archaeological Management Plan Phase II; advancing the Work Study Program to further growth, transportation and transit in the City of Toronto; and to create great public spaces.

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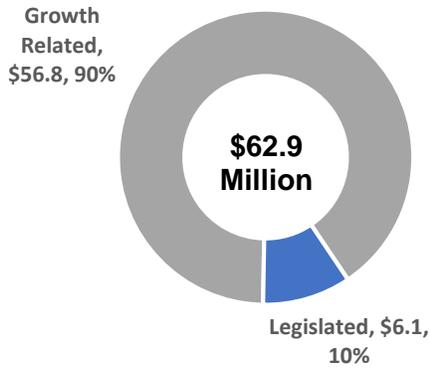
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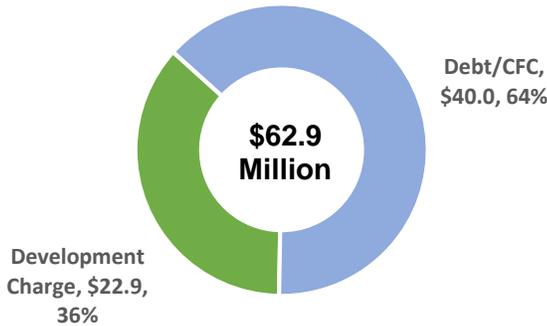
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CAPITAL SPENDING AND FINANCING

**2018 - 2027 Preliminary Capital Budget and Plan
By Project Category**



By Funding Source



Where the money goes:

The 2018 - 2027 Preliminary Capital Budget and Plan totalling \$62.914 million provides funding of:

- \$56.769 million for Growth Related projects such as *Transportation & Transit Planning Studies, Avenue/Area Studies, and Heritage Conservation Districts.*
- \$6.145 million for Legislated projects such as the *Five Year Review of the Official Plan, Zoning By-Law, Natural Heritage Inventory Studies and Archaeological Resources – Phase 2.*

Where the money comes from:

The 10-Year Preliminary Capital Plan requires:

- Debt funding of \$39.976 million (63.5%).
- Funding from Development Charges of \$22.938 million (36.5%) for Growth Related studies.

State of Good Repair Backlog

A backlog for State of Good Repair work does not exist for City Planning since the Program has no inventory of capital assets. Any capital assets that City Planning may create, are maintained by other City Programs or Agencies.

OUR KEY ISSUES & PRIORITY ACTIONS

- **Increasing demand and complexities of growth related studies** as the City of Toronto invests in large City building infrastructure.
 - ✓ The 10-Year Preliminary Capital Plan includes funding of \$18.780 million to advance various Growth, Avenue/Area, Transportation and Transit related studies.

- **Heritage Conservation District studies** needed to preserve heritage in the City of Toronto in an effective and efficient manner.
 - ✓ The 10-Year Preliminary Capital Plan includes funding of \$8.7 million to execute HCD related studies.

- **The statutory Five Year Review of the Official Plan** to capture new growth in planning policies and the Municipal Comprehensive Review that looks at designated areas of employment in the Official Plan started in 2017 and will require staff effort to complete by year 2021.
 - ✓ The 10-Year Preliminary Capital Plan includes funding of \$3.9 million for the statutory reviews.

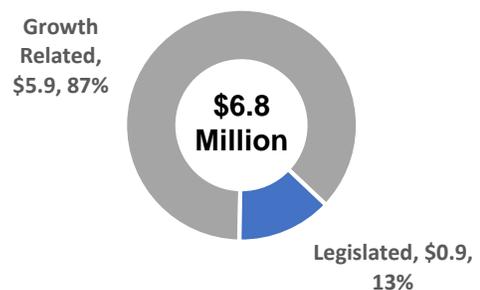


2018 CAPITAL BUDGET HIGHLIGHTS

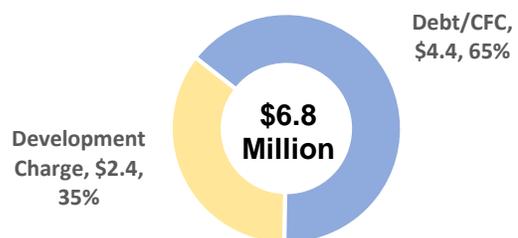
The 2018 Preliminary Capital Budget for City Planning of \$6.781 million, excluding carry forward funding, will:

- Continue Development Charge Funded Studies (\$2.050 million) including *Growth Studies*, *Transportation & Transit Planning Studies*, and *Avenue/Area Studies*, and Heritage Conservation District studies (\$1.0 million)
- Continue civic improvements (\$2.851 million) to enhance streetscapes in areas such as Glen Road Pedestrian Bridge, John Street and Yonge Street (North York).
- Provide for on-going legislated projects (\$0.130 million) such as *Natural Heritage Inventory & Integration Evaluation System*, and *Toronto Archaeological Resources – Phase 2 Implementation* and the start of the *Five Year Review of the Official Plan* (\$0.750).

2018 Preliminary Capital Budget By Project Category



By Funding Source



Actions for Consideration

Approval of the 2018 Preliminary Capital Budget as presented in these notes requires that:

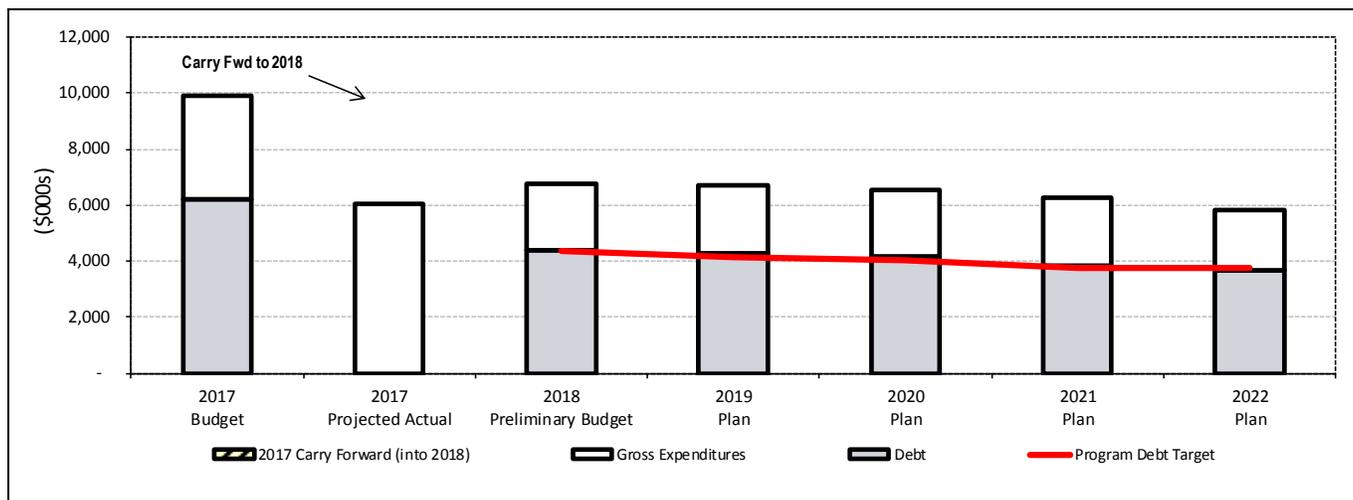
1. City Council approve the 2018 Capital Budget for City Planning with a total project cost of \$7.010 million, and 2018 cash flow of \$6.781 million and future year commitments of \$2.628 million comprised of the following:
 - a) New Cash Flow Funds for:
 - i. 12 new / change in scope sub-projects with a 2018 total project cost of \$7.010 million that requires cash flow of \$4.782 million in 2018 and future year cash flow commitments of \$1.828 million for 2019; and \$0.400 million for 2020.
 - ii. 5 previously approved sub-projects with a 2018 cash flow of \$1.999 million; and future year cash flow commitments of \$0.400 million for 2019.
2. City Council approve the 2019 – 2027 Preliminary Capital Plan for City Planning totalling \$53.505 million in project estimates, comprised of \$4.480 million for 2019; \$6.134 million for 2020; \$6.263 million for 2021; \$5.818 million for 2022; \$5.818 million for 2023; \$6.266 million for 2024; \$6.266 million for 2025; \$6.230 million in 2026; and \$6.230 million in 2027.



Part 1:

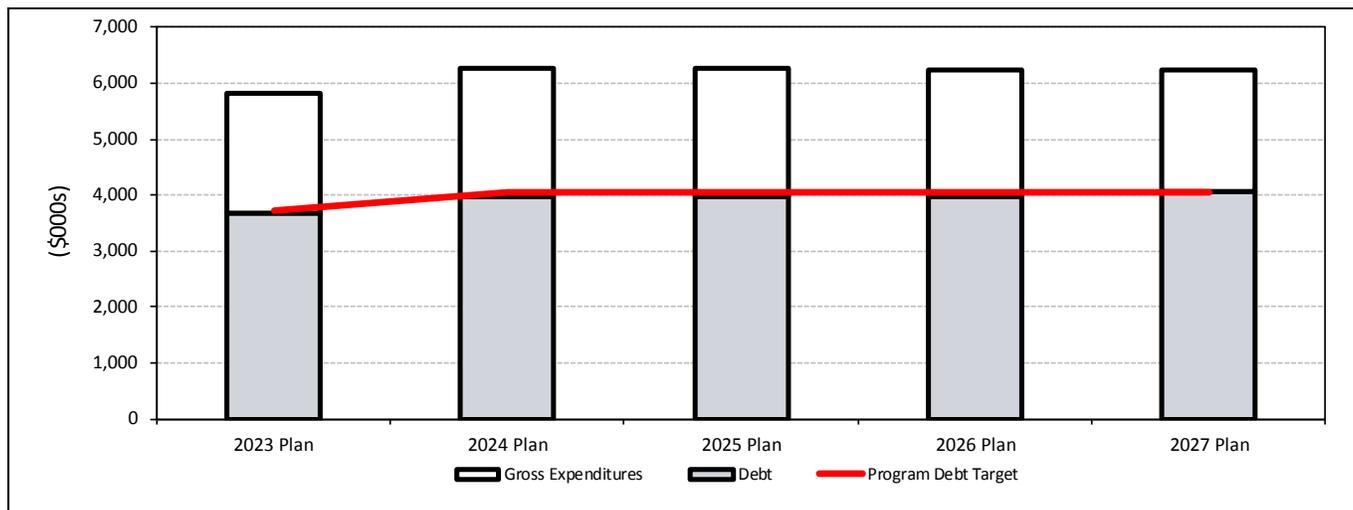
10-Year Preliminary Capital Plan

**Table 1a
10-Year Capital Plan
2018 Preliminary Capital Budget and 2019 - 2022 Capital Plan**



		2018 Preliminary Capital Budget and 2019 - 2022 Capital Plan								
		2017		2018	2019	2020	2021	2022	2018 - 2022	5-Year Total Percent
		Budget	Projected Actual							
Gross Expenditures:										
2017 Capital Budget & Approved FY Commitments		9,911	6,029	1,999	400	-	-	-	2,399	7.5%
Changes to Approved FY Commitments				280	170	-	-	-	450	1.4%
2018 New/Change in Scope and Future Year Commitments				4,502	1,658	400	-	-	6,560	20.4%
2019 - 2022 Capital Plan Estimates				-	4,480	6,134	6,263	5,818	22,695	70.7%
2-Year Carry Forward for Reapproval									-	
1-Year Carry Forward to 2018									-	
Total Gross Annual Expenditures & Plan		9,911	6,029	6,781	6,708	6,534	6,263	5,818	32,104	100.0%
Program Debt Target				4,389	4,116	4,033	3,763	3,733	20,034	
Financing:										
Debt		6,234		4,389	4,276	4,193	3,822	3,681	20,361	63.4%
Reserves/Reserve Funds		200							-	
Development Charges		3,477		2,392	2,432	2,341	2,441	2,137	11,743	36.6%
Provincial/Federal									-	
Debt Recoverable									-	
Other Revenue									-	
Total Financing		9,911		6,781	6,708	6,534	6,263	5,818	32,104	100.0%
By Project Category:										
Health & Safety									-	
Legislated		1,005	409	880	530	480	745	445	3,080	9.6%
SOGR		200	140						-	
Service Improvement									-	
Growth Related		8,707	5,491	5,901	6,178	6,054	5,518	5,373	29,024	90.4%
Total by Project Category		9,911	6,041	6,781	6,708	6,534	6,263	5,818	32,104	100.0%
Asset Value (\$) at year-end										
Yearly SOGR Backlog Estimate (not addressed by current plan)									-	
Accumulated Backlog Estimate (end of year)									-	
Backlog: Percentage of Asset Value (%)			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Debt Service Costs				66	532	540	526	483	2,148	
Operating Impact on Program Costs				-	-	-	-	-	-	
New Positions										

Table 1b
10-Year Capital Plan
2023 - 2027 Preliminary Capital Plan

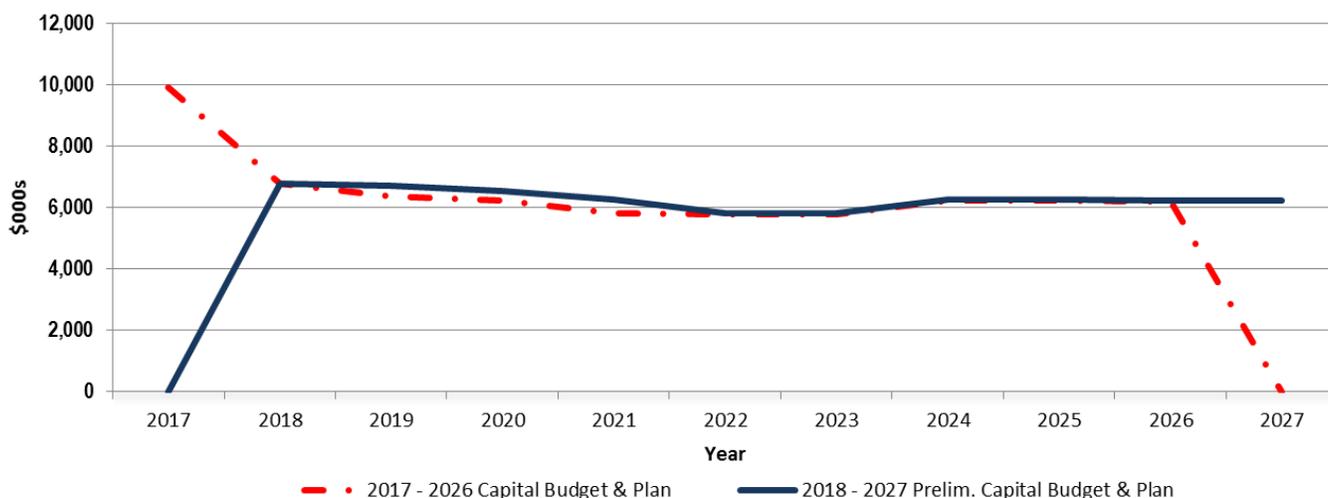


	2023 - 2027 Preliminary Capital Plan						10-Year Total Percent
	2023	2024	2025	2026	2027	2018 - 2027	
Gross Expenditures:							
2017 Capital Budget & Approved FY Commitments						2,399	3.8%
Changes to Approved FY Commitments						450	0.7%
2018 New/Change in Scope and Future Year Commitments						6,560	10.4%
2023 - 2027 Capital Plan Estimates	5,818	6,266	6,266	6,230	6,230	53,505	85.0%
2-Year Carry Forward for Reapproval						-	
Total Gross Annual Expenditures & Plan	5,818	6,266	6,266	6,230	6,230	62,914	100.0%
Program Debt Target	3,733	4,038	4,057	4,057	4,057	39,976	
Financing:							
Debt	3,670	3,960	3,968	3,960	4,057	39,976	63.5%
Reserves/Reserve Funds						-	
Development Charges	2,148	2,306	2,298	2,270	2,173	22,938	36.5%
Provincial/Federal						-	
Debt Recoverable						-	
Other Revenue						-	
Total Financing	5,818	6,266	6,266	6,230	6,230	62,914	100.0%
By Project Category:							
Health & Safety						-	
Legislated	445	880	880	430	430	6,145	9.8%
SOGR						-	
Service Improvement						-	
Growth Related	5,373	5,386	5,386	5,800	5,800	56,769	90.2%
Total by Project Category	5,818	6,266	6,266	6,230	6,230	62,914	100.0%
Asset Value(\$) at year-end							
Yearly SOGR Backlog Estimate (not addressed by current plan)						-	
Accumulated Backlog Estimate (end of year)						-	
Backlog: Percentage of Asset Value (%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Debt Service Costs	468	473	504	505	506	4,603	
Operating Impact on Program Costs	-	-	-	-	-	-	
New Positions							

Key Changes to the 2017 - 2026 Approved Capital Plan

The 2018 Preliminary Capital Budget and the 2019 - 2027 Preliminary Capital Plan reflects a decrease of \$2.331 or 3.6% decrease million in capital funding from the 2017 - 2026 Approved Capital Plan.

Chart 1
Changes to the 2017 - 2026 Approved Capital Plan (In \$000s)



(\$000s)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	10-Year Total
2017 - 2026	9,911	6,781	6,358	6,234	5,813	5,768	5,768	6,216	6,216	6,180		65,245
2018 - 2027		6,781	6,708	6,534	6,263	5,818	5,818	6,266	6,266	6,230	6,230	62,914
Change %		0.0%	5.5%	4.8%	7.7%	0.9%	0.9%	0.8%	0.8%	0.8%		(3.6%)
Change \$		0	350	300	450	50	50	50	50	50		(2,331)

The \$2.331 million decrease in the 2018-2027 Capital Plan is entirely attributed to the difference in capital spending approved in 2017 as compared to planned capital investments in the year 2027. The 2017 Budget included a carry forward of \$2.613 million from the prior year which is the main driver for the change between the two Capital plan periods (2017-2026 versus 2018-2027).

As reflected in Table 2 on the following page, changes to the 2017 - 2026 Approved Capital Plan, specifically the \$1.350 million increase in capital funding over the nine common years of the Capital Plans (2018 – 2026) arise from the level of increased investment in City Planning's capital projects, based on the following factors:

- Additional funding for the *Five-Year Review of the Official Plan* of \$0.450 million to cover costs to prepare for potential policy changes arising from Municipal Comprehensive Review that looks specifically at designated areas of employment in the Official Plan, public consultations and legislated notices.
- A reduction of \$1.1 million for the *Heritage Conservation District Program* to better align with project actuals and increased project costs of \$2.0 million for *Transit Studies* to respond to growing demand of Growth Related transportation studies.

A summary of project changes for the years 2018 - 2026 totalling \$1.350 million are provided in Table 2 below:

Table 2
Summary of Project Changes (In \$000s)

\$000s	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2018 - 2026 Total
2017 - 2026 Capital Budget & Plan	9,911	6,781	6,358	6,234	5,813	5,768	5,768	6,216	6,216	6,180	-	55,334
2018 - 2027 Preliminary Capital Budget & Plan	-	6,781	6,708	6,534	6,263	5,818	5,818	6,266	6,266	6,230	6,230	56,684
Capital Budget & Plan Changes (2018 - 2026)		-	350	300	450	50	50	50	50	50		1,350

	Total Project Cost	2018	2019	2020	2021	2022	2023	2024	2025	2026	2018 - 2026	2027	Revised Total Project Cost
Changes to Previously Approved Commitments in 10-Year Capital Plan													
<i>Five Year Review of the Official Plan</i>			100	50	300						450	300	
<i>New Zoning By-Law - Official Plan Compliance Review</i>											-	-	
<i>Natural Heritage Inventory & Integration Evaluation System</i>											-	80	
<i>Toronto Archaeological Resources Plan - Phase 2</i>											-	50	
<i>Places - Civic Improvements</i>											-	3,000	
<i>Transportation & Transit Planning Studies</i>											-	350	
<i>Growth Studies</i>											-	1,100	
<i>Avenue/Area Studies</i>											-	300	
<i>Heritage Conservation District Program</i>					(100)	(200)	(200)	(200)	(200)	(200)	(1,100)	800	
Total Changes to Previously Approved Commitments		-	100	50	200	(200)	(200)	(200)	(200)	(200)	(650)	5,980	
New to the 10-Year Capital Plan													
<i>Transit Studies</i>			250	250	250	250	250	250	250	250	2,000	250	
Total New		-	250	250	250	250	250	250	250	250	2,000	250	
Total Changes		-	350	300	450	50	50	50	50	50	1,350	6,230	

Significant Capital Project Changes in City Planning:

Cash flow funding for the following previously approved capital projects have been adjusted based on historical spending rates, capacity and expected progress and completion of the projects, as outlined below:

Changes to Previously Approved Projects' Future Year Commitments

Project Cost Decreases:

- *Heritage Conservation District Studies* will decrease by \$1.100 million to align projected cash flows closer to actual spend.

Project Cost Increases:

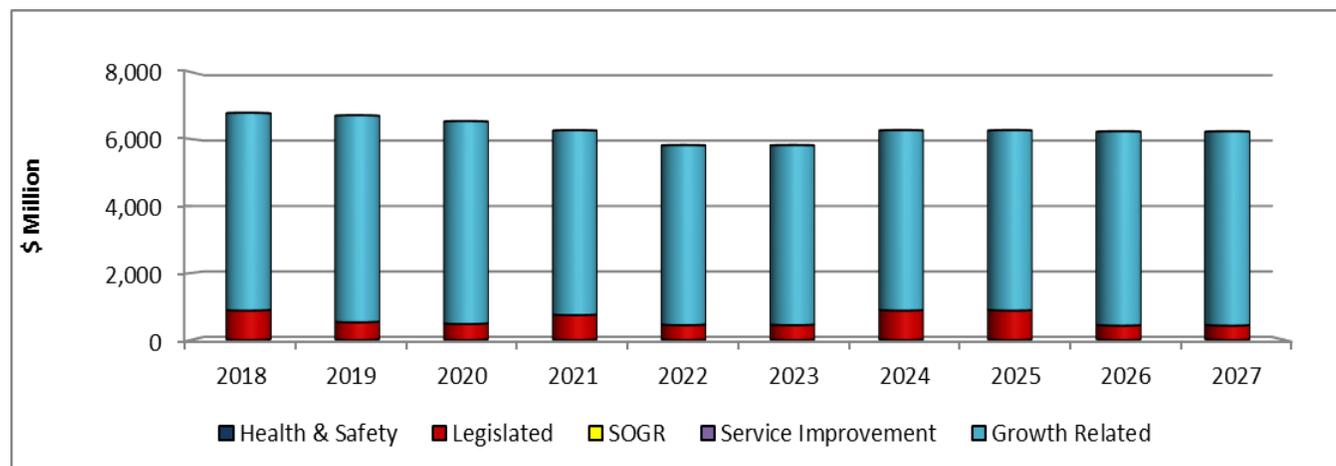
- *Five Year Review of the Official Plan* costs will increase by \$0.450 million to anticipate costs related to potential policy changes arising from a Municipal Comprehensive Review, public consultations and legislated notices.

New to the 10-Year Preliminary Capital Plan

- \$2.0 million will fund the continuation of major *Transit Studies* such as the Don Mills Crossing, Keele Finch Plus, King Street Visioning and Modelling, and Scarborough Centre Transportation Master Plan.

2018 – 2027 Preliminary Capital Plan

Chart 2
2018 – 2027 Preliminary Capital Plan by Project Category (In \$000s)



As illustrated in Chart 2 above, the 10-Year Preliminary Capital Plan for City Planning of \$62.914 million allocates 90.2% of funding to Growth Related projects as priorities and 9.8% for Legislated projects.

- Growth Related projects account for \$56.769 million to advance planning studies funded by development charges, such as *Growth Studies*, *Transportation & Transit Studies*, *Avenue/Area Studies*, and *Heritage Conservation District Studies*, with funding of the studies spread evenly across each of the ten years.
- Legislative projects account for \$6.145 million to enable City Planning to undertake the Official Plan review required every 5 years as well as updates to the Zoning By-laws, natural heritage studies and implementation of the second phase of the Archaeological Resources, with \$29.024 million planned in the first five years and \$27.745 million planned for the following five years.

Table 3 below details the capital projects, by category, included in the 2018 - 2027 Preliminary Capital Budget and Plan for City Planning:

Table 3
2018 - 2027 Capital Plan by Project Category (In \$000s)

	Total App'd Cash Flows to Date*	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2018 - 2027 Total	Total Project Cost
Total Expenditures by Category													
Legislated													
Five Year Review of the Official Plan		750	400	350	300			750	750	300	300	3,900	
New Zoning By-Law - Official Plan Compliance Review		-	-		315	315	315					945	
Natural Heritage Inventory & Integration Evaluation System		80	80	80	80	80	80	80	80	80	80	800	
Toronto Archaeological Resources - Phase 2 Implementation		50	50	50	50	50	50	50	50	50	50	500	
Sub-Total		880	530	480	745	445	445	880	880	430	430	6,145	
Growth Related													
Places - Civic Improvements		2,851	2,883	2,914	2,923	2,923	2,923	2,936	2,936	3,000	3,000	29,289	
Transportation & Transit Planning Studies		500	250	250	250	250	250	250	250	350	350	2,950	
Growth Studies		1,300	1,545	1,390	945	900	900	900	900	1,100	1,100	10,980	
Avenue/Area Studies		250	250	250	250	250	250	250	250	300	300	2,600	
Heritage Conservation District Program		1,000	1,000	1,000	900	800	800	800	800	800	800	8,700	
Transit Studies			250	250	250	250	250	250	250	250	250	2,250	
Sub-Total		5,901	6,178	6,054	5,518	5,373	5,373	5,386	5,386	5,800	5,800	56,769	-
Total Expenditures by Category (excluding carry forward)		-	6,781	6,708	6,534	6,263	5,818	5,818	6,266	6,266	6,230	62,914	-

*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2017, excluding ongoing capital projects (i.e. Civic Improvement projects)

2018 - 2027 Capital Projects

Legislated

- Legislative projects total \$6.145 million or 9.2% of the total 10-Year Preliminary Capital Plan's expenditures.
 - *Five Year Review of the Official Plan* (\$3.9 million) – The Planning Act's statutory review of the Official Plan and Municipal Comprehensive Review will result in new policies to address new legislative requirements, research outcomes and City Council directions.
 - *New Zoning By-law – Official Plan Compliance Review* (\$0.945 million) – The compliance review of the Zoning By-law will commence in 2021 for a three year review.
 - *Natural Heritage Inventory & Integration Evaluation System* (\$0.800 million) – This project will develop accurate mapping, for Official Plan purposes, of the Natural Heritage System. The project scope includes evaluating the system integration of terrestrial, aquatic, hydrological and geological components; field inventory analysis of the natural habitat area and wetlands; development of GIS based mapping system and production of Official Plan maps; and development of a publically accessible program to display inventory results and analysis.
 - The 2018 work plan includes completing a Biodiversity Strategy, implementing the Ravine Strategy and identifying additional Environmentally Significant Areas.
 - *Toronto Archaeological Resources – Phase 2 Implementation* (\$0.500 million) – This project will continue the review of specific sites identified as having significant archaeological potential in Phase I of the Archaeological Master Plan. The Plan will allow the City to further inventory, evaluate and develop capabilities for the management of archaeological heritage and implement relevant Official Plan policies.

Growth Related

- Growth Related projects amount to \$56.769 million or 90.4% of the total 10-Year Preliminary Capital Plan's expenditures.
 - *Places – Civic Improvements* (\$29.289 million) – These streetscape enhancement projects focus on creating urban places for the public's enjoyment in strategic locations across Toronto. Projects are undertaken in conjunction with larger infrastructure reconstruction projects coordinated with other City departments, leveraging relatively modest capital expenditures to enhance the public realm.
 - Improvement areas planned over the 10-year timeframe include: the Glen Road Pedestrian Bridge, John Street from Adelaide Street West to Stephanie Street, Kingston Roads from Morningside Avenue to Meadowvale Road, access to Upper Highland Creek, Bathurst Street and Wilson Avenue, and Yonge Street from Harlandale Avenue to Park Home Avenue.
 - *Transportation & Transit Planning Studies* (\$2.950 million) – The studies provide review of the City's transportation policies in the context of the Five Year Review of the Official Plan, including policies addressing integration with land use, transportation demand management and parking, and transit priorities. Major studies include the King Street Pilot, the Downtown Relief Line and Scarborough Transit Planning.
 - *Growth Studies* (\$10.980 million) – Studies in City Planning's four service districts will result in a framework to guide future growth and development of the respective areas. Major studies planned between 2018 and 2027 include Don Mills Crossing, Agincourt Secondary Plan, Queensway Area Study, Weston Village Planning Framework, and Garrison Common Secondary Plan Review.

- *Avenue/Area Studies* (\$2.600 million) – These studies will assist City Planning in determining how to intensify along the City's Avenues in a way that is compatible with adjacent neighbourhoods through appropriately scaled and designed mid-rise buildings.
- *Heritage Conservation District (HCD) Studies* (\$8.700 million) – These studies support the heritage planning framework in Ontario and the City of Toronto, ensuring that historically significant neighbourhoods and areas are protected, preserving the City's rich cultural heritage.
- *Transit Studies* (\$2.250 million) – Additional funding for transit related studies is provided to meet the increasing demands for transit growth.

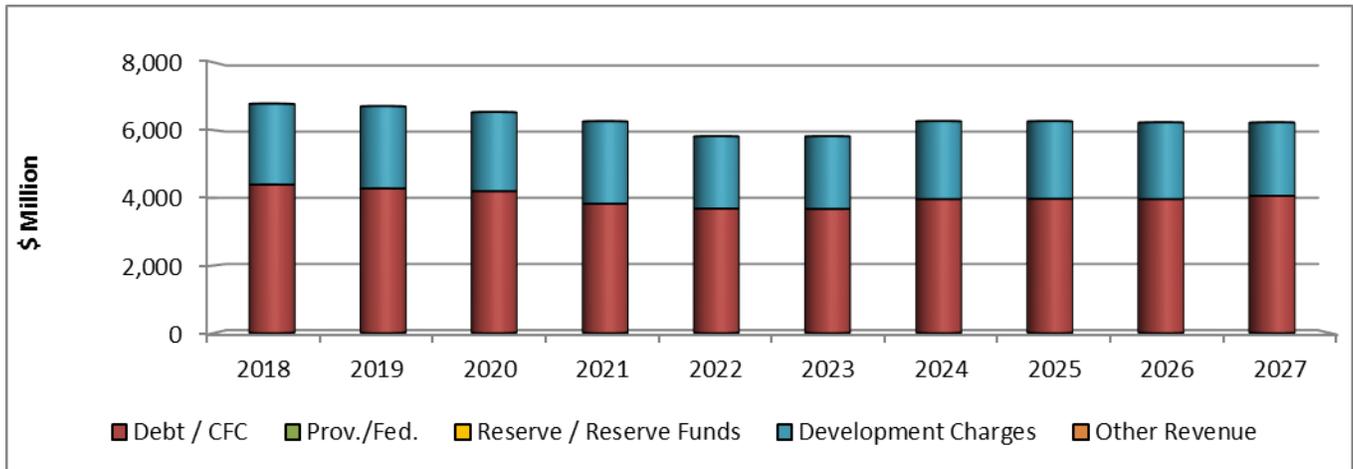
Included as a sub-set of the 10-Year Capital Plan is the 2018 Preliminary Capital Budget and Future Year Commitments which consists of 2018 and future year cash flow funding estimates for projects previously approved by Council; adjustments (Scope Change) to those previously approved projects; as well as new projects which collectively, require Council approval to begin, continue or complete capital work.

Table 3a below lists the capital projects to be funded by the 2018 Preliminary Capital Budget and associated Future Year Commitments for City Planning:

Table 3a
2018 Cash Flow & Future Year Commitments (In \$000s)

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total 2018 Cash Flow & FY Commits
Expenditures:											
Previously Approved											-
<i>Places</i>	849										849
<i>Growth Studies</i>	650	400									1,050
<i>Heritage Conservation District Program</i>	500										500
Subtotal	1,999	400	-	-	-	-	-	-	-	-	2,399
Change in Scope											
<i>Five Year Review of the Official Plan</i>	280	170									450
Subtotal	280	170	-	-	-	-	-	-	-	-	450
New w/Future Year											
<i>Five Year Review of the Official Plan - Future Years</i>	470										470
<i>Places - Future Years</i>	2,002	858									2,860
<i>Growth Studies - Future Years</i>	650	300	400								1,350
<i>Transportation & Transit Planning Studies</i>	500										500
<i>Avenue/Area Studies</i>	250										250
<i>Heritage Conservation District Program - Future Years</i>	500	500									1,000
<i>Inventory & Integratio Evaluation System</i>	80										80
<i>Toronto Archaeological Resources - Phase 2 Implementation</i>	50										50
Subtotal	4,502	1,658	400	-	-	-	-	-	-	-	6,560
Total Expenditure	6,781	2,228	400	-	9,409						
Financing:											
Debt/CFC	4,387	1,483	256								6,126
Development Charges	2,394	745	144								3,283
Total Financing	6,781	2,228	400	-	9,409						

Chart 3
2018 – 2027 Preliminary Capital Plan by Funding Source (In \$000s)



The 10-Year Preliminary Capital Plan of \$62.914 million will be financed by the following sources:

- Debt accounts for \$39.976 million or 63.5% of the financing over the 10-year period.
 - The debt funding meets the 10-year debt affordability target of \$39.976 million to partially fund studies, civic improvements, the Official Plan review, and to fully fund the second implementation phase of the Archaeological Master Plan and the evaluation of the Natural Heritage system.
- Development charges total \$22.938 million and represent 36.5% of the financing over the 10-year period to partially fund studies, civic improvements and the Official Plan review.

State of Good Repair (SOGR) Backlog

The 10-Year Capital Plan does not include any funding for State of Good Repair work for City Planning since the Program has no inventory of capital assets. Capital assets that are created through City Planning are maintained by other City programs.

10-Year Capital Plan: Net Operating Budget Impact

The 10-Year Capital Plan does not result in any operating impacts.



Part 2:

Issues for Discussion

Issues Impacting the 2018 Capital Budget

Review of Capital Projects and Spending

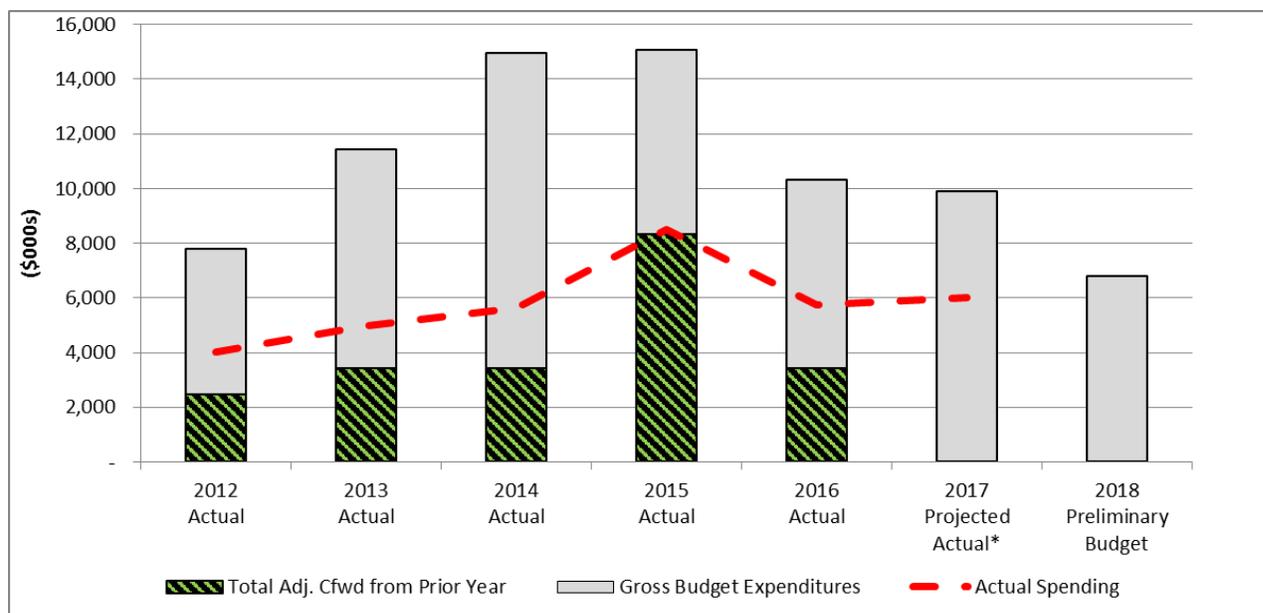
- City Council, at its meeting of May 25, 2017 considered the report entitled "2018 Budget Process – Budget Directions and Schedule EX25.18" and directed that City Programs and Agencies submit their 2018 – 2027 Capital Budget and Plans requiring that:
 - Annual cash flow funding estimates be examined to more realistically match cash flow spending to project activities and timing, especially in the first 5 years of the Capital Plan's timeframe.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX25.18>
- The 2018 – 2027 Preliminary Capital Budget and Plan for City Planning has been established following a review of capital requirements based on the reprioritization of capital needs; a review of the Program's spending capacity and the readiness to proceed of planned projects; as well as the ability to reduce overall debt funding and/or leverage non-debt funding sources.
- The 10-Year Preliminary Capital Plan includes a reduction of \$1.1 million to the *Heritage Conservation District Studies* program to better align planned expenditures to project requirements and to reduce pressure on debt targets.
- The following tables illustrates City Planning's rate of spending from 2012 to 2016 as well as the projection for 2017.

Chart 5
Capacity to Spend – Budget vs. Actual
(In \$000s)

Category	2012			2013			2014			2015			2016			Spending Rate 5 Year 2012-2016 Avg. %	2017		
	Budget	Actual	Spending Rate %	Budget	Actual	Spending Rate %	Budget	Actual	Spending Rate %	Budget	Actual	Spending Rate %	Budget	Actual	Spending Rate %		Budget	Projected Actual *	Spending Rate %
Legislated	2,861	1,744	61.0%	2,684	1,734	64.6%	1,486	1,066	71.7%	858	635	74.0%	234	95	40.5%	64.9%	1,005	409	40.7%
Growth Related	4,938	2,265	45.9%	8,738	3,237	37.0%	13,454	4,561	33.9%	14,196	7,849	55.3%	10,098	5,664	56.1%	45.8%	8,707	5,491	63.1%
Total	7,799	4,009	51.4%	11,422	4,971	43.5%	14,940	5,627	37.7%	15,054	8,484	56.4%	10,332	5,759	55.7%	48.4%	9,911	6,041	60.9%

* 2017 Projection based on the 2017 Q3 Capital Variance Report



- Factors contributing to the average 48.4% spending rate over the past five years include:
 - Projects completed under budget, with remaining funding not required.
 - The ability to identify appropriate sites for Heritage Conservation District studies. A new process has been implemented to improve the efficiency and effectiveness of adding listings to the Heritage Registrar and the scope of the studies has been expanded to allow for preliminary heritage analysis work.
 - Better alignment of cash flow funding with actual project timing and deliverables. The realignment has improved the spending for growth-related projects as noted in Chart 5.
- Legislated projects have a five year average spend rate of 64.9%, with increases between years 2012 to 2015. Year 2016 experienced a lower spend from the implementation of the Archaeological Management Plan and Natural Heritage Inventory. The 2017 spend projection is expected to remain at a similar rate of 40.7% due to the timing of the OMB appeals being scheduled for 2018, causing a delay.
- Growth related projects have a five year average spend rate of 45.8% primarily driven by the misalignment of cash flows with actual expenditures. Spend rates have improved since 2015 as cash flows were adjusted to split amounts over two years to better match project timelines and improvements are expected to continue in 2017.

Capital spending will continue to be monitored and reported through quarterly variance reporting, any further adjustments required to future year cash flows based on the Program's capacity to spend along with the readiness of projects to proceed will be reflected as part of the 2019 Budget process.

IBMS Upgrade

- The Integrated Business Management System, primarily used by Toronto Building, City Planning and Municipal Licensing & Standards, is at its end of life.
- The system plays a critical role in processing building permits, tracking building inspections, and tracking City Planning applications.
- IBMS is a project tracking and data management system that automates business processes, activities and tracking; allows for automatic assignment of tasks and modifications based on changing business needs including amending user fees, billing and collection, maintaining project tracking records, producing status reports and assigning various tasks to City employees.
- A review is underway to assess the business needs of the users to provide the best technical solution, taking in consideration of various business transformation initiatives that are currently active.
- City Planning will be funding its proportionate share of this I&T project from the CP Development Technology Reserve Fund (XR1306).

Unmet Needs

Future Growth Studies

Unmet Needs – Projects Excluded due to Funding Constraints (In \$000s)

Project Description (In \$000s)	Total Project Expenditure	Non-Debt Funding	Debt Required	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Future Growth Studies	3,500.0	1,260.0	2,240.0				500.0	500.0	500.0	500.0	500.0	500.0	500.0
Total	3,500.0	1,260.0	2,240.0	-	-	-	500.0						

- City Planning's Study Work Program is constantly evolving based on changes to Program-specific, Corporate and City-wide priorities. New initiatives are added through requests from City Council, or as identified by the

Program in response to new public investment, growth pressure, shifts in demographic and economic conditions, or legislative changes.

- Additional Growth studies of \$3.5 million remain unfunded due to financial constraints, impacting studies such as the King Street Transit Priority, Golden Mile Focus Area Secondary Plan, Eglinton/Laird Focus Area Review, and Zoning By-Law updates as a result of new Growth Plan.



Appendices

Appendix 1

2017 Performance

2017 Key Accomplishments

In 2017, City Planning made significant progress and/or accomplished the following:

- ✓ "Draft Growing Up: Urban Design Guidelines" adopted by Council and currently in use for development review.
- ✓ Port Lands Planning Framework adopted by Council.
- ✓ Don Mills Crossing Planning Framework adopted by Council.
- ✓ Midtown in Focus Secondary Plan adopted by Council.
- ✓ Completed the King-Spadina HCD and advancing the first phases of HCDs in Queen Street West and Kensington Market.
- ✓ Advancing transportation priorities with Council adoption of a number of key initiatives including the King Street Pilot, Scarborough Subway Project Assessment, and the planning and design for the Relief Line and Yonge Extension.
- ✓ Achieved significant project milestones in TOcore Proposed Official Plan Amendment, Smart Track station concepts and authority to proceed, Etobicoke Civic Centre Relocation, and the City-Wide Heritage Survey.
- ✓ Completed Civic Improvements at College Street parkettes, Danforth Avenue - Phase 2, tree protection fences, Humber Bay Shores, phase 1, Palace Pier node, and Lower Don Improvements- Pottery bridge and trail nodes.
- ✓ Long Branch Neighbourhood Character Guidelines adopted by Council.
- ✓ Advanced the Golden Mile Secondary Plan Review.

2017 Financial Performance

2017 Budget Variance Analysis (in \$000's)

2017 Budget	As of Sept. 30, 2017		Projected Actuals at Year-End		Unspent Balance	
\$	\$	% Spent	\$	% Spent	\$ Unspent	% Unspent
9,911	2,276	23.0%	6,041	60.9%	3,870	39.1%

* Based on 2017 Q3 Capital Variance Report

City Planning forecasts to spend \$6.041 million or 60.9% of its 2017 Approved Capital Budget with underspending from the timing of OMB appeals delaying the work on the legislated Five Year Review of the Official Plan and the growing technical complexities of major Growth and Transportation and Transit related studies that require more time to complete.

For additional information regarding the 2017 Q3 capital variances and year-end projections for City Planning, please refer to the attached link for the report entitled "*Capital Variance Report for the Nine-Month Period Ended September 30, 2017*" considered by City Council at its meeting on November 27, 2017.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.BU37.1>

Impact of the 2017 Capital Variance on the 2018 Preliminary Capital Budget

- A detailed review of the 2018 – 2027 Preliminary Capital Budget and Plan has been conducted and the necessary adjustments has been made to the timing of cash flow funding and future year cash flow approvals based on spending experience.

Appendix 2

2018 Preliminary Capital Budget; 2019 - 2027 Capital Plan Including Carry Forward (\$000s)

Project	Total Project Cost	2018	2019	2020	2021	2022	2018 - 2022	2023	2024	2025	2026	2027	2018 - 2027 Total
Legislated:													
<i>Five Year Review of the Official Plan</i>		750	400	350	300		1,800		750	750	300	300	3,900
<i>New Zoning By-Law - Official Plan Compliance Review</i>		-	-		315	315	630	315					945
<i>Natural Heritage Inventory & Integration Evaluation System</i>		80	80	80	80	80	400	80	80	80	80	80	800
<i>Toronto Archaeological Resources - Phase 2 Implementation</i>		50	50	50	50	50	250	50	50	50	50	50	500
Sub-Total		880	530	480	745	445	3,080	445	880	880	430	430	6,145
Growth Related:													
<i>Places - Civic Improvements</i>		2,851	2,883	2,914	2,923	2,923	14,494	2,923	2,936	2,936	3,000	3,000	29,289
<i>Transportation & Transit Planning Studies</i>		500	250	250	250	250	1,500	250	250	250	350	350	2,950
<i>Growth Studies</i>		1,300	1,545	1,390	945	900	6,080	900	900	900	1,100	1,100	10,980
<i>Avenue/Area Studies</i>		250	250	250	250	250	1,250	250	250	250	300	300	2,600
<i>Heritage Conservation District Program</i>		1,000	1,000	1,000	900	800	4,700	800	800	800	800	800	8,700
<i>Transit Studies</i>			250	250	250	250	1,000	250	250	250	250	250	2,250
Sub-Total		5,901	6,178	6,054	5,518	5,373	29,024	5,373	5,386	5,386	5,800	5,800	56,769
Total		6,781	6,708	6,534	6,263	5,818	32,104	5,818	6,266	6,266	6,230	6,230	62,914

Appendix 3

2018 Preliminary Capital Budget; 2019 - 2027 Capital Plan

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2018 Preliminary Capital Budget; 2019 - 2027 Capital Plan

City Planning						Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By													
Sub- Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.	2018	2019	2020	2021	2022	Total 2018-2022	Total 2023-2027	Total 2018-2027	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
URB906901 TORONTO ARCHAEOLOGICAL RESOURCES P																									
1	12	Implementation	CW	S5	02	50	50	50	50	50	250	250	500	0	0	0	0	0	0	0	0	0	500	0	500
Sub-total						50	50	50	50	50	250	250	500	0	0	0	0	0	0	0	0	0	500	0	500
Total Program Expenditure						6,781	6,708	6,534	6,263	5,818	32,104	30,810	62,914	0	0	22,938	0	0	0	0	0	0	39,976	0	62,914

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2018 Preliminary Capital Budget; 2019 - 2027 Capital Plan

City Planning					Current and Future Year Cash Flow Commitments and Estimates							Current and Future Year Cash Flow Commitments and Estimates Financed By											
Sub-Project No.	Project Name	Ward	Stat.	Cat.	2018	2019	2020	2021	2022	Total 2018-2022	Total 2023-2027	Total 2018-2027	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
Financed By:																							
Development Charges					2,392	2,432	2,341	2,441	2,137	11,743	11,195	22,938	0	0	22,938	0	0	0	0	0	0	22,938	
Debt					4,389	4,276	4,193	3,822	3,681	20,361	19,615	39,976	0	0	0	0	0	0	0	39,976	0	39,976	
Total Program Financing					6,781	6,708	6,534	6,263	5,818	32,104	30,810	62,914	0	0	22,938	0	0	0	0	0	39,976	0	62,914

- Status Code Description**
 S2 S2 Prior Year (With 2018 and/or Future Year Cashflow)
 S3 S3 Prior Year - Change of Scope 2018 and/or Future Year Cost/Cashflow
 S4 S4 New - Stand-Alone Project (Current Year Only)
 S5 S5 New (On-going or Phased Projects)
 S6 S6 New - Future Year (Commencing in 2019 & Beyond)

- Category Code Description**
 01 Health and Safety C01
 02 Legislated C02
 03 State of Good Repair C03
 04 Service Improvement and Enhancement C04
 05 Growth Related C05
 06 Reserved Category 1 C06
 07 Reserved Category 2 C07

Appendix 4

2018 Cash Flow and Future Year Commitments

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4: 2018 Cash Flow and Future Year Commitments

City Planning						Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By													
Sub- Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.	2018	2019	2020	2021	2022	Total 2018-2022	Total 2023-2027	Total 2018-2027	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
Financed By:																									
		Development Charges				2,394	745	144	0	0	3,283	0	3,283	0	0	3,283	0	0	0	0	0	0	0	3,283	
		Debt				4,387	1,483	256	0	0	6,126	0	6,126	0	0	0	0	0	0	0	0	6,126	0	6,126	
Total Program Financing						6,781	2,228	400	0	0	9,409	0	9,409	0	0	3,283	0	0	0	0	0	0	6,126	0	9,409

Status Code Description
 S2 S2 Prior Year (With 2018 and/or Future Year Cashflow)
 S3 S3 Prior Year - Change of Scope 2018 and/or Future Year Cost(Cashflow)
 S4 S4 New - Stand-Alone Project (Current Year Only)
 S5 S5 New (On-going or Phased Projects)

Category Code Description
 01 Health and Safety C01
 02 Legislated C02
 03 State of Good Repair C03
 04 Service Improvement and Enhancement C04
 05 Growth Related C05
 06 Reserved Category 1 C06
 07 Reserved Category 2 C07

Appendix 5

2018 Preliminary Capital Budget with Financing Detail

(Phase 2) 51-City Planning Sub-Project Category: 01,02,03,04,05,06,07 Type: B Sub-Project Status: S2 Type: B Sub-Project Status: S2,S3,S4,S5



CITY OF TORONTO
Appendix 5: 2018 Preliminary Capital Budget with Financing Detail
City Planning
Sub-Project Summary

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2018	Financing										
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable	
0 URB906067 NEW OFFICIAL PLAN															
1	13 FIVE YEAR REVIEW OF THE OFFICIAL PLAN	01/01/2018	12/31/2027	470	0	0	170	0	0	0	0	0	300	0	
	Project Sub-total:			470	0	0	170	0	0	0	0	0	300	0	
0 URB906188 PLACES - CIVIC IMPROVEMENTS															
2	11 PLACES	01/01/2018	12/31/2027	2,002	0	0	919	0	0	0	0	0	1,083	0	
	Project Sub-total:			2,002	0	0	919	0	0	0	0	0	1,083	0	
0 URB906386 DEVELOPMENT CHARGE FUNDED STUDIES															
0	56 Additional Transportation&Transit Studies	11/30/2016	12/31/2018	250	0	0	90	0	0	0	0	0	160	0	
0	57 Transportation & Transit Planning Studies	01/01/2018	12/31/2027	250	0	0	90	0	0	0	0	0	160	0	
0	58 Growth Studies	01/01/2018	12/31/2027	350	0	0	126	0	0	0	0	0	224	0	
0	61 Additional Growth Studies	01/01/2017	12/31/2021	300	0	0	108	0	0	0	0	0	192	0	
4	59 Avenue/Area Studies	01/01/2018	12/31/2027	250	0	0	90	0	0	0	0	0	160	0	
5	60 Heritage Conservation District Program	01/01/2018	12/31/2027	500	0	0	37	0	0	0	0	0	463	0	
	Project Sub-total:			1,900	0	0	541	0	0	0	0	0	1,359	0	
0 URB906673 NATURAL HERITAGE INVENTORY STUDIES															
1	14 Inventory & Integration Evaluation System	01/01/2018	12/31/2027	80	0	0	0	0	0	0	0	0	80	0	
	Project Sub-total:			80	0	0	0	0	0	0	0	0	80	0	
0 URB906901 TORONTO ARCHAEOLOGICAL RESOURCES PLAN PHASE II															
1	12 Implementation	01/01/2018	12/31/2027	50	0	0	0	0	0	0	0	0	50	0	
	Project Sub-total:			50	0	0	0	0	0	0	0	0	50	0	
Program Total:				4,502	0	0	1,630	0	0	0	0	0	2,872	0	

Status Code Description
 S2 S2 Prior Year (With 2018 and/or Future Year Cashflow)
 S3 S3 Prior Year - Change of Scope 2018 and/or Future Year Cost\Cashflow)
 S4 S4 New - Stand-Alone Project (Current Year Only)
 S5 S5 New (On-going or Phased Projects)

Category Code Description
 01 Health and Safety C01
 02 Legislated C02
 03 State of Good Repair C03
 04 Service Improvement and Enhancement C04
 05 Growth Related C05
 06 Reserved Category 1 C06
 07 Reserved Category 2 C07

Appendix 6

Reserve / Reserve Fund Review

Reserve / Reserve Fund – Program Specific (\$000s)

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2017 *	Contributions / (Withdrawals)										2018 - 2027 Total Contributions / (Withdrawals)	
			2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan		
Development Charge Reserves Fund - Developmental Studies (XR2120)	Beginning Balance	4,451	4,451	3,368	2,259	1,256	157	(638)	(1,444)	(2,402)	(3,350)	(4,240)		
	Withdrawals (-)													
	Growth Related													
	Heritage Conservation District Studies (Prev. Approved)		(37)										(37)	
	Heritage Conservation District Studies		(37)	(75)	(75)	(76)	(88)	(99)	(94)	(84)	(74)		(702)	
	Growth Studies		(126)	(304)	(356)	(340)	(324)	(324)	(324)	(324)	(384)	(384)	(3,190)	
	Additional Growth Studies (Prev. Approved)		(108)	(108)	(144)								(360)	
	Growth Studies (Additional - Prev. Approved)		(108)	(144)									(252)	
	Growth Studies (Prev. Approved)		(126)										(126)	
	Additional Transportation & Transit Studies (Prev. Approved)		(90)										(90)	
	Transportation & Transit Planning Studies		(90)	(90)	(90)	(90)	(90)	(90)	(90)	(90)	(126)	(126)	(972)	
	Additional Transportation & Transit Studies			(90)	(90)	(90)	(90)	(90)	(90)	(90)	(90)	(90)	(810)	
	Avenue/Area Studies		(90)	(90)	(90)	(90)	(90)	(90)	(90)	(90)	(108)	(108)	(936)	
	Legislated													
	Five Year Review of the Official Plan (Prev. Approved)		(101)	(61)									(162)	
	Five Year Review of the Official Plan		(170)	(147)	(158)	(300)				(270)	(270)	(108)	(108)	(1,531)
	Official Plan - Compliance Review					(113)	(113)	(113)						(339)
Total Withdrawals			(1,083)	(1,109)	(1,003)	(1,099)	(795)	(806)	(958)	(948)	(890)	(816)	(9,507)	
Contributions (+)														
Total Contributions			-	-	-	-	-	-	-	-	-	-	-	
Total Reserve Fund Balance at Year-End		4,451	3,368	2,259	1,256	157	(638)	(1,444)	(2,402)	(3,350)	(4,240)	(5,056)	(9,507)	

* Based on the 2017 Q3 Variance Report

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2017 *	Contributions / (Withdrawals)										2018 - 2027 Total Contributions / (Withdrawals)
			2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	
Development Charges Reserve Fund - Civic Improvements (XR2121)	Beginning Balance	2,585	2,585	1,276	(47)	(1,385)	(2,727)	(4,069)	(5,411)	(6,759)	(8,109)	(9,489)	
	Withdrawals (-)												
	Places (Prev. Approved)		(390)										(390)
	Places		(919)	(1,323)	(1,338)	(1,342)	(1,342)	(1,342)	(1,348)	(1,350)	(1,380)	(1,357)	(13,041)
	Total Withdrawals		(1,309)	(1,323)	(1,338)	(1,342)	(1,342)	(1,342)	(1,348)	(1,350)	(1,380)	(1,357)	(13,431)
Contributions (+)													
Total Contributions		-	-	-	-	-	-	-	-	-	-	-	-
Total Reserve Fund Balance at Year-End		2,585	1,276	(47)	(1,385)	(2,727)	(4,069)	(5,411)	(6,759)	(8,109)	(9,489)	(10,846)	(13,431)

* Based on the 2017 Q3 Variance Report

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2017 *	Contributions / (Withdrawals)										2018 - 2027 Total Contributions / (Withdrawals)
			2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	
CP Development Technology Reserve Fund (XR1306)	Beginning Balance	4,609	4,609	4,218	3,879	3,375	3,375	3,375	3,375	3,375	3,375	3,375	
	Withdrawals (-)		(391)	(339)	(504)								(1,234)
	Total Withdrawals		(391)	(339)	(504)	-	-	-	-	-	-	-	(1,234)
	Contributions (+)												
Total Contributions		-	-	-	-	-	-	-	-	-	-	-	-
Total Reserve Fund Balance at Year-End		4,609	4,218	3,879	3,375	(1,234)							

* Based on the 2017 Q3 Variance Report