

# 2020 Budget Notes

## Transportation Services

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### What we do

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

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

Transportation Services is responsible for the planning, engineering, design, maintenance and operations of 5,600 km of roads, 6,960 km of sidewalks, 900 bridges/culverts, 2,360 traffic control signals, 600 pedestrian crossovers, and 940 km of bike lanes/trails/routes.

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### Why we do it

Transportation Services' mission is to build and maintain a resilient transportation network so that people connect with the places, activities and communities they value.

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### Who we serve

#### Road & Sidewalk Management Transportation Safety & Operations

- Pedestrians
- Cyclists
- Goods Movement Service Providers
- Vehicle Operators and Passengers
- Businesses
- Emergency Service Providers
- Residents
- City & Agency Staff
- Utility Companies
- Visitors/Tourists

#### Permits & Applications

- Property owners
  - Businesses
  - Community organisations
  - Utility Companies
  - Agencies
  - City Divisions
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## Budget at a glance

### STAFF RECOMMENDED OPERATING BUDGET

\$Million	2020	2021	2022
Revenues	\$190.2	\$189.7	\$190.1
Gross Expenditures	\$416.6	\$415.3	\$417.3
Net Expenditures	\$226.4	\$225.6	\$227.2
Approved Positions	1,296.3	1,290.3	1,287.3

### STAFF RECOMMENDED 10-YEAR CAPITAL PLAN

\$Million	2020	2021-2029	Total
Gross Expenditures	\$467.1	\$4,563.2	\$5,030.3
Debt	\$342.8	\$3,700.7	\$4,043.5

*Note: Includes 2019 carry forward funding to 2020*

## Key service outcomes

Outcomes	Description
<b>Reduce traffic fatalities &amp; serious injuries</b>	Using a data-driven and targeted approach (Vision Zero Road Safety Plan), implement improvements for the most vulnerable users of our transportation system—pedestrians, cyclists, motorcyclists, school- aged children, older adults with a focus on speed management, road design and improvements, addressing mid-blocking crossings, turning collisions at signalized intersections, education and engagement.
<b>Support diverse &amp; equitable communities</b>	Remove barriers to accessibility, and leverage community relationships (e.g. street art, graffiti management, and neighbourhood programs, accessible pedestrian signals, AODA improvements), through multi-modal infrastructure and policies that enhance the public right-of-way.
<b>Deliver &amp; maintain high-quality infrastructure &amp; service</b>	Maintain and inspect the public right-of-way for all infrastructure including roads, sidewalks, cycling infrastructure, bridges, and retaining walls in all seasons including grass cutting and winter maintenance.

## Goals and metrics

	Planned Activities to Achieve Outcomes	2018 Actuals	2019 Proj. Actuals	2020 Target	Status
	Implement Road Safety Plan Vision Zero 2.0 to reduce # of Pedestrian and Cyclists Killed and Seriously Injured (KSI)	249	160	0	<span style="color: red;">●</span>
	Implement Cycling Network Plan to increase % of people & employment within 250m in the central area of Toronto and 500m beyond that to a cycling route	55.0%	55.5%	56.0%	<span style="color: green;">●</span>
	Increase Accessible Pedestrian Signals (intersections) as % of the City-Wide Signal Network	39.0%	43.0%	45.0%	<span style="color: yellow;">●</span>
	Maximise capital delivery across programs - Capital Spend Rate	55.0%	82.0%	80.0%	<span style="color: green;">●</span>

## Our experience and success

- Completed an organizational review and restructured to a functional model to drive performance, improve service delivery and customer experience and better align with corporate and divisional objectives.
- Revised approach to budget and capital program management to minimise risk and maximise spend rates. As a result the 2019 spend rate is projected to be significantly higher than previous years.
- Updated the Road Safety Plan to Vision Zero 2.0 and updated the Cycling Network Plan with a near-term (2019-2021) implementation plan and equity lens.
- Accelerated Vision Zero Road Safety Plan delivery resulting in the installation of 29 traffic signals and crossovers, 182 Community Safety Zones, 64 pedestrian head start signals, 112 schools with safety zones and 67 accessible pedestrian signals.
- Resurfaced or reconstructed 163 km of local and major roads.
- Filled 193,235 potholes in 2019.
- Successful transition of the school crossing guard program from Toronto Police Services.
- King Street Transit Pilot made permanent by Council as a result of increased ridership and faster and more predictable transit travel times.
- Traffic signal timing studies completed on 10 arterial corridors (208 signals) in 2019 to optimize throughput and reduce Greenhouse Gas (GHG) emissions.
- Harmonized bylaw Chapter 742 Sidewalk Cafes, Parklets and Marketing displays to modernize the regulations, create consistent guidelines to address accessibility and pedestrian movement and allow for new configurations, such as parklet cafes and curbside cafes.

## Key challenges and risks

- **Road Safety:** Council's commitment to eliminating traffic fatalities and serious injuries through the Vision Zero Road Safety Plan has resulted in the incremental addition of new and innovative programs with significant scale and impact.
- **Aging Infrastructure:** Significant state of good repair backlog (SOGR) for roads and bridges which is anticipated to grow to \$3.96 billion by 2029 (excluding Gardiner).
- **Growth:** Managing the pressures from growth and pace of development on the transportation network.
- **Modernization:** Modernize technology to support working practices that enable our staff to manage, maintain and ensure a safe and efficient transportation network.

## Priority actions

- **Improve Safety:** Continue to implement the Vision Zero 2.0 - Road Safety Plan and embed road safety in all aspects of the Division's work.
- **SOGR:** Develop updated Local and Major Roads Asset Management Strategy to drive sustainable long-term investment in SOGR projects and reduce the backlog.
- **Growth:** Update and produce new plans to manage growth pressures e.g. the Congestion Management Plan, Surface Transit Network Plan, freight and goods movement strategy and city wide parking strategy.
- **Mobility:** Continue to implement the Cycling Network Plan, work with TTC to plan and deliver short and medium term transit improvements and advance delivery of Complete Streets, which cater for all modes.

## Our key service levels



Response time for de-icing arterials within 2-4 hours and collectors within 4-6 hours after becoming aware roadway is icy (dependent on snow volume) 100% of the time.



Response time for responding to service requests for pot hole roadway repair within 4 days 90% of the time.



Response time for completing service requests for new traffic signal request investigations within 9 months 90% of the time.

## Key service deliverables

- Provide safe streets for all road users through the Vision Zero 2.0 - Road Safety Plan, Cycling Network Plan, and Complete Streets implementation.
- Manage congestion, through the Congestion Management Plan, roll-out of Traffic Agents and strategies to minimize the impacts of development and construction on the network, including improved co-ordination, more stringent permit timelines and enforcement.
- Provide year-round maintenance of the City's transportation infrastructure assets.

## RECOMMENDATIONS

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

1. City Council approve the 2020 Staff Recommended Operating Budget for Transportation Services of \$416.591 million gross, \$226.402 million net for the following services:

<b>Service:</b>	<b>Gross (\$000s)</b>	<b>Revenue (\$000s)</b>	<b>Net (\$000s)</b>
Road & Sidewalk Management	255,493.0	105,730.7	149,762.3
Transportation Safety & Operations	141,727.7	20,547.8	121,179.9
Permits & Applications	19,370.2	63,910.8	(44,540.6)
<b>Total Program Budget</b>	<b>416,590.9</b>	<b>190,189.3</b>	<b>226,401.6</b>

2. City Council approve the 2020 staff complement for Transportation of 1,296.3 positions, comprising 1,121.4 operating positions and 174.9 capital positions.
3. City Council approve the 2020 user fee changes above the inflationary adjusted rate for Transportation Services identified in [Appendix 8](#), for inclusion in the Municipal Code Chapter 441 "Fees and Charges".
4. City Council approve 2020 Staff Recommended Capital Budget for Transportation Services with cash flows and future year commitments totaling \$2.357 billion as detailed by project in [Appendix 5a](#).
5. City Council approve the 2021-2029 Staff Recommended Capital Plan for Transportation Services totalling \$2.673 billion in project estimates as detailed by project in [Appendix 5b](#).

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**2020 STAFF RECOMMENDED  
OPERATING BUDGET**

## 2020 OPERATING BUDGET OVERVIEW

**Table 1: 2020 Staff Recommended Operating Budget by Service**

(In \$000)	2018 Actuals*	2019 Projected Actuals*	2020 Base Budget	2020 New / Enhanced	2020 Staff Rec'd Budget	Change v. 2019 Projected Actuals	
						\$	%
<b>By Service</b>	\$	\$	\$	\$	\$	\$	%
<b>Revenues</b>							
Permits & Applications	51,555.1	58,896.2	63,910.8	0.0	63,910.8	5,014.6	8.5%
Road & Sidewalk Management	75,057.0	92,188.3	105,730.7	0.0	105,730.7	13,542.4	14.7%
Transportation Safety & Operations	10,616.7	10,800.9	20,547.8	0.0	20,547.8	9,746.9	90.2%
<b>Total Revenues</b>	<b>137,228.7</b>	<b>161,885.5</b>	<b>190,189.3</b>	<b>0.0</b>	<b>190,189.3</b>	<b>28,303.8</b>	<b>17.5%</b>
<b>Expenditures</b>							
Permits & Applications	17,257.0	18,340.9	19,370.2	0.0	19,370.2	1,029.3	5.6%
Road & Sidewalk Management	217,956.5	246,908.9	255,493.0	0.0	255,493.0	8,584.1	3.5%
Transportation Safety & Operations	96,268.1	108,915.1	139,624.9	2,102.8	141,727.7	32,812.6	30.1%
<b>Total Gross Expenditures</b>	<b>331,481.7</b>	<b>374,164.9</b>	<b>414,488.1</b>	<b>2,102.8</b>	<b>416,590.9</b>	<b>42,426.0</b>	<b>11.3%</b>
<b>Net Expenditures</b>	<b>194,252.9</b>	<b>212,279.4</b>	<b>224,298.8</b>	<b>2,102.8</b>	<b>226,401.6</b>	<b>14,122.2</b>	<b>6.7%</b>
<b>Approved Positions</b>	<b>1,179.8</b>	<b>1,201.3</b>	<b>1,287.3</b>	<b>9.0</b>	<b>1,296.3</b>	<b>95.0</b>	<b>7.9%</b>

\*2018 Actuals and 2019 Projected Actuals (based on Q3 2019) adjusted retroactively to remove inter-departmental charges and recoveries.

### COSTS TO MAINTAIN EXISTING SERVICES

**Total 2020 Base Budget** expenditures of \$414.488 million gross reflecting an increase of \$40.323 million in spending above 2019 projected year-end actuals, predominantly arising from:

- Salary & benefit increases, inflationary contract cost escalation primarily for the winter maintenance program, and increased vehicle reserve contributions for replacement of equipment and fleet vehicles.
- Additional positions and resources to improve safety through implementation of Automated Speed Enforcement (56 positions), to meet increased demands with Vision Zero Road Safety Plan 2.0 (15 positions) and to deliver capital projects (11 positions).
- Annualized costs of various initiatives to improve safety such as the School Crossing Guard Program and Automated Speed Enforcement contract.
- Above pressures are partially offset by base expenditure savings arising from a line by line review and higher revenues.

### COSTS TO ENHANCE SERVICES

**New and Enhanced Service** expenditures of \$2.103 million gross, enabling:

- Expansion of the red light camera system from 149 to 298 with greater consideration to vulnerable road users. The nine positions (9) are required to support, implement and oversee the expansion of the red light camera program as part of the Vision Zero 2.0 - Road Safety Plan resulting in enhanced service delivery.

### EQUITY IMPACTS OF BUDGET CHANGES

**No equity impacts:** The changes in Transportation Services' 2020 Staff Recommended Operating Budget have no equity impacts.

**2020 STAFF RECOMMENDED OPERATING BUDGET KEY DRIVERS**

The 2020 Staff Recommended Operating Base Budget for Transportation Services is \$414.488 million gross reflecting an increase of \$40.323 million, or 10.8 per cent higher than the 2019 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget, while Table 2c summarizes New and Enhanced requests.

**Table 2a: 2020 Key Drivers – Base Budget**

Key Cost Drivers (In \$000)	2018 Actuals*	2019 Proj. Actuals*	2020 Staff Rec'd Base Budget	Year over Year Changes	
				\$	%
<b>Expenditures</b>					
1 Salaries and Benefits	106,560.2	109,167.8	117,188.2	8,020.3	7.3%
2 Materials & Supplies	46,924.9	51,479.0	51,585.0	106.0	0.2%
3 Equipment	679.8	417.3	493.5	76.1	18.2%
4 Service and Rent	152,072.6	176,593.3	200,165.2	23,571.9	13.3%
5 Contribution To Reserves	22,347.3	30,574.2	38,239.8	7,665.5	25.1%
6 Other Expenditures	2,896.8	5,933.3	6,816.5	883.3	14.9%
<b>Total Expenditures</b>	<b>331,481.7</b>	<b>374,164.9</b>	<b>414,488.1</b>	<b>40,323.2</b>	<b>10.8%</b>
<b>Revenues</b>					
1 Federal Subsidies	33.0	12.5		(12.5)	-100.0%
2 User Fees & Donations	41,628.5	50,478.2	48,894.0	(1,584.2)	-3.1%
3 Transfers From Capital	24,624.7	19,440.3	34,837.2	15,396.9	79.2%
4 Other Revenues	70,942.6	91,954.5	106,458.1	14,503.6	15.8%
<b>Total Revenues</b>	<b>137,228.7</b>	<b>161,885.5</b>	<b>190,189.3</b>	<b>28,303.8</b>	<b>17.5%</b>
<b>Net Expenditures</b>	<b>194,252.9</b>	<b>212,279.4</b>	<b>224,298.8</b>	<b>12,019.4</b>	<b>5.7%</b>

\*2019 Projected Actuals (based on Q3 2019) and 2018 Actuals adjusted retroactively to remove inter-departmental charges and recoveries

**Salaries & Benefits:** Include inflationary increases on existing salaries and benefits, and additional positions (as outlined on page 6). Positions were also repurposed to better align the re-distribution of work within Transportation Services.

**Services and Rents:** Include inflationary increases on existing service contracts, in addition to annualized costs for the transfer of the School Crossing Guard Program from Police Services, annualised costs to implement Automated Speed Enforcement, and the Vision Zero 2.0 - Road Safety Plan education campaign.

**Contribution to Reserves:** Include increases in Fleet Reserve contributions to align funding requirements with planned vehicle and equipment replacements and increased insurance reserve contribution.

**Revenues:** Include additional revenues of \$28.304 million, or 17.5 per cent, higher than 2019 Projected Actuals. The revenues comprise rate increase of 2.25 per cent on user fees, inflationary increases higher than Consumer Price Index (CPI) on all on-street residential parking permits and the introduction of Automated Speed Enforcement revenues with full cost recovery for processing charges from partnering municipalities.

**Table 2b: Savings from Line by Line Review**

(In \$000)											
Recommendation	Type	2020				2021			2022		
		Revenue	Gross	Net	Positions	Gross	Net	Positions	Gross	Net	Positions
Savings from Line by Line Review	Line by Line		(7,463.9)	(7,463.9)							
Budget Increase/(Decrease)			(7,463.9)	(7,463.9)							

The Recommended 2020 Operating Budget includes \$7.464 million in gross expenditures reductions and internal budget review as follows:

**Line by line**

- A reduction in base expenditures, for savings realized from aligning the budget with actual experience, in contracted services and other non-salary costs contributes to Transportation Services efforts to manage cost increases from internal and external sources.
- A reduction in hydro to match the declining rates and delivery charges from Toronto Hydro.

**Table 2c: 2020 Key Drivers – New / Enhanced**

New / Enhanced (In \$000)	2020				2021 Annualized Gross	Equity Impact
	Revenue	Gross	Net	Positions		
Red Light Camera Expansion		2,102.8	2,102.8	9.0	2,496.2	Low
<b>Total New / Enhanced</b>		<b>2,102.8</b>	<b>2,102.8</b>	<b>9.0</b>	<b>2,496.2</b>	

**Red Light Camera Expansion**

As part of Vision Zero 2.0 – Road Safety Plan, the expansion of the Red Light Camera program increases the number of cameras from 149 to 298. The selection criteria has been improved and expanded to give greater consideration to vulnerable road users, such as the application of red light cameras at mid-block pedestrian or bike-only traffic signals and at intersections with higher pedestrian/cyclist collisions. The aim is to reduce fatalities, serious injuries, and collisions at specific intersections. The additional resources will be for red light camera expansion, and staff to process charges from Toronto and other municipalities. The program is fully cost recoverable by the revenue collected by Court Services for Toronto charges and full cost recovery from other municipalities for processing their charges.

**Note:**

For additional information on 2020 key cost drivers refer to [Appendix 1](#) as well as [Appendix 3](#) for the 2020 Staff Recommended New and Enhanced Service Priorities, respectively.

**2021 & 2022 OUTLOOKS****Table 3: 2021 and 2022 Outlooks**

(In \$000)	2019 Projected Actuals*	2020 Staff Rec'd Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	161,885.5	190,189.3	189,710.2	190,064.0
Gross Expenditures	374,164.9	416,590.9	415,288.2	417,249.8
<b>Net Expenditures</b>	<b>212,279.4</b>	<b>226,401.6</b>	<b>225,578.0</b>	<b>227,185.8</b>
<b>Approved Positions</b>	<b>1,201.3</b>	<b>1,296.3</b>	<b>1,290.3</b>	<b>1,287.3</b>

\*2019 Projected Actuals (based on Q3 2019) adjusted retroactively to remove inter-departmental charges and recoveries

## Key 2021 drivers

The 2021 Outlook with total gross expenditures of \$415.288 million reflects an anticipated \$1.303 million or 0.3 per cent decrease in gross expenditures below the 2020 Recommended Budget due to the reversal of a one-time Fleet Reserve contribution for street sweepers. This decrease is partially offset by the following increases:

- Inflationary increases for salaries and benefits.
- Operating impact of capital projects once completed.
- Annualization increases related to salaries and benefits for positions as described on page 9.

## Key 2022 drivers

The 2022 Outlooks expects an increase of \$1.962 million or 0.5 per cent above 2021 gross expenditures arising from the following:

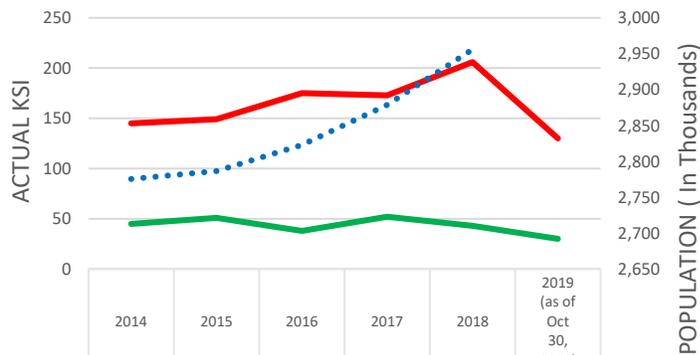
- Inflationary increases for salaries and benefits.
- Operating impact of capital projects once completed.

These increases are partially offset by the reversal of costs related to two-year pilot with Toronto Police Services' Traffic Enforcement Team to support Vision Zero Road Safety Plan 2.0 and inflationary increases on user fees and permits.

## How well we are doing

### Safety

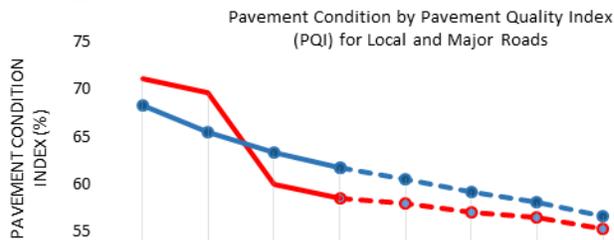
Vulnerable Users Killed and Seriously Injured (KSI) per year



	2014	2015	2016	2017	2018	2019 (as of Oct 30, 2019)
<span style="color: red;">—●—</span> Pedestrian Actuals	145	149	175	173	206	130
<span style="color: green;">—●—</span> Cyclist Actuals	45	51	38	52	43	30
<span style="color: blue;">●●●●●</span> Population	2,775,416	2,786,571	2,822,902	2,878,902	2,956,024	

- While population increased by 7 per cent between 2014 and 2018, on a per population basis the number of pedestrian and cyclist KSI has decreased.

### State of Good Repair



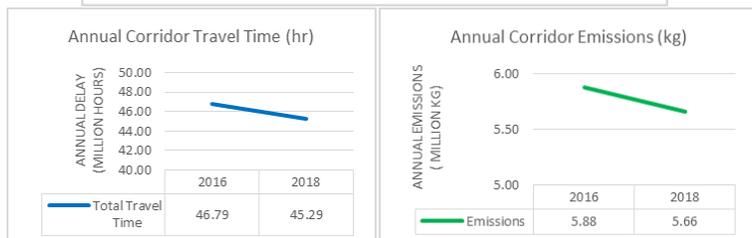
	2015	2016	2017	2018	2019	2020	2021	2022
<span style="color: red;">-●-</span> Major Roads Forecast				58.44	57.90	57.08	56.48	55.34
<span style="color: red;">—●—</span> Major Roads Actual	71.04	69.59	59.93	58.44				
<span style="color: blue;">—●—</span> Local Roads Actual	68.27	65.48	63.38	61.72				
<span style="color: blue;">-●-</span> Local Roads Forecast				61.72	60.56	59.23	58.05	56.67

- Significant investment is being made to bring the F. G. Gardiner Expressway into a State of Good Repair.
- Current levels of SOGR funding for Local Roads and Major Roads will see pavement condition continue to worsen.
- Development of the updated Local and Major Roads Asset Management Strategy to drive sustainable long-term investment in SOGR projects and reduce the backlog is underway, with Council reporting anticipated in 2021.

### Congestion Management Plan: Signal Optimization



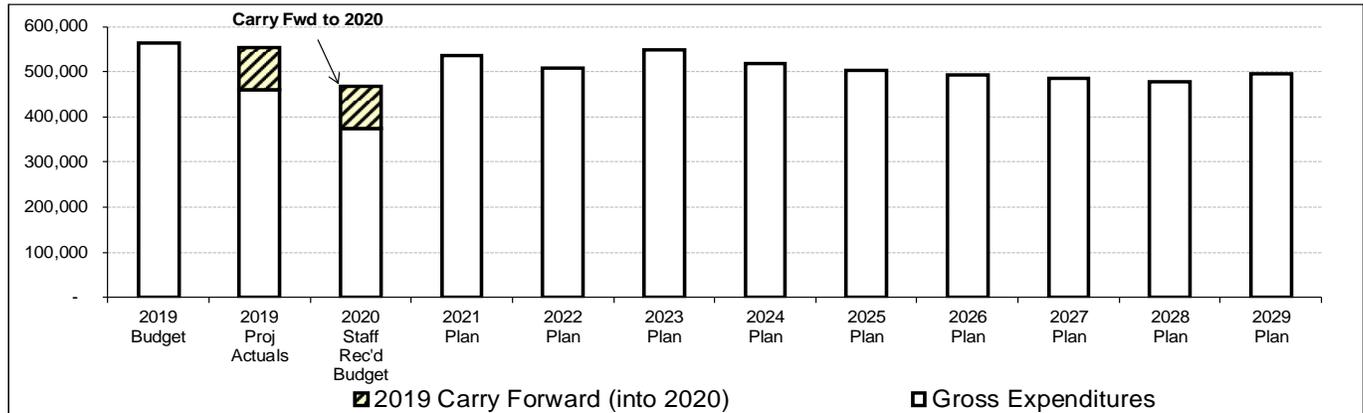
- 846 signal timings have been optimized on 30 corridors from 2016 – 2018.
- As a result of these optimizations, modelled and measured benefits include annual reductions of:
  - 1.6 M in delay (hours)
  - 218 K in emissions (kg)
  - 1.5 M in travel time (hours)



# **2020 – 2029 STAFF RECOMMENDED CAPITAL BUDGET AND PLAN**

**2020 – 2029 CAPITAL BUDGET & PLAN OVERVIEW**

**Chart 1: 10-Year Capital Plan Overview**  
(In \$ Thousand)



	2020 Staff Recommended Capital Budget and 2021 - 2029 Capital Plan									
	2019		2020	2021	2022	2023	2024	2020 - 2024	2025-2029	Total 10 Year Plan
	Budget	Projected Actuals								
<b>Gross Expenditures by Project Category:</b>										
Health & Safety & Legislated	58,238	48,461	70,404	92,512	28,071	25,315	21,704	238,006	33,794	271,800
SOGR	354,134	308,210	296,818	322,205	367,289	460,512	455,880	1,902,704	2,306,650	4,209,354
Service Improvement & Growth	151,650	104,617	99,904	120,129	113,313	62,317	40,298	435,961	113,208	549,169
<b>Total by Project Category</b>	<b>564,022</b>	<b>461,288</b>	<b>467,126</b>	<b>534,846</b>	<b>508,673</b>	<b>548,144</b>	<b>517,882</b>	<b>2,576,671</b>	<b>2,453,652</b>	<b>5,030,323</b>
<b>Financing:</b>										
<b>Debt</b>	<b>390,754</b>	<b>325,210</b>	<b>342,792</b>	<b>407,053</b>	<b>387,317</b>	<b>293,051</b>	<b>294,594</b>	<b>1,724,807</b>	<b>2,318,659</b>	<b>4,043,466</b>
Reserves/Reserve Funds	100,247	81,263	60,025	50,546	48,029	217,024	195,559	571,183	69,553	640,736
Development Charges	41,960	36,683	31,561	50,594	44,870	24,280	18,681	169,986	36,864	206,850
Provincial	3,482	1,779	9,926	-	-	-	-	9,926	-	9,926
Federal	20,513	12,878	7,407	4,328	2,180	2,480	2,480	18,875	7,440	26,315
Debt Recoverable	1,263	-	289	182	-	-	-	471	-	471
Other Revenue	5,803	3,475	15,126	22,143	26,277	11,309	6,568	81,423	21,136	102,559
<b>Total Financing</b>	<b>564,022</b>	<b>461,288</b>	<b>467,126</b>	<b>534,846</b>	<b>508,673</b>	<b>548,144</b>	<b>517,882</b>	<b>2,576,671</b>	<b>2,453,652</b>	<b>5,030,323</b>

**Changes to Existing Projects**

- The 2020-2029 Capital Budget and Plan reflects a decrease of \$438.914 million over the nine common years (2020-2028).
- Decreased funding of \$268.382 million from the Local Roads and Major Roads Rehabilitation programs.
- Increased funding of \$57.577 million to implement Council Approved Vision Zero Road Safety Plan (2020 to 2024).
- Decrease of \$100.308 million for Growth Projects to reflect updated cost estimates, project schedules, and stage gating based on project readiness.

**New Projects**

- The 2020-2029 Capital Budget and Plan includes the following new major key projects:
- \$45.000 million, fully funded by Development Charges, to advance detailed design and property acquisition for the Liberty New Street Project.
- \$8.000 million to advance the property acquisition for the West Toronto Rail Path Extension Project.
- \$15.000 million to advance the detailed design of the Eglinton Connects Streetscape & Cycle Track Project.

**Capital Needs Constraints**

- The unmet needs over the 10-year planning horizon include the following:
- \$4.091 billion of SOGR backlog from the F.G. Gardiner, City Bridges, Major Roads, Local Roads, and Laneways.
- \$1.309 billion of growth projects. As phases of growth projects advance, with certainty in cost and delivery schedule, funding requests will be made to include them in the budget.

**Note:**

For additional information, refer to [Appendix 5](#) for a more detailed listing of the 2020 and 2021-2029 Capital Budget & Plan by project; [Appendix 6](#) for Reporting on Major Capital Projects – Status Update; and [Appendix 7](#) for Capital Needs Constraints, respectively.

**2020 – 2029 CAPITAL BUDGET AND PLAN****\$5.030 Billion 10-Year Gross Capital Program**

				
<b>State of Good Repair (Excluding F.G. Gardiner)</b>	<b>F.G. Gardiner Expressway Strategic Rehabilitation Plan</b>	<b>Vision Zero Road Safety Plan</b>	<b>Cycling Network Plan</b>	<b>Congestion Management Plan and Growth Related Projects</b>
\$2.004 B 40%	\$2.205 B 44%	\$0.157 B 3%	\$0.127 B 3%	\$0.300 B 6%
Ten year budget for State of Good Repair related works	Implementation of the Expressway Strategic Rehabilitation Plan (2017 to 2026)	Implementation of Vision Zero Road Safety Plan 2.0 (2020 to 2024) and future plan funding post 2024	Implementation of Cycling Network Plan (2020 to 2021) and future plan funding post 2021	Implementation of Growth Related Projects

**How the Capital Program is Funded**

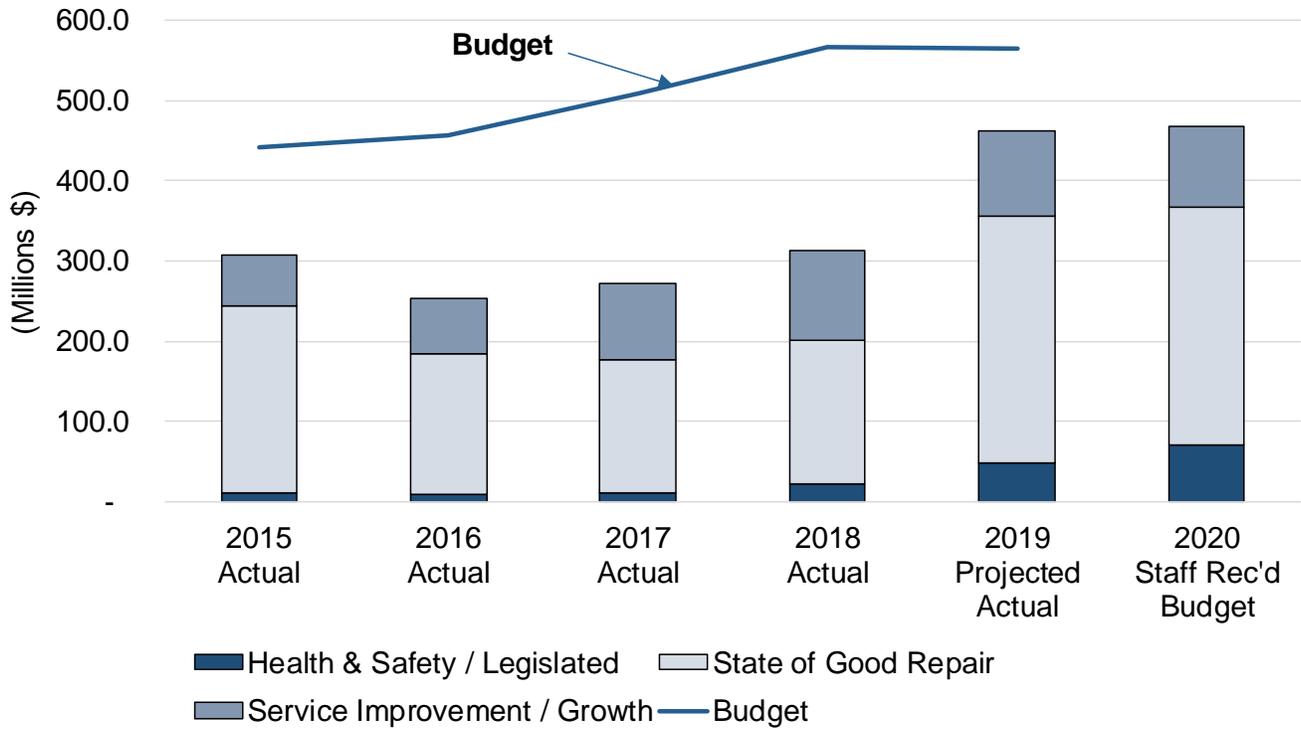
<b>City of Toronto</b>		<b>Provincial Funding</b>		<b>Federal Funding</b>	
<b>\$4.994 B 99.3%</b>		<b>\$9.926 M 0.2%</b>		<b>\$26.315 M 0.5%</b>	
Debt	\$ 4.043 B	Ontario Municipal Commuter Program	\$ 9.926 M	Public Transit Infrastructure Fund	\$ 3.577 M
Recoverable Debt	\$ 0.471 M			Other	\$ 22.738 M
Reserve Draws	\$ 640.736 M				
Development Charges	\$ 206.850 M				
Other	\$ 102.559 M				

**CAPACITY TO SPEND REVIEW**

The Recommended 10-Year Capital Plan has been developed with consideration of other City priorities, state of readiness of projects, historical demonstrated ability to spend within any given year of the ten year capital program as well as the level of projected 2019 underspending that will be carried forward into 2020 to complete capital work.

Since 2018, Transportation Services has implemented new practices and budget management protocols to drive project delivery, reduce risk, and increase spend rate. Chart 2 below sets out historical capacity to spend by project categories and illustrates that the projected spends in both 2019 and 2020 are anticipated to be approximately \$200.000 million higher than the spending level in 2017.

**Chart 2 – Capacity to Spend**



Category (in \$ Million)	2015 Actuals	2016 Actuals	2017 Actuals	2018 Actuals	2019 Projected Actuals*	2020 Staff Rec'd Budget**
Health & Safety / Legislated	11.1	8.7	10.8	22.9	48.5	70.4
State of Good Repair	233.4	176.4	165.7	177.8	308.2	296.8
Service Improvement / Growth	63.0	67.7	95.9	113.2	104.6	99.9
<b>Total</b>	<b>307.5</b>	<b>252.8</b>	<b>272.4</b>	<b>313.9</b>	<b>461.3</b>	<b>467.1</b>
<b>% Spent</b>	<b>69.5%</b>	<b>55.4%</b>	<b>53.6%</b>	<b>55.5%</b>	<b>81.8%</b>	
<b>Spend Increase since Implementation of new practices in 2017</b>				<b>46.0</b>	<b>189.0</b>	

\* 2019 Projected Actuals based on the Q3 capital variance report

\*\* 2020 Budget includes 2019 expected carry forward

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

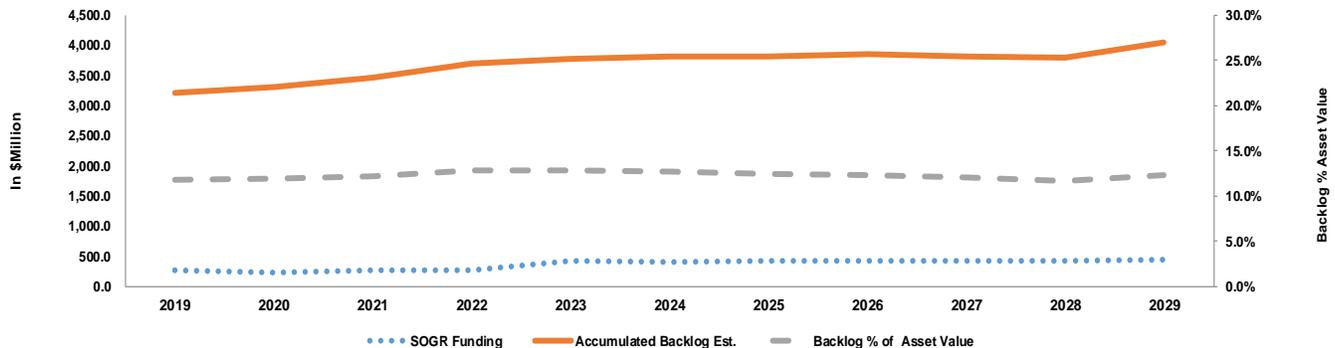
Transportation Services' staff recommended 2020 - 2029 Budget and Capital Plan represents an investment in infrastructure renewal totalling \$5.030 billion over 10 years. In 2020, Transportation Services has deferred \$222.159 million in capital spending originally cash flowed in 2020 to 2021 or future years. Acceleration of future years' cash flows into 2020 will be requested if projects advance ahead of schedule. Key adjustments to the Capital Plan are noted below:

- F.G. Gardiner Rehabilitation – Deferred \$84.750 million to future years based on project updates and associated scheduled payments on existing contracts. The delivery of the 2017 to 2026 F.G. Gardiner Expressway Strategic Rehabilitation Plan remains on track. Taking into consideration 2019 approved in-year adjustments, the total funding requirement for the program over the ten year plan remains unchanged.
- Local Roads and Major Roads Rehabilitation – Reduced \$25.46 million in 2020. Overall, the review resulted in a reduction of \$268.382 million from the programs over the nine common years (2020-2028). Including the 2029 funding requirement, the net decrease is \$136.922 million. The decrease in funding was developed based on the budget recast review exercise, addressing the overall affordability of the City's capital program while recognizing the dynamic nature of road works delivery in the City, taking into consideration:
  - Overall Roads Asset Management strategy which is currently being developed
  - Current delivery approaches
  - Internal and external factors influencing capacity to spend, including the need to coordinate works.
- Development of the updated Local and Major Roads Asset Management Strategy to drive sustainable long-term investment in SOGR projects and reduce the backlog is underway, with Council reporting anticipated in 2021. This will include an updated funding request based on a comprehensive delivery approach for the rehabilitation of road works.
  - To partially offset the funding reduction for the roads programs, a request of \$58.584 million over the ten year plan has been submitted to continue to fund the Critical Interim Road Rehabilitation program, which aims to complete localized road repairs, prolonging the life of the road on an interim basis in anticipation of the full road rehabilitation to take place at a later date.
- Based on a review of project progress and updates on delivery schedule, the following are the major 2020 cash flow adjustments on Growth projects:
  - John Street Revitalization Project – deferred \$20.507 million to future years as construction is anticipated to be tendered by late 2020 with works commencing in 2021 and beyond. Deferral is associated with ongoing coordination with Toronto Hydro on the finalization of project scope.
  - Scarlett St Clair Dundas - deferred \$18.328 million as detailed design and negotiations with CP Rail and affected property owners continue in 2020. Utility relocations are anticipated to occur in 2020 and 2021. Project construction has been placed in the "Needs Constraints" category as detailed design is finalized.
  - St Clair Transportation Master Plan (TMP) - deferred \$42.011 million as the delivery strategy for project property acquisition, detailed design, and construction have changed, with changes to the timeline of Metrolinx work at this location. Implementation of the overall Master Plan will be phased with priority for the St. Clair Widening and Davenport Extension. Property acquisition for these is anticipated to occur from 2020 to 2024. Property acquisition post 2023, including those for the Gunns and Keele Extensions, as well as detailed design and construction of all TMP projects has been placed in the "Needs Constraints" category. Additional funding will be requested in future year budget submissions to advance the various components of the TMP based on project readiness.
  - Steeles Widenings (Tapscott Road - Beare Road) – \$3.372 million related to property acquisition and utility relocation has been deferred to future years as detailed design continues in 2020, in coordination with private development in the area. Additional time for detailed design is required to confirm feasibility of the Morningside Extension at the at-grade crossing of the rail corridor. Property acquisition and utility relocation are anticipated to begin in 2021, with the construction phase of the project anticipated to begin in 2022. Funding for construction has been placed in the "Needs Constraints" category while detailed design continues. Once detailed design is completed and there is more clarity on cost of construction, funding will be requested through the budget process.
  - Work for TTC & Others - deferred \$9.918 million to future years to fund third party projects that are delivered by the City. The proposed deferral in 2020 funding is as a result of the Capacity to Spend Review.

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

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

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



\$ Million	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<b>SOGR Funding</b>	264.3	228.7	255.6	268.0	413.7	408.6	411.5	414.5	417.6	420.7	443.9
<b>Accumulated Backlog Est.</b>	3,211.9	3,312.7	3,457.6	3,693.0	3,785.3	3,815.9	3,823.3	3,849.6	3,814.1	3,792.3	4,060.7
<b>Backlog % of Asset Value</b>	11.8%	12.0%	12.2%	12.8%	12.9%	12.7%	12.5%	12.3%	12.0%	11.7%	12.3%
<b>Total Asset Value</b>	27,175.0	27,718.8	28,273.2	28,838.7	29,415.5	30,003.8	30,603.8	31,215.9	31,840.2	32,477.0	33,126.6

The 10-Year Staff Recommended Capital Plan will fund \$4.209 billion of SOGR projects, providing an average of \$420.9 million annually. This funding will continue ongoing SOGR projects for infrastructure, including major and local roads, city bridges and laneways.

As a result of the City's capital recast exercise along with a review of the historical capital spends, the 2020-2029 SOGR Capital Budget and Plan reflects a decrease of \$409.672 million in State of Good Repair funding over the 9 common years (2020 to 2028). Aside from the cash flow revisions for the F.G. Gardiner Rehabilitation program, the following key adjustments contributed to the decrease:

- Decreased funding of \$268.382 million for the Local Roads and Major Roads Rehabilitation programs over the nine common years. Including the 2029 year funding requirements, the net decrease is \$136.922 million. To partially offset the funding reduction for the roads SOGR programs, a request of \$58.584 million over the ten year plan has been submitted to continue to fund the Critical Interim Road Rehabilitation program, which aims to complete localized road repairs, prolonging the life of the road on an interim basis in anticipation of the full road rehabilitation to take place at a later date

A large portion of Transportation Services' infrastructure consists of roads and bridges that are 40 to 50 years old. In 2018, Transportation Services completed an update of its asset inventory, replacement value, Capital needs for the Major and Local Road Rehabilitation Programs and the funding required to maintain its assets in a state-of-good repair for the next ten years. The average pavement condition of the existing network is approximately 63.4, which is below the desirable range of 70-75. In addition, 43 per cent of Major Roads and 24 per cent of Local Roads are in poor condition.

With the revised funding for the Major and Local Road Rehabilitation Programs, the backlog of rehabilitation needs for both programs are expected to increase over the next 10 years as follows:

- The backlog for Major Roads will increase from \$529.737 million at the end of 2019 to \$1.599 billion or about 23 per cent of assets by 2029, representing a 2 per cent increase when compared to the 2028 value previously reported. The percentage of Major Roads in poor condition will increase from 43 per cent at the end of 2019 to 53 per cent by 2029; and,
- The backlog for Local Roads will increase from \$478.299 million at the end of 2019 to \$1.827 billion or about 17 per cent of assets by 2029, representing a 3 per cent increase when compared to the 2028 value

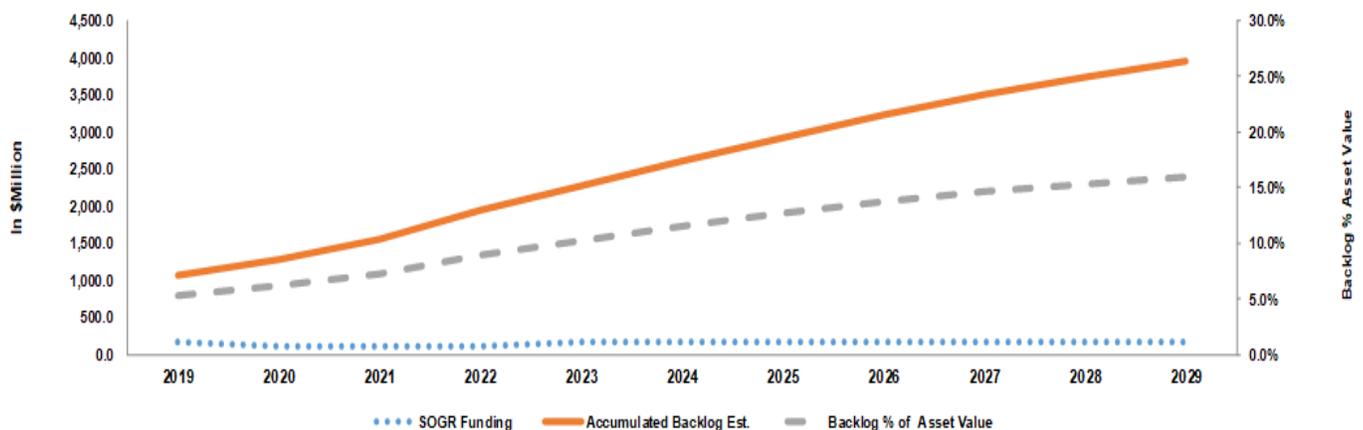
previously reported. The percentage of Local Roads in poor condition will increase from 24 per cent at the end of 2019 to 44 per cent by 2029.

Continuing in 2020, staff will evaluate various strategies to optimize the use of capital funding for these road programs while taking into account capacity, opportunities in delivery strategy and coordination of work. Staff will report to Council as part of the Integrated Asset Planning & Management (IAPM) initiative in 2021, on the proposed strategy to address the backlog and at that time a revised request for additional funding to achieve the strategy will be proposed.

SOGR funds have been made available to continue the Strategic Rehabilitation Plan for the F. G. Gardiner Expressway. The Plan includes the implementation of the preferred alternative in the Gardiner East Environmental Assessment, including public realm improvements through the reconstruction of Lake Shore Boulevard East. In 2019, a review of the program was completed to realign annual cash flow requirements to reflect historical spending patterns, project readiness, and required coordination with other major projects. Although the program's anticipated completion date remains 2026, funding has been cash flowed to 2029 to reflect historical and projected spending patterns.

In past budget processes, SOGR Rehabilitation of the F.G. Gardiner Expressway post 2026 (2026 to 2039) was noted as a funding pressure post the ten year plan and was not submitted as backlog. The anticipated total funding requirement for the program is estimated at \$1.391 billion, completing various bent and bridge rehabilitation. As part of the 2019 budget process, \$101.780 million (2026 to 2029) of the \$1.391 billion (2026 to 2039), has been included as part of the needs constraints.

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



\$ Million	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<b>SOGR Funding</b>	157.4	111.8	114.1	116.3	168.7	156.6	159.6	162.6	165.7	168.8	172.0
<b>Accumulated Backlog Est.</b>	1,069.7	1,287.4	1,549.3	1,936.4	2,273.7	2,604.3	2,911.7	3,235.7	3,495.1	3,738.2	3,958.9
<b>Backlog % of Asset Value</b>	5.2%	6.2%	7.3%	8.9%	10.3%	11.5%	12.7%	13.8%	14.6%	15.3%	15.9%
<b>Total Asset Value</b>	20,430.0	20,838.8	21,255.6	21,680.7	22,114.3	22,556.6	23,007.8	23,467.9	23,937.3	24,416.0	24,904.3

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

When rehabilitation on the Gardiner is excluded, the SOGR backlog for remaining transportation infrastructure will increase from \$1.069 billion at the end of 2019 to an anticipated \$3.958 billion by year end in 2029, representing 15.9 per cent of the asset replacement value, representing a 1.5 per cent increase when compared to the 2028 value previously reported.

## OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

Approval of the 2020 Capital Budget will impact the 2020 Operating Budget by a total of \$0.073 million net for maintenance costs arising from the completion of City Cycling Infrastructure and Sidewalk projects, as shown in Table 4 below.

**Table 4: Net Operating Impact Summary**

Projects	2020 Budget		2021 Plan		2022 Plan		2020 - 2024		2020 - 2029	
	\$000's	Positions	\$000's	Positions	\$000's	Positions	\$000's	Positions	\$000's	Positions
<b>Previously Approved</b>										
<i>Maintenance of New Infrastructure</i>	73	-	-	-	-	-	73	-	73	-
<b>Sub-Total: Previously Approved</b>	<b>73</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>73</b>	<b>-</b>	<b>73</b>	<b>-</b>
<b>Total</b>	<b>73</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>73</b>	<b>-</b>	<b>73</b>	<b>-</b>

- Approval of the 2020 Staff Recommended Capital Budget will increase the 2020 Operating Budget by a total of \$0.072 million net for maintenance costs arising from the completion of New Roads built by developers ( rather than the City) and Sidewalks.
- There are no operating impacts identified beyond 2020. As part of future capital budget submissions, Transportation Services will continue to review its capital projects and analyze the impacts on operations.

# APPENDICES

## Appendix 1

## 2020 Staff Recommended Operating Budget by Expenditure Category

Category (In \$000)	2017	2018	2019	2019 Projected	2020	2020 Change from 2019	
	Actuals*	Actuals*	Budget*	Actuals *	Total Staff Recommended Budget	Projected Actuals	
	\$	\$	\$	\$	\$	\$	%
Federal Subsidies		33.0	12.5	12.5		(12.5)	(100.0%)
User Fees & Donations	42,309.0	41,628.5	46,011.0	50,478.2	48,894.0	(1,584.2)	(3.1%)
Licences & Permits Revenue	13,634.6	17,722.1	18,094.4	20,546.5	20,896.6	350.1	1.7%
Transfers From Capital	23,454.4	24,624.7	32,301.0	19,440.3	34,837.2	15,396.9	79.2%
Contribution From Reserves/Reserve Funds	19,055.6	14,018.3	28,370.6	21,469.7	32,429.6	10,959.9	51.0%
Sundry and Other Revenues	31,318.2	30,452.1	38,712.1	40,093.7	45,789.9	5,696.2	14.2%
Inter-Divisional Recoveries	8,669.4	8,750.1	6,987.0	9,844.6	7,342.0	(2,502.6)	(25.4%)
<b>Total Revenues</b>	<b>138,441.1</b>	<b>137,228.7</b>	<b>170,488.5</b>	<b>161,885.5</b>	<b>190,189.3</b>	<b>28,303.8</b>	<b>17.5%</b>
Salaries and Benefits	102,182.4	106,560.2	113,765.8	109,167.8	117,641.8	8,474.0	7.8%
Materials & Supplies	48,137.4	46,924.9	53,293.0	51,479.0	51,597.9	118.9	0.2%
Equipment	463.9	679.8	778.3	417.3	515.3	97.9	23.5%
Service and Rent	153,932.2	152,072.6	179,580.3	176,593.3	201,779.7	25,186.4	14.3%
Contribution To Reserves/Reserve Funds	21,173.2	22,347.3	30,574.2	30,574.2	38,239.8	7,665.5	25.1%
Other Expenditures	1,628.6	(1,666.6)	1,222.6	968.6	1,103.9	135.2	14.0%
Inter-Divisional Charges	3,450.1	4,563.5	4,131.6	4,964.6	5,712.6	748.0	15.1%
<b>Total Gross Expenditures</b>	<b>330,967.8</b>	<b>331,481.7</b>	<b>383,345.9</b>	<b>374,164.9</b>	<b>416,591.0</b>	<b>42,426.0</b>	<b>11.3%</b>
<b>Net Expenditures</b>	<b>192,526.6</b>	<b>194,252.9</b>	<b>212,857.4</b>	<b>212,279.4</b>	<b>226,401.6</b>	<b>14,122.2</b>	<b>6.7%</b>
<b>Approved Positions</b>	<b>1,119.5</b>	<b>1,179.8</b>	<b>1,201.3</b>	<b>1,201.3</b>	<b>1,296.3</b>	<b>95.0</b>	<b>7.9%</b>

\* Prior Year Budget and Actuals (2019 Projected Actuals based on Q3 2019 Variance Report) adjusted retroactively to remove inter-departmental charges and recoveries

## Appendix 2

### Summary of 2020 Service Changes

N/A

### Appendix 3

#### Summary of 2020 New / Enhanced Service Priorities Included in Budget

Form ID		Infrastructure and Development Services  Program - Transportation Services	2020 Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
20325		Red Light Camera Expansion						
72	No Impact	<b>Description:</b>						

Nine permanent positions are required to support, implement and oversee the expansion of the Red Light Camera (RLC) program in Toronto from 149 to 298 cameras, including the processing of new charges as a result of the expansion. The cost of these positions is fully offset through revenues collected by Court Services. At its meeting of June 26, 2018, City Council adopted the report Operating Variance Report for the Year Ended December 31, 2017 (EX35.26). Motions subsequently adopted by Council resulted in the following recommendation: City Council direct the General Manager, Transportation Services to focus on road safety measures on evaluating the feasibility of significantly expanding the Red Light Camera program as part of the Vision Zero: Road Safety Plan. Two permanent positions were added in 2019 to study the feasibility of and plan for the expansion of the RLC program and report back in time for the 2020 Budget process. A plan for the initiative to double the current number of RLCs was outlined in the Vision Zero 2.0 – Road Safety Plan Update report (IE6.8) approved by City Council at its meeting on July 16, 2019.

**Service Level Impact:**

The expansion of the RLC program will result in enhanced delivery of the Vision Zero Road Safety Plan. Benefits include: improvement in road safety for all road users, especially pedestrians, children in school zones, older adults and cyclists by increasing countermeasures that reduce aggressive and distracted driving.

**Equity Statement:**

The proposal is unlikely to have an equity impact.

<b>Service:</b>	Transportation Safety & Operations	2,102.8	0.0	2,102.8	9.00	393.4	62.7
<b>Total:</b>		<b>2,102.8</b>	<b>0.0</b>	<b>2,102.8</b>	<b>9.00</b>	<b>393.4</b>	<b>62.7</b>

## Appendix 4

### Summary of 2020 Enhanced Service Priorities Not Included in Budget

New / Enhanced Service Description (In \$000)	2020 Total			Incremental Change			
	\$	\$	Position	2021 Plan		2022 Plan	
	Gross	Net	#	Net	Pos.	Net	Pos.
<b>Enhanced Service Priorities</b>							
<b>Council Directed:</b>							
Automated Vehicles Tactical Plan Implementation	249.8	100.0	4.0	210.6		183.1	
<b>Sub-Total Council Directed</b>	<b>249.8</b>	<b>100.0</b>	<b>4.0</b>	<b>210.6</b>		<b>183.1</b>	
<b>Total Enhanced Services</b>	<b>249.8</b>	<b>100.0</b>	<b>4.0</b>	<b>210.6</b>		<b>183.1</b>	

### Appendix 5

## 2020 Capital Budget 2021 - 2029 Capital Plan Including Carry Forward Funding

Project Code	(In \$000)	2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2020 - 2029 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
<b>Health &amp; Safety</b>															
TS001	City Bridge Rehabilitation (Critical)	44,807	46,419									91,226	91,226		
TS002	Glen Road Pedestrian Bridge	2,270	16,943	135	42							19,390	19,390		
TS003	Guide Rail Replacement Program	730	730									1,460	1,460		
TS004	Pedestrian Safety and Infrastructure Program	416	760	779	790							2,745	2,745		
TS005	Road Safety Plan	22,181	27,660	27,157	24,483	21,704	6,709	6,731	6,756	6,783	6,815	156,979	156,979		
	<b>Sub-Total</b>	<b>70,404</b>	<b>92,512</b>	<b>28,071</b>	<b>25,315</b>	<b>21,704</b>	<b>6,709</b>	<b>6,731</b>	<b>6,756</b>	<b>6,783</b>	<b>6,815</b>	<b>271,800</b>	<b>271,800</b>		
<b>State of Good Repair</b>															
TS006	City Bridge Rehabilitation	20,503	17,021	49,546	50,079	35,621	36,170	36,727	37,293	37,852	38,420	359,232		359,232	
TS007	Critical Interim Road Rehabilitation	8,000	8,120	8,242	8,365	8,491	8,618	8,748				58,584		58,584	
TS008	Ditch Rehabilitation and Culvert Reconstruction	1,500	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,500		10,500	
TS009	Don Valley Parkway Rehabilitation	2,058	2,558	2,558	2,558	2,558	2,558	2,558	2,558	2,558	2,558	25,080		25,080	
TS010	F.G. Gardiner	121,360	145,090	155,220	248,460	255,435	251,935	251,935	251,935	251,935	271,935	2,205,240		2,205,240	
TS011	Facility Improvements	1,544	3,659	3,344								8,547		8,547	
TS012	Laneways	1,827	1,854	1,882	1,910	1,939	1,968	1,998	2,027	2,062	2,103	19,570		19,570	
TS013	Local Road Rehabilitation	55,000	56,100	57,222	58,366	59,534	60,724	61,939	63,178	64,441	65,730	602,234		602,234	
TS014	Major Roads Rehabilitation	55,000	56,100	57,222	58,366	59,534	60,724	61,939	63,178	64,441	65,730	602,234		602,234	
TS015	Major SOGR Pooled Contingency	3,800	3,800	3,800	3,800	3,800	3,800	3,800	3,800	3,800	3,800	38,000		38,000	
TS016	Retaining Walls Rehabilitation	865	1,359	1,380	1,400	1,421	1,443	1,464	1,486	1,516	1,546	13,880		13,880	
TS017	Sidewalks	14,745	15,000	15,259	15,522	15,788	16,059	16,334	16,351	16,351	16,678	158,087		158,087	
TS018	Signs and Markings Asset Management	3,691	3,619	3,689	3,761	3,834	3,909	3,985	4,063	4,142	4,223	38,916		38,916	
TS019	Traffic Plant Requirements & Signal Asset Management	6,925	6,925	6,925	6,925	6,925	6,925	6,925	6,925	6,925	6,925	69,250		69,250	
	<b>Sub-Total</b>	<b>296,818</b>	<b>322,205</b>	<b>367,289</b>	<b>460,512</b>	<b>455,880</b>	<b>455,833</b>	<b>459,352</b>	<b>453,794</b>	<b>457,023</b>	<b>480,648</b>	<b>4,209,354</b>		<b>4,209,354</b>	

Appendix 5 (Continued)

Project Code	(In \$000)	2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2020 - 2029 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
<b>Service Improvements</b>															
TS021	Cycling Infrastructure	16,884	16,000	8,303	8,303	8,303	8,303	8,303	8,303	8,303	8,303	99,308			99,308
TS022	West Toronto Rail Path Extension		3,000	5,000								8,000			8,000
TS023	Eglinton Connects (Detailed Design)		6,000	9,000								15,000			15,000
TS024	Engineering Studies	5,567	6,950	3,038	3,038	3,038	3,038	3,038	3,038	-	-	30,745			30,745
TS025	Enterprise Work Management System	2,191	3,150	4,062	1,383	340	340	-	-	-	-	11,466			11,466
TS026	Jane Street Crossing	-	1,000	3,000	6,200	6,200	6,200	6,200	6,200			35,000			35,000
TS027	King Street Transit Priority Corridor	790	1,000	360	360	-	-	-	-			2,510			2,510
TS028	LED Signal Module Conversion	1,000	2,400	1,700	1,700	1,700	1,700	-	-			10,200			10,200
TS029	Neighborhood Improvements	3,180	3,147	2,270	2,000	2,000	2,000	2,000	2,000	2,000	-	20,597			20,597
TS030	TO360 Wayfinding	702	810	844	872	899	500	517	536	-		5,680			5,680
TS031	PTIF Projects	7,154										7,154			7,154
TS032	System Enhancements for Road Repair & Permits	900	500	150	-							1,550			1,550
TS033	Mapping and GIS Repository	293	686	365								1,344			1,344
TS034	Quick Clear Squad - Vehicles	600										600			600
TS035	Traffic Congestion Management	5,091	5,080	3,000	-							13,171			13,171
<b>Sub-Total</b>		<b>44,352</b>	<b>49,723</b>	<b>41,092</b>	<b>23,856</b>	<b>22,480</b>	<b>22,081</b>	<b>20,058</b>	<b>20,077</b>	<b>10,303</b>	<b>8,303</b>	<b>262,325</b>			<b>262,325</b>
<b>Growth Related</b>															
TS038	Broadview Extension	14,000										14,000			14,000
TS039	Emery Village Improvements	91	696									787			787
TS040	Gardiner York Bay Yonge Reconfiguration	300										300			300
TS041	John Street Revitalization Project	172	10,002	28,151	13,927							52,252			52,252
TS042	King Liberty Cycling Pedestrian Bridge	4,063										4,063			4,063
TS043	LARP (Lawrence-Allen Revitalization Project) Phase 1	1,798	2,786	1,575	1,152							7,311			7,311
TS044	Legion Road Extension & Grade Separation	349	2,800									3,149			3,149
TS045	Metrolinx Additional Infrastructure		4,000	6,000								10,000			10,000
TS046	Morningside Extension Segment 1 (Steeles to Passmore)			1,250								1,250			1,250
TS047	New Courthouse Streetscape		2,500									2,500			2,500
TS048	North York Service Road Extension	9,329	4,950	4,200								18,479			18,479
TS049	Port Union Road (Lawrence Ave - Kingston Rd)	515	6,494	2,869								9,878			9,878
TS050	Rean to Kenaston New Road	825	3,500									4,325			4,325
TS051	Regent Park Revitalization	50	580									630			630
TS053	Scarlett / St. Clair / Dundas	450	7,500									7,950			7,950
TS054	Six Points Interchange Redevelopment	13,651	3,851									17,502			17,502
TS055	St Clair TMP: Keele to Old Weston		7,247	8,426	6,632							22,305			22,305
TS056	Steeles Widening (Tapscott Road - Beare Road)	628	6,000									6,628			6,628
TS057	Liberty Village New Street (Property and Detailed Design)			11,250	11,250	11,250	11,250					45,000			45,000
TS058	Third Party Signals	30	300									330			330
TS059	Woodfield Road Extension		200									200			200
TS060	Work for TTC & Others	7,625	7,000	7,000	4,000	4,000	4,000	4,000	4,000	4,000		45,625			45,625
TS061	Yonge Tomorrow			1,500	1,500	2,568	2,568	2,568				10,704			10,704
TS062	York Street Tunnel	1,676										1,676			1,676
<b>Sub-Total</b>		<b>55,552</b>	<b>70,406</b>	<b>72,221</b>	<b>38,461</b>	<b>17,818</b>	<b>17,818</b>	<b>6,568</b>	<b>4,000</b>	<b>4,000</b>	<b>-</b>	<b>286,844</b>			<b>286,844</b>
<b>Total Expenditures (including carry forward from 2019)</b>		<b>467,126</b>	<b>534,846</b>	<b>508,673</b>	<b>548,144</b>	<b>517,882</b>	<b>502,441</b>	<b>492,709</b>	<b>484,627</b>	<b>478,109</b>	<b>495,766</b>	<b>5,030,323</b>	<b>271,800</b>	<b>4,209,354</b>	<b>549,169</b>

### Appendix 5a

### 2020 Cash Flow and Future Year Commitments Including Carry Forward Funding

Project Code	(In \$000s)	2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	Total 2020 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
<b>Health &amp; Safety</b>															
TS001	City Bridge Rehabilitation (Critical)	44,807	46,419									91,226	93,433	(2,207)	
TS002	Glen Road Pedestrian Bridge	2,270	16,943	135	42							19,390	15,065		4,325
TS003	Guide Rail Replacement Program	730	730									1,460	1,055	(325)	730
TS004	Pedestrian Safety and Infrastructure Program	416	760	779	790							2,745	905	(489)	2,329
TS005	Road Safety Plan	22,181	27,660	27,157	24,483	21,704						123,185	52,740	(7,649)	78,094
	<b>Sub-Total</b>	<b>70,404</b>	<b>92,512</b>	<b>28,071</b>	<b>25,315</b>	<b>21,704</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>238,006</b>	<b>163,198</b>	<b>(10,670)</b>	<b>85,478</b>
<b>State of Good Repair</b>															
TS006	City Bridge Rehabilitation	20,503	17,021	49,546	50,079	35,621	6,788	6,893	7,459			193,910	168,981	(4,007)	28,936
TS007	Critical Interim Road Rehabilitation	8,000	8,120	8,242								24,362	840		23,522
TS008	Ditch Rehabilitation and Culvert Reconstruction	1,500	1,000	1,000								3,500	1,499		2,001
TS009	Don Valley Parkway Rehabilitation	2,058	2,558	2,558								7,174	650		6,524
TS010	F.G. Gardiner	121,360	145,090	155,220	248,460	3,500						673,630	688,110	(14,480)	
TS011	Facility Improvements	1,544	3,659									5,203	3,567	(1,023)	2,659
TS012	Laneways	1,827	1,854	1,882	1,910	1,939						9,412	6,353	(790)	3,849
TS013	Local Road Rehabilitation	55,000	56,100	57,222	58,366	59,534	17,529	18,420	18,652			340,823	299,315		41,508
TS014	Major Roads Rehabilitation	55,000	56,100	57,222	58,366	59,534	14,120	14,442	14,442			329,226	336,405		(7,179)
TS015	Major SOGR Pooled Contingency	3,800	3,800	3,800	3,800	3,800	3,800	3,800	3,800			30,400	22,084		8,316
TS016	Retaining Walls Rehabilitation	865	1,359	1,380								3,604	1,760	(895)	2,739
TS017	Sidewalks	14,745	15,000	15,259								45,004	48,443	(3,439)	
TS018	Signs and Markings Asset Management	3,691	3,619	3,689								10,999	1,586		9,413
TS019	Traffic Plant Requirements & Signal Asset Management	6,925	6,925	6,925	6,925	6,925						34,625	14,683		19,942
	<b>Sub-Total</b>	<b>296,818</b>	<b>322,205</b>	<b>363,945</b>	<b>427,906</b>	<b>170,853</b>	<b>42,237</b>	<b>43,555</b>	<b>44,353</b>	<b>-</b>	<b>-</b>	<b>1,711,872</b>	<b>1,594,276</b>	<b>(24,634)</b>	<b>142,230</b>
<b>Service Improvements</b>															
TS020	Advanced Traffic Signal Control											-	3,332		(3,332)
TS021	Cycling Infrastructure	16,884	16,000	8,303								41,187	38,836	(4,832)	7,183
TS022	West Toronto Rail Path Extension		3,000	5,000								8,000			8,000
TS023	Eglinton Connects (Detailed Design)		6,000	9,000								15,000			15,000
TS024	Engineering Studies	5,567	6,950	3,038								15,555	13,447	(854)	2,962
TS025	Enterprise Work Management System	2,191	3,150	4,062	1,383	340	340					11,466	11,686	(220)	
TS026	Jane Street Crossing											-	3,000	(3,000)	
TS027	King Street Transit Priority Corridor	790	1,000	360								2,150	865		1,285
TS028	LED Signal Module Conversion	1,000	2,400	1,700								5,100	2,178		2,922
TS029	Neighborhood Improvements	3,180	3,147	2,270	2,000	2,000						12,597	5,308	(111)	7,400
TS030	TO360 Wayfinding	702	810	844	872	899						4,127			4,127
TS031	PTIF Projects	7,154										7,154	7,154		
TS032	System Enhancements for Road Repair & Permits	900	500	150								1,550	550		1,000
TS033	Mapping and GIS Repository	293	686	365								1,344	1,344		
TS034	Quick Clear Squad - Vehicles	600										600	600		
TS035	Traffic Congestion Management	5,091	5,080	3,000	-							13,171	14,786	(1,615)	
TS036	Traffic Signals Major Modifications											-	2,620		(2,620)
	<b>Sub-Total</b>	<b>44,352</b>	<b>48,723</b>	<b>38,092</b>	<b>4,255</b>	<b>3,239</b>	<b>340</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>139,001</b>	<b>105,706</b>	<b>(10,632)</b>	<b>43,927</b>



### Appendix 5b

### 2021 - 2029 Capital Plan

Project Code	(In \$000)	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2021 - 2029 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
<b>Health &amp; Safety</b>														
TS005	Road Safety Plan					6,709	6,731	6,756	6,783	6,815	33,794			
	<b>Sub-Total</b>	-	-	-	-	<b>6,709</b>	<b>6,731</b>	<b>6,756</b>	<b>6,783</b>	<b>6,815</b>	<b>33,794</b>	<b>33,794</b>		
<b>State of Good Repair</b>														
TS006	City Bridge Rehabilitation					29,382	29,834	29,834	37,852	38,420	165,322		165,322	
TS007	Critical Interim Road Rehabilitation			8,365	8,491	8,618	8,748				34,222		34,222	
TS008	Ditch Rehabilitation and Culvert Reconstruction			1,000	1,000	1,000	1,000	1,000	1,000	1,000	7,000		7,000	
TS009	Don Valley Parkway Rehabilitation			2,558	2,558	2,558	2,558	2,558	2,558	2,558	17,906		17,906	
TS010	F.G. Gardiner				251,935	251,935	251,935	251,935	251,935	271,935	1,531,610		1,531,610	
TS011	Facility Improvements		3,344								3,344		3,344	
TS012	Laneways					1,968	1,998	2,027	2,062	2,103	10,158		10,158	
TS013	Local Road Rehabilitation					43,195	43,519	44,526	64,441	65,730	261,411		261,411	
TS014	Major Roads Rehabilitation					46,604	47,497	48,736	64,441	65,730	273,008		273,008	
TS015	Major SOGR Pooled Contingency								3,800	3,800	7,600		7,600	
TS016	Retaining Walls Rehabilitation			1,400	1,421	1,443	1,464	1,486	1,516	1,546	10,276		10,276	
TS017	Sidewalks			15,522	15,788	16,059	16,334	16,351	16,351	16,678	113,083		113,083	
TS018	Signs and Markings Asset Management			3,761	3,834	3,909	3,985	4,063	4,142	4,223	27,917		27,917	
TS019	Traffic Plant Requirements & Signal Asset Management					6,925	6,925	6,925	6,925	6,925	34,625		34,625	
	<b>Sub-Total</b>	-	<b>3,344</b>	<b>32,606</b>	<b>285,027</b>	<b>413,596</b>	<b>415,797</b>	<b>409,441</b>	<b>457,023</b>	<b>480,648</b>	<b>2,497,482</b>		<b>2,497,482</b>	
<b>Service Improvements</b>														
TS021	Cycling Infrastructure			8,303	8,303	8,303	8,303	8,303	8,303	8,303	58,121			58,121
TS024	Engineering Studies			3,038	3,038	3,038	3,038	3,038			15,190			15,190
TS026	Jane Street Crossing	1,000	3,000	6,200	6,200	6,200	6,200	6,200			35,000			35,000
TS027	King Street Transit Priority Corridor			360							360			360
TS028	LED Signal Module Conversion			1,700	1,700	1,700					5,100			5,100
TS029	Neighborhood Improvements					2,000	2,000	2,000	2,000		8,000			8,000
TS030	TO360 Wayfinding					500	517	536			1,553			1,553
	<b>Sub-Total</b>	<b>1,000</b>	<b>3,000</b>	<b>19,601</b>	<b>19,241</b>	<b>21,741</b>	<b>20,058</b>	<b>20,077</b>	<b>10,303</b>	<b>8,303</b>	<b>123,324</b>			<b>123,324</b>
<b>Growth Related</b>														
TS046	Morningside Extension Segment 1 (Steeles to Passmore)		1,250								1,250			1,250
TS048	North York Service Road Extension		4,200								4,200			4,200
TS060	Work for TTC & Others					3,200	3,200	3,200	4,000		13,600			13,600
	<b>Sub-Total</b>	-	<b>5,450</b>	-	-	<b>3,200</b>	<b>3,200</b>	<b>3,200</b>	<b>4,000</b>	-	<b>19,050</b>			<b>19,050</b>
	<b>Total Expenditures</b>	<b>1,000</b>	<b>11,794</b>	<b>52,207</b>	<b>304,268</b>	<b>445,246</b>	<b>445,786</b>	<b>439,474</b>	<b>478,109</b>	<b>495,766</b>	<b>2,673,650</b>	<b>33,794</b>	<b>2,497,482</b>	<b>142,374</b>

## Appendix 6

### Reporting on Major Capital Projects: Status Update

(In \$'000)

Division/Project name	2019 Cash Flow			Total Project Cost*		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Spend	YE Project Spend	Appr. Budget	Life to Date			Planned	Revised		
<b>Transportation Services</b>											
F. G. Gardiner*	112,685	44,874	85,790	2,460,206	211,888	On Track	01-Apr-2013	TBD (subject to completion of tender award process)	N/A	Ⓞ	Ⓞ
Comments:	Contract 1 - Rehabilitation of the Expressway from Jarvis to Cherry - under construction. Contract 2 - Rehabilitation of the elevated portion of the Expressway from Dufferin to Strachan - Request For Proposal development for the construction is underway and the RFP will be issued in late 2020. The contract is planned to be executed in 2021. Refacing of Bents from Dan Lecky to Spadina, including piers at Lower Simcoe, commenced April 29, 2019, with planned completion by Q4 2020. Gardiner East - Cherry to Logan - the RFP for the interim repairs detailed design and preliminary engineering assignment for the Hybrid proposal was issued in Q1 2019 and the contract was awarded at the end of Q2 2019.										

\*The total project cost for the Gardiner reflects the 2012 - 2028 costs.

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

## Appendix 7

## Summary of Capital Needs Constraints

(In \$ Millions)

Project Description	Total Project Cost	Non-Debt Funding	Debt Required	Cash Flow					
				2020	2021	2022	2023	2024	2025 - 2029
<i>Beecroft Extension</i>	28.618	28.618						10.892	17.726
<i>Borough Drive East/West Approach Reconfiguration</i>	1.287		1.287				.105	.591	.591
<i>Broadview Extension Eastern to Lake Shore</i>	19.544	19.544							19.544
<i>Broadview Extension Lake Shore to Ship Channel</i>	188.319	188.319							188.319
<i>City Bridge Rehabilitation</i>	385.094		385.094			50.458	46.053	46.632	241.951
<i>Critical Interim Road Rehabilitation</i>	27.038		27.038						27.038
<i>Commissioners Reconstruction (Don Roadway to Leslie Street)</i>	47.718	47.718						8.385	39.333
<i>Cycling Infrastructure</i>	61.576	15.394	46.182			7.697	7.697	7.697	38.485
<i>Dufferin Street Bridge Rehabilitation</i>	25.899		25.899						25.899
<i>Dundas Dupont Annette Improvements</i>	8.000		8.000		1.000	1.000	6.000		
<i>Eglinton Connects</i>	120.000	9.600	110.400			15.000	15.000	15.000	75.000
<i>Emery Village Improvements</i>	6.424	6.424					5.885	.433	.106
<i>Enterprise Work Management System Phase 2</i>	11.218		11.218		3.984	3.399	3.835		
<i>Enterprise Work Management System Phase 3</i>	10.590		10.590				1.078	4.806	4.706
<i>F.G. Gardiner Rehabilitation</i>	101.78		101.78						101.78
<i>Ingram Drive Extension and Grade Separation</i>	65.954	65.954					.525	16.538	48.891
<i>Laneways</i>	147.322		147.322	69.700	8.120	8.242	8.365	8.491	44.404
<i>Legion Road Extension &amp; Grade Separation</i>	45.726	45.726			7.634	22.922	15.120	.050	
<i>Liberty Village New Street</i>	30.403	30.403				3.701	13.351	13.351	
<i>Local Road Rehabilitation</i>	1827.443		1827.443	580.265	125.769	156.244	128.273	146.374	690.518
<i>Lower Yonge</i>	104.351	90.557	13.794		3.000	5.170	32.060	32.061	32.060
<i>Major Roads Rehabilitation</i>	1599.053		1599.053	637.457	127.989	172.175	154.629	129.069	377.735
<i>Metrolinx Additional Infrastructure</i>	7.750	6.200	1.550				2.750	5.000	
<i>Modernize Bridge Management System</i>	3.500		3.500		1.000	1.000	1.500		
<i>Morningside Extension Segment 2 (Passmore to McNicoll)</i>	33.000	33.000					5.000	5.000	23.000
<i>North Queen New Street</i>	43.100	43.100							43.100
<i>Passmore Avenue Widening</i>	2.260	1.876	.384				.155	.050	2.055
<i>Peel Gladstone</i>	2.840	2.102	.738		2.840				
<i>Progress Avenue and McCowan Road Reconfiguration</i>	29.700		29.700			.675	.675	14.175	14.175
<i>Re-imagining Yonge</i>	63.761	33.156	30.605			2.082	20.078	20.556	21.045
<i>GO Expansion: City Share</i>	61.750	53.617	8.133						61.750
<i>Scarlett St Clair Dundas</i>	33.850	12.525	21.325		16.900	14.850	2.100		
<i>SilverStar Boulevard</i>	25.000	25.000					.625	.625	23.750
<i>St Clair TMP: Keele to Old Weston</i>	218.457	176.539	41.918			3.753	13.647	59.256	141.801
<i>Steeles Widening ( Tapscott Road - Beare Road)</i>	37.000	34.225	2.775			17.000	15.000	5.000	
<i>West Toronto Rail Path Extension</i>	20.000	5.000	15.000			5.000	15.000		
<i>Yonge Street / 401 Interchange Improvements</i>	22.500	22.500						.500	22.000
<i>Yonge TOMorrow</i>	36.396		36.396					7.932	28.464
<b>Total</b>	<b>5,504.221</b>	<b>997.096</b>	<b>4,507.125</b>	<b>1,287.422</b>	<b>298.237</b>	<b>490.368</b>	<b>514.505</b>	<b>558.464</b>	<b>2,355.226</b>

In addition to the Recommended 10-Year Capital Plan of \$5.030 billion, staff have also identified \$5.504 billion in capital needs constraints for Transportation Services as reflected in the table above.

- \$4.091 billion of SOGR backlog for the F.G. Gardiner, City Bridges, Major Roads, Local Roads, and Laneways. Development of the updated Local and Major Roads Asset Management Strategy to drive sustainable long-term investment in SOGR projects and reduce the backlog is underway, with Council reporting anticipated in 2021. This will include an updated funding request based on a comprehensive delivery approach for the rehabilitation of road works.
- \$1.309 billion of growth project needs listed. As phases of growth projects advance, with certainty in cost and delivery schedule, funding requests will be made to include them in the budget.
- \$0.104 billion of Service Improvement needs including additional funding requirements for the Cycling Network Plan post 2022.

## Appendix 8

**2020 User Fee Changes**  
**Table 8b – User Fees Changes Above Inflation**

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2019	2020		2021	2022
					Approved Rate	Above Inflation Adjustments	Budget Rate	Plan Rate	Plan Rate
TP063	To provide on street parking for 1st vehicle to residents who have no place to park on site - annual fee (Priority One)	Parking Permits	City Policy	Per space (Jan-May)	\$190.20	\$5.52	\$195.72	\$212.39	\$223.01
TP063.1	To provide on street parking for 1st vehicle to residents who have no place to park on site - annual fee (Priority One)	Parking Permits	City Policy	Per space (Jun-Dec)	\$195.72	\$6.05	\$201.77	\$212.39	\$223.01
TP064	To provide on street parking for 1st vehicle to residents who have no place to park on site - 1 month permit (Priority One)	Parking Permits	City Policy	Per space (Jan-May)	\$15.85	\$0.46	\$16.31	\$17.70	\$18.58
TP064.1	To provide on street parking for 1st vehicle to residents who have no place to park on site - 1 month permit (Priority One)	Parking Permits	City Policy	Per space (Jun-Dec)	\$16.31	\$0.50	\$16.81	\$17.70	\$18.58
TP065	To provide on street parking for 1st vehicle to residents who have no place to park on site - 6 month permit (Priority One)	Parking Permits	City Policy	Per space (Jan-May)	\$95.10	\$2.76	\$97.86	\$106.19	\$111.50
TP065.1	To provide on street parking for 1st vehicle to residents who have no place to park on site - 6 month permit (Priority One)	Parking Permits	City Policy	Per space (Jun-Dec)	\$97.86	\$3.02	\$100.88	\$106.19	\$111.50
TP066	To provide on street parking for 2nd and subseq. vehicle to residents with no place to park on site - annual fee (Priority Two)	Parking Permits	City Policy	Per space (Jan-May)	\$476.40	\$13.92	\$490.32	\$647.79	\$669.03
TP066.1	To provide on street parking for 2nd and subseq. vehicle to residents with no place to park on site - annual fee (Priority Two)	Parking Permits	City Policy	Per space (Jun-Dec)	\$490.32	\$136.23	\$626.55	\$647.79	\$669.03

## Appendix 8 (Continued)

Table 8b – User Fees Changes Above Inflation

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2019	2020		2021	2022
					Approved Rate	Above Inflation Adjustments	Budget Rate	Plan Rate	Plan Rate
TP067	To provide on street parking for 2nd and subseq. vehicle to residents with no place to park on site - 1 month permit (Priority Two)	Parking Permits	City Policy	Per space (Jan-May)	\$39.70	\$1.16	\$40.86	\$53.98	\$55.75
TP067.1	To provide on street parking for 2nd and subseq. vehicle to residents with no place to park on site - 1 month permit (Priority Two)	Parking Permits	City Policy	Per space (Jun-Dec)	\$40.86	\$11.35	\$52.21	\$53.98	\$55.75
TP068	To provide on street parking for 2nd and subseq. vehicle to residents with no place to park on site - 6 month permit (Priority Two)	Parking Permits	City Policy	Per space (Jan-May)	\$238.20	\$6.96	\$245.16	\$323.89	\$334.51
TP068.1	To provide on street parking for 2nd and subseq. vehicle to residents with no place to park on site - 6 month permit (Priority Two)	Parking Permits	City Policy	Per space (Jun-Dec)	\$245.16	\$68.11	\$313.27	\$323.89	\$334.51
TP069	To provide on street parking to residents who have access to on-site parking - annual fee (Priority Three)	Parking Permits	City Policy	Per space (Jan-May)	\$666.84	\$19.56	\$686.40	\$902.65	\$923.89
TP069.1	To provide on street parking to residents who have access to on-site parking - annual fee (Priority Three)	Parking Permits	City Policy	Per space (Jun-Dec)	\$686.40	\$195.02	\$881.42	\$902.65	\$923.89
TP070	To provide on street parking to residents who have access to on-site parking - 1 month permit (Priority Three)	Parking Permits	City Policy	Per space (Jan-May)	\$55.57	\$1.63	\$57.20	\$75.22	\$76.99
TP070.1	To provide on street parking to residents who have access to on-site parking - 1 month permit (Priority Three)	Parking Permits	City Policy	Per space (Jun-Dec)	\$57.20	\$16.25	\$73.45	\$75.22	\$76.99
TP071	To provide on street parking to residents who have access to on-site parking - 6 month permit (Priority Three)	Parking Permits	City Policy	Per space (Jan-May)	\$333.42	\$9.78	\$343.20	\$451.33	\$461.95
TP071.1	To provide on street parking to residents who have access to on-site parking - 6 month permit (Priority Three)	Parking Permits	City Policy	Per space (Jun-Dec)	\$343.20	\$97.51	\$440.71	\$451.33	\$461.95
TP072	To provide parking permits for temporary visitors - 7 days	Parking Permits	City Policy	Per space	\$22.86	\$9.88	\$32.74	\$33.63	\$34.51
TP072.1	Temporary 24 Hour on-street parking permit	Parking Permits	City Policy	Per space	\$9.76	\$4.40	\$14.16	\$15.04	\$15.93
TP072.2	Temporary 48 Hour On-Street Parking Permit	Parking Permits	City Policy	Per space	\$14.64	\$6.60	\$21.24	\$22.12	\$23.01
TP073	Issue another parking permit if lost	Parking Permits	City Policy	Per space	\$7.44	\$0.52	\$7.96	\$8.85	\$9.73

## Appendix 9

**Inflows and Outflows to/from Reserves and Reserve Funds**  
**2020 Operating Budget**

**Program Specific Reserve / Reserve Funds**

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2020	2021	2022
		\$	\$	\$
<b>Beginning Balance *</b>		360.21	500.21	640.21
<b>Paver Maintenance Reserve Fund</b>	XR1413			
<i>Withdrawals (-)</i>				
	Total Withdrawals	-	-	-
<i>Contributions (+)</i>				
Transportation Services		140.00	140.00	140.00
	Total Contributions	140.00	140.00	140.00
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		140.00	140.00	140.00
<b>Balance at Year-End</b>		<b>500.21</b>	<b>640.21</b>	<b>780.21</b>

\* Based on 9-month 2019 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2020	2021	2022
		\$	\$	\$
<b>Beginning Balance *</b>		1,075.96	482.55	(208.73)
<b>Management Of Contaminated Lands RF</b>	XR3404			
<i>Withdrawals (-)</i>				
Transportation Services		(593.41)	(691.28)	(254.27)
	Total Withdrawals	(593.41)	(691.28)	(254.27)
<i>Contributions (+)</i>				
	Total Contributions	-	-	-
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		(593.41)	(691.28)	(254.27)
<b>Balance at Year-End</b>		<b>482.55</b>	<b>(208.73)</b>	<b>(463.01)</b>

\* Based on 9-month 2019 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2020	2021	2022
		\$	\$	\$
<b>Beginning Balance *</b>			(742.00)	(1,592.00)
<b>TO360 Wayfinding RF</b>	XR1414			
<i>Withdrawals (-)</i>				
Transportation Services		(40.00)	(40.00)	(40.00)
Other Division/Agency Withdrawals		(702.00)	(810.00)	(844.00)
	Total Withdrawals	(742.00)	(850.00)	(884.00)
<i>Contributions (+)</i>				
	Total Contributions	-	-	-
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		(742.00)	(850.00)	(884.00)
<b>Balance at Year-End</b>		<b>(742.00)</b>	<b>(1,592.00)</b>	<b>(2,476.00)</b>

\* Based on 9-month 2019 Reserve Fund Variance Report

## Appendix 9 (Continued)

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

## 2020 Operating Budget

## Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2020 \$	2021 \$	2022 \$
<b>Beginning Balance *</b>		<b>20,306.49</b>	<b>10,474.82</b>	<b>5,201.98</b>
<b>Public Realm Reserve Fund</b>	<b>XR1410</b>			
<i>Withdrawals (-)</i>				
Transportation Services		(31,796.23)	(28,895.60)	(28,794.85)
Other Division/Agency Withdrawals		(5,388.70)	(5,436.70)	(4,796.70)
	Total Withdrawals	(37,184.93)	(34,332.30)	(33,591.55)
<i>Contributions (+)</i>				
Other Revenue		27,353.26	29,059.47	30,659.40
	Total Contributions	27,353.26	29,059.47	30,659.40
Total Reserve / Reserve Fund Draws / Contributions		(9,831.67)	(5,272.84)	(2,932.15)
<b>Balance at Year-End</b>		<b>10,474.82</b>	<b>5,201.98</b>	<b>2,269.83</b>

\* Based on 9-month 2019 Reserve Fund Variance Report

## Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2020 \$	2021 \$	2022 \$
<b>Beginning Balance *</b>		<b>29,462.41</b>	<b>26,035.42</b>	<b>22,539.94</b>
<b>Insurance Reserve Fund</b>	<b>XR1010</b>			
<i>Withdrawals (-)</i>				
Other Division/Agency Withdrawals		(66,235.19)	(66,309.23)	(65,970.84)
	Total Withdrawals	(66,235.19)	(66,309.23)	(65,970.84)
<i>Contributions (+)</i>				
Transportation Services		20,990.76	20,990.76	20,990.76
Other Division/Agency Contributions		41,817.45	41,822.99	41,832.21
	Total Contributions	62,808.21	62,813.74	62,822.97
Total Reserve / Reserve Fund Draws / Contributions		(3,426.99)	(3,495.49)	(3,147.87)
<b>Balance at Year-End</b>		<b>26,035.42</b>	<b>22,539.94</b>	<b>19,392.07</b>

\* Based on 9-month 2019 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2020 \$	2021 \$	2022 \$
<b>Beginning Balance *</b>		<b>19,399.55</b>	<b>28,078.55</b>	<b>24,767.45</b>
<b>Vehicle Reserve-Transportation</b>	<b>XQ1015</b>			
<i>Withdrawals (-)</i>				
Other Division/Agency Withdrawals		(8,430.00)	(12,620.10)	(16,816.47)
	Total Withdrawals	(8,430.00)	(12,620.10)	(16,816.47)
<i>Contributions (+)</i>				
Transportation Services		17,109.00	9,309.00	9,309.00
	Total Contributions	17,109.00	9,309.00	9,309.00
Total Reserve / Reserve Fund Draws / Contributions		8,679.00	(3,311.10)	(7,507.47)
<b>Balance at Year-End</b>		<b>28,078.55</b>	<b>24,767.45</b>	<b>17,259.98</b>

\* Based on 9-month 2019 Reserve Fund Variance Report

### Appendix 9 (Continued)

## Inflows and Outflows to/from Reserves and Reserve Funds 2020 – 2029 Capital Budget and Plan

### Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name	Contributions / (Withdrawals)										
		2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	Total
XR1410 Public Realm Reserve Fund	Beginning Balance *	20,306	10,475	5,202	2,270	33,744	67,336	102,656	139,788	178,820	176,820	
	Withdrawals (-)											
	King St. Transit Priority Corridor	(790)	(1,000)	(360)	(360)							(2,510)
	Neighbourhood Improvements	(2,015)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)		(18,015)
	<b>Total Withdrawals</b>	<b>(2,805)</b>	<b>(3,000)</b>	<b>(2,360)</b>	<b>(2,360)</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>-</b>
	<b>Total Contributions</b>	<b>27,353</b>	<b>29,059</b>	<b>30,659</b>	<b>33,834</b>	<b>35,592</b>	<b>37,320</b>	<b>39,132</b>	<b>41,033</b>	<b>-</b>	<b>-</b>	<b>273,983</b>
<b>Other Program/Agency Net Withdrawals and Contributions</b>		<b>(34,380)</b>	<b>(31,332)</b>	<b>(31,232)</b>								<b>(96,944)</b>
<b>Balance at Year-End</b>		<b>10,475</b>	<b>5,202</b>	<b>2,270</b>	<b>33,744</b>	<b>67,336</b>	<b>102,656</b>	<b>139,788</b>	<b>178,820</b>	<b>176,820</b>	<b>176,820</b>	<b>156,514</b>

\* Based on 9-month 2019 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name	Contributions / (Withdrawals)										
		2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	Total
XR1407 Light Emitting Diode (LED) Reserve Fund	Beginning Balance *	4,186	3,186	786	(914)	(914)	(914)	(914)	(914)	(914)	(914)	(914)
	Withdrawals (-)											
	LED Signal Module Conversion	(1,000)	(2,400)	(1,700)								(5,100)
	<b>Total Withdrawals</b>	<b>(1,000)</b>	<b>(2,400)</b>	<b>(1,700)</b>	<b>-</b>	<b>(5,100)</b>						
<b>Balance at Year-End</b>		<b>3,186</b>	<b>786</b>	<b>(914)</b>	<b>(914)</b>	<b>(914)</b>	<b>(914)</b>	<b>(914)</b>	<b>(914)</b>	<b>(914)</b>	<b>(914)</b>	<b>(5,100)</b>

\* Based on 9-month 2019 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name	Contributions / (Withdrawals)										
		2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	Total
XR1414 TO360 Wayfinding Reserve Fund	Beginning Balance *	-	(742)	(1,592)	(2,476)	(3,348)	(4,247)	(4,747)	(5,264)	(5,800)	(5,800)	
	Withdrawals (-)											
	TO360 Wayfinding	(702)	(810)	(844)	(872)	(899)	(500)	(517)	(536)			(5,680)
	<b>Total Withdrawals</b>	<b>(702)</b>	<b>(810)</b>	<b>(844)</b>	<b>(872)</b>	<b>(899)</b>	<b>(500)</b>	<b>(517)</b>	<b>(536)</b>	<b>-</b>	<b>-</b>	<b>(5,680)</b>
<b>Other Program/Agency Net Withdrawals and Contributions</b>		<b>(40)</b>	<b>(40)</b>	<b>(40)</b>								<b>(120)</b>
<b>Balance at Year-End</b>		<b>(742)</b>	<b>(1,592)</b>	<b>(2,476)</b>	<b>(3,348)</b>	<b>(4,247)</b>	<b>(4,747)</b>	<b>(5,264)</b>	<b>(5,800)</b>	<b>(5,800)</b>	<b>(5,800)</b>	<b>(5,800)</b>

\* Based on 9-month 2019 Reserve Fund Variance Report

### Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name	Contributions / (Withdrawals)										
		2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	Total
XR1012 Land Acquisition Reserve Fund	Beginning Balance *	118,076	99,075	92,386	89,291	86,791	83,191	80,691	80,691	80,691	80,691	
	Withdrawals (-)											
	North York Service Road Extension	(9,000)										(9,000)
	<b>Total Withdrawals</b>	<b>(9,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(9,000)</b>
<b>Other Program/Agency Net Withdrawals and Contributions</b>		<b>(10,001)</b>	<b>(6,689)</b>	<b>(3,095)</b>	<b>(2,500)</b>	<b>(3,600)</b>	<b>(2,500)</b>					<b>(28,385)</b>
<b>Balance at Year-End</b>		<b>99,075</b>	<b>92,386</b>	<b>89,291</b>	<b>86,791</b>	<b>83,191</b>	<b>80,691</b>	<b>80,691</b>	<b>80,691</b>	<b>80,691</b>	<b>80,691</b>	<b>(37,385)</b>

\* Based on 9-month 2019 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name	Contributions / (Withdrawals)										
		2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	Total
XR3026 / 28 Planning Act Reserve Fund - Section 37 / 45	Beginning Balance *	281,432	271,653	251,860	240,840	237,625	227,463	224,895	222,327	222,327	222,327	
	Withdrawals (-)											
	John Street Revitalization Project	(172)	(2,978)	(6,557)	(1,715)							(11,422)
	Neighbourhood Improvements	(1,165)	(1,147)	(270)								(2,582)
	New Courthouse Streetscape		(2,500)									(2,500)
	North York Service Road Extension	(79)										(79)
	Signs and Markings Asset Management	(31)										(31)
	Yonge TOMorrow			(1,500)	(1,500)	(2,568)	(2,568)	(2,568)				(10,704)
	<b>Total Withdrawals</b>	<b>(1,447)</b>	<b>(6,625)</b>	<b>(8,327)</b>	<b>(3,215)</b>	<b>(2,568)</b>	<b>(2,568)</b>	<b>(2,568)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(27,318)</b>
<b>Other Program/Agency Net Withdrawals and Contributions</b>		<b>(8,332)</b>	<b>(13,168)</b>	<b>(2,693)</b>	<b>-</b>	<b>(7,594)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(31,787)</b>
<b>Balance at Year-End</b>		<b>271,653</b>	<b>251,860</b>	<b>240,840</b>	<b>237,625</b>	<b>227,463</b>	<b>224,895</b>	<b>222,327</b>	<b>222,327</b>	<b>222,327</b>	<b>222,327</b>	<b>(59,105)</b>

\* Based on 9-month 2019 Reserve Fund Variance Report

### Appendix 9 (Continued)

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

#### 2020 – 2029 Capital Budget and Plan

#### Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name	Contributions / (Withdrawals)										
		2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	Total
XQ0011 Capital Financing Reserve	Beginning Balance *	439,586	425,268	417,601	406,537	232,745	80,085	90,085	79,842	119,842	159,842	
	Withdrawals (-)											
	Major Road Rehabilitation LARP (Lawrence-Allen Revitalization Project)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)				(210,000)
	F.G. Gardiner	(1,798)	(2,786)	(1,575)	(1,152)							(7,311)
		(14,720)	(11,550)	(11,550)	(182,640)	(162,660)						(383,120)
	<b>Total Withdrawals</b>	<b>(46,518)</b>	<b>(44,336)</b>	<b>(43,125)</b>	<b>(213,792)</b>	<b>(192,660)</b>	<b>(30,000)</b>	<b>(30,000)</b>	-	-	-	<b>(600,431)</b>
<b>Other Program/Agency Net Withdrawals and Contributions</b>		<b>32,200</b>	<b>36,669</b>	<b>32,061</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>19,757</b>	<b>40,000</b>	<b>40,000</b>	<b>38,744</b>	<b>359,431</b>
<b>Balance at Year-End</b>		<b>425,268</b>	<b>417,601</b>	<b>406,537</b>	<b>232,745</b>	<b>80,085</b>	<b>90,085</b>	<b>79,842</b>	<b>119,842</b>	<b>159,842</b>	<b>198,586</b>	<b>(241,000)</b>

\* Based on 9-month 2019 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name	Contributions / (Withdrawals)										
		2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	Total
XR2110 Development Charge Reserve Fund - Roads	Beginning Balance *	145,962	167,499	144,811	154,284	209,228	273,381	342,831	427,482	516,254	611,278	
	Withdrawals (-)											
	Broadview Extension	(14,000)										(14,000)
	Cycling Infrastructure	(1,182)	(4,000)	(2,076)	(2,076)	(2,076)	(2,076)	(2,076)	(2,076)	(2,076)	(2,076)	(21,790)
	Engineering Studies	(2,546)	(4,790)	(1,944)	(1,944)	(1,944)	(1,944)	(1,944)	(1,944)			(19,000)
	Facility Improvements	(97)	(293)	(268)								(658)
	John Street Revitalization Project		(144)	(851)	(649)							(1,644)
	Legion Road Extension & Grade Separation	(224)	(2,800)									(3,024)
	Metrolinx Additional Infrastructure		(3,200)	(4,800)								(8,000)
	North York Service Road Extension	(250)	(4,950)	(4,200)								(9,400)
	Pedestrian Safety and Infrastructure Programs	(21)	(61)	(62)	(63)							(207)
	Port Union Road	(461)	(5,910)	(2,611)								(8,982)
	Rean to Kenaston New Road	(825)	(3,500)									(4,325)
	Regent Park Revitalization	(36)	(418)									(454)
	Road Safety Plan	(3,281)	(5,136)	(5,014)	(3,633)	(3,411)	(1,876)	(1,878)	(1,880)	(1,882)	(1,886)	(29,877)
	Scarlett/St Clair/Dundas	(378)	(2,775)									(3,153)
	Six Points Interchange Redevelopment	(3,327)	(1,027)									(4,354)
	St Clair TMP:Keele to Old Weston		(6,508)	(8,334)	(4,665)							(19,507)
	Steeles Widening (Tapscott Road - Beare Road)	(533)	(2,550)									(3,083)
	Traffic Congestion Management	(246)	(406)	(240)								(892)
	West Toronto Rail Path Extension		(750)	(1,250)								(2,000)
	Emery Village Improvements	(91)	(696)									(787)
	Liberty Village New Street Project			(11,250)	(11,250)	(11,250)	(11,250)					(45,000)
	Eglinton Connects LRT		(480)	(720)								(1,200)
	Morningside Extension			(1,250)								(1,250)
	King Liberty Cycling Pedestrian Bridge	(4,063)										(4,063)
	Woodfield Road Extension		(200)									(200)
	<b>Total Program Withdrawals</b>	<b>(31,561)</b>	<b>(50,594)</b>	<b>(44,870)</b>	<b>(24,280)</b>	<b>(18,681)</b>	<b>(17,146)</b>	<b>(5,898)</b>	<b>(5,900)</b>	<b>(3,958)</b>	<b>(3,962)</b>	<b>(206,850)</b>
	Other Program Withdrawals (-)	(3,463)	(10,213)	(88)	(90)	(92)	(94)	(96)	(97)	(99)	(101)	(14,434)
	<b>Total Withdrawals</b>	<b>(35,024)</b>	<b>(60,807)</b>	<b>(44,958)</b>	<b>(24,370)</b>	<b>(18,773)</b>	<b>(17,240)</b>	<b>(5,994)</b>	<b>(5,997)</b>	<b>(4,057)</b>	<b>(4,063)</b>	<b>(221,284)</b>
	Contributions (+)	56,562	38,119	54,431	79,314	82,925	86,690	90,645	94,769	99,081	103,350	785,886
	<b>Total Contributions</b>	<b>56,562</b>	<b>38,119</b>	<b>54,431</b>	<b>79,314</b>	<b>82,925</b>	<b>86,690</b>	<b>90,645</b>	<b>94,769</b>	<b>99,081</b>	<b>103,350</b>	<b>785,886</b>
<b>Balance at Year-End</b>		<b>167,499</b>	<b>144,811</b>	<b>154,284</b>	<b>209,228</b>	<b>273,381</b>	<b>342,831</b>	<b>427,482</b>	<b>516,254</b>	<b>611,278</b>	<b>710,564</b>	<b>564,602</b>

\* Based on 9-month 2019 Reserve Fund Variance Report

## Appendix 10

### Glossary of Terms

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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