

# 2022 Budget Notes

## Parks, Forestry and Recreation

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### Description

Toronto's parks, recreation facilities and natural spaces are places where Torontonians come together to build community and play, celebrate and explore. In our role as stewards of these spaces, we contribute to the city's social and environmental resilience by ensuring that our parks, playing fields, recreation centres, ice rinks and pools, along with tree-lined streets, trails, forests, meadows, marshes, and ravines, are beautiful, safe and accessible, that they expand and adapt to meet the needs of a growing city, and are filled with vibrant, active, and engaged communities.

### Why We Do It

Parks, Forestry and Recreation (PFR) are key drivers of social, environmental, and economic capital, contributing to Toronto's sustained livability and overall health during a period of unprecedented growth, and as our city begins to emerge from a long pandemic. A vibrant and accessible system of parks, recreation facilities and programs, healthy and growing natural environments, and a strong and resilient urban forest are essential to maintaining a livable and sustainable Toronto.

What we want for Torontonians:

- Equitable access to affordable and high-quality programs and recreation facilities
- High-quality connected parks and natural spaces
- A healthy and resilient urban forest and ravine system; safe and climate change resilient parks and public spaces; awareness of the benefits of trees, green infrastructure and ravines
- Youth that are engaged through leadership and life skill development, volunteerism and employment

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

#### Program:

**Janie Romoff**

General Manager, Parks, Forestry and Recreation

Tel: (416) 392-8182

Email: [janie.romoff@toronto.ca](mailto:janie.romoff@toronto.ca)

#### Corporate:

**Anthony Ng**

Manager, Financial Planning

Tel: (416) 395-6767

Email: [anthony.ng@toronto.ca](mailto:anthony.ng@toronto.ca)

## What Service We Provide

**Who We Serve:** Torontonians of all ages, including equity deserving groups; Indigenous communities and rights-holders; public benefit organizations, including sports and recreation groups, conservation/environmental stakeholders, social service providers and school boards; local businesses and Business Improvement Areas, and visitors.

### Community Recreation

**What We Deliver:** High-quality, affordable and accessible recreation programs are delivered in well-maintained recreation facilities and are planned for future growth and improvement to underserved communities; drop-in and instructional programs, camps and after-school care; safe seniors activities, youth programs and spaces that foster leadership, life skills, and provide youth employment.

**How Much Resources (gross 2022 operating budget): \$236.2 Million**

### Parks

**What We Deliver:** Care and maintenance of Toronto’s system of parks and ravines across more than 1,500 parks encompassing 8,000 hectares of land; a park system that can expand and improve through design excellence as the city grows to ensure that parkland is accessible, functional, connected, and climate change resilient.

**How Much Resources (gross 2022 operating budget): \$175.5 Million**

### Urban Forestry

**What We Deliver:** A healthy, growing and resilient urban forest and ravine system that is well-maintained and can retain its ecological integrity as the city’s population grows; tree protection and stewardship programs; invasive species control and management.

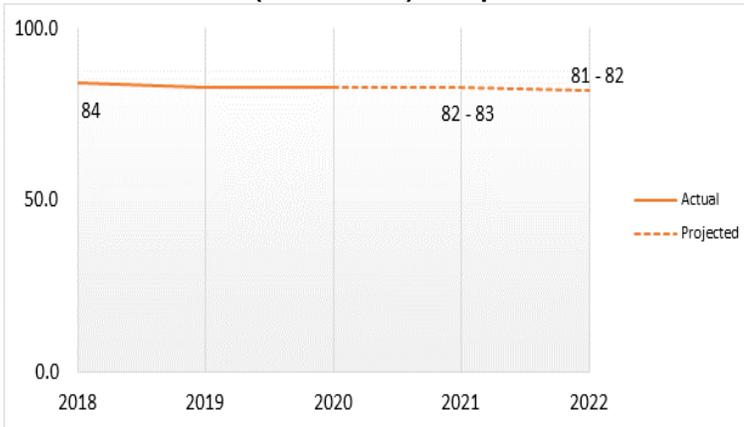
**How Much Resources (gross 2022 operating budget): \$70.3 Million**

## Budget at a Glance

2022 OPERATING BUDGET				2022 - 2031 10-YEAR CAPITAL PLAN			
\$Millions	2022	2023	2024	\$Millions	2022	2023-2031	Total
Revenues	\$137.8	\$151.4	\$144.6	Gross Expenditures	\$244.1	\$2,463.2	\$2,707.3
Gross Expenditures	\$482.0	\$492.0	\$495.4	Debt	\$110.2	\$729.3	\$839.5
Net Expenditures	\$344.2	\$340.6	\$350.8	Note: Includes 2021 carry forward funding			
Approved Positions	4,761.0	4,859.6	4,843.7				

## How Well We Are Doing – Behind the Numbers

**% population that is within walking distance (500 meters) of a park**



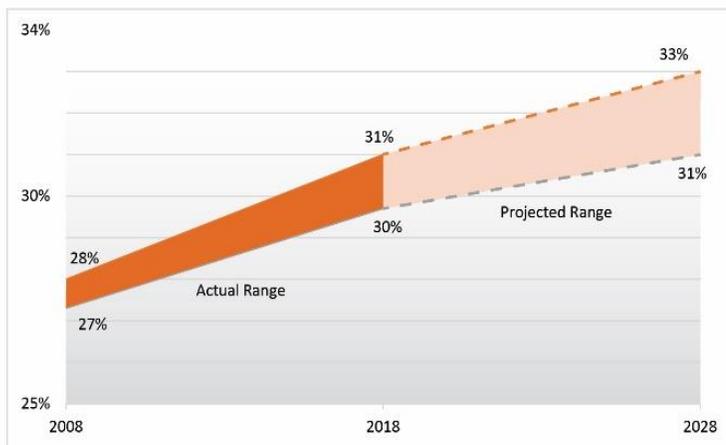
In our second COVID-marked year, Parks continue to play a critical role for the public:

- 92% of people say parks have had a positive impact on their mental health (+8% from 2020)\*
- 80% of respondents expressed an increased appreciation of parks and green spaces (+6% from 2020)\*

While interest in parks continues to grow, Toronto's population growth will make keeping pace with parkland acquisition extremely challenging.

\* Toronto respondents to a 2021 Park People survey

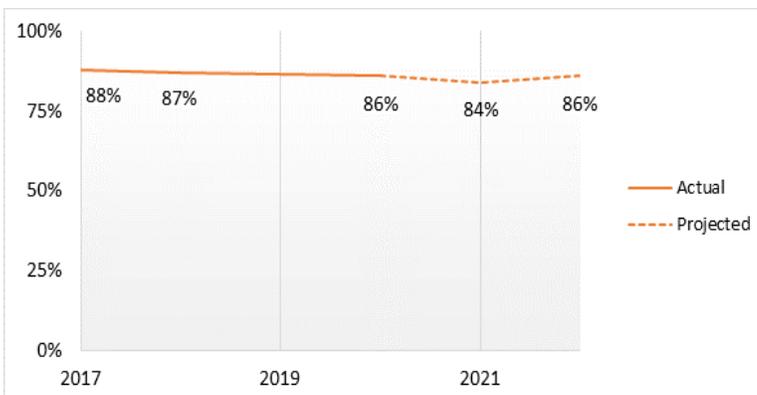
**% of Canopy Cover**



As a division, PFR is a significant contributor to climate resilience in the city. Toronto's ravines and urban forest provide the following ecosystem services and benefits for the public:

- \$8.3 million in energy savings annually
- 35,165 tonnes or \$4 million worth of gross carbon sequestration annually
- 1,900 tonnes or \$37.9 million worth of pollution removal annually
- 2 million m<sup>3</sup> or \$4.8 million worth of avoided runoff annually

**% respondents report recreation programs are welcoming and inclusive of diverse cultures and communities\***



COVID continued to have a significant impact on our community recreation programs in 2021.

- We continued to adapt by providing modified programming year-round including outdoor skate, summer camp programs including Parks Play TO and Camp TO and park-based fitness and walking programs 58% of which were located in high equity-deserving neighbourhoods.
- 84% of CampTO participants felt the program was respectful of their culture and the cultures of other people in the program\*
- 90% of CampTO participants felt welcome and safe\*

\* 9,000 respondents to the 2021 Recreation Restart Survey

## How Well We Are Doing

Service	Service Measure	2019 Actual	2020 Actual	2021 Target	2021* Projection	Status	2022 Target	2023 Target
<b>Outcome Measures</b>								
<b>The public has equitable access to affordable and high-quality recreation programs and facilities</b>	% respondents report recreation programs promote new learning and skill development for their children	-	82% (n=3,674)	-	- <sup>3</sup>	●	83%	-
	% population lives within the service area of one or more of community recreation centres	-	88% <sup>2</sup>	-	- <sup>3</sup>	●	88 % +/- 1 to 2% <sup>4</sup>	88 % +/- 1 to 2% <sup>4</sup>
<b>The public has equitable access to and uses high-quality and connected parks and natural spaces</b>	% population that is within walking distance (500 metres) of a park	-	-	-	- <sup>1a</sup>	●	81 to 82 % <sup>4</sup>	81 to 82 % <sup>4</sup>
	% population live in an area with a parks provision rate greater than 12 m <sup>2</sup> /person	-	-	-	- <sup>1b</sup>	●	62 to 63% <sup>4</sup>	62 to 63% <sup>4</sup>
<b>A healthy and resilient urban forest and ravines</b>	# tonnes annual gross carbon sequestration from urban forest	-	-	-	- <sup>1c</sup>	●	~ 35,165	~ 35,165
	% of street trees in good/excellent condition	-	76%	75% +/- 1 to 2%	75% +/- 1 to 2% (as of Aug 2021)	●	75% +/- 1 to 2%	75% +/- 1 to 2%

Where updated data is not available for the year, the cell is left blank

1. These indicators were last measured in 2018 and had the following values: (a) 84%, (b) 66%, (c) 35,165
2. Based on 2016 census population data
3. This indicator was last measured in 2020
4. Anticipating population growth

Service	Service Measure	2019 Actual	2020 Actual	2021 Target	2021 Projection	Status	2022 Target	2023 Target
<b>Service Level Measures</b>								
	Visits to all PFR webpages	2,804,400	2,142,500	3,200,000	3,206,000 <sup>1</sup>	●	2,800,000	2,800,000
	Visits to the registration webpage	520,963	900,146 <sup>1</sup>	300,000	870,000 <sup>1</sup>	●	700,000	800,000
	# of bookings in parks (for picnics, sports fields, allotment gardens etc.)	151,000	61,000	75,000	73,000 <sup>2</sup>	●	140,000 <sup>2</sup>	150,000 <sup>2</sup>
	Winter washrooms operational	64	148	148	147 <sup>3</sup>	●	TBD	TBD
	# of Forestry work orders completed	634,000	505,000	525,000	490,000	●	525,000	525,000
	Invest in State of Good Repair of parks and facilities to address the backlog	49.4 million (8.9% of backlog)	33.2 million (5.2% of backlog)	67.9 million (10.7% of backlog) *revised	46.3 million (7.3% of backlog)	●	60.6 million (8.1% of backlog)	53.9 million (6.6% of backlog)
	# of visits for instructional and drop-in recreation programs	10.5 million	3.2 million <sup>1</sup>	7.8 million	3.2 million <sup>1</sup>	●	8.4 million	10.5 million

1. Includes reservations

2. Does not include bookings for allotment gardens due to changes in business rules. Changes to be reflected in future year budgets

3. Assuming no supply chain constraints

## COVID-19 IMPACT AND RECOVERY

### 2022 Impact and Recovery

#### Operating Budget Impact

- Overall, PFR is anticipating a lower financial impact for 2022 compared to 2021 experience as we move towards a gradual return to pre-pandemic levels with a total COVID-19 impact of \$22.6 million for the year.
- The projected revenue loss for 2022 is \$10.7 million, significantly lower than the revenue loss experienced in 2021. User fee revenue losses are expected to be significantly lower as we anticipate no facility closures and the lifting of capacity limits.
- On the expense side, we experienced more pressures in 2021 than initially budgeted and these are expected to continue into 2022.
- 2022 expenditure increases include cost for additional staff required for enhanced cleaning protocols, health screening and public education / customer service and outdoor rink attendants.
- Expenditure projections also include a continued need to provide accessible portable washrooms and hand washing stations for high-need park locations in 2022.

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#### Service Level Changes

- We can see from website visits that public interest in parks and recreation services ramped up during COVID compared to pre-pandemic levels by at least 14%.
  - In terms of outdoor bookings in parks, service provision has trended upwards by 20% compared to 2020.
  - We enhanced the winter maintenance of washrooms, park paths and trails, ravines and ensured that community gardens were accessible to community groups.
  - We continued to grow and retain the ecological integrity of parkland, forests and ravines in the face of increasing pressure to advance and expedite development in response to impacts on waterfront and destination parks as a result of increased use during the pandemic.
  - Implementing Council's Net Zero Strategy direction for major new facilities: North East Scarborough Community Centre, for example, will be the first Net Zero facility constructed for PFR (All other new Community Recreation Centres are being designed to achieve maximum Net Zero potential).
  - The State of Good Repair (SOGR) backlog will continue to grow without the much needed investment that is required for park infrastructure and recreation facilities. Investing in state of good repair is required in order to maintain current service levels and accommodate the impacts of growth.
  - We continued to adapt by providing modified programming year-round including outdoor skate, summer camp programs including Parks Play TO and Camp TO and park-based fitness and walking programs 58% of which were located in high equity-deserving neighbourhoods.
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## EXPERIENCES, CHALLENGES AND PRIORITIES

### Our Experience and Success

The COVID-19 pandemic has continued to emphasize the importance of Toronto's extensive network of parks, ravines, and trails, as well as the playgrounds, pools, community recreation centres, upon which people of all ages and incomes across the city rely.

- Continued to provide PFR facilities to support the COVID-19 response, including 92 unique facilities with 4,214 service days for COVID-19 vaccination clinics, food distribution hubs, flu immunization clinics, and pop-up COVID-19 testing sites. PFR facilities also provided weather respite, sanitation sites for washroom and shower access, and park space and forestry yard lumber for schools to support outdoor learning
- Reopened and restarted divisional programs and services once provincial restrictions allowed, including in-person counter services in Civic Centres, recreation programs, sports facility permits for leagues, previously closed park amenities such as conservatories and animal displays, park permits for picnics, fire pits, and arts and music in parks.
- Engaged 36,000+ people in ravine and forest programming through more than 100 in-person and 50 virtual events delivered in partnership with community groups and organizations.
- Continued to restore and protect the ecological integrity of ravine parkland through invasive species management of 450 hectares, removal of 119 tonnes of garbage and 45 tonnes of metal from 236 hectares; planted 120,000 trees, including 13,000 through private land grants and incentives.
- Secured \$18 million through Federal and Provincial funding programs for Ravine Strategy implementation of capital and operating projects. Anticipate up to \$20 million for capital projects to be approved in 2022 through the Natural Infrastructure Fund.
- Continued and expanded the Welcome TO Winter service delivery and park maintenance program to support outdoor ice rinks, winter activities in parks, and expanded snow clearing and washroom access for winter months.
- More than 1.2 million online reservations for both 60 indoor and 58 outdoor pools for lane and leisure swimming, and at over 50 community centres for fitness classes and workouts, improving functionality from 2020 to allow for online account creation and reservation cancellation, and safely increased capacity for these facilities in line with provincial changes to emergency pandemic regulations.
- Expanded access for four and five year olds to CampTO, which saw more than 35,000 registrations for summer camps in 2021, including CampTO Plus, in-person specialty camps such as French immersion, arts, creative writing, nature and science, and adapted and inclusive CampTO programs for participants with disabilities.
- Expanded lifeguard hours for supervised swimming beaches, adding two hours per day for a total of 2,100 additional service hours annually; launched beach and water safety public education campaign to encourage responsible use and safe swimming; continued free drop-in programs in parks developed in 2020— ParksPlayTO and Summer in the 6IX—for children and youth.
- Continued providing public consultations for new and revitalized parks and recreation facilities in virtual / digital formats and restarted some in-person consultation and engagement.
- Increased capacity to pre-pandemic levels for the ferry service to Toronto Island Park in line with Transport Canada changes to COVID-19 requirements, in consultation with Toronto Public Health and with health and safety protocols in place.
- Advanced Facilities Master Plan implementation, development review, park design, and capital project implementation.
- Capital investments of \$150M+ on 200+ projects in parks and recreation facilities including pathways and seating areas, playgrounds and splash pads, sports fields, dog off-leash areas, arenas, pools and community centres, with approximately \$60M going towards State of Good Repair work.
- Annual plant production in greenhouses increased by 60% over the previous year with 1,170,000 plants produced for spring/summer annuals and conservatory installations.
- Increased food security supports through urban agriculture and plant production with approximately 2,000 kg of produce donated to food banks; 2,000 annuals donated to long-term care homes and community agencies, and 14,000 vegetable seedlings donated to community and children's gardens.

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## Key Challenges and Risks

The greatest risk and challenge for PFR in 2022 is COVID-19 and the associated uncertainty for planning, program delivery, and maintaining service levels while following provincial orders and public health guidelines, and mitigating the financial impacts.

- Providing equitable access to affordable and high-quality recreation programs and facilities in the COVID-19 context, taking into consideration related health and safety guidelines and protocols.
- Climate change related shocks (i.e. flooding, extreme weather) will impact operations that will need to adjust in scope and timing (i.e. storm damage to trees, shifting operations in spring/winter, forest health threats, and invasive species).
- If the outcome of planning and policy changes related to funding tools for growth, specifically related to the impacts of the legislative changes on the Development Charges Act and Alternative Parkland Dedication (Planning Act, Section 42) is not revenue neutral, then PFR will not have access to critical sources of funding for parkland acquisition and development.

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## Priority Actions

### Council Direction and Foundational Strategies

- Continue the implementation and operationalization of Auditor General recommendations
- Continue the implementation of Council approved strategies such as Ravine Strategy, Facilities Master Plan and Parkland Strategy.

### COVID-19 support

- Support the City's return to post-pandemic operations and/or continuing COVID-19 response with the deployment of operational resources in accordance with public health guidance and legislative requirements, including the return to office for the division's remote workforce.
- Continue to deliver enhanced winter service in parks to support outdoor activities through the colder months.
- Address public health and safety issues, the drug poisoning crisis and COVID-19 related impacts on housing, shelters and social programs in high-need park locations and recreation facilities.
- Activate partnerships and seek opportunities for external funding (e.g. grants, philanthropy) to help with the financial uncertainty caused by COVID-19.

### Climate change resilience

- Grow and retain the ecological integrity of parkland, forests and ravines in the face of increasing pressure to advance and expedite development and impacts of increased use of parks, beaches and natural spaces during the pandemic.
- Continue to plan for and respond to climate-change shocks, adjusting operations as necessary to address impacts, such as storm damage to trees, flooding and extreme weather.
- Enhance the resiliency of parks and recreation facilities and strive to achieve Net Zero Energy and emissions for new buildings.

### Equity

- Advance Truth and Reconciliation through co-development and implementation of a meaningful Indigenous Placemaking Work Program focused on improving Indigenous communities and rights-holders' access to parkland and natural areas.
- Advance the Toronto Action Plan to Confront Anti-Black Racism, including the Toronto Black Food Sovereignty Plan.
- Provide high-quality leadership, volunteer & work experience to youth, particularly those who experience systemic barriers, via targeted recruitment and access to youth-focused programming
- Leverage data and technology to deliver innovations in access to programs, decision-making and public engagement.
- Advance a more inclusive and community centered approach to the naming of parks and facilities, as part of the City's development of a new commemorative framework for property naming and a new name for Dundas Street.

## RECOMMENDATIONS

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

1. City Council approve the 2022 Operating Budget for Parks, Forestry and Recreation of \$481.964 million gross, \$137.789 million revenue and \$344.175 million net for the following services:

**Service:**

	<b>Gross Expenditures (\$000s)</b>	<b>Revenue (\$000s)</b>	<b>Net Expenditures (\$000s)</b>
Community Recreation	236,204.9	68,265.6	167,939.3
Parks	175,517.4	42,004.2	133,513.2
Urban Forestry	70,242.0	27,520.0	42,722.0
<b>Total Program Budget</b>	<b>481,964.3</b>	<b>137,789.8</b>	<b>344,174.5</b>

2. City Council approve the 2022 staff complement for Parks, Forestry and Recreation of 4,761.0 positions comprised of 173.9 capital position and 4,587.1 operating positions.
3. City Council approve the 2022 technical adjustments to user fees for Parks, Forestry and Recreation identified in [Appendix 9](#), for inclusion in the Municipal Code Chapter 441 "Fees and Charges".
4. City Council approve the 2022 Capital Budget for Parks, Forestry and Recreation with cash flows and future year commitments totaling \$1,227.0 million as detailed by project in [Appendix 6a](#).
6. City Council approve the 2023-2031 Capital Plan for Parks, Forestry and Recreation totalling \$1,480.3 million in project estimates as detailed by project in [Appendix 6b](#).
7. City Council request that all sub-projects with third party financing be approved conditionally, subject to the receipt of such financing in 2022 and if such funding is not forthcoming, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs.

# **2022 OPERATING BUDGET**

## 2022 OPERATING BUDGET OVERVIEW

Table 1: 2022 Operating Budget by Service

(In \$000s)	2020 Actual	2021 Budget	2021 Projection*	2022 Base Budget	2022 New / Enhanced	2022 Budget	Change v. 2021 Projection	
By Service	\$	\$	\$	\$	\$	\$	\$	%
<b>Revenues</b>								
Community Recreation	32,621.0	55,782.5	27,259.5	68,234.7	30.9	68,265.6	41,006.1	150.4%
Parks	20,382.6	31,291.6	28,714.2	41,982.5	21.6	42,004.2	13,290.0	46.3%
Urban Forestry	20,255.5	23,853.0	24,679.3	27,510.8	9.3	27,520.0	2,840.7	11.5%
<b>Total Revenues</b>	<b>73,259.1</b>	<b>110,927.1</b>	<b>80,653.0</b>	<b>137,728.0</b>	<b>61.8</b>	<b>137,789.8</b>	<b>57,136.8</b>	<b>70.8%</b>
<b>Expenditures</b>								
Community Recreation	178,826.7	217,037.0	174,215.4	236,055.7	149.2	236,204.9	61,989.4	35.6%
Parks	143,424.9	166,447.5	171,093.3	175,358.0	159.4	175,517.4	4,424.1	2.6%
Urban Forestry	62,361.7	63,436.2	64,045.3	70,130.7	111.3	70,242.0	6,196.7	9.7%
<b>Total Gross Expenditures</b>	<b>384,613.3</b>	<b>446,920.6</b>	<b>409,354.0</b>	<b>481,544.4</b>	<b>419.9</b>	<b>481,964.3</b>	<b>72,610.3</b>	<b>17.7%</b>
<b>Net Expenditures</b>	<b>311,354.3</b>	<b>335,993.5</b>	<b>328,701.0</b>	<b>343,816.4</b>	<b>358.1</b>	<b>344,174.5</b>	<b>15,473.5</b>	<b>4.7%</b>
<b>Approved Positions**</b>	<b>4,639.1</b>	<b>4,567.6</b>	<b>N/A</b>	<b>4,757.0</b>	<b>4.0</b>	<b>4,761.0</b>	<b>N/A</b>	<b>N/A</b>

\*2021 Projection based on Q3 Variance Report

\*\*YoY comparison based on approved positions

Given the financial impacts of COVID-19 on 2021 actuals, a further comparison of the 2022 Base Budget (excluding 2022 COVID-19 impacts) to the 2021 Council approved Budget (excluding 2021 COVID-19 impact) is provided below:

- **2022 Base Budget of \$343.816 million in net expenditures reflects a \$15.914 million net increase from the 2021 Council approved Budget, when excluding \$22.561 million in estimated COVID-19 financial impacts.**

### COSTS TO MAINTAIN EXISTING SERVICES

**Total 2022 Base Budget** expenditures of \$481.544 million gross reflecting an increase of \$72.190 million in spending above 2021 projected year-end actuals, predominantly arising from:

- Significant underspend in 2021 for salaries and benefits as well as non-labour spend including services and rents, materials and supplies, and the Welcome Policy fee subsidy. Revenue sources were also impacted in 2021 due to mandatory closures and lower program capacity due to public health requirements.
- The 2022 Operating Budget reflects a gradual return to normal operations. The increase for 2022 in comparison to 2021 projected year-end is primarily driven by labour and non-labour economic factors, operating impacts of new recreation facilities and increased maintenance capacity to ensure public access to new parks developed, tree planting and new work management system sustainment.

### COSTS TO ENHANCE SERVICES

**New and Enhanced Service** expenditures of \$0.420 million gross and \$0.358 million net for Reconciliation and Indigenous Placemaking Work Program.

### EQUITY IMPACTS OF BUDGET CHANGES

**Positive Equity Impact:** Parks, Forestry and Recreation Division's 2022 Staff Recommended Operating Budget includes a net investment of \$0.358 million to advance the PFR Reconciliation and Indigenous Placemaking Work Program, which will have a positive impact on Indigenous communities, by increasing Indigenous access to and use of land including parks and ravines and by ensuring deeper Indigenous participation in the planning and construction of new parks, trails, and community recreation facilities. This investment, which is a component of the Reconciliation Action Plan, supports SafeTO Plan and PFR's Ravine Strategy.

**2022 OPERATING BUDGET KEY DRIVERS**

The 2022 Operating Budget for Parks, Forestry and Recreation is \$72.610 million gross or 17.7% higher than the 2021 Projected Actuals. Table 2a below summarizes the Operating Budget by revenue and expenditure category.

**Table 2a: 2022 Operating Budget by Revenue / Expenditure Category**

Category (In \$000s)	2019 Actual	2020 Actual	2021 Budget	2021 Projection*	2022 Budget	2022 Change from 2021 Projection	
	\$	\$	\$	\$	\$	\$	%
Provincial Subsidies	835.2	835.2	835.2	854.8	835.2	(19.6)	(2.3%)
Federal Subsidies	339.6	212.9	197.1	314.8	214.4	(100.4)	(31.9%)
User Fees & Donations	75,434.4	33,278.4	53,308.8	35,668.7	65,820.4	30,151.7	84.5%
Licences & Permits Revenue	22,351.0	8,634.2	17,544.0	8,957.3	21,818.6	12,861.3	143.6%
Transfers From Capital	11,729.6	11,962.6	15,446.0	13,632.7	19,546.1	5,913.4	43.4%
Contribution From Reserves/Reserve Funds	14,772.5	11,894.9	15,065.9	14,371.7	19,024.6	4,653.0	32.4%
Sundry and Other Revenues	4,878.5	2,641.2	4,377.1	3,066.4	6,357.3	3,290.9	107.3%
Inter-Divisional Recoveries	5,791.2	3,799.8	4,152.9	3,786.7	4,173.2	386.5	10.2%
<b>Total Revenues</b>	<b>136,132.0</b>	<b>73,259.1</b>	<b>110,927.1</b>	<b>80,653.0</b>	<b>137,789.8</b>	<b>57,136.8</b>	<b>70.8%</b>
Salaries and Benefits	306,354.4	273,725.7	325,326.5	287,648.8	343,036.7	55,387.9	19.3%
Materials & Supplies	38,136.8	32,765.7	40,297.1	35,094.7	42,189.5	7,094.8	20.2%
Equipment	2,936.1	2,722.2	2,656.3	2,771.0	3,649.1	878.0	31.7%
Service and Rent	63,999.1	52,135.0	63,677.8	64,630.5	70,413.9	5,783.4	8.9%
Contribution To Reserves/Reserve Funds	18,915.3	14,152.6	7,023.8	7,019.8	9,123.8	2,104.0	30.0%
Other Expenditures	8,213.2	5,383.7	7,329.3	5,063.1	13,040.1	7,977.0	157.6%
Inter-Divisional Charges	515.9	3,728.5	609.8	7,126.1	511.2	(6,614.9)	(92.8%)
<b>Total Gross Expenditures</b>	<b>439,070.9</b>	<b>384,613.3</b>	<b>446,920.6</b>	<b>409,354.0</b>	<b>481,964.3</b>	<b>72,610.3</b>	<b>17.7%</b>
<b>Net Expenditures</b>	<b>302,938.9</b>	<b>311,354.3</b>	<b>335,993.5</b>	<b>328,701.0</b>	<b>344,174.5</b>	<b>15,473.5</b>	<b>4.7%</b>

\*2021 Projection based on Q3 Variance Report

**Key Base Drivers:****Salaries and Benefits:**

The 2022 Operating Budget reflects a gradual return to normal operations. This includes the return of recreation workers to support expected program offerings and utilization, as well as, operating impacts of new recreation facilities and parkland improvements initiated in 2021. In addition to COVID-19 related spending for parks and community recreation operations, labour economic factors including cost of living adjustments and progression pay for union staff and the reversal of the one-time Voluntary Separation Program savings are contributing to the increase.

**Non Labour Increases:**

Significant underspend in 2021 due to mandatory COVID-19 related closures resulting in underspend for utilities, services and rents, materials, and supplies. There is an increase in the 2022 Operating Budget as facilities are expected to be open, unlike experiences in 2021 which saw partial year mandatory closures.

**Revenues:**

The 2022 Operating Budget includes an average inflationary increase of 2.18% to user fees and permits and the revenue changes take into consideration demand and volume changes to reflect the gradual return to normal operations.

**Offsets and Efficiencies:**

The 2022 Operating Budget includes \$0.925 million in offsets and efficiencies including absorbing non-labour inflationary increases, benefit adjustment for pooled positions, and an increase in property rental revenue.

**Table 2b: 2021 New / Enhanced**

New / Enhanced Request	2022				2023 Annualized Gross	Equity Impact	Support Climate Initiatives	Supports Key Outcome / Priority Actions
	Revenue	Gross	Net	Positions				
<b>In \$ Thousands</b>								
Reconciliation and Indigenous Placemaking Work Program	61.8	419.9	358.1	4.0	441.0	Medium - Positive	Yes	The public has equitable access to and uses high quality and connected parks and natural spaces
<b>Total New / Enhanced</b>	<b>61.8</b>	<b>419.9</b>	<b>358.1</b>	<b>4.0</b>	<b>441.0</b>			

The 2022 Operating Budget includes \$0.420 million gross and \$0.358 million net in investments to support priority actions as detailed in the table above.

### Reconciliation and Indigenous Placemaking Work Program

- Funding is requested to develop and implement a PFR Reconciliation and Indigenous Placemaking Work Program (Phase 1). This will equip PFR to better serve and work with Indigenous communities and implement Council's directions for Reconciliation. Phase 1 prioritizes Indigenous land access and placemaking. Funds will be invested in Indigenous organizations and communities for: policy development, technical, research, design, construction and related services for parks and natural areas, and to support an Indigenous Advisory group of knowledge keepers and community members to advise on placemaking priorities and projects in PFR. Qualified Indigenous candidates will be hired for four net new positions.

**Note:** For additional information on 2022 key cost drivers refer to [Appendix 2](#) for a summary of balancing actions and [Appendix 4](#) for the 2022 New and Enhanced Service Priorities, respectively.

**2023 & 2024 OUTLOOKS****Table 3: 2023 and 2024 Outlooks**

(\$000s)	2021 Projection	2022 Budget	2023 Outlook	2024 Outlook
Revenues	80,653.0	137,789.8	151,411.2	144,559.9
Gross Expenditures	409,354.0	481,964.3	492,056.6	495,387.2
<b>Net Expenditures</b>	<b>328,701.0</b>	<b>344,174.5</b>	<b>340,645.5</b>	<b>350,827.3</b>
<b>Approved Positions</b>	N/A	<b>4,761.0</b>	<b>4,859.6</b>	<b>4,843.7</b>

**Key drivers**

The 2023 Outlook with total gross expenditures of \$492.057 million reflects an anticipated \$10.092 million or 2.09 per cent increase in gross expenditures above the 2022 Operating Budget. The 2024 Outlooks expects a further increase of \$3.331 million or 0.68 per cent above 2023 gross expenditures.

These changes arise from the following:

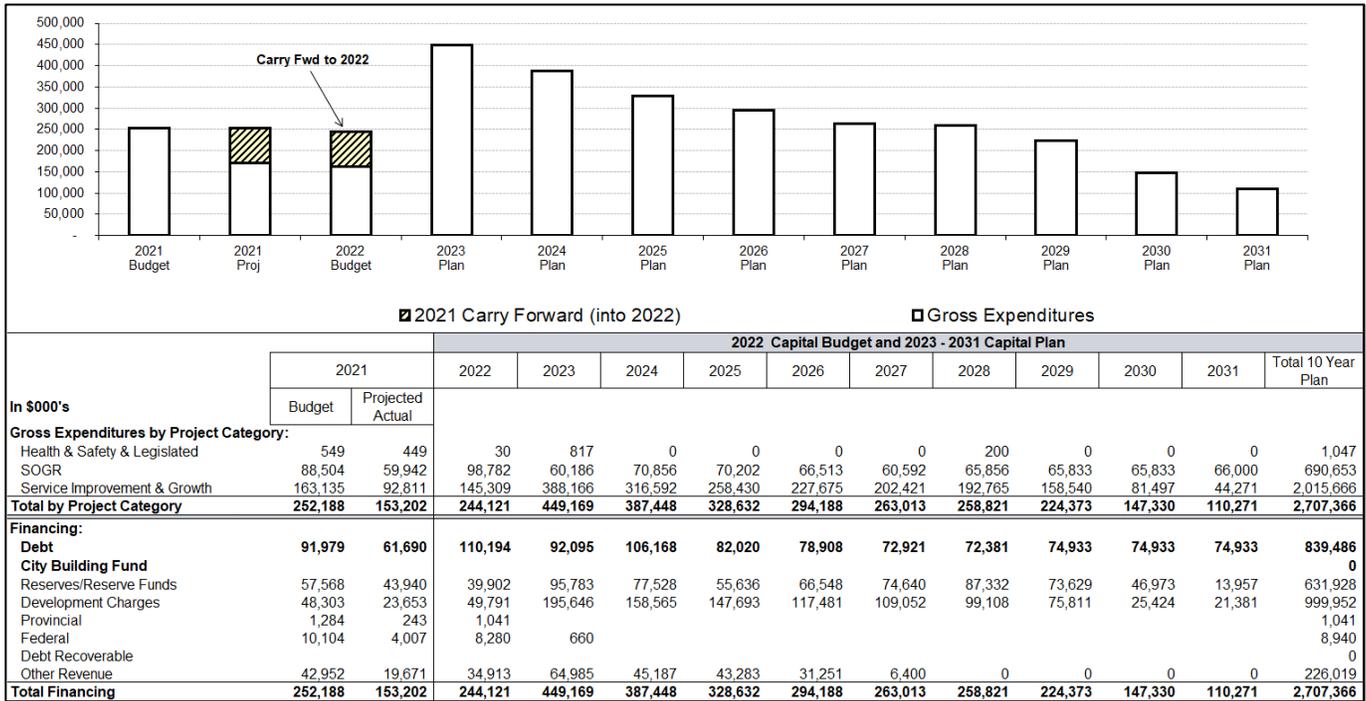
- **Salaries and Benefits:** Inflationary increases related to step and progression pay, annualization, deferred new and enhanced initiatives (Growth Plan Phase 3 and Swim to Survive Phase 5) that were approved prior to the pandemic, and return to pre-COVID-19 staffing levels including recreation workers.
- **Inflationary Impacts:** Inflationary increases for materials, supplies, equipment and contractual obligations.
- **Other Expenses:** Reversal of one-time incremental COVID-19 impacts.
- **Revenue Changes:** Inflationary increases and return to pre-COVID-19 levels.

The changes for 2024 are primarily driven by inflationary increases and deferred implementation of multi-year new and enhanced initiatives (Growth Plan Phase 4 and Swim to Survive Phase 6). The decrease in revenue is due to completion of capital projects resulting in lower recoveries.

**2022 – 2031  
CAPITAL BUDGET AND PLAN**

**2022 – 2031 CAPITAL BUDGET & PLAN OVERVIEW**

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



**Changes to Existing Projects**  
(\$118.3 Million)

The 2022 10-Year Capital Plan reflects the following changes to existing projects over the nine common years (2022-2030):

- \$28.9M for the replacement of *Ferry Vessel one (1) and two (2)* and \$11.0M to deliver design modifications for an electric ferry vessel and electric shore-side infrastructure.
- \$78.4M for several projects to reflect updated cost estimates, project scope changes, and project schedules including:
  - \$17.4M for the design and construction of the *Etobicoke Civic Centre Community Centre*
  - \$6.5M for *Davisville Community Pool* to reflect updated cost estimates for the implementation of Net Zero.

**New Projects**  
(\$195.1 Million)

The 2022-2031 Capital Budget and Plan includes new projects. Key projects are as follows:

- \$10.3M over four years for an *Indigenous Place making Program*.
- \$9.6M for the implementation of Phase 2 Parks over 2028-2029 as part of the *Lawrence Heights Revitalization*.
- Increased costs over the ten-year plan for three new artificial ice rinks for a total of \$3M.
- \$2.0M to winterize washrooms through a *Washroom Enhancement Program*.
- \$0.3M for *Dundas Street Renaming Signage*.
- \$0.2M for technology to support Council-directed youth outcome monitoring.
- \$169.7M for various projects to reflect master plans and Council Approved Strategies, projects funded through growth and updated cost estimates.

**Capital Needs Constraints**  
(\$387.9 Million)

PFR has the following unmet needs over the 10-year planning horizon:

- SOGR funding of \$235M approved by Council in the Facilities Master Plan for in-scope facilities (community centres, arenas, pools, etc.) to be phased in over the 10-Year Plan.
- \$34.9M in debt financing for the State of Good Repair of *Arenas* (\$9.6M) and *Community Centres* (\$25.3M), that was reduced as part of adjustments to the 2020 10-Year Capital Plan.
- A total of \$99.4M for the implementation of *Ravine Strategy Priority Investment Areas*, including \$44.9M for State of Good Repair and \$54.5M for Service improvement.
- \$18.6M for the replacement of *Ferry Vessel #3* as the project cost is estimated at \$32.6M and the 10-Year Plan only includes \$14.0M.

**Note:** For additional information, refer to [Appendix 6](#) for a more detailed listing of the 2022 and 2023-2031 Capital Budget & Plan by project; [Appendix 7](#) for Reporting on Major Capital Projects – Status Update; and [Appendix 8](#) for Capital Needs Constraints, respectively.

**2022 – 2031 CAPITAL BUDGET AND PLAN****\$2,707.3 Billion 10-Year Gross Capital Program**

				
<b>Aging Infrastructure</b>	<b>Enhanced Resiliency</b>	<b>Addressing Gaps &amp; Serving Growing Communities</b>	<b>Land Acquisition</b>	<b>Improving User Access &amp; Information Technology</b>
\$678.9 Million 25.1%	\$11.8 Million 0.4%	\$1,777.9 Million 65.7%	\$211.6 Million 7.8%	\$27.1 Million 1.0%
Planning and Rehabilitation of Existing Parks and Facilities through Life Cycle Asset Management	Mitigate and address the impacts of extreme weather events, including High Lake Effect Flooding and Windstorm, on assets and infrastructure	Implement the Parks and Recreation Facilities Master Plan (facilities in North East Scarborough, Western North York and Don Mills); plan for parkland (Eglinton and David Crombie), Ravine Strategy, Indigenous Place making, and the Playground Enhancement Program	Expand Toronto's parks system through acquisition to support implementation of the Facilities Master Plan and the Parkland Strategy	Modernize processes and systems such as Recreation Management Business Transformation (CLASS) and Enterprise Work Management
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	

- Project supports Climate Resiliency and / or Greenhouse Gas (GHG) Reduction\*

- Project includes workforce development requirements as outlined in the City's Social Procurement Program

\*Information above includes full project / sub-project 2022-2031 Capital Budget and Plan cash flows. Does not break out the climate component costs separately.

**How the Capital Program is Funded**

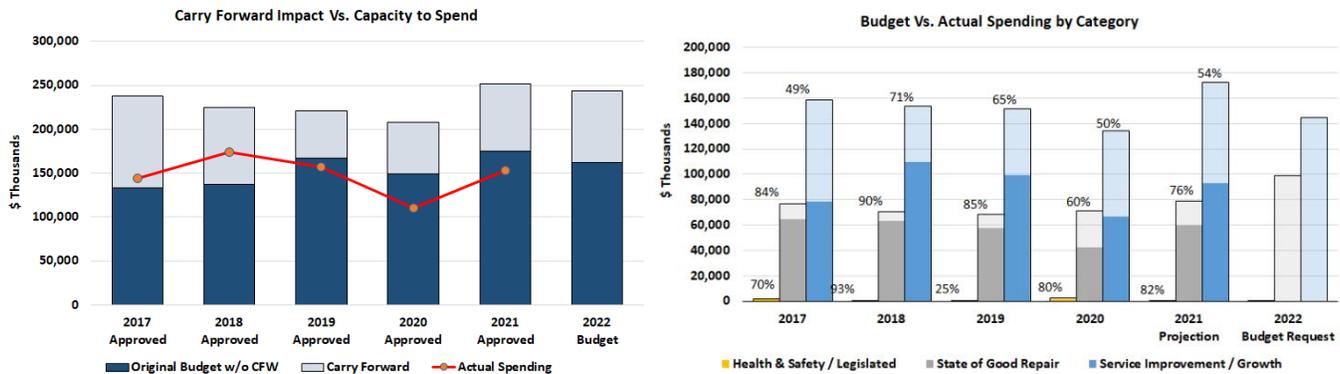
<b>City of Toronto</b>				<b>Provincial Funding</b>		<b>Federal Funding</b>	
<b>\$2,697.4 Million</b>				<b>\$1.0 Million</b>		<b>\$8.9 Million</b>	
<b>99.6%</b>				<b>0.1%</b>		<b>0.3%</b>	
Debt	\$839.5 M	Other: Section 37	\$84.3 M	COVID-19 Resilience Program	\$1.0 M	Disaster Mitigation and Adaptation Fund (DMAF)	\$4.7 M
Recoverable Debt	\$0.0 M	Other: Section 45	\$2.4 M			COVID-19 Resilience Program	\$4.2 M
Reserve / Reserve Funds	\$631.9 M	Other: Section 42 Above 5% CIL	\$129.6M				
Development Charges	\$1,000.0 M	Other: Various	\$9.7 M				

**CAPACITY TO SPEND REVIEW**

The 10-Year Capital Plan has been developed with consideration of historical demonstrated ability to spend within any given year of the ten year capital plan. A review was undertaken to ensure budgets align with Parks, Forestry and Recreation's ability to spend and the markets capacity to deliver.

A key component in determining an appropriate level of annual cash flows includes historical capacity to spend reviews by project categories (Chart 2 below) as well as the level of projected 2021 underspending that will be carried forward into 2022 to complete capital work.

**Chart 2 – Capacity to Spend**



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

From 2017 to 2019, PFR was spending on average, approximately \$158 million or 70% of its budget, with over 80% on State of Good Repair. With appropriate staff resources in place, PFR achieved their highest expenditures in 2018 at \$174 million or 77%, including a 90% spend on SOGR and 71% on Service Improvement and Growth related projects.

Through 2020 and 2021, PFR experienced challenges around the capacity to spend due to the cumulative impact of the following:

- Supply chain issues (increased delivery timelines, material shortages, and significant material cost volatility) and construction lags due to site closures/restrictions and protocols for safety on sites faced during COVID-19 created construction delays;
- Delays on projects being led by third parties; and
- Unprecedented staff vacancies due to retirements, maternity leaves, and a backlog in advancing recruitment.

As a result of these challenges, the projected spending for 2021 is:

- \$153 million or 61% of the 2021 Council Approved Capital Budget, including 76% on State of Good Repair and 54% on Service Improvement and Growth.
- PFR anticipates vacancies to be significantly lessened through 2021-2022 which is necessary for increased project delivery capacity.

The 2022-2031 Capital Budget and Plan is the largest to date at \$2.7 billion and reflects PFR's demonstrated ability and capacity to maintain existing assets in a state of good repair while also satisfying the demand for growth and service improvement. The 2022 Capital Budget of \$244.1 million includes:

- Carry forward funding of \$81.6 million from 2021, and supports the delivery of ongoing projects and programs, as well as new projects that are anticipated to be awarded in 2021 or meet Council-directed initiatives, including *Reconciliation and Indigenous Place making, Dundas Street Renaming Signage*, and a Washroom Enhancement Program.

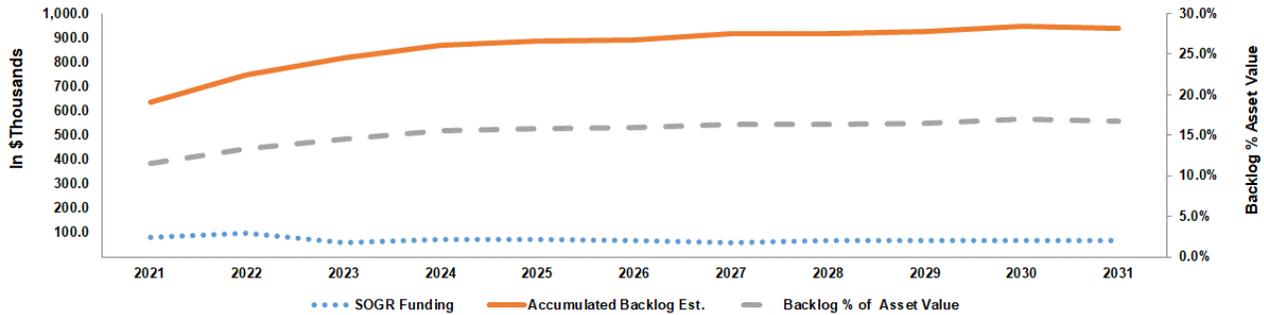
Adjustments to the Capital Plan include the deferral of \$117.9 million in capital spending originally cash flowed in 2022 to 2023 or future years as noted below:

- The *Davisville Community Pool Construction* 2022 cash flow has been deferred by \$7.0 million to 2023 to reflect timelines in coordination with the Toronto District School Board.
- \$20.0 million in cash flow has been deferred to future years for two (2) new community centre projects to reflect project timelines:
- \$12.0 million in 2022 has been deferred to 2023 and 2025 for the construction of the *Western North York Community Centre*.
- The *Etobicoke Civic Centre Community Centre* 2022 cash flow has been deferred by \$8.0 million to 2023.
- Planning for implementation of a number of Facilities Master Plan (FMP) projects has required additional time, as such some projects have shifted over the 10-Year Plan: *Central Etobicoke Community Recreation Centre* (one year from 2022-2023), and the *Outdoor Recreation Centre Improvements, Skate Spots & Sports Fields Improvements* identified in the FMP (all shifted one year out).
- The 2022 cash flow of \$3.7 million for the *Development of 10 Ordinance Street* has been deferred to 2024, to reflect timing of the site to be transferred to the City.
- The *Rees Street (318 Queens Quay West) Park Development* cash flow of \$8.8 million has been deferred to 2023-2024 to align with timing of the project which is being done in coordination with Waterfront Toronto.
- \$27.1 million in cash flow for the *Wallace Emerson Galleria Redevelopment* and \$2.4 million for the *Park & Fieldhouse Phase 1*, have shifted from 2022 to 2023 and 2024 to align with the Developers schedule for the project.
- \$1.5 million for *Ferry Vessel #1* and \$7.2 million for *Ferry Vessel #2*, for a combined total of \$8.7 million, has been deferred from 2022 to 2023, to reflect the revised schedule for Ferry Vessel Replacement, that involves design modifications for an electric ferry vessel and electric shore-side infrastructure including charging stations on the docks at the Jack Layton Ferry Terminal.

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

The chart below depicts the SOGR funding and accumulated backlog estimates for key asset classes in Parks, Forestry and Recreation.

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



\$ Thousands	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b>SOGR Funding</b>	79.4	98.8	60.2	70.9	70.2	66.5	60.6	65.9	65.8	65.8	66.0
<b>Accumulated Backlog Est.</b>	634.8	748.2	817.5	869.3	886.7	892.6	917.0	919.6	926.1	949.5	940.3
<b>Backlog % of Asset Value</b>	11.6%	13.3%	14.6%	15.5%	15.8%	15.9%	16.3%	16.4%	16.5%	16.9%	16.8%
<b>Total Asset Value</b>	5,490.7	5,610.4	5,610.4	5,610.4	5,610.4	5,610.4	5,610.4	5,610.4	5,610.4	5,610.4	5,610.4

PFR's assets are aging with an estimated accumulated SOGR backlog of \$634.8 million at 2021 year-end. This represents 11.6% of the total replacement value estimated to be \$5.5 billion by the end of 2021, for park infrastructure and recreation facilities.

- Park infrastructure amounts to \$263.4 million or 41.5% of the backlog and includes splash pads and wading pools, parking lots, tennis courts and sports pads, trails and pathways, bridges, seawalls, and marine services.
- Recreation facilities amounts to \$371.4 million of the backlog or 58.5%, and includes community centres, arenas, and pools.

The backlog has increased from the 2021 Plan (\$634.8 million) to the end of 2022 (\$748.2 million) due to updated condition assessments that reflect the ongoing funding shortfalls that make it difficult to invest in SOGR in a timely manner. This is compounded by the addition of assets to PFR's inventory through completed capital projects or new parks secured through development.

The 2022-2031 Capital Budget and Plan includes \$690.7 million for State of Good Repair projects, including \$606.2 million or an average of \$60.6 million annually, for programs to address the backlog. On average, facilities are over 40 years of age, resulting in breakdowns and facility closures which in turn impacts on service for residents across the city.

Investing in state of good repair will assist in reducing the current backlog which is projected to be \$940.3 million by 2031. However, the backlog for recreation facilities and park infrastructure, will increase to \$498.5 million and \$441.8 million, respectively by 2031 if additional resources are not provided. The Provincial legislation requires the City to provide the Province with the Core Infrastructure Asset Management Plans which will include the state of good repair backlog that aligns with current service level standards of assets to provide context as to investment required to maintain City assets as well as inform future funding models and requests for investments by other orders of government.

The 10-Year Capital Plan includes an additional \$80.1 million in SOGR funding for projects and programs that do not directly impact the backlog including repairs associated with the extreme weather events of 2017 and 2018, asset condition assessments, and a golf course rehabilitation program. PFR still requires a total of \$269.9 million in debt funding associated with SOGR that could not be accommodated during the 2022 Budget process. These unfunded capital needs are not included in the 10-Year Capital Plan due to the limitations of debt servicing costs. These projects will be included on the list of "capital needs constraints" and will be considered during future year budget processes.

**OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS**

The 10-Year Capital Plan will impact future year Operating Budgets by \$53.337 million net and will require 926.5 full time equivalent (FTE) positions over the 2022-2031 period, as existing assets are improved and new assets are added, as shown in Table 4 below.

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

Projects	2022 Budget		2023 Plan		2024 Plan		2025 Plan		2026 Plan		2022-2026		2022-2031	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
<b>Previously Approved</b>														
Arena							26.4				26.4		878.2	39.9
Community Centres	3,243.3	48.4	4,218.0	102.9	4,028.4	102.9	2,376.0	57.1	2,273.4	51.6	16,139.1	362.8	20,172.8	451.6
Environmental Initiatives	528.4		650.4								1,178.8		1,178.8	
Information Technology	335.2	4.0	514.1	4.0	1,560.8	11.0	123.2	0.6			2,533.3	19.6	3,277.1	23.1
Outdoor Recreation Centres	193.2	1.8	265.8	2.4	538.4	7.8					997.4	12.0	997.4	12.0
Park Development	519.9	3.3	1,034.7	9.3	1,259.1	10.4	838.7	6.6	247.4	1.9	3,899.8	31.4	4,228.1	33.9
Parking Lots and Tennis Courts					0.6						0.6		0.6	
Special Facilities							765.0	6.0			765.0	6.0	765.0	6.0
Trails & Pathways							3.6	0.0			3.6	0.0	3.6	0.0
<b>Sub-Total: Previously Approved</b>	<b>4,820.0</b>	<b>57.5</b>	<b>6,682.9</b>	<b>118.5</b>	<b>7,387.3</b>	<b>132.1</b>	<b>4,132.9</b>	<b>70.4</b>	<b>2,520.8</b>	<b>53.5</b>	<b>25,543.9</b>	<b>431.9</b>	<b>31,501.6</b>	<b>566.4</b>
<b>New Projects - 2022</b>														
Arena					0.1						0.1		0.1	
Facility Components									308.7	2.4	308.7	2.4	308.7	2.4
Outdoor Recreation Centres							28.2	0.2			28.2	0.2	28.2	0.2
Park Development							449.1	3.5	222.6	1.7	671.7	5.3	696.5	5.4
Playgrounds/Water play							10.4	0.1			10.4	0.1	10.4	0.1
Pool							883.5	14.3			883.5	14.3	883.5	14.3
Special Facilities							328.5	2.6	868.3	6.7	1,196.8	9.3	1,196.8	9.3
<b>Sub-Total: New Projects - 2022</b>					<b>0.1</b>		<b>1,699.7</b>	<b>20.7</b>	<b>1,399.5</b>	<b>10.8</b>	<b>3,099.3</b>	<b>31.5</b>	<b>3,124.1</b>	<b>31.7</b>
<b>New Projects - Future Years</b>														
Arena													344.8	14.8
Community Centres							90.0	2.2	210.0	4.8	300.0	6.9	11,382.8	243.8
Environmental Initiatives					769.3		93.0	0.7	93.0	0.7	955.3	1.4	1,420.3	4.8
Outdoor Recreation Centres							105.2	1.1	177.6	1.8	282.8	3.0	809.5	8.3
Park Development							68.4	0.5	131.3	1.0	199.7	1.5	1,448.4	11.3
Parking Lots and Tennis Courts							9.0	0.2	15.1	0.2	24.1	0.4	39.1	0.6
Playgrounds/Water play							63.0	0.5	21.0	0.2	84.0	0.7	147.0	1.1
Pool													2,700.0	40.6
Special Facilities													420.0	3.1
<b>Sub-Total: New Projects - Future Years</b>					<b>769.3</b>		<b>428.6</b>	<b>5.3</b>	<b>648.0</b>	<b>8.7</b>	<b>1,845.9</b>	<b>13.9</b>	<b>18,711.8</b>	<b>328.4</b>
<b>Total (Net)</b>	<b>4,820.0</b>	<b>57.5</b>	<b>6,682.9</b>	<b>118.5</b>	<b>8,156.7</b>	<b>132.1</b>	<b>6,261.1</b>	<b>96.3</b>	<b>4,568.3</b>	<b>72.9</b>	<b>30,489.0</b>	<b>477.3</b>	<b>53,337.4</b>	<b>926.5</b>

For 2022, PFR will require additional operating funding of \$4.820 million and 57.5 positions to maintain new parks and recreation infrastructure including York Off/Ramp/Love Park, Bessarion Community Centre, and Lower Yonge Street Community Centre Space.

Over the period of 2023 to 2031, the operating costs of completed capital projects are projected to be \$48.517 million with an increase of 869 positions, which include some of the following:

- \$23.491 million for twenty-two (22) new and revitalized community centres and spaces which includes Western North York, Wallace Emerson, East Bayfront, Lower Yonge, North East Scarborough, 40 Wabash Parkdale, Etobicoke Civic Centre, Lawrence Heights, Masaryk-Cowan, Scarborough Centennial Redevelopment, Downtown, South-West Scarborough, Central Etobicoke, Scarborough Gymnasium Addition, Falstaff, John Innes, North Rexdale, FMP Program Space Addition, Jenner Jean Marie Space Addition, Main Square Redevelopment, Dennis Timbrell Redevelopment, and Newtonbrook.
- \$1.223 million for the Don Mills Community Recreation Facility, one (1) skating trail, one (1) redeveloped arena, and two (2) repurposed arenas, and two (2) artificial ice rinks.
- \$3.584 million for one (1) new pool, two (2) additions, and one (1) pool replacement.
- \$5.853 million for various Park Development projects including Mouth of the Creek/Lower Garrison Creek, Eglinton Park Master Plan Implementation, 318 Queens Quay/Rees Street Park, Toronto Island Master Plan Implementation, Moss Park Redevelopment, Humber Park East New Building, and Lawrence Heights Neighbourhood Parks.

- \$2.942 million for Information Technology projects which will improve user access and increase efficiency and will require Operating Budget support for ongoing software and lifecycle maintenance.

The 2022 operating costs associated with the completion of new parks and recreation infrastructure in 2022, as mentioned above, have been included in the 2022 Operating Budget for Parks, Forestry and Recreation. Any future operating impacts will be reviewed each year and be considered as part of future year budget processes.

# APPENDICES

## Appendix 1

### COVID-19 Impact and Recovery

COVID-19 Impacts	In \$ Thousands			
	2021 Net Budget	2022		
		Revenues	Gross	Net
<b>Revenue Loss</b>				
User Fees	24,819.1	(10,708.3)		10,708.3
<b>Sub-Total</b>	<b>24,819.1</b>	<b>(10,708.3)</b>		<b>10,708.3</b>
<b>Expenditure Increase</b>				
COVID Screeners & Attendants			2,500.0	2,500.0
Parks Operations (paid duty)	1,661.0		2,870.0	2,870.0
Parks Ambassador Program			1,621.3	1,621.3
Portable Washrooms and Sinks in Parks			1,000.0	1,000.0
Enhanced Cleaning & Safety Protocols	2,574.1		1,463.3	1,463.3
Marketing and Advertising			250.0	250.0
Parks Winter Expanded Service	1,598.3		2,148.2	2,148.2
<b>Sub-Total</b>	<b>5,833.4</b>		<b>11,852.8</b>	<b>11,852.8</b>
<b>Total COVID-19 Impact</b>	<b>30,652.5</b>	<b>(10,708.3)</b>	<b>11,852.8</b>	<b>22,561.1</b>

## Appendix 2

### 2022 Balancing Actions

(\$000s)									
Recommendation	Savings Type	Equity Impact	2022				2023 (Incremental)		
			Revenue	Gross	Net	Positions	Gross	Net	Positions
Absorb Non Labour Inflation	Efficiencies	None		(437.8)	(437.8)	-			
Benefit Adjustment for Pooled Positions	Line By Line	None		(286.6)	(286.6)	-			
Increased Property Rental Revenue	Line By Line	None	200.1		(200.1)	-			
<b>Total Balancing Actions</b>			<b>200.1</b>	<b>(724.4)</b>	<b>(924.5)</b>	-			-

The **2022 Operating Budget** includes \$0.724 million in gross expenditure and \$0.925 million in net expenditures reductions attributed to:

- \$0.438 million of efficiencies through absorption of non-labour inflation including materials, supplies and equipment.
- \$0.286 million of net savings through line by line review of OMERS assumptions for pooled positions.
- \$0.200 million increase in property rental revenue as part of the line by line review of base revenues.

## Appendix 3

### Summary of 2022 Service Changes

N/A

## Appendix 4

### Summary of 2022 New / Enhanced Service Priorities Included in Budget

Form ID	Community and Social Services	Adjustments				2023 Plan Net Change	2024 Plan Net Change
Category	Program - Parks, Forestry & Recreation	Gross Expenditure	Revenue	Net	Approved Positions		
24688	Reconciliation and Indigenous Placemaking Work Program						
74	<p><b>Description:</b></p> <p>Funding is requested to develop and implement a PFR Reconciliation and Indigenous Placemaking Work Program (Phase 1). This will equip PFR to better serve and work with Indigenous communities and implement Council's directions for Reconciliation. Phase 1 prioritizes Indigenous land access and placemaking. Funds will be invested in Indigenous organizations and communities for: policy development, technical, research, design, construction and related services for parks and natural areas, and to support an Indigenous Advisory group of knowledge keepers and community members to advise on placemaking priorities and projects in PFR. Qualified Indigenous candidates will be hired for four net new positions.</p> <p><b>Service Level Impact:</b></p> <p>The development of a work program for Indigenous Placemaking in PFR will be co-led with Indigenous communities, in alignment with the City of Toronto Reconciliation Action Plan. It will increase operational support to prioritize and facilitate Indigenous communities' access to and use of parkland and ravines, including protection and cultivation of traditional plants and medicines, forestry practices and policies. The work program will deeply enhance Indigenous-led community engagement and participation in technical, research, design, construction and related services for parks and natural areas. It will also provide support for an Indigenous Advisory group of knowledge keepers and community members to advise on placemaking priorities and projects in PFR, and allow for increased Indigenous representation and leadership in the division's staff complement.</p> <p>In 2022, capital planning will address: pathways, roads, washrooms to facilitate access to the teaching lodge at Humber River; and (subject to community priorities), planning for additional amenities in parks and ravines.</p> <p><b>Equity Statement:</b></p> <p>The PFR Reconciliation and Indigenous Placemaking Work Program budget proposal's overall equity impact is medium positive. Indigenous access to natural areas of cultural and spiritual importance will be positively impacted by ensuring deeper Indigenous participation in the planning and construction of new parks, trails, and community recreation facilities. Indigenous peoples hold a unique legal and constitutional position in Canada. Toronto has the largest Indigenous population in Ontario and the 4th largest in Canada.</p>						
	<b>Service: Community Recreation</b>						
	Total Staff Recommended Changes:	149.2	30.9	118.3	1.00	(60.3)	0.0
	<b>Service: Parks</b>						
	Total Staff Recommended Changes:	159.4	21.6	137.8	1.70	1.0	4.4
	<b>Service: Urban Forestry</b>						
	Total Staff Recommended Changes:	111.3	9.3	102.1	1.30	31.3	0.0
	<b>Staff Recommended New/Enhanced Services:</b>	<b>419.9</b>	<b>61.8</b>	<b>358.1</b>	<b>4.00</b>	<b>(28.0)</b>	<b>4.4</b>

## Appendix 5

### Summary of 2022 New / Enhanced Service Priorities Not Included in Budget

New / Enhanced Service Description (in \$000s)	2022 Total			Incremental Change			
	\$		Position	2023 Plan		2024 Plan	
	Gross	Net	#	Net	Pos.	Net	Pos.
<b>Referred to Budget Process:</b>							
Ravine Strategy - Litter Picking	199.5	199.5	2.1	15.2			
<b>Total 2022 New / Enhanced Services</b>	<b>199.5</b>	<b>199.5</b>	<b>2.1</b>	<b>15.2</b>			

#### Ravine Strategy – Litter Picking (\$0.200 million gross and net)

- At its special meeting of February 18, 2021, City Council approved one-time funding during the 2021 Budget process for the purposes of advancing the implementation of the Ravine Strategy including expanding invasive species management, expanding litter removal in ravines, and further enhancing youth internships through the Ravine Youth Team Program. Council decision (recommendation #17) is available via the following link: <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2021.EX21.2>,
- Parks, Forestry and Recreation would require ongoing funding to continue additional litter picking funding of \$0.200 million for 4 positions (2.1 FTE) to maintain the expanded level of service achieved with one-time funding in 2021.

### Appendix 6

#### 2022 Capital Budget; 2023 - 2031 Capital Plan Including Carry Forward Funding

Project Code	(In \$000s)	2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2022 - 2031 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR1	PFR Reconciliation & Indigenous Placemaking Program	362	2,311	2,616	5,000							10,289			10,289
PR2	Dundas Street Renaming Signage	120	180									300			300
PR3	Capital Emergency Fund	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000		10,000	
PR4	Various Buildings & Parks Accessibility Program	4,850	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	27,350			27,350
PR5	Capital Asset Management Planning	575	500	500	500	500	500	500	500	500	500	5,075		5,075	
PR6	Various Bldgs-Facility Rehabilitation	5,200	5,100	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,300		50,300	
PR7	Investigation & Pre-Engineering SI&G	622	500	500	500	500	500	500	500	500	500	5,122			5,122
PR8	Parkland Acquisition	3,078	34,500	30,000	20,000	25,000	25,000	18,750	18,750	19,000	4,624	198,702			198,702
PR9	Acquisition of 5-25 Wellesley & 14-26 Breadalbane		8,556									8,556			8,556
PR10	28 Bathurst Street Environmental	30	370									400	400		
PR11	37 Norton Ave Expropriation for John McKenzie Park		3,200									3,200			3,200
PR12	Green Line - Remediation		400									400	400		
PR13	Land Acquisition Edithvale Park		85									85			85
PR14	Market Lane Parkette & S Market Park Remediation		47									47	47		
PR15	705 Progress Avenue - Remediation							200				200	200		
PR16	CAMP (SGR) ORC Facilities	635	1,602	3,508	452	972	3,466	3,112	6,927	3,012	2,293	25,979		25,979	
PR17	Washrooms Enhancement Program	1,000	500	500								2,000			2,000
PR18	Sports Fields Program	1,385	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,385		10,385	
PR19	Former Ward 3 Baseball Improvements S42(Glen Agar)	15	144									159			159
PR20	Leslie Street Spit Washroom	188										188			188
PR21	Humber Bay East - New Building S37/S45	3,513	6,070									9,583			9,583
PR22	Dufferin Grove New Community Field House	5,029	1,000									6,029			6,029
PR23	Clydesdale Tennis Clubhouse Improvements	572										572			572
PR24	Christie Pits Park - New Basketball Lights	184										184			184
PR25	Topham Park Clubhouse Improvements S37	306										306			306
PR26	Heron Park Baseball Diamond Improvements	285										285			285

**Appendix 6 (Continued)**

**2022 Capital Budget;  
2023 - 2031 Capital Plan Including Carry Forward Funding**

Project Code	(In \$000s)	2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2022 - 2031 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR27	East Mall Park New Fitness Equipment S42		175									175			175
PR28	Eglinton Flats Park New Fitness Equipment S42		175									175			175
PR29	Marie Curtis Park - New Fitness Equipment S42	20	250									270			270
PR30	Noble Park Basketball Court S42		100									100			100
PR31	Park Lawn Track S42		45	375								420			420
PR32	FMP Basketball Full Court - Dennis Flynn Park	175										175			175
PR33	FMP Basketball Full Court - Tom Riley Park	175										175			175
PR34	FMP Basketball Full Court - Seven Oaks Park	165										165			165
PR35	FMP-Basketball Full Courts Program	34	351	332	193	332	193	350	332	193	332	2,642			2,642
PR36	FMP-Skateboard Park (1) North District	75	825									900			900
PR37	FMP-Skateboard Park (2) East District		50	850								900			900
PR38	FMP-Skateboard Park (3) South District				50	850						900			900
PR39	FMP-Ward 2 Skateboard Park (4)				50	850						900			900
PR40	FMP-Skate Spots (2) Design & Construction		50	450								500			500
PR41	FMP-Skate Spots Construction Program		25	250	250	250	250	275	500	500	500	2,800			2,800
PR42	FMP-Bike Park (1) Scarborough					50	700					750			750
PR43	FMP-BMX Features (1)		15	235								250			250
PR44	FMP-BMX Features (2)				15	235						250			250
PR45	FMP-Soccer Field (1)		35	485								520			520
PR46	FMP-Soccer Field (2)			35	485							520			520
PR47	FMP-Soccer Field (3)						35	485				520			520
PR48	FMP-Soccer Field (4)							35	485			520			520
PR49	FMP-Soccer Field (5)									35	485	520			520
PR50	FMP-Soccer Field (6)									35	485	520			520
PR51	FMP-Mini-Soccer Field (1)	5	50									55			55
PR52	FMP-Mini-Soccer Field (2)		5	50								55			55

### Appendix 6 (Continued)

#### 2022 Capital Budget; 2023 - 2031 Capital Plan Including Carry Forward Funding

Project Code	(In \$000s)	2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2022 - 2031 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR53	FMP-Mini-Soccer Field (3)			5	50							55			55
PR54	FMP-Mini-Soccer Field (4)					5	50					55			55
PR55	FMP-Sports Field Improvements Design / Construction	120	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	10,920			10,920
PR56	FMP-Sports Bubble Stadium Site (1)		80	1,170								1,250			1,250
PR57	FMP-Sports Bubble Stadium Site (2)						80	1,170				1,250			1,250
PR58	FMP-Sports Bubble Stadium Site (3)									80	1,170	1,250			1,250
PR59	FMP-Fieldhouse (1) Design & Construction		25	580	395							1,000			1,000
PR60	FMP-Fieldhouse (2) Design & Construction					25	580	395				1,000			1,000
PR61	FMP-Clubhouse Design & Construction (1)		40	900	610							1,550			1,550
PR62	FMP-Clubhouse Design & Construction (2)									40	1,510	1,550			1,550
PR63	FMP-Cricket Pitch (1)	35	465									500			500
PR64	FMP-Cricket Pitch (2)		35	465								500			500
PR65	FMP-Cricket Pitch (3)				35	465						500			500
PR66	FMP-Cricket Pitch (4)						35	465				500			500
PR67	FMP-Cricket Pitch (5)								35	465		500			500
PR68	FMP-Multi-Use Field-Artificial Turf (1)		115	1,685								1,800			1,800
PR69	FMP-Multi-Use Field-Artificial Turf (2)			115	1,685							1,800			1,800
PR70	FMP-Multi-Use Field-Artificial Turf (3)					115	1,685					1,800			1,800
PR71	FMP-Multi-Use Field-Artificial Turf (4)							115	1,685			1,800			1,800
PR72	FMP-Outdoor RC Improvements Design / Construction		200	2,200	2,200	2,200	2,200	2,200	2,400	2,500	2,500	18,600			18,600
PR73	Various Parks - Parks Rehabilitation	5,200	5,100	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,300		50,300	
PR74	Wayfinding for Parks and Trails	500	250									750			750
PR75	Master Planning & Engagement	1,475	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	14,075			14,075
PR76	Parks Plan FY2018	1,373										1,373			1,373
PR77	10 Ordnance Street Development - Design / Construction S42	254	525	3,700								4,479			4,479
PR78	1001 Ellesmere Road - Park Development	60	840									900			900

**Appendix 6 (Continued)**

**2022 Capital Budget;  
2023 - 2031 Capital Plan Including Carry Forward Funding**

Project Code	(In \$000s)	2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2022 - 2031 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR79	150 Harrison Street New Park	449										449			449
PR80	150 Sterling - Above Base Park Development				110	1,280						1,390			1,390
PR81	167 Armour Boulevard - Park Development S37	523										523			523
PR82	174-180 Broadway Avenue Above Base Development	29	330									359			359
PR83	223 Gladys Allison Pl - Lee Lifeson Park Expansion	20	210									230			230
PR84	229 Richmond Street Park Development S37	200	800	9,000								10,000			10,000
PR85	25 Oakcrest Park Development S42		40									40			40
PR86	261 Nairn Avenue - Park Development	15	400									415			415
PR87	318 Queens Quay W/Rees Park Development Design / Construction	785	5,331	3,500								9,616			9,616
PR88	320 Markham - Park Development	60	740									800			800
PR89	468-470 Queen St W - Park Development		170	1,945								2,115			2,115
PR90	55 Curzon Street Above Base Park Development	88										88			88
PR91	55 Isaac Devins Blvd/3035 Weston Rd Blk 79 Develop	50	550									600			600
PR92	57 Brock Avenue - Park Development	20	180									200			200
PR93	640 Lansdowne Avenue - Park Development		70	810								880			880
PR94	64A Thirteenth St - Colonel Samuel Smith Park Expansion		30	370								400			400
PR95	652 Eastern Above Base Park Development	27	370									397			397
PR96	666 Spadina Above Base Park Development	30	570									600			600
PR97	705 Progress Avenue - Ph 1 & 2 Park Development								90	1,419	700	2,209			2,209
PR98	76 Coral Gable Drive Park Development	30	370									400			400
PR99	Albert Standing Park Redevelopment S45		150									150			150
PR100	Alexandra Park - Park Improvements	195	800									995			995
PR101	Allan Gardens OLA	250										250			250
PR102	Anniversary Park - Development	30	370									400			400
PR103	Apted Park Design - S37		45	5								50			50
PR104	Apted Park Construction - S45			650	50							700			700

### Appendix 6 (Continued)

#### 2022 Capital Budget; 2023 - 2031 Capital Plan Including Carry Forward Funding

Project Code	(In \$000s)	2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2022 - 2031 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR105	Art Shoppe Park Development	296										296			296
PR106	Balmoral Park Improvements S37		40	460								500			500
PR107	Barbara Hall Park Redevelopment S37		300									300			300
PR108	Bellbury Park Improvements S42		30	270								300			300
PR109	Bisset Park OLA S37	20	255									275			275
PR110	Bob Acton Park Improvements S42		50									50			50
PR111	Carlaw-Dundas and Ward 30 Park Improvements	261										261			261
PR112	Centennial Park Master Plan Ph1 Implementation	180	1,000									1,180			1,180
PR113	Centennial Park Trail Improvements		750									750			750
PR114	Corktown Common Neighbourhood OLA	400	100									500			500
PR115	Corktown Parks S42	105	687									792			792
PR116	David Crombie Park Revitalization & Area Parks	400	6,000	4,600	4,600	4,600	4,223					24,423			24,423
PR117	Diana Park - Improvements	426										426			426
PR118	Dieppe Park Improvements	100	1,150									1,250			1,250
PR119	Dunkip Park Development	40	460									500			500
PR120	Earlscourt Park Improvements	112										112			112
PR121	Eastern Beaches Improvements - Contribution	220										220			220
PR122	Edwards Gardens Improvements	1,361	2,600	2,600								6,561			6,561
PR123	Eglinton Park Master Plan Implementation	255	3,300	750	3,000		250	2,000				9,555			9,555
PR124	Elie Wiesel Park Improvements S37		40	460								500			500
PR125	Etobicoke City Centre Park - Design / Construction	50	3,400	550								4,000			4,000
PR126	Facilities Master Plan Implementation Planning	160	165	125								450			450
PR127	Fairfield Park - Park Improvements S42		25	190								215			215
PR128	Fleet - Trees in Parks Area Maintenance	497										497			497
PR129	Fleet-Area Maintenance (Ph 2 of Tree Serv. 2011)	81	1,254									1,335			1,335
PR130	FMP-Dogs Off Leash Area (1)		15	260								275			275

**Appendix 6 (Continued)**

**2022 Capital Budget;  
2023 - 2031 Capital Plan Including Carry Forward Funding**

Project Code	(In \$000s)	2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2022 - 2031 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR131	FMP-Dogs Off Leash Area (2)			15	260							275			275
PR132	FMP-Dogs Off Leash Area (3)					15	260					275			275
PR133	FMP-Dogs Off Leash Area (4)							15	260			275			275
PR134	FMP-Dogs off Leash Area (5)									15	260	275			275
PR135	Former Ward 19 Park Improvements	245										245			245
PR136	Former Ward 24 Park Improvements	40	1,475									1,515			1,515
PR137	Former Ward 3 Park Improvements	108										108			108
PR138	Former Ward 33 Park Improvements S37 & S42	40	602									642			642
PR139	Frank Faubert Woods Development				730							730			730
PR140	Glasgow St Parkette Ph. 2 Cecil CC Improvements		375									375			375
PR141	Gore Park & Area Park Development^	1,526	400									1,926			1,926
PR142	Grand Avenue Park Expansion Ph1 Additional Funds	2,875	400									3,275			3,275
PR143	Green Line - Geary Ave / Lower Davenport Parcels	871	850									1,721			1,721
PR144	Greenwood Park Dogs Off Leash Area Improvements	803										803			803
PR145	Heschel Park Improvements S42		80	420	500							1,000			1,000
PR146	Hillsdale Parkette Expansion - Development	40	460									500			500
PR147	Humber Bay Park East - Rehabilitation of Ponds	2,500	3,360									5,860			5,860
PR148	Humber Bay Park East - Rehabilitation of Ponds		1,830									1,830			1,830
PR149	Hupfield Park Improvements (Viola Desmond Park) S42	179										179			179
PR150	Huron Washington Park Improvements Uof T	40	516									556			556
PR151	Ivan Forest Park Improvements w/ Urban Design	178										178			178
PR152	Jane-Finch Area Park Improvements		100	400	500	500						1,500			1,500
PR153	Keeleisdale Park - Rebuild Stairs/Path/N.Sporting^	30	893									923			923
PR154	Lambton Kingsway - Park Improvements S42/S37/Donation		228									228			228
PR155	Land Adjacent to 2175 Lake Shore Blvd. W. Jade Park	108	900									1,008			1,008
PR156	Lanyard Park - Fitness Equipment S42	75										75			75

**Appendix 6 (Continued)**

**2022 Capital Budget;  
2023 - 2031 Capital Plan Including Carry Forward Funding**

Project Code	(In \$000s)	2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2022 - 2031 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR157	Lawrence Heights Ph1a-Baycrest	300	2,873									3,173			3,173
PR158	Lawrence Heights Ph1a-Baycrest Additional Funds		1,900									1,900			1,900
PR159	Lawrence Heights Ph1b-Greenway	658										658			658
PR160	Lawrence Heights Ph1f-Local Neighbourhood Park	200	1,394									1,594			1,594
PR161	Lawrence Heights Phase 2 Parks							960	8,653			9,613			9,613
PR162	Leslie Grove Park Improvements (Hope Shelter)	10	80									90			90
PR163	Liberty Village Park Improvements S42 AR CIL	811										811			811
PR164	Little Jamaica & Eglinton West NBHD Park Improve		100	400	500	500						1,500			1,500
PR165	Lower Yonge Park Development					1,000	11,000					12,000			12,000
PR166	Madelaine Park Improvements S42	20	200									220			220
PR167	Mallow Park Redevelopment Phase II S37	50	400									450			450
PR168	Market Ln Parkette & S Market Park Dvt Design / Const. - S42	275	3,365									3,640			3,640
PR169	Midtown (Yonge-Eglinton) Park Improvements		100	1,875	1,025							3,000			3,000
PR170	Miles Road Park Development		500									500			500
PR171	Milliken District Park-Upper Pond/Stream Restoration	266	100									366			366
PR172	Milliken Park Fitness Pod Installation		75									75			75
PR173	Moss Park - Park Redevelopment Design/Construction	95	150	210	65	2,470	2,440	2,465				7,895			7,895
PR174	Mount Dennis Area Park Improvements			100	400	500	500					1,500			1,500
PR175	Mouth of the Creek Construction Ph. 1 S37/S45 / Ph. 2		6,000	5,000								11,000			11,000
PR176	North Park Improvements S37		25	293								318			318
PR177	Osler Park - Park Improvements	479	600									1,079			1,079
PR178	Park Develop 351 Lake Promenade Windows on Lake	91	250									341			341
PR179	Parkway Forest OLA S42		40	460								500			500
PR180	Phoebe St/Soho Square - New Park Development	25	225									250			250
PR181	Redpath Park Redevelopment S42	100	1,100									1,200			1,200
PR182	Riverdale Park East Top of Bank Improvements		150									150			150

**Appendix 6 (Continued)**

**2022 Capital Budget;  
2023 - 2031 Capital Plan Including Carry Forward Funding**

Project Code	(In \$000s)	2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2022 - 2031 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR183	Riverdale Park West - Access Improvements	644										644			644
PR184	Rosehill Reservoir Park Improvements with TW	302										302			302
PR185	Ruddington Park Improvements S42/S45	186										186			186
PR186	Runnymede Park Improvements S37		80	720								800			800
PR187	Scarborough Centre Area Park Development		100	500	2,400							3,000			3,000
PR188	Silvercreek Park Improvements S37 S42	450	100									550			550
PR189	Silview Park Redevelopment Study S37		200									200			200
PR190	Six Points Park Expansion	15	365									380			380
PR191	St. Clair-Oakwood/Keele Area Park Improvements		100	555	555	790						2,000			2,000
PR192	St. Jamestown Open Space Design/Construction	361	4,615									4,976			4,976
PR193	St. Lucie Park - Fitness Equipment & Seating S42	90										90			90
PR194	St. Patrick's Square - Park Improvements S37	30	270									300			300
PR195	Sunnydale Acres Park Improvements S37	15	142									157			157
PR196	TO Core Park Master Planning - Various Sites Ph A / B		520	875	1,130	720						3,245			3,245
PR197	Toronto Island Park Implementation Phase 1 / Mgmt Plan	1,122	1,000	1,500	2,000							5,622			5,622
PR198	Turning Basin Park Design S42		500									500			500
PR199	Victoria Memorial Square Improvements S42	100	1,100									1,200			1,200
PR200	Wallace Emerson Park Redevelopment- Phase 2	350	7,308	2,650	2,150	1,150						13,608			13,608
PR201	Wallace Swanek Lighting S42		40	185								225			225
PR202	Ward 3 - Park Improvements S37, S42	152										152			152
PR203	Ward 17 Participatory Budget Henry Farms S37		100	300								400			400
PR204	Weston Tunnel Park Development	30	620									650			650
PR205	Widmer @ Adelaide - S42	235										235			235
PR206	Yonge Street Linear Parks Improvement S42	485	5,319									5,804			5,804
PR207	York Off Ramp Park Construction	4,000										4,000			4,000
PR208	CAMP(SGR) Parking Lots, Tennis Courts & Sports Pads	2,797	3,212	4,431	5,280	11,914	9,927	11,439	9,892	12,396	9,232	80,520		80,520	

**Appendix 6 (Continued)**

**2022 Capital Budget;  
2023 - 2031 Capital Plan Including Carry Forward Funding**

Project Code	(In \$000s)	2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2022 - 2031 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR209	Tennis Court Resurfacing East District	150										150		150	
PR210	FMP-Tennis Court Complex no Lights (1) Muirlands	20	280									300			300
PR211	FMP-Tennis Court Complex with Lights (1) South		30	470								500			500
PR212	FMP-Tennis Court Complex no Lights (2) Ward 11		20	280								300			300
PR213	FMP-Tennis Court Complex with Lights (2) East			30	470							500			500
PR214	FMP-Tennis Court Complex with Lights (3) North				30	470						500			500
PR215	FMP-Tennis Court Complex with Lights (4) East									30	470	500			500
PR216	FMP-Tennis Court Complex no Lights (3)									20	280	300			300
PR217	CAMP (SGR) Waterplays	2,143	2,345	1,277	359	1,695	743	887	500	859	823	11,631		11,631	
PR218	Play Enhancement Program	6,738	7,927	5,800	5,800	5,800	5,800	5,800	5,800	5,800	5,800	61,065			61,065
PR219	FMP-Fred Hamilton Playground Wading Pool Convert		742									742			742
PR220	Tom Riley Park - New Playground S42		872									872			872
PR221	High Level Park Playground Upgrade w/ TW		117									117			117
PR222	Havendale Park - Playground Improvements		267									267			267
PR223	Spring Garden Park (West) - New Playground		320									320			320
PR224	Earl Bales Accessible Playground Improvements S37		150									150			150
PR225	FMP-Bell Manor Park - New Splash Pad S42		679									679			679
PR226	FMP-Maple Leaf Park New Splash Pad		816									816			816
PR227	FMP-Pelmo Park Splash Pad (1)		696									696			696
PR228	FMP-Ward 24 Splash Pad (2)		40	660								700			700
PR229	L' Amoreaux Kidstown Improvements S42			4,993								4,993			4,993
PR230	19 Western Battery Road Park Development S42		550									550			550
PR231	Alderwood Memorial Park Playground S37/S42			35	315							350			350
PR232	Willowdale Park & Playground Improvements S37		100									100			100
PR233	FMP-Ward 11 Wading Pool Convert to Splash Pad (1)			50	650							700			700
PR234	FMP-Ward 16 Splash Pad (3)			40	660							700			700

### Appendix 6 (Continued)

#### 2022 Capital Budget; 2023 - 2031 Capital Plan Including Carry Forward Funding

Project Code	(In \$000s)	2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2022 - 2031 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR235	FMP-Ward 8 Wading Pool Convert to Splash Pad (2)		50	650								700			700
PR236	Gledhill Park - Splash Pad Upgrade		40	660								700			700
PR237	FMP-Ward 23 Splash Pad (4)			40	660							700			700
PR238	FMP-Ward 2 Splash Pad (5)					40	660					700			700
PR239	FMP-Ward 6 Splash Pad (6)							40	660			700			700
PR240	FMP-Ward 15 Splash Pad (7)							40	660			700			700
PR241	FMP-Splash Pad (8)									40	660	700			700
PR242	FMP-Wading Pool Convert to Splash Pad (3)									50	650	700			700
PR243	CAMP (SGR) Pools	5,103	5,032	3,208	3,114	6,498	885	4,418	4,952	7,200	4,882	45,292		45,292	
PR244	Davisville Community Pool - Design/Construction	1,375	18,763	8,812								28,950			28,950
PR245	Blantyre ODP Improvements S37 S42	250	917	1,000								2,167			2,167
PR246	Goulding Pool Shade Treatment S37	200										200			200
PR247	FMP-Waterfront West Pool Addition (1) Design / Construction			625	13,500	15,875						30,000			30,000
PR248	FMP-Scadding Court Pool Replacement Design / Construction					625	13,500	15,875				30,000			30,000
PR249	FMP-North York Pool Addition (2) Design / Constr							625	13,500	15,875		30,000			30,000
PR250	FMP-Scarborough Pool Addition (3) Design									625	3,375	4,000			4,000
PR251	CAMP (SGR) Arenas	26,031	12,902	19,945	11,757	7,097	3,596	6,602	9,106	915	7,278	105,229		105,229	
PR252	Don Mills Community Recreation Facility - Design / Construction	1,180	13,720	23,800	23,300	23,200						85,200			85,200
PR253	High Park AIR - Garage for Zamboni	114										114			114
PR254	FMP-Skating Trail	96	1,250	1,250								2,596			2,596
PR255	FMP-Artificial Ice Rink (1) Design / Construction	149	3,745									3,894			3,894
PR256	FMP-Ward 21 Artificial Ice Rink (2) Design / Construction				60	2,323	1,517					3,900			3,900
PR257	FMP-Arena Redevelopment-Twin Pad Design / Construction						675	15,080	11,245			27,000			27,000
PR258	FMP-Arena Repurpose (1) Design / Construction				65	1,450	1,035					2,550			2,550
PR259	FMP-Arena Repurpose (2) Design / Construction						65	1,450	1,035			2,550			2,550
PR260	FMP-Skating Trail (2)									100	2,500	2,600			2,600

### Appendix 6 (Continued)

#### 2022 Capital Budget; 2023 - 2031 Capital Plan Including Carry Forward Funding

Project Code	(In \$000s)	2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2022 - 2031 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR261	FMP-Arena Repurpose (3) Design									65	190	255			255
PR262	FMP-Artificial Ice Rink (3) Design									60	330	390			390
PR263	CAMP (SGR) Trails, Pathways & Bridges	7,091	2,681	326	1,817	6,926	5,315	6,685	4,167	7,456	4,148	46,612		46,612	
PR264	East Don Trail Ph 1 Construction	1,000	3,900									4,900			4,900
PR265	York Beltline Trail Improvements	50	575									625			625
PR266	Beltline Trail Access in Moore Park Ravine	472										472			472
PR267	Bridge to Mississauga via Etobicoke Valley Park	100										100			100
PR268	Green Line Study & Plan / Design & Construction	171	800									971			971
PR269	Brookbanks Park Trail Improvements S37	400										400			400
PR270	South Mimico Trail		522									522			522
PR271	John Street Corridor		1,000									1,000			1,000
PR272	S Keeleesdale Park-Stair Improv NE Corner Eglinton		251									251			251
PR273	Sherway Trail			121								121			121
PR274	City Wide Environmental Initiatives	2,681	3,599	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	30,280		30,280	
PR275	Community Gardens Program	100	100	100	100	100	100	100	100	100	100	1,000			1,000
PR276	Mud Creek Phase 2	1,799										1,799			1,799
PR277	Wilket Creek Park - Additional Funds / Phase 3	524	600									1,124			1,124
PR278	Green Line - Construction		300									300			300
PR279	Upper Highland Trail Connection Meadoway	300										300			300
PR280	Highland Creek Trail Phase 3A	300										300			300
PR281	Ravine Trail Wayfinding	500										500			500
PR282	Community Access to Ravines	685										685		685	
PR283	Highland Creek at UTSC	1,900										1,900			1,900
PR284	Cudmore Creek Wetland and Trailhead	1,520										1,520		1,520	
PR285	2017 High Lake Effect - Flooding Damage & Repairs	3,958										3,958		3,958	
PR286	2018 Wind Storm Damages	6,023	660									6,683		6,683	

### Appendix 6 (Continued)

#### 2022 Capital Budget; 2023 - 2031 Capital Plan Including Carry Forward Funding

Project Code	(In \$000s)	2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2022 - 2031 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR287	Algonquin Island North Shore Berm	1,110										1,110			
PR288	CAMP (SGR) SF Building & Structures	11,522	5,665	4,987	3,388	3,444	3,201	1,665	2,008	4,071	3,189	43,140		1,110	
PR289	CAMP(SGR) Harbourfront, Marine,Fountains &Seawalls	5,722	2,300	2,942	2,228	4,811	7,219	5,849	2,917	4,472	4,060	42,520		43,140	
PR290	Golf Courses Rehabilitation	550	500	500	500	500	500	500	500	500	500	5,050		42,520	
PR291	Ferry Design & Infrastructure / Replacement #1	1,650	14,670	4,888								21,208		5,050	21,208
PR292	Ferry Vessels 1 & 2 Replacement			23,668	5,274							28,942			28,942
PR293	Ferry Vessel Replacement #2		5,622	7,378								13,000			13,000
PR294	Ferry Vessel Replacement #3					7,520	6,480					14,000			14,000
PR295	Allan Gardens Washroom Building Construction - S42	16										16			16
PR296	Riverdale Farm Simpson House	207										207			207
PR297	High Park Forestry School Building Phase 2 S37	200	250									450			450
PR298	Centennial Park S Ski Hill- T-Bar Lift Replacement / Re Grading		415									415			415
PR299	Maple Leaf Cottage Renovation S42	316										316			316
PR300	University Avenue Median Park Improvements	50										50			50
PR301	CAMP (SGR) Community Centres	7,651	6,988	14,232	25,807	7,156	10,240	9,199	9,364	9,452	14,095	114,184		114,184	
PR302	York CC - Site Work & Furniture/Green Roof/Security/TRCA Requirement	420										420			420
PR303	Bessarion CC Construction / FFE / Indoor Play Space	17,848										17,848			17,848
PR304	Edithvale CC -S37 Change of Scope	126										126			126
PR305	North East Scarborough New CC (RFR#3) Design / Construction	7,200	39,124	30,784								77,108			77,108
PR306	Western North York New CC (RFR#5) Design / Construction	4,111	22,000	20,000	14,000							60,111			60,111
PR307	40 Wabash Parkdale New CC (RFR#7) - Construction	1,982	12,800	22,250	22,250	3,188						62,470			62,470
PR308	East Bayfront Community Centre		7,000									7,000			7,000
PR309	Lower Yonge Street Community Centre Space	11,850										11,850			11,850
PR310	FMP Lawrence Heights Community Centre - Design / Construction	300	1,900	10,400	22,475	22,475	7,950					65,500			65,500
PR311	FMP-Wallace Emerson (Galleria) Redevelopment	6,000	27,550	4,500								38,050			38,050
PR312	FMP-Etobicoke Civic Centre Community Centre	2,125	24,610	15,082	17,383	3,225						62,425			62,425

**Appendix 6 (Continued)**

**2022 Capital Budget;  
2023 - 2031 Capital Plan Including Carry Forward Funding**

Project Code	(In \$000s)	2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2022 - 2031 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR313	Newtonbrook CC Development				10,000							10,000			10,000
PR314	FMP John Innes CRC Redevelopment (3) - Design / Construction	500	2,640	19,850	21,724	19,626						64,340			64,340
PR315	FMP-Masaryk-Cowan CC - Design / Construction / Upgrades			500	1,500	17,450	24,543	19,000				62,993			62,993
PR316	FMP-Downsview CRC Design									500	4,000	4,500			4,500
PR317	FMP-Scarborough Centennial RC Redevelop (5) Design / Construction				500	1,500	16,000	23,000	19,000			60,000			60,000
PR318	FMP-Falstaff CC Redevelopment (6) Design / Construction					500	1,500	16,000	23,000	19,000		60,000			60,000
PR319	FMP-Dennis R Timbrell RC Redevelopment (7) Design						500	1,500	1,000	1,500		4,500			4,500
PR320	FMP-Albion Pool and Health Club-Redevelopment									500	4,000	4,500			4,500
PR321	FMP-Stan Wadlow Clubhouse Redevelopment (8) Design								500	1,500	2,500	4,500			4,500
PR322	FMP-Scarborough Gymnasium Addition (1) Design / Construction			600	7,200	3,200						11,000			11,000
PR323	FMP-Scarborough Gymnasium Addition (2) Design / Construction					600	7,200	3,200				11,000			11,000
PR324	FMP-North York Gymnasium Addition (3) Design									600	900	1,500			1,500
PR325	FMP-Central Etobicoke CRC (1) Design / Construction		750	1,450	10,400	22,475	22,475	7,950				65,500			65,500
PR326	FMP-Downtown (Ramsden) CRC (1) Design / Construction	411	1,750	10,400	22,475	22,475	7,950					65,461			65,461
PR327	FMP-SW Scarborough CRC (2) Design / Construction				500	1,000	12,750	20,500	10,250			45,000			45,000
PR328	FMP-North Rexdale CRC (3) Design / Construction					500	1,000	12,750	20,500	5,250		40,000			40,000
PR329	FMP-Jenner Jean Marie Facility Study / Design / Construction	285	2,440	1,975	-	-	-	-	-	-	-	4,700			4,700
PR330	FMP-Program Space Addition (2) Design / Construction					85	2,440	1,975				4,500			4,500
PR331	FMP-Program Space Addition (3) Design										350	350			350
PR332	Main Square CC Redevelopment Design / Construction				700	1,000	13,200	12,600	12,500			40,000			40,000

### Appendix 6 (Continued)

#### 2022 Capital Budget; 2023 - 2031 Capital Plan Including Carry Forward Funding

Project Code	(In \$000s)	2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2022 - 2031 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR333	IT-Registration, Permitting & Licensing CLASS CoS	6,398	6,724									13,122			13,122
PR334	IT-Enterprise Work Management System FY2018-2020	3,396	1,175	1,400	1,471	1,471						8,913			8,913
PR335	IT-311 Customer Service Strategy	325	325	353								1,003			1,003
PR336	IT-Modemization Roadmap	170	180									350			350
PR337	IT-PFR Public Wi-Fi Initiative	1,650	1,000	250								2,900			2,900
PR338	IT-Digital Infrastructure	596	79									675			675
PR339	IT-SDFA-PFR Youth Outreach Case Management	180										180			180
<b>Total Expenditures (including carry forward from 2021)</b>		<b>244,121</b>	<b>449,169</b>	<b>387,448</b>	<b>328,632</b>	<b>294,188</b>	<b>263,013</b>	<b>258,821</b>	<b>224,373</b>	<b>147,330</b>	<b>110,271</b>	<b>2,707,366</b>	<b>1,047</b>	<b>690,653</b>	<b>2,015,666</b>

☑ - Project supports Climate Resiliency and / or Greenhouse Gas (GHG) Reduction\*

☑ - Project includes workforce development requirements as outlined in the City's Social Procurement Program

\*Information above includes full project / sub-project 2022-2031 Capital Budget and Plan cash flows. Does not break out the climate component costs separately

### Appendix 6a

#### 2022 Cash Flow and Future Year Commitments Including Carry Forward Funding

Project Code	(In \$000s)	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total 2022 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
PR1	PFR Reconciliation & Indigenous Placemaking Progr	362	2,311	2,616	5,000							10,289			10,289
PR2	Dundas Street Renaming Signage	120	180									300			300
PR3	Capital Emergency Fund	1,000										1,000			1,000
PR4	Various Buildings & Parks Accessibility Program	4,850	2,500									7,350	4,850		2,500
PR5	Capital Asset Management Planning	575	500	500								1,575	1,075	500	
PR6	Various Bldgs-Facility Rehabilitation	5,200										5,200			5,200
PR7	Investigation & Pre-Engineering SI&G	622	500									1,122	622	500	
PR8	Parkland Acquisition	3,078	34,500	30,000	20,000	25,000	25,000	18,750	18,750	19,000	4,624	198,702	198,702		
PR9	Acquisition of 5-25 Wellesley & 14-26 Breadalbane		8,556									8,556	8,556		
PR10	28 Bathurst Street Environmental	30	370									400	400		
PR11	37 Norton Ave Expropriation for John McKenzie Park		3,200									3,200	3,200		
PR12	Green Line - Remediation		400									400	400		
PR13	Land Acquisition Edithvale Park		85									85	85		
PR14	Market Lane Parkette & S Market Pk Remediation		47									47	47		
PR15	705 Progress Avenue - Remediation							200				200	200		
PR16	CAMP (SGR) ORC Facilities	635	1,602	3,508								5,745	2,380	3,365	
PR17	Washrooms Enhancement Program	1,000	500	500								2,000			2,000
PR18	Sports Field Program	1,385	1,000									2,385	385		2,000
PR19	Former Ward 3 Baseball Improvements S42(Glen Agar)	15	144									159	159		
PR20	Leslie Street Spit Washroom	188										188	188		
PR21	Humber Bay East - New Building S37/S45	3,513	6,070									9,583	5,513	4,070	
PR22	Dufferin Grove New Community Field House	5,029	1,000									6,029	6,029		
PR23	Clydesdale Tennis Clubhouse Improvements	572										572	572		
PR24	Christie Pits Park - New Basketball Lights	184										184	184		
PR25	Topham Park Clubhouse Improvements S37	306										306	306		
PR26	Heron Park Baseball Diamond Improvements	285										285	285		

**Appendix 6a (Continued)**

**2022 Cash Flow and Future Year Commitments Including Carry Forward Funding**

Project Code	(In \$000s)	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total 2022 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
PR27	East Mall Park New Fitness Equipment S42		175									175			175
PR28	Eglinton Flats Park New Fitness Equipment S42		175									175			175
PR29	Marie Curtis Park - New Fitness Equipment S42	20	250									270			270
PR30	Noble Park Basketball Court S42		100									100			100
PR31	Park Lawn Track S42		45	375								420			420
PR32	FMP Basketball Full Court - Dennis Flynn Pk	175										175	175		
PR33	FMP Basketball Full Court - Tom Riley Pk	175										175	175		
PR34	FMP Basketball Full Court - Seven Oaks Park	165										165	165		
PR35	FMP Basketball Full Court	34	316									350	175		175
PR36	FMP-Skateboard Park (1) North District	75	825									900	750	150	
PR40	FMP-Skate Spots (2) Design & Construction		50	450								500			500
PR45	FMP-Soccer Field (1)		35	485								520			520
PR51	FMP-Mini-Soccer Field (1)	5	50									55	55		
PR55	FMP-Sports Field Improvements Design	120										120	120		
PR63	FMP-Cricket Pitch (1)	35	465									500	500		
PR72	FMP-Outdoor RC Improvements Design		200									200	200		
PR73	Various Parks - Parks Rehabilitation	5,200										5,200			5,200
PR74	Wayfinding for Parks and Trails	500	250									750			750
PR75	Master Planning & Engagement	1,475	1,400	175								3,050	1,850	1,200	
PR76	Parks Plan FY2018	1,373										1,373	1,373		
PR77	10 Ordnance Street Development - Design / Construction S42	254	525	3,700								4,479	4,479		
PR78	1001 Ellesmere Road - Park Development	60	840									900	900		
PR79	150 Harrison Street New Park	449										449	449		
PR80	150 Sterling - Above Base Park Development				110	1,280						1,390	1,390		
PR81	167 Armour Boulevard - Park Development S37	523										523	523		
PR82	174-180 Broadway Avenue Above Base Development	29	330									359	359		

**Appendix 6a (Continued)**

**2022 Cash Flow and Future Year Commitments Including Carry Forward Funding**

Project Code	(In \$000s)	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total 2022 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
PR83	223 Gladys Allison Pl - Lee Lifeson Park Expansion	20	210									230			230
PR84	229 Richmond Street Park Development S37	200	800	9,000								10,000			10,000
PR85	25 Oakcrest Park Development S42		40									40			40
PR86	261 Nairn Avenue - Park Development	15	400									415	415		
PR87	318 Queens Quay W Park Development Design / Construction	785	5,331	3,500								9,616	9,616		
PR88	320 Markham - Park Development	60	740									800			800
PR90	55 Curzon Street Above Base Park Development	88										88	88		
PR91	55 Isaac Devins Blvd/3035 Weston Rd Blk 79 Develop	50	550									600	600		
PR92	57 Brock Avenue - Park Development	20	180									200	200		
PR94	64A Thirteenth St - Colonel Samuel Smith Park Expansion		30	370								400	400		
PR95	652 Eastern Above Base Park Development	27	370									397	397		
PR96	666 Spadina Above Base Park Development	30	570									600	600		
PR97	705 Progress Avenue - Ph 1 Park Development								90	1,419		1,509	1,509		
PR98	76 Coral Gable Drive Park Development	30	370									400			400
PR99	Albert Standing Park Redevelopment S45		150									150			150
PR100	Alexandra Park - Park Improvements	195	800									995	995		
PR101	Allan Gardens OLA	250										250	250		
PR102	Anniversary Park - Development	30	370									400	400		
PR103	Apted Park Design - S37		45	5								50	50		
PR105	Art Shoppe Park Development	296										296	296		
PR106	Balmoral Park Improvements S37		40	460								500			500
PR107	Barbara Hall Park Redevelopment S37		300									300			300
PR108	Bellbury Park Improvements S42		30	270								300			300
PR109	Bisset Park OLA S37	20	255									275			275
PR110	Bob Acton Park Improvements S42		50									50			50
PR111	Carlaw-Dundas and Ward 30 Park Improvements	261										261	261		

**Appendix 6a (Continued)**

**2022 Cash Flow and Future Year Commitments Including Carry Forward Funding**

Project Code	(In \$000s)	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total 2022 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
PR112	Centennial Park Master Plan Ph1 Implementation	180	1,000									1,180	1,180		
PR113	Centennial Park Trail Improvements		750									750			750
PR114	Corktown Common Neighbourhood OLA	400	100									500			500
PR115	Corktown Parks S42	105	687									792	792		
PR116	David Crombie Park Revitalization & Area Parks	400	6,000	4,600	2,900	703						14,603	14,603		
PR117	Diana Park - Improvements	426										426	426		
PR118	Dieppe Park Improvements / incl. Phase 2	100	1,150									1,250	350		900
PR119	Dunkip Park Development	40	460									500			500
PR120	Earls court Park Improvements	112										112	112		
PR121	Eastern Beaches Improvements - Contribution	220										220	220		
PR122	Edwards Gardens - Garden Study / Improvements	1,361	2,600	2,600								6,561	2,861	3,700	
PR123	Eglinton Park Master Plan - Midtown in Focus	255	3,300	400								3,955	3,955		
PR124	Elie Wiesel Park Improvements S37		40	460								500			500
PR125	Etobicoke City Centre Park - Design	50	900	50								1,000	1,000		
PR126	Facilities Master Plan Implementation Planning	160	165	125								450	450		
PR127	Fairfield Park - Park Improvements S42		25	190								215			215
PR128	Fleet - Trees in Parks Area Maintenance	497										497	497		
PR129	Fleet-Area Maintenance (Ph 2 of Tree Serv. 2011)	81	1,254									1,335	1,335		
PR130	FMP-Dogs Off Leash Area (1)		15	260								275			275
PR135	Former Ward 19 Park Improvements	245										245	245		
PR136	Former Ward 24 Park Improvements	40	1,475									1,515	1,515		
PR137	Former Ward 3 Park Improvements	108										108	108		
PR138	Former Ward 33 Park Improvements S37 & S42	40	602									642	642		
PR139	Frank Faubert Woods Development				730							730	730		
PR140	Glasgow St Parkette Ph. 2 Cecil CC Improvements		375									375	375		
PR141	Gore Park & Area Park Development^	1,526	400									1,926	1,926		

**Appendix 6a (Continued)**

**2022 Cash Flow and Future Year Commitments Including Carry Forward Funding**

Project Code	(In \$000s)	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total 2022 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
PR142	Grand Avenue Park Expansion Ph1 Additional Funds	2,875	400									3,275	3,275		
PR143	Green Line - Geary Ave / Lower Davenport Parcels	871	850									1,721	1,721		
PR144	Greenwood Park Dogs Off Leash Area Improvements	803										803	803		
PR145	Heschel Park Improvements S42		80	420	500							1,000			1,000
PR146	Hillsdale Parkette Expansion - Development	40	460									500	500		
PR147	Humber Bay Park East - Rehabilitation of Ponds	2,500	3,360									5,860	5,860		
PR148	Humber Bay Park East - Rehabilitation of Ponds		1,830									1,830		1,830	
PR149	Hupfield Pk Improvements (Viola Desmond Park) S42	179										179	179		
PR150	Huron Washington Park Improvements Uof T	40	516									556	556		
PR151	Ivan Forest Park Improvements w/ Urban Design	178										178	178		
PR153	Keeleesdale Park - Rebuild Stairs/Path/N. Sporting^	30	893									923	923		
PR154	Lambton Kingsway - Park Improvements S42/Donation		228									228	60	168	
PR155	Land Adjacent to 2175 Lake Shore Blvd. W. Jade Park	108	900									1,008	108		900
PR156	Lanyard Park - Fitness Equipment S42	75										75	75		
PR157	Lawrence Heights Ph1a-Baycrest	300	2,873									3,173	3,173		
PR158	Lawrence Heights Ph1a-Baycrest Additional Funds		1,900									1,900	1,900		
PR159	Lawrence Heights Ph1b-Greenway	658										658	658		
PR160	Lawrence Heights Ph1f-Local Neighbourhood Pk	200	1,394									1,594	1,594		
PR162	Leslie Grove Park Improvements (Hope Shelter)	10	80									90	90		
PR163	Liberty Village Park Improvements S42 AR CIL	811										811	811		
PR166	Madelaine Park Improvements S42	20	200									220	220		
PR167	Mallow Park Redevelopment Phase II S37	50	400									450			450
PR168	Market Ln Parkette & S Market Pk Dvt Design - S42	275	3,365									3,640	3,640		
PR169	Midtown (Yonge-Eglinton) Park Improvements		100	1,875	1,025							3,000			3,000
PR170	Miles Road Park Development		500									500			500
PR171	Milliken District Pk-Upper Pond/Stream Restoration	266	100									366	366		

**Appendix 6a (Continued)**

**2022 Cash Flow and Future Year Commitments Including Carry Forward Funding**

Project Code	(In \$000s)	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total 2022 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
PR173	Moss Park - Park Redevelopment Design	95	150	150								395	395		
PR175	Mouth of the Creek Construction Ph. 1 / Ph. 2 S37/S45		6,000	5,000								11,000	9,640	1,360	
PR176	North Park Improvements S37		25	293								318			318
PR177	Osler Park - Park Improvements	479	600									1,079	1,079		
PR178	Park Develop 351 Lake Promenade Windows on Lake	91	250									341	91	250	
PR179	Parkway Forest OLA S42		40	460								500			500
PR180	Phoebe St/Soho Square - New Park Development	25	225									250	250		
PR181	Redpath Park Redevelopment S42	100	1,100									1,200			1,200
PR182	Riverdale Park East Top of Bank Improvements		150									150			150
PR183	Riverdale Park West - Access Improvements	644										644	644		
PR184	Rosehill Reservoir Park Improvements with TW	302										302	302		
PR185	Ruddington Park Improvements S42/S45	186										186			186
PR186	Runnymede Park Improvements S37		80	720								800			800
PR187	Scarborough Centre Area Park Development		100	500	2,400							3,000			3,000
PR188	Silvercreek Park Improvements S37 S42	450	100									550	550		
PR189	Silverview Park Redevelopment Study S37		200									200	-		200
PR190	Six Points Park Expansion	15	365									380	380		
PR192	St. Jamestown Open Space Design / Construction	361	4,615									4,976	361		4,615
PR193	St. Lucie Pk - Fitness Equipment & Seating S42	90										90	90		
PR194	St. Patrick's Square - Park Improvements S37	30	270									300	300		
PR195	Sunnydale Acres Park Improvements S37	15	142									157	157		
PR196	TO Core Park Master Planning - Improvements Ph. A		520	775	575	165						2,035			2,035
PR197	Toronto Island Park Implementation	1,122	1,000	1,500	2,000							5,622	1,622		4,000
PR198	Turning Basin Park Design S42		500									500			500
PR199	Victoria Memorial Square Improvements S42	100	1,100									1,200			1,200
PR200	Wallace Emerson (Galleria) Park & Fieldhouse Ph 1&2	350	7,308	2,650	2,150	1,150						13,608	13,608		

**Appendix 6a (Continued)**

**2022 Cash Flow and Future Year Commitments Including Carry Forward Funding**

Project Code	(In \$000s)	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total 2022 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
PR202	Ward 3 - Park Improvements S37, S42	152										152	152		
PR203	Ward 17 Participatory Budget Henry Farms S37		100	300								400			400
PR204	Weston Tunnel Park Development	30	620									650	650		
PR205	Widmer @ Adelaide - S42	235										235	235		
PR206	Yonge Street Linear Parks Improvement S42	485	5,319									5,804	5,804		
PR207	York Off Ramp Park Construction	4,000										4,000	4,000		
PR208	CAMP (SGR) Parking Lots&Tennis Crts	2,797	3,212	4,431								10,440	7,900	2,540	
PR209	Tennis Court Resurfacing East District	150										150			150
PR210	FMP-Tennis Court Complex no Lights (1) Muirlands	20	280									300	300		
PR211	FMP-Tennis Court Complex with Lights (1) South		30	470								500			500
PR217	CAMP (SGR) Waterplays	2,143	2,345	1,277								5,765	3,873	1,892	
PR218	Play Enhancement Program	6,738	7,927									14,665	8,865		5,800
PR219	FMP-Fred Hamilton Playground Wading Pool Convert	742										742	742		
PR220	Tom Riley Park - New Playground S42	872										872	872		
PR221	High Level Park Playground Upgrade w/ TW	117										117	117		
PR222	Havendale Park - Playground Improvements	267										267	267		
PR223	Spring Garden Park (West) - New Playground	320										320	320		
PR224	Earl Bales Accessible Playground Improvements S37	150										150	150		
PR225	FMP-Bell Manor Park - New Splash Pad S42	679										679	679		
PR226	FMP-Maple Leaf Pk New Splash Pad	816										816	816		
PR227	FMP-Pelmo Park Splash Pad (1)	696										696	696		
PR228	FMP-Ward 24 Splash Pad (2)	40	660									700			700
PR229	L' Amoreaux Kidstown Improvements S42		4,993									4,993			4,993
PR230	19 Western Battery Road Park Development S42	550										550			550
PR231	Alderwood Memorial Park Playground S37/S42		35	315								350			350
PR232	Willowdale Park & Playground Improvements S37	100										100			100

**Appendix 6a (Continued)**

**2022 Cash Flow and Future Year Commitments Including Carry Forward Funding**

Project Code	(In \$000s)	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total 2022 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
PR243	CAMP (SGR) Pools	5,103	5,032	3,208								13,343	11,708	1,635	
PR244	Davisville Community Pool - Design & Construction	1,375	18,763	8,812								28,950	1,600	1,380	25,970
PR245	Blantyre ODP Improvements S37 S42	250	917	1,000								2,167	2,167		
PR246	Goulding Pool Shade Treatment S37	200										200			200
PR251	CAMP (SGR) Arenas	26,031	12,902	19,945								58,878	37,622	21,256	
PR252	Don Mills Community Recreation Facility - Design	1,180	3,720	800	300	200						6,200	6,200		
PR253	High Park AIR - Garage for Zamboni	114										114	114		
PR254	FMP-Skating Trail	96	1,250	1,250								2,596	1,546	1,050	
PR255	FMP-Artificial Ice Rink (1) Design / Construction	149	3,745									3,894	229		3,665
PR263	CAMP (SGR) Trails, Pathways & Bridges	7,091	2,681	326								10,098	5,545	4,553	
PR264	East Don Trail Ph 1 Construction	1,000	3,900									4,900	3,995	905	
PR265	York Beltline Trail Improvements	50	575									625	625		
PR266	Beltline Trail Access in Moore Park Ravine	472										472	472		
PR267	Bridge to Mississauga via Etobicoke Valley Park	100										100	100		
PR268	Green Line Study & Plan / Design & Construction	171	800									971	971		
PR269	Brookbanks Park Trail Improvements S37	400										400	400		
PR270	South Mimico Trail		522									522	522		
PR271	John Street Corridor		1,000									1,000	1,000		
PR272	S Keelesdale Pk-Stair Improvt NE Corner Eglinton		251									251	251		
PR273	Sherway Trail			121								121	121		
PR274	City Wide Environmental Initiatives	2,681	3,599									6,280	3,280		3,000
PR275	Community Gardens Program	100										100			100
PR276	Mud Creek Phase 2	1,799										1,799	1,799		
PR277	Wilket Creek Park - Phase 3 / Additional Funds	524	600									1,124	1,124		
PR278	Green Line - Construction		300									300	300		
PR279	Upper Highland Trail Connection Meadoway	300										300	300		

**Appendix 6a (Continued)**

**2022 Cash Flow and Future Year Commitments Including Carry Forward Funding**

Project Code	(In \$000s)	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total 2022 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
PR280	Highland Creek Trail Phase 3A	300										300	300		
PR281	Ravine Trail Wayfinding	500										500	500		
PR282	Community Access to Ravines	685										685	685		
PR283	Highland Creek at UTSC	1,900										1,900	1,900		
PR284	Cudmore Creek Wetland and Trailhead	1,520										1,520	1,520		
PR285	2017 High Lake Effect - Flooding Damage & Repairs	3,958										3,958	3,958		
PR286	2018 Wind Storm Damages	6,023	660									6,683	6,683		
PR287	Algonquin Island North Shore Berm	1,110										1,110	1,110		
PR288	CAMP (SGR) SF Building & Structures	11,522	5,665	4,987								22,174	19,521	2,653	
PR289	CAMP(SGR) Harbourfront, Marine, Ftn&Seawall	5,722	2,300	2,942								10,964	10,205	759	
PR290	Golf Courses Rehabilitation	550	500									1,050	550		500
PR291	Ferry Design & Infrastructure	1,650	4,650	4,650								10,950			10,950
PR291	Ferry Vessel Replacement #1		10,020	238								10,258	10,258		
PR292	Ferry Vessels 1 & 2 Replacement			23,668	5,274							28,942		28,942	
PR293	Ferry Vessel Replacement #2		5,622	7,378								13,000	13,000		
PR295	Allan Gardens Washroom Building Construction - S42	16										16	16		
PR296	Riverdale Farm Simpson House	207										207	207		
PR297	High Pk Forestry School Building Phase 2 S37	200	250									450	450		
PR298	Centennial Park S Ski Hill- T-Bar Lift Replacement / Re Grading		415									415	415		
PR299	Maple Leaf Cottage Renovation S42	316										316	316		
PR300	University Avenue Median Park Improvements	50										50	50		
PR301	CAMP (SGR) Community Centres	7,651	6,988	14,232								28,871	12,668	16,203	
PR302	York CC - Site Work & Furniture/Green Roof/Security/TRCA Requirement	420										420	420		
PR303	Bessarion CC	17,848										17,848	17,848		
PR304	Edithvale CC -S37 Change of Scope	126										126	126		
PR305	North East Scarborough CC-Design / Construction	7,200	39,124	30,784								77,108	77,108		

**Appendix 6a (Continued)**

**2022 Cash Flow and Future Year Commitments Including Carry Forward Funding**

Project Code	(In \$000s)	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total 2022 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
PR306	Western North York New CC (RFR#5) Construction	4,111	22,000	20,000	14,000							60,111	60,111		
PR307	40 Wabash Parkdale New CC (RFR#7) - Design & Construction.	1,982	12,800	22,250	22,250	3,188						62,470	62,470		
PR308	East Bayfront Community Centre		7,000									7,000	7,000		
PR309	Lower Yonge Street Community Centre Space	11,850										11,850	11,850		
PR310	FMP Lawrence Heights Community Centre - Design	300	1,900	400	350	350	200					3,500			3,500
PR311	FMP-Wallace Emerson (Galleria) Redevelopment	6,000	27,550	4,500								38,050	38,050		
PR312	FMP-Etobicoke Civic Centre Community Centre	2,125	24,610	15,082	17,383	3,225						62,425	45,000	17,425	
PR314	FMP John Innes CRC Redevelopment (3) - Design & Constr.	500	2,640	19,850	21,724	19,626						64,340	64,340		
PR315	FMP-Masaryk-Cowan CC - Upgrades					1,450	1,543					2,993	2,993		
PR326	FMP-Downtown (Ramsden) CRC (1) Design	411	1,750	400	350	350	200					3,461	3,461		
PR329	FMP-Jenner Jean Marie Facility Study & Design	285	140	125								550			550
PR333	IT-Registration, Permitting & Licensing CLASS CoS	6,398	6,724									13,122	13,122		
PR334	IT-Enterprise Work Management System FY2018-2020	3,396	1,175	1,400	1,471	1,471						8,913	8,913		
PR335	IT-311 Customer Service Strategy	325	325	353								1,003	1,003		
PR336	IT-Modernization Roadmap	170	180									350	350		
PR337	IT-PFR Public Wi-Fi Initiative	1,650	1,000	250								2,900	2,900		
PR338	IT-Digital Infrastructure	596	79									675			675
PR339	IT-SDFA-PFR Youth Outreach Case Management	180										180			180
<b>Total Expenditure (including carry forward from 2021)</b>		<b>244,121</b>	<b>419,839</b>	<b>294,686</b>	<b>120,492</b>	<b>58,158</b>	<b>26,943</b>	<b>18,950</b>	<b>18,840</b>	<b>20,419</b>	<b>4,624</b>	<b>1,227,072</b>	<b>973,140</b>	<b>118,286</b>	<b>135,646</b>

### Appendix 6b

### 2023 - 2031 Capital Plan

Project Code	(In \$000s)	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2023 - 2031 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR3	Capital Emergency Fund	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	9,000		9,000	
PR4	Various Buildings & Parks Accessibility Program		2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	20,000			20,000
PR5	Capital Asset Management Planning			500	500	500	500	500	500	500	3,500		3,500	
PR6	Various Bldgs-Facility Rehabilitation	5,100	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	45,100		45,100	
PR7	Investigation & Pre-Engineering SI&G		500	500	500	500	500	500	500	500	4,000			4,000
PR16	CAMP (SGR) ORC Facilities			452	972	3,466	3,112	6,927	3,012	2,293	20,234		20,234	
PR18	Sports Fields Program		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	8,000		8,000	
PR35	FMP-Basketball Full Courts Program	35	332	193	332	193	350	332	193	332	2,292			2,292
PR37	FMP-Skateboard Park (2) East District	50	850								900			900
PR38	FMP-Skateboard Park (3) South District			50	850						900			900
PR39	FMP-Ward 2 Skateboard Park (4)			50	850						900			900
PR41	FMP-Skate Spots Design & Construction Program	25	250	250	250	250	275	500	500	500	2,800			2,800
PR42	FMP-Bike Park (1) Scarborough				50	700					750			750
PR43	FMP-BMX Features (1)	15	235								250			250
PR44	FMP-BMX Features (2)			15	235						250			250
PR46	FMP-Soccer Field (2)		35	485							520			520
PR47	FMP-Soccer Field (3)					35	485				520			520
PR48	FMP-Soccer Field (4)						35	485			520			520
PR49	FMP-Soccer Field (5)								35	485	520			520
PR50	FMP-Soccer Field (6)								35	485	520			520
PR52	FMP-Mini-Soccer Field (2)	5	50								55			55
PR53	FMP-Mini-Soccer Field (3)		5	50							55			55
PR54	FMP-Mini-Soccer Field (4)				5	50					55			55
PR55	FMP-Sports Field Improvements Design & Construction	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	10,800			10,800
PR56	FMP-Sports Bubble Stadium Site (1)	80	1,170								1,250			1,250
PR57	FMP-Sports Bubble Stadium Site (2)					80	1,170				1,250			1,250

**Appendix 6b (Continued)**

**2023 - 2031 Capital Plan**

Project Code	(In \$000s)	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2023 - 2031 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR58	FMP-Sports Bubble Stadium Site (3)								80	1,170	1,250			1,250
PR59	FMP-Fieldhouse (1) Design & Construction	25	580	395							1,000			1,000
PR60	FMP-Fieldhouse (2) Design & Construction				25	580	395				1,000			1,000
PR61	FMP-Clubhouse Design & Construction (1)	40	900	610							1,550			1,550
PR62	FMP-Clubhouse Design & Construction (2)								40	1,510	1,550			1,550
PR64	FMP-Cricket Pitch (2)	35	465								500			500
PR65	FMP-Cricket Pitch (3)			35	465						500			500
PR66	FMP-Cricket Pitch (4)					35	465				500			500
PR67	FMP-Cricket Pitch (5)							35	465		500			500
PR68	FMP-Multi-Use Field-Artificial Turf (1)	115	1,685								1,800			1,800
PR69	FMP-Multi-Use Field-Artificial Turf (2)		115	1,685							1,800			1,800
PR70	FMP-Multi-Use Field-Artificial Turf (3)				115	1,685					1,800			1,800
PR71	FMP-Multi-Use Field-Artificial Turf (4)						115	1,685			1,800			1,800
PR72	FMP-Outdoor RC Improvements Design & Construction		2,200	2,200	2,200	2,200	2,200	2,400	2,500	2,500	18,400			18,400
PR73	Various Parks - Parks Rehabilitation	5,100	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	45,100		45,100	
PR75	Master Planning & Engagement		1,225	1,400	1,400	1,400	1,400	1,400	1,400	1,400	11,025			11,025
PR89	468-470 Queen St W - Park Development	170	1,945								2,115			2,115
PR93	640 Lansdowne Avenue - Park Development	70	810								880			880
PR97	705 Progress Avenue - Ph 2 Park Development									700	700			700
PR104	Apted Park Construction - S45		650	50							700			700
PR116	David Crombie Park Revitalization & Area Parks			1,700	3,897	4,223					9,820			9,820
PR123	Eglinton Park Master Plan Implementation		350	3,000		250	2,000				5,600			5,600
PR125	Etobicoke City Centre Park Construction	2,500	500								3,000			3,000
PR131	FMP-Dogs Off Leash Area (2)		15	260							275			275
PR132	FMP-Dogs Off Leash Area (3)				15	260					275			275
PR133	FMP-Dogs Off Leash Area (4)						15	260			275			275

Appendix 6b (Continued)

2023 - 2031 Capital Plan

Project Code	(In \$000s)	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2023 - 2031 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR134	FMP-Dogs off Leash Area (5)								15	260	275			275
PR152	Jane-Finch Area Park Improvements	100	400	500	500						1,500			1,500
PR161	Lawrence Heights Phase 2 Parks						960	8,653			9,613			9,613
PR164	Little Jamaica & Eglinton West NBHD Park Improve	100	400	500	500						1,500			1,500
PR165	Lower Yonge Park Development				1,000	11,000					12,000			12,000
PR172	Milliken Park Fitness Pod Installation	75									75			75
PR173	Moss Park - Park Redevelopment Construction		60	65	2,470	2,440	2,465				7,500			7,500
PR174	Mount Dennis Area Park Improvements		100	400	500	500					1,500			1,500
PR191	St. Clair-Oakwood/Keele Area Park Improvements	100	555	555	790						2,000			2,000
PR196	TO Core Park Improvements-Variou Sites Ph B		100	555	555						1,210			1,210
PR201	Wallace Swanek Lighting S42	40	185								225			225
PR208	CAMP(SGR) Parking Lots, Tennis Courts & Sports Pads			5,280	11,914	9,927	11,439	9,892	12,396	9,232	70,080		70,080	
PR212	FMP-Tennis Court Complex no Lights (2) Ward 11	20	280								300			300
PR213	FMP-Tennis Court Complex with Lights (2) East		30	470							500			500
PR214	FMP-Tennis Court Complex with Lights (3) North			30	470						500			500
PR215	FMP-Tennis Court Complex with Lights (4) East								30	470	500			500
PR216	FMP-Tennis Court Complex no Lights (3)								20	280	300			300
PR217	CAMP (SGR) Waterplays			359	1,695	743	887	500	859	823	5,866		5,866	
PR218	Play Enhancement Program		5,800	5,800	5,800	5,800	5,800	5,800	5,800	5,800	46,400			46,400
PR233	FMP-Ward 11 Wading Pool Convert to Splash Pad (1)	50	650								700			700
PR234	FMP-Ward 16 Splash Pad (3)	40	660								700			700
PR235	FMP-Ward 8 Wading Pool Convert to Splash Pad (2)	50	650								700			700
PR236	Gledhill Park - Splash Pad Upgrade	40	660								700			700
PR237	FMP-Ward 23 Splash Pad (4)		40	660							700			700
PR238	FMP-Ward 2 Splash Pad (5)				40	660					700			700
PR239	FMP-Ward 6 Splash Pad (6)						40	660			700			700

**Appendix 6b (Continued)**

**2023 - 2031 Capital Plan**

Project Code	(In \$000s)	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2023 - 2031 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR240	FMP-Ward 15 Splash Pad (7)						40	660			700			700
PR241	FMP-Splash Pad (8)								40	660	700			700
PR242	FMP-Wading Pool Convert to Splash Pad (3)								50	650	700			700
PR243	CAMP (SGR) Pools			3,114	6,498	885	4,418	4,952	7,200	4,882	31,949		31,949	
PR247	FMP-Waterfront West Pool Addition (1) Design & Construction		625	13,500	15,875						30,000			30,000
PR248	FMP-Scadding Court Pool Replacement Design / Construction				625	13,500	15,875				30,000			30,000
PR249	FMP-North York Pool Addition (2) Design & Construction						625	13,500	15,875		30,000			30,000
PR250	FMP-Scarborough Pool Addition (3) Design								625	3,375	4,000			4,000
PR251	CAMP (SGR) Arenas			11,757	7,097	3,596	6,602	9,106	915	7,278	46,351		46,351	
PR252	Don Mills Community Recreation Facility- Construction	10,000	23,000	23,000	23,000						79,000			79,000
PR256	FMP-Ward 21 Artificial Ice Rink (2) Design & Construction			60	2,323	1,517					3,900			3,900
PR257	FMP-Arena Redevelopment-Twin Pad Design & Construction					675	15,080	11,245			27,000			27,000
PR258	FMP-Arena Repurpose (1) Design & Constr.			65	1,450	1,035					2,550			2,550
PR259	FMP-Arena Repurpose (2) Design & Construction					65	1,450	1,035			2,550			2,550
PR260	FMP-Skating Trail (2)								100	2,500	2,600			2,600
PR261	FMP-Arena Repurpose (3) Design								65	190	255			255
PR262	FMP-Artificial Ice Rink (3) Design								60	330	390			390
PR263	CAMP (SGR) Trails, Pathways & Bridges			1,817	6,926	5,315	6,685	4,167	7,456	4,148	36,514		36,514	
PR274	City Wide Environmental Initiatives		3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	24,000		24,000	
PR275	Community Gardens Program	100	100	100	100	100	100	100	100	100	900			900
PR288	CAMP (SGR) SF Building & Structures			3,388	3,444	3,201	1,665	2,008	4,071	3,189	20,966		20,966	
PR289	CAMP(SGR) Harbourfront, Marine, Fountains & Seawalls			2,228	4,811	7,219	5,849	2,917	4,472	4,060	31,556		31,556	
PR290	Golf Courses Rehabilitation		500	500	500	500	500	500	500	500	4,000		4,000	
PR294	Ferry Vessel Replacement #3				7,520	6,480					14,000			14,000
PR301	CAMP (SGR) Community Centres			25,807	7,156	10,240	9,199	9,364	9,452	14,095	85,313		85,313	
PR310	FMP Lawrence Heights Community Centre- Construction		10,000	22,125	22,125	7,750					62,000			62,000

### Appendix 6b (Continued)

#### 2023 - 2031 Capital Plan

Project Code	(In \$000s)	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2023 - 2031 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR313	Newtonbrook CC Development			10,000							10,000			10,000
PR315	FMP-Masaryk-Cowan CRC Redevelopment (4) Design & Construction		500	1,500	16,000	23,000	19,000				60,000			60,000
PR316	FMP-Downsview CRC Design								500	4,000	4,500			4,500
PR317	FMP-Scarborough Centennial RC Redevelop (5) Design & Construction			500	1,500	16,000	23,000	19,000			60,000			60,000
PR318	FMP-Falstaff CC Redevelopment (6) Design & Construction				500	1,500	16,000	23,000	19,000		60,000			60,000
PR319	FMP-Dennis K Timbrell RC Redevelopment (7) Design					500	1,500	1,000	1,500		4,500			4,500
PR320	FMP-Albion Pool and Health Club-Redevelopment								500	4,000	4,500			4,500
PR321	FMP-Stan Wadlow Clubhouse Redevelopment (8) Design							500	1,500	2,500	4,500			4,500
PR322	FMP-Scarborough Gymnasium Addition (1) Design & Construction		600	7,200	3,200						11,000			11,000
PR323	FMP-Scarborough Gymnasium Addition (2) Design & Construction				600	7,200	3,200				11,000			11,000
PR324	FMP-North York Gymnasium Addition (3) Design								600	900	1,500			1,500
PR325	FMP-Central Etobicoke CRC (1) Design & Construction	750	1,450	10,400	22,475	22,475	7,950				65,500			65,500
PR326	FMP-Downtown CRC (1) Construction		10,000	22,125	22,125	7,750					62,000			62,000
PR327	FMP-SW Scarborough CRC (2) Design & Construction			500	1,000	12,750	20,500	10,250			45,000			45,000
PR328	FMP-North Rexdale CRC (3) Design & Construction				500	1,000	12,750	20,500	5,250		40,000			40,000
PR329	FMP-Jenner Jean Marie Space Addition (1) Construction	2,300	1,850								4,150			4,150
PR330	FMP-Program Space Addition (2) Design & Construction				85	2,440	1,975				4,500			4,500
PR331	FMP-Program Space Addition (3) Design									350	350			350
PR332	Main Square CC Redevelopment Design & Construction			700	1,000	13,200	12,600	12,500			40,000			40,000
<b>Total Expenditures</b>		<b>29,330</b>	<b>92,762</b>	<b>208,140</b>	<b>236,030</b>	<b>236,070</b>	<b>239,871</b>	<b>205,533</b>	<b>126,911</b>	<b>105,647</b>	<b>1,480,294</b>	<b>-</b>	<b>487,529</b>	<b>992,765</b>

## Appendix 7

### Reporting on Major Capital Projects: Status Update

Division/Project name	2021 Cash Flow			Total Project Cost (Active Projects)		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
<b>PARKS, FORESTRY &amp; RECREATION</b>											
<b>Ferry Boat Replacement #1</b>	9,080	0	322	12,500	1,920	Significant Delay	Mar-15	Dec-18	Dec-23	Ⓞ	Ⓜ
Comments:	A RFP was issued in July 2017 for professional services for additional ferry fleet replacement analysis. The contract was awarded to KPMG LLP working with BMT Group Ltd. The analysis was completed and provided to the City in late 2018. Concept Naval incorporated recommendations from the KPMG report including for a hybrid-electric vessel design. Vessel designs review per Transport Canada requirements is complete. The technical specifications and drawings are complete. Initial costing, undertaken by Concept Naval, has determined that the cost to build the ferries as designed exceeds the available budget.										
Explanation for Delay:	Tender preparations are currently on hold as the staff team revisits the replacement plan. Next steps include obtaining additional cost estimates from international industry experts, reviewing the fleet replacement plan within the context of the recently released Marine Use Strategy, and ensuring that the appropriate budget (2022) is in-place prior to going to tender. Staff are also coordinating with the Energy Efficiency Division to investigate opportunities to further advance TransformTO objectives and to identify possible additional funding sources that might be worth pursuing.										
<b>Canoe Landing Community Recreation Centre (former name Railway Lands) - New Community Centre (CC) - TDSB &amp; TCDSB Construction</b>	2,555	453	517	74,796	72,543	Minor Delay	Jan-2014 (Design) July -2017 (Construction)	Jul-19	Dec-21	Ⓜ	Ⓜ
Comments:	Canoe Landing turf field replacement complete.										
Explanation for Delay:	Delays to the project in 2020 & 2021 due to the COVID-19 pandemic. Additional work (e.g. warming kitchen & turf field replacement) contributing to delay in final project completion.										
<b>Bessarion Community Centre, Community Centre, Child Care Centre, Bayview-Bessarion Library Branch, and Underground Parking Garage</b>	28,643	14,686	23,443	81,349	55,211	Significant Delay	2013	2020	Jun-22	Ⓜ	Ⓜ
Comments:	The contractor has completed 95% of the above grade structure and advancing the exterior building glazing. The contractor is continuing to advance the exterior building envelope with roofing and cladding underway. Mechanical and electrical rough in work has been underway for some time in the garage and continues now at all levels. The work done to date represents approximately 67% of their contract work completed.										
Explanation for Delay:	Delays to the project schedule have been due to the COVID-19 pandemic, including safety protocols on site, as well as days lost due to weather.										
<b>Wellesley Community Centre Pool - Design &amp; Construction</b>	192	69	192	20,000	19,877	Significant Delay	2013	May-19	Dec-21	Ⓞ	Ⓜ
Comments:	Awaiting final invoicing.										
Explanation for Delay:	Delays to the project in 2020 due to the COVID-19 pandemic.										

### Appendix 7 (Continued)

#### Reporting on Major Capital Projects: Status Update

Division/Project name	2021 Cash Flow			Total Project Cost (Active Projects)		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
<b>Don Mills Community Recreation &amp; Arena Facility Design &amp; Construction</b>	500	0	0	85,200	0	On Track	Jan-16	Dec-25	Dec-26	ⓐ	ⓐ
Comments:	At the July 2019 meeting, City Council approved the report "Planning Recreation Facilities for the Don Mills Communities" (EX.7.5) which provided direction to advance an integrated Community Recreation Centre and Arena complex (Preferred facility) on the Celestica Site ( Don Mills and Eglinton) and for staff to enter into discussions with the land owner to expedite the transfer of Park Blocks 3A & 3B to discuss opportunities to advance the design and construction of the recreation facility on this site. The report also recommended that Council direct the City Solicitor and appropriate City staff to work with Cadillac Fairview to negotiate the extension of the Don Mills Civitan Arena (at 1030 Don Mills Rd) in an effort to minimize disruption while the new arena at Celestica is constructed; and that City Council direct the GM, PF&R to report back through the 2020 Budget process with a preliminary estimate of the full cost of the Preferred Facility and the funding needed beyond the existing approved capital project 'Don Mills Civitan Arena'. The site for the Integrated CRC and Arenas is anticipated to be transferred to the city in early 2022.										
Explanation for Delay:	The RFP for architectural services is currently in progress for this facility, with design and public engagement start-up planned for early 2022.										
<b>Davisville Community Pool Design and Construction</b>	1,000	393	500	23,000	126	On Track	Pre-Design / Investigation - February 2017 Design - Oct 2020 Construction - 2022	Sep-22	Mar-25	ⓐ	ⓐ
Comments:	Community consultation to be completed by the end of October 2021. School construction is 100% complete. City is in the process of obtaining approvals from the TDSB including sign-off on the Site Plan Application and approval of Toronto Hydro vault access on TDSB property.										
Explanation for Delay:	The expected delay relates to required TDSB approvals for City pool design which will likely delay the construction start of the City Aquatic Centre, by approximately 5 months.										
<b>North East Scarborough Community Centre and Child Care Centre Design and Construction</b>	5,862	-393	198	60,200	2,850	Minor Delay	Design Phase - 2017 to 2020 and Construction Phase - Q4 2021 to Q4 2024	Jun-23	Dec-24	ⓐ	Ⓨ
Comments:	Tenders were received for the project on September 1, 2021 and are currently under review.										
Explanation for Delay:	The new Community Centre completion was delayed by four years from December 2020 to December 2024 due to the additional scope of work (pool), re-issuing of the RFP, site expansion, the inclusion of park redevelopment, and the extended Design Review Panel process. Recent delays are related to incorporating the implementation of net zero.										
<b>Western North York New Community Centre and Child Care Centre Design and Construction</b>	1,332	285	407	61,146	948	Minor Delay	Feb-16	Fall 2021	30-Apr-26	ⓐ	Ⓨ
Comments:	The 100% Design Development Documents and the Class B Estimate Report have been received and are being reviewed. Site Plan Control Application was submitted at the end of May, 2021 and first circulation comments have been received from the various departments and are being reviewed with the relevant parties towards submitting a response. The Net Zero Energy Feasibility Studies report is completed. Comments from the TCDSB were received on the Letter of Understanding for the shared parking and shared park amenity and communication is ongoing. TCDSB is reviewing PFR Final Appraisal Report on the Easement Agreement for the shared access driveway and boulevard and anticipate submitting a response in the Fall. Tender for the Open Loop Geothermal wells was issued in August, 2021, but quotes received exceeded the maximum limit of the Roster and Tender was cancelled. A RFP is now required to be issued for this work. An EOI to engage a public artist is being finalized and anticipate going out to market shortly. Contract Document phase anticipated to commence in Q4 2021 with Tender drawings advancing through Q3 2022 and Tender anticipated in late Q4 2022.										
Explanation for Delay:	Opportunity to develop an enhanced site with additional recreation amenities by coordinating shared site access and entering into easement agreements with the TCDSB. Advancing the geo-thermal project opportunity and determining funding opportunities for NZEB and COVID-19 (community consultation and subsequent Design Review Panel) have resulted in some delays for the project. In addition, re-tendering of phased portion of the project contributes to the delay.										

### Appendix 7 (Continued)

#### Reporting on Major Capital Projects: Status Update

<b>40 Wabash Parkdale New Community Centre Design and Construction</b>	1,247	205	500	63,500	734	Significant Delay	2017	Dec-23	Apr-27	Ⓒ	Ⓐ
Comments:  Explanation for Delay:	Due to the COVID-19 pandemic, a fulsome community engagement strategy using "virtual", on-line meetings instead of in-person meetings was developed, and this consultation commenced in mid September 2020 with a variety of virtual public meetings. Site design work has been done to generate a number of site design approaches for review with the public in Phase 3 of community engagement, now underway. A consultant has been hired to provide guidance and a Railway Risk Mitigation study. A Phase 2 ESA study has been completed, identifying the need for further environmental investigation and documentation, including a Record of Site Condition to allow a change in use from industrial to community centre use, to be submitted along with the Building Permit application. Public engagement and Indigenous engagement are in progress. Anticipated Site Plan Application early 2022.  The public engagement process, which informs the design process, has been delayed due to COVID-19. The extensiveness of the consultation and the requirement for design guidance from a consultant regarding the Railway Risk Mitigation strategies has slowed the schematic design process.										
<b>IT-Registration, Permitting &amp; Licensing (CLASS Replacement)</b>	4,969	2,473	4,144	29,788	15,118	Significant Delay	Design Phase: May 2016 Implementation: July 2018	Sep-19	Dec-23	Ⓒ	Ⓡ
Comments:  Explanation for Delay:	The negotiable Request for Proposal (nRFP) was issued on April 6, 2017. The nRFP evaluation and negotiation was completed in June 2018. Based on the scope negotiation with the selected vendor (Legend Recreational Software) in June 2018, City Council approved, on July 23rd, entering into a contract with Legend based on a phased implementation timeline until 2023 and an additional budget of \$7.5 million to cover implementation in years 2021, 2022, and 2023. Implementation started in 2018, and in 2019 the vendor did not meet agreed development milestones, causing significant delays and resulting in a number of extensions afforded by the City to meet go-live dates. In December 2019, the City asked the vendor to rectify the performance issues and adhere to performance KPIs to meet project milestones. The Vendor cited Force Majeure due to the COVID-19 pandemic and thus would not be able to fulfil its contractual obligations. Since then, the Project engaged in exploratory discussions with the vendor of the existing Class system to determine their ability to meet City requirements. Decision was made to pursue a competitive procurement (nRFP) to select a new vendor and was released in April 2021. nRFP closed June 8th and is currently being evaluated.  Delays are attributed to termination of contract with the Vendor (Legend Recreation Software).										
<b>IT-Enterprise Work Management System</b>	2,771	1,020	1,250	19,540	10,377	Minor Delay	Jan-12	Dec-20	Dec-23	Ⓒ	Ⓐ
Comments:  Explanation for Delay:	The implementation of the Enterprise Work Management System for the Parks branch of PFR will be scheduled in the second phase of the EWMS Program. Significant preparatory activities are required prior to this engagement. These include requirements gathering, scoping of organizational change, asset data validation and collection, and the introduction of interim tools to manage key operational challenges in the interim while preparing operational staff for EWMS.  The implementation of the EWMS system (Maximo) for the Parks and other branches of PFR (other than Urban Forestry) is pushed out due to the longer duration of current implementations by the EWMS Program. Additional analysis by PFR and the Program have adjusted the duration and timing of this implementation.										

### Appendix 7 (Continued)

### Reporting on Major Capital Projects: Status Update

Division/Project name	2021 Cash Flow			Total Project Cost (Active Projects)		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
<b>318 Queens Quay West Park (Rees Street Park) Phase 1 Design &amp; Construction</b>	865		865	10,800	319	Minor Delay	Design Competition: Summer 2018 Design Validation: Summer 2020 - Summer 2021 (WIP)  Schematic Design: Fall 2021 Detailed Design: 2022  Construction Tender: 2023 (Anticipated) Construction Complete: 2025	Dec-22	Dec-25	Ⓞ	Ⓢ
Comments:	The City is working in partnership with Waterfront Toronto (WT) to deliver the Rees Park project. Park design determined through an international design competition. The winning team, wHY Architecture and Brook McIlroy, was announced in October 2018. Award of contract for design validation completed by Waterfront Toronto in Q1 2020. Additional design work is required to align the design with the project budget and coordinate with the future Toronto Water storm water management storage shaft planned for this site. Design validation process nearing completion - coordination with Toronto Water on-going. Delivery Agreement in progress and to be executed by October 2021. Detailed Design 2022. Construction Start 2023 (Anticipated). Future consultation will include: Review by City Technical Advisory Committee to confirm that detailed design is acceptable and aligned with project budget, design intent and future operations and maintenance. Waterfront Design Review Panel (DRP) and Stakeholder Advisory (SAC) meetings will also form part of the design review process.										
Explanation for Delay:	Co-ordination with other projects on/adjacent to the site: 1) Toronto Water for infrastructure upgrades to Water Service; 2) Toronto Water Upgrades to Central Waterfront Storm water management facilities; 3) Coordination with adjacent property development at 360-380 Queens Quay and timelines for delivery of additional parkland parcel contributing to future Rees Park; and 4) Coordination of environmental investigations and remediation required for parkland construction.										
<b>York Off Ramp/Love Park Design and Construction</b>	3,556	2,173	3,556	13,000	6,617	On Track	Design: June 2020	Aug-20	Dec-22	Ⓞ	Ⓞ
Comments:	The winning team, Claude Cormier and Associates (CC+A), was announced in October 2018, with the Contract Award completed by Waterfront Toronto. Delivery Agreement for governance of project executed in 2019. Environmental investigations and approvals required for parkland construction completed. Contract award by Waterfront Toronto and City approval in progress. Construction Kick-off July 8th, Mobilization July 16th. Community Liason Committee (CLC) meetings will provide construction updates to the community as the work progresses.										
Explanation for Delay:											
<b>Lower Yonge Street Community Centre Space</b>	6,124	3,226	6,124	18,000	3,253	On Track		Mar-22	May-22	Ⓞ	Ⓞ
Comments:	Shell building construction is complete. Community Centre Interior Fit-Out construction is in progress. Completion and handover are on track for Q2-2022.										
Explanation for Delay:	Fit-out begun Q1 2021 instead of Q4 2020.										
<b>FMP-John Innes CRC Redevelopment Design</b>	650	1	100	64,500	61	On Track		Dec-26		Ⓞ	Ⓞ
Comments:	Design work is on hold pending discussions around facility placement on the site and coordination with Metrolinx. Work will be advanced to assess go forward plans for the project and opportunities to coordinate with Metrolinx. City staff continue to work with Metrolinx around their occupation of the Moss Park site for the construction of the Ontario Line, to enable an earlier release of park space.										
Explanation for Delay:											
<b>Moss Park - Park Redevelopment Design</b>	195	12	100	8,000	17	Significant Delay		Nov-26	Nov-28	Ⓞ	Ⓢ
Comments:	Landscape Architecture RFP for both the park revitalization and the site landscape (design and contract administration) was awarded in February 2021. The park schedule will be coordinated with the CRC and Metrolinx's Ontario Line, and is currently projected to be delayed by 2 years to accommodate Metrolinx's construction of the Ontario Line, as well as accommodating staging area in the park for CRC construction. Start of design and consultation is on hold pending discussions around facility placement on the site and coordination with Metrolinx.										
Explanation for Delay:	Coordination with other projects										

## Appendix 8

### Summary of Capital Needs Constraints

(In \$ Millions)

Project Description	Total Project	Non-Debt	Debt Required	Cash Flow (In \$ Millions)										
				2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	
<b>NOT INCLUDED</b>														
<i>FMP Recommendation - State of Good Repair Funds to Reduce Backlog</i>	235.0		235.0		8.0	17.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0
<i>State of Good Repair (Capital Asset Management Program) - Arenas</i>	9.6		9.6		2.3	4.0		1.0		2.3				
<i>State of Good Repair (Capital Asset Management Program) - Community Centres</i>	25.3		25.3				4.8	4.5	4.8	1.8	4.7	4.7		
<i>Ravine Strategy - Priority Improvement Areas</i>														
<i>State of Good Repair - Rehabilitation of Existing Amenities</i>	44.9		44.9			1.9	4.0	5.0	8.0	8.0	8.0	8.0	6.0	4.0
<i>Service Improvement - New Amenities</i>	54.5		54.5			3.5	6.0	8.0	8.0	8.0	8.0	8.0	8.0	5.0
<i>Replacement of Ferry Vessel #3</i>	18.6		18.6					2.3	13.1	3.3				
<b>Total Needs Constraints (Not Included)</b>	<b>387.9</b>	<b>0.0</b>	<b>387.9</b>	<b>0.0</b>	<b>10.3</b>	<b>26.4</b>	<b>44.8</b>	<b>50.8</b>	<b>63.9</b>	<b>53.4</b>	<b>50.7</b>	<b>48.7</b>	<b>39.0</b>	

In addition to the 10-Year Capital Plan of \$2.7 billion, PFR have identified \$387.9 million in capital needs constraints as follows:

- The Parks and Recreation Facilities Master Plan (FMP), approved by City Council at the October 29 and 30, 2019 meeting, recommends an additional investment of \$23.5 million per annum over ten years for in-scope facilities (community centres, arenas, pools, etc.). The 2020 request was not funded and remains a constraint that needs to be addressed.
- A total of \$34.9 million in debt financing was reduced from the 2020 10-Year Capital Plan for State of Good Repair Capital Asset Management Programs (CAMP) for Arenas and Community Centres, at \$9.6 million and \$25.3 million respectively.
- In October 2017, Council adopted the Toronto Ravine Strategy and at the January 29, 2020 meeting of City Council, the Ravine Strategy Implementation report identified a capital investment need of \$104.9 million in the first ten Priority Investment Areas, with \$99.4 million of that value unfunded.
- As part of the Ferry Replacement Plan, \$18.6 million in additional funds are required for ferry vessel #3 as the project cost is estimated at \$32.6 million and the 10-Year Plan only includes \$14.0 million.

## Appendix 9

### 2022 User Fee Changes

(Excludes User Fees Adjusted for Inflation)

**Table 9d - User Fees for Technical Adjustments**

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2021 Approved Rate	2022 Budget Rate	Reason for Adjustment
PR6.6377	Golf - Twilight Rate for Weekend/Holidays at Dentonia Park	Parks	Market Based	Per Round	\$20.83	\$21.28	Corrected Service Area
PR6.6378	Golf - Twilight Rate for Weekend/Holidays at Don Valley Golf	Parks	Market Based	Per Round	\$41.68	\$42.59	Corrected Service Area
PR6.6379	Golf - Twilight Rate for Weekends/holidays at Scarlett Woods	Parks	Market Based	Per Round	\$28.13	\$28.74	Corrected Service Area
PR6.6380	Golf - Junior Memberships	Parks	Market Based	Per Round	\$312.53	\$319.34	Corrected Service Area
PR6.6381	(Replay) 18 Holes on Weekday at Dentonia - Adult	Parks	Market Based	Per Round	\$16.68	\$17.04	Corrected Service Area
PR6.6382	Golf - Promotional 18 holes on Weekdays at Don Valley Golf - Adult	Parks	Market Based	Per Round	\$32.30	\$33.00	Corrected Service Area
PR6.6383	Golf - Promotional 18 holes on Weekdays at Humber Valley Golf - Adult	Parks	Market Based	Per Round	\$27.09	\$27.68	Corrected Service Area
PR6.6384	holes on Weekdays at Scarlett Woods Golf - Adult	Parks	Market Based	Per Round	\$20.83	\$21.28	Corrected Service Area
PR6.6385	Golf - Promotional 18 holes on Weekdays at Tam O'Shanter Golf - Adult	Parks	Market Based	Per Round	\$28.13	\$28.74	Corrected Service Area
PR8.7017	Golf - Alternative Golf - Adult	Parks	Market Based	Per Round	\$18.36	\$18.76	Updated description to reflect a variety of available golf based alternatives
PR8.7018	Golf - Alternative Golf - Junior	Parks	Market Based	Per Round	\$12.75	\$13.03	Updated description to reflect a variety of available golf based alternatives
PR8.7019	Golf - Alternative Golf - Senior	Parks	Market Based	Per Round	\$12.75	\$13.03	Updated description to reflect a variety of available golf based alternatives

## Appendix 10

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

#### 2022 Operating Budget

#### Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2022	2023	2024
		\$	\$	\$
<b>Beginning Balance</b>		<b>7,255.0</b>	<b>7,931.0</b>	<b>7,345.0</b>
Ferry Replacement Reserve	XQ1206			
<i>Withdrawals (-)</i>		-	(1,262.0)	(7,345.0)
<i>Contributions (+)</i>		676.0	676.0	676.0
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>676.0</b>	<b>(586.0)</b>	<b>(6,669.0)</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>		-	-	
<b>Balance at Year-End</b>		<b>7,931.0</b>	<b>7,345.0</b>	<b>676.0</b>

\* Based on 9-month 2021 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2022	2023	2024
		\$	\$	\$
<b>Beginning Balance</b>		<b>8,896.7</b>	<b>4,012.7</b>	<b>1,664.5</b>
Tree Canopy Reserve Fund	XR1220			
<i>Withdrawals (-)</i>		(9,780.9)	(7,848.6)	(6,488.6)
<i>Contributions (+)</i>		5,350.0	5,510.5	5,675.8
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>(4,431.0)</b>	<b>(2,338.1)</b>	<b>(812.8)</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>		<b>(466.6)</b>	<b>(16.6)</b>	<b>(16.6)</b>
<b>Interest Income</b>		<b>13.5</b>	<b>6.5</b>	<b>4.1</b>
<b>Balance at Year-End</b>		<b>4,012.7</b>	<b>1,664.5</b>	<b>839.2</b>

\* Based on 9-month 2021 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2022	2023	2024
		\$	\$	\$
<b>Beginning Balance</b>		<b>518.6</b>	<b>539.7</b>	<b>561.0</b>
Green Energy Reserve Fund	XR1716			
<i>Withdrawals (-)</i>				
<i>Contributions (+)</i>		20.0	20.0	20.0
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>20.0</b>	<b>20.0</b>	<b>20.0</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>				
<b>Interest Income</b>		<b>1.1</b>	<b>1.3</b>	<b>1.9</b>
<b>Balance at Year-End</b>		<b>539.7</b>	<b>561.0</b>	<b>582.9</b>

\* Based on 9-month 2021 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2022	2023	2024
		\$	\$	\$
<b>Beginning Balance</b>		<b>328,135.9</b>	<b>312,660.6</b>	<b>267,055.1</b>
Alternative Parkland Dedication RF	XR2213			
<i>Withdrawals (-)</i>				
<i>PFR Operating</i>		(144.4)	(144.4)	(144.4)
<i>PFR Capital</i>		(16,003.0)	(44,397.0)	(35,728.0)
<i>Contributions (+)</i>				
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>(16,147.4)</b>	<b>(44,541.4)</b>	<b>(35,872.4)</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>			<b>(1,730.0)</b>	<b>(8,843.0)</b>
<b>Interest Income</b>		<b>672.1</b>	<b>665.9</b>	<b>807.5</b>
<b>Balance at Year-End</b>		<b>312,660.6</b>	<b>267,055.1</b>	<b>223,147.2</b>

\* Based on 9-month 2021 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2022	2023	2024
		\$	\$	\$
<b>Beginning Balance</b>		<b>235.9</b>	<b>106.2</b>	<b>126.5</b>
Racquet Sports - Scarborough RF	XR3009			
<i>Withdrawals (-)</i>				
<i>PFR Operating</i>		(50.0)	(50.0)	(50.0)
<i>PFR Capital</i>		(150.0)		
<i>Contributions (+)</i>				
<i>PFR Operating</i>		70.0	70.0	70.0
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>(130.0)</b>	<b>20.0</b>	<b>20.0</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>				
<b>Interest Income</b>		<b>0.4</b>	<b>0.3</b>	<b>0.5</b>
<b>Balance at Year-End</b>		<b>106.2</b>	<b>126.5</b>	<b>147.0</b>

\* Based on 9-month 2021 Reserve Fund Variance Report

### Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2022	2023	2024
		\$	\$	\$
<b>Beginning Balance</b>		<b>348,658.0</b>	<b>323,105.4</b>	<b>278,230.6</b>
Section 37 Reserve Fund	XR3026			
<i>Withdrawals (-)</i>				
<i>PFR Operating</i>		(77.7)	(77.7)	(77.7)
<i>PFR Capital</i>		(11,202.0)	(17,403.0)	(8,301.0)
<i>Contributions (+)</i>				
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>(11,279.7)</b>	<b>(17,480.7)</b>	<b>(8,378.7)</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>		<b>(14,977.5)</b>	<b>(28,084.8)</b>	<b>(16,884.4)</b>
<b>Interest Income</b>		<b>704.6</b>	<b>690.7</b>	<b>876.5</b>
<b>Balance at Year-End</b>		<b>323,105.4</b>	<b>278,230.6</b>	<b>253,843.9</b>

\* Based on 9-month 2021 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2022	2023	2024
		\$	\$	\$
<b>Beginning Balance</b>		<b>48,166.5</b>	<b>51,845.3</b>	<b>58,306.0</b>
Public Realm Reserve Fund	XR1410			
<i>Withdrawals (-)</i>				
<i>PFR Operating</i>		(2,456.7)	(2,456.7)	(2,456.7)
<i>Contributions (+)</i>				
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>(2,456.7)</b>	<b>(2,456.7)</b>	<b>(2,456.7)</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>		<b>6,030.6</b>	<b>8,790.8</b>	<b>11,373.9</b>
<b>Interest Income</b>		<b>104.9</b>	<b>126.5</b>	<b>207.1</b>
<b>Balance at Year-End</b>		<b>51,845.3</b>	<b>58,306.0</b>	<b>67,430.3</b>

\* Based on 9-month 2021 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2022	2023	2024
		\$	\$	\$
<b>Beginning Balance</b>		-	-	-
Environment Protection Reserve Fund	XR1718			
<i>Withdrawals (-)</i>				
<i>PFR Operating</i>		(2,100.0)	(1,591.3)	(500.0)
<i>Contributions (+)</i>				
<i>PFR Operating</i>		2,100.0	1,591.3	500.0
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>-</b>	<b>-</b>	<b>-</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>				
<b>Balance at Year-End</b>		<b>-</b>	<b>-</b>	<b>-</b>

\* Based on 9-month 2021 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2022	2023	2024
		\$	\$	\$
<b>Beginning Balance</b>		<b>9,997.0</b>	<b>6,564.8</b>	<b>3,734.1</b>
Vehicle Reserve - Parks, Forestry & Rec	XQ1201			
<i>Withdrawals (-)</i>				
<i>Contributions (+)</i>				
<i>PFR Operating</i>		6,135.4	6,135.4	6,135.4
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>6,135.4</b>	<b>6,135.4</b>	<b>6,135.4</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>		<b>(9,567.6)</b>	<b>(8,966.1)</b>	<b>(9,286.0)</b>
<b>Balance at Year-End</b>		<b>6,564.8</b>	<b>3,734.1</b>	<b>583.5</b>

\* Based on 9-month 2021 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2022	2023	2024
		\$	\$	\$
<b>Beginning Balance</b>		<b>19,948.3</b>	<b>6,399.5</b>	<b>(5,717.5)</b>
Development Application Review RF	XR1307			
<i>Withdrawals (-)</i>				
<i>PFR Operating</i>		(1,564.9)	(1,591.7)	(1,615.6)
<i>Contributions (+)</i>				
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>(1,564.9)</b>	<b>(1,591.7)</b>	<b>(1,615.6)</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>		<b>(12,011.5)</b>	<b>(10,525.3)</b>	<b>(10,545.5)</b>
<b>Interest Income</b>		<b>27.6</b>	<b>-</b>	<b>-</b>
<b>Balance at Year-End</b>		<b>6,399.5</b>	<b>(5,717.5)</b>	<b>(17,878.6)</b>

\* Based on 9-month 2021 Reserve Fund Variance Report

\*\* Program will monitor and assess with corporate partners that also draw on this reserve, in conjunction with an ongoing application fees review and progress on development review process initiatives and improvements.

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2022	2023	2024
		\$	\$	\$
<b>Beginning Balance</b>		<b>48,018.8</b>	<b>46,555.0</b>	<b>45,606.8</b>
Strategic Infrastructure Partnership RF	XR1714			
<i>Withdrawals (-)</i>				
<i>PFR Operating</i>		(2,100.0)	(1,591.0)	(500.0)
<i>Contributions (+)</i>				
<i>PFR Operating</i>		122.4	122.4	122.4
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>(1,977.6)</b>	<b>(1,468.6)</b>	<b>(377.6)</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>		<b>414.5</b>	<b>414.5</b>	<b>414.5</b>
<b>Interest Income</b>		<b>99.2</b>	<b>105.9</b>	<b>150.6</b>
<b>Balance at Year-End</b>		<b>46,555.0</b>	<b>45,606.8</b>	<b>45,794.2</b>

\* Based on 9-month 2021 Reserve Fund Variance Report

The 2022 Operating Budget includes a one-time draw over two years of \$1.000 million (for one-time costs) from funds available and set aside in the Tax Stabilization Reserve.

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

#### 2022 – 2031 Capital Budget and Plan

#### Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										
		2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	Total
	<b>Beginning Balance</b>											
Parkland Acq-West Dist Local Land	XR2202	21,139	21,638	22,142	22,669	7,518	8,075	8,660	9,255	9,858	10,471	
Parkland Acq-West Dist Local Dev	XR2203	10,902	8,061	2,587	1,147	61	344	(906)	(2,524)	(5,372)	(7,657)	
Parkland Acq-East Dist Local Land	XR2204	11,147	11,649	12,155	12,674	8,972	4,847	5,406	5,772	6,345	6,928	
Parkland Acq-East Dist Local Dev	XR2205	5,234	5,297	5,114	3,705	3,661	2,827	1,976	1,329	(2,051)	(3,107)	
Parkland Acq-North Dist Local Land	XR2206	19,652	21,151	22,659	24,193	25,856	14,409	16,106	17,828	19,579	21,356	
Parkland Acq-North Dist Loc Dev	XR2207	13,011	13,569	10,379	11,197	10,205	4,854	2,398	3,385	2,441	1,334	
Parkland Acq-South Dist Local Land	XR2208	94,659	102,563	86,180	94,765	103,873	108,563	113,592	112,904	117,245	115,456	
Parkland Acq-South Dist Local Dev	XR2209	56,619	49,588	46,436	47,012	47,778	45,790	25,538	(86)	531	8,741	
Parkland Acq-City Wide Land Acq	XR2210	143,499	151,407	142,874	123,990	135,739	146,142	139,053	143,948	143,880	149,757	
Parkland Acq-City Wide Development	XR2211	58,379	53,815	40,030	26,326	14,081	4,691	2,600	(17,458)	(44,380)	(54,661)	
Alternative Parkland Dedication	XR2213	328,136	312,661	267,055	223,147	193,773	187,211	189,822	192,676	195,574	198,519	
Edithvale Land Acq	XR2214	137	137	124	125	126	128	130	132	134	136	
Off site parkland dedication	XR2216	1,093	1,095	1,026	1,029	1,038	1,051	1,068	1,085	1,102	1,120	
Harbourfront Parkland	XR3200	7,036	6,265	3,445	452	456	462	469	476	484	492	
	<b>Withdrawals (-)</b>											
Parkland Acq-West Dist Local Land	XR2202				(15,729)							(15,729)
Parkland Acq-West Dist Local Dev	XR2203	(3,314)	(5,940)	(1,900)	(1,545)	(174)	(1,704)	(2,071)	(3,302)	(2,739)	(911)	(23,600)
Parkland Acq-East Dist Local Land	XR2204				(4,271)	(4,694)		(200)				(9,165)
Parkland Acq-East Dist Local Dev	XR2205	(426)	(674)	(1,902)	(552)	(1,356)	(1,367)	(1,151)	(3,859)	(1,534)	(1,420)	(14,241)
Parkland Acq-North Dist Local Land	XR2206					(13,170)						(13,170)
Parkland Acq-North Dist Loc Dev	XR2207	(926)	(4,675)	(674)	(2,538)	(6,907)	(3,970)	(515)	(2,447)	(2,593)	(90)	(25,335)
Parkland Acq-South Dist Local Land	XR2208	(30)	(24,326)			(5,000)	(5,000)	(10,750)	(5,750)	(11,900)		(62,756)
Parkland Acq-South Dist Local Dev	XR2209	(15,429)	(11,549)	(7,865)	(7,913)	(10,893)	(29,098)	(33,911)	(7,673)	(150)	(2,500)	(126,981)
Parkland Acq-City Wide Land Acq	XR2210	(3,078)	(19,547)	(30,000)		(2,136)	(20,000)	(8,000)	(13,000)	(7,100)	(4,624)	(107,485)
Parkland Acq-City Wide Development	XR2211	(15,358)	(24,569)	(24,489)	(23,088)	(20,190)	(12,825)	(30,734)	(37,598)	(20,957)	(4,412)	(214,220)
Alternative Parkland Dedication	XR2213	(16,003)	(44,397)	(35,728)	(24,374)	(8,934)	(200)					(129,636)
Edithvale Land Acq	XR2214		(13)									(13)
Off site parkland dedication	XR2216		(72)									(72)
Harbourfront Parkland	XR3200	(785)	(2,831)	(3,000)								(6,616)
	<b>Total Withdrawals</b>	<b>(55,349)</b>	<b>(138,593)</b>	<b>(105,558)</b>	<b>(80,010)</b>	<b>(73,454)</b>	<b>(74,164)</b>	<b>(87,332)</b>	<b>(73,629)</b>	<b>(46,973)</b>	<b>(13,957)</b>	<b>(749,019)</b>
Parkland Acq-West Dist Local Land	XR2202	454	454	454	454	454	454	454	454	454	454	4,538
Parkland Acq-West Dist Local Dev	XR2203	454	454	454	454	454	454	454	454	454	454	4,538
Parkland Acq-East Dist Local Land	XR2204	478	478	478	478	478	478	478	478	478	478	4,785
Parkland Acq-East Dist Local Dev	XR2205	478	478	478	478	478	478	478	478	478	478	4,785
Parkland Acq-North Dist Local Land	XR2206	1,457	1,457	1,457	1,457	1,457	1,457	1,457	1,457	1,457	1,457	14,569
Parkland Acq-North Dist Loc Dev	XR2207	1,457	1,457	1,457	1,457	1,457	1,457	1,457	1,457	1,457	1,457	14,569
Parkland Acq-South Dist Local Land	XR2208	8,287	8,287	8,287	8,287	8,287	8,287	8,287	8,287	8,287	8,287	82,869
Parkland Acq-South Dist Local Dev	XR2209	8,287	8,287	8,287	8,287	8,287	8,287	8,287	8,287	8,287	8,287	82,869
Parkland Acq-City Wide Land Acq	XR2210	10,676	10,676	10,676	10,676	10,676	10,676	10,676	10,676	10,676	10,676	106,762
Parkland Acq-City Wide Development	XR2211	10,676	10,676	10,676	10,676	10,676	10,676	10,676	10,676	10,676	10,676	106,762
	<b>Total Contributions</b>	<b>42,705</b>	<b>42,705</b>	<b>42,705</b>	<b>42,705</b>	<b>42,705</b>	<b>42,705</b>	<b>42,705</b>	<b>42,705</b>	<b>42,705</b>	<b>42,705</b>	<b>427,046</b>
Parkland Acq-South Dist Local Land	XR2208	(560)	(560)									(1,120)
Alternative Parkland Dedication	XR2213 - PFR Operating	(144)	(144)	(144)	(144)	(144)	(144)	(144)	(144)	(144)	(144)	(1,444)
Alternative Parkland Dedication	XR2213 - Capital (Waterfront Revitalization Initiative)		(1,730)	(8,843)	(6,579)							(17,152)
	<b>Total Other Program/Agency Net Withdrawals and Contributions</b>	<b>(704)</b>	<b>(2,434)</b>	<b>(8,987)</b>	<b>(6,723)</b>	<b>(144)</b>	<b>(144)</b>	<b>(144)</b>	<b>(144)</b>	<b>(144)</b>	<b>(144)</b>	<b>(19,716)</b>
Parkland Acq-West Dist Local Land	XR2202	45	50	74	125	103	131	140	150	159	169	1,147
Parkland Acq-West Dist Local Dev	XR2203	20	12	6	5	3	-	-	-	-	-	46
Parkland Acq-East Dist Local Land	XR2204	24	27	41	89	91	80	88	95	104	113	753
Parkland Acq-East Dist Local Dev	XR2205	11	12	15	30	43	38	26	-	-	-	174
Parkland Acq-North Dist Local Land	XR2206	43	50	77	207	266	239	266	293	321	349	2,111
Parkland Acq-North Dist Loc Dev	XR2207	28	28	36	88	99	57	45	46	30	32	488
Parkland Acq-South Dist Local Land	XR2208	207	217	298	821	1,403	1,741	1,775	1,804	1,824	1,890	11,980
Parkland Acq-South Dist Local Dev	XR2209	111	110	154	392	618	559	-	3	73	184	2,205
Parkland Acq-City Wide Land Acq	XR2210	309	338	440	1,073	1,862	2,235	2,218	2,256	2,302	2,414	15,448
Parkland Acq-City Wide Development	XR2211	118	108	109	167	124	57	-	-	-	-	683
Alternative Parkland Dedication	XR2213	672	666	808	1,723	2,517	2,955	2,998	3,043	3,089	3,135	21,606
Edithvale Land Acq	XR2214	0	0	0	1	2	2	2	2	2	2	15
Off site parkland dedication	XR2216	2	2	3	9	14	17	17	17	17	18	116
Harbourfront Parkland	XR3200	14	11	6	4	6	7	7	8	8	8	79
	<b>Total Interest</b>	<b>1,604</b>	<b>1,632</b>	<b>2,067</b>	<b>4,734</b>	<b>7,152</b>	<b>8,119</b>	<b>7,583</b>	<b>7,717</b>	<b>7,928</b>	<b>8,314</b>	<b>56,851</b>
	<b>Balance at Year-End</b>											
Parkland Acq-West Dist Local Land	XR2202	21,638	22,142	22,669	7,518	8,075	8,660	9,255	9,858	10,471	11,094	
Parkland Acq-West Dist Local Dev	XR2203	8,061	2,587	1,147	61	344	-906	-2,524	-5,372	-7,657	-8,114	
Parkland Acq-East Dist Local Land	XR2204	11,649	12,155	12,674	8,972	4,847	5,406	5,772	6,345	6,928	7,520	
Parkland Acq-East Dist Local Dev	XR2205	5,297	5,114	3,705	3,661	2,827	1,976	1,329	-2,051	-3,107	-4,048	
Parkland Acq-North Dist Local Land	XR2206	21,151	22,659	24,193	25,856	14,409	16,106	17,828	19,579	21,356	23,162	
Parkland Acq-North Dist Loc Dev	XR2207	13,569	10,379	11,197	10,205	4,854	2,398	3,385	2,441	1,334	2,733	
Parkland Acq-South Dist Local Land	XR2208	102,563	86,180	94,765	103,873	108,563	113,592	112,904	117,245	115,456	125,632	
Parkland Acq-South Dist Local Dev	XR2209	49,588	46,436	47,012	47,778	45,790	25,538	-86	531	8,741	14,712	
Parkland Acq-City Wide Land Acq	XR2210	151,407	142,874	123,990	135,739	146,142	139,053	143,948	143,880	149,757	158,224	
Parkland Acq-City Wide Development	XR2211	53,815	40,030	26,326	14,081	4,691	2,600	-17,458	-44,380	-54,661	-48,397	
Alternative Parkland Dedication	XR2213	312,661	267,055	223,147	193,773	187,211	189,822	192,676	195,574	198,519	201,510	
Edithvale Land Acq	XR2214	137	124	125	126	128	130	132	134	136	138	
Off site parkland dedication	XR2216	1,095	1,026	1,029	1,038	1,051	1,068	1,085	1,102	1,120	1,137	
Harbourfront Parkland	XR3200	6,265	3,445	452	456	462	469	476	484	492	499	

\* Based on 9-month 2021 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										Total
		2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	
XR2114 Development Charges - Parks & Rec	Beginning Balance	285,099	250,168	105,184	1,554	(90,978)	(149,445)	(199,405)	(238,240)	(252,573)	(215,289)	
	Withdrawals (-)											
	Facility Components	(524)	(225)	(225)	(225)	(225)	(225)	(225)				(1,874)
	Outdoor Recreation Centres	(3,360)	(5,095)	(8,420)	(5,014)	(4,433)	(4,824)	(4,538)	(4,355)	(2,856)	(5,678)	(48,573)
	Park Development	(6,096)	(25,787)	(22,116)	(9,781)	(5,877)	(12,564)	(4,434)	(8,022)	(14)	(234)	(94,925)
	Parking Lot and Tennis Courts	(18)	(297)	(702)	(450)	(423)				(45)	(675)	(2,610)
	Playgrounds / Waterplay	(1,404)	(666)	(1,854)	(594)	(36)	(594)	(72)	(1,188)	(36)	(909)	(7,353)
	Pool	(1,238)	(16,887)	(5,622)	(12,150)	(14,568)	(6,075)	(7,057)	(12,150)	(14,055)	(3,037)	(92,839)
	Arena	(333)	(15,646)	(19,745)	(18,213)	(20,797)	(2,964)	(14,877)	(11,053)	(203)	(2,718)	(106,549)
	Trails & Pathways	(605)	(3,205)	(109)								(3,919)
	Environmental Initiatives	(90)	(50)									(190)
	Special Facilities		(1,093)			(1,093)						(2,186)
	Community Centres	(36,123)	(126,695)	(99,722)	(101,266)	(70,029)	(81,806)	(67,905)	(39,043)	(8,215)	(8,130)	(638,934)
	<b>Total Withdrawals</b>	<b>(49,791)</b>	<b>(195,646)</b>	<b>(158,565)</b>	<b>(147,693)</b>	<b>(117,481)</b>	<b>(109,052)</b>	<b>(99,108)</b>	<b>(75,811)</b>	<b>(25,424)</b>	<b>(21,381)</b>	<b>(999,952)</b>
	Contributions (+)	46,874	62,463	62,463	62,481	59,014	59,092	60,273	61,478	62,708	63,962	
<b>Total Contributions</b>	<b>46,874</b>	<b>62,463</b>	<b>62,463</b>	<b>62,481</b>	<b>59,014</b>	<b>59,092</b>	<b>60,273</b>	<b>61,478</b>	<b>62,708</b>	<b>63,962</b>	<b>-</b>	
<b>Other Program/Agency Net Withdrawals and Contributions</b>	<b>(32,575)</b>	<b>(12,209)</b>	<b>(7,704)</b>	<b>(7,320)</b>							<b>(59,808)</b>	
Interest	561	408	176								1,145	
<b>Balance at Year-End</b>	<b>250,168</b>	<b>105,184</b>	<b>1,554</b>	<b>(90,978)</b>	<b>(149,445)</b>	<b>(199,405)</b>	<b>(238,240)</b>	<b>(252,573)</b>	<b>(215,289)</b>	<b>(172,708)</b>		

\* Based on 9-month 2021 Reserve Fund Variance Report  
 \*\*Project timelines will continue to be reviewed and revised in future year budget processes as DC revenue forecasts will be updated as part of the comprehensive review of the recently introduced Bill197 and its impacts on various growth-related funding tools.

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										Total
		2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	
XQ1206 Ferry Replacement Reserve	Beginning Balance	7,255	7,931	7,345	676	1,352	-	-	676	1,352	2,028	
	Withdrawals (-)											
	Special Facilities		(1,262)	(7,345)		(2,028)	(676)					(11,311)
	<b>Total Withdrawals</b>	<b>-</b>	<b>(1,262)</b>	<b>(7,345)</b>	<b>-</b>	<b>(2,028)</b>	<b>(676)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(11,311)</b>
	Contributions (+)	676	676	676	676	676	676	676	676	676	676	6,760
<b>Total Contributions</b>	<b>676</b>	<b>676</b>	<b>676</b>	<b>676</b>	<b>676</b>	<b>676</b>	<b>676</b>	<b>676</b>	<b>676</b>	<b>676</b>	<b>6,760</b>	
<b>Balance at Year-End</b>	<b>7,931</b>	<b>7,345</b>	<b>676</b>	<b>1,352</b>	<b>-</b>	<b>-</b>	<b>676</b>	<b>1,352</b>	<b>2,028</b>	<b>2,704</b>		

\* Based on 9-month 2021 Reserve Fund Variance Report

### Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										Total
		2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	
XQ0011 Capital Financing Reserve Fund	Beginning Balance	334,818	312,309	235,114	56,564	15,707	(10,463)	(5,455)	21,333	50,067	76,972	
	Withdrawals (-)											
	Park Development Information Technology	(81)	(325)	(353)								(81)
	<b>Total Withdrawals</b>	<b>(406)</b>	<b>(325)</b>	<b>(353)</b>	<b>-</b>	<b>(1,084)</b>						
<b>Other Program/Agency Net Withdrawals</b>	<b>(62,103)</b>	<b>(116,870)</b>	<b>(218,197)</b>	<b>(80,857)</b>	<b>(66,170)</b>	<b>(34,992)</b>	<b>(13,212)</b>	<b>(11,266)</b>	<b>(13,095)</b>	<b>(14,479)</b>	<b>(631,241)</b>	
<b>Other Program/Agency Net Contributions</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>400,000</b>	
<b>Balance at Year-End</b>	<b>312,309</b>	<b>235,114</b>	<b>56,564</b>	<b>15,707</b>	<b>(10,463)</b>	<b>(5,455)</b>	<b>21,333</b>	<b>50,067</b>	<b>76,972</b>	<b>102,493</b>		

\* Based on 9-month 2021 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										Total
		2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	
XR3026 Section 37 Reserve Fund	Beginning Balance	348,658	323,105	278,231	253,844	224,427	198,117	192,887	194,357	195,851	196,186	
	Withdrawals (-)											
	Land Acquisition		(1,731)									(1,731)
	Outdoor Recreation Centre	(2,178)	(87)									(2,265)
	Park	(1,555)	(15,010)	(4,336)	(2,184)							(23,085)
	Playgrounds/Water play	(272)		(81)								(353)
	Pool	(247)		(3,193)								(3,440)
	Trails & Pathways	(502)	(575)									(1,077)
	Special Facilities	(250)										(250)
	Community Centres	(6,198)		(691)	(16,675)	(22,317)	(6,200)					(52,081)
	<b>Total Withdrawals</b>	<b>(11,202)</b>	<b>(17,403)</b>	<b>(8,301)</b>	<b>(18,859)</b>	<b>(22,317)</b>	<b>(6,200)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(84,282)</b>
	Contributions (+)											
<b>Total Contributions</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Other Program/Agency Net Withdrawals and Contributions</b>	<b>(15,055)</b>	<b>(28,163)</b>	<b>(16,962)</b>	<b>(12,534)</b>	<b>(6,785)</b>	<b>(2,094)</b>	<b>(1,565)</b>	<b>(1,565)</b>	<b>(2,737)</b>	<b>(2,393)</b>	<b>(89,854)</b>	
Interest	705	691	876	1,977	2,791	3,065	3,035	3,058	3,073	3,081	22,352	
<b>Balance at Year-End</b>	<b>323,105</b>	<b>278,231</b>	<b>253,844</b>	<b>224,427</b>	<b>198,117</b>	<b>192,887</b>	<b>194,357</b>	<b>195,851</b>	<b>196,186</b>	<b>196,874</b>		

\* Based on 9-month 2021 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										Total
		2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	
XR3028 Section 45 Reserve Fund	Beginning Balance	22,502	21,839	20,359	19,645	19,428	19,586	19,874	20,166	20,462	20,763	
	Withdrawals (-)											
	Outdoor Recreation Centre	(200)	(15)									(215)
	Park Development		(1,389)	(650)	(50)							(2,089)
	Playgrounds/Water play			(108)								(108)
	Pool	(16)										(16)
	Community Centres											-
<b>Total Withdrawals</b>	<b>(216)</b>	<b>(1,404)</b>	<b>(758)</b>	<b>(50)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(2,428)</b>	
Contributions (+)												
<b>Total Contributions</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Other Program/Agency Net Withdrawals and Contributions</b>	<b>(494)</b>	<b>(124)</b>	<b>(22)</b>	<b>(329)</b>	<b>(99)</b>	<b>(22)</b>	<b>(22)</b>	<b>(22)</b>	<b>(22)</b>	<b>(22)</b>	<b>(22)</b>	<b>(1,178)</b>
Interest	47	48	66	161	258	309	314	318	323	328	2,173	
<b>Balance at Year-End</b>	<b>21,839</b>	<b>20,359</b>	<b>19,645</b>	<b>19,428</b>	<b>19,586</b>	<b>19,874</b>	<b>20,166</b>	<b>20,462</b>	<b>20,763</b>	<b>21,069</b>		

\* Based on 9-month 2021 Reserve Fund Variance Report

## Appendix 11

### Glossary

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

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

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

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

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

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

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

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

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

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

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

**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).