

BUDGET TO

Infrastructure and Development Services

2022 Operating Budget and 2022-2031 Capital Budget & Plan Briefing to Budget Committee

January 19, 2022

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Infrastructure and Development Services (IDS)

City Planning



Engineering and Construction Services



Fire Services



Municipal Licensing and Standards



Office of Emergency Management



Policy, Planning, Finance and Administration



Solid Waste Management Services



Toronto Building



Transit Expansion



Transportation Services



Toronto Water



Waterfront Revitalization



2021: Another Unprecedented Year



COVID-19 Coordinated Enforcement



Emergency Operations Centre



Animal Services



ActiveTO



Mass Immunization Clinics



CafeTO



Emergency Response

2021 Experience and Success



People & Neighbourhoods

- Developed planning frameworks for new complete communities – e.g. Agincourt Mall and Mr. Christies.
- Issued Site Plan Approval (NOAC) for over 11,000 housing units (Nov. '21).
- Advanced affordable housing priorities including approval of the first Inclusionary Zoning policy in Ontario and advanced the Rapid Housing Initiative; Housing Now; and Laneway Suites.
- Advanced the Municipal Comprehensive review “Our Plan Toronto” including inclusive community engagement.
- Completed the reconstruction of the Six Points Interchange implementing a complete streets approach.
- Implemented a Transportation Equity Lens tool in capital program to identify transportation barriers for equity-deserving groups.
- Approved the first sidewalk snow clearing program to mechanically clear all sidewalks.
- Launched interactive online map of RentSafe TO building evaluation and audit results.



Mobility, Safety & Infrastructure Investment

- Delivered an estimated \$1.7 billion of municipal (road, bridge, water, wastewater and solid waste) infrastructure projects.
- Developed Core Infrastructure Asset Management Plan.
- Advanced transit priorities including the SmartTrack Stations Program, GO Expansion Program and Transit Oriented Communities.
- Continued implementation of Vision Zero Road Safety Plan with a focus on speed management and traffic signal improvements including 401 pedestrian head starts and 62 longer walk time locations.
- Delivered 23 centreline km of new on-street bikeways, including an expanded Active TO.
- Completed the construction of new Fire Station 144 (Downsview).

2021 Experience and Success



Economic Recovery & Renewal

- Issued permits for alterations to over 4 million m² of non-residential space and provided site-plan approval for over 315,000 m² of new non-residential space (Nov. '21).
- Permit issuance supported \$12.9 billion of construction activity across the city, which included 38,856 net new homes and provided occupancy inspection approvals for over 23,000 new homes.
- Continued work on the Surface Transit Network Plan to connect mobility access and economic development opportunities.
- Issued \$1.44M grants to accessible taxicab owners from Accessibility Reserve Fund program.
- Expanded the CaféTO program with 1,213 participating restaurants.



Climate & Resilience

- Developed updates to the Toronto Green Standard (V4) ensuring higher-quality, sustainable developments for future generations.
- Awarded contracts to address street and basement flooding and improve water quality (Black Creek Sanitary Trunk Sewer; Fairbank-Silverthorn Storm Trunk Tunnel).
- Commenced production of Renewable Natural Gas from Green Bin Organic Waste at the Dufferin Solid Waste Management Facility.
- Initiated procurement for four electric fire pumpers as a pilot to measure efficiency in advance of future purchases.



A Well-Run City

- Advanced Concept 2 Keys development review services including launching the Application Submission Tool for ease of development application intake.
- Developed a new modernized customer-centric operating model for Toronto Building to be implemented in 2022.
- Implemented the Short-Term Rental (STR) digital registration renewal system for operators.
- Delivered virtual Committee of Adjustment and Licensing Tribunal hearings; and public consultation/stakeholder engagement events.

Outcomes

Strategic Outcomes

Housing

All Torontonians have access to **housing that is safe, affordable and suitable to their needs.**

Mobility

Toronto's **transportation network is accessible, resilient and reliable**, where residents and businesses are **connected** to vibrant communities.

Climate Action

Toronto's **climate action initiatives mitigate the impact of climate events** on the well being and prosperity of residents and businesses.

People & Neighbourhoods

All Torontonians **feel safe and secure**, and **live in healthy, inclusive and culturally rich neighbourhoods.**

Economy

Toronto's **economy is resilient and prosperous** with opportunities for residents and businesses.

Equity

All Torontonians have **equitable access to City services** and **poverty is mitigated**, especially for Indigenous, Black and equity-seeking groups.

Corporate Outcomes

A Well-Run City

Toronto's **municipal operations are effective, efficient and resilient** in order to support service delivery.

Toronto's **residents and businesses can conveniently transact and interact with their municipal government** where, when and how they want.

Financial Sustainability

Toronto's **funding for services is adequate and sustainable** to meet the needs of Toronto residents and businesses in the near and long term.

Toronto's **tax dollars are invested in services with the highest value** for residents and businesses.

Priority Areas



People & Neighbourhoods

- Enable safe, sustainable and inclusive communities.
- Invest in protecting lives, infrastructure, property and environment.
- Accelerate efforts to advance complete, affordable and resilient communities.
- Plan and respond to community risks and emergencies including ongoing COVID-19 response.



Mobility, Safety & Infrastructure Investment

- Advance progress toward a modern, equitable and vibrant transportation network.
- Invest in renewal of infrastructure to improve reliability and quality.
- Build an accessible city that moves people and goods safely and efficiently.
- Reduce traffic fatalities and serious injuries towards the Vision Zero goal.



Economic Recovery & Renewal

- Transform planning and building processes in support of economic recovery.
- Support return to full operations while continuing COVID-19 response.
- Continue to modernize to provide an enhanced customer service experience.



Climate & Resilience

- Support implementation of Council approved TransformTO strategies.

Key Risks and Challenges



People & Neighbourhoods

- Unprecedented growth and pace of development.
- Increasingly dense and vertical city.
- Response to new and emerging legislative changes.



Mobility, Safety & Infrastructure Investment

- Continued focus on state-of-good-repair backlog.
- Sustain capital delivery in a competitive construction market.
- Integrate and coordinate infrastructure delivery priorities, plans and capital projects.



Economic Recovery & Renewal

- Uncertainty of COVID-19 resurgence/restart impacts and pace of economic recovery.
- Drive service quality, efficiency, innovation, and anticipate customer changing needs.
- Continue to address workforce capacity and reskilling required to meet evolving program delivery.

Priority Actions



People & Neighbourhoods

- Continued COVID-19 response and support of essential and critical services.
- Advance recommendations on various Housing Now and Modular Housing, as well as Expanding Housing Options in Neighbourhoods (EHON) projects (Garden Suites, Multiplex Housing, Local Neighbourhood Commercial & Neighbourhood Major Streets) and area studies.
- Building the strategy and approach for the next phase of Waterfront Revitalization, including Villiers Island and the Port Lands.
- Continued expansion of CafeTO with a focus towards a permanent program in 2023 to support the restaurant industry.



Mobility, Safety & Infrastructure Investment

- Continued partnerships to deliver transit expansion program.
- Coordinate and ensure robust work zone safety and traffic management plans for Metrolinx Transit projects.
- Pursue Category Management Strategic Sourcing by issuing multi-year construction contracts.
- Continue to enhance planning and co-ordination of multi-year Capital Program with internal and external stakeholders.
- Expand Construction Hub Pilot Program to manage traffic caused by construction around work zones.
- Continue to deliver and build the Cycling Network Plan and Vision Zero Strategy.



Economic Recovery & Renewal

- Advance community and economic development plans in Jane and Finch and Little Jamaica.
- Advance digital first strategy and business process modernization.
- Develop and implement flexible and agile workforce strategies.



Climate & Resilience

- Advance Green Streets strategy for resilient green infrastructure that reduces costs and environmental risks.
- Continue implementing the on-street electric vehicle charging station pilot, while advancing a comprehensive city-wide program.
- Continue Our Plan TO's Environment and Climate Change policy update.
- Continue implementing the Port Lands Flood Protection project.

2022 Budget Overview

Operating Budget

\$ Thousands	2021 Budget	2021 Projection*	2022 Budget	Chg from 2021 Proj.		OUTLOOKS	
				\$	%	2023	2024
Revenues	\$471,509	\$461,856	\$486,180	\$24,324	5.3%	\$459,419	\$462,942
Gross Expenditures	\$1,209,192	\$1,147,711	\$1,252,785	\$105,074	9.2%	\$1,261,673	\$1,283,550
Net Expenditures	\$737,684	\$685,855	\$766,604	\$80,749	11.8%	\$802,254	\$820,608

*Projection based on 9 Month Variance

10 Year Capital Budget & Plan

\$ Thousands	2022	2023-2031	Total
Gross Expenditures	\$531,019	\$6,758,873	\$7,289,892
Debt	\$323,081	\$4,108,023	\$4,431,104

Note: Includes 2021 carry forward funding to 2022

Climate Lens

Initiatives proposed in the 2022 Capital Budget	Supports		(\$000s)	
	Reduces GHG Emissions	Improves Climate Resiliency	2022 Budget	2023-2031 Capital Plan
<u>Fire Services</u>			3,030	12,002
Construction of Net Zero Facilities		Yes	3,030	12,002
<u>Transit Expansion</u>				1,463,000
Delivery of SmartTrack	Yes			1,463,000
<u>Transportation Services</u>			135,843	1,503,049
Cycling and Pedestrian	Yes		29,585	243,046
Transit	Yes		2,500	77,473
Vision Zero Road Safety Plan	Yes		20,388	121,499
Growth Related	Yes	Yes	15,870	548,967
Other Climate Initiatives (congestion management, flood mitigation, etc.)	Yes	Yes	67,500	512,064
<u>Waterfront Secretariat</u>			96,013	29,000
Port Lands Flood Protection		Yes	95,223	29,000
Broadview Eastern Flood Protection EA		Yes	790	
Total Climate Lens Proposed in the 2022 - 2031 Capital Budget and Plan			234,886	3,007,051

- Approximately 44% of IDS tax supported 10 year Capital Program supports Climate Resiliency and/or Greenhouse Gas (GHG) Reduction.

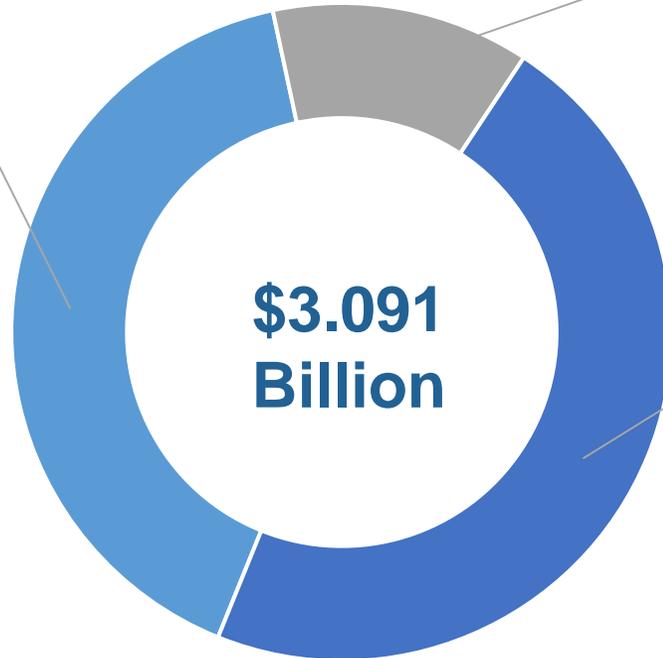
*Information above includes full project / sub-project 2022-2031 Budget and Plan cash flows. Does not break out the climate component costs separately

2022 Operating Budget Submission

Infrastructure and Development Services

2022 Operating Budget

**Tax Supported
Operating Budget,
\$1.253 Billion**



Solid Waste
Management
Services,
\$0.391 Billion

Toronto Water,
\$1.447 Billion

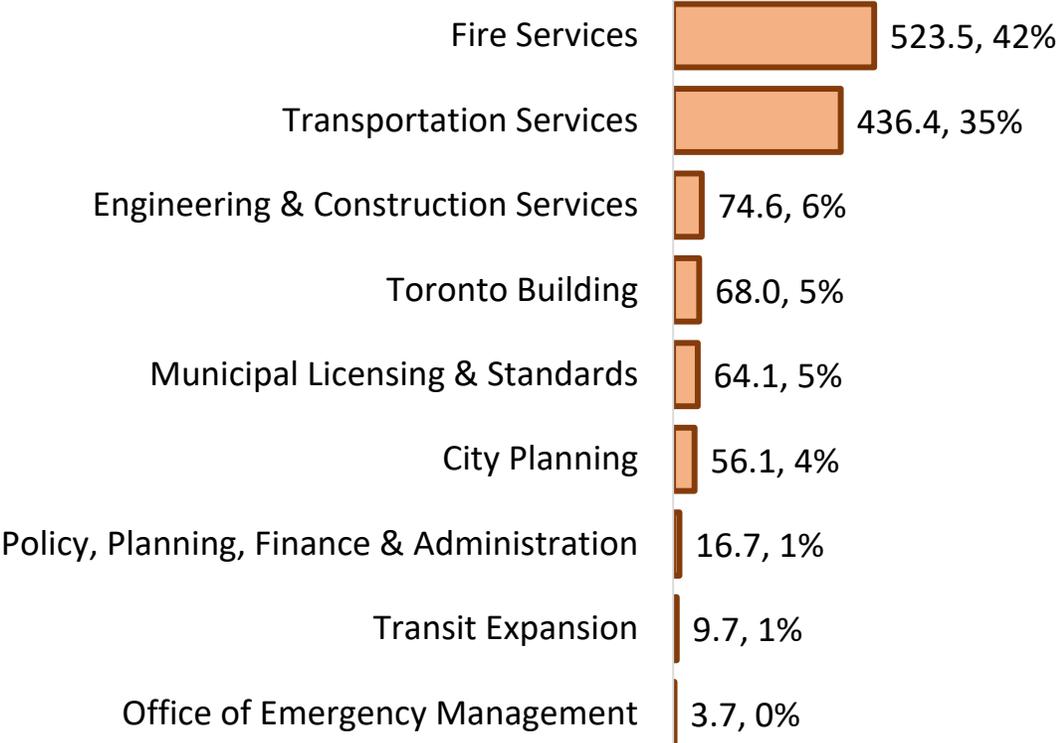
Approved
IDS Rate*
Supported
Programs
\$1.838 Billion

*IDS Rate supported budgets were approved by City Council on Dec 16, 2021 (EX.28.6 TW and EX28.7 SWM)

2022 Operating Budget - \$1,253 Million

2022 Gross Operating Expenditures

In \$ Millions



Key Points

New & Enhanced: \$10.5 M gross

Investments to support priority actions (Slide 17)

- City Planning (\$2.040 M);
- Engineering & Construction Services (\$0.395 M);
- Fire Services (\$0.866 M);
- Municipal Licensing & Standards (\$0.154 M);
- Transportation Services (\$6.823 M); and
- Transit Expansion Office (\$0.258 M).

COVID-19 Impacts: \$6.5 M gross (Slide 26)

- ActiveTO (\$1.327 M);
- CaféTO (\$1.537 M);
- Fire Services (\$3.128 M); and
- Overtime, Health & Safety, Other (\$0.491 M).

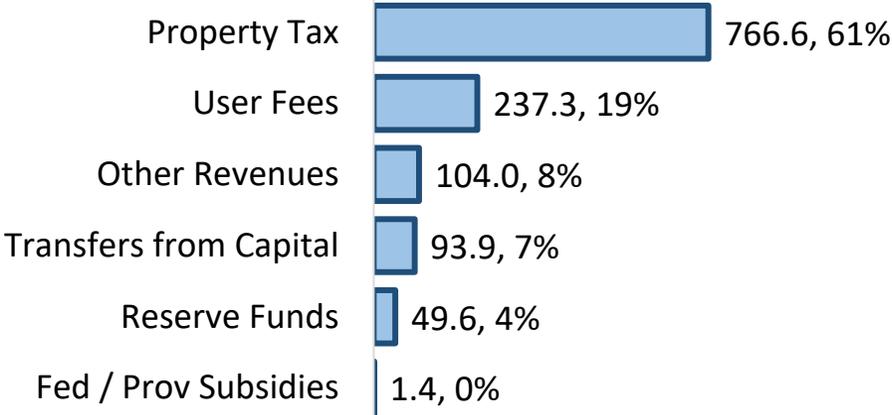
Equity:

- Expansion of Fire Services Recruitment and Outreach
- Improving transportation access for Toronto’s most vulnerable residents and equity deserving groups.

How the Budget is Funded and Where the Money Goes

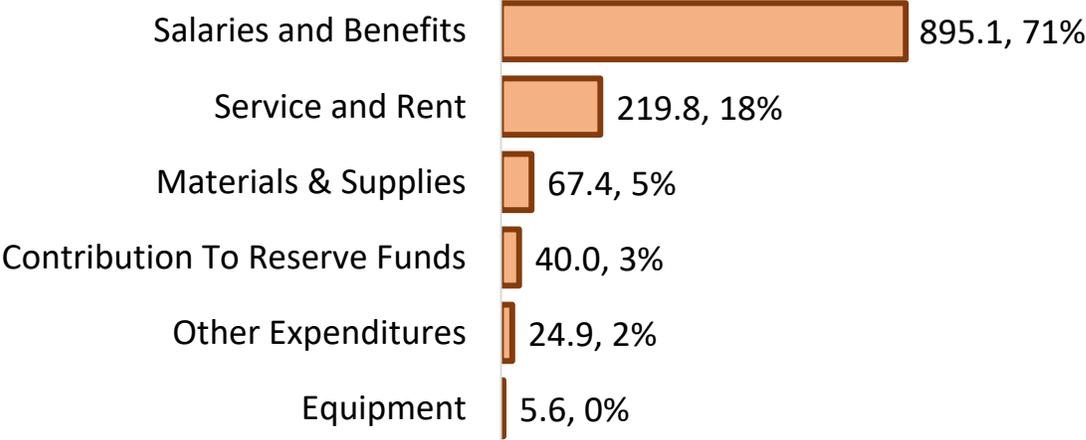
Where the Money Comes From (\$1,253 M)

In \$ Millions



Where the Money Goes (\$1,253 M)

In \$ Millions



2022 Net Operating Budget

(In \$000s)	2020 Actual	2021 Budget	2021 Projection	2022			2022 Budget	Change v. 2021 Projection	
				Base Budget	COVID-19 Impact	New / Enhanced		\$	%
By Program	\$	\$	\$	\$		\$	\$		
Net Expenditures									
City Planning	5,595.3	13,338.2	(4,555.4)	13,338.2			13,338.2	17,893.6	(392.8%)
Engineering & Construction Services	(3,043.7)	748.5	(797.6)	567.5			567.5	1,365.0	(171.1%)
Fire Services	470,307.2	487,001.8	492,578.5	498,703.0	3,128.7	866.1	502,697.8	10,119.3	2.1%
Municipal Licensing & Standards	18,376.6	16,951.5	19,867.7	20,235.5	1,445.3	153.9	21,834.7	1,967.0	9.9%
Office of Emergency Management	2,817.5	3,251.6	2,476.5	2,560.4	445.8		3,006.2	529.7	21.4%
Policy, Planning, Finance & Administration	4,604.0	5,010.4	4,892.6	4,860.4			4,860.4	(32.2)	(0.7%)
Toronto Building	(53,088.5)	(16,146.9)	(49,294.3)	(16,146.9)			(16,146.9)	33,147.5	(67.2%)
Transit Expansion		2,475.4	355.6	2,337.0			2,337.0	1,981.4	557.3%
Transportation Services	234,279.9	225,053.0	220,331.2	223,463.2	5,834.3	4,811.9	234,109.4	13,778.2	6.3%
Total Net Expenditures	679,848.2	737,683.5	685,854.8	749,918.2	10,854.0	5,831.9	766,604.2	80,749.4	11.8%

- Increase in the 2022 budget compared to the 2021 projection includes: cost of living adjustments in accordance with collective agreement provisions; base budget adjustments for ongoing efforts to support key City priorities, inflationary increases for existing contracts, utilities and other non-labour expenditures; new and enhanced investments; and COVID-19 impacts for several programs.

New / Enhanced



Mobility
\$6.4M Gross / \$4.1 M Net



**People and
Neighbourhoods**
\$0.3 M Gross / \$0.3 M Net



Community Safety
\$0.7 M Gross / \$0.7M Net



**Modernization,
Transformation and Other**
\$3.1M Gross / \$0.7 M Net

\$10.5M Gross / \$5.8M Net TOTAL NEW / ENHANCED INVESTMENTS TO ADDRESS KEY PRIORITIES

2022-2031 Capital Budget & Plan Submission

Infrastructure and Development Services

Capital Assets to Deliver Services

Asset Value – \$34.8 Billion

Transportation Services - \$34.3 Billion

- 5,600 km of roads
- 900 bridges and culverts
- 6,960 km of sidewalks
- 2,454 traffic control signals
- 491 pedestrian crossovers
- 750 centreline km of bikeway network



Fire Services - \$452 Million

- 84 Fire Stations (by January 2022)
- 1 Training Academy
- 3 Training Facilities
- 2 Fleet Maintenance Facilities
- 1 Warehouse
- 1 Heavy Urban Search and Research (HUSAR) staging building
- 206 Heavy Apparatus
- 235 Light Vehicles
- 2 Fire Boats and 36 HUSAR Vehicles
- Other Equipment: Self-Contained Breathing Apparatus, Bunker Gear, Portable Radios, Mobile Radios, Defibrillators, Thermal Imaging Cameras

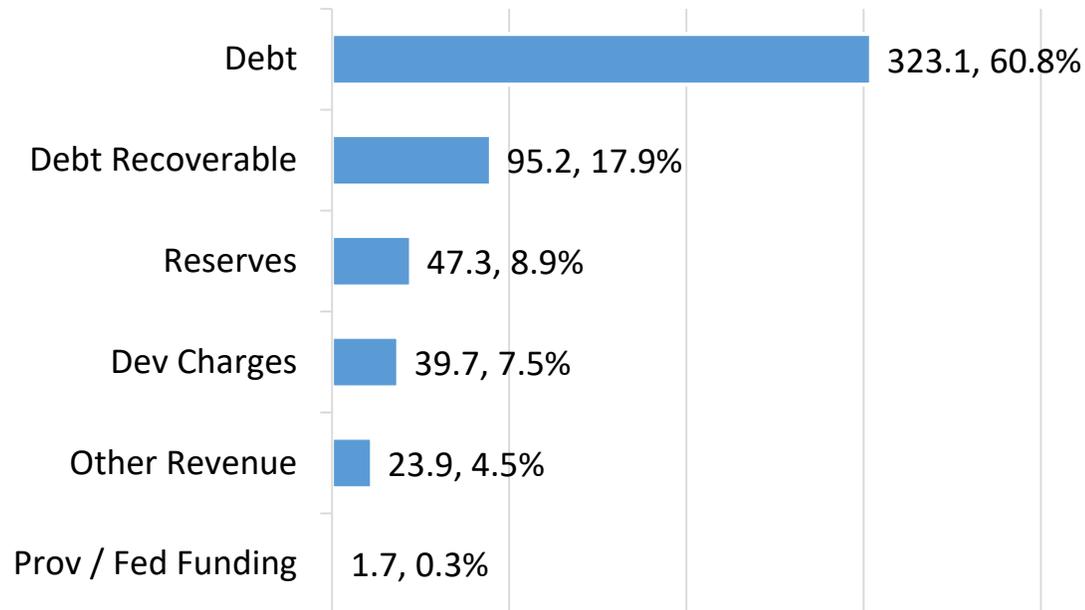


2022 Capital Program Breakdown - \$531 Million

Where the Money Comes From

2022 Capital Budget

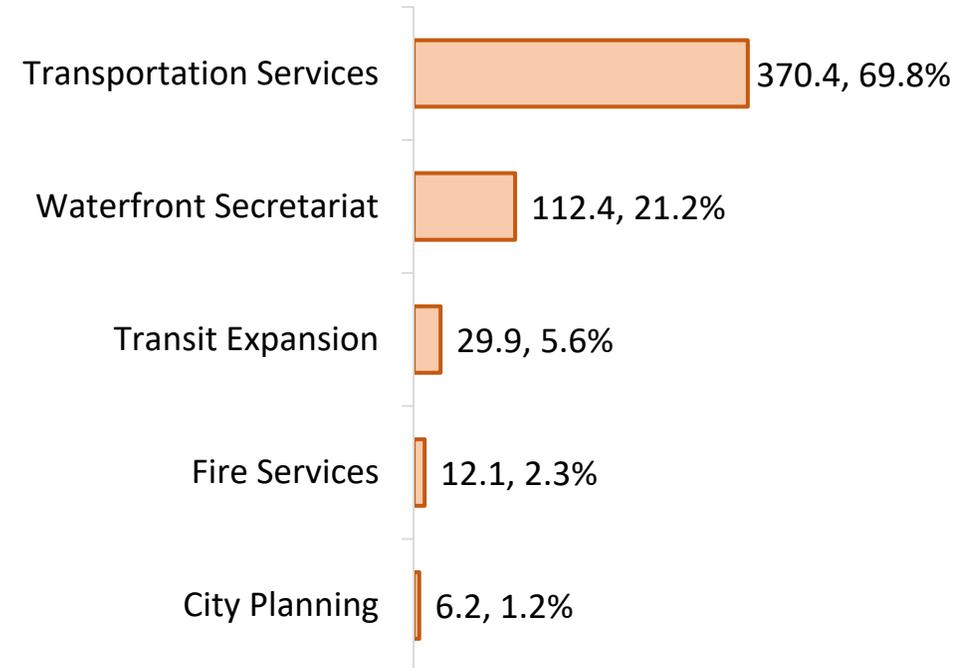
In \$ Millions



Where the Money Goes

2022 Capital Budget

In \$ Millions



\$7.3 Billion 10-Year Gross Capital Program



**State of Good Repair
(Excluding F.G. Gardiner)**
\$2.2 B



**Vision Zero Road
Safety Plan**
\$141 M



**Cycling
Network Plan**
\$210 M



**Waterfront Parks
Infrastructure**
\$62.5M



**Congestion Management
and Growth Projects**
\$650 M



**Station
Renovation/Equipment**
\$21 M



**Civic Improvements
and Heritage**
\$35 M



**Legislated and
Development Studies**
\$27 M



**Portland Flood
Protection**
\$125 M



**Information Technology
and Communication**
\$16 M



**Other
Infrastructure**
\$1.9 B



**F.G. Gardiner Expressway
Rehabilitation**
\$1.9 B

How the 10-Year Capital Program is Funded

City of Toronto		Provincial Funding	Federal Funding	
\$ 6.7 B 92%		\$0 M 0%	\$607.5 M 8%	
Debt	\$4.4 B		DMAF Grant	\$20.0 M
Reserve Draws	\$501.6 M		Public Safety Canada Funding	\$2.4 M
Development Charges	\$542.5 M		Other Grants	\$585.0 M
Debt Recoverable	\$1.0 B			
Other	\$205.0 M			

DMAF - Disaster Mitigation and Adaptation Fund

Thank You



Appendices

Table of Contents

2021 Operating Budget

- COVID-19 Financial Impact - Operating Slide 26

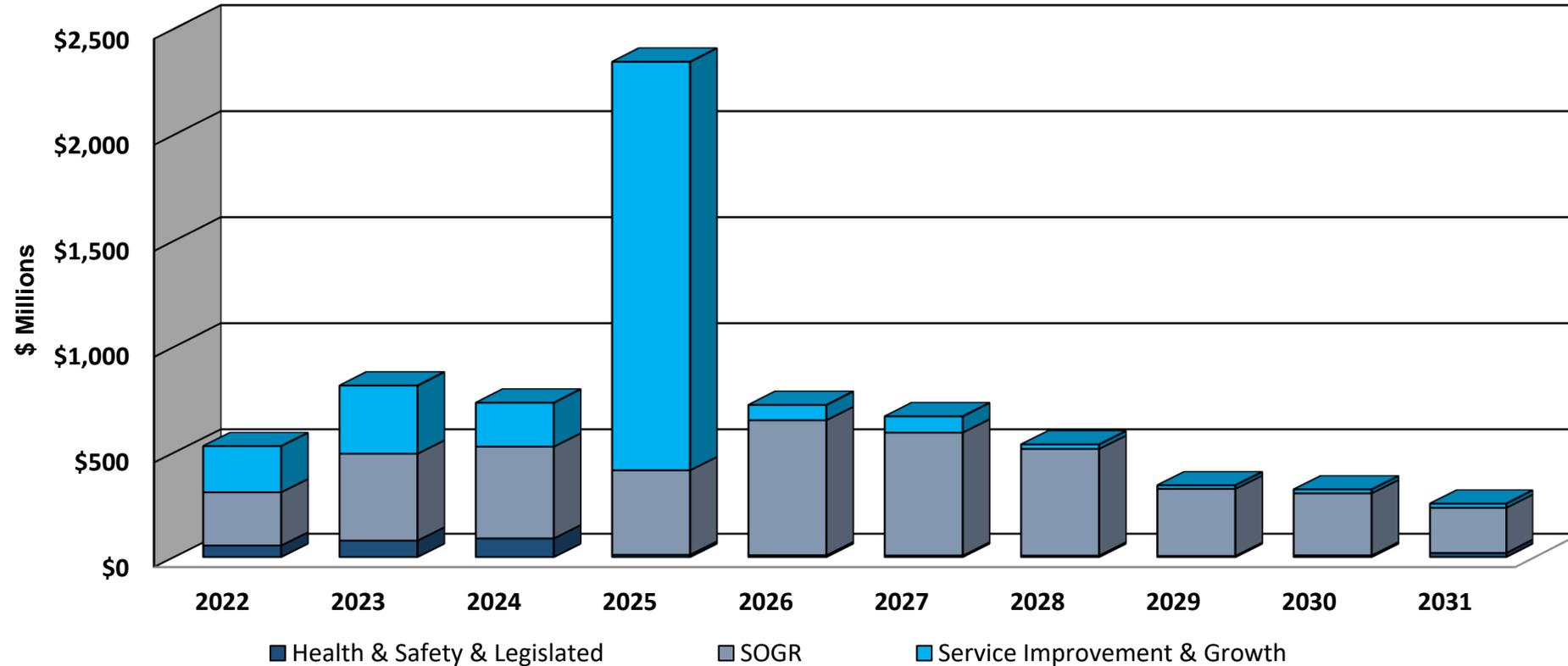
Capital Budget

- 2022 – 2031 Capital Budget & Plan by Project Category Slide 27
- Capacity to Spend Slide 28
- State of Good Repair (SOGR) Funding and Backlog Slide 29 and 30
- Capital Needs Constraints Slide 31

COVID-19 Financial Impact – Operating

In \$ Thousands				
COVID-19 Impacts	2021 Net	2022		
		Revenues	Gross	Net
Revenue Loss				
Licensing & Permits (ML&S)	3,076.7	(1,445.3)		1,445.3
Temporary Parking Permits (Transportation)	2,928.5	(2,928.5)		2,928.5
Parking Authority Revenue Share (Transportation)	4,679.0			
Other Revenue (Transportation)	625.6			
Sub-Total	11,309.8	(4,373.8)		4,373.8
Expenditure Increase				
Overtime, PPE, supplies & other (Multiple)	776.5		491.3	491.3
ActiveTO (Transportation)	2,371.1		1,322.6	1,322.6
CafeTO (Transportation)			1,537.7	1,537.7
Designated Officers Callback (Fire)	1,156.8		1,728.7	1,728.7
24 Hour Staffing Shortage Callback (Fire)	11,994.6			
Fire Safety Grant Program (Fire)	678.3			
WSIB (Fire)	1,400.0		1,400.0	1,400.0
Sub-Total	18,377.3		6,480.2	6,480.2
Support from Other Levels of Gov't				
Fire Safety Grant Program (Fire)	(678.3)			
Sub-Total	(678.3)			
Other COVID-19 Revenue				
Grants received by Animal Services (ML&S)	(88.6)			
Sub-Total	(88.6)			
Total COVID-19 Impact	28,920.2	(4,373.8)	6,480.2	10,854.0

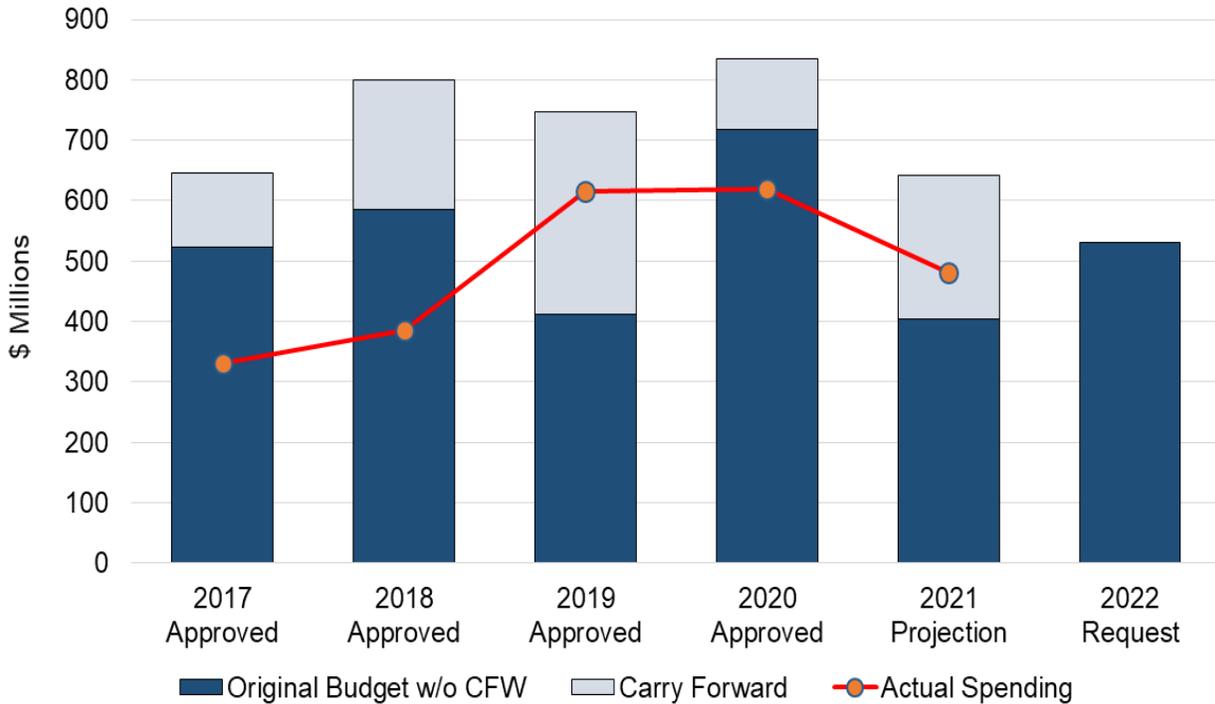
2022 – 2031 Capital Budget & Plan by Project Category



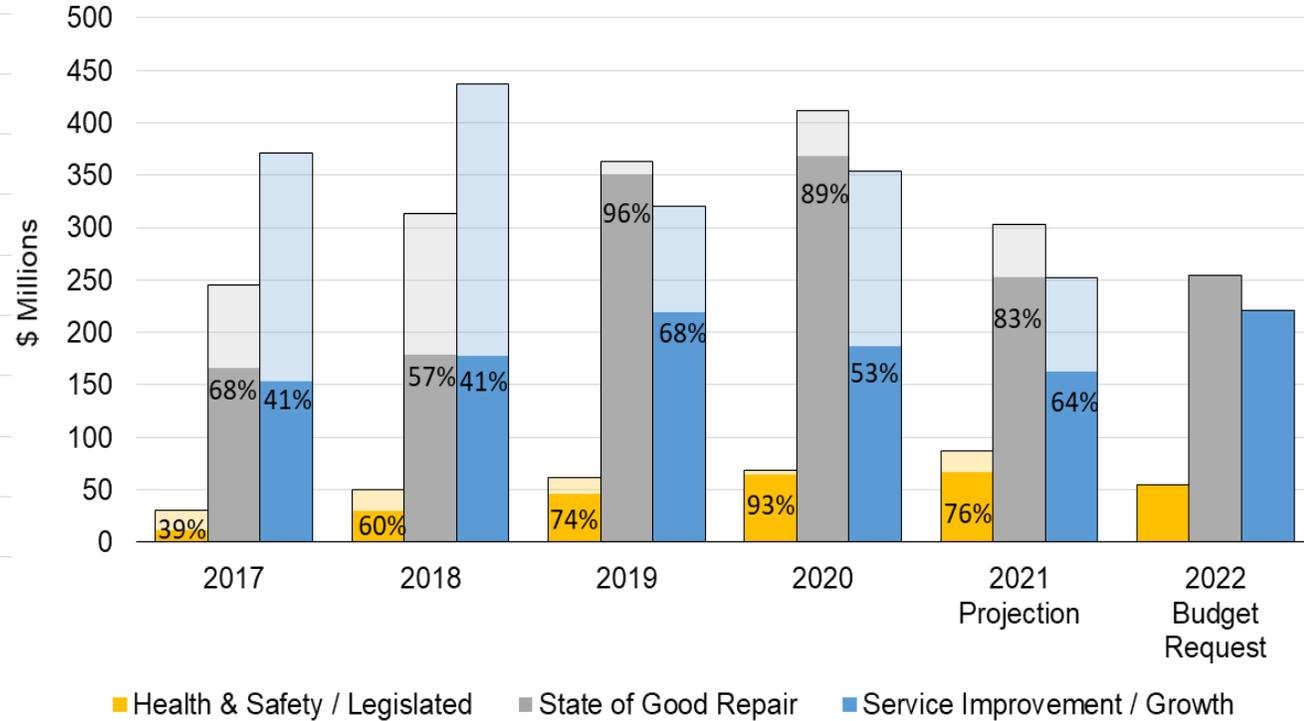
2022 - 2031 Staff Recommended Capital Budget and Plan by Category											
\$ Millions	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Health & Safety & Legislated	55.1	78.7	89.2	10.7	8.5	7.0	6.6	5.2	8.0	19.6	288.7
SOGR	255.1	415.8	438.9	404.4	645.6	588.5	510.8	321.0	297.1	215.9	4,093.2
Service Improvement & Growth	220.9	322.9	208.4	1,929.4	72.0	76.8	21.7	17.2	18.7	20.2	2,908.1
Total	531.0	817.4	736.5	2,344.4	726.1	672.3	539.2	343.4	323.8	255.7	7,289.9

Capacity to Spend

Carry Forward Impact Vs. Capacity to Spend



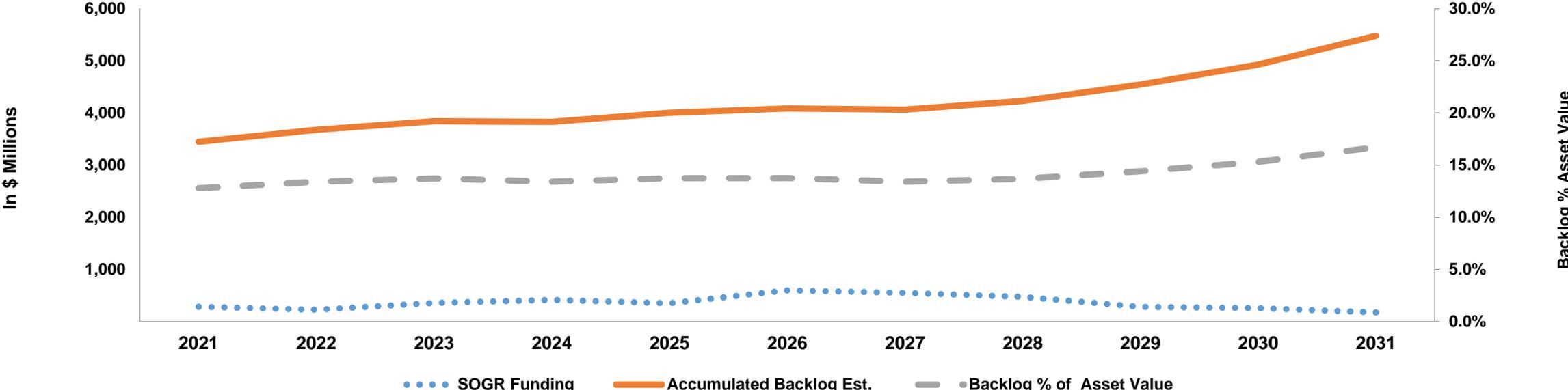
Budget Vs. Actual Spending by Category



* 2021 Actual Spending based on 9 Month Variance projection

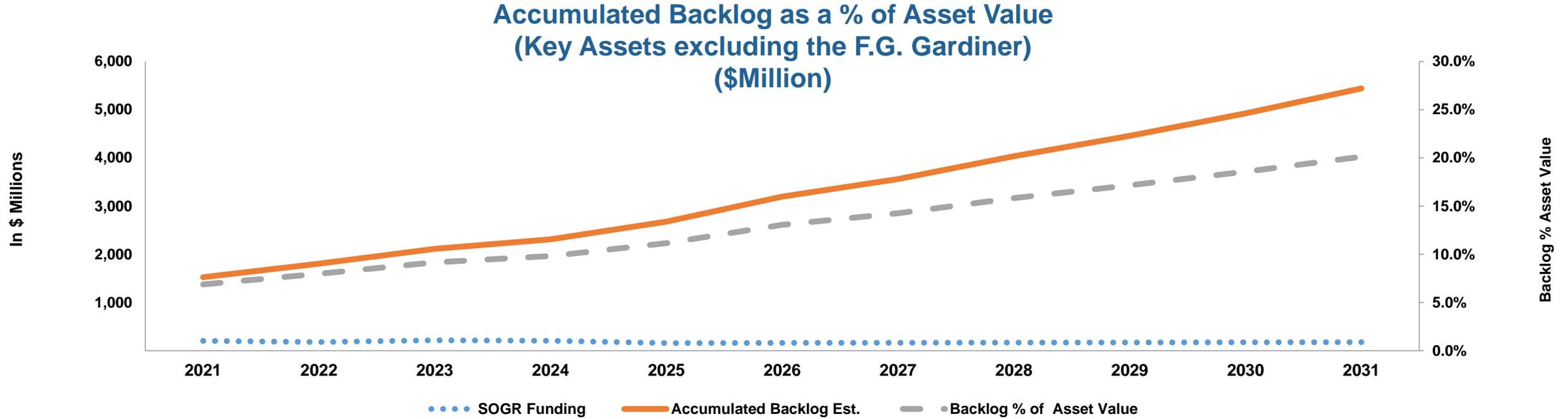
State of Good Repair (SOGR) Funding and Backlog

Accumulated Backlog as a % of Asset Value (Tax)
(\$Million)



\$ Millions	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
SOGR Funding	286	228	360	416	353	600	552	474	284	260	178
Accumulated Backlog Est.	3,445	3,677	3,840	3,829	4,003	4,086	4,063	4,230	4,543	4,924	5,477
Backlog % of Asset Value	12.8%	13.4%	13.7%	13.4%	13.7%	13.8%	13.4%	13.7%	14.4%	15.3%	16.7%
Total Asset Value	26,933	27,444	27,993	28,553	29,124	29,707	30,301	30,907	31,525	32,156	32,799

State of Good Repair (SOGR) Funding and Backlog



\$ Millions	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
SOGR Funding	205	180	216	207	160	163	166	169	172	175	178
Accumulated Backlog Est.	1,526	1,806	2,113	2,310	2,678	3,197	3,561	4,033	4,458	4,923	5,438
Backlog % of Asset Value	6.9%	8.0%	9.2%	9.8%	11.2%	13.1%	14.3%	15.8%	17.2%	18.6%	20.1%
Total Asset Value	22,201	22,623	23,075	23,537	24,008	24,488	24,977	25,477	25,987	26,506	27,036

Capital Needs Constraints

Capital Needs Constraints: \$10.6 Billion, including:



Mobility & Infrastructure Investment

\$6.8 Billion including:

- Local and Major Roads Rehabilitation (\$5.1B)
- City Bridges, and Laneways Rehabilitation (\$0.4B)
- Growth related projects (\$921M)
- Other service improvement needs (\$355M)



People and Neighbourhoods

\$3.7 Billion, including:

- New Fire Station & Future Planning (\$35.3M)
- Relocation of Fire Academy (\$30.0M)
- Fire apparatus, training and other equipment (\$4.4M)
- Port Lands Infrastructure and Public Realm (\$2.5B)
- Other Infrastructure and Public Realm (\$1.2B)