

2022 Budget Notes

Transportation Services

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Description

Transportation Services provides people and businesses a means to move safely in our diverse and changing city so they can connect with the places, activities and communities that they value.

Transportation Services is responsible for the planning, engineering, design, maintenance and operations of 5,600 km of roads, 6,960 km of sidewalks, 900 bridges and culverts, 2,454 traffic control signals, 491 pedestrian crossovers, and 750 centreline km of bikeway network.

Why We Do It

Transportation Services strives to build and maintain Toronto's transportation networks so that:

- **People and businesses are connected to a resilient and reliable transportation network where they can access opportunities and places that they value.**
- **People have access to streets in their communities that are complete, safe, equitable and vibrant.**

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.

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What Service We Provide

Road & Sidewalk Management

Who We Serve: All users of the right of way including pedestrians, cyclists, vehicle operators and passengers, businesses, residents, visitors and tourists.

What We Deliver: Roads/sidewalks/cycling infrastructure implementation and maintenance/repairs, cleaning, and de-icing/snow clearing, bridges and retaining walls maintenance.

How Much Resources (2022 gross operating budget): \$257.1 million

Transportation Safety & Operations

Who We Serve: All road users such as pedestrians, cyclists, vehicle operators and passengers, emergency service providers, and businesses.

What We Deliver: Traffic/transit/pedestrian flow monitoring, traffic control/maintenance device installation and maintenance, traffic sign fabrication/installation/maintenance, pavement markings, red light camera and automated speed enforcement, Vision Zero Road Safety.

How Much Resources (2022 gross operating budget): \$159.9 million

Permits and Application

Who We Serve: property owners, businesses including developers and utility companies, community organizations.

What We Deliver: Parking permit issuance, construction permit issuance, street event permit issuance, parking and right-of-way by-law enforcement, development application review.

How Much Resources (2022 gross operating budget): \$19.3 million

Budget at a Glance*

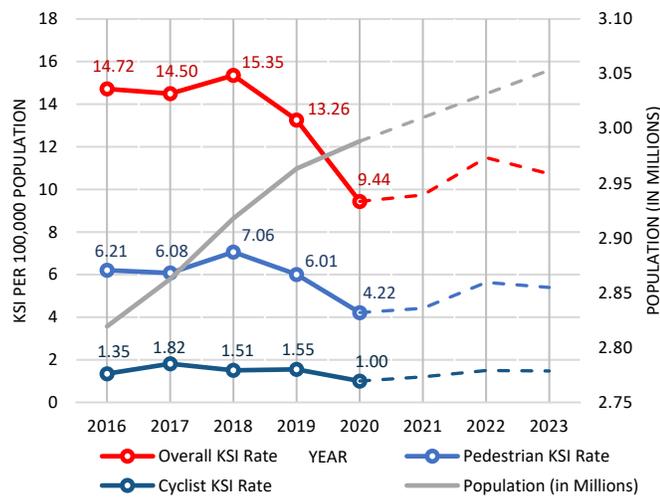
2022 OPERATING BUDGET				2022 - 2031 10-YEAR CAPITAL PLAN			
<u>\$ Million</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>\$ Billion</u>	<u>2022</u>	<u>2023-2031</u>	<u>Total</u>
Revenues	\$ 202.3	\$ 169.6	\$ 171.2	Gross Expenditures	\$ 0.370	\$ 5.030	\$ 5.400
Gross Expenditures	\$ 436.4	\$ 425.1	\$ 430.6	Debt	\$ 0.283	\$ 3.984	\$ 4.267
Net Expenditures	\$ 234.1	\$ 255.4	\$ 259.4	Note: Includes 2021 carry forward funding			
Approved Positions	1,453.0	1,453.0	1,453.0				

*This document reflects the 2022-2024 Operating Budget and 2022-2031 Capital Budget and Plan as recommended by the City's City Manager and Chief Financial Officer and Treasurer. Please refer to Appendices 1 to 10 for details.

How Well We Are Doing – Behind the Numbers

SAFETY

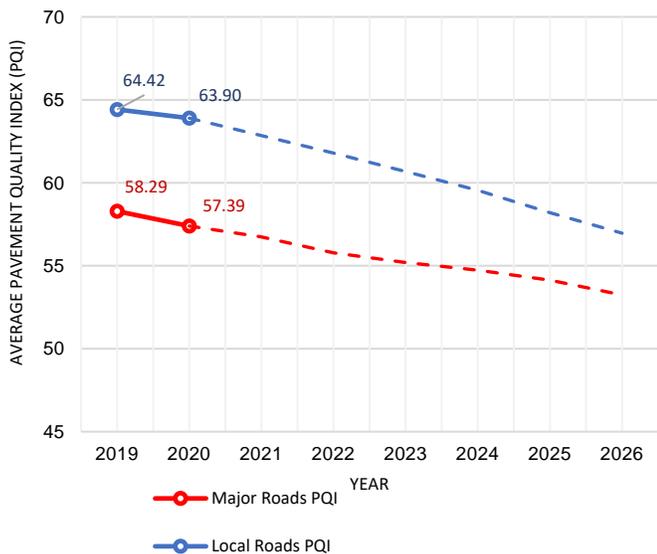
Annual KSI Rate for Vulnerable Road Users (Pedestrians and Cyclists)



- Continued commitment to eliminate traffic fatalities and serious injuries through the Vision Zero Road Safety Plan (RSP), since its inception in 2016 and last update in 2019
- While population increased by 6% between 2016 and 2020, the number of traffic-related fatalities and seriously injured (KSI) per 100,000 population decreased overall, including pedestrians and cyclists
- 2020 actual and 2021 projected KSI rates are skewed due to the unique traffic patterns during the COVID-19 pandemic. It is forecasted that the 2022 KSI rates will increase to reflect the “new normal” of traffic patterns as the city recovers from the pandemic, and then decrease as the division continues to implement the Vision Zero RSP.

STATE OF GOOD REPAIR (SOGR)

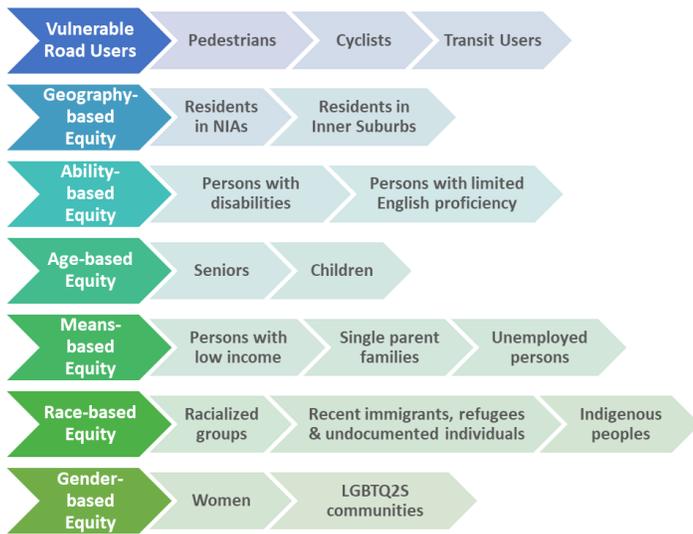
Pavement Condition by Average Pavement Quality Index (PQI) for Major and Local Roads



- It is estimated that the overall condition of Major Roads is considered “fair” at a PQI of 57.39 and Local Roads is considered “fair” at a PQI of 63.90 in 2020. The threshold for Major Roads to be considered “fair” is above a PQI of 55 and Local Roads is above a PQI of 45.
- Following the existing trend, the overall condition of Major Roads will become “poor” by 2024 and Local Roads are estimated to become “poor” by 2036.
- Development of the updated Local and Major Roads Asset Management Strategy to drive sustainable long-term investment in SOGR projects and reduce the backlog is underway, with Council reporting anticipated in 2022.

Recall – A Different Perspective: Prioritization and Equity

Equity Categories & Equity-Deserving Groups



- In 2020, Transportation Services developed a Capital Program Prioritization Tool to guide future decisions on capital investments. Evaluation criteria were used to provide a risk-based and equity-based assessment of capital programs, identify their potential impacts, and develop an annual budget and program prioritization scheme that reflects the values and achieves the strategic objectives of the division.
- To begin investigating the status quo of each capital program, an equity baseline analysis was completed for the Local Roads and Major Roads Program.
- In 2021, Transportation Services continued the development of the Transportation Equity Lens to identify and remove transportation barriers faced by equity-deserving groups to support equitable planning and capital programming practices.

How We Are Doing – Program-Specific Equity Baselines

	NIA	Non-NIA	Summary
CONNECTIVITY Missing Link Sidewalk Ratio (MLSR)	20.3% of all road types in NIAs have missing sidewalks	18.4% of all road types in non-NIA have missing sidewalks	NIAs have more missing sidewalks
INFRASTRUCTURE QUALITY/CONDITION Sidewalk State-of-Good-Repair (SSOGR)	72.3% of sidewalks in NIA are in good condition	74.6% of sidewalks in non-NIA are in good condition	NIAs currently have fewer sidewalks in good conditions

- In 2021, an equity baseline analysis was completed for the Missing Link Sidewalk Program. Preliminary findings were based on the following key performance indicators (KPIs):
 - **“Missing Link Sidewalk Ratio (MLSR)”** to indicate existing connectivity to the city’s transportation network through sidewalks, and
 - **“Sidewalk State-of-Good-Repair (SSOGR)”** to indicate the condition and quality of the existing sidewalk infrastructure.
- From 2016 to 2020, the City of Toronto installed the same proportion of sidewalks on all road classes in NIA compared with non-NIA.
- **NIAs have more missing sidewalks compared to non-NIAs**, irrespective of road classes (local, collector and arterial).
- **NIAs have slightly fewer sidewalks in good condition compared to non-NIAs.** 72.3% of sidewalks were identified as in “good” condition in

EQUITY IMPACTS OF CAPITAL BUDGET SUBMISSION

The baseline for other capital programs aside from sidewalks and major roads programs will continue to be evaluated. The baselines completed will help inform future capital project programming and prioritization to achieve positive equitable outcomes for capital works. Continued analysis on the equity baselines and development of an Equity Strategy is underway, taking into consideration other factors such as needs, coordination, reconciliation of past harms to communities due to transportation infrastructure, and resource capacity to drive equitable investment. Future investments where possible will be reflective of needs, including but not limited to community requests, reviewing benefits gained with each capital install. Progress towards equitable outcomes for capital works resulting from the development and implementation of the Equity Strategy will be measured to assess the short and long term benefits to city communities, which will ultimately inform future capital budget development.

How Well We Are Doing

Service	Service Measure	2019 Actual	2020 Actual	2021 Target	2021 Projection	Status	2022 Target	2023 Target
Outcome Measures								
Transportation Safety and Operations (Safe)	# of traffic-related fatalities and seriously injured (KSI) per 100,000 population	13.3	9.4	0.0	9.7	●	11.5	10.7
Road & Sidewalk Management	Overall Pavement Quality Index (PQI) for Major and Local Roads	59.5	58.9	70.0	58.0	●	57.1	56.2
Transportation Safety and Operations (Reliable, Resilient)								
Transportation Safety and Operations (Accessible, Connectivity, Equity, Greenhouse Gas Reduction)	% of people and employment within prescribed access to a cycling route	60.4%	63.0%	100.0%	64.0%	●	65.0%	66.0%
Service	Service Measure	2019 Actual	2020 Actual	2021 Target	2021 Projection	Status	2022 Target	2023 Target
Service Level Measures								
Road & Sidewalk Management (Reliable, Resilient)	% of expressway and roadway potholes made safe within prescribed time of receiving a service request	87.0%	89.0%	90.0%	89.1%	●	90.0%	90.0%
Road & Sidewalk Management (Reliable, Resilient)	% of arterials de-iced within 2-4 hours and collectors de-iced within 4-6 hours after becoming aware roadway is icy	100.0%	100.0%	100.0%	100.0%	●	100.0%	100.0%
Transportation Safety and Operations (Safe, Accessible)	% of safety and operations reviews investigated within prescribed service standard of receiving the service request	76.0%	78.0%	90.0%	80.9%	●	90.0%	90.0%
Permits and Application (Accessible, Vibrant)	% of construction, street event, and parking permits validated and issued within prescribed service standard	97.0%	90.0%	100.0%	92.0%	●	100.0%	100.0%
Service	Service Measure	2019 Actual	2020 Actual	2021 Target	2021 Projection	Status	2022 Target	2023 Target
Other Measures								
Road and Sidewalk Management	Capital Budget Spend Rate	84.0%	87.0%	90.0%	80.0%	●	90.0%	90.0%
Transportation Safety and Operations								

COVID-19 IMPACT AND RECOVERY**2022 Impact and Recovery****Operating Budget Impact**

- The 2022 COVID-19 impact for social distancing activities (Street Events and Bike Station Lockers) revenue loss is expected to be only 50% of full closure experienced in 2021. Parking Authority revenue allocations are also expected to return, but the volume of temporary parking permits are expected to remain the same as 2021.
- The 2022 COVID-19 impact for COVID-19 activities such as ActiveTO and CafeTO are projected to be similar to the 2021 experience until a full program review can be conducted to determine their capacity.

Service Level Changes

- Transportation Services continues to provide people and businesses a means to move safely in our diverse and changing city so they can connect with the places, activities and communities that they value during the global pandemic. There are no impacts to service levels as a result of COVID-19.

EXPERIENCES, CHALLENGES AND PRIORITIES

Our Experience and Success

- Revised approach to budget and capital program management to minimize risk and maximize spend rates. As a result, the spend rate in the past 3 years have exceeded 80%.
- Accelerated Vision Zero Road Safety Plan delivery resulting in the implementation of sign changes supporting speed limit reductions on approximately 1,000 km of minor arterial and collector roadway, 51 traffic control devices, 77 speed humps installed at 21 sites, and issued 39,624 tickets as part of the Vision Zero Enforcement Team.
- Resurfaced or reconstructed 85 km of local and major roads.
- Filled 125,000 potholes in 2021.
- Traffic signal timing studies completed on 9 arterial corridors (248 signals) in 2021 to optimize throughput and reduce Greenhouse Gas (GHG) emissions while applying a Vision Zero lens to ensure that pedestrian safety is sustained.
- Expanded ActiveTO with 5 centreline km of on street bikeways on Bayview Avenue (River Street to Front Street) and Yonge Street (Davisville Avenue to Bloor Street) and upgraded Bloor Street East (Sherbourne Street to Castle Frank) from bike lanes to cycle tracks (approx.. 800 centreline metres).
- Expanded CafeTO with 1,213 participating restaurants with 940 cafes in the curb lane and 65 public parklets



Key Challenges and Risks

Keeping up with Demand

- Council's comprehensive vision of a safe road network for all users has resulted in the incremental addition of new and innovative programs with significant scale and impact.
- *Balancing congestion management efforts* to manage the conflict between managing traffic volumes while encouraging active and complete streets through programs such as ActiveTO and CafeTO.

Performance Measurement

- Monitoring, analyzing and managing the City's transportation network using permanent robust data collection (permanent vehicle, bicycle and pedestrian counters, data from 3rd party navigation companies (HERE, WAZE), Bluetooth travel time sensors, digital speed display signs (Watch Your Speed), Toronto Police Services collision data, and an extensive rotating data collection program).

Growth Pressures

- Growing backlog in the major and local road repairs which increases the City's liability, accelerates premature deterioration and exponentially increases the cost of repairs over the road lifecycle.
- Additional demand for maintenance, cleaning, and winter operations for new roads and sidewalks to ensure clean, safe, and comfortable transport infrastructure for cyclists, pedestrians, transit users, vehicles, and goods movement.
- Developing effective policies and flexible infrastructure that will support emerging technologies such as autonomous vehicles.
- *Financial and capacity constraints to address SOGR in roads:* Development of the updated Local and Major Roads Asset Management Strategy to drive sustainable long-term investment in SOGR projects, with Council reporting anticipated in 2022.

Project Delivery

- Increase capital program planning and delivery of the capital projects identified in the Cycling Network Plan

Priority Actions**Program Reviews**

- Continue to build **Safe and Healthy Communities** through:
 - Vision Zero 2.0 projects
 - Continuing to build Complete Streets, including expansion of the Cycling Network;
 - School Crossing Guards and traffic warrant studies assessment;
 - Accelerating the implementation of MoveTO – Smart Signals.
- Facilitate **Access for Everyone** through:
 - Expanding and assessing the work zone hub pilot;
 - Building equity into TS investments;
 - Implementing RapidTO with potential acceleration pending Council approvals.
- Maintain **Quality Service** through:
 - Street Sweeping Service Review to optimize levels of service, fleet size, and sweeping routes;
 - Continuing the expansion of Sidewalk Clearing Program for winter maintenance.

Policy Review

- Continue full user fee review in the right-of-way in coordination with other Corporate initiatives such as Concept 2 Keys:
 - right-of-way permits to ensure full cost recovery of resources required to issue and enforce permits.
 - construction permits (lane occupancy) to ensure more efficient and shorter duration occupations in the right of way to reduce congestion.
 - Short-stream utility cut permits (One Stage Repairs)

City-Wide Strategy

- Continue a comprehensive parking strategy to govern inventory and rates

COVID-19 Impact and Recovery

- Evaluate how COVID-19 response programs such as ActiveTO and CafeTO will co-exist with the return of previously paused programs (i.e. Street Events).
 - Manage transportation demand on the ROW in the general public's return to office/school
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RECOMMENDATIONS

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

1. City Council approve the 2022 Operating Budget for Transportation Services of \$436.355 million gross, \$202.245 million revenue and \$234.109 million net for the following services:

Service:

	Gross Expenditures (\$000s)	Revenue (\$000s)	Net Expenditures (\$000s)
Permits & Applications	19,295.4	61,058.9	(41,763.6)
Road & Sidewalk Management	257,149.4	119,192.3	137,957.1
Transportation Safety & Operations	159,910.0	21,994.1	137,915.9
Total Program Budget	436,354.8	202,245.4	234,109.4

2. City Council approve the 2022 staff complement for Transportation Services of 1,453.0 positions comprised of 216.5 capital positions and 1,236.5 operating positions.
3. City Council approve the 2022 new user fees, technical adjustments to user fees, market rate user fee changes, rationalized user fees, and other fee changes above the inflationary adjusted rate for Transportation Services identified in [Appendix 9](#), for inclusion in the Municipal Code Chapter 441 "Fees and Charges".
4. City Council approve 2022 Capital Budget for Transportation Services with cash flows and future year commitments totaling \$2.891 billion as detailed by project in [Appendix 6a](#).
5. City Council approve the 2023-2031 Capital Plan for Transportation Services totalling \$2.509 billion in project estimates as detailed by project in [Appendix 6b](#).
6. 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	\$	\$	\$	\$	\$	\$	\$	%
Revenues								
Road & Sidewalk Management	74,561.9	126,127.5	96,846.8	118,494.2	698.1	119,192.3	22,345.6	23.1%
Transportation Safety & Operations	9,797.2	18,392.3	9,805.9	20,681.2	1,312.9	21,994.1	12,188.2	124.3%
Permits & Applications	57,917.9	52,023.9	60,035.0	61,058.9		61,058.9	1,023.9	1.7%
Total Revenues	142,277.0	196,543.7	166,687.6	200,234.4	2,011.0	202,245.4	35,557.8	21.3%
Expenditures								
Road & Sidewalk Management	231,300.8	259,069.0	236,169.0	252,337.7	4,811.7	257,149.4	20,980.5	8.9%
Transportation Safety & Operations	129,013.4	144,311.3	134,614.2	157,898.8	2,011.2	159,910.0	25,295.8	18.8%
Permits & Applications	16,242.7	18,216.5	16,235.7	19,295.4		19,295.4	3,059.7	18.8%
Total Gross Expenditures	376,556.9	421,596.8	387,018.9	429,531.9	6,822.9	436,354.8	49,335.9	12.7%
Net Expenditures	234,279.9	225,053.0	220,331.2	229,297.5	4,811.9	234,109.4	13,778.2	6.3%
Approved Positions**	1,311.3	1,350.3	1,350.3	1,381.3	71.7	1,453.0	102.6	7.6%

*2021 Projection based on Q3 Variance Report

**YoY comparison based on approved positions

COSTS TO MAINTAIN EXISTING SERVICES

Total 2022 Base Budget expenditures of \$429.532 million gross (prior to enhancements) reflecting an increase of \$42.513 million in spending above 2021 projected year-end actuals, predominantly arising from:

- Increase in salaries and benefits, including annualised costs for 9 positions transferred from ECS approved in-year to service utility companies and Metrolinx, 16 positions to handle increasing volume of development applications, 8 positions to create an in-house team for asphalt patching to achieve savings on contract services, and 5 positions to help support increased volumes of construction and traffic management.
- Inflationary increases for existing contracts and utility escalations.
- Efforts to overcome COVID-19 services delivery challenges for ActiveTO and CafeTO are addressed in this budget through resource realignment requiring gross budget levels that mirror 2021.
- Recognition of contribution to Public Realm Reserve Fund fully funded by advertising revenues from the Street Furniture Program.
- Above pressures are partially offset by base expenditure savings arising from a line by line review, other operational savings, mitigation efforts to address COVID-19 financial impacts, and other revenue.
- The 2022 Operating Budget includes a program-specific CPI inflationary increase on user fees (excluding utility cut revenues).

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 \$229.298 million in net expenditures reflects a \$19.999 million net increase from the 2021 Council approved Budget, when excluding \$16.597 million for 2021 and \$0.843 million for 2022 estimated COVID-19 financial impacts.**

COSTS TO ENHANCE SERVICES

New and Enhanced Service expenditures of \$6.823 million gross, \$ 4.812 million net enabling:

- \$4.147 million in net costs and 53.7 positions for the expansion of the Winter Maintenance Mechanical Sidewalk Clearing Program to service 1,300 kilometres of sidewalks not currently cleared;
- \$0.698 million in net cost for the expansion of the School Crossing Guard Program to include 31 new locations; and
- \$0.033 million in net revenues for new permit fees to install or decommission monitoring wells within the right of way.

Transportation Services has included a number of zero net New and Enhanced business cases requesting 18 positions to support or accelerate; Pedestrian Scale Street Lighting, MoveTO Smart Signals, the Cycling Network Plan, and TTC projects.

EQUITY IMPACTS OF BUDGET CHANGES

Improving access equity for persons with disabilities, seniors, and youth:

Transportation Services' 2022 Staff Recommended Operating Budget includes an investment of \$5.244 million in the expansion of mechanical sidewalk clearing for winter maintenance, prioritizing Neighbourhood Improvement Areas in the implementation of the Cycling Network Plan, and 31 new locations for School Crossing Guards. These programs will have a positive impact on persons with disabilities, seniors, and youth, increasing their access to mobility including access to cycling infrastructure and sidewalks, city services, and schools.

2022 OPERATING BUDGET KEY DRIVERS

The 2022 Operating Budget for Transportation Services of \$436.355 million gross is 12.7% higher than the 2021 Projected Actuals. Table 2a below summarizes the Operating Budget by revenue and expenditure category, while Table 2b summarizes New and Enhanced requests and Table 2c list the balancing actions.

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

Category (In \$000s)	2019 Actual	2020 Actual	2021 Budget	2021 Projection*	2022 Budget	2022 Change vs 2021 Projection	
	\$	\$	\$	\$	\$	\$	%
Federal Subsidies	12.5						
User Fees & Donations	67,325.4	57,679.4	65,521.6	46,605.0	71,215.4	24,610.4	52.8%
Transfers From Capital	24,079.7	24,078.1	35,633.7	27,027.0	31,884.1	4,857.1	18.0%
Contribution From Reserves/Reserve Funds	25,653.6	26,521.2	23,653.3	22,091.7	25,822.7	3,731.0	16.9%
Sundry and Other Revenues	31,109.1	28,074.5	64,712.9	62,497.6	68,757.1	6,259.5	10.0%
Inter-Divisional Recoveries	9,010.8	5,923.9	7,022.3	8,466.4	4,566.1	(3,900.3)	(46.1%)
Total Revenues	157,191.1	142,277.0	196,543.7	166,687.6	202,245.4	35,557.8	21.3%
Salaries and Benefits	109,054.4	107,102.9	121,104.6	108,798.4	135,883.4	27,085.0	24.9%
Materials & Supplies	54,412.7	50,699.5	51,319.3	51,188.9	54,120.2	2,931.4	5.7%
Equipment	496.5	697.3	629.0	655.4	641.5	(13.9)	(2.1%)
Service and Rent	184,648.0	170,521.5	204,913.6	182,631.8	199,091.7	16,459.9	9.0%
Contribution To Reserves/Reserve Funds	30,457.9	38,099.8	33,345.9	33,144.8	36,463.6	3,318.8	10.0%
Other Expenditures	190.1	1,414.4	699.9	901.0	699.9	(201.1)	(22.3%)
Inter-Divisional Charges	21,319.3	8,021.5	9,584.6	9,698.6	9,454.5	(244.1)	(2.5%)
Total Gross Expenditures	400,578.8	376,556.9	421,596.8	387,018.9	436,354.8	49,335.9	12.7%
Net Expenditures	243,387.8	234,279.9	225,053.0	220,331.2	234,109.4	13,778.2	6.3%

*2021 Projection based on Q3 Variance Report

Key Base Drivers:**Salaries & Benefits:**

Include inflationary increases on existing salaries and benefits and anticipated positions to be filled, to meet services demands, which were held vacant in 2021 due to COVID-19 response. In addition, the increase includes annualised costs for 9 positions transferred from ECS approved in-year to service utility companies and Metrolinx, 16 positions to handle increasing volume of development applications, 8 positions to create an in-house team for asphalt patching to achieve savings on contract services, and 5 positions to help support increased volumes of construction and traffic management.

Materials and Supplies:

Include inflationary increases on hydro for street lighting and traffic signals, additional road materials for ActiveTO & CafeTO and health & safety supplies.

Services and Rents:

Include inflationary increases on street lighting and traffic control maintenance. Increases for school crossing guards for 31 new locations approved in 2020, LED traffic signal replacement (\$1.500 million, offset by reserve fund withdrawal) and contracts for ActiveTO & CafeTO.

Contributions to Reserved Funds:

Include increase to Public Realm Reserve Fund to support the Coordinated Street Furniture Program through advertising revenues from Astral Media.

Other Revenue Changes:

Include Consumer Price Index (CPI) increase on user fees (excluding utility cut revenues) to reflect inflationary increases to program-specific costs, increase on Development Application Review Program revenues, resumption of the Toronto Parking Authority dividend, incremental contribution from the Street Furniture Reserve, & LED traffic signal replacement,

additional revenue from the expansion of on-street permit parking, realignment of permanent parking permit fees, and shared income from the Development Planning Review and Concept 2 Keys.

Offsets and Efficiencies:

The 2022 Operating Budget includes \$5.894 million in gross expenditure and \$5.335 million in net expenditures reductions attributed to:

Line-by-Line: A reduction in base expenditures for contracted services and other non-salary costs contributes to Transportation Services' efforts to manage cost increases from internal and external sources.

Table 2b: 2022 New / Enhanced

New / Enhanced Request	2022				2023 Annualized Gross	Equity Impact	Supports Climate Initiatives	AG Recs	Supports Key Outcome / Priority Actions	
	Revenue	Gross	Net	Positions						
In \$ Thousands										
1	Wint. Maint.-Expan. of Mech. Sidewalk Clearing -2021 IE22.13		4,147.1	4,147.1	53.7	4,603.1	Medium-positive	No	No	Expand the current mechanical sidewalk winter snow clearing service to the remaining approximately 1,300 kilometres of sidewalks not serviced.
2	Street Lighting - Pedestrian Scale Lighting (2021 IE26.15)	1,015.3	1,015.3		3.0	1,273.6	No Impact	No	No	Add new assets prioritized for areas with poor lighting.
3	MoveTO-Smart Signals	371.7	371.7		6.0	760.2	No Impact	No	No	Accelerates delivery of "Smart" traffic signals, advanced transit signals, and "intelligent" intersections as part of the Congestion Management Plan.
4	Cycling Network Plan Update (2021 IE26.9)	398.2	398.2	(0.0)	6.0	813.0	Medium-positive	Yes	No	Keeps Toronto moving by building and expanding an inclusive and equitable City-wide transportation network.
5	School Crossing Guards - 31 New Locations - 2021 IE24.10		698.3	698.3		1,131.3	Low-positive	No	No	Protects and improves the quality of life for the community by ensuring safety to children, youth and parents near schools.
6	Installation and Decommission of Monitoring Wells	33.5		(33.5)			No Impact	No	No	Two new permit fees to install or decommission a monitoring well within right of way.
7	TTC projects (Bloor-Yonge Cap. Improv./Waterfront LRT)	192.3	192.3		3.0	392.2	No Impact	No	No	Accelerate delivery of transit infrastructure for work zone coordination and permit issuance in the right of way fully funded by TTC.
Total New / Enhanced		2,011.0	6,822.9	4,811.9	71.7	8,973.5				

The 2022 Operating Budget includes \$4,812 million in net investments to support priority actions as detailed in the table above.

Note:

- For additional information on 2022 COVID-19 Impact and Recovery, Key Cost Drivers refer to [Appendix 1](#), [Appendix 2](#) 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	166,687.6	202,245.4	169,622.6	171,189.0
Gross Expenditures	387,018.9	436,354.8	425,052.2	430,626.1
Net Expenditures	220,331.2	234,109.4	255,429.6	259,437.1
Approved Positions	1,350.3	1,453.0	1,453.0	1,453.0

Key drivers

The 2023 Outlook with total gross expenditures of \$425.052 million reflects an anticipated \$11.303 million or 2.59 per cent decrease in gross expenditures below the 2022 Operating Budget. The 2024 Outlook expects an increase of \$5.574 million or 1.31 per cent above 2023 gross expenditures.

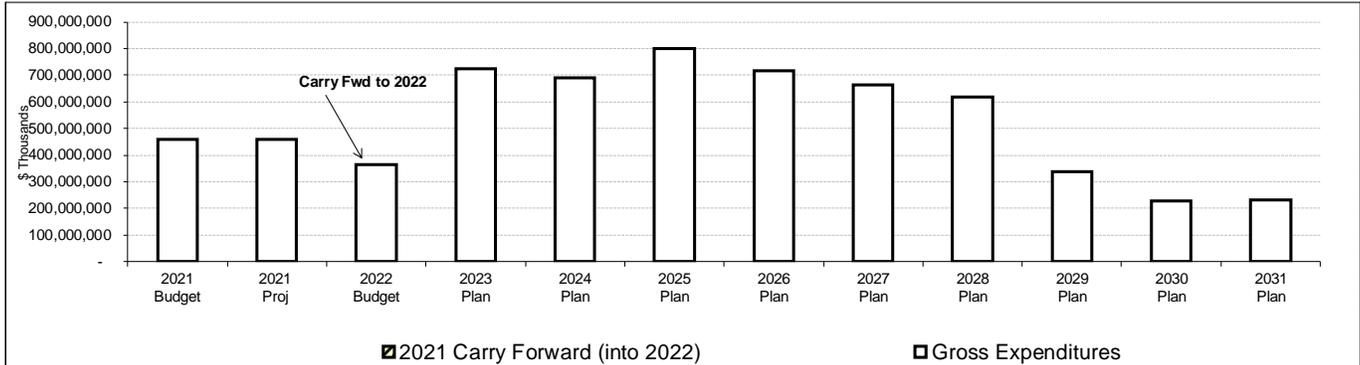
These changes primarily arise from the following:

- Decrease in 2023 expenditures mainly due to the anticipated completion of the utility cut restoration program phase out, partially offset by an increase in salary & benefit costs as staffing levels improve.
- Increase in 2024 expenditures due to increasing salary & benefit costs, corporate economic factors for service contracts and utilities, fleet reserve contributions and Public Realm Reserve Fund contributions related to street furniture revenue (fully recoverable from Public Realm withdrawals).

**2022 – 2031
CAPITAL BUDGET AND PLAN**

2022 – 2031 CAPITAL BUDGET & PLAN OVERVIEW

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



In \$'000's	2022 Capital Budget and 2023 - 2031 Capital Plan												
	2021		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total 10 Year Plan
	Budget	Projection											
Gross Expenditures by Project Category:													
Health & Safety & Legislated	82,694	62,633	53,442	75,164	83,310	7,247	5,069	5,094	5,121	5,152	5,183	5,059	249,841
SOGR	291,070	247,673	247,102	405,023	437,893	403,954	645,528	588,420	510,713	320,934	297,030	215,766	4,072,363
Service Improvement & Growth	84,964	58,246	69,862	267,173	172,783	375,718	66,312	71,055	16,000	11,500	13,000	14,500	1,077,903
Total by Project Category	458,728	368,552	370,406	747,360	693,986	786,919	716,909	664,569	531,834	337,586	315,213	235,325	5,400,107
Financing:													
Debt / CFC	348,175	278,916	283,373	456,085	397,478	465,093	646,146	617,969	522,493	334,242	311,867	232,054	4,266,800
City Building Fund													
Reserves/Reserve Funds	48,720	45,459	45,485	117,696	199,238	61,099	32,560	21,966	2,000				480,044
Development Charges	20,537	18,224	25,752	124,058	53,487	212,877	23,257	20,634	3,341	3,344	3,346	3,271	473,367
Provincial	7,860	6,960											
Federal	10,681	7,307	980	1,880	5,638	5,638	5,878						20,014
Debt Recoverable	450	450											
Other Revenue	22,306	11,236	14,816	47,641	38,145	42,212	9,068	4,000	4,000				159,882
Total Financing	458,728	368,552	370,406	747,360	693,986	786,919	716,909	664,569	531,834	337,586	315,213	235,325	5,400,107

Changes to Existing Projects

The 2022-2031 Capital Budget and Plan reflects the following changes to existing projects over the nine common years (2022-2030), mainly from:

- Increased funding of \$73.273 million to advance delivery of the Cycling Network Plan.
- Increased funding of \$92.490 million to maintain Local and Major Roads in a state of good repair.
- Increased funding of \$37.415 million to advance the Steeles Widening Project.
- Increased funding of \$30.403 million to advance the Liberty New Street Project by Metrolinx.

New Projects

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

- \$29.700 million to advance delivery of the McCowan Road and Progress Avenue Reconfiguration by Metrolinx.
- \$20.740 million to advance the design, property acquisition, and construction of the Beecroft Extension

Capital Needs Constraints

The unmet needs over the 10-year planning horizon include the following:

- \$5.523 billion of SOGR backlog predominantly attributed to major and local roads
- \$941.842 million of growth projects. As phases of growth projects advance, with certainty in cost and delivery schedule, funding requests will be made to include them in the budget.

Note:

For additional information, refer to [Appendix 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

\$5.400 Billion 10-Year Gross Capital Program

				
State of Good Repair*	Growth Related Projects <input checked="" type="checkbox"/>	Vision Zero Road Safety Plan <input checked="" type="checkbox"/>	Cycling Network Plan <input checked="" type="checkbox"/>	Congestion Management Plan <input checked="" type="checkbox"/>
\$4.1 B	\$611 M	\$141 M	\$210 M	\$39 M
Ten year budget for State of Good Repair, mainly: 5600 km of Roads 900 Bridges & Culverts	Implementation of Growth Related projects to support the City's economic growth	Implementation of Vision Zero Road Safety Plan 2.0 (2020 to 2024) and future plan funding post 2024	Implementation of Cycling Network Plan	Implementation of projects to ensure efficient network operations

- Project 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

How the Capital Program is Funded

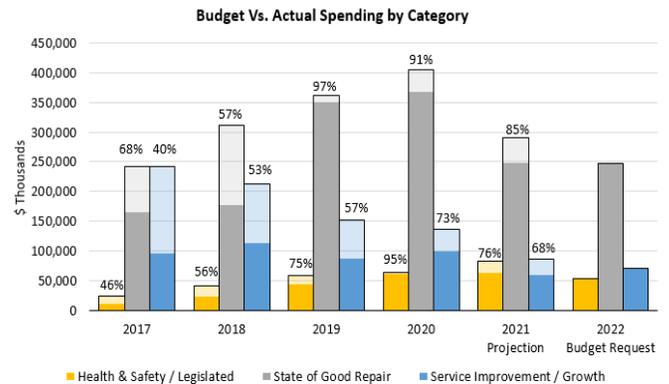
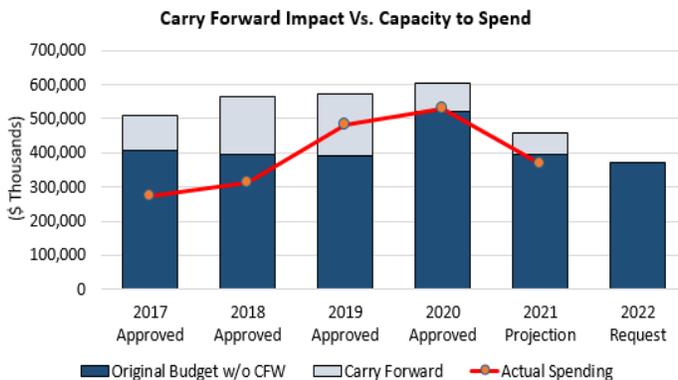
City of Toronto		Provincial Funding	Federal Funding	
\$5.4 B 99.6%		\$0 M 0.0%	\$20.0 M 0.4%	
Debt	\$ 4.3 B		DMAF Grant	\$ 20.0M
Reserve Draws	\$ 480.0 M			
Development Charges	\$ 473.4 M			
Other	\$ 159.9 M			

CAPACITY TO SPEND REVIEW

The 10-Year Capital Plan has been developed with consideration of other City priorities, state of readiness of projects, historical demonstrated ability to spend within any given year of the ten year capital program as well as the level of projected 2021 underspending that will be carried forward into 2022 to complete capital work.

Since 2018, Transportation Services has implemented new practices and budget management protocols to drive project delivery, reduce risk, reduce carry forward, and increase spend rate. Chart 2 below sets out historical capacity to spend by project categories.

Chart 2 – Capacity to Spend



Capacity to Spend Review Impact on the 10-Year Plan

Transportation Services' 2022 - 2031 Budget and Capital Plan represents an investment in infrastructure totalling \$5.400 billion over 10 years. In 2022, Transportation Services has deferred \$283.366 million in capital spending originally cash flowed in 2022 into the future years. Acceleration of future years' cash flows into 2022 will be requested if projects advance ahead of schedule. Compared to last year's budget, the total funding needs in the common 9 years (2022-2030) increased by \$367.358 million. Key adjustments to the Capital Plan are noted below:

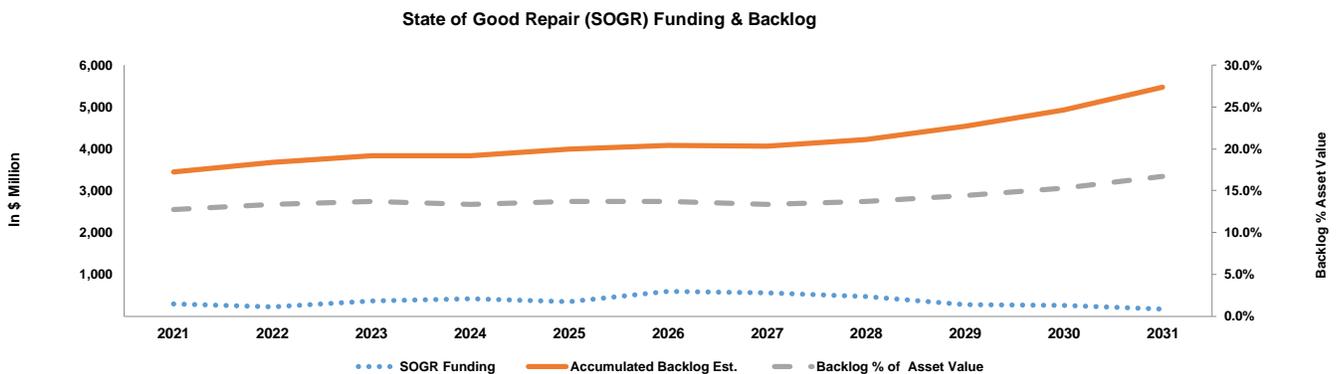
- Lawrence Allen Revitalization Project – On December 15, 2021, City Council adopted the Lawrence Heights – Phases 2-3 Interim Status and Budget Update report. (PH29.7). Included in the budget is the increase of \$9.450 million to advance the road infrastructure required for phases 2 and 3 of the initiative.
- McCowan Road and Progress Avenue Reconfiguration – new project funding of \$29.700 million to improve the McCowan Road and Progress Avenue intersection area which forms part of the adopted Scarborough Center Transportation Master Plan (SCTMP). Negotiations are currently ongoing with Metrolinx for the project to be delivered as part of the Scarborough subway initiative. Payment to Metrolinx is to be made at project completion which is currently anticipated in 2027.
- Local and Major Roads Rehabilitation – Increased \$92.490 million to align budget to current State of Good Repair delivery capacity levels. For the Local Roads Rehabilitation Program, the increase will result in an annual budget target of \$70.000 million.
- Beecroft Extension – new project funding of \$20.740 million to advance detailed design, property acquisition, and construction of the Beecroft Road extension, running north from Finch Avenue West to Drewry Avenue. The road extension will complete the North York Centre North Service Road as identified in the North York Centre Secondary Plan.
- Cycling Infrastructure – On December 15, 2021, City Council adopted the 2021 Cycling Network Plan Update (IE26.9) which proposed a budget of \$20.000 million per year in the near term to advance delivery of cycling infrastructure. The 2022 to 2026 funding increase results in an annual budget target of \$20.000 million, reflecting the proposal that was approved by City Council.

- Park Lawn Transportation Master Plan (TMP) – Increased \$2.800 million to advance property acquisition for the Legion Road project. Detailed Design is anticipated to continue in 2022 with property acquisition activities commencing in late 2022 and into future years. In July 2021, City Council adopted the Park Lawn Lake Shore Transportation Master Plan and Legion Road Interim Report (IE23.14). Negotiations on cost-sharing arrangements for Street A with the Owner of the Christie’s site are currently ongoing. As the TMP continues to be developed and negotiations with the owner of the Christie’s site continue to proceed, funding for the remaining required road components of the TMP would be requested at the appropriate time through the future budget process.
- Liberty New Street – Increased \$30.403 million to advance the construction of the project. Agreement negotiations are currently ongoing with Metrolinx for the project to be delivered as part of the Ontario Line initiative.
- Steeles Widening (Tapscott Road - Beare Road) – Increased \$37.415 million to advance the property acquisition and construction of the project. Negotiations are currently ongoing with the Regional Municipality of York to finalize the legal agreement for the project. 50% of the total project funding is anticipated to be funded by The Regional Municipality of York. Additional time for detailed design is required to confirm, amongst other matters, the feasibility of the Morningside Extension at the at-grade crossing of the rail corridor. Property acquisition and utility relocation are anticipated to begin in 2023, with the construction phase of the project on Steeles Avenue anticipated to begin in 2024.
- F.G. Gardiner Rehabilitation – Realigned cash flow of \$130.780 million between years within the capital plan based on project schedule updates for existing and planned contracts. The delivery of the F.G. Gardiner Expressway Strategic Rehabilitation Plan is scheduled to be fully delivered by 2031. The total funding requirement for the program over the ten year plan remains unchanged.
- St Clair Transportation Master Plan (TMP) - \$207.601 million was approved in the 2021-2030 budget process to fully fund the property acquisition, design, and construction of St Clair Avenue Widening, Davenport Road Extension, and Gunns Road Extension. The projects are anticipated to be delivered by Metrolinx as part of the GO Transit Expansion initiative. Delivery arrangement discussions are currently ongoing. Cash flow or funding adjustments, if required, will be requested in future year budget submissions as the delivery arrangement with Metrolinx is confirmed.

STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG

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

Chart 3: Total SOGR Funding & Backlog



\$ Million	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

The 10-Year Capital Plan will fund \$4.072 billion of SOGR projects, providing an average of \$407.236 million annually. This funding will continue ongoing SOGR projects for infrastructure, including major and local roads, city bridges and laneways. Of this, \$629.165 million is planned for the Major Road Rehabilitation Program, and \$661.443 million, is planned for Local Road Rehabilitation.

More than half of Transportation Services' infrastructure consists of roads and bridges that were constructed between 1950 and 1980. In 2019, Transportation Services completed an update of its asset inventory, replacement value, Capital needs for the Major and Local Road Rehabilitation Programs and the funding required to maintain its assets in a state-of-good repair for the next ten years. The level of service for roads is based on the average Pavement Quality Index (PQI). Typically a well-maintained, sustainable network would have an average PQI in the range of 70-75. As shown in the State of Good Repair chart on Page 2, the current average PQI is about 57 for Major Roads and 64 for Local Roads. The road network is continuing to deteriorate steadily based on the current resources, funding available and the short-term (<10 year) needs projection.

Based on current proposed ten year capital funding in the 2022 budget, the overall PQI condition of Major Roads is expected to decrease from 57 to 51 by 2031 while overall PQI condition of Local Roads in poor condition is expected to decrease from 64 to 51 by 2031. The backlog of rehabilitation needs for both programs are expected to increase over the next 10 years as follows:

- The backlog for Major Roads will increase from \$854.825 million at the end of 2021 to \$2.315 billion, or about 31 per cent of assets, by 2031; and,
- The backlog for Local Roads will increase from \$601.281 million at the end of 2021 to \$2.561 billion, or about 22 per cent of assets, by 2031.

The increase in backlog reflects the history of when the infrastructure was built, when rehabilitation is required, and the type of rehabilitation required which is mainly road reconstruction as the roads are reaching the end of their life cycle.

On November 25, 2020, City Council adopted the Reducing the State of Good Repair Backlog and Enhancing Cycling Lane Maintenance report (IE17.3) which outlines steps and approaches to update the Local and Major Roads Asset Management Plan and develop a long-term plan for the management of assets to drive sustainable long-term investment in SOGR projects and reduce the backlog. This plan will comply with O. Reg. 588/17, detailing the characteristics and conditions of the assets, the levels of service expected from the assets, financing and other strategies, and planned actions over the lifecycle of the assets to ensure assets are providing a specified level of service in the most cost-effective manner.

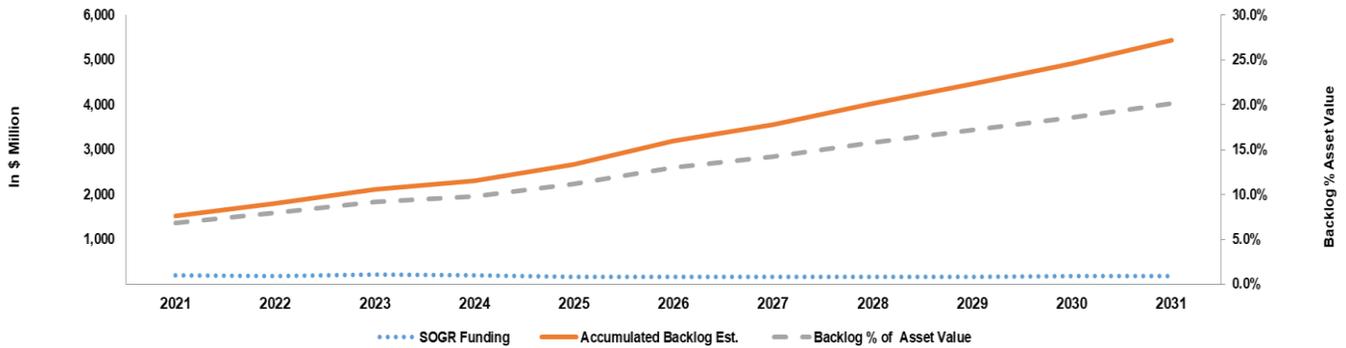
It is expected that the updated Asset Management Plan will come forward to Council in 2022

SOGR funds have been made available to continue the Strategic Rehabilitation Plan for the F. G. Gardiner Expressway. The Plan includes the implementation of the preferred alternative in the Gardiner East Environmental Assessment, including public realm improvements through the reconstruction of Lake Shore Boulevard East. A review of the program was completed to realign annual cash flow requirements to reflect historical spending patterns, project readiness, and required coordination with other major projects.

In past budget processes, SOGR Rehabilitation of the F.G. Gardiner Expressway post 2026 (2026 to 2039), known as Phase 2 of the F.G. Gardiner Expressway Strategic Rehabilitation Plan, was estimated at \$1.373 billion, of which \$142.680 million was noted as backlog within the current 10 year time frame.

Taking into consideration the update of the funded works within the current 10 year timeframe, the schedule of the Phase 2 plan was also re-cast, with \$39.030 million of the \$1.373 billion included as backlog within the current 10 year time frame.

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



\$ Million	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

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

When rehabilitation on the Gardiner is excluded, the SOGR backlog for remaining transportation infrastructure will increase from \$1.526 billion at the end of 2021 to an anticipated \$5.438 billion by year end in 2031, representing 20.1 per cent of the asset replacement value.

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

Approval of the 2022 Capital Budget will impact the 2023 Operating Budget by a total of \$0.112 million net arising from completing the EDC Electronic Service Delivery Phase 2 project, 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								
Previously Approved														
Cycling Infrastructure	636.0		694.0	0.5	694.0	0.5	694.0	0.5	694.0	0.5	3,411.9	0.5	6,881.9	0.5
MoveTO			246.3	1.5	248.5	1.5	250.8	1.5	253.1	1.5	998.7	1.5	2,264.0	1.5
Traffic Plant Maintenance & LED Signal Module Conversion	28.5	0.5	58.0	0.5	58.0	0.5	58.0	0.5	58.0	0.5	260.5	0.5	550.4	0.5
New Traffic Control Devices	311.7		385.3		463.0		545.0		631.6		2,336.6		5,494.4	
New Roads Installation	52.4		52.4		52.4		52.4		52.4		261.8		523.6	
Missing Link Sidewalk Installation	15.9		15.9		15.9		15.9		15.9		79.5		159.0	
Green Streets	510.0		375.0		375.0		600.0		600.0		2,460.0		5,460.0	
TO360 Wayfinding	333.3		279.0		341.2		341.2		341.2		1,636.0		3,342.2	
Sub-Total: Previously Approved	1,887.8	0.5	2,105.8	2.5	2,248.0	2.5	2,557.3	2.5	2,646.1	2.5	11,445.0	2.5	24,675.5	2.5

- The 2022 Operating Budget will increase by a total of \$2.179 million for maintenance costs arising mainly from the completion of new roads by developers and road related infrastructure including cycling facilities and newly built traffic control devices.
- As part of future capital budget submissions, Transportation Services will continue to review its capital projects and analyze the impacts on operations.

APPENDICES

Appendix 1

COVID-19 Impact and Recovery - Operating

In \$ Thousands				
COVID-19 Impacts	2021 Net	2022		
		Revenues	Gross	Net
Revenue Loss				
Temporary Parking Permits	2,928.5	(2,928.5)		2,928.5
Street Event Permit Fees	513.3	256.6		(256.6)
Bike Station Locker User Fees	112.3	56.1		(56.1)
Parking Authority Revenue Share	4,679.0	4,679.0		(4,679.0)
Sub-Total	8,233.0	2,063.3		(2,063.3)
Expenditure Increase				
Health and Safety Supplies			45.5	45.5
ActiveTO	2,371.1		1,322.6	1,322.6
CafeTO			1,537.7	1,537.7
Sub-Total	2,371.1		2,905.7	2,905.7
Total COVID-19 Impact	10,604.1	2,063.3	2,905.7	842.5

Appendix 2

2022 Balancing Actions

(\$000s)										
Recommendation	Savings Type	Equity Impact	AG Recs	2022				2023 (Incremental)		
				Revenue	Gross	Net	Positions	Gross	Net	Positions
Continuous Improvement	Efficiency Savings	No Impact	No	(558.7)	(5,893.9)	(5,335.3)	(0.0)	726.1	726.1	
Total Balancing Actions				(558.7)	(5,893.9)	(5,335.3)	(0.0)	726.1	726.1	

Appendix 3

Summary of 2022 Service Changes

N/A

Appendix 4

Summary of 2022 New / Enhanced Service Priorities Included in Budget

Form ID		Infrastructure and Development Services Program - Transportation Services	Adjustments				2023 Plan Net Change	2024 Plan Net Change																				
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions																						
24593		Wint. Maint.-Expan. of Mech. Sidewalk Clearing -2021 IE22.13																										
74	Positive	Description:																										
<p>Expand the current mechanical sidewalk winter snow clearing service to the remaining approximately 1,300 kilometres of sidewalks currently not receiving this service, effective for the 2021 / 2022 winter season.</p> <p>Service Level Impact:</p> <p>Sidewalk clearing services are provided on about 6,070 km of the total 7,300 km of sidewalks by the City's contractors. Approximately 1,230 km, of sidewalks that cannot be mechanically cleared of snow and ice by the City's existing contractors will be cleared by in-house staff.</p> <p>Equity Statement:</p> <p>The Expansion of Mechanical Sidewalk Clearing will have a medium positive impact. The expansion seeks to remove barriers accessing City services, transportation network, and schools by ensuring equitable mobility opportunities for all by focusing on geographic areas in the city that do not qualify for existing snow clearing services. This expansion will also replace and expand the current Seniors or Persons with Disabilities Sidewalk Clearing Program to areas that did not qualify for the service due to geographical limitation. In turn, this would positively impact persons with disabilities and vulnerable seniors in areas that were previously underserved. Approximately one fifth of the pilot version of the expansion fell within Toronto's Neighborhood Improvement Areas (NIAs) demonstrating the benefit from the removal of trip hazards that could otherwise endanger pedestrians and other vulnerable road users living in and passing through these equity-deserving neighborhoods (see IE22.13 staff report approved by City Council on June 8 and 9, 2021).</p> <p>Service: Road & Sidewalk Management</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%;">Total Staff Recommended Changes:</td> <td style="text-align: right;">4,147.1</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">4,147.1</td> <td style="text-align: right;">53.66</td> <td style="text-align: right;">456.0</td> <td style="text-align: right;">68.5</td> </tr> <tr> <td>Staff Recommended New/Enhanced Services:</td> <td style="text-align: right;">4,147.1</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">4,147.1</td> <td style="text-align: right;">53.66</td> <td style="text-align: right;">456.0</td> <td style="text-align: right;">68.5</td> </tr> </table>								Total Staff Recommended Changes:	4,147.1	0.0	4,147.1	53.66	456.0	68.5	Staff Recommended New/Enhanced Services:	4,147.1	0.0	4,147.1	53.66	456.0	68.5							
Total Staff Recommended Changes:	4,147.1	0.0	4,147.1	53.66	456.0	68.5																						
Staff Recommended New/Enhanced Services:	4,147.1	0.0	4,147.1	53.66	456.0	68.5																						
25177		Cycling Network Plan Update (2021 IE26.9)																										
74	Positive	Description:																										
<p>Six staff are requested to deliver and maintain new cycling infrastructure as well as cycling related traffic devices.</p> <p>Service Level Impact:</p> <p>Implement the next Council adopted direction of the Cycling Network Plan.</p> <p>Equity Statement:</p> <p>The Cycling Network Plan project will have a medium positive impact. Many equity-deserving communities within Neighbourhood Improvement Areas faces barriers to mobility and accessibility to employment. The implementation of the current Cycling Network Plan increased the proportion of people and places of employment within close proximity (250 m and 500 m) to a cycling route increased from 59.9% to 61.3% in Neighbourhood Improvement Areas. By providing a range of safe, accessible mobility options, including a connected cycling network, the program has the potential to positively impact all Indigenous, Black and equity-deserving groups. This project provides a range of safe, accessible mobility options by prioritizing new locations with considerations of specific needs of marginalized communities including Neighbourhood Improvement Areas, persons with disabilities, seniors, women, LGBTQ2S communities, and vulnerable road users as analyzed in the Transportation Services Equity Lens Tool, outlined in the staff report to City Council on December 15, 2021 (IE26.9).</p> <p>Service: Road & Sidewalk Management</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%;">Total Staff Recommended Changes:</td> <td style="text-align: right;">280.0</td> <td style="text-align: right;">280.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">4.00</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> </tr> </table> <p>Service: Transportation Safety & Operations</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%;">Total Staff Recommended Changes:</td> <td style="text-align: right;">118.2</td> <td style="text-align: right;">118.2</td> <td style="text-align: right;">(0.0)</td> <td style="text-align: right;">2.00</td> <td style="text-align: right;">58.0</td> <td style="text-align: right;">0.0</td> </tr> <tr> <td>Staff Recommended New/Enhanced Services:</td> <td style="text-align: right;">398.2</td> <td style="text-align: right;">398.2</td> <td style="text-align: right;">(0.0)</td> <td style="text-align: right;">6.00</td> <td style="text-align: right;">58.0</td> <td style="text-align: right;">0.0</td> </tr> </table>								Total Staff Recommended Changes:	280.0	280.0	0.0	4.00	0.0	0.0	Total Staff Recommended Changes:	118.2	118.2	(0.0)	2.00	58.0	0.0	Staff Recommended New/Enhanced Services:	398.2	398.2	(0.0)	6.00	58.0	0.0
Total Staff Recommended Changes:	280.0	280.0	0.0	4.00	0.0	0.0																						
Total Staff Recommended Changes:	118.2	118.2	(0.0)	2.00	58.0	0.0																						
Staff Recommended New/Enhanced Services:	398.2	398.2	(0.0)	6.00	58.0	0.0																						

Appendix 4- Continued

Summary of 2022 New / Enhanced Service Priorities Included in Budget

Form ID		Infrastructure and Development Services Program - Transportation Services	Adjustments				2023 Plan Net Change	2024 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
25275		School Crossing Guards - 31 New Locations - 2021 IE24.10						
74	Positive	Description: Funding for school crossing guards at 31 new school locations. Service Level Impact: Ensure adequate funding for school crossing guards at 31 new school locations. Equity Statement: The expansion of School Crossing Guard to 31 new locations will have a low positive impact. The additional new locations for School Crossing Guard will remove the barrier of safety and access to schools for youth facing multiple barriers and families. Several of the locations are within Neighborhood Improvement Areas. As such, children, youth and families will have improved access to safety to schools, transit, roads, and sidewalks. Service: Transportation Safety & Operations						
Total Staff Recommended Changes:			698.3	0.0	698.3	0.00	433.0	33.9
Staff Recommended New/Enhanced Services:			698.3	0.0	698.3	0.00	433.0	33.9
24105		MoveTO-Smart Signals						
74	No Impact	Description: Six staff are requested to deliver and operate traffic systems for MoveTO including, but not limited to "smart" traffic signals, advanced transit signal priorities, "intelligent" intersections, and existing traffic systems as part of the Congestion Management Plan. Service Level Impact: To eliminate congestion and reduce travel time on the road while increasing safety for pedestrians. Equity Statement: The proposal is unlikely to have an equity impact. Service: Road & Sidewalk Management						
Total Staff Recommended Changes:			192.3	192.3	0.0	3.00	62.3	0.0
Service: Transportation Safety & Operations								
Total Staff Recommended Changes:			179.4	179.4	0.0	3.00	184.0	2.2
Staff Recommended New/Enhanced Services:			371.7	371.7	0.0	6.00	246.3	2.2
24766		Street Lighting - Pedestrian Scale Lighting (2021 IE26.15)						
74	No Impact	Description: Three staff and funding to manage existing assets including development of SOGR plan as well as interim maintenance. Service Level Impact: Equity Statement: The proposal is unlikely to have an equity impact on equity –deserving groups as all residents are pedestrians who would receive benefits from maintenance of pedestrian scale lighting. Service: Transportation Safety & Operations						
Total Staff Recommended Changes:			1,015.3	1,015.3	0.0	3.00	1,273.6	50.0
Staff Recommended New/Enhanced Services:			1,015.3	1,015.3	0.0	3.00	1,273.6	50.0

Appendix 4- Continued

Summary of 2022 New / Enhanced Service Priorities Included in Budget

Form ID	Infrastructure and Development Services Program - Transportation Services	Adjustments				2023 Plan Net Change	2024 Plan Net Change	
		Gross Expenditure	Revenue	Net	Approved Positions			
25884	TTC projects (Bloor-Yonge Cap. Improv./Waterfront LRT)							
74	No Impact	Description:						
		Three staff are requested at this time to ensure appropriate resources are dedicated to review and issue permits within the right of way and coordinate work zone schedules amongst other projects. Eliminate congestion and reduce travel time on the road while increasing safety for pedestrians.						
		Service Level Impact:						
		There are no dedicated staff to support permit review/issuance and work zone coordination for these TTC projects.						
		Equity Statement:						
		n/a						
		Service: Road & Sidewalk Management						
		Total Staff Recommended Changes:	192.3	192.3	0.0	3.00	0.0	0.0
		Staff Recommended New/Enhanced Services:	192.3	192.3	0.0	3.00	0.0	0.0
25620	Installation and Decommission of Monitoring Wells							
75	No Impact	Description:						
		Two new permit fees to install a monitoring well within right of way and to decommission monitoring well including the review of the indemnity agreement.						
		Service Level Impact:						
		Currently, there is one application fee for the initial excavation into the ground for any reason. With these new fees, there will be a permit cost to specifically install a monitoring well. There will also be a secondary fee to decommission the monitoring well. Currently, the review of monitoring wells are funded by a limited funding source, Management of Contaminated Lands Reserve Fund, that will be exhausted shortly. The revenue from these new user fees will reduce the draw from the Reserve Fund and ultimately, the tax base in upcoming years.						
		Equity Statement:						
		n/a						
		Service: Road & Sidewalk Management						
		Total Staff Recommended Changes:	0.0	33.5	(33.5)	0.00	(0.8)	(0.8)
		Staff Recommended New/Enhanced Services:	0.0	33.5	(33.5)	0.00	(0.8)	(0.8)
Summary:								
	Staff Recommended New / Enhanced Services:	6,822.9	2,011.0	4,811.9	71.66	2,466.1	153.9	

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.
Council Directed:							
Dundas Street Renaming	231.6	102.0		(102.0)			
Total 2022 New / Enhanced Services	231.6	102.0		(102.0)			

Appendix 6

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

(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
Health and Safety														
City Bridge Rehabilitation (Critical) <input checked="" type="checkbox"/>	27,454	19,921	34,379								81,754	81,754		
Glen Road Pedestrian Bridge <input checked="" type="checkbox"/>	4,800	9,500	6,000	2,200							22,500	22,500		
Guide Rail Program	800	1,100	1,000								2,900	2,900		
Pedestrian Lighting <input checked="" type="checkbox"/>		800									800	800		
Road Safety Plan <input checked="" type="checkbox"/>	20,388	43,843	41,931	5,047	5,069	5,094	5,121	5,152	5,183	5,059	141,887	141,887		
Health and Safety Sub-Total	53,442	75,164	83,310	7,247	5,069	5,094	5,121	5,152	5,183	5,059	249,841	249,841		
State of Good Repair														
City Bridge Rehabilitation <input checked="" type="checkbox"/>	32,546	60,079	35,621	36,170	36,727	37,293	37,852	38,420	38,996	39,581	393,285		393,285	
Critical Interim Road Rehabilitation Pool	7,000	9,607	8,491	8,618	8,748						42,464		42,464	
Ditch Rehabilitation and Culvert Reconstruction <input checked="" type="checkbox"/>	1,000	620	800	1,000	1,000	1,000	1,000	1,000	1,000	1,000	9,420		9,420	
Don Valley Parkway Rehabilitation	2,000	2,558	2,558	2,558	2,558	2,558	2,558	2,558	2,558	2,558	25,022		25,022	
Dufferin Street Bridge Rehabilitation <input checked="" type="checkbox"/>	1,080	1,080	492	182	567						3,401		3,401	
Dunn and Dowling Bridges <input checked="" type="checkbox"/>		1,500									1,500		1,500	
F. G. Gardiner Rehabilitation Program	48,701	143,511	208,388	193,500	437,175	386,197	305,274	111,882	85,000		1,919,628		1,919,628	
F.G. Gardiner - Critical Repairs	5,000	5,000	5,000	5,000							20,000		20,000	
Facility Improvements	1,000	4,203									5,203		5,203	
Laneways	1,882	1,910	1,939	1,968	1,998	2,027	2,062	2,103	1,445	1,474	18,808		18,808	
Local Road Rehabilitation	70,000	70,000	70,000	60,724	61,939	63,178	64,441	65,730	67,045	68,386	661,443		661,443	
Major Road Rehabilitation	47,822	64,366	65,534	60,724	61,939	63,178	64,441	65,730	67,045	68,386	629,165		629,165	
Major Pooled Contingency	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000		50,000	
Retaining Walls Rehabilitation	1,580	5,900	5,921								13,401		13,401	
Sidewalks	12,817	16,522	16,788	17,059	16,334	16,351	16,351	16,678	17,012	17,352	163,264		163,264	
Signs and Markings Asset Management	4,249	4,742	4,436	4,526	4,618	4,713	4,809	4,908	5,004	5,104	47,109		47,109	
Traffic Plant Requirements/Signal Asset Management	5,425	8,425	6,925	6,925	6,925	6,925	6,925	6,925	6,925	6,925	69,250		69,250	
State of Good Repair Sub-Total	247,102	405,023	437,893	403,954	645,528	588,420	510,713	320,934	297,030	215,766	4,072,363		4,072,363	

- Project 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

(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
Service Improvement														
Cycling Infrastructure <input checked="" type="checkbox"/>	20,000	20,000	20,000	20,000	20,000	18,000	10,000	10,000	10,000	10,000	158,000			158,000
Eglinton Connects LRT <input checked="" type="checkbox"/>		15,000									15,000			15,000
Engineering Studies	4,238	4,788	3,038	3,038	3,038	3,038					21,178			21,178
Housing Now Site <input checked="" type="checkbox"/>		1,200									1,200			1,200
King Street Transit Priority Corridor <input checked="" type="checkbox"/>		1,360	360								1,720			1,720
Neighbourhood Improvements	2,316	4,014	2,000	2,000	2,000	2,000	2,000				16,330			16,330
Mapping and GIS Repository	783	507									1,290			1,290
MoveTO <input checked="" type="checkbox"/>	5,000	10,747	9,625	10,491							35,863			35,863
Rockcliffe Flood Mitigation <input checked="" type="checkbox"/>		5,565	17,991	17,991	14,695						56,242			56,242
Sheppard Bridge over Highway 404 Public Realm Imp <input checked="" type="checkbox"/>		367									367			367
System Enhancements for Road Repair & Permits	2,150	2,000									4,150			4,150
Surface Network Transit Plan <input checked="" type="checkbox"/>	2,500	10,774	12,725	30,254							56,253			56,253
TO360 Wayfinding <input checked="" type="checkbox"/>	785	822	759	519	560	966					4,411			4,411
Traffic Congestion Management <input checked="" type="checkbox"/>	1,500	1,500									3,000			3,000
West Toronto Rail Path Extension <input checked="" type="checkbox"/>	2,000	20,000	30,650								52,650			52,650
Service Improvement Sub-Total	41,272	98,644	97,148	84,293	40,293	24,004	12,000	10,000	10,000	10,000	427,654			427,654
Growth Related														
Beecroft Extension <input checked="" type="checkbox"/>	500	20,240									20,740			20,740
Broadview Extension		4,510									4,510			4,510
Don Mills Crossing Bridge <input checked="" type="checkbox"/>			4,500								4,500			4,500
Emery Village Improvements <input checked="" type="checkbox"/>		1,550									1,550			1,550
GO Transit Expansion City Share <input checked="" type="checkbox"/>		22,000									22,000			22,000
John Street Revitalization Project <input checked="" type="checkbox"/>		21,985	11,833	13,900							47,718			47,718
King Liberty Cycling Pedestrian Bridge <input checked="" type="checkbox"/>		1,633									1,633			1,633
LARP P1 (Lawrence-Allen Revitalization Project) <input checked="" type="checkbox"/>	1,150	2,120	3,459								6,729			6,729
LARP P2 (Lawrence-Allen Revitalization Project) <input checked="" type="checkbox"/>	125	500	625	1,100	1,100						3,450			3,450
LARP P3 (Lawrence-Allen Revitalization Project) <input checked="" type="checkbox"/>								1,500	3,000	4,500	9,000			9,000
Legion Road Extension & Grade Separation <input checked="" type="checkbox"/>	775	2,800									3,575			3,575
Liberty Village New Street Project <input checked="" type="checkbox"/>		22,500	11,250	14,951	13,351	13,351					75,403			75,403
Lower Yonge <input checked="" type="checkbox"/>		3,000									3,000			3,000
Metrolinx Additional Infrastructure <input checked="" type="checkbox"/>	2,000	9,270									11,270			11,270
Morningside Extension <input checked="" type="checkbox"/>			1,250								1,250			1,250
New Courthouse Streetscape		2,500									2,500			2,500
North York Service Road Extension <input checked="" type="checkbox"/>	400	9,633	4,000								14,033			14,033
Peel Gladstone <input checked="" type="checkbox"/>	1,500	1,800									3,300			3,300
Port Union Road <input checked="" type="checkbox"/>	5,000	4,523									9,523			9,523
Progress Ave and McCowan Road Reconfiguration <input checked="" type="checkbox"/>							29,700				29,700			29,700
Rean to Kenaston New Road <input checked="" type="checkbox"/>	50	4,300									4,350			4,350
Regent Park Revitalization	1,300										1,300			1,300
Scarlett/St Clair/Dundas <input checked="" type="checkbox"/>	4,370	17,400	13,150	10,000							44,920			44,920
Six Points Interchange Redevelopment <input checked="" type="checkbox"/>	570										570			570
St Clair TMP:Keele to Old Weston <input checked="" type="checkbox"/>				229,906							229,906			229,906
Steeles Widening (Tapscott Road - Beare Road) <input checked="" type="checkbox"/>	350	6,565	17,000	15,000	5,000						43,915			43,915
Woodfield Road Extension <input checked="" type="checkbox"/>		200									200			200
Work for TTC & Others	9,000	8,000	6,000	4,000	4,000	4,000	4,000				39,000			39,000
Yonge TOMorrow <input checked="" type="checkbox"/>	1,500	1,500	2,568	2,568	2,568						10,704			10,704
Growth Related Sub-Total	28,590	168,529	75,635	291,425	26,019	47,051	4,000	1,500	3,000	4,500	650,249			650,249
Total Expenditures (including carry forward from 2021)	370,406	747,360	693,986	786,919	716,909	664,569	531,834	337,586	315,213	235,325	5,400,107	249,841	4,072,363	1,077,903

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

Appendix 6a

2022 Cash Flow and Future Year Commitments Including Carry Forward Funding

(In \$000s)	2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	Total 2022 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
Health and Safety														
City Bridge Rehabilitation (Critical)	27,454	19,921	34,379								81,754	81,754		
Glen Road Pedestrian Bridge	4,800	9,500	6,000	2,200							22,500	17,928	4,572	
Guide Rail Program	800	1,100	1,000								2,900	1,900	1,000	
Pedestrian Lighting		800									800			800
Road Safety Plan	20,388	43,843	41,931	3,586	3,586						113,334	107,344	5,990	
Health and Safety Sub-Total	53,442	75,164	83,310	5,786	3,586						221,288	208,926	11,562	800
State of Good Repair														
City Bridge Rehabilitation	32,546	60,079	35,621	36,170	36,727	7,459					208,602	178,768	29,834	
Critical Interim Road Rehabilitation Pool	7,000	9,607	8,491								25,098	17,607		7,491
Ditch Rehabilitation and Culvert Reconstruction	1,000	620	800								2,420	1,420	1,000	
Don Valley Parkway Rehabilitation	2,000	2,558	2,558	2,558							9,674	6,116	3,558	
Dufferin Street Bridge Rehabilitation	1,080	1,080	492	182	567						3,401			3,401
Dunn and Dowling Bridges		1,500									1,500			1,500
F. G. Gardiner Rehabilitation Program	48,701	143,511	208,388	193,500							594,100	824,518	(230,418)	
F.G. Gardiner - Critical Repairs	5,000	5,000	5,000	5,000							20,000	10,500		9,500
Facility Improvements	1,000	4,203									5,203	5,203		
Laneways	1,882	1,910	1,939	1,968	1,998						9,697	7,699	1,998	
Local Road Rehabilitation	70,000	70,000	70,000	60,724	61,939	18,652					351,315	262,306		89,009
Major Road Rehabilitation	47,822	64,366	65,534	60,724	61,939	14,442					314,827	255,330		59,497
Major Pooled Contingency	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000	26,600		23,400
Retaining Walls Rehabilitation	1,580	5,900	5,921								13,401	4,701	8,700	
Sidewalks	12,817	16,522	16,788								46,127	30,781	15,346	
Signs and Markings Asset Management	4,249	4,742	4,436								13,427	8,591	4,836	
Traffic Plant Requirements/Signal Asset Management	5,425	8,425	6,925	6,925	6,925						34,625	28,700	5,925	
State of Good Repair Sub-Total	247,102	405,023	437,893	372,751	175,095	45,553	5,000	5,000	5,000	5,000	1,703,417	1,668,840	(159,221)	193,798

(In \$000s)	2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	Total 2022 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
Service Improvement														
Cycling Infrastructure	20,000	20,000	20,000	20,000	20,000	18,000					118,000	24,909		93,091
Eglinton Connects LRT		15,000									15,000	15,000		
Engineering Studies	4,238	4,788	3,038	3,038	3,038						18,140	12,064	6,076	
Housing Now Site		1,200									1,200			1,200
King Street Transit Priority Corridor		1,360									1,360	1,360		
Neighbourhood Improvements	2,316	4,014	2,000	2,000							10,330	6,830		3,500
Mapping and GIS Repository	783	507									1,290	1,290		
MoveTO	5,000	10,747	9,625	10,491							35,863	35,863		
Rockcliffe Flood Mitigation														
Sheppard Bridge over Highway 404 Public Realm Imp		367									367	367		
System Enhancements for Road Repair & Permits	2,150	2,000									4,150	2,150		2,000
Surface Network Transit Plan	2,500	10,774	12,725	30,254							56,253	56,253		
TO360 Wayfinding	785	822	759	519							2,885	2,859	26	
Traffic Congestion Management	1,500	1,500									3,000	3,000		
West Toronto Rail Path Extension	2,000	20,000	30,650								52,650	51,000	1,650	
Service Improvement Sub-Total	41,272	93,079	78,797	66,302	23,038	18,000					320,488	212,945	7,752	99,791
Growth Related														
Beecroft Extension	500	20,240									20,740			20,740
Broadview Extension		4,510									4,510	4,510		
Don Mills Crossing Bridge			4,500								4,500			4,500
Emery Village Improvements		1,550									1,550	1,550		
GO Transit Expansion City Share		22,000									22,000	22,000		
John Street Revitalization Project		21,985	11,833	13,900							47,718	46,318	1,400	
King Liberty Cycling Pedestrian Bridge		1,633									1,633	1,233	400	
LARP P1 (Lawrence-Allen Revitalization Project)	1,150	2,120	3,459								6,729	5,289	1,440	
LARP P2 (Lawrence-Allen Revitalization Project)	125	500	625	1,100	1,100						3,450			3,450
LARP P3 (Lawrence-Allen Revitalization Project)								1,500	3,000	4,500	9,000			9,000
Legion Road Extension & Grade Separation	775	2,800									3,575	775	2,800	
Liberty Village New Street Project		22,500	11,250	14,951	13,351	13,351					75,403	45,000		30,403
Lower Yonge		3,000									3,000	3,000		
Metrolinx Additional Infrastructure	2,000	9,270									11,270	8,624	2,646	
Morningside Extension			1,250								1,250	1,250		
New Courthouse Streetscape		2,500									2,500	2,500		
North York Service Road Extension	400	9,633	4,000								14,033	13,783	250	
Peel Gladstone	1,500	1,800									3,300	3,300		
Port Union Road	5,000	4,523									9,523	9,523		
Progress Ave and McCowan Road Reconfiguration						29,700					29,700			29,700
Rean to Kenaston New Road	50	4,300									4,350	6,375	(2,025)	
Regent Park Revitalization	1,300										1,300	1,300		
Scarlett/St Clair/Dundas	4,370	17,400	13,150	10,000							44,920	41,533	3,387	
Six Points Interchange Redevelopment	570										570	570		
St Clair TMP:Keele to Old Weston				229,906							229,906	229,906		
Steeles Widening (Tapscott Road - Beare Road)	350	6,565	17,000	15,000	5,000						43,915	6,500		37,415
Woodfield Road Extension		200									200	200		
Work for TTC & Others	9,000	8,000	6,000	4,000	4,000	4,000					35,000	24,015		10,985
Yonge TOMorrow	1,500	1,500	2,568	2,568	2,568						10,704	10,704		
Growth Related Sub-Total	28,590	168,529	75,635	291,425	26,019	47,051		1,500	3,000	4,500	646,249	489,758	10,298	146,193
Total Expenditures (including carry forward from 2021)	370,406	741,795	675,635	736,264	227,738	110,604	5,000	6,500	8,000	9,500	2,891,442	2,580,469	(129,009)	440,582

Appendix 6b

2023 - 2031 Capital Plan

(In \$000s)	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	Total 2022 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
Health and Safety													
Road Safety Plan			1,461	1,483	5,094	5,121	5,152	5,183	5,059	28,553	28,553		
Health and Safety Sub-Total			1,461	1,483	5,094	5,121	5,152	5,183	5,059	28,553	28,553		
State of Good Repair													
City Bridge Rehabilitation					29,834	37,852	38,420	38,996	39,581	184,683		184,683	
Critical Interim Road Rehabilitation Pool			8,618	8,748						17,366		17,366	
Ditch Rehabilitation and Culvert Reconstruction			1,000	1,000	1,000	1,000	1,000	1,000	1,000	7,000		7,000	
Don Valley Parkway Rehabilitation				2,558	2,558	2,558	2,558	2,558	2,558	15,348		15,348	
F. G. Gardiner Rehabilitation Program				437,175	386,197	305,274	111,882	85,000		1,325,528		1,325,528	
Laneways					2,027	2,062	2,103	1,445	1,474	9,111		9,111	
Local Road Rehabilitation					44,526	64,441	65,730	67,045	68,386	310,128		310,128	
Major Road Rehabilitation					48,736	64,441	65,730	67,045	68,386	314,338		314,338	
Sidewalks			17,059	16,334	16,351	16,351	16,678	17,012	17,352	117,137		117,137	
Signs and Markings Asset Management			4,526	4,618	4,713	4,809	4,908	5,004	5,104	33,682		33,682	
Traffic Plant Requirements/Signal Asset Management					6,925	6,925	6,925	6,925	6,925	34,625		34,625	
State of Good Repair Sub-Total			31,203	470,433	542,867	505,713	315,934	292,030	210,766	2,368,946		2,368,946	
Service Improvement													
Cycling Infrastructure						10,000	10,000	10,000	10,000	40,000			40,000
Engineering Studies					3,038					3,038			3,038
King Street Transit Priority Corridor		360								360			360
Neighbourhood Improvements				2,000	2,000	2,000				6,000			6,000
Rockcliffe Flood Mitigation	5,565	17,991	17,991	14,695						56,242			56,242
TO360 Wayfinding				560	966					1,526			1,526
Service Improvement Sub-Total	5,565	18,351	17,991	17,255	6,004	12,000	10,000	10,000	10,000	107,166			107,166
Growth Related													
Work for TTC & Others						4,000				4,000			4,000
Growth Related Sub-Total						4,000				4,000			4,000
Total Expenditures (including carry forward from 2021)	5,565	18,351	50,655	489,171	553,965	526,834	331,086	307,213	225,825	2,508,665	28,553	2,368,946	111,166

Appendix 7

Reporting on Major Capital Projects: Status Update

Division/Project name	2021 Cash Flow			Total Project Cost		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
F. G. Gardiner*	80,376	44,321	68,320	2,307,210	351,527	On Track	01-Apr-2017	TBD (subject to completion of the award process)	N/A	G	G
Comments:	Projects are proceeding as scheduled. Contract 1 - Rehabilitation of the Expressway from Jarvis to Cherry - under construction. Work is proceeding on the revised schedule, planned completion by 2021 Contract 2 - Rehabilitation of the elevated portion of the Expressway from Dufferin to Strachan - Owners Engineer assignment has been awarded and is underway. Gardiner East: - Cherry to Logan - the RFP for the interim repairs detailed design and preliminary engineering assignment for the Hybrid proposal was issued in Q1 2019 and the contract was awarded at the end of Q2 2019. Work is proceeding on schedule. - DVP East - Construction works proceeding on schedule. Works underway in 2021 and anticipate to continue through 2022- 2024.										
Explanation for Delay:	N/A										

**The total project cost for the Gardiner reflects the 2017 - 2030 costs for Phase 1 works as per the Gardiner Expressway Strategic Rehabilitation Plan*

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

Appendix 8

Summary of Capital Needs Constraints

(In \$ Millions)

Project Description	Total Project	Non-Debt	Debt Required	Cash Flow (In \$ Thousands)										
				2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	
NOT INCLUDED														
<i>Beecroft Extension</i>	12,204	12,204				4,068	4,068	4,068						
<i>City Bridge Rehabilitation</i>	405,594		405,594				68,878	65,293	66,750	53,150	49,495	50,501	51,527	
<i>Critical Interim Road Rehabilitation Pool</i>	45,746		45,746						8,879	9,012	9,147	9,284	9,424	
<i>Cycling Infrastructure</i>	42,000	10,500	31,500						2,000	10,000	10,000	10,000	10,000	
<i>Dunn and Dowling Bridges</i>	21,010		21,010			10,500	10,500		10					
<i>Dufferin Street Bridge Rehabilitation</i>	30,710		30,710			15,350	15,350		10					
<i>Eglinton Connects LRT</i>	75,000	6,000	69,000							15,000	15,000	15,000	15,000	15,000
<i>Emery Village Improvements</i>	6,674	6,674				6,347	327							
<i>F. G. Gardiner Rehabilitation Program</i>	39,030		39,030										1,320	37,710
<i>GO Transit Expansion City Share</i>	126,650	33,940	92,710			20,800	8,400	7,650		79,100	10,700			
<i>Highland Creek Village</i>	13,570		13,570			350	350	600	570	6,000	5,700			
<i>Ingram Drive Extension - Grade Separation</i>	92,820	92,820										42,820	25,000	25,000
<i>Laneways</i>	156,606		156,606	77,820	8,242	8,365	8,491	8,618	8,748	8,879	9,012	9,147	9,284	
<i>Legion Road Extension & Grade Separation</i>	45,417	45,417				9,063	18,127	18,227						
<i>Local Road Rehabilitation</i>	2,560,964		2,560,964	727,965	148,636	108,110	141,851	184,930	175,513	255,944	236,846	276,457	304,712	
<i>Lower Yonge</i>	101,350	87,243	14,107			5,170	32,060	32,060	32,060					
<i>Major Road Rehabilitation</i>	2,315,290		2,315,290	1,000,289	149,985	80,828	148,067	261,060	112,408	154,142	129,549	128,752	150,210	
<i>Metrolinx Additional Infrastructure</i>	7,750	6,200	1,550		2,750	5,000								
<i>Modernize Bridge Management System(BMS)</i>	3,500		3,500			1,000	1,000	1,500						
<i>Morningside Extension</i>	33,000	33,000			5,000	5,000	14,000	9,000						
<i>MoveTO</i>	72,368	5,788	66,580		24,226	24,071	24,071							
<i>Passmore Avenue Widening</i>	2,260	1,874	386					155	50	2,055				
<i>Re-Imagining Yonge St Shep to Finch</i>	71,776	37,321	34,455			1,000	1,060	20,915	20,915	27,886				
<i>Rockcliffe Flood Mitigation</i>	41,437		41,437			7,758	8,263		5,570	9,923	9,923			
<i>SilverStar Boulevard</i>	25,000	25,000				625	625	11,875	11,875					
<i>St Clair TMP:Keele to Old Weston</i>	18,540		18,540					18,540						
<i>Surface Network Transit Plan</i>	199,413	178,546	20,867				19,486	34,636	39,595	28,064	40,643	36,989		
<i>Yonge Street/Highway 401 Interchange Improvements</i>	192,000	192,000						56,000	56,000	40,000	40,000			
<i>Yonge Tomorrow</i>	66,110		66,110			13,182	23,682	23,682	5,564					
Total Needs Constraints (Not Included)	6,823,789	793,067	6,030,722	1,806,074	348,902	335,651	567,796	720,542	561,517	699,155	608,835	562,450	612,867	

Appendix 9

2022 User Fee Changes

(Excludes User Fees Adjusted for Inflation)

Table 9a - New User Fees

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2022 Budget Rate	2023 Plan Rate	2024 Plan Rate
TP168	To install a monitoring well within the right of way	Construction Permits	Full Cost Recovery	Per permit	\$118.74	\$121.51	\$124.34
TP169	To decommission monitoring well including the review of the indemnity agreement.	Construction Permits	Full Cost Recovery	Per agreement	\$859.95	\$879.98	\$900.49

Table 9b – Fees Above Inflation

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2021	2022		2023	2024	
					Approved Rate	Inflationary Adjusted Rate	Above Inflation Adjustments	Budget Rate	Plan Rate	Plan Rate
TP063.1	To provide on street parking for 1st vehicle to residents who have no place to park on site - annual fee (Priority One)	Parking Permits	City Policy	Per space (Jun-Dec)	\$206.47	\$211.90	\$0.50	\$212.40	\$217.99	\$223.72
TP068.1	To provide on street parking for 2nd and subseq. vehicle to residents with no place to park on site - 6 month permit (Priority Two)	Parking Permits	City Policy	Per space (Jun-Dec)	\$320.57	\$329.00	\$0.22	\$329.22	\$337.88	\$346.77

Table 9c - User Fees for Discontinuation

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2021 Approved Rate	Reason for Discontinuation
TP119.6	Free-Floating Car-Share Permit	Parking Permits	City Policy	Per car-share vehicle	\$1,565.90	duplicate TP119.2
TP119.7	Free-Floating Car-Share Permit - Re-issuance Fee	Parking Permits	City Policy	Per permit	\$34.13	duplicate TP119.5

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
		\$	\$	\$
Light Emitting Diode (Led) Reserve Fund	XR1407			
Beginning Balance		2,766.9	1,271.1	1,280.5
<i>Withdrawals(-)</i>				
Transportation Services Withdrawals - Operating		(1,500.0)	0.0	0.0
	Total Withdrawals	(1,500.0)	0.0	0.0
<i>Contributions(+)</i>				
	Total Contributions	0.0	0.0	0.0
Total Reserve / Reserve Fund Draws / Contributions		(1,500.0)	0.0	0.0
	Interest Income	4.2	9.4	10.6
Balance at Year- End		1,271.1	1,280.5	1,291.2

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2022	2023	2024
		\$	\$	\$
Management Of Contaminated Lands RF	XR3404			
Beginning Balance		816.3	579.0	343.6
<i>Withdrawals(-)</i>				
Transportation Services Withdrawals - Operating		(238.8)	(238.8)	(238.8)
	Total Withdrawals	(238.8)	(238.8)	(238.8)
<i>Contributions(+)</i>				
	Total Contributions	0.0	0.0	0.0
Total Reserve / Reserve Fund Draws / Contributions		(238.8)	(238.8)	(238.8)
	Interest Income	1.5	3.4	1.9
Balance at Year- End		579.0	343.6	106.7

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2022	2023	2024
		\$	\$	\$
Paver Maintenance Reserve Fund	XR1413			
Beginning Balance		438.6	439.5	442.7
<i>Withdrawals(-)</i>				
Transportation Services Contributions - Operating		(10.0)	(10.0)	(10.0)
	Total Withdrawals	(10.0)	(10.0)	(10.0)
<i>Contributions(+)</i>				
Transportation Services Withdrawals - Operating		10.0	10.0	10.0
	Total Contributions	10.0	10.0	10.0
Total Reserve / Reserve Fund Draws / Contributions		0.0	0.0	0.0
	Interest Income	0.9	3.3	3.7
Balance at Year- End		439.5	442.7	446.4

Appendix 10 (Continued)

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
		\$	\$	\$
Public Realm Reserve Fund	XR1410			
Beginning Balance		48,166.5	50,970.0	56,658.6
<i>Withdrawals(-)</i>				
Transportation Services Withdrawals - Operating		(24,193.5)	(21,903.9)	(21,402.3)
Other Division/Agency Withdrawals - Operating		(2,456.7)	(2,456.7)	(2,456.7)
Transportation Services Withdrawals - Capital		(2,785.0)	(4,182.0)	(3,119.0)
	Total Withdrawals	(29,435.2)	(28,542.6)	(26,978.0)
<i>Contributions(+)</i>				
Transportation Services Contributions - Operating		32,134.6	33,833.4	35,499.9
	Total Contributions	32,134.6	33,833.4	35,499.9
Total Reserve / Reserve Fund Draws / Contributions		2,699.4	5,290.9	8,521.9
	Interest Income	104.1	397.8	506.8
Balance at Year- End		50,970.0	56,658.6	65,687.3
Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2022	2023	2024
		\$	\$	\$
Toronto 360 Wayfinding RF	XR1414			
Beginning Balance		11.8	11.8	11.9
<i>Withdrawals(-)</i>				
Transportation Services Contributions - Operating	Total Withdrawals	(10.0)	(10.0)	(10.0)
<i>Contributions(+)</i>				
Transportation Services Withdrawals - Operating	Total Contributions	10.0	10.0	10.0
Total Reserve / Reserve Fund Draws / Contributions		0.0	0.0	0.0
	Interest Income	0.0	0.1	0.1
Balance at Year- End		11.8	11.8	11.9
Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2022	2023	2024
		\$	\$	\$
Vehicle Reserve-Transportation	XQ1015			
Beginning Balance		26,785.9	16,408.8	6,441.3
<i>Withdrawals(-)</i>				
Other Division/Agency Withdrawals - Capital		(14,686.1)	(15,276.5)	(7,000.0)
	Total Withdrawals	(14,686.1)	(15,276.5)	(7,000.0)
<i>Contributions(+)</i>				
Transportation Services Contributions - Operating		4,309.0	5,309.0	5,809.0
	Total Contributions	4,309.0	5,309.0	5,809.0
Total Reserve / Reserve Fund Draws / Contributions		(10,377.1)	(9,967.5)	(1,191.0)
	Interest Income	n/a	n/a	n/a
Balance at Year- End		16,408.8	6,441.3	5,250.3

Appendix 10 (Continued)

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
		\$	\$	\$
Vehicle-For-Hire Reserve Fund	XR1505			
Beginning Balance		9,646.7	9,500.9	4,782.7
<i>Withdrawals(-)</i>				
Transportation Services Withdrawals - Operating		0.0	(2.6)	(6.7)
Other Division/Agency Withdrawals - Operating		(5,552.8)	(6,052.8)	(6,052.8)
	Total Withdrawals	(5,552.8)	(6,055.4)	(6,059.5)
<i>Contributions(+)</i>				
Other Division/Agency Withdrawals - Contributions		5,387.0	1,284.5	1,284.5
	Total Contributions	5,387.0	1,284.5	1,284.5
Total Reserve / Reserve Fund Draws / Contributions		(165.8)	(4,770.9)	(4,775.0)
	Interest Income	20.1	52.7	19.9
Balance at Year- End		9,500.9	4,782.7	27.6

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
XR1403	Beginning Balance	509	510	11	11	11	11	12	12	12	12
Land Acquisition- Toronto Transportation	<i>Withdrawals (-)</i>										
	Transportation - Capital	-	(501)	-	-	-	-	-	-	-	-
	Total Withdrawals	-	(501)	-	-	-	-	-	-	-	-
	<i>Contributions (+)</i>										
	Total Contributions	-	-	-	-	-	-	-	-	-	-
	Interest Income	1	2	0	0	0	0	0	0	0	0
Balance at Year-End		510	11	11	11	11	12	12	12	12	12

Corporate 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
XQ0011	Beginning Balance	338,443	327,286	250,720	68,786	25,000	(3,644)	(1,758)	22,459	48,572	72,805
Capital Financing	<i>Withdrawals (-)</i>										
	Transportation - Capital	(42,700)	(107,180)	(196,119)	(58,580)	(30,000)	(19,000)	-	-	-	-
	Other Division/Agency	(8,023)	(8,951)	(25,380)	(24,771)	(38,210)	(18,679)	(15,348)	(13,452)	(15,333)	(16,770)
	Total Withdrawals	(50,723)	(116,131)	(221,499)	(83,351)	(68,210)	(37,679)	(15,348)	(13,452)	(15,333)	(16,770)
	<i>Contributions (+)</i>										
	Other Division/Agency	39,565	39,565	39,565	39,565	39,565	39,565	39,565	39,565	39,565	39,565
	Total Contributions	39,565	39,565	39,565	39,565	39,565	39,565	39,565	39,565	39,565	39,565
Balance at Year-End		327,286	250,720	68,786	25,000	(3,644)	(1,758)	22,459	48,572	72,805	95,600

Appendix 10 (Continued)

Inflows and Outflows to/from Reserves and Reserve Funds

2022 – 2031 Capital Budget and Plan

Corporate 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
XR1012 Land Acquisition	Beginning Balance	121,155	89,258	63,456	60,925	58,670	56,528	54,604	52,650	52,932	53,219
	Withdrawals (-)										
	Transportation - Capital	-	(5,833)	-	-	-	-	-	-	-	-
	Other Division/Agency	(32,118)	(20,532)	(3,045)	(3,045)	(3,045)	(2,795)	(2,795)	(545)	(545)	(545)
	Total Withdrawals	(32,118)	(26,365)	(3,045)	(3,045)	(3,045)	(2,795)	(2,795)	(545)	(545)	(545)
	Contributions (+)										
	Total Contributions	-	-	-	-	-	-	-	-	-	-
	Interest Income	221	563	514	790	903	871	841	828	832	837
Balance at Year-End		89,258	63,456	60,925	58,670	56,528	54,604	52,650	52,932	53,219	53,511

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
XR2110 Dev Charges RF - Roads & Related	Beginning Balance	305,678	323,110	276,083	305,971	177,432	233,467	293,804	374,075	457,192	543,234
	Withdrawals (-)										
	Transportation - Capital	(25,752)	(124,058)	(53,487)	(212,877)	(23,257)	(20,634)	(3,341)	(3,344)	(3,346)	(3,271)
	Other Division/Agency	(18,526)	(6,232)	(88)	(88)	(88)	(88)	(88)	(88)	(88)	(88)
	Total Withdrawals	(44,278)	(130,290)	(53,575)	(212,965)	(23,345)	(20,722)	(3,429)	(3,432)	(3,434)	(3,359)
	Contributions (+)										
	Other Division/Agency	61,051	81,054	81,058	81,233	76,160	76,926	78,465	80,034	81,635	83,268
	Total Contributions	61,051	81,054	81,058	81,233	76,160	76,926	78,465	80,034	81,635	83,268
	Interest Income	660	2,209	2,406	3,193	3,221	4,133	5,235	6,516	7,841	9,214
Balance at Year-End		323,110	276,083	305,971	177,432	233,467	293,804	374,075	457,192	543,234	632,357

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
XR3028 Section 45	Beginning Balance	22,502	21,853	20,583	19,971	19,855	20,069	20,364	20,663	20,968	21,277
	Withdrawals (-)										
	Transportation - Capital	-	-	-	(307)	-	-	-	-	-	-
	Other Division/Agency	(696)	(1,426)	(780)	(72)	(99)	(22)	(22)	(22)	(22)	(22)
	Total Withdrawals	(696)	(1,426)	(780)	(379)	(99)	(22)	(22)	(22)	(22)	(22)
	Contributions (+)										
	Total Contributions	-	-	-	-	-	-	-	-	-	-
	Interest Income	47	156	168	263	313	317	322	326	331	336
Balance at Year-End		21,853	20,583	19,971	19,855	20,069	20,364	20,663	20,968	21,277	21,591

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
XR3026 Section 37	Beginning Balance	348,658	323,091	279,646	256,599	228,410	202,687	197,529	199,073	200,641	201,052
	Withdrawals (-)										
	Transportation - Capital	(1,816)	(15,916)	(4,283)	(2,261)	(2,568)	-	-	-	-	-
	Other Division/Agency	(24,455)	(29,752)	(20,980)	(29,132)	(26,534)	(8,294)	(1,565)	(1,565)	(2,737)	(2,393)
	Total Withdrawals	(26,271)	(45,668)	(25,263)	(31,393)	(29,102)	(8,294)	(1,565)	(1,565)	(2,737)	(2,393)
	Contributions (+)										
	Total Contributions	-	-	-	-	-	-	-	-	-	-
	Interest Income	705	2,222	2,216	3,204	3,379	3,137	3,109	3,133	3,148	3,158
Balance at Year-End		323,091	279,646	256,599	228,410	202,687	197,529	199,073	200,641	201,052	201,817

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).