

2023 Budget Notes

Toronto Community Housing Corporation and Toronto Seniors Housing Corporation

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Description

TCHC and TSHC (the Organization) delivers essential frontline service that involves providing housing and support for vulnerable Torontonians. Through deeply affordable rents the Organization makes it possible for tens of thousands of low-income families to maintain their housing.

TCHC's overall priorities are to provide positive tenant experience, quality homes and vibrant communities. These priorities underscore our continuing focus on delivering clean, well-maintained buildings where all tenants have opportunities to engage with their community. We are committed to ensuring that service delivery meets high standards consistently across the organization.

TSHC's overall priorities include a commitment to support seniors to allow them to live independently in their homes and communities and enjoy a better quality of life, including a focus on providing clean and well maintained buildings and improving health, wellness and social supports for tenants.

Why We Do It

The Organization's mission is to provide clean, safe, well-maintained, affordable homes for residents.

The Organization's portfolio of social housing buildings represent the most cost effective way to meet the housing needs of Toronto's economically vulnerable residents. Housing the same number of people in the shelter system would cost more than \$3.5 billion a year.

Through collaboration and with residents' needs at the forefront, we connect residents to services and opportunities, and help foster great neighbourhoods where people can thrive.

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

Who We Serve:

The Organization's tenants are from all walks of life, with a primary eligibility being low-income, survivors of domestic violence or human trafficking, shelter residents, and applicants experiencing homelessness.

Notable statistics about tenants include:

- 43% of households have a member with a disability
- 29% of tenants live alone
- 26% of households are headed by a single parent
- 12% of households self-identify as having at least one member with a mental health concern
- Close to 75% of households rely on government funds as their primary source of income
- 72% of TSHC tenants are aged 65-84 and 22% are 85 and older
- 43% of TSHC tenants do not speak English as a first language

What We Deliver:

The Organization provides affordable and subsidized housing to 110,000 tenants (95,000 in TCHC and 15,000 in TSHC), in 58,500 units (44,800 in TCHC and 13,700 in TSHC), across the City. 89% of tenancies are deep-affordable, with a subsidy value sufficient to reduce the cost of housing to one-third of tenant income, or as little as \$85 per month. The Organization manages and maintains an infrastructure portfolio of 2,100 buildings, worth over \$10 billion and invests \$350 million in capital repairs and improvements per year towards restoring this valuable public asset to a full state of good repair.

Budget at a Glance

2023 OPERATING BUDGET				2023 - 2032 10-YEAR CAPITAL PLAN			
\$Million	Excluding COVID	COVID Impact	Total	\$Million	2023	2024-2032	Total
Revenues	\$696.1	(\$7.0)	\$689.1	Gross Expenditures – Building Repair	\$350.0	\$2,129.8	\$2,479.8
Gross Expenditures	\$696.1	\$3.8	\$699.9	Gross Expenditures – Development	\$88.5	\$571.5	\$660.0
Net Expenditures	\$0	\$10.8	\$10.8	Gross Expenditures - IT	\$5.2	\$0	\$5.2
				City Funding – Building Repair *	\$131.8	\$1,440.0	\$1,571.8
				City Funding – Development	\$15.9	\$14.1	\$30.0
				City Funding - IT	\$5.2	\$0	\$5.2

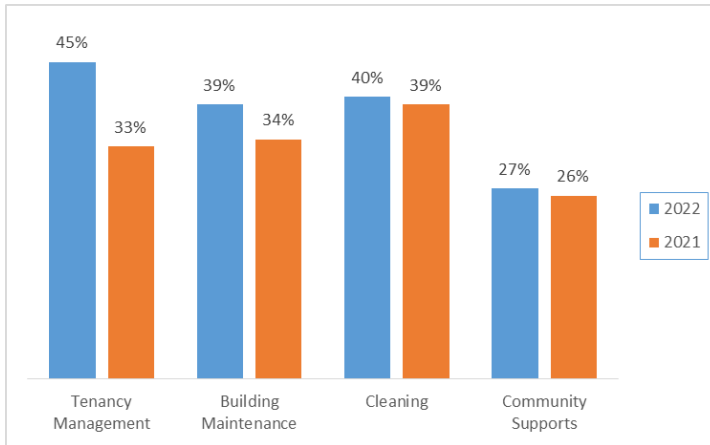
Note: TCHC and TSHC are presenting a consolidated 2023 Budget, as agreements between the two organizations are still under review.

* The Organization has included \$153M of City funding for capital in each year from 2029 to 2032 as an estimate of the ongoing amount to maintain a 10% FCI. Building Repair Capital funding requirements will be revisited and confirmed in future years along with ongoing Provincial and Federal funding.

- For 2023, the Organization has budgeted a net zero budget when COVID impacts are excluded, and net operating pressures of \$10.8 million when including the impacts of COVID.
- The 2023 operating subsidy provided by the City increased by \$18.5 million, or 6.7%, to \$295.8 million and includes a \$5.0 million increase to the base subsidy, as well as a one-time funding increase of \$13.5 million to a total of \$23.0 million. The one-time funding is being provided as a bridging strategy to offset operating cost pressures faced by the Organization. A comprehensive review of TCHC and TSHC financials in 2023, including the capital portfolio, will inform the subsidy level required in future years.
- The City is also budgeting a one-time contribution against the Organization's COVID impacts of \$10.8 million, with Federal/Provincial recoveries reflected in the City's corporate accounts along with all other COVID recoveries.
- For capital, the City is providing new funding of \$30 million towards the Organization's development capital plan, with \$15.9 million in 2023, \$12.6 million in 2024 and \$1.5 million in 2025. This funding will ensure that work on in-flight development projects can continue.
- In addition, the City is providing \$5.2 million towards the Organization's capitalized IT costs related to cybersecurity, resulting from Auditor General recommendations ([AU10.4 Auditor General's Cybersecurity Review](#)).
- The City has continued to add State of Good Repair investment to the tenth year of the capital plan, with a 10 year funding total of \$1.572 billion, furthering its commitment to support TCHC's building repair capital plan.

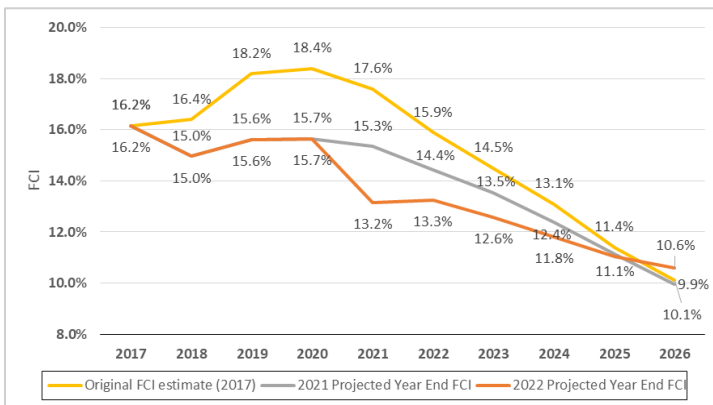
How Well We Are Doing – Behind the Numbers

2022 Service Quality Indicators



- TCHC receives tenant feedback on the quality of service delivery across its service hubs implemented across numerous buildings/communities within the TCHC portfolio.
- Compared to 2021, TCHC is seeing positive improvements across all Service Quality Indicators as per its tenants in the subset of buildings polled:
 - Tenant satisfaction with Tenancy Management has increased 12%
 - Building Maintenance is seeing a 5% improvement in tenant approval
 - Cleaning and Community Supports, each, are seeing increases in tenant satisfaction

2022 Building Facilities Condition Index – Actuals and Projection



- The Facility Condition Index represents the number of building components reaching or exceeding the end of their useful life.
- An FCI of 10% or less is the industry standard for a state of good repair.
- With a fully funded capital repair plan, TCHC has reliably improved upon its capital projections and is on-track to reach a sustainable state of good repair in 2026.

COVID-19 IMPACT AND RECOVERY

2023 Impact and Recovery

Operating Budget Impact

- Lost revenues of \$6.9 million due to bad debts of \$5.7 million on residential and commercial rents, as well as \$1.2 million in lost parking revenues.
- Expenditures of \$3.8 million for the Organization, which are significantly lower than the 2022 Projection, includes \$1.8 million for PPE, \$1.4 million in utilities usage by tenants and \$0.7 million in information technology requirements.

Service Level Changes

- There are no anticipated service level changes.

EXPERIENCES, CHALLENGES AND PRIORITIES

Our Experience and Success

- Along with the implementation of the new Choice-Based letting system, TCHC also worked with the Service Manager to house 525 households, representing 703 people through the Rapid Rehousing program that includes short-term and long-term supports.
- Completed bringing the East and Central region's Contract Managed buildings back to Direct Managed; implemented the conversion of Central (2,502 units), East (4,870 units) and Senior (993 units) Contract Managed buildings to Direct Managed.
- Increased efficiencies through the Alternate Response Unit, a team dedicated to handling service calls remotely or over the telephone, resulting in a mobile response from a special constable not being required.
- Developed a Summer Safety Strategy program in collaboration with the City of Toronto, Toronto Police Service and external community stakeholders.
- Community Safety Unit committee worked with the Centre to implement a Cadet program to hire black youth from TCHC communities in 2023.
- Continued to deliver on the 2022 State of Good Repair program amidst supply and labour shortages.
- Established formal TSHC structure and governance, transitioned 301 positions and TSHC began operations and service delivery on June 1 as planned for 83 buildings.
- Implemented Phase 3 of the Integrated Service Model (ISM) for the final 31 buildings bringing all 83 buildings into the ISM which is now operational in TSHC.
- TSHC completed a Listening Tour in 46 buildings engaging 1000+ tenants since June 1, implemented First-100 Day priority initiatives and initiated 3 Quality Improvement projects.
- TSHC supported by partners delivered COVID-19 and Flu vaccines to seniors tenants across 83 buildings.
- Completed the final phases of the HoMES project and officially closed a three-year business transformation project below budget.

Key Challenges and Risks

- TCHC continues to face challenges in maintaining non-union staff. The disparity in financial compensation for these individuals when compared to market, and even to the City's pay bands, continue to drive significant turnover and impacts TCHC's ability to attract new talent and retain existing talent.
- Both organizations will continue to be impacted by COVID-19 in 2023 but will continue to manage these pressures on an ongoing basis.
- Non-COVID pressures, such as utility rate increases, service contract rate increases, collective agreement pay increases, increase in mortgage principles & interest from the CMHC NHS loan, and transfer of market rental units to RGI, will represent significant pressures against the City subsidy.
- Increased costs for labour and materials associated with the State of Good Repair capital program will add significant pressures in 2023 to deliver the same number of completed projects by year end.

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- TSHC has delayed 50% of the corporate positions planned in 2023 which will impact continued implementation of the full organization as set out in the Shareholder direction.
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Priority Actions

- TCHC will look to reduce its non-union staffing turnover by aligning its compensation closer to that of the City and the market.
 - The continued implementation in restructuring the service delivery model will ensure tenants have easier, quicker and more accessible service, delivered safely and consistently through the Tenant Service Hubs opened across the City.
 - Continue to work with City staff to transition TCHC scattered houses to new permanent management by non-profit housing providers.
 - TCHC continues to execute its Capital Plan and continues to strive to bring its building portfolio into a state of good repair by 2026. In 2022, TCHC staff reprioritized the capital plan to account for labour and supply impacts to ensure that the Plan remained on schedule. In 2023, TCHC will continue to maintain a flexible approach to its Capital Plan.
 - Working with the City's Office of the Chief Information Security Officer, TCHC and TSHC will begin implementing its Cybersecurity program, which will include the replacement of many of the organization's end-of-life IT systems.
 - TSHC will implement 3 Quality Improvement Projects in Pest Management, Safety & Security and Staff and Tenant Relations and priority policy reviews with a senior lens.
 - TSHC will strive to maintain clean and well-maintained buildings and effectively manage vacancy and arrears to help ensure stable tenancies and rentable units.
 - TSHC will develop and implement a new Tenant Engagement Model and also extend community programming and health and wellness supports and partnerships for senior tenants.
 - As resources permit, TSHC will work towards establishing corporate functions in Finance, People and Culture (HR), Policy Planning and Quality Improvement and Communications/Engagement.
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TABLED BUDGET

Tabled budgets including City funding for Toronto Community Housing Corporation and Toronto Seniors Housing Corporation are reflected in the City's Budget within both the Housing Secretariat and Corporate Accounts and include:

- \$272.795 million in base operating subsidy reflected in Housing Secretariat, an increase of \$5 million from 2022.
- \$23.027 million in one-time funding to offset operating pressures reflected in Corporate Accounts, an increase of \$13.518 million from 2022.
- \$10.754 million to offset COVID-related operating pressures reflected in Corporate Accounts, subject to final 2022 COVID-19 impacts and secured COVID-19 funding supports.
- \$30 million towards development capital reflected in Housing Secretariat, including \$15.860 million in 2023, \$12.556 million in 2024 and \$1.584 million in 2025.
- \$5.190 million towards cybersecurity projects reflected in Housing Secretariat, resulting from Auditor General recommendations.
- \$1.572 billion towards building repairs over the 10-year period from 2023 to 2032 reflected in Housing Secretariat. TCHC will spend \$350 million towards building repairs in 2023.

2023 OPERATING BUDGET

2023 OPERATING BUDGET OVERVIEW

Table 1: 2023 Operating Budget by Service

(In \$000s)	2022 Budget	2022 Projection*			2023 Base Budget			2023 Budget	Change v. 2022 Projection	
		Excluding COVID	COVID Impacts	Total Proj.	Excluding COVID	COVID Impacts	Total Base		\$	%
By Service	\$	\$	\$	\$	\$	\$	\$	\$	\$	%
Revenues										
Residential Rent - RGI	250,754	260,709		260,709	265,076		265,076	265,076	4,367	1.7%
Residential Rent - Market	90,463	89,455	(1,407)	88,048	88,821		88,821	88,821	773	0.9%
City Subsidy**	267,794	267,794		267,794	272,795		272,795	272,795	5,000	1.9%
City One-Time Funding**	9,509	9,509		9,509	23,027		23,027	23,027	13,518	142.2%
Other	32,982	39,784	(7,680)	32,104	46,369	(6,907)	39,462	39,462	7,358	22.9%
Total Revenues	651,503	667,251	(3,087)	658,164	696,087	(6,907)	689,180	689,180	31,016	4.7%
Expenditures										
Total Operating Expenses**	678,344	671,493	8,366	679,859	696,087	3,847	699,934	699,934	20,075	3.0%
Total Gross Expenditures	678,344	671,493	8,366	679,859	696,087	3,847	699,934	699,934	20,075	3.0%
Net Expenditures	26,841	4,243	17,452	21,695	(3)	10,754	10,754	10,754	(10,941)	(50.4%)
Required COVID-19 Support	26,841			17,452			10,754	10,754	(6,698)	(38.4%)
Net Budget (excluding COVID-19 supports)				4,243					(4,243)	(100.0%)

* 2022 Projection based on 9 Month Variance

** The presentation of the City Subsidy and Operating Expense line items has been adjusted in the 2022 Budget and Projection to account for the transfer of scattered housing units out of TCHC during that year. The City Subsidy has been reduced by \$7.5M and Operating Expenses have been reduced by the same amount in both the 2022 Budget and Projection.

The 2023 City Subsidy (including one-time funding) portion of the Organization's Budgeted revenue of \$295.8 million reflects an \$18.5 million or 6.7% increase from 2022 budget (and projected) revenues.

- A further \$6.7 million or 38.4% net decrease in COVID-19 impacts are expected in 2023 compared to 2022 projections.

KEY COST DRIVERS – FUNDING PRIORITIES

Total 2023 Budget expenditures of \$699.9 million gross reflecting an increase of \$20.1 million in spending above 2022 projected year-end actuals, predominantly arising from:

- An increase in non-discretionary costs driven by utility and service contract rate increases, as well as the impact of collective bargaining.
- Offset through balancing actions, including a \$5.0 million increase to the base City subsidy and one-time City funding of \$23.0 million representing an increase in one-time funding of \$13.5 million from 2022.
- A \$13 million draw from TCHC's Working Capital Reserve has also been used to offset the increase in gross expenditures. A review of the reserve requirements in 2023 is required to ensure that the reserve is adequately funded to meet long term obligations and to provide reimbursement.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in the Organization's 2023 Operating Budget do not have any significant equity impacts.

2023 OPERATING BUDGET KEY DRIVERS

The 2023 Operating Budget for the Organization of \$699.9 million in gross expenditures is \$20.075 million or 3.0% higher than the 2022 Projected Actuals. Table 2 below summarizes the key cost drivers for the 2023 Budget.

Table 2: 2023 Operating Budget by Revenue / Expenditure Category

Category (In \$000s)	2022 Budget	2022 Projection*	2023 Budget	2023 Change from 2022 Projection	
	\$	\$	\$	\$	%
City Subsidy**	267,794	267,794	272,795	5,000	1.9%
City - One-Time Funding	9,509	9,509	23,027	13,518	142.2%
Total City Funding	277,303	277,303	295,822	18,518	6.7%
Residential rent - RGI	259,170	260,709	265,076	4,367	1.7%
Residential rent - Market	91,870	89,455	88,821	(634)	(0.7%)
Other	36,275	39,784	46,369	6,585	16.6%
COVID-19 Impact - Revenue	(13,116)	(9,087)	(6,907)	2,180	(24.0%)
Total Revenues	651,503	658,164	689,180	31,016	4.7%
Utilities**	131,057	133,078	152,440	19,363	14.5%
Mortgage	137,031	136,408	140,016	3,608	2.6%
Front Line Operations**	243,073	239,941	249,660	9,719	4.1%
Back Office Support	82,481	74,626	82,400	7,774	10.4%
Seniors Housing	32,494	33,901	41,495	7,594	22.4%
Other	38,483	53,539	43,075	(10,464)	(19.5%)
Contribution from Reserves			(13,000)	(13,000)	
COVID-19 Impact - Expenditures	13,725	8,366	3,847	(4,518)	(54.0%)
Total Gross Expenditures	678,344	679,859	699,934	20,075	3.0%
Net Expenditures	26,841	21,695	10,754	(10,941)	(50.4%)

* 2022 Projection based on 9 Month Variance

** The presentation of the City Subsidy, Utilities and Front Line Operations line items has been adjusted in the 2022 Budget and Projection to account for the transfer of scattered housing units out of TCHC during that year. The City Subsidy has been reduced by \$7.5M and Utilities/Front Line Operations costs have been reduced by \$7.5M in both the 2022 Budget and Projection.

Key Base Drivers:**Utilities**

Utility rates are expected to increase for all utilities in 2023, with natural gas rate changes contributing to the largest increase, with rates rising by over 37%.

Front Line Operations

Increase mainly due to rate increases for service contracts upon renewal, and impacts from collective bargaining.

Back Office Support

Increase due to IT system transition costs and licence fees from the completion of system implementation, cyber security and end of life system replacement costs, increase in insurance premiums, seniors housing transition costs, and impacts from collective bargaining agreements.

Seniors Housing

Increase due to the annualization of the approved corporate functions at TSHC as well as the implementation of Phase 3 of the integrated service model.

Contribution from Reserves

TCHC will draw \$13 million from its Working Capital Reserve as part of a bridging strategy to offset operating cost pressures and achieve organizational needs. A review of the reserve requirements in 2023 is required to ensure the reserve is adequately funded to meet obligations and to provide reimbursement, which will be done along with a comprehensive review of the Organizations financials.

City Funding

The 2023 operating subsidy provided by the City increased by \$5.0 million to address inflationary pressures and other non-discretionary costs. In addition, the City will provide one-time operating funding of \$23.0 million to offset operating cost pressures faced by the Organization. A comprehensive review of TCHC and TSHC financials in 2023, including the capital portfolio, will inform the required subsidy level in future years.

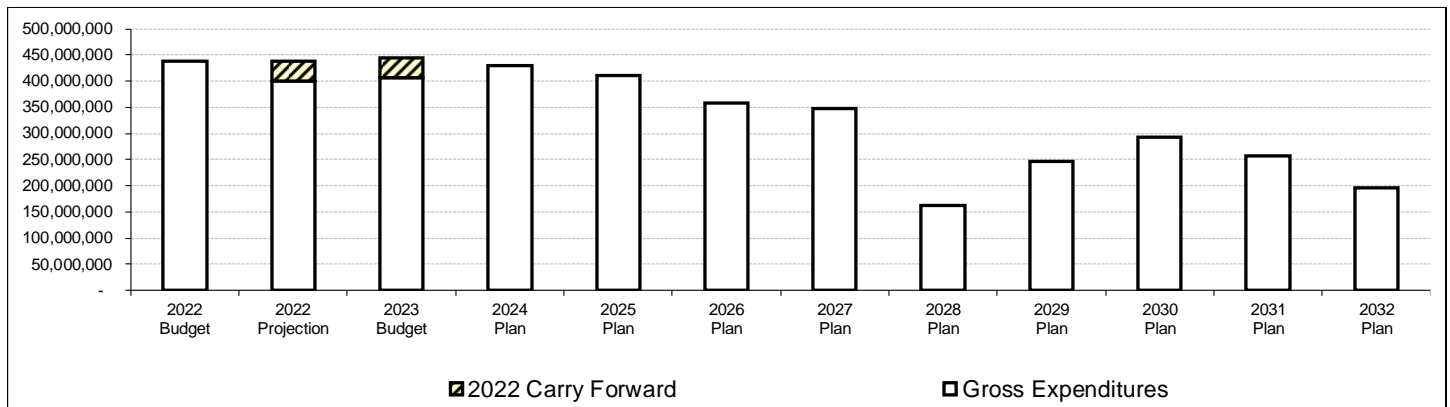
COVID-19 Impact

Decrease driven by a reduction in lost rents and PPE costs compared to 2022.

2023 – 2032 CAPITAL BUDGET AND PLAN

2023 – 2032 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview



In \$000's	2022		2023 Capital Budget and 2024 - 2032 Capital Plan										Total 10 Year Plan
	Budget	Projected Actual	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
	Gross Expenditures by Project Category:												
Building Capital Repair*	340,000	340,000	350,000	350,000	340,000	336,000	332,000	160,000	152,783	153,000	153,000	153,000	2,479,783
Development Capital**	97,980	60,750	88,540	79,966	69,680	21,854	16,640	1,650	94,260	139,700	105,170	42,530	659,990
IT Capital			5,190										5,190
Total by Project Category	437,980	400,750	443,730	429,966	409,680	357,854	348,640	161,650	247,043	292,700	258,170	195,530	3,144,963
Financing:													
Building Repair Capital													
City Funding	160,000	160,000	131,783	160,000	170,000	170,000	168,217	160,000	152,783	153,000	153,000	153,000	1,571,783
Provincial Funding													
Federal Funding	139,000	139,000	159,000	166,000	166,000	165,000	162,000						818,000
TCHC/Other Funding	41,000	41,000	59,217	24,000	4,000	1,000	1,783						90,000
Development Capital													
City Funding			15,860	12,556	1,584								30,000
Other Revenue - Development Capital	100,330	80,510	72,680	67,410	68,096	21,854	16,640	1,650	94,260	139,700	105,170	42,530	629,990
TCHC Funding ***	(2,350)	(19,760)											
IT Capital													
City Funding			5,190										5,190
Total Financing	437,980	400,750	443,730	429,966	409,680	357,854	348,640	161,650	247,043	292,700	258,170	195,530	3,144,963

* City funding of \$153M has been included for capital each year from 2029 to 2032 as an estimate of the ongoing amount required to maintain a 10% FCI. Building Repair Capital funding requirements will be revisited and confirmed in future years along with ongoing Provincial and Federal funding.

** Development costs reflect available funding for in-flight projects. Additional funding requirements for in-flight projects are included in capital needs constraints (Appendix 3).

*** Negative balances represent the repayment of LOC or mortgages by the Organization.

- For capital, the City is providing new funding of \$30 million towards the Organization's development capital plan, with \$15.9 million in 2023, \$12.6 million in 2024 and \$1.5 million in 2025. This funding will ensure that work on in-flight development projects can continue.
- In addition, the City is providing \$5.2 million towards the Organization's capitalized IT costs related to cybersecurity, resulting from Auditor General recommendations ([AU10.4 Auditor General's Cybersecurity Review](#)).

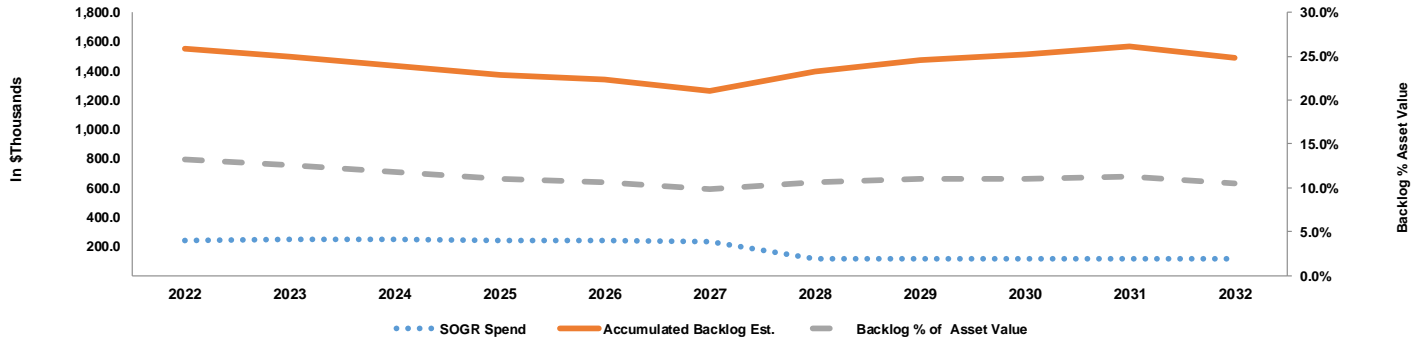
Note:

For additional information, please refer to [Appendix 2](#) for Capacity to Spend Review; and [Appendix 3](#) for Capital Needs Constraints.

STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG

The chart below depicts the SOGR funding and accumulated backlog estimates for TCHC and TSHC buildings.

Chart 2: Total SOGR Funding & Backlog



\$ Thousands	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
SOGR Spend	238.0	245.0	245.0	238.0	235.0	232.5	112.0	112.0	112.0	112.0	112.0
Accumulated Backlog Est.	1,549.5	1,500.3	1,436.3	1,370.2	1,338.8	1,264.3	1,392.2	1,473.1	1,509.0	1,567.7	1,487.1
Backlog % of Asset Value	13.3%	12.6%	11.8%	11.1%	10.6%	9.8%	10.6%	11.0%	11.0%	11.2%	10.4%
Total Asset Value	11,684.4	11,918.1	12,156.4	12,399.5	12,647.5	12,900.5	13,158.5	13,421.7	13,690.1	13,963.9	14,243.2

- TCHC continues to execute its Capital Plan and remains on schedule to bring its building portfolio into a state of good repair by 2026. TCHC will spend \$350 million in 2023 on its building repair capital plan.

APPENDICES

Appendix 1

COVID-19 Impact and Recovery

COVID-19 Impacts	In \$ Thousands				
	2022		2023		
	Budget	Projection*	Revenues	Gross	Net
Revenue Loss					
RGI Rent	8,416.1				
Bad Debt	2,073.3	6,279.7	(5,662.4)		5,662.4
Market Rent	1,406.8	1,406.8			
Parking Revenue	1,220.3	1,400.1	(1,244.7)		1,244.7
Sub-Total	13,116.5	9,086.7	(6,907.0)		6,907.0
Expenditure Increase					
PPE	10,757.2	5,287.2		1,754.0	1,754.0
Utilities	2,279.4	2,388.6		1,443.2	1,443.2
Information Technology	688.9	688.9		650.0	650.0
Sub-Total	13,725.4	8,364.6		3,847.2	3,847.2
Total COVID-19 Impact	26,841.9	17,451.3	(6,907.0)	3,847.2	10,754.2

* 2022 Projection based on 9 Month Variance

Appendix 2

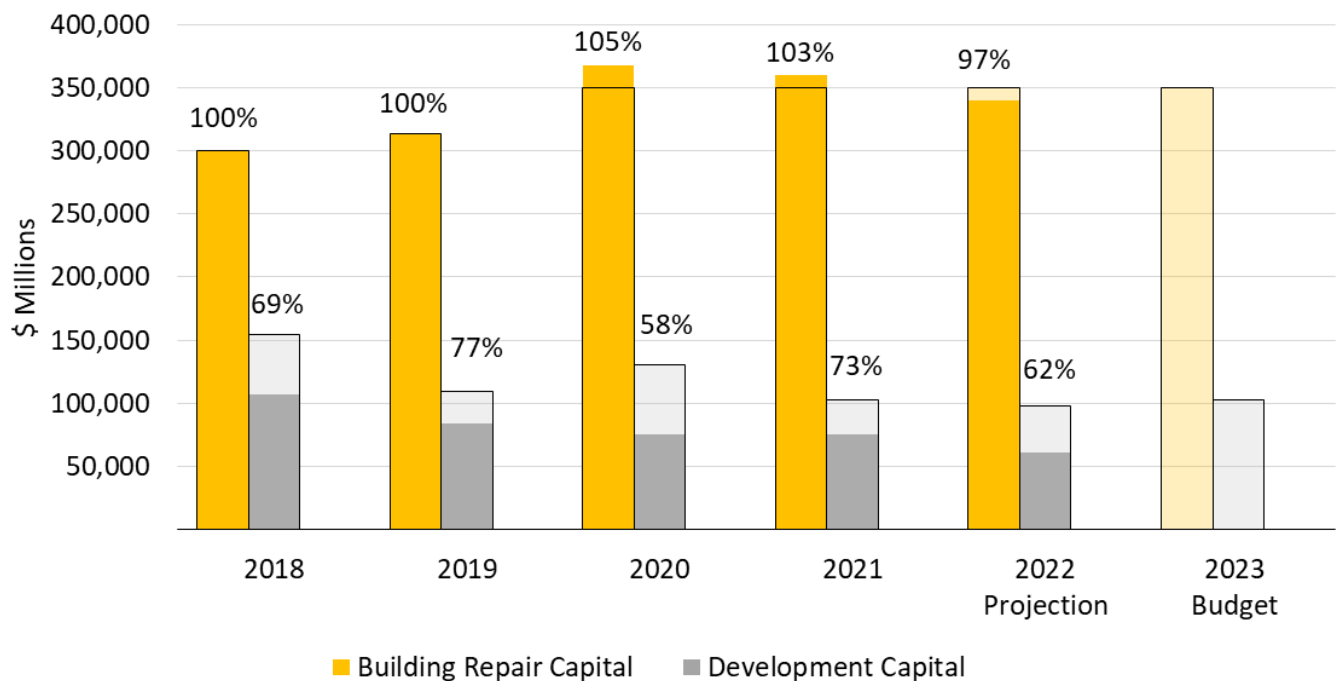
Capacity to Spend Review

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

A key component in determining an appropriate level of annual cash flows includes historical capacity to spend reviews by project categories (Chart 3 below) as well as the level of projected 2022 underspending that will be carried forward into 2023 to complete capital work.

Chart 3 – Capacity to Spend

Budget Vs. Actual Spending by Category



Capacity to Spend Review Impact on the 10-Year Plan

- 105% spending in 2020 is from a Board approved acceleration of spending to use up available Provincial funding by the deadline; 103% spending in 2021 was due to 2022 advanced spending which will be offset by a lower spending rate in 2022.
- Development capital is underspent in 2022 due supply chain issues and labour shortages.

Appendix 3

Summary of Capital Needs Constraints

Project Description	Funding Required	Cash Flow (In \$ Millions)									
		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
In-Flight Development Capital	142		20		49	72	67			58	(123)
Not-in-Flight Development Capital	776		13	34	199	32	78	42	5	32	340
Total Needs Constraints (Not Included)	918		33	34	249	105	145	42	5	90	217

Note: \$30 million of City funding was added to the capital plan to address in-flight development project needs. The City will continue to work with TCHC to address capital requirements for development projects as part of the 2024 and future year budget processes.

Appendix 4

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 Service Priorities: 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).