

2023 Budget Notes

Parks, Forestry, & Recreation

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Description

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

Why We Do It

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

What we want for Torontonians:

- Equitable access to high quality, inclusive, safe and welcoming recreational facilities and programs, parks, green spaces and urban forest
- Greener infrastructure and a healthy and climate-resilient urban forest, ravine and parkland system
- Youth that are engaged through leadership and life skill development, volunteerism and employment

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

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What Service We Provide

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

Community Recreation

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

How Much Resources (gross 2023 operating budget): \$236.0 Million

Parks

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

How Much Resources (gross 2023 operating budget): \$180.3 Million

Urban Forestry

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

How Much Resources (gross 2023 operating budget): \$71.7 Million

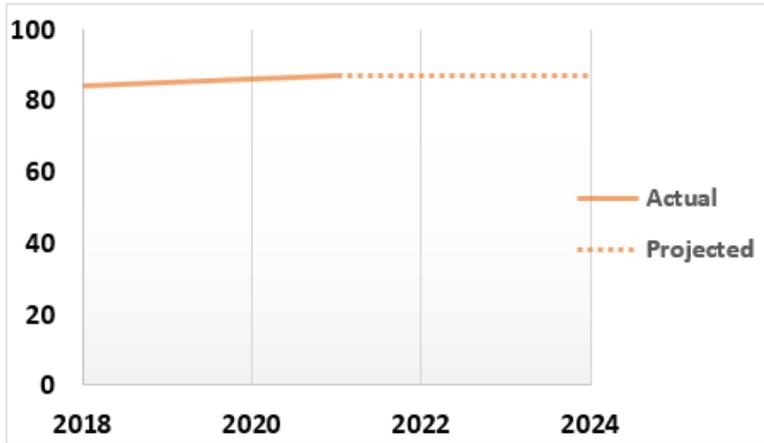
Budget at a Glance

2023 OPERATING BUDGET				2023 - 2032 10-YEAR CAPITAL PLAN			
\$Million	2023	2024	2025	\$Million	2023	2024-2032	Total
Revenues	\$148.3	\$164.6	\$166.9	Gross Expenditures	\$235.6	\$3,091.7	\$3,327.3
Gross Expenditures	\$488.0	\$521.1	\$527.8	Debt	\$79.3	\$741.7	\$821.0
Net Expenditures	\$339.7	\$356.5	\$360.9				
Approved Positions	4,797.2	5,018.2	5,045.6				

Note: Includes 2022 carry forward funding

How Well We Are Doing – Behind the Numbers

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



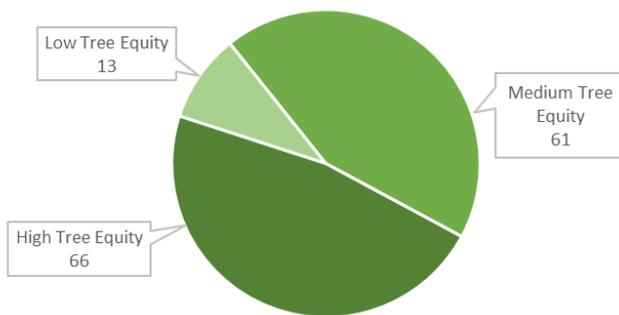
Most Torontonians have access to parks and experience benefits as a result

- A high proportion of the Toronto population (87%) lives within walking distance (500m) of a park*.
- 96% of people report that parks have had a positive impact on their mental and physical health**
- The City is working to maintain service enhancements that were implemented during the pandemic, such as enhanced snow clearing on park pathways and trails and access to more park washrooms in winter months

*Parkland Strategy

**Toronto respondents to a 2022 Park People survey

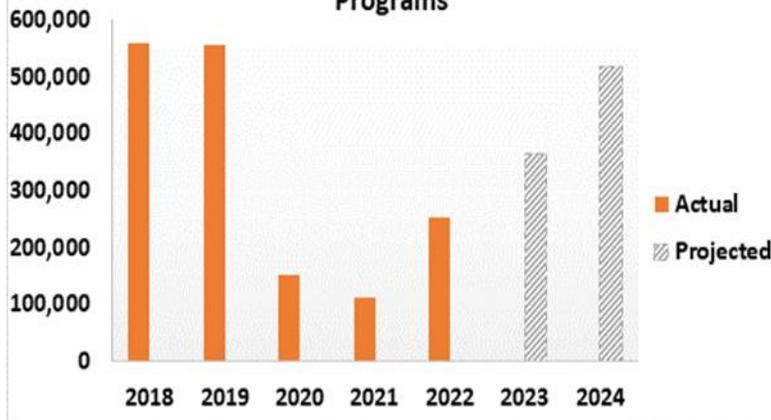
Tree Equity in Toronto's 140 Neighbourhoods (# of neighbourhoods)



As a division, Parks, Forestry and Recreation (PFR) is a significant contributor to climate resilience in the city

- Toronto's urban forest contributes to climate resilience, reducing the urban heat island effect, reducing runoff, improving the quality of downstream water, and removing air pollution
- The city's canopy cover is estimated at 28 -31%, but not all neighbourhoods enjoy equitable access to the benefits of trees
- Stewardship and tree planting programs are prioritized in neighbourhoods with low tree equity, growing the urban forest where it is needed most

Number of Registrations in Community Recreation Programs



Community Recreation programs that were significantly impacted by the pandemic are recovering

- Recreation programs were completely paused in March 2020, as result of health restrictions. Programs restarted in mid-2020, as restrictions were lifted, with significant capacity and activity-type restrictions, and further pauses and restrictions as per public health guidelines continuing into 2022
- While programming is gradually returning to pre-pandemic service levels during 2022, some areas continue to face ongoing staffing challenges; including aquatics, due to a North America-wide lifeguard shortage caused by the pause in certification programs during the pandemic
- PFR is projecting that service levels and registration will return to pre-pandemic levels by 2024

How Well We Are Doing

Service	Measure	2020 Actual	2021 Actual	2022 Target	2022 Projection	Status	2023 Target	2024 Target
Outcome Measures								
Equitable access to inclusive, safe and welcoming recreational facilities and programs, parks, green spaces and urban forest	% population lives within the service area ¹ of one or more community recreation centres	-	87% ²	88 % +/- 1 to 2%	87%	●	88 % +/- 1 to 2%	88 % +/- 1 to 2%
	% population that is within walking distance (500 metres) of a park	-	87% ³	81 to 82%	87%	●	85 to 85%	84 to 85%
	% population live in an area with a parks provision rate greater than 12 m ² /person	-	64% ³	62 to 63%	64%	●	62 to 63%	62 to 63%
High-quality recreation facilities and programs, parks, green spaces and urban forest	# Registrations ⁴	151,939	112,250	- ⁵	253,475 ⁶	●	363,000	518,000
	% of street trees in good/excellent condition	75%	75%	75%	76%	●	75%	75%
Greener infrastructure and a healthy and climate-resilient urban forest, ravine, and parkland system	# tonnes annual gross carbon sequestration from urban forest ⁷	~ 35,165	~ 35,165	~ 35,165	~ 35,165	●	~ 35,165	~ 35,165
	# trees planted	123,823	125,344	121,000	121,000	●	118,000	118,000

¹The service radii of large multicomponent CRCs (n=15), mid-size CRCs (n=71), community school CRCs (n=29), community space CRCs (n=7), and city-wide CRCs (n=2) are 2.5 km, 2 km, 2 km, 1.5 km, and 5 km, respectively.

²Using population data from the 2021 census.

³Based on data from the 2022 PLS (Parkland Strategy) Data Refresh

⁴Registration numbers were pulled from Regular courses with Active or Completed statuses

⁵ Registrations are a new service measure introduced during the pandemic; a target was not set for 2022

⁶2022 Projection was calculated as of September 28, 2022

⁷This indicator was last measured in 2018 and had the following value: 35,165.

Service	Measure	2020 Actual	2021 Actual	2022 Target	2022 Projection	Status	2023 Target	2024 Target
Service Level Measures								
	Visits to all PFR webpages	2,142,500	3,690,708 ¹	2,800,000 ¹	3,500,000	●	3,500,000	3,500,000
	Visits to the registration webpage	900,146	667,033	700,000	700,000	●	700,000	800,000
	# of bookings in parks (for picnics, sports fields, allotment gardens etc.)	61,000	107,534 ²	140,000 ²	160,000 ²	●	163,000	166,000
	Winter washrooms operational ³	-	143	146	146	●	149	151
	# of Forestry work orders completed	490,000	506,000	525,000	420,000	●	515,000	515,000

Service	Measure	2020 Actual	2021 Actual	2022 Projection	Status	2023 Projection	2024 Projection	
	State of Good Repair Backlog for parks and facilities		622.7 million	634.8 million	772.9 million	●	805.3 million	874.9 million

¹Includes reservations

²Does not include bookings for allotment gardens due to changes in business rules. Changes to be reflected in budgets year data from 2021 onwards

³this total includes 51 portable toilets and 27 AIR buildings (the rest are parks washroom buildings)

2022 Projection to 2022 Target Comparison

● 80% - 100% ● 64 - 79% ● 63% and Under

COVID-19 IMPACT AND RECOVERY

2023 Impact and Recovery

Operating Budget Impact

- Overall, PFR is anticipating a lower total financial impact for 2023 attributable to COVID-19, compared to 2022 experience as we continue to move towards pre-pandemic recreation service levels with a total COVID-19 impact of \$17.0 million for the year compared to \$24.1 million for 2022.
- The projected revenue loss for 2023 is \$11.0 million, as a result of continued impacts of the pandemic on program utilization and lingering staffing challenges. This is primarily driven by the lifeguard and instructor shortages following a 2-year hiatus in aquatic certification and high attrition of staff who worked before the pandemic.
- On the expense side, PFR continued to experience pressures in 2022, relating to COVID service enhancements that are expected to continue into 2023.
- While COVID screeners, attendants, and paid duty officers are no longer required in 2023; however, other expenditures will need to be maintained including cost for additional staff required for enhanced waterfront cleaning, expanded winter service in parks and resources to support the City's Encampment Office.

Service Level Changes

- The number of website visits suggest that public interest in parks and recreation services increased during the pandemic and this level of interest has been sustained into 2022.
 - Outdoor bookings in parks have trended upwards since the pandemic low of 61,000 during 2020, and is expected to reach pre-COVID levels in 2023.
 - 2019 bookings were 151,000 and PFR is currently projecting 160,000 bookings for 2022
 - Bookings increased by at least 30% between 2021 and 2022
 - The City is working to maintain service enhancements that were implemented during the pandemic, such as enhanced snow clearing on park pathways and trails and making more park washrooms operational in winter.
 - Community Recreation programming is now returning to pre-pandemic service levels in most service areas. Registrations are expected to surpass 250,000 this year, trending upwards from a low of 112,000 in 2021, an increase of over 120%. However, some areas of the operation faces staffing challenges; specifically the Aquatics operations faces ongoing challenges due to a North America-wide lifeguard shortage, Ongoing efforts to recruit, train, certify and retain a qualified part-time recreation workforce is helping to mitigate however this will take time.
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EXPERIENCES, CHALLENGES AND PRIORITIES

Our Experience and Success

- PFR has continued to provide PFR facilities to support community needs, including COVID-19 vaccination clinics, warming centres, food distribution hubs, and flu immunization clinics.
- Engaged 46,000+ people in ravine and forest programming through more than 200 events delivered in partnership with community groups and organizations.
- Reopened and restarted divisional programs and services once provincial restrictions allowed, in early 2022 to full operation by mid-2022 with the full suite of services related to recreation programs, sports facility permits for leagues, all park amenities such as conservatories and animal displays, park permits for picnics, fire pits, special events, and arts and music in parks.
- Continued to restore and protect the ecological integrity of ravine parkland through invasive species management of 500 hectares, removal of 53 tonnes of garbage from 218 sites over 71 hectares; planted 120,000 trees, including 10,000 through private land grants and incentives
- PFR has secured \$61.47 million in capital and operating for the continued and expanded Welcome TO Winter service delivery and park maintenance program to support outdoor ice rinks, winter activities in parks and golf courses, expanded snow clearing and washroom access for winter months.
- Expanded CampTO offerings, which saw more than 64,000 registrations for summer camps in 2022.
- Continued expanded lifeguard hours for supervised swimming beaches, adding two hours per day for a total of 2,100 additional service hours annually; enhanced beach and water safety public education campaign to encourage responsible use and safe swimming.
- The addition of the Play Mobile enhanced the Sports service area by bringing sports programming directly into communities. In 2022 the Play Mobile provided more than 500 sessions at over 250 locations across the City, engaging over 5000 people in unique sport opportunities.
- In partnership with the Indigenous Affairs Office, and in support of the City's Reconciliation Action Plan, PFR implemented a designated sacred fires pilot project at six parks across the city.
- Approximately 140 new public-access lifesaving stations, which include lifesaving equipment to assist individuals in case of in-water incidents, across the waterfront, including swimming beaches. Including the implementation of emergency wayfinding signage at all lifesaving stations on Toronto Island and all designated swimming beaches
- Increased pickleball availability across the city on tennis and sports courts, to a total of over 140 locations.
- Successfully hosted over 700 special events in parks across the city including Green Space Festival, Toronto AIDS Vigil, Scarborough Ribfest, Afro Carib Fest, and Toronto Food Truck Festival
- Continuing to advance Facilities Master Plan implementation, development review, park design, and capital project implementation.
- Capital design and implementation investments of \$160 million+ on 200+ projects in parks and recreation facilities including pathways and seating areas, playgrounds and splash pads, sports fields, dog off-leash areas, arenas, pools and community centres, with approximately \$60 million going towards State of Good Repair work.
- Annual plant production of 900,000 spring/summer/fall annuals and conservatory installations for Parks.
- Through grant funding, expanded 18 existing community gardens in low income and high density neighbourhoods for growing plants and foods consistent with the changes in the growing season in southern Ontario as a result of climate change.
- Implementing Council's Net Zero Strategy direction for major new facilities: North East Scarborough Community Centre, for example, will be the first Net Zero facility constructed for PFR (All other new Community Recreation Centres are being designed to achieve maximum Net Zero potential).

Key Challenges and Risks

The greatest risks and challenges for PFR in 2023 are summarized below:

- Bill 23 impacts on the City's ability to collect development charges and parkland levies; and without the committed reimbursement from the province would result in a funding gap to support anticipated growth and fund necessary infrastructure over the long term.
- Recreation facilities and park infrastructure are aging while the cost to bring them to a state a good repair (SOGR) is escalating significantly. The SOGR backlog will continue to grow without investment required for existing park infrastructure and recreation facilities. PFR's SOGR backlog has grown from \$773 million in 2022 to \$805 million in 2023, and is projected to reach \$1 billion by 2026.
- Challenges with hiring new staff persist will limit the division's ability to meet service outcomes.
- As climate change related shocks (i.e. flooding, extreme weather) ramp up, operations will need to adjust in scope and timing (i.e. storm damage to trees, shifting operating season in spring and fall/winter, forest health threats and invasive species).
- Current service levels for COVID-19 related expanded winter maintenance of the parks system will require a post-pandemic, long term funding approach.

Priority Actions

Council Direction and Foundational Strategies

- Continue the implementation and operationalization of Auditor General recommendations.
- Continue the implementation of Council approved strategies such as Ravine Strategy, Facilities Master Plan, Parkland Strategy, and Tree Canopy goals.
- Implementation of enhanced parks service levels for opening of washrooms earlier in the spring, with closing scheduled later in the fall, and earlier activation of water assets such as drinking fountains and washrooms.

COVID-19 Support

- Continue to return recreational programs and services levels and participation to pre-pandemic levels.
- Continue to deliver enhanced winter service in parks to support outdoor activities through the colder months.
- Continued support of the City's Encampment Office providing referrals to street outreach services to unhoused people and those sleeping in the City's park system.
- Provide enhanced public space cleaning and litter removal to address increased use of parks and waterfront areas.
- Address revenue pressures as a result of staffing challenges and a gradual return to pre-COVID registration levels.
- Provision for portable toilet and sink rentals to address the significant encampment issue and hygiene needs in parks.

Services and Operations

- Continue return to regular operations while maintaining readiness to respond to updated COVID-19 public health guidance.
- Continue to grow recreational services to pre-pandemic levels and address staffing challenges through strategic recruitment and retention measures.
- Open and operate 2 new Community Recreation Centres.
- Continue to deliver enhanced winter services in parks to support outdoor activities.
- Leverage data and technology to improve program access, public communication and engagement, and operational effectiveness.

Climate, Lands and Facilities

- Protect, grow, and improve Toronto's tree canopy and the ecological integrity of parkland, forests and ravines in the face of increasing use, ongoing land development, and growing climatic pressures.
 - Continue creating and enhancing needed parkland and facilities for a growing city with available funds, guided by the Council-approved Parkland Strategy and Facilities Master Plan.
 - Implement Net Zero Energy and Emissions for new buildings.
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- Implement improved practices for life cycle asset management and prioritize state of good repair work in order to enhance the resiliency of parks and recreation facilities, maintain existing service levels, and avoid unplanned facility closures.

Equity

- Advance the Toronto Action Plan to Confront Anti-Black Racism.
 - In support of the Toronto Black Food Sovereignty Plan, donated over 1000 kg of vegetables to food banks which were harvested from the local Community Gardens.
 - Advance the Council adopted Reconciliation Action Plan through co-development of an Indigenous Placekeeping Plan, focused on access to, planning of, and stewardship of land.
 - Address public health and safety issues in high-need park locations and recreation facilities stemming from the opioid crisis and COVID-19 related impacts on housing, shelters and social programs
 - Through the Parks Ambassadors Program, provide referrals to street outreach services for unhoused people in parks.
 - Provide high-quality leadership, volunteer and work experience to youth, particularly those who experience systemic barriers, using targeted recruitment and youth-focused programming.
 - Leverage current canopy data and equity analysis to inform programs and service delivery for expansion of canopy cover to 40% by 2050 by prioritizing neighbourhoods that need it most.
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TABLED BUDGET

The City Manager and Chief Financial Officer and Treasurer have tabled:

1. The 2023 Operating Budget for Parks, Forestry, & Recreation of \$487.978 million gross, \$148.297 million revenue and \$339.681 million net for the following services:

Service:	Gross Expenditures (\$000s)	Revenue (\$000s)	Net Expenditures (\$000s)
Community Recreation	236,002.2	72,965.0	163,037.2
Parks	180,279.2	45,804.2	134,475.0
Urban Forestry	71,696.6	29,528.2	42,168.4
Total Program Budget	487,978.0	148,297.4	339,680.6

- The above includes a 2023 budgeted staff complement for Parks, Forestry, & Recreation of 4,797.2 positions comprised of 192.0 capital positions and 4,605.2 operating positions.
2. The 2023 Capital Budget for Parks, Forestry, & Recreation with cash flows and future year commitments totaling \$1,524.394 million as detailed by project in [Appendix 6a](#).
 3. The 2024-2032 Capital Plan for Parks, Forestry, & Recreation totalling \$1,802.959 million in project estimates as detailed by project in [Appendix 6b](#).
 4. That all sub-projects with third party financing be approved conditionally, subject to the receipt of such financing in 2023 and if such funding is not forthcoming, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs

2023 OPERATING BUDGET

2023 OPERATING BUDGET OVERVIEW

Table 1: 2023 Operating Budget by Service

(In \$000s)	2021 Actual	2022 Budget	2022 Projection*	2023 Base Budget	2023 New / Enhanced	2023 Budget	Change v. 2022 Projection	
By Service	\$	\$	\$	\$	\$	\$	\$	%
Revenues								
Community Recreation	29,784.9	68,265.6	49,919.8	72,965.0		72,965.0	23,045.2	46.2%
Parks	28,508.5	42,137.2	35,736.5	45,804.2		45,804.2	10,067.7	28.2%
Urban Forestry	15,441.8	27,520.0	28,409.0	29,528.3		29,528.3	1,119.3	3.9%
Total Revenues	73,735.2	137,922.8	114,065.3	148,297.4		148,297.4	34,232.1	30.0%
Expenditures								
Community Recreation	178,598.8	236,204.9	214,259.2	236,001.9	0.2	236,002.2	21,743.0	10.1%
Parks	156,293.4	175,650.5	166,358.9	177,422.6	2,856.6	180,279.2	13,920.3	8.4%
Urban Forestry	60,868.3	70,242.0	70,128.5	71,696.7		71,696.7	1,568.2	2.2%
Total Gross Expenditures	395,760.6	482,097.3	450,746.5	485,121.2	2,856.9	487,978.0	37,231.5	8.3%
Net Expenditures (including COVID-19)	322,025.4	344,174.5	336,681.3	336,823.7	2,856.9	339,680.6	2,999.3	0.9%
Required COVID-19 Support	71,624.0	22,561.1	24,069.0	17,027.9		17,027.9	(7,041.2)	(29.3%)
Net Budget (excluding COVID-19 supports)	250,401.4	321,613.4	312,612.3	319,795.9	2,856.9	322,652.8	10,040.5	3.2%
Approved Positions**	4,567.8	4,763.0	4,287.8	4,772.2	25.0	4,797.2	509.4	10.7%

* 2022 Projection based on 9 Month Variance

**YoY comparison based on approved positions

The 2023 Budget of \$339.681 million in net expenditures reflects a \$2.999 million or 0.9% increase from 2022 projections comprised of:

- \$7.041 million or 29.3% net decrease in COVID-19 impacts expected in 2023 compared to 2022 projections; and
- \$10.041 million or 3.2% increase in the 2023 Net Budget (Excluding COVID-19) compared to 2022 projections.

KEY COST DRIVERS – FUNDING PRIORITIES

Total 2023 Budget expenditures of \$487.978 million gross reflecting an increase of \$37.232 million in spending above 2022 projected year-end actuals, predominantly arising from:

- Significant underspend in 2022 for salaries and benefits, as well as non-labour spend including services and rents, contributions and transfers, and the Welcome Policy fee subsidy. Revenue sources were also impacted in 2022 due to lower than expected user fees as a result of slower than expected return to pre-pandemic levels and continued pressure in aquatics due to aquatic staffing hiring and retention.
- The 2023 Operating Budget reflects a gradual return to normal operations. The increase for 2023 in comparison to 2022 projected year-end is primarily driven by labour and non-labour economic factors, operating impacts of new parks and recreation facilities and increased maintenance capacity to ensure public access to new parks developed, tree planting, and new work management system sustainment. Enhanced service level to activate water assets earlier such as water fountains and washrooms and extending the opening of the washroom season.

EQUITY IMPACTS OF BUDGET CHANGES

Positive Equity Impact: Parks, Forestry and Recreation Division's 2023 Operating Budget includes equity-related investments to expand access to park washrooms in the winter, increase access to park pathways and facilities during the winter months, extend washroom opening and closing hours, bring 2 park washrooms and 1 playground up to the accessibility standards outlined in AODA, and increase staff to advance the Parks Ambassador Program. Overall, these investments will have a positive equity impact (low to medium); particularly for low income and precariously housed people by providing greater access to important park amenities and for people with mobility challenges or disabilities, including seniors and children, by creating more accessible spaces.

2023 OPERATING BUDGET KEY DRIVERS

The 2023 Operating Budget for Parks, Forestry, & Recreation of \$487.978 million in gross expenditures is \$37.232 million or 8.3% 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)	2020 Actual	2021 Actual	2022 Budget	2022 Projection*	2023 Budget	2023 Change from 2022 Projection	
	\$	\$	\$	\$	\$	\$	%
Provincial Subsidies	835.2	842.7	835.2	985.2	835.2	(150.0)	(15.2%)
Federal Subsidies	212.9	137.9	214.4	214.4	214.4	0.0	0.0%
User Fees & Donations	41,912.6	46,691.6	87,639.0	62,982.9	97,678.3	34,695.4	55.1%
Transfers From Capital	11,951.7	14,048.2	19,659.2	22,796.4	22,403.3	(393.1)	(1.7%)
Contribution From Reserves/Reserve Funds	11,894.9	4,967.2	19,100.9	17,408.1	16,253.6	(1,154.5)	(6.6%)
Sundry and Other Revenues	2,641.2	3,057.0	6,301.1	5,505.2	6,125.3	620.1	11.3%
Inter-Divisional Recoveries	3,799.8	3,990.6	4,173.2	4,173.2	4,787.3	614.1	14.7%
Total Revenues	73,248.2	73,735.2	137,922.8	114,065.3	148,297.4	34,232.1	30.0%
Salaries and Benefits	273,725.7	285,479.3	343,171.4	322,519.0	355,439.6	32,920.6	10.2%
Materials & Supplies	32,765.7	33,435.2	42,187.8	41,287.2	43,881.4	2,594.2	6.3%
Equipment	2,722.2	2,234.0	3,649.1	3,737.8	3,118.8	(619.0)	(16.6%)
Service and Rent	52,135.0	56,837.9	70,413.9	66,562.6	68,529.1	1,966.5	3.0%
Contribution To Reserves/Reserve Funds	14,152.6	8,023.8	9,123.8	9,123.8	8,866.7	(257.1)	(2.8%)
Other Expenditures	5,383.7	3,836.1	13,040.1	7,004.8	7,533.5	528.6	7.5%
Inter-Divisional Charges	633.9	5,914.2	511.2	511.2	609.0	97.7	19.1%
Total Gross Expenditures	381,518.8	395,760.6	482,097.3	450,746.5	487,978.0	37,231.5	8.3%
Net Expenditures	308,270.6	322,025.4	344,174.5	336,681.3	339,680.6	2,999.3	0.9%

*Projection based on 9 Month Variance

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

The 2023 Operating Budget reflects a continued return to normal operations. This includes the return of recreation workers to support expected program offerings and utilization, as well as, operating impacts of new recreation facilities, new parks, and parkland improvements initiated in 2022. The increase against 2022 projections reflects the anticipated staffing plan for 2023. In addition to COVID-19 related spending for parks and community recreation operations, adjustments were made for labour economic factors including cost of living adjustments, aquatic wage increases, and OMERS adjustments for non-full time staff.

Materials and Supplies / Services and Rents

There is an increase in the 2023 Operating Budget based on a blended rate of inflationary factors for each cost component in the basket of goods to provide services. This includes inflationary increases on utilities primarily driven by price increases across all utilities as well as contracted services and enhanced COVID-19 response and measures.

User Fees & Donations:

The 2023 Operating Budget includes a 4.73% increase to user fees consistent with inflationary increases associated with basket of goods needed to delivery PFR services. The revenue changes take into consideration demand and volume changes to reflect the gradual return to normal operations. There is an increase in the 2023 Operating Budget of \$1.759 million in Golf ticket sales and \$0.528 million in Ferry ticket sales driven by volume growth. There has been an increase of participation in outdoor recreation as a result of returning to pre-pandemic normalcy, as well as the ease of COVID-19 pandemic restrictions over the course of 2022. Based on the results of the Development Application Fee Review adopted by City Council on June 15, 2022, PFR has been allocated an updated development review revenue target of \$5.062 million for 2023, \$1.1 million incremental to the 2022 target. The increase to the revenue budget updates the cost to deliver services since the last review in 2016 and is intended to achieve cost recovery for the development review service based on the 2022 cost of development review.

Offsets and Efficiencies:

The 2023 Operating Budget includes \$6.3 million in offsets and efficiencies including absorbing non-labour inflationary increases, increased revenues to golf and ferry services, and deferral of funding for programs and services that are gradually returning to pre-pandemic levels and in some cases remain paused. Also included are changes to services based on needs assessment as well as alignment to participation rates.

New and Enhanced Service Priorities:

With the goal of modernizing park operations and procedures to conduct service improvements at City parks, the 2023 Operating Budget includes \$2.857 million gross and net for speeding up the activation of water assets including washrooms and drinking fountains. This investment will allow PFR to open washrooms earlier in the spring, with closing scheduled later in the fall and includes all the necessary cleaning and maintenance costs.

Note:

1. For additional information on 2023 key cost drivers please refer to [Appendix 2](#) for a summary of Affordability Measures, [Appendix 3](#) for a more detailed listing and descriptions of the 2023 Service Changes and [Appendix 4](#) for the 2023 New and Enhanced Service Priorities, respectively.

2024 & 2025 OUTLOOKS**Table 3: 2024 and 2025 Outlooks**

(\$000s)	2023 Budget	2024 Incremental Outlook	2025 Incremental Outlook
Revenues			
Revenue Changes		5,354.0	2,226.0
COVID-19 Revenue Impacts		10,987.3	
Total Revenues	148,297.4	16,341.3	2,226.0
Gross Expenditures			
Salaries and Benefits		24,371.6	1,135.1
Inflationary Impacts		2,997.3	2,509.2
COVID-19 Expenditure Impacts		62.8	41.8
Other Gross Expenditures		5,690.7	3,045.8
Total Gross Expenditures	487,978.0	33,122.3	6,732.0
Net Expenditures	339,680.6	16,781.1	4,506.0
Approved Positions	4,797.2	221.0	27.4

Key drivers

The 2024 Outlook with total gross expenditures of \$521.100 million reflects an anticipated \$33.122 million or 6.8% increase in gross expenditures above the 2023 Operating Budget. The 2025 Outlooks expects a further increase of \$6.732 million or 1.3% above 2024 gross expenditures.

These changes arise from the following:

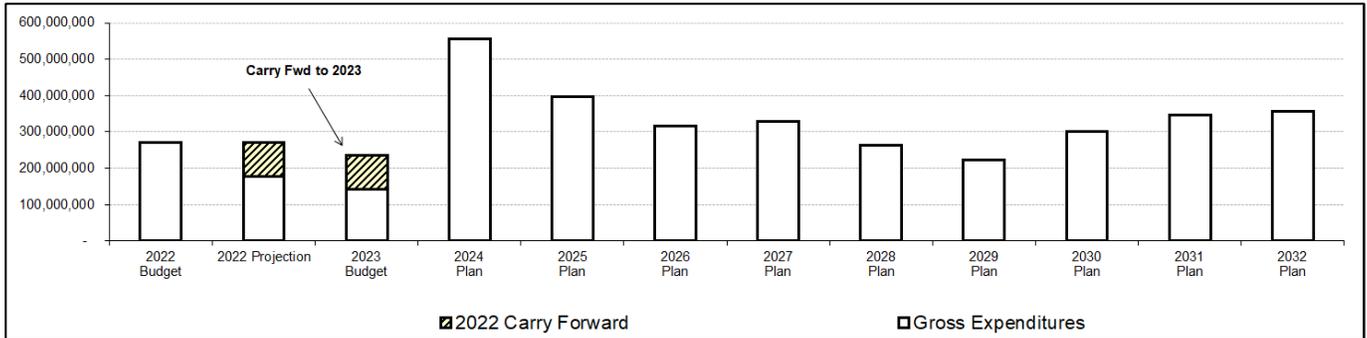
- **Salaries and Benefits:** Inflationary increases related to step and progression pay, annualization, capital delivery positions and new positions relating to new assets opening in 2024. Growth Plan Phase 4 has been deferred to 2024.
- **Inflationary Impacts:** Inflationary increases for materials, supplies, equipment and contractual obligations.
- **COVID-19 Expenditure Impacts:** A return to pre-COVID-19 staffing levels including recreation workers.
- **Other Expenses:** Reversal of one-time COVID-19 impacts.
- **Revenue Changes:** Inflationary increases for user fees and COVID-19 recovery impacts on user fees along with incremental volume increases.

The changes for 2024 are primarily driven by inflationary increases and a return to pre-COVID levels in 2024.

**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												2021 - 2025	2026-2030	Total 10 Year Plan
	Budget	Projected Actual	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032					
	Gross Expenditures by Project Category:																
Health & Safety & Legislated	34	411	62	1,335				200						1,397	200	1,597	
SOGR	110,684	60,091	69,862	82,572	54,810	48,784	47,292	87,164	86,533	86,533	86,700	86,700	303,320	433,630	736,950		
Service Improvement & Growth	160,380	103,182	165,690	473,246	341,497	268,522	282,221	175,666	136,593	215,471	260,069	269,831	1,531,176	1,057,630	2,588,806		
Total by Project Category	271,099	163,685	235,614	557,153	396,307	317,306	329,513	263,030	223,126	302,004	346,769	356,531	1,835,893	1,491,460	3,327,353		
Financing:																	
Debt	129,399	66,561	79,289	100,004	88,365	53,425	50,367	90,239	89,833	89,833	89,833	89,833	371,450	449,571	821,021		
Debt Recoverable																	
Reserves/Reserve Funds	52,036	34,475	57,153	117,744	67,919	58,127	52,500	33,763	32,997	29,580	41,076	90,061	353,443	227,477	580,920		
Development Charges	47,287	41,452	47,617	207,050	210,354	173,030	173,796	117,128	93,662	182,341	215,860	176,637	811,847	785,628	1,597,475		
Provincial	1,123	902	5,429	19,234	5,585	1,568							31,816		31,816		
Federal	7,871	3,949	9,060	23,472	6,144	1,882							40,558		40,558		
Other Revenue	33,383	16,346	37,066	89,649	17,940	29,274	52,850	21,900	6,634	250			226,779	28,784	255,563		
Total Financing	271,099	163,685	235,614	557,153	396,307	317,306	329,513	263,030	223,126	302,004	346,769	356,531	1,835,893	1,491,460	3,327,353		

Changes to Existing Projects (\$207.5 Million)	New Projects (\$477.6 Million)	Capital Needs Constraints (\$688.6 Million)
<p>The 2023-2032 Capital Budget and Plan reflects the following changes to existing projects over the nine common years (2023-2031):</p> <ul style="list-style-type: none"> • \$5.2M to reflect partner contributions for the renovation of the <i>High Park Forestry School Building</i>. • \$202.3M for several projects to reflect updated cost estimates, project scope changes, and project schedules including: <ul style="list-style-type: none"> • \$52.5M for <i>Wabash Community Recreation Centre</i>. • \$15.8M for rehabilitation of shoreline infrastructure for the <i>High Lake Effect Flooding and Windstorm projects</i>; • \$14.0M for the replacement of <i>Ferry Vessel one (1) and two (2)</i>. • \$5.0M for <i>Rees Street Park Development</i>. 	<p>The 2023-2032 Capital Budget and Plan includes new projects. Key projects are as follows:</p> <ul style="list-style-type: none"> • \$45.2M for <i>Training Site Improvements for the FIFA2026 World Cup</i>. • \$9.3M for the <i>IT Digital and Network</i> related projects • Fleet to <i>Improve Winter Access in Parks</i> (\$0.3M), <i>Water Asset Activation</i> (\$1.1M) and <i>Park Operation</i> (\$0.1M). • New Park Development at <i>51 Drewry Avenue and Inez Court</i> (\$10.0M), <i>34 Hanna Avenue</i> (\$5.5M), <i>15 Wellesley Street East</i> (\$4.5M), and <i>20 Castlefield Avenue</i> (\$4.2M). • \$6.0M for <i>Bathurst Quay Canada Malting Waterfront Plaza</i>. • \$1.6M to improve <i>Lifeguard Stations and Stands</i>. • \$389.8M for various projects to advance implementation of master plans and Council Approved Strategies, as well as other projects funded through growth that reflect updated cost estimates. 	<p>PFR has unmet needs over the 10-year planning horizon:</p> <ul style="list-style-type: none"> • SOGR funding of \$235M approved by Council in the Facilities Master Plan for in-scope facilities (community centres, arenas, pools, etc.) to be phased in over the 10-Year Plan. • \$34.9M for the State of Good Repair of Arenas (\$9.6M) and Community Centres (\$25.3M). • A total of \$99.4M for the implementation of Ravine Strategy Priority Investment Areas, including \$44.9M for SOGR and \$54.5M for Service improvement. • \$34.8M for the replacement of Ferry Vessel #3. • \$284.5M for the design and construction of thirteen (13) FMP recommended facilities due to escalating costs for the replacement share of the project that cannot be funded through growth-related funding tools.

Note:

For additional information, please refer to [Appendix 6](#) for a more detailed listing of the 2023 and 2024-2032 Capital Budget & Plan by project; [Appendix 7](#) for Reporting on Major Capital Projects – Status Update; [Appendix 8](#) for Capacity to Spend Review; and [Appendix 9](#) for Capital Needs Constraints, respectively

2023 – 2032 CAPITAL BUDGET AND PLAN

\$3.3 Billion 10-Year Gross Capital Program

				
Health & Safety and Aging Infrastructure	Enhanced Resiliency	Addressing Gaps & Serving Growing Communities	Land Acquisition	Improving User Access & Information Technology
\$714.8 M 21.5%	\$22.7 M 0.7%	\$2,261.2 M 68.0%	\$283.3 M 8.5%	\$45.3 M 1.3%
Addressing health & safety and planning and rehabilitation of existing parks and facilities through Life Cycle Asset Management <input checked="" type="checkbox"/>	Mitigate and address the impacts of extreme weather events, including high lake effect flooding and Windstorm, on assets and infrastructure <input checked="" type="checkbox"/>	Implement the Parks and Recreation Facilities Master Plan (facilities in North East Scarborough, Western North York); plan for parkland (Eglinton and David Crombie), Ravine Strategy, Indigenous Place making, FIFA training sites, Lifeguard Stations and Stands, and the Playground Enhancement Program <input checked="" type="checkbox"/>	Expand Toronto's parks system through acquisition to support implementation of the Facilities Master Plan and the Parkland Strategy <input checked="" type="checkbox"/>	Modernize processes and systems such as Recreation Management Business Transformation (CLASS) and improve network connectivity

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

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

*Information above includes full project / sub-project 2023-2032 Capital Budget and Plan cash flows. Does not break out the climate component costs separately.

- Significant cost escalations are being experienced across all capital infrastructure work for PFR compared to prior years and/or pre-tender cost estimates, as a result timelines for planned work will take longer to align with available funding. Current projects are also taking longer to complete due to construction market conditions and continued supply chain issues resulting from the COVID-19 pandemic.
- Bill 23 impacts on the City's ability to collect development charges and parkland levies, thus resulting in funding gap to support anticipated growth and fund necessary infrastructure over the long term.
- Capital priorities continue to be identified in response to Council direction to support growth, service improvement and maintain and implement critical infrastructure.

How the Capital Program is Funded

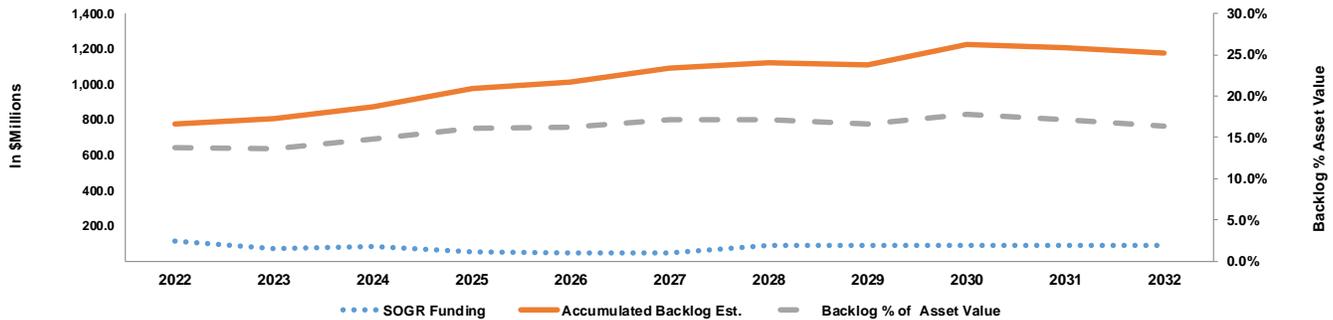
City of Toronto		Provincial Funding		Federal Funding	
\$3,254.9 M 97.8%		\$31.8 M 1.0%		\$40.6 M 1.2%	
Debt	\$ 821.0 M	COVID-19 Resilience Program	\$ 0.3 M	COVID-19 Resilience Program	\$ 1.4 M
Reserve / Reserve Fund*	\$ 580.9 M	Investing in Canada Infrastructure Program (ICIP)	\$ 16.4 M	Investing in Canada Infrastructure Program (ICIP)	\$ 19.6 M
Development Charges*	\$ 1,597.5 M	FIFA Training Sites	\$ 15.1 M	FIFA Training Sites	\$ 15.1 M
Section 42 Above 5% Cash-in-lieu*	\$ 142.4 M			Disaster Mitigation and Adaptation Fund	\$ 3.7 M
Section 37	\$104.8 M			Canada Community Revitalization	\$ 0.8 M
Section 45	\$ 3.5 M				
Other: Various	\$ 4.8 M				

*Bill 23 impacts City's ability to recover the costs associated with growth-related infrastructure projects and to support complete higher density communities across Toronto. Adjustments to Development Charges revenue forecast resulting in negative reserve balances are reflected in [Appendix 10](#).

STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG

Through Capital Asset management Programs (CAMP), Parks, Forestry and Recreation is responsible for capital improvements and state of good repairs portfolios including City parks, playing fields, recreation centres, ice rinks, and pools to ensure they are safe and accessible as stewards of these infrastructure. The chart below depicts the SOGR funding and accumulated backlog estimates for key asset categories in Parks, Forestry and Recreation.

Chart 2: Total SOGR Funding & Backlog



\$ Millions	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
SOGR Funding	110.7	69.9	82.6	54.8	48.8	47.3	87.2	86.5	86.5	86.7	86.7
Accumulated Backlog Est.	772.9	805.3	874.9	975.9	1,013.3	1,089.4	1,121.2	1,112.5	1,224.4	1,204.7	1,179.4
Backlog % of Asset Value	13.8%	13.7%	14.9%	16.1%	16.3%	17.1%	17.1%	16.6%	17.8%	17.1%	16.3%
Total Asset Value	5,613.2	5,891.0	5,891.0	6,073.6	6,225.4	6,381.1	6,540.6	6,704.1	6,871.7	7,043.5	7,219.6

PFR's recreation facilities and park infrastructure are aging while the cost to bring them to a state of good repair is escalating significantly. As a result, the accumulated SOGR backlog will increase and it will take longer to complete SOGR projects with available funding. At the end of 2022, the accumulated SOGR backlog is estimated at \$772.9 million, which represents 13.8% of the total replacement value estimated to be \$5.6 billion by the end of 2022, for recreation facilities and park infrastructure.

- Recreation facilities amounts to \$401.8 million of the backlog or 52.0%, and includes community centres, arenas, and pools.
- Park infrastructure amounts to \$371.1 million or 48.0% of the backlog and includes splash pads and wading pools, parking lots, tennis courts and sports pads, trails and pathways, bridges, seawalls, and marine services.

Based on the current funding levels, the accumulated backlog is anticipated to exceed \$1.0 billion by 2026 and \$1.2 billion, at the end of the ten year period (2032), including \$545.0 million for recreation facilities and \$634.4 million for park infrastructure.

Adjustments to the 10-Year Capital Plan to the SOGR program reflects significant construction cost escalations, high priority SOGR needs identified by new condition assessments, feasibility studies, and timing of Federal and Provincial funding for projects tied to Infrastructure/Stimulus programs. An increase of \$264.4 million in estimated SOGR backlog by 2031 when compared to the 2022 approved budget reflects the ongoing funding shortfalls which make it difficult to invest in a timely manner. This is compounded by additional assets acquired through completed capital projects or new parks secured through development.

Over the next five years, PFR will be prioritizing SOGR funding on targeted critical asset replacements that if not completed would result in service interruptions or facility closures. The 2023-2032 Capital Budget and Plan includes \$737.0 million for State of Good Repair projects. Of that total, 88.6% or \$652.8 million is for programs that reduce the accumulated backlog, including the Capital Asset Management Program (CAMP) for SOGR, Facility and Parks Rehabilitation, and Sports Fields. The balance of SOGR funding is allocated to projects and programs that do not directly impact the backlog: 2017 High Lake Effect Flooding Repairs, 2018 Wind Storm Damages, Environmental Initiatives, asset audit initiatives, University Avenue Median Park Improvements, and a golf course retrofit program.

PFR still requires a total of \$269.9 million in funding associated with SOGR that could not be accommodated during the 2023 Budget process. These unfunded capital needs are not included in the 10-Year Capital Plan due to the project readiness and capacity to deliver, recent cost escalations, and supply chain issues experience. These projects have been included on the list of "Capital Needs Constraints" as outlined in Appendix 9 and will be considered during future year budget processes.

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

The 10-Year Capital Plan will impact future year Operating Budgets by \$40.5 million net and will require 651.3 full time equivalent (FTE) positions over the 2023-2032 period, as new assets are added and existing assets are improved, as shown in Table 4 below.

Table 4: Net Operating Impact Summary

Projects	2023 Budget		2024 Plan		2025 Plan		2026 Plan		2027 Plan		2023-2027		2023-2032	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
Arena	16.4	0.1	288.8	7.7	46.0	0.4			121.1	2.0	472.3	10.2	472.3	10.2
Community Centres			1,578.6	44.6	3,143.6	70.0	3,990.0	66.2	3,000.1	48.9	11,712.2	229.6	11,995.9	234.1
Environmental Initiatives	32.9	0.3	25.7	0.2							58.5	0.5	58.5	0.5
Facility Components			12.8	0.1							12.8	0.1	12.8	0.1
Information Technology									107.8		107.8		107.8	
Land Acquisition			25.7	0.2							25.7	0.2	25.7	0.2
Outdoor Recreation Centres	57.5	0.5	442.7	9.0	91.9	0.8					592.1	10.2	592.1	10.2
Park Development	115.1	0.9	1,293.7	8.1	528.5	4.6	254.8	2.1			2,192.1	15.8	2,235.1	16.1
Parking Lots and Tennis Courts			12.8	0.1	23.0	0.2					35.8	0.3	35.8	0.3
Playgrounds/Waterplay	98.6	0.8	25.7	0.2	23.0	0.2					147.3	1.2	147.3	1.2
Pool	8.2	0.1			1,909.1	42.2					1,917.3	42.2	1,917.3	42.2
Special Facilities	93.3	0.2	383.1	0.3	68.9	0.6	824.8	6.7			1,370.2	7.8	1,370.2	7.8
Trails & Pathways	16.4	0.1	89.8	0.8	23.0	0.2					129.2	1.1	129.2	1.1
Sub-Total: Previously Approved	438.5	3.0	4,179.2	71.3	5,857.0	119.2	5,069.6	74.9	3,228.9	50.9	18,773.2	319.3	19,099.9	324.1
New Projects - 2023														
Environmental Initiatives													25.7	0.2
Outdoor Recreation Centres					23.0	0.2					23.0	0.2	405.4	2.9
Park Development			12.8	0.1	91.9	0.8					104.7	0.9	384.6	3.1
Playgrounds/Waterplay					46.0	0.4					46.0	0.4	46.0	0.4
Sub-Total: New Projects - 2023			12.8	0.1	160.9	1.4					173.7	1.5	861.6	6.6
New Projects - Future Years														
Arena									2,251.5	36.7	2,251.5	36.7	2,427.8	38.0
Community Centres					628.7	14.0	285.0	4.7	313.5	5.1	1,227.2	23.8	14,990.7	257.3
Outdoor Recreation Centres					114.9	1.0	140.4	1.1			255.3	2.1	629.0	4.4
Park Development							27.8	0.2			27.8	0.2	687.2	5.2
Parking Lots and Tennis Courts					23.0	0.2	14.3	0.1	14.3	0.1	51.5	0.4	74.3	0.6
Playgrounds/Waterplay					46.0	0.4	20.0	0.2			65.9	0.6	125.8	1.0
Pool									855.0	6.8	855.0	6.8	1,581.0	14.0
Sub-Total: New Projects - Future Years					812.5	15.6	487.4	6.4	3,434.3	48.7	4,734.1	70.6	20,515.8	320.6
Total (Net)	438.5	3.0	4,192.0	71.4	6,830.4	136.2	5,557.0	81.3	6,663.2	99.5	23,681.1	391.4	40,477.3	651.3

For 2023, PFR will require additional operating funding of \$0.4 million and 3.0 positions to maintain new parks and recreation infrastructure including various Environmental Initiative projects, including Ravine trail Wayfinding, and Wilket Creek Park, various Outdoor Recreation Centres including Christie Pitts Park, Clydesdale Tennis Clubhouse, Basketball courts at Seven Oaks Park and Tom Riley Park, and other Park Development Projects.

Over the period of 2024 to 2032, the operating costs of completed capital projects are projected to be \$40.039 million with an increase of 648.3 positions, which include some of the following:

- \$26.987 million for twenty-eight (28) new and revitalized community centres and spaces which includes Western North York, Wallace Emerson, East Bayfront, Lower Yonge, North East Scarborough, 40 Wabash Parkdale, Etobicoke Civic Centre, Lawrence Heights, Masaryk-Cowan, Scarborough Centennial Redevelopment, Downtown, South-West Scarborough, Central Etobicoke, Scarborough Gymnasium Addition, Falstaff, John Innes, North Rexdale, North-East Scarborough, Jenner Jean Marie Space Addition, Main Square Redevelopment, Dennis Timbrell Redevelopment, and Newtonbrook.
- \$2.884 million for the Don Mills Community Recreation Facility, two (2) skating trails, two (2) repurposed arenas, and two (2) artificial ice rinks.

- \$3.490 million for one (1) new pool, two (2) additions, and one (1) pool replacement.
- \$3.192 million for various Park Development projects including Mouth of the Creek/Lower Garrison Creek, Eglinton Park Master Plan Implementation, 318 Queens Quay/Rees Street Park, Toronto Island Master Plan Implementation, Moss Park Redevelopment, Humber Park East New Building, and Lawrence Heights Neighbourhood Parks.
- \$0.107 million for Information Technology projects which will improve user access and increase efficiency and will require Operating Budget support for ongoing software and lifecycle maintenance.

The 2023 operating costs associated with the completion of new parks and recreation infrastructure in 2023, as mentioned above, have been included in the 2023 Operating Budget for Parks, Forestry and Recreation. Any future operating impacts will be reviewed each year and be considered as part of future year budget processes.

APPENDICES

Appendix 1

COVID-19 Impact and Recovery

Appendix 1	In \$ Thousands				
COVID-19 Impacts	2022		2023		
	Budget	Projection*	Revenues	Gross	Net
Revenue Loss					
User Fees	10,708.3	15,508.3	(10,987.3)		10,987.3
Sub-Total	10,708.3	15,508.3	(10,987.3)		10,987.3
Expenditure Increase					
COVID Screeners & Attendants	2,500.0	1,800.0			
Parks Operations (paid duty)	2,870.0	437.3			
Park Ambassador Program	1,621.3	1,621.3		1,977.8	1,977.8
Portable Washrooms and Sinks in Parks	1,000.0	266.7		120.0	120.0
Enhanced Cleaning & Safety Protocols	1,463.3	1,463.3		1,405.4	1,405.4
Marketing and Advertising	250.0	250.0			
Parks Winter Expanded Service	2,148.2	2,722.1		2,537.3	2,537.3
Sub-Total	11,852.8	8,560.7		6,040.6	6,040.6
Total COVID-19 Impact	22,561.1	24,069.0	(10,987.3)	6,040.6	17,027.9

* 2022 Projection based on 9 month variance

Appendix 2

2023 Affordability Measures

(\$000s)									
Recommendation	Savings Type	Equity Impact	2023				2024 (Incremental)		
			Revenue	Gross	Net	Positions	Gross	Net	Positions
Volume Based Revenue Adjustments	Base Savings	No Impact	2,288.1		(2,288.1)				
Absorb a Portion of Non-Labour Inflation	Base Savings	No Impact		(2,981.6)	(2,981.6)		109.3	109.3	
Line-by-Line Review including Ski program at Centennial Ski Hill	Base Savings	No Impact	(331.8)	(642.5)	(310.7)	(8.5)	(14.6)	92.6	
Modify City Hall & Metro Hall Fitness Centres' Operating Model	Base Savings	No Impact	(50.0)	(238.4)	(188.4)	(5.7)	(6.2)	13.4	
Reduce Proactive Area Tree Maintenance	Service Changes	No Impact		(500.0)	(500.0)				
Total Affordability Measures			1,906.4	(4,362.6)	(6,269.0)	(14.2)	88.5	215.3	

Appendix 3

Summary of 2023 Service Changes

Form ID		Community and Social Services Program - Parks, Forestry & Recreation	Adjustments				2024 Plan Net Change	2025 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
2023 Tabled Base Budget Before Service Changes:			485,621.2	148,297.4	337,323.7	4,772.21	16,966.9	4,498.7
28349		UF - Reduce Proactive Area Tree Maintenance						
59	No Impact	Description:						
<p>Urban Forestry is proposing to reduce the contracted services budget for area street tree maintenance by \$0.5M which is a reduction of 2 contract crews annually and will result in approximately 2,500 fewer trees being maintained proactively. Inflationary increases for tree maintenance, planting and protection based on business requirements have been included in the 2023 Operating Budget for Parks, Forestry and Recreation.</p> <p>Service Level Impact:</p> <p>The proposal will compromise achievement of an average 7 year street tree maintenance cycle and increase the service backlog which is currently at 10-12 months.</p> <p>Equity Statement:</p>								
Service: Urban Forestry								
Total Tabled Budget Changes:			(500.0) ▲	0.0	(500.0) ▲	0.00	0.0	0.0
Tabled Service Changes:			(500.0) ▲	0.0	(500.0) ▲	0.00	0.0	0.0
Summary:								
Tabled Service Changes:			(500.0) ▲	0.0	(500.0) ▲	0.00	0.0	0.0
Tabled Base Budget:			485,121.2	148,297.4	336,823.7	4,772.21	16,966.9	4,498.7

Appendix 4

Summary of 2023 New / Enhanced Service Priorities Included in Budget

Form ID		Community and Social Services Program - Parks, Forestry & Recreation	Adjustments				2024 Plan Net Change	2025 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
27626		PKS - Activation of Water Assets NENH						
74	Positive	Description:						

At its meeting on June 15, 2022 (<https://secure.toronto.ca/council/agenda-item.do?item=2022.MM45.26>), City Council direct the General Manager, Parks, Forestry and Recreation, in coordination with other relevant divisions to adjust and modernize park operations and procedures to conduct service improvements at City parks earlier in the spring; these activities include speeding up the activation of water assets such as drinking fountains and washrooms, and extending the length of the season, with a goal of opening facilities as soon as it is possible after the risk of frost has passed, but with a target of the end of May at the latest. The washroom season will be extended by opening earlier and closing later in the season.

Service Level Impact:

The goal is to open park washrooms & drinking fountains as soon as possible after the risk of frost has passed. The target is to open all park washrooms and drinking fountains within a 3-week timespan. Staff will extend the season of washrooms, by opening earlier and closing later. The aim is to harmonize the opening/closing times across all parks for seasonal washrooms.

Equity Statement:

This proposal will provide a positive impact to all City residents and visitors, including those in lower income neighbourhoods, by increasing access to public city spaces. PFR proposes to speed up the activation of water assets such as washrooms and drinking fountains. Positive equity impacts include greater access to Parks amenities for all residents and visitors and may increase support for precariously housed individuals.

Service: Community Recreation

Total Tabled Budget Changes:	0.2	0.0	0.2	0.00	0.0	0.0
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Service: Parks

Total Tabled Budget Changes:	2,856.6	0.0	2,856.6	24.97	(185.8)	7.3
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Tabled New/Enhanced Service Priorities:	2,856.9	0.0	2,856.9	24.97	(185.8)	7.3
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Summary:

Tabled New/Enhanced Service Priorities:	2,856.9	0.0	2,856.9	24.97	(185.8)	7.3
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Appendix 5

Summary of 2023 New / Enhanced Service Priorities Not Included in Budget

N/A

Appendix 6

2023 Capital Budget; 2024 - 2032 Capital Plan Including Carry Forward Funding

Project Code	(In \$000s)	2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2023 - 2032 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR1	PFR Reconciliation & Indigenous Placemaking Program	305	3,427	3,000	3,500							10,232			10,232
PR2	Dundas Street Renaming Signage	30	270									300			300
PR3	Critical Infrastructure	1,750	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,750	10,750		
PR4	Various Buildings & Parks Accessibility Program	3,085	2,842	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	25,927			25,927
PR5	Capital Asset Management Planning	850	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	11,650	11,650		
PR6	Various Buildings-Facility Rehabilitation	5,100	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,100	50,100		
PR7	Investigation & Pre-Engineering SI&G	844	750	750	750	750	750	750	750	750	750	7,594			7,594
PR8	Facility Signage		250									250			250
PR9	Parkland Acquisition	2,000	30,000	20,000	25,000	25,000	18,750	18,750	19,000	29,624	80,284	268,408			268,408
PR10	468-470 Queen St W Parkland Acquisition		135									135			135
PR11	37 Norton Ave Expropriation for John McKenzie Park	2,611	531									3,142			3,142
PR12	705 Progress Avenue - Remediation						200					200	200		
PR13	76 Coral Gable Drive Acquisition	273										273			273
PR14	Acquisition of 5-25 Wellesley & 14-26 Breadalbane	8,556										8,556			8,556
PR15	Acquisition of Land in Vicinity of 1500 St. Clair		1,821									1,821			1,821
PR16	Green Line - Remediation		700									700	700		
PR17	Market Lane Parkette & S Market Pk Remediation	47										47	47		
PR18	CAMP (SGR) ORC Facilities	417	488	92			4,444	2,836	549	13,739	11,483	34,048		34,048	
PR19	Sports Fields Program	1,835	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,835		10,835	
PR20	Washrooms Enhancement Program	625	500	500								1,625			1,625
PR21	Bluffer's Park Washroom Improvements	200	2,500									2,700			2,700
PR22	Christie Pits Park - New Basketball Lights	55										55			55
PR23	Clydesdale Tennis Clubhouse Improvements	913	200									1,113			1,113
PR24	Dufferin Grove New Community Field House	1,000										1,000			1,000
PR25	East Mall Park New Fitness Equipment S42	17	158									175			175
PR26	Eglinton Flats Park New Fitness Equipment S42	17	158									175			175

Project Code	(In \$000s)	2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2023 - 2032 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR27	Former Ward 3 Baseball Improvements S42(Glen Agar)	15	144									159			159
PR28	Humber Bay East - New Building S37/S45	353	6,070									6,070			6,070
PR29	Leslie Street Spit Washroom	270										270			270
PR30	Marie Curtis Park - New Fitness Equipment S42	10	90									100			100
PR31	Noble Park Basketball Court S42	25	395									420			420
PR32	Park Lawn Track S42	306										306			306
PR33	Topham Park Clubhouse Improvements S37		1,320	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	10,920			10,920
PR34	FMP-Sports Field Improvements		2,400	2,200	2,200	2,200	2,200	2,500	2,500	2,500	2,500	21,200			21,200
PR35	FMP-Outdoor RC Improvements		50	700								750			750
PR36	FMP-Skate Spots (2) Design & Construction			25	405	430	475	960	1,010	1,060	1,110	5,475			5,475
PR37	FMP-Skate Spots Program	540	550									1,090			1,090
PR38	FMP-Skateboard Park (1) North District Earl Bales		70	1,090	40							1,200			1,200
PR39	FMP-Skateboard Park (2) East District			75	1,175	50						1,300			1,300
PR40	FMP-Skateboard Park (3) South District				80	1,260	60					1,400			1,400
PR41	FMP-Ward 2 Skateboard Park (4) Centennial Park				55	885						940			940
PR42	FMP-Bike Park (1) Scarborough		15	270								285			285
PR43	FMP-BMX Features (1)			18	282							300			300
PR44	FMP-BMX Features (2)	155										155			155
PR45	FMP Basketball Full Court - Seven Oaks Park	138										138			138
PR46	FMP Basketball Full Court - Tom Riley Pk	17	233									250			250
PR47	FMP-Basketball Full Court		16	258								274			274
PR48	FMP Basketball Full Court		35	332	193	332	193	350	332	193	332	2,292			2,292
PR49	FMP-Basketball Full Courts Program	100	400									500			500
PR50	FMP-Cricket Pitch (1)		40	595								635			635
PR51	FMP-Cricket Pitch (2)				40	660						700			700
PR52	FMP-Cricket Pitch (3) - Centennial Park														

Project Code	(In \$000s)	2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2023 - 2032 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR53	FMP-Cricket Pitch (4)				40	660						700			700
PR54	FMP-Cricket Pitch (5)					45	690					735			735
PR55	FMP-Soccer Field (1)	35	485									520			520
PR55	FMP-Soccer Field (1)	-35	-485									-520			-520
PR56	FMP-Soccer Field (2)			40	585							625			625
PR57	FMP-Soccer Field (3)					40	645					685			685
PR58	FMP-Soccer Field (4)						45	680				725			725
PR59	FMP-Soccer Field (5)								50	750		800			800
PR60	FMP-Soccer Field (6)									50	785	835			835
PR61	FMP-Mini-Soccer Field (1)		75									75			75
PR62	FMP-Mini-Soccer Field (2)		5	75								80			80
PR63	FMP-Mini-Soccer Field (3)			5	80							85			85
PR64	FMP-Mini-Soccer Field (4)				5	90						95			95
PR65	FMP-Multi-Use Field-Artificial Turf (1)		140	2,185								2,325			2,325
PR66	FMP-Multi-Use Field-Artificial Turf (2)			145	2,305							2,450			2,450
PR67	FMP-Multi-Use Field-Artificial Turf (3)				155	2,420						2,575			2,575
PR68	FMP-Multi-Use Field-Artificial Turf (4)						170	2,655				2,825			2,825
PR69	FMP-Sports Bubble Stadium Site (1)	80	1,270									1,350			1,350
PR70	FMP-Sports Bubble Stadium Site (2)					100	1,550					1,650			1,650
PR71	FMP-Sports Bubble Stadium Site (3)								115	1,800		1,915			1,915
PR72	FMP-Fieldhouse (1) Design & Construction		170	1,775	220							2,165			2,165
PR73	FMP-Fieldhouse (2) Design & Construction				200	2,050	250					2,500			2,500
PR74	FMP-Clubhouse Design & Construction (1)			250	2,500	300						3,050			3,050
PR75	FMP-Clubhouse Design & Construction (2)								350	3,560	440	4,350			4,350
PR76	Various Parks-Parks Rehabilitation	5,100	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,100		50,100	4,350 #
PR77	Wayfinding for Parks and Trails	200	500									700			700

Project Code	(In \$000s)	2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2023 - 2032 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR78	Master Planning & Engagement	1,412	1,900	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	14,512			14,512
PR79	Parks Plan FY2018		100									100			100
PR80	10 Ordnance Street Development - Design & Construction S42	25	3,150	1,840	399							5,414			5,414
PR81	1001 Ellesmere Road - Park Development	384	500									884			884
PR82	15 Wellesley Street East - Park Development		350	3,000	1,150							4,500			4,500
PR83	150 Sterling - Above Base Park Development			110	1,280							1,390			1,390
PR84	1500 St. Clair Avenue West - New Park Development		60	940								1,000			1,000
PR85	174-180 Broadway Avenue Above Base Development	18	580									598			598
PR86	20 Castletfield Avenue - New Park		355	3,000	845							4,200			4,200
PR87	223 Gladys Allison Pl - Lee Lifeson Park Expansion	210	370									580			580
PR88	229 Richmond Street Park Development S37	350	3,045	6,600								9,995			9,995
PR89	25 Oakcrest Park Development S42		30									30			30
PR90	261 Nairn Avenue - Park Development	614										614			614
PR91	318 Queens Quay W/Rees Pk Development Construction	500	5,331	6,900	1,100							13,831			13,831
PR92	320 Markham - Park Development	50	750									800			800
PR93	34 Hanna Avenue - Park Development		350	3,000	2,150							5,500			5,500
PR94	37 Norton Ave/John McKenzie Park Development		500									500			500
PR95	464-470 Queen St W - Park Development	170	1,945									2,115			2,115
PR96	51 Drewry Avenue and Inez Court - Park Development		350	3,000	6,650							10,000			10,000
PR97	51 Sussex Ave (666 Spadina) Above Base Pk Develop	27	570									597			597
PR98	55 Isaac Devins Blvd/3035 Weston Rd Blk 79 Develop	596										596			596
PR99	57 Brock Avenue - Park Development	18	180									198			198
PR100	640 Lansdowne Avenue - Park Development			70	810							880			880
PR101	64A Thirteenth St - Colonel Samuel Smith Pk Exp		30	370								400			400
PR102	652 Eastern Above Base Park Development	27	370									397			397
PR103	705 Progress Avenue - Ph 1 and 2 Park Development							90	1,419	700		2,209			2,209

Project Code	(In \$000s)	2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2023 - 2032 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR104	76 Coral Gable Drive Park Development	☑		1,100								1,100			1,100
PR105	Albert Standing Park Redevelopment S45			150								150			150
PR105	Albert Standing Park Redevelopment S45			-150								-150			-150
PR106	Alexandra Park - Park Improvements		774	200								974			974
PR107	Allan Gardens Improvements Construction - S42		225									225			225
PR108	Aneta Circle Parkette Improvements			500								500			500
PR109	Anniversary Park - Development		30	370								400			400
PR110	Apted Park Design & Construction - S37 S45			50	700							750			750
PR111	Art Shoppe Hillsdale Park Development		261									261			261
PR112	Balmoral Park Improvements S37		40	460								500			500
PR113	Barbara Hall Park Redevelopment S37		30	270								300			300
PR114	Bathurst Quay - Canada Malting Waterfront Plaza	☑	1,000	5,000								6,000			6,000
PR115	Bellbury Park Improvements S42		456									456			456
PR116	Bisset Park OLA S37		275									275			275
PR117	Bob Acton Park Improvements S42		20	30								50			50
PR118	Centennial Park Master Plan Ph1 Implementation		346	800								1,146			1,146
PR119	Centennial Park Trail Improvements			750								750			750
PR120	Cloud Gardens Park Improvements			373								373			373
PR121	College Park Railing Improvements		15	150								165	165		
PR122	Corktown Common Neighbourhood OLA		30	470								500			500
PR123	Corktown Parks S42		294	2,487								2,781			2,781
PR124	David Crombie Park Revitalization & Area Parks	☑	400	4,300	6,150	6,353	300	1,500	5,423			24,426			24,426
PR125	Dieppe Park Improvements		450	700								1,150			1,150
PR126	Dunkip Park Development		40	460	375							875			875
PR127	Earls court Park Improvements	☑	123									123			123
PR128	Eastern Beaches Improvements - Contribution			220								220			220

Project Code	(In \$000s)	2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2023 - 2032 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR129	Edwards Gardens Improvements	836	5,657									6,493			6,493
PR130	Eglinton Park Master Plan Implementation	1,131	3,050	3,000		250	2,000					9,431			9,431
PR131	Elie Wiesel Park Improvements S37	40	460									500			500
PR132	Etobicoke City Centre Park - Design & Construction	400	2,661	2,675	10							5,746			5,746
PR133	Facilities Master Plan Implementation Planning	525	485									1,010			1,010
PR134	Fairfield Park - Park Improvements S42	25	190									215			215
PR135	Fleet for Park Operation		120									120			120
PR136	Fleet for Water Asset Activation		1,125									1,125			1,125
PR137	Fleet to Improve Winter Access in Parks		315									315			315
PR138	Fleet-Area Maintenance (Ph 2 of Tree Serv. 2011)	553	701									1,254			1,254
PR139	FMP-Dogs Off Leash Area (1)	30	470									500			500
PR140	FMP-Dogs Off Leash Area (2)		35	500								535			535
PR141	FMP-Dogs Off Leash Area (3)				35	550						585			585
PR142	FMP-Dogs Off Leash Area (4)						40	610				650			650
PR143	FMP-Dogs Off Leash Area (5)								45	670		715			715
PR144	Former Ward 19 Park Improvements	245										245			245
PR145	Former Ward 24 Park Improvements	134	1,475									1,609			1,609
PR146	Former Ward 3 Park Improvements	107										107			107
PR147	Former Ward 33 Park Improvements S37 & S42	40	602									642			642
PR148	Former Ward 33 PB Pilot Projects FY2018	113										113			113
PR149	Frank Faubert Woods Development		29	730								759			759
PR150	Glasgow St Parkette Ph. 2 Cecil CC Improvements		375									375			375
PR151	Gore Park & Area Park Development	340	400									740			740
PR152	Grand Avenue Park Expansion		2,200									2,200			2,200
PR153	Green Line - Geary Ave Parcels	486										486			486
PR154	Green Line - Lower Davenport Parcels	470	2,545									3,015			3,015

Project Code	(In \$000s)	2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2023 - 2032 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR155	Heschel Park Improvements S42	80	420	500								1,000			1,000
PR156	Hillsdale Parkette Expansion - Development	460										460			460
PR157	Humber Bay Park East - Rehabilitation of Ponds	1,910	1,984									3,894			3,894
PR158	Humber Bay Park East - Rehabilitation of Ponds		1,830									1,830			1,830
PR159	Huron Washington Park Improvements Uof T	200	346									546			546
PR160	Jane-Finch Area Park Improvements		100	400	500	500						1,500			1,500
PR161	Keeleesdale Park - Rebuild Stairs/Path/N.Sporting	30	893									923			923
PR162	Lambton Kingsway - Park Improvements S42/Donation	20	208									228			228
PR163	Land Adjacent to 2175 Lake Shore Blvd. W. Jade Park	318	600									918			918
PR164	LAP Terry Fox at 439 Queens Quay W		341									341			341
PR165	Lawrence Heights Ph1a-Baycrest Park	3,126	3,361									6,487			6,487
PR166	Lawrence Heights Ph1b-Greenway	758										758			758
PR167	Lawrence Heights Ph1f-Local Neighbourhood Pk	169	1,394									1,563			1,563
PR168	Lawrence Heights Phase 2 Parks						575	2,500	6,538			9,613			9,613
PR169	Leslie Grove Park Improvements (Hope Shelter)		90									90			90
PR170	Little Jamaica & Eglinton West NBHD Park Improve		100	400	500	500						1,500			1,500
PR171	Lower Yonge Park Development				1,000	11,000						12,000			12,000
PR172	Madelaine Park Improvements S42	5	215									220			220
PR173	Mallow Park Redevelopment Phase II S37	400										400			400
PR174	Market Lane Parkette Design - S42	131										131			131
PR175	Market Lane Parkette Construction - S42	3,275	1,200									4,475			4,475
PR176	Midtown (Yonge-Eglinton) Park Improvements	50	500	2,450								3,000			3,000
PR177	Miles Road Park Development	30	451									481			481
PR178	Milliken District Pk-Upper Pond/Stream Restoration	100										100			100
PR179	Milliken Park Fitness Pod Installation	75										75			75
PR180	Moss Park - Park Redevelopment Design & Construction	80	360	65	2,470	2,440	2,465					7,880			7,880

Project Code	(In \$000s)	2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2023 - 2032 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR181	Mount Dennis Area Park Improvements		100	400	500	500						1,500			1,500
PR182	Mouth of the Creek Construction Ph. 1 and 2 S37/S45	959	11,840	4,460								17,259			17,259
PR183	North Park Improvements S37	25	293									318			318
PR184	Osler Park - Park Improvements	1,288	400									1,688			1,688
PR185	Park Develop 351 Lake Promenade Windows on Lake	331										331			331
PR186	Parkway Forest OLA S42	40	455									495			495
PR187	Phoebe St/Soho Square - New Park Development	25	225									250			250
PR188	Pleasant View Participatory Budgeting Projects	200	180									380			380
PR189	Prescott Parkette Improvements		100									100			100
PR190	Priority Downtown Parks	1,198	1,120									2,318			2,318
PR191	Redpath Park Redevelopment S42	94	1,100									1,194			1,194
PR192	Riverdale Park East Top of Bank Improvements	10	140									150			150
PR193	Riverdale Park West - Access Improvements		744									744			744
PR194	Runnymede Park Improvements S37	55	745									800			800
PR195	Scarborough Centre Area Park Development		100	500	2,400							3,000			3,000
PR196	Silver Creek Park Improvements S37 S42	352										352			352
PR197	Silver Creek Park Improvements S37 S42	125										125			125
PR198	Silverview Park Redevelopment Study S37	20	180									200			200
PR199	Six Points Park Expansion	388	350									738			738
PR200	St. Jamestown Open Space Construction		4,615									4,615			4,615
PR201	St. Lucie Pk - Fitness Equipment & Seating S42	90										90			90
PR202	St. Patrick's Square - Park Improvements S37	30	270									300			300
PR203	St. Clair Keele Park Improvements		100	555	555	790						2,000			2,000
PR204	Sunnydale Acres Park Improvements S37	157										157			157
PR205	TO Core Park Master Planning & Improvements-Variou Sites Ph A & B	100	620	1,330	1,195							3,245			3,245
PR206	Toronto Island Park Implementation Phase 1	548	2,500	2,000								5,048			5,048

Project Code	(In \$000s)	2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2023 - 2032 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR207	Trinity Square Park Clock Tower	22	300									322			322
PR208	Turning Basin Park Design S42	500										500			500
PR208	Turning Basin Park Design S42	-500										-500			-500
PR209	Victoria Memorial Square Improvements S42	260	1,600									1,860			1,860
PR210	Wallace Emerson (Galleria) Park & Fieldhouse Ph 1	✓	4,883									4,883			4,883
PR211	Wallace Emerson Park Redevelopment- Phase 1	✓	350	8,375								8,725			8,725
PR212	Wallace Emerson Park Redevelopment- Phase 2			150	300	4,775	4,775					10,000			10,000
PR213	Wallace Swanek Lighting S42	15	210									225			225
PR214	Ward 17 Participatory Budget Henry Farms S37	30	370									400			400
PR215	Wells Hill Lawn Bowling Clubhouse/Wychwood Reno	✓	180									180			180
PR216	Weston Family Donations	515										515			515
PR217	Weston Tunnel Park Development		650									650			650
PR218	Yonge Street Linear Parks Improvement S42	1,518	1,000									2,518			2,518
PR219	Yonge Street Linear Parks Improvement S42		3,200									3,200			3,200
PR220	CAMP(SGR) Parking Lots, Tennis Courts & Sports Pads	40	651				12,492	15,413	6,920	15,033	16,636	67,185		67,185	
PR221	Tennis Court Resurfacing East District	150										150		150	
PR222	FMP-Tennis Court Complex WO Lights (1) Muirlands	295	200									495			495
PR223	FMP-Tennis Court Complex WO Lights (2)		30	500								530			530
PR224	FMP-Tennis Court Complex WO Lights (3)								45	665		710			710
PR225	FMP-Tennis Court Complex with Lights (1) South		70	990								1,060			1,060
PR226	FMP-Tennis Court Complex with Lights (2) East		70	990								1,060			1,060
PR227	FMP-Tennis Court Complex with Lights (3) North			75	1,050							1,125			1,125
PR228	FMP-Tennis Court Complex with Lights (4) East								85	1,330		1,415			1,415
PR229	CAMP (SGR) Waterplays	470	3,900			298	1,707	2,015			3,081	11,471		11,471	
PR230	Play Enhancement Program	10,539	5,800	5,800	5,800	5,800	5,800	5,800	5,800	5,800	5,800	62,739			62,739
PR231	19 Western Battery Road Park Development S42	545										545			545

Project Code	(In \$000s)	2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2023 - 2032 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR232	Alderwood Memorial Park Playground S37/S42	35	315									350			350
PR233	Earl Bales Accessible Playground Improvements S37	150										150			150
PR234	Ward 19 - Splash Pad Upgrade	48	736	16								800			800
PR235	High Level Park Playground Upgrade w/ TW	412										412			412
PR236	L'Amoreaux Kidstown Improvements S42	1,000	3,993									4,993			4,993
PR237	L'Amoreaux Kidstown Improvements S42		4,000									4,000			4,000
PR238	Spring Garden Park (West) - New Playground	296										296			296
PR239	Tom Riley Park - New Playground S42	744										744			744
PR240	Willowdale Park & Playground Improvements S37	40	1,060									1,100			1,100
PR241	FMP-Bell Manor Park - New Splash Pad S42	274										274			274
PR242	FMP-Fred Hamilton Playground Wading Pool Convert	710	315									1,025			1,025
PR243	FMP-Maple Leaf Park New Splash Pad	1,243										1,243			1,243
PR244	FMP-Pelmo Park Splash Pad (1)	662	360									1,022			1,022
PR245	FMP-Ward 24 Splash Pad #2 (Scarborough Village)	340	460									800			800
PR246	FMP-Ward 16 Splash Pad (3)		48	736	16							800			800
PR247	FMP-Ward 23 Splash Pad (4)		50	795	20							865			865
PR248	FMP-Ward 2 Splash Pad (5)		930									930			930
PR249	FMP-Ward 6 Splash Pad (6)						70	1,060	25			1,155			1,155
PR250	FMP-Ward 15 Splash Pad (7)						70	1,060	25			1,155			1,155
PR251	FMP-Splash Pad (8)								50	750		800			800
PR252	FMP-Ward 11 Wading Pool Convert to Splash Pad (1)		50	760	15							825			825
PR253	FMP-Ward 8 Wading Pool Convert to Splash Pad (2)		50	795	20							865			865
PR254	FMP-Wading Pool Convert to Splash Pad (3)								50	750		800			800
PR255	CAMP (SGR) Pools	7,066	2,177	5,609	3,668	5,669	7,998	13,691	8,240	6,788	9,050	69,956		69,956	
PR256	FMP-Davisville Community Pool - Design & Construction <input checked="" type="checkbox"/>	6,474	16,645	17,320								40,439			40,439
PR257	Goulding Pool Shade Treatment S37	200										200			200

Project Code	(In \$000s)	2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2023 - 2032 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR258	Blantyre ODP Improvements S37 S42		2,167									2,167			2,167
PR259	FMP-Waterfront West Pool Addition (1) Design & Construction								625	17,000	22,875	40,500			40,500
PR260	FMP-Scadding Court Pool Replacement Design & Construction								625	8,625	875	10,125			10,125
PR261	FMP-Scarborough Pool Addition (3) Design									550	8,550	9,100			9,100
PR262	CAMP (SGR) Arenas	18,814	30,383	22,927	19,610	14,158	8,925	1,746	4,347	4,974	4,031	129,915		129,915	
PR263	FMP Don Mills Community Recreation Facility Design	200	500	950	1,500	700	650	600	400	400		5,900			5,900
PR264	FMP Don Mills Community Recreation Facility-Construction					20,000	35,000	35,000	35,000	3,422		128,422			128,422
PR265	High Park AIR - Garage for Zamboni	174										174			174
PR266	FMP-Skating Trail (Centennial Park)	200	3,900									4,100			4,100
PR267	FMP-Skating Trail (2)								375	5,880		6,255			6,255
PR268	FMP-Artificial Ice Rink (1) Design & Construction Fountainhead Park	189	4,305									4,494			4,494
PR269	FMP-Ward 21 Artificial Ice Rink (2)			350	6,100	200						6,650			6,650
PR270	FMP-Artificial Ice Rink (3) Design										800	800			800
PR271	FMP-Arena Redevelopment-Twin Pad Design & Construction						725	5,180	16,365	37,365	42,365	102,000			102,000
PR272	FMP-Arena Repurpose (1) Design & Construction						40	550	217			807			807
PR273	FMP-Arena Repurpose (2) Design & Construction								40	620	235	895			895
PR274	FMP-Arena Repurpose (3) Design									40	470	510			510
PR275	CAMP (SGR) Trails, Pathways & Bridges	1,113	88	2,021	3,196	1,087	4,409	1,593	9,101	4,539	8,133	35,280		35,280	
PR276	Cornell Park Lighting		485									485	485		
PR277	East Don Trail Ph 1 Construction	982	3,900									4,882			4,882
PR278	York Beltline Trail Improvements	545	825									1,370			1,370
PR279	Bridge to Mississauga via Etobicoke Valley Pk		100									100			100
PR280	Green Line Design & Construction		971									971			971
PR281	John Street Corridor		1,000									1,000			1,000
PR282	S Keelesdale Pk-Stair Improvt NE Corner Eglinton		251									251			251
PR283	Sherway Trail		121									121			121

Project Code	(In \$000s)	2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2023 - 2032 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR284	South Mimico Trail		522									522			522
PR285	City Wide Environmental Initiatives	3,508	4,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	31,508		31,508	
PR286	Community Gardens Program	200	100	100	100	100	100	100	100	100	100	1,100			1,100
PR287	Cudmore Creek Wetland and Trailhead	750										750		750	
PR288	Green Line - Construction		300									300			300
PR289	Highland Creek Trail Phase 3A	200										200			200
PR290	Community Access to Ravines	487										487		487	
PR291	Ravine Trail Wayfinding	254										254			254
PR292	Wilket Creek Phase 3	274	900									1,174			1,174
PR293	2017 High Lake Effect - Flooding Damage & Repairs	2,064	4,854									6,918		6,918	
PR294	2018 Wind Storm Damages	7,748	5,780	2,310								15,838		15,838	
PR295	CAMP (SGR) SF Building & Structures	5,395	9,151	2,624	1,550	1,286	4,892	2,836	14,175	5,274	7,134	54,317		54,317	
PR296	CAMP(SGR) Waterfront, Marine, Fountains & Seawalls	1,305	1,340	1,365	3,560	4,711	6,118	2,738	5,351	4,314	2,025	32,827		32,827	
PR297	Golf Courses Rehabilitation	500	500	500	500	500	500	500	500	500	500	5,000		5,000	
PR298	Ferry Vessel Replacement #1 & #2, Design, Construction & Infrastructure	12,315	31,390	32,145								75,850			75,850
PR299	Lifeguard Stations and Stands	50	500	500	500							1,550			1,550
PR300	Allan Gardens Washroom Building Construction - S42	598										598			598
PR301	Centennial Park Ski Hill Repurposing	100	315									415			415
PR302	Franklin Children's Garden - Wetland Restoration	305										305			305
PR303	Harbour Square Boardwalk Rehabilitation	241										241		241	
PR304	High Park Forestry School Building Phase 2 S37	430	3,607	1,553								5,590			5,590
PR305	Maple Leaf Cottage Renovation S42	25	300									325			325
PR306	Riverdale Farm Simpson House		203									203			203
PR307	University Avenue Median Park Improvements	52										52		52	
PR308	CAMP (SGR) Community Centres	5,107	6,060	1,162	500	3,383	19,479	26,965	21,150	15,339	8,427	107,572		107,572	
PR309	York CC Green Roof & Site Work	386										386			386

Project Code	(In \$000s)	2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2023 - 2032 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR310	Oriole CC Gymnasium Addition	50	166									216			216
PR311	FMP-Ethenonhawahstihnen CC & Play Space - Construction	6,943										6,943			6,943
PR312	FMP-North East Scarborough New CC (#3) Construction	14,289	43,384	9,302								66,975			66,975
PR313	FMP-East Bayfront Community Centre	1,300	8,000	1,700								11,000			11,000
PR314	FMP-Wallace Emerson (Galleria) Redevelopment	6,923	28,150	30,000								65,073			65,073
PR315	505 Richmond YMCA Funding	6,000	15,000									21,000			21,000
PR316	FMP-Western North York New CC (#5) Design & Construction	5,185	24,000	24,000	23,500	25,000						101,685			101,685
PR317	FMP-40 Wabash Parkdale New CC (#7) Design & Construction	879	15,588	23,150	24,150	25,150	24,150					113,067			113,067
PR318	FMP-Etobicoke Civic Centre Community Centre	239	17,115	31,507	25,673	5,201	325	675				80,735			80,735
PR319	FMP John Innes CRC Redevelopment (3) - Design	255	800	1,940	900	600	200	200				4,895			4,895
PR320	FMP John Innes CRC Redevelopment (3) - Construction				14,000	28,000	17,000					59,000			59,000
PR321	FMP Lawrence Heights Community Centre - Design		534	1,500	1,250	700	500	500				4,984			4,984
PR322	FMP Lawrence Heights Community Centre - Construction				15,000	28,000	14,450	14,250				71,700			71,700
PR323	FMP-Downtown (Ramsden) CRC (1) Design & Construction		411	2,739	14,350	24,250	24,250	24,250	24,250			114,500			114,500
PR324	FMP-Newtonbrook CC Development			10,000								10,000			10,000
PR325	FMP-Downsview CRC Design										8,000	8,000			8,000
PR326	FMP-Jenner Jean Marie Space Addition (1) Study, Design & Construction	40	3,726	890								4,656			4,656
PR327	FMP-Masaryk-Cowan CRC Redevelopment (4) Design & Construction		500	1,500	27,450	27,543	7,403	1,000				65,396			65,396
PR328	FMP-Falstaff CC Redevelopment (6) Design & Construction						500	1,500	26,500	32,250	10,475	71,225			71,225
PR329	FMP-Dennis R Timbrell RC Redevelopment (7) Design									1,500	705	2,205			2,205
PR330	FMP-Central Etobicoke CRC (1) Construction			26,000	27,000	27,000						80,000			80,000
PR331	FMP-SW Scarborough CRC (2) Design & Construction						500	1,000	12,750	20,500	25,250	60,000			60,000
PR332	FMP-Stan Wadlow Clubhouse Redevelopment (8) Design								500	1,500	1,690	3,690			3,690
PR333	FMP-North Rexdale CRC (3) Design & Construction						500	1,000	12,750	20,500	25,250	60,000			60,000
PR334	FMP-Albion Pool and Health Club-Redevelopment									500	2,515	3,015			3,015
PR335	FMP-Program Space Addition (2) Design & Construction								85	2,440	1,975	4,500			4,500

Project Code	(In \$000s)	2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2023 - 2032 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR336	FMP-Program Space Addition (3) Design										350	350			350
PR337	FMP-Scarborough Centennial RC Redevelop (5) Design & Construction						500	1,500	26,500	21,875	500	50,875			50,875
PR338	FMP-Scarborough Gymnasium Addition (1) Design & Construction								600	7,200	15,200	23,000			23,000
PR339	FMP-Scarborough Gymnasium Addition (2) Design & Construction								600	7,200	3,200	11,000			11,000
PR340	FMP-North York Gymnasium Addition (3) Design									600	900	1,500			1,500
PR341	FMP-Main Square CC Redevelopment Design & Construction						700	1,000	13,900	13,950	450	30,000			30,000
PR342	IT-Registration, Permitting & Licensing CLASS	8,299	9,730	4,225	2,285							24,539			24,539
PR343	IT-Operational Modernization	2,236	2,237	1,471	1,471							7,415			7,415
PR344	IT-311 Customer Service Strategy	325	353									678			678
PR345	IT-Modernization Roadmap	350										350			350
PR346	IT-PFR Public Wi-Fi Initiative	1,000	1,610									2,610			2,610
PR347	IT-Digital Infrastructure	275										275			275
PR348	IT-SDFA-PFR Youth Outreach Case Management	150										150			150
PR349	IT-PFR Digital Strategy and Transformation	535	1,200	755								2,490			2,490
PR350	IT-PFR Digital Experience		1,205	640								1,845			1,845
PR351	IT-PFR Network Connectivity Improvements	590	1,210	1,870	1,260							4,930			4,930
PR352	FIFA Training Site A Improvements	10,061	16,059	8,125								34,245			34,245
PR353	FIFA Training Site B Improvements	750	10,000	250								11,000			11,000
Total Expenditures (including carry forward from 2022)		235,614	557,153	396,307	317,306	329,513	263,030	223,126	302,004	346,769	356,531	3,327,353	1,597	736,950	2,588,806

- ☑ - Project supports Climate Resiliency and / or Greenhouse Gas (GHG) Reduction
- ☑ - Project includes workforce development requirements as outlined in the City's Social Procurement Program

*Information above includes full project / sub-project 2023-2032 Capital Budget and Plan cash flows. Does not break out the climate component costs separately.

Appendix 6a

2023 Cash Flow and Future Year Commitments Including Carry Forward Funding

Project Code	(In \$000s)	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total 2023 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
PR1	PFR Reconciliation & Indigenous Placemaking Program	305	3,427	3,000	3,500							10,232	10,232		
PR2	Dundas Street Renaming Signage	30	270									300	300		
PR3	Critical Infrastructure	1,750										1,750	500	-500	1,750
PR4	Various Buildings & Parks Accessibility Program	3,085	2,842									5,927	3,727	2,200	
PR5	Capital Asset Management Planning	850	1,200									2,050	1,250	800	
PR6	Various Bldgs-Facility Rehabilitation	5,100										5,100	3,586	-3,586	5,100
PR7	Investigation & Pre-Engineering SI&G	844	750									1,594	844	750	
PR8	Facility Signage		250									250			250
PR9	Parkland Acquisition	2,000	30,000	20,000	25,000	25,000	18,750	18,750	19,000	29,624	80,284	268,408	195,624	72,784	
PR10	468-470 Queen St W Parkland Acquisition		135									135	135		
PR11	37 Norton Ave Expropriation for John McKenzie Park	2,611	531									3,142	3,142		
PR12	705 Progress Avenue - Remediation						200					200	200		
PR13	76 Coral Gable Drive Acquisition	273										273	273		
PR14	Acquisition of 5-25 Wellesley & 14-26 Breadalbane	8,556										8,556	8,556		
PR15	Acquisition of Land in Vicinity of 1500 St. Clair		1,821									1,821	1,821		
PR16	Green Line - Remediation		700									700	400	300	
PR17	Market Lane Parkette & S Market Pk Remediation	47										47	47		
PR18	CAMP (SGR) ORC Facilities	417	488	92								997	5,110	-4,113	
PR19	Sports Fields Program	1,835	1,000									2,835	1,835	1,000	
PR20	Washrooms Enhancement Program	625	500	500								1,625	1,625		
PR21	Bluffer's Park Washroom Improvements	200	2,500									2,700			2,700
PR22	Christie Pits Park - New Basketball Lights	55										55	55		
PR23	Clydesdale Tennis Clubhouse Improvements	913	200									1,113	1,113		
PR24	Dufferin Grove New Community Field House	1,000										1,000	1,000		
PR25	East Mall Park New Fitness Equipment S42	17	158									175	175		
PR26	Eglinton Flats Park New Fitness Equipment S42	17	158									175	175		

Project Code	(In \$000s)	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total 2023 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
PR27	Former Ward 3 Baseball Improvements S42(Glen Agar)	15	144									159	159		
PR28	Humber Bay East - New Building S37/S45		6,070									6,070	6,070		
PR29	Leslie Street Spit Washroom	353										353	353		
PR30	Marie Curtis Park - New Fitness Equipment S42	270										270	270		
PR31	Noble Park Basketball Court S42	10	90									100	100		
PR32	Park Lawn Track S42	25	395									420	420		
PR33	Topham Park Clubhouse Improvements S37	306										306	306		
PR34	FMP-Sports Field Improvements		1,320									1,320	120		1,200
PR35	FMP-Outdoor RC Improvements		200									200	200		
PR36	FMP-Skate Spots (2) Design & Construction		50	700								750	500	250	
PR38	FMP-Skateboard Park (1) North District Earl Bales	540	550									1,090	890	200	
PR45	FMP Basketball Full Court - Seven Oaks Park	155										155	155		
PR46	FMP Basketball Full Court - Tom Riley Pk	138										138	138		
PR48	FMP Basketball Full Court		16	258								274	174	100	
PR47	FMP-Basketball Full Court	17	233									250	175	75	
PR50	FMP-Cricket Pitch (1)	100	400									500	500		
PR55	FMP-Soccer Field (1)	35	485									520	520		
PR55	FMP-Soccer Field (1)	-35	-485									-520		-520	
PR61	FMP-Mini-Soccer Field (1)		75									75	55	20	
PR69	FMP-Sports Bubble Stadium Site (1)	80	1,270									1,350			1,350
PR76	Various Parks - Parks Rehabilitation	5,100										5,100	1,878	-1,878	5,100
PR77	Wayfinding for Parks and Trails	200	500									700	700		
PR78	Master Planning & Engagement	1,412	1,900									3,312	2,087	1,225	
PR79	Parks Plan FY2018		100									100	100		
PR80	10 Ordnance Street Development - Design & Construction S42	25	3,150	1,840	399							5,414	4,479	935	
PR81	1001 Ellesmere Road - Park Development	384	500									884	884		

Project Code	(In \$000s)	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total 2023 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
PR82	15 Wellesley Street East - Park Development		350	3,000	1,150							4,500			4,500
PR83	150 Sterling - Above Base Park Development			110	1,280							1,390	1,390		
PR84	1500 St. Clair Avenue West - New Park		60	940								1,000			1,000
PR85	174-180 Broadway Avenue Above Base	18	580									598	598		
PR87	223 Gladys Allison Pl - Lee Lifeson Park Expansion	210	370									580	210	370	
PR88	229 Richmond Street Park Development S37	350	3,045	6,600								9,995	9,995		
PR89	25 Oakcrest Park Development S42	30										30	30		
PR90	261 Nairn Avenue - Park Development	614										614	614		
PR91	318 Queens Quay W/Rees Pk Development Construction	500	5,331	6,900	1,100							13,831	8,831	5,000	
PR92	320 Markham - Park Development	50	750									800	800		
PR93	34 Hanna Avenue - Park Development		350	3,000	2,150							5,500			5,500
PR94	37 Norton Ave/John McKenzie Park Development		500									500			500
PR95	464-470 Queen St W - Park Development	170	1,945									2,115			2,115
PR96	51 Drewry Avenue and Inez Court - Park Development		350	3,000	6,650							10,000			10,000
PR97	51 Sussex Ave (666 Spadina) Above Base Pk Develop	27	570									597	597		
PR98	55 Isaac Devins Blvd/3035 Weston Rd Blk 79 Develop	596										596	596		
PR99	57 Brock Avenue - Park Development	18	180									198	198		
PR100	640 Lansdowne Avenue - Park Development			70	810							880			880
PR101	64A Thirteenth St - Colonel Samuel Smith Pk Exp		30	370								400	400		
PR102	652 Eastern Above Base Park Development	27	370									397	397		
PR103	705 Progress Avenue - Ph 1 Park Development							90	1,419			1,509	1,509		
PR104	76 Coral Gable Drive Park Development		1,100									1,100	400	700	
PR105	Albert Standing Park Redevelopment S45			150								150	150		
PR105	Albert Standing Park Redevelopment S45			-150								-150		-150	
PR106	Alexandra Park - Park Improvements	774	200									974	974		
PR107	Allan Gardens Improvements Construction - S42	225										225	225		

Project Code	(In \$000s)	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total 2023 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
PR108	Aneta Circle Parkette Improvements		500									500	500		
PR109	Anniversary Park - Development	30	370									400	400		
PR110	Apted Park Design - S37		50									50	50		
PR111	Art Shoppe Hillsdale Park Development	261										261	261		
PR112	Balmoral Park Improvements S37	40	460									500	500		
PR113	Barbara Hall Park Redevelopment S37	30	270									300	300		
PR114	Bathurst Quay - Canada Malting Waterfront Plaza	1,000	5,000									6,000			6,000
PR115	Bellbury Park Improvements S42		456									456	456		
PR116	Bisset Park OLA S37		275									275	275		
PR117	Bob Acton Park Improvements S42		20	30								50	50		
PR118	Centennial Park Master Plan Ph1 Implementation		346	800								1,146	1,146		
PR119	Centennial Park Trail Improvements			750								750	750		
PR120	Cloud Gardens Park Improvements			373								373	373		
PR121	College Park Railing Improvements		15	150								165			165
PR123	Corktown Parks S42		324	2,957								3,281	1,281	2,000	
PR124	David Crombie Park Revitalization & Area Parks		400	4,300	6,150	6,353						17,203	14,603	2,600	
PR125	Dieppe Park Improvements		450	700								1,150	1,150		
PR126	Dunkip Park Development		40	460	375							875	500	375	
PR127	Earlscourt Park Improvements		123									123	123		
PR128	Eastern Beaches Improvements - Contribution			220								220	220		
PR129	Edwards Gardens Improvements		836	5,657								6,493	6,493		
PR131	Eglinton Park Master Plan Implementation		1,131	2,700								3,831	3,831		
PR130	Eglinton Park Master Plan Implementation			350	3,000							3,350		3,350	
PR131	Elie Wiesel Park Improvements S37		40	460								500	500		
PR132	Etobicoke City Centre Park - Design & Construction		400	2,661	2,675	10						5,746	996		4,750
PR133	Facilities Master Plan Implementation Planning		525	485								1,010	290	720	

Project Code	(In \$000s)	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total 2023 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
PR134	Fairfield Park - Park Improvements S42	25	190									215	215		
PR135	Fleet for Park Operation		120									120			120
PR136	Fleet for Water Asset Activation		1,125									1,125			1,125
PR137	Fleet to Improve Winter Access in Parks		315									315			315
PR138	Fleet-Area Maintenance (Ph 2 of Tree Serv. 2011)	553	701									1,254	1,254		
PR139	FMP-Dogs Off Leash Area (1)	30	470									500	500		
PR144	Former Ward 19 Park Improvements	245										245	245		
PR145	Former Ward 24 Park Improvements	134	1,475									1,609	1,609		
PR146	Former Ward 3 Park Improvements	107										107	107		
PR147	Former Ward 33 Park Improvements S37 & S42	40	602									642	642		
PR148	Former Ward 33 PB Pilot Projects FY2018	113										113	113		
PR149	Frank Faubert Woods Development		29	730								759	759		
PR150	Glasgow St Parkette Ph. 2 Cecil CC Improvements		375									375	375		
PR151	Gore Park & Area Park Development^	340	400									740	740		
PR152	Grand Avenue Park Expansion		2,200									2,200	400	1,800	
PR153	Green Line - Geary Ave Parcels	486										486	486		
PR154	Green Line - Lower Davenport Parcels	470	2,545									3,015	970	2,045	
PR155	Heschel Park Improvements S42	80	420	500								1,000	1,000		
PR156	Hillsdale Parkette Expansion - Development	460										460	460		
PR157	Humber Bay Park East - Rehabilitation of Ponds	1,910	1,984									3,894	3,894		
PR158	Humber Bay Park East - Rehabilitation of Ponds		1,830									1,830	1,830		
PR159	Huron Washington Park Improvements Uof T	200	346									546	546		
PR161	Keelesdale Park - Rebuild Stairs/Path/N.Sporting^	30	893									923	923		
PR162	Lambton Kingsway - Park Improvements S42/Donation	20	208									228	228		
PR163	Land Adjacent to 2175 Lake Shore Blvd. W. Jade	318	600									918	918		
PR164	LAP Terry Fox at 439 Queens Quay W		341									341	341		

Project Code	(In \$000s)	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total 2023 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
PR165	Lawrence Heights Ph1a-Baycrest Park	3,126	3,361									6,487	6,087	400	
PR166	Lawrence Heights Ph1b-Greenway	758										758	758		
PR167	Lawrence Heights Ph1f-Local Neighbourhood Pk	169	1,394									1,563	1,563		
PR169	Leslie Grove Park Improvements (Hope Shelter)		90									90	90		
PR172	Madelaine Park Improvements S42	5	215									220	220		
PR173	Mallow Park Redevelopment Phase II S37	400										400	400		
PR174	Market Lane Parkette Design - S42	131										131	131		
PR175	Market Lane Parkette Construction - S42	3,275	1,200									4,475	4,475		
PR176	Midtown (Yonge-Eglinton) Park Improvements	50	500	2,450								3,000	3,000		
PR177	Miles Road Park Development	30	451									481	481		
PR178	Milliken District Pk-Upper Pond/Stream Restoration	100										100	100		
PR179	Milliken Park Fitness Pod Installation	75										75			75
PR180	Moss Park - Park Redevelopment Design	80	300									380	380		
PR182	Mouth of the Creek Construction Ph. 1 and 2 S37/S45	959	11,840	4,460								17,259	17,259		
PR183	North Park Improvements S37	25	293									318	318		
PR184	Osler Park - Park Improvements	1,288	400									1,688	1,688		
PR185	Park Develop 351 Lake Promenade Windows on Lake	331										331	331		
PR186	Parkway Forest OLA S42	40	455									495	495		
PR187	Phoebe St/Soho Square - New Park Development	25	225									250	250		
PR188	Pleasant View Participatory Budgeting Projects	200	180									380	380		
PR189	Prescott Parkette Improvements		100									100			100
PR190	Priority Downtown Parks	1,198	1,120									2,318	2,318		
PR191	Redpath Park Redevelopment S42	94	1,100									1,194	1,194		
PR192	Riverdale Park East Top of Bank Improvements	10	140									150	150		
PR193	Riverdale Park West - Access Improvements		744									744	744		
PR194	Runnymede Park Improvements S37	55	745									800	800		

Project Code	(In \$000s)	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total 2023 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
PR195	Scarborough Centre Area Park Development		100	500	2,400							3,000	3,000		
PR196	Silver Creek Park Improvements S37 S42	352										352	352		
PR197	Silver Creek Park Improvements S37 S42	125										125		125	
PR198	Silverview Park Redevelopment Study S37	20	180									200	200		
PR199	Six Points Park Expansion	388	350									738	388	350	
PR200	St. Jamestown Open Space Construction		4,615									4,615	4,615		
PR201	St. Lucie Pk - Fitness Equipment & Seating S42	90										90	90		
PR202	St. Patrick's Square - Park Improvements S37	30	270									300	300		
PR203	St. Clair Keele Park Improvements		100	555	555	790						2,000			2,000
PR204	Sunnydale Acres Park Improvements S37	157										157	157		
PR205	TO Core Park Master Planning & Improvements- Various Sites Ph A & B	100	520	775	640							2,035	2,035		
PR206	Toronto Island Park Implementation Phase 1	548	2,500	2,000								5,048	5,048		
PR207	Trinity Square Park Clock Tower	22	300									322	322		
PR208	Turning Basin Park Design S42	500										500	500		
PR208	Turning Basin Park Design S42	-500										-500		-500	
PR209	Victoria Memorial Square Improvements S42	260	1,600									1,860	1,160	700	
PR210	Wallace Emerson (Galleria) Park & Fieldhouse Ph 1		4,883									4,883	4,883		
PR211	Wallace Emerson Park Redevelopment- Phase 1	350	8,375									8,725	8,725		
PR213	Wallace Swaneke Lighting S42	15	210									225			225
PR214	Ward 17 Participatory Budget Henry Farms S37	30	370									400	400		
PR215	Wells Hill Lawn Bowling Clubhouse/Wychwood Renovation	180										180	180		
PR216	Weston Family Donations	515										515	515		
PR217	Weston Tunnel Park Development		650									650	650		
PR218	Yonge Street Linear Parks Improvement S42	1,518	1,000									2,518	2,518		
PR219	Yonge Street Linear Parks Improvement S42		3,200									3,200	3,200		
PR220	CAMP(SGR) Parking Lots, Tennis Courts & Sports Pads	40	651									691	8,495	-7,804	

Project Code	(In \$000s)	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total 2023 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
PR221	Tennis Court Resurfacing East District	150										150	150		
PR222	FMP-Tennis Court Complex WO Lights (1) Muirlands	295	200									495	295	200	
PR225	FMP-Tennis Court Complex with Lights (1) South		70	990								1,060	1,060		
PR229	CAMP (SGR) Waterplays	470	3,900									4,370	5,795	-1,425	
PR230	Play Enhancement Program	10,539										10,539	10,709	-170	
PR231	19 Western Battery Road Park Development S42	545										545	545		
PR232	Alderwood Memorial Park Playground S37/S42	35	315									350	350		
PR233	Earl Bales Accessible Playground Improvements	150										150	150		
PR234	Ward 19 - Splash Pad Upgrade	48	736	16								800			800
PR235	High Level Park Playground Upgrade w/ TW	412										412	412		
PR236	L'Amoreaux Kidstown Improvements S42	1,000	3,993									4,993	4,993		
PR237	L'Amoreaux Kidstown Improvements S42		4,000									4,000		4,000	
PR238	Spring Garden Park (West) - New Playground	296										296	296		
PR239	Tom Riley Park - New Playground S42	744										744	744		
PR240	Willowdale Park & Playground Improvements S37	40	1,060									1,100	100	1,000	
PR241	FMP-Bell Manor Park - New Splash Pad S42	274										274	274		
PR242	FMP-Fred Hamilton Playground Wading Pool	710	315									1,025	710	315	
PR243	FMP-Maple Leaf Park New Splash Pad	1,243										1,243	513	730	
PR244	FMP-Pelmo Park Splash Pad (1)	662	360									1,022	662	360	
PR245	FMP-Ward 24 Splash Pad #2 (Scarborough Village)	340	460									800	700	100	
PR246	FMP-Ward 16 Splash Pad (3)		48	736	16							800			800
PR255	CAMP (SGR) Pools	7,066	2,177	5,609								14,852	11,132	3,720	
PR256	FMP-Davisville Community Pool - Design & Construction	6,474	16,645	17,320								40,439	27,889	12,550	
PR257	Goulding Pool Shade Treatment S37	200										200	200		
PR258	Blantyre ODP Improvements S37 S42		2,167									2,167	2,167		
PR262	CAMP (SGR) Arenas	18,814	30,383	22,927								72,124	44,565	27,559	

Project Code	(In \$000s)	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total 2023 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
PR263	FMP Don Mills Community Recreation Facility Design	200	500	950	1,500	700	650	600	400	400		5,900	5,900		
PR265	High Park AIR - Garage for Zamboni	174										174	174		
PR266	FMP-Skating Trail (Centennial Park)	200	3,900									4,100	2,600	1,500	
PR268	FMP-Artificial Ice Rink (1) Design & Construction Fountainhead Park	189	4,305									4,494	3,894	600	
PR275	CAMP (SGR) Trails, Pathways & Bridges	1,113	88	2,021								3,222	7,726	-4,504	
PR276	Cornell Park Lighting		485									485			485
PR277	East Don Trail Ph 1 Construction	982	3,900									4,882	4,882		
PR278	York Beltline Trail Improvements	545	825									1,370	1,370		
PR279	Bridge to Mississauga via Etobicoke Valley Pk		100									100	100		
PR280	Green Line Design & Construction		971									971	971		
PR281	John Street Corridor		1,000									1,000	1,000		
PR282	S Keelesdale Pk-Stair Improv NE Corner Eglinton		251									251	251		
PR283	Sherway Trail		121									121	121		
PR284	South Mimico Trail		522									522	522		
PR285	City Wide Environmental Initiatives	3,508	4,000									7,508	4,508		3,000
PR286	Community Gardens Program	200										200	100		100
PR287	Cudmore Creek Wetland and Trailhead	750										750	750		
PR288	Green Line - Construction		300									300	300		
PR289	Highland Creek Trail Phase 3A	200										200	200		
PR290	Community Access to Ravines	487										487	487		
PR291	Ravine Trail Wayfinding	254										254	254		
PR292	Wilket Creek Phase 3	274	900									1,174	1,174		
PR293	2017 High Lake Effect - Flooding Damage & Repairs	2,064	4,854									6,918	6,023	895	
PR294	2018 Wind Storm Damages	7,748	5,780	2,310								15,838	2,013	13,825	
PR295	CAMP (SGR) SF Building & Structures	5,395	9,151	2,624								17,170	17,356	-186	
PR296	CAMP(SGR) Waterfront, Marine,Fountains &Seawalls	1,305	1,340	1,365								4,010	10,242	-6,232	

Project Code	(In \$000s)	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total 2023 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
PR297	Golf Courses Rehabilitation	500										500	500		
PR298	Ferry Vessel Replacement #1 & #2, Design, Construction & Infrastructure	12,315	31,390	32,145								75,850	61,850	14,000	
PR299	Lifeguard Stations and Stands	50	500	500	500							1,550			1,550
PR300	Allan Gardens Washroom Building Construction - S42	598										598	598		
PR301	Centennial Park Ski Hill Repurposing	100	315									415	415		
PR302	Franklin Children's Garden - Wetland Restoration	305										305	305		
PR303	Harbour Square Boardwalk Rehabilitation	241										241	241		
PR304	High Park Forestry School Building Phase 2 S37	430	3,607	1,553								5,590	430	5,160	
PR305	Maple Leaf Cottage Renovation S42	25	300									325	325		
PR306	Riverdale Farm Simpson House		203									203	203		
PR307	University Avenue Median Park Improvements	52										52	52		
PR308	CAMP (SGR) Community Centres	5,107	6,060	1,162								12,329	27,305	-14,976	
PR309	York CC Green Roof & Site Work	386										386	386		
PR310	Oriole CC Gymnasium Addition	50	166									216			216
PR311	FMP-Ethenonhawahstihnen CC-Construction FMP-North East Scarborough New CC (#3)	6,943										6,943	6,943		
PR312	Construction	14,289	43,384	9,302								66,975	66,975		
PR313	FMP-East Bayfront Community Centre	1,300	8,000	1,700								11,000	7,000	4,000	
PR314	FMP-Wallace Emerson (Galleria) Redevelopment	6,923	28,150	30,000								65,073	65,073		
PR315	505 Richmond YMCA Funding	6,000	15,000									21,000	21,000		
PR316	FMP-Western North York New CC (#5) Design & Construction	5,185	24,000	24,000	23,500	25,000						101,685	56,185	45,500	
PR317	FMP-40 Wabash Parkdale New CC (#7) Design & Construction	879	15,588	23,150	24,150	25,150	24,150					113,067	60,567	52,500	
PR318	FMP-Etobicoke Civic Centre Community Centre	239	17,115	31,507	25,673	5,201	325	675				80,735	61,706	19,029	
PR319	FMP John Innes CRC Redevelopment (3) - Design FMP John Innes CRC Redevelopment (3)- Construction	255	800	1,940	900	600	200	200				4,895	4,895		
PR320					14,000	28,000	17,000					59,000	59,000		
PR321	FMP Lawrence Heights Community Centre - Design		534	1,500	1,250	700	500	500				4,984	3,484	1,500	
PR323	FMP-Downtown (Ramsden) CRC (1) Design		411	2,739	350	250	250	250	250			4,500	3,500	1,000	

Project Code	(In \$000s)	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total 2023 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
PR326	FMP-Jenner Jean Marie Space Addition (1) Study, Design & Construction	40	426	40								506	506		
PR327	FMP-Masaryk-Cowan CC - Upgrades				1,450	1,543						2,993	2,993		
PR342	IT-Registration, Permitting & Licensing CLASS	8,299	9,730	4,225	2,285							24,539	9,299	15,240	
PR343	IT-Operational Modernization	2,236	2,237	1,471	1,471							7,415	7,279	136	
PR344	IT-311 Customer Service Strategy	325	353									678	678		
PR345	IT-Modernization Roadmap	350										350	350		
PR346	IT-PFR Public Wi-Fi Initiative	1,000	1,610									2,610	2,250	360	
PR347	IT-Digital Infrastructure	275										275	275		
PR348	IT-SDFA-PFR Youth Outreach Case Management	150										150	150		
PR349	IT-PFR Digital Strategy and Transformation	535	1,200	755								2,490			2,490
PR350	IT-PFR Digital Experience		1,205	640								1,845			1,845
PR351	IT-PFR Network Connectivity Improvements	590	1,210	1,870	1,260							4,930			4,930
PR352	FIFA Training Site A Improvements	10,061	1,479	2,792								14,332			14,332
PR353	FIFA Training Site B Improvements	750										750			750
Total Expenditure (including carry forward from 2022)		235,614	506,668	304,409	150,302	112,934	62,025	21,065	21,069	30,024	80,284	1,524,394	1,155,867	280,409	88,118

Appendix 6b

2024 - 2032 Capital Plan

Project Code	(In \$000s)	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2024 - 2032 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR3	Critical Infrastructure	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	9,000		9,000	
PR4	Various Buildings & Parks Accessibility Program		2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	20,000			20,000
PR5	Capital Asset Management Planning		1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	9,600		9,600	
PR6	Various Bldgs-Facility Rehabilitation	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	45,000		45,000	
PR7	Investigation & Pre-Engineering SI&G		750	750	750	750	750	750	750	750	6,000			6,000
PR18	CAMP (SGR) ORC Facilities					4,444	2,836	549	13,739	11,483	33,051		33,051	
PR19	Sports Fields Program		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	8,000		8,000	
PR34	FMP-Sports Field Improvements		1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	9,600			9,600
PR35	FMP-Outdoor RC Improvements	2,200	2,200	2,200	2,200	2,200	2,500	2,500	2,500	2,500	21,000			21,000
PR37	FMP-Skate Spots Program		25	405	430	475	960	1,010	1,060	1,110	5,475			5,475
PR39	FMP-Skateboard Park (2) East District	70	1,090	40							1,200			1,200
PR40	FMP-Skateboard Park (3) South District		75	1,175	50						1,300			1,300
PR41	FMP-Ward 2 Skateboard Park (4) Centennial Park			80	1,260	60					1,400			1,400
PR42	FMP-Bike Park (1) Scarborough			55	885						940			940
PR43	FMP-BMX Features (1)	15	270								285			285
PR44	FMP-BMX Features (2)		18	282							300			300
PR49	FMP-Basketball Full Courts Program	35	332	193	332	193	350	332	193	332	2,292			2,292
PR51	FMP-Cricket Pitch (2)	40	595								635			635
PR52	FMP-Cricket Pitch (3) - Centennial Park			40	660						700			700
PR53	FMP-Cricket Pitch (4)			40	660						700			700
PR54	FMP-Cricket Pitch (5)				45	690					735			735
PR56	FMP-Soccer Field (2)		40	585							625			625
PR57	FMP-Soccer Field (3)				40	645					685			685
PR58	FMP-Soccer Field (4)					45	680				725			725
PR59	FMP-Soccer Field (5)							50	750		800			800
PR60	FMP-Soccer Field (6)								50	785	835			835

Project Code	(In \$000s)	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2024 - 2032 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR62	FMP-Mini-Soccer Field (2)	5	75								80			80
PR63	FMP-Mini-Soccer Field (3)		5	80							85			85
PR64	FMP-Mini-Soccer Field (4)			5	90						95			95
PR65	FMP-Multi-Use Field-Artificial Turf (1)	140	2,185								2,325			2,325
PR66	FMP-Multi-Use Field-Artificial Turf (2)		145	2,305							2,450			2,450
PR67	FMP-Multi-Use Field-Artificial Turf (3)			155	2,420						2,575			2,575
PR68	FMP-Multi-Use Field-Artificial Turf (4)					170	2,655				2,825			2,825
PR70	FMP-Sports Bubble Stadium Site (2)				100	1,550					1,650			1,650
PR71	FMP-Sports Bubble Stadium Site (3)							115	1,800		1,915			1,915
PR72	FMP-Fieldhouse (1) Design & Construction	170	1,775	220							2,165			2,165
PR73	FMP-Fieldhouse (2) Design & Construction			200	2,050	250					2,500			2,500
PR74	FMP-Clubhouse Design & Construction (1)		250	2,500	300						3,050			3,050
PR75	FMP-Clubhouse Design & Construction (2)							350	3,560	440	4,350			4,350
PR76	Various Parks - Parks Rehabilitation	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	45,000		45,000	
PR78	Master Planning & Engagement		1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	11,200			11,200
PR86	20 Castlefield Avenue - New Park	355	3,000	845							4,200			4,200
PR103	705 Progress Avenue - Ph 2 Park Development								700		700			700
PR110	Apted Park Construction		700								700			700
PR124	David Crombie Park Revitalization & Area Parks				300	1,500	5,423				7,223			7,223
PR130	Eglinton Park Master Plan Implementation				250	2,000					2,250			2,250
PR140	FMP-Dogs Off Leash Area (2)	35	500								535			535
PR141	FMP-Dogs Off Leash Area (3)			35	550						585			585
PR142	FMP-Dogs Off Leash Area (4)					40	610				650			650
PR143	FMP-Dogs Off Leash Area (5)							45	670		715			715
PR160	Jane-Finch Area Park Improvements	100	400	500	500						1,500			1,500
PR168	Lawrence Heights Phase 2 Parks					575	2,500	6,538			9,613			9,613

Project Code	(In \$000s)	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2024 - 2032 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR170	Little Jamaica & Eglinton West NBHD Park Improve	100	400	500	500						1,500			1,500
PR171	Lower Yonge Park Development			1,000	11,000						12,000			12,000
PR180	Moss Park - Park Redevelopment Construction	60	65	2,470	2,440	2,465					7,500			7,500
PR181	Mount Dennis Area Park Improvements	100	400	500	500						1,500			1,500
PR205	TO Core Park Improvements-Variou Sites Ph B	100	555	555							1,210			1,210
PR212	Wallace Emerson Park Redevelopment- Phase 2		150	300	4,775	4,775					10,000			10,000
PR220	CAMP(SGR) Parking Lots, Tennis Courts &Sports Pads					12,492	15,413	6,920	15,033	16,636	66,494		66,494	
PR223	FMP-Tennis Court Complex WO Lights (2)	30	500								530			530
PR224	FMP-Tennis Court Complex WO Lights (3)							45	665		710			710
PR226	FMP-Tennis Court Complex with Lights (2) East	70	990								1,060			1,060
PR227	FMP-Tennis Court Complex with Lights (3) North		75	1,050							1,125			1,125
PR228	FMP-Tennis Court Complex with Lights (4) East							85	1,330		1,415			1,415
PR229	CAMP (SGR) Waterplays				298	1,707	2,015			3,081	7,101		7,101	
PR230	Play Enhancement Program	5,800	5,800	5,800	5,800	5,800	5,800	5,800	5,800	5,800	52,200			52,200
PR247	FMP-Ward 23 Splash Pad (4)	50	795	20							865			865
PR248	FMP-Ward 2 Splash Pad (5)	930									930			930
PR249	FMP-Ward 6 Splash Pad (6)					70	1,060	25			1,155			1,155
PR250	FMP-Ward 15 Splash Pad (7)					70	1,060	25			1,155			1,155
PR251	FMP-Splash Pad (8)							50	750		800			800
PR252	FMP-Ward 11 Wading Pool Convert to Splash Pad (1)	50	760	15							825			825
PR253	FMP-Ward 8 Wading Pool Convert to Splash Pad (2)	50	795	20							865			865
PR254	FMP-Wading Pool Convert to Splash Pad (3)							50	750		800			800
PR255	CAMP (SGR) Pools			3,668	5,669	7,998	13,691	8,240	6,788	9,050	55,104		55,104	
PR259	FMP-Waterfront West Pool Addition (1) Design & Construction							625	17,000	22,875	40,500			40,500
PR260	FMP-Scadding Court Pool Replacement Design & Construction							625	8,625	875	10,125			10,125
PR261	FMP-Scarborough Pool Addition (3) Design								550	8,550	9,100			9,100

Project Code	(In \$000s)	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2024 - 2032 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR262	CAMP (SGR) Arenas			19,610	14,158	8,925	1,746	4,347	4,974	4,031	57,791		57,791	
PR264	FMP Don Mills Community Recreation Facility-Const				20,000	35,000	35,000	35,000	3,422		128,422			128,422
PR267	FMP-Skating Trail (2)							375	5,880		6,255			6,255
PR269	FMP-Ward 21 Artificial Ice Rink (2)		350	6,100	200						6,650			6,650
PR270	FMP-Artificial Ice Rink (3) Design									800	800			800
PR271	FMP-Arena Redevelopment-Twin Pad Design & Construction					725	5,180	16,365	37,365	42,365	102,000			102,000
PR272	FMP-Arena Repurpose (1) Design & Construction					40	550	217			807			807
PR273	FMP-Arena Repurpose (2) Design & Construction							40	620	235	895			895
PR274	FMP-Arena Repurpose (3) Design								40	470	510			510
PR275	CAMP (SGR) Trails, Pathways & Bridges			3,196	1,087	4,409	1,593	9,101	4,539	8,133	32,058	32,058		
PR285	City Wide Environmental Initiatives		3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	24,000		24,000	
PR286	Community Gardens Program	100	100	100	100	100	100	100	100	100	900			900
PR295	CAMP (SGR) SF Building & Structures			1,550	1,286	4,892	2,836	14,175	5,274	7,134	37,147		37,147	
PR296	CAMP(SGR) Waterfront, Marine,Fountains &Seawalls			3,560	4,711	6,118	2,738	5,351	4,314	2,025	28,817		28,817	
PR297	Golf Courses Rehabilitation	500	500	500	500	500	500	500	500	500	4,500		4,500	
PR308	CAMP (SGR) Community Centres			500	3,383	19,479	26,965	21,150	15,339	8,427	95,243		95,243	
PR322	FMP Lawrence Heights Community Centre-Construction			15,000	28,000	14,450	14,250				71,700			71,700
PR323	FMP-Downtown CRC (1) Construction			14,000	24,000	24,000	24,000	24,000			110,000			110,000
PR324	FMP-Newtonbrook CC Development		10,000								10,000			10,000
PR325	FMP-Downsview CRC Design									8,000	8,000			8,000
PR326	FMP-Jenner Jean Marie Space Addition (1) Construct	3,300	850								4,150			4,150
PR327	FMP-Masaryk-Cowan CRC Redevelopment (4) Design & Construction	500	1,500	26,000	26,000	7,403	1,000				62,403			62,403
PR328	FMP-Falstaff CC Redevelopment (6) Design & Construction					500	1,500	26,500	32,250	10,475	71,225			71,225
PR329	FMP-Dennis R Timbrell RC Redevelopment (7) Design								1,500	705	2,205			2,205
PR330	FMP-Central Etobicoke CRC (1) Construction		26,000	27,000	27,000						80,000			80,000
PR331	FMP-SW Scarborough CRC (2) Design & Construction					500	1,000	12,750	20,500	25,250	60,000			60,000

Project Code	(In \$000s)	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2024 - 2032 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR332	FMP-Stan Wadlow Clubhouse Redevelopment (8) Design							500	1,500	1,690	3,690			3,690
PR333	FMP-North Rexdale CRC (3) Design & Construction					500	1,000	12,750	20,500	25,250	60,000			60,000
PR334	FMP-Albion Pool and Health Club-Redevelopment								500	2,515	3,015			3,015
PR335	FMP-Program Space Addition (2) Design & Construction							85	2,440	1,975	4,500			4,500
PR336	FMP-Program Space Addition (3) Design									350	350			350
PR337	FMP-Scarborough Centennial RC Redevelop (5) Design & Construction					500	1,500	26,500	21,875	500	50,875			50,875
PR338	FMP-Scarborough Gymnasium Addition (1) Design & Construction							600	7,200	15,200	23,000			23,000
PR339	FMP-Scarborough Gymnasium Addition (2) Design & Construction							600	7,200	3,200	11,000			11,000
PR340	FMP-North York Gymnasium Addition (3) Design								600	900	1,500			1,500
PR341	FMP-Main Square CC Redevelopment Design & Construction					700	1,000	13,900	13,950	450	30,000			30,000
PR352	FIFA Training Site A Improvements	14,580	5,333								19,913			19,913
PR353	FIFA Training Site B Improvements	10,000	250								10,250			10,250
Total Expenditures		50,485	91,898	167,004	216,579	201,005	202,061	280,935	316,745	276,247	1,802,959	0	557,906	1,245,053

Appendix 7

Reporting on Major Capital Projects: Status Update

Division/Project name	2022 Cash Flow			Total Project		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
Parks, Forestry and Recreation											
Ferry Boat Replacement #1	1,752	427	427	65,392	2,568	Significant Delay	Mar-15	Dec-18	Jun-26	Ⓞ	Ⓜ
Comments:	<p>An RFP was issued in July 2017 for professional services for additional ferry fleet replacement analysis. The contract was awarded to KPMG LLP working with BMT Group Ltd. The analysis was completed and provided to the City in late 2018. Concept Naval incorporated recommendations from the KPMG report including for a hybrid-electric vessel design. Upon completion of design drawings and specifications, Concept Naval, determined that the cost to build the ferries as designed exceeded the available budget. After a supplemental review in 2020 based on the Green Strategies adopted by Council, it was determined to proceed with fully electric vessels along with the necessary supporting shore side infrastructure. The additional funds required for design and construction were assessed with Concept Naval and are included in the 2022 budget.</p> <p>RFP for Electrical Integrator issued into the marketplace in September by Concept Naval and will close in December. They continue to work on drafting the RFP for the vessels to be issued to tender in March of 2023. Initial meeting with Category Management for the procurement of the vessels held in November and are identifying critical timelines that have to be met to allow for a March 2023 RFP issuance.</p>										
Explanation for Delay:	<p>Concept Naval's scope has been amended to suit the design and associated construction administration of the amended scope of work. An Agreement has now been fully executed with Concept Naval to proceed with the design of vessels with fully electric propulsion along with the necessary shore side infrastructure.</p> <p>Designs for two fully electric ferries, passenger and a passenger/vehicle, are proceeding in 2022 along with a design for the necessary supporting infrastructure on shore at the Jack Layton Ferry Terminal. Upon completion of these designs, a construction tendering process for both designs will commence. Staff are also coordinating with the Energy Efficiency Division to investigate opportunities to further advance TransformTO objectives.</p>										
Canoe Landing Community Recreation Centre (former name Railway Lands) - New Community Centre (CC) - TDSB & TCDSB Construction	412	23	412	75,451	70,927	Completed	Jan-2014 (Design) July -2017 (Construction)	Jul-19	Dec-22	Ⓜ	Ⓜ
Comments:	<p>Canoe Landing hub building has been operating; schools/childcare since January 2019 and the community centre since Summer 2020. All additional environmental work required by the Ministry of the Environment is complete and has been invoiced. Canoe Landing Hub project is complete.</p>										
Explanation for Delay:	<p>The additional testing requested by the Ministry of the Environment resulted in a delay in final project completion.</p>										
Ethenonnhawahstihnen Community Centre, Community Centre, Child Care Centre, Ethenonnhawahstihnen Library Branch, and Underground Parking Garage	20,959	12,004	23,798	81,349	73,954	Significant Delay	2013	2020	Mar-23	Ⓜ	Ⓜ
Comments:	<p>The contractor is advancing the interior finishes and exterior landscape work. The work completed to date represents approximately 95% of the contract.</p>										
Explanation for Delay:	<p>Delays to the project schedule have been due to the work stoppages related to strikes, ongoing supply chain issues related to material delivery and extended time related to changes in the work.</p>										
Wellesley Community Centre Pool - Design & Construction	120	0	6	20,000	994	Completed	2013	May-19	Dec-22	Ⓞ	Ⓜ
Comments:	<p>Warranty work completed and awaiting final invoicing.</p>										
Explanation for Delay:	<p>Completion of minor deficiency work and final invoicing and reconciliation of the project accounts.</p>										

Division/Project name	2022 Cash Flow			Total Project		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
Don Mills Community Recreation & Arena Facility Design & Construction	1,180	103	400	85,200	103	On Track	Jan-16	Dec-25	Dec-31	Ⓞ	Ⓞ
Comments:	<p>At the July 2019 meeting, City Council approved the report "Planning Recreation Facilities for the Don Mills Communities" (EX.7.5) which provided direction to advance an integrated Community Recreation Centre and Arena complex (Preferred facility) on the Celestica Site (Don Mills and Eglinton) and for staff to enter into discussions with the land owner to expedite the transfer of Park Blocks 3A & 3B to discuss opportunities to advance the design and construction of the recreation facility on this site. The report also recommended that Council direct the City Solicitor and appropriate City staff to work with Cadillac Fairview to negotiate the extension of the Don Mills Civitan Arena (at 1030 Don Mills Road) in an effort to minimize disruption while the new arena at Celestica is constructed; and that City Council direct the GM, PF&R to report back through the 2020 Budget process with a preliminary estimate of the full cost of the Preferred Facility and the funding needed beyond the existing approved capital project 'Don Mills Civitan Arena'. The site for the Integrated CRC and Arenas is anticipated to be transferred to the city in 2022 (date to be determined). Conveyance of land at 844 Don Mills Road (Block 3A/3B from Aspen Ridge Homes to the City is delayed to 2023, pending completion of site remediation.</p> <p>The nRFP process is complete and the design work has been awarded to an architectural consultant team. Design start-up was begun May 2022. The stakeholder workshop was done July 2022 and the Community Engagement consultant was retained in September 2022. Public engagement is scheduled to begin in late fall 2022 along with the associated schematic design work.</p>										
Explanation for Delay:	<p>RFQ/RFP Delayed. Conveyance of land at 844 Don Mills Road (Block 3A/3B) from Aspen Ridge Homes to the City is delayed to 2023, pending completion of site remediation, however this does not affect the public engagement and schematic design schedule.</p> <p>The construction phase has been deferred from 2025 to 2027 and the overall project cost has increased from \$85.2 million to \$166.2 million for the twin-pad arena, community centre and pool. Debt financing of \$31.6 million has been identified on the capital constraints list in Appendix 9.</p>										
Davisville Community Pool Design and Construction	1,010	696	696	29,450	1,561	On Track	Pre-Design / Investigation - February	Sep-22	Mar-25	Ⓞ	Ⓞ
Comments:	<p>The consultant intends to submit the Second SPA Submission by end of year (2022). All variances submitted to the Committee of Adjustment passed. Four General Contractors were prequalified. A Request for Tender has been submitted to PMMD. Construction is expected to commence Spring 2023 & be complete by Fall 2025.</p>										
Explanation for Delay:	<p>TDSB has signed all applications to date. The delay in signing has impacted the construction start of the City Aquatic Centre, by approximately 5 months. Delay also affected by TDSB delay in conveying land to City for street right-of-way widening.</p>										
North East Scarborough Community Centre and Child Care Centre Design and Construction	10,200	8,387	16,110	79,936	11,347	Minor Delay	Design Phase - 2017 to 2020 Construction	Jun-23	Dec-25	Ⓞ	Ⓢ
Comments:	<p>Award of the project to Aquicon Construction Company was approved by City Council on December 15, 2021, and the construction agreement was fully executed on January 21, 2022. A formal ground breaking ceremony was held on April 14, 2022. Construction work is progressing, and at 2022 year-end, it is estimated that construction will be 25% completed.</p>										
Explanation for Delay:	<p>The project schedule has been impacted by the labour strikes and site conditions.</p>										

Division/Project name	2022 Cash Flow			Total Project		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
Western North York New Community Centre and Child Care Centre Design and Construction	4,149	1,407	1,052	61,146	2,403	Minor Delay	Feb-16	Fall 2021	Dec-27	Ⓢ	Ⓡ
Comments:	The Construction Documents Phase is in progress. Site Plan Control Application (SPA) review is ongoing with the various departments. The 2nd SPA submission in response to the comments provided by the various departments have been submitted to Planning. Committee of Adjustment application is anticipated to be submitted in December, 2022. The draft Easement Agreement has been forwarded to the TCDSB for their approval. The Letter of Understanding (LOU) for the shared parking and shared park amenity is currently with the TCDSB for their approval. Construction for the supply and injection Open Loop Geothermal wells is underway. Public Artists have been selected and Contract Agreements are in progress. The RFSQ for Pre-qualification of General Contractors is under review. Subject to receiving SPA approvals, Tender is projected in Q3 2023 with construction Q1 2024.										
Explanation for Delay:	Opportunity to develop an enhanced site with additional recreation amenities by coordinating shared site access and entering into easement agreements with the TCDSB. Advancing the geo-thermal project opportunity and determining funding opportunities for NZEB and COVID-19 (community consultation and subsequent Design Review Panel) have resulted in some delays for the project. Review with various Divisions to arrive at resolution on Site Plan related items has contributed to the delay. In addition, re-tendering of phased portion of the project contributes to the delay.										
40 Wabash Parkdale New Community Centre Design and Construction	2,208	633	1,000	63,500	1,437	Significant Delay	2017	Dec-23	Apr-27	Ⓢ	Ⓢ
Comments:	Due to the COVID-19 pandemic, a fulsome community engagement strategy using "virtual", on-line meetings instead of in-person meetings was developed, and this consultation commenced in mid-September 2020 with a variety of virtual public meetings. Site design work has been done to generate a number of site design approaches for review with the public in Phase 4 of community engagement, now underway. A consultant has been hired to provide guidance and a Railway Risk Mitigation study. A Phase 2 ESA study has been completed, identifying the need for further environmental investigation and documentation, including a Record of Site Condition to allow a change in use from industrial to community centre use, to be submitted along with the Building Permit application. Schematic Design Stage is complete and accompanying Report/ Class C cost estimate has been provided for review and approval to proceed to design development. Site Plan Approval pre-application meeting with City Planning is complete in anticipation of Fall-2022 SPA application. Design Review Panel completed April 14th, 2022 and Phase 4 (final) public engagement scheduled for October 2022. Indigenous Engagement is ongoing. The Public Art process has been initiated. A value engineering exercise has been undertaken involving City staff and the consultant team to find savings and reduce the below-noted Cost Estimate overage. This work was completed in September 2022 and a Staff report is now being drafted with recommendations in order to approve the adjusted Schematic Design and proceed to the next stage - Design Development. The final stage of Public Consultation is scheduled for Fall 2022 and the Indigenous Consultation with the Mississaugas of the Credit First Nation (MCFN) is also in progress.										
Explanation for Delay:	The public engagement process, which informs the design process, has been delayed due to COVID-19. The extensiveness of the consultation and the requirement for design guidance from a consultant regarding the Railway Risk Mitigation strategies slowed the schematic design process. As of Fall 2022, the consultants are awaiting COT approval to proceed to Design Development, pending approval of the Schematic Design Report and Class C Cost Estimate.										
IT-Registration, Permitting & Licensing (CLASS Replacement)	7,014	2,129	4,438	29,788	17,665	Significant Delay	Design Phase: May 2016 Implementation: July 2018	Sep-19	Dec-26	Ⓢ	Ⓡ
Comments:	The negotiable Request for Proposal (nRFP) was issued on April 6th, 2017. The nRFP evaluation and negotiation was completed in June 2018. Based on the scope negotiation with the selected vendor (Legend Recreational Software) in June 2018, City Council approved, on July 23rd, entering into a contract with Legend based on a phased implementation timeline until 2023 and an additional budget of \$7.5 million to cover implementation in years 2021, 2022, and 2023. Implementation started in 2018, and in 2019 the vendor did not meet agreed development milestones, causing significant delays and resulting in a number of extensions afforded by the City to meet go-live dates. In December 2019, the City asked the vendor to rectify the performance issues and adhere to performance KPIs to meet project milestones. The Vendor cited Force Majeure due to the COVID-19 pandemic and thus would not be able to fulfil its contractual obligations. Since then, the Project engaged in exploratory discussions with the vendor of the existing Class system to determine their ability to meet City requirements. Decision was made to pursue a competitive procurement (nRFP) to select a new vendor and was released in April 2021. nRFP closed June 8th, 2021 and negotiation is underway.										
Explanation for Delay:	Delays are attributed to termination of contract with the Vendor (Legend Recreation Software).										

Division/Project name	2022 Cash Flow			Total Project		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
IT-Operational Modernization (former Enterprise Work Management System)	3,062	793	1,300	19,540	9,084	Significant Delay	Jan-12	Dec-20	Dec-26	Ⓞ	Ⓡ
Comments:	The implementation of the Enterprise Work Management System (EWMS) for the Parks and PDCP branches of PFR will be addressed in the second phase of the EWMS Program. Significant preparatory activities are required prior to this engagement. These include requirements gathering, scoping of organizational change, asset data validation and collection, and the introduction of interim tools to manage key operational challenges in the interim while preparing operational staff for EWMS. Requirements gathering and project planning for this phase has begun and will continue in collaboration with the EWMS program into 2023.										
Explanation for Delay:	The implementation of the EWMS system (Maximo) for the Parks and other branches of PFR (other than Urban Forestry) is pushed out due to the longer duration of the Phase 1 implementations by the EWMS Program. Additional analysis by PFR and the Program have adjusted the duration and timing of this implementation.										
318 Queens Quay West Park (Rees Street Park) Phase 1 Design & Construction	466	17	466	10,800	1,521	Minor Delay	Design Competition: Summer 2018 Design Validation: Summer 2020 - Dec 2022 (WIP) Detailed Design: 2023 Tender for construction 2023/2024 Construction Start: 2024 Construction Complete: 2026 (Anticipated)	Dec-22	Dec-26	Ⓞ	Ⓢ
Comments:	The City is working in partnership with Waterfront Toronto (WT) to deliver the Rees Park project. Park design established through an international design competition. Winning team announced October 2018; wHY Architecture and Brook McLroy. Design contract awarded by Waterfront Toronto in Q1 2020. Delivery Agreement executed December 2021. Schematic Design and Design Validation process to be completed by year-end 2022. Coordination with Toronto Water on-going. On-going consultation includes: Review by City Technical Advisory Committee (TAC) to confirm that detailed design is acceptable and aligned with project budget, design intent and future operations and maintenance. Waterfront Design Review Panel (DRP) and Stakeholder Advisory (SAC) meetings will also form part of the design review process.										
Explanation for Delay:	Co-ordination with other projects on/adjacent to the site: 1) Aligning project design with approved budget (additional budget required) 2) Toronto Water for infrastructure upgrades to Water Service; 3) Toronto Water Upgrades to Central Waterfront Storm water management facilities; 4) Coordination with adjacent property development at 360-380 Queens Quay and timelines for delivery of additional parkland parcel contributing to future Rees Park; and 5) Coordination of environmental investigations and remediation required for parkland construction.										
York Off Ramp/Love Park Design and Construction	2,827	54	2,827	13,000	10,245	On Track	Design: June 2020 Construction Start: July 15 2021 Complete: June 2023	Aug-20	Jun-23	Ⓞ	Ⓞ
Comments:	The winning team, Claude Cormier and Associates (CC+A), was announced in October 2018, with the Contract Award completed by Waterfront Toronto. Delivery Agreement for governance of the project executed in 2019. Environmental investigations and approvals required for parkland construction completed. Contract award by Waterfront Toronto with City approval. Construction Kick-off July 8th, 2021 and mobilization on July 16th, 2021. Substantial Completion has shifted to May/June 2023. Park Opening will follow park completion. Community Liaison Committee (CLC) meetings are on-going.										
Explanation for Delay:	Supply chain issues have impacted the delivery of the pond water feature and pond mechanicals in the park. Despite frequent schedule updates and other construction efficiencies the time delays could not be made-up and Substantial Completion has been pushed out to 2023.										
Lower Yonge Street Community Centre Space	12,999	4,277	12,999	18,000	9,278	Minor Delay		Mar-22	Dec-22	Ⓞ	Ⓢ
Comments:	Shell building construction is complete. Community Centre Interior Fit-Out construction is in progress. Completion and handover anticipated delay from Q2-2022 to Q4-2022, pending Developer project delivery updates. Construction is nearing completion, with close out checklist items in progress and the draft Shared Facilities Agreement in progress in coordination with the Developer, Legal Services and CREM. Also, furniture and equipment has been ordered for December delivery and anticipated December project completion. Furniture is being delivered to site as of December 5, 2022 and final inspections are in progress before handover. Shared Facilities Agreement is in progress.										
Explanation for Delay:	Fit-out begun Q1 2021 instead of Q4 2020. Developer project delivery is setback approximately 4-5 months and currently indicating September 2022 occupancy instead of May 31, 2022 due to material supply/delivery issues. To account for invoicing, the end date has been updated to December 2022. As of May 2022, labour disruption by LIUNA Local 183 is affecting trades on site that could cause further delay and delay opening. At the end of June 2022, the labour disruption is over and work has resumed on site, with expected project completion and handover scheduled for December 2022. Full completion is estimated in February 28, 2023 to account for some soft cost items like fees and close out items of work.										

Division/Project name	2022 Cash Flow			Total Project		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
FMP-John Innes CRC Redevelopment Design	420	229	355	64,500	469	On Track		Dec-26	Dec-29	Ⓞ	Ⓞ
Comments:	Schematic design is complete. The consultant intends to submit a Pre-Application Consultation to City Planning by end of year (2022). Design expected to be complete by Spring 2024. Public consultation is well underway.										
Explanation for Delay:	Project delayed due to 6 month pause as City continued discussions with Metrolinx and stakeholders. The construction phase has been deferred from 2024 to 2026 and the overall project cost has increased from \$64.5 million to \$106.7 million. Debt financing of \$42.2 million has been identified on the capital constraints list in Appendix 9.										
Moss Park - Park Redevelopment Design and Construction	147	31	67	8,000	85	Significant Delay		Nov-27	Nov-29	Ⓞ	Ⓜ
Comments:	Concept design and community engagement is underway, in coordination with the John Innes CRC replacement project. The park construction schedule will be coordinated with the John Innes CRC and Metrolinx's Ontario Line, and is currently projected to be delayed by 3 years to accommodate Metrolinx's construction of the Ontario Line, as well as accommodating staging area in the park for CRC construction.										
Explanation for Delay:	Coordination with other projects										
Wallace Emerson (Galleria) CRC and Park Development	6,350	82	817	81,790	214	Minor Delay		Apr-25	Dec-25	Ⓞ	Ⓞ
Comments:	Construction on the Wallace Emerson community recreation centre, child care centre and park improvements began on June 20, 2022.										
Explanation for Delay:	Construction on the Wallace Emerson community recreation centre, child care centre and park improvements was anticipated to start in January 2022; however, it was delayed and didn't start until June 20th due to the significant delays for Site Plan Application review and approval by other City Divisions, budget approval by City Council in winter 2022, the award of construction to the successful bidder by the 2470347 Ontario Inc. (the "Developer"), and the execution of a Construction Project Agreement between the City the Developer. As per the Construction Project Agreement dated March 25th, 2021, the City will begin transfer funds to the Developer during the course of construction after they meet their community benefit obligations.										

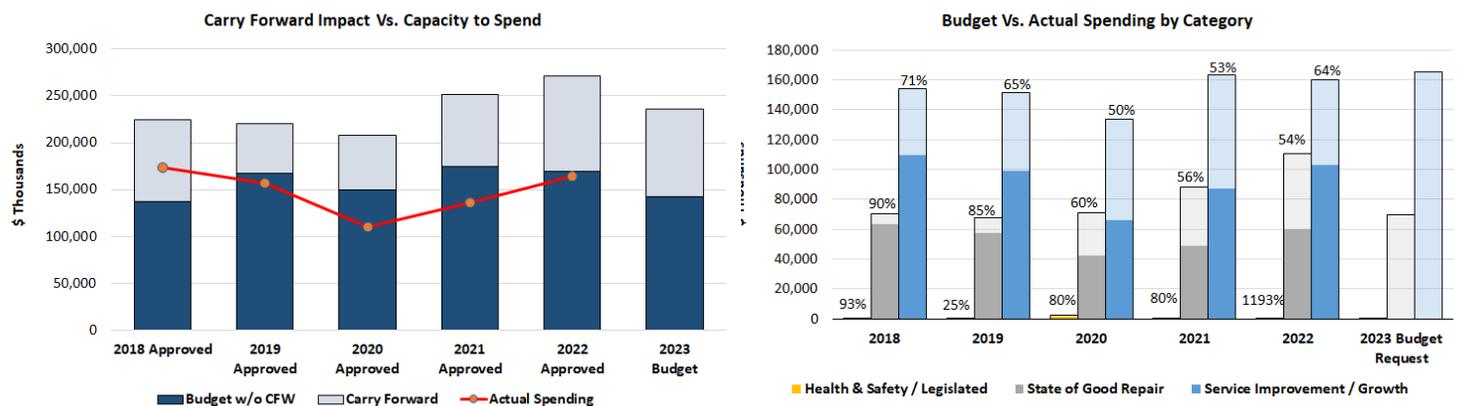
Appendix 8

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 Plan. A review was undertaken to ensure budgets align with PFR's ability to spend and the market's 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



Capacity to Spend Review Impact on the 10-Year Plan

Capital spending for PFR has been trending upwards over the last couple of years with \$53.2 million more projected spending in 2022 compared to 2020 (48% increase), from \$110.5 million to \$163.7 million respectively. This upward trend in spending is a result of additional staff resources, improved processes and better alignment of cash flow to project delivery.

The projected spending for 2022 is \$163.7 million or 60.5% of the 2022 Council Approved Capital Budget, including 54.3% on State of Good Repair and 64.5% on Service Improvement and Growth.

Challenges in spending for projects and programs are often related to the cumulative impact of the following:

- Supply chain issues (increased delivery timelines, material shortages, and significant material cost volatility) impacting the construction industry in 2022 and beyond
- Construction lags due to site closures/restrictions and protocols for safety on sites faced during COVID-19 created construction delays
- Coordination and interdependencies with other projects being led by third parties and/or subject to third party approvals
- Longer than anticipated procurement process, stakeholder and community engagement activities
- Continued hiring challenges in delivery of planned capital projects and programs
- Required pause in capital spending pending confirmation of adequate 2022 COVID-19 intergovernmental support funding

The 2023-2032 Capital Budget and Plan is the largest to date at \$3.3 billion and reflects PFR's demonstrated ability and capacity to maintain existing assets in a state of good repair while also satisfying the demand for growth and service improvement. PFR is well positioned to regain higher spending of its 2023 Capital Budget totalling \$235.6 million.

Adjustments to the PFR's 10-Year Capital Budget and Plan have been made to include the following:

- Carry forward funding of \$65.3 million from 2022 supports the delivery of ongoing projects and programs.
- New projects totalling \$477.67 million that are anticipated to be awarded in 2023 or to meet Divisional or Council-directed initiatives, including improvements to *Training Sites for the FIFA World Cup in 2026*, *Lifeguard Stations and Stands*, *Bluffer's Park Washroom Improvements*, *Oriole CC Gymnasium Addition*, and *Bathurst Quay Canada Malting Waterfront Plaza*.
- Deferral of \$245.5 million in capital spending originally cash flowed in 2023 to 2024 or future years as noted below, to align with project timelines:
 - \$53.5 million in cash flow has been deferred to future years for new facility projects to reflect project timelines for contract award and construction start:
 - The *Davisville Community Pool Construction* 2023 cash flow has been deferred by \$12.3 million to 2024.
 - \$16.8 million in 2023 has been deferred to 2024 and 2025 for the construction of the *Western North York Community Centre*.
 - The *Etobicoke Civic Centre Community Centre* 2023 cash flow has been deferred by \$24.4 million to 2024.
 - \$12.0 million in cash flow for the *Wabash Community Recreation Centre* has shifted from to 2024 to align with timelines for detailed design and procurement through 2024.
 - The *Rees Street (318 Queens Quay West) Park Development* cash flow of \$4.8 million has been deferred to 2024 to align with timing of the project which is being done in coordination with Waterfront Toronto.
 - \$8.0 million has been deferred from to 2024 to reflect the revised schedule for replacement of *Ferry Vessels #1 and #2* that involves design modifications for an electric ferry vessel and electric shore-side infrastructure including charging stations on the docks at the Jack Layton Ferry Terminal.
 - The 2023 cash flow of \$4.6 million for the *St. Jamestown Open Space* has been deferred to 2024, to reflect timing of the park development that is being done in coordination with Toronto Community Housing.

In addition, due to the cumulative impacts of significant cost escalations across all capital projects, and capital affordability challenges, the timelines for various Facilities Master Plan recommended projects will take longer to implement. Where the capital needs that cannot be accommodated within the 10-Year Capital Budget and Plan, a number of key projects have been identified and included on the Capital Needs Constraints as outlined in Appendix 9. Key projects include:

- Construction of the *Lawrence Heights Community Centre* has been deferred from 2024 to 2026 and the overall project cost has increased from \$65.5 million to \$107.0 million, thus requiring debt financing of \$30.3 million.
- Redevelopment of *John Innes CRC* has been deferred from 2024 to 2026 and the overall project cost has increased from \$64.5 million to \$106.7 million, thus requiring debt financing of \$42.2 million.
- Construction of the *Don Mills Recreation Facility* has been deferred from 2025 to 2027 and the overall project cost has increased from \$85.2 million to \$166.2 million for the twin-pad arena, community centre and pool, thus requiring additional debt financing of \$31.6 million.
- Implementation of various Facilities Master Plan (FMP) projects have shifted two to six years over the 10-Year Plan and these redevelopment projects will also require debt financing of \$180.4 million to proceed: *Waterfront West Pool Addition* (from 2024 to 2030), *Falstaff CC Redevelopment* (from 2026 to 2028), *Main Square CC Redevelopment* (from 2025 to 2028), *SW Scarborough CRC* (from 2025 to 2028), *Scarborough Centennial RC Redevelopment* (from 2025 to 2028), *Dennis R Timbrell RC Redevelopment* (from 2027 to 2031), *North Rexdale CRC* (from 2026 to 2028), *Arena Repurpose #1* (from 2025 to 2028) and *Arena Repurpose #2* (from 2027 to 2030), *Scarborough Gymnasium Addition #1* (from 2024 to 2030) and *Scarborough Gymnasium Addition #2* (from 2026 to 2030)

Appendix 9

Summary of Capital Needs Constraints

Project Description	Total Project	Non-Debt	Debt Required	Cash Flow (In \$ Millions)										
				2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
NOT INCLUDED														
<i>FMP Recommendation - State of Good Repair Funds to Reduce Backlog</i>	235.0		235.0		8.0	17.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0
<i>State of Good Repair (Capital Asset Management Program) - Arenas</i>	9.6		9.6		2.3	4.0		1.0		2.3				
<i>State of Good Repair (Capital Asset Management Program) - Community Centres</i>	25.3		25.3				4.8	4.5	4.8	1.8	4.7	4.7	0.0	
<i>Ravine Strategy - Priority Improvement Areas</i>														
<i>State of Good Repair - Rehabilitation of Existing Amenities</i>	44.9		44.9			1.9	4.0	5.0	8.0	8.0	8.0	6.0	4.0	
<i>Service Improvement - New Amenities</i>	54.5		54.5			3.5	6.0	8.0	8.0	8.0	8.0	8.0	5.0	
<i>Replacement of Ferry Vessel #3</i>	34.8		34.8				17.2	10.8	6.9					
<i>Cost Escalations Associated with the Implementation of FMP Recommended Facilities</i>														
<i>Design</i>														
<i>Dennis R Timbrell RC Redevelopment (7)</i>	4.5	2.2	2.3											2.3
<i>Stan Wadlow Clubhouse Redevelopment (8)</i>	4.5	3.7	0.8											0.8
<i>Construction</i>														
<i>Lawrence Heights Community Centre</i>	107.0	76.7	30.3						14.8	15.5				
<i>Don Mills Community Recreation Facility</i>	166.2	134.6	31.6									31.6		
<i>John Innes CRC Redevelopment</i>	106.7	64.5	42.2						11.7	30.5				
<i>Masaryk-Cowan CRC Redevelopment (4)</i>	109.0	65.4	43.6						18.6	25.0				
<i>Scarborough Centennial RC Redevelopment (5)</i>	92.5	50.9	41.6									10.4	31.3	
<i>Falstaff CC Redevelopment (6)</i>	92.5	71.2	21.3											21.3
<i>Scadding Court Pool Replacement</i>	40.5	10.1	30.4										8.4	22.0
<i>Main Square CC Redevelopment</i>	62.5	30.0	32.5										9.5	23.0
<i>Albion Pool and Health Club Redevelopment</i>	4.5	3.0	1.5											1.5
<i>Arena Repurpose (1)</i>	3.4	0.4	3.0									3.0		
<i>Arena Repurpose (2)</i>	3.8	0.4	3.4											3.4
Total Needs Constraints (Not Included)	1,201.8	513.2	688.6	0.0	10.3	26.4	62.0	59.2	102.8	121.1	53.7	108.5	144.5	

*The non-debt funding for the Capital Needs Constraints projects are included in the PFR's 2023-2032 Capital Budget and Plan.

In addition to the 10-Year Capital Plan of \$3.3 billion, PFR have identified \$688.6 million in Capital Needs Constraints as reflected in the table above. These projects are substantial in scope and require significant funding. The list will continue to grow as PFR's infrastructure continues to age. Key projects include:

- The Implementation Strategy for the Parks and Recreation Facilities Master Plan (FMP) 2019-2038, approved by City Council at the October 29 and 30, 2019 meeting, recommends an additional investment of \$23.5 million per annum over ten years for in-scope facilities (community centres, arenas, pools, etc.).
<https://secure.toronto.ca/council/agenda-item.do?item=2019.EX9.5>
- In October 2017, Council adopted the Toronto Ravine Strategy and at the January 29, 2020 meeting of City Council, the Ravine Strategy Implementation report identified a capital investment need of \$104.9 million in the first ten Priority Investment Areas, with \$99.4 million of that value unfunded.
<https://secure.toronto.ca/council/agenda-item.do?item=2017.EX27.8>
- A total of \$34.9 million in debt financing was reduced from the 2020 10-Year Capital Plan for State of Good Repair Capital Asset Management Programs (CAMP) for Arenas and Community Centres, at \$9.6 million and \$25.3 million respectively.
- As part of the Ferry Replacement Plan, the full updated cost for ferry vessel #3, estimated at \$34.8 million is required as the original cash flow funding of \$14.0 million dedicated for ferry vessel #3 included in the 2022 10-Year Capital Budget and Plan is required to advance ferry vessels #1 and #2 due to escalating costs.
- A total of \$284.5 million is required for the design and construction of thirteen (13) FMP recommended facilities due to escalating costs for the replacement share of the project that cannot be funded through growth-related funding tools.

Appendix 10

Inflows and Outflows to/from Reserves and Reserve Funds 2023 Operating Budget

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2022 *	Withdrawals (-) / Contributions (+)		
			2023	2024	2025
		\$	\$	\$	\$
Beginning Balance		7,931.0	7,931.0	7,107.0	676.0
Ferry Replacement Reserve	XQ1206				
<i>Withdrawals (-)</i>					
<i>PFR Withdrawals - Capital</i>			(1,500.0)	(7,107.0)	(1,352.0)
<i>Contributions (+)</i>					
<i>PFR Operating Contributions</i>			676.0	676.0	676.0
Total Reserve / Reserve Fund Draws / Contributions		-	(824.0)	(6,431.0)	(676.0)
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		7,931.0	7,107.0	676.0	-

* Based on 9-month 2022 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2022 *	Withdrawals (-) / Contributions (+)		
			2023	2024	2025
		\$	\$	\$	\$
Beginning Balance		22,830.9	22,830.9	22,518.7	19,109.3
Tree Canopy Reserve Fund	XR1220				
<i>Withdrawals (-)</i>					
<i>PFR Withdrawals - Operating</i>			(10,289.9)	(11,715.9)	(11,810.9)
Total Reserve / Reserve Fund Draws / Contributions		-	(10,289.9)	(11,715.9)	(11,810.9)
Other Program / Agency Net Withdrawals & Contributions			9,539.9	7,904.5	7,506.3
Interest Income			437.9	402.0	330.7
Balance at Year-End		22,830.9	22,518.7	19,109.3	15,135.3

* Based on 9-month 2022 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2022 *	Withdrawals (-) / Contributions (+)		
			2023	2024	2025
		\$	\$	\$	\$
Beginning Balance		520.4	520.4	550.8	581.7
Green Energy Reserve Fund	XR1716				
<i>Contributions (+)</i>					
<i>PFR Operating Contributions</i>			20.0	20.0	20.0
Total Reserve / Reserve Fund Draws / Contributions		-	20.0	20.0	20.0
Other Program / Agency Net Withdrawals & Contributions					
Interest Income			10.3	10.9	11.5
Balance at Year-End		520.4	550.8	581.7	613.2

* Based on 9-month 2022 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2022 *	Withdrawals (-) / Contributions (+)		
			2023	2024	2025
		\$	\$	\$	\$
Beginning Balance		162.9	162.9	34.8	55.6
Racquet Sports - Scarborough RF	XR3009				
<i>Withdrawals (-)</i>					
<i>PFR Operating</i>			(50.0)	(50.0)	(50.0)
<i>PFR Capital</i>			(150.0)	-	-
<i>Contributions (+)</i>					
<i>PFR Operating</i>			70.0	70.0	70.0
Total Reserve / Reserve Fund Draws / Contributions		-	(130.0)	20.0	20.0
Other Program / Agency Net Withdrawals & Contributions					
Interest Income			1.9	0.9	1.3
Balance at Year-End		162.9	34.8	55.6	76.9

* Based on 9-month 2022 Reserve Fund Variance Report

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2022 *	Withdrawals (-) / Contributions (+)		
			2023	2024	2025
		\$	\$	\$	\$
Beginning Balance		346,747.5	346,747.5	314,596.2	252,140.3
Section 37 Reserve Fund	XR3026				
<i>Withdrawals (-)</i>					
<i>PFR Operating</i>			(25.0)	(25.0)	(25.0)
<i>PFR Capital</i>			(16,905.0)	(36,476.0)	(5,565.0)
Total Reserve / Reserve Fund Draws / Contributions		-	(16,930.0)	(36,501.0)	(5,590.0)
Other Program / Agency Net Withdrawals & Contributions			(21,607.2)	(31,427.2)	(24,891.7)
Interest Income			6,385.8	5,472.3	4,619.5
Balance at Year-End		346,747.5	314,596.2	252,140.3	226,278.1

* Based on 9-month 2022 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2022 *	Withdrawals (-) / Contributions (+)		
			2023	2024	2025
		\$	\$	\$	\$
Beginning Balance		26,318.3	26,318.3	19,837.1	21,104.0
Public Realm Reserve Fund	XR1410				
<i>Withdrawals (-)</i>					
<i>PFR Operating</i>			(2,456.7)	(2,121.7)	(2,026.7)
Total Reserve / Reserve Fund Draws / Contributions		-	(2,456.7)	(2,121.7)	(2,026.7)
Other Program / Agency Net Withdrawals & Contributions			(4,470.2)	2,993.3	3,258.3
Interest Income			445.7	395.3	423.5
Balance at Year-End		26,318.3	19,837.1	21,104.0	22,759.1

* Based on 9-month 2022 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2022 *	Withdrawals (-) / Contributions (+)		
			2023	2024	2025
		\$	\$	\$	\$
Beginning Balance		1,005.4	1,005.4	15.3	15.3
Environment Protection Reserve Fund	XR1718				
<i>Withdrawals (-)</i>					
<i>PFR Operating</i>			(1,591.3)	-	(1,000.0)
<i>Contributions (+)</i>					
<i>PFR Operating</i>			1,591.3		1,000.0
Total Reserve / Reserve Fund Draws / Contributions		-	(1,000.0)	-	-
Other Program / Agency Net Withdrawals & Contributions			9.9		
Balance at Year-End		1,005.4	15.3	15.3	15.3

* Based on 9-month 2022 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2021 *	Withdrawals (-) / Contributions (+)		
			2023	2024	2025
		\$	\$	\$	\$
Beginning Balance		12,202.3	12,202.3	8,399.0	4,300.4
Vehicle Reserve - Parks, Forestry & Rec	XQ1201				
<i>Contributions (+)</i>					
<i>PFR Operating</i>			6,135.4	6,135.4	6,135.4
Total Reserve / Reserve Fund Draws / Contributions		-	6,135.4	6,135.4	6,135.4
Other Program / Agency Net Withdrawals & Contributions			(9,938.7)	(10,234.0)	(6,927.6)
Balance at Year-End		12,202.3	8,399.0	4,300.4	3,508.3

* Based on 9-month 2022 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2022 *	Withdrawals (-) / Contributions (+)		
			2022	2023	2024
		\$	\$	\$	\$
Beginning Balance		51,715.5	51,715.5	51,659.6	53,209.1
Strategic Infrastructure Partnership RF	XR1714				
<i>Withdrawals (-)</i>					
<i>PFR Operating</i>			(1,591.0)	-	(1,000.0)
<i>Contributions (+)</i>					
<i>PFR Operating</i>			122.4	122.4	122.4
Total Reserve / Reserve Fund Draws / Contributions		-	(1,468.6)	122.4	(877.6)
Other Program / Agency Net Withdrawals & Contributions			414.5	414.5	414.5
Interest Income			998.2	1,012.6	1,033.1
Balance at Year-End		51,715.5	51,659.6	53,209.1	53,779.1

* Based on 9-month 2022 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2022 *	Withdrawals (-) / Contributions (+)		
			2022	2023	2024
		\$	\$	\$	\$
Beginning Balance		203,169.8	203,169.8	191,526.3	196,615.3
Debt Servicing Stabilization Reserve	XQ0709				
<i>Contributions (+)</i>					
<i>PFR Operating</i>			251.9	251.9	251.9
Total Reserve / Reserve Fund Draws / Contributions		-	251.9	251.9	251.9
Other Program / Agency Net Withdrawals & Contributions			(11,895.5)	4,837.1	8,198.6
Balance at Year-End		203,169.8	191,526.3	196,615.3	205,065.8

The 2023 Operating Budget includes a one-time draw over two years of 1.000 million (for one-time costs; 0.75 million in 2022 and 0.25 million in 2023) from funds available and set aside in the Tax Rate Stabilization Reserve (XQ0703)

2023 – 2032 Capital Budget and Plan

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										Total
		2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	
Beginning Balance												
Parkland Acq-West Dist Local Land	XR2202	21,641	22,177	23,000	7,955	8,500	9,056	9,622	10,199	10,788	11,388	
Parkland Acq-West Dist Local Dev	XR2203	9,000	8,142	2,296	2,263	2,701	2,637	3,082	3,536	3,998	4,470	
Parkland Acq-East Dist Local Land	XR2204	11,194	11,823	12,465	8,807	4,649	5,151	5,460	5,978	6,505	7,043	
Parkland Acq-East Dist Local Dev	XR2205	4,887	5,029	1,161	911	1,099	1,536	1,981	2,342	1,319	473	
Parkland Acq-North Dist Local Land	XR2206	18,941	20,560	22,211	23,894	12,312	13,802	15,321	16,870	18,449	20,059	
Parkland Acq-North Dist Local Dev	XR2207	11,824	10,496	4,924	1,919	(1,409)	(220)	834	1,623	2,427	3,737	
Parkland Acq-South Dist Local Land	XR2208	88,211	88,389	95,831	104,881	109,010	113,220	111,649	115,146	112,440	106,522	
Parkland Acq-South Dist Local Dev	XR2209	44,681	46,694	31,255	20,170	13,965	2,759	2,873	4,581	11,789	18,537	
Parkland Acq-City Wide Land Acq	XR2210	138,932	148,806	130,375	142,169	152,016	143,843	147,743	146,623	151,496	148,793	
Parkland Acq-City Wide Development	XR2211	48,552	36,019	10,820	3,110	(2,699)	(2,320)	(890)	(70)	431	(35)	
Alternative Parkland Dedication	XR2213	322,474	309,121	258,126	244,337	208,551	171,816	162,897	153,923	156,672	159,727	
Racquet Sports- Scarborough	XR3009	292	166	190	214	238	263	288	314	340	367	
Campeau Dock	XR3010	246	7	7	7	8	8	8	8	8	8	
Harbourfront Parkland	XR3200	6,587	6,211	3,978	1,027	1,047	1,067	1,088	1,109	1,131	1,153	
Withdrawals (-)												
Parkland Acq-West Dist Local Land	XR2202	(273)	-	(15,729)	-	-	-	-	-	-	(5,639)	(21,641)
Parkland Acq-West Dist Local Dev	XR2203	(1,400)	(6,276)	(462)	-	(500)	-	-	-	-	-	(8,638)
Parkland Acq-East Dist Local Land	XR2204	-	-	(4,271)	(4,694)	-	(200)	-	-	-	(2,029)	(11,194)
Parkland Acq-East Dist Local Dev	XR2205	(362)	(4,297)	(674)	(240)	-	-	(90)	(1,456)	(1,262)	-	(8,381)
Parkland Acq-North Dist Local Land	XR2206	-	-	-	(13,170)	-	-	-	-	-	(5,771)	(18,941)
Parkland Acq-North Dist Local Dev	XR2207	(2,767)	(6,904)	(4,280)	(4,539)	(45)	(200)	(480)	(480)	-	-	(19,695)
Parkland Acq-South Dist Local Land	XR2208	(8,556)	(1,435)	-	(5,000)	(5,000)	(10,750)	(5,750)	(11,900)	(15,000)	(24,820)	(88,211)
Parkland Acq-South Dist Local Dev	XR2209	(5,924)	(23,081)	(18,515)	(13,516)	(18,303)	(6,985)	(5,423)	(62)	(650)	(88)	(92,547)
Parkland Acq-City Wide Land Acq	XR2210	(2,047)	(30,000)	-	(2,136)	(20,000)	(8,000)	(13,000)	(7,100)	(14,624)	(42,025)	(138,932)
Parkland Acq-City Wide Development	XR2211	(22,297)	(34,481)	(16,844)	(14,832)	(8,652)	(7,628)	(8,254)	(8,582)	(9,540)	(9,689)	(140,799)
Alternative Parkland Dedication	XR2213	(17,722)	(47,629)	(12,062)	(28,559)	(26,608)	(2,950)	(6,634)	(250)	-	-	(142,414)
Racquet Sports- Scarborough	XR3009	(150)	-	-	-	-	-	-	-	-	-	(150)
Campeau Dock	XR3010	(241)	-	-	-	-	-	-	-	-	-	(241)
Harbourfront Parkland	XR3200	(500)	(2,331)	(3,000)	-	-	-	-	-	-	-	(5,831)
Total Withdrawals		(62,239)	(156,434)	(75,837)	(86,686)	(79,108)	(36,713)	(39,631)	(29,830)	(41,076)	(90,061)	(697,615)
Contributions (+)												
Parkland Acq-West Dist Local Land	XR2202	386	386	386	386	386	386	386	386	386	386	3,860
Parkland Acq-West Dist Local Dev	XR2203	386	386	386	386	386	386	386	386	386	386	3,860
Parkland Acq-East Dist Local Land	XR2204	407	407	407	407	407	407	407	407	407	407	4,070
Parkland Acq-East Dist Local Dev	XR2205	407	407	407	407	407	407	407	407	407	407	4,070
Parkland Acq-North Dist Local Land	XR2206	1,238	1,238	1,238	1,238	1,238	1,238	1,238	1,238	1,238	1,238	12,380
Parkland Acq-North Dist Local Dev	XR2207	1,238	1,238	1,238	1,238	1,238	1,238	1,238	1,238	1,238	1,238	12,380
Parkland Acq-South Dist Local Land	XR2208	7,044	7,044	7,044	7,044	7,044	7,044	7,044	7,044	7,044	7,044	70,440
Parkland Acq-South Dist Local Dev	XR2209	7,044	7,044	7,044	7,044	7,044	7,044	7,044	7,044	7,044	7,044	70,440
Parkland Acq-City Wide Land Acq	XR2210	9,075	9,075	9,075	9,075	9,075	9,075	9,075	9,075	9,075	9,075	90,750
Parkland Acq-City Wide Development	XR2211	9,075	9,075	9,075	9,075	9,075	9,075	9,075	9,075	9,075	9,075	90,750
Alternative Parkland Dedication	XR2213	-	-	-	-	-	-	-	-	-	-	-
Racquet Sports- Scarborough	XR3009	70	70	70	70	70	70	70	70	70	70	700
Campeau Dock	XR3010	-	-	-	-	-	-	-	-	-	-	-
Harbourfront Parkland	XR3200	-	-	-	-	-	-	-	-	-	-	-
Total Contributions		36,370	36,370	36,370	36,370	36,370	36,370	36,370	36,370	36,370	36,370	363,700
Racquet Sports- Scarborough	XR3009	(50)	(50)	(50)	(50)	(50)	(50)	(50)	(50)	(50)	(50)	(500)
Alternative Parkland Dedication	XR2213 - Capital (Waterfront Revitalization Initiative)	(1,730)	(8,843)	(6,579)	(11,600)	(13,800)	(9,200)	(5,400)	-	-	-	(57,152)
Alternative Parkland Dedication	Total Other Program/Agency Net Withdrawals	(1,730)	(8,843)	(6,579)	(11,600)	(13,800)	(9,200)	(5,400)	-	-	-	(57,152)
Parkland Acq-West Dist Local Land	XR2202	423	436	299	159	170	180	191	203	214	226	2,501
Parkland Acq-West Dist Local Dev	XR2203	156	44	43	52	50	59	68	76	85	95	728
Parkland Acq-East Dist Local Land	XR2204	222	235	205	130	95	102	110	121	131	141	1,492
Parkland Acq-East Dist Local Dev	XR2205	96	22	17	21	29	38	45	25	9	17	320
Parkland Acq-North Dist Local Land	XR2206	381	413	445	350	252	281	311	341	372	403	3,550
Parkland Acq-North Dist Local Dev	XR2207	201	94	37	(27)	(4)	16	31	46	71	97	562
Parkland Acq-South Dist Local Land	XR2208	1,691	1,833	2,006	2,085	2,166	2,136	2,202	2,151	2,037	1,731	20,037
Parkland Acq-South Dist Local Dev	XR2209	893	598	386	267	53	55	88	225	355	497	3,416
Parkland Acq-City Wide Land Acq	XR2210	2,846	2,494	2,719	2,908	2,751	2,826	2,804	2,898	2,846	2,259	27,351
Parkland Acq-City Wide Development	XR2211	689	207	59	(52)	(44)	(17)	(1)	8	(1)	(13)	836
Alternative Parkland Dedication	XR2213	6,099	5,477	4,852	4,373	3,673	3,232	3,059	2,999	3,055	3,115	39,933
Racquet Sports- Scarborough	XR3009	4	3	4	4	5	5	6	6	7	7	53
Campeau Dock	XR3010	2	0.1	0.1	0.1	0.1	0.2	0.2	0.2	0.2	0.2	4
Harbourfront Parkland	XR3200	124	98	48	20	20	21	21	22	22	22	419
Total Interest		13,827	11,955	11,122	10,290	9,215	8,934	8,936	9,122	9,204	8,598	101,202
Balance at Year-End												
Parkland Acq-West Dist Local Land	XR2202	22,177	23,000	7,955	8,500	9,056	9,622	10,199	10,788	11,388	6,361	
Parkland Acq-West Dist Local Dev	XR2203	8,142	2,296	2,263	2,701	2,637	3,082	3,536	3,998	4,470	4,950	
Parkland Acq-East Dist Local Land	XR2204	11,823	12,465	8,807	4,649	5,151	5,460	5,978	6,505	7,043	5,563	
Parkland Acq-East Dist Local Dev	XR2205	5,029	1,161	911	1,099	1,536	1,981	2,342	1,319	473	897	
Parkland Acq-North Dist Local Land	XR2206	20,560	22,211	23,894	12,312	13,802	15,321	16,870	18,449	20,059	15,929	
Parkland Acq-North Dist Local Dev	XR2207	10,496	4,924	1,919	(1,409)	(220)	834	1,623	2,427	3,737	5,072	
Parkland Acq-South Dist Local Land	XR2208	88,389	95,831	104,881	109,010	113,220	111,649	115,146	112,440	106,522	90,476	
Parkland Acq-South Dist Local Dev	XR2209	46,694	31,255	20,170	13,965	2,759	2,873	4,581	11,789	18,537	25,990	
Parkland Acq-City Wide Land Acq	XR2210	148,806	130,375	142,169	152,016	143,843	147,743	146,623	151,496	148,793	118,101	
Parkland Acq-City Wide Development	XR2211	36,019	10,820	3,110	(2,699)	(2,320)	(890)	(70)	431	(35)	(661)	
Alternative Parkland Dedication	XR2213	309,121	258,126	244,337	208,551	171,816	162,897	153,923	156,672	159,727	162,841	
Racquet Sports- Scarborough	XR3009	166	190	214	238	263	288	314	340	367	395	
Campeau Dock	XR3010	7	7	7	7	8	8	8	8	8	9	
Harbourfront Parkland	XR3200	6,211	3,978	1,027	1,047	1,067	1,088	1,109	1,131	1,153	1,175	

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										Total
		2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	
XR2114 Development Charges - Parks & Recreation	Beginning Balance	415,602	451,911	333,325	206,042	115,991	31,897	4,877	(4,427)	(113,110)	(253,764)	
	Withdrawals (-)											
	Facility Components	(225)	(225)	(225)	(225)	(225)	(225)	-	-	-	-	(1,350)
	Outdoor Recreation Centres	(1,133)	(8,553)	(10,825)	(11,422)	(12,370)	(7,140)	(7,691)	(4,300)	(9,415)	(4,605)	(77,454)
	Park Development	(7,647)	(33,248)	(18,826)	(13,432)	(3,270)	(4,170)	(2,630)	(6,103)	(670)	-	(89,996)
	Parking Lot and Tennis Courts	(267)	(370)	(2,555)	(1,050)	-	-	-	(130)	(1,995)	-	(6,367)
	Playgrounds / Water Play	(1,739)	(5,550)	(1,886)	(41)	-	(140)	(2,120)	(113)	(938)	-	(12,527)
	Pool	(6,369)	(16,601)	(14,127)	-	-	-	-	(1,188)	(25,525)	(32,212)	(96,022)
	Arena	(317)	(7,734)	(1,070)	(7,046)	(20,900)	(36,375)	(40,980)	(52,322)	(47,302)	(43,360)	(257,406)
	Trails & Pathways	(587)	(3,104)	-	-	-	-	-	-	-	-	(3,691)
	Environmental Initiatives	(140)	(50)	-	-	-	-	-	-	-	-	(190)
	Special Facilities	(1,093)	-	(2,445)	-	-	-	-	-	-	-	(3,538)
	Community Centres	(28,100)	(131,615)	(158,395)	(139,814)	(137,031)	(69,078)	(40,241)	(118,185)	(130,015)	(96,460)	(1,048,934)
	Total Withdrawals	(47,617)	(207,050)	(210,354)	(173,030)	(173,796)	(117,128)	(93,662)	(182,341)	(215,860)	(176,637)	(1,597,475)
Contributions (+)	81,921	85,313	88,433	90,788	92,020	93,500	88,104	77,405	78,953	80,010		
Total Contributions	81,921	85,313	88,433	90,788	92,020	93,500	88,104	77,405	78,953	80,010	-	
Other Program/Agency Net Withdrawals	(5,385)	(2,800)	(7,853)	(7,320)	-	-	-	-	-	-	(23,358)	
Debt Servicing Costs	(987)	(1,631)	(2,718)	(3,598)	(3,746)	(3,746)	(3,746)	(3,746)	(3,746)	(3,746)	(31,412)	
Interest	8,377	7,582	5,208	3,109	1,428	355	-	-	-	-	26,059	
Balance at Year-End	451,911	333,325	206,042	115,991	31,897	4,877	(4,427)	(113,110)	(253,764)	(354,137)		

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										Total
		2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	
XQ1206 Ferry Replacement Reserve	Beginning Balance	7,931	7,107	676	-	676	1,352	2,028	2,704	3,380	4,056	
	Withdrawals (-)											
	Special Facilities	(1,500)	(7,107)	(1,352)	-	-	-	-	-	-	-	(9,959)
	Total Withdrawals	(1,500)	(7,107)	(1,352)	-	(9,959)						
	Contributions (+)	676	676	676	676	676	676	676	676	676	676	6,760
Total Contributions	676	676	676	676	676	676	676	676	676	676	6,760	
Balance at Year-End	7,107	676	-	676	1,352	2,028	2,704	3,380	4,056	4,732		

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										Total
		2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	
XQ0011 Capital Financing Reserve Fund	Beginning Balance	413,438	373,937	159,697	95,638	63,705	54,756	69,760	73,565	85,251	110,254	
	Withdrawals (-)											
	Park Development											-
	Information Technology	(325)	(353)	-	-	-	-	-	-	-	-	(678)
Total Withdrawals	(325)	(353)	-	-	(678)							
Other Program/Agency Net Withdrawals	(79,176)	(253,888)	(104,059)	(71,932)	(48,950)	(24,996)	(36,195)	(28,314)	(14,997)	(21,821)	(684,327)	
Other Program/Agency Net Contributions	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	400,000	
Balance at Year-End	373,937	159,697	95,638	63,705	54,756	69,760	73,565	85,251	110,254	128,433		

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										Total
		2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	
XQ0709 Debt Servicing Stabilization Reserve Fund	Beginning Balance	203,170	149,759	119,536	83,469	42,179	(6,711)	(60,491)	(122,304)	(191,938)	(269,611)	
	Withdrawals (-)											
	FIFA	(10,811)	(1,479)	(2,792)	-	-	-	-	-	-	-	(15,082)
Total Withdrawals	(10,811)	(1,479)	(2,792)	-	-	-	-	-	-	-	(15,082)	
Other Program/Agency Net Withdrawals - Operating	(600)	(692)	-	-	-	-	-	-	-	-	(1,292)	
Other Program/Agency Net Withdrawals - Capital	(23,627)	(1,418)	-	-	-	-	-	-	-	-	(25,045)	
Debt Servicing Costs	(29,946)	(33,947)	(41,885)	(49,901)	(57,500)	(62,390)	(70,423)	(78,244)	(86,283)	(94,193)	(604,712)	
PFR Net Contributions - Operating	252	252	252	252	252	252	252	252	252	252	2,519	
Other Program/Agency Net Contributions - Operating	11,321	7,061	8,358	8,358	8,358	8,358	8,358	8,358	8,358	8,358	85,248	
Balance at Year-End	149,759	119,536	83,469	42,179	(6,711)	(60,491)	(122,304)	(191,938)	(269,611)	(355,194)		

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										Total
		2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	
XR3026 Section 37 Reserve Fund	Beginning Balance	346,748	314,596	252,140	226,278	210,331	178,548	158,190	161,094	164,053	167,071	
	Withdrawals (-)											
	Land Acquisition	(1,200)	(531)	-	-	-	-	-	-	-	-	(1,731)
	Outdoor Recreation Centre	(801)	(87)	-	-	-	-	-	-	-	-	(888)
	Park	(3,188)	(20,043)	(2,372)	-	-	-	-	-	-	-	(25,603)
	Playgrounds/Water play	(190)	(141)	-	-	-	-	-	-	-	-	(331)
	Pool	(200)	(47)	(3,193)	-	-	-	-	-	-	-	(3,440)
	Trails & Pathways	(45)	(627)	-	-	-	-	-	-	-	-	(672)
	Special Facilities	(232)	-	-	-	-	-	-	-	-	-	(232)
	Community Centres	(11,049)	(15,000)	-	(691)	(26,242)	(18,950)	-	-	-	-	(71,932)
Total Withdrawals	(16,905)	(36,476)	(5,565)	(691)	(26,242)	(18,950)	-	-	-	-	(104,829)	
PFR Withdrawals - Operating	(25)	(25)	(25)	(25)	(25)	(25)	(25)	(25)	(25)	(25)	(250)	
Other Program/Agency Net Withdrawals - Operating	(222)	(222)	(155)	(155)	(155)	(155)	(155)	(155)	(155)	(155)	(1,681)	
Other Program/Agency Net Withdrawals - Capital	(21,385)	(31,205)	(24,737)	(19,292)	(9,117)	(4,479)	-	-	-	-	(110,216)	
Interest	6,386	5,472	4,620	4,216	3,755	3,251	3,083	3,140	3,197	3,256	40,376	
Balance at Year-End	314,596	252,140	226,278	210,331	178,548	158,190	161,094	164,053	167,071	170,148		

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										Total
		2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	
XR3028	Beginning Balance	19,403	18,274	16,342	16,271	16,500	16,812	17,129	17,453	17,784	18,120	
Section 45 Reserve Fund	Withdrawals (-)											
	Outdoor Recreation Centre		(15)									(15)
	Park Development	(105)	(1,951)									(2,056)
	Playgrounds/Water play		(108)									(108)
	Pool		(16)									(16)
	Community Centres	(1,119)	(166)									(1,285)
	Total Withdrawals	(1,224)	(2,256)	-	-	-	-	-	-	-	-	(3,480)
	Other Program/Agency Net Withdrawals - Operating	(15)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(105)
	Other Program/Agency Net Withdrawals - Capital	(255)	-	(376)	(77)	-	-	-	-	-	-	(708)
	Interest	364	334	315	316	322	328	334	340	347	353	3,353
	Balance at Year-End	18,274	16,342	16,271	16,500	16,812	17,129	17,453	17,784	18,120	18,464	

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 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).