

BudgetTO

Infrastructure Services

2024 Operating Budget and
2024-2033 Capital Budget & Plan
Briefing to Budget Committee

January 17, 2024

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Infrastructure Services works to enhance Toronto's vitality and quality of life for its residents, businesses and visitors through the efficient and effective delivery of services.

Infrastructure Services

Engineering & Construction Services



Municipal Licensing & Standards



Policy Planning Finance & Administration



Toronto Emergency Management



Solid Waste Management Services



Transit Expansion



Transportation Services



Toronto Water



Strategic Outcomes

Housing

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

Mobility

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

Climate Action

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

People & Neighbourhoods

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

Economy

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

Equity

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

Corporate Outcomes

A Well-Run City

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

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

Financial Sustainability

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

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

2024 Budget Overview

Operating Budget								
\$ Thousands	2023 Budget	2023 Projection*	2023 Budget excl COVID	2024 Budget	Chg from 2023 Budget excl COVID		OUTLOOKS	
					\$	%	2025	2026
Revenues	\$2,269,340	\$2,262,618	\$2,269,340	\$2,361,100	\$91,760	4.1%	\$2,396,572	\$2,462,208
Gross Expenditures***	\$2,540,306	\$2,507,599	\$2,540,306	\$2,651,390	\$111,084	4.4%	\$2,718,002	\$2,813,172
Net Expenditures	\$270,967	\$244,981	\$270,967	\$290,290	\$19,323	7.1%	\$321,430	\$350,964
Approved Positions**	6,195.3	N/A	6,195.3	6,230.3	35.0	0.6%	6,263.6	6,300.6

*Projection based on 9 Month Variance

**YoY comparison based on approved positions

*** Gross expenditures include capital contributions from rate programs

10 Year Capital Budget & Plan

\$ Millions	2024	2025-2033	Total
Gross Expenditures	\$2,130.3	\$22,016.0	\$24,146.3
Debt	\$358.5	\$2,283.4	\$2,641.9

Note: Includes 2023 carry forward funding



People & Neighbourhoods

- Continued, unprecedented growth, pace and complexity of development.
- Increasingly dense and vertical city impacting service delivery volume and complexity.
- Responding to new and emerging legislative changes.



Mobility, Safety & Infrastructure Investment

- Sustained capital delivery in a competitive construction market.
- Aging infrastructure and growing state-of-good repair backlog.
- Increased demand for maintenance, cleaning and winter operations of the City's Transportation Network.
- Integrated and increased coordinated infrastructure delivery priorities, plans and capital program delivery.
- Limited regional organics processing capacity to address increasing volume and population growth.
- Limited long-term availability of landfill space for the disposal of garbage.



Service Delivery & A Well-Run City

- Continued need to address workforce capacity, recruitment, retention required to meet evolving program delivery and service demands.
- Ensuring service quality, efficiency, innovation and anticipating customer changing needs.
- Cost escalations caused by inflation, supply chain challenges, specialized labour shortages and market volatility impacting operations and capital delivery.



People & Neighbourhoods

- Implement new regulatory framework for Multi-Tenant Housing and changes to the RentSafeTO evaluation and audit program.
- Launch the development of a Circular Economy Road Map.
- Establish a dedicated Strategic Capital Coordination Office to support planning and coordination of multi-year Capital Program with internal and external partners.



Mobility, Safety & Infrastructure Investment

- Lead municipal coordination and partnerships to address congestion management and deliver transit expansion program.
- Continue to deliver and build Complete Streets and undertake Transit Project Assessments for City priority transit expansion projects.
- Update long-term Local and Major Roads Asset Management Plan for the management of City's linear assets.
- Continue to advance organics processing capacity initiatives; investigate long-term disposal options.



Service Delivery & A Well-Run City

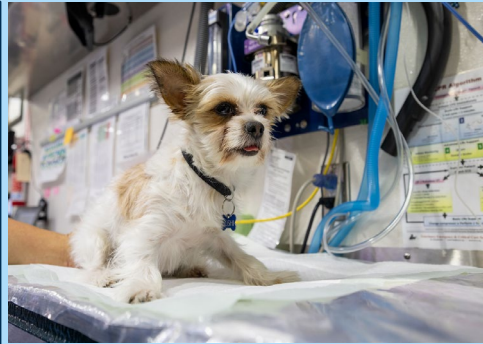
- Advance digital first strategy and business process modernization.
- Continue to focus on recruitment, retention, and employee development strategies.
- Review Street Sweeping Service to optimize levels of service, fleet size and sweeping routes.
- Determine City's role in recycling after the Blue Box Extended Producer Responsibility transition (post 2025).



Climate & Resilience

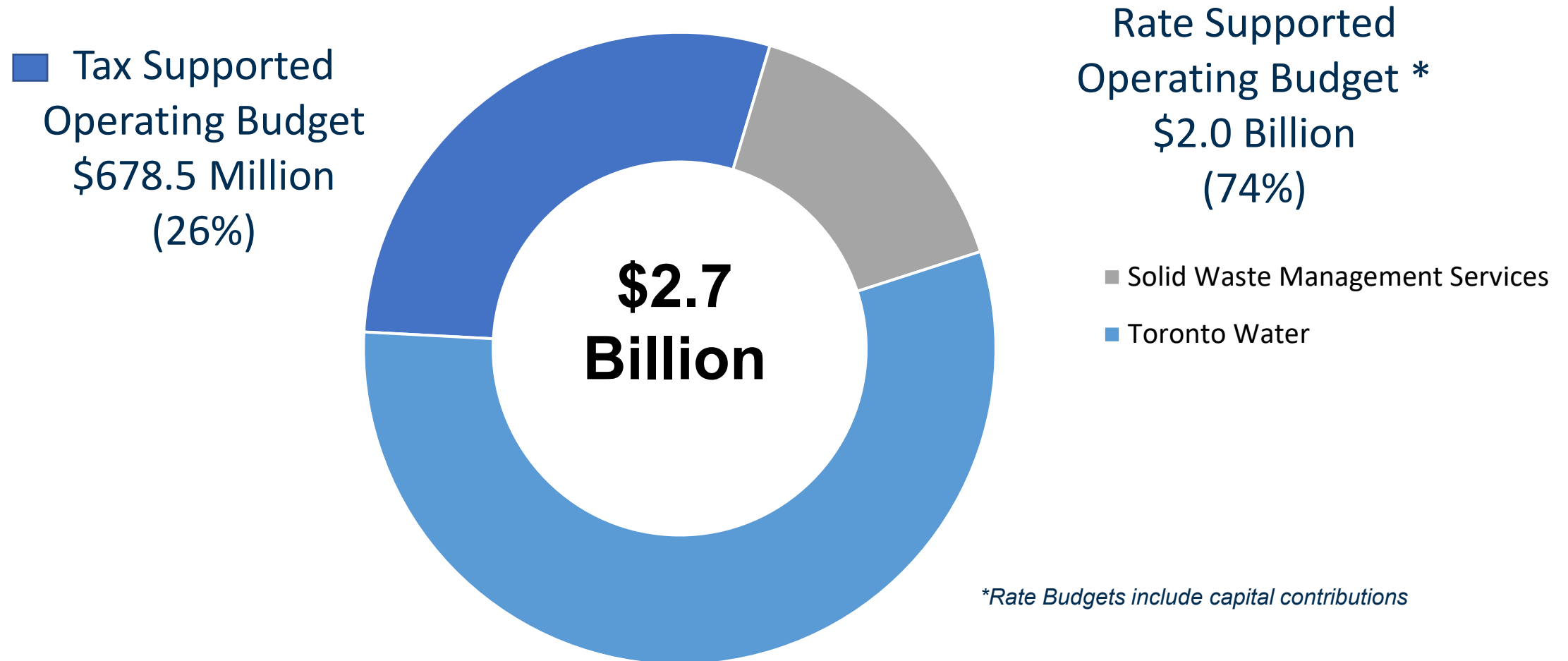
- Develop Community Resilience Strategy to engage and support communities in building resilience to emergencies.
- Advance stormwater management projects to protect the environment and lake, river and stream water quality; and Green Streets strategy for resilient green infrastructure that reduces costs and environmental risks.
- Complete final phase of Basement Flooding Studies Program to inform future programming.
- Continue to support implementation of on-street electric vehicle charging stations.

2024 Operating Budget Submission



Infrastructure Services

2024 Gross Operating Budget - \$2.7 Billion

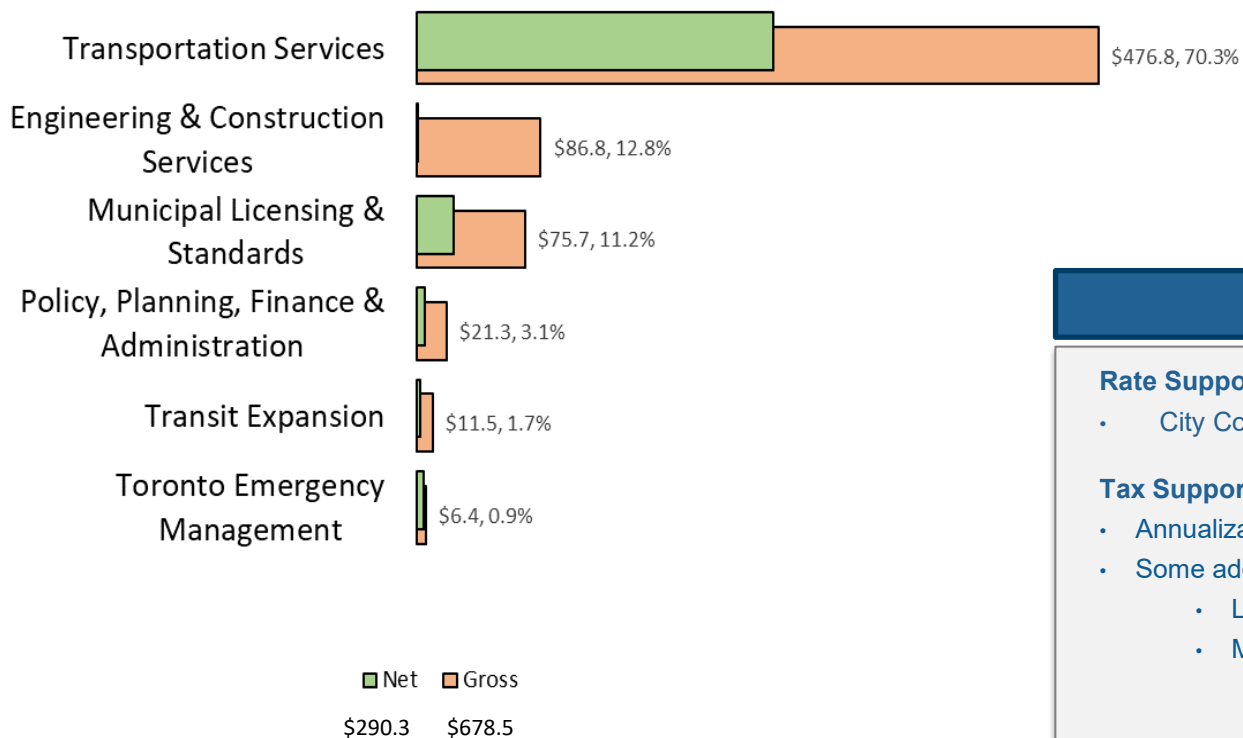


2024 Operating Budget - \$2.7 Billion Gross (\$290.3 Million Net)

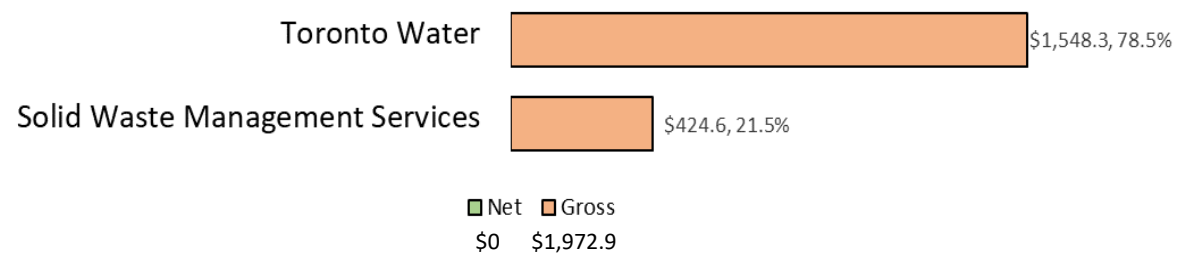
2024 Operating Expenditures

In \$ Millions

Tax Supported Programs



Rate Supported Programs



Key Points

Rate Supported Programs:

- City Council approved 3% Interim Rate increase effective January 1st, 2024

Tax Supported Programs:

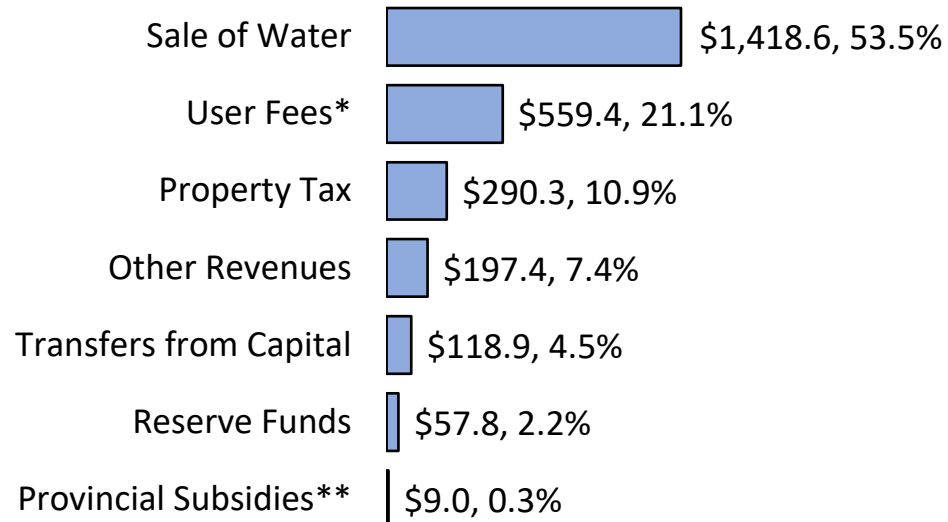
- Annualization of salaries and benefits for Multi-Tenant Housing Program positions.
- Some additional capacity to support:
 - Legislative requirements for the *Emergency Management and Civil Protection Act* (EMCPA); and
 - Municipal Code Chapter 349 – Animals

\$290M net represents 11% of \$2.7B Gross Operating Expenditures

How the 2024 Operating Budget is Funded & Where the Money Goes

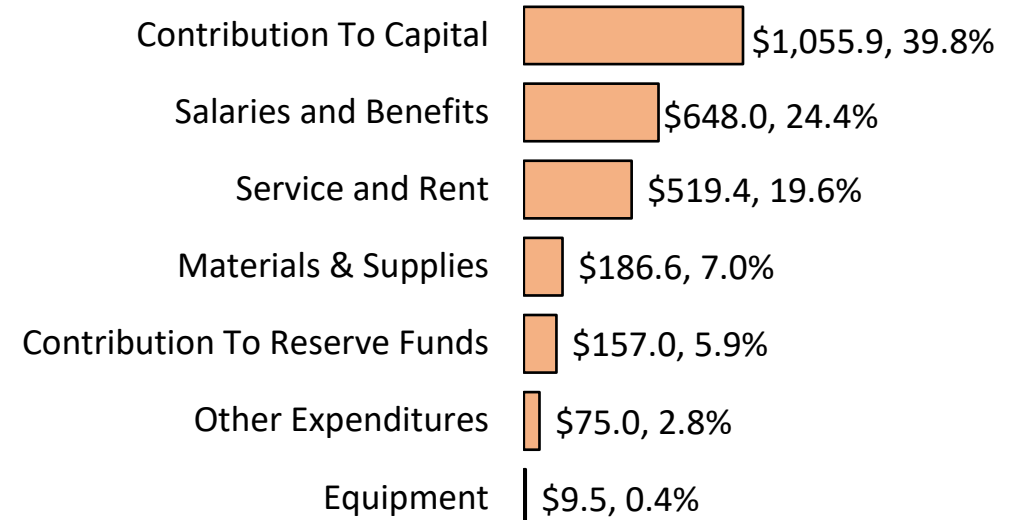
Where the Money Comes From \$2.7 B

In \$ Millions



Where the Money Goes \$2.7 B

In \$ Millions



* Includes \$421.4 Million Rate Program User Fees.

** Includes \$6.9 Million under Ontario-Toronto New Deal for F.G. Gardiner & DVP while the provincial due diligence process is underway.

2024 Net Operating Budget

(In \$000s)	2023 Budget	2023 Projection*	2023 Budget excl. COVID	2024		2024 Budget	Change v. 2023 Budget excl. COVID	
				Base Budget	New / Enhanced Requests		\$	%
By Program	\$	\$	\$	\$	\$	\$	\$	%
Net Expenditures								
Tax Supported Programs								
Engineering & Construction Services	1,224.2	3,874.9	1,224.2	1,224.2		1,224.2	0.0	(0.0%)
Municipal Licensing & Standards	23,506.6	19,147.0	23,506.6	26,004.0	276.3	26,280.3	2,773.7	(11.8%)
Toronto Emergency Management	4,719.7	4,710.4	4,719.7	4,793.4	185.5	4,978.8	259.1	(5.5%)
Policy, Planning, Finance & Administration	5,495.4	5,283.7	5,495.4	5,495.4		5,495.4	0.0	(0.0%)
Transit Expansion	2,426.1	1,888.9	2,426.1	2,426.1		2,426.1	0.0	0.0%
Transportation Services	233,594.8	248,123.2	233,594.8	249,885.3		249,885.3	16,290.5	(7.0%)
Total Net Expenditures - Tax-Supported Programs	270,966.7	283,028.2	270,966.7	289,828.3	461.7	290,290.0	19,323.3	7.1%
Capital Contributions								
Rate Supported Programs								
Solid Waste Management Services - Capital Contribution	10,421.0	23,922.2	10,421.0	15,524.8		15,524.8	5,103.7	49.0%
Toronto Water - Capital Contribution	996,222.6	1,020,768.1	996,222.6	1,040,383.9		1,040,383.9	44,161.3	4.4%
Total Capital Contributions - Rate-Supported Programs	1,006,643.7	1,044,690.4	1,006,643.7	1,055,908.7		1,055,908.7	49,265.0	4.9%
Total Net Expenditures	270,966.7	283,028.2	270,966.7	289,828.3	461.7	290,290.0	19,323.3	7.1%

*Projection is based on 9 Month Variance.

2024 – 2033 Capital Budget & Plan Submission



Infrastructure Services

Capital Assets to Deliver Services \$129 Billion

Toronto Water Asset Value \$90.6 Billion

Water

- 4 water filtration plants
- 11 reservoirs and 4 elevated storage tanks
- 5,564 km of distribution watermains and 529 km of trunk watermains
- 70,554 valves and 42,776 hydrants
- 518,289 water service connections, plus York Region (population served: 600,000)
- 18 water pumping stations



Wastewater

- 4 wastewater treatment plants
- 3,771 km sanitary sewers, 1,542 km combined sewers
- 207 km sanitary trunk, 120 km combined trunk
- 59,477 sanitary maintenance holes, 24,253 combined maintenance holes
- 523,332 sewer service connections
- 66 sanitary pumping stations, 13 combined pumping stations



Stormwater

- 7 storage and detention tanks
- 4,898 km of storm sewers, and 29 km of trunk sewers
- 77,660 maintenance holes
- 27 stormwater management ponds
- 1,888 outfalls and 189,072 catch basins
- 13 stormwater pumping stations



Capital Assets to Deliver Services \$129 Billion

* Transportation Services Asset Value \$37.5 Billion

- 5,600 km of roads
- 900 bridges and culverts
- 7,400 km of sidewalks
- 2,504 traffic control signals
- 489 pedestrian crossovers
- 792 centreline km of bikeway network



Solid Waste Management Services Asset Value \$0.9 Billion

- 7 transfer stations
- 2 organics processing facilities
- 4 collection yards
- 1 maintenance yard
- Green Lane Landfill
- 160 closed landfills
- 1.9 million residential bins and containers
- 12,650 parks bins
- 700 vehicles and pieces of equipment

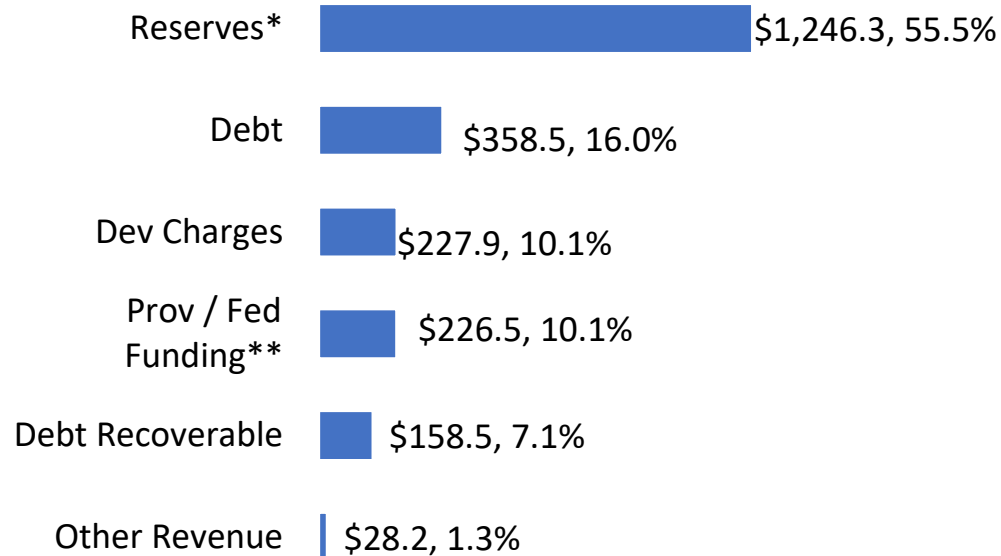


* Includes F.G. Gardiner & DVP while the provincial due diligence process is underway

2024 Capital Budget Breakdown

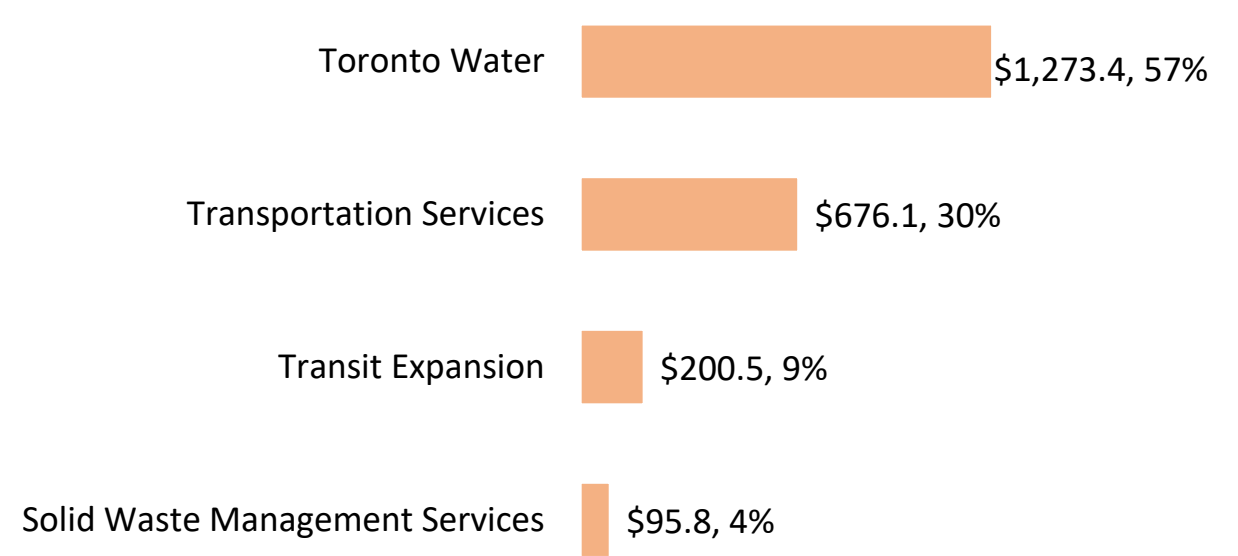
Where the Money Comes From \$2.2 B

In \$ Millions



Where the Money Goes \$2.2 B

In \$ Millions



* Approximately 96.6% related to Rate Program Capital Budgets and Plans.

**The 2024 Capital Budget includes \$197.5 million for the F.G. Gardiner & DVP while the provincial due diligence process is underway.

\$24.1 Billion 10-Year Gross Capital Program



Underground Infrastructure
\$5.9 B



Plants and Facilities
\$5.1 B



*** Roads and Bridges State of Good Repairs**
\$4.0 B



Flood Protection
\$2.2 B



Stormwater Management
\$2.4 B



Transit
\$782 M



Congestion Management and Related Growth Projects
\$886 M



Landfill Development & Management
\$725 M



Cycling Network Plan
\$289 M



Organics Processing Facilities
\$134 M



Vision Zero Road Safety Plan
\$119 M



Biogas/Landfill Gas Utilization
\$0.6 M



Engineering, Yard, and Network Improvements
\$1.2 B



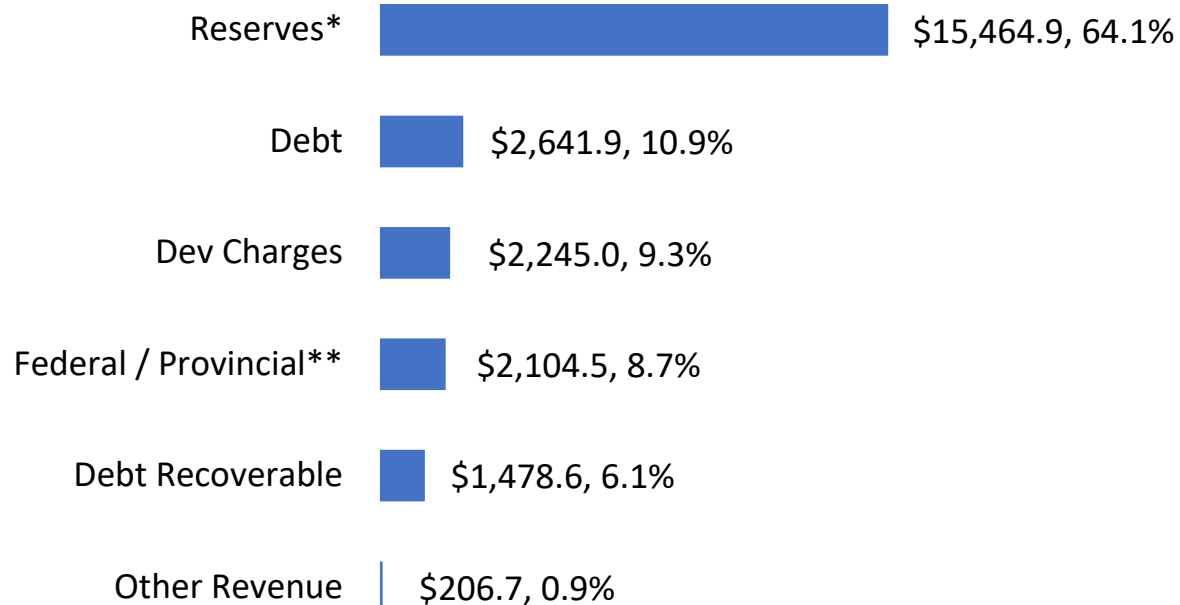
Other Infrastructure
\$383 M

* Includes Gardiner and DVP

2024 – 2033 Capital Program Breakdown

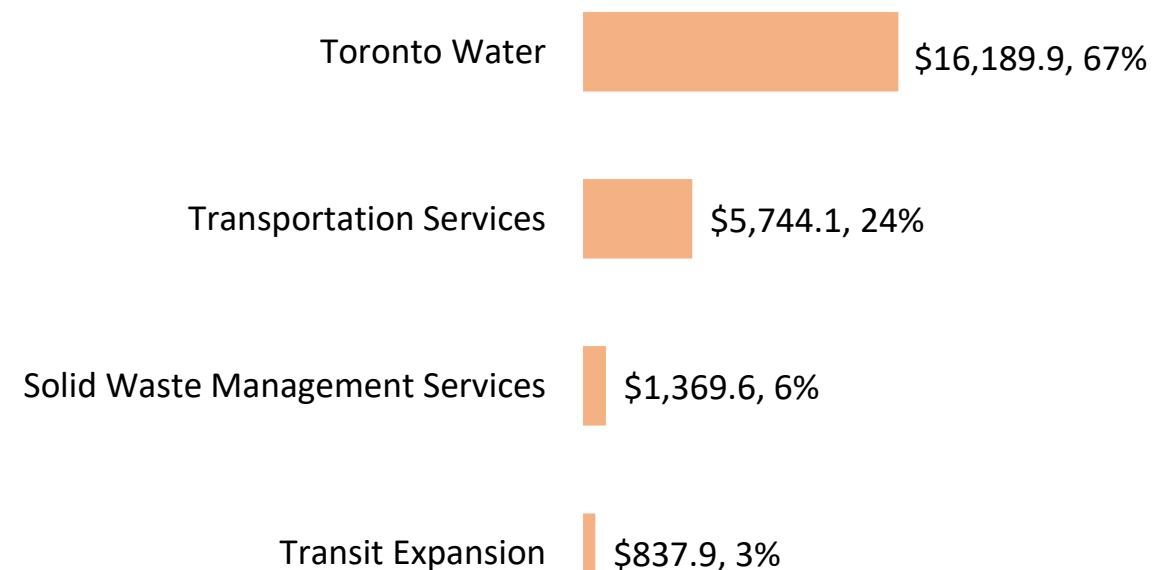
Where the Money Comes From \$24.1 B

In \$ Millions



Where the Money Goes \$24.1 B

In \$ Millions

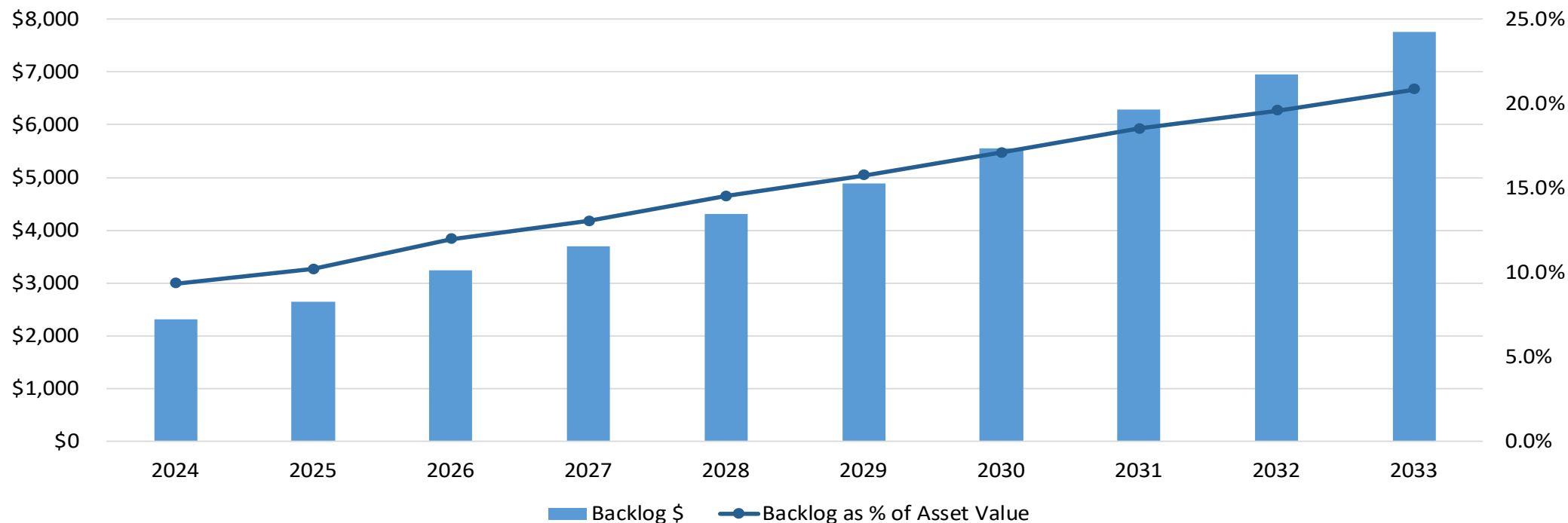


* Approximately 98.8% related to Rate Program 10-year Capital Budgets and Plans.

** The Capital Plan includes \$1.9 billion for the F.G. Gardiner & DVP while the provincial due diligence process is underway.

State of Good Repair (SOGR) Backlog Tax Supported Programs

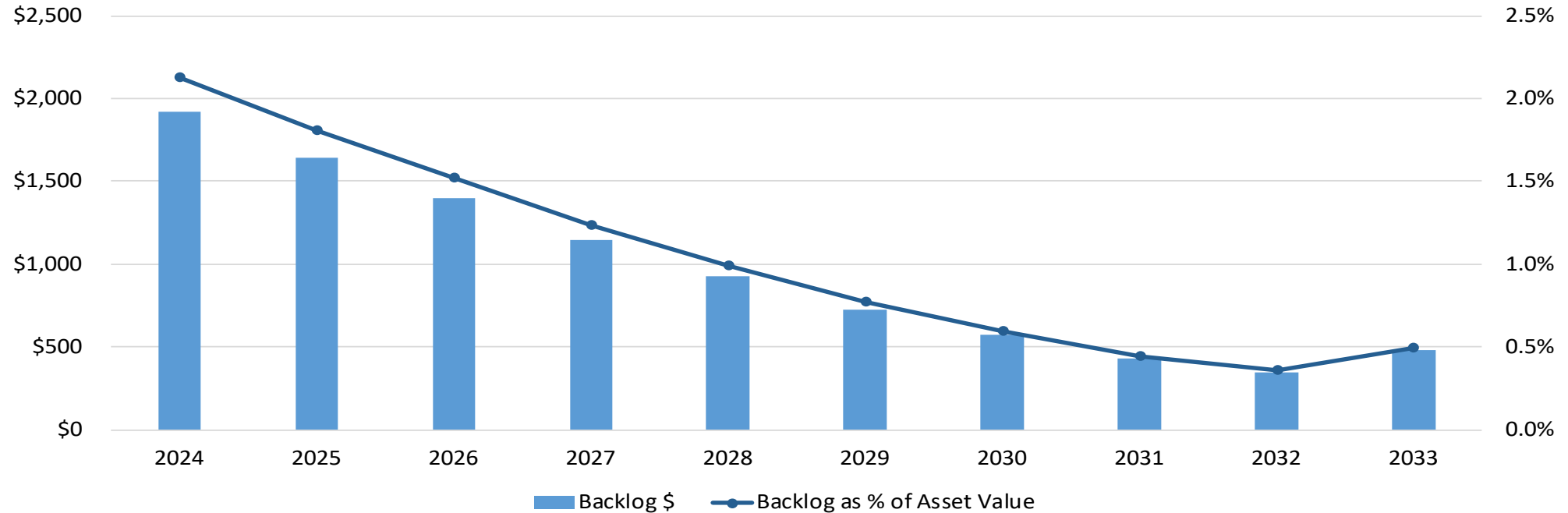
**Accumulated Backlog and Backlog % Asset Value (Transportation Services)
(Excluding F.G. Gardiner & DVP)
(\$ Millions)**



\$Millions	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Backlog \$	\$2,316.9	\$2,640.2	\$3,247.3	\$3,696.3	\$4,307.9	\$4,890.3	\$5,544.0	\$6,286.5	\$6,954.3	\$7,750.9
Backlog as % of Asset Value	9.4%	10.2%	12.0%	13.0%	14.5%	15.8%	17.1%	18.5%	19.6%	20.8%

State of Good Repair (SOGR) Backlog Rate Supported Programs

Accumulated Backlog and Backlog % Asset Value (Toronto Water)
(\$ Millions)



\$Millions	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Backlog \$	\$1,922.7	\$1,644.1	\$1,402.4	\$1,148.5	\$925.9	\$726.3	\$570.4	\$426.7	\$346.4	\$482.5
Backlog as % of Asset Value	2.1%	1.8%	1.5%	1.2%	1.0%	0.8%	0.6%	0.4%	0.4%	0.5%

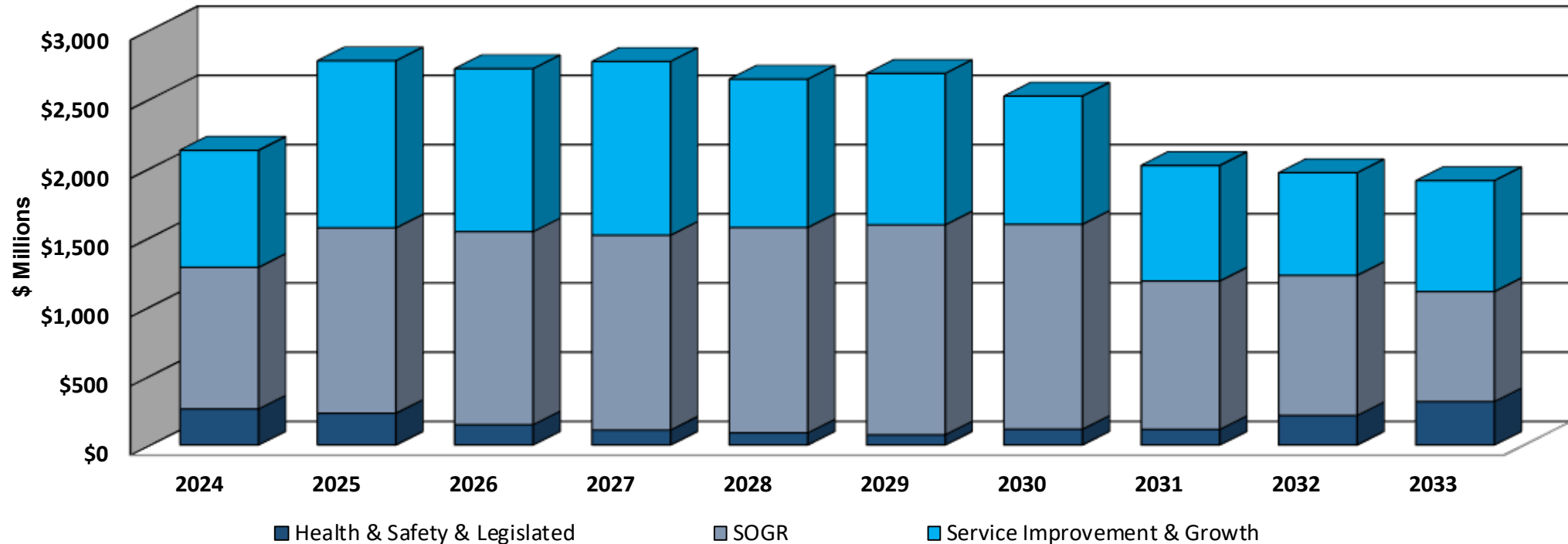
- Solid Waste Management Services has no backlog of State of Good Repair projects. At this time, the funding allocated in the 10-Year Capital Plan for Solid Waste Management Services for State of Good Repair projects is appropriate to maintain the assets in a steady state of good repair.

Thank you

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Appendices

2024 – 2033 Capital Budget & Plan by Project Category



2024 - 2033 Staff Recommended Capital Budget and Plan by Category											
\$ Millions	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Health & Safety & Legislated	260.7	229.3	147.1	108.1	88.2	73.8	114.2	112.5	213.1	313.8	1,660.9
SOGR	1,023.5	1,339.5	1,394.7	1,407.9	1,484.1	1,517.3	1,481.0	1,072.7	1,013.0	795.7	12,529.4
Service Improvement & Growth	845.7	1,207.8	1,177.9	1,255.4	1,071.7	1,093.9	926.1	835.1	741.2	801.0	9,955.7
Total	2,129.8	2,776.6	2,719.7	2,771.4	2,644.0	2,685.0	2,521.4	2,020.2	1,967.3	1,910.5	24,145.9

* Includes Gardiner and DVP

Capital Needs Constraint - \$11.2 Billion

Total Project Cost	Project Cost	Non-Debt Funding	Debt Required	Cash Flow (In \$ Millions)										
				2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
NOT INCLUDED														
TRANSIT EXPANSION	7,022.3	4,003.0	3,019.3	60.8	200.1	289.1	584.7	1,008.0	1,075.3	1,054.0	1,294.1	938.4	517.6	
ECLRT Pedestrian Concourse	17.4		17.4	17.4										
Eglinton East LRT	4,452.6	2,405.8	2,046.7	20.3	94.4	154.0	341.5	469.6	640.4	725.8	853.9	725.8	426.9	
Waterfront East LRT	2,552.3	1,597.2	955.1	23.0	105.7	135.2	243.2	538.4	434.9	328.3	440.3	212.7	90.6	
TRANSPORTATION SERVICES	4,203.1	823.1	3,380.0	29.9	156.7	300.3	447.7	639.4	615.3	518.8	539.4	467.1	488.9	
Agincourt Improvements	42.7	42.7					21.4	21.4						
Beecroft Extension	12.2	12.2			0.3	6.0	6.0							
City Bridge Rehabilitation	804.6		804.6			81.2	86.2	91.5	97.0	102.8	108.8	115.2	121.9	
Critical Interim Road Rehabilitation Pool	61.7		61.7				5.5	9.0	9.1	9.3	9.4	9.6	9.7	
Cycling Infrastructure	60.0	15.0	45.0					10.0	10.0	10.0	10.0	10.0	10.0	
Dufferin street Bridge Rehabilitation	30.7	30.7					15.4	15.4						
Dundas, Dupont and Annette Intersection Improvements	8.9	8.9					0.8	2.3	3.8	2.0	0.1			
Dunn and Dowling Bridges	20.0	20.0				10.0	10.0							
Eglinton Connects LRT	105.0	8.4	96.6				15.0	15.0	15.0	15.0	15.0	15.0	15.0	
Emery Village Improvements	10.4	10.4			5.2	5.2								
Go Transit Expansion City Share	126.6	33.9	92.7		29.2	7.7		79.1	10.7					
Highland Creek Village	13.6	13.6				0.4	0.4	0.6	0.6	6.0	5.7			
Highway 2A Lighting	2.0		2.0		2.0									
Ingram Drive Extension - Grade Separation	92.8	92.8							42.8	25.0	25.0			
Laneways	15.2		15.2		0.1	0.2	0.3	1.6	1.7	2.6	2.7	2.9	3.1	
Legion Road Extension & Grade Separation	42.0	42.0				17.3	24.7							
Local Road Rehabilitation	1,640.4		1,640.4	29.9	75.9	113.2	150.1	158.7	200.7	211.8	223.4	232.8	243.7	
Lower Yonge	101.3	76.0	25.3			5.2	32.1	32.1	32.1					
Major Road Rehabilitation	507.7		507.7		9.0	21.4	23.9	64.4	69.0	73.9	79.0	81.6	85.5	
Metrolinx Additional Infrastructure	7.8	6.2	1.6		2.8	5.0								
Modernize Bridge Management System (BMS)	3.5		3.5		1.0	1.0	1.5							
Morningside Extension	33.0	33.0			5.0	5.0	14.0	9.0						
MoveTO	15.3	1.2	14.1		7.7	7.7								
Re-Imaging Yonge St Shep to Finch	60.2	31.3	28.9				15.9	16.4	27.9					
SilverStar Boulevard	25.0	25.0				0.6	0.6	11.9	11.9					
St. Clair TMP : Keele to Old Weston	18.5	18.5			18.5									
Surface Network Transit Plan	83.9	79.4	4.5				0.3	21.4	21.4	20.4	20.3			
Yonge Street/Highway 401 Interchange Improvements	192.0	169.0	23.0					56.0	56.0	40.0	40.0			
Yonge TOMorrow	66.1	52.9	13.2			13.2	23.7	23.7	5.6					
	11,225.4	4,826.1	6,399.3	90.7	356.8	589.4	1,032.4	1,647.4	1,690.6	1,572.8	1,833.5	1,405.5	1,006.5	