

2025 Budget Notes

Parks, Forestry and Recreation

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Description

Toronto's parks, recreation facilities, and natural spaces are vital community hubs where Torontonians come together to play, celebrate, explore and build connections. As stewards of these spaces, we play a crucial role in enhancing the city's social and environmental resilience by ensuring that our parks, playing fields, recreation centres, ice rinks, pools, as well as tree-lined streets, trails, forests, meadows, marshes, and ravines, are safe, accessible, and continually evolving to meet the needs of a growing city. Our goal is to foster vibrant, active, and engaged communities within these spaces.

Why We Do It

A vibrant network of parks, green spaces, forests, recreation facilities, and programs empowers Torontonians of all ages to be healthier, happier, and better connected, and makes our neighbourhoods and city more equitable, productive, liveable, and resilient to climate change, and other shocks and stresses.

What we want for Torontonians:

- Safe, high-quality recreation facilities and programs, parks, green spaces and urban forest that improve wellbeing.
- Equitable access to inclusive and welcoming recreational facilities and programs, parks, green spaces and urban forests.
- Greener infrastructure and operations and an urban forest, ravine, and parkland system that enhance biodiversity and ecosystem functions and mitigate and adapt to climate change.

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.

For further information about Parks, Forestry and Recreation, please visit: <https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/staff-directory-divisions-and-customer-service/parks-forestry-recreation/>

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What Service We Provide

Who We Serve:

Every Torontonians, including Indigenous, Black, and equity deserving residents and Torontonians of all ages; commuters and visitors; Indigenous rights-holders; public benefit organizations, including sports and recreation groups, conservation and environmental stakeholders, social service providers and school boards; business sectors including arboriculture, design, tourism, and land development; and Business Improvement Areas.

Community Recreation

What We Deliver: High-quality, affordable and accessible recreation programs for all ages delivered in a growing network of well-maintained recreation facilities: drop-in and instructional programs, camps and after-school care, seniors' activities, youth programs and spaces that foster leadership, life skills, and provide youth employment. Facilitation of community use of parks and recreational spaces through facility booking management, special events, building capacity through community engagement and securing investments through partnerships.

How Much Resources (gross 2025 operating budget): \$289.7 million

Parks

What We Deliver: Care and maintenance of Toronto's system of parks and ravines across more than 1,500 parks encompassing 6,800 hectares of land; a park system that we expand and improve through design excellence as the city grows to ensure that parkland is accessible, functional, connected, and resilient.

How Much Resources (gross 2025 operating budget): \$216.9 million

The following Service will be transferred from Parks, Forestry and Recreation (PFR) to Environment, Climate and Forestry by second quarter of 2025 through phased transition as part of the strategic organizational alignment.

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, tree maintenance, tree planting, natural area management and stewardship programs.

How Much Resources (gross 2025 operating budget): \$92.3 million

Budget at a Glance

2025 OPERATING BUDGET

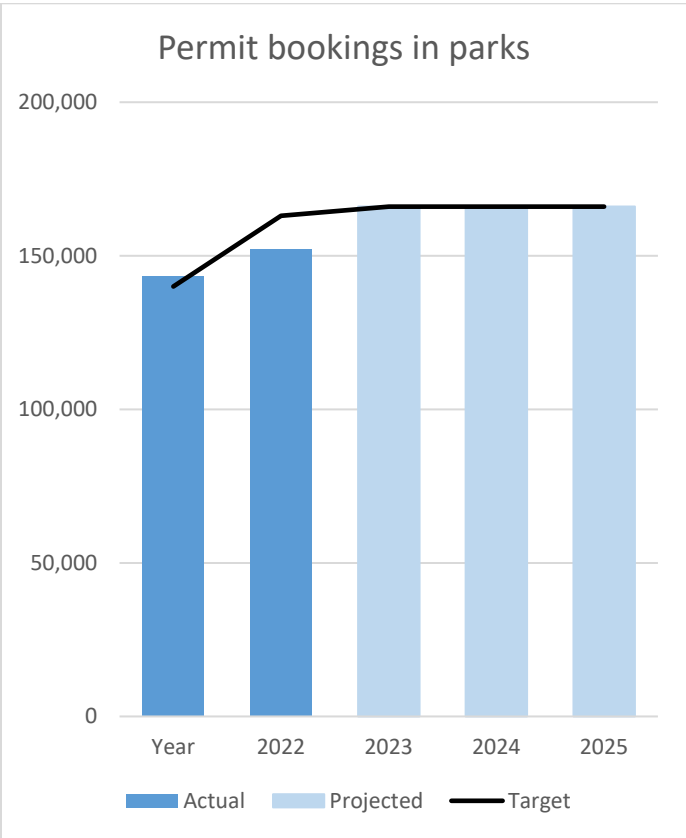
\$Million	2025	2026	2027
Revenues	\$218.9	\$191.9	\$183.4
Gross Expenditures	\$598.9	\$620.1	\$627.0
Net Expenditures	\$380.0	\$428.2	\$443.6
Approved Positions	5,450.3	5,611.7	5,618.2

2025 - 2034 10-YEAR CAPITAL PLAN

\$Million	2025	2026-2034	Total
Gross Expenditures	\$387.3	\$3,926.9	\$4,314.2
Debt	\$193.3	\$1,540.3	\$1,733.6

Note: Includes 2024 carry forward funding

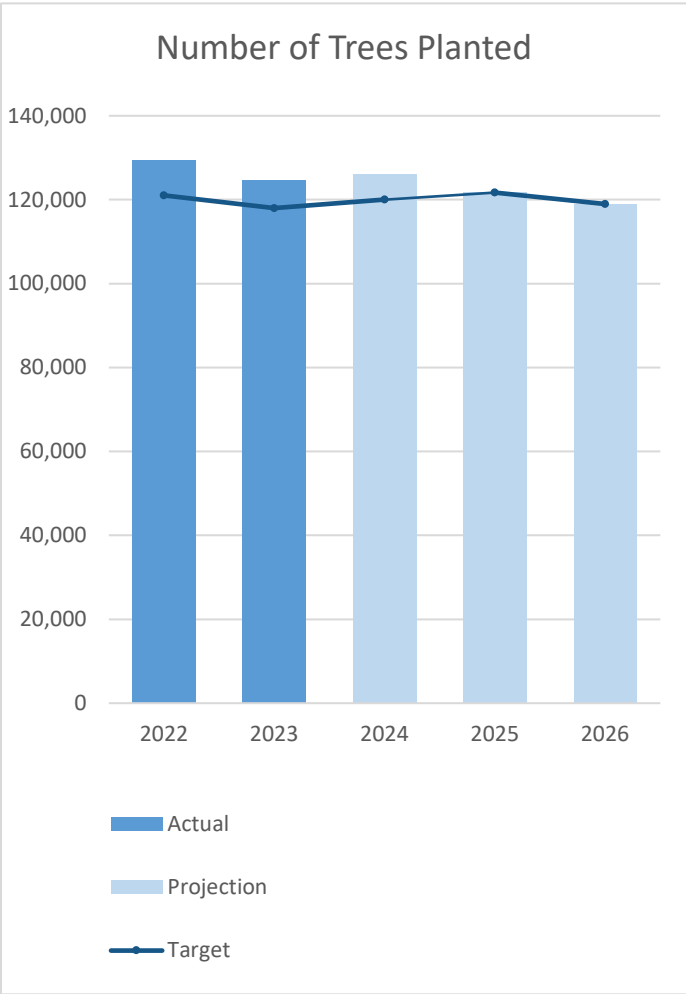
How Well We Are Doing – Behind the Numbers



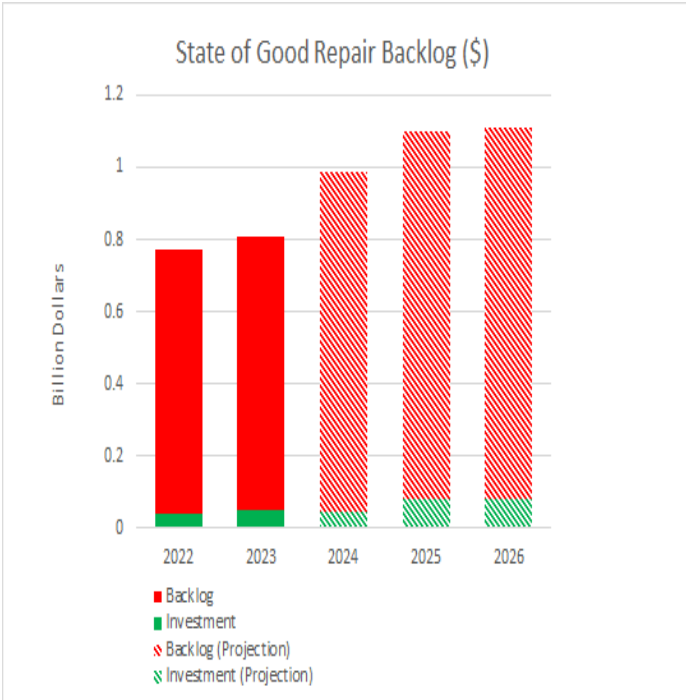
- Toronto's parks provide significant physical, mental health, environmental and social benefits to residents. According to a 2023 City-wide survey, 57% of Torontonians visit City parks or green spaces at least once a week, and a strong majority of Torontonians (90%) are satisfied with parks and green spaces and agree that parks improve health and provide environmental benefits. The economic value of ecosystem services (e.g., stormwater retention, carbon sequestration and storage, and air quality) provided by city-owned and operated parks is approximately \$7.7 billion, annually.
- In 2024, our parks attracted 10,000 more bookings than in the year before, reaching an annual total of 160,000 bookings. We also completed 20 new park and park expansions in 2024 (and 11,700 m2 of expansions in the previous year), providing even more places for Torontonians to gather, exercise, rest, and play.
- In 2025 we are anticipating opening Biidaasige park and new amenities in existing parks including three splash pads and two outdoor basketball courts.



- In 2024, PFR experienced a 20% increase in recreation program registrations over 2023, as it continued its service recovery. This was facilitated by 19,100 m² of new indoor recreational space added to our parks and recreation system in 2023. PFR expects to be back to pre-pandemic service levels by end of 2024, with further projected increases in 2025 and 2026. This is evidence that PFR continues to provide quality and affordable recreational services, particularly at our 39 Free Centres and via the 13% of registrants projected to use the Welcome Policy in 2024 (similar to the percent of people in the population who would qualify).
- In 2025, we will increase community access to programming and recreational spaces through the expansion of free, low-cost drop-ins, expanded outdoor pool and wading pool hours, implementation of a new all access fitness membership model and opening 2 Community Recreation Centres (Rouge River and East Bayfront).



- Toronto continues to build climate resilience and work towards the City's 2050 target of 40% canopy cover by planting approximately 120,000 trees and shrubs each year; prioritizing neighbourhoods with low tree equity and using grants and incentives to provide opportunities to plant trees on private lands where the greatest amount of planting space can be found.
- To maximize tree health and survival in the face of increasing urban and environmental pressures, PFR is focused on nature-based solutions with a quality service lens on maintaining city-owned trees and renewed focus on pruning and watering young trees.
- In 2024, one-time back on track funding of \$0.97 million supported additional planting and pruning of 1000 trees and watering of an additional 14,000 trees.
- As a result of contract, technology, and operational improvements, driven by Auditor General recommendations, compliance with service standards has increased by 50% over the last 3 years reducing the backlog of tree maintenance work orders.
- In 2024, urban forestry programs engaged over 43,000 participants in more than 690 events and provided employment and training for over 100 youth. The increased demand for opportunities to learn about and engage with the natural environment reflects a growing public awareness of climate change impacts and the need to take action to build climate resilience.



- The City's parks and recreation assets are aging, and the cost of bringing them into a state of good repair (SOGR) continues to escalate. Cost increase is due to current market conditions, including inflation and the significant deteriorated conditions of assets.
- The accumulated backlog of SOGR projects is expected to be over \$851.1 million by 2034, and the annual investment in SOGR from 2022 to 2026 is projected to be between just 6 and 11% of the total backlog.
- As a result of the Gardiner and DVP upload to the province, PFR will invest an additional \$400 million over the next 10 years to address priority state of good repair works and the accumulated backlog, with \$14.9 million to be invested in 2025. This additional investment of funding will reduce the backlog by approximately 20% from a projected \$1.1 billion to \$884.2 million by the end of the nine common years in 2033, enabling PFR to avoid more facility closures and/or service interruptions resulting from deteriorating infrastructure.

How Well We Are Doing

Service	Measure	2022 Actual	2023 Actual	2024 Target	2024 Projection	Status	2025 Target	2026 Target
Outcome Measures								
High-quality recreation facilities and programs, parks, green spaces, and urban forest	# registrations	252,433	421,379	483,000	483,000	●	540,000	580,000
	Total hectares of parkland maintained by PFR	8,091	8,092*	8,110	8,097*	●	6,841**	6,845
	% of street trees in good/excellent condition	76%	75%	75%	75%	●	75%	75%
Equitable access to inclusive, safe, and welcoming recreational facilities and programs, parks, green spaces, and urban forest	% registrations supported by Welcome Policy***	7%	9%	13%	13%	●	15%	15%
Greener infrastructure and a healthy and climate-resilient urban forest, ravine, and parkland system	# trees planted	129,438	124,689	120,000	126,000	●	121,700	119,000
	Hectares of natural area parkland managed	620	548	845	950	●	955	955

*Updates were made to address a data quality issue. This means that the 2023 actual (8,092 ha) is 14 hectares less than the 2023 projection (8,106 ha) reported last year, and the 2024 projection does not meet the 2024 target which was estimated last year before the data quality change. Previously the numbers have included some parks that were not yet owned or operated by PFR but were planned to be in the future; starting in 2023 and moving forward, parkland will only be included if it is already PFR owned or operated.

**2025 target is lower than previous years due to the transfer of approximately 1,260 ha of parkland to Parks Canada for inclusion in Rouge National Urban Park (transferred operationally over previous years, but with official transfer in 2025), and expropriation of 0.5 ha of parkland to Metrolinx.

***12.5% of Toronto's population would qualify for Welcome Policy as per 2021 census data.

2024 Projection to 2024 Target Comparison

● 80-100% (MET TARGET) ● 70 - 79% (LOW RISK) ● 69% and Under (REQUIRES ATTENTION)

Service	Measure	2022 Actual	2023 Actual	2024 Target	2024 Projection	Status	2025 Target	2026 Target
Key Service Level Measures								
Drop-in Programs	# drop-in program hours	813,033	897,724	880,000	935,000	●	935,000	950,000
Bookings	# bookings in parks (for picnics, sports fields, etc.)	143,467	152,176	166,000	166,000	●	166,000	166,000
	# bookings in recreation facilities	106,985	130,361	139,000	134,500	●	140,000	145,000
Park washrooms	Winter washrooms operational	143	152	153	153	●	156	162
Urban Forestry Work Orders	# forestry work orders completed	417,770	427,395	447,050	447,050	●	445,050	445,050
Other Measures								
State of Good Repair	Investment in State of good repair to reduce backlog for parks and facilities and % annual backlog	50.6 million (6.2%)	50.9 million (6.3%)	84.6 million (8.6%)	61.3 million (6.2%)	●	83.7 million (7.6%)	120.4 million (11.2%)
	Size of SOGR backlog	772.9 million	805.3 million	986.0 million	986.0 million	●	1.100 billion	1.079 billion
Information	Visits to all PFR webpages	3,990,860	4,481,474	3,500,000	6,000,000	●	6,500,000	6,500,000

2024 Projection to 2024 Target Comparison

● 80-100% (MET TARGET) ● 70 - 79% (LOW RISK) ● 69% and Under (REQUIRES ATTENTION)

EXPERIENCES, CHALLENGES AND PRIORITIES

Our Experience and Success

Enhancing Recreation Experiences:

- Delivered 2024 Back on Track Community Centres Refresh Program, including full refresh of seven Community Recreation Centres (CRCs) and refurbish of 123 Wi-Fi enabled CRCs with modern lobby furniture, mobile device charging stations, and improved access to waste and recycling options.
- Successfully launched new online Registration and Booking system, including new in-person registration supports and early seniors' registration.
- Significantly expanded community recreation programs, exceeding pre-pandemic levels, with 24% more spaces for registered recreation programs and 8% more drop-in program hours, resulting in 15% more registrations and 10% more drop-in visits, with marked increases in high-waitlisted programs (e.g. Learn to Swim).
- Extended access to 10 outdoor pools and 10 wading pools pre- and post-season.

Enhancing Park Experiences:

- Delivered 2024 Back on Track Park and Tree Enhancements Program, with a total of 122 new park benches installed, expansion of portable washrooms available through the delivery of 70 additional portable washrooms, installation of four new shade structures, resurfacing of 11 combination tennis/pickleball courts and creation of two stand-alone pickleball courts, provision of enhanced tree planting and care, and earliest-ever spring opening of park washrooms and water fountains.
- Implemented permanent alcohol in parks program where responsible alcohol consumption is permitted in 54 parks city-wide.
- Delivered enhanced park washroom quality assurance checks during the summer season.
- Partnered with Toronto Public Library to deliver a new program of talks and tours that reached a third of Toronto's library system and engaged close to 1,000 participants in exploring the natural environment in their community.
- Managed over 950 hectares of natural area parkland which includes restoring the three-hectare wetland at E.T. Seton Park and using a specialized 'eco-herd' of goats at Don Valley Brick Works Park to manage invasive species and provide a quality home for native species of flora and fauna.
- Delivered \$4.8M of cash and in-kind contributions through partnership with third party organizations to be used toward capital and programmatic enhancements.

Investing in New and Revitalized Parks and Recreation Facilities:

- Parks, Forestry and Recreation made its largest-ever capital investment of \$273 million, advancing over 300 park and facility projects. This includes playgrounds, splash pads, sports fields, dog off-leash areas, pathways, seating areas, arenas, pools and community centres. Additionally, more than \$82 million was allocated to State of Good Repair work to maintain aging facilities.
- Officially opened the Ethennonhawahstihnen' Community Recreation Centre, offering over 7,300 program spaces. In addition, delivered 19 new parks and park expansions across the city, including Leslie Lookout, Glengarry Park, 4 Meadowglen Place, 55 Isaac Devins Boulevard, and Bathurst Quay Common.

Planning for the Future of Toronto's Parks and Recreation Facilities:

- Launched 5-year reviews of Parkland and Recreation Facilities Strategies, our 20-year plans that guide the growth and investment in these spaces across the city.
- Presented final Toronto Island Master Plan to City Council and launched implementation activities following Council approval, including a suite of immediate ferry passenger experience improvements and the award of construction contract for two new electric ferries.
- Completed the Kennedy Park-Ionview Parkland Plan to improve equitable access to parkland in this Scarborough neighbourhood.
- Launched a new Tree Equity Score Analyzer, a free online public tool that analyses the distribution of trees and their benefits across Toronto's neighbourhoods and can help to prioritize tree planting in high priority, low tree equity, low canopy areas.

Enhancing Accountability and Community Engagement:

- Launched implementation of modernized parks operations quality assurance system in response to the Auditor General's parks operational review, including rollout of systematic, digitally documented on-site quality checks by supervisors.

- Reported to Council on feasibility of further insourcing tree maintenance service, and conducted a Quality Service Pilot to test whether City delivery of more pruning and small tree removal services can increase quality and cost effectiveness.
- Implemented new Councillor Office contact system to increase transparency and collaboration with Councillors Offices and constituents.
- Engaged approximately 25,000 Torontonians to help shape our programs and facility improvement projects through over 60 different public engagement processes and initiatives underway in 2024.

Key Challenges and Risks

- As a result of climate change, there is growing need for increased resources and flexible program delivery such as adjusting operating seasons and reallocating resources as necessary, to effectively maintain City assets and mitigate health and safety risks.
- If provincial policy changes related to funding tools for growth are not revenue neutral, PFR will lose access to essential funding sources needed for parkland acquisition and development to keep up with population growth.
- Parks, Forestry and Recreation infrastructure, facilities and assets require \$1 billion in State of Good Repair work; preventing closures and service interruptions is a major challenge as critical infrastructure components deteriorate to the point of failure.
- If technology system modernization projects progress too slowly, PFR will be challenged to meet public expectations for customer experience, efficiency, accountability, and value for money.

Priority Actions

Improve the experience of public spaces:

- Improve park user experience via restoring local community gathering spaces, providing no-fee community permit booking options, maintaining improvements to terminal and the island dock experience, and the expansion of encampment office management to support additional outreach and engagement.
- Improve quality of indoor wi-fi enabled community spaces by completing the interior refresh of 23 community recreation centres in greatest need of restoration.
- Implement an accelerated plan to convert parks washrooms for year-round use and improve their overall conditions.
- Install accessible beach mats at the City's ten supervised swimming beaches in 2025.
- Improve customer satisfaction by enhancing cleaning of community centres and outdoor pool facilities across the City.
- Accelerate rehabilitation of park assets and facilities and slow the deterioration of overall asset condition through an additional \$14.9 million invested in state of good repair (SOGR) in 2025 or \$400.0 million over 2025-2034 Capital Budget and Plan, made available through Gardiner and Don Valley Parkway (DVP) upload to the province.
- Oversee construction of new ferries, undertake the required shoreside infrastructure and implement continued passenger experience improvements.
- Help communities beat the heat with extended seasonal access to outdoor swimming and extended access to air-conditioned spaces on heat warning days.
- Improve access to shade and other benefits of trees by using tree equity tool to target planting in high priority areas where there is low tree equity and low canopy.

Offer modernized user experiences:

- Launch early local registration pilot for recreation programs.
- Enable users to make fully integrated park service requests via 311, supported by Phase 1 rollout of modernized work management system for Parks.
- Expand use of the electronic intake portal for submission of tree injury and removal permit applications.

Advance divisional transformation:

- Successfully transfer Urban Forestry Branch to Environment and Climate Division in the second quarter of 2025 and develop an updated vision for the renewed Parks and Recreation Division that aligns with our more streamlined scope of operations.

Support equity-deserving youth:

- Support youth development and employment and reduce community violence through the implementation of local youth recreation programming initiatives, local youth hiring and hiring local youth animators.

- Collaborate with school boards to expand access to summer youth drop-in programming in priority neighbourhoods.
- Continue providing leadership development, pathways to employment, and local employment to equity-deserving youth across Toronto.

Plan and invest for the future:

- Complete reviews of the Parks and Recreation Facilities Master Plan and Parkland Strategy, with due consideration for SOGR, changes to provincial development framework, the need for climate-resilient and net-zero facilities, the importance of Indigenous reconciliation, and the needs of equity-deserving communities.
- Successfully deliver the largest annual capital budget in PFR's history - 20% larger than 2024 – including completion of two new landmark community recreational centres (Rouge River and East Bayfront), and dozens of other new and improved community facilities and spaces.
- Continue implementation of the Council-approved Toronto Island Park Master Plan through investments at Hanlan's Point, design for shoreline restoration, environmentally significant area protection, and detailed plans for projects that will improve visitor experience.
- Complete the Environmentally Significant Areas (ESAs) Management Plan framework to support protection and enhancement of the 67 ESAs managed by the City.
- Collaborate with private and non-profit partners as part of a strategy to increase tree canopy where it is needed most and thereby increase Toronto's climate resilience.
- Deliver the phased opening celebrations of Biidaasige Park with a series of announcements and public events continuing into 2026.
- Advancement of opportunities for residents to access healthy natural areas through partnerships with community organizations, the philanthropic community and the federal and provincial governments through implementation of the Ravine Strategy and The Meadoway.
- Adopting a net-zero approach for new facilities, and strategically implementing fuel switching when replacing existing fuel-consuming equipment to reduce greenhouse gas emissions.

Deliver services accountably and collaboratively:

- Make major progress implementing a modernized parks operations quality assurance system in response to the Auditor General's parks operational review including digitization of daily activity sheets and completion of GPS tracking for all parks vehicles.
- Advance an integrated Councillor point of contact system to improve and streamline coordination and support to Councillors' Offices related to constituency and Council matters.
- Enhance capital project communication and notification for Councillors and public.
- Advance review the City's current proactive and reactive tree maintenance programs including input from key industry stakeholders and the public.

CITY STAFF PREPARED BUDGET

The City Manager and Chief Financial Officer and Treasurer have prepared the following budget:

1. The 2025 Operating Budget for Parks, Forestry and Recreation of \$598.886 million gross, \$218.897 million revenue and \$379.989 million net for the following services:

Service:

	Gross Expenditures (\$000s)	Revenue (\$000s)	Net Expenditures (\$000s)
Community Recreation	289,714.7	96,672.0	193,042.7
Parks	216,895.1	76,306.6	140,588.5
Urban Forestry	92,275.8	45,918.2	46,357.5
Total Program Budget	598,885.6	218,896.8	379,988.7

- The 2025 staff complement for Parks, Forestry and Recreation of 5,450.3 positions comprised of 260.0 capital positions and 5,190.3 operating positions.
2. The 2025 Capital Budget for Parks, Forestry and Recreation with cash flows and future year commitments totaling \$1,998.482 million as detailed by project in [Appendix 5a](#).
 3. The 2026-2034 Capital Plan for Parks, Forestry and Recreation totalling \$2,315.756 million in project estimates as detailed by project in [Appendix 5b](#).
 4. That all third-party funding included in the 2025 Budget be subject to the execution of an agreement or receipt of funding. If such agreement or funding is not in place by 2025 or forthcoming, the approval to spend must be reassessed by City Council relative to other City-funded priorities and needs in future budget processes.

2025 OPERATING BUDGET

2025 OPERATING BUDGET OVERVIEW

Table 1: 2025 Operating Budget by Service

(In \$000s)	2023 Actual	2024 Budget	2024 Projection*	2025 Base Budget	2025 New / Enhanced	2025 Budget	Change v. 2024 Budget	
By Service	\$	\$	\$	\$	\$	\$	\$	%
Revenues								
Community Recreation	69,745.6	90,323.1	82,247.7	96,722.0	(50.0)	96,672.0	6,348.9	7.0%
Parks	47,586.8	53,059.8	45,869.1	74,963.2	1,343.4	76,306.6	23,246.8	43.8%
Urban Forestry	36,860.9	42,364.7	44,998.7	45,918.2		45,918.2	3,553.5	8.4%
Total Revenues	154,193.3	185,747.7	173,115.5	217,603.4	1,293.4	218,896.9	33,149.2	17.8%
Expenditures								
Community Recreation	243,913.9	252,342.1	263,088.6	282,454.8	7,260.0	289,714.7	37,372.6	14.8%
Parks	176,112.7	192,243.0	189,695.8	213,887.9	3,007.2	216,895.1	24,652.1	12.8%
Urban Forestry	76,315.8	86,431.6	84,918.4	92,183.8	92.0	92,275.8	5,844.1	6.8%
Total Gross Expenditures	496,342.4	531,016.8	537,702.8	588,526.5	10,359.1	598,885.6	67,868.8	12.8%
Net Expenditures	342,149.1	345,269.1	364,587.3	370,923.0	9,065.7	379,988.7	34,719.7	10.1%
Approved Positions**	4,818.5	4,972.1	N/A	5,327.3	122.9	5,450.3	478.2	9.6%

* 2024 Projection based on 9 Month Variance

**YoY comparison based on approved positions

KEY DRIVERS

Total 2025 Budget expenditures of \$598.886 million gross reflects an increase of \$67.869 million in spending above the 2024 Budget, predominantly arising from:

- Adjustments to salary and benefits to address minimum wage increase, Aquatic staff wage stabilization, progression pay, and alignment to hiring plan and service levels at \$15.565 million.
- Operating Impacts of Capital for new community centres, parks and projects, such as Port Lands, Rouge River Community Recreation Centre, East Bayfront Community Recreation Centre, Public Wi-Fi at Recreation Centres, and sustainment for new registration and booking system at \$13.465 million.
- New and Enhanced services to provide improved park and recreation user experience at \$10.359 million.
- Cost escalations to contracted services and economic factors at \$8.946 million.

EQUITY IMPACTS OF BUDGET CHANGES

Positive Equity Impact: PFR's 2025 Operating Budget includes equity-focused investments to improve access to parks, recreation, and urban forestry services for equity-deserving populations. Initiatives such as increasing tree canopy coverage address shade inequities in low-income and racialized communities, while expanded community gathering spaces foster connection and belonging. Reduced permit fees for community-led activities help low-income groups access city services and spaces. Extended pool operations provide vital cooling opportunities for families and vulnerable populations during warmer months. Parks, Forestry and Recreation remains committed to delivering high-quality parks and inclusive, affordable recreation programs through safe, welcoming spaces and free or reduced-cost programming. Staff will continue work to advance the Toronto Action Plan to Confront Anti-Black Racism, the City's Reconciliation Action Plan, the Gender Equity Strategy, and the Poverty Reduction Strategy by exploring opportunities to increase equity and reconciliation.

2025 OPERATING BUDGET KEY COST DRIVERS

The 2025 Net Operating Budget for Parks, Forestry and Recreation of \$379.989 million is \$34.720 million or 10.1% greater than the 2024 Net Budget. Table 2 below summarizes the key cost drivers for the 2025 Budget.

Table 2: 2025 Key Cost Drivers

(In \$000s)	2025				2026 Annualized impact (Net)
	Revenues	Gross	Net	Positions**	
2024 Projection*	173,115.5	537,702.8	364,587.3	N/A	N/A
2024 Budget	185,747.7	531,016.8	345,269.1	4,972.1	N/A
Key Cost Drivers:					
Prior Year Impacts					
Reverse one-time Enhanced Tree Planting, Pruning and Watering		(970.0)	(970.0)		
Operating Impacts of Capital					
Community Recreation, Parks, Urban Forestry	738.2	13,465.1	12,726.9	157.4	12,284.6
Delivery of Capital Positions	8,708.7	8,708.7		60.0	
Capitalization of Parks Constructon Costs	10,098.5		(10,098.5)		10,098.5
Salary & Benefits					
Minimum Wage and Aquatic Staff Wage Stabilization Increase		5,868.6	5,868.6		500.0
Salary and Benefits Adjustments		4,400.0	4,400.0		4,872.0
Alignment of budget to Hiring Plan & Service Levels		5,295.9	5,295.9	71.3	
Non-Salary Inflation					
Economic Factors & Contract Cost Escalations		8,945.7	8,945.7		3,545.0
Revenue Increase					
User Fee 3.5% Increase	3,800.5	162.0	(3,638.5)		(2,246.4)
Encampment Response Federal Grant (One-Time)	3,698.1		(3,698.1)		3,698.1
Other Changes					
Transport Canada - Ferry Requirements		5,591.8	5,591.8	56.8	36.9
Increased usage of Welcome Policy		1,966.5	1,966.5		2,070.0
Reserve Draw & Third Party Funding Adjustments	4,811.7	4,075.4	(736.2)	9.7	289.1
Sub Total Key Cost Drivers	31,855.7	57,509.7	25,654.0	355.2	35,148.0
Total 2025 Base Budget	217,603.4	588,526.5	370,923.0	5,327.3	35,148.0
2025 New / Enhanced	1,293.4	10,359.1	9,065.7	122.9	13,051.9
2025 Budget	218,896.9	598,885.6	379,988.7	5,450.3	48,199.9
Change from 2024 Budget (\$)	33,149.2	67,868.8	34,719.7	478.1	N/A
Change from 2024 Budget (%)	17.8%	12.8%	10.1%	9.6%	N/A

*Based on 9 Month Variance

**YoY comparison based on approved positions

Key Base Drivers:**Prior Year Impacts:**

- A decrease of \$0.970 million net due to reversal of one-time Enhanced Tree Planting, Pruning and Watering funding resulting from prior year decisions.

Operating Impacts of Capital:

- An overall operating impact of \$12.727 million net in 2025 and additional 157.4 operational and maintenance positions from previously approved capital projects as follows:
 - New parks including Biidaasige Park and Centennial Park.
 - New community centres including Rouge River Community Recreation Centre, East Bayfront Community Recreation Centre, and
 - Improved customer service experience through new technology including new registration and booking system (ActiveNet) and Public Wi-Fi at recreation centres.

- An annual base transfer of \$10.099 million net from operating to capital budget for capitalization of staffing costs related to parks construction and improvement in state of good repair.
- Increase in capital delivery positions of 60.0 to ensure capital projects can proceed as planned, with full recovery from 2025 Capital Budget where it holds the funding source for the positions.

Salary and Benefits:

- Salary and benefits increase of \$15.565 million due to STEP adjustments for union employees, aquatics staff stabilization and recruitment strategy, general minimum wage regulated by the province, vacancy adjustment reflective of recruitment process and challenges, non-union pay-for-performance, and other adjustments. Key changes include:
 - \$5.869 million related to Recreation Workers including budgeting for previously deferred wage stabilization funding and OMERS impacts, and unfunded required training requirements.
 - \$5.296 million in salary and benefits of 71.2 positions to align with 2025 hiring plan and service levels that have been phased in.
 - \$4.400 million increase in full-time staff salary and benefit adjustments related to contractual obligations, such as STEP increases, pay for performance, and progression pay.

Non-Salary Inflation:

- Non-Salary Economic Factors of \$8.946 million comprising of \$4.694 million in contract cost escalation increases and \$4.252 million in inflationary factors on utilities, materials, and supplies.

Revenue Changes:

- 3.5% inflationary increase applied to user fees and permits generating \$3.638 million in incremental revenue.
- One-time federal encampment funding of \$3.698 million to support park encampment activities as part of the City's outreach support and response.

Other Changes:

- Other base change increase of \$6.822 million primarily driven by:
 - \$5.592 million additional staffing resources in compliance with new Transport Canada and Continuous Synopsis Records safe manning requirements for the Ferry Service;
 - Increase of \$1.967 million in Welcome Policy Volume Adjustment to budget for the continued uptake anticipated in 2025; and
 - Offset by \$0.736 million adjustments to recoveries from Metrolinx and reserve draws.

New and Enhanced Service Priorities:

Table 3: New / Enhanced Requests

New / Enhanced Request		2025				2026 Annualized Gross	Equity Impact	Supports Key Outcome / Priority Actions
		Revenue	Gross	Net	Positions			
In \$ Thousands								
1	Expand Outdoor Pool Hours by Two Hours Per Day		1,243.8	1,243.8	29.0	1,243.8	Medium-positive	Additional two hours of daily operation at all 59 outdoor pools during the months of July and August.
2	Outdoor Pools (10 Locations) and Wading Pools (10 Locations) Season Extension		448.9	448.9	5.3	449.1	Medium-positive	Outdoor pool season extension at 10 locations for drop-in leisure swimming offered on weeknights and weekends including the last two weeks of June and first three weeks in September. Early opening of wading pools at 10 locations on weekends during the last two weekends in June.
3	Outdoor Pools and Wading Pools Season Extension - Additional Five Outdoor Pools and Five Wading Pools Locations		286.7	286.7	2.7	286.9	Medium-positive	Outdoor pool season extension at five locations for drop-in leisure swimming offered on weeknights and weekends including the last two weeks of June and first three weeks in September. Early opening of wading pools at five locations on weekends during the last two weekends in June.
4	Waterfront Beach Season Extension		177.7	177.7	2.9	177.7	Medium-positive	Waterfront beach season extension at four locations for supervised swimming for first week in September.
5	Camp Nutrition Breakfast Program at 45 CampTO Locations in Neighborhood Improvement Areas		1,016.7	1,016.7	10.5	1,016.8	Medium-positive	Camp Nutrition Program (breakfast/mid morning snack including plate and cutlery) to be offered at 45 CampTO locations reaching up to 31,085 participants based on 2024 registration maximums. This includes 35 locations (24 free and 11 paid centres) within Neighbourhood Improvement Areas and 10 free centres located outside of Neighbourhood Improvement Areas.
6	Enhance Cleaning at Recreation Facilities		4,000.0	4,000.0	58.2	7,169.9	Medium-positive	Enhance cleaning by ensuring available staff to clean all community centres, satellite locations with limited cleaning resouces and at outdoor pools during all operating hours.
7	Early Local Registration Pilot at Select Free Centres		300.0	300.0			High-positive	Reduce local registration barriers and increase local participation in recreation in communities where local needs may be higher by offering early in-person registration as an initial pilot.
8	\$0 Park Booking Category for Community-led Activities	(50.0)		50.0			Medium-positive	Remove financial and administrative barriers faced by community groups seeking access to PFR space.
9	Jack Layton Ferry Passenger Experience		450.0	450.0		350.0	Medium-positive	Improve ferry passenger experience to and from Toronto Island Park aboard our existing ferry fleet, especially during peak travel times
10	Restoring Local Gathering Spaces -Parks Beautification		1,000.0	1,000.0		1,000.0	Medium-positive	To restore local gathering spaces in parks by installing additional portable washrooms, benches, shade structures, picnc tables and washroom enhancements
11	Encampment Office Expansion	1,343.4	1,343.4		14.2	1,357.8	Medium-positive	Expand frontline operations encampment staff team to provide additional support for encampments including regular visit to parks, engaging and providing referral & outreach service, and removing hazardous waste
12	Increase Tree Canopy to address "Shade Inequity"		92.0	92.0			Low-positive	Planting 2,500 native trees and shrubs with a full suite of site preparation to create a "Mini Forest" along traffic round-about at Highway 27 and Bethridge Rd. Project
Total New / Enhanced		1,293.4	10,359.1	9,065.7	122.9	13,051.9		

Note:

- For additional information, please refer to [Appendix 2](#) for details on 2025 Service Changes; [Appendix 3](#) for the 2025 New and Enhanced Service Priorities and [Appendix 4](#) for Operating Program Provincial/Federal Funding Streams by Funding Source, respectively.

2026 AND 2027 OUTLOOKS**Table 5: 2026 and 2027 Outlooks**

(In \$000s)	2025 Budget	2026 Incremental Outlook	2027 Incremental Outlook
Revenues			
Revenue Changes	188,346.7	(18,155.7)	(4,195.1)
Contribution from Reserve	30,550.2	(8,850.9)	(4,255.3)
Total Revenues	218,896.9	(27,006.6)	(8,450.3)
Gross Expenditures			
Salaries & Benefits	386,634.8	13,922.8	1,716.3
Non-Salary Expenditures	212,250.8	7,270.4	5,156.7
Total Gross Expenditures	598,885.6	21,193.2	6,873.0
Net Expenditures	379,988.7	48,199.9	15,323.3
Approved Positions	5,450.3	161.5	6.5

**YoY comparison based on approved positions

Key Outlook Drivers

The 2026 Outlook with total gross expenditures of \$620.079 million reflects an anticipated \$21.193 million or 3.54% increase in gross expenditures above the 2025 Operating Budget. The 2027 Outlook expects a further increase of \$6.873 million or 1.11% above the 2026 Outlook.

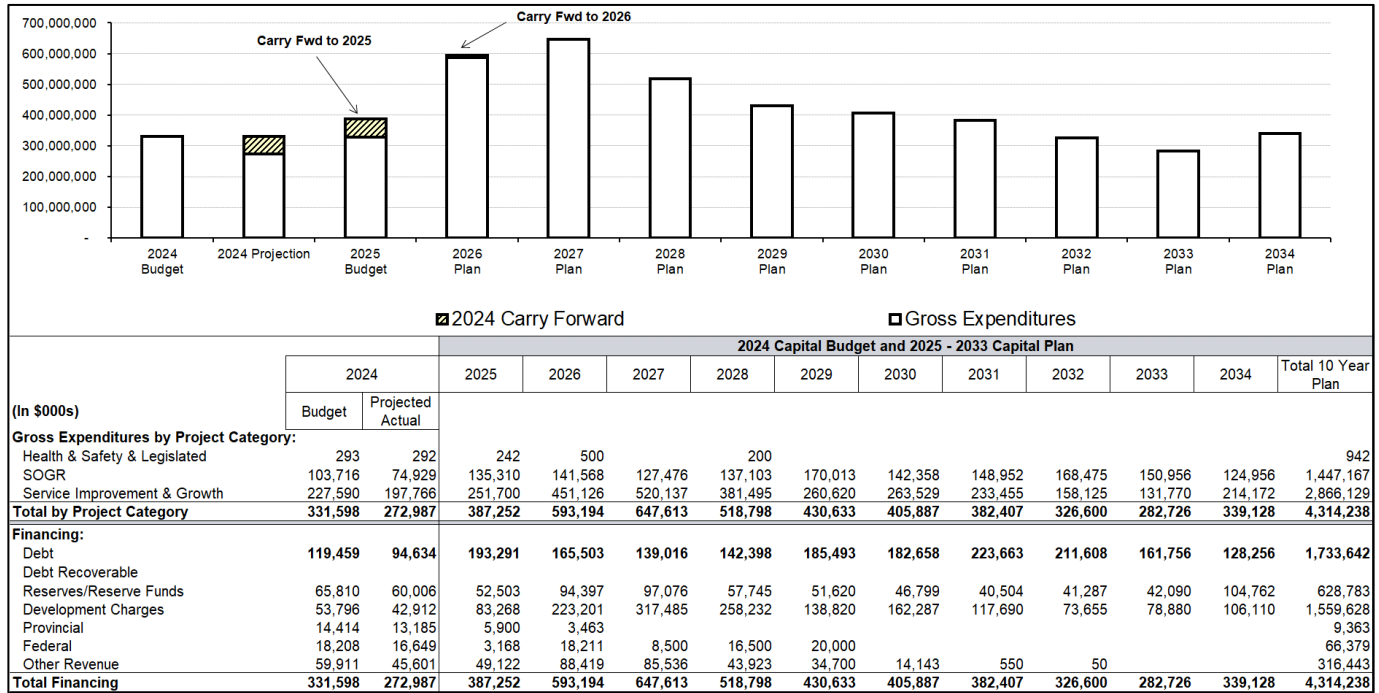
These changes arise from the following:

- **Revenue Changes:** Decrease in revenues due to capital positions ending in alignment with project delivery in 2026 and 2027, which is offset by a corresponding decrease in salary and benefits.
- **Draw from Reserve:** Reduction in contribution from the Tree Canopy Reserve as part of a phase-in approach to fund Urban Forestry contract cost escalations.
- **Salary and Benefits and Non-Salary Expenditures:** Increase in expenditures due to new facilities and parks coming online and redevelopment of existing facilities in 2026 and 2027, such as Biidaasige Park, Davisville Community Recreation Centre and Centennial Park Master Plan Phase 1 including Centennial Park Skate Trail. Partially offset by a decrease in salary and benefits due to capital positions ending in alignment with project delivery in 2026 and 2027.

2025 – 2034 CAPITAL BUDGET AND PLAN

2025 – 2034 CAPITAL BUDGET AND PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview



Project Updates (\$68.9 Million)

The 2025-2034 Capital Budget and Plan reflects the following changes to existing projects over the nine common years (2025-2033):

- \$103.2 million as part of the \$400 million reallocated from the Gardiner and DVP invested in priority State of Good Repair (SOGR) areas:
 - \$41.8 million for *Community Centres*, \$27.5 million for *Trails, Pathways and Bridges*, \$9.5 million for *Special Facilities Buildings and Structures*, \$6.0 million for *Arenas and Outdoor Ice Rinks*, \$1.4 million for *Playgrounds*, and \$17.0 million for the *John Innes CRC Redevelopment* (a further \$45 million has been added for the redevelopment and growth project costs, for a total of \$62.0 million)
- \$172.7 million for several projects to reflect updated cost estimates, project scope changes, phased project implementation, and project schedules including:
 - \$10.6 million for *Centennial Park Master Plan Implementation* including Cricket Pitches, Sports Bubble for the Stadium and Turf
 - \$7.8 million for *10 Ordinance and 801 Wellington Park Developments*
 - \$7.2 million for the *David Crombie Park Revitalization*
 - \$5.0 million for the *Shoreside Infrastructure* related to the replacement of ferry vessels #1 and #2
 - \$5.0 million for the *Port Lands Parks Yard*
 - \$3.4 million for the *Fountainhead Park Ice Rink and Skating Trail*
 - \$2.3 million for the *Eglinton Park Master Plan Implementation*
 - \$10.0 million to advance the *High Park Movement Strategy*
 - \$1.3 million for *Corktown Common Neighbourhood Off Leash Area*
 - \$1.0 million for new park development at 2740 *Lawrence Avenue East*
- Offset by deferrals of the following:
 - \$148.0 million in cash flow for the implementation of various FMP projects that have shifted outside of the 10-Year Capital Plan, with the redevelopment and repurpose projects requiring both debt and growth financing to proceed. These projects are listed in Appendix 8 Summary of Capital Delivery Constraints.
 - \$59.0 million in cash flow over 2025-2027 for several projects shifted to 2034 for phased project implementation.

New Projects (\$580.0 Million)






The 2025-2034 Capital Budget and Plan includes new projects. Key projects are as follows:

- \$296.8 million as part of the \$400 million reallocated from the Gardiner and DVP invested in priority SOGR areas over the 10-Year Plan:
 - \$59.3 million for *Main Square CRC Redevelopment*
 - \$54.0 million for *Shoreline Infrastructure*
 - \$46.9 million for *Fuel Switching and Energy Initiatives and Retrofits*
 - \$37.5 million for *Park Washrooms Enhancement and Refresh*
 - \$30.8 million for *Masaryk Cowan CRC Redevelopment*
 - \$25.0 million for *Parks Rehabilitation*
 - \$12.6 million for *Playgrounds*
 - \$9.5 million for *Off-leash Areas*
 - \$9.0 million for *Sports Courts*
 - \$5.6 million for *Indoor and Outdoor Pools*
 - \$3.5 million for *Parking Lots and Tennis Courts*
 - \$2.7 million for *Sports Fields*
 - \$0.4 million for *Waterplays*
- \$131.5 million for the *replacement of ferry vessels #3 and #4 and related shoreside infrastructure*
- \$5.7 million for the *design for longer term upgrades of the Jack Layton Ferry Terminal*
- \$108.0 million for the construction phase of the Downsview Community Recreation Centre
- \$13.2 million for *Parkland Acquisition in Liberty Village and Yonge and Eglinton*
- \$3.2 million for Fleet and Equipment for park operation
- \$2.2 million for *456 Wellington Street Above Base Park Development* and \$1.0 million for *77 Curlew*, and \$1.0 million for *Phase 1 of the Port Lands Park System*
- Improvements to various parks city-wide:
 - \$3.2 million for *Hanlan's Point*, \$0.8 million for *Phin Park*, \$0.5 million for *35 De Boers Drive Parkland*, \$0.4 million for *College Park*, and \$0.3 million for *Buttonwood Park*
 - \$1.4 million for a *new splash pad in Cornell Park*
 - \$0.8 million for *Fire Hall 30 Building Renovation*
 - \$0.2 million for *Trinity Bellwoods Park Pathways and Circulation*

Note:

For additional information, please refer to [Appendix 5](#) for a more detailed listing of the 2025 and 2026-2034 Capital Budget and Plan by project; [Appendix 6](#) for Reporting on Major Capital Projects – Status Update; [Appendix 7](#) for Capacity to Deliver Review; and [Appendix 8](#) for a Summary of Capital Delivery Constraints, [Appendix 9](#) for Capital Program Provincial/Federal Funding Streams by Projects, respectively.

2025 – 2034 CAPITAL BUDGET AND PLAN**\$4.3 Billion 10-Year Gross Capital Program**

				
Health and Safety and Aging Infrastructure	Enhanced Resiliency	Addressing Gaps and Serving Growing Communities	Land Acquisition	Improving User Access and Information Technology
\$1,331.4 M 30.8%	\$115.8 M 2.7%	\$2,522.3 M 58.5%	\$318.6 M 7.4%	\$26.2 M 0.6%
Addressing health and safety and planning and rehabilitation of existing parks and facilities through Life Cycle Asset Management ✔	Mitigate and address the impacts of extreme weather events, including high lake effect flooding and Windstorm, on assets and infrastructure and advance fuel switching and energy initiatives and retrofits ✔	Implement the Parks and Recreation Facilities Master Plan (facilities in North East Scarborough, Western North York, Etobicoke Civic Centre); improve parkland (Eglinton and David Crombie, Toronto Islands), Ravine Strategy, Indigenous Place making, advance Washroom Enhancement and Refresh programs, Replace Four Ferry Vessels and Shoreside Infrastructure, FIFA World Cup 2026 Centennial Park Training Site Improvements and the Playground Enhancement Program ✔	Expand Toronto's parks system through acquisition to support implementation of the Facilities Master Plan and the Parkland Strategy ✔	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 2025-2034 Capital Budget and Plan cash flows. Does not break out the climate component costs separately.

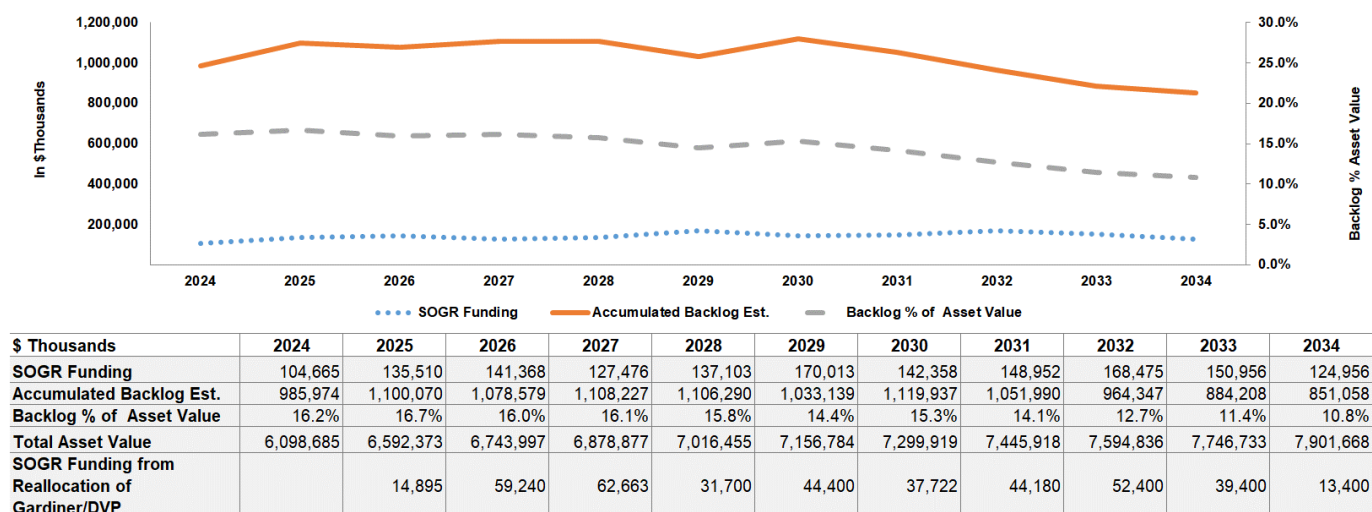
- Capital priorities continue to be identified in response to Council direction to invest in critical facility and park infrastructure to maintain service while also supporting growth and service improvement.
- Significant cost escalations are being experienced across all capital work for PFR compared to prior years and/or pre-tender cost estimates, as a result timelines for planned work are being adjusted to align with available funding, including debt and growth funding tools.
- Bill 23 impacts the City's ability to collect development charges and parkland levies, resulting in a funding gap to support anticipated growth and fund necessary infrastructure over the long term.

How the Capital Program is Funded

City of Toronto		Provincial Funding		Federal Funding	
\$4,238.4 M 98.3%		\$9.4 M 0.2%		\$66.4 M 1.5%	
Debt	\$1,733.6 M	Investing in Canada Infrastructure Program (ICIP)	\$5.9 M	Investing in Canada Infrastructure Program (ICIP)	\$7.1 M
Reserve / Reserve Fund*	\$628.8 M	COVID-19 Resilience Program	\$0.1 M	COVID-19 Resilience Program	\$0.3 M
Development Charges*	\$1,559.6 M	Strategic Priorities Infrastructure Fund	\$1.8 M	Disaster Mitigation and Adaptation Fund (DMAF)	\$3.5 M
Section 42 Above 5% Cash-in-lieu*	\$178.1 M			Green and Inclusive Community Buildings Program	\$45.0 M
		FIFA Training Site	\$1.6 M	Natural Infrastructure Fund	\$10.5 M
Section 37	\$115.4 M				
Section 45	\$3.2 M				
Community Benefits Charge	\$2.0 M				
Other: Various	\$17.7				

STATE OF GOOD REPAIR (SOGR) FUNDING AND BACKLOG

Through Capital Asset Management Programs (CAMP), Parks, Forestry and Recreation is responsible for capital improvements and state of good repair portfolios including assets in City parks, recreation centres, ice rinks and pools to ensure they are safe and accessible for public use. The chart below represents the SOGR funding and accumulated backlog estimates for key asset categories in PFR.

Chart 2: Total SOGR Funding and Backlog

Parks, Forestry and Recreation's assets, including recreation facilities and park infrastructure, are aging while the cost to bring them to a state of good repair is escalating significantly.

The accumulated backlog for SOGR reflects the amount of available funding and time it takes to complete SOGR projects and it fluctuates annually as additional assets acquired through completed capital projects or new parks secured through development are captured within condition assessments and life cycle planning.

At the end of 2024, the accumulated backlog is estimated at \$986.0 million, which represents 16.2% of the total replacement value estimated to be \$6.1 billion for recreational facilities and park infrastructure.

- Recreation facilities amount to \$492.0 million or 49.9% of the backlog and includes community centres, arenas and pools.
- Park infrastructure amounts to \$493.9 million or 50.1% of the backlog and includes parking lots, tennis courts and sports pads, splash pads and wading pools, trails and pathways, bridges, seawalls, and marine services.

The accumulated SOGR backlog is anticipated to reach \$1.1 billion by the end of 2025, however it will decrease to \$851.1 million at the end of the ten-year period (2034), with \$354.6 million for recreation facilities and \$496.5 million for park infrastructure.

This reduction in the accumulated SOGR backlog reflects the additional investment of \$400.0 million redirected from the Gardiner and DVP in the 2025-2034 Capital Budget and Plan strategically reallocated to priority SOGR areas over the 10-year period including: building envelopes, sports courts, park washrooms, critical components of Community Recreation Centres, pools and ice rinks, off-leash areas, shore-line infrastructure, playgrounds, fuel switching and energy initiatives tied to facilities, and parks rehabilitation.

SOGR funding of \$1,447.2 million included in the 10-Year Capital Plan will address the following priorities:

- \$1,325.6 million (91.6%) of SOGR funding is for programs that reduce the accumulated backlog, including the CAMP for SOGR, Facility and Parks Rehabilitation and Sports Fields. This work is based on needs identified through condition assessments and projects are typically larger and more comprehensive in scale

and address multiple SOGR needs to ensure continued operation of the asset without service disruption for a longer period.

- The balance of SOGR funding (\$121.6 million or 8.4%) 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, off leash areas, shoreline infrastructure, playgrounds, and a golf course retrofit program.

Adjustments to the 10-Year Capital Plan to the SOGR program reflects significant construction cost escalations, high priority SOGR needs to maintain service as identified by new condition assessments, feasibility studies and timing of Federal and Provincial funding for projects tied to Infrastructure/Stimulus programs.

Parks, Forestry and Recreation identified projects totaling \$131.4 million in funding associated with SOGR that could not be accommodated during the 2025 Budget process. These projects have been included on the list of “Capital Delivery Constraints” as outlined in Appendix 8 and will be considered during future year budget processes.

In addition, PFR will continue to refine these estimates based on planned building condition assessments of its asset inventory and the SOGR backlog analysis including asset values.

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

The 10-Year Capital Plan will result in an overall operating impact of \$109.4 million net and will require 1,390.3 FTE positions over the 2025-2034 period, as new assets are added and existing assets are improved, as shown in Table 6 below.

Table 6: Net Operating Impact Summary

Projects	2025 Budget		2026 Plan		2027 Plan		2028 Plan		2029 Plan		2025-2029		2025-2034	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
Facility Components							30.0	0.2	30.0	0.2	60.0	0.4	210.0	1.6
Outdoor Recreation Centres	1,523.5	20.7	1,521.2	24.3	1,522.8	24.3	728.6	0.5			5,296.0	69.7	5,296.0	69.7
Park Development	4,013.4	36.2	4,978.3	44.0	4,892.6	38.6	2,529.2	16.6	663.9	5.3	17,077.5	140.7	17,422.5	143.4
Playgrounds/Water play	80.9	0.6	865.1	8.7	649.7	8.7	40.7	0.3			1,636.3	18.3	1,636.3	18.3
Pool	625.0	14.5	2,874.7	62.6	2,752.4	62.6	2,155.1	17.1			8,407.1	156.8	8,407.1	156.8
Arena	179.1	3.0	720.0	9.4	725.1	9.4					1,624.1	21.9	1,624.1	21.9
Trails & Pathways	2.0	0.0	2.0	0.0	2.0				15.7	0.1	21.7	0.1	21.7	0.1
Environmental Initiatives	527.2	0.9	700.4	0.9	976.4	0.9					2,204.0	2.6	2,204.0	2.6
Special Facilities	107.9	4.0	792.8	5.6	814.7	5.6	46.5	0.8	180.0	1.4	1,941.9	17.4	1,941.9	17.4
Community Centres	4,464.7	66.8	7,580.3	155.4	7,611.1	155.4	0.0		3,540.0		23,196.1	377.7	25,639.7	417.4
Information Technology	1,870.6	15.0	4,697.7	15.0	4,762.8	15.0	60.0	0.5			11,391.0	45.5	11,391.0	45.5
Sub-Total: Previously Approved	13,394.3	161.8	24,732.4	325.9	24,709.6	320.4	5,590.0	36.0	4,429.6	7.1	72,855.8	851.1	75,794.4	894.8
New Projects - 2025														
Outdoor Recreation Centres							694.4	5.5	474.0	3.8	1,168.4	9.3	1,168.4	9.3
Park Development							535.7	4.3	112.5	0.9	648.2	5.2	1,028.3	8.2
Playgrounds/Water play							48.0	0.4			48.0	0.4	48.0	0.4
Arena							243.0	1.9			243.0	1.9	243.0	1.9
Special Facilities									180.0	1.4	180.0	1.4	180.0	1.4
Community Centres											0.0	0.0	3,831.0	62.4
Sub-Total: New Projects - 2025	0.0	0.0	0.0	0.0	0.0	0.0	1,521.0	12.1	766.5	6.1	2,287.5	18.2	6,498.6	83.6
New Projects - Future Years														
Outdoor Recreation Centres							200.3	1.6	445.2	3.5	645.5	5.1	1,679.0	13.3
Park Development							167.6	1.3			167.6	1.3	1,250.2	9.9
Playgrounds/Water play									85.5	0.7	85.5	0.7	268.5	1.8
Arena											0.0	0.0	5,173.7	82.7
Community Centres							300.0	4.9	141.0	2.3	441.0	7.2	18,687.6	304.2
Sub-Total: New Projects - Future Years	0.0	0.0	0.0	0.0	0.0	0.0	667.8	7.8	671.7	6.5	1,339.5	14.3	27,058.9	411.8
Total (Net)	13,394.3	161.8	24,732.4	325.9	24,709.6	320.4	7,778.8	55.9	5,867.8	19.7	76,482.8	883.6	109,351.9	1,390.3

For 2025, PFR will require additional operating funding of \$13.394 million net and 161.8 positions for the operation of the new East Bayfront and Rouge Community Recreation Centres, for various new and improved parks including the Biidaasige Park and Centennial Park and to sustain and support the implementation of the new Registration Booking Transformation system and IBM Maximo platform for Work Management.

Over the period of 2026-2034, the operating costs of completed capital projects are projected to be \$95.958 million with an increase of 1,228.5 positions, which includes some of the following:

- \$43.694 million for 15 new and revitalized community centres and spaces which includes Rouge River (former North East Scarborough), Wallace Emerson, East Bayfront, Etobicoke Civic Centre, Western North York, 40 Wabash Parkdale, Lawrence Heights, John Innes, Newtonbrook, Masaryk-Cowan, Downtown (Ramsden), Jenner Jean-Marie, Central Etobicoke, and Main Square.
- \$6.862 million for Don Mills Community Recreation Facility, two skating trails and two artificial ice rinks.
- \$7.782 million for the Davisville Community Aquatic Centre, improvements to L'Amoreaux Kidstown Waterpark and Blantyre Park Outdoor Pool.
- \$15.688 million for various Park Development projects including master plan implementations for Centennial Park, Eglinton Park and Toronto Islands, Mouth of the Creek/Lower Garrison Creek, 10 Ordance and 801 Wellington, 20 Castlefield Avenue, 229 Richmond Street, 318 Queens Quay/Rees Street Park, Moss Park Redevelopment, Lower Yonge Park, and Lawrence Heights Neighbourhood Parks.
- \$9.520 million for Information Technology projects which will improve user access and increase efficiency and will require funding for ongoing software and lifecycle maintenance.

The 2025 operating costs associated with the completion of new parks and recreation infrastructure in 2025, as mentioned above, have been included in the 2025 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

2025 Operating Budget by Category

Category (In \$000s)	2022 Actual	2023 Actual	2024 Budget	2024 Projection*	2025 Budget	2025 Change from 2024 Budget	
	\$	\$	\$	\$	\$	\$	%
Provincial Subsidies	977.7	918.3	1,043.0	1,924.2	1,043.0		
Federal Subsidies	295.5	3,813.9	2,127.1	2,195.6	2,250.2	123.1	5.8%
User Fees & Donations	74,236.0	98,471.5	114,224.9	108,063.1	121,096.8	6,871.9	6.0%
Transfers From Capital	11,758.1	16,561.2	27,611.6	23,179.5	45,840.5	18,229.0	66.0%
Contribution From Reserves/Reserve Funds	6,922.5	21,908.2	28,394.5	27,588.2	30,550.2	2,155.7	7.6%
Sundry and Other Revenues	6,775.2	7,901.9	7,412.9	7,088.4	7,988.4	575.6	7.8%
Inter-Divisional Recoveries	4,132.6	4,618.4	4,933.8	3,076.5	10,127.7	5,193.9	105.3%
Total Revenues	105,097.5	154,193.3	185,747.7	173,115.5	218,896.9	33,149.2	17.8%
Salaries and Benefits	317,805.7	356,408.1	386,634.8	388,216.8	433,632.7	46,997.9	12.2%
Materials & Supplies	38,255.1	42,474.8	44,091.1	44,530.7	49,505.4	5,414.3	12.3%
Equipment	3,171.1	3,460.1	3,016.9	3,257.1	5,334.0	2,317.1	76.8%
Service and Rent	62,725.7	76,047.0	80,465.5	82,913.0	89,388.3	8,922.9	11.1%
Contribution To Reserves/Reserve Funds	9,123.8	9,021.8	8,676.8	8,676.8	10,089.0	1,412.2	16.3%
Other Expenditures	6,217.3	7,829.5	7,533.5	9,119.9	9,996.7	2,463.2	32.7%
Inter-Divisional Charges	1,151.0	1,101.2	598.2	988.5	939.5	341.3	57.1%
Total Gross Expenditures	438,449.7	496,342.4	531,016.8	537,702.8	598,885.6	67,868.8	12.8%
Net Expenditures	333,352.2	342,149.1	345,269.1	364,587.3	379,988.7	34,719.7	10.1%

*Projection based on 9 Month Variance

Appendix 2

Summary of 2025 Service Change

N/A

Appendix 3

Summary of 2025 New / Enhanced Service Priorities Included in Budget

Form ID		Community and Social Services Program - Parks, Forestry & Recreation	Adjustments				2026 Plan Net Change	2027 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
33999		Expand Outdoor Pool Hours by Two Hours Per Day						
74	Positive	Description: Additional two hours of daily operation at all 59 outdoor pools during the months of July and August. Service Level Impact: The addition of 2 hours of operation at all 59 outdoor pools will result in an increase of approximately 1000 operating hours during the months of July and August Equity Statement: This New and Enhanced business case Expand Outdoor Pool Hours by 2 Hours Per Day has an impact of medium positive for all Equity-Deserving/Vulnerable Populations. Access to city services and access to city spaces will be positively impacted through the extension operating hours for the months of July and August. The potential or actual impacts include increased opportunities to access Outdoor pools providing a viable way to stay cool during warmer weather within the City of Toronto. Service: Community Recreation Total Staff Prepared Budget Changes:						
			1,243.8	0.0	1,243.8	29.00	0.0	0.0
		Staff Prepared New/Enhanced Service Priorities:	1,243.8	0.0	1,243.8	29.00	0.0	0.0
32142		Outdoor Pools (10 Locations) and Wading Pools (10 Locations) Season Extension						
74	Positive	Description: Outdoor pool season extension at 10 locations for drop in leisure swimming offered on weeknights and weekends including the last two weeks of June and first three weeks in September. Early opening of wading pools at 10 locations on weekends during the last two weekends in June. Service Level Impact: The early opening of 10 outdoor wading pool locations will increase the service levels by approximately 340 participants (based on the increase of 337 participants at 10 locations in 2024), however it is important to note that usage is driven by geography and participation increase identified is an estimate. The early opening of 10 Outdoor Pools may extend services to approximately 23,700 participants (based on the increase of 23,663 participants at 10 locations in 2024). In addition, the late extension of 10 Outdoor Pools may extend services to approximately 25,300 participants (based on the increase of 25,304 participants at 10 locations in 2024). Equity Statement: This New and Enhanced business case Outdoor Pool and Wading Pools Season Extension has an impact of medium positive for all Equity-Deserving/Vulnerable Populations. Access to city services and access to city spaces will be positively impacted through the extension of both Wading and Outdoor Pool operational seasons and operating hours. The potential or actual impacts include increased opportunities to access Wading Pools and Outdoor pools providing a viable way to stay cool during warmer weather within the City of Toronto. In addition clean, safe beautiful Parks have a direct positive impact on the health and wellness by improving quality of life of all Equity-Deserving/Vulnerable Populations. Service: Community Recreation Total Staff Prepared Budget Changes:						
			310.2	0.0	310.2	4.90	0.0	0.0
		Service: Parks Total Staff Prepared Budget Changes:	138.7	0.0	138.7	0.41	0.2	0.2
		Staff Prepared New/Enhanced Service Priorities:	448.9	0.0	448.9	5.31	0.2	0.2

Appendix 3 (continued)

Form ID		Community and Social Services Program - Parks, Forestry & Recreation	Adjustments				2026 Plan Net Change	2027 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
33998		Outdoor Pools and Wading Pools Season Extension - Additional 5 Outdoor Pools and 5 Wading Pools Locations						
74	Positive	Description: Outdoor pool season extension at five locations for drop in leisure swimming offered on weeknights and weekends including the last two weeks of June and first three weeks in September. Early opening of wading pools at five locations on weekends during the last two weekends in June. Service Level Impact: The early opening of five additional outdoor wading pool locations may increase the service levels by approximately 170 participants (based on the increase of 337 participants at 10 locations in 2024), however it is important to note that usage is driven by geography and participation increase identified is an estimate. The early opening of 5 Outdoor Pools may extend services to approximately 11,900 participants (based on the increase of 23,663 participants at 10 locations in 2024). In addition, the late extension of 10 Outdoor Pools may extend services to approximately 12,700 participants (based on the increase of 25,304 participants at 10 locations in 2024). Equity Statement: This New and Enhanced business case Outdoor Pool and Wading Pools Season Extension - Additional 5 Outdoor Pools and 5 Wading Pools Locations has an impact of medium positive for all Equity-Deserving/Vulnerable Populations. Access to city services and access to city spaces will be positively impacted through the extension of both Wading and Outdoor Pool operational seasons and operating hours. The potential or actual impacts include increased opportunities to access Wading Pools and Outdoor pools providing a viable way to stay cool during warmer weather within the City of Toronto. In addition clean, safe beautiful Parks have a direct positive impact on the health and wellness by improving quality of life of all Equity-Deserving/Vulnerable Populations. Service: Community Recreation <div>Total Staff Prepared Budget Changes:211.70.0211.72.500.00.0</div> Service: Parks <div>Total Staff Prepared Budget Changes:75.10.075.10.250.10.1</div> <div>Staff Prepared New/Enhanced Service Priorities:286.70.0286.72.750.10.1</div>						
32292		Waterfront Beach Season Extension						
74	Positive	Description: Waterfront beach season extension at four locations for supervised swimming for first week in September. Service Level Impact: This extension would increase supervision at four beaches for first week of September. Equity Statement: The New and Enhanced business case Waterfront Beach Season Extension has an impact of medium positive for all Equity-Deserving/Vulnerable Populations. Low-income residents, women, youth, immigrants, and refugees in particular, access to safe beaches and waterfront services, and community participation will be positively impacted. The proposal can prove particularly positive for immigrant and refugee youth as the Lifesaving Society of Canada reports that newcomers may face an increased risk of drowning compared to the general population. Additionally, there will be a positive impact for many youth who are employed as Lifeguards during the summer months. Service: Community Recreation <div>Total Staff Prepared Budget Changes:177.70.0177.72.930.00.0</div> <div>Staff Prepared New/Enhanced Service Priorities:177.70.0177.72.930.00.0</div>						

Appendix 3 (continued)

Form ID	Category	Equity Impact	Community and Social Services Program - Parks, Forestry & Recreation	Adjustments				2026 Plan Net Change	2027 Plan Net Change
				Gross Expenditure	Revenue	Net	Approved Positions		
34022			Camp Nutrition Program - Breakfast at 45 Camp Locations in Neighbourhood Improvement Areas						
74	Positive		Description: Camp Nutrition Program (breakfast/mid morning snack including plate and cutlery) to be offered at 45 CampTO locations. Service Level Impact: Camp Nutrition Program to be offered at 45 CampTO locations reaching up to 31,085 participants based on 2024 registration maximums. This includes 35 locations (24 free and 11 paid centres) within Neighbourhood Improvement Areas and 10 free centres located outside of Neighbourhood Improvement Areas. Equity Statement: The Camp Nutrition Program budget proposal's overall equity impact is medium positive for all Vulnerable Populations. Children and youth of low-income residents will have breakfast and be served three of the four nutritional items as outlined in the Nutrition Guidelines Summary for Student Nutrition Program developed by Toronto Public Health. Service: Community Recreation						
Total Staff Prepared Budget Changes:				1,016.7	0.0	1,016.7	10.50	0.2	0.2
Staff Prepared New/Enhanced Service Priorities:				1,016.7	0.0	1,016.7	10.50	0.2	0.2
34050			Enhance Cleaning at Recreation Facilities						
74	Positive		Description: Enhance cleaning by ensuring available staff to clean all community centres, satellite locations with limited cleaning resources and at outdoor pools during all operating hours. Service Level Impact: Adding custodial staff to locations that haven't had custodial staff in the past, will increase the deep cleaning over the general housekeeping that has generally happened in the past. Deep cleaning will include washroom cleaning and restocking daily, sweeping, and mopping of all floors (includes gyms, multi purpose rooms, hallways) as required (daily), snow removal during winter months, the ability to address broken mechanical issues and request for them to be fixed in a timely fashion. This investment enhances user experience through the provision of cleaner and more reliable facilities in recreational services. Equity Statement: The Enhanced Cleaning at Recreation Facilities budget proposal's overall impact is medium-positive for all Vulnerable Populations. The potential or actual impacts include improved cleanliness and customer satisfaction at recreation facilities across the City. Service: Community Recreation						
Total Staff Prepared Budget Changes:				4,000.0	0.0	4,000.0	58.21	3,169.9	5,387.5
Staff Prepared New/Enhanced Service Priorities:				4,000.0	0.0	4,000.0	58.21	3,169.9	5,387.5
34122			Early Local Registration Pilot at Select Free Centres						
74	Positive		Description: Funding to establish a pilot and implementation plan to prioritize local community registration at select Free Centers. Results from an evaluation of the pilot will inform future years budgets to determine feasibility of offering early in-person registration at all 37 Free Centres, contingent on availability of full funding, to reduce local registration barriers and increase local participation in recreation in communities where local needs may be higher. Service Level Impact: By reducing local registration barriers, participation in programming by the local community will increase at selected free centres in 2025. Equity Statement: Early Local Registration Pilot at Free Centres has an impact of high positive for all vulnerable populations. Access to city programs and services, as well as community participation will be positively impacted. The potential or actual impacts include increased access for the local community to registered programs at 37 free centres. Service: Community Recreation						
Total Staff Prepared Budget Changes:				300.0	0.0	300.0	0.00	(300.0)	0.0
Staff Prepared New/Enhanced Service Priorities:				300.0	0.0	300.0	0.00	(300.0)	0.0

Appendix 3 (continued)

Form ID		Community and Social Services Program - Parks, Forestry & Recreation	Adjustments				2026 Plan Net Change	2027 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
33603		\$0 Park Booking Category for Community-led Activities						
75	Positive	Description: A pilot project to test the proposed booking fee criteria is planned for Summer 2025. Learnings and insights from the pilot will be applied to the new zero-dollar booking before it is launched to the public Service Level Impact: Approximately 5,000 community-based groups active in parks would benefit, including not-for-profit organizations, park friends groups, and grassroots collectives, with an estimated 500 highly active groups benefiting in the first year. Equity Statement: This New and Enhanced business case - \$0 Park Booking Category for Community-led Activities has an impact of medium positive for Indigenous, Black, and equity-deserving groups in Toronto. Access to city services and spaces as well as community participation and belonging will be positively impacted. The potential or actual impacts include increased access to parks and green spaces facilitated by small community-led activities. These activities will leverage parks and green spaces to improve quality of life by creating opportunities for learning, wellness, and community engagement. Service: Community Recreation Total Staff Prepared Budget Changes:						
			0.0	(50.0)	50.0	0.00	50.0	0.0
		Staff Prepared New/Enhanced Service Priorities:	0.0	(50.0)	50.0	0.00	50.0	0.0
32324		Jack Layton Ferry Passenger Experience						
74	Positive	Description: To maintain improvements and new service levels implemented in 2024 to terminal and island dock experience, including (for 2025) improved public communications, installation of interim shade structures, improved signage and wayfinding, sustained customer service staffing, and project management. Service Level Impact: In prior years, passengers were experiencing long wait times. In 2024 as part of the Back on Track initiative, a Ferry Passenger Experience Initiative was launched to improve ferry passenger experience to and from Toronto Island Park aboard our existing ferry fleet, especially during peak travel times. The future service level proposed is to continue with the service levels provided in 2024, which include improved public communications, installation of interim shade structures, improved signage and wayfinding, sustained customer service staffing, and project management. Interim shade (through tent rentals) increase comfort for passengers in both the Jack Layton Ferry Terminal ticket queuing area, and at the Centre Island dock. These interim measures are required until the necessary capital upgrades are completed. Enhanced communication efforts, both digital and print (e.g., updated Island brochure), improve the customer experience by helping visitors plan their visit and shorten wait times through promotion of online ticket sales. Wayfinding and signage is optimized through continuous improvement and upgrading, as maps (for example) need updating and repair. Enhanced customer service staffing and related supervision, introduced in 2024, would be sustained through 2025 and provides critical on-site service during weekends on the shoulder seasons and seven days a week during busy summer months. Equity Statement: The Ferry Passenger Experience Initiative budget proposal's overall equity impact is low-positive. Low income residents', Seniors' and Youth's access to city spaces at the Toronto Islands will be positively impacted. Improving terminal and island dock experience when transitioning to and from the Island, especially at busy times will provide comfort to vulnerable populations and enable more residents to spend time at the Toronto Island for free and allow them to experience low cost recreation and programming. Service: Parks Total Staff Prepared Budget Changes:						
			450.0	0.0	450.0	0.00	(100.0)	0.0
		Staff Prepared New/Enhanced Service Priorities:	450.0	0.0	450.0	0.00	(100.0)	0.0

Appendix 3 (continued)

Form ID		Community and Social Services Program - Parks, Forestry & Recreation	Adjustments				2026 Plan Net Change	2027 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
33004		Restoring Local Gathering Spaces - Parks Beautification						
74	Positive	Description: This proposal includes installation of new portable washrooms, benches, picnic tables and other assets across parks that would enhance community and user experience in parks and promote social use of parks. Service Level Impact: Enhancing community and user experience in parks, promoting positive social use of parks, and encouragement of local community gathering through increased seating (benches and picnic tables) and portable washrooms. Equity Statement: This New and Enhanced business case - Restoring Local Gathering Spaces - Parks Beautification has an impact of medium positive for all Equity-Deserving/Vulnerable Populations. Access to city services and access to city spaces will be positively impacted. The potential or actual impacts include increased opportunities to provide safe, welcoming, well maintained Parks with community gathering spaces. Restoring community gathering spaces will be undertaken in an effort to foster a sense of belonging through a feeling of community. In addition, these local gathering spaces have a direct positive impact on the health and wellness by improving quality of life through engagement within the community. Service: Parks Total Staff Prepared Budget Changes:						
			1,000.0	0.0	1,000.0	0.00	0.0	0.0
Staff Prepared New/Enhanced Service Priorities:			1,000.0	0.0	1,000.0	0.00	0.0	0.0

Appendix 3 (continued)

Form ID		Community and Social Services Program - Parks, Forestry & Recreation	Adjustments				2026 Plan Net Change	2027 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
33233		Encampment Office Expansion - Parks Impact						
74	Positive	Description: One additional parks encampment cleaning crew, that is led by a Leadhand Parks and has 4 Parks Handworkers to safely and efficiently remove the unwanted garbage and debris in the parks found in periphery wards. Two Parks Ambassadors for additional outreach and engagement. Four Parks Handworkers to remove hazards and sharps from parks with encampments. A Foreperson is required to manage all these additional staff. The Encampment Office is expanding their operation considerably with a supervisor and eight community development workers Service Level Impact: Due to the ongoing presence of encampments in parks, ravines and right-of-ways, the City implemented a Parks Ambassador Program (PAP) Unit. These additional staff support the City-wide work of the Encampment Office. This unit plays a key role in providing referrals to street outreach services to unhoused people sleeping outside in the City's park system and keeping parks clean and accessible for all. Increasing the number of encampment cleanup crews will allow parks to assign staff to the periphery wards. This group of staff will support the Encampment Office to regularly visit parks, engage and refer homeless people to street outreach, remove hazards and clean unwanted debris and material from encampments outside of the downtown core parks. PAP Unit is made of three crews that are responsive and mobile whose day-to-day work contributes to ensuring all parks remain welcoming for passive and active recreational use. These crews will be focused on visiting these parks to do proactive cleaning and removal of unwanted items. This investment will allow this team to work with the Encampment Office to remove abandoned encampments in a more timely manner and prevent re-occupation. The additional Parks Ambassadors will be able to focus on parks outside the core. The additional Parks Handy worker positions are needed to remove sharps and other hazards in parks. Due to the size of the City and widespread nature of encampments in parks, this requires additional dedicated staff. Equity Statement: The Encampment Office Expansion - PAP Unit budget proposal's overall equity impact is medium positive. Low-income residents', women's, Black residents' and Indigenous peoples' access to city information, access to city services and safety & security will be positively impacted through this proposal. Persons with low income, women, Black residents and Indigenous people who are unhoused would be provided with referrals to street outreach services and also provided with information about city services and programs that can assist them. An intersectional analysis reveals that as housing, food, energy and other costs have risen steadily over the past decade, it has become even more difficult for low-income residents to make ends meet. While employment income levels have risen across much of the country, they have fallen in Toronto and across Ontario. Such high levels of poverty and inequality have a range of long lasting negative impacts for individuals, including low educational attainment, limited labour market outcomes, reduced social mobility, and poor physical and mental health relative to the general population. An intersectional analysis reveals that Anti-Black racism and discrimination are ever-present barriers and permeates in all aspects of life for Black Torontonians. This manifests in, among other aspects of life; education, employment, healthcare, safety within societies, and housing. From micro-aggressions in workplaces, education and interpersonal interactions from a young age to overt forms of systemic racism, such as access to housing, and within society, racism is prevalent in all aspects of life and causes major barriers in one's life. Toronto has increasing levels of geographical racial segregation and the intensifying poverty, food insecurity, unemployment and poor health in neighbourhoods with high Black populations. An intersectional analysis reveals that In Toronto alone, 87% of Urban Indigenous people live below the low-income cut-off (UoT, 2021). Because of this, homelessness has taken many forms in Toronto's Indigenous community. Housing has proven to be a problem for Indigenous people of all ages. There is a lack of Indigenous housing options, with existing units having unrealistically long waitlists. City of Toronto owned affordable housing units have a 79,000 household waitlist leaving people in insecure housing situations and in many cases, homeless (TARP Final Report). Insecure and unsafe housing situations can lead to mental illnesses, and physical health issues and can negatively impact many other areas of daily life. Service: Parks Total Staff Prepared Budget Changes:						
			1,343.4	1,343.4	(0.0)	14.23	1,357.8	17.7
		Staff Prepared New/Enhanced Service Priorities:	1,343.4	1,343.4	(0.0)	14.23	1,357.8	17.7

Appendix 3 (continued)

Form ID		Community and Social Services Program - Parks, Forestry & Recreation	Adjustments				2026 Plan Net Change	2027 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
34117		To Increase Tree Canopy to Address "Shade Inequity"						
74	Positive	Description: PFR is proposing to plant 2,700 trees and shrubs to create a mini forest at Highway 27 and Bethridge Road in spring 2025 at a cost of \$0.092 million. The planting will cover an area of approximately 4,700 m ² . Service Level Impact: This proposal will provide resources to plant an additional 2,700 trees and shrubs in an area of approximately 4,700 m ² . Equity Statement: This New and Enhanced business case - UF Increasing Tree Canopy to Address Shade Inequity - has an impact of low positive for all Equity-Deserving/Vulnerable Populations. Access to city services and access to city spaces will be positively impacted. The potential or actual impacts include increased tree planting, providing safe, welcoming, well-maintained parks and open spaces and reduce wait times for tree planting services. In addition the ongoing growth and health of Toronto's tree canopy provides critical environmental benefits, including improved air quality, climate resilience and reduced energy costs through shading to improve quality of life for all Equity-Deserving/Vulnerable Populations. Service: Urban Forestry						
		Total Staff Prepared Budget Changes:	92.0	0.0	92.0	0.00	(92.0)	0.0
		Staff Prepared New/Enhanced Service Priorities:	92.0	0.0	92.0	0.00	(92.0)	0.0
Summary:								
		Staff Prepared New/Enhanced Service Priorities:	10,359.1	1,293.4	9,065.7	122.93	4,086.2	5,405.7

Appendix 4

Operating Program Provincial/Federal Funding Streams by Program

Program Name	Federal / Provincial	Budget (in 000's)		
		2025	2026	2027
<i>Ontario's After School Program</i>	Provincial	983	983	983
<i>Seniors Active Living Program - Birkdale Community Centre</i>	Provincial	30	30	30
<i>Seniors Active Living Program - Stephen Leacock Community Centre</i>	Provincial	30	30	30
Sub-Total Provincial Funding		1,043	1,043	1,043
<i>Disaster Mitigation and Adaptation Fund - Urban Forestry - Forest Management</i>	Federal	2,036	2,054	2,117
<i>Natural Resources Canada Two Billion Trees</i>	Federal	214	214	214
Sub-Total Federal Funding		2,250	2,268	2,332
Total Funding		3,293	3,311	3,375

Appendix 5

2025 Capital Budget; 2026-2034 Capital Plan Including Carry Forward Funding

Projects (In \$000s)	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2025 - 2034 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PFR Reconciliation & Indigenous Placemaking Progr	700	1,112	1,300	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,112			10,112
Outdoor Recreation & Amenity Improvements	17,107										17,107			17,107
Critical Imminent Service Disruption	7,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	52,000		52,000	
Fuel Switching and Other Energy Initiatives	500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	41,000		41,000	
High Park Deep Retrofit	100	2,881	2,881								5,862		5,862	
Various Buildings-Facility Rehabilitation	7,040	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	52,040		52,040	
Capital Asset Management Planning	1,509	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	12,309		12,309	
Various Buildings & Parks Accessibility Program	5,411	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	27,911			27,911
Investigation & Pre-Engineering SI&G	1,190	750	750	750	750	750	750	750	750	750	7,940			7,940
Facility Signage	250										250			250
Signage	30	270									300			300
Signage	-30	-270									-300			-300
Parkland Acquisition	2,000	3,500	31,500	30,000	30,000	30,000	30,000	30,000	30,000	85,192	302,192			302,192
37 Norton Ave Expropriation for John McKenzie Park	263										263			263
705 Progress Avenue - Remediation				200							200	200		
76 Coral Gable Drive Acquisition	208										208			208
Acquisition of Land in Vicinity of 1500 St. Clair		1,821									1,821			1,821
Green Line - Remediation	200	500									700	700		
Liberty Village New Park Acquisition				3,200							3,200			3,200
Market Lane Parkette Remediation	42										42	42		
Yonge and Eglinton New Parks		10,000									10,000			10,000
CAMP (SGR) ORC Facilities	1,092	2,500	2,979	7,948	5,247	832	14,949	12,908	10,297	10,297	69,049		69,049	
Critical SOGR to Maintain Service - Outdoor Recreation Centres	1,754	155									1,909		1,909	
Sports Fields Program	2,762	1,100	1,000	1,300	3,000	1,000	1,000	1,000	1,000	1,000	14,162		14,162	
Washrooms Enhancement Program	639										639			639
Washroom Enhancement Program SOGR	500	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	27,500		27,500	

Appendix 5 (continued)

Projects (In \$000s)	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2025 - 2034 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
College Park Improvements		350									350			350
Bluffer's Park Washroom Improvements	669	5,800									6,469			6,469
East Mall Park New Fitness Equipment S42	160										160			160
Eglinton Flats Park New Fitness Equipment S42	153										153			153
Fire Hall 30 - Building Renovation		750									750			750
Former Ward 3 Baseball Improvements S42(Glen Agar)	159										159			159
Humber Bay East - New Building S37/S45	2,070	6,810	3,000								11,880			11,880
Lionel Conacher Park Improvements	81										81			81
Park Lawn Track S42	400										400			400
PLFP Pavilion	150	1,850	4,500	3,500							10,000			10,000
Stanley Park North Washroom Improvements	200	1,200									1,400			1,400
FMP Basketball Full Court - Ward 19	20	329									349			349
FMP Basketball Full Court - Fairbank Park		137									137			137
FMP-Basketball Full Court - Stephen Leacock Park	263										263			263
FMP Basketball Full Court - Ward 20	15	335									350			350
FMP Basketball Full Court - Rowena Park	15	335									350			350
FMP-Basketball Full Court - Centennial Park		15	345								360			360
FMP-Basketball Full Court - Ward 23			15	350							365			365
FMP-Basketball Full Courts Program				18	372	380	385	390	400	405	2,350			2,350
FMP-Bike Park (1) Scarborough		55	885								940			940
FMP-BMX Features (1)		20	290								310			310
FMP-BMX Features (2)			20	295							315			315
FMP-Clubhouse Design - L'Amoreaux	250	500	150	100							1,000			1,000
FMP-Clubhouse Construction - L'Amoreaux			2,730	1,820							4,550			4,550
FMP-Clubhouse Design & Construction (2)						350	3,560	440			4,350			4,350
FMP-Cricket Pitch (2&3) Centennial Park	935		1,915								2,850			2,850

Appendix 5 (continued)

Projects (In \$000s)	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2025 - 2034 Total	Health & Safety & Legislated	SOG	Growth & Improved Service
FMP-Cricket Pitch (4) - L'Amoreaux		1,000									1,000			1,000
FMP-Cricket Pitch (5)			100	1,050							1,150			1,150
FMP-Fieldhouse #1 Design & Construct Centennial Park			2,165								2,165			2,165
FMP-Mini-Soccer Field (1) North Kipling Park	75										75			75
FMP-Mini-Soccer Field (2) 320 Markham		250									250			250
FMP-Mini-Soccer Field (3)	5	80									85			85
FMP-Mini-Soccer Field (4)		5	90								95			95
FMP-Multi-Use Field-Artificial Turf (2)-L'Amoreaux			2,450								2,450			2,450
FMP-Multi-Use Field-Artificial Turf (3)		155	2,420								2,575			2,575
FMP-Multi-Use Field-Artificial Turf (4)				170	2,655						2,825			2,825
FMP-Outdoor RC Improvements			200					2,500	2,500	2,500	7,700			7,700
FMP-Skate Spot (2) - Dunkip Park		250									250			250
FMP-Skate Spots (2) - ElizabethSimcoe & Woburn Parks	485										485			485
FMP-Christie Pits Skate Spot		25	375								400			400
FMP-Skate Spots Program			35	475	960	1,010	1,060	1,110	1,150	1,175	6,975			6,975
FMP-Skateboard Park (1) North District Earl Bales Park	745	1,700									2,445			2,445
FMP-Skateboard Park (2) Confederation Park	343	2,450									2,793			2,793
FMP-Skateboard Park (3) - Fairbank Park	10	65	500	2,325							2,900			2,900
FMP-Ward 2 Skateboard Park (4) Centennial Park	10	65	500	2,325							2,900			2,900
FMP-Soccer Field (2)		40	585								625			625
FMP-Soccer Field (3)			40	645							685			685
FMP-Soccer Field (4)				45	680						725			725
FMP-Soccer Field (5)						50	750				800			800
FMP-Sports Bubble Stadium & Turf (1) Centennial	72	1,770	6,200								8,042			8,042
FMP-Soccer Field (6)							50	785			835			835

Appendix 5 (continued)

Projects (In \$000s)	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2025 - 2034 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
FMP-Sports Bubble Stadium Site (2) L'Amoreaux			1,950	4,350							6,300			6,300
FMP-Sports Bubble Stadium Site (3)						300	3,300	3,000			6,600			6,600
FMP-SportsField Improvements-B yng,Littles,Corvette	105										105			105
FMP-Sports Field Improvements	380	820									1,200			1,200
FMP-Sports Field Improvements							1,200	1,200	1,200	1,200	4,800			4,800
Various Parks - Parks Rehabilitation	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	75,000		75,000	
Master Planning & Engagement	2,600	1,800	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	16,400			16,400
Off Leash Area SOGR Program	500	1,000	1,000								2,500		2,500	
Off Leash Area SOGR Program				1,000	1,000	1,000	1,000	1,000	1,000	1,000	7,000		7,000	
Wayfinding for Parks and Trails	241										241			241
Wayfinding for Parks and Trails NIF		1,000									1,000			1,000
10 Ordnance 801 Wellington Pks - Design & Construction	767	4,575	7,800								13,142			13,142
15 Wellesley Street East - Park Development	75	500	3,925								4,500			4,500
150 Sterling - Above Base Park Development	60	280	1,050								1,390			1,390
1500 St. Clair Avenue West - New Park Development		60	940								1,000			1,000
20 Castlefield Avenue - New Park	35	100	4,045								4,180			4,180
223 Gladys Allison Pl - Lee Lifeson Park Expansion	368										368			368
229 Richmond Street Park Development S37	377	2,000	7,008								9,385			9,385
261 Nairn Avenue - Park Development	35										35			35
2740 Lawrence Ave E - New Park	20	180	900								1,100			1,100
318 Queens Quay W/Rees Pk Development Design & Construction	238	1,500	600							16,600	18,938			18,938
320 Markham - Park Development	23	750									773			773
34 Hanna Avenue - Park Development	50	650	4,800								5,500			5,500
35 De Boers Drive Parkland Improvements		500									500			500
37 Norton Ave/John McKenzie Park Development	475										475			475
456 Wellington Street Park - Above Base Park Development			50	300	1,400	409					2,159			2,159

Appendix 5 (continued)

Projects (In \$000s)	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2025 - 2034 Total	Health & Safety & Legislated	SOG	Growth & Improved Service
464-470 Queen St W - Park Development	115	600	1,400								2,115			2,115
51 Drewry Avenue and Inez Court - Park Development		100	500	4,000	5,400						10,000			10,000
51 Sussex Ave (666 Spadina) Above Base Park Development	1,507										1,507			1,507
57 Brock Avenue - Park Development	196										196			196
640 Lansdowne Avenue - Park Development		50	830	250							1,130			1,130
64A Thirteenth St - Colonel Samuel Smith Park Expansion		10	387								397			397
652 Eastern Above Base Park Development		27	370								397			397
705 Progress Avenue - Ph 1 Park Development					90	1,419					1,509			1,509
705 Progress Avenue - Ph 2 Park Development							700				700			700
76 Coral Gable Drive Park Development	385	700									1,085			1,085
77 Curlew - Above Base Park Development		50	900								950			950
Anniversary Park - Development	569										569			569
Apted Park Design - S37	50										50			50
Apted Park Construction		700									700			700
Balmoral Park Improvements S37	764										764			764
Barbara Hall Park Redevelopment S37	631										631			631
Bartley Park Improvements	515	400									915			915
Bathurst Quay - Canada Malting Waterfront Plaza	1,527										1,527			1,527
Bayview Village Participatory Budgeting Projects	290										290			290
Brookdale Park Lighting Improvements	365										365			365
Buttonwood Park Improvements	25	275									300			300
Centennial Park Master Plan Ph1 Implementation	11,056	14,670	2,100								27,826			27,826
Centennial Park Trail Improvements	511										511			511
Corktown Common Neighbourhood OLA		1,747									1,747			1,747
Corktown Parks S42	438										438			438
David Crombie Park Revitalization & Area Parks	1,000	12,291	8,823	1,000							23,114			23,114

Appendix 5 (continued)

Projects (In \$000s)	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2025 - 2034 Total	Health & Safety & Legislated	SOG	Growth & Improved Service
Dieppe Park Improvements - Phase 2	30	853									883			883
Dogs Off Leash Area- Lawrence Ave E & Starspray B	302										302			302
Dunkip Park Development	500	1,191									1,691			1,691
Edwards Gardens Improvements	57	100	5,871								6,028			6,028
Eglinton Park Master Plan Implementation	1,127	5,271	250	2,000							8,648			8,648
Elie Wiesel Park Improvements S37	470										470			470
Etobicoke City Centre Park - Design & Construction	50	550	3,425	1,675							5,700			5,700
Facilities Master Plan Implementation Planning	800	360									1,160			1,160
Fairfield Park - Park Improvements S42	215										215			215
Fleet & Equipment for Park Operation		3,200									3,200			3,200
Fleet for Park Operation	284										284			284
Fleet-Area Maintenance (Ph 2 of Tree Serv. 2011)		282									282			282
Flemingdon Park Improvements	965										965			965
FMP-Dogs Off Leash Area (2) Gihon Springs Park	500										500			500
FMP-Dogs Off Leash Area (3)		35	550								585			585
FMP-Dogs Off Leash Area (4)				40	610						650			650
FMP-Dogs Off Leash Area (5)						45	670				715			715
Former Ward 19 Park Improvements	89										89			89
Former Ward 24 Park Improvements	50	1,029									1,079			1,079
Former Ward 3 Park Improvements	107										107			107
Former Ward 33 Park Improvements S37 & S42	291	342									633			633
Former Ward 33 PB Pilot Projects FY2018		113									113			113
Frank Faubert Woods Development		759									759			759
Frank Faubert Woods Development		-500									-500			-500
Glasgow St Parkette Ph. 2 Cecil CC Improvements		375									375			375
Glendora Park Off Leash Area Design	88	7									95			95

Appendix 5 (continued)

Projects (In \$000s)		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2025 - 2034 Total	Health & Safety & Legislated	SOG	Growth & Improved Service
Gore Park & Area Park Development ^A	☑	50	289	1,249								1,588			1,588
Grand Avenue Park Expansion	☑	500	2,389	1,800								4,689			4,689
Green Line - Geary Ave Parcels	☑	419	600									1,019			1,019
Green Line - Lower Davenport Parcels	☑	1,001	1,899									2,900			2,900
Hanlan's Beach Access Improvements		100										100			100
Hanlan's Beach Bike Parking		84										84			84
Hanlan's Beach Habitat Protection Fencing		292										292			292
Hanlan's Point Improvements		500	1,000	1,660								3,160			3,160
Heschel Park Improvements S42		950	600									1,550			1,550
Hickory Tree Road - New Park			227	423	123							773			773
High Park Movement Strategy		145	400	2,000	3,850	3,850						10,245			10,245
Humber Bay Park East - Rehabilitation of Ponds	☑	2,577										2,577			2,577
Huron Washington Park Improvements U of T		467	456									923			923
Jane-Finch Area Park Improvements		25	475	500	500							1,500			1,500
Keelesdale Park - Rebuild Stairs/Path/N.Sporting ^A		5	568	350								923			923
Labatt Avenue Right-of-Way Improvements			850									850			850
Land Adjacent to 2175 Lake Shore Blvd. W Jade Park	☑	24	824									848			848
Lands South of Canoe Landing Park		207	200									407			407
Lawrence Heights Ph1a-Baycrest Park	☑	1,661	3,810									5,471			5,471
Lawrence Heights Ph1b-Greenway	☑	1,356										1,356			1,356
Lawrence Heights Ph1f-Local Neighbourhood Park	☑	159	1,394									1,553			1,553
Lawrence Heights Phase 2 Parks	☑				575	2,500	6,538					9,613			9,613
Leslie Grove Park Improvements		85	410									495			495
Little Jamaica & Eglinton West NBHD Park Improve				50	450	500	500					1,500			1,500
Lower Yonge Park Development	☑			5,000								5,000			5,000
Madelaine Park Improvements S42		5	215									220			220

Appendix 5 (continued)

Projects (In \$000s)	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2025 - 2034 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
Maple Leaf Forever Park Fencing Improvements	40										40			40
Market Lane Parkette Construction	1,000	3,822									4,822			4,822
Media Hub Water's Edge Promenade		2,000									2,000			2,000
Midtown (Yonge-Eglinton) Park Improvements	25	275	700	2,000							3,000			3,000
Moss Park - Park Redevelopment Design	217										217			217
Moss Park - Park Redevelopment Construction				2,500	3,800	3,900					10,200			10,200
Mount Dennis Area Park Improvements			100	400	500	500					1,500			1,500
Mouth of the Creek/Lower Garrison Creek Construction	1,000	5,446	10,460								16,906			16,906
North Park Improvements S37	1,048	200									1,248			1,248
Oakwood St. Clair Area Park Improvements	25	275	1,700								2,000			2,000
Osler Park - Park Improvements	34										34			34
Park Develop 351 Lake Promenade Windows on Lake	15	291									306			306
Parks Technical Services	10,099										10,099		10,099	
Pelmo Park Park Off Leash Area	320	300									620			620
Phin Park Improvements		750									750			750
Phoebe St/Soho Square - New Park Development		25	225								250			250
Port Lands Park System Ph 1		1,000									1,000			1,000
Prescott Parkette Improvements	30	50	280								360			360
Priority Downtown Parks		620									620			620
Ramsden Park Improvements	96										96			96
Redpath Park Redevelopment S42	1,418										1,418			1,418
Riverdale Park East Top of Bank Improvements	128										128			128
Runnymede Park Improvements S37	292										292			292
Scarborough Centre Area Park Development	529	2,900									3,429			3,429
Silverview Park Redevelopment Study S37	107										107			107
Six Points Park Expansion	543	541									1,084			1,084

Appendix 5 (continued)

Projects (In \$000s)	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2025 - 2034 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
St. James Park PB - Cafe Tables & Chairs	25										25			25
St. Jamestown Open Space Construction		2,000	2,615								4,615			4,615
St. Patrick's Square - Park Improvements S37	30	270									300			300
TO Core Park Master Planning	15	370	220	220							825			825
TO Core Park Improvements-Various Sites			900	1,210	310						2,420			2,420
Toronto Island Master Plan Implementation	500	3,500									4,000			4,000
Toronto Island Park Implementation Phase 1	895	2,850	2,500								6,245			6,245
Toronto Island Park Implementation Phase 2			2,875	2,875	2,750						8,500			8,500
Toronto Island Park Implementation Phase 3						1,100	1,100	1,100	1,075		4,375			4,375
Turning Basin Park Development				200	2,000						2,200			2,200
Victoria Memorial Square Improvements S42	1,243	2,200									3,443			3,443
Village of Yorkville Park Lighting Improvements	435	100									535			535
Wallace Emerson (Galleria) Park & Fieldhouse Ph 1	200	3,736									3,936			3,936
Wallace Emerson Park Redevelopment- Phase 2	100	350	4,775	4,775							10,000			10,000
Wallace Swaneke Lighting S42	214										214			214
Ward 18 Parks Study	37										37			37
Weston Family Donations		515									515			515
Weston Tunnel Park Development		44	600								644			644
Yonge Street Linear Parks Improvement S42	1,100										1,100			1,100
CAMP(SGR) Parking Lots, Tennis Courts & Sports Pads	545	2,996		14,010	17,165	7,771	17,486	20,183	15,281	15,281	110,718		110,718	
Critical SOGR to Maintain Service - Parking Lots, Tennis Courts & Sports Pads	1,542										1,542		1,542	
Sports Courts SOGR Program		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	9,000		9,000	
FMP-Tennis Court Complex WO Lights (1) Muirlands	272	250									522			522
FMP-Tennis Court Complex WO Lights (2) George Ben	35	540									575			575
FMP-Tennis Court Complex WO Lights (3)						60	1,040				1,100			1,100
FMP-Tennis/Pickleball Complex Lights - South	50	1,010									1,060			1,060

Appendix 5 (continued)

Projects (In \$000s)	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2025 - 2034 Total	Health & Safety & Legislated	SOG	Growth & Improved Service
FMP-Tennis/Pickleball Complex Lights - L'Amoreaux	50	1,150									1,200			1,200
FMP-Tennis/Pickleball Complex Lights - North	50	1,150									1,200			1,200
CAMP (SGR) Waterplays	3,676	1,257	726	1,917	2,263			3,737	3,828	3,828	21,232		21,232	
Play Enhancement Program	8,570	10,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	76,370		14,000	62,370
Bishop Park Playground Improvements	100										100			100
Cornell Park Splash Pad		70	1,305	50							1,425			1,425
Dr. Daniel Hill Pk Splash Pad & Pathway Improve	220	865									1,085			1,085
L'Amoreaux Kidstown Improvements S42	10,973										10,973			10,973
Royal Rouge Tot Lot Improvements	30	272									302			302
Spring Garden Park (West) - New Playground	20	203									223			223
Topham Park Wading Pool Conversion	250	300									550			550
Ward 19 - Splash Pad Upgrade	350	851									1,201			1,201
Wigmore Park Splash Pad and Playground	1,251	200									1,451			1,451
Willowdale Park & Playground Improvements S37	1,082										1,082			1,082
FMP-Maple Leaf Park New Splash Pad	953										953			953
FMP-Pelmo Park Splash Pad (1)	583										583			583
FMP-Ward 2 Splash Pad (5) Centennial Park	500	755									1,255			1,255
FMP-Ward 24 Splash Pad #2 (Scarborough Village)	1,044										1,044			1,044
FMP-Ward 16 Splash Pad (3) Ferrand Park	350	1,000									1,350			1,350
FMP-Ward 23 Splash Pad (4) - Seasons Park	50	1,265	85								1,400			1,400
FMP-Ward 8 Wading Pool Convert to Splash Pad (2) E	70	1,480	50								1,600			1,600
FMP-Ward 11 Wading Pool Convert to Splash Pad (1)		70	1,305	50							1,425			1,425
FMP-Ward 6 Splash Pad (6)				75	1,350	50					1,475			1,475
FMP-Ward 15 Splash Pad (7)					75	1,375	50				1,500			1,500
FMP-Splash Pad (8)						90	1,400	60			1,550			1,550
FMP-Wading Pool Convert to Splash Pad (3)							90	1,425	60		1,575			1,575

Appendix 5 (continued)

Projects (In \$000s)	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2025 - 2034 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
CAMP (SGR) Pools	2,286	3,668	11,500	8,960	15,608	9,458	8,004	9,416	9,472	9,472	87,844		87,844	
Critical SOGR to Maintain Service	4,599	85									4,684		4,684	
Blantyre ODP Improvements S37 S42	500	3,667									4,167			4,167
FMP-Davisville Community Pool - Design & Construction	10,208	50,471	5,672								66,351			66,351
FMP-Waterfront West Pool Addition (1) Design							500	2,500	1,500	250	4,750			4,750
FMP-Waterfront West Pool Addition (1) Construction									10,000	30,000	40,000			40,000
FMP-Scadding Court Pool Replacement Design										150	150			150
CAMP (SGR) Arenas	18,653	19,610	27,526	10,695	2,080	5,350	8,262	16,085	12,228	12,228	132,717		132,717	
Critical SOGR to Maintain Service-Arenas & Artificial Ice Rinks	16,758	7,583									24,341		24,341	
FMP Don Mills Community Recreation Facility Design	524	1,500	700	650	600	400	400				4,774			4,774
FMP Don Mills Community Recreation Facility-Construction			15,000	37,500	37,500	35,000	35,000				160,000			160,000
FMP-Artificial Ice Rink (1) Design & Construction	205	7,650									7,855			7,855
Fountainhead Park														
FMP-Ward 21 Artificial Ice Rink (2) Thomson Memori	50	1,500	6,550								8,100			8,100
FMP-Artificial Ice Rink (3) Design								65	735		800			800
FMP-Skating Trail (Centennial Park)	1,206	2,550									3,756			3,756
FMP-Skating Trail (2)						375	5,880				6,255			6,255
High Park AIR - Garage for Zamboni		174									174			174
Regent Park Storage Shed and Zamboni Storage Hut	409										409			409
Cornell Park Lighting	209										209	209		
Cornell Park Lighting	-209										-209	-209		
CAMP (SGR) Trails, Pathways & Bridges	5,021	11,196	9,194	12,782	842	10,365	3,861	9,639	8,981	8,981	80,862		80,862	
East Don Trail Construction	147	4,377									4,524			4,524
East Don Trail Construction & NIF Contribution		6,720									6,720			6,720
Green Line Study, Design & Construction	971										971			971
John Street Corridor		1,000									1,000			1,000
S Keelesdale Pk-Stair Improvt NE Corner Eglinton		251									251			251

Appendix 5 (continued)

Projects (In \$000s)	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2025 - 2034 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
Sherway Trail	121										121			121
Trinity Bellwoods Park-Pathways and Circulation		200									200			200
York Beltline Trail Improvements	785	500									1,285			1,285
Bridge to Mississauga via Etobicoke Valley Pk		100									100			100
South Mimico Trail			22	500							522			522
City Wide Environmental Initiatives	3,573	4,452	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	32,025		32,025	
City Wide Environmental Initiatives- Ravine NIF		2,736									2,736			2,736
Community Gardens Program	300	100	100	100	100	100	100	100	100	100	1,200			1,200
Community Access to Ravines	243										243		243	
Green Line - Construction	300										300			300
Mud Creek Phase 2	232										232			232
Ravine Trail Wayfinding	112										112			112
Wilket Creek Phase 3	90	938									1,028			1,028
2017 High Lake Effect - Flooding Damage & Repairs	205	4,649									4,854		4,854	
2018 Wind Storm Damages	1,324	8,750									10,074		10,074	
Shoreline Infrastructure	300	1,200	5,000	7,500	10,000	10,000	10,000	9,000	1,000		54,000		54,000	
CAMP (SGR) Special Facilities Building & Structures	3,837	8,630	4,893	5,441	3,270	16,256	6,208	8,654	7,273	7,273	71,735		71,735	
Critical SOGR to Maintain Service-Special Facilities Buildings & Structures	3,061	942									4,003		4,003	
CAMP(SGR) Waterfront, Marine,Fountains &Seawalls	2,517	2,303	5,895	11,323	4,656	10,268	8,042	4,464	7,473	7,473	64,414		64,414	
Critical SOGR to Maintain Service-Waterfront	979	3,354									4,333		4,333	
Golf Courses Rehabilitation	975	500	500	500	500	500	500	500	500	500	5,475		5,475	
Ferry Vessel Replacement #1 & #2, Design, Construction & Infrastructure	38,333	47,797	43,000								129,130			129,130
Ferry Fleet Replacement #3 & #4				1,000	3,000	38,000	40,000	40,000	9,500		131,500			131,500
Jack Layton Ferry Terminal Improvements	200	2,000									2,200			2,200
Jack Layton Ferry Terminal Upgrade Design		650	2,160	2,170	680						5,660			5,660
Lifeguard Stations and Stands	20	750	780								1,550			1,550

Appendix 5 (continued)

Projects (In \$000s)	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2025 - 2034 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
Allan Gardens Washroom Building Construction - S42	750										750			750
Centennial Park Ski Hill Repurposing	410										410			410
Franklin Children's Garden - Wetland Restoration	5	550									555			555
High Park Forestry School Building Phase 2 S37	126	5,034									5,160			5,160
Maple Leaf Cottage Renovation S42	20	305									325			325
PLFP Parks Yard		1,000	1,750	3,250							6,000			6,000
Riverdale Farm Simpson House	5	196									201			201
CAMP (SGR) Community Centres	13,621	23,952	22,782	22,127	30,782	23,636	17,260	10,289	16,023	16,023	196,495		196,495	
Critical SOGR to Maintain Service - Community Centres	9,839	205									10,044		10,044	
FMP-Ethennonhawahstihnen CC Indoor Play Space	888	15	15								918			918
FMP-East Bayfront Community Centre	4,000										4,000			4,000
FMP-North East Scarborough CC-Design & Construction	23,147										23,147			23,147
FMP-Wallace Emerson (Galleria) Redevelopment	11,605	34,200									45,805			45,805
FMP-Etobicoke Civic Centre Community Centre	7,150	14,206	41,902	4,139	2,688						70,085			70,085
FMP-Western North York New CC (#5) Construction	6,500	15,000	57,145	50,500							129,145			129,145
FMP-40 Wabash Parkdale New CC (#7) Design & Construction	2,821	14,300	60,300	35,300							112,721			112,721
Lower Yonge Street Community Centre Space	897										897			897
FMP Lawrence Heights Community Centre - Design	601	645	500	250	250						2,246			2,246
FMP Lawrence Heights Community Centre-Construction		12,000	38,000	36,000	37,000						123,000			123,000
FMP John Innes CRC Redevelopment (3) - Design & Construction	742	11,600	37,600	32,200	42,200						124,342		42,000	82,342
505 Richmond YMCA Funding	5,500	15,500									21,000			21,000
FMP-Downsview CRC Design		1,500	4,000	450	350	350	350				7,000			7,000
FMP-Downsview CRC Construction			15,000	30,000	30,000	30,000	3,000				108,000			108,000
FMP-Downtown (Ramsden) CRC (1) Design	250	900	2,250	250	250	250	200	50			4,400			4,400
FMP-Downtown CRC (1) Construction				20,000	30,000	30,000	30,000	15,000			125,000			125,000

Appendix 5 (continued)

Projects (In \$000s)	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2025 - 2034 Total	Health & Safety & Legislated	SOG	Growth & Improved Service
FMP-Masaryk-Cowan CRC Redevelopment (4) Design		50	1,500	2,300	250	200	200				4,500			4,500
FMP-Masaryk-Cowan CRC Redevelop (4) Construction					15,000	30,000	16,500				61,500		30,822	30,678
FMP-Newtonbrook CC Development			10,000								10,000			10,000
FMP-Jenner Jean Marie Space Addition (1) Study & Design		20	530								550			550
FMP-Jenner Jean Marie Space Addition (1) Construction				4,150							4,150			4,150
FMP-Central Etobicoke CRC (1) Construction				28,750	28,750	28,750	28,750				115,000			115,000
FMP-Main Square CC Redevelopment Design				700	2,650	2,500	450	350	350		7,000			7,000
FMP-Main Square CC Redevelopment Construction						22,000	25,720				47,720			47,720
FMP-Main Square CC Redevelopment Construction							4,280	30,000	25,000		59,280		59,280	
FMP-Falstaff CC Redevelopment (6) Design						150	3,000	3,250	200	200	6,800			6,800
FMP-Falstaff CC Redevelopment (6) Construction								20,000	30,500	30,500	81,000			81,000
FMP-SW Scarborough CRC (2) Design						150	3,000	3,250	200	200	6,800			6,800
FMP-SW Scarborough CRC (2) Construction								20,000	30,500	30,500	81,000			81,000
FMP-Golden Mile CRC Development									250	3,500	3,750			3,750
FMP-Scarborough Centennial RC Redevelop (5) Design										150	150			150
IT-Registration, Permitting & Licensing CLASS	9,546	4,285									13,831			13,831
IT-Operational Modernization	1,455	2,064									3,519			3,519
IT-Digital Signage	600	800	600								2,000			2,000
IT-Ferry Ticketing Electronic Payment Solution	213										213			213
IT-PFR Digital Experience	640	252									892			892
IT-PFR Digital Experience	-42										-42			-42
IT-PFR Digital Strategy and Transformation	983	350									1,333			1,333
IT-PFR Network Connectivity Improvements	1,210	3,130									4,340			4,340
IT-SDFA & PFR Youth Outreach Case Management	90										90			90
FIFA World Cup 2026 Centennial Park Training Site Improvements	4,384										4,384			4,384
FIFA World Cup 2026 Centennial Park Training Site Improvements	-2,006										-2,006			-2,006
Total Expenditures (including carry forward from 2024)	387,252	593,194	647,613	518,798	430,633	405,887	382,407	326,600	282,726	339,128	4,314,238	942	1,447,167	2,866,129

☑ - 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 2025-2034 Budget and Plan cash flows. Does not break out the climate component costs separately.

Appendix 5a

2025 Cash Flow and Future Year Commitments Including Carry Forward Funding

Projects (In \$000s)	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	Total 2025 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
PFR Reconciliation & Indigenous Placemaking Program	700	1,112	1,300	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,112	10,112		
Outdoor Recreation & Amenity Improvements	17,107										17,107	17,107		
Critical Imminent Service Disruption	7,000										7,000	2,000		5,000
Fuel Switching and Other Energy Initiatives	500	4,500	4,500								9,500			9,500
High Park Deep Retrofit	100	2,881	2,881								5,862			5,862
Various Buildings-Facility Rehabilitation	7,040										7,040	2,040		5,000
Capital Asset Management Planning	1,509	1,200									2,709	1,509	1,200	
Various Buildings & Parks Accessibility Program	5,411	2,500									7,911	5,000	2,911	
Investigation & Pre-Engineering SI&G	1,190	750									1,940	1,190	750	
Facility Signage	250										250	250		
Signage	30	270									300	300		
Signage	-30	-270									-300		-300	
Parkland Acquisition	2,000	3,500	31,500	30,000	30,000	30,000	30,000	30,000	30,000	85,192	302,192	259,820	42,372	
37 Norton Ave Expropriation for John McKenzie Park	263										263	263		
705 Progress Avenue - Remediation				200							200	200		
76 Coral Gable Drive Acquisition	208										208	208		
Acquisition of Land in Vicinity of 1500 St. Clair		1,821									1,821	1,821		
Green Line - Remediation	200	500									700	700		
Market Lane Parkette Remediation	42										42	42		
Yonge and Eglinton New Parks		10,000									10,000			10,000
CAMP (SGR) ORC Facilities	1,092	2,500	2,979	2,000	2,000						10,571	92		10,479
Critical SOGR to Maintain Service - Outdoor Recreation Centres	1,754	155									1,909	1,909		
Sports Fields Program	2,762	1,100									3,862	2,462		1,400
Washrooms Enhancement Program	639										639	639		
Washroom Enhancement Program SOGR	500	3,000	3,000								6,500			6,500
College Park Improvements		350									350			350

Appendix 5a (continued)

Projects (In \$000s)	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	Total 2025 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
Bluffer's Park Washroom Improvements	669	5,800									6,469	6,469		
East Mall Park New Fitness Equipment S42	160										160	160		
Eglinton Flats Park New Fitness Equipment S42	153										153	153		
Fire Hall 30 - Building Renovation		750									750			750
Former Ward 3 Baseball Improvements S42(Glen Agar)	159										159	159		
Humber Bay East - New Building S37/S45	2,070	6,810	3,000								11,880	8,880	3,000	
Lionel Conacher Park Improvements	81										81	81		
Park Lawn Track S42	400										400	400		
PLFP Pavilion	150	1,850	4,500	3,500							10,000			10,000
Stanley Park North Washroom Improvements	200	1,200									1,400	1,400		
FMP Basketball Full Court - Ward 19	20	329									349	280	69	
FMP Basketball Full Court - Fairbank Park		137									137	137		
FMP-Basketball Full Court - Stephen Leacock Park	263										263	263		
FMP Basketball Full Court - Ward 20	15	335									350			350
FMP Basketball Full Court - Rowena Park	15	335									350			350
FMP-Clubhouse Design - L'Amoreaux	250	500	150	100							1,000			1,000
FMP-Cricket Pitch (2&3) Centennial Park	935		1,915								2,850	935	1,915	
FMP-Fieldhouse #1 Design & Construct Centennial Park			2,165								2,165	2,165		
FMP-Mini-Soccer Field (1) North Kipling Park	75										75	75		
FMP-Mini-Soccer Field (2) 320 Markham		250									250			250
FMP-Mini-Soccer Field (3)	5	80									85			85
FMP-Outdoor RC Improvements			200								200	200		
FMP-Skate Spot (2) - Dunkip Park		250									250	250		
FMP-Skate Spots (2) - ElizabethSimcoe & Woburn Parks	485										485	485		
FMP-Christie Pits Skate Spot		25	375								400			400
FMP-Skateboard Park (1) North District Earl Bales Park	745	1,700									2,445	2,445		

Appendix 5a (continued)

Projects (In \$000s)	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	Total 2025 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
FMP-Skateboard Park (2) Confederation Park	343	2,450									2,793	2,193	600	
FMP-Skateboard Park (3) - Fairbank Park	10	65	500	2,325							2,900			2,900
FMP-Ward 2 Skateboard Park (4) Centennial Park	10	65	500	2,325							2,900			2,900
FMP-Soccer Field (2)		40	585								625			625
FMP-Sports Bubble Stadium & Turf (1) Centennial	72	1,770	6,200								8,042	1,342	6,700	
FMP-SportsField Improvements-Byng,Littles,Corvette	105										105	105		
FMP-Sports Field Improvements	380	820									1,200	1,200		
Various Parks - Parks Rehabilitation	7,500										7,500			7,500
Master Planning & Engagement	2,600	1,800									4,400	2,900		1,500
Off Leash Area SOGR Program	500	1,000	1,000								2,500			2,500
Wayfinding for Parks and Trails	241										241	241		
Wayfinding for Parks and Trails NIF		1,000									1,000	1,000		
10 Ordnance 801 Wellington Pks - Design & Construction	767	4,575	7,800								13,142	5,342	7,800	
15 Wellesley Street East - Park Development	75	500	3,925								4,500	4,500		
150 Sterling - Above Base Park Development	60	280	1,050								1,390	1,390		
1500 St. Clair Avenue West - New Park Development		60	940								1,000	1,000		
20 Castlefield Avenue - New Park	35	100	4,045								4,180	4,180		
223 Gladys Allison Pl - Lee Lifeson Park Expansion	368										368	368		
229 Richmond Street Park Development S37	377	2,000	7,008								9,385	9,385		
261 Nairn Avenue - Park Development	35										35	35		
2740 Lawrence Ave E - New Park	20	180	900								1,100	100	1,000	
318 Queens Quay W/Rees Pk Development Design & Construction	238	1,500	600							16,600	18,938	12,438	6,500	
320 Markham - Park Development	23	750									773	773		
34 Hanna Avenue - Park Development	50	650	4,800								5,500	5,500		
35 De Boers Drive Parkland Improvements		500									500			500
37 Norton Ave/John McKenzie Park Development	475										475	475		

Appendix 5a (continued)

Projects (In \$000s)	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	Total 2025 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
464-470 Queen St W - Park Development	115	600	1,400								2,115	2,115		
51 Drewry Avenue and Inez Court - Park Development		100	500	4,000	5,400						10,000	10,000		
51 Sussex Ave (666 Spadina) Above Base Park Development	1,507										1,507	1,507		
57 Brock Avenue - Park Development	196										196	196		
640 Lansdowne Avenue - Park Development		50	830	250							1,130	1,130		
64A Thirteenth St - Colonel Samuel Smith Park Expansion		10	387								397	397		
652 Eastern Above Base Park Development		27	370								397	397		
705 Progress Avenue - Ph 1 Park Development					90	1,419					1,509	1,509		
76 Coral Gable Drive Park Development	385	700									1,085	1,085		
77 Curlew - Above Base Park Development		50	900								950			950
Anniversary Park - Development	569										569	569		
Apted Park Design - S37	50										50	50		
Apted Park Construction		700									700			700
Balmoral Park Improvements S37	764										764	494	270	
Barbara Hall Park Redevelopment S37	631										631	631		
Bartley Park Improvements	515	400									915	915		
Bathurst Quay - Canada Malting Waterfront Plaza	1,527										1,527	1,527		
Bayview Village Participatory Budgeting Projects	290										290	290		
Brookdale Park Lighting Improvements	365										365	365		
Buttonwood Park Improvements	25	275									300			300
Centennial Park Master Plan Ph1 Implementation	11,056	14,670	2,100								27,826	25,820	2,006	
Centennial Park Trail Improvements	511										511	511		
Corktown Common Neighbourhood OLA		1,747									1,747	497	1,250	
Corktown Parks S42	438										438	438		
David Crombie Park Revitalization & Area Parks	1,000	12,291	8,823	1,000							23,114	15,891	7,223	
Dieppe Park Improvements - Phase 2	30	853									883	883		

Appendix 5a (continued)

Projects (In \$000s)	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	Total 2025 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
Dogs Off Leash Area- Lawrence Ave E & Starspray B	302										302	302		
Dunkip Park Development	500	1,191									1,691	1,226	465	
Edwards Gardens Improvements	57	100	5,871								6,028	6,028		
Eglinton Park Master Plan Implementation	1,127	5,271	250	2,000							8,648	6,398	2,250	
Elie Wiesel Park Improvements S37	470										470	470		
Etobicoke City Centre Park - Design & Construction	50	550	3,425	1,675							5,700	5,700		
Facilities Master Plan Implementation Planning	800	360									1,160	1,160		
Fairfield Park - Park Improvements S42	215										215	215		
Fleet & Equipment for Park Operation		3,200									3,200			3,200
Fleet for Park Operation	284										284	284		
Fleet-Area Maintenance (Ph 2 of Tree Serv. 2011)		282									282	282		
Flemingdon Park Improvements	965										965	965		
FMP-Dogs Off Leash Area (2) Gihon Springs Park	500										500	500		
Former Ward 19 Park Improvements	89										89	89		
Former Ward 24 Park Improvements	50	1,029									1,079	1,079		
Former Ward 3 Park Improvements	107										107	107		
Former Ward 33 Park Improvements S37 & S42	291	342									633	633		
Former Ward 33 PB Pilot Projects FY2018		113									113	113		
Frank Faubert Woods Development		759									759	759		
Frank Faubert Woods Development		-500									-500		-500	
Glasgow St Parkette Ph. 2 Cecil CC Improvements		375									375	375		
Glendora Park Off Leash Area Design	88	7									95	95		
Gore Park & Area Park Development ^A	50	289	1,249								1,588	1,588		
Grand Avenue Park Expansion	500	2,389	1,800								4,689	4,689		
Green Line - Geary Ave Parcels	419	600									1,019	419	600	
Green Line - Lower Davenport Parcels	1,001	1,899									2,900	2,900		

Appendix 5a (continued)

Projects (In \$000s)	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	Total 2025 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
Hanlan's Beach Access Improvements	100										100	100		
Hanlan's Beach Bike Parking	84										84	84		
Hanlan's Beach Habitat Protection Fencing	292										292	292		
Hanlan's Point Improvements	500	1,000	1,660								3,160			3,160
Heschel Park Improvements S42	950	600									1,550	950	600	
Hickory Tree Road - New Park		227	423	123							773	773		
High Park Movement Strategy	145	100									245	245		
High Park Movement Strategy		300	2,000								2,300		2,300	
Humber Bay Park East - Rehabilitation of Ponds	2,577										2,577	2,577		
Huron Washington Park Improvements U of T	467	456									923	923		
Jane-Finch Area Park Improvements	25	475	500	500							1,500			1,500
Keele'sdale Park - Rebuild Stairs/Path/N.Sporting^	5	568	350								923	923		
Labatt Avenue Right-of-Way Improvements		850									850	850		
Land Adjacent to 2175 Lake Shore Blvd. W Jade Park	24	824									848	848		
Lands South of Canoe Landing Park	207	200									407	407		
Lawrence Heights Ph1a-Baycrest Park	1,661	3,810									5,471	5,471		
Lawrence Heights Ph1b-Greenway	1,356										1,356	1,356		
Lawrence Heights Ph1f-Local Neighbourhood Park	159	1,394									1,553	1,553		
Leslie Grove Park Improvements	85	410									495	85	410	
Little Jamaica & Eglinton West NBHD Park Improve			50	450	500	500					1,500	1,500		
Madelaine Park Improvements S42	5	215									220	220		
Maple Leaf Forever Park Fencing Improvements	40										40	40		
Market Lane Parkette Construction	1,000	3,822									4,822	4,822		
Media Hub Water's Edge Promenade		2,000									2,000			2,000
Midtown (Yonge-Eglinton) Park Improvements	25	275	700	2,000							3,000	3,000		
Moss Park - Park Redevelopment Design	217										217	217		

Appendix 5a (continued)

Projects (In \$000s)	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	Total 2025 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
Mouth of the Creek/Lower Garrison Creek Construction	1,000	5,446	10,460								16,906	16,906		
North Park Improvements S37	1,048	200									1,248	1,248		
Oakwood St. Clair Area Park Improvements	25	275	1,700								2,000	2,000		
Osler Park - Park Improvements	34										34	34		
Park Develop 351 Lake Promenade Windows on Lake	15	291									306	306		
Parks Technical Services	10,099										10,099			10,099
Pelmo Park Park Off Leash Area	320	300									620	620		
Phin Park Improvements		750									750			750
Phoebe St/Soho Square - New Park Development		25	225								250	250		
Port Lands Park System Ph 1		1,000									1,000			1,000
Prescott Parkette Improvements	30	50	280								360	100	260	
Priority Downtown Parks		620									620	620		
Ramsden Park Improvements	96										96	96		
Redpath Park Redevelopment S42	1,418										1,418	1,418		
Riverdale Park East Top of Bank Improvements	128										128	128		
Runnymede Park Improvements S37	292										292	292		
Scarborough Centre Area Park Development	529	2,900									3,429	2,929	500	
Silverview Park Redevelopment Study S37	107										107	107		
Six Points Park Expansion	543	541									1,084	943	141	
St. James Park PB - Cafe Tables & Chairs	25										25	25		
St. Jamestown Open Space Construction		2,000	2,615								4,615	4,615		
St. Patrick's Square - Park Improvements S37	30	270									300	300		
TO Core Park Master Planning	15	370	220	220							825	825		
TO Core Park Improvements-Various Sites			900	1,210	310						2,420	1,210	1,210	
Toronto Island Master Plan Implementation	500	3,500									4,000	4,000		
Toronto Island Park Implementation Phase 1	895	2,850	2,500								6,245	6,245		

Appendix 5a (continued)

Projects (In \$000s)	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	Total 2025 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
Victoria Memorial Square Improvements S42	1,243	2,200									3,443	3,443		
Village of Yorkville Park Lighting Improvements	435	100									535	535		
Wallace Emerson (Galleria) Park & Fieldhouse Ph 1	200	3,736									3,936	3,936		
Wallace Emerson Park Redevelopment- Phase 2	100	350	4,775	4,775							10,000	10,000		
Wallace Swanek Lighting S42	214										214	214		
Ward 18 Parks Study	37										37	37		
Weston Family Donations		515									515	515		
Weston Tunnel Park Development		44	600								644	644		
Yonge Street Linear Parks Improvement S42	1,100										1,100	1,100		
CAMP(SGR) Parking Lots and Tennis Courts	545	2,996									3,541			3,541
Critical SOGR to Maintain Service - Parking Lots, Tennis Courts & Sports Pads	1,542										1,542	1,542		
Sports Courts SOGR Program		1,000	1,000								2,000			2,000
FMP-Tennis Court Complex WO Lights (1) Muirlands	272	250									522	522		
FMP-Tennis Court Complex WO Lights (2) George Ben	35	540									575	575		
FMP-Tennis/Pickleball Complex Lights - South	50	1,010									1,060	1,060		
FMP-Tennis/Pickleball Complex Lights - L'Amoreaux	50	1,150									1,200			1,200
FMP-Tennis/Pickleball Complex Lights - North	50	1,150									1,200			1,200
CAMP (SGR) Waterplays	3,676	1,257	726								5,659	4,933		726
Play Enhancement Program	8,570	3,000									11,570	4,370	1,400	5,800
Bishop Park Playground Improvements	100										100	100		
Dr. Daniel Hill Pk Splash Pad & Pathway Improve	220	865									1,085	1,085		
L'Amoreaux Kidstown Improvements S42	10,973										10,973	10,973		
Royal Rouge Tot Lot Improvements	30	272									302	302		
Spring Garden Park (West) - New Playground	20	203									223	223		
Topham Park Wading Pool Conversion	250	300									550	550		
Ward 19 - Splash Pad Upgrade	350	851									1,201	1,201		

Appendix 5a (continued)

Projects (In \$000s)	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	Total 2025 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
Wigmore Park Splash Pad and Playground	1,251	200									1,451	1,451		
Willowdale Park & Playground Improvements S37	1,082										1,082	1,082		
FMP-Maple Leaf Park New Splash Pad	953										953	953		
FMP-Pelmo Park Splash Pad (1)	583										583	583		
FMP-Ward 2 Splash Pad (5) Centennial Park	500	755									1,255	1,255		
FMP-Ward 24 Splash Pad #2 (Scarborough Village)	1,044										1,044	1,044		
FMP-Ward 16 Splash Pad (3) Ferrand Park	350	1,000									1,350	1,350		
FMP-Ward 23 Splash Pad (4) - Seasons Park	50	1,265	85								1,400	1,355	45	
FMP-Ward 8 Wading Pool Convert to Splash Pad (2) E	70	1,480	50								1,600			1,600
CAMP (SGR) Pools	2,286	3,668	11,500								17,454	5,954		11,500
Critical SOGR to Maintain Service	4,599	85									4,684	7,784	-3,100	
Blantyre ODP Improvements S37 S42	500	3,667									4,167	4,167		
FMP-Davisville Community Pool - Design & Construction	10,208	50,471	5,672								66,351	66,351		
CAMP (SGR) Arenas	18,653	19,610	27,526	10,695							76,484	38,263	6,000	32,221
Critical SOGR to Maintain Service-Arenas & Artificial Ice Rinks	16,758	7,583									24,341	24,341		
FMP Don Mills Community Recreation Facility Design	524	1,500	700	650	600	400	400				4,774	4,774		
FMP-Artificial Ice Rink (1) Design & Construction														
Fountainhead Park	205	7,650									7,855	4,470	3,385	
FMP-Ward 21 Artificial Ice Rink (2) Thomson Memori	50	1,500	6,550								8,100			8,100
FMP-Skating Trail (Centennial Park)	1,206	2,550									3,756	3,756		
High Park AIR - Garage for Zamboni		174									174	174		
Regent Park Storage Shed and Zamboni Storage Hut	409										409	409		
Cornell Park Lighting	209										209	209		
Cornell Park Lighting	-209										-209		-209	
CAMP (SGR) Trails, Pathways & Bridges	5,021	11,196	9,194	8,500							33,911	5,217	27,500	1,194
East Don Trail Construction	147	4,377									4,524	4,524		
East Don Trail Construction & NIF Contribution		6,720									6,720	6,720		

Appendix 5a (continued)

Projects (In \$000s)	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	Total 2025 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
Green Line Study, Design & Construction	971										971	971		
John Street Corridor		1,000									1,000	1,000		
S Keelesdale Pk-Stair Improvt NE Corner Eglinton		251									251	251		
Sherway Trail	121										121	121		
Trinity Bellwoods Park-Pathways and Circulation		200									200			200
York Beltline Trail Improvements	785	500									1,285	1,285		
Bridge to Mississauga via Etobicoke Valley Pk		100									100	100		
South Mimico Trail			22	500							522	522		
City Wide Environmental Initiatives	3,573	4,452									8,025	5,025		3,000
City Wide Environmental Initiatives- Ravine NIF		2,736									2,736	2,736		
Community Gardens Program	300										300	200		100
Community Access to Ravines	243										243	243		
Green Line - Construction	300										300	300		
Mud Creek Phase 2	232										232	232		
Ravine Trail Wayfinding	112										112	112		
Wilket Creek Phase 3	90	938									1,028	1,028		
2017 High Lake Effect - Flooding Damage & Repairs	205	4,649									4,854	4,854		
2018 Wind Storm Damages	1,324	8,750									10,074	10,074		
Shoreline Infrastructure	300	1,200	5,000								6,500			6,500
CAMP (SGR) Special Facilities Building & Structures	3,837	8,630	4,893								17,360	2,357	10,110	4,893
Critical SOGR to Maintain Service-Special Facilities														
Buildings & Structures	3,061	942									4,003	4,003		
CAMP(SGR) Waterfront, Marine,Fountains &Seawalls	2,517	2,303	5,895								10,715	5,389	-569	5,895
Critical SOGR to Maintain Service-Waterfront	979	3,354									4,333	4,333		
Golf Courses Rehabilitation	975										975	475		500
Ferry Vessel Replacement #1 & #2, Design, Construction & Infrastructure	38,333	47,797	43,000								129,130	124,130	5,000	
Jack Layton Ferry Terminal Improvements	200	2,000									2,200	2,200		

Appendix 5a (continued)

Projects (In \$000s)	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	Total 2025 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
Lifeguard Stations and Stands	20	750	780								1,550	1,550		
Allan Gardens Washroom Building Construction - S42	750										750	750		
Centennial Park Ski Hill Repurposing	410										410	410		
Franklin Children's Garden - Wetland Restoration	5	550									555	305	250	
High Park Forestry School Building Phase 2 S37	126	5,034									5,160	5,160		
Maple Leaf Cottage Renovation S42	20	305									325	325		
PLFP Parks Yard		1,000	1,750	3,250							6,000	1,000	5,000	
Riverdale Farm Simpson House	5	196									201	201		
CAMP (SGR) Community Centres	13,621	23,952	22,782	22,127							82,482	5,112	51,375	25,995
Critical SOGR to Maintain Service - Community Centres	9,839	205									10,044	10,044		
FMP-Ethennonhawahstihnen CC Indoor Play Space	888	15	15								918	918		
FMP-East Bayfront Community Centre	4,000										4,000	4,000		
FMP-North East Scarborough CC-Design & Construction	23,147										23,147	23,147		
FMP-Wallace Emerson (Galleria) Redevelopment	11,605	34,200									45,805	45,805		
FMP-Etobicoke Civic Centre Community Centre	7,150	14,206	41,902	4,139	2,688						70,085	70,085		
FMP-Western North York New CC (#5) Construction	6,500	15,000	57,145	50,500							129,145	129,145		
FMP-40 Wabash Parkdale New CC (#7) Design & Construction	2,821	14,300	60,300	35,300							112,721	112,721		
Lower Yonge Street Community Centre Space	897										897	897		
FMP Lawrence Heights Community Centre - Design	601	645	500	250	250						2,246	2,246		
FMP John Innes CRC Redevelopment (3) - Design & Construction	742	11,600	37,600	32,200	42,200						124,342	62,342	62,000	
505 Richmond YMCA Funding	5,500	15,500									21,000	21,000		
FMP-Downsview CRC Design		1,500	4,000	450	350	350	350				7,000			7,000
FMP-Downtown (Ramsden) CRC (1) Design	250	900	2,250	250	250	250	200	50			4,400	4,400		
FMP-Masaryk-Cowan CRC Redevelopment (4) Design		50	1,500	2,300	250	200	200				4,500	4,500		
FMP-Jenner Jean Marie Space Addition (1) Study & Design		20	530								550	550		

Appendix 5a (continued)

Projects (In \$000s)	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	Total 2025 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
IT-Registration, Permitting & Licensing CLASS	9,546	4,285									13,831	13,831		
IT-Operational Modernization	1,455	2,064									3,519	3,519		
IT-Digital Signage	600	800	600								2,000	2,000		
IT-Ferry Ticketing Electronic Payment Solution	213										213	213		
IT-PFR Digital Experience	640	252									892	892		
IT-PFR Digital Experience	-42										-42	-42		
IT-PFR Digital Strategy and Transformation	983	350									1,333	1,333		
IT-PFR Network Connectivity Improvements	1,210	3,130									4,340	4,340		
IT-SDFA & PFR Youth Outreach Case Management	90										90	90		
FIFA World Cup 2026 Centennial Park Training Site Improvements	4,384										4,384	4,384		
FIFA World Cup 2026 Centennial Park Training Site Improvements	-2,006										-2,006		-2,006	
Total Expenditure (including carry forward from 2024)	387,252	553,819	509,648	230,764	85,888	34,119	32,150	31,050	31,000	102,792	1,998,482	1,506,274	259,683	232,525

Appendix 5b

2026 - 2034 Capital Plan

Projects (In \$000s)	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2026 - 2034 Total	Health & Safety & Legislated	SOG	Growth & Improved Service
Critical Imminent Service Disruption	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	45,000		45,000	
Fuel Switching and Other Energy Initiatives			4,500	4,500	4,500	4,500	4,500	4,500	4,500	31,500		31,500	
Various Buildings-Facility Rehabilitation	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	45,000		45,000	
Capital Asset Management Planning		1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	9,600		9,600	
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
Investigation & Pre-Engineering SI&G		750	750	750	750	750	750	750	750	6,000			6,000
Liberty Village New Park Acquisition			3,200							3,200			3,200
CAMP (SGR) ORC Facilities			5,948	3,247	832	14,949	12,908	10,297	10,297	58,478		58,478	
Sports Fields Program		1,000	1,300	3,000	1,000	1,000	1,000	1,000	1,000	10,300		10,300	
Washroom Enhancement Program SOGR			3,000	3,000	3,000	3,000	3,000	3,000	3,000	21,000		21,000	
FMP-Basketball Full Court - Centennial Park	15	345								360			360
FMP-Basketball Full Court - Ward 23		15	350							365			365
FMP-Basketball Full Courts Program			18	372	380	385	390	400	405	2,350			2,350
FMP-Bike Park (1) Scarborough	55	885								940			940
FMP-BMX Features (1)	20	290								310			310
FMP-BMX Features (2)		20	295							315			315
FMP-Clubhouse Construction - L'Amoreaux		2,730	1,820							4,550			4,550
FMP-Clubhouse Design & Construction (2)					350	3,560	440			4,350			4,350
FMP-Cricket Pitch (4) - L'Amoreaux	1,000									1,000			1,000
FMP-Cricket Pitch (5)		100	1,050							1,150			1,150
FMP-Mini-Soccer Field (4)	5	90								95			95
FMP-Multi-Use Field-Artificial Turf (2)-L'Amoreaux		2,450								2,450			2,450
FMP-Multi-Use Field-Artificial Turf (3)	155	2,420								2,575			2,575
FMP-Multi-Use Field-Artificial Turf (4)			170	2,655						2,825			2,825
FMP-Outdoor RC Improvements							2,500	2,500	2,500	7,500			7,500
FMP-Skate Spots Program		35	475	960	1,010	1,060	1,110	1,150	1,175	6,975			6,975

Appendix 5b (continued)

Projects (In \$000s)	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2026 - 2034 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
FMP-Soccer Field (3)		40	645							685			685
FMP-Soccer Field (4)			45	680						725			725
FMP-Soccer Field (5)					50	750				800			800
FMP-Soccer Field (6)						50	785			835			835
FMP-Sports Bubble Stadium Site (2)													
L'Amoreaux		1,950	4,350							6,300			6,300
FMP-Sports Bubble Stadium Site (3)					300	3,300	3,000			6,600			6,600
FMP-Sports Field Improvements						1,200	1,200	1,200	1,200	4,800			4,800
Various Parks - Parks Rehabilitation	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	67,500		67,500	
Master Planning & Engagement		1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	12,000			12,000
Off Leash Area SOGR Program			1,000	1,000	1,000	1,000	1,000	1,000	1,000	7,000		7,000	
456 Wellington Street Park - Above Base Park Development		50	300	1,400	409					2,159			2,159
705 Progress Avenue - Ph 2 Park Development						700				700			700
FMP-Dogs Off Leash Area (3)	35	550								585			585
FMP-Dogs Off Leash Area (4)			40	610						650			650
FMP-Dogs Off Leash Area (5)					45	670				715			715
High Park Movement Strategy			3,850	3,850						7,700			7,700
Lawrence Heights Phase 2 Parks			575	2,500	6,538					9,613			9,613
Lower Yonge Park Development		5,000								5,000			5,000
Moss Park - Park Redevelopment Construction			2,500	3,800	3,900					10,200			10,200
Mount Dennis Area Park Improvements		100	400	500	500					1,500			1,500
Toronto Island Park Implementation Phase 2		2,875	2,875	2,750						8,500			8,500
Toronto Island Park Implementation Phase 3					1,100	1,100	1,100	1,075		4,375			4,375
Turning Basin Park Development			200	2,000						2,200			2,200
CAMP(SGR) Parking Lots, Tennis Courts & Sports Pads			14,010	17,165	7,771	17,486	20,183	15,281	15,281	107,177		107,177	
Sports Courts SOGR Program			1,000	1,000	1,000	1,000	1,000	1,000	1,000	7,000		7,000	
FMP-Tennis Court Complex WO Lights (3)					60	1,040				1,100			1,100

Appendix 5b (continued)

Projects (In \$000s)	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2026 - 2034 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
CAMP (SGR) Waterplays			1,917	2,263			3,737	3,828	3,828	15,573		15,573	
Play Enhancement Program	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	64,800		12,600	52,200
Cornell Park Splash Pad	70	1,305	50							1,425			1,425
FMP-Ward 11 Wading Pool Convert to Splash Pad (1)	70	1,305	50							1,425			1,425
FMP-Ward 6 Splash Pad (6)			75	1,350	50					1,475			1,475
FMP-Ward 15 Splash Pad (7)				75	1,375	50				1,500			1,500
FMP-Splash Pad (8)					90	1,400	60			1,550			1,550
FMP-Wading Pool Convert to Splash Pad (3)						90	1,425	60		1,575			1,575
CAMP (SGR) Pools			8,960	15,608	9,458	8,004	9,416	9,472	9,472	70,390		70,390	
FMP-Waterfront West Pool Addition (1) Design						500	2,500	1,500	250	4,750			4,750
FMP-Waterfront West Pool Addition (1) Construction								10,000	30,000	40,000			40,000
FMP-Scadding Court Pool Replacement Design									150	150			150
CAMP (SGR) Arenas				2,080	5,350	8,262	16,085	12,228	12,228	56,233		56,233	
FMP Don Mills Community Recreation Facility-Construction		15,000	37,500	37,500	35,000	35,000				160,000			160,000
FMP-Artificial Ice Rink (3) Design							65	735		800			800
FMP-Skating Trail (2)					375	5,880				6,255			6,255
CAMP (SGR) Trails, Pathways & Bridges			4,282	842	10,365	3,861	9,639	8,981	8,981	46,951		46,951	
City Wide Environmental Initiatives		3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	24,000		24,000	
Community Gardens Program	100	100	100	100	100	100	100	100	100	900			900
Shoreline Infrastructure			7,500	10,000	10,000	10,000	9,000	1,000		47,500		47,500	
CAMP (SGR) Special Facilities Building & Structures			5,441	3,270	16,256	6,208	8,654	7,273	7,273	54,375		54,375	
CAMP(SGR) Waterfront, Marine,Fountains &Seawalls			11,323	4,656	10,268	8,042	4,464	7,473	7,473	53,699		53,699	
Golf Courses Rehabilitation	500	500	500	500	500	500	500	500	500	4,500		4,500	
Ferry Fleet Replacement #3 & #4			1,000	3,000	38,000	40,000	40,000	9,500		131,500			131,500
Jack Layton Ferry Terminal Upgrade Design	650	2,160	2,170	680						5,660			5,660

Appendix 5b (continued)

Projects (In \$000s)	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2026 - 2034 Total	Health & Safety & Legislated	SOG	Growth & Improved Service
CAMP (SGR) Community Centres				30,782	23,636	17,260	10,289	16,023	16,023	114,013		114,013	
FMP Lawrence Heights Community Centre- Construction	12,000	38,000	36,000	37,000						123,000			123,000
FMP-Downsview CRC Construction		15,000	30,000	30,000	30,000	3,000				108,000			108,000
FMP-Downtown CRC (1) Construction			20,000	30,000	30,000	30,000	15,000			125,000			125,000
FMP-Masaryk-Cowan CRC Redevelop (4) Construction				15,000	30,000	16,500				61,500		30,822	30,678
FMP-Newtonbrook CC Development		10,000								10,000			10,000
FMP-Jenner Jean Marie Space Addition (1) Construction			4,150							4,150			4,150
FMP-Central Etobicoke CRC (1) Construction			28,750	28,750	28,750	28,750				115,000			115,000
FMP-Main Square CC Redevelopment Design			700	2,650	2,500	450	350	350		7,000			7,000
FMP-Main Square CC Redevelopment Construction					22,000	25,720				47,720			47,720
FMP-Main Square CC Redevelopment Construction						4,280	30,000	25,000		59,280		59,280	
FMP-Falstaff CC Redevelopment (6) Design					150	3,000	3,250	200	200	6,800			6,800
FMP-Falstaff CC Redevelopment (6) Construction							20,000	30,500	30,500	81,000			81,000
FMP-SW Scarborough CRC (2) Design					150	3,000	3,250	200	200	6,800			6,800
FMP-SW Scarborough CRC (2) Construction							20,000	30,500	30,500	81,000			81,000
FMP-Golden Mile CRC Development								250	3,500	3,750			3,750
FMP-Scarborough Centennial RC Redevelop (5) Design									150	150			150
Total Expenditures	39,375	137,965	288,034	344,745	371,768	350,257	295,550	251,726	236,336	2,315,756	0	999,491	1,316,265

Appendix 6

Reporting on Major Capital Projects: Status Update

Division/Project name	2024 Cash Flow (Active Projects)			Total Project Cost (Active Projects)		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
PARKS, FORESTRY & RECREATION											
Ferry Fleet Replacement	34,502	7,121	22,309	150,392	11,075	On Track	Design Phase: March 2015	Dec-18	Dec-27	Ⓒ	Ⓒ
Comments:	An RFP was issued in July 2017 for professional services for ferry fleet replacement options. 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, a hybrid-electric vessel design. The cost of the ferries as designed exceeded the available budget. In 2020, City Council set new goals for GHG emission. Based on the above, it was determined to proceed with fully electric vessels and the necessary supporting shore side charging infrastructure. The 10Y capital plan was amended in 2022 based on the revised cost of the project. Concept Naval's scope was amended due to changes in ferry design and construction administration. An Agreement was executed with Concept Naval to proceed with the design of full electric vessels and the necessary shore side infrastructure. The new vessels will be accessible and covered. The RFP for an Electrical Integrator was issued into the marketplace in September 2022 by Concept Naval and closed in December 2022. In March 2023, AKA Energy Systems was determined as the successful system integrator as a result of this RFP. A Negotiated Request for Proposal (nRFP) for the vessel replacement was issued in July 2023 and closed November 13th, 2023 .The two bids received were evaluated and in July 2024, City Council recommended award to Damen Shipbuilding. Two Vessels will be constructed, with delivery of the first vessel for November 2026, the Second vessel March 2027. The end date of December 2027 reflects timing for receipt and close-out of all invoicing.										
Explanation for Delay:											
Ethenonnhawahstihnen Community Centre, Community Centre, Child Care Centre, Ethenonnhawahstihnen Library Branch, and Underground Parking Garage	7,243	55	7,243	87,036	78,274	On Track	2013	2020	Building - December 31, 2023, Legal and Deficiencies December 31, 2024 Indoor Play Space - Construction December 31, 2025, Warranty Period December 31, 2027	Ⓒ	Ⓒ
Comments:	The community centre and library fully opened to the public on July 4, 2023. Celebratory opening with the community took place on March 22, 2024 marking a key milestone for the community. The Contractor has completed 99% of all deficiencies while the building is fully operational with minimal disruptions to programs. An additional scope to convert the mini gym into an indoor play space is underway. The indoor play space portion of the project has been awarded to the Centennial Centre for Science and Technology. The contract has been executed. Design concepts are being prepared in anticipation for circulation and internal review in November and December followed by public consultation and engagement in early 2025. The anticipated completion date for the indoor play space is December 31, 2025, with the warranty period extending until the end of December 2027. It is estimated that by the end of Q4, 2024, 10.0% of the overall indoor playspace scope of the project will be completed.										
Explanation for Delay:	Project is currently on track										

Appendix 6 (continued)

Division/Project name	2024 Cash Flow			Total Project Cost		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
Don Mills Community Recreation & Arena Facility Design & Construction	500	318	350	166,200	1,394	On Track	Design Phase: January 2016 Construction Start: Q3 2027	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 Q4 2024 (date to be determined). The process of property conveyance of land at 844 Don Mills Road (Block 3A/3B from Aspen Ridge Homes to the City) began in September 2023 and is expected to be completed by December 2024.</p> <p>The nRFP process is complete and the design work has been awarded to an architectural consultant team. Design start-up began in May 2022. The stakeholder workshop was conducted in July 2022 and the Community Engagement consultant was retained in September 2022. Phase 1 Public Engagement began in fall 2022 and was completed in April 2023. The Schematic Design Report was completed in May 2023 and reviewed by PF&R staff. Technical Advisory Committee and Executive Steering Committee review meetings were undertaken in Summer 2023. Phase 2 Public Engagement began September 2023 and was completed in November 2023. Design Development phase is underway. Phase 3 Public Engagement was completed in June 2024. Accessibility Committee Review occurred in September 2024. Design Review Panel is scheduled for December 2024. Parking requirements are under further review.</p>										
Explanation for Delay:	Project is currently on track										
Davisville Community Pool Design and Construction	3,270	3,183	7,186	71,835	2,481	On Track	Pre-Design / Investigation Phase - February 2017 Design Phase: October 2020 Construction Start: Aug 2024	Sep-22	Feb-27	Ⓔ	Ⓔ
Comments:	<p>The construction tender to four pre-qualified general contractors closed June 5, 2023, and the City received a single high bid which exceeded the approved budget. The pre-qualified general contractors provided recommendations to the City to improve the results of the second tender. A second Request for Tender (RFT) was re-issued on November 16, 2023 and closed on February 13, 2024. Award of the construction contract was approved at the May 1, 2024 General Government Committee. Site Plan Approval (SPA/NoAC) and building permit/conditional permit(s) were issued. Construction started August 2024. Peer review for the land conveyance for street right-of-way widening is complete. City/ TDSB/TLC agreements (including Lease revisions) are underway. One lane of Davisville Avenue has been temporary occupied for the duration of the construction to support the construction staging and other activities. Excavation and Shoring is underway, soil remediation works have started, caissons and grade beams works for foundations have begun. It is estimated that by the end of Q4, 2024, 35% of the overall project will be completed. Cash flow will be accelerated through the year-end capital variance report to align to the progress of the project in 2024.</p>										
Explanation for Delay:	Project is currently on track										
North East Scarborough Community Centre and Child Care Centre Design and Construction	16,076	16,076	20,981	84,235	61,137	On Track	Design Phase - 2017 to 2020 Construction Start: Q4 2021	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. The project is advancing, and the contractor has been paid for 75% of the contract amount. The superstructure is completed; the exterior cladding, exterior grading at daycare outdoor area, parking, and driveway; concrete at playground, parking lot, splash pad and curbs work is advancing as well as mechanical and electrical work. It is estimated that by the end of Q4, 2024, 85% of the overall project will be completed. Cash flow will be accelerated through the year-end capital variance report to align to the progress of the project in 2024.</p>										
Explanation for Delay:	Project is currently on track										

Appendix 6 (continued)

Division/Project name	2024 Cash Flow (Active Projects)			Total Project Cost (Active Projects)		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	501	387	501	133,646	4,408	On Track	Design Phase: February 2016 Construction Start: Q2 2025	Fall 2021	Mar-28	G	G
Comments:	Committee of Adjustment for a minor variance was completed in July 2023. The Delegated Approval Form (DAF) for Easement Agreement with TCDSB was executed with CREM on April 15, 2024 and has been fully executed with the TCDSB. Final Site Plan Approval (SPA) submission was submitted by the consultant in early September 2024. The open loop wells construction has reach substantial completion. Three (3) Public Artists have been retained and are currently developing the designs of the art installation. Watermain upgrade construction work is approximately 90% completed. The Negotiated Request for Proposal (nRFP) for construction services was posted to Ariba on April 24, 2024 and closed on August 28, 2024. The technical evaluation of the proposals is currently underway. The award of construction services is anticipated for Q1 2025, with construction beginning in early Q2 2025. Completion of the community centre is anticipated by the end of Q1 of 2028.										
Explanation for Delay:	Project is currently on track										
40 Wabash Parkdale New Community Centre Design and Construction	2,290	1,751	2,290	118,000	4,740	On Track	Design Phase: 2017 Construction Start: Q3 2025	Dec-23	Dec-28	G	G
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 was done to generate a number of site design approaches for review with the public in Phase 4 of community engagement, now underway. A Railway Risk Mitigation study was completed and reviewed in advance with Metrolinx, ready for submission and review as part of the Site Plan Approval. 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. Design Review Panel occurred on April 14, 2022. The Schematic Design was approved by the stakeholders and the consultants were advised to proceed to the next stage - Design Development. The fifth (final stage) of Public Consultation began in spring 2023 and was completed December 2023, including the Indigenous Engagement. The Design Development Report and Class B Cost Estimate were submitted for COT Review and Approval in August 2023. COT Staff have reviewed and approved the Report and Cost Estimate and authorized the consultants to proceed to the next stage - Construction Documents, currently in progress. The Site Plan Approval pre-application (SPA) was submitted in July 2023 and is currently on-going. The full Site Plan Approval application was submitted in June 2024. An RFSQ (Request for Supplier Qualifications) will happen by December 31, 2024 in advance of project tender in Q1 2025.										
Explanation for Delay:	Project is currently on track										
IT-Registration, Permitting & Licensing (CLASS Replacement)	9,371	4,832	9,371	45,028	26,780	On Track	Design Phase: May 2016 Implementation: July 2018	Sep-19	Dec-26	G	G
Comments:	The negotiable Request for Proposal (nRFP) was issued on April 6, 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 23, 2018 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. Contract awarded by General Government Committee in May and City Council in June 2023. Phase 1 project is underway. Phase 1 of the project includes the launch of ACTIVENet out of the box functionality in addition to prioritized product development items. The new registration and booking system, ACTIVENet, was launched to the public November 6, 2024. Since launch we have held highly successful Winter registration events, achieving a 55% increase in registrations within the first 10 minutes compared to last year. Post-launch system stabilization is underway and Phase 2 of the RBT project will commence in Q1 2025 which includes 8 additional product development stories and enhancement requests that were identified during phase 1 and launch.										
Explanation for Delay:	Project currently on track.										

Appendix 6 (continued)

Division/Project name	2024 Cash Flow (Active Projects)			Total Project Cost (Active Projects)		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)	2,249	1,057	1,500	18,564	14,552	Minor Delay	Jan-12	Dec-20	Dec-26	Ⓞ	Ⓢ
Comments:	This project is a modernization initiative for the division, which includes the reviewing of current business processes and technology system capabilities; identifying any potential capability gaps; and laying the groundwork for future technology initiatives. The work underway includes process mapping; asset data validation and collection; and the introduction of interim tools to modernize key operational processes.										
Explanation for Delay:	The project is delayed to align with the delivery and coordination of other capital projects.										
318 Queens Quay West Park (Rees Street Park) Phase 1 Design & Construction	50	0	50	15,800	3,312	On Track	Anticipated Schedule: Design Competition: September 2024- May 2025 2025-2027: Near-term delivery of the park 2034 onward: Full build-out of the property	Dec-22	Dec-29	Ⓞ	Ⓞ
Comments:	The site was part of a 2019 Design Competition being completed in partnership with Waterfront Toronto - via authority of a Delivery Agreement. The design competition was completed and the winning consultants completed Schematic Design only. No construction resulted. An updated approach to the future Rees Park design is needed to address significant changes that have evolved since the Design Competition. Changes include: Toronto Water removing the requirement for a 16m diameter storm shaft and tunnel from this site, resulting in the need for re-design of the park since the previous park design required accommodation of the TW storm shaft. The City continues to work in partnership with Waterfront Toronto (WT) to deliver the Rees Park project. An amendment to the 2021 Delivery Agreement will be required when details of the new approach to the project are determined. Cash flow in 2025-2027 will enable near-term delivery of the park while additional funding is reserved for full build-out of the property. The final project objectives and program are being developed with the ward Councillor and will be vetted with the advisory committees and public through engagement in 2025. Co-ordination with other projects adjacent to the site is on-going at 360-380 Queens Quay (developer delivered), and includes the transfer of an additional parkland parcel contributing to the park. This transfer of parkland will be complete by year-end 2024.										
Explanation for Delay:	Program for site has required revisions due to significant changes in the property conditions and context. The ultimate project scope will capture additional opportunities identified since the initial design competition.										
York Off Ramp/Love Park Design and Construction	208	0	208	13,000	12,810	On Track	Design Phase: June 2020 Construction Start: July 15, 2021	Aug-20	Dec-24	Ⓞ	Ⓞ
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 8, 2021 and mobilization on July 16, 2021. Substantial completion achieved in June 2023 and the park opened to the public on June 23, 2023. Pond Commissioning completed April 30, 2024 and pond warranty period initiated May 1, 2024. Extended Warranty for pond (from 1 to 2 years) requested and being discussed. Park under warranty for 2 years. One year park warranty meeting being planned for May 2025.										
Explanation for Delay:	Project currently on track.										
Lower Yonge Street Community Centre Space	1,800	1,785	1,800	19,033	18,121	On Track	Construction Start: May 10, 2021	Mar-22	Dec-24	Ⓞ	Ⓞ
Comments:	Construction started May 10, 2021. Shell building construction is complete. Community Centre Interior Fit-Out construction is substantially complete with minor deficiencies / incomplete work now being finalized. Furniture was delivered to site as of December 31, 2022, and furniture installation was completed in May 2023. The Interim Occupancy Agreement was executed on March 31, 2023, and the facility was handed over to City staff. The Property Conveyance and Shared Facilities Agreement with the Developer, Legal Services and CREM was completed on November 14, 2023. The facility is now open to the public - a soft opening occurred on June 17, 2023, with all areas complete except the pool. The entire facility, including the pool is now operational and open to the public. There is outstanding deficiency work to be completed by December 31, 2024 and the close-out of the project. One Year Warranty Review site meeting occurred in July 2024. Correction of warranty deficiencies is ongoing.										
Explanation for Delay:	Project currently on track.										

Appendix 6 (continued)

Division/Project name	2024 Cash Flow (Active Projects)			Total Project Cost (Active Projects)		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 & Construction	1,133	1,003	1,133	65,700	3,229	On Track	Design Phase: March 2020 Construction Start: Q3 2026	Dec-26	Dec-29	Ⓞ	Ⓞ
Comments:	Public consultation was completed in June 2023. Indigenous public art competition, led by the City and an Indigenous curator has wrapped up in June 2024. Project is at 90% contract document phase with Site Plan Approval (SPA) and building permit still outstanding until drawing set complete for Winter 2024 submission.										
Explanation for Delay:	Project currently on track.										
Moss Park - Park Redevelopment Design & Construction	240	23	240	10,700	282	On Track	Design Phase: March 2020 Construction: Q2 2028	Nov-26	Dec-30	Ⓞ	Ⓞ
Comments:	Detailed design of the park is progressing and will be followed by preparation of contract documents. The park design is being coordinated to align with adjacent projects including the John Innes Community Recreation Centre replacement and the Metrolinx Ontario Line Moss Park station site. This coordination has added complexity to the overall delivery of assets and therefore extended the timeline. Tender documents will be held for release until the Ontario Line completion dates are confirmed and the parkland being used by Metrolinx for Ontario Line staging is returned to PF&R, which is anticipated to be 2030 for full return of parkland from Metrolinx.										
Explanation for Delay:	Project currently on track.										
Wallace Emerson (Galleria) CRC and Park Development	14,315	13,670	17,800	81,790	32,603	On Track	Construction: June 20, 2022	Apr-25	Dec-26	Ⓞ	Ⓞ
Comments:	Construction on the Wallace Emerson Community Recreation Centre, Childcare Centre and Park Improvements began on June 20, 2022. Project construction completion is forecasted for May 2026 with project close-out to be completed by the end of 2026. It is estimated that by the end of Q4, 2024, 72.79% of the overall project will be completed. Cash flow will be accelerated through the year-end capital variance report to align to the progress of the project in 2024.										
Explanation for Delay:	Project currently on track.										

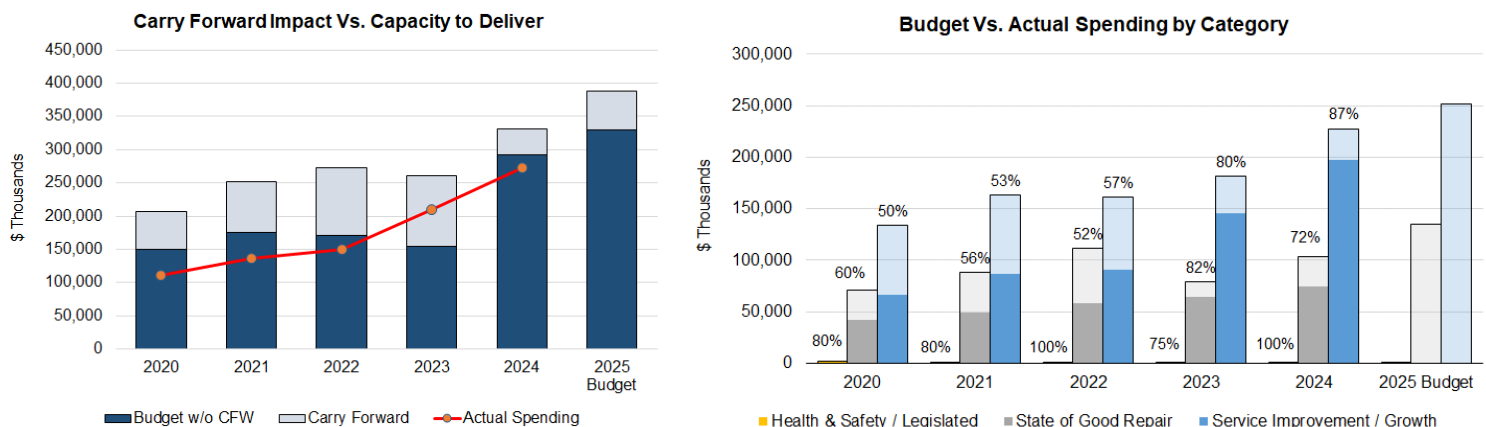
Appendix 7

Capacity to Deliver Review

The 10-year Plan has been developed with consideration of historically demonstrated capacity to deliver within any given year of a 10-year plan. In addition, a review was undertaken to ensure budgets align with PFR's ability to deliver and the capacity available in the market to deliver on capital projects and assets.

A key component in determining an appropriate level of annual cash flow includes evaluating historical capacity to deliver by project categories (Chart 3 below) and assessing projected 2024 underspending that will be carried forward into 2025 and 2026 to complete capital work.

Chart 3 – Capacity to Deliver



Impact of Capacity to Deliver Review on the 10-Year Plan

- PFR's actual spending over the previous five years, from 2020 to 2024, has averaged \$176.1 million per year or 65.1%. Capital spending for PFR has been trending upwards over the past four years with \$162.4 million more projected spending in 2024, from \$110.5 million in 2020 to \$273.0 million in 2024. This upward trend in spending reflects staff resources to implement capital projects, improved processes, and better alignment of cash flow to project delivery timelines.
- The projected spending for 2024 as of Q3 is \$273.0 million or 82.3% of the 2024 Capital Budget, including 72.2% on SOGR and 87% 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 2024 and beyond.
 - Coordination and interdependencies with other projects being led by third parties and/or subject to third party approvals.
 - Longer than anticipated procurement process, complex stakeholder and community engagement activities.
 - Continued hiring challenges in delivery of planned capital projects and programs.
- The 2025-2034 Capital Budget and Plan of \$4.3 billion, reflects PFR's demonstrated capacity to maintain existing assets in a state of good repair while also satisfying the demand for service improvement and growth. PFR is well positioned to deliver the 2025 Capital Budget of \$387.3 million which includes major capital projects with a significant cash flow that have a high certainty of delivery.
- Adjustments to PFR's 10-Year Capital Budget and Plan have been made to include the following:
 - Carry forward funding of \$64.0 million from 2024 over 2025 (\$58.4 million) and 2026 (\$5.6 million) to support the delivery of ongoing projects and programs.

- New capital investments amounting to over \$580.3 million that meet divisional or Council-directed initiatives, including some of the following:
 - \$296.8 million in Gardiner and DVP funding reallocated to priority SOGR areas over the 10-year plan, \$131.5 million for the replacement of ferry vessels #3 and #4 and related shoreside infrastructure, \$5.7 million for the design for longer term upgrades of the Jack Layton Ferry Terminal, \$108.0 million for the construction phase of the Downsview CRC, \$13.2 million for Parkland Acquisition in Liberty Village and Yonge and Eglinton, \$3.2 million for Fleet and Equipment for park operation, and \$1.0 million for Phase 1 of the Port Lands Park System.
- Deferral of \$342.7 million in capital spending originally cash flowed in 2025 to 2026 or future years as noted below. For approved projects, as the project advances through design or construction, cash flow will be accelerated as required to align with project delivery timelines. Key projects include:
 - \$96.1 million in cash flow has been deferred from 2025 to 2026 and future years for the following projects that are under construction and will advance as the project progresses:
 - \$37.9 million for the Wallace Emerson (Galleria) Redevelopment.
 - \$14.9 million for the Etobicoke Civic Centre Construction, which includes the Community Centre.
 - \$27.8 million for the Davisville Community Aquatic Centre Construction.
 - \$15.5 million for the 505 Richmond YMCA Funding.
 - \$87.5 million in cash flow has been deferred to future years for new or expanded park development and facility projects to reflect project timelines for contract award and/or construction start:
 - \$13.6 million for the Mouth of the Creek/Lower Garrison Creek Construction has been deferred from 2025 to 2026 and 2027.
 - \$33.9 million in 2025 cash flow has been deferred to 2026 and 2027 to align with the construction schedule for the Western North York Community Centre.
 - \$27.8 million in cash flow for the Wabash Community Recreation Centre has shifted from 2025 to 2026 and 2027 to align with timelines for procurement for construction.
 - \$4.6 million in cash flow has shifted from 2025 to 2026 and 2027 for the construction of the St. James Town Open Space, in partnership with Toronto Community Housing Corporation.
 - \$3.9 million in cash flow shifted from 2025 to 2026, for the new skating trail and artificial ice rink in Fountainhead Park.
 - \$3.7 million for the next phases of construction at Grand Avenue Park has shifted from 2025 to 2026 and 2027.
 - \$28.0 million in cash flow for Parkland Acquisition has been deferred to 2033 and 2034 and will advance as acquisition opportunities proceed.
- 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 (FMP) recommended projects require deferral to future years. A number of key projects have been identified and included on the Capital Delivery Constraints as outlined in Appendix 8. Key FMP projects include:
 - Implementation of various FMP projects have shifted one to five years when compared to the 2024 10-Year Plan, with the redevelopment and repurpose projects requiring both debt and growth financing to proceed: Scadding Court Pool Replacement (from 2030 to 2034), Falstaff CC Redevelopment (from 2029 to 2030), Scarborough Centennial RC Redevelopment (from 2029 to 2034), Dennis R Timbrell RC Redevelopment (from 2032 to 2035), Stan Wadlow Clubhouse Redevelopment (from 2031 to 2035), Albion Pool and Health Club Redevelopment (from 2032 to 2035), North Rexdale CRC (from 2031 to 2035), Arena Redevelopment Twin Pad Design (from 2031 to 2035), Arena Repurpose #1 (from 2031 to 2035), Arena Repurpose #2 (from 2032 to 2036), Scarborough Gymnasium Addition (from 2031 to 2035), North York Gymnasium Addition (from 2032 to 2035), Program Space Addition #2 (from 2031 to 2035), and Program Space Addition #3 (from 2033 to 2035).

Appendix 8

Summary of Capital Delivery Constraints

Projects	Total Project	Non-Debt Funding	Debt Required	Cash Flow (In \$ Millions)									
				2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
NOT INCLUDED													
FMP Recommendation - State of Good Repair Funds to Reduce Backlog	127.9		127.9						7.9	30.0	30.0	30.0	30.0
State of Good Repair (Capital Asset Management Program) - Community Centres	3.6		3.6									3.6	
Ravine Strategy - Priority Improvement Areas													
State of Good Repair - Rehabilitation of Existing Amenities	32.4		32.4	2.0	3.5	4.5	4.5	3.5	2.5	2.4	2.5	3.5	3.5
Service Improvement - New Amenities	47.5		47.5	4.5	6.2	7.2	9.6	7.5	4.5	2.0	1.9	2.1	2.0
Cost Escalations Associated with the Implementation of FMP Recommended Facilities													
Dennis R Timbrell RC Redevelopment Design	8.0		7.9								0.3	4.0	3.7
Stan Wadlow Clubhouse Redevelopment Design	5.0		5.0							0.2	3.0	1.7	
Albion Pool and Health Club Redevelopment Design	8.0		7.9								0.3	4.0	3.7
Scarborough Centennial RC Redevelopment Design	7.0		7.0					0.2	3.0	3.3	0.2	0.2	0.2
Scarborough Centennial RC Redevelopment Construction	123.0		123.0							27.0	32.0	32.0	32.0
North Rexdale CRC Design	8.5		8.1							0.3	4.0	3.7	0.2
North Rexdale CRC Construction	124.5		59.5									27.0	32.5
Scadding Court Pool Replacement - Design	3.5		3.5						0.6	2.0	0.7	0.1	0.1
Scadding Court Pool Replacement - Construction	42.0		42.0								12.0	28.0	2.0
Scarborough Gymnasium Addition Design	1.7		1.7							0.4	1.1	0.3	
Scarborough Gymnasium Addition Construction	18.8		18.8								5.3	13.5	
North York Gymnasium Addition Design	1.8		1.8								0.4	1.4	
Program Space Addition (2) Design & Construction	7.5		7.5							0.1	2.5	4.0	0.9
Program Space Addition (3) Design	0.5		0.5									0.2	0.3
Arena Redevelopment Twin Pad Design	7.0		7.0							0.3	3.5	3.0	0.2
Arena Repurpose (1) Design	0.5		0.5							0.0	0.3	0.1	
Arena Repurpose (1) Construction	3.9		3.9									3.9	
Arena Repurpose (2) Design	0.5		0.5								0.04	0.4	0.02
Arena Repurpose (2) Construction	4.0		4.0										4.0
Total Delivery Constraints (Not Included)	586.9	0.0	521.3	6.5	9.7	11.7	14.1	11.2	18.5	67.9	99.8	166.6	115.2

In addition to the 10-Year Capital Plan, PFR has identified \$521.3 million in Capital Delivery Constraints as reflected in the table above. The list will continue to grow as PFR's infrastructure continues to age and costs continue to escalate. These unfunded projects will be included on the list to be considered with other City priorities in future year budget processes. Key projects include:

- **FMP Recommendation – SOGR Funds to Reduce Backlog:** The Implementation Strategy for the Parks and Recreation FMP 2019-2038, approved by City Council at the October 29 and 30, 2019 meeting ([EX9.5](#)), recommends an additional investment of \$23.5 million per annum over ten years for in-scope facilities (community centres, arenas, pools, etc.). This allocation has been reduced by \$107.1 million from \$235.0 million to \$127.9 million, to reflect the Gardiner and DVP funding reallocated to PFR's priority SOGR.
- **SOGR (CAMP) – Community Centres:** A total of \$6.0 million in debt financing was reduced from \$9.6 million to \$3.6 million as previously identified in the 2020 10-Year Capital Plan for State of Good Repair CAMP for Arenas as a result of funding reallocated from the Gardiner and DVP to address PFR's priority SOGR.
- **Ravine Strategy – Priority Improvement Areas:** In October 2017, Council adopted the Toronto Ravine Strategy ([EX27.8](#)) and at the January 29, 2020, meeting of City Council, the Ravine Strategy Implementation report ([EX12.1](#)) identified a capital investment need of \$104.9 million in the first ten Priority Investment Areas, with \$79.9 million of that value unfunded.
- **Cost Escalation Associated with the Implementation of FMP Recommended Facilities:** A total of \$309.9 million is required for the design and construction of 13 FMP recommended facilities. This includes costs for both the replacement share of the projects (which cannot be funded through growth funding tools) and the growth share component, both of which contribute to the capital constraints due to the lack of available funding.

Appendix 9

Capital Program Provincial/Federal Funding Streams by Project

Program Name	Federal / Provincial	Budget (in 000's)		
		2025	2026-2034	Total
Investing in Canada Infrastructure Program - Community, Culture and Recreation Stream	Provincial	2,404	3,463	5,867
COVID-19 Resilience Program		71		71
Strategic Priorities Infrastructure Fund		1,833		1,833
FIFA Training Site Improvements		1,592		1,592
Sub-Total Provincial Funding		5,900	3,463	9,363
Investing in Canada Infrastructure Program - Community, Culture and Recreation Stream	Federal	2,884	4,246	7,130
COVID-19 Resilience Program		284		284
Green and Inclusive Community Buildings Program			45,000	45,000
Disaster Mitigation and Adaptation Fund			3,509	3,509
Natural Infrastructure Fund			10,456	10,456
Sub-Total Federal Funding		3,168	63,211	66,379
Total Funding		9,068	66,674	75,742

Appendix 10

Inflows and Outflows to/from Reserves and Reserve Funds

2025 Operating Budget

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2025 \$	2026 \$	2027 \$
Beginning Balance		8,374.0	8,459.0	676.0
Ferry Replacement Reserve	XQ1206			
<i>Withdrawals (-)</i>				
<i>PFR Capital</i>		(591.0)	(8,459.0)	-
<i>Contributions (+)</i>				
<i>PFR Operating</i>		676.0	676.0	676.0
Total Reserve / Reserve Fund Draws / Contributions		8,459.0	676.0	1,352.0
Balance at Year-End		8,459.0	676.0	1,352.0

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2025 \$	2026 \$	2027 \$
Beginning Balance		20,722.6	8,391.3	2,780.0
Tree Canopy	XR1220			
<i>Withdrawals (-)</i>				
<i>PFR Operating</i>		(21,115.7)	(14,657.3)	(12,351.6)
<i>PFR Capital</i>				
<i>Contributions (+)</i>				
<i>PFR Operating</i>		8,656.2	8,990.4	10,174.0
Total Reserve / Reserve Fund Draws / Contributions		8,263.0	2,724.4	602.4
Other Program / Agency Net Withdrawals & Contributions		(16.6)	-	-
Interest Income		144.8	55.6	16.9
Balance at Year-End		8,391.3	2,780.0	619.3

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2025 \$	2026 \$	2027 \$
Beginning Balance		535.6	561.1	586.8
Green Energy	XR1716			
<i>Withdrawals (-)</i>				
<i>PFR Capital</i>				-
<i>Contributions (+)</i>				
<i>PFR Operating</i>		20.0	20.0	20.0
Total Reserve / Reserve Fund Draws / Contributions		555.6	581.1	606.8
Other Program / Agency Net Withdrawals & Contributions				
Interest Income		5.5	5.7	6.0
Balance at Year-End		561.1	586.8	612.7

Appendix 10 (continued)**Program Specific Reserve / Reserve Funds**

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2025	2026	2027
		\$	\$	\$
Beginning Balance		454.9	479.6	504.5
Racquet Sports- Scarborough	XR3009			
<i>Withdrawals (-)</i>				
<i>PFR Operating</i>		(50.0)	(50.0)	(50.0)
<i>PFR Capital</i>				-
<i>Contributions (+)</i>				
<i>PFR Operating</i>		70.0	70.0	70.0
Total Reserve / Reserve Fund Draws / Contributions		474.9	499.6	524.5
Other Program / Agency Net Withdrawals & Contributions				
Interest Income		4.6	4.9	5.1
Balance at Year-End		479.6	504.5	529.6

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals () / Contributions (+)		
		2025	2026	2027
		\$	\$	\$
Beginning Balance		566,650.6	548,180.6	479,547.6
Community Benefits – Original Section 37	XR3026			
<i>Withdrawals (-)</i>				
<i>PFR Operating</i>		(25.0)	(25.0)	(25.0)
<i>PFR Capital</i>		(17,383.0)	(42,557.0)	(23,719.0)
<i>Contributions (+)</i>				
<i>PFR Operating</i>				
Total Reserve / Reserve Fund Draws / Contributions		549,242.6	505,598.6	455,803.6
Other Program / Agency Net Withdrawals & Contributions		(6,604.0)	(31,146.0)	(14,888.0)
Interest Income		5,542.0	5,095.0	4,589.0
Balance at Year End		548,180.6	479,547.6	445,504.6

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2025	2026	2027
		\$	\$	\$
Beginning Balance		32,884.4	21,797.3	24,121.0
Public Realm	XR1410			
<i>Withdrawals (-)</i>				
<i>PFR Operating</i>		(2,535.0)	(2,105.0)	(2,105.0)
<i>PFR Capital</i>				
<i>Contributions (+)</i>				
<i>PFR Operating</i>		-	-	-
Total Reserve / Reserve Fund Draws / Contributions		30,349.4	19,692.4	22,016.1
Other Program / Agency Net Withdrawals & Contributions		(8,824.1)	4,200.2	(3,779.0)
Interest Income		272.0	228.4	211.8
Balance at Year-End		21,797.3	24,121.0	18,448.9

Appendix 10 (continued)

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2025	2026	2027
		\$	\$	\$
Beginning Balance		4,781.6	3,154.1	1,824.7
Environment Protection	XR1718			
<i>Withdrawals (-)</i>				
<i>PFR Operating</i>		(2,000.0)	(993.6)	-
<i>PFR Capital</i>				
<i>Contributions (+)</i>				
<i>PFR Operating</i>		2,000.0	1,006.4	2,000.0
Total Reserve / Reserve Fund Draws / Contributions		4,781.6	3,166.9	3,824.7
Other Program / Agency Net Withdrawals & Contributions		(1,666.9)	(1,366.9)	(1,366.9)
Interest Income		39.5	24.8	21.4
Balance at Year-End		3,154.1	1,824.7	2,479.2

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2025	2026	2027
		\$	\$	\$
Beginning Balance		16,392.4	19,636.8	21,759.4
Vehicle Reserve - Parks, Forestry & Rec	XQ1201			
<i>Withdrawals (-)</i>				
<i>PFR Operating</i>				
<i>PFR Capital</i>				
<i>Contributions (+)</i>				
<i>PFR Operating</i>		6,744.4	6,749.1	6,649.4
Total Reserve / Reserve Fund Draws / Contributions		23,136.8	26,385.9	28,408.8
Other Program / Agency Net Withdrawals & Contributions		(3,500.0)	(4,626.5)	(15,118.9)
Interest Income				
Balance at Year-End		19,636.8	21,759.4	13,289.9

Appendix 10 (continued)

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2025	2026	2027
		\$	\$	\$
Beginning Balance		39,296.2	9,044.2	(20,989.8)
Development Application Review	XR1307			
<i>Withdrawals (-)</i>				
<i>PFR Operating</i>		(2,824.5)	(2,874.7)	(2,912.4)
<i>PFR Capital</i>				
<i>Contributions (+)</i>				
<i>PFR Operating</i>				
Total Reserve / Reserve Fund Draws / Contributions		36,471.7	6,169.5	(23,902.3)
Other Program / Agency Net Withdrawals & Contributions		(27,668.0)	(27,159.3)	(27,306.6)
Interest Income		240.5	-	-
Balance at Year-End		9,044.2	(20,989.8)	(51,208.8)

Note: The division's reliance on this reserve fund in future years is anticipated to be reduced through a combination of corporate financial strategies and the implementation of the new Development Review Fee model to recover costs of providing planning and development review services

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2025	2026	2027
		\$	\$	\$
Beginning Balance		48,771.2	47,788.5	47,807.4
Strategic Infrastructure Partnership	XR1714			
<i>Withdrawals (-)</i>				
<i>PFR Operating</i>		(2,000.0)	(993.6)	-
<i>PFR Capital</i>				
<i>Contributions (+)</i>				
<i>PFR Operating</i>		122.4	122.4	122.4
Total Reserve / Reserve Fund Draws / Contributions		46,893.6	46,917.3	47,929.8
Other Program / Agency Net Withdrawals & Contributions		414.5	414.5	414.5
Interest Income		480.4	475.6	480.8
Balance at Year-End		47,788.5	47,807.4	48,825.1

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2025	2026	2027
		\$	\$	\$
Beginning Balance		177,972.8	160,393.8	154,716.8
Debt Servicing	XR1734			
<i>Withdrawals (-)</i>				
<i>PFR Operating</i>				
<i>PFR Capital</i>		(786.0)	-	-
<i>Contributions (+)</i>				
<i>PFR Operating</i>		456.2	456.2	456.2
Total Reserve / Reserve Fund Draws / Contributions		177,643.0	160,850.0	155,173.0
Other Program / Agency Net Withdrawals & Contributions		(18,932.2)	(7,701.2)	(8,163.2)
Interest Income		1,683.0	1,568.0	1,509.0
Balance at Year-End		160,393.8	154,716.8	148,518.8

Appendix 10 (continued)

Inflows and Outflows to/from Reserves and Reserve Funds

2025 – 2034 Capital Budget and Plan

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										
		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	Total
Parkland Acq-West Dist Local Land	Beginning Balance	24,111	24,531	25,164	16,357	10,878	2,621	3,035	3,453	3,876	4,302	118,328
Parkland Acq-West Dist Local Dev	XR2202	9,990	6,702	4,104	1,851	911	1,257	1,608	1,359	1,006	1,404	30,191
Parkland Acq-East Dist Local Land	XR2204	13,815	14,362	14,914	6,026	1,857	2,284	2,716	3,153	3,593	4,038	66,758
Parkland Acq-East Dist Local Dev	XR2205	5,093	4,694	2,373	1,901	2,329	2,671	1,681	1,336	703	1,074	23,854
Parkland Acq-North Dist Local Land	XR2206	19,818	21,261	17,692	9,767	5,079	1,833	3,096	4,371	5,659	6,960	95,536
Parkland Acq-North Dist Loc Dev	XR2207	12,906	13,332	9,124	1,510	2,568	140	903	2,156	3,422	4,700	50,761
Parkland Acq-South Dist Local Land	XR2208	91,079	96,858	100,283	104,948	106,795	105,143	99,204	107,275	100,352	93,360	1,005,297
Parkland Acq-South Dist Local Dev	XR2209	56,516	59,121	30,567	3,645	2,866	2,838	3,162	7,891	11,884	16,494	194,984
Parkland Acq-City Wide Land Acq	XR2210	151,136	161,726	172,463	183,308	186,890	190,823	185,772	166,600	162,311	157,980	1,719,008
Parkland Acq-City Wide Development	XR2211	42,875	32,041	13,908	4,711	(3,364)	(3,989)	(2,014)	335	3,090	4,734	92,327
Alternative Parkland Dedication	XR2213	430,210	401,194	352,740	293,135	264,295	236,336	225,248	227,300	229,522	231,817	2,891,797
Tam Heather	XR3008	480	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	480
Harbourfront Parkland	XR3200	5,747	5,565	4,113	3,551	3,587	3,623	3,659	3,696	3,733	3,770	41,043
Parkland Acq-West Dist Local Land	Withdrawals (-)	(208)	-	(9,400)	(6,000)	(8,711)	-	-	-	-	-	(24,319)
Parkland Acq-West Dist Local Dev	XR2203	(3,757)	(3,037)	(2,669)	(1,340)	(50)	(50)	(650)	(750)	-	-	(12,303)
Parkland Acq-East Dist Local Land	XR2204	-	-	(9,400)	(4,615)	-	-	-	-	-	-	(14,015)
Parkland Acq-East Dist Local Dev	XR2205	(855)	(2,763)	(900)	-	(90)	(1,419)	(767)	(1,050)	(45)	-	(7,889)
Parkland Acq-North Dist Local Land	XR2206	-	(5,000)	(9,300)	(6,000)	(4,518)	-	-	-	-	-	(24,818)
Parkland Acq-North Dist Loc Dev	XR2207	(943)	(5,557)	(8,905)	(200)	(3,680)	(480)	-	-	-	-	(19,765)
Parkland Acq-South Dist Local Land	XR2208	(2,200)	(4,600)	(3,400)	(6,250)	(9,750)	(14,000)	-	(15,000)	(15,000)	(10,055)	(80,255)
Parkland Acq-South Dist Local Dev	XR2209	(5,014)	(36,044)	(34,137)	(7,855)	(7,100)	(6,750)	(2,370)	(3,150)	(2,575)	(10,000)	(114,995)
Parkland Acq-City Wide Land Acq	XR2210	(42)	-	-	(7,335)	(7,021)	(16,000)	(30,000)	(15,000)	(15,000)	(75,137)	(165,535)
Parkland Acq-City Wide Development	XR2211	(20,282)	(27,437)	(18,365)	(17,150)	(9,700)	(7,100)	(6,717)	(6,337)	(7,470)	(7,470)	(128,028)
Alternative Parkland Dedication	XR2213	(28,952)	(40,232)	(49,019)	(15,834)	(30,450)	(13,384)	(200)	(50)	-	-	(178,121)
Tam Heather	XR3008	(480)	-	-	-	-	-	-	-	-	-	(480)
Harbourfront Parkland	XR3200	(238)	(1,500)	(600)	-	-	-	-	-	-	(2,100)	(4,438)
	Total Withdrawals	(62,971)	(126,170)	(146,095)	(72,579)	(81,070)	(59,183)	(40,704)	(41,337)	(40,090)	(104,762)	(774,961)
Parkland Acq-West Dist Local Land	Contributions (+)	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 Loc 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	-	-	-	-	-	-	-	-	-	-	-
Tam Heather	XR3008	-	-	-	-	-	-	-	-	-	-	-
Harbourfront Parkland	XR3200	-	-	-	-	-	-	-	-	-	-	-
	Total Contributions	36,300	36,300	36,300	36,300	36,300	36,300	36,300	36,300	36,300	36,300	363,000
Alternative Parkland Dedication	XR2213 - Capital (Waterfront Revitalization Initiative)	(4,200)	(11,973)	(13,800)	(15,779)	-	-	-	-	-	-	726,000
	Total Other Program/Agency Net Withdrawals	(4,200)	(11,973)	(13,800)	(15,779)	-	-	-	-	-	-	726,000
Parkland Acq-West Dist Local Land	Interest (+)	242	247	207	135	67	28	32	36	41	45	1,081
Parkland Acq-West Dist Local Dev	XR2203	83	54	30	14	11	14	15	12	12	16	260
Parkland Acq-East Dist Local Land	XR2204	140	146	104	39	21	25	29	34	38	42	618
Parkland Acq-East Dist Local Dev	XR2205	49	35	21	21	25	22	15	10	9	13	219
Parkland Acq-North Dist Local Land	XR2206	204	194	137	74	34	25	37	50	63	76	893
Parkland Acq-North Dist Loc Dev	XR2207	131	112	53	20	13	5	15	28	40	53	471
Parkland Acq-South Dist Local Land	XR2208	935	981	1,021	1,053	1,054	1,017	1,027	1,033	964	919	10,004
Parkland Acq-South Dist Local Dev	XR2209	575	446	170	32	28	30	55	98	141	150	1,727
Parkland Acq-City Wide Land Acq	XR2210	1,557	1,663	1,770	1,842	1,879	1,874	1,753	1,636	1,593	1,249	16,816
Parkland Acq-City Wide Development	XR2211	373	229	93	-	-	-	(8)	17	39	55	797
Alternative Parkland Dedication	XR2213	4,136	3,751	3,213	2,773	2,491	2,296	2,251	2,273	2,295	2,318	27,799
Tam Heather	XR3008	-	-	-	-	-	-	-	-	-	-	-
Harbourfront Parkland	XR3200	56	48	38	36	36	36	37	37	37	27	388
	Total Interest	8,481	7,905	6,856	6,040	5,660	5,371	5,259	5,264	5,273	4,964	61,073
Balance at Year-End												
Parkland Acq-West Dist Local Land	XR2202	24,531	25,164	16,357	10,878	2,621	3,035	3,453	3,876	4,302	4,733	
Parkland Acq-West Dist Local Dev	XR2203	6,702	4,104	1,851	911	1,257	1,608	1,359	1,006	1,404	1,806	
Parkland Acq-East Dist Local Land	XR2204	14,362	14,914	6,026	1,857	2,284	2,716	3,153	3,593	4,038	4,488	
Parkland Acq-East Dist Local Dev	XR2205	4,694	2,373	1,901	2,329	2,671	1,681	1,336	703	1,074	1,493	
Parkland Acq-North Dist Local Land	XR2206	21,261	17,692	9,767	5,079	1,833	3,096	4,371	5,659	6,960	8,273	
Parkland Acq-North Dist Loc Dev	XR2207	13,332	9,124	1,510	2,568	140	903	2,156	3,422	4,700	5,992	
Parkland Acq-South Dist Local Land	XR2208	96,858	100,283	104,948	106,795	105,143	99,204	107,275	100,352	93,360	91,268	
Parkland Acq-South Dist Local Dev	XR2209	59,121	30,567	3,645	2,866	2,838	3,162	7,891	11,884	16,494	13,688	
Parkland Acq-City Wide Land Acq	XR2210	161,726	172,463	183,308	186,890	190,823	185,772	166,600	162,311	157,980	93,167	
Parkland Acq-City Wide Development	XR2211	32,041	13,908	4,711	(3,364)	(3,989)	(2,014)	335	3,090	4,734	6,395	
Alternative Parkland Dedication	XR2213	401,194	352,740	293,135	264,295	236,336	225,248	227,300	229,522	231,817	234,136	
Tam Heather	XR3008	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	
Harbourfront Parkland	XR3200	5,565	4,113	3,551	3,587	3,623	3,659	3,696	3,733	3,770	1,697	

Appendix 10 (continued)

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										Total
		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	
XR2114 Development Charges - Parks & Recreation	Beginning Balance	494,349	509,922	382,325	157,994	(8,210)	(60,363)	(146,684)	(186,820)	(190,863)	(198,489)	
	Withdrawals (-)											
	Facility Components	(390)	(225)	(225)	(225)	-	-	-	-	-	-	(1,065)
	Outdoor Recreation Centres	(4,399)	(15,646)	(28,805)	(14,968)	(4,667)	(2,090)	(10,185)	(8,805)	(4,630)	(4,660)	(98,855)
	Park Development	(6,553)	(19,713)	(26,663)	(16,375)	(10,040)	(8,553)	(670)	-	-	(6,000)	(92,567)
	Parking Lot and Tennis Courts	(379)	(3,090)	-	-	-	(60)	(1,040)	-	-	-	(4,569)
	Playgrounds / Water Play	(5,948)	(3,420)	(370)	(75)	(1,425)	(1,515)	(1,473)	(435)	(15)	-	(14,676)
	Pool	(10,208)	(41,521)	(2,550)	-	-	-	(500)	(2,500)	(11,500)	(30,400)	(99,179)
	Arena	(1,605)	(12,175)	(7,250)	(19,000)	(35,600)	(35,775)	(9,702)	(65)	(735)	-	(121,907)
	Trails & Pathways	(256)	(3,077)	-	-	-	-	-	-	-	-	(3,333)
	Environmental Initiatives	(100)	-	-	-	-	-	-	-	-	-	(100)
	Special Facilities	-	(36,538)	(38,000)	-	-	-	-	-	-	-	(74,538)
	Community Centres	(53,430)	(87,796)	(213,622)	(207,589)	(87,088)	(116,294)	(94,120)	(61,850)	(62,000)	(65,050)	(1,048,839)
	Total Withdrawals	(83,268)	(223,201)	(317,485)	(258,232)	(138,820)	(162,287)	(117,690)	(73,655)	(78,880)	(106,110)	(1,559,628)
Other Program/Agency Net Withdrawals	Contributions (+)	95,775	92,726	92,029	93,502	88,142	77,440	79,029	80,072	81,716	79,300	859,731
	Total Contributions	95,775	92,726	92,029	93,502	88,142	77,440	79,029	80,072	81,716	79,300	859,731
	Debt Servicing Costs	(1,474)	(1,474)	(1,474)	(1,474)	(1,474)	(1,474)	(1,475)	(1,475)	(1,475)	(1,460)	(14,729)
	Interest	4,909	4,352	2,599	-	-	-	-	-	-	-	11,861
	Balance at Year-End	509,922	382,325	157,994	(8,210)	(60,363)	(146,684)	(186,820)	(190,863)	(198,489)	(226,759)	
XQ1206 Ferry Replacement Reserve	Beginning Balance	8,374	8,459	676	1,352	1,352	1,352	1,352	2,352	3,352	2,352	
	Withdrawals (-)											
Special Facilities	(591)	(8,459)			(1,000)	(1,000)	(1,000)			(2,000)		(14,050)
	Total Withdrawals	(591)	(8,459)	-	(1,000)	(1,000)	(1,000)	-	-	(2,000)	-	(14,050)
Total Contributions	676	676	676	676	1,000	1,000	1,000	1,000	1,000	1,000	1,000	9,028
	Balance at Year-End	8,459	676	1,352	1,352	1,352	1,352	2,352	3,352	2,352	3,352	

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										Total
		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	
XQ0011 Capital Financing Reserve Fund	Beginning Balance	426,367	389,499	364,721	366,527	320,195	266,704	215,033	178,550	128,742	128,291	
	Withdrawals (-)											
	Outdoor Recreation Centre	(17,107)										(17,107)
	Total Withdrawals	(17,107)	-	-	-	-	-	-	-	-	-	(17,107)
Other Program/Agency Withdrawals - Operating		(168)	(31)	(4)	-	-	-	-	-	-	-	(203)
Other Program/Agency Withdrawals - Capital		(69,594)	(54,747)	(38,190)	(46,332)	(53,491)	(51,670)	(36,483)	(49,808)	(451)	-	(400,766)
Other Program/Agency Net Contributions		50,000	30,000	40,000	-	-	-	-	-	-	-	120,000
Balance at Year-End		389,499	364,721	366,527	320,195	266,704	215,033	178,550	128,742	128,291	128,291	

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										Total
		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	
XR1734 Debt Servicing Reserve Fund	Beginning Balance	177,973	160,394	154,717	148,518	196,158	189,757	184,061	175,746	162,956	150,067	
	Withdrawals (-)											
	FIFA	(786)										(786)
Total Withdrawals		(786)	-	-	-	-	-	-	-	-	-	(786)
Other Program/Agency Net Withdrawals - Operating		(769)	(769)	(769)								(2,307)
Other Program/Agency Net Withdrawals - Capital		(7,582)										(7,582)
Debt Servicing Costs		(32,082)	(34,140)	(35,776)	(34,920)	(37,439)	(39,753)	(42,286)	(44,773)	(47,240)	(49,542)	(398,076)
Other Program/Agency Net Contributions		22,082	27,664	28,838	80,845	29,118	32,198	32,180	30,298	32,794	32,501	348,518
Interest		1,683	1,568	1,509	1,715	1,920	1,860	1,790	1,685	1,557	1,415	16,702
Balance at Year-End		160,394	154,717	148,518	196,158	189,757	184,061	175,746	162,956	150,067	134,442	

Appendix 10 (continued)

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										Total
		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	
XR3026	Beginning Balance	568,651	542,555	478,791	444,754	399,116	399,188	401,109	405,120	409,171	413,263	
Community Benefits – Original Section 37 Reserve Fund	Withdrawals (-)											
	Land Acquisition	(263)	(5,000)	-	-	-	-	-	-	-	-	(5,263)
	Outdoor											
	Recreation Centre	(87)	(528)	-	-	-	-	-	-	-	-	(615)
	Park	(9,649)	(9,803)	(5,287)	(423)	(1,400)	(409)	-	-	-	-	(26,971)
	Playgrounds/Water											
	play	(1,453)	(1,337)	-	-	-	-	-	-	-	-	(2,790)
	Pool	(47)	(9,906)	-	-	-	-	-	-	-	-	(9,953)
	Arena	(76)	-	(13,473)	(19,150)	(2,500)	-	-	-	-	-	(35,199)
	Trails & Pathways	(308)	(52)	-	-	-	-	-	-	-	-	(360)
	Special Facilities	-	-	-	-	-	-	-	-	-	-	-
	Community Centres	(5,500)	(15,931)	(4,959)	(7,816)	-	-	-	-	-	-	(34,206)
	Total Withdrawals	(17,383)	(42,557)	(23,719)	(27,389)	(3,900)	(409)	-	-	-	-	(115,357)
PFR Withdrawals - Operating		(25)	(25)	(25)								(75)
Other Program/Agency Net Withdrawals - Operating		(182)	(64)	(64)								(310)
Other Program/Agency Net Withdrawals - Capital		(14,034)	(26,199)	(14,824)	(22,447)	-	(1,652)	-	-	-	-	(79,156)
Interest		5,528	5,081	4,595	4,198	3,972	3,982	4,011	4,051	4,092	4,133	43,643
Balance at Year-End		542,555	478,791	444,754	399,116	399,188	401,109	405,120	409,171	413,263	417,395	

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										Total
		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	
XR3028	Beginning Balance	24,377	23,324	22,068	21,284	21,497	21,712	21,851	22,070	22,291	22,513	
Section 45 Reserve Fund	Withdrawals (-)											
	Outdoor											
	Recreation Centre	(15)	-	-	-	-	-	-	-	-	-	(15)
	Park Development	(666)	(106)	(1,000)	-	-	-	-	-	-	-	(1,772)
	Playgrounds/											
	Water play	-	-	-	-	-	-	-	-	-	-	-
	Pool	(16)	-	-	-	-	-	-	-	-	-	(16)
	Arena	(333)	-	-	-	-	-	-	-	-	-	(333)
	Community Centres	-	(1,069)	-	-	-	-	-	-	-	-	(1,069)
	Total Withdrawals	(1,030)	(1,175)	(1,000)	-	-	-	-	-	-	-	(3,205)
Other Program/Agency Net Withdrawals - Capital		(261)	(307)				(77)					(645)
Interest		237	226	216	213	215	217	219	221	223	225	2,211
Balance at Year-End		23,324	22,068	21,284	21,497	21,712	21,851	22,070	22,291	22,513	22,739	

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										Total
		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	
XR4101	Beginning Balance	5,934	4,478	3,379	(1,909)	(1,909)	(1,909)	(1,909)	(1,909)	(1,909)	(1,909)	
Community Benefit Charges	Withdrawals (-)											
	Park Development		(712)	(1,288)								(2,000)
	Total Withdrawals	-	(712)	(1,288)	-	-	-	-	-	-	-	(2,000)
Other Program/Agency Net Withdrawals - Capital		(1,508)	(426)	(4,000)								(5,934)
Interest		52	39	-	-	-	-	-	-	-	-	91
Balance at Year-End		4,478	3,379	(1,909)	(1,909)	(1,909)	(1,909)	(1,909)	(1,909)	(1,909)	(1,909)	

Appendix 11

Glossary

Approved Position: Permanent or temporary positions that support the delivery of City services and service levels in annual budget.

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 Deliver: Ability to spend money along with the capacity to deliver projects as demonstrated by historic spending patterns and approved contractual obligations.

Capital Budget and Plan: A Capital Budget and Plan is the City's 10-year strategy to acquire/build assets or extend the useful lives of existing assets. The Capital Budget is the first year of approved cash flows and future year's commitments and the remaining nine years include project estimates.

Capital Delivery 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 provide services.

Operating Impact of Completed Capital Projects: The Operating Budget Impact of Capital is the change in operating expenditure and / or revenue, which is projected to occur during the implementation of a capital project and / or when a capital project is completed. These changes should be documented on a Business Case Form in the appropriate category.

Rate Supported Budget: Budget fully funded by user fees such as Solid Waste, Toronto Water and Toronto Parking Authority.

Salary and Benefits Adjustment: General increases related to contractual obligations, such as cost of living, step increases, pay for performance and progression pay.

State of Good Repair (SOG): The cost of maintaining assets to ensure that they can support the delivery of City services and meet service outcomes.

Tax Supported Budget: Budget funded by property taxes.

User Fees: Includes all program-generated fees and rental revenue for the use of its services (such as the TTC fare, ice rental fees and various City permits).