

# 2020 Program Summary

## Parks, Forestry & Recreation

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### What we do

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

Parks, Forestry & Recreation maintains infrastructure valued at \$3.2 billion including 123 community centres, more than 1,500 parks, more than 500 km of trails and pathways, and 879 playgrounds. In addition, Toronto's urban forest canopy is valued at approximately \$7.0 billion.

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### Why we do it

Parks, Forestry & Recreation services are key drivers of social, environmental, and economic capital, contributing to Toronto's sustained livability and overall health during this period of unprecedented growth. A vibrant and accessible system of parks, recreation facilities and programs, healthy and growing natural environments, and a strong and resilient urban forest canopy are essential to maintaining a livable and sustainable Toronto that is a leader in mitigating the effects of climate change.

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### Who we serve

- Residents
- BIAs, businesses
- Volunteers, community groups
- Families with low incomes, newcomers
- School boards, social services
- Other divisions, PFR staff
- Sport, recreation organizations
- Faith groups
- Visitors
- Conservation organizations
- Environmental stakeholders
- Property owners
- Land developers, arboriculture industry






## Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$ Millions	2020	2021	2022	\$ Millions	2020	2021-2029	Total
Revenues	\$136.3	\$138.0	\$134.7	Gross Expenditures	\$188.8	\$2,046.6	\$2,235.4
Gross Expenditures	\$459.4	\$467.9	\$473.8	Debt	\$77.3	\$695.7	\$773.0
Net Expenditures	\$323.1	\$330.0	\$339.2				
Approved Positions	4,639.1	4,699.2	4,738.8				

## Key service outcomes

Outcomes	Description
<b>The public accesses and uses high-quality and connected parks and natural spaces</b>	As the city continues to grow, the public has equitable park access, particularly in proximity to high-growth areas, mobility options, and a diverse range of parks in both function, experiences and size. Parks are well-maintained, well-built, and well-designed and are welcoming to diverse users and encourage return visits. Visitors also enjoy a connected network of trails and pathways to parks, natural spaces, and other civic destinations so people and flora can move with ease between and through the parks system.
<b>A healthy and resilient urban forest and ravines</b>	A healthy, growing and resilient urban forest and ravine system that is well-maintained, has the ability to mitigate climate change impacts and maintain its ecological integrity as the city's population grows. It conserves and enhances biodiversity and ecosystem functions including temperature regulation, stormwater management and air quality. The pressures of development are balanced through strong by-laws that protect trees and support the growth of the tree canopy to a target level of 40% land coverage.
<b>The public has equitable access to affordable and high-quality programs and recreational facilities</b>	The public's barriers to participation are addressed, including financial, geographic availability, and variety and suitability of programs offered. Our programs support neighbourhood improvement areas and more Toronto residents are engaged. The public has local access to high quality programs and facilities that are safe and age-appropriate, regardless of age, ability and interest. New programs and facilities are brought online to address existing gaps and respond to areas with significant growth.
<b>Public spaces and parks are safe and climate change resilient</b>	Parks and park amenities that are well-designed, have clear sightlines, and respond to the effects of extreme weather including droughts, floods, and temperature changes. Our parks are prepared for unpredictable seasonal fluctuations and weather conditions, and our partnerships improve oversight and enforcement to ensure the safety and resilience of our parks as usage grows alongside the city's population.
<b>The public is aware of the benefits of trees, green infrastructure, the urban forest and ravines</b>	Engaged and informed communities understand the value and benefits of urban forests and ravines and how they contribute to the quality of life and mitigation of climate change while delivering environmental, social, and economic benefits.
<b>Youth are engaged through leadership and life skill development, volunteerism and employment</b>	Leadership development, job readiness training, volunteerism and employment pre-requisite certification programs are accessed by youth in the city in preparation for employment as leaders and instructors in PFR recreation programs and the community at large. Investing in local youths' pathways to employment leads to better outcomes for young people in the city and engages them in civic life.

## Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	Number of bookings in parks (for picnics, sport fields, allotment gardens etc.)	154,000	155,000	155,000	<span style="color: green;">●</span>
	Number of Forestry work orders completed	460,000	525,000	535,000	<span style="color: green;">●</span>
	Participant visits for instructional and drop-in recreation programs	10.5 Million	10.5 Million	10.6 Million	<span style="color: green;">●</span>
	Visits to the Registration webpage	556,396	641,514	700,000	<span style="color: green;">●</span>
	Invest in State of Good Repair of parks and facilities to address the backlog	56.6 Million (12% of backlog)	46.8 Million (8% of backlog)	54.2 Million (9% of backlog)	<span style="color: red;">●</span>

### Our experience and success

- Toronto's parks hosted over 980 special events, of which the top 10 largest events welcomed over 6.2 million attendees.
- Opened the North Toronto Community Recreation Centre and a revitalized College Park including the Barbara Ann Scott Skate Trail. Reviewed and provided input into over 400 development applications to secure funds and land for new and expanded parks across the city.
- Worked with Toronto and Region Conservation Authority (TRCA) on mitigation efforts related to climate change and severe weather events.
- Proactive maintenance programs have improved street tree condition and performance with 81% of street trees in good or excellent condition.
- Planting 120,000 trees annually is helping to mitigate the impacts of climate change on canopy expansion. More than 35,170 tonnes of carbon were sequestered by Toronto's urban canopy.
- Welcomed and engaged over 10.5 million recreation program participants. More than 88,000 children and youth learned a new sport, learned to swim, or learned a new skill through "learn-to" recreation programs.
- Successfully implemented Phase 1 of the Growth Plan, adding 19,459 of the targeted 20,000 spaces in high-demand registered programs in high-demand facilities. Waitlists were reduced by 9% from 2017.
- The Parks and Recreation Facilities Master Plan and the city-wide Parkland Strategy were finalized and approved by City Council, establishing a framework for an ambitious capital and parkland expansion program for the next twenty years to respond to incoming growth and demographic changes.

### Key challenges and risks

- Building social and environmental resilience and mitigating and adapting to the effects of climate change and extreme weather on communities and their parkland, civic buildings, and urban forest canopy.
- Providing equitable access while balancing the pressure of Toronto's growing and diversifying population to parks, natural areas, and recreational programming while prioritizing state of good repair efforts.
- Developing a high-performing workforce equipped to provide quality customer service.
- Investing in modernization, business transformation, and technological innovation.

- Addressing the spillover effects of public health and safety issues like the opioid crisis and homelessness in a dynamic and complex urban environment.
- Protecting the urban forest from the effects of climate change including the spread of invasive species.
- Addressing state of good repair backlog in our existing indoor and outdoor recreation facilities, and investing in park improvements, expansions and connections to serve our growing city.
- Uncertainty regarding funding for growth-related and service improvement projects as a result of legislative changes (Bill 108).

### Priority actions

- Implement Council-approved strategic plans including the Parks and Recreation Facilities Master Plan 2019-2038, Ravine Strategy, TOcore, Midtown Parks and Public Realm Plan, Parkland Strategy, Poverty Reduction Strategy, Seniors Strategy, Resilience Strategy, Youth Equity Strategy, and Biodiversity Strategy.
- Implement modernization, transformation and innovation processes such as new registration and work order systems.
- Provide quick and effective storm response to mitigate public risk and unexpected damage to the tree canopy. Advance proactive tree care and maintenance programs to improve tree health and function.
- Implement Auditor General's recommendations to improve tree maintenance and bylaw oversight.
- Advance the Community Recreation Growth Plan and Swim to Survive expansion.
- Open Canoe Landing Community Recreation Centre, Wellesley Pool and re-open Agincourt Recreation Centre.
- Advance State of Good Repair capital projects of existing parks and facilities to address the backlog which is projected to be \$659.6 million by 2029.
- Prioritize equitable distribution and investment in the Playground Equipment Program.
- Leverage partnerships, including inter-divisional initiatives and developer-built parks and recreation facilities.
- Engage communities in the planning and design of parks and recreation facilities. Design for resilience to climate change and extreme weather.
- Protect environmental and heritage resources through partnerships with other divisions and agencies.
- Review and revise Urban Forestry Service Plan, including the Emerald Ash Borer Plan.

### Our key service levels



Maintain **4,400 hectares of parkland** across the City



Provide **1.1 million program hours** for instructional and leisure drop-in recreation programs



Plant **120,000 trees** annually

### Key service deliverables

- Provide high-quality, clean and safe parks and public spaces in a growing city for residents and visitors to socialize, enjoy nature and play year-round.
- Deliver and improve access to affordable, inclusive and high-quality recreation programs and facilities for a growing and changing city.
- Contribute to the city's environmental resilience by prioritizing ecological services in park design and maintenance, including stormwater management, temperature and air quality.
- Grow, protect, maintain and enhance Toronto's urban forest canopy.
- Improve the resilience of the urban forest and mitigate and adapt to climate change impacts.
- Provide space for community building and foster resilience through design excellence in new, revitalized and connected parks and recreation facilities.
- Create opportunities for youth employment and skill-building.

## RECOMMENDATIONS

City Council adopted the following recommendations:

1. City Council approve the 2020 Operating Budget for Parks, Forestry & Recreation of \$459.4 million gross, \$323.1 million net for the following services:

<b>Service:</b>	<b>Gross (\$000s)</b>	<b>Revenues (\$000s)</b>	<b>Net (\$000s)</b>
Community Recreation	239,676.4	76,578.9	163,097.5
Parks	154,675.7	34,714.6	119,961.1
Urban Forestry	65,048.1	25,039.3	40,008.9
<b>Total Program Budget</b>	<b>459,400.2</b>	<b>136,332.8</b>	<b>323,067.5</b>

2. City Council approve the 2020 staff complement for Parks, Forestry & Recreation of 4,639.1 positions, comprising 157.9 capital positions and 4,481.2 full time equivalent operating positions.
3. City Council approve the 2020 new user fees, technical adjustments to user fees, rationalized user fees, and other fee changes above the inflationary adjusted rate for Parks, Forestry & Recreation identified in Appendix 8, for inclusion in the Municipal Code Chapter 441 "Fees and Charges".
4. City Council approve the 2020 Capital Budget for Parks, Forestry & Recreation with cash flows and future year commitments totaling \$903.415 million as detailed by project in Appendix 5a.
5. City Council approve the 2021-2029 Capital Plan for Parks, Forestry & Recreation totalling \$1,332.040 million in project estimates as detailed by project in Appendix 5b.
6. City Council direct that all sub-projects with third party financing be approved conditionally, subject to the receipt of such financing in 2020 and if such funding is not forthcoming, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs.
7. City Council revise the contribution policy with respect to the receipt of replacement tree planting funds collected under the Street Tree and Private Tree By-laws (City of Toronto Municipal Code, Chapter 813, Articles II and III) in which all replacement tree planting funds collected be contributed directly to the Tree Canopy Reserve Fund (XR1220), therefore no longer requiring funds to be budgeted through the Operating Budget as revenues and corresponding expenditures in the form of a contribution to the reserve fund.
8. City Council request the General Manager, Parks, Forestry and Recreation to consider, as part of the 2021 Budget process, placing the Downsview Recreation Centre on the Recreation long-term capital plan and to work with the local Councillor to leverage Section 37 funds allocated to this project for design work.
9. City Council request the General Manager, Parks, Forestry and Recreation to consult with the Toronto Skateboard Committee and relevant stakeholders on any cost adjustments needed to deliver the four community skate parks funded in the Capital Budget, and report back through the 2021 Budget Process.
10. City Council request the General Manager, Parks, Forestry and Recreation to consider as part of the 2021 budget process, accelerating the feasibility and installation work for a new elevator and other accessibility upgrades at Tam Heather Curling and Tennis Club, (currently in the 2020-2029 Capital Budget and Plan: \$2.742 million and \$0.250 million in 2023 and \$2.492 million in 2024, for the state of good repair rehabilitation) to 2021 and 2022.

# 2020 OPERATING BUDGET

## 2020 OPERATING BUDGET OVERVIEW

**Table 1: 2020 Operating Budget by Service**

(\$000s)	2018	2019	2020	2020 New /	2020 Total	Change v. 2019	
	Actual*	Projected Actual*	Base Budget	Enhanced	Op. Budget	Projected	Actual
By Service	\$	\$	\$	\$	\$	\$	%
<b>Revenues</b>							
Community Recreation	70,650.9	72,795.3	76,278.3	300.6	76,578.9	3,783.6	5.2%
Parks	31,332.3	30,108.3	34,686.7	27.9	34,714.6	4,606.3	15.3%
Urban Forestry	25,509.6	30,220.4	23,056.3	1,983.0	25,039.3	(5,181.2)	(17.1%)
<b>Total Revenues</b>	<b>127,492.8</b>	<b>133,124.0</b>	<b>134,021.2</b>	<b>2,311.5</b>	<b>136,332.8</b>	<b>3,208.7</b>	<b>2.4%</b>
<b>Expenditures</b>							
Community Recreation	218,694.3	223,401.3	236,257.8	3,418.6	239,676.4	16,275.2	7.3%
Parks	142,289.5	145,184.9	153,990.8	684.9	154,675.7	9,490.8	6.5%
Urban Forestry	67,114.5	67,742.2	62,239.6	2,808.5	65,048.1	(2,694.0)	(4.0%)
<b>Total Gross Expenditures</b>	<b>428,098.2</b>	<b>436,328.3</b>	<b>452,488.2</b>	<b>6,912.1</b>	<b>459,400.2</b>	<b>23,071.9</b>	<b>5.3%</b>
<b>Net Expenditures</b>	<b>300,605.4</b>	<b>303,204.3</b>	<b>318,467.0</b>	<b>4,600.5</b>	<b>323,067.5</b>	<b>19,863.2</b>	<b>6.6%</b>
<b>Approved Positions</b>	<b>4,522.3</b>	<b>4,527.4</b>	<b>4,569.8</b>	<b>69.2</b>	<b>4,639.1</b>	<b>111.7</b>	<b>2.5%</b>

\*2019 Q3 Proj Actuals and 2018 Actuals adjusted retroactively to remove interdepartmental charges and recoveries

### COSTS TO MAINTAIN EXISTING SERVICES

**Total 2020 Base Budget** expenditures of \$452.5 million gross and \$318.5 million net reflects an increase of \$16.2 million gross and \$15.3 million net in spending above 2019 projected year-end actuals predominantly arising from:

- Step and progression pay increases.
- Operating Impacts of new recreation facilities and parkland improvements.
- Inflationary increases for materials, supplies, equipment and contractual obligations.

### COSTS TO ENHANCE SERVICES

**New and Enhanced Service** expenditures of \$6.9 million gross and \$4.6 million net enabling:

- **Disaster Mitigation & Adaption Fund** - Building resilience, mitigating and adapting to the effects of climate change through enhancements to ecosystem functions and strengthening green infrastructure (\$2.0 million gross, zero net).
- **Community Recreation Growth Plan & Waitlist Management** - Addressing increasing demand for recreation programs; ensuring equitable and affordable access to programs and creating opportunities for youth employment and skill building (\$1.1 million gross, \$0.8 million net).
- **Enhanced Youth Spaces** - Expanding the program based on three pillars of dedicated space, dedicated staff and youth-led programming. Expansion will address increasing demand for safe spaces for youth and youth recreation programs and will provide mentorship, job-readiness support skill development (\$2.1 million gross and net).
- **Tree Maintenance & By-Law Oversight Improvements** - Addressing Auditor General's recommendations to improve governance and oversight, complete compliance inspections and policy development (\$0.2 million gross and net).
- **Swim to Survive** - Expanding the Program to 18,750 Grade 4 students providing access to water safety and drowning prevention skills (\$0.2 million gross and net).
- **Ravine Strategy Implementation** – Implementing the Ravine Strategy including invasive species management and litter clean up; and capital project delivery (\$1.3 million gross, \$1.3 million net).

### EQUITY IMPACTS OF BUDGET CHANGES

The Operating Budget includes an investment of \$3.4 million gross and \$3.1 million net to add 10 new enhanced youth spaces, address increasing demand for recreation programs, and provide water safety and education to young people through the Swim to Survive program. These investments will have a high positive impact on low-income families and vulnerable youth and will advance the Recreation Growth Plan, Recreation Services Plan and they also support the City's Poverty Reduction Strategy. The Operating Budget also includes \$1.3 million gross and net to support the implementation of the Ravine Strategy which will have a positive impact on seniors and youth.

**2020 OPERATING BASE BUDGET KEY DRIVERS**

The 2020 Operating Base Budget for Parks, Forestry & Recreation is \$452.5 million gross or 3.7% higher than the 2019 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget, while Table 2c summarizes New and Enhanced requests.

**Table 2a: 2020 Key Drivers – Base Budget**

Key Cost Drivers (\$000s)	2018 Actual*	2019 Projected Actual*	2020 Base Budget	Year over Year Changes	
				\$	%
<b>Expenditures</b>					
1 Salaries and Benefits	297,362.1	303,932.6	321,843.6	17,910.9	5.9%
2 Materials & Supplies	36,403.2	37,588.2	39,666.0	2,077.8	5.5%
3 Equipment	2,862.1	2,853.1	3,053.1	200.0	7.0%
4 Service and Rent	62,706.5	62,544.1	61,655.7	(888.4)	(1.4%)
5 Contribution To Reserves	16,832.1	17,612.2	14,156.0	(3,456.3)	(19.6%)
6 Other Expenditures	11,932.1	11,798.1	12,113.9	315.8	2.7%
<b>Total Expenditures</b>	<b>428,098.2</b>	<b>436,328.3</b>	<b>452,488.2</b>	<b>16,159.8</b>	<b>3.7%</b>
<b>Revenues</b>					
1 Provincial Subsidies	971.0	835.0	835.2	0.2	0.0%
2 Federal Subsidies	296.9	302.5	350.0	47.5	15.7%
3 User Fees & Donations	95,791.4	96,249.4	93,925.2	(2,324.2)	(2.4%)
4 Transfers From Capital	10,609.9	11,766.7	17,907.4	6,140.7	52.2%
5 Other Revenues	19,823.7	23,970.3	21,003.5	(2,966.9)	(12.4%)
<b>Total Revenues</b>	<b>127,492.8</b>	<b>133,124.0</b>	<b>134,021.2</b>	<b>897.2</b>	<b>0.7%</b>
<b>Net Expenditures</b>	<b>300,605.4</b>	<b>303,204.3</b>	<b>318,467.0</b>	<b>15,262.6</b>	<b>5.0%</b>

\*2019 Q3 Proj Actuals and 2018 Actuals adjusted retroactively to remove interdepartmental charges and recoveries

**Salaries & Benefits:**

Labour economic factors including step and progression Pay (\$8.7 million), staffing costs to align capital positions with project delivery cycles (\$6.1 million), and operating impacts of capital for Canoe Landing, Wellesley Pool community centres and various park replacements and improvements (\$3.1 million).

**Non Labour Increases:**

Inflationary increases for materials, supplies, equipment and contractual obligations of (\$1.1 million) and operating impacts of capital for Canoe Landing, Wellesley Pool and various park replacements and improvements (\$2.0 million).

**Contribution to Reserves & User Fees:**

The 2020 Operating Budget for PFR includes a policy change to contribute Urban Forestry user fees directly to the Tree Canopy Reserve Fund (recommendation #7 on page 5). As a result, the 2020 Operating Budget includes a reduction of \$3.6 million in both user fee revenues and contributions to reserve funds, with a net zero budget impact. Without the policy change, PFR's 2020 user fee revenues would total \$97.5 million and contributions to reserves funds would total \$17.8 million.

**Transfers from Capital:**

Transfer of funding from capital to offset staffing costs related to aligning capital positions with project delivery cycles. The increase over 2019 projected actuals is primarily due to the deferral of 2019 capital projects to 2020.



**Table 2b: Efficiencies / Savings**

		(\$000s)									
Category	Type	2020				2021			2022		
		Revenue	Gross	Net	Positions	Gross	Net	Positions	Gross	Net	Positions
Salaries and Benefits Assumptions	Line by Line		(1,857.0)	(1,857.0)							
Utilities	Line by Line		(2,896.0)	(2,896.0)							
<b>Budget Increase/(Decrease)</b>		-	<b>(4,753.0)</b>	<b>(4,753.0)</b>	-	-	-	-	-	-	-

The **2020 Operating Budget** includes \$4.8 million in gross expenditure reductions identified as part of the internal budget review as follows:

#### **Line by Line**

- Analysis and review of salary and benefit assumptions including medical, dental, OMERS and long term disability identified a reduction of \$1.9 million based on reasonable corporate assumptions.
- Line-by-line review of non-salary expenditures based on actual experience resulted in a reduction of \$2.9 million attributed to lower energy consumption at recreation facilities.

**Table 2c: 2020 Key Drivers – New / Enhanced**

New / Enhanced (\$000s)	2020				2021 Annualized Gross	Equity Impact
	Revenue	Gross	Net	Positions		
1 Community Recreation Growth Plan & Waitlist Management Phase 3	260.7	1,085.1	824.4	21.5	1,085.1	High
2 "Swim to Survive" Recreation Program - Phase 5		159.6	159.6	4.0	159.0	High
3 Disaster Mitigation & Adaption Fund (DMAF) -Tree Canopy	1,971.0	1,971.0			1,971.0	
4 Tree Maintenance and By-Law Oversight Improvements (Auditor General Recommendation)		225.0	225.0	3.0	940.0	
5 Enhanced Youth Spaces - Add 10 New Spaces		2,134.0	2,134.0	29.3	1,924.8	High
6 Ravine Strategy - Capital Project Delivery	79.8	79.8		1.0	124.5	
7 Ravine Strategy - Implementation		1,257.6	1,257.6	10.3	1,808.7	Low
<b>Total New / Enhanced</b>	<b>2,311.5</b>	<b>6,912.1</b>	<b>4,600.5</b>	<b>69.2</b>	<b>8,013.1</b>	

**Community Recreation Growth Plan & Waitlist Management Phase 3 (\$1.1 million gross, \$0.8 million net)**

Address increasing demand for recreation programs; ensure equitable and affordable access to programs; create opportunities for youth employment and skill-building by increasing the number of program spaces by 15,000 in 2020.

**"Swim to Survive" Recreation Program – Phase 5 (\$0.2 million gross and net)**

Expansion of basic swim survival skills program for an additional 3,250 Grade 4 students in 2020. This is a water safety and drowning prevention program designed to build their competencies in surviving a fall into deep water.

**Disaster Mitigation & Adaption Fund (DMAF) – Tree Canopy (\$2.0 million gross, \$0 net)**

Building resilience, mitigating and adapting to the effects of climate change through enhancements to ecosystem functions and strengthening green infrastructure, fully funded by the Tree Canopy Reserve Fund and federal grants.

**Tree Maintenance and By-Law Oversight Improvements (\$0.2 million gross and net)**

Address Auditor General Recommendations to improve governance and oversight activities, complete compliance inspections, policy development and training.

**Enhanced Youth Spaces – Add 10 New Spaces (\$2.1 million gross and net)**

Expand the Enhanced Youth Space program based on three pillars: dedicated space, dedicated staff and youth-led programming. Expansion will help address increasing demand for safe spaces for youth and youth recreation programs, and will provide mentorship, job-readiness support skill development for youth in areas of the city lacking in youth services and communities experiencing greater youth marginalization. Planned enhancements include an additional 10 spaces.

**Ravine Strategy – Capital Project Delivery (\$0.1 million gross, \$0 net)**

Support the implementation of capital improvements identified in the Ravine Strategy with 1.0 temporary capital position, fully funded by a capital recovery from the City Wide Environmental Initiatives (Ravine Strategy) sub-project within the 2020 Capital Budget for Parks, Forestry and Recreation.

**Ravine Strategy – Implementation (\$1.3 million gross and net)**

Create a dedicated ravine litter clean-up program and support enhanced invasive species management and ecological restoration in ravines, including 10.3 new positions in 2020 to support the initiative.

**Note:**

- For additional information on 2020 key cost drivers refer to [Appendix 1](#) for a more detailed listing and descriptions of the 2020 Service Changes and [Appendix 3](#) for the 2020 New and Enhanced Service Priorities, respectively.

**2021 & 2022 OUTLOOKS****Table 3: 2021 and 2022 Outlooks**

(\$000s)	2019 Projected Actual*	2020 Operating Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	133,124.0	136,332.8	137,965.5	134,677.0
Gross Expenditures	436,328.3	459,400.2	467,931.8	473,830.3
<b>Net Expenditures</b>	<b>303,204.3</b>	<b>323,067.5</b>	<b>329,966.3</b>	<b>339,153.4</b>
<b>Approved Positions</b>	<b>4,527.4</b>	<b>4,639.1</b>	<b>4,699.2</b>	<b>4,738.8</b>

\*2019 Q3 Projected Actuals adjusted retroactively to remove interdepartmental charges and recoveries

## Key 2021 drivers

### Economic Factors

- Salaries and benefits increases related to step and progression pay.
- Inflationary increases for materials, supplies, equipment, and contractual obligations.

### Growth

- Implement Phase 4 of Community Recreation Growth Plan & Waitlist Management and Swim to Survive Phase 6.
- Ongoing sustainment costs arising from information technology modernization projects and additional parks and improvements.

## Key 2022 drivers

### Economic Factors

- Salaries and benefits increases related to step and progression pay.
- Inflationary increases for materials, supplies, equipment, and contractual obligations.

### Growth

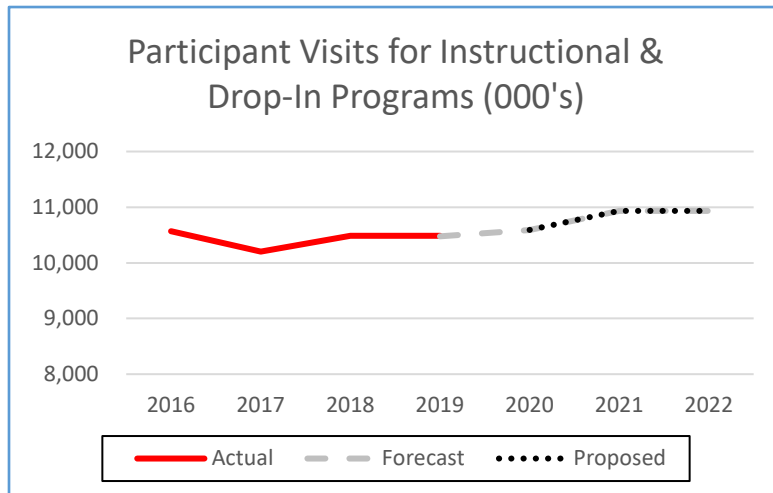
- Implement Phase 5 of Community Recreation Growth Plan & Waitlist Management.
- Initial implementation of opening the multi-use Bessarion Community Centre and East Bayfront Community Centre.

### Revenue Changes

- Completion of a 2 year federal funding for Disaster Mitigation & Adaption Fund (DMAF) -Tree Canopy.

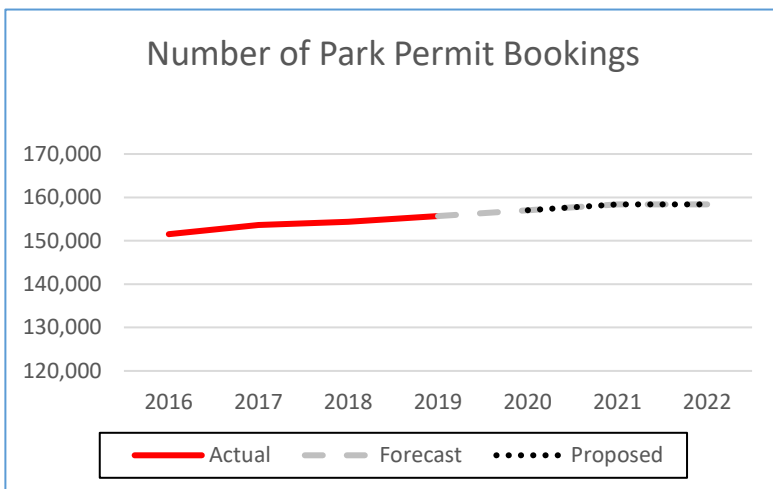
## How well we are doing

### Performance measures

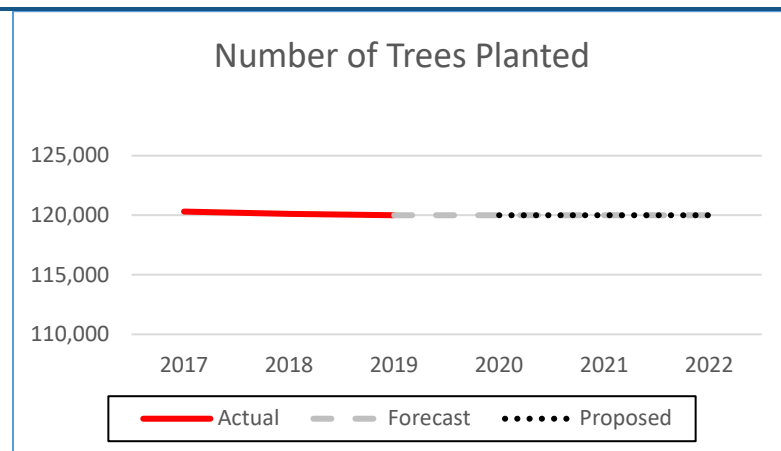


### Behind the numbers

- The increasing trend is a result of effective service planning, investments in community facilities and through partnerships.
- Visits will continue to increase with the opening of Canoe Landing Community Centre, Wellesley Pool in addition to the Growth Plan.



- There is an increasing trend in number of parks permitted and number of special events hosted in parks. With a growing population and related density, there is increasing demand for more outdoor space.
- Slower rate of increase in permits in 2020-2022 is projected due to competing demand during peak times for the same permit space resulting in at capacity at popular locations, and overuse of some spaces results in limits to capacity.
- In spite of this pressure along with the increase in challenges related to extreme weather, we are maintaining parks at a high standard.

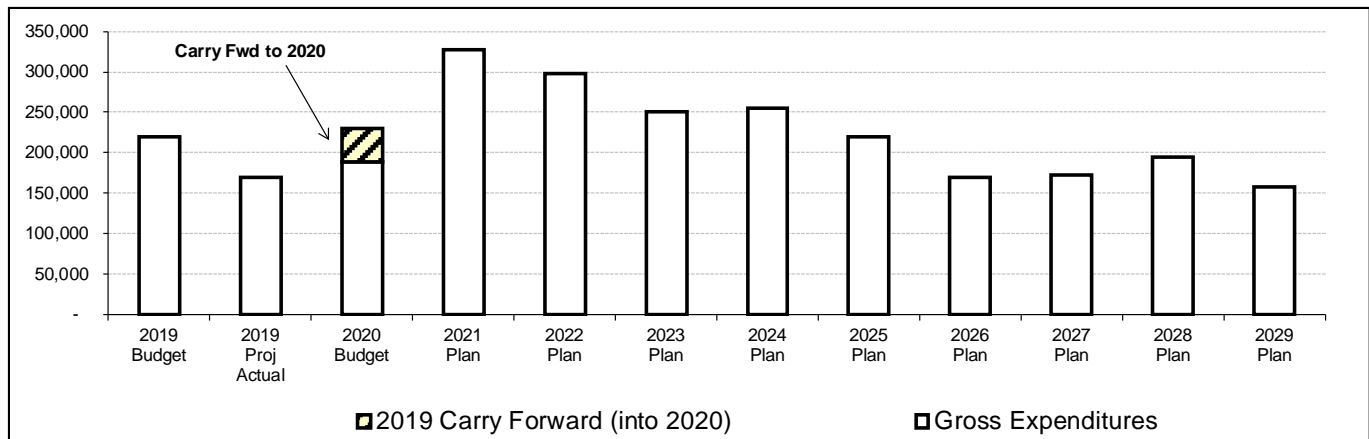


- Ongoing tree planting at target levels of 120,000 trees annually is a key action needed to achieve the City's target of 40% canopy cover.
- Planting at this level has helped to mitigate the impacts of climate change on canopy expansion.
- Trees are planted in public parks and natural areas, along City streets and through partnerships to plant on private land where the greatest potential for canopy growth exists.

# 2020 – 2029 CAPITAL BUDGET AND PLAN

**2020 – 2029 CAPITAL BUDGET & PLAN OVERVIEW**

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



	2020 Capital Budget and 2021 - 2029 Capital Plan									
	2019		2020	2021	2022	2023	2024	2020 - 2024	2025-2029	Total 10 Year Plan
	Budget	Projected Actual								
<b>Gross Expenditures by Project Category:</b>										
Health & Safety & Legislated	766	91	1,005	1,664	47	-	200	2,916	-	2,916
SOGR	62,851	55,387	71,412	70,979	70,446	66,865	69,856	349,558	323,996	673,554
Service Improvement & Growth	155,503	114,522	116,368	254,318	226,696	184,354	185,587	967,323	591,662	1,558,985
<b>Total by Project Category</b>	<b>219,119</b>	<b>170,001</b>	<b>188,785</b>	<b>326,961</b>	<b>297,189</b>	<b>251,219</b>	<b>255,643</b>	<b>1,319,797</b>	<b>915,658</b>	<b>2,235,455</b>
<b>Financing:</b>										
<b>Debt / CFC</b>	<b>72,737</b>		<b>77,269</b>	<b>92,265</b>	<b>86,544</b>	<b>74,019</b>	<b>74,929</b>	<b>405,026</b>	<b>367,947</b>	<b>772,973</b>
Reserves/Reserve Funds	73,079		42,582	90,344	56,549	32,514	30,210	252,199	89,828	342,027
Development Charges	24,094		32,773	67,925	27,222	10,496	3,096	141,512	-	141,512
Provincial								-	-	-
Federal			4,777	3,792	1,843			10,412	-	10,412
Debt Recoverable								-	-	-
Other Revenue	49,210		31,384	72,635	125,031	134,190	147,408	510,648	457,883	968,531
<b>Total Financing</b>	<b>219,119</b>		<b>188,785</b>	<b>326,961</b>	<b>297,189</b>	<b>251,219</b>	<b>255,643</b>	<b>1,319,797</b>	<b>915,658</b>	<b>2,235,455</b>

**Changes to Existing Projects**

- The 2020-2029 Capital Budget and Plan reflects an increase of \$322.0 million over the nine common years (2020-2028).
- Increased funding of \$60.7 million for the Don Mills Recreation Facility.
- Net increase of \$22.6 million for several projects to reflect updated cost estimates, project scope changes, and project schedules.

**New Projects**

- The 2020 10-Year Capital Plan includes some new key investments as follows:
- \$177.7 million for Parkland Acquisition.
- Implementation of the Council Approved Parks and Recreation Facilities Master Plan including \$52.0 million for John Innes CC.
- \$8.0 million for the Moss Park Redevelopment.
- \$22.6 million for the Playground Enhancement Program
- \$1.3 million to address impacts of 2019 High Lake Effect Flooding.






**Capital Needs Constraints**

- PFR has "capital needs constraints" of \$269.9 million phased over 2021-2029 to address the accumulated backlog for State of Good Repair, which is projected to be \$659.6 million by 2029.
- The Council Approved Parks and Recreation Facilities Master Plan recommends an additional investment of \$235.0 million for in-scope facilities (community centres, arenas, pools, etc.) to be phased in over the 2020 Ten-Year Capital Plan.

**Note:** For additional information, refer to [Appendix 5](#) for a more detailed listing of the 2020 and 2021-2029 Capital Budget & Plan by project; [Appendix 6](#) for Reporting on Major Capital Projects – Status Update; and [Appendix 7](#) for Capital Needs Constraints, respectively

**2020 – 2029 CAPITAL BUDGET AND PLAN**

**\$2,235.4 Million 10-Year Gross Capital Program**

				
<b>Aging Infrastructure</b>	<b>Enhanced Resiliency</b>	<b>Addressing Gaps &amp; Serving Growing Communities</b>	<b>Land Acquisition</b>	<b>Improving User Access &amp; Information Technology</b>
\$650.2 M 29%	\$23.3 M 1%	\$1,299.0 M 58%	\$224.7 M 10%	\$38.2 M 2%
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	Implement the Parks and Recreation Facilities Master Plan (facilities in North East Scarborough, Western North York and Don Mills); plan for parkland (Eglinton and David Crombie), Ravine Strategy, 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 Enterprise Work Management

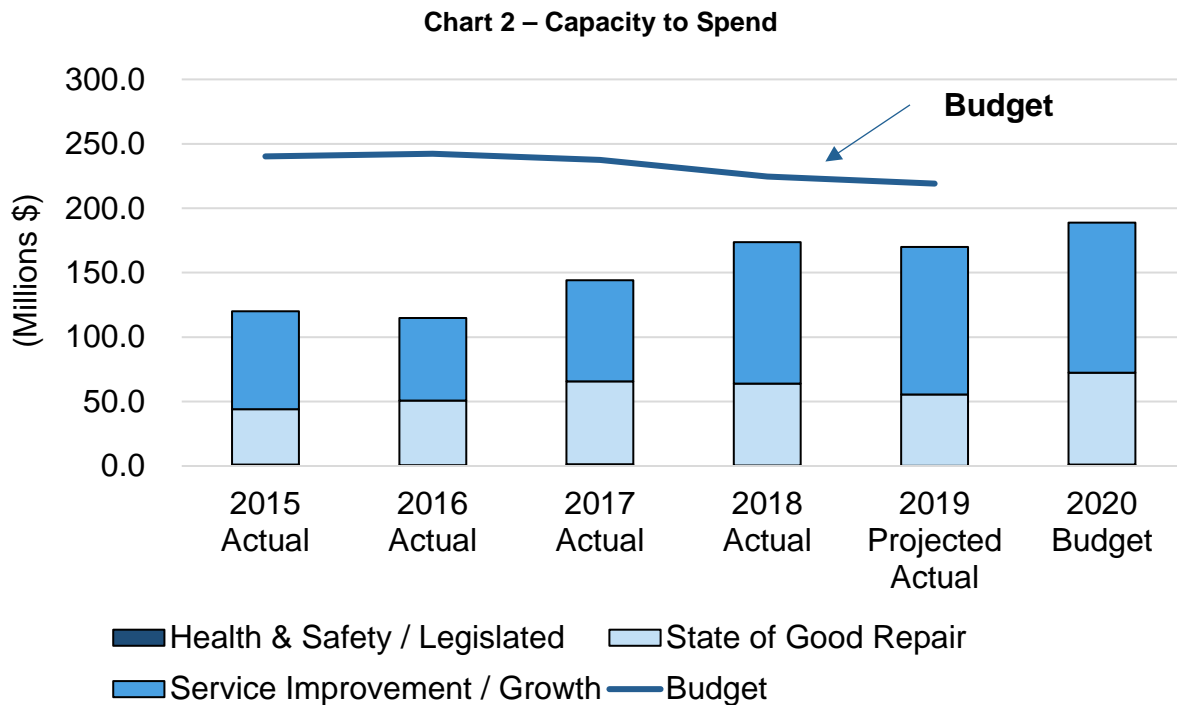
**How the Capital Program is Funded**

<b>City of Toronto</b>				<b>Federal Funding</b>	
<b>\$2,225.0 M</b> 99.5%				<b>\$10.4 M</b> 0.5%	
Debt / CFC	\$ 773.0 M	Other: Unapplied Capital Financing	\$ 812.9 M	Disaster Mitigation and Adaptation Fund (DMAF)	\$ 10.4 M
Recoverable Debt	\$ 0 M	Other: Section 42 Above 5% CIL	\$ 76.2 M		
Reserve Draws	\$ 342.0 M	Other: Section 37/45	\$ 58.4 M		
Development Charges	\$ 141.5 M	Other: Various	\$ 21.0 M		

### CAPACITY TO SPEND REVIEW

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

Key components in determining an appropriate level of annual cash flows include historical capacity to spend reviews by project categories (Chart 2 below) as well as the level of projected 2019 underspending that will be carried forward into 2020 to complete capital work.



Category (in \$ Millions)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Projected Actual	2020 Budget
Health & Safety / Legislated	1.1	0.5	1.4	0.4	0.1	1.0
State of Good Repair	43.0	50.2	64.3	63.5	55.4	71.4
Service Improvement / Growth	76.1	64.2	78.4	109.8	114.5	116.4
<b>Total</b>	<b>120.2</b>	<b>114.9</b>	<b>144.0</b>	<b>173.7</b>	<b>170.0</b>	<b>188.8</b>
<b>% Spent</b>	<b>50%</b>	<b>47%</b>	<b>61%</b>	<b>77%</b>	<b>78%</b>	

#### Capacity to Spend Review Impact on the 10-Year Capital Plan

PFR has increased annual capital spending from \$97.5 million in 2014 to \$173.7 million in 2018. This is an overall increase in spending of 78.1% over the previous five years. The projection for PFR's spend rate for 2019 is \$170.0 million or 77.6% of the 2019 Council Approved Capital Budget, including 88.1% on State of Good Repair and 73.6% on Service Improvement and Growth Related projects. PFR has exceeded the five-year average on spending of \$130.1 million since 2017. This upward trend in spending is a result of additional staff resources, improved processes and better alignment of cash flow to project delivery.

The 2020-2029 Capital Budget and Plan is the largest to date at \$2.2 billion and reflects PFR's demonstrated ability and capacity to maintain existing assets in a state of good repair while also satisfying the demand for growth and service improvement. The 2020 Capital Budget of \$188.8 million includes carry forward funding of \$41.9 million from 2019, and supports the delivery of ongoing projects and programs, as well as new projects that are anticipated to be awarded in 2020.



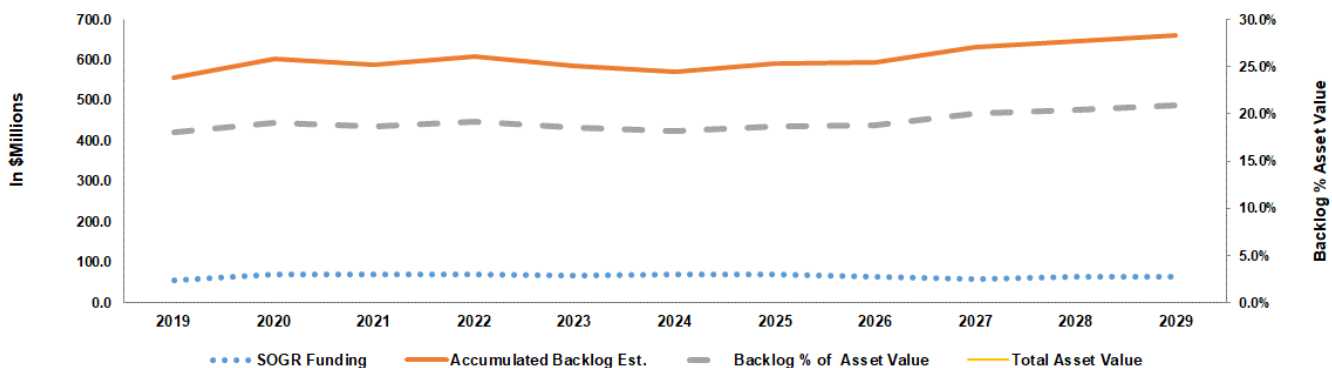
Based on the review of historical capital spending constraints, \$84.4 million in capital spending originally cash flowed in 2020 has been deferred to 2021 or future years. Key adjustments to the Capital Plan are noted below:

- The 2020 cash flows for a *New Building at Humber Bay Park East* and *Dufferin Grove New Community Field House* has been deferred by \$4.2 million and \$1.3 million respectively, to align with timing of the design and engagement processes.
- *Parkland Acquisitions* cash flow of \$8.6 million in 2020 has been deferred to 2021 due to protracted negotiation and settlement processes.
- The *Lower Garrison Creek (Mouth of the Creek) Park* 2020 cash flow has been deferred by \$5.5 million to reflect updated project delivery timelines to facilitate Metrolinx’s use of the site for staging.
- The 2020 cash flow for *Grand Avenue Park Remediation and Park Development* projects has been deferred by \$1.0 million and \$1.8 million respectively, to reflect the updated timelines for development of the site.
- The *John Street Corridor* 2020 cash flow of \$1.0 million has been deferred to 2022 to align with timing of the project which is being done in coordination with Transportation Services.
- The 2020 cash flow for the *Replacement of Ferry Boat #1* has been revised by \$2.3 million to reflect the timing of procurement in 2020.
- Cash flow of \$16.5 million in 2020 has been deferred for the *Wallace Emerson (Galleria) Redevelopment* to reflect the timing of the developer delivered project.
- The *North East Scarborough Community Centre Construction* 2020 cash flow has been deferred by \$6.0 million to align with the project timelines due to re-design required for Design Review Panel approval.

**STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG**

The chart below depicts the SOGR funding and accumulated backlog estimates for key asset classes in Parks, Forestry & Recreation.

**Chart 3: Total SOGR Funding & Backlog**



\$ Millions	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<b>SOGR Funding</b>	55.4	71.4	71.0	70.4	66.9	69.9	69.2	65.5	59.6	64.9	64.8
<b>Accumulated Backlog Est.</b>	556.9	601.6	588.6	607.5	584.6	572.4	591.7	595.2	631.8	646.6	659.6
<b>Backlog % of Asset Value</b>	18.0%	19.1%	18.6%	19.2%	18.5%	18.1%	18.7%	18.9%	20.0%	20.5%	20.9%
<b>Total Asset Value</b>	3,093.4	3,157.1	3,157.1	3,157.1	3,157.1	3,157.1	3,157.1	3,157.1	3,157.1	3,157.1	3,157.1

PFR’s portfolio is aging with an estimated accumulated SOGR backlog of \$556.9 million by the end of 2019. This represents 18.0% of the total replacement value estimated to be \$3.1 billion at 2019 year-end, for park infrastructure and recreation facilities. Park infrastructure amounts to \$255.7 million or 45.9% of the backlog and includes splash pads and wading pools, parking lots, tennis courts and sports pads, trails and pathways, bridges, seawalls, and marine services. The balance of \$301.2 million of the backlog relates to recreation facilities, such as community centres, arenas, and pools.

The 2020-2029 Budget and Capital Plan includes \$673.6 million for State of Good Repair projects, including \$601.2

million or an average of \$60.1 million annually, for programs to address the backlog. The average age of facilities is over 40 years, resulting in breakdowns and closures of facilities which in turn impacts on service for residents across the city.

Investing in state of good repair will assist in reducing the current backlog of over 400 deferred projects which is projected to be \$659.6 million by 2029. Over the 10-year period, approximately 58.4% or \$351.1 million is allocated for SOGR of recreation facilities, compared to 41.6% or \$250.1 million for park infrastructure. However, the backlog for recreation facilities and park infrastructure, will increase to \$377.9 million and \$281.7 million, respectively by 2029 if additional resources are not provided.

The 2020-2029 Capital Budget and Plan includes an additional \$72.4 million in SOGR funding for projects and programs that do not directly impact the backlog including repairs associated with the extreme weather events of 2017 and 2018, asset condition assessments, and a golf course rehabilitation program. Despite added capital investment, PFR still requires a total of \$269.0 million in debt funding associated with SOGR that could not be accommodated during the 2020 budget process. These unfunded capital needs are not included in the 10-Year Capital Plan due to the limitations of debt servicing costs and project readiness to proceed. These projects will be included on the list of "capital needs constraints" and will be considered during future year budget processes.

## OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

Approval of the 2020 Capital Budget will impact the 2020 Operating Budget by a total of \$2.7 million net for maintenance costs arising primarily from the completion of new parks and recreation facilities projects, as shown in Table 4 below.

**Table 4: Net Operating Impact Summary  
(In \$000s)**

Projects	2020 Budget		2021 Plan		2022 Plan		2020 - 2024		2020 - 2029	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
<b>Previously Approved</b>										
<i>Arena</i>	-	-	-	-	1.8	0.0	1.8	0.0	1.8	0.0
<i>Community Centres</i>	1,240.0	30.7	265.0	8.8	1,928.9	35.5	4,978.4	113.4	5,041.3	114.9
<i>Environmental Initiatives</i>	-	-	144.5	1.2	313.7	2.7	464.2	4.0	479.2	4.1
<i>Information Technology</i>	-	-	6.0	0.0	16.5	0.1	945.6	5.7	945.6	5.7
<i>Outdoor Recreation Centres</i>	132.0	1.2	9.0	0.2	-	-	351.0	5.0	351.0	5.0
<i>Park Development (including S1)</i>	133.5	1.2	230.4	2.0	1,051.9	8.0	2,009.2	16.2	2,331.1	18.9
<i>Playgrounds/Waterplay</i>	36.0	0.3	10.4	0.1	-	-	85.4	0.7	85.4	0.7
<i>Pool</i>	1,048.6	16.7	281.6	10.4	-	-	1,330.2	27.0	1,330.2	27.0
<i>Special Facilities</i>	75.9	1.4	191.9	2.0	375.0	3.2	642.8	6.6	642.8	6.6
<i>Trails &amp; Pathways</i>	-	-	79.5	0.7	195.5	1.7	312.5	2.7	316.2	2.7
<b>Sub-Total: Previously Approved</b>	<b>2,666.0</b>	<b>51.3</b>	<b>1,218.2</b>	<b>25.3</b>	<b>3,883.2</b>	<b>51.2</b>	<b>11,121.1</b>	<b>181.2</b>	<b>11,524.5</b>	<b>185.7</b>
<b>New Projects - 2019</b>										
<i>Arena</i>	-	-	-	-	-	-	-	-	852.0	44.5
<i>Community Centres</i>	-	-	-	-	-	-	1,207.5	30.1	2,992.5	74.5
<i>Environmental Initiatives</i>	-	-	-	-	108.0	0.9	108.0	0.9	108.0	0.9
<i>Information Technology</i>	-	-	-	-	12.6	0.1	756.3	4.5	756.3	4.5
<i>Outdoor Recreation Centres</i>	-	-	-	-	226.4	3.8	226.4	3.8	226.4	3.8
<i>Park Development</i>	-	-	268.9	2.3	71.9	0.6	1,266.6	10.8	1,506.6	12.9
<i>Playgrounds/Waterplay</i>	-	-	28.6	0.2	66.0	0.6	104.4	0.9	104.4	0.9
<i>Special Facilities</i>	-	-	-	-	-	-	390.0	3.3	390.0	3.3
<b>Sub-Total: New Projects - 2019</b>	<b>-</b>	<b>-</b>	<b>297.6</b>	<b>2.5</b>	<b>484.9</b>	<b>6.0</b>	<b>4,059.2</b>	<b>54.4</b>	<b>6,936.2</b>	<b>145.4</b>
<b>New Projects - Future Years</b>										
<i>Arena</i>	-	-	-	-	-	-	39.0	1.0	42.1	2.9
<i>Community Centres</i>	-	-	-	-	-	-	73.5	1.8	5,930.4	147.6
<i>Environmental Initiatives</i>	-	-	-	-	87.0	0.7	267.0	2.3	717.0	6.1
<i>Outdoor Recreation Centres</i>	-	-	30.0	0.3	75.6	0.7	557.6	5.7	1,738.9	17.6
<i>Park Development</i>	-	-	-	-	135.4	1.2	703.0	6.0	1,618.2	13.8
<i>Parking Lots and Tennis Courts</i>	-	-	-	-	-	-	24.0	0.4	63.0	1.1
<i>Playgrounds/Waterplay</i>	-	-	-	-	-	-	69.0	0.6	147.1	1.3
<i>Pool</i>	-	-	-	-	-	-	514.1	9.0	2,014.1	35.1
<i>Special Facilities</i>	-	-	-	-	-	-	-	-	420.0	3.6
<i>Trails &amp; Pathways</i>	-	-	-	-	-	-	45.0	0.4	75.0	0.6
<b>Sub-Total: New Projects - Future Years</b>	<b>-</b>	<b>-</b>	<b>30.0</b>	<b>0.3</b>	<b>298.0</b>	<b>2.5</b>	<b>2,292.2</b>	<b>27.1</b>	<b>12,765.7</b>	<b>229.8</b>
<b>Total</b>	<b>2,666.0</b>	<b>51.3</b>	<b>1,545.7</b>	<b>28.1</b>	<b>4,666.1</b>	<b>59.7</b>	<b>17,472.5</b>	<b>262.6</b>	<b>31,226.4</b>	<b>560.8</b>

- Parks, Forestry & Recreation will require additional operating funding of \$2.7 million in 2020 to maintain new parks and recreation infrastructure such as:
  - Canoe Landing Community Centre is expected to be completed in spring of 2020 and will require an additional cost of \$1.2 million net and 30.7 new positions to support operations during the year.

- The new Wellesley Pool will come into operation by mid-2020 and will require \$1.0 million net and 16.7 new positions to support operations of the pool.
- Over the period of 2021 to 2029, the operating costs of completed capital projects are projected to be \$28.2 million with an increase of 509.3 positions, which include some of the following:
  - \$18.5 million for eighteen (18) new and revitalized community centres and spaces which includes Bessarion, Western North York, Wallace Emerson, East Bayfront, North East Scarborough, 40 Wabash Parkdale, Etobicoke Civic Centre, Lower Yonge Street, Lawrence Heights, Masaryk-Cowan, Scarborough Centennial Redevelopment, Downtown, South-West Scarborough, Central Etobicoke, Newtonbrook, and John Innes Redevelopment.
  - \$0.4 million for two (2) redeveloped arenas, one (1) repurposed arena, one (1) skating trail, and two (2) artificial ice rinks.
  - \$2.3 million for one (1) new pool, two (2) additions, and one (1) pool replacement.
  - \$5.3 million for various Park Development projects including Wallace Emerson Park Redevelopment, St. Jamestown Open Space, Eglinton Park Master Plan Implementation, Baycrest Park (Lawrence Heights), Grand Avenue Park Expansion, and Market Lane Parkette.
  - \$1.7 million for Information Technology projects which will improve user access and increase efficiency, and will require Operating Budget support for ongoing software and lifecycle maintenance.
- The 2020 operating costs associated with the completion of new parks and recreation infrastructure in 2020, as mentioned above, have been included in the 2020 Operating Budget for Parks, Forestry & Recreation. Any future operating impacts will be reviewed each year and be considered as part of future year budget processes.

# APPENDICES

## Appendix 1

### 2020 Operating Budget by Expenditure Category

Category (\$000s)	2017 Actual**	2018 Actual**	2019 Budget**	2019 Projected Actual*	2020 Operating Budget	2020 Change from 2019 Projected Actual	
	\$	\$	\$	\$	\$	\$	%
Provincial Subsidies	945.2	971.0	710.0	835.0	835.2	0.2	0.0%
Federal Subsidies	219.9	296.9	3,500.0	302.5	1,138.4	835.9	276.3%
Other Subsidies	0.9	-	-	-	-	-	-
User Fees & Donations	78,237.3	87,238.4	90,887.8	87,951.0	85,191.9	(2,759.1)	(3.1%)
Licences & Permits Revenue	8,439.6	8,553.0	8,766.1	8,298.4	8,994.0	695.6	8.4%
Transfers From Capital	9,971.1	10,609.9	17,221.2	11,766.7	17,987.2	6,220.5	52.9%
Contribution From Reserves/Reserve Funds	11,557.7	11,170.9	20,153.0	15,476.6	15,332.4	(144.1)	(0.9%)
Sundry and Other Revenues	4,435.0	3,971.8	2,973.3	4,081.5	2,604.0	(1,477.5)	(36.2%)
Inter-Divisional Recoveries	4,777.4	4,681.0	4,412.3	4,412.3	4,249.7	(162.6)	(3.7%)
<b>Total Revenues</b>	<b>118,584.1</b>	<b>127,492.8</b>	<b>148,623.7</b>	<b>133,124.0</b>	<b>136,332.8</b>	<b>3,208.8</b>	<b>2.4%</b>
Salaries and Benefits	289,009.1	297,362.1	312,792.5	303,932.6	325,500.9	21,568.3	7.1%
Materials & Supplies	39,257.7	36,403.2	40,899.5	37,588.2	39,910.1	2,321.9	6.2%
Equipment	3,289.9	2,862.1	2,727.6	2,853.1	3,422.5	569.4	20.0%
Service and Rent	63,382.8	62,706.5	67,754.1	62,544.1	64,296.9	1,752.8	2.8%
Contribution To Reserves/Reserve Funds	15,956.8	16,832.1	17,612.2	17,612.2	14,156.0	(3,456.3)	(19.6%)
Other Expenditures	11,341.4	11,430.1	11,459.9	11,214.9	11,486.6	271.7	2.4%
Inter-Divisional Charges	408.1	502.0	583.2	583.2	627.3	44.1	7.6%
<b>Total Gross Expenditures</b>	<b>422,645.8</b>	<b>428,098.2</b>	<b>453,829.0</b>	<b>436,328.3</b>	<b>459,400.2</b>	<b>23,071.9</b>	<b>5.3%</b>
<b>Net Expenditures</b>	<b>304,061.7</b>	<b>300,605.4</b>	<b>305,205.3</b>	<b>303,204.3</b>	<b>323,067.5</b>	<b>19,863.2</b>	<b>6.6%</b>
<b>Approved Positions</b>	<b>4,291.8</b>	<b>4,369.9</b>	<b>4,527.4</b>	<b>4,527.4</b>	<b>4,639.1</b>	<b>111.7</b>	<b>2.5%</b>

\* Year-End Projection Based on Q3 2019 Variance Report

\*\* Prior Year Budget and Actuals adjusted retroactively to remove interdepartmental charges and recoveries

## Appendix 2

### Summary of 2020 Service Changes

Not Applicable for PFR

### Appendix 3

## Summary of 2020 New / Enhanced Service Priorities Included in Budget

Form ID		Community and Social Services  Program - Parks, Forestry & Recreation	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
21354		Ravine Strategy Capital Project						
71	NA	<b>Description:</b>						
		PF&R is proposing to add 1.0 temporary capital position from May 2020 to December 2022. The position is fully recovered from Capital Budget.						
		<b>Service Level Impact:</b>						
		Currently, no service nor service standard exists for this work. This proposal is to support capital improvements across the ravine system including ongoing studies; pond and trail improvements; and consultation and design work.						
		<b>Equity Statement:</b>						
		There is no equity impact of the capital position.						
		<b>Service: Community Recreation</b>						
		Staff Recommended Changes:	0	0	0	0	0	
		BC Recommended Changes:	39.9	39.9	0.0	0.50	0.0	
		EC Recommended Changes:	0	0	0	0	0	
		CC Recommended Changes:	0	0	0	0	0	
		Total Council Approved:	39.9	39.9	0.0	0.50	0.0	
		<b>Service: Parks</b>						
		Staff Recommended Changes:	0	0	0	0	0	
		BC Recommended Changes:	27.9	27.9	0.0	0.35	0.0	
		EC Recommended Changes:	0	0	0	0	0	
		CC Recommended Changes:	0	0	0	0	0	
		Total Council Approved:	27.9	27.9	0.0	0.35	0.0	
		<b>Service: Urban Forestry</b>						
		Staff Recommended Changes:	0	0	0	0	0	
		BC Recommended Changes:	12.0	12.0	0.0	0.15	0.0	
		EC Recommended Changes:	0	0	0	0	0	
		CC Recommended Changes:	0	0	0	0	0	
		Total Council Approved:	12.0	12.0	0.0	0.15	0.0	
		<b>Council Approved New/Enhanced Services:</b>	<b>79.8</b>	<b>79.8</b>	<b>0.0</b>	<b>1.00</b>	<b>0.0</b>	
19949		Community Recreation Growth Plan & Waitlist Mngmt - Phase 3						
72	Positive	<b>Description:</b>						
		This proposal is to add 15,000 recreation spaces in high-demand, introductory, instructional programs across the city.						
		<b>Service Level Impact:</b>						
		20,000 Growth plan spaces were added in 2018; Phase 2 proposes adding 7,500 spaces by the end of 2019. Phase 3 would add 15,000 spaces in 2020.						
		<b>Equity Statement:</b>						
		The Growth Plan Phase 3 budget proposal's overall equity impact is high-positive. Low income residents' access to city services and access to city spaces will be positively impacted. The proposal includes increasing free recreational spaces that will benefit children and youth from low income families. The potential or actual impacts include: increasing healthy physical activity within recreation programs. These enhancements align with the Toronto Poverty Reduction Strategy, which underscores the need to ensure that user fees do not create barriers to social and community services for low income users (Action 4.2). The proposal will also have a positive impact on vulnerable youth's access to training and/or employment. An increase in recreational spaces will create employment for an estimated 400 youth in Toronto. As identified in the Poverty Reduction Strategy, these employment opportunities can be effective paths to good careers for low-income youth (Action 11.1).						
		<b>Service: Community Recreation</b>						
		Staff Recommended Changes:	1,085.1	260.7	824.4	21.55	0.0	
		BC Recommended Changes:	0	0	0	0	0	
		EC Recommended Changes:	0	0	0	0	0	
		CC Recommended Changes:	(0.0)	(0.0)	(0.0)	0.00	0.0	
		Total Council Approved:	1,085.1	260.7	824.4	21.55	0.0	
		<b>Council Approved New/Enhanced Services:</b>	<b>1,085.1</b>	<b>260.7</b>	<b>824.4</b>	<b>21.55</b>	<b>0.0</b>	

### Appendix 3 (Continued)

#### Summary of 2020 New / Enhanced Service Priorities Included in Budget

Form ID		Community and Social Services Program - Parks, Forestry & Recreation	Adjustments				2021 Plan Net Change	2022 Plan Net Change																																									
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions																																											
20157		"Swim to Survive" Recreation Program - Phase 5																																															
72	Positive	<b>Description:</b>																																															
<p>Swim to Survive is a free program that Parks, Forestry and Recreation (PFR) delivers in partnership with the Lifesaving Society and local school boards. The Council-approved overall service level target, once fully implemented, is 22,000 participants annually. The program teaches students three basic, introductory, in-water skills to prevent drowning: ROLL, TREAD, and SWIM. The Phase 5 expansion in 2020 will increase the number of grade four students to 18,750 annually (an increase of 3,250 over Phase 4 levels). This proposal requests funding for Phase 5 of the Swim to Survive program expansion in 2020.</p> <p><b>Service Level Impact:</b></p> <p>Phase 3 of the S2S program expansion increased total program hours to approximately 1,325 hours. The service level for Phase 4 expansion of the Swim to Survive program for 2019 will increase by approximately 351 program hours annually for a total of 1,676 program hours. The service level for Phase 5 expansion of the Swim to Survive program for 2020 will increase by approximately 324 program hours annually for a total of 2,000 program hours.</p> <p><b>Equity Statement:</b></p> <p>The Swim to Survive Phase 5 budget proposal's overall equity impact is high positive. Low income residents' access to city services and access to city spaces will be positively impacted. The impacts include free universal swimming program for grade four students, which provides additional opportunities to engage in healthy physical activity and develop life survival skills. The proposal can prove particularly beneficial for Indigenous, immigrant and refugee youth. According to the Lifesaving Society of Canada, drowning rates are higher among Indigenous peoples compared to non-Indigenous Canadian residents. The Society also reports that newcomers to Canada may face an increased risk of drowning compared to the general population.</p> <p><b>Service:</b> Community Recreation</p> <table border="0"> <tr> <td>Staff Recommended Changes:</td> <td>159.6</td> <td>0</td> <td>159.6</td> <td>4.05</td> <td>(0.6)</td> <td>(0.6)</td> </tr> <tr> <td>BC Recommended Changes:</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>EC Recommended Changes:</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>CC Recommended Changes:</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td><b>Total Council Approved:</b></td> <td><b>159.6</b></td> <td><b>0</b></td> <td><b>159.6</b></td> <td><b>4.05</b></td> <td><b>(0.6)</b></td> <td><b>(0.6)</b></td> </tr> </table> <p><b>Council Approved New/Enhanced Services:</b></p> <table border="0"> <tr> <td></td> <td><b>159.6</b></td> <td><b>0</b></td> <td><b>159.6</b></td> <td><b>4.05</b></td> <td><b>(0.6)</b></td> <td><b>(0.6)</b></td> </tr> </table>								Staff Recommended Changes:	159.6	0	159.6	4.05	(0.6)	(0.6)	BC Recommended Changes:	0	0	0	0	0	0	EC Recommended Changes:	0	0	0	0	0	0	CC Recommended Changes:	0	0	0	0	0	0	<b>Total Council Approved:</b>	<b>159.6</b>	<b>0</b>	<b>159.6</b>	<b>4.05</b>	<b>(0.6)</b>	<b>(0.6)</b>		<b>159.6</b>	<b>0</b>	<b>159.6</b>	<b>4.05</b>	<b>(0.6)</b>	<b>(0.6)</b>
Staff Recommended Changes:	159.6	0	159.6	4.05	(0.6)	(0.6)																																											
BC Recommended Changes:	0	0	0	0	0	0																																											
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20659		Additional 10 Enhanced Youth Spaces																																															
72	Positive	<b>Description:</b>																																															
<p>This proposal requests to add ten additional Enhanced Youth Spaces. The Enhanced Youth Space model enhances the overall PFR youth program delivery by augmenting traditional recreation activities with unique programs that respond to the diverse and changing interests of local youth. The ten expansion locations will be identified using the selection criteria developed for original ten sites including but not limited to: proximity to Neighbourhood Improvement Areas, high youth population, and a recreation service gap. The service model builds life skills and creates pathways to employment through entrepreneurship, employment readiness and continuing education supports. The Enhance Youth Space model is built on three pillars: dedicated space, dedicated staff, and youth-led programming. Regular youth spaces have youth-focused programming during the week and are staffed by part-time staff. Enhanced Youth Spaces operate within community centres or agency partner spaces, include dedicated rooms, computer and media labs and access other recreation spaces in the facility including gymnasiums, kitchen facilities to round out the user's experience. There is no fee for youth to participate.</p> <p><b>Service Level Impact:</b></p> <p><b>Equity Statement:</b></p> <p>The budget proposal to add ten additional Enhanced Youth Spaces is high-positive. Vulnerable youth's access to City information, access to City Services, access to City spaces, access to training/and or employment, civic engagement &amp; community participation, sense of identity &amp; belonging and safety &amp; security will be positively impacted. The primary focus of Enhanced Youth Spaces is to provide youth with access to technology and programs that help develop digital literacy and social and leadership skills, in a safe and welcoming environment. Access to the Enhanced Youth Spaces and their programs are also free, ensuring that user fees do not create barriers for low-income users.</p> <p><b>Service:</b> Community Recreation</p> <table border="0"> <tr> <td>Staff Recommended Changes:</td> <td>929.6</td> <td>0</td> <td>929.6</td> <td>12.30</td> <td>545.7</td> <td>582.3</td> </tr> <tr> <td>BC Recommended Changes:</td> <td>1,204.4</td> <td>0.0</td> <td>1,204.4</td> <td>17.00</td> <td>(754.9)</td> <td>(539.0)</td> </tr> <tr> <td>EC Recommended Changes:</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>CC Recommended Changes:</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td><b>Total Council Approved:</b></td> <td><b>2,134.0</b></td> <td><b>0.0</b></td> <td><b>2,134.0</b></td> <td><b>29.30</b></td> <td><b>(209.2)</b></td> <td><b>43.4</b></td> </tr> </table> <p><b>Council Approved New/Enhanced Services:</b></p> <table border="0"> <tr> <td></td> <td><b>2,134.0</b></td> <td><b>0.0</b></td> <td><b>2,134.0</b></td> <td><b>29.30</b></td> <td><b>(209.2)</b></td> <td><b>43.4</b></td> </tr> </table>								Staff Recommended Changes:	929.6	0	929.6	12.30	545.7	582.3	BC Recommended Changes:	1,204.4	0.0	1,204.4	17.00	(754.9)	(539.0)	EC Recommended Changes:	0	0	0	0	0	0	CC Recommended Changes:	0	0	0	0	0	0	<b>Total Council Approved:</b>	<b>2,134.0</b>	<b>0.0</b>	<b>2,134.0</b>	<b>29.30</b>	<b>(209.2)</b>	<b>43.4</b>		<b>2,134.0</b>	<b>0.0</b>	<b>2,134.0</b>	<b>29.30</b>	<b>(209.2)</b>	<b>43.4</b>
Staff Recommended Changes:	929.6	0	929.6	12.30	545.7	582.3																																											
BC Recommended Changes:	1,204.4	0.0	1,204.4	17.00	(754.9)	(539.0)																																											
EC Recommended Changes:	0	0	0	0	0	0																																											
CC Recommended Changes:	0	0	0	0	0	0																																											
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### Appendix 3 (Continued)

#### Summary of 2020 New / Enhanced Service Priorities Included in Budget

Form ID		Community and Social Services  Program - Parks, Forestry & Recreation	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		

20457	UF - Disaster Mitigation & Adaption Fund (DMAF) -Tree Canopy
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72	No Impact
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**Description:**

The proposal includes the investment of \$3.94 million gross to improve and sustain the City's tree canopy which helps to mitigate against the impacts of changing climate, including extreme weather and flooding. The Federal grant of \$1.58 million covers 40% of the cost for the proposal and was approved based on a commitment in the application for the City to provide the balance of funding of \$2.37 million. The funding will be implemented over a two year period, 2020-2021.

**Service Level Impact:**

This will result in increased maintenance of 13,495 trees and planting of 26,667 between 2020-2021.

**Equity Statement:**

The proposal is unlikely to have an equity impact.

**Service:** Urban Forestry

Staff Recommended Changes:	1,971.0	1,971.0	0.0	0	0.0	0.0
BC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
EC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
CC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
Total Council Approved:	1,971.0	1,971.0	0.0	0.00	0.0	0.0
<b>Council Approved New/Enhanced Services:</b>	<b>1,971.0</b>	<b>1,971.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>

20481	UF - Tree Maintenance and By-Law Oversight Improvements
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72	No Impact
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**Description:**

Urban Forestry is requesting additional resources, including staff, fleet and equipment to improve field supervision and oversight activities, complete permit follow-up inspections, policy development and compliance and training. Additionally, non-salary funding is requested for operation of a GPS tracking system installed in City vehicles to improve oversight.

**Service Level Impact:**

This results in compliance with the recommendations outlined in the AG reports AU13.10 (July 2018) and AU2.4 (May 2019). Number of inspections to follow up on permit issuance and verify compliance with permit conditions will increase by over 8,000 inspections from 7,550 to 16,000; New mandatory service standard to regularly reconcile GPS reports with daily work logs will result in 1,400 reviews; performance and quality control inspections of operations crews will increase by 3,150 from 4,500 to 7,650 annually.

**Equity Statement:**

The Tree Maintenance and By-law Oversight Improvements budget proposal's overall equity impact is no impact.

**Service:** Urban Forestry

Staff Recommended Changes:	225.0	0	225.0	3.00	715.0	464.1
BC Recommended Changes:	0	0	0	0	0	0
EC Recommended Changes:	0	0	0	0	0	0
CC Recommended Changes:	0	0	0	0	0	0
Total Council Approved:	225.0	0	225.0	3.00	715.0	464.1
<b>Council Approved New/Enhanced Services:</b>	<b>225.0</b>	<b>0</b>	<b>225.0</b>	<b>3.00</b>	<b>715.0</b>	<b>464.1</b>

### Appendix 3 (Continued)

#### Summary of 2020 New / Enhanced Service Priorities Included in Budget

Form ID		Community and Social Services Program - Parks, Forestry & Recreation	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		

21355 Ravine Strategy Implementation

74 NA **Description:**

PF&R is proposing a new service which requires 6.8 temporary seasonal staff, divided into 3 crews, each crew with 4 staff for 27 weeks from mid-April to mid-October to pick up litter for the entire ravine system. The 3 crews are to be supervised by a Foreperson and his tenure for 30 weeks from April to October. PF&R is proposing a enhanced service which requires 6.0 permanent staff in 2020, additional 2.0 staff in 2021 and additional 5.0 staff in 2022 to phase in the expansion of 480 hectares of ravine parkland for invasive species in 2023.

**Service Level Impact:**

Currently, no division undertakes comprehensive litter picking in ravines, and there is no service standard for this work; PF&R undertakes restoration and invasive species management in 400 hectares of ravine parkland per year. This proposal is to achieve litter picking for the entire Toronto ravine system - over 300 KM and 11,000 hectares - twice a year, and expand restoration and invasive species management to an additional 480 hectares of ravine parkland per year.

**Equity Statement:**

The Ravine Litter Picking Program will have an overall low-positive impact on the following equity-seeking groups: seniors and youth. The potential or actual impacts include: increased litter removal in ravines provides greater enjoyment of the natural environment for all who use the ravine system. The Invasive Species Management program will have a low-positive impact on youth by developing opportunities for youth to access to training and employment related to invasive species management.

**Service: Parks**

Staff Recommended Changes:	0	0	0	0	0	0
BC Recommended Changes:	657.0	0.0	657.0	6.82	9.5	10.5
EC Recommended Changes:	0	0	0	0	0	0
CC Recommended Changes:	0.0	0	0.0	0.00	0.0	0.0
Total Council Approved:	657.0	0.0	657.0	6.82	9.5	10.5

**Service: Urban Forestry**

Staff Recommended Changes:	0	0	0	0	0	0
BC Recommended Changes:	600.6	0.0	600.6	3.50	541.7	627.7
EC Recommended Changes:	0	0	0	0	0	0
CC Recommended Changes:	0.0	0	0.0	0.00	0.0	0.0
Total Council Approved:	600.6	0.0	600.6	3.50	541.7	627.7

**Council Approved New/Enhanced Services:** 1,257.6    0.0    1,257.6    10.32    551.2    638.2

**Summary:**

<b>Staff Recommended:</b>	4,370.3	2,231.7	2,138.6	40.90	1,985.3	1,469.9
<b>Budget Committee Recommended:</b>	2,541.8	79.8	2,462.0	28.32	(203.7)	99.2
<b>Executive Committee Recommended:</b>	0.0	0.0	0.0	0.00	0.0	0.0
<b>City Council Approved:</b>	0.0	0.0	0.0	0.00	0.0	0.0
<b>Council Approved New/Enhanced Services:</b>	6,912.1	2,311.5	4,600.5	69.22	1,781.6	1,569.1

## Appendix 4

### Summary of 2020 New / Enhanced Service Priorities Not Included in Budget

New / Enhanced Service Description (in \$000s)	2020 Total			Incremental Change			
	\$	\$	Position	2021 Plan		2022 Plan	
	Gross	Net	#	Net	Pos.	Net	Pos.
<b>Council Directed:</b>							
Interim Maintenance at Tommy Thompson Park	607.3	607.3	5.3	6.2		7.0	
<b>Sub-Total Council Directed</b>	<b>607.3</b>	<b>607.3</b>	<b>5.3</b>	<b>6.2</b>		<b>7.0</b>	
<b>Total 2020 New / Enhanced Services</b>	<b>607.3</b>	<b>607.3</b>	<b>5.3</b>	<b>6.2</b>		<b>7.0</b>	

#### Interim Maintenance at Tommy Thompson Park

City Council approved MM2.4 on January 30, 2019 and EX2.5, item 142 and 143 on March 7, 2019 an increase of \$0.13 million on an annual basis to operate a park shuttle service in Tommy Thompson Park Shuttle Service in Toronto and Region Conservation Authority's (TRCA) 2019 budget and be considered as part of the 2020 budget process. City Council requested the Chief Executive Officer of the Toronto and Region Conservation Authority, in consultation with the General Manager, Parks, Forestry & Recreation, the Executive Director, Municipal Licensing and Standards and the local Councillor, to develop a transition timeline and identify the operating costs associated with the transfer of the property adjacent to Tommy Thompson Park for consideration as part of a future year budget process in accordance with the Tommy Thompson Park Master Plan as approved by a Provincial Order-in-Council.

250 hectares of Tommy Thompson Park opened in 2018 for public use. No resources have yet been added for parks operations and maintenance. Parks is required to manage and ensure safe access including road, trails and parking lot, washroom maintenance, litter pickup and illegal dumping removal, as well as co-manage the natural environment with TRCA for this increasingly popular park.

Item MM2.4: <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.MM2.4>

Item EX2.5: <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.EX2.5>

### Appendix 5

## 2020 Capital Budget; 2021 - 2029 Capital Plan Including Carry Forward Funding

Project Code	(In \$000s)	2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2020 - 2029 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR001	Capital Emergency Fund	500	500	500	500	500	500	500	500	500	500	5,000		5,000	
PR002	Various Buildings & Parks Accessibility Program	4,091	2,000	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	26,091			26,091
PR003	Capital Asset Management Planning	750	500	500	500	500	500	500	500	500	500	5,250		5,250	
PR004	Various Bldgs-Facility Rehabilitation	5,117	5,200	5,200	5,100	5,000	5,000	5,000	5,000	5,000	5,000	50,617		50,617	
PR005	Investigation & Pre-Engineering SI&G	450	975	500	500	500	500	500	500	500	500	5,425			5,425
PR006	Parkland Acquisition	2,900	31,500	30,500	30,500	30,000	20,000	20,000	20,000	13,563	13,561	212,524			212,524
PR007	Paton Road Remediation	85										85	85		
PR008	Paton Road Remediation	(85)										(85)	(85)		
PR009	Land Acquisition Study - Additional Funds	133										133			133
PR010	Dundas Carlaw Parkland Acquisition	57										57			57
PR011	Land Acquisition Edithvale Park	500										500			500
PR012	100 Ranleigh Park Development Remediation	387										387	387		
PR013	Grand Avenue (Manitoba) Remediation - Additl Funds	618	1,264									1,882	1,882		
PR014	Acquisition of 5-25 Wellesley & 14-26 Breadalbane		8,556									8,556			8,556
PR015	Green Line - Remediation		400									400	400		
PR016	Market Lane Parkette & S Market Pk Remediation			47								47	47		
PR017	705 Progress Avenue - Remediation					200						200	200		
PR018	CAMP (SGR) ORC Facilities	1,235	2,138	2,879	3,109	2,500	2,500	2,500	2,500	2,500	2,500	24,361		24,361	
PR019	Sports Fields Program	1,500	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,500		10,000	500
PR020	Leslie Street Spit Washroom	1,561										1,561			1,561
PR021	Humber Bay East - New Building S37/S45	2,000	2,900	1,835								6,735			6,735
PR022	Dufferin Grove New Community Field House	1,580	5,221									6,801			6,801
PR023	Ashbridges Bay Skateboard Park Lights S42	270										270			270
PR024	Highview Park Accessible Baseball Field Jays Care	1,795										1,795			1,795
PR025	Marie Curtis Park - Volleyball Courts	30	370									400			400
PR026	Christie Pits Park - New Basketball Lights	20	180									200			200
PR027	York Stadium Turf Improvements	200										200			200
PR028	FMP-Basketball Full Court (1) Design & Construction		70	647	193	332	193	332	193	350	332	2,642			2,642
PR029	FMP-Skateboard Park (1) North District		40	560								600			600
PR030	FMP-Skateboard Park (2) East District				40	560						600			600
PR031	FMP-Skateboard Park (3) South District						40	560				600			600
PR032	FMP-Ward 2 Skateboard Park (4)								40	560		600			600
PR033	FMP-Skate Spots Construction Program		50	475	250	250	250	250	275	500	475	2,775			2,775
PR034	FMP-Bike Park (1) Scarborough							50	700			750			750
PR035	FMP-BMX Features (2 Sites)				15	235	15	235				500			500
PR036	FMP-Soccer Field (4 Sites)			35	485	35	485		35	520	485	2,080			2,080
PR037	FMP-Mini-Soccer Field (4 Sites)		5	55	50	5	50	5	50			220			220
PR038	FMP-Sports Field Improvements Design & Construction		1,320	1,200	1,200	1,200	1,170	900	900	900	900	9,690			9,690
PR039	FMP-Sports Bubble Stadium Site (2 Sites)			80	1,170				80	1,170		2,500			2,500
PR040	FMP-Fieldhouse Design & Construction (2 Sites)			25	580	395		25	580	395		2,000			2,000
PR041	FMP-Clubhouse Design & Construction				40	900	610					1,550			1,550
PR042	FMP-Cricket Pitch (2 Sites)		35	465				35	465			1,000			1,000
PR043	FMP-Multi-Use Field-Artificial Turf (4 Sites)		115	1,685	115	1,685	115	1,685	115	1,685		7,200			7,200

**Appendix 5 (Continued)**

**2020 Capital Budget;  
2021 - 2029 Capital Plan Including Carry Forward Funding**

Project Code	(In \$000s)	2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2020 - 2029 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR044	FMP-Outdoor RC Improvements Design & Construction		200	2,000	2,200	2,200	2,200	2,200	2,400	2,500	2,500	18,400			18,400
PR045	Various Parks - Parks Rehabilitation	5,118	5,200	5,200	5,100	5,000	5,000	5,000	5,000	5,000	5,000	50,618		50,618	
PR046	Master Planning PF&R	770	2,340	400	400	400	400	400	400	400	400	6,310			6,310
PR047	10 Ordnance Street Development - Construction S42	50	3,950	500								4,500			4,500
PR048	100 Ranleigh Park Development Design & Construction	650										650			650
PR049	150 Harrison Street NewPark		20	180								200			200
PR050	Tommy Thompson Park Improvements	360										360			360
PR051	150 Sterling - Above Base Park Development			110	1,280							1,390			1,390
PR052	318 Queens Quay W Pk Development Design & Construction	200	4,000	5,916								10,116			10,116
PR053	55 Curzon Street Above Base Park Development	100										100			100
PR054	55 Isaac Devins Blvd/3035 Weston Rd Blk 79 Develop			50	550							600			600
PR055	57 Brock Avenue - Park Development		20	180								200			200
PR056	652 Eastern Above Base Park Development	30	370									400			400
PR057	705 Progress Avenue - Ph 1 and 2 Park Development						59	1,450	700			2,209			2,209
PR058	90 Stadium Road Trail & Path - S37	166										166			166
PR059	Alexandra Park - Park Improvements		80	920								1,000			1,000
PR060	Anniversary Park - Development			30	370							400			400
PR061	Apted Park Design & Construction - S45		50	50	650							750			750
PR062	Art Shoppe Park Development		30	270								300			300
PR063	BadgerowParkette & Jimmie Simpson Park	225										225			225
PR064	Brimley/401/Progress - Park Development*			30	380							410			410
PR065	Carlaw-Dundas and Ward 30 Park Improvements	400										400			400
PR066	Community Services and Facilities Studies	215										215			215
PR067	Corktown Parks S42	1,000										1,000			1,000
PR068	Dane Park Construction	66										66			66
PR069	David Crombie Park Revitalization Design S42	41										41			41
PR070	David Crombie Park Revitalization & Area Parks	500	4,000	500	4,000	500	4,000	500	4,000	500	4,000	22,500			22,500
PR071	Diana Park - Improvements	20	375									395			395
PR072	Earlscourt Park Improvements	20	480									500			500
PR073	Eastern Beaches Improvements - Contribution	200	200									400			400
PR074	Edwards Gardens - Garden Study Additional Funding	111										111			111
PR075	Edwards Gardens Improvements	420	2,500									2,920			2,920
PR076	Eglinton Park Master Plan Implementation		200	3,700		350	3,000		250	2,000		9,500			9,500
PR077	Etobicoke City Centre Park - Design	20	500	430	50							1,000			1,000
PR078	Etobicoke City Centre Construction			2,500	500							3,000			3,000
PR079	Dunkip Park Development		40	460								500			500
PR080	Six Points Park Expansion		35	365								400			400
PR081	Fleet - Tree Planting Partnership	161										161			161
PR082	Fleet - Trees in Parks Area Maintenance	596	600									1,196			1,196
PR083	Fleet-Area Maintenance (Ph 2 of Tree Serv. 2011)	735	600									1,335			1,335
PR084	Facilities Master Plan Implementation Planning	295	304	313								912			912
PR085	FMP-Dogs Off Leash Area (3 Sites)		15	260	15	260		15	260			825			825
PR086	Former Inglis Lands - Park Development* CIP150	510										510			510
PR087	Former Ward 19 Park Improvements	448										448			448

Appendix 5 (Continued)

2020 Capital Budget;  
2021 - 2029 Capital Plan Including Carry Forward Funding

Project Code	(In \$000s)	2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2020 - 2029 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR088	Former Ward 24 Park Improvements	110	700	705								1,515			1,515
PR089	Former Ward 26 Park Improvements S42	56										56			56
PR090	Former Ward 26 Park Improvements S37 S42	732										732			732
PR091	Former Ward 3 Park Improvements	107										107			107
PR092	Former Ward 3 Park Improvements FY2015 S42	449										449			449
PR093	Former Ward 33 Park Improvements S37 & S42	50	598									648			648
PR094	Former Ward 36 Park Improvements S42	60										60			60
PR095	Former Ward 38 Park Improvements	400										400			400
PR096	Former Ward 6 Park Improvements S37	81										81			81
PR097	Frank Faubert Woods Development	150					730					880			880
PR098	GlasgowSt Parkette Ph. 2 Cecil CC Improvements		375									375			375
PR099	Gore Park & Area Park Development^	120	2,426									2,546			2,546
PR100	Green Line - Geary Ave and Lower Davenport Parcels	242	1,363									1,605			1,605
PR101	Greenwood Park Dogs Off Leash Area Improvements	250										250			250
PR102	High Park Washroom/Chess Clubhouse Upgrades	456										456			456
PR103	Hillsdale Parkette Expansion - Development		40	460								500			500
PR104	Humber Bay Park East - Rehabilitation of Ponds		2,000	4,360								6,360			6,360
PR105	Hupfield Pk Improvements (Viola Desmond Park) S42	15	185									200			200
PR106	Huron Street Playground Phase 2 NewDOLA S42	20	280									300			300
PR107	Huron Washington Park Improvements Uof T		300									300			300
PR108	Ivan Forest Park Improvements w Urban Design	20	180									200			200
PR109	Jimmie Simpson Pk - NewScoreboard S37	35										35			35
PR110	Joseph Burr Tyrell Pk Improvements S42	40	360									400			400
PR111	Keelesdale Park - Rebuild Stairs/Path/N.Sporting^		50	223								273			273
PR112	Land Adjacent to 2175 Lake Shore Blvd. W. Design	68	75									143			143
PR113	Lawrence Heights Ph1a-Baycrest	150	2,040	3,068								5,258			5,258
PR114	Lawrence Heights Ph1b-Greenway	700										700			700
PR115	Lawrence Heights Ph1f-Local Neighbourhood Pk	200		1,438								1,638			1,638
PR116	Lambton Kingsway - Park Improvements S42/Donation		60									60			60
PR117	Liberty Village Park Improvements S42 AR CIL	460	400									860			860
PR118	Leslie Grove Park Improvements (Hope Shelter)	90										90			90
PR119	Linear Pk (Sheppard Ave) Development	50	600	350								1,000			1,000
PR120	Linear Pk (Sheppard Ave) Development	(50)	(600)	(350)								(1,000)			(1,000)
PR121	Market Ln Parkette & S Pk Devt Design & Construction - S42	125	680	2,865								3,670			3,670
PR122	McCowan District Park, Phase 2 - Construction	833										833			833
PR123	Milliken District Pk-Upper Pond/Stream Restoration	255										255			255
PR124	Moorevale Park Improvements	1,362										1,362			1,362
PR125	Moss Park - Park Redevelopment Design and Construction	50	150	150			3,550	4,100				8,000			8,000
PR126	Mouth of the Creek Construction Phase 1 & 2					3,000	2,000	4,640				9,640			9,640
PR127	Grand Avenue Park (Mystic Point) Development	1,500	3,675									5,175			5,175
PR128	Newtonbrook CC Park Development						2,000					2,000			2,000
PR129	North Humber Pk-NewShade Structure/Gazebo S42	103										103			103
PR130	Osler Park - Park Improvements	75	425	600								1,100			1,100
PR131	Parks Plan FY2018	1,000										1,000			1,000

### Appendix 5 (Continued)

#### 2020 Capital Budget; 2021 - 2029 Capital Plan Including Carry Forward Funding

Project Code	(In \$000s)	2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2020 - 2029 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR132	Phoebe St/Soho Square - NewPark Development		25	225								250			250
PR133	Red Canoe Playground	600										600			600
PR134	Riverdale Park West - Access Improvements	300	444									744			744
PR135	Rosehill Reservoir Park Improvements with TW	2,000	4,550									6,550			6,550
PR136	Scarlett Mills Pk-DOLA	18	257									275			275
PR137	St Andrew Playground Improvements - S42	1,059	2,217									3,276			3,276
PR138	St. Jamestown Open Space Design & Construction		515	615	4,000							5,130			5,130
PR139	St. Patrick's Square - Park Improvements S37		30	270								300			300
PR140	Toronto Island Park Implementation Phase 1	200	800									1,000			1,000
PR141	Keeleisdale Park - Rebuild Stairs/Path/N.Sporting^			650								650			650
PR142	TO Core Park Master Planning		165	165	165	165	165					825			825
PR143	TO Core Park Improvements-Various Sites Ph A & B			100	655	1,110	555					2,420			2,420
PR144	Toronto Islands Management Plan	337	455									792			792
PR145	Twenty Eighth Street Park - Windows on the Lake	10	90									100			100
PR146	Wallace Emerson Park Redevelopment - Phase 1 & 2		2,865	2,650	2,275	2,650	2,150	1,150				13,740			13,740
PR147	Ward 3 - Park Improvements S37, S42	50	450									500			500
PR148	Wells Hill Lawn Bowling Clubhouse/Wychwood Reno	240										240			240
PR149	Weston Tunnel Park Development	30	620									650			650
PR150	Widmer @ Adelaide - S42	200	200									400			400
PR151	Yonge Street Linear Parks Improvement S42	75	500	2,250								2,825			2,825
PR152	York Off Ramp Park Construction	4,000	4,000	4,000								12,000			12,000
PR153	CAMP(SGR) Parking Lots, Tennis Courts & Sports Pads	2,066	3,107	4,073	4,500	6,509	15,000	10,300	9,000	9,000	9,000	72,555		72,555	12,000
PR154	FMP-Tennis Court Complex with Lights (5 Sites)		20	310	490	310	500	470				2,100			2,100
PR155	Edwards Gardens Parking Lot - Phase 2 Improvements				50	700						750			750
PR156	CAMP (SGR) Waterplays	2,632	1,650	900	900	900	900	900	900	900	900	11,482		11,482	11,482
PR157	Play Enhancement Program	4,922	5,800	5,800	5,800	5,800	5,800	5,800	5,800	5,800	5,800	57,122			57,122
PR158	Art Eggleton Park - Playground S42	50										50			50
PR159	St. James Park Playground & Park Upgrade	1,947										1,947			1,947
PR160	Kempton-Howard Playground Improvements S42	754										754			754
PR161	FMP-Fred Hamilton Playground Wading Pool Convert	75	725									800			800
PR162	High Park Playground (near Bloor) Improvements	600										600			600
PR163	Tom Riley Park - New Playground S42	70	855									925			925
PR164	North Tumberry Park - Playground Development	243										243			243
PR165	Gledhill Park - Playground Improvements	50										50			50
PR166	High Level Park Playground Upgrade w TW	150										150			150
PR167	Humewood Park - Playground Upgrade	15	160									175			175
PR168	Havendale Park - Playground Improvements	30	270									300			300
PR169	Spring Garden Park (West) - New Playground		25	300								325			325
PR170	FMP-Bell Manor Park - New Splash Pad S42		40	610								650			650
PR171	FMP-Maple Leaf Pk New Splash Pad		40	610								650			650
PR172	FMP-Pelmo Park Splash Pad (1)		40	610								650			650
PR173	FMP-Ward 24 Splash Pad (2)			40	610							650			650

### Appendix 5 (Continued)

#### 2020 Capital Budget; 2021 - 2029 Capital Plan Including Carry Forward Funding

Project Code	(In \$000s)	2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2020 - 2029 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR174	FMP-Ward 16 Splash Pad (3)				40	610						650			650
PR175	FMP-Ward 23 Splash Pad (4)					40	610					650			650
PR176	FMP-Ward 2 Splash Pad (5)							40	610			650			650
PR177	FMP-Ward 6 Splash Pad (6)									40	610	650			650
PR178	FMP-Ward 15 Splash Pad (7)									40	610	650			650
PR179	FMP-Ward 11 Wading Pool Convert to Splash Pad (1)		35	465								500			500
PR180	FMP-Ward 8 Wading Pool Convert to Splash Pad (2)			35	465							500			500
PR181	Gledhill Park - Splash Pad Upgrade				50	600						650			650
PR182	CAMP (SGR) Pools	4,884	5,100	5,622	4,250	4,410	4,250	5,000	5,000	5,000	5,000	48,516		48,516	
PR183	Wellesley CC Pool - Construction - S37/45/S42	2,896										2,896			2,896
PR184	Davisville Community Pool - Design & Construction	664	4,004	10,685	1,782							17,135			17,135
PR185	FMP-Waterfront West Pool Addition Design & Construction			625	14,500	9,875						25,000			25,000
PR186	FMP-North York Pool Addition Design & Construction								625	14,500	9,875	25,000			25,000
PR187	FMP-Scadding Court Pool Replacement Design & Construction						625	14,500	9,875			25,000			25,000
PR188	CAMP (SGR) Arenas	10,736	11,048	10,650	11,939	11,300	4,523	6,500	4,212	6,500	6,500	83,908		83,908	
PR189	Don Mills Community Recreation Facility- Design & Construction	500	3,500	9,300	30,800	30,800	10,300					85,200			85,200
PR190	High Park AIR - Garage for Zamboni	10	165									175			175
PR191	FMP-Skating Trail		40	900	610							1,550			1,550
PR192	FMP-Artificial Ice Rink (1) Design & Construction		60	1,345	945							2,350			2,350
PR193	FMP-Ward 21 Artificial Ice Rink (2) Design & Construction						60	1,345	945			2,350			2,350
PR194	FMP-Arena Redevelopment-Twin Pad Design & Construction								675	15,080	11,245	27,000			27,000
PR195	FMP-Arena Repurpose (1) Design & Construction						65	1,450	1,035			2,550			2,550
PR196	FMP-Arena Repurpose (2) Design & Construction								65	1,450	1,035	2,550			2,550
PR197	CAMP (SGR) Trails, Pathways & Bridges	5,110	4,919	5,679	3,891	6,831	7,000	7,000	4,992	4,590	4,590	54,602		54,602	
PR198	East Don Trail Ph 1 Construction		4,072									4,072			4,072
PR199	Bridge to Mississauga via Etobicoke Valley Pk	110										110			110
PR200	Beltline Trail "Stations" S42	471										471			471
PR201	Beltline Trail Access in Moore Park Ravine	25	575									600			600
PR202	York Beltline Trail Improvements	50	580									630			630
PR203	Humber Bay Shores - Additional Funds	457										457			457
PR204	South Mimico Trail	30	495									525			525
PR205	Upper Highland Creek Trail Ext.Ph. 3-5^	432	852									1,284			1,284
PR206	Fort York Path	16	197									213			213
PR207	Green Line Design & Construction		971									971			971
PR208	John Street Corridor			1,000								1,000			1,000
PR209	Thomson Park - Install Walkway Under Bridge^			100	1,400							1,500			1,500
PR210	S Keelesdale Pk-Stair Improvt NE Corner Eglinton				251							251			251
PR211	Maryvale Pk-Foot Bridge from Murray Glen Dr^				50	500	450					1,000			1,000
PR212	Sherway Trail					121						121			121
PR213	City Wide Environmental Initiatives	2,933	3,600	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	30,533		30,533	
PR214	Community Gardens Program	90	100	100	100	100	100	100	100	100	100	990			990



**Appendix 5 (Continued)**

**2020 Capital Budget;  
2021 - 2029 Capital Plan Including Carry Forward Funding**

Project Code	(In \$000s)	2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2020 - 2029 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR215	Mud Creek Phase 2	700	3,017									3,717			3,717
PR216	Wilket Creek Park - Ph 2 & 3	306	1,000									1,306			1,306
PR217	Lower Don Wetland Creation-Cottonwood Flats Ph. 2	125										125			125
PR218	Green Line - Construction		300									300			300
PR219	Lindylou Park- Community Flower Gardens	60										60			60
PR220	2017 High Lake Effect - Flooding Damage & Repairs	3,521	5,479	2,958								11,958		11,958	
PR221	2018 Wind Storm Damages	4,385	4,000	1,650								10,035		10,035	
PR222	2019 Flooding Damage & Repairs - Additional Costs	1,325										1,325		1,325	
PR223	CAMP (SGR) SF Building & Structures	4,578	3,954	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	32,532		32,532	
PR224	CAMP(SGR) Harbourfront, Marine,Fountains & Seawalls	3,476	2,120	2,000	2,000	2,027	2,027	3,000	3,008	3,410	3,410	26,478		26,478	
PR225	Golf Courses Rehabilitation	630	500	500	500	500	500	500	500	500	500	5,130		5,130	
PR226	Ferry Boat Replacement #1	3,500	7,231									10,731			10,731
PR227	Ferry Boat Replacement #2		3,150	7,200	2,650							13,000			13,000
PR228	Ferry Boat Replacement #3						720	6,800	6,480			14,000			14,000
PR229	Allan Gardens Washroom Building Construction - S42	3,789	554									4,343			4,343
PR230	Guild Inn Parks Compound	71										71			71
PR231	Franklin Children's Garden - Wetland Restoration	482										482			482
PR232	Riverdale Farm Simpson House	326										326			326
PR233	High Pk Forestry School Building Phase 2 S37	200	250									450			450
PR234	Centennial Park S Ski Hill- T-Bar Lift Replacement			315								315			315
PR235	Centennial Ski Hill Slope - Re-Grading			100								100			100
PR236	CAMP (SGR) Community Centres	11,416	10,964	15,135	17,576	16,879	14,502	11,813	11,480	14,456	14,433	138,654		138,654	
PR237	York CC Green Roof & Security	754										754			754
PR238	Canoe Landing NewCC (Spadina/Front)-Construction	3,000										3,000			3,000
PR239	Canoe Landing (Block 31) - TDSB & TCDSB Schools	3,000										3,000			3,000
PR240	West Acres RC - Redevelopment	132										132			132
PR241	Edithvale CC -S37 Change of Scope	142										142			142
PR242	Trace Manes CC Playground Donation	1,305										1,305			1,305
PR243	BurrowHall CC Courtyard Improvements S37	60										60			60
PR244	Cummer CC-AODA Upgrades Health Club/Change Rooms	400										400			400
PR245	Cummer CC-AODA Upgrades Health Club/Change Rooms	(400)										(400)			(400)
PR246	Bessarion CC (Canadian Tire) - Construction	13,800	28,510									42,310			42,310
PR247	Bessarion CC - Stakeholder Funding	16,273	5,302									21,575			21,575
PR248	Bessarion CC - Stakeholder Funding	(13,298)	(4,702)									(18,000)			(18,000)
PR249	Milliken Park CRC Expansion Construction - S37		1,696									1,696			1,696
PR250	Milliken Park CRC Expansion Construction - S37		(1,696)									(1,696)			(1,696)
PR251	Milliken CC - S37 Accumulated Interest		200									200			200
PR252	Milliken CC - S37 Accumulated Interest		(200)									(200)			(200)
PR253	North East Scarborough CC Design & Construction	750	16,128	15,800	6,218							38,896			38,896

**Appendix 5 (Continued)**

**2020 Capital Budget;  
2021 - 2029 Capital Plan Including Carry Forward Funding**

Project Code	(In \$000s)	2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2020 - 2029 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR254	Western North York NewCC Design & Construction	1,100	10,500	13,500	11,343	3,000						39,443			39,443
PR255	40 Wabash Parkdale NewCC Design & Construction	1,522	10,900	12,750	11,200	3,106						39,478			39,478
PR256	East Bayfront Community Centre		7,000									7,000			7,000
PR257	Lower Yonge Street Community Centre Space	4,150	4,150	9,200								17,500			17,500
PR258	FMP-Masaryk-Cowan CC - Upgrades					1,450	1,543					2,993			2,993
PR259	FMP Lawrence Heights Community Centre Design & Construction		200	600	3,200	20,400	9,400	6,400				40,200			40,200
PR260	FMP-Wallace Emerson (Galleria) Redevelopment		10,000	23,550								33,550			33,550
PR261	FMP-Etobicoke Civic Centre Community Centre	2,110	2,383	10,293	11,210	13,798	5,206					45,000			45,000
PR262	Newtonbrook CC Development						10,000					10,000			10,000
PR263	FMP John Innes CRC Redevelopment Design & Construction	600	800	2,350	16,200	15,600	15,950	500				52,000			52,000
PR264	FMP-Masaryk-Cowan CRC Redevelop Design & Construction					425	825	12,625	18,125			32,000			32,000
PR265	FMP-Scarborough Centennial Redevelop Design & Construction						425	825	12,625	18,125		32,000			32,000
PR266	FMP-Falstaff CC Redevelopment Design & Construction							425	825	12,625	18,125	32,000			32,000
PR267	FMP-Dennis R Timbrell RC Redevelopment (7) Design								425	825	1,250	2,500			2,500
PR268	FMP-Stan Wadlow Clubhouse Redevelopment (8) Design									425	2,075	2,500			2,500
PR269	FMP-Scarborough Gymnasium Addition (1) Design & Construction			600	5,980	2,620						9,200			9,200
PR270	FMP-Scarborough Gymnasium Addition (2) Design & Construction							600	5,980	2,620		9,200			9,200
PR271	FMP-Central Etobicoke CRC Design & Construction			500	1,000	14,750	23,750					40,000			40,000
PR272	FMP-Downtown CRC Design & Construction			500	750	11,750	17,000	10,000				40,000			40,000
PR273	FMP-SW Scarborough CRC Design & Construction						500	750	11,750	17,000		30,000			30,000
PR274	FMP-North Rexdale CRC Design & Construction							500	750	11,750	17,000	30,000			30,000
PR275	FMP-Jenner Jean Marie Space Addition Design & Construction		85	1,990	1,425							3,500			3,500
PR276	FMP-Program Space Addition Design & Construction							85	1,990	1,425		3,500			3,500
PR277	IT-Registration, Permitting & Licensing (CLASS)	6,875	8,444	3,154	107							18,580			18,580
PR278	IT-Enterprise Work Management System FY2018-2020	5,342	5,900	6,300								17,542			17,542
PR279	311 Customer Service Strategy		364	639								1,003			1,003
PR280	IT-Technology Refresh	250	300									550			550
PR281	Modernization Roadmap	280	140									420			420
PR282	IT-PFR Facility Wi-Fi	126										126			126
<b>Total Expenditures (including carry forward from 2019)</b>		<b>188,785</b>	<b>326,961</b>	<b>297,189</b>	<b>251,219</b>	<b>255,643</b>	<b>219,768</b>	<b>170,260</b>	<b>172,715</b>	<b>194,704</b>	<b>158,211</b>	<b>2,235,455</b>	<b>2,916</b>	<b>673,554</b>	<b>1,558,985</b>

### Appendix 5a

#### 2020 Cash Flow and Future Year Commitments Including Carry Forward Funding

Project Code	(In \$000s)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
PR001	Capital Emergency Fund	500										500			500
PR002	Various Buildings & Parks Accessibility Program	4,091	2,000									6,091	4,091		2,000
PR003	Capital Asset Management Planning	750	500									1,250	750		500
PR004	Various Bldgs-Facility Rehabilitation	5,117										5,117	5,117		
PR005	Investigation & Pre-Engineering SI&G	450	975									1,425	925		500
PR006	Parkland Acquisition	2,900	31,500	30,500	30,500	30,000	20,000	20,000	20,000	13,563	13,561	212,524	32,400	(30,000)	210,124
PR007	Paton Road Remediation	85										85	85		
PR007	Paton Road Remediation	(85)										(85)		(85)	
PR009	Land Acquisition Study - Additional Funds	133										133	133		
PR010	Dundas Carlaw Parkland Acquisition	57										57	57		
PR011	Land Acquisition Edithvale Park	500										500	500		
PR012	100 Ranleigh Park Development Remediation	387										387	387		
PR013	Grand Avenue (Manitoba) Remediation - Additl Funds	618	1,264									1,882	1,882		
PR014	Acquisition of 5-25 Wellesley & 14-26 Breadalbane		8,556									8,556	8,556		
PR015	Green Line - Remediation		400									400	400		
PR016	Market Lane Parkette & S Market Pk Remediation			47								47	47		
PR017	705 Progress Avenue - Remediation					200						200	200		
PR018	CAMP (SGR) ORC Facilities	1,235	2,138									3,373	3,373		
PR019	Sports Fields Program	1,500	1,000									2,500	500		2,000
PR020	Leslie Street Spit Washroom	1,561										1,561	1,561		
PR021	Humber Bay East - New Building S37/S45	2,000	2,900	1,835								6,735	6,735		
PR022	Dufferin Grove New Community Field House	1,580	5,221									6,801	3,156	3,645	
PR023	Ashbridges Bay Skateboard Park Lights S42	270										270	270		
PR024	Highview Park Accessible Baseball Field Jays Care	1,795										1,795	1,795		
PR025	Marie Curtis Park - Volleyball Courts	30	370									400			400
PR026	Christie Pits Park - New Basketball Lights	20	180									200			200
PR027	York Stadium Turf Improvements	200										200	200		
PR028	FMP-Basketball Full Court (1) Design & Construction		35	315								350	350		
PR038	FMP-Sports Field Improvements Design & Construction		120									120	120		
PR044	FMP-Outdoor RC Improvements Design & Construction		200									200	200		
PR045	Various Parks - Parks Rehabilitation	5,118										5,118	5,118		
PR046	Master Planning PF&R	770	2,340									3,110	3,110		
PR047	10 Ordnance Street Development - Construction S42	50	3,950	500								4,500	300		4,200
PR048	100 Ranleigh Park Development Design & Construction	650										650	650		
PR049	150 Harrison Street New Park		20	180								200	200		
PR050	Tommy Thompson Park Improvements	360										360	360		
PR051	150 Sterling - Above Base Park Development			110	1,280							1,390	1,390		
PR052	318 Queens Quay W Pk Development Design & Construction	200	4,000	5,916								10,116	10,116		
PR053	55 Curzon Street Above Base Park Development	100										100			100
PR054	55 Isaac Devins Blvd/3035 Weston Rd Blk 79 Develop			50	550							600			600
PR055	57 Brock Avenue - Park Development		20	180								200			200
PR056	652 Eastern Above Base Park Development	30	370									400			400
PR057	705 Progress Avenue - Ph 1 and 2 Park Development						59	1,450				1,509	1,509		
PR058	90 Stadium Road Trail & Path - S37	166										166	166		
PR059	Alexandra Park - Park Improvements		80	920								1,000			1,000

Appendix 5a (Continued)

2020 Cash Flow and Future Year Commitments Including Carry Forward Funding

Project Code	(In \$000s)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
PR060	Anniversary Park - Development			30	370							400	400		
PR061	Apted Park Design & Construction - S45		50									50	50		
PR062	Art Shoppe Park Development		30	270								300	300		
PR063	Badgerow Parkette & Jimmie Simpson Park	225										225	225		
PR065	Carlaw/Dundas and Ward 30 Park Improvements	400										400	400		
PR066	Community Services and Facilities Studies	215										215	215		
PR067	Corktown Parks S42	1,000										1,000	1,000		
PR068	Dane Park Construction	66										66	66		
PR069	David Crombie Park Revitalization Design S42	41										41	41		
PR070	David Crombie Park Revitalization & Area Parks	500	4,000									4,500			4,500
PR071	Diana Park - Improvements	20	375									395			395
PR072	Earls Court Park Improvements	20	480									500	235	265	
PR073	Eastern Beaches Improvements - Contribution	200	200									400	400		
PR074	Edwards Gardens - Garden Study Additional Funding	111										111	111		
PR075	Edwards Gardens Improvements	420	2,500									2,920	2,920		
PR076	Eglinton Park Master Plan Implementation		200	3,700								3,900			3,900
PR077	Etobicoke City Centre Park - Design	20	500	430	50							1,000	1,000		
PR081	Fleet - Tree Planting Partnership	161										161	161		
PR082	Fleet - Trees in Parks Area Maintenance	596	600									1,196	1,196		
PR083	Fleet-Area Maintenance (Ph 2 of Tree Serv. 2011)	735	600									1,335	1,335		
PR084	Facilities Master Plan Implementation Planning	295	304	313								912			912
PR086	Former Inglis Lands - Park Development^ CIP150	510										510	510		
PR087	Former Ward 19 Park Improvements	448										448	448		
PR088	Former Ward 24 Park Improvements	110	700	705								1,515	1,515		
PR089	Former Ward 26 Park Improvements S42	56										56	56		
PR090	Former Ward 26 Park Improvements S37 S42	732										732	732		
PR091	Former Ward 3 Park Improvements	107										107	107		
PR092	Former Ward 3 Park Improvements FY2015 S42	449										449	449		
PR093	Former Ward 33 Park Improvements S37 & S42	50	598									648	648		
PR094	Former Ward 36 Park Improvements S42	60										60	60		
PR095	Former Ward 38 Park Improvements	400										400	400		
PR096	Former Ward 6 Park Improvements S37	81										81	81		
PR097	Frank Faubert Woods Development	150					730					880	880		
PR098	Glasgow St Parkette Ph. 2 Cecil CC Improvements		375									375	375		
PR099	Gore Park & Area Park Development^	120	2,426									2,546	2,546		
PR100	Green Line - Geary Ave and Lower Davenport Parcels	242	1,363									1,605	1,605		
PR101	Greenwood Park Dogs Off Leash Area Improvements	250										250	250		
PR102	High Park Washroom/Chess Clubhouse Upgrades	456										456	456		
PR103	Hillsdale Parkette Expansion - Development		40	460								500			500
PR104	Humber Bay Park East - Rehabilitation of Ponds		2,000	4,360								6,360			6,360
PR105	Hupfield Pk Improvements (Viola Desmond Park) S42	15	185									200	200		
PR106	Huron Street Playground Phase 2 New DOLA S42	20	280									300	300		
PR107	Huron Washington Park Improvements Uof T		300									300			300
PR108	Ivan Forest Park Improvements w/ Urban Design	20	180									200			200

Appendix 5a (Continued)

2020 Cash Flow and Future Year Commitments Including Carry Forward Funding

Project Code	(In \$000s)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
PR109	Jimmie Simpson Pk - NewScoreboard S37	35										35	35		
PR110	Joseph Burr Tyrell Pk Improvements S42	40	360									400	400		
PR112	Land Adjacent to 2175 Lake Shore Blvd. W. Design	68	75									143	143		
PR113	Lawrence Heights Ph1a-Baycrest	150	2,040	3,068								5,258	3,090	2,168	
PR114	Lawrence Heights Ph1b-Greenway	700										700	700		
PR115	Lawrence Heights Ph1f-Local Neighbourhood Pk	200		1,438								1,638	1,638		
PR116	Lambton Kingsway - Park Improvements S42/Donation		60									60	60		
PR117	Liberty Village Park Improvements S42 AR CIL	460										460	460		
PR118	Leslie Grove Park Improvements (Hope Shelter)	90										90	90		
PR117	Liberty Village Park Improvements S42 AR CIL		400									400		400	
PR119	Linear Pk (Sheppard Ave) Development	50	600	350								1,000	1,000		
PR119	Linear Pk (Sheppard Ave) Development	(50)	(600)	(350)								(1,000)		(1,000)	
PR121	Market Ln Parkette & S Pk Devt Design & Construction - S42	125	180	90								395	395		
PR122	McCowan District Park, Phase 2 - Construction	833										833	833		
PR123	Milliken District Pk-Upper Pond/Stream Restoration	255										255	255		
PR124	Moorevale Park Improvements	1,362										1,362	1,362		
PR125	Moss Park - Park Redevelopment Design and Construction	50	150	150			50	100				500			500
PR126	Mouth of the Creek Construction Phase 1 & 2					3,000	2,000	4,640				9,640	9,640		
PR127	Grand Avenue Park (Mystic Point) Development	1,500	3,675									5,175	5,175		
PR129	North Humber Pk-NewShade Structure/Gazebo S42	103										103	103		
PR130	Osler Park - Park Improvements	75	425	600								1,100			1,100
PR131	Parks Plan FY2018	1,000										1,000	1,000		
PR132	Phoebe St/Soho Square - NewPark Development		25	225								250	250		
PR133	Red Canoe Playground	600										600	600		
PR134	Riverdale Park West - Access Improvements	300	444									744	744		
PR135	Rosehill Reservoir Park Improvements with TW	2,000	4,550									6,550	4,550	2,000	
PR136	Scarlett Mills Pk-DOLA	18	257									275	275		
PR137	St Andrew Playground Improvements - S42	1,059	2,217									3,276	3,276		
PR138	St. Jamestown Open Space Design & Construction		515									515			515
PR139	St. Patrick's Square - Park Improvements S37		30	270								300	300		
PR140	Toronto Island Park Implementation Phase 1	200	800									1,000			1,000
PR111	Keeleisdale Park - Rebuild Stairs/Path/N.Sporting^		50	873								923	273	650	
PR144	Toronto Islands Management Plan	337	455									792	337	455	
PR145	Twenty Eighth Street Park - Windows on the Lake	10	90									100			100
PR146	Wallace Emerson Park Redevelopment - Phase 1 & 2		2,665	2,350								5,015			5,015
PR147	Ward 3 - Park Improvements S37, S42	50	450									500	500		
PR148	Wells Hill Lawn Bowling Clubhouse/Wychwood Reno	240										240	240		
PR149	Weston Tunnel Park Development	30	620									650	650		
PR150	Widmer @ Adelaide - S42	200	200									400	400		
PR151	Yonge Street Linear Parks Improvement S42	75	500	2,250								2,825	2,825		
PR152	York Off Ramp Park Construction	4,000	4,000	4,000								12,000	12,000		
PR153	CAMP(SGR) Parking Lots, Tennis Courts & Sports Pads	2,066	3,107									5,173	5,173		
PR156	CAMP (SGR) Waterplays	2,632	1,650	900								5,182	3,278	1,904	
PR157	Play Enhancement Program	4,922										4,922	4,422	500	

Appendix 5a (Continued)

2020 Cash Flow and Future Year Commitments Including Carry Forward Funding

Project Code	(In \$000s)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
PR158	Art Eggleton Park - Playground S42	50										50	50		
PR159	St. James Park Playground & Park Upgrade	1,947										1,947	1,947		
PR160	Kempton-Howard Playground Improvements S42	754										754	350	404	
PR161	FMP-Fred Hamilton Playground Wading Pool Convert	75	725									800	450	350	
PR162	High Park Playground (near Bloor) Improvements	600										600	600		
PR163	Tom Riley Park - New Playground S42	70	855									925	300	625	
PR164	North Tumberry Park - Playground Development	243										243	243		
PR165	Gledhill Park - Playground Improvements	50										50			50
PR166	High Level Park Playground Upgrade w TW	150										150			150
PR167	Humewood Park - Playground Upgrade	15	160									175			175
PR168	Havendale Park - Playground Improvements	30	270									300			300
PR169	Spring Garden Park (West) - New Playground		25	300								325			325
PR170	FMP-Bell Manor Park - New Splash Pad S42		40	610								650	650		
PR171	FMP-Maple Leaf Pk New Splash Pad		40	610								650	650		
PR182	CAMP (SGR) Pools	4,884	5,100	5,622								15,606	11,284	4,322	
PR183	Wellesley CC Pool - Construction - S37/45/S42	2,896										2,896	2,896		
PR184	Davisville Community Pool - Design & Construction	664	504	185	122							1,475	1,475		
PR188	CAMP (SGR) Arenas	9,736	11,048	10,650								31,434	15,477	15,957	
PR189	Don Mills Community Recreation Facility- Design & Construction	500	3,500	300	800	800	300					6,200	1,950	4,250	
PR190	High Park AIR - Garage for Zamboni	10	165									175	175		
PR197	CAMP (SGR) Trails, Pathways & Bridges	5,110	4,919									10,029	7,792	2,237	
PR198	East Don Trail Ph 1 Construction		4,072									4,072	4,072		
PR199	Bridge to Mississauga via Etobicoke Valley Pk	110										110	110		
PR200	Beltline Trail "Stations" S42	471										471	471		
PR201	Beltline Trail Access in Moore Park Ravine	25	575									600	600		
PR202	York Beltline Trail Improvements	50	580									630	630		
PR203	Humber Bay Shores - Additional Funds	457										457	457		
PR204	South Mimico Trail	30	495									525	525		
PR205	Upper Highland Creek Trail Ext.Ph. 3-5^	432	852									1,284	1,284		
PR206	Fort York Path	16	197									213	213		
PR207	Green Line Design & Construction		971									971	971		
PR208	John Street Corridor			1,000								1,000	1,000		
PR210	S Keelesdale Pk-Stair Improvt NE Corner Eglinton				251							251	251		
PR212	Sherway Trail					121						121	121		
PR213	City Wide Environmental Initiatives	2,933	700									3,633	3,633		
PR214	Community Gardens Program	90										90	90		
PR215	Mud Creek Phase 2	700	3,017									3,717	3,717		
PR216	Wilket Creek Park - Ph 2 & 3	306	1,000									1,306	306		1,000
PR217	Lower Don Wetland Creation-Cottonwood Flats Ph. 2	125										125	125		
PR218	Green Line - Construction		300									300	300		
PR219	Lindylou Park- Community Flower Gardens	60										60	60		
PR220	2017 High Lake Effect - Flooding Damage & Repairs	3,521	5,479	2,958								11,958	11,958		

Appendix 5a (Continued)

2020 Cash Flow and Future Year Commitments Including Carry Forward Funding

Project Code	(In \$000s)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
PR221	2018 Wind Storm Damages	4,385	4,000	1,650								10,035	10,035		
PR222	2019 Flooding Damage & Repairs - Additional Costs	1,325										1,325			1,325
PR223	CAMP (SGR) SF Building & Structures	4,578	3,954	3,000								11,532	5,957	5,575	
PR224	CAMP(SGR) Harbourfront, Marine,Fountains & Seawalls	3,476	2,120									5,596	4,196	1,400	
PR225	Golf Courses Rehabilitation	630										630	630		
PR226	Ferry Boat Replacement #1	3,500	7,231									10,731	10,731		
PR227	Ferry Boat Replacement #2		3,150	7,200	2,650							13,000			13,000
PR229	Allan Gardens Washroom Building Construction - S42	3,789	554									4,343	4,343		
PR230	Guild Inn Parks Compound	71										71	71		
PR231	Franklin Children's Garden - Wetland Restoration	482										482	482		
PR232	Riverdale Farm Simpson House	326										326	326		
PR233	High Pk Forestry School Building Phase 2 S37	200	250									450	450		
PR234	Centennial Park S Ski Hill- T-Bar Lift Replacement			315								315	315		
PR235	Centennial Ski Hill Slope - Re-Grading			100								100	100		
PR236	CAMP (SGR) Community Centres	12,416	10,964	15,135								38,515	14,729	23,786	
PR237	York CC Green Roof & Security	754										754	754		
PR238	Canoe Landing NewCC (Spadina/Front)-Construction	3,000										3,000	3,000		
PR239	Canoe Landing (Block 31) - TDSB & TCDSB Schools	3,000										3,000	3,000		
PR240	West Acres RC - Redevelopment	132										132	132		
PR241	Edithvale CC -S37 Change of Scope	142										142	142		
PR242	Trace Manes CC Playground Donation	1,305										1,305	1,305		
PR243	BurrowHall CC Courtyard Improvements S37	60										60	60		
PR244	Cummer CC-AODA Upgrades Health Club/Change Rooms	400										400	400		
PR244	Cummer CC-AODA Upgrades Health Club/Change Rooms	(400)										(400)		(400)	
PR246	Bessarion CC (Canadian Tire) - Construction	13,800	28,510									42,310	42,310		
PR247	Bessarion CC - Stakeholder Funding	16,273	5,302									21,575	21,575		
PR247	Bessarion CC - Stakeholder Funding	(13,298)	(4,702)									(18,000)		(18,000)	
PR249	Milliken Park CRC Expansion Construction - S37		1,696									1,696	1,696		
PR249	Milliken Park CRC Expansion Construction - S37		(1,696)									(1,696)		(1,696)	
PR251	Milliken CC - S37 Accumulated Interest		200									200	200		
PR251	Milliken CC - S37 Accumulated Interest		(200)									(200)		(200)	
PR253	North East Scarborough CC Design & Construction	750	16,128	15,800	6,218							38,896	1,896		37,000
PR254	Western North York NewCC Design & Construction	1,100	500	500	343							2,443	2,443		
PR255	40 Wabash Parkdale NewCC Design & Construction	1,522	10,900	12,750	11,200	3,106						39,478	2,478		37,000
PR256	East Bayfront Community Centre		7,000									7,000	7,000		
PR257	Lower Yonge Street Community Centre Space	4,150	4,150	9,200								17,500	12,500	5,000	
PR258	FMP-Masaryk-Cowan CC - Upgrades					1,450	1,543					2,993	2,993		
PR260	FMP-Wallace Emerson (Galleria) Redevelopment		10,000	23,550								33,550	25,200	8,350	
PR261	FMP-Etobicoke Civic Centre Community Centre	2,110	2,383	10,293	11,210	13,798	5,206					45,000			45,000
PR263	FMP John Innes CRC Redevelopment Design & Construction	600	800	1,200	1,200	600	600	500				5,500			5,500
PR277	IT-Registration, Permitting & Licensing (CLASS)	6,875	8,444	3,154	107							18,580	18,580		

### Appendix 5a (Continued)

#### 2020 Cash Flow and Future Year Commitments Including Carry Forward Funding

Project Code	(In \$000s)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
PR278	IT-Enterprise Work Management System FY2018-2020	5,342	5,900	6,300								17,542	6,602	10,940	
PR279	311 Customer Service Strategy		364	639								1,003	1,003		
PR280	IT-Technology Refresh	250	300									550	550		
PR281	Modernization Roadmap	280	140									420			420
PR282	IT-PFR Facility Wi-Fi	126										126	126		
	<b>Total Expenditure (including carry forward from 2019)</b>	<b>188,785</b>	<b>290,346</b>	<b>200,056</b>	<b>66,851</b>	<b>53,075</b>	<b>30,488</b>	<b>26,690</b>	<b>20,000</b>	<b>13,563</b>	<b>13,561</b>	<b>903,415</b>	<b>470,347</b>	<b>43,802</b>	<b>389,266</b>

The 2020 Cash Flow and Future Year Commitments as noted in the table above, reflects a sub-set of the 10-Year Capital Plan. This sub-set consists of 2020 and future year cash flow funding estimates for projects that have either previously received Council approval or will require approval in 2020 to begin, continue or complete capital work. This approval will enable Parks, Forestry & Recreation to begin work and/or commit funding for expenses that may not be incurred until 2021 or future years.



Appendix 5b

2021 - 2029 Capital Plan

Project Code	(In \$000s)	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2021 - 2029 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR001	Capital Emergency Fund	500	500	500	500	500	500	500	500	500	4,500		4,500	
PR002	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
PR003	Capital Asset Management Planning		500	500	500	500	500	500	500	500	4,000		4,000	
PR004	Various Bldgs-Facility Rehabilitation	5,200	5,200	5,100	5,000	5,000	5,000	5,000	5,000	5,000	45,500		45,500	
PR005	Investigation & Pre-Engineering SI&G		500	500	500	500	500	500	500	500	4,000			4,000
PR018	CAMP (SGR) ORC Facilities		2,879	3,109	2,500	2,500	2,500	2,500	2,500	2,500	20,988		20,988	
PR019	Sports Fields Program		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	8,000		8,000	
PR028	FMP-Basketball Full Court (1) Design & Construction	35	332	193	332	193	332	193	350	332	2,292			2,292
PR029	FMP-Skateboard Park (1) North District	40	560								600			600
PR030	FMP-Skateboard Park (2) East District			40	560						600			600
PR031	FMP-Skateboard Park (3) South District					40	560				600			600
PR032	FMP-Ward 2 Skateboard Park (4)							40	560		600			600
PR033	FMP-Skate Spots Construction Program	50	475	250	250	250	250	275	500	475	2,775			2,775
PR034	FMP-Bike Park (1) Scarborough						50	700			750			750
PR035	FMP-BMX Features (2 Sites)			15	235	15	235				500			500
PR036	FMP-Soccer Field (4 Sites)		35	485	35	485		35	520	485	2,080			2,080
PR037	FMP-Mini-Soccer Field (4 Sites)	5	55	50	5	50	5	50			220			220
PR038	FMP-Sports Field Improvements Design & Construction	1,200	1,200	1,200	1,200	1,170	900	900	900	900	9,570			9,570
PR039	FMP-Sports Bubble Stadium Site (2 Sites)		80	1,170				80	1,170		2,500			2,500
PR040	FMP-Fieldhouse Design & Construction (2 Sites)		25	580	395		25	580	395		2,000			2,000
PR041	FMP-Clubhouse Design & Construction			40	900	610					1,550			1,550
PR042	FMP-Cricket Pitch (2 Sites)	35	465				35	465			1,000			1,000
PR043	FMP-Multi-Use Field-Artificial Turf (4 Sites)	115	1,685	115	1,685	115	1,685	115	1,685		7,200			7,200
PR044	FMP-Outdoor RC Improvements Design & Construction		2,000	2,200	2,200	2,200	2,200	2,400	2,500	2,500	18,200			18,200
PR045	Various Parks - Parks Rehabilitation	5,200	5,200	5,100	5,000	5,000	5,000	5,000	5,000	5,000	45,500		45,500	
PR046	Master Planning PF&R		400	400	400	400	400	400	400	400	3,200			3,200
PR057	705 Progress Avenue - Ph 1 and 2 Park Development							700			700			700
PR061	Apted Park Design & Construction - S45		50	650							700			700
PR064	Brimley/401/Progress - Park Development^		30	380							410			410
PR070	David Crombie Park Revitalization & Area Parks		500	4,000	500	4,000	500	4,000	500	4,000	18,000			18,000
PR076	Eglinton Park Master Plan Implementation				350	3,000		250	2,000		5,600			5,600
PR078	Etobicoke City Centre Construction		2,500	500							3,000			3,000
PR079	Dunkip Park Development	40	460								500			500
PR080	Six Points Park Expansion	35	365								400			400
PR085	FMP-Dogs Off Leash Area (3 Sites)	15	260	15	260		15	260			825			825
PR121	Market Ln Parkette & S Pk Devt Design & Construction - S42	500	2,775								3,275			3,275
PR125	Moss Park - Park Redevelopment Design and Construction					3,500	4,000				7,500			7,500
PR128	Newtonbrook CC Park Development										2,000			2,000
PR138	St. Jamestown Open Space Design & Construction		615	4,000							4,615			4,615
PR142	TO Core Park Master Planning	165	165	165	165	165					825			825
PR143	TO Core Park Improvements-Various Sites Ph A & B		100	655	1,110	555					2,420			2,420

### Appendix 5b (Continued)

#### 2021 - 2029 Capital Plan

Project Code	(In \$000s)	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2021 - 2029 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR146	Wallace Emerson Park Redevelopment - Phase 1 & 2	200	300	2,275	2,650	2,150	1,150				8,725			8,725
PR153	CAMP(SGR) Parking Lots, Tennis Courts & Sports Pads		4,073	4,500	6,509	15,000	10,300	9,000	9,000	9,000	67,382		67,382	
PR154	FMP-Tennis Court Complex with Lights (5 Sites)	20	310	490	310	500	470				2,100			2,100
PR155	Edwards Gardens Parking Lot - Phase 2 Improvements			50	700						750			750
PR156	CAMP (SGR) Waterplays			900	900	900	900	900	900	900	6,300		6,300	
PR157	Play Enhancement Program	5,800	5,800	5,800	5,800	5,800	5,800	5,800	5,800	5,800	52,200			52,200
PR172	FMP-Pelmo Park Splash Pad (1)	40	610								650			650
PR173	FMP-Ward 24 Splash Pad (2)		40	610							650			650
PR174	FMP-Ward 16 Splash Pad (3)			40	610						650			650
PR175	FMP-Ward 23 Splash Pad (4)				40	610					650			650
PR176	FMP-Ward 2 Splash Pad (5)						40	610			650			650
PR177	FMP-Ward 6 Splash Pad (6)								40	610	650			650
PR178	FMP-Ward 15 Splash Pad (7)								40	610	650			650
PR179	FMP-Ward 11 Wading Pool Convert to Splash Pad (1)	35	465								500			500
PR180	FMP-Ward 8 Wading Pool Convert to Splash Pad (2)		35	465							500			500
PR181	Gledhill Park - Splash Pad Upgrade			50	600						650			650
PR182	CAMP (SGR) Pools			4,250	4,410	4,250	5,000	5,000	5,000	5,000	32,910		32,910	
PR184	Davisville Community Pool - Design & Construction	3,500	10,500	1,660							15,660			15,660
PR185	FMP-Waterfront West Pool Addition Design & Construction		625	14,500	9,875						25,000			25,000
PR186	FMP-North York Pool Addition Design & Construction							625	14,500	9,875	25,000			25,000
PR187	FMP-Scadding Court Pool Replacement Design & Construction					625	14,500	9,875			25,000			25,000
PR188	CAMP (SGR) Arenas			11,939	11,300	4,523	6,500	4,212	6,500	6,500	51,474		51,474	
PR189	Don Mills Community Recreation Facility- Design & Construction		9,000	30,000	30,000	10,000					79,000			79,000
PR191	FMP-Skating Trail	40	900	610							1,550			1,550
PR192	FMP-Artificial Ice Rink (1) Design & Construction	60	1,345	945							2,350			2,350
PR193	FMP-Ward 21 Artificial Ice Rink (2) Design & Construction					60	1,345	945			2,350			2,350
PR194	FMP-Arena Redevelopment-Twin Pad Design & Construction							675	15,080	11,245	27,000			27,000
PR195	FMP-Arena Repurpose (1) Design & Construction					65	1,450	1,035			2,550			2,550
PR196	FMP-Arena Repurpose (2) Design & Construction							65	1,450	1,035	2,550			2,550
PR197	CAMP (SGR) Trails, Pathways & Bridges		5,679	3,891	6,831	7,000	7,000	4,992	4,590	4,590	44,573		44,573	
PR209	Thomson Park - Install Walkway Under Bridge^		100	1,400							1,500			1,500
PR211	Maryvale Pk-Foot Bridge from Murray Glen Dr^			50	500	450					1,000			1,000
PR213	City Wide Environmental Initiatives	2,900	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	26,900		26,900	
PR214	Community Gardens Program	100	100	100	100	100	100	100	100	100	900			900
PR223	CAMP (SGR) SF Building & Structures			3,000	3,000	3,000	3,000	3,000	3,000	3,000	21,000		21,000	
PR224	CAMP(SGR) Harbourfront, Marine,Fountains & Seawalls		2,000	2,000	2,027	2,027	3,000	3,008	3,410	3,410	20,882		20,882	
PR225	Golf Courses Rehabilitation	500	500	500	500	500	500	500	500	500	4,500		4,500	
PR228	Ferry Boat Replacement #3					720	6,800	6,480			14,000			14,000
PR236	CAMP (SGR) Community Centres			17,576	16,879	14,502	11,813	11,480	14,456	14,433	101,139		101,139	

### Appendix 5b (Continued)

#### 2021 - 2029 Capital Plan

Project Code	(In \$000s)	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2021 - 2029 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR254	Western North York NewCC Design & Construction	10,000	13,000	11,000	3,000						37,000			37,000
PR259	FMP Lawrence Heights Community Centre Design & Construction	200	600	3,200	20,400	9,400	6,400				40,200			40,200
PR262	Newtonbrook CC Development					10,000					10,000			10,000
PR263	FMP John Innes CRC Redevelopment Design & Construction		1,150	15,000	15,000	15,350					46,500			46,500
PR258	FMP-Masaryk-Cowan CC - Upgrades				425	825	12,625	18,125			32,000			32,000
PR265	FMP-Scarborough Centennial Redevelop Design & Construction					425	825	12,625	18,125		32,000			32,000
PR266	FMP-Falstaff CC Redevelopment Design & Construction						425	825	12,625	18,125	32,000			32,000
PR267	FMP-Dennis R Timbrell RC Redevelopment (7) Design							425	825	1,250	2,500			2,500
PR268	FMP-Stan Wadlow Clubhouse Redevelopment (8) Design								425	2,075	2,500			2,500
PR269	FMP-Scarborough Gymnasium Addition (1) Design & Construction		600	5,980	2,620						9,200			9,200
PR270	FMP-Scarborough Gymnasium Addition (2) Design & Construction						600	5,980	2,620		9,200			9,200
PR271	FMP-Central Etobicoke CRC Design & Construction		500	1,000	14,750	23,750					40,000			40,000
PR272	FMP-Downtown CRC Design & Construction		500	750	11,750	17,000	10,000				40,000			40,000
PR273	FMP-SW Scarborough CRC Design & Construction					500	750	11,750	17,000		30,000			30,000
PR274	FMP-North Rexdale CRC Design & Construction						500	750	11,750	17,000	30,000			30,000
PR275	FMP-Jenner Jean Marie Space Addition Design & Construction	85	1,990	1,425							3,500			3,500
PR276	FMP-Program Space Addition Design & Construction						85	1,990	1,425		3,500			3,500
	<b>Total Expenditures (including carry forward from 2019)</b>	<b>36,615</b>	<b>97,133</b>	<b>184,368</b>	<b>202,568</b>	<b>189,280</b>	<b>143,570</b>	<b>152,715</b>	<b>181,141</b>	<b>144,650</b>	<b>1,332,040</b>	<b>-</b>	<b>505,548</b>	<b>826,492</b>

## Appendix 6

### Reporting on Major Capital Projects: Status Update

Division/Project name	2019 Cash Flow			Total Project		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
<i>Parks, Forestry and Recreation</i>											
Ferry Boat Replacement #1	837	63	837	12,500	996	On Track	Mar-15	Dec-18	Dec-21	Ⓞ	Ⓞ
Comments:	ARFP was issued in July 2017 for professional services for additional ferry fleet replacement analysis. The contract was awarded to KPMG LLP working with BMT Group Ltd. The analysis was completed and provided to the City in late 2018. Concept Naval are continuing to advance the design work.										
Explanation for Delay:	The additional analysis provided a comprehensive review of existing ferry operations. It informs ferry replacement decisions (around design elements) as well as long-term strategic ferry fleet replacement direction. It will ensure that the ultimate selection and sequencing of ferry replacement is supported by a detailed business analysis which clearly outlines anticipated costs and benefits.										
Canoe Landing Community Recreation Centre (former name Railway Lands)	34,846	19,823	28,846	74,596	59,781	Significant Delay	Jan-2014 (Design) July-2017 (Construction)	Jul-19	Mar-20	Ⓞ	Ⓞ
Comments:	Construction is approximately 84% complete as of the end of September 2019. The scope of the project has increased due to additional funding for new space, resulting in an increase to the project budget. The third party Property Manager is on site and has commenced work. Negotiations with the tenant (Bentway) for the Community Space is ongoing. A Staff Report for approval of three (3) Purchase Order Amendments (POAs) was approved by the General Government and Licensing Committee on October 7, 2019, and no additional funding is required for the amendments.										
Explanation for Delay:	Recent labour disruption has delayed completion of the project by seven (7) months for the community centre (proposed completion date - end of March 2020) and four (4) months for the schools (proposed completion date - end of December 2019). Trades are working overtime however there continues to be a shortage of sheet metal labour as a result of the labour disruption.										
Bessarion Community Centre, Community Centre, Child Care Centre, Bayview-Bessarion Library Branch, and Underground Parking Garage	13,739	8,180	17,751	92,850	19,153	On Track	2013	2020	Dec-21	Ⓞ	Ⓞ
Comments:	Project is under construction with approximately 20% of contract work completed at the end of September 2019. Construction of foundations, columns and basement foundation walls continues at the P3 level of the three-story underground parking garage. The concrete structure (to grade) is expected to be completed by the end of 2019, and at this stage the project is proceeding as per the construction schedule.										
Explanation for Delay:											
Wellesley Community Centre Pool - Design & Construction	9,924	4,084	7,028	20,000	14,160	Significant Delay	2013	May-19	Feb-20	Ⓞ	Ⓞ
Comments:	The project is under construction with 73% of the contract spent as of the end of September 2019. Construction is in progress with the pouring of concrete in the leisure pool, spa pool slab and pool deck complete, as well as the exterior curtain wall and glazing. Construction continues to progress with interior finishes starting. Electrical and mechanical work are ongoing.										
Explanation for Delay:	Recent labour disruption has delayed completion of the project by eight (8) months. Trades are working however there continues to be a shortage of sheet metal labour which may impact the anticipated completion date..										
Don Mills Civitan Arena Design & Construction				24,500		On Track	Jan-16	Dec-19	Dec-24	Ⓞ	Ⓞ
Comments:	At the July 2019 meeting, City Council approved the report "Planning Recreation Facilities for the Don Mills Communities" (EX.7.5) which provided direction for the Chief Planner and General Manager of PF&R 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 Don Mills recreation facility. 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 Rd) 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'. Design work will be initiated in 2020.										
Explanation for Delay:	Awaiting site to be conveyed to the City.										

### Appendix 6 (Continued)

#### Reporting on Major Capital Projects: Status Update

Division/Project name	2019 Cash Flow			Total Project		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
Davisville Community Pool Design and Construction				17,135		On Track	Pre-Design / Investigation - February 2017 Design - January 2020 Construction - 2021	Sep-22	Dec-23	Ⓞ	Ⓞ
Comments:	A completed executed Ground Lease has been signed by the TDSB (the "Landlord") and the City of Toronto (the "Tenant"). The Lease includes Terms for Use of Shared Facilities. A Request for Proposal (RFP) for professional services for the Aquatic Centre will be initiated by the City at the end of 2019. PF&R Capital and Recreation are meeting end of September 2019 to fine tune consultant RFP.										
Explanation for Delay:											
North East Scarborough Community Centre and Child Care Centre Design and Construction	1,208	232	612	40,000	724	On Track	Design Phase - 2017 to 2019 and Construction Phase - Summer 2020 to December 2022	Jun-23	December 2022 based on potential inclusion of a new pool	Ⓞ	Ⓞ
Comments:	The Project Design Team is addressing issues raised by the Design Review Panel (DRP) on May 30, 2019. Project meeting #10 was held on June 13, 2019, to review responses prepared by the Design Team. On September 19, 2019, the Design Review Panel approved the proposed concept design. The design team is currently finalizing the schematic design phase and about to start the design development phase. To date, three public consultations and one community and family fun day, have been held to solicit feedback from the community. Needs surveys and environmental scans were carried out between December 2016 and March 2017. Public presentation of the schematic design occurred on November 21, 2019.										
Explanation for Delay:	The new Community Centre completion is delayed by 2.5 years from December 2020 to June 2023 due to the additional scope of work (pool), re-issuing of the RFP, site constraints and extended Design Review Panel process.										
Western North York New Community Centre and Child Care Centre Design and Construction	377	249	377	40,000	286	On Track	Design: February 2016 Construction: June 2020	Fall 2020	Apr-24	Ⓞ	Ⓞ
Comments:	The project is in the Program Confirmation/Community Consultation phase. The first Community Open House was held on June 4 and a Pop-Up Event was scheduled at St. Basil-The-Great College on June 10, 2019. Both events were well attended with active participation. Another Pop-Up event is scheduled towards the end of July 2019. An online survey is currently underway that ends July 31, 2019. Staff Working Group meetings and Integrated Design Meetings with the architects are in progress. Conceptual Site options are being considered towards further detailed development. A Phase 1 and 2 Archeological Study is in progress as well as the Phase 1 and Phase 2 Environmental Assessment Reports and Record of Site Condition (RSC). The Traffic and Parking Study is completed and the report is imminent. The Topographic Survey is almost completed. Next steps are to carry out feasibility studies with a business case for Net Zero Energy Building Design and Generator Design and Renewable Energy Options. Preliminary concept plans are being costed and Geotechnical and Hydro-Geotechnical testing are to be carried out. Geothermal System Pre-Feasibility study and Net Zero Strategy study are underway.										
Explanation for Delay:	Preliminary coordination and engagement of stakeholders resulted in a later than anticipated initiation of the project design development process. As a result, the end date has changed from 2023 to April 2024 as the Kick Off meeting with MJM Architects took place in February 2019.										
40 Wabash Parkdale New Community Centre Design and Construction	285	132	285	40,000	369	On Track	Pre-Design/ Investigation 2017, Design 2018-2020, Construction -2021	Dec-23	Dec-24	Ⓞ	Ⓞ
Comments:	The Architectural Request for Proposal (RFP) call closed May 14, 2019. The evaluation team has reviewed the proposals under the auspices of the Fairness Monitor, and has recommended PMMD invite the top four (4) ranked proponents to an interview/presentation scheduled for July 16, 2019. The consultant agreement for Architectural Services has been sent to the architect for signature and this is expected to be executed by the end of September/early October to allow the project to start. The Draft Building Condition Assessment (BCA) and Draft Cultural Heritage Evaluation (CHER) reports have been received and comments for both have been sent back to the consultant for incorporation. Environmental studies (updating ESAs etc.) will be done through Facilities Management (Environmental Services) who will be hiring professional services to do this work directly for the City.										
Explanation for Delay:											

### Appendix 6 (Continued)

#### Reporting on Major Capital Projects: Status Update

Division/Project name	2019 Cash Flow			Total Project		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
IT-Registration, Permitting & Licensing (CLASS Replacement)	7,707	2,404	5,548	29,788	7,391	Significant Delay	Design Phase: May 2016 Implementation: July 2018	Sep-19	Dec-23		
Comments:	The Request for Proposal (RFP) was issued on April 6, 2017 and submissions were received on May 30, 2017. The RFP 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, 2019 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. Go-live of Phase 1 is estimated Q1 2020. The legal agreement has been signed by the City and Legend. Work started with Legend in October 2018. Work is progressing on the solution configuration, solution customization, and implementation planning.										
Explanation for Delay:	Delays in hiring temporary capital positions. Hiring was delayed to: -Adjust to KPMG project assurance recommendations; -Adjust to implementation planning based on discovery session planning with the new vendor; and -Adjust to hiring challenges in getting successful candidates with the right skills.										
IT-Enterprise Work Management System	5,602	1,230	2,709	13,850	5,746	Minor Delay	Jan-12	Dec-20			
Comments:	Implementation vendor (EMA) has been selected. This project is comprised of several work packages. The first, Work Package A, was completed at the end of June 2018. Work Package B is underway and has a planned duration of 12 months. Its scope is the configuration of core Maximo and implementation of common integrations. Work Package C, the implementation of the tool for Urban Forestry, is slated to take place over 2019 and 2020. Other planned Work Packages will implement Toronto Water, Transportation and Solid Waste. Future Work Packages will be needed to implement Parks and Community Recreation Branches.										
Explanation for Delay:	Reasons for delay: two (2) months due to procurement processes and statements of work were not in place to secure resources and agreement for key integrations.										
318 Queens Quay West Park (Rees Street Park) Phase 1 Design & Construction	365		365	10,800	319	On Track	Design Competition: Spring/Summer 2018 Detailed Design: Fall/Winter 2018 Construction: Anticipated 2020	Dec-22			
Comments:	The City is working in partnership with Waterfront Toronto (WT) to deliver the scope of work for this project; including the design and construction of a new waterfront park on the existing parking lot. The winning team through the Design Competition process, announced in October 2018, is wHY Architecture and Brook McIlroy. The winning project is called "Rees Ridge". Contract Award to be completed by Waterfront Toronto. Delivery Agreement for project delivery and governance to be drafted by WT and City Legal and is anticipated in early 2020. Draft in progress. Future consultation will include: review by City Technical Advisory Committee to confirm that detailed design is acceptable and aligned with project budget, original design intent and future operations and maintenance. Waterfront Design Review Panel (DRP) and Stakeholder Advisory Meetings are also part of this process. Discussions with Toronto Water on-going regarding coordinating future storm shaft infrastructure with the park design and										
Explanation for Delay:	Design competition being done in coordination with Waterfront Toronto.										
York Off Ramp Park Design and Construction	1,000		1,000	13,000		On Track	Design: June 2018 Construction: August 2019	Aug-20	May-22		
Comments:	The winning team through the Design Competition process, announced in October 2018, is Claude Cormier and Associates. The winning project is called "Love Park". Contract Award to be completed by Waterfront Toronto. Delivery Agreement for project delivery and governance was executed in September 2019. Design Development is in progress. A Stakeholder Advisory Committee and Waterfront Design Review Panel is scheduled for December 2019 with final preparations in progress. A Public Information Meeting is scheduled for January 2020. On-going consultation includes: review by City Technical Advisory Committee to confirm that detailed design is acceptable and aligned with project budget, original design intent and future operations and maintenance. Waterfront Design Review Panel (DRP) and Stakeholder Advisory Meetings will continue to be a part of this process until design is complete and construction initiated.										
Explanation for Delay:	Design competition being done in coordination with Waterfront Toronto										

On/Ahead of Schedule  
 Minor Delay < 6 months  
 Significant Delay > 6 months

>70% of Approved Project  
 Between 50% and 70%  
 < 50% or > 100% of

## Appendix 7

### Summary of Capital Needs Constraints

(In \$ Millions)

Project Description	Total Project Cost	Non-Debt Funding	Debt Required	Cash Flow (In \$ Millions)					
				2020	2021	2022	2023	2024	2025 - 2029
<i>FMP Recommendation - State of Good Repair Funds to Reduce Backlog</i>	235.0		235.0		8.0	17.0	30.0	30.0	235.0
<i>State of Good Repair (Capital Asset Management Program) - Arenas</i>	9.6		9.6			2.3	4.0		9.6
<i>State of Good Repair (Capital Asset Management Program) - Community Centres</i>	25.3		25.3					4.8	25.3
<b>Total</b>	<b>269.9</b>	<b>0.0</b>	<b>269.9</b>	<b>0.0</b>	<b>8.0</b>	<b>19.3</b>	<b>34.0</b>	<b>34.8</b>	<b>269.9</b>

In addition to the 10-Year Capital Plan of \$2.2 billion, staff have also identified \$269.9 million in capital needs constraints for Parks, Forestry & Recreation as reflected in the table above.

- PFR's infrastructure is aging and facilities are on average, over 40 years of age, resulting in breakdowns and closures, which in turn impacts service provision for the public.
- The Parks and Recreation Facilities Master Plan (FMP), approved by City Council at the October 29 and 30, 2019 meeting, recommends an additional investment of \$235.0 million for in-scope facilities (community centres, arenas, pools, etc.) to be phased in over the 2020 10-Year Capital Plan.
- In addition, a total of \$34.9 million in debt financing has been reduced from the 10-Year Capital Plan for State of Good Repair Capital Asset Management Programs (CAMP) for Arenas and Community Centres, at \$9.6 million and \$25.3 million respectively based on the affordability of the 10-Year Capital Plan.

## Appendix 8

### 2020 User Fee Changes (Excludes User Fees Adjusted for Inflation)

#### Table 8a - New User Fees

Rate Description	Service	Fee Category	Fee Basis	2020 Budget Rate	2021 Plan Rate	2022 Plan Rate
Golf-Fling Golf-Adult	Parks	Market Based	Per Round	\$18.00	\$18.00	\$18.00
Golf-Fling Golf-Junior	Parks	Market Based	Per Round	\$12.50	\$12.50	\$12.50
Golf-Fling Golf-Senior	Parks	Market Based	Per Round	\$12.50	\$12.50	\$12.50



**Table 8b – Fees Above Inflation**

Rate Description	Service	Fee Category	Fee Basis	2019	2020			2021	2022
				Approved Rate	Inflationary Adjusted Rate	Above Inflation Adjustments	Budget Rate	Plan Rate	Plan Rate
Golf-Don Valley-9 Holes-Weekday-Senior	Parks	Market Based	Per Round	\$23.01	\$23.48	\$1.17	\$24.65	\$24.65	\$24.65
Golf-Dentonia Park-9 Holes-Weekday-Senior	Parks	Market Based	Per Round	\$11.00	\$11.23	\$0.56	\$11.79	\$11.79	\$11.79
Golf-Don Valley-9 Holes-Weekend/Holiday-Senior	Parks	Market Based	Per Round	\$27.02	\$27.58	\$1.38	\$28.96	\$28.96	\$28.96
Golf-Dentonia Park-9 Holes-Weekend/Holiday-Senior	Parks	Market Based	Per Round	\$14.02	\$14.31	\$0.72	\$15.03	\$15.03	\$15.03
Golf-Humber Valley-9 Holes-Weekday-Sr/Jr	Parks	Market Based	Per Round	\$17.01	\$17.36	\$0.87	\$18.23	\$18.23	\$18.23
Golf-Tam O'Shanter-9 Holes-Weekday-Sr/Jr	Parks	Market Based	Per Round	\$17.01	\$17.36	\$0.87	\$18.23	\$18.23	\$18.23
Golf-Scarlett Woods-9 Holes-Weekday-Sr/Jr	Parks	Market Based	Per Round	\$13.01	\$13.28	\$0.66	\$13.94	\$13.94	\$13.94
Golf-Humber Valley-9 Holes-Weekend/Holiday-Sr/Jr	Parks	Market Based	Per Round	\$20.01	\$20.42	\$1.02	\$21.44	\$21.44	\$21.44
Golf-Tam O'Shanter-9 Holes-Weekend/Holiday-Sr/Jr	Parks	Market Based	Per Round	\$20.01	\$20.42	\$1.02	\$21.44	\$21.44	\$21.44
Golf-Scarlett Woods-9 Holes-Weekend/Holiday-Sr/Jr	Parks	Market Based	Per Round	\$17.01	\$17.36	\$0.87	\$18.23	\$18.23	\$18.23
Golf-Don Valley-18 Holes-Weekday-Senior	Parks	Market Based	Per Round	\$34.02	\$34.72	\$1.74	\$36.46	\$36.46	\$36.46
Golf-Humber Valley-18 Holes-Weekday-Senior	Parks	Market Based	Per Round	\$30.02	\$30.64	\$1.53	\$32.17	\$32.17	\$32.17
Golf-Tam O'Shanter-18 Holes-Weekday-Senior	Parks	Market Based	Per Round	\$30.02	\$30.64	\$1.53	\$32.17	\$32.17	\$32.17
Golf-Dentonia Park-18 Holes-Weekday-Senior	Parks	Market Based	Per Round	\$17.01	\$17.36	\$0.87	\$18.23	\$18.23	\$18.23
Golf-Scarlett Woods-18 Holes-Weekday-Senior	Parks	Market Based	Per Round	\$23.01	\$23.48	\$1.17	\$24.65	\$24.65	\$24.65
Golf-Don Valley-18 Holes-Weekend/Holiday-Senior	Parks	Market Based	Per Round	\$41.02	\$41.87	\$2.09	\$43.96	\$43.96	\$43.96
Golf-Humber Valley-18 Holes-Weekend/Holiday-Senior	Parks	Market Based	Per Round	\$34.02	\$34.72	\$1.74	\$36.46	\$36.46	\$36.46
Golf-Tam O'Shanter-18 Holes-Weekend/Holiday-Senior	Parks	Market Based	Per Round	\$34.02	\$34.72	\$1.74	\$36.46	\$36.46	\$36.46
Golf-Dentonia Park-18 Holes-Weekend/Holiday-Senior	Parks	Market Based	Per Round	\$23.01	\$23.48	\$1.17	\$24.65	\$24.65	\$24.65
Golf-Scarlett Woods-18 Holes-Weekend/Holiday-Senior	Parks	Market Based	Per Round	\$28.02	\$28.60	\$1.43	\$30.03	\$30.03	\$30.03

**Table 8c - User Fees for Discontinuation**

**Table 8d - User Fees for Technical Adjustments**

**Table 8e - User Fees for Transfers**

Not Applicable for PFR

**Table 8f - User Fees for Rationalization**

Service	2019		2020	
	Rate Description	Approved Rate	Rate Description	Budget Rate
Community Recreation	Indoor Rink B - Commercial (CM) - Prime	\$314.00	Indoor Rink B - Commercial (CM) - Prime	\$320.47
			Indoor Rink B - Commercial (CM) - Prime - Online Booking	\$160.23
Community Recreation	Indoor Rink B - Commercial (CM) - Non-Prime	\$157.72	Indoor Rink B - Commercial (CM) - Non-Prime	\$160.97
			Indoor Rink B - Commercial (CM) - Non-Prime - Online Booking	\$80.48
Community Recreation	Indoor Rink C - Commercial (CM) - Prime	\$304.08	Indoor Rink C - Commercial (CM) - Prime	\$310.34
			Indoor Rink C - Commercial (CM) - Prime - Online Booking	\$155.17
Community Recreation	Indoor Rink C - Commercial (CM) - Non-Prime	\$153.46	Indoor Rink C - Commercial (CM) - Non-Prime	\$156.62
			Indoor Rink C - Commercial (CM) - Non-Prime - Online Booking	\$78.31
Parks	Sport Field P - Commercial/All Ages Prime	\$54.64	Sport Field P - Commercial/All Ages Prime	\$55.77
			Sport Field P - Commercial/All Ages Prime - Online Booking	\$27.88
Parks	Sport Field A - Commercial/Private	\$40.01	Sport Field A - Commercial/Private	\$40.83
			Sport Field A - Commercial/Private - Online Booking	\$20.41
Community Recreation	Indoor Rink A - Commercial (CM) - Prime	\$373.69	Indoor Rink A - Commercial (CM) - Prime	\$381.39
			Indoor Rink A - Commercial (CM) - Prime - Online Booking	\$190.69
Community Recreation	Outdoor-Parkland - Stadium - Commercial Private	\$219.60	Outdoor-Parkland - Stadium - Commercial Private	\$224.12
			Outdoor-Parkland - Stadium - Commercial Private - Online Booking	\$112.06
Community Recreation	Indoor Rink A - Commercial (CM) - Non-Prime	\$187.57	Indoor Rink A - Commercial (CM) - Non-Prime	\$191.43
			Indoor Rink A - Commercial (CM) - Non-Prime - Online Booking	\$95.71
Community Recreation	Indoor Rink P - Commercial (CM) - Prime	\$379.39	Indoor Rink P - Commercial (CM) - Prime	\$387.21
			Indoor Rink P - Commercial (CM) - Prime - Online Booking	\$193.60
Community Recreation	Indoor Rink P - Commercial (CM) - Non-Prime	\$190.41	Indoor Rink P - Commercial (CM) - Non-Prime	\$194.33
			Indoor Rink P - Commercial (CM) - Non-Prime - Online Booking	\$97.16
Parks	Sport Field P - Commercial/All Ages - Non Prime	\$27.32	Sport Field P - Commercial/All Ages - Non Prime	\$27.88
			Sport Field P - Commercial/All Ages - Non Prime - Online Booking	\$13.94
Parks	Stadium - Commercial Private - Non Prime Time	\$109.79	Stadium - Commercial Private - Non Prime Time	\$112.05
			Stadium - Commercial Private - Non Prime Time - Online Booking	\$56.02
Parks	Golf-Don Valley-18 Holes-Weekday-Adult	\$58.04	Golf-Don Valley-18 Holes-Weekday-Adult	\$59.24
			Golf-Don Valley-18 Holes-Weekday-Adult-Dynamic	\$47.39
Parks	Golf-Humber Valley-18 Holes-Weekday-Adult	\$46.03	Golf-Humber Valley-18 Holes-Weekday-Adult	\$46.98
			Golf-Humber Valley-18 Holes-Weekday-Adult-Dynamic	\$37.58
Parks	Golf-Tam O'Shanter-18 Holes-Weekday-Adult	\$46.03	Golf-Tam O'Shanter-18 Holes-Weekday-Adult	\$46.98
			Golf-Tam O'Shanter-18 Holes-Weekday-Adult-Dynamic	\$37.58
Parks	Golf-Dentonia Park-18 Holes-Weekday-Adult	\$25.01	Golf-Dentonia Park-18 Holes-Weekday-Adult	\$25.53
			Golf-Dentonia Park-18 Holes-Weekday-Adult-Dynamic	\$20.42
Parks	Golf-Scarlett Woods-18 Holes-Weekday-Adult	\$33.02	Golf-Scarlett Woods-18 Holes-Weekday-Adult	\$33.70
			Golf-Scarlett Woods-18 Holes-Weekday-Adult-Dynamic	\$26.96

## Appendix 9

### Inflows and Outflows to/from Reserves and Reserve Funds

#### 2020 Operating Budget

#### Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
		\$	\$	\$	\$
<b>Beginning Balance</b>		<b>315,401</b>	<b>315,401</b>	<b>311,370</b>	<b>303,782</b>
Ferry Replacement Reserve	XQ1206	5,903			
Tree Canopy Reserve Fund	XR1220	7,724			
Green Energy Reserve Fund	XR1716	510			
Alternative Parkland Dedication RF	XR2213	301,184			
Racquet Sport - Scarborough RF	XR3009	80			
<i>Withdrawals (-)</i>					
Tree Canopy Reserve Fund	XR1220		(8,803)	(8,803)	(7,620)
Alternative Parkland Dedication RF	XR2213		(144)	(144)	(144)
Racquet Sport - Scarborough RF	XR3009		(50)	(50)	(50)
<i>Contributions (+)</i>					
Ferry Replacement Reserve	XQ1206		676	676	676
Tree Canopy Reserve Fund	XR1220		600	600	600
Green Energy Reserve Fund	XR1716		20	20	20
Racquet Sport - Scarborough RF	XR3009		70	70	70
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>-</b>	<b>(7,631)</b>	<b>(7,631)</b>	<b>(6,448)</b>
Ferry Replacement Reserve	XQ1206			(3,557)	(4,374)
Tree Canopy Reserve Fund <sup>1</sup>	XR1220		3,600	3,600	3,600
<b>Additional Net Withdrawals / Contributions</b>			<b>3,600</b>	<b>43</b>	<b>(774)</b>
<b>Balance at Year-End</b>		<b>315,401</b>	<b>311,370</b>	<b>303,782</b>	<b>296,560</b>

\* Based on 9-month 2019 Reserve Fund Variance Report

<sup>1</sup> Refer to recommendation #7 on page 5 regarding the change in contribution policy

## Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
			\$	\$	\$
<b>Beginning Balance</b>		263,395	263,395	253,266	220,525
Section 37 Reserve Fund	XR3026				
<i>Withdrawals (-)</i>			(78)	(78)	(78)
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		-	(78)	(78)	(78)
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>			(10,051)	(32,663)	(14,728)
<b>Balance at Year-End</b>		263,395	253,266	220,525	205,719

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
			\$	\$	\$
<b>Beginning Balance</b>		20,306	20,306	(14,073)	(45,406)
Public Realm Reserve Fund	XR1410				
<i>Withdrawals (-)</i>			(2,584)	(2,437)	(2,437)
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		-	(2,584)	(2,437)	(2,437)
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>			(31,796)	(28,896)	(28,795)
<b>Balance at Year-End</b>		20,306	(14,073)	(45,406)	(76,637)

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
			\$	\$	\$
<b>Beginning Balance</b>		81	81	(18)	(1,168)
Environment Protection Reserve Fund	XR1718				
<i>Withdrawals (-)</i>			(3,299)	(3,199)	(3,199)
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		-	(3,299)	(3,199)	(3,199)
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>			3,200	2,050	2,150
<b>Balance at Year-End</b>		81.0	(18)	(1,168)	(2,217)

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
			\$	\$	\$
<b>Beginning Balance</b>		29,462	29,462	26,435	23,283
Insurance Reserve Fund	XR1010				
<i>Contributions (+)</i>			7,132	7,132	7,132
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		-	7,132	7,132	7,132
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>			(10,159)	(10,285)	(10,280)
<b>Balance at Year-End</b>		29,462	26,435	23,283	20,135

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
			\$	\$	\$
<b>Beginning Balance</b>		<b>88,946</b>	<b>88,946</b>	<b>61,975</b>	<b>60,160</b>
Tax Stabilization Reserve	XQ0703				
<i>Withdrawals (-)</i>			(55)		
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>-</b>	<b>(55)</b>	<b>-</b>	<b>-</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>			<b>(26,916)</b>	<b>(1,815)</b>	<b>(1,822)</b>
<b>Balance at Year-End</b>		<b>88,946</b>	<b>61,975</b>	<b>60,160</b>	<b>58,337</b>

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
			\$	\$	\$
<b>Beginning Balance</b>		<b>5,312</b>	<b>5,312</b>	<b>11,447</b>	<b>17,582</b>
Vehicle Reserve - Parks, Forestry & Rec	XQ1201				
<i>Contributions (+)</i>			6,135	6,135	6,135
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>-</b>	<b>6,135</b>	<b>6,135</b>	<b>6,135</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>			<b>-</b>	<b>-</b>	<b>-</b>
<b>Balance at Year-End</b>		<b>5,312</b>	<b>11,447</b>	<b>17,582</b>	<b>23,718</b>

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
			\$	\$	\$
<b>Beginning Balance</b>		<b>21,605</b>	<b>21,605</b>	<b>17,648</b>	<b>13,508</b>
Development Application Review RF	XR1307				
<i>Withdrawals (-)</i>			(320)	(328)	(336)
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>-</b>	<b>(320)</b>	<b>(328)</b>	<b>(336)</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>			<b>(3,638)</b>	<b>(3,813)</b>	<b>(3,170)</b>
<b>Balance at Year-End</b>		<b>21,605</b>	<b>17,648</b>	<b>13,508</b>	<b>10,002</b>

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
			\$	\$	\$
<b>Beginning Balance</b>		<b>56,287</b>	<b>56,287</b>	<b>53,624</b>	<b>52,111</b>
Strategic Infrastructure Partnership RF	XR1714				
<i>Contributions (+)</i>			122	122	122
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>-</b>	<b>122</b>	<b>122</b>	<b>122</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>			<b>(2,785)</b>	<b>(1,635)</b>	<b>(1,735)</b>
<b>Balance at Year-End</b>		<b>56,287</b>	<b>53,624</b>	<b>52,111</b>	<b>50,498</b>

\* Based on 9-month 2019 Reserve Fund Variance Report

\*\* Please note: closing balance figures may vary to the reported Corporate Reserves and Reserve Fund Balances due to changes made within other divisional / agency operating and capital budgets. The above tables also do not include corporate withdrawals and contributions, for example, the Insurance Reserve Fund table does not consider budgeted contributions from corporate Non-Program accounts.

**Inflows and Outflows to/from Reserves and Reserve Funds**

**2020 – 2029 Capital Budget and Plan**

**Program Specific Reserve / Reserve Funds**

Reserve / Reserve Fund Name (In \$000s)	Projected Balance as at Dec 31, 2019 *	Contributions / (Withdrawals)											Total
		2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan		
<b>Beginning Balance</b>													
Parkland Acquisition -TO	7,098	7,098	7,098	6,312	5,523	4,734	3,945	3,156	2,367	1,578	789		
Parkland Acq-West Dist Local	14,336	15,269	16,489	14,631	12,776	10,921	9,066	7,211	5,356	3,501	1,750		
Parkland Acq-West Dist Local	7,832	6,130	5,386	3,100	170	1	1	1	1	1	1		
Parkland Acq-East Dist Local	8,259	8,641	9,117	8,091	7,061	6,031	4,801	3,771	2,741	1,711	855		
Parkland Acq-East Dist Local	3,594	3,102	3,357	0	0	0	0	0	0	0	0		
Parkland Acq-North Dist Local	10,183	11,383	12,342	10,936	9,532	8,128	6,724	5,320	3,916	2,512	1,256		
Parkland Acq-North Dist Loc	4,782	3,876	4,299	3,069	1	1	1	1	1	1	1		
Parkland Acq-South Dist Local	66,554	68,625	72,499	55,863	48,182	40,501	32,820	25,139	17,458	9,777	4,888		
Parkland Acq-South Dist Local	47,354	40,548	27,779	8,680	30	10	0	0	0	0	0		
Parkland Acq-City Wide Land	97,687	99,226	102,548	82,540	64,752	47,011	29,770	22,529	15,288	8,047	4,025		
Parkland Acq-City Wide	43,817	32,936	22,305	4,574	1,149	0	0	0	0	0	0		
Alternative Parkland Dedication	250,297	248,636	237,782	220,151	203,454	202,254	197,895	182,945	172,445	172,445	172,445		
Edithvale Land Acq	505	405	107	107	107	107	107	107	107	107	107		
Off site parkland dedication	1,378	1,078	876	876	876	876	876	876	876	876	876		
Harbourfront Parkland	7,653	7,626	7,426	6,426	3,510	3,510	3,510	3,510	3,510	3,510	3,510		
<b>Withdrawals (-)</b>													
Parkland Acquisition -TO			(786)	(789)	(789)	(789)	(789)	(789)	(789)	(789)	(789)	(7,098)	
Parkland Acq-West Dist Local	(0)		(1,858)	(1,855)	(1,855)	(1,855)	(1,855)	(1,855)	(1,855)	(1,751)	(1,750)	(16,489)	
Parkland Acq-West Dist Local	(2,636)	(1,964)	(2,286)	(2,930)	(169)							(7,349)	
Parkland Acq-East Dist Local			(1,026)	(1,030)	(1,030)	(1,230)	(1,030)	(1,030)	(1,030)	(856)	(854)	(9,116)	
Parkland Acq-East Dist Local	(874)	(221)	(3,357)									(3,578)	
Parkland Acq-North Dist Local	(59)	(387)	(1,406)	(1,404)	(1,404)	(1,404)	(1,404)	(1,404)	(1,404)	(1,256)	(1,256)	(12,729)	
Parkland Acq-North Dist Loc	(2,165)	(923)	(1,230)	(3,068)								(5,221)	
Parkland Acq-South Dist Local	(1,056)	(57)	(16,636)	(7,681)	(7,681)	(7,681)	(7,681)	(7,681)	(7,681)	(4,889)	(4,887)	(72,555)	
Parkland Acq-South Dist Local	(9,934)	(16,700)	(19,099)	(8,650)	(20)	(10)						(44,479)	
Parkland Acq-City Wide Land	(4,163)	(3,651)	(20,008)	(17,788)	(17,741)	(17,241)	(7,241)	(7,241)	(7,241)	(4,022)	(4,025)	(106,199)	
Parkland Acq-City Wide	(16,583)	(17,604)	(17,731)	(3,425)	(1,149)							(39,909)	
Alternative Parkland Dedication	(15,807)	(10,854)	(17,631)	(16,697)	(1,200)	(4,359)	(14,950)	(10,500)				(76,191)	
Edithvale Land Acq	(100)	(298)										(298)	
Off site parkland dedication	(300)	(202)										(202)	
Harbourfront Parkland	(27)	(200)	(1,000)	(2,916)								(4,116)	
<b>Total Withdrawals</b>	<b>(53,704)</b>	<b>(53,060)</b>	<b>(104,054)</b>	<b>(68,233)</b>	<b>(33,038)</b>	<b>(34,569)</b>	<b>(34,950)</b>	<b>(30,500)</b>	<b>(20,000)</b>	<b>(13,563)</b>	<b>(13,561)</b>	<b>(405,528)</b>	
<b>Contributions (+)</b>													
Parkland Acquisition -TO												-	
Parkland Acq-West Dist Local	934	1,220										1,220	
Parkland Acq-West Dist Local	934	1,220										1,220	
Parkland Acq-East Dist Local	382	476										476	
Parkland Acq-East Dist Local	382	476										476	
Parkland Acq-North Dist Local	1,259	1,346										1,346	
Parkland Acq-North Dist Loc	1,259	1,346										1,346	
Parkland Acq-South Dist Local	3,127	3,931										3,931	
Parkland Acq-South Dist Local	3,127	3,931										3,931	
Parkland Acq-City Wide Land	5,702	6,973										6,973	
Parkland Acq-City Wide	5,702	6,973										6,973	
Alternative Parkland Dedication	14,147											-	
Edithvale Land Acq												-	
Off site parkland dedication												-	
Harbourfront Parkland												-	
<b>Total Contributions</b>	<b>36,955</b>	<b>27,892</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>27,892</b>	
<b>Balance at Year-End</b>													
Parkland Acquisition -TO	7,098	7,098	6,312	5,523	4,734	3,945	3,156	2,367	1,578	789	0		
Parkland Acq-West Dist Local	15,269	16,489	14,631	12,776	10,921	9,066	7,211	5,356	3,501	1,750	0		
Parkland Acq-West Dist Local	6,130	5,386	3,100	170	1	1	1	1	1	1	1		
Parkland Acq-East Dist Local	8,641	9,117	8,091	7,061	6,031	4,801	3,771	2,741	1,711	855	1		
Parkland Acq-East Dist Local	3,102	3,357	0	0	0	0	0	0	0	0	0		
Parkland Acq-North Dist Local	11,383	12,342	10,936	9,532	8,128	6,724	5,320	3,916	2,512	1,256	0		
Parkland Acq-North Dist Loc	3,876	4,299	3,069	1	1	1	1	1	1	1	1		
Parkland Acq-South Dist Local	68,625	72,499	55,863	48,182	40,501	32,820	25,139	17,458	9,777	4,888	1		
Parkland Acq-South Dist Local	40,548	27,779	8,680	30	10	0	0	0	0	0	0		
Parkland Acq-City Wide Land	99,226	102,548	82,540	64,752	47,011	29,770	22,529	15,288	8,047	4,025	0		
Parkland Acq-City Wide	32,936	22,305	4,574	1,149	0	0	0	0	0	0	0		
Alternative Parkland Dedication	248,636	237,782	220,151	203,454	202,254	197,895	182,945	172,445	172,445	172,445	172,445		
Edithvale Land Acq	405	107	107	107	107	107	107	107	107	107	107		
Off site parkland dedication	1,078	876	876	876	876	876	876	876	876	876	876		
Harbourfront Parkland	7,626	7,426	6,426	3,510	3,510	3,510	3,510	3,510	3,510	3,510	3,510		

\* Based on 9-month 2019 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Project Name	Projected Balance as at Dec 31, 2019 *	Contributions / (Withdrawals)										Total
			2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	
XR2114 Development Charges - Parks & Rec	Beginning Balance	197,957	187,523	154,750	86,825	59,603	49,107	46,011	46,011	46,011	46,011	46,011	
	Withdrawals (-)	(25,549)											
	Facility Components		(330)	(405)									(735)
	Outdoor Recreation Centres		(2,000)	(1,047)									(3,047)
	Park Development		(8,315)	(14,885)	(2,000)								(25,200)
	Playgrounds / Waterplay		(220)	(263)									(483)
	Pool		(3,494)	(454)	(167)	(108)							(4,223)
	Arena		(277)	(600)									(877)
	Trails & Pathways		(794)	(4,329)									(5,123)
	Environmental Initiatives		(80)										(80)
	Special Facilities		(900)	(1,093)									(1,993)
Community Centres		(16,363)	(44,849)	(25,055)	(10,388)	(3,096)						(99,751)	
<b>Total Withdrawals</b>		<b>(25,549)</b>	<b>(32,773)</b>	<b>(67,925)</b>	<b>(27,222)</b>	<b>(10,496)</b>	<b>(3,096)</b>	-	-	-	-	-	<b>(141,512)</b>
Contributions (+)		15,116											
<b>Total Contributions</b>		<b>15,116</b>	-	-	-	-	-	-	-	-	-	-	-
<b>Balance at Year-End</b>		<b>187,523</b>	<b>154,750</b>	<b>86,825</b>	<b>59,603</b>	<b>49,107</b>	<b>46,011</b>	<b>46,011</b>	<b>46,011</b>	<b>46,011</b>	<b>46,011</b>	<b>46,011</b>	

\* Based on 9-month 2019 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Project Name	Projected Balance as at Dec 31, 2019 *	Contributions / (Withdrawals)										Total
			2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	
XQ1206 Ferry Replacement Reserve	Beginning Balance	5,402	5,903	6,579	3,698	-	-	676	1,352	-	-	676	
	Withdrawals (-)												
	Special Facilities	(175)		(3,557)	(4,374)	(676)			(2,028)	(676)			(11,311)
	<b>Total Withdrawals</b>	<b>(175)</b>	<b>-</b>	<b>(3,557)</b>	<b>(4,374)</b>	<b>(676)</b>	<b>-</b>	<b>-</b>	<b>(2,028)</b>	<b>(676)</b>	<b>-</b>	<b>-</b>	<b>(11,311)</b>
	Contributions (+)	676	676	676	676	676	676	676	676	676	676	676	676
<b>Total Contributions</b>	<b>676</b>	<b>676</b>	<b>676</b>	<b>676</b>	<b>676</b>	<b>676</b>	<b>676</b>	<b>676</b>	<b>676</b>	<b>676</b>	<b>676</b>	<b>676</b>	<b>6,760</b>
<b>Balance at Year-End</b>		<b>5,903</b>	<b>6,579</b>	<b>3,698</b>	<b>-</b>	<b>-</b>	<b>676</b>	<b>1,352</b>	<b>-</b>	<b>-</b>	<b>676</b>	<b>1,352</b>	

\* Based on 9-month 2019 Reserve Fund Variance Report

### Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project Name	Projected Balance as at Dec 31, 2019 *	Contributions / (Withdrawals)										Total
			2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	
XQ0011 Capital Financing Reserve Fund	Beginning Balance	439,586	439,586	386,764	378,733	369,794	196,002	43,342	53,342	43,099	83,099	123,099	
	Withdrawals (-)												
	Park Development		(376)										(376)
	Information Technology			(364)	(639)								(1,003)
<b>Total Withdrawals</b>		<b>(376)</b>	<b>(364)</b>	<b>(639)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(1,379)</b>
<b>Other Program/Agency Net Withdrawals and Contributions</b>			<b>(52,446)</b>	<b>(7,667)</b>	<b>(8,300)</b>	<b>(173,792)</b>	<b>(152,660)</b>	<b>10,000</b>	<b>(10,243)</b>	<b>40,000</b>	<b>40,000</b>	<b>38,744</b>	<b>(276,364)</b>
<b>Balance at Year-End</b>		<b>439,586</b>	<b>386,764</b>	<b>378,733</b>	<b>369,794</b>	<b>196,002</b>	<b>43,342</b>	<b>53,342</b>	<b>43,099</b>	<b>83,099</b>	<b>123,099</b>	<b>161,843</b>	

\* Based on 9-month 2019 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Project Name	Projected Balance as at Dec 31, 2019 *	Contributions / (Withdrawals)										Total
			2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	
XR3026 Section 37 Reserve Fund	Beginning Balance	263,395	263,395	253,266	220,525	205,719	181,194	156,970	154,708	152,140	152,140	152,140	
	Withdrawals (-)												
	Outdoor Recreation Centres				(1,300)								(1,300)
	Park Development		(1,073)	(3,937)	(1,640)	(4,650)	(2,821)						(14,121)
	Pool				(1,533)	(1,660)							(3,193)
	Trails & Pathways		(52)	(358)									(410)
	Special Facilities		(479)										(479)
	Community Centres		(461)	(8,929)	(1,150)	(15,000)	(11,241)						(36,781)
<b>Total Withdrawals</b>		<b>(2,065)</b>	<b>(13,224)</b>	<b>(5,623)</b>	<b>(21,310)</b>	<b>(14,062)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(56,284)</b>
<b>Other Program/Agency Net Withdrawals and Contributions</b>			<b>(8,064)</b>	<b>(19,517)</b>	<b>(9,183)</b>	<b>(3,215)</b>	<b>(10,162)</b>	<b>(2,262)</b>	<b>(2,568)</b>				<b>(54,970)</b>
<b>Balance at Year-End</b>		<b>263,395</b>	<b>253,266</b>	<b>220,525</b>	<b>205,719</b>	<b>181,194</b>	<b>156,970</b>	<b>154,708</b>	<b>152,140</b>	<b>152,140</b>	<b>152,140</b>	<b>152,140</b>	<b>(111,254)</b>

\* Based on 9-month 2019 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Project Name	Projected Balance as at Dec 31, 2019 *	Contributions / (Withdrawals)										Total
			2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	
XR3028 Section 45 Reserve Fund	Beginning Balance	18,037	18,037	17,776	16,738	15,056	15,056	14,877	13,721	13,721	13,721	13,721	
	Withdrawals (-)												
	Outdoor Recreation Centres			(175)	(25)								(200)
	Park Development		(106)	(208)			(179)	(849)					(1,342)
	Community Centres			(561)									(561)
<b>Total Withdrawals</b>		<b>(106)</b>	<b>(944)</b>	<b>(25)</b>	<b>-</b>	<b>(179)</b>	<b>(849)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(2,103)</b>
<b>Other Program/Agency Net Withdrawals and Contributions</b>			<b>(155)</b>	<b>(95)</b>	<b>(1,657)</b>	<b>-</b>	<b>-</b>	<b>(307)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(2,213)</b>
<b>Balance at Year-End</b>		<b>18,037</b>	<b>17,776</b>	<b>16,738</b>	<b>15,056</b>	<b>15,056</b>	<b>14,877</b>	<b>13,721</b>	<b>13,721</b>	<b>13,721</b>	<b>13,721</b>	<b>13,721</b>	<b>(4,316)</b>

\* Based on 9-month 2019 Reserve Fund Variance Report

\*\* Please note: closing balance figures may vary to the reported Corporate Reserves and Reserve Fund Balances due to changes made within other divisional / agency operating and capital budgets. The above tables also do not include corporate withdrawals and contributions, for example, the Capital Financing Reserve Fund table does not consider budgeted contributions from corporate Non-Program accounts.



## Appendix 10

### Glossary of Terms

**Approved Position:** Permanent or temporary positions that support the delivery of City services and service levels as approved by Council.

**Actuals:** An actual financial amount paid (or received) for the delivery of City services (these exclude any commitments to be paid in the future).

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

**Capital Budget:** A Capital Budget is the City's plan to acquire / build assets or extend the useful life of existing assets; an example of a capital expenditure is the construction of a new community centre.

**Capital Needs Constraints:** The capital needs that cannot be accommodated within the capital plan that the Division or Agency have the capacity to deliver.

**Complement:** Positions that support the delivery of City services and service levels as approved by Council.

**Efficiencies:** Reductions in the cost of delivering a service without a reduction in service level.

**New / Enhanced:** New and enhanced service changes resulting in an increase in service levels from what was previously approved by Council.

**Operating Budget:** An Operating Budget is the City's annual plan to provide services to the residents of Toronto; the budget includes all revenues and expenses needed to provided services; an example of an operating cost would be the cost to run the TTC subways.

**Operating Impact of Completed Capital Projects:** The additional expense (or savings) and positions needed to operate or maintain a new asset; an example would be the additional expense and staff needed to operate a recently completed community centre.

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

**State of Good Repair (SOGR):** The cost of maintaining assets to ensure they are able to support the delivery of City services and meet service outcomes

**Tax Supported Budget:** Budget funded by property taxes.

**User Fees:** Program generated fee and rental revenue for the use of its services (such as the TTC fare, ice rental fees and various City permits).

**Value Based Outcome Review (VBOR):** The City conducted a Value Based Outcome Review in 2019 for all of its operations and agencies to identify specific opportunities and strategies to maximize the use of tax dollars, enhance its financial sustainability while achieving service outcomes. These opportunities will help the City chart its financial course in the next four years.