

2020 PROGRAM SUMMARY

Transportation Services

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What we do

Transportation Services strives to keep people moving safely in our diverse and changing city through the delivery of the following services:

- Road & Sidewalk Management
- Transportation Safety & Operations
- Permits & Applications

Transportation Services is responsible for the planning, engineering, design, maintenance and operations of 5,600 km of roads, 6,960 km of sidewalks, 900 bridges/culverts, 2,360 traffic control signals, 600 pedestrian crossovers, and 940 km of bike lanes/trails/routes.

Why we do it

Transportation Services' mission is to build and maintain a resilient transportation network so that people connect with the places, activities and communities they value.

Who we serve

Road & Sidewalk Management Transportation Safety & Operations

- Pedestrians
- Cyclists
- Goods Movement Service Providers
- Vehicle Operators and Passengers
- Businesses
- Emergency Service Providers
- Residents
- City & Agency Staff
- Utility Companies
- Visitors/Tourists

Permits & Applications

- Property owners
 - Businesses
 - Community organisations
 - Utility Companies
 - Agencies
 - City Divisions
-





Budget at a glance

| OPERATING BUDGET | | | | 10-YEAR CAPITAL PLAN | | | |
|--------------------|---------|---------|---------|--|---------|-----------|-----------|
| \$Million | 2020 | 2021 | 2022 | \$Million | 2020 | 2021-2029 | Total |
| Revenues | \$190.2 | \$189.7 | \$190.1 | Gross Expenditures | \$467.1 | \$4,563.2 | \$5,030.3 |
| Gross Expenditures | \$416.6 | \$415.3 | \$417.3 | Debt | \$342.8 | \$3,700.7 | \$4,043.5 |
| Net Expenditures | \$226.4 | \$225.6 | \$227.2 | <i>Note: Includes 2019 carry forward funding to 2020</i> | | | |
| Approved Positions | 1,296.3 | 1,290.3 | 1,287.3 | | | | |

Key service outcomes

| Outcomes | Description |
|---|--|
| Reduce traffic fatalities & serious injuries | Using a data-driven and targeted approach (Vision Zero Road Safety Plan), implement improvements for the most vulnerable users of our transportation system—pedestrians, cyclists, motorcyclists, school- aged children, older adults with a focus on speed management, road design and improvements, addressing mid-blocking crossings, turning collisions at signalized intersections, education and engagement. |
| Support diverse & equitable communities | Remove barriers to accessibility, and leverage community relationships (e.g. street art, graffiti management, and neighbourhood programs, accessible pedestrian signals, AODA improvements), through multi-modal infrastructure and policies that enhance the public right-of-way. |
| Deliver & maintain high-quality infrastructure & service | Maintain and inspect the public right-of-way for all infrastructure including roads, sidewalks, cycling infrastructure, bridges, and retaining walls in all seasons including grass cutting and winter maintenance. |

Goals and metrics

| Planned Activities to Achieve Outcomes | | 2018 Actuals | 2019 Proj. Actuals | 2020 Target | Status |
|---|--|--------------|--------------------|-------------|---------------------------------------|
|  | Implement Road Safety Plan Vision Zero 2.0 to reduce # of Pedestrian and Cyclists Killed and Seriously Injured (KSI) | 249 | 160 | 0 | ● |
|  | Implement Cycling Network Plan to increase % of people & employment within 250m in the central area of Toronto and 500m beyond that to a cycling route | 55.0% | 55.5% | 56.0% | ● |
|  | Increase Accessible Pedestrian Signals (intersections) as % of the City-Wide Signal Network | 39.0% | 43.0% | 45.0% | ● |
|  | Maximise capital delivery across programs - Capital Spend Rate | 55.0% | 82.0% | 80.0% | ● |

Our experience and success

- Completed an organizational review and restructured to a functional model to drive performance, improve service delivery and customer experience and better align with corporate and divisional objectives.
- Revised approach to budget and capital program management to minimise risk and maximise spend rates. As a result the 2019 spend rate is projected to be significantly higher than previous years.
- Updated the Road Safety Plan to Vision Zero 2.0 and updated the Cycling Network Plan with a near-term (2019-2021) implementation plan and equity lens.
- Accelerated Vision Zero Road Safety Plan delivery resulting in the installation of 29 traffic signals and crossovers, 182 Community Safety Zones, 64 pedestrian head start signals, 112 schools with safety zones and 67 accessible pedestrian signals.
- Resurfaced or reconstructed 163 km of local and major roads.
- Filled 193,235 potholes in 2019.
- Successful transition of the school crossing guard program from Toronto Police Services.
- King Street Transit Pilot made permanent by Council as a result of increased ridership and faster and more predictable transit travel times.
- Traffic signal timing studies completed on 10 arterial corridors (208 signals) in 2019 to optimize throughput and reduce Greenhouse Gas (GHG) emissions.
- Harmonized bylaw Chapter 742 Sidewalk Cafes, Parklets and Marketing displays to modernize the regulations, create consistent guidelines to address accessibility and pedestrian movement and allow for new configurations, such as parklet cafes and curbside cafes.

Key challenges and risks

- **Road Safety:** Council's commitment to eliminating traffic fatalities and serious injuries through the Vision Zero Road Safety Plan has resulted in the incremental addition of new and innovative programs with significant scale and impact.
- **Aging Infrastructure:** Significant state of good repair backlog (SOGR) for roads and bridges which is anticipated to grow to \$3.96 billion by 2029 (excluding Gardiner).
- **Growth:** Managing the pressures from growth and pace of development on the transportation network.
- **Modernization:** Modernize technology to support working practices that enable our staff to manage, maintain and ensure a safe and efficient transportation network.

Priority actions

- **Improve Safety:** Continue to implement the Vision Zero 2.0 - Road Safety Plan and embed road safety in all aspects of the Division's work.
- **SOGR:** Develop updated Local and Major Roads Asset Management Strategy to drive sustainable long-term investment in SOGR projects and reduce the backlog.
- **Growth:** Update and produce new plans to manage growth pressures e.g. the Congestion Management Plan, Surface Transit Network Plan, freight and goods movement strategy and city wide parking strategy.
- **Mobility:** Continue to implement the Cycling Network Plan, work with TTC to plan and deliver short and medium term transit improvements and advance delivery of Complete Streets, which cater for all modes.

Our key service levels



Response time for de-icing arterials within 2-4 hours and collectors within 4-6 hours after becoming aware roadway is icy (dependent on snow volume) 100% of the time.



Response time for responding to service requests for pot hole roadway repair within 4 days 90% of the time.



Response time for completing service requests for new traffic signal request investigations within 9 months 90% of the time.

Key service deliverables

- Provide safe streets for all road users through the Vision Zero 2.0 - Road Safety Plan, Cycling Network Plan, and Complete Streets implementation.
- Manage congestion, through the Congestion Management Plan, roll-out of Traffic Agents and strategies to minimize the impacts of development and construction on the network, including improved co-ordination, more stringent permit timelines and enforcement.
- Provide year-round maintenance of the City's transportation infrastructure assets.

RECOMMENDATIONS

City Council approved the following recommendations:

1. City Council approve the 2020 Operating Budget for Transportation Services of \$416.591 million gross, \$226.402 million net for the following services:

| Service: | Gross (\$000s) | Revenue (\$000s) | Net (\$000s) |
|------------------------------------|---------------------------|-----------------------------|-------------------------|
| Road & Sidewalk Management | 255,493.0 | 105,730.7 | 149,762.3 |
| Transportation Safety & Operations | 141,727.7 | 20,547.8 | 121,179.9 |
| Permits & Applications | 19,370.2 | 63,910.8 | (44,540.6) |
| Total Program Budget | 416,590.9 | 190,189.3 | 226,401.6 |

2. City Council approve the 2020 staff complement for Transportation of 1,296.3 positions, comprising 1,121.4 operating positions and 174.9 capital positions.
3. City Council approve the 2020 user fee changes above the inflationary adjusted rate for Transportation Services identified in [Appendix 8](#), for inclusion in the Municipal Code Chapter 441 "Fees and Charges".
4. City Council approve 2020 Capital Budget for Transportation Services with cash flows and future year commitments totaling \$2.357 billion as detailed by project in [Appendix 5a](#).
5. City Council approve the 2021-2029 Capital Plan for Transportation Services totalling \$2.673 billion in project estimates as detailed by project in [Appendix 5b](#).
6. City Council request the General Manager, Transportation Services to include sufficient funding as part of the 2021 capital budget process to maintain the cycling infrastructure budget at a level of at least \$16 million annually.
7. City Council request the General Manager, Transportation Services, to consider funding the design and installation of a street-type safety light along the City-owned pedestrian walkway from Cindy Nicholas Drive to Morningside Avenue to ensure the walkway is illuminated in compliance with street lighting standards using existing resources in the 2020 Operating Budget for Transportation Services.

2020 OPERATING BUDGET

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

| (In \$000) | 2018 Actuals* | 2019 Projected Actuals* | 2020 Base Budget | 2020 New / Enhanced | 2020 Budget | Change v. 2019 Projected Actuals | |
|------------------------------------|------------------|-------------------------|------------------|---------------------|------------------|----------------------------------|--------------|
| By Service | \$ | \$ | \$ | \$ | \$ | \$ | % |
| Revenues | | | | | | | |
| Permits & Applications | 51,555.1 | 58,896.2 | 63,910.8 | 0.0 | 63,910.8 | 5,014.6 | 8.5% |
| Road & Sidewalk Management | 75,057.0 | 92,188.3 | 105,730.7 | 0.0 | 105,730.7 | 13,542.4 | 14.7% |
| Transportation Safety & Operations | 10,616.7 | 10,800.9 | 20,547.8 | 0.0 | 20,547.8 | 9,746.9 | 90.2% |
| Total Revenues | 137,228.7 | 161,885.5 | 190,189.3 | 0.0 | 190,189.3 | 28,303.8 | 17.5% |
| Expenditures | | | | | | | |
| Permits & Applications | 17,257.0 | 18,340.9 | 19,370.2 | 0.0 | 19,370.2 | 1,029.3 | 5.6% |
| Road & Sidewalk Management | 217,956.5 | 246,908.9 | 255,493.0 | 0.0 | 255,493.0 | 8,584.1 | 3.5% |
| Transportation Safety & Operations | 96,268.1 | 108,915.1 | 139,624.9 | 2,102.8 | 141,727.7 | 32,812.6 | 30.1% |
| Total Gross Expenditures | 331,481.7 | 374,164.9 | 414,488.1 | 2,102.8 | 416,590.9 | 42,426.0 | 11.3% |
| Net Expenditures | 194,252.9 | 212,279.4 | 224,298.8 | 2,102.8 | 226,401.6 | 14,122.2 | 6.7% |
| Approved Positions | 1,179.8 | 1,201.3 | 1,287.3 | 9.0 | 1,296.3 | 95.0 | 7.9% |

*2018 Actuals and 2019 Projected Actuals (based on Q3 2019) adjusted retroactively to remove inter-departmental charges and recoveries.

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$414.488 million gross reflecting an increase of \$40.323 million in spending above 2019 projected year-end actuals, predominantly arising from:

- Salary & benefit increases, inflationary contract cost escalation primarily for the winter maintenance program, and increased vehicle reserve contributions for replacement of equipment and fleet vehicles.
- Additional positions and resources to improve safety through implementation of Automated Speed Enforcement (56 positions), to meet increased demands with Vision Zero Road Safety Plan 2.0 (15 positions) and to deliver capital projects (11 positions).
- Annualized costs of various initiatives to improve safety such as the School Crossing Guard Program and Automated Speed Enforcement contract.
- Above pressures are partially offset by base expenditure savings arising from a line by line review and higher revenues.

COSTS TO ENHANCE SERVICES

New and Enhanced Service expenditures of \$2.103 million gross, enabling:

- Expansion of the red light camera system from 149 to 298 with greater consideration to vulnerable road users. The nine positions (9) are required to support, implement and oversee the expansion of the red light camera program as part of the Vision Zero 2.0 - Road Safety Plan resulting in enhanced service delivery.

EQUITY IMPACTS OF BUDGET CHANGES

No equity impacts: The changes in Transportation Services' 2020 Operating Budget have no equity impacts.

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Base Budget for Transportation Services is \$414.488 million gross reflecting an increase of \$40.323 million, or 10.8 per cent 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 (In \$000) | | 2018 Actuals* | 2019 Proj. Actuals* | 2020 Base Budget | Year over Year Changes | |
|--------------------------------|--------------------------|---------------|------------------------|---------------------|------------------------|---------|
| | | | | | \$ | % |
| Expenditures | | | | | | |
| 1 | Salaries and Benefits | 106,560.2 | 109,167.8 | 117,188.2 | 8,020.3 | 7.3% |
| 2 | Materials & Supplies | 46,924.9 | 51,479.0 | 51,585.0 | 106.0 | 0.2% |
| 3 | Equipment | 679.8 | 417.3 | 493.5 | 76.1 | 18.2% |
| 4 | Service and Rent | 152,072.6 | 176,593.3 | 200,165.2 | 23,571.9 | 13.3% |
| 5 | Contribution To Reserves | 22,347.3 | 30,574.2 | 38,239.8 | 7,665.5 | 25.1% |
| 6 | Other Expenditures | 2,896.8 | 5,933.3 | 6,816.5 | 883.3 | 14.9% |
| Total Expenditures | | 331,481.7 | 374,164.9 | 414,488.1 | 40,323.2 | 10.8% |
| Revenues | | | | | | |
| 1 | Federal Subsidies | 33.0 | 12.5 | | (12.5) | -100.0% |
| 2 | User Fees & Donations | 41,628.5 | 50,478.2 | 48,894.0 | (1,584.2) | -3.1% |
| 3 | Transfers From Capital | 24,624.7 | 19,440.3 | 34,837.2 | 15,396.9 | 79.2% |
| 4 | Other Revenues | 70,942.6 | 91,954.5 | 106,458.1 | 14,503.6 | 15.8% |
| Total Revenues | | 137,228.7 | 161,885.5 | 190,189.3 | 28,303.8 | 17.5% |
| Net Expenditures | | 194,252.9 | 212,279.4 | 224,298.8 | 12,019.4 | 5.7% |

*2019 Projected Actuals (based on Q3 2019) and 2018 Actuals adjusted retroactively to remove inter-departmental charges and recoveries

Salaries & Benefits: Include inflationary increases on existing salaries and benefits, and additional positions (as outlined on page 6). Positions were also repurposed to better align the re-distribution of work within Transportation Services.

Services and Rents: Include inflationary increases on existing service contracts, in addition to annualized costs for the transfer of the School Crossing Guard Program from Police Services, annualised costs to implement Automated Speed Enforcement, and the Vision Zero 2.0 - Road Safety Plan education campaign.

Contribution to Reserves: Include increases in Fleet Reserve contributions to align funding requirements with planned vehicle and equipment replacements and increased insurance reserve contribution.

Revenues: Include additional revenues of \$28.304 million, or 17.5 per cent, higher than 2019 Projected Actuals. The revenues comprise rate increase of 2.25 per cent on user fees, inflationary increases higher than Consumer Price Index (CPI) on all on-street residential parking permits and the introduction of Automated Speed Enforcement revenues with full cost recovery for processing charges from partnering municipalities.

Table 2b: Savings from Line by Line Review

| (In \$000) | | | | | | | | | | | |
|----------------------------------|--------------|---------|-----------|-----------|-----------|-------|-----|-----------|-------|-----|-----------|
| | Type | 2020 | | | | 2021 | | | 2022 | | |
| | | Revenue | Gross | Net | Positions | Gross | Net | Positions | Gross | Net | Positions |
| Savings from Line by Line Review | Line by Line | | (7,463.9) | (7,463.9) | | | | | | | |
| Budget Increase/(Decrease) | | | (7,463.9) | (7,463.9) | | | | | | | |

The 2020 Operating Budget includes \$7.464 million in gross expenditures reductions and internal budget review as follows:

Line by line

- A reduction in base expenditures, for savings realized from aligning the budget with actual experience, in contracted services and other non-salary costs contributes to Transportation Services efforts to manage cost increases from internal and external sources.
- A reduction in hydro to match the declining rates and delivery charges from Toronto Hydro.

Table 2c: 2020 Key Drivers – New / Enhanced

| New / Enhanced (In \$000) | 2020 | | | | 2021 Annualized Gross | Equity Impact |
|------------------------------|---------|----------------|----------------|------------|-----------------------------|---------------|
| | Revenue | Gross | Net | Positions | | |
| Red Light Camera Expansion | | 2,102.8 | 2,102.8 | 9.0 | 2,496.2 | Low |
| Total New / Enhanced | | 2,102.8 | 2,102.8 | 9.0 | 2,496.2 | |

Red Light Camera Expansion

As part of Vision Zero 2.0 – Road Safety Plan, the expansion of the Red Light Camera program increases the number of cameras from 149 to 298. The selection criteria has been improved and expanded to give greater consideration to vulnerable road users, such as the application of red light cameras at mid-block pedestrian or bike-only traffic signals and at intersections with higher pedestrian/cyclist collisions. The aim is to reduce fatalities, serious injuries, and collisions at specific intersections. The additional resources will be for red light camera expansion, and staff to process charges from Toronto and other municipalities. The program is fully cost recoverable by the revenue collected by Court Services for Toronto charges and full cost recovery from other municipalities for processing their charges.

Note:

For additional information on 2020 key cost drivers refer to [Appendix 1](#) as well as [Appendix 3](#) for the 2020 New and Enhanced Service Priorities, respectively.

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

| (In \$000) | 2019 Projected Actuals* | 2020 Budget | 2021 Outlook | 2022 Outlook |
|---------------------------|-------------------------|------------------|------------------|------------------|
| | \$ | \$ | \$ | \$ |
| Revenues | 161,885.5 | 190,189.3 | 189,710.2 | 190,064.0 |
| Gross Expenditures | 374,164.9 | 416,590.9 | 415,288.2 | 417,249.8 |
| Net Expenditures | 212,279.4 | 226,401.6 | 225,578.0 | 227,185.8 |
| Approved Positions | 1,201.3 | 1,296.3 | 1,290.3 | 1,287.3 |

*2019 Projected Actuals (based on Q3 2019) adjusted retroactively to remove inter-departmental charges and recoveries

Key 2021 drivers

The 2021 Outlook with total gross expenditures of \$415.288 million reflects an anticipated \$1.303 million or 0.3 per cent decrease in gross expenditures below the 2020 Budget due to the reversal of a one-time Fleet Reserve contribution for street sweepers. This decrease is partially offset by the following increases:

- Inflationary increases for salaries and benefits.
- Operating impact of capital projects once completed.
- Annualization increases related to salaries and benefits for positions as described on page 9.

Key 2022 drivers

The 2022 Outlooks expects an increase of \$1.962 million or 0.5 per cent above 2021 gross expenditures arising from the following:

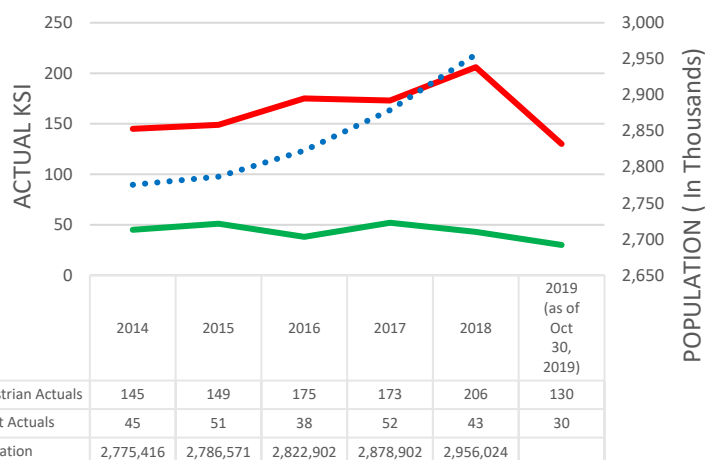
- Inflationary increases for salaries and benefits.
- Operating impact of capital projects once completed.

These increases are partially offset by the reversal of costs related to two-year pilot with Toronto Police Services' Traffic Enforcement Team to support Vision Zero Road Safety Plan 2.0 and inflationary increases on user fees and permits.

How well we are doing

Safety

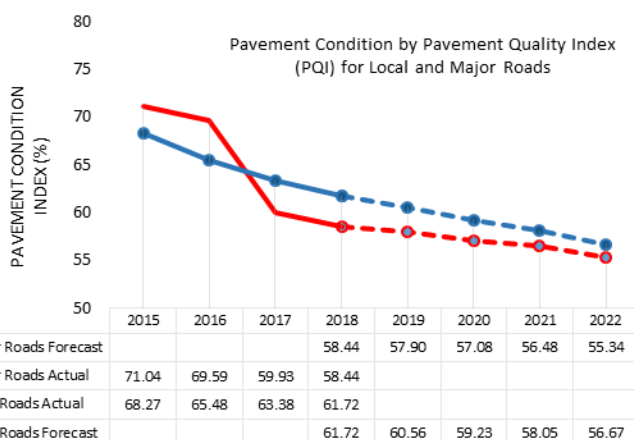
Vulnerable Users Killed and Seriously Injured (KSI) per year



Behind the numbers

- While population increased by 7 per cent between 2014 and 2018, on a per population basis the number of pedestrian and cyclist KSI has decreased.

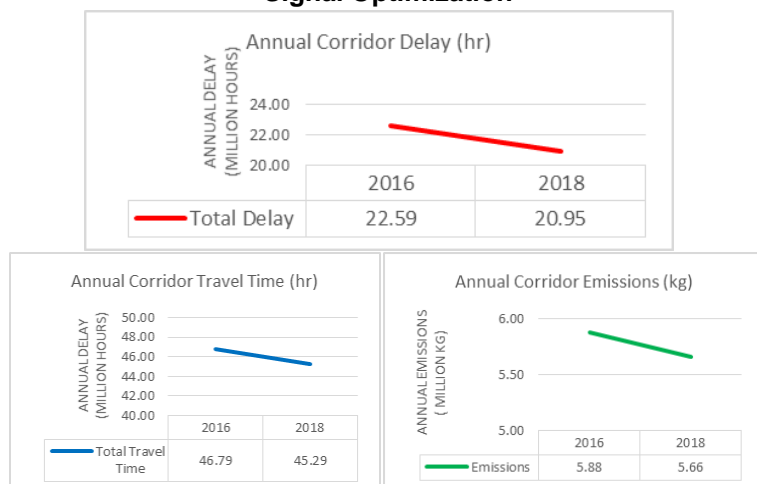
State of Good Repair



- Significant investment is being made to bring the F. G. Gardiner Expressway into a State of Good Repair.
- Current levels of SOGR funding for Local Roads and Major Roads will see pavement condition continue to worsen.
- Development of the updated Local and Major Roads Asset Management Strategy to drive sustainable long-term investment in SOGR projects and reduce the backlog is underway, with Council reporting anticipated in 2021.

Congestion Management Plan: Signal Optimization

- 846 signal timings have been optimized on 30 corridors from 2016 – 2018.
- As a result of these optimizations, modelled and measured benefits include annual reductions of:
 - 1.6 M in delay (hours)
 - 218 K in emissions (kg)
 - 1.5 M in travel time (hours)

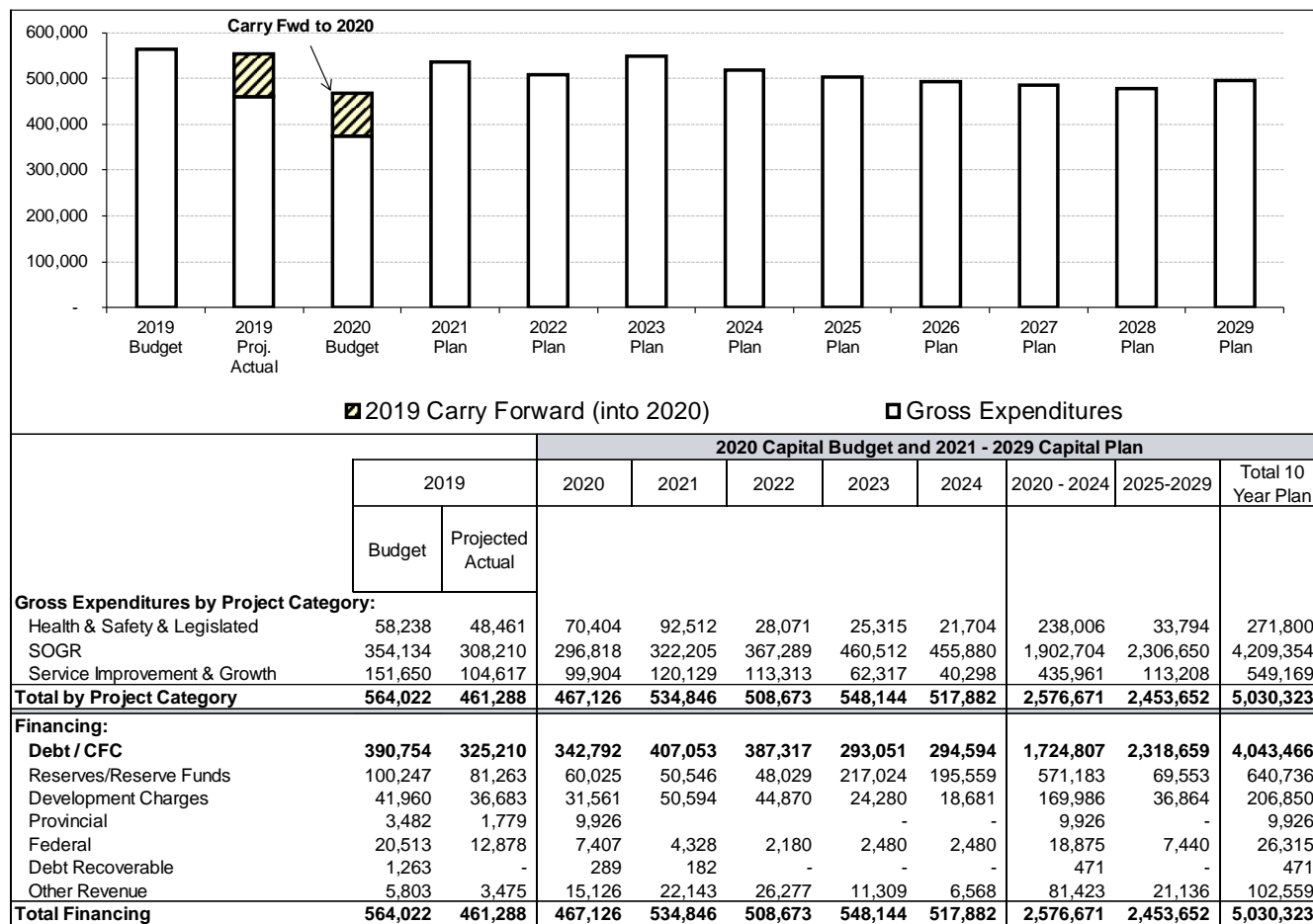


2020 – 2029 CAPITAL BUDGET AND PLAN

2020 – 2029 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview

(In \$ Thousand)



Changes to Existing Projects

- The 2020-2029 Capital Budget and Plan reflects a decrease of \$438.914 million over the nine common years (2020-2028).
- Decreased funding of \$268.382 million from the Local Roads and Major Roads Rehabilitation programs.
- Increased funding of \$57.577 million to implement Council Approved Vision Zero Road Safety Plan (2020 to 2024).
- Decrease of \$100.308 million for Growth Projects to reflect updated cost estimates, project schedules, and stage gating based on project readiness.

New Projects

- The 2020-2029 Capital Budget and Plan includes the following new major key projects:
- \$45.000 million, fully funded by Development Charges, to advance detailed design and property acquisition for the Liberty New Street Project.
- \$8.000 million to advance the property acquisition for the West Toronto Rail Path Extension Project.
- \$15.000 million to advance the detailed design of the Eglinton Connects Streetscape & Cycle Track Project.






Capital Needs Constraints

- The unmet needs over the 10-year planning horizon include the following:
- \$4.091 billion of SOGR backlog from the F.G. Gardiner, City Bridges, Major Roads, Local Roads, and Laneways.
- \$1.309 billion of growth projects. As phases of growth projects advance, with certainty in cost and delivery schedule, funding requests will be made to include them in the budget.

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**\$5.030 Billion 10-Year Gross Capital Program**

| | | | | |
|---|---|---|---|---|
|  |  |  |  |  |
| State of Good Repair (Excluding F.G. Gardiner) | F.G. Gardiner Expressway Strategic Rehabilitation Plan | Vision Zero Road Safety Plan | Cycling Network Plan | Congestion Management Plan and Growth Related Projects |
| \$2.004 B 40% | \$2.205 B 44% | \$0.157 B 3% | \$0.127 B 3% | \$0.300 B 6% |
| Ten year budget for State of Good Repair related works | Implementation of the Expressway Strategic Rehabilitation Plan (2017 to 2026) | Implementation of Vision Zero Road Safety Plan 2.0 (2020 to 2024) and future plan funding post 2024 | Implementation of Cycling Network Plan (2020 to 2021) and future plan funding post 2021 | Implementation of Growth Related Projects |

How the Capital Program is Funded

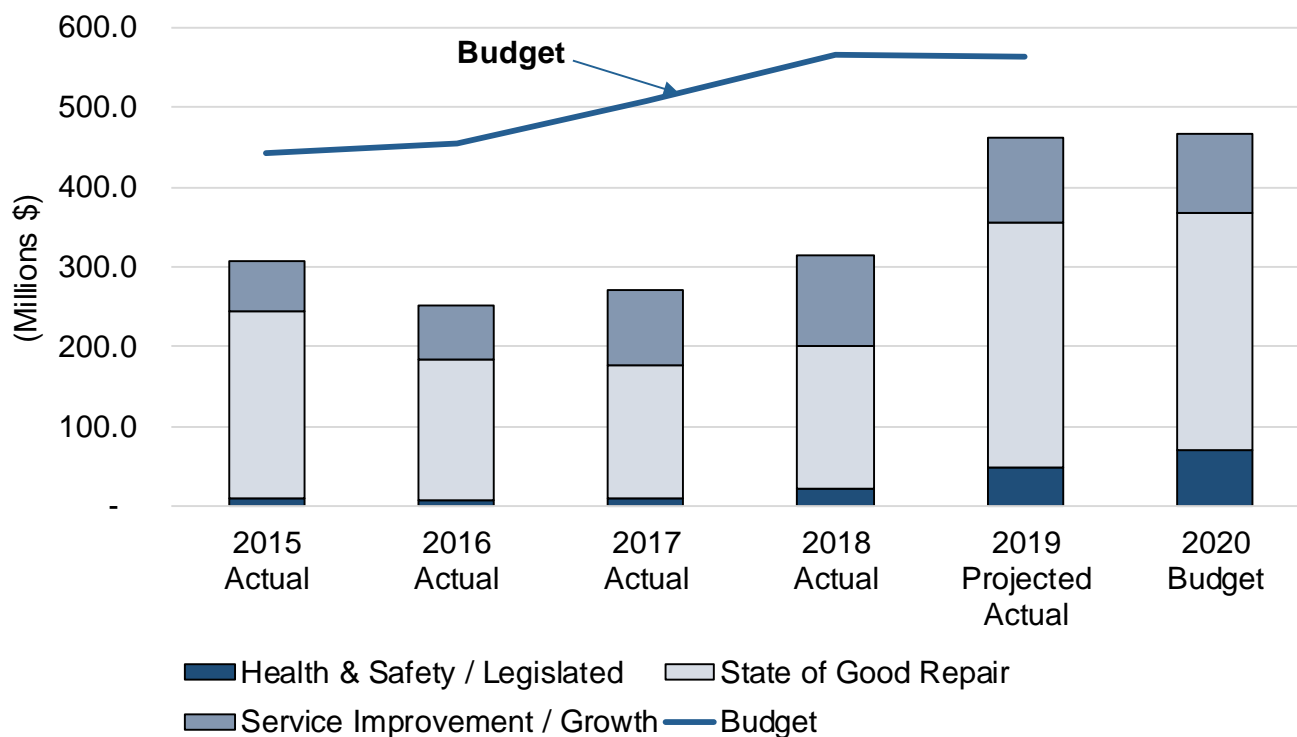
| City of Toronto | | Provincial Funding | | Federal Funding | |
|----------------------------|--------------|------------------------------------|------------|------------------------------------|-------------|
| \$4.994 B 99.3% | | \$9.926 M 0.2% | | \$26.315 M 0.5% | |
| Debt | \$ 4.043 B | Ontario Municipal Commuter Program | \$ 9.926 M | Public Transit Infrastructure Fund | \$ 3.577 M |
| Recoverable Debt | \$ 0.471 M | | | Other | \$ 22.738 M |
| Reserve Draws | \$ 640.736 M | | | | |
| Development Charges | \$ 206.850 M | | | | |
| Other | \$ 102.559 M | | | | |

CAPACITY TO SPEND REVIEW

The 10-Year Capital Plan has been developed with consideration of other City priorities, state of readiness of projects, historical demonstrated ability to spend within any given year of the ten year capital program as well as the level of projected 2019 underspending that will be carried forward into 2020 to complete capital work.

Since 2018, Transportation Services has implemented new practices and budget management protocols to drive project delivery, reduce risk, and increase spend rate. Chart 2 below sets out historical capacity to spend by project categories and illustrates that the projected spends in both 2019 and 2020 are anticipated to be approximately \$200.000 million higher than the spending level in 2017.

Chart 2 – Capacity to Spend



| Category (in \$ Million) | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Actuals | 2019 Projected Actuals* | 2020 Budget** |
|---|-----------------|-----------------|-----------------|-----------------|-------------------------------|------------------|
| Health & Safety / Legislated | 11.1 | 8.7 | 10.8 | 22.9 | 48.5 | 70.4 |
| State of Good Repair | 233.4 | 176.4 | 165.7 | 177.8 | 308.2 | 296.8 |
| Service Improvement / Growth | 63.0 | 67.7 | 95.9 | 113.2 | 104.6 | 99.9 |
| Total | 307.5 | 252.8 | 272.4 | 313.9 | 461.3 | 467.1 |
| % Spent | 69.5% | 55.4% | 53.6% | 55.5% | 81.8% | |
| Spend Increase since Implementation of new practices in 2017 | | | | 46.0 | 189.0 | |

* 2019 Projected Actuals based on the Q3 capital variance report

** 2020 Budget includes 2019 expected carry forward

Capacity to Spend Review Impact on the 10-Year Plan

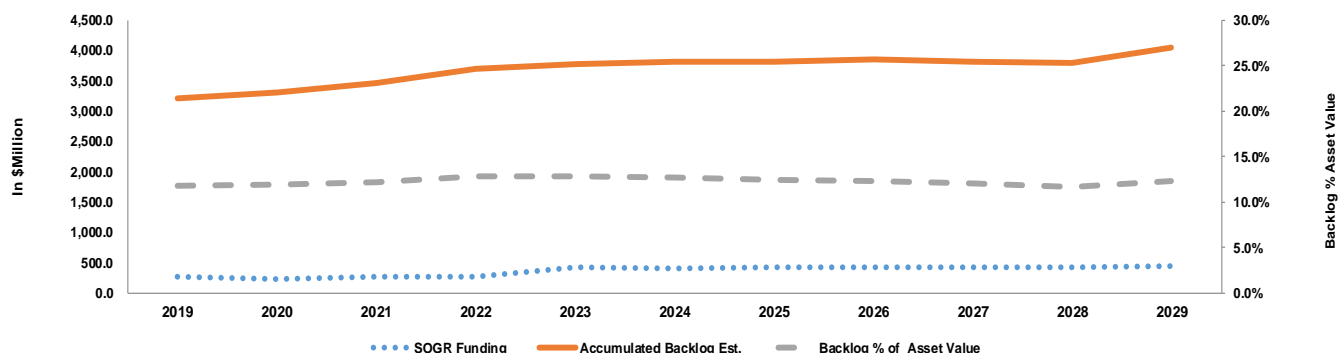
Transportation Services' 2020 - 2029 Budget and Capital Plan represents an investment in infrastructure renewal totalling \$5.030 billion over 10 years. In 2020, Transportation Services has deferred \$222.159 million in capital spending originally cash flowed in 2020 to 2021 or future years. Acceleration of future years' cash flows into 2020 will be requested if projects advance ahead of schedule. Key adjustments to the Capital Plan are noted below:

- F.G. Gardiner Rehabilitation – Deferred \$84.750 million to future years based on project updates and associated scheduled payments on existing contracts. The delivery of the 2017 to 2026 F.G. Gardiner Expressway Strategic Rehabilitation Plan remains on track. Taking into consideration 2019 approved in-year adjustments, the total funding requirement for the program over the ten year plan remains unchanged.
- Local Roads and Major Roads Rehabilitation – Reduced \$25.46 million in 2020. Overall, the review resulted in a reduction of \$268.382 million from the programs over the nine common years (2020-2028). Including the 2029 funding requirement, the net decrease is \$136.922 million. The decrease in funding was developed based on the budget recast review exercise, addressing the overall affordability of the City's capital program while recognizing the dynamic nature of road works delivery in the City, taking into consideration:
 - Overall Roads Asset Management strategy which is currently being developed
 - Current delivery approaches
 - Internal and external factors influencing capacity to spend, including the need to coordinate works.
- Development of the updated Local and Major Roads Asset Management Strategy to drive sustainable long-term investment in SOGR projects and reduce the backlog is underway, with Council reporting anticipated in 2021. This will include an updated funding request based on a comprehensive delivery approach for the rehabilitation of road works.
 - To partially offset the funding reduction for the roads programs, \$58.584 million over the ten year plan has been included to continue to fund the Critical Interim Road Rehabilitation program, which aims to complete localized road repairs, prolonging the life of the road on an interim basis in anticipation of the full road rehabilitation to take place at a later date.
- Based on a review of project progress and updates on delivery schedule, the following are the major 2020 cash flow adjustments on Growth projects:
 - John Street Revitalization Project – deferred \$20.507 million to future years as construction is anticipated to be tendered by late 2020 with works commencing in 2021 and beyond. Deferral is associated with ongoing coordination with Toronto Hydro on the finalization of project scope.
 - Scarlett St Clair Dundas - deferred \$18.328 million as detailed design and negotiations with CP Rail and affected property owners continue in 2020. Utility relocations are anticipated to occur in 2020 and 2021. Project construction has been placed in the "Needs Constraints" category as detailed design is finalized.
 - St Clair Transportation Master Plan (TMP) - deferred \$42.011 million as the delivery strategy for project property acquisition, detailed design, and construction have changed, with changes to the timeline of Metrolinx work at this location. Implementation of the overall Master Plan will be phased with priority for the St. Clair Widening and Davenport Extension. Property acquisition for these is anticipated to occur from 2020 to 2024. Property acquisition post 2023, including those for the Gunns and Keele Extensions, as well as detailed design and construction of all TMP projects has been placed in the "Needs Constraints" category. Additional funding will be requested in future year budget submissions to advance the various components of the TMP based on project readiness.
 - Steeles Widenings (Tapscott Road - Beare Road) – \$3.372 million related to property acquisition and utility relocation has been deferred to future years as detailed design continues in 2020, in coordination with private development in the area. Additional time for detailed design is required to confirm feasibility of the Morningside Extension at the at-grade crossing of the rail corridor. Property acquisition and utility relocation are anticipated to begin in 2021, with the construction phase of the project anticipated to begin in 2022. Funding for construction has been placed in the "Needs Constraints" category while detailed design continues. Once detailed design is completed and there is more clarity on cost of construction, funding will be requested through the budget process.
 - Work for TTC & Others - deferred \$9.918 million to future years to fund third party projects that are delivered by the City. The deferral in 2020 funding is as a result of the Capacity to Spend Review.

STATE OF GOOD REPAIR (SGR) FUNDING & BACKLOG

The chart below depicts the SOGR funding and accumulated backlog estimates for key asset classes in Transportation Services: major and local roads, bridge rehabilitation and laneways.

Chart 3: Total SOGR Funding & Backlog



| \$ Million | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---------------------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| SOGR Funding | 264.3 | 228.7 | 255.6 | 268.0 | 413.7 | 408.6 | 411.5 | 414.5 | 417.6 | 420.7 | 443.9 |
| Accumulated Backlog Est. | 3,211.9 | 3,312.7 | 3,457.6 | 3,693.0 | 3,785.3 | 3,815.9 | 3,823.3 | 3,849.6 | 3,814.1 | 3,792.3 | 4,060.7 |
| Backlog % of Asset Value | 11.8% | 12.0% | 12.2% | 12.8% | 12.9% | 12.7% | 12.5% | 12.3% | 12.0% | 11.7% | 12.3% |
| Total Asset Value | 27,175.0 | 27,718.8 | 28,273.2 | 28,838.7 | 29,415.5 | 30,003.8 | 30,603.8 | 31,215.9 | 31,840.2 | 32,477.0 | 33,126.6 |

The 10-Year Capital Plan will fund \$4.209 billion of SOGR projects, providing an average of \$420.9 million annually. This funding will continue ongoing SOGR projects for infrastructure, including major and local roads, city bridges and laneways.

As a result of the City's capital recast exercise along with a review of the historical capital spends, the 2020-2029 SOGR Capital Budget and Plan reflects a decrease of \$409.672 million in State of Good Repair funding over the 9 common years (2020 to 2028). Aside from the cash flow revisions for the F.G. Gardiner Rehabilitation program, the following key adjustments contributed to the decrease:

- Decreased funding of \$268.382 million for the Local Roads and Major Roads Rehabilitation programs over the nine common years. Including the 2029 year funding requirements, the net decrease is \$136.922 million. To partially offset the funding reduction for the roads SOGR programs, \$58.584 million over the ten year plan has been included to continue to fund the Critical Interim Road Rehabilitation program, which aims to complete localized road repairs, prolonging the life of the road on an interim basis in anticipation of the full road rehabilitation to take place at a later date.

A large portion of Transportation Services' infrastructure consists of roads and bridges that are 40 to 50 years old. In 2018, Transportation Services completed an update of its asset inventory, replacement value, Capital needs for the Major and Local Road Rehabilitation Programs and the funding required to maintain its assets in a state-of-good repair for the next ten years. The average pavement condition of the existing network is approximately 63.4, which is below the desirable range of 70-75. In addition, 43 per cent of Major Roads and 24 per cent of Local Roads are in poor condition.

With the revised funding for the Major and Local Road Rehabilitation Programs, the backlog of rehabilitation needs for both programs are expected to increase over the next 10 years as follows:

- The backlog for Major Roads will increase from \$529.737 million at the end of 2019 to \$1.599 billion or about 23 per cent of assets by 2029, representing a 2 per cent increase when compared to the 2028 value previously reported. The percentage of Major Roads in poor condition will increase from 43 per cent at the end of 2019 to 53 per cent by 2029; and,
- The backlog for Local Roads will increase from \$478.299 million at the end of 2019 to \$1.827 billion or about 17 per cent of assets by 2029, representing a 3 per cent increase when compared to the 2028 value

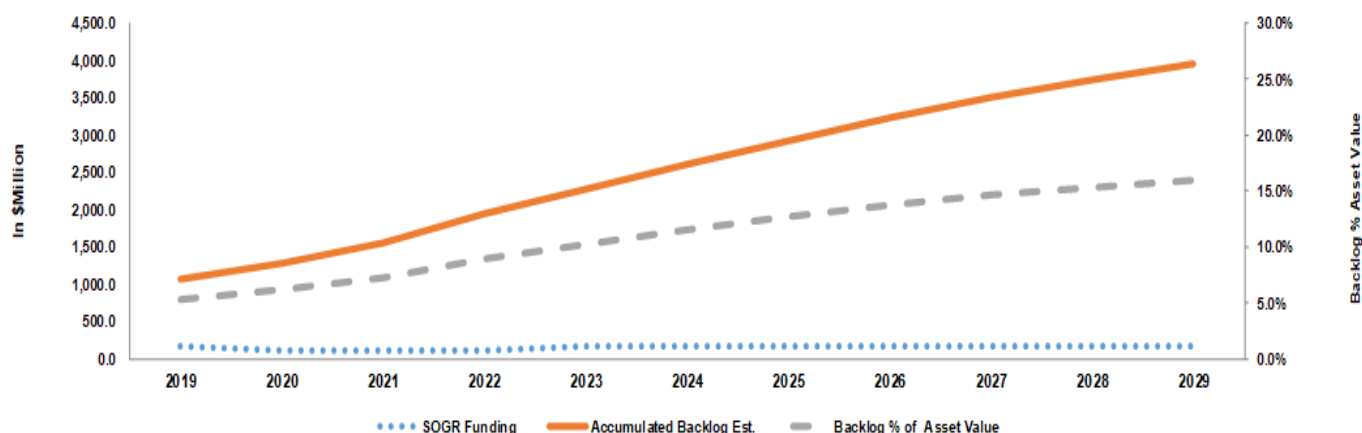
previously reported. The percentage of Local Roads in poor condition will increase from 24 per cent at the end of 2019 to 44 per cent by 2029.

Continuing in 2020, staff will evaluate various strategies to optimize the use of capital funding for these road programs while taking into account capacity, opportunities in delivery strategy and coordination of work. Staff will report to Council as part of the Integrated Asset Planning & Management (IAPM) initiative in 2021, on the proposed strategy to address the backlog and at that time a revised request for additional funding to achieve the strategy will be proposed.

SOGR funds have been made available to continue the Strategic Rehabilitation Plan for the F. G. Gardiner Expressway. The Plan includes the implementation of the preferred alternative in the Gardiner East Environmental Assessment, including public realm improvements through the reconstruction of Lake Shore Boulevard East. In 2019, a review of the program was completed to realign annual cash flow requirements to reflect historical spending patterns, project readiness, and required coordination with other major projects. Although the program's anticipated completion date remains 2026, funding has been cash flowed to 2029 to reflect historical and projected spending patterns.

In past budget processes, SOGR Rehabilitation of the F.G. Gardiner Expressway post 2026 (2026 to 2039) was noted as a funding pressure post the ten year plan and was not submitted as backlog. The anticipated total funding requirement for the program is estimated at \$1.391 billion, completing various bent and bridge rehabilitation. As part of the 2019 budget process, \$101.780 million (2026 to 2029) of the \$1.391 billion (2026 to 2039), has been included as part of the needs constraints.

Chart 4: Total SOGR Funding & Backlog
(Key asset classes excluding the F.G. Gardiner)



| \$ Million | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|--------------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| SOGR Funding | 157.4 | 111.8 | 114.1 | 116.3 | 168.7 | 156.6 | 159.6 | 162.6 | 165.7 | 168.8 | 172.0 |
| Accumulated Backlog Est. | 1,069.7 | 1,287.4 | 1,549.3 | 1,936.4 | 2,273.7 | 2,604.3 | 2,911.7 | 3,235.7 | 3,495.1 | 3,738.2 | 3,958.9 |
| Backlog % of Asset Value | 5.2% | 6.2% | 7.3% | 8.9% | 10.3% | 11.5% | 12.7% | 13.8% | 14.6% | 15.3% | 15.9% |
| Total Asset Value | 20,430.0 | 20,838.8 | 21,255.6 | 21,680.7 | 22,114.3 | 22,556.6 | 23,007.8 | 23,467.9 | 23,937.3 | 24,416.0 | 24,904.3 |

The chart above depicts the SOGR funding and accumulated backlog estimates: major and local roads, bridge rehabilitation and laneways.

When rehabilitation on the Gardiner is excluded, the SOGR backlog for remaining transportation infrastructure will increase from \$1.069 billion at the end of 2019 to an anticipated \$3.958 billion by year end in 2029, representing 15.9 per cent of the asset replacement value, representing a 1.5 per cent increase when compared to the 2028 value previously reported.

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

Approval of the 2020 Capital Budget will impact the 2020 Operating Budget by a total of \$0.073 million net for maintenance costs arising from the completion of City Cycling Infrastructure and Sidewalk projects, as shown in Table 4 below.

Table 4: Net Operating Impact Summary

| Projects | 2020 Budget | | 2021 Plan | | 2022 Plan | | 2020 - 2024 | | 2020 - 2029 | |
|--|-------------|-----------|-----------|-----------|-----------|-----------|-------------|-----------|-------------|-----------|
| | \$000's | Positions | \$000's | Positions | \$000's | Positions | \$000's | Positions | \$000's | Positions |
| Previously Approved | | | | | | | | | | |
| <i>Maintenance of New Infrastructure</i> | 73 | - | - | - | - | - | 73 | - | 73 | - |
| Sub-Total: Previously Approved | 73 | - | - | - | - | - | 73 | - | 73 | - |
| Total | 73 | - | - | - | - | - | 73 | - | 73 | - |

- Approval of the 2020 Capital Budget will increase the 2020 Operating Budget by a total of \$0.072 million net for maintenance costs arising from the completion of New Roads built by developers (rather than the City) and Sidewalks.
- There are no operating impacts identified beyond 2020. As part of future capital budget submissions, Transportation Services will continue to review its capital projects and analyze the impacts on operations.

APPENDICES

Appendix 1

2020 Operating Budget by Expenditure Category

| Category (In \$000) | 2017 Actuals* | 2018 Actuals* | 2019 Budget* | 2019 Projected Actuals * | 2020 Budget | 2020 Change from 2019 Projected Actuals | |
|--|------------------|------------------|------------------|-----------------------------|------------------|--|--------------|
| | \$ | \$ | \$ | \$ | \$ | \$ | % |
| Federal Subsidies | | 33.0 | 12.5 | 12.5 | | (12.5) | (100.0%) |
| User Fees & Donations | 42,309.0 | 41,628.5 | 46,011.0 | 50,478.2 | 48,894.0 | (1,584.2) | (3.1%) |
| Licences & Permits Revenue | 13,634.6 | 17,722.1 | 18,094.4 | 20,546.5 | 20,896.6 | 350.1 | 1.7% |
| Transfers From Capital | 23,454.4 | 24,624.7 | 32,301.0 | 19,440.3 | 34,837.2 | 15,396.9 | 79.2% |
| Contribution From Reserves/Reserve Funds | 19,055.6 | 14,018.3 | 28,370.6 | 21,469.7 | 32,429.6 | 10,959.9 | 51.0% |
| Sundry and Other Revenues | 31,318.2 | 30,452.1 | 38,712.1 | 40,093.7 | 45,789.9 | 5,696.2 | 14.2% |
| Inter-Divisional Recoveries | 8,669.4 | 8,750.1 | 6,987.0 | 9,844.6 | 7,342.0 | (2,502.6) | (25.4%) |
| Total Revenues | 138,441.1 | 137,228.7 | 170,488.5 | 161,885.5 | 190,189.3 | 28,303.8 | 17.5% |
| Salaries and Benefits | 102,182.4 | 106,560.2 | 113,765.8 | 109,167.8 | 117,641.8 | 8,474.0 | 7.8% |
| Materials & Supplies | 48,137.4 | 46,924.9 | 53,293.0 | 51,479.0 | 51,597.9 | 118.9 | 0.2% |
| Equipment | 463.9 | 679.8 | 778.3 | 417.3 | 515.3 | 97.9 | 23.5% |
| Service and Rent | 153,932.2 | 152,072.6 | 179,580.3 | 176,593.3 | 201,779.7 | 25,186.4 | 14.3% |
| Contribution To Reserves/Reserve Funds | 21,173.2 | 22,347.3 | 30,574.2 | 30,574.2 | 38,239.8 | 7,665.5 | 25.1% |
| Other Expenditures | 1,628.6 | (1,666.6) | 1,222.6 | 968.6 | 1,103.9 | 135.2 | 14.0% |
| Inter-Divisional Charges | 3,450.1 | 4,563.5 | 4,131.6 | 4,964.6 | 5,712.6 | 748.0 | 15.1% |
| Total Gross Expenditures | 330,967.8 | 331,481.7 | 383,345.9 | 374,164.9 | 416,591.0 | 42,426.0 | 11.3% |
| Net Expenditures | 192,526.6 | 194,252.9 | 212,857.4 | 212,279.4 | 226,401.6 | 14,122.2 | 6.7% |
| Approved Positions | 1,119.5 | 1,179.8 | 1,201.3 | 1,201.3 | 1,296.3 | 95.0 | 7.9% |

* Prior Year Budget and Actuals (2019 Projected Actuals based on Q3 2019 Variance Report) adjusted retroactively to remove inter-departmental charges and recoveries

Appendix 2

Summary of 2020 Service Changes

N/A

Appendix 3

Summary of 2020 New / Enhanced Service Priorities Included in Budget

| Form ID | | Infrastructure and Development Services Program - Transportation Services | Adjustments | | | | 2021 Plan Net Change | 2022 Plan Net Change |
|----------|------------------|--|----------------------|---------|-----|-----------------------|-------------------------|-------------------------|
| Category | Equity Impact | | Gross Expenditure | Revenue | Net | Approved Positions | | |

| | | | | | | | | |
|-------|-----------|----------------------------|--|--|--|--|--|--|
| 20325 | | Red Light Camera Expansion | | | | | | |
| 72 | No Impact | Description: | | | | | | |

Nine permanent positions are required to support, implement and oversee the expansion of the Red Light Camera (RLC) program in Toronto from 149 to 298 cameras, including the processing of new charges as a result of the expansion. The cost of these positions is fully offset through revenues collected by Court Services. At its meeting of June 26, 2018, City Council adopted the report Operating Variance Report for the Year Ended December 31, 2017 (EX35.26). Motions subsequently adopted by Council resulted in the following recommendation: City Council direct the General Manager, Transportation Services to...and evaluate the feasibility of significantly expanding the Red Light Camera program as part of the Vision Zero: Road Safety Plan. Two permanent positions were added in 2019 to study the feasibility of and plan for the expansion of the RLC program and report back in time for the 2020 Budget process. A plan for the initiative to double the current number of RLCs was outlined in the Vision Zero 2.0 – Road Safety Plan Update report (IE6.8) approved by City Council at its meeting on July 16, 2019.

Service Level Impact:

The expansion of the RLC program will result in enhanced delivery of the Vision Zero Road Safety Plan. Benefits include: improvement in road safety for all road users, especially pedestrians, children in school zones, older adults and cyclists by increasing countermeasures that reduce aggressive and distracted driving.

Equity Statement:

The proposal is unlikely to have an equity impact.

Service: Transportation Safety & Operations

| | | | | | | |
|----------------------------|---------|-----|---------|------|-------|------|
| Staff Recommended Changes: | 2,102.8 | 0.0 | 2,102.8 | 9.00 | 393.4 | 62.7 |
| 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: | 2,102.8 | 0.0 | 2,102.8 | 9.00 | 393.4 | 62.7 |

Appendix 3 (Continued)

Summary of 2020 New / Enhanced Service Priorities Included in Budget

| Form ID | | | Adjustments | | | | 2021 Plan Net Change | 2022 Plan Net Change |
|---|--------|--------|-----------------------------------|---------|---------|-----------------------|-------------------------|-------------------------|
| Category | Equity | Impact | Gross Expenditure | Revenue | Net | Approved Positions | | |
| Infrastructure and Development Services | | | Program - Transportation Services | | | | | |
| Staff Recommended: | | | 2,102.8 | 0.0 | 2,102.8 | 9.00 | 393.4 | 62.7 |
| Budget Committee Recommended: | | | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| Executive Committee Recommended: | | | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| City Council Approved: | | | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| Council Approved New/Enhanced Services: | | | 2,102.8 | 0.0 | 2,102.8 | 9.00 | 393.4 | 62.7 |
| Summary: | | | | | | | | |
| Staff Recommended: | | | 2,102.8 | 0.0 | 2,102.8 | 9.00 | 393.4 | 62.7 |
| Budget Committee Recommended: | | | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| Executive Committee Recommended: | | | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| City Council Approved: | | | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| Council Approved New/Enhanced Services: | | | 2,102.8 | 0.0 | 2,102.8 | 9.00 | 393.4 | 62.7 |

Appendix 4

Summary of 2020 Enhanced Service Priorities Not Included in Budget

| New / Enhanced Service Description (In \$000) | 2020 Total | | | Incremental Change | | | |
|--|--------------|--------------|------------|--------------------|------|--------------|------|
| | \$ | \$ | Position | 2021 Plan | | 2022 Plan | |
| | Gross | Net | # | Net | Pos. | Net | Pos. |
| Enhanced Service Priorities | | | | | | | |
| Council Directed: | | | | | | | |
| Automated Vehicles Tactical Plan Implementation | 249.8 | 100.0 | 4.0 | 210.6 | | 183.1 | |
| | | | | | | | |
| Sub-Total Council Directed | 249.8 | 100.0 | 4.0 | 210.6 | | 183.1 | |
| Total Enhanced Services | 249.8 | 100.0 | 4.0 | 210.6 | | 183.1 | |

Appendix 5

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

| Project Code | (In \$000) | 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 |
|-----------------------------|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-------------------|------------------------------|------------------|---------------------------|
| Health & Safety | | | | | | | | | | | | | | | |
| TS001 | City Bridge Rehabilitation (Critical) | 44,807 | 46,419 | | | | | | | | | 91,226 | 91,226 | | |
| TS002 | Glen Road Pedestrian Bridge | 2,270 | 16,943 | 135 | 42 | | | | | | | 19,390 | 19,390 | | |
| TS003 | Guide Rail Replacement Program | 730 | 730 | | | | | | | | | 1,460 | 1,460 | | |
| TS004 | Pedestrian Safety and Infrastructure Program | 416 | 760 | 779 | 790 | | | | | | | 2,745 | 2,745 | | |
| TS005 | Road Safety Plan | 22,181 | 27,660 | 27,157 | 24,483 | 21,704 | 6,709 | 6,731 | 6,756 | 6,783 | 6,815 | 156,979 | 156,979 | | |
| | Sub-Total | 70,404 | 92,512 | 28,071 | 25,315 | 21,704 | 6,709 | 6,731 | 6,756 | 6,783 | 6,815 | 271,800 | 271,800 | | |
| State of Good Repair | | | | | | | | | | | | | | | |
| TS006 | City Bridge Rehabilitation | 20,503 | 17,021 | 49,546 | 50,079 | 35,621 | 36,170 | 36,727 | 37,293 | 37,852 | 38,420 | 359,232 | | 359,232 | |
| TS007 | Critical Interim Road Rehabilitation | 8,000 | 8,120 | 8,242 | 8,365 | 8,491 | 8,618 | 8,748 | | | | 58,584 | | 58,584 | |
| TS008 | Ditch Rehabilitation and Culvert Reconstruction | 1,500 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 10,500 | | 10,500 | |
| TS009 | Don Valley Parkway Rehabilitation | 2,058 | 2,558 | 2,558 | 2,558 | 2,558 | 2,558 | 2,558 | 2,558 | 2,558 | 2,558 | 25,080 | | 25,080 | |
| TS010 | F.G. Gardiner | 121,360 | 145,090 | 155,220 | 248,460 | 255,435 | 251,935 | 251,935 | 251,935 | 251,935 | 271,935 | 2,205,240 | | 2,205,240 | |
| TS011 | Facility Improvements | 1,544 | 3,659 | 3,344 | | | | | | | | 8,547 | | 8,547 | |
| TS012 | Laneways | 1,827 | 1,854 | 1,882 | 1,910 | 1,939 | 1,968 | 1,998 | 2,027 | 2,062 | 2,103 | 19,570 | | 19,570 | |
| TS013 | Local Road Rehabilitation | 55,000 | 56,100 | 57,222 | 58,366 | 59,534 | 60,724 | 61,939 | 63,178 | 64,441 | 65,730 | 602,234 | | 602,234 | |
| TS014 | Major Roads Rehabilitation | 55,000 | 56,100 | 57,222 | 58,366 | 59,534 | 60,724 | 61,939 | 63,178 | 64,441 | 65,730 | 602,234 | | 602,234 | |
| TS015 | Major SOGR Pooled Contingency | 3,800 | 3,800 | 3,800 | 3,800 | 3,800 | 3,800 | 3,800 | 3,800 | 3,800 | 3,800 | 38,000 | | 38,000 | |
| TS016 | Retaining Walls Rehabilitation | 865 | 1,359 | 1,380 | 1,400 | 1,421 | 1,443 | 1,464 | 1,486 | 1,516 | 1,546 | 13,880 | | 13,880 | |
| TS017 | Sidewalks | 14,745 | 15,000 | 15,259 | 15,522 | 15,788 | 16,059 | 16,334 | 16,351 | 16,351 | 16,678 | 158,087 | | 158,087 | |
| TS018 | Signs and Markings Asset Management | 3,691 | 3,619 | 3,689 | 3,761 | 3,834 | 3,909 | 3,985 | 4,063 | 4,142 | 4,223 | 38,916 | | 38,916 | |
| TS019 | Traffic Plant Requirements & Signal Asset Management | 6,925 | 6,925 | 6,925 | 6,925 | 6,925 | 6,925 | 6,925 | 6,925 | 6,925 | 6,925 | 69,250 | | 69,250 | |
| | Sub-Total | 296,818 | 322,205 | 367,289 | 460,512 | 455,880 | 455,833 | 459,352 | 453,794 | 457,023 | 480,648 | 4,209,354 | | 4,209,354 | |

Appendix 5 (Continued)

| Project Code | (In \$000) | 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 |
|---|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-------------------|------------------------------|------------------|---------------------------|
| Service Improvements | | | | | | | | | | | | | | | |
| TS021 | Cycling Infrastructure | 16,884 | 16,000 | 8,303 | 8,303 | 8,303 | 8,303 | 8,303 | 8,303 | 8,303 | 8,303 | 99,308 | | | 99,308 |
| TS022 | West Toronto Rail Path Extension | | 3,000 | 5,000 | | | | | | | | 8,000 | | | 8,000 |
| TS023 | Eglinton Connects (Detailed Design) | | 6,000 | 9,000 | | | | | | | | 15,000 | | | 15,000 |
| TS024 | Engineering Studies | 5,567 | 6,950 | 3,038 | 3,038 | 3,038 | 3,038 | 3,038 | 3,038 | - | - | 30,745 | | | 30,745 |
| TS025 | Enterprise Work Management System | 2,191 | 3,150 | 4,062 | 1,383 | 340 | 340 | - | - | - | - | 11,466 | | | 11,466 |
| TS026 | Jane Street Crossing | - | 1,000 | 3,000 | 6,200 | 6,200 | 6,200 | 6,200 | 6,200 | | | 35,000 | | | 35,000 |
| TS027 | King Street Transit Priority Corridor | 790 | 1,000 | 360 | 360 | - | - | - | - | | | 2,510 | | | 2,510 |
| TS028 | LED Signal Module Conversion | 1,000 | 2,400 | 1,700 | 1,700 | 1,700 | 1,700 | - | | | | 10,200 | | | 10,200 |
| TS029 | Neighborhood Improvements | 3,180 | 3,147 | 2,270 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | - | 20,597 | | | 20,597 |
| TS030 | TO360 Wayfinding | 702 | 810 | 844 | 872 | 899 | 500 | 517 | 536 | - | | 5,680 | | | 5,680 |
| TS031 | PTIF Projects | 7,154 | | | | | | | | | | 7,154 | | | 7,154 |
| TS032 | System Enhancements for Road Repair & Permits | 900 | 500 | 150 | - | | | | | | | 1,550 | | | 1,550 |
| TS033 | Mapping and GIS Repository | 293 | 686 | 365 | | | | | | | | 1,344 | | | 1,344 |
| TS034 | Quick Clear Squad - Vehicles | 600 | | | | | | | | | | 600 | | | 600 |
| TS035 | Traffic Congestion Management | 5,091 | 5,080 | 3,000 | - | | | | | | | 13,171 | | | 13,171 |
| Sub-Total | | 44,352 | 49,723 | 41,092 | 23,856 | 22,480 | 22,081 | 20,058 | 20,077 | 10,303 | 8,303 | 262,325 | | | 262,325 |
| Growth Related | | | | | | | | | | | | | | | |
| TS038 | Broadview Extension | 14,000 | | | | | | | | | | 14,000 | | | 14,000 |
| TS039 | Emery Village Improvements | 91 | 696 | | | | | | | | | 787 | | | 787 |
| TS040 | Gardiner York Bay Yonge Reconfiguration | 300 | | | | | | | | | | 300 | | | 300 |
| TS041 | John Street Revitalization Project | 172 | 10,002 | 28,151 | 13,927 | | | | | | | 52,252 | | | 52,252 |
| TS042 | King Liberty Cycling Pedestrian Bridge | 4,063 | | | | | | | | | | 4,063 | | | 4,063 |
| TS043 | LARP (Lawrence-Allen Revitalization Project) Phase 1 | 1,798 | 2,786 | 1,575 | 1,152 | | | | | | | 7,311 | | | 7,311 |
| TS044 | Legion Road Extension & Grade Separation | 349 | 2,800 | | | | | | | | | 3,149 | | | 3,149 |
| TS045 | Metrolinx Additional Infrastructure | | 4,000 | 6,000 | | | | | | | | 10,000 | | | 10,000 |
| TS046 | Morningside Extension Segment 1 (Steeles to Passmore) | | | 1,250 | | | | | | | | 1,250 | | | 1,250 |
| TS047 | New Courthouse Streetscape | | 2,500 | | | | | | | | | 2,500 | | | 2,500 |
| TS048 | North York Service Road Extension | 9,329 | 4,950 | 4,200 | | | | | | | | 18,479 | | | 18,479 |
| TS049 | Port Union Road (Lawrence Ave - Kingston Rd) | 515 | 6,494 | 2,869 | | | | | | | | 9,878 | | | 9,878 |
| TS050 | Rean to Kenaston New Road | 825 | 3,500 | | | | | | | | | 4,325 | | | 4,325 |
| TS051 | Regent Park Revitalization | 50 | 580 | | | | | | | | | 630 | | | 630 |
| TS053 | Scarlett / St. Clair / Dundas | 450 | 7,500 | | | | | | | | | 7,950 | | | 7,950 |
| TS054 | Six Points Interchange Redevelopment | 13,651 | 3,851 | | | | | | | | | 17,502 | | | 17,502 |
| TS055 | St Clair TMP: Keele to Old Weston | | 7,247 | 8,426 | 6,632 | | | | | | | 22,305 | | | 22,305 |
| TS056 | Steeles Widening (Tapscott Road - Beare Road) | 628 | 6,000 | | | | | | | | | 6,628 | | | 6,628 |
| TS057 | Liberty Village New Street (Property and Detailed Design) | | | 11,250 | 11,250 | 11,250 | 11,250 | | | | | 45,000 | | | 45,000 |
| TS058 | Third Party Signals | 30 | 300 | | | | | | | | | 330 | | | 330 |
| TS059 | Woodfield Road Extension | | 200 | | | | | | | | | 200 | | | 200 |
| TS060 | Work for TTC & Others | 7,625 | 7,000 | 7,000 | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 | | 45,625 | | | 45,625 |
| TS061 | Yonge Tomorrow | | | 1,500 | 1,500 | 2,568 | 2,568 | 2,568 | | | | 10,704 | | | 10,704 |
| TS062 | York Street Tunnel | 1,676 | | | | | | | | | | 1,676 | | | 1,676 |
| Sub-Total | | 55,552 | 70,406 | 72,221 | 38,461 | 17,818 | 17,818 | 6,568 | 4,000 | 4,000 | - | 286,844 | | | 286,844 |
| Total Expenditures (including carry forward from 2019) | | 467,126 | 534,846 | 508,673 | 548,144 | 517,882 | 502,441 | 492,709 | 484,627 | 478,109 | 495,766 | 5,030,323 | 271,800 | 4,209,354 | 549,169 |

Appendix 5a

2020 Cash Flow and Future Year Commitments 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 | Total 2020 Cash Flow & FY Commits | Previously Approved | Change in Scope | New w/ Future Year |
|-----------------------------|--|----------------|----------------|----------------|----------------|----------------|---------------|---------------|---------------|-----------|-----------|-----------------------------------|---------------------|-----------------|--------------------|
| Health & Safety | | | | | | | | | | | | | | | |
| TS001 | City Bridge Rehabilitation (Critical) | 44,807 | 46,419 | | | | | | | | | 91,226 | 93,433 | (2,207) | |
| TS002 | Glen Road Pedestrian Bridge | 2,270 | 16,943 | 135 | 42 | | | | | | | 19,390 | 15,065 | | 4,325 |
| TS003 | Guide Rail Replacement Program | 730 | 730 | | | | | | | | | 1,460 | 1,055 | (325) | 730 |
| TS004 | Pedestrian Safety and Infrastructure Program | 416 | 760 | | 790 | | | | | | | 2,745 | 905 | (489) | 2,329 |
| TS005 | Road Safety Plan | 22,181 | 27,660 | 27,157 | 24,483 | 21,704 | | | | | | 123,185 | 52,740 | (7,649) | 78,094 |
| | Sub-Total | 70,404 | 92,512 | 28,071 | 25,315 | 21,704 | - | - | - | - | - | 238,006 | 163,198 | (10,670) | 85,478 |
| State of Good Repair | | | | | | | | | | | | | | | |
| TS006 | City Bridge Rehabilitation | 20,503 | 17,021 | 49,546 | 50,079 | 35,621 | 6,788 | 6,893 | 7,459 | | | 193,910 | 168,981 | (4,007) | 28,936 |
| TS007 | Critical Interim Road Rehabilitation | 8,000 | 8,120 | 8,242 | | | | | | | | 24,362 | 840 | | 23,522 |
| TS008 | Ditch Rehabilitation and Culvert Reconstruction | 1,500 | 1,000 | 1,000 | | | | | | | | 3,500 | 1,499 | | 2,001 |
| TS009 | Don Valley Parkway Rehabilitation | 2,058 | 2,558 | 2,558 | | | | | | | | 7,174 | 650 | | 6,524 |
| TS010 | F.G. Gardiner | 121,360 | 145,090 | 155,220 | 248,460 | 3,500 | | | | | | 673,630 | 688,110 | (14,480) | |
| TS011 | Facility Improvements | 1,544 | 3,659 | | | | | | | | | 5,203 | 3,567 | (1,023) | 2,659 |
| TS012 | Laneways | 1,827 | 1,854 | 1,882 | 1,910 | 1,939 | | | | | | 9,412 | 6,353 | (790) | 3,849 |
| TS013 | Local Road Rehabilitation | 55,000 | 56,100 | 57,222 | 58,366 | 59,534 | 17,529 | 18,420 | 18,652 | | | 340,823 | 299,315 | | 41,508 |
| TS014 | Major Roads Rehabilitation | 55,000 | 56,100 | 57,222 | 58,366 | 59,534 | 14,120 | 14,442 | 14,442 | | | 329,226 | 336,405 | | (7,179) |
| TS015 | Major SOGR Pooled Contingency | 3,800 | 3,800 | 3,800 | 3,800 | 3,800 | 3,800 | 3,800 | 3,800 | | | 30,400 | 22,084 | | 8,316 |
| TS016 | Retaining Walls Rehabilitation | 865 | 1,359 | 1,380 | | | | | | | | 3,604 | 1,760 | (895) | 2,739 |
| TS017 | Sidewalks | 14,745 | 15,000 | 15,259 | | | | | | | | 45,004 | 48,443 | (3,439) | |
| TS018 | Signs and Markings Asset Management | 3,691 | 3,619 | 3,689 | | | | | | | | 10,999 | 1,586 | | 9,413 |
| TS019 | Traffic Plant Requirements & Signal Asset Management | 6,925 | 6,925 | 6,925 | 6,925 | 6,925 | | | | | | 34,625 | 14,683 | | 19,942 |
| | Sub-Total | 296,818 | 322,205 | 363,945 | 427,906 | 170,853 | 42,237 | 43,555 | 44,353 | - | - | 1,711,872 | 1,594,276 | (24,634) | 142,230 |
| Service Improvements | | | | | | | | | | | | | | | |
| TS020 | Advanced Traffic Signal Control | | | | | | | | | | | - | 3,332 | | (3,332) |
| TS021 | Cycling Infrastructure | 16,884 | 16,000 | 8,303 | | | | | | | | 41,187 | 38,836 | (4,832) | 7,183 |
| TS022 | West Toronto Rail Path Extension | | 3,000 | 5,000 | | | | | | | | 8,000 | | | 8,000 |
| TS023 | Eglinton Connects (Detailed Design) | | 6,000 | 9,000 | | | | | | | | 15,000 | | | 15,000 |
| TS024 | Engineering Studies | 5,567 | 6,950 | 3,038 | | | | | | | | 15,555 | 13,447 | (854) | 2,962 |
| TS025 | Enterprise Work Management System | 2,191 | 3,150 | 4,062 | 1,383 | 340 | 340 | | | | | 11,466 | 11,686 | (220) | |
| TS026 | Jane Street Crossing | | | | | | | | | | | - | 3,000 | (3,000) | |
| TS027 | King Street Transit Priority Corridor | 790 | 1,000 | 360 | | | | | | | | 2,150 | 865 | | 1,285 |
| TS028 | LED Signal Module Conversion | 1,000 | 2,400 | 1,700 | | | | | | | | 5,100 | 2,178 | | 2,922 |
| TS029 | Neighborhood Improvements | 3,180 | 3,147 | 2,270 | 2,000 | 2,000 | | | | | | 12,597 | 5,308 | (111) | 7,400 |
| TS030 | TO360 Wayfinding | 702 | 810 | 844 | 872 | 899 | | | | | | 4,127 | | | 4,127 |
| TS031 | PTIF Projects | 7,154 | | | | | | | | | | 7,154 | 7,154 | | |
| TS032 | System Enhancements for Road Repair & Permits | 900 | 500 | 150 | | | | | | | | 1,550 | 550 | | 1,000 |
| TS033 | Mapping and GIS Repository | 293 | 686 | 365 | | | | | | | | 1,344 | 1,344 | | |
| TS034 | Quick Clear Squad - Vehicles | 600 | | | | | | | | | | 600 | 600 | | |
| TS035 | Traffic Congestion Management | 5,091 | 5,080 | 3,000 | - | | | | | | | 13,171 | 14,786 | (1,615) | |
| TS036 | Traffic Signals Major Modifications | | | | | | | | | | | - | 2,620 | | (2,620) |
| | Sub-Total | 44,352 | 48,723 | 38,092 | 4,255 | 3,239 | 340 | - | - | - | - | 139,001 | 105,706 | (10,632) | 43,927 |

Appendix 5a (Continued)

| | | | | | | | | | | | | | | | |
|-------|--|----------------|----------------|----------------|----------------|----------------|---------------|---------------|---------------|----------|----------|------------------|------------------|-----------------|-----------------|
| | Growth Related | | | | | | | | | | | | | | |
| TS037 | Bloor Street Transformation | | | | | | | | | | | - | 881 | (881) | |
| TS038 | Broadview Extension | 14,000 | | | | | | | | | | 14,000 | 14,000 | | |
| TS039 | Emery Village Improvements | 91 | 696 | | | | | | | | | 787 | | | 787 |
| TS040 | Gardiner York Bay Yonge Reconfiguration | 300 | | | | | | | | | | 300 | | | 300 |
| TS041 | John Street Revitalization Project | 172 | 10,002 | 28,151 | 13,927 | | | | | | | 52,252 | 45,081 | | 7,171 |
| TS042 | King Liberty Cycling Pedestrian Bridge | 4,063 | | | | | | | | | | 4,063 | 4,063 | | |
| TS043 | LARP (Lawrence-Allen Revitalization Project) Phase 1 | 1,798 | 2,786 | 1,575 | 1,152 | | | | | | | 7,311 | 7,651 | | (340) |
| TS044 | Legion Road Extension & Grade Separation | 349 | 2,800 | | | | | | | | | 3,149 | 25,057 | | (21,908) |
| TS045 | Metrolinx Additional Infrastructure | | 4,000 | 6,000 | | | | | | | | 10,000 | 17,750 | (7,750) | |
| TS046 | Morningside Extension Segment 1 (Steeles to Passmore) | | | | | | | | | | | - | | | |
| TS047 | New Courthouse Streetscape | | 2,500 | | | | | | | | | 2,500 | 2,500 | | |
| TS048 | North York Service Road Extension | 9,329 | 4,950 | | | | | | | | | 14,279 | 18,829 | (4,200) | (350) |
| TS049 | Port Union Road (Lawrence Ave - Kingston Rd) | 515 | 6,494 | 2,869 | | | | | | | | 9,878 | 9,815 | | 63 |
| TS050 | Rean to Kenaston New Road | 825 | 3,500 | | | | | | | | | 4,325 | 6,890 | | (2,565) |
| TS051 | Regent Park Revitalization | 50 | 580 | | | | | | | | | 630 | 764 | (134) | |
| TS052 | Rouge National Park | | | | | | | | | | | - | 180 | (180) | |
| TS053 | Scarlett / St. Clair / Dundas | 450 | 7,500 | | | | | | | | | 7,950 | 44,115 | | (36,165) |
| TS054 | Six Points Interchange Redevelopment | 13,651 | 3,851 | | | | | | | | | 17,502 | 17,142 | | 360 |
| TS055 | St Clair TMP: Keele to Old Weston | | 7,247 | 8,426 | 6,632 | | | | | | | 22,305 | 58,794 | | (36,489) |
| TS056 | Steeles Widening (Tapscott Road - Beare Road) | 628 | 6,000 | | | | | | | | | 6,628 | 7,000 | | (372) |
| TS057 | Liberty Village New Street (Property and Detailed Design) | | | 11,250 | 11,250 | 11,250 | 11,250 | | | | | 45,000 | | | 45,000 |
| TS058 | Third Party Signals | 30 | 300 | | | | | | | | | 330 | 630 | | (300) |
| TS059 | Woodfield Road Extension | | 200 | | | | | | | | | 200 | | | 200 |
| TS060 | Work for TTC & Others | 7,625 | 7,000 | 7,000 | 4,000 | 4,000 | 800 | 800 | 800 | | | 32,025 | 31,637 | 388 | |
| TS061 | Yonge Tomorrow | | | 1,500 | 1,500 | 2,568 | 2,568 | 2,568 | | | | 10,704 | 10,704 | | |
| TS062 | York Street Tunnel | 1,676 | | | | | | | | | | 1,676 | 1,676 | | |
| TS063 | GO Expansion: City Share | | | | | | | | | | | | 22,000 | (22,000) | |
| | Sub-Total | 55,552 | 70,406 | 66,771 | 38,461 | 17,818 | 14,618 | 3,368 | 800 | - | - | 267,794 | 347,159 | (34,757) | (44,608) |
| | Total Expenditure (including carry forward from 2019) | 467,126 | 533,846 | 496,879 | 495,937 | 213,614 | 57,195 | 46,923 | 45,153 | - | - | 2,356,673 | 2,210,339 | (80,693) | 227,027 |

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 received approval in 2020 to begin, continue or complete capital work. This funding enables Transportation Services 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 \$000) | 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 |
|--------------|---|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-------------------|------------------------------|-----------|---------------------------|
| TS005 | Health & Safety <i>Road Safety Plan</i> | | | | | 6,709 | 6,731 | 6,756 | 6,783 | 6,815 | 33,794 | 33,794 | | |
| | Sub-Total | - | - | - | - | 6,709 | 6,731 | 6,756 | 6,783 | 6,815 | 33,794 | 33,794 | | |
| TS006 | State of Good Repair <i>City Bridge Rehabilitation</i> | | | | | 29,382 | 29,834 | 29,834 | 37,852 | 38,420 | 165,322 | | 165,322 | |
| TS007 | <i>Critical Interim Road Rehabilitation</i> | | | 8,365 | 8,491 | 8,618 | 8,748 | | | | 34,222 | | 34,222 | |
| TS008 | <i>Ditch Rehabilitation and Culvert Reconstruction</i> | | | 1,000 | 1,000 | 1,000 | | 1,000 | 1,000 | 1,000 | 7,000 | | 7,000 | |
| TS009 | <i>Don Valley Parkway Rehabilitation</i> | | | 2,558 | 2,558 | 2,558 | 2,558 | 2,558 | 2,558 | 2,558 | 17,906 | | 17,906 | |
| TS010 | <i>F.G. Gardiner</i> | | | | 251,935 | 251,935 | 251,935 | 251,935 | 251,935 | 271,935 | 1,531,610 | | 1,531,610 | |
| TS011 | <i>Facility Improvements</i> | | 3,344 | | | | | | | | 3,344 | | 3,344 | |
| TS012 | <i>Laneways</i> | | | | | 1,968 | 1,998 | 2,027 | 2,062 | 2,103 | 10,158 | | 10,158 | |
| TS013 | <i>Local Road Rehabilitation</i> | | | | | 43,195 | 43,519 | 44,526 | 64,441 | 65,730 | 261,411 | | 261,411 | |
| TS014 | <i>Major Roads Rehabilitation</i> | | | | | 46,604 | 47,497 | 48,736 | 64,441 | 65,730 | 273,008 | | 273,008 | |
| TS015 | <i>Major SOGR Pooled Contingency</i> | | | | | | | | 3,800 | 3,800 | 7,600 | | 7,600 | |
| TS016 | <i>Retaining Walls Rehabilitation</i> | | | 1,400 | 1,421 | 1,443 | 1,464 | 1,486 | 1,516 | 1,546 | 10,276 | | 10,276 | |
| TS017 | <i>Sidewalks</i> | | | 15,522 | 15,788 | 16,059 | 16,334 | 16,351 | 16,351 | 16,678 | 113,083 | | 113,083 | |
| TS018 | <i>Signs and Markings Asset Management</i> | | | 3,761 | 3,834 | 3,909 | 3,985 | 4,063 | 4,142 | 4,223 | 27,917 | | 27,917 | |
| TS019 | <i>Traffic Plant Requirements & Signal Asset Management</i> | | | | | 6,925 | 6,925 | 6,925 | 6,925 | 6,925 | 34,625 | | 34,625 | |
| | Sub-Total | - | 3,344 | 32,606 | 285,027 | 413,596 | 415,797 | 409,441 | 457,023 | 480,648 | 2,497,482 | | 2,497,482 | |
| TS021 | Service Improvements <i>Cycling Infrastructure</i> | | | 8,303 | 8,303 | 8,303 | 8,303 | 8,303 | 8,303 | 8,303 | 58,121 | | | 58,121 |
| TS024 | <i>Engineering Studies</i> | | | 3,038 | 3,038 | 3,038 | 3,038 | 3,038 | | | 15,190 | | | 15,190 |
| TS026 | <i>Jane Street Crossing</i> | 1,000 | 3,000 | 6,200 | 6,200 | 6,200 | 6,200 | 6,200 | | | 35,000 | | | 35,000 |
| TS027 | <i>King Street Transit Priority Corridor</i> | | | 360 | | | | | | | 360 | | | 360 |
| TS028 | <i>LED Signal Module Conversion</i> | | | 1,700 | 1,700 | 1,700 | | | | | 5,100 | | | 5,100 |
| TS029 | <i>Neighborhood Improvements</i> | | | | | 2,000 | 2,000 | 2,000 | 2,000 | | 8,000 | | | 8,000 |
| TS030 | <i>TO360 Wayfinding</i> | | | | | 500 | 517 | 536 | | | 1,553 | | | 1,553 |
| | Sub-Total | 1,000 | 3,000 | 19,601 | 19,241 | 21,741 | 20,058 | 20,077 | 10,303 | 8,303 | 123,324 | | | 123,324 |
| TS046 | Growth Related <i>Morningside Extension Segment 1 (Steeles to Passmore)</i> | | 1,250 | | | | | | | | 1,250 | | | 1,250 |
| TS048 | <i>North York Service Road Extension</i> | | 4,200 | | | | | | | | 4,200 | | | 4,200 |
| TS060 | <i>Work for TTC & Others</i> | | | | | 3,200 | 3,200 | 3,200 | 4,000 | | 13,600 | | | 13,600 |
| | Sub-Total | - | 5,450 | - | - | 3,200 | 3,200 | 3,200 | 4,000 | - | 19,050 | | | 19,050 |
| | Total Expenditures | 1,000 | 11,794 | 52,207 | 304,268 | 445,246 | 445,786 | 439,474 | 478,109 | 495,766 | 2,673,650 | 33,794 | 2,497,482 | 142,374 |

Appendix 6

Reporting on Major Capital Projects: Status Update

(In \$'000)

| Division/Project name | | 2019 Cash Flow | | | Total Project Cost* | | Status | Start Date | End Date | | On Budget | On Time |
|-------------------------|-----------|--|-----------|------------------|---------------------|--------------|----------|-------------|--|---------|-----------|---------|
| | | Appr. | YTD Spend | YE Project Spend | Appr. Budget | Life to Date | | | Planned | Revised | | |
| Transportation Services | | | | | | | | | | | | |
| F. G. Gardiner* | | 112,685 | 44,874 | 85,790 | 2,460,206 | 211,888 | On Track | 01-Apr-2013 | TBD (subject to completion of tender award process) | N/A | Ⓒ | Ⓒ |
| | Comments: | Contract 1 - Rehabilitation of the Expressway from Jarvis to Cherry - under construction. Contract 2 - Rehabilitation of the elevated portion of the Expressway from Dufferin to Strachan - Request For Proposal development for the construction is underway and the RFP will be issued in late 2020. The contract is planned to be executed in 2021. Refacing of Bents from Dan Lecky to Spadina, including piers at Lower Simcoe, commenced April 29, 2019, with planned completion by Q4 2020. Gardiner East - Cherry to Logan - the RFP for the interim repairs detailed design and preliminary engineering assignment for the Hybrid proposal was issued in Q1 2019 and the contract was awarded at the end of Q2 2019. | | | | | | | | | | |

*The total project cost for the Gardiner reflects the 2012 - 2028 costs.

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

| | |
|---|-------------------------------------|
| Ⓒ | >70% of Approved Project Cost |
| Ⓐ | Between 50% and 70% |
| Ⓡ | < 50% or > 100% of Approved Project |

Appendix 7

Summary of Capital Needs Constraints

(In \$ Millions)

| Project Description | Total Project Cost | Non-Debt Funding | Debt Required | Cash Flow | | | | | |
|---|--------------------|------------------|------------------|------------------|----------------|----------------|----------------|----------------|------------------|
| | | | | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 - 2029 |
| Beecroft Extension | 28.618 | 28.618 | | | | | | 10.892 | 17.726 |
| Borough Drive East/West Approach Reconfiguration | 1.287 | | 1.287 | | | | .105 | .591 | .591 |
| Broadview Extension Eastern to Lake Shore | 19.544 | 19.544 | | | | | | | 19.544 |
| Broadview Extension Lake Shore to Ship Channel | 188.319 | 188.319 | | | | | | | 188.319 |
| City Bridge Rehabilitation | 385.094 | | 385.094 | | | 50.458 | 46.053 | 46.632 | 241.951 |
| Critical Interim Road Rehabilitation | 27.038 | | 27.038 | | | | | | 27.038 |
| Commissioners Reconstruction (Don Roadway to Leslie Street) | 47.718 | 47.718 | | | | | | 8.385 | 39.333 |
| Cycling Infrastructure | 61.576 | 15.394 | 46.182 | | | 7.697 | 7.697 | 7.697 | 38.485 |
| Dufferin Street Bridge Rehabilitation | 25.899 | | 25.899 | | | | | | 25.899 |
| Dundas Dupont Annette Improvements | 8.000 | | 8.000 | | 1.000 | 1.000 | 6.000 | | |
| Eglinton Connects | 120.000 | 9.600 | 110.400 | | | 15.000 | 15.000 | 15.000 | 75.000 |
| Emery Village Improvements | 6.424 | 6.424 | | | | | 5.885 | .433 | .106 |
| Enterprise Work Management System Phase 2 | 11.218 | | 11.218 | | 3.984 | 3.399 | 3.835 | | |
| Enterprise Work Management System Phase 3 | 10.590 | | 10.590 | | | | 1.078 | 4.806 | 4.706 |
| F.G. Gardiner Rehabilitation | 101.78 | | 101.78 | | | | | | 101.78 |
| Ingram Drive Extension and Grade Separation | 65.954 | 65.954 | | | | | .525 | 16.538 | 48.891 |
| Laneways | 147.322 | | 147.322 | 69.700 | 8.120 | 8.242 | 8.365 | 8.491 | 44.404 |
| Legion Road Extension & Grade Separation | 45.726 | 45.726 | | | 7.634 | 22.922 | 15.120 | .050 | |
| Liberty Village New Street | 30.403 | 30.403 | | | | 3.701 | 13.351 | 13.351 | |
| Local Road Rehabilitation | 1827.443 | | 1827.443 | 580.265 | 125.769 | 156.244 | 128.273 | 146.374 | 690.518 |
| Lower Yonge | 104.351 | 90.557 | 13.794 | | 3.000 | 5.170 | 32.060 | 32.061 | 32.060 |
| Major Roads Rehabilitation | 1599.053 | | 1599.053 | 637.457 | 127.989 | 172.175 | 154.629 | 129.069 | 377.735 |
| Metrolinx Additional Infrastructure | 7.750 | 6.200 | 1.550 | | | | 2.750 | 5.000 | |
| Modernize Bridge Management System | 3.500 | | 3.500 | | 1.000 | 1.000 | 1.500 | | |
| Morningside Extension Segment 2 (Passmore to McNicoll) | 33.000 | 33.000 | | | | | 5.000 | 5.000 | 23.000 |
| North Queen New Street | 43.100 | 43.100 | | | | | | | 43.100 |
| Passmore Avenue Widening | 2.260 | 1.876 | .384 | | | | .155 | .050 | 2.055 |
| Peel Gladstone | 2.840 | 2.102 | .738 | | 2.840 | | | | |
| Progress Avenue and McCowan Road Reconfiguration | 29.700 | | 29.700 | | | .675 | .675 | 14.175 | 14.175 |
| Re-imagining Yonge | 63.761 | 33.156 | 30.605 | | | 2.082 | 20.078 | 20.556 | 21.045 |
| GO Expansion: City Share | 61.750 | 53.617 | 8.133 | | | | | | 61.750 |
| Scarlett St Clair Dundas | 33.850 | 12.525 | 21.325 | | 16.900 | 14.850 | 2.100 | | |
| SilverStar Boulevard | 25.000 | 25.000 | | | | | .625 | .625 | 23.750 |
| St Clair TMP: Keele to Old Weston | 218.457 | 176.539 | 41.918 | | | 3.753 | 13.647 | 59.256 | 141.801 |
| Steeles Widening (Tapscott Road - Beare Road) | 37.000 | 34.225 | 2.775 | | | 17.000 | 15.000 | 5.000 | |
| West Toronto Rail Path Extension | 20.000 | 5.000 | 15.000 | | | 5.000 | 15.000 | | |
| Yonge Street / 401 Interchange Improvements | 22.500 | 22.500 | | | | | | .500 | 22.000 |
| Yonge TOMorrow | 36.396 | | 36.396 | | | | | 7.932 | 28.464 |
| Total | 5,504.221 | 997.096 | 4,507.125 | 1,287.422 | 298.237 | 490.368 | 514.505 | 558.464 | 2,355.226 |

In addition to the 10-Year Capital Plan of \$5.030 billion, staff have also identified \$5.504 billion in capital needs constraints for Transportation Services as reflected in the table above.

- \$4.091 billion of SOGR backlog for the F.G. Gardiner, City Bridges, Major Roads, Local Roads, and Laneways. Development of the updated Local and Major Roads Asset Management Strategy to drive sustainable long-term investment in SOGR projects and reduce the backlog is underway, with Council reporting anticipated in 2021. This will include an updated funding request based on a comprehensive delivery approach for the rehabilitation of road works.
- \$1.309 billion of growth project needs listed. As phases of growth projects advance, with certainty in cost and delivery schedule, funding requests will be made to include them in the budget.
- \$0.104 billion of Service Improvement needs including additional funding requirements for the Cycling Network Plan post 2022.

Appendix 8

2020 User Fee Changes
Table 8b – User Fees Changes Above Inflation

| Rate ID | Rate Description | Service | Fee Category | Fee Basis | 2019 | 2020 | | 2021 | 2022 |
|---------|---|-----------------|--------------|---------------------|---------------|-------------------------------|---------------|-----------|-----------|
| | | | | | Approved Rate | Inflation & Other Adjustments | Approved Rate | Plan Rate | Plan Rate |
| TP063 | To provide on street parking for 1st vehicle to residents who have no place to park on site - annual fee (Priority One) | Parking Permits | City Policy | Per space (Jan-May) | \$190.20 | \$5.52 | \$195.72 | \$212.39 | \$223.01 |
| TP063.1 | To provide on street parking for 1st vehicle to residents who have no place to park on site - annual fee (Priority One) | Parking Permits | City Policy | Per space (Jun-Dec) | \$195.72 | \$6.05 | \$201.77 | \$212.39 | \$223.01 |
| TP064 | To provide on street parking for 1st vehicle to residents who have no place to park on site - 1 month permit (Priority One) | Parking Permits | City Policy | Per space (Jan-May) | \$15.85 | \$0.46 | \$16.31 | \$17.70 | \$18.58 |
| TP064.1 | To provide on street parking for 1st vehicle to residents who have no place to park on site - 1 month permit (Priority One) | Parking Permits | City Policy | Per space (Jun-Dec) | \$16.31 | \$0.50 | \$16.81 | \$17.70 | \$18.58 |
| TP065 | To provide on street parking for 1st vehicle to residents who have no place to park on site - 6 month permit (Priority One) | Parking Permits | City Policy | Per space (Jan-May) | \$95.10 | \$2.76 | \$97.86 | \$106.19 | \$111.50 |
| TP065.1 | To provide on street parking for 1st vehicle to residents who have no place to park on site - 6 month permit (Priority One) | Parking Permits | City Policy | Per space (Jun-Dec) | \$97.86 | \$3.02 | \$100.88 | \$106.19 | \$111.50 |
| TP066 | To provide on street parking for 2nd and subseq. vehicle to residents with no place to park on site - annual fee (Priority Two) | Parking Permits | City Policy | Per space (Jan-May) | \$476.40 | \$13.92 | \$490.32 | \$647.79 | \$669.03 |
| TP066.1 | To provide on street parking for 2nd and subseq. vehicle to residents with no place to park on site - annual fee (Priority Two) | Parking Permits | City Policy | Per space (Jun-Dec) | \$490.32 | \$136.23 | \$626.55 | \$647.79 | \$669.03 |

Appendix 8 (Continued)

Table 8b – User Fees Changes Above Inflation

| Rate ID | Rate Description | Service | Fee Category | Fee Basis | 2019 | 2020 | | 2021 | 2022 |
|---------|---|-----------------|--------------|---------------------|---------------|-------------------------------|---------------|-----------|-----------|
| | | | | | Approved Rate | Inflation & Other Adjustments | Approved Rate | Plan Rate | Plan Rate |
| TP067 | To provide on street parking for 2nd and subseq. vehicle to residents with no place to park on site - 1 month permit (Priority Two) | Parking Permits | City Policy | Per space (Jan-May) | \$39.70 | \$1.16 | \$40.86 | \$53.98 | \$55.75 |
| TP067.1 | To provide on street parking for 2nd and subseq. vehicle to residents with no place to park on site - 1 month permit (Priority Two) | Parking Permits | City Policy | Per space (Jun-Dec) | \$40.86 | \$11.35 | \$52.21 | \$53.98 | \$55.75 |
| TP068 | To provide on street parking for 2nd and subseq. vehicle to residents with no place to park on site - 6 month permit (Priority Two) | Parking Permits | City Policy | Per space (Jan-May) | \$238.20 | \$6.96 | \$245.16 | \$323.89 | \$334.51 |
| TP068.1 | To provide on street parking for 2nd and subseq. vehicle to residents with no place to park on site - 6 month permit (Priority Two) | Parking Permits | City Policy | Per space (Jun-Dec) | \$245.16 | \$68.11 | \$313.27 | \$323.89 | \$334.51 |
| TP069 | To provide on street parking to residents who have access to on-site parking - annual fee (Priority Three) | Parking Permits | City Policy | Per space (Jan-May) | \$666.84 | \$19.56 | \$686.40 | \$902.65 | \$923.89 |
| TP069.1 | To provide on street parking to residents who have access to on-site parking - annual fee (Priority Three) | Parking Permits | City Policy | Per space (Jun-Dec) | \$686.40 | \$195.02 | \$881.42 | \$902.65 | \$923.89 |
| TP070 | To provide on street parking to residents who have access to on-site parking - 1 month permit (Priority Three) | Parking Permits | City Policy | Per space (Jan-May) | \$55.57 | \$1.63 | \$57.20 | \$75.22 | \$76.99 |
| TP070.1 | To provide on street parking to residents who have access to on-site parking - 1 month permit (Priority Three) | Parking Permits | City Policy | Per space (Jun-Dec) | \$57.20 | \$16.25 | \$73.45 | \$75.22 | \$76.99 |
| TP071 | To provide on street parking to residents who have access to on-site parking - 6 month permit (Priority Three) | Parking Permits | City Policy | Per space (Jan-May) | \$333.42 | \$9.78 | \$343.20 | \$451.33 | \$461.95 |
| TP071.1 | To provide on street parking to residents who have access to on-site parking - 6 month permit (Priority Three) | Parking Permits | City Policy | Per space (Jun-Dec) | \$343.20 | \$97.51 | \$440.71 | \$451.33 | \$461.95 |
| TP072 | To provide parking permits for temporary visitors - 7 days | Parking Permits | City Policy | Per space | \$22.86 | \$9.88 | \$32.74 | \$33.63 | \$34.51 |
| TP072.1 | Temporary 24 Hour on-street parking permit | Parking Permits | City Policy | Per space | \$9.76 | \$4.40 | \$14.16 | \$15.04 | \$15.93 |
| TP072.2 | Temporary 48 Hour On-Street Parking Permit | Parking Permits | City Policy | Per space | \$14.64 | \$6.60 | \$21.24 | \$22.12 | \$23.01 |
| TP073 | Issue another parking permit if lost | Parking Permits | City Policy | Per space | \$7.44 | \$0.52 | \$7.96 | \$8.85 | \$9.73 |

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 | Withdrawals (-) / Contributions (+) | | |
|--|----------------------------------|-------------------------------------|---------------|---------------|
| | | 2020 | 2021 | 2022 |
| | | \$ | \$ | \$ |
| Beginning Balance * | | 360.21 | 500.21 | 640.21 |
| Paver Maintenance Reserve Fund | XR1413 | | | |
| <i>Withdrawals (-)</i> | | | | |
| | Total Withdrawals | - | - | - |
| <i>Contributions (+)</i> | | | | |
| Transportation Services | | 140.00 | 140.00 | 140.00 |
| | Total Contributions | 140.00 | 140.00 | 140.00 |
| Total Reserve / Reserve Fund Draws / Contributions | | 140.00 | 140.00 | 140.00 |
| Balance at Year-End | | 500.21 | 640.21 | 780.21 |

* Based on 9-month 2019 Reserve Fund Variance Report

| Reserve / Reserve Fund Name (In \$000s) | Reserve / Reserve Fund Number | Withdrawals (-) / Contributions (+) | | |
|--|----------------------------------|-------------------------------------|-----------------|-----------------|
| | | 2020 | 2021 | 2022 |
| | | \$ | \$ | \$ |
| Beginning Balance * | | 1,075.96 | 482.55 | (208.73) |
| Management Of Contaminated Lands RF | XR3404 | | | |
| <i>Withdrawals (-)</i> | | | | |
| Transportation Services | | (593.41) | (691.28) | (254.27) |
| | Total Withdrawals | (593.41) | (691.28) | (254.27) |
| <i>Contributions (+)</i> | | | | |
| | Total Contributions | - | - | - |
| Total Reserve / Reserve Fund Draws / Contributions | | (593.41) | (691.28) | (254.27) |
| Balance at Year-End | | 482.55 | (208.73) | (463.01) |

* Based on 9-month 2019 Reserve Fund Variance Report

| Reserve / Reserve Fund Name (In \$000s) | Reserve / Reserve Fund Number | Withdrawals (-) / Contributions (+) | | |
|--|----------------------------------|-------------------------------------|-------------------|-------------------|
| | | 2020 | 2021 | 2022 |
| | | \$ | \$ | \$ |
| Beginning Balance * | | | (742.00) | (1,592.00) |
| TO360 Wayfinding RF | XR1414 | | | |
| <i>Withdrawals (-)</i> | | | | |
| Transportation Services | | (40.00) | (40.00) | (40.00) |
| Other Division/Agency Withdrawals | | (702.00) | (810.00) | (844.00) |
| | Total Withdrawals | (742.00) | (850.00) | (884.00) |
| <i>Contributions (+)</i> | | | | |
| | Total Contributions | - | - | - |
| Total Reserve / Reserve Fund Draws / Contributions | | (742.00) | (850.00) | (884.00) |
| Balance at Year-End | | (742.00) | (1,592.00) | (2,476.00) |

* Based on 9-month 2019 Reserve Fund Variance Report

Appendix 9 (Continued)

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 | Withdrawals (-) / Contributions (+) | | |
|--|----------------------------------|-------------------------------------|------------------|-----------------|
| | | 2020 \$ | 2021 \$ | 2022 \$ |
| Beginning Balance * | | 20,306.49 | 10,474.82 | 5,201.98 |
| Public Realm Reserve Fund | XR1410 | | | |
| <i>Withdrawals (-)</i> | | | | |
| Transportation Services | | (31,796.23) | (28,895.60) | (28,794.85) |
| Other Division/Agency Withdrawals | | (5,388.70) | (5,436.70) | (4,796.70) |
| Total Withdrawals | | (37,184.93) | (34,332.30) | (33,591.55) |
| <i>Contributions (+)</i> | | | | |
| Other Revenue | | 27,353.26 | 29,059.47 | 30,659.40 |
| Total Contributions | | 27,353.26 | 29,059.47 | 30,659.40 |
| Total Reserve / Reserve Fund Draws / Contributions | | (9,831.67) | (5,272.84) | (2,932.15) |
| Balance at Year-End | | 10,474.82 | 5,201.98 | 2,269.83 |

* Based on 9-month 2019 Reserve Fund Variance Report

Corporate Reserve / Reserve Funds

| Reserve / Reserve Fund Name (In \$000s) | Reserve / Reserve Fund Number | Withdrawals (-) / Contributions (+) | | |
|--|----------------------------------|-------------------------------------|------------------|------------------|
| | | 2020 \$ | 2021 \$ | 2022 \$ |
| Beginning Balance * | | 29,462.41 | 26,035.42 | 22,539.94 |
| Insurance Reserve Fund | XR1010 | | | |
| <i>Withdrawals (-)</i> | | | | |
| Other Division/Agency Withdrawals | | (66,235.19) | (66,309.23) | (65,970.84) |
| Total Withdrawals | | (66,235.19) | (66,309.23) | (65,970.84) |
| <i>Contributions (+)</i> | | | | |
| Transportation Services | | 20,990.76 | 20,990.76 | 20,990.76 |
| Other Division/Agency Contributions | | 41,817.45 | 41,822.99 | 41,832.21 |
| Total Contributions | | 62,808.21 | 62,813.74 | 62,822.97 |
| Total Reserve / Reserve Fund Draws / Contributions | | (3,426.99) | (3,495.49) | (3,147.87) |
| Balance at Year-End | | 26,035.42 | 22,539.94 | 19,392.07 |

* Based on 9-month 2019 Reserve Fund Variance Report

| Reserve / Reserve Fund Name (In \$000s) | Reserve / Reserve Fund Number | Withdrawals (-) / Contributions (+) | | |
|--|----------------------------------|-------------------------------------|------------------|------------------|
| | | 2020 \$ | 2021 \$ | 2022 \$ |
| Beginning Balance * | | 19,399.55 | 28,078.55 | 24,767.45 |
| Vehicle Reserve-Transportation | XQ1015 | | | |
| <i>Withdrawals (-)</i> | | | | |
| Other Division/Agency Withdrawals | | (8,430.00) | (12,620.10) | (16,816.47) |
| Total Withdrawals | | (8,430.00) | (12,620.10) | (16,816.47) |
| <i>Contributions (+)</i> | | | | |
| Transportation Services | | 17,109.00 | 9,309.00 | 9,309.00 |
| Total Contributions | | 17,109.00 | 9,309.00 | 9,309.00 |
| Total Reserve / Reserve Fund Draws / Contributions | | 8,679.00 | (3,311.10) | (7,507.47) |
| Balance at Year-End | | 28,078.55 | 24,767.45 | 17,259.98 |

* Based on 9-month 2019 Reserve Fund Variance Report

Appendix 9 (Continued)

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) | Project / Sub Project Name | Contributions / (Withdrawals) | | | | | | | | | | |
|--|------------------------------------|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-----------------|
| | | 2020 Budget | 2021 Plan | 2022 Plan | 2023 Plan | 2024 Plan | 2025 Plan | 2026 Plan | 2027 Plan | 2028 Plan | 2029 Plan | Total |
| XR1410 Public Realm Reserve Fund | Beginning Balance * | 20,306 | 10,475 | 5,202 | 2,270 | 33,744 | 67,336 | 102,656 | 139,788 | 178,820 | 176,820 | |
| | Withdrawals (-) | | | | | | | | | | | |
| | King St. Transit Priority Corridor | (790) | (1,000) | (360) | (360) | | | | | | | (2,510) |
| | Neighbourhood Improvements | (2,015) | (2,000) | (2,000) | (2,000) | (2,000) | (2,000) | (2,000) | (2,000) | (2,000) | | (18,015) |
| | Total Withdrawals | (2,805) | (3,000) | (2,360) | (2,360) | (2,000) | (2,000) | (2,000) | (2,000) | (2,000) | - | (20,525) |
| | Total Contributions | 27,353 | 29,059 | 30,659 | 33,834 | 35,592 | 37,320 | 39,132 | 41,033 | - | - | 273,983 |
| Other Program/Agency Net Withdrawals and Contributions | | (34,380) | (31,332) | (31,232) | | | | | | | | (96,944) |
| Balance at Year-End | | 10,475 | 5,202 | 2,270 | 33,744 | 67,336 | 102,656 | 139,788 | 178,820 | 176,820 | 176,820 | 156,514 |

* Based on 9-month 2019 Reserve Fund Variance Report

| Reserve / Reserve Fund Name (In \$000s) | Project / Sub Project Name | Contributions / (Withdrawals) | | | | | | | | | | |
|---|------------------------------|-------------------------------|----------------|----------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|----------------|
| | | 2020 Budget | 2021 Plan | 2022 Plan | 2023 Plan | 2024 Plan | 2025 Plan | 2026 Plan | 2027 Plan | 2028 Plan | 2029 Plan | Total |
| XR1407 Light Emitting Diode (LED) Reserve Fund | Beginning Balance * | 4,186 | 3,186 | 786 | (914) | (914) | (914) | (914) | (914) | (914) | (914) | |
| | Withdrawals (-) | | | | | | | | | | | |
| | LED Signal Module Conversion | (1,000) | (2,400) | (1,700) | | | | | | | | (5,100) |
| | Total Withdrawals | (1,000) | (2,400) | (1,700) | - | - | - | - | - | - | - | (5,100) |
| Balance at Year-End | | 3,186 | 786 | (914) | (914) | (914) | (914) | (914) | (914) | (914) | (914) | (5,100) |

* Based on 9-month 2019 Reserve Fund Variance Report

| Reserve / Reserve Fund Name (In \$000s) | Project / Sub Project Name | Contributions / (Withdrawals) | | | | | | | | | | |
|--|----------------------------|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| | | 2020 Budget | 2021 Plan | 2022 Plan | 2023 Plan | 2024 Plan | 2025 Plan | 2026 Plan | 2027 Plan | 2028 Plan | 2029 Plan | Total |
| XR1414 TO360 Wayfinding Reserve Fund | Beginning Balance * | - | (742) | (1,592) | (2,476) | (3,348) | (4,247) | (4,747) | (5,264) | (5,800) | (5,800) | |
| | Withdrawals (-) | | | | | | | | | | | |
| | TO360 Wayfinding | (702) | (810) | (844) | (872) | (899) | (500) | (517) | (536) | | | (5,680) |
| | Total Withdrawals | (702) | (810) | (844) | (872) | (899) | (500) | (517) | (536) | - | - | (5,680) |
| Other Program/Agency Net Withdrawals and Contributions | | (40) | (40) | (40) | | | | | | | | (120) |
| Balance at Year-End | | (742) | (1,592) | (2,476) | (3,348) | (4,247) | (4,747) | (5,264) | (5,800) | (5,800) | (5,800) | (5,800) |

* Based on 9-month 2019 Reserve Fund Variance Report

Corporate Reserve / Reserve Funds

| Reserve / Reserve Fund Name (In \$000s) | Project / Sub Project Name | Contributions / (Withdrawals) | | | | | | | | | | |
|--|-----------------------------------|-------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|-----------------|
| | | 2020 Budget | 2021 Plan | 2022 Plan | 2023 Plan | 2024 Plan | 2025 Plan | 2026 Plan | 2027 Plan | 2028 Plan | 2029 Plan | Total |
| XR1012 Land Acquisition Reserve Fund | Beginning Balance * | 118,076 | 99,075 | 92,386 | 89,291 | 86,791 | 83,191 | 80,691 | 80,691 | 80,691 | 80,691 | |
| | Withdrawals (-) | | | | | | | | | | | |
| | North York Service Road Extension | (9,000) | | | | | | | | | | (9,000) |
| | Total Withdrawals | (9,000) | - | - | - | - | - | - | - | - | - | (9,000) |
| Other Program/Agency Net Withdrawals and Contributions | | (10,001) | (6,689) | (3,095) | (2,500) | (3,600) | (2,500) | | | | | (28,385) |
| Balance at Year-End | | 99,075 | 92,386 | 89,291 | 86,791 | 83,191 | 80,691 | 80,691 | 80,691 | 80,691 | 80,691 | (37,385) |

* Based on 9-month 2019 Reserve Fund Variance Report

| Reserve / Reserve Fund Name (In \$000s) | Project / Sub Project Name | Contributions / (Withdrawals) | | | | | | | | | | |
|--|-------------------------------------|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-----------------|
| | | 2020 Budget | 2021 Plan | 2022 Plan | 2023 Plan | 2024 Plan | 2025 Plan | 2026 Plan | 2027 Plan | 2028 Plan | 2029 Plan | Total |
| XR3026 / 28 Planning Act Reserve Fund - Section 37 / 45 | Beginning Balance * | 281,432 | 271,653 | 251,860 | 240,840 | 237,625 | 227,463 | 224,895 | 222,327 | 222,327 | 222,327 | |
| | Withdrawals (-) | | | | | | | | | | | |
| | John Street Revitalization Project | (172) | (2,978) | (6,557) | (1,715) | | | | | | | (11,422) |
| | Neighbourhood Improvements | (1,165) | (1,147) | (270) | | | | | | | | (2,582) |
| | New Courthouse Streetscape | | (2,500) | | | | | | | | | (2,500) |
| | North York Service Road Extension | (79) | | | | | | | | | | (79) |
| | Signs and Markings Asset Management | (31) | | | | | | | | | | (31) |
| | Yonge TOmorrow | | | (1,500) | (1,500) | (2,568) | (2,568) | (2,568) | | | | (10,704) |
| | Total Withdrawals | (1,447) | (6,625) | (8,327) | (3,215) | (2,568) | (2,568) | (2,568) | - | - | - | (27,318) |
| Other Program/Agency Net Withdrawals and Contributions | | (8,332) | (13,168) | (2,693) | - | (7,594) | - | - | - | - | - | (31,787) |
| Balance at Year-End | | 271,653 | 251,860 | 240,840 | 237,625 | 227,463 | 224,895 | 222,327 | 222,327 | 222,327 | 222,327 | (59,105) |

* Based on 9-month 2019 Reserve Fund Variance Report

Appendix 9 (Continued)

Inflows and Outflows to/from Reserves and Reserve Funds

2020 – 2029 Capital Budget and Plan

Corporate Reserve / Reserve Funds

| Reserve / Reserve Fund Name (In \$000s) | Project / Sub Project Name | Contributions / (Withdrawals) | | | | | | | | | | |
|--|--|-------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| | | 2020 Budget | 2021 Plan | 2022 Plan | 2023 Plan | 2024 Plan | 2025 Plan | 2026 Plan | 2027 Plan | 2028 Plan | 2029 Plan | Total |
| XQ0011 Capital Financing Reserve | Beginning Balance * | 439,586 | 425,268 | 417,601 | 406,537 | 232,745 | 80,085 | 90,085 | 79,842 | 119,842 | 159,842 | |
| | Withdrawals (-) | | | | | | | | | | | |
| | Major Road Rehabilitation | (30,000) | (30,000) | (30,000) | (30,000) | (30,000) | (30,000) | (30,000) | | | | (210,000) |
| | LARP (Lawrence-Allen Revitalization Project) | (1,798) | (2,786) | (1,575) | (1,152) | | | | | | | (7,311) |
| | F.G. Gardiner | (14,720) | (11,550) | (11,550) | (182,640) | (162,660) | | | | | | (383,120) |
| | Total Withdrawals | (46,518) | (44,336) | (43,125) | (213,792) | (192,660) | (30,000) | (30,000) | - | - | - | (600,431) |
| Other Program/Agency Net Withdrawals and Contributions | | 32,200 | 36,669 | 32,061 | 40,000 | 40,000 | 40,000 | 19,757 | 40,000 | 40,000 | 38,744 | 359,431 |
| Balance at Year-End | | 425,268 | 417,601 | 406,537 | 232,745 | 80,085 | 90,085 | 79,842 | 119,842 | 159,842 | 198,586 | (241,000) |

* Based on 9-month 2019 Reserve Fund Variance Report

| Reserve / Reserve Fund Name (In \$000s) | Project / Sub Project Name | Contributions / (Withdrawals) | | | | | | | | | | |
|---|--|-------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| | | 2020 Budget | 2021 Plan | 2022 Plan | 2023 Plan | 2024 Plan | 2025 Plan | 2026 Plan | 2027 Plan | 2028 Plan | 2029 Plan | Total |
| XR2110 Development Charge Reserve Fund - Roads | Beginning Balance * | 145,962 | 167,499 | 144,811 | 154,284 | 209,228 | 273,381 | 342,831 | 427,482 | 516,254 | 611,278 | |
| | Withdrawals (-) | | | | | | | | | | | |
| | Broadview Extension | (14,000) | | | | | | | | | | (14,000) |
| | Cycling Infrastructure | (1,182) | (4,000) | (2,076) | (2,076) | (2,076) | (2,076) | (2,076) | (2,076) | (2,076) | (2,076) | (21,790) |
| | Engineering Studies | (2,546) | (4,790) | (1,944) | (1,944) | (1,944) | (1,944) | (1,944) | (1,944) | | | (19,000) |
| | Facility Improvements | (97) | (293) | (268) | | | | | | | | (658) |
| | John Street Revitalization Project | | (144) | (851) | (649) | | | | | | | (1,644) |
| | Legion Road Extension & Grade Separation | (224) | (2,800) | | | | | | | | | (3,024) |
| | Metrolinx Additional Infrastructure | | (3,200) | (4,800) | | | | | | | | (8,000) |
| | North York Service Road Extension | (250) | (4,950) | (4,200) | | | | | | | | (9,400) |
| | Pedestrian Safety and Infrastructure Programs | (21) | (61) | (62) | (63) | | | | | | | (207) |
| | Port Union Road | (461) | (5,910) | (2,611) | | | | | | | | (8,982) |
| | Rean to Kenaston New Road | (825) | (3,500) | | | | | | | | | (4,325) |
| | Regent Park Revitalization | (36) | (418) | | | | | | | | | (454) |
| | Road Safety Plan | (3,281) | (5,136) | (5,014) | (3,633) | (3,411) | (1,876) | (1,878) | (1,880) | (1,882) | (1,886) | (29,877) |
| | Scarlett/St Clair/Dundas | (378) | (2,775) | | | | | | | | | (3,153) |
| | Six Points Interchange Redevelopment | (3,327) | (1,027) | | | | | | | | | (4,354) |
| | St Clair TMP:Keele to Old Weston | | (6,508) | (8,334) | (4,665) | | | | | | | (19,507) |
| | Steeles Widenings (Tapscott Road - Beare Road) | (533) | (2,550) | | | | | | | | | (3,083) |
| | Traffic Congestion Management | (246) | (406) | (240) | | | | | | | | (892) |
| | West Toronto Rail Path Extension | | (750) | (1,250) | | | | | | | | (2,000) |
| | Emery Village Improvements | (91) | (696) | | | | | | | | | (787) |
| | Liberty Village New Street Project | | | (11,250) | (11,250) | (11,250) | (11,250) | | | | | (45,000) |
| | Eglinton Connects LRT | | (480) | (720) | | | | | | | | (1,200) |
| | Morningside Extension | | | (1,250) | | | | | | | | (1,250) |
| | King Liberty Cycling Pedestrian Bridge | (4,063) | | | | | | | | | | (4,063) |
| | Woodfield Road Extension | | (200) | | | | | | | | | (200) |
| | Total Program Withdrawals | (31,561) | (50,594) | (44,870) | (24,280) | (18,681) | (17,146) | (5,898) | (5,900) | (3,958) | (3,962) | (206,850) |
| | Other Program Withdrawals (-) | (3,463) | (10,213) | (88) | (90) | (92) | (94) | (96) | (97) | (99) | (101) | (14,434) |
| | Total Withdrawals | (35,024) | (60,807) | (44,958) | (24,370) | (18,773) | (17,240) | (5,994) | (5,997) | (4,057) | (4,063) | (221,284) |
| | Contributions (+) | 56,562 | 38,119 | 54,431 | 79,314 | 82,925 | 86,690 | 90,645 | 94,769 | 99,081 | 103,350 | 785,886 |
| | Total Contributions | 56,562 | 38,119 | 54,431 | 79,314 | 82,925 | 86,690 | 90,645 | 94,769 | 99,081 | 103,350 | 785,886 |
| Balance at Year-End | | 167,499 | 144,811 | 154,284 | 209,228 | 273,381 | 342,831 | 427,482 | 516,254 | 611,278 | 710,564 | 564,602 |

* Based on 9-month 2019 Reserve Fund Variance Report

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).