

# 2021 Program Summary

## Parks, Forestry and Recreation

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### Description

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

### Why We Do It

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

What we want for Torontonians:

- Equitable access to affordable and high-quality recreation programs and facilities; high-quality connected parks and natural spaces
- A healthy and resilient urban forest and ravines; safe and resilient parks and public spaces; awareness of the benefits of trees, green infrastructure and ravines
- Youth that are engaged through leadership and life skill development, volunteerism and employment

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

### What Services We Provide

**Who We Serve:** Toronto residents, BIAs, businesses, volunteers, families with low incomes, newcomers, seniors, youth, school boards, social services, City divisions, sport and recreation organizations, faith groups, visitors, conservation organizations, environmental stakeholders, property owners, landscape architects, land developers, arboriculture industry

#### Community Recreation

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

**How Many Resources (gross operating budget):** \$221.2 million

#### Parks

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

**How Many Resources (gross operating budget):** \$169.5 million

#### Urban Forestry

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

**How Many Resources (gross operating budget):** \$64.5 million

## Budget at a Glance

### 2021 OPERATING BUDGET

\$ Millions	2021	2022	2023
Revenues	\$ 110.9	\$ 137.3	\$ 133.6
Gross Expenditures	\$ 455.3	\$ 481.5	\$ 485.8
Net Expenditures	\$ 344.4	\$ 344.2	\$ 352.3
Approved Positions	4,566.6	4,762.8	4,760.3

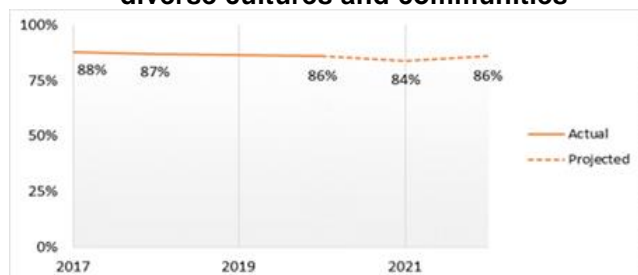
### 2021 - 2030 10-YEAR CAPITAL PLAN

\$ Millions	2021	2022-2030 Total
Gross Expenditures	\$ 238.8	\$ 2,317.9
Debt	\$ 91.2	\$ 699.7

Note: Includes 2020 carry forward funding to 2021

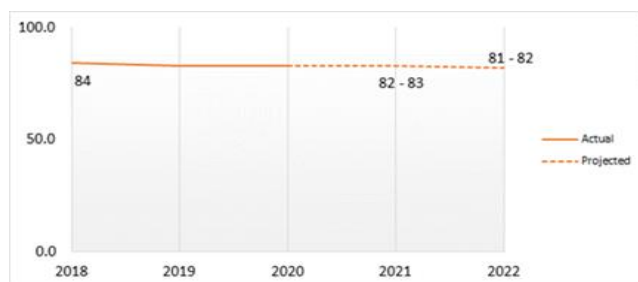
## How Well We Are Doing – Behind the Numbers

### % respondents report children's recreation programs are welcoming and inclusive of diverse cultures and communities



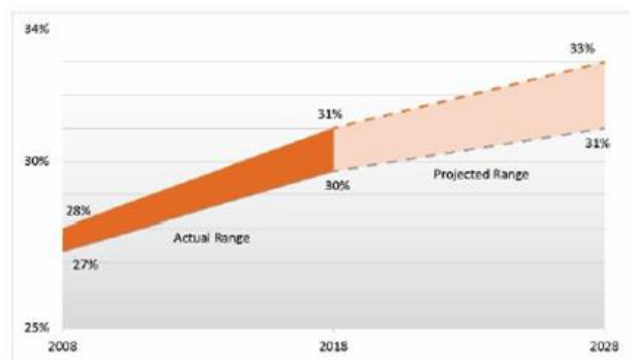
- As children's programs form 56% of our registered programming and 39% of our total service hours, this trend gives us a sense of how well we are doing in terms of inclusion of our programs. Also, the majority of parents surveyed (88%) consistently rate our facilities as safe and well-maintained.
- Other inclusion initiatives include approximately 55% of the 27,147 Growth Plan spaces added to date have been implemented at free centres to ensure access to free, high-demand programs in low-income communities.

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








- Although 84% of Toronto's population live within walking distance (500 metres) of a park, only 66% of Toronto's population live within an area above the parkland provision threshold (12 m<sup>2</sup>/person) based on the Parkland Strategy adopted by City Council. With Toronto's population growth the City will not be able to keep up with parkland acquisition.
- Within the COVID-19 context, Toronto's public uses parks at much higher intensity and rates. Furthermore, 84% of survey respondents say parks have become more important to their mental health, while 74% of respondents expressed an increased appreciation of parks and green spaces.

### % of canopy cover



- Toronto's tree canopy is estimated at 28.4% to 31%, providing many ecosystem services and benefits, capturing and storing carbon from the atmosphere, helping reduce greenhouse gas emissions.
- The tree canopy removes 1,900 tonnes of annual pollution, helping reduce the urban heat island effect, indirectly reducing energy costs related to cooling for nearby homes and buildings and directly providing shade for parks, public spaces, sidewalks, and private property. They avoided runoff totals 2 million m<sup>3</sup> annually, improving the quality of downstream water particularly during and after a storm event.
- Toronto's ravines are an important part of the city's tree canopy and are critical to climate resilience. The actions contained in the Ravine Strategy will improve the health of the ravines and park users' connection to nature through ecological improvements, engagement of park users and student employment.

## How Well We Are Doing

Service	Service Measure	2018 Actual	2019 Actual	2020 Target	2020 Projection	2021 Target	2022 Target	Status
Outcome Measures								
The public has <b>equitable access to affordable and high-quality recreation programs and facilities</b>	% respondents report recreation programs promote new learning and skill development for their children	84% (n=2,705)	-	-	82% (n=3,674)	-	83%	●
	% population lives within the service area of one or more of community recreation centres	-	-	-	88%	88%	89%	●
The public has <b>equitable access to and uses high-quality and connected parks and natural spaces</b>	% population that is within walking distance (500 metres) of a park	84%	-	-	-	82 to 83% <sup>1</sup>	81 to 82 % <sup>1</sup>	●
	% population live in an area with a parks provision rate greater than 12 m <sup>2</sup> /person	66%	-	-	-	63 to 64% <sup>1</sup>	62 to 63% <sup>1</sup>	●
<b>A healthy and resilient urban forest and ravines</b>	# tonnes annual gross carbon sequestration from urban forest	35,165	-	-	-	~ 35,165	~ 35,165	●
	% of street trees in good/excellent condition	74% (n=626,309)	-	-	75% (n=635,524)	75% +/- 1 to 2%	75% +/- 1 to 2%	●
Service Level Measures								
	# of visits for instructional and drop-in recreation programs	10.5 million	10.5 million	10.6 million	3.4 million	7.8 million	10.6 million	●
	# of bookings in parks (for picnics, sports fields, allotment gardens etc.)	154,000	151,000	155,000	61,000	75,000	140,000	●
	Visits to the registration webpage	556,396	520,963	700,000	250,000	300,000	700,000	●
	# of Forestry work orders completed	460,000	634,000	535,000	450,000	525,000	525,000	●
	Invest in State of Good Repair of parks and facilities to address the backlog	56.6 Million (12% of backlog)	49.4 Million (8.9% of backlog)	54.2 Million (9% of backlog)	33.1 Million (5.3% of backlog)	55.8 Million (8.6% of the backlog)	61.8 Million (9.2% of the backlog)	●

Blanks indicate years when data not collected.

<sup>1</sup> Anticipating population growth

**COVID-19 IMPACT AND RECOVERY**

2020 Impact	2021 Impact and Recovery
<p><b>Financial Impact (Operating)</b></p> <p>COVID-19 had a profound impact on the services we provide to the public resulting in the following forecasted financial impacts in 2020:</p> <ul style="list-style-type: none"> <li>• \$66.6M (49%) revenue loss as almost all revenue sources were affected by partial year closures and lower program capacity (e.g. camps, recreation programs, sports field bookings and ferries) due to public health requirements following the restart of services</li> <li>• \$79.5M (17%) net expense savings as closures resulted in reduced spend on recreation/seasonal workers, payments for facilities usage (lease payments and utilities), and Welcome Policy fee subsidy, partially offset by incremental COVID-19 related expenses for parks operations and temporary expanded winter service.</li> </ul>	<p><b>Financial Impact (Operating)</b></p> <ul style="list-style-type: none"> <li>• The projected revenue loss for 2021 is \$24.8M which is significantly less than the \$66.6M projected for 2020. The continued revenue loss is due to lower program capacity and utilization (e.g. camps, recreation programs, sports field bookings and ferries) driven by public health requirements</li> <li>• Expense projections include \$4.5M recreation worker savings; \$1.0M deferral of Phase 3 of the Community Recreation Growth Plan and Phase 5 of the Swim to Survive program, \$0.2M temporary suspension of Family Day Service, and an expected one-time \$6M reduction to Welcome Policy expenditures due to reduced program capacity. This is expected to result in reduced demand for the financial subsidy in 2021, with funding being reinstated in 2022 to support an anticipated return to normal levels.</li> <li>• The above expense reductions are partially offset by \$5.8M of incremental COVID-19 related expenses for parks operations and temporary expanded winter service. Expenses are expected to increase in 2021 as facilities will be open, unlike experiences in 2020 which saw mandatory complete closures</li> <li>• With significant uncertainty remaining around a resurgence of COVID-19, it is difficult to project financial impacts. Financial assumptions will continue to be reviewed to reflect community needs.</li> </ul>
<p><b>Financial Impact (Capital)</b></p> <p>The 2020 Capital Budget reflects a reduction of \$35.2M as part of the City's capital slowdown to enable potential offsets to COVID-19 impacts</p> <ul style="list-style-type: none"> <li>• 75% of the reductions are associated with State of Good Repair projects, impacting the City's flexibility to respond to emergency facility needs</li> </ul>	<p><b>Financial Impact (Capital)</b></p> <ul style="list-style-type: none"> <li>• The 2021 Capital Budget reflects a number of changes as a result of the \$35.2M reduction to the 2020 Capital Budget and the corresponding cash flows.</li> <li>• A total reduction of \$23.9M impacted facility, park and golf rehabilitation programs, environmental initiatives and 40 SOGR projects including the following: 5 Community Centres (\$1.9M), 3 Arenas (\$0.5M), 3 Artificial Ice Rinks (\$3.1M), 2 Outdoor Pools (\$0.2M), 1 Pool (\$0.5M), 7 Special Facilities (\$2.0M), 2 Bridges (\$0.2M), 9 Trails and Pathways (\$3.1M), 2 Tennis Courts (\$0.5M), 1 Sports Pad (\$0.2M), 3 Parking Lots (\$1.2M), and 2 Sports Fields (\$1.0M)</li> <li>• Projects previously planned for 2021 and beyond have been adjusted over several years to accommodate for the 2020 reduction. \$11.3M that was reduced in 2020 for IT projects (\$7.8M), Parks Plan (\$0.7M) and Replacement of the Ferry Boat #1 (\$2.8M) has been resubmitted as part of the 2021-2030 Capital Plan.</li> </ul>
<p><b>Service Level Changes</b></p> <ul style="list-style-type: none"> <li>• CampTO offered 24% (22,000) of 2019 camp spaces to accommodate Public Health/Provincial guidelines</li> <li>• SwimTO offered beach supervision at 10 swimming beaches, outdoor pool operations at 25% reduced capacity, access to wading pools and splash pads</li> <li>• Public access to ferry services resumed at 50% capacity with online ticketing enhancements</li> </ul>	<p><b>Service Level Changes</b></p> <ul style="list-style-type: none"> <li>• Service Levels will be reviewed on an ongoing basis to reflect shifting community needs and the COVID-19 context (see page 3 for service level projections).</li> </ul>

2020 Impact	2021 Impact and Recovery
<ul style="list-style-type: none"> <li>• Fall instructional programming was suspended due to public health restrictions</li> <li>• Welcome TO Winter services resumed in Q4 including opening 52 outdoor rinks fully supervised with reduced capacity</li> <li>• Resumed permitting of park spaces with new health guidelines in place. 36,000 public education signs installed</li> <li>• Increased frequency of cleaning 206 park washrooms to a minimum of two daily cleans and one weekly deep clean</li> <li>• Addressed 889 encampment locations in parks to date including 1,237 referrals to Streets to Homes</li> <li>• Public consultations pivoted to virtual/digital formats</li> <li>• Following a short interruption, capital projects successfully resumed successfully ~75-100 projects, ensuring sound COVID-19 health and safety protocols</li> <li>• Development reviews focused on addressing existing applications, while new applications were suspended for several months</li> </ul>	

## EXPERIENCES, CHALLENGES AND PRIORITIES

### Our Experience and Success

**The COVID-19 pandemic has emphasized the importance of our extensive network of parks, ravines, and trails, as well as the playgrounds, pools, community recreation centres, upon which people of all ages and incomes across the city rely.**

- Developed and implemented an innovative day camp program, CampTO, which saw more than 18,000 registrations for summer camps in alignment with Toronto Public Health (TPH) and provincial health guidelines
- SwimTO facilitated the use of supervised swimming beaches, 140 splash pads, 100 wading pools, and 50+ outdoor pools, with new health guidelines in place
- Developed free drop-in programs in parks— ParksPlayTO and Summer in the 6IX—for children and youth
- Pivoted public consultations for new and revitalized parks and recreation facilities to virtual / digital formats
- Developed a Welcome TO Winter service delivery and park maintenance program to support opening outdoor rinks, waking programs and expanded service in parks and outdoor amenities extending utility in the fall/winter
- Parks staff installed 36,000 signs across the city to support TPH and provincial restrictions
- Increased frequency of maintenance and cleaning of public park washrooms to support increased outdoor recreation, including more than doubling winter park washroom access
- Resumed public access to ferry service to Toronto Island Park at 50% capacity and health guidelines in place
- Advanced development review, park design, and capital project implementation
- Developed approximately 60 guidelines for restarted services that included training, public education and PPE
- Provided PFR facilities to support the COVID-19 response, included expanded shelter sites, sanitation sites, food distribution hubs, emergency cooling centres, use of park space for schools to support outdoor learning, flu immunization clinics and pop-up COVID-19 testing sites
- Deployed online reservation systems for drop in recreational activities

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## Key Challenges and Risks

The greatest risk and challenge for PFR in 2021 is COVID-19 and the associated uncertainty for planning, program delivery, the ability to maintain service levels while following provincial orders and public health guidelines, and the financial impacts.

- Providing equitable access to parks, natural areas, and recreational infrastructure and programming in the COVID-19 context, taking into account the facility closures, program cancellations, and the extremely high use of parks and beaches in 2020 earlier in the pandemic
- Maintaining a growing inventory of parks and recreational facilities while prioritizing state of good repair efforts and managing the financial impacts and uncertainty associated with COVID-19
- Addressing public health and safety issues, such as encampments and the opioid crisis, in parks and recreation facilities related to COVID-19 impacts on housing, shelters and social programs
- Providing high-quality leadership, volunteer and work experience to youth, particularly those who experience systemic barriers, while managing COVID-19 impacts on gatherings, programs and events
- Maintaining focus on building social and environmental resilience and mitigating and adapting to the effects of climate change on communities, public spaces and facilities; growing and maintaining a healthy and resilient urban forest and responding to forest health threats
- Developing a high-performing workforce equipped to provide quality customer service while managing the continued shift for many staff to remote work and restrictions on returning to the physical workplace
- Continuing modernization, business transformation, and technological innovation in the COVID-19 context

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## Priority Actions

- Continue to support the City's broader COVID-19 response with the deployment of operational resources in accordance with emerging public health guidance and associated requirements
  - Use an equity lens to review policies, processes, and procedures to address the public's barriers to participate in high-quality programs and access safe and welcome public spaces and parks, focusing on Confronting Anti-Black Racism, Poverty Reduction Strategy, youth programs through Youth Outreach Workers and Enhanced Youth Spaces, as well as strengthening our commitment to reconciliation with Indigenous communities
  - Grow and retain the ecological integrity of parkland, forests and ravines in the face of increasing pressure to advance and expedite development and heavy impacts to parks, beaches and natural spaces as a result of increased use during the pandemic
  - Activate partnerships and seek opportunities for external funding (e.g. grants, philanthropy) to help with the financial uncertainty caused by COVID-19
  - Leverage data and technology to deliver innovations in decision-making and public engagement
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## RECOMMENDATIONS

City Council approved the following recommendations:

1. City Council approve the 2021 Operating Budget for Parks, Forestry and Recreation of \$455.279 million gross, \$110.927 million revenue and \$344.352 million net for the following services:

Service:	Gross Expenditures (\$000s)	Revenue (\$000s)	Net Expenditures (\$000s)
Community Recreation	221,228.6	55,782.5	165,446.1
Parks	169,521.3	31,291.6	138,229.7
Urban Forestry	64,529.3	23,853.0	40,676.3
<b>Total Program Budget</b>	<b>455,279.2</b>	<b>110,927.1</b>	<b>344,352.1</b>

2. City Council approve the 2021 staff complement for Parks, Forestry and Recreation of 4,566.6 positions comprised of 167.9 capital position and 4,398.7 operating positions.
3. City Council approve the 2021 technical adjustments to user fees and user fee transfers for Parks, Forestry and Recreation identified in [Appendix 9](#), for inclusion in the Municipal Code Chapter 441 "Fees and Charges".
4. City Council approve the 2021 Capital Budget for Parks, Forestry and Recreation with cash flows and future year commitments totaling \$1.084 billion as detailed by project in [Appendix 6a](#).
5. City Council approve the 2022-2030 Capital Plan for Parks, Forestry and Recreation totalling \$1.473 billion in project estimates as detailed by project in [Appendix 6b](#).
6. City Council request that all sub-projects with third party financing be approved conditionally, subject to the receipt of such financing in 2021 and if such funding is not forthcoming, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs.
7. City Council authorize the General Manager, Parks, Forestry and Recreation to execute a licence agreement with the Toronto Catholic District School Board for the Board's use of the York Stadium during school hours and the school year and the Board's use of the York Stadium parking lot year-round, as consideration for the use of York Stadium, to pay the entire cost of turf improvements to the field, estimated to be \$675,000; additionally, the licence agreement will require the Toronto Catholic District School Board to pay 50 percent of costs associated with future operational maintenance and capital costs of the York Stadium sports field and 100 percent of the operational maintenance and capital costs of the York Stadium parking lot for the term of the licence agreement; the licence agreement will have an initial term of 10 years, with the option for the City to extend the agreement for a further 10 years; and the terms and conditions of the licence agreement shall be satisfactory to the General Manager, Parks, Forestry and Recreation, in consultation with the City Solicitor, and in a form acceptable to the City Solicitor.
8. City Council request the General Manager, Parks, Forestry and Recreation to report to the Infrastructure and Environment Committee by the third quarter of 2021 with an update on:
  - a. the review of existing paved pathways and trails currently not maintained during the winter to determine if current infrastructure is suitable for snow removal;
  - b. any alternate maintenance options for winter maintenance in Environmental Sensitive Areas, ravines and bridges, including environmentally friendly de-icers and equipment options to be piloted; and

- c. the feasibility of expanding snow clearing on park pathways in parks and trails for the 2021/2022 winter season.
9. City Council request the General Manager, Parks, Forestry and Recreation to report to the Infrastructure and Environment Committee by the third quarter of 2021 on the feasibility of making more park washrooms operational for the 2021/2022 winter season.
10. City Council request the City Manager and the General Manager, Parks Forestry and Recreation to:
  - a. initiate discussions with the Provincial and Federal governments to request financial support for the unfunded capital component of the Ravine Strategy and Meadoway (\$65 million over 5 years) and to provide regular updates to the Infrastructure and Environment Committee quarterly as part of any Ravine Strategy reporting; and
  - b. report back to the April 28, 2021 meeting of the Infrastructure and Environment Committee on
    1. the status of the \$6.2 Million in Investing in Canada Infrastructure Program resilience funding that has been dedicated towards ravines and on the status of that work; and
    2. the total investments in ravines being made in 2021 holistically across all divisions and agencies including, but not limited to, Parks, Forestry and Recreation, Toronto Water, Transportation Services, and the Toronto and Region Conservation Authority.
11. City Council request the General Manager, Parks, Forestry and Recreation to work with local Councillors interested in advancing the use of Section 37 and Section 42 Above 5 percent Cash-in-lieu funds to winterize washrooms where feasible, and to report back to the Budget Committee, as appropriate, to amend the Parks, Forestry and Recreation 2021-2030 Capital Budget and Plan and allocate the required funds from these funding sources for the purpose of winterizing washrooms.
12. City Council request the General Manager, Parks, Forestry and Recreation to report to the Infrastructure and Environment Committee upon completion of the condition assessment of Outdoor Recreation Facilities on options to make more park washrooms operational for the upcoming winter season, and on options to ensure new park washrooms are winterized going forward.
13. City Council request the General Manager, Parks, Forestry and Recreation, to:
  - a. consult with the Toronto Skateboard Committee, relevant stakeholders and local Councillors to advance the site process for the two community skateparks included in the Capital Budget and targeted for 2022-2024, while exploring any additional site identification opportunities for the remaining skateparks, and to report back through the 2022 Budget process on any cost adjustments that may be needed; and
  - b. report back through the 2022 Budget process on the progress of the State of Good Repair assessment on existing City of Toronto skateparks and BMX parks, including a proposed schedule for repairs and rehabilitation of existing facilities as appropriate.



# **2021 OPERATING BUDGET**

## 2021 OPERATING BUDGET OVERVIEW

**Table 1: 2021 Operating Budget by Service**

(In \$000s)	2019 Actual	2020 Budget	2020 Projection*	2021 Base Budget	2021 New / Enhanced	2021 Budget	Change v. 2020 Projection	
By Service	\$	\$	\$	\$	\$	\$	\$	%
<b>Revenues</b>								
Community Recreation	76,191.2	76,578.9	30,245.3	55,782.5	0	55,782.5	25,537.2	84.4%
Parks	30,461.3	34,781.0	17,342.2	31,291.6	0	31,291.6	13,949.4	80.4%
Urban Forestry	29,479.6	25,039.3	22,129.1	23,853.0	0	23,853.0	1,723.9	7.8%
<b>Total Revenues</b>	<b>136,132.0</b>	<b>136,399.2</b>	<b>69,716.6</b>	<b>110,927.1</b>	<b>0</b>	<b>110,927.1</b>	<b>41,210.6</b>	<b>59.1%</b>
<b>Expenditures</b>								
Community Recreation	225,610.1	241,022.2	170,442.1	221,228.6	0	221,228.6	50,786.5	29.8%
Parks	146,092.0	155,614.1	148,572.3	169,521.3	0	169,521.3	20,948.9	14.1%
Urban Forestry	67,368.9	65,281.2	63,412.4	64,529.3	0	64,529.3	1,116.9	1.8%
<b>Total Gross Expenditures</b>	<b>439,070.9</b>	<b>461,917.4</b>	<b>382,426.9</b>	<b>455,279.2</b>	<b>0</b>	<b>455,279.2</b>	<b>72,852.3</b>	<b>19.1%</b>
<b>Net Expenditures</b>	<b>302,938.9</b>	<b>325,518.2</b>	<b>312,710.3</b>	<b>344,352.1</b>	<b>0</b>	<b>344,352.1</b>	<b>31,641.8</b>	<b>10.1%</b>
<b>Approved Positions</b>	<b>4,527.3</b>	<b>4,643.1</b>	<b>4,643.1</b>	<b>4,566.6</b>	<b>0.0</b>	<b>4,566.6</b>	<b>(76.4)</b>	<b>(1.6%)</b>

\* Year-End Projection Based on Q3 2020 Variance Report

## COSTS TO MAINTAIN EXISTING SERVICES

**Total 2021 Base Budget** expenditures of \$455.3 million gross reflecting an increase of \$72.9 million in spending above 2020 projected year-end actuals, predominantly arising from:

- Significant underspend in 2020 for salaries and benefits as well as non-labour spend including services and rents, materials and supplies, and the Welcome Policy fee subsidy. Revenue sources were also impacted in 2020 due to mandatory closures and lower program capacity due to public health requirements.
- The 2021 Operating Budget reflects a gradual return to normal operations. The increase for 2021 in comparison to 2019 is primarily driven by labour and non-labour economic factors, operating impacts of new recreation facilities and parkland improvements initiated in 2020. In addition, the 2021 Operating Budget includes incremental COVID-19 related expenditures for parks operations and temporary expanded winter service.

Given the financial impacts of COVID-19 on 2020 actuals, a further comparison of the 2021 Operating Budget (excluding 2021 COVID-19 impacts) to the 2020 Council Approved Budget is provided below:

- 2021 Base Budget of \$344.352 million in net expenditures reflects a \$11.819 million net decrease from the 2020 Council approved budget, when excluding \$30.653 million in estimated COVID-19 financial impacts.**

## EQUITY IMPACTS OF BUDGET CHANGES

COVID-19 has placed far more pressure on the use of the city's parks and open spaces. Parks, Forestry and Recreation has adapted to offer the provision of indoor and outdoor services and programming to the public so as to abide by health and safety standards as well as Toronto Public Health and provincial guidelines.

The 2021 Operating Budget includes an investment of \$1.6 million to temporarily enhance Park winter maintenance operations. This City-wide initiative will open more washrooms during winter months, expand artificial ice rink operating hours and provide more winter access to Park pathways and facilities for all City residents and visitors, including residents in lower income neighbourhoods. The 2021 Operating Budget includes reductions totalling \$1.3 million through suspending Family Day services and the print version of the FUN Guide as well as deferring Phase 3 of the Community Recreation Growth Plan and Phase 5 of the Swim to Survive program. These will have an overall negative impact on equity-seeking groups. Low income residents, women, immigrants and residents in neighbourhood improvement areas, and vulnerable seniors' access to city services and city spaces, community participation, and access to training and/or employment will be negatively impacted.

**2021 OPERATING BUDGET KEY DRIVERS**

The 2021 Operating Base Budget for Parks, Forestry and Recreation is \$455.3 million gross or 19.1% higher than the 2020 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget.

**Table 2a: 2021 Key Drivers – Base Budget**

Key Cost Drivers		2019 Actuals	2020 Budget	2020 Projection*	2021 Base Budget	YoY Changes	
						\$	%
Expenditures							
1	Salaries and Benefits	306,354.4	327,995.3	272,635.7	321,954.0	49,318.3	18.1%
2	COVID-19 Incremental Impact			5,895.0	5,833.5	(61.5)	-1.0%
3	Materials & Supplies	38,136.8	39,932.9	32,840.4	40,051.5	7,211.1	22.0%
4	Service and Rent	63,999.1	64,296.9	51,038.0	63,178.1	12,140.0	23.8%
5	Contribution To Reserves	18,915.3	14,156.0	14,224.8	15,382.4	1,157.6	8.1%
6	Other Expenditures (Inc. IDC's)	11,665.3	15,536.4	5,793.0	8,879.9	3,086.9	53.3%
Total Expenditures		439,070.9	461,917.4	382,426.9	455,279.2	72,852.3	19.1%
Revenues							
1	Provincial Subsidies	835.2	835.2	835.2	835.2	(0.0)	-0.0%
2	Federal Subsidies	339.6	1,138.4	356.6	197.1	(159.5)	-44.7%
3	User Fees & Donations	97,785.4	94,185.9	37,575.7	70,475.1	32,899.4	87.6%
4	Contribution from Reserve Funds	14,772.5	15,332.4	13,432.8	15,065.9	1,633.1	12.2%
5	Other Revenues (Inc. IDR's)	22,399.4	24,907.3	17,516.3	24,353.8	6,837.5	39.0%
Total Revenues		136,132.0	136,399.2	69,716.6	110,927.1	41,210.6	59.1%
Net Expenditures		302,938.9	325,518.2	312,710.3	344,352.1	31,641.8	10.1%
Approved Positions		4,527.3	4,643.1	4,643.1	4,566.6	(76.4)	-1.6%

\* Year-End Projection Based on Q3 2020 Variance Report

**Salaries and Benefits:**

The 2021 Operating Base Budget reflects a gradual return to normal operations as well as operating impacts of new recreation facilities and parkland improvements initiated in 2020 resulting in an increase in recreation and seasonal worker expenditures. In addition to incremental COVID-19 related spending for parks operations and temporary expanded winter service, labour economic factors including cost of living adjustments and progression pay for union staff are contributing to the increase, offset by the cancellation of Pay for Performance for non-union/management staff as well as savings from the Voluntary Separation Program.

**Non Labour Increases:**

Significant underspend in 2020 due to mandatory COVID-19 related closures resulting in reduced facility usage payments, as well as underspend for utilities, services and rents, materials and supplies. There is an increase in the 2021 Operating Base Budget as facilities are expected to be open, unlike experiences in 2020 which saw mandatory complete closures.

**Revenues:**

The 2021 Operating Base Budget includes \$70.5 million user fees and donations which incorporates an average inflationary increase of 2.01% to user fees and takes into consideration the expected volume decline as a result of COVID-19.

**Net Expenditures:**

All non-COVID-19 related pressures in the 2021 Operating Base Budget were addressed through balancing actions identified on Table 2b as well as the expected impact that lower demand will have for the Welcome Policy fee subsidy, which is anticipated to return to historical levels in 2022.

**Table 2b: 2021 Balancing Actions**

(\$000s)									
Recommendation	Savings Type	2021				2022			
		Revenue	Gross	Net	Positions	Revenue	Gross	Net	Positions
Consolidate Commercial Tree & Street Tree Units	Efficiencies	-	(2,103.0)	2,103.0	(10.0)	-	(15.3)	15.3	-
Absorb Non-Labour Economic Factors	Efficiencies	-	(1,777.8)	1,777.8	-	-	(17.1)	17.1	-
Eliminate Print Version of FUN Guide	Efficiencies	-	(70.0)	70.0	0.0	-	-	-	-
Efficiency Adjustment to Horticulture Displays	Efficiencies	-	(500.0)	500.0	(6.7)	-	(43.6)	43.6	-
Cancel Pay for Performance (corporate initiative)	Other	-	(1,014.0)	1,014.0	-	-	(1,045.0)	1,045.0	-
Voluntary Separation Program (corporate initiative)	Other	(202.1)	(2,518.4)	2,316.3	-	202.1	2,518.4	(2,316.3)	-
Defer Prior Year Impacts and Operating Impacts of Capital	Other	-	(1,446.2)	1,446.2	(7.4)	-	1,246.2	(1,246.2)	7.4
Complement Adjustment due to Hiring Slowdown	Other	-	(556.5)	556.5	-	-	556.5	(556.5)	-
Other Adjustments	Line By Line	146.3	-	146.3	-	-	-	-	-
<b>Total Balancing Actions</b>		<b>(55.8)</b>	<b>(9,985.9)</b>	<b>9,930.1</b>	<b>(24.2)</b>	<b>202.1</b>	<b>3,200.1</b>	<b>(2,998.0)</b>	<b>7.4</b>

The 2021 Operating Budget includes \$9.9 million net in balancing actions for 2021 attributable to the following:

- \$4.5 million in efficiencies including:
  - Consolidation of the Commercial Tree and Street Tree Units (\$2.1 million);
  - Absorption of non-labour expenses including materials, supplies and equipment (\$1.8 million);
  - Elimination of the print version of the FUN Guide (\$0.1 million); and
  - Efficiency adjustment to horticulture displays involving the replacement of ornamental annuals in low visibility locations with less management intensive perennials and shrubs (\$0.5 million).
- \$5.3 million in other balancing actions including:
  - \$1.0 million associated with the corporate cancellation of the Pay for Performance program;
  - \$2.3 million net in savings due to the corporate Voluntary Separation Program;
  - \$1.4 million for the deferrals of prior year impacts and operating impacts of capital; and
  - \$0.6 million for complement adjustments due to hiring slowdown.

**Note:**

1. For additional information on 2021 key cost drivers refer to [Appendix 2](#) as well as [Appendix 3](#) for a more detailed listing and descriptions of the 2020 Service Changes.

**2022 & 2023 OUTLOOKS****Table 3: 2022 and 2023 Outlooks**

(\$000s)	2020 Budget	2020 Projection*	2021 Budget	2022 Outlook	2023 Outlook
Revenues	136,399.2	69,716.6	110,927.1	137,320.3	133,550.3
Gross Expenditures	461,917.4	382,426.9	455,279.2	481,475.5	485,826.8
<b>Net Expenditures</b>	<b>325,518.2</b>	<b>312,710.3</b>	<b>344,352.1</b>	<b>344,155.2</b>	<b>352,276.5</b>
<b>Approved Positions</b>	<b>4,643.1</b>	<b>4,643.1</b>	<b>4,566.6</b>	<b>4,762.8</b>	<b>4,760.3</b>

\*2020 Projection based on Q3 Variance Report

## Key drivers

The 2022 Outlook with total gross expenditures of \$481.5 million reflects an anticipated \$26.2 million or 5.8% increase in gross expenditures above the 2021 Operating Budget; the 2023 Outlook expects a further increase of \$4.4 million or 0.9% above 2022 gross expenditures.

The changes for 2022 arise from the following:

- **Salaries and Benefits:** Inflationary increases, annualization, deferred new and enhanced initiatives (Growth Plan Phase 3 and Swim to Survive Phase 5), and return to pre-COVID-19 levels, including recreation workers
- **Inflationary Impact:** Inflationary increases for materials, supplies, equipment and contractual obligations
- **Welcome Policy:** Return to pre-COVID-19 funding levels to support an anticipated return to usual demand
- **Revenue Changes:** Inflationary increases and return to pre-COVID-19 levels

The changes for 2023 are primarily driven by inflationary increases and deferred implementation of new and enhanced initiatives (Growth Plan Phase 4 and Swim to Survive Phase 6).

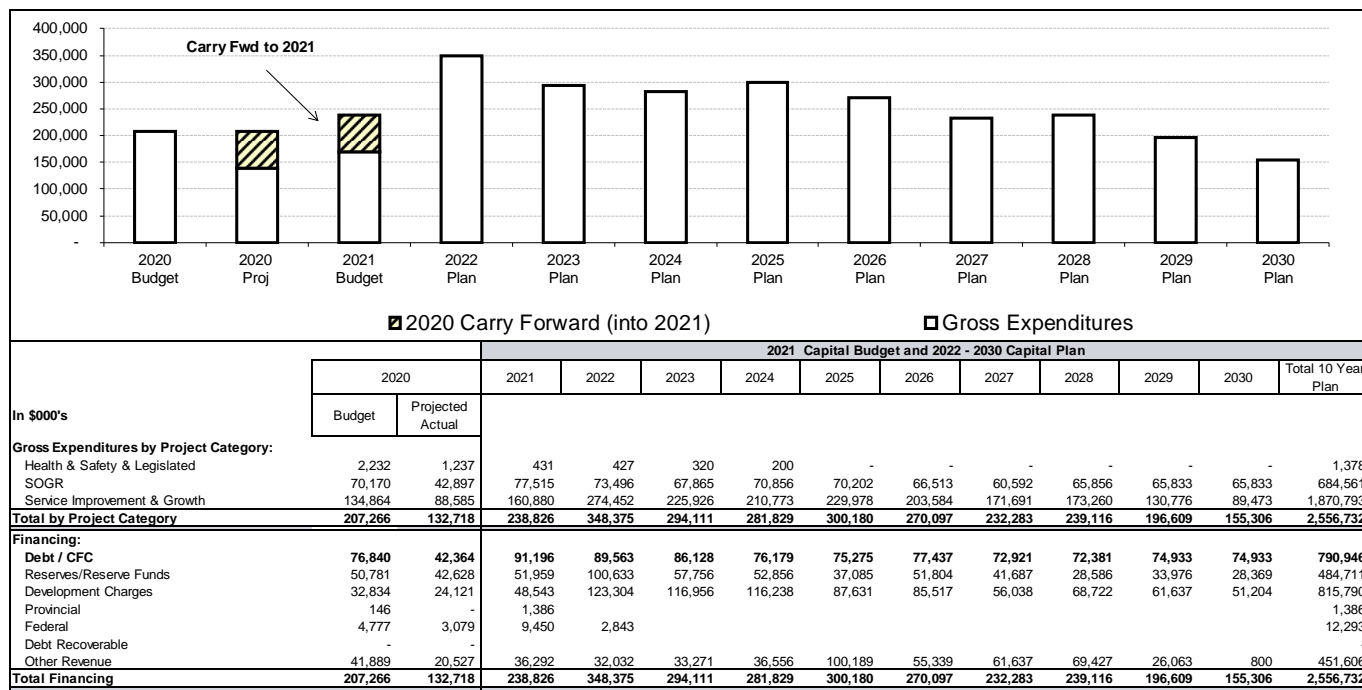
# **2021 – 2030 CAPITAL BUDGET AND PLAN**



## 2021 – 2030 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview

(\$000s)



### Changes to Existing Projects (\$65.0 Million)

- The 2021-2030 Capital Budget and Plan reflects an increase of \$353.7M over the nine common years (2021-2029).
- \$3.3M for the phased expansion of *Grand Avenue Park*.
- \$3.2M for improvements to *Yonge Street Linear Parks*.
- \$1.2M for furniture, fixtures and equipment for the *new Bessarion Community Centre*.
- \$57.3 million for several projects to reflect updated cost estimates, project scope changes, and project schedules, including a further increase of project cost and cash flow by \$0.475M for improvements to the turf at the York Stadium.

### New Projects (\$410.6 Million)

- The 2021 10-Year Capital Plan includes some new key investments as follows:
  - \$2.5M for projects that support resiliency, including work on the shorelines of *Palace Pier* and *Algonquin Island*.
  - \$3.2M to provide publicly accessible *Wi-Fi* service in Community Recreation facilities over 2021-2024.
  - Increased costs for four *Skateboard Park* projects by \$0.15M each, resulting in a project cost of \$0.8M per Skateboard Park.
  - \$0.5M for advancing the implementation of the *Ravine Strategy* and \$0.1M for infrastructure repairs within the median on University Avenue.
  - \$235.5M for several projects to reflect updated cost estimates and implementation of net zero including *Davisville Community Pool*, and *Western North York, Lawrence Heights*, and *John Innes Community Centres*.






### Capital Needs Constraints (\$369.3 Million)

- The Council Approved Parks and Recreation Facilities Master Plan recommends an additional investment of \$235.0M for in-scope facilities (community centres, arenas, pools, etc.) to be phased in over the 10-Year Plan.
- \$34.9M in debt financing for the State of Good Repair of *Arenas* (\$9.6M) and *Community Centres* (\$25.3M), that was reduced as part of adjustments to the 2020 10-Year Capital Plan.
- A total of \$99.4M for the implementation of *Ravine Strategy Priority Investment Areas*, including \$44.9M for State of Good Repair and \$54.5M for Service improvement.

#### Note:

For additional information, refer to [Appendix 6](#) for a more detailed listing of the 2021 and 2022-2030 Capital Budget & Plan by project; [Appendix 7](#) for Reporting on Major Capital Projects – Status Update; and [Appendix 8](#) for Capital Needs Constraints, respectively.

**2021 – 2030 CAPITAL BUDGET AND PLAN****\$2.557 Billion 10-Year Gross Capital Program**

				
<b>Aging Infrastructure</b>	<b>Enhanced Resiliency</b>	<b>Addressing Gaps &amp; Serving Growing Communities</b>	<b>Land Acquisition</b>	<b>Improving User Access &amp; Information Technology</b>
\$665.5 M 26.0%	\$19.0 M 0.7%	\$1,618.8 M 63.4%	\$222.1 M 8.7%	\$31.3 M 1.2%
Planning and Rehabilitation of Existing Parks and Facilities through Life Cycle Asset Management	Mitigate and address the impacts of extreme weather events, including High Lake Effect Flooding and Windstorm, on assets and infrastructure	Implement the Parks and Recreation Master Plan (facilities in North East Scarborough, Western North York and Don Mills); plan for parkland (Eglinton and David Crombie), Ravine Strategy, and the Playground Enhancement Program	Expand Toronto's parks system through acquisition to support implementation of the Facilities Master Plan and the Parkland Strategy	Modernize processes and systems such as Recreation Management Business Transformation (CLASS) and Enterprise Work Management and provide publicly accessible Wi-Fi service in Community Recreation Facilities

**How the Capital Program is Funded**

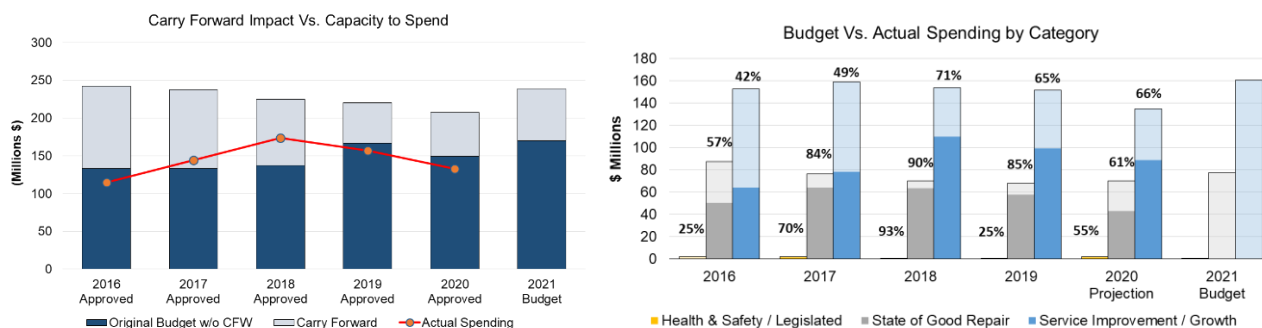
<b>City of Toronto</b>				<b>Provincial Funding</b>		<b>Federal Funding</b>	
<b>\$2,543.0 M 99.4%</b>				<b>\$1.4 M 0.1%</b>		<b>\$12.3 M 0.5%</b>	
Debt/CFC	\$790.9 M	Other: Unapplied Capital Financing	\$303.0 M	Grants	\$0.1 M	Disaster Mitigation and Adaptation Fund (DMAF)	\$7.3 M
Recoverable Debt	\$ 0 M	Other: Section 42 Above 5% CIL	\$97.2 M	Other	\$1.3 M	Other	\$5.0 M
Reserve Draws	\$484.7 M	Other: Section 37/45	\$47.0 M				
Development Charges	\$815.8 M	Other: Various	\$4.5 M				

## CAPACITY TO SPEND REVIEW

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

A key component in determining an appropriate level of annual cash flows includes historical capacity to spend reviews by project categories (Chart 2 below) as well as the level of projected 2020 underspending that will be carried forward into 2021 to complete capital work.

**Chart 2 – Capacity to Spend**



\*2020 Projection based on Q3 Variance Report

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

PFR has increased the annual capital spending rate from 47.4% in 2016 to 77.3% in 2018 and 71.2% in 2019. Spending on SOGR has also increased over the same period from 57.3% in 2016 to 90.3% and 84.7% in 2018 and 2019, respectively. This upward trend in spending is a result of additional staff resources, improved processes and better alignment of cash flow to project delivery.

For 2020, the projected spending is \$132.7 million or 64.0% of the 2020 Council Approved Capital Budget, including 61% on State of Good Repair and 66% on Service Improvement and Growth Related projects. The lower spending reflects a reduction of \$35.2 million in funding to address COVID-19 impacts that is not included in the projected spending for the year, but is included in the 2020 Approved Capital Budget.

- Of the total reduction, \$23.9 million impacted facility, park and golf rehabilitation programs, environmental initiatives and 40 State of Good Repair projects. Since these projects could not proceed in 2020 they have been incorporated into the 2021 Capital Budget and projects previously planned for 2021 and beyond have been adjusted over several years to accommodate for the 2020 reduction.
- In addition, the \$11.3 million in project cost and cash flow that was reduced in 2020 for *IT projects* (\$7.8 million), *Parks Plan* (\$0.7 million) and *Replacement of Ferry Boat #1* (\$2.8 million) has been resubmitted as part of the 2021-2030 Capital Plan.

The 2021-2030 Capital Budget and Plan is the largest to date at \$2.6 billion and reflects PFR's demonstrated ability and capacity to maintain existing assets in a state of good repair while also satisfying the demand for growth and service improvement. The 2021 Capital Budget of \$238.8 million includes carry forward funding of \$68.8 million from 2020, and supports the delivery of ongoing projects and programs, as well as new projects that are anticipated to be awarded in 2021.

Based on the review of historical capital spending constraints and a capacity to spend review, \$99.4 million in capital spending originally cash flowed in 2021 has been deferred to 2022 or future years. Adjustments to the Capital Plan are noted below:

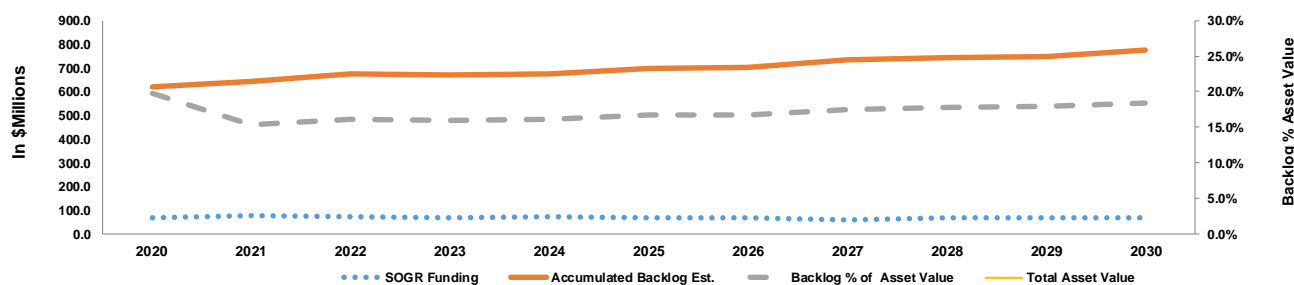
- Parkland Acquisitions* cash flow of \$15.8 million in 2021 has been deferred to 2022 and 2023 due to protracted negotiation and settlement processes.
- The 2021 cash flow for the *Development of 10 Ordnance Street* has been deferred by \$3.7 million, to reflect timing of the site to be transferred to the City.

- The *Rees Street (318 Queens Quay West) Park Development* cash flow of \$3.6 million has been deferred to 2022 to align with timing of the project which is being done in coordination with Waterfront Toronto.
- The *Davisville Community Pool Construction 2021* cash flow has been deferred by \$3.5 million to 2023 to reflect timelines for the completion of the Toronto District School Board's Davisville Public School.
- The 2021 cash flow for the *East Don Trail Construction* has been deferred by \$4.0 million to 2022 to align with timing of the project being done in coordination with Transportation Services.
- \$36.9 million in cash flow has been deferred to future years for four (4) new community centre projects to reflect project timelines:
  - \$10.0 million in 2021 has been deferred to 2022-2023 for the construction of the *Western North York Community Centre*.
  - *The 40 Wabash Community Centre Construction 2021* cash flow has been deferred by \$10.5 million to 2022-2023.
  - Cash flow of \$9.4 million has been deferred from 2021 to 2022-2023 for the *North East Scarborough Community Centre*.
  - \$7.0 million in 2021 has been deferred to 2023 for the *East Bayfront Community Centre* to reflect timing of the developer delivered project.

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

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

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



\$ Million	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
SOGR Funding	70.2	77.5	73.5	67.9	70.9	70.2	66.5	60.6	65.9	65.8	65.8
Accumulated Backlog Est.	622.7	645.0	675.0	670.8	674.5	700.0	704.4	735.3	743.8	750.3	773.6
Backlog % of Asset Value	19.8%	15.4%	16.1%	16.0%	16.1%	16.7%	16.8%	17.5%	17.7%	17.9%	18.5%
Total Asset Value	3,157.1	4,195.7	4,195.7	4,195.7	4,195.7	4,195.7	4,195.7	4,195.7	4,195.7	4,195.7	4,195.7

PFR's portfolio is aging with an estimated accumulated SOGR backlog of \$622.7 million at 2020 year-end. This represents 19.8% of the total replacement value estimated to be \$3.2 billion by the end of 2020, for park infrastructure and recreation facilities. Park infrastructure amounts to \$268.0 million or 43.0% of the backlog and includes splash pads and wading pools, parking lots, tennis courts and sports pads, trails and pathways, bridges, seawalls, and marine services. The balance of \$354.7 million of the backlog relates to recreation facilities, such as community centres, arenas, and pools.

The 10-Year Capital Plan includes \$684.6 million for State of Good Repair projects, including \$611.1 million or an average of \$61.1 million annually, for programs to address the backlog. On average, facilities are over 40 years of age, resulting in breakdowns and facility closures which in turn impacts on service for residents across the city.

Investing in state of good repair will assist in reducing the current backlog which is projected to be \$773.6 million by 2030. Over the 10-year period, approximately 59.1% or \$361.3 million is allocated for SOGR of recreation facilities,

compared to 40.9% or \$249.9 million for park infrastructure. However, the backlog for recreation facilities and park infrastructure, will increase to \$471.3 million and \$302.3 million, respectively by 2030 if additional resources are not provided.

The 2021-2030 Capital Budget and Plan includes an additional \$73.4 million in SOGR funding for projects and programs that do not directly impact the backlog including repairs associated with the extreme weather events of 2017 and 2018, asset condition assessments, and a golf course rehabilitation program. Despite added capital investment, PFR still requires a total of \$269.9 million in debt funding associated with SOGR that could not be accommodated during the 2021 budget process. These unfunded capital needs are not included in the 10-Year Capital Plan due to the limitations of debt servicing costs. These projects will be included on the list of "capital needs constraints" and will be considered during future year budget processes.

## OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

The 10-Year Capital Plan will impact future year Operating Budgets by \$56.896 million net and will require 758.8 full time equivalent (FTE) positions over the 2021-2030 period, as existing assets are improved and new assets are added, as shown in Table 4 below.

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

Projects	2021 Budget		2022 Plan		2023 Plan		2024 Plan		2025 Plan		2021-2025		2021-2030	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
<b>Previously Approved</b>														
Arena			5.3	0.0							5.3	0.0	2,561.3	42.7
Community Centres	10.7	0.2	6,906.0	57.8	3,489.0	58.0	1,918.5	31.8	1,933.5	32.1	14,257.7	179.8	15,762.0	204.9
Environmental Initiatives	87.0	0.7	386.8	3.2	90.0	0.7	90.0	0.7	90.0	0.7	743.8	6.1	1,193.8	9.8
Information Technology			32.4	0.2	781.8	4.6	893.6	5.3			1,707.8	10.1	1,707.8	10.1
Outdoor Recreation Centres			285.8	4.2	339.3	4.6	112.0	0.9	106.9	0.9	844.0	10.5	1,261.0	13.9
Park Development	177.7	1.5	1,012.3	8.3	1,327.0	10.9	482.1	4.0	16.2	0.1	3,015.3	24.8	3,726.7	30.6
Playgrounds/Waterplay	7.4	0.1	60.8	0.5	51.8	0.4					119.9	1.0	119.9	1.0
Special Facilities	199.6	2.0	375.9	3.1	0.9	0.0	390.9	3.2	0.9	0.0	968.3	8.3	972.8	8.4
Trails & Pathways	18.0	0.1	2,189.5	17.9	30.0	0.2	7.5	0.1	3.6	0.0	2,248.7	18.4	2,248.7	18.4
Land Acquisition					256.7	2.1					256.7	2.1	256.7	2.1
<b>Sub-Total: Previously Approved</b>	<b>500.4</b>	<b>4.6</b>	<b>11,254.7</b>	<b>95.1</b>	<b>6,366.4</b>	<b>81.6</b>	<b>3,894.7</b>	<b>45.9</b>	<b>2,151.2</b>	<b>33.8</b>	<b>24,167.3</b>	<b>261.1</b>	<b>29,810.5</b>	<b>341.9</b>
<b>New Projects - 2021</b>														
Arena							46.5	0.4			46.5	0.4	46.5	0.4
Community Centres					36.0	0.3	36.0	0.3	36.0	0.3	108.0	0.9	2,054.8	33.4
Information Technology									94.5	0.8	94.5	0.8	98.5	0.9
Outdoor Recreation Centres			9.0	0.1	48.2	0.5	9.0	0.1	9.0	0.1	75.2	0.8	120.2	1.2
Park Development	240.0	2.0	143.8	1.2	302.4	2.5	18.8	0.2	18.8	0.2	723.7	6.0	986.2	8.1
Playgrounds/Waterplay			4.5	0.0	25.5	0.2	4.5	0.0	4.5	0.0	39.0	0.3	61.6	0.5
Pool							198.5	3.3			198.5	3.3	198.5	3.3
Special Facilities			7.2	0.1	7.2	0.1	7.2	0.1	7.2	0.1			65.0	0.5
Trails & Pathways					13.0	0.1							13.0	0.1
Parking Lots and Tennis Courts					9.0	0.2					9.0	0.2	9.0	0.2
<b>Sub-Total: New Projects - 2021</b>	<b>240.0</b>	<b>2.0</b>	<b>164.5</b>	<b>1.4</b>	<b>441.2</b>	<b>3.8</b>	<b>320.5</b>	<b>4.3</b>	<b>170.0</b>	<b>1.5</b>	<b>1,294.4</b>	<b>12.7</b>	<b>3,653.2</b>	<b>48.6</b>
<b>New Projects - Future Years</b>														
Arena							70.5	0.6			70.5	0.6	1,104.0	17.2
Community Centres							135.0	2.3	276.0	4.6	411.0	6.9	15,189.0	254.7
Environmental Initiatives	33.0	0.3	33.0	0.3	33.0	0.3	33.0	0.3	33.0	0.3	165.0	1.4	210.0	1.7
Outdoor Recreation Centres			30.0	0.3	107.3	1.4	92.3	1.1	151.5	1.7	381.0	4.4	946.4	10.5
Park Development					140.3	1.1	211.1	1.7	144.3	1.2	495.6	4.1	1,165.3	9.5
Playgrounds/Waterplay					21.0	0.2	42.0	0.3	40.5	0.3	103.5	0.8	166.5	1.4
Pool							1,380.0	23.0			1,380.0	23.0	4,080.0	68.1
Special Facilities													420.0	3.4
Trails & Pathways							45.0	0.4			45.0	0.4	75.0	0.6
Parking Lots and Tennis Courts							15.0	0.3	31.5	0.3	46.5	0.6	76.5	1.1
<b>Sub-Total: New Projects - Future Years</b>	<b>33.0</b>	<b>0.0</b>	<b>63.0</b>	<b>0.0</b>	<b>301.5</b>	<b>0.0</b>	<b>2,023.8</b>	<b>0.0</b>	<b>676.8</b>	<b>8.4</b>	<b>3,098.1</b>	<b>42.1</b>	<b>23,432.7</b>	<b>368.3</b>
<b>Total (Net)</b>	<b>773.4</b>	<b>6.9</b>	<b>11,482.2</b>	<b>97.0</b>	<b>7,109.1</b>	<b>88.4</b>	<b>6,239.0</b>	<b>80.2</b>	<b>2,998.0</b>	<b>43.7</b>	<b>28,559.8</b>	<b>315.9</b>	<b>56,896.3</b>	<b>758.8</b>

In 2021, PFR will require additional operating funding of \$0.773 million and 6.9 positions to maintain new parks and recreation infrastructure including:

- Liberty Village Park, Allan Gardens Washroom Building, Riverdale Farm Simpson House, Moorevale Park, and Rosehill Reservoir Park.

Over the period of 2022 to 2030, the operating costs of completed capital projects are projected to be \$56.123 million with an increase of 751.9 positions, which include some of the following:

- \$32.995 million for seventeen (17) new and revitalized community centres and spaces which includes *Bessarion, Western North York, Wallace Emerson, East Bayfront, North East Scarborough, 40 Wabash Parkdale, Etobicoke Civic Centre, Lower Yonge Street, Lawrence Heights, Masaryk-Cowan, Scarborough Centennial Redevelopment, Downtown (Ramsden), South-West Scarborough, Central Etobicoke, and Newtonbrook.*
- \$3.712 million for two (2) redeveloped arenas, two (2) repurposed arenas, one (1) skating trail, two (2) artificial ice rinks, and one (1) Zamboni Garage.
- \$4.279 million for one (1) new pool, two (2) pool additions, and one (1) pool replacement.
- \$5.461 million for various Park Development projects including the *Revitalization of David Crombie and Area Parks, York Off Ramp Park, Mouth of the Creek Phase 2, Wallace Emerson Park Redevelopment, St. Jamestown Open Space, Eglinton Park Master Plan Implementation, Baycrest Park (Lawrence Heights), Grand Avenue Park Expansion, and Market Lane Parkette.*
- \$1.806 million for Information Technology projects which will improve user access and increase efficiency and will require Operating Budget support for ongoing software and lifecycle maintenance.

The 2021 operating costs associated with the completion of new parks and recreation infrastructure in 2021, as mentioned above, have been included in the 2021 Operating Budget for Parks, Forestry & Recreation. Any future operating impacts will be reviewed each year and be considered as part of future year budget processes.



# APPENDICES

## Appendix 1

## COVID-19 Financial Impact - Operating

COVID-19 Impacts	(\$000s)					
	2020			2021		
	Revenues	Gross	Net	Revenues	Gross	Net
<b>Revenue Loss</b>						
Registration Sales	(26,300.0)		26,300.0	(12,416.2)		12,416.2
Permit Revenues	(13,700.0)		13,700.0	(5,524.7)		5,524.7
Ticket Sales	(8,100.0)		8,100.0	(5,360.0)		5,360.0
Fees & Service Charges, Rents & Memberships	(8,200.0)		8,200.0	(1,518.2)		1,518.2
Transfers from Capital / Reserves	(8,200.0)		8,200.0			
Other (Grants, IDR, Miscellaneous)	(2,100.0)		2,100.0			
<b>Sub-Total</b>	<b>(66,600.0)</b>		<b>66,600.0</b>	<b>(24,819.1)</b>		<b>24,819.1</b>
<b>Expenditure Increase</b>						
Parks Operations (paid duty officers)		2,525.0	2,525.0		1,661.0	1,661.0
Incremental cleanings, materials and supplies		1,770.0	1,770.0		2,574.1	2,574.1
Additional vehicle rental costs		700.0	700.0			
Salaries & Benefits (including overtime)		900.0	900.0			
Parks Winter Expanded Services					1,598.3	1,598.3
<b>Sub-Total</b>		<b>5,895.0</b>	<b>5,895.0</b>		<b>5,833.5</b>	<b>5,833.5</b>
<b>Savings due to Underspending</b>						
Salaries & Benefits		(55,400.0)	(55,400.0)		(4,489.2)	(4,489.2)
Services & Rents		(13,290.0)	(13,290.0)			
Welcome Policy Subsidy		(8,100.0)	(8,100.0)		(6,000.0)	(6,000.0)
Utility Costs		(3,500.0)	(3,500.0)			
Materials & Supplies and Equipment & others		(5,105.0)	(5,105.0)			
Defer Growth Plan Phase 3 and Swim to Survive Phase 5				(265.9)	(1,278.1)	(1,012.2)
Suspend Family Day Service					(216.2)	(216.2)
<b>Sub-Total</b>		<b>(85,395.0)</b>	<b>(85,395.0)</b>	<b>(265.9)</b>	<b>(11,983.5)</b>	<b>(11,717.6)</b>
<b>Total COVID-19 Impact</b>	<b>(66,600.0)</b>	<b>(79,500.0)</b>	<b>(12,900.0)</b>	<b>(25,085.1)</b>	<b>(6,150.0)</b>	<b>18,935.0</b>

## Appendix 2

### 2021 Operating Budget by Revenue / Expenditure Category

Category (In \$000s)	2018 Actual**	2019 Actual**	2020 Budget	2020 Projection*	2021 Budget	2021 Change from 2020 Projected Actual	
	\$	\$	\$	\$	\$	\$	%
Provincial Subsidies	971.0	835.2	835.2	835.2	835.2		
Federal Subsidies	296.9	339.6	1,138.4	356.6	197.1	(159.5)	(44.7%)
Other Subsidies							
User Fees & Donations	74,156.6	75,434.4	71,653.6	29,093.8	53,308.8	24,215.1	83.2%
Licences & Permits Revenue	21,634.8	22,351.0	22,532.3	8,841.3	17,544.0	8,702.7	98.4%
Transfers From Capital	10,609.9	11,729.6	17,987.2	11,643.8	15,446.0	3,802.2	32.7%
Contribution From Reserves/Reserve Funds	11,170.9	14,772.5	15,332.4	13,432.8	15,065.9	1,633.1	12.2%
Sundry and Other Revenues	3,971.8	4,878.5	2,670.4	1,798.4	4,377.1	2,578.7	143.4%
Inter-Divisional Recoveries	5,828.5	5,791.2	4,249.7	3,714.7	4,152.9	438.2	11.8%
<b>Total Revenues</b>	<b>128,640.3</b>	<b>136,132.0</b>	<b>136,399.2</b>	<b>69,716.6</b>	<b>110,927.1</b>	<b>41,210.6</b>	<b>59.1%</b>
Salaries and Benefits	297,362.1	306,354.4	327,995.3	273,535.7	325,326.5	51,790.8	18.9%
Materials & Supplies	36,403.2	38,136.8	39,932.9	33,659.3	40,367.2	6,707.9	19.9%
Equipment	2,862.1	2,936.1	3,422.5	2,687.7	2,601.7	(86.0)	(3.2%)
Service and Rent	62,706.5	63,999.1	64,296.9	51,825.8	63,662.2	11,836.4	22.8%
Contribution To Capital							
Contribution To Reserves/Reserve Funds	16,832.1	18,915.3	14,156.0	14,224.8	15,382.4	1,157.6	8.1%
Other Expenditures	11,430.1	8,213.2	11,486.6	2,667.8	7,329.3	4,661.5	174.7%
Inter-Divisional Charges	502.0	515.9	627.3	3,825.8	609.8	(3,215.9)	(84.1%)
<b>Total Gross Expenditures</b>	<b>428,098.2</b>	<b>439,070.9</b>	<b>461,917.4</b>	<b>382,426.9</b>	<b>455,279.2</b>	<b>72,852.3</b>	<b>19.1%</b>
<b>Net Expenditures</b>	<b>299,457.9</b>	<b>302,938.9</b>	<b>325,518.2</b>	<b>312,710.3</b>	<b>344,352.1</b>	<b>31,641.8</b>	<b>10.1%</b>
<b>Approved Positions</b>	4,522.3	4,527.3	4,643.1	4,643.1	4,566.6	(76.4)	(1.6%)

\* Year-End Projection Based on Q3 2020 Variance Report

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

## Appendix 3

## Summary of 2021 Service Changes

Form ID		Community and Social Services  Program - Parks, Forestry & Recreation	Adjustments				2022 Plan Net Change	2023 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
22108		CBS - Eliminate Print Version of FUN Guide						
51	Negative	Description:  PFR proposes to eliminate the print version of the FUN Guide for annual savings of \$70K. <b>Service Level Impact:</b>  There is no service impact with this proposal. <b>Equity Statement:</b>  The proposal to eliminating the print version of the recreation FUN Guide to be an online resource results in an overall equity impact of low negative. Low income residents, vulnerable seniors, and Immigrants, refugees & undocumented individuals' without access to the internet or means to access the internet, will be negatively impacted. Those without access to the internet or means to access the internet will have a more limited access to the full programmatic offerings listed in the PFR FUN Guide online. <b>Service:</b> Community Recreation  Staff Recommended Changes: (63.0) 0.0 (63.0) 0.00 0.0 0.0 BC Recommended Changes: 0.0 0.0 0.0 0.00 0.0 0.0 EC Recommended Changes: 0.0 0.0 0.0 0.00 0.0 0.0 CC Recommended Changes: 0.0 0.0 0.0 0.00 0.0 0.0 Total Council Recommended: (63.0) 0.0 (63.0) 0.00 0.0 0.0 <b>Service:</b> Parks  Staff Recommended Changes: (7.0) 0.0 (7.0) 0.00 0.0 0.0 BC Recommended Changes: 0.0 0.0 0.0 0.00 0.0 0.0 EC Recommended Changes: 0.0 0.0 0.0 0.00 0.0 0.0 CC Recommended Changes: 0.0 0.0 0.0 0.00 0.0 0.0 Total Council Recommended: (7.0) 0.0 (7.0) 0.00 0.0 0.0 <b>Council Approved Service Changes:</b> (70.0) 0.0 (70.0) 0.00 0.0 0.0						
22521		PKS - Efficiency Adjustment to Horticulture Displays						
51	No Impact	Description:  PFR proposes an efficiency adjustment to horticulture displays in parks which will involve eliminating labour intensive plantings in low visibility locations (ornamental annuals) and replacing them with less management intensive perennial and shrubs selected for low-maintenance, drought tolerance and 4-season interest. <b>Service Level Impact:</b>  Horticultural displays will continue to be maintained at current levels and standards. <b>Equity Statement:</b>  There is no equity impact. <b>Service:</b> Parks  Staff Recommended Changes: (500.0) 0.0 (500.0) (6.73) (43.6) (9.7) 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 Recommended: (500.0) 0.0 (500.0) (6.73) (43.6) (9.7) <b>Council Approved Service Changes:</b> (500.0) 0.0 (500.0) (6.73) (43.6) (9.7)						

## Appendix 3 (Continued)

### Summary of 2021 Service Changes

Form ID		Community and Social Services  Program - Parks, Forestry & Recreation	Adjustments				2022 Plan Net Change	2023 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
22605		UF-Consolidate Commercial Tree and Street Tree Units						
51	No Impact	<b>Description:</b>  PFR proposes to consolidate tree maintenance and planting services provided for City trees planted in commercial areas with maintenance and planting services for all City street trees . The consolidated programs will use regional teams to address all City street tree maintenance regardless of whether trees are planted in hard or soft surfaces. Planting of trees in commercial areas will be consolidated with all other planting programs. <b>Service Level Impact:</b>  There is no change to service levels <b>Equity Statement:</b>  The proposal is unlikely to have an equity impact. <b>Service:</b> Urban Forestry  Staff Recommended Changes: (2,103.0) 0.0 (2,103.0) (10.00) (15.3) (17.3) 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 Recommended: (2,103.0) 0.0 (2,103.0) (10.00) (15.3) (17.3) <b>Council Approved Service Changes: (2,103.0) 0.0 (2,103.0) (10.00) (15.3) (17.3)</b>						

22629		PKS- Absorb Inflation on Non-Labour Expenses						
51	No Impact	<b>Description:</b>  PFR proposes to achieve efficiencies to absorb 2021 inflation of 2.01% on non-labour expenditures. <b>Service Level Impact:</b>  There is no service level impacts. <b>Equity Statement:</b>  This proposal does not have an equity impact. <b>Service:</b> Community Recreation  Staff Recommended Changes: (52.4) 0.0 (52.4) 0.00 (0.5) (0.6) 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 Recommended: (52.4) 0.0 (52.4) 0.00 (0.5) (0.6) <b>Service:</b> Parks  Staff Recommended Changes: (440.1) 0.0 (440.1) 0.00 (8.3) (9.3) 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 Recommended: (440.1) 0.0 (440.1) 0.00 (8.3) (9.3) <b>Council Approved Service Changes: (492.5) 0.0 (492.5) 0.00 (8.8) (9.9)</b>						

## Appendix 3 (Continued)

### Summary of 2021 Service Changes

Form ID		Community and Social Services  Program - Parks, Forestry & Recreation	Adjustments				2022 Plan Net Change	2023 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
22654		CR - Absorb Inflation on Non-Labour Expenses						
51	No Impact	<b>Description:</b>  PFR proposes to achieve efficiencies to absorb 2021 inflation of 2.01% on non-labour expenditures. <b>Service Level Impact:</b>  There is no impact to service levels and standards with this proposal. <b>Equity Statement:</b>  This proposal does not have an equity impact. <b>Service:</b> Community Recreation  Staff Recommended Changes: (369.5) 0.0 (369.5) 0.00 (8.4) (9.5) 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 Recommended: (369.5) 0.0 (369.5) 0.00 (8.4) (9.5) <b>Council Approved Service Changes: (369.5) 0.0 (369.5) 0.00 (8.4) (9.5)</b>						
22657		CR - 5% Reduction in Non-Labour Expenses						
51	No Impact	<b>Description:</b>  PFR proposes to achieve efficiencies to reduce 5% of Materials, Supplies, and Equipment and Services and Rents Budgets. <b>Service Level Impact:</b>  There is no impact to service levels and standards with this proposal. <b>Equity Statement:</b>  This proposal does not have an equity impact. <b>Service:</b> Community Recreation  Staff Recommended Changes: (915.8) 0.0 (915.8) 0.00 0.0 0.0 BC Recommended Changes: 0.0 0.0 0.0 0.00 0.0 0.0 EC Recommended Changes: 0.0 0.0 0.0 0.00 0.0 0.0 CC Recommended Changes: 0.0 0.0 0.0 0.00 0.0 0.0 Total Council Recommended: (915.8) 0.0 (915.8) 0.00 0.0 0.0 <b>Council Approved Service Changes: (915.8) 0.0 (915.8) 0.00 0.0 0.0</b>						
Summary:								
Staff Recommended:		(4,450.9)		(4,450.9)	(16.73)	(76.0)	(46.3)	
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 Service Changes:		(4,450.9)	0.0	(4,450.9)	(16.73)	(76.0)	(46.3)	



## **Appendix 4**

### **Summary of 2021 New / Enhanced Service Priorities Included in Budget**

**N/A**

## **Appendix 5**

### **Summary of 2021 New / Enhanced Service Priorities Not Included in Budget**

**N/A**

## Appendix 6

**2021 Capital Budget;  
2022 - 2030 Capital Plan Including Carry Forward Funding**

Project Code	(In \$000s)	2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2021 - 2030 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR01	Capital Emergency Fund	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000		10,000	
PR02	Various Buildings & Parks Accessibility Program	1,900	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	24,400			24,400
PR03	Capital Asset Management Planning	772	500	500	500	500	500	500	500	500	500	5,272		5,272	
PR04	Facility Rehabilitation	5,200	5,200	5,100	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,500		50,500	
PR05	Investigation & Pre-Engineering	1,003	500	500	500	500	500	500	500	500	500	5,503			5,503
PR06	Parkland Acquisition	14,023	33,728	34,500	30,000	20,000	20,000	20,000	12,750	12,374	14,000	211,375			211,375
PR07	Green Line Remediation	100	300									400	400		
PR08	100 Ranleigh Park Development Remediation	331										331	331		
PR09	Edithvale Park	796										796			796
PR10	5-25 Wellesley & 14-26 Breadalbane		8,556									8,556			8,556
PR11	Market Lake Parkette & S Market Park Remediation		47									47	47		
PR12	28 Bathurst Street Environmental		80	320								400	400		
PR13	705 Progress Avenue Remediation				200							200	200		
PR14	CAMP (SOGR) ORC Facilities	2,805	1,293	1,087	2,472	2,175	1,985	4,707	5,544	2,402	2,434	26,904		26,904	
PR15	Sports Fields Program	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000		10,000	
PR16	Former Ward 3 Baseball Improvements	159										159			159
PR17	Humber Bay East - New Building	2,138	3,972									6,110			6,110
PR18	Dufferin Grove New Community Field House	5,745	750									6,495			6,495
PR19	Marie Curtis Park - Volleyball Courts	385										385			385
PR20	Christie Pits Park - New Basketball Lights	195										195			195
PR21	York Stadium Turf Improvements	675										675			675
PR22	Clydesdale Tennis Clubhouse Improvements	542										542			542
PR23	Topham Park Clubhouse Improvements S37		356									356			356
PR24	Heron Park Baseball Diamond Improvements	300										300			300
PR25	FMP-Basketball Full Court (1) Design & Construction			193	332	193	332	193	350	332	193	2,135			2,135
PR26	FMP-Basketball Full Courts Program		17									175			175
PR27	FMP Basketball Full Court - Dennis Flynn Pk	17	158									175			175
PR28	FMP Basketball Full Court	17	158									175			175
PR29	FMP Basketball Full Court - Seven Oaks Park	17	158									175			175
PR30	FMP Basketball Full Court - Tom Riley Pk	17	158									175			175
PR31	FMP-Skateboard Park (1) North District	50	700									750			750
PR32	FMP-Skateboard Park (2) East District			50	700							750			750
PR33	FMP-Skateboard Park (3) South District					50	700					750			750
PR34	FMP-Ward 2 Skateboard Park (4)							50	700			750			750
PR35	FMP-Skate Spots (2) Design & Construction		50	450								500			500
PR36	FMP-Skate Spots Design & Construction Program			25	250	250	250	250	275	500	500	2,300			2,300
PR37	FMP-Bike Park (1) Scarborough						50	700				750			750
PR38	FMP-BMX Features (1)			15	235							250			250
PR39	FMP-BMX Features (2)					15	235					250			250
PR40	FMP-Soccer Field (1)		35	485								520			520
PR41	FMP-Soccer Field (2)				35	485						520			520
PR42	FMP-Soccer Field (3)							35	485			520			520
PR43	FMP-Soccer Field (4)								35	485		520			520
PR44	FMP-Soccer Field (5)										520	520			520

## Appendix 6 (Continued)

**2021 Capital Budget;  
2022 - 2030 Capital Plan Including Carry Forward Funding**

Project Code	(In \$000s)	2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2021 - 2030 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR45	FMP-Soccer Field (6)										520	520			520
PR46	FMP-Mini-Soccer Field (1)	5	50									55			55
PR47	FMP-Mini-Soccer Field (2)		5	50								55			55
PR48	FMP-Mini-Soccer Field (3)				5	50						55			55
PR49	FMP-Mini-Soccer Field (4)						5	50				55			55
PR50	FMP Sports Field Improvements	120	120	120	120	120	90	90	90	90	90	1,050			1,050
PR51	FMP-Sports Field Improvements Construction		1,080	1,080	1,080	1,080	1,080	810	810	810	810	8,640			8,640
PR52	FMP-Sports Bubble Stadium Site (1)		80	1,170								1,250			1,250
PR53	FMP-Sports Bubble Stadium Site (2)							80	1,170			1,250			1,250
PR54	FMP-Sports Bubble Stadium Site (3)										1,250	1,250			1,250
PR55	FMP-Fieldhouse (1) Design & Construction		25	580	395							1,000			1,000
PR56	FMP-Fieldhouse (2) Design & Construction						25	580	395			1,000			1,000
PR57	FMP-Clubhouse Design & Construction (1)			40	900	610						1,550			1,550
PR58	FMP-Clubhouse Design & Construction (2)										1,550	1,550			1,550
PR59	FMP-Cricket Pitch (1)	35	465									500			500
PR60	FMP-Cricket Pitch (2)						35	465				500			500
PR61	FMP-Cricket Pitch (3)										500	500			500
PR62	FMP-Multi-Use Field-Artificial Turf (1)		115	1,685								1,800			1,800
PR63	FMP-Multi-Use Field-Artificial Turf (2)				115	1,685						1,800			1,800
PR64	FMP-Multi-Use Field-Artificial Turf (3)						115	1,685				1,800			1,800
PR65	FMP-Multi-Use Field-Artificial Turf (4)								115	1,685		1,800			1,800
PR66	FMP Outdoor RC Improvements		200	2,200	2,200	2,200	2,200	2,200	2,400	2,500	2,500	18,600			18,600
PR67	Parks Rehabilitation	5,200	5,200	5,100	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,500		50,500	
PR68	Master Planning PF&R	782	1,200	1,200	575	400	400	400	400	400	400	6,157			6,157
PR69	Parks Plan	1,508										1,508			1,508
PR70	10 Ordinance Street Development	50	3,925	525								4,500			4,500
PR71	100 Ranleigh Park Development	628										628			628
PR72	1001 Ellesmere Road - Park Development		70	830								900			900
PR73	150 Harrison Street NewPark	460										460			460
PR74	150 Sterling - Above Base Development		110	1,280								1,390			1,390
PR75	167 Armour Boulevard	190										190			190
PR76	174-180 Broadway Avenue Above Base Development	30	330									360			360
PR77	223 Gladys Allison Pl - Lee Lifeson Park Extension		20	210								230			230
PR78	261 Nairn Avenue - Park Development	30	400									430			430
PR79	318 Queens Quay West Park Development	865	9,516									10,381			10,381
PR80	320 Markham - Park Development		60	740								800			800
PR81	468-470 Queen Street West Park Development			170	1,945							2,115			2,115
PR82	55 Curzon Street Above Base Park Development	260										260			260
PR83	55 Isaac Devins Blvd / 3035 Weston Road Block 79 Development		50	550								600			600
PR84	57 Brock Avenue Park Development	20	180									200			200
PR85	640 Landsdowne Avenue - Park Development		70	810								880			880
PR86	Colonel Samuel Smith Park Expansion	30	370									400			400
PR87	652 Eastern Above Base park Development	30	370									400			400
PR88	666 Spadina Above Base Park Development	30	570									600			600

## Appendix 6 (Continued)

**2021 Capital Budget;  
2022 - 2030 Capital Plan Including Carry Forward Funding**

Project Code	(In \$000s)	2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2021 - 2030 Total	Health & Safety & Legislated	SOG	Growth & Improved Service
PR89	705 Progress Avenue Phase 1 & 2 Park Development					90	1,419	700				2,209			2,209
PR90	Alexandra Park - Park Improvements	80	920									1,000			1,000
PR91	Anniversary Park Development		30	370								400			400
PR92	Apted Park		50	650	50							750			750
PR93	Art Shoppe Park Development	30	270									300			300
PR94	Blue Haven Park Fitness Equipment	75										75			75
PR95	Brimlet/401/Progress Park Development		30	380								410			410
PR96	Centennial Park Master Plan Phase 1 Implementation	200	1,000									1,200			1,200
PR97	Corktown Parks	771										771			771
PR98	David Crombie Park Revitalization	220	5,477	6,964	1,992	1,700	4,720	3,400				24,473			24,473
PR99	Derry Down Dell Park Fitness Equipment	75										75			75
PR100	Diana Park Improvements	395										395			395
PR101	Dieppe Park Improvements	350										350			350
PR102	Donalda Park Improvements	200										200			200
PR103	Dunkip Park Development		40	460								500			500
PR104	Earlscourt Park Improvements	480										480			480
PR105	Eastern Beaches Improvements	200										200			200
PR106	Edwards Gardens Improvements and Garden Study	389	2,500									2,889			2,889
PR107	Eglinton Park Master Plan	255	2,000	1,700	350	3,000		250	2,000			9,555			9,555
PR108	Etobicoke City Centre Park	20	500	2,930	550							4,000			4,000
PR109	Facilities Master Plan Implementation Planning	304	313									617			617
PR110	Fleet - Trees in Parks Area Maintenance	1,200										1,200			1,200
PR111	FMP-Dogs Off Leash Area (1)		15	260								275			275
PR112	FMP-Dogs Off Leash Area (2)				15	260						275			275
PR113	FMP-Dogs Off Leash Area (3)						15	260				275			275
PR114	FMP-Dogs Off Leash Area (4)										275	275			275
PR115	Former Ward 19 Park Improvements	448										448			448
PR116	Former Ward 24 Park Improvements	810	705									1,515			1,515
PR117	Former Ward 26 Park Improvements S37 S42	731										731			731
PR118	Former Ward 3 Park Improvements	108										108			108
PR119	Former Ward 3 Park Improvements FY2015 S42	446										446			446
PR120	Former Ward 33 Park Improvements S37 & S42	631										631			631
PR121	Former Ward 33 PB Pilot Projects FY2018	517										517			517
PR122	Former Ward 36 Park Improvements S42	60										60			60
PR123	Former Ward 38 Park Improvements	8										8			8
PR124	Frank Faubert Woods Development	150				730						880			880
PR125	Glasgow Street Parkette	375										375			375
PR126	Gore Park & Area Park Development	603	1,926									2,529			2,529
PR127	Gracedale Park Improvements	200										200			200
PR128	Grand Avenue Park Expansion	4,307	3,275									7,582			7,582
PR129	Green Line - Geary & Lower Davenport Parcels	380	1,250	300								1,930			1,930
PR130	Greenwood Park Dogs Off Leash Area Improvements	240										240			240
PR131	Hillsdale Parkette Expansion Development	40	460									500			500
PR132	Humber Bay Epark East - Rehabilitation of Ponds	1,000	5,360									6,360			6,360

## Appendix 6 (Continued)

**2021 Capital Budget;  
2022 - 2030 Capital Plan Including Carry Forward Funding**

Project Code	(In \$000s)	2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2021 - 2030 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR133	Hupfield Park Improvements	200										200			200
PR134	Huron Street Playground	285										285			285
PR135	Huron Washington Park Improvements	556										556			556
PR136	Ivan Forest park Improvements	200										200			200
PR137	James Canning Gardens Redevelopment	381										381			381
PR138	Jimmie Simpson Park New Scoreboard	35										35			35
PR139	Joseph Burr Tyrell Park Improvements	390										390			390
PR140	Keelestdale Park - Stairs, Path, N.Sporting	30	893									923			923
PR141	Lambton Kingsway Park Improvements			60								60			60
PR142	Land Adjacent to 2175 Lake Shore Boulevard	68	75									143			143
PR143	Lanyard Park Fitness Equipments		75									75			75
PR144	Lawrence Heights Ph1a - Baycrest	835	4,308									5,143			5,143
PR145	Lawrence Heights Ph1b - Greenway	308										308			308
PR146	Lawrence Heights Ph1f - Local Park	142	1,442									1,584			1,584
PR147	Leslie Grove Park Improvements	90										90			90
PR148	Liberty Village Park Improvements	808										808			808
PR149	Lower Yonge Park Development						400	4,000				4,400			4,400
PR150	Madelaine Park Improvements	20	200									220			220
PR151	Market Lane Parkette & South Market Park Development	605	3,065									3,670			3,670
PR152	Maryport Parkette & deHavilland (Mossie) Park	70										70			70
PR153	Midtown (Yonge-Eglinton) Park Improvements		100	555	555							1,210			1,210
PR154	Milliken District Park - Upper Pond/Stream Restoration	250	266									516			516
PR155	Moorevale Park Improvements	540										540			540
PR156	Moss Park Redevelopment	150	150		2,500	2,550	2,600					7,950			7,950
PR157	Mouth of the Creek Phase 1 & 2				3,000	2,000	4,640					9,640			9,640
PR158	Osler Park Improvements	492	600									1,092			1,092
PR159	351 Lake Promenade Park Development - Windows on Lake	100										100			100
PR160	Phoebe St/Soho Square - NewPark Development		25	225								250			250
PR161	Richview Park Improvement	50										50			50
PR162	Riverdale Park West - Access Improvements	744										744			744
PR163	Rosehill Reservoir Park Improvements with TW	2,462	1,050									3,512			3,512
PR164	Scarlett Mills Park - DOLA	270										270			270
PR165	Silvercreek Park Improvements	40	535									575			575
PR166	Six Points Park Expansion	35	365									400			400
PR167	St. Andrew Playground Improvements	2,772										2,772			2,772
PR168	St. Clair & Oakwood Park Improvements			100	555	555						1,210			1,210
PR169	St. Jamestown Open Space	515	615	4,000								5,130			5,130
PR170	St. Lucie Park Fitness Equipment & Seating		90									90			90
PR171	St. Patrick's Square Park Improvements	30	270									300			300
PR172	Sunnydale Acres Park Improvements	15	142									157			157
PR173	TO Core Park Improvements-Various Sites Ph A			100	555	555						1,210			1,210
PR174	TO Core Park Improvements-Various Sites Ph B				100	555	555					1,210			1,210
PR175	TO Core Park Master Planning		165	165	165	165	165					825			825
PR176	Toronto Island Park Implementation	500	1,000									1,500			1,500
PR177	Toronto Islands Manage Plan	612										612			612

## Appendix 6 (Continued)

**2021 Capital Budget;  
2022 - 2030 Capital Plan Including Carry Forward Funding**

Project Code	(In \$000s)	2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2021 - 2030 Total	Health & Safety & Legislated	SOG	Growth & Improved Service
PR178	Wallace Emerson (Galleria) Park & Fieldhouse Ph 1	2,665	2,350									5,015			5,015
PR179	Wallace Emerson Park Redevelopment- Phase 2	200	300	2,275	2,650	2,150	1,150					8,725			8,725
PR180	Ward 2 Park Improvements	480										480			480
PR181	Weston Tunnel Park Development	30	620									650			650
PR182	Widmer @ Adelaide	200	200									400			400
PR183	Yonge Street Linear Park Improvement	327	2,250	3,200								5,777			5,777
PR184	York Off Ramp Park	3,556	4,000									7,556			7,556
PR185	CAMP (SOG) Parking Lots, Tennis Courts, Sports Pads	2,254	2,202	5,403	5,297	5,814	14,054	7,703	10,764	12,545	8,603	74,639		74,639	
PR186	FMP-Tennis Court Complex no Lights (1) Muirlands	20	280									300			300
PR187	FMP-Tennis Court Complex with Lights (1) South		30	470								500			500
PR188	FMP-Tennis Court Complex no Lights (2) Ward 11			20	280							300			300
PR189	Edwards Gardens Parking Lot - Phase 2 Improvements			50	700							750			750
PR190	FMP-Tennis Court Complex with Lights (2) East				30	470						500			500
PR191	FMP-Tennis Court Complex with Lights (3) North					30	470					500			500
PR192	FMP-Tennis Court Complex no Lights (3)										300	300			300
PR193	CAMP (SOG) Waterplays	2,036	1,000	2,133	490	1,028	1,022	840	887	500	859	10,795		10,795	
PR194	Play Enhancement Program	6,359	5,800	5,800	5,800	5,800	5,800	5,800	5,800	5,800	5,800	58,559			58,559
PR195	FMP - Fred Hamilton Playground Wading Pool Convert	785										785			785
PR196	Art Eggleton Park Playground	42										42			42
PR197	Tom Riley Park Playground	895										895			895
PR198	High Level Park Playground Upgrade w/TW	145										145			145
PR199	Havendale Park Playground Improvements	270										270			270
PR200	Spring Garden Park (West) New Playground	25	300									325			325
PR201	Earl bales Accessible Playground Improvements	150										150			150
PR202	FMP - Bell Manor Park - New Splash Pad S42	40	660									700			700
PR203	FMP - Maple Leaf Pk New Splash Pad	40	660									700			700
PR204	FMP - Pelmo Park Splash Pad (1)	40	660									700			700
PR205	FMP - Ward 24 Splash Pad (2)		40	660								700			700
PR206	FMP - Ward 11 Wading Pool Convert to Splash Pad (1)		50	650								700			700
PR207	FMP - Ward 16 Splash Pad (3)			40	660							700			700
PR208	FMP - Ward 8 Wading Pool Convert to Splash Pad (2)			50	650							700			700
PR209	Gledhill Park - Splash Pad Upgrade			40	660							700			700
PR210	FMP - Ward 23 Splash Pad (4)				40	660						700			700
PR211	FMP - Ward 2 Splash Pad (5)						40	660				700			700
PR212	FMP - Ward 6 Splash Pad (6)								40	660		700			700
PR213	FMP - Ward 15 Splash Pad (7)								40	660		700			700
PR214	FMP - Splash Pad (8)										700	700			700
PR215	FMP - Wading Pool Convert to Splash Pad (3)										700	700			700
PR216	CAMP (SOG) Pools	4,973	5,498	6,075	1,645	3,114	6,498	2,170	4,791	4,851	4,667	44,282		44,282	
PR217	Davisville Pool	950	7,600	10,100	4,300							22,950			22,950
PR218	Blantyre Outdoor Pool Improvements		250	1,917								2,167			2,167
PR219	FMP - Waterfront West Pool Addition				625	13,500	15,875					30,000			30,000
PR220	FMP - Scadding Court Pool Replacement						625	13,500	15,875			30,000			30,000
PR221	FMP - North York Pool Addition								625	13,500	15,875	30,000			30,000
PR222	FMP - Scarborough Pool Addition										4,000	4,000			4,000



## Appendix 6 (Continued)

**2021 Capital Budget;  
2022 - 2030 Capital Plan Including Carry Forward Funding**

Project Code	(In \$000s)	2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2021 - 2030 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR223	CAMP (SOGR) Arenas	12,212	16,672	19,165	18,728	11,136	5,885	3,596	6,602	8,105	10,836	112,937		112,937	
PR224	College Park AIR	40										40			40
PR225	Don Mills Community Recreation Facility	1,000	3,300	14,800	23,800	23,300	19,000					85,200			85,200
PR226	High Park AIR - Garage for Zamboni	170										170			170
PR227	FMP - Skating Trail	40	900	610								1,550			1,550
PR228	FMP - Artificial Ice Rink	60	1,345	945								2,350			2,350
PR229	FMP - Ward 21 Artificial Ice Rink					60	1,345	945				2,350			2,350
PR230	FMP - Arena Twin Pad Redevelopment							675	15,080	11,245		27,000			27,000
PR231	FMP-Arena Repurpose (1) Design & Construction					65	1,450	1,035				2,550			2,550
PR232	FMP-Arena Repurpose (2) Design & Construction							65	1,450	1,035		2,550			2,550
PR233	FMP - Skating Trail (2)										1,550	1,550			1,550
PR234	FMP - Arena Repurpose (3) Design										255	255			255
PR235	FMP - Artificial Ice Rink (3) Design										235	235			235
PR236	CAMP (SOGR) Trails, Pathways, Bridges	5,553	2,470	2,043	2,251	3,136	7,033	8,341	4,616	7,630	1,996	45,069		45,069	
PR237	Fort York Path														
PR238	East Don Trail	77										77			77
PR239	East Don Trail Phase 1		3,995									3,995			3,995
PR240	York Beltline Trail Improvements	596										596			596
PR241	Beltline Trail Access in Moore Park Ravine	574										574			574
PR242	Green Line		971									971			971
PR243	Bridge to Mississauga via Etobicoke Valley Park	20	80									100			100
PR244	South Mimico Trail	30	495									525			525
PR245	Brookbanks Park Trail Improvements	32	400									432			432
PR246	John Street Corridor		1,000									1,000			1,000
PR247	Thomson Park - Install Walkway under Bridge		100	1,400								1,500			1,500
PR248	S Keelesdale Park Stai Improvements			251								251			251
PR249	Maryvale Park Foot Bridge from Murray Glen Drive			50	500	450						1,000			1,000
PR250	Sherway Trail				121							121			121
PR251	CAMP (SOGR) Community Centres	4,778	6,424	7,148	21,419	21,548	6,913	10,881	10,948	6,850	13,928	110,837		110,837	
PR252	York Community Centre - Furniture, Green Roof, Security	746										746			746
PR253	West Acres RC Redevelopment	274										274			274
PR254	Bessarion Community Centre	30,196	4,300									34,496			34,496
PR255	North East Scarborough Community Centre	6,550	22,475	22,475	7,008							58,508			58,508
PR256	Western North York Community Centre	1,200	14,685	20,000	20,000	4,000						59,885			59,885
PR257	40 Wabash Parkdale Community Centre	1,300	1,735	12,300	22,250	22,250	3,188					63,023			63,023
PR258	East Bayfront Community Centre			7,000								7,000			7,000
PR259	Lower Yonge Street Community Centre Space	4,150	11,850									16,000			16,000
PR260	FMP - Lawrence Heights Community Centre		750	1,450	10,400	22,475	22,475	7,950				65,500			65,500
PR261	FMP - Wallace Emerson (Galleria) Redevelopment	5,000	33,050									38,050			38,050
PR262	FMP-Etobicoke Civic Centre Community Centre		10,000	15,000	15,000	5,000						45,000			45,000
PR263	Newtonbrook Community Centre Development					10,000						10,000			10,000
PR264	FMP - John Innes CRC Redevelopment	685	1,500	10,740	18,800	21,300	11,450					64,475			64,475
PR265	FMP - Masaryk-Cowan Community Centre Redevelopment				500	1,500	17,450	24,543	19,000			62,993			62,993
PR266	FMP - DownsviewCRC										4,500	4,500			4,500
PR267	FMP Scarborough Centennial RC Redevelopment					500	1,500	16,000	23,000	19,000		60,000			60,000

## Appendix 6 (Continued)

**2021 Capital Budget;  
2022 - 2030 Capital Plan Including Carry Forward Funding**

Project Code	(In \$000s)	2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2021 - 2030 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR268	FMP - Falstaff Community Centre Redevelopment						500	1,500	16,000	23,000	19,000	60,000			60,000
PR269	FMP - Dennis R Timbrell RC Redevelopment							500	1,500	1,000	1,500	4,500			4,500
PR270	FMP - Albion Pool and Health Club Redevelopment										4,500	4,500			4,500
PR271	FMP - Stan Wadlow Clubhouse Redevelopment								500	1,500	2,500	4,500			4,500
PR272	FMP - Scarborough Gymnasium Addition (1)				600	7,200	3,200					11,000			11,000
PR273	FMP - North York Gymnasium Addition										1,500	1,500			1,500
PR274	FMP - Scarborough Gymnasium Addition (2)						600	7,200	3,200			11,000			11,000
PR275	FMP - Central Etobicoke CRC		750	1,450	10,400	22,475	22,475	7,950				65,500			65,500
PR276	FMP - Downtown (Ramsden) CRC	200	550	1,450	10,400	22,475	22,475	7,950				65,500			65,500
PR277	FMP - SW Scarborough CRC					500	1,000	13,000	18,500			33,000			33,000
PR278	FMP - North Rexdale CRC						500	1,000	13,000	18,500		33,000			33,000
PR279	FMP - Jenner Jean Marie Community Centre Space Addition		85	2,440	1,975							4,500			4,500
PR280	FMP-Program Space Addition (2) Design & Construction						85	2,440	1,975			4,500			4,500
PR281	FMP-Program Space Addition (3) Design										350	350			350
PR282	Main Square Community Centre Redevelopment					700	1,000	13,200	12,600	12,600		40,100			40,100
PR283	City-Wide Environmental Initiatives	3,380	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	30,380		30,380	
PR284	Community Gardens Program	100	100	100	100	100	100	100	100	100	100	1,000			1,000
PR285	Mud Creek Phase 2	2,017										2,017			2,017
PR286	Wilket Creek Park	589	600									1,189			1,189
PR287	Green Line	300										300			300
PR288	Upper Highland Trail Connection Meadoway	300										300			300
PR289	Highland Creek Trail Phase 3A	300										300			300
PR290	Ravine Trail Wayfinding	500										500			500
PR291	Community Access to Ravines	685										685		685	
PR292	Highland Creek at UTSC	1,900										1,900			1,900
PR293	Cudmore Creek Wetland and Trailhead	1,520										1,520		1,520	
PR294	2017 High Lake Effect Flooding damages & Repairs	4,882	3,958									8,840		8,840	
PR295	2018 Wind Storm Damages	4,995	2,650									7,645		7,645	
PR296	Palace Pier Shoreline Revetment	1,400										1,400		1,400	
PR297	Algonquin Island North Shore Berm	1,110										1,110		1,110	
PR298	CAMP (SOGR) SF Building & Structures	6,905	12,032	5,669	852	3,615	3,473	2,701	1,659	2,890	3,189	42,985		42,985	
PR299	CAMP (SOGR) Harbourfront, Marine, Fountain, Seawall	4,064	2,847	2,942	1,702	2,636	3,650	3,653	4,045	4,060	3,321	32,920		32,920	
PR300	Golf Course Rehabilitation	500	500	500	500	500	500	500	500	500	500	5,000		5,000	
PR301	Ferry Boat Replacement #1	9,080	1,500									10,580			10,580
PR302	Ferry Boat Replacement #2		7,200	5,800								13,000			13,000
PR303	Ferry Boat Replacement #3					720	6,800	6,480				14,000			14,000
PR304	Allan Gardens Washroom Building	2,738										2,738			2,738
PR305	Riverdale Farm Simpson House	224										224			224
PR306	High Park Forestry School Building Phase 2	20	430									450			450
PR307	Centennial Park Ski Hill - T-Bar Lift Replacement & Slope Re-Grading		415									415			415
PR308	Maple Leaf Cottage Renovation	30										30			30
PR309	Harbour Square Boardwalk Rehabilitation	241										241		241	
PR310	IT-Registration, Permitting & Licensing (CLASS)	3,709	5,673	6,624								16,006			16,006
PR311	IT-Enterprise Work Management System (EWMS)	3,150	3,800	3,592								10,542			10,542
PR312	IT - 311 Customer Service Strategy	364	639									1,003			1,003
PR313	IT - Technology Infrastructure Refresh	300										300			300
PR314	IT - Modernization Roadmap	250										250			250
PR315	IT-PFR Public Wi-Fi Initiative	900	1,000	1,000	250							3,150			3,150
PR316	University Avenue Median Improvements	50	50									100		100	
Total Expenditures (including carry forward from 2020)		238,826	348,375	294,111	281,829	300,180	270,097	232,283	239,116	196,609	155,306	2,556,732	1,378	684,561	1,870,793

## Appendix 6a

## 2021 Cash Flow and Future Year Commitments Including Carry Forward Funding

Project Code	(In \$000s)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total 2021 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
PR01	Capital Emergency Fund	1,000										1,000			1,000
PR02	Various Buildings & Parks Accessibility Program	1,900	2,500									4,400	1,957	2,443	
PR03	Capital Asset Management Planning	772	500	500								1,772	772	1,000	
PR04	Facility Rehabilitation	5,200										5,200	4,000	(4,000)	5,200
PR05	Investigation & Pre-Engineering	1,003	500									1,503	1,003	500	
PR06	Parkland Acquisition	14,023	33,728	34,500	30,000	20,000	20,000	20,000	12,750	12,374	14,000	211,375	220,647	(9,272)	
PR07	Green Line Remediation	100	300									400	400		
PR08	100 Ranleigh Park Development Remediation	331										331	331		
PR09	Edithvale Park	796										796	796		
PR10	5-25 Wellesley & 14-26 Breadalbane		8,556									8,556	8,556		
PR11	Market Lake Parkette & S Market Park Remediation		47									47	47		
PR12	28 Bathurst Street Environmental		80	320								400			400
PR13	705 Progress Avenue Remediation				200							200	200		
PR14	CAMP (SOG) ORC Facilities	2,805	1,293	1,087								5,185	1,838	3,347	
PR15	Sports Fields Program	1,000										1,000	2,000	(1,000)	
PR16	Former Ward 3 Baseball Improvements	159										159	159		
PR17	Humber Bay East - New Building	2,138	3,972									6,110	6,110		
PR18	Dufferin Grove New Community Field House	5,745	750									6,495	6,495		
PR19	Marie Curtis Park - Volleyball Courts	385										385	385		
PR20	Christie Pits Park - New Basketball Lights	195										195	195		
PR21	York Stadium Turf Improvements	675										675	200	475	
PR22	Clydesdale Tennis Clubhouse Improvements	542										542	542		
PR23	Topham Park Clubhouse Improvements S37		356									356			356
PR24	Heron Park Baseball Diamond Improvements	300										300			300
PR25	FMP-Basketball Full Court (1) Design&Construction												350	(350)	
PR27	FMP Basketball Full Court - Dennis Flynn Pk	17	158									175			175
PR28	FMP Basketball Full Court	17	158									175			175
PR29	FMP Basketball Full Court - Seven Oaks Park	17	158									175			175
PR30	FMP Basketball Full Court - Tom Riley Pk	17	158									175			175
PR31	FMP-Skateboard Park (1) North District	50	700									750			750
PR46	FMP-Mini-Soccer Field (1)	5	50									55			55
PR50	FMP Sports Field Improvements	120										120	120		
PR59	FMP-Cricket Pitch (1)	35	465									500			500
PR66	FMP Outdoor RC Improvements		200									200	200		
PR67	Parks Rehabilitation	5,200										5,200	4,000	(4,000)	5,200
PR68	Master Planning PF&R	782	800	800	175							2,557	2,557		
PR69	Parks Plan	1,508										1,508	1,508		
PR70	10 Ordnance Street Development	50	3,925	525								4,500	4,500		
PR71	100 Ranleigh Park Development	628										628	628		
PR72	1001 Ellesmere Road - Park Development		70	830								900			900
PR73	150 Harrison Street New Park	460										460	200	260	
PR74	150 Sterling - Above Base Development		110	1,280								1,390	1,390		
PR75	167 Armour Boulevard	190										190	190		
PR76	174-180 Broadway Avenue Above Base Development	30	330									360			360

## Appendix 6a (Continued)

## 2021 Cash Flow and Future Year Commitments Including Carry Forward Funding

Project Code	(In \$000s)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total 2021 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
PR78	261 Naim Avenue - Park Development	30	400									430			430
PR79	318 Queens Quay West Park Development	865	9,516									10,381	10,381		
PR82	55 Curzon Street Above Base Park Development	260										260	95	165	
PR83	55 Isaac Devins Blvd / 3035 Weston Road Block 79 Development		50	550								600	600		
PR84	57 Brock Avenue Park Development	20	180									200	200		
PR86	Colonel Samuel Smith Park Expansion	30	370									400			400
PR87	652 Eastern Above Base park Development	30	370									400	400		
PR88	666 Spadina Above Base Park Development	30	570									600			600
PR89	705 Progress Avenue Phase 1 & 2 Park Development					90	1,419					1,509	1,509		
PR90	Alexandra Park - Park Improvements	80	920									1,000	1,000		
PR91	Anniversary Park Development		30	370								400	400		
PR92	Apted Park		50									50	50		
PR93	Art Shoppe Park Development	30	270									300	300		
PR94	Blue Haven Park Fitness Equipment	75										75			75
PR96	Centennial Park Master Plan Phase 1 Implementation	200	1,000									1,200			1,200
PR97	Corktown Parks	771										771	771		
PR98	David Crombie Park Revitalization	220	5,477	6,964	1,992							14,653	4,500		10,153
PR99	Derry Down Dell Park Fitness Equipment	75										75			75
PR100	Diana Park Improvements	395										395	395		
PR101	Dieppe Park Improvements	350										350	350		
PR102	Donalda Park Improvements	200										200			200
PR104	Earlscourt Park Improvements	480										480	480		
PR105	Eastern Beaches Improvements	200										200	200		
PR106	Edwards Gardens Improvements and Garden Study	389	2,500									2,889	2,889		
PR107	Eglinton Park Master Plan	255	2,000	1,700								3,955	3,955		
PR108	Etobicoke City Centre Park	20	500	430	50							1,000	1,000		
PR109	Facilities Master Plan Implementation Planning	304	313									617	617		
PR110	Fleet - Trees in Parks Area Maintenance	1,200										1,200	1,200		
PR115	Former Ward 19 Park Improvements	448										448	448		
PR116	Former Ward 24 Park Improvements	810	705									1,515	1,515		
PR117	Former Ward 26 Park Improvements S37 S42	731										731	731		
PR118	Former Ward 3 Park Improvements	108										108	108		
PR119	Former Ward 3 Park Improvements FY2015 S42	446										446	446		
PR120	Former Ward 33 Park Improvements S37 & S42	631										631	631		
PR121	Former Ward 33 PB Pilot Projects FY2018	517										517	517		
PR122	Former Ward 36 Park Improvements S42	60										60	60		
PR123	Former Ward 38 Park Improvements	8										8	8		
PR124	Frank Faubert Woods Development	150				730						880	880		
PR125	Glasgow Street Parkette	375										375	375		
PR126	Gore Park & Area Park Development	603	1,926									2,529	2,529		
PR127	Gracedale Park Improvements	200										200			200
PR128	Grand Avenue Park Expansion	4,307	3,275									7,582	4,307	3,275	
PR129	Green Line - Geary & Lower Davenport Parcels	380	1,250	300								1,930	1,430	500	
PR130	Greenwood Park Dogs Off Leash Area Improvements	240										240	240		

## Appendix 6a (Continued)

## 2021 Cash Flow and Future Year Commitments Including Carry Forward Funding

Project Code	(In \$000s)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total 2021 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
PR131	Hillsdale Parkette Expansion Development	40	460									500	500		
PR132	Humber Bay Epark East - Rehabilitation of Ponds	1,000	5,360									6,360	6,360		
PR133	Hupfield Park Improvements	200										200	200		
PR134	Huron Street Playground	285										285	285		
PR135	Huron Washington Park Improvements	556										556	556		
PR136	Ivan Forest park Improvements	200										200	200		
PR137	James Canning Gardens Redevelopment	381										381	381		
PR138	Jimmie Simpson Park New Scoreboard	35										35	35		
PR139	Joseph Burr Tyrell Park Improvements	390										390	390		
PR140	Keelesdale Park - Stairs, Path, N.Sporting	30	893									923	923		
PR141	Lambton Kingsway Park Improvements			60								60	60		
PR142	Land Adjacent to 2175 Lake Shore Boulevard	68	75									143	143		
PR143	Lanyard Park Fitness Equipments		75									75			75
PR144	Lawrence Heights Ph1a - Baycrest	835	4,308									5,143	5,143		
PR145	Lawrence Heights Ph1b - Greenway	308										308	308		
PR146	Lawrence Heights Ph1f - Local Park	142	1,442									1,584	1,584		
PR147	Leslie Grove Park Improvements	90										90	90		
PR148	Liberty Village Park Improvements	808										808	808		
PR150	Madelaine Park Improvements	20	200									220			220
PR151	Market Lane Parkette & South Market Park Development	605	3,065									3,670	395		3,275
PR152	Maryport Parkette & deHavilland (Mossie) Park	70										70	70		
PR154	Milliken District Park - Upper Pond/Stream Restoration	250	266									516	250	266	
PR155	Moorevale Park Improvements	540										540	540		
PR156	Moss Park Redevelopment	150	150			50	100					450	450		
PR157	Mouth of the Creek Phase 1 & 2				3,000	2,000	4,640					9,640	9,640		
PR158	Osler Park Improvements	492	600									1,092	1,092		
PR159	351 Lake Promenade Park Development - Windows on Lake	100										100	100		
PR160	Phoebe St/Soho Square - New Park Development		25	225								250	250		
PR161	Richview Park Improvement	50										50			50
PR162	Riverdale Park West - Access Improvements	744										744	744		
PR163	Rosehill Reservoir Park Improvements with TW	2,462	1,050									3,512	5,512	(2,000)	
PR164	Scarlett Mills Park - DOLA	270										270	270		
PR165	Silvercreek Park Improvements	40	535									575			575
PR166	Six Points Park Expansion	35	365									400			400
PR167	St. Andrew Playground Improvements	2,772										2,772	2,772		
PR169	St. Jamestown Open Space	515										515	515		
PR170	St. Lucie Park Fitness Equipment & Seating		90									90			90
PR171	St. Patrick's Square Park Improvements	30	270									300	300		
PR172	Sunnydale Acres Park Improvements	15	142									157			157
PR176	Toronto Island Park Implementation	500	1,000									1,500	1,000	500	
PR177	Toronto Islands Manage Plan	612										612	612		
PR178	Wallace Emerson (Galleria) Park & Fieldhouse Ph 1	2,665	2,350									5,015	5,015		
PR179	Wallace Emerson Park Redevelopment- Phase 2	200	300	2,275	2,650	2,150	1,150					8,725			8,725
PR180	Ward 2 Park Improvements	480										480	480		

## Appendix 6a (Continued)

## 2021 Cash Flow and Future Year Commitments Including Carry Forward Funding

Project Code	(In \$000s)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total 2021 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
PR181	Weston Tunnel Park Development	30	620									650	650		
PR182	Widmer @ Adelaide	200	200									400	400		
PR183	Yonge Street Linear Park Improvement	327	2,250	3,200								5,777	2,577	3,200	
PR184	York Off Ramp Park	3,556	4,000									7,556	7,556		
PR185	CAMP (SOGR) Parking Lots, Tennis Courts, Sports Pads	2,254	2,202	5,403								9,859	3,807	6,052	
PR186	FMP-Tennis Court Complex no Lights (1) Muirlands	20	280									300			300
PR193	CAMP (SOGR) Waterplays	2,036	1,000	2,133								5,169	4,020	1,149	
PR194	Play Enhancement Program	6,359	5,800									12,159	559		11,600
PR195	FMP - Fred Hamilton Playground Wading Pool Convert	785										785	785		
PR196	Art Eggleton Park Playyground	42										42	42		
PR197	Tom Riley Park Playground	895										895	895		
PR198	High Level Park Playground Upgrade wTW	145										145	145		
PR199	Havendale Park Playground Improvements	270										270	270		
PR200	Spring Garden Park (West) NewPlayground	25	300									325	325		
PR201	Earl bales Accessible Playground Improvements	150										150			150
PR202	FMP - Bell Manor Park - New Splash Pad S42	40	660									700	700		
PR203	FMP - Maple Leaf Pk New Splash Pad	40	660									700	650	50	
PR204	FMP - Pelmo Park Splash Pad (1)	40	660									700			700
PR216	CAMP (SOGR) Pools	4,973	5,498	6,075								16,546	12,344	4,202	
PR217	Davisville Pool	950	600	300	200							2,050	1,425	625	
PR218	Blantyre Outdoor Pool Improvements		250	1,917								2,167			2,167
PR223	CAMP (SOGR) Arenas	12,212	16,672	19,165								48,049	25,426	22,623	
PR224	College Park AIR	40										40	40		
PR225	Don Mills Community Recreation Facility	1,000	3,300	800	800	300						6,200	6,200		
PR226	High Park AIR - Garage for Zamboni	170										170	170		
PR227	FMP - Skating Trail	40	900	610								1,550			1,550
PR228	FMP - Artificial Ice Rink	60	95	80								235			235
PR236	CAMP (SOGR) Trails, Pathways, Bridges	5,553	2,470	2,043								10,066	4,943	4,623	500
PR237	Fort York Path												107	(107)	
PR238	East Don Trail	77										77	77		
PR239	East Don Trail Phase 1		3,995									3,995	3,995		
PR240	York Beltline Trail Improvements	596										596	596		
PR241	Beltline Trail Access in Moore Park Ravine	574										574	574		
PR242	Green Line		971									971	971		
PR243	Bridge to Mississauga via Etobicoke Valley Park	20	80									100	100		
PR244	South Mimico Trail	30	495									525	525		
PR245	Brookbanks Park Trail Improvements	32	400									432			432
PR246	John Street Corridor		1,000									1,000	1,000		
PR248	S Keelesdale Park Stai Improvements			251								251	251		
PR250	Shervay Trail				121							121	121		
PR251	CAMP (SOGR) Community Centres	4,778	6,424	7,148								18,350	29,713	(11,363)	
PR252	York Community Centre - Furniture, Green Roof, Security	746										746	746		
PR253	West Acres RC Redevelopment	274										274	274		
PR254	Bessarion Community Centre	30,196	4,300									34,496	33,296	1,200	



## Appendix 6a (Continued)

## 2021 Cash Flow and Future Year Commitments Including Carry Forward Funding

Project Code	(In \$000s)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total 2021 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
PR255	North East Scarborough Community Centre	6,550	22,475	22,475	7,008							58,508	58,508		
PR256	Western North York Community Centre	1,200	14,685	20,000	20,000	4,000						59,885	1,885		58,000
PR257	40 Wabash Parkdale Community Centre	1,300	1,735	12,300	22,250	22,250	3,188					63,023	39,523	23,500	
PR258	East Bayfront Community Centre			7,000								7,000	7,000		
PR259	Lower Yonge Street Community Centre Space	4,150	11,850									16,000	16,000		
PR261	FMP - Wallace Emerson (Galleria) Redevelopment	5,000	33,050									38,050	38,050		
PR262	FMP-Etobicoke Civic Centre Community Centre		10,000	15,000	15,000	5,000						45,000	45,000		
PR264	FMP - John Innes CRC Redevelopment	685	1,500	10,740	18,800	21,300	11,450					64,475	5,475		59,000
PR265	FMP - Masaryk-Cowan Community Centre Redevelopment						1,450	1,543				2,993	2,993		
PR276	FMP - Downtown (Ramsden) CRC	200	550	1,450	400	350	350	200				3,500			3,500
PR283	City-Wide Environmental Initiatives	3,380	3,000									6,380	2,006	(1,306)	5,680
PR284	Community Gardens Program	100										100			100
PR285	Mud Creek Phase 2	2,017										2,017	2,017		
PR286	Wilket Creek Park	589	600									1,189	1,189		
PR287	Green Line	300										300	300		
PR288	Upper Highland Trail Connection Meadoway	300										300			300
PR289	Highland Creek Trail Phase 3A	300										300			300
PR290	Ravine Trail Wayfinding	500										500			500
PR291	Community Access to Ravines	685										685			685
PR292	Highland Creek at UTSC	1,900										1,900			1,900
PR293	Cudmore Creek Wetland and Trailhead	1,520										1,520			1,520
PR294	2017 High Lake Effect Flooding damages & Repairs	4,882	3,958									8,840	8,840		
PR295	2018 Wind Storm Damages	4,995	2,650									7,645	7,645		
PR296	Palace Pier Shoreline Revetment	1,400										1,400			1,400
PR297	Algonquin Island North Shore Berm	1,110										1,110			1,110
PR298	CAMP (SOG) SF Building & Structures	6,905	12,032	5,669								24,606	7,712	16,894	
PR299	CAMP (SOG) Harbourfront, Marine, Fountain, Seawall	4,064	2,847	2,942								9,853	3,120	6,733	
PR300	Golf Course Rehabilitation	500	500									1,000	175	(175)	1,000
PR301	Ferry Boat Replacement #1	9,080	1,500									10,580	10,580		
PR302	Ferry Boat Replacement #2		7,200	5,800								13,000	13,000		
PR304	Allan Gardens Washroom Building	2,738										2,738	2,528	210	
PR305	Riverdale Farm Simpson House	224										224	224		
PR306	High Park Forestry School Building Phase 2	20	430									450	450		
PR307	Centennial Park Ski Hill - T-Bar Lift Replacement & Slope Re-Grading		415									415	415		
PR308	Maple Leaf Cottage Renovation	30										30	30		
PR309	Harbour Square Boardwalk Rehabilitation	241										241			241
PR310	IT-Registration, Permitting & Licensing (CLASS)	3,709	5,673	6,624								16,006	16,006		
PR311	IT-Enterprise Work Management System (EWMS)	3,150	3,800	3,592								10,542	15,792	(5,250)	
PR312	IT - 311 Customer Service Strategy	364	639									1,003	1,003		
PR313	IT - Technology Infrastructure Refresh	300										300	300		
PR314	IT - Modernization Roadmap	250										250	250		
PR315	IT-PFR Public Wi-Fi Initiative	900	1,000	1,000	250							3,150			3,150
PR316	University Avenue Median Improvements	50	50									100			100
Total Expenditure (including carry forward from 2020)		238,826	322,778	216,433	122,896	78,220	43,747	21,743	12,750	12,374	14,000	1,083,767	820,532	64,494	198,741

## Appendix 6b

## 2022 - 2030 Capital Plan

Project Code	(In \$000s)	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2022 - 2030 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR01	Capital Emergency Fund	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	9,000		9,000	
PR02	Various Buildings & Parks Accessibility Program		2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	20,000			20,000
PR03	Capital Asset Management Planning			500	500	500	500	500	500	500	3,500		3,500	
PR04	Facility Rehabilitation	5,200	5,100	5,000	5,000	5,000	5,000	5,000	5,000	5,000	45,300		45,300	
PR05	Investigation & Pre-Engineering		500	500	500	500	500	500	500	500	4,000			4,000
PR14	CAMP (SOGR) ORC Facilities			2,472	2,175	1,985	4,707	5,544	2,402	2,434	21,719		21,719	
PR15	Sports Fields Program	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	9,000		9,000	
PR26	FMP-Basketball Full Courts Program	17	193	332	193	332	193	350	332	193	2,135			2,135
PR32	FMP-Skateboard Park (2) East District		50	700							750			750
PR33	FMP-Skateboard Park (3) South District				50	700					750			750
PR34	FMP-Ward 2 Skateboard Park (4)						50	700			750			750
PR35	FMP-Skate Spots (2) Design & Construction	50	450								500			500
PR36	FMP-Skate Spots Design & Construction Program		25	250	250	250	250	275	500	500	2,300			2,300
PR37	FMP-Bike Park (1) Scarborough					50	700				750			750
PR38	FMP-BMX Features (1)		15	235							250			250
PR39	FMP-BMX Features (2)				15	235					250			250
PR40	FMP-Soccer Field (1)	35	485								520			520
PR41	FMP-Soccer Field (2)			35	485						520			520
PR42	FMP-Soccer Field (3)						35	485			520			520
PR43	FMP-Soccer Field (4)							35	485		520			520
PR44	FMP-Soccer Field (5)									520	520			520
PR45	FMP-Soccer Field (6)									520	520			520
PR47	FMP-Mini-Soccer Field (2)	5	50								55			55
PR48	FMP-Mini-Soccer Field (3)			5	50						55			55
PR49	FMP-Mini-Soccer Field (4)					5	50				55			55
PR50	FMP Sports Field Improvements	120	120	120	120	90	90	90	90	90	930			930
PR51	FMP-Sports Field Improvements Construction	1,080	1,080	1,080	1,080	1,080	810	810	810	810	8,640			8,640
PR52	FMP-Sports Bubble Stadium Site (1)	80	1,170								1,250			1,250
PR53	FMP-Sports Bubble Stadium Site (2)						80	1,170			1,250			1,250
PR54	FMP-Sports Bubble Stadium Site (3)									1,250	1,250			1,250
PR55	FMP-Fieldhouse (1) Design & Construction	25	580	395							1,000			1,000
PR56	FMP-Fieldhouse (2) Design & Construction					25	580	395			1,000			1,000
PR57	FMP-Clubhouse Design & Construction (1)		40	900	610						1,550			1,550
PR58	FMP-Clubhouse Design & Construction (2)									1,550	1,550			1,550
PR60	FMP-Cricket Pitch (2)					35	465				500			500
PR61	FMP-Cricket Pitch (3)									500	500			500
PR62	FMP-Multi-Use Field-Artificial Turf (1)	115	1,685								1,800			1,800
PR63	FMP-Multi-Use Field-Artificial Turf (2)			115	1,685						1,800			1,800
PR64	FMP-Multi-Use Field-Artificial Turf (3)					115	1,685				1,800			1,800
PR65	FMP-Multi-Use Field-Artificial Turf (4)							115	1,685		1,800			1,800
PR66	FMP Outdoor RC Improvements		2,200	2,200	2,200	2,200	2,200	2,400	2,500	2,500	18,400			18,400
PR67	Parks Rehabilitation	5,200	5,100	5,000	5,000	5,000	5,000	5,000	5,000	5,000	45,300		45,300	
PR68	Master Planning PF&R	400	400	400	400	400	400	400	400	400	3,600			3,600
PR77	223 Gladys Allison Pl - Lee Lifeson Park Extension	20	210								230			230



## Appendix 6b (Continued)

## 2022 - 2030 Capital Plan

Project Code	(In \$000s)	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2022 - 2030 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
PR80	320 Markham - Park Development	60	740								800			800
PR81	468-470 Queen Street West Park Development		170	1,945							2,115			2,115
PR85	640 Landsdowne Avenue - Park Development	70	810								880			880
PR89	705 Progress Avenue Phase 1 & 2 Park Development						700				700			700
PR92	Apted Park		650	50							700			700
PR95	Brimlet/401/Progress Park Development	30	380								410			410
PR98	David Crombie Park Revitalization				1,700	4,720	3,400				9,820			9,820
PR103	Dunkip Park Development	40	460								500			500
PR107	Eglinton Park Master Plan			350	3,000		250	2,000			5,600			5,600
PR108	Etobicoke City Centre Park		2,500	500							3,000			3,000
PR111	FMP-Dogs Off Leash Area (1)	15	260								275			275
PR112	FMP-Dogs Off Leash Area (2)			15	260						275			275
PR113	FMP-Dogs Off Leash Area (3)					15	260				275			275
PR114	FMP-Dogs Off Leash Area (4)									275	275			275
PR149	Lower Yonge Park Development					400	4,000				4,400			4,400
PR153	Midtown (Yonge-Eglinton) Park Improvements	100	555	555							1,210			1,210
PR156	Moss Park Redevelopment			2,500	2,500	2,500					7,500			7,500
PR168	St. Clair & Oakwood Park Improvements		100	555	555						1,210			1,210
PR169	St. Jamestown Open Space	615	4,000								4,615			4,615
PR173	TO Core Park Improvements-Various Sites Ph A		100	555	555						1,210			1,210
PR174	TO Core Park Improvements-Various Sites Ph B			100	555	555					1,210			1,210
PR175	TO Core Park Master Planning	165	165	165	165	165					825			825
PR185	CAMP (SOGR) Parking Lots, Tennis Courts, Sports Pads			5,297	5,814	14,054	7,703	10,764	12,545	8,603	64,780		64,780	
PR187	FMP-Tennis Court Complex with Lights (1) South	30	470								500			500
PR188	FMP-Tennis Court Complex no Lights (2) Ward 11		20	280							300			300
PR189	Edwards Gardens Parking Lot - Phase 2 Improvements		50	700							750			750
PR190	FMP-Tennis Court Complex with Lights (2) East			30	470						500			500
PR191	FMP-Tennis Court Complex with Lights (3) North				30	470					500			500
PR192	FMP-Tennis Court Complex no Lights (3)									300	300			300
PR193	CAMP (SOGR) Waterplays			490	1,028	1,022	840	887	500	859	5,626		5,626	
PR194	Play Enhancement Program		5,800	5,800	5,800	5,800	5,800	5,800	5,800	5,800	46,400			46,400
PR205	FMP - Ward 24 Splash Pad (2)	40	660								700			700
PR206	FMP - Ward 11 Wading Pool Convert to Splash Pad (1)	50	650								700			700
PR207	FMP - Ward 16 Splash Pad (3)		40	660							700			700
PR208	FMP - Ward 8 Wading Pool Convert to Splash Pad (2)		50	650							700			700
PR209	Gledhill Park - Splash Pad Upgrade		40	660							700			700
PR210	FMP - Ward 23 Splash Pad (4)			40	660						700			700
PR211	FMP - Ward 2 Splash Pad (5)					40	660				700			700
PR212	FMP - Ward 6 Splash Pad (6)							40	660		700			700
PR213	FMP - Ward 15 Splash Pad (7)							40	660		700			700
PR214	FMP - Splash Pad (8)									700	700			700
PR215	FMP - Wading Pool Convert to Splash Pad (3)									700	700			700
PR216	CAMP (SOGR) Pools			1,645	3,114	6,498	2,170	4,791	4,851	4,667	27,736		27,736	
PR217	Davisville Pool	7,000	9,800	4,100							20,900			20,900

## Appendix 6b (Continued)

## 2022 - 2030 Capital Plan

Project Code	(In \$000s)	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2022 - 2030 Total	Health & Safety & Legislated	SOG	Growth & Improved Service
PR219	FMP - Waterfront West Pool Addition			625	13,500	15,875					30,000			30,000
PR220	FMP - Scadding Court Pool Replacement					625	13,500	15,875			30,000			30,000
PR221	FMP - North York Pool Addition							625	13,500	15,875	30,000			30,000
PR222	FMP - Scarborough Pool Addition									4,000	4,000			4,000
PR223	CAMP (SOG) Arenas			18,728	11,136	5,885	3,596	6,602	8,105	10,836	64,888		64,888	
PR225	Don Mills Community Recreation Facility		14,000	23,000	23,000	19,000					79,000			79,000
PR228	FMP - Artificial Ice Rink	1,250	865								2,115			2,115
PR229	FMP - Ward 21 Artificial Ice Rink				60	1,345	945				2,350			2,350
PR230	FMP - Arena Twin Pad Redevelopment						675	15,080	11,245		27,000			27,000
PR231	FMP-Arena Repurpose (1) Design & Construction				65	1,450	1,035				2,550			2,550
PR232	FMP-Arena Repurpose (2) Design & Construction						65	1,450	1,035		2,550			2,550
PR233	FMP - Skating Trail (2)									1,550	1,550			1,550
PR234	FMP - Arena Repurpose (3) Design									255	255			255
PR235	FMP - Artificial Ice Rink (3) Design									235	235			235
PR236	CAMP (SOG) Trails, Pathways, Bridges			2,251	3,136	7,033	8,341	4,616	7,630	1,996	35,003		35,003	
PR247	Thomson Park - Install Walkway under Bridge	100	1,400								1,500			1,500
PR249	Maryvale Park Foot Bridge from Murray Glen Drive		50	500	450						1,000			1,000
PR251	CAMP (SOG) Community Centres			21,419	21,548	6,913	10,881	10,948	6,850	13,928	92,487		92,487	
PR260	FMP - Lawrence Heights Community Centre	750	1,450	10,400	22,475	22,475	7,950				65,500			65,500
PR263	Newtonbrook Community Centre Development				10,000						10,000			10,000
PR265	FMP - Masaryk-Cowan Community Centre Redevelopment			500	1,500	16,000	23,000	19,000			60,000			60,000
PR266	FMP - Downsview CRC									4,500	4,500			4,500
PR267	FMP Scarborough Centennial RC Redevelopment				500	1,500	16,000	23,000	19,000		60,000			60,000
PR268	FMP - Falstaff Community Centre Redevelopment					500	1,500	16,000	23,000	19,000	60,000			60,000
PR269	FMP - Dennis R Timbrell RC Redevelopment						500	1,500	1,000	1,500	4,500			4,500
PR270	FMP - Albion Pool and Health Club Redevelopment									4,500	4,500			4,500
PR271	FMP - Stan Wadlow Clubhouse Redevelopment							500	1,500	2,500	4,500			4,500
PR272	FMP - Scarborough Gymnasium Addition (1)			600	7,200	3,200					11,000			11,000
PR273	FMP - North York Gymnasium Addition									1,500	1,500			1,500
PR274	FMP - Scarborough Gymnasium Addition (2)					600	7,200	3,200			11,000			11,000
PR275	FMP - Central Etobicoke CRC	750	1,450	10,400	22,475	22,475	7,950				65,500			65,500
PR276	FMP - Downtown (Ramsden) CRC			10,000	22,125	22,125	7,750				62,000			62,000
PR277	FMP - SW Scarborough CRC				500	1,000	13,000	18,500			33,000			33,000
PR278	FMP - North Rexdale CRC					500	1,000	13,000	18,500		33,000			33,000
PR279	FMP - Jenner Jean Marie Community Centre Space Addition	85	2,440	1,975							4,500			4,500
PR280	FMP-Program Space Addition (2) Design & Construction					85	2,440	1,975			4,500			4,500
PR281	FMP-Program Space Addition (3) Design									350	350			350
PR282	Main Square Community Centre Redevelopment				700	1,000	13,200	12,600	12,600		40,100			40,100
PR283	City-Wide Environmental Initiatives		3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	24,000		24,000	
PR284	Community Gardens Program	100	100	100	100	100	100	100	100	100	900			900
PR298	CAMP (SOG) SF Building & Structures			852	3,615	3,473	2,701	1,659	2,890	3,189	18,379		18,379	
PR299	CAMP (SOG) Harbourfront, Marine, Fountain, Seawall			1,702	2,636	3,650	3,653	4,045	4,060	3,321	23,067		23,067	
PR300	Golf Course Rehabilitation		500	500	500	500	500	500	500	500	4,000		4,000	
PR303	Ferry Boat Replacement #3				720	6,800	6,480				14,000			14,000
Total Expenditures		25,597	77,678	158,933	221,960	226,350	210,540	226,366	184,235	141,306	1,472,965		493,785	979,180

## Appendix 7

## Reporting on Major Capital Projects: Status Update

Division/Project name		2020 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		
PARKS, FORESTRY & RECREATION												
Ferry Boat Replacement #1		3,532	0	183	12,500	1,737	Significant Delay	Mar-15	Dec-18	Dec-22	Ⓢ	Ⓢ
	Comments:	An RFP (Request for Proposal) was issued in July 2017 for professional services for additional ferry fleet replacement analysis. The contract was awarded to KPMG LLP working with BMT Group Ltd. The analysis was completed and provided to the City in late 2018. Concept Naval are continuing to advance the design work.										
	Explanation for Delay:	Concept Naval has completed the main design work on the passenger and passenger/vehicle vessels and have submitted these designs for review per Transport Canada requirements. Tender preparations are currently on hold until budget reviews have been completed in Q4. These preparations will continue, with the Construction Call to shipyards and subsequent award targeting mid to late 2021, pending the results of this review. First vessel delivery to be determined dependant on available budget.										
Canoe Landing Community Recreation Centre (former name Railway Lands) - New Community Centre (CC) - TDSB & TCDSB Construction		8,306	5,367	8,306	74,154	71,327	Minor Delay	Jan-2014 (Design) July -2017 (Construction)	Jul-19	Nov-20	Ⓢ	Ⓢ
	Comments:	Construction is approximately 99% complete. Deficiency work as well as wish list items are underway. Some emergency generator parts sourced from the USA are on back order. Three G.C. claims were settled amicably. Financial reconciliation and third party Audit work is underway. Project expected to be 100% complete by end of December 2020.										
	Explanation for Delay:	Delays to the project as a result of the trade labour disruption in 2019 and the COVID-19 pandemic. The plan was for a phased turnover for partial occupancy for the schools only in January 2020 and full turnover by March 2020.										
Bessarion Community Centre, Community Centre, Child Care Centre, Bayview-Bessarion Library Branch, and Underground Parking Garage		23,588	11,549	20,352	81,709	35,160	Significant Delay	2013	2020	Dec-21	Ⓢ	Ⓢ
	Comments:	Project is under construction with 38% of contract work completed (by dollar value). Construction of the three-story underground parking garage structure is completed under those permits. At the south end, the Level 1 (ground floor) floor slab and the columns supporting the Level 2 floor slab have been completed, and forming of the Level 2 floor slab is in progress. At the north end, the Level 1 (ground floor) floor slab is largely completed with the forming of the two pool tanks underway.										
	Explanation for Delay:	Recent delays to the project schedule have been due to the COVID-19 pandemic shut down of the site, and associated worker shortages in some of the trades when work resumed.										
Wellesley Community Centre Pool - Design & Construction		3,293	2,445	3,293	20,000	19,152	Significant Delay	2013	May-19	Oct-20	Ⓢ	Ⓢ
	Comments:	PMMD issued the purchase order to Aquicon Construction Ltd. on August 11, 2017 and the project is under construction with 99% of the contract spent as of the beginning of November 2020. Substantial completion was achieved on October 1 2020. The contractor is in the processes of completing deficiencies. They intend to be completely off the site by December 1st 2020. Aquatics is in the process of preparing the pool for use. Due to the current situation, the pool will remain closed until further notice.										
	Explanation for Delay:	Delays to the schedule due to the labour disruption by the Sheet Metal, HVAC and Plumbing unions in 2019 and COVID-19.										

## Appendix 7 (Continued)

## Reporting on Major Capital Projects: Status Update

Division/Project name		2020 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		
PARKS, FORESTRY & RECREATION												
Don Mills Civitan Arena Design & Construction		500	0	0	85,200	0	On Track	Jan-16	Dec-19	Dec-25	Ⓞ	Ⓞ
Comments:		<p>GMC recommended that City Council (GM13.15) at the July 2016 Council meeting, approve in principle the relocation of the Don Mills Arena to 844 Don Mills Road (Celestica site). The park block that the new replacement arena will be located on has been determined via a site development application on the former Celestica lands at 844 Don Mills Rd. On January 28, 2019, the Local Planning Appeal Tribunal (LPAT) issued a final order approving the Official Plan Amendment, Zoning By-law Amendment, and the Conditions of the Draft Plan of Subdivision. The conveyance date of the subject park blocks (Blocks 3A and 3B) is yet to be determined.</p> <p>At the July 2019 meeting, City Council approved the report "Planning Recreation Facilities for the Don Mills Communities" (EX.7.5) which provided direction for the Chief Planner and GM, PF&amp;R to enter into discussions with the land owner to expedite the transfer of Park Blocks 3A &amp; 3B to discuss opportunities to advance the design and construction of the recreation facility. The report also recommended that Council direct the City Solicitor and appropriate City staff to work with Cadillac Fairview to negotiate the extension of the Don Mills Civitan Arena (at 1030 Don Mills Rd) in an effort to minimize disruption while the new arena at Celestica is constructed.</p> <p>The facility program and Project Charter with stakeholders is currently in the process of being finalized and an RFP (Request for Proposal) will be issued before year-end.</p>										
Explanation for Delay:		Awaiting site to be conveyed to the City.										
Davisville Community Pool Design and Construction		664	0	50	17,135	0	On Track	Pre-Design / Investigation - February 2017 Design - Oct 2020 Construction - 2022	Sep-22	Mar-24	Ⓞ	Ⓞ
Comments:		<p>Evaluation of the Request for Proposal (RFP) for professional services for the Aquatic Centre is underway. Construction of the City Aquatic Centre is expected to commence 2022 Q1. Construction of the school project is approximately 60% complete as of 2020 Q3. TDSB advised the City that the school will be occupied by Fall 2021. TDSB advised the City that change orders costs associated with school construction should be shared with the City.</p>										
Explanation for Delay:		The expected delay in construction completion of the TDSB Davisville Public School will likely delay the construction start of the City Aquatic Centre, by approximately 5 months.										
North East Scarborough Community Centre and Child Care Centre Design and Construction		1,200	634	1,200	40,000	1,625	Minor Delay	Design Phase - 2017 to 2020 and Construction Phase - Q3 2021 to Q4 2024	Jun-23	Dec-24	Ⓞ	Ⓞ
Comments:		<p>The design team is finalizing the contract document phase including Net Zero. We are currently negotiating with the TCDSB so that we can install solar PV Canopy alongside the Rouge River easement in order to achieve our Net Zero goal. CoT is currently leasing the pathway. Site Plan Approval was resubmitted on November 08, and Building Permit application was submitted on November 16, 2020. Contractor pre-qualification process is scheduled for December 2020 in anticipation for tendering by Q1/Q2 2021.</p> <p>The COVID 19 Pandemic has created challenges with public consultation and engagement. We have installed two large 4'-0" X 8'-0" signs on site which will provide the community with a summary update and direct them to visit the updated project website.</p>										
Explanation for Delay:		The new Community Centre completion is delayed by four years from December 2020 to December 2024 due to the additional scope of work (pool), re-issuing of the RFP, site constraints, and the extended Design Review Panel process. For 2020, delays are related to Net Zero Implementation.										



## Appendix 7 (Continued)

## Reporting on Major Capital Projects: Status Update

Division/Project name		2020 Cash Flow			Total Project Cost		Status	Start Date	End Date		On Budget	On Time
		Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
PARKS, FORESTRY & RECREATION												
Ferry Boat Replacement #1		3,532	0	183	12,500	1,737	Significant Delay	Mar-15	Dec-18	Dec-22	Ⓞ	Ⓡ
Western North York New Community Centre and Child Care Centre Design and Construction		1,088	137	835	40,146	564	Minor Delay	Feb-16	Fall 2021	Dec-24	Ⓞ	Ⓞ
Comments:		Based on the decision that PFR will proceed with registering the easement on title towards shared access driveway and offered use of outdoor basketball court in exchange for shared parking with the TCDSB, the design team is to continue forward with the Design Development Phase. A draft Memorandum has been prepared by Parks, Forestry and Recreation (PF&R) Business Services on the shared driveway and parking with the Toronto Catholic District School Board (TCDSB) and is under reviewed by Corporate Real Estate Management (CREM) before review by Legal and before submitting to TCDSB. The Second Open House Digital Presentation and survey was currently launched and scheduled to close mid- December. Websites have been updated. Virtual In-Class Pop-Ups and Virtual Youth Workshops with the St. Basil-the-Great High School and neighbouring elementary school have also been organised during this period to get feedback towards determining what kind of Enhanced Youth Program will be offered at WNYCC. Initial results of the Open Loop Geothermal System appears promising and further investigation and design is required when building energy loads information becomes available. Initial responses from Engineering has been received on the Pre Application Consultation (PAC) process towards Site Plan Application. Communication has commenced with the Public Art officer to engage a public art consultant on the project. A Biomass Energy Feasibility Study has been conducted and a draft report received. Grant money has been received by PFR Capital from the Federation of Canadian Municipality (FCM) for the Net Zero Feasibility Study.										
Explanation for Delay:		Additional site studies, working through project opportunities with the TCDSB, determining funding opportunities for NZEB and COVID-19 (community consultation and subsequent Design Review Panel) have resulted in a delay on the project.										
40 Wabash Parkdale New Community Centre Design and Construction		1,667	81	100	40,000	457	Significant Delay	2017	Dec-23	Mar-26	Ⓞ	Ⓞ
Comments:		The consultant agreement for architectural services was executed in early December and the purchase order issued December 13, 2019, however community consultation is required prior to design work starting. A planned April 22, 2020 public meeting had to be cancelled due to the COVID-19 pandemic response prohibition of large gatherings. After a 2 1/2 month hiatus that started in early April, a fulsome community engagement strategy using "virtual", on-line meetings instead of in-person meetings was developed, and this consultation commenced in mid September.  The Building Condition Assessment (BCA) and Cultural Heritage Evaluation Report (CHER) reports were finalized at the end of November 2019, and an initial meeting was held with Heritage Preservation Services in early December 2019. The environmental consultant (under contract to Facilities Management (Environmental Services)) has submitted a Stage 1 Environmental Site Assessment (ESA). A Stage 2 ESA will follow.										
Explanation for Delay:		The public engagement process, which informs the design process, has been delayed due to COVID-19.										
IT-Registration, Permitting & Licensing (CLASS Replacement)		8,759	2,376	3,400	29,788	11,821	Significant Delay	Design Phase: May 2016 Implementation: July 2018	Sep-19	Dec-23	Ⓞ	Ⓡ
Comments:		The Request for Proposal (RFP) was issued on April 6, 2017. The RFP evaluation and negotiation was completed in June 2018. Based on the scope negotiation with the selected vendor (Legend Recreational Software) in June 2018, City Council approved, on July 23rd, entering into a contract with Legend based on a phased implementation timeline until 2023 and an additional budget of \$7.5 million to cover implementation in years 2021, 2022, and 2023. Implementation started in 2018, and in 2019 the vendor did not meet agreed development milestones, causing significant delays and resulting in a number of extensions afforded by the City to meet go-live dates. In December 2019, the Steering Committee asked the vendor to rectify the performance issues and adhere to performance KPIs to meet project milestones. Vendor failed to rectify performance issues and the contract was terminated accordingly. Since then, the Project engaged in exploratory discussion with the vendor of the existing Class system to determine their ability to meet City requirements. Decision was made to pursue a competitive Request for Proposal (nRFP) to select a new vendor. Expected date to release the RFP is 2021 - Q1.										
Explanation for Delay:		Delays are attributed to termination of contract with Vendor (Legend Recreation Software)										

## Appendix 7 (Continued)

## Reporting on Major Capital Projects: Status Update

Division/Project name		2020 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		
PARKS, FORESTRY & RECREATION												
Ferry Boat Replacement #1		3,532	0	183	12,500	1,737	Significant Delay	Mar-15	Dec-18	Dec-22	ⓐ	Ⓡ
IT-Enterprise Work Management System		6,145	1,444	2,600	24,790	7,869	Minor Delay	Jan-12	Dec-20	Dec-22	ⓐ	Ⓨ
	Comments:	PFR staff continue to prepare for the implementation of Urban Forestry requirements on the Maximo platform. This work is scheduled to start at the beginning of 2021 with the completion at the end of 2021. PFR staff will be engaged by the Maximo implementer in Q4 of 2020 to prepare the Statement of Work for Urban Forestry.										
	Explanation for Delay:	Implementation of foundational work packages (A&B) delayed the vendor's availability for divisional work preparation. Projected spending is based on a delayed plan due to COVID-19.										
318 Queens Quay West Park (Rees Street Park) Phase 1 Design & Construction		565	0	100	10,800	319	On Track	Design Competition: Summer 2018 Design Validation: Summer 2020 (WIP) Schematic Design: January 2021 Detailed Design: Summer 2021 Construction Start Late 2022 (Anticipated)	Dec-22	Dec-23	ⓐ	ⓐ
	Comments:	The City is working in partnership with Waterfront Toronto (WT) to deliver the this project including the design and construction of a new waterfront park on the existing parking lot at Rees Street and Queens Quay Boulevard. The winning team through the Design Competition process, announced in October 2018, was wHY Architecture and Brook McLlroy. The winning project is called "Rees Ridge". Award of contract for design validation completed by Waterfront Toronto in Q1 2020. DRP Issues Identification Meeting - Sept 2020. Delivery Agreement for governance of entire project drafted by WT and to be finalized with the City – In progress. Coordination with Toronto Water for integration of future storm water shaft within the park design initiated and on-going to ensure a coordinated approach. Future consultation will include: review by City Technical Advisory Committee to confirm that detailed design is acceptable and aligned with project budget, design intent and future operations and maintenance. Waterfront Design Review Panel (DRP) and Stakeholder Advisory (SAC) meetings will also part of the design review process.										
	Explanation for Delay:	Co-ordination with other projects on/adjacent to the site: 1) Toronto Water for infrastructure upgrades to Water Service; 2) Toronto Water Upgrades to Central Waterfront Storm water management facilities; 3) Coordination with adjacent property development at 360-380 Queens Quay and timelines for delivery of additional parkland parcel contributing to future Rees Park; and 4) Coordination of environmental investigations and remediation required for parkland construction.										
York Off Ramp Park Design and Construction		4,000	4,444	4,444	13,000	5,462	On Track	Design: June 2020 Construction: November 2020	Aug-20	Dec-22	ⓐ	ⓐ
	Comments:	The winning team through the Design Competition process, announced in October 2018, is Claude Cormier and Associates (CC+A). The winning project is called "Love Park". Contract Award to CC+A for design and construction completed by Waterfront Toronto. Delivery Agreement for governance of entire project executed in 2019. Environmental investigations completed and approvals required for parkland construction in progress. Tender anticipated in Winter 2020. Construction Start anticipated in Spring 2021 provided tenders are acceptable and aligned with project budget. No delays to park completion anticipated.										
	Explanation for Delay:											

## Appendix 7 (Continued)

### Reporting on Major Capital Projects: Status Update

Division/Project name		2020 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		
PARKS, FORESTRY & RECREATION												
Lower Yonge Street Community Centre Space		2,000	26	2,000	18,000	26	On Track		Mar-22		Ⓔ	Ⓔ
	Comments:	Shell building construction is in progress. Community Centre Interior Fit-Out is on track to begin construction in Q4, 2020 as scheduled. Building Permit for the Interior Fit-Out is ready for issuance. Completion and handover are on track for Q2-2022.										
	Explanation for Delay:											
FMP-John Innes CRC Redevelopment Design		260	0	25	5,500	0	Minor Delay		Dec-26		Ⓔ	Ⓔ
	Comments:	The draft RFP for the John Innes Community Recreation Centre Replacement & Moss Park Arena Exterior Upgrade was submitted to PMMD May 15th. Capital Projects returned its final iteration to PMMD on November 20th, and this is with PMMD for issuance. Capital Projects estimates that PMMD may issue the final RFP (Request for Proposal) in early December with a closing date in mid-January 2021 and anticipate the Architect consultant agreement to be in place by April 2021.										
	Explanation for Delay:	Co-ordination with other projects										
Moss Park - Park Redevelopment Design		50	0	50	500	0	On Track		Nov-26		Ⓔ	Ⓔ
	Comments:	Landscape Architecture RFP for both the park revitalization and the site landscape (design and contract administration) closed on October 8th. Six proposals received are currently under evaluation. Schedule is aligned with the CRC schedule. Anticipate park construction over 2024-2026. The park will be built first and then the landscape and park edges around the building will be completed following building construction, with intent for an aligned "grand opening" together.										
	Explanation for Delay:											

On/Ahead of Schedule	Ⓞ	>70% of Approved Project Cost
Minor Delay < 6 months	Ⓜ	Between 50% and 70%
Significant Delay > 6 months	Ⓢ	< 50% or > 100% of Approved Project Cost

\*2020 Projection based on Q3 Variance Report.

## Appendix 8

### Summary of Capital Needs Constraints (In \$ Millions)

Project Description	Total Project Cost	Non-Debt Funding	Debt Required	Cash Flow (In \$ Millions)									
				2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>NOT INCLUDED</b>													
FMP Recommendation - State of Good Repair Funds to Reduce Backlog	235.0		235.0		8.0	17.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0
State of Good Repair (Capital Asset Management Program) - Arenas	9.6		9.6		2.3	4.0		1.0		2.3			
State of Good Repair (Capital Asset Management Program) - Community Centres	25.3		25.3				4.8	4.5	4.8	1.8	4.7	4.7	
Ravine Strategy - Priority Improvement Areas													
State of Good Repair - Rehabilitation of Existing Amenities	44.9		44.9			1.9	4.0	5.0	8.0	8.0	8.0	6.0	4.0
Service Improvement - New Amenities	54.5		54.5			3.5	6.0	8.0	8.0	8.0	8.0	8.0	5.0
<b>Total Needs Constraints (Not Included)</b>	<b>369.3</b>	<b>0.0</b>	<b>369.3</b>	<b>0.0</b>	<b>10.3</b>	<b>25.4</b>	<b>44.8</b>	<b>48.5</b>	<b>50.8</b>	<b>50.1</b>	<b>50.7</b>	<b>48.7</b>	<b>39.0</b>

In addition to the 10-Year Capital Plan of \$2.6 billion, PFR have identified \$369.3 million in capital needs constraints as follows:

- The Parks and Recreation Facilities Master Plan (FMP), approved by City Council at the October 29 and 30, 2019 meeting, recommends an additional investment of \$23.5 million per annum over ten years for in-scope facilities (community centres, arenas, pools, etc.). The 2020 request was not funded and remains a constraint that needs to be addressed.
- A total of \$34.9 million in debt financing was reduced from the 2020 10-Year Capital Plan for State of Good Repair *Capital Asset Management Programs (CAMP)* for *Arenas* and *Community Centres*, at \$9.6 million and \$25.3 million respectively. This is in addition to the CFC reductions in 2020 as a result of COVID-19 pressures that also impacted the CAMP SOGR Program (\$13.3 million).
- In October 2017, Council adopted the Toronto Ravine Strategy and at the January 29, 2020 meeting of City Council, the Ravine Strategy Implementation report identified a capital investment need of \$104.9 million in the first ten Priority Investment Areas (PIA). Of that amount, a total of \$99.4 million including \$44.9 million in SOGR and \$54.5 million in Service improvement of PIAs, is not funded in the 2021 10-Year Capital Plan and is an unmet need.



## Appendix 9

### 2021 User Fee Changes (Excludes User Fees Adjusted for Inflation)

**Table 9d - User Fees for Technical Adjustments**

Rate Description	Service	Fee Category	Fee Basis	2020 Approved Rate	2021 Budget Rate	Reason for Adjustment
Ferry Service Adult Prepaid (10%)	Parks	Market Based	Per Ticket	\$7.54	\$7.75	rounding to the nearest \$0.25
Ferry Service Child Prepaid	Parks	Market Based	Per Ticket	\$3.64	\$3.75	rounding to the nearest \$0.25
Ferry Service Student Prepaid	Parks	Market Based	Per Ticket	\$4.94	\$5.00	rounding to the nearest \$0.25
Ferry Service Senior Prepaid	Parks	Market Based	Per Ticket	\$4.94	\$5.00	rounding to the nearest \$0.25
Ferry Service Adult	Parks	Market Based	Per Ticket	\$8.36	\$8.50	rounding to the nearest \$0.25
Ferry Service Junior	Parks	Market Based	Per Ticket	\$4.03	\$4.00	rounding to the nearest \$0.25
Ferry Service Senior	Parks	Market Based	Per Ticket	\$5.48	\$5.50	rounding to the nearest \$0.25
Ferry Service Student	Parks	Market Based	Per Ticket	\$5.48	\$5.50	rounding to the nearest \$0.25
Ferry Service Month Pass Adult	Parks	Market Based	Per Ticket	\$106.17	\$108.25	rounding to the nearest \$0.25
Ferry Service Month Pass Junior	Parks	Market Based	Per Ticket	\$53.08	\$54.25	rounding to the nearest \$0.25
Ferry Service Senior	Parks	Market Based	Per Ticket	\$79.06	\$80.75	rounding to the nearest \$0.25
Ferry Service Student	Parks	Market Based	Per Ticket	\$79.06	\$80.75	rounding to the nearest \$0.25
Ferry Service Adult Prepaid (20%)	Parks	Market Based	Per Ticket	\$6.70	\$6.75	rounding to the nearest \$0.25

**Table 9e - User Fees for Transfers**

Rate Description	Fee Category	Fee Basis	2020 Approved Rate	2021 Budget Rate	Transfer from	Transfer to
Ravine and Natural Features Protection Line Certification (Digital or Paper)	Full Cost Recovery	Per Request	\$78.26	\$79.83	Technology Services Division	Parks, Forestry and Recreation

## Appendix 10

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

#### 2021 Operating Budget

#### Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2020 *	Withdrawals (-) / Contributions (+)		
			2021	2022	2023
		\$	\$	\$	\$
<b>Beginning Balance</b>		6,579	6,579	7,255	2,057
Ferry Replacement Reserve	XQ1206				
<i>Withdrawals (-)</i>			-	(5,874)	(2,733)
<i>Contributions (+)</i>			676	676	676
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		-	676	(5,198)	(2,057)
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>		-	-	-	-
<b>Balance at Year-End</b>		6,579	7,255	2,057	-

\* Based on 9-month 2020 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2020 *	Withdrawals (-) / Contributions (+)		
			2021	2022	2023
		\$	\$	\$	\$
<b>Beginning Balance</b>		8,772	8,772	5,054	1,690
Tree Canopy Reserve Fund	XR1220				
<i>Withdrawals (-)</i>			(7,916)	(7,556)	(5,316)
<i>Contributions (+)</i>			4,200	4,200	4,200
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		-	(3,716)	(3,356)	(1,116)
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>			(2)	(9)	(13)
<b>Balance at Year-End</b>		8,772	5,054	1,690	561

\* Based on 9-month 2020 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2020 *	Withdrawals (-) / Contributions (+)		
			2021	2022	2023
		\$	\$	\$	\$
<b>Beginning Balance</b>		518	518	539	560
Green Energy Reserve Fund	XR1716				
<i>Contributions (+)</i>			20	20	20
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		-	20	20	20
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>			1	1	1
<b>Balance at Year-End</b>		518	539	560	581

\* Based on 9-month 2020 Reserve Fund Variance Report

**Program Specific Reserve / Reserve Funds (Continued)**

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2020 *	Withdrawals (-) / Contributions (+)		
			2021	2022	2023
		\$	\$	\$	\$
<b>Beginning Balance</b>		<b>278,825</b>	<b>278,825</b>	<b>263,741</b>	<b>236,765</b>
Alternative Parkland Dedication RF	XR2213				
<i>Withdrawals (-)</i>			(15,652)	(26,468)	(10,675)
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>-</b>	<b>(15,652)</b>	<b>(26,468)</b>	<b>(10,675)</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>			<b>569</b>	<b>(508)</b>	<b>(5,895)</b>
<b>Balance at Year-End</b>		<b>278,825</b>	<b>263,741</b>	<b>236,765</b>	<b>220,194</b>

\* Based on 9-month 2020 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2020 *	Withdrawals (-) / Contributions (+)		
			2021	2022	2023
		\$	\$	\$	\$
<b>Beginning Balance</b>		<b>169</b>	<b>169</b>	<b>189</b>	<b>209</b>
Racquet Sport - Scarborough RF	XR3009				
<i>Withdrawals (-)</i>			(50)	(50)	(50)
<i>Contributions (+)</i>			70	70	70
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>-</b>	<b>20</b>	<b>20</b>	<b>20</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>			<b>-</b>	<b>-</b>	<b>-</b>
<b>Balance at Year-End</b>		<b>169</b>	<b>189</b>	<b>209</b>	<b>229</b>

**Corporate Reserve / Reserve Funds**

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2020 *	Withdrawals (-) / Contributions (+)		
			2021	2022	2023
		\$	\$	\$	\$
<b>Beginning Balance</b>		<b>299,222</b>	<b>299,222</b>	<b>270,078</b>	<b>247,287</b>
Section 37 Reserve Fund	XR3026				
<i>Withdrawals (-)</i>			(17,453)	(3,036)	(17,788)
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>-</b>	<b>(17,453)</b>	<b>(3,036)</b>	<b>(17,788)</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>			<b>(11,691)</b>	<b>(19,755)</b>	<b>(10,030)</b>
<b>Balance at Year-End</b>		<b>299,222</b>	<b>270,078</b>	<b>247,287</b>	<b>219,469</b>

\* Based on 9-month 2020 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2020 *	Withdrawals (-) / Contributions (+)		
			2021	2022	2023
		\$	\$	\$	\$
<b>Beginning Balance</b>		<b>9,542</b>	<b>9,542</b>	<b>11,703</b>	<b>8,710</b>
Public Realm Reserve Fund	XR1410				
<i>Withdrawals (-)</i>			(2,457)	(2,456)	(2,155)
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>-</b>	<b>(2,457)</b>	<b>(2,456)</b>	<b>(2,155)</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>			<b>4,618</b>	<b>(538)</b>	<b>9,998</b>
<b>Balance at Year-End</b>		<b>9,542</b>	<b>11,703</b>	<b>8,710</b>	<b>16,553</b>

\* Based on 9-month 2020 Reserve Fund Variance Report

## Corporate Reserve / Reserve Funds (Continued)

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2020 *	Withdrawals (-) / Contributions (+)		
			2021	2022	2023
		\$	\$	\$	\$
<b>Beginning Balance</b>		-	-	-	-
Environment Protection Reserve Fund	XR1718				
<i>Withdrawals (-)</i>			(3,699)	(1,810)	(1,810)
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		-	<b>(3,699)</b>	<b>(1,810)</b>	<b>(1,810)</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>			<b>3,699</b>	<b>1,810</b>	<b>1,810</b>
<b>Balance at Year-End</b>		-	-	-	-

\* Based on 9-month 2020 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2020 *	Withdrawals (-) / Contributions (+)		
			2021	2022	2023
		\$	\$	\$	\$
<b>Beginning Balance</b>		30,142	30,142	14,678	18
Insurance Reserve Fund	XR1010				
<i>Contributions (+)</i>			8,359	8,359	8,359
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		-	<b>8,359</b>	<b>8,359</b>	<b>8,359</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>			<b>(23,823)</b>	<b>(23,019)</b>	<b>(5,804)</b>
<b>Balance at Year-End</b>		30,142	14,678	18	2,573

\* Based on 9-month 2020 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2020 *	Withdrawals (-) / Contributions (+)		
			2021	2022	2023
		\$	\$	\$	\$
<b>Beginning Balance</b>		6,922	6,922	6,791	7,085
Vehicle Reserve - Parks, Forestry & Rec	XQ1201				
<i>Contributions (+)</i>			6,135	6,135	6,135
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		-	<b>6,135</b>	<b>6,135</b>	<b>6,135</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>			<b>(6,266)</b>	<b>(5,842)</b>	<b>(10,403)</b>
<b>Balance at Year-End</b>		6,922	6,791	7,085	2,817

\* Based on 9-month 2020 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2020 *	Withdrawals (-) / Contributions (+)		
			2021	2022	2023
		\$	\$	\$	\$
<b>Beginning Balance</b>		18,801	18,801	11,247	7,117
Development Application Review RF	XR1307				
<i>Withdrawals (-)</i>			(722)	(734)	(363)
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		-	<b>(722)</b>	<b>(734)</b>	<b>(363)</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>			<b>(6,832)</b>	<b>(3,395)</b>	<b>(3,405)</b>
<b>Balance at Year-End</b>		18,801	11,247	7,117	3,350

\* Based on 9-month 2020 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2020 *	Withdrawals (-) / Contributions (+)		
			2021	2022	2023
		\$	\$	\$	\$
<b>Beginning Balance</b>		49,875	49,875	46,291	46,935
Strategic Infrastructure Partnership RF	XR1714				
<i>Withdrawals (-)</i>					
<i>Contributions (+)</i>			122	122	122
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		-	<b>122</b>	<b>122</b>	<b>122</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>			<b>(3,707)</b>	<b>522</b>	<b>570</b>
<b>Balance at Year-End</b>		49,875	46,291	46,935	47,628

\* Based on 9-month 2020 Reserve Fund Variance Report



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

**2021 – 2030 Capital Budget and Plan****Program Specific Reserve / Reserve Funds**

Reserve / Reserve Fund Name (In \$000s)		Contributions / (Withdrawals)											Total
		2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan		
	Beginning Balance												
Parkland Acquisition -TO	XR2051	7,215	-	-	-	-	-	-	-	-	-	-	
Parkland Acq-West Dist Local	XR2202	17,721	18,169	19,389	20,609	21,829	7,320	8,540	9,760	10,980	12,200		
Parkland Acq-West Dist Local	XR2203	8,662	6,976	3,048	1,696	314	999	627	880	730	100		
Parkland Acq-East Dist Local	XR2204	9,441	9,917	10,393	10,869	11,145	7,350	3,132	3,608	4,084	4,560		
Parkland Acq-East Dist Local	XR2205	4,050	4,103	4,212	2,685	2,274	2,303	2,520	2,732	3,077	309		
Parkland Acq-North Dist Local	XR2206	14,847	15,862	17,208	18,554	19,900	21,246	9,422	10,768	12,114	13,460		
Parkland Acq-North Dist Loc	XR2207	8,517	8,246	5,314	6,217	6,924	7,807	3,046	447	1,573	1,337		
Parkland Acq-South Dist Local	XR2208	75,289	76,336	56,331	44,942	48,873	52,804	56,735	60,666	58,847	57,028		
Parkland Acq-South Dist Local	XR2209	44,812	33,608	18,192	19,520	17,566	13,771	7,257	4,350	4,088	246		
Parkland Acq-City Wide Land	XR2210	113,965	117,938	106,136	93,609	70,582	77,555	82,392	69,365	69,338	69,687		
Parkland Acq-City Wide	XR2211	39,097	30,661	21,881	16,272	10,602	9,661	5,261	3,237	288	108		
Alternative Parkland Dedication	XR2213	278,825	263,317	236,993	226,462	200,762	182,762	181,812	181,612	181,612	181,612		
Edithvale Land Acq	XR2214	509	115	115	115	115	115	115	115	115	115		
Off site parkland dedication	XR2216	1,401	999	999	999	999	999	999	999	999	999		
Campeau Dock	XR3010	241	999	999	999	999	999	999	999	999	999		
Harbourfront Parkland	XR3200	7,679	6,814	298	298	298	298	298	298	298	298		
	Withdrawals (-)												
Parkland Acquisition -TO	XR2051	(7,215)	-	-	-	-	-	-	-	-	-	(7,215)	
Parkland Acq-West Dist Local	XR2202	(772)	-	-	-	(15,729)	-	-	-	-	-	(16,501)	
Parkland Acq-West Dist Local	XR2203	(2,906)	(5,148)	(2,572)	(2,602)	(535)	(1,592)	(967)	(1,370)	(1,850)	(1,320)	(20,862)	
Parkland Acq-East Dist Local	XR2204	-	-	-	(200)	(4,271)	(4,694)	-	-	-	-	(9,165)	
Parkland Acq-East Dist Local	XR2205	(423)	(367)	(2,003)	(887)	(447)	(259)	(264)	(131)	(3,244)	(785)	(8,810)	
Parkland Acq-North Dist Local	XR2206	(331)	-	-	-	-	(13,170)	-	-	-	-	(13,501)	
Parkland Acq-North Dist Loc	XR2207	(1,617)	(4,278)	(443)	(639)	(463)	(6,107)	(3,945)	(220)	(1,582)	(2,683)	(21,977)	
Parkland Acq-South Dist Local	XR2208	(2,885)	(23,936)	(15,320)	-	-	-	-	(5,750)	(5,750)	(11,900)	(65,541)	
Parkland Acq-South Dist Local	XR2209	(15,135)	(19,347)	(2,603)	(5,885)	(7,726)	(10,445)	(6,838)	(4,193)	(7,773)	(2,500)	(82,445)	
Parkland Acq-City Wide Land	XR2210	(3,000)	(18,775)	(19,500)	(30,000)	-	(2,136)	(20,000)	(7,000)	(6,624)	(2,100)	(109,135)	
Parkland Acq-City Wide	XR2211	(15,409)	(15,753)	(12,582)	(12,643)	(7,914)	(11,373)	(8,997)	(9,922)	(7,153)	(7,081)	(108,827)	
Alternative Parkland Dedication	XR2213	(15,508)	(26,324)	(10,531)	(25,700)	(18,000)	(950)	(200)	-	-	-	(97,213)	
Edithvale Land Acq	XR2214	(394)	-	-	-	-	-	-	-	-	-	(394)	
Off site parkland dedication	XR2216	(402)	-	-	-	-	-	-	-	-	-	(402)	
Campeau Dock	XR3010	(241)	-	-	-	-	-	-	-	-	-	(241)	
Harbourfront Parkland	XR3200	(865)	(6,516)	-	-	-	-	-	-	-	-	(7,381)	
	Total Withdrawals	(67,103)	(120,444)	(65,554)	(78,556)	(55,085)	(50,726)	(41,211)	(28,586)	(33,976)	(28,369)	(569,610)	
	Contributions (+)												
Parkland Acquisition -TO	XR2051											-	
Parkland Acq-West Dist Local	XR2202	1,220	1,220	1,220	1,220	1,220	1,220	1,220	1,220	1,220	1,220	12,200	
Parkland Acq-West Dist Local	XR2203	1,220	1,220	1,220	1,220	1,220	1,220	1,220	1,220	1,220	1,220	12,200	
Parkland Acq-East Dist Local	XR2204	476	476	476	476	476	476	476	476	476	476	4,760	
Parkland Acq-East Dist Local	XR2205	476	476	476	476	476	476	476	476	476	476	4,760	
Parkland Acq-North Dist Local	XR2206	1,346	1,346	1,346	1,346	1,346	1,346	1,346	1,346	1,346	1,346	13,460	
Parkland Acq-North Dist Loc	XR2207	1,346	1,346	1,346	1,346	1,346	1,346	1,346	1,346	1,346	1,346	13,460	
Parkland Acq-South Dist Local	XR2208	3,931	3,931	3,931	3,931	3,931	3,931	3,931	3,931	3,931	3,931	39,310	
Parkland Acq-South Dist Local	XR2209	3,931	3,931	3,931	3,931	3,931	3,931	3,931	3,931	3,931	3,931	39,310	
Parkland Acq-City Wide Land	XR2210	6,973	6,973	6,973	6,973	6,973	6,973	6,973	6,973	6,973	6,973	69,730	
Parkland Acq-City Wide	XR2211	6,973	6,973	6,973	6,973	6,973	6,973	6,973	6,973	6,973	6,973	69,730	
Alternative Parkland Dedication	XR2213											-	
Edithvale Land Acq	XR2214											-	
Off site parkland dedication	XR2216											-	
Campeau Dock	XR3010											-	
Harbourfront Parkland	XR3200											-	
	Total Contributions	27,892	27,892	27,892	27,892	27,892	27,892	27,892	27,892	27,892	27,892	278,920	
Balance at Year-End													
Parkland Acquisition -TO	XR2051	0	0	0	0	0	0	0	0	0	0		
Parkland Acq-West Dist Local	XR2202	18,169	19,389	20,609	21,829	7,320	8,540	9,760	10,980	12,200	13,420		
Parkland Acq-West Dist Local	XR2203	6,976	3,048	1,696	314	999	627	880	730	100	-0		
Parkland Acq-East Dist Local	XR2204	9,917	10,393	10,869	11,145	7,350	3,132	3,608	4,084	4,560	5,036		
Parkland Acq-East Dist Local	XR2205	4,103	4,212	2,685	2,274	2,303	2,520	2,732	3,077	309	0		
Parkland Acq-North Dist Loca	XR2206	15,862	17,208	18,554	19,900	21,246	9,422	10,768	12,114	13,460	14,806		
Parkland Acq-North Dist Loc l	XR2207	8,246	5,314	6,217	6,924	7,807	3,046	447	1,573	1,337	0		
Parkland Acq-South Dist Loca	XR2208	76,336	56,331	44,942	48,873	52,804	56,735	60,666	58,847	57,028	49,059		
Parkland Acq-South Dist Loca	XR2209	33,608	18,192	19,520	17,566	13,771	7,257	4,350	4,088	246	1,677		
Parkland Acq-City Wide Land	XR2210	117,938	106,136	93,609	70,582	77,555	82,392	69,365	69,338	69,687	74,560		
Parkland Acq-City Wide Devel	XR2211	30,661	21,881	16,272	10,602	9,661	5,261	3,237	288	108	0		
Alternative Parkland Dedication	XR2213	263,317	236,993	226,462	200,762	182,762	181,812	181,612	181,612	181,612	181,612		
Edithvale Land Acq	XR2214	115	115	115	115	115	115	115	115	115	115		
Off site parkland dedication	XR2216	999	999	999	999	999	999	999	999	999	999		
Campeau Dock	XR3010	0	999	999	999	999	999	999	999	999	999		
Harbourfront Parkland	XR3200	6,814	298	298	298	298	298	298	298	298	298		

\* Based on 9-month 2020 Reserve Fund Variance Report

## Program Specific Reserve / Reserve Funds (Continued)

Reserve / Reserve Fund Name (In \$000s)	Project Name	Contributions / (Withdrawals)										
		2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	Total
XR1103 Child Care Capital Cost	Beginning Balance	88,542	79,825	49,263	45,422	42,838	42,220	42,806	43,402	44,007	44,621	
	Withdrawals (-)											
	Community Centres	(600)								-	-	(600)
	Total Withdrawals	(600)	-	-	-	-	-	-	-	-	-	(600)
	Contributions (+)											-
	Total Contributions	-	-	-	-	-	-	-	-	-	-	-
Other Program/Agency Net Withdrawals and Contributions		(8,117)	(30,562)	(3,841)	(2,584)	(618)	586	596	605	615	624	(42,696)
Balance at Year-End		79,825	49,263	45,422	42,838	42,220	42,806	43,402	44,007	44,621	45,246	

\* Based on 9-month 2020 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Project Name	Contributions / (Withdrawals)										
		2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	Total
XR2114 Development Charges - Parks & Rec	Beginning Balance	247,549	234,040	152,755	89,158	26,432	1,466	(25,037)	(21,983)	(30,432)	(30,591)	
	Withdrawals (-)											-
	Facility Components	(810)	(405)	(225)	(225)	(225)	(225)	(225)	(225)	-	-	(2,565)
	Outdoor Recreation Centres	(1,043)	(7,050)	(5,847)	(4,242)	(4,583)	(3,118)	(4,987)	(4,524)	(4,076)	(5,903)	(45,373)
	Park Development	(12,377)	(19,712)	(10,697)	(6,665)	(4,536)	(5,759)	(3,834)	-	-	(248)	(63,828)
	Parking Lot and Tennis Courts	(18)	(279)	(441)	(279)	(450)	(423)	-	-	-	-	(1,890)
	Playgrounds / Waterplay	(339)	(1,073)	(981)	(1,539)	(594)	(36)	(594)	(72)	(1,188)	(945)	(7,361)
	Pool	(851)	(6,840)	(9,090)	(1,560)	(1,350)	(1,068)	(6,075)	(7,057)	(12,150)	(17,092)	(63,133)
	Arena	(467)	(4,317)	(12,200)	(18,600)	(18,213)	(17,716)	(2,450)	(14,877)	(11,053)	(1,837)	(101,730)
	Trails & Pathways	(77)	(3,690)	(1,515)	(559)	(405)	-	-	-	-	-	(6,246)
	Environmental Initiatives	(90)	(90)	(50)	(50)	-	-	-	-	-	-	(280)
	Special Facilities	(900)	-	(1,093)	-	(720)	(373)	-	-	-	-	(3,086)
	Community Centres	(31,571)	(79,848)	(74,817)	(82,519)	(56,555)	(56,799)	(37,873)	(41,967)	(33,170)	(25,179)	(520,298)
	Total Withdrawals	(48,543)	(123,304)	(116,956)	(116,238)	(87,631)	(85,517)	(56,038)	(68,722)	(61,637)	(51,204)	(815,790)
	Contributions (+)	43,740	46,874	62,463	62,463	62,481	59,014	59,092	60,273	61,478	62,708	580,586
	Total Contributions	43,740	46,874	62,463	62,463	62,481	59,014	59,092	60,273	61,478	62,708	580,586
Other Program/Agency Net Withdrawals and Contributions		(8,706)	(4,856)	(9,104)	(8,951)	184	-	-	-	-	-	(31,432)
Balance at Year-End		234,040	152,755	89,158	26,432	1,466	(25,037)	(21,983)	(30,432)	(30,591)	(19,087)	

\* Based on 9-month 2020 Reserve Fund Variance Report

\*\*Funding will be reviewed during future year budget processes in consideration of anticipated contributions and project requirements.

Reserve / Reserve Fund Name (In \$000s)	Project Name	Contributions / (Withdrawals)										
		2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	Total
XQ1206 Ferry Replacement Reserve	Beginning Balance	6,579	7,255	2,057	-	676	1,352	-	-	676	1,352	
	Withdrawals (-)											
	Special Facilities		(5,874)	(2,733)		-	(2,028)	(676)		-	-	(11,311)
	Total Withdrawals	-	(5,874)	(2,733)	-	-	(2,028)	(676)	-	-	-	(11,311)
	Contributions (+)	676	676	676	676	676	676	676	676	676	676	6,760
	Total Contributions	676	676	676	676	676	676	676	676	676	676	6,760
Balance at Year-End		7,255	2,057	-	676	1,352	-	-	676	1,352	2,028	

\* Based on 9-month 2020 Reserve Fund Variance Report

## Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project Name	Contributions / (Withdrawals)										
		2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	Total
XQ0011 Capital Financing Reserve Fund	Beginning Balance	273,328	257,619	247,355	181,082	28,322	9,642	813	21,113	61,013	99,657	
	Withdrawals (-)											
	Information Technology	(364)	(639)									(1,003)
	Total Withdrawals	(364)	(639)	-	-	-	-	-	-	-	-	(1,003)
Other Program/Agency Net Withdrawals and Contributions		(15,345)	(9,625)	(66,273)	(152,760)	(18,680)	(8,829)	20,300	39,900	38,644	38,986	(133,682)
Balance at Year-End		257,619	247,355	181,082	28,322	9,642	813	21,113	61,013	99,657	138,643	

\* Based on 9-month 2020 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Project Name	Contributions / (Withdrawals)										
		2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	Total
XR3026 Section 37 Reserve Fund	Beginning Balance	299,222	270,028	247,187	219,370	203,904	204,053	204,402	207,341	210,329	213,366	
	Withdrawals (-)											
	Outdoor Recreation Centres	(1,842)	(356)	-	-							(2,198)
	Park Development	(5,784)	(1,827)	(8,569)	(3,574)							(19,754)
	Playgrounds/Water play	(150)	-	-	-							(150)
	Pool	-	(63)	-	(3,193)							(3,256)
	Trails & Pathways	(410)	(432)	-	-							(842)
	Special Facilities	(70)	(230)	-	-							(300)
	Community Centres	(9,169)	(100)	(9,141)	-							(18,410)
	Total Withdrawals	(17,425)	(3,008)	(17,710)	(6,767)	-	-	-	-	-	-	(44,910)
Other Program/Agency Net Withdrawals and Contributions		(11,769)	(19,833)	(10,107)	(8,698)	149	349	2,938	2,989	3,036	3,084	(37,862)
Balance at Year-End		270,028	247,187	219,370	203,904	204,053	204,402	207,341	210,329	213,366	216,450	

\* Based on 9-month 2020 Reserve Fund Variance Report

**Corporate Reserve / Reserve Funds (Continued)**

Reserve / Reserve Fund Name (In \$000s)	Project Name	Contributions / (Withdrawals)										
		2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	Total
XR3028 Section 45 Reserve Fund	Beginning Balance	18,540	16,796	16,748	16,793	16,742	15,791	16,031	16,274	16,521	16,772	
	Withdrawals (-)											
	Outdoor Recreation Centres	(200)	-	-	-	-						(200)
	Park Development	(314)	-	-	(179)	(849)						(1,342)
	Community Centres	(561)	-	-	-	-						(561)
	<b>Total Withdrawals</b>	<b>(1,075)</b>	<b>-</b>	<b>-</b>	<b>(179)</b>	<b>(849)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(2,103)</b>
<b>Other Program/Agency Net Withdrawals and Contributions</b>		<b>(669)</b>	<b>(48)</b>	<b>45</b>	<b>129</b>	<b>(102)</b>	<b>239</b>	<b>243</b>	<b>247</b>	<b>251</b>	<b>255</b>	<b>590</b>
<b>Balance at Year-End</b>		<b>16,796</b>	<b>16,748</b>	<b>16,793</b>	<b>16,742</b>	<b>15,791</b>	<b>16,031</b>	<b>16,274</b>	<b>16,521</b>	<b>16,772</b>	<b>17,027</b>	

\* Based on 9-month 2020 Reserve Fund Variance Report



## Appendix 11

### Glossary

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Voluntary Separation Program** – On July 28th, 2020, City Council approved the implementation of a Voluntary Separation Program for staff who are eligible to retire with an unreduced pension providing a lump sum payment of up to three months' salary to eligible employees, subject to the terms of the program guidelines, funded through savings generated from a combination of permanently eliminating vacated positions and/or holding the positions vacant for a minimum of six months.