

2022 Program Summary

Engineering and Construction Services

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Description

Engineering and Construction Services (ECS) provides specialized engineering design and construction services to internal clients (Toronto Water, Transportation Services, Solid Waste Management Services, and other City Programs and Agencies), and external clients (the development industry, utility companies, TTC, Metrolinx and other public agencies) creating safe and sustainable municipal infrastructure.

ECS delivers the following services:

- Municipal Infrastructure Construction
- Engineering Review and Acceptance
- Engineering Information

Why We Do It

Engineering and Construction Services is committed to building safe and sustainable infrastructure that enhances the quality of life of the people of Toronto, by achieving the following outcomes:

- **Municipal (road, water, wastewater, and solid waste) infrastructure is designed and constructed to ensure that it is safe and sustainable.**

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 Service We Provide

Municipal Infrastructure Construction

Who We Serve: Residents, Businesses, City and Agencies, Business Improvement Areas and Visitors

What We Deliver: Engineering and project management services for the construction of new and upgraded infrastructure including roads and bridges, TTC streetcar track, sewers and watermain, stormwater management facilities, water & wastewater treatment facilities, and solid waste management facilities

How Much Resources (2022 gross operating budget): \$49.1 Million

Engineering Review

Who We Serve: Businesses, Residents, Visitors, Utility Companies, City and Agency Staff, Development Industry, Metrolinx, GO Transit, and TTC

What We Deliver: Review and acceptance of development, transit, third party, and other public agencies applications

How Much Resources (2022 gross operating budget): \$14.7 Million

Engineering Information

Who We Serve: City Divisions, Agencies, Boards, and Commissions, Metrolinx, Development Industry, Businesses, Residents, Visitors

What We Deliver: Establishing, maintaining, and provision of the technical information, records, and data to support various parties building, managing, or impacted by the City's infrastructure

How Much Resources (2022 gross operating budget): \$10.8 Million

Budget at a Glance

2022 OPERATING BUDGET

<u>\$Million</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Revenues	\$74.0	\$74.9	\$75.8
Gross Expenditures	\$74.6	\$75.6	\$76.9
Net Expenditures	\$0.6	\$0.7	\$1.1
Approved Positions	645.1	645.1	645.1

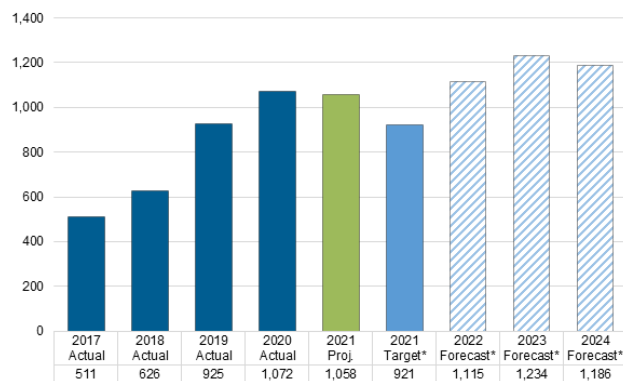
2022 - 2031 10-YEAR CAPITAL PLAN

<u>\$Million</u>	<u>2022</u>	<u>2023-2031</u>	<u>Total</u>
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Note: This program does not have a capital budget

How Well We Are Doing – Behind the Numbers

Annual Expenditure on Municipal Infrastructure Design & Construction (\$Millions)

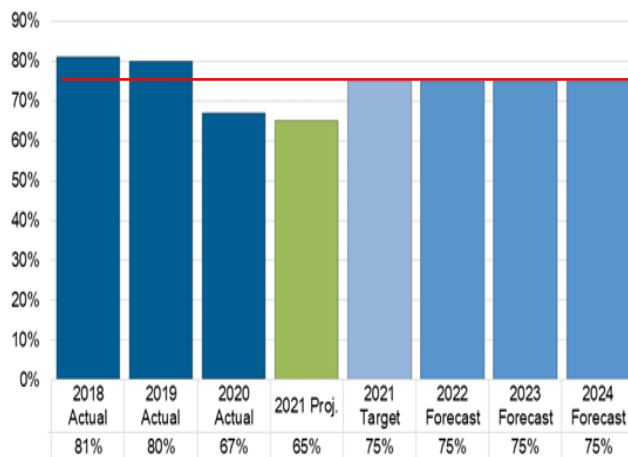


*80% of the capital program assigned to ECS

Capital Program Delivery Rate

- Surpassed capital program delivery target of 80%, delivering \$1.058 billion in capital projects on behalf of Client Divisions and Agencies, representing a delivery rate of 91% on an assigned capital program valued at \$1.151 billion.
- The value of the capital program delivered in 2021 is on par with the value delivered in 2020. In 2020 ECS delivered \$1.072 million in capital projects.
- The value of the capital program delivered has increased by over 100% from 2017 (\$511 million) to 2021 (\$1.058 billion) with anticipated further increases in future years.

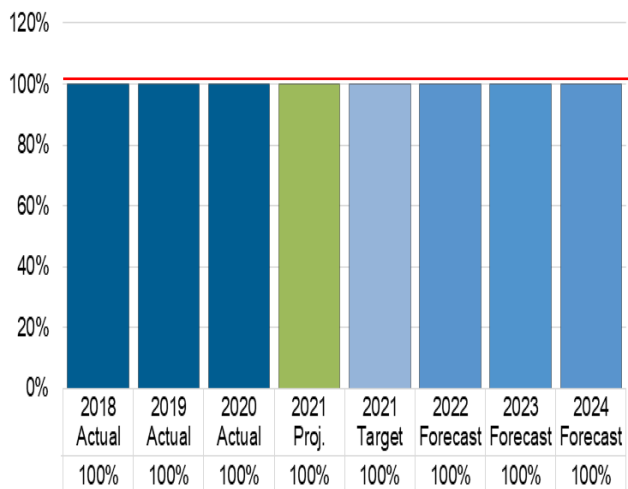
% of Development Applications and Revisions Reviewed within STAR timelines



% of Development Applications Reviewed Within STAR Timelines

- ECS must comply with the 75% Council approved "Streamlining the Application Review" (STAR) timeline for circulations of development applications and revisions.
- In 2021, ECS completed 65% of development application circulations and revisions within STAR timelines, below the 75% Council approved target compliance rate.
- Compliance rate declined due to insufficient capacity resulting from increased staff turnover, challenges in recruiting new and replacement staff and delays in responses from partner divisions.
- Pending successful retention and recruitment of approved staff, as well as completion of a service delivery model review to optimize service delivery, ECS will target compliance with STAR timelines.

% of Bridge Condition Inspections Completed



% of Bridge Condition Inspections Completed

- ECS is legislated to complete 100% of the vehicular and pedestrian bridge inspections on a biennial basis (every two years).
- The 322 elevated spans of the Gardiner Expressway are inspected twice a year as part of the "Close-up inspections" requirement.
- In 2021, ECS completed 100% (883) of planned bridge condition inspections. This includes inspection of 272 Parks, Forestry & Recreation (PFR) pedestrian bridges at the PFR request.
- In 2022, ECS is projecting to complete 100% (623) of planned bridge condition inspections.
- ECS is targeting to maintain a 100% completion rate in 2023 and future years for the legislated biennial bridge condition inspection cycle.

How Well We Are Doing

Service	Service Measure	2019 Actual	2020 Actual	2021 Target	2021 Projection	2022 Target	2023 Target	Status
Outcome Measures								
Municipal Infrastructure Construction	Linear meters of road lane constructed/resurfaced	483,082	396,697	350,000	380,000	400,000	365,000	●
	Linear meters of streetcar way track constructed	1,942	3,208	3,457	4,500	6,200	8,000	●
	Linear meters of sidewalk constructed	50,095	71,038	50,000	75,932	60,000	60,000	●
	Linear meters of watermain constructed	48,214	37,096	41,000	45,409	52,000	53,000	●
	Linear meters of sewer constructed	10,051	11,001	7,800	11,551	8,000	8,000	●
	Number of contracts completed	122	208	100	195	150	150	●
Engineering Review	Number of development application submissions reviewed	1,899	1,760	2,300 ²	2,400	2,300	2,300	●
	Number of engineering drawing submissions reviewed	114	101	75 ²	75	75	75	●
	Number of transit related submission reviewed ³	244	782	600 ²	600	600	600	●
Engineering Information	Number of bridges (vehicular & pedestrian bridge spans) inspected ¹	877 ¹	624	883 ¹	883 ¹	623	883 ¹	●

¹ ECS is legislated to complete 100% of the vehicular and pedestrian bridge inspections on a biennial basis (every two years). Inspection of 272 Parks Forestry and Recreation Bridges was completed in 2019 and 2021.

²These are Market Driven Outcomes where ECS is not able to define a Target. ECS is able to project the Target based on year to date activity.

³The outcome measure has been updated to reflect new organizational structure for improved service delivery.

Service	Service Measure	2019 Actual	2020 Actual	2021 Target	2021 Projection	2022 Target	2023 Target	Status
Service Level Measures								
Municipal Infrastructure Construction	High rate of expenditure on municipal infrastructure design and construction as a % of assigned Capital Program	92%	97%	80%	>80%	80%	80%	●
Engineering Review	Development Applications reviewed and accepted within STAR timelines	81%	67%	75%	65% ¹	75% ²	75%	●
	Engineering drawing submissions reviewed within STAR timelines	91%	89%	75%	90%	75%	75%	●
	Transit Expansion Applications reviewed within 20 days	94%	98%	90%	98%	90%	90%	●
Engineering Information	Compliance with bridge condition inspection regulatory timelines	100%	100%	100%	100%	100%	100%	●

¹ In 2021, compliance rate was impacted by an increase in development applications, COVID-19, staff turnover and insufficient staffing levels.

² Pending successful staff retention and recruitment of approved staff through 2022, as well as completion of a service delivery model review to optimize service delivery, ECS will target compliance with STAR timelines in 2023 and future years.

COVID-19 IMPACT AND RECOVERY

2022 Impact and Recovery

Operating Budget Impact

- There are no anticipated financial impacts to operating budget as a result of COVID-19.

Service Level Changes

- There are no anticipated service level impacts as a result of COVID-19.
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EXPERIENCES, CHALLENGES AND PRIORITIES

Our Experience and Success

- Delivered \$1.058 billion in capital projects on behalf of Client Divisions and Agencies, representing a delivery rate of 92% on an assigned capital program valued at \$1.151 billion.
- Maintained 100% completion rate for the Provincially-legislated biennial bridge condition inspection cycle: 883 bridge condition inspections completed, including 323 discrete spans along the elevated portion of the F.G. Gardiner Expressway, 288 individual bridges and culverts along City roads, and 272 bridges in City parks.
- Tendered 14 contracts for bridge and culvert rehabilitation or replacement at 18 locations across the City.
- Reconstructed and resurfaced 380 linear km of deteriorated roadways across the City to help ensure that our road network is maintained in a state of good repair.
- Constructed over 75 km of sidewalk across the City for pedestrian safety.
- Constructed over 45 km of watermain to replace aging infrastructure and ensure safe drinking water.
- Implemented Category Management for the delivery of \$30 million in the standalone Watermain Replacement Program.
- Successfully completed the watermain replacement and sewer installation on Lower Jarvis between Queens Quay and The Esplanade. Delivered ahead of time and under budget.
- Awarded the construction of the Fairbank-Silverthorn Storm Trunk Tunnel (\$202 million) that will protect approximately 4,645 homes from surface flooding and sewer back up during the 100 year storm event, and reduce the average annual discharge of combined sewer overflows to Black Creek and ultimately the Humber River and the City's Lake Ontario waterfront by approximately 39,000 cubic metres.
- Awarded the RFP for Consulting Engineering services for detailed design and contract administration for the Black Creek Sanitary Trunk Sewer (estimated construction cost of \$690 million) to address street and basement flooding due to trunk sewer surcharging in impacted communities of Rockcliffe and Jane-Wilson.
- Achieved 65% compliance (STAR requirement is 75%) on an estimated 2,400 development application circulations within mandated timelines; an increase of 35% of submission circulations reviewed compared to the previous year. Compliance rate was impacted by an increase in development applications, COVID-19, and insufficient staffing levels.
- Achieved 99% compliance with timelines for 600 transit expansion applications reviewed in 2021, comprised of design submissions for Eglinton Crosstown Light Rail Transit, GO Expansion, Scarborough Subway Extension, Ontario Line and the Eglinton Crosstown West Extension.
- Completed 100% (67) of planned environmental certificate of property use (CPU) inspections and reporting on behalf of Parks, Forestry and Recreation, thereby ensuring full compliance with regulatory requirements.
- Processed 269 municipal numbering applications and reported on 24 new street names.



Key Challenges and Risks

- Uncertainty in achieving 80% expenditure target on ever increasing Capital Program assigned to ECS by all client Divisions presents a challenge to ensure that ECS provides the necessary resources to sustain current capital delivery expenditures and completion rates.
- Increased demand to better service development industry and for delivery of Transit Expansion projects:
 - Provision of adequate staffing to respond to increased volumes and complexity of applications expected to be submitted to the City for review and approval.
 - Additional pressures to meet expectations of the development industry beyond Council mandated timelines;
 - Provision of adequate staffing to support the implementation of the Concept to Keys (C2K) and Housing Now initiatives. C2K Phase 1 pilot demanded expedited review timelines with significant increase in staff engagement and meetings with applicants.
- Uncertainty related to the implementation of Excess Soil Management Regulation associated with price escalation and readiness of the engineering and construction industries.

- Delays in timely delivery of some construction materials affecting projects due to COVID supply chain issues and potential price escalations impacting budgets. Impacts from COVID will continue to affect delivery of the Capital Program assigned to ECS.
- Recognizing the uncertainty related to the impacts of climate change.
- Recruiting and retaining top calibre diverse talent that is needed in key business areas, in a highly competitive engineering and construction project management market.

Priority Actions

Effectively manage multi-year construction

- Continue to enhance planning and coordination of multi-year Capital Program with internal and external stakeholders.
- Reiterate the need for asset owning divisions to define and “lock down” multi-year programs in order to ensure successful completion of capital projects.

Increase delivery capacity to accommodate City’s municipal infrastructure capital program

- Revisit alternative procurement strategies to increase capital construction throughput commensurate with forecasted increase in Capital Program assigned to ECS.
- Pursue “Category Management Strategic Sourcing” by issuing multi-year construction contracts in areas where multi-year programs are defined and are feasible.

Timely Reviews and Processing of Development, Transit, and Third Party Applications

- Advance and support the implementation of C2K initiatives on Affordable Housing and the end-to-end review of development applications
- Advance and implement recommendations from the Development Engineering service delivery review
- Continue to ensure Transit related applications are processed to meet Council established service level timelines

Leverage Technology

- Advance the electronic review of development application drawings to improve customer service, maintaining application and drawing security and review timelines.
- Implement an Enterprise Cloud Construction Project Management and Document Management Solution to more effectively, efficiently and securely manage construction and related documents.

Ensure Regulatory Compliance & Reliance on Best Practices

- Continue to maintain 100% completion rate for the provincially legislated biennial bridge condition inspection cycle.
- Ensure compliance with the new Construction Act including updating of operating procedures.
- Ensure compliance with the new Excess Soil Management Regulation including updating contracts, specifications and processes.
- Continue vigilance and oversight on construction contracts and consultant services to address issues highlighted in Auditor General’s reports on Program operations.
- Ensure compliance with the proposed Climate Lens Table policies and procedures related to building resilience into the design and construction of the City’s infrastructure, especially through new regulatory requirements associated with asset management and environmental assessments.

Manage Human Capital

- Continue implementing a strategy to address the chronic recruiting and retention of top calibre talent challenges due to reduced competitiveness in the employment market through a comprehensive review of salary compensation.
- Continuously assess human capital requirements and complement composition.
- Promote skills development and undertake succession planning; continue to showcase ECS as an employer of choice by participating and increasing the presence of ECS at targeted events, and with higher education institutions.
- Advance the implementation of the ECS Equity, Diversity and Inclusion (EDI) Plan to promote and support the City’s diversity priority to remove barriers for equity deserving groups and to promote a work force that represents the City’s population.
- Advance and implement the IDS Confronting Anti-Black Racism (CABR) Framework through active promotion and engagement by the ECS CABR working group.

RECOMMENDATIONS

City Council approved the following recommendations:

1. City Council approve the 2022 Operating Budget for Engineering and Construction Services of \$74.613 million gross, \$74.045 million revenue and \$0.568 million net for the following services:

Service:

	Gross Expenditures (\$000s)	Revenue (\$000s)	Net Expenditures (\$000s)
Municipal Infrastructure Construction	49,045.7	46,912.9	2,132.8
Engineering Review	14,741.7	17,434.2	-2,692.5
Engineering Information	10,825.5	9,698.3	1,127.2
Total Program Budget	74,612.9	74,045.4	567.5

2. City Council approve the 2022 staff complement for Engineering and Construction Services of 645.1 positions comprised of 509.0 capital positions and 136.1 operating positions.

2022 OPERATING BUDGET

2022 OPERATING BUDGET OVERVIEW

Table 1: 2022 Operating Budget by Service

(In \$000s)	2020 Actual	2021 Budget	2021 Projection*	2022 Base Budget	2022 New / Enhanced	2022 Budget	Change v. 2021 Projection	
By Service	\$	\$	\$	\$	\$	\$	\$	%
Revenues								
Municipal Infrastructure Construction	42,350.5	45,906.5	42,903.4	46,912.9		46,912.9	4,009.5	9.3%
Engineering Review & Acceptance	19,063.0	17,691.7	17,970.4	17,039.7	394.6	17,434.2	(536.2)	(3.0%)
Engineering Information	7,564.1	8,612.8	7,495.5	9,698.3		9,698.3	2,202.8	29.4%
Total Revenues	68,977.6	72,211.1	68,369.4	73,650.9	394.6	74,045.4	5,676.0	8.3%
Expenditures								
Municipal Infrastructure Construction	44,138.2	47,805.3	44,755.5	49,045.7		49,045.7	4,290.2	9.6%
Engineering Review & Acceptance	12,257.3	15,613.2	13,774.9	14,347.2	394.6	14,741.7	966.8	7.0%
Engineering Information	9,040.7	9,541.2	9,041.4	10,825.5		10,825.5	1,784.1	19.7%
COVID-19	497.7							
Total Gross Expenditures	65,933.9	72,959.6	67,571.8	74,218.4	394.6	74,612.9	7,041.1	10.4%
Net Expenditures	(3,043.7)	748.5	(797.6)	567.5		567.5	1,365.0	(171.1%)
Approved Positions**	625.1	624.1	N/A	645.1		645.1	N/A	N/A

*2021 Projection based on Q3 Variance Report

**YoY comparison based on approved positions

COSTS TO MAINTAIN EXISTING SERVICES

Total 2022 Base Budget expenditures of \$74.218 million gross reflecting an increase of \$6.647 million in spending above 2021 projected year-end actuals (prior to enhancements), predominantly arising from:

- Salary and benefit increases, including inflationary increase on existing positions plus the addition of 18.0 positions to sustain and expand the Capital Delivery Program and to support the implementation of the Concepts to Keys (C2K) Initiative.
- Above pressures are partially offset by base expenditure savings arising from a line by line review, other operational savings, and other revenue.

COSTS TO ENHANCE SERVICES

New and Enhanced Service expenditures of \$0.395 million gross, zero net, enabling:

- Additional three (3) positions required to provide end-to-end engineering support related to the design and construction and provide construction inspection of three (3) TTC projects.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in Engineering & Construction Services 2022 Operating Budget do not have any significant equity impacts.

2022 OPERATING BUDGET KEY DRIVERS

The 2022 Operating Budget for Engineering and Construction Services of \$74.613 million gross is 10.4% higher than the 2021 Projected Actuals. Table 2a below summarizes the Operating Budget by revenue and expenditure category, while Table 2b summarizes New and Enhanced requests.

Table 2a: 2022 Operating Budget by Revenue / Expenditure Category

Category (In \$000s)	2019 Actual	2020 Actual	2021 Budget	2021 Projection*	2022 Budget	2022 Change from 2021 Projection	
	\$	\$	\$	\$	\$	\$	%
User Fees & Donations	15,677.9	16,119.3	11,035.1	13,126.7	11,249.1	(1,877.7)	(14.3%)
Transfers From Capital	51,867.8	49,139.6	53,857.4	50,678.9	55,679.8	5,000.9	9.9%
Contribution From Reserves/Reserve Funds			240.0	240.0		(240.0)	(100.0%)
Sundry and Other Revenues	3,297.5	3,718.3	7,078.6	4,323.8	7,116.6	2,792.8	64.6%
Inter-Divisional Recoveries	360.0	0.4					
Total Revenues	71,203.1	68,977.6	72,211.1	68,369.4	74,045.4	5,676.0	8.3%
Salaries and Benefits	61,649.0	63,567.3	67,657.7	64,329.7	69,445.3	5,115.6	8.0%
Materials & Supplies	140.1	123.6	268.8	114.4	241.8	127.4	111.3%
Equipment	477.1	376.8	530.0	273.1	672.5	399.5	146.3%
Service and Rent	2,721.8	1,130.0	3,574.8	1,909.1	3,275.9	1,366.8	71.6%
Contribution To Reserves/Reserve Funds	907.3	906.2	921.3	921.3	970.4	49.1	5.3%
Other Expenditures	208.9	(179.0)	7.0	24.3	7.0	(17.3)	(71.2%)
Inter-Divisional Charges	3,524.9	9.1					
Total Gross Expenditures	69,629.0	65,933.9	72,959.6	67,571.8	74,612.9	7,041.1	10.4%
Net Expenditures	(1,574.1)	(3,043.7)	748.5	(797.6)	567.5	1,365.0	(171.1%)

*2021 Projection based on Q3 Variance Report

Key Base Drivers:

Salaries & Benefits: Include inflationary increases on existing salaries and benefits and salaries and benefit costs for additional 18 positions to sustain and expand the Capital Delivery Program, and support the implementation of the Concept to Keys (C2K) Initiative.

As mitigation efforts, these increases have been partially offset by repurposing positions to better align to priorities within Engineering and Construction Services.

Services and Rents: Include increases for professional and technical services for the delivery of construction projects.

Other Revenue Changes: Include increases for recovery of additional positions fully funded by Metrolinx and anticipated recovery for capital funded positions.

Table 2b: 2022 New / Enhanced

New / Enhanced Request	2022				2023 Annualized Gross	Equity Impact	Support Climate Initiatives	Supports Key Outcome / Priority Actions
	Revenue	Gross	Net	Positions				
In \$ Thousands								
1 THREE (3) TTC PROJECTS: BLOOR-YONGE CAPACITY IMPROVEMENT, WATERFRONT TORONTO EAST LRT, EXISTING STATIONS IMPROVEMENTS	394.6	394.6		3.0		None	No	Ensure City compliance under Agreements with Metrolinx and TTC and our obligations under Bill 171: Building Transit Faster Act
Total New / Enhanced	394.6	394.6		3.0				

TTC Projects:

- Request two (2) Engineers and one (1) Senior Engineer position to provide end-to-end engineering support related to the design and construction of the City's transit infrastructure. From project planning through preliminary design, detailed design, permitting, approvals, construction, warranty period and final acceptance for the three (3) TTC projects identified above, ensuring City compliance under TTC Agreement and our obligations under Bill 171: Building Transit Faster Act.

Note:

- For additional information on 2022 key cost drivers refer to [Appendix 2](#) for a summary of balancing actions, [Appendix 3](#) for a more detailed listing and descriptions of the 2022 Service Changes and [Appendix 4](#) for the 2022 New and Enhanced Service Priorities, respectively.

2023 & 2024 OUTLOOKS**Table 3: 2023 and 2024 Outlooks**

(\$000s)	2021 Projection	2022 Budget	2023 Outlook	2024 Outlook
Revenues	67,571.8	74,045.4	74,870.5	75,831.4
Gross Expenditures	68,369.4	74,612.9	75,643.3	76,871.0
Net Expenditures	797.6	567.5	772.7	1,039.6
Approved Positions	N/A	645.1	645.1	645.1

Key drivers

The 2023 Outlook with total gross expenditures of \$75.643 million reflects an anticipated \$1.030 million or 1.37 per cent increase in gross expenditures above the 2022 Operating Budget; The 2024 Outlooks expects a further increase of \$1.228 million or 1.61 per cent above 2023 gross expenditures.

These changes arise from the inflationary increases for salaries and benefits.

APPENDICES

Appendix 1

COVID-19 Impact and Recovery

N/A

Appendix 2

2022 Balancing Actions

N/A

Appendix 3

Summary of 2022 Service Changes

N/A

Appendix 4

Summary of 2022 New / Enhanced Service Priorities Included in Budget

Form ID		Infrastructure and Development Services	Adjustments				2023 Plan Net Change	2024 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
25888		ECS TTC projects (Bloor-Yonge Cap. Improv./Waterfront LRT)						
74	No Impact	Description:						
<p>This Business Case is presented to fulfill the following to support the 3 TTC projects identified below:• The Engineering Transit Review (ETR) Senior Engineer and two Engineers will provide end-to-end engineering support related to the design and construction of Toronto Water infrastructure. From project planning through preliminary design, detailed design, permitting, approvals, construction, warranty period and final acceptance for the three TTC projects identified below and routed through the Transit Expansion Division (TEO). The Three (3) TTC projects are:1. BLOOR-YONGE CAPACITY IMPROVEMENT PROJECT2. WATERFRONT TORONTO EAST LRT3. EASIER ACCESS PROGRAM - EXISTING STATIONS IMPROVEMENTS</p> <p>Service Level Impact:</p> <p>Currently, the City Engineering Transit Review unit does not have dedicated staff for the review of TTC projects. As such, when TTC applications are submitted for engineering review they are entered into queue and reviewed as time permits. As the three TTC projects noted above have become more active, response timeliness and focused review has become more critical. In the future, the additional staff would all allow the City Engineering Transit Review unit to have a dedicated team, led by a Manager, focused on engineering review of TTC projects. This will enhance service to our internal and external clients by improving submission response timelines, relationship building, establishing a single point of contact for issues and escalations related to engineering review of TTC projects, and expanding ECS' in-house knowledge of the impacts to City interests as a result of transit construction.</p> <p>Equity Statement:</p> <p>There is no significant equity impact.</p> <p>Service: Engineering Review & Acceptance</p>								
Total Staff Recommended Changes:		394.6	394.6	0.0	3.00	0.0	0.0	
Staff Recommended New/Enhanced Services:		394.6	394.6	0.0	3.00	0.0	0.0	
Summary:								
Staff Recommended New / Enhanced Services:		394.6	394.6	0.0	3.00	0.0	0.0	

Appendix 5

Summary of 2022 New / Enhanced Service Priorities Not Included in Budget

N/A

Appendix 6

**2022 Capital Budget;
2023 - 2031 Capital Plan Including Carry Forward Funding**

N/A

Appendix 6a

2022 Cash Flow and Future Year Commitments Including Carry Forward Funding

N/A

Appendix 6b

2023 - 2031 Capital Plan

N/A

Appendix 7

Reporting on Major Capital Projects: Status Update

N/A

Appendix 8

Summary of Capital Needs Constraints

(In \$ Millions)

N/A

Appendix 9

2022 User Fee Changes

N/A

Appendix 10

Inflows and Outflows to/from Reserves and Reserve Funds

2022 Operating Budget

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2022	2023	2024
		\$	\$	\$
Beginning Balance		1,225.8	1,412.3	1,598.9
Vehicle Reserve	XQ1016			
<i>Withdrawals (-)</i>				
<i>Contributions (+)</i>		186.6	186.6	186.6
Total Reserve / Reserve Fund Draws / Contributions		1,412.3	1,598.9	1,785.5
Balance at Year-End		1,412.3	1,598.9	1,785.5

* Based on 9-month 2021 Reserve Fund Variance Report

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2022	2023	2024
		\$	\$	\$
Beginning Balance		25,806.3	26,590.1	27,374.0
Insurance	XR1010			
<i>Withdrawals (-)</i>				
<i>Contributions (+)</i>		783.9	783.9	783.9
Total Reserve / Reserve Fund Draws / Contributions		26,590.1	27,374.0	28,157.9
Other Program / Agency Net Withdrawals & Contributions				
Balance at Year-End		26,590.1	27,374.0	28,157.9

* Based on 9-month 2021 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).