

# 2024 Program Summary

## Children's Services

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### Description

We promote access to high quality early learning and provide child care and supports for families through a well-planned and managed system.

We help Toronto's families find and access licensed child care and early years programs, help with the cost of programming, and provide support for children with special needs. Funding, resources, and professional development are also offered to agencies to help deliver programs that are high quality, accessible and inclusive.

### Why We Do It

Child care is a key lever to children's health and development, child and family well-being, improving the economy, improving education rates, and addressing poverty. We ensure that:

- Families have access to safe and affordable childcare and early years programs that contribute to healthy child development, family well-being, and increased economic activity by enabling them to go to work and school.

*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

### Child Care Delivery

**Who We Serve:** Families and children, early years and child care service providers.

**What We Deliver:** Provides fee subsidies with contracted child care service delivery and through Toronto Early Learning Child Care Services (TELCCS) centres that help eligible families meet the cost of early learning and care.

**How Much Resources (gross 2024 operating budget):** \$442.8 Million

### Child Care System Management

**Who We Serve:** Families and children, early years and child care service providers.

**What We Deliver:** Legislated to manage the planning and delivery of child care and early year's programs in Toronto. We work with school boards, other human services, and community partners to organize a coordinated system that provide access to services to ensure the best possible outcomes for children and their families.

**How Much Resources (gross 2024 operating budget):** \$660.7 Million

## Budget at a Glance

### 2024 OPERATING BUDGET

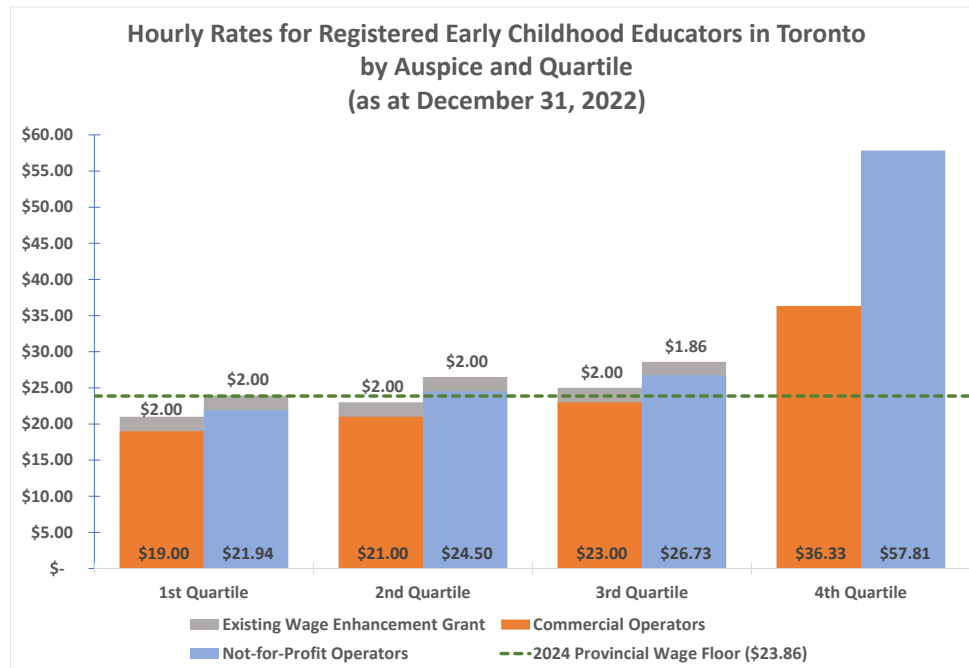
<u>\$Million</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenues	\$1,009.9	\$1,009.9	\$1,009.9
Gross Expenditures	\$1,103.5	\$1,105.1	\$1,105.9
Net Expenditures	\$93.6	\$95.2	\$96.0
Approved Positions	1,018.1	1,018.1	1,018.1

### 2024 - 2033 10-YEAR CAPITAL PLAN

<u>\$Million</u>	<u>2024</u>	<u>2025-2033</u>	<u>Total</u>
Gross Expenditures	\$14.5	\$105.7	\$120.2
Debt	\$1.5	\$16.1	\$17.6

Note: Includes 2023 carry forward funding

## How Well We Are Doing – Behind the Numbers



- A well-compensated and qualified child care and early years workforce is essential for delivering high-quality early childhood programs, which in turn improves socioeconomic outcomes, increases women's labour force participation, and supports economic growth.
- Sector is experiencing significant staffing shortages, and broader recruitment and retention challenges, which were exacerbated by the COVID-19 pandemic.
- *Canada-Ontario Early Childhood Workforce Agreement*, announced in 2022, provided a one-time investment of \$37.7 million over two years. Children's Services leveraged this funding to enhance collaboration with sector partners and post-secondary institutions to support the development of workforce strategies that promoted the profession of Early Childhood Education, professional development, and the retention and recruitment of a high-quality, diverse, inclusive child care and early years workforce.
- Ongoing success of the Canada-Wide Early Learning and Child Care (CWELCC) System is heavily dependent on a stable, thriving workforce. Staffing shortages impede families' access to services within existing child care spaces, constrain the expansion of new spaces, and impact outcomes for children.
- In 2023 the Province announced a Child Care Workforce Strategy for 2024 to support recruitment and the retention of qualified staff, support system growth, and ensure increased access to high quality licensed child care. While total funding allocations for Toronto have not been confirmed, the Province has communicated that the new 2024 Wage Floor for eligible Registered Early Childhood Educators (RECEs) will increase to \$23.86 per hour from \$20.00 per hour.
- Based on the most recently available data, summarized in the chart above, this new wage floor will impact 33% of the total RECE workforce, or approximately 54% of RECEs working in commercial licensed child care centres, and 24% of RECEs working in not-for-profit settings.
- In December 2023, City Council adopted a recommendation to request the Province to develop a Workforce Strategy for the sector that includes an investment to increase wages and benefits to levels that achieve parity with positions in the public sector in Toronto ([2023.EC8.10](#)).

## How Well We Are Doing

Service	Measure	2021 Actual	2022 Actual	2023** Target	2023 Projection	Status	2024 Target	2025 Target
<b>Outcome Measures</b>								
Child Care Delivery	% enrolment in licensed child care (centre-based)	75%	80%	85%	82%	●	90%	95%
Child Care System Management	% of child care operators opted-in to Canada-Wide Early Learning and Child Care system	N/A	85%	90%	88%	●	90%	90%
Child Care System Management	% of families utilizing online services (My Child Care Account)	90%	92%	95%	95%	●	98%	98%
<b>Service Level Measures</b>								
Child Care Delivery	# of child care fee subsidies	21,150*	23,000	30,700	29,500	●	30,700	30,700
Child Care Delivery	# of children with extra support needs served	4,300*	4,400*	4,750	4,700	●	4,800	5,000
Child Care System Management	# of new licensed child care spaces added (centre-based)	250	350	800	1,500	●	2,000	3,000
Child Care System Management	# of licensed child care spaces (centre-based)	78,921*	78,921*	82,000	80,500	●	84,000	87,000

\*Reduced demand through the height of the pandemic resulted in temporarily high vacancy rates and financial pressures for child care operators.

\*\*2023 Targets adjusted to reflect CWELCC directed growth funding in 2023, and approval of expansion targets through the Provincial Access and Inclusion Framework.

### 2023 Projection to 2023 Target Comparison

● 100% (MET TARGET) ● 70 - 99% (LOW RISK) ● 69% and Under (REQUIRES ATTENTION)

## EXPERIENCES, CHALLENGES AND PRIORITIES

### Our Experience and Success

- Continued to implement the CWELCC system in Toronto, with 933 or approximately 88% of licensed child care centres, and 22 licensed home child care agencies enrolled. In 2023, eligible families experienced a 52.75% reduction in their fees paid to participating programs.
- Developed and released an application process to support the expansion of child care spaces in the CWELCC system, in alignment with the Provincial Access and Inclusion Framework, with directed growth in communities with the least access to care and to support access for priority groups including Indigenous families, Black families, low-income families, children with extra support needs, and families in need of more flexible models of care.
- Leveraged technology to integrate newly introduced funding streams under the CWELCC system, and to modernize and enhance family and child care operator experience with online and virtual service delivery.
- Released the results and recommendations from a multi-year workforce survey, in a report titled: *Early Years and Workforce Project: Workforce Perspectives, Deepening Challenges and Pressing Opportunities*.
- Through the *Federal-Ontario Early Childhood Workforce Agreement*, implemented Professional Learning and Workforce Strategies to address early childhood workforce challenges:
  - Hosted four in-person and hybrid conferences with over 1,100 attendees in support of Home Child Care, French Language Services, Every Child Belongs, and Early Childhood Educators
  - Continued collaboration with seven GTA colleges to support accelerated Early Childhood Education diploma programs for students to attract new professionals to the sector.
  - Facilitated several bilingual professional development training sessions and speaker series for the sector on various topics including mental health and wellness supports, *Cultivating Antiracist Early Childhood Education: A Comprehensive Systemic, and Practical Approach*, *Learning Through Play*, and *Black Children Matter: The Pedagogical Power of a 'Pro-Black' Early Years Classroom, Exploring Truth and Reconciliation in the Early Years*.
- Implemented an enhanced a targeted approach to engage and communicate with families on the child care fee subsidy waitlist and perform outreach to new families to promote access to care. Created specialized and prioritized fee subsidy and service navigation supports for refugees, and for Ukrainian families displaced by the war in Ukraine.

### Key Challenges and Risks

- Availability of early learning workforce to meet legislated staffing ratios, and to provide programming for children and families in licensed child care. A well-compensated, qualified, workforce is required to ensure the stability of the system, and to promote quality outcomes for children and families.
- Elimination of provincial one-time transitional grant funding, introduced in 2021 to offset the impacts of changes to the province-wide policy and funding formula for administrative expenses, resulting in a decrease of \$24.3 million in provincial funding for Toronto to support the planning, implementation and delivery of various programs and services for the early years and child care sector.
- Preparation for the introduction of a new funding formula for the early years and child care sector, to be introduced in late 2024.
- While operating funding to support growth under the CWELCC system has been provided, to address increased demand as costs for service become more affordable for eligible families, there is a requirement for incremental capital investments to support not-for-profit and public sector growth, where barriers to entry are high.
- Affordability continues to be a barrier for many families wishing to access child care, with almost 40% of families in receipt of a fee subsidy able to afford less than \$1.00 per day for care. Already existing challenges with access to child care spaces, may be exacerbated as families facing fewer inequities may have more access to operators participating in the CWELCC system.

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## Priority Actions

- Continue to advocate to the Province with the Association of Municipalities of Ontario (AMO), Ontario Municipal Social Services Association (OMSSA), and other municipal and regional service system managers for a reversal of the elimination of the one-time transitional grant funding.
  - Continue to implement the Canada-Wide Early Learning and Child Care (CWELCC) System, which will lower fees for families, increase access to high-quality, inclusive, licensed child care programs, and invest in the child care workforce.
  - Deliver new provincial funding formula for child care, streamlining implementation experience for operators, and working with the Province to maximize funding flexibilities to mitigate financial pressures for agencies experiencing significant inflationary pressures.
  - Continue to support high quality, inclusive services for all families and work with partners to implement space expansion priorities and an inclusion framework that supports the creation of new child care spaces for communities most in need. Manage the impacts of changing fee subsidy regulations, ensuring the needs of the City's vulnerable and diverse populations are met.
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**2024 BUDGET**

1. The 2024 Operating Budget for Children's Services of \$1,103.5 million gross, \$1,009.9 million revenue, and \$93.6 million net for the following services:

**Service:**

	<b>Gross Expenditures (\$000s)</b>	<b>Revenue (\$000s)</b>	<b>Net Expenditures (\$000s)</b>
Child Care Delivery	442,829.5	353,703.4	89,126.1
Child Care Service Management	660,656.1	656,160.2	4,495.9
<b>Total Program Budget</b>	<b>1,103,485.6</b>	<b>1,009,863.6</b>	<b>93,622.0</b>

- The 2024 staff complement for Children's Services comprised of 1,018.1 operating positions.
2. The 2024 Capital Budget for Children's Services with cash flows and future year commitments totaling \$106.554 million as detailed by project in [Appendix 5a](#).
  3. The 2025-2033 Capital Plan for Children's Services totalling \$13.596 million in project estimates as detailed by project in [Appendix 5b](#).
  4. That all sub-projects with third party financing be subject to the receipt of such financing in 2024 and if such funding is not forthcoming, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs.

# **2024 OPERATING BUDGET**



**2024 OPERATING BUDGET OVERVIEW**

**Table 1: 2024 Operating Budget by Service**

(In \$000s)	2022 Actual	2023 Budget	2023 Projection*	2023 Budget excl COVID	2024 Base Budget	2024 New / Enhanced	2024 Budget	Change v. 2023 Budget excl COVID	
By Service	\$	\$	\$	\$	\$	\$	\$	\$	%
<b>Revenues</b>									
Child Care Delivery	167,546.8	369,878.2	352,393.6	369,878.2	353,703.4		353,703.4	(16,174.7)	(4.4%)
Child Care System Management	563,520.2	648,191.0	590,147.6	648,191.0	656,160.2		656,160.2	7,969.2	1.2%
<b>Total Revenues</b>	<b>731,066.9</b>	<b>1,018,069.1</b>	<b>942,541.2</b>	<b>1,018,069.1</b>	<b>1,009,863.6</b>		<b>1,009,863.6</b>	<b>(8,205.5)</b>	<b>(0.8%)</b>
<b>Expenditures</b>									
Child Care Delivery	404,134.5	442,008.1	431,565.6	442,008.1	442,829.5		442,829.5	821.4	0.2%
Child Care System Management	418,387.7	667,482.5	600,094.2	667,482.5	660,656.1		660,656.1	(6,826.4)	(1.0%)
<b>Total Gross Expenditures</b>	<b>822,522.2</b>	<b>1,109,490.6</b>	<b>1,031,659.8</b>	<b>1,109,490.6</b>	<b>1,103,485.6</b>		<b>1,103,485.6</b>	<b>(6,005.0)</b>	<b>(0.5%)</b>
<b>Net Expenditures</b>	<b>91,455.3</b>	<b>91,421.5</b>	<b>89,118.6</b>	<b>91,421.5</b>	<b>93,622.0</b>		<b>93,622.0</b>	<b>2,200.5</b>	<b>2.4%</b>
<b>Approved Positions**</b>	<b>1,051.2</b>	<b>1,020.7</b>	<b>N/A</b>	<b>1,020.7</b>	<b>1,018.1</b>		<b>1,018.1</b>	<b>(2.6)</b>	<b>(0.3%)</b>

\* 2023 Projection based on 9 Month Variance  
 \*\*YoY comparison based on approved positions

**KEY DRIVERS**

**Total 2024 Budget** expenditures of \$1,103.5 million gross reflecting a decrease in spending of \$6.0 million below 2023 budget, predominantly arising from:

- Inflationary increases to salaries and benefits for existing positions and filled vacancies in 2024, partially offset by hiring plans and anticipated staff turnover (\$4.1 million).
- Incremental City investment to partially mitigate financial pressures being experienced by community-based child care operators, to be used in conjunction with incremental funding provided under the CWELCC system to support the Provincial cost escalation factor of 2.1% (\$2.6 million).
- While City funding is increasing, there is an overall decrease in spending due to the ending of one-time funding under the Federal-Ontario Early Childhood Workforce Agreement (a reduction of \$7.6 million, \$0 net) and adjustments to various provincially funded programs (a reduction of \$4.9 million, \$0 net).

**EQUITY IMPACTS OF BUDGET CHANGES**

**Low-positive to high-positive equity impacts:** The benefits of child care on children's learning, health, and development are the most pronounced in equity seeking communities. Child care and early years programs are critical services that redress the impact of inequities, in terms of affordable access for families and parental employment or training/education, as well as developmental outcomes for their children. Equitable access to high quality, affordable early learning and child care is a factor in poverty reduction and workforce participation.

Children's Services' budget continues to make investments to support childcare affordability and access to quality early years programs. This will have a positive impact on low-income families and low-income women, particularly in racialized communities, providing additional resources for families experiencing multiple barriers. These investments, which are a component of the Growth Strategy, support several of the City's strategic priorities including the Poverty Reduction Strategy, Confronting Anti-Black Racism Strategy, as well as Council's commitment to increasing women's equity.

**2024 OPERATING BUDGET KEY COST DRIVERS**

The 2024 Net Operating Budget for Children’s Services of \$93.622 million is \$2.200 million or 2.0% greater than the 2023 Net Budget. Table 2 below summarizes the key cost drivers for the 2024 Budget.

**Table 2: 2024 Key Cost Drivers**

(In \$000s)	2024				2025 Annualized impact (Net)
	Revenues	Gross	Net	Positions**	
2023 Budget	1,018,069.1	1,109,490.6	91,421.5	1,020.7	N/A
2023 Projection*	942,541.2	1,031,659.8	89,118.6	N/A	N/A
2023 Budget (excl. COVID)	1,018,069.1	1,109,490.6	91,421.5	1,020.7	N/A
<b>Key Cost Drivers:</b>					
<i>Salary &amp; Benefits</i>					
Salaries & Benefits (Annualized Impact)		5,231.4	5,231.4		406.5
<i>Non-Salary Inflation</i>					
Inflationary Adj. for Community-Based Child Care		2,647.5	2,647.5		
Contracted Goods & Services		1,031.8	1,031.8		
<i>Revenue Changes</i>					
Ending of One-Time Provincial Funding Programs	(31,925.8)	(7,663.4)	24,262.4		
<i>Other Changes</i>	(5,100.0)	(4,987.8)	112.2		17.5
<b>Sub-Total - Key Cost Drivers</b>	<b>(37,025.8)</b>	<b>(3,740.5)</b>	<b>33,285.4</b>		<b>424.0</b>
<b>Affordability Measures:</b>					
Line by Line/Matching Actuals		(1,559.0)	(1,559.0)		1,126.6
Adjustments to CWELCC Funding	28,820.3		(28,820.3)		
Efficiencies		(705.5)	(705.5)	(2.6)	58.1
<b>Sub-Total - Affordability Measures</b>	<b>28,820.3</b>	<b>(2,264.5)</b>	<b>(31,084.9)</b>	<b>(2.6)</b>	<b>1,184.7</b>
<b>Total 2024 Budget</b>	<b>1,009,863.6</b>	<b>1,103,485.6</b>	<b>93,622.0</b>	<b>1,018.1</b>	<b>1,608.7</b>
<b>Change from 2023 Budget (excl. COVID) (\$)</b>	<b>(8,205.5)</b>	<b>(6,005.0)</b>	<b>2,200.5</b>	<b>N/A</b>	<b>N/A</b>
<b>Change from 2023 Budget (excl. COVID) (%)</b>	<b>-1%</b>	<b>-1%</b>	<b>2%</b>	<b>N/A</b>	<b>N/A</b>

\*Based on 9 Month Variance

\*\*YoY comparison based on approved positions

**Key Base Drivers:**

**Salaries & Benefits:**

- Year-over-year increase due to the planned hiring of front-line staff supporting service delivery and cost-of-living pressures on existing positions.

**Non-Salary Inflation:**

- Provision to support inflationary pressures for community-based child care agencies to provide funding stability while helping to offset incremental operating costs.
- Increases to contracted goods and services to support service delivery and directly operated child care programs.

**Revenue Changes:**

- Decrease of approximately \$24.3 million in provincial subsidies due to the ending of a one-time transitional grant for service system management costs to support the early years and child care sector. This one-time grant was used to offset the pressure from previously announced Provincial funding changes to administrative expenditure policies, changing the cost-share ratio from 100% provincially funded to a 50/50 cost-share with the City, and a 50% decrease of the expenditure threshold, from 10% to 5%.

- Since the announcement of the policy change, Children's Services continues to face increased administrative pressures in its role as service system manager, arising from the ongoing implementation of the CWELCC system, as well as regulatory changes, and new and changing provincial direction for program delivery. The ability to manage the early years and child care sector and implement newly introduced policies and programs is contingent upon corresponding funding to support administration costs.
- Decrease of approximately \$7.6 million (net \$0) related to the ending of Year 2 of the *Federal-Ontario Early Childhood Workforce Agreement*. This one-time, 100% federally funded program was designed to support the retention and recruitment of a high-quality, diverse, inclusive child care and early years workforce.

## Affordability Measures:

**Table 3: Offsets and Efficiencies**

(\$000s)									
Recommendation	Savings Type	Equity Impact	2024				2025 (Incremental)		
			Revenue	Gross	Net	Positions	Gross	Net	Positions
Line-by-Line Review	Base Savings	No Impact		(432.4)	(432.4)				
Salary and Benefits Adjustments	Base Savings	No Impact		(1,126.6)	(1,126.6)		1,126.6	1,126.6	
Consolidate and Streamline Operations	Efficiency Savings	No Impact		(705.5)	(705.5)	(2.6)	58.1	58.1	
Adjustments to CWELCC Funding	Other Base Revenue Changes	No Impact	28,820.3		(28,820.3)				
<b>Total Affordability Measures</b>			<b>28,820.3</b>	<b>(2,264.5)</b>	<b>(31,084.8)</b>	<b>(2.6)</b>	<b>1,184.7</b>	<b>1,184.7</b>	

- **Line-by-Line Review** – A review of base expenditures resulted in overall savings of \$0.432 million, driven primarily by adjustments based on actual experience for various goods and services.
- **Salary and Benefits Adjustments** – A reduction in salaries and benefits to align with expected hiring projections, and anticipated staff turnover.
- **Consolidate and Streamline Operations** – Children's Services is a recognized leader in developing policy and best practices that are adopted by providers and service system managers throughout a continually changing child care sector. To support and implement changes resulting from updates to legislation and funding guidelines, and community needs, the Division continues to invest in technological and digitization efforts, business process improvements, and streamlining service delivery for efficiency savings.
- **Adjustments to Canada-Wide Early Learning and Child Care (CWELCC) Funding** – Increases in Federal funding to support the ongoing implementation of the CWELCC system, including operating investments for expansion under the Directed Growth Plan, start-up funding to partially offset the costs of growth for community-based child care, and emerging issues funding to help address non-discretionary costs above the 2024 Provincial cost escalation factor of 2.1%.

### Note:

1. For additional information on 2024 Service Changes please refer to [Appendix 2](#) and [Appendix 3](#) for the 2024 New and Enhanced Service Priorities, respectively.

**2025 & 2026 OUTLOOKS****Table 5: 2025 and 2026 Outlooks**

(\$000s)	2024 Budget	2025 Incremental Outlook	2026 Incremental Outlook
<b>Revenues</b>			
<b>Total Revenues</b>	<b>1,009,863.6</b>		
<b>Gross Expenditures</b>			
Adjustments to Hiring Plan		1,533.1	689.2
Inflationary Impacts		75.6	73.7
<b>Total Gross Expenditures</b>	<b>1,103,485.6</b>	<b>1,608.7</b>	<b>762.9</b>
<b>Net Expenditures</b>	<b>93,622.0</b>	<b>1,608.7</b>	<b>762.9</b>
<b>Approved Positions</b>	<b>1,018.1</b>		

**Key Outlook Drivers**

The 2025 Outlook with total gross expenditures of \$1,105.1 million reflects an anticipated \$1.609 million increase in gross expenditures above the 2024 Operating Budget. The 2026 Outlooks expects a further increase of \$0.763 million above 2025 gross expenditures.

These changes arise from the following:

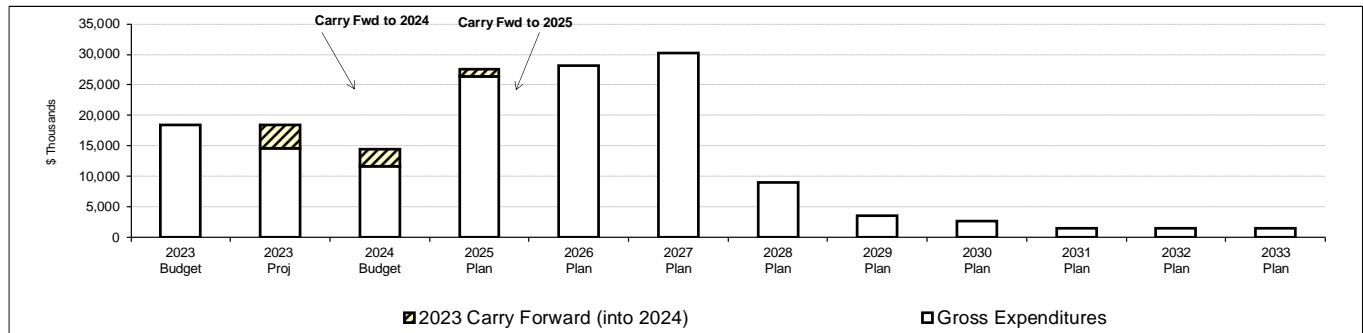
- Annualization of salaries and benefits, and filling of vacancies.
- Inflationary increases to contracted good and services.

The Province has confirmed that a new funding formula for the early years and child care sector will be released in late 2024. Impacts to revenues will be assessed once details are released and funding allocations are confirmed.

**2024 – 2033  
CAPITAL BUDGET AND PLAN**

**2024 – 2033 CAPITAL BUDGET & PLAN OVERVIEW**

**Chart 1: 10-Year Capital Plan Overview**



In \$000's	2023		2024 Capital Budget and 2025 - 2033 Capital Plan											Total 10 Year Plan
	Budget	Projection	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033		
	<b>Gross Expenditures by Project Category:</b>													
Health & Safety & Legislated														
SOGR	4,889	3,006	4,206	4,740	4,596	1,496	1,496	1,496	1,496	1,496	1,540	1,540	24,102	
Service Improvement & Growth	13,586	13,548	10,265	22,816	23,599	28,679	7,529	2,000	1,160				96,048	
<b>Total by Project Category</b>	<b>18,475</b>	<b>16,554</b>	<b>14,471</b>	<b>27,556</b>	<b>28,195</b>	<b>30,175</b>	<b>9,025</b>	<b>3,496</b>	<b>2,656</b>	<b>1,496</b>	<b>1,540</b>	<b>1,540</b>	<b>120,150</b>	
<b>Financing:</b>														
Debt			1,506	3,150	2,396	1,496	1,496	1,496	1,496	1,496	1,540	1,540	17,612	
Reserves/Reserve Funds			3,930	7,181	13,045	7,825	2,570	1,833	1,160				37,544	
Development Charges			7,150	14,132	5,801	19,854	4,430	167					51,534	
Provincial														
Federal														
Debt Recoverable														
Other Revenue			1,885	3,093	6,953	1,000	529						13,460	
<b>Total Financing</b>			<b>14,471</b>	<b>27,556</b>	<b>28,195</b>	<b>30,175</b>	<b>9,025</b>	<b>3,496</b>	<b>2,656</b>	<b>1,496</b>	<b>1,540</b>	<b>1,540</b>	<b>120,150</b>	

**Changes to Existing Projects**  
(\$26.8 Million)

The 2024-2033 Capital Budget and Plan reflects the following changes to existing projects over the nine common years (2024-2032):

- Additional funding for school and community-based child care centres, reflecting actual experience, and increased construction cost estimates.
- Additional funding for playground retrofits for City-run child care centres.

**New Projects**  
(\$0.0 Million)

**Capital Needs Constraints**  
(\$12.8 Million)

Children’s Services has one unmet project over the 10-year planning horizon:



- Playground retrofits for City-run child care centres, required to meet legislated health and safety and design requirements.

**Note:**

For additional information, please refer to [Appendix 5](#) for a more detailed listing of the 2024 and 2025-2033 Capital Budget & Plan by project; [Appendix 6](#) for Reporting on Major Capital Projects – Status Update; [Appendix 7](#) for Capacity to Spend Review; and [Appendix 8](#) for Capital Needs Constraints, [Appendix 9](#) for Capital Program Provincial/Federal Funding Streams by Projects, respectively.

**2024 – 2033 CAPITAL BUDGET AND PLAN**

**\$120.1 Million 10-Year Gross Capital Program**

	
<b>Aging Infrastructure</b>	<b>New Child Care and EarlyON Child and Family Centres</b>
<b>\$24.1 M 20.0%</b>	<b>\$96.0 M 80.0%</b>
<ul style="list-style-type: none"> <li>Legislative requirement to maintain City-run child care centres in a condition that meets strict licensing standards and promotes the health and well-being of children, families, and staff.</li> </ul>	<ul style="list-style-type: none"> <li>New child care centres to increase access to licensed child care.</li> <li>8 child care centre projects supporting climate resiliency, including Mount Dennis, the City’s first net zero child care centre. <input checked="" type="checkbox"/></li> <li>New EarlyON Child and Family Centre at 150 Queens Wharf Road to provide increased access to community and wraparound supports for families and children. <input checked="" type="checkbox"/></li> </ul>

- Project supports Climate Resiliency and / or Greenhouse Gas (GHG) Reduction\*

- Project includes workforce development requirements as outlined in the City’s Social Procurement Program

\*Information above includes full project / sub-project 2024-2033 Capital Budget and Plan cash flows. Does not break out the climate component costs separately.

- Supply chain issues including significant escalations in material and overall construction prices have increased the average development cost of an average 62-space standalone child care centre from approximately \$5.0 million to \$7.5 million.
- To support increased access to child care, City Council has requested that the Federal and Provincial Governments provide capital funding to reflect the regional costs of developing child care spaces in Toronto; and provide capital expansion funding required to meet CWELCC targets in the not-for-profit and public sector for Toronto set out in the Province’s Access and Inclusion Framework and the City’s Licensed Child Care Growth Strategy.

### How the Capital Program is Funded

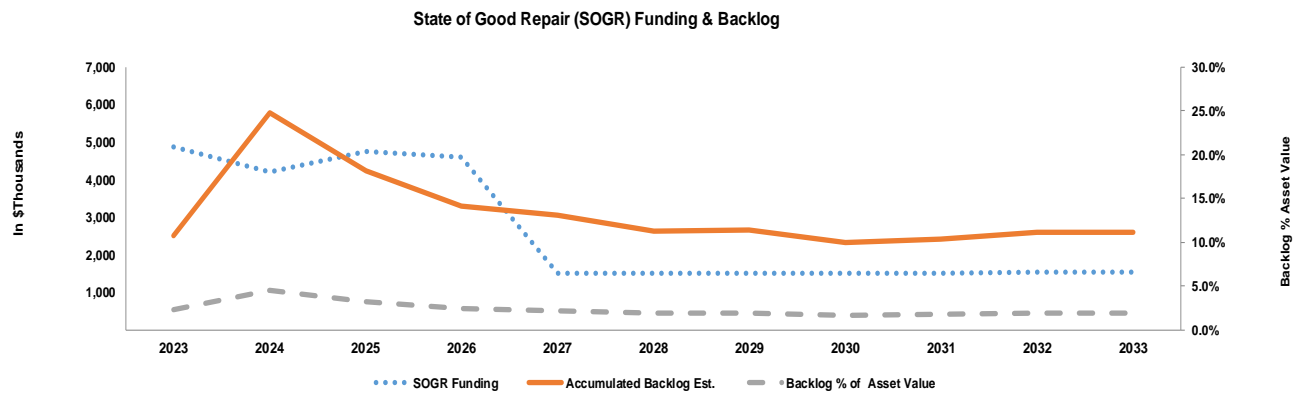
City of Toronto		Provincial Funding	Federal Funding
<b>\$120.1 M</b> 100%		<b>\$0.0 M</b> 0.0%	<b>\$0.0 M</b> 0.0%
Debt	\$ 17.6 M		
Reserve / Reserve Fund	\$ 37.5 M		
Development Charges / Section 42*	\$ 51.5 M		
Other	\$ 13.5 M		

\*Bill 23 impacts City's ability to recover the costs associated with growth-related infrastructure projects and to support complete higher density communities across Toronto. Adjustments to Development Charges revenue forecast resulting in negative reserve balances are reflected in [Appendix 10](#).

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

The chart below depicts the SOGR funding and accumulated backlog estimates for Children’s Services:

**Chart 2: Total SOGR Funding & Backlog**



\$ Thousands	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>SOGR Funding</b>	4,889	4,206	4,740	4,596	1,496	1,496	1,496	1,496	1,496	1,540	1,540
<b>Accumulated Backlog Est.</b>	2,493	5,788	4,233	3,302	3,045	2,636	2,653	2,328	2,413	2,586	2,585
<b>Backlog % of Asset Value</b>	2.3%	4.5%	3.2%	2.4%	2.2%	1.9%	1.9%	1.7%	1.7%	1.9%	1.9%
<b>Total Asset Value</b>	109,409	129,239	132,470	135,782	139,177	139,177	139,177	139,177	139,177	139,177	139,177

- The 2024-2033 Capital Budget and Plan includes a total of \$24.102 million for SOGR works, based on current funding levels. The accumulated backlog is anticipated to increase from \$2.5 million in 2023 to \$2.6 million in 2033, representing 1.9% of the total replacement value estimated to be \$139.2 million by 2033.
- Adjustments to the 10-Year Plan to the SOGR program reflects high priority SOGR needs identified by updated building condition assessments, and the timing of infrastructure and retrofit projects.



# APPENDICES

## Appendix 1

### 2024 Operating Budget by Category

Category (In \$000s)	2021	2022	2023	2023	2024	2024 Change from 2023		2024 Change from 2023	
	Actual	Actual	Budget	Projection*	Budget	Budget	Budget	Projection	Projection
	\$	\$	\$	\$	\$	\$	%	\$	%
Provincial Subsidies	480,106.1	444,639.7	451,285.0	446,172.0	427,022.5	(24,262.4)	(5.4%)	(19,149.5)	(4.3%)
Federal Subsidies	28,671.0	249,938.4	552,847.8	491,504.8	573,008.6	20,160.8	3.6%	81,503.8	16.6%
User Fees & Donations	28,238.2	32,608.0	2,336.4	2,390.8	3,332.5	996.1	42.6%	941.7	39.4%
Contribution From Reserves/Reserve Funds			1,400.0		1,400.0			1,400.0	
Sundry and Other Revenues	11.1	7.1							
Inter-Divisional Recoveries	4,339.1	3,873.8	10,200.0	2,473.6	5,100.0	(5,100.0)	(50.0%)	2,626.4	106.2%
<b>Total Revenues</b>	<b>541,365.6</b>	<b>731,066.9</b>	<b>1,018,069.1</b>	<b>942,541.2</b>	<b>1,009,863.6</b>	<b>(8,205.5)</b>	<b>(0.8%)</b>	<b>67,322.4</b>	<b>7.1%</b>
Salaries and Benefits	89,971.0	89,884.3	97,006.2	98,362.4	100,405.7	3,399.5	3.5%	2,043.3	2.1%
Materials & Supplies	2,095.3	2,457.2	2,129.4	1,900.0	1,954.8	(174.6)	(8.2%)	54.8	2.9%
Equipment	719.1	804.4	1,324.4	1,324.4	1,368.0	43.6	3.3%	43.6	3.3%
Service and Rent	579,716.2	726,582.2	1,006,182.6	927,200.0	996,226.0	(9,956.7)	(1.0%)	69,026.0	7.4%
Contribution To Reserves/Reserve Funds	1,460.6	1,481.8	1,551.3	1,551.3	2,122.2	570.9	36.8%	570.9	36.8%
Other Expenditures	113.8	69.2	6.0	6.0	6.0				
Inter-Divisional Charges	1,211.0	1,243.0	1,290.7	1,315.7	1,402.9	112.2	8.7%	87.2	6.6%
<b>Total Gross Expenditures</b>	<b>675,287.0</b>	<b>822,522.2</b>	<b>1,109,490.6</b>	<b>1,031,659.8</b>	<b>1,103,485.6</b>	<b>(6,005.0)</b>	<b>(0.5%)</b>	<b>71,825.8</b>	<b>7.0%</b>
<b>Net Expenditures</b>	<b>133,921.4</b>	<b>91,455.3</b>	<b>91,421.5</b>	<b>89,118.6</b>	<b>93,622.0</b>	<b>2,200.5</b>	<b>2.4%</b>	<b>4,503.4</b>	<b>5.1%</b>

\*Projection based on 9 Month Variance

## **Appendix 2**

### **Summary of 2024 Service Changes**

**N/A**

## **Appendix 3**

### **Summary of 2024 New / Enhanced Service Priorities Included in Budget**

**N/A**

## **Appendix 4**

### **Summary of 2024 New / Enhanced Service Priorities Not Included in Budget**

**N/A**

### Appendix 5

## 2024 Capital Budget; 2025 - 2033 Capital Plan Including Carry Forward Funding

(In \$000s)	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2024 - 2033 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
Mount Dennis Additional Funding 2020	826	1,004									1,830			1,830
3393 Keele Street Child Care Centre			600	1,000	2,000	2,000	1,160				6,760			6,760
3393 Keele Street Child Care Ctr Planning	50	150									200			200
Alexandra Park Child Care Centre	234										234			234
Anishnawbe Miziwe Biik Child Care Centre	1,305	2,845									4,150			4,150
Bridletown Community Centre (Child Care Centre 6)	150	700	1,600	1,450							3,900			3,900
Canoe Landing (Block 31) Child Care Centre Constru	102										102			102
David and Mary Thomson (Child Care Centre 7)	50	1,000	3,900								4,950			4,950
EarlyON 150 Queen Wharf Road	50	150	500	1,000	529						2,229			2,229
Gilder/Gilder Satellite Child Care Centre	110										110			110
Lawrence Heights Child Care Centre	152	548	2,680	3,580							6,960			6,960
Lawrence Heights Child Care Centre 2023 Funding				1,040	4,000						5,040			5,040
Mount Dennis Child Care Centre	874										874			874
North East Scarborough RC CC 2024 AddL Funding			500								500			500
North East Scarborough RC	1,100	500									1,600			1,600
North East Scarborough RC 2021 IY_1	780	720									1,500			1,500
North East Scarborough RC 2021 Net Zero Funding_2		800									800			800
North East Scarborough RC 2022 Funding		1,500									1,500			1,500
St Bartholomew Additional Funding 2020	212	588									800			800
St Roch Additional Funding 2020	317	335									652			652
St. Barnabas Catholic School	350										350			350
St. Bartholomew Catholic School	200										200			200
Stanley Public School	392										392			392
TCH Needle Firway	100	1,400	3,375								4,875			4,875
TCH Needle Firway - 2024 AddL Funding				3,000							3,000			3,000
TELCCS - Playground Retrofit	2,150										2,150	2,150		
TELCCS - SOGR 2022	922										922	922		
TELCCS - SOGR 2023	444	600									1,044		1,044	
TELCCS - SOGR 2024	140	500	900								1,540		1,540	
TELCCS - State Of Good Repair		1,540	1,496	1,496	1,496	1,496	1,496	1,496	1,540	1,540	13,596	13,596		
TELCCS Playground Retrofit 2024	550	2,100	2,200								4,850		4,850	
Wallace Emerson Child Care Centre	1,217	3,809	2,303								7,329			7,329
Western North Yoirk Child Care	242	1,000	2,316								3,558			3,558
Western North York Child Care			1,100								1,100			1,100
Willowridge Child Care Centre	150	1,795									1,945			1,945
Woodbine Casino Child Care Centre	350	500	4,150								5,000			5,000
Woodbine Casino Child Care Ctr AddL Funding 2024				6,009							6,009			6,009
TCS Growing Child Care for Toronto	180										180			180
Mount Dennis AddL Funding 2024		2,500									2,500			2,500
Lawrence Heights CCC - 2024 AddL Funding					1,000						1,000			1,000
Western North York Child Care 2024 AddL Funding				5,100							5,100			5,100
David and Mary Thomson (CCC 7) 2024 AddL Funding Centre 4				6,500							6,500			6,500
Wallace Emerson CCC - 2024 AddL Funding	134										134			134
Willowridge Child Care Ctr - 2024 AddL Funding			575								575			575
St Bartholomew AddL Funding 2024	138	162									300			300
Alexandra Park Child Care Ctr 2024 AddL Funding	500	307									807			807
<b>Total Expenditures (including carry forward from 2023)</b>	<b>14,471</b>	<b>27,556</b>	<b>28,195</b>	<b>30,175</b>	<b>9,025</b>	<b>3,496</b>	<b>2,656</b>	<b>1,496</b>	<b>1,540</b>	<b>1,540</b>	<b>120,150</b>		<b>24,102</b>	<b>96,048</b>

☑ - Project supports Climate Resiliency and / or Greenhouse Gas (GHG) Reduction

☑ - Project includes workforce development requirements as outlined in the City's Social Procurement Program

\*Information above includes full project / sub-project 2024-2033 Capital Budget and Plan cash flows. Does not break out the climate component costs separately.

### Appendix 5a

### 2024 Cash Flow and Future Year Commitments Including Carry Forward Funding

(In \$000s)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total 2024 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
Mount Dennis Additional Funding 2020	826	1,004									1,830	1,830		
3393 Keele Street Child Care Centre			600	1,000	2,000	2,000	1,160				6,760			6,760
3393 Keele Street Child Care Ctr Planning	50	150									200	200		
Alexandra Park Child Care Centre	234										234	234		
Anishnawbe Miziwe Biik Child Care Centre	1,305	2,845									4,150	4,150		
Bridletown Community Centre (Child Care Centre 6)	150	700	1,600	1,450							3,900	3,900		
Canoe Landing (Block 31) Child Care Centre Constr	102										102	102		
David and Mary Thomson (Child Care Centre 7)	50	1,000	3,900								4,950	4,950		
EarlyON 150 Queen Wharf Road	50	150	500	1,000	529						2,229	2,229		
Gilder/Gilder Satellite Child Care Centre	110										110	110		
Lawrence Heights Child Care Centre	152	548	2,680	3,580							6,960	6,960		
Lawrence Heights Child Care Centre 2023 Funding				1,040	4,000						5,040	5,040		
Mount Dennis Child Care Centre	874										874	874		
North East Scarborough RC CC 2024 AddL Funding			500								500		500	
North East Scarborough RC	1,100	500									1,600	1,600		
North East Scarborough RC 2021 IY_1	780	720									1,500	1,500		
North East Scarborough RC 2021 Net Zero Funding_2		800									800	800		
North East Scarborough RC 2022 Funding		1,500									1,500	1,500		
St Bartholomew Additional Funding 2020	212	588									800	800		
St Roch Additional Funding 2020	317	335									652	652		
St. Barnabas Catholic School	350										350	350		
St. Bartholomew Catholic School	200										200	200		
Stanley Public School	392										392	392		
TCH Needle Firway	100	1,400	3,375								4,875	4,875		
TCH Needle Firway - 2024 AddL Funding				3,000							3,000		3,000	
TELCCS - Playground Retrofit	2,150										2,150	2,150		
TELCCS - SOGR 2022	922										922	922		
TELCCS - SOGR 2023	444	600									1,044	1,044		
TELCCS - SOGR 2024	140	500	900								1,540			1,540
TELCCS Playground Retrofit 2024	550	2,100	2,200								4,850			4,850
Wallace Emerson Child Care Centre	1,217	3,809	2,303								7,329	7,329		
Western North Yoirk Child Care	242	1,000	2,316								3,558	3,558		
Western North York Child Care			1,100								1,100	1,100		
Willowridge Child Care Centre	150	1,795									1,945	1,945		
Woodbine Casino Child Care Centre	350	500	4,150								5,000	5,000		
Woodbine Casino Child Care Ctr AddL Funding 2024				6,009							6,009		6,009	
TCS Growing Child Care for Toronto	180										180	180		
Mount Dennis AddL Funding 2024		2,500									2,500		2,500	
Lawrence Heights CCC - 2024 AddL Funding					1,000						1,000		1,000	
Western North York Child Care 2024 AddL Funding				5,100							5,100		5,100	
David and Mary Thomson (CCC 7) 2024 AddL Funding Centre 4				6,500							6,500		6,500	
Wallace Emerson CCC - 2024 AddL Funding	134		575								134	134		
Willowridge Child Care Ctr - 2024 AddL Funding		503									575		575	
St Bartholomew AddL Funding 2024	138	162									300		300	
Alexandra Park Child Care Ctr 2024 AddL Funding	500	307									807		807	
<b>Total Expenditures (including carry forward from 2023)</b>	<b>14,471</b>	<b>26,016</b>	<b>26,699</b>	<b>28,679</b>	<b>7,529</b>	<b>2,000</b>	<b>1,160</b>				<b>106,554</b>	<b>66,610</b>	<b>26,794</b>	<b>13,150</b>

## Appendix 5b

### 2025 - 2033 Capital Plan

(In \$000s)	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2025 - 2033 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
TELCCS - State Of Good Repair	1,540	1,496	1,496	1,496	1,496	1,496	1,496	1,540	1,540	<b>13,596</b>		<b>13,596</b>	
<b>Total Expenditures</b>	<b>1,540</b>	<b>1,496</b>	<b>1,496</b>	<b>1,496</b>	<b>1,496</b>	<b>1,496</b>	<b>1,496</b>	<b>1,540</b>	<b>1,540</b>	<b>13,596</b>		<b>13,596</b>	

## Appendix 6

### Reporting on Major Capital Projects: Status Update

N/A

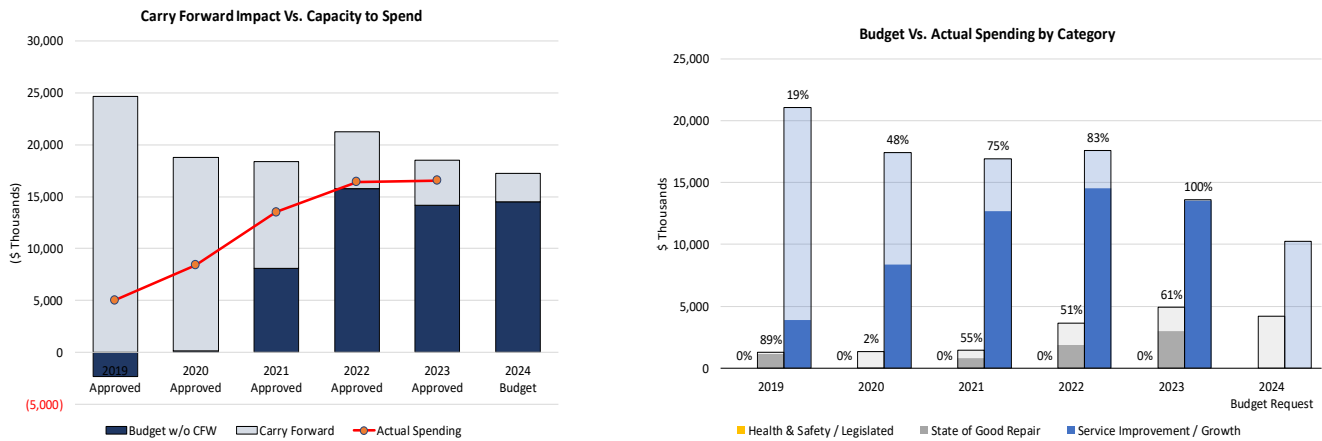
## Appendix 7

### 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 Children's Services' ability to spend and the markets capacity to deliver. As Children's Services relies primarily on third party partners to deliver projects, cash flow requirements are developed in consultation with these partners.

A key component in determining an appropriate level of annual cash flows includes historical capacity to spend reviews by project categories (Chart 3 below) as well as the level of projected 2023 underspending that will be carried forward into 2024 to complete capital work.

**Chart 3 – Capacity to Spend**



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

- Children Services' actual spending over the previous three years, from 2021 to 2023, has averaged \$15.5 million per year or 80%.
- Based on the review of historical capital spending constraints and a capacity to spend review, \$17.8 million in capital spending originally planned for 2024 has been deferred to 2025. Adjustments to the Capital Plan are noted below:
  - Timing of cash flow estimates to support child care centre projects has been adjusted to reflect supply chain constructs, as well as planning and design estimates where child care centres are being delivered by third party partners.



## Appendix 8

### Summary of Capital Needs Constraints

Project Description	Total Project Cost	Non-Debt Funding	Debt Required	Cash Flow (In \$ Thousands)									
				2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>NOT INCLUDED</b>													
<i>TELCCS Playground Retrofit 2027-33</i>	12,800	12,800					2,600	2,400	2,000	1,800	1,600	1,400	1,000
<b>Total Needs Constraints (Not Included)</b>	<b>12,800</b>	<b>12,800</b>					<b>2,600</b>	<b>2,400</b>	<b>2,000</b>	<b>1,800</b>	<b>1,600</b>	<b>1,400</b>	<b>1,000</b>

In addition to the 10-Year Capital Plan of \$120.150 million, Children’s Services have identified \$12.8 million in Capital Needs Constraints as reflected in the table above.

- *TELCCS Playground Retrofit 2027-2033* project reflects anticipated SOGR needs for playground areas in the City’s directly operated child care centres, based on most recent building condition assessments. There is a legislative requirement to maintain playground areas in a condition that meets health and safety and licensing standards, and that promotes positive child and family outcomes. Children’s Services will continue to evaluate SOGR priorities and prioritize funding based on need and project readiness.

## Appendix 9

### Capital Program Provincial/Federal Funding Streams by Project

N/A

## Appendix 10

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

#### 2024 Operating Budget

#### Program Specific Reserve / Reserve Funds

N/A

#### Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund	Withdrawals (-) / Contributions (+)		
		2024	2025	2026
		\$	\$	\$
<b>Beginning Balance</b>		55,229	57,629	60,047
Sick Leave	XR1007			
<i>Withdrawals (-)</i>				
<i>Contributions (+)</i>				
Children's Services - Operating		162	162	162
<b>Total Reserve / Reserve Funds Draws/Contributions</b>		<b>162</b>	<b>162</b>	<b>162</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>		<b>1,816</b>	<b>1,816</b>	<b>1,816</b>
Interest Income		422	440	458
<b>Balance at Year-End</b>		<b>57,629</b>	<b>60,047</b>	<b>62,483</b>

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund	Withdrawals (-) / Contributions (+)		
		2024	2025	2026
		\$	\$	\$
<b>Beginning Balance</b>		48,281	32,148	16,131
Insurance	XR1010			
<i>Withdrawals (-)</i>				
<i>Contributions (+)</i>				
Children's Services - Operating		1,640	1,640	1,640
<b>Total Reserve / Reserve Funds Draws/Contributions</b>		<b>1,640</b>	<b>1,640</b>	<b>1,640</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>		<b>(18,074)</b>	<b>(17,837)</b>	<b>(18,178)</b>
Interest Income		300	180	-
<b>Balance at Year-End*</b>		<b>32,148</b>	<b>16,131</b>	<b>(406)</b>

\* While some years are showing a negative ending balance, it is anticipated that one time funding injection, changing priorities or a revision in expenditures will adjust the future year balances.

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

**2024 – 2033 Capital Budget and Plan**

**Program Specific Reserve / Reserve Funds**

Reserve / Reserve Fund	Project / Sub Project Name and Number	Contributions / (Withdrawals)										
		2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	Total 2024-2033
XR1103: Child Care Capital Reserve Fund	<b>Beginning Balance</b>	55,361	51,752	44,851	32,014	24,399	22,003	20,328	19,316	19,461	19,607	55,361
	<i>Withdrawals (-)</i>											
	Children's Services - Capital	(3,930)	(7,181)	(13,045)	(7,825)	(2,570)	(1,833)	(1,160)	-	-	-	(37,544)
	Children's Services - Operating	(1,400)	(1,400)	(1,400)	-	-	-	-	-	-	-	(4,200)
	<b>Total Withdrawals</b>	<b>(5,330)</b>	<b>(8,581)</b>	<b>(14,445)</b>	<b>(7,825)</b>	<b>(2,570)</b>	<b>(1,833)</b>	<b>(1,160)</b>	-	-	-	<b>(41,744)</b>
	<i>Contributions (+)</i>											
	Children's Services - Operating	320	320	320	-	-	-	-	-	-	-	960
	Non-Program - Operating	1,000	1,000	1,000	-	-	-	-	-	-	-	3,000
	<b>Total Contributions</b>	<b>1,320</b>	<b>1,320</b>	<b>1,320</b>	-	-	-	-	-	-	-	<b>3,960</b>
	Interest income	400	361	287	211	173	158	148	145	146	147	2,177
	<b>Balance at Year-End</b>	<b>51,752</b>	<b>44,851</b>	<b>32,014</b>	<b>24,399</b>	<b>22,003</b>	<b>20,328</b>	<b>19,316</b>	<b>19,461</b>	<b>19,607</b>	<b>19,754</b>	<b>19,754</b>

Reserve / Reserve Fund	Project / Sub Project Name and Number	Contributions / (Withdrawals)										
		2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	Total 2024-2033
XR1103: Child Care Capital Reserve Fund	<b>Beginning Balance</b>	55,361	51,752	44,851	32,014	24,399	22,003	20,328	19,316	19,461	19,607	55,361
	<i>Withdrawals Capital (-): Children's Services</i>											
	3393 Keele Street Child Care Centre	-	-	-	-	-	(1,833)	(1,160)	-	-	-	(2,993)
	Alexandra Park Child Care Centre	(734)	(307)	-	-	-	-	-	-	-	-	(1,041)
	Bridletown Community Centre (Child Care Centre 6)	-	-	(57)	(1,450)	-	-	-	-	-	-	(1,507)
	Canoe Landing (Block 31) Child Care Centre	(102)	-	-	-	-	-	-	-	-	-	(102)
	David and Mary Thomson (Child Care Centre 7)	-	-	(1,832)	(2,795)	-	-	-	-	-	-	(4,627)
	Gilder/Gilder Child Care Centre	(110)	-	-	-	-	-	-	-	-	-	(110)
	Lawrence Heights Child Care Centre	-	-	(2,010)	(3,580)	(2,570)	-	-	-	-	-	(8,160)
	Mount Dennis Child Care Centre	-	(579)	-	-	-	-	-	-	-	-	(579)
	North East Scarborough RC Childcare Ctr	-	(1,530)	(215)	-	-	-	-	-	-	-	(1,745)
	St. John The Evangelist Catholic School	(134)	-	-	-	-	-	-	-	-	-	(134)
	TCH Needle Finway	-	-	(3,315)	-	-	-	-	-	-	-	(3,315)
	TELCCS - Playground Retrofit	(2,700)	(2,100)	(2,200)	-	-	-	-	-	-	-	(7,000)
	Western North York Child Care	-	(367)	(3,416)	-	-	-	-	-	-	-	(3,783)
	Willowridge Child Care Centre	(150)	(2,298)	-	-	-	-	-	-	-	-	(2,448)
	<i>Withdrawals Operating (-): Children's Services</i>											
	Children's Services - Operating	320	320	320	-	-	-	-	-	-	-	960
	Non-Program - Operating	1,000	1,000	1,000	-	-	-	-	-	-	-	3,000
	<b>Total Contributions</b>	<b>1,320</b>	<b>1,320</b>	<b>1,320</b>	-	-	-	-	-	-	-	<b>3,960</b>
	Interest Income	400	361	287	211	173	158	148	145	146	147	2,177
	<b>Balance at Year-End</b>	<b>51,752</b>	<b>44,851</b>	<b>32,014</b>	<b>24,399</b>	<b>22,003</b>	<b>20,328</b>	<b>19,316</b>	<b>19,461</b>	<b>19,607</b>	<b>19,754</b>	<b>19,754</b>

Reserve / Reserve Fund	Project / Sub Project Name and Number	Contributions / (Withdrawals)										
		2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	Total 2024-2033
XR2122: Dev Charges RF Child Care	<b>Beginning Balance</b>	49,965	48,716	40,727	41,223	27,724	29,707	35,676	41,232	46,936	52,454	49,965
	<i>Withdrawals (-)</i>											
	Children's Services - Capital	(7,150)	(14,132)	(5,801)	(19,854)	(4,430)	(167)	-	-	-	-	(51,534)
	<b>Total Withdrawals</b>	<b>(7,150)</b>	<b>(14,132)</b>	<b>(5,801)</b>	<b>(19,854)</b>	<b>(4,430)</b>	<b>(167)</b>	-	-	-	-	<b>(51,534)</b>
	<i>Contributions (+)</i>											
	Children's Services - Development Charges / Section 42 Contributions	5,533	5,809	5,990	6,098	6,198	5,892	5,269	5,374	5,147	5,249	56,559
	<b>Total Contributions</b>	<b>5,533</b>	<b>5,809</b>	<b>5,990</b>	<b>6,098</b>	<b>6,198</b>	<b>5,892</b>	<b>5,269</b>	<b>5,374</b>	<b>5,147</b>	<b>5,249</b>	<b>56,559</b>
Interest income	369	334	306	258	215	244	287	329	371	413	3,127	
<b>Balance at Year-End</b>		<b>48,716</b>	<b>40,727</b>	<b>41,223</b>	<b>27,724</b>	<b>29,707</b>	<b>35,676</b>	<b>41,232</b>	<b>46,936</b>	<b>52,454</b>	<b>58,116</b>	<b>58,116</b>

Reserve / Reserve Fund	Project / Sub Project Name and Number	Contributions / (Withdrawals)										
		2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	Total 2024-2033
XR2122: Dev Charges RF Child Care	<b>Beginning Balance</b>	49,965	48,716	40,727	41,223	27,724	29,707	35,676	41,232	46,936	52,454	49,965
	<i>Withdrawals Capital (-): Children's Services</i>	(7,150)	(14,132)	(5,801)	(19,854)	(4,430)	(167)	-	-	-	-	(51,534)
	3393 Keele Street Child Care Centre	(50)	(150)	(600)	(1,000)	(2,000)	(167)	-	-	-	-	(3,967)
	Anishnawbe Mizwe Biik Child Care Centre	-	(1,809)	-	-	-	-	-	-	-	-	(1,809)
	Bridletown Community Centre (Child Care Centre 6)	(150)	(700)	(1,543)	-	-	-	-	-	-	-	(2,393)
	David and Mary Thomson (Child Care Centre 7)	(50)	(1,000)	(2,068)	(3,705)	-	-	-	-	-	-	(6,823)
	Lawrence Heights Child Care Centre	(152)	(548)	(670)	(1,040)	(2,430)	-	-	-	-	-	(4,840)
	Mount Dennis Child Care Centre	(1,700)	(2,925)	-	-	-	-	-	-	-	-	(4,625)
	North East Scarborough RC Childcare Ctr	(1,880)	(1,990)	(285)	-	-	-	-	-	-	-	(4,155)
	St. Barnabas Catholic School	(350)	-	-	-	-	-	-	-	-	-	(350)
	St. Bartholomew Catholic School	(550)	(750)	-	-	-	-	-	-	-	-	(1,300)
	St. Roch Catholic School	(317)	(335)	-	-	-	-	-	-	-	-	(652)
	Stanley Public School	(392)	-	-	-	-	-	-	-	-	-	(392)
	TCH Needle Finway	(100)	(1,400)	(60)	(3,000)	-	-	-	-	-	-	(4,560)
	Wallace Emerson Child Care Centre	(1,217)	(1,892)	(575)	-	-	-	-	-	-	-	(3,684)
	Western North York Child Care	(242)	(633)	-	(5,100)	-	-	-	-	-	-	(5,975)
	Woodbine Casino Child Care Centre	-	-	-	(6,009)	-	-	-	-	-	-	(6,009)
	<b>Total Withdrawals</b>	<b>(7,150)</b>	<b>(14,132)</b>	<b>(5,801)</b>	<b>(19,854)</b>	<b>(4,430)</b>	<b>(167)</b>	-	-	-	-	<b>(51,534)</b>
	<i>Contributions (+)</i>											
	Children's Services - Development Charges / Section 42 Contributions	5,533	5,809	5,990	6,098	6,198	5,892	5,269	5,374	5,147	5,249	56,559
	<b>Total Contributions</b>	<b>5,533</b>	<b>5,809</b>	<b>5,990</b>	<b>6,098</b>	<b>6,198</b>	<b>5,892</b>	<b>5,269</b>	<b>5,374</b>	<b>5,147</b>	<b>5,249</b>	<b>56,559</b>
Interest income	369	334	306	258	215	244	287	329	371	413	3,127	
<b>Balance at Year-End</b>		<b>48,716</b>	<b>40,727</b>	<b>41,223</b>	<b>27,724</b>	<b>29,707</b>	<b>35,676</b>	<b>41,232</b>	<b>46,936</b>	<b>52,454</b>	<b>58,116</b>	<b>58,116</b>

**Corporate Reserve / Reserve Funds**

Reserve / Reserve Fund	Project / Sub Project Name and Number	Contributions / (Withdrawals)										
		2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	Total 2024-2033
XR3026: Community Benefits – Original Section 37	<b>Beginning Balance</b>	456,644	432,071	353,929	335,195	326,842	304,000	306,280	308,577	310,891	313,223	456,644
	<i>Withdrawals (-)</i>											
	Children's Services - Capital	(50)	(150)	(500)	(1,000)	(529)	-	-	-	-	-	(2,229)
	<b>Total Withdrawals</b>	<b>(50)</b>	<b>(150)</b>	<b>(500)</b>	<b>(1,000)</b>	<b>(529)</b>	-	-	-	-	-	<b>(2,229)</b>
	<i>Contributions (+)</i>											
	<b>Total Contributions</b>	-	-	-	-	-	-	-	-	-	-	-
	<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>	<b>(27,843)</b>	<b>(80,928)</b>	<b>(20,809)</b>	<b>(9,826)</b>	<b>(24,670)</b>	-	-	-	-	-	<b>(164,076)</b>
Interest income	3,320	2,936	2,575	2,473	2,357	2,280	2,297	2,314	2,332	2,349	25,234	
<b>Balance at Year-End</b>	<b>432,071</b>	<b>353,929</b>	<b>335,195</b>	<b>326,842</b>	<b>304,000</b>	<b>306,280</b>	<b>308,577</b>	<b>310,891</b>	<b>313,223</b>	<b>315,572</b>	<b>315,572</b>	

Reserve / Reserve Fund	Project / Sub Project Name and Number	Contributions / (Withdrawals)										
		2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	Total 2024-2033
XR3026: Community Benefits – Original Section 37	<b>Beginning Balance</b>	456,644	432,071	353,929	335,195	326,842	304,000	306,280	308,577	310,891	313,223	456,644
	<i>Withdrawals Capital (-): Children's Services</i>	(50)	(150)	(500)	(1,000)	(529)	-	-	-	-	-	(2,229)
	EarlyON 150 Queens Wharf Road	(50)	(150)	(500)	(1,000)	(529)	-	-	-	-	-	(2,229)
	<b>Total Withdrawals</b>	<b>(50)</b>	<b>(150)</b>	<b>(500)</b>	<b>(1,000)</b>	<b>(529)</b>	-	-	-	-	-	<b>(2,229)</b>
	<i>Contributions (+)</i>											
	<b>Total Contributions</b>	-	-	-	-	-	-	-	-	-	-	-
	<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>	<b>(27,843)</b>	<b>(80,928)</b>	<b>(20,809)</b>	<b>(9,826)</b>	<b>(24,670)</b>	-	-	-	-	-	<b>(164,076)</b>
Interest Income	3,320	2,936	2,575	2,473	2,357	2,280	2,297	2,314	2,332	2,349	25,234	
<b>Balance at Year-End</b>	<b>432,071</b>	<b>353,929</b>	<b>335,195</b>	<b>326,842</b>	<b>304,000</b>	<b>306,280</b>	<b>308,577</b>	<b>310,891</b>	<b>313,223</b>	<b>315,572</b>	<b>315,572</b>	

## Appendix 11

### Glossary

**Approved Positions:** Total approved permanent or temporary positions that support the delivery of City services and service levels in the annual budget.

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

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

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

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

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

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

**Operating Budget:** An Operating Budget is the City's annual plan to provide services to the residents of Toronto; the budget includes all revenues and expenses needed to provided services.

**Operating Impact of Completed Capital Projects:** The change in operating expenditure and / or revenue which is projected to occur during the implementation of a capital project and/or when a capital project is completed.

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

**Staff Complement:** The operating and capital positions that support the delivery of City services and service levels in the annual budget (*see Approved Positions*).

**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.