

# City of Toronto

2009 – 2013 Recommended Capital Budget and Plan, and 2014 – 2018 Proposed Capital Forecast

October 30, 2008





# Agenda

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1. Recommended Capital Budget Strategy
2. Capital Budget Guidelines
3. 2009 Recommended Capital Budget & Plan  
- What's Being Built
4. 2009 – 2013 Recommended Capital Plan and  
2014 – 2018 Proposed Capital Forecast
5. Conclusion
6. Capital Budget Process and Timelines



# Recommended Capital Budget Strategy

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1. Renew Infrastructure to Support Service Levels
2. Make Targeted Investments for Planned Growth
3. Manage Capital Investments during challenging economic times



# Capital Budget Guidelines



# 2009 Capital Budget Guidelines

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- Implement 10-Year Capital Budget, Plan and Forecast consisting of:
  - 2009 Capital Budget – first year of the Capital Plan
  - 2009 - 2013 Capital Plan
  - 2014 - 2018 Capital Forecast 
- Staff to recommend capital budget and plan that:
  - implements Council's strategic policy agenda
  - aligns investments to priorities
  - is based on sound financial management principles
  - meets approved debt and Capital from Current (CFC) targets



# 2009 Capital Budget Guidelines - Continued

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- Allocate available funds in the following priority order:
  - Previously approved projects already in progress
  - New Health and Safety, Legislated and SOGR projects
  - Service Improvement and Growth projects
- Growth projects included in the 10-year Capital Plan and Forecast included in the updated 2008 Development Charge Study
- Key Drivers and Constraints:
  - State of Good Repair Backlog
  - Council / Mayor's Priorities
  - Construction Price Index
  - Federal and Provincial Transit Funding Announcements



# Mayor and Council Direction

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- Make targeted investments to support completion of Mayor's Mandate:
  - City-Building Initiatives - Transit
  - Renew & Improve Public Spaces - Waterfront
  - Environment - Implement Toronto Bike Plan by 2012
- Support initiatives developed & approved during this term of Council:
  - Enhance Streets to Homes program
  - Access to City Services and Information
  - Community Safety Plan
  - Efficient, Effective Public Service by implementing the:
    - Implement 3-1-1 Technology
    - Financial Planning, Analysis and Reporting System (FPARS)



# Recommended Capital Budget & Plan - What's Being Built



# Public Works & Infrastructure

- Maintain 420 kms of roads, rehabilitate 80 bridges and structures in a safe and hazard-free state and to minimize life cycle costs of the assets (2009 \$173.193 M, 2009 – 2013 \$836.679 M)
- Construct an underpass to eliminate the Dufferin Street Jog creating a regular intersection to facilitate existing and future area traffic operations (2009 \$24.770 M, 2009 – 2013 \$26.270 M)
- Complete Morningside Avenue/Finch Avenue East grade separation to improve safety and reduce delays to traffic at the railway crossing (2009 \$4.150 M)





# Public Safety and Emergency Services

- Replace 11 and 14 Division Police station by 2011 and 2012 respectively (2009 \$3.272 M, 2009 – 2013 \$61.502 M)
- Construction of 3 ambulance stations at Bathurst & York Downs, Chaplin Crescent and McCowan & Sheppard (2009 \$3.303 M, 2009 – 2013 \$5.628 M)
- Improve Emergency Services communications across Police and Fire Services (2009 \$2.000 M, 2009 – 2013 \$69.500 M) and complete Central Ambulance Communication Centre (2009 \$0.600 M)
- Restore Beaches Heritage Fire Hall and Training Facility, complete Toryork Maintenance Facility and begin design of Station D at Midland & Eglinton (2009 \$4.373 M, 2009 – 2018 \$24.984 M)





# Transit

- Purchase of 360 new subway cars (60 train sets) to replace existing subway cars which will also increase capacity by 9% with delivery to start by 2010 (2009 \$105.945 M, 2009 – 2013 \$728.481 M)
- Delivery of 130 new replacement buses for a total of 410 new buses to be purchased by 2014 (2009 \$93.256 M, 2009 – 2013 \$282.6 M)
- Purchase of 204 low floor accessible Light Rail Vehicles to replace existing streetcar fleet plus 21 growth cars with delivery to start in 2010 (2009 \$81.261 M, 2009 – 2013 \$656.025 M)
- Continue construction of Islington subway station and an interregional bus terminal at Kipling station which will be shared with GO Transit and Mississauga Transit (2009 \$14.841 M, 2009 – 2013 \$30.702 M)





## Transit - continued

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- Complete St. Clair West dedicated transit way  
(2009 \$14.983 M, 2009 – 2013 \$14.983 M)
- Install state-of-the-art signaling systems on the Yonge – University - Spadina subway line as well as power and communications requirements and safety upgrades  
(2009 \$73.685 M, 2009 – 2013 \$442.940 M)
- Continue construction of a Bus Rapid Transit way (BRT) from Downsview to York University and continue development of a BRT via Yonge Street from Finch station to Steeles Ave.  
(2009 \$12.209 M, 2009 – 2013 \$40.256 M)
- Design and construction on enhanced accessibility features at subway stations (2009 \$12.722 M, 2009 – 2013 \$154.358 M)



# Public Spaces

- Revitalize Nathan Phillips Square  
(2009 \$6.219 M, 2009 – 2013 \$38.492 M)
- Complete Bloor Street transformation road and pedestrian improvements from Church to Avenue Road (2009 \$12.000 M)
- Improve Public Spaces across the City as part of the Civic Improvement initiative (2009 \$3.967 M, 2009 – 2013 \$13.446 M)





# Public Spaces – Waterfront Renewal

Continue implementation of Waterfront Renewal, focussing on public investment in parks and public spaces, transit, community facilities, brownfield remediation, and building sustainable communities such as:

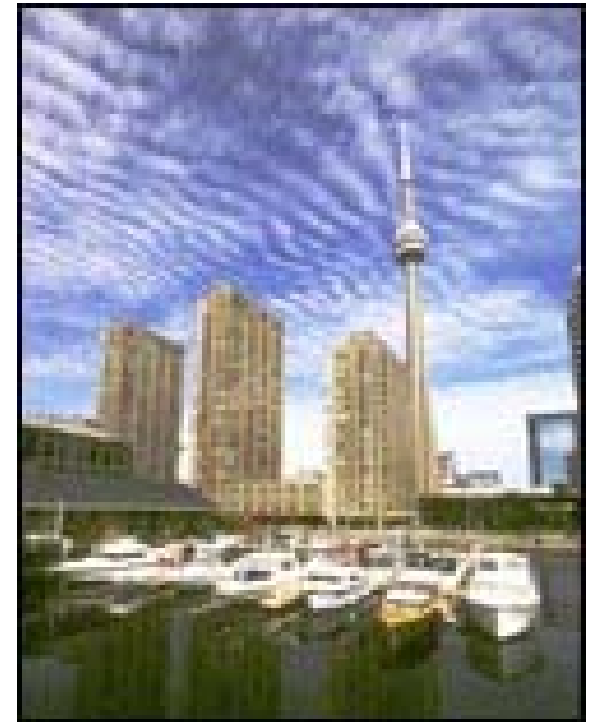
- Develop West Don Lands and East Bayfront precincts including the introduction of transit and a George Brown College academic/student residence campus (2009 \$36.300 M, 2009 – 2013 \$161.200 M)
- Complete Port Union and Mimico Parks (2009 \$1.700 M, 2009 – 2013 \$10.300 M)
- Complete Fort York Pedestrian Bridge (2009 \$2.000 M, 2009 – 2013 \$17.000 M)
- Complete EAs on the Gardiner Expressway (2009 \$5.000 M, 2009 – 2013 \$10.000 M)





# Public Spaces – Waterfront Renewal - Continued

- Development of the Union Station Subway Platform upgrade (2009 \$0.000, 2009 – 2013 \$53.400 M)
- Development of the Central Waterfront Public Realm (2009 \$11.500 M, 2009 – 2013 \$29.800 M)





# The Environment

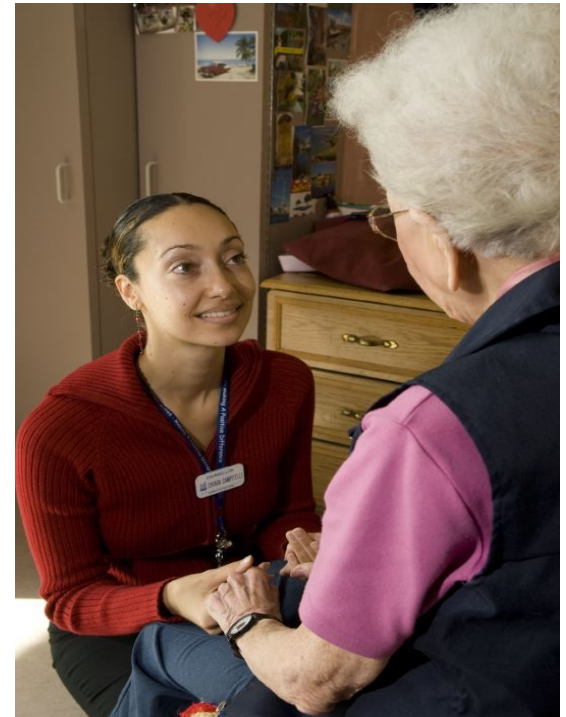
- Complete the Bike Plan - construct 410 KM of bicycle lanes, 122 KM of shared roadways and 83 KM of off road paths in 2009 – 2013 on various streets throughout the City  
(2009 \$7.990 M, 2009 – 2013 \$70.290 M)
- Continue Green Fleet Initiative to lower emissions and save fuel, using innovative green technology  
(2009 \$0.899 M, 2009 – 2013 \$2.899 M)
- Implement World-leading Sustainable Energy Action Plan to cut greenhouse gas emissions  
(2009 \$22.200 M, 2009 - 2013 \$103.772 M)





# Community and Recreation Services

- Construct 4 Community Centres  
(2009 \$17.100, 2009 – 2013 \$57.300 M)
- Increase SOGR funding for Long-Term Care Homes  
(2009 \$7.600 M, 2009 – 2013 \$34.300 M)
- Perform safety retrofits on 2 Toronto Island Ferries over 2 years (2009 \$2.500 M, 2009 – 2013 5.000 M)
- Construct 3 Child Care Centres adding 174 spaces (2009 \$3.886 M, 2009 – 2013 7.151 M)





# Community and Recreation Services - Continued

- Develop a web based client solution to access Ontario Works on-line applications including income and change forms (2009 \$0.600 M, 2009 – 2013 \$1.800 M)
- Begin construction of the West Waterfront (2009 \$0.736 M, 2009 – 2013 \$7.420 M) and Scarborough Centre Neighborhood (2009 \$0.180 M, 2009 – 2013 \$8.229 M) Libraries
- Begin renovation and expansion of the St. Lawrence Neighborhood Library (2009 \$0.227 M, 2009 – 2013 11.098 M) and the Malvern District Library (2009 \$1.069 M, 2009 – 2013 \$2.250 M)
- Begin installation of self service check-out system with no operating costs in 9 libraries in order to increase hours of operation by 67.5 per week (2009 \$1.860 M, 2009 –2013 \$6.600 M)





# Community and Recreation Services - Continued

- Complete construction of the 129 Peter Street Shelter and Referral Centre with 40 beds including streetscape enhancements (2009 \$0.947 M)
- Begin Delivery of Infrastructure for Regent Park Revitalization:
  - Replace Regent Park Child Care Centre (2009 \$1.250 M)
  - Start work on the Main Park and Community Centre (2009 \$0.500 M , 2009 – 2013 27.250 M)
  - Roads Works - various (2009 \$0.000 M, 2009 – 2013 \$2.761 M)





# Improve Public Service

- Launch 3-1-1 technology in 2009 to give citizens one number to contact the City for general information or request non-emergency City services (2009 \$9.236 M, 2009 – 2013 \$13.970 M)
- Continue to deliver a Performance Based Planning and Budget System in 2011 (2009 \$5.826 M, 2009 – 2013 \$9.865 M)





# 2009 - 2018 Recommended Capital Plan and Proposed Forecast



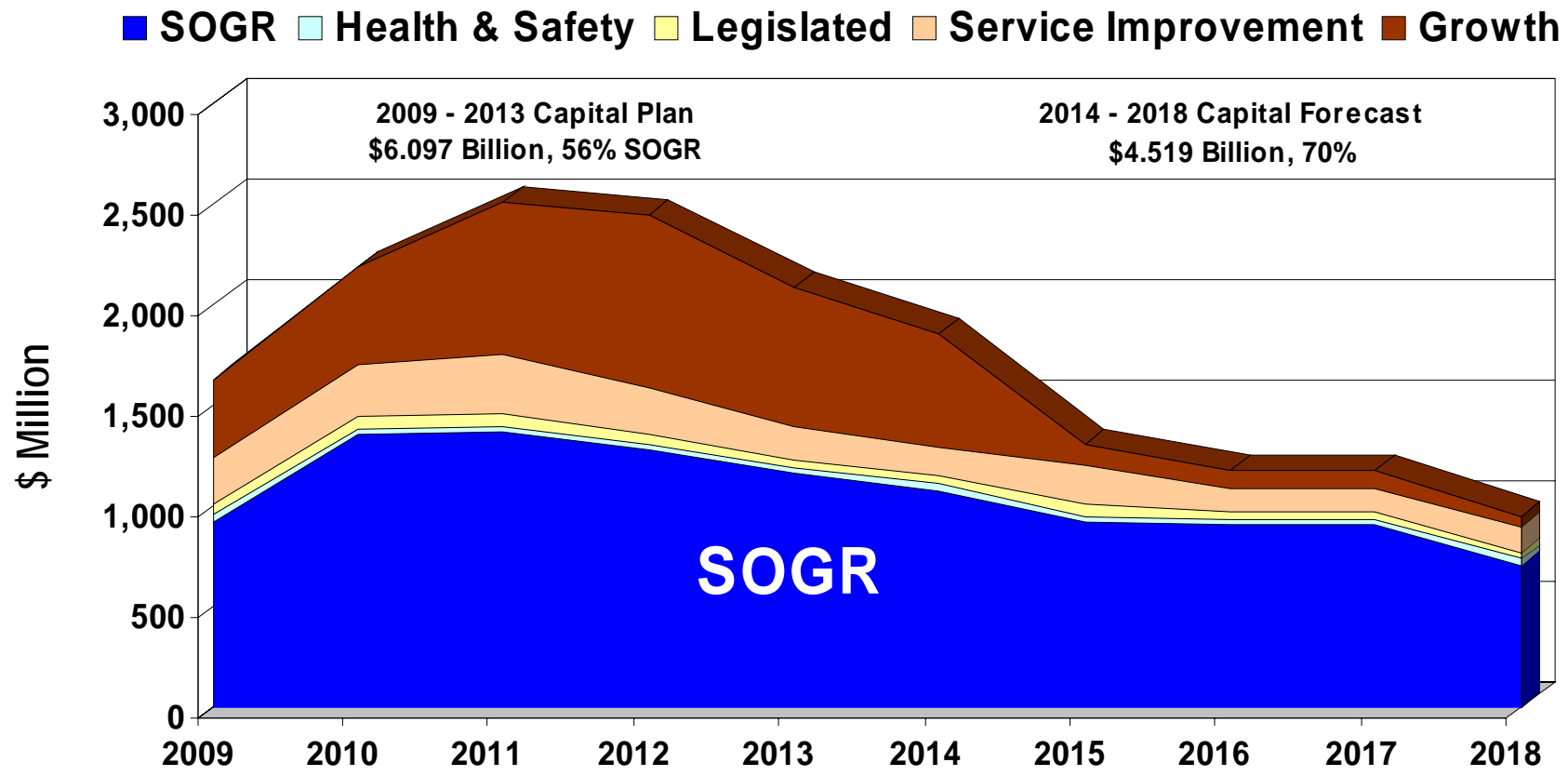
# 2009 - 2018 Rec'd Capital Plan and Proposed Forecast - by Category and Financing Source

\$Million

Expenditures	Capital Plan					2009 - 2013		2009 - 2018	
	2009	2010	2011	2012	2013	Total	%	Total	%
Health and Safety	36	33	25	28	29	151	1.4%	295	1.7%
Legislated	46	57	62	52	46	263	2.4%	476	2.7%
State of Good Repair	929	1,353	1,374	1,279	1,161	6,097	56.1%	10,616	61.2%
Service Improvements	236	264	294	229	156	1,178	10.8%	1,872	10.8%
Growth Related	379	487	758	861	696	3,181	29.3%	4,089	23.6%
<b>Total Expenditures</b>	<b>1,626</b>	<b>2,194</b>	<b>2,512</b>	<b>2,449</b>	<b>2,089</b>	<b>10,870</b>	100%	<b>17,348</b>	100.0%
<b>Funded By:</b>									
Provincial	295	338	444	533	441	2,050	18.9%	2,967	17.1%
Federal	240	296	417	463	404	1,820	16.7%	2,963	17.1%
Reserves	107	100	96	99	125	526	4.8%	998	5.8%
Reserve Funds	182	171	173	84	49	658	6.1%	749	4.3%
Capital from Current	150	165	182	200	220	917	8.4%	1,477	8.5%
Development Charges	84	89	76	60	56	365	3.4%	562	3.2%
Other	201	284	447	443	329	1,705	15.7%	2,271	13.1%
Debt	367	752	677	567	465	2,828	26.0%	5,362	30.9%
<b>Total Funding</b>	<b>1,626</b>	<b>2,194</b>	<b>2,512</b>	<b>2,449</b>	<b>2,089</b>	<b>10,869</b>	100.0%	<b>17,348</b>	100.0%

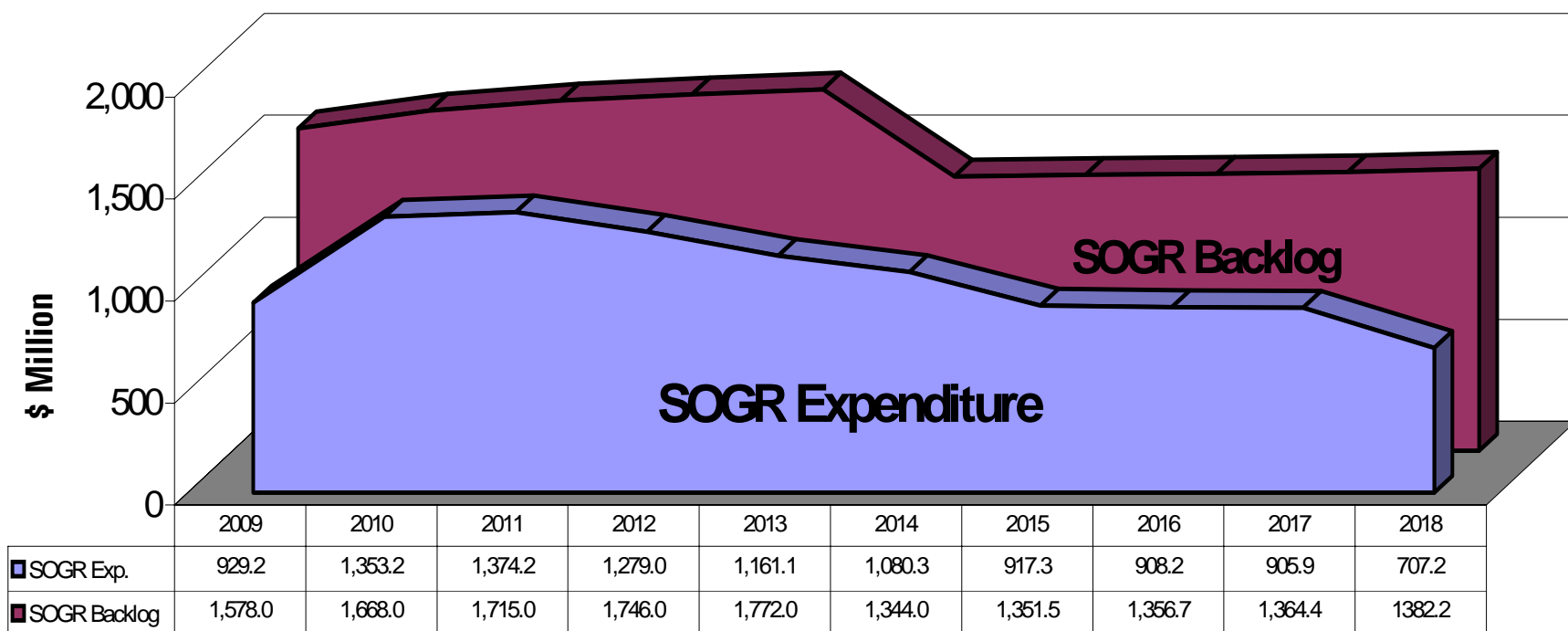


# \$10.6 Billion or 61% of 10-Year Capital Plan Allocated to SOGR





# SOGR Backlog Stabilize in 2014

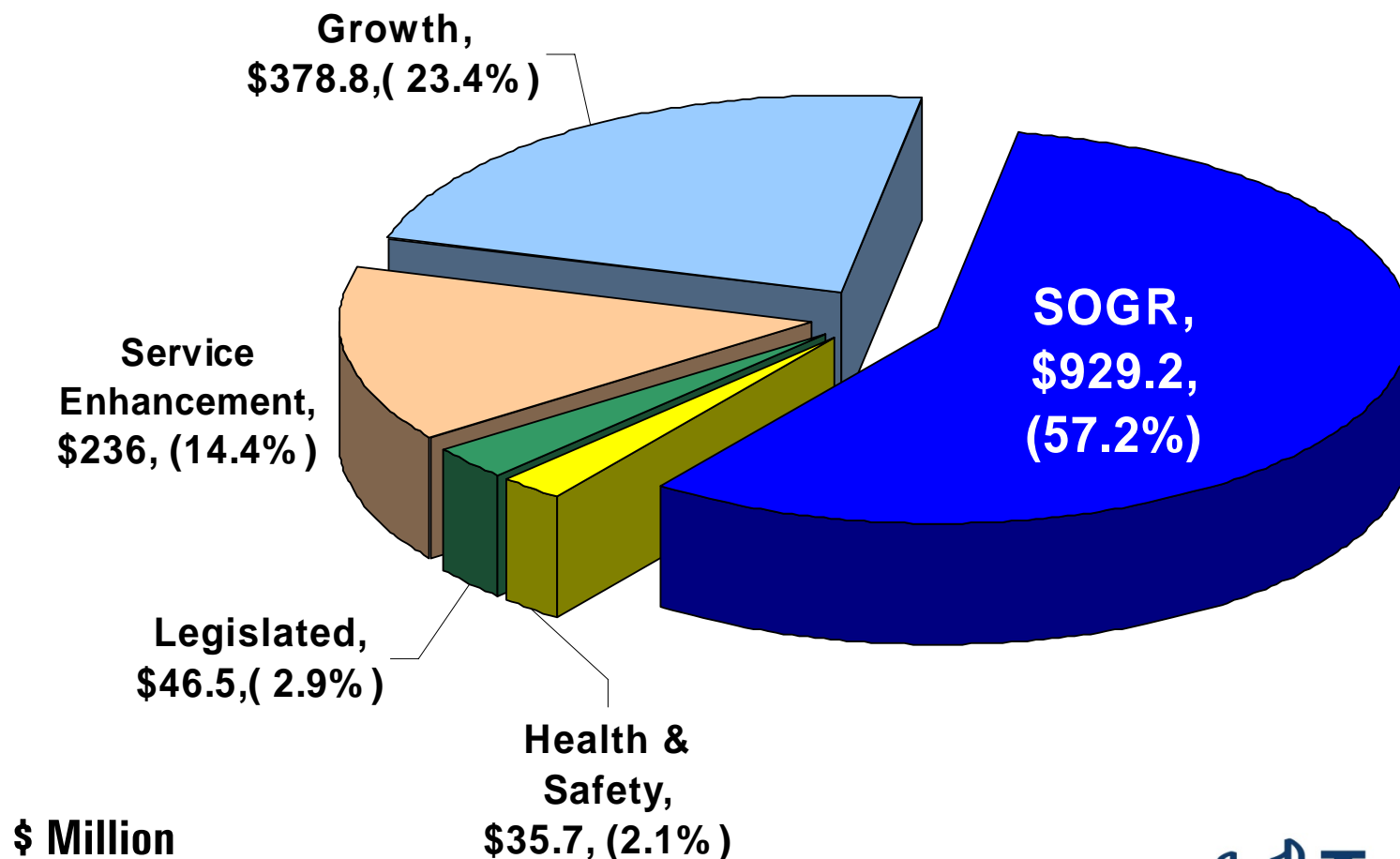




# 2009 Recommended Capital Budget:

- 57.2% Committed to State of Good Repair

**\$1.626 Billion**

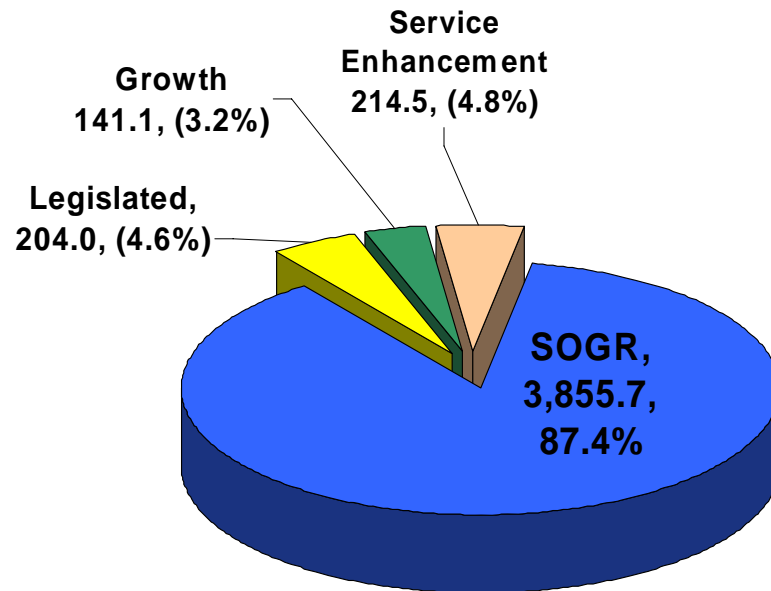




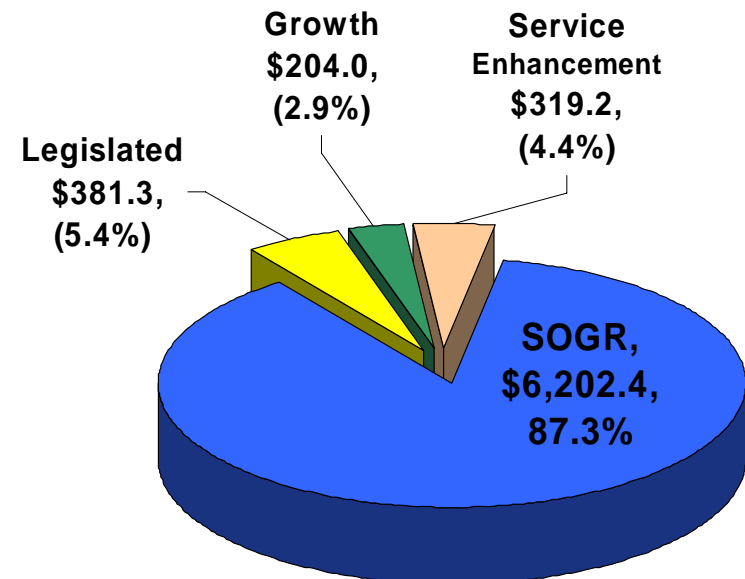
# Toronto Transit Commission

## - 2009 - 2018 Capital Plan & Forecast by Category

2009 – 2013  
Total Expenditures  
\$4,415.3 Million



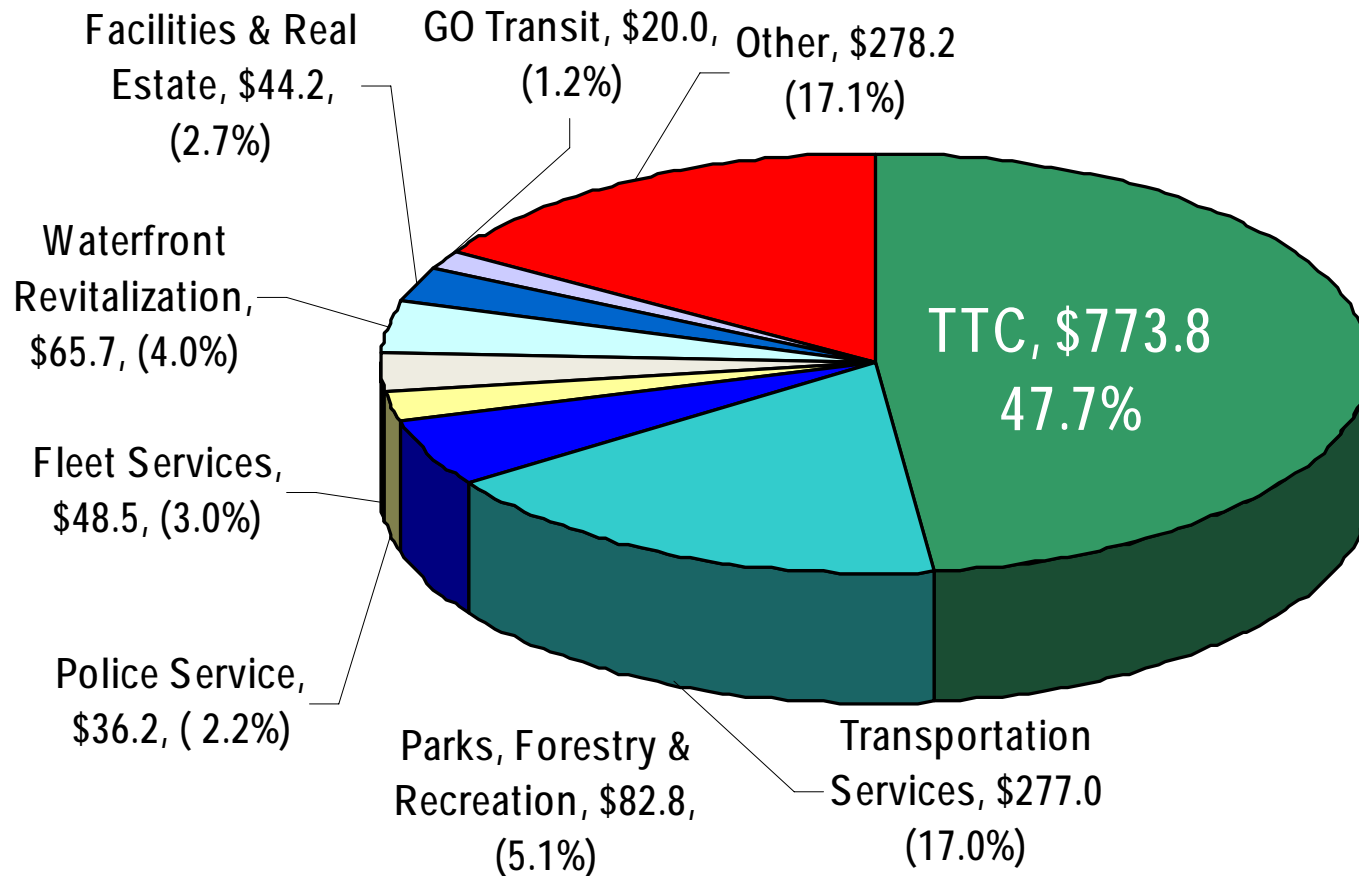
2009 – 2018  
Total Expenditures  
\$7,106.9 Million





# 2009 Recommended Capital Budget: - 48% Allocated to Transit

**\$1.626 Billion**



\$ Million

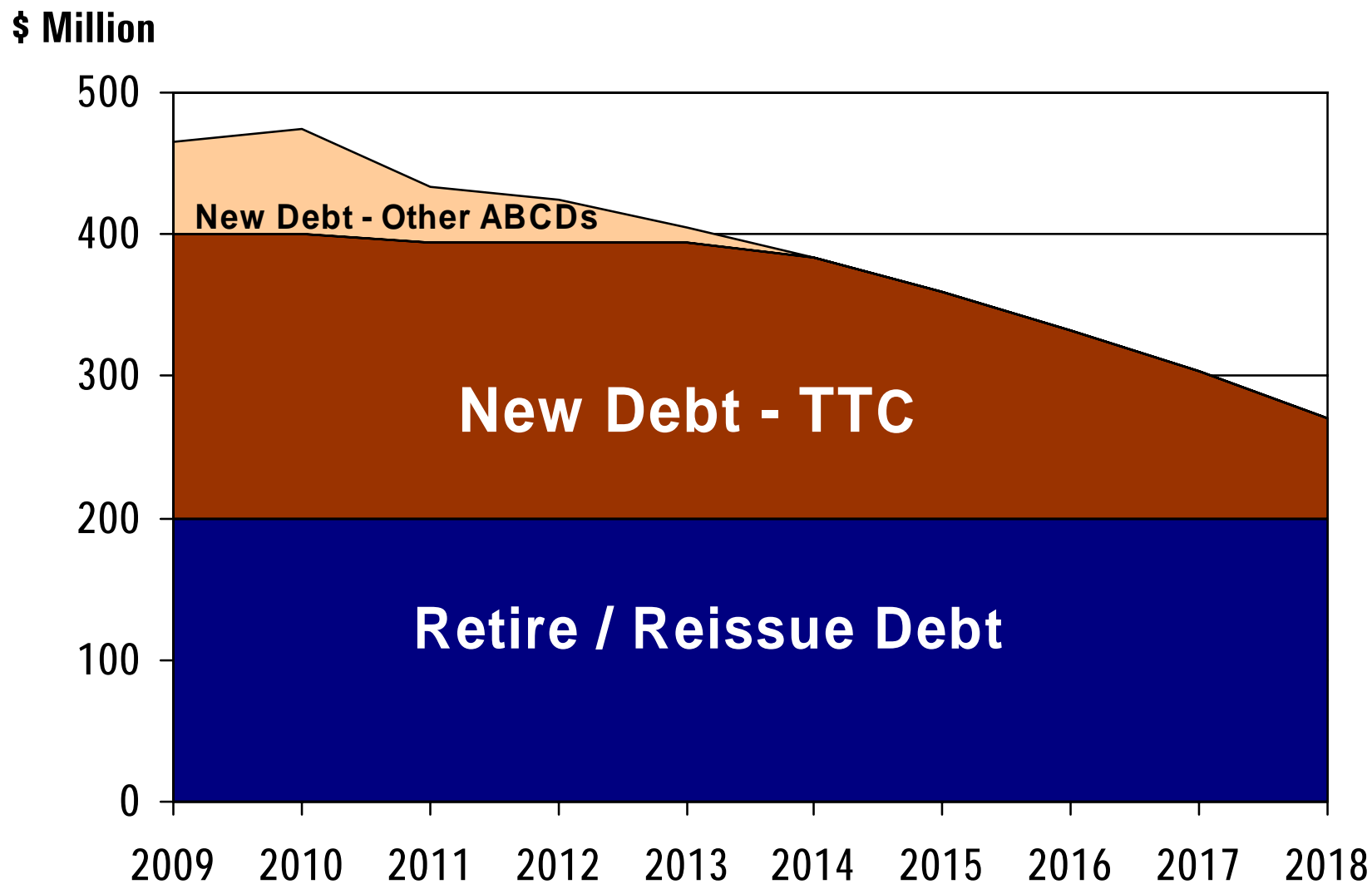


# Council Approved Debt / CFC Target

		\$ Million							
	2008 Council Approved Debt / CFC	Capital Plan					Total 2009 - 2013	Forecast 2014 - 2018	Total 2009- 2018
		2009	2010	2011	2012	2013			
Baseline Debt - Retire /Reissue	200	225	225	225	225	225	1,125	1,125	2,250
New Debt:									
TTC	167	200	200	194	194	180	969	523	1,491
City	97	40	49	14	6	0	109	0	110
Total New Debt	264	240	249	208	200	180	1,078	523	1,601
Total Debt	464	465	474	433	425	405	2,203	1,648	3,851
Capital from Current (CFC)	136	150	165	182	200	220	917	1,477	2,394
Total Debt & CFC	600	615	639	615	625	625	3,120	3,125	6,245



# No more New Debt after 2013 Except for TTC





# 2009 - 2018 Rec'd Capital Budget, Plan & Forecast

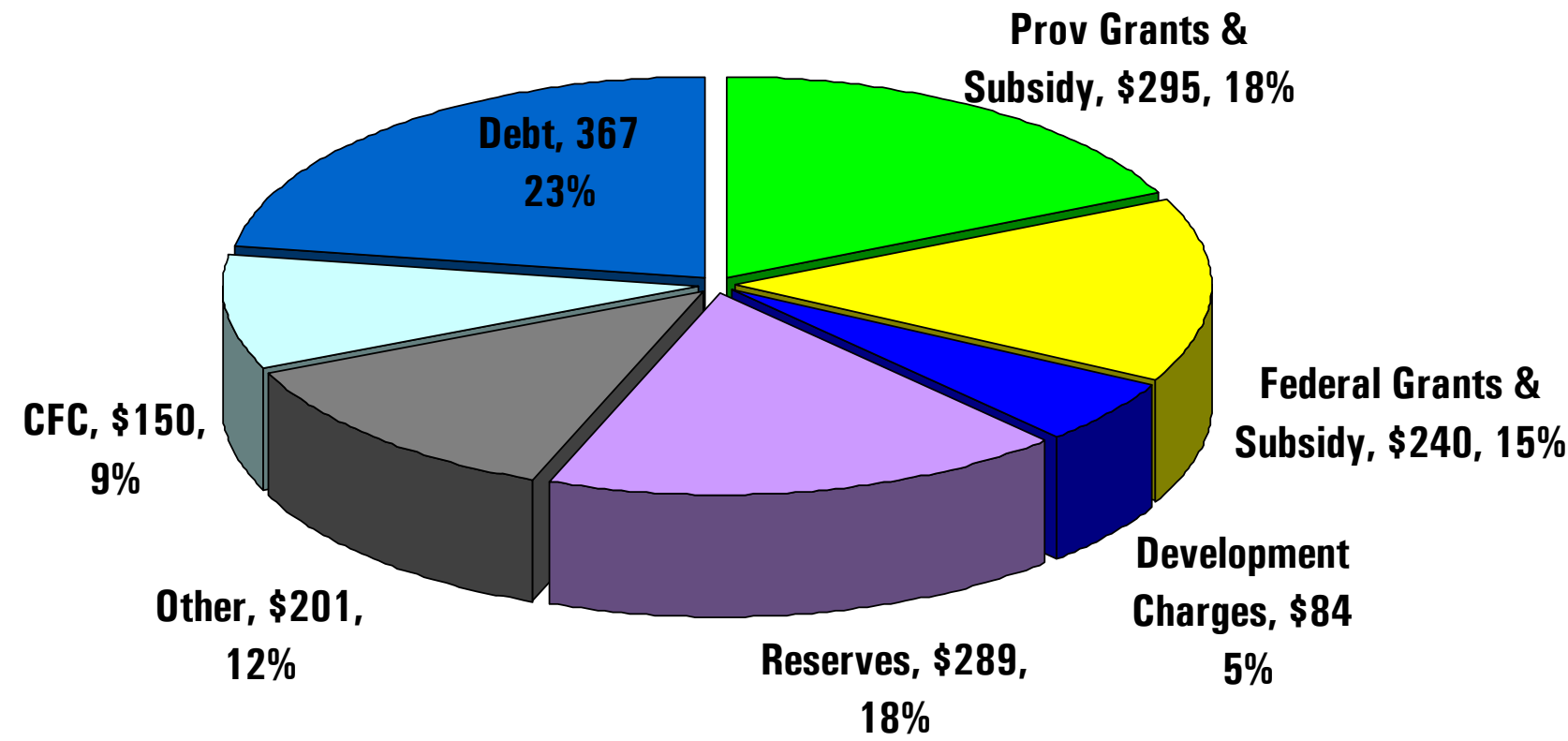
## - Meet Debt Targets over 5-Year Capital Plan

\$ Million	2009 Capital Budget				2009 - 2013 Capital Plan				2009 - 2018 Capital Plan and Forecast			
	Gross	Debt / CFC	Target	Over / (Under) Target	Gross	Debt / CFC	Target	Over / (Under) Target	Gross	Debt / CFC	Target	Over / (Under) Target
Citizen Centred Services 'A'	137	62	62	0	612	334	335	(1)	1,147	734	709	25
Citizen Centred Services 'B'	361	190	190	0	1,648	1,038	1,038	0	2,946	2,145	2,140	5
Internal Services	146	54	55	(1)	710	250	250	0	1,335	506	457	49
Other City Programs	76	32	35	(3)	653	131	131	0	849	241	238	3
<b>Total City Operations</b>	<b>720</b>	<b>338</b>	<b>342</b>	<b>(4)</b>	<b>3,623</b>	<b>1,753</b>	<b>1,754</b>	<b>(1)</b>	<b>6,277</b>	<b>3,626</b>	<b>3,544</b>	<b>82</b>
ABCs Excluding TTC	133	63	73	(10)	690	385	384	1	1,374	812	747	65
<b>Total Tax Supported Excl. TTC</b>	<b>852</b>	<b>401</b>	<b>415</b>	<b>(15)</b>	<b>4,313</b>	<b>2,138</b>	<b>2,138</b>	<b>0</b>	<b>7,652</b>	<b>4,438</b>	<b>4,291</b>	<b>147</b>
Toronto Transit Commission	774	116	200	(84)	6,557	1,607	983	624	9,697	2,381	1,955	426
<b>Total</b>	<b>1,626</b>	<b>517</b>	<b>615</b>	<b>(99)</b>	<b>10,870</b>	<b>3,745</b>	<b>3,121</b>	<b>624</b>	<b>17,348</b>	<b>6,819</b>	<b>6,246</b>	<b>573</b>



# 2009 Recommended Capital Budget Financing

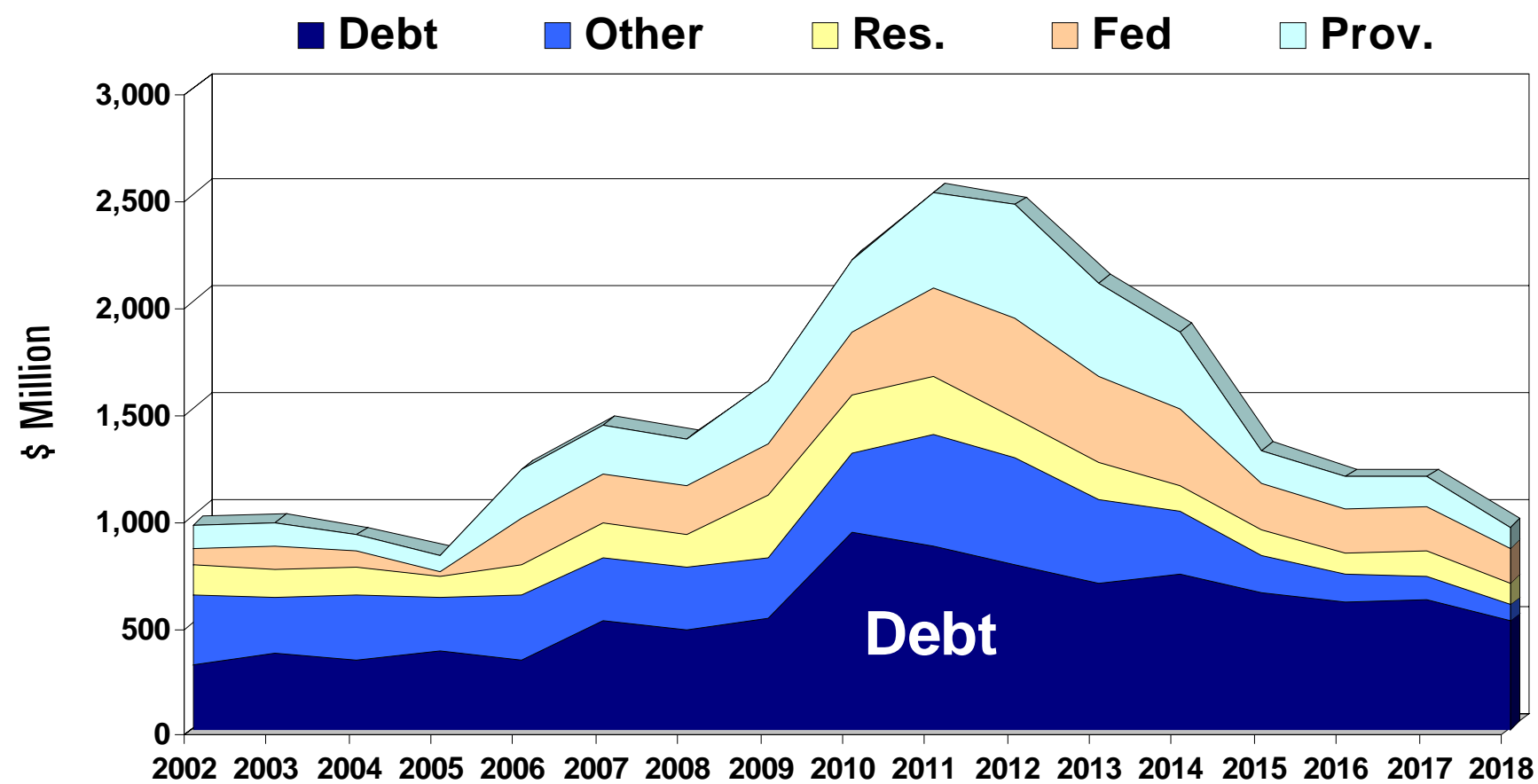
\$1.626 Billion



\$ Million

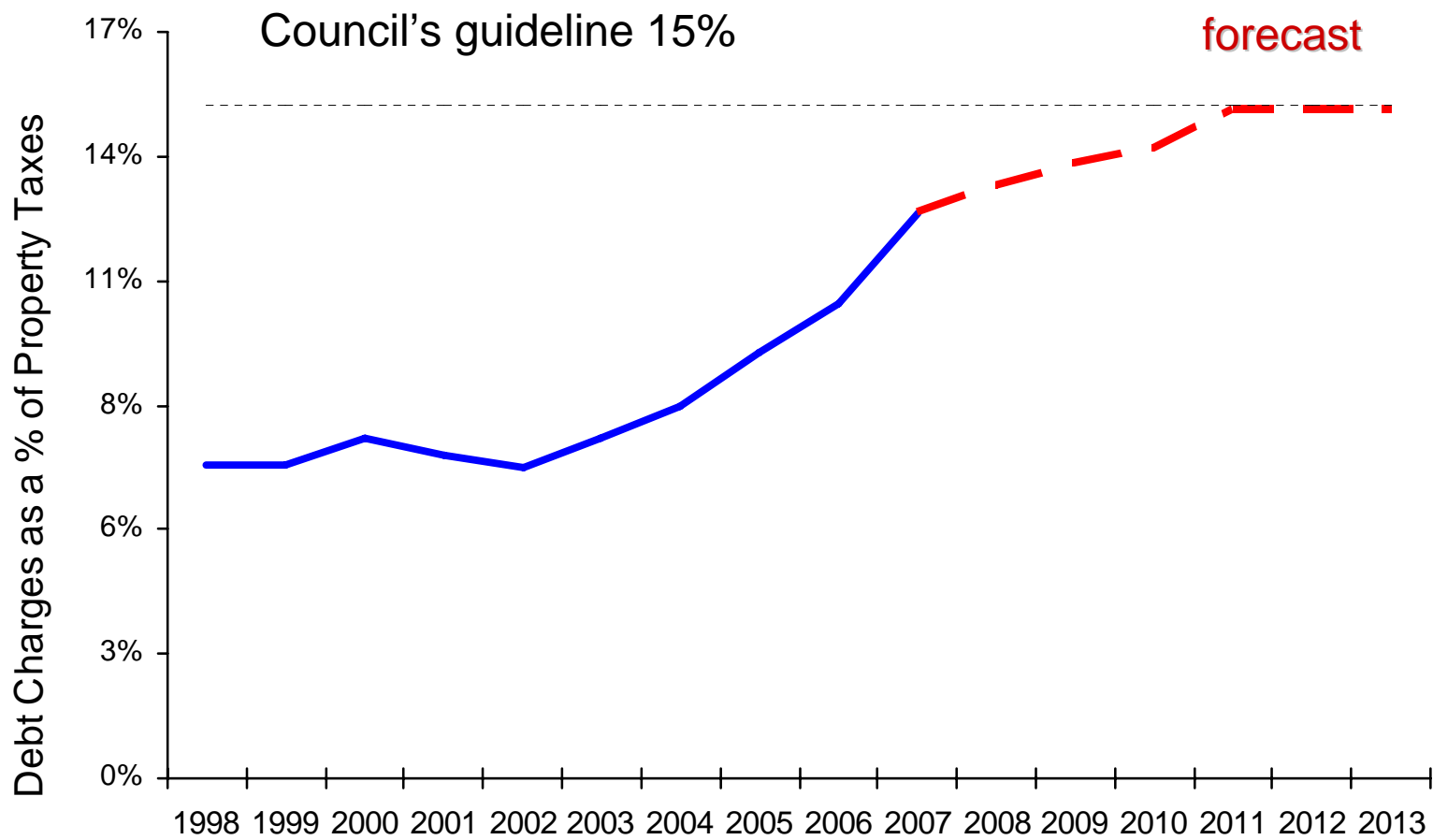


# 60% of the Capital Budget, Plan and Forecast Funded by Other Sources than Debt





# Debt Charges Forecasted to Fall Within Council's Guideline



2009 – 2013 Capital Plan  
Debt charges include principal and interest payments



# Conclusion



# Conclusion

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- The 2009 - 2018 Capital Plan and Forecast Strategy is achieved:
  - Significant Investment in capital infrastructure to reduce SOGR backlog
  - Targeted investment in planned growth projects in accordance with the Mayor's mandate and Council policy agenda
  - Meets approved debt guidelines



# Capital Budget Timelines



# 2009 Capital Budget Schedule - Key Dates

## Timelines – Capital Budget

