



City Budget
2012

Shelter, Support and Housing Admin
Capital Budget Analyst Notes

The City of Toronto's budget is presented by program and service, in Analyst Note format. The City's Capital Budget funds major infrastructure.

2012–2021 Capital Program

2012 CAPITAL BUDGET ANALYST BRIEFING NOTES

BUDGET COMMITTEE NOVEMBER 28, 2011

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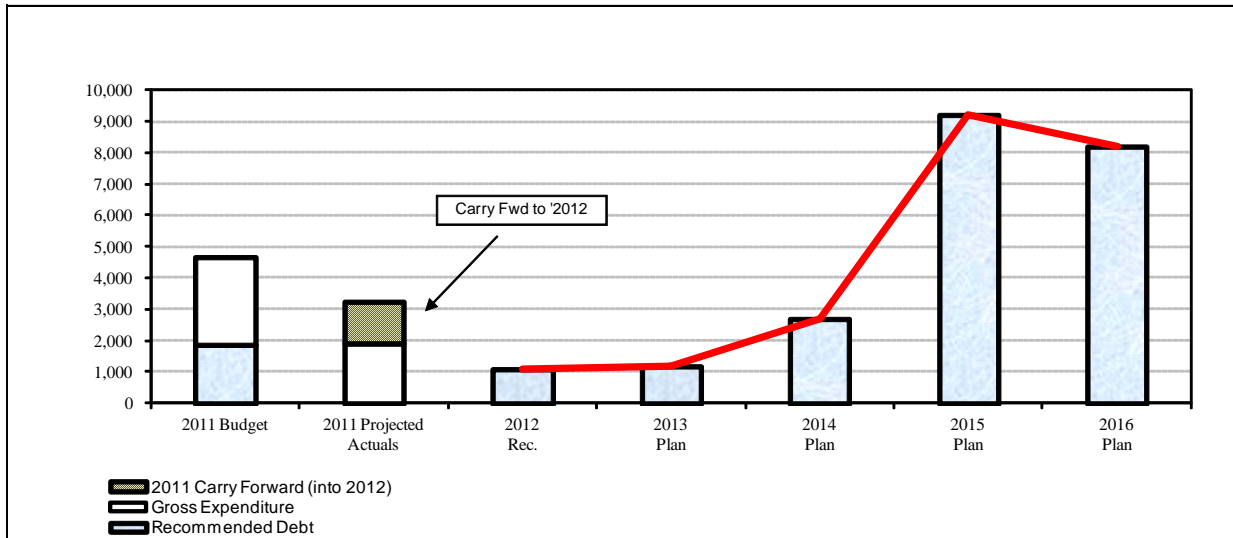
PART I: RECOMMENDATIONS

The City Manager & Chief Financial Officer recommend that:

- 1) Council approve the 2012 Recommended Capital Budget for Shelter, Support and Housing Administration with a total project cost of \$0.850 million and a 2012 cash flow of \$2.438 million comprised of the following:
 - a) New Cash Flow Funding for:
 - i) three new sub-projects with a total project cost of \$0.850 million that require cash flow of \$0.850 million in 2011; and
 - ii) one previously approved sub-project with carry forward funding from 2010 and prior years requiring 2012 cash flow of \$0.250 million which forms part of the affordability target that requires Council to reaffirm its commitment; and
 - b) 2011 approved cash flow for 4 previously approved sub-projects with carry forward funding from 2011 into 2012 totaling \$1.338 million.
- 2) Council approve new debt service costs of \$0.021 million in 2012; and incremental debt costs of \$0.113 million in 2013 resulting from the approval of the 2012 Recommended Capital Budget, to be included in the 2012 Operating Budget and future year operating budgets;
- 3) Council approve the 2013–2021 Capital Plan for Shelter, Support and Housing Administration totaling \$29.950 million in project estimates, comprised of \$1.200 million in 2013; \$2.700 million in 2014; \$9.200 million in 2015; \$8.200 million in 2016; \$4.050 million in 2017; \$1.900 million in 2018; \$0.900 million in 2019; \$0.900 million in 2020; and \$0.900 million in 2021;
- 4) Council approve the net operating impacts of \$0.006 million for 2012 and \$0.010 million for 2013 emanating from the approval of the 2012 Recommended Capital Budget for inclusion in 2012 and future year operating budgets; and
- 5) The General Manager of Shelter, Support and Housing Administration report to the Community Development and Recreation Committee on details of the proposed redevelopment of Seaton House Shelter in the spring of 2012.

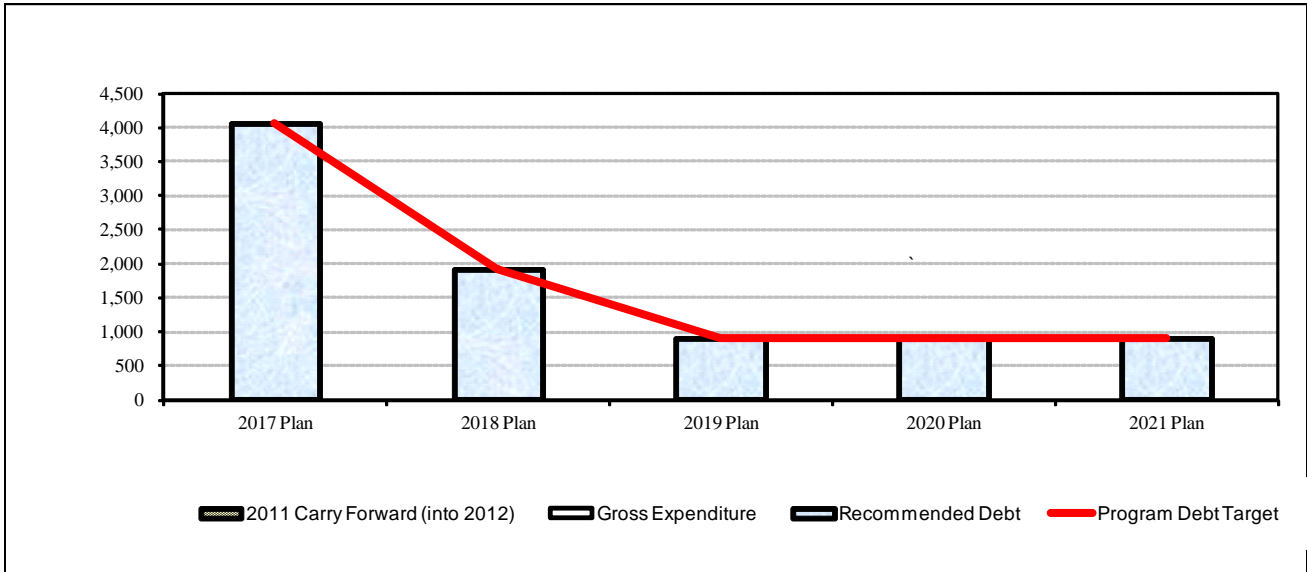
PART II: 2012 – 2021 CAPITAL PROGRAM

10-Year Capital Plan Summary 2012 Recommended Budget, 2013–2016 Recommended Plan (In \$000s)



		2012 Rec. Budget and 2013-2016 Plan								
		2011		2012	2013	2014	2015	2016	2012-2016	5-Year Total
		Budget	Projected Actual							
Gross Expenditures:										
	2011 Capital Budget & Approved FY Commitments	4,688	1,901	850					850	4%
	Recommended Changes to Approved FY Commitments								0	0%
	2012 New/Change in Scope and Future Year Commitments								0	0%
	2013 - 2016 Capital Plan Estimates				1,200	2,700	9,200	8,200	21,300	95%
	2-Year Carry Forward for Reapproval								250	1%
	1-Year Carry Forward to 2012		1,328	→						
Total Gross Annual Expenditures & Plan		4,688	3,229	1,100	1,200	2,700	9,200	8,200	22,400	100%
Program Debt Target		1,850		1,100	1,200	2,700	9,200	8,200	22,400	
Financing:										
	Recommended Debt	1,850		1,100	1,200	2,700	9,200	8,200	22,400	100%
	Reserves/Reserve Funds								0	0%
	Development Charges								0	0%
	ISF								0	0%
	Provincial/Federal								0	0%
	Other Revenue								0	0%
Total Financing		1,850		1,100	1,200	2,700	9,200	8,200	22,400	100%
By Project Category:										
	Health & Safety	500		250					250	1%
	Legislated								0	0%
	SOGR	2,660		700	900	900	900	900	4,300	19%
	Service Improvement	678		150	300	1,800	8,300	7,300	17,850	80%
	Growth Related	850							0	0%
Total By Project Category		4,688		1,100	1,200	2,700	9,200	8,200	22,400	100%
Asset Value - end of each year (\$)			89,677	89,667	89,667	67,779	67,779	67,779		
Yearly SOGR Backlog Estimate (not addressed by current plan)				2,369	(84)	(4,894)	271	367		
Accumulated Backlog Estimate (end of year)			4,716	7,085	7,001	2,107	2,378	2,745		
Backlog: Percentage of Asset Value (%)			5.3%	7.9%	7.8%	3.1%	3.5%	4.0%		
Debt Service Costs				21	137	183	474	1,151	1,966	
Operating Impact on Program Costs				6	10				16	
New Positions									0	

10-Year Capital Plan Summary 2017–2021 Recommended Plan (In \$000s)



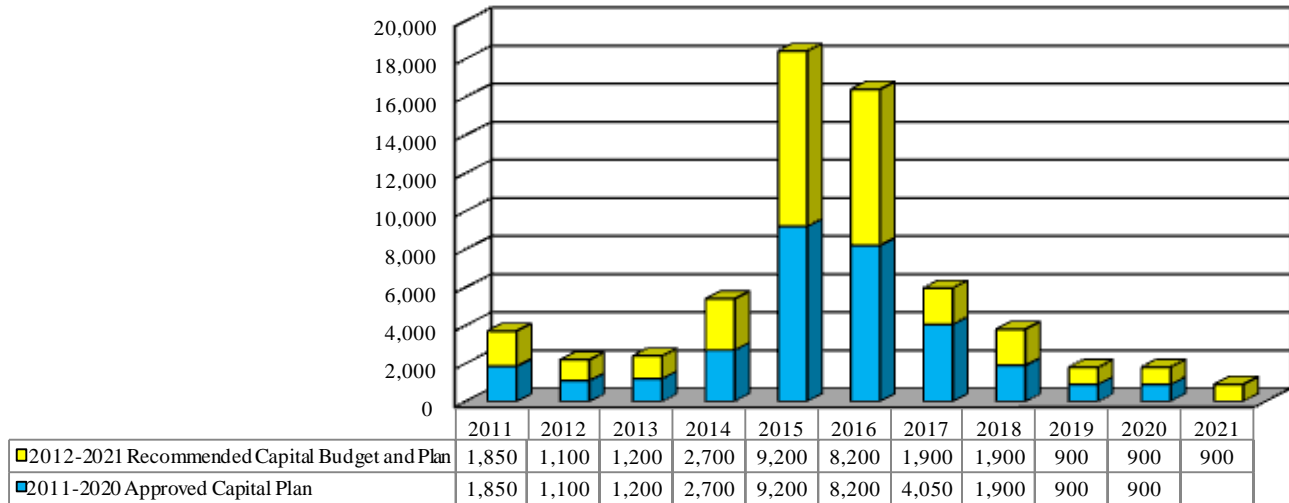
	2017 - 2021 Capital Plan						10-Year Total Percent
	2017	2018	2019	2020	2021	2012-2021	
Gross Expenditures:							
2011 Capital Budget & Approved FY Commitments						850	3%
Recommended Changes to Approved FY Commitments						0	0%
2-Year Carry Forward for Reapproval						250	1%
2012 New/Change in Scope and Future Year Commitments						0	0%
2017 - 2021 Capital Plan Estimates	4,050	1,900	900	900	900	29,950	96%
Total Gross Annual Expenditures & Plan	4,050	1,900	900	900	900	31,050	100%
Program Debt Target	4,050	1,900	900	900	900	31,050	
Financing:							
Recommended Debt	4,050	1,900	900	900	900	31,050	100%
Reserves/Reserve Funds						0	0%
Development Charges						0	0%
ISF						0	0%
Provincial/Federal						0	0%
Other Revenue						0	0%
Total Financing	4,050	1,900	900	900	900	31,050	100%
By Project Category:							
Health & Safety						250	1%
Legislated						0	0%
SOGR	900	900	900	900	900	8,800	28%
Service Improvement	3,150	1,000				22,000	71%
Growth Related						0	0%
Total By Project Category	4,050	1,900	900	900	900	31,050	100%
Asset Value - end of each year (\$)	67,779	89,779	89,779	89,779	89,779		
Yearly SOGR Backlog Estimate (not addressed by current plan)	(15)	755	172	640	(112)		
Accumulated Backlog Estimate (end of year)	2,730	3,485	3,657	4,297	4,185		
Backlog: Percentage of Asset Value (%)	4.0%	3.9%	4.1%	4.8%	4.7%		
Debt Service Costs	960	472	222	115	115	3,850	
Operating Impact on Program Costs						16	
New Positions						0	

10–Year Capital Plan Overview

- Shelter, Support and Housing Administration (SSHA) is responsible for maintaining 17 of the City's facilities, including 13 shelters sites, one assessment and referral centre, two social housing locations, and one administrative site that is currently used for training purposes. The Program manages the state of good repair of these properties, with an asset replacement value of \$89.677 million.
- The 10–Year Recommended Capital Plan for SSHA focuses on the development / redevelopment of existing shelter sites to include supportive and affordable housing initiatives that align with the HOT framework, and provides funding for SOGR maintenance for the City's owned and leased shelters, including major capital upgrades to HVAC, electrical and mechanical systems.
- The 2012 Recommended Capital Budget also includes funding for an Emergency Human Services Response Vehicle, a mobile response unit that will help the Emergency Human Services unit co-ordinate the needs of City residents during emergencies.
- The 10–Year Recommended Capital Plan allocates 72% or \$22.400 million of the funding in years 2012 through 2016, 28%, or \$8.650 million in years 2017 through 2021, with total funding of \$31.050 million.
- The 2012–2021 Recommended Capital Plan of \$31.050 million is 100% debt funded, and meets the 10–year debt target of \$31.050 million, with each year of the Plan at target.
- The 10–Year Recommended Capital Plan will provide funding to support shelter development/ redevelopment at a cost of \$22.000 million; SOGR maintenance of \$8.800 million for the City's 17 owned and leased shelter sites million; and 2–year carry funding of \$0.250 million for the previously approved emergency human services response vehicle. The accumulated backlog of SOGR maintenance is estimated to be \$4.716 million at the end of 2011, and \$4.185 million, or 4.7% of the asset value at the end of 2021.

Key Changes from the 2011–2020 Approved Capital Plan

Changes to the 2011–2020 Approved Capital Plan
(In \$000s)



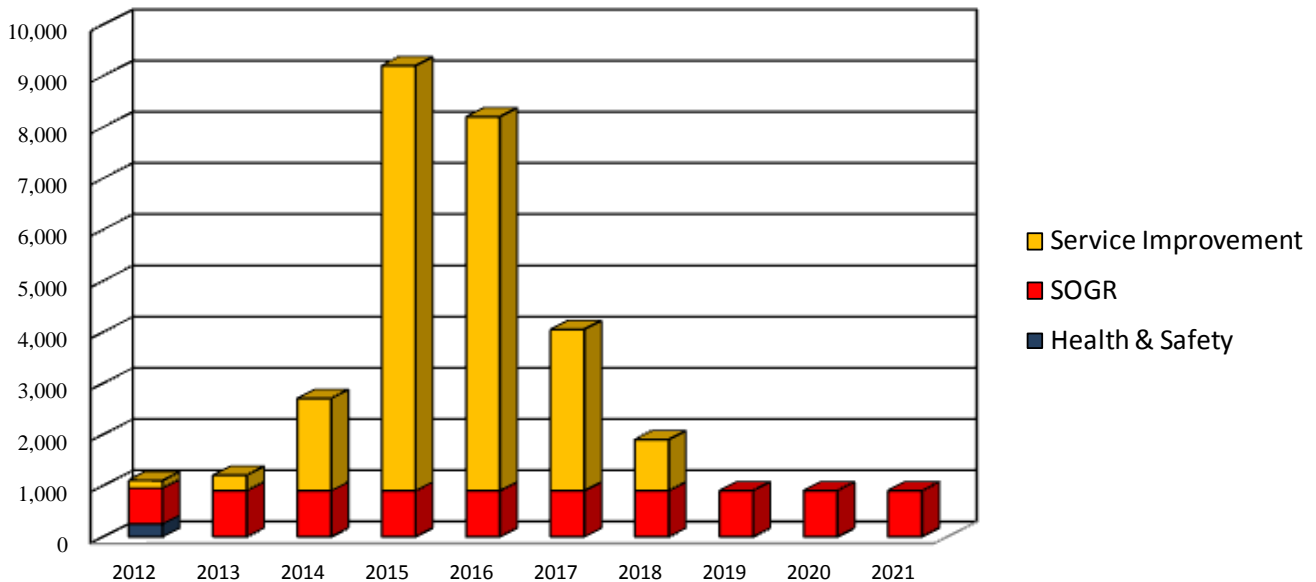
- The 2012 Capital Budget and 2013 – 2021 Capital Plan of reflects a decrease of \$0.950 million or 3.0% less than the 2011–2020 Approved Capital Plan. The changes to the 2011–2020 Approved Capital Plan are outlined below:
 - Total cash flows for years 2012 through 2019 remain unchanged, though in 2012, revised funding requirements include cash flow requirements to carry forward funding of \$0.250 for the Emergency Human Services Response Vehicle, offset by reductions of \$0.050 million for Shelter Development, and \$0.200 million for Capital Repairs – City Operated Shelters.
 - Cash flow estimates in years 2016 through 2019 reflect an increase in Capital Repairs – City Operated Shelters of \$0.615 million, offset by reductions in Capital Repairs – City Leased Shelters of \$0.615 million. These reprioritizations are required match the planned maintenance needs in the City operated shelters.

Summary of Project Changes
(In \$000s)

Key Projects	Total Project Cost	2012	2013	2014	2015	2016	2017	2018	2019	2020	2012-2020	Revised Total Project Cost
Mass Care Response Vehicle	250	250									250	500
Shelter Development	22,050	(50)									(50)	22,000
Capital Repairs - City Operated Shelters	7,080	(200)				75	90	300	250	300	815	7,895
Capital Repairs - City Leased Shelters	1,920					(75)	(90)	(300)	(250)	(300)	(1,015)	905
Total Change	31,300	0	0	0	0	0	0	0	0	0	0	31,300

2012–2021 Recommended Capital Plan

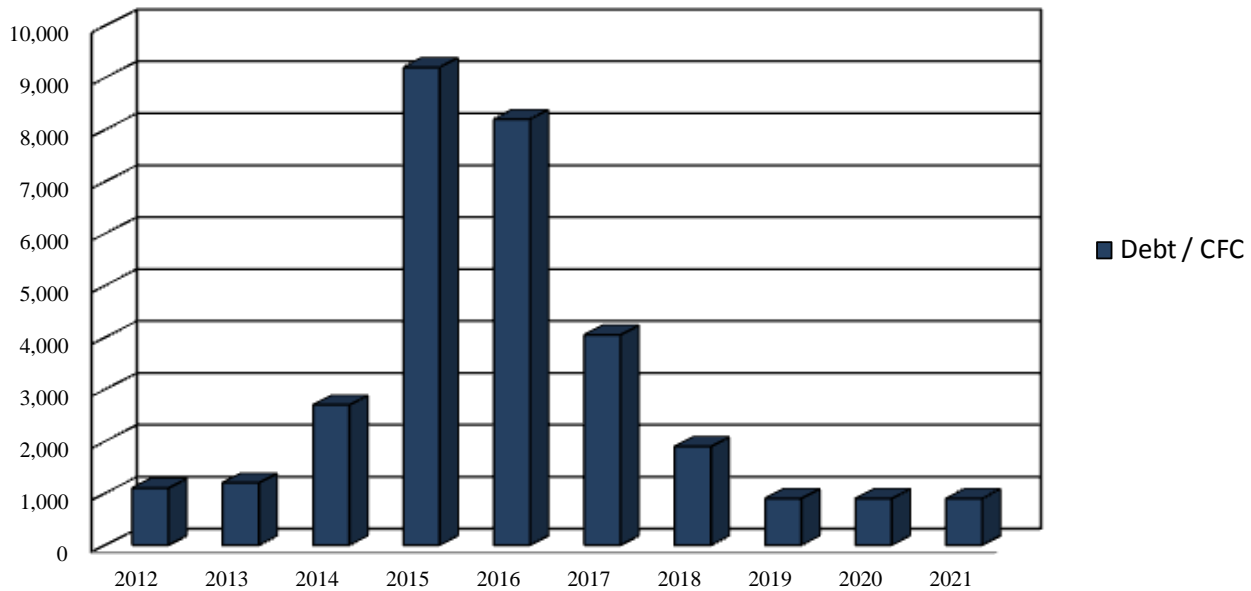
2012–2021 Capital Plan by Project Category
(In \$000s)



- The 10 Year Recommended Capital Plan of \$31.050 million includes funding for the following:
 - Health and Safety projects represent 1% or \$0.250 million of the projects in 10–Year Recommended Capital Plan, with funding required in 2012 for the purchase of the emergency human services response vehicle, a mobile response unit that will serve as a central headquarters to help co–ordinate the evacuation of City residents during emergencies.
 - Service Improvement projects represent \$22.000 million or 71% of projects funding the 10–Year Recommended Capital Plan and is comprised of one project, the Shelter Development/ Redevelopment project. Funding requirements begin in 2012 with required funding of \$0.150 million, \$0.300 million in 2013, with years 2014 through 2018 requiring a total of \$21.550 million. Cash flow requirements are based on the estimated timing to redevelop the Seaton House Shelter.
 - State of Good Repair projects represent 28% or \$8.8 million of project funding in the 10–Year Recommended Capital Plan, with \$0.700 million required in 2012, and years 2013 through 2021 evenly spread at \$0.900 million a year. This funding is required for the ongoing capital maintenance in the City's 17 shelter sites.

2012–2021 Capital Plan by Funding Source

(In \$000s)



- The 2012–2021 Recommended Capital Plan of \$31.050 million is fully debt funded, with cash flows in the first 5 years requiring \$22.400 million, or 72% of the total recommended funding, and \$8.650 million, or 28% required from 2017 through 2021.
- The annual funding requirements are not evenly distributed throughout the 10–year period, with funding peaking in 2015–2016 primarily for the Shelter Development / Redevelopment project, as years 2014 through 2018 include cash flow funding that totals \$21.550 million for construction and fit-ups of this project.

Summary of Major Capital Initiatives by Category
(In \$000s)

Description	Total Project Cost	2012 Rec. Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2012-2021 Total
State of Good Repair (incl. H&S , & Leg.)												
Capital Repairs/ Replacement City Owned/ Leased Bldgs	8,800	700	900	900	900	900	900	900	900	900	900	8,800
Mass Care Response Vehicle	500	250										250
Sub-Total	9,300	950	900	900	900	900	900	900	900	900	900	9,050
Service Improvements												
Shelter Development/ Redevelopment	22,000	150	300	1,800	8,300	7,300	3,150	1,000				22,000
Sub-Total	22,000	150	300	1,800	8,300	7,300	3,150	1,000	0	0	0	22,000
Growth Related												
Sub-Total	0	0	0	0	0	0	0	0	0	0	0	0
Total	31,300	1,100	1,200	2,700	9,200	8,200	4,050	1,900	900	900	900	31,050

Major Capital Initiatives

The 2012–2021 Capital Plan of \$31.050 million includes funding for the following

State of Good Repair (SOGR), Health & Safety, & Legislated Projects

- New funding of \$0.700 million in 2012 and \$8.1 million in future-year funding for the 2013–2021 period is recommended for SOGR maintenance in the 17 City's owned and leased facilities, which require HVAC upgrades, electrical and mechanical upgrades, window, roof and floor replacements and other general repairs.

Health and Safety

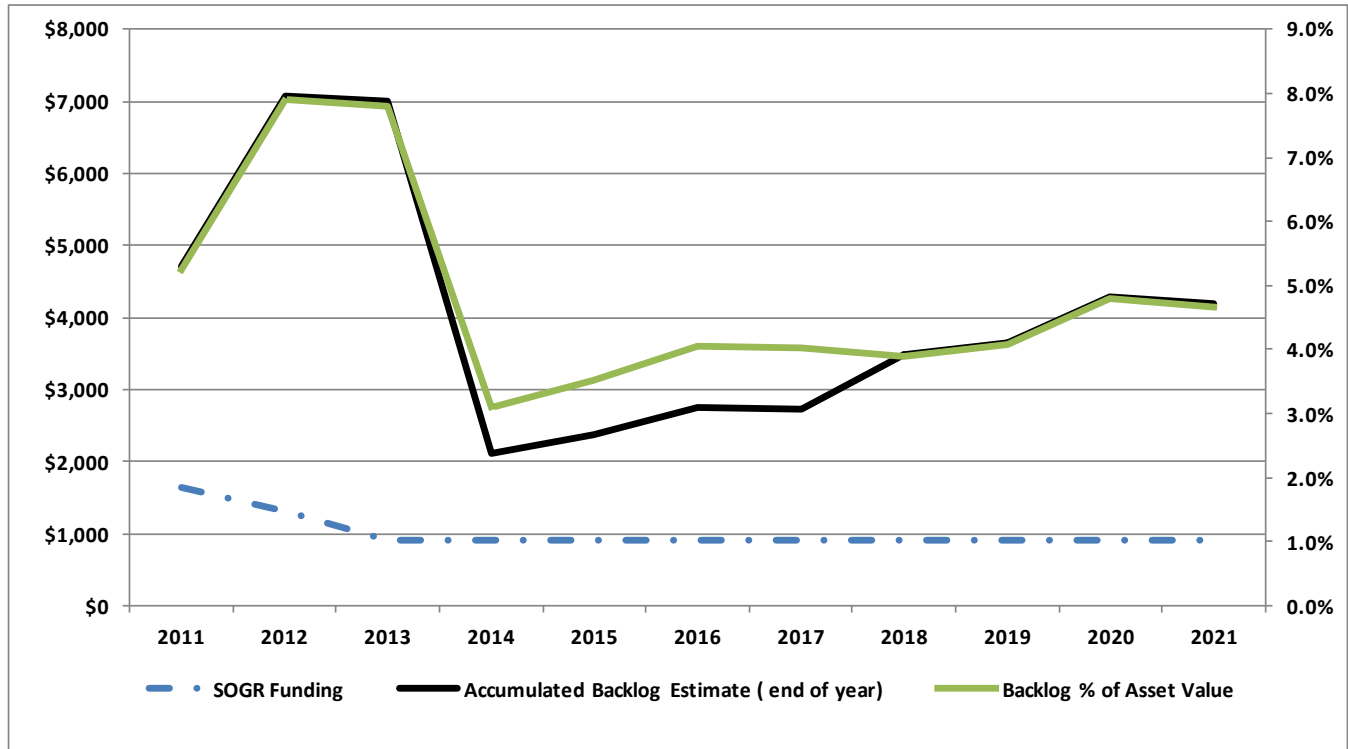
- Previously approved funding of \$0.250 million is recommended to be carried forward for the purchase of the Emergency Human Services Response Vehicle to enhance the Program's capacity to assist City residents during emergency events.

Service Improvements

- New funding of \$0.150 million in 2012 and \$21.850 million in future-year funding for 2013–2018 of \$21.850 million is recommended for the proposed redevelopment of Seaton House; a portion of these funds also may be used to facilitate other redevelopment projects.

State of Good Repair (SOGR) Backlog

SOGR Funding & Backlog
(In \$000s)



- SSHA is responsible for maintaining 17 of the City's facilities, including 13 shelter sites, one assessment and referral centre, 2 social housing sites, and 1 administrative location; with an asset replacement value of \$89.677 million. Eight of these locations are leased to operators and nine are operated by the City.
- The 10-Year Recommended Capital Plan includes funding of \$0.700 million in 2012 and \$0.900 million in years 2013 through 2021 to maintain these facilities. The Program's SOGR program will focus on upgrading the bathroom facilities, window replacements, roof replacements, electrical, mechanical and HVAC upgrades at the City's shelters.
- Based on the most recent Facilities and Real Estate Division's (F & RE) assessment and maintenance plan, the Program has a 2011 State of Good Repair maintenance backlog of \$4.716 million, or 5.3% of the insured asset value.
- In 2014, the asset value drops from \$89.677 million to \$67.779 million, with a decrease of \$21.898 million to reflect the demolition of the Seaton House Shelter. As noted on the table on page 3, in 2014, the backlog drops by \$4.894 million, reflecting the reduction in the backlog with the demolition of Seaton House. By 2018, the asset value increases by

\$22.000 million from \$67.779 million to \$89.779 million with the completion of Seaton House project, reflecting addition of the completed project to the insured assets.

- With the reconstruction of Seaton House, the backlog in the program's facilities grows to 4.7% by 2021. As noted by the growth in the backlog from years 2014 –2021, specific mechanical and electrical upgrades are scheduled for replacement during the 10 year period, but due to affordability, the replacement of these systems will be deferred to future years.

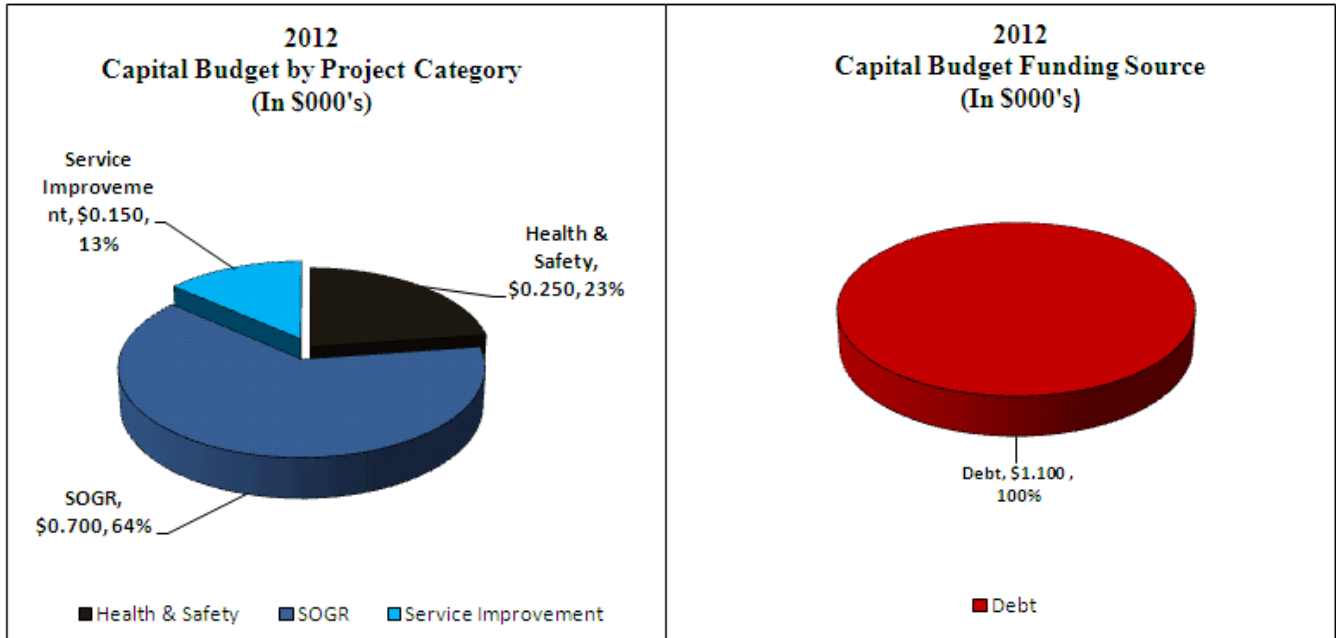
10–Year Capital Plan: Operating Impact Summary
(In \$000s)

Description	2012 Rec. Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2012-2021 Total
2012 Recommended Capital Budget											
Program Gross	12	20									32
Program Revenue	6	10									16
Program Net	6	10									16
Approved Positions											0
Recommended 10-Year Capital Plan											
Program Gross											0
Program Revenue											0
Program Net											0
Approved Positions											0
Total											
Program Gross	12	20									32
Program Revenue	6	10									16
Program Net	6	10									16
Approved Positions											0

- Approval of the 10–Year Recommended Capital Plan will result in operating impacts from one previously fully approved project, the emergency Human Services Response Vehicle. Once the vehicle is delivered and operational, \$0.016 million in net incremental operating funding will be required, reflecting the ongoing cost funding of \$0.032 million gross for operations, with an offsetting Provincial recovery of \$0.016 million
- There are no additional operating costs associated with the development/ redevelopment project.

PART III – 2012 Recommended Capital Budget

2012 Capital budget by Project Category and Funding Source



- The 2012 Recommended Capital Budget of \$1.100 million, excluding carry forward funding, allocates \$0.700 million or 63% to State of Good Repair projects for the City's 17 facilities; \$0.250 million or 23 % to the Health and Safety project, reflecting the acquisition of the Emergency Human Services Response Vehicle; and \$0.150 million or 14% for Service Improvements to the Shelter Development / Redevelopment project for the redevelopment of the Seaton House facility.
- The 2012 Recommended Capital Budget of \$1.100 million is at the debt target of \$1.100 million, and is 100% debt funded.

2012 Recommended Cash Flow & Future Year Commitments
(In\$000s)

	2010 & Prior Year Carry Forward	2012 Previously Approved Cash Flow Commitments	2012 New Cash Flow Rec'd	2012 Total Cash Flow Rec'd	2011 Carry Forwards	Total 2012 Cash Flow (Incl 2010 C/Fwd)	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total Cost
Expenditures																
Previously Approved	250			250	1,338	1,588										1,588
Change in Scope						0										0
New			850	850		850										850
New w/Future Year						0										0
Total Expenditure	250	0	850	1,100	1,338	2,438	0	0	0	0	0	0	0	0	0	2,438
Financing																
Debt	250		850	1,100	1,338	2,438										2,438
Other						0										0
Reserves/Res Funds						0										0
Development Charges						0										0
ISF						0										0
Provincial/Federal						0										0
Total Financing	250	0	850	1,100	1,338	2,438	0	0	0	0	0	0	0	0	0	2,438

* Please refer to Appendix 3 for detailed project listings

- The 2012 Recommended Capital Budget of \$2.438 million requires new cash flow funding of \$0.850 million, funding for 1 previously approved project of \$0.250 million, representing a 2010 previously approved 2 year carry forward project. This cash flow, combined with the funding carried forward from 2011 of \$1.338 million, results in a total 2012 Recommended Capital Budget of \$2.438 million.
- The 2012 Recommended Capital Budget is fully debt funded.
- The new projects require funding of \$0.850 million, with \$0.700 million required for the state of good repair for the capital maintenance program that maintains the City's 17 shelter sites in a state of good repair, with the remaining \$0.150 million required to fund a feasibility study for the redevelopment of Seaton House.
- Approval of the 2012 Recommended Capital Budget does not commit Council to any funding beyond 2012.

2012 Recommended Capital Project Highlights

2012 Recommended Capital Projects (In \$000s)

Project	Total Project Cost	2012	2013	2014	2015	2016	2012-2016	2017	2018	2019	2020	2021	2012-2021
Mass Care Response Vehicle		500					500						500
Social Housing Administration System		188					188						188
Shelter Development/ Redevelopment		150					150						150
Capital Repairs/ Replacement City Owned/ Leased Buildings		1,600					1,600						1,600
Total (including carry forward)		2,438					2,438						2,438

The 2012 Recommended Capital Budget provides funding of \$2.438 million to:

- Complete the purchase for the Emergency Human Services Response Vehicle for \$0.500 million;
- Complete the delivery of an IT system through funding the Social Housing Administration System for \$0.188 million;
- Complete the review of the shelter development / redevelopment initiative for \$0.150 million; and
- Continue the 2012 phase of the ongoing capital repair program at City owned shelters at an annual cost of \$1.600 million.

PART IV: ISSUES FOR DISCUSSION

2012 Issues

Shelter Development/ Redevelopment Future Years

- City staff has been aware for some time of the need to redevelop Seaton House to better meet the needs of the clients, to enhance health and safety and to improve George Street generally. In 2009 a private entity owning properties to the south of Seaton House approached the City to determine if there was a mutual interest in developing their respective properties. The potential for redevelopment would have provided the means to develop a site that provided a range of services, including long-term care, health care, supportive, affordable housing and emergency shelter programs.
- In December 2009, Council authorized staff to negotiate a proposal for the redevelopment of the Seaton House Shelter, together with the adjacent privately-owned properties, and report back on the outcomes of the negotiations. The General Manager of Shelter, Support and Housing Administration will be reporting to Community Development and Recreation Committee in the spring of 2012 regarding previous negotiations and the recommended next steps on the Seaton House redevelopment.
- The 10-Year Recommended Capital Plan includes new 2012 funding of \$0.150 million with an additional \$21.850 million in years 2013–2018 as proposed are both place-holders for the Seaton House redevelopment, and allow the program to continue to explore additional redevelopment opportunities to convert other sites into permanent, multi use projects.

Appendix 1

2011 Performance

2011 Key Accomplishments

- ✓ The SOGR capital maintenance program provided roofing repairs at Family Residence, fire alarm control panel upgrades at the Adelaide Resource Centre.
- ✓ The Social Housing Administration project is completing production, testing and implementation. The project will be completed in 2012, providing the Social Housing unit with a financial management system that will significantly improve financial controls and provide budgeting enhancements.

2011 Capital Variance Review

2011 Budget to Actuals Comparison – Total Gross Expenditures (In \$000s)

2011 Approved	Actuals as of Sept. 30th (3rd Qtr Variance)		Projected Actuals at Year End		Unspent Balance	
	\$	% Spent	\$	% Spent	\$	%
4,687	715	15.3%	1,901	40.6%	2,786	59.4%

- Capital expenditures for the period ended September 2011, totaled \$0.715 million or 15.3% of Shelter, Support and Housing Administration's 2011 Approved Capital Budget of \$4.687 million. Expenditures are projected to be \$1.901 million or 40.6% spent by year-end.
- Projected under spending is attributed to the following projects:
 - The Capital Repairs/ Replacements for City Operated/ Leased Shelters projects with 2011 approved cash flow funding of \$1.647 million has had spending of \$0.050 million to date. Spending will accelerate in the last quarter, with year-end spending projected to be \$0.551 million. Spending for SOGR will continue to the end of 2011, however a major expenditure is on hold pending Council's direction related to the future use of the property.
 - The Social Housing Administration System project, with 2011 cash flow of \$1.188 million has had spending of \$0.636 million, to date with year-end projected

spending of million of \$1.000 million by year–end. This project is scheduled for completion in 2012.

- The Shelter Development Redevelopment project's 2011 cash flow of \$0.912 million has spending to date of \$0.022 million, with year–end projected spending of \$0.100 million. This project is behind target, due to delays in the ongoing public/ private partnership negotiations.
- The 129 Peter Street Shelter project with approved cash flow of \$0.440 million has spending to date of \$0.006 million, with year–end projected spending of \$0.250 million. While this shelter was opened and occupied in Oct 2010, the elevator and remaining roof work is still ongoing.
- The Emergency Human Services Response Vehicle with a 2011 cash flow of \$0.500 million has no spending projected for 2011, although SSHA and Fleet Services have developed the vehicle specifications and issued the tender, with delivery expected in 2012.

Appendix 2

10 – Year Recommended Capital Plan Project Summary

Project	2012	2013	2014	2015	2016	2012-2016	2017	2018	2019	2020	2021	2012-2021
Capital Repairs City Owned- Leased Shelters	45	10	125	100	100	380	100	100	100	100	100	880
Capital Repairs - City Owned - Operated Shelters	655	890	775	800	800	3,920	800	800	800	800	800	7,920
Shelter Development/ Redevelopment	150	300	1,800	8,300	7,300	17,850	3,150	1,000				22,000
Mass Care Response Vehicle	250					250						250
Total	1,100	1,200	2,700	9,200	8,200	22,400	4,050	1,900	900	900	900	31,050

Appendix 3
2012 Recommended Capital Budget; 2013 to 2021 Capital Plan

Appendix 4

2012 Recommended Cash Flow and Future Year Commitments

Appendix 5

2012 Recommended Capital Project with Financing Details