

**Capital Variance Report
for the Year Ended December 31, 2013**

Significant Variance Explanation

Citizen Centred Services "A"

For the year ended December 31, 2013, actual capital expenditures for this Cluster totalled \$148.839 million or 51.6% of their collective 2013 Approved Capital Budget of \$288.370 million.

Citizen Centred Services "A"		
Year-End 2013 Capital Variance (\$ Million)		
Actual to December 31, 2013		
	Over/(Under)	% of Budget
Children's Services	(2.8)	49.1
Court Services	(0.5)	24.3
Economic Development & Culture	(19.7)	49.6
Emergency Medical Services	(3.0)	68.5
Long-Term Care Homes & Services	(6.1)	84.4
Parks, Forestry & Recreation	(97.1)	46.8
Shelter, Support and Housing Administration	(9.5)	8.8
Toronto Employment and Social Services	(0.8)	46.3
Sub-Total	(139.5)	51.6

Children's Services' (CS) capital expenditures for the period ended December 31, 2013 totalled \$2.683 million or 49.1% of the 2013 Approved Capital Budget of \$5.468 million. \$2.442 million of the unspent 2013 approved cash flow funding has been carried forward to 2014.

Of the funds spent, \$0.495 million was expended to complete the following projects:

- The *Nelson Mandela Public School* project expenditures totalled \$0.459 million, representing 100% of the 2013 approved cash flow. With an approved project cost of \$3.517 million and life-to-date expenditures of \$3.517 million, the project was completed on budget in 2013. This project provides 69 new child care spaces for infants, toddlers, preschool and kindergarten children.
- The *TELCCS SOGR 2012* project expenditures totalled \$0.036 million, representing 61.9% of the 2013 approved cash flow of \$0.058 million. With an approved project cost of \$0.852 million and life-to-date expenditures of \$0.830 million, the project

was completed under budget by \$0.022 million. This project funds the capital upgrades in 26 City-operated early learning centres.

- The *Thorncliffe Park Child Care Centre* project with an approved 2013 cash flow of \$0.267 million had no spending in 2013. With an approved project cost of \$2.509 million and life-to-date expenditures of \$2.192 million, the project was completed under budget by \$0.317 million. This project provides 52 new spaces for infants, toddlers and preschool children.

In addition, the Program spent \$0.653 million on the following projects that are on track:

- The *TELCCS SOGR 2013* project's capital expenditures totalled \$0.653 million, representing 89.9% of the 2013 approved cash flow of \$0.726 million. The unspent funding of \$0.073 million has been carried forward into 2014, to fund the late receipt of contractor's billings.
- The *St Andrew Child Care Centre* with an approved 2013 cash flow of \$0.517 million has been completed, pending a review of the contractor's billings. The unspent funding of \$0.517 million for this project has been carried forward into 2014 to fund the final project settlement costs.
- The *Regent Park Children's Hub* project with an approved 2013 cash flow of \$0.124 million has been substantially completed, pending the final upgrade to the security system. Unspent funding of \$0.070 million has been carried forward into 2013 to complete the security system upgrade.

The under-spending in 2013 is mainly driven by delays in the following projects:

- The *CSIS 3* project's capital expenditures totalled \$1.400 million, representing 45.8% of the 2013 approved cash flow of \$3.058 million. Project spending has been impacted by delays in hiring staff. The unspent funding of \$1.658 million has been carried forward into 2014.
- The *Squirrel's Nest Day Care Centre* project's capital expenditures totalled \$0.135 million representing, 52.3% of the 2013 approved cash flow of \$0.259 million. Spending is behind budget, as the relocation of an electrical vault was required prior to completing the installation of a new elevator. The unspent funding of \$0.124 million has been carried forward into 2014.

Court Services' (CS) capital expenditures for the period ended December 31, 2013 totalled \$0.173 million or 24.3% of its 2013 Approved Capital Budget of \$0.713 million. \$0.102 million of the unspent cash flow funding has been carried forward to 2014. The year-end under-spending is mainly attributable to the *Provincial Offences Act (POA) Application Sustainment & Hardware Upgrades* project that was delayed as the Program did not receive Provincial commitment until April and the project commenced in May 2013. Due to lower than planned costs for the vulnerability assessment and penetration

testing of the application and by leveraging existing software, Court Services was able to reduce the total cost of the project resulting in savings of \$0.438 million (fully funded from the Provincial Offences Courts (POC) Stabilization Reserve).

Economic Development & Culture (EDC) capital expenditures for the period ended December 31, 2013 totalled \$19.445 million or 49.6% of its 2013 Approved Capital Budget of \$39.184 million. \$19.422 million of the unspent cash flow funding has been carried forward to 2014.

The under-spending in 2013 is mainly driven by the delays in the following projects:

- The *Fort York Visitor Centre (FYVC)* project's capital expenditures totalled \$9.761 million representing 44.4% of the 2013 approved cash flow of \$21.982 million during the period ended December 31, 2013. The schedule for the *Fort York Visitor Centre* project was set back by a full year in 2011 when the original tender exceeded the approved project budget and required redesign and re-tendering. The project is under construction now and proceeding according to a revised schedule that has a target completion date of May 7, 2014. The unspent funding of \$12.221 million has been carried forward into 2014.
- The *Fort York Interiors* project's capital expenditures totalled \$0.149 million representing 22.9% of the 2013 approved cash flow of \$0.650 million during the period ended December 31, 2013. The project was delayed as the focus was placed on completing exhibits within the new Visitor Centre and planning for a more coherent exhibit experience across the site. The majority of work on the interiors project, which includes exhibit design, fabrication and installation, will be undertaken in 2014. The unspent funding of \$0.500 million has been carried forward into 2014.
- The *John Street Roundhouse Museum* project's capital expenditures totalled \$0.023 million or 3.6% of the 2013 approved cash flow of \$0.638 million during the period ended December 31, 2013. The Copeland Transformer Station (formerly the Bremner Street Transformer Station) is under construction by Toronto Hydro. The location of the transformer station is at the west end of the Roundhouse site, which has entailed dismantling the historic Machine Shop. The Machine Shop will be reconstructed as part of the final phase of the project and be made available to the Toronto Railway Historical Association for the rail museum. Late in 2013, Toronto Hydro-Electric System (THES) advised EDC staff that the Machine Shop would not be available for museum purposes. The design team will begin working with THES on other interpretive opportunities in 2014. The unspent funding of \$0.615 million has been carried forward into 2014.
- The *Casa Loma Exterior* project's capital expenditures totalled \$0.601 million representing 42.9% of the 2013 approved cash flow of \$1.400 million during the period ended December 31, 2013. The multi-phased restoration of Casa Loma was delayed by more than a year while the City considered governance issues following the termination of the agreement with the Kiwanis Club. In 2012, the project budget

and project scope were adjusted and phase 7A commenced. Phase 8 was tendered in the fourth quarter of 2013. Construction is scheduled to commence early 2014. The unspent funding of \$0.636 million has been carried forward into 2014.

- The *Cedar Ridge Elevator* project's capital expenditures totalled \$0.032 million representing 16.2% of the 2013 approved cash flow of \$0.198 million during the period ended December 31, 2013. The elevator re-habilitation project at Cedar Ridge has been delayed by one full calendar year to 2014 due to the technicians strike in 2013. The work requires a two-month shut-down of the elevator and the site operation can only accommodate this in the June-July timeframe. The project was re-tendered in the last quarter of 2013 and a purchase order will be issued in the first quarter of 2014 for construction in the summer. The unspent funding of \$0.166 million has been carried over into 2014.
- The *Colborne Lodge Coach House* project's capital expenditures totalled \$0.031 million representing 14.1% of the 2013 approved cash flow of \$0.220 million during the period ended December 31, 2013. The project required an archaeological review before work could commence, and once that was complete on-site investigation was hindered by the excessive rain in the spring and early summer, causing a delay in the project. The unspent funding of \$0.189 million has been carried over into 2014.
- The *BIA Streetscape Improvement Program's* capital expenditures totalled \$4.228 million representing 63.6% of the 2013 approved cash flow of \$6.653 million during the period ended December 31, 2013. The following major BIA Streetscape Improvement sub-projects have been completed on time and on budget: Bloor-Yorkville, St. Lawrence Market Neighbourhood and Emery Village. BIA Streetscape Improvement sub-projects such as Toronto Entertainment District, Kensington Market and Chinatown had lower than budgeted capital spending due to delays with technical designs and permit applications. Of the unspent funding total of \$1.960 million, \$0.692 million has been carried forward into 2014.

Emergency Medical Services' (EMS) capital expenditures for the period ended December 31, 2013 totalled \$6.485 million or 68.5% of its 2013 Approved Capital Budget of \$9.467 million. \$2.589 million of the unspent cash flow funding has been carried forward to 2014.

Of the funds spent, \$6.116 million was incurred to complete the following projects:

- The *Station Security* project's capital expenditure totalled \$1.761 million, 98.7% of the 2013 approved cash flow of \$1.784 million. The project, completed at a cost of \$2.006 million representing 98.8% of the approved project cost of \$2.030 million, provided funding for the installation of an electronic card-access security system in 45 EMS locations that will allow for detailed tracking and recording of crew station-access-egress activities, as well as for equipment/supply sign-out transactions.

- The *Northwest Multi-Function Station – Land* project's capital expenditure totalled \$4.045 million representing 99.8% of the approved project cost of \$4.050 million to acquire the land for the Northwest Multi-function station.
- The *Medical Equipment* project's capital expenditure totalled \$0.311 million, 55.5% of the total 2013 approved cash flow of \$0.560 million. This phase of a multi-year project funded the replacement purchase of medical equipment such as stretchers, stair chairs and defibrillator cables. The under expenditure of \$0.249 million represents savings with the cancellation of the purchase of backboard washers used to sterilize backboards to transport patients as it did not address EMS' requirements.

The under-spending in 2013 is mainly driven by the delays in the following projects:

- The *North West Multi-Function Station* project's capital expenditure totalled \$0.050 million representing 2.5% of the 2013 approved cash flow of \$2.000 million. This project provides funding for the construction of a multi-function station which will facilitate greater efficiencies in dispatching ambulances and much needed garaging for an increasing number of EMS ambulance vehicles that are on the road. The project was delayed as the original site at Plewes Road was no longer available for EMS. The purchase of the alternative site at 1300 Wilson Avenue was completed in late 2013. The unspent funds of \$1.950 million have been carried forward into 2014 to begin station design and site preparation.
- The *Mobile Data Communications* project's capital expenditure totalled \$0.113 million representing 66.5% of the 2013 approved cash flow of \$0.435 million. This project provides funding to acquire and install software and hardware in EMS' vehicles and at the central location necessary to connect the paramedics and supervisors to the Central Ambulance Communication Centre (CACC) using wireless data communications. The RFQ was delayed due to difficulties experienced in developing the specifications that will address EMS' requirements. As a result, \$0.322 million of the unspent cash flow has been carried forward to 2014 to finish the project.
- The *CACC Renovation* project with 2013 approved cash flow of \$0.200 million, had no spending as of year-end. This project will fund an upgraded lighting design for 24/7/365 operations in EMS' central ambulance communication centre. The project was delayed as the Request for Proposal (RFP) was finalized in the last quarter and renovations are to be completed in stages to ensure that the Communications Centre remains operational at all times. As a result, 2013 approved cash flow funding of \$0.200 million has been carried forward to 2014 to finish the project.
- The *Scheduling Redesign* project's capital expenditure totalled \$0.206 million representing 68.8% of the 2013 approved cash flow of \$0.300 million. The project will fund the scheduling system changes including hardware replacement to accommodate a revised scheduling process of paramedics. The project was delayed with the relocation of electrical wiring required for the new system hardware.

Unspent funding of \$0.093 million has been carried forward into 2014 to complete the final project requirements.

Long-Term Care Homes & Services' (LTCHS) capital expenditures for the period ended December 31, 2013 totalled \$33.050 million or 84.4% of its 2013 Approved Capital Budget of \$39.180 million. \$5.716 million of the unspent cash flow funding has been carried forward into 2014.

Of the funds spent, \$0.566 million was incurred for the *Long-Term Care Homes Act* project's with total capital expenditure of \$0.566 million, representing 63.5% of the 2013 approved cash flow of \$0.891 million. The project completed at a total cost of \$2.174 million representing 87.0% of the approved project cost of \$2.500 million, was a legislated project undertaken to comply with safety requirements and several one-time physical plant upgrades to various long-term care homes that were not funded from Provincial Subsidies.

The under-spending in 2013 is driven by delays in the following projects:

- The *Kipling Acres Redevelopment* project's capital expenditures totalled \$27.172 million representing 88.6% of the 2013 approved cash flow of \$30.661 million. The occupancy date for the 192-bed phase has been delayed to the first quarter of 2014 primarily due to Ministry of Health and Long-Term Care (MOHLTC) availability for pre-occupancy inspections. The development of the remaining 145-bed phase is expected to begin on the existing Kipling Acres location upon completion of the 192-bed phase. Major demolition is expected to be completed in the second quarter of 2014. The unspent funding of \$3.489 million has been carried forward into 2014.
- The *Capital Maintenance* project's capital expenditures totalled \$5.312 million representing 69.7% of the 2013 approved cash flow of \$7.627 million. Under spending was primarily due to a higher focus on the completion of Kipling Acres Redevelopment – Phase I project and phase 2 document preparation. The unspent funding of \$2.227 million has been carried forward into 2014.

Parks, Forestry and Recreation's (PF&R) capital expenditures for the period ended December 31, 2013 totalled \$85.386 million or 46.8% of its 2013 Approved Capital Budget of \$182.445 million. \$54.825 million of the unspent cash flow funding has been carried forward to 2014.

Of the funds spent, \$20.798 million was incurred for the following projects that were completed in 2013:

- The *Leaside Memorial Gardens Arena Expansion* for \$11.898 million includes the addition of a second ice pad, change rooms, and a new scoreboard to meet the

overwhelming demand of the community. On October 5, 2013, the second rink opened to the public for an Open House and First Skate.

- Completion of the new *Greenwood Park Artificial Ice Rink* project (\$4.200 million) delivered a new covered hockey pad, skating trail, refrigeration equipment and building renovations
- The *Dieppe Park Artificial Ice Rink* project (\$2.300 million) provides new hockey and pleasure skating pads, refrigeration upgrades, and building renovations.
- The rehabilitation of King Edward monument and site restoration at Queens Park (\$0.450 million).
- Construction of 2 new bridges, trail reconstruction, and creek rehabilitation at sites 3, 6 and 7 of *Wilket Creek Park* (\$1.500 million).
- Completion of a multi-use trail at *Riverdale Park* and new pathway lighting at *R.V Burgess* and *Glentworth Ravine* (\$0.450 million).

In addition, the Program spent \$0.717 million on the following projects that are on track. They are multi phase projects that are underway and will be completed in future years as planned:

- The *Midlands/St. Clair Park Development* project (\$0.021 million) includes the development of a new park and has approved cash flows of \$0.025 million in 2013 and \$0.240 million in 2014 for a total project cost of \$0.265 million. The project is expected to be complete by December 2014.
- The *Belmar Park – New Splash Pad* project (\$0.023 million) will add a new splash pad and water features. The project has approved cash flows of \$0.050 million in 2013 and \$0.450 million in 2014 for a total project cost of \$0.500 million. The project is anticipated to be complete by October 2014.
- The *Seven Oaks Park – New Splash Pad* project (\$0.025 million) will add a new splash pad to the park. The project has approved cash flows of \$0.050 million in 2013 and \$0.450 million in 2014 for a total project cost of \$0.500 million. The project is forecasted to be complete by July 2014.
- The *IT-Customer Service/E-Service* project (\$0.498 million) consists of various IT initiatives including eService Implementation, Web Development, Divisional Information Management, a new Ticket Management System for Ferry tickets, and a golf course tee time booking system. The project has approved cash flows of \$0.500 million in 2013, \$0.300 million in 2014, and \$0.300 million in 2015 for a total project cost of \$1.100 million. The project is on track for anticipated completion by December 2015.

- The *IT-Work Asset Management & Mapping project* (\$0.150 million) is comprised of various IT initiatives which allow PF&R to manage and track parkland acquisitions, inspection of parks and facilities, bulk materials, horticulture, and uniform and equipment distribution. The project has approved cash flows of \$0.150 million in 2013, \$0.400 million in 2014, and \$0.400 million in 2015, and \$0.650 million in 2016 for a total project cost of \$1.600 million. The project is expected to be complete by December 2015.

The under-spending in 2013 is mainly driven by the delays in the following projects:

- The *Facility Components* project's capital expenditures totalled \$5.854 million representing 68.5% of the 2013 approved cash flow of \$8.543 million. Under-spending of \$2.689 million is mainly attributed to the Work Management system (\$1.003 million) which is still under development; \$0.648 million on divisional accessibility as the assessments for compliance took longer than anticipated; and \$0.539 million for asset planning that required additional work to confirm sites to be audited.
- The *Land Acquisition* project's capital expenditures totalled \$9.519 million representing 71.4% of the 2013 approved cash flow of \$13.337 million. \$2.736 million of under-spending is due to expropriation process delays for acquisition of various sites including *Expropriation of 111 & 113 Finch Ave. W*, *Land Acquisitions for Edithvale Park*; and \$1.082 million due to protracted environmental approvals and remediation work at various sites including the *Grand Manitoba/Mystic*, *Stafford*, and *Paton Road* projects.
- The *Outdoor Recreation Centre* project's capital expenditures totalled \$3.388 million or 48.4% of the 2013 approved cash flow of \$7.003 million. Under-spending of \$3.615 million is due to the following projects: \$1.752 million for various *Capital Asset Management Program (CAMP)* projects and \$0.815 million for *Sports Field* projects which were not completed by year end due to public access and programming restrictions; and \$0.342 million for the *West Rouge Canoe Clubhouse* project as a result of site coordination issues.
- The *Park Development* project's capital expenditures totalled \$14.101 million or 42.0% of the 2013 approved cash flow of \$33.543 million. Under-spending of \$19.442 million is attributed to delays in the following projects: The *Grange Park* project was under-spent by \$5.001 million as the City of Toronto is still in negotiations with the Art Gallery of Ontario (AGO); the *Regent Park* and *Regent Parkette* projects were under-spent by \$1.341 million due to prolonged environmental soil remediation and testing requirements; the *June Callwood Park*, *Mystic Point*, and *West Queen West/Lisgar Park* projects were under-spent by \$3.841 million as the land has yet to be conveyed to the City; and various park development projects due to design work spanning multiple years and protracted community consultation processes.

- The *Playground and Waterplay* project's capital expenditures totalled \$3.152 million or 50.5% of the 2013 approved cash flow of \$6.242 million. Under-spending of \$3.091 million is mainly due to the following: \$0.646 million for various playground enhancement projects which were delayed due to extended community consultation process; \$0.270 million for the new water play at *Indian Line Park* as a result of poor weather conditions; \$1.045 million for the development of the *Allan Gardens Playground* due to an expanded scope of work arising from community consultation; and \$0.283 million for various *Waterplay CAMP* projects as a result of public access and programming constraints.
- The *Pools* project's capital expenditures totalled \$3.328 million or 51.6% of the 2013 approved cash flow of \$6.455 million. Under-spending of \$3.127 million is mainly due to \$2.671 million for various Indoor and Outdoor Pool *CAMP* projects which were delayed due to public access and programming restrictions, as well as poor weather conditions; \$0.249 million for the design of the new Wellesley Pool as a result of a prolonged design consultation process; and \$0.123 million for the *Pleasantview Change Room* project as a result of existing site conditions that required further investigation.
- The *Trails and Pathways* project's capital expenditures totalled \$1.456 million or 41.8% of the 2013 approved cash flow of \$3.486 million. Under-spending of \$2.030 million is primarily attributed to \$0.358 million for the *Etobicoke Creek Trail* project which is awaiting Provincial approvals; \$0.625 million for the *Eastern Beaches Boardwalk* and \$0.918 million for various *Trails, Pathways and Bridges CAMP* projects as public access and programming restricted capital work.
- The *Community Centres* project's capital expenditures totalled \$16.245 million or 24.3% of the 2013 approved cash flow of \$66.781 million. Under-spending of \$50.537 million is attributed to the following projects: \$10.090 million for the *York Community Centre* project due to various delays in the approvals process including Toronto and Region Conservation Authority's requirement (TRCA) to stabilize the Black Creek bank; \$11.218 million for the *Railway Lands Community Centre* project which is in on-going negotiations with various partners; \$17.150 million for the *Regent Community Centre* project due to pro-longed environmental soil remediation and testing requirements; \$1.853 million for the *Milliken Community Centre* project as the Section 37 funds have not been received; \$6.300 million for the *Canadian Tire Community Centre* project which is still in the design phase; and \$2.443 million for various *Community Centre CAMP* projects as public access and programming restricted capital work.
- The *Special Facilities* project's capital expenditures totalled \$4.514 million or 50.7% of the 2013 approved cash flow of \$8.9 million. Under-spending of \$4.386 million is due to the following: \$1.177 million due to delays in the specialized nature and extensive approvals process for *Seawall rehabilitation* projects; \$0.500 million for the *Guild Inn* project which is awaiting the results of a Request for Expression of Interest (REOI); and \$1.482 million for various *Special Facilities and Structures (CAMP)*

projects which could not be completed by year-end because of programming and weather constraints.

Shelter, Support and Housing Administration (SSHA) capital expenditures for the period ended December 31, 2013 totalled \$0.921 million or 8.8% of the 2013 Approved Capital Budget of \$10.414 million. \$9.400 million of the unspent cash flow funding has been carried forward into 2014.

The 2013 under-spending is attributed to the following project activity:

- *Shelter Development/ Redevelopment* project's expenditure totalled \$0.304 million, representing 3.4% of the 2013 approved cash flow of \$8.814 million. This phase of the multi-phased project provides funding for a feasibility study that reviews redevelopment options for the Seaton House shelter and the revitalization of George Street. As well, this project funds the purchase of specific properties adjacent to Seaton House required for the redevelopment. The 2013 spending included \$0.304 million for a study that reviewed options for the George Street revitalization. Unspent funding of \$8.510 million has been carried forward into 2014 to complete the purchase of the properties adjacent to Seaton House. In the spring of 2014, the City completed the purchase of a number of these properties and has contracted to have the buildings located on the properties demolished, or stabilized and secured in the instances of heritage classification.
- The *Capital Repairs/ Replacements for City Operated/ Leased Shelters*, capital expenditures totalled \$0.617 million, representing 38.5% of the 2013 approved cash flow of \$1.600 million. A number of upgrades have been delayed, reflecting the challenges associated with co-ordinating repairs in the City operated and leased shelters. As a result, \$0.890 million of the unspent cash flow funding has been carried forward into 2014 to complete the upgrades.

Toronto Employment & Social Services' (TESS) capital expenditures for the period ended December 31, 2013 totalled \$0.695 million or 46.3% of its 2013 Approved Capital budget of \$1.500 million (100% Provincially funded).

Of the funds spent, \$0.560 million was incurred for the following projects that were completed in 2013:

- The *MIS – Data Mart – Phase 1* project's capital expenditures totalled \$0.122 million, 60.9% of the 2013 approved cash flow of \$0.200 million. The project was completed at a total cost of \$0.834 million representing 53% of the approved project cost of \$1.575 million and will enhance information availability and efficient trend analysis on Ontario Works caseloads by including statistical queries by geographical location for mapping purpose.

- The *Employment Assistance (EA) – Phase 2* multi-year project's capital expenditures totalled \$0.438 million representing 87.6% of the 2013 approved cash flow of \$0.500 million. The completion of this phase will enable clients to search for job opportunities on-line, and for providers to schedule services and send invoices to TESS on-line.

The under-spending in 2013 is mainly driven by the delay in the following project:

- The *Case Management – Phase 2* project's capital expenditure totalled \$0.135 million representing 16.9% of the 2013 approved cash flow of \$0.800 million. Implementation of SAMS (Social Assistance Management System), the new Provincial technology for the delivery of Ontario Works program, has been delayed until 2014. A report on additional uses for the City Service Benefit Card was adopted by Government Management Committee on October 15th, 2013, which recommends that the division be given authority to issue a Request for Proposal (RFP) for a Drug Benefit Card.

Citizen Centred Services “B”

During the year ended December 31, 2013, actual capital expenditures for this Cluster totalled \$249.069 million or 57.3% of the 2013 Approved Capital Budget of \$434.614 million.

Citizen Centred Services "B"		
Year-End 2013 Capital Variance (\$ Million)		
	Actual to December 31, 2013	
	Over/(Under)	% of Budget
City Planning	(6.5)	43.5
Fire Services	(12.6)	24.0
Transportation Services	(143.6)	57.0
Waterfront Revitalisation Initiative	(22.9)	68.6
Sub-Total	(185.5)	57.3

City Planning capital expenditures for the period ended December 31, 2013 totalled \$4.971 million or 43.5% of the 2013 Approved Capital Budget of \$11.422 million. \$5.943 million of the unspent cash flow budget has been carried forward to 2014.

Of the funds spent in 2013, \$1.998 million was incurred for projects that were completed in 2013 including the *New Zoning By-Law Support for Legal Challenges* for \$0.898 million to support the Zoning By-law Planning and Legal teams' work on the new zoning by-law and associated Ontario Municipal Board appeals.

In addition, the Program spent on the following projects that are on track. They are multi phase projects that are underway and will be completed in future years:

- *Five Year Review of the Official Plan* for \$0.625 million to prepare new mapping and policies arising from this review and associated municipal comprehensive review, public consultation requirements and approval process.
- *Civic Improvement – Places* for \$2.077 million including design work to enhance open spaces within the road allowance in coordination with divisional capital works programs.

The under-spending in 2013 is mainly driven by the delays in the following projects:

- The *John Street Revitalization* project did not incur any capital expenditures as of December 31, 2013. The project is managed by Engineering and Construction Services and is fully funded from Section 37 contributions. Procurement of the project is currently underway with project completion expected by June 30, 2015. As a result, \$1.75 million of the unused cash flow budget has been carried forward to the next year to continue to finish the project.
- The *Development Charge Funded Studies* project's capital expenditure totalled \$1.137 million representing 34.8% of 2013 approved cash flow of \$3.275 million. The under spending was mainly due to contract and purchasing process delays. As a result, \$2.177 million of the unused cash flow budget has been carried forward to the next year to continue to finish the project.

Toronto Fire Services' (TFS) capital expenditures for the period ended December 31, 2013 totalled \$3.993 million or 24.0 % of the 2013 approved cash flow of \$16.626 million. \$12.353 million of the unspent cash flow funding has been carried forward to 2014.

Of the funds spent, \$0.324 million was incurred for projects that were completed in 2013 including the following:

- The *Training Simulators* project's capital expenditure totalled \$0.084 million, 83.4% of the total project cost of \$0.100 million. The project provided funding for the rehabilitation of the East Tower burn house simulator which required concrete restoration and installation of additional metal burn cells.
- The *Air Compressor Trailer* project's capital spending totalled \$0.100 million representing 100% of the total project cost. The project provided funding for the purchase of a mobile air compressor to refill oxygen tanks.
- The *Replacement of HUSAR equipment* project's capital expenditures totalled \$0.140 million, 37.1% of the total project cost of \$0.377 million. The project provided funding for the purchase of depleted stock and supplementary equipment required by Fire Services' Heavy Urban Search & Rescue (HUSAR) Team. The under expenditure of \$0.236 million represents third party funding that was not received

due to the cancellation of the Federal government's Joint Emergency Preparedness Program (JEPP) effective April 1, 2013.

The 2013 under spending is mainly attributed to the following projects:

- The *Station D #221(Eglinton & Midland)* project's expenditures totalled \$3.398 million or 72.4% of the 2013 approved cash flow of \$4.695 million for the period ended December 31, 2013. The project was delayed due to the removal of additional contaminated soil and oil tanks. As a result, a total of \$1.296 million of the unused cash flow funding was carried forward to 2014 to complete the project.
- The Station B (Keele Street between Sheppard Avenue and Wilson Avenue) project with a 2013 approved cash flow of \$4.786 million had no spending as of year-end as the purchase of land was delayed with negotiations finalized in the last quarter of 2013. The unspent cash flow funding of \$4.786 million was carried forward into 2014 to complete the purchase of land in the first quarter of 2014.
- The *Replacement of Fire Station #135* project's expenditures totalled \$0.054 million or 12.3% of the 2013 approved cash flow of \$0.444 million. The plan to renovate the current Chaplin Crescent fire station is no longer a viable option due to safety issues. The original site will now be sold and proceeds of the sale will fund the construction of a new building on a city-owned property across the original site. As a result, \$0.389 million of the unspent cash flow funding was carried forward to 2014 for this multi phase project to be completed by 2015.
- The *Self-Contained Breathing Apparatus-Replacement* project's expenditures totalled \$0.216 million or 3.7% of the 2013 approved cash flow of \$5.824 million. The completion of the project is now projected to occur in the first quarter of 2014 due to a delay in the revision of the National Fire Protection Association (NFPA) standard governing this equipment. Manufacturers are currently in the process of certifying their new designs prior to being able to quote and produce units for sale. As a result, \$5.581 million of the unspent cash flow funding was carried forward to 2014 to complete the project.
- The *Predictive Modelling Tool* project with a 2013 approved cash flow of \$0.300 million had no spending as of year-end. A Request for Information (RFI) was issued prior to initiating further procurement activities to collect information on the capabilities of suppliers to ensure products currently in the market will address TFS' requirements. A Request for Proposal (RFP) has been drafted and is currently being reviewed by Purchasing & Materials Management Division (PMMD). Project completion and implementation is now planned for the 3rd quarter of 2014. As a result, \$0.300 million of the unspent cash flow funding was carried forward to 2014 to complete the project.

Transportation Services' (TS) capital expenditures for the period ended December 31, 2013 totalled \$190.060 million or 57.0% of the 2013 Approved Capital Budget of \$333.652 million. However, some of the under spending is attributable to savings of \$73.553 million or 22.0% of the 2013 Approved Capital Budget related to completed projects where funding was not required to be carried forward to 2014, and projects where contracts have been awarded for 100% of the budgeted value but actual expenditures will not occur until 2014. \$72.132 million of the unspent cash flow funding has been carried forward to 2014.

Of the funds spent, \$49.395 million was incurred for completed projects representing 64.8% of 2013 approved cash flow of \$76.226 million. These projects had total project costs of \$472.716 million and total expenditures of \$265.612 million or 56.2% of total project costs. Most of the completed capital work occurred in: the *Local Road Rehabilitation* program (\$15.736 million or 82.9% of 2013 approved cash flow of \$18.980 million); the *Traffic Control* program (\$10.493 million or 63.2% of 2013 approved cash flow of \$16.605 million); the *Sidewalk Rehabilitation* program (\$9.184 million or 84.3% of 2013 approved cash flow of \$10.901 million); and the *Major Roads Rehabilitation* program (\$5.558 million or 60.5% of 2013 approved cash flow of \$9.192 million).

In addition, Transportation Services spent \$120.839 million on projects that are on track. They are ongoing projects included in the following:

- The *Major Roads Rehabilitation* program (\$36.432 million spent and \$7.054 million carried forward) and the *Local Road Rehabilitation* program (\$24.681 million spent and \$2.908 million carried forward).
- The *City Bridge Rehabilitation* program (\$30.954 million spent and \$7.331 million carried forward).
- The *F. G. Gardiner Expressway* project (\$15.962 million spent and \$3.065 million carried forward). Construction has started on the median replacement and the bent repair project has been completed. Funds have been fully committed and contracts have been awarded. A carry forward of \$3.065 million to 2014 was processed for the At-Grade Replacement portion, which mainly had design work completed in 2013. The Strategic Plan portion of the project is in development and will begin in 2014.
- The *Traffic Control* program (\$6.659 million spent and \$6.585 million carried forward).

Delays during the year in Transportation Services projects resulted in under-spending in the following:

- The expenditures for the *Infrastructure Enhancement* program's delayed projects totalled \$16.043 million representing 25.9% of 2013 approved cash flow of \$62.050 million. Cycling infrastructure projects, specifically off-street trails, were delayed because of approval requirements necessary from other agencies including MTO, Infrastructure Ontario, Hydro One and the TRCA. In addition, uncertainties and changes to the TTC's capital program resulted in implementation delays. Also, for several projects, delays were caused by land acquisition issues and

property/environmental issues, as well as pending environmental assessment amendments. As a result, \$22.735 million of the unspent cash flow funding for the infrastructure enhancement program has been carried forward to 2014 to continue the projects.

- The expenditures for the *Traffic Control* program's delayed projects totalled \$2.339 million representing 21.0% of 2013 approved cash flow of \$11.148 million. New traffic control signals required extensive community council consultation which was not anticipated and this delayed many of the project installations. The number of requests for new traffic signals was also less than historical trends. In addition, the *Transit Priority* projects were dependent upon TTC direction and other projects relied on third party coordination, which resulted in unanticipated delays. As a result, \$8.798 million of the unspent cash flow funding has been carried forward to 2014 to continue the projects. For many of the projects, funds have been fully committed and contracts awarded, with completion scheduled in 2014.

Waterfront Revitalization Initiative capital expenditures for the period ended December 31, 2013 totalled \$50.045 million or 68.6% of the 2013 Approved Capital Budget of \$72.913 million. \$21.822 million of the unspent cash flow budget has been carried forward to 2014.

The Program spent \$6.109 million on the following multi-year projects that are on track and underway that will be completed in future years:

- *Union Station* for \$2.516 million for planning, design and construction of second subway platform and associated concourse improvements are forecasted to be on schedule and completed in 2015.
- *Transportation Initiatives* for \$2.163 million for work on the Gardiner Environmental Assessment which is expected to be completed in 2015.
- *The Sportsfields Facilities & Parks Development* for \$1.430 million for parkland development and habitat monitoring.

The under-spending in 2013 is mainly driven by the delays in the following project:

- The *Precinct Implementation* project's capital expenditure totalled \$35.247 million representing 74.2% of 2013 approved cash flow of \$47.479 million. The under spending was mainly due to a delay in the execution of the funding agreements in East Bayfront as only one of two funding agreements was completed in 2013. As well, the proposed portal/tunnel of the underground loop for the expanded LRT transit at Yonge and Queens Quay did not proceed beyond the 30% design stage as further review of transit in East Bayfront will be completed in 2014. As a result, \$11.993 million of the unused cash flow budget has been carried forward to next year to continue the project.

Internal Services

For the year ended December 31, 2013 actual capital expenditures for Internal Services totalled \$255.005 million or 53.2% of their collective 2013 Approved Capital Budget of \$479.273 million.

Internal Services		
Year-End 2013 Capital Variance (\$ Million)		
Actual to December 31, 2013		
	Over/(Under)	% of Budget
311 Toronto	(3.1)	58.4
Facilities Management & Real Estate	(148.5)	52.4
Financial Services	(18.0)	48.7
Fleet Services	(26.0)	54.8
Information Technology	(28.6)	57.2
Sub-Total	(224.3)	53.2

311 Toronto's capital expenditures for the period ended December 31, 2013 totalled \$4.364 million or 58.4% of its 2013 Approved Capital Budget of \$7.474 million. \$3.046 million of the unspent cash flow funding has been carried forward to 2014.

The Program spent \$0.370 million on the Counter Services (Kiosks) Efficiency Review project representing 96.2% of the 2013 approved cash flow funding of \$0.385 million. The project, which was completed in 2013 incurred total expenditures of \$0.520 million or 85.2% of the approved total project budget of \$0.610 million, with savings of \$0.090 million. The project involved cross-divisional information gathering and analysis to determine counter service efficiencies and strategies in response to the Service Efficiency Study. A framework has been developed that will allow for future cross divisional scheduling at all of the City's counters.

The under-spending in 2013 is mainly driven by delays in the following projects:

- The *Future Integration and Strategy* project's capital expenditures totalled \$2.851 million representing 62.8% of the 2013 approved cash flow of \$4.542 million. Phase 1 of the cross divisional scheduler, which provides the option to book appointments with 311 staff or self serve is nearly complete and will be launched in April 2014. Phase 2 is underway as 311 Toronto, in conjunction with Corporate I&T Enterprise Architecture are gathering business requirements for an enterprise solution for a payment module to be delivered in 2015. The project did not progress as scheduled mainly due to unforeseen delays in hiring resources. The unspent cash flow funding of \$1.641 million has been carried forward to 2014 for 311 Toronto to continue the work.

- The *311 Technology Solution SOGR* project's capital expenditures totalled \$1.142 million representing 44.9% of the 2013 approved cash flow of \$2.547 million. Due to unforeseen challenges in hiring resources and technical specifications, the project was delayed with the unspent cash flow of \$1.405 million carried forward to 2014 to complete the upgrade and replacement of servers, hardware and software originally planned in 2013.

Facilities Management and Real Estate (FM&RE)'s capital expenditures for the year-ended December 31, 2013 totalled \$163.825 million or 52.4% of the 2013 Approved Capital Budget of \$312.363 million. Of the unspent cash flow funding, \$142.682 million has been carried forward to 2014 to continue the delivery of the capital projects.

Of the funds spent, \$7.619 million or 72.0% of the 2013 approved cash flow of \$10.589 million was incurred to complete 80 State of Good Repair (SOGR) projects at various facilities, with total savings of \$2.970 million. Total costs incurred for these 80 projects was \$44.655 million or 83.1% of the total approved cash flow funding of \$53.739 million, representing savings of \$9.084 million over the life of these projects.

The under-spending in 2013 is largely attributed to the following projects:

- The *Union Station Revitalization (USR)* project's capital expenditures totalled \$121.700 million or 55.0% of the 2013 approved cash flow of \$221.457 million as of December 31, 2013. Significant accomplishments include the completion of interior/exterior repair work and transfer of the West Wing to Metrolinx, the commencement of structural slab pouring and column replacements for the new York Concourse area, the implementation of the baggage handling system for VIA, and significant progress on mechanical and electrical installations, exterior façade, roof, and window repairs. However, Phase 1 experienced delays mainly due to found site conditions such as heritage and environmental elements including designated substances, which required further work to determine the scale and type of preservation and remediation. In addition, the need for coordination amongst stakeholders and other projects in the precinct have also impacted progress. Work plans have been revised to address these issues, with Phase 1 of the project now expected to be complete in 2014. The 2013 unspent cash flow funding of \$99.342 million has been carried forward to 2014.
- The *Nathan Phillips Square Revitalization (NPSR)* project's capital expenditures totalled \$8.259 million representing 42.3% of the 2013 approved cash flow of \$19.513 million. The NPSR project experienced delays due to a change in contractors and the need to re-tender the scope of work for the remaining phases of the project under a revised contract structure. The contract for Phases 3 and 4 of the project includes the relocation of the Peace Garden, landscaping work along the southern and western edges and upgrading the building at Queen and Bay streets. The unspent cash flow funding of \$11.254 million has been carried forward to 2014.

- The *St. Lawrence Market North (SLMN) Redevelopment* project's capital expenditures totalled \$0.752 million or 30.1% of the 2013 approved cash flow of \$2.500 million. Original completion timeline had to be revised during 2013 due to the need for design changes and additional funding. During the first half of the year, the project was on hold as staff attempted to align the design with the original approved project budget of \$76.165 million. In July 2013, Council adopted a revised financing plan to fund the additional funding of \$15.293 million, thus bringing the total project cost from the initial \$76.165 million to \$91.458 million. The revised expected completion date of the project is 2016. FM&RE staff continue to work through design issues with clients, stakeholders and the consultants. It is expected the tendering process will start in late 2014. The unspent cash flow funding of \$1.748 million has been carried forward to 2014.
- The *Westwood* project's capital expenditures totalled \$0.364 million representing 5.4% of the 2013 approved cash flow of \$6.8 million. The demolition of the theatre building, front-end geotechnical work, and environmental testing for the Westwood Theatre Lands were completed at the end of 2013. However, use of remaining funds is still undetermined as staff are working with Transportation Services and Build Toronto to identify future plans and how funding will be utilized to develop the site. The unspent cash flow of \$6.436 million has been carried forward to 2014.
- The *Old City Hall HVAC and Electric Upgrades* project's capital expenditures totalled \$5.627 million representing 89.2% of the 2013 approved cash flow of \$6.309 million. Significant accomplishments include the completion of the southeast quadrant and 75% of completion of the southwest quadrant. The unspent cash flow funding of \$0.682 million has been carried forward to 2014. Overall, contractual disputes with the general contractor has delayed progress and extended the end date of the project into 2015. Staff are currently working with Legal to address these issues and settle disputes, within budgetary amounts.

Financial Services' capital expenditures for the year ended December 31, 2013 totalled \$17.112 million or 48.7% of its 2013 Approved Capital Budget of \$35.153 million. \$9.831 million of the unspent cash flow funding has been carried forward to 2014.

Of the funds spent, \$0.045 million was incurred for the *Payment Processing Centre (PPC) Relocation* project representing 45% of its 2013 approved cash flow funding of \$0.100 million. This project completed renovations of space at the North York Civic Centre and allow the relocation of the PPC from leased space. Benefits of the project include utility savings and efficiencies (approximately \$0.030 million in operating savings annually to Revenue Services and Facilities Management) due to streamlined operations for payment processing, including reductions in the need to transport large volumes of documents, reduced travel time by having staff consolidated in one central location and improved security.

In addition, the Program spent \$15.931 million on the following multi-phase projects that are on track and will be completed in future years as planned:

- Expenditures totalling \$0.363 million or 48.3% of a total of \$0.751 million were incurred for the successful completion of the cashiering and the e-Post components in the *Revenue System Phase II* project. The City introduced E-Post for electronic delivery and payment with the 2013 interim property tax bills in January 2013, and the Cashiering project, which was successfully completed on March 1, 2013 with all eight counter operation locations going live in the month of February. The project was under spent by \$0.388 million which has been carried forward to 2014 to complete business process workflow documentation for initiatives including e-forms application for rebate purposes, pre-authorized payment programming changes, credit balance and property tax/utility on-line look up.
- *The Financial Planning, Analysis and Reporting System (FPARS)* project's total expenditures were \$15.568 million or 71.1% of the 2013 approved cash flow funding of \$21.890 million to proceed with the planned implementation of the Public Budget Formulation (PBF), Reporting Analytics, and Complement Management functionalities. Major achievements in 2013 include:
 - Expansion of the City's Service Inventory to include program maps, service profiles and service levels for all City Agencies (Toronto Police Service and TTC are still draft), resulting in complete qualitative and quantitative service profile information for 155 distinct City services offered to the public; to support service delivery and for good governance. This information was utilized for a service level review by Standing Committees in the Fall of 2013, resulting in key strategic service investments in the 2014 Budget process.
 - Completion of the business and technical specifications to provide the technical structure necessary to align the 3 key elements of the City's integrated planning and performance framework (strategic planning, service planning and multi-year budgeting) and provide the capability for reporting strategic goals, themes and actions; service objectives, targets and priority actions and multi-year service investments (budget business cases and metrics)
 - The establishment of a Performance (metric) Inventory, with over 900 efficiency, quality and outcome metrics identified and selected by each Division for its service and activities that will allow the City to gauge service performance (results against targets).
 - The implementation of the Public Budgeting Formulation (PBF) tool which went live May 6, 2013 for use by City Divisions and Agencies for the preparation their 2014 service-based operating budget submissions and throughout the balance of the 2014 Budget process. With the approval of the 2014 Operating Budget, City Council approved its first service-based operating budget based on the City's Service Inventory.
 - The implementation of changes to the City's accounting, payroll and human resources components of SAP's Enterprise Central Component (ECC) to enable service reporting, all of which went live November 12, 2013, and became fully

operational for January 1, 2014, from which time payroll and non-payroll budgets and actual expenses as well as complement information will be organized according to each City Division's Program Map of services and activities.

- Established a best practice approach to complement management, requiring the completion of extensive work to establish common definitions, processes and policies; identify necessary information for reporting, particularly regarding vacancies and develop and begin a City-wide data clean up initiative.
- Human Resources developed and implemented an Organization Management e-Request system (HoMER) aimed at streamlining the Organizational Change Approval (OCA) process that was released December 6, 2013.
- Completion of a Reporting Strategy that introduced new "dynamic reports" following the Go-Live of PBF in May of 2013, to provide the analytics and reporting capabilities leveraged from the SAP Business Warehouse and Business Intelligence Tools.
- Trained over 475 PBF users and 4,000 SAP end users using various training strategies: in class; (on-line) learning maps; job aids; "train the trainer"; support sessions and customized training.

FPARS is a multi phase project that is underway and on track to be completed in 2015. The under spending of \$6.322 million, which has been carried forward to 2014 was due to a decision to delay the implementation of Enterprise Performance Management (EPM) functionality to 2014 and 2015 as the project maximizes PBF performance functionality by leveraging SAP Business Intelligence and analytics capability.

The under-spending in 2013 is mainly driven by delays in the following projects:

- With a total approved cash flow funding of \$6.625 million in 2013, the *Tax Billing System Replacement* and *Utility Billing System Replacement* projects incurred no expenditures in 2013 due to a re-evaluation of the planned solution that revealed it may not fully meet requirements, and as a result, the projects have been suspended. Options are being considered and a strategy formulated to evaluate alternatives, including in-house system upgrades or purchasing commercially available software solutions for both systems. Capital forecasts have been revised to reflect carry forward funding of \$6.265 million to future years, which will fund the development of an RFP for the information gathering/needs analysis phase of the project in 2014.
- The *Workflow & Document Management Technology* project's capital expenditures totalled \$0.092 million or 6.5% of the 2013 approved cash flow of \$1.403 million. The project was suspended as a result of external resourcing and sub-contractor issues on the part of the vendor, including the replacement of the project manager and other key project staff. City staff have reviewed options to continue with various elements of the original project. The Program is continuing to source solutions to meet content and workflow management needs. Cash flow funding of \$1.311 million has been carried forward to 2014.

- The *Payment Card Industry (PCI) Compliance* project's capital expenditures totalled \$0.306 million or 31.9% of the 2013 approved cash flow of \$0.960 million. The under-spending is due to delays in hiring Qualified Security Assessors (QSA) to assess the project's compliance with certain parameters. The unspent cash flow funding of \$0.654 million has been carried forward to 2014 to complete the project on schedule, ensuring the City meets the full payment card and data security standards.
- The *eProcurement Implementation* project's capital expenditures totalled \$0.131 million or 9.3% of the 2013 approved cash flow of \$1.411 million. The under-spending of \$1.280 million, which has been carried forward to 2014 is due to delays in the RFP process. An RFP for services to complete the planning and scoping exercise was issued in October 2013, with the contract awarded and the exercise to begin in the first quarter of 2014 and expected implementation of e-Procurement in the City in 2015.
- The *Accounts Payable Process Improvements* project did not incur expenditures in 2013 due to a decision to partner with the *eProcurement* project, which required additional time to gather requirements for a Request for Proposal (RFP). Since there were no successful proponents responding to the *eProcurement* RFP, this project was further delayed. As a result, \$0.489 million or 100% of the 2013 approved cash flow funding has been carried forward to 2014 to continue the capital work.
- The *Risk Information Management System Upgrade* project's capital expenditures totalled \$0.139 million or 16.9% of the 2013 approved cash flow of \$0.829 million. This project was delayed as a result of disagreements during the negotiations with the successful proponent, which led to cancellation of the RFP. As a result, a decision was made to negotiate with the current software vendor on the scope of work. The unspent cash flow funding of \$0.689 million has been carried forward to 2014 to continue the project.

Fleet Services' capital expenditures for the period ended December 31, 2013 totalled \$31.436 million or 54.8% of the 2013 Approved Capital Budget of \$57.410 million. \$14.366 million of the unspent cash flow funding has been carried forward to 2014.

The under-spending in 2013 is largely attributed to the following projects:

- The *Solid Waste Management Fleet Replacement* project's capital expenditure totalled \$2.334 million representing 39.8% of 2013 approved cash flow of \$5.860 million. Project under-spending is due to the delay in the delivery of 20 organic collection trucks and one articulated loader.
- The *Transportation Services Fleet Replacement* project's capital expenditures totalled \$4.123 million representing 58.6% of 2013 approved cash flow of \$7.031 million. The under-spending is a result of Transportation Services postponing the procurement of their replacement vehicles pending the finalization and implementation of

operational delays to service delivery methods for winter operations and leaf collection, affecting salting and ploughing/leaf trucks and equipment as well as street sweeping. As a result, \$2.908 million of the unspent cash flow funding has been carried forward to 2014 to continue with the replacement of vehicles and equipment, pending the results of these business operational changes.

- The *Fire Services Fleet Replacement* project's capital expenditures totalled \$10.578 million representing 65.4% of 2013 approved cash flow of \$16.183 million. The under-spending of \$5.605 million is due to the detailed specification development, and lengthy production time required for these customized vehicles to be manufactured. In addition, an increase in special projects and changing vehicle requirements resulted in an extended period required to process these purchases. As a result, \$5.605 million of the unspent budget cash flow funding has been carried forward to 2014 to continue with the replacements.
- The *Toronto Water Fleet Replacement* project's capital expenditures totalled \$1.971 million representing 52.2% of 2013 approved cash flow of \$3.776 million. The under-spending of \$1.805 million is due to the delays in the procurement and delivery of vehicles. As a result, \$1.805 million of the unspent cash flow funding has been carried forward to 2014 to continue with the replacement of vehicles and equipment.
- The *Fuel Site Closures/Upgrades* project's expenditures totalled \$2.048 million or 35.7% of the 2013 approved cash flow funding of \$3.185 million. Construction of the sites was delayed due to the results of the aboveground storage tank feasibility study at 50 Booth Avenue that determined the site location for the planned fuel islands did not meet operational requirements. Another site in the vicinity which meets the requirements has been identified, and a tender for construction is in process. In addition, the fuel site design at 891 Morningside Avenue required additional time to complete due to changes to the site plan. Of the unspent cash flow funding, \$1.035 million has been carried forward to 2014.

Information and Technology's capital expenditures for the period ended December 31, 2013 totalled \$38.268 million or 57.2% of its 2013 Approved Capital Budget of \$66.873 million. \$24.463 million of the unspent cash flow funding has been carried forward to 2014.

Of the funds spent, \$21.906 million was incurred for the completion of phases of projects planned in 2013, including the following:

- *The Desktop Hardware & Software, Enterprise Servers, Storage & Software* project's expenditures totalled \$13.698 million or 97.1% of the 2013 approved cash flow funding of \$14.106 million to replace 3,010 desktops, 702 notebooks, 157 tablets, 674 printers and 520 monitors. In addition, fifty-two percent of users were upgraded to Windows 7 and Internet Explorer Version 9, with the remaining scheduled for 2014.

- The Program spent \$1.567 million or 93% of the 2013 approved cash flow funding of \$1.685 million on the *Expenditures Lifecycle Asset Management* project, which provides increased wireless capacity by adding additional access points in Community Council areas and public areas in Civic Centres. Upgrades were completed for secure network connections at 170 locations and 100 location cabling, 120 switches were added or replaced and core upgrades and server expansions completed at the Core Data Centres.
- The *WEB project (Web Implementation and Rollout)* project's expenditures totalled \$2.568 million or 85% of the 2013 approved cash flow funding of \$3.022 million. This Service Efficiency Study project, which involves the migration of existing City's static web content to the web content management application, is ahead of schedule. Over 400 City staff were trained to author and publish their divisional web content on the new platform, and refresh of the look and structure of **toronto.ca** by providing a task and service oriented approach to the web site.
- The *Disaster Recovery Plan* project's total expenditures were \$2.375 million, 100% of the 2013 approved cash flow funding. Business impact analyses with most City Divisions were conducted for their Business Continuity (BC) and Disaster Recovery (DR) plans. I&T also conducted several Business Impact Assessments (BIAs) for Divisions including: Internal Audit, Toronto Public Health, Toronto Fire Services, Courts, Toronto Water, Human Resources, Fleet, Ontario Emergency Management and Purchasing and Materials Management Division. In addition, significant hardware improvements and installations were completed for various IT infrastructure services.

The under-spending in 2013 is mainly driven by delays in the following projects:

- The *Toronto Animal Services eProject's* capital expenditures totalled \$0.245 million or 27.2% of the 2013 approved cash flow of \$0.900 million. Under-spending of \$0.655 million, which has been carried forward to 2014, is due to recruitment challenges for qualified resources. A revamp of ePet Enhancement Phase 1 was completed to leverage the City's corporate eDonation solution. The project is being re-scoped and business needs will be reviewed for 2014.
- *Toronto Building Electronic Service Delivery* project's capital expenditures totalled \$0.810 million or 34.3% of the approved 2013 cash flow of \$2.361 million. The under-spending is due to delays in filling vacancies and executing the portal assessment contract. As a result \$1.551 million has been carried forward to 2014 to continue the project.
- *The Integrated Telecom Infrastructure* project's capital expenditures totalled \$0.420 million or 7.1% of the 2013 approved cash flow of \$5.915 million. The low spending rate is due to vendor related delays. Based on experience with the vendor, the forecast for completion has been revised to mid 2014. The amount of the commitment will

continue to increase but payment will not be processed until the vendor has fulfilled the requirements. Under-spending of \$5.495 million has been carried forward to 2014.

- *The Consolidated Data Centre* project's capital expenditures totalled \$0.578 million or 10.1% of the approved 2013 cash flow of \$5.710 million. The results from the detailed study to determine the potential for IT Shared Services and co-location between the City and its agencies will determine the course of action moving forward. The City will not be proceeding with the construction of a new data centre, pending the results of the study.

Under-spending in the *Service Efficiency Study Projects*:

- The *Work Management Solution Implementation* project's capital expenditures totalled \$0.222 million or 29.0% of the 2013 approved cash flow of \$0.765 million due to vendor related issues. Under-spending of \$0.543 million has been carried forward to 2014 to continue the project, the development of a solution for off street parking.
- *Electronic Service Delivery Portal Foundation* project's capital expenditures totalled \$0.382 million or 37.6% of the 2013 approved cash flow of \$1.015 million. The project has been delayed due to resourcing issues. Funding of \$0.633 million has been carried forward to 2014.
- *Employee Self Serve (ESS) Portal, Payroll Modernization & Infrastructure* project's capital expenditures totalled \$0.260 million or 12.1% of the 2013 approved cash flow of \$2.150 million. These initiative experienced delays in starting the project due to challenges in obtaining resources and in issuing the RFP. Funding of \$1.890 million has been carried forward to 2014.

Other City Programs

For the year ended December 31, 2013, actual capital expenditures for Other City Programs totalled \$48.750 million or 60.3% of their collective 2013 Approved Capital Budget of \$80.902 million.

Other City Programs		
Year-End 2013 Capital Variance (\$ Million)		
	Actual to December 31, 2013	
	Over/(Under)	% of Budget
City Clerk's Office	(2.5)	60.9
Sustainable Energy Plan	(15.4)	35.6
Radio Replacement Project	(8.2)	64.6
PanAm Games	(6.1)	77.9
Sub-Total	(32.2)	60.3

The *City Clerk's Office* capital expenditures for the period ended December 31, 2013 totalled \$3.934 million or 60.9% of its 2013 Approved Capital Budget of \$6.459 million. \$2.003 million of unspent cash flow funding has been carried forward to 2014.

Of the funds spent, \$0.050 million or 100% of the 2013 approved cash flow funding was to complete the *Information Production Workflow Management System* project. The project has been closed with total expenditures of \$1.361 million or 93.1% of the total approved cash flow funding of \$1.462 million over the life of the project.

In addition, the Program spent \$3.296 million largely attributed to the following multi-phase projects that are underway and on track to be completed in future years as planned:

- The *Toronto Elections Information System (TEIS)* project's costs totalled \$2.120 million or 73.4% of the approved cash flow funding in 2013. The TEIS project provides the foundation for the administration of the municipal election and any required by-election. The project is progressing in accordance with schedule and deliverables. Under-spending of \$0.767 million has been carried forward to 2014.
- The Program spent \$0.282 million or 91.7% of the 2013 approved cash flow funding on the *Mail Security and Mail Room Upgrades* project. The project will ensure that the workspace, workflow and security requirements for the mailrooms meet legislated requirements under the *Occupational Health & Safety Act*. Renovations have been substantially completed. Under-spending of \$0.026 million has been carried forward to 2014.

- The *First & Second Floor Health & Safety* project's costs totalled \$0.195 million or 48.7% of the 2013 approved cash flow funding of \$0.400 million. The project reviews, designs and reconfigures the first and second floors to ensure they are compliant with health and safety standards. Renovations in the City Clerk's Offices located at 1N at City Hall are completed. Under-spending of \$0.200 million has been carried forward to 2014.
- The *Open Information* project incurred \$0.107 million or 43.4% of the 2013 approved cash flow funding of \$0.246 million. The project will enable the public to easily access City information, City databases, order, pay for Freedom of Information requests and Archives materials through an on-line portal. The on-line ordering is in place, and Phase 1 of online payment capability is completed.

The under-spending in 2013 is mainly driven by the delays in the following projects:

- The *Enterprise Document and Record Management Solution (EDRMS)* project's capital expenditures totalled \$0.285 million representing 26.6% of the 2013 approved cash flow of \$1.072 million. This is a multi-divisional project with the City Clerk's Office, Revenue Services and Information and Technology Division as partners to develop and implement an information management regime in the City of Toronto to manage records in all formats through their life cycle. The under-spending at year-end is due to issues with vendor resource allocation and general under-performance, which have significantly delayed the project implementation. The vendor has since adjusted its resource allocation and work has resumed. Project completion has now moved to 2015. As a result, \$0.487 million of the unused cash flow funding has been carried forward to 2014.
- The *Constituency Management System Usability Enhancement* project's capital expenditures totalled \$0.035 million representing 15.3% of the 2013 approved cash flow of \$0.230 million. The under-spending at year-end is due to challenges in hiring project resources. The project is expected to be completed in 2014. As a result, \$0.116 million of the unused cash flow funding has been carried forward to 2014 to complete the project.

The Sustainable Energy Plan's (SEP) capital expenditures for the year ended December 31, 2013 totalled \$8.499 million or 35.6% of the 2013 Approved Capital Budget of \$23.868 million, with \$11.621 million or 48.7% carried forward to 2014, and funding in the amount of \$3.734 million or 15.6% carried forward to the 2014 Facilities Management & Real Estate Operating Budget. The year-end under spending of the Sustainable Energy Plan's 2013 Approved Capital Budget is attributed to the following projects:

- The *Better Building Partnership (BBP)* loan program did not incur any capital expenditures for the year ended December 31, 2013 as the program did not receive sufficient acceptable applications from potential external participants to be used to

implement energy related projects and programs.. At its meeting on January 29 and 30, 2014, City Council approve the transfer of the Better Building Partnership loan program and associated reserve funding from the Sustainable Energy Plan to the 2014 Facilities Management & Real Estate Operating Budget. Funding in the amount of \$1.153 million has been allocated to the 2014 Approved Operating Budget for Facilities Management & Real Estate to fund the program on an ongoing basis.

- The *Community Energy Planning* project capital expenditures totalled \$0.102 million or 4.7% of the 2013 approved cash flow of \$2.186 million for the year ended December 31, 2013 as the identification of community plans and sites progressed slower than originally planned. Current plans for the project is to conduct feasibility studies and assessments related to energy planning and efficiency initiatives at targeted sites and community areas over the next 3 years. Therefore, existing funding will be utilized over this period to support these studies and assessments. Funding in the amount of \$2.083 million has been carried forward from 2013 to 2014 and future years to support work planned over the next 3 years.
- The *Solar Photo-Voltaic Program's* capital expenditures totalled \$0.847 million or 44.7% of the 2013 approved cash flow of \$1.895 million for the year ended December 31, 2013. The project provides City of Toronto facilities with solar panels that will generate approximately 2,600 MWh of electricity annually resulting in the estimated reduction of 480 tonnes of greenhouse gas emissions per year. The final installation of the initial 10 sites as part of the joint program with Toronto Hydro is near completion, but was slightly delayed due to inclement weather and roofing conditions. Funding of \$0.784 million has been carried forward from 2013 to 2014 in order to complete the installations. In addition, the microFIT program was only launched in the middle of 2013 due to time required to identify suitable locations for the installations. This resulted in a variance of \$0.263 which has been carried forward to 2014 for the installations.
- The *Renewable Energy Program* had no capital expenditures for the year ended December 31, 2013. The project is for various renewable energy studies to identify sites where renewable energy options seem viable. The program did not incur expenditures on studies in 2013 due to limited resources as staff focussed on implementing and launching solar PV initiatives. Funding in the amount of \$0.211 million has been carried forward to 2014.
- The *Booth Yard Energy Retrofit Project* had no capital expenditures for the year ended December 31, 2013. The project was delayed as staff spent the majority of 2013 working with the client to co-ordinate utilities responsibility at the site and obtain agreement to proceed. Funding in the amount of \$0.250 million has been carried forward to 2014.
- The *Demand Response Program* had no capital expenditures for the year ended December 31, 2013. The project experienced significant delays in finalizing agreements with clients. The majority of projects were to be carried out with the

Toronto Community Housing Corporation (TCHC), however TCHC did not finalize the agreement with the City. TCHC is currently reviewing its infrastructure and energy needs, and work can proceed once TCHC provides confirmation on a go forward strategy and plan. Funding in the amount of \$7.459 million has been carried forward to 2014.

The ***Radio Communication System Replacement*** project's capital expenditures totalled \$14.910 million or 64.6% of its 2013 Approved Capital Budget of \$23.086 million. The civil and construction work to prepare the communication centres and radio sites for equipment installation is behind schedule and will be completed in 2014. As a result, \$8.686 million of the unspent cash flow funding has been carried forward to 2014.

The ***Pan American Games*** project had expenditures of \$21.407 million or 77.9% of its 2013 approved cash flow of \$27.489 million at year-end.

Of the funds spent, \$21.407 million were incurred for projects that are on track, including the following:

- The *Site Remediation* project's capital expenditures totalled \$0.102 million at year-end. The process for obtaining Certificates of Property Use (CPU) and Environmental Compliance Approvals (ECA) from the Ministry of the Environment (MOE) is taking longer than anticipated as the agreements with the MOE includes the addition of a two-year post site-remediation monitoring period. \$3.798 million has been carried forward to 2014 for potential settlement to a claim and for completion of the environmental approvals monitoring period.
- Projects delivered through the Toronto Organizing Committee for the Pan/Parapan American Games (TO 2015) and Infrastructure Ontario such as the *Etobicoke Olympium Retrofit*, *BMX Track*, *Pan Am Aquatic Centre (PAAC)* pre-games work, and track resurfacing at *Centennial*, *Birchmount* and *York* are on track and will be completed in 2014.

The under-spending in 2013 is mainly driven by the delays in the following projects:

- The *Resurfacing of Cycling Course* project had no capital expenditures during the period ending December 31, 2013 since the route was in the process of being finalized. TO2015 has recently finalized the route for the cycling course and it is expected that funds will be spent in 2014.

City Agencies

During the year ended December 31, 2013, actual capital expenditures for City Agencies totalled \$1.136 billion or 56.4% of their collective 2013 Approved Capital Budget of \$2.014 billion.

Agencies		
Year-End 2013 Capital	Variance	
(\$ Million)		
Actual to December 31, 2013		
	Over/(Under)	% of Budget
Exhibition Place	(3.4)	66.5
Go Transit	0.0	100.0
Toronto And Region Conservation Authority	0.0	100.0
Toronto Police Service	(23.8)	65.3
Toronto Public Health	(1.1)	82.6
Toronto Public Library	(5.0)	87.3
Toronto Transit Commission	(841.6)	54.6
Toronto Zoo	(2.7)	63.4
Sub-Total	(877.5)	56.4

Exhibition Place's capital expenditures for the period ended December 31, 2013 totalled \$6.731 million or 66.8% of its 2013 Approved Capital Budget of \$10.076 million, with \$3.345 million carried forward into 2014.

Of the funds spent, \$2.042 million was incurred for projects completed in 2013 including the following:

- *Parks, Parking Lots and Roads* capital project expenditures totalled \$1.197 million or 77% of the 2013 approved cash flow of \$1.546 million during the period ended December 31, 2013. The total project cost for *Parks, Parking Lots and Roads* capital project was \$1.655 million with \$1.654 million or 99.9% spent at completion.
- *The Equipment* capital project expenditures totalled \$0.845 million or 58% of the 2013 approved cash flow of \$1.448 million during the period ended December 31, 2013. The total project cost for *The Equipment* capital project was \$2.425 million with \$2.378 million or 98.1% spent at completion.

The under-spending at year-end is mainly attributed to the following projects:

- The *Direct Energy Centre* project's expenditures totalled \$2.456 million or 75.3% of the 2013 approved cash flow of \$3.264 million. Under-spending of \$0.808 million

is mainly due to the project being re-tendered in 2013 after the scope of work was expanded from its original plans in 2012, as part of the 2013-2022 Capital Budget and Plan.

- The *BMO Field* project's expenditures totalled \$0.353 million or 59.4% of the 2013 approved cash flow of \$0.594 million, with \$0.241 million carried forward into 2014. Major Repairs and Upgrades were delayed due to a busy tenant schedule that did not allow construction to proceed.
- The *Green Energy Initiatives* project's expenditure totalled \$0.284 million or 11.4% of the 2013 approved cash flow of \$2.5 million, with \$2.216 million carried forward into 2014. The *District Energy System* sub-project was delayed due to construction conflicts with scheduled events.

Toronto and Region Conservation Authority (TRCA) received \$9.147 million or 100% of its 2013 Approved Capital Budget from the City of Toronto for the period ended December 31, 2013.

The majority of the TRCA capital projects are ongoing or phased projects and all funds spent were incurred for projects/phases that were completed in 2013 including the following:

- The *Waterfront and Valley Erosion Control* capital project (\$1.530 million) for valley and shoreline erosion protection initiatives at a number of sites within Toronto, including Lake Ontario shorelines, which pose risk to residential dwellings, commercial and industrial buildings, public greenspace and infrastructure.
- The *Toronto Remedial Action Plan* capital project (\$2.321 million) for monitoring and renaturalization of watercourses, water quality and habitat improvements at sites in the Don, Rouge, Highland, Etobicoke, Mimico and Humber watersheds, as well as channel maintenance, flood control works and watershed plans.
- The *Waterfront Development* capital project (\$1.608 million) for site preparation and monitoring at various waterfront sites including Tommy Thompson Park, as well as dredging of the Keating Channel and Ashbridges Bay.
- The *Critical Erosion Control Needs* capital project (\$1.500 million) for the Meadowcliffe Drive Erosion Control project that is designed to address erosion and slope instability along 600 meters of the bluffs directly below Meadowcliffe Drive.

Toronto Police Service spent \$44.793 million or 65.3% of its 2013 Approved Capital Budget of \$68.546 million for the period ended December 31, 2013.

Of the funds spent, \$0.838 million was incurred for such projects as *14 Division, Radio Replacement* and *eTicketing Solution* which were completed in 2013:

- The *14 Division* capital project expenditures totalled \$0.177 million or 59% of the 2013 approved cash flow of \$0.300 million during the period ended December 31, 2013. The total project cost for *14 Division* capital project was \$41.532 million with \$40.202 million or 96.8% spent at completion. The unspent funding will be returned to the City.
- The *Radio Replacement* capital project expenditures totalled \$0.019 million or 38.5% of the 2013 approved cash flow of \$0.050 million during the period ended December 31, 2013. The total project cost for *Radio Replacement* capital project was \$34.389 million with \$33.507 million or 97.4% spent at completion. The unspent funding will be returned to the City.
- The *eTicketing Solution* capital project expenditures totalled \$0.641 million or 37.6% of the 2013 approved cash flow of \$1.707 million during the period ended December 31, 2013. The total project cost for *eTicketing* capital project was \$1.719 million with \$0.653 million or 38% spent at completion. The project was fully funded by recoverable debt and the unspent funding will be returned to the City.

The year-to-date spending rate and projected year-end under spending is largely attributable to the following:

- The *Property and Evidence Management Facility* capital project expenditures totalled \$8.065 million or 71.3% of the 2013 approved cash flow of \$11.319 million during the period ended December 31, 2013. The main facility is complete and staff moved into the facility in September 2013. However, \$2.2 million of unspent funds has been carried forward to 2014 for required heating, air conditioning and additional racking and other minor work that will be carried out in 2014.
- The *Parking East Facility* capital project expenditures totalled \$2.712 million or 62.2% of the 2013 approved cash flow of \$4.358 million during the period ended December 31, 2013. The unspent funding of \$1.6 million has been carried over to 2014.
- The *State of Good Repair* capital project expenditures totalled \$3.200 million or 55.8% of the 2013 approved cash flow of \$5.735 million during the period ended December 31, 2013. Due to the need to provide support to the IRIS project, some of the state of good repair work scheduled for 2013 has been deferred and \$2.5 million in unspent funding has been carried forward to 2014.
- The capital project expenditures for the *Vehicle & Equipment Lifecycle Replacement* program that includes such projects as *Small Equipment Replacement and Workstation, Laptop and Printer Lifecycle Replacement* totalled \$21.027 million or 59.4% of the 2013 approved cash flow of \$35.409 million during the period ended

December 31, 2013. The year-end spending for these projects is lower than planned due to the deferral of expenditures from 2013 to 2014 in order to address the \$5 million reduction to reserve contributions made by the Board when approving the Service's 2013 Operating Budget. Where possible, expenditure deferrals have been identified for the *Workstations, Laptops, Printers, Server Replacement* and *IT Business Resumption* equipment projects.

Toronto Public Health (TPH) capital expenditures for the period ended December 31, 2013 totalled \$5.384 million or 82.6% of its 2013 Approved Capital Budget of \$6.522 million. \$0.931 million of the unspent cash flow funding has been carried forward to 2014.

Of the funds spent, \$0.883 million was incurred for the *Datamart Data Warehouse Phase I* project that was completed in 2013 with a total capital expenditures of \$0.883 million representing 100% of the 2013 approved cash flow funding. The project, completed at a cost of \$1.398 million (100% of the approved project cost of \$1.398 million) will improve access to data for key performance measures to support management planning, meet mandated reporting requirements, allow sharing of data across programs, ensure data consistency and quality, and provide improved analysis and reporting capability.

In addition, the Program spent \$1.115 million on the following project that is on track. This is a multi phase project that is underway and will be completed in future years as planned:

- The *Infectious Disease Control Information System* project's capital expenditures totalled \$1.115 million representing 83.1% of the 2013 approved cash flow of \$1.343 million. The Provincial funding for this project was reduced by \$0.207 million. \$0.021 million of the unspent cash flow was carried forward to 2014, based on the adjusted approved Provincial funding, to continue this multi phased project.

The under-spending in 2013 is mainly driven by delays in the following projects:

- The *HF/HL System Integration* project's capital expenditures totalled \$2.011 million or 80.5% of the 2013 approved cash flow of \$2.499 million. The project has been delayed as the integration between the Provincial ISCIS application and TPH TCHIS application has been deferred by the Province until spring 2014 and \$0.488 million of the unspent cash flow funding was carried forward to 2014 to complete the project.
- The *Web Re-Brand TPH Implementation* project's capital expenditures totalled \$0.570 million representing 90.7% of the 2013 approved cash flow of \$0.629 million. Due to delays in the corporate project's procurement of contracted services for PDF document conversion, the unspent funds of \$0.059 million was carried forward to 2014 to complete the project.

- The *HF/HL Point of Care* project's capital expenditures totalled \$0.679 million representing 65.1% of the 2013 approved cash flow of \$1.043 million. There were delays in establishing the City's enterprise Mobile Device Management infrastructure to support the current generation of mobile devices as well a corporate delay of a critical software upgrade required for this project. As a result, the unspent funds of \$0.364 million were carried forward to 2014 to continue this multi phased project.

Toronto Public Library's (TPL) capital expenditures for the period ended December 31, 2013 totalled \$34.223 million or 87.3% of the 2013 Approved Capital Budget of \$39.198 million. \$4.975 million of the unspent cash flow budget has been carried forward to 2014. Of the funds spent, \$3.351 million was incurred for projects that were completed in 2013, including the following:

- The *Malvern Media Lab* project's capital expenditure totalled \$0.025 million, 100% of the 2013 approved cash flow of \$0.025 million. The project, completed at a cost of \$2.250 million (100% of the approved project cost of \$2.250 million) delivered a Youth Hub / Media Centre and an outdoor plaza with a reading garden for cultural and community events.
- The *Fairview Library Renovation* project's capital expenditure totalled \$3.326 million, 100% of the 2013 approved cash flow of \$3.326 million. The project, completed at a cost of \$4.788 million (100% of the approved project cost of \$4.788 million) addressed the needs of the entrance level to accommodate new automated sorting equipment and part of the second floor by enhancing access.

In addition, the Program spent \$15.624 million on the following projects that are on track. They are multi phase projects that are underway and will be completed in future years as planned:

- The *Fort York Library construction* project's capital expenditures totalled \$4.480 million representing 100% of the 2013 approved cash flow of \$4.480 million. This project is on schedule and the branch is expected to open in Spring 2014.
- The *Scarborough Civic Centre Neighbourhood Construction* project's capital expenditure totalled \$3.107 million representing 100% of the 2013 approved cash flow of \$3.107 million. Construction is on schedule and the branch is expected to open in Fall 2014.
- The *Multi Branch Minor renovation* projects' capital expenditures totalled \$3.813 million or 100% of the 2013 approved cash flow of \$3.813 million. These projects are on schedule and fully spent.

The under-spending in 2013 is mainly driven by the delays in the following projects:

- The *Toronto Reference Library renovation* project's capital expenditure totalled

\$6.967 million representing 85.9% of the 2013 approved cash flow of \$8.110 million. The under-expenditure of \$1.143 million is mainly due to the construction delay of the new Special Collections Centre on the fifth floor. As a result, \$1.143 million has been carried forward to 2014 to complete the project.

- The *Self Service Circulation* project's capital expenditures totalled \$2.558 million representing 64.1 % of the 2013 approved cash flow of \$3.989 million. Construction delay at the site of the new library processing centre delayed the installation of the main sorter, resulting in \$1.431 million has been carried forward to the next year to complete the project.
- The *Mount Dennis Renovation* project's capital expenditure totalled \$0.834 million representing 68.5% of the 2013 approved cash flow of \$1.218 million. The branch reopened in February, 2013, however minor deficiencies remain to be addressed. \$0.383 million has been carried forward into 2014 to complete the project.
- The *Library Processing Centre Relocation* project's capital expenditure totalled \$4.114 million representing 68.6% of the 2013 approved cash flow of \$6.000 million. Delays in obtaining site plan and building permit approval delayed the start of construction, resulting in \$1.886 million has been carried forward to 2014 to complete the project.
- The *Virtual Branch* projects' capital expenditures totalled \$0.589 million or 81.9% of the 2013 approved cash flow of \$0.719 million. The \$0.130 million unspent cash flow budget is mostly due to a delay in starting the automated people counting system and has been carried forward to 2014 to continue this multi phased project.

Toronto Transit Commission (TTC) capital expenditures for the period ended December 31, 2013 totalled \$1.011 billion or 54.6% of the 2013 Approved Capital Budget of \$1.853 billion (including the Toronto-York Spadina Subway Extension). \$841.6 million of the unspent cash flow funding has been carried forward to 2014.

Of the funds spent, \$0.008 million was incurred to complete the *Energy Management* project (\$0.008 million) to design, upgrade and install communications systems and networks to remotely monitor, control and retrieve data from field installed electrical equipment and power meters.

In addition, the Program spent \$69.033 million on the following projects that are on track. They are multi phase projects that are underway and will be completed in future years:

- The *Easier Access* project (\$17.063 million) to make progress on constructing and enhancing accessibility features to make the TTC fully accessible by 2025. In 2013, the elevators at Pape Station were completed and opened for service, and the construction contract for Woodbine Station was awarded. Progress was made on

Dufferin Station elevators.

- The *Fire Ventilation Upgrade* project (\$31.703 million) to upgrade the subway ventilation system and construct second exits at subway stations. In 2013, the Union Station Control Contract was awarded in order to provide a control system for the ventilation equipment and progress of the second exit program was made at Wellesley and Castle Frank Station.
- The *Toronto Rocket Yard and Storage Track Accommodation* project (\$20.267 million) to design and construct various subway vehicle facilities and yards to ensure proper delivery, maintenance and storage of the new fixed six-car Toronto Rocket subway trains. In 2013, construction work was completed at Wilson Carhouse and construction proceeded at Davisville and Keele Yard.

The under-spending in 2013 is mainly driven by the delays in the following projects:

- The *Traction Power* project's capital expenditure totalled \$18.921 million representing 52.1% of 2013 approved cash flow of \$36.330 million. The under spending was mainly due to slippage of various work and delays of the reconstruction of streetcar overhead at Roncesvalles Yard. As a result, \$17.409 million of the unspent cash flow funding has been carried forward to 2014 to continue the project.
- The *Leslie Barns LRT Maintenance and Storage Facility* project's capital expenditure totalled \$102.054 million representing 65.8% of 2013 approved cash flow of \$155.102 million. The under spending was mainly due to the delay in the award of the facility contract and slippage of the Leslie Street Connection Track. As a result, \$53.048 million of the unspent cash flow funding has been carried forward to 2014 to continue the project.
- The *Purchase of Subway Cars* project's capital expenditure totalled \$48.095 million representing 45.7% of 2013 approved cash flow of \$105.227 million. The under spending was mainly due to a delay in the delivery schedule as a result of technical issues in manufacturing and unsatisfactory service delivery of the new trains. As a result, \$57.132 million of the unspent cash flow funding has been carried forward to 2014 to continue the project.
- The *ATC Resignalling* project's capital expenditure totalled \$39.134 million representing 68.5% of 2013 approved cash flow of \$57.131 million. The under spending was mainly due to slippage of work on various contracts. As a result, \$17.997 million of the unspent cash flow funding has been carried forward to 2014 to continue the project.
- The *Purchase of Streetcars* project's capital expenditure totalled \$65.304 million representing 48.2% of 2013 approved cash flow of \$135.348 million. The under spending was mainly due to slippage of 2013 project milestones resulting from

changes in the delivery schedule and transfer of contract change allowance and contingency to 2014. As a result, \$70.044 million of the unspent cash flow funding has been carried forward to 2014 to continue the project.

- The *Toronto-York Spadina Subway Extension* project's capital expenditures totalled \$366.593 million representing 43.5% of 2013 approved cash flow of \$842.709 million. Progress on this project is being made as tunnelling by the boring machines is completed; concreting within the tunnels is continuing; track work has begun and is advancing well; and delivery of systems equipment has commenced. However, the project schedule has been impacted by a number of contractor performance issues at York University, Sheppard West and Steeles West. Efforts to have contractors improve schedule performance are continuing. As a result, \$476.116 million of the unspent cash flow funding has been carried forward to 2014 to continue the project.

Toronto Zoo capital expenditures for the period ended December 31, 2013 totaled \$4.673 million or 63.4% of its 2013 Approved Capital Budget of \$7.373 million. \$2.700 million or all of the unspent cash flow funding has been carried forward to 2014.

Of the funds spent, \$1.147 million was incurred for projects that were completed in 2013 including the following:

- The *Exhibit Refurbishment* project expenditures totalled \$0.502 million representing 100% of the 2013 approved cash flow funding and project cost. This project was completed in September 2013 and includes the refurbishment of the Amur tiger exhibit.
- The *Grounds & Visitor Improvements* project expenditure totalled \$0.645 million representing 100% of the 2013 approved cash flow funding. With an approved total project cost of \$0.804 million and life-to-date expenditure of the same amount, this project was completed in September 2013 providing new washrooms and retail and food outlets.

The year-end projected under-spending is due to the following projects:

- The *Electrical, Mechanical, Buildings & Roofs* project's capital expenditures totalled \$1.441 million representing 91.3% of the 2013 approved cash flow of \$1.578 million.
- The *North Zoo Site - Eurasia* project's capital expenditures totalled \$1.939 million representing 70.2% of the 2013 approved cash flow of \$2.761 million, for an under-spending of \$0.822 million. This project was delayed to focus on the arrival of the pandas and minimize disruption to visitors during the Panda Exhibit opening and throughout the peak season. Construction of the Zoomobile drive-thru resumed in mid-summer, and full construction resumed in the fall.

- The *Information Systems* project's capital expenditures totaled \$0.142 million representing 41.9% of the 2013 approved cash flow of \$0.338 million. Under-spending of \$0.197 million is due to delays in customer-facing enhancements including digital signage for planned completion in Q2 2014 and lifecycle equipment replacements expected to be completed by Q4 2014.
- The *Giraffe House Transition (Old Elephant House)* project's capital expenditures totaled \$0.004 million representing 0.4% of the 2013 approved cash flow of \$1.049 million for an under-spending of \$1.045 million. The conversion of the Elephant House into a Giraffe House has been impacted by the timing of the relocation of the elephants and is expected to be completed in Q3 2014.
- The *Giraffe House Transition (New Hoofstock)* project's approved cash flow of \$0.500 million was not spent in 2013. Demolition of the existing giraffe house and construction of the New Hoofstock house is pending relocation of the giraffes and is expected to be completed in Q4 2014.

The *Sony Centre for the Performing Arts* had no capital expenditures for the period ended December 31, 2013. The Theatre's 2013 approved cash flow of \$1 million provided funding for one capital project: the *Sony Centre Public Plaza*. Construction of the plaza can only commence once the adjacent condominium tower is complete. Delays in completing the condominium tower have resulted in underspending of \$1 million which have been carried forward to 2014. Construction of the *Sony Centre Public Plaza* will commence in 2014 once the condominium tower is substantially complete.

Rate Supported Programs

For the year ended December 31, 2013, Rate Supported Programs' capital expenditures totalled \$548.752 million or 66.3% of their collective 2013 Approved Capital Budget of \$827.125 million.

Rate Supported Programs		
Year-End 2013 Capital Variance (\$ Million)		
	Actual to December 31, 2013	
	Over/(Under)	% of Budget
Toronto Parking Authority	(39.6)	21.6
Solid Waste Management Services	(63.9)	37.3
Toronto Water	(174.9)	74.1
Sub-Total	(278.4)	66.3

Toronto Parking Authority (TPA) capital expenditures for the period ended December 31, 2013 totalled \$10.946 million or 21.6% of the 2013 Approved Capital Budget of \$50.562 million. \$22.008 million of unspent cash flow funding has been carried forward to 2014.

Of the funds spent in 2013, \$2.680 million was incurred for projects that were completed in 2013, including the following:

- State of good repair projects, such as:
 - Repaving and lighting upgrades at various carparks for a total of \$0.536 million.
 - Paving and greening of Carpark 231 (19 Spadina Road) for \$0.120 million; second emergency generator at Carpark 26 (37 Queen Street East) for \$0.205 million; and waterproofing of roof levels at Carpark 68 (20 St. Andrew Street – Kensington Garage) for \$0.288 million.
- Pay and Display equipment upgrades for \$0.336 million, and expansion of Carpark at Roe Avenue adjacent to CP411 (1880 Avenue Road) for \$1.120 million to address off-street parking shortfalls in the area.

All completed projects were 2013 projects with a total project cost and cash flow funding of \$3.294 million. They were completed at 80.3% of the estimated project costs.

In addition, the Program spent \$8.266 million on projects that are on track. They are multi-year projects that commenced in 2013 or were already under way and will be completed in future years including:

- Continued structural maintenance and technical upgrades at various carparks for \$2.246 million.
- Continued or commenced development or redevelopment of: various carparks such as Carpark 5 at 15 Wellesley Street East, Dundas/Dovercourt Garage, Carpark 414 (Jolly Miller), and Carpark 505 (Oakwood at Eglinton) for a total of \$2.749 million; and purchased a property at 2298-3000 Lakeshore for \$1.897 million

The under-spending in 2013 is mainly attributable to the delays arising from the unavailability of appropriate sites for off-street parking facilities as well as on-going negotiations for identified sites for parking facilities. This resulted in a deferral of approximately \$16.5 million or 33% for the Joint Venture Redevelopment of Dundas/Dovercourt Carpark retail building (\$5.6 million deferred to 2015) and the Redevelopment of Carpark 217 at 1445 Bathurst Street (\$10.9 million deferred to 2016). Under-spent funds of \$22.008 million or 44% of the 2013 Approved Capital Budget have been carried forward to complete remaining projects, most notably:

- Reallocation of Carpark 173 (737 Rhodes Avenue) for \$0.360 million; Weston Cultural Hub for \$2.713 million; addition of 2 levels at Carpark 1 (20 Charles Street) for \$2.015 million, and Dundas/Dovercourt Garage for \$2.927 million

- Pay and Display equipment upgrades - \$0.6 million.
- Structural maintenance and technical upgrades at various carparks - \$7.948 million
- In 2013 Toronto Parking Authority also closed 12 previously completed projects with actual expenditure totalling \$16.346 million or 85% of the estimated project costs of \$19.229 million.

Solid Waste Management Services (SWMS) capital expenditures for the period ended December 31, 2013 totaled \$37.955 million or 37.3% of the 2013 Approved Capital Budget of \$101.787 million. \$45.824 million of the unspent cash flow funding has been carried forward to 2014. \$18.008 million of the unspent cash flow funding was not carried forward. This \$18 million is comprised of \$12.4 million for Green Lane mainly for overestimated contract contingencies as well as revised contract prices; \$4.1 million for Reuse Centre projects that have been cancelled and \$1.5 million for collection yard, transfer station asset management and perpetual care projects that have been re-evaluated and re-planned for 2014.

The Program is mainly responsible for implementation of projects for waste, recycling and source separated organics (SSO) facilities, perpetual care of closed landfills, projects at transfer stations and collection yards and the on-going development and operation of the Green Lane Landfill.

Of the funds spent by year-end, \$25.409 million was spent on projects that are generally on track for planned completion and/or are ongoing asset management primarily including the following:

- The *Disco SSO Processing Facility* project's expenditures totalled \$14.137 million or 79% of the 2013 approved cash flow of \$17.985 million. Cold weather at year-end delayed the stabilization of the biological processes so that full commissioning and project completion is now anticipated to be June 2014. \$3.848 million has been carried forward to 2014.
- The *Perpetual Care Of Landfills* project incurred capital expenditures of \$5.632 million representing 88% of its 2013 approved cash flow of \$6.430 million. This ongoing multi-year project encompasses a variety of works considered necessary for the ongoing maintenance of closed landfill sites. Carry forward funding was not required.
- The Diversion Systems projects for the *RFID/GPS System* for waste containers and for the *Replacement Waste Bins -Single Family* were on-going at year-end. The project for RFID/GPS System had spending of \$0.160 million or 43% of the 2013 approved cash flow of \$0.340 million with \$0.180 million has been carried forward to 2014. The project for Replacement Waste Bins had spending of \$2.185 million or

81% of the 2013 approved cash flow of \$2.700 million. \$0.515 million has been carried forward to 2014 in order to coordinate funding with on-going bin replacements.

Of the funds spent by year-end, \$12.546 million was spent on projects that are experiencing delays including:

- The *Green Lane Landfill Development* project was under-spent by \$15.022 million. The project's expenditures total \$7.709 million or 34% of the 2013 approved cash flow of \$22.732 million. Capital activities for leachate control, gas control, cell construction and ancillary facilities are delayed due to late design revisions, change order processing, price revisions and subsequent delayed implementation. \$2.638 million has been carried forward to 2014. Funds unspent and not being carried forward total \$12.384 million. This amount includes \$2.897 million for acquisition of buffer lands which is not expected to move forward. The balance of funds of \$9.487 million not required for carry forward represent overestimated contract contingencies as well as the effect of revised contract prices.
- The project for Single Unit Home Containers had no spending of the 2013 approved cash flow of \$9.956 million and was carried forward to 2014. The initial issuing of the RFP failed due to bids submitted that were all priced higher than budgeted. The RFP has been reissued in 2014 with the contract start date expected to be Fall 2015.
- The *Green Lane Landfill Gas Utilization* project was under-spent by \$9.858 million. The project's expenditures total \$0.143 million or 1.4% of the 2013 approved cash flow of \$10 million. The project has been delayed awaiting the completion of consultant studies in early 2014. The RFP for the construction tender is scheduled for 2015; actual facility construction will be delayed to 2016. \$9.858 million was carried forward to 2014.
- The *Construction of Biogas Utilization Infrastructure* project at Disco and Dufferin SSO Facilities was under-spent by \$6.835 million. The project's expenditures total \$0.165 million or 2.4% of the 2013 approved cash flow of \$7 million. \$5.035 million was carried forward to 2014, \$0.900 million to 2015 and \$0.900 million to 2016. The engineering study is scheduled for completion in early 2014 with the RFP for construction tender scheduled for 2014 so that actual facility construction will be delayed for the *Disco* and *Dufferin* facilities to 2016.
- The *Transfer Station Asset Management* program was under-spent by \$5.925 million with spending of \$3.540 million representing 37% of its 2013 approved cash flow of \$9.465 million. While some projects were complete or on track, other projects experienced delays due to scope change for health and safety concerns, approval delay and inclement weather. \$5.918 million has been carried forward to 2014.
- The *Reuse Centre* projects were under-spent by \$4.138 million. The projects' expenditures total \$0.022 million or 0.5% of the 2013 approved cash flow of \$4.161 million. It is estimated there will be no further spending as these projects have been

cancelled. Construction at the Commissioners Street HHW/Public Drop off depot has been cancelled due to project re-evaluation.

- The *Dufferin Single Stream Recycling Facility* project was under-spent by \$1.826 million. The project's expenditures total \$0.697 million or 28% of the 2013 approved cash flow of \$2.523 million. \$1.826 million has been carried forward to 2014. It has been determined that the facility operating contract would not be renewed. A study is underway to determine alternate uses for the facility in conjunction with the Long Term Waste Management Strategy. Spending to year-end is mainly for trailer rental for staff that was displaced due to poor indoor air quality as a result of an elevated mould spore level at the site.
- The *Dufferin SSO Processing Facility* project was under-spent by \$1.378 million. The project's capital expenditures were \$0.707 million representing 34% of the 2013 approved cash flow of \$2.085 million. \$1.378 million was carried forward to 2014. Facility expansion was on-hold pending resolution of equipment sublicensing issues. Engineering studies and preliminary design is on-going.

Toronto Water (TW) capital expenditures for the period ended December 31, 2013 totalled \$499.851 million or 74.1% of its 2013 Approved Capital Budget of \$674.775 million. This constitutes approximately 87% of Toronto Water's Rate Model completion rate target for 2013 of 85%. \$136.670 million of unspent cash flow funding has been carried forward to 2014.

Of the funds spent, \$36.431 million was incurred for projects that were completed in 2013, including the following:

- *Coxwell Sanitary Trunk Sewer Bypass* project (\$6.115 million).
- *Avenue Road Trunk Watermain* project – permanent road restoration (\$4.401 million)
- *New Service Connection* projects are based on applications from the Industrial/Commercial/Institutional and the home building sector in Toronto (\$22.536 million).

The above completed projects totalling \$103.073 million in project costs had actual expenditure of \$86.578 million or 86%. The 2013 cashflow for these projects totalled \$36.431 million and was fully spent in 2013.

In addition, the Program spent \$369.961 million on the following projects that are on track. They are multi phase projects that are underway and will be completed in future years:

- Toronto Water successfully completed planned work totalling \$320.856 million for a number of the following large multi year projects such as:
 - *Rehabilitation and Replacement of Linear Infrastructure for Water and Sewers* project (\$157.298 million).
 - *Automated Meter Replacement (AMR) Program* (\$56.563 million).
 - *Gerrard St Transmission Watermain* project (\$26.921 million).
 - *P-Building Upgrade and Odour Control at the Ashbridges Bay Treatment Plant* project (\$8.317 million) and *New Substation at the Humber Treatment Plant* project (\$8.870 million).
 - *Basement Flooding Relief* projects including 1972 basement flooding subsidy applications (\$56.969 million).
 - *Storm Water Management Stream Restoration* project including critical repairs to protect exposed infrastructure (\$5.918 million).

- The following major capital projects with total spending of \$26.509 million have also been substantially completed in 2013:
 - *Dewatering Equipment Upgrades at the Ashbridges Bay Treatment Plant* project (\$5.214 million) and *WAS Thickening and Sludge Holding Tank Upgrades at the Highland Creek Treatment Plant* project (\$10.917 million).
 - *Scott St Pumping Station* project (\$1.208 million).
 - *Replacement of reservoir membrane, mechanical and structural upgrades at the R.L. Clark Treatment Plant* project (\$9.170 million).

The under-spending in 2013 is mainly driven by the delays in the tendering of the contracts across the program in part due to delays in permit approvals, and also in some instances due to complexity of the engineering and design of the linear infrastructure as well as the prevailing ground/site conditions. Significant projects requiring carry forward funding include the following:

- State of Good repair projects such as *Water Main and Sewer Rehabilitation and Replacement, Ashbridges Wastewater Treatment Plant Upgrades and Rehabilitation* projects totalling \$103.4 million.

- Service Improvement projects such as *Process Control Systems Plant Services, Basement Flooding Relief, Storm Water Management End of Pipe Facilities, East Bayfront Revitalization and Wet Weather Flow Master Plan* project for a total of \$27.6 million.

- Growth Related projects such as *Water Storage Expansion* projects and *Watermain Upgrades* projects of \$5.7 million.

Since some of the large multi-year projects reached substantial completion during 2013, as outlined above, Toronto Water has reduced contingency related costs for those projects by \$25.290 million, and as a result, funding contribution requirements from Toronto Water Capital Reserve Funds have been reduced by an equivalent amount..