

2016 Preliminary Operating Budget and 2016 - 2025 Preliminary Capital Budget & Plan

Budget Committee



Agenda

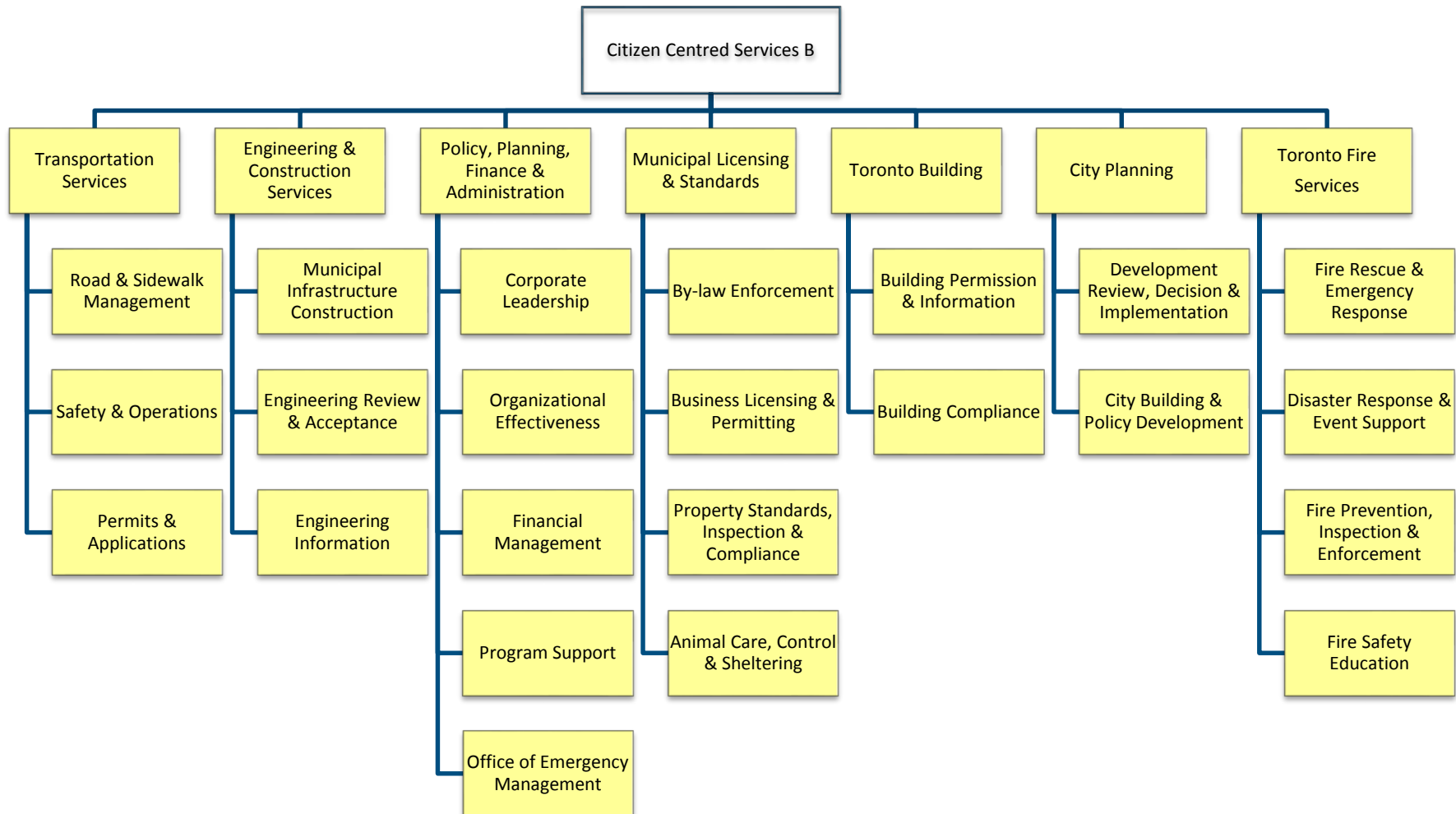
- ❖ Cluster Overview
- ❖ Service Performance
- ❖ 2016 Preliminary Operating Budget & Plan
- ❖ Capital Overview
- ❖ 2016 Preliminary Capital Budget
- ❖ 2016 – 2025 Preliminary Capital Budget & Plan
- ❖ Appendices



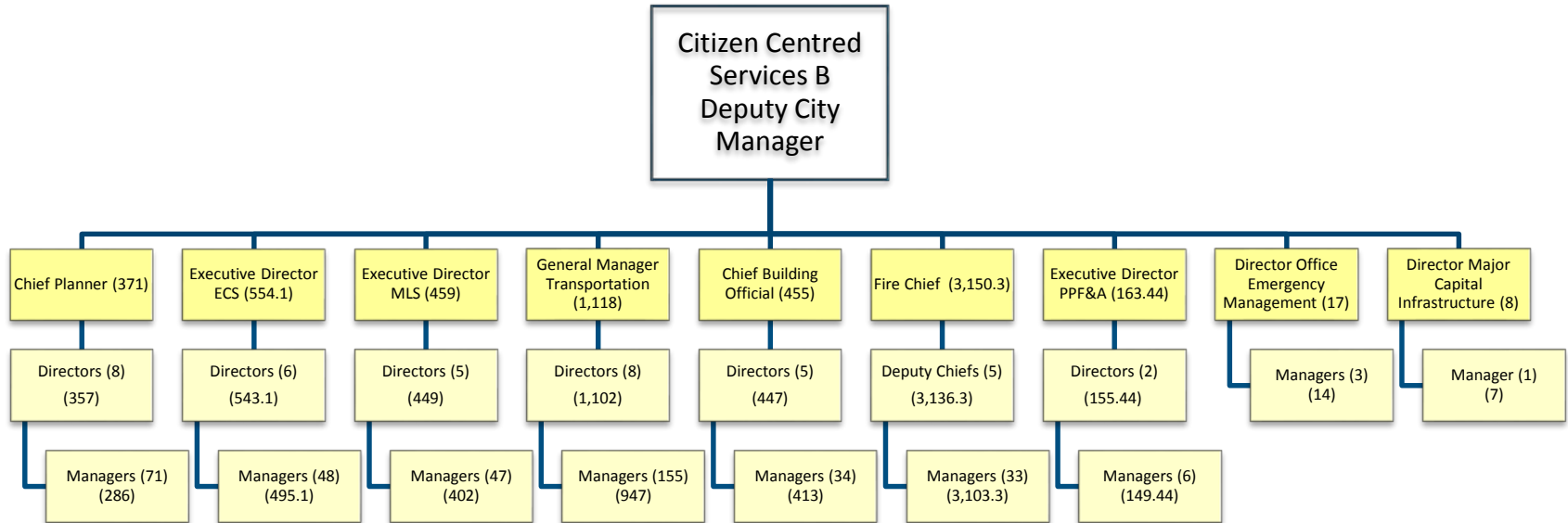
Cluster Overview



Tax Supported Services Delivered By Cluster B (Excluding Toronto Water and Solid Waste Management)



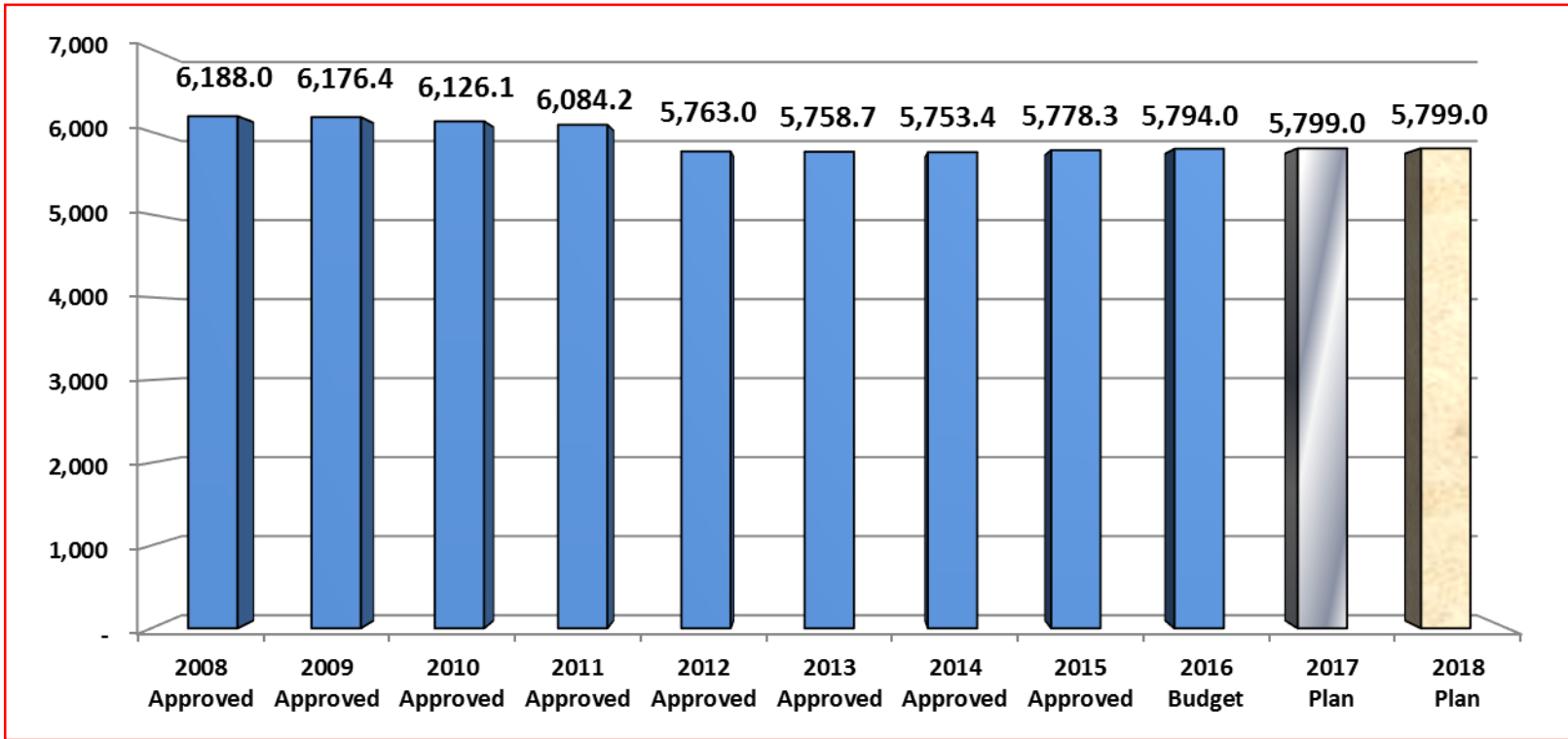
2016 Organizational Chart for Cluster B (Excluding Toronto Water and Solid Waste Management)



Total Cluster B Tax Supported Staff Complement

Category	Senior Management	Management	Exempt	Union	Total
Permanent	8.00	435.00	345.00	5,407.50	6,195.50
Temporary	-	13.00	16.40	84.90	114.30
Total	8.00	448.00	361.40	5,492.40	6,309.80

Staff Trend (Excludes Capital Positions)



Key Points

- ❖ Cluster B operating complement has been at the same level since 2012.
- ❖ In 2016, a 15.7 position increase occurred primarily due to 7 new positions in Engineering & Construction Services for Bell Smart City program and 7 new positions in Toronto Building for infill construction coordination.
- ❖ In 2017, 5 positions in Toronto Building for the Electronic Service Delivery will be transferred from Capital to Operating, with no increase in complement.

Vacancy Analysis

Cluster B	2013			2014			2015			
	# of Vacancies	Vacancies % of Total Approved Pos.	Approved Pos. Equivalent	# of Vacancies	Vacancies % of Total Approved Pos.	Approved Pos. Equivalent	# of Vacancies as at Sep 30	# of Vacancies as at Dec 1	Vacancies % of Total Approved Pos.	Approved Pos. Equivalent
Operating	348.5	6.1%	5,758.7	259.7	4.5%	5,753.4	234.8	238.5	4.1%	5,778.3
Capital	47.2	9.7%	488.8	46.4	9.6%	481.8	56.2	44.9	8.8%	508.8
Total	395.7	6.3%	6,247.5	306.1	4.9%	6,235.2	291.0	283.4	4.5%	6,287.1

Key Points

- ❖ Cluster B’s vacancy rate has declined from 6.3% in 2013 to 4.5% , as at December 1, 2015.
- ❖ Transportation and Engineering & Construction Services are below approved complement due to retirements and transfers to other divisions that are filled through internal promotions which result in no change to the vacancy rate.
 - Transportation has implemented an accelerated hiring program to expedite the filling of vacant positions.
 - Engineering & Construction Services is facing a limited supply of top calibre talent in key business areas (e.g. bridge engineers).

Service Performance

Key Performance Indicators & 2% Efficiencies

- ❖ Cluster B divisions monitor Key Performance Indicators (KPIs) on a monthly basis:
 - Cluster B divisions made continuous improvements and found efficiencies in the delivery of services
- ❖ Municipal Licensing & Standards, Engineering & Construction Services and Toronto Building identified efficiencies of at least 2%:
 - Municipal Licensing & Standards reallocated staff and work load to address priority cases within existing complement and rationalized/consolidated office and desk space
 - Engineering & Construction Services reduced reliance on external engineering review while maintaining service levels
 - Toronto Building implemented the Electronic Service Delivery system and was able to process 18% more building applications
- ❖ Transportation Services and Policy, Planning, Finance & Administration also identified efficiencies:
 - Transportation increased capital program delivery by 34% (\$38.2 million)
 - Policy , Planning, Finance & Administration achieved efficiencies over the past 5 years, including \$0.5 million in 2015 as a result of the automation of routine tasks to facilitate processing an additional 25,000 accounts receivable transactions

Key Service Accomplishments in 2015

Pan Am / Parapan Am Games Support

Fire Services

- ❖ Provided Fire Rescue & Emergency Response planning and operational support:
 - Conducted inspections of all Pan Am Games' venues
 - Ensured safety of athletes, residents and visitors

Toronto Building

- ❖ Reviewed, issued and inspected 74 temporary structure permits for events and venues
- ❖ Completed final inspections for the new venues

Transportation Services

- ❖ Developed operational management and support plans for event venues and Games Route Network
- ❖ Provided operational support:
 - Installed, maintained and removed temporary signs that were dedicated to the Pan Am/Parapan Am Games
 - Enhanced traffic control (30 signal timing changes)
 - Increased levels of roadway maintenance and cleaning (street sweeping on key routes)

Key Service Accomplishments in 2015 (cont.)

City Planning

- ❖ Reviewed a range of development applications that contribute to the health, growth and tax base across Toronto:
 - 294 reports Committees and Council (Jan - Oct)
 - 3,336 Committee of Adjustment applications (Jan - Oct)
 - 420 Planning applications (Jan - Oct)
- ❖ Advanced the Official Plan and Municipal Comprehensive Reviews:
 - Council approval of Environment, Neighbourhood and Apartment Neighbourhood policies
- ❖ Completed several Area Studies:
 - Ellesmere East Employment Node Study
 - Tippet Road Regeneration Area Study
 - Mimico Judson Industrial Triangle Regeneration Area Study
 - St. Clair Avenue West Area Specific Policy Review
 - Downtown East Official Plan Amendment
- ❖ Consulted with the public on significant transit initiatives:
 - SmartTrack
 - Relief Line Project Assessment
 - Scarborough Subway Project Assessment

Key Service Accomplishments in 2015 (cont.)

Fire Services

- ❖ Trained 119 fire fighting recruits for Fire Operations; another class of 39 started their training in November 2015
- ❖ Acquired a fire boat which was placed into active service in October 2015
- ❖ Completed the Safety Awareness Week Campaign:
 - Focused on fire safety for high rise residents
 - Staff visited 5,468 units representing an increase of 75% over 2014
- ❖ Presented 2015-2019 Master Fire Plan that was approved by City Council:
 - Provides strategic direction and outlines critical initiatives that will be implemented over the next 5 years
- ❖ Achieved overall response time of 6 minutes, 20 seconds, 81% of the time (an increase from 80% in 2014) in all three areas:
 - Processed emergency calls in less than 60 seconds, 94% of the time (an increase from 92% in 2014)
 - Achieved turnout time within 80 seconds, 46% of the time (an increase from 43% in 2014)
 - Achieved travel time within 240 seconds, 76% of the time (an increase from 75% in 2014)

Key Service Accomplishments in 2015 (cont.)

Municipal Licensing & Standards

- ❖ Presented 20 substantive reports through Committee and Council including:
 - Taxi and Ground Transportation Review
 - Phase 1 to modernize Toronto Municipal Code Chapter 545 – Licensing, including updating regulations prohibiting discrimination (Ontario Human Rights Code)
 - One year review of Street Food Vending bylaw – significantly increased issuance of mobile vending permits to 41 (compared to 17 in 2014)
- ❖ Conducted clean-up efforts at 11 hoarded properties:
 - Removed approximately 73,370 pounds of waste and 4 vehicles
 - Assisted vulnerable persons in partnership with Specialized Program for Interdivisional Enhanced Responsiveness (SPIDER) and Community Service Agencies
- ❖ Facilitated adoption/transfer of approx. 4000 dogs, cats, small mammals and birds
- ❖ Issued over 56,000 business licenses
- ❖ Conducted over 229,000 inspections
- ❖ Held joint training with Toronto Police on Human Trafficking (over 200 attendees)

Key Service Accomplishments in 2015 (cont.)

Policy, Planning, Finance & Administration

- ❖ Processed \$180 million in accounts receivable transactions
- ❖ Processed bi-weekly payroll files for over 6,000 Cluster B employees requiring 680,000 payroll line entries
- ❖ Issued over 36,000 customer invoices and credit notes
- ❖ Public Consultation Unit expanded support to Cluster B divisions and conducted 80 public consultation events:
 - Conducted various consultation activities for City Planning and Transportation Services on transit and infrastructure studies
 - Continued to help implement the City's long-term Waste Management Strategy, including launching a successful Speakers Series
 - Assisted Municipal Licensing & Standards in consulting with the taxi industry

Key Service Accomplishments in 2015 (cont.)

Engineering & Construction Services

- ❖ Delivered an estimated \$450 million in municipal infrastructure capital projects, representing more than 80% of the approved capital budget assigned to ECS
- ❖ Completed several construction projects well ahead of schedule:
 - Proactively managed construction-related disruption, including traffic and transit disruption at the project planning stage and during construction
- ❖ Reviewed over 1,600 development applications and sustained compliance with Streamlining The Application Review (STAR) timelines
- ❖ Maintained 100% completion rate for provincially-legislated bridge condition inspection cycle
- ❖ Initiated the implementation of the F.G. Gardiner Strategic Rehabilitation Plan

Key Service Accomplishments in 2015 (cont.)

Toronto Building

- ❖ Processed an 18% increase in the number of applications year over year:
 - Digitized current open Building application records as part of the Electronic Service Delivery project
 - Received over 50% of Building application submissions via email
- ❖ Re-located customer service counter in North York Civic Centre to the first floor to improve public access
- ❖ From 2013 – 2015, processed completed building permits applications of all building types within Legislated time frames 89% - 95% of the time

Key Service Accomplishments in 2015 (cont.)

Transportation Services

- ❖ Traffic Congestion:
 - Retimed 343 traffic signals on 11 corridors to improve traffic flow on priority corridors
 - Installed 59 additional traffic monitoring cameras on key arterial routes
 - Created a Big Data team to use emerging data sources
 - Implemented new street occupancy fees to minimize lane-closures due to construction
 - Installed 16.5 km of new cycling infrastructure separated from traffic including 4 km of new cycle tracks, 7 km of new bike lanes and 5.5 km of new multi-use trails
- ❖ Safety:
 - Initiated the development of the City's first Road Safety Strategic Plan (RSSP)
 - Develop and Co-ordinated a School Zone Safety Strategy and Education program
 - Deployed permanent radar speed display signs at 14 locations near school zones
 - Enhanced and upgraded 43 pedestrian crossings (PXOs) city-wide to include additional zebra markings, amber beacons and reflectors
 - Installed audible pedestrian signals (APS) to aid visually impaired pedestrians at 85 intersections, for a total of 729 intersections in Toronto, an increase of 24% from 2012

Operating Budget Variance as of Sep. 30, 2015

City Program/Agency	Nine-Month Results					Year-End Projection				
	Gross Expenditure	Revenue	Net Variance		Alert	Gross Expenditure	Revenue	Net Variance		Alert
	\$	\$	\$	trend		\$	\$	\$	trend	
City Planning	(0.4)	1.7	(2.0)	▼	Ⓚ	(0.2)	1.4	(1.6)	▼	Ⓚ
Fire Services	(1.5)	0.1	(1.5)	▼	Ⓚ	(1.7)	(0.2)	(1.5)	▼	Ⓚ
Municipal Licensing & Standards	(2.2)	0.3	(2.5)	▼	Ⓚ	(1.4)	(0.0)	(1.4)	▼	Ⓚ
Policy, Planning, Finance and Administration	(1.6)	(1.0)	(0.6)	▼	Ⓚ	(1.4)	(1.0)	(0.4)	▼	Ⓚ
Engineering and Construction Services	(2.5)	(0.4)	(2.1)	▼	Ⓚ	(3.2)	(3.2)	(0.0)	—	Ⓚ
Toronto Building	(0.9)	0.7	(1.6)	▼	Ⓚ	(1.0)	6.8	(7.8)	▼	Ⓚ
Transportation Services	7.0	(6.2)	13.2	▲	Ⓜ	10.8	3.1	7.7	▲	Ⓜ
Total	(2.1)	(4.8)	2.7	▲	Ⓚ	1.9	6.9	(5.0)	▼	Ⓚ
Year-to-Date Net Variance	85% to 105%	0% to 85%	>105%		Year-End	<=100%	>100%			
	Ⓚ	Ⓚ	Ⓜ			Ⓚ	Ⓜ			

Key Points (explanation of variances)

- ❖ At year end, all divisions expected to be on budget or marginally underspent (except Transportation Services).
- ❖ Transportation Services projects to be over-spent by \$7.7 million
 - Higher contract renewal costs and increased salt usage in the winter maintenance program.
 - Additional contract costs related to implementation of new traffic signalling technology and for traffic signal maintenance contracts due to demand related to Ontario One Call, etc.
 - Higher street lighting hydro costs.

Key Services Issues & Priority Actions for 2016

City Planning

- ❖ Increased Service Demand for additional Avenue/Area studies and Heritage Conservation District (HCD) Studies/Plans:
 - Funding of \$0.375 million for the annualized impact of the increase of 8 positions in 2015 to deliver this level of service
- ❖ Bill 73 Amendments: Smart Growth for Our Communities:
 - Requires additional public accountability and transparency with regard to Section 37 community benefit contributions and expenditures
 - Hire a new Project Coordinator to respond to the enhanced reporting requirements

Fire Services

- ❖ Transition to Fire Underwriters Survey (FUS) insurance grade rating of Class 2:
 - Use of technology funded by Fire Capital Program to aid in deploying fire resources to help save lives and to mitigate increases in insurance costs
 - The Dynamic Staging software
 - The Predictive Modeling Tool
 - Replace a total of 18 aging heavy vehicles in 2016 of which 12 are over 15 years old

Key Services Issues & Priority Actions for 2016 (cont.)

Municipal Licensing & Standards

- ❖ Advance efficient service delivery:
 - Undertake bylaw reviews for modernization
 - Ground Transportation Review, Boulevard Café, Noise
 - Focus priority response and resolution to problematic/chronic community issues
 - hoarded and/or derelict properties
 - Develop alternate response mechanisms to non-life safety complaints
 - Issuance of advisory notices, mediation services to resolve ongoing neighbour disputes
- ❖ Improve response and resolution outcomes:
 - Focus enforcement and prosecution efforts towards unlicensed and/or problem businesses
 - Cross-train staff to facilitate flexible deployment/re-assignment to address community issues
 - Illegal dumping, dogs off leash, problem businesses

Key Services Issues & Priority Actions for 2016 (cont.)

Municipal Licensing & Standards (cont.)

- Develop/expand public education campaigns to improve public safety
 - Responsible Dog Ownership, Tenant Rights, Ground Transportation
- Continue joint enforcement and training initiatives with the Toronto Police Service and the Alcohol and Gaming Commission of Ontario
 - Human Trafficking, Problem Businesses
- ❖ Improve internal business processes:
 - Commence implementation of transformation plan to modernize operations and improve customer service in Business Licensing

Policy Planning, Finance & Administration

- ❖ Meet increasing demand for service with existing resources while maintaining current service levels:
 - Continue business process reviews to identify efficiencies
 - Leverage new corporate technology improvements to automate manual processes

Key Services Issues & Priority Actions for 2016 (cont.)

Engineering & Construction Services

- ❖ Minimize traffic disruption:
 - Extend construction working hours to shorten project durations
 - Improve public awareness and education
 - Explore the use of incentive-based contracts
 - Improve work zone management
- ❖ Increase delivery capacity by investigating alternative strategies for capital delivery through increased coordination with City departments, utilities and external organizations
- ❖ Implement the Rehabilitation Plan for the F.G. Gardiner Expressway:
 - Recruit the project team of City staff needed to successfully oversee the rehabilitation plan
 - Finalize the scope of work
 - Submit an application and business case for federal funding to support the implementation of the rehabilitation plan
- ❖ Ensure the integrity of City infrastructure is maintained:
 - Provide oversight and review of construction undertaken by Metrolinx
 - Move forward with implementation of the agreement with Bell Canada for additional resources required for the implementation of Bell's Smart City program

Key Services Issues & Priority Actions for 2016 (cont.)

Toronto Building

- ❖ Sustain high volumes of building permit applications without adding new staff:
 - Increased permit intake volumes offset by productivity gains from the Electronic Service Delivery initiative
- ❖ Review options to establish an appropriate 311 service recovery funding model

Transportation Services

- ❖ Traffic Congestion Management:
 - Implement first year initiatives of the 2016 – 2020 Congestion management Plan
- ❖ Winter maintenance costs:
 - Provide enhanced level of winter maintenance approved by Council
- ❖ Additional cycling infrastructure:
 - Cycling Infrastructure Unit to increase delivery of cycling network capital projects
 - Create and implement a bicycle parking strategy and increase the supply of parking rings
 - Develop and implement 2016 initiatives of the Road safety Strategic Plan

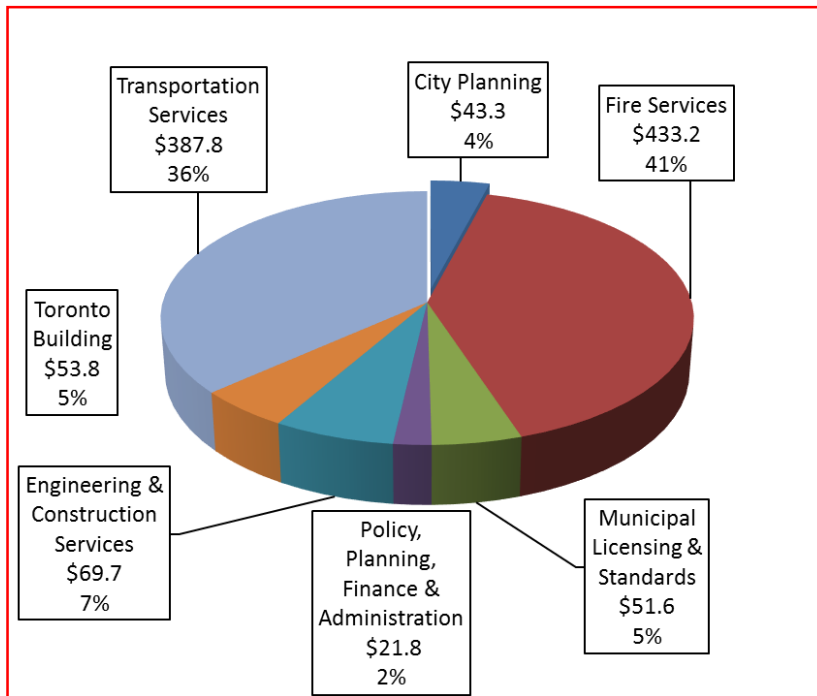


2016 Preliminary Operating Budget & Plan

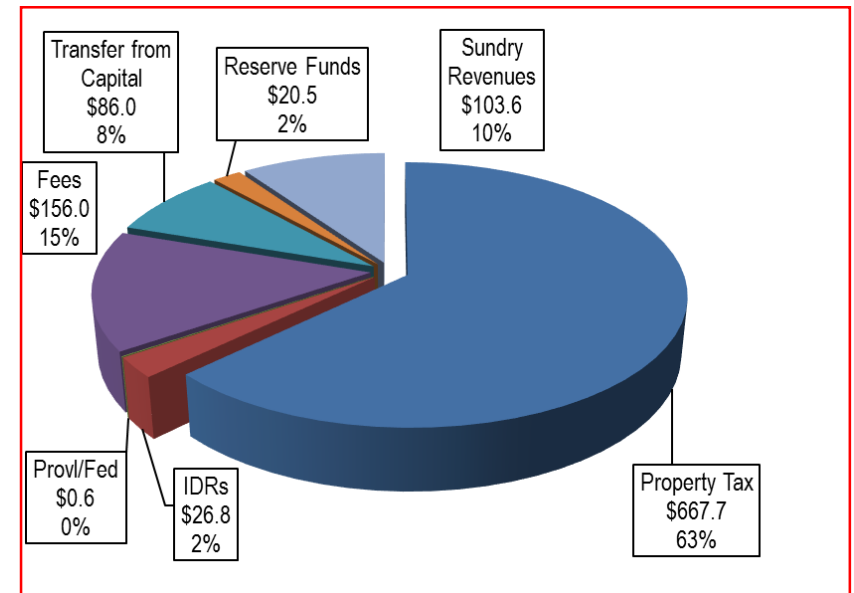


2016 Preliminary Operating Budget - Gross Expenditures by Program & Funding Source

Where the Money Goes \$1,061 Million



Where the Money Comes From \$1,061 Million



2016 Preliminary Operating Budget Summary

(In \$000s)	2015 Budget		2016 Budget		Change from 2015 Over (Under)			
	Gross	Net	Gross	Net	Gross		Net	
					\$	%	\$	%
Citizen Centred Services B								
City Planning	43,076	15,599	43,310	15,327	234	0.5%	(271)	-1.7%
Fire Services	432,889	415,889	433,234	417,905	345	0.1%	2,016	0.5%
Municipal Licensing & Standards	50,858	21,039	51,573	20,838	715	1.4%	(201)	-1.0%
Policy, Planning, Finance & Administration	21,957	9,743	21,783	9,589	(174)	-0.8%	(154)	-1.6%
Engineering & Construction Services	66,839	7,545	69,662	7,470	2,823	4.2%	(75)	-1.0%
Toronto Building	50,445	(10,755)	53,825	(10,755)	3,380	6.7%	0	0.0%
Transportation Services	350,357	207,517	387,841	207,372	37,485	10.7%	(145)	-0.1%
Citizen Centred Services B	1,016,421	666,577	1,061,228	667,746	44,807	4.4%	1,169	0.2%

Key Points

- ❖ All Cluster B divisions met their reduction target except Transportation Services which has 0.1% reduction and Fire Services which has 0.5% increase over 2015.
 - Fire Services increase due to \$2 million increase in salaries and benefits due to realignment of WSIB to reflect actual experience and annualization of 25 new positions added in 2015.

New/Enhanced Services Included in 2016 Preliminary Budget

Description (\$000s)	2016			Incremental Impact			
	Gross	Net	New Positions	2017 Plan		2018 Plan	
				Net	Position	Net	Position
<i>New Services</i>							
City Planning							
Section 37 Reporting Requirements	79.4	0.0	1.0	0.0	0.0	0.0	0.0
Engineering & Construction Services							
Bell Smart City Program	662.4	0.0	7.0	0.0	0.0	0.0	0.0
Toronto Building							
Infill Construction Coordination	450.0	0.0	7.0	0.0	0.0	0.0	0.0
Transportation Services							
Cycling Network Plan	135.9	0.0	2.0	0.0	0.0	0.0	0.0
<i>Enhanced Services</i>							
Engineering & Construction Services							
Metrolinx review assignments	259.4	0.0	2.0	0.0	0.0	0.0	0.0
Strategic Rehabilitation of the Gardiner Expressway	700.0	0.0	6.0	0.0	0.0	0.0	0.0
Toronto Building							
7 New Vehicles	150.0	0.0	0.0	0.0	0.0	0.0	0.0
Transportation Services							
Bicycle Parking Strategy funded by capital	650.0	0.0	2.0	0.0	1.0	0.0	-1.0
Graffiti Management Plan - Street Art	250.0	0.0	0.0	0.0	0.0	0.0	0.0
Total New/Enhanced Services	3,337.0	0.0	27.0	0.0	1.0	0.0	-1.0

New/Enhanced Services Referred to Budget Process

Description (\$000s)	2016			Incremental Impact			
	Gross	Net	New Positions	2017 Plan		2018 Plan	
				Net	Position	Net	Position
Council Directed:							
Engineering & Construction Services							
11 Inspector of Municipal Construction (IMC) for easing traffic disruption	1,095.0	0.0	11.0	0.0	0.0	0.0	0.0
Fire Services							
Add Fire Prevention and Public Education Staff	693.0	693.0	17.0	2,809.0	17.0	1,906.0	16.0
Transportation Services							
30Km/h Speed Limit Implementation	400.0	0.0	4.0	0.0	-4.0	0.0	0.0
Sub-Total Council Directed	2,188.0	693.0	32.0	2,809.0	13.0	1,906.0	16.0
Referred to the Budget Process							
Municipal Licensing and Standards							
Wildlife Centre	6,750.0	6,750.0	0.0	(5,985.0)	0.0	15.0	0.0
Ground Transportation Review	1,800.0	1,800.0	10.0	0.0	0.0	0.0	0.0
Sub-Total Referred to Budget Process	8,550.0	8,550.0	10.0	(5,985.0)	0.0	15.0	0.0
Total	10,738.0	9,243.0	42.0	(3,176.0)	13.0	1,921.0	16.0

User Fee Change Highlights

Fee Description	2015 Fee	2016 Fee	% Increase	Incremental Revenue (\$000's)
Fire Services				
<i>Cost Recovery above Inflation:</i>				
False Alarm	410.0	450.0	9.8%	792.0
Non Emergency Response to Elevator Incident	362.8	398.2	9.8%	73.0
Emergency Response to Vehicle Incident	410.0	450.0	9.8%	75.0
Subtotal				940.0
Total Incremental Revenue				940.0



Capital Overview



Summary of Major Projects Completed in 2015

City Planning

- ❖ Completed major Heritage Conservation District Plans or Studies
 - Yonge Street HCD Study
 - Madison Avenue HCD Plan
 - St. Lawrence HCD Plan
- ❖ Completed several Area Studies
 - Ellesmere East Employment Node Study
 - Tippet Road Regeneration Area Study
 - Mimico-Judson Industrial Triangle Regeneration Area Study
 - St. Clair Avenue West Area Specific Policy Review
 - Downtown East Official Plan Amendment
 - Kensington Market Restaurant and Bar Study
 - Bathurst Quay Precinct Plan – Phase 1
 - Reached Interim milestone on TOcore: Planning Toronto's Downtown

Summary of Major Projects Completed in 2015 (cont.)

City Planning (cont.)

- ❖ Completed Civic Improvements Projects:
 - Spadina Road Bridge
 - Scarborough Library streetscape
 - Parliament, Cherry and Sherburne Bridge improvements
 - Lower Sherbourne
 - Completed the Dufferin Street Avenue Study Transportation Master Plan
 - Supported Environmental Assessments
 - Gardiner East EA Preferred Alternative
 - TTC Bus Garage at McNicoll
- ❖ Advanced the Official Plan and Municipal Comprehensive Reviews – Council approved

Summary of Major Projects Completed in 2015 (cont.)

Engineering & Construction Services

- ❖ Reconstructed / resurfaced over 220 road lane kilometres:
 - Bayview Avenue – Lawrence Ave to York Mills (3 weeks ahead of schedule)
 - Dufferin Street – Eglinton Ave to Jane Osler Blvd (4 weeks ahead of schedule)
 - Yorkville Avenue – Avenue Rd to Bay St
 - Sherbourne Street – King St to Lakeshore Blvd
 - Highway 27 – Finch Ave to Steeles Ave
- ❖ Completed all the required 279 Bridge Condition assessments:
 - Completed the York Mills Road Bridge Rehabilitation over the Metrolinx/GO Line
 - Completed the Markham Road Bridge Rehabilitation over Metrolinx Line
- ❖ Continued work on priority projects:
 - Replacement of Dunn and Dowling Bridges
 - Construction of new roadway: Redlea Avenue (Steeles to McNicoll)
 - Six Points Interchange Reconfiguration

Summary of Major Projects Completed in 2015 (cont.)

Fire Services

- ❖ Continued investment in technologies to improve efficiencies:
 - The Dynamic Staging software uses current information from Computer Aided Dispatch (CAD) systems to determine the most strategic and efficient deployment of trucks in real-time
 - The Predictive Modeling Tool improves coverage and total response times by assisting in the efficient deployment of fire apparatus and crews
 - The Fire Station GPS Repeaters project provides satellite signals indoors at all stations which will eliminate delays caused by the need for onboard GPS receivers to re-acquire satellite signals
- ❖ Purchase of replacement Self-Contained Breathing Apparatus

Summary of Major Projects Completed in 2015 (cont.)

Transportation Services

- ❖ State-of-Good Repair projects:
 - Installed 6,320 linear meters of missing sidewalks for accessibility, connectivity or safety purposes and ensure AODA standards are met
 - 7 priority neighbourhood improvement projects delivered
- ❖ Health & Safety projects:
 - 24 new traffic control signal activations
 - 7 new pedestrian crossovers and 2 new flashing beacons
- ❖ Service Improvement projects:
 - 788 traffic control intersections – signal modules (green, amber and red) replaced through a six year program
 - 4 km of new cycle tracks
 - 7 km of new bike lanes
 - 5.5 km of new multi-use trails

Summary of Major Projects Completed in 2015 (cont.)

Transportation Services(cont.)

- ❖ Growth Related projects:
 - Congestion Management Plan - installation of cameras, communications infrastructure, power connections, poles and underground plant, hardware & software to operate the cameras
 - 100 traffic control signal sites had communications updated to reduce reliance on leased copper infrastructure
 - 8 LED “blank-out” signs installed to reinforce existing time-of-day turn prohibitions along streetcar lines to reduce transit delays

Summary of Major Projects Completed in 2015 (cont.)

Waterfront Revitalization Initiative

- ❖ Pan Am & Parapan Am Athletes Village:
 - Coordinated City review, approvals; resolution of design and construction issues for roads, infrastructure and Corktown Common park
 - Coordinated City peer review of environmental remediation and related environmental agreements with Infrastructure Ontario
- ❖ Oversight of funding for the completion of Union Station Second TTC Platform
- ❖ Coordinated City approvals for the completion of revitalized Queens Quay West
- ❖ Presented report to Council with options for Gardiner East Environmental Assessment
- ❖ Completed three major real estate transactions in East Bayfront:
 - Two now under construction (Great Gulf's Monde and Hines/Tridel's Aqualina)
 - One is at Site Plan approval stage (Aquavista and 80 unit affordable housing pilot)
- ❖ Oversight of Build Toronto design build process and contract award for the detailed design and construction of Fort York Pedestrian and Cycle Bridge
- ❖ Completed strategic review of waterfront revitalization:
 - Council endorsed second phase of waterfront delivery
 - Mayor authorized to negotiate Waterfront 2.0 funding with Provincial and Federal governments

Capital Budget Variance as of Sep. 30, 2015

Program		2015 Approved Cash Flow	2015 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
City Planning	Q3	15.05	3.32	10.73	71.3%	—	Ⓞ
Fire Services	Q3	21.64	7.74	12.86	59.4%	▼	Ⓢ
Transportation	Q3	440.09	157.53	324.40	73.7%	▼	Ⓞ
Waterfront Revitalization	Q3	39.39	26.24	34.39	87.3%	▼	Ⓞ
Total	Q3	516.17	194.83	382.37	74.08%	▼	Ⓞ

Ⓞ >70%
 Ⓢ between 50% and 70%
 Ⓡ < 50% or > 100%

Key Points (explanation of variances)

- ❖ Spending in 2015 is expected to be \$382.4 million or 74.1% by year-end.
- ❖ Fire Services is projecting a 59.4% spending rate due to various delays on Station A (Woodbine), Station B (Downsview) and Chaplin Station.

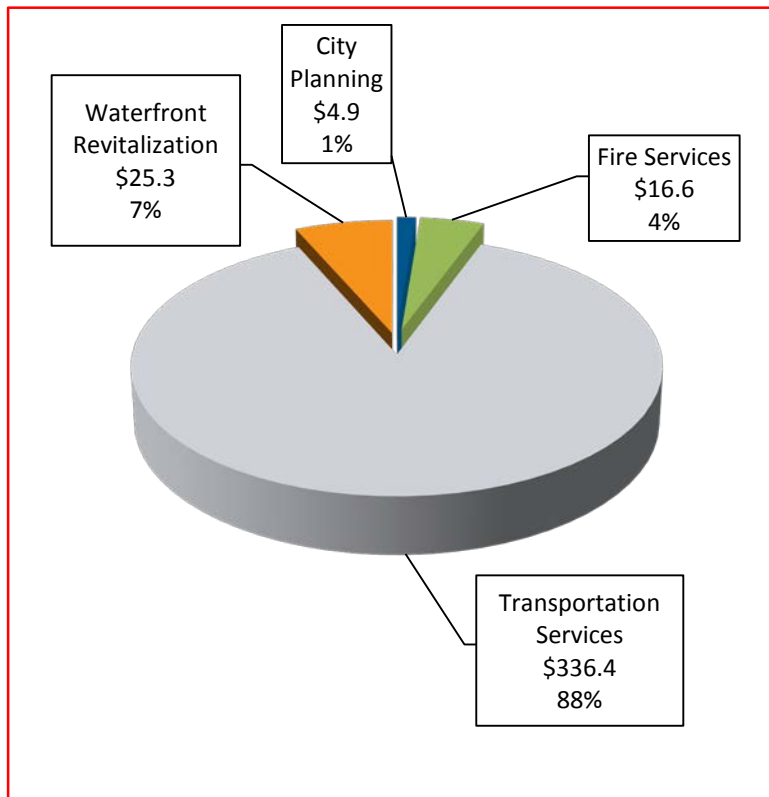


2016 Preliminary Capital Budget

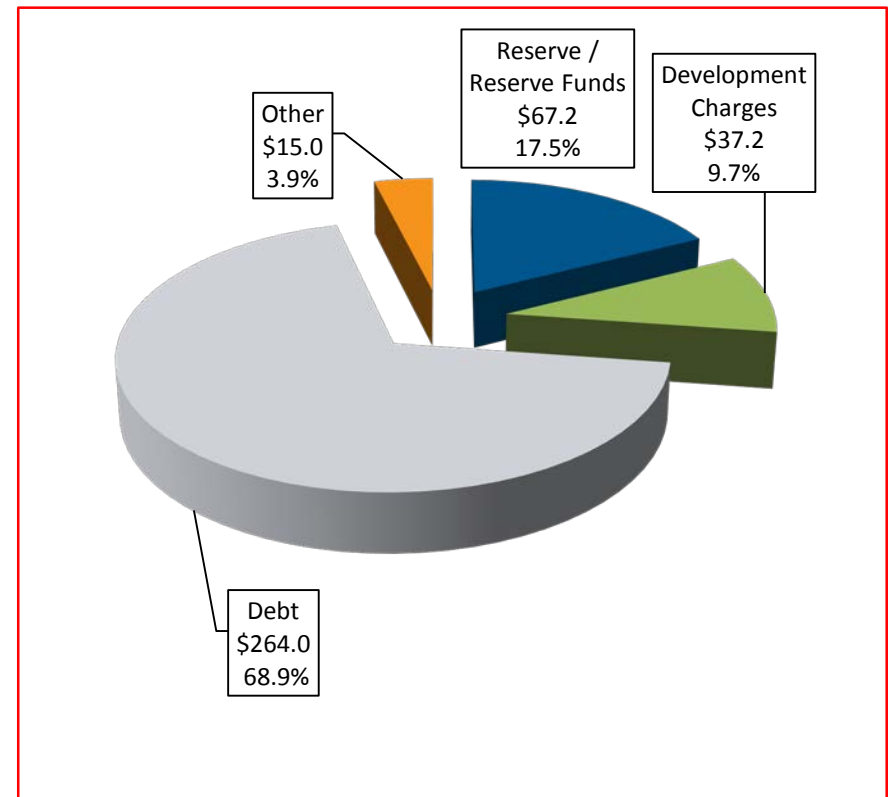


2016 Preliminary Capital Budget Spending & Funding Sources

Where the Money Goes \$383.3 Million



Where the Money Comes From \$383.3 Million



Key Capital Issues & Priority Actions for 2016

City Planning (\$4.9 million)

- ❖ Focus on supporting future growth in the City through proactive planning initiatives (**\$2.1 million**):
 - Development Charge Funded Studies, including Heritage Conservation District Studies (\$0.580 million)
 - Transportation & Transit Planning Studies (\$0.250 million)
 - Avenue/ Local Area Studies (\$0.250 million)
 - Toronto Archaeological Resources Plan Phase II (\$0.050 million)
 - Growth Studies (\$0.995 million).
- ❖ Civic Improvement Places Project – enhance the quality of the City's open spaces (**\$2.8 million**):
 - 6 to 8 urban design projects in strategic locations across Toronto that are chosen every year so over time, all areas of the city receive the benefits of enhancements to the public realm
 - Civic Improvement Program – Places, including streetscape improvements at Lawrence Avenue, Coxwell/Dundas, River Street, O'Connor Drive, Queen Street West, College Street, and West Toronto Railpath

Key Capital Issues & Priority Actions for 2016 (cont.)

Fire Services (\$16.6 million)

- ❖ Fire Services Master Fire Plan calls for strategic placement of fire stations and the required fire apparatus and equipment to address anticipated growth:
 - Construction of three new fire stations and the rebuild of an existing fire station in areas within the City which is consistent with the Fire Master Plan
- ❖ Upgrade Equipment:
 - Bunker Suits Lifecycle Replacement (\$3.7 million)
 - Specialized Trucks & Equipment (\$1.8 million)
 - Other projects, including computer aided dispatch, thermal imaging cameras (\$3.8 million)

Key Capital Issues & Priority Actions for 2016 (cont.)

Transportation Services (\$336.4 million)

- ❖ Continue to Reduce State of Good Repair Backlog (\$236.8 million):
 - Major road rehabilitation (\$62.4 million)
 - Local / interim road rehabilitation (\$55.4 million)
 - Rehabilitation of the F.G. Gardiner Expressway (\$36.9 million)
 - City bridge rehabilitation and retaining walls (\$45.2 million)
 - Sidewalks, laneways, neighbourhood improvements (\$20.7 million)
 - Traffic plant requirements / signal asset management (\$6.5 million)
- ❖ Build Growth Related Projects (\$58.8 million):
 - Traffic congestion management - expand existing Intelligent Transportation Systems (ITS) to better manage congestion on arterial roadways and expressways (\$5.7 million).
 - Georgetown South City Infrastructure Upgrades (\$13.4 million) – Metrolinx construction (2010 – 2020)
 - Gardiner York / Bay / Yonge Reconfiguration (\$10.8 million) – construction (2015 – 2018)
 - Six Points Interchange Redevelopment (\$9.5 million) – construction (2014 – 2021)
 - Redlea Avenue Steeles to McNicoll (\$6.5 million) – construction (2015 – 2017)
 - Steeles Avenue Widenings (\$1.5 million) – design only (2016 – 2022)
 - Ingram Drive Extension Grade Separation (\$1.0 million) – design only (2015 – 2025)

Key Capital Issues & Priority Actions for 2016 (cont.)

Transportation Services (cont.)

- ❖ Implement Service Improvement Projects (\$25.5 million):
 - Cycling infrastructure (\$14.3 million)
 - Traffic control - RESCU (\$1.1 million)
 - Engineering studies (\$5.0 million) - All Environmental Assessments
 - Advanced traffic signal control (\$1.4 million)
 - LED signal module conversion (\$1.0 million)
 - Signs and markings asset management (\$1.0 million)
 - Transportation safety and local improvements (\$1.3 million)
- ❖ Install Health & Safety Projects (\$15.4 million):
 - Audible pedestrian signals (\$2.3 million)
 - New traffic control signals/devices (\$2.2 million)
 - Major signal modifications (\$2.3 million)

Key Capital Issues & Priority Actions for 2016 (cont.)

Waterfront Revitalization Initiative (\$25.3 million)

- ❖ Council adopted in principle the undertaking of a second phase of waterfront revitalization supported by tri-government funding:
 - Proceed with the following priority projects
 - Begin construction of the Project: Under Gardiner project (\$10 million)
 - Begin construction of the Fort York Pedestrian and Cycling Bridge (\$9.5 million) through design build process with Build Toronto
 - Continue precinct development of West Don Lands (\$0.9 million) and East Bayfront (\$1.3 million)
 - Advance due diligence environmental, design and engineering work for the Lower Don Flood Protection project (\$2.0 million)
 - Next Phase of Waterfront Revitalization:
 - Funding for the second phase of the Waterfront Revitalization Initiative is required to continue and deliver flood protection, waterfront transit, land servicing and public realm enhancements



2016 – 2025 Preliminary Capital Budget & Plan

Summary of Major Projects in the 2016 – 2025 Preliminary Capital Plan

City Planning (\$58 million)

- ❖ Growth Studies:
 - Local Area growth studies (\$9.4 million)
 - 5 Heritage Conservation District Studies per year (\$9.5 million)
 - Avenue studies (\$2.5 million)
 - Transportation and Transit Planning studies (\$2.5 million)
- ❖ 7 to 9 Places projects every year (\$28.9 million)
- ❖ On-going legislative requirements – statutory five year review of the Official Plan (\$3.6 million) and support for legal challenges of the New Zoning By-law (\$0.9 million)

Summary of Major Projects in the 2016 – 2025 Preliminary Capital Plan (cont.)

Fire Services (\$57.2 million)

- ❖ Building and Renovating Fire Stations (\$25.0 million):
 - Station B (Downsview) \$4.7 million
 - Station A (Hwy 27 & Rexdale) \$7.0 million
 - Station G (Sunnybrook) \$11.8 million
 - Fire station 424 (renovation / repurposing) \$0.5 million
 - Fire station 135 (Chaplin) \$1.0 million
- ❖ Replace and upgrade equipment (\$23.1 million):
 - Replacement of Portable/Mobile Radios \$13 million
 - Bunker Suits \$8 million
 - Replacement of Defibrillators \$2.1 million
- ❖ Training Simulators /Facilities Renovations (\$3.4 million)

Summary of Major Projects in the 2016 – 2025 Preliminary Capital Plan (cont.)

Transportation Services (10-Year Plan \$5.3 billion)

The 2016 10-year Plan and Forecast represents an increased investment of \$1.3 billion in Transportation infrastructure over the 2015 10-year Plan

❖ State of Good Repair Projects (\$4.5 billion):

	2016-2025	2015-2024
Major Road Rehabilitation	\$614 million	\$614 million
Local Road Rehabilitation	\$695 million	\$666 million
City Bridges Rehabilitation	\$415 million	\$415 million
Sidewalks	\$152 million	\$155 million
Accelerate F.G. Gardiner Rehabilitation*	\$2.294 billion	\$970 million

** Federal / Provincial funding to be determined*

❖ Growth-Related Projects (\$539 million):

- Six Points Interchange (\$63 million)
- Georgetown South City Infrastructure Upgrades (\$54 million)
- Ingram Drive Extension (\$53 million)
- Steeles Avenue Widening (\$40 million)
- Traffic Congestion Management (\$37 million)

Summary of Major Projects in the 2016 – 2025 Preliminary Capital Plan (cont.)

Transportation Services (cont.)

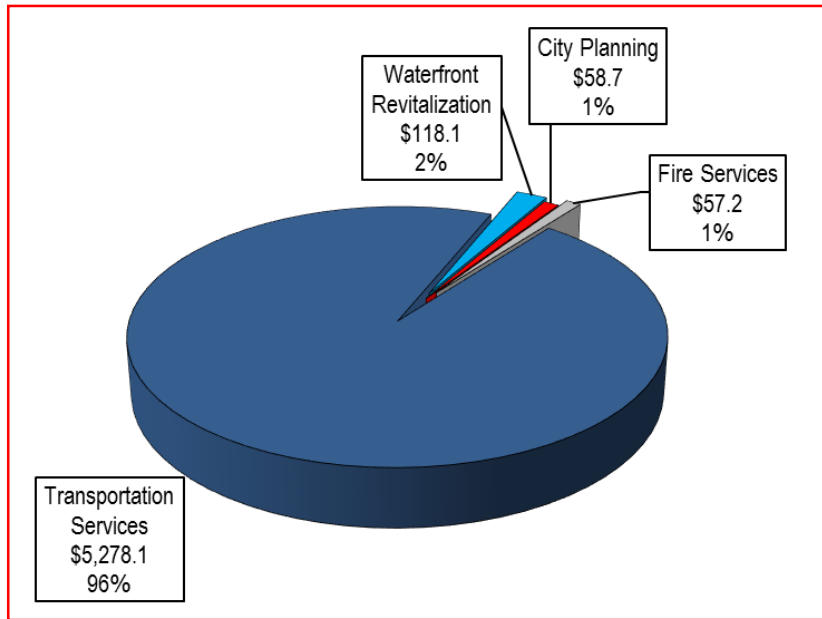
- ❖ Service Improvement Projects (\$187 million):
 - Including \$90 million for Cycling Infrastructure and \$36.7 million for Engineering Studies
- ❖ Health and Safety Projects (\$103 million):
 - Including \$22.9 million for Signal Major Modification, \$23 million for Accessible Pedestrian Signals and \$56.8 million for other safety related programs

Waterfront Revitalization Initiative (\$118 million)

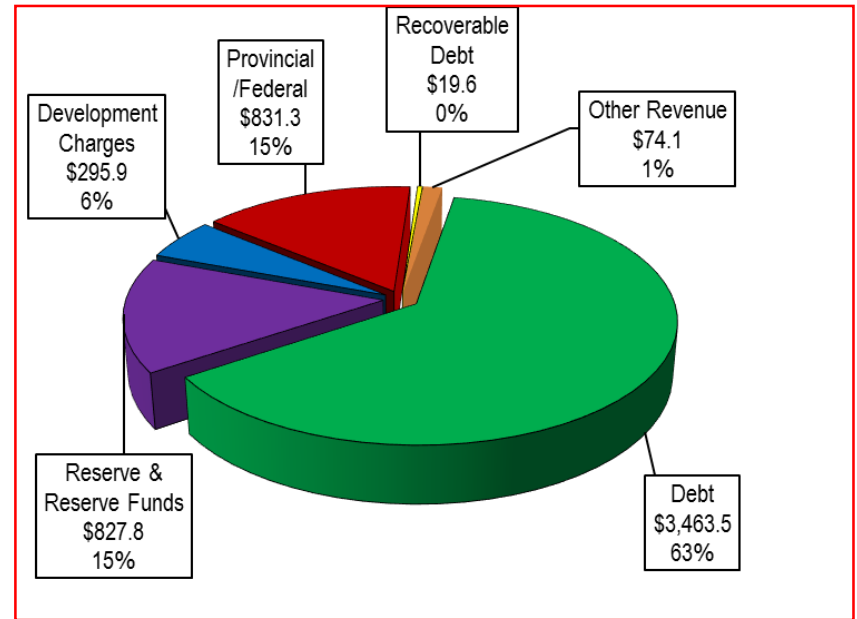
- ❖ Continuation of Precinct Implementation:
 - West Don Lands (\$3.1 million)
 - East Bayfront (\$18.8 million)
- ❖ East Bayfront transit (\$10.6 million)
- ❖ Project: Under Gardiner (\$25 million)
- ❖ Completion of the Fort York Pedestrian and Cycling Bridge (\$13.5 million)
- ❖ Development of a Regional Sports Complex (\$32.3 million)

2016 – 2025 Preliminary Capital Budget and Plan Spending & Funding Sources

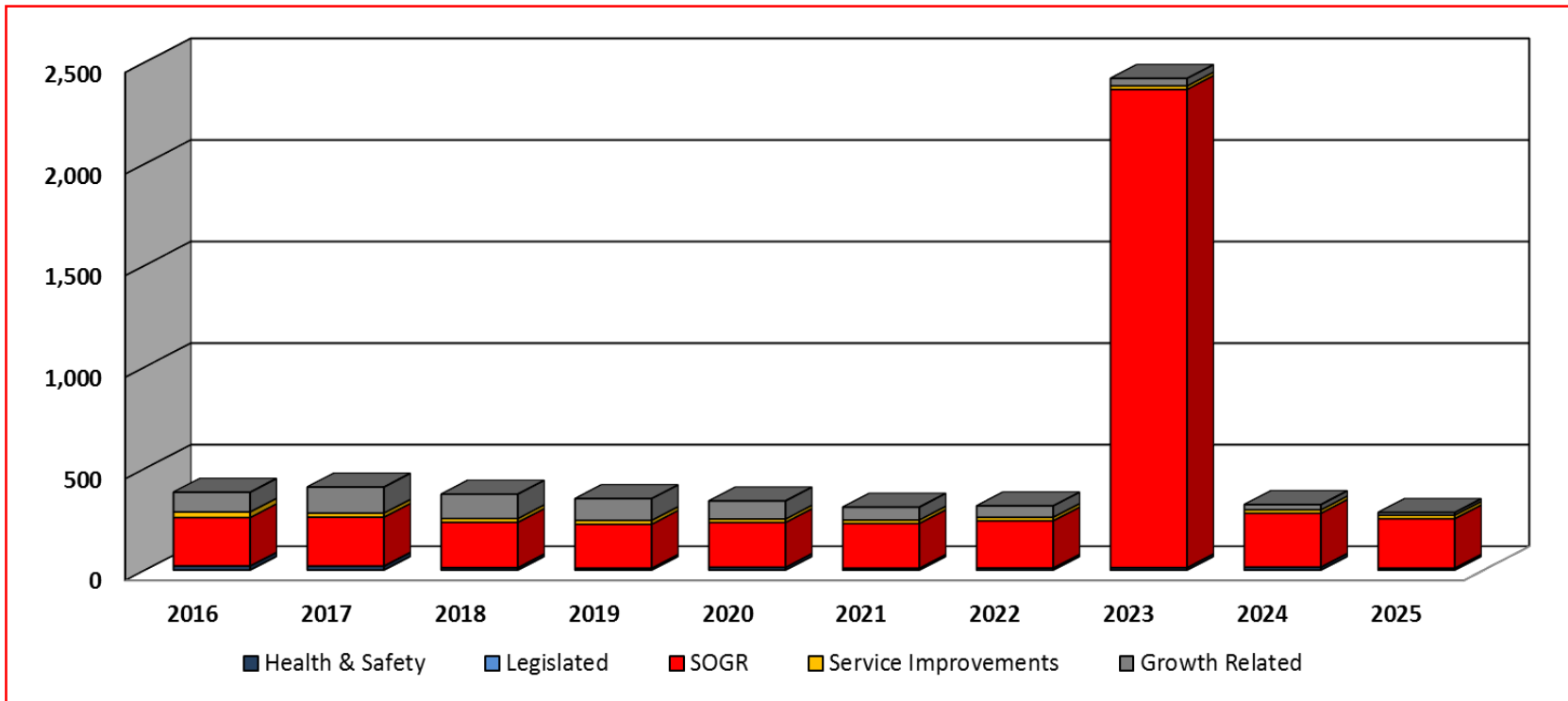
Where the Money Goes \$5,512.1 Million



Where the Money Comes From \$5,512.1 Million



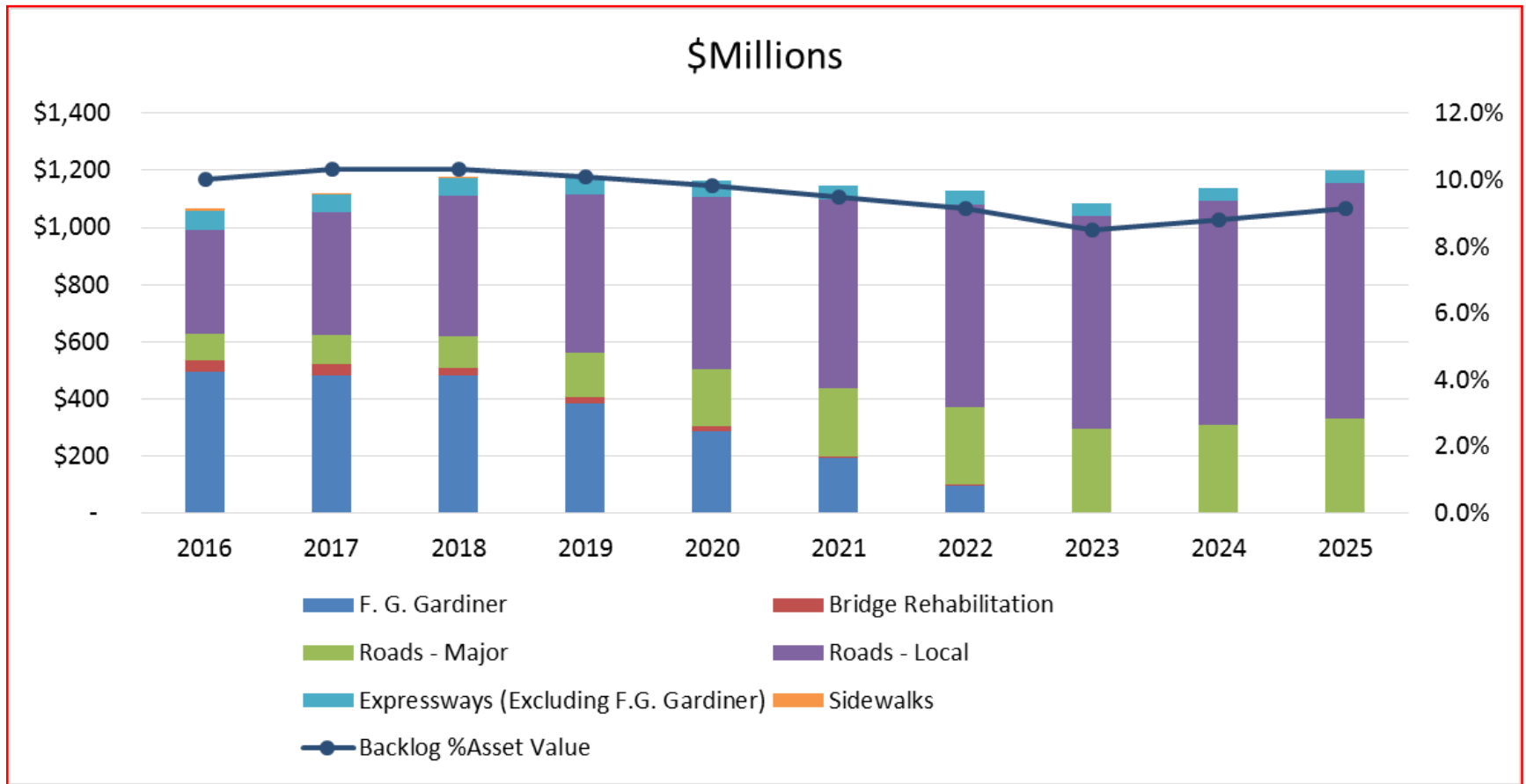
2016 – 2025 Preliminary Capital Budget and Plan by Project Category



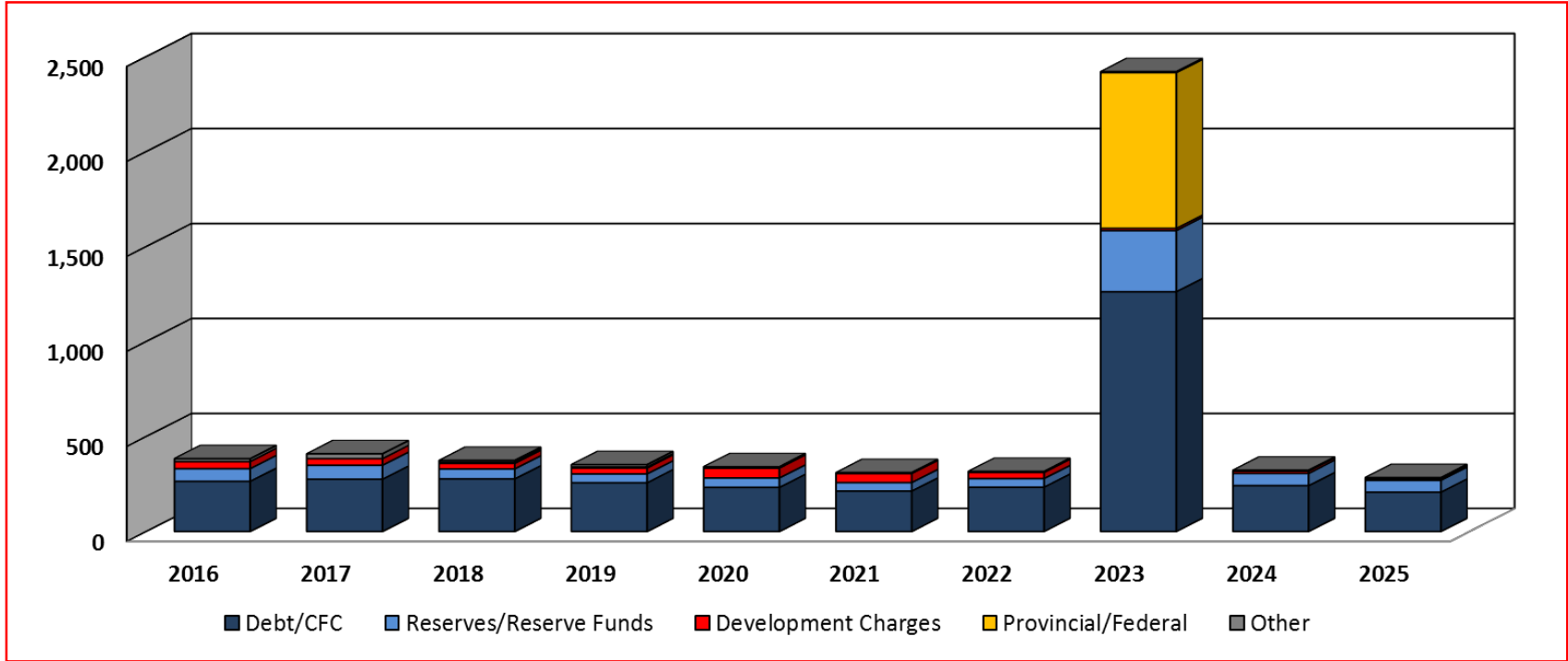
\$ Million	2016 - 2025 Preliminary Capital Budget and Plan by Category									
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Health & Safety	20.2	19.2	11.2	9.0	13.5	9.0	10.1	11.7	14.1	9.0
Legislated	0.2	0.9	0.9	0.5	0.5	0.5	0.5	0.5	0.9	0.9
SOGR	238.4	240.7	223.2	216.3	220.3	220.0	232.2	2354.2	264.7	243.2
Service Improvements	27.4	19.8	18.7	18.9	17.4	17.4	17.4	17.4	17.4	17.4
Growth Related	97.0	128.3	120.1	107.1	89.0	63.2	55.9	36.9	25.5	13.1

State of Good Repair Backlog

Accumulated Backlog as a % of Asset Value
TRANSPORTATION SERVICES



2016 – 2025 Preliminary Capital Budget and Plan by Funding Source



\$ Million	2016 - 2025 Preliminary Capital Budget and Plan by Funding Source									
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Debt/CFC	264.0	275.5	277.3	256.8	232.4	213.0	233.2	1262.3	241.4	207.6
Reserves/Reserve Funds	67.1	73.4	52.4	46.7	49.5	44.6	45.7	321.9	64.6	62.0
Development Charges	37.2	35.1	28.8	30.5	51.9	47.6	32.4	11.6	11.6	9.1
Provincial/Federal	0.0	0.0	5.6	5.6	0.0	0.0	0.0	820.0	0.0	0.0
Other	15.0	25.0	10.0	12.2	6.9	4.9	4.9	4.9	4.9	4.9

Thank You





Appendices



Key Cost Drivers

(In \$000s)	2016 Base Budget Total	
	\$	Position
Gross Expenditure Changes		
Prior Year Impacts	3,517.7	(8.3)
Operating Impacts of Capital	(158.8)	
Economic Factors	9,072.9	
Salaries and Benefits Changes	3,839.2	(1.0)
Other Base Changes	11,268.9	18.0
Total Gross Expenditure Changes	27,539.9	8.7
Revenue Changes	(15,969.3)	5.0
Total Revenue Changes	(15,969.3)	5.0
Net Expenditure Changes	11,570.6	13.7

Service Changes To Achieve Target -1% Budget Reduction

Description (\$000s)	Total 2016 Service Changes			Incremental Change			
	\$	\$	#	2017 Plan		2018 Plan	
	Gross	Net	Pos.	Net	Pos.	Net	Pos.
Base Changes:							
Base Expenditure Changes							
<i>Line by Line Review Savings- Transportation Services</i>	(1,903.8)	(1,956.5)					
<i>Line by Line Review Savings- Other Cluster B Divisions</i>	(237.1)	(308.0)					
Base Expenditure Changes	(2,140.9)	(2,264.5)					
Base Revenue Changes							
<i>Increase revenue from Metrolinx re Eglinton Crosstown LRT to align with actual (ECS)</i>		(300.0)					
<i>User Fees Inflationary Increase (Business Licence, Building Permit, Development Applications, Roads & Sidewalk Management, etc.)</i>		(4,103.1)					
Base Revenue Changes		(4,403.1)					
Sub-Total	(2,140.9)	(6,667.6)					
Service Efficiencies							
<i>Efficiency Savings from rationalizing operations (MLS)</i>	(891.9)	(891.9)	(6.0)				
<i>Efficiency Savings from Electronic Service Delivery Initiative (Building)</i>	(1,053.7)	(1,053.7)	(12.0)				
<i>Efficiency Savings from reducing reliance on external engineering review service (ECS)</i>	(450.0)	(450.0)					
<i>Increase Gapping to 6% to align with actual (Transportation)</i>	(1,338.2)	(1,338.2)					
Sub-Total	(3,733.8)	(3,733.8)	(18.0)				
Total Preliminary Service Changes	(5,874.7)	(10,401.3)	(18.0)				

2017 & 2018 Plan

Description (\$000s)	2017 - Incremental Increase					2018 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Salaries & Benefits	4,640.0		4,640.0	0.7%		8,193.1		8,193.1	1.2%	
Annualization Impact of 2015 Approvals										
Operating Impact of Completed Capital	481.0	(109.6)	590.6	0.1%	5.0	(1.4)		(1.4)	(0.0%)	
Economic Factors										
Revenue		167.1	(167.1)	(0.0%)			41.3	(41.3)	(0.0%)	
Other	1,253.2	(3,875.0)	5,128.2	0.8%	1.0	407.2	(54.8)	462.0	0.1%	1.0
Sub-Total	6,374.2	(3,817.5)	10,191.7	1.5%	6.0	8,598.9	(13.5)	8,612.4	1.3%	1.0
Anticipated Impacts:										
Other (specify)										
Add 1 Project Coordinator - Section 37 (City Planning)	41.6	41.6				0.5	0.5			
Sub-Total	41.6	41.6				0.5	0.5			
Total Incremental Impact	6,415.8	(3,775.9)	10,191.7	1.5%	6.0	8,599.4	(13.0)	8,612.4	1.3%	1.0

Unfunded Capital Projects

Project Description (\$ Million)	Total Project Expenditure	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Transportation Services											
<i>Engineering Studies</i>	9.0					1.5	1.5	1.5	1.5	1.5	1.5
<i>Yonge Street Revitalization</i>	40.0		10.0	20.0	10.0						
<i>Major Road Rehabilitation Acceleration</i>	15.0	15.0									
<i>Transportation Safety & Local Improvement Program</i>	18.0	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8
<i>Signs and Markings Asset Management</i>	17.6	0.8	1.7	1.7	1.7	1.7	2.0	2.0	2.0	2.0	2.0
<i>Local Road Rehabilitation</i>	435.0	5.0	15.0	25.0	45.0	60.0	60.0	60.0	55.0	55.0	55.0
<i>New Traffic Control Signals / Devices</i>	18.2	1.6	1.6	1.6	1.8	1.8	1.8	1.8	2.0	2.0	2.0
<i>Traffic Sign Structure Replacement</i>	18.7	0.7	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
<i>Traffic Plant Restoration</i>	11.0	0.2	1.0	1.0	1.0	1.2	1.2	1.2	1.4	1.4	1.4
<i>Traffic Plant Requirements/Signal Asset Management</i>	10.0	0.8	0.8	0.8	1.0	1.0	1.0	1.0	1.2	1.2	1.2
<i>Watch Your Speed Trailers</i>	0.2	0.2									
<i>Steeles Avenue East/Kennedy Road Grade Separation</i>	20.3			1.0	5.6	7.5	5.3	0.8			
<i>Finch Avenue E/CN Rail Grade Separation</i>	25.0			3.0	6.0	8.0	8.0				
<i>Liberty Village New Street</i>	12.0				0.5	1.0	6.5	4.0			
<i>Lake Shore Boulevard West Widening (Humber to Parklawn)</i>	9.0					0.5	1.0	3.5	4.0		
<i>Emery Village Improvement - Design</i>	2.0						2.0				
<i>Gardiner Ramp Improvement (Parklawn to 427)</i>	24.0							2.0	2.0	10.0	10.0
<i>Eglinton Connects Mid-Block Improvements</i>	60.0							15.0	15.0	15.0	15.0
<i>Data Mgmt & Business Intelligence</i>	5.3	0.6	1.1	1.0	1.0	0.7	1.1				
<i>Business Process & System Enhancements</i>	2.5	0.6	0.8				1.1				
<i>Mapping & GIS Repository</i>	3.3		0.8	0.9	0.9	0.7					
Subtotal	756.1	27.3	36.5	59.8	78.3	89.4	96.2	96.7	87.9	91.9	91.9
Cluster - Total	756.1	27.3	36.5	59.8	78.3	89.4	96.2	96.7	87.9	91.9	91.9

Debt Target

Cluster	(\$ Million)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
City Planning	Gross Expenditures	4.9	6.5	5.9	5.7	5.8	5.8	5.8	5.8	6.2	6.2	58.7
	Debt Target	3.6	3.8	3.8	3.7	3.8	3.7	3.7	3.7	4.1	4.1	38.0
	Debt	2.7	4.0	3.8	3.7	3.8	3.8	3.7	3.7	4.0	4.1	37.3
	Over/(Under) Debt Target	(0.9)	0.2	0.0	0.0	0.0	0.0	0.0	0.0	(0.0)	(0.0)	(0.7)
Fire	Gross Expenditures	16.6	12.5	0.9	1.2	4.7	0.2	1.3	8.2	9.1	2.7	57.2
	Debt Target	5.1	3.9	0.8	1.2	0.2	0.2	0.2	1.8	2.9	2.6	18.8
	Debt	4.2	4.5	0.9	1.2	0.2	0.2	0.2	1.8	2.9	1.6	17.6
	Over/(Under) Debt Target	(0.9)	0.6	0.1	0.0	0.0	0.0	0.0	0.0	0.0	(0.9)	(1.2)
Transportation	Gross Expenditures	336.4	358.2	344.3	339.8	326.0	289.8	294.9	2,406.7	307.3	274.7	5,278.1
	Debt Target	273.7	297.5	309.9	317.0	304.6	309.9	298.5	240.5	241.7	242.0	2,835.4
	Debt	250.2	255.7	259.4	250.1	226.9	204.2	224.5	1,256.7	234.5	201.9	3,364.1
	Over/(Under) Debt Target	(23.5)	(41.8)	(50.5)	(66.9)	(77.6)	(105.7)	(74.0)	1,016.2	(7.3)	(40.1)	528.8
Waterfront Revitalization	Gross Expenditures	25.3	31.7	23.0	5.3	4.2	14.4	14.3	0.0	0.0	0.0	118.1
	Debt Target	14.6	12.3	15.4	5.5	0.2	0.0	0.0	0.0	0.0	0.0	48.0
	Debt	6.9	11.2	13.1	2.0	1.5	4.9	4.8	0.0	0.0	0.0	44.5
	Over/(Under) Debt Target	(7.7)	(1.1)	(2.3)	(3.5)	1.3	4.9	4.8	0.0	0.0	0.0	(3.6)
Total	Gross Expenditures	383.3	408.9	374.1	351.9	340.7	310.1	316.2	2,420.7	322.6	283.6	5,512.1
	Debt Target	297.1	317.6	330.0	327.2	308.7	313.7	302.4	246.1	248.7	248.6	2,940.2
	Debt	264.0	275.5	277.3	256.8	232.4	213.0	233.2	1,262.3	241.4	207.6	3,463.5
	Over/(Under) Debt Target	(33.1)	(42.1)	(52.7)	(70.4)	(76.3)	(100.7)	(69.2)	1,016.2	(7.3)	(41.0)	523.4

Incremental Operating Impact of Capital

Net Expenditures (\$000s)	2016 Budget		2017 Plan		2018 Plan		2019 Plan		2020 Plan		2021 - 2025 Plan		2016 - 2025 Total	
	\$	Position	\$	Position	\$	Position	\$	Position	\$	Position	\$	Position	\$	Position
Previously Approved Projects														
<i>a. Fire Services</i>														
<i>Predictive Modelling Tool/Dynamic Staging</i>	60.0	-	-	-	-	-	-	-	-	-	-	-	60.0	-
<i>Computer Aided Dispatch Upgrade</i>	-	-	15.0	-	1.0	-	1.0	-	-	-	-	-	17.0	-
<i>Station B (Stn 144) Keele St (Downsview)</i>	-	-	2,075.0	21.0	-	-	-	-	-	-	-	-	2,075.0	21.0
<i>Station A (Stn 414) Hwy 27 and Rexdale Blvd</i>	-	-	-	-	2,075.0	21.0	-	-	-	-	-	-	2,075.0	21.0
<i>Emergency Phone System Replacement</i>	116.0	1.0	-	-	-	-	-	-	-	-	-	-	116.0	1.0
<i>Emergency Communication System Enhancement</i>	-	-	80.0	-	1.0	-	1.0	-	-	-	-	-	82.0	-
<i>Thermal Imaging Cameras</i>	-	-	145.0	-	-	-	-	-	-	-	-	-	145.0	-
<i>b. Waterfront Revitalization Initiative - Impact on City Divisions</i>														
<i>Parks, Forestry and Recreation</i>	293.0	1.3	-	-	180.0	2.5	2,953.5	41.3	-	-	3,682.4	51.6	7,108.9	96.7
<i>Toronto Water</i>	-	-	340.0	3.0	240.0	2.0	-	-	-	-	-	-	580.0	5.0
<i>Transportation</i>	191.1	-	27.7	-	6.2	-	3.8	-	-	-	-	-	228.8	-
<i>Solid Waste Management</i>	31.5	-	-	-	5.5	-	7.4	-	-	-	-	-	44.4	-
<i>c. Transportation Services</i>														
<i>Cycling Infrastructure</i>	510.0	-	-	-	-	-	-	-	-	-	-	-	510.0	-
Sub-Total	1,201.6	2.3	2,682.7	24.0	2,508.7	25.5	2,966.7	41.3	0.0	0.0	3,682.4	51.6	13,042.1	144.7
New Projects														
<i>a. Fire Services</i>														
<i>Replacement of CBRNE Equipment</i>			30.0	-							-	-	30	-
Sub-Total	0.0	0.0	30.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	30.0	0.0
New Projects - Future Year														
<i>None</i>													-	-
Sub-Total	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total	1,201.6	2.3	2,712.7	24.0	2,508.7	25.5	2,966.7	41.3	0.0	0.0	3,682.4	51.6	13,072.1	144.7

