



## City Budget 2012

## Parks, Forestry and Recreation Capital Budget Analyst Notes

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

# 2012–2021 Capital Program

## 2012 CAPITAL BUDGET ANALYST BRIEFING NOTES BUDGET COMMITTEE NOVEMBER 28, 2011

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## PART I: RECOMMENDATIONS

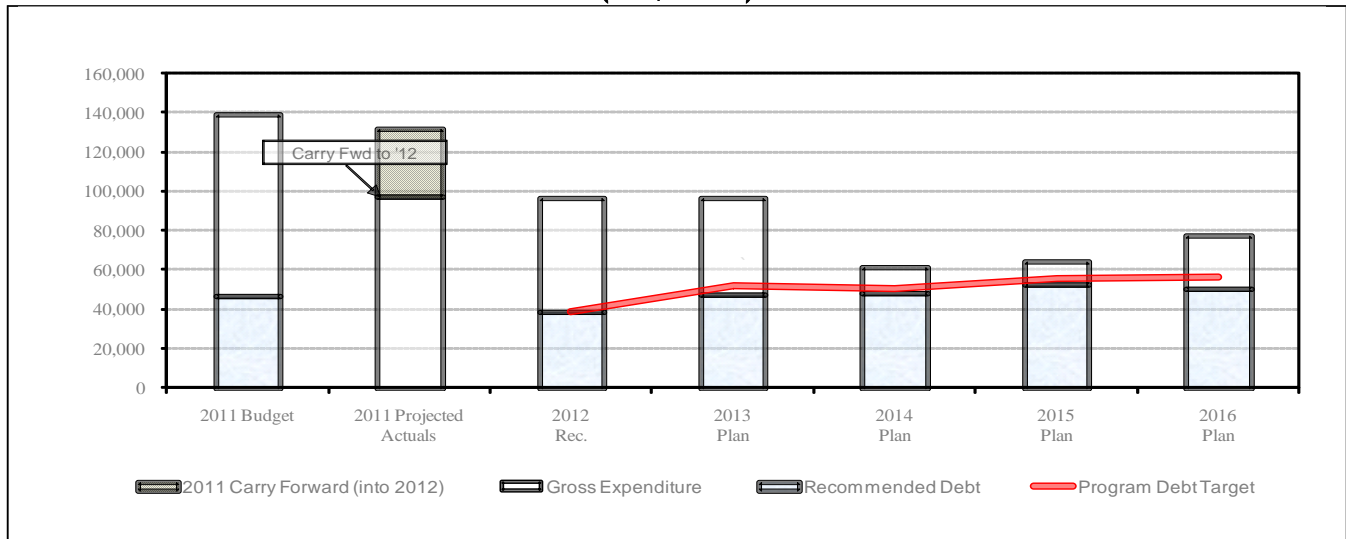
The City Manager and Chief Financial Officer recommend that:

1. Council approve the 2012 Recommended Capital Budget for Parks, Forestry and Recreation with a total project cost of \$61.533 million, and 2012 cash flow of \$130.781 million and future year commitments of \$50.826 million comprised of the following:
  - a) New Cash Flow Funding for:
    - i) 51 new/change in scope sub-projects with a 2012 total project cost of \$61.533 million that requires cash flow of \$50.805 million in 2012 and a future year commitment of \$10.728 million in 2013;
    - ii) 29 previously approved sub-projects with a 2012 cash flow of \$35.978 million and a future year commitment of \$33.521 million in 2013; and \$6.577 million in 2014;
    - iii) 13 sub-projects from previously approved projects with carry forward funding from 2010 and prior years requiring 2012 cash flow of \$9.681 million which forms part of the affordability target that requires Council to reaffirm its commitment; and
  - b) 2011 approved cash flow for 58 previously approved sub-projects with carry forward funding from 2011 and prior years into 2012 totaling \$34.317 million;
2. Council approve new debt service costs of \$0.930 million in 2012 and incremental debt costs of \$3.991 million in 2013, \$0.357 million in 2014 resulting from the approval of the 2012 Recommended Capital Budget, be included in the 2012 and future year operating budgets;
3. Council approve the 2013–2021 Recommended Capital Plan for Parks, Forestry and Recreation totaling \$613.443 million in project estimates, comprised of \$52.774 million in 2013; \$55.189 million in 2014; \$64.240 million in 2015; \$77.586 million in 2016; \$76.510 million in 2017; \$82.444 million in 2018; \$80.663 million in 2019; \$63.956 million in 2020; and, \$60.081 million in 2021;
4. Council consider operating impacts of \$2.005 million in 2012; \$4.400 million in 2013; \$3.235 million in 2014; and \$0.493 million in 2015 emanating from the approval of the 2012 Recommended Capital Budget for inclusion in the 2012 and future year operating budgets;

5. City Council approve 14 temporary capital positions for the delivery of new 2012 capital projects/sub-projects and that the duration for each temporary position not exceed the life and funding of its respective capital project/sub-project;
6. The Capital Emergency Fund sub-project be approved with funding of \$0.500 million for 2012 with the following conditions:
  - a) projects funded must be emergencies presenting a safety or security hazard, or impacting current operations, with a potential for significant damage resulting from the continuation of the problem identified;
  - b) all projects charged to the 2012 Capital Emergency Fund sub-project must be reported to Finance staff to ensure structures are provided to ensure accountability;
  - c) use of the funding must be reported in all variance reports; and
  - d) any unspent balance at year-end cannot be carried forward;
7. All sub-projects with third-party financing be approved conditionally, subject to the receipt of such funding during 2012 and, if such financing is not forthcoming, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs;
8. Parks, Forestry and Recreation in consultation with the Financial Planning Division, reassess the Major Facility Build Program capital sub-project in light of the finalized Recreation Service Plan and report on allocations and anticipated operating impacts through the 2013 Capital Budget process;
9. Parks, Forestry and Recreation in consultation with the Financial Planning Division, reassess the Parks and Trails Build Program capital sub-project in light of the finalized City-wide Parks Plan and report on allocations and anticipated operating impacts through the 2013 Capital Budget process;
10. Parks, Forestry and Recreation staff begin discussions to rationalize PF&R facilities to identify those that are underutilized, in disrepair or concentrated in areas of the City with facility gaps in order to maximize the use of the City's assets and enhance service system coordination.
11. Consistent with the 2011 Approved Operating Budget recommendation, Parks, Forestry and Recreation continue to review future impacts of capital projects on operating budgets and continue to consider alternative models for service delivery to mitigate future operating impacts.

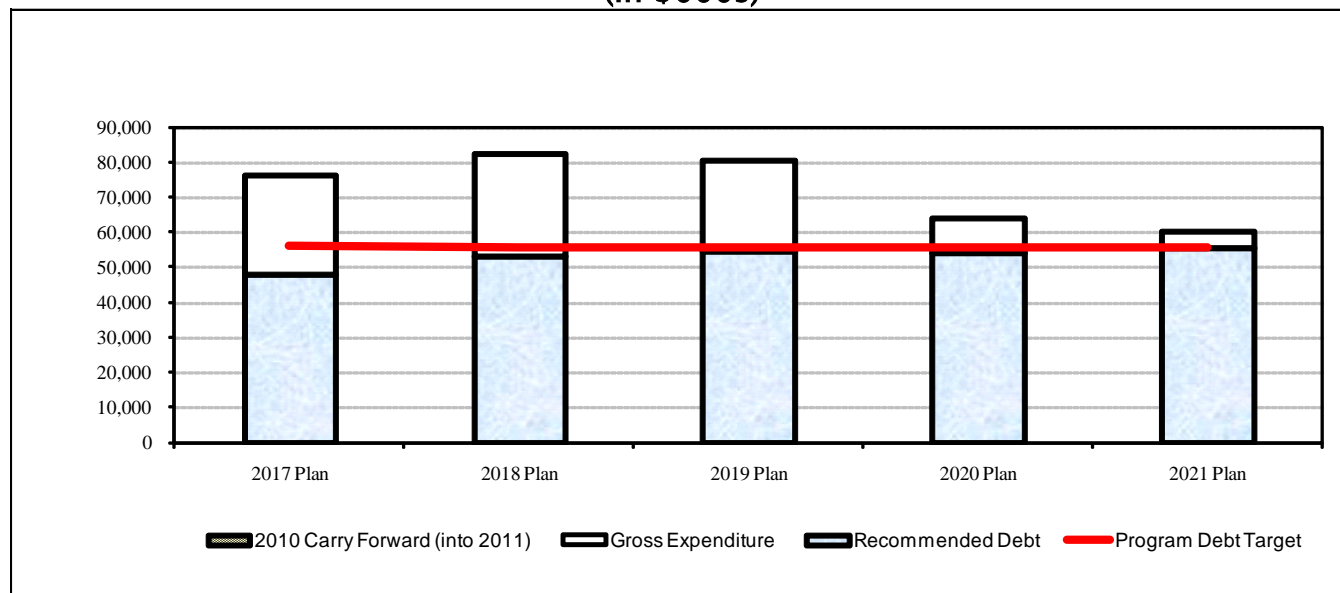
# PART II: 2012 – 2021 CAPITAL PROGRAM

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



	2011		2012 Rec. Budget and 2013-2016 Plan					2012-2016	5-Year Total
	Budget	Projected Actual	2012	2013	2014	2015	2016		
<b>Gross Expenditures:</b>									
2011 Capital Budget & Approved FY Commitments	139,309	97,729	35,978	33,521	6,577			76,076	19%
Recommended Changes to Approved FY Commitments									
2012 New/Change in Scope and Future Year Commitments			50,805	10,728				61,533	15%
2013 - 2016 Capital Plan Estimates				52,774	55,189	64,240	77,586	249,789	63%
2-Year Carry Forward for Reapproval			9,681					9,681	2%
1-Year Carry Forward to 2012		34,074	→						
<b>Total Gross Annual Expenditures &amp; Plan</b>	<b>139,309</b>	<b>131,803</b>	<b>96,464</b>	<b>97,023</b>	<b>61,766</b>	<b>64,240</b>	<b>77,586</b>	<b>397,079</b>	<b>100%</b>
<b>Program Debt Target</b>			<b>38,725</b>	<b>51,900</b>	<b>50,378</b>	<b>55,363</b>	<b>56,027</b>	<b>252,393</b>	
<b>Financing:</b>									
<b>Recommended Debt</b>	<b>46,887</b>		<b>38,725</b>	<b>47,471</b>	<b>48,563</b>	<b>52,633</b>	<b>50,398</b>	237,790	60%
Reserves/Reserve Funds	39,059		15,256	25,103	3,514	3,804	4,209	51,886	13%
Development Charges	19,501		22,639	12,368	3,727	7,483	17,472	63,689	16%
Debt - Recoverable	4,500		2,500	2,000				4,500	1%
Provincial/Federal	5,397								
Other Revenue	23,966		17,344	10,081	5,962	320	5,507	39,214	10%
<b>Total Financing</b>	<b>139,309</b>		<b>96,464</b>	<b>97,023</b>	<b>61,766</b>	<b>64,240</b>	<b>77,586</b>	<b>397,079</b>	<b>100%</b>
<b>By Project Category:</b>									
Health & Safety									
Legislated	7,848		1,200	100		100		1,400	0%
SOGR	39,984		39,972	41,903	42,500	45,307	44,915	214,597	54%
Service Improvement	43,341		22,899	23,771	12,030	16,733	18,727	94,160	24%
Growth Related	48,136		32,393	31,249	7,236	2,100	13,944	86,922	22%
<b>Total By Project Category</b>	<b>139,309</b>		<b>96,464</b>	<b>97,023</b>	<b>61,766</b>	<b>64,240</b>	<b>77,586</b>	<b>397,079</b>	<b>100%</b>
Asset Value - end of each year (\$)	1,546,028		1,603,141	1,695,414	1,768,867	1,829,742	1,903,608		
Yearly SOGR Backlog Estimate (not addressed by current plan)			62,448	13,566	(7,467)	18,526	38,649		
Accumulated Backlog Estimate (end of year)	237,398		299,846	313,412	305,945	324,471	363,120		
Backlog: Percentage of Asset Value (%)	15.4%		18.7%	18.5%	17.3%	17.7%	19.1%		
Debt Service Costs			930	5,093	6,199	6,415	6,786	25,423	
Operating Impact on Program Costs			2,005	4,485	3,800	1,185	911	12,386	
New Positions			14					14	

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



	2017 - 2021 Capital Plan						10-Year Total Percent
	2017	2018	2019	2020	2021	2012-2021	
<b>Gross Expenditures:</b>							
2011 Capital Budget & Approved FY Commitments						76,076	10%
Recommended Changes to Approved FY Commitments							
2012 New/Change in Scope and Future Year Commitments						61,533	8%
2017 - 2021 Capital Plan Estimates	76,510	82,444	80,663	63,956	60,081	613,443	81%
2-Year Carry Forward for Reapproval						9,681	1%
<b>Total Gross Annual Expenditures &amp; Plan</b>	<b>76,510</b>	<b>82,444</b>	<b>80,663</b>	<b>63,956</b>	<b>60,081</b>	<b>760,733</b>	<b>100%</b>
<b>Program Debt Target</b>	<b>55,983</b>	<b>55,719</b>	<b>55,719</b>	<b>55,719</b>	<b>55,719</b>	<b>531,252</b>	
<b>Financing:</b>							
<b>Recommended Debt</b>	<b>48,194</b>	<b>53,132</b>	<b>54,576</b>	<b>54,119</b>	<b>55,719</b>	503,530	66%
Reserves/Reserve Funds	5,660	13,997	4,578	3,935	3,542	83,598	11%
Development Charges	22,006	9,040	7,809	5,852	245	108,641	14%
Debt - Recoverable						4,500	1%
Provincial/Federal							
Other Revenue	650	6,275	13,700	50	575	60,464	8%
<b>Total Financing</b>	<b>76,510</b>	<b>82,444</b>	<b>80,663</b>	<b>63,956</b>	<b>60,081</b>	<b>760,733</b>	<b>100%</b>
<b>By Project Category:</b>							
Health & Safety							
Legislated	100		100			1,600	1%
SOGR	42,675	43,106	45,706	45,226	45,656	436,966	57%
Service Improvement	19,343	24,638	23,057	11,530	12,525	185,253	24%
Growth Related	14,392	14,700	11,800	7,200	1,900	136,914	18%
<b>Total By Project Category</b>	<b>76,510</b>	<b>82,444</b>	<b>80,663</b>	<b>63,956</b>	<b>60,081</b>	<b>760,733</b>	<b>100%</b>
Asset Value - end of each year (\$)	1,968,883	2,029,777	2,140,915	2,196,446	2,266,302		
Yearly SOGR Backlog Estimate (not addressed by current plan)	15,709	44,148	(25,053)	(4,930)	(30,728)		
Accumulated Backlog Estimate (end of year)	378,829	422,977	397,924	392,994	362,266		
Backlog: Percentage of Asset Value (%)	19.2%	20.8%	18.6%	17.9%	16.0%		
Debt Service Costs	6,497	6,389	6,943	7,083	7,075	59,410	
Operating Impact on Program Costs	1,817	1,454	2,808	1,185	1,022	20,672	
New Positions						14	

## 10–Year Capital Plan Overview

- The 10–Year Recommended Capital Plan for Parks, Forestry and Recreation focuses on maintaining the health and safety and state-of-good-repair of existing assets valued at \$5.5 billion which includes 7,527 hectares of parkland, 580 km of trails and pathways, 63 indoor and 59 outdoor pools, 183 water play areas, 40 indoor arenas and 51 artificial ice rinks, 134 community centres, 5 golf courses, 858 playgrounds, 4 stadiums and 265 tennis courts and sports pads.
- The 10–Year Recommended Capital Plan for Parks, Forestry and Recreation, excluding 2011 funding carried forward to 2012, totals \$760.733 million of which \$503.530 million or 66% is financed by debt. This is within the City's debt affordability target for each year and \$27.722 million below the debt affordability target for the 10 year period. The remaining funding consists of Reserve Funds of \$83.598 million, Development Charges of \$108.641 million, \$60.464 million of Other Revenue derived from Section 37 funds and Parkland dedication and \$4.500 million of recoverable debt.
- The 10–Year Recommended Capital Plan allocates 1% of the total cash flow funding for Legislated projects at \$1.600 million, 57% for State of Good Repair projects at \$436.966 million, 24% for Service Improvement projects at \$185.253 million and 18% for Growth Related projects at \$136.914 million.
- The 10–Year Recommended Capital Plan will address part of the current state-of-good-repair (SOGR) backlog of \$237.398 million or 15.4% of the \$1.5 billion asset replacement value as of December 31, 2011. Notwithstanding this, the SOGR backlog is projected to be \$363.120 million or 19.1% of the asset replacement value by the end of 2016 and \$362.266 million or 16% of the asset value by 2021.
- Despite the total funding of \$436.966 million over the 10 years, the SOGR backlog continues to grow. SOGR backlog is further impacted by annual parkland and facility additions to assets by way of the development review process (Section 37/45) as well as Waterfront Toronto developments.
- Operating Budget impacts arising from the 10–Year Recommended Capital Plan completed capital projects total \$20.672 million. The operating impacts result from added costs required to operate outdoor recreation centres, new park land, playgrounds/waterplay, pools, trails and pathways, environmental initiatives and community centres.
- The 2012 Recommended Capital Budget of previously approved and new/change in scope projects (excluding 2011 carry forward funding into 2012) of \$96.464 million is 41.4% allocated to state of good repair projects at \$39.972 million; 23.8% to service

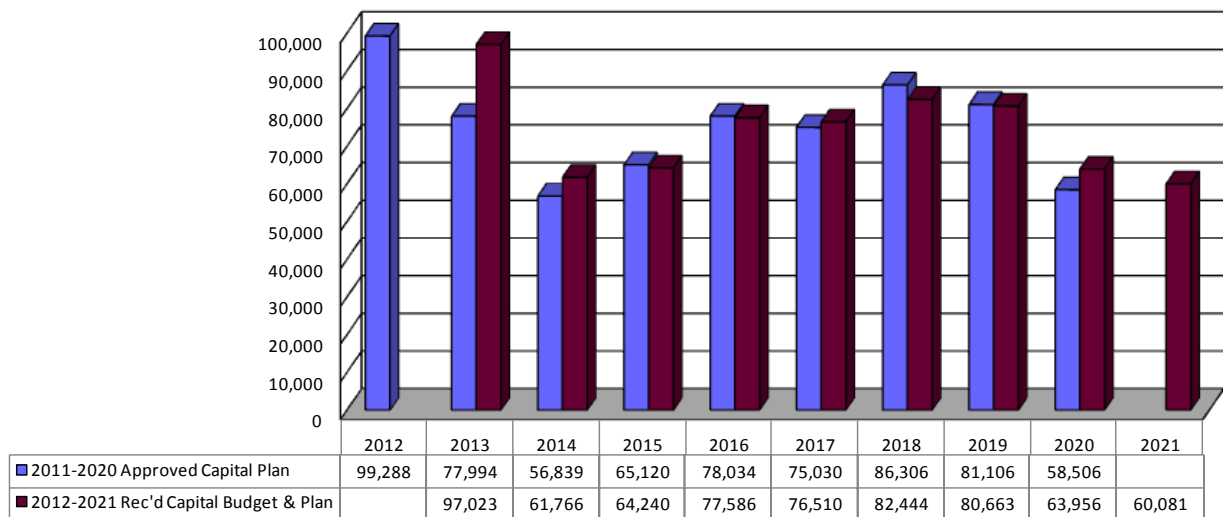


improvement projects at \$22.899 million; 33.6% to growth projects at \$32.393 million; and 1.2% or \$1.200 million to legislated projects.

- Approval of the 2012 Recommended Capital Budget will result in a commitment to future year funding for new/change in scope projects of \$10.728 million in 2013.
- During 2012, Parks, Forestry and Recreation will reassess the Major Facility and Parks & Trails Build Programs in light of the finalized Recreation Service and Parks Plans and include detailed project allocations and operating impacts for these capital projects in the 2013 Capital Budget submission. In addition, PF&R will begin to rationalize its existing facilities in order to maximize the use of the City's assets and enhance service system coordination.

**Key Changes to the 2011 – 2020 Approved Capital Plan**

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



- The 2012–2021 Recommended Capital Plan of \$760.733 million is \$6.382 million or 0.83% below the 2011–2020 Approved Capital Plan of \$767.115 million.
- The 2011–2020 Approved Capital Plan has been revised to include additional funding for Leaside Memorial Gardens Arena expansion (\$3.000 million in 2013), Grange Park construction (\$4.784 million in 2012), and various service improvement projects (mostly park development) funded by Section 37/45, Reserve Funds, cash-in-lieu, recoverable debt and donations.
- Adjustments have been incorporated into the 2012–2021 Recommended Capital Plan to reflect the revised project schedules and changes in funding allocations for various community centres including:



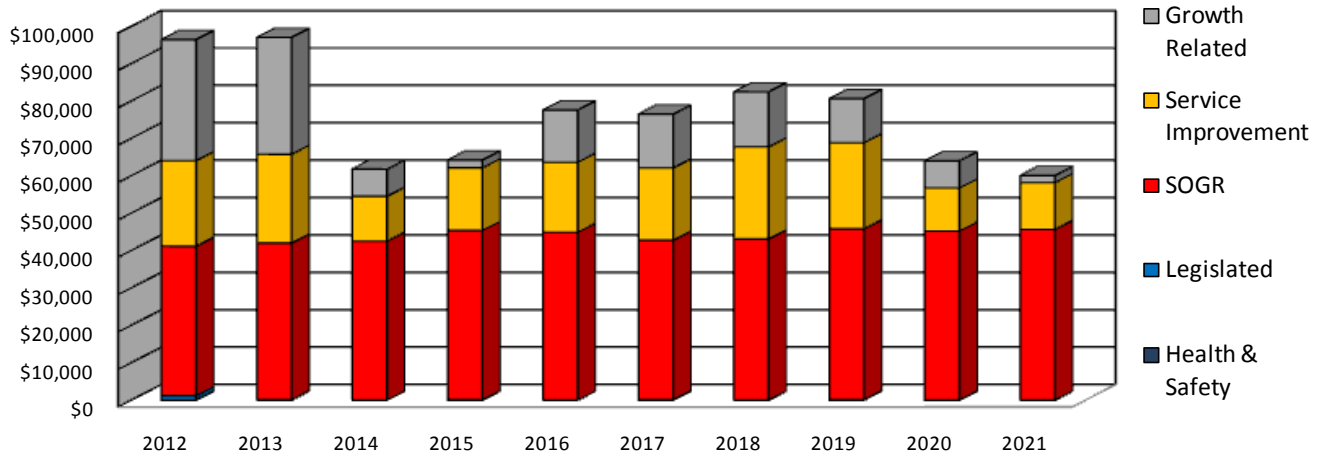
- \$8.000 million for Regent Park Community Centre was deferred from 2012 to 2013;
  - \$5.962 million for Canadian Tire Community Centre was deferred from 2012 to 2014;
  - \$15.600 million for Western North York Community Centre was deferred from 2015 to 2016 onwards; and
  - \$3.200 million for Birchmount Community Centre double gym and \$3.500 million for O'Connor Community Centre expansion were deferred by one year from 2015 to 2016 onwards.
- \$1.003 million in funding for 311 Customer Service Strategy project that will integrate PF&R's work management system with the 311 Customer Relationship management system has been deferred from 2011 to 2013.
  - There has also been a deferral of spending in the amount of \$1.547 million from 2012 to 2013 for new fleet used by Urban Forestry branch for parks area maintenance to reflect the revised Urban Forestry Service Plan.
  - The total project cost for Information Technology project was reflected in the total project cost for Facility Components capital project as IT sub-projects were part of Facility Components project in the 2011–2020 Capital Plan before they were moved into a separate project to make them clearly identifiable in the 2012–2021 Recommended Capital Plan.
  - The following chart details the key project changes to the 2011–2020 Approved Capital Plan.

**Summary of Project Changes**  
(In \$000s)

Key Projects	Total Project Cost	2,012	2,013	2,014	2,015	2,016	2,017	2,018	2,019	2,020	2012 - 2020	Revised Total Project Cost
Facility Components	83,947	(2,250)	(3,222)	(3,325)	(3,395)	(443)	(485)	(1,027)	(1,023)	(200)	(15,370)	68,577
Land Acquisition	1,800	1,250	0	0	0	0	0	0	0	0	1,250	3,050
Outdoor Recreation Centres	39,060	0	(15)	0	200	4,000	0	0	0	0	4,185	43,245
Park Development	78,546	4,090	5,958	(875)	163	1,043	(235)	(2,435)	(720)	50	7,039	85,585
Parking Lot and Tennis Courts	31,528	50	0	50	0	300	0	0	0	0	400	31,928
Playground/Waterplay	26,750	725	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(75)	26,675
Pool	48,525	2,557	0	0	0	0	0	0	0	0	2,557	51,082
Arena	88,550	1,041	3,000	0	0	0	0	0	0	0	4,041	92,591
Trails & Pathways	29,535	0	358	(50)	(350)	0	0	0	0	0	(42)	29,493
Environmental Initiatives	22,493	200	0	0	0	0	0	0	0	0	200	22,693
Special Facilities	57,600	(1,000)	(1,650)	(1,050)	(800)	0	0	0	0	0	(4,500)	53,100
Community Centres	169,889	(9,762)	9,600	6,077	(298)	(6,923)	2,100	(500)	1,200	5,500	6,994	176,883
Information Technology	0	275	5,100	4,200	3,700	1,675	200	200	200	200	15,750	15,750
<b>Total Change</b>	<b>678,223</b>	<b>(2,824)</b>	<b>19,029</b>	<b>4,927</b>	<b>(880)</b>	<b>(448)</b>	<b>1,480</b>	<b>(3,862)</b>	<b>(443)</b>	<b>5,450</b>	<b>22,429</b>	<b>700,652</b>

2012 – 2021 Recommended Capital Plan

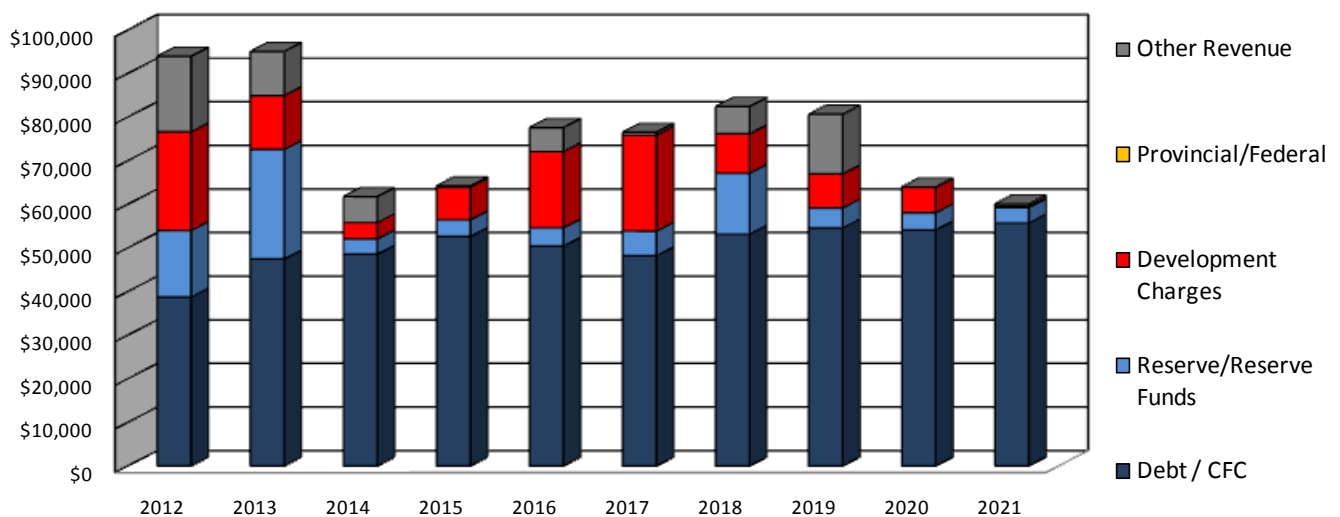
2012–2021 Capital Plan by Project Category  
(In \$000s)



- The 10–Year Recommended Capital Plan of \$760.733 million provides funding for Legislated projects of \$1.600 million, State of Good Repair projects of \$436.966 million, Service Improvement projects of \$185.253 million and Growth Related projects of \$136.914 million.
- There are no Health and Safety projects in the 10–Year Capital Plan for Parks, Forestry and Recreation.
- Legislated projects account for \$1.600 million or 1% of funding included in the Recommended 10–Year Capital Plan and include mandatory structural inspection projects and remediation of the Grand/Manitoba site which is the land of the former Mimico sewage treatment plant planned to be converted into park.
- State of Good Repair projects account for \$214.597 million or 54% of the funds allocated in the 2012 Recommended Budget and 2013–2016 Plan and \$436.966 million or 57% over the 10–Year Capital Plan period. State of Good Repair projects also account for 87% of the Program's debt target over the 10 year period.
  - The primary focus of the budget is the repair or replacement of aging infrastructure and facilities. Therefore, spending on SOGR projects is steady over the 10–Year Capital Plan period averaging \$43.697 million per year.
- Service Improvement projects represent \$94.160 million or 24% of total funding for the first 5 years and \$185.253 million or 24% over 10 years. The largest service improvement projects in the 10–Year Plan include the expansion of Leaside Memorial Gardens Arena and Don Mills Civitan Arena, improvements to various community centres, IT projects, and Major Facility and Parks and Trails Build Programs.

- Spending on Service Improvement projects driven by density increases is variable throughout the 10 year period as it is dependent on the amount of Development Charge funding that becomes available in each year. The Development Charge By-law stipulates that any project that is eligible for DC funding must be included in the 10-Year Recommended Capital Plan.
- As well, any Service Improvement projects funded by Section 37/45/42, Cash-In-Lieu, or donations are added to the 10-Year Capital Plan as required or as funds are received, adding to the variability of spending on these types of projects.
- Service Improvement projects also include Major Facility Build and Parks & Trails Build Programs which are debt funded. These capital works programs will build on the outcomes and recommendations of the Division's Recreation Service Plan and Parks Plan and will be revised accordingly once the plans are finalized.
- Growth Related projects represent \$86.922 million or 22% of the funding included in the 2012 Recommended Budget and 2013–2016 Plan and \$136.914 million or 18% over the 10-Year Capital Plan.
  - Spending on Growth Related projects is higher in the first 2 years of the 10-Year Recommended Capital Plan period since the first 2 years of the Plan include major previously approved projects such as the Regent Park Aquatic Centre, Regent Park Community Centre, York Community Centre, and Railway Lands Community Centre.

**2012–2021 Capital Plan by Funding Source  
(In \$000s)**



- The 10–Year Recommended Capital Plan of \$760.733 million will be financed by \$503.530 million of debt, \$83.598 million from Reserve Funds, \$108.641 million of Development Charges funding, and Other Revenues such as donations, recoverable debt and partnership funding of \$64.964 million.
- Debt constitutes \$237.790 million or 60% of the financing of the 2012 Recommended Budget and 2013–2016 Capital Plan and amounts to \$503.530 million or 66% of the 10–Year Recommended Capital Plan.
  - Debt financing is lower in the first 2 years of the 10 year period due to the Infrastructure Stimulus Funding program, approved in 2009, which had the effect of moving SOGR projects and their associated debt targets forward in the 10–Year Capital Plan planning period, resulting in less debt financing for the first 3 years.
  - The 2012–2021 Recommended Capital Plan meets the annual debt target in 2012 and 2021 and is below the annual debt target by \$4.429 million in 2013, \$1.815 million in 2014, \$2.730 million in 2015, \$5.629 million in 2016, \$7.789 million in 2017, \$2.587 million in 2018 and \$1.143 million in 2019 and \$1.600 million in 2020. Overall, the 10–Year Recommended Capital Plan is \$27.722 million below the debt affordability target for the 10 year period.
- Reserves/Reserve Funds constitute \$51.886 million or 13% of required funding in the first 5 years and \$83.598 million or 11% over 10 years.
  - Reserve Fund financing is higher in the first 2 years of the 10–Year Capital Plan since more funding is available in the earlier years. Each year Parks, Forestry and Recreation examines how much Section 42 (cash in lieu of parkland dedication) funding has been received and depending on capacity to deliver, projects are added to the 10–Year Plan.
- Development Charges account for \$63.689 million or 16% of total funding over 5 years and \$108.641 million or 14% over 10 years.
  - Financing from Development Charges varies with availability and depletion of development charges over time and use is dependent on percentage caps on how much can be used and eligibility criteria for specific projects identified in the DC By–Law Background Study.
  - Development Charges funding has been carefully reviewed in 2011 and additional DC funding that has become available was distributed among qualifying projects which reduced debt funding by \$27.722 million over the 10–Year Capital Plan.
- Other Revenues such as Section 37 and 45 funding, donations, recoverable debt and partnership funding account for \$43.714 million or 11% of the 2012 Recommended Budget and 2013–2016 Plan and \$64.964 million or 9% over the 10–Year Capital Plan

and include such projects as Grange Park construction, Wellesley Community Centre Pool, and Canadian Tire Community Centre construction.

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

	2012 Total Project Cost	2012 Rec. Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2012-2021 Total
<b>State of Good Repair (incl. H&amp;S , &amp; Leg.)</b>												
Various Facility Rehabilitation	26,125	2,000	2,125	2,125	3,125	3,125	2,375	2,125	3,125	2,875	3,125	26,125
Various Parks Rehabilitation	24,125		2,125	2,125	3,125	3,125	2,375	2,125	3,125	2,875	3,125	24,125
City Environmental Initiatives	23,693	2,250	2,250	2,350	2,350	2,350	2,350	2,431	2,431	2,431	2,500	23,693
Play Equipment Program	13,500		1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	13,500
Outdoor Recreation Centres Capital Asset Management Plan (CAMP)	24,000	2,000	3,000	2,000	2,000	2,000	2,000	2,000	3,000	3,000	3,000	24,000
Parking Lots & Tennis Courts (CAMP)	35,128	3,050	3,728	3,550	3,500	3,800	3,500	3,500	3,500	3,500	3,500	35,128
Waterplay (CAMP)	9,100	1,000	900	900	900	900	900	900	900	900	900	9,100
Pools (CAMP)	40,000	3,500	4,500	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	40,000
Arenas (CAMP)	71,950	7,550	6,000	7,300	7,300	7,300	7,300	7,300	7,300	7,300	7,300	71,950
Trails & Pathways & Bridges (CAMP)	24,150	500	900	2,750	2,750	2,750	2,750	2,750	3,000	3,000	3,000	24,150
Building & Structures (CAMP)	30,925	2,650	3,300	3,225	3,150	3,150	3,150	3,150	3,150	3,000	3,000	30,925
Community Centres (CAMP)	60,353	6,975	6,750	5,600	6,332	5,945	5,600	5,600	5,850	5,820	5,881	60,353
Other SOGR Projects	53,917	8,497	4,825	5,075	5,275	4,970	4,875	5,725	4,825	5,025	4,825	53,917
<b>Sub-Total</b>	<b>436,966</b>	<b>39,972</b>	<b>41,903</b>	<b>42,500</b>	<b>45,307</b>	<b>44,915</b>	<b>42,675</b>	<b>43,106</b>	<b>45,706</b>	<b>45,226</b>	<b>45,656</b>	<b>436,966</b>
<b>Service Improvements</b>												
West Rouge Canoe Club - Clubhouse Rebuild	650	50	600									650
Wellesley Community Centre Pool	12,000						600	5,700	5,700			12,000
Leaside Memorial Gardens Arena - Add'l Ice Pad	5,000	5,000										5,000
Leaside MG Expansion - Increased Cost	3,000		3,000									3,000
Don Mills Civitan - Replacement of Arena	17,500						500	9,000	8,000			17,500
Earl Bales Park - Gym	2,200	2,200										2,200
Birchmount Community Centre - Build Double Gym	3,200					200	3,000					3,200
O'Connor Community Centre Expansion	3,500					500	3,000					3,500
PF&R Major Facility Build Program FY 2013-2021	26,582		100	1,200	2,000	2,762	2,940	4,048	4,052	4,605	4,875	26,582
311 Customer Service Strategy	1,003		1,003									1,003
IT Projects	16,800	1,125	5,100	4,200	3,700	1,675	200	200	200	200	200	16,800
Sports Fields	14,500	500	1,200	1,500	1,700	1,500	1,700	1,500	1,700	1,500	1,700	14,500
Parks and Trails Build Program	26,106		100	1,200	2,538	3,570	2,778	3,065	3,105	4,875	4,875	26,106
Other Service Improvements Projects	53,212	14,024	12,668	3,930	6,795	8,520	4,625	1,125	300	350	875	53,212
<b>Sub-Total</b>	<b>185,253</b>	<b>22,899</b>	<b>23,771</b>	<b>12,030</b>	<b>16,733</b>	<b>18,727</b>	<b>19,343</b>	<b>24,638</b>	<b>23,057</b>	<b>11,530</b>	<b>12,525</b>	<b>185,253</b>
<b>Growth Related</b>												
Earl Bales Fieldhouse Upgrade & Expansion	6,300				300	6,000						6,300
Regent Park Aquatic Centre	2,557	2,557										2,557
Regent Park Aquatic Centre - Additional Cash Flow	300	300										300
40 Wabash Parkdale - New Community Centre	12,600							500	3,500	7,000	1,600	12,600
Western North York New Community Centre	15,600					500	3,500	7,000	4,600			15,600
North East Scarborough New Community Centre	21,500				500	3,500	7,000	7,000	3,500			21,500
York Community Centre - New Facility	19,500	15,000	4,500									19,500
York Community Centre - Increased Cost	3,000		3,000									3,000
Canadian Tire Community Centre Construction	12,124	100	6,062	5,962								12,124
Regent Park Community Centre Construction	15,300	7,300	8,000									15,300
Railway Lands New Community Centre	11,345	2,986	8,359									11,345
Other Growth Related Projects	16,788	4,150	1,328	1,274	1,300	3,944	3,892	200	200	200	300	16,788
<b>Sub-Total</b>	<b>136,914</b>	<b>32,393</b>	<b>31,249</b>	<b>7,236</b>	<b>2,100</b>	<b>13,944</b>	<b>14,392</b>	<b>14,700</b>	<b>11,800</b>	<b>7,200</b>	<b>1,900</b>	<b>136,914</b>
<b>Legislated</b>	<b>1,600</b>	<b>1,200</b>	<b>100</b>		<b>100</b>		<b>100</b>		<b>100</b>			<b>1,600</b>
<b>Total</b>	<b>760,733</b>	<b>96,464</b>	<b>97,023</b>	<b>61,766</b>	<b>64,240</b>	<b>77,586</b>	<b>76,510</b>	<b>82,444</b>	<b>80,663</b>	<b>63,956</b>	<b>60,081</b>	<b>760,733</b>

## Major Capital Initiatives

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

- The 10-Year Recommended Capital Plan allocates funds to repair and replace various aging infrastructure and facilities: \$50.067 million for Facility Components, \$24.000 million for Outdoor Recreation Centres, \$40.000 million for Pools, \$72.550 million for Arenas, \$56.025 million for Special Facilities, and \$60.353 million for Community Centres.
- Average spending on SOGR projects is \$43.697 million per year over 10 year period with key projects including Capital Asset Management Plan (CAMP) projects, City-Wide Environmental Initiatives and Various Parks and Facilities Rehabilitation projects.

*Service Improvements*

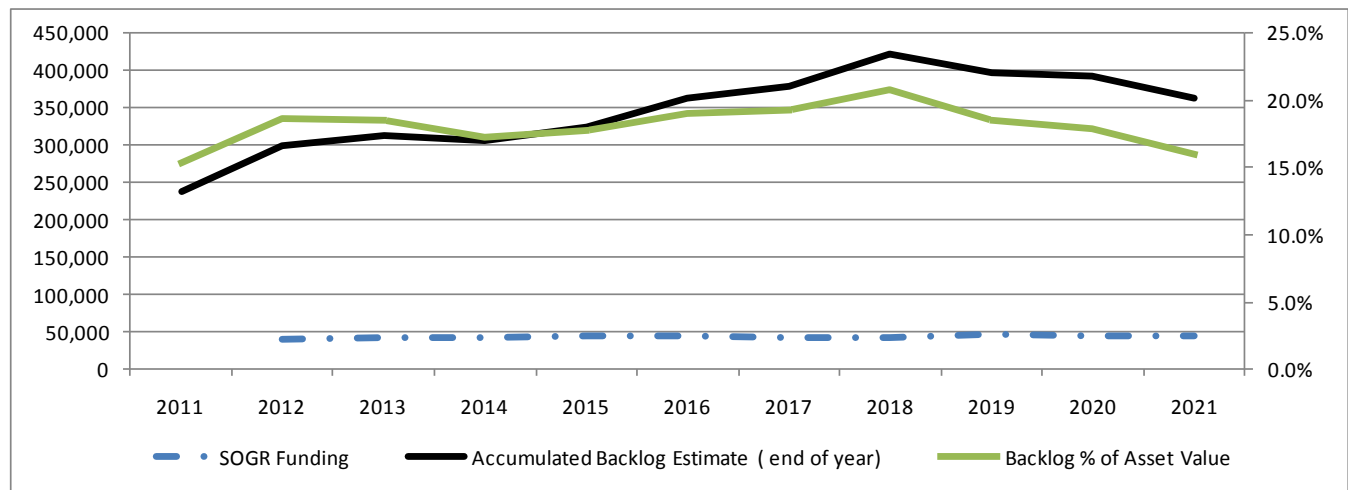
- The 2012–2021 Recommended Capital Plan includes funding of \$56.837 million for Park Development projects, \$28.435 million for Facility Component projects, \$27.341 million for Arenas, \$17.645 million for Outdoor Recreation Centres, \$12.225 million for pools, and \$15.950 million for Information Technology projects.
- Major service improvement sub-projects include \$8.000 million for the expansion of the Leaside Memorial Gardens Arena, \$17.500 million for the replacement of the Don Mills Civitan arena, \$12.000 million for the construction of the Wellesley Community Centre pool and \$15.950 million for the Division's IT projects.
- Key IT projects include Work & Asset Management and Mapping Solution project, Customer Service/eService project and HR Management project which will support and improve service delivery.

*Growth Related*

- The 2012–2021 Recommended Capital Plan includes funding of \$136.914 million for the expansion or construction of various community centres like York Community Centre, Railway Lands Community Centre, and Regent Park Community Centre.

**State of Good Repair (SOGR) Backlog**

**SOGR Funding & Backlog  
(In \$000s)**



- Parks, Forestry and Recreation Division manages an asset inventory valued at over \$5.5 billion.

- Physical infrastructure such as pools, play areas, arenas, recreation centres, bridges, vessels, tennis courts, and sports pads comprise approximately \$1.5 billion. Land such as parks and golf courses account for the remaining \$4 billion.
- The 2011 year end value of state-of-good-repair backlog is estimated at \$237.398 million representing 15.4% of the replacement value of physical assets of \$1.5 billion.
- Projected state-of-good-repair backlog is expected to reach \$363.120 million or 19.1% of the physical asset value in 2016 and decline slightly to \$362.266 million or 16% of the asset replacement value by 2021.
- The increase in SOGR backlog, particularly between 2015 and 2020, is mainly due to the change in method of auditing SOGR. The SOGR numbers in prior years were based on visual inspections to determine the maintenance required to extend the asset lifespan. The future years (2015 onward) SOGR numbers are based on due diligence audits which provide a more comprehensive assessment to confirm the scope of the repairs and the detailed costs associated with the rehabilitation requirements.
- The Program's Capital Asset Management Plan (CAMP) multi-year projects total \$314.956 million or an average of \$31.496 million per year in the 10-Year Recommended Capital Plan.
- Despite the total funding of \$436.966 million over the 10 years, the SOGR backlog continues to grow. SOGR backlog is further impacted by annual parkland and facility additions to assets by way of the development review process (Section 37/45) as well as Waterfront Toronto developments.

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

	2012 Rec. Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2012- 2021 Total
<b>2012 Recommended Capital Budget</b>											
Program Cost (Net)	2,005	4,400	3,235	493							10,133
Approved Positions	26	48	33	4							111
<b>Recommended 10-Year Capital Plan</b>											
Program Cost (Net)		85	565	692	911	1,817	1,454	2,808	1,185	1,022	10,539
Approved Positions		1	7	8	11	19	16	28	17	14	122
<b>Total</b>											
Program Gross	2,005	4,485	3,800	1,185	911	1,817	1,454	2,808	1,185	1,022	20,672
Approved Positions	26	49	40	13	11	19	16	28	17	14	233

The operating impacts identified here arise from the 10-Year Recommended Capital Plan and are related only to completed capital projects in Parks, Forestry and Recreation capital program.



- The 2012 operating impacts mainly arise from park development and outdoor recreation centre capital projects such as the Dogs Off–Leash Area Improvements and Ash Bridges Bay Sports Field Lighting, as well as the Division's IT projects;
- The 2013 and future years operating impacts will primarily result from the opening of new community centres namely the North East Scarborough Community Centre, Western North York Community Centre, and 40 Wabash Parkdale Community Centre. Other key capital projects that will add to future operating impacts include Earl Bales Fieldhouse Upgrade and Expansion, Gore Park development, Wellesley Community Centre Pool.
- In addition, Waterfront Revitalization projects as well as projects utilizing Section 37/45 benefits result in added on–going maintenance and operating programming costs not identified here but included annually in Parks, Forestry and Recreation's Operating Budgets. For example, the 2012 Recommended Operating Budget for Parks, Forestry and Recreation will include \$1.025 million for ongoing maintenance for Waterfront parks such as Don River Park which will be completed in late 2011 / early 2012 and Port Union Waterfront Park (Phase 2) which will open in 2012.
- There are no operating impacts attributed to the Major Facility Build and Parks & Trails Build Programs. Operating impacts for these capital projects will be identified once the revised project allocations are confirmed in 2013.

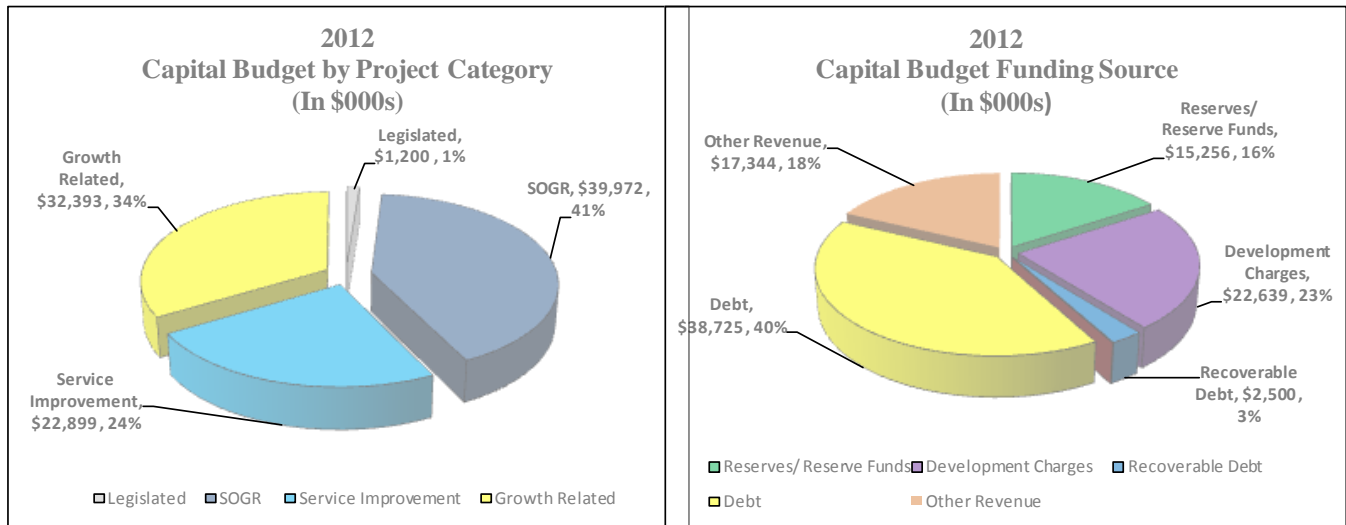
**Capital Project Delivery, Temporary Positions**  
(In \$000s)

Position Title	CAPTOR Project Number	# of Positions	Project Delivery		Salary and Benefits \$ Amount				
			Start Date	End Date	2012	2013	2014	2015	2016 to 2021
Project Manager	IT11	1.0	01/01/12	12/31/12	99.7				
Information Architect	IT42	1.0	01/01/12	12/31/12	103.1				
Project Manager	IT11	1.0	01/01/12	12/31/15	99.7	101.7	103.7	105.8	
Senior GIS Technician	IT11	1.0	01/01/12	12/31/15	92.8	94.7	96.6	98.5	
Systems Integrator 1	IT11	1.0	01/01/12	12/31/15	103.1	105.2	107.3	109.4	
Project Manager	IT11	1.0	01/01/12	12/31/13	99.7	101.7			
Systems Integrator 1	IT11	1.0	01/01/12	12/31/13	103.1	105.2			
Project Manager	IT6	1.0	01/01/12	12/31/14	99.7	101.7	103.7		
Systems Integrator 1	IT6	1.0	01/01/12	12/31/14	103.1	105.2	107.3		
Project Manager	IT6	1.0	01/01/12	12/31/14	99.7	101.7	103.7		
Systems Integrator 1	IT42	2.0	01/01/12	12/31/12	206.2				
Business Analyst	All of the above	2.0	01/01/12	12/31/15	171.8	175.2	178.7	182.3	
<b>Total</b>		<b>14.0</b>			<b>1,381.8</b>	<b>992.2</b>	<b>801.0</b>	<b>496.0</b>	<b>0.0</b>

- The 14 new temporary capital project delivery positions will be working on various Information Technology projects including Work & Asset Management and Mapping Solution project (IT11), Customer Service/eService project (IT42) and HR Management project (IT6).
- These positions will provide a diverse range of services including, but not limited to, the following responsibilities:
  - Project managers will lead the project teams, be responsible for the planning, development and implementation stages of the project; be accountable for project budgeting, financial management and quality assurance; establish, implement and monitor performance; and report to management, stakeholders and Council on project status.
  - The Information Architect position will provide architectural direction for the web technologies; provide guidance on new technologies and products to be used to improve the Division's ability to deliver quality and timely service; and manage web pages to ensure information is accurate and up to date.
  - Senior GIS Technician will provide support and technical advice regarding data and software; facilitate requirements for geospatial products and support; perform geospatial data analysis, compilation, organization interpretation and dissemination; and produce data sets, digital files and reports.
  - Systems Integrators will lead analysis, development and implementation of Geospatial Asset Inventory System; determine business requirements; develop test strategy, test cases and test scripts for the system; conduct walk-through of deliverables to identify potential problems; and prepare training materials for use by clients and staff.
  - Business Analysts will prepare business cases, feasibility studies, project plans, business/functional/technical requirements, design documents, training plans and user documentation; develop test strategies, plans and execute test results; prepare data models and training materials, as well as train future users.
- It is recommended that Council approve these 14 temporary capital positions for the delivery of new 2012 capital projects/sub-projects and that the duration for each temporary position not exceed the life and funding of its respective capital project/sub-project.

**PART III – 2012 RECOMMENDED CAPITAL BUDGET**

**2012 Capital Budget by Project Category and Funding Source**



- The Parks, Forestry and Recreation's 2012 Recommended Capital Budget of \$96.464 million meets the City's affordability debt target of \$38.725 million.
- The 2012 Recommended Capital Budget for Parks, Forestry and Recreation will fund \$1.200 million (1%) in Legislated projects, \$39.972 million (41%) in State of Good Repair (SOGR) projects, \$22.899 million (24%) in Service Improvement projects, and \$32.393 (34%) in Growth Related projects.
  - Combined funding for Service Improvement and Growth Related capital projects of \$55.292 million is greater than SOGR funding of \$39.972 million because of the Infrastructure Stimulus Funding program in 2009 which moved forward many SOGR projects within the 10–Year Capital Plan period.
- The 2012 Recommended Capital Budget will be financed from \$38.725 million (40%) of debt, \$15.256 million (16%) from Reserve Funds, \$22.639 million (23%) of Development Charges, and Other Revenues such as Section 37 and 45 funding, donations, recoverable debt and partnership funding of \$19.844 million (21%).

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

	2010 & Prior Year Carry Forward	2012 Previously Approved Cash Flow Commitments	2012 New Cash Flow Rec'd	2012 Total Cash Flow Rec'd	2011 Carry Forwards	Total 2012 Cash Flow (Incl 2010 C/Fwd)	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total Cost
<b>Expenditures</b>																
Previously Approved	9,681	35,978		45,659	34,317	79,976	33,521	6,577								120,074
Change in Scope							3,000									3,000
New			50,805	50,805		50,805	7,728									58,533
New w/Future Year																0
<b>Total Expenditure</b>	9,681	35,978	50,805	96,464	34,317	130,781	44,249	6,577	0	0	0	0	0	0	0	181,607
<b>Financing</b>																
Debt		1,525	37,200	38,725	3,212	41,937	3,400	600								45,937
Other	2,350	7,391	7,603	17,344	14,126	31,470	9,731									41,201
Reserves/Res Funds	3,500	6,672	5,084	15,256	9,915	25,171	18,352	15								43,538
Development Charges	3,831	17,890	918	22,639	3,064	25,703	10,766	5,962								42,431
Recoverable Debt		2,500		2,500	4,000	6,500	2,000									8,500
Provincial/Federal																0
<b>Total Financing</b>	9,681	35,978	50,805	96,464	34,317	130,781	44,249	6,577	0	0	0	0	0	0	0	181,607

\*Please refer to Appendix 4 for detailed project listings

- The Parks, Forestry and Recreation's 2012 Recommended Capital Budget of \$130.781 million, including carried forward funding from 2011, provides previously approved commitment funding of \$79.976 million and \$50.805 million for new projects.
- The 2012 Recommended Capital Budget will be financed by the following sources: debt of \$41.937 million (32.1%), Reserve Funds of \$25.171 million (19.1%), Development Charges of \$25.703 million (19.7%), and other funding such as donations, recoverable debt and partnership funding of \$37.970 million (29.1%).
  - The 2012 Recommended Capital Budget meets the 2012 affordability debt target of \$38.725 million.
- Approval of the 2012 Recommended Capital Budget will result in a commitment to future year cash flow funding for new/change in scope projects of \$10.728 million in 2013.
- The 2012 Recommended Capital Budget for Parks, Forestry and Recreation includes a change of scope project in the amount of \$3 million to reflect the revised total project cost and financing for the Leaside Arena project which includes an additional \$1 million in reserve funding, an additional \$0.5 million in the City's recoverable debt and \$1.5 million in loan funding from Infrastructure Ontario.

## 2012 Recommended Capital Project Highlights

### 2012 Recommended Capital Projects (In \$000s)

Project	Total 2012 Project Cost	2012	2013	2014	2015	2016	2012 - 2016	2017	2018	2019	2020	2021	2012 - 2021
Facility Components	4,272	7,587					7,587						7,587
Land Acquisitions	250	2,443					2,443						2,443
Outdoor Recreation Centres	3,250	4,051	600				4,651						4,651
Park Development	13,486	22,435	2,853				25,288						25,288
Parking Lots and Tennis Courts	3,050	3,540					3,540						3,540
Playgrounds/Waterplay	3,550	3,725	800				4,525						4,525
Pool	3,500	7,600					7,600						7,600
Arena	12,300	18,941	3,500				22,441						22,441
Trails & Pathways	1,200	795	650				1,445						1,445
Environmental Initiatives	2,350	4,450					4,450						4,450
Special Facilities	4,650	10,650					10,650						10,650
Community Centres	7,925	44,289	850				45,139						45,139
Information Technology	1,750	275	1,475				1,750						1,750
<b>Total (including carry forward)</b>	<b>61,533</b>	<b>130,781</b>	<b>10,728</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>141,509</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>141,509</b>

The 2012 Recommended Capital Budget, including carry forward funding, provides funding of \$130.781 to:

- Continue the redevelopment of parkland such as June Callwood park (\$1.650 million), Canada Arsenal (Marie Curtis) park (\$2.000 million), Grange Park (\$4.784 million), and Dogs Off–Lease Area Improvements (\$0.500 million);
- Construct various community centres namely York Community Centre (\$15.000 million) and Regent Park Community Centre (\$7.300 million);
- Continue the expansion of the Leaside Memorial Gardens Arena (\$5.000 million);
- Continue the expansion the Earl Bales Park Ski Centre (\$2.200 million);
- Continue the replacement of the Regent Park Aquatic Centre (\$2.557 million); and
- Maintain in a state of good repair the harbourfront, marine service & seawall projects (\$1.500 million) and special facilities building structures (\$2.650 million).

## PART IV: ISSUES FOR DISCUSSION

### 2012 Issues

#### *Leaside Arena Expansion Project*

On February 24, 2011, City Council approved the Leaside Arena Expansion capital project as part of the 2011 Capital Budget and 10–Year Plan for Parks, Forestry and Recreation. The expansion project included building a second rink at an estimated cost of \$9.500 million funded by \$7.000 million from the City as recoverable debt, to be repaid from future year Arena operating revenue, and the balance of \$2.500 million to be raised by the Leaside Arena community.

- During 2011, a separate project for detailed architectural and design work, funded from a Leaside community donation of \$0.525 million, was added to the Parks, Forestry and Recreation Capital Budget to move the planning for the project forward.
- This expansion project will utilize the site at 1075 Millwood Road which was acquired by the City from the Province in 2008.

The 2012 Recommended Capital Budget for Parks, Forestry and Recreation includes a Change of Scope project for \$3.000 million of 2013 cash flow, including \$1.000 million funded from Reserve Funds, and \$2.000 million of additional recoverable debt. The need for this additional funding became clear as the design work progressed and project costs were refined. The cash flows from the completed project were reviewed and additional recoverable debt is recommended, of which \$1.500 million will be in the form of a loan from Infrastructure Ontario, with the balance of up to \$0.500 million to be provided by the City, bringing overall City recoverable debt for the project to \$7.500 million overall.

As a result, the project financing sources in the 2012 Recommended Capital Budget for the construction phase are as follows: up to \$7.000 million of City recoverable debt, \$1.500 million from the Infrastructure Ontario loan, \$1.000 million in reserve funding, \$0.200 million of funding carried forward from prior year approvals for design and site preparation, as well as \$2.500 million in donations for a total of \$12.200 million. As with all projects including third party financing, approval for the project to proceed is conditional on funds being received by the City.

A separate report will be presented for consideration during the 2012 budget process with recommendations for Council decisions required for Infrastructure Ontario participation in the financing of the Leaside Expansion project.

*Development Charge Funding*

The 2009 By-law came into force on May 1, 2009 and imposed a development charge on the development and redevelopment of land, with certain exemptions. The development charge rates were frozen at the 2009 levels for two years and the increase in the adopted charges is phased-in over four years starting in 2011, depending on the level of residential development activity occurring in the City. As a result, all Development Charge funded projects for Parks, Forestry and Recreation were re-evaluated to ensure consistency with the Development Charge By-law and forecast of development charge revenue for inclusion in the 10-Year Recommended Capital Plan now that the development charge rates are no longer capped. This review resulted in identification of additional Development Charge funding becoming available for PF&R's capital projects. The use of DC funds was maximized and resulted in reducing required debt funding by \$27.722 million over the 10-Year Capital Plan period.

*Third Party Funding*

Consistent with previous years, all sub-projects with third-party financing should be approved conditionally, subject to the receipt of such funding during 2012 and, if such financing is not forthcoming, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs. Some of the examples of projects with third party funding include:

- Railway Lands Community Centre Construction project with \$5.200 million in external third party funding;
- Leaside Memorial Gardens Arena – Additional Ice Pad project with \$2.500 million in donations;
- Ashbridges Bay Skateboard Park project with \$0.240 in external third party funding; and
- Don Montgomery Community Recreation Centre project with \$0.135 million in donations.

*Emergency Fund*

The Parks, Forestry and Recreation's 2012 Recommended Capital Budget includes \$0.500 million for a Capital Emergency Fund sub-project. It is recommended that the approval of the 2012 Capital Emergency sub-project funding be subject to the conditions listed below, which are the same as in 2011:

- a) projects funded must be demonstrable emergencies presenting a safety or security hazard, or impacting current operations, with a potential for significant damage resulting from the continuation of the problem identified;



- b) all projects charged to the 2012 Capital Emergency Fund sub–project must be reported to Finance staff to ensure structures are provided to ensure accountability;
- c) use of funding must be reported in all variance reports; and
- d) any unspent balance at year–end cannot be carried forward.

To date, Parks, Forestry and Recreation used \$0.211 million of the \$0.500 million approved for the Capital Emergency Fund sub–project in 2011. \$0.111 million has been used to deal with an active leak and interior damage at Driftwood Community Centre and \$0.100 million to address a collapsed roof at the Guildwood Garage.

## Future Year Issues

### *Major Facility Build Program*

The 10–Year Recommended Capital Plan for Parks, Forestry and Recreation includes \$26.582 million for the future Major Facility Build capital program. The Major Facility Build Program is a service improvement program that will include, but is not limited to, the renovation of or the new development of an arena, community centre, pool or components within these facilities such as gymnasiums, meeting rooms, support space, administrative areas, change rooms and storage areas. The Program is scheduled to begin in 2013.

The Major Facility Build Program will be driven by the findings and recommendations of Parks, Forestry & Recreation's Recreation Service Plan. In 2009, City Council approved the development of a city–wide, multi–year Recreation Service Plan based on four guiding principles; equitable access, quality, inclusion and capacity building. The Service Plan, which will go to Council for consideration later this year, will guide decision–making in the management and administration of all recreation programs and leisure services across the City. The Recreation Service Plan will ensure that the City's recreation programs and services remain relevant to the diverse and changing needs of residents and communities over a five year period.

Once finalized, the Recreation Service Plan will identify current recreation facility requirements and guide the process of establishing priorities for future facility investments. The Recreation Service Plan will also inform the study of community infrastructure that was approved during the Core Service Review. The outcomes of the study will feed into a City–wide plan to maximize the use of City's assets and enhance service system coordination.

It is recommended that PF&R, in consultation with Financial Planning Division, reassess the Major Facility Build Program capital project in light of the finalized Recreation Service Plan and include detailed project allocations and operating impacts in the 2013 Capital Budget submission.

### *Parks & Trails Build Program*

The 10–Year Recommended Capital Plan for Parks, Forestry and Recreation includes \$25.369 million for the Parks and Trails Build Program. The Parks and Trails Build Program is a 10–year re–investment program in the City's network of parks and trails and is scheduled to begin in 2013. The Program will build on the outcomes and recommendations of the Parks Plan.

In 2010, City Council approved the development of a City–wide Parks Plan based on seven guiding principles: parks and trails as city infrastructure, equitable access for all residents, supporting a diversity of uses, nature in the city, environmental stewardship, place making and community engagement. The Parks Plan will guide acquisition, development, management and operation of the system of public parkland in the City of Toronto over a five–year period.

It is recommended that PF&R, in consultation with Financial Planning Division, reassess the Parks and Trails Build Program capital project in light of the finalized City–wide Parks Plan and include detailed project allocations and operating impacts in the 2013 Capital Budget submission.

### *Core Service Review Approvals*

During the Core Service Review, City Council approved the following recommendation:

- *City Council request the City Manager to undertake a study of community infrastructure provided through the City's libraries, community centres, community hubs, related agencies and organizations, and report to the Executive Committee on a plan that maximizes the use of the City's assets, and enhances service system coordination.*

The scope of the review is scheduled to be completed in early 2012 with a report back to City Council on the study outcomes anticipated in fall of 2012.

Parks, Forestry and Recreation will review its existing facilities to identify those that are underutilized and in disrepair and whether they are concentrated in areas of the City where other Programs have facility gaps. Through this study, which will be informed by the outcomes of the Recreation Service Plan, PF&R will rationalize its existing facilities and determine the need for any new facilities and facility improvements.

### *Operating Impacts of Capital Projects*

The 2012–2021 Recommended Capital Plan will increase future year Operating Budgets by a total of \$20.672 million over the 10–year period which will create significant pressure on future years' Operating Budgets. The increase to future operating budgets is mainly due to the cost of operating new facilities.

In addition to the impacts of projects delivered through the Parks, Forestry and Recreation Capital Budget and Plan, there are impacts from parkland delivered by Waterfront Toronto, TRCA, as well as parkland and new facility/facility components provided to the City as a result of development agreements, creating significant pressure in the Operating Budget that impacts Parks, Forestry and Recreation's ability to maintain current service levels while meeting budget reduction targets.

For example, the 2012 Recommended Operating Budget for Parks, Forestry and Recreation will include \$1.025 million for ongoing maintenance of Waterfront parks such as Don River Park which will be completed in late 2011 / early 2012 and Port Union Waterfront Park (Phase 2) which will open in 2012.

There are no operating impacts forecasted for the Major Facility Build and Parks & Trails Build Programs at this time. Operating impacts for these capital projects will be identified once the revised project allocations are confirmed in 2013.

Consistent with the 2011 Approved Operating Budget recommendation, it is recommended that Parks, Forestry and Recreation continue to review future impacts of capital projects on operating budgets and consider strategies, including optional models for service delivery, to mitigate future operating budget impacts.

## Appendix 1

### 2011 Performance

#### 2011 Key Accomplishments

In 2011, Parks, Forestry and Recreation achieved the following results:

- ✓ Completed Stephen Leacock Community Centre Phase 3 at a value of \$3.000 million;
- ✓ Completed Scarborough Village Community Centre Addition at a value of \$1.000 million;
- ✓ Completed the new Warden Hilltop Community Centre, water play and playground;
- ✓ Completed East Scarborough Boys & Girls Club at a value of \$3.700 million;
- ✓ Completed Dovercourt Boys & Girls Club renovation at a value of \$1.600 million, Don Montgomery Youth Lounge at a value of \$0.800 million, and McGregor Youth Lounge at a value of \$ 1.200 million;
- ✓ Completed Tott's Tot Lot new water play at a value of \$0.450 million;
- ✓ Completed 8th Street Skateboard Park at a value of \$0.700 million;
- ✓ Completed 16 new playgrounds at a value of \$4.900 million;
- ✓ Completed 9 new Dogs Off Leash Areas at a value of \$1.200 million and site improvements to 15 existing Dogs Off leash Areas;
- ✓ Completed Beaches Washroom Renovations, Phase I at a value of over \$0.300 million.

#### 2011 Capital Variance Review

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

2011 Approved	Actuals as of September 30th (3rd Qtr Variance)		Projected Actuals at Year End		Unspent Balance	
	\$	% Spent	\$	% Spent	\$	% Unspent
139,309	35,336	25.4%	97,729	70.2%	41,580	29.8%

Parks, Forestry and Recreation spent \$35.336 million or 25.4% of its 2011 Approved Capital Budget of \$139.309 million during the period ending September 30, 2011. The Program projects that \$97.729 million or 70.2% of the approved cash flow will be spent by year-end. The projected under-spending is mainly due to the following projects:

- *Facility Components:* under-spending of \$2.115 million is projected since approximately \$0.250 million for Divisional IT initiatives and over \$1.215 million for various IT projects will not be spent due to the need to ensure coordination with Corporate IT Initiatives; \$0.250 million of the divisional accessibility funding will not be spent due to reconfirming the project scope at various sites.
- *Outdoor Recreation Centre:* under-spending of \$1.050 million is anticipated since a number of Capital Asset Maintenance (CAMP) projects will not be completed before winter. Capital work on these projects did not commence until after Labour Day due to public access and programming constraints which resulted in project delays.
- *Park Development:* under-spending of \$7.279 million is projected as the land for June Callwood Park has not yet been conveyed to the City; and the West Queen West Park Development is going through a comprehensive community consultation. The Dogs Off Leash Area budget for 2011 will not be fully spent this year as the necessary permits, approvals and consultation with park users could not be obtained before the end of the construction season.
- *Arenas:* under-spending of \$5.500 million is expected since \$5.000 million for the Leaside Arena expansion project will not be spent mostly due to the need to re-tender as the bids came above the approved project cost.
- *Community Centres:* under-spending of \$11.574 million is projected since the York Community Centre approvals for Official Plan Amendment, Site Plan, TRCA and Ravine and Natural Feature Protection By-Law are taking longer than expected; the Railway Lands Community Centre is still in the planning stage since an alternate solution for the housing component is being explored through the Affordable Housing Office; and Milliken Park Community Recreation Centre will be delayed as the developer funds have not been received.
- *Special Facilities:* under-spending of \$5.100 million is anticipated as \$1.300 million of the planned funding for ferry vessels rehabilitation will not be required due to extremely competitive bids and \$3.300 million will not be spent for Seawall rehabilitation due to delays in the approvals process.

## Appendix 2

### 10 – Year Recommended Capital Plan Project Summary

Project	Total Project Cost	2012	2013	2014	2015	2016	2012 - 2016	2017	2018	2019	2020	2021	2012 - 2021
Facility Components	89,769	7,587	5,653	5,850	7,550	8,357	34,997	7,740	8,698	9,602	10,005	10,325	81,367
Land Acquisitions	6,035	2,443	200	200	200	200	3,243	200	200	200	200	300	4,343
Outdoor Recreation Centres	56,239	4,051	5,170	3,500	4,075	11,125	27,921	3,700	3,500	4,700	4,500	4,700	49,021
Park Development	116,531	22,435	10,908	5,589	10,963	12,677	62,572	10,870	6,215	6,430	8,000	8,775	102,862
Parking Lots and Tennis Courts	38,842	3,540	4,028	3,550	3,500	3,800	18,418	3,500	3,500	3,500	3,500	3,500	35,918
Playgrounds/Waterplay	35,895	3,725	3,300	3,300	3,300	3,300	16,925	3,200	2,400	2,400	2,400	2,400	29,725
Pool	73,520	7,600	4,725	4,000	4,000	4,000	24,325	4,600	9,700	9,700	4,000	4,000	56,325
Arena	117,830	18,941	9,650	7,300	7,300	7,300	50,491	7,800	16,300	15,300	7,300	7,300	104,491
Trails & Pathways	35,727	795	2,068	3,925	4,650	5,450	16,888	4,100	2,750	3,000	3,000	3,000	32,738
Environmental Initiatives	34,195	4,450	2,550	2,450	2,450	2,450	14,350	2,450	2,531	2,531	2,531	2,600	26,993
Special Facilities	75,567	10,650	5,650	5,725	5,650	5,675	33,350	6,050	6,350	5,650	5,500	5,500	62,400
Community Centres	239,677	44,289	38,021	12,177	6,902	11,577	112,966	22,100	20,100	17,450	12,820	7,481	192,917
Information Technology	15,950	275	5,100	4,200	3,700	1,675	14,950	200	200	200	200	200	15,950
<b>Total (including carry forward)</b>	<b>935,777</b>	<b>130,781</b>	<b>97,023</b>	<b>61,766</b>	<b>64,240</b>	<b>77,586</b>	<b>431,396</b>	<b>76,510</b>	<b>82,444</b>	<b>80,663</b>	<b>63,956</b>	<b>60,081</b>	<b>795,050</b>

## Appendix 3

### 2012 Recommended Capital Budget; 2013 to 2021 Capital Plan



## Appendix 4

### 2012 Recommended Cash Flow and Future Year Commitments

## Appendix 5

### 2012 Recommended Capital Projects with Financing Details

## Appendix 6

### 2012 Reserve / Reserve Fund Review

#### Reserve/Reserve Fund Review – Program Specific

Table 2		Projected	Proposed Withdrawals									
Reserve / Reserve Fund Name	Balance as at Dec. 31, 2011	2012 Rec. Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2012 - 2021 Total
Beginning Balance												
XR2210 Parkland Acq-City Wide Land Acq	\$23,298	\$1,450	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$300	\$3,350
XQ0011 Capital Financing		\$7,300	\$19,456	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$26,756
XR3014 Infrastructure		\$0	\$0	\$15	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$15
XR2034 Parkland Development - EY Local	\$1	\$0	\$1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1
XR2038 Parkland Development - ET Local	\$171	\$142	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$142
XR2054 Parkland Development - TO Local	\$397	\$291	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$291
XR2036 Parkland Development - ET	\$156	\$155	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$155
XR2048 Parkland Acquisition - SB	\$1	\$1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1
XR2212 Ward 9 Parkland	\$507	\$350	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$350
XR2203 Parkland Acq-West Dist Local Dev	\$1,711	\$203	\$397	\$264	\$525	\$399	\$419	\$515	\$300	\$300	\$300	\$3,622
XR2207 Parkland Acq-North Dist Loc Dev	\$2,558	\$250	\$472	\$799	\$500	\$672	\$457	\$300	\$300	\$300	\$300	\$4,350
XR2205 Parkland Acq-East Dist Local Dev	\$1,068	\$272	\$452	\$14	\$309	\$528	\$351	\$587	\$300	\$300	\$300	\$3,413
XR2209 Parkland Acq-South Dist Local Dev	\$11,626	\$1,273	\$1,110	\$89	\$730	\$571	\$1,541	\$384	\$1,048	\$1,548	\$1,755	\$10,049
XR2211 Parkland Acq-City Wide Development	\$12,789	\$3,059	\$2,698	\$2,062	\$1,530	\$1,839	\$2,175	\$3,011	\$2,430	\$1,287	\$587	\$20,678
XR2007 Park Acq - SB - pre 99	\$1,085	\$507	\$315	\$56	\$0	\$0	\$17	\$0	\$0	\$0	\$0	\$905
XR2005 Park Acq - TO - pre 99	\$68	\$3	\$0	\$15	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$18
XR2003 Parkland Acq - former Metro	\$2	\$0	\$2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2
Don Mills Civitan Reserve Fund		\$0	\$0	\$0	\$0	\$0	\$500	\$9,000	\$0	\$0	\$0	\$9,500
Development Charges												
XR2114 Dev Charges (2009) - Parks & Rec	\$25,228	\$11,564	\$10,734	\$3,263	\$6,589	\$14,622	\$18,526	\$7,603	\$6,952	\$4,529	\$245	\$84,627
XR2028 Dev Charges (2004) - Parks & Rec	\$19,781	\$11,069	\$1,634	\$464	\$894	\$2,850	\$3,480	\$1,437	\$857	\$1,323	\$0	\$24,008
XR2009 Development Charges - Former Etobicoke	\$6	\$6	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6
<b>Total Proposed Withdrawals</b>		<b>\$37,895</b>	<b>\$17,814</b>	<b>\$7,026</b>	<b>\$11,087</b>	<b>\$21,481</b>	<b>\$27,466</b>	<b>\$22,837</b>	<b>\$12,187</b>	<b>\$9,587</b>	<b>\$3,487</b>	