



CITY OF TORONTO
Capital Variance Report
For the Year Ended December 31, 2011

	2011 Approved Budget \$	December 31, 2011 Actual Expenditures \$	Unspent \$	% Spent
	(a)	(b)	(c)=(a)-(b)	(d)=(b)/(a)
Citizen Centred Services - "A"				
311 Customer Service Strategy	8,177,923	3,269,547	4,908,376	40.0%
Children's Services	13,742,276	9,838,130	3,904,146	71.6%
Court Services	353,000	0	353,000	-
Economic Development, Culture & Tourism	36,383,303	9,705,889	26,677,414	26.7%
Emergency Medical Services	12,842,300	11,492,861	1,349,439	89.5%
Long Term Care Home Services	46,899,841	10,043,746	36,856,095	21.4%
Parks, Forestry & Recreation	141,789,603	69,617,471	72,172,132	49.1%
Shelter, Support and Housing Administration	4,690,312	1,311,122	3,379,190	28.0%
Toronto Employment and Social Services	12,219,413	624,744	11,594,669	5.1%
Sub-Total	277,097,971	115,903,510	161,194,461	41.8%
Citizen Centred Services - "B"				
City Planning	6,568,511	3,694,300	2,874,211	56.2%
Fire Services	13,355,404	4,203,370	9,152,034	31.5%
Transportation Services	312,465,371	206,755,246	105,710,125	66.2%
Waterfront Revitalization Initiative	127,322,244	24,972,148	102,350,096	19.6%
Sub-Total	459,711,530	239,625,064	220,086,466	52.1%
Internal Services				
Facilities Management and Real Estate	119,430,096	54,807,732	64,622,364	45.9%
Financial Services	20,506,000	3,707,544	16,798,456	18.1%
Fleet Services	57,049,465	36,858,878	20,190,587	64.6%
Information Technology	54,427,834	39,299,719	15,128,115	72.2%
Sub-Total	251,413,395	134,673,873	116,739,522	53.6%
Other City Programs				
City Clerk's Office	5,066,959	2,931,419	2,135,540	57.9%
Sustainable Energy Plan	55,707,367	13,106,815	42,600,552	23.5%
Union Station	178,885,864	77,396,061	101,489,803	43.3%
PanAm Games	48,722,000	18,045,871	30,676,129	37.0%
Radio Replacement Project	28,057,658	282,592	27,775,066	1.0%
Sub-Total	316,439,848	111,762,758	204,677,090	35.3%
Total City Operations	1,304,662,744	601,965,205	702,697,539	46.1%



Appendix 1

CITY OF TORONTO
Capital Variance Report
For the Year Ended December 31, 2011

	2011 Approved Budget	December 31, 2011	Unspent	%
	\$ (a)	Actual Expenditures \$ (b)	\$ (c)=(a)-(b)	Spent (d)=(b)/(a)
Agencies				
Exhibition Place	14,550,944	13,423,274	1,127,670	92.3%
Go Transit	20,000,000	20,000,000	0	100.0%
Toronto And Region Conservation Authority	11,645,000	11,645,000	0	100.0%
Toronto Police Service (Including Parking Enforcement Unit)	100,945,875	59,388,562	41,557,313	58.8%
Toronto Port Authority	1,700,000	1,700,000	0	100.0%
Toronto Public Health	5,839,428	3,641,815	2,197,613	62.4%
Toronto Public Library	29,007,339	25,127,118	3,880,221	86.6%
Toronto Transit Commission	1,442,704,900	975,096,744	467,608,156	67.6%
Yonge-Dundas Square	211,721	186,645	25,076	88.2%
Toronto Zoo	7,743,363	5,612,679	2,130,684	72.5%
Sony Centre (Hummingbird)	774,986	754,632	20,354	97.4%
Sub-Total	1,635,123,556	1,116,576,469	518,547,087	68.3%
TOTAL - TAX SUPPORTED PROGRAM	2,939,786,300	1,718,541,674	1,221,244,626	58.5%
Rate Supported Programs				
Toronto Parking Authority	39,760,459	10,020,402	29,740,057	25.2%
Solid Waste Management Services	149,467,001	64,881,039	84,585,962	43.4%
Toronto Water	668,364,996	536,198,394	132,166,602	80.2%
TOTAL RATE SUPPORTED PROGRAM	857,592,456	611,099,835	246,492,621	71.3%
TOTAL All PROGRAMS	3,797,378,756	2,329,641,509	1,467,737,247	61.3%



Appendix 2
2012 Capital Budget
Additional 2011 and 2010 and Prior Year Carry - Forward Funding Requests

Program: ALL

CAPTOR Number	Description	2011			Carry-Forward Funding Already Requested/Approved	Carry-Forward Funding / Additional (in \$)		Carry-Forward Funding to 2012 Budget		Debt
		Budget	Actual Expenditure	Unspent		(Incremental) Forward Funding	(Incremental) Forward Funding	Total Carry-Forward Funding	% of App. Budget	
Exhibition Place										
EXH907012 -2	EQUIPMENT UPGRADES - POS & AV BOOTHS	158,000	14,328	143,672		143,672		143,672	91%	
EXH907012 -5	PORTABLE KIOSKS - F & B SERVICES	61,000	50,996	10,004		10,004		10,004	16%	
EXH907012 -6	BUILDING REPAIRS/UPGRADES	98,000	82,393	15,607		15,607		15,607	16%	
Total		317,000	147,717	169,283		169,283		169,283	53%	
Toronto Transit Commission										
TTC000230	COMMUNICATIONS-VARIOUS-2000 & PRIOR	16,429,000	8,205,435	8,223,565	8,159,000	64,565		8,223,565	50%	64,565
TTC000320	EQUIPMENT-VARIOUS-2000 & PRIOR-ORIGINAL	16,144,000	11,512,633	4,631,367	3,493,000	1,018,614		4,511,614	28%	1,018,614
TTC000330	YARDS AND ROADS-VARIOUS	4,572,000	2,094,074	2,477,926	1,400,000	1,077,926		2,477,926	54%	1,077,926
TTC000379	FIRE VENTILATION UPGRADE-2000 & PRIOR	19,109,000	18,679,946	429,054	696,000	-266,946		429,054	2%	
TTC000440	SRT CAR OVERHAUL	110,000	3,009	106,991		106,991		106,991	97%	106,991
TTC000510	TOOLS AND SHOP EQUIPMENT	5,528,000	2,096,692	3,431,308	2,615,000	816,308		3,431,308	62%	
TTC000520	REVENUE & FARE HANDLING EQUIPMENT	3,427,000	1,466,563	1,960,437	600,000	1,360,437		1,960,437	57%	
TTC000610	SUBWAY ASBESTOS REMOVAL	13,498,000	8,513,414	4,984,586	55,000	4,573,843		4,628,843	34%	4,573,843
TTC000710	COMPUTER EQUIPMENT AND SOFTWARE	19,346,000	12,124,346	7,221,654	4,000	7,217,654		7,221,654	37%	7,217,654
TTC000910	OTHER FURNITURE AND OFFICE EQUIPMENT	540,000	266,944	273,056	100,000	173,056		273,056	51%	
TTC000921	TRANSIT SHELTERS & LOOPS	1,198,000	376,105	821,895	825,000	-3,105		821,895	69%	
TTC000530	OTHER MAINTENANCE EQUIPMENT-2000	1,615,000	651,059	963,941	801,000	162,941		963,941	60%	
TTC906248	INTELLIGENT TRANSPORTATION & TECH SYS 1	22,518,000	15,292,785	7,225,215	2,442,000	3,474,920		5,916,920	26%	131,487
TTC907198	KIPLING STATION IMPROVEMENTS	157,000	53,795	103,205	157,000	-53,795		103,205	66%	
Total Program		124,191,000	81,336,800	42,854,200	21,347,000	19,723,409		41,070,409	33%	9,849,849
Park, Forestry & Recreation										
PKS000017-462	WARD 13 PARK IMPROVEMENTS	29,000		29,000		29,000		29,000	100%	
Total		29,000		29,000		29,000		29,000	100%	
Financial Services										
CF906795	FPARS	3,220,000	2,190,000	1,030,000	1,025,000	256,000		1,281,000	40%	256,000
TR906809	TAX BILLING SYSTEM UPGRADE									
Total		3,220,000	2,190,000	1,030,000	1,025,000	256,000		1,281,000	40%	-256,000
Total All Programs		127,757,000	83,674,517	44,082,483	22,372,000	19,892,692		42,549,692	33%	9,849,849



APPENDIX 3

2011 Capital Budget and Plan In-Year Adjustment Request
(\$ Million)

CAPTOR #	SAP #	Total Project Cost	2011	2012
Program Name - Toronto Public Library Project name - Toronto Reference Library				
<i>To advance cash flow from third party donations due to the acceleration of construction to achieve substantial completion of Phase II renovations in 2011.</i>				
Captor # LJB907114		SAP # - CLB155-1		
As Approved by Council		25,281	2,733	5,947
Adjustment		0,000	1,556	(1,556)
Adjusted 2011 - 2020 Plan		25,281	4,289	4,391
Total Adjustments - Funding Source				
			2011	2012
Provincial Grants and Subsidies			0,000	
Federal Subsidy			0,000	
CFC (Prior Year)			0,000	
Debt			0,000	
Debt Recoverable			0,000	
Development Charges			0,000	
Reserves/Reserve Funds			0,000	
Other			0,000	1,556
Total Adjustments			0,000	(1,556)
			1,556	(1,556)

Appendix 4
CITY OF TORONTO
2011 Capital Projects Recommended for Closure
for the Year Ended December 31, 2011

SAP #	Project Name	Completion Date		Life to Date		
		Planned	Actual	Project Cost	Actual Expenditure	(Over)/ Underspent
Emergency Medical Services						
CAM044-01-02	06-02 Hvac Storage Facility	2006	2006	3,000	2,786	214
CAM044-01-03	06-03 Validations & Budget	2006	2006	20,000	20,569	-569
CAM044-01-04	06-04 Asphalt Pavement Replacement	2006	2007	9,000	8,774	226
CAM044-01-08	06-08 Roof Replace 4219 Dundas W	2006	2006	35,000	36,652	-1,652
CAM044-01-09	06-09 Roof HW Heater	2006	N/A			
CAM044-01-10	06-10 Sky Lights Amb Hq	2006	2006	150,000	145,607	4,393
CAM044-01-11	07-01 Emergency Repairs	2007	N/A			
CAM044-01-12	07-02 Validations & Budgets	2007	2007	20,000	17,000	3,000
CAM044-01-13	07-03 Signage	2007	2007	18,000	18,160	-160
CAM044-01-14	07-04 Designated Substance Survey	2007	2007	85,000	84,518	482
CAM044-01-15	07-05 Stn 32 Repl Furnace & A/C Units	2007	2007	25,000	24,899	101
CAM044-01-16	07-06 Asbestos Abatement & Remediation	2007	2007	2,000	1,526	474
CAM044-01-17	07-07 Various Capital Projects	2007	2007	110,000	109,968	32
CAM044-01-18	07-08 Stn 42 Upgrade Office Power	2007	2007	25,000	27,049	-2,049
CAM044-01-19	07-09 Stn 49 Upgrade Lighting	2007	2007	20,000	21,516	-1,516
CAM044-01-21	07-11 Stn 32 Driveway Electric De-icing	2007	N/A			
CAM044-01-22	07-12 Stn 41 Repl DhW & Natural Gas Heat	2007	2007	20,000	19,470	530
CAM044-01-24	07-14 Stn 28 Upgrade Lighting	2007	N/A			
CAM044-01-25	07-15 NW Hub Upgrade Power To Office	2007	2007	15,000	13,378	1,622
CAM044-01-27	07-17 Hq Heating Unit Replacement	2007	2007	25,000	25,549	-549
CAM044-01-28	07-18 Hq Trench Drain Replacement	2007	2007	60,000	60,060	-60
Park, Forestry & Recreation						
CPR103-30	Port Union Village Park			1,860,000	1,582,824	277,176
CPR114-33				975,000	973,494	1,506
CPR114-33-08	Civic Garden Centre - Roof	2003	2003	225,000	231,132	-6,132
CPR114-33-09	Capital Planning & Asset Manag	2003	2004	750,000	742,362	7,638
CPR114-34				116,800	116,800	
CPR114-34-07	Emergencies-Buttonwood Air	2004	2004	116,800	116,800	
CPR114-37				1,670,000	1,121,104	548,896
CPR114-37-01	Investigation And Pre-Engineer	2007	2008	75,000	74,919	81
CPR114-37-09	Various Bldgs & Parks Accessib	2007	2008	500,000	500,000	0
CPR114-37-11	Sap Property Management Module	2007	2008	1,095,000	546,185	548,815
CPR114-38				5,439,900	5,027,523	412,377
CPR114-38-01	Capital Emergency Fund Fy2008	2008	2008	250,633		250,633
CPR114-38-02	Security Plan For Various Faci	2008	2009	1,365,000	1,262,541	102,459
CPR114-38-03	Capital Planning & Asset Manag	2008	2009	500,000	496,698	3,302
CPR114-38-04	Various Bldgs-Facility Rehab F	2008	2008	400,000	405,000	-5,000
CPR114-38-05	Various Bldgs-Facility Rehab F	2008	2008	400,000	400,839	-839
CPR114-38-06	Various Bldgs-Facility Rehab F	2008	2008	400,000	399,902	98
CPR114-38-07	Various Bldgs-Facility Rehab F	2008	2008	400,000	399,896	104
CPR114-38-08	Various Bldgs-Facility Rehab F	2008	2008	400,000	370,925	29,075
CPR114-38-09	Various Bldgs & Parks-Accessib	2008	2009	500,000	498,163	1,837
CPR114-38-10	Investigation And Pre-Eng Fy2008	2008	2009	125,000	112,743	12,257
CPR114-38-11	Various Bldgs & Parks-Signage	2008	2008	200,000	198,424	1,577
CPR114-38-12	Emergency Rivercrest Air Rehab	2008	2008	94,367	99,142	-4,775
CPR114-38-13	Emergency Roof Repair - Centra	2008	2008	155,000	133,350	21,650
CPR114-38-14	Emergency Roof Repair - Rockcl	2008	2008	147,900	147,900	
CPR114-38-15	Emergency Roof Repairs-Scar Ce	2008	2008	102,000	102,000	
CPR114-39				4,762,405	3,713,745	1,048,661
CPR114-39-01	Capital Emergency Fund Fy2009	2009	2009	500,000		500,000
CPR114-39-03	Capital Planning & Asset Mngt	2009	2010	500,000	397,425	102,575
CPR114-39-04	Various Bldgs - Facility Rehab	2009	2010	400,000	400,000	
CPR114-39-05	Various Bldgs - Facility Rehab	2009	2010	400,000	400,000	
CPR114-39-06	Various Bldgs - Facility Rehab	2009	2010	400,000	398,414	1,586



Appendix 4
CITY OF TORONTO
2011 Capital Projects Recommended for Closure
for the Year Ended December 31, 2011

SAP #	Project Name	Completion Date		Life to Date		
		Planned	Actual	Project Cost	Actual Expenditure	(Over)/Underspent
CPR114-39-07	Various Bldgs - Facility Rehab	2009	2010	400,000	398,671	1,329
CPR114-39-08	Various Bldgs - Facility Rehab	2009	2010	400,000	399,999	1
CPR114-39-09	Various Bldgs & Parks Accessib	2009	2010	750,000	742,060	7,940
CPR114-39-10	Investigation & Pre-Eng Fy2009	2009	2010	325,000	257,538	67,462
CPR114-39-11	Various Bldgs-Mandatory Struct	2009	2009	100,000	73,589	26,411
CPR114-39-12	Malvern Crc-Wooden Bleachers 1	2009	2009	100,000	90,659	9,341
CPR114-39-13	Centennial Park (E)-Ski Hill P	2009	2010	425,000	95,334	329,666
CPR114-39-14	Weston Lions Arena - Condenser	2009	2009	62,405	60,055	2,350
				4,000,000	3,787,857	212,143
CPR114-40						
CPR114-40-02	Emergency Fund	2010	2010	22,439		22,439
CPR114-40-03	Capital Planning & Asset Manag	2010	2011	500,000		91,560
CPR114-40-04	Var Bldgs - Facility Rehab Fy	2010	2011	400,000	400,000	
CPR114-40-05	Var Bldgs - Facility Rehab Fy	2010	2011	400,000	399,912	88
CPR114-40-06	Var Bldgs - Facility Rehab Fy	2010	2011	400,000	400,000	0
CPR114-40-07	Var Bldgs - Facility Rehab Fy	2010	2011	400,000	395,291	4,709
CPR114-40-08	Var Bldgs - Facility Rehab Fy	2010	2011	400,000	397,539	2,461
CPR114-40-09	Var Bldgs & Pks Accessibility	2010	2011	500,000	498,827	1,173
CPR114-40-10	Investigation & Pre-Engineerin	2010	2011	500,000	414,931	85,069
CPR114-40-11	Emergency Fund-Memorial Pool &	2010	2010	237,000	232,999	4,001
CPR114-40-12	Emergency Fund-St. Lawrence Cc	2010	2010	87,158	87,135	23
CPR114-40-13	Stan Wadlow Park Clubhouse-Roo	2010	2010	153,403	152,781	622
				1,282,000	958,931	323,069
CPR115-36						
CPR115-36-02	Recreation Facility Noth York	2006	2006	50,000		50,000
CPR115-36-06	Etobicoke Motel Strip Expropri	2006	2009	1,232,000	958,931	273,069
				4,998,875	4,826,907	171,968
CPR115-38						
CPR115-38-04	50 St. Joseph Street Acquisition	2008	2008	600,000	611,249	-11,249
CPR115-38-06	Acquisition Of 1075 Millwood Road	2008	2008	1,287,250	1,340,151	-52,901
CPR115-38-07	7 Edithvale Dr-Land Acqus &Dem	2008	2008	3,111,625	2,875,507	236,118
				7,162,589	6,883,589	279,000
CPR115-39						
CPR115-39-02	Motel Strip Ecproppriation Fy2009	2009	2010	2,698,589	2,698,589	-0
CPR115-39-05	Franklin Homer Cc Acquisition	2009	2009	4,464,000	4,185,000	279,000
				10,208,637	9,014,200	1,194,437
CPR115-40						
CPR115-40-01	819 Sheppard Ave. West	2010	2010	4,787,000	3,624,519	1,162,481
CPR115-40-03	52R Lange Street Site Remediat	2010	2010	200,000	179,155	20,845
CPR115-40-05	Acquisition Of Fairfield Senio	2010	2010	200,000	27,833	172,167
CPR115-40-06	Acquisition Of Tdsb-80 Lothian	2010	2010	4,711,637	4,911,697	-200,060
CPR115-40-07	Acquisition Of 77 Whitbread Cr	2010	2010	310,000	270,996	39,004
				600,000	513,334	86,666
CPR116-33						
CPR116-33-05	Tom Riley Park - Irrigation Pa	2003	2003	100,000	47,682	52,318
CPR116-33-12	North District Sports Fields	2003	2003	500,000	465,652	34,348
				200,000		200,000
CPR116-36						
CPR116-36-07	Beaches Volleyball - (Funds To	2006		200,000		200,000
				1,798,800	1,435,827	362,973
CPR116-38						
CPR116-38-02	Sports Fields Fy2008 (Cgt)	2008	2009	1,200,000	1,157,644	42,356
CPR116-38-04	Panorama Park-Cricket Pitch/So	2008	2011	400,000	233,619	166,381
CPR116-38-05	Chester Le,Leacock Pk-Multipur	2008	2010	198,800	44,563	154,237
				4,740,000	4,143,245	596,755
CPR116-39						
CPR116-39-01	Camp (Sgr) Orc Facilities Fy2009	2009	2010	900,000	781,104	118,896
CPR116-39-02	Sports Field Fy2009 (Sfp)	2009	2010	800,000	774,202	25,798
CPR116-39-03	Skateboard Parks Cw Fy2009	2009	2010	610,000	607,025	2,975
CPR116-39-04	Earlscourt Park - Volley Ball	2009	2010	250,000	218,407	31,593
CPR116-39-05	Tam Heather Tennis Dome Phase 2	2009	2010	500,000	536,540	-36,540
CPR116-39-07	North York Civic Soccer Field	2009	2009	125,000	122,367	2,633

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for the Year Ended December 31, 2011

SAP #	Project Name	Completion Date		Life to Date		
		Planned	Actual	Project Cost	Actual Expenditure	(Over)/ Underspent
CPR116-39-09	St Matthew'S Lawn Bowling Club	2009	2010	1,555,000	1,103,600	451,400
CPR116-40				3,050,000	2,818,273	231,727
CPR116-40-01	Camp Sgr Orc Facilities Fy2010	2010	2011	1,250,000	1,179,779	70,221
CPR116-40-03	Thackeray Park Cricket Pitch-C	2010	2011	400,000	365,778	34,222
CPR116-40-04	Wallace Emerson Bmx Ramp Repairs	2010	2011	200,000	150,832	49,168
CPR116-40-05	Stan Wadlow Pk -Ball Diamond-B	2010	2011	150,000	146,947	3,053
CPR116-40-06	Willowdale Lawn Bowling Club A	2010	2011	300,000	266,173	33,827
CPR116-40-07	Morningside Yard-Soccer Fields	2010	2011	275,000	241,259	33,741
CPR116-40-08	Mcgregor Park-Ball Diamonds Up	2010	2011	200,000	198,095	1,905
CPR116-40-09	Apted Park Upgrade Sportsfield	2010	2011	100,000	99,298	702
CPR116-40-12	Dentonia Park Clubhouse Renova	2010	2011	175,000	170,113	4,887
CPR117-33				200,000	176,350	23,650
CPR117-33-19	Victoria Memorial Square Park-	2003	2011	200,000	176,350	23,650
CPR117-35				488,000	481,311	6,689
CPR117-35-34	Victoria Memorial Park Restora	2005	2011	488,000	481,311	6,689
CPR117-36				822,280	723,818	-700
CPR117-36-18	Victoria Memorial Park Restora	2006	2011	276,280	276,280	0
CPR117-36-26	Banting Park Improvements	2006	2006	175,000	176,312	-1,312
CPR117-36-34	Clairlea Park Improvements	2006	2006	56,000	55,388	612
CPR117-36-38	Sheared Parkette	2006	2006	70,000	70,000	
CPR117-36-40	Sheard Parkette Improvement	2006	2006	70,000		
CPR117-37-13	St. James Park Improvement	2007	2008	100,000	100,000	
CPR117-39				6,241,490	5,697,372	544,118
CPR117-39-02	Fleet - Commercial Tree Program	2009	2009	547,000	547,000	
CPR117-39-03	Fleet - Maintenance Of Natural	2009	2009	144,000	148,391	-4,391
CPR117-39-04	Fleet -Area Maintenance -Ph.2	2009	2009	44,000		44,000
CPR117-39-05	Fleet -Tree Preservation	2009	2009	304,000	302,075	1,925
CPR117-39-07	Various Parks-Parks Rehab Fy20	2009	2009	400,000	399,629	371
CPR117-39-08	Various Parks-Parks Rehab Fy20	2009	2009	400,000	399,314	686
CPR117-39-09	Various Parks-Parks Rehab Fy20	2009	2009	400,000	358,194	41,806
CPR117-39-10	Various Parks-Parks Rehab Fy20	2009	2009	400,000	405,431	-5,431
CPR117-39-11	Various Parks-Parks Rehab Fy20	2009	2009	400,000	399,159	842
CPR117-39-12	Storm Damage June 23, 2008 - D	2009	2010	225,000	230,311	-5,311
CPR117-39-13	Flemington-Lawrence Heights St	2009	2009	15,000	15,000	
CPR117-39-14	Clovercrest Parkette Improveme	2009	2009	90,000	45,828	44,173
CPR117-39-15	Greenfield Park Improvements	2009	2009	267,000	256,689	10,311
CPR117-39-16	Master Planning-Pre-Eng- Parks	2009	2009	100,000	98,249	1,751
CPR117-39-17	Division It Initiatives Fy2009	2009	2010	400,000	229,270	170,730
CPR117-39-18	Various Parks-Lifesaving Stati	2009	2009	200,000	118,679	81,321
CPR117-39-23	Ward 6 Needs Assessment Study	2009	2010	150,000	72,645	77,355
CPR117-39-24	Yorkwoods Park Improvements	2009	2010	150,000	147,159	2,841
CPR117-39-25	Strathburn Park Improvements	2009	2010	100,000	107,127	-7,127
CPR117-39-30	David A Balfour-Rosehill Garde	2009	2010	50,000	853	49,147
CPR117-39-31	Whitehaven Park - Total Redeve	2009	2010	500,000	599,052	-99,052
CPR117-39-33	La Rose Park - Revitalization	2009	2010	175,000	147,894	27,106
CPR117-39-34	Brookbanks Park Redevelopment	2009	2010	325,000	324,651	349
CPR117-39-36	Grattan Park-Total Park Redeve	2009	2010	300,000	273,466	26,534
CPR117-39-37	Victoria Memorial Square-2009	2009	2010	155,490	71,308	84,182
CPR117-40				3,044,000	2,824,402	219,598
CPR117-40-02	1400 Ave Rd-New Park Developme	2010	2011	294,000	294,000	0
CPR117-40-03	Frank Stollery Park Development	2010	2011	250,000	252,137	-2,137
CPR117-40-04	Ward 16 Pk Improvements S37	2010	2011	35,000		35,000
CPR117-40-05	Various Parks Rehab Fy2010 - N	2010	2010	400,000	398,496	1,504
CPR117-40-06	Various Parks Rehab Fy2010 - E	2010	2010	400,000	399,213	787
CPR117-40-07	Various Parks Rehab Fy2010 - W	2010	2010	400,000	397,875	2,125

Appendix 4
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SAP #	Project Name	Completion Date		Life to Date		
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CPR117-40-08	Various Parks Rehab Fy2010 - S	2010	2010	400,000	396,304	3,696
CPR117-40-09	Various Parks Rehab Fy2010 - C	2010	2010	400,000	398,957	1,043
CPR117-40-11	Western Waterfront Master Plan	2010	2011	150,000	11,388	138,612
CPR117-40-13	Equipment For Specialized & Hi	2010	2010	90,000	88,474	1,526
CPR117-40-16	Hanover Pk Bob Leek Pk Light	2010	2010	75,000	50,865	24,135
CPR117-40-20	Confederation Pk - Rehab	2010	2011	150,000	136,693	13,307
CPR118-39				1,785,000	1,641,577	143,423
CPR118-39-01	Camp (Sgr) Parking Lots/Tennis	2009	2010	1,785,000	1,641,577	143,423
CPR118-40				1,100,000	691,795	408,205
CPR118-40-01	Camp Sgr Parking Lots/Tennis C	2010	2011	1,000,000	592,256	407,744
CPR118-40-02	Maryvale Park Tennis Court Lig	2010	2011	100,000	99,540	460
CPR119-32				250,000	231,758	18,242
CPR119-32-08	Chalkfarm Park Waterplay	2002	2002	250,000	231,758	18,242
CPR119-37				460,000	462,581	-2,581
CPR119-37-06	Ancaster Park-Build New Waterp	2007	2008	460,000	462,581	-2,581
CPR119-38				160,000	161,688	-1,688
CPR119-38-04	Sir Casimir Czowski Park Playg	2008	2008	160,000	161,688	-1,688
CPR119-39				5,052,595	4,240,908	811,687
CPR119-39-01	Camp (Sgr) Waterplay Fy2009	2009	2010	627,595	612,178	15,417
CPR119-39-02	Play Area Enhancements Fy2009	2009	2010	1,290,000	1,282,644	7,356
CPR119-39-03	Oriole Park Playground Constr	2009	2010	2,000,000	1,292,795	707,205
CPR119-39-04	Woodbine Beach Playground (Tes	2009	2010	125,000	114,773	10,227
CPR119-39-05	Joint Playground W/Board Of Ed	2009	2010	200,000	174,764	25,236
CPR119-39-06	Harryetta Gardens Park Waterplay	2009	2010	400,000	397,630	2,370
CPR119-39-08	Playground Equipment-Waterplay	2009	2010	300,000	256,172	43,828
CPR119-39-09	Ward 38 Playground Improvements	2009	2010	110,000	109,951	49
CVPR119-40				1,390,000	1,296,633	93,367
CPR119-40-01	Woburn Park	2010	2011	590,000	544,050	45,950
CPR119-40-02	Camp (Sgr) Waterplay Fy2010	2010	2011	500,000	497,798	2,202
CPR119-40-04	Oriole Pk Playground Construct	2010	2011	300,000	254,785	45,215
CPR120-39				2,800,000	2,786,024	13,976
CPR120-39-01	Camp (Sgr) Pool Fy2009	2009	2010	2,550,000	2,550,762	-762
CPR120-39-02	Scadding Court - Install Dry-O	2009	2011	250,000	235,263	14,737
CPR121-33				4,025,000	3,829,314	195,686
CPR121-33-04	Scarborough Arena-Rehab Mech/E	2003	2003	255,000	273,439	-18,439
CPR121-33-07	George Bell Arenas-Mech & Inte	2003	2004	1,495,000	1,284,156	210,844
CPR121-33-08	Mid-Scarborough Arena-Refriger	2003	2004	2,275,000	2,271,719	3,281
CPR121-36				3,800,000	3,576,830	223,170
CPR121-36-03	Col. Sam Smith Outdoor Rink	2006	2008	2,000,000	1,927,769	72,231
CPR121-36-04	Queensway Rink & Fieldhouse -	2006	2008	1,800,000	1,649,061	150,939
CPR121-38				165,000	156,000	9,000
CPR121-38-04	Stephen Leacock Indoor Playing	2008	2008	165,000	156,000	9,000
CPR121-39				5,675,000	5,535,717	139,283
CPR121-39-01	Camp (Sgr) Arena Fy2009	2009	2010	4,575,000	4,523,537	51,463
CPR121-39-02	Ted Reeve Arena-Community Rm 1	2009	2010	550,000	517,844	32,156
CPR121-39-04	Maple Leaf Sports & Entertainm	2009	2010	550,000	494,336	55,664
CPR121-40				450,000	406,470	43,530
CPR121-40-02	Maple Leaf Sports & Entertainm	2010	2011	450,000	406,470	43,530

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CPR122-39				2,175,000	1,730,343	444,657
CPR122-39-01	Camp (Sgr) Trails & Pathways/B	2009	2010	1,375,000	1,331,701	43,299
CPR122-39-02	Etobicoke Creek Trail Improvem	2009	2010	400,000	42,306	357,694
CPR122-39-03	High Park Staircase Nw Area Be	2009	2010	400,000	356,337	43,663
CPR122-40				863,000	793,266	69,734
CPR122-40-01	Camp Sgr Trails & Pathways/B	2010	2011	250,000	248,751	1,249
CPR122-40-02	Mallaby Park - Construct Stairs	2010	2010	200,000	204,331	-4,331
CPR122-40-03	High Park Trail Improvements P	2010	2011	313,000	305,184	7,816
CPR122-40-05	Wickson Trail - Trail Construc	2010	2010	100,000	35,000	65,000
CPR123-34				1,200,000	1,046,059	153,941
CPR123-34-17	40 Wabash Parkdale Cc - Dem/Cl	2004	2006	1,200,000	1,046,059	153,941
CPR123-38				383,442	374,128	9,314
CPR123-38-02	Mcgregor Cc-Tennis Crt Multi Sp	2008	2008	283,442	268,702	14,740
CPR123-38-05	Milliken Park Crc Expansion	2008	2008	100,000	105,426	-5,426
CPR123-39				2,865,000	2,352,005	512,995
CPR123-39-01	Railway Lands New Cc-Spadina/F	2009	2009	200,000	157,566	42,434
CPR123-39-03	Camp-Sgr Community Centre Fy2009	2009	2010	2,190,000	2,190,795	-795
CPR123-39-08	Malvern Crc-Installing A Gym W	2009	2009	475,000	3,644	471,356
CPR123-40				590,000	485,160	104,840
CPR123-40-06	Warden Cc Furniture S37	2010	2010	140,000	79,642	60,358
CPR123-40-07	Mitchell Field Cc - Weight Roo	2010	2010	450,000	405,518	44,482
CPR124-39				1,450,000	1,398,135	51,865
CPR124-39-02	Cw Environmental Initiatives F	2009	2010	1,150,000	1,109,057	40,943
CPR124-39-06	Sherwood Pk Erosion & Vegetati	2009	2009	300,000	289,078	10,922
CPR124-40				5,000,000	4,817,048	182,952
CPR124-40-01	Cw Environmental Initiatives F	2010	2011	2,050,000	1,885,405	164,595
CPR124-40-02	Erosion Health & Safety Asse	2010	2010	400,000	406,424	-6,424
CPR124-40-03	Community Garden Fy2010	2010	2010	100,000	96,615	3,385
CPR124-40-04	Wilket Creek-Storm Damage	2010	2011	2,000,000	1,977,073	22,927
CPR124-40-05	Milne Hollow-Slope & Wetland P	2010	2010	100,000	101,531	-1,531
CPR124-40-06	Glendon Forest/Burke Brook	2010	2010	350,000	350,000	
CPR126-39				8,120,000	7,544,213	575,787
CPR126-39-01	Camp (Sgr) Sf Bldg & Structure	2009	2010	1,910,000	1,896,904	13,096
CPR126-39-02	Thomas Rennie Vessel	2009	2011	2,250,000	1,991,975	258,025
CPR126-39-03	Sam Mcbride Vessel	2009	2011	2,250,000	2,028,228	221,772
CPR126-39-04	Camp (Sgr) Harbourfront Marine	2009	2010	900,000	883,053	16,947
CPR126-39-06	Fitness Facilities & Equipment	2009	2009	150,000	146,576	3,424
CPR126-39-08	Humber Valley Service Bldg Ren	2009	2009	230,000	233,404	-3,404
CPR126-39-09	James Gardens Ph.2-Rebuild Pon	2009	2009	250,000	241,709	8,291
CPR126-39-12	Priority Neighbourhood Investm	2009	2010	180,000	122,364	57,636
CPR126-40				5,775,000	5,631,747	143,253
CPR126-40-01	Camp Sgr Sf Bldg & Structure	2010	2011	2,000,000	1,906,792	93,208
CPR126-40-02	Camp Sgr Harbourfront Marin	2010	2011	2,025,000	2,025,000	
CPR126-40-03	Golf C-Cw Tee Reno Traps Enh	2010	2011	400,000	360,220	39,780
CPR126-40-04	Fitness Facilities & Equipment	2010	2010	150,000	153,138	-3,138
CPR126-40-05	Cornell Campbell House & Prope	2010	2010	200,000	197,242	2,758
CPR126-40-06	Tam Oahanter Golf Course-Reloc	2010	2011	500,000	492,951	7,049
CPR126-40-07	M.V. William Inglis Vessel	2010	2011	500,000	496,404	3,596
Toronto Employment and Social Services						
CSS006-04	Case Management - Phase 1	2011	2011	1,100,000	242,640	857,360
CSS007-01	7 Lease Sites	2011	2011	2,731,000	2,657,753	73,247
CSS007-03	455 Dovercourt	2011	2011	1,447,000		1,447,000

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CSS008-01	TESS Office Relocation	2011	2011	9,223,000		9,223,000
Fire Services						
CFR053-01	HUSAR Facilities	2006	2007	2,900,000	2,541,432	358,568
CFR054-01	HUSAR/JEPP 05/06-Project	2007	2008	1,909,000	1,611,912	297,088
CFR055-01	HUSAR/JEPP 06/07-Project	2007	2008	540,000	535,533	4,467
CFR059-01	Toryork Bays Study	2007	2007	100,000	50,173	49,827
CFR059-02	Toryork Bays Extension	2009	2010	2,984,000	2,925,852	58,148
CFR073-01	Extractors and Dryers	2009	2010	172,000	172,000	
CFR073-02	Dryers 2010	2010	2011	130,000	122,109	7,891
CFR075-01	HUSAR/JEPP09/10-Project	2010	2010	400,000	365,734	34,266
CFR076-01	Restoration of Heritage Fire Hall #227	2010	2011	1,800,000	1,706,593	93,407
CFR080-01	HUSAR/JEPP10/11-Project	2010	2010	867,000	826,258	40,742
CFR081-01	Replacement of HUSAR Equipment	2010	2011	400,000	397,764	2,236
CFR082-01	Bunker Suits Lifecycle Replacement	2010	2011	5,000,000	2,808,435	2,191,565
Fleet Services						
CFL006-11	PMMD-VEHICLE/EQUIPT-2011	2011	2011	70,000	69,008	992
CFL016-10	ZOO-VEHICLE/EQUIPT-2009	2010	2011	280,000		280,000
CFL016-11	ZOO-VEHICLE/EQUIPT-2010	2011	2011	451,000	450,999	1
CFL016-9	ZOO-VEHICLE/EQUIPT-2008	2009	2011	515,000	348,929	166,071
CFL017-11	EXHIBITION-VEHICLE/EQUIPT-2010	2011	2011	350,000	349,782	218
CFL030-11	INSURANCE CONTINGENCY-2010	2011	2011	450,000	445,888	4,112
CFL035-4	FLEET-VEHICLE/EQUIPT-2011	2011	2011	158,000		158,000
CFL037-3	CLERKS-FLEET REPLACEMENTS-2011	2011	2011	64,000	54,440	9,560
CFL038-4	WATER-VEHICLE/EQUIPT-2009	2010	2011	4,200,000	4,199,082	918
CFL042-04	REPLACEMENT OF LEASED VEHICLES-2010	2010	2011	300,000	299,339	661
CFL042-05	REPLACEMENT OF LEASED VEHICLES-2011	2011	2011	300,000	299,282	718
CFL046-01	EDC&T-FLEET REPLACEMENT	2011	2011	33,000	31,194	1,806
City Planning						
CUR028-09	Growth Studies 2006		2007	260,000	243,253	16,747
CUR028-11	Avenue Studies 2006		2007	210,000	160,976	49,024
CUR028-12	Avenue Studies 2008		2009	330,000	293,472	36,528
CUR028-13	Env Assess Transit Studies 2008		2009	162,000	144,915	17,085
CUR028-14	Growth Studies 2008		2009	305,000	278,285	26,715
CUR028-15	Avenue Studies 2009		2010	340,000	318,458	21,542
CUR028-16	Environmental Assessment Transit Studies - 2009 Implementation		2010	369,000	361,754	7,246
CUR028-17	Growth Studies 2009		2010	310,000	245,525	64,475
CUR042-01	Routes 2007		2009	1,902,000	1,901,557	443
CUR055-01	Routes 2008		2010	2,115,000	1,827,991	287,009
CUR051-03	Natural Heritage - Inventory & Integrated Evaluation System - 2009 Implementation		2010	200,000	199,517	483
CUR904-03	New Zoning By-Law 2009		2010	706,000	688,939	17,061
CUR904-04	Support For Legal Challenges		2010	750,000	750,000	
CUR037-01	Intensification & Tall Building Locat		2010	450,000	448,137	1,863
CUR052-04	Archaeological Master Plan - 2010 Implementation		2011	54,000	54,000	
City Clerk's Office						
CGV015-03	Archives Facility Expansion	2010	2011	267,000	266,997	3
CGV033-01	Wedding Chambers Renovation	2010	2011	310,000	298,888	11,112
CGV022-01	Toronto Elections Info System (Teis)	2011	2011	1,958,000	1,958,000	
CGV028-01	Pre-Amalgamation By-Law Digitization	2010	2011	150,000	150,000	
CGV034-03	Improve Pub Access To C Records Routine	2011	2011	200,000	157,494	42,506
CGV035-02	Case Mgmt System For Ao - Ombudsman	2010	2011	265,000	265,000	
CGV036-03	E-Form	2010	2011	150,000	150,000	
CGV040-01	Public Appointments Database-2010	2010	2011	240,000	239,993	7
Information & Technology						
CIT045-02-06	Hr Enablement And B.I. Implementation	2010	2011		693,224	
CIT045-05-02	Sap & Geospatial Environment Int	2010	2010		297,955	
CIT045-06-03	Mainframe Replacem ^T	2011	2011		1,499,203	
CIT045-06-07	Cp Image Mgmt	2011	2011		96,863	



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CIT045-06-29	Bizpal 2	2010	2011		416,990	
CIT045-06-19	Tor Employment Survey-Field Data Colle	2011	2011		9,800	
CIT046-04-01	Business Transformation	2011	2011		549,288	
CIT047-01-02	Directory Services	2011	2011		1,264,644	
CIT047-03-03	Dual Web Infrastructure	2010	2010		35,644	
Exhibition Place						
CEX123-02	Study, Investigate, Design, Engineer (07201)	2010	2011	100,000	100,000	
CEX124-06	Fire Protection System Retrofit (07402)	2010	2010	100,000	100,000	
CEX124-07	Security Surveillance/Card Access/CCTV (07403)	2010	2011	150,000	150,000	
CEX126-05	Public Address System, Fire & Safety (07504)	2010	2011	50,000	50,000	
CEX126-06	Fire Alarm System Panel Replacement (07505)	2010	2011	100,000	100,000	
CEX126-07	Building Waste Management System (07506)	2010	2010	100,000	99,999	1
CEX126-08	Various Electrical Equip & PBX/IT (07507)	2010	2010	250,000	249,995	5
CEX126-09	Transformers, Switchgears, Circuit Breakers (07508)	2010	2011	100,000	100,000	
CEX126-10	Building Automation System (07509)	2010	2011	100,000	100,000	
CEX130-02	Sealant in Garage Slab on Grade (07610)	2010	2010	75,000	75,000	
CEX132-01	WestAnnex -Eaves Trough at Arena Roof (07711)	2010	2010	65,000	65,000	
CEX132-02	Steam Boilers Efficiency - Coliseum (07712)	2010	2010	300,000	299,993	7
CEX128-02	Lake Water Irrigation & Supply System (07813)	2010	2010	50,000	50,000	
CEX128-03	Landscaping Around Allstream Centre (07814)	2010	2011	250,000	250,000	
CEX129-05	LED Lighting Around Allstream Centre (07915)	2011	2011	100,000	100,000	
CEX129-06	Washroom Trailers Retrofit (07916)	2010	2010	50,000	50,000	
CEX129-07	Infrastructure (Utilities) at New CNE Midway (07917)	2010	2010	100,000	99,993	7
CEX129-08	Sidewalks, Pathways, Roads & Lots (07918)	2010	2011	275,000	275,000	
CEX134-01	Emergency Generator Room & Wash Area - HP (08320)	2010	2011	50,000	50,000	
CEX125-02	Replace Low Roofs - BLC (08320)	2010	2010	155,000	155,000	
CEX125-03	Washroom Access & Efficient Water Fixtures - BLC (08320)	2010	2010	100,000	100,000	
CEX133-01	Low Roof Sectional Replacement - GS (09122)	2010	2011	50,000	50,000	
Toronto Transit Commission						
<u>Full Closure</u>						
<u>Partial Closure</u>						
CTT006-1	Communications	2010	2010	22,839,356	22,839,356	
CTT010-1	Finishes	2010	2010	4,757,000	4,757,000	
CTT015-1	Yards & Roads	2010	2010	2,342,015	2,342,015	
CTT110-1	Other Building & Structures Projects	2010	2010	294,883	294,883	
CTT050-1	Streetcar Overhaul Program	2010	2010	12,093,464	12,093,464	
CTT052-1	Automotive Non-Revenue Vehicles	2010	2010	2,263,942	2,263,942	
CTT053-1	Rail Non-Revenue Vehicle Overhaul	2010	2010	1,024,367	1,024,367	
CTT054-1	Rail Non-Revenue Vehicle	2010	2010	827,711	827,711	
CTT055-1	Shop Equipment & Major Tools	2010	2010	1,314,417	1,314,417	
CTT056-1	Fare Handling Equipment	2010	2010	283,271	283,271	
CTT125-1	Intelligent Transportation & Technical Systems	2010	2010	11,541,901	11,541,901	
CTT063-1	Other Service Planning	2010	2010	8,697	8,697	
Toronto Public Library						
CLB139-01	Bloor/Gladstone Renovation	2009	2009	9,298,805	9,298,805	
CLB171-01	Multi-Branch Minor Reno Prog - 2010-2011	2011	2011	1,900,000	1,900,000	
CLB172-01	York Woods Arts Hub	2010	2010	510,000	510,000	
CLB850-01	Fairview SOGR - Infrastructure Stimulus Fund 2009	2011	2011	900,000	900,000	
CLB850-02	North York Central SOGR - Infrastructure Stimulus Fund 2009	2011	2011	1,100,000	1,100,000	
CLB850-03	Northern District SOGR - Infrastructure Stimulus Fund 2009	2011	2011	950,000	950,000	
CLB850-05	Richview SOGR - Infrastructure Stimulus Fund 2009	2011	2011	500,000	500,000	
CLB850-06	Toronto Reference Library SOGR - Infrastructure Stimulus Fund 2009	2011	2011	9,000,000	9,000,000	
Yonge-Dundas Square						
CYD850-01	YDs - Infrastructure Stimulus	2011	2011	305,667	280,591	25,076
Solid Waste Management Services						
CSW004-25-01	Tractor Trailers	2011	2011	2,620,000	2,337,496	282,504

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CSW007-01-03	Capitalized Interest 2008 To 2011	2011	2011	22,924,000	22,924,000	
CSW306-01	Perpetual Care Of Landfills 2008	2009	2011	7,380,000	5,313,538	2,066,462
CSW306-01-01	Thackery	2009	2010		14,832	-14,832
CSW306-01-02	Brock North	2008	2010		64,603	-64,603
CSW306-01-03	Beare Road	2008	2010		79,051	-79,051
CSW306-01-04	Brock West	2008	2011		687,255	-687,255
CSW306-01-05	Keele Valley	2008	2011		2,920,231	-2,920,231
CSW306-01-06	Old L.F. Investigations & Engineering	2008	2010		163,063	-163,063
CSW306-01-07	Old L.F. Monitoring	2008	2010		584,714	-584,714
CSW306-01-08	Old L.F. Remediation	2008	2010		799,789	-799,789
CSW307-01-01	Thackery	2009	2011	750,000	160,576	589,424
CSW307-01-02	Brock North	2009	2010	51,000	9,686	41,314
CSW307-01-03	Beare Road	2010	2010	122,000	74,973	47,027
CSW307-01-04	Brock West	2009	2011	929,000	1,036,761	-107,761
CSW307-01-05	Keele Valley	2009	2010	2,658,000	2,259,078	398,922
CSW307-01-06	Old L.F. Investigations & Engineering	2009	2010	1,166,000	329,344	836,656
CSW307-01-07	Old L.F. Monitoring	2009	2010	1,052,000	554,707	497,293
CSW307-01-08	Old L.F. Remediation	2009	2010	1,473,000	226,749	1,246,251
CSW308-10-01	Thackery	2010	2011	50,000	27,921	22,079
CSW308-10-02	Brock North	2010	2011	51,000		51,000
CSW308-10-03	Beare Road	2010	2011	83,000	58,217	24,783
CSW308-10-04	Brock West	2010	2011	1,044,000	1,063,096	-19,096
CSW308-10-05	Keele Valley	2010	2011	2,832,000	2,468,475	363,525
CSW308-10-06	Old L.F. Investigations & Engineering	2010	2011	1,219,000	553,580	665,420
CSW308-10-07	Old L.F. Monitoring	2010	2011	1,205,000	552,733	652,267
CSW308-10-08	Old L.F. Remediation	2010	2011	1,541,000	500,323	1,040,677
CSW354-01-01	Dufferin T.S.	2008	2010	1,994,000	1,810,335	183,665
CSW354-01-02	Victoria Park T.S.	2008	2010	242,000	52,897	189,103
CSW354-01-03	Scarborough T.S.	2008	2010	390,000	288,162	101,838
CSW354-01-05	Building Amendities And Upgrades	2008	2011	662,000	515,725	146,275
CSW354-01-06	Disco T.S.	2007	2010	60,000	86,337	-26,337
CSW354-01-07	Commissioners St. T.S.	2007	2010	65,000	179,875	-114,875
CSW354-01-08	Bermondsey T.S.	2008	2010	145,000	181,519	-36,519
CSW354-01-10	Weighscale System	2008	2010	779,000	828,549	-49,549
CSW354-01-11	Weighscale Decks	2009	2010	40,000		40,000
CSW355-01	Transfer Station Asset Mgmt - 2008	2009		2,071,000	1,907,684	163,316
CSW355-01-01	Dufferin T.S.	2009	2010		791,547	-791,547
CSW355-01-02	Victoria Park T.S.	2009	2010		9,457	-9,457
CSW355-01-03	Scarborough T.S.	2009	2010		94,867	-94,867
CSW355-01-04	Ingram T.S.	2008	2010		73,047	-73,047
CSW355-01-05	Building Amendities And Upgrades	2008	2010		101,579	-101,579
CSW355-01-06	Disco St. T.S.	2009	2010		148,937	-148,937
CSW355-01-07	Commissioners St. T.S.	2008	2010		44,573	-44,573
CSW355-01-08	Bermondsey T.S.	2009	2010		497,078	-497,078
CSW355-01-11	Weighscale Decks	2009	2010		146,600	-146,600
CSW356-01-01	Dufferin T.S.	2010	2010	2,975,000	2,974,086	914
CSW356-01-02	Victoria Park T.S.	2009	2010	530,000	843,728	-313,728
CSW356-01-03	Scarborough T.S.	2010	2011	2,500,000	1,065,262	1,434,738
CSW356-01-04	Ingram T.S.	2009	2010	40,000	9,598	30,402
CSW356-01-05	Building Amendities And Upgrades	2009	2010	620,000	887,987	-267,987
CSW356-01-06	Disco St T.S.	2010	2010	820,000	819,958	42
CSW356-01-07	Commissioners St T.S.	2009	2010	65,000	43,545	21,455
CSW356-01-08	Bermondsey T.S.	2010	2010	420,000	86,690	333,310
CSW356-01-11	Weighscale Decks	2010	2010	150,000	14,244	135,756
CSW357-10-04	Ingram T.S.	2011	2011	645,482	704,188	-58,706
CSW357-10-07	Commissioners St. T.S.	2011	2011	501,000	471,075	29,925
CSW357-10-10	Weighscale System	2011	2011	612,000	541,082	70,918
Toronto Water						
CPW008	WM-Warden-Danforth To St. Clair	2008	2008	12,491,530	10,199,548	2,291,982
CPW008-2	WM-Warden-Danforth To Warden Tank	2008	2008		3,695,105	
CPW010	WKS Best Practices	2008	2008	72,947,006	65,304,277	7,642,729

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SAP #	Project Name	Completion Date		Life to Date		
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CPW010-6	Best Practice-Mgmt Plan-Project Mgmt	2008	2008		2,804,570	
CPW010-15	Best Practice-Operatnal-Techno Infrastru	2008	2008		4,894,404	
CPW010-40	Process Optimization	2008	2008		1,464,048	
CPW013	Equipment Replacement	2008	2008	17,988,164	17,945,234	42,930
CPW013-54	Yr01 Repair Of Skylight	2008	2008		3,790,730	
CPW013-56	Reservoir Outlet Valve Chamber	2008	2008		88,090	
CPW019-7	Wm-Mark/Shep Tp Bayv/Finch-Easements	2008	2008		1,166,065	
CPW019-11	Mcnicoll To Warden -2000	2008	2008		9,935,769	
CPW020-9	Engineer Study-Water Efficiency Study	2008	2008		69,331	
CPW020-19	Facility Forecast Updates	2009	2009		1,198,047	
CPW020-20	Deep Lake Qma	2008	2008		90,586	
CPW030	Miliken Ps Extension	2008	2008	243,572	140,168	103,404
CPW030-01	Design & Contract Admin.	2008	2008		140,168	
CPW034-04	Chlorine & So2 Scrubber	2009	2009		-16,980	
CPW035	Clark Equip R&R	2009	2009	3,116,931	2,587,170	529,761
CPW035-01	Raw Water Pump	2009	2009		1,584,313	
CPW038	Transmission R&R	2008	2008	2,819,015	1,884,652	934,363
CPW038-02	Bldg Rehab-Highlevel Ps	2008	2008		137,458	
CPW038-07	Trans Facilities Rehab	2008	2008		469,953	
CPW038-09	W/M Rehab	2008	2008		353,698	
CPW042-04	Building & Grounds Rehab	2008	2008		396,608	
CPW043-02	Add. Backwash Ww Tanks	2008	2008		3,458,824	
CPW043-03	Building & Grounds Upgrades	2008	2008		45,064	
CPW043-05	Chemical & Dewatering Facility Eng	2009	2009		245,602	
CPW043-06	Emergency Filter Media Replc	2009	2009		4,536,343	
CPW044-04	Bldg Exterior/Landscape Improvement	2008	2008		1,091,144	
CPW044-06	Pipe Repair & Insulation	2008	2008		68,071	
CPW045	Transmission R&R Yr2004	2009	2009	8,971,842	6,347,206	2,624,636
CPW045-01	Indoor Switchgear-Eglinton	2008	2008		987,768	
CPW045-05	Metering 4 To 3E At Prv'S	2008	2008		388,528	
CPW045-07	Remote Control Valves	2008	2008		258,036	
CPW045-09	Outdoor Switchgear-Parkdale	2009	2009		1,564,417	
CPW047	Water Laboratories Yr2004	2008	2008	633,000	340,893	292,107
CPW054	Clark Equip R&R Yr2005	2009	2009	6,420,251	4,434,703	1,985,548
CPW054-01	Yr05 Indoor Switchgear	2009	2009		364,205	
CPW054-02	Yr05 Mixer Replacement	2008	2008		14,753	
CPW054-04	Yr05 Admin Bldg Rehab	2009	2009		3,851,385	
CPW054-06	Yr05 Meter Replacement	2008	2008		143,558	
CPW056-02	Yr05 Meter Replacement	2008	2008		37,189	
CPW057	Island Equip R&R Yr2005	2008	2008	730,664	155,000	575,664
CPW057-01	Yr05 Chlorine Scrubber	2008	2008		155,000	
CPW058-04	Yr05 Trans Facilities Rehab	2008	2008		715,486	
CPW060-03	Vehicles	2009	2009		386,421	
CPW062-01	Pumping Equipment	2008	2008		63,739	
CPW062-03	Building Improvement	2008	2008		394,559	
CPW062-04	Scada Enhancements	2008	2008		123,209	
CPW062-06	Replacement Of Compressors	2009	2009		461,106	
CPW063-02	Mcc Replacement	2008	2008		582,854	
CPW063-05	High Level Pump Replacement Program	2008	2008		2,450	
CPW063-07	Underground Diesel Storage Tank Replacem	2009	2009		441,927	
CPW063-08	Chemical Building Elevator Refurbishment	2009	2009		78,592	
CPW063-09	Plant Communication Survey And Installat	2009	2009		52,404	
CPW064-03	Switchgear Replc	2008	2008		312,000	
CPW064-04	Crane Upgrades	2008	2008		86,784	
CPW064-06	Filter Media Replc	2009	2009		1,766,786	
CPW503	Wtr Asset Mgmt-Infrastructure Assessmt	2008	2008			
CPW503-1	Wtr Asset Mgmt-Infrastructure Assessmt	2008	2008		7,000	
CPW520	Yr05 Dist Water Srvs-Ops	2008	2008	15,599,260	12,188,362	3,410,898
CPW520-01	Yr05 Dist Water Srvs-Ops	2008	2008		9,706,074	
CPW520-02	Yr05 Dist Water Srvs-Tech	2008	2008		2,482,288	
CPW529	Yr03 Dist Wm Replacement	2009	2009	23,996,519	22,288,388	1,708,131
CPW529-01	Yr03 Infrsas Needs Assessment	2008	2008		1,927,636	



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CPW529-04	Yr03 D3 Sys Improvements	2009	2009		4,317,084	
CPW533	Dist W/M Rehab Yr2004	2008	2008	25,161,801	24,815,328	346,473
CPW533-03	Yr04 Cathodic Protect-D1&2	2008	2008		44,801	
CPW534	Dist W/M Replacement Yr2004	2009	2009	27,083,552	21,842,167	5,241,385
CPW534-02	Yr04 D1 System Improvements	2008	2008		12,349,806	
CPW534-04	Yr04 D3 System Improvements	2009	2009		3,686,948	
CPW536-02	Yr04 Dist 3&4 Wtr Srvs-Ops	2008	2008		2,852,790	
CPW536-04	Yr04 Dist 3&4 Wtr Srvs-Tech	2008	2008		2,907,152	
CPW539-01	Yr05 Road Restoration	2008	2008		2,224,136	
CPW539-02	Yr05 Design Fees	2009	2009		1,657,856	
CPW541	Yr05 Dist W/M Replacement	2008	2008	29,999,044	17,132,340	12,866,704
CPW541-01	Yr05 Dist W/M Replacement	2008	2008		17,132,340	
CPW542-01-01	06Ey-27Ws - Edenbridge Dr	2008	2008		1,965	
CPW542-03-01	07Te-82Ws Lakeshore	2009	2009		1,202,763	
CPW542-03-02	07Te-13Ws Lower Sherbourne	2008	2008		435,140	
CPW542-03-03	07Ny-24Ws Douglas	2008	2008		690,790	
CPW542-03-05	08Ny-11Ws - Hillhurst Boulevard	2009	2009		212,856	
CPW542-03-06	08Ny-15Ws Wilson Avenue Montessor Troon	2009	2009		1,261,684	
CPW542-03-07	08Ey-12Ws Arnold Thirtieth Judson & Town	2009	2009		1,817,966	
CPW542-03-09	Tech Svs Tender Ads - Etobicoke-York	2009	2009		15,509	
CPW542-03-10	Tech Svs Tender Ads - North York	2009	2009		6,852	
CPW542-03-11	08Ey-10Ws Kipling Six Point	2008	2008		989,533	
CPW542-03-12	Tech Svs Tender Ads - Scarborough	2008	2008		2,572	
CPW542-03-13	07Te-80Wp Wellesley	2008	2008		141,880	
CPW542-03-16	08Te-08Rd Scollard Davenport	2008	2008		634,697	
CPW542-03-20	08Te-13Rd Ross	2009	2009		399,049	
CPW542-03-25	08Te-30Ws Lakeshore	2008	2008		600	
CPW542-03-26	08Te-31Ws Grange	2008	2008		636,504	
CPW542-03-27	08Te-32Ws Elizabeth	2009	2009		794,301	
CPW542-03-29	08Te-35Ws Cottingham	2009	2009		2,620,459	
CPW542-03-34	08Ey-03Rd Annette	2009	2009		538,679	
CPW542-03-35	08Ey-06Rd Greenacres	2008	2008		151,994	
CPW542-03-39	08Ny-02Ws Bevdale	2009	2009		603,486	
CPW542-03-41	08Ny-13Ws Yonge	2009	2009		5,275,377	
CPW542-03-43	08Ny-01Ws Brian	2009	2009		1,163,842	
CPW542-03-44	08Sc-04Rd Kennedy	2008	2008		670,547	
CPW542-03-45	08Sc-03Wp Meadowvale	2008	2008		284,311	
CPW542-03-47	08Ey-11Rd Earlington-Thorndale Wm	2009	2009		397,448	
CPW542-03-48	07Te-13Ws Lower Sherbourne Sign	2008	2008		2,308	
CPW542-03-49	08Ey-15Ws Islington	2009	2009		2,076,258	
CPW542-03-53	08Ey-18Ws Islington-Bloor To N Of Cpr	2009	2009		442,926	
CPW542-03-54	Ey 2008 And 2009 Contract Costs	2009	2009		50,269	
CPW542-03-56	08Sc-11Ws Fishleigh Macduff	2009	2009		373,100	
CPW542-03-57	07Te-16Rd Hunter Albemarle	2009	2009		386,386	
CPW542-03-58	08Sc-07Ws Bethley Janellian	2009	2009		639,557	
CPW542-03-59	08Sc-12Ws Dorset	2009	2009		950,016	
CPW542-03-63	08Te-10Rd Walmer	2009	2009		246,475	
CPW542-03-64	08Te-43Ws St Clair Mcroberts	2009	2009		1,702,392	
CPW542-04-01	05Wd-02Rd Royal York Rd - Phase Iv	2009	2009		101,386	
CPW542-04-03	09Ey-19Ws Cleo	2009	2009		889,330	
CPW542-04-04	2009 Advertising - Sc District	2009	2009		6,484	
CPW542-04-11	09Ey-07Rd - Islington Village Community	2009	2009		1,189,043	
CPW542-04-15	09Ny-02Ws Dunlace	2009	2009		420,854	
CPW542-04-16	06Ey-02Rd Royal York Rd Phase 7	2009	2009		6,666	
CPW542-04-17	08Te-36Ws Austin Blake	2009	2009		622,895	
CPW542-04-20	09Ey-05Rd Irmac Strathavan	2009	2009		1,385,293	
CPW542-04-27	09Ny-05Ws Glengrove	2009	2009		651,582	
CPW542-04-31	08Sc-07Ws Bethley Janellen	2009	2009		1,120	
CPW542-04-34	09Ny-09Ws Mckee Ave	2009	2009		656,216	
CPW542-04-36	08Te-12Ws Moore Ave	2009	2009		566,809	
CPW542-04-40	04D3-01Ws Churchill Ave	2009	2009		167,763	
CPW544-03-01	07Sc-326Ws Scarborough	2009	2009		808,634	

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CPW544-03-02	08Ey-302Ws Etobicoke-York	2009	2009		438,036	
CPW544-03-03	08Ny-303Ws North York	2008	2008		258,268	
CPW544-03-04	08Sc-304Ws Scarborough	2009	2009		150,880	
CPW544-03-05	08Te-301Ws Toronto East York	2009	2009		1,080,210	
CPW544-03-06	08Ey-305Ws Etobicoke York Wards 13&17	2008	2008		1,479,857	
CPW544-03-07	08Teny-306Ws Wards 16 & 21	2009	2009		4,134,666	
CPW544-03-09	08Sc-318Ws Wsr Sc	2009	2009		48,793	
CPW544-03-10	08Ey-323Ws Wsr Ey	2009	2009		1,041,482	
CPW544-03-13	Wsr 4	2009	2009		1,600,180	
CPW544-03-16	Wsr - Id 4	2008	2008		1,448,291	
CPW544-03-17	Wsr - Id 3	2008	2008		537,360	
CPW544-03-19	Wsr - Id 6	2008	2008		237,565	
CPW544-03-22	09Ny-303Ws Ny District	2009	2009		105,365	
CPW544-03-23	09Sc-304Ws Sc District	2009	2009		81,062	
CPW544-03-24	Transportation Charge Dec 23	2008	2008		211,920	
CPW544-03-25	Wsr - Lead 2	2008	2008		316,600	
CPW544-03-26	Transportation Charge Jan 19 - Id10	2008	2008		13,584	
CPW544-03-27	Transportation Charge Jan 19 - Id11	2008	2008		14,954	
CPW544-03-28	Transportation Charge Jan 29 - Id12	2008	2008		41,389	
CPW544-03-29	Transportation Charge Jan 29 - Id13	2008	2008		215,750	
CPW544-03-30	09Ny-318Ws Belgravia Ave	2009	2009		340,970	
CPW544-03-32	09Te-309Ws T-Ey District	2009	2009		4,380,025	
CPW544-03-38	Transportation Charge Sept 23 - Id1	2009	2009		691,088	
CPW544-03-39	Transportation Charge Sept 23 - Id2	2009	2009		1,689,032	
CPW544-04-01	07Te-13Ws Lower Sherbourne	2008	2008		930	
CPW544-04-02	07Ny-24Ws Douglas	2008	2008		109,050	
CPW544-04-03	08Ey-12Ws Arnold Thirtieth Judson & Town	2009	2009		287,507	
CPW544-04-05	08Ny-11Ws - Hillhurst Boulevard	2008	2008		2,000	
CPW544-04-06	08Ey-10Ws Kipling Six Point	2008	2008		107,915	
CPW544-04-07	07Te-80Wp Wellesley	2008	2008		17,675	
CPW544-04-10	08Te-08Rd Scollard	2008	2008		52,990	
CPW544-04-11	08Ey-06Rd Greenacres	2008	2008		27,615	
CPW544-04-12	08Ey-03Rd Annette Wsr	2009	2009		1,153,505	
CPW544-04-13	08Sc-04Rd Kennedy	2008	2008		65,970	
CPW544-04-16	08Ey-11Rd Earnington-Thorndale Wsr	2009	2009		58,980	
CPW544-04-17	08Ny-02Ws Bevdale, Hove Wsr	2008	2008		131,266	
CPW544-04-19	08Ey-15W Islington Edgcroft Jutland	2009	2009		342,316	
CPW544-04-20	08Te-31Ws Grange	2008	2008		141,139	
CPW544-04-21	08Sc-03Wp Meadowvale	2008	2008		16,140	
CPW544-04-22	08Ny-15Ws Wilson Avenue	2008	2008		489,160	
CPW544-04-23	08Ny-13Ws Yonge	2009	2009		653,940	
CPW544-04-26	08Ny-20Rd Wsr Felbrigg	2008	2008		1,507	
CPW544-04-27	Wsr Sogr 2	2009	2009		265,755	
CPW544-04-28	Wsr Sogr 3	2008	2008		15,396	
CPW544-04-29	08Sc-11Ws Fishleigh Macduff	2009	2009		155,339	
CPW544-04-32	07Te-16Rd Hunter Albemarle	2009	2009		225,479	
CPW544-04-33	08Sc-07Ws Bethley Janellan	2009	2009		218,921	
CPW544-04-34	08Te-32Ws Elizabeth	2009	2009		182,505	
CPW544-04-36	08Sc-12Ws Dorset	2009	2009		74,900	
CPW544-04-37	08Te-01Rd St Clair	2009	2009		1,220,969	
CPW544-04-39	08Te-13Rd Ross	2009	2009		175,070	
CPW544-04-40	08Te-10Rd Walmer	2009	2009		18,478	
CPW544-05-02	09Ey-19Ws Cleo	2009	2009		281,492	
CPW544-05-09	09Ey-07Rd - Islington Village Community	2009	2009		215,522	
CPW544-05-10	09Ey-02Rd - Belfield Rd	2009	2009		214,724	
CPW544-05-13	09Ny-02Ws Dunlace	2009	2009		106,513	
CPW544-05-14	06Ey-02Rd Royal York Rd Phase 7	2009	2009		7,164	
CPW544-05-15	08Te-36Ws Austin Blake	2009	2009		358,501	
CPW544-05-17	09Ey-05Rd Irmac Strathavan	2009	2009		262,959	
CPW544-05-19	Swr - Sogr 14	2009	2009		618,844	
CPW544-05-27	09Ny-09Ws Mckee Ave	2009	2009		161,250	
CPW544-05-28	08Te-12Ws Moore Ave	2009	2009		31,180	

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CPW544-05-32	04D3-01 Ws Churchill Ave	2009	2009		11,828	
CPW544-05-34	09Ny- 12Rd Marlee Ave	2009	2009		26,355	
CPW544-05-39	09Te-22Ws Audley Ave	2009	2009		4,178	
CPW600-02-06	Meter Cost Res Flat Rate	2008	2008			
CPW850-01-04	2928 Aldridge Ave From Danforth Ave To M	2008	2008			
CWW001	Wks Best Practice	2009	2009	88,648,714	88,087,868	560,846
CWW001-11	Wks Best Practice-Main Treatmt Plant-Pcs	2008	2008		29,616,172	
CWW001-16	Wks Best Practice-Technology Infrastruct	2009	2009		6,780,943	
CWW001-20	Wks Best Practice-Project Management	2008	2008		6,054,935	
CWW005-41	Equip-Mtp-Blower Bldg. Mcc Replacement	2008	2008		359,889	
CWW005-98	Final Settling Tks. Mods -2000	2008	2008		466,995	
CWW005-111	Replc Coarse Bar Screens	2009	2009		209,271	
CWW007-16	Hctp 4-Sludge Digesters #7/8/9&10	2008	2008		25,461,627	
CWW008-6	Htp 2-Primary-North Grit Vortex N4-N6	2008	2008		476,376	
CWW008-27	Htp 2-Plant Watr Sys-Washing Wtr Trtmnt	2008	2008		7,126,390	
CWW008-43	Htp li - Screen #6	2008	2008		108,535	
CWW008-45	Hvac/Fire Prot/Gas Det	2008	2008		239,082	
CWW008-46	Odour Ctrl Study	2008	2008		280,661	
CWW008-47	Facility Forecast Report	2008	2008		240,424	
CWW010-99	Mtp 3-Sludge Utilizatn-Biosolids Use Pgm	2008	2008		2,478,188	
CWW010-102	Mediation Agreement Implementation	2008	2008		2,445,642	
CWW012	Sewer System	2008	2008	17,967,653	17,565,382	402,271
CWW012-32	Hl Interceptor Rehab	2008	2008		1,276,875	
CWW012-34	South Mimico Sts	2008	2008		605,422	
CWW019-07	Sludge Cake Pumping Upgrade	2008	2008		1,070,315	
CWW019-16	Refurbish Polymer Storage	2009	2009		236,502	
CWW019-17	Improve Subnatant Pumping Stn	2008	2008		24,220	
CWW019-19	Replc-Chains & Flights-Primary	2008	2008		948,102	
CWW022	Business Sys Tech Infrs	2008	2008	5,705,720	182,505	5,523,215
CWW022-02	System Replacement	2008	2008		21,070	
CWW025-01	Emergency Lighting	2008	2008		271,385	
CWW025-02	Process Audit	2008	2008		10,990	
CWW029-02	System Upgrades	2009	2009		412,883	
CWW029-05	Waste Mat'L Handling Study	2009	2009		180,251	
CWW030-03	Starters For Air Blowers	2008	2008		752,124	
CWW030-05	Aeration Tks 1-8 Rehab	2008	2008		98,599	
CWW031-04	Mou Partnership-Env Canada	2008	2008		275,000	
CWW033	Electrical Rehab	2009	2009	787,180	66,973	720,207
CWW033-02	Enhanced Digestion Pilot Study	2009	2009		41,200	
CWW034-03	Building Construction Assessment	2008	2008		54,298	
CWW034-09	Waterfront Cleanup Initiative	2009	2009		887,763	
CWW035-01	Roads And Catchbasins Improvement	2008	2008		106,143	
CWW035-03	Samplers Replacement	2008	2008		58,572	
CWW035-04	Biosolids Feed To Industry Review	2008	2008		59,098	
CWW035-05	Transformers And Switchgear	2009	2009		454,041	
CWW038-01	Security Upgrade Design	2008	2008		20,528	
CWW038-04	Grove Landscaping Phase 1	2009	2009		530,000	
CWW038-05	Digester Heat Recovery Project	2009	2009		29,446	
CWW405-3	Watercourse Improv-Scar-Variou Loc	2008	2008		1,629,308	
CWW406	Ww Asset Mgmt	2008	2008			
CWW406-1	Ww Asset Mgmt-Wet Weather Master Plan	2008	2008		7,622	
CWW406-2	Ww Asset Mgmt-Infrastruct Needs Assessmt	2008	2008		299,333	
CWW413	District - Stormwater Management -2000	2008	2008	6,113,616	5,996,967	116,649
CWW413-4	Yr 2000 Etobicoke Storm Mgmt.	2008	2008		281,911	
CWW419	Yr01 Dist Sewer Rehab Ops	2008	2008	5,616,562	5,420,721	195,841
CWW419-09	Yr01 Pumping Stns - Dist 1 & 2	2008	2008		805,490	
CWW421-04	Yr04 Bsmt Flooding Relief Cont	2008	2008		1,222,617	
CWW425	Sewer Rehabilitation Yr2002	2008	2008	21,044,305	19,620,723	1,423,582
CWW425-05	Yr02 Outfall Rehab Dist 1&2	2008	2008		1,737,735	
CWW425-06	Yr02 Pumping Stns-Dist 1&2	2008	2008		3,710,577	
CWW429	Dist-Stormwater Mgmt Yr2002	2008	2008	2,724,601	2,158,614	565,987
CWW429-01	Yr02 Infrast. Needs Assessment	2008	2008		6,922	

Appendix 4
CITY OF TORONTO
2011 Capital Projects Recommended for Closure
for the Year Ended December 31, 2011

SAP #	Project Name	Completion Date		Life to Date		
		Planned	Actual	Project Cost	Actual Expenditure	(Over)/ Underspent
CWW429-02	Yr02 East York Storm Mgmt	2008	2008		42,079	
CWW429-03	Yr02 Toronto Storm Mgmt	2008	2008		2,109,222	
CWW431	Dist W/ Course Imprv Yr2002	2008	2008	512,603	52,094	460,509
CWW435	Yr03 Dist Sewer Replacement	2008	2008	7,001,768	5,851,223	1,150,545
CWW435-01	Yr03 Infrs Needs Assessment	2008	2008		599,343	
CWW436	Yr03 Don Incinerator	2008	2008	1,588,802	1,470,373	118,429
CWW436-01	Yr03 Parks	2008	2008		500,716	
CWW436-04	Yr03 Don Incinerator	2008	2008		509,732	
CWW441-03	Don Valley Swm	2008	2008		27	
CWW446	Dist Sewer Replacement Yr2004	2009	2009	5,747,234	4,755,983	991,251
CWW446-01	Yr04 Infrs Needs Assessment	2009	2009		795,865	
CWW446-02	Yr04 D1 Sanitary Sewer Replc	2008	2008		2,436,445	
CWW447-02	Yr04 Blue Flag Program	2008	2008		173,052	
CWW447-06-05	Humber Creek Spill Containment	2008	2008		1,127	
CWW449	Swm Conveyance Yr2004	2008	2008	5,411,984	5,098,779	313,205
CWW449-01	Yr04 D1 Storm Sewer Replc	2008	2008		1,568,356	
CWW451	Swm Trca Yr2004	2008	2008			
CWW452-03	Asset Management	2008	2008		41,125	
CWW453-01	Yr2004 City Wide Development	2008	2008		245,699	
CWW453-02-03	08Sc-03Wp Meadowvale	2008	2008		529,758	
CWW459	Road Restoration	2008	2008	2,164,511	2,112,783	51,728
CWW459-02	Design Fees	2008	2008		280,357	
CWW459-03	Salaries	2008	2008		1,473,000	
CWW460	Yr05 Swm Storm Sewer Replc	2008	2008	9,465,352	4,776,360	4,688,992
CWW460-01	Yr05 Swm Storm Sewer Replc	2008	2008		3,790,107	
CWW460-02	Yr05 Swm Storm Sewer Rehab	2008	2008		979,063	
CWW461-01	Yr05 Swm Parks	2008	2008		91,567	
CWW462-01	Yr05 Dist Sewer Rehab Ops	2008	2008		7,342,712	
CWW462-03	Yr05 Cdn Opera House ContribN	2008	2008		365,000	
CWW463	Yr05 Dist Sewer Replacement	2008	2008	7,146,900	3,872,169	3,274,731
CWW463-01	Yr05 Dist Sewer Replacement	2008	2008		3,872,169	
CWW464	Yr05 Bridge Pipe Repair	2008	2008	3,278,140	791,702	2,486,438
CWW464-01	Yr05 Bridge Pipe Repair	2008	2008		791,702	
CWW465-01	2006 Sewer Rehabilitation	2009	2009		20,440,342	
CWW465-06-01	08Ey-302Ws Etobicoke-York	2008	2008		700,256	
CWW465-06-02	08Ny-303Ws North York	2009	2009		737,425	
CWW465-06-03	08Sc-304Ws Scarborough	2009	2009		446,695	
CWW465-06-04	08Te-301Ws Toronto East York	2009	2009		806,402	
CWW465-06-05	Lakefront Interceptor Cleaning	2009	2009		754,791	
CWW465-06-07	Transportation Charge Nov 27	2008	2008		65,872	
CWW465-06-10	08Te-329Wp Etobicoke York	2009	2009		1,165,849	
CWW465-06-13	09Ny-303Ws Ny District	2009	2009		441,655	
CWW465-06-14	09Sc-304Ws Sc District	2009	2009		273,719	
CWW465-06-15	Transportation Charge Dec 23	2008	2008		54,870	
CWW465-06-16	Sewer Rehab 2	2008	2008		59,924	
CWW465-06-17	Transportation Charge Jan 29 - Id13	2008	2008		47,174	
CWW465-06-20	Transportation Charge Sept 23 - Id1	2009	2009		27,601	
CWW465-06-21	Transportation Charge Sept 23 - Id2	2009	2009		366,263	
CWW466-03-02	West Highland Creek	2009	2009		259,889	
CWW466-03-11	Earl Bales Timberland Ravine	2008	2008		272,655	
CWW466-03-12	Project And Long Term Monitoring	2009	2009		449,870	
CWW468-02	2006 Storm Sewer Rehabilitation	2009	2009		5,034,012	
CWW468-04-01	09Te-301Ws T-Ey District	2009	2009		9,529	
CWW468-04-05	09Ey-302Ws Ey District	2009	2009		12,258	
CWW468-04-06	09Ny-303Ws Ny District	2009	2009		6,625	
CWW468-04-07	09Sc-304Ws Sc District	2009	2009		19,937	
CWW468-04-09	08Te-329Wp Etobicoke York	2009	2009		388,616	
CWW468-05-11	08Ey-11Rd Earlington-Thornedale Strm	2008	2008		342,481	
CWW468-05-12	07Fs-51Wp Humber Creek Spill Containment	2009	2009		1,069,164	
CWW468-05-13	07Ey-28Rd Dwight New Toronto	2009	2009		4,320	
CWW468-05-14	08Ny-21Rd Brooke	2009	2009		425,905	
CWW468-05-16	07Te-16Rd Hunter	2009	2009		237,142	



Appendix 4
CITY OF TORONTO
 2011 Capital Projects Recommended for Closure
 for the Year Ended December 31, 2011

SAP #	Project Name	Completion Date		Life to Date		
		Planned	Actual	Project Cost	Actual Expenditure	(Over)/ Underspent
CWW468-05-17	08Ny-06Rd Doris Ave	2009	2009		360,443	
CWW468-07-01	05Wd-02Rd Royal York Rd - Phase Iv	2009	2009		15,097	
CWW468-07-05	09Ny-07Wp Donino Ave	2009	2009		5,250	
CWW468-07-06	06Ey-02Rd Royal York Rd Phase 7	2009	2009		21,537	
CWW469-06	Trca Capital Funding 2007	2008	2008			
CWW472-02-01	07Te-80Wp Wellesley	2008	2008		179,276	
CWW472-02-07	08Ey-11Rd Earlington-Thorndale Sani	2009	2009		444,482	
CWW472-02-08	08Ey-16Wp Cabernet Cr	2008	2008		1,352,886	
CWW472-02-13	08Sc-09Wp Kilpatrick Drive	2009	2009		1,268,263	
CWW472-02-15	07Te-16Rd Hunter	2009	2009		477,735	
CWW472-03-02	05Wd-02Rd Royal York Rd - Phase Iv	2009	2009		31,546	
CWW472-03-08	06Ey-02Rd Royal York Rd Phase 7	2009	2009		7,883	
CWW472-03-15	09Te-19Ws Homewood Ave	2009	2009		4,455	
CWW472-03-17	08Ny-25Wp Kodiak Cres	2009	2009		193,428	
CWW474	Tree Planting - Stormwater Reduction	2008	2008	4,874,580	4,314,237	560,343
CWW474-01	Tree Planting - Stormwater Reduction	2008	2008		4,314,237	
CWW475	Green Roof Incentive Pilot Program	2009	2009	549,550	381,450	168,100
CWW475-01	Green Roof Incentive Pilot Program	2009	2009		381,450	
CWW850-05	2909_Eastern Beaches Water Quality Impro	2008	2008	5,000,000		5,000,000
CWW912	Districts Ops & Svs Improvement -2000	2008	2008	58,373,848	11,221,028	47,152,820
CWW912-7	Project Management	2008	2008		3,280,817	
CWW912-8	Training	2008	2008		75,918	
CWW912-11	Facilities & Equipment	2008	2008		3,675,797	
CWW912-13	Technology Systems	2008	2008		3,369,105	
CPW542-02	W/M Sheppard - Don River	2010	2010		886,071	
CPW600-01	New Service Connections - 2008 Funding	2010	2010		30,126,596	
CWW005-18	Equip-Htp-Buildings Rehab	2010	2010		839,634	
CWW034-04	Building Upgrades / Modifications	2010	2010		998,183	

**Capital Variance Report
for the Year Ended December 31, 2011**

Significant Variance Explanation

Citizen Centred Services "A"

For the year ended December 31, 2011, actual capital expenditures for this Cluster totalled \$116.264 million or 42% of their collective 2011 Approved Capital Budget of \$277.098 million.

Citizen Centred Services "A" Q4 2011 Capital Variance (\$ Million)		
	Actual to December 31, 2011	
	Over/(Under)	% of Budget
311 Toronto	(4.9)	40.0
Children's Services	(3.9)	71.6
Court Services	(0.4)	0.0
Economic Development & Culture	(26.7)	26.7
Emergency Medical Services	(1.3)	89.5
LTCHS (Homes for the Aged)	(36.9)	21.4
Parks, Forestry & Recreation	(72.2)	49.1
Shelter, Support and Housing Administration	(3.4)	28.0
Toronto Employment and Social Services	(11.6)	5.1
Sub-Total	(161.2)	41.8

311 Toronto spent \$3.270 million or 40% of the 2011 Approved Capital Budget of \$8.178 million for the year ended December 31, 2011 with \$4.341 million carried forward to 2012. The under spending is primarily attributed to the following:

- The *Phase III* project, that includes integration with the Recreation registration program, full delivery of enhanced reporting and full delivery of instant update messaging, was delayed due to the need to realign corporate deliverables, coupled with the impact of the hiring slowdown affecting the capacity to recruit project staff which was followed by procurement delays. As a result, \$3.300 million of the 2011 unspent balance will be carried forward to complete the project in 2012.
- The *Kiosk* program was placed on hold pending the completion of the Counter Review Efficiency Study. As a result, the unspent balance of \$0.535 million is carried forward and projected to be spent in 2012 as part of the Counter Review implementation.
- The *Tier One Call centre* project integration with Facilities Management & Real Estate is projected to be complete in 2012. This project was delayed in 2011 in order to align with program specific functionality (scheduler) with the Electronic Service Delivery Initiative and software provider issues.
- The *Core Technology* project is under spent by \$0.106 million that is carried forward to complete outstanding implementation issues in 2012.

Project timelines have been adjusted to reflect the impact of hiring slowdown and the project delays. Project timelines have been adjusted accordingly for deliverables in 2012, of which the majority will be completed in the first half of 2012.

Accomplishments:

- In December 2011, the Division delivered a soft launch of the mobile application that was developed by a third party, with the public launch scheduled for April 2012.
- Toronto Animal Services soft launch was completed in the fourth quarter of 2011 with the public launch scheduled for the Second Quarter of 2012. Enhanced 311 reporting capability was built with the full launch scheduled for the Second Quarter of 2012.

Children Services (CS) spent \$9.838 million or 71.6% of its 2011 Approved Capital Budget of \$13.742 million for the year ended December 31, 2011. Major projects within this Program include the following:

- *Regent Park Children's Hub* project's expenditures totalled \$2.226 million, or 89% of the 2011 approved cash flow of \$2.489 million, with under spending of \$0.263 million due to construction delays in the Regent Park Revitalization Project. The under spending will be carried forward into 2012, with the centre planned for completion in 2012.
- *Nelson Mandela Public School* project's expenditures totalled \$1.102 million, or 37% of the 2011 approved cash flow of \$3.014 million, with under spending of \$1.911 million being carried forward into 2012. This project has been delayed due to construction and project co-ordination within the Regent Park Revitalization Project. Substantial construction is anticipated in 2013.
- *CSIS 3* project's expenditures totalled \$0.239 million of 2011 approved cash flow of \$0.793 million, or 30%, with under spending of \$0.553 million being carried forward into 2012. Spending is behind plan, due to delays in hiring programming staff.
- *Squirrel's Nest Day Care Centre* project with 2011 approved cash flow of \$0.375 million had no spending, as the project has been delayed pending the resolution of a zoning issue with the installation of a new elevator. The 2011 approved cash flow of \$0.375 million is carried forward into 2012.

Accomplishments:

- The *New Child Care Centres* project's expenditures totalled \$4.515 million of the approved cash flow of \$5.298 million, with *Chester Le* fully spent at \$2.271 million; *St Andrew* spending is \$1.682 million (or 76.5% spent); and *Thorncliffe Park* spending is \$0.562 million (or 67.8%) spent. Construction at *Chester Le* was

completed in 2011, with centre occupancy in February 2012; construction at *St. Andrew* is nearly complete; while building construction of the *Thorncliffe* centre has been completed and the playground installation is underway. Under spending for these centres will be carried forward into 2012, namely \$0.516 million for St Andrews and \$0.267 million for Thorncliffe Park with completion dates projected for early 2012.

- *Health and Safety – 2010* - The 2010 carry-forward of \$0.989 million, the City's portion of the \$1.0 million, was spent during 2011, providing (20%) grants to third-party operators used to assist with emergency repairs, playground upgrades, accessibility upgrades, and infrastructure retrofits to accommodate younger children due to full-day kindergarten (FDK). In 2011, the new funding for this program was shifted to the Operating Budget.
- *MCCS SOGR 2011* project's expenditure totalled \$0.766 million, or 98% of the \$0.784 million of 2011 approved cash flow for upgrades to the City's operated child care centres

Court Services had no spending of its 2011 Approved Capital Budget of \$0.353 million during the year ended December 31, 2011. The under spending is related to the *POA Application Development Project - Phase II*, which consists of a self-service application that will allow customers to look up information over the web, as well as develop a collections tracking software program and an IVR payment service. Since the Province established a higher priority of support to other competing projects, the project will not proceed any further, and funding will be returned to the Court Services Stabilization Reserve for use in 2012 on other projects.

Economic Development and Culture (EDC) spent \$9.706 million or 26.7% of its 2011 Approved Capital Budget of \$36.383 million for the year ended December 31, 2011. The year-end under-spending is mainly due to the following:

- The *Emery Village Flag Pole and Public Square* project had no expenditures of the 2011 approved cash flow of \$5.720 million, with no funds carried forward into 2012. This project will not proceed as a City project. This project will be subject to a future decision by the Emery Village BIA.
- The *Fort York Visitors Centre* project's expenditures totalled \$0.741 million or 5% of the 2011 approved cash flow of \$13.803 million, with \$13.061 million carried forward into 2012. Tenders were received in September and were over the approved budget. An adjustment to the budget has been approved and design changes made to reduce the price in preparation for a new tender and construction in 2012.
- The *Casa Loma Exterior Restoration* project's expenditures totalled \$1.697 million or 56% of the 2011 approved cash flow of \$3.015 million, with \$1.318 million carried forward into 2012. The procurement process, originally planned for December 2010, was suspended until negotiations to change the relationship with Kiwanis were

complete. A new tender package for urgent repair work has been prepared for construction to take place in 2012.

- The *Guild Revitalization* project's expenditures totalled \$0.121 million or 15% of the 2011 approved cash flow of \$0.791 million, with \$0.669 million carried forward into 2012. This project has been delayed because Centennial College has been unable to proceed with their planned project on this site due to market conditions. The City must now consider an alternate approach to development on the site.
- The *John St. Roundhouse Museum* project's expenditures totalled \$0.104 million or 16% of the 2011 approved cash flow of \$0.743 million, with no funds carried forward into 2012. Planning, design and fabrication for the Rail Museum will not proceed as originally intended and will not be carried forward, due to delays and changes in Toronto Hydro's use of the site. The project will require a complete redesign to proceed.

Accomplishments:

Economic Development and Culture completed approximately 29 State of Good Repair projects with total project cost of \$6.244 million. State of Good Repair projects completed in 2011 for Culture facilities include replacement of original slate roof and associated flat roofs at the Alumnae Theatre, completion of 2011 phase of repairs to Spadina Museum, interior renovations at Cedar Ridge and replacement of flat roof and HVAC system at Theatre Passe Muraille.

Other projects include approximately 76 BIA streetscape improvements across the City and Façade renovations for 70 buildings.

Emergency Medical Services (EMS) spent \$11.493 million or 89.5% of its 2011 Approved Capital Budget of \$12.842 million for the year ended December 31, 2011.

- Minor deficiencies to be addressed for 9 projects, 7 of which are station refurbishments partially funded by the Federal / Provincial Infrastructure Stimulus Funding (ISF). 2011 funding of \$0.794 million or 9% of total project cost of \$8.470 million for all 9 projects will be carried forward into 2012.
- Delayed equipment delivery of an ambulance vehicle and automatic external defibrillators to early 2012 as contract details are still being finalized. As a result, 2011 funding of \$0.130 million for an ambulance vehicle and \$0.145 million for automatic external defibrillators are being carried into 2012.

Accomplishments:

EMS completed 6 capital projects: stations refurbishments of Station 11 (Caledonia Rd) and Station 01 (Toryork Rd), Central Ambulance Communication Centre (CACC) Redesign, Mobile Data Communications equipment, Defibrillator Upgrades and Second Radio purchases with savings of \$0.092 million.

Long-Term Care Homes & Services (LTCHS) spent \$10.045 million or 21.4% of its 2011 Approved Capital Budget of \$46.9 million for the year ended December 31, 2011. The year-end under-spending is attributed to the following:

- The *LTCHS Capital Maintenance Program* expenditures totalled \$6.661 million or 71.2% of the 2011 approved cash flow of \$9.350 million primarily due to impacts of the proclamation of the new Long Term Care Homes Act, resulting in additional capital requirements that have delayed capital work. The under spending is also caused by longer than anticipated contract document preparation, tendering timelines and contractor delays resulting in projects being suspended during the winter. The unspent funds of \$2.689 million will be carried forward to 2012.
- The *Kipling Acres Redevelopment* project expenditures for the year ended December 31, 2011, totalled \$3.384 million or 9.5% of its 2011 approved cash flow of \$37.550 million due to delays in approvals of Long Term Care capital projects from the Ministry of Health and Long-Term Care. The project has now received all required approvals and is proceeding with a targeted completion date of early 2013 for the 192-bed phase. Construction of the remaining 145-bed phase will commence on the existing Kipling Acres location upon completion of the first phase. The unspent funds of \$ 34.166 million will be carried forward to 2012.

Accomplishments:

2011 accomplishments included various interior and exterior upgrades at Bendale Acers, Castlevue Wychwood Towers, Fudger House, Lakeshore Lodge, and elevator modernizations at Bendale Acers, Cummer Lodge, Seven Oaks and True Davidson Acers.

Parks, Forestry and Recreation spent \$68.701 million or 49% of its 2011 Approved Capital Budget of \$139.294 million at year end, with \$69.700 million carried forward into 2012. Total spending is comprised of \$19.034 million spent on RInC/ISF projects and \$49.667 million spent on non-RInC/ISF projects. The under-spending is mainly due to the following projects:

- *Facility Components* project's expenditures totalled \$5.230 million or 48% of the 2011 approved cash flow of \$10.988 million since over \$3.654 million for various IT projects was not spent due as project underwent requisite Corporate IT review process; \$0.360 million of the divisional accessibility funding was not spent due to the need to reconfirm the project scope at various sites; and \$1.000 million for the 311 Customer Service Strategy was not spent due to requisite reviews and approvals from IT.
- *Park Development* project's expenditures totalled \$9.436 million or 38% of the 2011 approved cash flow of \$25.044 million since \$5.500 million was not spent for Regent Park as the site was not conveyed to PF&R in 2011, \$0.400 million was not spent for *West Queen West Triangle* project requiring comprehensive community consultation

prior to proceeding, \$1.100 million was not spent for *June Callwood Park* project as the land has not yet been conveyed to the City; \$0.250 million was not spent for *Whitley Avenue* project because the donation was not received; \$0.316 million was not spent for the *Dogs Off-Leash* program due to delays for necessary permits, approvals and consultation with park users; in addition various other parks were not completed before winter due to the delayed construction season.

- *Arena* project's expenditures totalled \$4.037 million or 35% of the 2011 approved cash flow of \$11.467 million since \$4.100 million was not spent for the Leaside Arena expansion as bids were over budget and the project has to be re-tendered; \$0.700 million was not spent for Greenwood AIR due to extended consultation and approvals; \$0.680 million was not spent for Chris Tonks and Otter Creek due to the requirement for additional structural review and investigation; and various Arena CAMP projects were not completed by the end of the year due to the impact of public access and programming constraints.
- *Community Centres* project's expenditures totalled \$6.602 million or 25% of the 2011 approved cash flow of \$26.403 million since the Toronto and Region Conservation Authority's (TRCA) approval for York Community Centre has been delayed due to concerns regarding the Black Creek bank stabilization; the Railway Lands Community Centre is still in the negotiation stage; various Community Centre CAMP projects including \$1.200 million for the *Matty Eckler CC* project where the discovery of hazardous materials delayed the start of the construction, were not complete by the end of the year; and \$1.670 million for Milliken Park Community Recreation Centre was not spent as the developer funds have not been received.
- *Special Facilities* project's expenditures totalled \$7.323 million or 58% of the 2011 approved cash flow of \$12.556 million as a result of under-spending of \$2.500 million for Ward's Island due to projects on seawalls complicated by the complexity of responsibility, ownership and the approvals process; *Ferry Vessels Rehabilitation* project is \$0.480 million under budget due to extremely competitive bids; \$1.000 million for Bentworth Yard was not spent as bids were over budget and the project has to be retendered; and \$0.615 million for various Special Facility (CAMP) projects was not spent as these project could not be completed by year end.
- *RInC* project's expenditures totalled \$17.372 million or 86% of the 2011 approved cash flow of \$20.203 million since Regent Park Aquatic Centre was not completed by year end. The unspent funding is comprised of reserve and developmental charges funding that will be carried forward with no impact to 2012 debt funding.

Accomplishments:

- The *Stephen Leacock Community Centre Phase 3* project is completed at a value of \$3.000 million. Phase 3 providing the extension to the second floor (approximately 12,000 square feet) to provide two additional community rooms, a running track and office space.

- The *Scarborough Village Community Centre Addition* project is completed at a value of \$1.000 million. The existing facility was expanded to create a community hub (approximately 2,700 square feet) that includes multipurpose rooms, kitchenette, offices, and washrooms.
- The new *Warden Hilltop Community Centre*, water play and playground projects are completed.
- The *East Scarborough Boys & Girls Club* project is completed at a value of \$3.500 million and the *Dovercourt Boys & Girls Club renovation* project is completed at a value of \$1.600 million.
- The Division completed *Tott's Tot Lot New Waterplay* project at a value of \$0.450 million and *8th Street Skateboard Park* project at a value of \$0.700 million.
- 16 new playgrounds at a value of \$4.900 million were built.
- The Division completed 9 new Dogs Off Leash Areas at a value of \$1.200 million and site improvements to 15 existing Dogs Off leash Areas.

Shelter, Support and Housing Administration (SS&HA) spent \$1.311 million or 28% of its 2011 Approved Capital Budget of \$4.690 million for the year ended December 31, 2011. The under-spending is mainly due to the following projects:

- The *Capital Repairs/ Replacements for City Operated/ Leased Shelters* project, the SSHA state of good repair (SOGR) program, experienced spending of \$0.452 million, or 27% of the 2011 approved cash flow of \$1.647 million, with \$0.900 million carried forward into 2012. Spending for 2011 provided a roof replacement at Family Residence, and plumbing upgrades at all of the City-operated shelters. A number of upgrades have been delayed due to some challenges co-ordinating repairs in the city operated and leased shelters.
- The *Shelter Development/ Redevelopment* project's expenditures totalled \$0.040 million, or 4% of the 2011 approved cash flow of \$0.912 million. This project primarily funds the redevelopment of Seaton House and the revitalization of George Street. Staff continues to develop a framework for this redevelopment.
- The *129 Peter Street Shelter* project, with a 2011 approved cash flow of \$0.440 million, had no spending in 2011. Although this shelter was opened in 2010, \$0.386 million is being carried forward into 2012 to complete the remaining elevator and roof upgrades.
- The *Mass Care Response Vehicle project*, with a 2011 approved cash flow of \$0.500 million had no spending in 2011, however SSHA and Fleet Services have awarded the contract, and delivery is expected in mid 2012. The full 2011 cash flow budget is being carried forward into 2012.

Accomplishments:

Social Housing Administration System project's expenditures totalled \$0.832 million, or 70% of the 2011 approved cash flow of \$1.188 million, with \$0.356 million to be carried forward into 2012. With the project nearing the end of the development phase, testing is well underway and the project is on target for completion in 2012.

Toronto Employment & Social Services (TESS) spent \$0.625 million or 5.1% of the 2011 Approved Capital Budget of \$12.219 million for the year ended December 31, 2011.

- The *TESS Office Relocation* project, with a 2011 approved cash flow of \$9.233 million, for the purchase of a building for the reallocation of TESS office has been cancelled and the project will be closed.
- The *TESS Infrastructure Facility* project, with a 2011 approved cash flow of \$1.696 million, enables the Program to retrofit and furnish additional office and interview spaces to manage the increased caseload. This project has been completed with all seven leased locations opened, including all infrastructure and deficiency work.

Accomplishments:

- A vendor for the City Services Benefit Card has been selected through the RFP process - a contract is anticipated to be issued in the first quarter of 2012.
- The *TESS Infrastructure* project has been completed with all seven leased locations opened, including all infrastructure and deficiency work.

Citizen Centred Services "B"

During the year ended December 31, 2011, actual capital expenditures for this Cluster totalled \$239.625 million or 52.1% of the 2011 Approved Capital Budget of \$459.712 million.

Citizen Centred Services "B"		
Q4 2011 Capital Variance (\$ Million)		
	Actual to December 31, 2011	
	Over/(Under)	% of Budget
City Planning	(2.9)	56.2
Fire Services	(9.2)	31.5
Transportation Services	(105.7)	66.2
Waterfront Revitalisation Initiative	(102.4)	19.6
Sub-Total	(220.1)	52.1

City Planning spent \$3.694 million or 56.2% of its 2011 Approved Capital Budget of \$6.569 million for the year ended December 31, 2011. The year-end under-spending is mainly due to the following:

- Expenditures for the *Civic Improvement* project for the year ended December 31, 2011, totalled \$1.704 million or 61.2% of the 2011 approved cash flow of \$2.786 million. The project is currently underway with anticipated completion in 2012. Under spending is mainly attributed to changes within the scheduling and scope of divisional capital works initiatives. Unspent funding of \$1.082 million will be carried forward into 2012 for project completion; and
- Project expenditures for *Development Charge Funded Studies* at year-end December 31, 2011 totalled \$0.639 million or 38.3% of the 2011 approved cash flow of \$1.665 million. Under spending resulted from phased project completions arising from changes in the timing of growth and transit related studies. The project is underway with anticipated completion in 2012, utilizing funding of \$0.768 million carried forward from 2011 into 2012.

Accomplishments:

- City Planning has successfully completed 16 out of 30 capital projects in 2011, including: Natural Heritage Inventory & Integrated Evaluation Systems; Archaeological Master Plans; 5 year Review of the Official Plan; New Zoning By-Laws; Intensification and Tall Building Location; and 10 growth related studies.

Fire Services' (FS) capital expenditures for the period ended December 31, 2011 totalled \$4.203 million or 31.5% of the 2011 Approved Capital Budget of \$13.355 million. The year-end under-spending is mainly attributed to the following:

- The new *Station D #221* project to improve emergency response times in the Scarborough area has a 2011 approved cash flow of \$4.26 million and had expenditures of \$0.487 million or 11.4%. Preliminary work on the design/construction phase has been completed. The delay in 2011 is due to planning approval and procurement delays. The construction contract is projected to be awarded in July 2012. Construction is scheduled to begin by August 2012 with completion expected by August 2013. As a result, \$3.7 million will be carried forward into 2012.
- The *Replacement of Chaplin Fire Station #135* project has a 2011 approved cash flow of \$2.451 million and expenditures of \$0.05 million or 2%. Work begun on the design and tender document, however, the project is now being delayed to ensure consultation with the community and ward councillor. The construction contract is projected to be awarded in September 2012. Construction is scheduled to begin by October 2012 with completion expected by October 2013. As a result, \$2.4 million will be carried forward into 2012.
- The *Rehabilitation of Exhibition Place Station (Stn 346)* project has a 2011 approved cash flow of \$1 million and expenditures of \$0.05 million, or 2% for design work only. The delay in 2011 is due to planning and procurement delays; the construction

contract was awarded in January 2012. \$0.95 million will be carried forward into 2012.

- The project for *Communications Disaster Recovery Improvements* and the project to improve/implement *CAD2 CAD Interfaces* have 2011 approved cash flows of \$0.500 million and \$0.150 million respectively, both of which had no spending as of year-end. Spending on these projects will be deferred to 2012 and funds have been carried forward accordingly. Both projects depend upon an upgrade in the CAD (Computer Aided Dispatch) system. The CAD Upgrade was implemented on September 11, 2011 and staff continues to resolve outstanding related technical issues.

Accomplishments:

The Program was responsible for the implementation of projects for fire station construction, fire equipment acquisition and emergency communications projects. Progress was achieved on the following projects:

- Completed the Replacement of Bunker Suits project - This is a 5-year lifecycle replacement project for 2,800 firefighter bunker suits where the contract calls for the initial order of 2,800 bunker suits plus up to 200 bunker suits per year over 5 years (funded through the operating budget) for new recruits and suits damaged beyond repair.
- Completed the Replacement of HUSAR Equipment which is the continuous replacement of depleted stock and supplementary equipment required by Fire's HUSAR team; the project is subsidized at a rate of 75% by the Federal government's JEPP program.
- Completed the Business Intelligence project for \$0.500 million that will create a system for statistical analysis of data from Fire's dispatch/communications systems enabling the establishment of performance metrics that will facilitate the continuous improvement essential to achieving compliance with NFPA standards.

Transportation Services' capital expenditures for the year ended December 31, 2011 totalled \$206.755 million or 66.2% of its 2011 Approved Capital Budget of \$312.465 million. Most of the under-spending is attributed to projects that require third party coordination and/or funding and includes deferral of a number of different projects for which the 2011 approved cash flow will not be spent due to minor unanticipated delays in implementation, primarily due to the following:

- Expenditures for the *Bridge Rehabilitation projects* for the year ended December 31, 2011 totalled \$28.063 million or 66.8% of the 2011 approved cash flow of \$41.992 million. Funding of \$12.922 carried forward from 2011 is required to continue work in 2012. This project was delayed due to difficulties in obtaining third party purchase orders well enough in advance of tendering contracts, as well as late work completion by some utility companies, as two contractors working for two separate owners are not permitted to occupy the same work zone. The unit also experienced some staffing shortages during 2011.

- Expenditures for *Traffic Control* projects for the year ended December 31, 2011 totalled \$20.156 million or 60.6% of the 2011 approved cash flow of \$33.245 million, resulting in carry forward funding of \$9.213 million into 2012. These projects involve highly technical work which due to its sophisticated nature results in difficulties/delays in securing suppliers. However, once awarded, contracts are completed on time. In addition, Transit Priority projects which are included in this group were dependent on schedule/demand from the Toronto Transit Commission, which did not materialize as anticipated.
- Expenditures for the *Scarlett/St. Clair/Dundas* project for the year ended December 31, 2011 totalled \$0.188 million or 17.1% of the 2011 approved cash flow of \$1.100 million. The project was largely under-spent due to a need to modify the Environmental Assessment, resulting in rescheduling of the work to 2012.
- *The Neighbourhood Improvements* project, with a 2011 approved cash flow of \$3.500 million, had \$1.521 million or 43.5% spending as of December 31, 2011. Under spending resulted from a need to coordinate projects with a variety of stakeholders, including neighbourhood associations and community/advisory groups. Funding in the amount of \$1.978 million will be carried forward from 2011 to complete the project in 2012.
- Large complex projects such as *Regent Park Revitalization* and *Bloor Street Transformation* involve a number of components and third parties, which required extensive time in project coordination. The Regent Park Revitalization project with a 2011 approved cash flow of \$3.244 million had \$0.271 million or 6.1% spending as of December 31, 2011, resulting in carry forward funding to 2012 of \$2.973 million. The Bloor Street Transformation Project with a 2011 approved cash flow of \$4.007 million had no spending in 2011, due to delays in delivery of the art component of the project. Funding for this project will be fully carried forward to 2012.

Accomplishments:

- The Program was responsible for implementation of approximately 169 projects with total project costs of \$71.298 million, funded from the Infrastructure Stimulus Fund (ISF) program that commenced in late 2009. In 2011, the capital expenditure for these projects was \$5.014 million. All ISF projects were completed on time.
- In 2011 Program spent \$96.431 million on various state of good repair projects that include Major and Local Road Reconstruction and Resurfacing; and \$28.063 million on Bridge Rehabilitation.
- Other major projects completed in 2011 include the emergency slope stabilization on the Don Valley Parkway at Beechwood; the reconstruction of Roncesvalles Avenue; streetcar trackwork on Dundas Street West; Bloor/Islington Bridge rehabilitation; emergency work on Jackes Avenue Bridge; Jameson Bridge rehabilitation; slope stabilization at South Bound DVP Beechwood to Pottery Road and slope stabilization with retaining wall at Christie Street East

The Waterfront Revitalization Initiative's capital expenditures for the year ended December 31, 2011 totalled \$24.972 million or 19.6 % of the 2011 Approved Capital Budget of \$127.322 million. The majority of the Waterfront Secretariat's year-end under spending is attributed by the following projects:

- Expenditures for the *Transportation Initiatives project* for the year ended December 31, 2011 totalled \$0.208 million or 0.7% of the 2011 approved cash flow of \$29.918 million. The under spending is due to the cancellation of the Fort York Pedestrian Bridge and Gardiner Environmental Assessment studies, as per council decision. Funding in the amount of \$29.710 million will be carried forward from 2011 into 2012;
- The *Sportsfields Facilities & Parks Development project*, with a 2011 approved cash flow of \$30.197 million had \$0.450 million or 1.5% spending as of December 31, 2011. The under spending is due to the delayed finalization of contribution agreements, resulting in deferral of fund transfer and implementation of the Central Waterfront Public Realm project. Unspent funds of \$29.747 million will be carried forward into 2012; and
- Expenditures for the *Precinct Implementation project* for the year ended December 31, 2011 totalled \$8.993 million or 45.9% of the 2011 approved cash flow of \$19.601 million. The under spending is due to the delayed finalization of contribution agreements, resulting in deferral of fund transfer and implementation of the East Bayfront and West Don Lands project. Funding in the amount of \$10.495 million will be carried forward from 2011 into 2012.

Accomplishments:

- The Program successfully completed several projects in 2011, including Sherbourne Park North, East Bayfront Phase I Stormwater Management UV Treatment Facility, and the Design of West Don Lands Stormwater Quality Facility; and
- Significant progress was made on the construction of George Brown College building, East Bayfront Sanitary Sewer, York Quay Parking Facilities, Don River Park, and Underpass Park.

Internal Services

For the year ended December 31, 2011 actual capital expenditures for Internal Services totalled \$134.653 million or 53.6% of their collective 2011 Approved Capital Budget of \$251.413 million.

Internal Services		
Q4 2011 Capital Variance (\$ Million)		
	Actual to December 31, 2011	
	Over/(Under)	% of Budget
Facilities Management & Real Estate	(64.6)	45.9
Financial Services	(16.8)	18.1
Fleet Services	(20.2)	64.6
Information Technology	(15.1)	72.2
Sub-Total	(116.7)	53.6

Facilities Management & Real Estate (FM&RE) spent \$54.808 million or 45.93% of its 2011 Approved Capital Budget of \$119.430 million for the year ended December 31, 2011 with \$59.524 million carried forward to 2012. The projected under-spending is attributed to the following:

- *St. Lawrence Market North* project's design competition took longer than anticipated resulting in the need to defer cash flow requirements. Actual spending to year-end on this project is \$0.056 million or 0.4% of the 2011 approved cash flow of \$14.254 million, with \$14.198 million reallocated into 2012, 2013 and 2014 to reflect a revised construction schedule.
- *The Nathan Phillips Square Revitalization (NPS)* project's expenditures at year-end are \$8.308 million or 60.7% of the 2011 approved cash flow of \$13.691 million, with \$5.383 million carried forward into 2012. The under spending is attributed to staff revisiting the design and scope of work plan in order to find savings to remain within the approved project budget and co-ordination of construction with ongoing events on the Square.
- *The Westwood* project, with 2011 approved cash flow of \$4.0 million, has no spending in 2011 and will be carried forward into 2012 in order to cover contractual obligations. This project is expected to be turned over to Build Toronto with minimal expenditure.
- *The 255 Dundas Street West - Structural Rehabilitation* project's expenditure at year-end is \$1.374 representing 33.7% of the 2011 approved cash flow of \$4.079 million, with \$2.705 million being carried forward into 2012. The project was delayed in order to obtain security clearances required by Toronto Police Services prior to the contractor commencing construction.

Accomplishments:

- The contract for the main architect/consultant was awarded in 2011 for *St. Lawrence Market North* allowing for the design of the new facility to commence in early 2012.

- The concession building was completed and is fully operational at Nathan Phillips Square and significant progress was made on the construction of the new stage, the new peace garden, and the installation of mechanical and electrical systems.
- All ISF projects were completed and all recoveries were made. The Father Henry Carr project is on track to be substantially complete in early 2012.
- FM&RE was able to address a number of state of good repair backlog items at various facilities in 2011. Over 50 projects were completed in 2011, and design and construction progressed on many others.
- Building automation system upgrades commenced at numerous facilities which should allow for energy savings in the future, and security equipment upgrades and assessments were completed at various facilities.

Financial Services' expenditures for the year ended December 31, 2011 totaled \$3.708 million or 18% of its 2011 Approved Capital Budget of \$20.605 million, with \$2.197 million carried forward to 2012. The under-spending of \$16.897 million is attributed to the following projects:

- *Financial Planning, Analysis and Reporting System (FPARS)* project is under-spent by \$12.193 million, mainly due to delays in finding a successful proponent. This required a re-issuance of the Request for Proposal. In addition, the release strategy and resource plans had to be revised to coincide with the accelerated budget process. This change significantly impacts project time lines and go live dates. Proposals have been evaluated and the contract was awarded in January 2012. As a result, expenditures for both internal and external resources required to implement the Public Sector Budget Formulation solution has been deferred until early 2012, at which time this project will be fully operational to meet timelines based on the revised release strategy.
- The *Workflow & Document Mgmt. Technology* project is under-spent by \$0.578 million due to the delayed release of the RFP. However, this project is proceeding as contract negotiations were completed early 2012.
- The *Payment Processing Centre Relocation* project was under spent by \$0.785 million due to delays in obtaining a suitable location. This amount will be carried forward into 2012.
- The *PCI Compliance* project is under spent by \$0.659 million at year end that will be carried forward into 2012. However, this project is on schedule to be completed by 2014 to ensure the City meets the full payment card and data security standards.
- The *e-Procurement Implementation* project is under-spent by \$0.527 million due to Project Team hiring delays and delayed completion of the preliminary work required prior to proceeding with the project. Some of the preliminary work includes the review and approval of the project charter and business architect reports as well as the

logical architect report by I&T. This project was deferred from 2010 to 2011, as a result of the uncontrollable delays these will be carried forward into 2012.

Accomplishments:

- Completed the Payment Processing System Replacement project.
- Issued an RFP for the Risk Management Information System Upgrade project.
- Developed and issued an RFP for the Workflow & Document project and selected a successful proponent with implementation scheduled to begin in the second quarter of 2012.
- Completed the Project Charter for the e-Procurement project in 2011. In addition, an initial draft of the business architecture document was completed. Also, the RFP process has been initiated which is expected to proceed late 2012.
- The Revenue Phase II project's RFP for meter reading software and equipment is being reviewed by Legal with the expectation that purchases will be made in 2012.
- Finalized the FPARS project preparation, procurement process and the recruitment strategy and process for City resources required from Financial Planning, Human Resources, Payroll, Pensions and Employee Benefits, Accounting Services, Information Technology and representatives from 19 City Divisions.
- Completed Program Maps and Service Profiles that provided the City's service inventory which was used by KPMG for the Core Service Review.
- Completed the Accounts Payable Business Architecture (both Current and Future State Business Architecture).
- Completed imaging of the Accounts Payable Chapter 71, Schedule A payments that will save staff time and reduce the amount of paper currently used to schedule payments.
- Upgraded the Accounts Payable project PCard software, with additional reporting capabilities.
- Continued in the remediation phase of the PCI Compliance project by working with the City's new acquirer (Global Payment Systems) to identify ways in which the cost of the scope of remediation can be reduced, prior to making any changes to our environment.
- Successfully negotiated contract to procure integrated cashiering software for all RSD counter operations (supporting property tax, utility billing and parking tags). This initiative is expected "go live" in late 2012.

Fleet Services' expenditures for the year ended December 31, 2011 totalled \$36.859 million or 65% of its 2011 Approved Capital Budget of \$57.049, with \$20.036 million carried forward to 2012. The under-spending is primarily due to the delay in procurement of replacement units pending the results of various Service Efficiency Studies. Also, three custom fire apparatus for Fire Services will not be delivered until early 2012 due to

the detailed specification development required and the lengthy production time of these custom units. In addition, there were also delays in the issuance of contracts for the replacement of ambulances for Emergency Medical Services.

Information and Technology spent \$39.279 million or 72% of its 2011 Approved Capital Budget of \$54.428 million for the year ended December 31, 2011, with \$14.088 million carried forward to 2012. The year-end under-spending is due to recruitment challenges facing the Division which has delayed projects such as the *Computer System Integration*, the *Case Management System*, the *Toronto Building Electronic Service* projects, the *Mainframe Application Replacement* projects and several projects for City Planning. Corporate Enterprise initiatives such as *eLearning Technologies*, *e-Human Resource Strategy* and the *Corporate Civic Engagement* projects are progressing slower than anticipated because of the need to scope the projects and identify technical requirements and specifications.

Accomplishments:

- Established the Electronic Service Delivery (ESD) program with an enterprise approach to advancing eService capabilities at the City.
- Completed 311 Phase III development including; enabling 3rd party application developers to create mobile applications to access 311, integration with Toronto Animal Services customer requests, ability for the public to subscribe to Instant Messages from 311 for request status, and enhanced 311 reporting.
- Reissued the Financial Planning and Reporting System (FPARS) RFP.
- Developed strategies for SAP foundation direction, an integrated security strategy, and implemented standards/procedures for testing key SAP technologies.
- Implemented Toronto Water's Automated Meter Reading project including wireless infrastructure to support ward by ward replacement of aged water meters and automated collection of consumption data, as well as system integration and workflow automation for Toronto Water and Revenue Services.
- Implemented foundational components of Toronto Building's Electronic Service Delivery project supporting electronic submission of building documents and improving efficiencies.
- Completed several business architectures in support of key enterprise and program initiatives including Enterprise Document & Records Management (EDRMS), eLearning, Elections, eProcurement, Accounts Payable and Toronto Building.
- Rolled out Enterprise e-Learning initiative and an interim solution for Toronto Fire Services.
- Continued the implementation of Enterprise Project Management in support of the City's IT Portfolio.

- Completed 65 risk assessments (privacy, threat and vulnerability analysis), over 40 security and privacy consulting engagements for City programs, and 95 policy/exception requests.
- Implemented the City's Unified Communications (VoIP) pilot project and completed the conversion of IT Service Desk and voice mail. Identified "gaps" in vendor's Day 2 support processes that caused the vendor to implement a plan to address.
- Completed project planning, strategic analysis and architecture phases of the Enterprise Systems Management (ESM) project.
- Conducted a major IT review of the Toronto Police Services Integrated Records Information System (IRIS).
- Completed rolling out of 3,473 computers, 489 mobile units and 510 printers/multifunction devices as part of the City IT Asset Lifecycle management refresh project.

Other City Programs

For the year ended December 31, 2011, actual capital expenditures for Other City Programs totalled \$111.763 million or 35.3% of their collective 2011 Approved Capital Budget of \$316.440 million

Other City Programs		
Q4 2011 Capital Variance (\$ Million)		
	Actual to December 31, 2011	
	Over/(Under)	% of Budget
City Clerk's Office	(2.1)	57.9
Sustainable Energy Plan	(42.6)	23.5
Union Station	(101.5)	43.3
Radio Replacement Project	(27.8)	1.0
PanAm Games	(30.7)	37.0
Sub-Total	(204.7)	35.3

City Clerk's Office's capital expenditures for the year ended December 31, 2011 totalled \$2.931 million or 57.9% of the 2011 Approved Capital Budget of \$5.067 million, with \$1.759 million carried forward to 2012. Year-end under-spending is attributed to the following:

- Total spending on the *Archives Facility Expansion Upgrade and Expansion* project is \$0.208 million or 49.4% of the 2011 approved cash flow of \$0.422 million, with \$0.211 million carried forward into 2012. This project was under spent in 2011 because of unavoidable delays in the finalization of the RFQ's for renovations of archival facilities at 255 Spadina and 2 Hobson. Construction at the former location has begun with an expected completion date of June 30, 2012. Construction at 2

Hobson is now complete and the move of the digitization laboratory is awaiting configuration of the technology systems. The move is expected to be complete by the end of May 2012.

- Spending on the *Toronto Election Information System (TEIS)* for the 2014 Election project is \$0.124 million or 24.7% of the 2011 approved cash flow of \$0.500 million, with \$0.376 million carried forward into 2012. The development team for the 2014 TEIS system was reduced to 2 full-time contractors and one part-time staff person from I&T as staff was redirected to work on other requirements for the project. This resulted in a lower spending rate. Going forward in 2012, the areas for re-development have been determined and the development team is nearly all assembled. Development work will proceed in order to ensure that the system is ready for 2014.
- The *Alternate Voting project* is under spent by \$0.192 million or 56.1% of the 2011 approved cash flow. Phase 1 of the Alternate Voting capital project is the ePolling pilot project in Registry Services. This initial phase consisted of documenting the current state of the polling system in Registry Services. Cost efficiencies were gained by using the Enterprise Architecture Group to document this current state instead of project resources.
- The *Election Voters' List Enhancement* project with 2011 approved cash flow was not spent in 2011. The project is on hold pending the outcome of My Toronto portal and enterprise architecture. The project scope is under review and may be merged into TEIS development in the future.
- The *Forms Management* project is under spent by \$0.152 million or 38.1% of the 2011 approved cash flow of \$0.400 million due to unavailability of an architect resource. An architect is engaged starting May 2012 to complete the forms management architecture and to support key project deliverables.
- The *Information Production Workflow Management System* project is under spent by \$0.381 million or 41.8% of the 2011 approved cash flow of \$0.912 million, with \$0.381 million carried forward into 2012. The original RFP resulted in bids that exceeded the City's budget. A new RFP was issued during the year and was awarded in November 2011. Project implementation started in December and will continue through 2012.
- The *Mail Security and Mail Room Upgrades 2010* project is under spent by \$0.242 million or 80.7% of the 2011 approved cash flow of \$0.300 million, with \$0.200 million carried forward into 2012. The RFP for the mailroom renovations was issued twice because no bids were received when the first RFP was issued. There was asbestos found in the Copy Centre that had to be remediated before the renovations could be started. These delays stalled the project initiation and execution.

Accomplishments:

- Launched attendance and voting information in Toronto Meeting Management Information System (TMMIS) in open data format. The project won a CAMA Willis Award for Innovation, AMCTO E.A., Danby Award for Excellence in Municipal Administration and MISA Award for Service to Citizens.

- Completed the Archives Strategic Plan which would re-focus the capital project towards improving the customer service experience through the reconfiguration of the existing Archive Facility, among others.
- Core system for the Case Management System for the Ombudsman went live in June.
- Refreshed mail rooms in Etobicoke, Scarborough and North York.

Sustainable Energy Plan's capital expenditures for the year ended December 31, 2011 totalled \$13.107 million or 23.5% of the 2011 Approved Capital Budget of \$55.707 million, with \$40.716 million carried forward to 2012.

During the 2012 Capital Budget process, City Council directed that the CFO report back on the viability of continuing to provide loans to non-City agencies and institutions. In the meantime, no new loans were being approved. Therefore, both the *Toronto Energy Conservation Fund* and the *Toronto Green Energy Fund* were significantly under spent at the end of 2011. Total loan disbursements for the *Toronto Conservation Fund* were \$1.838 million or 10.1% of the 2011 approved cash flow of \$18.267 million. In total, only \$0.282 million or 2.2% was disbursed in loans for the *Toronto Green Fund*, of the 2011 approved cash flow of \$12.739 million.

As a result of delays in finalizing agreements with Toronto Hydro, the *Solar Photovoltaic Program* has been delayed and total 2011 approved cash flow funding of \$8.0 million was unspent at year end.

Accomplishments:

- The window replacement project for the East Tower of City Hall is near completion and construction is expected to commence in early 2012 for the West Tower.
- Progress was made with respect to the installation of Deep Lake Water Cooling systems at Union Station. This work will continue into 2012. The ISF portion of the project has been completed and recoveries have been made.
- Loans were issued to a few City Divisions and ABC's to assist in the implementation of energy initiatives. Division's and ABC's who received funding include Parks, Children's Services and Exhibition Place.
- The legal agreement between the City and Toronto Hydro was finalized, which has allowed the Solar Photovoltaic Program to progress into the next stage. Ten of approximately twenty OPA contracts have been approved and installations and construction will begin in 2012 at these locations.
- A number of studies were completed, or are in the progress of being completed, to determine the feasibility and viability of a number of energy initiatives that could be implemented at the City of Toronto and its various locations. Studies and business

cases were developed for Renewable Energy options as well as District Energy Systems for priority sites.

The Union Station Revitalization Project actual expenditures for the year ended December 31, 2011 totalled \$77.394 million or 43% of its 2011 Approved Capital Budget of \$178.885 million with \$101.300 million carried forward to 2012. The year-end under-spending is attributed to the following:

- The *Construction Contracts* project's capital expenditures totalled \$60.058 million or 48.7% of the 2011 approved cash flow of \$125.119 million, with \$64.643 million carried forward into 2012. Construction is ongoing in various areas of the station, including VIA and the Bay and York concourses, VIA offices, York West Teamway and 4th floor offices. Poor soil conditions at a number of the excavated construction sites delayed the ongoing requirement to reinforce or replace the columns beneath the concourse.
- The *Northwest Path* project's expenditures totalled \$4.034 million or 11.5% of the 2011 approved cash flow of \$35.100 million, with \$31.066 million carried forward into 2012. The pre-design work for the Northwest Path is complete and the detailed design has started. The additional work required to complete the detailed design work has delayed the anticipated construction plans. It is anticipated that the tendering for the construction contracts will start in the first quarter of 2012.

Accomplishments:

- *Construction Contracts* projects - Significant progress was made with respect to the column replacement and column reinforcement work beneath the GO Concourse and VIA Concourse. The poor soil issues that were identified have been resolved which will allow for construction to continue with minimal delays in 2012. The Panorama Lounge was completed and is fully operational. Interior renovations and exterior repairs to the West Wing and Centre Block are ongoing into 2012, and progress made in 2011 should allow for a timely ownership transfer of the West Wing to GO Transit in 2012. Various issues relating to existing services and the coordination of construction projects were identified and construction plans were revised to minimize scheduling delays.
- *Professional Services* - All contract documentation for stage 1 and 2 construction are complete. Contract documents for stage 3 are 80% complete. The contract documents for stage 4 and 5 are currently underway.
- The *NW PATH* project – The main professional engineering services contract was issued in early 2011. This allowed design services to progress throughout the year. The pre-design is complete and the detailed design is underway. A revised schedule has been developed and once the construction contract is tendered, the schedule for this project will be revised.

Radio Communication System Replacement Project's capital expenditures for the year ended December 31, 2011 totalled \$0.282million or 1 % of the 2011 Approved Capital Budget of \$28.058 million. Expenditures were incurred for the professional services of a fairness consultant and project manager to oversee procurement and development of the RFP which was issued on June 15, 2011 (release of a Request for Expression of Interest (REOI) occurred in August 2010) and closed in September. The impact of the acquisition of radio equipment in preparation for the 2010 G8/G20 Conference resulted in the significant delay. Also, low spending in 2011 is due to technical complexity of the RFP. As a result, the contract award to Motorola Solutions Canada Inc. was approved by Council on February 6, 7, 2012.

PanAm Games' capital expenditures for the year ended December 31, 2011 totalled \$18.046 million 37% of the 2011 Approved Capital Budget of \$48.722 million with \$30.676 million carried forward into 2012. The under-spending is mainly due to the following projects:

- The *Site Remediation* project's expenditures totalled \$16.628 million or 36% of the 2011 approved cash flow of \$46 million due to inclement weather which prevented material backfilling and compaction, as well as extensive soil sampling and testing that was required to meet the Ministry of the Environment's (MOE) requirements for Record of Site Condition (RSC) documentation. Backfilling and compaction and the MOE requirements are on schedule, however the project will not be completed until acceptance of the site by Infrastructure Ontario later in 2012.
- Total expenditures for projects delivered through the Toronto Organizing Committee for the Pan/Parapan American Games (TO 2015) and Infrastructure Ontario were \$1.418 million or 52% of the 2011 approved cash flow of \$2.722 million

City Agencies

During the year ended December 31, 2011, actual capital expenditures for City Agencies totalled \$1.117 billion or 68.3% of their collective 2011 Approved Capital Budget of \$1.635 billion.

Agencies Q4 2011 Capital Variance (\$ Million)		
	Actual to December 31, 2011	
	Over/(Under)	% of Budget
Exhibition Place	(1.1)	92.3
Go Transit	0.0	100.0
Toronto And Region Conservation Authority	0.0	100.0
Toronto Police Service	(41.6)	58.8
Toronto Port Authority	0.0	100.0
Toronto Public Health	(2.2)	62.4
Toronto Public Library	(3.9)	86.6
Toronto Transit Commission	(467.6)	67.6
Yonge-Dundas Square	(0.0)	88.2
Toronto Zoo	(2.1)	72.5
Sony Centre (Hummingbird)	(0.0)	97.4
Sub-Total	(518.5)	68.3

Exhibition Place's capital expenditures for the year ended December 31, 2011 totalled \$13.74 million or 94 % of its 2011 Approved Capital Budget of \$14.550 million with \$0.979 million carried forward into 2012. The under-spending at year-end is mainly attributed to the following projects:

- The *Music Building Windows and Doors* project's expenditures totalled \$0.058 million or 33% of the 2011 approved cash flow of \$0.175 million, with \$0.117 million carried forward into 2012. This project is delayed due to a busy tenant show schedule that did not allow construction to proceed.
- The *Infrastructure at CNE New Midway* project's expenditures totalled \$0.092 million or 23% of the 2011 approved cash flow of \$0.400 million, with \$0.308 million carried forward into 2012. This project has not proceeded due to the delay in concluding an agreement with the CNEA until the end of the year. The design could not start until that agreement was fully concluded.
- The *War of Legacy Trail 1812* project's expenditures totalled \$0.276 million or 55% of the 2011 approved cash flow of \$0.500 million, with \$0.224 million carried forward into 2012. This project is delayed as the design of the marker could not be completed until 2012.

Accomplishment:

Exhibition Place was responsible for implementation of 16 projects with total project costs of \$21.965 million, funded from the Infrastructure Stimulus Fund (ISF) program that commenced in late 2009. In 2011, capital expenditure for these projects was \$12.002 million. All ISF projects were completed on time. ISF projects completed in 2011 include restoration of the Automotive Building, restoration of the Princes Gates, repair and upgrades of the Better Living Centre, repairs 2 roofs at the Coliseum, and improvements to the Press Building.

Other major improvements completed in 2011 include building improvements to the Direct Energy Centre.

Toronto and Region Conservation Authority (TRCA) received \$11.645 million or 100% of its 2011 Approved Capital Budget of \$11.645 million from the City of Toronto for the year ended December 31, 2011.

Accomplishments:

- A baseline conditions report and *Habitat Implementation Plan* project was completed and three neighbourhood greening concept site plans were initiated.
- Four major infrastructure programs were carried out to assist TRCA in dealing with maintenance and replacement of major facilities and service delivery systems, retrofit work at Black Creek Pioneer Village, and technology and information system upgrades and major maintenance on public use structures.
- TRCA continued construction on the *Port Union Waterfront Park* project and began construction of *Mimic Waterfront* and *Tommy Thompson* parks.

Toronto Police Service (TPS) spent \$59.388 million or 58.8% of its 2011 approved as cash flow of \$100.946 million, with \$36.418 million carried forward into 2012. The year-end under-spending of \$41.557 million is primarily attributed to the following:

- The *Integrated Records and Information System (IRIS)* project's expenditures totalled \$2.020 million or 21.7% of the 2011 approved cash flow of \$9.321 million, with \$7.301 million carried forward into 2012. The under-spending of \$7.301 million was as a result of the deferral of vendor approval that arose from the review of the project by the City Auditor General and the City Chief Information Officer.
- The *Property & Evidence Management Facility* project's expenditures totalled \$0.124 million or 1.9% of its 2011 approved cash flow of \$6.447 million, with \$5.314 million carried forward into 2012. The \$6.447 million under-spending in 2011 was due to issues with the design, and the late selection of an architect. Upon completion of design of the project, cost estimates will be re-assessed.
- The *Automated Fingerprint Identification System (AFIS)* project's expenditures totalled \$0.012 million or 0.04% of the 2011 approved cash flow of \$2.826 million, with \$2.814 million carried forward into 2012. The project timing was delayed due to complexity of the RFP process, vendor selection and lab testing.

Accomplishments:

- New 11 Division was completed on budget and became operational on September 26, 2011.
- In-Car camera installations have been completed on budget in 415 marked cars.
- Replacement of the Automated Fingerprint Identification System (AFIS) has commenced in 2011 and is scheduled for completion in 2012.

- Construction for the new 14 Division is continuing and is expected to be finished by mid-2012.
- An architectural firm has been approved by the Board to complete the design and working drawings for the Service's new Property and Evidence Management Facility.

Toronto Public Health's (TPH) capital expenditures for the year ended December 31, 2011 totalled \$3.642 million or 62.4% of its 2011 Approved Capital Budget of \$5.839 million.

The projected under spending by year-end is mainly due to the *Web re:Brand* project and the *Healthy Environment Inspection System* project.

- *Web re:Brand* project's expenditures totalled \$0.168 million, or 16% of total 2011 approved cash flow of \$1.083 million. The implementation strategy for the project has changed based on lessons learned from deliverables produced to date, including pilot results and a site content review. Project deliverables will be completed in 2012, with \$0.915 million being carried forward into 2012.
- *Healthy Environment Inspection System* project's expenditures totalled \$0.689 million, or 57% of total 2011 approved cash flow of \$1.214 million. This project requires additional testing and configuration of the product to ensure it functions reliably within the City environment. The implementation of software modules and hardware, and acquisition of contracted services is deferred to 2012, with \$0.525 million being carried forward into 2012.

Accomplishments

- The Dental Strategy and Implementation System were completed in 2011 with savings of \$0.001 million. The project was modified to address the change in provincial requirements due to the implementation of the Low Income Dental Program which includes an enhanced dental reporting system. The project will support the successful rollout of the provincial system.

Toronto Public Library's (TPL) capital expenditures for the year ended December 31, 2011 totalled \$25.127 million or 86.6% of its 2011 Approved Capital Budget of \$29.007 million. Most of projects are progressing according to plan, the under-expenditure is primarily due to the following:

- The construction at *Malvern Library Youth Centre* project began in the summer 2011, after experiencing delays in the building permit application process. The project is scheduled for completion in 2012. An unspent balance of \$0.528 million, or 38% will be carried forward into 2012;
- The implementation of the *Self-Service Circulation* project is proceeding behind schedule as TPL coordinates other technology infrastructure projects at targeted library branches. As a result, an unspent balance of \$0.732 million, or 31% will be carried forward into 2012;

- Public consultation and working drawings of the *Mount Dennis Library renovation* project were completed. The tender was awarded and the branch was closed in October 2011 to commence construction. An unspent balance of \$0.289 million, or 38% will be carried forward into 2012;
- The *North York Central Library renovation* project is slightly delayed due to an unexpected site issue at the start of construction. The issue has been resolved and the project is expected to be completed in 2012. Thus, an under-expenditure of \$0.375 million, or 37% will be carried forward into 2012; and,
- The *Virtual Branch Services* project was re-prioritized to coordinate technology improvements with the Self-Service Circulation project. As a result, an unspent balance of \$0.202 million, or 25% will be carried forward into 2012.

Accomplishments:

The ISF funded projects at the Fairview Library, the North York Central Library, the Northern District Library, the Richview Library, and the Toronto Reference Library Phase II were completed as of September 2011.

The Toronto Transit Commission's (TTC) capital expenditures for the year ended December 31, 2011 totalled \$893.565 million or 61.9 % of the 2011 Approved Capital Budget of \$1.44 billion. The projected under-spending is mainly due to the following projects:

- *The Surface Track* project is \$16.266 million or 42.4% under the 2011 approved cash flow of \$38.344 million mainly due to *Tangent/Special Projects* deferrals to 2012 to ensure coordination with other City work and the deferral of modifications to the *Queensway and Russell Yard South End Track Improvement* project. \$16.266 million in 2011 funding is being carried forward to 2012 to accommodate the deferrals.
- The *Wheel Trans Vehicle* project is \$19.473 million or 90.3% under the 2011 approved cash flow of \$21.564 million due to manufacturing changes to the operator's cab and passenger's compartment which required review and approval. \$19.473 million in 2011 funding is being carried forward to fund the purchase of buses that was delayed to 2012.
- The *LRT Replacement Maintenance and Storage Facility* project is \$39.573 million or 41.9% under the 2011 approved cash flow of \$94.347 million due to delays in addressing property and community concerns. \$39.347 million in funding is being carried forward into 2012 to accommodate the slippage of work.
- The *Purchase of Subway Cars* project is \$25.773 million or 29.6% under the 2011 approved cash flow of \$86.954 million due to slippage of project milestones, unused 2011 contingency funding, Provincial Sales Tax reimbursement rate change, as well as anticipated project change requests (PCRs) slippage from 2010. \$25.773 million in 2011 funding is being carried forward to accommodate the slippage of expenditures.

- The *ATC Resignalling* project is \$33.818 million or 54.0% under the 2011 approved cash flow of \$62.611 million due to contract delays for TTC engineering, TTC installation and Wilson Test Track Work. 2011 funding of \$33.818 million is being carried forward into 2012 to fund the slippage of contract work.
- The *Other Buildings & Structures* project is \$14.74 million or 58.0% under the 2011 approved cash flow of \$25.399 million due to the timing of hands on training for the *Industrial Facility Requirement Program*, work delayed to 2012 for the *Yonge North Subway Program*, a delay in the design of the *Surface Way Building Replacement* project and delay in design work for the *Carhouse Modification New LRV Program*. \$7.833 million in 2011 funding is being carried forward to fund the work that has been delayed to 2012.
- The *Bridges and Tunnels* project is \$18.111 million or 43.1% under the 2011 approved cash flow of \$41.992 million due to external consultation costs deferred to 2012 for Structure Rehabilitation Program. 2011 funding of \$18.111 million is being carried forward to accommodate the deferred work.
- The *Purchase of Streetcars* project is \$32.246 million or 19.0% under the 2011 approved cash flow of \$169.307 million due to slippage of project milestones, unused 2011 contingency funding and Provincial Sales Tax reimbursement rate change. \$32.246 million in funding is being carried forward into 2012 to accommodate the slippage of expenditures.
- The *Spadina Subway Extension* project is \$244.286 million or 46.5% under the 2011 budget of \$524.912 million due to a delay in progress for Tunnel Lining, Tunnel Boring Machines, construction and property acquisition. Delays in station construction have been primarily due to site conditions including higher than expected groundwater levels, contractor labour issues and an industrial accident at the York University site. Tunnelling has been delayed due to launch shaft site issues. \$244.286 million in 2011 funding is being carried forward to fund the work that has been delayed to 2012.

Accomplishments:

In 2011, TTC made significant progress on capital projects including Automatic Train Control, Easier Access Phase III and the Spadina Subway Extension. TTC received 13 new Toronto Rocket trains (78 cars) and 35 new 40' diesel buses. Projects completed in 2011 include Victoria Park Bus Terminal Replacement, Kipling Station Improvements, Wilson Yard Fleet Accommodation, Downtown Relief Line Study and Facility Energy Conservation.

Yonge -Dundas Square (YDS) capital expenditures for the year ended December 31, 2011 totalled \$0.187 million or 88.2% of its 2011 Approved Capital Budget of \$0.212 million.

The *Permanent Storage Facility* project was completed in 2011 and will enable the Square to transition more smoothly in between events and increase capacity to handle larger events.

Toronto Zoo spent \$5.612 million or 73 % of its 2011 Approved Capital Budget of \$7.748 million for the year ended December 31, 2011. The year-end under-spending of \$2.130 million is mainly due to the following projects and will be carried forward into 2012.

- *Information Services* project (\$0.233 million). This project will be completed in Q2 2012 to coincide City IT schedule for hardware refresh.
- *Giraffe House* project (\$0.257 million). The Giraffes will move to the old Elephant Exhibit and the funding will be applied to convert it to meet Giraffe standards in 2012.
- *North Zoo Site Eurasia* project (\$0.650 million) construction of is delayed as a result of contract and legal issues related to Tundra construction phase. Capital work in Eurasia is planned for completion in 2012 resulting in carry forward of \$0.650 million funding into 2012.
- *Grounds and Visitor's Improvements* project (\$0.188 million) will be tendered as part of Eurasia project in Q1 2012. Eurasia construction delayed as a result of legal issues.
- *Exhibit Refurbishment* project (\$0.250 million) will carried out with the Eurasia construction in the North Zoo Site Redevelopment project in 2012.

Accomplishments:

- A new Penguin exhibit and holding to house the penguins was completed and opened to the public in 2011.
- The detailed design for Wildlife Health Centre, Eurasia and Canadian Wilderness continued as planned in 2011. State of Good Repair (SOGR) projects to maintain infrastructure of exhibits including an ongoing plan of roof replacement and improving barrier free access were completed as planned in 2011 and will continue as part of the 10-year work plan.
- Discussions with Chinese government to secure Giant Pandas and the development of a multi-zoo agreement made progress in 2011. Agreements were signed in early 2012. The planned arrival of Pandas is in 2013.
- The second phase of the Schofield Memorial Gardens was completed. This is a project that will commemorate Dr. Francis Schofield for his work in Korea.

Sony Centre for the Performing Arts spent \$0.755 million or 97.4% of the 2011 Approved Capital Budget of \$0.774 million for the year ended December 31, 2011. Interior Renovation project is now complete with total project spending of \$35.448 million or 99.9% of budget.

Rate Supported Programs

For the year ended December 31, 2011, Rate Supported Programs' capital expenditures totalled \$611.100 million or 71.3% of their collective 2011 Approved Capital Budget of \$857.592 million.

Rate Supported Programs Q4 2011 Capital Variance (\$ Million)		
	Actual to December 31, 2011	
	Over/(Under)	% of Budget
Toronto Parking Authority	(29.7)	25.2
Solid Waste Management Services	(84.6)	43.4
Toronto Water	(132.2)	80.2
Sub-Total	(246.5)	71.3

Toronto Parking Authority (TPA) spent \$10.020 million or 25.2 % of its 2011 Approved Capital Budget of \$38.760 million for the year ended December 31, 2011. The year-end spending rate reflects delays arising from the unavailability of appropriate sites for off-street parking and delays due to on-going negotiations for identified sites. Unspent funds of \$22.521 million will be carried forward into 2012.

Solid Waste Management Services (SWMS) spent \$64.881 million or 43 % of its 2011 Approved Capital Budget of \$149.467 million during the year ended December 31, 2011. The majority of the year-end under-spending is attributed to the following projects:

- The *Disco SSO Processing Facility* project had spending of \$27.3 million or 37.5% of the 2011 approved cash flow of \$72.8 million. Project spending is lower than planned in 2011 due to wet weather delaying soil remediation and start of construction. SWMS is planning to carry forward funding of \$45.5 million from 2011 to 2012.
- The *Dufferin Single Stream Recycling Facility* had spending of \$0.2 million or 2% of the 2011 approved cash flow of \$9 million. The project's under-spending of \$8.8 million in 2011 is due to the late award of the contract for engineering work and these funds will be carried forward into 2012.
- The *Green Lane Landfill Development* projects had spending of \$12.6 million or 70% of the 2011 approved cash flow of \$18 million. Cell Excavation and Base Construction and subsequent installation of Control Systems have been delayed due to continuing lower than expected waste tonnage. Unspent funding of \$5.4 million will be carried forward into 2012.
- The *Diversion Systems* projects had spending of \$5.7 million or 37.8% of the 2011 approved cash flow of \$15 million. The under-spending is mainly due to slower than planned implementation of organics and recycling projects for multi-residential buildings and slower than expected repair of the *Dufferin SSO* digester. SWMS is planning to carry forward funding of \$5.3 million from 2011 to 2012.

- The *Mechanical and Biological Treatment Facility* project is postponed pending a decision by the Provincial Government on compost B standards and an upcoming report on the viability of the project. The project had 2011 approved cash flow of \$1.134 million for design and preliminary specifications and was under-spent by \$1 million or 92% at year-end. An RFP for consultants will be awarded by mid 2012 in order to advise on the facility for the 2013 Budget process. Unspent funding of \$1 million will be carried forward into 2012.
- The *Perpetual Care of Old Landfills* project had spending of \$5.9 million or 59.2% of the 2011 approved cash flow of \$10 million. The project's under-spending is mainly due to the delay in pipe replacement work at the Keele Landfill which was more extensive than anticipated as well as project changes for the flare facility at Thackeray Landfill including additional requirements from Parks and the TRCA. SWMS is planning to carry forward funding of \$1.4 million from 2011 to 2012.

Accomplishments:

The Program was responsible for implementation of projects for recycling and source separated organics (SSO) facilities, projects at transfer stations and collection yards and the on-going development and operation of the Green Lane Landfill. In 2011 progress was made on the following projects:

- Continued construction of *Disco SSO* processing facility. Site plan approval, building permits and environmental site approvals secured in 2011. Site remediation (buried waste excavation) is complete and construction of foundations and structural slab is underway;
- Continued emergency repairs to the *Dufferin SSO processing facility* and construction of the new anaerobic digestion vessel and bio-filter;
- Issued RFP and awarded contract for the *Dufferin Material Recovery Facility* upgrading study;
- Completed reports for the *Durable Goods Material Stream/Community Recycling and Reuse Centre Preliminary Design Study* and condition assessment for the two sites under consideration. A geotechnical study has been completed and conceptual designs have been completed which allows construction work to be planned for 2012;
- Continued work on *Transfer Station Asset Management* projects including the acquisition of Hydro land for the Re-Use building at Bermondsey Transfer Station which is 100% complete now and is fully operational;
- Completed *Bermondsey Yard Consolidation and Ingram Yard Consolidation* construction. Improvements to the facilities include a green roof (Bermondsey) conforming to the Toronto Green Building Standard, an increase of office space for supervisory staff, newly renovated change room, and shower facilities for collections staff and improvements to the fleet maintenance garage areas;
- Awarded construction contracts for various building and yard improvements at the *Yonge-Ramsden Yard*. A new roof conforming to the Toronto Green Standard was installed; construction work underway in 2011 includes improvements to the building

HVAC system and additional supervisory offices and training rooms. SWMS also proceeded with renovations at the Midland Yard;

- Continued work on *Green Lane Landfill* Projects including the commissioning and excavation of new waste cells. Projects include the expansion of the leachate treatment plant and the installation of the second landfill gas flaring system. Buffer land acquisition at Green Lane is proceeding. In 2011, four parcels totalling 160 acres were purchased.

Toronto Water (TW) spent \$536.198 million or 80.2% of its 2011 Approved Capital Budget of \$668.365 million for the year ended December 31, 2011.

The year-end spending rate of 80.2% is in line with the Rate Model completion rate target for 2011 of 80%. The year-end spending rate for 2011 was achieved in part due to by favourable weather conditions and the acceleration of large multi-year capital projects. Projects which were ahead of schedule in 2011 included the Avenue Road Watermain Construction project and the Odor Control project at the Ashbridges Bay Treatment Plant.

Accomplishments:

- Project completions in 2011 included Construction of Storm Water Management at Earl Bales Park; and The Ashbridges Bay Treatment Plant- Pumping Stations.
- In 2011, significant progress was also made on:
 - The Horgan Filtration Plant Expansion;
 - The Metering and Meter Reading Systems project;
 - The Milliken Reservoir and Pumping Station;
 - The Dufferin Reservoir;
 - Replacement of the Avenue Road Transmission Watermain;
 - Substantial legislated and state of good repair work at the Wastewater Treatment Plants and on Linear Infrastructure;
 - Basement Flooding Relief projects; and
 - The Coxwell Emergency Trunk Sewer.