

**Capital Variance Report
for the Year Ended December 31, 2012**

Significant Variance Explanation

Citizen Centred Services "A"

For the year ended December 31, 2012, actual capital expenditures for this Cluster totalled \$112.635 million or 42.7% of their collective 2012 Approved Capital Budget of \$263.525 million.

Citizen Centred Services "A"		
Year End 2012 Capital Variance (\$ Million)		
	Actual to December 31, 2012	
	Over/(Under)	% of Budget
311 Toronto	(5.6)	39.1
Children's Services	(3.2)	51.7
Court Services	(0.6)	0.0
Economic Development & Culture	(27.5)	28.7
Emergency Medical Services	(1.9)	36.1
Long-Term Care Homes & Services	(36.8)	37.7
Parks, Forestry & Recreation	(73.4)	47.6
Shelter, Support and Housing Administration	(1.2)	61.0
Toronto Employment and Social Services	(0.7)	78.4
Total	(150.9)	42.7

311 Toronto capital expenditures for the period ended December 31, 2012 totalled \$3.599 million or 39.1% of the 2012 Approved Capital Budget of \$9.199 million. \$4.051 million of the unspent cash flow funding has been carried forward to 2013.

Of the funds spent, \$1.669 million was incurred for projects that were completed in 2012 including the following:

- *Phase III - 311 Mobile Application, Instant Update Confirmation, and Integration Reporting* (\$1.151 million) which was publicly launched in April 2012.
- *Consolidation of Customer Support* into 311 Toronto (\$0.400 million) leveraged capabilities to enable all internal Facilities Management bookings to be handled online.

The under-spending in 2012 is mainly driven by delays in the following projects:

- The *Phase III* project's capital expenditures totalled \$2.273 million representing 59.5% of the 2012 approved cash flow of \$3.822 million. The under-spending at year-end reflected adjustments made to project timelines to coordinate with the

development and delivery of a corporate payment module that will enable 311 Toronto to take payments for City services. As a result, \$1.549 million of the unspent cash flow funded funding from reserve to complete the Recreation registration program has been deferred to 2015 as approved by Council during the 2013 Budget process.

- The *Kiosk Program* project's capital expenditures totalled \$0.150 million representing 28.0% of the 2012 approved cash flow of \$0.535 million. This project accounts for changes in customer patterns and advancement in mobile technology, further analysis on the approach and strategy for kiosks to explore more technologically advanced solutions to allow customers to "self-serve" at counters and other in-person locations. As a result, \$0.385 million of the unspent cash flow funding has been carried forward to 2013 to continue the project.
- The *Future Integration and Strategy* project's capital expenditures totalled \$0.384 million representing 11.7% of the 2012 approved cash flow of \$3.285 million. Due to delays in hiring resources, project timelines have been adjusted to complete the cross divisional scheduler which would allow 311 Toronto to book court rooms and meeting rooms. As a result, \$2.901 million of the unspent cash flow funding has been carried forward to 2013 to continue the project.
- The *311 Technology Solution SOGR* project's capital expenditures totalled \$0.274 million representing 26.4% of the 2012 approved cash flow of \$1.039 million. The Planned upgrade/replacement of servers, hardware and software as yet to be complete due to delays in hiring resources for this purpose. As a result, \$0.765 million of the unspent cash flow funding has been carried forward to 2013 to continue the project.

Children's Services (CS) capital expenditures for the period ended December 31, 2012 totalled \$3.455 million or 51.7 % of the 2012 Approved Capital Budget of \$6.687 million. \$3.069 million of the unspent cash flow funding has been carried forward to 2013.

The majority of the capital expenditures during 2012 were incurred for multi phase projects that are on track, including the following:

- The *MCC SOGR* project's capital expenditures totalled \$0.793 million representing 93.1% of the 2012 approved cash flow of \$0.869 million. The unspent funds of \$0.058 million for 2012 SOGR projects has been carried forward to 2013.
- The *Regent Park Children's Hub* project had no expenditures against the 2012 approved cash flow of \$0.263 million. Program indentified \$0.124 million for signage requirements and those funds have been carried forward into 2013.

The under-spending in 2012 is attributed to the following projects:

- The *Nelson Mandela Public School* project's capital expenditures totalled \$1.956 million representing 81.0% of the 2012 approved cash flow of \$2.415 million.

Spending has been delayed due to soil contamination on the site. The unspent funding of \$0.459 million has been carried forward into 2013.

- The *CSIS 3* project's capital expenditures totalled \$0.596 million representing 30.1% of the 2012 approved cash flow of \$1.982 million. Project spending has been impacted by delays in hiring staff and a temporary delay in the Legacy System migration. The unspent funding of \$1.386 million has been carried forward into 2013.
- The *Squirrel's Nest Day Care Centre* project's capital expenditures totalled \$0.116 million representing 31.0% of the 2012 approved cash flow of \$0.375 million. Although construction began in September, spending for this project has been delayed due to a zoning issue. The unspent funds of \$0.259 million have been carried forward into 2013.
- The *New Child Care Centre* project had no spending against 2012 approved cash flow of \$0.783 million. Construction at *St Andrew Centre* with an approved 2012 cash flow of \$0.516 million has been completed, with the final contractor's billings under review. The *Thorncliffe Park Child Care Centre*, with an approved 2012 cash flow of \$0.267 million has been completed. Due to contractor's claims related to delays in the construction, the settlement will be finalized in 2013. The unspent funding of \$0.516 million for *St. Andrews Centre* and \$0.267 million for *Thorncliffe Park* has been carried forward into 2013.

Courts Services (CT) with a 2012 Approved Capital Budget of \$0.611 million had no spending during the period ended December 31, 2012.

The year – end under spending is attributed to the *Provincial Offenses Act (POA) Application Sustainment & Hardware Upgrades* project that has been delayed as the Program is still awaiting a firm commitment from the Province to support the development of the web interface between the City-built application and the Province's court information management system. As a result, the 2012 approved cash flow of \$0.611 million has been carried forward to 2013 as the project is scheduled to begin in April 2013.

Economic Development and Culture (EDC) spent \$11.052 million or 28.7% of the \$38.529 million of 2012 approved cash flow by the end of the year. \$27.117 million has been carried forward to 2013.

Of the funds spent in 2012, \$1.533 million was incurred for projects that were completed in 2012. These include:

- The *Berkeley St. Theatre* project (\$0.248 million) completed major masonry re-pointing and replacement to the east wall to enhance street presence on the front elevation. In addition, emergency roof repairs and legislated upgrades to natural gas supply system were completed.

- The *Todmorden Mills Museum* project (\$0.323 million) completed re-pointing and rebuilding of the 20 metre chimney visible from the Don Valley Parkway and replacement of the cedar roof system on the Brewery building.
- The *Spadina Museum* project (\$0.248 million) completed the restoration of the Lyle and Burnham greenhouse, replacement of the potting shed roof, fire separations and exits, and renovations to the entrance and gift shop, including accessible washroom to improve visitor arrival experience, accessibility and retail operations.
- The *Fort York* project (\$0.154 million) completed the restoration of the Brick Powder Museum for program and exhibition space, plaster restoration in the Officers' Mess and landscape improvements for Bicentennial programming.
- The *Franklin Carmichael* project (\$0.094 million) enabled a structural re-build of interior space including asbestos removal, fire separation and new finishes and lighting.
- *BIA Streetscape* projects (\$0.217 million) were completed for the *Liberty Village* gateway and *St. Lawrence Neighbourhood BIA* heritage lighting initiatives.
- *Commercial Façade Improvement Program* (\$0.249 million) completed Façade renovations to 55 buildings.

The under-spending in 2012 is mainly driven by delays in the following projects:

- The *Fort York Visitor Centre (FYVC)* project's expenditures totaled \$2.055 million or 8.7% of the 2012 approved cash flow of \$23.584 million, with \$21.530 million carried forward into 2013. The schedule for the *Fort York Visitor Centre* project was set back by a full year in 2011 when the original tender exceeded the approved project budget. The full design team worked to revise the documents so that it could be successfully re-tendered. The project's budget is under spent as a result of this delay. The project is under construction now and proceeding according to a revised schedule that has a target completion date of May 7, 2014.
- The *John Street Roundhouse Museum* project's expenditures totaled \$0.001 million or 0.2% of the 2012 approved cash flow of \$0.605 million, with \$0.604 million carried forward into 2013. Toronto Hydro continues to change its original plan for the Bremner Street Transformer Station, to be built at the west end of the Roundhouse site, under the Machine Shop. One of the issues still outstanding is the amount of floor space left in the Machine Shop to be made available for the rail museum. The museum re-design cannot proceed until Toronto Hydro completes its changes to the original plan for the substation.
- The *Casa Loma Exterior* project's expenditures totaled \$1.407 million or 64% of the 2012 approved cash flow of \$2.201 million, with \$0.794 million carried forward into 2013. The multi-phased restoration of Casa Loma was delayed by more than a year

while the City considered governance issues following the termination of the agreement with the Kiwanis Club. In 2012, the project budget and project scope were adjusted and phase 7A commenced. Contract documents are being developed for Phase 8, to be tendered late in 2013. By mid 2014 spending should be back on schedule.

- *IT Projects* expenditures totaled \$0.089 million or 18% of the 2012 approved cash flow of \$0.500 million, with \$0.411 million carried forward into 2013. The *Web Branding* project has been delayed since the integration with corporate wide data sharing cannot proceed until the dedicated city wide infrastructure is ready. The corporate infrastructure will be sufficiently developed in 2013 to allow for integration of the EDC Web Branding initiative.
- The *Emery Village project's* expenditures totaled \$0.233 million or 44% of the 2012 approved cash flow of \$0.533 million, with \$0.300 million carried forward into 2013. The Emery Village BIA Streetscape Improvements on Plunkett Road (\$0.300 million) is a cost share project that formed part of a larger Technical Services tender that was issued late in 2012. The tender recently closed and is under review. Funding was therefore carried forward with the intent that project will to be completed in 2013.
- During 2012, there were no expenditures for the *St. Lawrence Market Neighbourhood* project and total 2012 approved cash flow of \$0.363 million has been carried forward into 2013. The St. Lawrence Market BIA Heritage Lighting on Front Street (\$0.363 million) is a cost shared project that is being administered by Technical Services. The contractor, Toronto Hydro, is under grounding their infrastructure to install the lights. They have encountered significant conflicts that resulted in a redesign and consequent delay in project completion. Funding was therefore carried forward to complete the project in 2013.

Emergency Medical Services' (EMS) capital expenditures for the period ended December 31, 2012 totalled \$1.100 million or 36.1% of its 2012 Approved Budget of \$3.046 million. \$1.262 million of the unspent cash flow funding has been carried forward to 2013.

Of the funds spent, \$0.476 million was incurred for the final phases of the projects that were completed in 2012 including the following:

- The *Station 17 (Bathurst & York Downs)* project (\$0.213 million) included the demolition of the old station and a complete rebuild of a new station which included expanding the medical equipment storage, crew facilities and the ambulance garage to accommodate the current bigger and wider ambulance vehicles. This station is now operational.
- The *Station 18 (Chaplin Crescent)* project (\$0.200 million)) included the demolition of the old station and a complete rebuild of a new station for full-year use, expanding the ambulance garage to accommodate the later model Type III

ambulances and the medical equipment storage to provide sufficient storage for medical supplies and diagnostic equipment used by paramedics. This station is now operational.

- The *New Ambulance Purchase* project (\$0.049 million) funded the chassis of a new ambulance vehicle.
- The 6 ISF funded projects which includes *Stations #28 (Lawrence Ave. E.), #38 (Horner Ave.), #40 (Richmond St. E.), #41 (Pape Ave.), #44 (Pharmacy Ave.), #19 (Turnberry Ave.) and North East District Office (Lawrence Ave. E.)* (\$0.014 million) were completed. The 2012 capital expenditures funded outstanding minor issues that were not resolved in 2011.

The under-spending in 2012 is mainly driven by the delays in the following projects:

- The *Station Security* project's capital expenditure totalled \$0.142 million representing 22.1% of the 2012 approved cash flow of \$0.640 million. The project is behind schedule as the security device installed in two locations is at the testing stage and preliminary tests showed technical problems. Further analysis and evaluation are required before the device is rolled out to other EMS locations. As a result, \$0.498 million of the unspent cash flow funding has been carried forward to 2013 to complete the project.
- The *Mobile Data Communications* project's capital expenditure totalled \$0.255 million representing 71.5% of the 2012 approved cash flow of \$0.357 million. This project provides for purchase of software and hardware to be installed in EMS vehicles and at the central location necessary to connect the paramedics and supervisors to the Central Ambulance Communication Centre (CACC) using wireless data communications. . The new ambulance vehicles were delivered in the last quarter of 2012 thus delaying the completion of the project. As a result, \$0.101 million of the unused cash flow budget will be carried forward funding to 2013 to finish the project.
- The *MobiCAD Replacement* project with 2012 approved cash flow of \$0.400 million had no spending as of year-end. The issuance of the technical specifications for the request for proposal was delayed as IT resources were engaged in updating two other systems impacted by the new union agreement. As a result, \$0.400 million of the unspent cash flow funding has been carried forward to 2013 to complete the project.
- The *Mobile Data – Scheduling Units* project with 2012 approved cash flow of \$0.165 million had no spending as of year-end. The project scope has changed to include Parks, Forestry and Recreation Program's scheduling requirements and the project is currently under review by Corporate IT. As a result, \$0.165 million of the unspent cash flow funding has been carried forward to 2013 to complete the project.
- The *Public Access Defibrillator* project with 2012 approved cash flow of \$0.150 million and *Medical Equipment* project with 2012 approved cash flow of \$0.200 million spent \$0.100 million or 66.5% and \$0.150 million or 77.5% respectively for the period ended December 31, 2012. The delivery of the equipment was not completed

by year end. As a result, a total of \$0.099 million of the unspent cash flow funding has been carried forward to 2013 to complete the projects.

Long-Term Care Homes & Services (LTCHS) capital expenditures for the period ended December 31, 2012 totalled \$22.232 million or 37.7% of its 2012 Approved Capital Budget of \$59.001 million. \$18.333 million of the unspent cash flow funding has been carried forward into 2013.

The under-spending in 2012 is driven by delays in the following projects:

- The *LTCHS Capital Maintenance Program* project's capital expenditures totalled \$1.944 million representing 29.5% of the 2012 approved cash flow of \$6.585 million. Spending has been delayed due to delays in completing the design work in the *Life Safety* project (fire alarm replacement) caused by the complexity of the project; and delays in completing *HVAC system upgrades* project, with start date later than planned resulting in suspension of the project during the winter. Late start date reflects complications in the contract document preparation. The unspent funding of \$3.767 has been carried forward into 2013.
- The *Kipling Acres Redevelopment* project's expenditures for the year ended December 31, 2012, totalled \$18.721 million or 37.5% of the 2012 approved cash flow of \$49.958 million. The projected year-end under-expenditure is primarily attributed to delays in the construction schedule stemming from the Ministry of Health and Long-Term Care delaying its long-term care home capital renewal schedule, and an on-site construction incident in August 2012, resulting in a slowdown in construction work. The construction delays have resulted in the 2013 Council approval that includes re-phasing \$17.562 million of the 2012 Approved Budget into 2013 and 2014; as well, \$13.675 million of 2012 funding has been carried forward into 2013.
- *Long Term Care Homes Act* project's capital expenditures totalled \$1.567 million representing 63.7% of the 2012 approved cash flow of \$2.458 million. Program spending has been delayed as the program was forced to find a new supplier. Original vendor discontinued manufacturing certain components required for this project. The under spent funding of \$0.891 million has been carried forward into 2013.

Parks, Forestry and Recreation (PF&R) capital expenditures for the period ended December 31, 2012 totalled \$66.733 million or 47.6% of its 2012 Approved Capital Budget of \$140.112 million. \$64.621 million of the unspent cash flow funding has been carried forward to 2013.

Of the funds spent, \$41.461 million was incurred for projects that were completed in 2012 including the following:

- The *Regent Park Aquatic Centre* for \$17.000 million which delivers the newest stand alone aquatic facility located in Regent Park and features a lap pool, leisure pool, warm water pool, slide and change rooms. On October 22, 2012, the Aquatic Centre opened to the public.

- The *Marie Curtis Park Phase 1* project (\$1.400 million) that provides new amenities including splash pad, water meter service and chamber, playground, pedestrian level lights, wooden board walk at the beach, asphalt paving, planting and beach volleyball nets.
- Completion of the new *Olive Square Park* project (\$0.850 million) delivered a new urban square to provide open space in an area that has a number of new residential high rises in the Yonge and Finch area.
- New play equipment and park upgrades at *Vermont Square* (\$0.650 million) that include new playground surfacing, walkways, seating, fencing, water fountains, and general landscape improvements.
- A new outdoor artificial ice rink at *Cedarvale Park* (\$1.200 million) where residents can access the rink for pleasure skating and shinny hockey seven days a week.
- The rehabilitation of *Edwards Garden's* parking lot to meet the City of Toronto Green Standards (\$1.600 million).
- A new 2 storey water slide at *Monarch Park Pool* (\$0.450 million).
- State of good repair work of \$1.000 million to maintain the *Douglas Snow Aquatic Centre* pool in a safe and structurally sound condition.
- State of good repair and barrier-free upgrades to the *Forest Hill Arena* (\$1.300 million) and *Grandravine Arena* (\$1.500 million).
- The *Jean Sibelius Square Revitalization Phase 2* project (\$0.575 million) that provides a washroom building, open space, landscaping, pathways, and central plaza.
- Various playground enhancements (\$1.967 million) include the replacement of old equipment with modern multi-component structures, shade devices, seating areas and drinking fountains.
- State of good repair work to various trails, pathways, and bridges (\$1.123 million) including bridges at *Cedar Grove Park* (\$0.225 million) and *Cedar Brook Park* (\$0.140 million).
- Trail and bridge rehabilitation of \$1.800 million at *Wilket Creek Park* which offers pedestrian/bicycle trails and woodland ideal for nature walks.
- The establishment of various new dogs off leash areas (\$0.730 million) that provide durable facilities to dog owners while protecting the naturalized areas surrounding the off leash areas .

- Various water play state of good repair and enhancements (\$0.809 million) which include the following sites: *Beresford Park, Woburn Park, Halbert Park, and Rexlington Park.*
- Various city-wide environmental initiatives (\$2.891 million) including three community gardens; a *Natural Environment Trails Strategy*; design work for the *Sunnyside Bike Park*; trail design and build work at *Marie Curtis Park*; initiation of Erosion management projects at *Mud Creek, Highland Creek and Hardwood Gate*; and a trail project at *Scarlett Road Bridge* and the *Humber River* to address trail erosion into the river.
- Various sports field developments and rehabilitations (\$0.487 million) including *Kew Gardens Baseball Field, Major Abbas Ali Park* sports fields, and various cricket pitches.
- Various tennis courts and parking lot rehabilitations totalling \$3.751 million for the following locations: *Topham Park Tennis Court, Sentinel Park Tennis Court, Millwood Park Tennis Court, Sunnylea Park Tennis Court, Albion Arena\CC Parking Lot, Sir Casimir Gzowski Park Parking Lot, Downsview Dells Park Parking Lot #3, and Sunnybrook Park Parking Lot #1.*

In addition, the Program spent \$2.800 million on the following projects that are on track. They are multi phase projects that are underway and will be completed in future years as planed:

- The *West Rouge Canoe Club* project (\$0.650 million) phased over 2012 and 2013 entails the rebuilding of the clubhouse which burned down 10 years ago. The new clubhouse will provide storage for canoes and common areas for educational and recreational programming; and has an expected completion date of July 2013.
- The *Indian Line Park Water play* project (\$0.450 million) will add a new splash pad and water features for residents. The water play will be completed in August 2013.
- The *Commander Arena CC – Install Elevator* project (\$0.700 million) phased over 2012 and 2013 includes the installation of elevators allowing community access to the second floor of the Centre to better service patrons with disabilities and young children. The project is on track with an anticipated completion date of December 2013.
- The *Scarborough Village RC – New Zamboni Room* project (\$0.550 million) with cash flows in 2012 and 2013 includes the construction of a new zamboni room and converting the existing space into a workshop and storage area. The project has an expected completion date of October 2013.
- The *Don Valley Brick Works Phase 2* project (\$0.450 million) has cash flow funding phased over 2011- 2013 and includes further service improvement and enhancement

of the pathways and landscaping at Don Valley Brick Works. The project is on track to be completed by December 2013.

The under-spending in 2012 is mainly driven by the delays in the following projects:

- The *Facility Components* project's capital expenditures totalled \$4.813 million representing 54.1% of the 2012 approved cash flow of \$8.900 million. Under-spending of \$4.087 million is mainly attributed to \$2.4 million for various IT projects that were delayed because of the need to coordinate with Corporate IT processes and technical requirements; and \$0.300 million on divisional accessibility as the project scope at various sites is being reconfirmed. As a result, \$1.587 million of the unspent cash flow funding has been carried forward to 2013 to continue to finish the project.
- The *Land Acquisition* project's capital expenditures totalled \$2.900 million representing 32.0% of the 2012 approved cash flow of \$9.055 million. \$5 million of under-spending is due to expropriation process delays for acquisition of various sites including *Expropriation of 111 & 113 Finch Ave. W*, *Land Acquisitions for Edithvale Park*; and \$1 million due to protracted environmental approvals and remediation work at various sites including the *Grand Manitoba/Mystic*, *Stafford*, and *Paton Road* projects.
- The *Park Development* project's capital expenditures totalled \$9.958 million or 37.7% of the 2012 approved cash flow of \$26.418 million. Under-spending of \$16.459 million is attributed to delays in the following projects: \$4.784 million for *Grange Park* as the management agreement with the Art Gallery of Ontario (AGO) has yet to be finalized; \$4.5 million for *Regent Park* due to land transfer issues; \$1.672 million for *June Callwood Park* as the land has yet to be conveyed to the City; \$1 million for *West Queen West/Lisgar Park* as comprehensive community consultations resulted in expanded scope of work necessitating a renegotiation of consulting contracts; and various other park development projects due to an unseasonably wet spring which delayed the start to the construction season.
- The *Pool* project's capital expenditures totalled \$2.419 million or 56.7% of the 2012 approved cash flow of \$4.266 million. Under-spending of \$1.846 million is mainly due to \$1.6 million for various *CAMP/State of Good Repair* pool projects which were delayed due to public access and programming restrictions.
- The *Arena* project's capital expenditures totalled \$13.112 million or 63.1% of the 2012 approved cash flow of \$20.768 million. Under-spending of \$7.656 million is primarily due to delays in the *Leaside Arena Expansion* project (\$5.256 million) as the bids were over budget and had to be re-tendered; over \$1 million for *Greenwood AIR* due to protracted consultation and approvals arising from some community opposition to the project, delays in tendering and unforeseen site conditions; and \$1.2 million for various *Arena and Outdoor Artificial Ice Rink (CAMP)* projects as public access and programming restricted capital work.

- The *Community Centres* project's capital expenditures totalled \$8.111 million or 21.3% of the 2012 approved cash flow of \$38.080 million. Under-spending of \$29.970 million is attributed to the following projects: \$12.779 million for the *York Community Centre* project due to various delays in the approvals process including Toronto and Region Conservation Authority's requirement (TRCA) to stabilize the Black Creek bank; \$4.236 million for the *Railway Lands Community Centre* project, still in the planning stage due to ongoing negotiations with various partners; \$8.292 million for the *Regent Community Centre* project due to pro-longed environmental soil remediation and testing requirements; and various *Community Centre CAMP* projects including \$1.2 million for the *Matty Eckler Community Centre* project where hazardous materials were discovered resulting in a delayed start to construction .
- The *Special Facilities* project's capital expenditures totalled \$7.006 million or 67.4% of the 2012 approved cash flow of \$10.393 million. Under-spending of \$3.387 million is due to delays in the specialized nature and extensive approvals process for *Seawall rehabilitation* projects (\$1.5 million); and various *Special Facilities and Structures (CAMP)* projects (\$1.2 million) which could not be completed by year-end because of programming and weather constraints.

Shelter, Support and Housing Administration's (SSHA) capital expenditures for the period ended December 31, 2012 totalled \$1.827 million or 61.0% of the 2012 Approved Capital Budget of \$2.992 million. \$0.715 million of the unspent cash flow funding has been carried forward into 2013.

Of the funds spent in 2012, \$1.086 million funded the completion of following projects:

- The *Social Housing Administration System* (\$0.356 million). Testing for the budgeting and forecasting modules has been completed, with the shelter administration system now fully operational.
- The *Mass Care Response Vehicle* project (\$0.385 million). The vehicle has been received and is operational, with the final cost under budget by 23% and project will be closed.
- The *129 Peter Street Shelter* project (\$0.345 million). Although this shelter has been operational since October 2010, the elevator and roof upgrades comprised the final phase of construction. With the completion of these upgrades, the construction of this shelter is now complete and project will be closed.

In addition, the Program spent \$0.136 million for the *Shelter Development/ Redevelopment* project that is on track. This project primarily funds the redevelopment of *Seaton House* and the revitalization of *George Street*. Staff continue to develop a framework for this redevelopment initiative and \$0.015 million of the unspent cash flow funding has been carried forward to 2013 to continue the upgrades.

The under-spending in 2012 is driven by delays in The *Capital Repairs/ Replacements for City Operated/ Leased Shelters* (the SSHA state of good repair (SOGR) program) project. Capital expenditures for this project totalled \$0.605 million representing 38% of the 2012 approved cash flow of \$1.600 million. A number of upgrades have been delayed, reflecting the challenges associated with co-ordinating repairs in the City operated and leased shelters. As a result, \$0.700 million of the unspent cash flow funding has been carried forward to 2013 to complete the upgrades.

Toronto Employment & Social Services' (TESS) capital expenditures for the period ended December 31, 2012 totalled \$2.623 million or 78.4% of its 2012 Approved Capital Budget of \$3.347 million. TESS completed its 2 capital projects and the 2012 phase of 3 multi-year projects with fewer resources than originally required resulting in the project being completed under budget by \$0.793 million in 2012.

Of the funds spent, \$1.356 million was incurred for projects that were completed in 2012 including the following:

- The *Metro Hall Renovation* project (\$1.279 million) which enabled TESS and Children's Services to deliver their services from the same location.
- The *Workforce Management & Engagement System* project (\$0.077 million) which provided enhancements to TESS' staffing database to support TESS' Staff Development Program.

In addition, the Program spent \$1.267 million on the following projects that are on track. They are multi phase projects that are underway and will be completed in future years:

- The *TESS' Data Mart (Phase 1)* project (\$0.072 million) which is planned to be completed in 2013, will provide improvements to the gathering and analysis of OW Caseload information.
- The *Employment Assistance (EA) - Phase 2* project (\$0.299 million) will automate the administration of purchased employment services such as course postings, client tracking and payment administration and provide access to services and information on-line which will streamline the administration processes to enhance operational efficiency.
- The *Case Management-Phase 2* project (\$0.896 million) which funded the implementation of the City Services Benefit Card at all TESS sites in 2012.

Citizen Centred Services “B”

During the year ended December 31, 2012, actual capital expenditures for this Cluster totalled \$201.363 million or 56.7% of the 2012 Approved Capital Budget of \$355.206 million.

Citizen Centred Services "B"		
Year End 2012 Capital Variance (\$ Million)		
	Actual to December 31, 2012	
	Over/(Under)	% of Budget
City Planning	(3.8)	51.4
Fire Services	(13.3)	17.4
Transportation Services	(114.4)	58.1
Waterfront Revitalisation Initiative	(22.4)	61.7
Total	(153.8)	56.7

City Planning capital expenditures for the period ended December 31, 2012 totalled \$4.009 million or 51.4% of the 2012 Approved Capital Budget of \$7.799 million. \$1.958 million of the unspent cash flow funding has been carried forward to 2013.

Of the funds spent, \$1.869 million was incurred for projects that were completed in 2012 including the following:

- The *Places 2011* project (\$0.853 million) to enhance certain areas or elements of the City's infrastructure including:
 - Northcliffe Parkette - new parkette and adjacent streetscape
 - Dufferin Street (Springhurst to Queen Street West) - streetscape improvements and place making
 - Dawes Road at Victoria Park - landscape improvements
 - Bloor Street West Bridge over Humber River - stairs to Humber River
 - Scarlett Road Bridge over Humber River - streetscape improvements and improvements to trail connection
 - McCaul Street - streetscape improvements
- The *Environmental Assessment Transit Studies* project (\$0.128 million) which reviewed transportation policies to define a comprehensive future transit network for the City and new policies related to cycling, walking and complete streets.

In addition, the Program spent \$0.488 million for the *Five Year Review of the Official Plan* project that is on track. This is multi phase project is underway and will be completed in 2014. The project will prepare new mapping and policies that may arise from this review and to cover public consultation requirements.

The under-spending in 2012 is mainly driven by the delays in the following projects:

- The *Civic Improvements* project's capital expenditure totalled \$1.512 million representing 46.5% of 2012 approved cash flow of \$3.252 million. Projects are currently underway with anticipated completion in 2013, in accordance with two-year construction cycles. The under spending is mainly attributed to changes within the scheduling and scope of divisional capital works initiatives. As a result, \$0.643 million of the unspent cash flow funding has been carried forward to 2013 to continue the project.
- The *Development Charge Funded Studies* project's capital expenditure totalled \$0.753 million representing 45.5% of 2012 approved cash flow of \$1.654 million. The under spending was mainly due to phased project completions as well as changes in the timing of growth and transit related studies. As a result, \$0.846 million of the unspent cash flow funding has been carried forward to 2013 to continue the project.

Fire Services' (FS) capital expenditures for the period ended December 31, 2012 totalled \$2.791 million or 17.4 % of the 2012 Approved Capital Budget of \$16.079 million. \$10.045 million of the unspent cash flow funding has been carried forward to 2013.

Of the funds spent, \$2.276 million was incurred for projects that were completed in 2012 including the following:

- The *Rehabilitation of Exhibition Place Station* project (\$0.927 million). The project addressed the response time lag developing in the King Street area between Bathurst Street and Dufferin Street area.
- The *Harbour Front Fire Station (Queens Quay West) legal settlement* project (\$0.673 million). The legal issues involving the construction of the Harbour Front Fire Station have been resolved.
- The *Emergency Phone System Upgrade* project in the Emergency Communication Centre (\$0.260 million). The project enabled Fire Services to update the legacy system switches to the most current version, allowing for continued support from Bell.
- The *Training Simulators Rehabilitation* project (\$0.133 million). The funds were required for the annual maintenance of burn houses used for live fire training exercises houses.
- The *Fire/EMS Administrative Staff Consolidation renovation* project (\$0.148 million). The project consolidated the EMS and Fire Services administrative staff to allow for optimal workload sharing. This was a recommendation put forward during the Fire/EMS Management and Administration Internal Functions Review undertaken in 2008.
- The *Payroll Time Scheduling System Upgrade* project (\$0.135 million) was completed enabling Fire Services to upgrade time entry system that was designed at the time of amalgamation and was no longer supported by the vendor.

- The *Defibrillator* project (\$0.100) was completed at no cost to the City. Fire Services acquired 167 new AED Pro Defibrillators at no initial cost in 2006 to be used in normal service as part of the Resuscitation Outcome Consortium (ROC) Study with the objective of purchasing the units after the study was completed. The study has been extended several times and Zoll Medical Corporation has simply donated the units to TFS at no cost.

The under-spending in 2012 is mainly driven by the delays in the following projects:

- The *Station D (Midland & Eglinton)* project's expenditures totalled \$0.380 million or 9.3% of the 2012 approved cash flow of \$4.098 million. The project was originally delayed by a year pending the acquisition of a suitable site for the station. The project has experienced further construction delays with the removal of additional contaminated soil and oil tanks. As a result, a total of \$3.719 million of the unspent cash flow funding has been carried forward to 2013 to finish the project.
- The *Replacement of the Chaplin Crescent Fire Station* project's capital expenditures totalled \$0.112 million representing 2.8% of the 2012 approved cash flow of \$3.958 million. The project has been put on hold pending a change in station design suitable for the existing or an alternate site. As a result, a total of \$3.758 million of the unspent cash flow funding has been carried forward to 2013 to continue the project.

Transportation Services' (TS) capital expenditures for the period ended December 31, 2012 totalled \$158.450 million or 58.1% of the 2012 Approved Capital Budget of \$272.837 million. \$80.349 million of the unspent cash flow funding has been carried forward to 2013.

Of the funds spent, \$28.983 million was incurred for completed projects, including capital work for the *Local Road Resurfacing* project (\$25.323 million). This project had a spending rate of 96%.

In addition, the Program spent \$80.434 million on projects that are on track. They are ongoing projects and include the following:

- The *Major Roads* program (\$29.880 million) and the *Local Road Rehabilitation* program (\$39.627 million). In 2012, 98% of all road rehabilitation work was spent or committed.
- The *Sidewalk Rehabilitation* program (\$10.212 million) that ensures the safety of pedestrians.

The under-spending in 2012 is mainly driven by delays in the following projects:

- The *Infrastructure Enhancement* project's capital expenditure totalled \$29.877 million representing 45.1% of 2012 approved cash flow of \$66.232 million. Cycling infrastructure projects, specifically off-street trails, were delayed because of approval requirements necessary from other agencies including MTO, Infrastructure Ontario, Hydro One and the Ministry of Natural Resources. In addition, uncertainties and

changes to the TTC's capital program often resulted in implementation delays. Also, for several projects, purchase orders from third parties were received late and, therefore expenditures in 2012 were not reflected in year-end expenditures. As a result, \$25.112 million of the unspent cash flow funding for the infrastructure enhancement projects has been carried forward to 2013 to continue the projects.

- The *City Bridge Rehabilitation* project's capital expenditure totalled \$17.729 million representing 42.5% of 2012 approved cash flow of \$41.744 million. There were delays due to a shortage of internal staff resources and longer than expected coordination of approvals from third parties. As a result, \$21.936 million of the unspent cash flow funding has been carried forward to 2013 to continue the projects. This unit is now fully staffed and is expected to deliver a higher completion rate in 2013.
- The *Traffic Control* project's capital expenditure totalled \$19.016 million representing 47.6% of 2012 approved cash flow of \$39.943 million. New traffic control signals required extensive community council consultation which was not anticipated and this delayed many of the project installations. The number of requests for new traffic signals was also less than historical trends and there was an unanticipated late start to the *Traffic Control RESCU* project. In addition, the *Transit Priority* projects were dependent upon TTC direction and other projects relied on third party coordination, which resulted in unanticipated delays. As a result, \$16.004 million of the unspent cash flow funding has been carried forward to 2013 to continue the projects. For many of the projects, funds have been fully committed and contracts awarded, with completion scheduled in 2013.

The Waterfront Revitalization Initiative's capital expenditures for the period ended December 31, 2012 totalled \$36.113 million or 61.7% of the 2012 Approved Capital Budget of \$58.491 million. \$6.217 million of the unspent cash flow funding has been carried forward to 2013.

The Program spent \$27.595 million on the following projects that are on track. They are multi phase projects that are underway and will be completed in future years:

- The *Mimico* project (\$1.505 million) which provide ongoing monitoring of the fish habitat at the site.
- The *Union Station* project (\$26.091 million) which provided the planning, design and construction of the second subway platform and associated concourse improvements is forecasted to be on schedule and completed by 2015.

The under-spending in 2012 is mainly driven by delays in the following projects:

- The *Precinct Implementation* project's capital expenditure totalled \$6.749 million representing 64.3% of 2012 approved cash flow of \$10.495 million. The under spending was mainly due to a delay in the execution of the funding agreement in East Bayfront and proposed portal/tunnel of the underground loop for the expanded LRT transit at Yonge and Queens Quay not proceeding beyond the 30% design stage given

further review of transit in East Bayfront. As a result, \$3.746 million of the unspent cash flow funding has been carried forward to 2013 to finish the project.

- The *Sportsfields Facilities & Parks Development* project's capital expenditure totalled \$0.638 million representing 24.3% of 2012 approved cash flow of \$2.629 million. Development on the Regional Sports Complex is still under review.

Internal Services

For the year ended December 31, 2012 actual capital expenditures for Internal Services totalled \$128.745 million or 51.6% of their collective 2012 Approved Capital Budget of \$249.334 million.

Internal Services		
Year End 2012 Capital Variance (\$ Million)		
Actual to December 31, 2012		
	Over/(Under)	% of Budget
Facilities Management & Real Estate	(57.0)	48.9
Financial Services	(9.9)	64.2
Fleet Services	(27.5)	47.0
Information Technology	(26.1)	55.1
Total	(120.6)	51.6

Facilities Management & Real Estate (FM&RE) capital expenditures for the period ended December 31, 2012 totalled \$54.591 million or 48.9% of its 2012 Approved Capital Budget of \$111.640 million. \$47.671 million of the unspent cash flow funding has been carried forward to 2013.

Of the funds spent, \$22.474 million was incurred for projects that were completed in 2012 mainly to address State of Good Repair (SOGR) backlog items at various facilities during 2012. Over 90 SOGR projects were completed on or under budget with a total saving of \$4.994 million compared to a budget of \$27.468 million addressing health and safety, legislated and other major maintenance issues of City's assets.

In addition, the Program spent \$19.410 million on the following projects that are on track. They are multi phase projects that are underway and will be completed in future years.

- The *Old City Hall* project (\$5.751 million) was complete for ongoing HVAC and electrical upgrade as required for 2012 and the capital work will continue into 2013.
- The *City Hall Energy Upgrades – Window Replacement* project (\$2.5 million) was complete on the East Tower of City Hall and a significant amount of work on the West Tower was underway on schedule and on budget.

- The *Father Henry Carr Community Hub* project (\$2.353 million) achieved substantial completion and tenants have occupied the space. Funding was recovered from 3rd party contributors. Some remaining work will be completed in 2013 through competitive process for signage, exterior doors, exhaust fans and security.

The under-spending in 2012 is mainly driven by delays in the following projects:

- The *Nathan Phillips Square Revitalization (NPSR)* project's capital expenditures totalled \$9.360 million representing 39.9% of the 2012 approved cash flow of \$23.437 million. The capital work for Phase 1 and a significant amount of work within Phase 2 were completed. The reflecting pool/rink was available for public use throughout the winter on the Nathan Phillips Square. However, the overall NPSR project was delayed due to coordination of construction activities with ongoing events on the Square, other unforeseen conditions, and re-tendering scope of work for Phase 3 due to higher than expected bids during Phases 1 and 2. Furthermore, the landscaping work expected to commence in 2012 was also deferred into 2013 to allow for this re-tendering. As a result, \$14.077 million in unspent cash flow funding has been carried forward to 2013 to complete the project.
- The *Westwood* project did not incur any capital expenditures against the 2012 approved cash flow of \$6.8 million. The lack of project activity was due to a change in future plans for the Westwood property. As a result, \$6.8 million of unspent cash flow funding has been carried forward to 2013 to allow Build Toronto to carry out, on behalf of the City of Toronto, demolition, environmental testing or other property-related work in an effort to prepare the Westwood Theatre Lands for development.
- The *St. Lawrence Market North* project's capital expenditures totalled \$0.891 million representing 22.0% of the 2012 approved cash flow of \$4.043 million. Delays were experienced due to a significant amount of time spent to align the design cost estimate with the total project cost approved by Council. Staff and the design consultant will continue to work together in 2013 to develop a design that meets the City's program requirements and is aligned with approved funding. As a result, \$3.153 million unspent cash flow funding has been carried forward to 2013 to continue the project.
- Various *State of Good Repair (SOGR)* capital projects, which comprise of a number of sub-projects of varying size and scope to address major maintenance and life cycle work at City facilities, totalled \$26.978 million collectively representing 55.0 % of the 2012 approved cash flow of \$49.089 million. A number of projects are currently in procurement phase for either design or construction work which will continue into 2013. Key projects include fuel tank replacement at 40 College, various SOGR works at 170 Jarvis, building envelope and renovation work at 2700 Eglinton Ave West, Albert Campbell Square, and asset management at EMS and Fire Services facilities. As a result, the majority of the unspent cash flow funding has been carried forward to 2013 to continue these projects.

Financial Services' capital expenditures for the year ended December 31, 2012 totaled \$17.735 million or 64.2% of its 2012 Approved Capital Budget of \$27.636 million. \$6.875 million of the unspent cash flow funding has been carried forward to 2013.

Of the funds spent, \$0.068 million was incurred for the *Collective Agreements Implementation* project for Local 79 wage harmonization that was completed in 2012.

Although projects were not completed in 2012, significant progress and completion of project phases were achieved, including:

- Recruitment and SAP training of resources dedicated to the FPARS project from Accounting Services, Human Resources, Pension Payroll and Employee Benefits, and Financial Planning in preparation of the vendor (IBM) start date of April 1, 2012.
- Reissuance of an RFP and successfully awarded (January 2012) a contract to IBM/Optimal Solutions to implement the SAP Public Sector Budget Formulation (PBF) system at the City of Toronto. PBF will allow the City to implement a Service Planning process and develop multi-year budgets from a public service perspective with performance metrics, utilizing integrated financial, human resources and payroll data and the new SAP business warehouse and business intelligence tools.
- FPARS blueprinting activities and began realization (development) for 2013 PBF Implementation.
- Securing Organizational Change Management (OCM) and communications resources to help guide and manage the impact of the FPARS project on the various stakeholders within the City of Toronto.
- A draft DC background study and rate calculations that will be released for public consultation in early 2013.
- The *Workflow & Document Management Technology* project negotiations between the vendor and the City.
- Successfully defined and developed an in house web based application that automated the petty cash process. As a result, this completely eliminated paper trails required to run the petty cash program and eliminated the need to enter the same data into 3 different forms and systems into a single point of entry. This was a corporate wide initiative.
- Successfully integrated the Cashiering component to include Tax, Water, Parking Ticket and TTC systems.
- Received several submissions from the RFP issued in late 2012 for the *Risk Management Information System Upgrade* project and staff are currently evaluating vendor proposals.

The Program spent \$15.111 million on the *Financial Planning, Analysis and Reporting System (FPARS)* project representing 92.2% of its 2012 approved cash flow of \$16.393 million. The project proceeded with the completion of the business blueprinting activities, included documenting as-is and to-be processes, workshops with Divisions and finalizing various plans to prepare the project for realization (development). This is a multi phase project that is underway and on track to be completed in 2014.

The under-spending in 2012 is mainly driven by delays in the following projects:

- The *Tax Billing System Replacement* project (\$1.572 million) and the *Utility Billing System Replacement* project (\$1.625 million) had no spending in 2012 and are proceeding with a Request for Proposal for an external assessment that will determine if SAP could be used as an appropriate system/solution. The combined projected under spending of \$3.197 million has been carried forward to 2013.
- The *Workflow & Document Management Technology* project's capital expenditures totalled \$0.384 million or 31.2% of the 2012 approved cash flow of \$1.233 million. The project is behind schedule due to delays in the initial stages of the project as more time and effort was required for the business discovery stage and development of the next phase's design solution. As a result, \$0.849 million of the unspent cash flow funding has been carried forward to 2013 to continue capital activities.
- The *PCI Compliance* project's capital expenditures totalled \$0.545 million or 40.2% of the 2012 approved cash flow of \$1.355 million. The project was under spent by \$0.810 million at year-end but is on schedule to be completed by 2014 to ensure the City meets the full payment card and data security standards.
- The *eProcurement Implementation* project's capital expenditures totalled \$0.130 million or 10.2% of the 2012 approved cash flow of \$1.274 million. This project was under-spent by \$1.144 million as the Request for Proposal for consulting services to complete the planning and scoping exercises took several months longer than expected. As a result, the unspent cash flow funding has been carried forward to 2013 to continue capital activities.
- The *Revenue System Phase 2* project's capital expenditures totalled \$0.399 million or 41.8% of the 2012 approved cash flow of \$0.953 million. The project was under spent by \$0.554 million due to delays in delivering the necessary infrastructure in the Cashiering system and longer than expected development and testing between the new application and legacy systems. As a result, \$0.554 million of the unspent cash flow funding has been carried forward to 2013 to continue capital activities.
- The *Accounts Payable Process Improvements* project's capital expenditures totalled \$0.191 million or 26.9% of the 2012 approved cash flow of \$0.709 million. This project was delayed six months as a result of a decision to partner up with the *eProcurement* project which required additional time to gather requirements for a Request for Proposal (RFP). The intent was to implement a full supply chain management solution that includes the automation of invoice payment to external vendors which would provide a more complete solution for the City. The first release of the RFP did not return any successful proponents which further delayed the project. As a result, \$0.518 million of the unspent cash flow funding has been carried forward to 2013 to continue capital work.
- The *Risk Information Management System Upgrade* project's capital expenditures totalled \$0.129 million or 19.3% of the 2012 approved cash flow of \$0.668 million. This project was delayed as a result of the RFP process which failed to provide a successful bidder. The project is now proceeding with negotiations with the incumbent vendor for implementation of the project's first phase of deliverables. As a

result, \$0.539 million of the unspent cash flow funding has been carried forward to 2013 to continue capital activities.

Fleet Services' capital expenditures for the period ended December 31, 2012 totalled \$24.354 million or 47.0% of the 2012 Approved Capital Budget of \$51.871 million. \$27.290 million of the unspent cash flow funding has been carried forward to 2013.

Of the funds spent, \$8.267 million was incurred for projects that were completed in 2012 including the following:

- *Toronto Water – Fleet Replacement* project (\$3.344 million). A total of 55 units were delivered in 2012 which include 10 water service investigation trucks, 1 electric asphalt patch truck and 19 cargo vans.
- *Solid Waste – Fleet Replacement* project (\$2.762 million). A total of 27 units were delivered in 2012 which include 1 front end loader truck, 7 backhoes and 15 highway tractors.
- *Library – Fleet Replacement* project (\$0.407 million). A total of 8 units were delivered in 2012 which include 4 cargo vans and 4 cube vans.

In addition, the Program spent \$7.991 million on the following projects that are on track. They are projects that have multiyear cash flows that are underway and will be completed in future years:

- *Park Forestry & Recreation – The Fleet Replacement* project (\$6.986 million) provides for the replacement of vehicles which resulted in a total of 141 units being delivered including 6 ice re-surfacers, 6 crane trucks, 3 loaders and 21 ride-on mowers and \$1.047 million to fund the replacement of vehicles and equipment in future years..
- *Solid Waste – The Fleet Replacement* project (\$1.005 million) provides for the replacement of vehicles and equipment that were required. A total of 10 units were delivered in 2012 which include 1 aerial truck and a 1 front end loader and \$3.174 million to complete the replacement of vehicles and equipment in future years.

The under-spending in 2012 is mainly driven by the delays in the following projects:

- The *Emergency Medical Services Fleet Replacement* project's capital expenditure totalled \$2.066 million representing 27.1% of 2012 approved cash flow of \$7.632 million. Projected spending is lower than planned due to the delay in awarding the contract for the ambulance vehicle replacements. As a result, \$5.566 million of the unspent cash flow has been carried forward to 2013 to complete the project.
- The *Transportation Services Fleet Replacement* project's capital expenditure totalled \$2.020 million representing 39.6% of 2012 approved cash flow of \$5.103 million. Project spending is lower than planned due to the delay in the procurement of the replacement vehicles pending the results of the service efficiency studies. As a result, \$3.083 million of the unspent cash flow funding has been carried forward to 2013 to continue with the replacement of vehicles and equipment.

The *Fire Services Fleet Replacement* project's capital expenditure totalled \$1.285 million representing 10.9% of 2012 approved cash flow of \$11.768 million. Project spending is lower than planned due the detailed specification development required and the lengthy production time of these customized vehicles. As a result, \$10.483 million of the unspent budget cash flow funding has been carried forward to 2013 to continue with the replacement of vehicles and equipment.

Information and Technology's capital expenditures for the period ended December 31, 2012 totalled \$32.068 million or 55.1% of its 2012 Approved Capital Budget of \$58.188 million. \$20.781 million of the unspent cash flow funding has been carried forward to 2013.

Of the funds spent, \$12.356 million was incurred for projects that were completed in 2012 including the following:

- The *Desktop Hardware and Software Replacement* project (\$5.956 million) resulted in replacement of 896 desktops, 267 mobile devices, 415 printers and 259 monitors, upgraded core network and cable infrastructure at Civic Centres under the Sustainment program.
- The *WEB Foundation* project (\$1.679 million) that provided upgraded infrastructure to Web sphere Portal Server V7 and Open Text WEM V8.1 in preparation for *Business Implementation* roll out. A catching utility was installed to increase performance with approximately 80 enhancements/bugs were completed.
- The *eCity Enterprise Architecture and eCity Planning* project (\$1.154 million) that provided the City with a set of Business and Logical Architectures including business solution investments. Solutions included the *Architecture Governance for Key IT projects, City Application and Data Inventory, Work Management Business and Logical Architecture, My Toronto Portal development, Technology Reference Model, Portal Reference Architecture and Forms Management Architecture and Development.*
- The *Policy and Planning* projects (\$0.737 million) include the *Computer System Integration* project (\$0.268 million) for automating capital construction planning and coordinating.

Phases of projects completed in 2012 include:

- Developed quality assessment systems for the *Public Budgeting Formulation (PBF)* tool and implemented *Employee Self-Serve (ESS)* portals with new pay stub electronic distribution for over 4,000 non-union City staff and City Council and are developing additional employee opportunities.
- Enabled electronic plan review and process using SCDC Electronic Markup Management Application (EMMA) module.
- Implemented enhancements to current business solution (IBMS) in support of Toronto Building Electronic Service Delivery program.

- Developed and implemented imaging procedures and collaborated with City Clerks in development of corporate Imaging policy.
- Completed the contact centre (roll out schedule) at 850 Coxwell. Converted 9,554 Centrex lines (including disconnects). Converted 25% of all locations to high speed fiber.
- Rolled out Electronic Testing software product in December 2012.
- Completed my Resident Portal implementation plan for the development of a portal allowing residents to access their services.

In addition, the Program spent \$6.674 million on the following projects that are on track. They are multi phase projects that are underway and will be completed in future years:

- The *Enterprise Servers and Software* project (\$2.670 million) resulted in the replacement and consolidation of 180 servers and the completion of the eMail study with go forward strategy that was adopted by Council.
- The *Disaster Recovery Plan* (\$1.870 million) to create the first generation business continuity plans for I&T Division business processes.
- The *Configuration Management Data Base Implementation* project (\$1.511 million) to implement foundational tools.
- The *Strategic Planning* projects (\$0.623 million) for the draft security risk management framework.

The under-spending in 2012 is mainly driven by the delays in the following projects:

- The *SAP Landscape Upgrade* project's capital expenditures totalled \$3.347 million representing 56.2% of the 2012 approved cash flow of \$5.960 million. The SAP project was delayed to coincide with the implementation of the *Public Budgeting Formulation (PBF)* project and the IBM contract negotiations that was completed in the second quarter of 2012. As a result, \$2.612 million of the unspent cash flow funding has been carried forward to 2013 and 2014 to continue the project.
- The *Toronto Animal Service eProject's* capital expenditures totalled \$0.139 million representing 13.4% of the 2012 approved cash flow of \$1.039 million. The 2012 initiatives enabled the field officers with mobile devices and wireless technology to update their business system remotely and wireless connectivity in shelters as well as a revamped the ePet system to leverage the City's corporate eDonations solution to be completed in 2013. \$0.900 million of the unspent cash flow funding has been carried forward to 2013.
- The *ML&S Case Management System* project's capital expenditures totalled \$0.133 million representing 14.8% of the 2012 approved cash flow of \$0.898 million. This project is on hold for review and potential re-scoping. \$0.200 million of the unspent cash flow funding has been carried forward to 2013.
- The *Consolidated Data Centre* project's capital expenditures totalled \$1.041 million representing 46.5% of the 2012 approved cash flow of \$2.239 million.

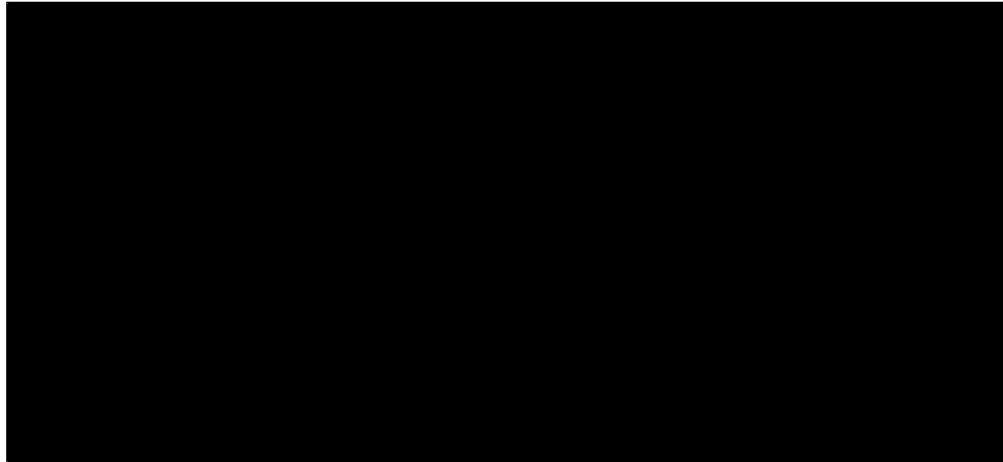
The focus in 2012 was to solidify a firm plan to ensure the facility is operational in 2017. This is a corporate project within I & T and in light of the yet undetermined potential for IT Shared Services between the City and its ABC's, which will be the subject of a detailed study over 2013-2014, the planned project to construct a new consolidated data centre is suspended until the conclusion of that study.

- The *Integrated Telecom Infrastructure* project's capital expenditures totalled \$1.331 million representing 15.0% of the 2012 approved cash flow of \$8.876 million. The low spending rate is due to vendor delays in delivering contracted milestones. This will delay the migration of approximately 7,446 telecommunication lines into 2013. \$5.600 million of the unspent cash flow funding has been carried forward to 2013.
- The *Electronic Documents and Records Management System (EDRMS)* project had no spending in 2012 as payments to the vendor is dependent on completion of deliverables. Vendor progress has been significantly slower than expected resulting in incomplete deliverables. As a result, \$0.678 million of the unspent cash flow funding has been carried forward to 2013.
- The *Toronto Building Electronic Service Delivery* project's capital expenditures totalled \$0.902 million representing 54.3% of the 2012 approved cash flow of \$1.661 million. This project successfully enabled the electronic plan review and process using CSDC EMMA module, implemented enhancements to current business solution (IBMS), digitized microfiche, large drawings and other paper based material for electronic record disclosure services. Obtaining digitization and project support resources delayed the starting of the portal initiative and as a result additional hardware acquisition was delayed.
- Most of the *Corporate Initiatives* projects were delayed a year due to the redirection of City staff to focus on other City projects. This resulted in under-spending of \$5.422 million or 72.6% of the 2012 approved cash flow of \$7.464 million. Initiatives contributing to the under-spending were:
 - The *Civic Engagement* project which was delayed one year due to the unavailability of the I & T Project Manager resulting in \$0.595 million in the unspent cash flow funding which has been carried forward to 2013 and 2014 to continue the project.
 - The *Toronto Progress Portal* project which was delayed one year in 2011. Based on the state of technology when project begun at the beginning of 2012, it was determined that a web server was required, However, a later date review of the technology indicated that a web server was no longer required. \$0.705 million in the unspent cash flow funding has been carried forward to 2013 and 2014 to continue the project.
 - *Service Efficiency Studies* project funding has been allocated to 7 Service Efficiency projects in 2013. \$2.037 million in the unspent cash flow funding has been carried forward to 2013.

- The *eHuman Resource Strategy* project was delayed one year due to delays in sole source processing as well as procurement requirements. The QuatroSafety project is a three phase project which commenced in 2012 and will end in 2014. \$0.853 million in the unspent cash flow funding has been carried forward to 2013 for completion of this project.
- The *eLearning Technology and Transformation* project was delayed due to the lack of resources to complete the fit/gap analysis and Logical Architecture document. \$1.078 million of the unspent cash flow funding has been carried forward to 2013.

Other City Programs

For the year ended December 31, 2012, actual capital expenditures for Other City Programs totalled \$154.760 million or 48.7% of their collective 2012 Approved Capital Budget of \$317.463 million.



City Clerk's Office's capital expenditures for the period ended December 31, 2012 totalled \$3.163 million or 60.8% of the 2012 Approved Capital Budget of \$5.201 million. \$1.819 million of the unspent cash flow funding has been carried forward to 2013.

Of the funds spent, \$0.534 million was incurred for projects that were completed in 2012 including the following:

- The *Toronto Meeting Management Information System (TMMIS)* project (\$0.381 million). The extended features and functionalities added to the TMMIS project – Phase 3 included the bill by-law support and integration.
- The *Forms Management* project (\$0.152 million). In collaboration with I&T, staff developed and revised the data model, revised the business architecture and completed the logical architecture for the project. As well, the redesign of the interim forms repository solution and related user help content were completed.
- The *Archives and Records Centre Security SOGR* project (\$0.001 million).

In addition, the Program spent \$1.207 million on the following projects that are on track. They are multi phase projects that are underway and will be completed in future years:

- The *Toronto Elections Information System (TEIS) - Maintenance & Upgrade for the 2014 Elections* project (\$0.744 million) is on-track. The TEIS project is the backbone for the administration of the municipal election and any required by-election. The planned completion date is 2014.
- The *Mail Security & Mail Room Upgrades* project (\$0.463 million). This project is to retrofit the mailrooms at City Hall and the Civic Centres to meet legislated requirements under the Occupational Health & Safety Act.

The under-spending in 2012 is mainly driven by delays in the following projects:

- The *Enterprise Document and Record Management Solution (EDRMS)* project's capital expenditure totalled \$0.970 million representing 26.3% of 2012 approved cash flow of \$1.315 million. This is a multi-divisional project with the City Clerk's Office, Revenue Services and Information and Technology Division as partners. The under spending at year-end is a result of a vendor resource allocation issue and general under-performance. These have significantly delayed the project implementation. The vendor has since adjusted its resource allocation and work has resumed. Completion of the pilot has now moved to mid-September 2014. As a result, \$0.800 million of the unspent cash flow funding has been carried forward to 2013 to continue the project.
- The *Open Information* project's capital expenditure totalled \$0.214 million representing 33.9% of 2012 approved cash flow of \$0.630 million. The under spending at year-end is due to the unavailability of corporate resources to initiate the online payment module adaptation. As a result, \$0.416 million of the unspent cash flow funding has been carried forward to 2013 to continue the project.
- The *Alternate Voting* project's capital expenditure totalled \$0.037 million representing 9.9% of the 2012 approved cash flow of \$0.377 million. The under spending at year-end is due to a delayed start to the business analysis process as a result of the unavailability of corporate resources. This has since been resolved with the contracting of an external resource. As a result, \$0.340 million of the unspent cash flow funding has been carried forward to 2013 to continue the project.

The Sustainable Energy Plan's (SEP) capital expenditures for the period ended December 31, 2012 totalled \$5.113 million or 9.1% of the 2012 Approved Capital Budget of \$56.421 million. \$19.303 million or 37.6% of the unspent cash flow funding has been carried forward to 2013 with the remaining funding to be transferred to the Environment Protection Reserve Fund.

Of the funds spent, \$1.042 million was incurred for the following projects that were completed:

- The *Union Station Deep Lake Water Cooling* project (\$1.018 million) that provided connections to deep lake water cooling infrastructure, are now available for Union Station.
- The *Energy Retrofit* project at *Ambulance Stations* (\$0.024 million) that provided infrastructure energy improvements to Toronto Emergency Medical Services Ambulatory Stations.

In addition, the Program spent \$3.605 on multi-phase projects that are underway and will be completed on schedule in future years including:

- The *Solar Photo-Voltaic Program* (\$1.605 million) which will provide City of Toronto facilities with solar panels that will generate approximately 2,600 MWh of electricity annually resulting in the estimated reduction of 480 tonnes of greenhouse gas emissions per year.
- The *Parks, Forestry & Recreation Phase 4 Retrofit* project (\$1.042 million) that provides infrastructure energy improvements to City of Toronto recreational facilities.

The under-spending in 2012 is mainly driven by the following projects:

- The *Toronto Energy Conservation Fund (TECF)* project had no capital expenditures for the year ended December 31, 2012. At its meeting on January 15 and 16, 2013, City Council adopted the report entitled, "Repurposing of the Sustainable Energy Funds and New Funding Model for City Energy Projects". This report discontinued the issuance of repayable loans from the TECF with the exception of \$2.993 million or 12.0% of the 2012 approved cash flow which will be carried forward to 2013 and disbursed for Toronto Community Housing Corporation (TCHC) facility improvement projects. As a result, \$21.060 million or 84.1% has been transferred to the Environment Protection Reserve Fund in order to help defray Emerald Ash Borer costs.
- The *Toronto Green Energy Fund (TGEF)* project's capital expenditures totalled \$0.466 million or 3.2% of the 2012 approved cash flow of \$14.405 million for the year ended December 31, 2012. At its meeting on January 15 and 16, 2013, City Council adopted the report entitled, "Repurposing of the Sustainable Energy Funds and New Funding Model for City Energy Projects". This report discontinued the issuance of repayable loans from the TGEF with the exception of \$2.995 million or 20.8% of the 2012 approved cash flow which will be carried forward to 2013 and disbursed for Toronto Community Housing Corporation (TCHC) facility improvement projects. As a result, \$10.945 million or 76.0% has been transferred to

the Environment Protection Reserve Fund in order to help defray Emerald Ash Borer costs.

The ***Union Station Revitalization*** project's capital expenditures for the period ended December 31, 2012 totalled \$119.907 million or 59.4% of the 2012 Approved Capital Budget of \$201.920 million. \$82.013 million of the unspent cash flow funding has been carried forward to 2013.

Significant accomplishments in 2012 include the completion of the Panorama Lounge, transfer of West Wing offices to Go Transit, progress on column replacements, installation of new mechanical and electrical systems and pouring of floor slabs for the retail and concourse areas.

The under-spending in 2012 is mainly driven by the delays in the following areas:

- The delays in tendering and awarding the first contract in Q4 for *the Northwest Path*, delays in reaching agreements with GO Transit for the 3rd party work, and more importantly, the structural issues which impeded progress on installation of new mechanical and electrical systems and other capital work within York Concourse resulted in a spending level significantly less than planned. As a result, \$82.013 million of the unspent cash flow funding has been carried forward to 2013 to continue the project.

Radio Communication System Replacement project's capital expenditures totalled \$8.643 million or 77.4 % of its 2012 Approved Capital Budget of \$11.166 million. \$2.523 million of the unspent cash flow funding has been carried forward to 2013 to continue the project.

The year-end under spending is mainly attributed to a delay in finalizing the contract and completing the detailed design review which resulted in a revised forecast for the civil engineering design and integration work as well as transitional costs (transitional operating and equipment storage) that are now planned for early 2013.

The Pan American Games project's capital expenditures for the period ended December 31, 2012 totalled \$17.933 million or 42% of its 2012 Approved Capital Budget of \$42.754 million.

Of the funds spent, \$4.146 million was incurred for the *Nathan Phillips Square as Festival Site* capital project that was completed in 2012. The expenditures were related to the concession building which included the change room space and rink support facilities components of the Skate Pavilion. Also, equipment for the children's playground was purchased and installed.

The under spending in 2012 is mainly attributed to the following projects:

- The *Site Remediation* project's capital expenditures totalled \$12.597 million representing 36% of the 2012 approved cash flow of \$35.372 million at year-end. The remediated site was handed over to Infrastructure Ontario on June 28, 2012. Field monitoring is currently underway and the Record of Site Condition (RSC) from the Ministry of the Environment (MOE) is anticipated by the end of 2014.
- The *Resurfacing of Cycling Course* project (\$0.581 million) had no capital expenditures at year-end. The route for the cycling course has not yet been finalized by TO2015 and the utilities need to be in place before work at the site can proceed. As a result, the entire amount of \$0.581 million has been carried forward into 2013.
- The capital expenditures for projects delivered through the Toronto Organizing Committee for the Pan/Parapan American Games (TO2015) and Infrastructure Ontario totalled \$1.190 million or 45% at year-end. The under spending is due to the timing of recoveries by TO2015 and Infrastructure Ontario. All projects are currently on track and are anticipated to be completed in 2014.

City Agencies

During the year ended December 31, 2012, actual capital expenditures for City Agencies totalled \$1.290 billion or 68.2% of their collective 2012 Approved Capital Budget of \$1.891 billion.

Agencies		
Year End 2012 Capital Variance (\$ Million)		
	Actual to December 31, 2012	
	Over/(Under)	% of Budget
Exhibition Place	(1.7)	66.7
Go Transit	0.0	100.0
Toronto And Region Conservation Authority	(0.8)	91.5
Toronto Police Service	(27.7)	64.7
Toronto Port Authority	0.0	100.0
Toronto Public Health	(1.9)	71.8
Toronto Public Library	(8.0)	73.1
Toronto Transit Commission	(559.9)	67.7
Toronto Zoo	(0.9)	87.8
Sony Centre (Hummingbird)	(0.5)	0.0
Total	(601.3)	68.2

Exhibition Place's capital expenditures for the period ended December 31, 2012 totalled \$3.360 million or 66.7% of its 2012 Approved Capital Budget of \$5.039 million, with \$1.679 million carried forward into 2013.

Of the funds spent, \$0.338 million was incurred for projects completed in 2012 including the following:

- *Food Building* (\$0.125 million) for the *Fire Protection System Code Retrofit* project including upgrading of the fire alarm system motherboard to comply with the Fire Code.
- *Environment Restoration* project (\$0.096 million) for upgrading the lake water irrigation & supply system, and greening parking lot with permeable asphalt.
- *Music Building* project (\$0.117 million) to replace windows & doors.

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

- The *Equipment* project's expenditures, including upgrading parking kiosks, building automation systems and replacing fibre optic cable totalled \$0.946 million or 70% of the 2013 approved cash flow of \$1.365 million, with \$0.420 million carried forward into 2013. This project is delayed due to a busy tenant show schedule that did not allow construction to proceed.
- The *Parking Lots and Roads* project' expenditures totalled \$0.649 million or 51% of the 2013 approved cash flow of \$1.266 million, with \$0.617 million carried forward into 2013. Work on the roads and parking lots are the most difficult to plan since every event requires parking and work cannot continue during events.
- The *Direct Energy Centre* project's expenditures totalled \$0.400 million or 56% of the 2012 approved cash flow of \$0.714 million, with \$0.314 million carried forward into 2013. Major renovations of washrooms have been delayed since the extent of the work required is more than originally planned and will require another tendering process to proceed in 2013.
- The *BMO Field* project's expenditures totalled \$0.533 million or 67% of the 2012 approved cash flow of \$0.794 million, with \$0.262 million carried forward into 2013. Major Repairs and Upgrades are delayed due to a busy tenant schedule that did not allow construction to proceed.

Toronto and Region Conservation Authority (TRCA)'s capital expenditures for the period ended December 31, 2012 totalled \$8.235 million or 91.5% of the 2012 Approved Capital Budget of \$9.002 million. \$0.767 million of the unspent cash flow funding has been carried forward to 2013.

All funds spent in 2012 were incurred for projects that were completed in 2012 including the following:

- *Waterfront and Valley Erosion Control* project (\$1.500 million) funded valley and shoreline erosion protection initiatives at a number of sites within Toronto including Lake Ontario shorelines.
- *Toronto Remedial Action Plan* project (\$2.318 million) funded monitoring and re-naturalization of watercourses, water quality and habitat improvements at sites in the Don, Rouge, Highland, Etobicoke, Mimico and Humber watersheds, as well as along the waterfront.
- *Waterfront Development* project (\$1.552 million) funded land creation and site preparation at various waterfront sites including Tommy Thompson Park as well as dredging of the Keating Channel and Ashbridges Bay.

The under-spending in the amount of \$0.767 million in 2012 is attributed to the following projects:

- The *Sherway Trail Construction and Restoration* project did not incur any capital expenditures of its 2012 approved cash flow of \$0.122 million. This project was placed on hold while TRCA and City staff worked with the Ministry of Transportation (MTO) to secure permission to use the MTO owned lands that served as a former dump site to support the Sherway trail link along the Etobicoke Creek from Sherway Drive. A draft agreement has been reached with MTO and both the TRCA and City of Toronto are in the process of finalizing the details of the agreement. Once the agreement is finalized, TRCA will proceed with completion of Phase 1 (detail design for trail and bridge crossing) during Summer/Fall 2013 and Phase 2 (trail construction and bridge installation) for Winter 2013/Spring 2014. This project was added by City Council in 2012 and is funded from Section 37 Agreements. The entire 2012 approved cash flow funding has been carried forward into 2013.
- The *Mimico Creek Trail Construction and Restoration* project did not incur any capital expenditures of its 2012 approved cash flow of \$0.655 million. This project has been delayed as TRCA staff are still working with the engineering consultant to finalize Phase 1 (designs and cost estimates for the three pedestrian bridges and trail alignment) for this project. The bridge and trail designs and cost estimate are expected to be presented to City staff and the local Councillor in June of 2013. This project was added by City Council in 2012 and is funded from Section 37 Agreements. The entire 2012 approved cash flow funding has been carried forward into 2013.

Toronto Police Service's capital expenditures for the period ended December 31, 2012 totalled \$50.621 million or 64.7% of 2012 Approved Capital Budget of \$78.286 million. \$22.364 million of the unspent cash flow funding has been carried forward to 2013.

Of the funds spent, \$3.438 million was incurred for projects that were completed in 2012 including the following:

- *The 11 Division* project (\$0.192 million) funded the completion of construction of a new 11 Division at 2054 Davenport Road.
- *The 911 Hardware/Handsets* project (\$0.286 million) funded the replacement of the 911 equipment.
- *The Automated Fingerprint Identification System (AFIS)* project (\$ 2.692 million) funded the upgrade for the current AFIS system.

In addition, TPS spent \$30.876 million on multi phase projects that are underway and on track to be completed in future years, including the following:

- The *Radio Replacement* project (\$6.189 million) that provides for the lifecycle replacement of the Service's mobile and portable radios.
- The *State of Good Repair* project (\$6.036 million) that provides for the on-going maintenance and repair of Police-occupied buildings.

The under spending in 2012 is mainly attributed to the following projects:

- The *Property and Evidence Management Facility (P&EM)* project's expenditures totalled \$6.975 million representing 56% of the 2012 approved cash flow of \$12.463 million at year-end. Project spending is lower than planned at year-end due to delays primarily as a result of shortage of Service staff resources, delay in selecting the architect and approving designs. As a result, \$5.488 million has been carried forward into 2013.
- The *Integrated Records and Information System (IRIS)* project was under budget with capital expenditures totalling \$6.240 million representing 86% of the 2012 approved cash flow of \$7.301 million at year-end. The under-spending is due to lower cost of software and licensing and developmental staffing costs, and funds of \$1.061 million were not needed.
- The *eTicketing Solution* project's capital expenditures totalled \$0.012 million representing 0.7% of the 2012 approved cash flow of \$1.719 million at year-end. The year-end under-spending is due to the Board delay in approving the IRIS project which shifted the implementation schedule for the *eTicketing Solution* project by approximately 10 months resulting in a 2013 implementation date. \$1.707 million of unspent funding has been carried forward into 2013.
- The *Servers – Lifecycle Plan* project's capital expenditures totalled \$1.446 million representing 27% of the 2012 approved cash flow of \$5.433 million at year-end. The year-end under-spending resulted from deferring the acquisition of servers due to uncertainties of the IRIS project's impact on the need for various servers and applications. \$3.987 million of unspent funding has been carried forward into 2013.
- The *Workstation, Laptop, Printer – Lifecycle Plan* project's capital expenditures totalled \$1.633 million representing 56% of the 2012 approved cash flow of \$2.904 million at year-end. The year-end under-spending is due to the delivery of equipment

being delayed to 2013 as a result of the Service's hardware inventory reduction initiative.

Toronto Public Health's (TPH) capital expenditures for the period ended December 31, 2012 totalled \$4.866 million or 71.8% of the 2012 Approved Capital Budget of \$6.778 million. \$1.911 million of the unspent cash flow funding has been carried forward to 2013.

Of the funds spent in 2012, \$1.680 million was incurred for 6 projects that were completed in 2012 including the following:

- The *Mobile Dental Clinic* project (\$0.450 million) was completed which was 100% provincially funded as part of the Healthy Smiles Ontario (HSO) dental program for children and youth in Toronto. The Mobile Dental Clinic is a 40-foot customized coach that is fully accessible and is equipped with two dental stations, a sterilization centre and a reception area. The clinic is staffed by a dentist, registered dental hygienist and a certified dental assistant.
- The *Healthy Emergency Information System* project (\$0.082 million) was completed enabling TPH to better respond effectively and efficiently to health emergencies through the implementation of a secure solution that facilitates the capture of staffing information and coordinating and scheduling of staff based on skills.
- The *Public Health Surveillance and Management System* project (\$0.398 million) to implement a new provincial infectious disease surveillance and management system within Toronto Public Health was completed. The completion of this project will contribute significantly to the system requirements and design of the legislated, 100% provincially funded *Infectious Disease Control Information System (IDCIS)* project (2012-2015, \$2.391 million) that started in 2012 and will assist in the on-going development and implementation of the pan-Canadian Panorama system for Infectious disease control.
- The *Web Re-Brand TPH Implementation* project (\$0.553 million) Phase-1 was completed and TPH identified its requirements in preparation for the effective implementation of the City-wide implementation of a new web content management system.

The under-spending in 2012 is mainly driven by delays in the following projects:

- The *Healthy Environment Inspection System* project's capital expenditures totalled \$0.817 million representing 53.6% of the 2012 approved cash flow of \$1.525. The implementation of vendor modules is underway, however delays experienced in 2011 and 2012 due to the requirement to perform additional testing to address system performance and system functionality issues has deferred the implementation of some software modules, hardware and associated training originally planned for 2012 to 2013. As a result, \$0.708 million of the unspent cash flow funding has been carried forward to 2013 to continue the project.

- The *HF/HL Systems Integration* project's capital expenditures totalled \$1.737 million representing 75.4 % of the 2012 approved cash flow of \$2.302 million. The project has been delayed and project deliverables planned for 2012 deferred to 2013 due to continuing delays in hiring and difficulty in hiring qualified IT staff due to a competitive market. As a result, \$0.566 million of the unspent cash flow funding has been carried forward to 2013 to continue the project.
- *The TPH Datamart Data Warehouse* project's capital expenditures totalled \$0.514 million representing 50.3 % of the 2012 approved cash flow of \$1.024 million. The completion of some deliverables originally planned for 2012 will be completed in 2013 to align with updated implementation timeline for corporate Business Intelligence and TPH Datamart Data Warehouse strategies. As a result, \$0.509 million of the unspent cash flow budget has been carried forward to 2013 to continue the project.
- *The Infectious Disease Control Information System* project's capital expenditures totalled \$0.118 million representing 48.0 % of the 2012 approved cash flow of \$0.246 million. The completion of some deliverables planned for 2012 will now be completed in 2013 to align with an updated provincial implementation timeline. As a result, \$0.128 million of the unspent cash flow funding has been carried forward to 2013 to continue the project.

Toronto Public Library's (TPL) capital expenditures for the period ended December 31, 2012 totalled \$21.670 million or 73.1% of the 2012 Approved Capital Budget of \$29.657 million. \$7.987 million of the unspent cash flow funding has been carried forward to 2013.

Of the funds spent, \$1.561 million was spent on 7 projects that were completed in 2012 including the following:

- The *Thornclyffe Branch renovation* (\$0.150 million) project and the Cedarbrae Library Renovation (\$0.181 million) project were completed.

In addition, the Program spent \$15.210 million on the following multi-phase projects that are underway and will be completed in future years:

- The *Toronto Reference Library Construction and Renovation* project (\$5.527 million): The construction and renovations of the main and second floors at the Toronto Reference Library were substantially completed and put into service along with the creation of the new Special Collections Centre on the fifth floor. The department and service consolidations and reprogramming of space has increased efficiencies and resulted in improved operations.
- The *Brentwood Branch Renovation* project (\$2.987 million): The renovations were substantially completed and the branch re-opened on November 2, 2012.

The under-spending in 2012 is mainly driven by delays in the following projects:

- The *Scarborough Civic Centre Neighbourhood Construction* project's capital expenditure totalled \$0.392 million representing 35.4% of the 2012 approved cash flow of \$1.108 million. Timing of construction phase has been impacted by a delay in obtaining permits and securing agreements with other parties. The construction tender was awarded in February 2013 and construction commenced in April 2013. As a result, \$0.715 million of the unspent cash flow funding will be carried forward to 2013 to continue the project.
- The *Self Service Circulation* project's capital expenditures totalled \$1.405 million representing 26.0 % of the 2012 approved cash flow of \$5.393 million. The implementation of Self Service Circulation is proceeding as planned, but the installation of automated sorters is behind schedule, in particular, the installation of the main sorter at 1076 Ellesmere is dependent on the completion of the retrofit and expansion project at the Ellesmere site to accommodate the relocation of services from 281 Front Street (approved by Council in mid-July, 2012). As a result, \$3.989 million of the unspent cash flow funding has been carried forward to 2013 to continue the project.
- The *Fort York Library Construction* project's capital expenditures totalled \$1.713 million representing 72.1 % of the 2012 approved cash flow of \$2.377 million. As a result of a delay in securing agreements with the other parties, construction did not begin until September 2012. As a result, \$0.664 million of the unspent cash flow funding will be carried forward to 2013 to continue the project.
- The *Multi Branch Minor Renovation* project's capital expenditures totalled \$1.026 million or 73.6% of the 2012 approved cash flow of \$1.395 million. The coordination of minor renovation projects at various branches and a need to minimize service disruptions resulted in delays in the implementation of this project. As a result, \$0.369 million of the unspent cash flow funding has been carried forward to 2013 to continue the project.
- The *Virtual Branch* project's capital expenditures totalled \$0.333 million or 33.2% of the 2012 approved cash flow of \$1.002 million. This project experienced delays due to unfulfilled project requirements associated with the implementation of the 2012 cost efficiency projects, such as the introduction of new fines, development of an affiliate program for customers to purchase library materials. As a result, \$0.669 million of the unspent cash flow funding has been carried forward to 2013 to continue the project.
- The *Technology Asset Management Program* project's capital expenditures totalled \$2.965 million or 77.2% of the 2012 approved cash flow of \$3.839 million. The delay in the installation of the main sorter at Ellesmere has resulted in a deferral of the library circulation systems integration project. As a result, \$0.874 million of the unspent cash flow funding has been carried forward to 2013 to continue the project.

Toronto Transit Commission (TTC) capital expenditures for the period ended December 31, 2012 totalled \$1.173 billion or 67.7% of the 2012 Approved Capital Budget of \$1.733

billion (including the Toronto-York Spadina Subway Extension). \$555.095 million of the unspent cash flow funding has been carried forward to 2013.

Of the funds spent, \$0.560 million was incurred for projects that were completed in 2012 including the following:

- The *Eglinton Bus Terminal Replacement* project (\$0.111 million) to design and construct a new 12-bus platform passenger facility.
- *Islington Station Improvements* (\$0.309 million) for the redevelopment of Islington Bus Terminal lands, including the reconfiguration of the TTC bus terminal, commuter parking and passenger pick up and drop off facilities at Islington Station.

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

- The *Easier Access* project (\$11.885 million) to make progress on constructing and enhancing accessibility features to make the TTC fully accessible by 2025. In 2012, the elevators at St. Andrew Station were completed and opened for service, and the construction contract for Lawrence West Station was awarded. Progress was made on the Pape and Dufferin Station elevators.
- The *Fire Ventilation Upgrade* project (\$25.304 million) to upgrade the subway ventilation system and construct second exits at subway stations. In 2012, fire ventilation systems were commenced at Lawrence Station with initial construction of the foundation. Also, in 2012, the construction of a second exit was completed at Castle Frank Station.
- The *Toronto Rocket Yard and Storage Track Accommodation* project (\$8.633 million) to design and construct various subway vehicle facilities and yards to ensure proper delivery, maintenance and storage of the new fixed six-car Toronto Rocket subway trains. In 2012, design work was continued for Davisville Carhouse Expansion, Keele Yard Retrofit, Kipling Station Track Expansion, Greenwood Yard Track Construction and Building Renovations, and Wilson Carhouse North Expansion. Design work was completed for Wilson Complex Wheel Lathe and Wilson Carhouse Alteration. Also, construction commenced for the Wilson Carhouse Alteration.

The under-spending in 2012 is mainly driven by the delays in the following projects:

- The *Surface Track* project's capital expenditure totalled \$23.984 million representing 70.7% of 2012 approved cash flow of \$33.944 million. The under spending was mainly due to the deferral of track work at Queens Quay and special track work at King and Spadina and Russell Yard. As a result, \$9.960 million of the unspent cash flow funding has been carried forward to 2013 to continue the project.
- The *Leslie Barns LRT Maintenance and Storage Facility* project's capital expenditure totalled \$37.657 million representing 74% of 2012 approved cash flow of \$50.9 million. The under spending was mainly due to the delay in the award of the facility contract and slippage of the Leslie Street Connection Track. As a result, \$13.243 million of the unspent cash flow funding has been carried forward to 2013 to continue the project.

- The *Purchase of Subway Cars* project's capital expenditure totalled \$197.952 million representing 92.2% of 2012 approved cash flow of \$214.685 million. The under spending was mainly due to anticipated slippage of project milestones including cost escalation, unspent 2012 contingency funding and Provincial Sales Tax allowance deferral to 2013. As a result, \$16.733 million of the unspent cash flow funding has been carried forward to 2013 to continue the project.
- The *ATC Resignalling* project's capital expenditure totalled \$44.309 million representing 83.5% of 2012 approved cash flow of \$53.088 million. The under spending was mainly due to slippage of work on various contracts. As a result, \$8.778 million of the unspent cash flow funding has been carried forward to 2013 to continue the project.
- The *Bridges and Tunnels* project's capital expenditure totalled \$33.298 million representing 60.8% of 2012 approved cash flow of \$54.767 million. The under spending was mainly due to work force shortage, deferral of external consultants, scope change due to revised schedule for Gerald Bridge, and addition of more liners requiring repair that impacted the schedule. As a result, \$21.469 million of the unspent cash flow funding has been carried forward to 2013 to continue the project.
- The *Purchase of Streetcars* project's capital expenditure totalled \$110.205 million representing 79.7% of 2012 approved cash flow of \$138.271 million. The under spending was mainly due to distribution of unspent contingency allowance and options allowance for additional streetcar prototype features, such as noise absorbing devices and PRESTO equipment, to future years. As a result, \$28.066 million of the unspent cash flow funding has been carried forward to 2013 to continue the project.
- The *Toronto-York Spadina Subway Extension* project's capital expenditures totalled \$422.558 million representing 54.1% of 2012 approved cash flow of \$780.981 million. The project schedule has been impacted by a number of earlier contractor performance schedules and other issues. Contractor performance has improved and issues with the advancement of the *HWY 407, Northern Tunnels* contract and the other contracts are largely resolved. However, the *Sheppard West (Downsview Park)* and *Southern Tunnels* contract continue to experience delays as a result of slow progress of the tunnelling component. As a result, \$358.423 million of the unspent cash flow funding has been carried forward to 2013 to continue the project.

Toronto Zoo's capital expenditures for the period ended December 31, 2012 totalled \$6.507 million or 89 % of its 2012 Approved Capital Budget of \$7.408 million.

Of the funds spent, \$1.737 million was incurred for projects that were completed or substantially completed in 2012, including the following:

- The *Information Services* (2011) project (\$0.233 million). The Design and Testing Phases of CRM System (Customer Resource Management) was completed in 2012.

- The *Building and Services* project (\$0.452 million) was completed resulting in the replacement of transformer and switchgear; replacement of the roof in the Caribou Café and installation of an HVAC unit in Penguin House; as well as the installation of gas services in Eurasia.
- The *Grounds and Visitors Improvements* (2011) project (\$0.188 million) - construction of washroom facilities for Giant Panda exhibit area.
- The *Exhibit Refurbishment* (2011 and 2012) project (\$0.684 million). Renovations to the Amur Tiger area was completed to allow the area to serve a dual purpose of housing the Giant Panda Exhibit for the 5 year duration including caging, plumbing for Giant Panda holding and Snow Leopards.

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

- The *Information Services* project's expenditures totalled \$0.172 million or 66% of the 2012 approved cash flow of \$0.260 million, with \$0.882 million carried forward into 2013. This project will be completed in Q2 2013 to coincide with the City IT schedule for hardware replacement.
- The *Giraffe House* project's expenditures totalled \$0.001 million or 1% of the 2012 approved cash flow of \$0.550 million, with \$0.549 million carried forward into 2013. The conversion of the Elephant House into a Giraffe House will start once the elephants depart in 2013.
- The *Grounds and Visitor's Improvements* project's expenditures totalled \$0.195 million or 63% of the 2012 approved cash flow of \$0.260 million, with \$0.310 million carried forward into 2013. The work is for upgrades to the group events tent tendered late in 2012.
- The *Design of the Animal Health Centre* project's expenditures totalled \$0.166 million or 80% of the 2012 approved cash flow of \$0.209 million, with \$0.042 million carried forward into 2013. The design is substantially completed for construction to commence in 2014.

The Sony Centre for the Performing Arts did not incur any capital expenditures against the 2012 Approved Capital Budget of \$0.5 million. The year-end under-spending for the design of the public plaza is attributed to delays in the construction of the condominium tower. The Plaza Planning and Design project will be closed, as it is understood the design, construction, and funding of the plaza will be undertaken directly by the developer, with plaza design commencing in the second quarter of 2013.

Rate Supported Programs

For the year ended December 31, 2012, Rate Supported Programs' capital expenditures totalled \$512.266 million or 67.3% of their collective 2012 Approved Capital Budget of \$761.214 million.

Rate Supported Programs		
Year End 2012 Capital Variance (\$ Million)		
	Actual to December 31, 2012	
	Over/(Under)	% of Budget
Toronto Parking Authority	(46.7)	14.5
Solid Waste Management Services	(60.1)	56.7
Toronto Water	(142.2)	75.0
Total	(248.9)	67.3

Toronto Parking Authority's (TPA) capital expenditures for the period ended December 31, 2012 totalled \$7.952 million or 14.5% of the 2012 Approved Capital Budget of \$54.663.

Of the funds spent, \$3.042 million was incurred for projects that were completed in 2012, including the following:

- State of good repair projects, such as:
 - Sprinkler Upgrades at Carpark 68 (\$0.053 million).
 - Elevator Replacement at Carpark 43 (\$0.053 million).
 - Lighting upgrades at Carpark 42 and Carpark 125 (\$0.073 million).
 - Painting work at Carpark 29 (\$0.149 million).
- CC Reader electronic equipment project (\$2.0 million).
- A new surface Carpark 248 at 136 Broadview (\$0.274 million) to address off-street parking shortfalls.

In addition, the Program spent \$4.910 million on projects that are on track. They are multi-year projects that commenced in 2012 or were already under way and will be completed in future years including:

- Continued expansion of the highly successful pay-and-display technology for on-street parking (\$0.500 million).
- Continued structural maintenance and technical upgrades at various car parks (\$1.761 million) and greening projects (\$0.450 million)
- Commenced development or redevelopment of
 - Carpark 260 at 94 Northcliffe (\$0.941 million).

- Carpark 671 - 6 Elsmere, Weston Cultural Hub (\$0.257 million).
- Carpark 164 – 453-457 Spadina (\$0.037 million).
- Carpark 256 - 1624 Queen St. West (\$0.024 million).

The under-spending in 2012 is mainly attributable to the delays arising from the unavailability of appropriate sites for off-street parking facilities as well as on-going negotiations for identified sites for parking facilities resulting in the following projects being postponed to future years or cancelled:

- Yonge S. of Eglinton (100 spaces development – Minto) - \$7.0 million deferred to 2022 as no suitable site was found
- Spadina/ Bloor - \$3.0 million deferred to 2015 as no suitable site was found
- Scarborough Civic Centre – \$2.6 million (cancelled due to a little prospect of finding suitable site)
- Bloor/ Islington (Etobicoke Centre) - \$1.1 million (cancelled due to a little prospect of finding suitable site)
- Queen/ Jarvis – Ontario St. - \$1.5 million (cancelled due to a little prospect of finding suitable site)
- Queen/Ossington to Dufferin (6 Lisgar) - \$4.25 million deferred to 2013

The above changes, resulting in a deferral/cancellation of approximately \$19.50 million in capital spending are reflected in the 2013-2022 Capital Budget and Plan for the Toronto Parking Authority.

Under-spent funds of \$22.329 million or 41% of the 2012 Approved Capital Budget has been carried forward to complete remaining projects, most notably:

- Dundas/Dovercourt Garage (\$3.9 million)
- The Weston Cultural Hub (\$2.743 million)
- The Jolly Miller Carpark (\$1.5 million)
- Addition of 2 levels at Carpark 1 (\$2.032 million).

Solid Waste Management Services' (SWMS) capital expenditures for the period ended December 31, 2012 totalled \$78.555 million or 56.7 % of its 2012 Approved Capital Budget of \$138.619 million. Unspent cash flow funding of \$56.592 million has been carried forward.

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

Of the funds spent in 2012, \$2.629 million was incurred for the *Transfer Station Asset Management (2010)* program including completion of the *Disco Transfer Station* project

completed at 94.5% or \$1.229 million of a budget of \$1.3 million. Spending was for an upgraded electrical transformer necessary due to the power demand of the related *Disco SSO facility* project. Also completed in 2012 was work at the *Victoria Park Transfer Station* (\$1.4 million). The spending in 2012 was primarily for Stages 1 & 2 of repairs to the tipping floor.

The *Perpetual Care Of Landfills (2012)* project, also completed in 2012 incurred capital expenditure of \$5.102 million representing 95% of its 2012 approved cash flow of \$5.368 million. The 2013 to 2022 Capital Plan includes funding of \$72.076 million. This ongoing multi-year project encompasses a variety of works considered necessary for the ongoing maintenance of closed environmentally sound landfill sites after primary operations have ended. These include: monitoring, consulting and possible remedial measures related to surface water, ground water, landfill gas and ambient air, maintenance of existing leachate and gas control systems. In 2012, a major rehabilitation of the landfill gas condensate removal system at Keele Valley Landfill was completed.

In addition, the Program spent \$0.449 million on the *RFID/GPS System* project that is on track. This is a multi phase project that is underway and will be completed in future years. The project's capital expenditures totalled \$0.449 million representing 31.8% of its 2012 approved cash flow of \$1.414 million. The plan for the period 2013 to 2022 includes funding of \$1.925 million. The project will implement RFID technology to monitor bin lifts and operational issues with information downloaded into a central repository (Server) and implementation of all required hardware and software specified for the RFID data collection system. This project will enhance reporting requirements, technical evaluation and documentation. The project was delayed due to unexpected contractual adjustments regarding the location and administration of collected data which consumed the better part of 2012. These adjustments have been successfully resolved and will enable the project to resume and conclude by the original planned completion date.

The under-spending in 2012 is mainly driven by the delays in the following projects:

- The *Disco SSO Processing Facility* project's expenditures totalled \$28.983 million or 55% of the 2012 approved cash flow of \$52.706 million. This project has experienced design, award and wet weather delays. The late start of construction in 2011 and the overall project delay resulted in continued under-spending in 2012. \$23.723 million of the 2012 approved cash flow was unspent by year-end and has been carried forward to 2013 with project completion expected in January 2014.
- The *Green Lane Landfill Development* project's expenditures totalled \$26.571 million or 72.2% of the 2012 approved cash flow of \$36.791 million. Project funding for cell excavation, base construction and subsequent installation of control systems have been under-spent due to unused funding contingencies, provisional items that were not required and due to price efficiencies generating lower cost as compared to the budgeted project cost. There were also under-spending for the construction of the weigh scale house and entranceway due to design and permit delays. Various cell construction and control systems work is on-going. Buffer land acquisition is on-hold pending properties becoming available for sale. Unspent funding of \$8.547 million has been carried forward to 2013 to complete this work.

- The *Dufferin Single Stream Recycling Facility* project's expenditures totalled \$0.551 million or 6.2% of the 2012 approved cash flow of \$8.827 million. Capital activities at the facility initially encountered unanticipated delays as close coordination with the operating contractor was required to meet contractual obligations concerning minimum processing tonnage targets and to avoid shutting down the facility for capital work. The project is now at a stage where additional project planning is underway including studying the continued viability of the initiative. Further study of alternative use for the facility's capacity is scheduled for 2014. Life to date spending has included \$1.4 million for site remediation and to provide temporary office and staff facilities. Unspent funding of \$8.276 million has been carried forward to 2013.
- The *Diversion Systems* projects project's expenditures totalled \$5.341 million or 58% of the 2012 approved cash flow of \$9.2 million. The under-spending is mainly due to slower than planned implementation of organics and recycling projects for multi-residential buildings and unforeseen issues with the repair of the *Dufferin SSO* digester. Unspent funding of \$3.860 million has been carried forward to 2013.
- The *Transfer Station Asset Management (2011 & 2012)* project's expenditures totalled \$3.747 million or 41.6% of the 2012 approved cash flow of \$9.004 million. The under-spending is mainly due to delays in design, planning and tendering of site specific repairs for Transfer Stations at Bermondsey, Victoria Park, Scarborough and Commissioners Street. The unspent funding of \$5.005 million has been carried forward to 2013
- The *Reuse Centre Future Sites* project's expenditures totalled \$0.212 million or 7.4% of the 2012 approved cash flow of \$2.873 million mainly for engineering studies for the reuse centre plans. Cash flow funding for this project may be deferred to future years and will be reviewed as part of the 2014 budget process.
- The *Mechanical and Biological Treatment Facility/SWM Master Plan* project's expenditures totalled \$0.314 million or 18.5% of the 2012 approved cash flow of \$1.698 million. The project was originally postponed pending a decision by the Provincial Government on compost B standards which was rendered late in 2012. After the business case viability study was completed, it was decided to postpone development of this facility pending review of other possible alternative methods of waste diversion. Out of a total project cost of \$198.627 million planned over 6 years, \$4.996 million has been committed by Council, with life to date spending of \$0.417 million mainly incurred for engineering and financial viability studies. 2013 approved cash flow is \$1.538 million (including \$1.384 million in carry forward funding from 2011 and 2012) for the ongoing SWM Master Plan study, with an additional \$2.395 million in 2014.

Toronto Water's (TW) capital expenditures for the period ended December 31, 2012 totalled \$425.759 million or 75.0% of its 2012 Approved Capital Budget of \$567.931 million.

Of the funds spent, \$54.235 million was incurred for projects that were completed *in* 2012, including the following:

- *Basement Flooding Relief* projects including studies for 15 basement flooding areas (\$24.861 million).
- *Environmental Assessment Studies*, including the Don River and Central Water Front, Etobicoke Waterfront Stormwater Management Facilities; Duncan Creek Erosion Control and Creek Restoration, and Mud Creek Geomorphic Systems. The Waterfront Sanitary Servicing Master Plan Class Environmental Assessment has been also completed identifying sanitary sewer servicing needs for the redevelopment of the Portlands waterfront area as well as servicing needs for future downtown growth. These assessments totalled \$10.702 million.
- *New Service Connection projects* resulted in installation of 5029 new water and sewer service connections for the development industry, based on 240 applications from the Industrial/Commercial/Institutional sector and 1350 applications from the home building sector in Toronto (\$18.672 million).

In addition, the Program spent \$371.542 million on the following projects that are on track. They are multi phase projects that are underway and will be completed in future years:

- Toronto Water successfully completed planned work totalling \$214.852 million for a number of the following large multi year projects such as:
 - *Rehabilitation and Replacement of Linear Infrastructure for Water and Sewers project* (\$111.266 million).
 - *Automated Meter Replacement (AMR) Program* (\$40.751 million).
 - *Rehabilitation of the sludge thickening and dewatering building at Highland Creek Treatment Plant* (\$23.027 million).
 - *Upgrade of dewatering equipment and the emission air treatment process and rebuilding of the primary and final tanks at Ashbridges Bay Treatment Plant* (\$20.970 million).
 - *Upgrade to equipment at the R.L. Clark Treatment Plant* (\$13.815 million).
 - *Storm Water Management Stream Restoration project* (\$5.023 million).
- The following major capital projects with total spending of \$50.672 million have also been substantially completed in 2012:
 - *Coxwell Sanitary Trunk Sewer Bypass project* (\$2.252 million).
 - *Avenue Road Trunk Watermain project* (\$1.514 million)
 - *F.J. Horgan Water Treatment Expansion project* (\$15.147 million).
 - *D-Building at Ashbridges Bay Treatment Plant project* (\$16.505 million).
 - *Milliken Pumping Station and Reservoir and Dufferin Reservoir project* (\$15.254 million).

The under-spending in 2012 is mainly driven by the delays in the tendering of the contracts across the Program, as a result of labour disruption planning, and also in some

instances due to the complexity of the engineering and design of the linear infrastructure as well as the prevailing ground/site conditions. Significant projects requiring carry forward funding include the following:

- State of Good Repair projects such as *Water Service Repairs, Water Main and Sewer Rehabilitation and Replacement, Highland Creek and Ashbridges Wastewater Treatment Plant Upgrades and Rehabilitation* projects totalling \$90.1 million.
- Service Improvement projects such as *Basement Flooding Relief, Storm Water Management End of Pipe Facilities and Wet Weather Flow Master Plan* for a total of \$22.5 million.
- Growth Related projects such as *Water Storage Expansion* projects and *New Sewer Construction* projects of \$18.8 million.

Since some of the large multi-year projects reached substantial completion during 2012, as outlined above, Toronto Water has reduced contingency related costs for those projects by \$85.106 million, and as a result, funding contribution requirements from Toronto Water Capital Reserve Funds have been reduced by an equivalent amount. In addition, Toronto Water realigned project costs and cash flows funding with actual spending on a number of projects, to accommodate favourable weather conditions which facilitated construction schedules in 2012. These factors impacted positively Toronto Water's spending, resulting in a rate of 75%.