



Pan/Parapan American Games

I: 2014 – 2023 CAPITAL BUDGET AND PLAN OVERVIEW

2014 – 2023 Capital Budget and Plan Highlights

In December 2009, City Council approved the Capital Budget and future year commitments for the Pan/Parapan American Games Program in the amount of \$49.5 million. Subsequently, in February 2011, City Council approved three additional projects and additional City funding of \$47 million, for a total City investment of up to \$96.5 million.

A new capital project for the West Channel was added in 2013, at a cost of \$5.5 million, for which the City's 44% share is funded by redirecting savings from the Toronto Pan Am Sports Centre (PAAC) capital project. A change in cash flow funding for the Pan/Parapan American Games capital projects and a change in project financing to account for eligible development charges require City Council approval.

Of the Pan/Parapan Am capital projects, *Site Remediation* for Pan Am Sports Centre and *Nathan Phillips Square* capital projects have been completed. *Pan Am Sports Centre* and *Upgrades to Etobicoke Olympium* capital projects are currently in construction phase. Work on the remaining projects (*Cycling Course, BMX Course, West Channel, Upgrades to Birchmount and Centennial Park, and York Track Retrofit*) is anticipated to start in 2014.

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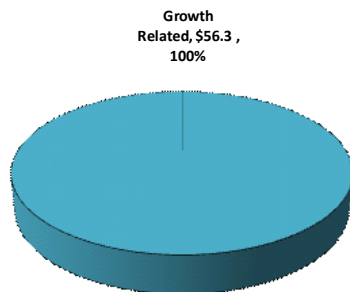
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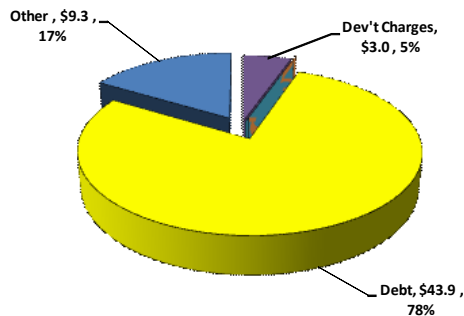
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Capital Spending and Financing

2014-2023 Capital Budget and Plan Expenditures
\$56.257 Million
(\$Million)



2014-2023 Capital Budget and Plan by Funding Source \$56.257 Million
(\$Million)



Where does the money go?

The 2014–2023 Recommended Capital Budget and Plan totals \$56.257 million and provides funding for:

- Remediation of the Toronto Pan Am Sports Centre site;
- The development and construction of the Toronto Pan Am Sports Centre;
- Upgrades to the Etobicoke Olympium;
- The refurbishment of tracks in Birchmount and Centennial parks and at the Toronto Track and Field Centre at York University;
- The development of a BMX cross facility in Centennial park;
- Resurfacing of up to 20 km of streets to support the Games' cycling road race; and
- Upgrades to the West Channel waterways to meet international competition standards in order to host Water Ski and Wakeboard, Open Water Swimming and the swim segment of the Triathlon.

Where does the money come from?

The 10-Year Recommended Capital Plan requires new debt funding of \$43.904 million, which is in line with the debt affordability guideline in each year.

- Debt funding of \$43.904 million comprises 78% of the Pan/Parapan American Games capital funding.
- Other sources of funding include Development Charges (\$3.040 million or 5.4%), Other Revenue which represents TO2015 funding (\$9.283 million or 16.5%) and reserve funds (\$0.030 million or 0.1%).

Cost Sharing Agreement

The City is sharing the total costs of the Pan Am Games capital projects in Toronto with various parties as follows:

- Site Remediation for the Pan Am Sports Centre (PAAC):
 - 42.31% City
 - 57.69% University of Toronto
- Pan Am Sports Centre (PAAC):
 - 22% City
 - 22% University of Toronto
 - 56% TO2015 (Federal Government)
- All other Pan Am Games projects:
 - 44% City
 - 56% TO2015 (Federal Government)

2014 Recommended Capital Budget

The 2014 Recommended Capital Budget for Pan/Parapan American Games of \$53.818 million will:

- Complete work on the following projects:
 - Upgrades to Etobicoke Olympium (\$8.127 million).
 - Upgrades to Centennial park (\$0.672 million);
 - Upgrades to Birchmount park (\$0.420 million);
 - 20 km road resurfacing for cycling course (\$9.537 million);
- Continue work on the Pan Am Sports Centre (\$28.626 million);
- Begin work on the following projects:
 - Upgrades to the existing track at York University (\$1.486 million);
 - BMX course in Centennial park (\$1.496 million); and
 - Upgrades to West Channel (\$3.300 million).



II: RECOMMENDATIONS

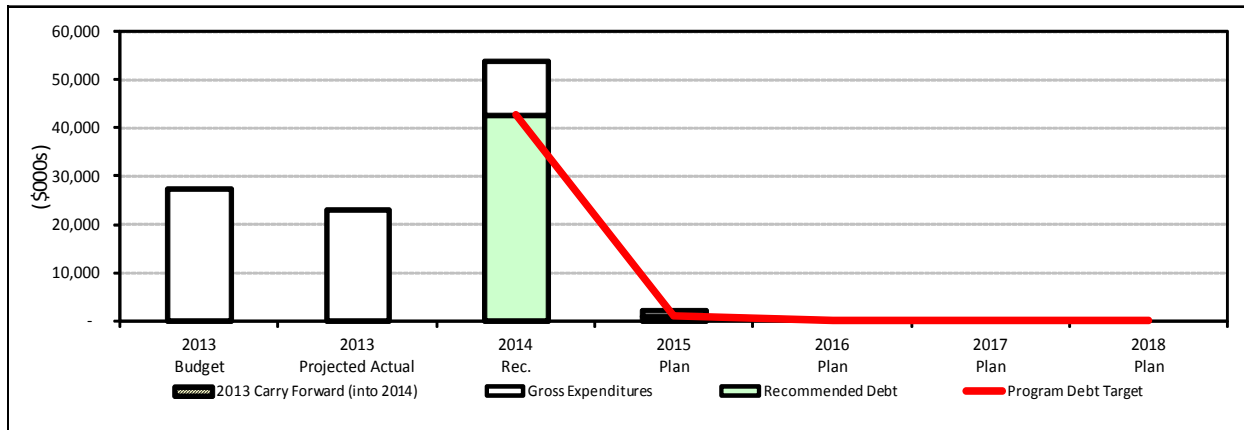
Recommendations

The City Manager and Chief Financial Officer recommend that:

1. City Council approve the 2014 Recommended Capital Budget for Pan/Parapan American Games with a total project cost increase of \$3.943 million that requires 2014 cash flow of \$53.818 million and future year commitments of \$2.439 million comprised of the following:
 - a) New Cash Flow Funding for:
 - i) 3 new / change in scope sub-projects with a total project cost increase of \$3.943 million that require cash flow of \$33.422 million in 2014 and a future year cash flow commitment of \$2.433 million in 2015;
 - ii) 7 previously approved sub-projects with a 2014 cash flow of \$19.785 million; and a future year cash flow commitment of \$0.006 million in 2015; and
 - iii) 2 sub-projects from previously approved projects with carry forward funding from 2012 and prior years requiring 2014 cash flow of \$0.611 million which forms part of the affordability target that requires Council to reaffirm its commitment.
2. City Council approve new debt service costs of \$0.747 million in 2014 and incremental debt costs of \$4.408 million in 2015 and \$0.124 million in 2016 resulting from the approval of the 2014 Recommended Capital Budget, to be included in the 2014 and future year operating budgets.
3. City Council consider operating costs of \$2.293 million net in 2014, \$1.948 million net in 2015; and operating savings of \$0.336 million net in 2016, emanating from the approval of the 2014 Recommended Capital Budget for inclusion in the 2014 and future year operating budgets.
4. All sub-projects with third party financing be approved conditionally, subject to the receipt of such funding in 2014 and if such funding is not forthcoming, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs.

III: 10-YEAR CAPITAL PLAN

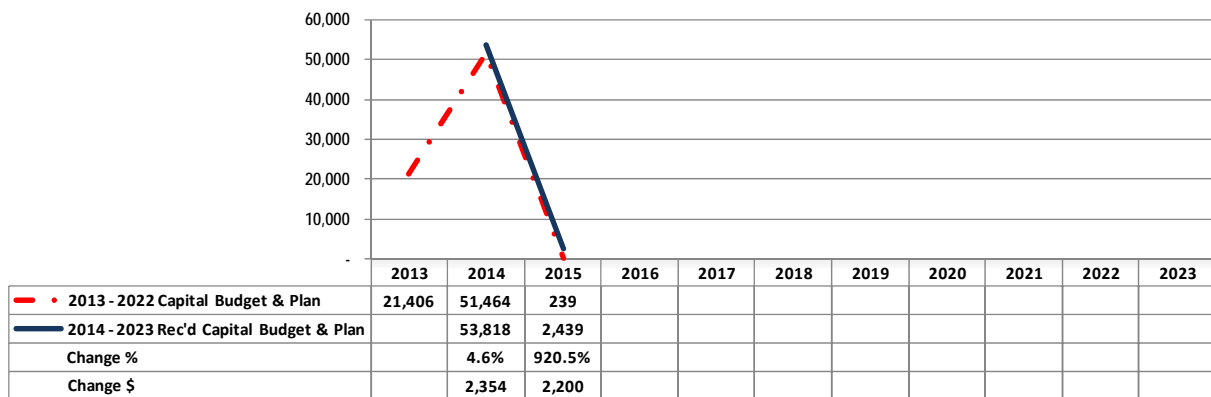
10 - Year Capital Plan
 2014 Recommended Budget, 2015 – 2018 Recommended Plan
 (In \$000s)



	2014 Budget and 2015 - 2018 Plan								
	2013		2014	2015	2016	2017	2018	2014 - 2018	5-Year Total Percent
	Budget	Projected Actual							
Gross Expenditures:									
2013 Capital Budget & Approved FY Commitments	27,489	23,273	51,464	239				51,703	91.9%
Recommended Changes to Approved FY Commitments			(31,679)	(233)				(31,912)	-56.7%
2014 New/Change in Scope and Future Year Commitments			33,422	2,433				35,855	63.7%
2015- 2018 Capital Plan Estimates									
2-Year Carry Forward for Reapproval			611					611	1.1%
1-Year Carry Forward to 2014									
Total Gross Annual Expenditures & Plan	27,489	23,273	53,818	2,439				56,257	100.0%
Program Debt Target			42,697	1,207					
Financing:									
Recommended Debt			42,697	1,207				43,904	78.0%
Reserves/Reserve Funds			30					30	0.1%
Development Charges			3,040					3,040	5.4%
Provincial/Federal									
Debt Recoverable									
Other Revenue			8,051	1,232				9,283	16.5%
Total Financing			53,818	2,439				56,257	100.0%
By Project Category:									
Health & Safety									
Legislated									
SOGR									
Service Improvement									
Growth Related			53,818	2,439				56,257	100.0%
Total by Project Category			53,818	2,439				56,257	100.0%
Asset Value (\$) at year-end			Asset values are reflected in Programs responsible for facilities						
Yearly SOGR Backlog Estimate (not addressed by current plan)									
Accumulated Backlog Estimate (end of year)									
Backlog: Percentage of Asset Value (%)									
Debt Service Costs			747	4,408	124			5,279	
Operating Impact on Program Costs			2,293	1,948	(336)			3,905	
New Positions			26	41	10			77	

Key Changes to the 2013 - 2022 Approved Capital Plan

Changes to the 2013 -2022 Approved Capital Plan
(In \$000s)



The 2014 Recommended Capital Budget and the 2015 - 2023 Recommended Capital Plan reflects an increase of \$4.554 million from the 2013 to 2022 Approved Capital Plan. The changes to the 2013 – 2022 Approved Capital Plan arise from the following:

- The *Resurfacing of Cycling Course* and *PAAC Site Remediation* projects have been revised to include carry forward funding from 2012 which requires Council to reaffirm its commitment. Second year carry forward funding does not change the total project cost and only impacts the cash flow funding.
- The *BMX Track* project has been amended to include TO2015 funding in the amount of \$0.863 million, for a revised total project cost of \$1.541 million, since the City is now managing the project.
- In 2013, Council approved the creation of the new *West Channel* capital project in the amount of \$2.420 million funded by redirecting \$2.420 million in savings from the Toronto Pan Am Sports Centre (PAAC) capital project. The *West Channel* project was further adjusted to include TO2015 funding in the amount of \$3.080 million, for a revised total project cost of \$5.500 million, since the City is now managing the project.
- Consequently, the *Toronto Pan Am Sports Centre* capital project has been revised to reflect the reallocation of funding in the amount of \$2.420 million to the *West Channel* project.

As a result of the above changes, the total cash flow has increased by \$4.554 million while the project cost has only increased by \$3.943 million since the second year carry forward funding does not change the project cost.

The following chart details the key project cash flow changes to the 2013 – 2022 Approved Capital Plan.

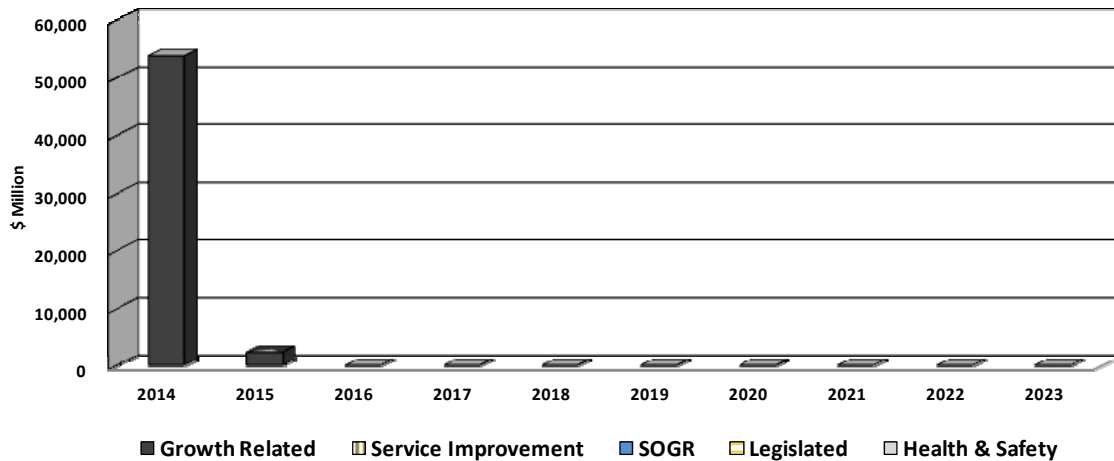
**Summary of Project Changes
(In \$000s)**

	Total Project	2014		2015		2016		2017		2018		2014 - 2018		2014 - 2022		Revised Total
		Gross	Debt	Gross	Debt	Gross	Debt	Gross	Debt	Gross	Debt	Gross	Debt	Gross	Debt	
Previously Approved Prior to 2013																
Resurfacing of Cycling Course	9,537	581	256									581	256	581	256	9,537
PAAC Site Remediation	52,000	30										30		30		52,000
Total 2nd Year Reconfirms	61,537	611	256									611	256	611	256	61,537
Previously Approved																
BMX Track	678	863										863		863		1,541
PAAC	54,765	(2,420)										(2,420)		(2,420)		52,345
Total Previously Approved	55,443	(1,557)										(1,557)		(1,557)		53,886
New																
West Channel		3,300		2,200								5,500		5,500		5,500
Total New		3,300		2,200								5,500		5,500		5,500
Total Changes to Project Cost	55,443	1,743		2,200								3,943		3,943		59,386
Total Changs	116,980	2,354	256	2,200								4,554	256	4,554	256	120,923

*2nd year reconfirms for projects approved prior to 2013 do not change the project cost.

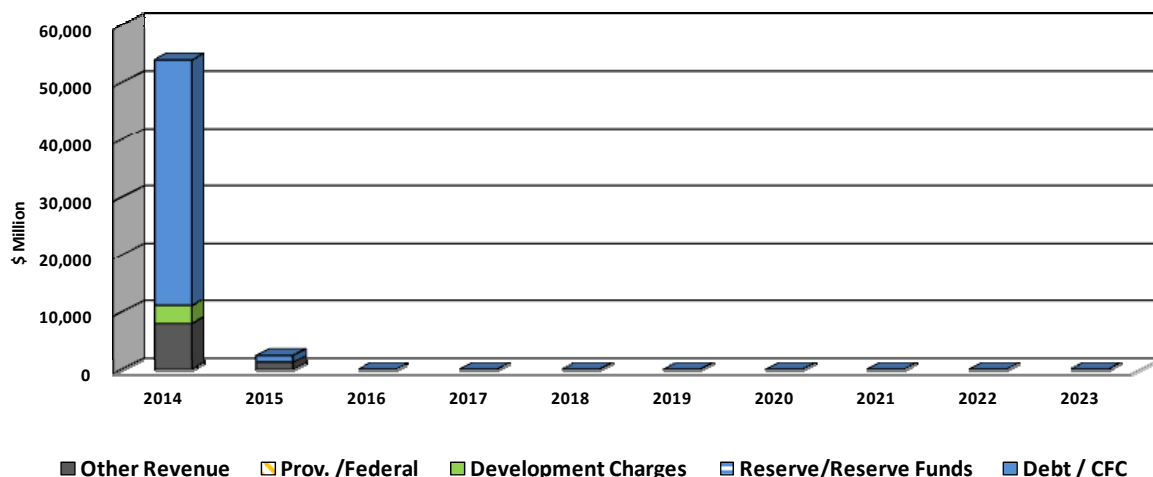
2014 – 2023 Recommended Capital Plan

2014 – 2023 Capital Plan by Project Category
(In \$000s)



- The 10-Year Recommended Capital Plan for Pan/Parapan American Games of \$56.257 million provides funding for such Growth Related projects as Toronto *Pan Am Sports Centre (PAAC)*, *Etobicoke Olympium Retrofit*, *Centennial Track Resurfacing*, *Birchmount Track Resurfacing*, *York Track Resurfacing*, *BMX Track*, *West Channel*, and *Resurfacing of Cycling Course*.
- These capital projects will improve the existing City facilities and are classified as growth related capital projects from the Pan/Parapan Am Games perspective.

2014–2023 Capital Plan by Funding Source
(In \$000s)



- The 10-Year Recommended Capital Plan of \$56.257 million will be financed by \$43.904 million of debt, \$0.030 million from Reserve/Reserve funds, \$3.040 million from Development Charges, and \$9.283 million in Other Revenue (TO2015 contribution).

- Debt accounts for \$43.904 million or 78.0% of the financing for the 10-Year Recommended Capital Plan and is in line with the debt affordability guidelines allocated to this Program.
- Reserve and Reserve Funds constitute \$0.030 million or 0.1% of required funding over the planning period. This funding is carried forward from 2012 which requires Council reconfirmation and is required for a Ministry mandated two-year monitoring period for the *PAAC Site Remediation* project.
- Development charges represent 5.4% or \$3.040 million of the 10-Year Capital Budget and Plan. Development Charge funding is allocated to the *Toronto Pan Am Sports Centre (PAAC)* capital project.
- Other Revenues account for \$9.283 million or 16.5% of the financing for the 10-Year Recommended Capital Plan and represent TO2015's (Federal) funding share for projects that are being managed by the City.

Major Capital Initiatives by Category

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

	2014 Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2014 - 2023 Total
Total Expenditures by Category											
Health & Safety											
Legislated											
State of Good Repair											
Service Improvements											
Growth Related											
PAAC/CIO 2011-2015	28,626	227									28,853
Etobicoke Olympium Retrofit 2011-2014	8,127										8,127
Centennial Track Resurfacing 2011-2014	672										672
Birchmount Track Resurfacing 2011-2014	420										420
Project Management	124										124
York Track Retrofit	1,486	6									1,492
BMX Track	1,496	6									1,502
West Channel	3,300	2,200									5,500
Resurfacing of Cycling Course	9,537										9,537
PAAC Site Remediation	30										30
Sub-Total	53,818	2,439									56,257
Total Expenditures by Category	53,818	2,439									56,257

Major Capital Initiatives

The 10-Year Recommended Capital Plan is entirely comprised of Growth Related projects.

Growth Related Projects

- *Toronto Pan Am Sports Centre (PAAC)*: This project will construct a competitive aquatic centre in partnership with the University of Toronto, the Province of Ontario, the Government of Canada, the Canadian Centre for Sports Ontario and the Canadian Olympic Committee. The PAAC is the largest and most complex facility developed for the 2015 Games. Designed to meet the sport, recreation and training needs of Toronto area residents, university students and high performance athletes alike, the facility will house

two 10-lane, 50 meter pools; a dedicated dive tank; a multi-court gymnasium; a running track; a climbing wall; and various fitness and training areas. The new facility will be known as the Toronto Pan Am Sports Centre (TPASC) and will be managed by a new corporation that will be jointly owned by the City of Toronto and University of Toronto.

- *Etobicoke Olympium Retrofit*: The upgrades to the Etobicoke Olympium include extensive mechanical and electrical upgrades, a new roof, a new pool, and renovations to the lobby and office area.
- *Centennial Track Resurfacing*: Centennial track will be resurfaced and upgraded to meet international specifications and a new throwing and jumping area will be created to accommodate training.
- *Birchmount Track Resurfacing*: Birchmount track will be resurfaced and upgraded to meet international specifications and a new throwing and jumping area will be created to accommodate training.
- *York Track Resurfacing*: The existing City-operated track at York University will be resurfaced and upgraded.
- *BMX Track*: A new Bicycle Moto Cross (BMX) track will be created in Centennial Park.
- *West Channel*: Capital works for the waterways will be undertaken to meet international competition standards to allow for hosting of Water Ski and Wakeboard, Open Water Swimming and the swim segment of the Triathlon.
- *Resurfacing of Cycling Course*: Up to 20 km of municipal roads will be resurfaced for the Games' cycling route.

10-Year Capital Plan: Impact on the Operating Budget

Operating Impact Summary (In \$000s)

Program Costs, Revenues and Net (\$000s)	2014 Rec'd Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2014 - 2023 Total
2014 Recommended Capital Budget											
Program Gross Expenditure	2,293.0										2,293.0
Program Revenue											
Program Costs (Net)	2,293.0										2,293.0
Approved Positions	25.6										
2015 - 2023 Capital Plan											
Program Gross Expenditure		1,948.3	1,055.3								3,003.6
Program Revenue			1,391.7								1,391.7
Program Costs (Net)		1,948.3	(336.4)								1,611.9
Approved Positions		41.2	9.7								
Total											
Program Gross Expenditure	2,293.0	1,948.3	1,055.3								5,296.6
Program Revenue			1,391.7								1,391.7
Program Costs (Net)	2,293.0	1,948.3	(336.4)								3,904.9
Approved Positions	25.6	41.2	9.7								76.5

The 10-Year Recommended Capital Plan will increase the future year Operating Budget for Parks, Forestry and Recreation by a total of \$3.905 million net over the 2014 – 2016 period. Approved positions will increase by 76.5 full-time equivalents over the 10-year time frame.

The operating funding is required for the following:

- Contribution (City's share) of facility costs for the Toronto Pan Am Sports Centre (i.e., utilities, maintenance, hydro, etc.). The Centre will be operated by a new corporation.
- The City's recreational programming and service delivery within Toronto Pan Am Sports Centre by the Parks, Forestry and Recreation Division.

An additional 76.5 positions are required to deliver programming at the Toronto Pan Am Sports Centre and will be phased in over three years.

The operating funding and additional positions are included in the 2014 Recommended Operating Budget and future year plans for Parks, Forestry and Recreation, as the facility is scheduled to open in Fall 2014.

Net Operating Impact by Project (In \$000s)

Projects	2014 Rec'd Budget		2015 Plan		2016 Plan		2017 Plan		2018 Plan		2014 - 2018 Budget & Plan		2019 - 2023 Capital Plan	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved projects														
TPASC - Programming	517.0	25.6	65.7	41.2	(446.2)	9.7					136.5	76.5		
TPASC - Building Operations	1,776.0		1,882.6		109.8						3,768.4			
New Projects -2014														
New Projects - Future Year														
Total Recommended (Net)	2,293.0	25.6	1,948.3	41.2	(336.4)	9.7					3,904.9	76.5		

Capacity to Spend

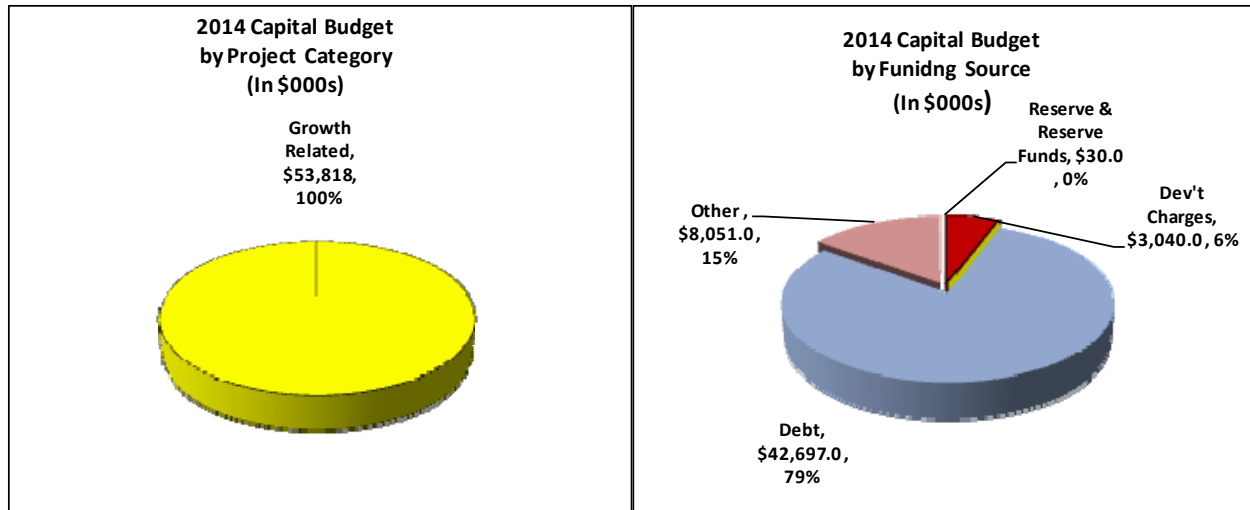
Five Pan Am Games capital projects are managed by the City of Toronto, with the remaining five managed by Infrastructure Ontario (IO)/TO2015.

- Of the five projects managed by the City of Toronto:
 - *Site Remediation for Pan Am Sports Centre and Nathan Phillips Square* capital projects have been completed;
 - *Road Resurfacing* capital project is pending since the route for the cycling course has not yet been finalized by TO2015.
 - *BMX Course in Centennial Park* is pending. A project designer will be hired shortly and construction is anticipated to start early 2014.
 - *West Channel* capital project has been recently approved by Council and work is anticipated to start in 2014.

- Of the five projects managed by Infrastructure Ontario (IO)/TO2015:
 - *Pan Am Sports Centre* capital project is currently in construction phase. The project is projected to be on budget and on time.
 - *Upgrades to Etobicoke Olympium* capital project is also in construction phase.
 - For the *Upgrades to Birchmount and Centennial Park* as well as *York Track Retrofit* capital projects, the tender has been awarded and construction is anticipated to begin shortly.
- City staff are working closely with TO2015 and Infrastructure Ontario to ensure that projects managed by TO2015/IO are completed on budget and on time.

IV: 2014 RECOMMENDED CAPITAL BUDGET

2014 Capital Budget by Project Category and Funding Source



Note: Excludes carry forward funding

The 2014 Recommended Capital Budget, excluding funding carried forward from 2013 to 2014, requires new 2014 cash flow funding of \$53.818 million.

- The 2014 cash flow funding of \$53.818 million is entirely allocated to growth related projects.
- The 2014 Recommended Capital Budget is funded primarily from debt, which accounts for 79.3% or \$42.697 million of total financing. This is in line with the debt affordability guideline set for this Program in 2014.
- Development Charges fund \$3.040 million or 5.6% of the 2014 Capital Budget expenditures.
- Reserve fund funding represents \$0.030 million or 0.1% of total financing for 2014.
- Other Revenues reflect TO2015 funded portion and account for \$8.051 million or 15% of the 2014 Recommended Capital Budget.

**2014 Recommended Cash Flow & Future Year Commitments
(In \$000s)**

	2012 & Prior Year Carry Forward	2013 Previously Approved Cash Flow Commitments	2014 New Cash Flow Rec'd	2014 Total Cash Flow Rec'd	2013 Carry Forwards	Total 2014 Cash Flow (Incl 2013 C/Fwd)	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total Cost
Expenditures																
Previously Approved	611	19,785		20,396		20,396	6									20,402
Change in Scope			33,422	33,422		33,422	2,433									35,855
New																
New w/Future Year																
Total Expenditure	611	19,785	33,422	53,818		53,818	2,439									56,257
Financing																
Debt	256	14,770	27,671	42,697		42,697	1,207									43,904
Other	325	5,015	2,711	8,051		8,051	1,232									9,283
Reserves/Res Funds	30			30		30										30
Development Charges			3,040	3,040		3,040										3,040
Provincial/Federal																
Total Financing (including carry forward funding)	611	19,785	33,422	53,818		53,818	2,439									56,257

The 2014 Recommended Capital Budget for Pan/Parapan American Games is \$53.818 million and includes second year carry forward funding of \$0.611 million, as well as provides \$19.785 million for previously approved projects already under way.

Approval of the 2014 Recommended Capital Budget will also require confirmation of a future year commitment of \$2.439 million in 2015 to complete the *West Channel*, *BMX Track* and *York Track Retrofit* capital projects, as well as carry out post-Games work at the Pan Am Sports Centre. The post-Games work at the Pan Am Sports Centre includes dismantling a shell that was erected as part of the current construction to house the temporary seating, erecting a permanent wall to close-in the natatorium, and landscaping and road re-paving.

2014 Recommended Capital Project Highlights

**2014 Recommended Capital Project Highlights
(In \$000s)**

Project	Total Project Cost	2014	2015	2016	2017	2018	2014 - 2018	2019	2020	2021	2022	2023	2014 - 2023 Total
PAAC/CIO 2011-2015	52,345	28,626	227				28,853						28,853
Etobicoke Olympium Retrofit 2011-2014	8,800	8,127					8,127						8,127
Centennial Track Resurfacing 2011-2014	730	672					672						672
Birchmount Track Resurfacing 2011-2014	456	420					420						420
Project Mgmt for MPA Projects 2010-2014	464	124					124						124
York Track Retrofit	1,596	1,486	6				1,492						1,492
BMX Track	1,541	1,496	6				1,502						1,502
West Channel	5,500	3,300	2,200				5,500						5,500
Resurfacing of Cycling Course	9,537	9,537					9,537						9,537
PAAC Site Remediation	52,000	30					30						30
Total (including carry forward funding)	132,969	53,818	2,439				56,257						56,257

The 2014 Recommended Capital Budget provides funding of \$53.818 million to:

- Complete work on the following projects:

- Upgrades to Etobicoke Olympium (\$8.127 million) which include extensive mechanical and electrical upgrades, a new roof, a new pool and renovations to the lobby and office area;
- Resurfacing of Centennial track (\$0.672 million) and Birchmount track (\$0.420 million) to meet international specifications and develop a new throwing and jumping area to accommodate training; and
- Resurfacing of 20 km of municipal roads for the Games' cycling route (\$9.537 million);
- Continue work on the construction of Pan Am Sports Centre (\$28.626 million) that will house two 10-lane, 50 meter pools, a dedicated dive tank, a multi-court gymnasium, a running track, a climbing wall and various fitness and training areas;
- Begin work on the following projects:
 - Upgrades to the existing track at York University (\$1.486 million);
 - Development of a new Bicycle Moto Cross (BMX) course in Centennial park (\$1.496 million); and
 - Upgrades to West Channel (\$3.300 million) to meet international competition standards to allow for hosting of Water Ski and Wakeboard, Open Water Swimming and the swim segment of the Triathlon.


V: ISSUES FOR DISCUSSION

Key Program Issues

History of Budget Approvals for Pan/Parapan American Games

- In December 2008, City Council endorsed Toronto's participation in the Bid to host the 2015 Pan Am Games in the City and surrounding Greater Golden Horseshoe region and agreed that Toronto would be named as the Bid City.
- Toronto won the bidding process to host the Pan/Parapan American Games by a vote of the Pan American Sports Organization (PASO) on November 6, 2009, at the PASO Session held in Guadalajara, Mexico.
- In December 2009, City Council approved the Capital Budget and future year commitments for the Pan/Parapan American Games Program in the amount of \$49.5 million, fully funded by debt.
- Subsequently, in February 2011, City Council approved three additional projects and additional city funding of \$47 million (\$23 million in reserve fund funding and \$24 million in debt funding), for a total City investment of up to \$96.5 million for ten Pan Am Games capital projects.
- Since then, capital projects for Pan Am Games have been reviewed and adjusted during the annual budget process to reflect the revised cash flow and timelines.
- A new capital project for *West Channel* has been added in 2013. The City funding share of 44% is funded by redirecting savings from the *Toronto Pan Am Sports Centre (PAAC)* capital project. This project was also revised to include TO2015 funding in the amount of \$3.080 million, for a total project cost of \$5.500 million, since the City is now managing the project. This change in cash flow for Pan/Parapan American Games capital projects and a change in project financing to include development charges require City Council approval.
- The table below outlines the approved funding from 2011 onwards with corresponding funding sources.

Project	2011-2013	Rec'd 2014 Budget	2015 Plan	2011-2015	Funding Source		
					Debt	Reserve Fund	Other Revenue
Pan Am Sports Centre	23,492.0	28,626.0	227.0	52,345.0	52,345.0		
West Channel	0.0	3,300.0	2,200.0	5,500.0	2,420.0		3,080.0
Etobicoke Olympium	673.0	8,127.0		8,800.0	8,800.0		
Centennial Track	58.0	672.0		730.0	730.0		
Birchmount Track	36.0	420.0		456.0	456.0		
York Track	104.0	1,486.0	6.0	1,596.0	1,596.0		
BMX Track	39.0	1,496.0	6.0	1,541.0	678.0		863.0
Project Management	340.0	124.0		464.0	464.0		
Nathan Phillips Square Festival Site	4,146.0			4,146.0	1,825.0		2,321.0
Resurfacing of Cycling Course	0.0	9,537.0		9,537.0	4,197.0		5,340.0
PAAC Site Remediation	51,970.0	30.0		52,000.0		23,000.0	29,000.0
Total	80,858.0	53,818.0	2,439.0	137,115.0	73,511.0	23,000.0	40,604.0


City's Share
96,511.0

Multi-Party Agreement and Cost Sharing

- Toronto is a signatory to the Pan Am Games Multi-Party Agreement (MPA) which defines the rights and responsibilities of the Toronto Organizing committee for the 2015 Pan American and Parapan American Games (TO2015), the Canadian Olympic and Paralympic Committees, and the City, Provincial and Federal governments with respect to governance, financing and delivery of the Games.
- Among its key provisions, the MPA requires TO2015 to employ the services of Infrastructure Ontario (IO) as the project manager for various Pan Am capital projects, including the Pan Am Sports Centre (PAAC) project. It also prescribes that the City of Toronto and the University of Toronto each contribute 22% of the capital costs of the PAAC and outlines cost sharing on the other City facilities.
- The City is sharing the costs of the Pan Am Games capital projects with various parties as follows:
 - Site Remediation for the Pan Am Sports Centre (PAAC):
 - 42.31% City
 - 57.69% University of Toronto
 - Pan Am Sports Centre (PAAC):
 - 22% City
 - 22% University of Toronto
 - 56% TO2015 (Federal Government)
 - All other Pan Am Games projects:
 - 44% City
 - 56% TO2015 (Federal Government)
- The Pan Am Games capital projects which the City is funding are tendered and managed by different parties:
 - Projects managed by Infrastructure Ontario (IO)/TO2015 include:
 - Pan Am Sports Centre (PAAC) – construction under way;
 - Upgrades to Etobicoke Olympium – construction under way;
 - Upgrades to Birchmount Park – tender awarded, construction pending;
 - Upgrades to Centennial Park – tender awarded, construction pending;
 - Upgrades to the existing track at York University – tender awarded, construction pending.
 - Projects managed by the City of Toronto include:
 - Remediation of Pan Am Sports Centre – complete
 - Nathan Phillips Square (for use as a festival site) – complete
 - 20 km road resurfacing (cycling course) – pending
 - BMX course in Centennial Park – pending
 - Upgrades to the West Channel – tender and construction pending

Pan/Parapan American Games Related Capital Projects at Exhibition Place

- In order to prepare Exhibition Place facilities for the Pan Am Games, several capital projects are included in the 10-Year Recommended Capital Plan for Exhibition Place.
- The two projects are *Pan Am Infrastructure Upgrades* with total project cost of \$1.500 million and *Fire Alarm System Panel Replacement* with a total project cost of \$1.820 million.
- The *Pan Am Infrastructure Upgrades* capital project will provide improvements to technical, security backbone and building paging infrastructure addressing current functional and operational issues at the Direct Energy Centre. The *Fire Alarm System Panel Replacement* capital project will ensure that the fire alarm system is updated to meet the current Ontario Building Code Requirements.
- Since the capital projects for Pan Am Games were deemed eligible for development charge funding, the financing for the Pan/Parapan American Games Capital Program has been revised to substitute \$3.040 million of debt funding for development charge funding, and thus freeing up debt funding to be used for Pan Am Games related capital projects at Exhibition Place that were originally over the debt target.
- Of the freed up debt funding of \$3.040 million, \$1.500 million will be used for the Pan Am Infrastructure Upgrades capital project and the remaining \$1.540 million will be used towards the Fire Alarm Replacement capital project.

Showcase Program (Phase I and II)

- In July 2013, City Council approved the creation of a Major Special Events Reserve Fund and approved up to \$20 million for a Pan Am Games Host City Showcase Program, consisting of:
 - Up to \$2.5 million for a Public Celebration and Cultural Festival in Nathan Phillips Square;
 - Up to \$2.7 million for a Host City Welcome and Engagement Program;
 - Up to \$6.23 million for 16 (Phase I) Showcase Initiatives to advance City economic development and tourism, sports development and healthy living, and resident engagement and cultural celebration objectives; and
 - Flexibility to invest up to \$8.572 million over the next two years in additional (Phase II) Showcase Program initiatives, subject to the development of business cases, evaluation using criteria endorsed by Council, and final consideration by City Council.
- 11 additional initiatives for Phase II will be presented for Council's consideration as part of the 2014 Budget process, for a total of 27 Showcase Program projects.
- All approved Phase I and recommended Phase II initiatives will be included in respective Programs' 2014 Recommended Capital and Operating Budgets.

Pan Am Games Preparation, Planning and Games Delivery

- In addition to the Showcase Program Initiatives, a number of Programs have identified funding requests for preparation and planning initiatives and games delivery:

- EMS
 - Fire
 - Toronto Public Health
 - Parks, Forestry and Recreation
 - Transportation Services
 - City Manager's Office
- Funding for these requests is included in the respective Programs' 2014 Recommended Budgets and Future Year Plans.

Appendix 1

2013 Performance

2013 Key Accomplishments

In 2013, Pan/Parapan American Games initiative accomplished the following:

- ✓ The Pan Am Sports Centre was over 60% complete by September 2013.
- ✓ Since the Pan Am Sports Centre is coming in under budget, a portion of underspent funding was redirected to a new Pan Am capital project, the West Channel.
- ✓ The Etobicoke Olympium renovations began in July, 2013 and are on track to be substantially completed by July 2014.
- ✓ The Pan Am Sports Centre remediation site was handed over to Infrastructure Ontario on June 28, 2012. Site remediation was completed on time and field monitoring is currently underway.

2013 Capital Variance Review

2013 Budget to Actual Comparison (In \$000s)

2013 Approved	Actuals as of Sept. 30, 2013 (3rd Quarter Variance)		Projected Actuals at Year End		Unspent Balance	
	\$	\$	% Spent	\$	% Spent	\$ Unspent
27,489	20,699	75.3%	23,273	84.7%	4,216	15.3%

Capital expenditures for the nine months ending September 30, 2013 totaled \$20.699 million or 75.3% of the 2013 Approved Capital Budget of \$27.489 million. The Program is projecting that \$23.273 million or 84.7% of the 2013 Approved Capital Budget will be spent by year-end.

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

- The Resurfacing of Cycling Course project had no capital expenditures during the period ending September 30, 2013. The route for the cycling course has not yet been finalized by T02015 and the utilities need to be in place before work at the site can proceed. As a result, it is anticipated that there will be no expenditures of the 2013 approved cash flow of \$0.581 million by year-end and the entire amount is carried forward into 2014.
- The Site Remediation project's capital expenditures totalled \$0.107 million or 2.7% of the 2013 approved cash flow of \$3.900 million during the period ending September 30, 2013. The process for obtaining a Certificates of Property Use (CPU) and Environmental Compliance Approvals (ECA) from the Ministry of the Environment (MOE) is taking longer than anticipated as the agreement with the MOE includes the addition of a two-year post site-remediation monitoring period, but is projected to be completed in 2014. It is estimated that \$0.265 million or 6.8% of the 2013 approved cash flow will be spent by year-end.

Appendix 2

10-Year Recommended Capital Plan Project Summary (In \$000s)

Project	2014 Budget	Plan									2014 - 2023
		2015	2016	2017	2018	2019	2020	2021	2022	2023	
PAAC/CIO 2011-2015	28,626.0	227.0									28,853.0
Etobicoke Olympium Retrofit 2011-2014	8,127.0										8,127.0
Centennial Track Resurfacing 2011-2014	672.0										672.0
Birchmount Track Resurfacing 2011-2014	420.0										420.0
Project Mgmt for MPA Projects 2010-2014	124.0										124.0
York Track Retrofit	1,486.0	6.0									1,492.0
BMX Track	1,496.0	6.0									1,502.0
West Channel	3,300.0	2,200.0									5,500.0
Resurfacing of Cycling Course	9,537.0										9,537.0
PAAC Site Remediation	30.0										30.0
Total (Including carry forward funding)	53,818.0	2,439.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	56,257.0

Appendix 3

2014 Recommended Capital Budget; 2015 to 2023 Capital Plan

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2014 Recommended Capital Budget, 2015 to 2023 Capital Plan

Pan Am Games

						Current and Future Year Cash Flow													
<u>Sub-Project No.</u>	<u>Project Name</u>					2014	2015	2016	2017	2018	Total 2014-2018	2019	2020	2021	2022	2023	Total 2019-2023	Total 2014-2023	
Priority	SubProj No.	Sub-project Name	Ward	Stat.	Cat.														
Financed Bv:																			
		Development Charges				3,040	0	0	0	0	3,040	0	0	0	0	0	0	0	3,040
		Reserve Funds (Ind."XR" Ref.)				30	0	0	0	0	30	0	0	0	0	0	0	0	30
		Other2 (External)				8,051	1,232	0	0	0	9,283	0	0	0	0	0	0	0	9,283
		Debt				42,697	1,207	0	0	0	43,904	0	0	0	0	0	0	0	43,904
Total Program Financing						53,818	2,439	0	0	0	56,257	0	0	0	0	0	0	0	56,257

Status Code	Description
S2	S2 Prior Year (With 2014 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2014 and/or Future Year Cost/Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)
S6	S6 New - Future Year (Commencing in 2015 & Beyond)

Category Code	Description
01	Health and Safety C01
02	Legislated C02
03	State of Good Repair C03
04	Service Improvement and Enhancement C04
05	Growth Related C05
06	Reserved Category 1 C06
07	Reserved Category 2 C07

Appendix 4

2014 Recommended Cash Flow and Future Year Commitments

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4: 2014 Recommended Cash Flow and Future Year Commitments

Pan Am Games

						Current and Future Year Cash Flow													
<u>Sub-Project No.</u>	<u>Project Name</u>					2014	2015	2016	2017	2018	Total 2014-2018	2019	2020	2021	2022	2023	Total 2019-2023	Total 2014-2023	
Priority	SubProj No.	Sub-project Name	Ward	Stat.	Cat.														
Financed By:																			
		Development Charges				3,040	0	0	0	0	3,040	0	0	0	0	0	0	0	3,040
		Reserve Funds (Ind."XR" Ref.)				30	0	0	0	0	30	0	0	0	0	0	0	0	30
		Other2 (External)				8,051	1,232	0	0	0	9,283	0	0	0	0	0	0	0	9,283
		Debt				42,697	1,207	0	0	0	43,904	0	0	0	0	0	0	0	43,904
Total Program Financing						53,818	2,439	0	0	0	56,257	0	0	0	0	0	0	0	56,257

Status Code	Description
S2	S2 Prior Year (With 2014 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2014 and/or Future Year Cost/Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)

Category Code	Description
01	Health and Safety C01
02	Legislated C02
03	State of Good Repair C03
04	Service Improvement and Enhancement C04
05	Growth Related C05
06	Reserved Category 1 C06
07	Reserved Category 2 C07

Appendix 5

2014 Recommended Capital Project with Financing Details

(Phase 2) 58-Pan Am Games Sub-Project Category: 01,02,03,04,05,06,07 Type: B Sub-Project Status: S2 Type: C Sub-Project Status: S2,S3,S4,S5



CITY OF TORONTO

**Appendix 5: 2014 Recommended Capital Projects with Financing Details
Pan Am Games
Sub-Project Summary**

Project/Financing

Priority Project Project Name

Priority	Project	Project Name	Start Date	Completion Date	2014	Financing										
					Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable	
0	PAN907636	Pan Am Games - Parks & Recreation														
0	4	PAAC/CIO 2011-2015	1/1/2010	12/31/2015	28,626	0	0	3,040	0	0	0	0	0	25,586	0	
0	5	Etobicoke Olympium Retrofit 2011-2014	12/22/2011	12/31/2014	8,127	0	0	0	0	0	0	0	0	8,127	0	
0	7	Centennial Track Resurfacing 2011-2014	1/1/2011	12/31/2014	672	0	0	0	0	0	0	0	0	672	0	
0	8	Birchmount Track Resurfacing 2011-2014	1/1/2011	12/31/2014	420	0	0	0	0	0	0	0	0	420	0	
0	9	Project Mgmt for MPA Projects 2010-2014	1/1/2010	12/31/2011	124	0	0	0	0	0	0	0	0	124	0	
0	11	York Track Retrofit	1/1/2011	12/31/2014	1,486	0	0	0	0	0	0	0	0	1,486	0	
0	12	BMX Track	1/1/2012	12/31/2014	1,496	0	0	0	0	0	0	0	863	633	0	
0	17	West Channel	7/16/2013	12/31/2015	3,300	0	0	0	0	0	0	0	1,848	1,452	0	
		Project Sub-total:			44,251	0	0	3,040	0	0	0	0	2,711	38,500	0	
0	PAN907753	Pan Am Games - Transportation														
0	1	Resurfacing of Cycling Course	1/1/2011	12/31/2014	9,537	0	0	0	0	0	0	0	5,340	4,197	0	
		Project Sub-total:			9,537	0	0	0	0	0	0	0	5,340	4,197	0	
0	PAN907755	Pan Am Games - Solid Waste Management														
0	1	PAAC Site Remediation	1/1/2011	12/31/2014	30	0	0	0	0	30	0	0	0	0	0	
		Project Sub-total:			30	0	0	0	0	30	0	0	0	0	0	
		Program Total:			53,818	0	0	3,040	0	30	0	0	8,051	42,697	0	

- Status Code Description**
 S2 S2 Prior Year (With 2014 and/or Future Year Cashflow)
 S3 S3 Prior Year - Change of Scope 2014 and/or Future Year Cost/Cashflow
 S4 S4 New - Stand-Alone Project (Current Year Only)
 S5 S5 New (On-going or Phased Projects)

- Category Code Description**
 01 Health and Safety C01
 02 Legislated C02
 03 State of Good Repair C03
 04 Service Improvement and Enhancement C04
 05 Growth Related C05
 06 Reserved Category 1 C06
 07 Reserved Category 2 C07

Appendix 6

2014 Reserve / Reserve Fund Review (In \$000s)

Reserve/Reserve Fund Review - Program Specific

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2013 *	Contributions / (Withdrawals)											2014- 2023 Total Contributions / (Withdrawals)
			2014 Rec'd Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan		
Perpetual Care of Landfills Reserve Fund (XR1013)	Beginning Balance as of Jan. 1, 2013	16,301	16,301	16,475	16,804	17,140	17,483	17,833	18,190	18,554	18,925	19,303		
	Contributions / PAAC Site Remediation		(30)										(30)	
	Total Withdrawals		(30)	-	-	-	-	-	-	-	-	-	-	(30)
	Contributions / Interest													
Total Program Contributions / (Withdrawals)			30	-	-	-	-	-	-	-	-	-	-	(30)
Other program / Agency Net Withdrawals and Contributions			(204)	(330)	(336)	(343)	(350)	(357)	(364)	(371)	(378)	(386)		
Total Reserve Fund Balance at Year-End			16,475	16,804	17,140	17,483	17,833	18,190	18,554	18,925	19,303	19,689	19,689	

* Based on the 3rd Quarter Variance Report