

**Capital Variance Report  
for the Year-Ended December 31, 2014**

**Significant Variance Explanation**

**Citizen Centred Services "A"**

For the year-ended December 31, 2014, capital expenditures for this Cluster totalled \$147.191 million or 50.4% of their collective 2014 Approved Capital Budget of \$292.091 million.

<b>Citizen Centred Services "A"</b> <b>Year-End 2014 Capital Variance</b> <b>(\$ Million)</b>		
<b>Actual to December 31, 2014</b>		
	<b>Over/(Under)</b>	<b>% of Budget</b>
Children's Services	(3.1)	53.5
Court Services	(0.1)	62.1
Economic Development & Culture	(22.4)	45.5
Toronto Paramedic Services	(17.2)	49.6
Long-Term Care Homes & Services	(95.5)	50.5
Parks, Forestry & Recreation	(3.4)	68.8
Shelter, Support and Housing Administration	(0.5)	53.3
Toronto Employment and Social Services	(2.6)	46.4
<b>Sub-Total</b>	<b>(144.8)</b>	<b>50.4</b>

*Children's Services' (CS)* capital expenditures for the period ended December 31, 2014 totalled \$3.556 million or 53.5% of the 2014 Approved Capital Budget of \$6.650 million. \$1.823 million of the unspent 2014 approved cash flow funding was carried forward to 2015.

Of the funds spent, \$0.393 million was spent to complete the following projects:

- The *St Andrew Child Care Centre* project expenditures totalled \$0.271 million, representing 52.5% of the 2014 cash flow of \$0.517 million. The project was completed at a total cost of \$2.247 million, representing 89.5% of the approved project cost of \$2.500 million. This project provides 62 new child care spaces for infants, toddlers and preschool children, and 50 spaces for before and after school programs.
- The *TELCCS SOGR 2013* project's capital expenditures totalled \$0.073 million, with the 2014 approved cash flow of \$0.073 million fully spent. The project was completed at a total cost of \$0.726 million, representing 100% of the approved project cost. This project provides capital maintenance to the City's 25 Early Learning Child Care Centres.

- The *Regent Park Children's Hub* project expenditures totalled \$0.049 million, representing 69.5% of the 2014 cash flow of \$0.070 million. The project was completed at a total cost of \$5.661 million, representing 96.3% of the approved project cost of \$5.875 million. This project provides 40 new child care spaces for infants and toddlers.

In addition, the Program spent \$1.512 million on the following projects that are on track:

- The *TELCCS SOGR 2014* project's capital expenditures totalled \$1.377 million, representing 86.9% of the 2014 approved cash flow of \$1.584 million. The unspent funding of \$0.207 million was carried forward into 2015, to fund the state of good repair in the City's 25 Early Learning Child Care Centres.
- The *Squirrel's Nest Day Care Centre* project's capital expenditures totalled \$0.102 million representing, 82.5% of the 2014 approved cash flow of \$0.123 million. The unspent funding of \$0.022 million was carried forward into 2015, required to fund the completion of the elevator installation.

The under-spending in 2014 is mainly driven by the delays in the following projects:

- The *CSIS 3* project's capital expenditures totalled \$1.602 million, representing 76.0% of the 2014 approved cash flow of \$2.108 million. Project spending was impacted by delays in hiring staff. The unspent funding of \$0.450 million was carried forward into 2015.
- *Service Efficiency Implementation Study*, with a 2014 approved cash flow of \$0.625 million had expenditures of \$0.082 million, representing 13.2% of the approved cash flow. Spending for this project was delayed due to difficulties in hiring qualified staff. The unspent funding of \$0.543 million was carried forward into 2015.
- *St John the Evangelist Catholic School*, with a 2014 approved cash flow of \$0.550 million had no spending in 2014. This project was delayed due to the need to develop a revised site plan. The unspent funding of \$0.550 million was carried forward into 2015.
- *Block 31 Child Care Centre*, with a 2014 approved cash flow of \$1.000 million had no spending in 2014. Located in the Railway Lands, this project is shared with Parks, Forestry and Recreation, and the Toronto District School Boards (TDSB and TCDSB). The project is in the preliminary planning stage, with the contract for the Project Manager recently awarded. As the project design is not expected to begin until 2015, the 2015-2024 Approved Capital Plan reflects the revised project schedule and cash flows with the project rephased from a 3-year construction plan to a 5-year construction plan. Funding of \$0.051 million was carried forward into 2015 to begin the design phase, with project completion now scheduled for 2020.

**Court Services' (CS)** capital expenditures for the period ended December 31, 2014 totalled \$0.131 million or 62.1% of its 2014 Approved Capital Budget of \$0.211 million.

The *Provincial Offenses Act (POA) Application Sustainment & Hardware Upgrades* project's capital expenditures totaled \$0.131 million, representing 62.1% of the total 2014 approved cash flow of \$0.211 million. The project will allow customers to view their trial date and outstanding fine information on-line, as well as schedule early resolution meetings with prosecutors. The project is almost completed and unspent funding of \$0.075 million has been carried forward into 2015 to complete the project.

***Economic Development and Culture (EDC)*** capital expenditures for the period ended December 31, 2014 totalled \$18.684 million or 45.5% of its Approved Capital Budget of \$41.065 million. \$21.889 million of the unspent cash flow funding has been carried forward.

Of the funds spent, \$4.946 million was incurred for the following projects that were completed in 2014:

- The *Alumnae Theatre Phase 2* accessibility upgrades project to meet AODA standards was completed which included alterations to the main entrance, lobby and theatre seating areas (\$0.408 million);
- The final phase of the *Windfields Estates* project was completed – the Northern Dancer Pavilion (\$0.620 million);
- The *Cedar Ridge Elevator Upgrades* for accessibility were completed (\$0.152 million).

The under-spending in 2014 is mainly driven by the delays in the following projects:

- The *Fort York Visitor Centre (FYVC)* project's capital expenditures totalled \$7.195 million representing 59% of the 2014 approved cash flow of \$12.193 million. The original schedule for the FYVC was set back by a full year in 2011 when an over-budget tender required revisions by the design team so that it could be successfully re-tendered. All FYVC budgets continue to be under-spent as a result of this delay. The Visitor Centre itself was completed and opened to the public in September. The remaining budget is for fabrication and installation of permanent exhibits. The decision to install the Magna Carta at the Visitor Centre in November 2015 means that the exhibit work cannot be completed until June 2016. The exhibit work was issued for tender in Q3 2014.
- The *Fort York Landscape* project's capital expenditures totalled \$0.088 million or 17.6% of 2014 approved cash flow of \$0.500 million by year-end. Development of the Fort York Landscape improvements was originally delayed when the schedule for the removal of the Garrison Road Bridge changed as part of the Gardiner deck rehabilitation project. This project has been further delayed as construction of EDC's work must be coordinated with that of Transportation Services Division. The tender will be issued in Q2 2015 for construction to begin in the late Fall 2015.

- The *John St. Roundhouse Museum* project's capital expenditures totalled only \$0.015 million or 2.4% of the approved 2014 cash flow of \$0.615 million by year-end. The Copeland Transformer Station (formerly the Bremner Street Transformer Station) is under construction by Toronto Hydro Electric System (THES). The original completion date of December 2014 has been postponed. A revised schedule has not yet been presented to stakeholders. The location of the transformer station is the west end of the Roundhouse site, which has entailed dismantling the historic Machine Shop. The Machine Shop will be reconstructed as part of the final phase of the project; however, late in 2013, THES advised EDC that the Machine Shop would not be available for museum purposes as had been planned. EDC and the Toronto Railway Historical Association will work with THES on other interpretive opportunities, once their design team is in place.
  
- The *Prince Edward Viaduct – Illumination* project's capital expenditures totalled \$0.411 million or 15.1% of the approved 2014 cash flow of \$2.727 million by year-end. The designed project had to be re-tendered when the original tenders came back over budget. The construction of the Phase 1 (i.e. lighting of the five piers and subway undercarriage) had commenced by year-end and the project will be complete prior to the 2015 PanAm Games.
  
- The *Public Art – North York Arts* project's capital expenditures totalled \$0.041 million or 15.5% of the approved 2014 cash flow of \$0.265 million by year-end. The project is part of the development of the Lee Lifeson Art Part and as such, the schedule must be coordinated with the park construction which has been delayed. Parks, Forestry and Recreation Division will issue the tender early in 2015. The artwork fabrication will proceed later in 2015 once a general contractor has been named and the park construction is underway and substantially complete.
  
- The *Toronto Centre for the Arts (TCA) Main Stage Reconfiguration* project's capital expenditures totalled \$1.013 million or 45% of the approved 2014 cash flow of \$2.253 million by year-end. The original budget for 2014 planned to purchase the majority of theatrical equipment in early 2014. However, the TCA programming changed, eliminating the need to buy the equipment in 2014. A significant portion of the anticipated 2014 construction expenses occurred in the first quarter of 2015 instead of the last quarter of 2014 in part because of a slight delay in getting shop drawings approved. Phase 1, the Stage Tower Theatre, is now open. The completion of Phase 2, the opening of the Lyric Theatre, is on track for Fall 2015.
  
- The *BIA Streetscape Improvement Program's* capital expenditures totalled \$3.243 million representing 32.5% of the 2014 approved cash flow of \$9.976 million. Of the overall approved cash flow:
  - 25.6% or \$2.559 million is funded by Section 37 and/or 45 contributions to the City. \$1.732 million in new projects added to this category since 1<sup>st</sup> quarter 2014 Capital Variance report.

- 19.7% or \$1.965 million is cost shared with the BIAs, whereby the BIAs pay 65% over time and the City 35%; and
- 54.7% or \$5.452 million is for the traditional stream with 50/50 cost sharing between the City and the BIAs.

The financed component (65% / 35%) of the BIA capital program was under-spent by year-end due to the contract bids coming in higher than anticipated. In addition, the contract could not be awarded because the approved capital cost-sharing guidelines do not allow the City to increase the BIA loan component of the project. A report was sent to Council in December to obtain this authority and allow the contract to be awarded. The BIA loan component was increased in December 2014 by Council and the contract was awarded in February 2015.

***Long-Term Care Homes & Services' (LTCHS)*** capital expenditures for the period ended December 31, 2014 totalled \$16.939 million or 49.6% of its 2014 Approved Capital Budget of \$34.118 million. \$13.861 million of the unspent cash flow funding has been carried forward into 2015.

The under-spending in 2014 is mainly driven by the delays in the following projects:

- The *Kipling Acres Redevelopment* project's capital expenditures totalled \$10.584 million representing 44.6% of the 2014 approved cash flow of \$23.739 million. Phase 1 with 192-beds opened and residents moved in during the first quarter of 2014. Despite delays with the 192-bed facility, major demolition of the existing Kipling Acres location has been completed and below grade and foundation work has started and construction will continue into 2015. The unspent funds of \$9.898 million have been carried forward into 2015.
- The Capital Maintenance project's capital expenditures totalled \$6.001 million representing 60.4% of the 2014 approved cash flow of \$9.929 million. . Contracts of approximately \$5.366 million have been awarded and construction/repair has begun and will continue into 2015. The unspent funding of \$3.676 million has been carried forward into 2015.
- The LTC Homes Feasibility Study project's capital expenditure totalled \$0.164 million representing 36.4% of the 2014 approved cash flow of \$0.450 million. The project provides funding to conduct feasibility and planning studies on LTCHS Capital Renewal Strategy. The unspent funding of \$0.287 million has been carried forward into 2015 for additional studies that may be required to complete LTCHS' Capital Renewal Strategy.

***Parks, Forestry and Recreation's (PF&R)*** capital expenditures for the period ended December 31, 2014 totalled \$97.522 million or 50.5% of its 2014 Approved Capital Budget of \$193.009 million. \$94.105 million of the unspent cash flow funding has been carried forward to 2015.

Of the funds spent, \$31.379 million was incurred for the following projects that were completed in 2014:

- Completion of the new *Regent Park*, a large downtown park that services the newly developed Regent Park community (\$6.250 million).
- Renovations to *Donald D. Summerville Outdoor Pool*, including new concreted decking, mechanical equipment, washroom and change room upgrades (\$2.400 million).
- State of good repair rehabilitation of *Hodgson Artificial Ice Rink* that includes new concrete slab, refrigeration equipment and lines, boards and fencing (\$2.050 million).
- Replacement of 3 bridges, trail upgrades, and repair of erosion scar in Taylor Creek Park (\$1.275 million).
- Construction of the *June Callwood Park* in honour of the Toronto writer and activist (\$2.600 million).
- Improvements to *Cawthra Square* in time to host the World Pride events in June 2014 (\$1.650 million).
- New water plays at the *Belmar Park* and *Seven Oaks Park* (\$0.935 million).
- Development of a new community garden and courtyard at 40 Oak Park (\$0.500 million).

The under-spending in 2014 is mainly driven by delays in the following projects:

- The *Facility Components* project's capital expenditures totalled \$5.286 million representing 56% of the 2014 approved cash flow of \$9.439 million. Under-spending of \$4.153 million is mainly attributed to the Work Management system (\$1.003 million) which is still under development; \$0.312 million for investigation and pre-engineering work associated with various projects; and \$1.836 million for the divisional accessibility funding which was not spent due to programming constraints and confirmation of scope.
- The *Land Acquisition* project's capital expenditures totalled \$5.041 million representing 60.8% of the 2014 approved cash flow of \$8.295 million. \$3.254 million of under-spending is due to the acquisition and expropriation process delays and protracted environmental approvals and remediation work at various sites including *Grand Manitoba/Mystic*, *Stafford*, *Paton Road*, and *318 Queens Quay West*.
- The *Outdoor Recreation Centre* project's capital expenditures totalled \$3.802 million or 53.2% of the 2014 approved cash flow of \$7.147 million. Under-spending of \$3.345 million is mainly due to the following projects: \$1.472 million for various

*Capital Asset Management Program (CAMP)/State Of Good Repair* projects which were not completed due to unfavourable weather conditions and programming constraints and \$1.101 million for *Sports Field* projects which were not completed due to public access and programming restrictions.

- The *Park Development* project's capital expenditures totalled \$20.252 million or 37.1% of the 2014 approved cash flow of \$54.563 million. Under-spending of \$34.311 million is attributed to delays in the following projects:
  - \$5.000 million for the *Grange Park* project as the City of Toronto is still in negotiations with the Art Gallery of Ontario (AGO);
  - \$3.233 million for the *Berczy Park* project since it has been deferred until after the Pan Am Games;
  - \$1.693 million for the *Lisgar/Queen West Triangle Park* project as the land has yet to be conveyed to the City;
  - Over \$1.600 million for *Bellevue Square* project due to the protracted consultation process;
  - \$1.256 million for the development of *Mystic Point/Grand Manitoba* project as land transfer issues have caused a delay; and
  - Over \$17 million for various park development projects due to design work spanning multiple years, protracted community consultation processes and poor weather conditions.
- The *Playground and Waterplay* project's capital expenditures totalled \$5.986 million or 62.9% of the 2014 approved cash flow of \$9.510 million. Under-spending of \$3.524 million is mainly due to the following: \$0.388 million for the development of the *Allan Gardens Playground* due to delays resulting from archeological investigations and required reporting to the Ministry of Tourism and Culture; \$0.050 million for *Vermont Square* as donated funds have not been received; and \$2.220 million for various water play projects that were delayed due to the procurement process delays, contractor workload, public access issues, protracted community consultations and poor weather conditions.
- The *Pools* project's capital expenditures totalled \$5.304 million or 66.4% of the 2014 approved cash flow of \$7.993 million. Under-spending of \$2.689 million is mainly due to \$1.953 million for various Indoor and Outdoor Pool *CAMP/State of Good Repair* projects which were delayed due to public access and programming restrictions, as well as poor weather conditions; and over \$0.700 million for the design of the new *Wellesley Pool* as a result of a prolonged design consultation process.

- The *Community Centres* project's capital expenditures totalled \$26.366 million or 49.7% of the 2014 approved cash flow of \$53.086 million. Under-spending of \$26.720 million is attributed to the following projects: \$7.069 million for the *Railway Lands Community Centre* and \$2.000 million for the construction of the *Railway Lands TDSB and TCDSB Schools* as this project is part of a multi-year, multi-partner development of Block 31; \$2.900 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; \$6.280 million for the *Regent Community Centre* project due to pro-longed environmental soil remediation and testing requirements; \$1.653 million for the *Milliken Community Centre* project as the Section 37 funds have not been received; \$1.300 million for the *Canadian Tire Community Centre* project which is still in the design/consultation phase; and \$3.676 million for various *Community Centre CAMP/State of Good Repair* projects as public access and programming restricted capital work.
- The *Special Facilities* project's capital expenditures totalled \$6.692 million or 63.7% of the 2014 approved cash flow of \$10.503 million. Under-spending of \$3.810 million is due to the following: \$0.889 million for the *Allan Gardens Washroom Building Construction* as a result of the extended design and consultation process; and \$0.443 million due to delays in the specialized nature and extensive approvals process for *Seawall rehabilitation* projects; and \$1.463 million for various *Special Facilities and Structures (CAMP)/State of Good Repair* projects 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, 2014 totalled \$7.498 million or 68.8% of the 2014 Approved Capital Budget of \$10.899 million. \$3.401 million of the unspent cash flow funding was carried forward into 2015.

The 2014 under-spending is attributed to the following projects:

- The *George Street Revitalization* project's expenditures totalled \$7.060 million, representing 72.3% of the 2014 approved cash flow of \$9.761 million. This project funds the planning and preparation work for the redevelopment of Seaton House and the revitalization of George Street, providing funding to purchase land adjacent to the existing Seaton House Shelter and includes the cost of a project manager to complete the details of the feasibility study, including redevelopment options and project costs. Unspent cash flow of \$2.701 million was carried forward into 2015 to complete the feasibility study and any remaining acquisitions.
- The *Capital Repairs/ Replacements for City operated/ Leased Shelters, (SOGR program)* project's capital expenditures totalled \$0.438 million, representing 38.5% of the 2014 approved cash flow of \$1.139 million. While a number of capital upgrades were completed, two significant projects, the Robinson House Roof Replacement for



\$0.350 million and the Family Residence Asphalt Replacement for \$0.326 million were planned for the fall, but were delayed due to weather conditions. As a result, \$0.700 million of the unused cash flow was carried forward into 2015 to complete these upgrades.

***Toronto Employment & Social Services' (TESS)*** capital expenditures for the period ended December 31, 2014 totalled \$0.586 million or 53.3% of its 2014 Approved Capital budget of \$1.100 million (100% Provincially funded).

Project spending of \$0.586 million was incurred for the following projects that were completed in 2014:

- *Employment Assistance (ESS) - Phase 2* project's capital expenditures totalled \$0.500 million or 100% of its 2014 approved cash flow. The project was completed at a total cost of \$1.502 million, representing 75.1% of the approved project cost of \$2.000 million, and provides clients with the capacity to search for job opportunities on line, and allows providers to schedule services and send invoices to TESS on line. As well, the ESS (Employment Services System) was modified to align with the structure of the new RFP for purchased employment services.
- *Case Management - Phase 2: SAMS (Social Assistance Management System)* project's capital expenditures totalled \$0.086 million, representing 14.4% of the 2014 cash flow of \$0.600 million. The project was completed at a total cost of \$1.118 million, representing 48.6% of the approved project cost of \$2.300 million. The project started in 2012 and funded the City Services Benefit Card system that was developed and implemented at all TESS sites. Funding was available through 2014 to study additional uses for the City Services Benefit Card technology, (such as a Drug Benefit Card) , and to fund capital requirements to support the TESS implementation of SAMS, the new Provincial technology for the delivery of the Ontario Works Program that was implemented in November. The under expenditure was due to the Province's decision to take over the Drug Benefit Card development initiative and only a small amount of capital development was required to support the SAMS implementation in TESS.

***Toronto Paramedic Services (PS)*** capital expenditures for the period ended December 31, 2014 totalled \$2.274 million or 46.4% of its 2014 Approved Capital Budget of \$4.899 million. \$2.529 million of the unspent cash flow funding has been carried forward to 2015.

Of the funds spent, \$0.607 million was incurred to complete the following projects:

- The *Station Security* project's capital expenditures totalled \$0.020 million, representing 89.1% of the 2014 approved cash flow of \$0.023 million. The project, completed at a cost of \$2.026 million representing 99.8% of the approved project cost of \$2.030 million, provided funding for the installation of an electronic card-access security system in 45 PS locations that will allow for detailed tracking and recording of crew station-access-egress activities, as well as for equipment/supply sign-out

transactions.

- The *Mobile Data Communications (2011-2013)* project's capital expenditures totaled \$0.314 million, representing 97.5% of the 2014 approved cash flow of \$0.322 million. The project, completed at a cost of \$0.957 million representing 99% of the approved project cost of \$0.967 million, provided funding to acquire and install mobile data software and hardware in EMS' vehicles to connect the paramedics and supervisors to the Central Ambulance Communication Centre (CACC) using wireless data communications.
- The *Scheduling Redesign* project's capital expenditures totalled \$0.078 million representing 83.5% of the 2014 approved cash flow of \$0.094 million. The project, completed at a cost of \$0.285 million representing 94.9% of the approved project cost of \$0.300 million provided funding for the scheduling system changes including hardware replacement to accommodate a revised scheduling process of paramedics.
- The *Central Ambulance Communication Centre (CACC) & Systems Upgrade* project's capital expenditures totaled \$0.194 million, representing 97.2% of the 2014 approved cash flow of \$0.200 million. The project, completed at a cost of \$0.194 million representing 97.2% of the approved project cost of \$0.200 million provided funding for the installation of a modified lighting design to better address the needs of 24/7/365 operations in the central ambulance communication centre.

The under-spending in 2014 is mainly driven by delays in the following projects:

- The *North West Multi-Function Station* project's capital expenditures totalled \$0.541 million representing 27.7% of the 2014 approved cash flow of \$1.950 million. This project provides funding for the construction of a multi-function station which will facilitate greater efficiencies in dispatching ambulances and much needed garaging for an increasing number of TPS ambulance vehicles that are on the road. A change in site and asbestos abatement delayed the demolition of the existing building in the new site and resulted in the construction of the new building scheduled to begin in 2015. The unspent funds of \$1.345 million have been carried forward into 2015 to begin station design and site preparation.
- The *Mobile Data Communications (2014)* project's capital expenditures totalled \$0.294 million representing 58.9% of the 2014 approved cash flow of \$0.500 million. This project provides funding to acquire and install software and hardware in TPS' vehicles and the Central Ambulance Communication Centre (CACC) using wireless data communications. The RFQ was delayed due to difficulties experienced in developing the specifications that will address PS' requirements. As a result, \$0.206 million of the unspent cash flow funding has been carried forward to 2015 to finish the project.
- The *Scheduling System Upgrades* project's capital expenditures totalled \$0.109 million representing 72.9% of the 2014 approved cash flow of \$0.150 million. The project will implement changes and upgrades to PS' time management system (TMS) including integrating new card readers for the paramedic sign-in process and incorporating changes to the PS' Control Centre schedules. The project is almost completed and unspent funding of \$0.041 million has been carried forward into 2015

to complete the system upgrades.

- The *Back-Up Communications Centre Upgrades* project's capital expenditures totaled \$0.433 million or 36.1% of the 2014 approved cash flow of \$1.200 million. The project was delayed as an assessment of currently available hardware and software was necessary prior to the completion of the request for proposal in the 2nd quarter of 2014. As a result, \$0.767 million of the unspent cash flow funding has been carried forward to 2015 to finish the project.
- The *Medical Equipment* project's capital expenditures totalled \$0.287 million, representing 92.5% of the total 2014 approved cash flow of \$0.310 million. The delivery of spineboards was delayed and delivery is expected in the 1st quarter of 2015. The under expenditure of \$0.023 million has been carried forward to 2015.
- The *Power Stretcher* project's capital expenditures totaled \$0.003 million, representing 1.9% of the total 2014 approved cash flow of \$0.150 million. The pilot project was delayed as the purchase of power stretchers for trial and testing was very complex and required assessing various models to determine the best model of power lift stretchers that can help avoid paramedic injuries in the field. The testing phase is expected to occur in 2015 and the under spending of \$0.147 million has been carried forward to 2015.

### **Citizen Centred Services “B”**

During the year-ended December 31, 2014, capital expenditures for this Cluster totalled \$359.905 million or 69.9% of their collective 2014 Approved Capital Budget of \$514.838 million.

<b>Citizen Centred Services "B"</b>		
<b>Year-End 2014 Capital Variance</b>		
<b>(\$ Million)</b>		
<b>Actual to December 31, 2014</b>		
	<b>Over/(Under)</b>	<b>% of Budget</b>
City Planning	(9.4)	39.6
Fire Services	(14.0)	37.9
Transportation Services	(116.7)	70.6
Waterfront Revitalisation Initiative	(14.9)	81.4
<b>Sub-Total</b>	<b>(154.9)</b>	<b>69.9</b>

*City Planning's* capital expenditures for the period ended December 31, 2013 totalled \$6.150 million or 39.6% of the 2014 Approved Capital Budget of \$15.526 million. \$9.160 million of the unspent cash flow funding has been carried forward to 2015.

Of the funds spent in 2014, \$1.903 million was incurred for projects that were completed in 2014 including the *New Zoning By-Law Support for Legal Challenges* of \$0.755

million to support the Zoning By-law Planning and Legal teams' work on the new zoning by-law and associated Ontario Municipal Board appeals and \$0.627 million for *Scarborough Library Streetscape Improvements*.

In addition, the Program spent \$ \$2.237 million on the following projects that are on track. They are multi phase projects that are underway and will be completed in future years:

- *Five Year Review of the Official Plan* project with expenditures of \$0.274 million to prepare new mapping and policies arising from this review and associated municipal comprehensive review, public consultation requirements and approval process.
- *Civic Improvement – Places* with expenditure of \$1.963 million include design work to enhance open spaces within the road allowance in coordination with divisional capital works programs.

The under-spending in 2014 is mainly driven by the delays in the following projects:

- The *John Street Revitalization* project's capital expenditure totalled \$0.534 million representing 27.9% of 2014 approved cash flow of \$2.565 million. The project is currently underway with project completion expected by June 30, 2015. As a result, \$2.031 million of the unspent cash flow funding has been carried forward to the next year to continue to finish the project.
- The *Development Charge Funded Studies* project's capital expenditure totalled \$1.619 million representing 34.1% of 2014 approved cash flow of \$4.742 million. The under spending was mainly due to contract and purchasing process delays.

***Toronto Fire Services' (TFS)*** capital expenditures for the period ended December 31, 2014 totalled \$8.552 million or 37.9 % of the 2014 approved cash flow of \$22.544 million. \$13.883 million of the unspent cash flow funding has been carried forward to 2015.

Of the funds spent, \$1.237 million was incurred for projects that were completed in 2014, including the following:

- The *Station D – New Station#221-Eglinton and Midland* project's capital expenditures totalled \$1.187 million, representing 91.6% of the 2014 approved cash flow of \$1.296 million. The project, completed at a cost of \$7.640 million representing 98.6% of the total approved project cost of \$7.531 million, provided funding for a new station in Eglinton and Midland that will improve emergency response times in the central Scarborough area.
- The *Replacement of HUSAR equipment* project's capital expenditures totalled \$0.050 million, representing 100% of the 2014 approved cash flow of \$0.050 million. The project provided funding for the purchase of depleted stock and supplementary equipment required by Fire Services' Heavy Urban Search & Rescue (HUSAR) Team.

The under spending in 2014 is mainly driven by delays in the following projects:

- The *Station B (Stn 144 - Keele Street (Downsview))* project's capital expenditures totalled \$3.902 million, representing 81.5% of the 2014 approved cash flow of \$4.786 million. The purchase of land was delayed with unspent cash flow funding of \$0.884 carried forward into 2015 to begin station design and site preparation.
- The *Replacement of Fire Station #135 (Chaplin)* project's capital expenditures totalled \$1.408 million or 52.8% of the 2014 approved cash flow of \$2.668 million. The project was delayed as the construction permit was not issued until approval to relocate sewer lines from the Ministry of Environment was received. Funding of \$1.261 million has been carried forward to 2015 to continue building construction.
- The *Self-Contained Breathing Apparatus-Replacement* project's capital expenditures totalled \$1.940 million or 34.8% of the 2014 approved cash flow of \$5.581 million. The completion of the project is now projected to occur in the second quarter of 2015 due to a delay in the revision of the National Fire Protection Association (NFPA) standard governing the design of the current equipment to address health & safety concerns. As a result, \$3.641 million of the unspent cash flow funding was carried forward to 2015 to complete the project.
- The *Predictive Modelling Tool* project with a 2014 approved cash flow of \$0.300 million had no spending as of year-end. The project was delayed while TFS underwent a multi-stage procurement process which involved the use of an information gathering phase to determine the availability of desired software requirements and the availability of potential suppliers prior to the issuance of an RFP. The contract for the Predictive Modelling/ Dynamic Staging project is expected to be finalized by April of 2015 and implementation completed by the end of June 2015. As a result, \$0.300 million of the unspent cash flow funding was carried forward to 2015.
- The *Emergency Phone System Replacement* project, with a 2014 approved cash flow of \$1.000 million did not have any capital expenditures as of December 31, 2014. The project was delayed due to 911 regulatory changes mandated by the CTRC that came into effect on January 1, 2015. Upgrades to support text to 911 were completed prior to year end to meet regulatory changes. Unspent 2014 cash flow funding of \$1.000 million has been carried forward to 2015 to develop the larger scale upgrade work plan for both primary and back up communications centres.
- The *Fire Station GPS Repeaters* project, with a 2014 approved cash flow of \$0.275 million did not have any capital expenditures as of December 31, 2014. The Request For Quotation (RFQ) was delayed due to resource constraints postponing the development of the product specifications required by TFS. As a result, \$0.275 million of the unspent cash flow funding was carried forward to 2015 to complete the project.
- The *Station A (Station #414) – Hwy 27 and Rexdale Blvd* project's expenditures totalled \$0.023 million or 0.7% of the 2014 approved cash flow of \$3.517 million. The project was delayed as the original site for the fire station was no longer available. An alternate site was found and the land purchase is expected to occur in April 2015. As a result, \$3.494 million of the unspent cash flow funding was carried forward to 2015 to complete the land purchase.

- The *Specialized Trucks & Equipment* project, with a 2014 approved cash flow of \$2.470 million did not have any capital expenditures as of December 31, 2014. These are custom designed trucks that are beyond normal parameters of the standard apparatus used by TFS and additional lead time was required for the delivery of these trucks. The total 2014 cash flow of \$2.470 million was carried forward into 2015.
- The *Mobile Work Station Enhancement* project's capital expenditures totalled \$0.042 million representing 8.5% of the 2014 approved cash flow of \$0.500 million. Software compatibility issues resulted in project delays. Unspent cash flow funding of \$0.457 million was carried forward to 2015 for the installation, testing and roll out of Wi-Fi components at select stations.

**Transportation Services' (TS)** capital expenditures for the period ended December 31, 2014 totalled \$279.849 million or 70.6% of the 2014 Approved Capital Budget of \$396.516 million. However, some of the under spending is due to savings of \$8.221 million or 2.1% of the 2014 Approved Capital Budget for completed projects where funding was not required to be carried forward to 2015, and projects where contracts have been awarded for 100% of the budgeted value but actual expenditures will not occur until 2015. \$108.448 million of the unspent cash flow funding has been carried forward to 2015.

Of the funds spent, \$99.613 million was incurred for completed projects representing 25.1% of 2014 approved cash flow of \$396.516 million. Most of the completed capital projects/sub-projects were within large Transportation capital programs, such as: the *Local Road Rehabilitation* program (\$13.253 million or 25.6% of 2014 approved cash flow of \$51.842 million); the *Bridge Rehabilitation* program (\$16.283 million or 40.4% of 2014 approved cash flow of \$40.336 million); the *Infrastructure Enhancement* program (\$15.675 million or 15.9% of 2014 approved cash flow of \$98.782 million); the *Sidewalk Rehabilitation* program (all the 2014 approved cash flow of \$14.155 million was spent); and the *Major Roads Rehabilitation* program (\$17.055 million or 24.6% of 2014 approved cash flow of \$69.310 million).

In addition to completed projects within these large capital programs above, Transportation Services spent \$172.448 million on projects that are on track (some of which are also sub-projects within the large capital programs noted). These include:

- The *Major Roads Rehabilitation* program (\$40.432 million spent and \$7.471 million carried forward) and the *Local Road Rehabilitation* program (\$34.600 million spent and \$2.900 million carried forward).
- The *City Bridge Rehabilitation* program (\$12.052 million spent and \$7.743 million carried forward).
- The *F. G. Gardiner Expressway* project (\$57.320 million spent and \$1.916 million carried forward). The Elevated portion is ahead of schedule and a carry forward of \$1.916 million to 2015 was processed for the At-Grade Replacement portion. Construction has been completed on the median replacement and the bent repair projects and three bridge rehabilitation projects west of the Humber River.

- The *Infrastructure Enhancement* program (\$18.416 million spent and \$37.725 million carried forward).
- The *Traffic Control* program (\$8.619 million spent and \$12.949 million carried forward).

Delays during the year in Transportation Services projects resulted in under-spending in the following capital projects:

- The expenditures for the *Infrastructure Enhancement* program's delayed projects totalled \$2.126 million representing 2.2% of 2014 approved cash flow of \$98.782 million. Infrastructure projects were delayed because of approval requirements necessary from other agencies including MOE, uncertainties and changes to the TTC's capital program resulted in implementation delays, as well as land acquisition issues / property issues / pending environmental assessment amendments. As a result, \$18.269 million of the unspent cash flow funding for the infrastructure enhancement program has been carried forward to 2015 to continue the projects.
- The expenditures for the *Traffic Control* program's delayed projects totalled \$1.614 million representing 3.5% of 2014 approved cash flow of \$46.287 million. New traffic control signals required extensive community council consultation which was not anticipated and this delayed many of the project installations. 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, \$4.824 million of the unspent cash flow funding has been carried forward to 2015 to continue the projects.
- The expenditures for the *F. G. Gardiner Expressway* project's Program Management portion totalled \$0.718 million representing 1.2% of 2014 approved cash flow of \$62.165 million. The Strategic Plan portion of the project was delayed pending results of the Council directed P3 review. As a result, \$4.438 million of the unspent cash flow funding has been carried forward to 2015.

***Waterfront Revitalization Initiative*** capital expenditures for the period ended December 31, 2014 totalled \$65.356 million or 81.4% of the 2014 Approved Capital Budget of \$80.252 million. \$14.682 million of the unspent cash flow budget has been carried forward to 2015.

The Program spent \$58.155 million on the following multi-year projects that are on track and underway that will be completed in future years:

- *Union Station* capital expenditures of \$2.044 million for planning, design and construction of second subway platform and associated concourse improvements are forecasted to be on schedule and completed in May/June 2015.
- *Transportation Initiatives* with expenditures of \$1.595 million for work on the Gardiner Environmental Assessment which is expected to be completed in 2015.
- *Precinct Implementation Projects* capital expenditures of \$54.516 million for structural construction work for a sanitary pumping station at 480 Lake Shore;

installation of local municipal services in Bayside; the Bayside Phase 1 Water's Edge Promenade; rebuild of TTC Spadina Loop; TTC track along Queens Quay; reconstruction of Cherry St. and various other projects.

While all Waterfront Revitalization Initiative projects are on track, the under-spending in 2014 is mainly driven by the *Precinct Implementation* project that had capital expenditures of \$54.516 million representing 91.8% of 2014 approved cash flow of \$59.383 million. As a result, \$4.867 million of the unused cash flow funding has been carried forward to next year to continue the project.

### **Internal Services**

For the year-ended December 31, 2014 capital expenditures for Internal Services totalled \$248.859 million or 55.3% of their collective 2014 Approved Capital Budget of \$450.141 million. .

<b>Internal Services</b>		
<b>Year-End 2014 Capital Variance</b>		
<b>(\$ Million)</b>		
<b>Actual to December 31, 2014</b>		
	<b>Over/(Under)</b>	<b>% of Budget</b>
311 Toronto	(2.2)	59.0
Facilities Management & Real Estate	(146.5)	49.7
Financial Services	(12.4)	40.1
Fleet Services	(9.0)	78.7
Information Technology	(31.1)	65.6
<b>Sub-Total</b>	<b>(201.3)</b>	<b>55.3</b>

**311 Toronto** incurred expenditures of \$3.211 million or 59.0% of its 2014 Approved Capital Budget of \$5.439 million for the period ended December 31, 2014. \$2.228 million of the unspent cash flow funding has been carried forward to 2015.

The under-spending in 2014 was mainly driven by delays in the following projects:

- The *311 Future Integration and Strategy Initiative* project's capital expenditures totalled \$1.716 million representing 64.7% of the 2014 approved cash flow of \$2.650 million. The project includes an Enterprise Scheduler which will provide opportunities for the public to book appointments and/or facilities through 311, as well as the initial assessment phase for the integration of a payment module to be implemented as an enterprise solution in 2015. The under expenditures were due to the availability of a vendor solution which is anticipated in mid 2015. The unspent cash flow funding of \$0.935 million has been carried forward to 2015 for 311 Toronto to continue the work.



- The *311 Technology Solution SOGR* project's capital expenditures totalled \$1.495 million representing 53.6% of the 2014 approved cash flow of \$2.789 million. The project involves the upgrade and replacement of servers and software to ensure continuity of the 311 Contact Centre Operations as well as the upgrade of the Knowledge Base and Content Management Tool which will improve the administration and workflow of the existing knowledge base. The Knowledgebase upgrade project has been deferred until 2015 to coincide with vendor software availability. Partially offsetting the under-pending is the acceleration of the SOGR for the Telephone system which was originally scheduled for upgrade in 2015 has been initiated in 2014 due to the Telephony phone and speech technology system reaching the end of its lifecycle earlier than anticipated. Total unspent cash flow funding of \$1.293 million has been carried forward to 2015 for 311 Toronto to continue the upgrades of the Knowledge Base and Telephony systems.

***Facilities Management & Real Estate (FM&RE)*** incurred expenditures of \$144.727 million or 49.7% of its 2014 Approved Capital Budget of \$291.185 million for the period ended December 31, 2014. The unspent cash flow funding of \$148.0 million has been carried forward to 2015 to continue the delivery of the capital projects.

Core state of good repair (SOGR) capital projects of varying size incurred expenditures of \$24.659 million or 59.4% of the 2014 approved cash flow of \$41.484 million as of December 31, 2014. Overall, 59 SOGR projects were completed during 2014 to address numerous backlog issues across the portfolio of facilities. Total costs incurred for these completed SOGR projects were \$8.240 million or 89.2% of the total approved cash flow funding of \$9.238 million, representing total savings of \$0.998 million.

The under-spending across the entire capital works program was largely attributable to the following major capital projects:

- The *Union Station Revitalization (USR)* project's capital expenditures totaled \$93.935 million or 49.4% of the 2014 approved cash flow of \$190.016 million as of December 31, 2014. Phase 1 of the project experienced delays mainly due to found site conditions and the need for coordination of construction amongst stakeholders and other projects in the precinct. In addition, the focus on meeting the deliverable for the York Concourse has caused delays and re-sequencing of other deliverables on the project. These delays have impacted the timelines for Phases 2 and 3, which will not commence until 2015, with expected completion of the entire project in 2017. The unspent cash flow funding of \$96.082 million has been carried forward to 2015 to complete the remaining of Phase 1. Total project cost of \$796.4 million remains unchanged from the latest approved budget.
- The *St. Lawrence Market North (SLMN) Redevelopment* project's capital expenditures totaled \$2.622 million or 20.7% of the 2014 approved cash flow of \$12.671 million. Delays were due to design changes and issues with clients, stakeholders and increased project costs based on the latest estimates received from consultants that required additional time to resolve and contain costs. As a result, the interim market which was originally planned to be completed in 2014, has been revised to the spring of 2015 to begin construction. These delays have pushed out project timelines and

associated spending, with the expected completion date revised to 2017 for the entire project. The unspent cash flow funding of \$10.048 million has been carried forward to 2015 to finalize documentation to prepare for the tender of the new market and initial costs related to the construction of the temporary market. Total project cost of \$91.458 million remains unchanged from the latest approved budget.

- The *Nathan Phillips Square Revitalization (NPSR)* project's capital expenditures totaled \$8.665 million of the 2014 approved cash flow of \$13.254 million. The NPSR project experienced delays due to a change in contractors for the remaining Phases 3 and 4 of the project, unforeseen site conditions, finalizing designs that are consistent with stakeholder requirements and budget and extreme weather conditions limited ability to proceed with construction in early 2014. The unspent cash flow funding of \$4.589 million has been carried forward to 2015 to continue the remaining capital work to be completed by Q2 2015. The total project cost of \$60.395 million remains unchanged from the latest approved budget.
- The *Westwood* project's capital expenditure totaled \$0.229 million representing 3.6% of the 2014 approved cash flow of \$6.436 million. Delays resulted mainly from a change in the Province's interest in the use of the Westwood property. The unspent cash flow funding of \$6.207 million has been carried forward to 2015 for the land redevelopment as staff are currently working with Transportation Services and Build Toronto to identify future plans for the site and how funding will be utilized to develop the site. Overall, the project remains within the Council approved project cost of \$6.800 million.
- The *Old City Hall HVAC and Electric Upgrades* project's capital expenditures totaled \$5.319 million representing 89.7% of the 2014 approved cash flow of \$5.932 million. Six of the eight project phases were completed by year-end, along with the infrastructure work in the attic and basement and HVAC (heating, ventilation and air-conditioning) upgrades in tenant areas. The project was delayed due to meeting tenants' changing needs and issues with the contractor over claims related to time delays which will be settled upon completion of the project in 2015. The unspent cash flow funding of \$0.613 million has been carried forward to 2015 for the Program to complete the remaining two phases of the project by Q3 2015. Overall, the project remains within the Council approved project cost of \$36.899 million.

**Financial Services'** capital expenditures for the year ended December 31, 2014 totalled \$8.326 million or 40.1% of its 2014 Approved Capital Budget of \$20.754 million. \$11.708 million of the unspent cash flow funding has been carried forward to 2015.

In addition, the Program spent \$7.489 million on the following multi-phase projects that are on track and will be completed in future years as planned:

- The *FPARS* project's total expenditures were \$6.443 million or 48.5% of the 2014 approved cash flow funding of \$13.275 million. The project completed the implementation of Release 2 of PBF in May 2014. Significant work went into refining current functionality and reporting, to deliver additional budgeting

functionality in PBF analytics and the reporting of budget, complement and financial information in a service view; as well as preliminary capacity for future servicing planning and performance reporting (dashboard, etc.) and an updated change management strategy to address the transformational changes underway.

A decision was made in 2013 to delay the implementation of Enterprise Performance Management

(EPM) functionality to 2014/2015. It was determined that the full potential of the performance and reporting functionality offered from the SAP Business Warehouse and Business Intelligence tools and its ability to deliver reporting, analytics and score-carding solutions for the City was necessary prior to engaging in the final activity of this project. The review determined that additional adjustments to the SAP Business Warehouse needed to be addressed before the EPM phase of the project could begin. While scoping of this phase began in late 2014, design and implementation of the EPM phase of the project is behind schedule and will begin in 2015, with expected completion in 2016. As a result, the project is underspent in 2014 by \$6.832 million that has been carried forward to 2015 and 2016 capital plan estimates have been adjusted to reflect this adjusted time frame.

- The *Payment Card Industry (PCI) Compliance* project's capital expenditures totalled \$0.459 million or 73.5% of the 2014 approved cash flow of \$0.625 million. Significant process documentation was completed, including the Self Assessment Questionnaire for the PCI Council and quarterly scan reports, Enterprise Gap Analysis and a report on compliance and roadmap with options for addressing the gaps. Work began on an RFP for Point of Sale (POS) services to ensure PCI issues are addressed through their processes and systems, wherever possible. The new contract will be fully in effect on February 1, 2016. The unspent cash flow funding of \$0.145 million has been carried forward to 2015 to complete the project on schedule, ensuring the City meets the full payment card and data security standards.
- The *eProcurement Implementation* project's capital expenditures totalled \$0.587 million or 53.7% of the 2014 approved cash flow of \$1.093 million. Under spending was due to unforeseen delays in the project such as the RFP process taking longer than expected, delays in negotiations between the vendor and project team, as well as not hiring planned resources in 2014. Further delays were also attributed to deficiencies in the vendor's final deliverables which caused the project to be several months behind. The unspent cash flow funding of \$0.506 million has been carried forward to 2015 to complete the project.

The under-spending in 2014 is mainly driven by delays in the following projects:

- With a total approved cash flow funding of \$1.420 million in 2014, the *Tax Billing System Replacement* and *Utility Billing System Replacement* projects incurred no expenditures in 2014. These projects were delayed due to other corporate IT priorities as well as time required to decide on the best approach to select a solution. Revenue

Services and Corporate I & T are currently evaluating and developing a go forward strategy to assess if suitable commercially built systems are available on the market, estimate the costs/effort/time required for implementing a commercial solution or have an in-house built system, identify the necessary expertise required for each option and provide project management during implementation. Planned cash flow estimates have been revised to reflect carry forward funding of \$1.420 million to future years.

- *The Cross-Application Timesheet (CATS) Implementation* project had \$0.167 million expenditures out of a total approved cash flow funding of \$0.971 million. The RFP process was completed and released to market in the last quarter of 2014. There were subsequent lengthy evaluation and scoring processes of the RFP due to its complexity. As a result of the delayed RFP closing date, staffing needs for this project have been deferred to 2015 and the cash flow funding estimates have been revised to reflect carry forward funding of \$0.803 million.
- *The Workflow & Document Management Technology* project's capital expenditures totalled \$0.090 million or 14.4% of the 2014 approved cash flow of \$0.625 million. The project was suspended as the contract with the vendor was terminated. The project is proceeding with the staff seeking to source scalable solutions to meet the City's records and document management needs as well as automated workflow requirements. Cash flow funding of \$0.535 million has been carried forward to 2015.
- *The Risk Information Management System Upgrade* project's capital expenditures totalled \$0.106 million or 14.7% of the 2014 approved cash flow of \$0.723 million. The project completed Phase I with the STARS Enterprise. The process to hire a project manager to implement Phase II is under way. This project was delayed due to a lengthy issues resolution period following the first implementation phase. The unspent cash flow funding of \$0.617 million has been carried forward to 2015 to continue the project.
- *The Accounts Payable Process Improvements* project capital expenditures are projected to be \$0.013 million or 6.9% of the 2014 approved cash flow of \$0.194 million in 2014, due to negotiations with the scoping and planning proponent taking longer than anticipated. The project is progressing with the completion of the procedures and policies that will be required for automating e-mail invoices. This will eliminate the need to open every e-mail and print, barcode and scan each invoice into SAP. As a result, \$0.181 million of the 2014 approved cash flow funding has been carried forward to 2015 to continue the capital work.
- *The Integrated Asset Planning and Management* project, with an approved cash flow funding of \$0.700 million in 2014 had no expenditures. The project is continuing its project planning phase and as a result the unspent \$0.700 million has been carried forward to 2015.

***Fleet Services'*** capital expenditures for the period ended December 31, 2014 totalled \$33.315 million or 78.7% of the 2014 Approved Capital Budget of \$42.342 million. \$9.027 million of the unspent cash flow funding has been carried forward to 2015.

The under-spending in 2014 is largely due to delays in taking delivery of replacement fire trucks for Fire Services. The delays were due to revising the requirements for the replacements, resulting in purchase orders missing the deadline as procuring for fire trucks requires a long lead time. Fleet Services will implement a process change in 2015 to ensure sufficient time for divisions to submit business cases for vehicle replacements.

***Information and Technology's*** capital expenditures for the period ended December 31, 2014 totalled \$50.280 million or 65.6% of its 2014 Approved Capital Budget of \$90.420 million. \$32.760 million of the unspent cash flow funding has been carried forward to 2015.

Of the funds spent, \$36.799 million was incurred for the completion of phases of projects planned in 2014, including the following:

- *The Desktop Hardware & Software, Enterprise Servers, Storage & Software* project's expenditures totalled \$22.973 million or 96.8% of the 2014 approved cash flow funding of \$23.735 million. I&T continues to upgrade the City's infrastructure components to maintain them in a state of good repair and to ensure compatibility with the operating system. This will confirm that all software is in line with corporate standards and includes licensing requirements of in-scope software. By May 31<sup>st</sup>, 96% of all City computers were upgraded to Windows 7, 1,700 RSA tokens were acquired (1,500 renewals, 200 new), 1,574 desktops and 1,032 notebooks/tablets and 188 multi function devices were deployed. The unspent cash flow funding of \$1.269 million has been carried forward to 2015.
- The *WEB project (Web Implementation and Rollout)* project's expenditures totalled \$3.215 million or 80.5% of the 2014 approved cash flow funding of \$3.992 million. This Service Efficiency Study project, has completed the migration of existing public facing web content on **toronto.ca** to the new platform; refreshed the look and structure of **toronto.ca** by providing a task and service oriented approach to the web site; and, deployed releases 2.0, 2.1, 2.2, 2.3, and 2.4 of the Web content application. The project was also successful in service desk activation for web content management authoring and publishing service assistance is now available through the IT Service Desk. The unspent cash flow funding of \$0.777 million has been carried forward to 2015.
- *The Integrated Telecom Infrastructure* project's capital expenditures were \$5.562 million or 82.1% of the 2014 approved cash flow funding of \$6.092 million. Over 90% of the phone lines have been moved to the new vendor. The rollover of the Contact Centres was completed in the fourth quarter of 2014. The unspent

cash flow funding of \$1.210 million has been carried forward to 2015 for completion of this project.

- *The Email Replacement* project's capital expenditures were \$2.893 million or 74.6% of its 2014 approved cash flow funding of \$3.879 million. Acquisition of the NetApp storage solution has been completed and awaiting final delivery and installation. Exchange production servers have been acquired while the contract for implementation services has been awarded. There were delays in the acquisition of the Storage appliance and in deliverables by Microsoft and Novell as well as delays in filling vacant positions. As a result, the unspent cash flow funding of \$0.986 million has been carried forward to 2015.
- The *Enterprise eLearning Initiative's* capital expenditures were \$0.657 million or 69% of its 2014 approved cash flow funding of \$0.952 million. The City of Toronto's Enterprise Learning Management System (ELI) is now live. The project has also successfully delivered full automation of SAP extract of employee data to the vendor for processing in the ELI application for Toronto Fire as its first divisional release. The unspent cash flow funding of \$0.295 million has been carried forward to 2015 for completion of this phase of the project.
- The *Disaster Recovery Plan* project's capital expenditures were \$1.499 million or 59.6% of its 2014 approved cash flow of \$2.517 million. The Business Impact Analyses (BIA) within the City for its Business Continuity (BC) and Disaster Recovery (DR) plans are progressing. I & T have developed six draft Disaster Recovery (DR) playbooks; completed Business Continuity plans in several divisions; completed draft recovery plans for the Citrix environment and revised the draft DR plan. Recovery in the last quarter of 2014 includes City Hall using Continuity Management process. The unspent cash flow funding of \$1.018 million has been carried forward to 2015.

The under-spending in 2014 is mainly driven by delays in the following projects:

- *Toronto Building Electronic Service Delivery* capital expenditures were \$1.406 million or 36.9% of the approved 2014 cash flow funding of \$3.812 million. The variance is due to delays in acquiring the portal infrastructure and recruiting qualified project resources. Funding of \$2.406 million has been carried forward to 2015.
- *Enterprise Document Records Management System* project incurred capital expenditures of \$0.588 million or 47.7% of its 2014 approved cash flow funding of \$1.234 million. The project has been delayed as various anticipated, but necessary industry surveys were conducted. Sponsors and executive sponsors have agreed to a project reset approach which has resulted in under-spending of \$0.646 million carried forward to 2015.
- *Capital Resource Requirements:* I&T has filled 75% of the 58 positions to address I&T's capital delivery capacity issue. Capital expenditures were \$1.631 million or 41.6% of the approved 2014 cash flow funding of \$3.916 million. Under-spending of \$2.285 million as a result of challenges in recruiting resources with the necessary skills has been carried forward to 2015.

- *Enterprise Time Attendance and Scheduling Management* project capital expenditures were \$0.134 million or 2.9% of the approved 2014 cash flow funding of \$4.601 million. The project has been delayed as the RFP has taken much longer to release to market than anticipated. Under spending of \$4.467 million cash flow has been carried forward to 2015.
- *Employee Self Serve Portal* capital expenditures were \$2.807 million or 37.4% of the approved 2014 cash flow funding of \$7.507 million. The project has been delayed due to RFP and statement of work negotiations. This project is proceeding as the preparation and documentation phase is now complete and the blueprinting phase has commenced. Cash flow under spending of \$4.700 million has been carried forward to 2015.

### **Other City Programs**

For the year-ended December 31, 2014, capital expenditures for Other City Programs totalled \$62.510 million or 53.6% of their collective 2014 Approved Capital Budget of \$116.553 million.

<b>Other City Programs</b> <b>Year-End 2014 Capital Variance</b> (\$ Million)		
<b>Actual to December 31, 2014</b>		
	<b>Over/(Under)</b>	<b>% of Budget</b>
City Clerk's Office	(1.2)	80.1
Sustainable Energy Plan	(20.1)	10.2
Radio Replacement Project	(10.2)	62.6
PanAm Games	(22.5)	62.9
<b>Sub-Total</b>	<b>(54.0)</b>	<b>53.6</b>

The *City Clerk's Office* capital expenditures for the period ended December 31, 2014 totalled \$5.007 million or 80.1% of its 2014 Approved Capital Budget of \$6.250 million. \$1.103 million of unspent cash flow funding has been carried forward to 2015.

Of the funds spent, \$0.437 million or 80.7% of the 2014 approved cash flow of \$0.542 million was incurred to complete the Paper Cutter project, the Constituency Management System Usability Enhancement project, the First & Second Floor Health & Safety project and the Mail Security & Mailroom Upgrades project. These projects have been closed with total expenditures of \$1.476 million or 86.8% of the total approved cash flow funding of \$1.701 million over the life of the projects.

In addition, the Program spent \$4.570 million largely attributed to the following multi-phase projects that are underway and on track to be completed in future years as planned:

- The *Toronto Elections Information System (TEIS)* project's costs totalled \$2.448 million or 79.2% of the approved cash flow funding of \$3.092 million in 2014. The TEIS project provides the foundation for the administration of the municipal election and any required by-election. The project is progressing in accordance with schedule and deliverables. Under-spending of \$0.643 million has been carried forward to 2015.
- The *Alternate Voting* project's costs totalled \$0.661 million or 88.4% of the approved cash flow funding of \$0.748 million in 2014. The project included a feasibility study to provide alternate vote channels/polling for the 2014 Election and a pilot project for Advance Voting. Under-spending of \$0.087 million has been carried forward to 2015.
- The *Infrastructure to Support Council Meeting* project's cost totalled \$0.421 million or 99.0% of the approved cash flow funding of \$0.425 million in 2014. The project promotes greater public access to Committee meetings through web-streaming and also the system replacement / upgrades of the physical infrastructure required to support Council and Committee meetings. Under-spending of \$0.004 million has been carried forward to 2015.
- The *Form Management* project's costs totalled \$0.235 million or 100% of the 2014 approved cash flow funding. The ongoing project involves identifying, developing and migrating more than 1,000 City forms to a new platform that is compliant with Accessibility of Ontarians Disability Act (AODA) communications requirements.
- The *Toronto Meeting Management Information System* project's cost totalled \$0.163 million or 100% of the approved cash flow funding in 2014. The project is a multi-phased eGovernment project with objectives for building internal and external components of an Agenda/Decision management system for Council and Committees.

The under-spending in 2014 is largely attributed to the *Enterprise Document and Record Management Solution (EDRMS)* project with capital expenditures of \$0.367 million representing 59.7% of the 2014 approved cash flow of \$0.614 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 is due to issues pertaining to vendor resource allocations. The project has been reset and is in the definition and planning stage. The reduced scope has been identified and will leverage business process models and requirements gathered in the previous work design.

***The Sustainable Energy Plan (SEP)*** incurred expenditures of \$2.282 million or 10.2% of the 2014 Approved Capital Budget of \$22.340 million for the period ended December 31, 2014. The unspent cash flow funding of \$15.142 million has been carried forward to 2015 to continue the delivery of the capital projects.

The under-spending is mainly attributable to the following major capital projects:

- The *Demand Response Program* which had an approved cash flow of \$7.459 million incurred no capital expenditures as Toronto Water directly funded its enrolment in the



Demand Response Program and no new enrolments were made during the transition of the program from the Ontario Power Authority to the Independent Electricity System Operator. In addition, the new project for the Kipling Acres Long-Term Care facility incurred no capital expenditures due to late approval by Council in 2014. This program was reassessed, and only \$4.933 million or 66% of the unspent cash flow funding has been carried forward to 2015.

- The *Solar Photovoltaic Program's* capital expenditures totalled \$1.020 million or 23.5% of the 2014 approved cash flow of \$4.348 million. The installation of solar PV panels for the initial group of building locations in partnership with Toronto Hydro was completed. These locations have begun to generate revenues and will continue to do so over the next 20 years. However, other projects experienced delays as timelines are dependent on the outcome, timeliness, review and approvals by the Ontario Power Authority (OPA). The unspent cash flow funding of \$3.328 million has been carried forward to 2015.
- The *Renewable Energy Program* capital expenditures totalled \$0.169 million or 7.3% of the 2014 approved cash flow of \$2.326 million. The project experienced delays attributable to coordination with various stakeholders and partners and higher than budgeted RFP for the GeoExchange project at McGregor Arena resulting in the need to re-issue the tender. The RFP for the installation of microFIT solar PV panels at 14 sites and the feasibility study was issued in Q3 2014, thus no expenditures have been incurred yet. In addition, the installation of solar PV panels, budgeted at \$1.250 million, at the Pan Am Aquatic Centre was completed by Pan Am Group and therefore, funding will no longer be required. The unspent cash flow funding of \$0.907 million has been carried forward to 2015.
- The *Residential Energy Retrofit Program (HELP)* incurred capital expenditures of \$0.484 million or 24.2% of its 2014 approved cash flow of \$2.0 million. This project experienced a low spending rate due to continued delays from financial institutions and the ability of homeowners to complete the necessary requirements. Although the eligible neighbourhoods have been expanded to include over 60,000 new dwellings in order to boost program uptake, mortgage lender consent is a hurdle to qualified participants. Staff will work with the lenders and participants in 2015 to resolve these issues. The unspent cash flow funding of \$1.516 million has been carried forward to 2015.
- The *Energy Retrofit Program* incurred capital expenditures of \$0.608 million or 9.8% of its 2014 approved cash flow of \$6.207 million during the twelve month period ended December 31, 2014. The Program experienced delays in finalizing project scopes, requirements, and obtaining agreements with clients and various City Divisions, including energy (water and lighting) retrofit work at City Hall, civic centres, Exhibition Place, and at 85 Parks, Forestry and Recreation facilities. The unspent cash flow funding of \$4.458 million has been carried forward to 2015 to continue implementing energy efficiency measures and building automation systems, allowing City-owned facilities to become more energy efficient. .

The ***Radio Communication System Replacement*** project's capital expenditures totalled \$17.065 million or 62.6% of its 2014 Approved Capital Budget of \$27.269 million for the period ended December 31, 2014. The project experienced issues relating to civil construction work at tower sites which included the following:

- Several existing sites had space restrictions or landlord concerns which were not identifiable until in-project equipment layout designs were completed. Several steps were taken to address these issues including equipment room expansion, two new equipment shelters and a new site build.
- An in-project audit of existing site equipment rooms indicated requirements for environmental upgrades prior to equipment installation, with examples including air conditioning, fire suppression and security alarms.

As a result, \$10.121 million of the unspent cash flow funding has been carried forward to 2015.

The ***Pan American Games*** project had expenditures of \$38.155 million or 62.9% of its 2014 approved cash flow of \$60.693 million by year-end. The unspent funding of \$19.631 million has been carried forward into 2015.

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

- The *Site Remediation* project's capital expenditures totalled \$0.097 million or 2.5% by year-end. The unspent funds of \$3.850 million have been carried forward to 2015 for the potential settlement to a contractor claim and for completion of the environmental approvals monitoring period.
- The *Resurfacing of Cycling Course* project's capital expenditures totalled \$3.349 million or 35.1% by year-end. The unspent funds of \$1.932 million have been carried forward to 2015 to complete the remainder of the resurfacing work by May 30, 2015. The project is anticipated to be underspent as a result of lower tender prices for the resurfacing work.
- Projects delivered through the Toronto Organizing Committee for the Pan/Parapan American Games (TO 2015) and Infrastructure Ontario, as well as the *BMX Track* project which is being delivered by the City, spent \$34.709 million or 73.3% by year-end. It is anticipated that track resurfacing at Centennial, Birchmount and York tracks will be completed by the end of April 2015 and the BMX Track will be completed by the end of May 2015. Additional work required at the West Channel to repair damages from the November 2014 wind storm is expected to be completed in April 2015. The unspent funds of \$13.849 million have been carried forward to 2015 to complete outstanding work for these projects

### City Agencies

During the year-ended December 31, 2014, capital expenditures for City Agencies totalled \$1.247 billion or 58.6% of their collective 2014 Approved Capital Budget of \$2.127 billion.

<b>Agencies</b> <b>Year-End 2014 Capital Variance</b> (\$ Million)		
<b>Actual to December 31, 2014</b>		
	Over/(Under)	% of Budget
Exhibition Place	(5.3)	63.6
Go Transit	0.0	100.0
Toronto And Region Conservation Authority	0.0	100.0
Toronto Police Service	(25.2)	55.4
Toronto Public Health	(1.4)	72.4
Toronto Public Library	(2.1)	93.6
Toronto Transit Commission	(839.1)	57.5
Toronto Zoo	(5.0)	42.6
<b>Sub-Total</b>	<b>(878.0)</b>	<b>58.6</b>

*Exhibition Place's* capital expenditures for the year ended December 31, 2014 totalled \$9.198 million or 63.6% of its 2014 Approved Capital Budget of \$14.454 million, with \$5.256 million carried forward into 2015.

Of the funds spent, \$3.923 million was incurred for projects that were completed in 2014 including the *Fire Protection System Code Retrofit* capital project with expenditures for the Food Building. The total capital project cost for the *Fire Protection System Code Retrofit* was \$0.100 million with 100% spending rate at completion.

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

- The *BMO Field* project's capital expenditures totalled \$0.769 million representing 76.9% of the 2014 approved cash flow of \$1.000 million for the year ended December 31, 2014. The total capital project cost for *BMO Field* is \$1.332 million with \$0.860 million or 64.6% spent to date. This project provides various equipment upgrades to the inventory management system, accounting software, food and beverage fixtures, and building repairs and upgrades including mould remediation on site. As of January 1, 2015, *BMO Field* operates independently from the City and as a result, no further capital projects will be included in the Exhibition Place Capital Budget.
- The *Better Living Centre* project's capital expenditures totalled \$0.099 million or 99.6% of the 2014 approved cash flow of \$0.100 million for the year ended

December 31, 2014 with \$380 carried forward into 2015. The unspent amount of \$380 reflects unfinished minor works on the interior lead capsulation at the *Better Living Centre*. The project provides state-of-good-repair work on the building, including interior lead capsulation, as well as replacement of transformers and lighting fixtures.

- The *Equipment* project's capital expenditures totalled \$0.388 million representing 86.7% of the 2014 approved cash flow of \$0.447 million for the year ended December 31, 2014 with \$0.060 million carried forward into 2015. The delays in completion of building automation systems and various electrical works were caused by conflicts with the shows and events schedule. This project provides funds for automation systems, replacing fibre optic cable, various electrical infrastructure and PBX for shows, and building waste management systems.
- The *Parking Lots and Roads* project's capital expenditures totalled \$1.019 million or 51.1% of the 2014 approved cash flow of \$1.996 million for the year ended December 31, 2014 with \$0.977 million carried forward into 2015. This project provides funding for work on sidewalks, pathways, roads and parking lots. The projects include the *Festival Plaza Development* sub-project which was delayed due to adverse weather conditions and the 2015 Pan Am Games legacy splash pad in Centennial Square. The approved funds of \$0.250 million in 2014 as well as the \$0.250 million contribution from the 2015 Pan Am Games will fund the construction of the splash pad and utilize the unspent monies to repair the existing fountain on site to meet current safety code requirements per heritage consultant's advice. The *Splash Pad* sub-project is expected to complete by 2015 year-end.
- The *Pre-Engineering Program* project's capital expenditures totalled \$0.161 million or 94.1% of the 2014 approved cash flow of \$0.172 million for the year ended December 31, 2014 with \$0.010 million carried forward into 2015. The engineering studies were delayed due to changes in scope which requires further investigation on the existing design work for the new elevator.
- The *Grounds Security Surveillance* project's capital expenditures totalled \$0.081 million or 89.5% of the 2014 approved cash flow of \$0.091 million for the year ended December 31, 2014 with \$0.010 million carried forward into 2015. The delays were primarily due to the project's schedule conflicts with onsite shows and events.
- The *Air Curtain at Industry Building* project's capital expenditures totalled \$0.004 million or 8.0% of the 2014 approved cash flow of \$0.050 million for the year ended December 31, 2014 with \$0.046 million carried forward into 2015. The necessary equipments to perform the construction works were not delivered on time which resulted in delays. The estimated completion for this project is 2015 year-end.
- The *Pan Am Infrastructure Technical Upgrades* project's capital expenditures totalled \$1.182 million or 78.8% of the 2014 approved cash flow of \$1.500 million for the year ended December 31, 2014 with \$0.318 million carried forward into

2015. The delays are primarily due to the project's schedule conflicts with onsite shows and events.

- The *Queen Elizabeth Building Executive Offices Roof Replacement* project's capital expenditures totalled \$0.072 million for the year ended December 31, 2014 or 16.0% of the approved cash flow of \$0.450 million with \$0.378 million carried forward into 2015. The project was delayed as there was not a sufficient construction period available in 2014 due to shows and events, and late equipment deliveries.
- The *Direct Energy Centre* project's capital expenditures totalled \$2.082 million or 79.8% of the 2014 approved cash flow of \$2.608 million for the year ended December 31, 2014 with \$0.526 million carried forward into 2015. The remaining balance of \$0.526 million is for final completion of the DEC washrooms which was delayed in 2014 as there was no continuous availability of time for construction.
- The *District Energy System* project's capital expenditures totalled \$2.719 million or 64.5% of the 2014 approved cash flow of \$4.216 million for the year ended December 31, 2014 with \$1.497 million carried forward into 2015. This project will connect existing energy generation assets at Exhibition Place and supply heating, cooling and water heating to the proposed hotel development as well as to existing event facilities including the Ricoh Coliseum, Coliseum Complex, Direct Energy Centre, and Allstream Centre. The project was delayed in 2014 due to the severe cold in early 2014 which slowed the hotel development construction schedule.
- The *Fire Alarm System* project's capital expenditures totalled \$0.616 million for the ended December 31, 2014 or 33.8% of the approved cash flow of \$1.820 million with \$1.204 million carried forward into 2015. The project was delayed as a result of an evolving show schedule and a portion of work that could not be accommodated in 2014 due to the requirement to keep life safety systems in active mode during events.

***Toronto and Region Conservation Authority (TRCA)*** received \$13.970 million or 100% of its 2014 Approved Capital Budget from the City of Toronto by year-end.

The majority of the TRCA capital projects are ongoing or phased projects and all funds spent were incurred for projects/phases that were scheduled for 2014 including the following:

- The *Toronto Remedial Action Plan* capital project with the 2014 approved cash flow of \$2.425 million which provided funding for monitoring and re-naturalization of watercourse water quality and habitat improvements;
- The *Waterfront Development* capital project with the 2014 approved cash flow of \$1.573 million which provided funding for site preparation and monitoring at various waterfront sites.

- The *Critical Erosion Control and Floodwork* capital project provided funding for flood control channel maintenance work and addressed the damage to city-wide private and public property caused by the July 8, 2013 storm. The capital expenditures for this project totalled \$5.845 million or 83.5% of the 2014 approved cash flow of \$7.000 million. Since the full funding has already been received by TRCA, the Authority Board approved the carry forward of the unspent funding of \$1.155 million to 2015 at its January 9, 2015 meeting. This funding will be earmarked for the *Critical Erosion Control and Floodwork* capital project and is required to complete the sub-projects already in progress, which include the following:
  - The *Flood Control Channel Maintenance* sub-project (\$1 million) involves the completion of repairs to an existing drop structure beneath Donino Avenue along the West Don River and the removal of sediment and vegetation from several priority areas in Black Creek Channel. As of December, 2014 all the work has been completed.
  - The *1 Midland – 83 Fishleigh Drive* sub-project (\$1.4 million) involves the acquisition of erosion hazard lands at 1 Midland Avenue and the protection of 81 and 83 Fishleigh Drive along the Scarborough Bluffs. In 2014 the acquisition of 1 Midland and the preliminary design for the shoreline stabilization below 81 and 83 Fishleigh Drive were completed.
  - The *Valley Erosion Hazards* sub-project (\$4.6 million) provides funding for several separate projects that address hazards arising from the July 8, 2013 storm event, which include:
    - General Project Planning and Site Monitoring
    - 111 Whitburn Crescent to 2 Jennifer Court Erosion Damage Restoration
    - Phase 2 Detailed Slope Stability and Erosion Risk Assessments
    - 6-22 Northover Street Slope Stabilization
    - Katrine Drive – Riverhead Drive Slope Stabilization
    - 5 Old Yonge Street Slope Stabilization
    - 114 Camborne Avenue Slope Stabilization
    - 24 Bennington Heights Slope Stabilization
    - 26 Norfield Crescent Emergency Works.

**Toronto Police Service** spent \$31.344 million or 55.4% of its 2014 Approved Capital Budget of \$56.590 million by year-end.

Of the funds spent, \$13.146 million or 41.9% was incurred for such projects as *Parking East Facility, Vehicle Replacement, Workstation, Laptop and Printer – Lifecycle Plan* and *Radar Unit Replacement* that have a combined 2014 approved cash flow of \$17.315 million. These projects were completed by year-end with the exception of the *Parking*

*East Facility* project that is expected to be completed in 2015 and under-spent by \$1.2 million due to lower than anticipated construction costs.

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

- The *State of Good Repair* capital project expenditures totalled \$2.841 million or 40.1% of the 2014 approved cash flow by year-end due to staffing shortages and the need to provide considerable support to the IRIS project. The unspent funding of \$4.238 million have been carried forward to 2015.
- The *Property and Evidence Management Facility* capital project expenditures totalled \$1.220 million or 54.1% of the 2014 approved cash flow by year-end due to lower-than-anticipated construction costs. The unspent funding of \$1.033 million will be returned to the City.
- The *Parking East Facility* capital project expenditures totalled \$4.406 million or 70% of the 2014 approved cash flow by year-end. The majority of the work is complete with the exception of some minor deficiencies. Additional exterior security cameras, changes to gates and the building automation system, and any additional fit-up work will be reviewed and performed in 2015. From the unspent funds of \$1.882 million at year-end, \$0.700 million has been carried forward into 2015 to fund this additional work and \$1.182 million will be returned to the City due to lower than anticipated construction costs.
- The *52 Division Renovations* capital project had no expenditures by year-end. Due to a staffing shortage in the Service's FCM Unit, the project start date has been delayed with the consultant selection anticipated to take place in the first quarter of 2015. The 2014 approved cash flow funding of \$2.948 million has been carried forward to 2015.
- The capital project expenditures for the *Vehicle & Equipment Lifecycle Replacement* program that includes such projects as *Small Equipment Replacement* and *Property & Evidence Scanners Lifecycle Replacement* totalled \$20.639 million or 64.8% of the 2014 approved cash flow by year-end. From the unspent funds of \$11.232 million at year-end, \$3.1 million is due to lower than expected replacement costs and savings achieved as a result of process improvements. This funding will be returned to the Reserve. The remaining under-spending of \$8.1 million is due to delays in the delivery of equipment, power supply issues at the Service's secondary data centre, changes in technology and delays in the City's Radio Infrastructure project. This funding has been carried forward to 2015 in order to complete the lifecycle projects.

***Toronto Public Health (TPH)*** capital expenditures for the period ended December 31, 2014 totalled \$3.647 million or 72.4% of its 2014 Approved Capital Budget of \$5.039 million. \$1.392 million of the unspent cash flow funding has been carried forward to 2015.

Of the funds spent, \$0.488 million was incurred for the *HF/HL Systems Integration* project that was completed in 2014, representing 100% of the 2014 approved cash flow funding. The project was completed at a cost of \$5.645 million (100% of the approved project cost of \$5.645 million) and enhances PHN's ability to provide better quality service to more clients by enabling access to comprehensive client files and TPH resources.

The under-spending in 2014 is mainly driven by delays in the following projects:

- The *Web Re-Brand TPH Implementation* project's capital expenditures totalled \$0.252 million representing 83.3% of the 2014 approved cash flow of \$0.303 million. Due to delays in converting PDF documents to ensure AODA compliance due to vendor issues, the unspent funds of \$0.051 million was carried forward to 2015 to complete the conversion.
- The *HF/HL Point of Care* project's capital expenditures totalled \$ 1.537 million representing 68.8 % of the 2014 approved cash flow of \$2.234. As a result of delays in the establishment of the corporate mobile and GIS infrastructure in 2013 and 2014, as well as initial delays in purchasing and testing mobile devices deferred the rollout of some devices and planned enhancement to the application into 2015. The unspent funds of \$0.697 million were carried forward to 2015.
- The *CDC Wireless Rollout* project expenditures totalled \$0.135 million representing 22.5% of the approved 2014 cash flow of \$0.602 million. There were delays in the hiring of the project team in 2014. As a result, the completion of the TB Directly Observed Therapy (DOT) mobile application and rollout of devices were deferred until 2015. Additional contract resources will be acquired in 2015, funded from carry forward, to accelerate completion of the mobile application. The unspent funds of \$0.466 million were carried forward into 2015.
- The *Healthy Environment Inspection System* project's capital expenditures totalled \$0.501 million representing 74.0% of the 2014 approved cash flow of \$0.677 million. Due to difficulty in finding and hiring qualified staff in 2014 and the vendor's inability to supply required tablets, unspent funding of \$0.176 million was carried forward into 2015 to complete planned 2014 deliverables.

***Toronto Public Library's (TPL)*** capital expenditures for the period ended December 31, 2014 totalled \$29.848 million or 93.6% of the 2014 Approved Capital Budget of \$31.900 million. \$2.052 million of the unspent cash flow budget has been carried forward to 2015.

Of the funds spent, \$1.988 million was incurred for projects that were completed in 2014, including the following:

- The *Brentwood Library Renovation* project's capital expenditure totalled \$0.211 million, 100% of the 2014 approved cash flow. The project was completed at a cost of \$8.123 million (100% of the approved project cost of \$8.123 million).



- The *Mount Dennis Library Renovation* project's capital expenditure totalled \$0.017 million, 100% of the 2014 approved cash flow. The project, completed at a cost of \$3.559 million (100% of the approved project cost of \$3.559 million) addressed SOGR requirements and delivered a revitalized and re-designed facility.
- The *Self-Service Circulation and Automated Sorters* project's capital expenditure totalled \$1.760 million, 100% of the 2014 approved cash flow. The project, completed at a cost of \$10.919 million (100% of the approved project cost of \$10.919 million) implemented self service check-in and check-out equipment throughout the library system, sorting equipment at the busiest locations, as well as the central sorting system at the Library processing and distribution centre.

Most of TPL's capital projects are progressing according to plan and many are multi-year projects. The under-expenditures / over-expenditure are mainly due to the following:

- The *Toronto Reference Library* project's capital expenditures totalled \$3.299 million representing 82.9% of the 2014 approved cash flow of \$3.978 million. Construction has been completed, outstanding work such as signage and gateway experience on the second floor remains to be addressed. Unspent funds \$0.679 million have been carried forward to 2015.
- The *Fort York Library Construction* project's capital expenditures totalled \$2.053 million representing 76.6% of the 2014 approved cash flow of \$2.679 million. The branch has been opened since May 2014, but outstanding work related to acoustic, service desk and exterior signage remain to be addressed. Unspent funds of \$0.626 million have been carried forward to 2015.
- The *Scarborough Civic Centre Library Construction* project's capital expenditure totalled \$4.928 million representing 99.9% of the 2014 approved cash flow of \$4.936 million. Construction is proceeding and the branch is expected to open in the spring of 2015. Unspent funds of \$0.007 million have been carried forward to 2015.
- The *Albion Library Renovation* project's capital expenditure totalled \$0.508 million or 108.1% of the 2014 approved cash flow of \$0.470 million. Cash-flow spending is ahead of schedule due to the unexpected approval of the building permit prior to site plan approval. The 2015 cash flow funding for this project will be adjusted with no change to the total project cost.
- The *Wychwood Library Renovation* project's capital expenditures totalled \$0.015 million or 10.1% of the 2014 approved cash flow of \$0.150 million. An architect has been hired and a structural review and soil testing are underway. Unspent funds of \$0.135 million have been carried forward to 2015.
- The *Bayview Library Relocation* project's capital expenditures totalled \$0.135 million or 45.1% of the 2014 approved cash flow of \$0.300 million. Delays in finalizing an

agreement with Parks, Forestry and Recreation resulted in \$0.165 million of unspent funds carried forward to 2015.

- The *Technology Asset Management Program's* capital expenditures totalled \$3.868 million or 94.1% of the 2014 approved cash flow of \$4.110 million. PC, network and server replacements were completed as planned. The under-expenditure is due to delays in systems installation. Unspent funds of \$0.242 million will be carried forward to 2015.
- The *Multi Branch State of Good Repair Program's* capital expenditures totalled \$5.627 million or 99.98% of the 2014 approved cash flow of \$5.628 million. This state of good repair renovation project is an effective way of keeping some branches functional until a major renovation can be funded. The 2014 renovation program is on schedule. The unspent balance of \$0.001 million will be carried forward to 2015.
- The *Virtual Branch Services* project's capital expenditure totalled \$1.134 million or 100% of the 2014 approved cash flow of \$1.134 million. The project is proceeding ahead of schedule due to re-prioritizing initiatives to coordinate work on developing a responsive website design, redesign of the home page, improvements on Account Management and the Ready for Reading interim website.
- The *Library Processing Centre Relocation* project's capital expenditures totalled \$6.092 million representing 98.9% of the 2014 approved cash flow of \$6.157 million. Construction has been completed, but outstanding issues related to program requirements remain to be addressed. Unspent funds of \$0.065 million have been carried forward to 2015.

***Toronto Transit Commission's (TTC) (including Toronto-York Spadina Subway Extension (TYSSE) and Scarborough Subway Extension)*** capital expenditures for the period ended December 31, 2014 totalled \$1.135 billion or 57.5% of its 2014 Approved Capital Budget of \$1.974 billion. \$839.1 million of the unspent cash flow funding has been carried forward to 2015.

Projects that were completed in 2014 include the *Birchmount Garage Renovation* project and the *Commuter Parking Expansion* project. These projects, totalling \$52.740 million in project costs, had actual life to date expenditures of \$52.276 million or 99%. The 2014 cash flow for these projects totalled \$0.023 million and which was fully spent in 2014.

In addition, the TTC spent \$757.151 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 *Leslie Barns LRT Maintenance and Storage Facility* project (\$147.069 million) for the construction of a maintenance facility and storage yard. The project was initially expected to be completed in June 2014; however construction delays have resulted in the expected completion to be in 2015. A 2014 in-year adjustment to this project to reallocate cash flow findings between projects will be considered by the Budget Committee at its meeting scheduled for May 7, 2015 in a report submitted by the TTC. TTC will have staged occupancy of the facility in June 2015 and completion of the work is expected by the end of 2015.

- The *Toronto Rocket Yard and Storage Track Accommodation* project (\$35.977 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 2014, construction work proceeded at Wilson yard, track additions commenced for the storage tracks, and the tandem wheel lathe work in the car house was completed.
- The *Easier Access* project (\$22.953 million) to make progress on constructing and enhancing accessibility features to make the TTC fully accessible by 2025. A 2014 in-year adjustment to this project to reallocate cash flows between projects will be considered by the Budget Committee at its meeting scheduled for May 7, 2015 in a report submitted by the TTC. In 2014, 32 of 69 stations were fully accessible. Elevators at Dufferin Station opened for service in November 2014, and work to make the Woodbine, St. Clair West, Ossington and Coxwell Stations accessible is on-going.

The under-spending in 2014 is mainly driven by delays in the following projects:

- The *Purchase of Streetcars* project's capital expenditure totalled \$27.474 million or 14% of the 2014 approved cash flow of \$197.414 million. The under spending is the result of a delay in the vehicle delivery schedule due vehicle design changes and a labour dispute at the manufacturing facility. A revised delivery schedule has been received by the TTC from the manufacturer with a commitment to complete the 204 LRV order by 2019. A 2014 in-year adjustment to this project to reallocate cash flows between projects will be considered by the Budget Committee at its meeting scheduled for May 7, 2015 in a report submitted by the TTC.
- The *Automatic Train Control (ATC) Resignalling* project's capital expenditure for the Yonge-University-Spadina line totalled \$43.837 million or 43% of the 2014 approved cash flow of \$101.594 million. The under spending is mainly due to slippage of work on various contracts, as well as the hiring of new TTC installation crews. As a result, the unspent cash flow funding has been carried forward to 2015 to continue the project and a portion will be deferred to future years to offset future cash flow pressures. A 2014 in-year adjustment to this project to reallocate cash flows between projects will be considered by the Budget Committee at its meeting scheduled for May 7, 2015 in a report submitted by the TTC.
- The *Toronto-York Spadina Subway Extension* project's capital expenditure totalled \$280.408 million representing 41% of the 2014 approved cash flow of \$677.543 million. The under spending was due to severe scheduling and budget challenges. On March 31, April 1 and 2, 2015 City Council increased the approved 2015 Capital Budget and 2016-2024 Capital Plan for the TYSSE project by \$150 million to address the budget challenges. City Council also approved the extension of the project's planned completion date by one year, to December 2017 and approved the appointment of a third party project-management firm to manage the remainder of the project.

- The *Scarborough Subway Extension* project's capital expenditure totalled \$1.202 million representing 8.3% of the 2014 approved cash flow of \$14.5 million. The under spending is due to a delay in the hiring and launching of the Environmental Assessment (EA) process.

**Toronto Zoo** capital expenditures for the period ended December 31, 2014 totalled \$3.708 million or 42.6% of its 2014 Approved Capital Budget of \$8.700 million. \$4.991 million of the unspent cash flow funding has been carried forward into 2015.

Of the funds spent, \$2.166 million was incurred for the following projects that were completed in 2014:

- Completed the construction of the *North Zoo Site – Eurasia Wilds* (\$0.821 million);
- Completed the *Grounds and Visitors Improvements* project to implement recommendations to meet AODA requirements as well as signage and visitor circulation improvements (\$0.725 million);
- Completed the *Giraffe House Transition*, retrofitting the holding and paddocks used previously by elephants for use by giraffes. Holding area was also modified to facilitate indoor / winter viewing of the giraffes (\$1.045 million).

The under-spending in 2014 is mainly driven by the delays in the following projects:

- The *Wildlife Health Centre* project's capital expenditures totalled \$0.297 million representing 7.2% of the 2014 approved cash flow of \$4.150 million by year-end. Modifications have been made to the plan to ensure compliance with the Revised Toronto Green Standard. The tender for the construction of the Wildlife Health Centre was awarded in November 2014 with construction starting in January 2015. The project is expected to be completed by December 2017. The unspent funding of \$3.853 million has been carried forward into 2015.
- The *Exhibit Refurbishment* capital project did not incur any capital expenditures against the 2014 approved cash flow of \$0.300 million by year-end. The *Exhibit Refurbishment* project will be completed in conjunction with the *Wildlife Health Centre* and did not proceed due to delays in the start of construction of the *Wildlife Health Centre*. The funding has been carried forward into 2015 to complete the project.
- The *African Hoofstock House (Old Giraffe House Site)* capital project's expenditures totalled \$0.013 million or 2.5% of the 2014 approved cash flow of \$0.500 million by year-end. The project was delayed until the transition of giraffes to their new holding and exhibit area was completed in 2014. The design of this exhibit for Watusi is completed and construction is scheduled to begin in Q2 2015. The unspent funding has been carried forward into 2015.

*Sony Centre for the Performing Arts'* capital expenditures for the year ended December 31, 2014 totaled \$0.066 million representing 2.7% of its 2014 Approved Capital Budget of \$2.469 million. \$2.403 million of the unspent cash flow funding has been carried forward into 2015.

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

- The *Sony Centre Public Plaza* project's capital expenditures totalled \$0 of the 2014 approved cash flow of \$1.000 million, with no spending incurred in 2014. Construction of the Public Plaza located on the north-west side of the centre is not expected to proceed until late 2015 as it is contingent on the completion of the condominium development.
- The *Heritage Easement Agreement* project's capital expenditures totalled \$0.043 million of the 2014 approved cash flow of \$1.205 million. \$1.162 million of under-spending is due to delays in the completion of the condominium development and the removal of the temporary dressing room trailers located on the east side of the Centre. The planning work on the north side driveway and the sidewalk pavers was begun in 2014 and this work is now on track to be completed prior to summer of 2015 and the Pan Am Games. There was no spending on the restoration of the Centre's east side, as the planning for this work was not started in 2014, due to issues around the removal of the trailers.
- The *Upgrades to the Permanent Assets* project's spending was delayed due to ongoing condominium construction and a change in staff responsible for the project, resulting in only \$0.023 million being spent, of the 2014 approved cash flow of \$0.264 million. This project includes canopy and stage upgrades, as well as electrical and wiring work.

### **Rate Supported Programs**

For the year-ended December 31, 2014, Rate Supported Programs' capital expenditures totalled \$632.421 million or 79.9% of their collective 2014 Approved Capital Budget of \$791.946 million.

<b>Rate Supported Programs</b>		
<b>Year-End 2014 Capital Variance</b>		
(\$ Million)		
<b>Actual to December 31, 2014</b>		
	Over/(Under)	% of Budget
Toronto Parking Authority	(64.6)	9.0
Solid Waste Management Services	(65.8)	36.7
Toronto Water	(29.1)	95.3
<b>Sub-Total</b>	<b>(159.5)</b>	<b>79.9</b>

***Solid Waste Management Services (SWMS)*** capital expenditures for the period ended December 31, 2014 totalled \$38.171 million or 36.7% of the 2014 Approved Capital Budget of \$103.942 million. \$61.265 million of the unspent cash flow funding has been carried forward to 2015. \$4.506 million of the unspent cash flow funding was not carried forward. This \$4.5 million is comprised of \$1.7 million for Diversion Systems projects including various bin projects; \$1.5 million for Green Lane for overestimated contract contingencies as well as revised contract prices and \$1.3 million for collection yard, transfer station asset management and perpetual care projects that have been re-evaluated and re-planned for 2015.

Of the funds spent by year-end, \$10.390 million was spent to complete planned phase of the following multi-year projects in 2014:

- The *Collection Yard Asset Management* project's expenditures totalled \$0.437 million or 63% of the 2014 approved cash flow of \$0.693 million for various renovation and state of good repair projects at Ellesmere, Richmond, Yonge, Ingram, and Bermondsey Collection Yards. \$0.196 million has been carried forward to 2015 for on-going asset management.
- The *Green Lane Landfill Development* project expenditures totalled \$9.475 million or 90% of the 2014 approved cash flow of \$10.568 million. Capital activities include leachate & gas control, construction of cells 11 & 13, engineering & monitoring, ancillary facilities and some buffer land acquisition and appraisals.

Of the funds spent by year-end, \$2.398 million was spent mainly on the following projects that are on track for planned completion in 2015 or future years as noted:

- The *Work Management System* - project expenditures totalled \$0.174 million or 23% of the 2014 approved cash flow of \$0.758 million. The project is currently

undergoing evaluation of solution demonstrations and has funding committed with expected completion in 2016. Unspent funding of \$0.584 million has been carried forward to 2015.

- The multi-year Diversion Systems project for the *Replacement Waste Bins-Single Family* had spending of \$2.109 million or 84% of the 2014 approved cash flow of \$2.515 million. Completion of current commitments is expected by 2017. Phase 2 of this project is planned for the period 2017 to 2024. Unspent funding of \$0.406 million has been carried forward to 2015.

Of the funds spent by year-end, \$25.404 million was spent on projects that are experiencing delays including:

- The *Diversion Systems* project for *Replacement of Single Unit Home SSO Containers* project was under-spent by \$19.762 million with no spending in 2014. Initial bids were unsuccessful for this project delaying expenditures. A reissued RFP for the project has closed with delivery projected to start in late 2015. The project's required cash flow funding estimates have been revised and included in the 2015-2024 Approved Capital Plan.
- The *Transfer Station Asset Management* project will be under-spent by \$6.734 million. The project incurred capital expenditures of \$7.139 million representing 51.5% of its 2014 approved cash flow of \$13.873 million. Spending is underway for various state of good repair projects however, some under-spending has been caused by delays in the purchase of equipment, cold weather and work plan reviews. Unspent funding has been carried forward to 2015.
- The *Dufferin SSO Processing Facility* project was under-spent by \$6.172 million. The project's capital expenditures were \$0.397 million or 6% of the 2014 approved cash flow of \$6.568 million. An RFP award to hire a contractor to design-build and operate the expanded facility is planned for Q3 in 2015. The delay in the project was due to a legal dispute involving a sublicense of patented technology with the technology provider/ former operator which was been resolved. As a result, facility expansion and substantial project completion will be delayed to 2017. Unspent funding of \$6.172 million has been carried forward to 2015.
- The *Disco SSO Processing Facility* was under-spent by \$5.455 million. The project's expenditures totalled \$6.394 million or 54% of the 2014 approved cash flow of \$11.848 million. Commissioning of 75,000 tonnes/year processing capacity almost complete. On-going resolution of specific system deficiencies means total project completion is expected in mid 2015. Unspent funding of \$5.455 million has been carried forward to 2015.
- The *Construction of Biogas Utilization Infrastructure* project at Disco and Dufferin SSO Facilities was under-spent by \$4.799 million in 2014. The project's capital expenditures were \$0.236 million or 4.7% of the 2014 approved cash flow of \$5.035 million. A Renewable Energy Approval (REA) Application for Disco underway. Actual facility construction at Disco will commence in 2015 with completion in 2017. Construction at Dufferin will coincide with the Dufferin Expansion in 2017. Unspent funding of \$4.799 million has been carried forward to 2015.

- The *Perpetual Care Of Landfills* project was under-spent by \$4.738 million. The project incurred capital expenditures of \$5.262 million representing 52.6% of its 2014 approved cash flow of \$10 million. Remedial work at the 4 priority landfills concerning landfill gas migration will be initiated once the RFP for landfill gas migration is finalized in Q1 of 2015. Unspent funding of \$3.384 million has been carried forward to 2015.
- The *Dufferin Single Stream Recycling Facility* project was under-spent by \$4.124 million. The project's expenditures total \$0.434 million or 9.5% of the 2014 approved cash flow of \$4.558 million. It has been determined that the Dufferin operating contract will not be renewed with a study underway to determine alternate uses for the facility. Unspent funding of \$0.936 million has been carried forward to 2015.
- The *Green Lane Landfill Development* project was under-spent by \$3.395 million. Expenditures total \$2.608 million or 43% of the 2014 approved cash flow of \$6.003 million. Capital activities for gas control including flare project were delayed mainly due to design approval process. Unspent funding of \$3 million has been carried forward to 2015.

**Toronto Parking Authority (TPA)** capital expenditures for the period ended December 31, 2014 totalled \$6.424 million or 9% of the 2014 Approved Capital Budget of \$71.009 million. \$30.006 million of unspent cash flow funding has been carried forward to 2015.

Of the funds spent in 2014, \$2.586 million was incurred for projects that were completed in 2014, including the following:

- State of Good Repair projects:
  - Repaving and lighting upgrades at Carpark 13 (20 Delisle Avenue), Carpark 52 (40 York Street), and Carpark 663 (1 Short Street) for a total of \$0.884 million.
  - Structural maintenance and greening projects at various carparks for a total of \$0.437 million.
  - Fire alarm upgrades and Carpark 52 (York Street) at \$0.293 million
  - Waterproofing, concrete repairs and painting at various carparks for \$0.561 million
- Credit card reader electronic parking equipment upgrades for \$0.412 million

In addition, the Program spent \$3.838 million on projects that commenced in 2014 or were already under way and will be completed in future years including:

- Continued structural maintenance and technical upgrades at various carparks for \$0.966 million.
- Continued or commenced development or redevelopment of:
  - Carpark 673 (2204 & 2212 Eglinton West) for \$1.166 million
  - Carpark at 186 Caribou for \$1.465 million



- Roncesvalles South (1624 Queen Street West) Carpark for \$0.140 million.
- A number of other car parks such as car parks at Queen/Ossington, St. Clair at Oakwood, 2300 Lakeshore and Weston Cultural Hub Carpark for a total of \$0.101 million.

The under-spending in 2014 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:

- Joint Venture Redevelopment of Dundas/Dovercourt Carpark retail building- \$2.891 million deferred to 2016.
- Redevelopment of Carpark 17 (716 Pape Avenue) - \$2.1 million deferred to 2016.
- Kingston Road Carpark (West of Victoria) - \$0.7 million deferred to 2017.
- Expansion of Carpark 78 (242 Danforth) - \$2.8 million postponed to 2021.
- Development of Leslivile Carpark (Queen East at Carlaw) - \$2.9 million postponed in 2023.
- King/Spadina Reinvestment Area Carpark - \$12.5 million deferred to 2024.

The above changes, resulting in a deferral of approximately \$34.6 million or 49% in capital spending have been reflected in the 2015-2024 Approved Capital Budget and Plan for the Toronto Parking Authority. In addition, projects totalling \$5.087 million were cancelled including the Addition of 25 spaces at Dundas Street Carpark project (\$2.480 million).

Under-spent funds of \$30.006 million or 42% of the 2014 Approved Capital Budget will be carried forward to complete remaining projects, most notably:

- Weston Cultural Hub - \$0.800 million.
- Addition of 2 levels at Carpark 1 (20 Charles Street) - \$10.400 million.
- Queen/Ossington Carpark - \$4.205 million.
- Redevelopment of Carpark 411 (Roe Avenue) - \$2.5 million.
- Oakwood/Eglinton Carpark - \$0.750 million.
- Carpark at 2300 Lakeshore - \$0.698 million.
- Pay and Display equipment upgrades - \$0.850 million.
- Structural maintenance and technical upgrades at various car parks - \$5.306 million

**Toronto Water's** capital expenditures for the period ended December 31, 2014 totalled \$587.826 million or 95% of the 2014 Approved Capital Budget of \$616.962 million. This level of spending is slightly ahead of project schedules for the construction of water infrastructure and it exceeds the Rate Model completion rate target for 2014 of 85% for projects funded from the Toronto Water Capital Financing Reserve. \$27.379 million of unspent cash flow funding has been carried forward to 2015.

Toronto Water incurred a majority of the 2014 spending for the following large multi-year projects:

- *Automated Meter Replacement (AMR) Program* (\$52.347 million or 100% of the 2014 Approved Capital Budget).
- *Basement Flooding Relief Projects* (\$62.670 million or 99% of the 2014 Approved Capital Budget of \$63.314 million)
- *Rehabilitation and Replacement of Linear Infrastructure for Water and Sewers projects* (\$248.313 million or 98% of the 2014 Approved Capital Budget of \$253.357 million).
- *Transmission & Storage Facilities* including the Gerard Street transmission watermain and implementation of corrosion control projects at the water treatment plants (\$43.860 million or 90% of the 2014 Approved Capital Budget of \$48.819 million).
- *Improvements at Ashbridges Bay Treatment Plant* which include the upgrade of primary treatment process and standby power generation (\$66.209 million or 93% of the 2014 Approved Capital Budget of \$70.832 million).
- *Improvements at Highland Creek Treatment Plant* which includes the bio-solids treatment upgrades and Waste Activated Sludge and Dewatering process upgrades (\$31.157 million or 97% of the 2014 Approved Capital Budget of \$32.125 million).

Toronto Water's expenditures were *below the targeted 85% spend rate* for several planned projects mainly due to delays in the tendering of the contracts in part due to delays in permit approvals, and also in some instances due to complexity of the engineering and design of the linear infrastructure as well as the prevailing ground/site conditions. These projects include:

- *Business & Process Control System Improvements* (\$4.492 million or 66% of the 2014 Approved Capital Budget of \$6.775 million).
- *Trunk Sewer projects* (\$4.187 million or 80% of the 2014 Approved Capital Budget of \$5.204 million).
- *Facility improvements to Island Treatment Plant and FJ Horgan Treatment Plant* (\$4.832 million or 70% of the 2014 Approved Capital Budget of \$6.915 million).
- *Wet Weather Flow projects* (\$26.866 million or 84% of the 2014 Approved Capital Budget of \$32.150 million).
- *Yard and Facility improvements* (\$1.647 million or 80% of the 2014 Approved Capital Budget of \$2.107 million).

Toronto Water will carry forward \$27.379 million in unspent funding in order to complete projects that were below the anticipated 85% target.

In response to higher demand for servicing and to accommodate accelerated construction schedules in 2014, Toronto Water realigned project costs and cash flow funding with actual spending on a number of projects. These factors impacted positively Toronto Water's spending, resulting in a rate of 95%.