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**2015 Capital Spending by Program
Cluster A**

Program		2015 Approved Cash Flow	2015 Expenditure		Trending	Alert (Benchmark 70% spending rate)
			Year-End Spending	% at Year End		
CS	4 Months	5.86	0.22	74.5%		Ⓞ
	Q2	5.86	0.51	62.4%	↓	Ⓢ
	Q3	5.86	0.83	55.3%	↓	Ⓢ
	Q4	5.86	3.02	51.5%	↓	Ⓢ
Court Services	4 Months	0.07	0.00	90.0%		Ⓞ
	Q2	0.07	0.01	22.7%	↓	Ⓢ
	Q3	0.07	0.01	22.7%	▬	Ⓢ
	Q4	0.07	0.02	22.7%	▬	Ⓢ
EDC	4 Months	45.85	1.99	69.9%		Ⓢ
	Q2	46.00	8.49	68.2%	↓	Ⓢ
	Q3	46.00	17.18	67.7%	↓	Ⓢ
	Q4	42.09	27.29	64.9%	↓	Ⓢ
LTCHS	4 Months	41.00	6.89	85.6%		Ⓞ
	Q2	41.00	13.71	92.0%	↑	Ⓞ
	Q3	41.00	24.23	90.9%	↓	Ⓞ
	Q4	41.00	30.90	75.4%	↓	Ⓞ
PF&R	4 Months	230.52	11.61	62.1%		Ⓢ
	Q2	234.32	35.31	63.5%	↑	Ⓢ
	Q3	235.66	62.68	58.1%	↓	Ⓢ
	Q4	240.34	120.17	50.0%	↓	Ⓢ
SS&HA	4 Months	7.72	0.40	66.9%		Ⓢ
	Q2	7.72	1.45	68.2%	↑	Ⓢ
	Q3	7.72	2.54	87.5%	↑	Ⓞ
	Q4	18.92	5.86	31.0%	↓	Ⓢ
TPS	4 Months	8.87	0.33	76.3%		Ⓞ
	Q2	8.87	0.49	85.0%	↑	Ⓞ
	Q3	8.87	0.76	78.9%	↓	Ⓞ
	Q4	8.87	5.55	62.6%	↓	Ⓢ
Total		357.16	192.81	54.0%		

>70%
50% and 70%
<50%
= 100%

At 2015 year-end, capital expenditures for this Cluster totalled \$192.81 million (54%) of their collective 2015 Approved Capital Budget of \$357.16 million.

Spending rate at year-end for the majority of the Programs in this Cluster is between 50% and 70% of their respective 2015 Approved Capital Budgets. Low spending rate for Shelter Support & Housing Administration (31%) is attributed to the delays in property acquisition while Court Services low spending rate is result of the change of project scope. Long Term Care Home Services spending rate of 75% is mostly result of progress on *Kipling Acres 145 Bed* project that will be completed in July 2016.

Children's Services

Chart 1
2015 Approved Budget by Category (\$5.86)

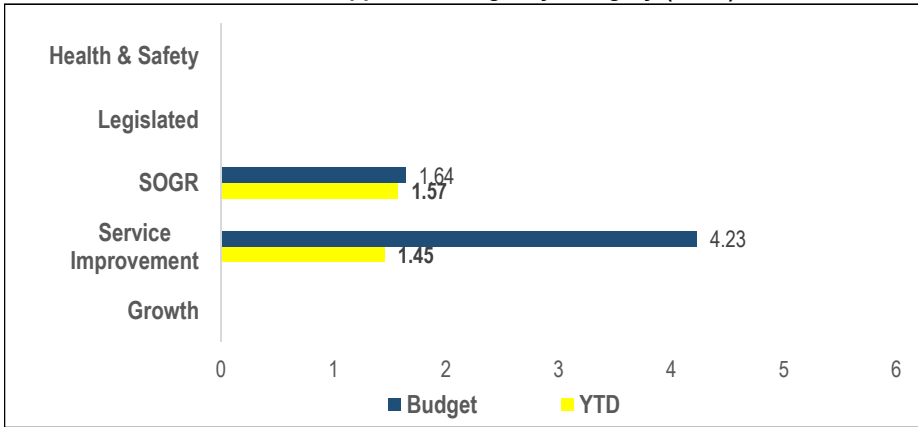


Table 1
2015 Active Projects by Category

Health & Safety	
Legislated	
SOGR	1
Service Improvement	6
Growth	
Total # of Projects	7

Chart 2
Project Status (7)

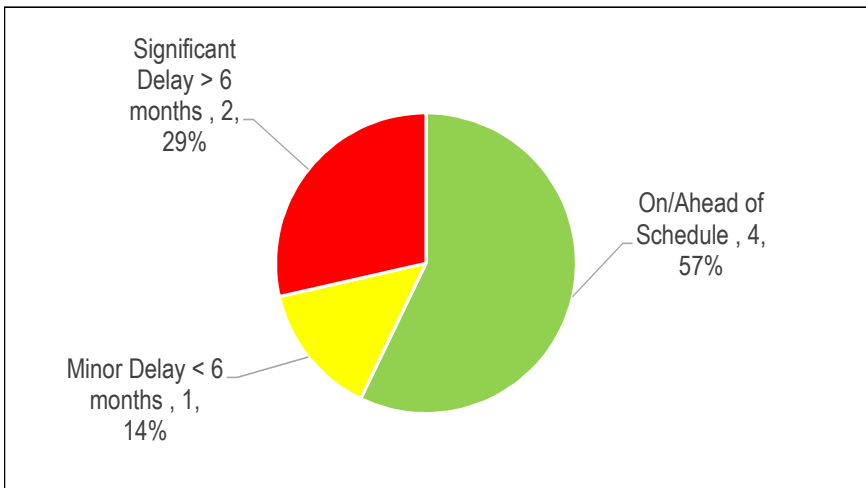


Table 2

Reason for Delay	# of Projects	
	Significant Delay	Minor Delay
Insufficient Staff Resources	1	
Procurement Issues		
RFQ/RFP Delayed		1
Contractor Issues		
Site Conditions	1	
Co-ordination with Other Projects		
Community Consultation		
Other*		
Total # of Projects	2	1

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
2.14	0.50	3.20	0.02	

Key Discussion Points:

- The St John the Evangelist Catholic School project is delayed as the site plan approval has not been completed due to the need to relocate the building site. Agreement between TCDSB and the City has not been signed yet.
- *Service Efficiency Implementation* project is delayed due to difficulties in hiring qualified staff
- *Avondale Public School* project design is 85% complete, with project tender scheduled for April, 2016

Children's Services

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
State of Good Repair								
TELCCS SOGR 2015	1.637	1.570	95.9%	Ⓞ	Ⓞ		1.637	1.569
Sub-Total	1.637	1.570	95.9%	-	-		1.637	1.569
Service Improvements								
CSIS 3	0.450	0.441	98.0%	Ⓞ	Ⓞ		4.343	4.334
St John the Evangelist Catholic School	1.610			Ⓡ	Ⓡ	#1	3.900	0.000
Service Efficiency Implementation	1.592	0.689	43.3%	Ⓡ	Ⓡ	#2	3.175	0.771
Block 31 Child Care Centre	0.051	0.038	74.5%	Ⓞ	Ⓞ		3.628	0.038
Avondale Public School	0.500	0.279	55.8%	Ⓨ	Ⓨ	#3	3.900	0.279
Squirrel's Nest Day Care	0.022	0.004	18.2%	Ⓞ	Ⓞ		0.375	0.356
Sub-Total	4.225	1.451	34.3%	-	-		19.321	5.778
Total	5.862	3.021	51.5%				20.958	7.347

On Time	On Budget
On/Ahead of Schedule	Ⓞ >70% of Approved Cash Flow
Minor Delay < 6 months	Ⓨ Between 50% and 70%
Significant Delay > 6 months	Ⓡ < 50% or >100% of Approved Cash Flow

Note # 1:

Site Plan approval delayed, as new building site was required; agreement with Toronto District Catholic School Board to be signed in 2016

Note # 2:

Project delayed primarily due to difficulties in hiring technically qualified staff, with project completion date revised to June, 2018

Note # 3:

Design 85% completed, with project tender scheduled for Q2, 2016.

Court Services

Chart 1
2015 Approved Budget by Category (\$0.08)

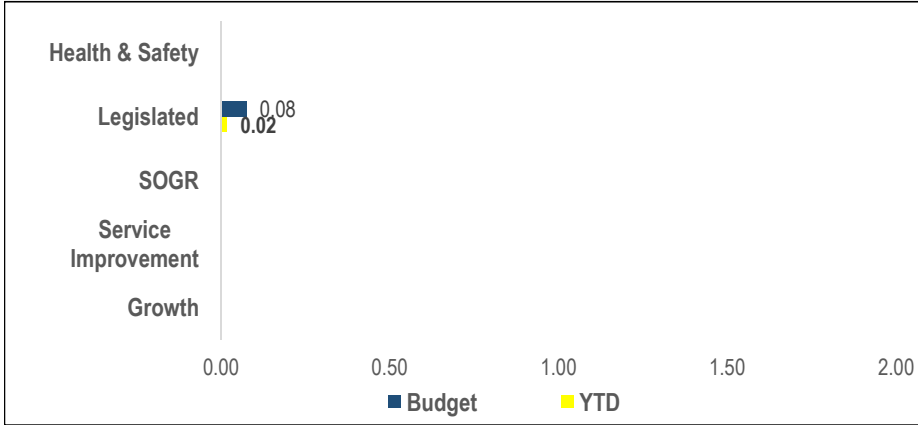


Table 1
2015 Active Projects by Category

Health & Safety	
Legislated	1
SOGR	
Service Improvement	
Growth	
Total # of Projects	1

Chart 2
Project Status (1)

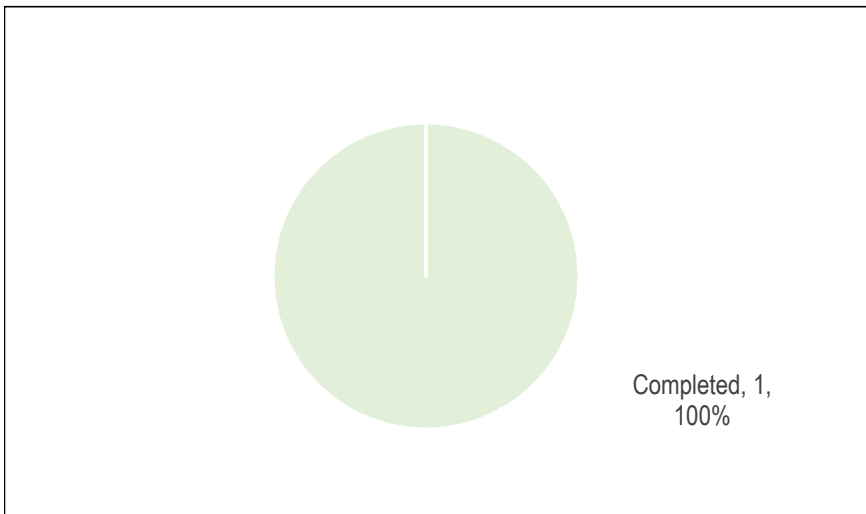


Table 2

Reason for Delay	# of Projects	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*		
Total # of Projects		

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0.08				

Key Discussion Points:

- The POA Application Sustainment & Hardware Upgrades (Web Look UP) project has been completed. Any unspent funds from completed capital projects will be returned to the Provincial Offences Courts Stabilization Reserve.

Court Services

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Legislated POA Application Sustainment & Hardware Upgrades (Web Look Up)	0.075	0.017	22.7%	Ⓞ	Ⓞ	# 1	0.822	0.326
Sub-Total	0.075	0.017	22.7%	-	-		0.822	0.326
Total	0.075	0.017	22.7%				0.822	0.326

On Time	On Budget
On/Ahead of Schedule	Ⓞ >70% of Approved Cash Flow
Minor Delay < 6 months	Ⓜ Between 50% and 70%
Significant Delay > 6 months	Ⓡ < 50% or >100% of Approved Cash Flow

Note # 1:

The POA Application Sustainment & Hardware Upgrades (Web Look UP) project has been completed under budget. Additional Web-based lookup enhancements that are mostly cosmetic in nature will not be made. Any unspent funds from completed capital projects will be returned to the Provincial Offences Courts Stabilization Reserve.

Economic, Development and Culture

Chart 1
2015 Approved Budget by Category (\$42.09)

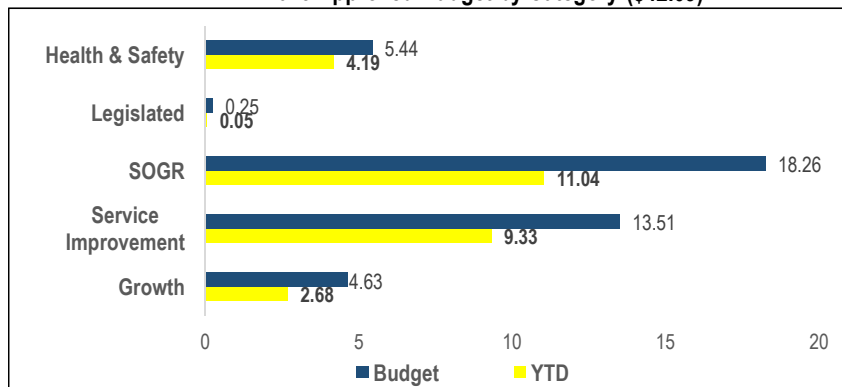


Table 1
2015 Active Projects by Category

Health & Safety	1
Legislated	3
SOGR	130
Service Improvement	28
Growth	14
Total # of Projects	176

Chart 2
Project Status (176)

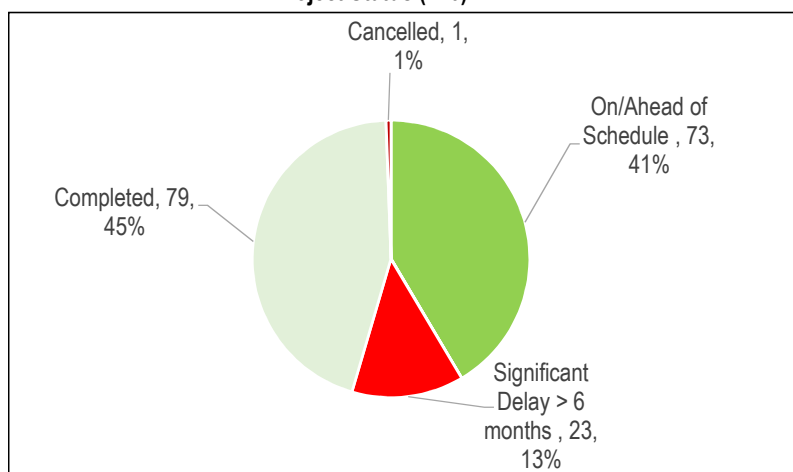


Table 2

Reason for Delay	# of Projects	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	2	
RFQ/RFP Delayed	10	
Contractor Issues	4	
Site Conditions	3	
Co-ordination with Other Projects	1	
Community Consultation	1	
Other*	2	
Total # of Projects	23	

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
10.44		8.42	8.44	

Reasons for "Other*" Projects Delay:

- A decision is pending on the site re-development.

Key Discussion Points:

- The Guild Revitalization project is a complex undertaking that must be fully integrated with the development of the Guild Inn site. This project has been delayed as a result of the extended focus on the development application and approval. Completion of this project is expected in 2016.
- The Fort York landscape improvements project was originally delayed when the schedule for the removal of the Garrison Road bridge changed as part of the Gardiner deck rehabilitation project. Construction was scheduled to begin in the late fall. However there was a constructor conflict issue which created a further administrative delay. Construction is now scheduled to begin mid-2016.
- John St. Roundhouse Museum project is delayed since the Copeland Transformer Station is under construction by Toronto Hydro. The original completion date of December 2014 has been postponed to March 2016.
- Toronto Centre for the Arts Main Stage Reconfiguration Project is was delayed due to Anomalies in the design build section of the theatre, resulting in re-sequencing the project. Phase 1 of the project, the Stage Tower Theatre, was completed in April 2015 and has been hosting programming since that time. The completion of Phase 2, originally scheduled for September 2015, has been delayed to July 2016.

**Economic,
Development and
Culture**

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Health & Safety								
Restoration/Preservation of Heritage Elements	5.442	4.190	77.0%	Ⓞ	Ⓞ		6.115	4.863
Sub-Total	5.442	4.190	77.0%	-	-		6.115	4.863
Legislated								
Major Maintenance	0.246	0.052	21.1%	Ⓞ	Ⓞ		0.251	0.057
Sub-Total	0.246	0.052	21.1%	-	-		0.251	0.057
State of Good Repair								
Restoration and Preservation of Heritage	3.464	2.020	58.3%	Ⓨ	Ⓞ	# 1	6.951	4.790
Refurbishment and Rehabilitation	0.368	0.268	72.8%	Ⓞ	Ⓞ		1.320	1.051
Collections Care	0.200	0.097	48.6%	Ⓡ	Ⓞ	# 1	0.200	0.097
Major Maintenance	2.393	0.951	39.7%	Ⓡ	Ⓞ	# 2	10.904	4.536
BIA Streetscape Improvement Program	11.837	7.707	65.1%	Ⓨ	Ⓞ	# 3	14.715	10.369
Sub-Total	18.262	11.042	60.5%	-	-		34.090	20.843
Service Improvements								
Cultural Infrastructure Development	1.349	0.895	66.4%	Ⓨ	Ⓞ	# 1	2.230	1.614
Service Enhancement	10.308	7.376	71.6%	Ⓞ	Ⓞ		33.659	30.324
Restoration/Preservation of Heritage Elements	0.050	0.023	46.2%	Ⓡ	Ⓞ	# 1	0.050	0.023
Refurbishment and Rehabilitation	0.142	0.045	31.9%	Ⓡ	Ⓞ	# 1	0.150	0.053
IT Projects	0.911	0.470	51.5%	Ⓨ	Ⓞ	# 1	1.000	0.558
Mural Program	0.057	0.053	92.4%	Ⓞ	Ⓞ	# 1	0.100	0.096
Commercial Façade Improvement Program	0.694	0.465	67.0%	Ⓨ	Ⓡ	#4	1.613	1.029
Sub-Total	13.511	9.327	69.0%	-	-		38.802	33.697
Growth Related								
Cultural Infrastructure Development	4.628	2.683	58.0%	Ⓨ	Ⓞ	# 1	5.918	3.724
Sub-Total	4.628	2.683	58.0%	-	-		5.918	3.724
Total	42.088	27.295	64.85%				85.176	63.184

On Time	On Budget
On/Ahead of Schedule	>70% of Approved Cash Flow
Minor Delay < 6 months	Between 50% and 70%
Significant Delay > 6 months	

Note # 1:

Projects are progressing on track. Costs are lower than planned.

Note # 2:

St. Lawrence roof replacement pending decision on potential site redevelopment.

Note # 3:

Some projects have been delayed by issues encountered in the design development phase and procurement issues. Major projects include Kew Gardens and the tree grates in the Toronto Entertainment district.

Note # 4:

Contractor issues resulted in the cancellation of projects or deferral to 2016

Long-Term Care Homes and Services (LTCHS)

Chart 1
2015 Approved Budget by Category (\$41.00)

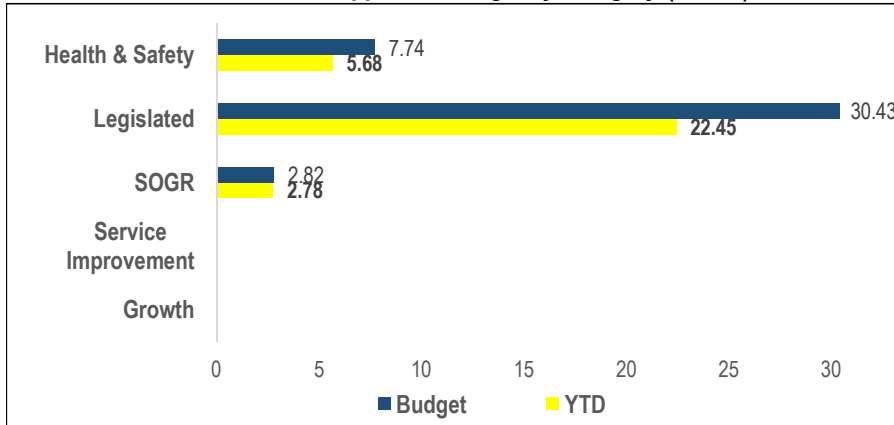


Table 1
2015 Active Projects by Category

Health & Safety	4
Legislated	3
SOGR	2
Service Improvement	0
Growth	0
Total # of Projects	9

Chart 2
Project Status (9)

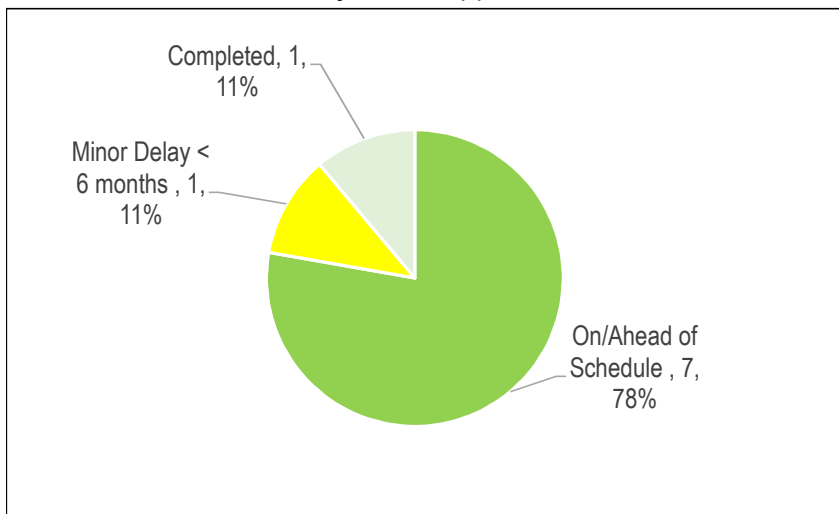


Table 2

Reason for Delay	# of Projects	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		1
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*		
Total # of Projects		1

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
10.85	30.15			

Reasons for "Other*" Projects Delay:

Key Discussion Points:

- Kipling Acres minor delay is due to contractor issues. The project is now expected to be completed on budget in July (previously in May 2016)

**Long-Term Care
Homes and Services
(LTCHS)**

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
LTC Specialty System H&S Upgrades	3.238	2.725	84.2%	G	G	#1	12.647	11.826
LTC Electrical - H&S Life Safety Systems	1.316	1.655	125.8%	G	G		9.224	8.410
LTC Mechanical -H&S HVAC Repairs/Upgrades	1.835	0.647	35.3%	G	G	#2	9.523	8.253
LTC Specialty Systems H&S Elevator Upgrades	1.356	0.649	47.8%	G	G	#3	7.163	6.230
Sub-Total	7.745	5.676	73.3%	-	-		38.557	34.719
Legislated								
Kipling Acres Redevelopment		1.263		G	G	#4	47.500	32.611
Kipling Acres 145 bed construction	30.148	20.993	69.6%	G	Y			
2015-2019 George Street Revitalization	0.286	0.194	67.7%	Y	G	#5	0.900	0.358
Sub-Total	30.434	22.450	73.8%	-	-		48.400	32.969
State of Good Repair								
2015 SOGR Building Upgrades	2.545	2.500	98.2%	G	G		3.545	3.167
2014 SOGR - Plumbing Infrastructure	0.277	0.276	99.7%	G	G		0.500	0.499
Sub-Total	2.822	2.776	98.4%				4.045	3.666
Total	41.001	30.902	75.4%				91.002	71.354

On Time		On Budget	
On/Ahead of Schedule		>70% of Approved Cash Flow	
Minor Delay < 6 months		Between 50% and 70%	
Significant Delay > 6 months		< 50% or > 100% of Approved Cash Flow	

Note # 1:

Over expenditure due to progress draws approved at the end of the year and posted in 2015. The project will be on budget upon completion.

Note # 2:

Work was planned to start later in the year, but due to the overall complexity and scope of work associated with the project, the tender was delayed. These projects will be on budget upon completion.

Note # 3:

The project schedule was revised to include design work for 2 sites collectively to maximize design and procurement efficiencies.

Note # 4:

The project completion schedule has been revised due to contractor issues. The project will be completed in July on budget.

Note # 5:

The procurement model decision has impeded the progress of the design work. As a result, the progress on design was slower than projected.

Parks, Forestry and Recreation

Chart 1
2015 Approved Budget by Category (\$240.34)

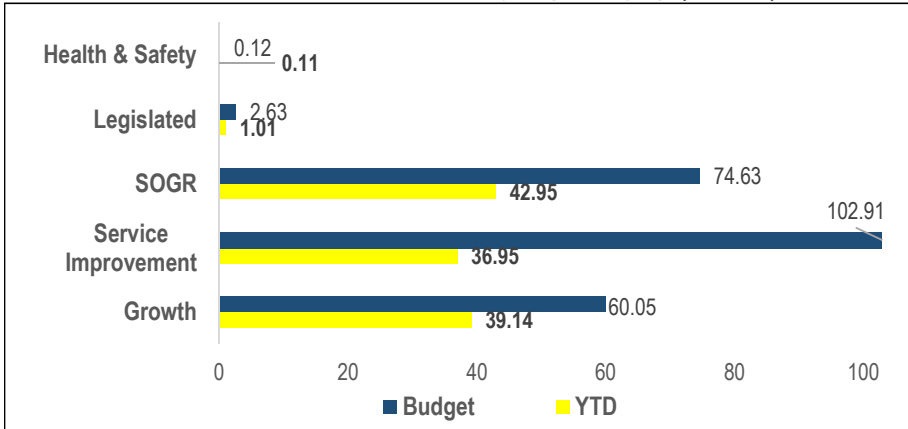


Table 1
2015 Active Projects by Category

Health & Safety	1
Legislated	6
SOGR	53
Service Improvement	295
Growth	31
Total # of Projects	386

Chart 2
Project Status (386)

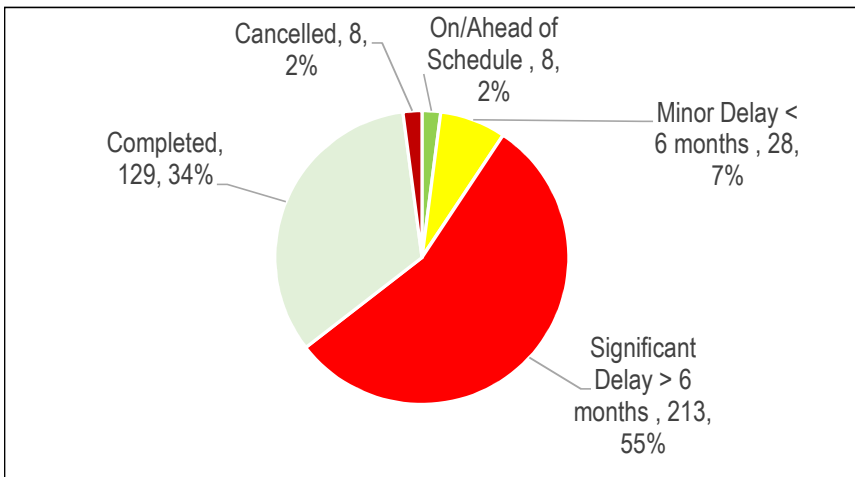


Table 2

Reason for Delay	# of Projects	
	Significant Delay	Minor Delay
Insufficient Staff Resources	2	
Procurement Issues	10	
RFQ/RFP Delayed	38	3
Contractor Issues	4	5
Site Conditions	36	5
Co-ordination with Other Proj	44	7
Community Consultation	17	4
Other*	62	4
Total # of Projects	213	28

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
12.82	38.61	136.19	51.39	1.33

Reasons for "Other*" Projects Delay:

- Project is delayed as funds may not have been secured; a suitable location has not been found or alternatively the project is being delivered by a third party.

Key Discussion Points:

- Parks, Forestry and Recreation has a number of approved projects with unsecured funding that have been approved conditionally, subject to the receipt of such funding. Although these projects have approved 2015 cash flow, these projects cannot proceed until funding has been received.
- In 2015, a number of service improvement and growth/expansion projects have been deferred to 2016 pending receipt and confirmation of funding.
- A majority of the Capital Asset Rehabilitation (CAMP)/State of Good Repair projects which were not completed by year-end experienced delays due to extended community consultation, the procurement process, contractor workload, scheduling with other capital projects in the same location, public access, and/or poor site conditions.

Parks, Forestry and Recreation

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Health & Safety								
Special Facilities	0.124	0.111	89.3%	Ⓞ	Ⓞ		0.500	0.111
Sub-Total	0.124	0.111	89.3%	-	-		0.500	0.111
Legislated								
Land Acquisition	1.031	0.197	19.1%	Ⓜ	Ⓜ	# 1	2.670	1.485
Special Facilities	1.600	0.815	50.9%	Ⓨ	Ⓜ	# 2	1.600	0.815
Sub-Total	2.631	1.012	38.4%	-	-		4.270	2.300
State of Good Repair								
Facility Components	10.449	5.877	56.2%	Ⓨ	Ⓜ	# 13	12.026	7.454
Land Acquisition	0.062	0.045	72.2%	Ⓞ	Ⓞ		5.475	5.458
Outdoor Recreation Centre	3.560	1.492	41.9%	Ⓜ	Ⓜ	# 3	4.201	2.132
Park Development	6.287	4.162	66.2%	Ⓨ	Ⓜ	# 4	7.025	4.899
Parking Lots & Tennis Courts	5.018	3.227	64.3%	Ⓨ	Ⓜ	# 5	6.425	4.762
Playgrounds/Waterplay	1.695	0.706	41.6%	Ⓜ	Ⓜ	# 6	2.730	1.737
Pool	6.203	3.682	59.4%	Ⓨ	Ⓜ	# 7	8.500	5.979
Arena	11.695	6.355	54.3%	Ⓨ	Ⓜ	# 8	27.650	21.991
Trails and Pathways	5.713	3.237	56.7%	Ⓨ	Ⓜ	# 9	8.400	5.924
Community Centres	12.728	7.725	60.7%	Ⓨ	Ⓨ	# 10	24.259	18.542
Environmental Initiatives	3.208	2.906	90.6%	Ⓞ	Ⓨ	# 11	4.450	4.148
Special Facilities	8.010	3.536	44.1%	Ⓜ	Ⓜ	# 2	11.505	7.031
Sub-Total	74.629	42.950	57.6%	-	-		122.645	90.056
Service Improvements								
Facility Components	1.062	0.318	30.0%	Ⓜ	Ⓜ	#13	5.892	4.016
Outdoor Recreation Centres	3.912	1.023	26.1%	Ⓜ	Ⓜ	# 3	6.560	1.651
Park Development	59.866	20.328	34.0%	Ⓜ	Ⓜ	# 4	97.119	40.855
Playgrounds/Waterplay	9.704	4.960	51.1%	Ⓨ	Ⓜ	# 6	17.513	9.908
Pool	0.717	0.538	75.1%	Ⓞ	Ⓨ	# 7	1.000	0.821
Arena	1.253	0.294	23.5%	Ⓜ	Ⓜ	# 8	5.165	2.706
Trails and Pathways	7.356	2.215	30.1%	Ⓜ	Ⓜ	# 9	10.512	3.090
Community Centres	5.662	1.522	26.9%	Ⓜ	Ⓜ	# 10	17.001	8.931
Environmental Initiatives	4.759	2.537	53.3%	Ⓨ	Ⓜ	# 11	6.100	2.779
Special Facilities	3.304	0.906	27.4%	Ⓜ	Ⓜ	# 2	16.210	0.906
Information Technology	5.315	2.314	43.5%	Ⓜ	Ⓜ	# 12	8.800	4.759
Sub-Total	102.908	36.955	35.9%	-	-		191.872	80.422

Parks, Forestry and Recreation

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Growth Related								
Land Acquisition	35.149	22.458	63.9%	Ⓚ	Ⓚ	# 1	40.133	27.352
Outdoor Recreation Centres	0.420	0.016	3.9%	Ⓚ	Ⓚ	# 3	0.450	0.046
Park Development	1.523	0.354	23.2%	Ⓚ	Ⓚ	# 4	3.088	1.919
Community Centres	22.959	16.313	71.1%	Ⓚ	Ⓚ	# 10	133.583	46.805
Sub-Total	60.051	39.142	65.2%	-	-		177.254	76.123
Total	240.344	120.168	50.00%				496.542	249.011

On Time	On Budget
On/Ahead of Schedule	>70% of Approved Cash Flow
Minor Delay < 6 months	Between 50% and 70%
Significant Delay > 6 months	< 50% or >100% of Approved Cash Flow

Note # 1:

Land Acquisition: Spending delayed due to the acquisition and expropriation of properties not being resolved by year-end and extended environmental approvals and remediation work at various sites including Grand Manitoba/Mystic, Paton Road, Lisgar Park, and 318 Queens Quay West.

Note # 2:

Special Facilities: Delayed spending mainly for the Allan Gardens Washroom Building Construction due to heritage preservation and additional requirements, and the Guild Inn projects due to the approvals and permits process.

Note # 3:

Outdoor Recreation Centres: Major underspending relates to the Sports Fields project due to community opposition to the site. The growth related project for the design of the Earl Bales addition experienced delays with

Note # 4:

Park Development: Major projects delayed include the construction of Berczy Park, the Grange Park projects (managed by the AGO), and Bellevue Square due to an extended consultation process and receiving no bids for construction, and a portion of underspending due to projects that were cancelled and/or completed under budget.

Note # 5:

Parking Lots & Tennis Courts: Underspending due to delays associated with the design, approvals, and procurement processes for Centennial Park (Scarborough) parking lot and Moorevale Park tennis court lighting.

Note # 6:

Playgrounds/Waterplay: Projects were delayed due to protracted community consultation, the procurement process, contractor workload, scheduling with other capital projects in the same location, public access, and poor site conditions.

Note # 7:

Pool underspending is due to delays associated with community access and programming for various indoor and outdoor pool State of Good Repair projects.

Parks, Forestry and Recreation

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			

Note # 8:

Arena: Underspending is related to the Don Mills Civitan project which is delayed as a suitable location has not been acquired and for the Dufferin Grove Zamboni Room which has been delayed for a further requirements and

Note # 9:

Trails & Pathways: Projects were delayed due to public access, programming constraints, the approvals process and unfavourable site conditions. Major projects delayed include the Pan Am Path, Pan Am Discovery Walks and state of good repair projects.

Note # 10:

Community Centres: Major underspending relates to the York Recreation Centre which experienced difficult site conditions and contractor issues and state of good repair projects. Underspending is also related to the new centres which are in the consultation and design stage including Railway Lands (TDSB and TCDSB Schools) and the Bessarion/Canadian Tire Site CC.

Note # 11:

Environmental Initiatives: Delayed spending due to challenges with public access, approvals, and difficult site conditions associated with the following projects: Mud Creek, Don Valley Brick Works Terrace Restoration, and Rouge Park – Beare Road.

Note # 12:

Information Technology: Projects experienced delayed start dates due to delays associated with hiring, procurement as well as coordination with other IT projects.

Note # 13:

Facility Components: Delayed spending associated with the delays in the procurement process and awarding contracts. Spending on the divisional accessibility projects was delayed due to coordination with other projects.

Shelter, Support and Housing Administration (SSHA)

Chart 1
2015 Approved Budget by Category (\$18.92)

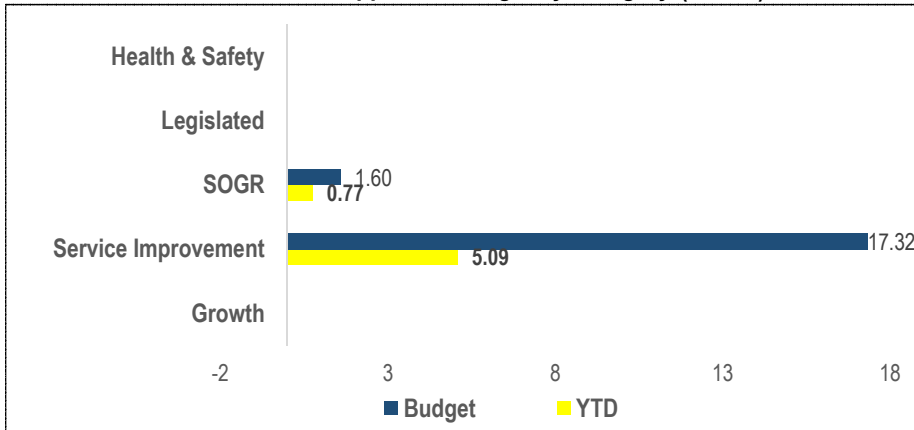


Table 1
2015 Active Projects by Category

Health & Safety	
Legislated	
SOGR	2
Service Improvement	3
Growth	
Total # of Projects	5

Chart 2
Project Status (5)

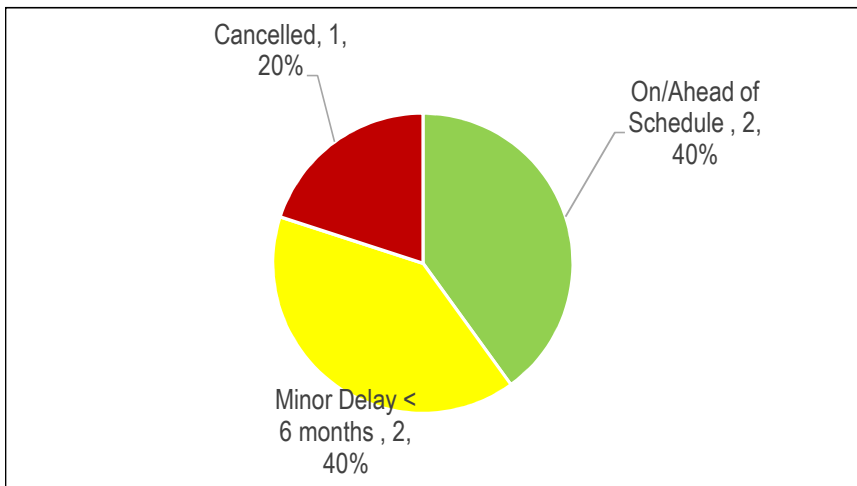


Table 2

Reason for Delay	# of Projects	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		1
Contractor Issues		
Site Conditions		
Co-ordination with Other Proj		
Community Consultation		
Other*		1
Total # of Projects		2

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
14.32	1.60			3.00

Reasons for "Other*" Projects Delay:

- Additional funding required for SOGR work on one of the leased locations due to cost overruns. Work will continue when additional funding has been secured.

Key Discussion Points:

- All the properties for the GSR project have been acquired.
- Capital Repairs spending covers a variety work such as, design and construction of front desk/security area, repair of

**Shelter, Support and
Housing Administration
(SSHA)**

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
State of Good Repair								
Capital Repairs/ Replacement City Owned	1.501	0.760	50.7%	Ⓚ	Ⓚ	#1	1.575	0.835
Capital Repairs/ Replacement Leased	0.100	0.005	5.1%	Ⓜ	Ⓚ	#2	0.100	0.005
Sub-Total	1.601	0.765	47.8%	-	-		1.675	0.840
Service Improvements								
George Street Redevelopment (GSR)	6.124	5.092	83.2%	Ⓜ	Ⓜ		13.488	12.457
Kingston Road	8.200		0.0%	Ⓜ	Ⓜ	#3	8.200	
Homewood Avenue	3.000		0.0%	Ⓜ	Ⓜ	#4	3.000	
Sub-Total	17.324	5.092	29.4%	-	-		24.688	12.457
Total	18.924	5.858	31.0%				26.363	13.297

On Time	On Budget
On/Ahead of Schedule	>70% of Approved Cash Flow
Minor Delay < 6 months	Between 50% and 70%
Significant Delay > 6 months	< 50% or >100% of Approved Cash Flow

Note # 1:

Funds have been committed but actual spending will take place in early 2016.

Note # 2:

Some of the larger work at a leased location couldn't proceed until additional funding is provided as cost was higher than anticipated.

Note # 3:

The property was expected to be acquired either in December 2015 or in early 2016. It will now be purchased in February 2016.

Note # 4:

This project has been cancelled the Section 37 funds are no longer required. The developer is expected to purchase the properties and turn them over the City for the purpose of affordable housing.

Toronto Paramedic Services (TPS)

Chart 1
2015 Approved Budget by Category (\$8.87)

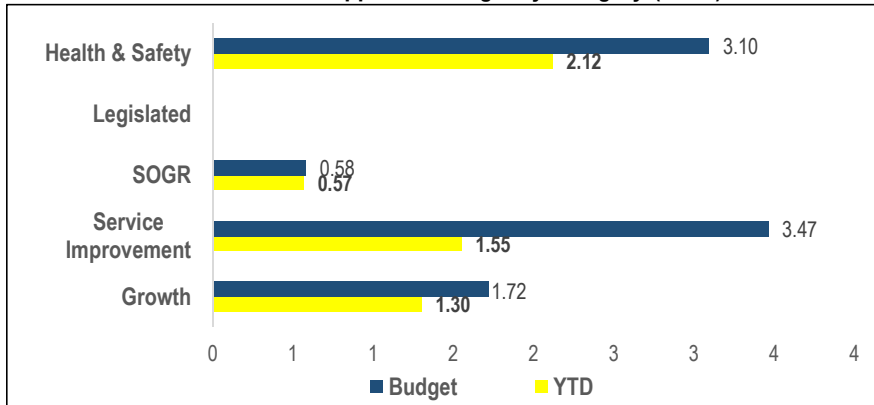


Table 1
2015 Active Projects by Category

Health & Safety	2
Legislated	
SOGR	1
Service Improvement	3
Growth	3
Total # of Projects	9

Chart 2
Project Status (9)

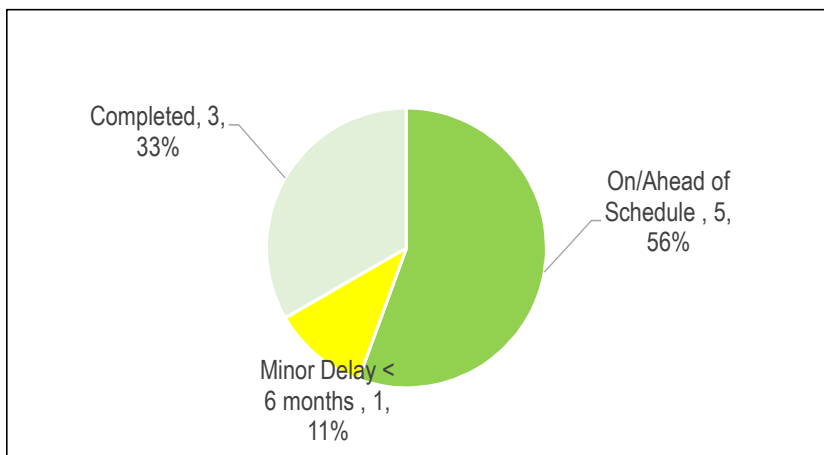


Table 2

Reason for Delay	# of Projects	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		1
Co-ordination with Other Projects		
Community Consultation		
Other*		
Total # of Projects		1

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6	Completed	Cancelled
5.38	2.35		1.14	

Key Discussion Points:

- Evaluation of power stretchers is in progress. Prototypes evaluation trials were completed on April 2016.
- The building permit for the North West District Facility has been issued. The project is encountering soil remediation issues but is expected to be completed as planned in early 2017.

Toronto Paramedic
Services (TPS)

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Health & Safety Defibrillator Replacement Purchases 2015	2.950	2.010	68.1%	Ⓚ	Ⓜ	#1	7.000	2.198
Service Improvements Mobile Data Communications - 2015	0.300	0.070	23.3%	Ⓜ	Ⓜ	#2	0.300	0.258
North West District Multi- function - Facility	2.350	0.731	31.1%	Ⓜ	Ⓚ	#3	11.455	1.519
Back-up Communications Centre Upgrades - 2015	0.817	0.752	92.0%	Ⓜ	Ⓜ		1.250	1.193
Sub-Total	3.467	1.554	44.8%	-	-		13.005	2.969
Growth Related Mobile Data Communications 2014	0.281	0.264	94.2%	Ⓜ	Ⓜ		0.650	0.559
Scheduling System Upgrades	0.041	0.040	98.6%	Ⓜ	Ⓜ		0.150	0.149
40 New Defibrillators	1.400	0.999	71.4%	Ⓜ	Ⓜ		1.400	0.999
Sub-Total	1.721	1.304	75.7%	-	-		2.200	1.707
Total	8.869	5.550	62.6%				28.677	8.308

On Time	Ⓜ	On Budget	Ⓜ
On/Ahead of Schedule	Ⓜ	>70% of Approved Cash Flow	Ⓜ
Minor Delay < 6 months	Ⓚ	Between 50% and 70%	Ⓚ
Significant Delay > 6 months	Ⓜ	< 50% or >100% of Approved Cash Flow	Ⓜ

Note # 1:

RFQ was completed and awarded. Partial delivery took place in December 2015. The actual price per defibrillator came in below budget.

Note # 2:

Delays due to staff shortages. Staff was hired later in 2015. Project completion is scheduled for December 2016 as planned.

Note # 3:

The building permit for the North West District Facility has been issued. The project is encountering soil remediation issues and is expected to be completed as planned in early 2017.

**2015 Capital Spending by Program
Cluster B**

Program		2015 Approved Cash Flow	2015 Expenditure		Trending	Alert (Benchmark 70% spending rate)
			Year-End Spending	% at Year End		
City Planning	4 Months	15.05	0.69	70.8%	↑ ↓	Ⓞ
	Q2	15.05	1.77	78.3%		Ⓞ
	Q3	15.05	3.32	71.3%		Ⓞ
	Q4	15.05	8.48	56.4%		Ⓢ
Fire Services	4 Months	21.64	2.44	63.5%	↑ ↓ ↓	Ⓢ
	Q2	21.64	5.98	67.2%		Ⓢ
	Q3	21.64	7.74	59.4%		Ⓢ
	Q4	22.39	12.60	56.3%		Ⓢ
Transportation	4 Months	447.48	26.53	69.9%	↑ ↓ ↓	Ⓢ
	Q2	447.48	73.74	76.9%		Ⓞ
	Q3	440.09	157.53	73.7%		Ⓞ
	Q4	442.22	307.51	69.5%		Ⓢ
Waterfront Revitalization	4 Months	39.39	11.66	81.4%	↑ ↓ ↓	Ⓞ
	Q2	39.39	20.65	90.5%		Ⓞ
	Q3	39.39	26.24	87.3%		Ⓞ
	Q4	39.39	30.95	78.6%		Ⓞ
Total		519.05	359.55	69.3%		Ⓢ

Ⓞ >70% Ⓢ between 50% and 70% Ⓢ < 50% or > 100%

At 2015 year-end, capital expenditures for this Cluster totalled \$359.55 million (69%) of their collective 2015 Approved Capital Budget of \$519.05 million.

Spending rate at year-end for the majority of the Programs in this Cluster is between 50% and 70% of their respective 2015 Approved Capital Budgets. Low spending rate for City Planning (56%) is attributed to the vacancies due to turnover and design phase of the project where funding was not fully required, while Fire Services low spending rate is caused by delivery delay of Sepcialized truck that have design complexity associated with comples apparatus specification. Waterfront Revitalization Initiative spending rate of 77% is mostly result of progress on *East Bay*, *Lower Don Flood protection*, and *union Station* projects.

City Planning

Chart 1
2015 Approved Budget by Category (\$15.05)

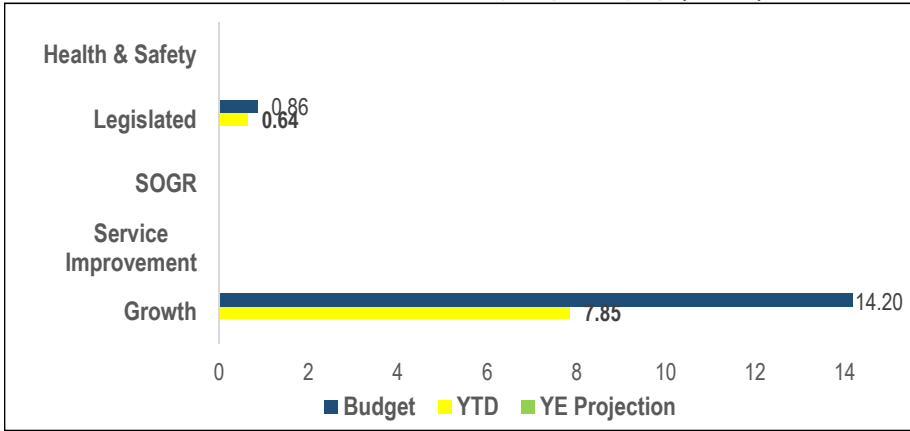


Table 1
2015 Active Projects by Category

Health & Safety	
Legislated	6
SOGR	
Service Improvement	
Growth	16
Total # of Projects	22

Chart 2
Project Status (22)

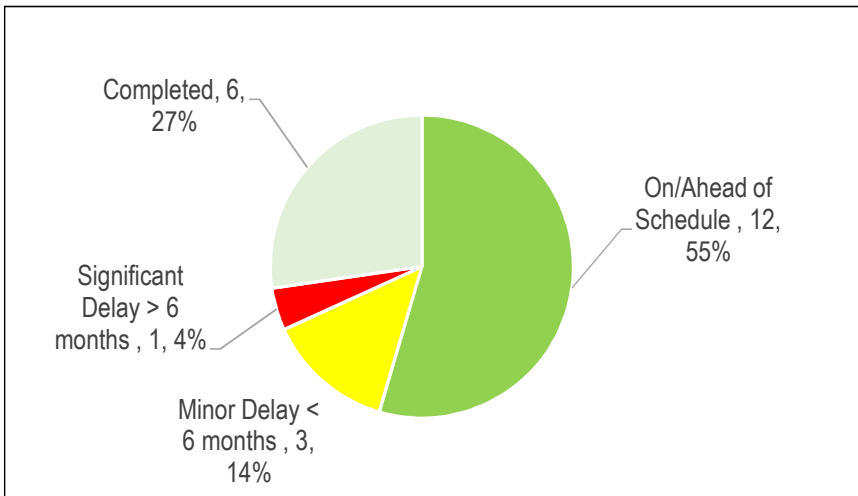


Table 2

Reason for Delay	# of Projects	
	Significant Delay	Minor Delay
Insufficient Staff Resources	1	
Procurement Issues		
RFQ/RFP Delayed		1
Contractor Issues		
Site Conditions		
Co-ordination with Other Proj		
Community Consultation		
Other*		2
Total # of Projects	1	3

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
8.79	0.55	1.50	4.22	

Key Discussion Points:

- Program finalizing hiring of staff to proceed on capital work
- Capital spending will accelerate in the later part of the year.
- Majority of projects are projected to be completed on time.

City Planning

Projects by Category (Million)	2015 Approved	Year-End				Notes:	Total Approved	Life-to-Date
		\$	%	On Budget	On Time			
Legislated								
Natural Heritage Inventory Studies	0.154	0.078	50.6%	Ⓚ	Ⓚ	#1	0.161	0.085
Toronto Archeological Resources Plan	0.069	0.041	59.4%	Ⓚ	Ⓚ	#2	0.100	0.072
New Zoning Bylaw - Support for Legal Challenges	0.335	0.335	100.0%	Ⓚ	Ⓚ		2.890	2.579
Five Year Review of the Official Plan	0.300	0.181	60.3%	Ⓚ	Ⓚ	#3	2.100	1.706
Sub-Total	0.858	0.635	2.704	-	-		5.251	4.442
Growth Related								
Development Charges								
Funded Studies								
Growth Studies	3.588	1.695	47.2%	Ⓚ	Ⓚ		4.934	2.694
Transportation & Transit	0.986	0.295	29.9%	Ⓚ	Ⓚ	#4	1.000	0.309
Avenue/ Area Studies	0.427	0.232	54.3%	Ⓚ	Ⓚ	#5	0.500	0.299
Heritage Conservation	1.430	0.214	14.9%	Ⓚ	Ⓚ	#6	1.500	0.277
Places	4.454	3.150	70.7%	Ⓚ	Ⓚ		14.752	11.245
John Street Revitalization	2.031	0.983	48.4%	Ⓚ	Ⓚ	#7	2.565	1.429
Library - Scarborough	1.282	1.282	100.0%	Ⓚ	Ⓚ		2.144	1.974
Sub-Total	14.196	7.849	55.3%	-	-		27.395	18.226
Total	15.054	8.484	56.4%				32.646	22.668

On Time	Ⓚ	On Budget	Ⓚ
On/Ahead of Schedule	Ⓚ	>70% of Approved Cash Flow	Ⓚ
Minor Delay < 6 months	Ⓚ	Between 50% and 70%	Ⓚ
Significant Delay > 6 months	Ⓚ	< 50% or >100% of Approved Cash Flow	Ⓚ

Note # 1:

Budget is used as required. Carryforward of \$78k will be spent in 2016.

Note # 2:

Carryforward of \$28k already spent as of April 2016.

Note # 3:

Full funding was not utilized as the commencement of the OMB hearing was delayed. Hearings are scheduled into 2016 and 2017. The operating budget will be used to fund costs associated with the 2016 hearing schedule.

Note # 4:

Various RFPs were started/ issued in 2015, with the majority of the work projected to be incurred in 2016. Unspent 2015 funds were carried forward to 2016.

Note # 5:

Majority of the work was done in 2015, with final phases to be completed / billed in 2016. Unspent 2015 funds were carried forward to 2016.

Note # 6:

Project delayed as a result of staff vacancies due to turnover. Process is underway to fill all vacancies, which will result in project moving forward.

Note # 7:

Budget is for the design, drawings and technical plans, which were not fully required in 2015. No net impact as this project is funded by secured section 37 contributions.

Fire Services

Chart 1
2015 Approved Budget by Category (\$22.39)

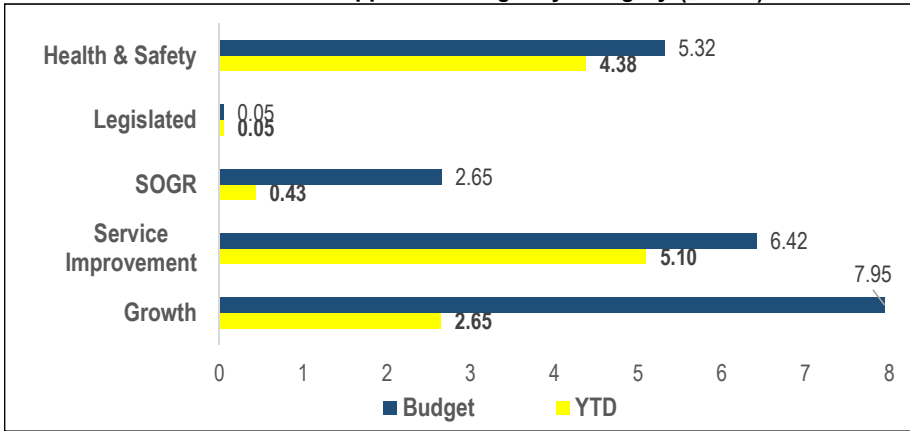


Table 1
2015 Active Projects by Category

Health & Safety	3
Legislated	1
SOGR	5
Service Improvement	5
Growth	3
Total # of Projects	17

Chart 2
Project Status (17 Projects)

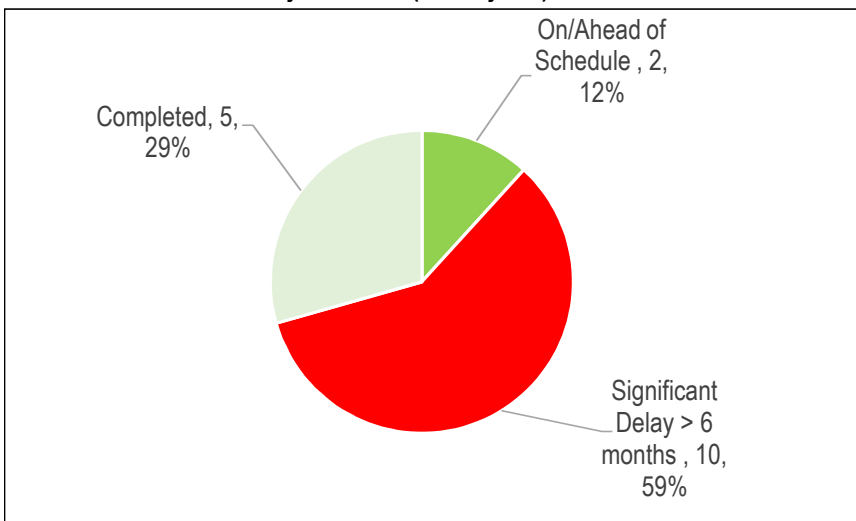


Table 2

Reason for Delay	# of Projects	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	5	
RFQ/RFP Delayed	1	
Contractor Issues		
Site Conditions	2	
Co-ordination with Other Proj		
Community Consultation		
Other*	2	
Total # of Projects	10	

Table 3
Projects Status (\$ 22.386 Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
5.79		11.77	4.83	

Reasons for "Other*" Projects Delay:

- Delivery of *Specialized Trucks* is delayed reflecting design complexities associated with specific complex apparatus specifications. Four vehicles have been received in 2015, with remaining vehicles scheduled for delivery in Q3 of 2017
- *Station A (Station # 414)* design began in the fall, with schematic design approved with design tender scheduled for the summer of 2016

➤ Key Discussion Points:

- Five projects completed in 2015 for \$4.827 million
- Projects are often delayed due to complexity of product specifications
- Fire Stations are delayed due planning and site development concerns

Fire Services

Projects by Category	2015 Approved Cash Flow	Year-End				Notes	Total Approved Budget
		\$	%	On Budget	On Time		
Health & Safety							
Self-Contained Breathing	3,642	3,416	93.8%	Ⓞ	Ⓞ		5,824
Bunker Suits Lifecycle	950	962	101.2%	Ⓞ	Ⓞ		3,900
Thermal Imaging	725		0.0%	Ⓡ	Ⓡ	#1	1,450
Sub-Total	5,317	4,378	82.3%				11,174
Legislated							
Replacement of HUSAR	50	49	98.8%	Ⓞ	Ⓞ		50
Sub-Total	50	49	98.8%				50
State of Good Repair							
Emergency Phone	720	131	18.1%	Ⓡ	Ⓡ	#2	720
Training Simulators	200	49	24.3%	Ⓡ	Ⓡ	#3	200
Repair the Special	250	9	3.7%	Ⓡ	Ⓡ	#4	250
Renovation/Repurposing	780	91	11.7%	Ⓡ	Ⓡ	#5	980
Computer Aided Dispatch	703	152	21.6%	Ⓡ	Ⓡ	#6	1,255
Sub-Total	2,653	432	16.3%				3,405
Service Improvements							
Replacement of Fire	4,592	3,774	82.2%	Ⓞ	Ⓞ		7,334
Predictive Modelling	645	644	99.8%	Ⓞ	Ⓞ		645
Fire Station GPS	425	392	92.2%	Ⓞ	Ⓞ		425
Mobile Workstation	308	288	93.5%	Ⓞ	Ⓞ		350
Emergency	447	-	0.0%	Ⓡ	Ⓡ	#7	895
	6,417	5,098	79.4%				9,649
Growth Related							
Station B (Stn 144)	1,985	71	3.6%	Ⓡ	Ⓡ	#8	9,885
Station A (Stn 414)-Hwy	3,494	1,397	40.0%	Ⓡ	Ⓡ	#9	8,342
Specialized Trucks &	2,470	1,178	47.7%	Ⓡ	Ⓡ	#10	3,250
Sub-Total	7,949	2,646	33.3%				21,477
TOTAL	22,386	12,601	56.3%				45,755

On Time	On Budget
On/Ahead of Schedule	Ⓞ >70% of Approved Cash Flow
Minor Delay < 6 months	Ⓢ Between 50% and 70%
Significant Delay > 6 months	Ⓡ < 50% or >100% of Approved Cash Flow

Note #1:

The *Thermal Imaging Cameras project* procurement process took longer than anticipated with the selection process completed in February 2016; acquisition of 200 cameras to be completed by Q2, 2016

Fire Services

Projects by Category	2015 Approved Cash Flow	Year-End				Notes	Total Approved Budget
		\$	%	On Budget	On Time		

Note #2:

The *Emergency Phone System project* experienced vendor staffing issues and issues with regulatory compliance; project anticipated to be completed Q2, 2016

Note #3:

The Training Simulators Rehabilitation project required prioritization, with Forcible Door Entry Simulator and other training equipment purchased in 2015; project to be completed in 2016, with spending on various Fire Academy facility repairs

Note #4:

The *Special Operations Water Simulator* project delayed due to project complexity, in final draft for tender; construction expected to begin in Q2, 2016 with project completion scheduled by September 2016

Note #5:

Renovation/ Repurposing of Fire Station 424: Final tender included the revised plan with scope change, as project development impacted by the presence of asbestos

Note #6:

Computer Aided Dispatch Upgrade: Progress delayed due to vendor difficulties in resolving technical requirements, with mobile applications scheduled to begin Q1, 2016

Note #7:

Emergency Communication System Enhancement : Resource constraints have delayed progress, with RFQ expected to be completed in Q2, 2016

Note #8:

Station B (Station # 414) project delayed due to changes in floor plan, street scape re-design and Site Plan Approval due to development issues; construction is scheduled to begin in Q3, 2016, with project completion scheduled for Q3, 2017

Note #9:

Station A (Station # 414): Design began in the fall, with schematic design approved and design tender scheduled for the summer of 2016

Note #10:

Delivery of *Specialized Trucks* is delayed reflecting design complexities associated with complex apparatus specifications. Four trucks have been received in 2015, with remaining specialized trucks scheduled for delivery in Q3, 2017

Transportation Services

Chart 1
2015 Approved Budget by Category (\$442.22)

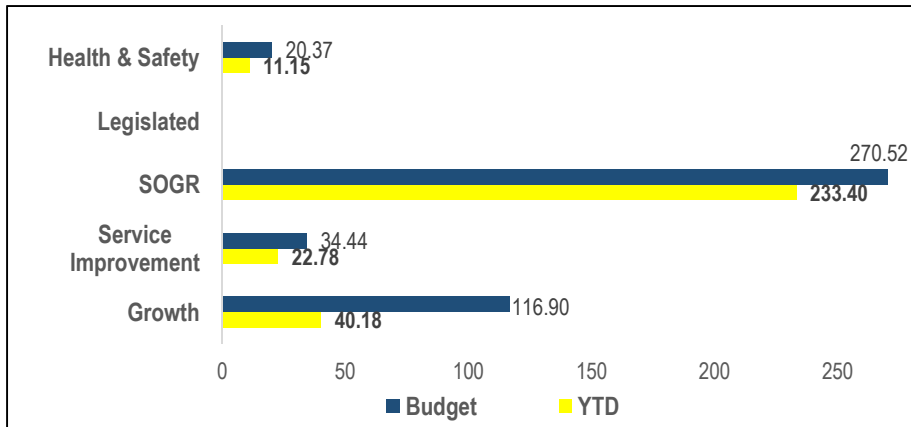


Table 1
2015 Active Projects by Category

Health & Safety	10
Legislated	0
SOGR	17
Service Improvement	9
Growth	24
Total # of Projects	60

Chart 2
Project Status (60)

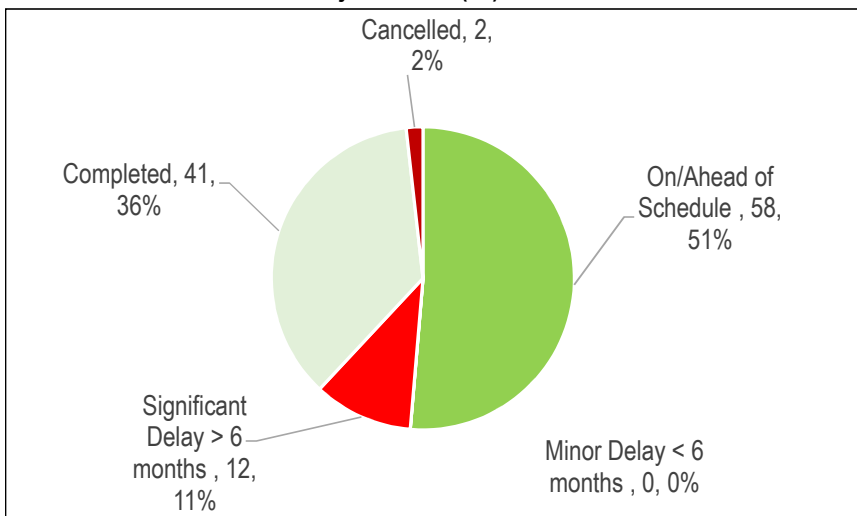


Table 2

Reason for Delay	# of Projects	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	2	
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions	4	
Co-ordination with Other Projects	1	
Community Consultation	3	
Other*	2	
Total # of Projects	12	

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
322.38		43.74	75.76	0.35

Reasons for "Other*" Projects Delay:

- Transportation Services has two projects with "Other" reasons for delay. In this case, "Other" represents a combination of reasons such as legal issues (resolution of expropriation claims) and postponement of a project to 2018.
- For Transportation Services, '# of Projects' above refers to sub-projects as various sub-projects under one project may have a different status.

Key Discussion Points:

- Some of the under spending in Transportation Services is attributable to savings of \$20.796 million or 4.7% of the 2015 Capital Budget related to completed projects where funding was not required to be carried forward to 2016.
- A total of \$113.913 million or 25.8% of the 2015 Capital Budget has been carried forward to 2016.
- Most of the year-end under-spending is in capital projects that require third party coordination and/or funding; community consultation; have issues with site conditions; and/or are development/transit dependent.

Transportation Services

Projects by Category (Million)	2015 Budget	Year-End				Notes	Total Project Cost*	Life-to- Date
		\$	%	On Budget	On Time			
Health & Safety								
Accessible Pedestrian Signals	2.967	1.893	63.8%	Y	G			
Local Geometric Traffic Safety Improvements	0.500	0.184	36.7%	R	R	# 1	4.500	0.184
New Traffic Control Signals / Pedestrian Safety & Infrastructure Prgms	6.251	3.313	53.0%	Y	G			
	1.302	0.684	52.5%	Y	R	# 2		
PXO Visibility Enhancements	0.678	0.521	76.9%	G	G			
Salt Management Program	1.680	0.885	52.7%	Y	G			
Signal Major Modifications	3.097	2.205	71.2%	G	G			
Traffic Sign Structure Replacement	0.915	0.718	78.5%	G	G			
Two Way Radio Communication	2.200	-	0.0%	R	G		2.200	
Upgrades to Meet New ESA Requirements	0.776	0.744	95.9%	G	G			
Sub-Total	20.365	11.146	54.7%					
State of Good Repair								
Bathurst Street Bridge Rehabilitation	1.182	0.315	26.6%	R	G		28.313	0.315
City-Bridge Rehabilitation	49.457	34.033	68.8%	Y	G			
Ditch Rehabilitation & Culvert Reconstruction	0.600	0.583	97.2%	G	G		0.600	0.584
Don Valley Parkway Rehabilitation	3.819	3.310	86.7%	G	G			
Dufferin Street Bridge Rehabilitation	0.600	-	0.0%	R	G		26.950	
F.G. Gardiner**	43.918	33.472	76.2%	G	G	# 3	1,033.650	100.634
Facility Improvements	1.451	0.812	56.0%	Y	G			
Interim Rehabilitation Of Roads	8.000	5.466	68.3%	Y	G		24.000	5.466
Laneways	2.698	3.148	116.7%	R	G			
Local Road Rehabilitation	52.011	59.771	114.9%	R	G			
Major Road Rehabilitation	68.314	70.620	103.4%	R	G			
Major SOGR Pooled Contingency	4.637	0.132	2.9%	N/A	N/A	# 4		
Neighbourhood Improvements	7.327	1.783	24.3%	R	G			
Retaining Walls Rehabilitation	1.657	0.318	19.2%	R	G			
Sidewalks	17.774	14.182	79.8%	G	G			
Traffic Plant Requirements / Signal Asset Management	5.996	4.582	76.4%	G	G			
Traffic Plant Restoration	1.077	0.874	81.1%	G	G		2.900	1.897
Sub-Total	270.518	233.402	86.3%					
Service Improvements								
Advanced Traffic Signal Control	3.899	2.447	62.8%	Y	G			
Cycling Infrastructure	15.948	10.382	65.1%	Y	G			

Transportation Services

Projects by Category (Million)	2015 Budget	Year-End				Notes	Total Project Cost*	Life-to- Date
		\$	%	On Budget	On Time			
Engineering Studies	6.219	2.289	36.8%	Ⓡ	Ⓢ			
LED Signal Module Conversion	1.828	2.132	116.6%	Ⓡ	Ⓢ			
Pan Am Path	0.300	0.291	96.9%	Ⓢ	Ⓢ		0.300	0.291
Signs & Markings Asset	2.054	2.046	99.7%	Ⓢ	Ⓢ			
Traffic Calming	0.317	0.290	91.6%	Ⓢ	Ⓢ			
Traffic Control - RESCU	2.309	1.810	78.4%	Ⓢ	Ⓢ			
Transportation Safety & Local Improvements	1.566	1.097	70.1%	Ⓢ	Ⓢ			
Sub-Total	34.439	22.784	66.2%					
Growth Related								
Allen Road Individual EA	2.321	-	0.0%	Ⓡ	Ⓡ	# 2	2.500	0.179
Dufferin Street Jog Elimination	2.374	0.458	19.3%	Ⓡ	Ⓡ	# 5		
Front Street East Streetscape	0.405	-	0.0%	Ⓡ	Ⓢ			
Front Street Reconfiguration EA	9.902	3.523	35.6%	Ⓡ	Ⓢ			
Gardiner York/Bay/Yonge Reconfiguration	1.800	0.811	45.1%	Ⓡ	Ⓢ		36.800	0.811
Georgetown South City Infrastructure Upgrade	13.420	-	0.0%	Ⓡ	Ⓢ	# 6	67.100	-
Growth Related Capital Works	0.350	0.067	19.3%	Ⓡ	Ⓢ	# 7		
King Liberty Cycling Pedestrian	1.000	-	0.0%	Ⓡ	Ⓡ	# 8	11.350	-
Lawrence-Allen Revitalization	0.550	-	0.0%	Ⓡ	Ⓡ	# 2	6.274	-
North York Service Road	15.740	10.722	68.1%	Ⓢ	Ⓡ	# 9	20.740	10.722
Port Union Road	0.300	-	0.0%	Ⓡ	Ⓢ		5.000	-
Redlea Avenue - Steeles to McNicoll	5.954	3.465	58.2%	Ⓢ	Ⓢ		8.000	7.031
Regent Park Revitalization	1.354	0.445	32.9%	Ⓡ	Ⓢ			
Rouge National Park Transfer of	0.222	-	0.0%	Ⓡ	Ⓢ			
Scarborough Pedestrian Walk	0.100	-	0.0%	Ⓡ	Ⓢ			
Scarlett / St. Clair / Dundas	4.214	0.462	11.0%	Ⓡ	Ⓡ	# 10	50.500	1.187
Six Points Interchange	11.398	2.466	21.6%	Ⓡ	Ⓡ	# 8	42.748	4.743
St. Clair West/Metrolinx Georgetown Grade Separation	2.000	-	0.0%	Ⓡ	Ⓡ	# 8	32.000	-
Steeles Avenue East/Kennedy Rd Grade Separation	0.500	-	0.0%	Ⓡ	Ⓡ	#11	0.500	-
Third Party Signals	3.109	0.420	13.5%	Ⓡ	Ⓢ	# 12		
Traffic Congestion Management	9.451	2.718	28.8%	Ⓡ	Ⓢ		20.000	3.313
Transit Priority	0.225	0.048	21.4%	Ⓡ	Ⓢ			

Transportation Services

Projects by Category (Million)	2015 Budget	Year-End				Notes	Total Project Cost*	Life-to- Date
		\$	%	On Budget	On Time			
Work for TTC & Others	27.710	14.575	52.6%	Y	G			
Yonge Street/Highway 401 Interchange Improvements	2.500	-	0.0%	R	R	# 12	25.000	-
Sub-Total	116.898	40.179	34.4%					
GRAND TOTAL	442.221	307.512	69.5%					

*Project Cost is provided for specific multi-year capital projects, excluding ongoing capital projects (i.e. Major Road Rehab projects)

**The total project cost for the Gardiner reflects the 2012 - 2024 costs. The 25 year project cost based on the Strategic Plan is \$1.879 billion.

On Time	On Budget
On/Ahead of Schedule	>70% of Approved Cash Flow
Minor Delay < 6 months	Between 50% and 70%
Significant Delay > 6 months	< 50% or >100% of Approved Cash Flow

Note # 1:

Parts of this project have been postponed to 2018.

Note # 2:

These projects have been delayed as they require community consultation. As well, the TCHC is the delivery agent for the Lawrence-Allen Revitalization Project and the Environmental Assessment (EA) must be completed

Note # 3:

See Major Capital Projects section.

Note # 4:

Contingency only used if required.

Note # 5:

This project has been delayed as it requires legal resolution (i.e. outstanding claims related to the Dufferin Street Jog Elimination).

Note # 6:

While the Georgetown South City Infrastructure Upgrade project is on track, the timing for accessing the related funding within the capital budget is dependent on third parties.

Note # 7:

Projects identified on an 'as needed' basis.

Note # 8:

These projects have been delayed due to the following: (i) The King Liberty Cycling Pedestrian Bridge project has had elevator installation issues, however the design phase has started; (ii) the Six Points Interchange Redevelopment project is finalizing agreements between Toronto Hydro, Build Toronto and the City, and contracts are expected to be finalized by the end of 2016; and, (iii) the St. Clair West/Metrolinx Georgetown Grade Separation may be delayed beyond 2018 due to the ongoing EA.

Note # 9:

This project has been delayed pending resolution of property acquisitions.

Transportation Services

Projects by Category (Million)	2015 Budget	Year-End				Notes	Total Project Cost*	Life-to- Date
		\$	%	On Budget	On Time			

Note # 10:

Feasibility study and preliminary design report are in progress (Metrolinx has proposed design modifications). Property acquisitions are required before construction can commence.

Note # 11:

This EA project has been delayed, however the funding has been carried forward to 2016 and is projected to be spent by year-end.

Note # 12:

These projects have been delayed as they require co-ordination with other projects to proceed. The Yonge Street/Highway 401 Interchange Improvements project is still in the preliminary planning stage and must be co-ordinated with Ontario Ministry of Transportation (MTO) initiatives.

Waterfront Revitalization Initiative

Chart 1
2015 Approved Budget by Category (\$39.39)

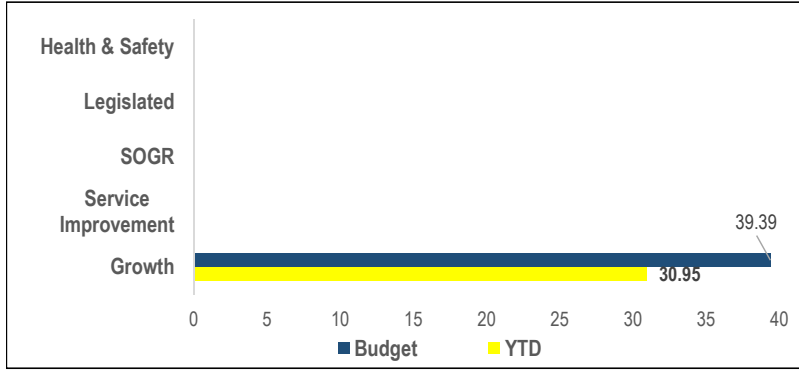


Table 1
2015 Active Projects by Category

Health & Safety	
Legislated	
SOGR	
Service Improvement	
Growth	12
Total # of Projects	12

Chart 2
Project Status (12)

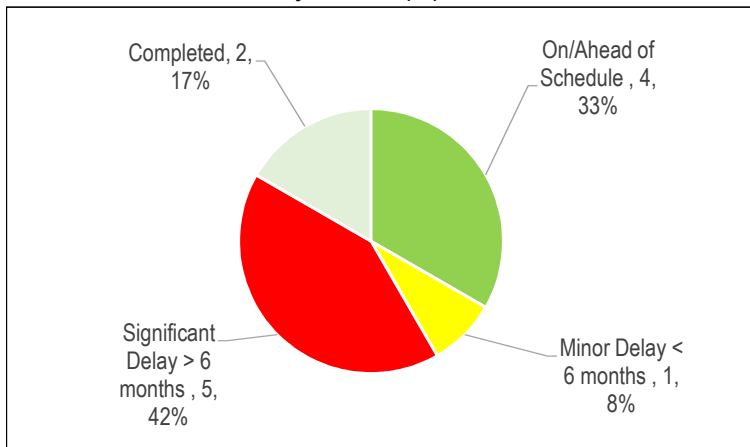


Table 2

Reason for Delay	# of Projects	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*	5	1
Total # of Projects	5	1

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
27.78	1.71	8.10	1.81	

Reasons for "Other*" Projects Delay:

Delays are mainly due to new Council directions and/ or further analysis.

Key Discussion Points:

- Union Station project is substantially complete. Work remaining on deficiencies is minor and will continue throughout 2016.
- Granite promenade installation on the south side of Queens Quay, Martin Goodman Trail paving and concrete sidewalk installation along Queens Quay between Jarvis and Parliament Street have been completed.
- Queens Quay revitalization, west of Yonge Street, was officially opened to the public and substantially complete on June 19th.
- Work will continue in 2016 on local streets in Bayside including commissioning of waterline and paving.
- Design drawings for Fort York Pedestrian Bridge are almost completed and construction is expected to commence in 2016 and to be completed by Spring of 2017.
- Recreational pier located in the eastern basin of the Outer Harbour and southeast of Hearn Generation Stations has been completed.
- Finalized delivery agreements with eligible recipients TRCA and TPLCS for Lower Don Flood Protection project and commenced environmental and geotechnical site investigations, and compilation of survey data and additional marine surveys.

Waterfront Revitalization Initiative

Projects by Category (Million)	2015 Approved Cash Flow	Year-end				Notes:	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Growth Related								
Union Station	6.992	6.952	99.4%	G	G		64.305	57.999
Port Lands Preparation	0.134	0.000	0.0%	R	G	#1	20.959	20.685
Precinct Implementation Project								
West Don Lands							45.655	40.699
East Bayfront Transit	0.509	0.000	0.0%	R	R	#2	12.965	2.747
East Bayfront	12.655	11.998	94.8%	G	G		119.309	104.816
Queens Quay	2.127	1.750	82.3%	G	G		69.466	65.584
Total Precinct Implementation	15.291	13.748	89.9%	G	G		247.395	213.846
Lower Don Flood Protection	5.000	5.000	100.0%	G	G		5.000	5.000
Transportation Initiative								
Fort York Pedestrian Bridge	5.394	0.914	16.9%	R	R	#3	22.517	4.157
Gardiner EA	1.710	0.976	57.1%	Y	Y	#4	8.478	7.715
	7.104	1.890	26.6%	R	R		30.995	11.872
Lake Ontario Park (Phase 1)	0.080	0.080	100.0%	G	G		0.556	0.556
Technical Studies	0.538		0.0%	R	R	#5	6.300	5.765
Precinct Planning	1.259	0.614	48.8%	R	R	#6	3.759	2.674
East Bayfront Reserve								
Urban Planning Resources	0.270	0.232	85.9%	G	G		1.596	1.558
Strategic Review	0.400	0.186	46.5%	R	R	#7	0.400	0.186
Waterfront Secretariat	0.600	0.524	87.3%	G	G		8.036	5.499
TWRC Corporate Costs	1.725	1.725	100.0%	G	G		25.670	25.670
Sub-Total	39.393	30.951	78.6%	-	-		414.972	351.311
Total	39.393	30.951					414.972	351.311

On Time	On Budget
On/Ahead of Schedule	G >70% of Approved Cash Flow
Minor Delay < 6 months	Y Between 50% and 70%
Significant Delay > 6 months	R < 50% or >100% of Approved Cash Flow

Note #1

Funding existed as contingency for any further studies and remains if required for 2016.

Note #2

City Council recommended on November 3, 2015 to undertake a review of waterfront transit initiatives and options, and provide a status update in the first quarter of 2016.

Note #3

Build Toronto continues to work with Dufferin Construction Company on the design of the Fort York Pedestrian and Cycle Bridge. Construction is expected to commence in the Spring 2016 and to be completed by Spring 2017.

Note #4

This project was extended by Council's direction to develop and evaluate alternative design concepts for the recommended Hybrid option. Selection of a preferred alternative design and preparation and submission of draft revised EA reports to Ministry of Environment and Climate Change and for public review is in progress.

Note #5

The remaining funding is subject to agreement between the Federal and Provincial governments and the City. The parties have agreed to fund the Catalytic Sites initiative in 2016.

Note #6

Work on the Lower Yonge Precinct Plan is continuing and will be completed in 2016. Current activities in 2016 include, preparation of staff report to TEYCC on the proposed Lower Yonge Precinct Plan, 4 Stakeholder Advisory Committee meetings and 3 community consultation meetings. Work on the Municipal Class Environmental Assessment is targeted for completion in fourth quarter 2016. An application for the LCBO lands is expected in May 2016.

Note #7

A report entitled "Waterfront Strategic Review" with recommendations for advancing waterfront revitalization and proposing "Call to Action" related to future funding was presented and adopted by Council in July of 2015. Project has been extended into 2017 to facilitate an audit of Waterfront Toronto and to allow for the outcome of the "Call to Action" to be analyzed.

2015 Capital Spending by Program Internal Services

Program		2015 Approved Cash Flow	2015 Expenditure		Trending	Alert (Benchmark 70% spending rate)
			Year-End Spending	% at Year End		
311 Toronto	4 Months	7.11	0.60	68.7%		Ⓢ
	Q2	6.81	1.12	72.4%	↑	Ⓢ
	Q3	6.81	2.81	71.1%	↓	Ⓢ
	Q4	6.32	4.07	64.4%	↓	Ⓢ
FM&RE	4 Months	258.22	21.08	60.8%		Ⓢ
	Q2	264.06	38.86	63.5%	↑	Ⓢ
	Q3	264.06	59.92	50.9%	↓	Ⓢ
	Q4	258.31	123.42	47.8%	↓	Ⓢ
Financial Services	4 Months	23.12	1.53	67.7%		Ⓢ
	Q2	23.12	3.07	68.7%	↑	Ⓢ
	Q3	23.12	4.75	58.9%	↓	Ⓢ
	Q4	23.12	4.89	21.2%	↓	Ⓢ
Fleet Services	4 Months	73.84	6.07	54.3%		Ⓢ
	Q2	73.90	16.69	52.3%	↓	Ⓢ
	Q3	74.45	19.78	52.0%	↓	Ⓢ
	Q4	55.77	36.45	65.4%	↑	Ⓢ
I&T	4 Months	91.56	11.15	75.5%		Ⓢ
	Q2	91.56	17.40	74.2%	↓	Ⓢ
	Q3	91.56	33.47	65.1%	↓	Ⓢ
	Q4	91.86	54.40	59.2%	↓	Ⓢ
Total		435.38	223.24	51.3%		Ⓢ

Ⓢ >70% Ⓢ between 50% and 70% Ⓢ < 50% or > 100%

At 2015 year-end, capital expenditures for this Cluster totalled \$223.24 million (51%) of their collective 2015 Approved Capital Budget of \$435.4 million.

Spending rate at year-end for the majority of the Programs in this Cluster is between 50% and 70% of their respective 2015 Approved Capital Budgets. Low spending rate for FREEE(48%) is attributed to the site conditions, contractor issues and insufficient staff resources, while Financial Services low spending rate is caused by insufficient staff resources, dependency on other projects and revision to project's specification. Fleet Services spending rate of 65% is mostly result of acquisition of *Solid Waste and Fire Services* vehicles.

Chart 1
2015 Approved Budget by Category (\$6.32)

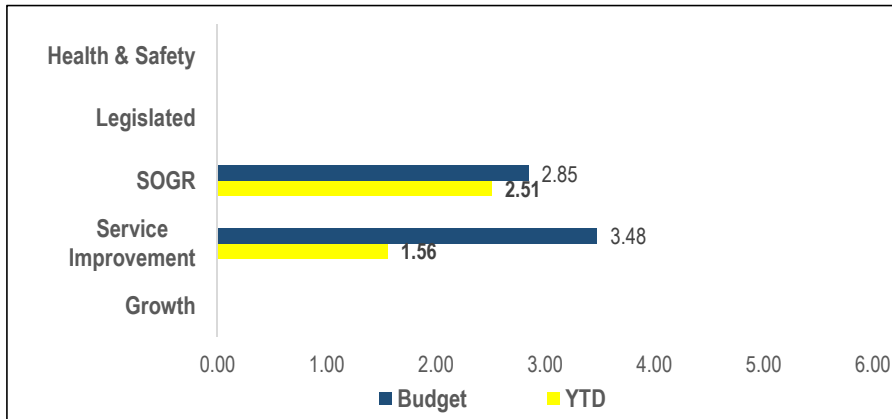


Table 1
2015 Active Projects by Category

Health & Safety	
Legislated	
SOGR	1
Service Improvement	1
Growth	
Total # of Projects	2

Chart 2
Project Status (2)

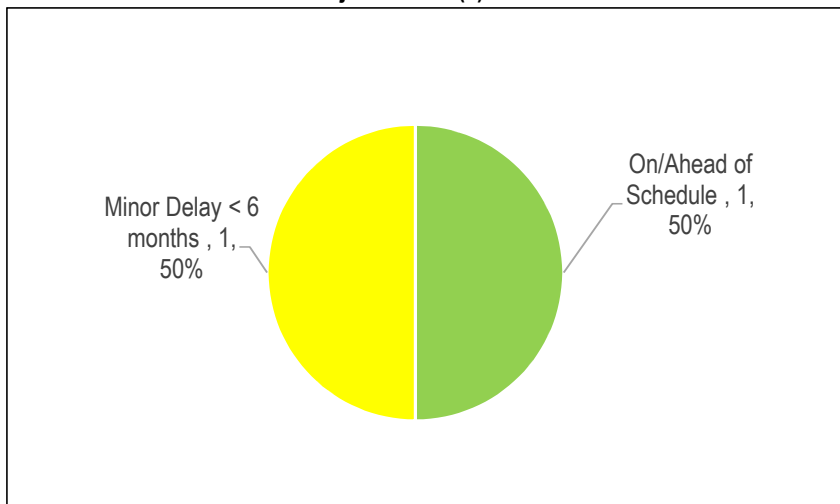


Table 2

Reason for Delay	# of Projects	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		1
Community Consultation		
Other*		
Total # of Projects		1

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
2.85	3.48			

Key Discussion Points:

- 311 Toronto's full year spend is \$4.068 million, or 64.4% of its 2015 Capital Budget. This includes SOGR projects such as the Verint Impact 360 Upgrade project and the Unified Contact Centre Enterprise (UCCE) upgrades that comprise an 88.2% year-end spend rate.
- Contract negotiations between vendors and the Legal Services Division for the Verint Impact 360 Upgrade project were longer than anticipated, resulting in unused funds of \$0.33 million to be spent in 2016.
- The City Booking and Scheduling Solution and Payment Module are projects that provide citywide solutions and involve multiple stakeholders, which consequently affect the projects' progress. The year-end spend rate for these projects is 44.8%. The Request for Proposals (RFP) draft review was extended due to the complete assessment of documents executed by Legal Services and the Purchasing & Materials Management Division. The combined unspent budget of \$1.92 million has been carried forward to 2016.

311 Toronto

Projects by Category (Million)	2015 Approved Cash	Year-End				Notes:	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
State of Good Repair Replacement of servers, hardware and software	2.846	2.510	88.2%	Ⓞ	Ⓞ		6.982	5.557
Sub-Total	2.846	2.510	88.2%	-	-		6.982	5.557
Service Improvements City Booking & Scheduling Solution and Payment Module	3.476	1.557	44.8%	Ⓡ	Ⓨ	#1	7.577	6.618
Sub-Total	3.476	1.557	44.8%	-	-		7.577	6.618
Total	6.321	4.068	64.4%				14.559	12.175

On Time	Ⓞ	On Budget	>70% of Approved Cash Flow
On/Ahead of Schedule	Ⓨ	Minor Delay < 6 months	Between 50% and 70%
Significant Delay > 6 months	Ⓡ	Major Delay > 6 months	< 50% or >100% of Approved Cash Flow

Note # 1:

The City Booking and Scheduling Solution Request for Proposals (RFP) draft review was extended due to Legal Services and Purchasing & Materials Management Division's complete assessment of documents. The combined unspent budget of \$1.92 million has been carried forward to 2016.

Facilities Management & Real Estate (FM&RE)

Chart 1
2015 Approved Budget by Category (\$258.31)

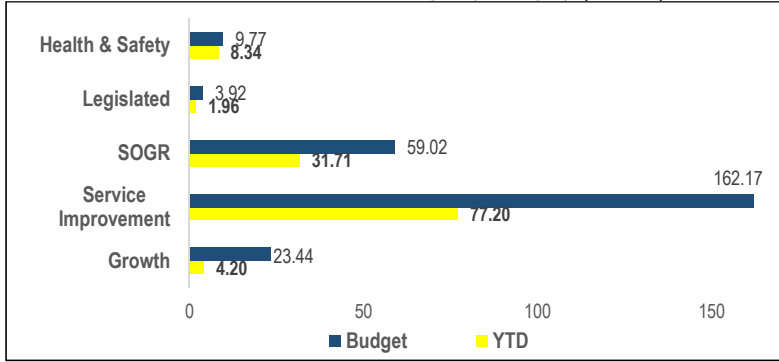


Table 1
2015 Active Projects by Category

Health & Safety	31
Legislated	9
SOGR	159
Service Improvement	42
Growth	6
Total # of Projects	247

Chart 2
Project Status (247)

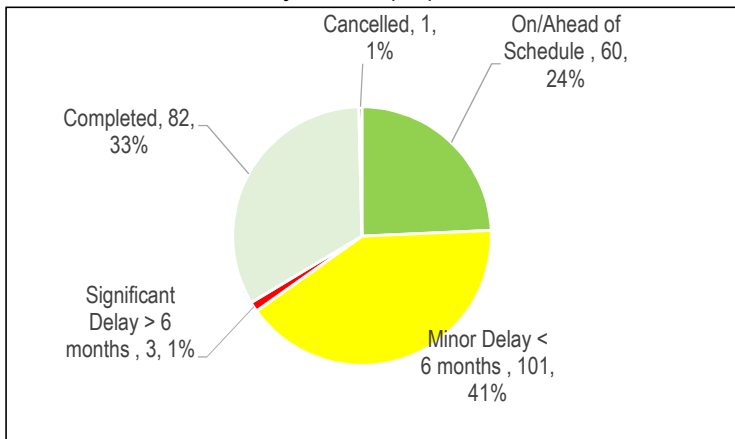


Table 2

Reason for Delay	# of Projects	
	Significant Delay	Minor Delay
Insufficient Staff Resources		12
Procurement Issues		
RFQ/RFP Delayed		3
Contractor Issues		10
Site Conditions		36
Co-ordination with Other Projects	1	18
Community Consultation	1	4
Other*	1	18
Total # of Projects	3	101

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
149.67	57.43	25.06	26.09	0.06

Reasons for "Other*" Projects Delay:

- Other delays are due to changes in project scheduling and funding requirements, legal settlement issues, and project re-design changes.

Key Discussion Points:

- Facilities Management & Real Estate spent \$123.4 million, or 47.8% of its 2015 Capital Budget. Excluding major projects and acquisitions (including Westwood), the spending was 55.0% of plan.
- For major projects, 2015 accomplishments include:
 - St. Lawrence Market North – opening of the temporary market, implementation of the four stage archaeological assessment, and significant progress in finalizing the new market design within the approved budget;
 - Old City Hall (OCH) – substantial completion of all phases and overall project was received in August, with only close out costs and claim settlements remaining;
 - Nathan Phillips Square (NPS) – substantial completion as of year-end with only minor deficiencies and landscaping work remaining despite delays due to Pan-Am Games; and
 - Union Station – hand over and opening of the new York Concourse, stage 2/3 contract was awarded and work commenced in September, and the completion of the majority of stage 1.
- On the core program over 80 projects have either been completed or are in the close out stage at the end of 2015. The core program faced a number of challenges in 2015 including found site conditions, tender bids over budget, and delays in procurement.
- To improve spending in 2016, the core SOGR program is transforming the delivery model by consolidating similar projects into programs and streamlining the procurement process which led to a number of delays in 2015.

Facilities Management & Real Estate (FM&RE)

Key Discussion Points (cont'd):

- \$24.9 million of 2015 cash flows are committed (excluding major projects) which should allow for improved execution in 2016.
- With two of the major capital projects (NPS and OCH) now substantially complete, the Union Station Revitalization and St. Lawrence Market North Revitalization are the focus of 2016, along with improved project delivery on the core SOGR program.

**Facilities Management
& Real Estate (FM&RE)**

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Health & Safety								
Emergency Repairs	3.726	2.702	72.5%	Ⓞ	Ⓞ		6.631	4.831
Global Corporate Security Program	1.841	1.724	93.6%	Ⓞ	Ⓞ		3.500	3.346
Replacement of Diesel Generators for Various locations	4.200	3.917	93.3%	Ⓞ	Ⓞ		4.295	4.015
Sub-Total	9.766	8.343	85.4%	-	-		15.361	13.008
Legislated								
Barrier Free / Equity	1.744	0.345	19.8%	Ⓜ	Ⓨ	#1	1.887	0.566
Environmental Remediation	1.550	1.341	86.5%	Ⓞ	Ⓞ		3.219	2.838
Others - Legislated	0.626	0.278	44.5%	Ⓜ	Ⓨ	#2	3.461	3.117
Sub-Total	3.920	1.965	50.1%	-	-		8.567	6.522
State of Good Repair								
Albert Campbell Square Park Rehabilitation	1.541	0.013	0.8%	Ⓜ	Ⓜ	#3	3.144	0.116
Mechanical & Electrical	25.042	14.207	56.7%	Ⓨ	Ⓨ	#4	65.047	34.211
Old City Hall HVAC Upgrades	3.845	3.272	85.1%	Ⓞ	Ⓞ	#5	36.900	36.748
Paving	0.936	0.020	2.2%	Ⓜ	Ⓨ	#6	0.936	0.038
Renovations	6.707	3.655	54.5%	Ⓨ	Ⓨ	#7	20.834	10.676
Re-Roofing	2.446	1.280	52.3%	Ⓨ	Ⓨ	#8	5.122	3.314
Sitework	3.986	0.828	20.8%	Ⓜ	Ⓨ	#9	5.880	1.541
Structural / Building Envelope	11.493	6.689	58.2%	Ⓨ	Ⓨ	#10	35.444	12.358
Physical Security Capital Plan	1.023	0.704	68.7%	Ⓨ	Ⓞ	#11	2.100	1.781
Others - SOGR	1.998	1.046	52.4%	Ⓨ	Ⓨ	#12	26.589	21.854
Sub-Total	59.018	31.715	53.7%	-	-		201.996	122.638
Service Improvements								
CCTV Infrastructure Enhancements	1.946	1.063	54.6%	Ⓨ	Ⓞ	#13	7.600	5.058
Channel & Counter Strategy	0.486	0.386	79.5%	Ⓞ	Ⓨ	#14	3.051	0.386

**Facilities Management
& Real Estate (FM&RE)**

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Corporate Facilities Refurbishment Program	2.554	1.911	74.8%	ⓐ	ⓐ		3.443	3.190
Facilities Preventive Maintenance Systems	1.386	0.524	37.8%	Ⓡ	Ⓨ	#15	4.705	3.402
Fire Hall Emergency Generators	1.500	0.479	32.0%	Ⓡ	Ⓨ	#16	12.500	0.624
Nathan Phillips Square Revitalization	4.589	3.926	85.6%	ⓐ	ⓐ	#17	60.400	59.513
Office Modernization Program	3.120	0.841	26.9%	Ⓡ	Ⓨ	#18	9.150	2.069
St. Lawrence Market North Redevelopment	17.315	3.147	18.2%	Ⓡ	Ⓡ	#19	91.500	8.343
Street Kiosk at Scadding Court Community Centre	0.100	0.100	100.0%	ⓐ	ⓐ		0.100	0.100
Toronto Strong Neighbourhood Strategy	0.380	0.000	0.0%	Ⓡ	Ⓨ	#20	0.380	0.000
Union Station Revitalization	122.676	61.329	50.0%	Ⓨ	ⓐ	#21	800.659	550.670
Various IT-Related Projects	2.744	1.041	37.9%	Ⓡ	Ⓨ	#22	4.367	1.325
Yards Consolidation Study	0.919	0.744	80.9%	ⓐ	Ⓨ	#23	2.419	0.785
Other Miscellaneous Mechanical & Electrical Work	1.704	1.261	74.0%	ⓐ	ⓐ		4.622	4.059
Others - Service Improvements	0.748	0.445	59.5%	Ⓨ	Ⓨ	#24	14.120	8.407
Sub-Total	162.166	77.197	47.6%	-	-		1,019.016	647.931
Growth Related								
1251 Bridletowne Circle Acquisition	0.397	0.000	0.0%	Ⓡ	Ⓨ	#25	5.942	5.545
First Parliament Site Land Acquisition	0.415	0.137	33.0%	Ⓡ	Ⓨ	#26	1.300	1.022

**Facilities Management
& Real Estate (FM&RE)**

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Strategic Property Acquisitions	16.424	4.066	24.8%	Ⓜ	Ⓨ	#27	16.424	4.091
Westwood	6.207	0.000	0.0%	Ⓜ	Ⓜ	#28	6.800	1.010
Sub-Total	23.442	4.203	17.9%	-	-		30.466	11.669
Total	258.312	123.422					1,275.406	801.768

On Time	On Budget
On/Ahead of Schedule	>70% of Approved Cash Flow
Minor Delay < 6 months	Between 50% and 70%
Significant Delay > 6 months	< 50% or >100% of Approved Cash Flow

Note # 1:

Underspending and slow down in project progress due to coordination with other projects and insufficient staff resources to address prior year backlog.

Note # 2:

Underspending and slow down in project progress due to site conditions resulting in construction work still

Note # 3:

Councillor and stakeholder discussions have pushed implementation into 2016. Additional funding is included in the 2016 budget to complete full scope of work in 2016.

Note # 4:

Underspending and slow down in project progress primarily due to site conditions, contractor issues, coordination with other projects, and insufficient staff resources.

Note # 5:

Project reached substantial completion in September 2015. Remaining budget will be spent on close out

Note # 6:

This is a new program approved by City Council at its meeting on July 7, 8 and 9, 2015 for implementation in 2016.

Note # 7:

Underspending and slow down in project progress due to site conditions, RFP/RFQ delays or insufficient staff resources.

Note # 8:

Underspending and slow down in project progress due to site conditions and contract award issues.

Note # 9:

Underspending and slow down in project progress due to site conditions and contract award issues.

**Facilities Management
& Real Estate (FM&RE)**

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			

Note # 10:

Underspending and slowdown in project progress due to site condition issues and coordination with other projects.

Note # 11:

Project spending and progress is tied to decisions related to the larger Dyas Road facility upgrade.

Note # 12:

Underspending and slow down in project progress due to contract award issues and coordination with other projects.

Note # 13:

Awaiting new video surveillance contract to be finalized to proceed with video surveillance installations.

Note # 14:

Delays due to insufficient staffing resources.

Note # 15:

Delays experienced in coordinating resources and requirements with IT resulting in associated

Note # 16:

Design phase is on-going, Coordination with ongoing work at various fire sites could impact progress.

Note # 17:

Substantial completion obtained. Minor landscaping and repairs of contractor deficiencies remaining.

Note # 18:

Office Modernization Program pilot projects were approved by City Council at its meeting on July 7, 8, and 9, 2015. 3 locations in the pilot include Metro Hall (MH)15th Floor and 2nd Floor as well as North York Civic Centre (NYCC). In 2015, MH 15th Floor was completed. Delays in pilot project completion are mainly

Note # 19:

Delays due to archeological findings and Pan-Am games. Project design continues to work through value engineering.

Note # 20:

This is a Social Development, Finance & Administration (SDFA) managed project. There were no active projects in 2015.

Note # 21:

Project is expected to be on track based on revised schedule. Impacts of performance issues of stage 1 contractors and a minor delay in commencement of work for stage 2/3 contractor have been included in the revised 2015 year-end forecasted spending.

Note # 22:

Underspending and slowdown in project progress due to insufficient staffing resources to move forward.

**Facilities Management
& Real Estate (FM&RE)**

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			

Note # 23:

Delays due to site coordination.

Note # 24:

Underspending and slowdown in project progress due to community consultation and site condition issues.

Note # 25:

Funding continues to be required to address remaining issues on property acquisition.

Note # 26:

Environmental work still be to conducted, and future uses to be determined.

Note # 27:

Project added to the capital plan for the land acquisition of site 2740 Lawrence Ave E. approved by Council at its meeting on June 10, 11, and 12, 2015. Transaction took place and remaining funding of \$0.354 million to be used for closing costs. Expropriation of 14 John Street to be closed in 2016. Additional strategic property acquisitions will take place on an "opportunity" basis. No further properties were acquired in 2015.

Note # 28:

Delays due to site conditions. Real Estate Services (RES) to acquire lands on behalf of Engineering and Construction and Transportation Services to facilitate turning movements for the reconfigured road network. Approximately \$1.4M will be used to acquire 2 sites. Total acquisition costs including closing fees is estimated to be \$2M.

Financial Services

Chart 1
2015 Approved Budget by Category (\$23.12)

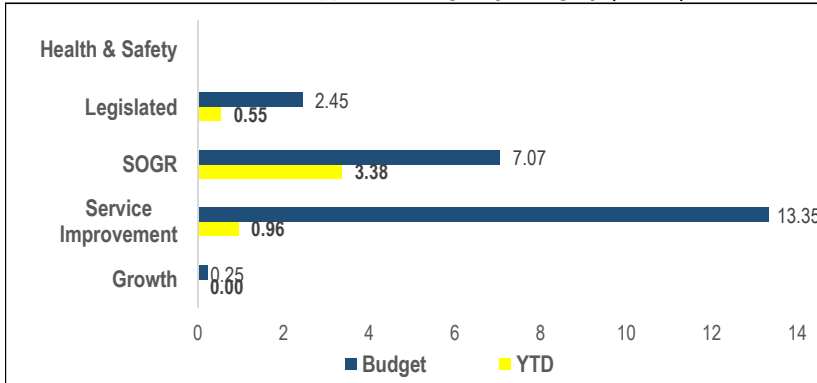


Table 1
2015 Active Projects by Category

Health & Safety	
Legislated	2
SOGR	5
Service Improvement	8
Growth	1
Total # of Projects	16

Chart 2
Project Status (16)

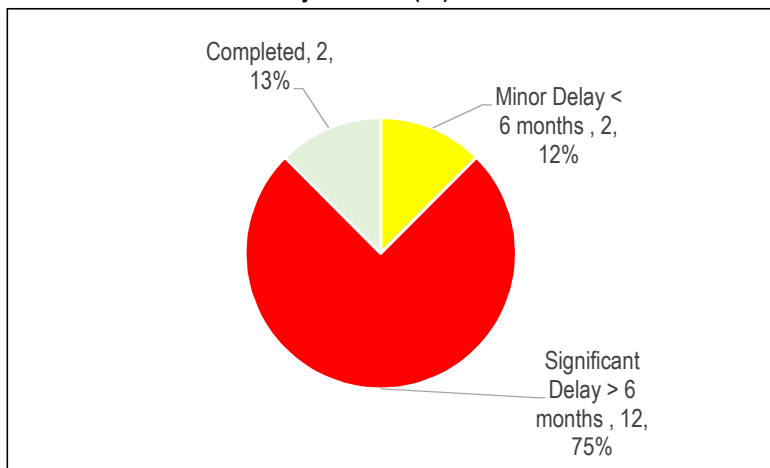


Table 2

Reason for Delay	# of Projects	
	Significant Delay	Minor Delay
Insufficient Staff Resources	1	
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues	1	
Site Conditions		
Co-ordination with Other Projects	6	1
Community Consultation		
Other*	4	1
Total # of Projects	12	2

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
	5.38	17.55	0.19	

Reasons for "Other*" Projects Delay:

- Financial Services has five projects with "Other" reasons for delay. In this case, "Other" represents a combination of reasons such as refinement of deliverables, required coordination with other projects/programs combined with later starting dates for resources and Provincial regulations.

Key Discussion Points:




- A number of projects (*e-Procurement, Supply Chain Transformation, Accounts Payable Process Improvements, PCI Compliance, On-Line Payment Services, Electronic Self-Serve Tax and Utility*) are interrelated, where delays in one project has a ripple effect of setbacks to the other projects.
- The *Cross-Application Timesheet (CATS) Implementation* project completed under budget was under spent by \$1.2 million as there was a 3 month delay in awarding the contract.
- The *Investment and Debt Management Upgrade* project is completed under budget.
- The *Financial Planning Analysis and Reporting System (FPARS)* project was under spent by \$8.0 million at year end. The PBF implementation required minor rework at the beginning of the year which impacted the Enterprise Performance Management (EPM) portion of the project that could not start until PBF stabilized.
- The *Public Budget Formulation (PBF) 8.1 Upgrade* project was under spent by \$0.9 million due to delays from

Financial Services

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Legislated								
PCI Compliance	2.378	0.531	22.3%	Ⓡ	Ⓡ	#1	6.362	2.342
Development Charges Background Study	0.072	0.022	30.6%	Ⓡ	Ⓢ	#2	0.400	0.350
Sub-Total	2.450	0.553	22.6%	-	-		6.762	2.692
State of Good Repair								
Cross Application Timeshet (CATS)	2.728	1.552	56.9%	Ⓢ	Ⓢ		7.540	0.510
Public Budget Formulation (PBF) 8.1 Upgrade	2.650	1.713	64.6%	Ⓢ	Ⓢ		2.919	1.305
Integrated Asset Planning Management	0.950	0.000	0.0%	Ⓡ	Ⓢ	#3	0.950	0.000
Risk Management Info System Upgrade	0.617	0.019	3.1%	Ⓡ	Ⓢ	#4	1.392	0.677
Investment & Debt Mgt. System Upgrade	0.122	0.093	76.2%	Ⓢ	Ⓢ		0.475	0.446
Sub-Total	7.067	3.377	47.8%	-	-		13.276	2.938
Service Improvements								
Accounts Payable Process Improvements	0.515	0.023	4.5%	Ⓡ	Ⓢ	#5	3.470	2.960
Online Payment Services Migration	0.020	0.000	0.0%	Ⓡ	Ⓢ	#6	0.193	0.173
eProcurement Implementation	0.958	0.151	15.8%	Ⓡ	Ⓢ	#7	1.955	1.139
Supply Chain Management Transformation	1.000	0.093	9.3%	Ⓡ	Ⓢ	#8	2.150	0.036
Workflow & Document Mgmt Technology	1.533	0.083	5.4%	Ⓡ	Ⓢ	#9	2.852	1.377
Revenue System - Phase II	0.586	0.213	36.3%	Ⓡ	Ⓢ	#10	3.500	2.969
Electronic Self Serve Tax and Utility	0.352	0.000	0.0%	Ⓡ	Ⓢ	#11	0.551	0.000

Financial Services

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Financial Planning Analysis & Reporting System	8.390	0.401	4.8%	Ⓡ	Ⓢ	#12	60.820	49.082
Sub-Total	13.354	0.964	7.2%	-	-		75.491	57.736
Growth Related DC Background Study- Port Lands	0.250	0.000	0.0%	Ⓡ	Ⓡ	#13	0.250	0.000
Sub-Total	0.250	0.000	0.0%	-	-		0.250	0.000
Total	23.121	4.894					95.779	71.705

On Time		On Budget
On/Ahead of Schedule		>70% of Approved Cash Flow
Minor Delay < 6 months		Between 50% and 70%
Significant Delay > 6 months		< 50% or > 100% of Approved Cash Flow

Note # 1:

The *PCI Compliance* project was under spent by \$1.8 million as a result of staff turnover.

Note # 2:

The *Development Charges Background Study* project was completed under budget as additional project scope for the 2015 Scarborough Subway extension DC study and DC Bylaw amendment implementation is underway.

Note # 3:

The *Integrated Asset Planning Management* project experienced delays in hiring project resources as well as connecting with other City asset management projects.

Note # 4:

The *Risk Management Information System Upgrade* project hiring of a new Project Manager took more time than expected slowing the progress of the project.

Note # 5:

The *Accounts Payable Process Improvements* project was delayed due to revisions to the project's specifications in co-ordination with the Supply Chain Management functionality in identifying payment processes.

Note # 6:

Software defects and infrastructure configuration resulted in a slight delay due to extra time required to isolate and fix bugs in the *Online Payment Services Migration* project.

Financial Services

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			

Note # 7:

The e-Procurement Implementation and Supply Chain Management Transformation projects are dependent with each other. The *e-Procurement Implementation* project experienced delays caused by the vendor due to deficiencies with the final deliverables.

Note # 8:

The delay in the eProcurement Implementation resulted in a delay of the *Supply Chain Management Transformation* project as these two projects are connected. The decision was made as a go-forward strategy that the remaining funds from the e-Procurement Implementation project would be merged with the Supply Chain Management Transformation project in the 2016 capital budget.

Note # 9:

The *Workflow & Document Mgmt. Technology* project experienced vendor issues and has revised the procurement process.

Note # 10:

The *Revenue System Phase II* project was delayed due to IT technical issues.

Note # 11:

The *Electronic Self Service Tax and Utility* project was delayed due to refining and enhancing the new look-ups for the self-serve tax certificate function.

Note # 12:

The *Financial Planning Analysis and Reporting System (FPARS)* project underspending is a result of the PBF implementation that required minor rework at the beginning of the year which impacted the Enterprise Performance Management (EPM) portion of the project that could not start until PBF stabilized. In addition, there was a settlement with a vendor of the project that credited the project with approximately \$2.1 million plus an additional \$0.2 million in settlement costs.

Note # 13:

The *DC Background Study – Port Lands* project began in 2016 with the City-wide DC bylaw review.

Fleet Services

Chart 1
2015 Approved Budget by Category (\$55.77)

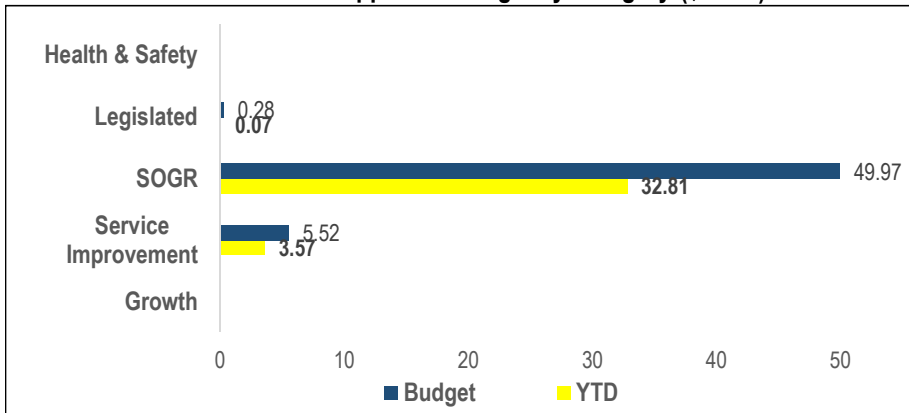


Table 1
2015 Active Projects by Category

Health & Safety	
Legislated	1
SOGR	18
Service Improvement	2
Growth	
Total # of Projects	21

Chart 2
Project Status (21)

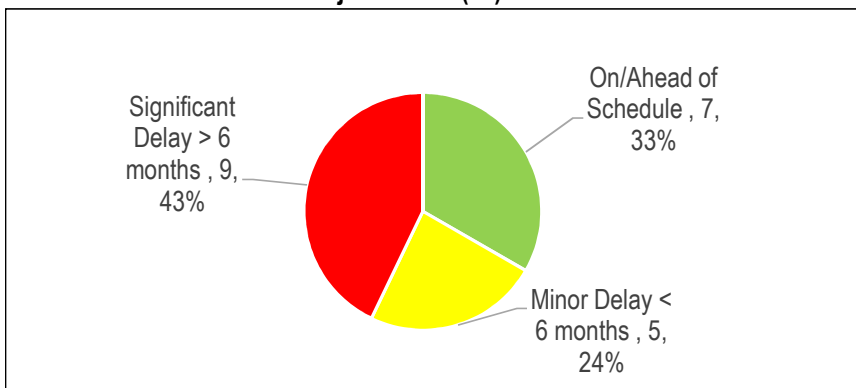


Table 2

Reason for Delay	# of Projects	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed	2	2
Contractor Issues	4	2
Site Conditions		
Co-ordination with Other Proj		
Community Consultation		
Other*	3	1
Total # of Projects	9	5

Table 3
Projects Status (\$Million)

On/Ahead of	Minor Delay <	Significant	Completed	Cancelled
20.65	26.97	8.15		

Reasons for "Other*" Projects Delay:

- Project Manager hired in Q3 2015 and Green Fleet Plan in development.
- Delay in the submission of business cases by Divisions.

Key Discussion Points:

- Overall, the spend rate for Fleet Services was 65%.
- Delays in vehicles being delivered relating to PFR, Toronto Water, Library, Exhibition, SSHA, and TCHC were due to business cases not being submitted by the Divisions.

Fleet Services

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Legislated								
Green Fleet Plan	0.278	0.071	25.6%	Ⓡ	Ⓡ	1	0.450	0.243
Sub-Total	0.278	0.071	25.6%				0.450	0.243
State of Good Repair								
Library - Fleet Replacement	1.143	0.101	8.8%	Ⓡ	Ⓡ	2	0.729	0.101
Parks, Forestry & Recreation - Fleet Replacement	7.304	4.842	66.3%	Ⓨ	Ⓨ		15.059	13.484
Purchasing & Materials - Fleet Replacement	0.085	0.073	85.3%	ⓐ	ⓐ		0.085	0.073
Municipal Licensing - Fleet Replacement	0.911	0.440	48.3%	Ⓡ	Ⓡ	3	1.145	0.652
Solid Waste - Fleet Replacement	11.533	9.787	84.9%	ⓐ	ⓐ		48.350	18.396
Transportation Services - Fleet Replacement	3.207	2.332	72.7%	ⓐ	ⓐ		9.553	4.216
Toronto Paramedic - Fleet Replacement	4.248	4.153	97.8%	ⓐ	ⓐ		11.904	11.786
Fire Services - Fleet Replacement	14.565	9.094	62.4%	Ⓨ	Ⓨ		25.201	18.662
Zoo - Fleet Replacement	0.350	0.350	99.9%	ⓐ	ⓐ		0.350	0.350
Exhibition - Fleet Replacement	0.456	0.113	24.7%	Ⓡ	Ⓡ	3	0.701	0.444
Fleet Replacement - Insurance Company	0.403	0.279	69.2%	Ⓨ	Ⓨ		0.818	0.618
Fleet Services - Fleet Replacement	0.100	0.063	62.7%	Ⓨ	Ⓨ		0.100	0.067
Facilities & Real Estate - Fleet Replacement	0.297	0.225	75.9%	ⓐ	ⓐ		0.297	0.225
Clerks - Fleet Replacement	0.082	0.000	0.6%	Ⓡ	Ⓡ	3	0.082	0.000
Toronto Water - Fleet Replacement	4.389	0.728	16.6%	Ⓡ	Ⓡ	4	7.846	4.226

Fleet Services

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Economic Development & Culture - Fleet Replacement	0.025	0.000	0.0%	Ⓡ	Ⓡ	3	0.025	0.000
Toronto Community Housing Corporation - Fleet Replacement	0.798	0.234	29.3%	Ⓡ	Ⓡ	4	1.690	1.368
Shelter, Support & Housing Admin - Fleet Replacement	0.070	0.000	0.0%	Ⓡ	Ⓡ	4	0.070	0.000
Sub-Total	49.967	32.813	65.7%				124.005	74.667
Service Improvements								
Fleet Management System & Fuel System Integration	0.927	0.688	74.2%	Ⓞ	Ⓞ		4.523	1.154
Fuel Site Closures	4.593	2.882	62.7%	Ⓨ	Ⓨ		6.300	4.419
Sub-Total	5.521	3.570	64.7%				10.823	5.573
Total	55.765	36.455					135.278	80.484

On Time	On Budget
On/Ahead of Schedule	>70% of Approved Cash Flow
Minor Delay < 6 months	Between 50% and 70%
Significant Delay > 6 months	< 50% or >100% of Approved Cash Flow

Note # 1:

Project Manager hired in Q3 2015 and plan in development.

Note # 2:

Delay in Procurement process. Book Mobile will be delivered in 2016. RFQ issued and closed Jul 20, 2015.

Note # 3:

Delay in the submission of business cases by Division

Note # 4:

Delay in the delivery of vehicles

Information & Technology

Chart 1
2015 Approved Budget by Category (\$91.86)

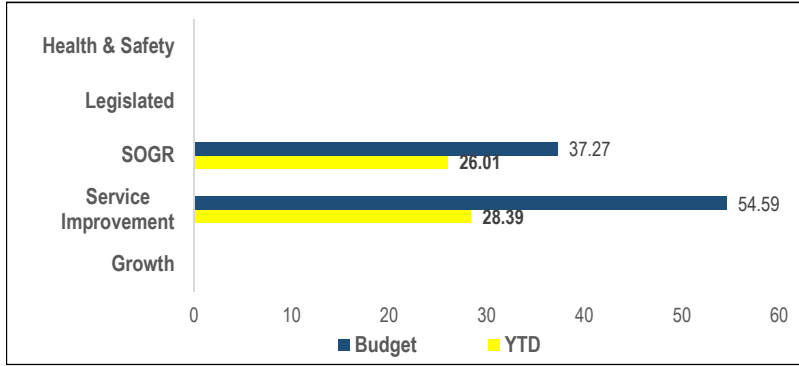


Table 1
2015 Active Projects by Category

Health & Safety	
Legislated	
SOGR	24
Service Improvement	47
Growth	
Total # of Projects	71

Chart 2
Project Status (71)

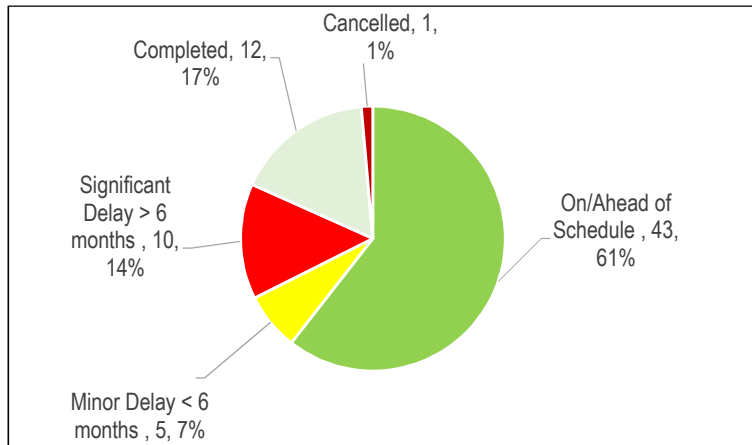


Table 2

Reason for Delay	# of Projects	
	Significant Delay	Minor Delay
Insufficient Staff Resources	5	1
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues	1	1
Site Conditions		
Co-ordination with Other Proj		
Community Consultation		
Other*	4	3
Total # of Projects	10	5

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
48.51	18.58	13.42	10.89	0.46

Reasons for "Other*" Projects Delay:

- Information & Technology has seven projects with "Other" reasons for delay. In this case, "Other" represents a combination of reasons such as unavailability of vendors' product, alternative solutions to original requirements that has revised timelines and affected scheduling of resources.

Key Discussion Points:

- Insufficient resources continue to impact delivery of capital projects. The Program has expedited the hiring process and is ensuring that this process is in alignment with project phase and divisional objectives and goals.
- **Employee Self Service Portal:** The project successfully rolled out four forms to employees: Bank Details Form; Payroll Request Form; Employee Life Events; Employee Life Events (with Dependents). Union employees now have the ability to opt in to use ESS on line portal for pay and vacation information. Wave 2 development began in July, 2015 with planned rollout in September, 2016.
- **Web Content Business Implementation & Rollout:** A few successes have already been achieved with the completion of internal & external stakeholder engagements with Ipsos-Reid. Planning for development of prototypes for new design options for toronto.ca, are currently underway. Web Content Management (WCM) market assessment is completed. The final draft of the Business and product requirements were distributed to City staff for their review. A review of the top 70 government websites was completed at the end of June with the aim being to see how these sites grouped services. Updates to the current Web Content Management application with additional features and fixes for defects have also been completed.
- **eMail Replacement:** Implementation plan for long email names agreed to and now expected to be complete by Quarter 3. Decommissioning of the legacy environment is now scheduled to occur prior to year end. Migration of all in

Information & Technology

Key Discussion Points (cont'd):

- **Enterprise eLearning:** Certification registration was launched in Toronto Building. Discussion and planning initiated with Court Services, Engineering Construction, Fleet, and Long Term Care for inclusion in ELI roll-out in 2016. These represent on-going accomplishment as part of the ELI initiative, which will modernize & continue to improve the City's learning landscape aligning to the Talent Blue Print for continuous improvement of building Workforce Capacity. This will streamline eLearning processes ensuring consistency in delivery across the organization.
- **Information Security:** Completed security baseline controls for cloud framework, eForms, Threat risk Assessment and Vulnerability Assessment Completed: Security Review of Remote Access Pilot, Email Migration Project, Completed Vulnerability Assessments for Revenue Services Online Services, Toronto Public Health eForms, HR Employee Self Serve, Toronto Water Data Repository.
- **Project Progress and Contract Tracking (PTP):** The project is ready to deploy the PTP Employee Self Service Surveys KPI Tracking Implementation for contracts, tenders and payments as well as third party review and KPI tracking implementation. This enhanced Project Tracking (PTP) Dashboard will enable directors and managers to effectively oversee capital project delivery due to: an enhanced dashboard that includes Key Performance Indicators based on the anticipated rate of spending and relative adherence to schedule; Design and Construction Expenditures to-date – paid/pending versus estimate; Slippage of Design and Construction start dates compared with Project milestones, Percentage expenditure over-run and total project cost versus initial project cost.
- **Domino Decommissioning:** The domino project is currently reaching the end of definition phase. A major milestone has been made recently which is to decide on the plan to tackle the security issue with the current environment. The Proof of Concept was finalized and a decision was made to upgrade the current domino environment with the intent to decommissioning the Domino platform altogether as new alternative technologies are established within the City.

**Information &
Technology**

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
State of Good Repair								
Asset Lifecycle Management	19.059	14.342	75.3%	Ⓞ	Ⓞ	#1	52.517	39.211
Network Upgrade	3.518	2.893	82.2%	Ⓞ	Ⓞ		8.892	7.178
Application Systems	2.278	1.537	67.5%	Ⓨ	Ⓨ		20.119	18.497
Corporate Planning & Management	2.985	1.522	51.0%	Ⓨ	Ⓨ		15.382	5.199
Business Sustainment Systems	0.719	0.325	45.2%	Ⓡ	Ⓡ		1.784	1.472
Technology Infrastructure	8.713	5.389	61.9%	Ⓨ	Ⓞ		49.327	26.312
Sub-Total	37.272	26.008	69.8%				148.021	97.869
Service Improvements								
Application Systems	7.273	2.164	29.8%	Ⓡ	Ⓡ	#2	12.467	5.465
Corporate Planning & Management	5.549	3.868	69.7%	Ⓨ	Ⓨ		17.979	8.145
Technology Infrastructure	1.401	0.989	70.6%	Ⓞ	Ⓞ	#3	5.501	3.820
Corporate Initiatives	7.083	2.297	32.4%	Ⓡ	Ⓨ		12.246	4.110
Business Sustainment Systems	5.798	3.147	54.3%	Ⓨ	Ⓨ		10.252	4.774
Resource to Deliver IT Capital Projects	5.835	2.286	39.2%	Ⓡ	Ⓨ		7.500	4.917
Enterprise Time, Attendance & Scheduling Management -PPEB	6.718	4.683	69.7%	Ⓨ	Ⓞ		12.848	5.109
Employee Self Service Portal, Payroll -PPEB	6.717	4.048	60.3%	Ⓨ	Ⓞ	7.419	6.814	
Web Business Content Refresh & Redesign	4.079	2.536	62.2%	Ⓨ	Ⓞ	9.278	7.627	

Information & Technology

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Short Term Business Improvements-Transportation	1.057	0.847	80.1%	G	G		6.996	1.827
Work Management Solution -Transportation	1.105	0.510	46.2%	R	Y	# 4	2.598	1.099
Asset Management Solution - Transportation	0.150		0.0%	R	R	#5	0.150	
Computer System Integration	0.843	0.649	77.0%	G	G		1.318	1.150
TAS -Electronic Communications	0.983	0.367	37.3%	R	Y	# 6	1.304	1.049
Sub-Total	54.591	28.391	52.0%	-	-		107.856	55.906
Total	91.863	54.399					255.877	162.114

On Time	On Budget
On/Ahead of Schedule	>70% of Approved Cash Flow
Minor Delay < 6 months	Between 50% and 70%
Significant Delay > 6 months	< 50% or > 100% of Approved Cash Flow

Note # 1:

The *Blueprint Doc MGMT* project -Program Management and ProjectWise External Consultant Access pilot for Engineering & Construction Services has been deferred. Phase 2 is being revisited and as a result phase 3 and 4 of ProjectWise is on hold.

Note # 2:

The *Property Information Solution* project has been rebaselined and restarted in late in the fourth quarter. *Shared Services Application Portfolio* and *Domino Decommissioning Strategy & Implementation* projects were delayed due to recruitment of specialized resources.

Note # 3:

The *Workforce Business Intelligence* project revised its baseline schedule due to lack of resources. As a result a change request has moved the design and development to 2016.
 The *HR Process Automation* project was completed under budget. Project is closed.
Quatrosafety Phase I and *Org MGMT & SAP Security* projects were delayed due to contractor issues and redeployment of resources to other program areas. These projects are expected to be completed in 2016.

Note # 4:

The *Work Management Solution -Transportation* project is on track to be completed in December 2019, however; underspending is due to the complexity in the RFP issuances that is six months behind schedule.

**Information &
Technology**

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			

Note # 5:

The *Asset Management Solution- Transportation* project was delayed due to business readiness. The Division was not clear on the project scope and is now in the process of redrafting a business case with clear project scope for review and approval as part of the 2017 budget approval process.

Note # 6:

The *Toronto Animal Services (TAS) Electronic Communications* project is on track to be completed in December 2017, however; resources were not approved and assigned until later in the last quarter of 2015. Spending for 2015 at 37.3% is due to the lack of resources for communications and process changes. The project is expecting that deliverables will be on track for planned completion by December 2017.

**2016 Capital Spending by Program
Other City Programs**

Program		2015 Approved Cash Flow	2015 Expenditure		Trending	Alert (Benchmark 70% spending rate)
			Year-End Spending	% at Year End		
Auditor General's Office	4 Months	N/A	N/A	N/A	N/A	N/A
	Q2	N/A	N/A	N/A	N/A	N/A
	Q3	0.45	0.08	22.0%	↓	Ⓡ
	Q4	0.45	0.10	21.2%		Ⓡ
Office of the Lobbyist Registrar	4 Months	N/A	N/A	N/A	N/A	N/A
	Q2	N/A	N/A	N/A	N/A	N/A
	Q3	0.17	0.03	92.4%	↓	Ⓢ
	Q4	0.17	0.10	58.8%		Ⓜ
City Clerk's	4 Months	4.85	0.77	72.2%	↑	Ⓢ
	Q2	4.85	1.04	73.2%		Ⓢ
	Q3	4.85	1.40	53.4%	↓	Ⓜ
	Q4	4.85	1.78	36.6%		Ⓡ
Pan Am Games	4 Months	21.07	1.30	74.2%	↑	Ⓢ
	Q2	20.16	2.24	83.1%		Ⓢ
	Q3	20.16	3.32	83.1%	↓	Ⓢ
	Q4	20.16	4.49	22.3%		Ⓡ
SEP	4 Months	29.18	0.63	52.6%	↓	Ⓜ
	Q2	26.18	0.75	45.2%		Ⓡ
	Q3	26.18	3.59	46.5%	↑	Ⓡ
	Q4	26.18	8.61	32.9%		Ⓡ
Radio Replacement	4 Months	13.91	0.11	90.0%	↑	Ⓢ
	Q2	13.91	1.53	100.0%		Ⓢ
	Q3	13.91	4.74	73.9%	↓	Ⓢ
	Q4	13.91	10.22	73.5%		Ⓢ
Total		70.22	26.48	37.7%		Ⓡ

Ⓢ >70% Ⓜ between 50% and 70% Ⓡ < 50% or > 100%

At 2015 year-end, capital expenditures for this Cluster totalled \$26.48 million (38%) of their collective 2015 Approved Capital Budget of \$70.22 million.

Spending rate at year-end for Auditor General's Office (21%), City Clerk's (37%) and Sustainable Energy Plan (33) is below 50% due to delays for RFP, awaiting changes to Municipal Election Act, timing of the project to accommodate Council Meeting and insufficient resources. Radio Replacement project achieved significant milestone with closing of COTS-FS component and spending rate for this program is 74%. at year-end.

Chart 1
2015 Approved Budget by Category (\$0.45)

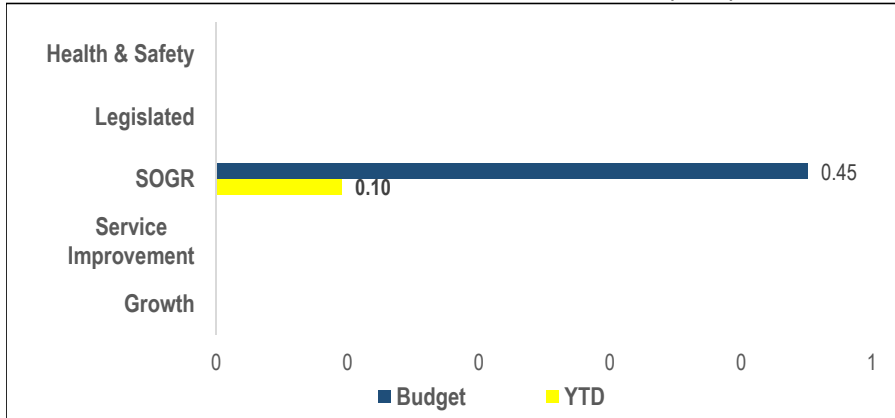


Table 1
2015 Active Projects by Category

Health & Safety	
Legislated	
SOGR	1
Service Improvement	
Growth	
Total # of Projects	1

Chart 2
Project Status (1)

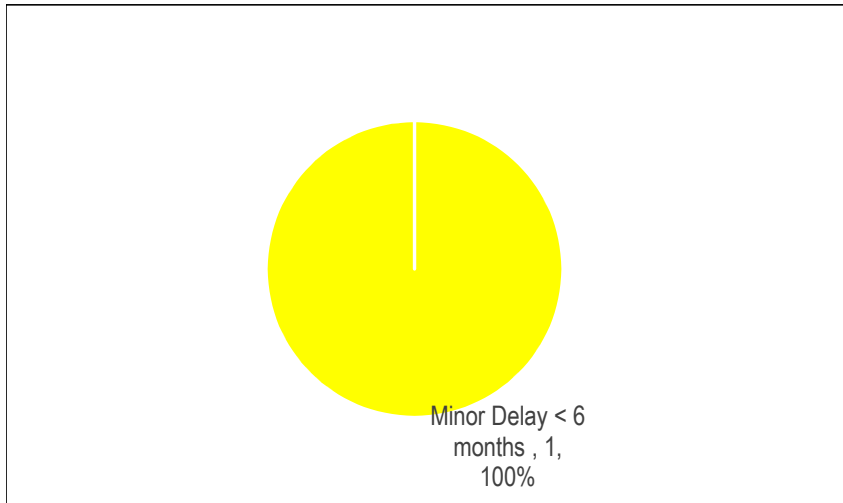


Table 2

Reason for Delay	# of Projects	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		1
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*		
Total # of Projects		1

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
	0.45			

Key Discussion Points:

- The RFP for the Auditor General's Complaint Management System experienced delays as project team explored various options on RFP format structures. However, project is currently on schedule for completion by 2016.

**Auditor General's
Office**

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
State of Good Repair Auditor General's Complaint Management System	0.451	0.096	21.2%	Ⓡ	Ⓢ	1	0.565	0.096
Sub-Total	0.451	0.096	21.2%	-	-		0.565	0.096
Total	0.451	0.096					0.565	0.096

On Time		On Budget	
On/Ahead of Schedule		>70% of Approved Cash Flow	
Minor Delay < 6 months		Between 50% and 70%	
Significant Delay > 6 months		< 50% or >100% of Approved Cash Flow	

1. The RFP for the Auditor General's Complaint Management System experienced delays as project team explored various options on RFP format structures. However, project is currently on schedule for

Office of the Lobbyist Registrar

Chart 1
2015 Approved Budget by Category (\$0.17)

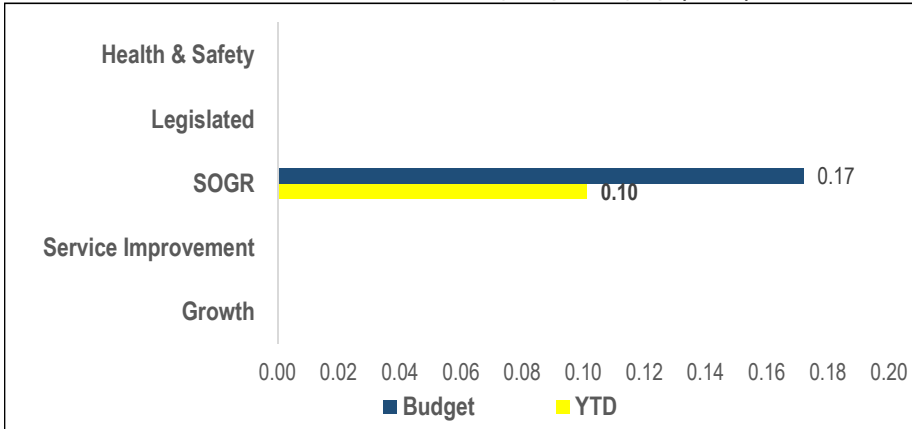


Table 1
2015 Active Projects by Category

Health & Safety	
Legislated	
SOGR	1
Service Improvement	
Growth	
Total # of Projects	1

Chart 2
Project Status (1)

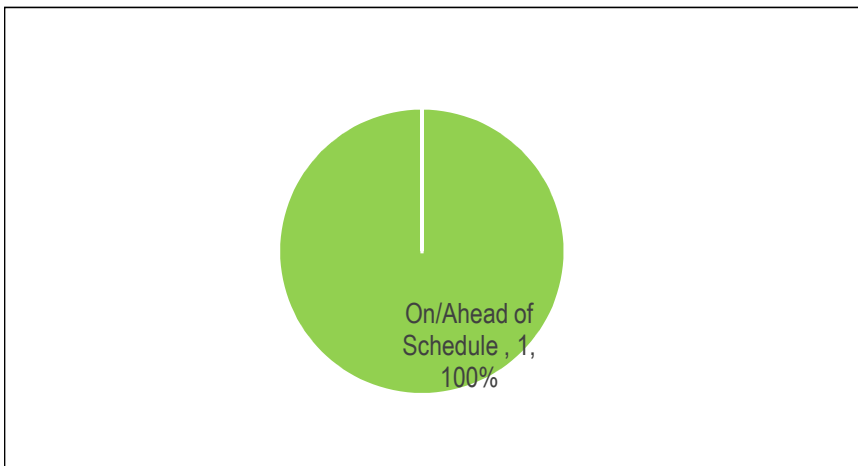


Table 2

Reason for Delay	# of Projects	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Proj		
Community Consultation		
Other*		
Total # of Projects		

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0.17				

Key Discussion Points:

- Lobbyist Registry Development and Maintenance project is on track. Business requirements gathering and design completed for the Lobbyist Registry and Internal Operating System (IOS) components. Design is in progress for the Disclosure System component.

Office of the Lobbyist Registrar

Projects by Category (Million)	2013 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
State of Good Repair Lobbyist Registry Development and Maintenance	0.172	0.101	58.8%	Y	G		0.660	0.101
Sub-Total	0.172	0.101	58.8%	-	-		0.660	0.101
Total	0.172	0.101					0.660	0.101

On Time	On Budget
On/Ahead of Schedule	>70% of Approved Cash Flow
Minor Delay < 6 months	Between 50% and 70%
Significant Delay > 6 months	< 50% or >100% of Approved Cash Flow

Chart 1
2015 Approved Budget by Category (\$4.85)

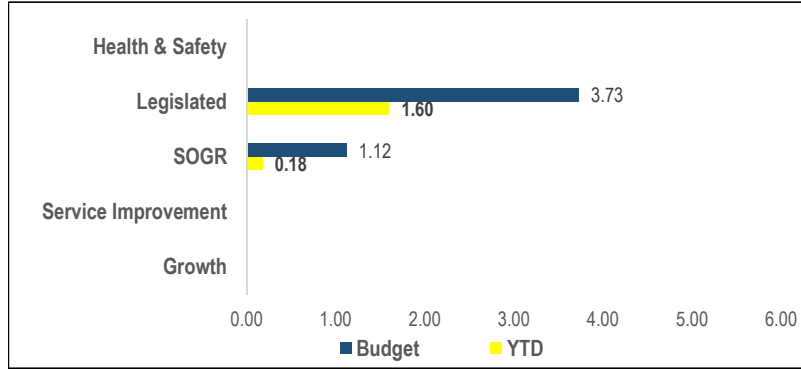


Table 1
2015 Active Projects by Category

Health & Safety	
Legislated	9
SOGR	4
Service Improvement	
Growth	
Total # of Projects	13

Chart 2
Project Status (13)

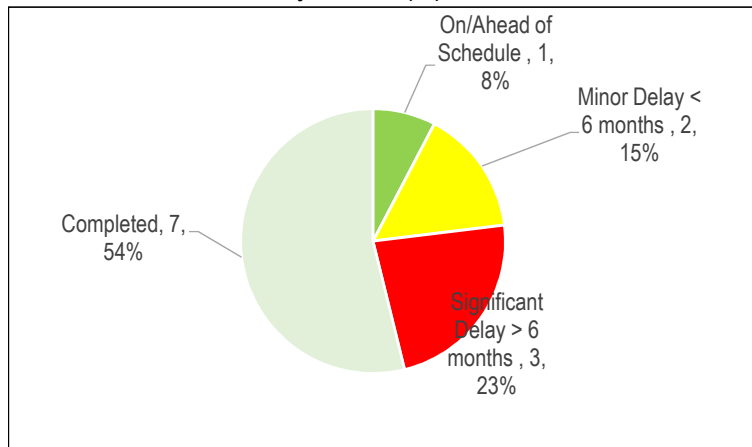


Table 2
Reason for Delay # of Projects

Reason for Delay	# of Projects	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	1	
RFQ/RFP Delayed		1
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*	2	1
Total # of Projects	3	2

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0.75	0.75	1.29	2.06	

Reasons for "Other*" Projects Delay:

- Per Facilities Services' advice, work will be undertaken on the Infrastructure to Support Council Meeting project during the Council recess in 2018 when Council Chamber is not in use to allow adequate implementation time.
- The Toronto Election Information Maintenance & Upgrade for 2018 Election project is slightly delayed as it is awaiting changes to the Municipal Election Act.
- The City Clerk will report back to Executive Committee on the EX7.3, "Feasibility of Extending Use of Current Vote Counting Equipment and Technology" with an analysis of the election technology marketplace, including all available options for vote counting equipment and including lease options. Report is in progress pending changes in the Municipal Election Act and once the regulations are published.

Key Discussion Points:

- The Archives Facility Expansion project is managed by Facilities Services. Design phase is in progress and construction tender documents are expected to be completed in Q1 2016. Project is expected to be completed by February 2017.
- The RFP for Protocol application was issued and closed in early October with no bids. As a result, the Council Transition System Changes project has been reset and the Protocol application will be a combination of leveraging third party system with some configuration and building in-house system.
- Council approved the staff report to proceed with the procurement of the Provincial Vendor of Record for Open Text for the Enterprise Document and Records Management Solution (EDRMS) projects. Development for the Master Service Agreement (MSA) and Statement of Work (SOW) with the Vendor of Record is in progress and expected to

City Clerk's Office

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Legislated								
Toronto Elections Info System (TEIS):								
- Toronto Elections Info System (TEIS) for 2014 Election	0.793	0.397	50.1%	Ⓞ	Ⓞ	Completed	6.230	5.834
- Toronto Elections Info System (TEIS) for 2018 Election	0.400	0.078	19.5%	Ⓡ	Ⓨ		4.320	0.078
Information Management Infrastructure:								
- Enterprise Document & Records Mgt Solution (EDRMS)	0.747	0.210	28.2%	Ⓡ	Ⓞ		3.459	1.308
- Open Information	0.384	0.175	45.6%	Ⓞ	Ⓞ	Completed	1.016	0.667
- Form Management	0.090	0.090	99.7%	Ⓞ	Ⓞ	Completed	0.582	0.582
Alternate Voting	0.487	0.316	64.9%	Ⓞ	Ⓞ	Completed	1.894	1.431
Council Transition System Changes - 2014	0.581	0.254	43.8%	Ⓨ	Ⓡ		0.710	0.384
Toronto Meeting Management Info System	0.100	0.079	79.4%	Ⓞ	Ⓞ	Completed	0.600	0.579
Replacement of Vote Counting Equipment	0.150	0.000	0.0%	Ⓡ	Ⓡ	Project not started	15.610	0.000
Sub-Total	3.732	1.600	42.9%	-	-		34.421	10.863
State of Good Repair								
Archives Strategic Plan Implementation	0.407	0.080	19.7%	Ⓡ	Ⓨ		1.463	0.280
Infrastructure to Support Council Meeting	0.564	0.051	9.0%	Ⓡ	Ⓨ		1.585	0.472
Records Centre Tracking System	0.150	0.046	30.6%	Ⓞ	Ⓞ	Completed	0.150	0.046
Sub-Total	1.121	0.177	15.8%	-	-		3.198	0.798
Total	4.853	1.777					37.619	11.661

On Time	On Budget
On/Ahead of Schedule	Ⓞ >70% of Approved Cash Flow
Minor Delay < 6 months	Ⓨ Between 50% and 70%
Significant Delay > 6 months	Ⓡ < 50% or >100% of Approved Cash Flow

Pan Am Games

Chart 1
2015 Approved Budget by Category (\$20.16)

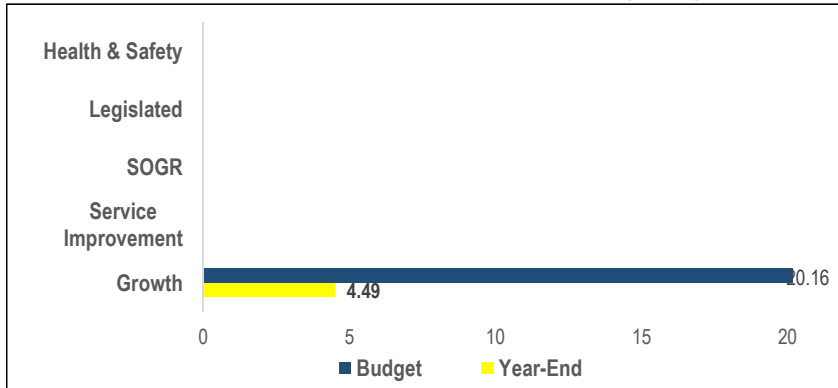


Table 1
2015 Active Projects by Category

Health & Safety	
Legislated	
SOGR	
Service Improvement	
Growth	12
Total # of Projects	12

Chart 2
Project Status (12)

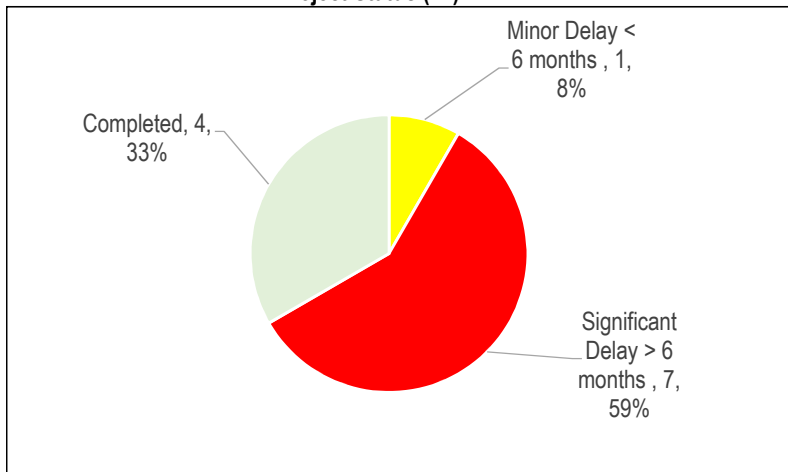


Table 2

Reason for Delay	# of Projects	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*	7	1
Total # of Projects	7	1

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
	0.12	14.68	5.35	

Reasons for "Other*" Projects Delay:

- The *Resurfacing of Cycling Course* and *Bus Depot and Staging Area* projects had capital expenditures of \$1.031 million or 111% of the approved cash flow of \$0.932 million by year-end. Insufficient cash flow was carried forward to 2015 resulting in overspending and a budget adjustment is required to correct the cash flow.
- The *Site Remediation* project had expenditures of \$0.139 million or 4% of the planned cash flow of \$3.850 million for the year-end. The *Site Remediation* Pan Am Games account was closed at the end of 2015 with the remaining funds for environmental approvals monitoring associated with construction work; and investigation, monitoring and reporting associated with post-construction work transferred to the 2016 Solid Waste Management Services Capital Budget.
- 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, had expenditures of \$3.317 million or 22% of the planned cash flow of \$15.377 million by the end of 2015. All projects were completed on time for the Games with deficiency and warranty work outstanding. Deficiency work at the PAAC, Etobicoke Olympium, and West Channel are anticipated to be completed by June 2016. Warranty work at the BMX Track is anticipated to be completed by the end of May 2016, whereas warranty work at the Centennial, Birchmount and York Outdoor Tracks is anticipated to be completed by the end of 2016.

Key Discussion Points:

Pan American Games (Pan Am)

Projects by Category (Million)	2016 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Growth Related								
PAAC/CIO 2011-2014	9.809	0.854	8.7%	Ⓡ	Ⓡ	#1	50.841	42.018
Etobicoke Olympium Retrofit	0.594	0.040	6.7%	Ⓡ	Ⓡ	#1	8.800	8.246
Centennial Track Resurfacing	0.598	0.153	25.5%	Ⓡ	Ⓡ	#2	0.730	0.285
Birchmount Track Resurfacing	0.373	0.282	75.7%	Ⓞ	Ⓞ		0.456	0.381
Project Management	0.122	0.074	60.3%	Ⓨ	Ⓨ		0.464	0.415
York Track Retrofit	0.006	-0.792	-13194.4%	Ⓡ	Ⓡ	#3	1.596	1.596
BMX Track	1.225	1.208	98.6%	Ⓞ	Ⓞ		3.954	3.937
BMX Track - Concrete Reinforcement	0.450	0.450	100.0%	Ⓞ	Ⓞ		0.450	0.450
West Channel	2.200	1.049	47.7%	Ⓡ	Ⓡ	#4	5.500	4.835
Resurfacing of Cycling Course	0.482	0.643	133.3%	Ⓡ	Ⓡ	#5	8.087	3.992
Bus Depot & Staging	0.450	0.389	86.4%	Ⓞ	Ⓞ		0.450	0.389
PAAC Site Remediation	3.850	0.139	3.6%	Ⓡ	Ⓡ	#6	52.000	29.563
Sub-Total	20.159	4.488	22.3%				133.328	96.107
Total	20.159	4.488					133.328	96.107

On Time	Ⓞ	On Budget	Ⓞ
On/Ahead of Schedule	Ⓞ	>70% of Approved Cash Flow	Ⓞ
Minor Delay < 6 months	Ⓨ	Between 50% and 70%	Ⓨ
Significant Delay > 6 months	Ⓡ		Ⓡ

Note # 1:

Site deficiencies arising from the post Pan Am Games to be addressed in 2016.

Note # 2:

Substantial completion as of July 2, 2015; post-games deficiency work completed in September 2015; warranty work anticipated to be completed by December 31, 2016.

Note # 3:

Substantial completion of the Outdoor Track project as of July 2, 2015; post-games deficiency work completed in September 2015; and warranty work anticipated to be completed by December 31, 2016. The negative expenditure is attributed to an accrual from 2014.

Note # 4:

Post-games deficiency work in Marilyn Bell Park is delayed and expected to be completed by end of June 2016.

Note # 5:

Not enough funds were carried forward in 2015; budget adjustment will be required.

Note # 6:

The remediated site for the Pan Am Aquatics Centre was handed over to Infrastructure Ontario on June 28th, 2012. Funds have been included in the 2016 Solid Waste Management Services Capital Budget for environmental approvals monitoring associated with construction work; and investigation, monitoring and reporting associated with post-construction work.

Radio Communication System Replacement

Chart 1
2015 Approved Budget by Category (\$13.91)

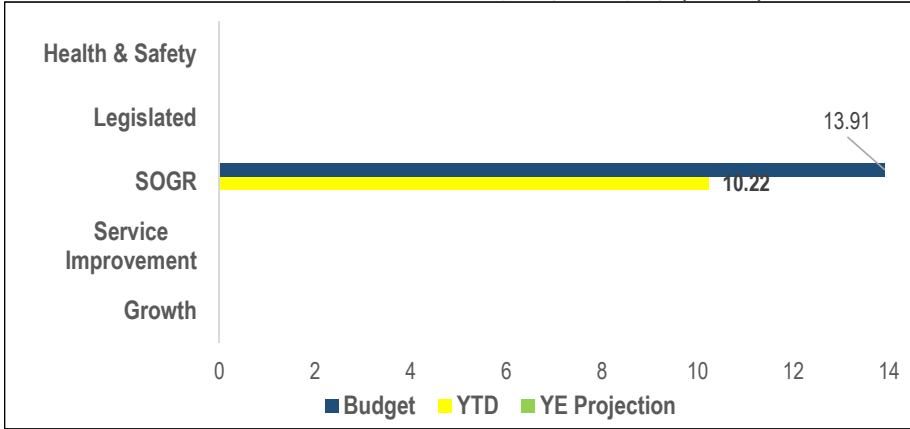


Table 1
2015 Active Projects by Category

Health & Safety	
Legislated	
SOGR	
Service Improvement	
Growth	1
Total # of Projects	1

Chart 2
Project Status (1)

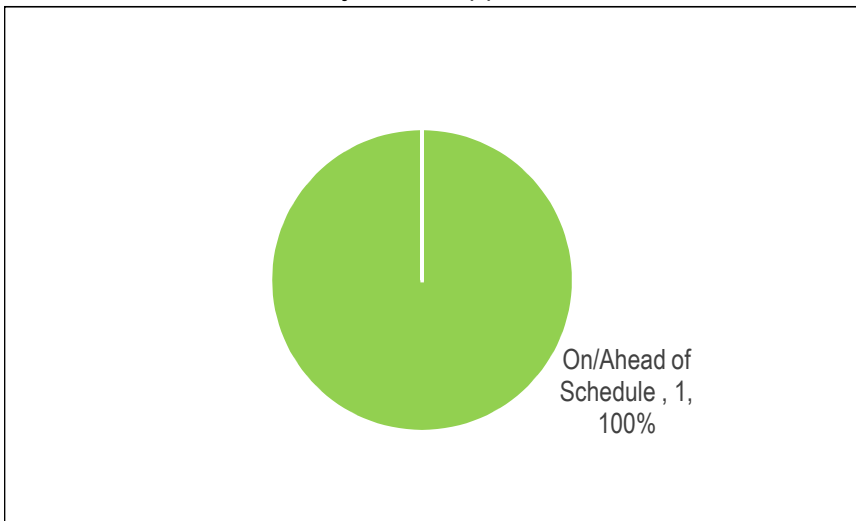


Table 2

Reason for Delay	# of Projects	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Proj		
Community Consultation		
Other*		1
Total # of Projects		1

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
13.91				

Key Discussion Points:

- The Radio Communication Replacement project achieved significant milestones, with the closeout of the COTS-FSA component and the migration of TFS to the new system. The remaining decommissioning activities and implementation of an alternate wireless network component will be completed by the end of 2016

Radio Communication System Replacement

Projects by Category	2015 Approved Cash Flow	YTD Exp.		Year End Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
State of Good Repair										
Radio Communication Replacement Project	13,906	10,224	73.5%			Ⓞ	Ⓞ		55,491	51,809
Sub-Total	13,906	10,224	73.5%						55,491	51,809
TOTAL	13,906	10,224	73.5%						55,491	51,809

On Time	On Budget
On/Ahead of Schedule	Ⓞ >70% of Approved Cash Flow
Minor Delay < 6 months	Ⓜ Between 50% and 70%
Significant Delay > 6 months	Ⓡ < 50% or >100% of Approved Cash Flow

Note #1:

The Radio Communication Replacement project achieved significant milestones, with the closeout of the COTS-FSA component and the migration of TFS to the new system. The remaining decommissioning activities and implementation of an alternate wireless network component will be completed by the end of 2016

Sustainable Energy Plan

Chart 1
2015 Approved Budget by Category (\$26.18)

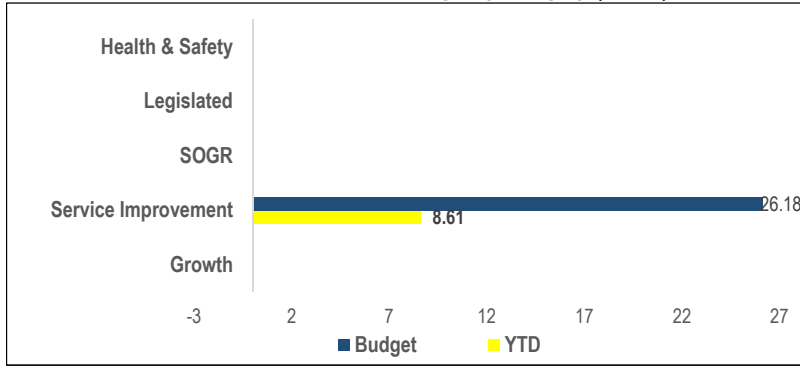


Table 1
2015 Active Projects by Category

Health & Safety	
Legislated	
SOGR	
Service Improvement	31
Growth	
Total # of Projects	31

Chart 2
Project Status (31)

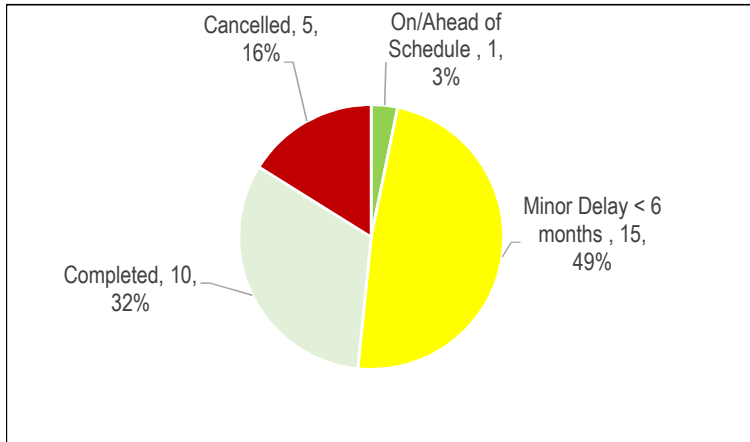


Table 2

Reason for Delay	# of Projects	
	Significant Delay	Minor Delay
Insufficient Staff Resources		2
Procurement Issues		
RFQ/RFP Delayed		3
Contractor Issues		2
Site Conditions		
Co-ordination with Other Projects		3
Community Consultation		
Other*		5
Total # of Projects		15

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
6.52	15.69		3.78	0.19

Reasons for "Other*" Projects Delay:

- Other delays are due to extended feasibility studies, retendering of project bids, and slowdown in application process timeframe from provincial elections.

Key Discussion Points:

- The Sustainable Energy Plan spent \$8.6 million or 32.9% of its 2015 Capital Budget. Excluding the Home Energy Loan Program (HELP) Pilot, the spending rate was 40.4%.
- Milestones or achievements reached in 2015 include:
 - Retrofits at 85 Parks facilities and Building Automation Systems (BAS) installations at 10 other facilities.
 - Ongoing construction on large scale energy retrofits at City arenas.
 - A number of solar photovoltaic (PV) installations (approximately 20) have been completed and went operational in 2015, generating revenues for the next 20 years.
- Key challenges contributing to the low spending rate include:
 - A weak uptake in the HELP program, mainly due to lack of support from financial institutions prohibiting participation.
 - The Solar PV program has experienced both uncertainty and delays in contract award from the Province. Work cannot commence until contracts are awarded, which is typically not until mid-year.
 - The state of the Demand Response program, which is currently under review and during this time has no new enrolments.
 - Lastly, a number of energy efficiency projects are contingent on client acceptance which has proven to be

Sustainable Energy Plan

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Service Improvements								
City Hall - Energy Retrofit	0.038	0.000	0.0%	Ⓞ	Ⓞ	#1	6.782	6.744
Combined Heat & Power (CHP) - 2015	1.350	0.027	2.0%	Ⓡ	Ⓨ	#2	1.928	0.083
Community Energy Planning	0.682	0.206	30.2%	Ⓡ	Ⓨ	#3	2.541	1.003
Community Green Energy Projects - 2015	2.222	2.222	100.0%	Ⓞ	Ⓞ		8.733	2.222
Demand Response - 2013	1.333	0.168	12.6%	Ⓡ	Ⓨ	#4	6.774	0.187
Demand Response - LTC Homes - Kipling Acres	0.600	0.100	16.7%	Ⓡ	Ⓨ	#5	0.685	0.100
Energy Conservation and Demand Management Plan - 2015	0.500	0.000	0.0%	Ⓡ	Ⓨ	#6	0.500	0.014
Energy Retrofit - Police Service Buildings	0.167	0.000	0.0%	Ⓞ	Ⓞ	#7	2.400	2.232
ERP - Arenas - Lighting Retrofits	1.705	0.960	56.3%	Ⓨ	Ⓨ	#8	1.705	1.356
ERP - Led Building Lighting	0.250	0.168	67.1%	Ⓨ	Ⓨ	#9	0.500	0.168
ERP - Water Retrofits In Civic Centres	0.840	0.326	38.9%	Ⓡ	Ⓨ	#10	0.840	0.517
ERP -Animal Services Efficiency Measures	0.192	0.000	0.0%	Ⓞ	Ⓞ	#11	0.192	0.000
GeoExchange - 2013	0.373	0.372	99.8%	Ⓞ	Ⓞ	#12	0.500	0.500
GeoExchange - 2015	1.130	0.060	5.3%	Ⓡ	Ⓨ	#13	1.130	0.061
Home Energy Loan Program (HELP) - Pilot	6.516	0.671	10.3%	Ⓡ	Ⓞ	#14	10.000	1.386
Lighting Retrofits - Exhibition Place	0.732	0.732	100.0%	Ⓞ	Ⓞ		0.782	0.782
Lighting Retrofits - SWM Transfer Stations	0.033	0.000	0.0%	Ⓞ	Ⓞ	#15	0.300	0.267
NG Generators at Corporate Facilities	0.355	0.000	0.0%	Ⓡ	Ⓨ	#16	1.155	0.000
Nathan Phillips Square (NPS) Sustainability Measures	0.000	-0.013	#DIV/0!	Ⓞ	Ⓞ	#17	6.200	6.149
Renewable Energy Program - Study	0.169	0.033	19.3%	Ⓡ	Ⓨ	#18	0.500	0.364

Sustainable Energy Plan

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Solar Photovoltaic Program	0.033	0.000	-0.3%	Ⓡ	Ⓞ	#19	3.200	3.154
Solar PV FiT	4.349	1.893	43.5%	Ⓡ	Ⓨ	#20	4.400	2.714
Solar PV Installations - Mid-Size - 2015	1.000	0.000	0.0%	Ⓡ	Ⓨ	#21	1.000	0.006
Solar PV Installations - MICROFIT - 2013	0.930	0.510	54.8%	Ⓨ	Ⓨ	#22	0.930	0.568
Solar PV Installations - MicroFIT - 2015	0.500	0.000	0.0%	Ⓡ	Ⓨ	#23	0.500	0.000
Solar PV Microfit	0.145	0.143	98.4%	Ⓞ	Ⓞ	#24	0.400	0.393
Toronto Energy Conservation Fund - EWMO, PF&R - 85 Locations	0.035	0.032	91.3%	Ⓞ	Ⓞ	#25	1.000	0.997
Sub-Total	26.179	8.610	32.9%	-	-		65.577	31.965
Total	26.179	8.610					65.577	31.965

On Time	On Budget
On/Ahead of Schedule	>70% of Approved Cash Flow
Minor Delay < 6 months	Between 50% and 70%
Significant Delay > 6 months	< 50% or >100% of Approved Cash Flow

Note # 1:

Project Completed. Approved cashflow will not be spent.

Note # 2:

Delays due to insufficient staffing resources. Two locations are currently targeted (Agincourt and Etobicoke Olympium). Design work is under way with contract to be issued in 2016.

Note # 3:

Community Energy Planning (CEP) budget includes \$0.250 million for the installation of district energy piping as part of the Six Points Dundas Street Reconfiguration & Reconstruction. Underspensing in 2015 is a result of delays due to Engineering & Construction Services (ECS) tender preparation, procurement, and contract management for community energy plans at various other locations.

Note # 4:

Demand Response program has been put on hold by the IESO, with action plans to be issued in May of 2016. Work at Union Station has started with expected completion in 2016.

Note # 5:

Kipling Acres Phase 2 Project under construction with generator procurement completed and disbursement of funds expected in early 2016.

Note # 6:

Consultant proposals and project scheduling relating to the City Hall Project are in the process of being

Note # 7:

Project completed in March 2015. Approved cashflow will not be spent.

Note # 8:

Bids received for tender were significantly lower than consultant estimates and budget. Contract has been

Note # 9:

Delays due to insufficient staffing resources. Tender has been issued for work at Metro Hall (lighting).

Note # 10:

Sustainable Energy Plan

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			

Delays in closing tender resulting in project delay and spending. Tender is now closed and construction work to

Note # 11:

No agreement on scope of work with client could be agreed to. Project cancelled.

Note # 12:

Project Completed. Remaining cashflow will not be spent.

Note # 13:

McGregor currently under construction. Delay due to underground conditions and contractor issues. Completion is targeted for mid 2016. Geo study for George St. And Bessarion underway.

Note # 14:

The program continues to face road blocks from lending institutions and mortgage insurances, resulting in slow uptake in the program and driving the year-end forecasted variance. Staff are exploring options to mitigate these issues to improve program participation in 2016.

Note # 15:

Project Completed. Approved cashflow will not be spent.

Note # 16:

Delay due to co-ordination with other projects. Progress is contingent upon progress on natural gas generator installations at East York Civic Centre and 255 Spadina locations.

Note # 17:

Project Completed.

Note # 18:

Funds are used as needed. Project team was expecting to conduct more feasibility studies than actual to date. Biomass feasibility study is now completed and deemed project feasible.

Note # 19:

Project is completed. Installation for Group A locations is complete, solar panels are operational.

Note # 20:

Construction to be completed in 2016. Delay due to timing of award of contracts.

Note # 21:

Applied for IESO FIT applications for 10 sites. This program may be combined with City-Toronto Hydro partnership. The status of this is still pending.

Note # 22:

RFQ for MicroFIT Group C structural was issued in the summer. Construction to be completed mid 2016. Delay due to timing of award of contracts.

Note # 23:

RFP issued, construction to take place in 2016. Delay due to timing of award of contracts.

Note # 24:

Project Completed. Approved cashflow will not be spent.

Note # 25:

Project Completed. Approved cashflow will not be spent.

**2015 Capital Spending
City Agencies**

Program		2015 Approved Cash Flow	2015 Expenditure		Trending	Alert (Benchmark 70% spending rate)
			Year-End Spending	% at Year End		
Exhibition Place	4 Months	10.23	1.66	100.0%		Ⓢ
	Q2	10.23	3.64	84.3%	↓	Ⓢ
	Q3	10.63	5.40	92.1%	↕	Ⓢ
	Q4	10.71	8.20	76.5%	↓	Ⓢ
Sony Centre	4 Months	4.97	1.92	79.9%		Ⓢ
	Q2	4.97	1.92	79.9%	▬	Ⓢ
	Q3	4.97	2.84	70.5%	↓	Ⓢ
	Q4	5.12	3.38	66.0%	↓	Ⓢ
TRCA	4 Months	14.07	4.22	100.0%		Ⓢ
	Q2	14.07	6.68	100.0%	▬	Ⓢ
	Q3	14.07	10.38	100.0%	▬	Ⓢ
	Q4	14.07	14.07	100.0%	▬	Ⓢ
Toronto Police	4 Months	61.82	4.26	67.4%		Ⓢ
	Q2	61.73	8.32	55.5%	↓	Ⓢ
	Q3	61.73	10.35	49.0%	↓	Ⓢ
	Q4	61.77	27.37	44.3%	↓	Ⓢ
TPH	4 Months	5.36	1.50	99.5%		Ⓢ
	Q2	5.36	2.24	94.7%	↓	Ⓢ
	Q3	5.36	3.47	91.1%	↓	Ⓢ
	Q4	5.46	4.86	89.1%	↓	Ⓢ
TPL	4 Months	21.39	3.83	91.2%		Ⓢ
	Q2	21.39	6.56	98.9%	↑	Ⓢ
	Q3	22.24	11.24	95.6%	↓	Ⓢ
	Q4	22.19	19.63	88.4%	↓	Ⓢ
TTC	4 Months	1,814.38	187.85	87.7%		Ⓢ
	Q2	1,814.38	366.81	91.1%	↑	Ⓢ
	Q3	1,814.38	726.18	85.4%	↓	Ⓢ
	Q4	1,814.38	1,302.61	71.8%	↓	Ⓢ
Toronto Zoo	4 Months	12.68	1.01	100.0%		Ⓢ
	Q2	12.68	2.21	84.0%	↓	Ⓢ
	Q3	12.68	4.03	81.9%	↓	Ⓢ
	Q4	12.68	6.64	52.3%	↓	Ⓢ
Total		1,946.39	1,386.75	71.2%		Ⓢ

Ⓢ >70%
Ⓢ between 50% and 70%
Ⓢ < 50% or > 100%

At 2015 year-end, capital expenditures for this Cluster totalled \$1.386 billion (71%) of their collective 2015 Approved Capital Budget of \$1.946 billion.

Spending rate at year-end for the majority of the Programs in this Cluster is over 70% of their respective 2015 Approved Capital Budgets. Low spending rate for Toronto Police Services (44%) is attributed to the procureme issues, divisional facility re-assessment and insufficient staff resources.

Exhibition Place

Chart 1
2015 Approved Budget by Category (\$10.71)

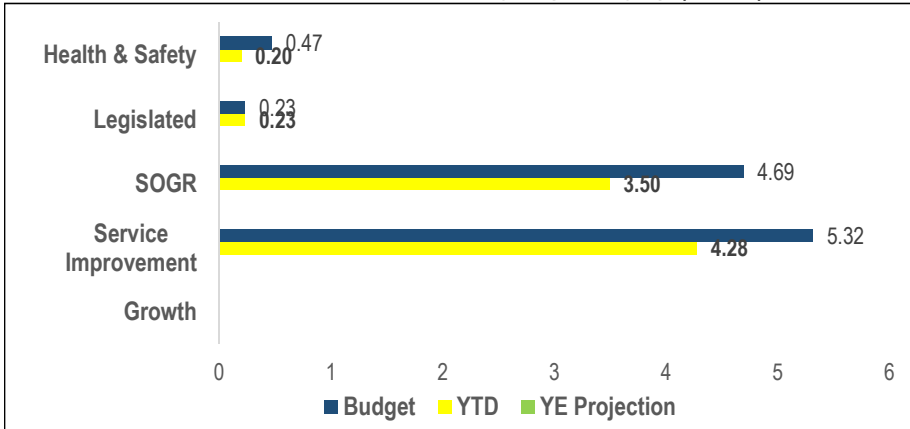


Table 1
2015 Active Projects by Category

Health & Safety	1
Legislated	3
SOGR	6
Service Improvement	6
Growth	
Total # of Projects	16

Chart 2
Project Status (16)

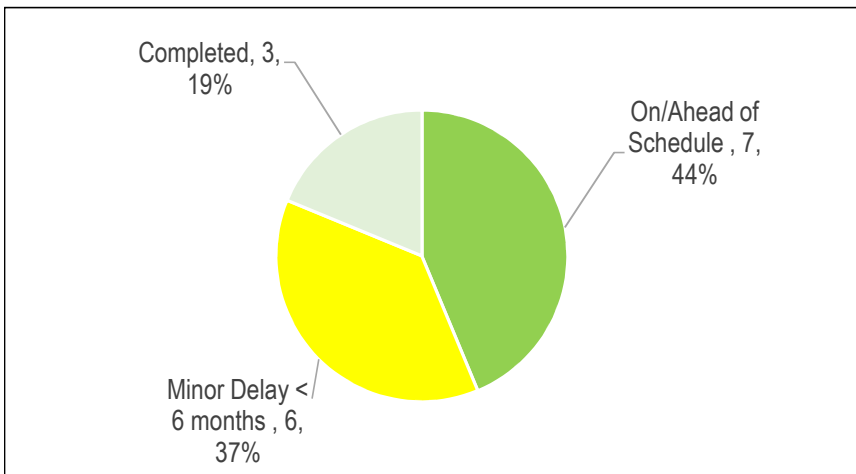


Table 2

Reason for Delay	# of Projects	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Proj		
Community Consultation		
Other*		6
Total # of Projects		6

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
6.99	2.19		1.53	

Key Discussion Points:

- Exhibition Place experienced underspending of \$2.514 million in 2015. Minor delays were caused as projects were deferred resulting from the 2015 Pan Am Games.

Exhibition Place

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Health & Safety								
M/E & Communication Infrastructure	0.175	0.086	49.1%	Ⓡ	Ⓡ	#1	0.175	0.086
Other Buildings	0.010	0.010	100.0%	Ⓢ	Ⓢ		0.085	0.085
General Services Building	0.285	0.102	35.7%	Ⓡ	Ⓡ	#1	0.285	0.102
Sub-Total	0.470	0.198	42.1%	-	-		0.545	0.273
Legislated								
Coliseum Complex	0.230	0.230	100.0%	Ⓢ	Ⓢ		0.230	0.230
Sub-Total	0.230	0.230	100.0%	-	-		0.230	0.230
State of Good Repair								
Pre-Engineering Program	0.110	0.104	94.4%	Ⓢ	Ⓢ		0.250	0.244
Direct Energy Centre	1.060	0.301	28.4%	Ⓡ	Ⓡ	#1	2.260	1.575
Better Living Centre	0.275	0.135	49.0%	Ⓡ	Ⓡ	#1	0.375	0.235
Parks, Parking Lots and Roads	0.350	0.350	100.0%	Ⓢ	Ⓢ		0.350	0.350
Queen Elizabeth Building	1.128	0.972	86.2%	Ⓢ	Ⓢ		1.200	1.044
M/E & Communication Infrastructure	1.762	1.634	92.7%	Ⓢ	Ⓢ		2.570	2.442
Sub-Total	4.685	3.496	74.6%	-	-		7.005	5.889
Service Improvements								
Direct Energy Centre	0.172	0.172	100.0%	Ⓢ	Ⓢ		0.172	0.172
Parks, Parking Lots and Roads	1.840	1.578	85.8%	Ⓢ	Ⓢ		2.808	2.547
M/E & Communication Infrastructure	0.152	0.056	37.2%	Ⓡ	Ⓡ	#1	0.300	0.205
Green Energy Initiative	2.592	2.057	79.4%	Ⓢ	Ⓢ		5.595	5.061
Special Projects	0.318	0.318	100.0%	Ⓢ	Ⓢ		1.500	1.500
General Services	0.246	0.095	38.6%	Ⓡ	Ⓡ	#1	0.250	0.099
Sub-Total	5.319	4.276	80.4%	-	-		10.625	9.583
Total	10.704	8.200	76.6%				18.405	15.975

On Time	Ⓢ	On Budget	Ⓢ
On/Ahead of Schedule	Ⓢ	>70% of Approved Cash Flow	Ⓢ
Minor Delay < 6 months	Ⓢ	Between 50% and 70%	Ⓢ
Significant Delay > 6 months	Ⓡ	< 50% or >100% of Approved Cash Flow	Ⓢ

Note # 1:

Projects deferred due to Pan Am
Capital Dashboard by Program/Agency

SONY CENTRE FOR THE PERFORMING ARTS

Chart 1
2015 Approved Budget by Category (\$5.12)

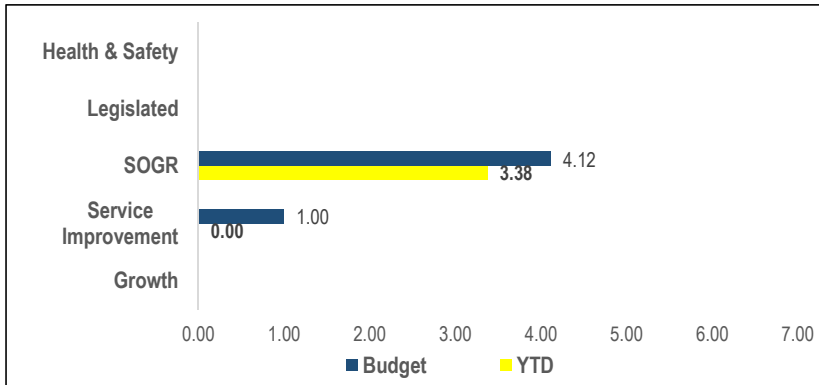


Table 1
2015 Active Projects by Category

Health & Safety	
Legislated	
SOGR	5
Service Improvement	1
Growth	
Total # of Projects	6

Chart 2
Project Status (6)

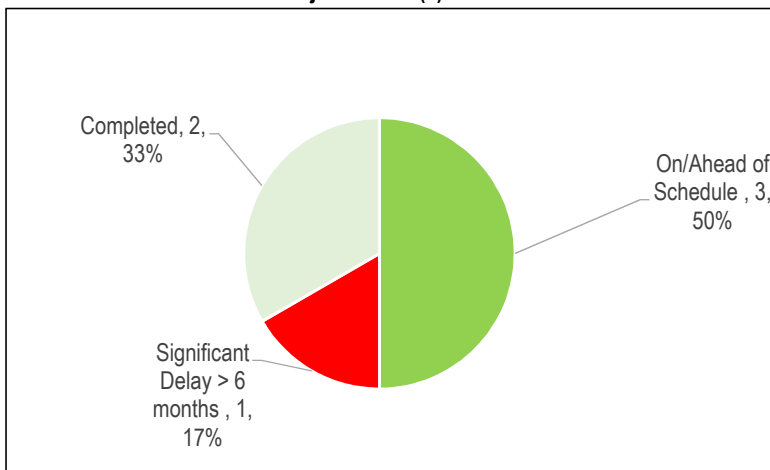


Table 2

Reason for Delay	# of Projects	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*	1	
Total # of Projects	1	

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
2.98		1.00	1.14	

Reasons for "Other*" Projects Delay:

- Legal agreement delayed.

Key Discussion Points:

- Pending completion of the nearby condo development in late spring / early summer 2016, all projects are anticipated to be completed on time and within budget.

SONY CENTRE FOR THE PERFORMING ARTS

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
State of Good Repair								
EXTERIOR LIMESTONES & GRANITE	1.988	1.784	89.7%	Ⓞ	Ⓞ		2.030	1.827
CANOPY & STAGE UPGRADES	0.584	0.483	82.7%	Ⓞ	Ⓞ		0.607	0.507
BUILDING AUDIT	0.075	0.061	81.3%	Ⓞ	Ⓞ	#1	0.075	0.061
SPECIALIZED EQUIPMENT	1.060	1.021	96.3%	Ⓞ	Ⓞ	#2	1.060	1.021
ORCHESTRA PIT	0.410	0.026	6.3%	Ⓞ	Ⓞ		0.410	0.026
Sub-Total	4.117	3.375	82.0%	-	-		4.182	3.442
Service Improvements								
SONY CENTRE PUBLIC PLAZA	1.000	0.000	0.0%	Ⓡ	Ⓡ	#3	1.000	0.000
Sub-Total	1.000	0.000	0.0%	-	-		1.000	0.000
Total	5.117	3.375	66.0%				5.182	3.442

On Time	On Budget
On/Ahead of Schedule	Ⓞ
Minor Delay < 6 months	Ⓢ
Significant Delay > 6 months	Ⓡ
	Between 50% and 70%
	< 50% or >100% of Approved Cash Flow

Note # 1:

Completed.

Note # 2:

Completed.

Note # 3:

Legal agreement delay.

Toronto and Region Conservation Authority (TRCA)

Chart 1
2015 Approved Budget by Category (\$14.17)

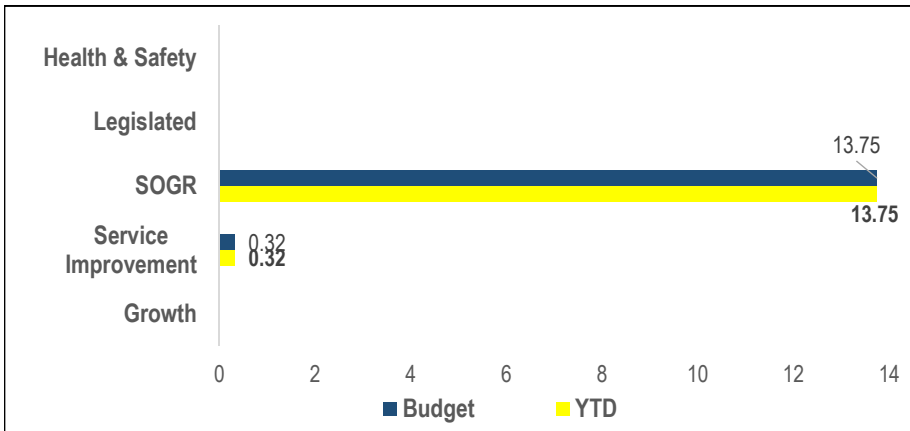


Table 1
2015 Active Projects by Category

Health & Safety	
Legislated	
SOGR	25
Service Improvement	1
Growth	
Total # of Projects	26

Chart 2
Project Status (26)

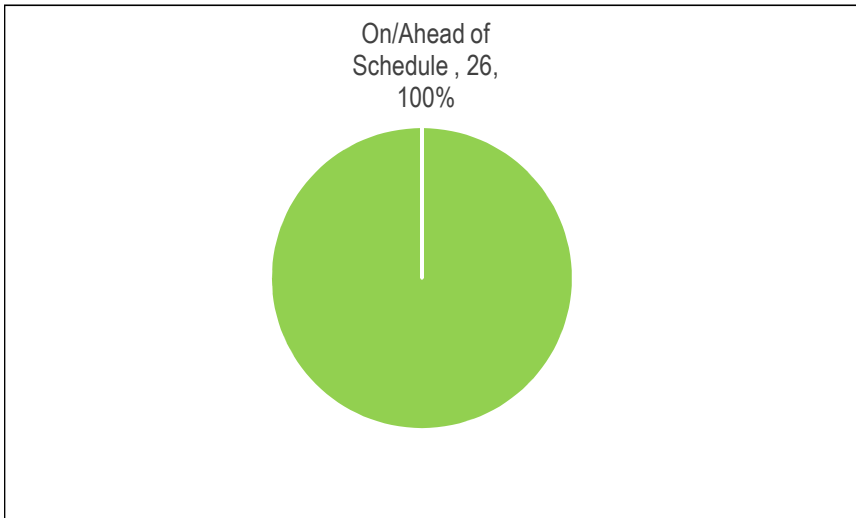


Table 2

Reason for Delay	# of Projects	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*		
Total # of Projects		

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
14.17				

Key Discussion Points:

- The majority of the TRCA capital projects are ongoing or phased projects which arise from multi-year planning. Feasibility studies or needs assessments have been completed and engineering estimates form the basis of costs.
- Historically, TRCA receives 100% of its Capital Budget in any given year and does not require funding to be carried

Toronto and Region
Conservation Authority
(TRCA)

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Health & Safety								
Sub-Total	0.000	0.000		-	-		0.000	0.000
Legislated								
Sub-Total	0.000	0.000		-	-		0.000	0.000
State of Good Repair								
Greenspace Land Acquisition	0.100	0.100	100.0%	ⓐ	ⓐ		0.422	0.417
Waterfront & Valley Erosion Control	1.550	1.550	100.0%	ⓐ	ⓐ		6.645	6.568
Black Creek Pioneer Village Retrofit	0.350	0.350	100.0%	ⓐ	ⓐ		1.505	1.488
Living City Action Plan	2.674	2.674	100.0%	ⓐ	ⓐ		10.534	10.432
Waterfront Development	1.153	1.153	100.0%	ⓐ	ⓐ		5.283	5.216
TRCA Information Technology	0.264	0.264	100.0%	ⓐ	ⓐ		1.137	1.122
Critical Erosion Control & Floodworks	7.000	7.000	100.0%	ⓐ	ⓐ		19.600	17.615
TRCA Administrative Infrastructure	0.658	0.658	100.0%	ⓐ	ⓐ		0.658	0.658
Sub-Total	13.749	13.749	100.0%	-	-		45.784	43.515
Service Improvements								
Waterfront Development Tommy Thompson Park	0.240	0.240	100.0%	ⓐ	ⓐ		1.025	1.020
Scarborough Shoreline Access	0.080	0.080	100.0%	ⓐ	ⓐ		0.343	0.338
Sub-Total	0.320	0.320	100.0%	-	-		1.368	1.358
Growth Related								
Sub-Total	0.000	0.000		-	-		0.000	0.000
Total	14.069	14.069					47.152	44.873

On Time	On Budget
On/Ahead of Schedule	ⓐ >70% of Approved Cash Flow
Minor Delay < 6 months	Ⓜ Between 50% and 70%
Significant Delay > 6 months	Ⓡ < 50% or >100% of Approved Cash Flow

Toronto Police Service

Chart 1
2015 Approved Budget by Category (\$61.78)

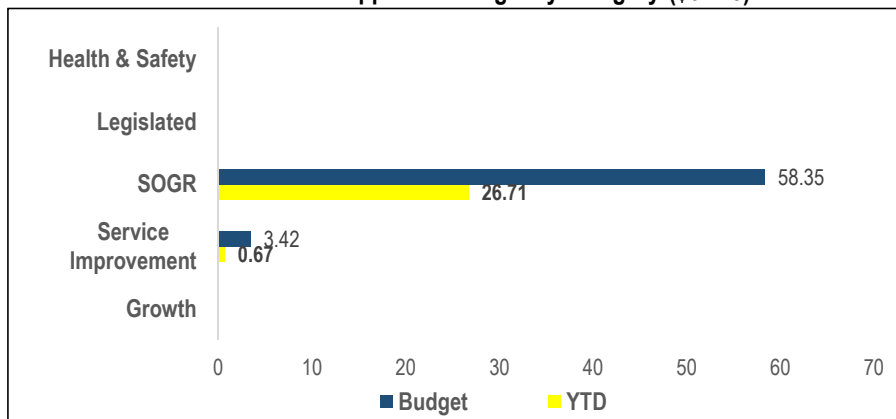


Table 1
2015 Active Projects by Category

Health & Safety	
Legislated	
SOGR	26
Service Improvement	4
Growth	
Total # of Projects	30

Chart 2
Project Status (30)

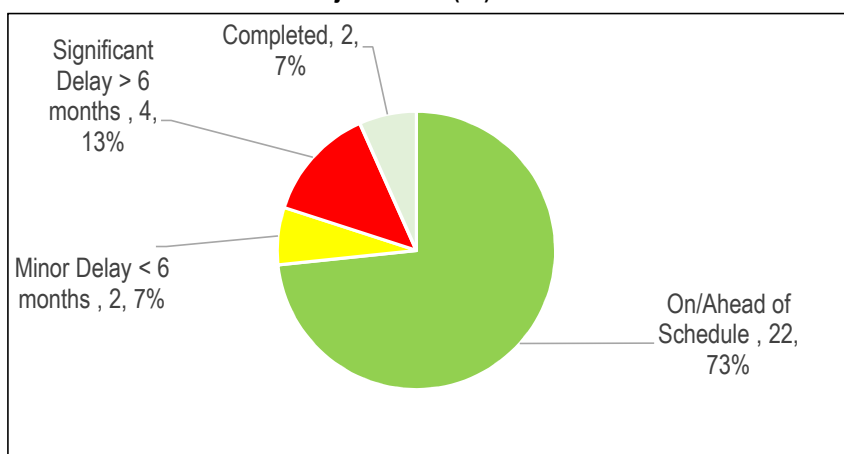


Table 2

Reason for Delay	# of Projects	
	Significant Delay	Minor Delay
Insufficient Staff Resources	2	
Procurement Issues		1
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	1	
Community Consultation		
Other*	1	1
Total # of Projects	4	2

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
38.47	4.47	16.34	2.50	

Reasons for "Other*" Projects Delay:

- 54 Division, a facilities related project is on hold pending the Board's consideration of the review conducted by KPMG as well as the Service's Full Divisional Facility Reassessment.
- Due to changing business conditions, the Service is reviewing the original business case for its Time Resource Management System (TRMS) project, (time and attendance system) including the option of participating in the enterprise time and attendance system solution the City is currently exploring.

Key Discussion Points:

- TPS's 2015 actual capital spending rate of 44.3% is below the 2014 rate of 55.4%. The Service's capital spending rate was impacted by the Board's consideration of the KPMG review and Full Divisional Facility Reassessment, (resulting on facilities related projects being put on hold) as well as insufficient project management staff resources.
- Going forward into 2016, TPS's 2016 - 2025 Capital Budget and plan is subject to change pending recommendations from the KPMG Review Task Force as well as its Full Divisional Facility Reassessment.

Toronto Police Service

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
State of Good Repair								
State-of-Good-Repair - Police	6.038	4.113	68.1%	G	G		on-going	on-going
Integrated Records and Information System (IRIS)	1.800	0.999	55.5%	G	G	#1	21.847	21.046
Peer to Peer Site	3.869	0.027	0.7%	G	Y	#2	3.879	0.036
HRMS Upgrade	1.485	0.260	17.5%	G	G		1.485	0.260
52 Division Renovations	8.342	3.606	43.2%	G	R	#3	8.300	3.606
54 Division Facility (includes land)	7.000	0.000	0.0%	G	R	#4	7.003	0.003
TRMS Upgrade	0.600	0.000	0.0%	G	Y	#5	0.600	0.000
Vehicle Replacement	6.876	5.406	78.6%	G	G		46.091	44.621
Furniture Lifecycle Replacement	1.690	0.705	41.7%	G	G		10.337	9.352
Workstation, Laptop, Printer- Lifecycle plan	3.200	2.439	76.2%	G	G		27.525	24.252
Servers - Lifecycle Plan	6.285	3.550	56.5%	G	G		30.425	27.690
IT Business Resumption	4.190	0.676	16.1%	G	G		16.373	12.859
Locker Replacement	0.353	0.341	96.6%	G	G		2.917	2.905
Network Equipment	1.001	1.000	99.9%	G	G		9.356	9.356
AVLS Replacement Lifecycle	0.431	0.084	19.5%	G	G		1.476	1.150
Voice logging lifecycle Replacement	0.198	0.157	79.3%	G	G		1.127	1.087
Digital Photography	0.233	0.208	89.3%	G	G		0.486	0.460
DVAM I (LR)	0.657	0.000	0.0%	G	R	#6	1.460	0.803
Call Centre Application Lifecycle Replacement	0.102	0.102	100.0%	G	G		0.315	0.315
Small Equipment Replacement	0.364	0.280	76.9%	G	G		2.767	2.679
Fleet Equipment	0.289	0.075	26.0%	G	G		0.400	0.186
Asset and Inventory Management	0.049	0.000	0.0%	G	G		0.072	0.023
Security System Replacement	0.565	0.564	99.8%	G	G		1.100	1.099
Radar Unit Replacement	0.213	0.166	77.9%	G	G		0.565	0.518
DVAMS II	1.203	0.646	53.7%	G	G		1.203	0.646
Conducted Energy Weapon (CEW) Replacement	1.320	1.302	98.6%	G	G		1.320	1.302
Sub-Total	58.353	26.706	45.8%	-	-		198.429	166.254
Service Improvements								
Parking East Facility	0.700	0.421	60.1%	G	G	#7	7.818	7.539
Business Intelligence	2.336	0.162	6.9%	G	G		2.336	0.162
Electronic Document Management (Proof of Concept)	0.050	0.000	0.0%	G	G		0.050	0.000
CCTV	0.336	0.086	25.6%	G	R	#8	0.502	0.252
Sub-Total	3.422	0.669	19.5%	-	-		10.706	7.953
Total	61.775	27.375	44.3%				209.135	174.207

On Time	On Budget
On/Ahead of Schedule	>70% of Approved Cash Flow
Minor Delay < 6 months	Between 50% and 70%
Significant Delay > 6 months	< 50% or >100% of Approved Cash Flow

Note # 1:

Project is complete.

Note # 2:

Procurement Issues - Land and net work/fibre optics requirements need to be established.

Note # 3:

Insufficient staff resources.

Note # 4:

This project is on hold pending the Board's consideration of the review conducted by KPMG as well as the Service's Full Divisional Facility

Note # 5:

Due to changing business conditions, the Service is reviewing its original business case including the option of participating in the enterprise time and attendance system solution the City is currently exploring.

Note # 6:

Co-ordination with other projects.

Note # 7:

Project is complete.

Note # 8:

Insufficient staff resources.

Toronto Public Health (TPH)

Chart 1
2015 Approved Budget by Category (\$5.46)

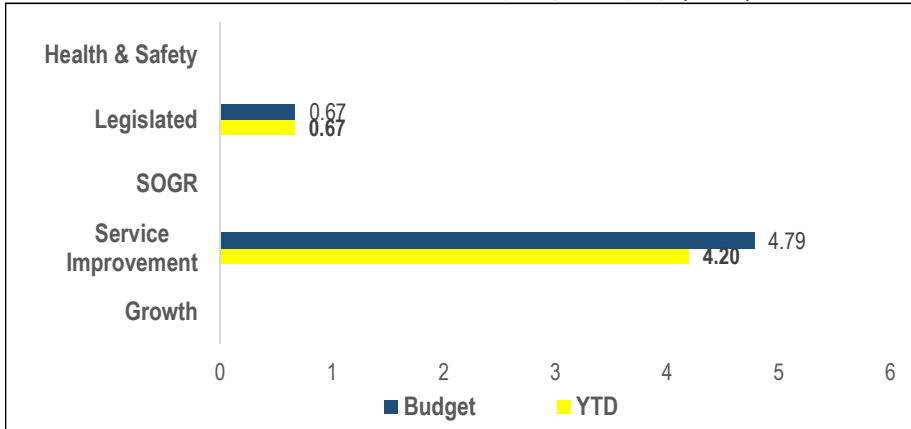


Table 1
2015 Active Projects by Category

Health & Safety	
Legislated	1
SOGR	
Service Improvement	5
Growth	
Total # of Projects	6

Chart 2
Project Status (6)

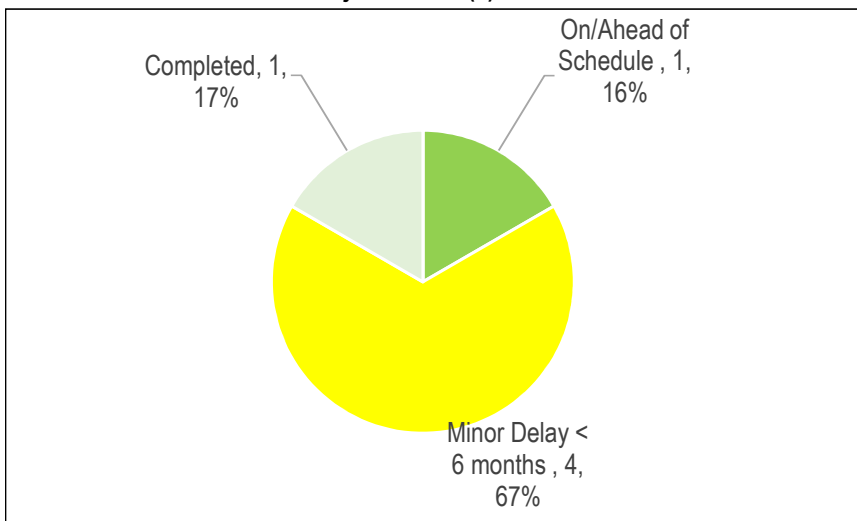


Table 2

Reason for Delay	# of Projects	
	Significant Delay	Minor Delay
Insufficient Staff Resources		4
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Proj		
Community Consultation		
Other*		
Total # of Projects		4

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0.67	4.74		0.05	

Key Discussion Points:

- The Web re:Brand TPH Implementation project was completed in 2015. The purpose of the project was to redesign the TPH website and implement corporate content management software to automate web posting process to improve accuracy, relevance and timeliness of web content.
- The Vaccine Preventable Disease (VPD) pilot was completed as part of the CDC Wireless Rollout project in 2015.

Toronto Public Health
(TPH)

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Service Improvements								
WEB re:Brand TPH Implementation	0.051	0.050	99.1%	Ⓞ	Ⓞ		1.595	1.594
HF/HL Point of Care	2.593	2.310	89.1%	Ⓞ	Ⓨ	#1	5.373	4.668
CDC Wireless Rollout	0.860	0.695	80.7%	Ⓞ	Ⓨ	#2	1.965	0.932
Healthy Environment Inspection System	0.804	0.732	91.0%	Ⓞ	Ⓨ		2.176	1.279
TPH Datamart Data Warehouse Phase 2	0.478	0.410	85.8%	Ⓞ	Ⓨ	#3	2.080	0.454
Sub-Total	4.786	4.197	87.7%	-	-		13.189	8.927
Total	5.458	4.864	89.1%				16.288	11.673

On Time	On Budget
On/Ahead of Schedule	Ⓞ >70% of Approved Cash Flow
Minor Delay < 6 months	Ⓨ Between 50% and 70%
Significant Delay > 6 months	Ⓧ < 50% or >100% of Approved Cash Flow

Note # 1:

Due to unexpected vacancies and revised corporate charges, the third release of the TCHIS mobile application as

Note # 2:

Due to the results of a pilot implementation, a revised strategy has been implemented which necessitated carrying forward funding into 2016 to develop mobile applications instead to enhance server applications.

Note # 3:

Hiring delays have led to carrying forward funding into 2016 to develop, extract and transform data procedures, dashboards and user presentation layers.

Chart 1
2015 Approved Budget by Category (\$22.19)

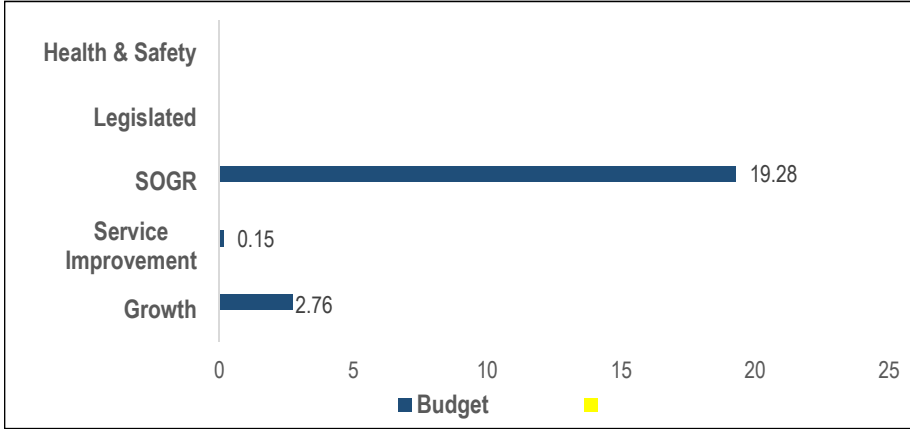


Table 1
2015 Active Projects by Category

Health & Safety	
Legislated	
SOGR	14
Service Improvement	1
Growth	5
Total # of Projects	20

Chart 2
Project Status (20)

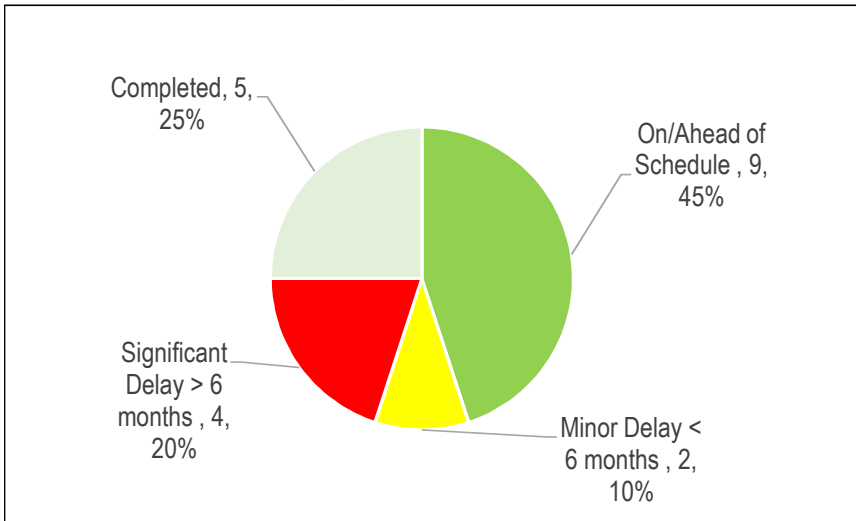


Table 2

Reason for Delay	# of Projects	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		1
Site Conditions		
Co-ordination with Other Proj	1	
Community Consultation		
Other*	3	1
Total # of Projects	4	2

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
14.46	1.45	0.80	5.49	

Reasons for "Other*" Projects Delay:

- St. Clair/Silverthorn Public project consultation was completed and working drawings are underway however there have been delays due to the length of the City Approval process.
- Delayed budget approval led to a delay in the construction start for the Eglinton Square Renovation.
- Dawes Road project delayed as a strategy for the project development wasn't finalized until 2016.

Key Discussion Points:

- Delays in finalizing engineering specification requirements to complete the design for a number of small renovation projects within the Multi-branch Accessibility Renovation program.

Toronto Public Library (TPL)

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
State of Good Repair								
Toronto Reference Library - Reno & Retro	0.679	0.679	100.0%	G	G		26.758	26.758
Albion Library Renovation	3.362	2.810	83.6%	G	G		15.007	3.445
Library Processing Centre Relocation	0.269	0.228	84.7%	G	G		10.725	10.684
Technology Asset Mgmt Prog: 2013-2015	3.940	3.940	100.0%	G	G		6.574	6.574
Virtual Branch Services -2013- 2015	0.696	0.696	100.0%	G	G		1.700	1.700
Multi-Branch Minor Reno Prog: 2014-2016	5.817	5.797	99.7%	G	G		9.969	9.269
Multi-Branch Minor Reno Prog (accessibility): 2015-2016	0.819	0.308	37.5%	R	Y	#1	1.750	0.308
Wychwood Library Renovation	0.135	0.124	91.9%	G	G		4.248	0.139
Technology Asset Mgmt Prog: 2015-2017	1.052	0.965	91.7%	G	G		9.052	0.965
Virtual Branch Services -2015- 2017	1.028	0.990	96.3%	G	G		3.250	0.990
Agincourt Building Element	0.200	0.186	92.8%	G	G		2.297	0.186
St. Clair/Silverthorn Renovation	0.200	0.057	28.3%	R	R	#2	2.247	0.057
North York Central Library	1.035	0.902	87.1%	G	G		14.974	0.902
Dawes Road Construction & Expansion	0.050	0.004	8.8%	R	R	#3	10.614	0.004
Sub-Total	19.281	17.683	91.7%	-	-		119.165	61.979
Service Improvements								
Pan Am Games Program	0.153	0.153	100.0%	G	G		0.153	0.153
Sub-Total	0.153	0.153	100.0%	-	-		0.153	0.153

Toronto Public Library (TPL)

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Growth Related								
Fort York New Library Construction	0.626	0.184	29.3%	Ⓚ	Ⓚ	#4	9.192	8.749
Scarborough Civic Centre Library Construction	1.564	1.466	93.7%	Ⓞ	Ⓞ		10.276	10.177
Bridlewood Library Renovation	0.020	0.020	100.0%	Ⓞ	Ⓞ		2.437	0.537
Bayview Library Relocation	0.250	0.056	22.6%	Ⓡ	Ⓡ	#5	7.352	0.192
Eglinton Square Expansion	0.300	0.065	21.6%	Ⓡ	Ⓡ	#6	1.242	0.065
Sub-Total	2.761	1.790	64.9%	-	-		30.499	19.720
Total	22.195	19.627	88.4%				149.818	81.852

On Time	On Budget
On/Ahead of Schedule	Ⓞ >70% of Approved Cash Flow
Minor Delay < 6 months	Ⓚ Between 50% and 70%
Significant Delay > 6 months	Ⓡ < 50% or >100% of Approved Cash Flow

Note # 1:

Most projects are underway but there were delays in finalizing engineering specification requirements.

Note # 2:

Delays are related to the City approval process.

Note # 3:

Project expenditure was delayed due to the need to reach an agreement on the strategy for the development of the

Note # 4:

Construction is completed and branch opened in May 2014. Outstanding work such as addressing HVAC issues and

Note # 5:

This is a joint project with timelines managed by Parks, Forestry and Recreation. Delays are related to City approval

Note # 6:

Late budget approval delayed the construction start to 2016.

Toronto Transit Commission (TTC)

Chart 1
2015 Approved Budget by Category (\$1,220.86)

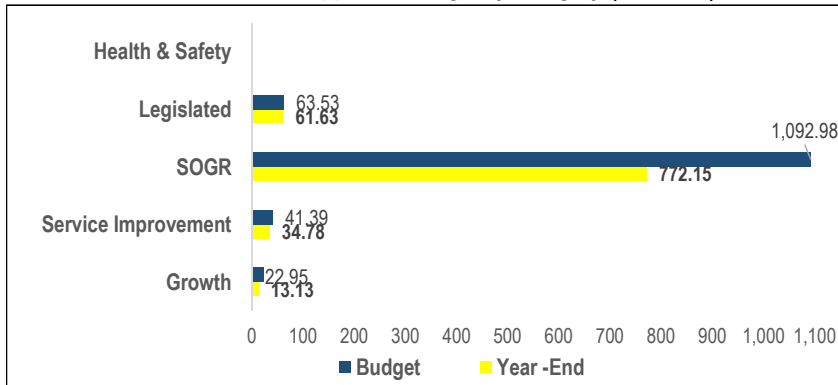


Table 1
2015 Active Projects by Category

Health & Safety	
Legislated	9
SOGR	41
Service Improvement	12
Growth	6
Total # of Projects	68

Chart 2
Project Status (68)

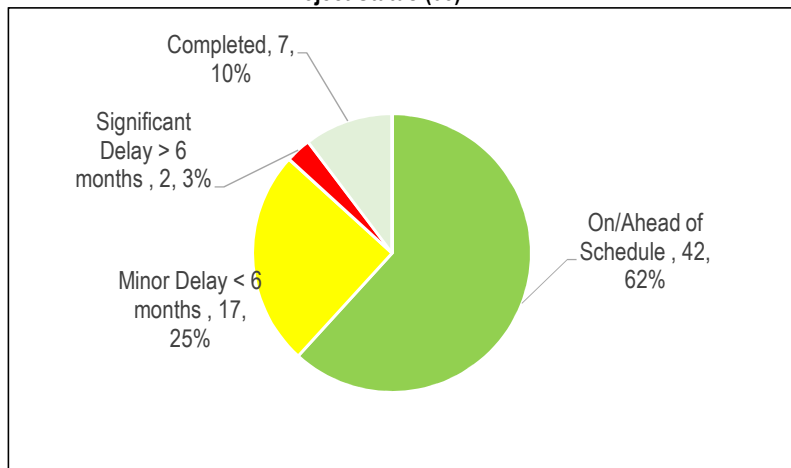


Table 2

Reason for Delay	# of Projects	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues	1	
Site Conditions	1	
Co-ordination with Other Proj		
Community Consultation		
Other*	2	17
Total # of Projects	4	17

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
854.61	188.28	173.58	4.40	

Reasons for "Other*" Projects Delay:

- "Other" represents construction deficiency.

Key Discussion Points:

- *Base Capital Program*

The capital spend rate for the Toronto Transit Commission's (TTC) base program is 72.2%. TTC spent \$881.7 million of its \$1.221 billion (including \$145.8 million additional carry forwards) for the year-ended December 31, 2015. 28 of the 40 or 70% of TTC Base Capital projects achieved a delivery of +70% of its 2015 Approved Budget.

Toronto-York Spadina Subway Extension (TYSSE)

TYSSE spent \$405.8 million or 74.7% of the 2015 Capital Budget of \$543.0 million (including \$98.8 million additional carry forwards). The variance is comprised of derrered facilities construction and operating systems work with accelerated expenditures for property acquisitions, revenue vehicles, engineering and additional project management support.

Scarborough Subway Extension (SSE)

SSE spent \$15.1 million or 29.9% of the 2015 Capital Budget of \$50.5 million for the period ended December 31, 2015. The variance is mainly due to delays in hiring staff, awarding consultant contracts, and the environmental assessment process.

Toronto Transit
Commission (TTC)

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Legislated								
Easier Access-Phase III	24.414	25.938	106.2%	R	G	#1	467.953	226.397
Subway Asbestos Removal	10.334	9.801	94.8%	G	G		117.888	74.436
Communications	2.461	2.461	100.0%	G	G		15.466	7.759
Equipment	2.392	2.392	100.0%	G	G		22.276	12.315
Streetcar Network	19.083	19.392	101.6%	R	G	#2	78.591	36.163
Streetcar Overhaul (AODA)	3.204	0.000	0.0%	R	Y	#3	3.614	0.000
Other Service Planning	0.000	0.000			Y		2.000	0.000
Other Buildings & Structures	1.034	1.034	100.0%	G	G		29.870	4.763
Bus Heavy Rebuild Program	0.609	0.609	100.0%	G	G		5.800	0.609
Sub-Total	63.530	61.626	97.0%		-		743.458	362.442
State of Good Repair								
ATC Resignalling - Bloor/Danforth Line	0.383	0.000	0.0%	R	Y		299.048	0.000
ATC Resignalling - YUS Line	100.800	53.196	52.8%	Y	R	#4	562.835	266.551
Automotive Non-Revenue Vehicle Replace	3.918	2.992	76.4%	G	G		28.677	10.269
Birchmount Garage Renovations	0.000	0.001			G		29.768	29.696
Birchmount Garage Repair Bay Modification	0.000	-0.003			G		22.909	22.896
Bridges And Tunnels- Various	52.532	50.194	95.6%	G	G		474.680	374.589
Computer Equipment And Software	41.243	38.282	92.8%	G	G		543.123	259.643
Fire Ventilation Upgrade	32.280	28.714	89.0%	G	G		353.376	228.571
Islington Station Improvements	0.000	0.000			G		3.838	3.487
Leslie Barns	100.663	76.131	75.6%	G	G		506.622	429.598
On-Grade Paving Rehabilitation	15.020	18.216	121.3%	R	G	#5	83.420	53.757
Other Furniture And Office Equipment	0.385	0.199	51.7%	Y	Y		3.341	2.726
Other Maintenance Equipment	8.022	2.107	26.3%	R	Y	#6	18.894	5.690
POP Legacy Fare Collection	2.101	0.280	13.3%	R	Y	#7	5.000	1.142

**Toronto Transit
Commission (TTC)**

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Purchase of Wheel Trans	0.001	0.001	100.0%	G	G		62.913	62.911
Purchase Of Subway Cars	166.432	131.179	78.8%	G	G		1,171.948	1,090.761
Queensway Garage Expansion	0.647	0.619	95.7%	G	G		24.226	23.402
Rail Non Revenue Vehicle Overhaul	3.967	2.837	71.5%	G	G		22.851	8.319
Signal Systems	16.865	7.059	41.9%	R	Y	#8	193.111	115.570
SRT Car Overhaul	0.720	0.898	124.8%	R	G	#9	18.687	19.022
Subway Car Overhaul	32.393	22.863	70.6%	G	G		291.972	108.595
Tools And Shop Equipment	3.970	2.975	74.9%	G	G		23.199	11.288
TR Yard And Tail Track Accommodation	46.501	45.733	98.3%	G	G		514.295	115.476
Traction Power-Variou	22.627	20.153	89.1%	G	G		230.228	193.517
Wilson Complex- Modifications	1.062	0.999	94.0%	G	G		95.324	94.866
Subway Track	21.810	20.272	92.9%	G	G		162.401	109.801
Surface Track	25.736	23.712	92.1%	G	Y		217.268	166.820
Power Distribution	9.553	9.193	96.2%	G	G		108.749	89.230
Communications	26.255	11.948	45.5%	R	Y	#10	164.675	75.177
Finishes	12.927	13.504	104.5%	R	Y	#11	130.455	84.921
Equipment	26.723	29.254	109.5%	R	G	#12	284.159	145.790
Streetcar Overhaul	5.114	4.283	83.8%	G	G		98.398	66.156
Rail Non-Revenue Vehicle Purchase	6.172	2.329	37.7%	R	Y	#13	44.615	10.141
Revenue & Fare Handling Equipment	5.116	0.946	18.5%	R	Y	#14	22.973	15.330
Other Service Planning	0.000	0.000			Y		2.000	0.000
Transit Shelters & Loops	0.237	0.165	69.5%	Y	G		0.936	0.675
Other Buildings & Structures	26.100	21.438	82.1%	G	G		517.741	217.825
Purchase of Buses	45.544	36.864	80.9%	G	G		1,087.159	508.215
Bus Heavy Rebuild Program	56.342	50.898	90.3%	G	G		222.929	139.313
Purchase of Streetcars	172.779	41.684	24.1%	R	Y	#15	1,186.503	509.301
New Bus Garage Property- Mount Dennis	0.043	0.037	85.8%	G	G		95.578	95.461
Sub-Total	1,092.985	772.151	70.6%				9,930.824	5,766.498
Service Improvements								
Commuter Parking Expansion	0.000	0.000			G		7.579	7.578

Toronto Transit
Commission (TTC)

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Kipling Station Improvements	0.442	0.137	30.9%	R	R	#16	13.392	13.081
Subway Track	1.108	1.108	100.0%	G	G		19.688	14.213
Surface Track	0.838	0.002	0.2%	R	G	#17	57.908	55.654
Power Distribution	0.201	0.191	95.2%	G	G		0.402	0.191
Communications	0.017	0.017	100.0%	G	G		0.957	0.617
Finishes	0.603	0.000	0.0%	R	G	#18	42.333	41.364
Rail Non-Revenue	0.026	0.026	100.0%	G	G		10.838	6.783
Vehicle Purchase								
Other Service Planning	5.631	1.767	31.4%	R	Y	#19	31.132	8.882
Transit Shelters & Loops	0.103	0.077	75.3%	G	G		3.100	1.935
Other Buildings & Structures	5.459	4.493	82.3%	G	G		55.423	30.963
Purchase of 50 40' Buses	26.965	26.965	100.0%	G	G		30.552	26.965
Sub-Total	41.394	34.784	84.0%				273.305	208.227
Growth Related								
Bus Rapid Transit-Growth	2.248	2.248	100.0%	R	G		35.534	35.534
McNicoll New Bus Garage Facility	3.190	3.327	104.3%	R	G	#20	181.000	7.079
PRESTO Farecard Implementation	11.458	5.981	52.2%	Y	Y		46.698	20.525
Revenue Operations	0.800	0.000	0.0%	R	R	#21	0.800	0.000
Business Continuity								
Sheppard Subway	3.680	-0.024	-0.7%	R	G	#22	968.856	965.151
Other Buildings & Structures	1.579	1.579	100.0%	R	G		11.507	7.947
Sub-Total	22.955	13.111	57.1%				1,244.395	1,036.236
Total	1,220.864	881.671					12,191.982	7,373.403

On Time		On Budget	
On/Ahead of Schedule		>70% of Approved Cash Flow	
Minor Delay < 6 months		Between 50% and 70%	
Significant Delay > 6 months		< 50% or >100% of Approved Cash Flow	

Note # 1:

The YE over expenditures have been offset with underspent projects through an in-year technical budget adjustment as reported to City in the 2015 Additional Carry Forward Report.

Note # 2:

The variance is mainly due to upgrade work on Queen Street that was advanced from future years. The YE over expenditures have been offset with underspent projects through an in-year technical budget adjustment as reported to City in the 2015 Additional Carry Forward Report.

**Toronto Transit
Commission (TTC)**

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			

Note # 3:

Scope and schedule were under review, including possibility of requesting for exemption for streetcars planned for retirement and operating on fixed routes. Prototype being planned for beginning of 2016.

Note # 4:

Cancellation of two Computer Based Interlocking contracts will result in a significant reduction in payments in 2015. During the transition from the two signaling suppliers to one, TTC forces have been redirected to non- ATC SOGR work and non-ATC closures which together with unused ATC closures accounts for under-spending.

Note # 5:

The variance is due to advanced work at Greenwood South Yard, Davisville Yard, Malvern Garage, St. Clair Station and Steeles/Yonge Bus Loop and cost estimate changes at Lawrence West Station and Eglinton Bus Roadway. The YE over expenditures have been offset with underspent projects through an in-year technical budget adjustment as reported to City in the 2015 Additional Carry Forward Report.

Note # 6:

Purchase of 4 auto scrubbers and 1 hot water pressure delayed to March 2016. PO was issued in November 2015 however, delivery date was set for March 2016.

Note # 7:

POP Legacy fare Collection, POP Legacy Infrastructure and Automated Fare Collection were delayed with the streetcar deployment schedule changes.

Note # 8:

Variance is due to: slippage of Wilson Yard Resignalling project scope to commence in 2017; delay in the Workcar advanced Warning System project due to track level safety committee not finalizing technical decisions resulting in slippage in installation of work; the Streetcar Trackswitch and Controllers Rehabilitation/ Replacement project has been postponed to 2016 due to TTC stakeholders reviewing final solution for hardware replacement and migration plan.

Note # 9:

To be transferred to SSE - This account to be closed. The YE over expenditures have been offset with underspent projects through an in-year technical budget adjustment as reported to City in the 2015 Additional Carry Forward Report.

Note # 10:

The projected under expenditure is mainly due to: scope/schedule changes to the Train Door Monitoring project to support the 4 car trainsets on Line 4; the transfer of budget funds for AODA compliance to the Rail Cars and Shops program (RC&S) for a train-borne solution; deferral of SCADA RTU funds to 2016 due to procurement and manufacturer delays; deferral of the McBrien Building radio equipment pending a final decision on the relocation; delay of subway antenna cable installation; deferral of subway station PA head ends awaiting refined scope requirement from Stations group; and deferral of video equipment replacement due to new requirements for intrusion detection systems.

Note # 11:

Overspent is due to prior year slippage and timing: Roofing work at Queensway slipped from 2014 while roofing work at Lakeshore and Kipling advanced; and, Station Finish Renewal work at York Mills Station (wall panel work) slipped from 2014. The YE over expenditures have been offset with underspent projects through an in-year technical budget adjustment as reported to City in the 2015 Additional Carry Forward Report.

**Toronto Transit
Commission (TTC)**

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			

Note # 12:

Variance is predominantly due to Subway Pump Replacement Program: Work advanced at Donlands, Eglinton, Dundas West, Wellington, York Mills Stations and cost estimate increase for Jane and Queen's Park Stations. The YE over expenditures have been offset with underspent projects through an in-year technical budget adjustment as reported to City in the 2015 Additional Carry Forward Report.

Note # 13:

Due to the custom nature of the vehicle, obtaining a contract and delivery took longer than estimated - slipped to 2016

Note # 14:

Variance mainly due to Turnstile Replacement Project revised with PRESTO Implementation; The requirement for a bill processing machine was reduced; Business continuity was delayed as PRESTO implementation and facility renovations are

Note # 15:

Variance is due to on-going delays in the delivery of streetcars. Streetcar procurement and implementation: 14 new streetcar are now operating very reliably on the 509 Harbourfront and 510 Spadina routes. Bombardier reduced their earlier delivery commitment to have a total of 14 cars available for revenue service before year end 2015. On December 31, 2015, the 15th vehicle, 4416, arrived on property and was prepped for final inspection and reliability testing. On-going manufacturing difficulties with weld processes in Sahagun, Mexico have resulted in a shortage of parts, and the stop in splicing modules on the production line in Thunder Bay. It is currently anticipated that there will be an approximately 4-week slippage of vehicle deliveries starting mid-January of 2016 following the delivery of car 4417.

Note # 16:

Timing: Remedy construction deficiencies at Kipling Station.

Note # 17:

Deferrals of special projects (Spadina & Bloor loop, Spadina & College, Russel Yard, South end track) due to Bus replacement availability and storage capacity resulting from the new LRVs.

Note # 18:

Station Modernization Project completion deferred to 2016 at Dufferin and Woodbine Stations

Note # 19:

Variance is due to several factors including delays in receiving external approvals (City Transportation Services, Toronto Hydro), and errors in the City's traffic signal controller software. As a result, there is a considerable amount of work that has

Note # 20:

Advanced work from 2016. Completed development of performance specifications; Completed review of Design-Build Specification; Public information centre held for community input on landscaping on Oct 20, 15; Identified three pre-qualified proponents for design build contract; Received "Notice to Proceed with Transit Project" from the Ministry of Environment and Climate Change. The YE over expenditures have been offset with underspent projects through an in-year technical budget adjustment as reported to City in the 2015 Additional Carry Forward Report.

Note # 21:

Variance mainly due to Turnstile Replacement Project revised with PRESTO Implementation; The requirement for a bill processing machine was reduced; Business continuity was delayed as PRESTO implementation and facility renovations are

Note # 22:

Pending Resolution - accruals due to accounting error entries.

Toronto Zoo

Chart 1
2015 Approved Budget by Category (\$12.68)

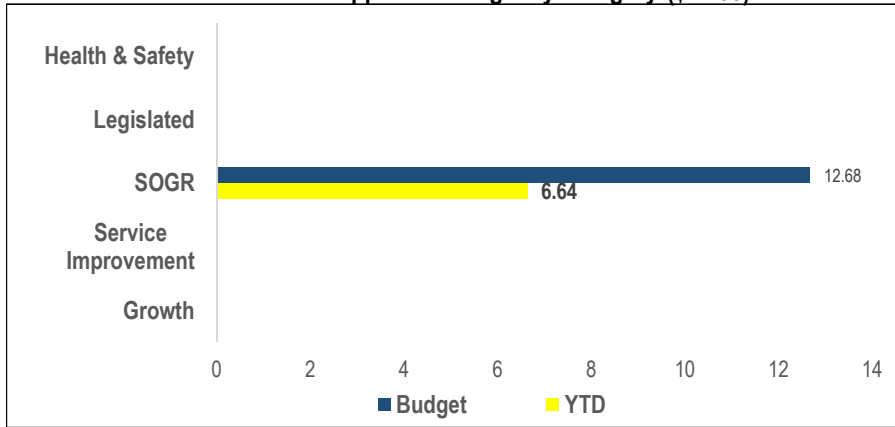


Table 1
2015 Active Projects by Category

Health & Safety	
Legislated	
SOGR	7
Service Improvement	
Growth	
Total # of Projects	7

Chart 2
Project Status (7)

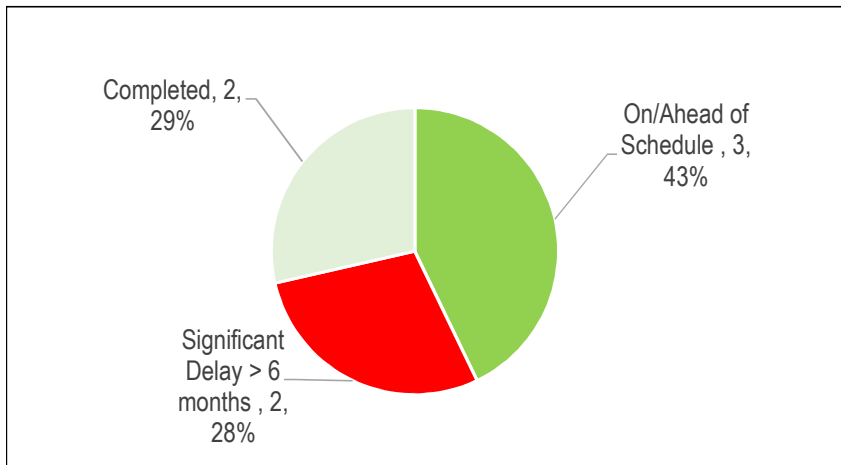


Table 2

Reason for Delay	# of Projects	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed	1	
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*	1	
Total # of Projects	2	

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
11.14		1.54		

Reasons for "Other*" Projects Delay:

- Exhibit refurbishment project was delayed due to the birth of a baby Indian Rhino.

Key Discussion Points:

- The Toronto Zoo's actual capital spending rate in 2015 was 52% (as compared to its actual capital spending for the period 2011 to 2014 which averaged 67%). The Toronto Zoo's 2015 capital spending rate of 52% is primarily due to underspending in its Wildlife Health Centre project (comprising 82% of the Toronto Zoo's 2015 Capital Budget). Going

Toronto Zoo

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
State of Good Repair								
GIRAFFE HOUSE TRANSITION	0.085	0.085	100.0%	Ⓞ	Ⓡ	#1	1.045	1.045
NEW HOOFSTOCK HOUSE/EXHIBIT	0.487	0.487	100.0%	Ⓞ	Ⓡ	#2	0.575	0.575
WILDLIFE HEALTH CENTRE	10.293	5.234	50.9%	Ⓞ	Ⓞ	#3	18.035	5.531
BUILDING & SERVICES REFURBISHMENT	0.591	0.504	85.3%	Ⓞ	Ⓞ		1.040	0.953
EXHIBIT REFURBISHMENT	0.600	0.012	2.0%	Ⓞ	Ⓡ	#4	0.600	0.012
INFORMATION SYSTEMS	0.365	0.182	49.9%	Ⓞ	Ⓡ	#5	0.400	0.182
GROUNDS & VISITOR IMPROVEMENTS	0.260	0.134	51.5%	Ⓞ	Ⓞ		0.260	0.134
Sub-Total	0.000	0.000		-	-		0.000	0.000
Total	12.681	6.638	52.3%				21.955	8.432

On Time	On Budget
On/Ahead of Schedule	Ⓞ
Minor Delay < 6 months	Ⓢ
Significant Delay > 6 months	Ⓡ
	Between 50% and 70%
	< 50% or >100% of Approved Cash Flow

Note # 1:

Completed Dec/15 (with a planned completion date of Dec/14), with the delay due to site conditions.

Note # 2:

Completed Dec/15 (with a planned completion date of Dec/14), with the delay due to co-ordination with other projects.

Note # 3:

Project is progressing ahead of schedule and could be substantially complete by Q4/16, (as compared to the expected completion date of Q1/17)

Note # 4:

Expected actual completion date of Nov/16 (as compared to the planned completion date of Dec/15) due to the birth of a baby Indian Rhino.

Note # 5:

Project is delayed due to RFP/RFQ.

**2015 Capital Spending
Rate Supported Programs**

Program		2015 Approved Cash Flow	2015 Expenditure		Trending	Alert (Benchmark 70% spending rate)
			Year-End Spending	% at Year End		
SWM	4 Months	93.35	1.13	55.2%	↓ ↑ ↓	Ⓢ
	Q2	93.35	4.35	47.3%		Ⓡ
	Q3	56.05	10.45	63.7%		Ⓢ
	Q4	56.05	28.40	50.7%		Ⓢ
TPA	4 Months	47.73	0.07	44.5%	↑ ↑ ↓	Ⓡ
	Q2	57.93	5.31	54.9%		Ⓢ
	Q3	57.9	16.1	61.9%		Ⓢ
	Q4	57.93	19.08	32.9%		Ⓡ
TW	4 Months	756.64	78.33	83.5%	↑ ↓ ↑	Ⓢ
	Q2	756.64	170.87	83.9%		Ⓢ
	Q3	756.64	321.19	82.4%		Ⓢ
	Q4	756.64	632.10	83.5%		Ⓢ
Total		870.63	679.58	78.1%		Ⓢ

Ⓢ >70% Ⓢ between 50% and 70% Ⓡ < 50% or > 100%

At 2015 year-end, capital expenditures for this Rate Supported Programs totalled \$679.58 million (78%) of their collective 2015 Approved Capital Budget of \$870.63 million.

High spending rate at year-end for Rate Supported Programs is mainly attributable to Toronto Water capital spending with 84% of its 2015 Approved Capital Budget. Low spending rate for Solid Waste Management (51%) is due to work plan reviews and delays in completing and issuing tenders, RFP/RFQ process delays, securing contractors and project deferrals, while Parking Authority's spending rate of 33% is due to the unavailability and/or ongoing negotiation of appropriate sites for off street parking.

Solid Waste Management Services (SWMS)

Chart 1
2015 Approved Budget by Category (\$56.05)

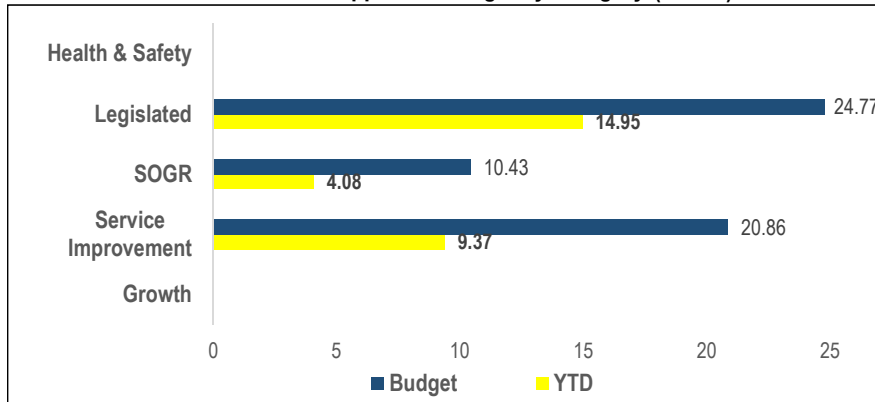


Table 1
2015 Active Projects by Category

Health & Safety	
Legislated	2
SOGR	3
Service Improvement	10
Growth	
Total # of Projects	15

Chart 2
Project Status (15)

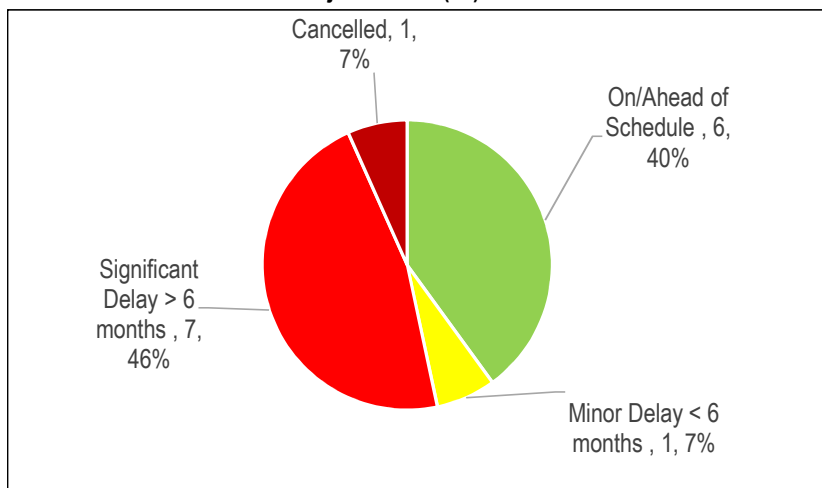


Table 2

Reason for Delay	# of Projects	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed	4	1
Contractor Issues	3	1
Site Conditions		
Co-ordination with Other Projects		1
Community Consultation		
Other*		
Total # of Projects	7	3

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
32.34	1.91	21.75		0.06

Key Discussion Points:

- Projects with significant delay comprise 46% of total program and include bin procurement, asset management, SSO facility expansion, IT projects and strategic planning.
- Disco SSO Facility: Commissioning completed. Plant is operating, processing 75,000 tonnes/year of SSO. Contractor making plant modifications to address remaining deficiencies. Completion delayed four years to 2018.
- Dufferin SSO Facility: Council approved award (PW7.10 - 1 Oct/15) to WS Nicholls for DBOM (design, build, operate, maintain) of expanded facility including additional funding of \$20.7M as well as re-allocation of \$10M to 2016 approved by Council on Sept 30th. With agreement executed December 2015, completion is delayed three years to 2019.
- Transfer Station Asset Management: Re-allocation of \$10.4M to 2016 approved by Council on Sept 30th. On-going delays for various state of good repair projects such as roofing, paving, drainage systems, sprinkler systems and repairs to tipping floors. Under-spending was the result of projects delayed due to change in scope, obtaining permits/approvals, work plan reviews, procurement & staffing issues.

Solid Waste Management Services (SWMS)

Key Discussion Points (cont'd):

- SWM IT Application Initiatives: Consists of 5 subprojects all currently delayed between one to three years beyond original dates because of various issues including RFP/RFQ process delays, securing contractors, project scope & definition reviews and project deferrals. Project proceeding according to revised plan after it became delayed from original plan two years ago. Current scope includes contract and procurement management solutions for SWMS Operational Support, replacement of unsupported MS Access databases with corporately supported solutions in area of Customer Relationship Management, Contract Admin and Procurement. Also includes Information Modeling to re-map business processes and the RFID/GPS system which will ensure GFL/Fleetmind RFID solution integrates with City billing systems.
- Long Term Waste Management Strategy: Council approved evaluation criteria at October 2015 meeting. Technical evaluations completed. Public Consultations on draft Waste Strategy held during March-April 2016. Waste Strategy to be presented to Public Works and Council with approval in July

**Solid Waste
Management Services
(SWMS)**

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Legislated								
Green Lane Landfill	16.313	9.002	55.2%	Ⓚ	Ⓚ	#1		
Perpetual Care of Landfills	8.050	5.930	73.7%	Ⓚ	Ⓚ			
Sub-Total	24.363	14.932	61.3%	-	-		0.000	0.000
State of Good Repair								
Collection Yard Asset Management	0.942	0.110	11.6%	Ⓚ	Ⓚ	#2		
Transfer Station Asset Management	9.215	3.755	40.7%	Ⓚ	Ⓚ			
Diversion Facilities Asset Management	0.271	0.211	77.7%	Ⓚ	Ⓚ			
Sub-Total	10.429	4.076	39.1%	-	-		0.000	0.000
Service Improvements								
Diversion Systems	8.791	5.038	57.3%	Ⓚ	Ⓚ	#3	63.592	27.688
Landfill Gas Utilization	0.406	0.021	5.3%	Ⓚ	Ⓚ	#4	35.000	0.266
Dufferin Single Stream Recycling Facility	0.060	(0.002)	(2.6%)	Ⓚ	Ⓚ		3.561	1.947
Dufferin SSO Facility	0.500	1.385	277.1%	Ⓚ	Ⓚ	#5	54.272	2.505
Disco SSO Facility	3.845	0.314	8.2%	Ⓚ	Ⓚ	#6	84.492	79.602
Long Term Waste Management Strategy	1.814	1.065	58.7%	Ⓚ	Ⓚ		4.767	2.159
Construction of Biogas Utilization	0.280	0.111	39.5%	Ⓚ	Ⓚ	#7	12.000	0.512

**Solid Waste
Management Services
(SWMS)**

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
SWM IT Application Initiatives	1.905	0.937	49.2%	Ⓡ	Ⓡ	#8	8.929	1.825
IT Corporate Initiatives	1.427	0.523	36.7%	Ⓡ	Ⓢ		9.878	0.698
Two-Way Radio Replacement	2.235	0.000	0.0%	Ⓡ	Ⓡ	#9	2.235	0.000
Sub-Total	21.262	9.393	44.2%	-	-		278.728	117.200
Total	56.054	28.400					278.728	117.200

On Time	On Budget
On/Ahead of Schedule	Ⓢ >70% of Approved Cash Flow
Minor Delay < 6 months	Ⓢ Between 50% and 70%
Significant Delay > 6 months	Ⓡ < 50% or >100% of Approved Cash Flow

Note # 1:

Remedial work at the 4 priority landfills (Coe Hill, Disco, Stan Wadlow and Sunrise) to deal with landfill gas migration has been delayed. This work will be initiated after detailed designs are prepared, MOECC approvals are granted and easements with private properties are negotiated.

Note # 2:

\$10.380M cash flow deferral from 2015 to 2016 included as approved. On-going under-spending has been caused by delays obtaining permits and approvals, work plan reviews, delay in completing & issuing tenders and staff and space limitations..

Note # 3:

Re-allocation to 2016 approved by Council on Sept 30th . Funds include 2nd generation green bin. Expected contract start date is Spring 2016. Initial roll-out expected to be completed in 2017. Also included is TCHC project. Work plan approved by Director June 2015. Completed projects including audits at TCHC locations, mini-Environment Days for TCHC residents and workshops for TCHC staff. Completion expected Dec 2016.

Note # 4:

Staff are re-evaluating & developing strategy to address landfill gas options for gas utilization, e.g. Renewable Natural Gas (RNG). One additional staff has been hired. Completion pushed to 2020.

Note # 5:

Facility expansion tender awarded in Q3. Includes approved \$10 million cash flow deferral from 2015 to 2016. Project cost also increased by \$20.7 million. Vendor agreement executed December 23, 2015. Completion estimated to be June 2019.

**Solid Waste
Management Services
(SWMS)**

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			

Note # 6:

Commissioning completed. Plant operating at 75,000T per year. Contractor making plant modifications to address remaining deficiencies. Includes approved \$1.610 million cash flow deferral from 2015 to 2016. Expected completion Dec 31, 2018.

Note # 7:

Includes approved \$2.518 million cash flow deferral from 2015 to 2016. Delays relate primarily to completion of regulatory approval processes. MOECC Approvals Oct 2015, with tender and construction revised to end of 2020.

Note # 8:

Project encompasses various multi-year Divisional IT projects. Some projects have experienced delays due to challenges in recruiting required resources. Includes approved \$0.145 million transfer to the Long Term Strategy for 2016. Overall completion delayed one year to 2019.

Note # 9:

Funds still required for radio replacement. Procurement process is ongoing, anticipated completion 2016

Chart 1
2015 Approved Budget by Category (\$57.93)

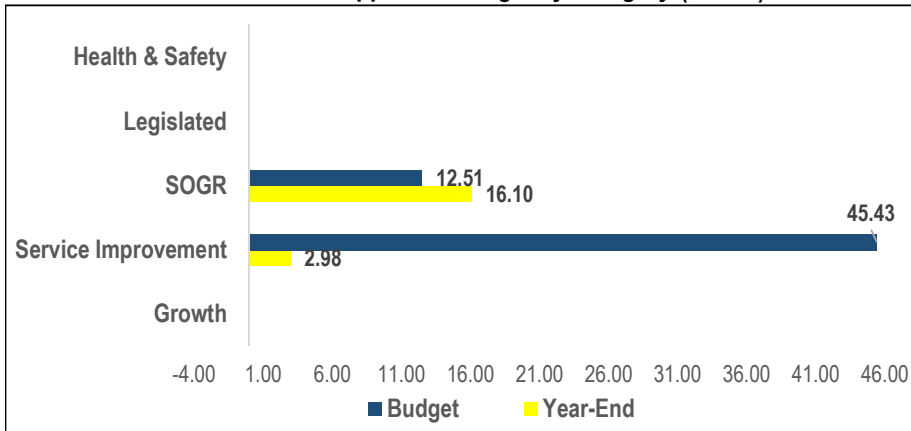


Table 1
2015 Active Projects by Category

Health & Safety	
Legislated	
SOGR	54
Service Improvement	31
Growth	
Total # of Projects	85

Chart 2
Project Status (85)

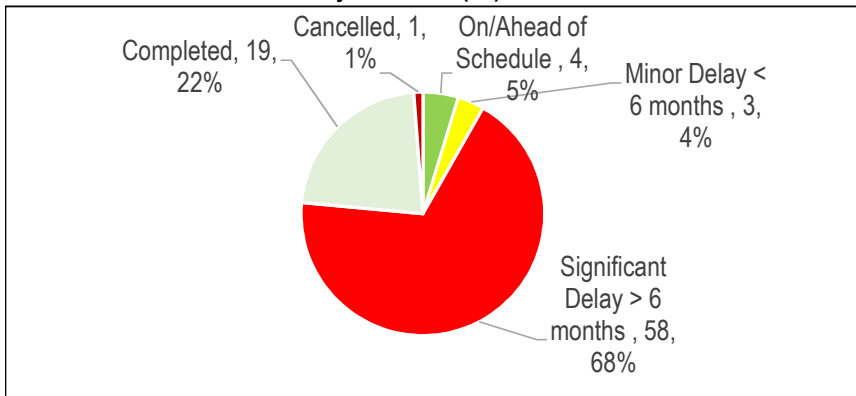


Table 2

Reason for Delay	# of Projects	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed	2	
Contractor Issues	1	
Site Conditions	14	
Co-ordination with Other Proj	41	3
Community Consultation		
Other*		
Total # of Projects	58	3

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
6.63	1.06	38.67	10.57	1.00

Key Discussion Points:

- Toronto Parking Authority completed or is on-track to complete 23 projects totalling \$17.204 million or 29.7% of the 2016 Approved Capital Budget .
- Approximately 61 projects totalling \$39.730 million or 68.6 % of the 2016 Approved Capital Budget have been delayed predominantly due to the unavailability and/or going negotiations of appropriate sites for off street parking facilities, as well as need to coordinate with other projects. Approximately \$33.998 million in funding will be carried into 2016 to complete these projects.
- One project (1601 St.Clair Ave. West) with funding of \$1.0 million or 1.7% of the 2016 Approved Capital Budget has been cancelled as site became unsuitable for the planned development.

**Toronto Parking
Authority**

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
State of Good Repair								
Structural maintenance & Technology Green Plus (13 projects)	1.983	1.828	92.2%	Ⓞ	Ⓞ		1.983	1.828
Structural maintenance & Technology Green Plus (2 projects)	0.692	0.424	61.3%	Ⓢ	Ⓢ	#1	0.692	0.424
Structural maintenance & Technology Green Plus (9 projects)	9.831	0.729	7.4%	Ⓡ	Ⓡ	#1	9.831	0.729
Sub-Total	12.506	2.981	23.8%	-	-		12.506	2.981
Service Improvements								
Forest Hill Village	0.217	0.217	100.0%	Ⓞ	Ⓞ		6.197	1.370
Forest Hill Village (CP 164 Expansion)	0.750	0.513	68.4%	Ⓡ	Ⓡ	#1	0.750	0.513
30 Roehampton CP 49	8.000	0.016	0.2%	Ⓡ	Ⓡ	#1	8.000	0.016
Pay & Display Upgrades	0.436	0.436	100.0%	Ⓡ	Ⓡ	#1	0.943	0.886
Queen/ Soho	0.300		0.0%	Ⓡ	Ⓡ	#1	10.800	
CP15 Redevelopment (JV)	1.000		0.0%	Ⓡ	Ⓡ	#1	1.000	
Chinahouse (CP 655)	0.100	0.014	13.9%	Ⓡ	Ⓡ	#1	0.100	0.014
1601 St. Clair Ave. West	1.000		0.0%	Ⓡ	Ⓡ	# 2	1.000	
CP 1 - Addition of 2 Levels	7.760	0.346	4.5%	Ⓡ	Ⓡ	#1	14.915	1.066
Oakwood, W.of Eglinton (Redevelopment of CP 664)	0.664		0.0%	Ⓞ	Ⓞ		1.600	0.834
2204-2212 Eglinton W (CP673)	1.495	0.650	43.4%	Ⓡ	Ⓡ	#1	2.960	2.115
Carpark Provision 2015	0.090		0.0%	Ⓞ	Ⓞ		0.090	
P&D 3G Modem & Emulation Board	1.542		0.0%	Ⓡ	Ⓡ	#1	3.084	-
Weston Cultural Hub	0.800	0.033	4.2%	Ⓡ	Ⓡ	#1	4.000	0.324
Greening Projects	0.400	0.284	71.1%	Ⓡ	Ⓡ	#1	0.400	0.284
2300 Lakeshore	0.698		0.0%	Ⓡ	Ⓡ	#1	2.000	1.901

Toronto Parking Authority

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Redevelopment of CP 411 (Roe Avenue)	0.840		0.0%	Ⓡ	Ⓡ	#1	0.840	
Oakwood E of Eglinton (#2)	0.750		0.0%	Ⓡ	Ⓡ	#1	0.750	-
Pay Display machines	0.850		0.0%	Ⓞ	Ⓞ		0.850	
186 Caribou	0.334	0.002	0.5%	Ⓡ	Ⓡ	#1	1.500	1.167
Queen/Ossingtn to Dufferin	0.250		0.0%	Ⓡ	Ⓡ	#1	0.500	
St. Clair - BIA - Oakwood	0.368	0.226	61.3%	Ⓢ	Ⓢ	#1	4.100	1.199
Upgrades to retail and other components	1.000		0.0%	Ⓡ	Ⓡ	#1	1.000	
2623 Eglinton Ave. West	2.780	2.686	96.6%	Ⓞ	Ⓞ		2.780	2.686
1220-1222 Wilson	2.900	2.873	99.1%	Ⓞ	Ⓞ		2.900	2.873
437 Rogers Road	0.700	0.678	96.8%	Ⓞ	Ⓞ		0.700	0.678
Queen/Ossingtn to Dufferin	3.955	3.955	100.0%	Ⓞ	Ⓞ		9.750	4.000
Roncesvalles South (1624 Queen St. W.)	0.464	0.363	78.2%	Ⓞ	Ⓞ		3.590	3.286
242 Danforth East of Broadview - CP 78 Expansion	2.855	2.806	98.3%	Ⓞ	Ⓞ		2.855	2.806
8 Abitibi	2.130		0.0%	Ⓡ	Ⓡ	#1	2.130	-
Sub-Total	45.428	16.099	35.4%	-	-		92.084	28.019
Total	57.934	19.080					104.590	31.000

On Time	On Budget
On/Ahead of Schedule	Ⓞ >70% of Approved Cash Flow
Minor Delay < 6 months	Ⓢ Between 50% and 70%
Significant Delay > 6 months	Ⓡ < 50% or >100% of Approved Cash Flow

Note # 1:

Toronto Parking Authority will carry forward approximately \$33.998 million in funding to complete delayed projects in 2016.

Note # 2:

The project has been cancelled, since site is not suitable for planned development.

Toronto Water (TW)

Chart 1
2015 Approved Budget by Category (\$756.64)

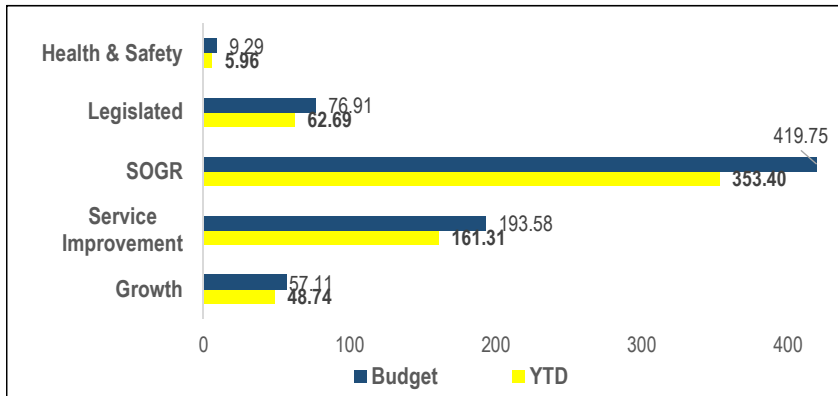


Table 1
2015 Active Projects by Category

Health & Safety	4
Legislated	9
SOGGR	21
Service Improvement	19
Growth	11
Total # of Projects	64

Chart 2
Project Status (64)

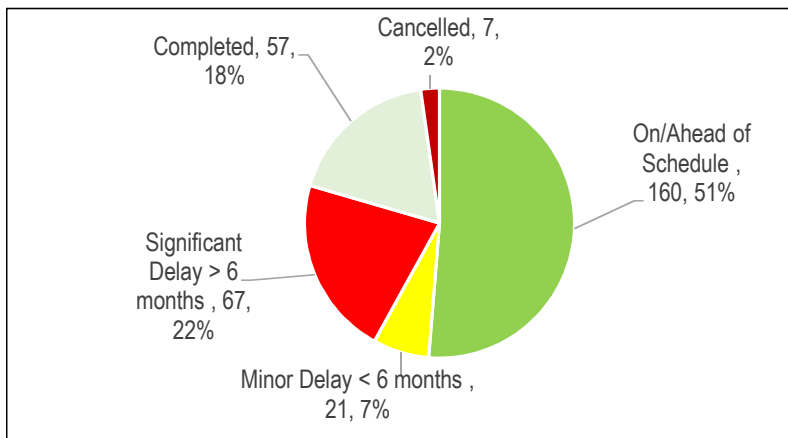


Table 2

Reason for Delay	# of Projects	
	Significant Delay	Minor Delay
Insufficient Staff Resources	4	
Procurement Issues	3	2
RFQ/RFP Delayed	28	6
Contractor Issues	6	7
Site Conditions	21	5
Co-ordination with Other Proj		
Community Consultation		
Other*	5	1
Total # of Projects	67	21

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
595.33	89.12	63.42	7.55	1.22

Reasons for "Other*" Projects Delay:

Mostly delays in obtaining legal agreements, as well as insufficient funding due to higher bids.

Key Discussion Points:

- As of December 31, 2015 Toronto Water spent \$632.103 million or 83.5% of the total 2015 Approved Capital Budget of \$756.640 million. The projected year-end spending rate is consistent with the 10-Year Rate Model completion target for 2015 of 85% for projects funded from the Toronto Water Capital Financing Reserve Fund.
- 67% or \$505.948 million is dedicated to State of Good Repair, Health and Safety and Legislative projects in 2015.
- \$602.882 million or 80% of projects are completed or on track for scheduled completion. Most capital projects are multi-year or on-going expenditures with completion dates in future years.
- The following multi-year projects account for 80% of the year-to-date spending: *Rehabilitation and Replacement of Linear Infrastructure for Water and Sewers* projects (\$281.2 million or 91.2% of the 2015 Approved Capital Budget); *Improvements at Ashbridges Bay* (\$61.9 million or 79.3% of the 2015 Approved Capital Budget) and *Highland Creek Treatment Plants* (\$38.7 million or 88.7% of the 2015 Approved Capital Budget); *Wet Weather Flow* (\$35.9 million or 72.6% of the 2015 Approved Capital Budget); *Automated Meter Replacement (AMR) Program* (\$22.0 million or 100% of the 2015 Approved Capital Budget); and *Basement Flooding Relief* (\$63.7 million or 90% of the 2015 Approved Capital Budget).
- Chart 1 reflects projects by category as displayed at the program level in the Project by Category Table. Chart 2 reflects the total number of individual projects.

Toronto Water (TW)

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Health & Safety								
Water Treatment - Storage & Pumping Stations	0.124	0.011	8.9%	Ⓡ	Ⓡ	#4	0.722	0.609
Ashbridges Bay Treatment Plant (ABTP)	2.940	2.393	81.4%	Ⓞ	Ⓞ		16.567	16.020
Humber Treatment Plant (HTP)	5.923	3.529	59.6%	Ⓞ	Ⓞ		17.028	14.634
Yards & Facilities	0.300	0.028	9.3%	Ⓡ	Ⓡ	#4	0.300	0.028
Sub-Total	9.287	5.961	64.2%	-	-		34.617	31.291
Legislated								
Water Service Replacement	20.803	19.753	95.0%	Ⓞ	Ⓞ		141.608	140.558
Pumping Stations	5.778	4.808	83.2%	Ⓞ	Ⓞ		13.692	12.722
Water Treatment - Storage & Pumping Stations	0.554	0.451	81.4%	Ⓞ	Ⓞ		10.566	10.463
Ashbridges Bay Treatment Plant (ABTP)	1.325	1.046	78.9%	Ⓞ	Ⓞ		6.058	5.779
Highland Creek Treatment Plant (HCTP)	17.263	17.214	99.7%	Ⓞ	Ⓞ		28.129	28.080
Humber Treatment Plant (HTP)	29.759	18.921	63.6%	Ⓨ	Ⓨ	#4	37.838	27.000
R.L. Clark Treatment Plant	0.380	0.130	34.2%	Ⓡ	Ⓡ	#4	0.501	0.251
Island Treatment Plant	0.866	0.368	42.5%	Ⓡ	Ⓡ	#1	0.869	0.371
Yards & Facilities	0.184	0.001	0.5%	Ⓡ	Ⓡ	#3	0.695	0.512
Sub-Total	76.912	62.692	81.5%	-	-		239.956	225.736
State of Good Repair								
Business & Technology	2.462	0.820	33.3%	Ⓡ	Ⓡ	#1	7.567	5.925
Linear Engineering	58.613	50.337	85.9%	Ⓞ	Ⓞ		143.235	134.959
Sewer Rehabilitation	31.687	31.568	99.6%	Ⓞ	Ⓞ		139.809	139.690
Sewer Replacment	24.678	22.650	91.8%	Ⓞ	Ⓞ		82.513	80.485
Watermain Cleaning & Lining	46.025	45.243	98.3%	Ⓞ	Ⓞ		221.460	220.678
Watermain Replacement	57.556	48.684	84.6%	Ⓞ	Ⓞ		257.330	248.458

Toronto Water (TW)

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Water Service Replacement	8.362	8.362	100.0%	G	G		15.748	15.748
Pumping Stations	4.191	1.729	41.3%	R	R	#2	29.838	27.376
Trunk Watermains	19.068	10.767	56.5%	Y	Y	#2	163.660	155.359
Water Treatment - Storage & Pumping Stations	10.288	7.255	70.5%	G	G		27.191	24.158
Trunk Sewers	17.414	16.518	94.9%	G	G		135.365	134.469
Ashbridges Bay Treatment Plant (ABTP)	68.494	55.502	81.0%	G	G		334.734	321.742
Highland Creek Treatment Plant (HCTP)	22.143	17.896	80.8%	G	G		146.772	142.525
Humber Treatment Plant (HTP)	14.252	10.651	74.7%	G	G		211.773	208.172
R.L. Clark Treatment Plant	14.434	13.705	94.9%	G	G		81.273	80.544
R.C. Harris Treatment Plant	3.092	1.951	63.1%	Y	Y	#3	34.456	33.315
F.J. Horgan Treatment Plant	3.614	1.760	48.7%	R	R	#2	9.503	7.649
Island Treatment Plant	3.718	1.485	39.9%	R	R	#3	7.329	5.096
Wet Weather Flow	1.016	1.016	100.0%	G	G		3.953	3.953
Wet Weather Flow - Stream Restoration	8.502	5.407	63.6%	Y	Y	#3	49.653	46.558
Yards & Facilities	0.140	0.094	67.1%	Y	Y	#3	1.861	1.815
Sub-Total	419.749	353.400	84.2%	-	-		2,105.023	2,038.674
Service Improvements								
Automated Meter Reading System (AMR)	22.036	22.036	100.0%	G	G		202.491	202.491
Basement Flooding	61.827	55.559	89.9%	G	G		234.436	228.168
Basement Flooding - Subsidy	9.000	8.181	90.9%	G	G		33.412	32.593
Business & Technology	10.415	5.271	50.6%	Y	Y	#3	19.326	14.182
Linear Engineering	0.224	0.224	100.0%	G	G		2.682	2.682
Watermain Replacement	7.270	7.270	100.0%	G	G		7.270	7.270
Pumping Stations	1.054	0.551	52.3%	Y	Y	#3	2.691	2.188

Toronto Water (TW)

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Trunk Watermains	0.750	0.085	11.3%	Ⓡ	Ⓡ	#1	0.750	0.085
Water Treatment - Storage & Pumping Stations	1.666	0.871	52.3%	Ⓢ	Ⓢ	#1	10.170	9.375
Trunk Sewers				Ⓢ	Ⓢ		6.887	6.871
Ashbridges Bay Treatment Plant (ABTP)	5.114	2.946	57.6%	Ⓢ	Ⓢ	#3	71.430	69.262
Highland Creek Treatment Plant (HCTP)	4.265	3.638	85.3%	Ⓢ	Ⓢ		23.107	22.480
Humber Treatment Plant (HTP)	1.897	1.538	81.1%	Ⓢ	Ⓢ		50.118	49.759
R.C. Harris Treatment Plant	0.108	0.007	6.5%	Ⓡ	Ⓡ	#2	2.208	2.107
F.J. Horgan Treatment Plant	0.650	0.033	5.1%	Ⓡ	Ⓡ	#2	0.650	0.033
Island Treatment Plant	0.661	0.360	54.5%	Ⓢ	Ⓢ	#3	27.156	26.855
Waterfront	24.858	22.237	89.5%	Ⓢ	Ⓢ		24.858	22.237
Wet Weather Flow Yards & Facilities	39.887	29.436	73.8%	Ⓢ	Ⓢ		134.874	124.423
	1.893	1.082	57.2%	Ⓢ	Ⓢ	#2	20.758	19.947
Sub-Total	193.575	161.309	83.3%	-	-		875.274	843.008
Growth Related								
Linear Engineering	0.770	0.117	15.2%	Ⓡ	Ⓡ	#1	0.770	0.117
New Connections	38.483	38.483	100.0%	Ⓢ	Ⓢ		140.907	140.907
New Sewers	6.245	5.150	82.5%	Ⓢ	Ⓢ		8.402	7.307
Watermain Replacement	7.620	3.387	44.4%	Ⓡ	Ⓡ	#1	24.629	20.396
Pumping Stations	1.035	0.207	20.0%	Ⓡ	Ⓡ	#3	4.865	4.037
Trunk Watermains	0.632	0.256	40.5%	Ⓡ	Ⓡ	#2	19.934	19.558
Water Treatment - Storage & Pumping Stations	0.232	0.003	1.3%	Ⓡ	Ⓡ	#1	35.677	35.448
Trunk Sewers	0.500	0.181	36.2%	Ⓡ	Ⓡ	#2	2.544	2.225

Toronto Water (TW)

Projects by Category (Million)	2015 Approved Cash Flow	Year-End				Notes:	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Ashbridges Bay Treatment Plant (ABTP)	0.150	0.000	0.0%	Ⓡ	Ⓡ	#2	0.150	0.000
F.J. Horgan Treatment Plant	0.927	0.741	79.9%	Ⓞ	Ⓞ		209.239	209.053
Water Efficiency Plan	0.520	0.217	41.7%	Ⓡ	Ⓡ	#5	10.660	10.357
Sub-Total	57.114	48.742	85.3%	-	-		457.777	449.405
Total	756.640	632.104					3,712.647	3,588.114

On Time	On Budget
On/Ahead of Schedule	>70% of Approved Cash Flow
Minor Delay < 6 months	Between 50% and 70%
Significant Delay > 6 months	< 50% or >100% of Approved Cash Flow

Note # 1:

Projects were delayed due to a need for coordination with third parties including Metrolinx, Enwave, TCHC and Region of York.

Note # 2:

Projects were delayed as a result of delayed tendering and contract awards for variety of reasons, including changes and delays in design requirements, internal resource and funding constraints.

Note # 3:

Project delivery was delayed due to site constrains and scheduling requirements.

Note # 4:

Projects actually completed at lower costs.

Note # 6:

Low demand for ICI Indoor Water Audit Program.