

## **APPENDIX 5**

### **Capital Dashboard by Program/Agency**

#### **Table of Content:**

Children's Services	Page 3
Court Services	Page 5
Economic Development and Culture	Page 7
Toronto Paramedic Services	Page 9
LTCHS (Long Term Care Home & Services)	Page 11
Parks, Forestry & Recreation	Page 13
Shelter, Support and Housing Administration	Page 16
City Planning	Page 18
Fire Services	Page 20
Transportation Services	Page 23
Waterfront Revitalization Initiative	Page 27
311 Toronto	Page 31
Facilities and Real Estate	Page 33
Financial Services	Page 36
Fleet Services	Page 39
Information Technology	Page 41
City Clerk's Office	Page 45
Sustainable Energy Plan	Page 47
Radio Replacement Project	Page 50
PanAm Games	Page 51
Exhibition Place	Page 54
Sony Centre (Hummingbird)	Page 56
Toronto And Region Conservation Authority	Page 58
Toronto Police Service	Page 60
Toronto Public Health	Page 63
Toronto Public Library	Page 65
Toronto Transit Commission	Page 68
Toronto Zoo	Page 72
Solid Waste Management	Page 75
Toronto Parking Authority	Page 78
Toronto Water	Page 80

**Table 1**  
**2015 Capital Spending by Program**  
**Cluster A**

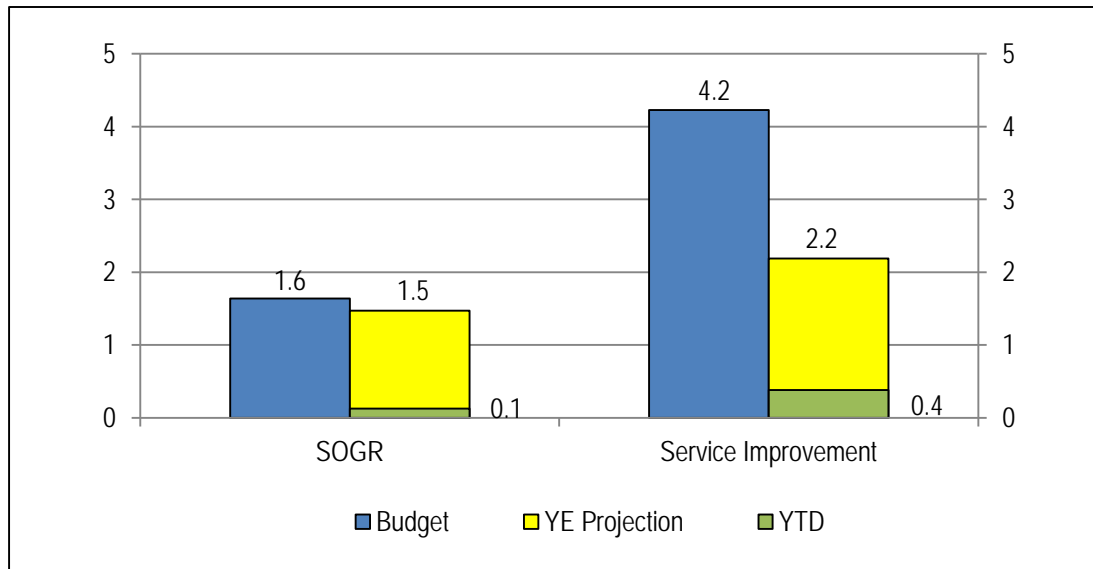
Program		2015 Approved Cash Flow	2015 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
CS	4 Months	5.86	0.22	4.37	74.5%		Ⓞ
	Q2	5.86	0.51	3.66	62.4%	↓	Ⓢ
Court Services	4 Months	0.07	0.00	0.07	90.0%		Ⓞ
	Q2	0.07	0.01	0.02	22.7%	↓	Ⓡ
EDC	4 Months	45.85	1.99	32.05	69.9%		Ⓢ
	Q2	46.00	8.49	31.37	68.2%	↓	Ⓢ
LTCHS	4 Months	41.00	6.89	35.10	85.6%		Ⓞ
	Q2	41.00	13.71	37.73	92.0%	↑	Ⓞ
PF&R	4 Months	230.52	11.61	143.04	62.1%		Ⓢ
	Q2	234.32	35.31	148.72	63.5%	↑	Ⓢ
SS&HA	4 Months	7.72	0.40	5.17	66.9%		Ⓢ
	Q2	7.72	1.45	5.26	68.2%	↑	Ⓢ
TPS	4 Months	8.87	0.33	6.77	76.3%		Ⓞ
	Q2	8.87	0.49	7.54	85.0%	↑	Ⓢ
Ⓞ >70%      Ⓢ between 50% and 70%      Ⓡ < 50% or > 100%							

For the six months ended June 30, 2015, capital expenditures for this Cluster totalled \$59.959 million (17.4%) of their collective 2015 Approved Capital Budget of \$343.848 million. For comparison, the spending rate for the 2nd quarter of 2014 was 11%. Spending is expected to increase to \$234.296 million (68.1%) by year-end.

The majority of the Programs in this Cluster are projecting a year-end spending rate between 60% and 90% of their respective 2015 Approved Capital Budgets. Spending rate at year-end for Parks, Forestry & Recreation is projected to be 63.5%; for EDC 68.2% while Long Term Care Home Service and Toronto Paramedic Services anticipate spending rate of 92% and 85 % respectively.

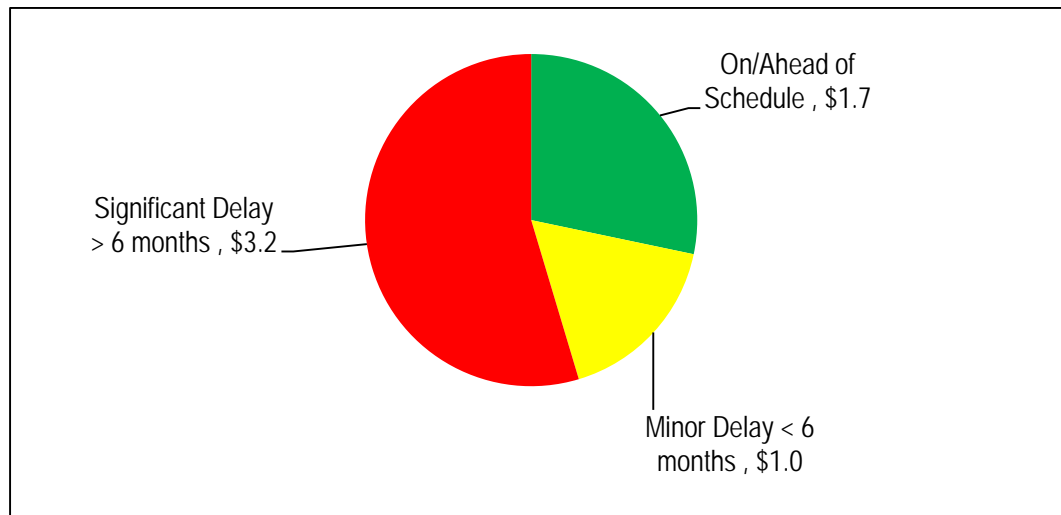
Actual results for this reporting period for each Program in this Cluster and year-end projection are outlined in the Table 1 below.

**Chart 1**  
**2015 Approved Budget (\$5.863 Million) by Category**



Category	HS	LE	SOGR	SI	GW
#Active Projects			1	6	

**Chart 2**  
**Project Status (Budget \$M)**



Reason for Delay	Insufficient Staff resources	Contractor Issues	Site Conditions
# Active Projects	2	2	2

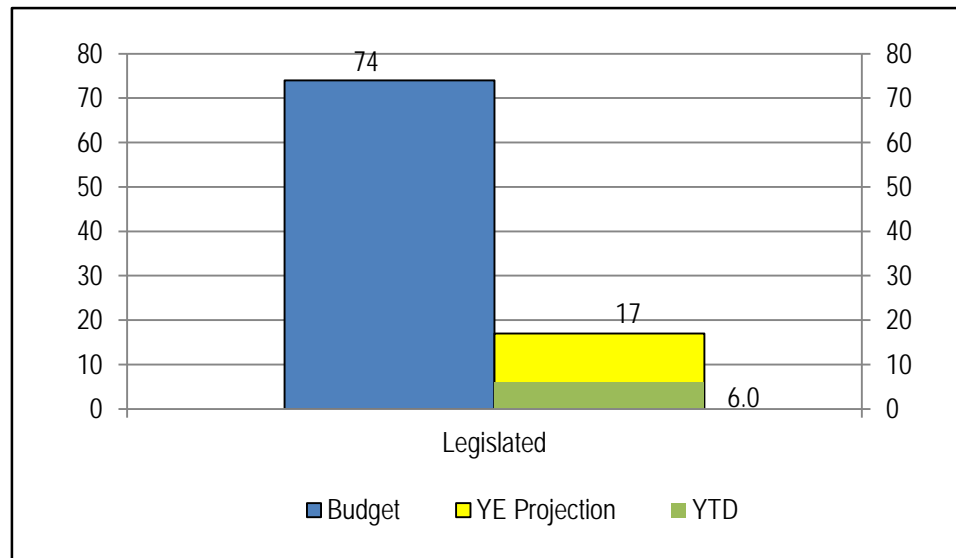
**Table 1**  
**Summary of Capital Projects by Category**  
**(\$000s)**

Projects by Category	2015 Approved Cash Flow	YTD Exp.		YE Projection				Comments	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>State of Good Repair</b>										
MCCCS - State of Good Repair	1,637	127	7.8%	1,473	90.0%	Ⓞ	Ⓞ	Spending is expected to accelerate later in the year.	1,637	127
<b>Sub-Total</b>	<b>1,637</b>	<b>127</b>	<b>7.8%</b>	<b>1,473</b>	<b>90.0%</b>				<b>1,637</b>	<b>127</b>
<b>Service Improvements</b>										
St John The Evangelist Catholic School	1,610		0.0%	600	37.3%	Ⓡ	Ⓡ	Project delayed due to issues with site plan.	3,900	-
Avondale Public School	500		0.0%	390	78.0%	Ⓨ	Ⓨ	Project in early planning stage; spending is expected to accelerate later in the year, once plans have been finalized with school board.	3,900	-
Block 31 Child Care Centre	51	13	25.5%	51	100.0%	Ⓞ	Ⓨ	Project in early planning stage; spending is expected to accelerate later in the year, once plans have been completed with school boards.	3,608	13
Squirrel's Nest	22	4	18.2%	4	18.2%	Ⓡ	Ⓞ	Project completed; unspent Sec 37 funding of \$0.018 million will be reallocated per MM55.109 City Council Aug 28, 2015	375	357
CSIS III	450	174	38.7%	450	100.0%	Ⓞ	Ⓨ	Final phase of project delivery, to be completed on time	4,343	4,011
Customer Service Improvements	1,593	191	12.0%	693	43.5%	Ⓡ	Ⓡ	Spending will accelerate in the later part of the year once the project resources have been hired.	3,175	273
<b>Sub-Total</b>	<b>4,226</b>	<b>382</b>	<b>9.0%</b>	<b>2,188</b>	<b>51.8%</b>				<b>19,301</b>	<b>4,654</b>
<b>Total</b>	<b>5,863</b>	<b>509</b>	<b>8.7%</b>	<b>3,661</b>	<b>62.4%</b>				<b>20,938</b>	<b>4,781</b>

**Key Discussion Points:**

- Spending for SOGR and Customer Service Improvements will accelerate in Q3 and Q4
- Child care centres are in the early planning stage.

**Chart 1**  
**2015 Approved Budget (\$0.074 Million) by Category**



Court Services has one legislated project that experiences minor delay (< 6 months) due to insufficient staff resources.

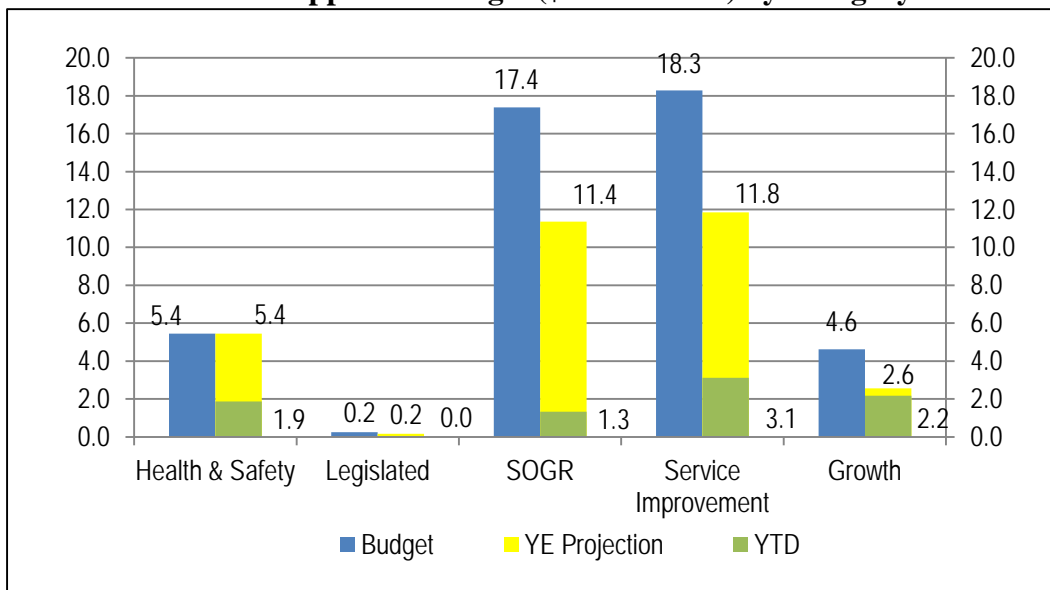
**Summary of Capital Projects by Category**  
**(\$000s)**

Projects by Category	2015 Approved Cash Flow	YTD Exp.		YE Projection				Comments	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety Legislated  POA Application Sustainment & Development	75	6	8.0%	17	22.7%	Ⓡ	Ⓢ	Spending will be lower than planned, as some enhancements to the web look-up application will not proceed due to system limitations.	822	309
<b>Total</b>	<b>75</b>		<b>0.0%</b>	<b>17</b>	<b>22.7%</b>				<b>822</b>	<b>309</b>

**Key Discussion Points:**

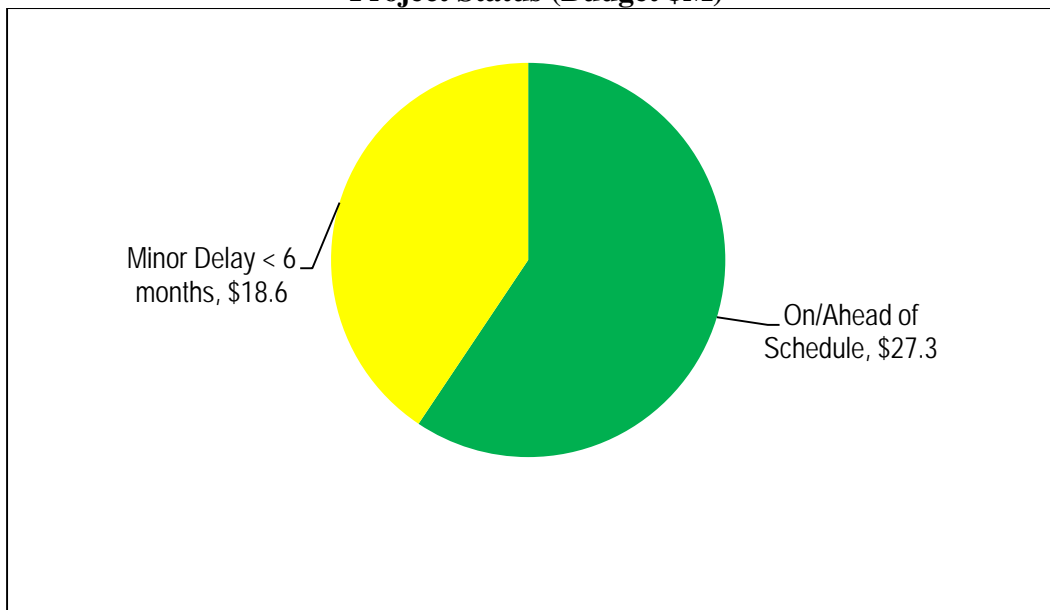
- Testing projected to be completed by Q3
- Year end projections of \$0.017 million reflect decision not to proceed with web-look-up enhancements, due changes in system technology used to connect and read from the provincial network.
- Unspent funds to be returned to Court Services Stabilization Reserve Fund

**Chart 1**  
**2015 Approved Budget (\$45.9 Million) by Category**



Category	HS	LE	SOGR	SI	GW
#Active Projects	1	1	8	8	1

**Chart 2**  
**Project Status (Budget \$M)**



Reason for Delay	Contract Awards	Co-ordination with Other Project	Other*
# of Projects	1	4	2

*\*"Other" represents a combination of reasons such as required coordination with other projects/programs combined with insufficient funding or coordination with other projects/programs combined with unfavourable site conditions.*

**Table 1**  
**Summary of Capital Projects by Category**  
**(\$000s)**

Projects by Category	2015 Approve d Cash Flow	YTD Exp.		YE Projection				Comments	Total Approve d Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
Restoration of Casa	5,442	1,870	34.4%	5,442	100.0%	Ⓢ	Ⓢ		6,115	2,544
<b>Sub-Total</b>	<b>5,442</b>	<b>1,870</b>	<b>34.4%</b>	<b>5,442</b>	<b>100.0%</b>				<b>6,115</b>	<b>2,544</b>
<b>Legislated</b>										
Major Maintenance	246	5	2.2%	154	62.6%	Ⓢ	Ⓢ		351	107
<b>Sub-Total</b>	<b>246</b>	<b>5</b>	<b>2.2%</b>	<b>154</b>	<b>62.6%</b>				<b>351</b>	<b>107</b>
<b>State of Good Repair</b>										
Cultural Infrastructure Development	1		0.0%	1	100.0%	Ⓢ	Ⓢ		130	129
Restoration and Preservation of Heritage	3,459	328	9.5%	1,991	57.5%	Ⓢ	Ⓢ		6,251	2,633
Refurbishment and Rehabilitation	368	8	2.2%	296	80.4%	Ⓢ	Ⓢ		701	232
Collections Care	200	7	3.5%	78	39.0%	Ⓢ	Ⓢ		348	121
Major Maintenance	1,683	144	8.6%	1,013	60.2%	Ⓢ	Ⓢ	Delays due to coordination required with other projects and site conditions	9,828	3,439
BIA Cost Share Program	7,769	411	5.3%	4,476	57.6%	Ⓢ	Ⓢ		9,978	2,710
BIA Financing Program	1,850	258	13.9%	1,549	83.7%	Ⓢ	Ⓢ		2,800	1,208
BIA Planning Tax Act (Section 37 & 45)	2,068	164	7.9%	1,962	94.9%	Ⓢ	Ⓢ		2,703	798
<b>Sub-Total</b>	<b>17,398</b>	<b>1,320</b>	<b>7.6%</b>	<b>11,365</b>	<b>65.3%</b>				<b>32,739</b>	<b>11,270</b>
<b>Service Improvements</b>										
Cultural Infrastructure Development	2,172	126	5.8%	589	27.1%	Ⓢ	Ⓢ	The Guild Revitalization project is delayed	2,989	443
Service Enhancement	14,259	2,826	19.8%	9,476	66.5%	Ⓢ	Ⓢ	Fort York projects delayed (Building complete, exhibits outstanding)	37,465	25,620
Restoration/Preservation of Heritage Elements	50	-	0.0%	50	100.0%	Ⓢ	Ⓢ		50	-
Refurbishment and Rehabilitation	142	-	0.0%	74	52.1%	Ⓢ	Ⓢ	Museum Interiors planning project delayed due to need to coordinate with other projects	150	8
IT Projects	911	110	12.1%	911	100.0%	Ⓢ	Ⓢ		1,000	199
Mural Program	57	5	8.8%	50	87.7%	Ⓢ	Ⓢ	Slightly delayed due to procurement issues	100	48
Commercial Façade Improvement	694	50	7.2%	691	99.6%	Ⓢ	Ⓢ		1,613	614
<b>Sub-Total</b>	<b>18,285</b>	<b>3,118</b>	<b>17.1%</b>	<b>11,841</b>	<b>64.8%</b>				<b>43,367</b>	<b>26,932</b>
<b>Growth Related</b>										
Cultural Infrastructure Development	4,628	2,175	47.0%	2,568	55.5%	Ⓢ	Ⓢ		5,842	3,216
<b>Sub-Total</b>	<b>4,628</b>	<b>2,175</b>	<b>47.0%</b>	<b>2,568</b>	<b>55.5%</b>				<b>5,842</b>	<b>3,216</b>
<b>Total</b>	<b>45,999</b>	<b>8,488</b>	<b>18.5%</b>	<b>31,369</b>	<b>68.2%</b>				<b>88,414</b>	<b>44,069</b>

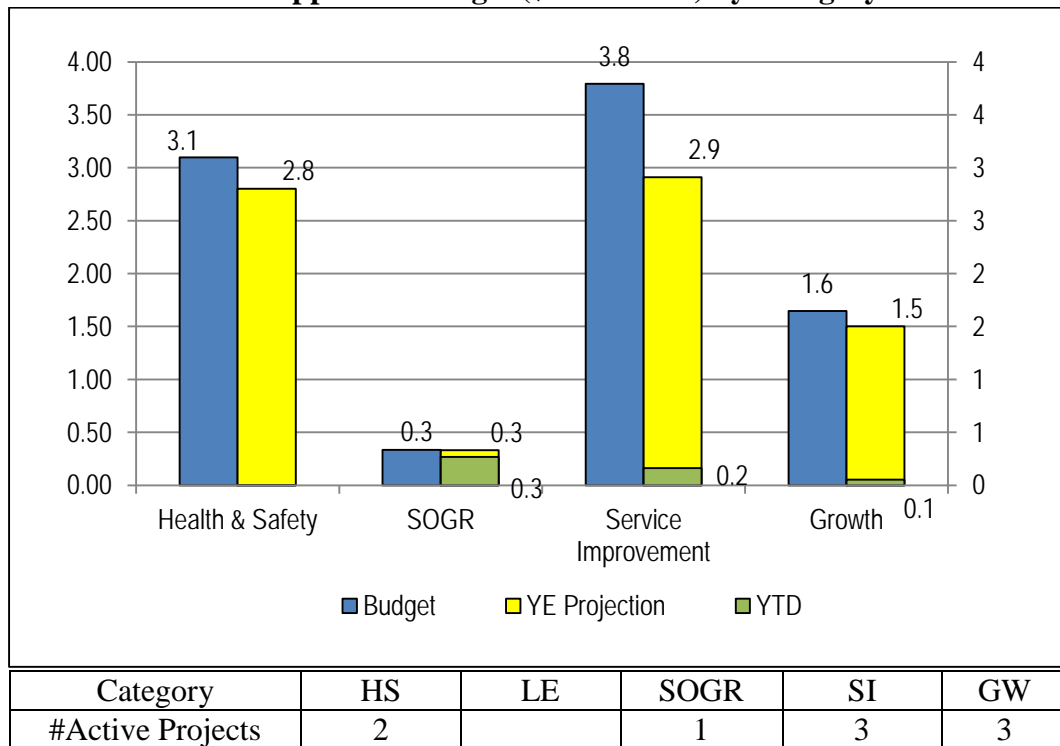
### Key Discussion Points:

- SOGR: Major Maintenance
  - *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.
  - *Berkeley Street Theatre* project is delayed since the Canadian Stage Company had taken a booking for the theatre "dark period" that had been the scheduled construction window.
- Service Improvements: Cultural Infrastructure Development
  - *The Guild Revitalization* project is a complex undertaking that must be fully integrated with the development of the Guild Inn site.
- Service Improvements: Service Enhancements
  - *The Fort York Visitor Centre* project was set back by a full year in 2011 when the original tender came back over budget. Installation of the Magna Carta at the Visitor Centre in November 2015 will delay the completion of the exhibit until June 2016.
- Reasons for delay:
  - Chart 2 has two projects with "Other" reasons for delay. In this case, "Other" represents a combination of reasons such as required coordination with other projects/programs combined with insufficient funding or coordination with other projects/programs combined with unfavourable site conditions.

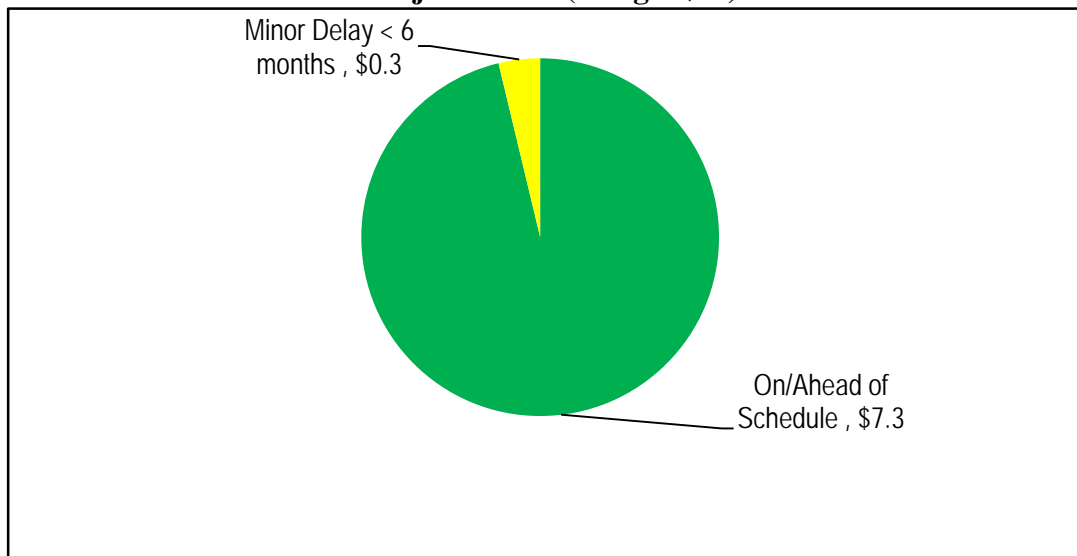


## Toronto Paramedic Services

**Chart 1**  
**2015 Approved Budget (\$8.9 Million) by Category**



**Chart 2**  
**Project Status (Budget \$M)**



Toronto Paramedic Services experience minor delays (< 6 months) in one project due to RFQ/RFP delays.

**Table 1**  
**Summary of Capital Projects by Category**  
**(\$000s)**

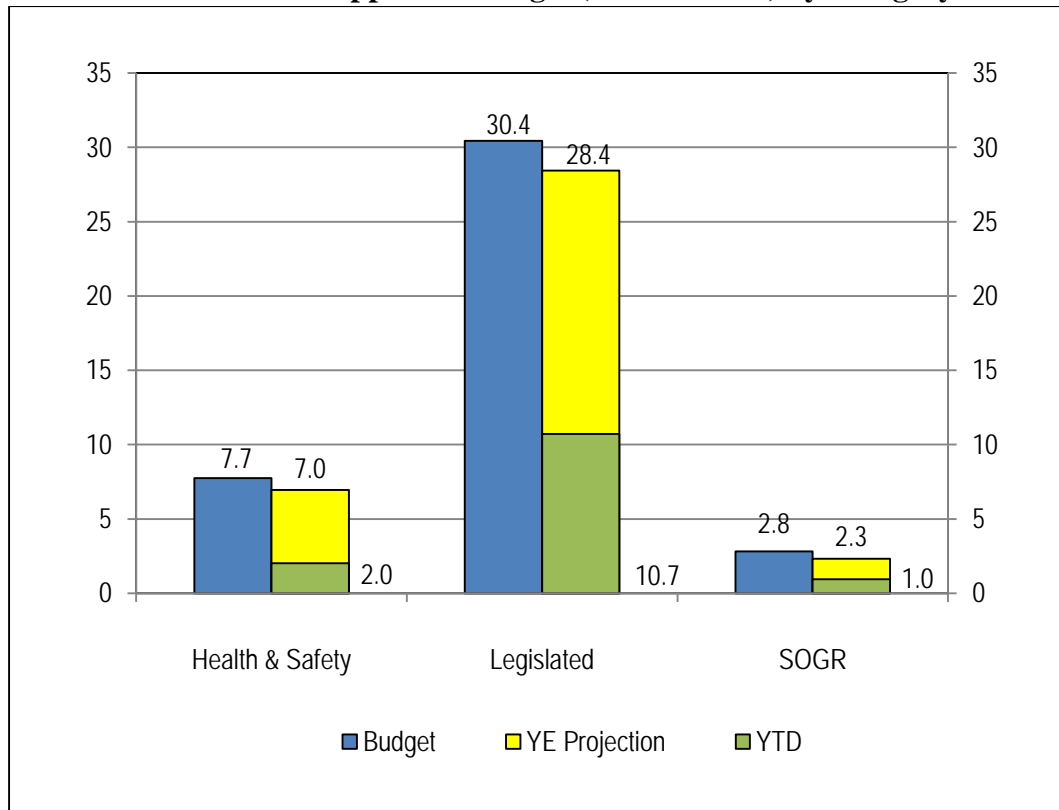
Projects by Category	2015 Approved Cash Flow	YTD Exp.		YE Projection				Comments	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
Defibrillator Replacement Purchases 2015	2,950			2,660	90.2%	⊙	⊙	The contract is anticipated to be completed by the 3rd quarter of 2015. Partial delivery expected by the end of the year and balance of funding will be carried forward to 2016.	7,000	
Power Stretchers	147	2	1.1%	140	95.2%	⊙	⊙	Program is reviewing various models for use in the Pilot Project to be completed by the end of the year.	5,000	5
<b>Sub-Total</b>	<b>3,097</b>	<b>2</b>	<b>0.1%</b>	<b>2,800</b>	<b>90.4%</b>				<b>12,000</b>	<b>5</b>
<b>State of Good Repair</b>										
Medical Equipment Replacement	333	269	80.8%	330	99.0%	⊙	⊙	Annual replacement of medical equipment is on track. In-year budget adjustment to re-allocate funding of \$0.250 million from the Back-up Communications Centre Upgrade project which will be under spent by \$0.320 million is included in Appendix 3.	1,222	1,018
<b>Sub-Total</b>	<b>333</b>	<b>269</b>	<b>80.8%</b>	<b>330</b>	<b>99.0%</b>				<b>1,222</b>	<b>1,018</b>
<b>Service Improvements</b>										
Mobile Data Communications - 2015	375		0.0%	282	75.3%	⊙	⊙	The contract is anticipated to be completed by the 3rd quarter of 2015. Partial delivery expected by the end of the year with remaining cash flows carried forward to 2016.	300	-
North West District Multi-function - Facility	2,350	107	4.6%	1,880	80.0%	⊙	⊙	Demolition and Architectural Design were completed at 1300 Wilson Ave. Building permit expected to be issued by September 2015.	11,455	698
Back-up Communications Centre Upgrades - 2015	1,067	55	5.2%	747	70.0%	⊙	⊙	The project is anticipated to be completed by the 3rd quarter of 2015 at lower than planned project cost.	1,500	495
<b>Sub-Total</b>	<b>3,792</b>	<b>163</b>	<b>4.3%</b>	<b>2,909</b>	<b>76.7%</b>				<b>13,255</b>	<b>1,193</b>
<b>Growth Related</b>										
Mobile Data Communications 2014	206	50	24.5%	206	100.0%	⊙	⊙	Anticipated to be completed by year-end with project cost lower than budget. Contract is anticipated to be signed by 3rd quarter of 2015 and purchase anticipated to be completed by year-end with project cost lower than budget.	575	345
Scheduling System Upgrades	41	1	3.6%	35	85.0%	⊙	⊙		150	144
40 New Defibrillators	1,400		0.0%	1,260	90.0%	⊙	⊙		1,400	
<b>Sub-Total</b>	<b>1,646</b>	<b>52</b>	<b>3.2%</b>	<b>1,500</b>	<b>91.1%</b>				<b>2,125</b>	<b>489</b>
<b>TOTAL</b>	<b>8,869</b>	<b>485</b>	<b>5.5%</b>	<b>7,540</b>	<b>85.0%</b>				<b>28,602</b>	<b>2,705</b>

## Key Discussion Points:

- Continue to develop and finalize product specifications for *defibrillators*, *mobile data communication hardware/software* and for the *Back-up Communication Centre system* requirements to ensure RFQs/RFPs are issued by July 2015 with the contract awarded by the 3<sup>rd</sup> quarter of 2015.
- Power Stretcher Project* – Toronto Paramedic Services is still assessing the best model of power lift stretchers for the pilot project that is expected to be completed by the end of the year.
- In-year budget adjustment to re-allocate funding of \$0.250 million from the Back-up Communications Centre Upgrade project which will be under spent by \$0.320 million by year-end to the *Medical Equipment* project is included in Appendix 3 to offset the increase in medical equipment requirements and increased costs (backboard unit price has increased by 40%).

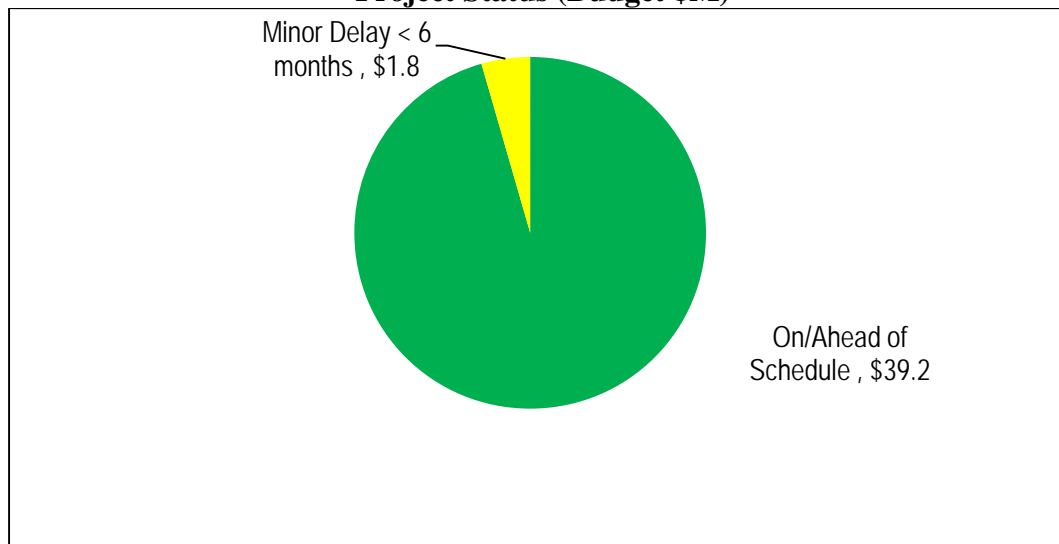
## Long Term Care Homes & Services (LTCHS)

**Chart 1**  
**2015 Approved Budget (\$41.0 Million) by Category**



Category	HS	LE	SOGR	SI	GW
#Active Projects	4	2	2		

**Chart 2**  
**Project Status (Budget \$M)**



There is the possibility the following project – Health and Safety: HVAC Repairs and Upgrades may be delayed based on historical precedent.

## Long Term Care Homes & Services (LTCHS)

**Table 1**  
**Summary of Capital Projects by Category**  
**(\$000s)**

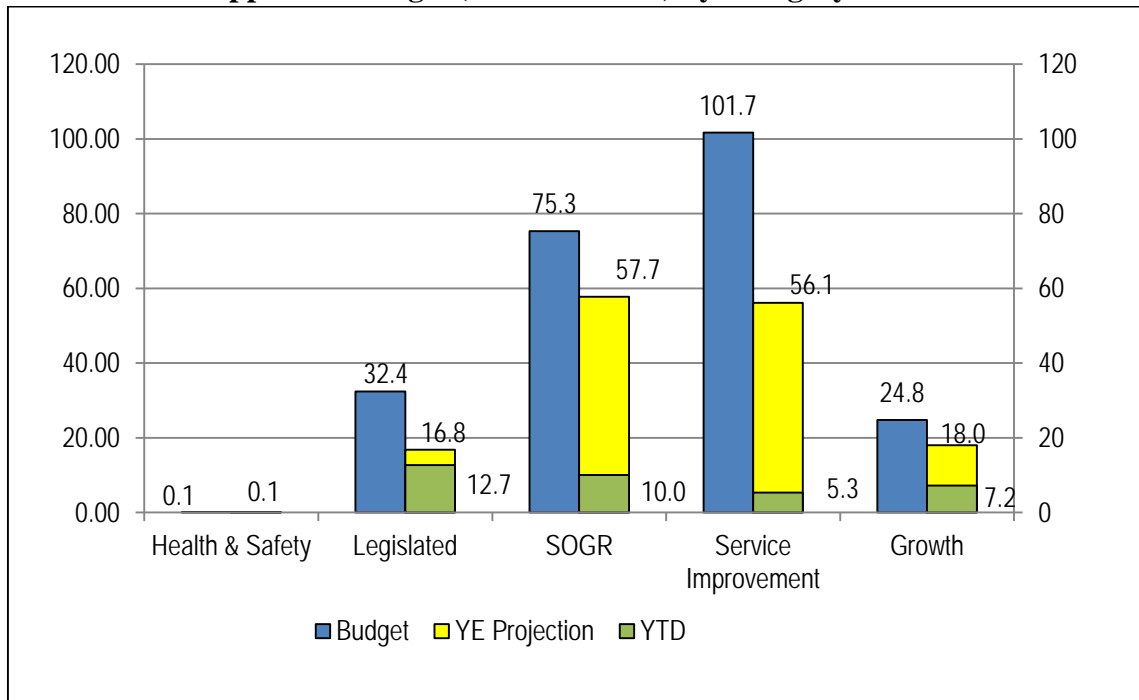
Projects by Category	2015 Approved Cash Flow	YTD Exp.		YE Projection				Comments	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
LTC Specialty System H&S Upgrades	3,238	935	28.9%	3,238	100.0%	ⓐ	ⓐ	Purchase orders and tenders have been issued and funds are committed close to the budget. Work is in progress and on target. The projections will be monitored on an ongoing basis and will be adjusted accordingly.	12,647	10,139
LTC Electrical - H&S Life Safety Systems	1,316	614	46.6%	1,316	100.0%	ⓐ	ⓐ	Purchase orders and tenders have been issued and funds are committed close to the budget. Work is in progress and on target. The projections will be monitored on an ongoing basis and will be adjusted accordingly.	9,224	7,515
LTC Mechanical - H&S HVAC Repairs/Upgrades	1,835	56	3.1%	1,050	57.2%	Ⓢ	Ⓢ	Purchase orders and tenders have been issued and funds are committed close to the budget. Work is in progress and on target. The projections will be monitored on an ongoing basis and will be adjusted accordingly.	9,523	7,611
LTC Specialty Systems H&S Elevator Upgrades	1,356	427	31.5%	1,356	100.0%	ⓐ	ⓐ	Purchase orders and tenders have been issued and funds are committed close to the budget. Work is in progress and on target. The projections will be monitored on an ongoing basis and will be adjusted accordingly.	7,163	6,061
<b>Sub-Total</b>	<b>7,745</b>	<b>2,032</b>	<b>26.2%</b>	<b>6,960</b>	<b>89.9%</b>				<b>38,557</b>	<b>31,327</b>
<b>Levitated</b>										
Kipling Acres Redevelopment		1,263				ⓐ	ⓐ	Completed. Costs related to Site 1 originally charged to Site 2 have been reallocated.		
Kipling Acres Site 2 (Phase 3)	30,148	9,433	31.3%	28,148	93.4%	ⓐ	ⓐ	Construction is ongoing.	47,500	17,532
2015-2019 George Street Revitalization	286	27	9.4%	286	100.0%	ⓐ	ⓐ		900	191
<b>Sub-Total</b>	<b>30,434</b>	<b>10,723</b>	<b>35.2%</b>	<b>28,434</b>	<b>93.4%</b>				<b>48,400</b>	<b>17,723</b>
<b>State of Good Repair</b>										
2015 SOGR Building Upgrades	2,545	1,052	41.3%	2,055	80.7%	ⓐ	ⓐ	Purchase orders and tenders have been issued and funds are committed close to the budget. Work is in progress and on target. The projections will be monitored on an ongoing basis and will be adjusted accordingly.	3,545	1,457
2014 SOGR - Plumbing Infrastructure	277	(96)	-34.8%	277	100.0%	ⓐ	ⓐ	Purchase orders and tenders have been issued and funds are committed close to the budget. Work is in progress and on target. The projections will be monitored on an ongoing basis and will be adjusted accordingly.	500	127
<b>Sub-Total</b>	<b>2,822</b>	<b>956</b>	<b>33.9%</b>	<b>2,332</b>	<b>82.6%</b>				<b>4,045</b>	<b>1,584</b>
<b>TOTAL</b>	<b>41,001</b>	<b>13,711</b>	<b>33.4%</b>	<b>37,726</b>	<b>92.0%</b>				<b>91,002</b>	<b>50,634</b>

### Key Discussion Points:

- The Kipling Acres Phase 2 project to develop a 145- bed facility is expected to be completed on budget by early 2016.

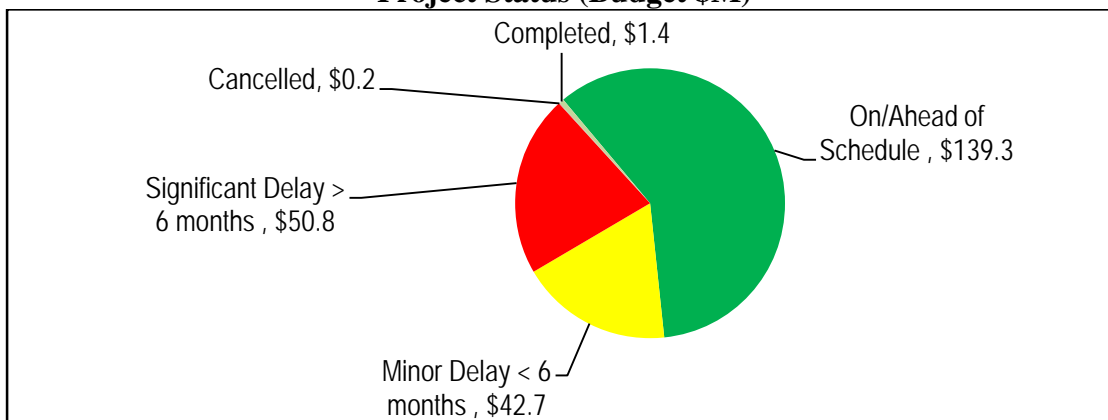
## Parks, Forestry & Recreation

**Chart 1**  
**2015 Approved Budget (\$234.3 Million) by Category**



Category	HS	LE	SOGR	SI	GW
#Active Projects	1	3	11	11	4

**Chart 2**  
**Project Status (Budget \$M)**



Reason for Delay	Insufficient Staff Resources	Contract Award Issues	RFQ/RFP Delays	Contract or Issues	Site Conditions	Co-ordination with Other Projects	Community Consult.
# Active Projects	2	1	3	5	8	7	6

# Parks, Forestry & Recreation

**Table 1**  
**Summary of Capital Projects by Category**  
**(\$000s)**

Projects by Category	2015 Approved Cash Flow	YTD Exp.		YE Projection				Comments	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Legislated</b>										
Community Centres	1,696	-	0.0%	-	0.0%	R	R	Delays in receiving required	1,700	4
Land Acquisition	29,067	12,680	43.6%	15,759	54.2%	Y	Y	Delays due to site conditions	30,727	13,989
Special Facilities	1,600	1	0.1%	1,000	62.5%	Y	Y	Delays due to coordination required with other projects	1,600	1
<b>Sub-Total</b>	<b>32,363</b>	<b>12,681</b>	<b>39.2%</b>	<b>16,759</b>	<b>51.8%</b>	-	-		<b>34,027</b>	<b>13,995</b>
<b>Health &amp; Safety</b>										
Special Facilities	124	93	74.7%	124	100.0%	C	C		500	469
<b>Sub-Total</b>	<b>124</b>	<b>93</b>	<b>74.7%</b>	<b>124</b>	<b>100.0%</b>	-	-		<b>500</b>	<b>469</b>
<b>State of Good Repair</b>										
Facility Components	10,310	1,329	12.9%	7,797	75.6%	C	C		16,724	7,639
Outdoor Recreation Centres	3,560	852	23.9%	2,829	79.5%	C	C		7,201	4,340
Park Development	6,287	725	11.5%	5,625	89.5%	C	C		11,750	6,002
Parking Lots and Tennis Courts	4,891	469	9.6%	3,629	74.2%	C	C		10,317	5,896
Playgrounds/Waterplay	1,695	66	3.9%	1,335	78.8%	C	C		4,509	2,983
Pool	6,203	1,165	18.8%	4,503	72.6%	C	C		12,800	7,837
Arena	11,695	740	6.3%	8,275	70.8%	C	C		30,850	19,941
Trails & Pathways	5,713	721	12.6%	4,213	73.7%	C	C		10,200	5,214
Environmental Initiatives	3,208	399	12.4%	2,058	64.2%	Y	Y	Delays due to site conditions	7,325	4,735
Special Facilities	8,010	996	12.4%	6,200	77.4%	C	C		17,305	9,807
Community Centres	13,742	2,526	18.4%	11,240	81.8%	C	C		60,517	13,524
<b>Sub-Total</b>	<b>75,314</b>	<b>9,990</b>	<b>13.3%</b>	<b>57,704</b>	<b>76.6%</b>	-	-		<b>189,497</b>	<b>87,916</b>
<b>Service Improvements</b>										
Facility Components	1,179	212	18.0%	612	51.9%	Y	Y	Delayed due to insufficient staffing resources and RFP/RFQ	5,892	3,910
Outdoor Recreation Centres	3,912	229	5.9%	2,122	54.2%	Y	Y	Delayed due to insufficient staffing resources and RFP/RFQ issues	8,145	2,640
Park Development	59,325	2,507	4.2%	31,069	52.4%	Y	Y	Delays due to poor weather conditions, site conditions, public consultations and coordination required with other projects	104,197	29,637
Playgrounds/Waterplay	9,585	494	5.2%	7,046	73.5%	C	C		19,268	7,161
Pool	717	430	60.0%	300	41.9%	R	R	Delays due to community consultation process.	1,225	929
Arena	1,253	29	2.3%	452	36.1%	R	R	Delayed as a result of not finding a suitable location.	15,865	12,500
Trails & Pathways	6,791	443	6.5%	4,351	64.1%	Y	Y	Delayed due to public access and approval process issues, and poor weather conditions.	10,782	2,223
Environmental Initiatives	4,759	576	12.1%	1,775	37.3%	R	R	Delayed due to site conditions and required coordination with other Divisions.	6,200	905
Special Facilities	3,304	17	0.5%	1,476	44.7%	R	Y	Delayed due to extensive approvals process	16,560	378
Community Centres	5,598	236	4.2%	2,924	52.2%	Y	R	Delayed due to approvals process, site conditions and coordination with other projects	10,847	1,797
Information Technology	5,315	155	2.9%	4,000	75.3%	C	C	Delays due to approval and procurement processes and staff resources	9,700	2,788
<b>Sub-Total</b>	<b>101,737</b>	<b>5,329</b>	<b>5.2%</b>	<b>56,128</b>	<b>55.2%</b>	-	-		<b>208,682</b>	<b>64,869</b>
<b>Growth Related</b>										
Land Acquisition	2,525	170	6.7%	1,832	72.6%	C	C		17,835	15,461
Outdoor Recreation Centres	420	-	0.0%	30	7.1%	R	R	Delayed due to community consultation process	450	30
Park Development	1,523	190	12.5%	478	31.4%	R	R	Delayed due to community consultation process	3,188	1,895
Community Centres	20,313	6,855	33.7%	15,664	77.1%	C	C		98,232	37,349
<b>Sub-Total</b>	<b>24,781</b>	<b>7,216</b>	<b>29.1%</b>	<b>18,004</b>	<b>72.7%</b>	-	-		<b>119,705</b>	<b>54,735</b>
<b>Total</b>	<b>234,319</b>	<b>35,308</b>	<b>15.1%</b>	<b>148,718</b>	<b>63.5%</b>	-	-	<b>0.0%</b>	<b>552,411</b>	<b>221,983</b>

## Parks, Forestry & Recreation

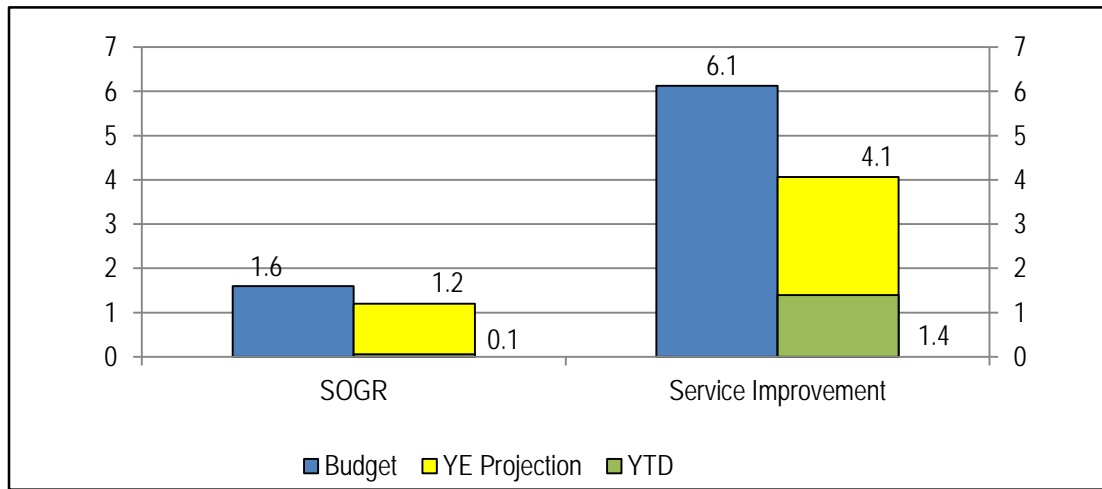
---

### Key Discussion Points:

- The increased project volumes and relatively unchanged staffing complement are the primary reasons for the Division's declining spending rates between 2011 and 2013.
- Other factors contributing to the project delays and under-spending include adverse weather conditions, delays in receipt of third party funding, and extended public consultations. The projects that are both under-spent and significantly delayed include the following:
- Service Improvements
  - Park Development: *the Grange and Berczy Park Construction* capital project is under-spent due to the delays in co-ordination.
  - Arenas: *the Don Mills Civitan Arena Replacement* capital project is under-spent due to a prolonged process for acquiring a suitable location.
  - Special Facilities: *the Allan Gardens Washroom Building Construction* capital project is under-spent due to extended design and consultation process.
- Growth Related
  - Park Development: *the Mystic Point* capital project is delayed due to extended community consultations.

## Shelter, Support and Housing Administration

**Chart 1**  
**2015 Approved Budget (\$7.724 Million) by Category**



SS&HA has 1 service improvement project and 1 SOGR project. Both are experiencing minor delays (<6 months) due to RFQ/RFP delays.

**Table 1**  
**Summary of Capital Projects by Category**  
**(\$000s)**

Projects by Category	2015 Approved Cash Flow	YTD Exp.		YE Projection				Comments	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>State of Good Repair</b>										
	1,601	55	3.4%	1,200	75.0%	Ⓞ	Ⓢ	Cash flows continue to be committed and actual spending will accelerate in the second half as more of the purchase orders and contracts are awarded with the cash flows fully spent by 2016.	1,675	130
Capital Repairs/ Replacement City Owned/ Leased										
<b>Sub-Total</b>	<b>1,601</b>	<b>55</b>	<b>3.4%</b>	<b>1,200</b>	<b>75.0%</b>				<b>1,675</b>	<b>130</b>
<b>Service Improvements</b>										
	6,124	1,395	22.8%	4,064	66.4%	Ⓢ	Ⓢ	Spending will increase in 3rd and 4th quarter as the first phase completes.	13,488	8,760
George Street Redevelopment										
<b>Sub-Total</b>	<b>6,124</b>	<b>1,395</b>	<b>22.8%</b>	<b>4,064</b>	<b>66.4%</b>				<b>13,488</b>	<b>8,760</b>
<b>Total</b>	<b>7,724</b>	<b>1,451</b>	<b>18.8%</b>	<b>5,264</b>	<b>68.2%</b>				<b>15,163</b>	<b>8,890</b>



## Shelter, Support and Housing Administration

---

### Key Discussion Points:

- Cash flows continue to be committed and actual spending for SOGR will accelerate in Q3 and Q4 once billings for outstanding commitments are received and new RFPs are issued.
- Spending for the *George Street Revitalization* project will accelerate in Q3 as the architectural design and cost estimate work has been completed and Phase 1 of this multi-year project is approaching completion.

## Citizen Centred Services "B"

**Table 1**  
**2015 Capital Spending by Program**  
**Cluster B**

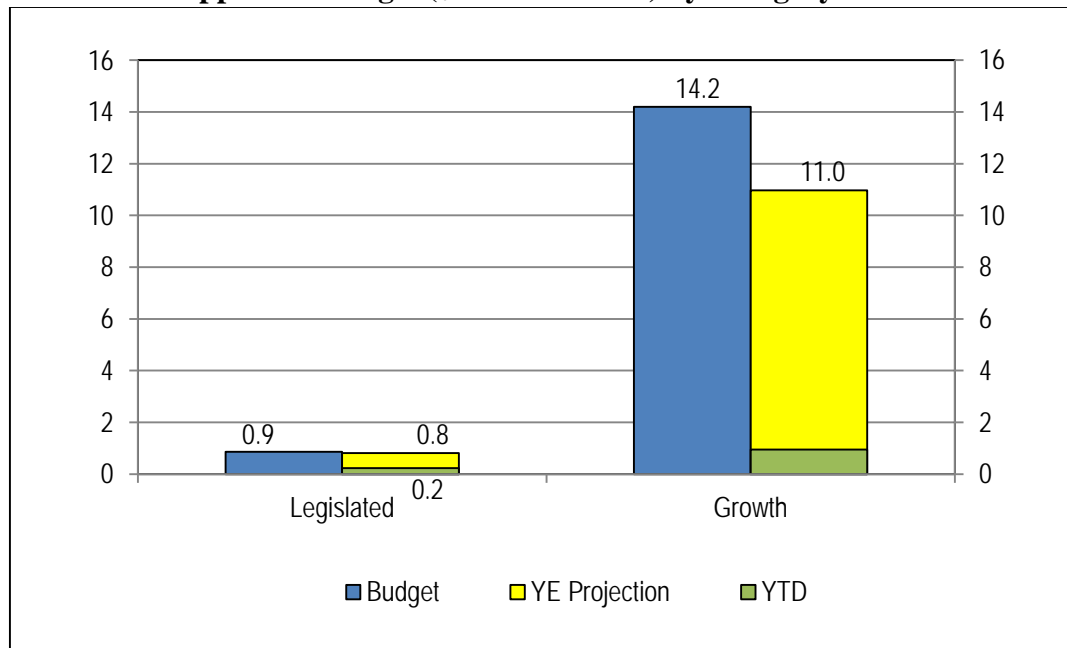
Program		2015 Approved Cash Flow	2015 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
City Planning	4 Months	15.05	0.69	10.67	70.8%		Ⓢ
	Q2	15.05	1.77	11.78	78.3%	↑	Ⓢ
Fire Services	4 Months	21.64	2.44	13.73	63.5%		Ⓢ
	Q2	21.64	5.98	14.55	67.2%	↑	Ⓢ
Transportation	4 Months	447.48	26.53	312.74	69.9%		Ⓢ
	Q2	447.48	73.74	343.96	76.9%	↑	Ⓢ
Waterfront Revitalization	4 Months	39.39	11.66	32.08	81.4%		Ⓢ
	Q2	39.39	20.65	35.64	90.5%	↑	Ⓢ
Ⓢ >70%      Ⓢ between 50% and 70%      Ⓢ < 50% or > 100%							

For the four months ended April 30, 2015, capital expenditures for this Cluster totalled \$102.136 million (19.5%) of their collective 2015 Approved Capital Budget of \$523.566 million. Spending is expected to increase to \$405.993 million (77.5%) by year-end. For comparison, the spending rate for the 2nd quarter of 2014 was 14%.

Three Programs in this Cluster are projecting a year-end spending rate of over 70% of their respective 2015 Approved Capital Budgets; while the spending rate for Waterfront Revitalization Initiative is anticipated to be 90.5% of the 2015 Approved Capital Budget.

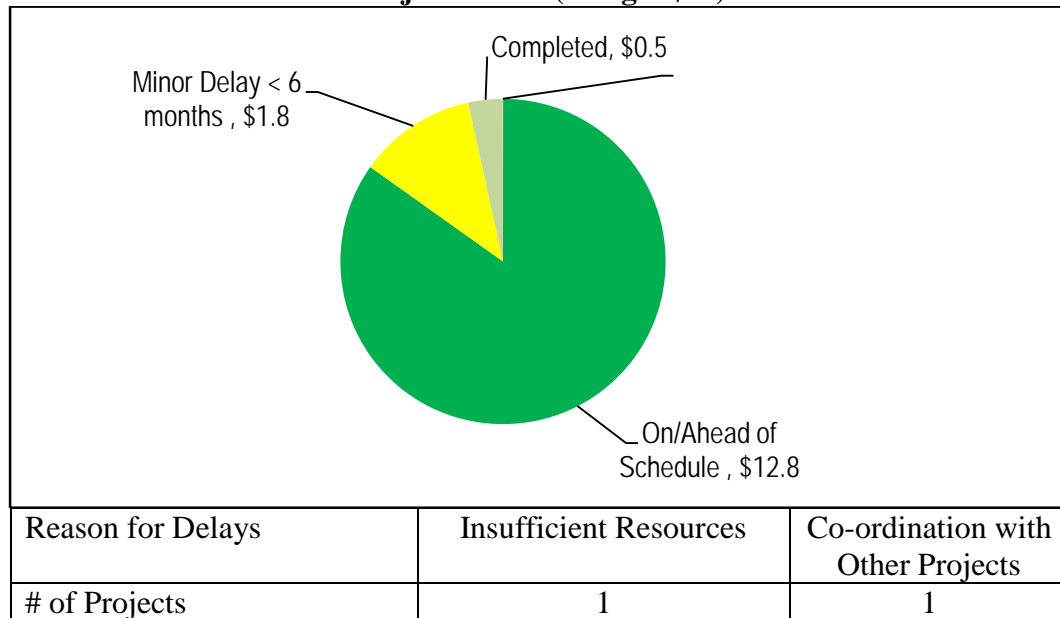
Actual results for this reporting period for each Program in this Cluster and year-end projection are outlined in the Table below.

**Chart 1**  
**2015 Approved Budget (\$15.054 Million) by Category**



Category	HS	LE	SOG	SI	GW
#Active Projects		6			16

**Chart 2**  
**Project Status (Budget \$M)**



Reason for Delays	Insufficient Resources	Co-ordination with Other Projects
# of Projects	1	1

**Table 1**  
**Summary of Capital Projects by Category**  
**(\$000s)**

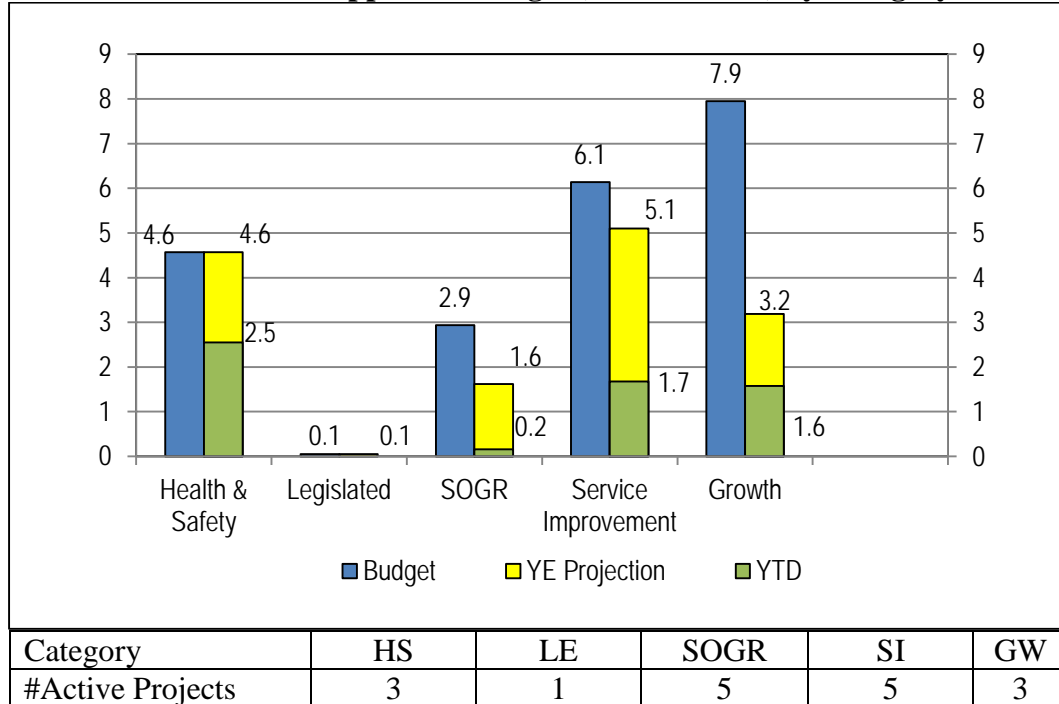
Projects by Category	2015 Approved Cash Flow	YTD Exp.		YE Projection				Comments	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Legislated</b>										
<i><b>New Zoning Bylaw</b></i>										
Support for Legal Challenges	335	146	43.6%	335	100.0%	G	G	None	2,890	2,390
Official Plan Compliance Review	300	65	21.7%	300	100.0%	G	G	None	2,100	1,579
Natural Heritage Inventory Studies	154	2	1.0%	114	74.0%	G	G	None	161	8
Archaeological Management Plan Phase II	69	20	29.0%	69	100.0%	G	G	None	100	51
<b>Sub-Total</b>	<b>858</b>	<b>233</b>	<b>27.1%</b>	<b>818</b>	<b>95.3%</b>	-	-		<b>5,251</b>	<b>4,028</b>
<b>Growth Related</b>										
Places	4,454	294	6.6%	3,484	78.2%	G	G	None	14,575	9,522
John Street Revitalization	2,031	318	15.7%	1,773	87.3%	G	G	None	2,565	853
Library - Scarborough Civic Centre	1,282	-	0.0%	899	70.1%	G	Y	Design of the Civic Green is in progress, as a result, completion of the construction is projected to be in Spring 2016.	2,144	862
<i><b>Development Charge Funded</b></i>										
Transportation & Transit Planning	986	11	1.1%	736	74.6%	G	G	None	1,000	25
Studies	177	7	3.8%	177	100.0%	G	G	None	250	80
Growth Studies	3,588	279	7.8%	2,718	75.8%	G	G	None	4,934	1,522
Avenue/Area Studies	250	-	0.0%	250	100.0%	G	G	None	250	-
Heritage Conservation District Studies	1,430	45	3.1%	930	65.0%	Y	Y	In the process of hiring staff added in 2015 budget to project manage these studies.	1,500	115
<b>Sub-Total</b>	<b>14,198</b>	<b>953</b>	<b>6.7%</b>	<b>10,967</b>	<b>77.2%</b>	-	-		<b>27,218</b>	<b>12,979</b>
<b>Total</b>	<b>15,056</b>	<b>1,186</b>	<b>33.8%</b>	<b>11,785</b>	<b>172.6%</b>	-	-	<b>0.0%</b>	<b>32,469</b>	<b>17,007</b>

## Key Discussion Points:

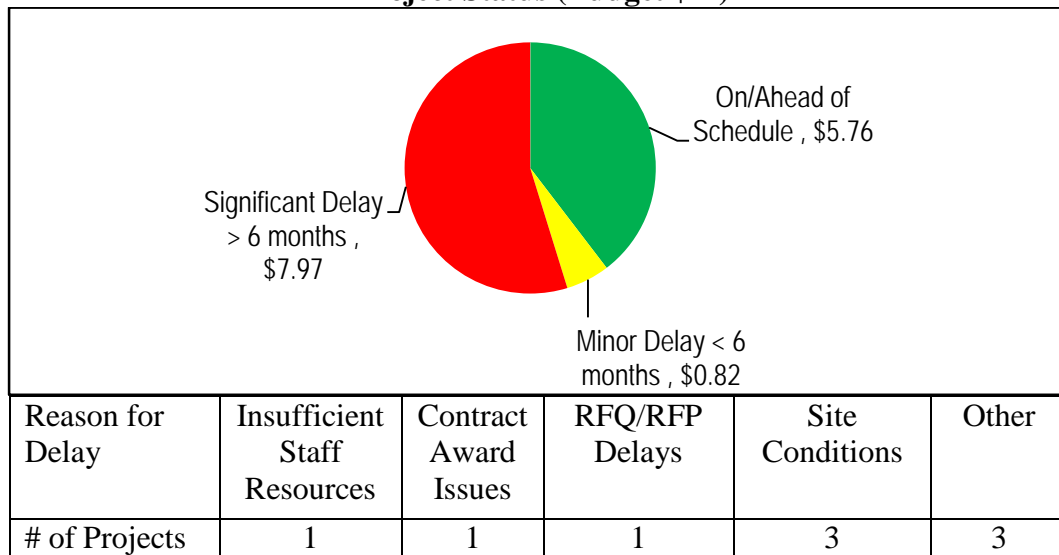
- Program finalizing hiring of staff to proceed on capital work.
- Capital spending will accelerate in the later part of the year.
- Majority of projects are projected to be completed on time.

## Toronto Fire Services

**Chart 1**  
**2015 Approved Budget (\$21.6 Million) by Category**



**Chart 2**  
**Project Status (Budget \$M)**



Three projects under "Other" are delayed due to unexpected compatibility issues with mobile workstations, 911 regulatory changes mandated by CTRC and longer lead time for delivery of custom designed fire trucks.

**Table 1**  
**Summary of Capital Projects by Category**  
**(\$000s)**

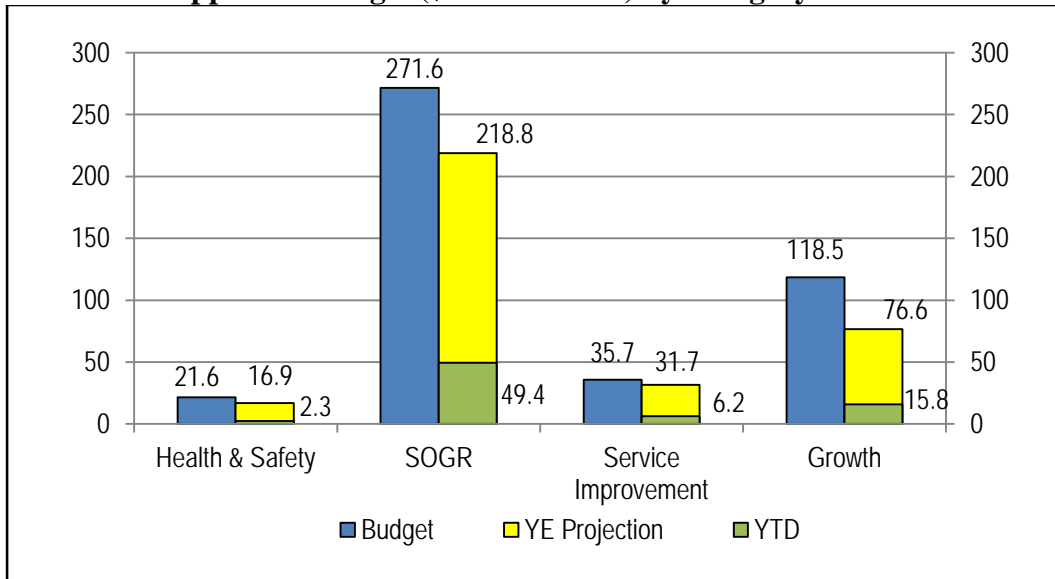
Projects by Category	2015 Approved Cash Flow	YTD Exp.		YE Projection				Comments	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budg et	On Time			
<b>Health &amp; Safety</b>										
Self-Contained Breathing Apparatus-Bunker Suits Lifecycle Replacement	3,642	2,548	70.0%	3,642	100.0%	Ⓒ	Ⓒ	Contract was finalized in December 2014. Project to be completed by July 2015.	5,824	4,704
Thermal Imaging Cameras	200			200	100.0%	Ⓒ	Ⓒ	Contract currently being reviewed; delivery of equipment expected in late 2015 or early 2016.	3,900	
	725		0.0%	725	100.0%	Ⓒ	Ⓒ	Product specifications currently being developed. Product delivery expected by end of 2015.	1,450	
<b>Sub-Total</b>	<b>4,567</b>	<b>2,548</b>	<b>55.8%</b>	<b>4,567</b>	<b>100.0%</b>				<b>11,174</b>	<b>4,704</b>
<b>Legislated</b>										
Replacement of HUSAR Equipment -	50		0.0%	50	100.0%	Ⓒ	Ⓒ	Delivery of product expected to occur by end of 2015.	50	
<b>Sub-Total</b>	<b>50</b>		<b>0.0%</b>	<b>50</b>	<b>100.0%</b>				<b>50</b>	
<b>State of Good Repair</b>										
Emergency Phone System Replacement	1,000	115	11.5%	600	60.0%	Y	R	Equipment and technology cost lower than budget. Project was delayed due to 911 regulatory changes mandated by the CTRC that came into effect on January 1, 2015. Project anticipated to be completed by year-end 2015 with project cost lower than budget.	1,000	115
Training Simulators Rehabilitation	200			100	50.0%	Ⓒ	R	Product specifications currently being developed. Full product delivery expected by end of 2016.	200	
Repair the Special Operations Water	250					R	R	Product specifications currently being developed. Product delivery expected by end of 2016.	250	
Renovation/Repurposing of Fire Station 424	780	39	5.0%	500	64.1%	Y	Ⓒ	Building Permit drawings are being finalized for submission to the building department. Renovation is expected to start in September 2015.	980	39
Computer Aided Dispatch Upgrade	703	5	0.7%	422	60.0%	Y	Ⓒ	A Master Purchase Agreement with the vendor completed; awaiting issuance of PO. Balance of funding will be carried forward into 2016.	1,255	5
<b>Sub-Total</b>	<b>2,933</b>	<b>159</b>	<b>5.4%</b>	<b>1,622</b>	<b>55.3%</b>				<b>3,685</b>	<b>159</b>
<b>Service Improvements</b>										
Replacement of Fire Station #135	4,593	1,602	34.9%	4,000	87.1%	Ⓒ	R	Issuance of the construction permit delayed due to issues with moving the sewer lines that required approval from the Ministry of Environment. Permit has been issued and construction has started with completion expected by the end of August 2016.	7,334	3,226
Predictive Modelling Tool/Dynamic Staging	365			365	100.0%	Ⓒ	Y	The contract for the Dynamic Staging phase was recently awarded which will be completed by year-end. The Predictive Modeling Tool phase will require an additional \$0.280 million. In-year budget adjustment to re-allocate funding of \$0.280 million from the Emergency Phone System project that will be under budget by year-end is included in Appendix 3.	365	
Fire Station GPS Repeaters	275			275	100.0%	Ⓒ	R	RFQ resulted in two quotations that were over the approved project cost. In-year budget adjustment to reallocate funding of \$0.150 million from the Mobile Workstation Network Enhance project that will be under spent by \$0.196 million is included in Appendix 3.	275	
Mobile Workstation Network Enhancement	458	76	16.6%	262	57.2%	R	R	Project delayed due to compatibility issues with mobile workstations. Projected cost lower than budget as equipment cost was less than forecasted.	500	118
Emergency Communication System Enhancement	447			224	50.0%	R	Ⓒ	TFS is currently conducting a needs assessment and documentation of requirements.	895	
<b>Sub-Total</b>	<b>6,137</b>	<b>1,678</b>	<b>27.3%</b>	<b>5,125</b>	<b>83.5%</b>				<b>9,369</b>	<b>3,344</b>
<b>Growth Related</b>										
Station B (Stn 144) Keele/ Sheppard	1,985	66	3.3%	450	22.7%	Ⓒ	Y	Application for site plan approval and building permits has been submitted. Construction scheduled to start in October 2015.	9,885	3,968
Station A (Stn 414)-Hwy 27 and Rexdale Blvd	3,494	1,262	36.1%	1,313	37.6%	Ⓒ	R	Construction has been delayed due to the delay in the purchase of land.	8,342	1,285
Specialized Trucks & Equipment	2,470	246	10.0%	1,422	57.6%	Ⓒ	R	Custom designed trucks beyond normal parameters of the standard apparatus used by TFS. Additional lead time required for the delivery of these trucks.	3,250	246
<b>Sub-Total</b>	<b>7,949</b>	<b>1,574</b>	<b>19.8%</b>	<b>3,185</b>	<b>40.1%</b>				<b>21,477</b>	<b>5,499</b>
<b>TOTAL</b>	<b>21,636</b>	<b>5,959</b>	<b>27.5%</b>	<b>14,549</b>	<b>67.2%</b>				<b>45,755</b>	<b>13,706</b>

### **Key Discussion Points:**

- The two new fire station projects were delayed due to land acquisition issues which have been resolved with land purchases completed for the two projects.
- The movement of hydro lines and sewage lines has considerably delayed the issuance of the building permit for Station 135 (Chaplin Crescent) project. The building permit has been issued and construction has started. The project is anticipated to be completed by the end of August 2016.
- Unexpected compatibility issues with mobile workstations delayed the completion of the Mobile Workstation Network Enhancement project. Project cost is expected to be lower than budget.
- The quotations resulting for the tender issued for the Fire Station GPS repeaters project exceeded the approved budget by \$0.150 million (from \$0.275 million to \$0.425 million). In-year adjustment to reallocate funding of \$0.150 million from the Mobile Workstation network Enhancement project is included in Appendix 2 which will come in under budget as equipment required to support WiFi is substantially less than planned.
- The Predictive Modelling/Dynamic staging project consists of two distinct and separate sub-projects. The 2015 Approved cash flow of \$0.365 million is required to complete the Dynamic Staging sub-project. The Predictive Modelling Tool portion will require an additional capital funding of \$0.280 million in 2015. In-year adjustment to reallocate funding of \$0.280 million from the Emergency System Replacement project which will come in under budget due to lower pricing of equipment and technology is included in Appendix 2.

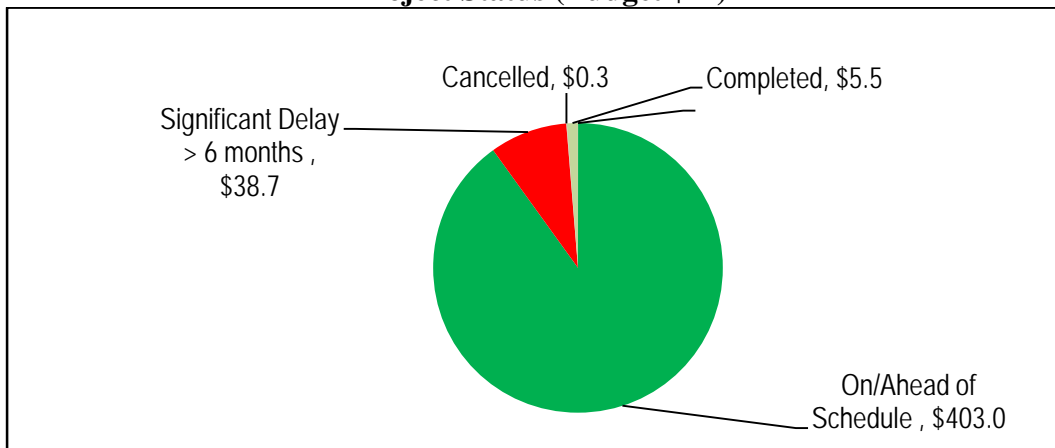
## Transportation Services

**Chart 1**  
**2015 Approved Budget (\$447.5 Million) by Category**



Category	HS	LE	SOGR	SI	GW
#Active Projects	10		17	9	24

**Chart 2**  
**Project Status (Budget \$M)**



Reason for Delay	Insufficient Staff Resources	Contract Awards	RFGQ/RFP Delays	Site Conditions	Co-ordination with Other Projects	Community Consultations
# of Projects	1	1	1	3	3	5



## Transportation Services

**Table 1**  
**Summary of Capital Projects by Category**  
**(\$000s)**

Projects by Category	2015 Budget	YTD Exp.		YE Projection				Comments	Total Project Cost*	Life-to-Date
		\$	%	\$	%	On Budge	On Time			
<b>Health &amp; Safety</b>										
Accessible Pedestrian Signals (Audible)	2,966.7	539.1	18.2%	2,412.7	81.3%	ⓐ	ⓐ	Projects postponed to 2018. A request for \$1.5M to be reallocated to New Traffic Control Devices was approved and will be processed in the 3rd quarter.	6,000.0	45.9
Local Geometric Traffic Safety Improvements	2,000.0	45.9	2.3%	500.0	25.0%	Ⓡ	ⓐ			
New Traffic Control Signals / Devices	4,751.5	621.0	13.1%	4,480.0	94.3%	ⓐ	ⓐ			
Pedestrian Safety & Infrastructure Prgms	1,302.0	197.0	15.1%	197.0	15.1%	Ⓡ	Ⓡ	Delays due to community consultation issues.	2,200.0	
PXO Visibility Enhancements	677.5	53.7	7.9%	659.0	97.3%	ⓐ	ⓐ			
Salt Management Program	1,680.3	87.7	5.2%	1,176.9	70.0%	Ⓨ	ⓐ			
Signal Major Modifications	3,316.2	580.3	17.5%	3,127.0	94.3%	ⓐ	ⓐ	Delays due to insufficient staff resources. Contract awarded and work underway. Difficulties with underground locates, Pan Am and Games Route Network.	2,200.0	
Traffic Sign Structure Replacement	915.0	3.2	0.4%	915.0	100.0%	ⓐ	ⓐ			
Two Way Radio Communication	2,200.0	-	0.0%	2,000.0	90.9%	ⓐ	ⓐ			
Upgrades to Meet New ESA Requirements	1,825.6	170.1	9.3%	1,457.3	79.8%	ⓐ	Ⓡ			
<b>Sub-Total</b>	<b>21,634.8</b>	<b>2,298.1</b>	<b>10.6%</b>	<b>16,925.0</b>	<b>78.2%</b>				<b>8,200.0</b>	<b>45.9</b>
<b>State of Good Repair</b>										
Bathurst Street Bridge Rehabilitation	1,182.0	-	0.0%	150.0	12.7%	Ⓡ	ⓐ	Study / investigation in 2015 to determine delivery of the EA or repair the bridge. Potential shortfall in TTC funding.	28,313.0	
City-Bridge Rehabilitation	49,457.0	9,662.9	19.5%	46,035.7	93.1%	ⓐ	ⓐ			
Ditch Rehabilitation & Culvert Reconstruction	600.0	-	0.0%	570.0	95.0%	ⓐ	ⓐ			
Don Valley Parkway Rehabilitation	3,819.0	1,883.7	49.3%	3,628.1	95.0%	ⓐ	ⓐ	See Major Capital Projects section.	1,033,650.0	80,804.6
Dufferin Street Bridge Rehabilitation	600.0	-	0.0%	550.3	91.7%	ⓐ	ⓐ			
F.G. Gardiner**	47,054.6	12,945.6	27.5%	40,759.3	86.6%	ⓐ	ⓐ			
Facility Improvements	1,450.5	507.1	35.0%	726.2	50.1%	Ⓨ	ⓐ		24,000.0	649.6
Interim Rehabilitation Of Roads	8,000.0	649.6	8.1%	5,600.0	70.0%	Ⓨ	ⓐ			
Laneways	2,698.0	1,407.6	52.2%	2,455.9	91.0%	ⓐ	ⓐ			
Local Road Rehabilitation	52,010.9	6,206.9	11.9%	38,019.3	73.1%	ⓐ	ⓐ			
Major Road Rehabilitation	68,314.2	12,510.2	18.3%	55,022.6	80.5%	ⓐ	ⓐ			
Major SOGR Pooled Contingency	4,637.0	-	0.0%	-	0.0%	N/A	N/A			

# Transportation Services

## Summary of Capital Projects by Category (cont'd)

Projects by Category	2015 Budget	YTD Exp.		YE Projection				Comments	Total Project Cost*	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Neighbourhood Improvements	5,320.9	144.9	2.7%	3,688.9	69.3%	Y	G			
Retaining Walls Rehabilitation	1,656.7	119.6	7.2%	1,034.4	62.4%	Y	G			
Sidewalks	17,774.0	1,635.7	9.2%	14,219.2	80.0%	G	G			
Traffic Plant Requirements / Signal Asset Management	5,996.4	1,560.8	26.0%	5,999.5	100.1%	G	G			
Traffic Plant Restoration	1,077.5	163.6	15.2%	352.0	32.7%	R	G	Contracts issued. Completion of this projected is expected in Q1 2016.	2,900.0	1,186.2
<b>Sub-Total</b>	<b>271,648.7</b>	<b>49,398.1</b>	<b>18.2%</b>	<b>218,811.5</b>	<b>80.5%</b>				<b>1,115,813.0</b>	<b>82,640.4</b>
<b>Service Improvements</b>										
Advanced Traffic Signal Control	3,899.5	1,136.2	29.1%	4,218.5	108.2%	R	G	Contracts have been awarded and funds are committed. Program reviewing actuals posted in 2nd quarter resulting in projection exceeding budget.		
Cycling Infrastructure	15,947.7	2,794.0	17.5%	13,180.5	82.6%	G	G			
Engineering Studies	6,218.8	529.5	8.5%	4,839.1	77.8%	G	G			
LED Signal Module Conversion	1,827.6	1,183.4	64.8%	2,420.6	132.4%	R	R	RFQ/RFP delays. Contracts awarded and work underway. Program reviewing actuals posted in 2nd quarter resulting in projection exceeding budget.		
Pan Am Path	300.0	66.1	22.0%	270.0	90.0%	G	G		300.0	66.1
Signs & Markings Asset Management	2,053.6	31.8	1.5%	2,053.6	100.0%	G	G			
Traffic Calming	316.7	24.7	7.8%	285.0	90.0%	G	G			
Traffic Control - RESCU	3,587.6	208.3	5.8%	3,027.3	84.4%	G	G			
Transportation Safety & Local Improvements	1,565.7	214.3	13.7%	1,373.1	87.7%	G	G			
<b>Sub-Total</b>	<b>35,717.0</b>	<b>6,188.4</b>	<b>17.3%</b>	<b>31,667.5</b>	<b>88.7%</b>				<b>300.0</b>	<b>66.1</b>
<b>Growth Related</b>										
Allen Road Individual EA	2,321.1	-	0.0%	1,160.6	50.0%	Y	R	Delays due to community consultation. Still in "terms of reference" stage.	2,500.0	178.9
Dufferin Street Jog Elimination	2,375.0	450.6	19.0%	1,500.3	63.2%	Y	G			
Front Street East Streetscape	404.7	-	0.0%	283.3	70.0%	Y	R	Delays due to co-ordination with other projects (i.e. Front Street construction had to proceed first).		
Front Street Reconfiguration EA	9,901.5	-	0.0%	8,911.4	90.0%	G	G			
Gardiner York/Bay/Yonge Reconfiguration	1,800.0	111.5	6.2%	1,620.0	90.0%	G	G		36,000.0	111.5
Georgetown South City Infrastructure Upgrade	13,420.0	-	0.0%	10,736.0	80.0%	G	G		67,100.0	
Growth Related Capital Works	350.0	67.4	19.3%	172.4	49.3%	R	G	Projects identified on an "as needed" basis.		
King Liberty Cycling Pedestrian Bridge	1,000.0	-	0.0%	500.0	50.0%	Y	R	Delays due to site conditions. Elevator installation not resolved.	7,000.0	
Lawrence-Allen Revitalization Project	550.0	-	0.0%	275.0	50.0%	Y	R	Delays due to community consultation; TCHC is delivery agent. EA to be completed first.	6,274.0	
North York Service Road	15,817.1	8,974.1	56.7%	8,974.1	56.7%	Y	R	Delays related to property acquisitions.	20,740.0	
Port Union Road	300.0	-	0.0%	210.0	70.0%	Y	G		5,000.0	
Redlea Avenue - Steeles to McNicoll	5,953.9	312.4	5.2%	4,900.0	82.3%	G	R	Delays due to site conditions; utility re-location issues; Enbridge crossing agreement; on going property / environmental issues. Phase 2 contract to be issued in 2015.	8,000.0	3,877.9
Regent Park Revitalization	1,354.0	-	0.0%	1,083.2	80.0%	G	G			
Rouge National Park Transfer of Lands	222.0	-	0.0%	111.0	50.0%	Y	G			

## Transportation Services

### Summary of Capital Projects by Category (cont'd)

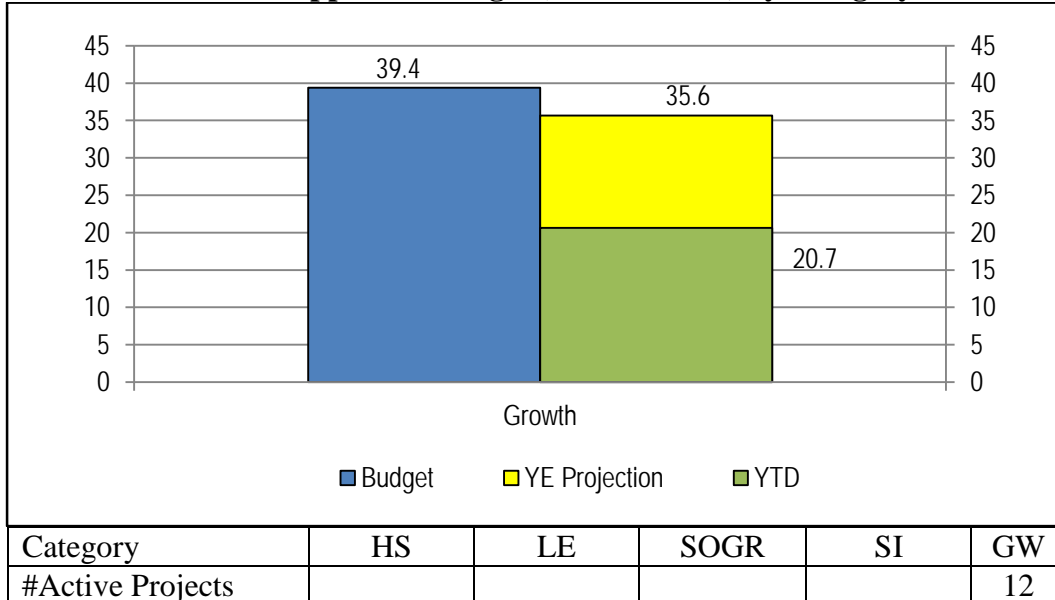
Projects by Category	2015 Budget	YTD Exp.		YE Projection				Comments	Total Project Cost*	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Scarborough Pedestrian Walk	100.0	-	0.0%	-	0.0%	®	®	Delays due to community consultation; 3rd party involvement.		
Scarlett / St. Clair / Dundas	4,213.5	-	0.0%	600.0	14.2%	®	®	Delays due to site conditions; issues with environmental assessment. Preliminary design to be completed in 2015. Detailed design in 2016.	50,500.0	724.6
Six Points Interchange Redevelopment	11,397.9	192.7	1.7%	3,840.0	33.7%	®	Ⓞ	Design work finalized. Reflect new Smart Street Standards. Awaiting environmental specifications from Build Toronto for grading portion. Utility relocation work to be done in 2015. Phase 1 construction and Phase 2 design to be completed in 2015.	38,048.0	2,847.8
St. Clair West/Metrolinx Georgetown Grade Separation	2,000.0	-	0.0%	1,400.0	70.0%	Ⓞ	Ⓞ		32,000.0	
Steeles Avenue East/Kennedy Rd Grade Separation	500.0	-	0.0%	250.0	50.0%	Y	Ⓞ	Projects identified on an "as-needed" basis.	500.0	
Third Party Signals	3,109.5	71.5	2.3%	471.5	15.2%	®	®	Delays due to co-ordination with other projects. Request to 3rd Party to complete work using approved contractor. Project status to be reviewed in Q3.		
Traffic Congestion Management	9,451.4	957.2	10.1%	3,200.0	33.9%	®	Ⓞ	Contracts are at various stages. Many for 2015 are currently being prepared.	20,000.0	2,099.1
Transit Priority	1,433.0	47.9	3.3%	197.9	13.8%	®	®	Primarily co-ordination with TTC projects. TTC's request that their budget be adjusted to reflect this funding was approved and will be processed in the 3rd quarter.		
Work for TTC & Others	28,006.8	4,664.7	16.7%	24,908.8	88.9%	Ⓞ	Ⓞ			
Yonge Street/Highway 401 Interchange Improvements	2,500.0	-	0.0%	1,250.0	50.0%	Y	®	Delays due to community consultation. Project still in the planning stage.	25,000.0	
<b>Sub-Total</b>	<b>118,481.3</b>	<b>15,849.9</b>	<b>13.4%</b>	<b>76,555.5</b>	<b>64.6%</b>				<b>318,662.0</b>	<b>9,839.7</b>
<b>GRAND TOTAL</b>	<b>447,481.9</b>	<b>73,734.5</b>	<b>16.5%</b>	<b>343,959.4</b>	<b>76.9%</b>				<b>1,442,975.0</b>	<b>92,592.1</b>

#### Key Discussion Points:

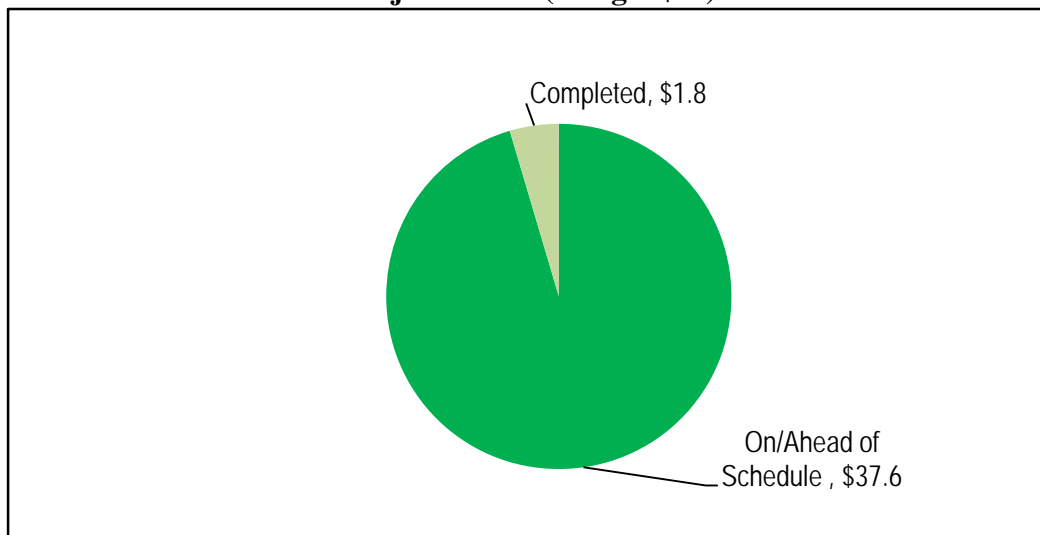
- The rate of spending is consistent with project schedules for construction as most are weather / temperature dependent.
- Typically, the majority of cash flow funding is spent during the traditional construction season through to the latter part of the year, after contracts are tendered and awarded.
- Most of the year-end under-spending is anticipated in capital projects that require third party coordination and/or funding; community consultation; have issues with site conditions; and/or are development/transit dependent.

## Waterfront Revitalization Initiative

**Chart 1**  
**2015 Approved Budget (\$39.4 Million) by Category**



**Chart 2**  
**Project Status (Budget \$M)**



The contribution agreement between the City and Waterfront Toronto has not been executed yet, as Waterfront Toronto has sufficient funding to do a feasibility exploration related to the 45 Bay St. option, thus delaying City's spending.

# Waterfront Revitalization Initiative

**Table 1**  
**Summary of Capital Projects by Category**  
**(\$000s)**

Projects by Category	2015 Approved Cash Flow	YTD Exp.		YE Projection				Comments	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Growth Related</b>										
<i>Lower Don Lands Flood Protection</i>	5,000	-	0.0%	3,000	60.0%	Y	Ⓢ	Contribution Agreement has been executed between the City and Waterfront Toronto and project is to be completed as planned.	5,000	-
<i>Lake Ontario Park (Phase I)</i>	80	80	100.0%	80	100.6%	Ⓢ	Ⓢ	None	556	556
<i>Port Lands Preparation</i>	134	-	0.0%	134	100.3%	Ⓢ	Ⓢ	None	20,959	20,685
<i>Precinct Implementation Projects</i>								As cash flows are approved at the Precinct Implementation project level, some funds were reallocated at the subprojects level with no impact on project's budget or delivery.		
Queens Quay Revitalization	3,627	1,750	48.2%	3,627	100.0%			None	69,466	65,131
East Bayfront Transit (feasibility study)	1,291	-	0.0%	-	0.0%			Contribution Agreement has not been executed yet as Waterfront Toronto has sufficient funding to do a feasibility exploration relating to the 45 Bay St. option.	12,965	2,747
						Ⓢ	Ⓢ	Funding was reallocated to East Bayfront.		
East Bayfront	9,849	9,559	97.1%	9,848	100.0%			None	119,309	102,830
West Don Lands	524	-	0.0%	524	100.0%			Funding is allocated towards 480 Lakeshore Stormwater Facility	45,655	40,699
<b>Total - Precinct Implementation Projects</b>	15,291	11,309	74.0%	13,999	91.6%				247,395	211,407
<i>Precinct Planning Studies</i>	1,259	109	8.6%	1,259	100.0%	Ⓢ	Ⓢ	None	3,759	2,169
<i>Strategic Review</i>	400	120	29.9%	300	75.0%	Ⓢ	Ⓢ	None	400	120
<i>Technical Studies</i>	538	-	0.0%	300	55.8%	Y	Ⓢ	The remaining funding is for proposed future projects and is subject to agreement between the Federal and Provincial government and the City.	6,300	5,765
<i>Transportation Initiative</i>										
Fort York Pedestrian Bridge	5,394	191	3.5%	5,290	98.1%	Ⓢ	Ⓢ	None	20,879	1,796
Gardiner East EA	1,711	158	9.3%	1,710	99.9%	Ⓢ	Ⓢ	None	10,116	8,536
<b>Total - Transportation Initiative</b>	7,105	350	4.9%	7,000	98.5%	Ⓢ	Ⓢ	None	30,995	10,332
<i>Union Station</i>	6,992	6,609	94.5%	6,992	100.0%	Ⓢ	Ⓢ	None	64,305	57,656
<i>Urban Planning Resources</i>	270	107	39.7%	270	100.0%	Ⓢ	Ⓢ	None	1,596	1,433
<i>Waterfront Project Secretariat</i>	600	241	40.2%	580	96.7%	Ⓢ	Ⓢ	None	8,036	5,216
<i>Waterfront Toronto Project Costs</i>	1,725	1,725	100.0%	1,725	100.0%	Ⓢ	Ⓢ	None	25,670	25,670
<b>Total</b>	<b>39,394</b>	<b>20,650</b>	<b>52.4%</b>	<b>35,640</b>	<b>90.5%</b>	<b>-</b>	<b>-</b>		<b>414,972</b>	<b>341,008</b>

## **Waterfront Revitalization Initiative**

---

### **Key Discussion Points:**

- 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 on June 19<sup>th</sup>.
- Storm and sanitary sewer, watermain connections for local streets in Bayside, sanitary forcemain on Cherry St. and installation of gravity trunk sanitary sewer extending from Bonnycastle Street to the pumping station have been completed.
- Union Station project is at 95% completion. Work remaining on deficiencies is minor and will continue throughout 2015.
- Recreational pier located in the eastern basin of the Outer Harbour and southeast of Hearn Generation Stations has been completed.
- Remaining capital spending is progressing and 90.5% is projected to be completed on time.

## Internal Services

**Table 1**  
**2015 Capital Spending by Program**  
**Internal Services**

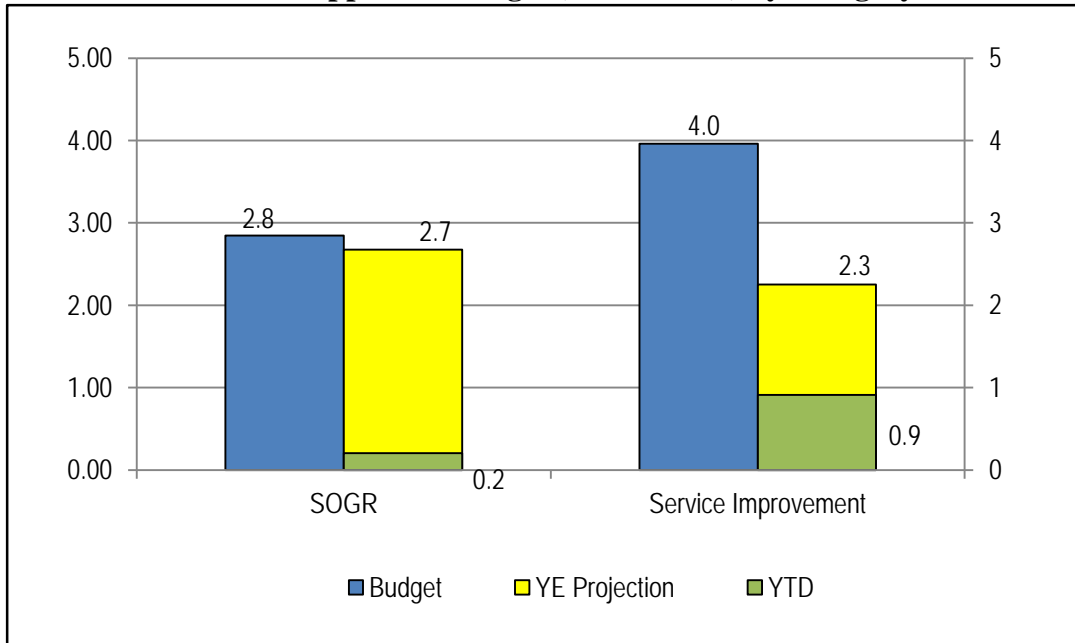
Program		2015 Approved Cash Flow	2015 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
311 Toronto	4 Months	7.11	0.60	4.88	68.7%		Ⓢ
	Q2	6.81	1.12	4.93	72.4%	↑	Ⓢ
FM&RE	4 Months	258.22	21.08	156.88	60.8%		Ⓢ
	Q2	264.06	38.86	167.74	63.5%	↑	Ⓢ
Financial Services	4 Months	23.12	1.53	15.65	67.7%		Ⓢ
	Q2	23.12	3.07	15.89	68.7%	↑	Ⓢ
Fleet Services	4 Months	73.84	6.07	40.11	54.3%		Ⓢ
	Q2	73.90	16.69	38.65	52.3%	↓	Ⓢ
I&T	4 Months	91.56	11.15	69.12	75.5%		Ⓢ
	Q2	91.56	17.40	67.93	74.2%	↓	Ⓢ
Ⓢ >70%      Ⓢ between 50% and 70%      Ⓢ < 50% or > 100%							

For the six months ended June 30, 2015, capital expenditures for this Cluster totalled \$77.146 million (16.8%) of their collective 2015 Approved Capital Budget of \$459.450 million. Spending is expected to increase to \$295.135 million (64.2%) by year-end. For comparison, the spending rate for the 2nd quarter of 2014 was 14%.

I&T and 311 Toronto are projecting a year-end spending rate of 74.2% and 72.4% of their 2015 Approved Capital Budgets. Spending rates at year-end for FM&RE and Financial Services are anticipated to be slightly lower, while Fleet Services are projecting spending rate at year-end of 52.3%.

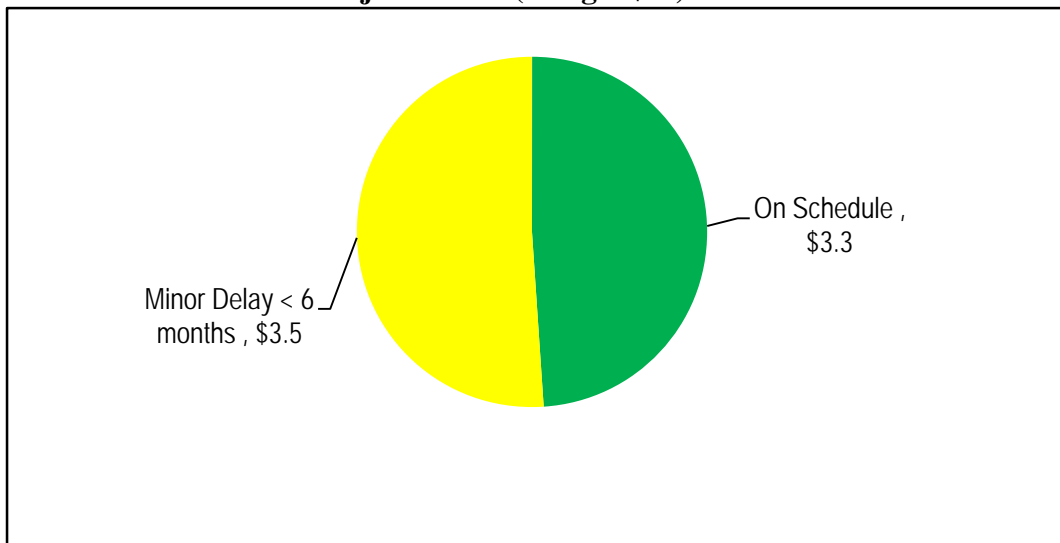
Actual results for this reporting period for each Program in this Cluster and year-end projection are outlined in the Table below.

**Chart 1**  
**2015 Approved Budget (\$6.8 Million) by Category**



Category	HS	LE	SOGR	SI	GW
#Active Projects			1	2	

**Chart 2**  
**Project Status (Budget \$M)**



311 Toronto experiences minor delay (<6 months) in the Enterprise Scheduler & Payment Module project due to contract award issues.

The replacement of servers, hardware/software and Channel and Counter Strategy projects will be completed on schedule.



**Table 1**  
**Summary of Capital Projects by Category**  
**(\$000s)**

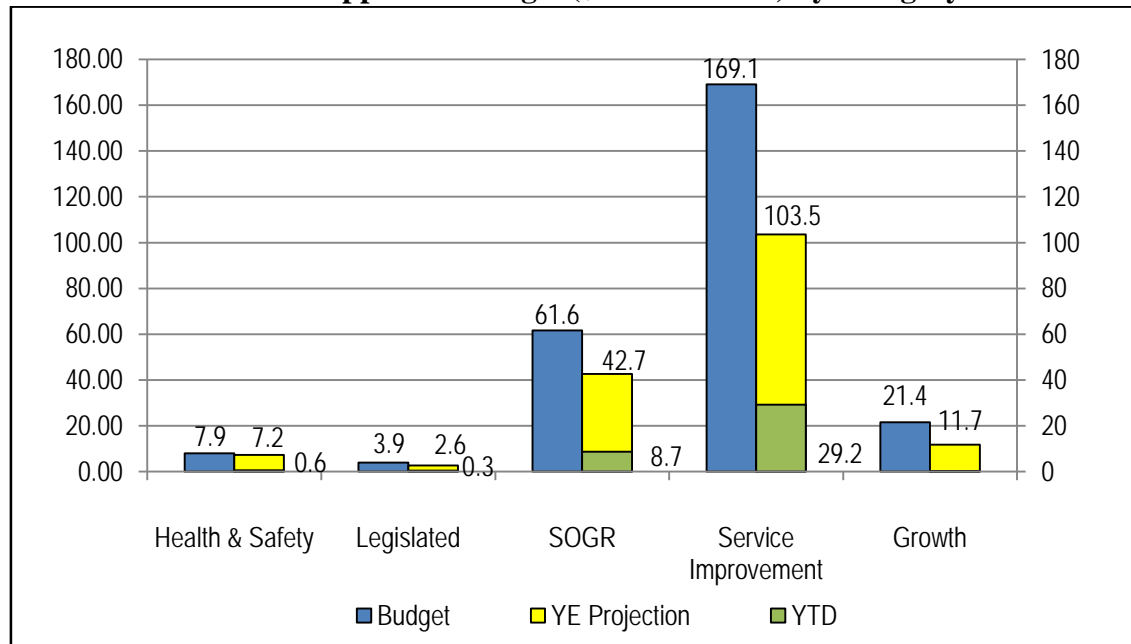
Projects by Category	2015 Approved Cash Flow	YTD Exp.		YE Projection				Comments	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>State of Good Repair</b>										
Replacement of servers, hardware and software	2,846	207	7.3%	2,675	94.0%	Ⓞ	Ⓞ	None	6,982	3,079
<b>Sub-Total</b>	<b>2,846</b>	<b>207</b>	<b>7.3%</b>	<b>2,675</b>	<b>94.0%</b>	-	-		<b>6,982</b>	<b>3,079</b>
<b>Service Improvements</b>										
Enterprise Scheduler & Payment Module	3,476	756	21.8%	1,790	51.5%	Ⓢ	Ⓢ	Procurement Issues due to prolonged consultations with Corporate IT and other divisions, and the completion of Privacy Impact Assessments for Account Look Up/Payment sub-project.	7,577	5,317
Channel and Counter Strategy	486	156	32.0%	462	95.0%	Ⓞ	Ⓞ	None	3,051	156
<b>Sub-Total</b>	<b>3,962</b>	<b>912</b>	<b>23.0%</b>	<b>2,252</b>	<b>56.8%</b>	-	-		<b>10,628</b>	<b>5,473</b>
<b>TOTAL</b>	<b>6,807</b>	<b>1,119</b>	<b>16.4%</b>	<b>4,927</b>	<b>72.4%</b>				<b>17,610</b>	<b>8,552</b>

**Key Discussion Points:**

- SOGR's year-end projected spend rate is 94.0% based on the purchase of hardware and professional services for UCCE upgrade and the purchase of professional services for Verint Upgrade in second half of 2015. These two purchases account for 79% of 2015 cash flow for SOGR projects.
- Enterprise Scheduler & Payment Module Initiative:
  - The project is experiencing a minor delay due to extended consultations and coordination with other divisions, and the completion of Privacy Impact Assessments.
  - First draft of the RFP is completed, with PF&R and I&T reviews in progress.
  - Actual expenditures are lower than projected due to a reassessment of required resources.

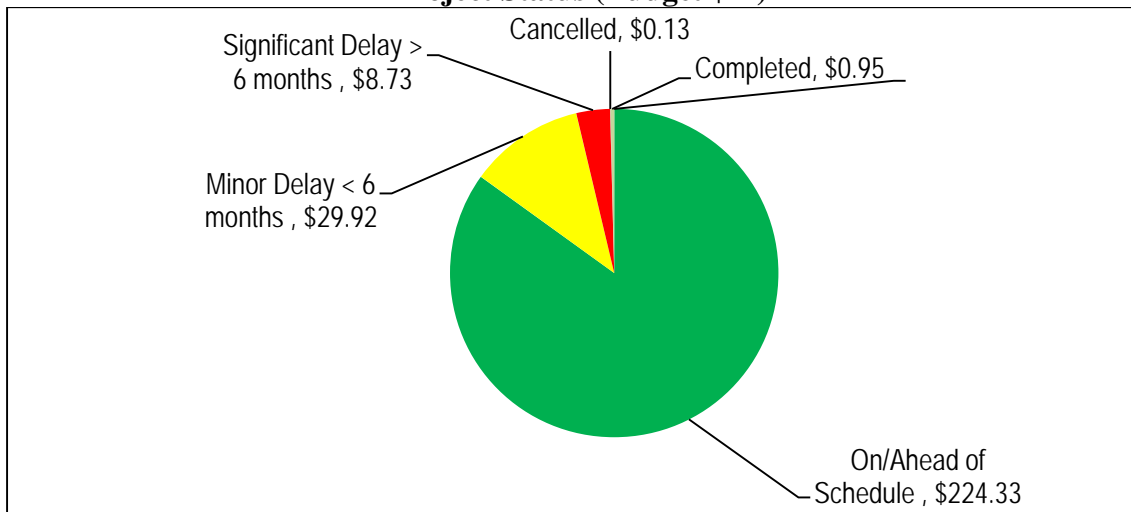
## Facilities Management & Real Estate

**Chart 1**  
**2016 Approved Budget (\$264.1 Million) by Category**



Category	HS	LE	SOGR	SI	GW
#Active Projects	29	10	168	43	4

**Chart 2**  
**Project Status (Budget \$M)**



Reason for Delays	Insufficient Staff Resources	RFQ/RFP Delays	Contractor Issues	Site Conditions	Co-ord. with Other Projects	Community Consultation	Other
# of Projects	6	3	2	25	16	2	6

Projects under "Other" are delayed due to continued legal negotiations.

## Facilities Management & Real Estate

**Table 1**  
**Summary of Capital Projects by Category**  
**(\$000s)**

Projects by Category	2015 Approved Cash Flow	YTD Exp.		YE Projection				Comments	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
Emergency Repairs	3,701	547	14.8%	3,427	92.6%	Ⓞ	Ⓞ	None	6,817	2,882
Global Corporate Security Program	1,841	(93)	-5.1%	1,496	81.3%	Ⓞ	Ⓢ	Reversal of 2014 accrued invoices to be paid in 2015. RFQ/RFP delayed.	3,500	1,566
Replacement of Diesel with Natural Gas Generators for Various locations	2,402	107	4.4%	2,300	95.8%	Ⓞ	Ⓢ	Delays due to site conditions.	4,295	202
<b>Sub-Total</b>	<b>7,943</b>	<b>557</b>	<b>7.0%</b>	<b>7,222</b>	<b>90.9%</b>		-		<b>15,547</b>	<b>5,463</b>
<b>Legislated</b>										
Barrier Free / Equity	1,744	87	5.0%	848	48.6%	Ⓡ	Ⓢ	Delays due to insufficient staff resources to address prior year backlog.	1,887	191
Environmental Remediation	1,550	186	12.0%	1,307	84.3%	Ⓞ	Ⓞ	None	3,219	1,499
Others - Legislated	654	71	10.9%	447	68.3%	Ⓞ	Ⓢ	Delays due to site conditions.	3,697	2,907
<b>Sub-Total</b>	<b>3,948</b>	<b>344</b>	<b>8.7%</b>	<b>2,602</b>	<b>65.9%</b>		-		<b>8,802</b>	<b>4,597</b>
<b>State of Good Repair</b>										
Albert Campbell Square Park Rehabilitation	1,541	2	0.1%	60	3.9%	Ⓡ	Ⓡ	Councillor and stakeholder discussions have pushed implementation into 2016. Additional funding needed to meet scope changes, to be requested through the 2016 budget process.	1,644	105
Mechanical & Electrical	24,886	3,845	15.5%	17,888	71.9%	Ⓞ	Ⓢ	Delays due to site conditions or coordination with other projects.	57,108	21,404
Old City Hall HVAC Upgrades	3,845	2,162	56.2%	3,845	100.0%	Ⓞ	Ⓞ	None	36,900	34,863
Paving	936	-	0.0%	936	100.0%	Ⓞ	Ⓞ	None	936	-
Renovations	7,001	962	13.7%	4,912	70.2%	Ⓢ	Ⓢ	Delays due to RFQ/RFP process or insufficient staff resources.	18,723	7,236
Re-Roofing	2,385	454	19.0%	1,774	74.4%	Ⓞ	Ⓞ	None	6,440	3,019
Sitework	4,119	(56)	-1.3%	1,946	47.3%	Ⓡ	Ⓞ	YTD negative balance due to delays in payment of 2014 accruals paid in July. Delays in design work for some key projects due to staffing and funding issues, resulting in delays in commencing construction work. Construction is expected to start in October to be completed next year pending weather conditions.	4,949	202
Structural / Building Envelope	14,318	1,213	8.5%	9,420	65.8%	Ⓢ	Ⓢ	Delays due to site conditions or coordination with other projects.	43,094	7,507
Physical Security Capital Plan	1,023	2	0.2%	700	68.4%	Ⓢ	Ⓢ	Project contingent upon decision of Dyas Road facility upgrade.	2,100	1,078
Others - SOGR	1,585	77	4.9%	1,174	74.1%	Ⓞ	Ⓢ	Delays due to legal settlement process / coordination with other projects.	22,286	16,943
<b>Sub-Total</b>	<b>61,640</b>	<b>8,661</b>	<b>14.1%</b>	<b>42,656</b>	<b>69.2%</b>		-		<b>194,180</b>	<b>92,357</b>
<b>Service Improvements</b>										
Corporate Facilities Refurbishment Program	2,554	477	18.7%	2,294	89.8%	Ⓞ	Ⓢ	Delays due to coordinating projects at various locations and determining scope requirements for clients.	4,112	1,836
Facilities Preventive Maintenance Systems	1,386	(82)	-5.9%	778	56.2%	Ⓢ	Ⓢ	Delays experienced in coordinating resources and requirements with I&T.	4,705	2,873
Fire Hall Emergency Generators	500	-	0.0%	500	100.0%	Ⓞ	Ⓞ	None	3,500	-
Nathan Phillips Square Revitalization	4,589	2,604	56.8%	4,589	100.0%	Ⓞ	Ⓞ	Minor landscaping and repairs of contractor deficiencies remaining to be completed after Pan Am Games.	60,400	58,191
Office Modernization Program	3,120	-	0.0%	3,120	100.0%	Ⓞ	Ⓞ	None	3,120	-
St. Lawrence Market North Redevelopment	17,315	1,713	9.9%	5,000	28.9%	Ⓞ	Ⓞ	Project is expected to be on track based on revised schedule.	91,500	6,878
Street Kiosk at Scadding Court Community Centre	100	100	100.0%	100	100.0%	Ⓞ	Ⓞ		100	100

## Facilities Management & Real Estate

### Summary of Capital Projects by Category (cont'd)

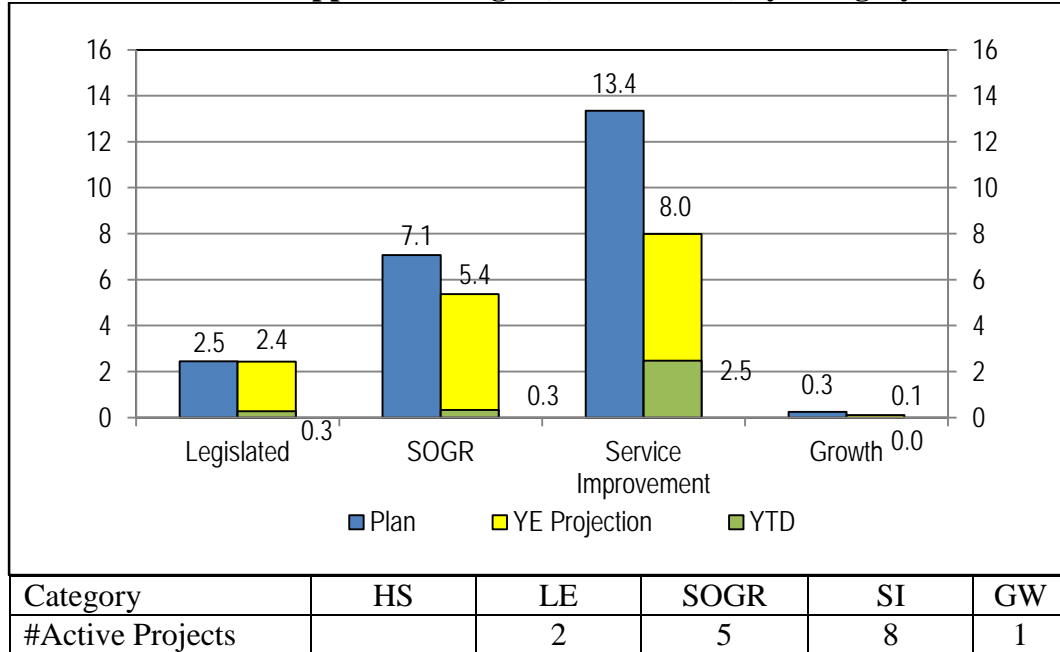
Projects by Category	2015 Approved Cash Flow	YTD Exp.		YE Projection				Comments	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Toronto Strong Neighbourhood Strategy	380	-	0.0%	-	0.0%	Ⓒ	Ⓒ		380	-
Union Station Revitalization	131,176	23,443	17.9%	81,450	62.1%	Ⓒ	Ⓒ	Project is expected to be on track based on revised schedule.	796,400	510,962
Various IT-Related Projects	2,744	219	8.0%	1,325	48.3%	Ⓖ	Ⓖ	Significant delays due to securing I&T resources. Spending rate impacted by delay in hiring process as approved are being amended.	4,367	301
Yards Consolidation Study	919	5	0.6%	900	97.9%	Ⓒ	Ⓐ	Delays due to site coordinations.	2,419	39
CCTV Infrastructure Enhancement	1,946	(111)	-5.7%	1,363	70.0%	Ⓒ	Ⓒ	None	7,600	3,446
799 Islington PMMD Stores Consolidation	1,252	588	47.0%	1,202	96.0%	Ⓒ	Ⓐ	Delay due to site conditions.	1,464	850
Other Miscellaneous Mechanical & Electrical Work	1,108	292	26.3%	905	81.7%	Ⓒ	Ⓒ	None	16,128	10,334
<b>Sub-Total</b>	<b>169,089</b>	<b>29,249</b>	<b>17.3%</b>	<b>103,526</b>	<b>61.2%</b>	-	-		<b>996,195</b>	<b>595,810</b>
<b>Growth Related</b>										
1251 Bridletowne Circle Acquisition	397	-	0.0%	397	100.0%	Ⓒ	Ⓐ	Funding continues to be required to address remaining issues on property acquisition.	5,942	5,545
First Parliament Site Land Acquisition	415	49	11.8%	415	100.0%	Ⓒ	Ⓐ	Delays due to community consultation regarding environmental work to be conducted and future uses to be determined.	1,300	896
Strategic Property Acquisitions	14,420	-	0.0%	8,920	61.9%	Ⓐ	Ⓒ	Potential opportunity exists to purchase one property resulting in a commitment of approximately \$4.5 million.	14,420	-
Westwood	6,207	-	0.0%	2,000	32.2%	Ⓖ	Ⓖ	Delays due to coordination with other projects.	6,800	593
<b>Sub-Total</b>	<b>21,438</b>	<b>49</b>	<b>0.2%</b>	<b>11,731</b>	<b>54.7%</b>	-	-		<b>28,462</b>	<b>7,035</b>
<b>Total</b>	<b>264,058</b>	<b>38,859</b>	<b>14.7%</b>	<b>167,738</b>	<b>63.5%</b>	-	-		<b>1,243,187</b>	<b>705,262</b>

### Key Discussion Points:

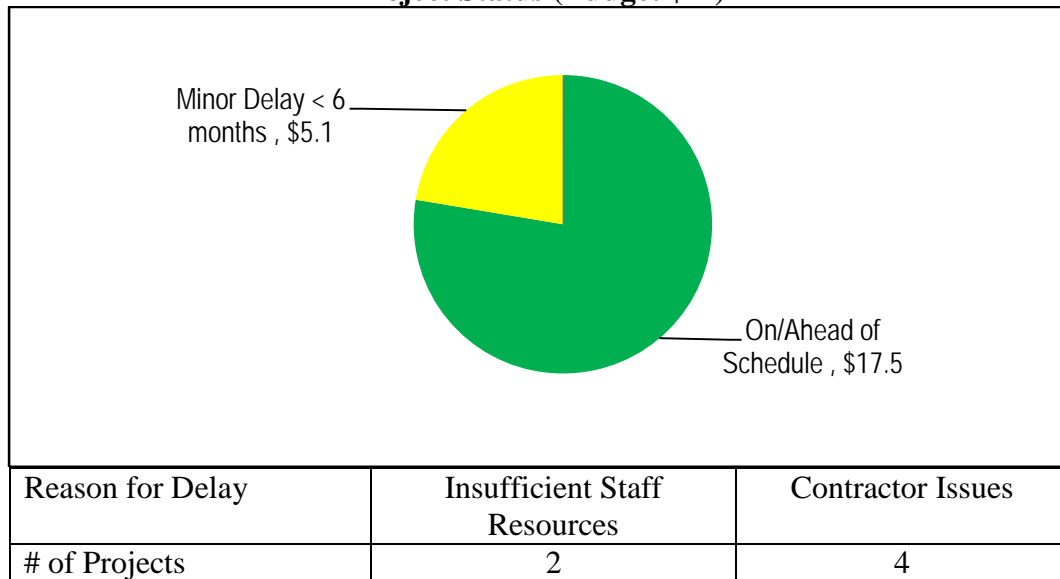
- On the core SOGR programs over 40 projects have either been completed or are in the close out stage in 2015. In addition, over 100 SOGR and improvement projects are scheduled for completion to address numerous backlog issues across the portfolio of facilities.
- Delays currently experienced are mainly the result of coordination of projects, site conditions, and resourcing issues for projects in the initial phases, including I&T initiatives and projects requiring design work.
- A number of construction awards have been issued in Q2 with the majority of work expected to be completed in Q3. In some cases, projects were re-tendered due to higher than expected bids leading to the need to secure additional funding or re-scoping of the projects. Risks to achieving the current forecasted spending include weather conditions, unforeseen site conditions during construction, and any delays in the commencement of stage 2/3 construction on the Union Station Revitalization (USR) project.

## Financial Services

**Chart 1**  
**2015 Approved Budget (\$23.1 Million) by Category**



**Chart 2**  
**Project Status (Budget \$M)**



## Financial Services

**Table 1**  
**Summary of Capital Projects by Category**  
**(\$000s)**

Projects by Category	2015 Approved Cash Flow	YTD Exp.		YE Projection				Comments	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Legislated</b>										
PCI Compliance	2,378	228	9.6%	2,378	100.0%	Ⓞ	Ⓞ	None	6,362	2,191
Development Charges Background Study	72	48	66.7%	48	66.7%	Ⓞ	Ⓞ	None	400	350
<b>Sub-Total</b>	<b>2,450</b>	<b>276</b>	<b>11.2%</b>	<b>2,426</b>	<b>99.0%</b>				<b>6,762</b>	<b>2,540</b>
<b>State of Good Repair</b>										
Integrated Asset Planning & Management	950		0.0%	300	31.6%	Ⓞ	Ⓜ	Delays in hiring Project Manager and Business/Data Analysts.	950	-
SAP- Supported Cross Application Timesheet (CATS)	2,728	46	1.7%	2,100	77.0%	Ⓞ	Ⓞ	None	7,540	364
Investment & Debt Mgmt. System Upgrade	122	93	76.1%	122	100.0%	Ⓞ	Ⓞ	None	475	431
Public Budget Formulation 8.1 upgrade	2,650	186	7.0%	2,639	99.6%	Ⓞ	Ⓞ	None	2,919	292
Risk Mgmt. Information System Upgrade	617		0.0%	215	34.8%	Ⓞ	Ⓜ	Delay in hiring project manager and consultant.	1,392	675
<b>Sub-Total</b>	<b>7,067</b>	<b>325</b>	<b>4.6%</b>	<b>5,376</b>	<b>76.1%</b>				<b>13,276</b>	<b>1,762</b>
<b>Service Improvements</b>										
Financial Planning Analysis & Reporting System	8,390	2,184	26.0%	6,787	80.9%	Ⓞ	Ⓞ	None	60,820	45,960
Workflow & Document Mgmt. Technology	1,533	44	2.9%	90	5.9%	Ⓞ	Ⓜ	The project experienced vendor issues and has revised the procurement process, expected to commence by the end of 2015.	2,852	1,356
eProcurement Implementation	958	184	19.2%	-	0.0%	Ⓞ	Ⓜ	The project has fallen behind schedule due to deficiencies in vendor final deliverables as well as staff turnover.	1,955	1,173
Revenue System - Phase II	586	60	10.3%	586	100.0%	Ⓞ	Ⓞ	None	3,500	2,927
Accounts Payable Process improvements	515	1	0.2%	50	9.7%	Ⓞ	Ⓜ	Delayed due to co-ordination with the eProcurement and other projects which are behind schedule.	3,470	2,957
Electronic Self Service Tax & Utility	352		0.0%	352	100.0%	Ⓞ	Ⓞ	Scoping and planning for delivery began in June.	2,150	-
Supply Chain Management Transformation	1,000		0.0%	106	10.6%	Ⓞ	Ⓜ	This project has been delayed due to issues with the contractor, turnover of the project Manager and co- ordination with the eProcurement project.	551	
Online Payment Services Migration	20		0.0%	20	100.4%	Ⓞ	Ⓞ	None	193	173
<b>Sub-Total</b>	<b>13,354</b>	<b>2,473</b>	<b>18.5%</b>	<b>7,991</b>	<b>59.8%</b>				<b>75,491</b>	<b>54,545</b>
<b>Growth Related</b>										
Development Charges Studies - Portlands and Scarborough	250		0.0%	100	40.0%	Ⓞ	Ⓞ		250	
<b>Sub-Total</b>	<b>250</b>	<b>-</b>	<b>0.0%</b>	<b>100</b>	<b>40.0%</b>				<b>250</b>	<b>-</b>

## **Financial Services**

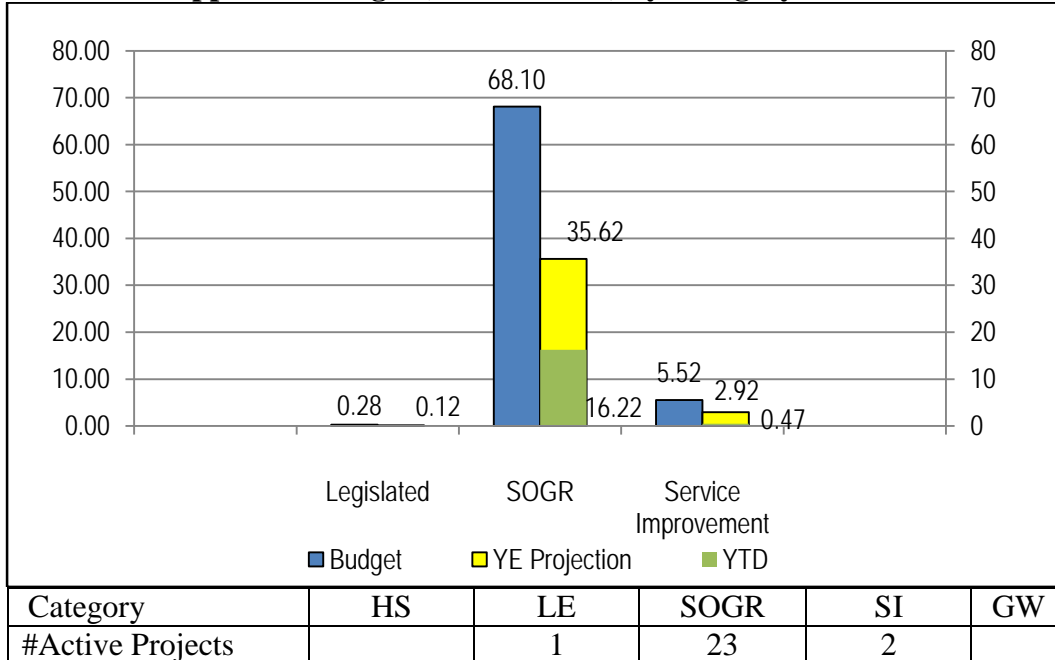
---

### **Key Discussion Points:**

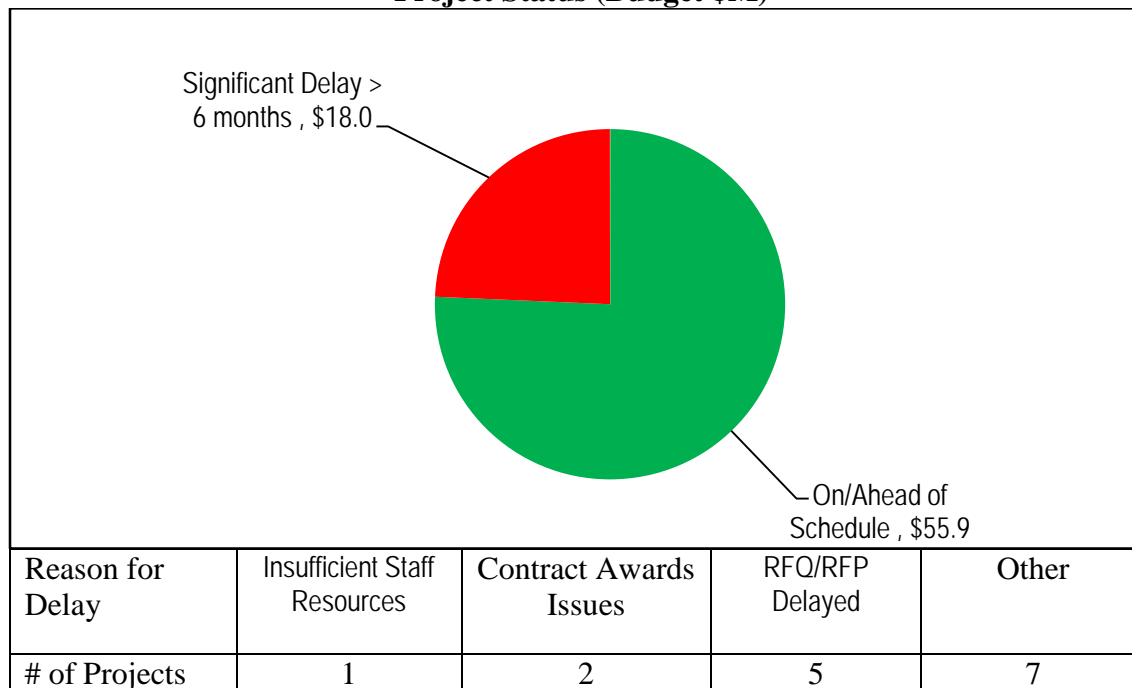
- Insufficient resources / delays in filling vacant capital positions continue to impact the delivery of capital projects. The Program is in the process of hiring / assigning project managers to fill vacancies.
- Early planning stages of capital projects are projected to be completed on time.
- Electronic Document and Records Management System (EDRMS)
  - From 2011 to 2014 a public call was prepared, published, evaluated, a vendor was selected and implementation of the EDRMS solution commenced in 2012. The vendor was terminated in late 2013.
  - The project was reset in March 2014 and a pilot project was rescope for City Clerk's Office to prove out a solution for digitization and document and records management by 2017
  - Revenue Services' scope is being defined.
- A number of projects (e-Procurement, Supply Chain Transformation, Accounts Payable Process Improvements) are interrelated, where delays in one project has a ripple effect of setbacks to the other projects.

## Fleet Services

**Chart 1**  
**2015 Approved Budget (\$73.9 Million) by Category**



**Chart 2**  
**Project Status (Budget \$M)**



Two projects under the "Other" category are delayed due to environmental assessment of the sites and Program's reassessment of their operational requirements.



## Fleet Services

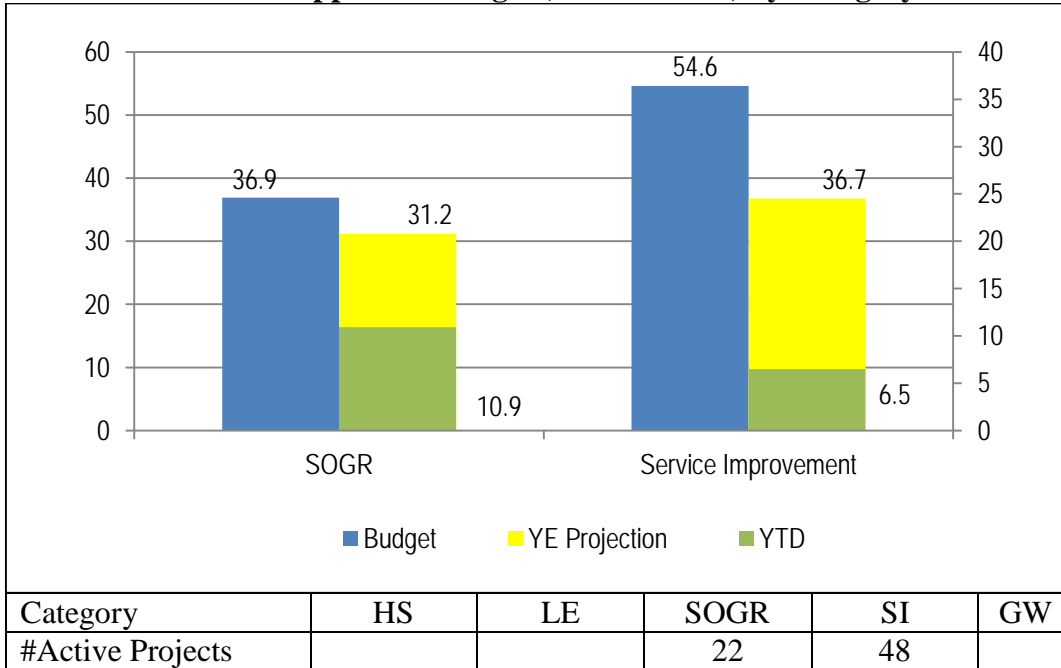
**Table 1**  
**Summary of Capital Projects by Category**  
**(\$000s)**

Projects by Category	2015 Approved Cash Flow	YTD Exp.		YE Projection				Comments	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>LEGISLATED</b>										
Green Fleet Plan	278.2	-	0.0%	121.2	43.6%	R	G	In process of hiring Project Manager Green Fleet.	450.0	171.8
<b>Sub-Total</b>	<b>278.2</b>		<b>0.0%</b>	<b>121.2</b>	<b>43.6%</b>				<b>450.0</b>	<b>171.8</b>
<b>STATE OF GOOD REPAIR</b>										
Public Health - Fleet Replacement	25.0	-	0.0%	-	0.0%	R	R	No business cases were received; therefore closing project	25.0	-
Library - Fleet Replacement	1,143.0	100.7	8.8%	530.7	46.4%	R	R	Delay in Procurement process. Book Mobile will be delivered in 2016. RFQ issued and closed Jul 20, 2015.	729.0	100.7
Parks, Forestry & Recreation - Fleet Replacement	7,303.5	1,290.5	17.7%	5,549.0	76.0%	G	G		15,059.0	8,185.2
Purchasing & Materials - Fleet Replacement	85.0	72.5	85.3%	72.5	85.3%	G	G		85.0	72.5
Municipal Licensing - Fleet Replacement	911.3	-	0.0%	590.8	64.8%	Y	R	No request / business case received to commit remaining funds.	1,145.0	58.7
Solid Waste - Fleet Replacement	26,548.2	5,220.8	19.7%	9,779.3	36.8%	R	R	Delays in executing contracts.	48,350.0	13,077.7
Engineering & Construction Services - Fleet Replacement	258.0	-	0.0%	-	0.0%	R	R	No business cases were received; therefore closing project	258.0	-
Transportation Services - Fleet Replacement	6,707.0	420.8	6.3%	3,296.4	49.1%	Y	G	No business cases received to proceed with RFQ process and commit remaining funds.	9,942.0	2,120.3
Toronto Paramedic - Fleet Replacement	3,948.3	3,588.5	90.9%	3,722.4	94.3%	G	G		7,737.0	7,357.6
Fire Services - Fleet Replacement	13,592.5	4,869.5	35.8%	8,234.0	60.6%	Y	G	Significant lead time is required in the production of the vehicles.	25,201.0	12,977.0
Zoo - Fleet Replacement	350.0	-	0.0%	319.0	91.1%	G	G		700.0	350.0
Exhibition - Fleet Replacement	473.9	40.9	8.6%	107.4	22.7%	R	R	Delay in Procurement Process. Currently RFQ stage.	1,030.0	562.6
Arena Boards - Fleet Replacement	18.1	-	0.0%	-	0.0%	R	G	Recommended for closure.	100.0	81.3
Fleet Replacement - Insurance Company	403.5	185.6	46.0%	403.5	100.0%	G	G		817.6	495.8
Fleet Services - Fleet Replacement	100.0	-	0.0%	50.0	50.0%	Y	G		100.0	-
Facilities & Real Estate - Fleet Replacement	297.0	-	0.0%	224.9	75.7%	G	G		297.0	-
Clerks - Fleet Replacement	98.3	(0.2)	(0.0)%	0.2	-0.2%	R	R	No business cases were received; therefore closing project	112.0	0.2
Toronto Water - Fleet Replacement	4,889.0	407.1	8.3%	2,147.6	43.9%	R	G	Delay in Procurement Process. Currently RFQ stage.	9,346.0	2,780.1
Toronto Building - Fleet Replacement	32.0	-	0.0%	-	0.0%	R	R	No business case received	32.0	-
Economic Development & Culture - Fleet Replacement	40.0	-	0.0%	-	0.0%	R	R	No business cases were received; therefore closing project	53.0	-
Toronto Community Housing Corporation - Fleet Replacement	797.8	25.4	3.2%	518.0	64.9%	Y	G	Delay in Procurement process. Currently RFQ stage.	1,690.0	917.6
Shelter, Support & Housing Admin - Fleet Replacement	70.0	-	0.0%	70.0	100.0%	G	G		70.0	-
Human Resources - Fleet Replacement	10.0	-	0.0%	-	0.0%	R	R		-	-
<b>Sub-Total</b>	<b>68,101</b>	<b>16,222</b>	<b>23.8%</b>	<b>35,615</b>	<b>52.3%</b>				<b>122,879</b>	<b>49,137</b>
<b>SERVICE IMPROVEMENT</b>										
Fleet Management System & Fuel System Integration	927.4	355.1	38.3%	518.0	55.9%	Y	G	PFR fuel sites under review, pending final decision	2,943.0	820.6
Fuel Site Closures	4,593.2	115.1	2.5%	2,397.7	52.2%	Y	G	Fuel sites are undergoing environmental assessments that may lead to delays.	6,300.0	1,622.5
<b>Sub-Total</b>	<b>5,520.6</b>	<b>470.2</b>	<b>8.5%</b>	<b>2,915.7</b>	<b>52.8%</b>				<b>9,243.0</b>	<b>2,443.1</b>
<b>TOTAL - FLEET SERVICES</b>	<b>73,900.12</b>	<b>16,692.33</b>	<b>22.6%</b>	<b>38,652.04</b>	<b>52.3%</b>				<b>132,571.60</b>	<b>51,751.81</b>

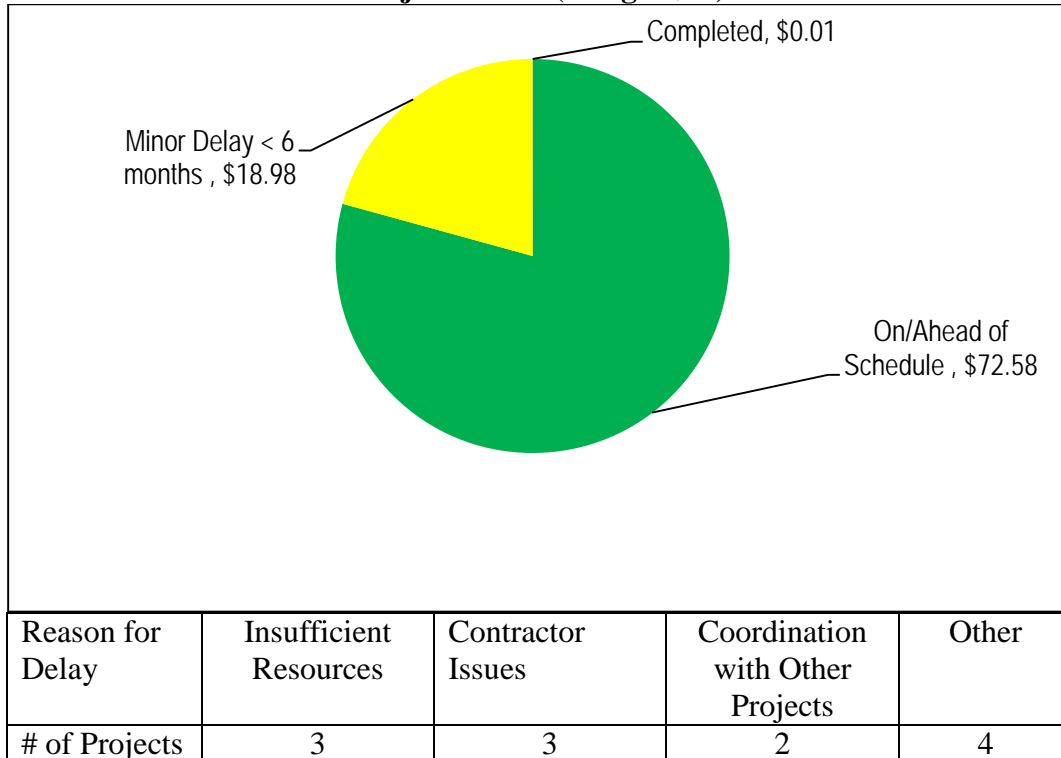
### Key Discussion Points:

- Delays in the procurement process of obtaining vehicles relating to Fire Services, Solid Waste, Toronto Water, Library, Exhibition, and TCHC
- Business cases not being submitted by Divisions results in delays and projects being recommended for closure.

**Chart 1**  
**2015 Approved Budget (\$91.6 Million) by Category**



**Chart 2**  
**Project Status (Budget \$M)**



**Table 1**  
**Summary of Capital Projects by Category**  
**(\$000s)**

Projects by Category	2015 Approved Cash Flow	YTD Exp.		YE Projection				Comments	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>State of Good Repair</b>										
Asset Lifecycle Management	19,059	4,935	25.9%	17,482	91.7%	G	G	None	34,437	27,092
Network Upgrade	3,518	908	25.8%	2,808	79.8%	G	G	None	4,412	4,438
Application Systems	1,373	647	47.1%	1,127	82.1%	G	Y	Project will be complete in 2015 with the anticipated savings of approximately 200K to the City.	16,519	15,725
Corporate Planning & Management	2,985	408	13.7%	1,973	66.1%	G	G	None	10,415	3,601
Technology Infrastructure	9,421	3,927	41.7%	7,273	77.2%	G	G	Data Centre Consolidation spending affected by dependency on Shared Services recommendations.	50,613	25,459
Business Sustainment Systems	574	85	14.8%	525	91.5%	G	G	None	640	107
<b>Sub-Total</b>	<b>36,930</b>	<b>10,910</b>	<b>29.5%</b>	<b>31,188</b>	<b>84.5%</b>	-	-		<b>117,036</b>	<b>76,422</b>
<b>Service Improvements</b>										
Application Systems	7,273	1,051	14.5%	3,308	45.5%	G	Y	Central Property Repository has been placed on hold in 2015. Shared Services Application Portfolio and Domino Decommission projects delayed due to delays in hiring resources.	9,288	3,557
Corporate Planning & Management	5,398	1,257	23.3%	3,212	59.5%	G	Y	Delay in obtaining resources in the Enterprise Architecture project.	9,276	3,389
Technology Infrastructure	693	44	6.4%	649	93.7%	G	G	None	3,000	1,998
Corporate Initiatives	7,984	1,068	13.4%	4,116	51.6%	G	Y	Quatro Safety and Org.Mgmt. & SAP Security projects are behind due to redeployment of resources for the Pan Am games.	8,514	2,208
Business Sustainment Systems	5,799	967	16.7%	3,575	61.6%	G	G	None	7,939	4,445
Resource to Deliver IT Capital Projects	5,835	-	0.0%	3,550	60.8%	G	G	None	7,500	1,876
Enterprise Time, Attendance & Scheduling Management - PPEB	6,718	85	1.3%	5,302	78.9%	G	G	None	12,848	178
Employee Self Service Portal, Payroll -PPEB	6,717	641	9.5%	6,717	100.0%	G	G	None	9,776	3,673
Web Business Content Refresh & Redesign	4,079	953	23.4%	4,079	100.0%	G	G	None	6,996	5,079
Short Term Business Improvements-Transportation	1,057	146	13.8%	841	79.5%	G	G	None	1,057	950
Work Management Solution - Transportation	1,105	121	11.0%	417	37.7%	G	Y	Behind due to delays due to complexity in RFP issuance.	1,105	365
Asset Management Solution - Transportation	150	-	0.0%	-	0.0%	G	Y	Delay in procuring tablets due to non availability of a selected model.	150	-
Computer System Integration	843	104	12.3%	602	71.4%	G	G	None	1,233	470
TAS -Electronic Communications	983	56	5.7%	370	37.6%	G	Y	Software issues resolved. On line profile updates developed.	1,304	623
<b>Sub-Total</b>	<b>54,633</b>	<b>6,493</b>	<b>11.9%</b>	<b>36,738</b>	<b>67.2%</b>	-	-		<b>79,986</b>	<b>28,812</b>
<b>TOTAL</b>	<b>91,564</b>	<b>17,403</b>	<b>19.0%</b>	<b>67,926</b>	<b>74.2%</b>				<b>197,022</b>	<b>105,234</b>

### Key Discussion Points:

- Insufficient resources / delays in filling vacant capital positions continue to impact delivery of capital projects. The Program has expedited the hiring process to fill positions in order to assign project managers and proceed on capital work.
- *Electronic Document and Records Management System (EDRMS)*
  - From 2011 to 2014 a public call was prepared, published, evaluated, a vendor was selected and implementation of the EDRMS solution commenced in 2012. The vendor was terminated in late 2013.
  - The project was reset in March 2014 and a pilot project was rescope for City Clerk's Office to prove out a solution for digitization and document and records management by 2017
  - Revenue Services scope is being defined.
- *Employee and Management Self Service Portal Payroll (ESS/MSS)* - target rollout in 2014 could not be met due to testing/technical issues. To accommodate the change management of the roll-out on the organization, it will be extended into 2016.
- *Consolidated Data Centre* spending dependent on Shared Services recommendations, which are delayed due to coordination with partners / labour relations.
- *Web Revitalization* project's research with internal and external stakeholders supported by Ipsos Reid, and progress is on-schedule for completion of remaining deliverables planned for 2015

## Other City Programs

**Table 1**  
**2015 Capital Spending by Program**  
**Other City Programs**

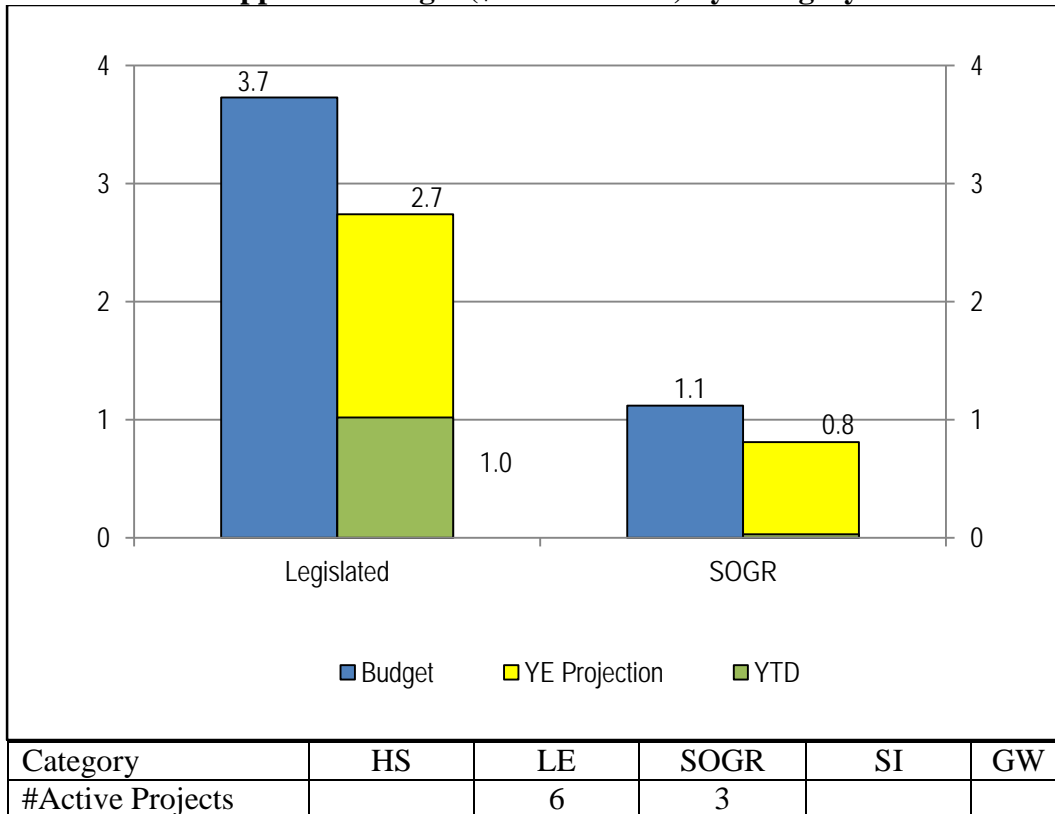
Program		2015 Approved Cash Flow	2015 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
City Clerk's	4 Months	4.85	0.77	3.50	72.2%		Ⓢ
	Q2	4.85	1.04	3.55	73.2%	↑	Ⓢ
SEP	4 Months	29.18	0.63	15.35	52.6%		Ⓢ
	Q2	26.18	0.75	11.83	45.2%	↓	Ⓢ
Radio Replacement	4 Months	13.91	0.11	12.52	90.0%		Ⓢ
	Q2	13.91	1.53	13.91	100.0%	↑	Ⓢ
Pan Am Games	4 Months	21.07	1.30	15.63	74.2%		Ⓢ
	Q2	20.16	2.24	16.76	83.1%	↑	Ⓢ
<span>Ⓢ</span> >70% <span>Ⓢ</span> between 50% and 70% <span>Ⓢ</span> < 50% or > 100%							

For the six months ended June 30, 2015, capital expenditures for this Cluster totalled \$5.560 million (8.5%) of their collective 2015 Approved Capital Budget of \$65.098 million. Spending is expected to increase to \$46.042 million (70.7%) by year-end. For comparison, the spending rate for Other City Programs for the 1<sup>st</sup> quarter of 2014 was 4%.

For the majority of Other City Programs, year-end spending rates are projected to be over 70% of their 2015 Approved Capital Budgets. The anticipated spending rate for the Sustainable Energy Plan (SEP) Program at year-end is projected to be 45.2% of its 2015 Approved Capital Budget.

Performance and trending for each Program in this Cluster and year-end projection are outlined in the Table below.

**Chart 1**  
**2015 Approved Budget (\$4.853 Million) by Category**



All City Clerk's capital projects are on schedule.

**Table 1**  
**Summary of Capital Projects by Category**  
**(\$000s)**

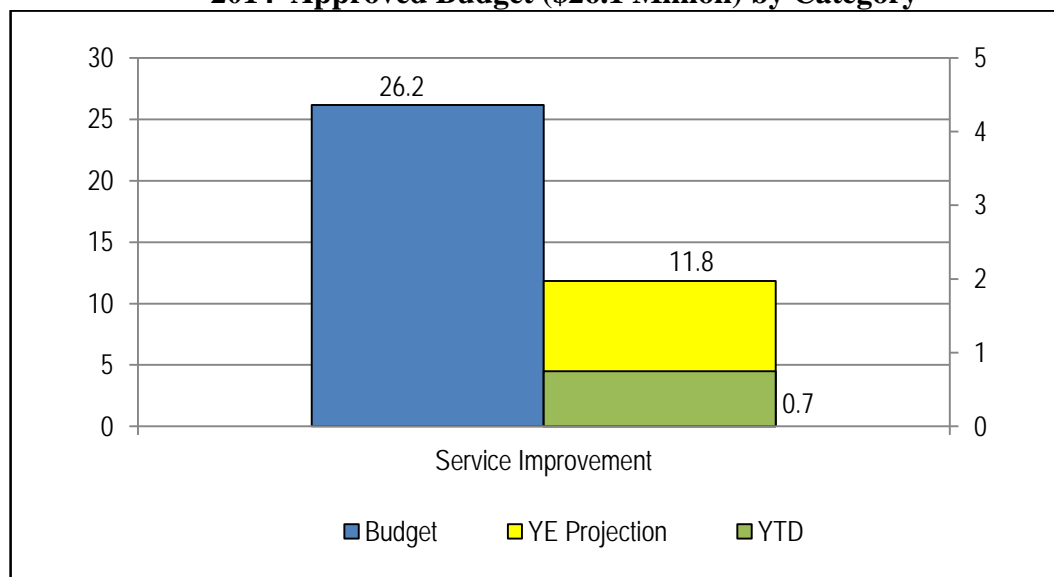
Projects by Category	2015 Approved Cash Flow	YTD Exp.		YE Projection				Comments	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>State of Good Repair</b>										
Archives Strategic Plan Implementation	407		0.0%	147	36.1%	Ⓡ	Ⓢ	Construction expected in Q1 2016	1,463	200
Infrastructure to Support Council Meeting	564		0.0%	564	100.0%	Ⓢ	Ⓢ		1,585	421
Records Centre Tracking System - SOGR	150	28	18.8%	100	66.7%	Ⓢ	Ⓢ		150	28
<b>Sub-Total</b>	<b>1,121</b>	<b>28</b>	<b>2.5%</b>	<b>811</b>	<b>72.3%</b>	-	-		<b>3,198</b>	<b>649</b>
<b>Legislated</b>										
Toronto Elections Info System (TEIS)	1,193	348	29.2%	782	65.5%	Ⓢ	Ⓢ	TEIS 2014 sub-project will be completed by end of summer at a lower cost.	10,550	5,785
Toronto Meeting Management Info System (TMMIS)	100	42	42.5%	97	96.6%	Ⓢ	Ⓢ		600	542
Information Management Infrastructure:										
- Enterprise Document & Records Mgt Solution (EDRMS)	747	104	13.9%	310	41.5%	Ⓡ	Ⓢ	Project was re-set in March 2015 after previous vendor challenges.	3,459	1,191
- Open Information	384	72	18.7%	384	100.0%	Ⓢ	Ⓢ		1,016	564
- Form Management	90	55	60.6%	90	100.0%	Ⓢ	Ⓢ		582	547
Alternate Voting	487	277	56.9%	380	78.0%	Ⓢ	Ⓢ		1,894	1,392
Council Transition System Changes	581	116	20.0%	548	94.3%				710	245
Replacement of Vote Counting Equipment	150		0.0%	150	100.0%				15,610	
<b>Sub-Total</b>	<b>3,732</b>	<b>1,015</b>	<b>27.2%</b>	<b>2,740</b>	<b>73.4%</b>	-	-		<b>34,421</b>	<b>10,267</b>
<b>TOTAL</b>	<b>4,853</b>	<b>1,043</b>	<b>21.5%</b>	<b>3,551</b>	<b>73.2%</b>	-	-	<b>0.0%</b>	<b>37,619</b>	<b>10,916</b>

**Key Discussion Points:**

- Capital spending will accelerate in the later part of the year.
- Projects are all on track and progressing according to schedule.
- The *Enterprise Document and Record Management Solution (EDRMS)* project was re-set in March 2015 after previous vendor challenges. A scope has been defined, and planning and procurement are in process of being finalized.

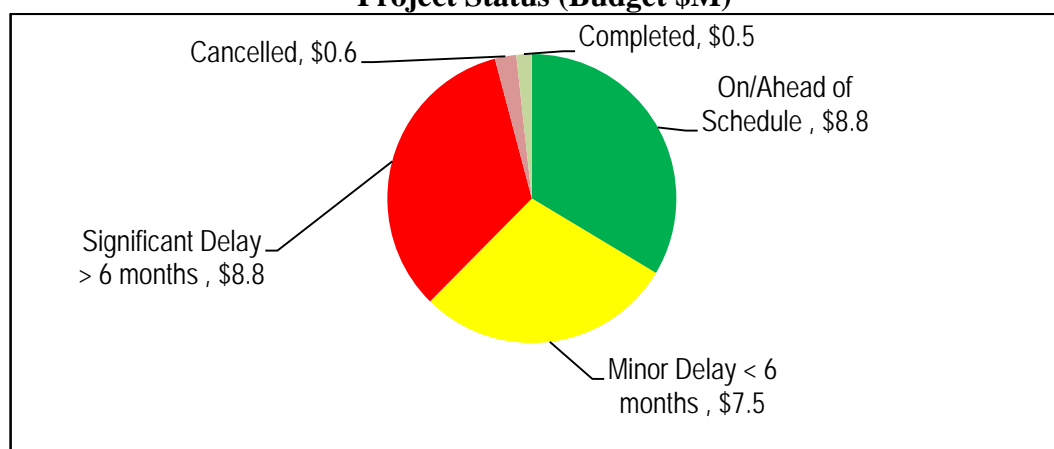
## Sustainable Energy Plan (SEP)

**Chart 1**  
**2014 Approved Budget (\$26.1 Million) by Category**



Category	HS	LE	SOG	SI	GW
#Active Projects				27	

**Chart 2**  
**Project Status (Budget \$M)**



Reason for Delay	Insufficient Staff Resources	RFQ/RFP Delayed	Contractor Issues	Co-ordination with Other Projects	Other
# of Projects	2	2	3	2	6

Other delays due to extended feasibility studies, retendering of project bids, and slowdown in the application process timeframe.



# Sustainable Energy Plan (SEP)

**Table 1**  
**Summary of Capital Projects by Category**  
**(\$000s)**

Projects by Category	2015 Approved Cash Flow	YTD Exp.		YE Projection		On		Comments	Total Approved Budget	Life-to- Date
		\$	%	\$	%	Budget	On Time			
<b>Service Improvements</b>										
CHP - 2015	1,350	-	0.0%	1,250	92.6%	Ⓞ	Ⓨ	Delays due to insufficient staffing resources. Design work to be completed in 2015, and contract to be issued.	1,928	-
City Hall - Energy Retrofit	38	-	0.0%	38	100.0%	Ⓞ	Ⓞ		6,782	6,744
Community Energy Planning	682	148	21.7%	267	39.1%	Ⓡ	Ⓡ	CEP budget includes \$0.250M for the installation of district energy piping as part of the Six Points Dundas Street Reconfiguration & Reconstruction. \$0.015M for design will be spent this year with the remainder delayed to ECS tender preparation, procurement, and contract management to be spent in 2016.	2,541	898
Community Green Energy Projects - 2015	1,000	-	0.0%	1,000	100.0%	Ⓞ	Ⓞ		1,000	-
Demand Response - 2013	1,333	-	0.0%	936	70.2%	Ⓞ	Ⓨ	Program has been put on hold by the IESO, with action plans to be issued May 2016. Work at Union Station has been delayed due to coordination issues with contractor on Phase 1 of the Revitalization project. Preliminary work to be completed in 2015.	6,774	-
Demand Response-LTC Homes-Kipling Acres	600	-	0.0%	322	53.7%	Ⓨ	Ⓨ	Demand Response aspect of work is contingent on progress made on the larger construction project. Generator portion of work is not expected to begin until October. Harbourfront Centre funding requests is currently under review by Corporate Finance and is expected to be disbursed in 2015.	685	-
Energy Conservation and Demand Management Plan - 2015	500	-	0.0%	300	60.0%	Ⓨ	Ⓨ	Consultant proposals relating to the City Hall Project are in the process of being evaluated.	500	-
Energy Retrofit - Police Service Buildings	167	-	0.0%	-	0.0%	Ⓡ	Ⓞ	Project completed in March 2015. Approved cashflow will not be spent.	2,400	2,232
Energy Retrofit Project - Booth Yard	627	-	0.0%	-	0.0%	Ⓡ	Ⓡ	Project cancelled. Site is currently under review and no investments will be made until this is completed.	627	-
ERP - 1652 KEELE & ELLESMERE YARD	-	-	0.0%	-	0.0%	Ⓡ	Ⓨ	Project has been cancelled.	610	-
ERP - AMERICAS PAVILLION TORONTO ZOO	-	-	0.0%	-	0.0%	Ⓡ	Ⓨ	Project has been cancelled. More detailed financial evaluation of the proposed benefits was completed and it was determined that the project does not meet the criteria for recoverable debt funding use.	-	-
ERP - Arenas - Lighting Retrofits	2,300	17	0.8%	1,386	60.3%	Ⓨ	Ⓨ	Bids received for tender were significantly lower than consultant estimates and budget. Contract has been awarded and work to commence shortly.	2,300	17
ERP - CUMMER LODGE	-	-	0.0%	-	0.0%	Ⓡ	Ⓨ	Project has been cancelled, and will be carried out at a later date once an agreed upon scope is determined.	-	-
ERP - Led Building Lighting	250	-	0.0%	200	80.0%	Ⓞ	Ⓨ	Delays due to insufficient staffing resources.	500	-
ERP - Water Retrofits In Civic Centres	840	16	1.9%	600	71.4%	Ⓞ	Ⓨ	Delay in closing tender resulting in project delay. Construction work to commence shortly.	840	16
ERP -Animal Services Efficiency Measures	192	-	0.0%	-	0.0%	Ⓡ	Ⓞ	Working with client to reach agreement on project scope. Further evaluation will be completed once scope is finalized.	192	-
Geoexchange - 2013	373	9	2.4%	373	100.0%	Ⓞ	Ⓨ	Delay in awarding tender until June resulting in minor progress slowdown. Construction will commence in July.	500	136
Geoexchange - 2015	1,130	-	0.0%	362	32.1%	Ⓡ	Ⓡ	Project was originally part of a larger PF&R SOGR project (funded through SEP), however the Geoexchange portion of the winning bid was too high to meet financial targets. Retendering is required for the project, impacting timing and cash flows.	1,130	-
HELP (RERP) - Pilot	6,516	287	4.4%	770	11.8%	Ⓡ	Ⓞ	Program continues to face road blocks from Banks, also Direct Energy has suspended its program that would reimburse homeowners for completion of energy audits. These are 2 main factors for the slow uptake in the program and is driving the year-end forecasted variance.	10,000	771

## Sustainable Energy Plan (SEP)

### Summary of Capital Projects by Category (cont'd)

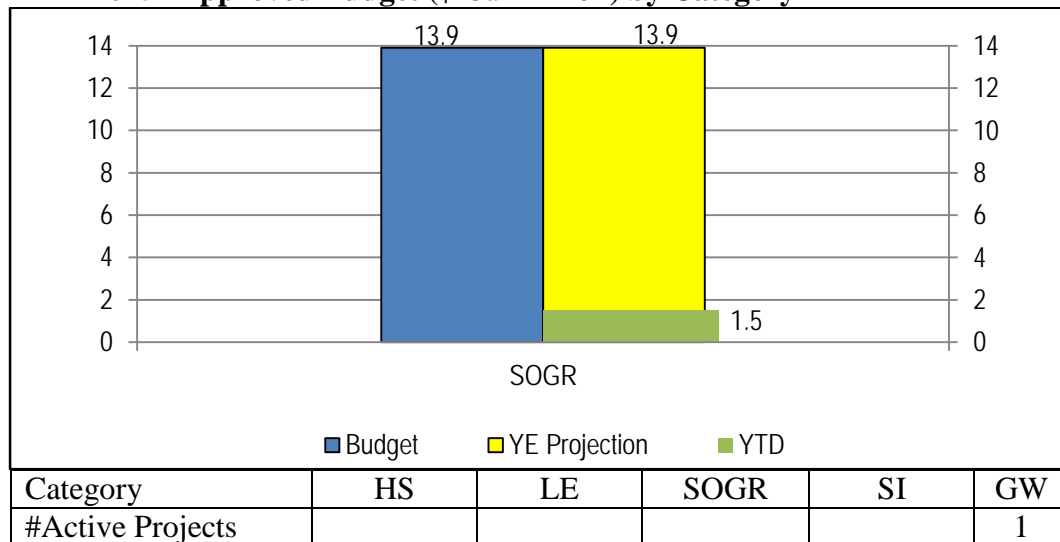
Projects by Category	2015 Approved Cash Flow	YTD Exp.		YE Projection				Comments	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Lighting Retrofits - Exhibition Place	732	-	0.0%	732	100.0%	Ⓞ	Ⓞ		782	50
Lighting Retrofits - SWM Transfer Stations	33	-	0.0%	-	0.0%	Ⓡ	Ⓞ	Project completed in March 2015. Approved cashflow will not be spent.	300	267
NG Generators at Corporate Facilities	355	-	0.0%	355	100.0%	Ⓞ	Ⓞ		1,405	-
NPS Sustainability Measures	-	(13)	0.0%	-	0.0%	Ⓡ	Ⓞ		6,200	6,149
Renewable Energy Program - Study	169	8	4.8%	50	29.6%	Ⓡ	Ⓡ	Funds are used as needed. Project team was expecting to conduct more feasibility studies than actual to date. Biomass feasibility study is currently in progress.	500	339
Solar Photovoltaic Program	33	(0)	-0.3%	-	0.0%	Ⓡ	Ⓞ	Project is completed. Installation for Group A locations is complete, solar panels are operational.	3,200	3,167
Solar PV Fit	4,349	8	0.2%	2,135	49.1%	Ⓡ	Ⓡ	Application timeframe was delayed due to the provincial election. Timing of contracted work during the winter months was deferred until spring 2015 due to cold weather conditions impeding work progress.	4,400	58
Solar PV Installations - Mid-Size -2015	1,000	-	0.0%	11	1.1%	Ⓡ	Ⓡ	Delay in applying for contracts with IESO to September 2015. Contracts are typically awarded 8 months after application resulting in deferred spending to 2016.	1,000	-
Solar PV Installations - Microfit - 2013	930	95	10.2%	560	60.2%	Ⓢ	Ⓡ	Delays due to contractor issues. Construction starting July, with completion in October. RFQ for microFIT group C structural to be issued in the summer.	930	95
Solar PV Installations - Microfit - 2015	500	-	0.0%	-	0.0%	Ⓡ	Ⓡ	Delays due to contractor issues. RFQ for microFIT group C structural to be issued in the summer.	500	-
Solar PV Microfit	145	143	98.4%	145	100.0%	Ⓞ	Ⓞ		400	398
Toronto Energy Conservation Fund - EWMO, PF&R - 85 Locations	35	32	91.3%	35	100.0%	Ⓞ	Ⓞ		1,000	997
<b>TOTAL</b>	<b>26,179</b>	<b>749</b>	<b>2.9%</b>	<b>11,826</b>	<b>45.2%</b>	<b>-</b>	<b>-</b>		<b>59,926</b>	<b>22,333</b>

### Key Discussion Points:

- The Sustainable Energy Plan is currently forecasting to spend \$11.8M or 45.2% of its 2015 capital budget. Excluding the HELP Pilot, the forecasted spending rate would be 56.2%. Contracts in the amount of \$1.9M for CHP installations at 2 community centres and solar PV panels at various sites will be issued in 2015, with actual implementation in 2016. Including these commitments, 65% of the funding in 2015 will be utilized (excluding the HELP program). Key factors contributing to the forecasted year-end variance include:
  - The HELP Program: Low uptake in the program is mainly due to a lack of support from financial institutions prohibiting participation.
  - The Demand Response Program: The program is currently under review with no new enrolments to be made during this time.
- Staff are currently working to identify alternative energy initiatives that could be implemented this year to utilize funds and execute on projects in 2015.

## Radio Replacement

**Chart 1**  
**2015 Approved Budget (\$13.9Million) by Category**



The Radio Replacement Project is on schedule for completion.

**Table 1**  
**Summary of Capital Projects by Category**  
**(\$000s)**

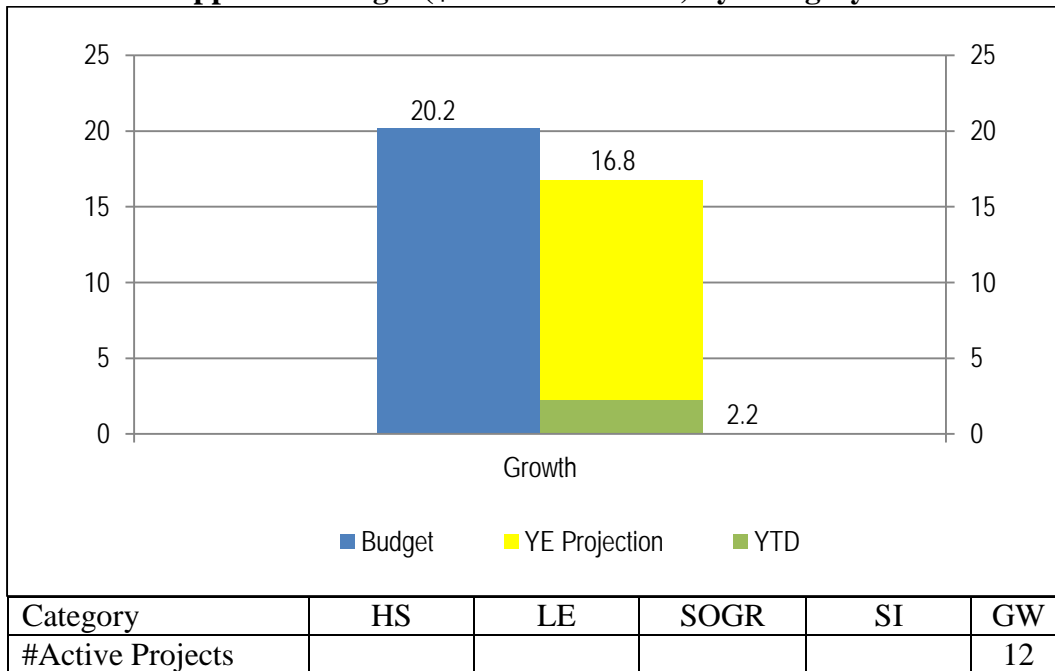
Projects by Category	2015 Approved Cash Flow	YTD Exp.		YE Projection				Comments	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Growth Related</b>										
Radio Communication System Replacement	13,907	1,531	11.0%	13,907	100.0%	Ⓢ	Ⓢ		55,491	43,116
<b>TOTAL</b>	<b>13,907</b>	<b>1,531</b>	<b>11.0%</b>	<b>13,907</b>	<b>100.0%</b>				<b>55,491</b>	<b>43,116</b>

### Key Discussion Points:

- Toronto Police Service and Toronto Paramedic Services completed migration to the new Radio System in April 2015.
- Toronto Fire Services will fully transition over to the new system including Fire Station Alerting post Pan Am Games in September 2015.
- Final legacy system decommissioning and site clean-up work will be completed in fourth quarter 2015 after Toronto Fire has migrated to the new system.

## Pan Am Games

**Chart 1**  
**2015 Approved Budget (\$20.159 Million) by Category**



All Pan Am projects, which are growth related projects, are on schedule for completion.

**Table 1**  
**Summary of Capital Projects by Category**  
**(\$000s)**

Projects by Category	2015 Approved Cash Flow	YTD Exp.		YE Projection				Comments	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Growth Related</b>										
PAAC/CIO 2011-20154	9,809.3	106.0	1.1%	9,809.3	100.0%	Ⓢ	Ⓢ	Post-games work to be completed by the end of 2015.	50,841.0	41,137.9
Etobicoke Olympium Retrofit	593.5	39.5	6.7%	593.5	100.0%	Ⓢ	Ⓢ		8,800.0	8,246.0
Centennial Track Resurfacing	597.7	3.0	0.5%	597.7	100.0%	Ⓢ	Ⓢ		730.0	135.3
Birchmount Track Resurfacing	372.8	9.5	2.5%	372.8	100.0%	Ⓢ	Ⓢ		456.0	92.7
Project Management	122.2	43.9	35.9%	122.2	100.0%	Ⓢ	Ⓢ		464.0	385.8
York Track Retrofit	6.0	-	0.0%	6.0	100.0%	Ⓢ	Ⓢ		1,596.0	815.3
BMX Track	1,225.2	577.0	47.1%	1,225.2	100.0%	Ⓢ	Ⓢ		3,954.0	3,305.9
BMX Track - Concrete Reinforcement	450.0	449.9	100.0%	450.0	100.0%	Ⓢ	Ⓢ		450.0	449.9
West Channel	2,200.0	1,007.8	45.8%	2,200.0	100.0%	Ⓢ	Ⓢ		5,500.0	4,826.0
Resurfacing of Cycling Course	482.0	-	0.0%	482.0	100.0%	Ⓢ	Ⓢ	Completed but not invoiced yet	8,087.0	3,349.1
Bus Depot & Staging	450.0	-	0.0%	450.0	100.0%	Ⓢ	Ⓢ	Completed but not invoiced	450.0	-
PAAC Site Remediation	3,850.0	-	0.0%	450.0	11.7%	Ⓢ	Ⓢ	Status of the potential settlement to a contractor claim is not yet known	52,000.0	29,424.4
<b>Total</b>	<b>20,159</b>	<b>2,237</b>	<b>11.1%</b>	<b>16,759</b>	<b>83.1%</b>				<b>133,328</b>	<b>92,168</b>

**Key Discussion Points:**

- The *Toronto Pan Am Sports Centre (PAAC/CIO)* capital project has post-games work which is scheduled to be completed by the end of 2015.
- The *Bus Depot & Staging Area* and *Resurfacing of Cycling Course* capital projects are complete but have not been invoiced yet.
- The *Site Remediation* capital project is expected to send \$0.450 million by year-end on the environmental approvals monitoring. The status of the potential settlement to a contractor claim is not known at this time.

**Table 1**  
**2015 Capital Spending by Program**  
**City Agencies**

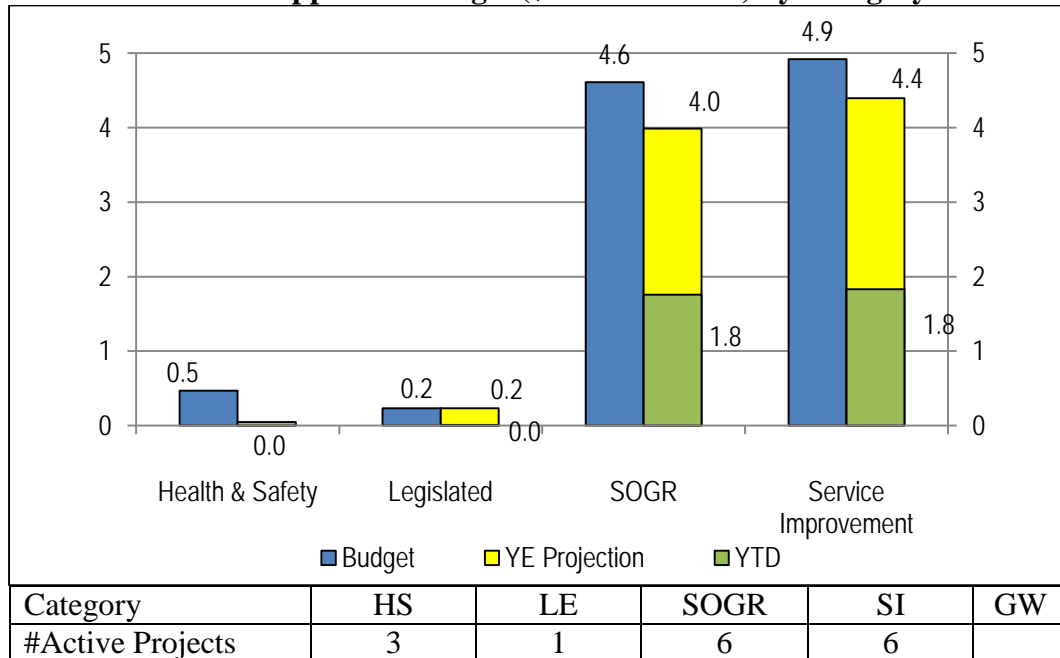
Program		2015 Approved Cash Flow	2015 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
Exhibition Place	4 Months	10.23	1.66	10.23	100.0%		Ⓞ
	Q2	10.23	3.64	8.62	84.3%	↓	Ⓞ
TRCA	4 Months	14.07	4.22	14.07	100.0%		Ⓞ
	Q2	14.07	6.68	14.07	100.0%	—	Ⓞ
Toronto Police	4 Months	61.82	4.26	41.65	67.4%		Ⓢ
	Q2	61.73	8.32	34.25	55.5%	↓	Ⓢ
TPH	4 Months	5.36	1.50	5.34	99.5%		Ⓞ
	Q2	5.36	2.24	5.08	94.7%	↓	Ⓞ
TPL	4 Months	21.39	3.83	19.50	91.2%		Ⓞ
	Q2	21.39	6.56	21.15	98.9%	↑	Ⓞ
TTC	4 Months	1,814.38	187.85	1,591.63	87.7%		Ⓞ
	Q2	1,814.38	366.81	1,653.45	91.1%	↑	Ⓞ
Toronto Zoo	4 Months	12.68	1.01	12.68	100.0%		Ⓞ
	Q2	12.68	2.21	10.65	84.0%	↓	Ⓞ
Sony Centre	4 Months	4.97	1.92	3.97	79.9%		Ⓞ
	Q2	4.97	1.92	3.97	79.9%	—	Ⓞ
<span>Ⓞ</span> >70% <span>Ⓢ</span> between 50% and 70% <span>Ⓡ</span> < 50% or > 100%							

For the six months ended June 30, 2015, capital expenditures for the City Agencies totalled \$398.385 million (20.5%) of their collective 2015 Approved Capital Budget of \$1.945 billion. Spending is expected to increase to \$1.751 billion (90%) by year-end. For comparison, the spending rate for City Agencies for the 1<sup>st</sup> quarter of 2014 was 15%.

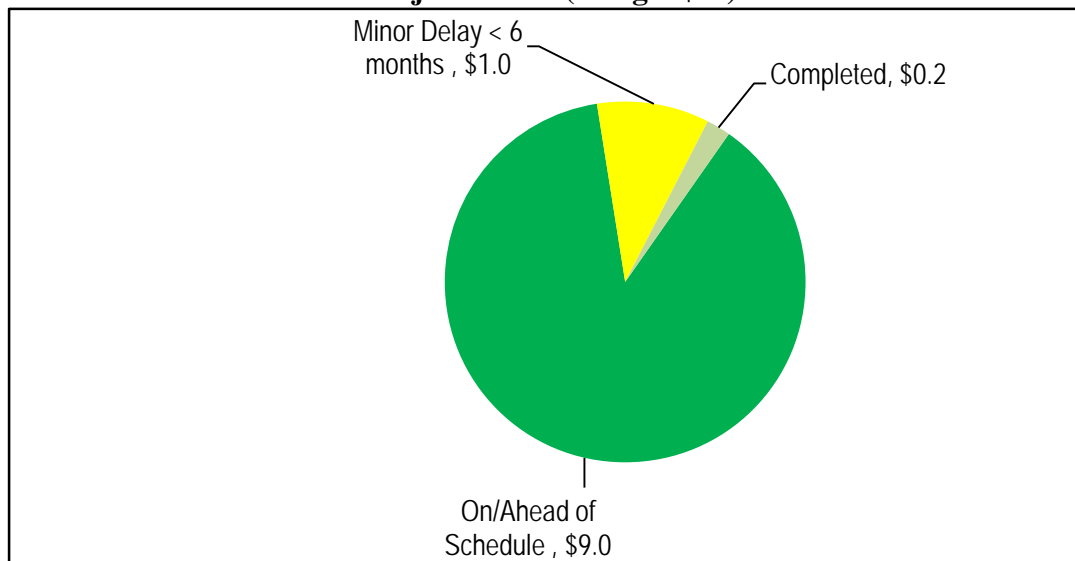
The majority of City Agencies are projecting year-end a spending rates of over 80% of their 2015 Approved Capital Budgets, with 4 Agencies anticipating spending rate of over 90%. The spending rate for Toronto Police Services is projected to be 55.5% of its 2015 Approved Capital Budget.

Actual results for each Agency and year-end projections are outlined in the Table 1 below.

**Chart 1**  
**2015 Approved Budget (\$10.230 Million) by Category**



**Chart 2**  
**Project Status (Budget \$M)**



- A number of small projects have been delayed due Pan Am activities on Exhibition Place grounds.

## Exhibition Place

**Table 1**  
**Summary of Capital Projects by Category**  
**(\$000s)**

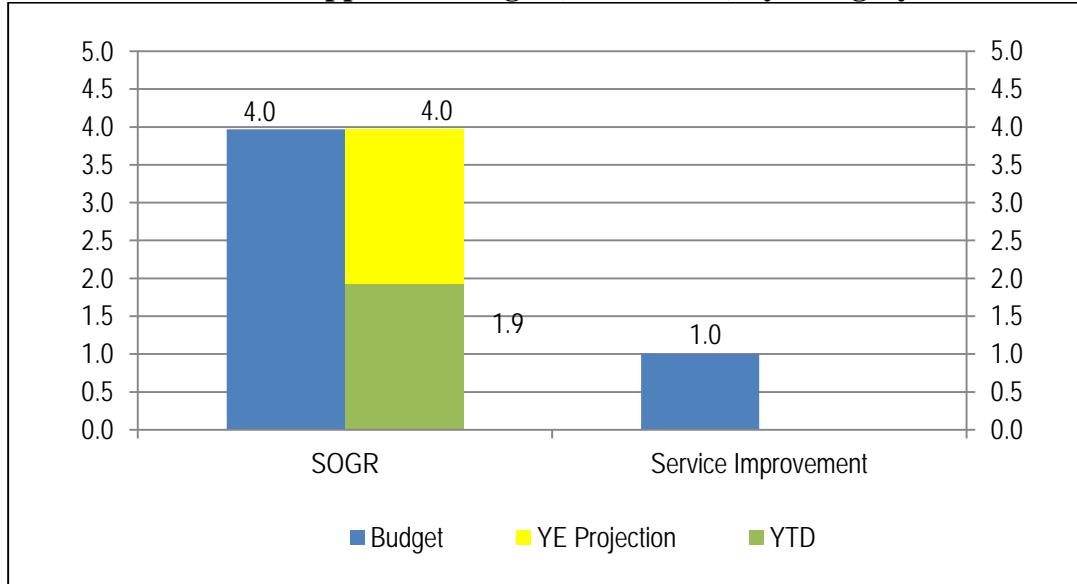
(\$000s)										
Projects by Category	2015 Approved Cash Flow	YTD Exp.		YE Projection				Comments	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
M/E & Communication Infrastructure	175	4	2.0%		0.0%	Ⓡ	Ⓡ	Delays due to events & shows schedule	175	4
Other Buildings	10	10	100.0%	10	100.0%	Ⓢ	Ⓢ	Completed	85	85
General Services Building	285	31	11.0%		0.0%	Ⓡ	Ⓡ	Delays due to events & shows schedule	285	31
<b>Sub-Total</b>	<b>470</b>	<b>45</b>	<b>9.5%</b>	<b>10</b>	<b>2.0%</b>				<b>545</b>	<b>120</b>
<b>Legislated</b>										
Coliseum Complex	230	8	3.6%	230	100.0%	Ⓢ	Ⓢ	None	230	8
<b>Sub-Total</b>	<b>230</b>	<b>8</b>	<b>3.6%</b>	<b>230</b>	<b>100.0%</b>				<b>230</b>	<b>8</b>
<b>State of Good Repair</b>										
Pre-Engineering Program	110	41	37.0%	110	100.0%	Ⓢ	Ⓢ	None	250	181
Direct Energy Centre	986	6	0.6%	761	77.2%	Ⓢ	Ⓢ	None	2,260	1,280
Better Living Centre	275	-	0.0%	275	100.0%	Ⓢ	Ⓢ	None	375	100
Parks, Parking Lots and Roads	350	-	0.0%	350	100.0%	Ⓢ	Ⓢ	None	350	-
Queen Elizabeth Building	1,128	481	42.7%	928	82.3%	Ⓢ	Ⓢ	None	1,200	554
M/E & Communication Infrastructure	1,762	1,229	69.7%	1,562	88.6%	Ⓢ	Ⓢ	*Includes Fire Alarm System	2,570	2,037
<b>Sub-Total</b>	<b>4,611</b>	<b>1,757</b>	<b>38.1%</b>	<b>3,986</b>	<b>86.4%</b>				<b>7,005</b>	<b>4,150</b>
<b>Service Improvements</b>										
Direct Energy Centre	172		0.0%		0.0%	Ⓡ	Ⓡ	Delays due to events & shows schedule	172	
Parks, Parking Lots and Roads	1,840	455	24.7%	1,840	100.0%	Ⓢ	Ⓢ	None	2,808	1,423
M/E & Communication Infrastructure	152	2	1.2%	2	1.2%	Ⓡ	Ⓡ	Delays due to events & shows schedule	300	150
Green Energy Initiative	2,192	1,084	49.5%	2,192	100.0%	Ⓢ	Ⓢ	*Includes Way-Finding Program	2,695	1,588
Special Projects	318	236	74.4%	318	100.0%	Ⓢ	Ⓢ	*Pan Am Games 2015	1,500	1,419
General Services Building	246	52	21.0%	46	18.7%	Ⓡ	Ⓡ	*Includes Coliseum Complex. Delays due to events & shows schedule	250	56
<b>Sub-Total</b>	<b>4,919</b>	<b>1,829</b>	<b>37.2%</b>	<b>4,397</b>	<b>89.4%</b>				<b>7,725</b>	<b>4,635</b>
<b>Total</b>	<b>10,230</b>	<b>3,638</b>	<b>35.6%</b>	<b>8,623</b>	<b>84.3%</b>				<b>15,505</b>	<b>8,913</b>

### Key Discussion Points:

- Exhibition Place is projecting to spend \$8.623 million or 84.3% of the total cash flow approved for 2015. A number of small projects have been delayed due Pan Am activities on Exhibition Place grounds.

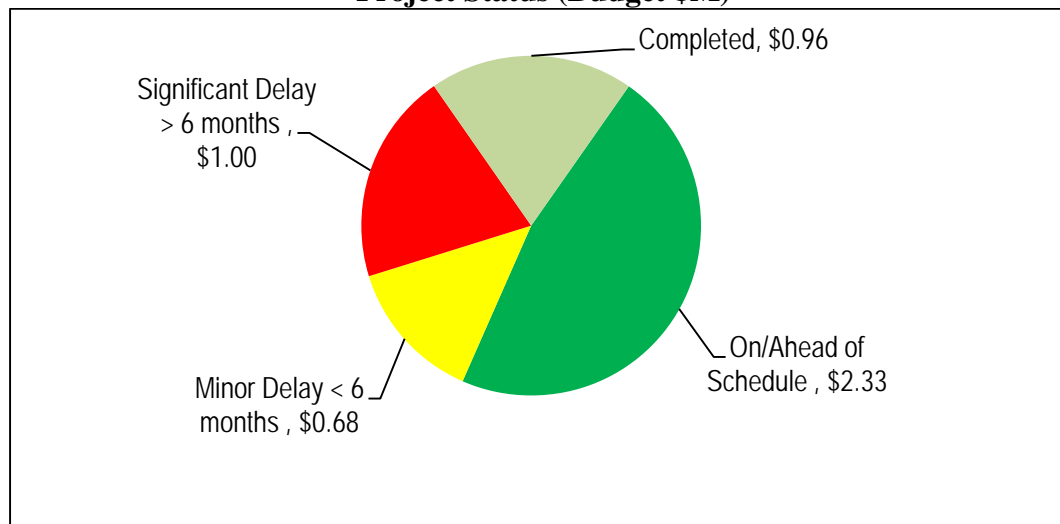


**Chart 1**  
**2015 Approved Budget (\$5.0 Million) by Category**



Category	HS	LE	SOGR	SI	GW
#Active Projects			2	1	

**Chart 2**  
**Project Status (Budget \$M)**



Reason for Delay	Contractors Issue	Co-ordination with Other Projects
# of Projects	1	2

**Table 1**  
**Summary of Capital Projects by Category**  
**(\$000s)**

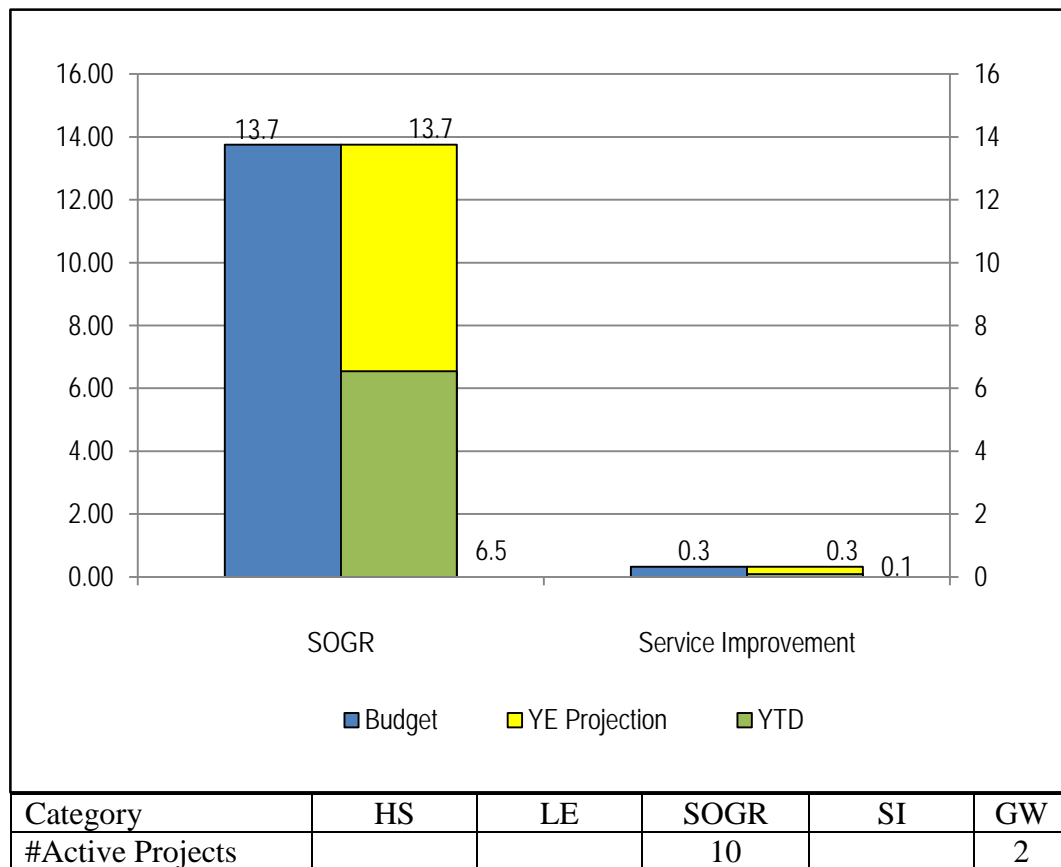
Projects by Category	2015 Approved Cash Flow	YTD Exp.		YE Projection				Comments	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>State of Good Repair</b>										
Heritage Easement Agreement Upgrades	2,173	1,041	47.9%	2,172	100.0%	Ⓢ	Ⓢ	None	2,215	1,745
Upgrades to Permanent Capital Assets	1,794	878	48.9%	1,794	100.0%	Ⓢ	Ⓢ	None	1,817	953
<b>Sub-Total</b>	<b>3,967</b>	<b>1,919</b>	<b>48.4%</b>	<b>3,966</b>	<b>100.0%</b>				<b>4,032</b>	<b>2,698</b>
<b>Service Improvements</b>										
Sony Centre Exterior Plaza	1,000	-	0.0%	-	0.0%	Ⓡ	Ⓡ	Legal Agreement Delayed	1,000	-
<b>Sub-Total</b>	<b>1,000</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>				<b>1,000</b>	<b>-</b>
<b>Total</b>	<b>4,967</b>	<b>1,919</b>	<b>38.6%</b>	<b>3,966</b>	<b>79.9%</b>				<b>5,032</b>	<b>2,698</b>

## Key Discussion Points:

- Upgrades to permanent capital assets are on track and expected to be completed by year-end.
- Sony Centre Exterior Plaza is delayed due to disruptions caused by legal agreements and condo development project.

## Toronto and Region Conservation Authority (TRCA)

**Chart 1**  
**2015 Approved Budget (\$14.07 Million) by Category**



All TRCA capital projects are on schedule.

# Toronto and Region Conservation Authority (TRCA)

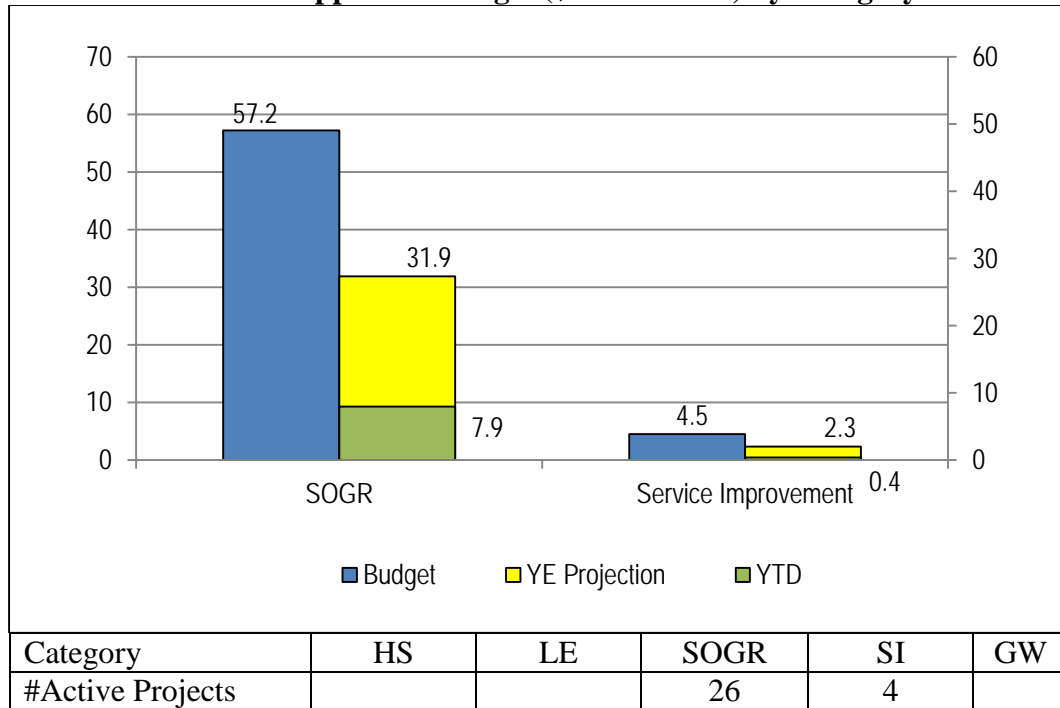
**Table 1**  
**Summary of Capital Projects by Category**  
**(\$000s)**

Projects by Category	2015 Approved Cash Flow	YTD Exp.		YE Projection				Comments	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
<b>Sub-Total</b>	-	-		-		-	-		-	-
<b>Legislated</b>										
<b>Sub-Total</b>	-	-		-		-	-		-	-
<b>State of Good Repair</b>										
Greenspace Land	100	30	30.0%	100	100.0%	Ⓞ	Ⓞ		392	331
Waterfront & Valley Erosion Control	1,550	465	30.0%	1,550	100.0%	Ⓞ	Ⓞ		6,180	5,231
Black Creek Pioneer Village Retrofit	350	105	30.0%	350	100.0%	Ⓞ	Ⓞ		1,400	1,186
Living City Action Plan	2,674	796	29.8%	2,674	100.0%	Ⓞ	Ⓞ		9,738	8,095
Waterfront Development	1,153	355	30.8%	1,153	100.0%	Ⓞ	Ⓞ		4,928	4,230
TRCA Information Technology	264	81	30.7%	264	100.0%	Ⓞ	Ⓞ		1,056	896
Critical Erosion Control & Floodworks	7,000	2,100	30.0%	7,000	100.0%	Ⓞ	Ⓞ		17,000	12,713
TRCA Administrative Infrastructure	658	199	30.2%	658	100.0%	Ⓞ	Ⓞ		2,632	2,230
<b>Sub-Total</b>	<b>13,749</b>	<b>4,131</b>	<b>30.0%</b>	<b>13,749</b>	<b>100.0%</b>	-	-		<b>43,326</b>	<b>34,910</b>
<b>Service Improvements</b>										
Tommy Thompson Park	240	65	27.1%	240	100.0%	Ⓞ	Ⓞ		960	807
Scarborough Shoreline Access	80	25	31.3%	80	100.0%	Ⓞ	Ⓞ		318	270
<b>Sub-Total</b>	<b>320</b>	<b>90</b>	<b>28.1%</b>	<b>320</b>	<b>100.0%</b>	-	-		<b>1,278</b>	<b>1,077</b>
<b>TOTAL</b>	<b>14,069</b>	<b>4,221</b>	<b>30.0%</b>	<b>14,069</b>	<b>100.0%</b>				<b>44,604</b>	<b>35,987</b>

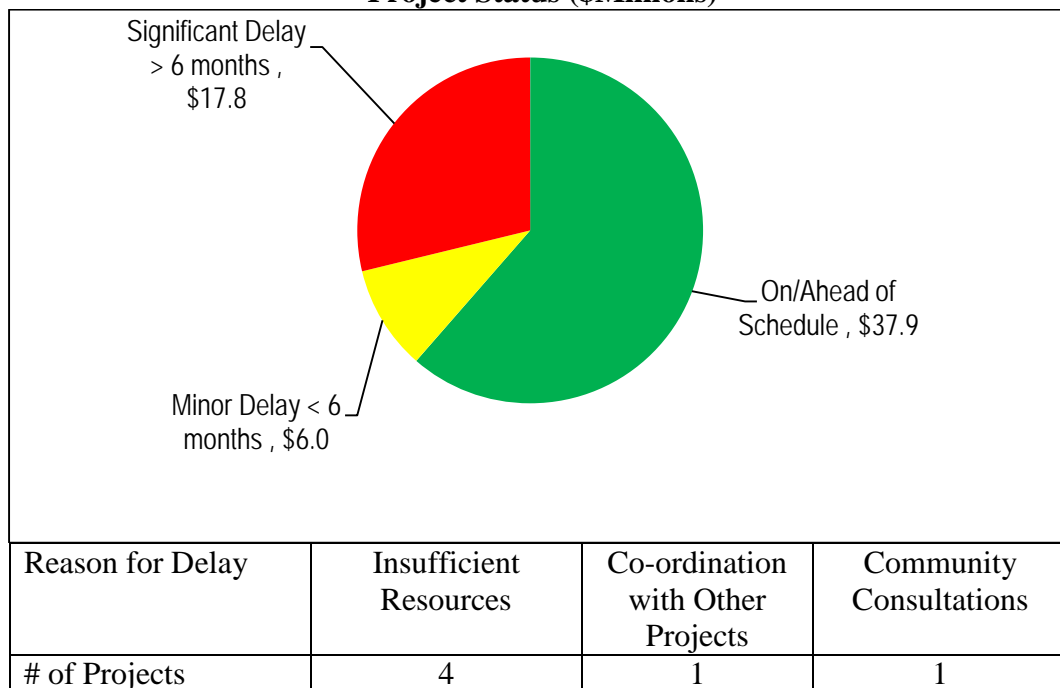
## Key Discussion Points:

- 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.
- TRCA receives 100% of its Capital Budget in any given year and rarely requires funding to be carried forward into future years due to incomplete projects.

**Chart 1**  
**2015 Approved Budget (\$61.7 Million) by Category**



**Chart 2**  
**Project Status (\$Millions)**



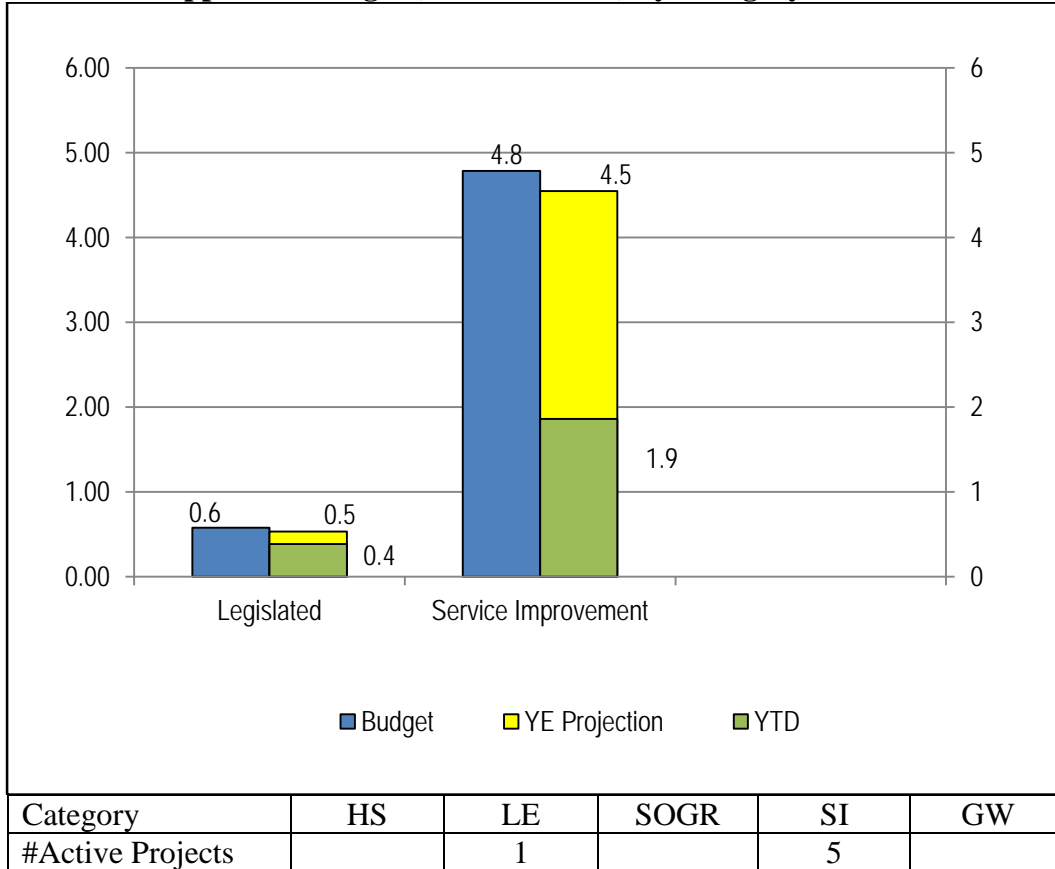
**Table 1**  
**Summary of Capital Projects by Category**  
**(\$000s)**

	2015 Approved Cash Flow	YTD Exp.		YE Projection				Comments	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Projects by Category										
State of Good Repair										
State-of-Good-Repair - Police	6,038.4	284.9	4.72%	4,338.4	71.8%	Ⓢ	Ⓢ	Insufficient staff resources	on-going	on-going
Integrated Records and Information System (IRIS)	1,800.0	389.4	21.63%	1,100.0	61.1%	Ⓢ	Ⓢ		21,846.7	20,436.1
Peer to Peer Site	3,869.3	-	0.00%	150.0	3.9%	Ⓢ	Ⓢ		3,879.0	9.7
HRMS Upgrade	1,485.0	2.1	0.14%	400.0	26.9%	Ⓢ	Ⓢ	Insufficient staff resources	1,485.0	2.1
52 Division Renovations	8,300.0	-	0.00%	2,948.0	35.5%	Ⓢ	Ⓢ	Insufficient staff resources	8,300.0	-
54 Division Facility (includes land)	7,000.0	-	0.00%	-	0.0%	Ⓢ	Ⓢ	Deferred until the Board considers the KPMG Comprehensive Organizational Review / Community Consultation	7,003.0	3.0
TRMS Upgrade	600.0	-	0.00%	200.0	33.3%	Ⓢ	Ⓢ		600.0	-
Vehicle Replacement	6,876.1	4,989.0	72.56%	6,876.1	100.0%	Ⓢ	Ⓢ		46,091.0	44,203.9
Furniture Lifecycle Replacement	1,689.8	4.5	0.27%	30.0	1.8%	Ⓢ	Ⓢ		10,337.0	8,651.8
Workstation, Laptop, Printer- Lifecycle plan	3,200.0	1,091.9	34.12%	2,592.5	81.0%	Ⓢ	Ⓢ		27,525.3	22,904.5
Servers - Lifecycle Plan	6,285.2	36.9	0.59%	5,000.0	79.6%	Ⓢ	Ⓢ		30,425.0	24,176.8
IT Business Resumption	4,189.6	28.3	0.68%	2,761.3	65.9%	Ⓢ	Ⓢ		16,373.0	12,211.7
Locker Replacement	353.0	23.2	6.57%	332.2	94.1%	Ⓢ	Ⓢ		2,917.0	2,587.1
Network Equipment	1,000.6	1,000.3	99.97%	1,000.6	100.0%	Ⓢ	Ⓢ		9,356.0	9,355.7
AVLS Replacement Lifecycle	431.5	5.7	1.32%	431.5	100.0%	Ⓢ	Ⓢ		1,476.0	1,072.4
Voice logging lifecycle Replacement	197.8	1.4	0.71%	161.2	81.5%	Ⓢ	Ⓢ		1,127.0	930.7
Digital Photography	233.0	-	0.00%	233.0	100.0%	Ⓢ	Ⓢ		485.9	252.9
DVAM I (LR)	657.0	-	0.00%	-	0.0%	Ⓢ	Ⓢ	Co-ordination with other projects	1,459.5	802.5
Call Centre Application Lifecycle Replacement	102.1	-	0.00%	102.1	100.0%	Ⓢ	Ⓢ		315.0	213.0
Small Equipment Replacement	363.5	159.4	43.85%	326.2	89.7%	Ⓢ	Ⓢ		2,767.0	2,558.9
Fleet Equipment	289.3	20.0	6.91%	289.3	100.0%	Ⓢ	Ⓢ		400.0	130.8
Asset and Inventory Management	48.7	-	0.00%	-	0.0%	Ⓢ	Ⓢ		72.0	23.3
Security System Replacement	564.9	-	0.0%	559.9	99.1%	Ⓢ	Ⓢ		1,100.0	535.1
Radar Unit Replacement	213.2	164.2	77.0%	164.2	77.0%	Ⓢ	Ⓢ		565.0	516.0
DVAMS II	1,203.0	3.6	0.3%	1,203.0	100.0%	Ⓢ	Ⓢ		1,203.0	3.6
Conducted Energy Weapon (CEW) Replacement	1,320.0	-	0.0%	1,320.0	100.0%	Ⓢ	Ⓢ		1,320.0	-
Sub-Total	58,311.0	8,204.8	14.1%	32,519.5	55.8%				198,428.4	151,581.6
Service Improvements										
Parking East Facility	700.0	111.3	15.90%	490.0	70.0%	Ⓢ	Ⓢ		7,817.9	7,229.2
Business Intelligence	2,336.0	-	0.00%	1,100.0	47.1%	Ⓢ	Ⓢ		2,336.0	-
Electronic Document Management (Proof of Concept)	50.0	-	0.00%	50.0	100.0%	Ⓢ	Ⓢ		50.0	-
CCTV	336.0	-	0.00%	86.0	25.6%	Ⓢ	Ⓢ	Insufficient staff resources / staffing issues w/PanAm	502.0	166.0
Sub-Total	3,422.0	111.3	3.3%	1,726.0	50.4%				10,705.9	7,395.2
Total	61,733.0	8,316.1	13.5%	34,245.5	55.5%				209,134.3	158,976.8

### Key Discussion Points:

- 54 Division facility project was deferred until the Board considers the KPMG Comprehensive Organizational Review report.
- TPS is projecting a capital spending rate of 55.5% for 2015 which is in line with the actual reported rate for 2014 of 55.4%. The following factors have impacted the TPS capital spending rate over the last few years:
  - A number of projects were deferred, pending the implementation of the Integrated Records and Information System (IRIS) project, (due to the fact these projects were reliant on IRIS related servers and applications). The IRIS project will be completed in 2015 and it is anticipated that future year capital spending rates will be significantly higher.
  - Insufficient staff resources.

**Chart 1**  
**2015 Approved Budget (\$5.364 Million) by Category**



All Toronto Public Health capital projects are on schedule



**Table 1**  
**Summary of Capital Projects by Category**  
**(\$000s)**

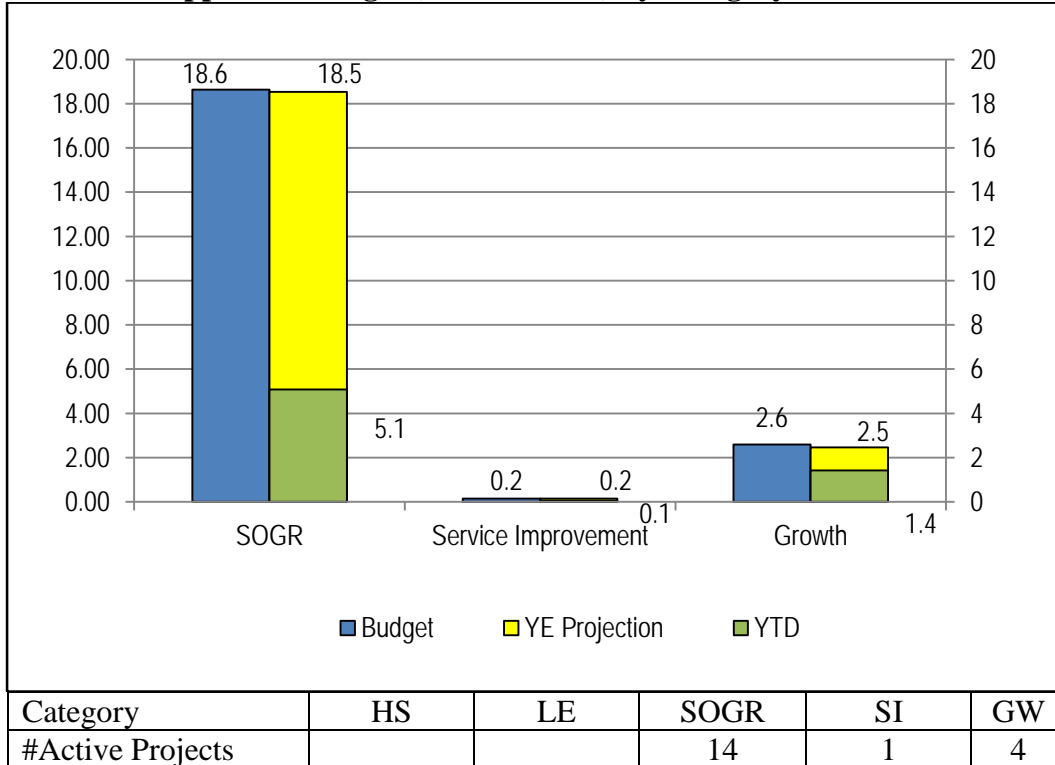
Projects by Category	2015 Approved Cash Flow	YTD Exp.		YE Projection				Comments	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Legislated</b>										
Infectious Disease Control Information	578	383	66.3%	532	92.0%	Ⓞ	Ⓞ		2,645	2,351
<b>Sub-Total</b>	<b>578</b>	<b>383</b>	<b>66.3%</b>	<b>532</b>	<b>92.0%</b>				<b>2,645</b>	<b>2,351</b>
<b>Service Improvements</b>										
WEB re:Brand TPH Implementation	51	41	81.8%	51	100.0%	Ⓞ	Ⓞ		1,595	1,585
HF/HL Point of Care	2,593	1,076	41.5%	2,389	92.2%	Ⓞ	Ⓞ		4,884	3,292
CDC Wireless Rollout	860	357	41.5%	825	95.9%	Ⓞ	Ⓞ		1,840	493
Healthy Environment Inspection System	804	245	30.5%	804	100.0%	Ⓞ	Ⓞ		1,544	746
TPH Datamart Data Warehouse Phase 2	478	140	29.2%	478	100.0%	Ⓞ	Ⓞ		2,080	140
<b>Sub-Total</b>	<b>4,786</b>	<b>1,859</b>	<b>38.8%</b>	<b>4,547</b>	<b>95.0%</b>				<b>11,943</b>	<b>6,256</b>
<b>TOTAL</b>	<b>5,364</b>	<b>2,242</b>	<b>41.8%</b>	<b>5,079</b>	<b>94.7%</b>				<b>14,588</b>	<b>8,606</b>

*Note: Funding of \$0.245 million was accelerated from 2016 to 2015 for the Healthy Environment Inspection System. offset by the deceleration from 2015 to 2016 of \$0.245 million for CDC Wireless Rollout approved by City Council in July 2015.*

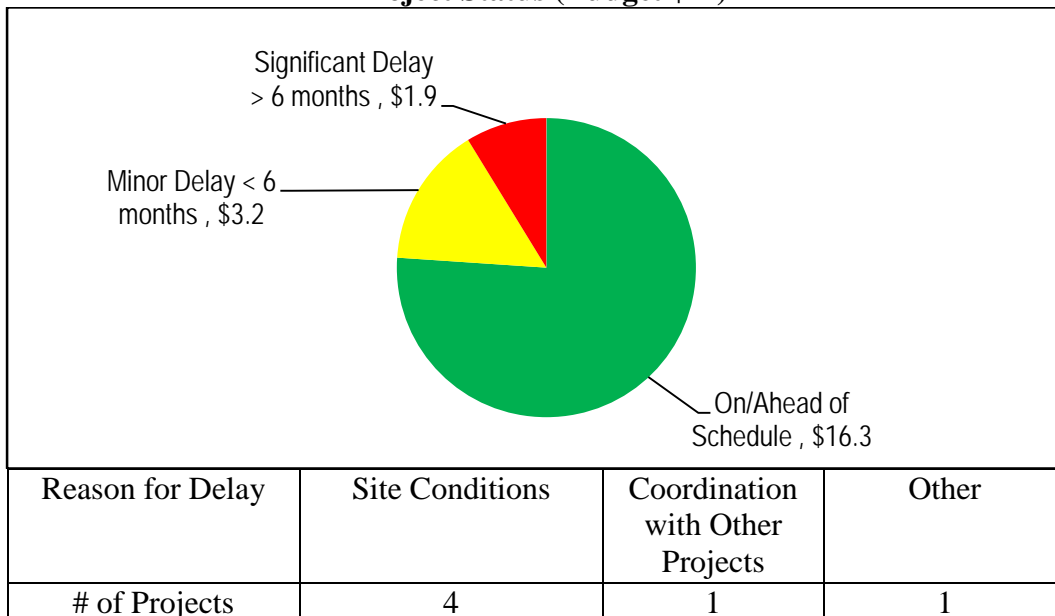
**Key Discussion Points:**

- Completion of the WEB re:Brand TPH Implementation project by year-end. The project will convert Web PDF documents to ensure accessibility legislation (AODA) compliance

**Chart 1**  
**2015 Approved Budget (\$21.4 Million) by Category**



**Chart 2**  
**Project Status (Budget \$M)**



Project under "Other" is delayed due to longer planning and design period.

**Table 1**  
**Summary of Capital Projects by Category**  
**(\$000s)**

# Toronto Public Library

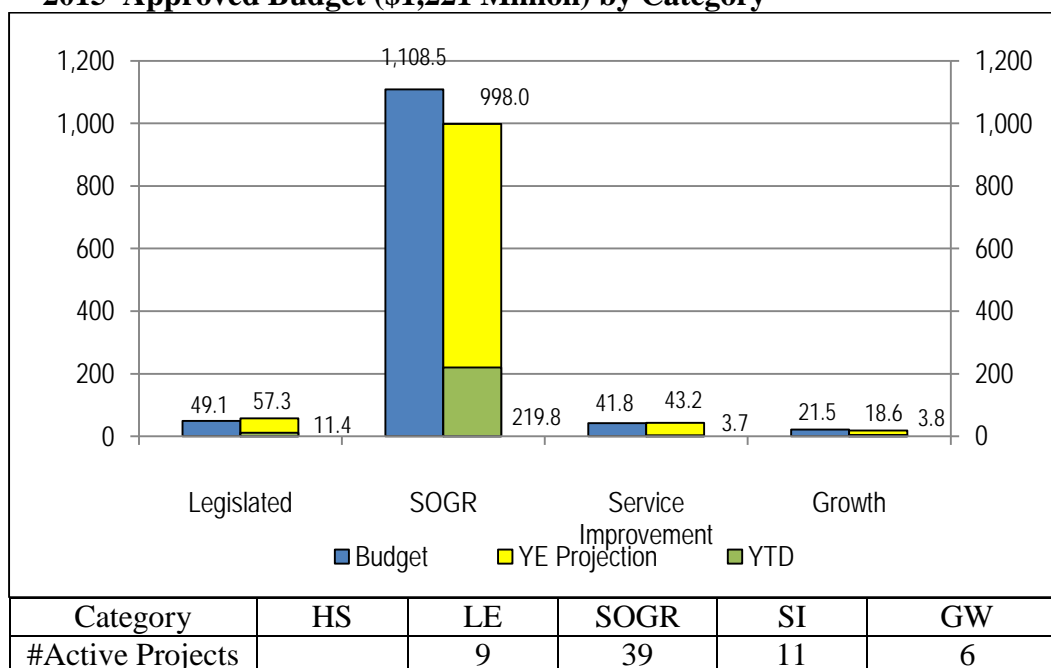
Projects by Category	2014 Approved Cash Flow	YTD Exp.		YE Projection				Comments	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>State of Good Repair</b>										
Toronto Reference Library - Reno & Retro	679	679	100.0%	679	100.0%	Ⓔ	Ⓔ		26,758	26,758
Albion Library Renovation	1,712	174	10.2%	1,462	85.4%	Ⓔ	Ⓨ	Construction delayed till August due to lengthy site plan approval process. \$0.250 million will be deferred to 2016.	15,007	809
Library Processing Centre Relocation	269	38	14.2%	269	100.0%	Ⓔ	Ⓔ		10,725	10,494
Technology Asset Mgmt Prog: 2013-2015	3,940	1,408	35.7%	3,940	100.0%	Ⓔ	Ⓔ		6,574	4,042
Virtual Branch Services - 2013-2015	696	256	36.9%	696	100.0%	Ⓔ	Ⓔ		1,700	1,261
Multi-Branch Minor Reno Prog: 2014-2016	4,120	1,648	40.0%	5,464	132.6%	Ⓔ	Ⓔ		9,460	5,120
Wychwood Library Renovation	435	36	8.3%	235	54.0%	Ⓔ	Ⓡ	Delay in securing site plan and heritage approvals. \$0.200 million will be carried forward to 2016.	4,248	51
Technology Asset Mgmt Prog: 2015-2017	1,052	-	0.0%	1,052	100.0%	Ⓔ	Ⓔ		9,052	-
Virtual Branch Services - 2015-2017	850	285	33.6%	1,028	120.9%	Ⓔ	Ⓔ		3,250	285
Multi-branch Minor Reno Prog: 2015-2016	1,300	520	40.0%	1,463	112.5%	Ⓔ	Ⓔ		1,750	520
Agincourt Building Element	1,000	0	0.0%	1,000	100.0%	Ⓔ	Ⓔ		2,297	0
St. Clair/Silverthorn Renovation	1,000	22	2.2%	200	20.0%	Ⓔ	Ⓡ	Requires site plan approval for architect recommendation of demolition and new construction.	2,247	22
North York Central Library	1,535	12	0.8%	1,035	67.4%	Ⓔ	Ⓨ	Complexity of project required a longer planning and design period.	14,974	12
Dawes Road Construction &	50	-	0.0%	10	20.0%	Ⓔ	Ⓡ	Site location has yet to be found.	10,614	-
<b>Sub-Total</b>	<b>18,637</b>	<b>5,079</b>	<b>27.3%</b>	<b>18,532</b>	<b>99.4%</b>				<b>118,656</b>	<b>49,375</b>
<b>Service Improvements</b>										
Pan Am Games Program	153	62	40.5%	153	100.0%	Ⓔ	Ⓔ		153	62
<b>Sub-Total</b>	<b>153</b>	<b>62</b>	<b>40.5%</b>	<b>153</b>	<b>100.0%</b>				<b>153</b>	<b>62</b>
<b>Growth Related</b>										
Fort York New Library Construction	626	84	13.4%	626	100.0%	Ⓔ	Ⓔ		9,192	8,650
Scarborough Civic Centre Library Construction	1,564	1,337	85.5%	1,564	100.0%	Ⓔ	Ⓔ		10,276	10,049
Bridlewood Library Renovation	20	-	0.0%	20	100.0%	Ⓔ	Ⓔ		2,437	517
Bayview Library Relocation	385		0.0%	250	65.0%	Ⓔ	Ⓡ	Delays in finalizing shared facilities agreement. \$0.135 million will be deferred to 2016.	7,352	135
<b>Sub-Total</b>	<b>2,595</b>	<b>1,421</b>	<b>54.8%</b>	<b>2,461</b>	<b>94.8%</b>				<b>29,257</b>	<b>19,351</b>
<b>TOTAL</b>	<b>21,386</b>	<b>6,562</b>	<b>30.7%</b>	<b>21,146</b>	<b>98.9%</b>				<b>148,066</b>	<b>68,788</b>

### Key Discussion Points:

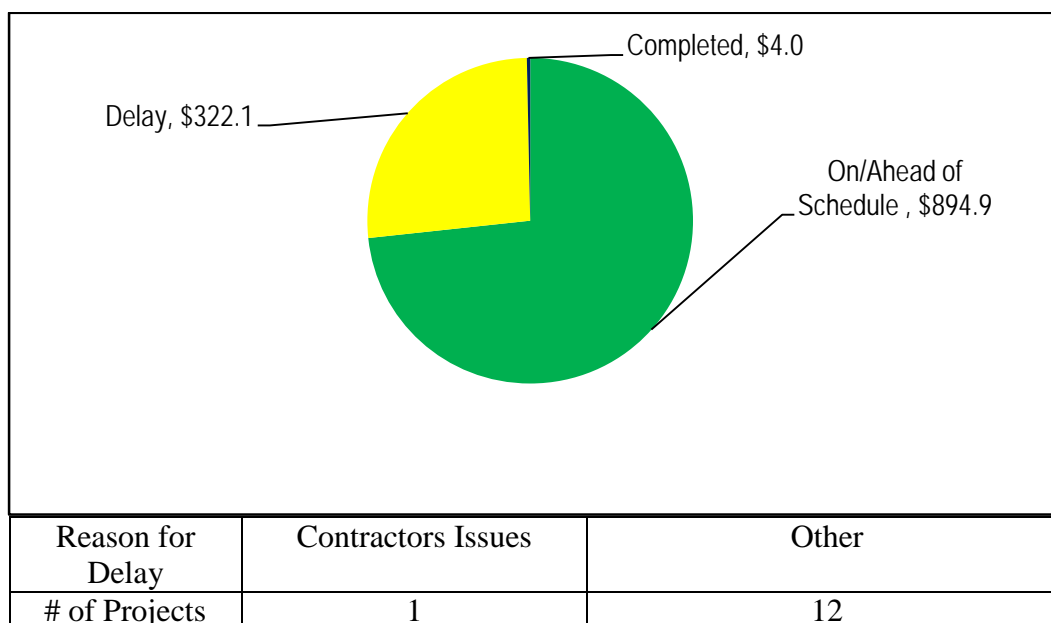
- The *Wychwood Library Renovation* project was delayed mainly due to issues in security site plan and heritage approvals. Construction is planned to begin in 2016 with structural review and soil testing already underway and the public consultation for the final design completed.
- The *Bayview Library Relocation* project is still in its planning stage and is being managed by Parks, Forestry and Recreation as this will be a shared facility.
- The *St.Clair/Silverthorn Reconstruction* project has completed the design phase with public consultation and working drawings underway. Due to the lengthy site plan approval process from demolition and new construction, construction is delayed and is expected to start in 2016.
- The *Dawes Rd Library Construction and Expansion* project is delayed as site locations to construct a new library are currently being assessed.
- In-year adjustments to accelerate cash flows for projects ahead of schedule and decelerate projects behind schedule with no debt impact are included in Appendix 3.

## Toronto Transit Commission – Base Program

**Chart 1**  
**2015 Approved Budget (\$1,221 Million) by Category**



**Chart 2**  
**Project Status (Budget \$M)**



\* Other delays at April 4, 2015 are the result of schedule changes primarily arising from the review of fleet plans as recommended by the Auditor General's Office. Projects are projected to be fully spent in 2015.

# Toronto Transit Commission – Base Program

**Table 1**  
**Summary of Capital Projects by Category**  
**(\$000s)**

Projects by Category	2015 Budget	YTD Exp.		YE Projection				Comments	Total Project Cost	Life-to-Date*
		\$	%	\$	%	On Budget	On Time			
<b>TTC Base Program</b>										
<b>Legislated</b>										
Easier Access - Phase III	26,316	6,742	25.6%	25,607	97.3%	Ⓞ	Ⓞ		467,247	207,202
Environmental Programs	8,233	2,982	36.2%	11,201	136.0%	Ⓡ	Ⓞ	See below for further details.		
Other Legislated Projects	14,521	1,693	11.7%	20,500	141.2%	Ⓡ	Ⓞ			
<b>Sub-Total</b>	<b>49,071</b>	<b>11,417</b>	<b>23.3%</b>	<b>57,308</b>	<b>116.8%</b>				<b>467,247</b>	<b>207,202</b>
<b>State of Good Repair</b>										
Subway Track	25,191	7,964	31.6%	29,910	118.7%	Ⓡ	Ⓞ	See below for further details.		
Surface Track	25,325	4,942	19.5%	27,289	107.8%	Ⓡ	Ⓞ	See below for further details.		
Traction Power	24,864	5,706	22.9%	26,546	106.8%	Ⓡ	Ⓞ	See below for further details.		
Communications	29,408	2,700	9.2%	18,836	64.1%	Ⓨ	Ⓞ			
Signal Systems	20,846	4,703	22.6%	13,839	66.4%	Ⓨ	Ⓞ			
Equipment	19,758	10,239	51.8%	22,128	112.0%	Ⓡ	Ⓞ	See below for further details.		
Bridges and Tunnels	54,526	16,696	30.6%	62,616	114.8%	Ⓡ	Ⓞ	Union Station estimated costs have increased based on actual experience; Work on Lawrence Bus Loop has accelerated to 2015; and A scope increase for additional waterproofing system.  See below for further details.		
Fire Ventilation Upgrade	28,926	8,280	28.6%	28,726	99.3%	Ⓞ	Ⓞ		352,665	208,138
Purchase of Subway Cars	166,432	3,193	1.9%	169,933	102.1%	Ⓡ	Ⓞ	Contract amended with carbuilder in February 2015 to reflect an updated delivery schedule and cash flow as a result of the 2014 labour strike.  See below for further details.	1,171,948	962,775
Subway Car Overhaul Program	32,393	8,410	26.0%	34,583	106.8%	Ⓡ	Ⓞ	See below for further details.		
Purchase of Non-Revenue Vehicles	12,743	1,690	13.3%	13,634	107.0%	Ⓡ	Ⓞ	See below for further details.	28,677	8,967
Computer Equipment and Software	46,004	10,477	22.8%	44,403	96.5%	Ⓞ	Ⓞ			
Other Buildings and Structures	16,498	9,035	54.8%	17,210	104.3%	Ⓡ	Ⓞ	See below for further details.		
Purchase of Buses	43,493	6,550	15.1%	43,920	101.0%	Ⓡ	Ⓞ	See below for further details.	1,087,159	477,902
Bus Heavy Rebuild Program	61,634	17,711	28.7%	55,098	89.4%	Ⓞ	Ⓞ			
Other Maintenance Equipment	11,950	222	1.9%	12,018	100.6%	Ⓡ	Ⓞ	See below for further details.		

\* Life-to-Date cash flows are provided for multi-year capital projects with cash flow approvals up to April 4, 2015, excluding ongoing capital projects (i.e. Annual Subway Track Rehabilitation Program).

# Toronto Transit Commission – Base Program

## Summary of Capital Projects by Category (cont'd)

Projects by Category	2015 Budget	YTD Exp.		YE Projection				Comments	Total Project Cost	Life-to-Date*
		\$	%	\$	%	On Budget	On Time			
<b>TTC Base Program</b>										
<b>State of Good Repair</b>										
Purchase of Streetcars	172,779	10,559	6.1%	117,325	67.9%	Ⓚ	Ⓚ	Transfer of technology and manufacturing from Europe to North America, including Mexico, has led to quality, design and process issues that have caused significant delays in delivery from the carbuilder. A revised delivery schedule was issued June 1, 2015, with the carbuilder committing developing and implementing a plan for the completion of the base contract order of 204 new streetcars by 2019.	1,186,503	478,176
ATC Resignalling	100,800	20,517	20.4%	47,859	47.5%	Ⓚ	Ⓚ	Cancellation of two Computer Based Interlocking contracts will result in a significant reduction in payments in 2015. Additionally, while the transition from two to one signal supplier is underway, TTC forces have been redirected to non- ATC State of Good Repair (SOGR) work and non-ATC closures which account for an anticipated \$30.7 million under-spend for 2015.	861,883	233,872
Leslie Barns Streetcar Maintenance and Storage Facility	115,500	38,494	33.3%	102,584	88.8%	Ⓚ	Ⓚ		506,622	391,961
Toronto Rocket Yard and Storage Track Accommodation	34,903	13,618	39.0%	41,344	118.5%	Ⓚ	Ⓚ	See below for further details.	506,391	83,362
Other State of Good Repair Projects	64,521	18,143	28.1%	68,153	105.6%	Ⓚ	Ⓚ			
<b>Sub-Total</b>	<b>1,108,494</b>	<b>219,849</b>	<b>19.8%</b>	<b>997,954</b>	<b>90.0%</b>					
<b>Service Improvements</b>										
Subway Track	6,583	268	4.1%	5,486	83.3%	Ⓚ	Ⓚ			
Other Service Planning	9,795	345	3.5%	10,633	108.6%	Ⓚ	Ⓚ	See below for further details.		
Other Buildings and Structures	8,391	2,325	27.7%	8,030	95.7%	Ⓚ	Ⓚ			
Purchase of Buses	13,936		0.0%	16,396	117.7%	Ⓚ	Ⓚ		30,552	
Other Service Improvement Projects	3,100	751	24.2%	2,675	86.3%	Ⓚ	Ⓚ			
<b>Sub-Total</b>	<b>41,805</b>	<b>3,689</b>	<b>8.8%</b>	<b>43,220</b>	<b>103.4%</b>					
<b>Growth Related</b>										
Other Buildings and Structures	4,220	376	8.9%	3,672	87.0%	Ⓚ	Ⓚ			
Fare System	11,458	74	0.6%	9,625	84.0%	Ⓚ	Ⓚ		46,698	14,617
McNicol Bus Garage	537	1,240	230.9%	2,490	463.7%	Ⓚ	Ⓚ	Design work scheduled for 2016 has been accelerated to 2015.	181,000	4,992
Other Growth Projects	5,280	2,069	39.2%	2,842	53.8%	Ⓚ	Ⓚ	See below for further details.		
<b>Sub-Total</b>	<b>21,495</b>	<b>3,759</b>	<b>17.5%</b>	<b>18,629</b>	<b>86.7%</b>					
<b>Total TTC Base Program</b>	<b>1,220,864</b>	<b>238,714</b>	<b>19.6%</b>	<b>1,117,111</b>	<b>91.5%</b>					

\* Life-to-Date cash flows are provided for multi-year capital projects with cash flow approvals up to April 4, 2015, excluding ongoing capital projects (i.e. Annual Subway Track Rehabilitation Program).



## Toronto Transit Commission – Base Program

**Table 1**  
**Summary of Capital Projects by Category (cont'd)**

Projects by Category	2015 Budget	YTD Exp.		YE Projection				Comments	Total Project Cost	Life-to-Date*
		\$	%	\$	%	On Budget	On Time			
Toronto-York Spadina Subway Extension (TYSSE)	543,018	126,438	23.3%	502,029	92.5%	Ⓒ	Ⓔ	Bechtel, a third party project management firm, was retained in April 2015 to implement a comprehensive project reset to guide the project to the revised targeted opening date of December 2017.	2,784,171	1,771,761
Scarborough Subway Extension (SSE)	50,502	1,658	3.3%	34,310	67.9%	Ⓐ	Ⓒ	See below for further details.	3,560,000	2,876
<b>Total Including Base, TYSSE, and SSE</b>	<b>1,814,384</b>	<b>366,810</b>	<b>20.2%</b>	<b>1,653,450</b>	<b>91.1%</b>					

\* Life-to-Date cash flows are provided for multi-year capital projects with cash flow approvals up to April 4, 2015, excluding ongoing capital projects (i.e. Annual Subway Track Rehabilitation Program).

### Base Capital Program

- The capital spend rate for the Toronto Transit Commission's base program for the first six months of the year is consistent with prior year spending and typically accelerates in the latter half of the year. The TTC is projecting a capital spend rate of 91.5% of its budget. The capital spend rate will continue to be monitored and is subject to change as the budgetary needs are refined.
- There are various projects that are projected to be over-spent at year end as a result of timing of annual cash flows. An in-year adjustment requiring Council authority will be necessary to reallocate cash flows between projects.

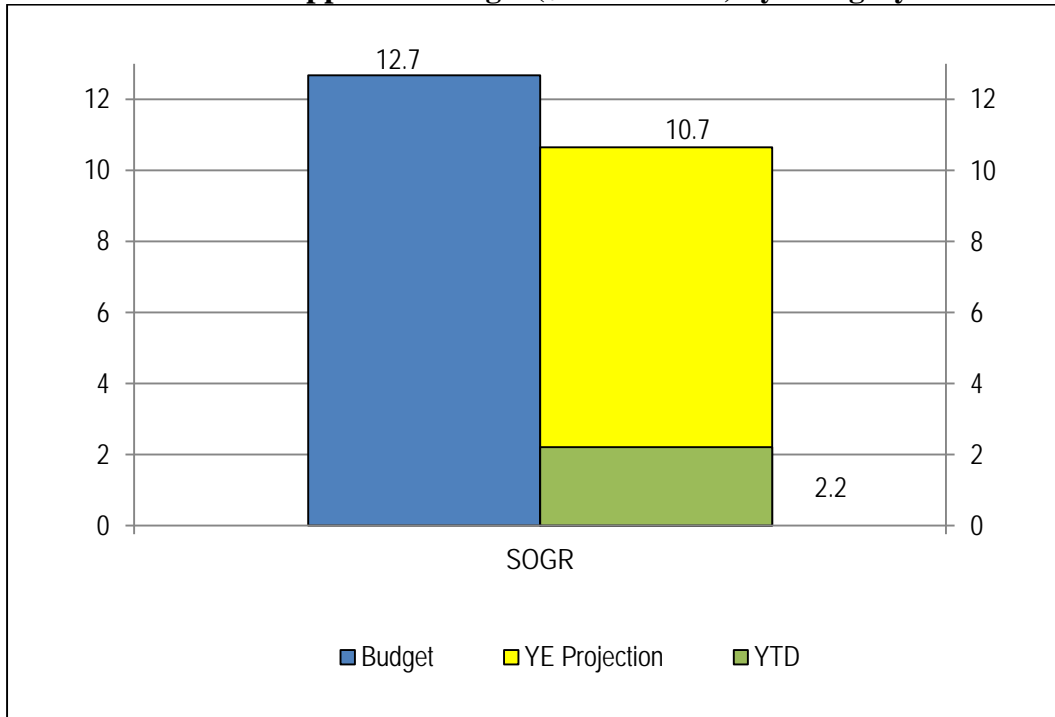
### Toronto-York Spadina Subway Extension (TYSSE)

- On March 31, 2015, City Council approved the increase to the TYSSE's total project cost by \$150 million, and concurrently, the revised project completion date of December 2017. The projected capital spend rate of 92.5% for the TYSSE project is higher than the historical average spend rate but factors in the recently retained third party project management firm contracted in April 2015 to deliver the remainder of the project by the revised targeted completion date.

### Scarborough Subway Extension (SSE)

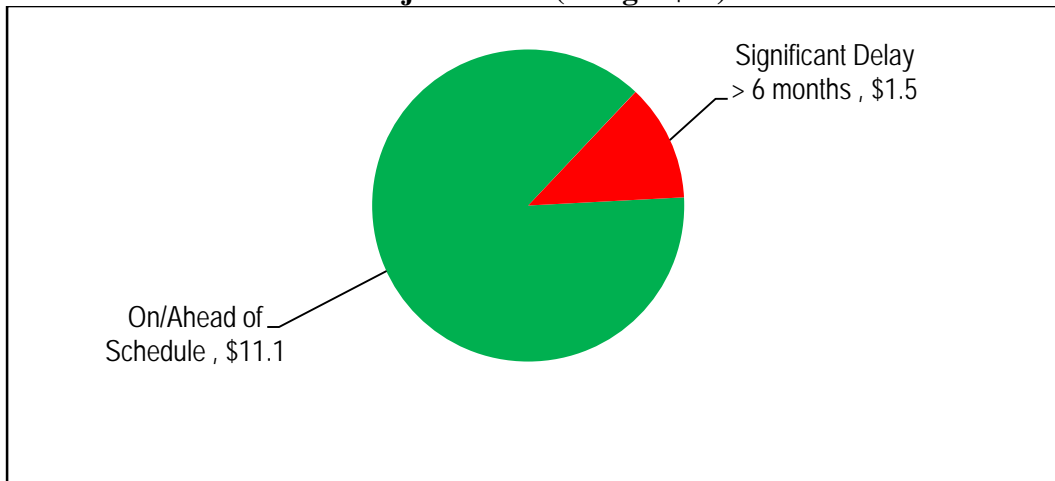
- The SSE is in the preliminary design stage of the project. Capital spending is expected to accelerate in the later months of 2015 as design and project management work commences. As of May 2015, an upset limit of \$255 million in design and project management contracts have been awarded.

**Chart 1**  
**2015 Approved Budget (\$12.7 Million) by Category**



Category	HS	LE	SOGR	SI	GW
#Active Projects			7		

**Chart 2**  
**Project Status (Budget \$M)**



Reason for Delay	RFQ/RFP Delays	Site Conditions	Co-ordination with Other Projects
# of Projects	1	1	2

**Table 1**  
**Summary of Capital Projects by Category**  
**(\$000s)**

Projects by Category	2015 Approved Cash Flow	YTD Exp.		YE Projection				Comments	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>State of Good Repair</b>										
Exhibit Refurbishment	600	3	0.5%	576	96.0%	ⓐ	Ⓡ	Delay due to co-ordination with other projects (expected completion date Dec/15).	600	3
Wildlife Health Centre	10,293	2,017	19.6%	8,293	80.6%	ⓐ	ⓐ	Project progress is moving ahead of schedule.	18,035	2,314
Information Systems	365	20	5.4%	357	97.9%	ⓐ	Ⓡ	RFP/RFQ delayed, (expected completion date Dec/15).	400	55
Grounds and Visitor Improvements	260	14	5.5%	260	100.0%	ⓐ	ⓐ		260	14
Buildings and Services Refurbishment	591	26	4.4%	591	100.0%	ⓐ	ⓐ		1,040	475
Giraffe House Transition	85	41	48.1%	85	100.0%	ⓐ	Ⓡ	Prior year project has "red" signal as originally planned completion date was in 2014. Delay to site conditions, (exhibit finishing work to be completed by Sep/15).	1,045	1,001
New Hoofstock House/Exhibit	487	92	18.9%	487	100.0%	ⓐ	Ⓡ	Prior year project has "red" signal as originally planned completion date was in 2014. Delay due to co-ordination with other projects (expected completion date Sep/15).	575	180
<b>Total</b>	<b>12,681</b>	<b>2,213</b>	<b>17.5%</b>	<b>10,650</b>	<b>84.0%</b>				<b>21,955</b>	<b>4,042</b>

**Key Discussion Points:**

- The Wildlife Health Centre with a budget of \$10.3 million, (comprising 82% of the Toronto Zoo's 2016 Capital Budget in the amount of \$12.681 million) could be completed early and on budget, impacting cash flows, (Toronto Zoo and FPD staff will be closely monitoring this item).
- The Wildlife Health Centre is progressing ahead of schedule, with an expected project completion date in fall 2016. Although other projects are expected to be slightly under-spent, the Wildlife Health Centre is 82% of the total budget for 2015 resulting in a projected 2015 capital spending rate of 84.0%.

## Rate Supported Programs

**Table 1**  
**2015 Capital Spending by Program**  
**Rate Supported Programs**

Program		2015 Approved Cash Flow	2015 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
SWM	4 Months	93.35	1.13	51.55	55.2%		Ⓢ
	Q2	93.35	4.35	44.20	47.3%	↓	Ⓡ
TPA	4 Months	47.73	0.07	21.25	44.5%		Ⓡ
	Q2	57.93	5.31	31.78	54.9%	↑	Ⓢ
TW	4 Months	756.64	78.33	632.11	83.5%		Ⓢ
	Q2	756.64	170.87	634.96	83.9%	↑	Ⓢ
Ⓢ >70%      Ⓢ between 50% and 70%      Ⓡ < 50% or > 100%							

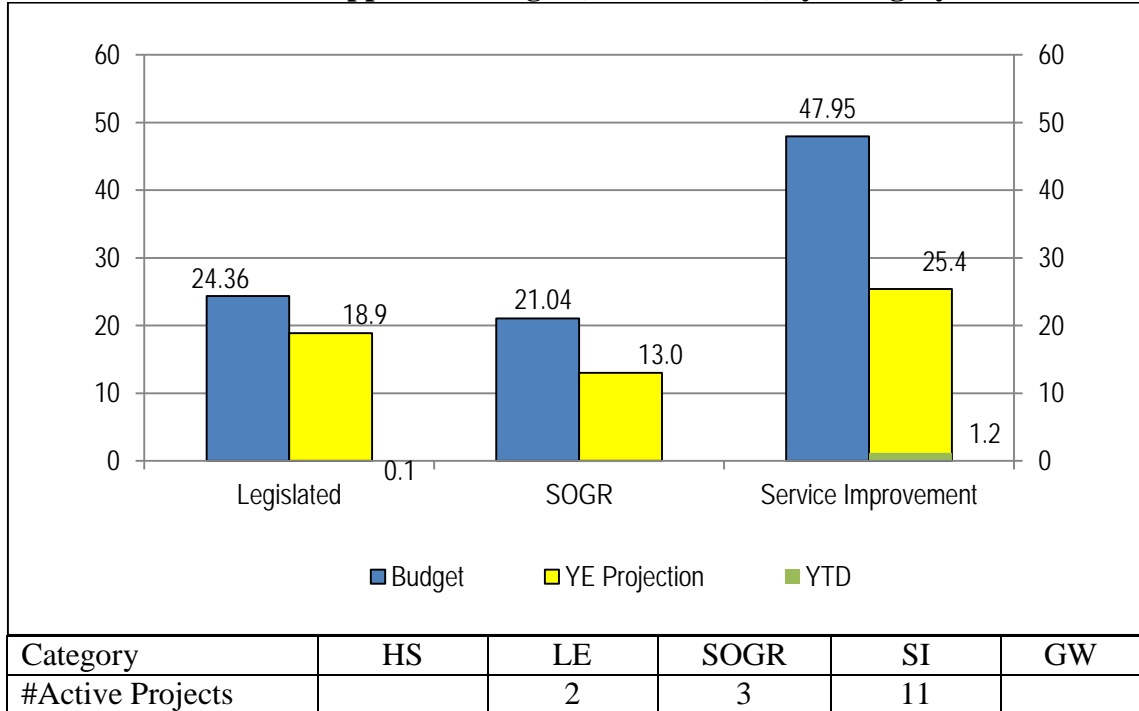
For the four months ended April 30, 2015, capital expenditures for this Cluster totalled \$180.522 million (19.9%) of their collective 2015 Approved Capital Budget of \$907.926 million. Spending is expected to increase to \$710.939 million (78.3%) by year-end. For comparison, the spending rate for Rate Supported Programs for the 2nd quarter of 2014 was 18%.

Toronto Water is projecting a spending rate of 84% of its 2015 Approved Capital Budget at year-end. SWMS is projecting spending rate at year-end of 47.3%, and TPA's spending rate is projected to be 54.9% of its 2015 Approved Capital Budget at year-end.

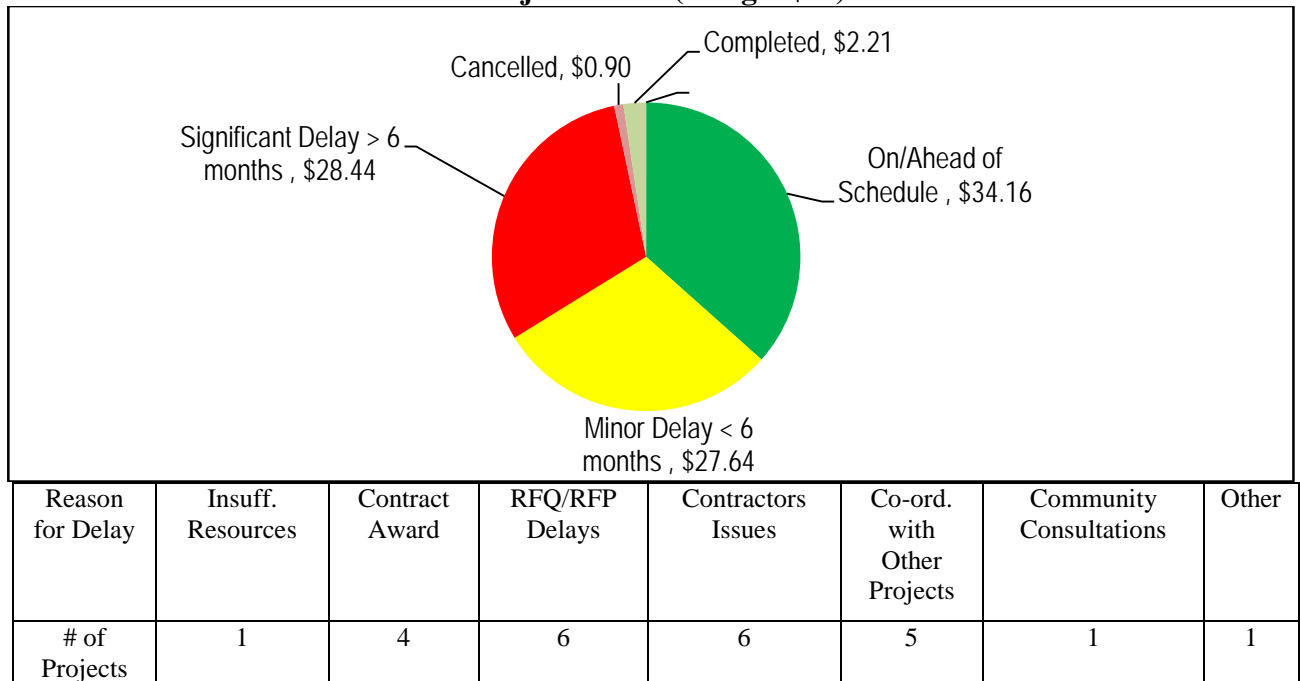
Actual results for each Rate Supported Program and year-end projections are outlined in the Table below.

## Solid Waste Management Services

**Chart 1**  
**2015 Approved Budget (\$93.4 Million) by Category**



**Chart 2**  
**Project Status (Budget \$M)**



# Solid Waste Management Services

**Table 1**  
**Summary of Capital Projects by Category**  
**\$000s**

Projects by Category	2015 Approved Cash Flow	YTD Exp.		YE Projection				Comments	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Legislated</b>										
Perpetual Care of Landfills	8,050	1,113	13.8%	7,520	93.4%	Ⓞ	Ⓢ	Projects pending detailed designs, MOE approvals & easements to be negotiated. RFP for design consultant by mid 2015.		
Landfill Development	16,313	(230)	-1.4%	13,051	80.0%	Ⓞ	Ⓞ	None		
<b>Sub-Total</b>	<b>24,363</b>	<b>882</b>	<b>3.6%</b>	<b>20,571</b>	<b>84.4%</b>	-	-		-	-
<b>State of Good Repair</b>										
Transfer Stn Asset Mgmt	19,595	315	1.6%	9,215	47.0%	Ⓡ	Ⓢ	Recruitment process to hire Manager, Capital Delivery took longer than anticipated in order to find qualified successful candidate. Projects within delayed to develop detail terms of reference and accommodate expanded scope of work (e.g. tip floor resurfacing project became a structural rehabilitation of tip floor).		
Diversion Facility Asset Mgmt	873	-	0.0%	50	5.7%	Ⓡ	Ⓡ	Funds are needed to repair power supply to Dufferin Facility. Contract awarded and vendor on site. (\$221k)		
Collection Yd Asset Mgmt	942	75	7.9%	692	73.5%	Ⓞ	Ⓞ	None		
<b>Sub-Total</b>	<b>21,410</b>	<b>390</b>	<b>1.8%</b>	<b>9,958</b>	<b>46.5%</b>	-	-		-	-
<b>Service Improvements</b>										
Diversion Systems	17,699	2,386	13.5%	8,546	48.3%	Ⓡ	Ⓞ	Various Bin projects in process. Delays in mould production for 2nd generation Green Bin have impacted production schedule.	32,226	26,695
Biogas Utilization	2,798	22	0.8%	280	10.0%	Ⓡ	Ⓡ	Delays relate primarily to completion of regulatory approvals processes. Original anticipated MOECC Approvals by Fall 2015, with tender and construction by end of 2016.	13,800	424
Green Lane: Landfill Gas Utilization	406		0.0%	50	12.3%	Ⓡ	Ⓡ	Changes to Ontario Power Authority's procurement process for renewable energy causing delays to RFP process. Large Feed In Tariff (FIT) Program has mandatory requirements for "Development Experience". If pursuing at Green Lane Landfill, City will need to find partner. Staff are investigating alternative options for gas utilization, e.g. Renewable Natural Gas (RNG)	20,000	244
Reuse Centre-Future Site	500		0.0%		0.0%			Cancelled	10,484	368
Dufferin SSRM Facility	1,019	(2)	-0.2%	60	5.9%	Ⓡ	Ⓡ	Contractor operations ceased in 2014. Future use of facility is subject to the outcome of the Waste Strategy.	4,427	1,945
Dufferin SSO Facility Expansion	10,504	62	0.6%	500	4.8%	Ⓡ	Ⓡ	Proposals for facility expansion currently under review to award in Q3 2015. Funds to be carried forward.	54,271	1,224

## Solid Waste Management Services

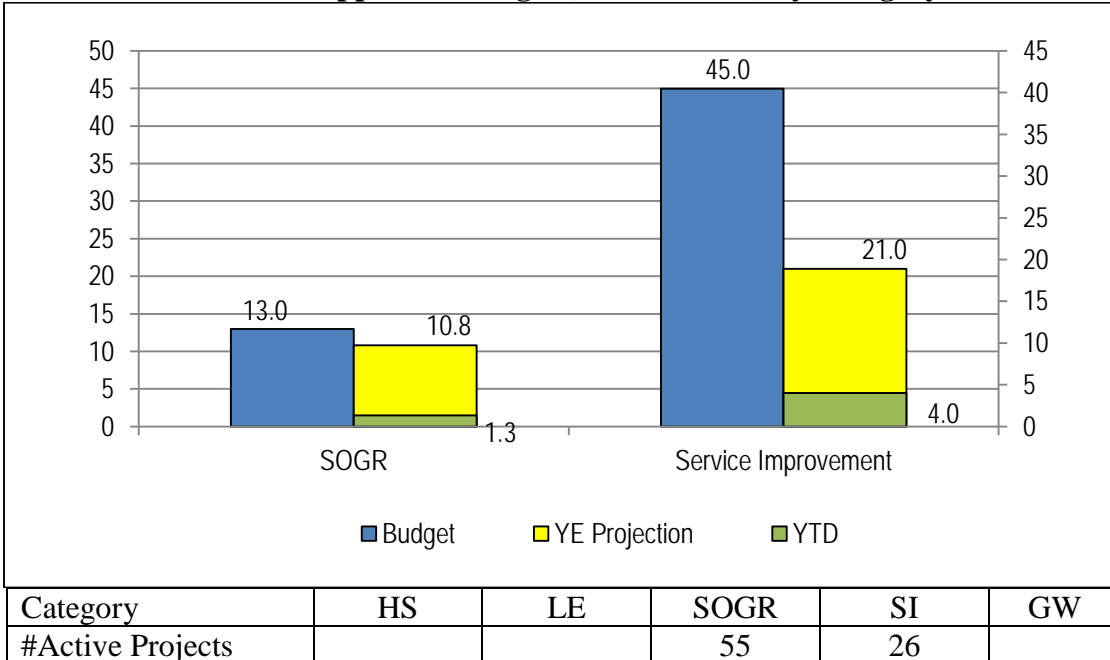
**Table 1**  
**Summary of Capital Projects by Category (cont'd)**  
**\$000s**

Projects by Category	2015 Approved Cash Flow	YTD Exp.		YE Projection				Comments	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
SWM IT Application Initiatives	2,282	358	15.7%	1,569	68.7%	Ⓚ	Ⓚ	Project encompasses various multi-yr. Divisional IT projects. Some projects have experienced delays due to challenges in recruiting required resources.	9,877	1,167
IT Corporate Initiatives	2,868	45	1.6%	1,304	45.4%	Ⓚ	Ⓚ	Various multi-yr. Corp IT projects. One pending results Enterprise Work Management System RFP, one not yet started.	8,501	219
Two Way Radio Replacement	2,235		0.0%		0.0%	Ⓚ	Ⓚ	Funds still required for radio replacement. Procurement process is ongoing, anticipated completion 2016	2,235	-
SWM Long Term Strategy Plan	1,814	108	6.0%	1,314	72.4%	Ⓚ	Ⓚ	Anticipated project completion date is May/June 2016.	3,798	1,067
Disco SSO Facility	5,455	95	1.7%	50	0.9%	Ⓚ	Ⓚ	Commissioning completed. Contractor making plant modifications to address remaining deficiencies. Contract is structured as Design-Build-Commission/Operate & Maintain. Vendor is delayed in addressing plant deficiencies to achieve final acceptance.	88,558	79,435
<b>Sub-Total</b>	<b>47,580</b>	<b>3,075</b>	<b>6.5%</b>	<b>13,672</b>	<b>28.7%</b>	-	-		<b>248,176</b>	<b>112,790</b>
<b>Total</b>	<b>93,353</b>	<b>4,348</b>	<b>4.7%</b>	<b>44,200</b>	<b>47.3%</b>	-	-		-	<b>112,790</b>

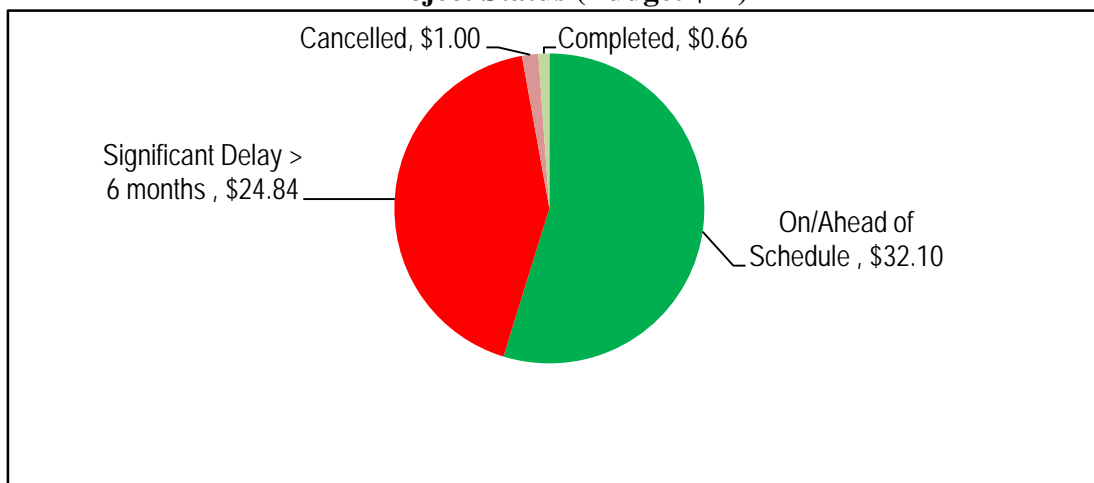
### Key Discussion Points:

- The total Approved Budget and Life to Date cash flows are provided for current and multi-year specific capital projects, excluding on-going capital projects (e.g. Transfer Station Asset Management, Landfill Development projects)
- Capital spending delays are primarily due to planning and/or regulatory issues as well as contractor issues.
- Diversion Systems include various bin purchases including single and multi-residential waste, SSO or recycling bins and are on budget and on schedule.
- Current forecasted carry forward into 2016 includes:
  - The Disco SSO Facility is funding carried forward into 2015 to complete remaining elements of the program. \$3.795 million is now estimated to be carried forward into 2016.
  - The Two Way Radio project will carry forward \$2.235 million.
  - The SWM Long Term Strategy Plan will carry forward \$0.5 million.

**Chart 1**  
**2015 Approved Budget (\$57.9 Million) by Category**



**Chart 2**  
**Project Status (Budget \$M)**



Toronto Parking Authority experiences major delays (>6 months) for 17 of its capital projects due to site conditions.



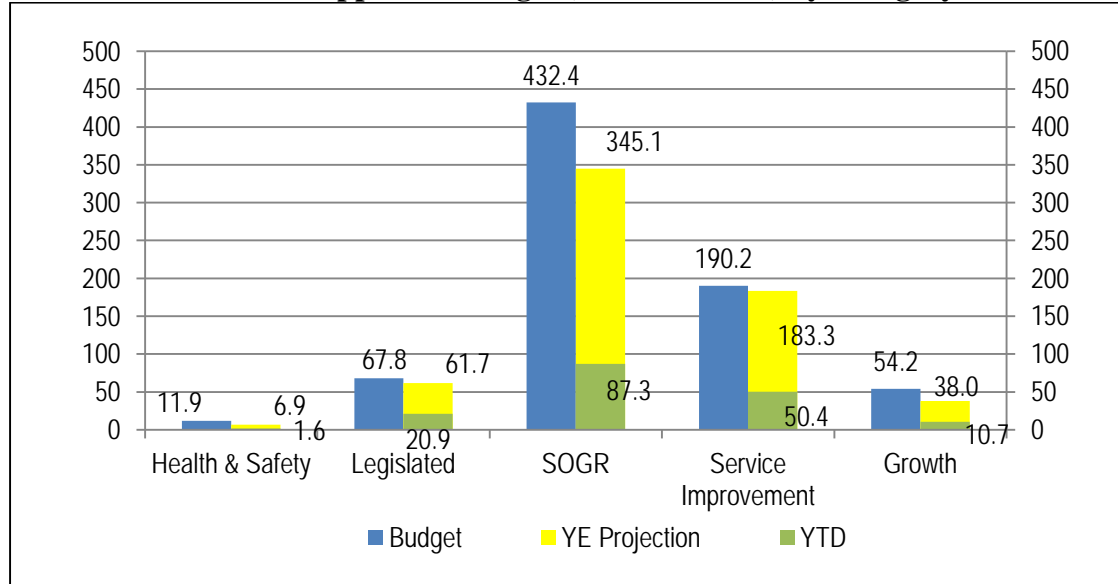
**Table 1**  
**Summary of Capital Projects by Category**  
**(\$000s)**

Projects by Category	2014 Approved Cash Flow	YTD Exp.		YE Projection				Comments	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>State of Good Repair</b>										
Structural maintenance & Technology Green Plus (45 projects)	10,495	1,312	12.5%	10,816	103.1%	Ⓞ	Ⓞ	None	10,495	1,312
Structural maintenance & Technology Green Plus (10 projects)	2,475		0.0%		0.0%	Ⓡ	Ⓡ	See note below	2,475	
<b>Sub-Total</b>	<b>12,970</b>	<b>1,312</b>	<b>10.1%</b>	<b>10,816</b>	<b>83.4%</b>	-	-		<b>10,495</b>	<b>1,312</b>
<b>Service Improvements</b>										
Forest Hill Village	967		0.0%	964	99.7%	Ⓞ	Ⓞ	None	6,947	1,224
30 Roehampton CP 49	8,000	13	0.2%	50	0.6%	Ⓡ	Ⓡ	See note below	8,000	13
Pay & Display Upgrade	436		0.0%	436	100.0%	Ⓞ	Ⓞ	None	436	
Queen/ Soho	300		0.0%	300	100.0%	Ⓞ	Ⓞ	None	300	
CP15 Redevelopment (JV)	1,000	20	2.0%	1,000	100.0%	Ⓞ	Ⓞ	None	1,000	20
Chinahouse (CP 655)	100	14	14.0%	100	100.0%	Ⓞ	Ⓞ	None	200	14
1601 St. Clair Ave. West	1,000		0.0%		0.0%	Ⓡ	Ⓡ	Cancelled due to site conditions	1,000	
CP 1 - Addition of 2 Levels	10,615	26	0.2%	2,000	18.8%	Ⓡ	Ⓡ	See note below	13,300	746
Oakwood, W. of Eglinton (Redevelopment of CP 664)	664		0.0%		0.0%	Ⓞ	Ⓞ	Completed in 2014. No further payments required in 2015.	1,600	830
2204-2212 Eglinton W (CP673)	535	0.4	0.1%	500	93.5%	Ⓞ	Ⓞ	None	2,000	1,465
Carpark Provision 2015	5,000		0.0%	5,000	100.0%	Ⓞ	Ⓞ	None	5,000	
Bloor & Dundas (Lithuanian House)	2,900		0.0%	2,900	100.0%	Ⓞ	Ⓞ	None	2,900	
P&D 3G Modem & Emulation	1,542		0.0%	1,542	100.0%	Ⓞ	Ⓞ	None	3,084	
Weston Cultural Hub	800	6	0.7%	10	1.3%	Ⓡ	Ⓡ	See note below	3,213	296
Greening Projects	400		0.0%	400	100.0%	Ⓞ	Ⓞ	None	400	
2300 Lakeshore	698		0.0%	50	7.2%	Ⓡ	Ⓡ	See note below	2,600	1,901
Redevelopment of CP 411 (Roe Avenue)	2,500		0.0%		0.0%	Ⓡ	Ⓡ	See note below	2,500	
Oakwood E of Eglinton (#2)	750		0.0%	750	100.0%	Ⓞ	Ⓞ	None	750	
Pay Display machines	850		0.0%	340	40.0%	Ⓞ	Ⓞ	None	850	
186 Caribou	334	1	0.2%	50	15.0%	Ⓡ	Ⓡ	See note below	1,500	1,166
Queen/Ossington to Dufferin	4,205	3,915	93.1%	4,205	100.0%	Ⓞ	Ⓞ	None	4,205	3,960
St. Clair - BIA - Oakwood	368		0.0%	368	100.0%	Ⓞ	Ⓞ	None	4,000	973
Upgrades to retail and other components	1,000		0.0%		0.0%	Ⓡ	Ⓡ	See note below	1,000	
<b>Sub-Total</b>	<b>44,964</b>	<b>3,996</b>	<b>8.9%</b>	<b>20,965</b>	<b>46.6%</b>				<b>24,102</b>	<b>8,297</b>
<b>Total</b>	<b>57,934</b>	<b>5,308</b>	<b>9.2%</b>	<b>31,781</b>	<b>54.9%</b>				<b>34,597</b>	<b>9,609</b>

## Key Discussion Points:

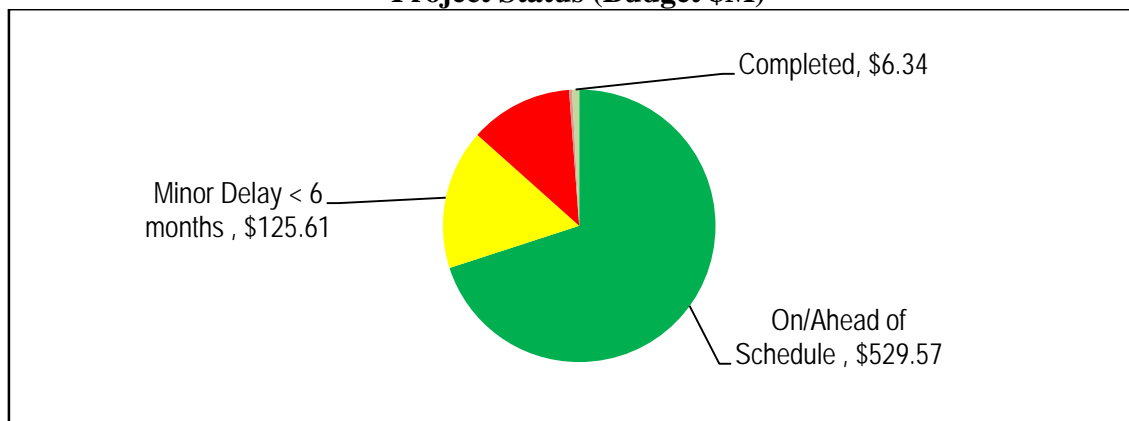
- Approximately 17 projects totalling \$24.836 million or 42.9 % of the 2015 Approved Capital Budget, are expected to be delayed to future years, mostly to 2016, predominantly due to the unavailability and/or on-going negotiations of appropriate sites for off-street parking facilities, as well as conditions of some sites requiring SOGR work.
- Remaining spending will be accelerated in the later part of the year.

**Chart 1**  
**2016 Approved Budget (\$756.6 Million) by Category**



Category	HS	LE	SOGR	SI	GW
#Active Projects	4	9	21	19	11

**Chart 2**  
**Project Status (Budget \$M)**



Reason for Delay	Insufficient Staff Resources	Contract Award	RFQ/RFP Delays	Contractor Issues	Site Conditions	Other
# of Projects	4	8	38	10	24	5

Several projects were delayed due to high unit bid rates received for linear infrastructure replacement projects, resulting in insufficient funding. This is related to the current situation in the construction market and construction industry capacity to deliver project across the City.

**Table 1**  
**Summary of Capital Projects by Category**  
**\$000s**

Projects by Category		YTD Exp.		Year End Projection				Comments	Total Approved Project	Life-to-date Actual
		2015 Budget	\$	%	\$	%	On Budget	On Time		
<b>Health &amp; Safety</b>										
WT - Storage & Treatment	124	10	8.1%	87	70%	Ⓢ	Ⓢ	None	722	608
Ashbridges Bay Treatment Pla	5,940	945	15.9%	2,118	36%	Ⓢ	Ⓢ	Work on the electrical system has been delayed due to consultant performance	29,504	14,578
Humber Wastewater Treatment	5,583	636	11.4%	4,450	80%	Ⓢ	Ⓢ	None	27,899	11,740
Yards & Facilities	300			255	85%	Ⓢ	Ⓢ	None	300	
<b>Sub-total</b>	<b>11,947</b>	<b>1,591</b>	<b>13.3%</b>	<b>6,910</b>	<b>58%</b>				<b>58,426</b>	<b>26,926</b>
<b>Legislated</b>										
Water Service Replacement	15,198	5,382	35.4%	15,856	104%	Ⓢ	Ⓢ	None	159,322	126,613
Pumping Stations	5,678	2,343	41.3%	5,677	100%	Ⓢ	Ⓢ	None	17,573	10,572
WT - Storage & Treatment	782	277	35.4%	579	74%	Ⓢ	Ⓢ	None	11,396	10,290
Ashbridges Bay Treatment Pla	1,052	372	35.4%	876	83%	Ⓢ	Ⓢ	None	52,394	5,105
Highland Creek Treatment Plan	13,935	5,395	38.7%	10,000	72%	Ⓢ	Ⓢ	None	79,826	16,261
Humber Wastewater Treatment	29,759	7,070	23.8%	28,000	94%	Ⓢ	Ⓢ	None	52,973	15,149
RL Clark Treatment Plant	380	62	16.3%	300	79%	Ⓢ	Ⓢ	None	1,451	220
Island Treatment Plant	866	16	1.8%	300	35%	Ⓢ	Ⓢ	Project delivery has been subject to negotiations with Enwave	27,444	19
Yards & Facilities	184			100	54%	Ⓢ	Ⓢ	Expenditure subject to exposure of controlled substances	794	510
<b>Sub-total</b>	<b>67,834</b>	<b>20,917</b>	<b>30.8%</b>	<b>61,688</b>	<b>91%</b>				<b>403,173</b>	<b>184,739</b>
<b>State of Good Repair</b>										
Business & Technology Suppo	3,465	196	5.7%	924	27%	Ⓢ	Ⓢ	Toronto Hydro has cancelled their request to cost share project costs.	13,993	5,302
Linear Engineering	59,833	18,288	30.6%	52,439	88%	Ⓢ	Ⓢ	None	269,707	104,322
Sewer Rehabilitation	28,784	5,729	19.9%	31,134	108%	Ⓢ	Ⓢ	None	200,327	116,447
Sewer Replacement	27,050	4,253	15.7%	18,738	69%	Ⓢ	Ⓢ	Project delivery impacted by high unit prices.	107,900	62,387
Watermain Rehabilitation	42,578	5,110	12.0%	40,294	95%	Ⓢ	Ⓢ	None	374,260	183,055
Watermain Replacement	60,491	10,335	17.1%	49,956	83%	Ⓢ	Ⓢ	None	309,851	210,506
Water Service Replacement	6,600	14	0.2%	6,600	100%	Ⓢ	Ⓢ	None	29,585	7,399
Pumping Stations	4,191	573	13.7%	2,880	69%	Ⓢ	Ⓢ	Non-compliant single bid required project retendering; remaining projects are nearing completion with final payments pending and remaining commitments to be closed.	31,366	26,259
Trunk Watermains	20,466	5,088	24.9%	16,206	79%	Ⓢ	Ⓢ	None	177,256	142,344
WT - Storage & Treatment	14,642	2,634	18.0%	7,586	52%	Ⓢ	Ⓢ	Delivery of reservoir projects impacted by issues accessing the site; coordination with community and multiple park users with permits.	77,824	19,606

## Summary of Capital Projects by Category (cont'd)

Projects by Category	2015 Budget	YTD Exp.		Year End Projection				Comments	Total Approved Project	Life-to-date Actual
		\$	%	\$	%	On Budget	On Time			
Trunk Sewers & Pumping Stati	28,811	1,216	4.2%	17,227	60%	⓪	⓪	Access to trunk sewers in ravines has impacted delivery of this program	180,050	119,195
Ashbridges Bay Treatment Pla	61,728	16,122	26.1%	52,374	85%	⓪	⓪	None	627,114	273,042
Highland CreekTreatment Plan	13,628	5,208	38.2%	9,919	73%	⓪	⓪	None	260,979	130,570
Humber Wastewater Treatment	18,954	2,407	12.7%	14,058	74%	⓪	⓪	None	507,049	200,120
RL Clark Treatment Plant	11,544	6,334	54.9%	10,185	88%	⓪	⓪	None	123,955	73,174
RC Harris Treatment Plant	7,258	346	4.8%	3,860	53%	⓪	⓪	Delay due to requirement to de-water each settling basin to confirm condition	71,463	34,462
FJ Horgan Treatment Plant	3,852	581	15.1%	1,776	46%	⓪	⓪	Delays in design completion; projects to be tendered and awarded prior to year end.	22,243	6,534
Island Treatment Plant	3,887	714	18.4%	1,668	43%	⓪	⓪	Limited site access via ferry through winter has impacted project delivery as well as coordination of projects on site.	15,182	4,334
WWF-Implementation Project	2,018	159	7.9%	801	40%	⓪	⓪	Engineering services contract has been awarded; was delayed to address all operational requirements.	16,455	3,095
WWF - Stream Restoration	12,502	1,866	14.9%	6,292	50%	⓪	⓪	A number of projects nearing completion with remaining commitments to be released; designs and construction subject to meeting permits approvals and constraints regarding construction windows.	69,328	43,123
Yards & Facilities	140	77	55.0%	133	95%	⓪	⓪	None	2,341	1,797
<b>Sub-total</b>	<b>432,422</b>	<b>87,250</b>	<b>20.2%</b>	<b>345,050</b>	<b>80%</b>				<b>3,488,229</b>	<b>1,767,073</b>
<b>Service Improvement</b>										
Water Meter Program (AMR)	21,991	13,219	60.1%	21,991	100%	⓪	⓪	None	235,328	193,938
Basement Flooding	61,043	18,414	30.2%	53,388	87%	⓪	⓪	None	693,420	192,426
Basement Flooding - Subsidy	5,500	3,747	68.1%	9,000	164%	⓪	⓪	None	40,912	28,494
Business & Technology Suppo	10,317	635	6.2%	7,663	74%	⓪	⓪	None	78,348	9,563
Linear Engineering	434	70	16.1%	434	100%	⓪	⓪	None	3,192	2,528
Watermain Replacement	6,609			6,771	102%	⓪	⓪	None	11,105	
Pumping Stations	1,054	281	26.7%	664	63%	⓪	⓪	Additional work was required on shop drawings for re-submission.	3,203	1,917
Trunk Watermains	750			175	23%	⓪	⓪	Projects to be delivered by Metrolinx in transit corridors; delivery subject to overall project staging.	5,760	
WT - Storage & Treatment	2,400	335	14.0%	1,717	72%	⓪	⓪	None	41,444	8,839
Trunk Sewers & Pumping Stati	199	(17)	-8.5%	81	41%	⓪	⓪	Site constraints to install dehumidification equip, alternate solutions being investigated.	11,085	6,869
Ashbridges Bay Treatment Pla	4,922	730	14.8%	3,403	69%	⓪	⓪	Multiple on-going projects with site complications on one; consolidating work on buildings.	84,855	67,046
Highland CreekTreatment Plan	2,882	1,728	60.0%	3,265	113%	⓪	⓪	None	48,723	20,742
Humber Wastewater Treatment	2,098	473	22.5%	1,604	76%	⓪	⓪	None	48,695	48,695
RC Harris Treatment Plant	108	5	4.6%	108	100%	⓪	⓪	None	2,748	2,105
FJ Horgan Treatment Plant	650	1	0.2%	26	4%	⓪	⓪	Delayed due to change in project managers	3,750	1
Island Treatment Plant	611	113	18.5%	382	63%	⓪	⓪	Construction needs to be coordinated with plant shutdowns	28,999	26,608
Waterfront	16,249			31,300	193%	⓪	⓪	None	24,269	
WWF-Implementation Project	50,508	10,338	20.5%	39,450	78%	⓪	⓪	None	253,703	104,452
Yards & Facilities	1,893	293	15.5%	1,882	99%	⓪	⓪	None	21,858	19,180
<b>Sub-total</b>	<b>190,218</b>	<b>50,365</b>	<b>26.5%</b>	<b>183,304</b>	<b>96%</b>				<b>5,129,626</b>	<b>733,403</b>

## Summary of Capital Projects by Category (cont'd)

Projects by Category	2015 Budget	YTD Exp.		Year End Projection				Comments	Total Approved	Life-to-date Actual
		\$	%	\$	%	On Budget	On Time			
<b>Growth Related</b>										
Linear Engineering	770			81	11%	Ⓢ	Ⓢ	Planning study with the Region of York is delayed due to resourcing constraints within TW and ROY	2,420	
New Service Connections	26,082	8,596	33.0%	26,082	100%	Ⓢ	Ⓢ	None	170,686	112,394
New Sewers	8,245	7	0.1%	5,783	70%	Ⓢ	Ⓢ	None	57,403	2,164
								Upgrades for the TCHC Lawrence Allen Revitalization Plan have been delayed subject to site plan approval (\$6.5M); approx \$1M under-expenditure is the result of projects being completed and commitments being released		
Watermain Replacement	11,853	1,445	12.2%	3,599	30%	Ⓢ	Ⓢ		62,662	18,599
Pumping Stations	1,232	52	4.2%	328	27%	Ⓢ	Ⓢ	Design completion delayed at wastewater pumping stations due to site constraints	26,698	3,883
Trunk Watermains	1,500			585	39%	Ⓢ	Ⓢ	Project designs were delayed to allow for alternative pipe materials.	8,042	2,042
WT - Storage & Treatment	229			50	22%	Ⓢ	Ⓢ	Remaining work at Milliken PS subject to Region of York completion	6,100	5,661
Trunk Sewers & Pumping Stati	500			350	70%	Ⓢ	Ⓢ	transmission watermain construction.	3,169	2,044
Ashbridges Bay Treatment Pla	150					Ⓢ	Ⓢ	ABTP study initiation delayed by 6 months	1,250	
FJ Horgan Treatment Plant	3,134	571	18.2%	798	25%	Ⓢ	Ⓢ	Project delivery is delayed subject to further review of impact of supernatant flow to meet permit requirements.	216,710	208,972
Water Efficiency Plan	520	71	13.7%	350	67%	Ⓢ	Ⓢ	Demand for ICI Indoor Water Audit program is low	11,700	10,211
<b>Sub-total</b>	<b>54,215</b>	<b>10,742</b>	<b>19.8%</b>	<b>38,006</b>	<b>70%</b>				<b>6,129,211</b>	<b>365,970</b>
<b>Total</b>	<b>756,636</b>	<b>170,865</b>	<b>22.6%</b>	<b>634,958</b>	<b>84%</b>				<b>15,208,665</b>	<b>3,078,111</b>

### Key Discussion Points:

- As of June 30, for year-end, Toronto Water is projecting to be \$634.958 million or 83.9% spent of the approved total 2015 Capital Budget of \$756.640 million.
- 68% or \$512 million is dedicated to State of Good Repair, Health and Safety and Legislative projects in 2015.
- \$661million or 76% of projects are on track for scheduled completion. Most capital projects are multi-year or on-going expenditures with completion dates in future years. Current delays are not expected to significantly impact completion dates.
- \$95 million or 24% of projects are experiencing delays over 6 months. Capital spending delays are primarily due to planning, site conditions and/or regulatory issues.
- Chart 2 reflects the number of projects by category as displayed at the program area level in Table 1.