

**APPENDIX 5**  
**Capital Dashboard by Program/Agency**

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**2016 Capital Spending by Program  
Cluster A**

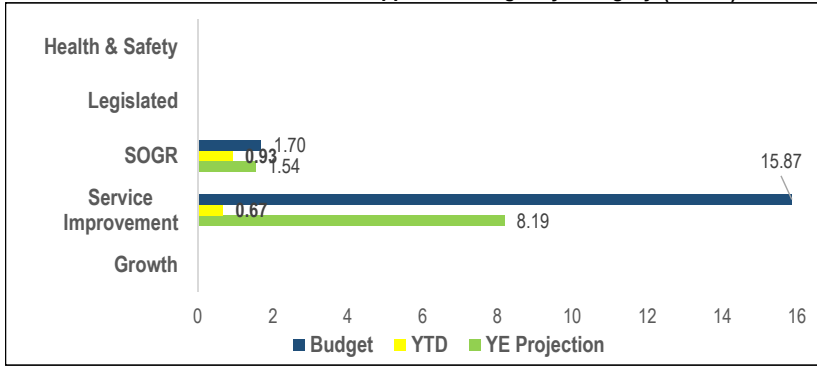
Program		2016 Approved Cash Flow	2016 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
CS	Q1	7.70	0.33	7.54	98.0%		<b>G</b>
	Q2	16.85	0.97	9.94	59.0%	↓	<b>Y</b>
	Q3	17.56	1.61	9.74	55.4%	↓	<b>Y</b>
Court Services	Q1	0.00	0.00	0.00	0.0%		<b>R</b>
	Q2	1.58	0.00	0.14	8.8%	↑	<b>R</b>
	Q3	1.58	0.00	0.14	8.8%	□	<b>R</b>
EDC	Q1	29.25	0.71	22.12	75.6%		<b>G</b>
	Q2	29.25	4.17	20.13	68.8%	↓	<b>Y</b>
	Q3	31.22	8.96	19.88	63.7%	↓	<b>Y</b>
LTCHS	Q1	30.17	3.19	29.43	97.5%		<b>G</b>
	Q2	30.19	9.77	29.45	97.5%	↑	<b>G</b>
	Q3	30.19	15.93	26.11	86.5%	↓	<b>G</b>
PF&R	Q1	234.20	6.71	144.95	61.9%		<b>Y</b>
	Q2	233.38	25.76	132.80	56.9%	↓	<b>Y</b>
	Q3	233.38	58.83	124.69	53.4%	↓	<b>Y</b>
SS&HA	Q1	31.08	8.15	26.16	84.2%		<b>G</b>
	Q2	31.08	8.99	18.25	58.7%	↓	<b>Y</b>
	Q3	31.08	12.34	15.91	51.2%	↓	<b>Y</b>
TESS	Q1	2.50	0.00	2.50	100.0%		<b>G</b>
	Q2	2.50	0.00	1.00	40.0%	↓	<b>R</b>
	Q3	2.50	0.00	1.00	40.0%	□	<b>R</b>
TPS	Q1	19.50	0.21	15.90	81.5%		<b>G</b>
	Q2	19.50	2.57	15.91	81.6%	↑	<b>G</b>
	Q3	19.50	8.54	15.91	81.6%	□	<b>G</b>
<b>Total</b>	<b>Q2</b>	<b>367.02</b>	<b>106.20</b>	<b>213.38</b>	<b>58.1%</b>		

For the nine months ended September 30, 2016, capital expenditures for this Cluster totalled \$106.20 million (28.9%) of their collective 2016 Approved Capital Budget of \$367.02 million. Spending is expected to increase to \$213.38 million (57.1%) by year-end.

Two Programs in this Cluster are projecting a year-end spending rate of over 70% of their respective 2016 Approved Capital Budgets. Long Term Care Home projects spending 86.5% and Toronto Paramedic Services projects spending 81.6%. The spending rate at year-end for Courts Services is projected to be 8.8%; for Parks, Forestry & Recreation 53.4%; Children Service 55.4%, Economic Development & Culture 63.7%, and Shelter Support & Housing Administration 51.2%. while spending rate for Toronto Employment & Social Services is anticipated to be 4%.

## Children's Services

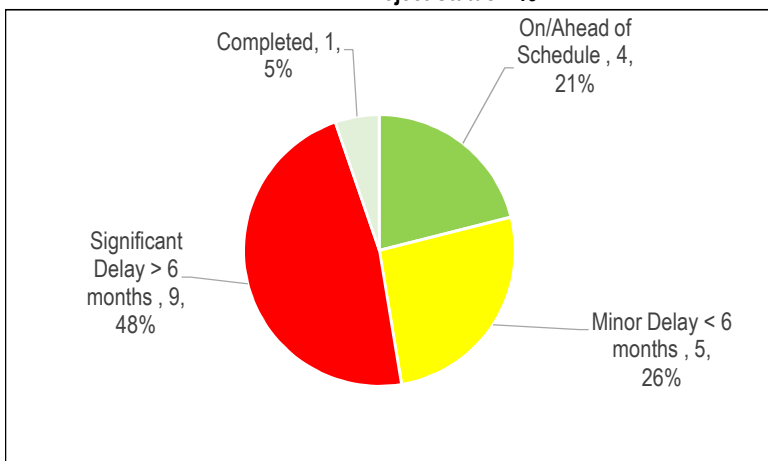
**Chart 1**  
2016 Approved Budget by Category (\$17.56)



**Table 1**  
2016 Active Projects by Category

Health & Safety	
Legislated	
SOGR	2
Service Improvement	17
Growth	
<b>Total # of Projects</b>	<b>19</b>

**Chart 2**  
Project Status - 19



**Table 2**

Reason for Delay	# of Projects	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions	1	
Co-ordination with Other Projects		1
Community Consultation	1	1
Other*	7	3
<b>Total # of Projects</b>	<b>9</b>	<b>4</b>

**Table 3**  
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
6.18	2.00	9.23	0.16	

### Key Discussion Points:

- The 2016 SOGR project is projected to be 91% spent by year-end; Q4 spending projections of 0\$.872 million, reflect the completion of late summer and fall projects..
- Eleven new child care centres were approved by City Council in the spring of 2016: 9 with approval of the "Child Care Expansion Update" report; one new centre (Mount Dennis Child Care Centre) was approved in June 2016, as a result of relocation of the Hollis Street Centre due to Metrolinx expansion; one centre with the approval of the George Webster Elementary School

Children's Services

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes:	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>State of Good Repair</b>										
TELCCS SOGR 2015	0.155	0.155	100.0%	0.155	100.0%	Ⓞ	Ⓞ		1.430	1.430
TELCCS SOGR 2016	1.542	0.517	33.5%	1.389	90.1%	Ⓞ	Ⓨ	#1	1.542	0.517
<b>Sub-Total</b>	<b>1.697</b>	<b>0.672</b>	<b>39.6%</b>	<b>1.544</b>	<b>91.0%</b>	-	-		<b>2.972</b>	<b>1.947</b>
<b>Service Improvements</b>										
St John the Evangelist Catholic School	1.610	0.000	0.0%	0.500	31.1%	Ⓜ	Ⓜ	#2	3.900	0.000
Service Efficiency Implementation	1.004	0.628	62.5%	1.004	100.0%	Ⓞ	Ⓨ		3.175	1.400
Block 31 Child Care Centre	0.130	0.053	40.8%	0.130	100.0%	Ⓞ	Ⓞ	#3	3.628	0.091
Avondale Public School	2.256	0.252	11.2%	0.760	33.7%	Ⓜ	Ⓜ	#4	3.900	0.531
Bridletown Community Centre	0.500	0.000	0.0%	0.250	50.0%	Ⓨ	Ⓨ	#5	3.900	0.000
Advent Health Care Child Care Centre	0.500	0.000	0.0%	0.250	50.0%	Ⓨ	Ⓨ	#6	2.710	0.000
Stanley Public School	0.500	0.000	0.0%	0.200	40.0%	Ⓜ	Ⓜ		3.900	0.000
St. Columba Public School	1.050	0.000	0.0%	0.200	19.0%	Ⓜ	Ⓜ	#6	1.400	0.000
St. Maurice Catholic School	1.050	0.000	0.0%	0.200	19.0%	Ⓜ	Ⓜ	#6	1.400	0.000
St. Barnabas Catholic School	0.350	0.000	0.0%	0.200	57.1%	Ⓨ	Ⓨ	#6	2.600	0.000
St. Roch Catholic School	0.300	0.000	0.0%	0.200	66.7%	Ⓨ	Ⓨ	#6	1.900	0.000
St Barholome Catholic School	0.350	0.000	0.0%	0.200	57.1%	Ⓨ	Ⓨ	#6	2.600	0.000
St. Stephen Catholic School	1.050	0.000	0.0%	0.200	19.0%	Ⓜ	Ⓜ	#6	1.400	0.000
TCH Lawrence Av Suite	0.500	0.000	0.0%	0.200	40.0%	Ⓜ	Ⓜ	#6	3.900	0.000
TCH Needle Firway	0.500	0.000	0.0%	0.200	40.0%	Ⓜ	Ⓜ	#6	3.900	0.000
George Webster Public School	0.715	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓜ	#6	2.400	0.000

## Children's Services

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes:	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Mount Dennis Child Care Centre	3.500	0.000	0.0%	3.500	100.0%	Ⓞ	Ⓨ	#7	9.000	0.000
<b>Sub-Total</b>	<b>15.865</b>	<b>0.933</b>	<b>5.9%</b>	<b>8.194</b>	<b>51.6%</b>	-	-		<b>55.613</b>	<b>2.022</b>
<b>Total</b>	<b>17.562</b>	<b>1.605</b>	<b>9.1%</b>	<b>9.738</b>	<b>55.4%</b>				<b>58.585</b>	<b>3.969</b>

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

### Note # 1:

SOGR projects are primarily delivered in the summer and throughout the fall, once project requests have been received and evaluated

### Note # 2:

The St John the Evangelist Catholic School project has been delayed due to the need to relocate the building site resulting in the project remaining in the design stage, which has further delayed by the completion of the agreement between the Toronto Catholic District School Board and the City

### Note # 3:

Avondale Public School project design has been completed, with project tender awarded by TDSB

### Note # 4:

Bridletown Community Centre Child Care Centre project, a joint project with YMCA and other community partners, is in the planning stage.

### Note # 5:

Advent Health Care agreement has been signed by Children's Services; awaiting approval by the Advent Health Care Board

### Note # 6:

Three of the nine new child care centres that were approved by City Council in May 2016 with approval of the "Child Care Expansion Update" report are scheduled for design in late 2016.

### Note # 7:

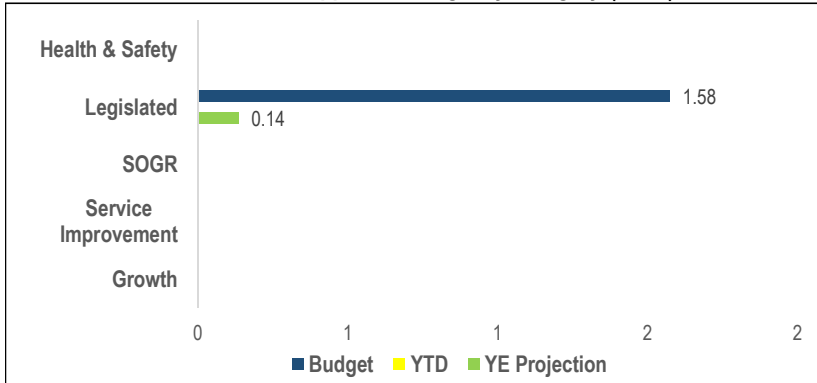
The design phase for the two TCHC projects approved in May 2016 has been delayed to 2017.

### Note # 8:

The relocation of Hollis Street Child Child Care Centre to Mount Dennis was approved in June 2016 resulting from Metrolinx expansion. Project is expected to be completed by the end of 2016.

**Court Services**

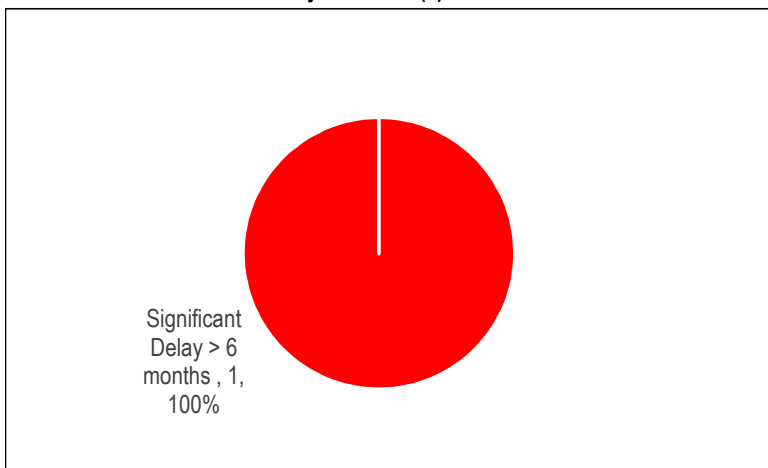
**Chart 1**  
2016 Approved Budget by Category (\$1.58)



**Table 1**  
2016 Active Projects by Category

Health & Safety	
Legislated	1
SOGR	
Service Improvement	
Growth	
<b>Total # of Projects</b>	<b>1</b>

**Chart 2**  
Project Status (1)



**Table 2**

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

**Table 3**  
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
		1.58		

**Key Discussion Points:**

- The RFQ for design services is issued, contract has been awarded and project is expected to be completed in November 2017

**Court Services**

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes:	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Legislated Tribunal Facility Renovation	1.577		0.0%	0.138	8.8%	Ⓜ	Ⓜ	#1	1.577	
<b>Total</b>	<b>1.577</b>	<b>0.000</b>		<b>0.138</b>					<b>1.577</b>	<b>0.000</b>

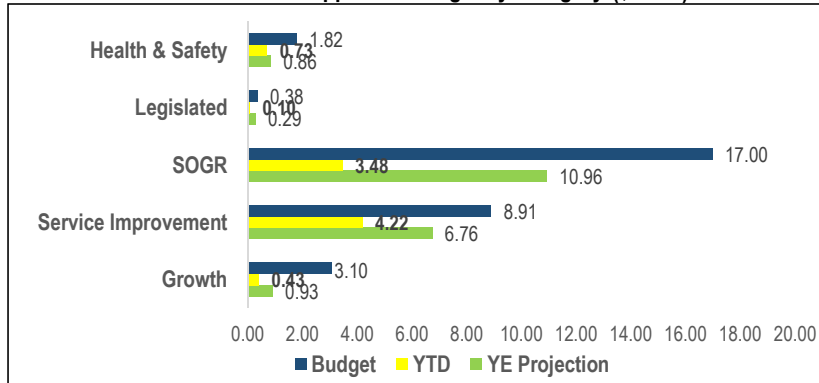
On Time	Ⓜ	On Budget	Ⓜ
On/Ahead of Schedule	Ⓜ	>70% of Approved Cash Flow	Ⓜ
Minor Delay < 6 months	Ⓜ	Between 50% and 70%	Ⓜ
Significant Delay > 6 months	Ⓜ		Ⓜ

**Note # 1:**

The RFQ for design services has been issued, contract has been awarded and project is expected to be completed by November 2017

## Economic Development and Culture

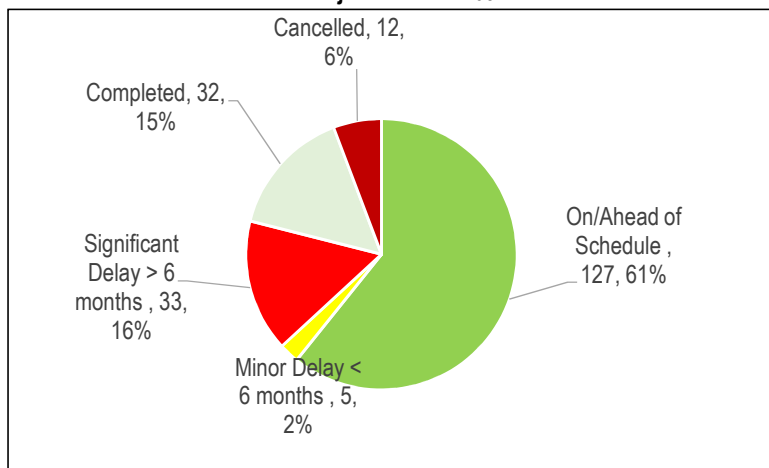
**Chart 1**  
2016 Approved Budget by Category (\$31.22)



**Table 1**  
2016 Active Projects by Category

Health & Safety	2
Legislated	5
SOGR	160
Service Improvement	29
Growth	13
<b>Total # of Projects</b>	<b>209</b>

**Chart 2**  
Project Status - 209



**Table 2**

Reason for Delay	# of Projects	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed	20	2
Contractor Issues	1	
Site Conditions	2	1
Co-ordination with Other Proj	7	
Community Consultation		
Other*	3	2
<b>Total # of Projects</b>	<b>30</b>	<b>4</b>

**Table 3**  
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
22.04	2.52	3.80	0.12	0.77

### Reasons for "Other\*" Projects Delay:

- Three of the 2016 BIA Equal Share Funding sub-projects have been delayed by issues encountered in the design development phase and procurement issues.
- St. Lawrence Theatre Roof project has been delayed while the potential for site redevelopment was explored. The project remains as unfunded in EDC's 2017 Capital Budget.
- The delays include a recently approved (Q2'16 variance report) funds transfer from TTC's Leslie Barns to EDC. The EDC division will manage the Public Art related work onsite.

### Key Discussion Points:

- The Guild Revitalization project has been delayed as a result of the extended focus on the development application and approval. It is a complex undertaking that must be fully integrated with the development of the Guild Inn site by others. Market investigation and pre-planning for the cultural precinct is complete and the RFP for a design team closed at the end of June.
- Development of the Fort York landscape improvements was delayed when removal of the Garrison Road bridge changed as part of the Gardiner deck rehabilitation project. The construction was interrupted to accommodate summer special event programming, and it will resume in October 2016 for completion by the year-end
- John St. Roundhouse Museum project is postponed to December 2017. The transformer station located at the west end of the Roundhouse site will not be available for museum purposes as originally planned. EDC and the Toronto Rail Historical Association (TRHA) have begun work with Toronto Hydro on other interpretive opportunities.



## **Economic Development & Culture**

### **Key Discussion Points (cont'd):**

- Toronto Centre for the Arts Main Stage Reconfiguration project is in phase 2 and will be completed by Fall 2016 with planned official opening in January 2017.
  - A recent anomalies in the design build section of the theatre led to a cost escalation as reported in EX17.32 in October 2016. Approval of the report by Council adds additional project cost and further delays original completion date.
- The St. Lawrence Centre roof project is currently on hold and the Toronto Civic Theatres Board concluded that the project must proceed to address the health and safety concerns. New funding will be required if the project is approved in 2017.
- The 2016 BIA Equal Share Funding projects is estimated at 34.6% completion by the year-end due to design development and procurement issues.

**Economic Development & Culture**

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
Restoration/Preservation of Heritage Elements	1.819	0.732	40.2%	0.860	47.3%	Ⓡ	Ⓞ	#1	7.572	5.595
<b>Sub-Total</b>	<b>1.819</b>	<b>0.732</b>	<b>40.2%</b>	<b>0.860</b>	<b>47.3%</b>	-	-		<b>7.572</b>	<b>5.595</b>
<b>Legislated</b>										
Major Maintenance	0.282	0.101	35.6%	0.194	68.6%	Ⓨ	Ⓞ	#2	0.350	0.158
Restoration/Preservation of Heritage Elements	0.100	0.000	0.2%	0.100	100.0%	Ⓞ	Ⓞ		0.100	0.000
<b>Sub-Total</b>	<b>0.382</b>	<b>0.101</b>	<b>26.4%</b>	<b>0.294</b>	<b>76.8%</b>	-	-		<b>0.450</b>	<b>0.158</b>
<b>State of Good Repair</b>										
BIA Streetscape Improvement Program	0.222	0.089	40.2%	0.215	96.6%	Ⓞ	Ⓞ		2.844	2.312
BIA Equal Share Funding (2015 - 2016)	7.429	1.365	18.4%	4.727	63.6%	Ⓨ	Ⓨ	#3	8.365	2.661
BIA Financed Funding	2.531	0.415	16.4%	2.531	100.0%	Ⓞ	Ⓞ		2.531	0.280
BIA Planning Act Revenue Projects	0.397	0.047	11.8%	0.352	88.8%	Ⓞ	Ⓞ		1.566	1.216
Collections Care	0.103	0.028	27.3%	0.103	100.0%	Ⓞ	Ⓞ		0.200	0.125
Major Maintenance	2.218	0.291	13.1%	0.715	32.2%	Ⓡ	Ⓞ	#4	10.961	4.539
Refurbishment and Rehabilitation	0.394	0.021	5.4%	0.120	30.5%	Ⓡ	Ⓞ	#5	1.108	0.625
Restoration/Preservation of Heritage Elements	3.599	1.225	34.0%	2.137	59.4%	Ⓨ	Ⓞ	#6	8.643	6.048
Village of Islington	0.106	0.000	0.0%	0.058	54.7%	Ⓨ	Ⓞ	#7	0.106	0.000
<b>Sub-Total</b>	<b>16.998</b>	<b>3.481</b>	<b>20.5%</b>	<b>10.957</b>	<b>64.5%</b>	-	-		<b>36.323</b>	<b>17.807</b>
<b>Service Improvements</b>										
Commercial Façade Improvement Program	0.750	0.205	27.3%	0.649	86.5%	Ⓞ	Ⓞ		1.223	0.678
Cultural Infrastructure Development	0.947	0.061	6.4%	0.447	47.2%	Ⓨ	Ⓞ	#8	2.165	1.274
Economic Competitiveness Data Mgmt System	0.300	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#9	0.300	0.000
IT Projects	0.442	0.225	50.9%	0.442	100.0%	Ⓞ	Ⓞ		0.500	0.283
Mural Program	0.054	0.022	40.2%	0.054	100.0%	Ⓞ	Ⓞ		0.100	0.068
Refurbishment and Rehabilitation	0.068	0.000	0.0%	0.068	100.0%	Ⓞ	Ⓞ		0.075	0.007
Restoration/Preservation of Heritage Elements	0.027	0.000	0.0%	0.027	100.0%	Ⓞ	Ⓞ		0.050	0.023
Downtown Yonge BIA Special Project	0.250	0.250	100.0%	0.250	100.0%	Ⓞ	Ⓞ		0.250	0.250
Service Enhancements	6.077	3.455	56.8%	4.826	79.4%	Ⓞ	Ⓞ		13.889	10.825
<b>Sub-Total</b>	<b>8.915</b>	<b>4.217</b>	<b>47.3%</b>	<b>6.763</b>	<b>75.9%</b>	-	-		<b>18.552</b>	<b>13.408</b>

## Economic Development & Culture

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Growth Related</b>										
Cultural Infrastructure Development	2.965	0.427	14.4%	0.857	28.9%	Ⓜ	Ⓞ	#10	6.112	3.598
Restoration/Preservation of Heritage Elements	0.140	0.000	0.0%	0.070	50.0%	Ⓜ	Ⓞ	#11	0.402	0.061
<b>Sub-Total</b>	<b>3.105</b>	<b>0.427</b>	<b>13.8%</b>	<b>0.927</b>	<b>29.8%</b>	-	-		<b>6.514</b>	<b>3.659</b>
<b>Total</b>	<b>31.219</b>	<b>8.957</b>	<b>28.69%</b>	<b>19.800</b>	<b>63.4%</b>				<b>69.412</b>	<b>40.627</b>

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

### Note # 1:

The Phase 9 of the Casa Loma project involving architectural work on-site, has been delayed.

### Note # 2:

The legislated mechanical and electrical work on cultural facilities has been delayed due to Toronto Hydro's capacity to deliver work.

### Note # 3:

2016 BIA Equal Share Funding projects are delayed due to RFP/RFQ delays and issues with coordination with other work. Projected year-end spending rate of 34.6% of the approved capital budget.

### Note # 4:

- St. Lawrence Centre for the Arts roof repairs project has been delayed.
- John St. Roundhouse Museum project is delayed with a projected year-end spending rate of 52.7% due to RFP/RFQ delays.

### Note # 5:

The resources dedicated for the interior work was deployed to other priorities which delayed the 2016 spending but project will be completed on time (Fort York and Montgomery's Inn).

### Note # 6:

Various projects:

### Note # 7:

The project costs are lower than previously budgeted.

### Note # 8:

The Guild Revitalization project has been delayed as a result of the extended focus on the development application and approval.

### Note # 9:

The project has been cancelled.

### Note # 10:

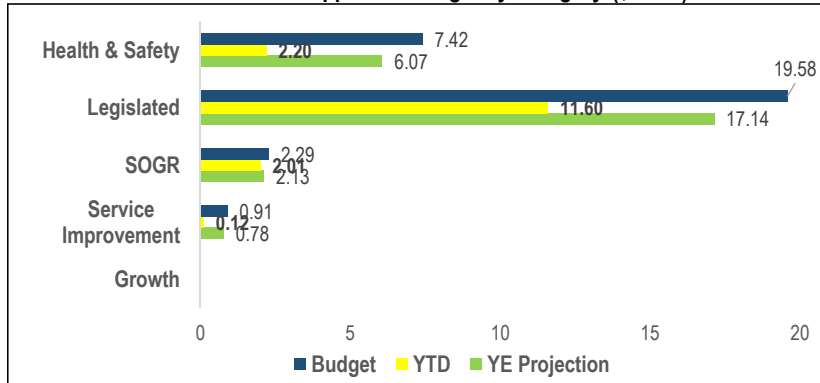
Technical adjustments will be required to address the budget issue.

### Note # 11:

The Outdoor Public Art - Jacob's Ladder project is delayed due to the artist's schedule.

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

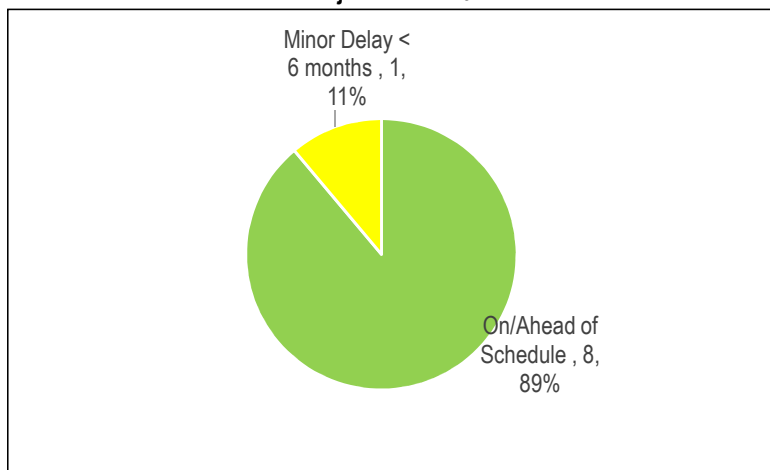
**Chart 1**  
2016 Approved Budget by Category (\$30.19)



**Table 1**  
2016 Active Projects by Category

Health & Safety	4
Legislated	2
SOGR	2
Service Improvement	1
Growth	0
<b>Total # of Projects</b>	<b>9</b>

**Chart 2**  
Project Status - 9



**Table 2**

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

**Table 3**  
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
27.17	3.03			

### Reasons for "Other\*" Projects Delay:

### Key Discussion Points:

- The project schedule has been revised based on progress with the residual exterior work to be completed in Q1 - 2017.

Long-Term Care Homes and Services  
(LTCHS)

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes:	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
LTC Specialty System H&S Upgrades	1.248	0.170	13.6%	1.118	89.6%	G	R	#1	8.995	7.596
LTC Electrical - H&S Life Safety Systems	1.300	0.696	53.5%	1.300	100.0%	G	Y		5.786	5.392
LTC Mechanical -H&S HVAC Repairs/Upgrades	3.030	1.018	33.6%	1.940	64.0%	Y	R	#1	7.167	4.415
LTC Specialty Systems H&S Elevator Upgrades	1.839	0.320	17.4%	1.714	93.2%	G	G		4.163	2.546
<b>Sub-Total</b>	<b>7.416</b>	<b>2.204</b>	<b>29.7%</b>	<b>6.071</b>	<b>81.9%</b>	-	-		<b>26.111</b>	<b>19.949</b>
<b>Legislated</b>										
Kipling Acres 145 bed construction	19.490	11.598	59.5%	17.045	87.5%	G	Y	#2	47.500	39.339
2015-2019 George Street Revitalization	0.092	0.000	0.0%	0.092	100.0%	G	R	#3	0.900	0.358
<b>Sub-Total</b>	<b>19.582</b>	<b>11.598</b>	<b>59.2%</b>	<b>17.137</b>	<b>87.5%</b>	-	-		<b>48.400</b>	<b>39.697</b>
<b>State of Good Repair</b>										
2015 SOGR Building Upgrades	1.000	0.867	86.7%	1.000	100.0%	G	G		3.545	3.367
2016 SOGR Building Upgrades	1.290	1.141	88.4%	1.125	87.2%	G	G		3.390	1.085
<b>Sub-Total</b>	<b>2.290</b>	<b>2.008</b>	<b>87.7%</b>	<b>2.125</b>	<b>92.8%</b>	-	-		<b>6.935</b>	<b>4.452</b>
<b>Service Improvements</b>										
Electronic Healthcare System	0.906	0.118	13.0%	0.775	85.5%	G	R	#1	2.152	0.118
<b>Sub-Total</b>	<b>0.906</b>	<b>0.118</b>	<b>13.0%</b>	<b>0.775</b>	<b>85.5%</b>	-	-		<b>2.152</b>	<b>0.118</b>
<b>Total</b>	<b>30.195</b>	<b>15.928</b>	<b>52.8%</b>	<b>26.109</b>	<b>86.5%</b>				<b>83.598</b>	<b>64.216</b>

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

**Note # 1:**

Spending projected to accelerate in Q4, reflecting delays in scheduling projects and issuing RFQs

**Note # 2:**

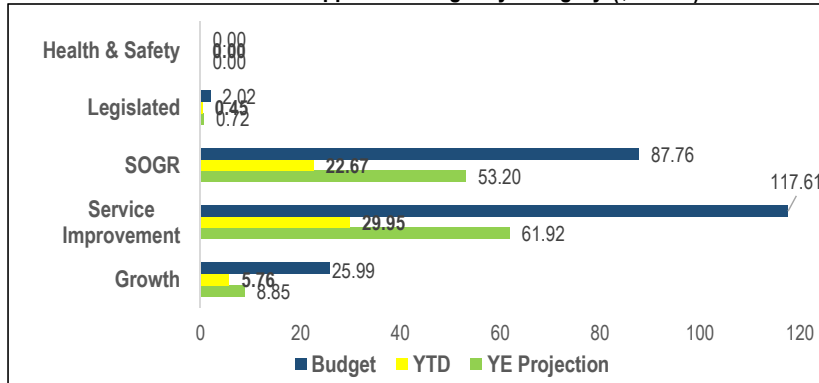
The project schedule has been revised based on progress, with the residual exterior work to be completed in Q1 - 2017.

**Note # 3:**

Planning for project is well underway; awaiting billing allocation for project planning and design

## Parks, Forestry and Recreation (PF&R)

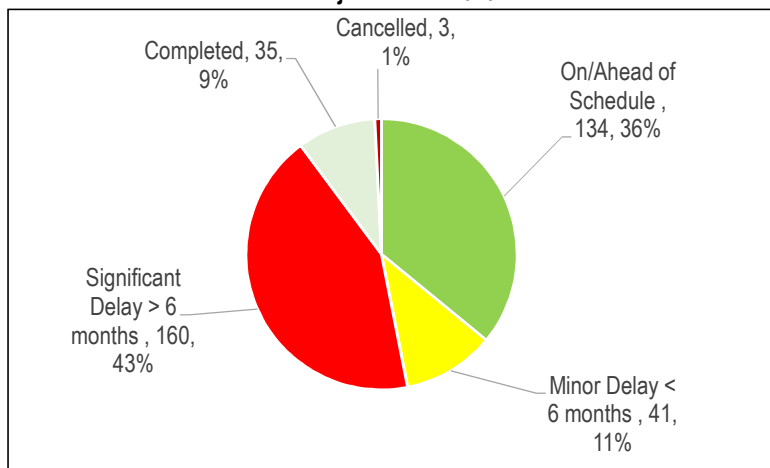
**Chart 1**  
2016 Approved Budget by Category (\$233.38)



**Table 1**  
2016 Active Projects by Category

Health & Safety	
Legislated	7
SOGR	51
Service Improvement	288
Growth	27
<b>Total # of Projects</b>	<b>373</b>

**Chart 2**  
Project Status - 373



**Table 2**

Reason for Delay	# of Projects	
	Significant Delay	Minor Delay
Insufficient Staff Resources	5	
Procurement Issues		1
RFQ/RFP Delayed	28	5
Contractor Issues	2	2
Site Conditions	27	8
Co-ordination with Other Projects	57	18
Community Consultation	21	2
Other*	20	5
<b>Total # of Projects</b>	<b>160</b>	<b>41</b>

**Table 3**  
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
79.31	26.76	121.81	5.02	0.48

### Reasons for "Other\*" Projects Delay:

- Projects are delayed as funds may not have been secured/received; a suitable location has not been found or alternatively the projects are being delivered by a third party
- Environmental assessment and/or final approvals to proceed are still pending
- Final design of the project is not complete

### Key Discussion Points:

- The increased project volumes are the primary reasons for the Program's declining spending rates between 2011 and 2015.
- Parks, Forestry and Recreation has a number of approved projects with unsecured funding that have been approved conditionally, subject to the receipt of such funding. Although these projects have approved 2016 cash flow, these projects cannot proceed until funding has been received
- The Program continues to experience challenges completing many of the growth and service improvement projects due to extended public consultation, co-ordination with other community partners and unfavourable site conditions.
- Land Acquisition projects are delayed due to the extended acquisition process of various properties and remediation issues on multiple sites that may not be resolved by year-end.

Parks, Forestry and Recreation (PF&R)

Projects by Category (Million)	2016 Approved Cash	YTD Exp.		YE Projection				Notes :	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Legislated</b>										
Land Acquisition	1.234	0.180	14.6%	0.422	34.2%	Ⓡ	Ⓡ	# 1	2.820	1.665
Special Facilities	0.785	0.272	34.6%	0.300	38.2%	Ⓡ	Ⓡ	# 2	1.600	1.086
<b>Sub-Total</b>	<b>2.020</b>	<b>0.452</b>	<b>22.4%</b>	<b>0.722</b>	<b>35.7%</b>	-	-		<b>4.420</b>	<b>2.752</b>
<b>State of Good Repair</b>										
Arena	15.048	5.715	38.0%	7.853	52.2%	Ⓨ	Ⓞ	# 8	40.250	27.705
Community Centres	16.679	4.147	24.9%	8.948	53.6%	Ⓨ	Ⓞ	# 10	37.504	24.659
Environmental Initiatives	3.091	0.405	13.1%	1.811	58.6%	Ⓨ	Ⓨ	# 11	7.500	4.553
Facility Components	12.195	3.095	25.4%	7.929	65.0%	Ⓨ	Ⓞ	# 13	21.654	11.712
Land Acquisition	0.000	0.000		0.000					5.475	5.458
Outdoor Recreation Centres	4.098	0.466	11.4%	2.785	68.0%	Ⓞ	Ⓞ		9.314	5.527
Park Development	5.312	2.275	42.8%	4.968	93.5%	Ⓞ	Ⓞ		12.073	8.676
Parking Lots and Tennis Courts	4.468	1.640	36.7%	2.498	55.9%	Ⓨ	Ⓞ	# 5	9.445	6.402
Playgrounds/Waterplay	1.712	0.589	34.4%	1.187	69.3%	Ⓨ	Ⓞ	# 6	5.180	3.749
Pool	6.841	1.352	19.8%	4.141	60.5%	Ⓨ	Ⓞ	# 7	16.500	10.747
Special Facilities	10.179	1.388	13.6%	6.699	65.8%	Ⓨ	Ⓞ	# 2	17.235	8.422
Trails & Pathways	8.135	1.596	19.6%	4.385	53.9%	Ⓨ	Ⓨ	# 9	14.150	7.520
<b>Sub-Total</b>	<b>87.758</b>	<b>22.668</b>	<b>25.8%</b>	<b>53.204</b>	<b>60.6%</b>	-	-		<b>196.280</b>	<b>125.130</b>
<b>Service Improvements</b>										
Arena	2.777	0.487	17.6%	1.077	38.8%	Ⓡ	Ⓡ	# 8	9.265	3.194
Community Centres	8.193	1.997	24.4%	4.990	60.9%	Ⓨ	Ⓞ	# 10	28.861	11.642
Environmental Initiatives	3.746	0.306	8.2%	1.182	31.5%	Ⓡ	Ⓨ	# 11	8.775	3.902
Facility Components	0.894	0.168	18.8%	0.494	55.2%	Ⓨ	Ⓨ	# 13	6.592	4.184
Information Technology	8.743	2.199	25.2%	5.290	60.5%	Ⓨ	Ⓨ	# 12	18.078	7.609
Land Acquisition	0.000	0.000		0.000					0.800	0.766
Outdoor Recreation Centres	4.848	1.768	36.5%	2.465	50.8%	Ⓨ	Ⓨ	# 3	16.035	3.910
Park Development	56.169	19.101	34.0%	34.173	60.8%	Ⓨ	Ⓞ	# 4	127.063	61.204
Playgrounds/Waterplay	10.427	2.426	23.3%	6.465	62.0%	Ⓨ	Ⓞ	# 6	24.523	12.580
Pool	3.179	0.087	2.7%	0.100	3.1%	Ⓡ	Ⓡ	# 7	17.000	0.908
Special Facilities	10.137	0.822	8.1%	2.540	25.1%	Ⓡ	Ⓡ	# 2	19.499	1.738
Trails & Pathways	8.503	0.585	6.9%	3.142	36.9%	Ⓡ	Ⓡ	# 9	18.132	4.162
<b>Sub-Total</b>	<b>117.615</b>	<b>29.947</b>	<b>25.5%</b>	<b>61.917</b>	<b>52.6%</b>	-	-		<b>294.623</b>	<b>115.799</b>

**Parks, Forestry and Recreation (PF&R)**

Projects by Category (Million)	2016 Approved Cash	YTD Exp.		YE Projection				Notes :	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Growth Related</b>										
Community Centres	8.056	4.745	58.9%	6.817	84.6%	Ⓞ	Ⓞ		138.425	52.960
Land Acquisition	16.147	0.953	5.9%	1.828	11.3%	Ⓜ	Ⓜ	# 1	44.557	28.305
Outdoor Recreation Centres	1.404	0.059	4.2%	0.160	11.4%	Ⓜ	Ⓜ	# 3	3.500	0.182
Park Development	0.385	0.000	0.0%	0.047	12.1%	Ⓜ	Ⓜ	# 4	8.802	5.000
<b>Sub-Total</b>	<b>25.992</b>	<b>5.757</b>	<b>22.2%</b>	<b>8.852</b>	<b>34.1%</b>	-	-		<b>195.284</b>	<b>86.447</b>
<b>Total</b>	<b>233.385</b>	<b>58.825</b>	<b>25.2%</b>	<b>124.695</b>	<b>53.4%</b>				<b>690.607</b>	<b>330.127</b>

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

**Note # 1:**

Land Acquisition: Spending delayed as the acquisition and expropriation of properties are not expected to be resolved by year-end due to the protracted process for acquisition of various properties. The lower spending is also related to extended environmental approvals and remediation work at various sites including Grand Manitoba/Mystic, Paton Road, Stafford Street and Lisgar Park.

**Note # 2:**

Special Facilities: Delayed spending relates mainly to the Allan Gardens Washroom Building Construction due to heritage preservation and additional requirements; the replacement of the ferry boat replacement due to an extended design period; and the Seawall state of good repair projects due the specialized nature and extensive approvals process for various projects with environmental impact.

**Note # 3:**

Outdoor Recreation Centres: Underspensing for some service improvements and growth related-sports fields projects as a result of validation and adjustment of scope and location. The Earl Bales Fieldhouse addition and expansion experienced delays with the consultation and procurement process and the Ward 6 Baseball Field improvements experienced delays in awarding the contracts and programming constraints.

**Note # 4:**

Park Development: –Various park development projects are forecasted to be underspent due to design work spanning over multiple years, protracted community consultation processes, coordination of other projects, and seasonal constraints. Major projects include the construction of Grange Park (managed by the AGO), Corktown Parks, Riverdale Park and St. Andrew Playground.

**Note # 5:**

Parking Lots & Tennis Courts: Underspensing is expected at year-end as various State of Good Repair projects are delayed as a result of insufficient staff resources, programming constraints, and coordination with other projects.

**Note # 6:**

Playgrounds/Waterplay: Underspensing is expected for various playground improvement projects due to extended community consultation process and coordination with Metrolinx and the TRCA. State of good repair work on wading pools and water play projects are expected to be delayed due to coordination with other projects approval processes and some seasonal constraints. Major projects delayed include the Grange Park, Bellevue Square and Ward 38 Park Improvements.



**Parks, Forestry and Recreation (PF&R)**

Projects by Category (Million)	2016 Approved Cash	YTD Exp.		YE Projection				Notes :	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			

**Note # 7:**

Pools: Underspending is due to delays associated with community access and programming for various indoor and outdoor pool State of Good Repair projects. The construction of the Wellesley Pool experienced delays due to the procurement process.

**Note # 8:**

Arena: Underspending is related to delays with the Riverdale Park Pleasure Pad due to site conditions; delays with the College Park Outdoor Artificial Ice Rink which is being delivered by a Developer; and the Don Mills Civitan project which is delayed due to issues related to finding a suitable location for the facility.

**Note # 9:**

Trails & Pathways: State of Good Repair projects were delayed due to public access, programming constraints, the approvals process and unfavourable site conditions. Major service improvement projects delayed include Phase 1 of the East Don Trail design and construction due to the pending approval of the environmental assessment; the Upper Highland Creek Trail which is being undertaken with TRCA and involves other City divisions; and also for the Don Valley Brickworks-Todmorden Mills and Pan Am Path legacy projects due to difficult site conditions.

**Note # 10:**

Community Centres: Major underspending relates to various state of good repair projects which have started but are expected to carry into next year. Other delays and underspending are related to the construction at Oriole CC and Birchmount CC due to coordination with existing facility infrastructure as well as the planning for the new centres which are in the consultation and

**Note # 11:**

Environmental Initiatives: Delayed spending due to challenges with public access, approvals, and difficult site conditions associated with the following projects: Mud Creek, Wilket Creek, Brookbanks Park, and Rouge Park – Beare Road, that are impacted due to delays associated with coordination with TRCA and other Divisions such as Solid Waste and Transportation.

**Note # 12:**

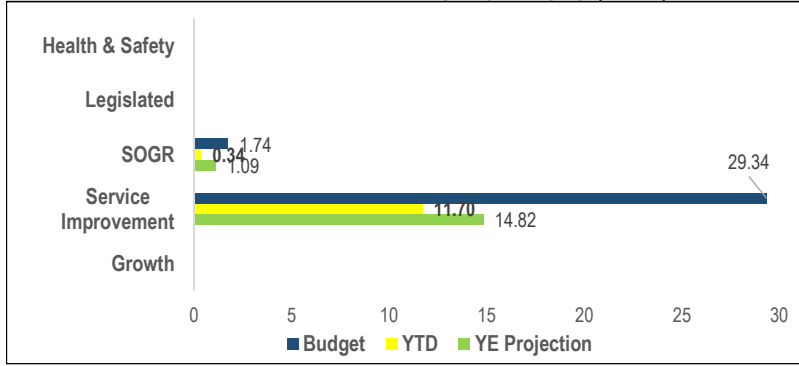
Information Technology: Underspending due to delays in finalizing the procurement of the Enterprise Work Management System and add-on design timelines in the Enterprise CATS/TASS solution.

**Note # 13:**

Facility Components: Underspending is expected due to the delays in the procurement process and programming constraints. Spending on the divisional accessibility projects is delayed due to coordination with other projects and further confirmation of scope.

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

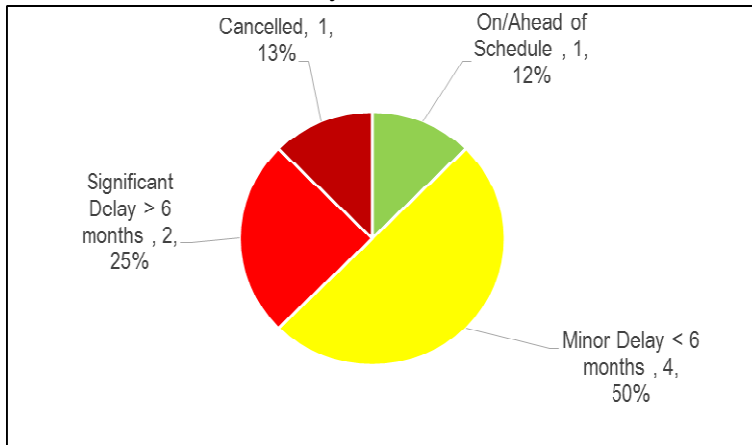
**Chart 1**  
**2016 Approved Budget by Category (\$31.08)**



**Table 1**  
**2016 Active Projects by Category**

Health & Safety	
Legislated	
SOGR	2
Service Improvement	6
Growth	
<b>Total # of Projects</b>	<b>8</b>

**Chart 2**  
**Project Status - 8**



**Table 2**

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

**Table 3**  
**Projects Status (\$Million)**

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
11.20	13.54	6.33		

**Key Discussion Points:**

- Homewood Avenue project was part of a Section 37 agreement with the developer working on the redevelopment of 175 Dundas Street East secured via a settlement prior to an OMB hearing. It required the developer to purchase the properties and turn them over to the City for an affordable housing development opportunity. Approval of this settlement was initially denied but subsequently approved by the OMB. An In-year technical adjustment is included with this report to release the earlier earmarked Section 37 funds in (XR3026) and change the funding source for the acquisition of the properties to the Capital Revolving Reserve Fund (XR1058).
- Budgeted cashflows for the GSR project are primarily for architecture and project management costs. Phase 2 funding will be utilized for the transition and redevelopment of Seaton House subject to Council approval of the project delivery model and related expenditures through the 2017 Capital Budget process. EX16.13 however grants SSHA authority to begin implementation of the transition plan with funds available in its 2016 Approved Capital Budget.
- The current SOGR commitments are roughly \$0.901 million. The commitments cover a variety of work such as washroom renovation, elevator replacement design, design for front desk/security, repair of domestic hot water storage tank. The Division is working in partnership with Facilities to expedite the remaining uncommitted cash flow. Cash flow spending for SOGR projects is expected to accelerate in the last quarter of the year as more of the purchase orders and contracts are awarded.
- The Shelter Land Acquisition is tied to contractual arrangements with a developer and won't be paid until the completion of specified milestones.
- Architects have been engaged in the conceptual design work for 389 Church Street.

Shelter, Support and Housing Administration (SSHA)

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes:	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>State of Good Repair</b>										
Capital Repairs/ Replacement City Owned	1.540	0.342	22.2%	0.891	57.9%	⊕	⊕	#1	1.600	0.402
Capital Repairs/ Replacement Leased	0.195	0.002	0.9%	0.195	100.0%	⊕	⊖		0.200	0.007
<b>Sub-Total</b>	<b>1.735</b>	<b>0.344</b>	<b>19.8%</b>	<b>1.086</b>	<b>62.6%</b>	-	-		<b>1.800</b>	<b>0.409</b>
<b>Service Improvements</b>										
George Street Redevelopment (GSR)- Phase 1	2.864	1.190	41.6%	2.639	92.2%	⊕	⊕	#2	15.320	13.647
GSR Project - Phase 2	8.409	0.000	0.0%	0.500	5.9%	⊕	⊕	#3	8.409	0.236
Shelter Land Acquisition	0.730	0.000	0.0%	0.730	100.0%	⊕	⊕	#4	7.300	0.000
Kingston Road	8.200	7.953	97.0%	8.200	100.0%	⊕	⊕	#5	8.200	7.953
Homewood Avenue	3.000	2.553	85.1%	2.753	91.8%	⊕	⊕	#6	3.000	2.553
389 Church Street	6.138	0.000	0.0%	0.000	0.0%	⊕	⊖	#7	10.538	0.000
<b>Sub-Total</b>	<b>29.341</b>	<b>11.696</b>	<b>39.9%</b>	<b>14.822</b>	<b>50.5%</b>	-	-		<b>52.767</b>	<b>24.389</b>
<b>Total</b>	<b>31.076</b>	<b>12.040</b>	<b>38.7%</b>	<b>15.908</b>	<b>51.2%</b>				<b>54.567</b>	<b>24.798</b>

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

**Note # 1**

The commitments cover a variety work such as washroom renovation, elevator replacement design, design for front desk/security, repair of domestic hot water storage tank. The division is working in partnership with Facilities to expedite the remaining uncommitted cash flow. Cash flow spending for these projects will accelerate in the last quarter of the year as more of the purchase orders and contracts are awarded.

**Note # 2:**

Shelter development/redevelopment, these costs are related to phase 1 of the GSR project, namely the architect and project manager fees. These costs are on-going and critical to the development of the phase 2 procurement options.

**Note # 3:**

Cashflows for Phase 2 of the GSR project are for the transition and redevelopment of Seaton House subject to Council approval of the overall project through the 2017 Capital budget process. Per EX16.13 (Recommendation 4), SSHA is authorized to begin implementation of the Seaton House transition plan with funds available in the 2016 Approved Capital Budget. These funds will be used to advance negotiations with Infrastructure Ontario, preparation of the (Project Specific Output Specifications) PSOS and the GSR transition plan.

**Note # 4:**

Capital Spending for this project is tied to contractual arrangements with specific developers. Release of funds is dependent upon the completion of certain milestones. SSHA expects 2016 cashflows to be fully spent by the end of the year.

**Note # 5:**

Property was acquired in February 2016, hence the large expense in the first quarter. Unspent funds will be returned to the Land Acquisition Fund upon confirmation from facilities staff that no additional funding is required to complete the purchase transaction.

**Note # 6:**

Project was part of a Section 37 agreement with the developer for project at 175 Dundas Street East secured via a settlement prior to an OMB hearing. It required the developer to purchase the properties and turn them over to the City for an affordable housing development opportunity. Approval of this settlement was initially denied but subsequently approved by the OMB. An In-year technical adjustment is included with this report to return the Section 37 funds in (XR3026) previously earmarked for this acquisition per EX10.20 and change the funding source for the acquisition of the properties to the Capital Revolving Reserve Fund (XR1058).

**Note # 7:**

Project architects have been engaged in conceptual design work. Spending is expected to increase once detailed plans and construction timelines are determined which will be monitored and reviewed with the Q4 variance report.

Toronto Employment and Social Services (TESS)

Chart 1  
2016 Approved Budget by Category (\$2.50)

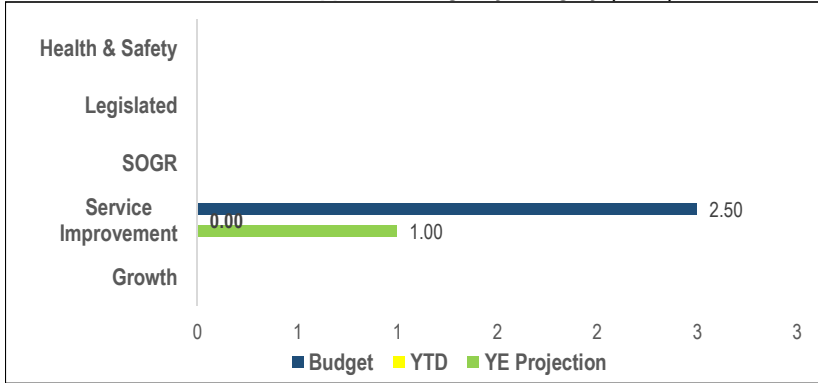


Table 1  
2016 Active Projects by Category

Health & Safety	
Legislated	
SOGR	
Service Improvement	1
Growth	
<b>Total # of Projects</b>	<b>1</b>

Chart 2  
Project Status - 1

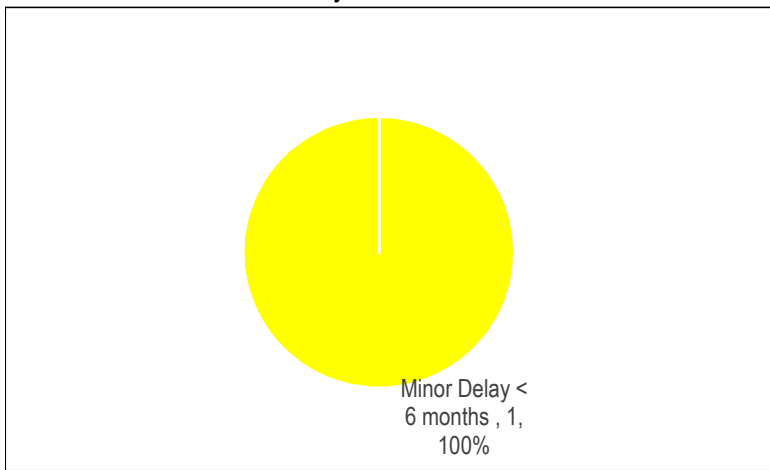


Table 2

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

Table 3  
Projects Status (\$Million)

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

**Key Discussion Points:**

- Leasing issues with the Province needed to be addressed before the RFP for a design consultant could be issued. The Province and the City have now reached an agreement in principle for a co-location at the redeveloped Wellesley Place office, the RFP for a designer has closed and the design process is underway. The leasing agreement between the City and Province will be completed and submitted to Council for approval once the design plans are finalized.
- Construction will commence early in 2017 and the project is projected to be complete in the third quarter of 2017.

Toronto Employment and Social Services (TESS)

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes:	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Service Improvements</b>										
Wellesley Place Renovation	2.500	0.000	0.0%	1.000	40.0%	Ⓜ	Ⓨ	# 1	5.000	5.000
<b>Sub-Total</b>	<b>2.500</b>	<b>0.000</b>	<b>0.0%</b>	<b>2.500</b>	<b>40.0%</b>	-	-		<b>5.000</b>	<b>5.000</b>
<b>Total</b>	<b>2.500</b>	<b>0.000</b>	<b>0.0%</b>	<b>2.500</b>	<b>40.0%</b>				<b>5.000</b>	<b>5.000</b>

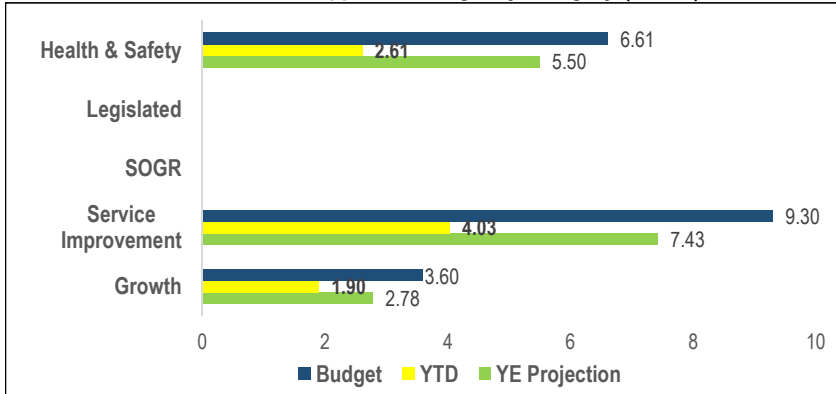
On Time	On Budget
On/Ahead of Schedule	>70% of Approved Cash Flow
Minor Delay < 6 months	Between 50% and 70%
Significant Delay > 6 months	< 50% or >100% of Approved Cash Flow

**Note 1:**

Delays in issuing an RFP for a design consultant will result in under-spending of cash flows in 2016.

**Toronto Paramedic Services (TPS)**

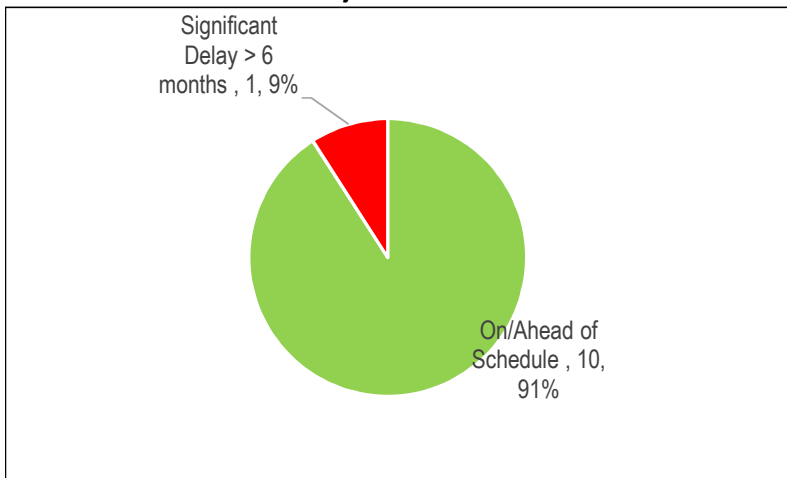
**Chart 1**  
2016 Approved Budget by Category (\$19.50)



**Table 1**  
2016 Active Projects by Category

Health & Safety	3
Legislated	
SOGR	
Service Improvement	2
Growth	6
<b>Total # of Projects</b>	<b>11</b>

**Chart 2**  
Project Status - 11



**Table 2**

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

**Table 3**  
Projects Status (\$Million)




On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
19.20		0.30		

**Key Discussion Points:**

- Procurement of defibrillators is on track and is expected to be completed by December 2016.
- Proponent meeting the requirements of Request for Proposal (RFP) for Power Stretchers has been selected. Contract negotiations are in progress.
- The construction of the North West District Facility has begun and the project is expected to be completed in early 2017 as planned.

Toronto Paramedic Services (TPS)

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes:	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
Defibrillator Replacement Purchases 2015	3.215	2.099	65.3%	2.300	71.5%	G	G		7.000	3.239
Power Stretchers	2.885	0.002	0.1%	2.700	93.6%	G	G		5.000	0.117
Portable Radio Replacement	0.509	0.509	100.0%	0.500	98.2%	G	G		1.000	0.509
<b>Sub-Total</b>	<b>6.608</b>	<b>2.610</b>	<b>39.5%</b>	<b>5.500</b>	<b>83.2%</b>	-	-		<b>13.000</b>	<b>3.865</b>
<b>Service Improvements</b>										
Mobile Data Communications - 2015	0.230	0.188	81.6%	0.230	100.0%	G	G		0.300	0.258
North West District Multi- function - Facility	9.069	3.843	42.4%	7.200	79.4%	G	G		11.455	4.060
<b>Sub-Total</b>	<b>9.299</b>	<b>4.030</b>	<b>43.3%</b>	<b>7.430</b>	<b>79.9%</b>	-	-		<b>11.755</b>	<b>4.318</b>
<b>Growth Related</b>										
Medical Equipment Replacement	0.323	0.219	67.7%	0.323	100.0%	G	G		1.782	1.538
Mobile Data Communications 2014 - 2023	0.300	0.000	0.0%	0.050	16.7%	R	R	# 1	0.300	0.000
40 New Defibrillators	0.081	0.000	0.0%	0.000	0.0%	G	G	# 2	1.400	0.999
Ambulance Radio Replacement	0.991	0.509	51.3%	0.509	51.3%	Y	Y	# 3	1.500	0.509
Additional Ambulances (2016-2019)	1.800	1.171	65.1%	1.800	100.0%	G	G		1.800	1.171
Multifunction Station Plan	0.100	0.000		0.100	100.0%	G	G		0.250	0.000
<b>Sub-Total</b>	<b>3.595</b>	<b>1.899</b>	<b>52.8%</b>	<b>2.782</b>	<b>77.4%</b>	-	-		<b>7.032</b>	<b>4.217</b>
<b>Total</b>	<b>19.502</b>	<b>8.539</b>	<b>43.8%</b>	<b>15.712</b>	<b>80.6%</b>				<b>31.787</b>	<b>12.400</b>

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

**Note #1:**

Project required co-ordination between Toronto Paramedic Services, Toronto Police Services and Toronto Fire Services Mobile Data. Communication to develop an RFP for software replacement which now has been submitted .

**Note # 2:**

This project is complete.

**Note # 3:**

The Ambulance Radio Replacement project is expected to be 51% spent by year-end with the balance of purchasing to occur in 2017. The Ambulance Radios ordered will be installed, before additional ones are ordered.

**2016 Capital Spending by Program  
Cluster B**

Program		2016 Approved Cash Flow	2016 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
City Planning	Q1	10.33	0.48	7.32	70.9%		<b>G</b>
	Q2	10.33	2.30	7.32	70.8%	↓	<b>G</b>
	Q3	10.33	2.97	7.43	71.9%	↑	<b>G</b>
Fire Services	Q1	21.74	1.40	15.12	69.5%		<b>Y</b>
	Q2	21.74	5.38	12.91	59.4%	↓	<b>Y</b>
	Q3	21.74	7.98	12.29	56.3%	↓	<b>Y</b>
Transportation	Q1	450.86	16.74	318.98	70.7%		<b>G</b>
	Q2	451.65	49.02	303.34	67.2%	↓	<b>Y</b>
	Q3	451.66	113.07	291.21	64.5%	↓	<b>Y</b>
Waterfront Revitalization	Q1	33.70	3.58	27.06	80.3%		<b>G</b>
	Q2	33.70	6.47	25.52	75.7%	↓	<b>G</b>
	Q3	36.82	12.07	23.57	64.0%	↓	<b>Y</b>
<b>Total</b>	<b>Q3</b>	<b>520.55</b>	<b>136.10</b>	<b>334.33</b>	<b>64.2%</b>		

G >70%     
 Y between 50% and 70%     
 R < 50% or > 100%

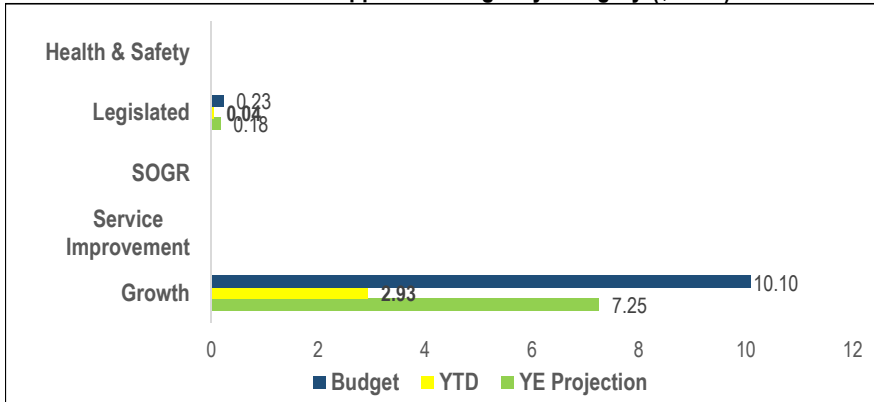
For the nine months ended September 30, 2016, capital expenditures for this Cluster totalled \$6136.10 million (26.1%) of their collective 2016 Approved Capital Budget of \$520.55 million. Spending is expected to increase to \$334.33 million (64.2%) by year-end.

In this Cluster, only City Planning is projecting a year-end spending rate over 70% of its 2016 Approved Capital Budgets; the spending rate for Fire Services is anticipated to be 56.3% of the 2016 Approved Capital Budget at year-end; while and Transportation Services and Waterfront Revitalization Initiative are projecting spending rate of 64.5% and 64% respectively.



## City Planning

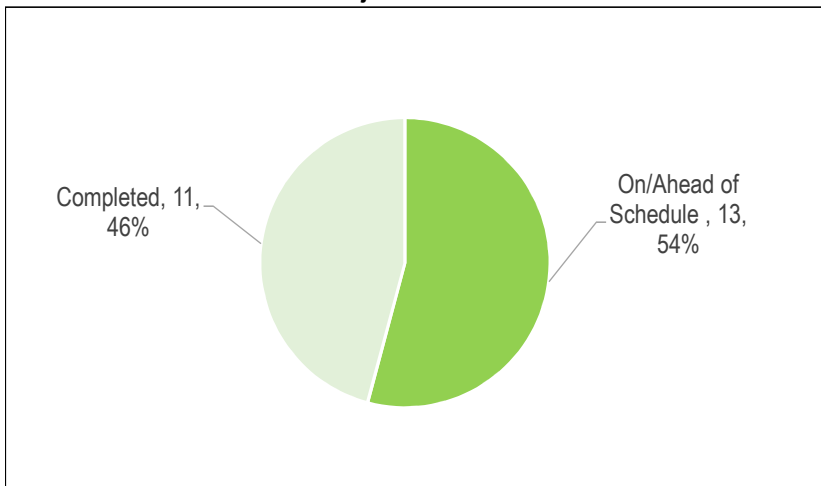
**Chart 1**  
2016 Approved Budget by Category (\$10.33)



**Table 1**  
2016 Active Projects by Category

Health & Safety	
Legislated	4
SOGR	
Service Improvement	
Growth	20
<b>Total # of Projects</b>	<b>24</b>

**Chart 2**  
Project Status - 24



**Table 2**

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

**Table 3**  
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
9.31			1.02	

### Key Discussion Points:

- Internal, procurement and invoicing delays account for most of the year-to-date underspending, however spreading project costs over the historical project lifespan - two years, rather than one - has extended the program's spending timeline on 2016 growth and heritage projects so delays have not compromised the overall delivery schedule.
- Management staff have been overseeing the range of project managers and guiding projects through the procurement process.
- Timely receipt of invoices from the range of agencies, divisions and contractors that deliver the capital program is encouraged and actively managed, with room to tighten up the billing schedule.

#REF!

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes:	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Legislated</b>										
Natural Heritage Inventory Studies	0.156	0.010	6.6%	0.116	74.3%	Ⓞ	Ⓞ		0.160	0.015
Toronto Archeological Resources Plan	0.078	0.033	42.7%	0.063	80.8%	Ⓞ	Ⓞ		0.100	0.055
<b>Sub-Total</b>	<b>0.234</b>	<b>0.044</b>	<b>18.6%</b>	<b>0.179</b>	<b>76.5%</b>	-	-		<b>0.260</b>	<b>0.070</b>
<b>Growth Related</b>										
Development Charges Funded Studies										
Growth Studies	2.888	0.855	29.6%	2.142	74.2%	Ⓞ	Ⓞ		6.924	3.771
Transportation & Transit Studies	0.892	0.361	40.4%	0.767	86.0%	Ⓞ	Ⓞ		1.250	0.669
Avenue/ Area Studies	0.445	0.085	19.0%	0.320	71.9%	Ⓞ	Ⓞ		0.750	0.389
Heritage Conservation Dist. Studies	1.500	0.203	13.6%	0.750	50.0%	Ⓜ	Ⓜ	#1	2.500	0.487
Places	3.673	1.113	30.3%	2.571	70.0%	Ⓞ	Ⓞ	#2	17.159	12.677
Streetscape - Library at Scarborough CC	0.400	0.000	0.0%	0.400	100.0%	Ⓞ	Ⓞ	#3	2.544	2.322
John Street Revitalization Library - Scarborough Civic Centre	0.300	0.315	105.0%	0.315	105.0%	Ⓢ	Ⓞ	#3	2.565	1.833
<b>Sub-Total</b>	<b>10.098</b>	<b>2.931</b>	<b>29.0%</b>	<b>7.265</b>	<b>71.9%</b>	-	-		<b>33.692</b>	<b>22.148</b>
<b>Total</b>	<b>10.332</b>	<b>2.974</b>	<b>28.8%</b>	<b>7.443</b>	<b>72.0%</b>				<b>33.952</b>	<b>22.218</b>

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

**Note # 1:**

Project management vacancies have been recently filled, which will result in project moving forward.

**Note # 2:**

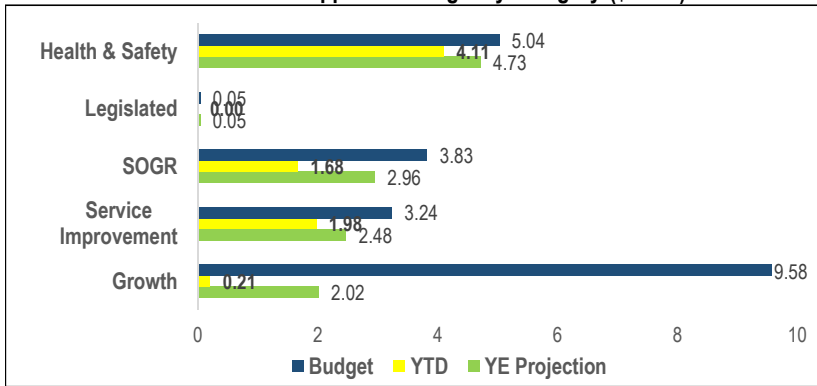
The Civic Improvement program is generally completed within 2 year construction cycle.

**Note # 3:**

Projects are substantially complete, program awaiting final expense claims before closing.

**Fire Services**

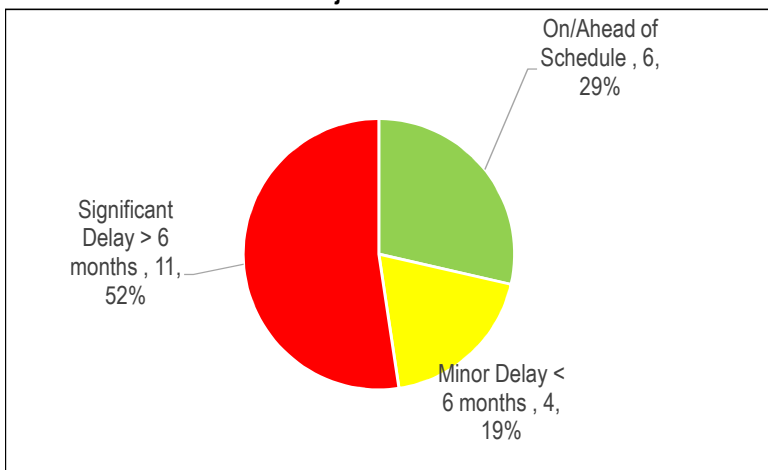
**Chart 1**  
2016 Approved Budget by Category (\$21.74)



**Table 1**  
2016 Active Projects by Category

Health & Safety	6
Legislated	1
SOGR	8
Service Improvement	3
Growth	3
<b>Total # of Projects</b>	<b>21</b>

**Chart 2**  
Project Status - 21



**Table 2**

Reason for Delay	# of Projects	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	6	2
RFQ/RFP Delayed	5	
Contractor Issues		
Site Conditions		
Co-ordination with Other Proj		
Community Consultation		
Other*		2
<b>Total # of Projects</b>	<b>11</b>	<b>4</b>

**Table 3**  
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
8.19	2.25	11.30		

**Reasons for "Other\*" Projects Delay:**

- Complexity of installation of *Computer-aided Dispatch Upgrade and Workstation Console Replacement* has resulted in minor delay

**Key Discussion Points:**

- Fire station replacements delayed primarily due to difficulties in finalizing site plans approvals
- Projects often experience delays reflecting difficulty in vendors meeting complex project specifications

Fire Services

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes:	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
Purchase Gas Meters for Fire Investigation	0.050	0.000	0.0%		0.0%	Ⓡ	Ⓡ	#1	0.070	0.000
Handheld Pulse Oximeter & Accessories	0.200	0.000	0.0%	0.200	100.0%	Ⓢ	Ⓡ	#2	0.200	0.000
Replacement of CBRNE Equipment	0.170	0.000	0.0%	0.170	100.0%	Ⓢ	Ⓡ	#2	0.510	0.000
Self-Contained Breathing Apparatus - Replacement	0.227	0.201	88.5%	0.201	88.5%	Ⓢ	Ⓢ		5.824	5.771
Bunker Suits Lifecycle Replacement	2.938	2.692	91.6%	2.705	92.1%	Ⓢ	Ⓢ		3.900	3.654
Thermal Imaging Cameras	1.450	1.217	83.9%	1.450	100.0%	Ⓢ	Ⓢ		1.450	1.217
<b>Sub-Total</b>	<b>5.035</b>	<b>4.110</b>	<b>81.6%</b>	<b>4.726</b>	<b>93.9%</b>	-	-		<b>11.954</b>	<b>10.642</b>
<b>Legislated</b>										
Replacement of HUSAR Equipment 2016	0.050	0.000	0.0%	0.050	100.0%	Ⓢ	Ⓡ	#2	0.050	0.000
<b>Sub-Total</b>	<b>0.050</b>	<b>0.000</b>	<b>0.0%</b>	<b>0.050</b>	<b>100.0%</b>	-	-		<b>0.050</b>	<b>0.000</b>
<b>State of Good Repair</b>										
Technical Rescue Simulator Repair	0.250	0.000	0.0%	0.042	16.8%	Ⓡ	Ⓡ	#3	0.250	0.000
Replace Aging Propane Pumps & Vaporizers	0.250	0.000	0.0%		0.0%	Ⓡ	Ⓡ	#1	0.250	0.000
Emerg Fire Comm Workstation Console Replacement	0.050	0.000	0.0%	0.025	50.0%	Ⓢ	Ⓢ	#1	0.600	0.000
Emergency Phone System Replacement	0.590	0.036	6.1%	0.590	100.0%	Ⓢ	Ⓡ	#4	0.720	0.167
Training Simulators Rehabilitation	0.200	0.000	0.0%	0.133	66.5%	Ⓢ	Ⓢ		0.200	0.016
Repair the Special Operations Water Simulators	0.250	0.007	2.8%	0.250	100.0%	Ⓢ	Ⓡ	#5	0.250	
Renovating/Repurposing of Fires Station 424	1.139	0.851	74.7%	1.139	100.0%	Ⓢ	Ⓢ		1.230	0.942
Computer Aided Dispatch Upgrade	1.103	0.783	71.0%	0.783	71.0%	Ⓢ	Ⓢ		1.255	0.935
<b>Sub-Total</b>	<b>3.832</b>	<b>1.677</b>	<b>43.8%</b>	<b>2.962</b>	<b>77.3%</b>	-	-		<b>4.755</b>	<b>2.060</b>
<b>Service Improvements</b>										
Replacement of Fire Station #135	1.848	1.801	97.5%	1.848	100.0%	Ⓢ	Ⓢ		7.334	7.198
Fire Prevention South District Consolidation	0.500	0.044	8.8%	0.140	28.0%	Ⓡ	Ⓡ	#6	0.500	0.044
Emergency Communication System Enhancement	0.895	0.137	15.3%	0.492	55.0%	Ⓢ	Ⓢ		0.895	0.137
<b>Sub-Total</b>	<b>3.243</b>	<b>1.982</b>	<b>61.1%</b>	<b>2.480</b>	<b>76.5%</b>	-	-		<b>8.729</b>	<b>7.379</b>

**Fire Services**

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes:	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Growth Related</b>										
Station B (Stn 144) Keele/ Sheppard	5.412	0.000	0.0%	0.500	9.2%	Ⓜ	Ⓜ	#7	9.885	3.973
Station A (Stn 414) Hwy- 27 and Rexdale Blvd	2.097	0.128	6.1%	0.600	28.6%	Ⓜ	Ⓜ	#8	8.342	1.549
Specialized Trucks & Equipment	2.072	0.086	4.2%	0.921	44.4%	Ⓜ	Ⓜ	#9	3.250	1.263
<b>Sub-Total</b>	<b>9.581</b>	<b>0.214</b>	<b>2.2%</b>	<b>2.021</b>	<b>21.1%</b>	-	-		<b>21.477</b>	<b>6.785</b>
<b>Total</b>	<b>21.741</b>	<b>7.983</b>	<b>36.7%</b>	<b>12.239</b>	<b>56.3%</b>				<b>46.965</b>	<b>26.866</b>

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

**Note # 1:**

Contract amendments and/or delays in issuing RFPs have resulted in a delay in project completion.

**Note # 2:**

The procurement process has commenced and the project is expected to be completed by year-end.

**Note # 3:**

The complexity of the project has resulted in the need to co-ordinate implementation with Corporate Facilities, resulting in a delay in project completion

**Note # 4:**

Vendor issues have delayed completion but is still expected to be completed by year-end.

**Note # 5:**

Construction is underway with completion expected by year-end

**Note # 6:**

Project is moving forward, with design taking longer than anticipated

**Note # 7:**

Project is delayed pending site plan approvals mainly due to site development and street scape redesign; pending timely SPA approval, project completion scheduled for Q1, 2018

**Note # 8**

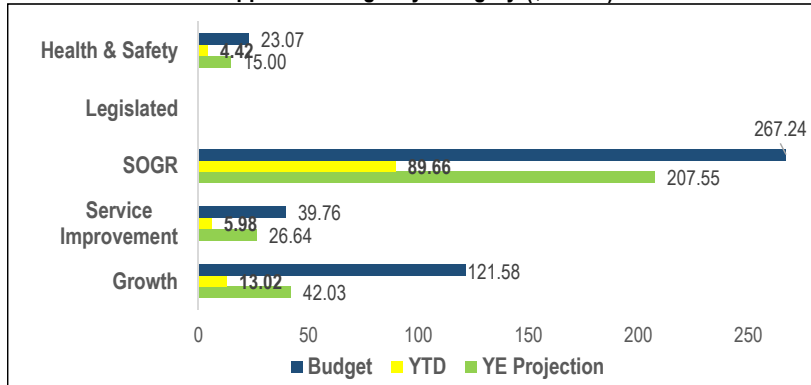
Land has been acquired and the schematic design have been approved. SPA approval is delayed and project completion is scheduled for Q1, 2018

**Note # 9:**

Complexity of specific project requirements have delayed project delivery, with the remaining 2 High Rise Response trucks currently being tendered.

## Transportation Services

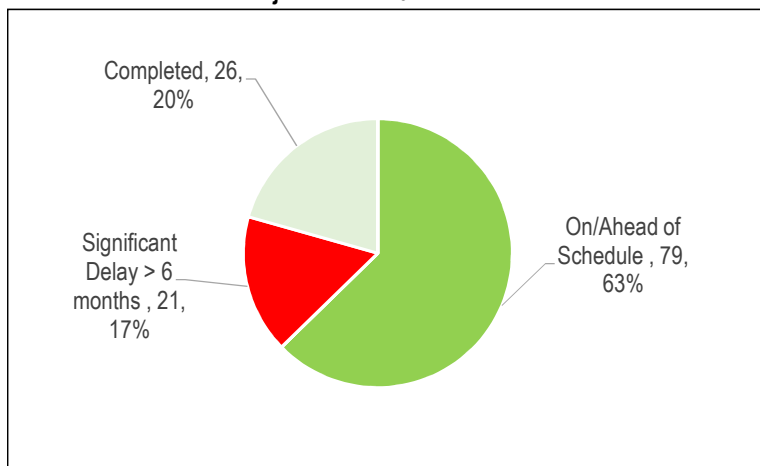
**Chart 1**  
2016 Approved Budget by Category (\$451.66)



**Table 1**  
2016 Active Projects by Category

Health & Safety	13
Legislated	
SOGR	16
Service Improvement	11
Growth	24
<b>Total # of Projects</b>	<b>64</b>

**Chart 2**  
Project Status - 64



**Table 2**

Reason for Delay	# of Projects	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	1	
RFQ/RFP Delayed	1	
Contractor Issues		
Site Conditions	3	
Co-ordination with Other	8	
Community Consultation	3	
Other*	5	
<b>Total # of Projects</b>	<b>12</b>	

**Table 3**  
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
391.15		43.86	16.64	

### Reasons for "Other\*" Projects Delay:

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

### Key Discussion Points:

- 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

Transportation Svcs

Projects by Category (Million)	2016 Budget	YTD Exp.		YE Projection				Notes	Total Project Cost*	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
Accessible Pedestrian Signals (Audible)	3.223	0.820	25.4%	2.498	77.5%	ⓐ	ⓐ			
Guide Rail Replacement	1.300	-	0.0%	1.040	80.0%	ⓐ	ⓐ		3.300	-
Local Geometric Traffic Safety Improvements	1.423	0.208	14.6%	0.864	60.7%	Ⓨ	Ⓡ	# 1	3.607	0.392
Local Speed Limit Reduction	1.500	0.167	11.1%	0.750	50.0%	Ⓨ	ⓐ		1.500	0.167
New Traffic Control Signals / Devices	5.119	1.501	29.3%	3.980	77.8%	ⓐ	ⓐ			
Pedestrian Safety & Infrastructure Prgrms	0.951	0.248	26.1%	0.248	26.1%	Ⓡ	Ⓡ	# 2		
PXO Visibility Enhancements	0.725	0.103	14.3%	0.403	55.6%	Ⓨ	ⓐ			
Salt Management Program	1.646	0.313	19.0%	1.221	74.2%	ⓐ	ⓐ			
Signal Major Modifications	3.156	0.804	25.5%	2.612	82.8%	ⓐ	ⓐ			
Tactile Domes Installation	1.000	0.158	15.8%	0.800	80.0%	ⓐ	ⓐ		3.000	0.158
Traffic Sign Structure Replacement	0.397	0.077	19.4%	0.297	74.8%	ⓐ	ⓐ			
Two Way Radio Communication	2.200	-	0.0%	-	0.0%	Ⓡ	Ⓡ	# 3	2.200	-
Upgrades to Meet New ESA Requirements	0.432	0.015	3.5%	0.290	67.2%	Ⓨ	ⓐ			
<b>Sub-Total</b>	<b>23.071</b>	<b>4.416</b>	<b>19.1%</b>	<b>15.002</b>	<b>65.0%</b>					
<b>State of Good Repair</b>										
Bathurst Street Bridge Rehabilitation	0.600	0.035	5.8%	0.134	22.3%	Ⓡ	ⓐ	# 4	28.313	0.349
City-Bridge Rehabilitation	35.463	9.104	25.7%	20.801	58.7%	Ⓨ	ⓐ			
Ditch Rehabilitation & Culvert Reconstruction	1.000	0.322	32.2%	0.995	99.5%	ⓐ	ⓐ			
Don Valley Parkway Rehabilitation	2.403	0.553	23.0%	2.163	90.0%	ⓐ	ⓐ			
F.G. Gardiner**	47.356	25.747	54.4%	31.656	66.8%	Ⓨ	ⓐ	# 5	2,396.626	125.742
Facility Improvements	2.138	0.926	43.3%	1.943	90.9%	ⓐ	ⓐ			
Interim Rehabilitation Of Roads	8.000	1.196	14.9%	7.200	90.0%	ⓐ	ⓐ		24.000	6.661
Laneways	2.838	0.731	25.8%	2.557	90.1%	ⓐ	ⓐ			
Local Road Rehabilitation	55.171	17.693	32.1%	49.822	90.3%	ⓐ	ⓐ			
Major Road Rehabilitation	67.106	23.625	35.2%	60.940	90.8%	ⓐ	ⓐ			
Major SOGR Pooled Contingency	4.397	0.160	3.6%	0.160	3.6%	N/A	N/A	# 6		
Neighbourhood Improvements	7.989	0.828	10.4%	3.851	48.2%	Ⓡ	ⓐ	# 7		
Retaining Walls Rehabilitation	5.539	0.656	11.8%	2.217	40.0%	Ⓡ	ⓐ	# 8		
Sidewalks	20.165	6.859	34.0%	18.148	90.0%	ⓐ	ⓐ			
Traffic Plant Requirements / Signal Asset Management	6.181	0.895	14.5%	4.353	70.4%	ⓐ	ⓐ			
Traffic Plant Restoration	0.899	0.332	36.9%	0.606	67.5%	Ⓨ	ⓐ		2.900	2.228
<b>Sub-Total</b>	<b>267.243</b>	<b>89.664</b>	<b>33.6%</b>	<b>207.545</b>	<b>77.7%</b>					
<b>Service Improvements</b>										
Advanced Traffic Signal Control	2.802	0.876	31.3%	2.221	79.2%	ⓐ	ⓐ			
Cycling Infrastructure	19.816	2.739	13.8%	12.944	65.3%	Ⓨ	ⓐ			
Engineering Studies	8.930	1.773	19.9%	5.702	63.9%	Ⓨ	ⓐ			
Finch LRT - Transportation Study	0.200	-	0.0%	0.100	50.0%	Ⓨ	ⓐ		0.200	-
LED Signal Module Conversion	1.000	0.031	3.1%	0.780	78.0%	ⓐ	ⓐ			
Participatory Budgeting Pilot	0.065	-	0.0%	0.059	90.0%	ⓐ	ⓐ		0.065	-
Signs & Markings Asset Management	3.350	0.128	3.8%	3.009	89.8%	ⓐ	ⓐ			
Traffic Calming	0.301	0.010	3.5%	0.286	95.0%	ⓐ	ⓐ			
Traffic Control - RESCU	1.600	0.223	14.0%	0.493	30.8%	Ⓡ	ⓐ	# 9		
Transit Shelter Property Acquisition	0.100	-	0.0%	0.095	95.0%	ⓐ	ⓐ		0.100	-
Transportation Safety & Local Improvements	1.594	0.196	12.3%	0.952	59.7%	Ⓨ	ⓐ			
<b>Sub-Total</b>	<b>39.757</b>	<b>5.976</b>	<b>15.0%</b>	<b>26.639</b>	<b>67.0%</b>					
<b>Growth Related</b>										
Allen Road Individual EA	0.500	-	0.0%	-	0.0%	Ⓡ	Ⓡ	# 2	2.500	0.179
Bloor Street Transformation	0.668	-	0.0%	0.601	90.0%	ⓐ	ⓐ			
Dufferin Street Jog Elimination	0.500	-	0.0%	0.450	90.0%	ⓐ	Ⓡ	# 10		
Gardiner York/Bay/Yonge Reconfiguration	14.489	0.548	3.8%	8.150	56.3%	Ⓨ	ⓐ		31.800	1.360
Georgetown South City Infrastructure Upgrade	26.840	-	0.0%	-	0.0%	Ⓡ	ⓐ	# 11	67.100	-
Growth Related Capital Works	0.300	-	0.0%	0.105	35.0%	ⓐ	ⓐ	# 12		
Ingram Drive Extension	1.000	-	0.0%	0.500	50.0%	Ⓨ	Ⓡ	# 10	59.600	6.904
King Liberty Cycling Pedestrian Bridge	1.350	-	0.0%	-	0.0%	Ⓡ	Ⓡ	# 13	11.350	-
Lawrence-Allen Revitalization Project	1.644	0.126	7.6%	0.493	30.0%	Ⓡ	Ⓡ	# 2	6.274	0.126
North York Service Road	5.018	0.872	17.4%	2.509	50.0%	Ⓨ	Ⓡ	# 14	20.740	11.594
Port Union Road	0.800	-	0.0%	0.050	6.3%	Ⓡ	ⓐ	# 15	5.000	-
Redlea Avenue - Steeles to McNicoll	8.989	3.265	36.3%	4.503	50.1%	Ⓨ	ⓐ		19.400	10.295
Regent Park Revitalization	1.702	0.685	40.2%	1.532	90.0%	ⓐ	ⓐ		5.942	3.829
Rouge National Park Transfer of Lands	0.222	-	0.0%	-	0.0%	Ⓡ	Ⓡ	# 16	0.222	-
Scarlett / St. Clair / Dundas	4.251	0.102	2.4%	0.500	11.8%	Ⓡ	Ⓡ	# 17	50.500	1.289
Six Points Interchange Redevelopment	18.432	-	0.0%	-	0.0%	Ⓡ	Ⓡ	# 13	77.297	4.976
St. Clair West/Metrolinx Georgetown Grade Separation	2.000	-	0.0%	-	0.0%	Ⓡ	Ⓡ	# 13	32.000	-
Steeles Avenue East/Kennedy Rd Grade Separation	0.500	-	0.0%	0.450	90.0%	ⓐ	ⓐ		0.500	-

Projects by Category (Million)	2016 Budget	YTD Exp.		YE Projection				Notes	Total Project Cost*	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Steeles Widening (Tapscott Rd - Beare Rd)	1.500	0.001	0.1%	1.500	100.0%	Ⓞ	Ⓞ	# 18	40.000	0.001
Third Party Signals	0.900	0.295	32.7%	0.374	41.5%	Ⓜ	Ⓜ	# 19		
Traffic Congestion Management	11.366	3.082	27.1%	8.830	77.7%	Ⓞ	Ⓞ		47.240	6.348
Work for TTC & Others	14.112	3.996	28.3%	10.382	73.6%	Ⓞ	Ⓞ			
Yonge Street Revitalization	2.000	0.047	2.4%	1.100	55.0%	Ⓜ	Ⓞ		2.000	0.047
Yonge Street/Highway 401 Interchange Improvements	2.500	-	0.0%	-	0.0%	Ⓜ	Ⓜ	# 19	25.000	-
<b>Sub-Total</b>	<b>121.583</b>	<b>13.018</b>	<b>10.7%</b>	<b>42.028</b>	<b>34.6%</b>					
<b>GRAND TOTAL</b>	<b>451.655</b>	<b>113.074</b>	<b>25.0%</b>	<b>291.215</b>	<b>64.5%</b>					

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

\*\*The total project cost for the Gardiner reflects the 2012 - 2025 costs.

On Time	On Budget
On/Ahead of Schedule	Ⓞ > 10% of Approved Cash Flow
Minor Delay < 6 months	Ⓜ Between 50% and 10%
Significant Delay > 6 months	Ⓜ < 50% or > 100% of Approved Cash Flow

**Note # 1:**

Parts of this project have been postponed to 2018. In the 3rd QTR, Council approved a reallocation of \$0.893 million from this project in support of the Road Safety Plan.

**Note # 2:**

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

**Note # 3:**

Working with Corporate Purchasing Division on the RFP. Spending is now expected to be delayed to 2017. This project covers the cost of 675 radios and related infrastructure costs.

**Note # 4:**

Study / investigation to determine delivery of the EA or repair the bridge. Metrolinx is also a stakeholder at this site. The bridge is considered part of "heritage" which may impose design limitations. TTC has requested design modifications for the area in vicinity of Bathurst St.

**Note # 5:**

See Major Capital Projects section.

**Note # 6:**

Contingency only used if required.

**Note # 7:**

Many projects within neighbourhood improvements are delivered by 3rd parties (PF&R and Economic Development Division). Delays are beyond Transportation's control and some projects will be completed in 2017.

**Note # 8:**

The Riverside retaining wall rehabilitation project was deferred due to co-ordination issues with watermain work. Design only in 2016. Surface construction will be completed in 2017.

**Note # 9:**

Structural evaluation and variable message sign design will be completed in 2016. Variable message sign installation will occur in 2017.

**Note # 10:**

These projects have been delayed as they require legal resolution. Outstanding claims related to the Dufferin Street Jog Elimination and access to private property issues related to the Ingram Drive Extension.

**Note # 11:**

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

**Note # 12:**

Projects identified on an 'as needed' basis.

**Note # 13:**

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

**Note # 14:**

This project has been delayed pending resolution of property acquisitions.

**Note # 15:**

Design in progress. Consulting RFP in 2016. Detailed design in 2017. Retaining walls to be completed first. Requires property acquisitions and utility re-locations. Construction in 2018.

**Note # 16:**

City's share of the park revitalization. Project status to be confirmed.

**Note # 17:**

Feasibility study and preliminary design have been completed (Metrolinx has proposed design modifications). Final design dependent on budget availability. Property acquisitions are required before construction can commence.

**Note # 18:**

This project is being delivered through a cost-sharing agreement with the Regional Municipality of York. Detailed design started in April 2016 and is expected to take 2 years.

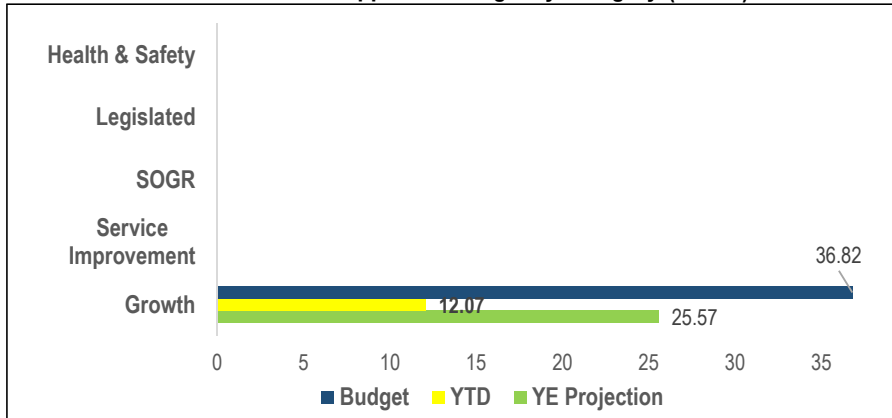
**Note # 19:**

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



## Waterfront Revitalization Initiative

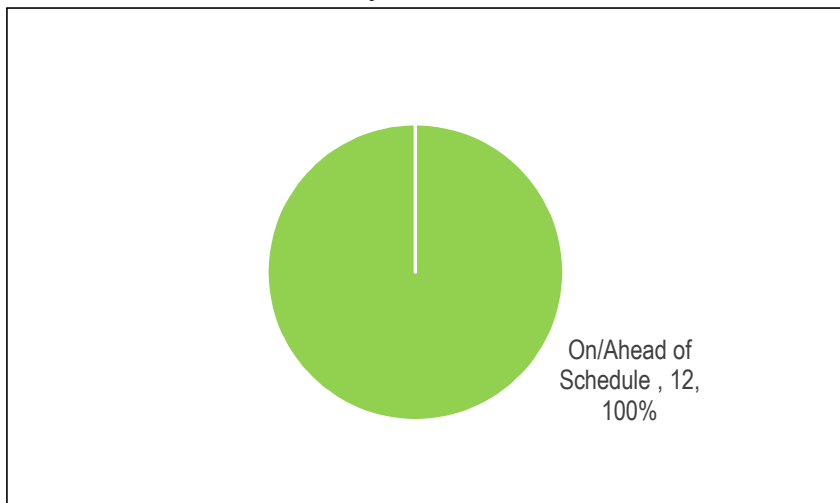
**Chart 1**  
2016 Approved Budget by Category (\$36.82)



**Table 1**  
2016 Active Projects by Category

Health & Safety	
Legislated	
SOGR	
Service Improvement	
Growth	12
<b>Total # of Projects</b>	<b>12</b>

**Chart 2**  
Project Status - 12



**Table 2**

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

**Table 3**  
Projects Status (\$Million)




On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
33.70				

### Key Discussion Points:

- The extent to which Waterfront Secretariat projects are on schedule and on budget largely depends on the timing of Waterfront Toronto billings, the presence and number of external partners, requirement for tri-lateral approvals, the uniqueness of each project and the evolution of the Secretariat's mandate, which now includes delivery of projects geographically outside the waterfront area.

**Waterfront Revitalization Initiative**

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes:	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Growth Related</b>										
Fort York Pedestrian and Cycle Bridge	14.694	3.333	22.7%	8.000	54.4%	Y	G	#1	21.659	5.869
Project Under Gardiner	10.000	3.000	30.0%	6.500	65.0%	Y	G	#2	25.000	3.000
Portlands Flood Protection	2.000	0.529	26.5%	1.000	50.0%	Y	G	#3	7.000	5.529
<b>Sub-Total</b>	<b>26.694</b>	<b>6.862</b>	<b>26%</b>	<b>15.500</b>	<b>56.5%</b>	-	-		<b>53.659</b>	<b>14.398</b>
<b>Total</b>	<b>26.694</b>	<b>6.862</b>	<b>26%</b>	<b>15.500</b>	<b>56.5%</b>	-	-		<b>53.659</b>	<b>14.398</b>

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

**Note # 1:**

Developing legal agreements and sign-off from external partners took 4 months longer than expected, however project construction is now underway and completion is still expected for the end of 2017.

**Note # 2:**

Detailed design and approvals are underway. Construction is planned to start in January, 2017.

**Note # 3:**

With the release of the Due Dilligence Report, further design and site investigations and risk assessment work will continue and funding will be required to be extended into 2017.

**2016 Capital Spending by Program  
Internal Services**

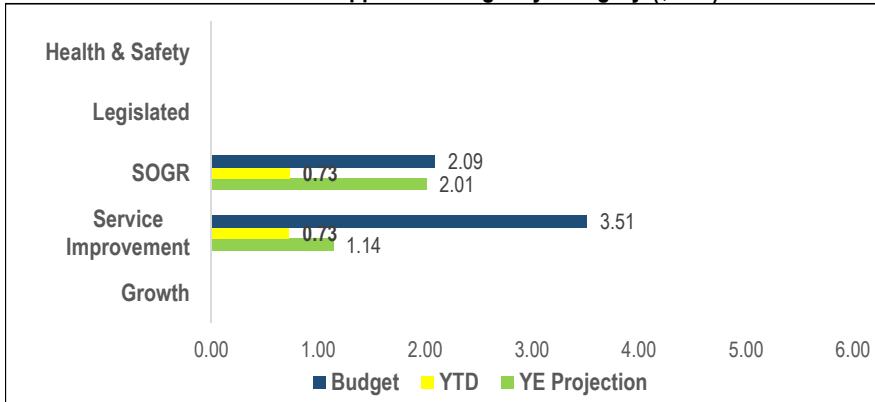
Program		2016 Approved Cash Flow	2016 Expenditure			Trending	Alert (Benchm ark 70% spending)
			YTD Spending	Year-End Projection	% at Year End		
311 Toronto	Q1	5.61	0.27	3.38	60.4%		Y
	Q2	5.61	0.67	3.38	60.4%	□	Y
	Q3	5.61	1.47	3.15	56.2%	↓	Y
FM&RE	Q1	299.78	18.19	222.87	74.3%		G
	Q2	298.32	51.10	194.12	65.1%	↓	Y
	Q3	298.32	89.77	161.56	54.2%	↓	Y
Financial Services	Q1	28.28	1.03	21.58	76.3%		G
	Q2	28.28	2.27	17.66	62.4%	↓	Y
	Q3	28.28	5.47	15.12	53.5%	↓	Y
Fleet Services	Q1	48.22	2.79	38.70	80.2%		G
	Q2	48.22	20.42	38.70	80.2%	□	G
	Q3	48.22	30.50	41.97	87.0%	↑	G
I&T	Q1	97.57	5.62	67.84	69.5%		Y
	Q2	97.39	18.69	63.32	65.0%	↓	Y
	Q3	97.39	32.36	58.84	60.4%	↓	Y
<b>Total</b>	<b>Q3</b>	<b>477.83</b>	<b>159.56</b>	<b>280.65</b>	<b>58.7%</b>		

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

For the nine months ended September 30, 2016, capital expenditures for this Cluster totalled \$159.56 million (33.4%) of their collective 2016 Approved Capital Budget of \$477.83 million. Spending is expected to increase to \$280.38 million (58.7%) by year-end.

Fleet Services are projecting 87% spending rate at year-end, while I&T is projecting 60.4% spending rate. Other programs are anticipating lower spending rate at year end: 311 Toronto anticipate 56.2 % spending at year end; FREE 54.2% and Financial Services 53.5% spending of their respective 2016 Council Approved Budgets.

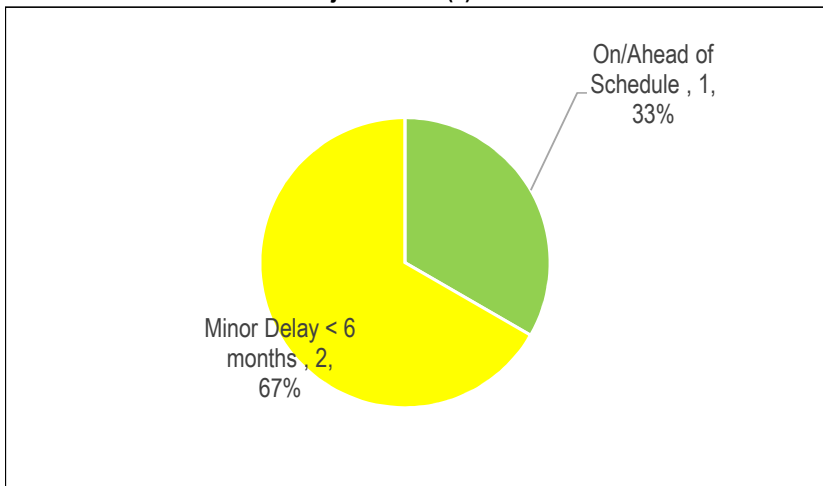
**Chart 1**  
2016 Approved Budget by Category (\$5.61)



**Table 1**  
2016 Active Projects by Category

Health & Safety	
Legislated	
SOGR	1
Service Improvement	2
Growth	
<b>Total # of Projects</b>	<b>3</b>

**Chart 2**  
Project Status (3)



**Table 2**

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

**Table 3**  
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
2.59	3.01			

**Key Discussion Points:**

- 311 Toronto is currently forecasting to spend \$3.153 million, or 56.2% of its 2016 Capital Budget. This includes SOGR projects such as the Verint, Lagan, Knowledge Base and Unified Contact Centre Enterprise (UCCE) upgrades which are projected to have a 96.1% year-end spend rate and are scheduled to be completed in 2016.
- The projected year-end spend rate of 28.5% for the Future Integration and Strategy Initiatives project is due to a delay in the finalization of the RFP documentation for acquisition and implementation of the City Booking and Scheduling Solution (\$1.69 million). In addition, a delay in the Unified Contact Centre Enterprise (UCCE) Telephony Upgrade is holding progress on the Interactive Voice Response (IVR) payment module implementation (\$1.32 million), which is dependent on the completion of the UCCE Telephony Upgrade.
- The projected year-end spend rate of 56.4% for the Integrations with Municipal Licensing and Standards (MLS) and Toronto Buildings is the result of changes to MLS project requirements. As a pilot project, 311 Toronto will partner with MLS to study various CRM solutions that could support future business models and be used for future integrations with

## 311 Toronto

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
State of Good Repair Verint, Lagan, Knowledge Base and UCCE Upgrades	2.092	0.735	35.1%	2.011	96.1%	Ⓞ	Ⓞ		8.193	6.338
<b>Sub-Total</b>	<b>2.092</b>	<b>0.735</b>	<b>35.1%</b>	<b>2.011</b>	<b>96.1%</b>	-	-		<b>8.193</b>	<b>6.338</b>
Service Improvements City Booking & Scheduling Solution and Payment Module	3.013	0.614	20.4%	0.859	28.5%	Ⓡ	Ⓢ	#1	7.626	7.110
Integrations with MLS and Toronto Building	0.500	0.116	23.2%	0.282	56.4%	Ⓢ	Ⓢ	#2	0.760	0.057
<b>Sub-Total</b>	<b>3.513</b>	<b>0.730</b>	<b>20.8%</b>	<b>1.141</b>	<b>32.5%</b>	-	-		<b>8.386</b>	<b>7.167</b>
<b>Total</b>	<b>5.605</b>	<b>1.465</b>	<b>26.1%</b>	<b>3.153</b>	<b>56.2%</b>				<b>16.579</b>	<b>13.505</b>

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

**Note # 1:**

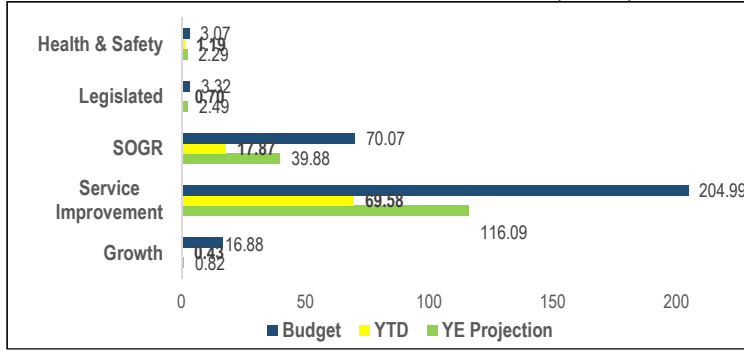
Future Integration and Strategy Initiatives is experiencing a minor delay resulting from the finalization of the RFP documentation relating to the City Booking and Scheduling Solution. In addition, a delay in the UCCE Telephony Upgrade is holding progress on the Interactive Voice Response (IVR) payment module implementation upon which it is dependent.

**Note # 2:**

The 2016 budget for the Integration with MLS will not be fully spent due to a change in project requirements. A pilot project will be conducted to study various CRM solutions that could support future business models and integrations with other City divisions.

**Facilities, Real Estate, Environment & Energy (FREEE)**

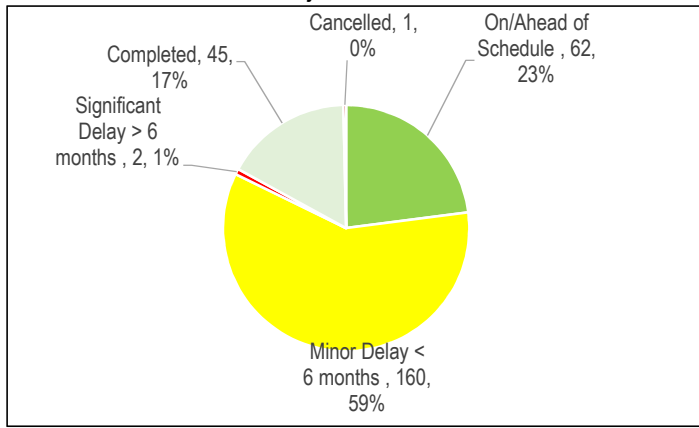
**Chart 1**  
2016 Approved Budget by Category (\$298.32)



**Table 1**  
2016 Active Projects by Category

Health & Safety	26
Legislated	9
SOGR	146
Service Improvement	85
Growth	4
<b>Total # of Projects</b>	<b>270</b>

**Chart 2**  
Project Status - 270



**Table 2**

Reason for Delay	# of Projects	
	Significant Delay	Minor Delay
Insufficient Staff Resources		8
Procurement Issues		
RFQ/RFP Delayed	1	16
Contractor Issues		11
Site Conditions	1	73
Co-ordination with Other Proj		9
Community Consultation		1
Other*		42
<b>Total # of Projects</b>	<b>2</b>	<b>160</b>

**Table 3**  
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
165.16	116.93	9.08	6.97	0.18

**Reasons for "Other\*" Projects Delay:**

- Other delays are due to changes in project scheduling, legal settlement issues, finalization of service level agreements, and project re-design changes.

**Key Discussion Points:**

- The FREEE program is currently forecasting to spend \$161.6 million, or 54% of its 2016 Capital Budget. Excluding the St. Lawrence Market Redevelopment and Union Station Revitalization Stage 1 construction, the FREEE program is forecasting 60% of the 2016 Capital Budget.
- FREEE continues to make progress in establishing organizational changes to improve the capital program delivery, such as mid-year implementation of the Facilities Management organizational restructure - including the Project Management Office (PMO), favourable contract changes to major capital projects (Union Station Revitalization), ramping up the Solar Photovoltaic (PV) program with the recent award of approximately 40 Independent Electricity System Operator (IESO) contracts, and completion of two pilot locations under the Office Modernization Program.
- The FREEE program includes both SOGR and Improvement projects and major capital initiatives. For major projects, progress to date and expected by year end includes:
  - St. Lawrence Market North - finalize design, demo the existing building, complete archaeology and tender the construction contract for the new facility.
  - Union Station - completion of stage 1, continued progress on stage 2/3 construction.
- Under the core SOGR Facilities Management program, capital commitments are \$34.8 million compared to \$27.0 million at the same time last year (a 29% increase), demonstrating improvement in the execution of capital projects.
- On the core program, on track to complete or in the close out process of roughly 80 projects by year end. As has been the case historically, spending is expected to increase in the fourth quarter as more projects are through design and into construction.

## Facilities, Real Estate, Environment & Energy (FREEE)

### Key Discussion Points (cont'd):

- FREEE has experienced a number of isolated challenges that have a major impact on 2016 capital spending:
  - Union Station Revitalization – the USR Stage 1 close out reconciliation is not expected to be completed by year-end as the contractor is yet to provide substantiated final billings.
  - St. Lawrence Market North - the market continues to proceed with the four stage archeological process due to the extensive findings at the project site. Construction of the new permanent building cannot take place until the process is complete (expected by year-end).
  - Other projects contributing to the 2016 plan underspending is the Home Energy Loan Program (HELP) (due to regulatory roadblocks for lenders), the Strategic Property Acquisition (spent on an as needed basis when opportunities arise), delays in award of the Solar PV contracts, and residual Westwood lands funding.
- Risks to achieving the forecasted spending include bids exceeding available funding levels,

Facilities, Real Estate, Environment & Energy (FREEE)

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes:	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
Emergency Repairs	2.138	1.019	47.6%	1.652	77.3%	Ⓞ	Ⓜ	#1	4.905	3.522
Global Corporate Security Program	0.117	0.028	23.6%	0.117	100.0%	Ⓞ	Ⓞ		3.500	3.410
Replacement of Diesel with Natural Gas Generators for Various locations	0.675	0.018	2.7%	0.400	59.3%	Ⓜ	Ⓜ	#2	4.687	4.030
Other - Health & Safety	0.137	0.126	91.9%	0.125	90.9%	Ⓞ	Ⓞ		5.076	4.804
<b>Sub-Total</b>	<b>3.067</b>	<b>1.190</b>	<b>38.8%</b>	<b>2.294</b>	<b>74.8%</b>	-	-		<b>18.168</b>	<b>15.767</b>
<b>Legislated</b>										
Accessibility for Ontarians with Disabilities Act (AODA)	0.451	0.000	0.0%	0.361	80.0%	Ⓞ	Ⓜ	#3	6.160	0.000
Barrier Free / Equity	1.399	0.127	9.1%	1.119	80.0%	Ⓞ	Ⓜ	#4	1.887	0.615
Environmental Remediation	1.467	0.574	39.1%	1.006	68.6%	Ⓜ	Ⓜ	#5	4.178	2.304
<b>Sub-Total</b>	<b>3.317</b>	<b>0.701</b>	<b>21.1%</b>	<b>2.486</b>	<b>75.0%</b>	-	-		<b>12.225</b>	<b>2.919</b>
<b>State of Good Repair</b>										
Albert Campbell Square Park Rehabilitation	2.878	0.021	0.7%	0.030	1.0%	Ⓡ	Ⓡ	#6	3.144	0.137
Mechanical & Electrical	12.201	2.951	24.2%	6.767	55.5%	Ⓜ	Ⓜ	#7	35.349	14.078
Old City Hall HVAC	0.573	0.282	49.3%	0.573	100.0%	Ⓞ	Ⓞ		32.742	32.427
Paving	0.905	0.073	8.0%	0.767	84.8%	Ⓞ	Ⓜ	#8	0.925	0.093
Renovations	7.998	2.010	25.1%	3.284	41.1%	Ⓡ	Ⓜ	#9	22.751	10.130
Re-Roofing	3.004	0.465	15.5%	1.792	59.7%	Ⓜ	Ⓜ	#10	8.109	1.999
Sitework	6.223	1.980	31.8%	5.660	90.9%	Ⓞ	Ⓜ	#11	14.224	2.772
Structural / Building	22.608	4.930	21.8%	10.045	44.4%	Ⓡ	Ⓜ	#12	60.658	13.451
Physical Security Capital	1.519	0.443	29.2%	1.260	82.9%	Ⓞ	Ⓜ	#13	2.000	0.924
Others - SOGR	12.157	4.713	38.8%	9.696	79.8%	Ⓞ	Ⓜ	#14	38.881	19.597
<b>Sub-Total</b>	<b>70.066</b>	<b>17.869</b>	<b>25.5%</b>	<b>39.876</b>	<b>56.9%</b>	-	-		<b>218.784</b>	<b>95.608</b>
<b>Service Improvements</b>										
CCTV Infrastructure Enhancements	1.134	0.674	59.4%	1.134	100.0%	Ⓞ	Ⓞ		7.600	5.390
Channel & Counter Strategy	2.665	0.265	9.9%	0.865	32.4%	Ⓡ	Ⓜ	#15	3.051	0.651
Combined Heat & Power	1.901	0.207	10.9%	0.768	40.4%	Ⓡ	Ⓜ	#16	1.928	0.234
Community Energy Planning	2.933	2.375	81.0%	3.377	115.2%	Ⓡ	Ⓞ	#17	11.481	5.562
Corporate Facilities Refurbishment Program	1.317	0.931	70.7%	1.248	94.8%	Ⓞ	Ⓜ	#18	5.944	4.791



Facilities, Real Estate, Environment & Energy (FREEE)

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes:	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Demand Response Program	2.698	0.377	14.0%	0.728	27.0%	Ⓡ	Ⓨ	#19	8.407	0.645
Energy Conservation & Demand Management	4.000	0.078	1.9%	1.807	45.2%	Ⓡ	Ⓨ	#20	4.500	0.078
Energy Retrofit Program	1.346	0.614	45.6%	1.175	87.3%	Ⓞ	Ⓨ	#21	3.045	2.068
Facilities Preventive Maintenance Systems	0.570	0.205	36.1%	0.566	99.3%	Ⓞ	Ⓨ	#22	4.705	3.684
Fire Hall Emergency Generators	3.019	1.150	38.1%	2.274	75.3%	Ⓞ	Ⓨ	#23	12.957	1.788
14 John Street Expropriation	2.004	1.904	95.0%	2.004	100.0%	Ⓞ	Ⓨ	#24	2.004	0.000
Nathan Phillips Square Revitalization	0.146	-0.018	-12.1%	0.146	100.0%	Ⓞ	Ⓞ		51.300	50.869
Office Modernization Program	8.309	4.367	52.6%	6.750	81.2%	Ⓞ	Ⓨ	#25	9.150	5.204
Renewable Energy Program	8.563	0.183	2.1%	4.513	52.7%	Ⓨ	Ⓨ	#26	24.460	1.614
Residential Energy Retrofit Program (HELP)	8.845	0.476	5.4%	0.675	7.6%	Ⓡ	Ⓨ	#27	10.000	1.631
Resiliency Program	2.900	0.240	8.3%	1.300	44.8%	Ⓡ	Ⓨ	#28	2.900	0.240
Solar Photovoltaic Program	1.973	0.808	40.9%	1.973	100.0%	Ⓞ	Ⓨ	#29	8.000	6.316
St. Lawrence Market North Redevelopment	14.169	0.428	3.0%	3.000	21.2%	Ⓡ	Ⓞ	#30	90.583	7.896
Toronto Strong Neighbourhood Strategy	3.100	0.319	10.3%	1.270	41.0%	Ⓡ	Ⓨ	#31	3.400	0.319
Union Station Revitalization	129.244	52.968	41.0%	77.172	59.7%	Ⓨ	Ⓞ	#32	675.128	524.296
Various IT-Related Projects	1.871	0.730	39.0%	1.689	90.3%	Ⓞ	Ⓨ	#33	6.578	3.148
Other Miscellaneous Mechanical & Electrical Work	0.032	0.005	17.3%	0.032	100.0%	Ⓞ	Ⓨ	#34	2.454	2.448
Others - Service Improvements	2.256	0.297	13.1%	1.623	71.9%	Ⓞ	Ⓨ	#35	20.400	12.455
<b>Sub-Total</b>	<b>204.994</b>	<b>69.581</b>	<b>33.9%</b>	<b>116.088</b>	<b>56.6%</b>	-	-		<b>969.975</b>	<b>641.325</b>
<b>Growth Related</b>										
1251 Bridletowne Circle	0.397	0.004	1.0%	0.397	100.0%	Ⓞ	Ⓨ	#36	5.942	5.549
First Parliament Site Land Acquisition	0.278	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#37	1.300	1.022

## Facilities, Real Estate, Environment & Energy (FREEE)

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes:	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Strategic Property Acquisitions	10.000	0.005	0.1%	0.005	0.1%	Ⓜ	Ⓞ	#38	10.000	0.005
Westwood	6.207	0.417	6.7%	0.417	6.7%	Ⓜ	Ⓜ	#39	6.800	1.010
<b>Sub-Total</b>	<b>16.881</b>	<b>0.426</b>	<b>2.5%</b>	<b>0.819</b>	<b>4.8%</b>	-	-		<b>24.042</b>	<b>7.587</b>
<b>Total</b>	<b>298.324</b>	<b>89.767</b>	<b>30.1%</b>	<b>161.562</b>	<b>54.2%</b>				<b>1,243.195</b>	<b>763.207</b>

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

### Note # 1:

Delays due to site conditions and RFQ / RFP delays.

### Note # 2:

Underspending and slowdown in project progress mainly due to site conditions.

### Note # 3:

Project requirements still to be defined. Further work planning expected to be completed, including audits, with further plans to be included in the 2017 Budget.

### Note # 4:

Delays due to coordination with other projects. Work to be coordinated with AODA plans going forward.

### Note # 5:

Underspending and project progress on environmental work is often impeded by site conditions and analysis of these conditions. Various environmental assessments to be completed by year end.

### Note # 6:

Underspending and slowdown in project progress due to condo board electing for window replacement. Project cannot commence until this work is completed.

### Note # 7:

Underspending and slowdown in project progress primarily due to site conditions, contract award issues or RFP/RFQ delays.

### Note # 8:

Delays due to site conditions.

### Note # 9:

Underspending and slowdown in project progress due to contractor issues, site conditions and insufficient staff resources.

### Note # 10:

Underspending and slowdown in project progress due to site conditions.

### Note # 11:

Delays due to site conditions and slowdowns in the RFP/RFQ process.

### Note # 12:

Underspending and slowdown in project progress due to site condition issues, RFP/RFQ delays and coordination with other projects

### Note # 13:

Delays due to insufficient staff resources.

### Note # 14:

Various project delays due to site conditions, contract award issues, and coordination with other projects.

### Note # 15:

Projected spending lower than plan due to change in project plans which resulted in delays in hiring and overall project progress.

### Note # 16:

Underspending due to issues with legal agreement sign off and client issues that have slowed progress of these initiatives.

## Facilities, Real Estate, Environment & Energy (FREEE)

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes:	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			

**Note # 17:**

Projected spending over 2016 planned cash flow due to additional \$950,000 to be disbursed in November to YMCA for accelerating energy retrofit work in November 2016. Adjustment approved by Council in October 2016.

**Note # 18:**

Delays due to site conditions and client issues.

**Note # 19:**

Delays due to coordination with other projects and legal agreement delays.

**Note # 20:**

Projected spending lower than plan due to change in project requirements and approach as well as staff turnover. Project managers finalizing updated plan, but will likely carry into 2017.

**Note # 21:**

Delays in the RFP/RFQ process.

**Note # 22:**

Delays due to insufficient staff resources.

**Note # 23:**

Delays mainly due to site conditions.

**Note # 24:**

Delays experienced waiting on owners to elect date of compensation. Date now finalized. Payment expected before year end.

**Note # 25:**

Minor delay in completing the initial project. Metro Hall 15th floor is complete, and Metro Hall 2nd Floor on track for completion in 2016.

**Note # 26:**

Several of the Solar Photovoltaic (PV) installation projects are issued as part of a larger Feed-In Tariff (FIT) RFP. Contract awards may be delayed due to negotiations. Some projects are also dependent on re-roofing projects' completion schedule.

**Note # 27:**

Third party review of the program to take place this year. The program has faced a number of road blocks from lending institutions and mortgage insurance companies. Staff is currently working their way through these issues.

**Note # 28:**

Delays due to contract award and procurement issues.

**Note # 29:**

Delays due to contract award issues.

**Note # 30:**

The forecast reflects delays from archeological assessment and finalizing project design, including value engineering. 2016 spending reflects demolition. Construction contract will be awarded in Q4 with spending starting in 2017. 2016 Plan is comprised of 2015 carryforward only.

**Note # 31:**

Delays as a result of service level agreement yet to be signed.

**Note # 32:**

Contractor unable to provide substantiated documentation for unbilled work completed to date and is not expected to be settled until after year-end 2016. As a result, the projected YE spend has been reduced by \$17.6 million.

**Note # 33:**

Delays due to insufficient staff resources, site conditions and RFP/RFQ delays.

**Note # 34:**

Delays due to site conditions.

**Facilities, Real Estate, Environment & Energy (FREEE)**

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes:	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			

**Note # 35:**

Delays due to site conditions.

**Note # 36:**

Delay due to site conditions. Outlays dependant on client and stakeholder actions.

**Note # 37:**

Environmental assessment completed. Remaining funding not required.

**Note # 38:**

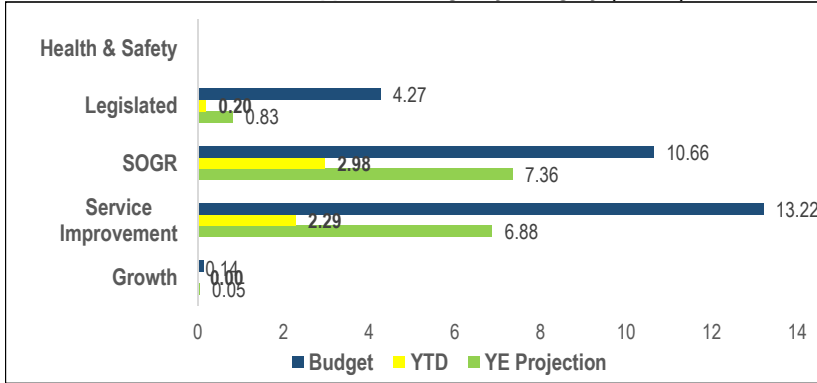
Funding is utilized as opportunities are identified. Currently staff are working on acquiring one site, no further acquisitions are forecasted as this time.

**Note # 39:**

Delays due to change in project plans. Real Estate Services (RES) to provide funding for Offer to Connect with Toronto Hydro, environmental abatement work, and land acquisitions to reconfigure road network on behalf of the Transportation Services' Six Points Westwood Project.

## Financial Services

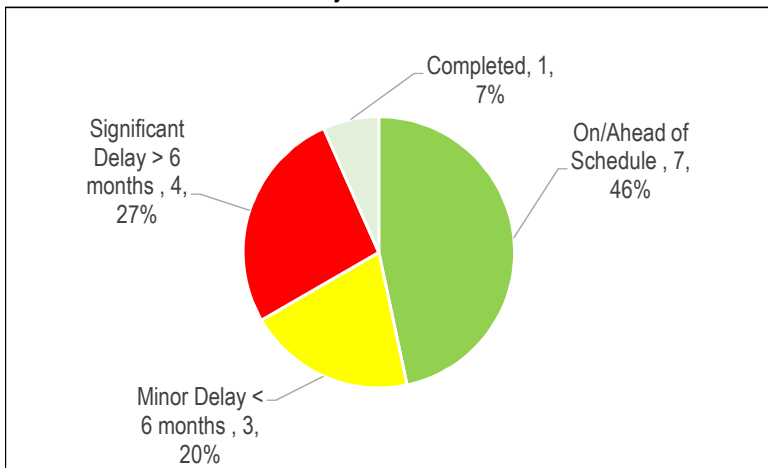
**Chart 1**  
2016 Approved Budget by Category (\$28.28)



**Table 1**  
2016 Active Projects by Category

Health & Safety	
Legislated	3
SOGR	6
Service Improvement	5
Growth	1
<b>Total # of Projects</b>	<b>15</b>

**Chart 2**  
Project Status - 15



**Table 2**

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

**Table 3**  
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
18.59	6.81	2.87	0.02	

### Reasons for "Other\*" Projects Delay:

- Financial Services has three 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 later starting dates for resources and Provincial regulations.

### Key Discussion Points:

- 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.
- Early planning stages of capital projects are projected to be completed on time.
- The Cross-Application Timesheet (CATS) Implementation project is expected to be complete under budget by \$0.3 million.

Financial Services

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes:	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Legislated</b>										
PCI Compliance	3.868	0.203	5.2%	0.702	18.1%	Ⓡ	Ⓨ	#1	10.362	2.698
Development Charges Background Study-2016	0.380	0.000	0.0%	0.130	34.2%	Ⓞ	Ⓞ		0.770	0.000
Development Charges Background Study	0.024	0.000	0.0%	0.000	0.0%	Ⓞ	Ⓞ		0.400	0.350
<b>Sub-Total</b>	<b>4.272</b>	<b>0.203</b>	<b>4.8%</b>	<b>0.832</b>	<b>19.5%</b>	-	-		<b>11.532</b>	<b>3.048</b>
<b>State of Good Repair</b>										
Cross Application Timeshet (CATS)	5.670	2.147	37.9%	5.414	95.5%	Ⓞ	Ⓞ		7.540	4.576
Tax Billing System Replacement	0.710	0.000	0.0%	0.150	21.1%	Ⓡ	Ⓨ	#2	9.922	1.073
Utility Billing System Replacement	0.710	0.000	0.0%	0.150	21.1%	Ⓡ	Ⓨ	#2	5.971	0.000
Public Budget Formulation (PBF) 8.1 Upgrade	0.937	0.818	87.3%	0.914	97.5%	Ⓞ	Ⓞ		2.919	2.755
Integrated Asset Planning Management	1.683	0.000	0.0%	0.480	28.5%	Ⓡ	Ⓨ	#3	5.000	0.000
Risk Management Info System Upgrade	0.948	0.013	1.4%	0.250	26.4%	Ⓡ	Ⓨ	#4	2.142	0.708
<b>Sub-Total</b>	<b>10.658</b>	<b>2.978</b>	<b>27.9%</b>	<b>7.358</b>	<b>69.0%</b>	-	-		<b>33.494</b>	<b>9.112</b>
<b>Service Improvements</b>										
Online Payment Services Migration	0.020	0.000	0.0%	0.020	100.0%	Ⓞ	Ⓞ		0.193	0.173
Supply Chain Management Transformation	5.102	0.199	3.9%	1.640	32.1%	Ⓡ	Ⓨ	#5	8.019	0.292
Revenue System - Phase II	0.373	0.027	7.2%	0.100	26.8%	Ⓡ	Ⓨ	#6	3.500	3.153
Electronic Self Serve Tax and Utility	0.551	0.000	0.0%	0.110	20.0%	Ⓡ	Ⓨ	#7	0.551	0.000
Financial Planning Analysis & Reporting System	7.170	2.065	28.8%	5.012	69.9%	Ⓞ	Ⓞ		60.820	48.714
<b>Sub-Total</b>	<b>13.216</b>	<b>2.291</b>	<b>17.3%</b>	<b>6.882</b>	<b>52.1%</b>	-	-		<b>73.083</b>	<b>52.332</b>

## Financial Services

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes:	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Growth Related</b>										
Tax Increment Financing Implementation	0.138	0.000	0.0%	0.050	36.2%	Ⓡ	Ⓡ	#8	0.160	0.022
<b>Sub-Total</b>	<b>0.138</b>	<b>0.000</b>	<b>0.0%</b>	<b>0.050</b>	<b>36.2%</b>	-	-		<b>0.160</b>	<b>0.022</b>
<b>Total</b>	<b>28.284</b>	<b>5.472</b>	<b>19.3%</b>	<b>15.122</b>	<b>53.5%</b>				<b>118.269</b>	<b>64.514</b>

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

### Note # 1:

The *PCI Compliance* project has recently hired a new Project Manager. The project start was delayed as a result of staff turnover. With the project team now established, project plans, goals and objectives are now defined. The project team is moving ahead with the project plan.

### Note # 2:

The Tax and Utility Billing System Replacement projects has been delayed due to a late start in hiring project managers. As a result, the planned activities for 2016 were also delayed causing a carry forward of the remaining funds to 2017.

### Note # 3:

The *Integrated Asset Planning Management* project were delayed due to co-ordination with other projects as well as a delay in hiring of resources. The project's initiation planning is underway with the project team currently connecting with asset management projects throughout the City and are looking at revising the overall plan of the project beyond 2017.

### Note # 4:

The *Risk Management Information System Upgrade* project has recently hired a new Project Manager but progress on the project has been slower than expected.

### Note # 5:

The *Supply Chain Management Transformation (SCMT)* project under the Purchasing and Materials Management Division project was delayed due to revisions to the project's specifications, in consultation with SAP, of the current City produced Cloud Master Service Agreement and in identifying project roles and resources.

### Note # 6:

The *Revenue System Phase II* project is under spent as a result of uncontrollable delays in the receipt of invoices that impacted the cash flow.

### Note # 7:

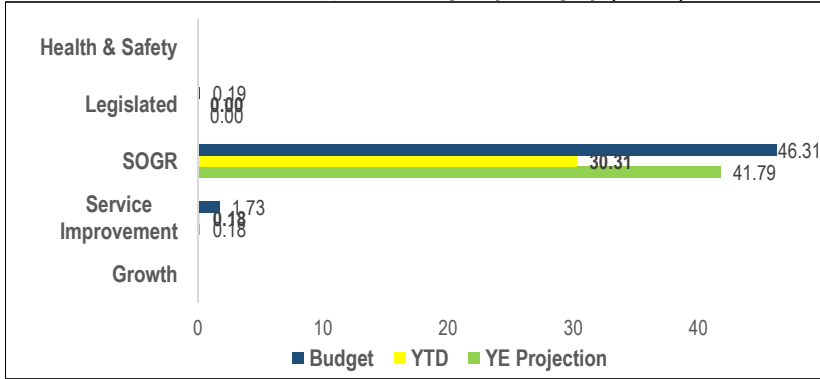
The *Electronic Self Service Tax and Utility* project is on track to be completed in December 2017 but under spending is due to a decision to defer most of the technical solution development or consultant work to 2017.

### Note # 8:

The *Tax Increment Financing* project proceeding with consultant study for the purpose of TIF implementation.

**Fleet Services**

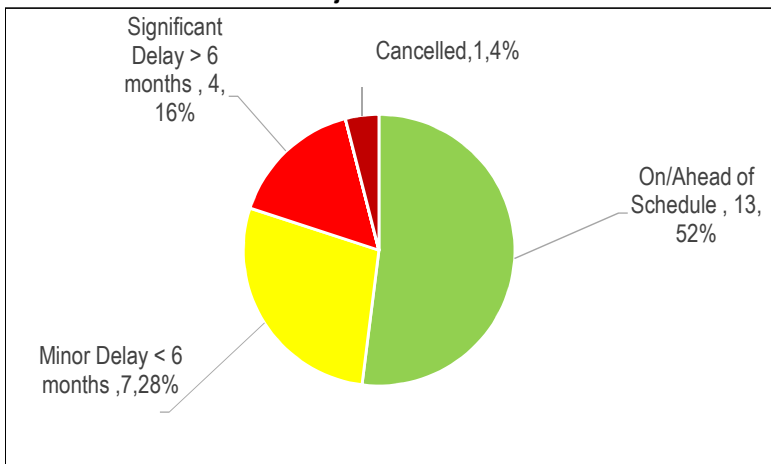
**Chart 1**  
2016 Approved Budget by Category (\$48.22)



**Table 1**  
2016 Active Projects by Category

Health & Safety	
Legislated	1
SOGR	22
Service Improvement	2
Growth	
<b>Total # of Projects</b>	<b>25</b>

**Chart 2**  
Project Status - 25



**Table 2**

Reason for Delay	# of Projects	
	Significant Delay	Minor Delay
Insufficient Staff Resources		1
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	2	3
Community Consultation		
Other*	2	3
<b>Total # of Projects</b>	<b>4</b>	<b>7</b>

**Table 3**  
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
18.86	9.00	20.36		0.00

**Reasons for "Other\*" Projects Delay:**

- Delay in the delivery from vendors of 22 CNG garbage collection units for Solid Waste .
- Delay due to insufficient funding of vehicle replacement for I&T.
- Delay due to deferral of vehicle replacement for ED&C to 2018.
- Delay due to significant lead-time associated with purchasing of fire vehicle.
- Delay due to insufficient staff resources resulting from staff turn over at the Toronto Zoo.

**Key Discussion Points:**

- After the realignment of cash flow funding during the 2016 budget process, Fleets Services' projected year end spending rate for 2016 is 87% which is above their 5 year average rate of 62%.



Fleet Services

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes:	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Legislated</b>										
Green Fleet Plan	0.185	0.000	0.0%	0.000	0.0%	Ⓞ	Ⓞ	1	0.435	0.000
<b>Sub-Total</b>	<b>0.185</b>	<b>0.000</b>	<b>0.0%</b>	<b>0.000</b>	<b>0.0%</b>				<b>0.435</b>	<b>0.000</b>
<b>State of Good Repair</b>										
Public Health - Fleet Replacement	0.072	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓨ	5	0.072	0.000
Library - Fleet Replacement	0.852	0.332	38.9%	0.742	87.1%	Ⓞ	Ⓞ		1.235	0.432
Parks, Forestry & Recreation - Fleet Replacement	2.961	3.800	128.3%	6.867	231.9%	Ⓜ	Ⓞ	3	20.259	15.536
Purchasing & Materials - Fleet Replacement	0.000	0.000		0.000		Ⓞ	Ⓞ	2	0.140	0.073
Municipal Licensing - Fleet Replacement	0.679	0.348	51.3%	0.858	126.5%	Ⓜ	Ⓞ	6	1.195	0.464
Solid Waste - Fleet Replacement	20.000	13.915	69.6%	14.084	70.4%	Ⓞ	Ⓨ	7	48.699	24.613
Engineering & Construction Services - Fleet Replacement	0.655	0.000	0.0%	0.245	37.4%	Ⓜ	Ⓨ	8	0.266	0.000
Transportation Services - Fleet Replacement	2.020	2.175	107.7%	2.175	107.7%	Ⓜ	Ⓞ	6	13.942	6.206
Toronto Paramedic - Fleet Replacement	3.613	3.636	100.6%	4.599	127.3%	Ⓜ	Ⓞ	3	8.574	7.598
Fire Services - Fleet Replacement	7.609	1.649	21.7%	6.285	82.6%	Ⓞ	Ⓞ		32.792	19.620
Zoo - Fleet Replacement	0.350	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓨ	9	0.350	0.000
Exhibition - Fleet Replacement	0.377	0.123	32.5%	0.123	32.5%	Ⓜ	Ⓜ	5	1.044	0.446
Arena Boards - Fleet Replacement	0.105	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓨ	5	0.105	0.000
Fleet Replacement - Insurance Company	0.271	0.099	36.7%	0.201	74.3%	Ⓞ	Ⓞ		0.698	0.432
Fleet Services - Fleet Replacement	0.147	0.008	5.3%	0.008	5.3%	Ⓜ	Ⓜ	5	0.210	0.070
Facilities & Real Estate - Fleet Replacement	0.100	0.041	41.3%	0.130	130.0%	Ⓜ	Ⓞ	4	0.903	0.041
Clerks - Fleet Replacement	0.132	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓜ	5	0.183	0.000
Toronto Water - Fleet Replacement	5.650	3.592	63.6%	4.490	79.5%	Ⓞ	Ⓨ		15.386	6.693
Economic Development & Culture - Fleet Replacement	0.081	0.000	0.0%	0.039	47.8%	Ⓜ	Ⓨ	5	0.081	0.000
Toronto Community Housing Corporation - Fleet Replacement	0.560	0.543	97.1%	0.892	159.3%	Ⓜ	Ⓞ	4	1.110	0.544
Shelter, Support & Housing Admin - Fleet Replacement	0.052	0.051	98.8%	0.051	98.8%	Ⓞ	Ⓞ		0.070	0.051
Information & Technology - Fleet Replacement	0.025	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓜ	10	0.025	0.000
<b>Sub-Total</b>	<b>46.311</b>	<b>30.313</b>	<b>65.5%</b>	<b>41.789</b>	<b>90.2%</b>				<b>147.339</b>	<b>82.819</b>

**Fleet Services**

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes:	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Service Improvements</b>										
Fleet Management System & Fuel System Integration	1.327	0.040	3.0%	0.040	3.0%	Ⓜ	ⓐ		3.973	0.893
Fuel Site Closures	0.400	0.145	36.3%	0.145	36.3%	Ⓜ	ⓐ		11.100	5.790
<b>Sub-Total</b>	<b>1.727</b>	<b>0.185</b>	<b>10.7%</b>	<b>0.185</b>	<b>10.7%</b>				<b>15.073</b>	<b>6.683</b>
<b>Total</b>	<b>48.223</b>	<b>30.498</b>	<b>63.2%</b>	<b>41.973</b>	<b>87.0%</b>				<b>162.847</b>	<b>89.502</b>

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

**Note # 1:**

2014 Green Fleet Plan Project completed and identified for closure as part of the Q1 Variance Report. The unspent cash flow funding of \$0.150 million will be returned to funding source.

**Note # 2:**

Purchasing and Materials Management Division redefining requirements for vehicle replacement. Project has been cancelled. Replacement will be included in 2017 budget..

**Note # 3:**

The budget adjustment/reallocation has been included in Appendix 3 as part of the Q3 Variance Report for Council Approval.

**Note # 4:**

Program will prepare a standalone report to Budget Committee for the 2016 Year-end Capital Budget Adjustment and Accelerations/Deferrals.

**Note # 5:**

Delays due to coordination with other projects and/or client programs

**Note # 6:**

Staff will reallocate the budget through delegated authority

**Note # 7:**

Delay in the delivery of CNG garbage collections units for Solid Waste .

**Note # 8:**

Delay due to insufficient funding in Q2.

**Note # 9:**

Delay due to insufficient staff resources resulting from staff turn over at the Toronto Zoo.

**Note # 10:**

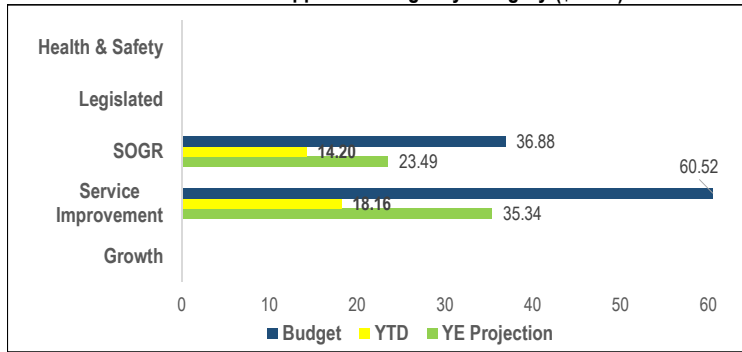
Delay due to insufficient funding of vehicle replacement for I&T.

**Note # 11:**

Delay due to insufficient funding of vehicle replacement for I&T.

## Information & Technology

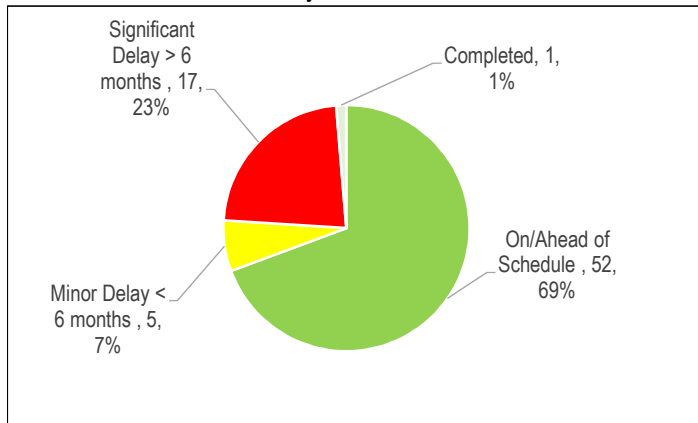
**Chart 1**  
2016 Approved Budget by Category (\$97.39)



**Table 1**  
2016 Active Projects by Category

Health & Safety	
Legislated	
SOGR	25
Service Improvement	50
Growth	
<b>Total # of Projects</b>	<b>75</b>

**Chart 2**  
Project Status - 75



**Table 2**

Reason for Delay	# of Projects	
	Significant Delay	Minor Delay
Insufficient Staff Resources	5	4
Procurement Issues		
RFQ/RFP Delayed	3	1
Contractor Issues	1	
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*	8	
<b>Total # of Projects</b>	<b>17</b>	<b>5</b>

**Table 3**  
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
80.49	10.33	5.93	0.65	

### Reasons for "Other\*" Projects Delay:

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

### Key Discussion Points:

- Insufficient resources continue to impact delivery of capital projects. The Program has expedited the hiring process and is ensuring that this process is in alignment with project phase and divisional objectives and goals.
- **Employee Self Service Portal:** In 2016 the MSS portal has launched six new forms: Retirement, Layoff, Resignation, Termination, Contract Expiry and Contract Extensions. These services could be accessible 24 hours a day, 7 days a week, without the use of paper and will increase process automation and enable re-utilization of staff.
- **Enterprise Time, Attendance and Scheduling Mgmt:** Integration testing is in progress and Go Live is planned for November 9<sup>th</sup>.
- **System Enhancements – City Planning:** Five new workflows/processes were implemented in September: Community Policy, Waterfront Secretariat, Circulation Mods, PDF Attachment Restriction and New Planning & Committee of Adjustment Attachments.
- **Shared Services:** The IT Infrastructure Shared Services Roadmap has been completed. "Setting The Foundation" which produced the Governance Model and Terms of Reference has been delivered, and initiation of "Enterprise Partnership" has identified collaboration opportunities between the Agencies and the City. As well, research has been conducted to help a scalable approach for developing a framework to rationalize IT Applications.
- **eMail Replacement:** Implementation plan for long email names agreed to and is targeted for completion in 2016,

## Information & Technology

### Key Discussion Points (cont'd):

- ***Municipal Licensing and Standards Centralized DataMart:*** The project team worked with ML&S business users to implement the new Vehicle-for-Hire Bylaw. User acceptance testing for Vehicles-For-Hire (VFH) and the production cutover was completed in September. The first file from Uber was received September 29 and was loaded into production October 3. Planning for VFH - Trip Data (Release 2) is under way.
- ***Short Term Business Improvements – Transportation:*** Culvert Inventory and Inspection was successfully deployed in Q2. Mobile Compute Phase 3 (Winter Contracts) and Car Share Program requirements have been completed and signed off.
- ***Domino Decommissioning:*** The upgrade to Domino v9 is progressing smoothly. The Development environment has been prepared by the infrastructure team and has been handed over to the application team. Development activities in the new environment have been completed and quality assurance is almost complete. Planning activities for production deployment are underway with the cutover date having been set as November 4th.
- There was a number of projects that experienced delays in Q3, primarily due to the ability to secure specialist resources required for the projects' and finalizing project assessments and deliverables. This includes; Toronto Animal Services eProject, ESD Portal – Building Permits, Property Information Services, Integrated Business Management System Upgrade for Planning, Blueprint

Information & Technology

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes:	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>State of Good Repair</b>										
Asset Lifecycle Management	17.407	8.628	49.6%	13.967	80.2%	Ⓞ	Ⓞ		54.554	44.655
Network Upgrade	2.125	0.589	27.7%	1.824	85.8%	Ⓞ	Ⓞ		2.125	0.589
Application Systems	2.563	0.927	36.2%	1.902	74.2%	Ⓞ	Ⓞ		3.066	1.430
Corporate Planning & Management	4.429	2.360	53.3%	3.488	78.8%	Ⓞ	Ⓞ		13.404	11.368
Business Sustainment Systems	0.699	0.092	13.2%	0.303	43.3%	Ⓡ	Ⓡ	#1	1.410	0.545
Technology Infrastructure	4.720	0.849	18.0%	1.210	25.6%	Ⓡ	Ⓨ	#2	24.752	15.187
Resource to Deliver IT Capital Projects	4.933	0.755	15.3%	0.800	16.2%	Ⓨ	Ⓨ		10.650	4.917
<b>Sub-Total</b>	<b>36.876</b>	<b>14.200</b>	<b>38.5%</b>	<b>23.494</b>	<b>63.7%</b>	-	-		<b>109.961</b>	<b>78.691</b>
<b>Service Improvements</b>										
Application Systems	10.934	3.403	31.1%	5.962	54.5%	Ⓨ	Ⓨ		15.233	6.650
Corporate Planning & Management	2.154	0.494	22.9%	1.072	49.8%	Ⓡ	Ⓨ	#3	3.695	1.558
Technology Infrastructure	1.270	0.534	42.0%	1.122	88.3%	Ⓞ	Ⓞ		21.209	15.138
Corporate Initiatives	10.535	1.589	15.1%	3.109	29.5%	Ⓡ	Ⓨ	#4	13.080	4.127
Computer System Integration	0.781	0.404	51.7%	0.573	73.4%	Ⓞ	Ⓞ		1.821	1.443
Business Sustainment Systems	9.051	2.385	26.4%	4.849	53.6%	Ⓨ	Ⓨ		12.658	6.387
TAS -Electronic Communications	0.835	0.157	18.8%	0.200	24.0%	Ⓡ	Ⓨ	#5	2.979	1.146
Enterprise Time, Attendance & Scheduling Management -PPEB	10.138	4.403	43.4%	10.138	100.0%	Ⓞ	Ⓞ		14.955	10.687
Employee Self Service Portal, Payroll -PPEB	3.517	1.651	46.9%	2.473	70.3%	Ⓨ	Ⓨ		11.284	8.766
Web Business Content Refresh & Redesign	6.704	2.074	30.9%	4.310	64.3%	Ⓨ	Ⓨ		13.800	9.206
Short Term Business Improvements-Transportation	0.741	0.505	68.2%	0.210	28.3%	Ⓡ	Ⓨ	#6	2.495	2.259
Work Management Solution -Transportation	3.193	0.493	15.4%	1.200	37.6%	Ⓡ	Ⓨ	#7	3.913	1.318

## Information & Technology

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes:	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Asset Management Solution - Transportation	0.665	0.064	9.6%	0.125	18.8%	Ⓜ	Ⓜ	#8	0.665	0.064
<b>Sub-Total</b>	<b>60.518</b>	<b>18.156</b>	<b>30.0%</b>	<b>35.343</b>	<b>58.4%</b>	-	-		<b>117.787</b>	<b>68.749</b>
<b>Total</b>	<b>97.394</b>	<b>32.356</b>	<b>33.2%</b>	<b>58.837</b>	<b>60.4%</b>				<b>227.748</b>	<b>147.440</b>

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

### Note # 1:

The *Integrated Business Mgmt System Upgrade* for the Planning division was on hold until September 2016 pending the availability of the new/ functional product from vendor. Work has begun on the required product received from the vendor. Capital expenditures projection are for resources, servers and software acquisition for the 4th quarter of 2016.

### Note # 2:

The *Wan High Speed Fibre Data Services project* is on track to be completed in January 2017 with 56% of spending to be completed in the 4th quarter.

### Note # 3:

The *Application Portfolio Tools Rationale project* has been delayed to November 2016 due to scheduling conflicts. Capital Expenditures is projected to be \$0.126 million of the 2016 cash flow of \$0.400 million.

The *I & T PPM Solution (Cloud) Implementation project* is on hold pending management review of the Cloud framework requirements and re-visiting of the Charter. Capital Expenditures is projected at \$0.072 million of the 2016 cash flow of \$0.880 million.

### Note # 4:

The *Workforce Business Intelligence project* is on hold pending I & T resources to support to build a Workforce Dashboard. Year end projected spending of 14.4% will provide for hardware as well as ELI and health and safety extracts and the resources required to execute.

The *Workflow Automation & Tracking project* was also delayed due to unavailable resources as well as a change in the original timeline which was too optimistic. Only \$0.280 million of the \$0.850 million cash flow is projected to be spent in 2016.

The *Organizational Management & SAP Security project* is delayed and now grouped under the HR Transformation Program. The new go-live date has been moved to December 2017. Only \$0.575 million of the 2016 cash flow of \$3.159 million will be spent in 2016.

### Note # 5:

The *Toronto Animal Services (TAS) Electronic Communications project* is on track to be completed in December 2017. Projected spending for 2016 at 24% is due to the lack of resources for communications and process changes. The project is expecting that deliverables will be on track for planned completion by December 2017.

### Note # 6:

The *Short Term Business Improvements- Transportation project* is on track based on a reduced scope within the available budget, time and resources. Sub-projects and phases have been re-prioritized and re-scheduled and some may not be completed as priorities change. The project team will focus on completing the Car Share Vehicle Parking Program in Q4 2016 and target Mobile Phase 3 for completion in Q2/Q3 2017.

### Note # 7:

The *Work Management Solution- Transportation project* was delayed due to procurement issues with the business solution. The vendor is now scheduled for April 2017.

### Note # 8:

The *Asset Management Solution- Transportation project* was delayed due to business readiness and insufficient resources. The project has started the process and utilized a BA to assist in the software set up for capturing culvert inventory. This will further assist in other asset review such as Retaining walls and Sidewalks. Transportation is moving on with the Asset Management Strategy.

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

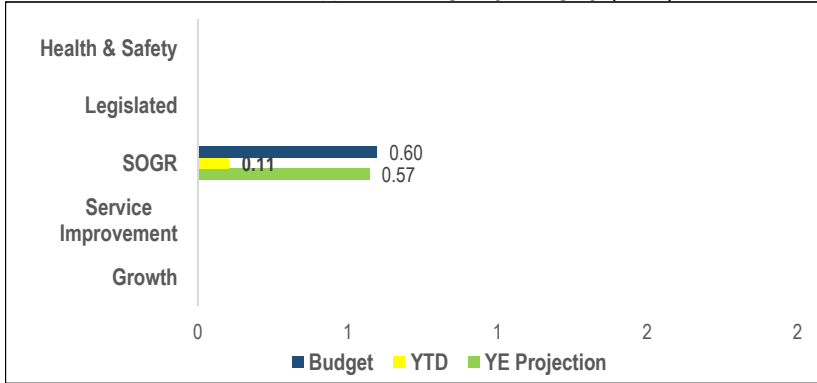
Program		2016 Approved Cash Flow	2016 Expenditure			Trending	Alert (Benchmark 70% spending)
			YTD Spending	Year-End Projection	% at Year End		
Auditor General's Office	Q1	0.60	0.02	0.60	100.0%		<b>G</b>
	Q2	0.60	0.04	0.50	82.9%	↓	<b>G</b>
	Q3	0.60	0.11	0.57	95.7%	↑	<b>G</b>
Office of the Lobbyist Registrar	Q1	0.56	0.05	0.56	100.0%		<b>G</b>
	Q2	0.56	0.14	0.44	79.2%	↓	<b>G</b>
	Q3	0.56	0.28	0.39	69.4%	↓	<b>Y</b>
Office of the Ombudsman	Q1	0.53	0.00	0.53	100.0%		<b>G</b>
	Q2	0.53	0.02	0.37	69.8%	↓	<b>Y</b>
	Q3	0.53	0.09	0.16	30.3%	↓	<b>R</b>
Corporate Initiatives	Q1	6.81	0.00	6.81	100.0%		<b>G</b>
	Q2	3.50	0.03	1.39	39.7%	↓	<b>R</b>
	Q3	6.50	0.44	1.52	23.4%	↓	<b>R</b>
City Clerk's	Q1	8.09	0.29	7.57	93.5%		<b>G</b>
	Q2	8.09	0.65	5.13	63.4%	↓	<b>Y</b>
	Q3	8.09	1.83	4.96	61.3%	↓	<b>Y</b>
Pan Am Games	Q1	5.35	0.19	5.35	100.0%		<b>G</b>
	Q2	5.35	0.24	5.31	99.1%	↓	<b>G</b>
	Q3	5.35	0.25	4.79	89.5%	↓	<b>G</b>
Radio Replacement	Q1	3.68	0.01	3.68	100.0%		<b>G</b>
	Q2	3.68	0.05	3.68	100.0%	□	<b>G</b>
	Q3	3.68	0.41	3.68	100.0%	□	<b>G</b>
<b>Total</b>	<b>Q3</b>	<b>25.31</b>	<b>3.41</b>	<b>16.07</b>	<b>63.5%</b>		

G >70%     
 Y between 50% and 70%     
 R < 50% or > 100%

For the nine months ended September 30, 2016, capital expenditures for this Cluster totalled \$3.41million (13.5%) of their collective 2016 Approved Capital Budget of \$25.31 million. Spending is expected to increase to \$16.07 million (63.5%) by year-end. Three programs in this Cluster project spending rate of over 70% at year -end. These include Radio Replacement (100%), Auditor's General Office (95.7%) and PanAm Games (89.5%). Spending rate at year-end for the Office of the Registrar is expected to be 69.4%; for City Clerk's Office (61.3%); for the Office of Ombudsman 30.3% and for the Corporate Initiatives 23.4% of their respective 2016 Council Approved Budgets.

**Auditor General's Office**

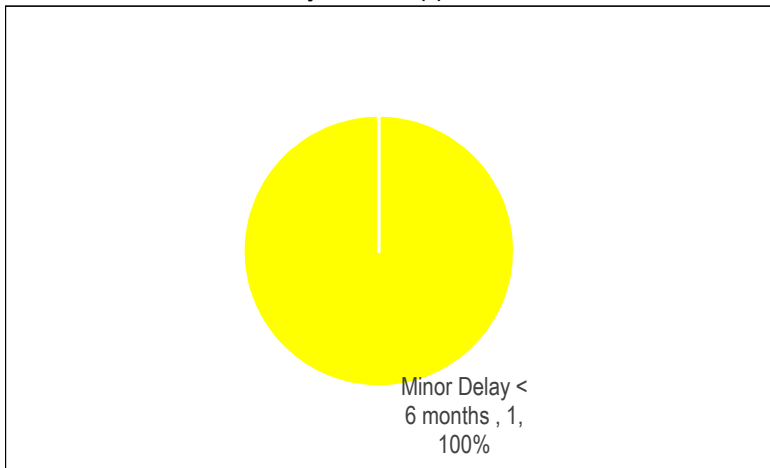
**Chart 1**  
2016 Approved Budget by Category (\$0.60)



**Table 1**  
2016 Active Projects by Category

Health & Safety	
Legislated	
SOGR	1
Service Improvement	
Growth	
<b>Total # of Projects</b>	<b>1</b>

**Chart 2**  
Project Status (1)



**Table 2**

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

**Table 3**  
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
	0.60			

**Key Discussion Points:**

- *Audit, Complaint and Investigation Management System* project is slightly delayed. The RFP which closed in June 2016 was cancelled due to a change in the project scope based on market inability to meet requirements. A second RFP has been prepared with an anticipated due date in October 2016 and selection of a proponent in December 2016. Any delays in the RFP will impact spending rate at year-end. Solution implementation is expected to begin February 2017.



Auditor General's Office

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes:	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
State of Good Repair Audit, Complaint and Investigation Management System (ACIMS)	0.599	0.106	17.7%	0.574	95.7%	Ⓞ	Ⓢ	1	0.695	0.202
<b>Sub-Total</b>	<b>0.599</b>	<b>0.042</b>	<b>7.0%</b>	<b>0.496</b>	<b>82.9%</b>	-	-		<b>0.695</b>	<b>0.139</b>
<b>Total</b>	<b>0.599</b>	<b>0.042</b>	<b>7.0%</b>	<b>0.496</b>	<b>82.9%</b>				<b>0.695</b>	<b>0.139</b>

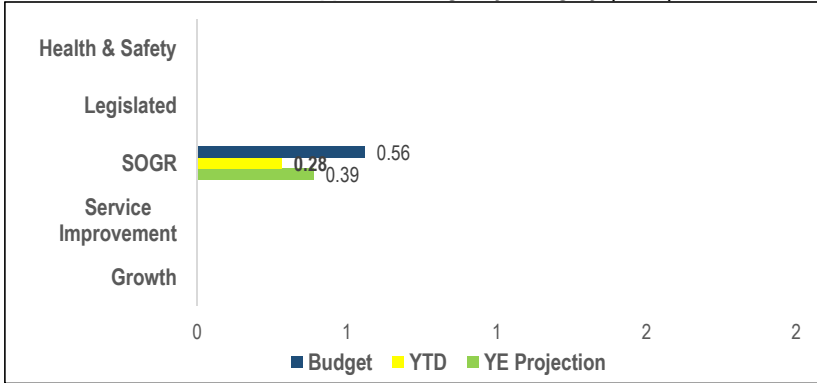
On Time	On Budget
On/Ahead of Schedule	>70% of Approved Cash Flow
Minor Delay < 6 months	Between 50% and 70%
Significant Delay > 6 months	< 50% or >100% of Approved Cash Flow

**Note 1:**

Audit, Complaint and Investigation Management System project is slightly delayed. The RFP which closed in June 2016 was cancelled due to a change in the project scope based on market inability to meet requirements. A second RFP has been prepared with an anticipated due date in October 2016 and selection of a proponent in December 2016. Any delays in the RFP will impact spending rate at year-end. Solution implementation is expected to begin February 2017.

Office of the Lobbyist Registrar

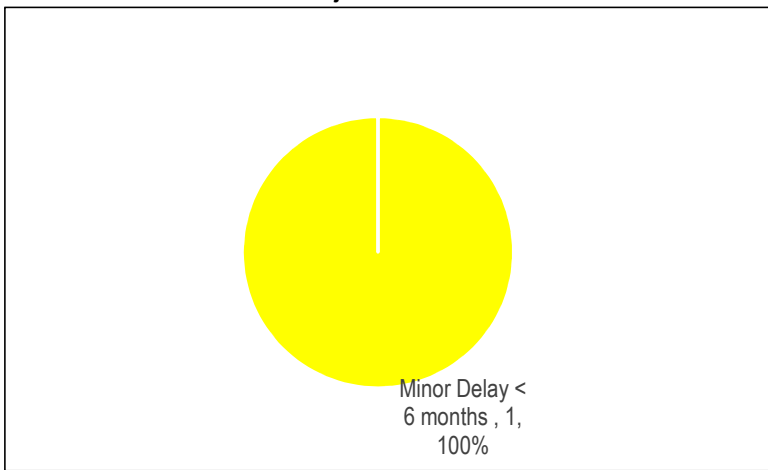
**Chart 1**  
2016 Approved Budget by Category (\$0.56)



**Table 1**  
2016 Active Projects by Category

Health & Safety	
Legislated	
SOGR	1
Service Improvement	
Growth	
<b>Total # of Projects</b>	<b>1</b>

**Chart 2**  
Project Status - 1



**Table 2**

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

**Table 3**  
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
	0.56			

**Key Discussion Points:**

- The *Lobbyist Registry Development and Maintenance* project is delayed for 2 months in order to enable the development of the application prototypes prior to focus group meetings. Project completion is expected for

Office of the Lobbyist Registrar

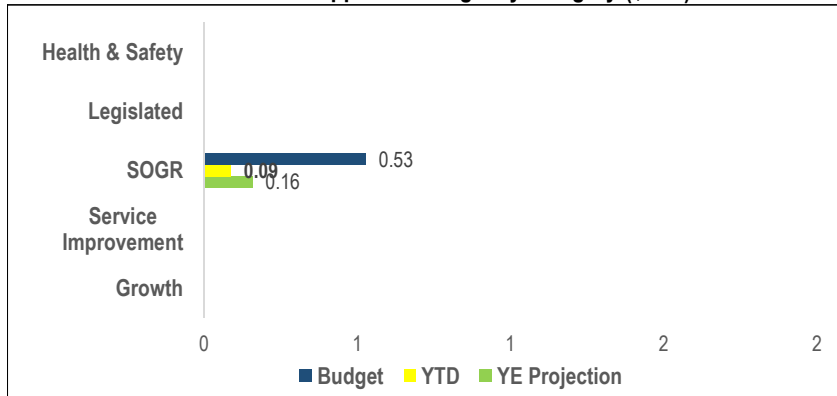
Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes:	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
State of Good Repair Lobbyist Registry Development and Maintenance	0.559	0.281	50.3%	0.388	69.4%	Ⓞ	Ⓨ	1	0.660	0.382
<b>Sub-Total</b>	<b>0.559</b>	<b>0.136</b>	<b>24.4%</b>	<b>0.443</b>	<b>79.2%</b>	-	-		<b>0.660</b>	<b>0.237</b>
<b>Total</b>	<b>0.559</b>	<b>0.136</b>	<b>24.4%</b>	<b>0.443</b>	<b>79.2%</b>				<b>0.660</b>	<b>0.237</b>

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

**Note 1:**

The Lobbyist Registry Development and Maintenance project is delayed for 2 months in order to enable the development of the application prototypes prior to focus group meetings. Project completion is expected for February 2017.

**Chart 1**  
2016 Approved Budget by Category (\$0.53)



**Table 1**  
2016 Active Projects by Category

Health & Safety	
Legislated	
SOGR	1
Service Improvement	
Growth	
<b>Total # of Projects</b>	<b>1</b>

**Chart 2**  
Project Status - 1



**Table 2**

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

**Table 3**  
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
		0.53		

**Reasons for "Other\*" Projects Delay:**

- The *Case Management System* for Ombudsman project is delayed to allow project team to confirm requirements of new Ombudsman, who started her term on September 19, 2016. Project completion is expected in January or February 2017.

Office of the Ombudsman

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes:	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
State of Good Repair Case Management System for Ombudsman	0.530	0.089	16.8%	0.160	30.3%	Ⓜ	Ⓨ	1	0.530	0.089
<b>Sub-Total</b>	<b>0.530</b>	<b>0.024</b>	<b>4.5%</b>	<b>0.370</b>	<b>69.8%</b>	-	-		<b>0.530</b>	<b>0.024</b>
<b>Total</b>	<b>0.530</b>	<b>0.024</b>	<b>4.5%</b>	<b>0.370</b>	<b>69.8%</b>				<b>0.530</b>	<b>0.024</b>

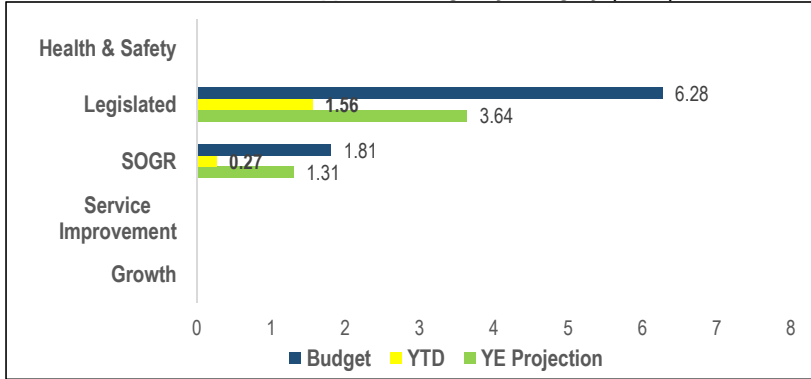
On Time	On Budget
On/Ahead of Schedule	>70% of Approved Cash Flow
Minor Delay < 6 months	Between 50% and 70%
Significant Delay > 6 months	< 50% or >100% of Approved Cash Flow

**Note 1:**

The Case Management System for Ombudsman project is delayed to allow project team to confirm requirements of new Ombudsman, who started her term on September 19, 2016. Project completion is expected in January or February 2017.

City Clerk's Office

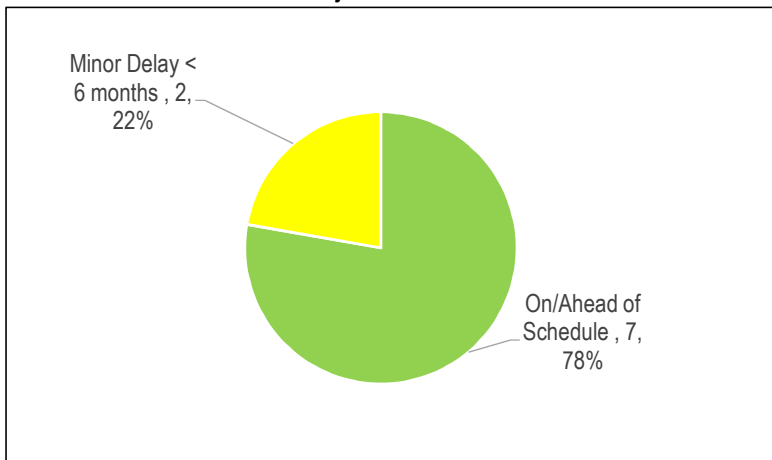
**Chart 1**  
2016 Approved Budget by Category (\$8.09)



**Table 1**  
2016 Active Projects by Category

Health & Safety	
Legislated	6
SOGR	3
Service Improvement	
Growth	
<b>Total # of Projects</b>	<b>9</b>

**Chart 2**  
Project Status - 9



**Table 2**

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

**Table 3**  
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
4.96	3.03		0.10	

**Key Discussion Points:**

- The project charter and RFP for the *Vote Counting Equipment* project are on hold following Executive Committee's request that the City Clerk report back on Item EX7.3, "Feasibility of Extending Use of Current Vote Counting Equipment and Technology" with an analysis of the election technology marketplace, including all available options for vote counting equipment and including lease options. The City Clerk report back to Executive Committee in Q4, will include the following: Changes to the Municipal Election Act, ranked choice voting, internet voting and upgrade to existing voting equipment.
- The construction contract between the City and contractor was executed for the *Archives Strategic Plan Implementation*. Construction is in progress with completion of multipurpose room expected in December 2016 and Atrium space in February 2017.

City Clerk's Office

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Legislated</b>										
Toronto Elections Management Info System	2.122	0.604	28.4%	1.513	71.3%	G	G		5.595	0.682
Information Management Infrastructure:										
- Enterprise Document & Records Mgt Solution (EDRMS)	1.217	0.501	41.2%	1.124	92.4%	G	G		4.889	1.798
- Open Information Council Transition	0.338	0.203	60.0%	0.286	84.5%	G	G		4.078	0.203
System Changes - 2014	0.326	0.137	41.9%	0.326	100.0%	G	G		0.740	0.520
Vote Counting Equipment	1.832	0.000	0.0%	0.000	0.0%	R	R	1	3.714	0.000
City Clerk's Office Business Systems	0.167	0.044	26.4%	0.151	90.4%	G	G		0.607	0.044
Council Business Systems	0.275	0.076	27.7%	0.244	88.8%	G	G		0.510	0.076
<b>Sub-Total</b>	<b>6.277</b>	<b>1.564</b>	<b>24.9%</b>	<b>3.645</b>	<b>58.1%</b>	<b>-</b>	<b>-</b>		<b>20.133</b>	<b>3.323</b>
<b>State of Good Repair</b>										
Archives Strategic Plan Implementation	1.202	0.142	11.9%	0.744	61.9%	Y	Y	2	1.482	0.423
Infrastructure to Support Council Meeting	0.513	0.074	14.4%	0.513	100.0%	G	G		1.585	0.546
Printing Equipment Upgrade/Replacement Plan	0.100	0.055	54.6%	0.055	54.6%	G	G	3	0.100	0.055
<b>Sub-Total</b>	<b>1.815</b>	<b>0.271</b>	<b>14.9%</b>	<b>1.312</b>	<b>72.3%</b>	<b>-</b>	<b>-</b>		<b>3.167</b>	<b>1.023</b>
<b>Total</b>	<b>8.092</b>	<b>1.835</b>	<b>22.7%</b>	<b>4.957</b>	<b>61.3%</b>				<b>23.300</b>	<b>4.346</b>

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

**Note 1:**

The *Vote Counting Equipment* project is delayed. The project charter and RFP are on hold following Executive committee's request that the City Clerk report back on Item EX7.3, "Feasibility of Extending Use of Current Vote Counting Equipment and Technology" with an analysis of the election technology marketplace, including all available options for vote counting equipment and including lease options. The City Clerk will report back to Executive Committee in Q4.

**Note 2:**

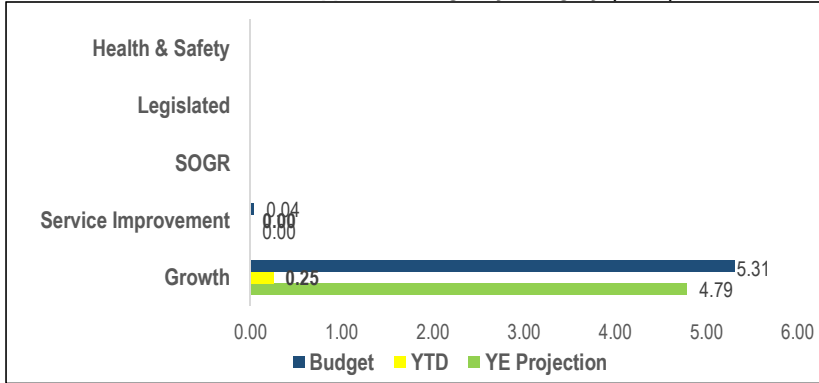
The construction contract between the City and contractor was executed for the *Archives Strategic Plan Implementation* project . Construction will begin in July with expected completion by February 2017.

**Note 3:**

The *Printing Equipment Upgrade/Replacement* project was completed with savings.

**Pan American Games (Pan Am)**

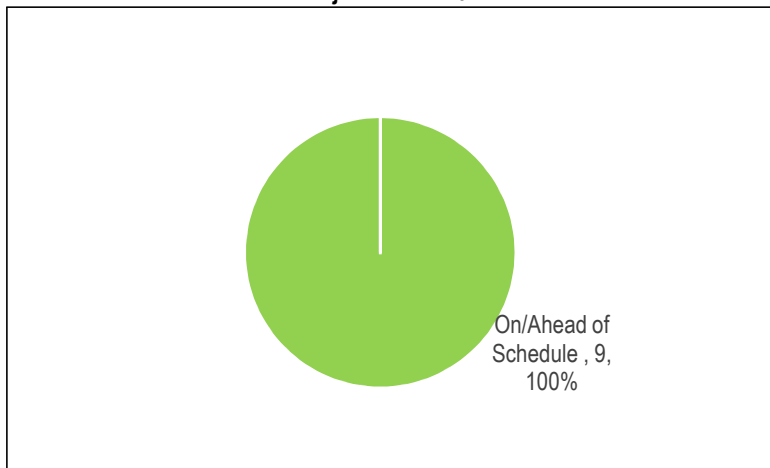
**Chart 1**  
**2016 Approved Budget by Category (\$5.35)**



**Table 1**  
**2016 Active Projects by Category**

Health & Safety	
Legislated	
SOGR	
Service Improvement	1
Growth	8
<b>Total # of Projects</b>	<b>9</b>

**Chart 2**  
**Project Status - 9**



**Table 2**

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

**Table 3**  
**Projects Status (\$Million)**

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

**Key Discussion Points:**

- During the period ending September 30, 2016, capital expenditures for the Pan American Games were \$0.252 million or 4.7% of the 2016 approved cash flow of \$5.352 million.
- The balance of unspent funding is the result of the following:
  - BMX work that is covered under warranty;
  - Infrastructure Ontario (IO) reaching a settlement with the Contractor for outstanding warranty and non-complaint work on the Centennial Track Resurfacing, Birchmount and York Outdoor Tracks; and



Pan American Games (Pan Am)

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes:	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Growth Related</b>										
PAAC/CIO 2010 - 2014	4.134	0.146	3.5%	4.134	100.0%	Ⓞ	Ⓞ		50.841	42.018
ETOBICOKE OLYMPIUM	0.554	0.001	0.2%	0.554	100.0%	Ⓞ	Ⓞ		8.800	8.246
RETROFIT 2010-2014										
CENTENNIAL TRACK	0.445	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓞ	#1	0.730	0.285
RESURFACING 2011-2014										
BIRCHMOUNT TRACK	0.091	0.022	24.0%	0.022	24.0%	Ⓜ	Ⓞ	#1	0.456	0.387
RESURFACING 2011-2014										
YORK TRACK RETROFIT	0.076	0.075	98.5%	0.075	98.5%	Ⓞ	Ⓞ		1.596	1.596
BMX TRACK	0.012	0.006	50.9%	0.006	50.9%	Ⓜ	Ⓞ	#2	3.954	3.943
WEST CHANNEL 2015 PAN AM PROJECT	0.040	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓞ	#1, #3	5.500	4.835
						Ⓞ	Ⓞ			
<b>Total</b>	<b>5.352</b>	<b>0.250</b>	<b>4.7%</b>	<b>4.791</b>	<b>89.5%</b>	<b>-</b>	<b>-</b>		<b>71.877</b>	<b>61.310</b>

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

**Note # 1:**

Infrastructure Ontario (IO) is reaching a settlement with the Contractor for outstanding warranty and non-complaint work on the Centennial Track Resurfacing, Birchmount and York Outdoor Tracks.

**Note # 2:**

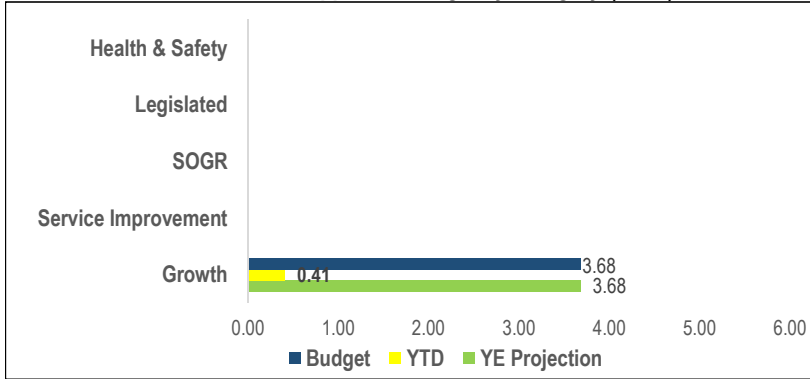
The work for the BMX Track is currently covered under the warranty and expects to complete the work under budget.

**Note # 3:**

The West Channel project was completed without the use of 2016 budget.

Radio Communication System Replacement

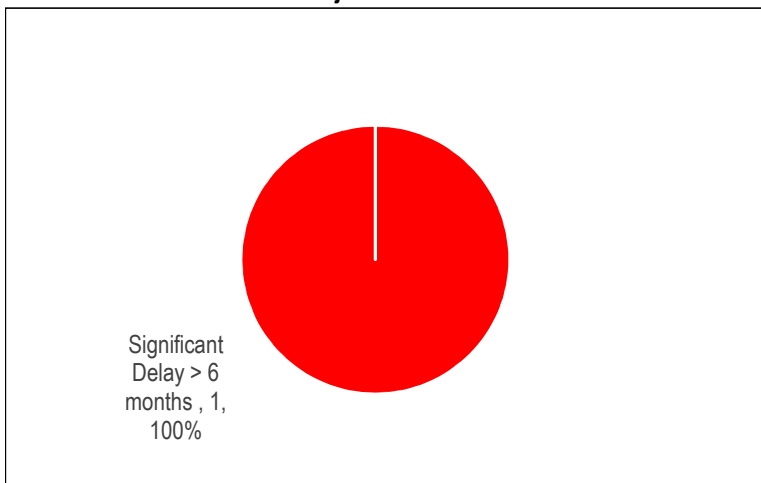
**Chart 1**  
2016 Approved Budget by Category (\$3.68)



**Table 1**  
2016 Active Projects by Category

Health & Safety	
Legislated	
SOGR	
Service Improvement	
Growth	1
<b>Total # of Projects</b>	<b>1</b>

**Chart 2**  
Project Status - 1



**Table 2**

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

**Table 3**  
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
		3.68		

**Reasons for "Other\*" Projects Delay:**

- The project team continues to quantify the remaining costs of decommissioning the project, with the project anticipated to be fully spent by year-end.

**Radio Communication System Replacement**

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes:	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Growth Related</b> Radio Communication System Replacement	3.682	0.408	11.1%	3.682	100.0%	Ⓒ	Ⓔ	#1	55.491	52.217
<b>Sub-Total</b>	<b>3.682</b>	<b>0.408</b>	<b>11.1%</b>	<b>3.682</b>	<b>100.0%</b>	-	-		<b>55.491</b>	<b>52.217</b>
<b>Total</b>	<b>3.682</b>	<b>0.408</b>	<b>11.1%</b>	<b>3.682</b>	<b>100.0%</b>				<b>55.491</b>	<b>52.217</b>

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

**Note # 1:**

Project costs are being quantified for the remaining decommissioning activities, alternative wireless network training, TTC and Path redundancy. Although decommissioning is taking longer than anticipated due to the detail required work around production environments, the project is on track to be fully spent by year-end.

**2016 Capital Spending by Program  
City Agencies**

Program		2016 Approved Cash Flow	2016 Expenditure			Trendin g	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
Exhibition Place	Q1	7.15	0.81	6.19	86.6%		<b>G</b>
	Q2	7.15	1.39	7.15	100.0%	↑	<b>G</b>
	Q3	7.15	1.92	3.13	43.7%	↓	<b>R</b>
Sony Centre	Q1	7.70	0.18	6.70	87.0%		<b>G</b>
	Q2	7.70	0.46	6.70	87.0%	□	<b>G</b>
	Q3	7.70	2.74	6.55	85.1%	↓	<b>G</b>
TRCA	Q1	14.17	2.24	14.17	100.0%		<b>G</b>
	Q2	14.17	6.94	14.17	100.0%	□	<b>G</b>
	Q3	14.17	10.50	14.17	100.0%	□	<b>G</b>
Toronto Police	Q1	71.23	3.21	43.93	61.7%		<b>Y</b>
	Q2	71.23	10.88	41.34	58.0%	↓	<b>Y</b>
	Q3	71.72	18.82	35.27	49.2%	↓	<b>R</b>
TPH	Q1	4.42	0.98	4.21	95.0%		<b>G</b>
	Q2	4.42	2.04	4.16	94.0%	↓	<b>G</b>
	Q3	4.42	2.99	4.14	93.6%	↓	<b>G</b>
TPL	Q1	27.72	2.85	22.57	81.4%		<b>G</b>
	Q2	27.72	7.12	24.15	87.1%	↑	<b>G</b>
	Q3	27.77	13.74	23.66	85.2%	↓	<b>G</b>
TTC	Q1	2,161.46	129.54	2,042.38	94.5%		<b>G</b>
	Q2	2,161.46	523.54	1,638.60	75.8%	↓	<b>G</b>
	Q3	2,165.18	721.47	1,453.60	67.1%	↓	<b>Y</b>
Toronto Zoo	Q1	12.89	2.02	12.49	96.9%		<b>G</b>
	Q2	12.89	6.41	12.21	94.8%	↓	<b>G</b>
	Q3	12.89	8.62	12.21	94.8%	□	<b>G</b>
<b>Total</b>	<b>Q3</b>	<b>2,310.99</b>	<b>780.81</b>	<b>1,552.73</b>	<b>67.2%</b>		

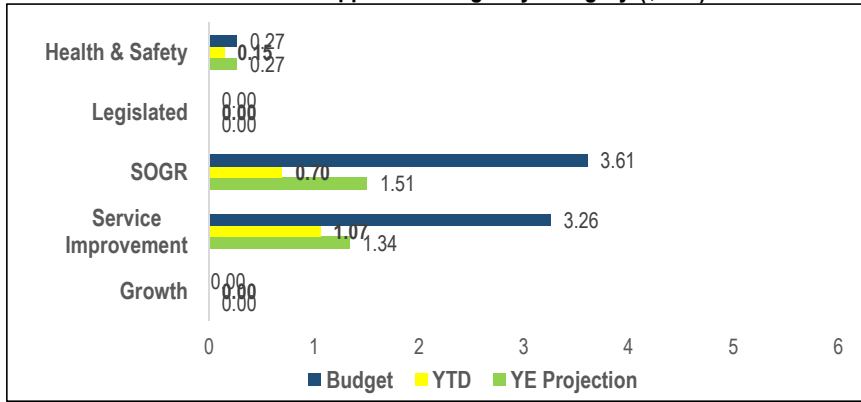
Ⓢ >70%     
 Ⓢ between 50% and 70%     
 Ⓢ < 50% or > 100%

For the nine months ended September 30, 2016, capital expenditures for City Agencies totalled \$780.81 million (33.8%) of their collective 2016 Approved Capital Budget of \$2.311 billion. Spending is expected to increase to \$1.55 billion (67.2%) by year-end.

Majority of Agencies are projecting a year-end spending rate of over 70% of their respective 2016 Approved Capital Budgets; while the spending rate for Police Services is anticipated to be 49.2%, for TTC 67.1%, and for Exhibition Place 43.7% of their respective 2016 Approved Capital Budget.

**Exhibition Place**

**Chart 1**  
2016 Approved Budget by Category (\$7.15)

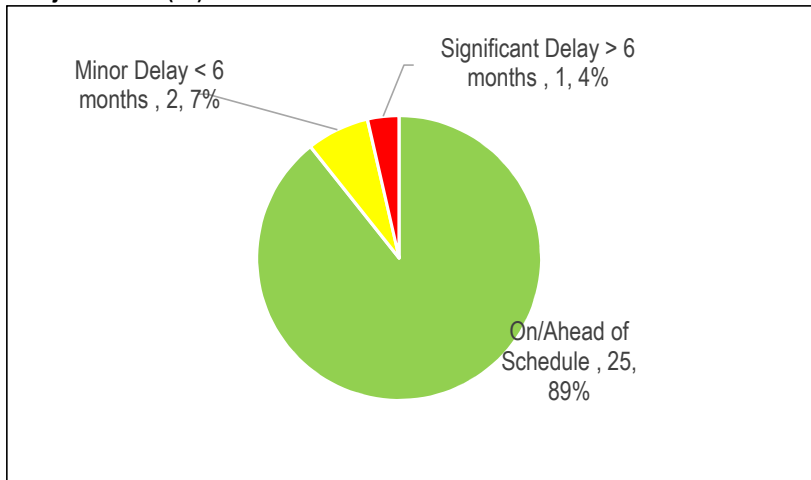


**Table 1**  
2016 Active Projects by Category

Health & Safety	3
Legislated	
SOGR	17
Service Improvement	8
Growth	
<b>Total # of Projects</b>	<b>28</b>

**Chart 2**

**Project Status (28)**



**Table 2**

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

**Table 3**  
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
3.66	1.57	1.92		

**Key Discussion Points:**

- YTD spend on capital projects is \$1.919 million compared to a total budget of \$7.145 million which represents a spend of 26.9%. Exhibition Place is looking to achieve a spending rate % of 43.7% by year-end with the following projects being either delayed or completed under-budget:
  - The Washroom Renovation project (CEX 130-09), budgeted at \$0.500 million for 2016 is now complete with \$0.500 million in unused/surplus funds which will be transferred to the Exhibition Place Conference Centre reserve fund (XR 3019)
  - The Chiller project (CEX 130-11-02) has been delayed to 2017 due to the vendor's initial tender being over-budget requiring further work. The tender was resubmitted for board approval in late September with the contractor mobilizing in October. Of the assigned 2016 budget of \$1.870 million, only \$0.350 million will be spent in 2016.
  - The Allstream Centre - Hotel X Bridge project (CEX 137-01) has been deferred to 2017 with the RFP for a project

Exhibition Place

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes:	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
Equipment	0.089	0.045	50.7%	0.089	100.0%	G	G		0.175	0.129
General Services Building	0.183	0.107	58.4%	0.183	100.0%	G	G		0.285	0.113
<b>Sub-Total</b>	<b>0.272</b>	<b>0.152</b>	<b>55.9%</b>	<b>0.272</b>	<b>100.0%</b>	-	-		<b>0.460</b>	<b>0.242</b>
<b>State of Good Repair</b>										
Pre-Engineering Program	0.106	0.005	5.0%	0.056	52.9%	G	Y	Note 1 Note 2,3	0.200	0.094
Enercare Centre	2.555	0.193	7.5%	0.535	20.9%	G	Y		4.130	1.657
Better Living Centre	0.140	0.024	17.3%	0.140	100.0%	G	G		0.275	0.149
Parks, Parking Lots & Roads	0.075	0.050	66.7%	0.075	100.0%	G	G		0.075	0.000
Queen Elizabeth Building	0.156	0.151	97.2%	0.156	100.0%	G	G		0.750	0.748
Equipment	0.578	0.278	48.1%	0.548	94.8%	G	G		0.950	0.493
<b>Sub-Total</b>	<b>3.611</b>	<b>0.702</b>	<b>19.4%</b>	<b>1.511</b>	<b>41.8%</b>	-	-		<b>6.380</b>	<b>3.140</b>
<b>Service Improvements</b>										
Equipment and General Services Building	0.630	0.556	88.3%	0.630	100.0%	G	G		1.245	1.093
Parks, Parking Lots & Roads	0.261	0.059	22.7%	0.261	100.0%	G	G		0.863	0.654
Allstream Centre - Hotel X Bridge	1.920	0.000	0.0%	0.000	0.0%	G	R	Note 4	1.920	0.000
Special Project - Wayfinding	0.451	0.450	99.8%	0.451	100.0%	G	G		0.500	0.483
<b>Sub-Total</b>	<b>3.262</b>	<b>1.065</b>	<b>32.7%</b>	<b>1.342</b>	<b>41.1%</b>	-	-		<b>4.528</b>	<b>2.230</b>
<b>Total</b>	<b>7.145</b>	<b>1.919</b>	<b>26.9%</b>	<b>3.125</b>	<b>43.7%</b>				<b>11.368</b>	<b>5.613</b>

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

**Note 1:**

The Pre-Engineering study (CEX 123-08) has been partially deferred to 2017 (50% of 2016 budget of \$0.100 million). While the McGillvray Fountain study has just concluded, the Stormwater Study was only approved in August for kick-off in October and the RFP for the Bandshell Stage Archeological Study is to be issued in the near future.

**Note 2:**

The Washroom Renovation project (CEX 130-09), budgeted at \$0.500 million for 2016 is now complete with \$0.500 million in unused/surplus funds which will be transferred to the Exhibition Place Conference Centre reserve fund (XR 3019)

**Note 3:**

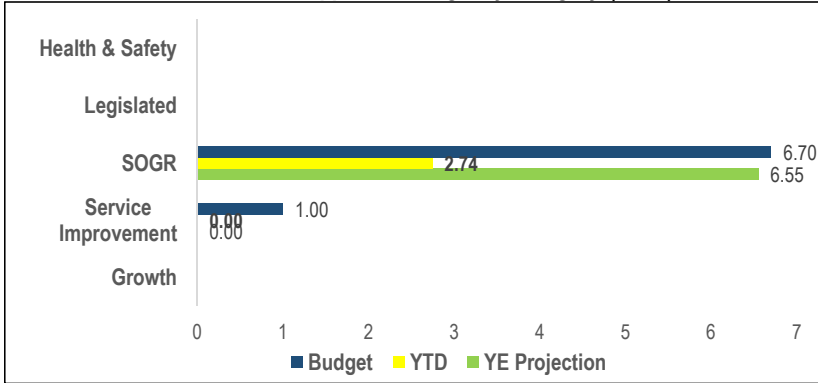
The Chiller project (CEX 130-11-02) has been delayed to 2017 due to the vendor's initial tender being over-budget requiring further work. The tender was resubmitted for board approval in late September with the contractor mobilizing in October. Of the assigned 2016 budget of \$1.870 million, only \$0.350 million will be spent in 2016.

**Note 4:**

The Allstream Centre - Hotel X Bridge project (CEX 137-01) has been deferred to 2017 with the RFP for a project management consultant still in progress.

# Sony Centre for the Performing Arts

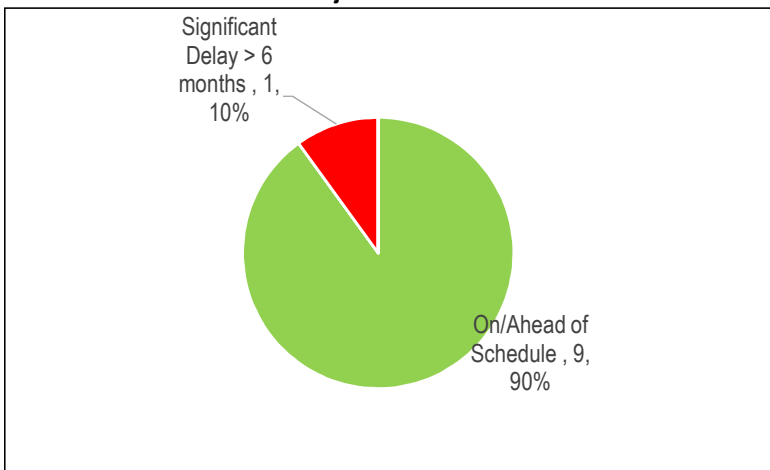
**Chart 1**  
2016 Approved Budget by Category (\$7.70)



**Table 1**  
2016 Active Projects by Category

Health & Safety	
Legislated	
SOGR	9
Service Improvement	1
Growth	
<b>Total # of Projects</b>	<b>10</b>

**Chart 2**  
Project Status - 10



**Table 2**

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

**Table 3**  
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
6.32	0.38	1.00		

### Reasons for "Other\*" Projects Delay:

- Legal agreement delayed.

### Key Discussion Points:

- Pending completion of the nearby condo development in late summer of 2016, all projects are anticipated to

Sony Centre for the Performing Arts

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>State of Good Repair</b>										
Exterior Limestones & Granite Upgrades	0.048	0.000	0.0%	0.048	100.0%	Ⓞ	Ⓞ		0.785	0.737
East Side Restoration	1.873	0.308	16.4%	1.873	100.0%	Ⓞ	Ⓞ		1.873	0.308
West Side Restoration	0.146	0.006	4.2%	0.146	100.0%	Ⓞ	Ⓞ		0.150	0.010
Mechanical - HVAC Upgrades	0.069	0.032	46.7%	0.069	100.0%	Ⓞ	Ⓞ		0.250	0.213
Electrical MCC Panels/Wiring	0.032	0.024	76.3%	0.032	100.0%	Ⓞ	Ⓞ		0.128	0.121
Orchestra Pit	0.384	0.275	71.7%	0.295	76.9%	Ⓞ	Ⓞ	#1	0.410	0.493
Specialized Equipment	0.037	0.000	0.0%	0.037	100.0%	Ⓞ	Ⓞ		1.060	1.021
Building Envelope - Exterior Wall	0.939	0.006	0.6%	0.939	100.0%	Ⓞ	Ⓞ		0.939	0.006
Porte-Couchere Lighting Restoration	0.661	0.008	1.2%	0.661	100.0%	Ⓞ	Ⓞ		0.661	0.008
Replacement of Rigging System	2.513	2.148	85.5%	2.513	100.0%	Ⓞ	Ⓞ		2.513	2.148
<b>Sub-Total</b>	<b>6.701</b>	<b>2.806</b>	<b>41.9%</b>	<b>6.613</b>	<b>98.7%</b>				<b>8.769</b>	<b>5.064</b>
<b>Service Improvements</b>										
Sony Centre Public Plaza	1.000	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓜ	#2	1.000	0.000
<b>Sub-Total</b>	<b>1.000</b>	<b>0.000</b>	<b>0.0%</b>	<b>0.000</b>	<b>0.0%</b>				<b>1.000</b>	<b>0.000</b>
<b>Total</b>	<b>7.701</b>	<b>2.806</b>	<b>36.4%</b>	<b>6.613</b>	<b>85.9%</b>				<b>9.769</b>	<b>5.064</b>

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

**Note # 1:**

The Sony Centre expects that the Orchestra Pit project will be completed by the year-end at a spending rate of 76.9%. However, the life to date expenditures exceed the total approved budget by \$0.083 million as a result of the expanded scope of the project. Sony Centre received third party funding to offset the increased costs and will have no financial impact to the City.

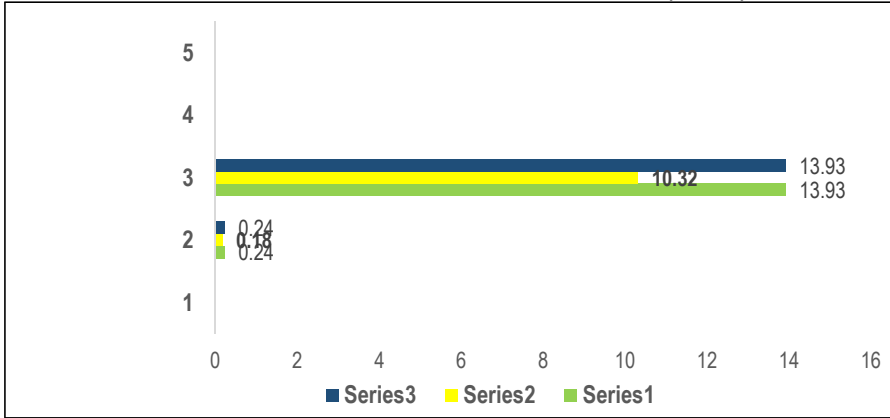
**Note # 2:**

Legal agreement delayed; Sony Centre Public Plaza is expected to be completed by the year-end unless unanticipated delays occur with the nearby condo development.



# Toronto and Region Conservation Authority (TRCA)

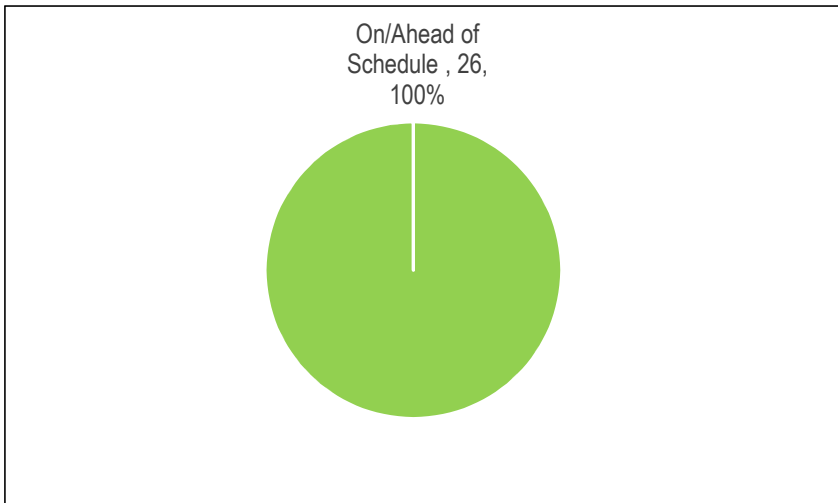
**Chart 1**  
2016 Approved Budget by Category (\$14.17)



**Table 1**  
2016 Active Projects by Category

Health & Safety	
Legislated	
SOGR	25
Service Improvement	1
Growth	
<b>Total # of Projects</b>	<b>26</b>

**Chart 2**  
Project Status - 26



**Table 2**

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

**Table 3**  
Projects Status (\$Million)

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

## Key Discussion Points:

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

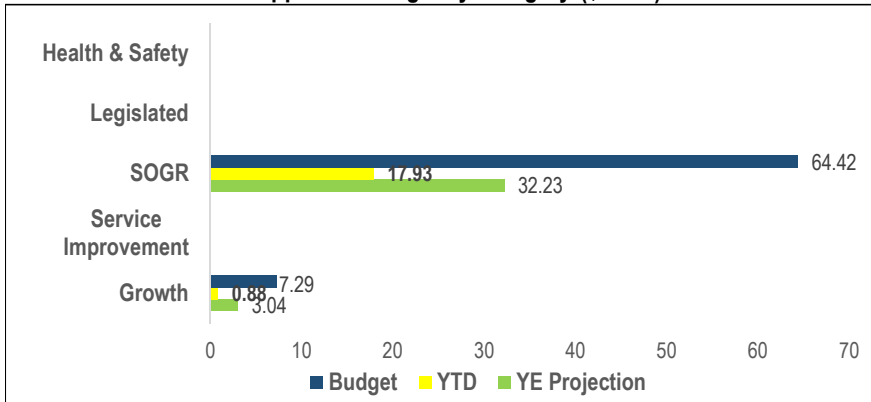
Toronto and Region Conservation Authority (TRCA)

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes:	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>State of Good Repair</b>										
Greenspace Land Acquisition	0.100	0.075	75.0%	0.100	100.0%	Ⓞ	Ⓞ		0.100	0.075
Waterfront & Valley Erosion Control	1.550	1.163	75.0%	1.550	100.0%	Ⓞ	Ⓞ		1.550	1.163
Black Creek Pioneer Village Retrofit	0.350	0.263	75.0%	0.350	100.0%	Ⓞ	Ⓞ		0.350	0.263
Living City Action Plan	2.776	2.082	75.0%	2.776	100.0%	Ⓞ	Ⓞ		2.776	2.082
Waterfront Development	1.233	0.925	75.0%	1.233	100.0%	Ⓞ	Ⓞ		1.233	0.925
TRCA Information Technology	0.264	0.198	75.0%	0.264	100.0%	Ⓞ	Ⓞ		0.264	0.198
Critical Erosion Control & Floodworks	2.000	1.500	75.0%	2.000	100.0%	Ⓞ	Ⓞ		2.000	1.500
TRCA Administrative Infrastructure	0.658	0.444	67.5%	0.658	100.0%	Ⓞ	Ⓞ		0.658	0.444
Critical Erosion-Water Funded Enhancements	5.000	3.675	73.5%	5.000	100.0%	Ⓞ	Ⓞ		5.000	3.675
<b>Sub-Total</b>	<b>13.931</b>	<b>10.324</b>	<b>74.1%</b>	<b>13.931</b>	<b>100.0%</b>	-	-		<b>13.931</b>	<b>10.324</b>
<b>Service Improvements</b>										
Waterfront Development Tommy Thompson Park	0.240	0.180	75.0%	0.240	100.0%	Ⓞ	Ⓞ		0.240	0.120
<b>Sub-Total</b>	<b>0.240</b>	<b>0.180</b>	<b>75.0%</b>	<b>0.240</b>	<b>100.0%</b>	-	-		<b>0.240</b>	<b>0.120</b>
<b>Total</b>	<b>14.171</b>	<b>10.504</b>	<b>74.1%</b>	<b>14.171</b>	<b>100.0%</b>				<b>14.171</b>	<b>10.444</b>

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

Toronto Police Service

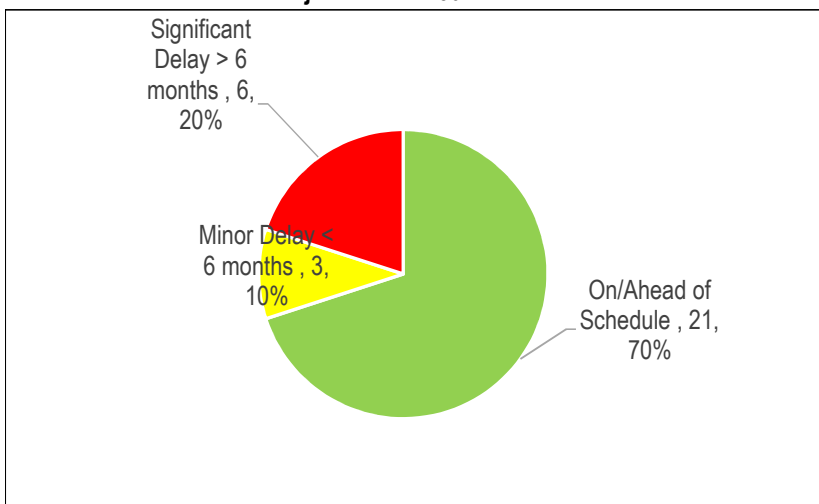
**Chart 1**  
2016 Approved Budget by Category (\$71.72)



**Table 1**  
2016 Active Projects by Category

Health & Safety	
Legislated	
SOGR	26
Service Improvement	4
Growth	
<b>Total # of Projects</b>	<b>30</b>

**Chart 2**  
Project Status - 30



**Table 2**

Reason for Delay	# of Projects	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	1	
RFQ/RFP Delayed		
Contractor Issues	1	
Site Conditions		
Co-ordination with Other P		
Community Consultation		
Other*	4	3
<b>Total # of Projects</b>	<b>6</b>	<b>3</b>

**Table 3**  
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
30.02	8.91	32.78		

**Key Discussion Points:**

- TPS's 2016-2025 Capital Budget and plan is subject to change pending recommendations from the Transformational Task Force Review as well as it's full Divisional Facility Reassessment.

Toronto Police Service

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes:	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>State of Good Repair</b>										
State-of-Good-Repair - Police	3.683	1.096	29.8%	2.000	54.3%	Ⓡ	Ⓢ	#1	on-going	on-going
Peer to Peer Site	4.629	0.408	8.8%	3.910	84.5%	Ⓢ	Ⓢ	#2	5.879	0.444
HRMS Upgrade	1.675	0.524	31.3%	1.525	91.0%	Ⓢ	Ⓢ		1.935	0.783
52 Division Renovations	5.662	3.435	60.7%	4.747	83.8%	Ⓢ	Ⓢ		8.868	7.041
54 Division	7.000	0.127	1.8%	0.500	7.1%	Ⓡ	Ⓡ	#3	7.003	0.130
TRMS Upgrade	0.600	0.000	0.0%	0.400	66.7%	Ⓢ	Ⓢ		0.600	0.000
Radio Replacement	14.141	0.049	0.3%	0.100	0.7%	Ⓡ	Ⓢ	#4	14.141	0.049
Vehicle Replacement	7.491	5.234	69.9%	7.491	100.0%	Ⓢ	Ⓢ		52.112	49.855
Furniture Lifecycle Replacement	1.728	0.043	2.5%	0.047	2.7%	Ⓡ	Ⓢ	#5	11.080	9.395
Workstation, Laptop, Printer- Lifecycle plan	3.202	1.939	60.6%	2.165	67.6%	Ⓢ	Ⓢ		29.727	26.191
Servers - Lifecycle Plan	4.026	1.307	32.5%	3.500	86.9%	Ⓢ	Ⓢ		31.716	28.997
IT Business Resumption	3.514	0.798	22.7%	1.500	42.7%	Ⓡ	Ⓢ	#6	16.373	13.657
Locker Replacement	0.512	0.111	21.7%	0.140	27.3%	Ⓡ	Ⓢ	#7	3.417	3.016
Network Equipment	1.600	1.600	100.0%	1.600	100.0%	Ⓢ	Ⓢ		10.956	10.956
AVLS Replacement Lifecycle	0.348	0.190	54.6%	0.300	86.2%	Ⓢ	Ⓢ		1.476	1.340
In-car Camera	2.202	0.083	3.8%	0.083	3.8%	Ⓡ	Ⓢ	#8	3.678	1.233
Voice logging lifecycle Replacement	0.040	0.004	9.8%	0.040	100.9%	Ⓢ	Ⓢ		1.127	1.090
Digital Photography	0.297	0.169	56.9%	0.297	100.2%	Ⓢ	Ⓢ		0.758	0.630
DVAM I, II (LR)	0.919	0.591	64.3%	0.758	82.5%	Ⓢ	Ⓢ		1.822	1.394
Call Centre Application Lifecycle Replacement	0.038	0.014	36.8%	0.038	100.5%	Ⓢ	Ⓢ		0.353	0.329
Small Equipment Replacement	0.174	0.035	20.1%	0.145	83.6%	Ⓢ	Ⓢ		2.859	2.714
Fleet Equipment	0.314	0.077	24.5%	0.314	100.0%	Ⓢ	Ⓢ		0.500	0.263
Security System Replacement	0.501	0.001	0.2%	0.500	99.8%	Ⓢ	Ⓢ		1.600	1.100
Radar Unit Replacement	0.096	0.096	100.0%	0.096	100.1%	Ⓢ	Ⓢ		0.614	0.614
Conducted Energy Weapon (CEW) Replacement	0.018	0.000	0.0%	0.018	99.0%	Ⓢ	Ⓢ		1.320	1.302
AED's	0.012	0.003	23.3%	0.011	94.2%	Ⓢ	Ⓢ		0.012	0.003
<b>Sub-Total</b>	<b>64.422</b>	<b>17.934</b>	<b>27.8%</b>	<b>32.227</b>	<b>50.0%</b>	-	-		<b>209.926</b>	<b>162.527</b>
<b>Growth Related</b>										
0	6.243	0.675	10.8%	2.543					10.474	0.837
State-of-Good-Repair - Police	0.500	0.000	0.0%	0.000					0.500	0.000
TPS Archiving	0.050	0.000	0.0%	0.000					0.050	0.000
CCTV	0.500	0.206	41.2%	0.500	100.0%	Ⓡ	Ⓡ	#9	0.752	0.458
<b>Sub-Total</b>	<b>7.293</b>	<b>0.881</b>	<b>12.1%</b>	<b>3.043</b>	<b>41.7%</b>	-	-		<b>11.776</b>	<b>1.295</b>
<b>Total</b>	<b>71.715</b>	<b>18.815</b>	<b>26.2%</b>	<b>35.270</b>	<b>49.2%</b>				<b>221.702</b>	<b>163.822</b>

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

**Note # 1:**

State of Good repair project are on hold, needs will be determined based on the Transformational Task Force Report due to be released in January 2017.

**Note # 2, 6:**

Peer to Peer Site project has experienced procurement delays - the land is aquired and fibre/optic requirements need to be established . IT Business Resumption Equipment lifecycle replacements are made as needed and expenditures are delayed to 2017 as project is related to Peer To Peer Site relocation.

**Note # 3:**

Facility realignment project on hold until the Transformational Task Force reports is released and needs are determined.\$1M will be used for facility realignment review to be conducted by Environics as well as other expenditures related to realignment. \$6M funding will be returned due to 1 year carryforward rule.

**Note # 4:**

Project experienced a delays due to procurement issues.

**Note # 5, 7:**

The Vendor of Record for Furniture Replacement and Locker Replacements declared bankruptcy and new purchases have not occurred. A New Vendor has been established and it is expected the purchases will take place in 2017.

**Note # 6:**

Radio Project Manager to be hired in 2016 and the radio procurement is planned for 2017.

**Note # 8:**

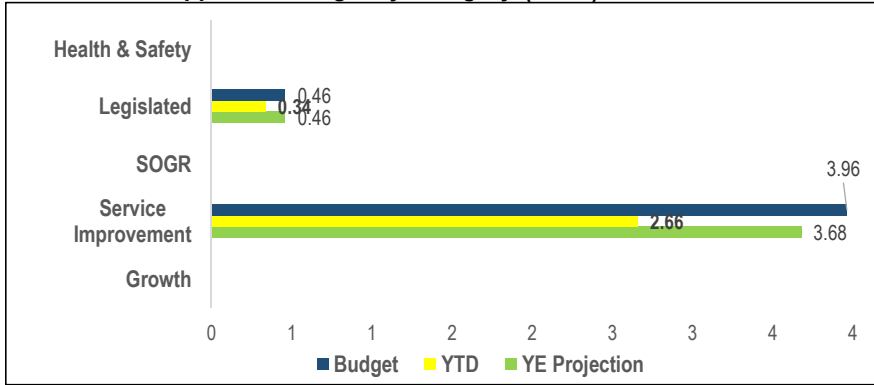
Software testing to determine impact of existing applications has delayed the process. Systems will be purchased in 2017.

**Note #9:**

Project delays resulted from the development of the comprehensive Request for Proposal.The contract award was approved at the April20, 2016 Police Services Board meeting. The vendor is currently working on Scope of Work and technology requirements.

Toronto Public Health (TPH)

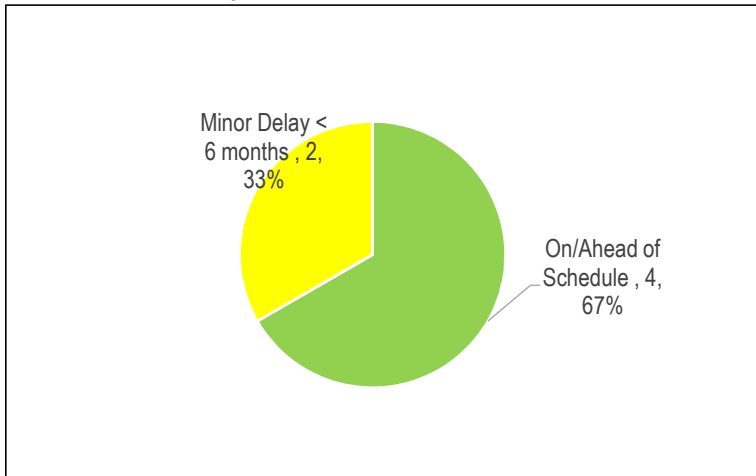
**Chart 1**  
2016 Approved Budget by Category (\$4.42)



**Table 1**  
2016 Active Projects by Category

Health & Safety	
Legislated	1
SOGR	
Service Improvement	5
Growth	
<b>Total # of Projects</b>	<b>6</b>

**Chart 2**  
Project Status - 6



**Table 2**  
Reason for Delay # of Projects

Reason for Delay	# of Projects	
	Significant Delay	Minor Delay
Insufficient Staff Res		1
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with O		
Community Consulta		
Other*		1
<b>Total # of Projects</b>		<b>2</b>

**Table 3**  
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
3.25	1.17			

**Reasons for "Other\*" Projects Delay:**

- A review of sequencing of future rollouts, necessitates some 2016 planned enhancements and the acquisition of associated contracted developer resources to be deferred to 2017 for the Healthy Environment Inspection System project.
- As a result of unexpected project team vacancies some Electronic Medical Record - Phase 1 project activities will be deferred to 2017.

Toronto Public Health (TPH)

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes:	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Legislated</b>										
Infectious Disease Control Information System	0.461	0.338	73.2%	0.461	100.0%	Ⓞ	Ⓞ		3.099	2.928
<b>Sub-Total</b>	<b>0.461</b>	<b>0.338</b>	<b>73.2%</b>	<b>0.461</b>	<b>100.0%</b>	-	-		<b>3.099</b>	<b>2.928</b>
<b>Service Improvements</b>										
HF/HL Point of Care	0.847	0.658	77.8%	0.847	100.0%	Ⓞ	Ⓞ	#1	5.373	4.963
CDC Wireless Rollout	1.136	0.779	68.6%	1.136	100.0%	Ⓞ	Ⓞ		1.965	1.261
Healthy Environment Inspection System (Mobile)	0.942	0.504	53.5%	0.679	72.1%	Ⓞ	Ⓢ		2.176	1.599
TPH Datamart Data Warehouse Phase 2	0.807	0.592	73.4%	0.807	100.0%	Ⓞ	Ⓞ		2.080	0.847
Electronic Medical Record Phase 1	0.232	0.124	53.3%	0.211	90.8%	Ⓞ	Ⓞ		0.232	0.072
<b>Sub-Total</b>	<b>3.963</b>	<b>2.657</b>	<b>67.0%</b>	<b>3.679</b>	<b>92.8%</b>	-	-		<b>11.826</b>	<b>8.742</b>
<b>Total</b>	<b>4.425</b>	<b>2.995</b>	<b>67.7%</b>	<b>4.140</b>	<b>93.6%</b>			<b>14.925</b>	<b>11.670</b>	

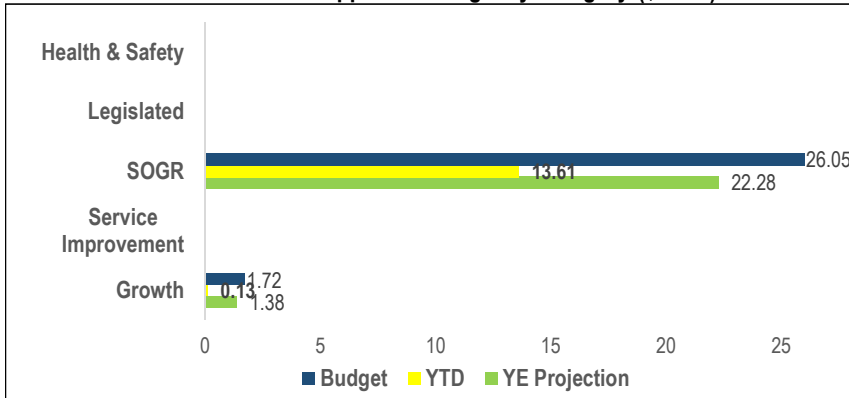
On Time	On Budget
On/Ahead of Schedule	>70% of Approved Cash Flow
Minor Delay < 6 months	Between 50% and 70%
Significant Delay > 6 months	

**Note # 1:**

A review of sequencing of future rollouts necessitates some planned enhancements and the acquisition of associated contracted developer resources and project staff resources to be deferred to 2017.

Toronto Public Library (TPL)

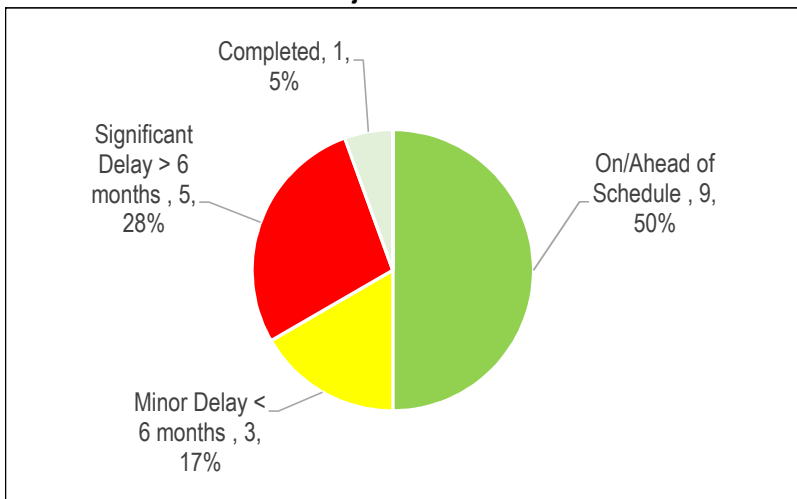
**Chart 1**  
2016 Approved Budget by Category (\$27.77)



**Table 1**  
2016 Active Projects by Category

Health & Safety	
Legislated	
SOGR	14
Service Improvement	
Growth	4
<b>Total # of Projects</b>	<b>18</b>

**Chart 2**  
Project Status - 18



**Table 2**

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

**Table 3**  
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
21.36	4.73	0.98	0.70	

**Reasons for "Other\*" Projects Delay:**

- For Wychwood, St. Clair/Silverthorn and Dawes Road branches site plans applications have been submitted. Due to the length of the approval process, construction will be delayed until 2017.
- A delay in securing a portion of Sec 37 funding for Agincourt Branch is causing a minor delay

**Key Discussion Points:**

- An architect has been hired for the Albert Campbell Renovation. Planning is currently underway.

Toronto Public Library (TPL)

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes:	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>State of Good Repair</b>										
Albion Library Renovation	6.026	5.109	84.8%	6.026	100.0%	Ⓞ	Ⓞ		15.007	8.554
Library Processing Centre Relocation	0.041	0.041	100.0%	0.041	100.0%	Ⓞ	Ⓞ		10.725	10.725
Multi-Branch Minor Reno Prog: 2014-2016	0.700	0.700	100.0%	0.700	100.0%	Ⓞ	Ⓞ		9.969	9.969
Wychwood Library Renovation	0.400	0.192	48.0%	0.192	48.0%	Ⓡ	Ⓡ	#1	8.868	0.331
Technology Asset Mgmt Prog: 2015-2017	4.687	1.737	37.1%	4.687	100.0%	Ⓞ	Ⓞ		9.052	2.702
Virtual Branch Services -2015- 2017	1.402	0.685	48.8%	1.402	100.0%	Ⓞ	Ⓞ		3.292	1.675
Multi-branch Minor Reno Prog (accessibility): 2015-2016	1.442	0.808	56.0%	1.442	100.0%	Ⓞ	Ⓞ		1.750	1.115
Agincourt Building Element	2.214	0.369	16.7%	1.089	49.2%	Ⓡ	Ⓡ	#2	2.399	0.555
St. Clair/Silverthorn Renovation	0.311	0.043	13.9%	0.050	16.1%	Ⓡ	Ⓡ	#3	2.247	0.100
North York Central Library	2.513	0.564	22.4%	2.263	90.1%	Ⓞ	Ⓞ		14.974	1.465
Dawes Road Construction & Expansion	1.706	0.002	0.1%	0.002	0.1%	Ⓡ	Ⓡ	#4	13.263	0.006
Multi-branch Minor Reno Prog (accessibility): 2016-2018	3.902	3.332	85.4%	3.902	100.0%	Ⓞ	Ⓞ		9.678	3.332
Albert Campbell Renovation	0.265	0.011	4.3%	0.050	18.9%	Ⓡ	Ⓡ	#5	12.165	0.011
Downsview Renovation	0.437	0.017	4.0%	0.437	100.0%	Ⓞ	Ⓞ		0.437	0.017
<b>Sub-Total</b>	<b>26.047</b>	<b>13.611</b>	<b>52.3%</b>	<b>22.284</b>	<b>85.6%</b>	-	-		<b>113.826</b>	<b>40.558</b>
<b>Growth Related</b>										
Fort York New Library Construction	0.443	0.072	16.3%	0.221	49.9%	Ⓡ	Ⓡ		9.192	8.821
Scarborough Civic Centre Library Construction	0.099	0.057	57.3%	0.099	100.0%	Ⓞ	Ⓞ		10.276	10.234
Eglinton Square Renovation & Expansion	1.178	0.000	0.0%	1.060	90.0%	Ⓞ	Ⓞ		1.242	0.065
<b>Sub-Total</b>	<b>1.720</b>	<b>0.129</b>	<b>7.5%</b>	<b>1.380</b>	<b>80.2%</b>	-	-		<b>20.710</b>	<b>19.120</b>
<b>Total</b>	<b>27.767</b>	<b>13.740</b>	<b>49.5%</b>	<b>23.664</b>	<b>85.2%</b>				<b>134.536</b>	<b>59.678</b>

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

**Note # 1:**

Site plan approval under City review. Due to length of approval process anticipated construction will begin 2017.

**Note # 2:**

Not all the Section 37 Funds have been secured. Work will be delayed until funds are received, Permit applications are currently pending.

**Note # 3:**

Site plan approval under City review. Due to length of approval process anticipated construction will begin 2017.

**Note # 4:**

Site plan approval under City review. TPL currently working with City Real Estate on site redevelopment

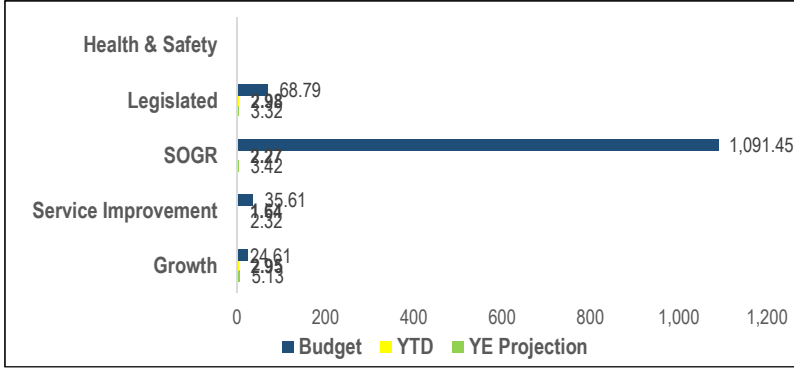
**Note # 5:**

The Architect has been hired and design is underway.



**Toronto Transit Commission (TTC)**

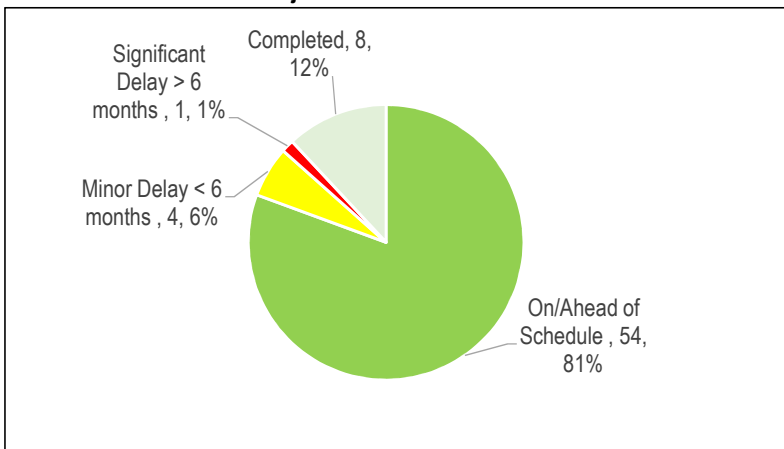
**Chart 1**  
2016 Approved Budget by Category (\$1,220.45)



**Table 1**  
2016 Active Projects by Category

Health & Safety	
Legislated	40
SOGR	9
Service Improvement	12
Growth	6
<b>Total # of Projects</b>	<b>67</b>

**Chart 2**  
Project Status - 67



**Table 2**

Reason for Delay	# of Projects	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues	1	
Site Conditions		
Co-ordination with Other Projects	1	2
Community Consultation		
Other*		12
<b>Total # of Projects</b>	<b>2</b>	<b>14</b>

**Table 3**  
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
844.16	101.00	271.58	3.70	

**Reasons for "Other\*" Projects Delay:**

- "Other" represents construction deficiency.

**Key Discussion Points:**

*Base Capital Program*

The capital spend rate for the Toronto Transit Commission's base program for nine months of the year is below prior year spending that typically accelerates in the latter half of the year. The TTC is projecting a capital spend rate of 79.5% of its budget. Capital expenditures reflect lower project activity and significant variances in the current period are result of under-spending on delayed contract work and vehicle deliveries. The capital spend rate will continue to be monitored and is subject to change as the budgetary needs are refined.

*Toronto-York Spadina Subway Extension (TYSSE)*

Under spending is primarily due to deferral of facilities and systems construction work and timing of commercial settlements including holdback releases

*Scarborough Subway Project: (SSE)*

Under spending is due to delays in the Environmental Assessment (EA) process and the rebase lining of the project scope.

Toronto Transit Commission (TTC)

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes:	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Legislated</b>										
Bus Heavy Rebuild Program - Legislated	7.741	6.263	80.9%	6.766	87.4%	Ⓒ	Ⓒ		7.515	6.872
Communications- Legislated	3.604	0.767	21.3%	1.922	53.3%	Ⓐ	Ⓒ		15.466	8.526
Easier Access-Phase III Equipment-Legislated	34.439	19.973	58.0%	35.014	101.7%	Ⓓ	Ⓒ	#1	655.170	246.371
Other Buildings - Legislated	3.690	1.775	48.1%	3.665	99.3%	Ⓒ	Ⓒ		23.038	14.032
Other Service Planning - Legislated	2.198	0.416	18.9%	1.991	90.6%	Ⓒ	Ⓒ		32.523	5.179
Streetcar Network- Legislated	0.200	0.007	3.5%	0.750	375.0%	Ⓓ	Ⓒ	#1	2.000	0.007
Streetcar Overhaul - Legislated (AODA)	4.110	4.267	103.8%	5.810	141.4%	Ⓓ	Ⓒ	#1	78.657	40.430
Subway Asbestos Removal	2.255	1.034	45.9%	5.789	256.7%	Ⓓ	Ⓒ	#2	9.353	1.034
	10.552	5.796	54.9%	9.519	90.2%	Ⓒ	Ⓒ		118.096	75.275
<b>Sub-Total</b>	<b>68.789</b>	<b>40.298</b>	<b>58.6%</b>	<b>71.227</b>	<b>103.5%</b>	-	-		<b>941.819</b>	<b>397.725</b>
<b>State of Good Repair</b>										
ATC Resignalling - Bloor/Danforth Line	1.500	0.317	21.1%	0.500	33.3%	Ⓓ	Ⓒ	#3	300.687	0.505
ATC Resignalling - YUS Line	51.193	35.162	68.7%	56.330	110.0%	Ⓓ	Ⓒ	#4	562.835	301.525
Automotive Non-Revenue Vehicle Replace	9.328	4.701	50.4%	8.549	91.6%	Ⓒ	Ⓒ		31.244	12.590
Bridges And Tunnels- Various	51.846	18.234	35.2%	37.617	72.6%	Ⓒ	Ⓒ		506.163	392.823
Bus Heavy Rebuild Program - SOGR	70.900	33.840	47.7%	60.237	85.0%	Ⓒ	Ⓒ		312.482	173.153
Communications-SOGR	21.666	6.987	32.2%	16.144	74.5%	Ⓒ	Ⓒ		155.803	81.296
Computer Equipment And Software	88.930	28.921	32.5%	68.349	76.9%	Ⓒ	Ⓒ		524.404	249.237
Equipment-SOGR	27.938	10.789	38.6%	25.069	89.7%	Ⓒ	Ⓒ		289.193	147.774
Finishes-SOGR	13.938	8.390	60.2%	15.525	111.4%	Ⓓ	Ⓒ	#5	139.315	93.285
Fire Ventilation Upgrade	23.687	9.799	41.4%	23.687	100.0%	Ⓒ	Ⓒ		342.888	238.370
Leslie Barns	50.072	46.749	93.4%	67.630	135.1%	Ⓓ	Ⓒ	#6	516.674	476.347
On-Grade Paving Rehabilitation	8.802	2.312	26.3%	4.338	49.3%	Ⓓ	Ⓒ	#7	83.420	56.069
Other Buildings - SOGR	32.250	10.657	33.0%	25.223	78.2%	Ⓒ	Ⓒ		557.108	228.482
Other Furniture And Office Equipment	0.209	0.127	61.0%	0.593	283.7%	Ⓓ	Ⓒ	#1	3.837	2.853
Other Maintenance Equipment	7.600	0.605	8.0%	3.138	41.3%	Ⓓ	Ⓒ	#8	19.683	6.132
Other Service Planning - SOGR	3.364	0.072	2.1%	0.100	3.0%	Ⓓ	Ⓒ	#1	2.000	0.072
POP Legacy Fare Collection	1.075	0.167	15.5%	0.738	68.7%	Ⓐ	Ⓒ		3.557	1.308
Power Dist. SOGR	7.884	5.191	65.8%	8.516	108.0%	Ⓓ	Ⓒ	#9	115.501	94.421
Purchase of Buses - SOGR	73.081	33.416	45.7%	63.140	86.4%	Ⓒ	Ⓒ		945.803	541.631

Toronto Transit Commission (TTC)

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes:	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Purchase Of Legacy LRVs	193.889	20.884	10.8%	66.551	34.3%	R	G	#10	1,186.504	530.186
Purchase Of Subway Cars	59.489	20.028	33.7%	51.143	86.0%	G	G		1,166.948	1,110.788
Queensway Garage Expansion	0.523	0.088	16.7%	0.659	126.1%	R	G	#1	24.226	23.489
Rail Non Revenue Vehicle Overhaul	2.184	0.272	12.4%	0.636	29.1%	R	G	#11	23.309	8.591
Rail Non-Revenue Vehicle Purchase - SOGR	11.783	2.206	18.7%	6.235	52.9%	Y	G		45.764	6.637
Revenue & Fare Handling Equipment -SOGR	38.147	7.237	19.0%	37.095	97.2%	G	G		61.153	22.566
Signal Systems	18.290	2.361	12.9%	8.743	47.8%	R	G	#12	197.923	117.931
SRT Car Overhaul	0.000	0.000	0.0%	0.000			G		18.687	19.022
Streetcar Overhaul - SOGR	14.175	5.653	39.9%	10.579	74.6%	G	G		126.993	71.809
Subway Car Overhaul	77.687	14.976	19.3%	45.913	59.1%	Y	G		377.035	123.572
Subway Track - SOGR	28.516	13.123	46.0%	23.203	81.4%	G	G		189.025	122.924
Surface Track - SOGR	24.038	13.785	57.3%	31.646	131.7%	R	G	#1	252.327	180.605
Tools And Shop Equipment	10.588	1.461	13.8%	10.781	101.8%	R	G	#1	35.342	11.484
TR Yard And Tail Track Accommodation	38.972	26.510	68.0%	46.765	120.0%	R	G	#1	514.295	141.987
Traction Power-Variou	27.499	11.481	41.7%	25.603	93.1%	G	G		248.665	204.998
Transit Shelters & Loops - SOGR	0.338	0.000	0.1%	0.365	108.0%	R	G	#13	1.601	0.675
Wilson Complex-Modifications	0.063	0.072	112.9%	0.117	184.3%	R	G		95.324	94.938
<b>Sub-Total</b>	<b>1,091.445</b>	<b>396.573</b>	<b>36.3%</b>	<b>851.458</b>	<b>78.0%</b>		-		<b>10,192.724</b>	<b>6,104.528</b>
<b>Service Improvements</b>										
Communications-Service Improvement	0.269	0.000	0.0%	0.000	0.0%	R	G	#18	0.899	0.617
Commuter Parking Expansion	0.000	0.000		0.000			G		7.578	7.578
Finishes-Service Improvement	0.742	0.216	29.1%	0.468	63.1%	Y	G		42.306	41.580
Kipling Station Improvements	0.306	0.001	0.4%	0.306	100.2%	R	G	#1	13.392	13.083
Other Buildings - Service Improvement	9.179	6.603	71.9%	14.812	161.4%	R	G	#17	58.242	36.479
Other Service Planning - Service Improvement	6.570	0.820	12.5%	4.632	70.5%	G	G		50.245	9.703
Power Dist. Service Improvement	0.201	0.076	37.6%	0.211	105.0%	R	G	#9	0.603	0.267
Purchase of 50 40' Buses - Service Improvement	14.072	0.618	4.4%	3.557	25.3%	R	G	#14	30.822	27.583

Toronto Transit Commission (TTC)

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes:	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Rail Non-Revenue Vehicle Purchase - Service Imp.	0.070	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓢ	#15	26.008	6.747
Subway Track - Service Improvement	1.690	0.241	14.3%	3.540	209.5%	Ⓡ	Ⓢ	#16	20.662	14.454
Surface Track - Service Improvement	2.007	0.000	0.0%	0.997	49.7%	Ⓡ	Ⓢ	#1	57.908	55.654
Transit Shelters & Loops - SI	0.500	0.090	17.9%	0.500	100.0%	Ⓢ	Ⓢ		2.435	2.024
<b>Sub-Total</b>	<b>35.605</b>	<b>8.664</b>	<b>24.3%</b>	<b>29.023</b>	<b>81.5%</b>		-		<b>311.102</b>	<b>215.768</b>
<b>Growth Related</b>										
Bus Rapid Transit- Growth	0.000	0.051	0.0%	0.695	0.0%	Ⓡ	Ⓢ	#1	35.519	35.585
McNicol New Bus Garage Facility	2.308	1.539	66.7%	2.661	115.3%	Ⓡ	Ⓢ	#1	181.000	8.618
Other Buildings - Growth	1.480	0.497	33.6%	2.499	168.9%	Ⓡ	Ⓢ	#17	12.507	8.444
PRESTO Farecard Implementation	16.053	7.355	45.8%	12.700	79.1%	Ⓢ	Ⓢ		44.000	27.880
Revenue Operations	1.060	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓢ	#19	1.060	0.000
Business Continuity Sheppard Subway	3.704	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓢ	#20	968.856	965.151
<b>Sub-Total</b>	<b>24.605</b>	<b>9.443</b>	<b>38.4%</b>	<b>18.555</b>	<b>75.4%</b>	-	-		<b>1,242.942</b>	<b>1,045.679</b>
<b>Total</b>	<b>1,220.445</b>	<b>454.978</b>		<b>970.263</b>					<b>12,688.587</b>	<b>7,772.038</b>

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

**Note # 1:**

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

**Note # 2:**

The variance is mainly due to three projects: Platform Modification to Accommodate Artic Buses: TTC and City are still working on achieving a consensus on the scope and delivery of the project at various locations, required to meet TTC objectives and Transit Priorities and Opportunities to Improve Transit Service projects: Considerable amount of work will slip from 2016 to 2017 because of external approvals (City Transportation Services, Toronto Hydro, etc.) that are required for these projects to proceed. The projection for the next period is expected to be higher, due to anticipated PTIF budget approval.

**Note # 3:**

Progress to date: Visited and conducted survey of available Line 2 facilities for installation of appropriate equipment; Assessed BD workcars for suitability of fitting ATP. The deferral of funding of \$1.0M to future reflects schedule changes as a result of work re-prioritization since the primary focus of the ATC team is the completion of the YUS line.

**Note # 4:**

Progress to date: Intermediate design review (IDR) completed; Final Design Review (FDR) is underway with expected completion of TYSSE Installation by year-end.

**Note # 5:**

Anticipated year-end over spending is 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 Transit Commission (TTC)

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection			Notes:	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget			

**Note # 6:**

The variance is due to prior year slippage and delays of substantial performance for Leslie Street Connection Track and delays in commissioning which impacted the value of progress payments for Leslie Barns.

Note: The 2016 budget for Leslie Barns was reduced by \$0.685 million as a result of budget transfer from Leslie Barns to Economic Development and Culture – EDC’s Art Services (Public Art); approved by Council on October 5, 2016.

Anticipated year-end over spending is a result of timing of annual cash flows. An in-year adjustment requiring Council authority will be necessary to reallocate cash flows between projects.

**Note # 7:**

Funds advanced to 2015. Work progressed faster than Anticipated in 2015 at Davisville Lower Roadway, Malvern Garage, St. Clair Station & Eglinton Bus Roadway.

**Note # 8:**

Deferred purchase for Streetcar Way - Electric flash rail but welder, Robotic arc welder and Rail bending machine.

**Note # 9:**

Anticipated year-end over spending is a result of timing of annual cash flows. An in-year adjustment requiring Council authority will be necessary to reallocate cash flows between projects.

**Note # 10:**

Staff are working with Bombardier to address the issues and delays surrounding the LRV order. It is difficult to determine with high level of confidence the projected cash flows for 2016 due to the lack of a detailed production schedule from Bombardier at this time. Nevertheless, the cash flows and projections for this project have been adjusted to reflect what is currently known based on Bombardier’s revised, unsubstantiated delivery schedule and other projected expenditures.

**Note # 11:**

Upgrade of 36 H4 workcars to Electric Cam Propulsion Control Packages (ECAM) project has been cancelled because investment to install ECAM and ATP (Automatic Train Protection) are not warranted for old cars.

**Note # 12:**

The variance is mainly due to: Cable Replacement and Yard Interchange Signal Upgrades: Slippage due to engineering resources allocated to the Eglinton Ancillary Rooms Relocation; Speed Control System: Slippage as a result of ATC project changes and stop order issued by ATC to Thales; Workcar Advanced Warning: Slippage due to Track Level Safety Committee not finalizing decision; SRT Loop Cable Axle Counter Improvement: Work slipped to be consistent with the 10 years SRT life extension scope; Wilson Yard Resignalling: slippage of work from 2015 into outer years because of Stage 7 which is the resignalling of the Yard area outside of TYSSE and T1/TR scope is commencing in 2016 with the installation for stages 0 to 6; Signal and Train Control Engineering (S&TCE) technical support with design reviews and technical meetings will continue; Wilson Yard Resignalling: Revised phasing of the project due to new interface to mainline CBTC; Signalling of Davisville Yard: Revised schedule due to updated ATC Project staging - moving off South Yonge to Spadina section - and Rail Amalgamation Study; Streetcar Trackswitch and Controllers Rehabilitation and Replacement: Slippage of Eng. & Installation work offset by completion of migration plan study. Also project reschedule based on priorities set by Streetcar Department and Service Planning.

Spending expected to increase as more construction will be carried out during the end of summer - fall period. Also, expected increased expenditures in Q4 due to supply of trainstop motor/gearbox kits to refurbish US&S and Wabco trainstops and purchase of signal & control cables, event recorders & ground fault detectors.

**Note # 13:**

Spadina at Front St. and King St. - both bounds on order

**Note # 14:**

As of August 27, 2016, 65 of the current 108 bus order were delivered and 60 buses were commissioned. (Contract schedule called for 0 Buses to be delivered until Sept 2016).

The variance of -\$6.5M is due to the following:

- Outstanding amounts for remaining payments from 2015 deliveries, (WO 6572- Purchase of 153 Nova LFS Artic Buses), \$0.410M
- Outstanding amounts for remaining payments from 2015 deliveries, (WO 6274 - Purchase of 55 LF Diesel Buses), \$3.604M current year
- Delivery of buses accelerated into 2015, (Purchase of 50 LF Buses), -\$10.515M

Toronto Transit Commission (TTC)

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection			Notes:	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget			

**Note # 15:**

Variance is mainly due to deferral of Vacuum Excavator project to future year as priority was given to workcar Automatic Train Protection (ATP) prototyping project. \$4.6M of contract payments will be before year-end.

**Note # 16:**

The variance is due to procurement deferrals from 2015 to 2016 for the Optical Inspection Equipment (Rail Base Inspection) and consulting services for the Davisville Area Rehabilitation. Also work slipped for Victoria Park Expansion and a portion of Subway/ SRT Turnout work to

**Note #17**

Major contributors to the variance are: Union Station New Platform (+\$9.0M) Funds advanced from future years, additional transfers to other projects and to City of Toronto will be made in 2016; Surface Way Bldg Replacement (-\$4.1M) - Deferred construction due to revised contracting strategy; Building Facility Renewal (-\$2.0M) - Work is on hold for Old Eglinton Garage Fire Sprinkler Replacement. contract may

**Note #18**

Industrial Security Improvements of TTC Properties: Work advanced from 2016 to 2015 primarily for Allen Road Fence Replacement , Lawrence W. to Yorkdale Stations.

Building Fire Alarm Upgrades: Advanced work to 2016 for Wilson, Malvern and Gunn Buildings.

Prince Edward Viaduct Pier Rehabilitation Cable Replacement: construction has paused and expected to recommence in fall; Train Door Monitoring project: deferred due to schedule change based on TR availability and overall system rollout plans; Public Address and Passenger Assist Intercom projects: deferred as potential integration for Station Transformation initiatives; T1 Subway Car Radio replacement project: deferral for PA and PAI systems due to potential integration for Station Transformation from user requirement perspectives; CCTV project: deferred for 2 locations and delay of VMS procurement and implementation.

Lower burn rate is primarily due to lack of resources and end of year invoicing. As the earlier part of the year is mainly engineering work, the balance of the year will involve equipment deliveries, and installation.

**Note #19**

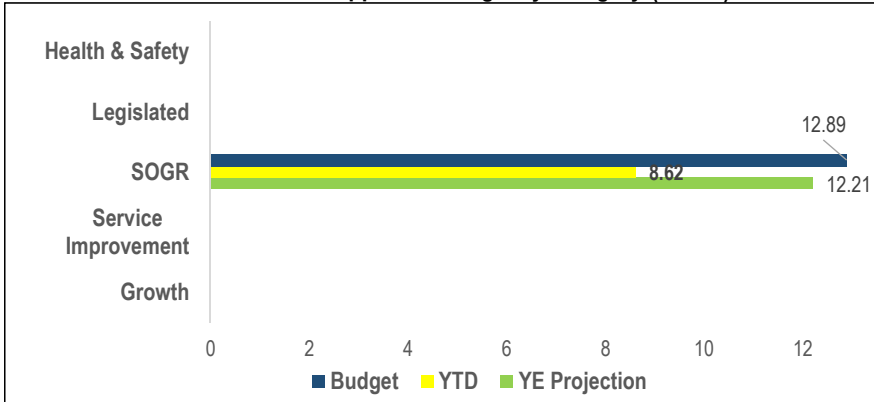
Project impacted by new streetcar deployment schedule change.

**Note #20**

Delay of claim resolution.

Toronto Zoo

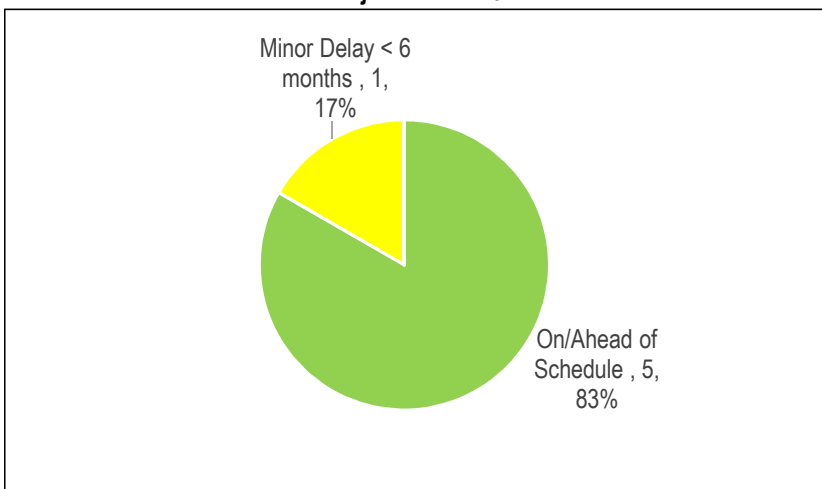
**Chart 1**  
2016 Approved Budget by Category (\$12.89)



**Table 1**  
2016 Active Projects by Category

Health & Safety	
Legislated	
SOGR	6
Service Improvement	
Growth	
<b>Total # of Projects</b>	<b>6</b>

**Chart 2**  
Project Status - 6



**Table 2**

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

**Table 3**  
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
12.36	0.53			

**Key Discussion Points:**

- Wildlife Health Centre continues to track towards a late-2016 completion.
  - Interior work will focus on finishings on the first and second floors.
  - Painting and the epoxy coating work is in progress.
  - Window frames, window glazing and insulation are being finalized in interior and exterior walls.

Toronto Zoo

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes:	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>State of Good Repair</b>										
Wildlife Health Centre	10.004	7.732	77.3%	10.004	100.0%	Ⓞ	Ⓞ		18.035	9.612
Buildings & Services Refurbishment	0.887	0.275	31.0%	0.687	77.5%	Ⓞ	Ⓞ		1.391	0.594
Exhibit Refurbishment	0.838	0.339	40.5%	0.738	88.1%	Ⓞ	Ⓞ		0.838	0.060
Orangutan II Outdoor	0.350	0.000	0.0%	0.250	71.4%	Ⓞ	Ⓞ		3.530	0.000
Information Systems	0.433	0.082	18.8%	0.233	53.8%	Ⓜ	Ⓞ	#1	0.650	0.287
Grounds & Visitor Improvements	0.376	0.188	50.0%	0.301	80.1%	Ⓞ	Ⓞ		0.376	0.104
<b>Total</b>	<b>12.889</b>	<b>8.616</b>	<b>66.8%</b>	<b>12.214</b>	<b>94.8%</b>			<b>#2</b>	<b>24.821</b>	<b>10.658</b>

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

**Note # 1:**

Toronto Zoo is in preparation of a RFP for its new Parking Management system. Minor delays are expected.

**Note # 2:**

Toronto Zoo is projecting that all projects will be completed on or ahead of schedule projecting a 95% spending rate by the year-end (with the Wildlife Health Centre comprising 78% of the Zoo's 2016 Capital Budget, projecting a 100% spending rate).



**2016 Capital Spending by Program  
Rate Supported Programs**

Program		2016 Approved Cash Flow	2016 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
SWM	Q1	96.67	2.46	73.92	76.5%		G
	Q2	96.67	10.83	72.77	75.3%	↓	G
	Q3	96.67	26.13	66.04	68.3%	↓	Y
TPA	Q1	86.04	1.20	82.91	96.4%		G
	Q2	86.04	12.45	73.03	84.9%	↓	G
	Q3	86.04	17.87	55.26	64.2%	↓	Y
TW	Q1	851.65	61.88	724.38	85.1%		G
	Q2	851.65	176.17	695.95	81.7%	↓	G
	Q3	851.65	341.55	656.70	77.1%	↓	G
<b>Total</b>	<b>Q3</b>	<b>1,034.36</b>	<b>385.55</b>	<b>777.99</b>	<b>75.2%</b>		

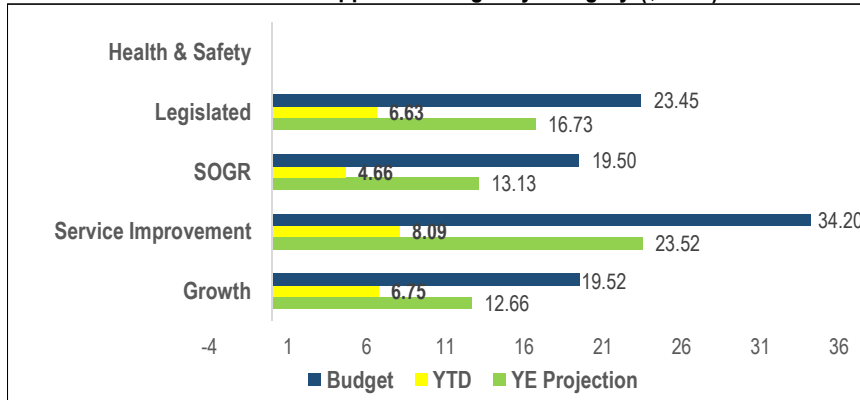
Ⓢ >70%     
 Ⓢ between 50% and 70%     
 Ⓢ < 50% or > 100%

For the nine months ended September 30, 2016, capital expenditures for Rate Supported Programs totalled \$385.55 million (37.3%) of their collective 2016 Approved Capital Budget of \$1.034 billion. Spending is expected to increase to \$777.99 million (75.2%) by year-end.

While Toronto Water is projecting a year-end spending rate of over 70% of its 2016 Approved Capital Budgets, spending rate for Solid Waste Services is anticipated to be 68.3%. Toronto Parking Authority is projecting spending rate of 64.2% at year-end.

## Solid Waste Management Services (SWMS)

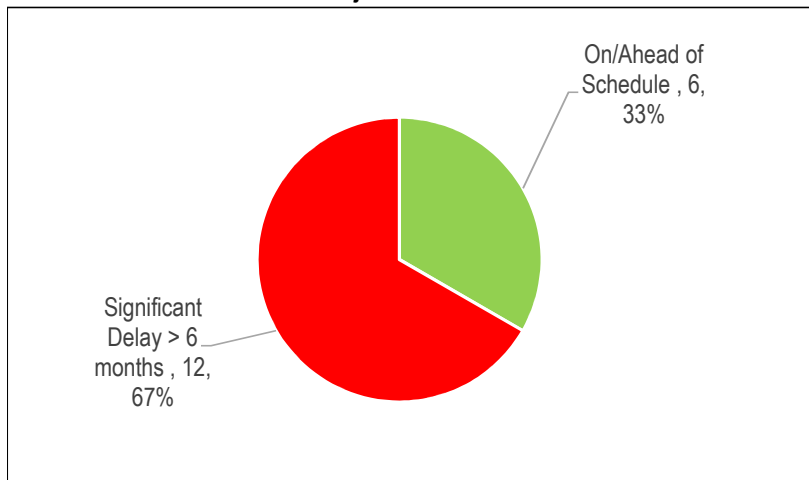
**Chart 1**  
2016 Approved Budget by Category (\$96.67)



**Table 1**  
2016 Active Projects by Category

Health & Safety	
Legislated	2
SOGR	3
Service Improvement	10
Growth	3
<b>Total # of Projects</b>	<b>18</b>

**Chart 2**  
Project Status - 18



**Table 2**

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

**Table 3**  
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
27.90		68.77		

### Reasons for "Other\*" Projects Delay:

Dufferin Single Stream Recycling Facility: nominal funding of \$50K in this account is required for maintaining the facility in a SOGR until project plan is clarified. Journal Entry prepared to reallocate network charges to more appropriate operating account.

### Key Discussion Points:

- As of the 3rd quarter, SWMS is expecting an underspending of \$30.6M or 32% of its 2016 Capital budget. This is an increase of 8% over the 2nd quarter.
- SWMS Legislated projects comprise \$23.5M or 24.3% of the budget for 2016. SOGR projects comprise \$19.5M or 20.2%. Service Improvement projects account for 35.4% or \$34.2M and Growth Expansion projects for \$19.5M or 20.2% of the 2016 budget.
- Projects that are on track comprise 33% of all projects while projects that are delayed comprise 67%.
- Most projects for SWMS are multi-year projects. The Delayed projects are all delayed by more than 6 months and are generally expected to be completed 1 to 2 years after their planned completion dates. 90% of Service Improvement projects are facing delays.
- At the project level, reasons for delay include contract award issues, contractor issues, delays in the RFP/RFQ process and coordination with other projects.

**Solid Waste Management Services (SWMS)**

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes:	Total Approved Budget	Life-to- Date	
		\$	%	\$	%	On Budget	On Time				
<b>Legislated</b>											
Green Lane Landfill	14.198	2.127	15.0%	10.423	73.4%	Ⓞ	Ⓞ		118.867	3.397	
Perpetual Care of Landfills	9.249	4.502	48.7%	6.303	68.2%	Ⓢ	Ⓞ		18.738	15.682	
<b>Sub-Total</b>	<b>23.447</b>	<b>6.630</b>	<b>28.3%</b>	<b>16.727</b>	<b>71.3%</b>	<b>Ⓞ</b>	<b>Ⓞ</b>		<b>137.605</b>	<b>19.079</b>	
<b>State of Good Repair</b>											
Collection Yard Asset Management	1.030	0.141	13.7%	0.380	36.9%	Ⓢ	Ⓢ	#1	1.587	0.873	
Transfer Station Asset Management	16.167	4.245	26.3%	12.219	75.6%	Ⓞ	Ⓢ		30.973	14.489	
Diversion Facilities Asset Management	1.200	0.190	15.8%	0.227	18.9%	Ⓢ	Ⓞ		3.677	0.400	
<b>Sub-Total</b>	<b>18.397</b>	<b>4.575</b>	<b>24.9%</b>	<b>12.825</b>	<b>69.7%</b>	<b>Ⓢ</b>	<b>Ⓢ</b>		<b>36.237</b>	<b>15.762</b>	
<b>Service Improvements</b>											
CNG Refuel Station Installation	1.100	0.080	7.3%	0.300	27.3%	Ⓢ	Ⓢ	#3	1.100	0.080	
Diversion Systems	18.227	6.379	35.0%	17.557	96.3%	Ⓞ	Ⓢ		63.592	33.384	
Landfill Gas Utilization	0.050	0.000	0.0%	0.000	0.0%	Ⓢ	Ⓢ		35.000	0.266	
Dufferin Single Stream Recycling Facility	0.050	0.000	0.0%	0.000	0.0%	Ⓢ	Ⓢ		3.561	1.947	
Long Term Waste Management Strategy	3.391	0.640	18.9%	3.020	89.1%	Ⓞ	Ⓢ		4.767	2.664	
Construction of Biogas Utilization	2.511	0.024	1.0%	0.039	1.6%	Ⓢ	Ⓢ		12.000	0.536	
SWM IT Application Initiatives	2.607	0.579	22.2%	0.945	36.2%	Ⓢ	Ⓢ		8.929	2.404	
IT Corporate Initiatives	3.129	0.398	12.7%	0.900	28.8%	Ⓢ	Ⓢ		9.878	1.096	
Two-Way Radio Replacement	2.235	0.000	0.0%	0.000	0.0%	Ⓢ	Ⓢ		2.235	0.000	
Engineering Planning Studies	1.500	0.066	4.4%	0.659	44.0%	Ⓢ	Ⓢ		1.500	0.066	
Renewable Natural Gas	0.500	0.000	0.0%	0.400	80.0%	Ⓞ	Ⓞ		0.500	0.000	
<b>Sub-Total</b>	<b>35.300</b>	<b>8.166</b>	<b>23.1%</b>	<b>23.821</b>	<b>67.5%</b>	<b>Ⓢ</b>	<b>Ⓢ</b>			<b>143.063</b>	<b>42.443</b>

## Solid Waste Management Services (SWMS)

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes:	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Growth Related</b>										
Dufferin SSO Facility	18.000	6.558	36.4%	12.055	67.0%	Ⓨ	Ⓜ	#2	54.272	9.063
Disco SSO Facility	1.000	0.127	12.7%	0.541	54.1%	Ⓨ	Ⓜ		84.492	79.478
PAAC Site Remediation	0.524	0.069	13.2%	0.069	13.2%	Ⓜ	Ⓞ		0.069	0.069
<b>Sub-Total</b>	<b>19.524</b>	<b>6.754</b>	<b>34.6%</b>	<b>12.665</b>	<b>64.9%</b>	<b>Ⓨ</b>	<b>Ⓞ</b>		<b>138.833</b>	<b>88.610</b>
<b>Total</b>	<b>96.669</b>	<b>26.125</b>	<b>27.0%</b>	<b>66.037</b>	<b>68.3%</b>	<b>Ⓨ</b>	<b>Ⓞ</b>		<b>455.738</b>	<b>165.894</b>

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

### Note # 1:

Work represents various state of good repair projects such as roofing, paving, drainage systems, sprinkler systems and repairs to tipping floors. Includes multi-year projects. Year-end forecast includes \$9M worth of project phases awarded. Project delayed due to coordination with other projects and procurement issues.

### Note # 2:

Design-Build-Commission and Operate and Maintain agreements were signed in early 2016. Order to Commence was issued. 75% design package received July 12, 2016. Working towards 100% design completion by Jan 2017. Initiated demolition and site construction preparation. Expected completion Dec 2018.

### Note # 3:

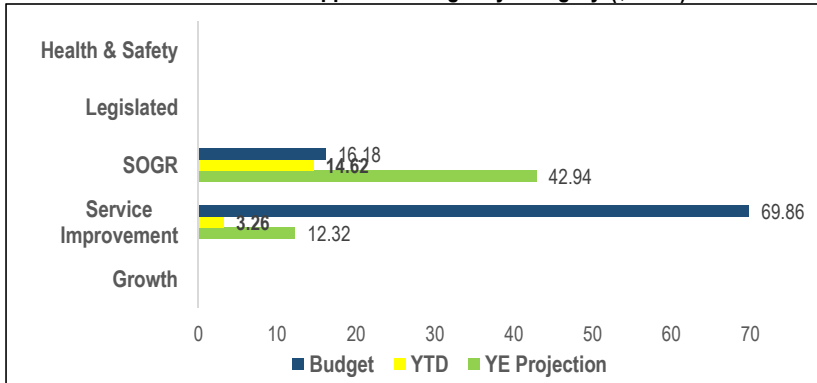
On June 7 & 8th, 2016 City Council approved the report recommending the General Manager, Solid Waste Management Services be given delegated authority to explore and enter into Renewable Natural Gas Projects and agreements up to December 31, 2021, (Item PW13.8). With MOECC Approvals, work continues with various utilities to determine the best application for the use of biogas and future of this project. Current expected completion date is Dec 2020 vs original plan of Dec 2017.

### Note # 4:

SWMS is currently exploring alternatives to flaring landfill/biogas in Q3/Q4. Funds necessary to support various reports, including Eng. Studies, validating the necessary business case and driving out a strategy forward. While expected to be complete as planned in 2016, underspending of \$0.1M or 20% is forecast.

Toronto Parking Authority

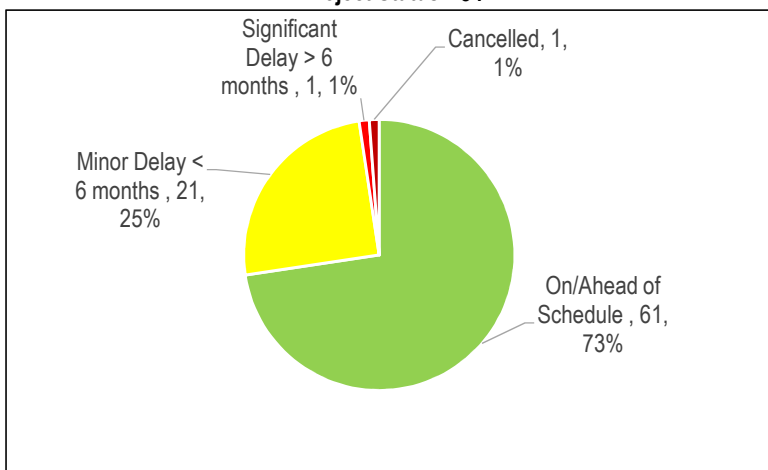
**Chart 1**  
2016 Approved Budget by Category (\$86.04)



**Table 1**  
2016 Active Projects by Category

Health & Safety	
Legislated	
SOGR	29
Service Improvement	55
Growth	
<b>Total # of Projects</b>	<b>84</b>

**Chart 2**  
Project Status - 84



**Table 2**

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

**Table 3**  
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
62.81	20.60	0.50		2.13

**Key Discussion Points:**

- TPA anticipates that 2 projects totalling \$2.63 million or 3.% of the 2016 Approved Capital Budget will be significantly delayed or cancelled, predominantly due to the unavailability and/or going negotiations of appropriate sites for off street parking facilities, as well as conditions of some site requiring SOGR work. Another 21 projects totalling \$23.6 million will experience minor delays with the expected completion in 2017.
- Remaining spending will be accelerated in the later part of the year. TPA will continue to monitor its capital spending and adjust year-end spending projections as appropriate in the subsequent variance reports .

Toronto Parking Authority

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>State of Good Repair</b> Structural maintenance & Technology Green Plus (45 projects)	16.182	3.259	20.1%	12.321	76.1%	Ⓞ	Ⓞ	# 1	18.711	3.846
<b>Sub-Total</b>	<b>16.182</b>	<b>3.259</b>	<b>20.1%</b>	<b>12.321</b>	<b>76.1%</b>	-	-		<b>18.711</b>	<b>3.846</b>
<b>Service Improvements</b> 2204, 2212 Eglinton W. (CP 673)	1.130	0.013	1.2%	0.347	30.7%	Ⓞ	Ⓞ		2.960	2.128
242 Danforth, E. of Broadview CP 78 expansion	0.449	0.001	0.2%	0.004	0.8%	Ⓢ	Ⓢ		0.449	2.807
Pay & Display Upgrade On-line Credit Card Authorization	0.460		0.0%	0.460	100.0%	Ⓞ	Ⓞ		2.000	
CP 505 Cliveden Expansion	0.500		0.0%		0.0%	Ⓡ	Ⓡ	# 2	0.500	
Parking Guidance System	0.500		0.0%	0.500	100.0%	Ⓞ	Ⓞ		0.500	
1220-1222 Wilson Ave	0.977	0.009	1.0%	0.010	1.0%	Ⓢ	Ⓢ		0.977	2.883
P&D 3G Modem & Emulation Board	3.084	0.383	12.4%	1.542	50.0%	Ⓞ	Ⓞ		3.084	0.383
St. Clair/ Oakwood 287 Rushton	1.713		0.0%	1.713	100.0%	Ⓞ	Ⓞ		3.100	
Rosedale/Woodlawn	3.500		0.0%	3.400	97.1%	Ⓞ	Ⓞ		3.500	
Bikeshare Expansion Metrolinx	4.900	3.033	61.9%	4.900	100.0%	Ⓞ	Ⓞ		4.900	3.033
CP 1 - Addition of 2 Levels	12.240	3.852	31.5%	9.740	79.6%	Ⓞ	Ⓞ		12.240	4.918
CP 1 - Addition of 2 Levels 2011	0.319		0.0%	0.319	100.0%	Ⓞ	Ⓞ		0.319	
775 King Street (CP 272)	6.000		0.0%		0.0%	Ⓢ	Ⓢ		6.000	
Chinahouse (CP 655) 935 Eglinton Ave. East Garage	9.800		0.0%		0.0%	Ⓢ	Ⓢ		9.800	0.014
Carpark Provisions 2016	4.160	0.814	19.6%	4.160	100.0%	Ⓞ	Ⓞ		4.160	0.814
St. Clair - BIA - Oakwood	0.142	0.292	205.9%	0.295	207.7%	Ⓞ	Ⓞ		4.100	1.491
2300 Lakeshore	0.698		0.0%		0.0%	Ⓞ	Ⓞ		2.000	1.901
Oakwood E of Eglinton (#2)	0.750		0.0%	0.050	6.7%	Ⓢ	Ⓢ		0.750	
Pay & Display Machines	0.850		0.0%		0.0%	Ⓢ	Ⓢ		0.850	
186 Caribou	0.332	0.005	1.6%	0.006	1.8%	Ⓢ	Ⓢ		1.500	1.172
30 Roehampton (150 space garage)	7.950	0.010	0.1%	7.950	100.0%	Ⓞ	Ⓞ		8.000	0.026
CP 15 Redevelopment (JV)	1.000		0.0%	1.000	100.0%	Ⓞ	Ⓞ		1.000	
2623 Eglinton Ave. West	0.094	0.001	0.7%	0.094	100.0%	Ⓞ	Ⓞ		2.780	2.687

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
8 Abitibi	2.130		0.0%		0.0%	Ⓡ	Ⓡ	# 2	2.130	
437 Rogers Road	0.022	0.003	14.0%	0.022	100.0%	Ⓢ	Ⓢ		0.700	0.681
Forest Hill Village (CP 164 Expansion)	0.237	0.498	210.0%	0.500	211.0%	Ⓢ	Ⓢ		0.750	2.235
Chinahouse (CP 655) 935 Eglinton Ave. East Garage	0.086		0.0%	0.086	100.0%	Ⓢ	Ⓢ		0.100	
838 Broadview	3.382	3.287	97.2%	3.382	100.0%	Ⓢ	Ⓢ		3.382	3.287
592 and 598 Gerard East	2.458	2.414	98.2%	2.458	100.0%	Ⓢ	Ⓢ		2.458	2.414
<b>Sub-Total</b>	<b>69.861</b>	<b>14.615</b>	<b>20.9%</b>	<b>42.937</b>	<b>61.5%</b>	-	-		<b>84.988</b>	<b>32.875</b>
<b>Total</b>	<b>86.043</b>	<b>17.875</b>	<b>20.8%</b>	<b>55.258</b>	<b>64.2%</b>				<b>103.699</b>	<b>36.721</b>

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

**Note # 1:**

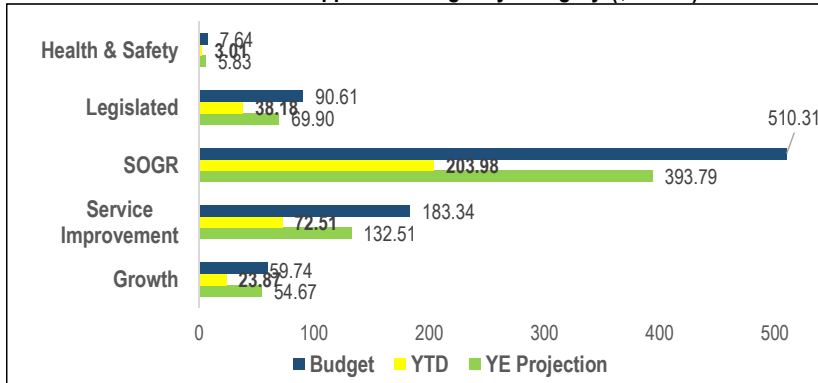
SOGR projects totalling (\$3.955 million) have been deferred to 2017 in order to coordinate work with the completion of other projects at the same facilities.

**Note # 2:**

The Carpark 505 (Cliveden) Expansion projects has been deferred to 2018. The 8 Abitibi Carpark project has been cancelled, since an agreement on terms and conditions of purchase/sale could not be reached.

Toronto Water (TW)

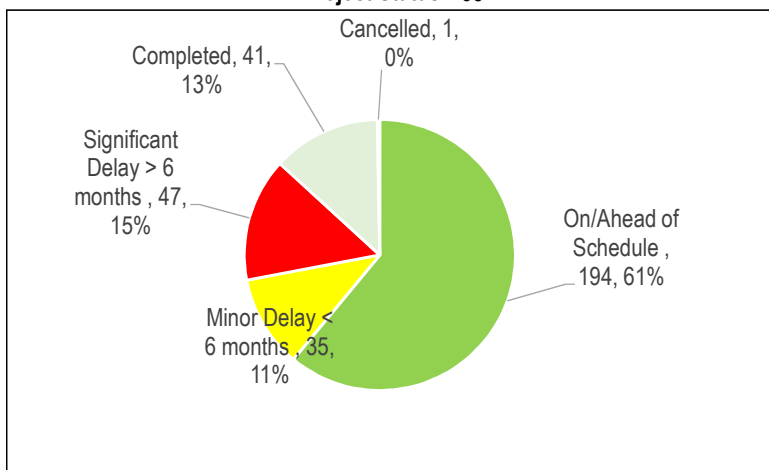
**Chart 1**  
2016 Approved Budget by Category (\$851.65)



**Table 1**  
2016 Active Projects by Category

Health & Safety	4
Legislated	9
SOGR	21
Service Improvement	20
Growth	11
<b>Total # of Projects</b>	<b>65</b>

**Chart 2**  
Project Status - 65



**Table 2**

Reason for Delay	# of Projects	
	Significant Delay	Minor Delay
Insufficient Staff Resources	8	3
Procurement Issues	4	1
RFQ/RFP Delayed	19	12
Contractor Issues	2	3
Site Conditions	12	8
Co-ordination with Other Projects		
Community Consultation		
Other*	2	8
<b>Total # of Projects</b>	<b>47</b>	<b>35</b>

**Table 3**  
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
647.18	107.02	89.83	7.58	0.05

**Reasons for "Other\*" Projects Delay:**

- It is anticipated that about 10 projects will be delayed pending resolution of legal claims and approval of additional funding resources.

**Key Discussion Points:**

- As of September 30, for year-end, Toronto Water is projecting to spend at year-end \$656.696 million or 77.1% of the approved total 2016 Capital Budget of \$851.652 million. The projected year-end spending rate is consistent with the 10-Year Rate Model completion target for 2016 of 85% for projects funded from the Toronto Water Capital Financing Reserve Fund.
- 72% or \$608.560 million is dedicated to State of Good Repair, Health and Safety and Legislative projects in 2016.
- \$647.178 million 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 spending is consistent with construction schedules.
- The following multi-year projects account for majority of year-to-date spending: Rehabilitation and Replacement of Linear Infrastructure for Water and Sewers projects (\$148.018 million or 42.3% of the 2016 Approved Capital Budget); Improvements at Ashbridges Bay Treatment Plant (\$31.959 million or 31.9% of the 2016 Approved Capital Budget); Improvements at Highland Creek Treatment Plant (\$23.954 million or 53.8% of the 2016 Approved Capital Budget); Wet Weather Flow (\$30.197 million or 45.3% of the 2016 Approved Capital Budget); Transmission and Storage Facilities (\$13.565 million or 26.4% of the 2016 Approved Capital Budget); and Automated Meter Reading (AMR) Program (\$6.047 million or 72.9% of the 2016 Approved Capital Budget).



Toronto Water (TW)

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes:	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
Water Treatment - Storage & Pumping Stations	0.026	0.001	3.8%	0.001	3.8%	G	G		0.635	0.610
Ashbridges Bay Treatment Plant (ABTP)	4.880	1.994	40.9%	4.015	82.3%	G	G		31.010	18.013
Humber Treatment Plant (HTP)	2.462	0.887	36.0%	1.560	63.4%	Y	Y	#1	21.154	13.474
Yards & Facilities	0.272	0.126	46.3%	0.250	91.9%	G	G		0.300	0.155
<b>Sub-Total</b>	<b>7.640</b>	<b>3.008</b>	<b>39.4%</b>	<b>5.826</b>	<b>76.3%</b>	-	-		<b>53.099</b>	<b>32.252</b>
<b>Legislated</b>										
Water Service Replacement	41.315	7.584	18.4%	22.040	53.3%	Y	Y	#1	224.685	146.475
Pumping Stations	4.493	0.945	21.0%	2.343	52.1%	Y	Y	#1	40.857	13.667
Water Treatment - Storage & Pumping Stations	0.797	0.132	16.6%	0.136	17.1%	G	G		11.660	10.595
Ashbridges Bay Treatment Plant (ABTP)	7.610	2.128	28.0%	4.940	64.9%	Y	Y	#1	58.808	7.907
Highland Creek Treatment Plant (HCTP)	12.697	11.802	93.0%	15.000	118.1%	G	G		78.457	39.882
Humber Treatment Plant (HTP)	21.130	8.960	42.4%	17.000	80.5%	G	G		51.616	36.061
R.L. Clark Treatment Plant	0.200	0.030	15.0%	0.153	76.5%	G	G		2.173	0.584
Island Treatment Plant	2.270	6.598	290.7%	8.286	365.0%	G	G		27.475	6.970
Yards & Facilities	0.100	0.001	1.0%	0.005	5.0%	R	R	#2	0.812	0.513
<b>Sub-Total</b>	<b>90.612</b>	<b>38.180</b>	<b>42.1%</b>	<b>69.903</b>	<b>77.1%</b>	-	-		<b>496.543</b>	<b>262.654</b>
<b>State of Good Repair</b>										
Business & Technology	1.778	0.046	2.6%	1.647	92.6%	G	G		7.704	5.972
Linear Engineering	56.578	35.465	62.7%	55.131	97.4%	G	G		338.123	169.782
Sewer Rehabilitation	57.163	24.287	42.5%	52.009	91.0%	G	G		242.886	151.978
Sewer Replacment	21.062	8.766	41.6%	22.960	109.0%	G	G		148.478	89.251
Watermain Cleaning & Lining	50.470	13.500	26.7%	46.706	92.5%	G	G		347.446	234.179
Watermain Replacement	61.980	30.248	48.8%	50.091	80.8%	G	G		330.247	255.138
Water Service Replacement	6.977	4.547	65.2%	6.889	98.7%	G	G		27.490	20.294
Pumping Stations	1.758	0.977	55.6%	1.561	88.8%	G	G		29.142	28.353
Trunk Watermains	19.376	6.312	32.6%	12.501	64.5%	Y	Y	#1	197.942	157.034
Water Treatment - Storage & Pumping Stations	13.969	3.364	24.1%	7.579	54.3%	Y	Y	#1	98.207	22.700
Trunk Sewers	34.190	9.999	29.2%	19.679	57.6%	Y	Y	#1	239.193	144.468
Ashbridges Bay Treatment Plant (ABTP)	85.166	26.898	31.6%	50.499	59.3%	Y	Y	#1	685.694	343.576
Highland Creek Treatment Plant (HCTP)	27.705	10.830	39.1%	14.647	52.9%	Y	Y	#1	257.851	140.419
Humber Treatment Plant (HTP)	29.844	8.069	27.0%	14.900	49.9%	R	R	#4	424.959	115.703

Toronto Water (TW)

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes:	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
R.L. Clark Treatment Plant	10.159	11.475	113.0%	14.079	138.6%	G	G		103.070	67.531
R.C. Harris Treatment Plant	12.960	5.185	40.0%	11.108	85.7%	G	G		68.638	36.570
F.J. Horgan Treatment Plant	3.097	0.862	27.8%	1.835	59.3%	Y	Y	#1	11.591	3.754
Island Treatment Plant	5.340	1.115	20.9%	1.734	32.5%	R	R	#3	23.953	5.811
Wet Weather Flow	3.940	0.390	9.9%	2.853	72.4%	G	G		30.564	4.343
Wet Weather Flow - Stream Restoration	6.464	1.635	25.3%	5.040	78.0%	G	G		102.249	46.352
Yards & Facilities	0.338	0.007	2.1%	0.338	100.0%	G	G		2.548	1.822
<b>Sub-Total</b>	<b>510.314</b>	<b>203.977</b>	<b>40.0%</b>	<b>393.786</b>	<b>77.2%</b>	-	-		<b>3,717.975</b>	<b>2,045.030</b>
<b>Service Improvements</b>										
Automated Meter Reading System (AMR)	8.299	6.047	72.9%	6.817	82.1%	G	G		221.230	208.538
Basement Flooding	66.465	18.336	27.6%	34.855	52.4%	Y	Y	#1	774.703	246.504
Basement Flooding - Subsidy	5.500	3.980	72.4%	5.500	100.0%	G	G		49.093	36.573
Business & Technology	12.342	4.539	36.8%	8.528	69.1%	Y	Y	#1	79.124	17.854
Linear Engineering	0.600	0.114	19.0%	0.500	83.3%	G	G		11.282	2.796
Watermain Replacement	0.796	0.725	91.1%	0.795	99.9%	G	G		8.403	7.995
Pumping Stations	0.833	0.323	38.8%	0.418	50.2%	Y	Y	#1	3.208	2.511
Trunk Watermains	2.853	0.156	5.5%	0.200	7.0%	R	R	#4	6.352	0.241
Water Treatment - Storage & Pumping Stations	13.207	3.413	25.8%	11.465	86.8%	G	G		62.646	12.788
Trunk Sewers	0.118	0.034	28.8%	0.069	58.5%	Y	Y	#1	6.989	6.905
New Sewers	0.001	0.000	0.0%	0.000	0.0%	G	G		36.841	36.840
Ashbridges Bay Treatment Plant (ABTP)	2.220	0.940	42.3%	1.518	68.4%	Y	Y	#1	80.786	70.202
Highland Creek Treatment Plant (HCTP)	3.585	1.321	36.8%	2.041	56.9%	Y	Y	#1	98.354	17.973
Humber Treatment Plant (HTP)	2.247	0.771	34.3%	1.480	65.9%	Y	Y	#1	58.386	50.530
R.C. Harris Treatment Plant	0.452	0.045	10.0%	0.253	56.0%	Y	Y	#1	6.495	2.151
F.J. Horgan Treatment Plant	1.710	0.037	2.2%	1.375	80.4%	G	G		8.214	0.070
Island Treatment Plant	0.757	0.025	3.3%	0.218	28.8%	R	R	#4	30.905	26.560
Waterfront	2.621	2.841	108.4%	4.320	164.8%	G	G		25.079	25.079
Wet Weather Flow	56.187	28.171	50.1%	50.181	89.3%	G	G		283.854	151.330
Yards & Facilities	2.550	0.693	27.2%	1.978	77.6%	G	G		25.571	20.639
<b>Sub-Total</b>	<b>183.343</b>	<b>72.511</b>	<b>39.5%</b>	<b>132.511</b>	<b>72.3%</b>	-	-		<b>1,877.515</b>	<b>944.079</b>
<b>Growth Related</b>										
Linear Engineering	0.863	0.046	5.3%	0.455	52.7%	Y	Y	#1	2.705	0.163
New Connections	27.100	18.172	67.1%	36.000	132.8%	G	G		202.507	159.079
New Sewers	5.740	-5.112	-89.1%	0.004	0.1%	R	R	#4	38.537	2.195
Watermain Replacement	19.244	9.676	50.3%	16.003	83.2%	G	G		74.347	30.072
Pumping Stations	3.133	0.411		0.606		R	R	#4	26.891	4.449
Trunk Watermains	0.650	0.082	12.6%	0.400	61.5%	Y	Y	#1	2.121	0.305

Toronto Water (TW)

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Projection				Notes:	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Water Treatment - Storage & Pumping Stations	0.535	0.105	19.6%	0.185	34.6%	Ⓡ	Ⓡ	#3	6.444	5.766
Trunk Sewers	1.053	0.293	27.8%	0.542	51.5%	Ⓢ	Ⓢ	#1	4.031	2.518
Ashbridges Bay Treatment Plant (ABTP)	0.250		0.0%		0.0%	Ⓡ	Ⓡ	#4	2.000	
F.J. Horgan Treatment Plant	0.135		0.0%	0.015	11.1%	Ⓡ	Ⓡ		209.177	209.042
Water Efficiency Plan	0.541	0.199	36.8%	0.460	85.0%	Ⓢ	Ⓢ		11.418	10.556
Highland Creek Treatment Plant (HCTP)	0.500		0.0%		0.0%	Ⓡ	Ⓡ	#4	8.640	7.140
<b>Sub-Total</b>	<b>59.744</b>	<b>23.872</b>	<b>40.0%</b>	<b>54.670</b>	<b>91.5%</b>	-	-		<b>588.818</b>	<b>431.285</b>
<b>Total</b>	<b>851.652</b>	<b>341.548</b>	<b>40.1%</b>	<b>656.696</b>	<b>77.1%</b>				<b>6,733.950</b>	<b>3,715.300</b>

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

Table above provides a summary of projects by category on a program area basis.

**Note # 1:**

Minor delays are due to one or combination of the following reasons: easement/property issues, delays in delivery of planning studies, contractor performance, and technical/design issues related to complexity of site requirements.

**Note # 2:**

Major delay caused by exposure to controlled substances.

**Note # 3:**

Major delay caused by high bid prices and/or need to reallocate funding.

**Note # 4:**

Extended design phase to address complexity of site requirements for multiple site specifications and/or need to coordinate with plant shut-down.