



**STAFF REPORT
ACTION REQUIRED**

**Capital Variance Report for the Three-Month Period
Ended March 31, 2016**

Date:	May 9, 2016
To:	Executive Committee
From:	Deputy City Manager & Chief Financial Officer
Wards:	All
Reference Number:	P:\2016\Internal Services\Fp\Bc16009Fp

SUMMARY

The purpose of this report is to provide Council with the City of Toronto Capital Variance for the three month period ended March 31, 2016, as well as projected actual expenditures to December 31, 2016. Furthermore, this report seeks Council's approval for in-year budget adjustments to the 2016 Approved Capital Budget and changes to previously approved 2015 carry forward funding.

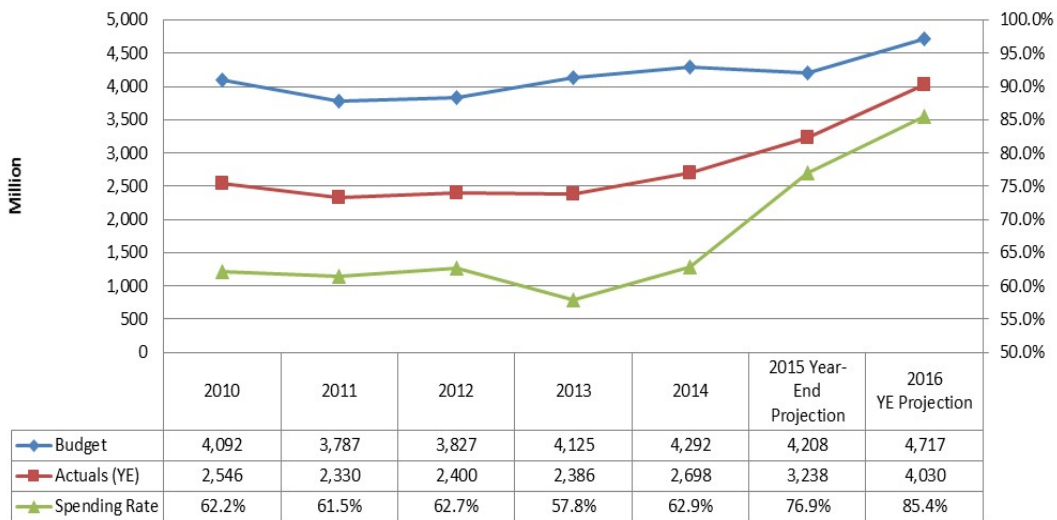
The report also identifies 20 completed capital projects with a combined budget of \$83.100 million that are ready to be closed and have been completed under budget, resulting in savings of \$33.237 million that will be returned to their original funding sources, including a savings of \$0.042 million in debt funding, \$10.130 million in reserve/reserve funds funding, \$0.004 million in federal subsidies, \$10.159 million in provincial funding, \$0.187 million in CFC funding and \$12.713 million in other funding (including TO2015 and donations).

**Table 1
Three Months and YE Projected Spending Rate**

	2016 Approved Budget	Actual Expenditures - January 1 to March 31, 2016		Projected Actual Expenditure at Year-End	
		\$000s	%	\$000s	%
Tax Supported	3,682,871	211,804	5.8%	3,149,191	85.5%
Rate Supported Programs:	1,034,364	65,533	6.3%	881,221	85.2%
TOTAL	4,717,234	277,337	5.9%	4,030,412	85.4%

The spending pattern for the first three months of 2016 is consistent with prior years as capital activity in the first months of the year is typically more preparatory. As detailed by City Program and Agency in Appendix 1, actual expenditures to year-end are expected to reach \$4.030 billion or 85.4% of the total 2016 Approved Capital Budget. Twenty nine of 32 City Programs and Agencies are projecting spending in excess of 70% by year-end: Tax Supported Programs project a spending rate of 85.5% to year-end; while Rate Supported Programs project year-end spending rate of 85.2%.

**Chart 1
2010 – 2016 Capital Budget Spend Rate**



Over the past 5 years both the approved capital budget (including carryforward funding) and the actual spending have been trending at a relatively steady rate, resulting in an average spending rate of 62% as outlined in Chart 1 above.

RECOMMENDATIONS

The Deputy City Manager & Chief Financial Officer recommends that:

1. Council receive for information Appendix 2 which lists 20 completed capital projects/sub-projects to be closed, resulting in a total combined project budget savings of \$33.237 million.
2. Council approve in-year budget adjustments to the 2016-2024 Approved Capital Budget and Plan detailed in Appendix 3 with no incremental impact on debt funding.
3. Council approve an amendment to the 2016 Approved Capital Budget for Economic Development and Culture (EDC) adding a new capital project (*Downtown Yonge BIA Special Project*) with cash flow of \$0.250 million in 2016 funded from the Capital

Financing Reserve Fund through proceeds arising from a joint venture agreement for a new parking facility in Ward 27.

4. Council approve additional carry forward funding of \$0.5 million for Exhibition Place, in order to continue work on previously approved capital projects, and reduction of \$1.456 million for Facilities Management in previously approved carry forward funding as detailed in Appendix 5, and that the 2016 Approved Capital Budget for respective City Program and Agency be adjusted accordingly with no incremental net impact on debt.

Financial Impact

Table 2 below outlines capital spending for Tax and Rate Supported Programs for the three months ended March 31, 2016 as well as projected spending to year-end.

Table 2
Three Months and Year-End Projected Spending by Cluster

	2016 Approved Budget	Actual Expenditures - January 1 to March 31, 2016		Projected Actual Expenditure at Year- End		Alert
		\$000s	%	\$000s	% of Plan	
Tax Supported:						
Citizen Centred Services - "A"	354,393	19,301	5.4%	248,609	70.2%	Ⓞ
Citizen Centred Services - "B"	516,637	22,197	4.3%	368,476	71.3%	Ⓞ
Internal Services	479,463	27,904	5.8%	354,376	73.9%	Ⓞ
Other City Programs	25,627	562	2.2%	25,101	97.9%	Ⓞ
Sub Total City Operations	1,376,120	69,964	5.1%	996,562	72.4%	
Agencies	2,306,750	141,840	6.1%	2,152,629	93.3%	Ⓞ
Sub Total - Tax Supported	3,682,871	211,804	5.8%	3,149,191	85.5%	
Rate Supported Program:						
Solid Waste Management	96,669	2,459	2.5%	73,924	76.5%	Ⓞ
Toronto Parking Authority	86,043	1,196	1.4%	82,913	96.4%	Ⓞ
Toronto Water	851,652	61,878	7.3%	724,384	85.1%	Ⓞ
Sub Total Rate:	1,034,364	65,533	6.3%	881,221	85.2%	
Total	4,717,234	277,337	5.9%	4,030,412	85.4%	

Total expenditures for Tax and Rate Supported Programs and Agencies for the first quarter of 2016 are \$277.337 million representing 5.9% of their combined 2016 Approved Capital Budget. Actual spending at the end of the three month period is in line with previous years, since capital activity is more preliminary in the beginning of the year. Projected expenditures are anticipated to reach \$4.030 billion or 85.4% by year-end.

Appendix 1 summarize first quarter spending and year-end projected spending rate by City Programs and Agencies. Appendix 3 details the in-year budget adjustments to the 2016 Approved Capital Budget. Appendix 6 provides dashboards for each City Program and Agency for the three months ended March 31, 2016 as well as projections to year-end.

Dashboard Approach

The dashboards for City Programs and Agencies, set out in Appendix 6, provide greater transparency and insight into the financial performance of all City Programs and Agencies, greater accountability with better performance measurement and monitoring to ensure Programs and Agencies are meeting targets, and improved information to enable Councillors to make informed decisions based on easy to understand results. The dashboards include "alert" indicators with Green, Yellow or Red colours that measure the percentage of capital spending with the criteria based on the following net budget variances:

Green – 70% or more of Budget Spent

Yellow – Between 50% and 70% of Budget Spent

Red – Less than 50% of Budget Spent or more than 100% of Budget Spent

ISSUE BACKGROUND

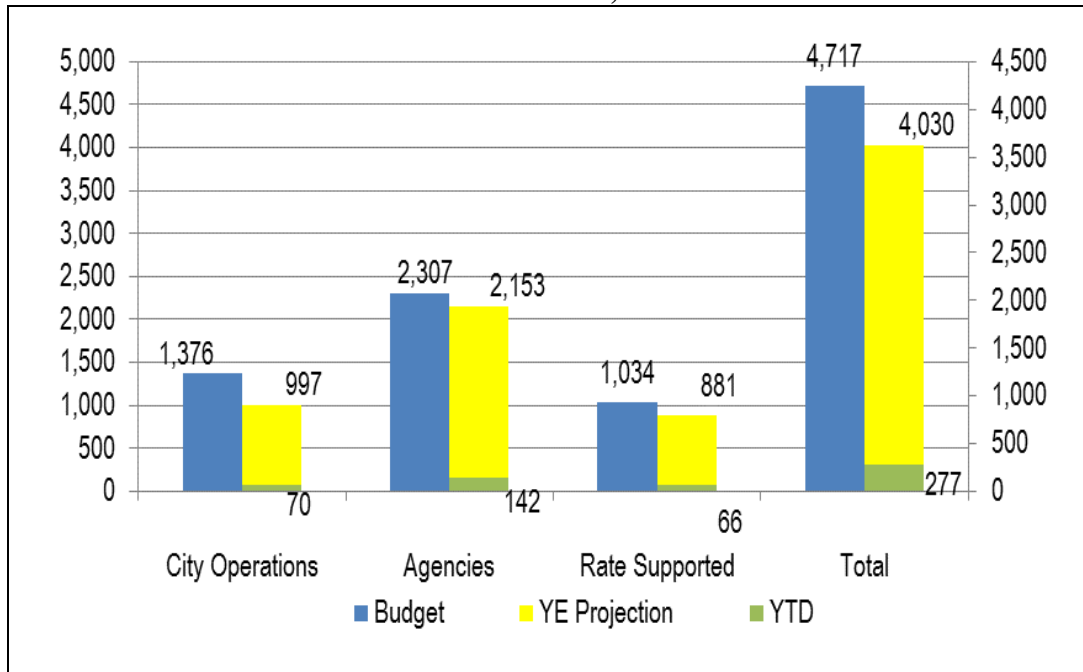
This report is provided pursuant to good business practices and budgetary control. As part of the City's financial management and accountability framework, capital variance reports are submitted to Committees and Council on a periodic basis in order to provide information on how the implementation of approved capital programs is progressing, and on an exception basis, to identify issues that require direction and/or decisions from Council.

COMMENTS

At its meeting of December 9-10, 2015 Council Approved a 2016 Rate-Supported Capital Budget of \$942.295 million and on February 17, 2016 Council Approved a 2016 Tax Supported Capital Budget of \$2.241 billion. 2016 Rate-Supported Capital Budget includes \$801.083 million for Toronto Water, \$52.045 million for Toronto Parking Authority and \$89.167 million for Solid Waste Management Services. Including additional 2016 carry forward funding for all City Tax and Rate Programs and Agencies,

the 2016 Adjusted Capital Budget is \$4.717 billion. Chart 2 below summarizes year-to-date and projected spending to year-end.

Chart 2
2016 Capital Budget, YTD and YE Projection
as of March 31, 2016



The City's capital program encompasses 5 categories of capital work; Health & Safety projects (HS); Legislated projects (LE); State of Good Repair projects (SOGR); Service Improvements projects (SI); and Growth Related projects (GR). Charts 3 and 4 below outline the 2016 Approved Budget and number of projects in each category.

Chart 3
2016 Approved Budget and Spending by Project Category (\$4.717B)
as of March 31, 2016

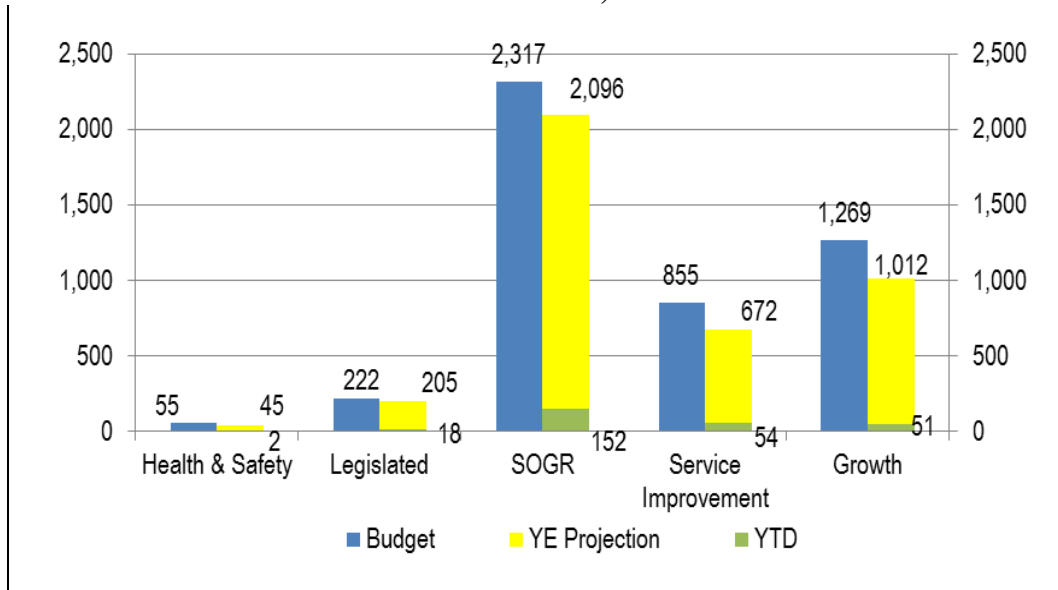
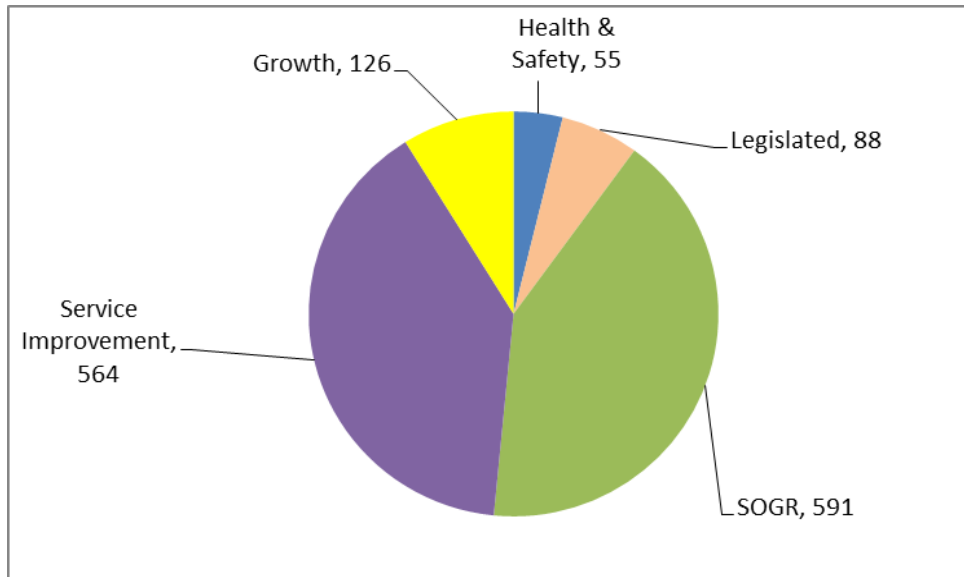


Chart 4
2016 Active Projects (1,424)



As illustrated in Chart 3 and Chart 4 above, 591 or 41.5% of the City’s active capital projects are for State of Good Repair (SOGR), which represent \$2.317 billion of 2016’s Approved Capital Budget. It is estimated that by year-end, about \$2.096 billion or 90.4% of the capital funding allocated to SOGR projects will be spent. In addition, \$672.444 million in approved Service Improvement projects and \$1.012 billion for Growth Related projects will be spend by year-end representing a completion rate of 78.5% and 79.7%

respectively. Spending for Health & Safety (\$45 million) and Legislated projects (\$205 million) expected to be completed by year-end is projected to be at 81.8% and 92.3% respectively.

A detailed explanation on the progress of the capital work for Major Projects can be found in the Appendix 4 of this report.

A detailed explanation on the progress being made on approved capital projects for each City Program and Agency can be found in Appendix 6 of this report.

Closed Capital Projects

The City's Financial Control By-Law stipulates that the Chief Financial Officer must "submit a report to Council on an annual basis detailing all capital projects closed during the year". Appendix 2 details completed projects for various City Programs and Agencies that will be closed.

A capital project is considered fully closed when all its subsidiary projects/subprojects are completed. Capital project financing may have various funding sources. Projects are normally funded based on actual expenditures in the following order: third-party funding, reserves or reserve funds, and lastly debt. In accordance with the Finance Control By-Law, after a project is fully completed and closed, the unspent funding, if any, will be treated as follows:

- Third party funding will be returned to the source as they are generally for specific purposes and can only be used for the specific projects.
- Reserve funds are drawn based on actual expenditure within the Council approved limit. Any undrawn portion will remain in the same reserve or reserve fund.
- Debt is applied only lastly and for the purposes for which the debt was issued. The unspent debt portion will generally not be issued.

Closing of completed capital projects in a timely manner identifies savings and allows staff to redirect and return funding to their original source. This then frees scarce funds for re-use in future budgets. It is also noted that the closure of projects / subprojects enable staff to focus attention only on active projects, and supports better, more efficient and accurate variance reporting. Accounting Services staff will ensure that all expenditures for the identified capital projects/sub-projects are fully funded prior to closure and their project costs are adjusted accordingly.

As detailed in Appendix 2, 20 capital projects are being closed for various City Programs that have a total budget of \$83.100 million. Actual expenditures are \$49.863 million. This result in savings of \$33.237 million that will be returned to their original funding sources, including \$0.042 million in debt funding, \$10.130 million in reserve/reserve funds

funding, \$0.004 million in federal subsidies, \$10.159 million in provincial funding, \$0.187 million in CFC funding and \$12.713 million in other funding (including TO2015 and donations).

**Table 3
Summary of Closed Projects**

Tax Supported Programs	Closed Projects Q1
# of Closed Projects	20
Project Budget (\$M)	83.1
Actual Expenditure (\$M)	49.9
Savings (\$M)	33.2
Savings in Debt Funding (\$M)	0.0

In addition to above fully completed projects, 147 capital sub-projects are completed within 23 Council approved projects. These projects will remain open to allow continuation of capital work and residual funds will be used to complete remaining phases or sub-projects of the approved capital projects. These partially closed capital projects have a combined approved total project budget of \$598.342 million and total life-to-date spending of \$405.902 million. The remaining Council approved funding available for outstanding phases or sub-projects is \$192.441 million.

In-Year Budget Adjustments

In-year budget and technical adjustments to the 2016 - 2024 Approved Capital Budget and Plan require approval by Council.

Economic Development and Culture (EDC) requested an amendment to its 2016 Approved Capital Budget to create a new project (*Downtown Yonge BIA Special Project*) that would direct funds to the Downtown Yonge BIA which will be dedicated towards culture, art and recreational programs in Ward 27. This project would be fully funded from a share of the net proceeds arising from the Toronto Parking Authority's joint venture redevelopment agreement for the Cumberland garage.

In-year budget adjustments are also requested to reflect change of scope for *Outdoor Art* projects, and to accommodate additional capital requirements funded by BIA's Financed Funding (Loan) Option for *BIA Share Funding* projects in order to complete the projects that are underway with no incremental impact on debt.

City Planning requested a reallocation of \$0.400 million for *Library Civic Green* project due to revised changes in scope and updated cost information, funded from within the *Civic Improvements –Paces* project.

Toronto Fire Services (TFS) requested an amendment to its 2016 Approved Capital Budget to change the funding source for 4 projects by maximizing development charge

revenues required to create debt room of \$0.781 million to fund the 2 year carry forward funding for the *Emergency Phone System Replacement* project.

Toronto Public Library (TPL) requested in-year budget adjustments to accelerate funding from 2017 into 2016 for the *Albion Library* project of \$2.019 million, *Multi-Branch Minor Renovation Program* of \$0.383 million and *Dawes Road Library Project* of \$0.681 million as they are ahead of schedule. This has been offset by a deferral of cash flows for the *Wychwood Library*, *St. Clair / Silverthorn Library* and *Bayview Library* projects as these projects are experiencing delays in construction starts related to site plan approval.

In-year budget adjustment is also requested to increase the funding for the *Virtual Branch Services* project by \$0.042 million to extend internet access with hotspot and cellular account outside of the library. The budget increase will be funded by development charges in the amount of \$0.017 million and third party donations of \$0.025 million.

The in-year budget adjustments to reflect budget reallocations within programs are required for **Toronto Transit Commission (TTC)** to accommodate cost estimate increases (scope more refined).

CONTACT

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SIGNATURE


Roberto Rossini
Deputy City Manager & Chief Financial Officer

ATTACHMENTS

- Appendix 1 - 2016 Consolidated Capital Variance Report for the Three Months Ended March 31, 2016
- Appendix 2 - Capital Projects to be Closed
- Appendix 3 - In-Year Adjustments for the Three Months Ended March 31, 2016
- Appendix 4 - Major Capital Projects
- Appendix 5 - Additional Carry – Forward Request
- Appendix 6 - Capital Dashboard for Programs/Agencies


Appendix 1.

CITY OF TORONTO CAPITAL VARIANCE REPORT FOR THE THREE MONTHS ENDED MARCH 31, 2016

 TORONTO	2015 Approved Budget \$	March 31, 2016 Actual Expenditures \$	Unspent \$	Spent %	Projected Spending to Year-End \$	Projected Spending to Year-End %
Citizen Centred Services - "A"						
Children's Services	7,697,178	328,227	7,368,951	4.3%	7,544,178	98.0%
Economic Development, Culture & Tourism	29,247,355	710,210	28,537,145	2.4%	22,121,703	75.6%
Long Term Care Home Services	30,173,010	3,191,145	26,981,865	10.6%	29,432,010	97.5%
Parks, Forestry & Recreation	234,198,152	6,710,629	227,487,523	2.9%	144,951,298	61.9%
Shelter, Support and Housing Administration	31,075,640	8,147,875	22,927,765	26.2%	26,156,098	84.2%
Toronto Employment & Social Services	2,500,000	0			2,500,000	100.0%
Toronto Paramedic Services	19,502,127	213,111	19,289,016	1.1%	15,903,367	81.5%
Sub-Total	354,393,462	19,301,197	332,592,265	5.4%	248,608,654	70.2%
Citizen Centred Services - "B"						
City Planning	10,331,316	476,594	9,854,722	4.6%	7,322,123	70.9%
Fire Services	21,740,937	1,403,621	20,337,316	6.5%	15,117,172	69.5%
Transportation Services	450,863,644	16,740,378	434,123,266	3.7%	318,978,156	70.7%
Waterfront Revitalization Initiative	33,700,926	3,576,145	30,124,781	10.6%	27,058,334	80.3%
Sub-Total	516,636,823	22,196,738	494,440,085	4.3%	368,475,785	71.3%
Internal Services						
311 Toronto	5,605,387	270,925	5,334,462	4.8%	3,384,029	60.4%
Facilities Management and Real Estate	299,779,319	18,193,529	281,585,790	6.1%	222,871,814	74.3%
Financial Services	28,284,345	1,033,289	27,251,056	3.7%	21,581,569	76.3%
Fleet Services	48,223,373	2,785,660	45,437,713	5.8%	38,695,148	80.2%
Information Technology	97,570,331	5,620,598	91,949,733	5.8%	67,843,844	69.5%
Sub-Total	479,462,755	27,904,001	451,558,754	5.8%	354,376,404	73.9%
Other City Programs						
Auditor General's Office	599,197	21,856	577,341	3.6%	599,197	100.0%
Office of the Lobbyist Registrar	558,783	47,648	511,135	8.5%	558,783	100.0%
Office of the Ombudsman	530,000	1,317	528,683	0.2%	530,000	100.0%
Corporate Initiatives	6,813,599		6,813,599	-	6,813,599	100.0%
City Clerk's Office	8,091,581	289,067	7,802,514	3.6%	7,565,081	93.5%
PanAm Games	5,352,026	190,193	5,161,833	3.6%	5,352,026	100.0%
Radio Replacement Project	3,682,186	11,683	3,670,503	0.3%	3,682,186	100.0%
Sub-Total	25,627,372	561,764	25,065,608	2.2%	25,100,872	97.9%
Total City Operations	1,376,120,412	69,963,700	1,303,656,712	5.1%	996,561,715	72.4%

Appendix 1.

CITY OF TORONTO CAPITAL VARIANCE REPORT FOR THE THREE MONTHS ENDED MARCH 31, 2016

 TORONTO	2015 Approved Budget \$	March 31, 2016 Actual Expenditures \$	Unspent \$	Spent %	Projected Spending to Year-End \$	Projected Spending to Year-End %
Agencies						
Exhibition Place	7,145,074	814,703	6,330,371	11.4%	6,185,074	86.6%
Sony Centre (Hummingbird)	7,701,446	178,687	7,522,759	2.3%	6,701,446	87.0%
Toronto And Region Conservation Authority	14,171,000	2,242,750	11,928,250	15.8%	14,171,000	100.0%
Toronto Police Service	71,232,953	3,211,814	68,021,139	4.5%	43,928,601	61.7%
Toronto Public Health	4,424,573	983,791	3,440,782	22.2%	4,205,028	95.0%
Toronto Public Library	27,724,326	2,846,519	24,877,807	10.3%	22,572,262	81.4%
Toronto Transit Commission	2,161,462,147	129,541,874	2,031,920,273	6.0%	2,042,376,900	94.5%
Toronto Zoo	12,888,929	2,020,131	10,868,798	15.7%	12,489,109	96.9%
Sub-Total	2,306,750,448	141,840,269	2,164,910,179	6.1%	2,152,629,420	93.3%
TOTAL - TAX SUPPORTED	3,682,870,860	211,803,969	3,468,566,891	5.8%	3,149,191,136	85.5%
Rate Supported Programs						
Solid Waste Management Services	96,668,510	2,458,651	94,209,859	2.5%	73,923,774	76.5%
Toronto Parking Authority	86,042,981	1,196,414	84,846,567	1.4%	82,912,981	96.4%
Toronto Water	851,652,065	61,878,128	789,773,938	7.3%	724,384,288	85.1%
TOTAL - RATE SUPPORTED	1,034,363,556	65,533,193	968,830,364	6.3%	881,221,043	85.2%
GRAND TOTAL	4,717,234,417	277,337,162	4,437,397,255	5.9%	4,030,412,179	85.4%

Appendix 2
CITY OF TORONTO
2016 Capital Projects Recommended for Full Closure
for the Period Ended March 31, 2016

SAP #	Project Name	Completion Date		Life to Date			Funding Source for (over)/under expenditure						
		Planned	Actual	Project Cost	Actual Expenditure	(Over)/Underspent	Provincial/Grants	Federal Subsidy	CFC (Prior Year)	Debt	Reserve/Reserve Funds	Other	
												\$	Specify Source
Economic Development & Culture													
CAC051													
Sub Projects to be closed:													
CAC051-07	Fort York Restoration	2007	2009		465,593								
Sub Projects already closed:													
Project total				4,784,038	4,777,267	6,771				6,771			
CAC065													
Sub Projects to be closed:													
CAC065-01	Museums Period Interior Master Plan-2009	2010	2011		62,735								
CAC065-02	Fort York- Adding New Buildings - 2009	2010	2013		934,100								
Sub Projects already closed:													
Project total				1,013,032	996,835	16,197		3,912		12,285			
CAC082													
Sub Projects to be closed:													
CAC082-01	Public Art Development 2012	2012	2014		240,885								
Sub Projects already closed:													
Project total				297,000	295,885	1,115					1,115		
CAC850													
Sub Projects to be closed:													
CAC850-01	14206_Todmorden Mills Isf	2010	2012		1,268,476								
Sub Projects already closed:													
Project total				1,272,560	1,268,476	4,084		1,000		3,084			
CED037													
Sub Projects to be closed:													
CED037-01	Village Of Islington Streetscape Impr	2011	2012		251,526								
Sub Projects already closed:													
Project total				252,000	251,526	474					474		
CED046													
Sub Projects to be closed:													
CED046-42	Emery Village	2009	2013		507,581								
Sub Projects already closed:													
Project total				4,068,307	3,902,340	165,967			82,984			82,984	Third Party Charges

Appendix 2
CITY OF TORONTO
2016 Capital Projects Recommended for Full Closure
for the Period Ended March 31, 2016

SAP #	Project Name	Completion Date		Life to Date			Funding Source for (over)/under expenditure					
		Planned	Actual	Project Cost	Actual Expenditure	(Over)/Underspent	Provincial/Grants	Federal Subsidy	CFC (Prior Year)	Debt	Reserve/Reserve Funds	Other
											\$	Specify Source
CE055												
Sub Projects to be closed:												
CE055-01	Commercial Facade Improvement Program	2013	2014		593,000							
Sub Projects already closed:												
Project total				648,000	648,000	0						
CE060												
Sub Projects to be closed:												
CE060-01	Mural Program 2013	2013	2013		49,995							
Sub Projects already closed:												
Project total				50,000	49,995	5			5			
CE069												
Sub Projects to be closed:												
CE069-01	Mural Program	2014	2015		50,000							
Sub Projects already closed:												
Project total				50,000	50,000	0						
TOTAL				12,434,937	12,240,322	194,615		4,912	82,989	22,140	1,590	82,984
TESS												
CSS006												
Sub Projects to be closed:												
CSS006-02	Employment Assistant -Phase 1	2010	2010	2,000,000	982,156	1,017,844	1,017,844					
CSS006-03	Mis - Data Mart Phase -1	2013	2013	1,575,000	834,164	740,836	740,836					
CSS006-05	Ways -Phase 2	2009	2010	1,800,000		1,800,000	1,800,000					
CSS006-07	Wyas - Phase 3	2010	2010	3,000,000		3,000,000	3,000,000					
CSS006-09	Employment Assistant -Phase 3	2010	2010	3,600,000		3,600,000	3,600,000					
Project total				11,975,000	1,816,319	10,158,681	10,158,681					

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2016 Capital Projects Recommended for Full Closure
for the Period Ended March 31, 2016

SAP #	Project Name	Completion Date		Life to Date			Funding Source for (over)/under expenditure						
		Planned	Actual	Project Cost	Actual Expenditure	(Over)/Underspent	Provincial/Grants	Federal Subsidy	CFC (Prior Year)	Debt	Reserve/Reserve Funds	\$	Other Specify Source
City Clerk's Office													
CGV041													
Sub Projects to be closed:													
CGV041-01	Alternate Voting-2011	2015	2015	1,794,000	1,430,864	363,136					363,136		XR1017
Sub Projects already closed:													
Project total				1,794,000	1,430,864	363,136					363,136		
CGV051													
Sub Projects to be closed:													
CGV051-01	Records Centre Tracking System - Sogr	2015	2015	150,000	45,939	104,061			104,061				
Project total				150,000	45,939	104,061			104,061				
CGV023													
Sub Projects to be closed:													
CGV023-02	Tmmis Phase 3	2015	2015	600,000	579,425	20,575				20,575			
Project total				600,000	579,425	20,575				20,575			
TOTAL				2,544,000	2,056,228	487,772			104,061	20,575	363,136		
Pan Am Games													
CPN003													
Sub Projects to be closed:													
CPN003-01	Nathan Phillips Sq. As Festival Site	2012	2012	4,146,000	4,146,000								
Project total				4,146,000	4,146,000								
CPN004													
Sub Projects to be closed:													
CPN004-01	Paac Site Remediation	2015	2015	52,000,000	29,604,278	22,395,722					9,765,519	12,630,203	TO2015
Project total				52,000,000	29,604,278	22,395,722					9,765,519	12,630,203	
TOTAL				56,146,000	33,750,278	22,395,722					9,765,519	12,630,203	
Total All Programs				83,099,937	49,863,147	33,236,790	10,158,681	4,912	187,050	42,715	10,130,245	12,713,186	

APPENDIX 3
2016 Capital Budget and Plan In-Year Adjustment Request
For the Period Ended March 31, 2016
(\$ Million)

City Programs / Agencies		Total Project Cost	2016		2017		2018	
CAPTOR #	SAP #		Gross Expend.	Debt Funding	Gross Expend.	Debt Funding	Gross Expend.	Debt Funding
Program Name: Economic Developmetn and Culture								
<i>To create a new project (Downtown Yonge BIA Special Project) that would direct funds to the Downtown Yonge BIA which will be dedicated towards culture, art and recreational programs in Ward 27. This project would be fully funded from a share of the net proceeds arising from the Toronto Parking Authority's joint venture redevelopment agreement for the Cumberland garage.</i>								
Project Name: Downtown Yonge BIA Special Project								
Captor #		SAP #						
As Approved by Council								
Adjustment		0.250	0.250					
Adjusted Plan 2015 - 2024		0.250						
<i>To accomodate change in scope; program staff originally over-estimated the value of the work, and Corp Facilities are assisting.</i>								
Project Name: Outdoor Public Art Italian War Memorial								
Captor # ACH000012-174		SAP # CAC106-03						
As Approved by Council		0.206	0.206	0.106				
Adjustment		(0.100)	(0.100)	(0.100)				
Adjusted Plan 2016 - 2025		0.106	0.106	0.006				
<i>To accomodate program change; program staff have decided to include competition costs with total Public Art S37 request, making debt budgeted for</i>								
Project Name: Public Art Development competitions								
Captor # ACH000010-89		SAP # CAC104-02						
As Approved by Council		0.055	0.055	0.055				
Adjustment		(0.055)	(0.055)	(0.055)				
Adjusted Plan 2016 - 2025								
<i>To accomodate change in scope: program staff under0estimated the value of the work at Salmon Run. BIA agreed to donate to the project budget, and savings from CAC106-03 and CAC104-02 are being re-directed.</i>								
Project Name: Outdoor Public Art 2015								
Captor # ACH000012-167		SAP # CAC100-04						
As Approved by Council		0.250	0.175	0.150				
Adjustment		0.355	0.355	0.155				
Adjusted Plan 2016 - 2025		0.605	0.530	0.305				
<i>Project will be funded by Financed Funding (Loan) Option. BIA has agreed to enter into a 10 year agreement to pay the additional costs in order to complete their lighting project in 2016. Debt funding will be unchanged (\$0.350 million).</i>								
Project Name: 2016 BIA Equal Share Funding								
Sub-Project Name: 2016 ESF Little Italy								
Captor # ECT908153-1		SAP # CED084-17						
As Approved by Council		0.700	0.700	0.350				
Adjustment		(0.700)	(0.700)	(0.350)				
Adjusted Plan 2016 - 2025								

APPENDIX 3
2016 Capital Budget and Plan In-Year Adjustment Request
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(\$ Million)

City Programs / Agencies		Total Project Cost	2016		2017		2018	
CAPTOR #	SAP #		Gross Expend.	Debt Funding	Gross Expend.	Debt Funding	Gross Expend.	Debt Funding
<p><i>Project will be funded by Financed Funding (Loan) Option. BIA has agreed to enter into a 10 year agreement to pay the additional costs in order to complete their lighting project in 2016. Debt funding will be unchanged (\$0.350 million).</i></p> <p>Project Name: 2016 BIA Financed Funding Sub-Project Name: 2016 FF Little Italy Captor # ECT908154-1 SAP # CED085-17</p>								
As Approved by Council								
Adjustment		1.100	1.100	0.350				
Adjusted Plan 2016 - 2025		1.100	1.100	0.350				
<p><i>To accomodate estimates for streetscape improvements in the College Promenade BIA that are higher than anticipated. BIA has agreed to fund additional cost by increasing the Financed component of the project. Debt funding will be unchanged (\$0.350 million).</i></p> <p>Project Name: 2016 BIA Financed Funding Sub-Project Name: 2016 FF College Promenade Captor # ECT908154-1 SAP # CED085-49</p>								
As Approved by Council		1.500	1.500	0.350				
Adjustment		0.850	0.850					
Adjusted Plan 2016 - 2025		2.350	2.350	0.350				
<p><i>To reduce project cost since Planning Act Revenues are insufficient to fully fund the project. Plan has been reduced to correspond with available Planning Act Revenues.</i></p> <p>Project Name: 2014 PAR shoptheQueensway.com Sub-Project Name: 2014 PAR shoptheQueensway.com Captor # N/A SAP # CED077-01</p>								
As Approved by Council		0.042	0.019					
Adjustment		(0.006)	(0.006)					
Adjusted Plan 2016 - 2025		0.036	0.013					
Total EDC - As approved by Council		2.753	2.655	1.011				
Total Adjustments		1.694	1.694					
Adjusted Plan 2016 - 2025		4.447	4.099	1.011				
<p>Program Name: CITY PLANNING <i>To reallocate funding for the Library Civic Green Project from the Civic Improvements Places account due to scope changes.</i></p> <p>Project Name: Library- Scarborough Civic Centre Streetscape Library- Scarborough Civic Centre - Civic Green Captor # SAP # CUR062-02</p>								
As Approved by Council		1.000						
Adjustment		0.400	0.400					
Adjusted Plan 2015 - 2024		1.400	0.400					

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(\$ Million)

City Programs / Agencies		Total Project Cost	2016		2017		2018	
CAPTOR #	SAP #		Gross Expend.	Debt Funding	Gross Expend.	Debt Funding	Gross Expend.	Debt Funding
<i>To reallocate funding for the Library Civic Green Project from the Civic Improvements Places account due to scope changes.</i>								
Project Name: Civic Improvements - Places Civic Improvements Captor # URB906188-8 SAP # CUR054-05								
As Approved by Council		5.578	4.072	2.563				
Adjustment		(0.400)	(0.400)					
Adjusted Plan 2015 - 2024		5.178	3.672	2.563				
Total City Planning- As approved by Council		6.578	4.072	2.563				
Total Adjustments								
Adjusted Plan 2016 - 2025		6.578	4.072	2.563				
Program Name: Fire Services								
<i>Change of funding to maximize Development Charges in order to allow the 2nd year carry forward.</i>								
Station B (STN 144) Keele St Betw Sheppard Captor # FIR000117-2 SAP # CFR091-01								
As Approved by Council		9.885	5.412	0.284				
Adjustment				(0.119)				
Adjusted Plan 2016 - 2025		9.885	5.412	0.165				
<i>Change of funding to maximize Development Charges in order to allow the 2nd year carry forward.</i>								
Specialized Trucks and Equipments Captor # FIR908013-1 SAP # CFR101-01								
As Approved by Council		3.250	2.072	0.692				
Adjustment				(0.292)				
Adjusted Plan 2016 - 2025		3.250	2.072	0.400				
<i>Change of funding from debt to reserves to allow the 2nd year carry forward in the Emergency Phone System Replacement (CFR097)</i>								
The Handheld Pulse Oximeter & Accessories Captor # FIR908144-1 SAP # CFR115-01								
As Approved by Council		0.200	0.200	0.200				
Adjustment				(0.200)				
Adjusted Plan 2016 - 2025		0.200	0.200					

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City Programs / Agencies		Total Project Cost	2016		2017		2018	
CAPTOR #	SAP #		Gross Expend.	Debt Funding	Gross Expend.	Debt Funding	Gross Expend.	Debt Funding
<i>Change of funding from debt to reserves to allow the 2nd year carry forward in the Emergency Phone System Replacement (CFR097</i>								
Replacement of CBRNE Equipment								
Captor # FIR908157-1		SAP # CFR116-01						
As Approved by Council		0.510	0.170	0.170				
Adjustment				(0.170)				
Adjusted Plan 2016 - 2025		0.510	0.170					
Total Fire- As approved by Council								
		13.845	7.854	1.346				
Total Adjustments								
				(0.781)				
Adjusted Plan 2016 - 2025		13.845	7.854	0.565				
Program Name: Toronto Public Library								
<i>To increase \$0.042 million for the Virtual Branch Services project, funded by development charges (\$0.017 million) and third party donation (\$0.025 million). The funding will be used to extend internet access by providing people with hotspot and cellular account to access the internet outside of the library.</i>								
Project Name: Virtual Branch Services 2015-2017								
Captor # LIB908083		SAP # LIB189-1						
As Approved by Council		3.250	1.360	0.038				
Adjustment		0.042	0.042					
Adjusted Plan 2016 - 2025		3.292	1.402	0.038				
<i>To defer \$1.460 million cash flow from the Wychwood Library project, funded by Debt and Development Charges from 2016 to 2017.</i>								
Project Name: Wychwood								
Captor # LIB907693		SAP # CLB185-1						
As Approved by Council		8.868	1.760	0.579	2.886			
Adjustment			(1.460)	(0.579)	1.460	0.579		
Adjusted Plan 2016 - 2025		8.868	0.300		4.346	0.579		
<i>To defer \$0.979 million cash flow from the St. Clair/Silverthorn Library project, funded by Debt from 2016 to 2017.</i>								
Project Name: St. Clair/Silverthorn								
Captor # LIB000337		SAP # CLB192-1						
As Approved by Council		2.247	1.390	0.979	0.800	0.800		
Adjustment			(0.979)	(0.979)	0.979	0.979		
Adjusted Plan 2016 - 2025		2.247	0.411		1.779	1.779		
<i>To defer \$0.644 million cash flow from the Bayview Library project, funded by Debt from 2016 to 2017.</i>								
Project Name: Bayview								
Captor # LIB000334		SAP # CLB187-1						
As Approved by Council		12.622	0.694	0.694	2.621			
Adjustment			(0.644)	(0.644)	0.644	0.644		
Adjusted Plan 2016 - 2025		12.622	0.050	0.050	3.265	0.644		

APPENDIX 3
 2016 Capital Budget and Plan In-Year Adjustment Request
 For the Period Ended March 31, 2016
 (\$ Million)

City Programs / Agencies		Total Project Cost	2016		2017		2018	
CAPTOR #	SAP #		Gross Expend.	Debt Funding	Gross Expend.	Debt Funding	Gross Expend.	Debt Funding
Project Name: Transit Shelters and Loops								
Captor # TTC000921		SAP # CTT064-1						
As Approved by Council		4.036	0.338	0.338	0.250	0.250	0.257	0.257
Adjustment			0.500	0.500				
Adjusted Plan 2016 - 2025		4.036	0.838	0.838	0.250	0.250	0.257	0.257
Building and Structures Program -Collector Booth Renewal Program								
Captor # TTC000390		SAP # CTT110-1						
As Approved by Council		661.466	44.643	44.643	95.679	24.662	81.647	69.292
Adjustment			0.464	0.464				
Adjusted Plan 2016 - 2025		661.466	45.107	45.107	95.679	24.662	81.647	69.292
Total TTC- As approved by Council		1,460.805	131.415	91.728	181.678	50.611	151.824	71.435
Total Adjustments								
Adjusted Plan 2016 - 2025		1,460.805	131.415	91.728	181.678	50.611	151.824	71.435
Total All Program- As approved by Council		1,546.681	158.416	104.522	197.028	58.130	151.824	71.435
Total Adjustments		1.736	1.736	(0.781)		(0.000)		
Adjusted Plan 2016 - 2025		1,548.417	159.902	103.741	197.028	58.130	151.824	71.435
Total Adjustments by Funding Source								
		Total Project Cost	2016	2017	2018			
Provincial Grants and Subsidies								
Federal Subsidy								
CFC (Prior Year)- Carry forward								
Debt		(0.781)	(0.781)					
Debt Recoverable								
Development Charges		0.411	0.411					
Reserves		0.370	0.370					
Reserve Funds		0.250	0.250					
Other		1.486	1.486					
Total Adjustments		1.736	1.736					

APPENDIX 4
Major Capital Projects

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Project name	Comments/Issues	2016 Cash Flow			Total Project Cost		Status	Explanation for Delay	Start Date	End Date		On Budget	On Time
		Approved	YTD Spending	YE Projected Spending	Approved Budget	Life to Date				Planned	Revised		
Economic Development & Culture													
Fort York Visitor Centre Exhibits	Building open for public visitation; exhibits under construction	1,512	67	1,400	23,424	21,785	On Track		Jun-15	Jun-16	Jun-16	Ⓞ	Ⓢ
Casa Loma Phase 8	Project on schedule for completion in year 2016		7	800	6,115	4,870	On Track		Jun-14	Apr-16	Apr-16	Ⓜ	Ⓞ
The Guild Revitalization	Project originally delayed by third party redevelopment of Bickford hotel banquet facility. Recent progress with Dynamic Hospitality's site plan application has re-focused the project.	1,000	16	402	1,700	814	On Track		Jun-14	Dec-15	Jun-16	Ⓢ	Ⓜ
Long Term Care House Services													
Kipling Acres Site 2 (Phase 3)	On track General Contractor has revised the completion schedule based on progress. There is no anticipated impact to the budget.	19,561	2,857	19,561	47,500	31,913	Construction is ongoing.		Sep-14	Mar-16	Jul-16	Ⓞ	Ⓜ
Ferry Boat Replacement #1 Contract No. NA Contractor: NA	Issues: None at present. Cost Impact: None at present RFP for an appropriately qualified vendor to generate owner's specifications and requirements, provide Total Design Package (including contract drawings, specifications and other documents), Construction Management and Contract Administration Services for the design, construction, and delivery a new vessel to City of Toronto Marine Services was issued on December 30th, 2015 by PMMD and is currently on the market. The closing date for the RFP was extended from February 15, 2016 to April 28, 2016 as a result of addendums.	3,375	0	300	11,000	0		RFP/RFO delayed	Mar-2015	Dec-2018		Ⓞ	Ⓞ
Railway Lands - New Community Centre - TDSB & TCDSB Construction -Block 31 Child Care Centre	Issues: None at present. Cost Impact: None at present Design requirements changed, cash flow changed from 3 to 5 years. Cost Impact: None at present Schematic design was completed by December 2015. Preliminary design has been presented to City Planning for review for the Pre-Application meeting. An application for re-zoning, site plan approval, and lifting of the holding bylaw was submitted December 24th, 2015. The schematic design has met all of City Planning's comments thus far. Currently receiving comments from other Divisions on the schematic design. City Planning is submitting a preliminary report to Toronto & East York Community Council on April 5, 2016 on the status of the Block 31 project. The schematic design is also being presented to the Design Review Panel on April 5, 2016. Currently at 40% into Design Development. The application for approval for the Risk Assessment for the environmental and geo-tech was submitted to the Ministry of the Environment (MOE) in 2015. MOE recommends that some additional investigations into geo-technical aspects be carried out. Currently this is underway.	2,345	48	2,345	Council Approved Budget - \$18.3 M CC Budget \$0.500 M CC Energy Management \$4.367 M Design and Construction of Community Space \$36.451 M for TDSB & TCDSB \$3.628 M CCC \$63.246 M Revised total**	1,788		On track	Jan-2014 Mar-2017 Oct-2014	Jul-2019	July 2019	Ⓞ	Ⓞ

Life-to-Date

APPENDIX 4
Major Capital Projects

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Life-to-Date

Project name	Comments/Issues	2016 Cash Flow			Total Project Cost		Status	Explanation for Delay	Start Date	End Date		On Budget	On Time
		Approved	YTD Spending	YE Projected Spending	Approved Budget	Life to Date				Planned	Revised		
Bessarion CC Design & Construction Contract No.: NA Contractor: NA	Issues: City Planning/Urban Design identified a requirement that garbage truck movements be contained on the site (underground specifically) as a key challenge to be resolved before site plan approval will be granted. Capital staff are working with other City staff to resolve this matter so that a resubmission can be made. Cost Impact: None at present, although if forced to accommodate garbage pick up below grade at the P1 level, there will be cost impacts. Architects continue to prepare the tender documents which are approximately 50% complete. Site Plan Control comments from City Planning (received October 13, 2015) identified garbage truck movement on the site as a challenge to be resolved before site plan approval can be granted.	1,000	211	750	\$33.505 M Budget \$14.205 M Foundation, Site Restrictions \$9.000 M Parking Garage \$12.025 M Library \$4.000 M Green Parking \$4.125 M Day Care \$76.860 M Revised total	941		On track	2013 2016	2019 2019		Ⓢ	Ⓢ
Wellesley CC Pool - Design & Construction	Issues: None at present. Cost Impact: None at present Architect is finalizing Tender documents, and the City will be issuing a Request to Prequalify document in order to pre-qualify general contractors shortly. City Planning has issued its Notice of Approval Conditions, and is finalizing the formal Memo of Understanding to complete the Site Plan Approval. An application for a building permit was submitted and is currently under review by Toronto Buildings. Tender is expected in spring 2016 to allow award and construction start in the summer of 2016. The PF&R Capital Budget for the construction of this project has now been approved by Council.	3,179	74	1,125	17,000	791		On track	2013 2016	2019 2019		Ⓢ	Ⓢ
York CC - Design & Construction Contract No. 50-2012 Contractor: Bondfield Construction Company Limited TRCA Work Furniture Environmental Traffic Signal Soft Costs	Issues: Supply/delivery problems with the curtain wall sub-contractor caused some additional slippage in schedule, although this has now been resolved and the enclosure of the building exterior is well underway. This was in addition to early delays caused by a complex foundation system that was required due to poor soil bearing capacity and presence of ground water, which slowed construction. Addition of provision for emergency generator capability to meet Resilient City aims. Cost Impact: None at present	5,234	957	5,234	\$31.4M (Revised Council Approved Budget) \$26.093 M	26,075	Construction is 88% complete	On track	Oct-2012	Aug-2014	Jul-2016	Ⓢ	Ⓢ

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Project name	Comments/Issues	2016 Cash Flow			Total Project Cost		Status	Explanation for Delay	Start Date	End Date		On Budget	On Time
		Approved	YTD Spending	YE Projected Spending	Approved Budget	Life to Date				Planned	Revised		
Don Mills Civitan Arena Design & Construction	Issues: An accommodation plan for ice users if the replacement arena is not complete by 2020 was presented to Council in June 2014. Cost Impact: None at present Council has deferred making a decision on the location of the replacement arena pending a report from City Planning / Parks, Forestry & Recreation on the planning objectives for the Don Mills and Eglinton Area. Staff are continuing to evaluate options for relocating the arena.	450	0	0	24,500	0	Delayed	The location for the new arena has yet to be confirmed which is delaying the project implementation. This is a multi-year project with pre-approved cash flows in 2014, 2015, 2016, and 2017.	Jan-2016	Oct-2020	TBD	Ⓢ	Ⓢ
Enterprise Work Management System	Going forward, as a result of more planning activities undertaken in 2015 by all four participating divisions and coordinated by the Program Office, a more detailed resource plan for future years has been completed along with a high level costing forecasts to 2020. As a result of these there was an increase in capital funds for PFR in the 2016 budget.	2,510	42	1,410	12,850	282	Procurement stage of project is delayed	The procurement process for the solution has taken longer than originally anticipated and is anticipated to complete in Q2, 2016. As a result, resource hiring to support implementation will be delayed resulting in a corresponding delay in spending.	Jan-2015	Dec-2020	TBD	Ⓢ	Ⓢ
Toronto Employment & Social Service													
Wellesley Place Renovation	RFP for the Design is in draft form and being finalized with Facilities and Real Estate.	2,500	0	2,500	5,000	5,000	In progress		Jan-16	Dec-17		Ⓢ	Ⓢ
Transportation Services													
F. G. Gardiner*	Overall, work is proceeding as scheduled on the F.G. Gardiner Rehabilitation Program. Gardiner Expressway West Deck Replacement. Negotiations with contractor to accelerate Phase 1 from the original completion date of June 30/15 were successful and the work was finished the last week of April 2015. Cost Impact of \$2M for Phase1 – this amount represents a premium for accelerating the schedule and is within the contingency allowance. Work on Phase 2 in progress, with a potential acceleration completion date of July, 2016. Cost impact of \$21M. At-Grade Bridges Rehabilitation (3) - Project is substantially complete. Final	19,816	604	12,941	0	0	On Track	N/A	Apr-13	TBD (subject to completion of design phase)	N/A	Ⓢ	Ⓢ
Financial Services													

Life-to-Date

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Life-to-Date

Project name	Comments/Issues	2016 Cash Flow			Total Project Cost		Status	Explanation for Delay	Start Date	End Date		On Budget	On Time
		Approved	YTD Spending	YE Projected Spending	Approved Budget	Life to Date				Planned	Revised		
Financial Planning and Reporting System - FPARS	<p>Phase 1: continues in close-out phase working on the functionality fixes and improvements.</p> <p>Soft launch completed for: - 2 payroll reports, - 2 HR vacancy reports and - Service and Performance Integrated Reporting in Toronto (SPIRIT) Dashboard, which provides a standard service view of budget, complement and performance data for all divisions.</p> <p>The SPIRIT Dashboard requires further encancements which are being addressed to support full launch training.</p> <p>Full launch, including training for 300+ divisional staff is in progress.</p> <p>Webi training developed and delivered to 20 project staff, to give the knowledge needed to access, analyze, and share existing reports using SAP Business Objects.</p>	7,170	367	7,170	60,820	47,245	On Track		Jan-10	Dec-14	Oct-15	Ⓞ	Ⓞ
Financial Planning and Reporting System - FPARS	<p>Phase 2:</p> <p>Continuing to improve and mature the existing Performance Measures inventory. Applying plain language to the Service Levels included in the Budget Notes.</p> <p>Continuing to enhance a new monthly variance process in a service view (incl. policy and reporting) to support the 2016 budget process.</p> <p>Building upon existing performance inventory, designed the data collection approach and plan to provide new, automated solutions for utilizing measures, thereby fulfilling multiple reporting requirements, for COT, public, OMBI, etc.</p> <p>Continuing to meet with City agencies and continue with the process of identifying and collecting performance measures.</p> <p>HANA architecture designed and reviewed, where HANA is a database that provides high speed performance for applications, with the ability to store large amounts of data using very little space. (March 2016)</p>								Jan-15		Dec-16	Ⓞ	Ⓞ
SAP-Supported Cross-Application Timesheet (CATS)	<p>Completed Business Process Blueprint, communication and testing plans. Approved Business solution design. Commenced realization phase. (Dec 2015)</p> <p>Unit Testing is in-progress; delayed by 2 weeks from March 31st scheduled completion. Schedule slippage mitigated by reducing the number of integration testing cycles from 3 to 2. (March 2016) Knowledge / Skill gap on CATS - to develop Functional specifications</p> <p>Mitigation: Transferred responsibility for functional specifications development from City to Vendor - Calian(no cost Change Request)</p> <p>SAP Development - Capacity constrains due to competing strategic SAP initiatives</p> <p>Mitigation: Transferred responsibility for SAP development from City to Vendor - Calian(no cost Change Request)</p> <p>Delays with staffing of testing resources and challenge with test scope management impacted testing timelines.</p>	5,670	128	5,414	7,540	2,161	On Track		Jan-14	Sep-16		Ⓞ	Ⓞ

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Life-to-Date

Project name	Comments/Issues	2016 Cash Flow			Total Project Cost		Status	Explanation for Delay	Start Date	End Date		On Budget	On Time
		Approved	YTD Spending	YE Projected Spending	Approved Budget	Life to Date				Planned	Revised		
Facilities, Real Estate, Energy & Environment													
Union Station Revitalization	<p>Key elements completed to date include:</p> <ul style="list-style-type: none"> - Full design of all stages of work - New VIA Panorama Lounge (2012) - West Wing handover to Metrolinx (2013) - NW PATH Phase 1 (2014) - Implementation of new M&E systems (2014) - York Concourse substantial completion achieved in Feb 2015 (Concourse opened to the public on April 15th, 2015) <p>Stage 1 contractor expected to be completed and off site by June 2016.</p> <p>Stage 2/3 contractor commenced in September 2015 and work is underway on the remaining key elements:</p> <ul style="list-style-type: none"> - Bloor concourse and VIA concourse - Great Hall restoration - Moats and Bay street promenade 	129,244	13,153	115,919	800,659	555,652	On Track	Issues include: Honouring the Heritage status of Union Station., performance issues with the GC/CM of Stage 1, the prime consultant, and other subcontractors, including claims, environmental and unforeseen site conditions, coordinating and carrying out construction while maintaining operations at the Station. In addition, the Stage 1	Sep-09	Current Plan - Dec-2017 (Original end date was May-2016)	Dec-17	⊕	⊕
St. Lawrence Market North Revitalization	<p>The project is undergoing a four stage archeological process due to significant findings discovered. As previously communicated, a delay of up to twelve months is expected as a result. Design of new building continues to be finalized during this time.</p> <p>Demolition of existing building expected in Q3 2016, followed by tender and award of permanent building contract in Q3/Q4. Construction expected to begin in Q1 2017.</p> <p>Construction of interim market completed in June 2015 and open to public.</p>	14,169	-759	1,500	91,458	6,709	Delayed	<p>Experienced a number of design changes driven by the consultant, the need to find budget efficiencies and change requests from clients and stakeholders.</p> <p>Discovery of significant archeological remains. A four stage archeological process is currently underway. Exact delay in timeline will not be known until Ministry review of</p>	Temp Market: Actual Start Date - Dec-14 (Planned start date was Sept-14) New North Market: Planned: Dec-14 Revised Plan: Jan-17	Temp Market: Dec-14 New North Market: Dec-18 (Original end date was Dec-14)	Temp Market: Actual End Date- June-15 New North Market: Dec-18	⊕	⊖
Nathan Phillips Square Revitalization	The project is substantially complete. The project team is in the process of closing out and settling the remaining contracts.	146	-4	146	60,396	59,722	Completed	<p>No remaining issues/risks.</p> <p>Cost Impact: None</p>	Sep-08	Dec-2015 (Original end date was Dec-2010)	Dec-15	⊕	⊕
Old City Hall HVAC	Substantial completion was awarded. Minor deficiencies work remaining.	573	4	573	36,900	36,330	Completed	<p>Accommodating existing facility uses and tenants required revisions to sequencing and scheduling over the life of the project.</p> <p>Statement of Claim Notices was received by the City from the project contractor and is under review with internal legal/project team.</p>	Feb-10	Aug-15	Aug-15	⊕	⊕

APPENDIX 4
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Life-to-Date

Project name	Comments/Issues	2016 Cash Flow			Total Project Cost		Status	Explanation for Delay	Start Date	End Date		On Budget	On Time
		Approved	YTD Spending	YE Projected Spending	Approved Budget	Life to Date				Planned	Revised		
Information & Technology													
DISASTER RECOVERY	66% of the ITD Business Continuity Plans are currently being written or are awaiting review/approval. BC Plan tutorials to be scheduled in Mar - Apr for remaining 34% of the processes. - \$55K 4 Servers for Unstructured File Repository Replication (Q4 2016) - \$55K BES 10/12 DR Solution (Q4 2016) - \$120K AirWatch Cloud DR Solution (Under discussion, planned for Q4 2016) - \$350K Tiered Security Infrastructure (Under discussion, planned for Q4 2016) - \$225K Remote Access - f5 APM (Access Policy Manager) (Under discussion, planned for Q4 2016) - \$400K Professional Services - DR Strategy & Solutions Design (Under discussion, planned for Q4 2016) - \$25K HP Service Manager (Under discussion, planned for Q4 2016) - \$120K MLS (Oracle licenses) (Under discussion, planned for Q4 2016) - \$775K BCM / DR Resources	2,125	218	2,125	37,960	7,033	On Track		Jan-13	Dec-24	Dec-24	Ⓞ	Ⓞ
EDRMS 2014	In December City Council approved the sponsors' recommendation to proceed with agreements and with the vendor based as per the Ontario Public Sector. Legal agreements and statement of work being drawn. Working teams to prepare for the upcoming implementation have been constituted. Work packages for each working team being developed. A steering committee has been constituted to ensure alignment with other enterprise initiatives such as Enterprise Collaboration and to ensure that the City derive the maximum benefits from all these initiatives. The EDRMS will need to be aligned in relation to other initiatives such as Enterprise Collaboration. This alignment will ensure no overlap between projects and will define clear lines of demarcation. This work is underway and ongoing. YE Projected a 83% spent rate are dependent on the completion of agreements and statements of work to procure vendor services. Work with vendor is expected to commence in Q2 therefore spending is expected to ramp up at in Q2 of 2016. Unless this changes, projected year end spend amount estimate stands.	540	18	450	788	117	On Track		Jul-05	Dec-18	Dec-18	Ⓞ	Ⓞ
I&T Consolidated Data Centre	Implementation on hold pending outcome of IT Infrastructure Shared Services Analysis and Data Centre Consolidation Strategy. Planning Design Phase to commence only if Approval of recommended Option is received. I-001: IT Infrastructure Assessment complete and CDC project strategy 90% complete. Because of delays the YE projection only anticipate about \$350K this year and the project would like to carryover the balance into next year. The project is scheduled to be complete in 2017. Data centre space/power is nearing capacity but is being offset at this time by leasing data centre services from TELUS.	1,703	22	350	9,300	7,189	On Track		May-14	Dec-17	Dec-17	Ⓢ	Ⓞ
EMAIL REPLACEMENT	Implementation plan for long email names agreed to and now expected to be complete by Q3. Decommission now scheduled prior to year end. All other key deliverables contingent upon direction from Steering Committee. YE Projection is 62% due to IT Change Management team implemented a change freeze due to potential LD. The freeze was in effect for the greater part of February and is affecting build and test of long email names as well as decommission of the co-existence environment.	2,467	171	1,528	9,640	7,341	On Track		Jan-14	Dec-16	Dec-16	Ⓢ	Ⓞ

APPENDIX 4
Major Capital Projects

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Life-to-Date

Project name	Comments/Issues	2016 Cash Flow			Total Project Cost		Status	Explanation for Delay	Start Date	End Date		On Budget	On Time
		Approved	YTD Spending	YE Projected Spending	Approved Budget	Life to Date				Planned	Revised		
WORK MGMT SOLUTION	RFP proposal evaluation underway. RFP award target is mid March 2016. Current 2016 forecasted stands at \$1,802,744. The breakdown listed: Estimated Shared (IT Core) Costs \$151,563 Shared costs: Other divisions (i.e.: 311) \$120,000 Vendor Implementation packages \$225,000 Non-salary (i.e. materials, supplies etc) \$10,000 Shared Space Lease \$12,500 Non-salary Add-On (Blueprint licences(Training Year1)) \$13,765 TS EWMS project team \$931,166 YE Projection is 56.5% due to: - RFP has not been awarded yet. - Originally, the project/program was forecasting to spend \$464,825 on hardware this year, based on feedback this will not happen in 2016. - In 2016, the procurement process of a COTS solution and a System Integrator (which is tied to six (6) other projects) has been delayed by 4 months.	3,193	133	1,803	7,260	1,084	On Track		Jan-2013	Dec-18	Dec-18	Ⓢ	Ⓢ
Web Revitalization: Web Refresh Phase 2	External Focus Groups Testing of Design Prototypes Key Deliverable/Milestone Comments: Scope of the technical assessment has expanded with the inclusion of additional needs for TIS, EA and ESD, the scope of work and the timeframe are unchanged for Web Revitalization. 2 RFR's are complete, 1 still underway for the required subject matter experts. Expect to start the technical assessment around the middle of April. toronto.ca re-design team is about 2 weeks behind schedule with their deliverables & milestones due to the fact that a decision was made by Strategic Communications to delay any engagement in the form of external focus groups until the threat of labour disruption had diminished. The original capital budget was developed assuming an on-premise deployment using a commercial web content management product in 2016. With the endorsement of I&T SMT approval, we are now engaged in a technical assessment with TIS, EA and ESD to investigate potential cloud deployment options using open source web content management software. Based upon the outcomes of the technical assessment, procurement options will be reviewed in Sep/Oct 2016, with procurement starting in Q1 2017. We believe that this approach will delay expenditures on a new web content	5,031	249	5,260	7,000	1,740	On Track		Apr-2014	Dec-17	Dec-17	Ⓢ	Ⓢ
Employee and Management Self Service Portal Payroll (ESS/MSS)	Release 2 draft plan completed Release 2 Workshops (Alternate Position, Lateral Transfer forms) completed Wave 2 forms development and testing is in progress. Integration testing of the Separation Forms (Layoff, Termination, Resignation, Retirement) started April 4. Expected go-live April 14th YE Projection is 59.3% Due to the delay of the project, Alternative MSS content filter solutions being looked at -1) MSS services deactivation through Webdispatcher or F5 2)F5 Option 3)SAP Portal Option 4)Directory of MSS users	3,517	-707	2,473	9,780	6,538	Delayed	Insufficient Staff Resources	Jan-13	Dec-15	Dec-16	Ⓢ	Ⓢ

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		Approved	YTD Spending	YE Projected Spending	Approved Budget	Life to Date				Planned	Revised		
Enterprise Time, Attendance & Scheduling Management Solution (TASS) SAP-Supported Cross-Application Timesheet (CATS)	Solution Build in progress. On Schedule for March 4th completion. Testing resources have been staffed and onboarding completed. YE Projection is 90% due to: Delay in recruitment & staffing of PPEB Testers. - Use Vendor(Calian) resources to augment City Testing Team to crash schedule - 3 more functional tester hire in progress - Leverage operational staff to address resource shortfall.	10,138	81	9,123	14,950	5,109	On Track	Jan-2014	Jan-17	Jan-17	Ⓢ	Ⓢ	
Clerk's Office													
Information Management Infrastructure - Enterprise Document & Records Management Solution (EDRMS)	Council approved the staff report to proceed with the procurement of the Provincial Vendor of Record for OpenText on Dec 9 & 10, 2015. Development of the Master Service Agreement (MSA) and Statement of Work (SOW) with the Vendor of Record is in progress and expected to be completed in May. Legal agreements are being drawn. Working teams to prepare for the upcoming implementation defined. A steering committee has been constituted to ensure alignment with other enterprise initiatives such as Enterprise Collaboration.	917	55	917	4,589	1,353	On Track		2011; Revised March 2014	Dec-17	Dec-17	Ⓢ	Ⓢ

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Life-to-Date

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		Approved	YTD Spending	YE Projected Spending	Approved Budget	Life to Date				Planned	Revised		
Pan Am Games													
Etobicoke Olympium Retrofit	Deficiency work ongoing.	554		554	8,800	8,246	On track	Outstanding deficiency work to be resolved. Funds held back for remaining deficiencies. Executive level involvement continues at Infrastructure Ontario (IO).	Jul-13	Jul-14	Substantial Completion Oct-14-14 Post-games Deficiency Work June 2016	Ⓢ	Ⓢ
Centennial Track Resurfacing	Warranty work ongoing	445		445	730	285	On track	The project has been completed. Outstanding deficiency work to be resolved. IO Lead Project	Jul-14	Oct-14	Substantial Completion Jul-2-15 Post-games Deficiency Work Sep-9-15 Warranty Work December 31, 2016	Ⓢ	Ⓢ
Birchmount Track Resurfacing	Warranty work ongoing	91		91	456	365	On track	The project has been completed. Outstanding deficiency work to be resolved. IO Lead Project	Jul-14	Oct-14	Substantial Completion Jul-2-15 Post-games Deficiency Work Sep-9-15 Warranty Work December 31, 2016	Ⓢ	Ⓢ
York Track Retrofit	Warranty work ongoing	76	17	76	1,596	1,538	On track	The Indoor Track project has been completed. Outstanding deficiency work to be resolved. IO Lead Project The Outdoor Track project has been completed. IO Lead Project	May-14 Jul-14	Aug-14 Oct-14	Apr-15 Substantial Completion Jul-2-15 Post-games Deficiency Work Sep-9-2015 Warranty Work December 31, 2016	Ⓢ	Ⓢ

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Project name	Comments/Issues	2016 Cash Flow			Total Project Cost		Status	Explanation for Delay	Start Date	End Date		On Budget	On Time
		Approved	YTD Spending	YE Projected Spending	Approved Budget	Life to Date				Planned	Revised		
BMX Track	Warranty work ongoing	12		12	3,954	3,937	On track	Outstanding deficiency work to be resolved.	Aug-14	Jan-14	Substantial Completion May-27-15 Post-games Deficiency Work Oct-9-15	Ⓞ	Ⓢ
Radio Communication System Replacement													
Radio Communication System Replacement	The Radio Infrastructure Replacement project is a corporate initiative to replace the joint radio communication system infrastructure for the City's emergency services, Fire Services, Toronto Police Service and Toronto Paramedic Services.	3,682	12	55,491	55,491	51,820	Ongoing	The project team continues to quantify the remaining costs of decommissioning the project, with the project anticipated to be fully spent by year end.	Oct-13	Jun-14	Jun-16	Ⓞ	Ⓞ
Toronto Transit Commission													
Toronto Rocket Yard and Storage Track Accommodation	The Toronto Rocket Yard and Storage Track Accommodation project includes major expansions that will address the storage and maintenance facility requirements of the complete subway fleet, including the Toronto Rocket fleet on Line 1 (YUS) and the T1 fleet on Lines 2 and 4 (BD/Sheppard). The current work includes: a) <i>Wilson Yard</i> : Carhouse expansion, track additions (storage tracks, ladder tracks and run-around tracks), signal system upgrades, sub-station addition, and track and structure building renovation. Advanced construction for Wilson Carhouse North Expansion. b) <i>Davisville Yard</i> : Carhouse expansion, and consolidation of track and structure facility. c) <i>Vincent (Keele) Yard</i> : Facility rehabilitation for storage of T1 trains. d) <i>Kipling Station</i> : Additional storage track. e) <i>Greenwood Yard</i> : Conversion of CN delivery track to storage, and track and structure building renovation.	38,972	4,204	42,535	514,295	119,680	On Track	01/01/2011	31/12/2019	TBD	TBD	Ⓢ	Ⓞ
Leslie Barns Streetcar Maintenance and Storage Facility	The TTC is building a new maintenance and storage facility, located at the corner of Leslie and Lake Shore, for its current fleet of streetcars. In addition, a new streetcar track will be installed to connect the City's streetcar network to the facility. The Leslie Barns project consists of four major contracts. The current status of these contracts is as follows: 1. <i>Soil Removal and Capping</i> : The site preparation contract was completed in January 2012. 2. <i>Hydro One Cable Relocation</i> : The contract was completed in July 2013. 3. <i>Leslie Barns Maintenance and Storage Facility</i> : This contract consists of the construction of the maintenance facility and storage yard on the site. The contract was awarded on April 12, 2012. The contract was initially expected to be completed in June 2014; however, construction delays have resulted in expected completion in 2015. TTC will have staged occupancy of the facility starting July 2015 and completion of the work is expected by Q4 2015. 4. <i>Leslie Street Connection Track</i> : This contract consists of the construction of the structure tracks from the Leslie Barns site entrance to the existing streetcar network.	50,757	12,114	57,886	516,674	441,711	On Track	01/01/2009	31/12/2016	31/12/2016	31/12/2016	Ⓢ	Ⓞ

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		Approved	YTD Spending	YE Projected Spending	Approved Budget	Life to Date				Planned	Revised		
Easier Access - Phase III	The Accessibility for Ontarians with Disabilities Act (AODA) was enacted in 2005 and requires all subway stations to be fully accessible by 2025. Phase II of the project was initiated to make twenty-three stations accessible. Phase III of the project will make the remaining subway/RT stations accessible by providing elevators, easier access fare gates, automatic sliding doors, signage improvements and minor modifications by 2025.	34,439	2,411	35,000	655,170	228,808	On Track	01/01/2004	31/12/2025	31/12/2025	31/12/2025	Ⓞ	Ⓞ
Automatic Train Control (ATC) Resignalling project	The Automatic Train Control System (ATC) project has two components: upgrading the existing signal system to improve reliability, and increasing customer carrying capacity with more trains on the line and more frequent service. In May 2015, the signal system upgrade was transferred solely to Alstom Power Transport Canada Inc. (Alstom) for YUS (including TYSSE) to consolidate the work and responsibility of four contracts and two companies into a single contract with Alstom.	52,693	6,808	57,830	863,522	273,359	On Track	01/01/2003	31/12/2018	31/12/2019	31/12/2019	Ⓞ	Ⓡ
Fire Ventilation Upgrade	The project is comprised of two components: upgrading the subway ventilation system and constructing second exits at 14 high priority stations to reduce risk and enhance customer and employee safety in the event of a major fire in the subway system. The upgrades will provide significantly improved ventilation and exit capacity.	23,687	1,083	23,687	342,888	229,655	On Track	12/01/2006	31/12/2028	31/12/2028	31/12/2028	Ⓞ	Ⓞ
McNicoll Bus Garage	The facility is planned to be constructed at Kennedy Road and McNicoll Avenue in Scarborough, and will store and maintain a combination of 250 articulated and regular buses. - Advanced design funds from 2016 to 2015. 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.	2,308	77	3,357	181,000	7,156	On Track	01/01/2014	31/12/2020	31/12/2020	31/12/2020	Ⓡ	Ⓞ
Fare System - PRESTO/TTC Farecard	As of April 2015, PRESTO is available at 19 subway stations, and on the new streetcars servicing 510 Spadina and 509 Harbourfront. The legal agreement for implementing PRESTO at the TTC has been completed. The agreement includes a commitment to develop a detailed project schedule for the overall project through to final implementation and operation and will consist of two major phases: Phase 1 and Phase 2. Discussions between Metrolinx and TTC continue towards developing an overall schedule for Phase 2 and the full implementation of PRESTO at the TTC. The year-to-date spending is negative as it reflects an in-year adjustment of a transfer of funds to the Yards and Roads program that was approved at the May 27, 2015 TTC Board meeting, and will be presented to Council for consideration in a stand alone report at an upcoming scheduled meeting.	17,128	572	12,995	47,557	22,238	On Track	11/01/2012	31/12/2020	TBD	TBD	Ⓞ	Ⓞ

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		Approved	YTD Spending	YE Projected Spending	Approved Budget	Life to Date				Planned	Revised		
Toronto-York Spadina Subway Extension	<p>The design and construction of a 8.6km, six station underground subway extension to the Spadina Subway from Downsview Station to Vaughan Metropolitan Centre. The project was managed by the Toronto Transit Commission, until April 2015 when Bechtel, a third party project management firm, was retained to manage the remainder of the project.</p> <p>Mobilization of Bechtel personnel has already commenced with additional construction management staff being deployed to various site offices as a top priority. Furthermore, as part of the project reset over the next 120 days, Bechtel will re-establish baseline schedule, budget, and relationships with contractors.</p> <p>The TTC will report back to Executive Committee by December 31, 2015 the final estimated project cost as informed by the pending review of construction claims costs by the Chief Executive Officer of the TTC.</p>	789,226	35,565	719,587	3,184,171	2,086,713	On Track	01/01/2006	31/09/2015	31/12/2017	31/12/2017	Ⓞ	Ⓞ
Scarborough Subway Extension	<p>On October 8, 2013 Council confirmed support for the SSE, comprised of a 7.6km extension and 3 stations. Construction is expected to begin in 2018 and is scheduled to be completed in late 2023.</p> <p>To date, contracts have been awarded for tunnel design, project management, station design, and systems design/management with a total upset limit of \$255 million.</p>	155,510	2,640	81,478	171,822	18,969	On Track	01/01/2014	31/12/2023	31/12/2023	31/12/2023	Ⓞ	Ⓞ

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		Approved	YTD Spending	YE Projected Spending	Approved Budget	Life to Date				Planned	Revised		
Solid Waste Management Services													
DIVERSION SYSTEMS	2nd generation green bin contract expected to start in Spring 2016. Roll-out expected to be completed in 2017. Funding for various on-going bin purchases is expected to be fully spent by YE.	18,227	550	18,227	63,592	27,556	On Track		Prior 2010	Dec-16	Dec-17	ⓐ	Ⓡ
DUFFERIN SSO FACILITY	Design-Build-Commission and Operate and Maintain agreements were signed in early 2016. Order to Commence was issued. 25% design package has been submitted to date.	18,000	135	11,768	54,272	2,639	On Track		Jan-14	Dec-16	Dec-18	ⓐ	Ⓡ
SWM LONG TERM WASTE STRATEGY PLAN	Council approved evaluation criteria at Oct 1 2015 meeting. Technical evaluations and rapid Health Impact Assessment (HIA) completed. Consultations on draft Waste Strategy during March-April. Waste Strategy to PWIC and Council for approval in July 2016. Planning work to develop programs will begin after Council approval is received.	3,391	122	3,391	4,767	2,146	On Track		Jan-10	Apr-15	Jul-16	ⓐ	Ⓡ
Toronto Water													
St. Clair Reservoir Rehabilitation (CPW060-07)	Construction to commence in 2016. Project design had been delayed to allow for extended consultation with the community to address park use related issues.	6,105	0	5,189	28,590	705	Delayed	Extensive consultation was undertaken through the design phase to address community concerns.	2014	2019		ⓐ	ⓐ
Highland Creek Biosolids Master Plan Implementation Project (CWW047-02)	The implementation of biosolids management upgrades at the Highland Creek Treatment plant have been subject to debate regarding the preferred alternative. A report on the updated Environmental Assessment of the project will be considered during the Council meeting on May 3-4, 2016	308	114	262	147,330	1,031	On Track		2012	2023		ⓐ	ⓐ

On/Ahead of Schedule	ⓐ	>70% of Approved Project Cost
Minor Delay < 6 months	Ⓨ	Between 50% and 70%
Significant Delay > 6 months	Ⓡ	< 50% or > 100% of Approved Project Cost

Appendix 5
2016 Capital Budget
Additional 2015 and 2014 and Prior Year Carry - Forward Funding Requests

CAPTOR Number	Description	2015			Carry-Forward Funding Already Approved	Carry-Forward Funding / Additional		Carry-Forward Funding to 2016 Budget		Funding Sources			Total Funding for Incremental Amounts
		Plan	Actual Expenditure	Unspent		(Incremental) 2015 Carry-Forward Funding	(Incremental) 2014 Carry-Forward Funding	Total Carry-Forward Funding	% of 2015 App. Budget	CFC (Prior Year)	Debt	Reserve Funds	
Exhibition Place													
EXH000525 -62	47609 Washrooms Renovation	4,400,000	3,900,000	500,000		500,000		500,000	11%			500,000	500,000
Total		4,400,000	3,900,000	500,000	0	500,000	0	500,000	11%	0	0	500,000	500,000
FREEE													
FAC906179-33	Facilities Preventative Maintenance System	1,385,878	523,763	862,115	862,114	(292,114)		570,000	41%		(292,114)		(292,114)
FAC906179-49	CCOO Business Intelligence Tool (Management Reporting Initiative)	980,143	575,561	404,582	404,582	(290,582)		114,000	12%	(285,164)	(5,418)		(290,582)
FAC906179-51	PTP Implementation	1,513,874	261,409	1,252,465	1,252,465	(612,465)		640,000	42%		(612,465)		(612,465)
FAC906397-136	55 JOHN ST - METRO HALL UPGRADES	806,605	795,789	10,816	10,816	(10,816)		0	0%		(10,816)		(10,816)
FAC906395-856	799 ISLINGTON-CONSOLIDATION OF PMMD STORES	1,252,045	950,757	301,288	110,000	(110,000)		0	0%	(110,000)			(110,000)
FAC906395-917	100 QUEEN-CITY HALL HVAC & ELEVATOR STUDY	188,000	48,472	139,528	139,528	(139,528)		0	0%	(139,528)			(139,528)
Total		6,126,545	3,155,751	2,970,794	2,779,505	(1,455,505)	0	1,324,000	22%	(534,692)	(920,813)	0	(1,455,505)
Total All Programs		10,526,545	7,055,751	3,470,794	2,779,505	(955,505)	0	1,824,000	17%	(534,692)	(920,813)	500,000	(955,505)