

**APPENDIX 5**  
**Capital Dashboard by Program/Agency**  
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**2017 Capital Spending by Program  
Cluster A**

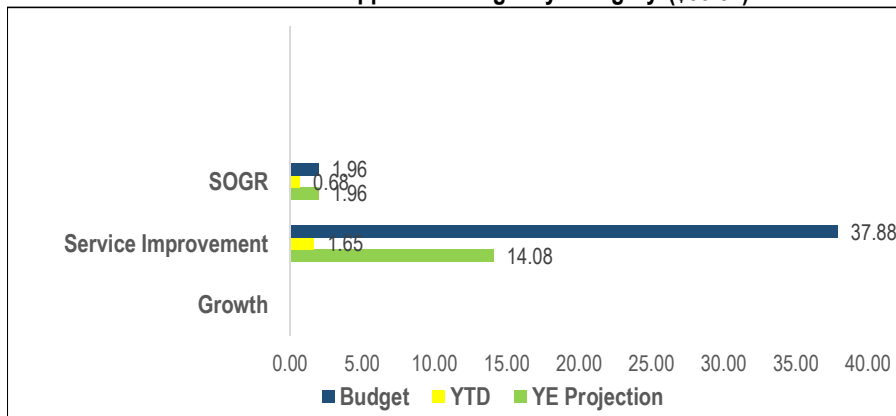
Program		2017 Approved Cash Flow	2017 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
CHS	Q1	39.84	1.06	18.37	46.1%		Ⓡ
	Q2	39.84	2.34	16.04	40.3%	↓	Ⓡ
Court Services	Q1	1.56	0.00	1.35	86.7%		Ⓞ
	Q2	1.56	0.05	1.35	86.7%	↓	Ⓞ
EDC	Q1	31.86	1.11	23.69	74.4%		Ⓞ
	Q2	31.93	3.03	24.49	76.7%	↑	Ⓞ
LTCHS	Q1	20.45	0.77	19.69	96.3%		Ⓞ
	Q2	16.40	2.47	14.76	90.0%	↓	Ⓞ
PF&R	Q1	236.67	8.69	146.06	61.7%		Ⓢ
	Q2	239.77	41.80	144.33	60.2%	↓	Ⓢ
SS&HA	Q1	52.94	0.19	40.70	76.9%		Ⓞ
	Q2	52.94	1.55	21.52	40.6%	↓	Ⓡ
TESS	Q1	5.35	0.00	5.35	100.0%		Ⓞ
	Q2	7.85	0.14	5.35	68.2%	↓	Ⓢ
TPS	Q1	14.62	0.60	12.05	82.4%		Ⓞ
	Q2	14.62	3.92	12.05	82.4%	□	Ⓞ
TOTAL	Q1	403.29	12.42	267.26	66.3%		Ⓢ
	Q2	404.90	55.31	239.89	59.2%	↓	Ⓢ
<span style="background-color: #c6e0b4; border: 1px solid black; padding: 2px;">Ⓞ</span> >70% <span style="background-color: #fff2cc; border: 1px solid black; padding: 2px;">Ⓢ</span> between 50% and 70% <span style="background-color: #f4cccc; border: 1px solid black; padding: 2px;">Ⓡ</span> < 50% or > 100%							

For the six months ended June 30, 2017, capital expenditures for this Cluster totalled \$55.31 million of their collective 2017 Approved Capital Budget of \$404.9 million. Spending is expected to increase to 239.88 million (59.2%) by year-end. Four Programs in this Cluster have a year-end spending rate of over 70% of their respective 2017 Approved Capital Budgets.

Court Services, Economic Development and Culture, Long Term Care Home & Services and Toronto Paramedic Services have projected year-end spending rates of 86.7%, 76.7%, 90.0% and 82.4% respectively while all other programs have year-end spending rate between 40.3% to 68.2%.

# Children's Services (CHS)

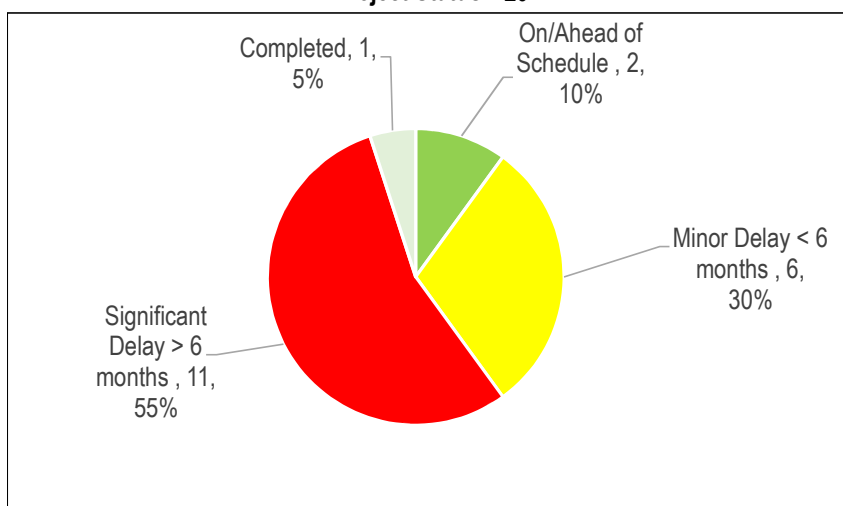
**Chart 1**  
2017 Approved Budget by Category (\$39.84)



**Table 1**  
2017 Active Projects by Category

Health & Safety	
Legislated	
SOGR	2
Service Improvement	18
Growth	
<b>Total # of Projects</b>	<b>20</b>

**Chart 2**  
Project Status - 20



**Table 2**

Reason for Delay	17	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	10	4
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*	1	2
<b>Total # of Projects</b>	<b>11</b>	<b>6</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
3.31	8.88	27.16	0.49	

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

- 2017 TELCCS SOGR will accelerate spending in Q3 as projects have been identified and workplan co-ordinated.
- The Mount Dennis Child Care Centre is being managed by Metrolinx as part of the cross town capital initiative; this project is delayed due to the need to expropriate property for relocation of the child care centre.
- The site for Mary David Thompson has been secured and awaiting TDSB announcement on the timing of adjacent development.

### Key Discussion Points:

- Children's Services has limited control over the delivery of child-care projects, as these projects are often part of a larger project involving school boards and other third parties, with planning and design jointly managed by Children's Services and the construction managed by third parties. There are 17 projects included in the plan that are impacted by 3<sup>rd</sup> party delays. Children's Services will continue to monitor spending in 2017 and adjust future-year cash flows.

## Children's Services (CHS)

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

**Note # 1:** Spending anticipated to accelerate throughout Q3 as SOGR projects are identified and work-plan coordinated

**Note # 2:** Planning/ design completed in Q1; construction to commenced in Q2, with project completion scheduled for Q4, 2018

**Note # 3:** Construction planning underway, with construction contract being finalized

**Note # 4:** Construction underway, although additional design approval required from the school board

**Note # 5:** Planning/ design to commence in Q4; awaiting confirmation with YMCA

**Note # 6:** Project awaiting final TDSB approval

**Note # 7:** Project tender has been completed; with planning/ design to be completed in Q4

**Note # 8:** Plan/ design scheduled to begin Q4, with construction scheuled to commence in Q3, 2018

**Note # 9:** Project design underway, with construction anticipated to commence in 2018

**Note # 10:** Project has been tendered, with construction anticipated to commence in Q3, 2018

**Note # 11:** Project on hold, pending design review/ and potential scope change

**Note # 12:** Construction underway, with issues associated with exterior finishes causing a delay

**Note # 13:** Metrolinx - coordinated project; project delayed due to property expropriation; planning/ design scheduled for completion in Q3, with construction to begin in Q1, 2018

**Note # 14:** Project remains in the planning stage

Children's Services (CHS)

Projects by Category (Million)	2017 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 2016	0.489	0.489	100.0%	0.489	100.0%	Ⓞ			1.542	1.542
TELCCS SOGR 2017	1.469	0.193	13.1%	1.469	100.0%	Ⓞ	Ⓜ	#1	1.469	0.193
<b>Sub-Total</b>	<b>1.958</b>	<b>0.682</b>	<b>34.8%</b>	<b>1.958</b>	<b>100.0%</b>	-	-		<b>3.011</b>	<b>1.735</b>
<b>Service Improvements</b>										
St John the Evangelist Catholic School	2.300		0.0%	0.558	24.3%	Ⓜ	Ⓜ	#2	3.900	0.060
Service Efficiency	1.100	0.494	44.9%	1.100	100.0%	Ⓞ	Ⓞ		3.175	2.736
Block 31 Child Care Centre	0.806	0.017	2.1%	0.805	99.9%	Ⓞ	Ⓜ	#3	3.628	0.792
Avondale Public School	1.864		0.0%	0.254	13.6%	Ⓜ	Ⓜ	#4	3.900	1.036
Bridletown Community Centre	2.000		0.0%	0.200	10.0%	Ⓜ	Ⓜ	#5	3.900	0.000
Advent Health Care Child	2.210	0.200	9.0%	2.210	100.0%	Ⓞ	Ⓞ		2.710	0.200
Stanley Public School	2.200	0.005	0.2%	0.250	11.4%	Ⓜ	Ⓜ	#6	3.900	0.005
St. Columba Public	1.400	0.013	0.9%	1.200	85.7%	Ⓞ	Ⓜ	#7	1.400	0.013
St. Maurice Catholic School	1.400	0.047	3.4%	1.200	85.7%	Ⓞ	Ⓜ	#8	1.400	0.047
St. Barnabas Catholic	2.100		0.0%	0.100	4.8%	Ⓜ	Ⓜ	#9	2.600	0.000
St. Roch Catholic School	1.700		0.0%	0.100	5.9%	Ⓜ	Ⓜ	#9	1.900	0.000
St Barholome Catholic	2.100		0.0%	0.100	4.8%	Ⓜ	Ⓜ	#9	2.600	0.000
St. Stephen Catholic School	1.400	0.028	2.0%	1.200	85.7%	Ⓞ	Ⓜ	#10	1.400	0.028
TCH Lawrence Ave Site	2.200	0.064	2.9%	0.100	4.5%	Ⓜ	Ⓜ	#9	3.900	0.064
TCH Needle Firway	2.200	0.019	0.9%	0.100	4.5%	Ⓜ	Ⓜ	#11	3.900	0.019
George Webster Public School	2.400	0.766	31.9%	1.100	45.8%	Ⓜ	Ⓜ	#12	2.400	0.766
Mount Dennis Child Care Centre	8.000		0.0%	3.500	43.8%	Ⓜ	Ⓜ	#13	9.000	0.000
David & Mary Thompson	0.500		0.0%	0.0%	0.0%	Ⓜ	Ⓜ	#14	3.900	0.000
<b>Sub-Total</b>	<b>37.880</b>	<b>1.653</b>	<b>4.4%</b>	<b>14.077</b>	<b>37.2%</b>	-	-		<b>59.513</b>	<b>5.766</b>
<b>Total</b>	<b>39.838</b>	<b>2.335</b>		<b>16.035</b>					<b>62.524</b>	<b>7.501</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	Ⓜ

Key Discussion Points (cont'd):

18.000

Note # 1:

Spending anticipated to accelerate throughout Q3 as SOGR projects are identified and work-plan coordinated

Note # 2:

Planning/ design completed in Q1; construction to commence d in Q2, with project completion scheduled for Q4, 2018

Note # 3:

Construction planning underway, with construction contract being finalized

Note # 4:

Construction underway, although additional design approval required from the school board

**Children's Services (CHS)**

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			

**Note # 5:**

Planning/ design to commence in Q4; awaiting confirmation with YMCA

**Note # 6:**

Project awaiting final TDSB approval

**Note # 7:**

Project tender has been completed; with planning/ design to be completed in Q4

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Plan/ design scheduled to begin Q4, with construction scheuled to commence in Q3, 2018

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**Note # 13**

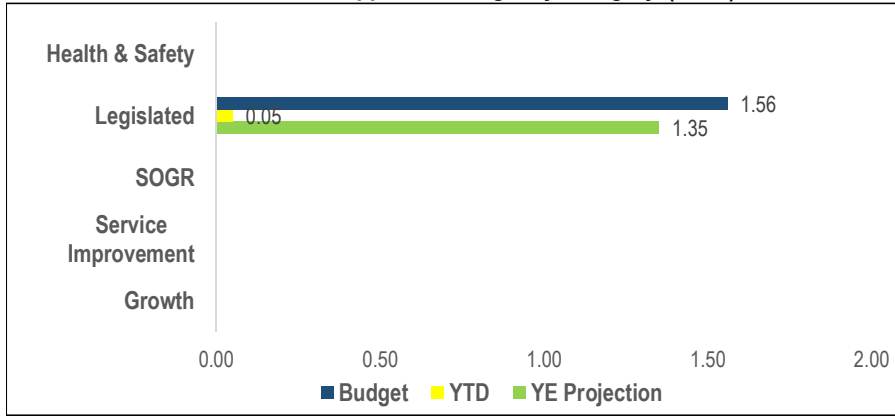
Metrolinx - coordinated project; project delayed due to property expropriation; planning/ design scheduled for completion in Q3, with construction to begin in Q1, 2018

**Note # 14**

Project remains in the planning stage

**Court Services (CTS)**

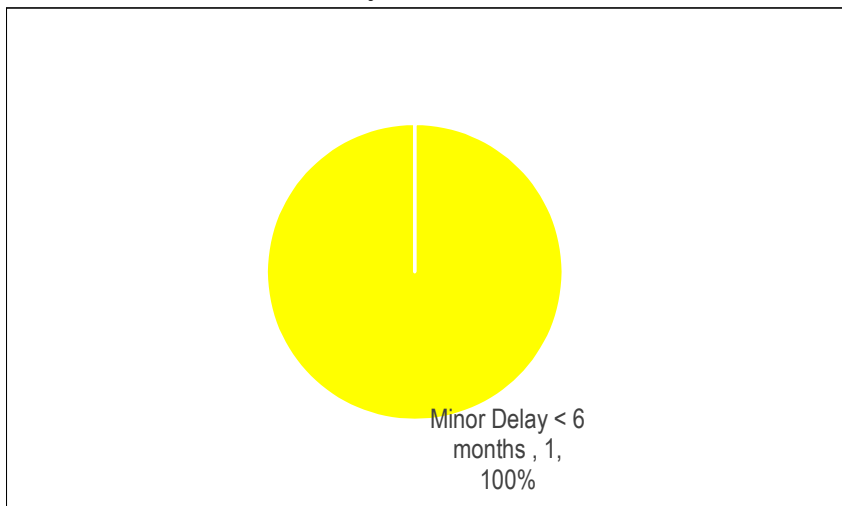
**Chart 1**  
2017 Approved Budget by Category (\$1.56)



**Table 1**  
2017 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	1	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		1
Community Consultation		
Other*		
<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
	1.56			

**Key Discussion Points:**

- The RFQ for design services is issued, contract has been awarded, phase 1 of temporary LAB hearing rooms is completed and operational and project is expected to be completed in February 2018. Co-location with Administrative Penalty Tribunal (APT) hearing office resulted in additional unknown requirements extending design services.

**Court Services (CTS)**

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Legislated</b>										
Tribunal Facility Renovation	1.558	0.049	3.1%	1.350	86.6%	Ⓞ	Ⓜ	#1	1.577	0.068
<b>Total</b>	<b>1.558</b>	<b>0.049</b>		<b>1.350</b>					<b>1.577</b>	<b>0.068</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

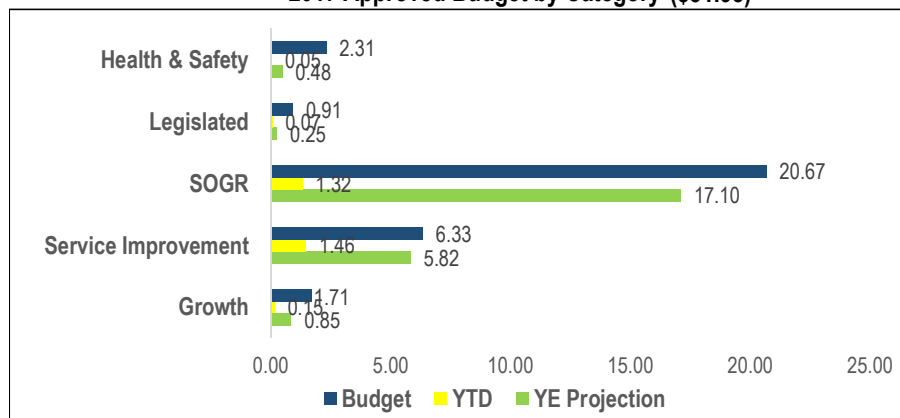
**Note # 1:**

Co-location with Administrative Penalty Tribunal (APT) hearing office resulted in additional unknown requirements extending design services with expected completion of the project in February 2018.



# Economic Development and Culture (ECT)

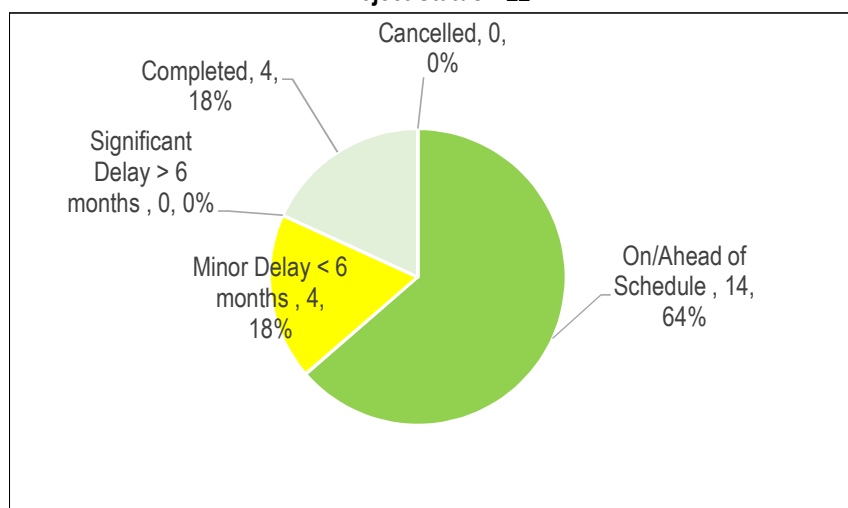
**Chart 1**  
2017 Approved Budget by Category (\$31.93)



**Table 1**  
2017 Active Projects by Category

Health & Safety	1
Legislated	3
SOGR	8
Service Improvement	7
Growth	3
<b>Total # of Projects</b>	<b>22</b>

**Chart 2**  
Project Status - 22



**Table 2**

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

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
28.76	3.09		0.08	

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

- There are minor delays with Equal-Share Funding for Little Italy BIA and public art development for dundas-islington projects. The BIA project is expected to be reallocated to a new project for the same BIA and the public art development is awaiting for payment.

## Key Discussion Points:

- The 2017 BIA Equal Share Funding Project (\$2.783 million) is projected to be 63.3% spent by year end, as some sub-projects have been delayed by issues encountered in the design development phase and procurement issues.
- The 2017 Planning Act Revenue projects for Hillcrest Village and St. Lawrence Market Neighbourhood have encountered delays in the RFP/RFQ process.
- The Guild Revitalization, an EDC-directed project has been generally delayed as a result of the extended focus on the development application and approvals for the banquet hall.
- Anomalies in the design build section for the Toronto Centre for the Arts delayed the completion, and final deficiencies and claims will be resolved by Q2.

**Economic Development and Culture (ECT)**

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
Restoration and Preservation of Heritage Elements	2.306	0.049	2.1%	0.480	20.8%	Ⓜ	Ⓞ	#1	8.350	6.029
<b>Sub-Total</b>	<b>2.306</b>	<b>0.049</b>	<b>2.1%</b>	<b>0.480</b>	<b>20.8%</b>	-	-		<b>8.350</b>	<b>6.029</b>
<b>Legislated</b>										
Cultural Infrastructure Development	0.550	0.014	2.5%	0.110	20.0%	Ⓜ	Ⓞ	#2	1.550	0.014
Major Maintenance	0.209	0.052	24.7%	0.124	59.3%	Ⓜ	Ⓞ	#2	0.249	0.092
Restoration and Preservation of Heritage Elements	0.153	0.000	0.0%	0.018	11.9%	Ⓜ	Ⓞ	#2	0.250	0.097
<b>Sub-Total</b>	<b>0.912</b>	<b>0.065</b>	<b>7.2%</b>	<b>0.252</b>	<b>27.7%</b>	-	-		<b>2.049</b>	<b>0.202</b>
<b>State of Good Repair</b>										
Planning Act Revenue Projects	2.722	0.013	0.5%	1.448	53.2%	Ⓜ	Ⓞ	#3	4.351	1.486
BIA Equal Share Funding	6.333	0.335	5.3%	5.313	83.9%	Ⓞ	Ⓜ	#3	8.731	1.339
BIA Financed Funding	3.905	0.000	0.0%	3.905	100.0%	Ⓞ	Ⓞ		4.881	0.795
BIA Streetscape Program	0.114	0.045	38.9%	0.116	101.1%	Ⓜ	Ⓞ	#3	1.222	1.152
Collections Care	0.088	0.000	0.0%	0.050	56.8%	Ⓜ	Ⓞ	#4	0.088	0.000
Major Maintenance	3.871	0.361	9.3%	3.584	92.6%	Ⓞ	Ⓞ		7.862	3.460
Refurbishment & Rehabilitation	0.321	0.042	13.0%	0.321	100.0%	Ⓞ	Ⓞ		0.500	0.221
Restoration and Preservation of Heritage	3.313	0.520	15.7%	2.358	71.2%	Ⓞ	Ⓞ		6.977	3.946
<b>Sub-Total</b>	<b>20.667</b>	<b>1.315</b>	<b>6.4%</b>	<b>17.095</b>	<b>82.7%</b>	-	-		<b>34.612</b>	<b>12.400</b>
<b>Service Improvements</b>										
Commercial Façade Improvement Program	0.659	0.069	10.5%	0.659	100.0%	Ⓞ	Ⓞ		1.493	0.603
Mural Program	0.085	0.010	11.8%	0.085	100.0%	Ⓞ	Ⓞ		0.130	0.055
Cultural Infrastructure Development	0.666	0.037	5.6%	0.552	82.9%	Ⓞ	Ⓞ		2.463	1.724
Economic Competitiveness Data Management System	1.050	0.204	19.4%	1.050	100.0%	Ⓞ	Ⓞ		1.050	0.204
IT Projects	0.050	0.048	95.8%	0.048	95.8%	Ⓞ			0.365	0.313
Refurbishment & Rehabilitation	0.050	0.000	0.0%	0.030	60.0%	Ⓜ	Ⓞ	#5	0.050	0.000
Service Enhancements	3.772	1.089	28.9%	3.396	90.0%	Ⓞ	Ⓞ		16.572	13.708
<b>Sub-Total</b>	<b>6.331</b>	<b>1.457</b>	<b>23.0%</b>	<b>5.819</b>	<b>91.9%</b>	-	-		<b>22.123</b>	<b>16.607</b>

**Economic Development and Culture (ECT)**

Projects by Category (Million)	2017 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	1.470	0.106	7.2%	0.608	41.3%	Ⓜ	Ⓢ	#6	5.027	3.739
Restoration and Preservation of Heritage	0.140	0.000	0.0%	0.140	100.0%	Ⓢ	Ⓢ		0.402	0.061
PATH Wayfinding	0.100	0.041	40.7%	0.100	100.0%	Ⓢ			0.100	0.041
<b>Sub-Total</b>	<b>1.710</b>	<b>0.147</b>	<b>8.6%</b>	<b>0.848</b>	<b>49.6%</b>	-	-		<b>5.529</b>	<b>3.840</b>
<b>Total</b>	<b>31.927</b>	<b>3.033</b>		<b>24.495</b>					<b>72.663</b>	<b>39.078</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:**

Debt funding for Casa Loma project has been reassigned to high-priority St Lawrence Centre Roof. This will not affect the scope of work and the project will be completed on time as per the revised schedule by the year-end.

**Note # 2:**

Planned completion dates are December 2018 for these projects. It is expected that these projects will be completed on-time and on-budget.

**Note # 3:**

BIA Streetscape Improvement projects are experiencing delays with the RFQ/RFP process. Staff are working towards resolving these issues and most projects are expected to be completed by year-end.

**Note # 4:**

The Large Artifact Care project is well underway with completion date of December 2018.

**Note # 5:**

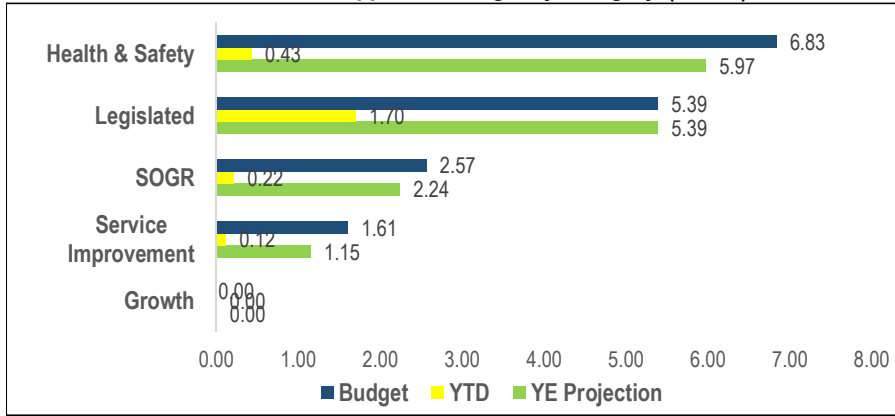
The Museum Interior Planning project is well underway with completion date of December 2018.

**Note # 6:**

Public Art project for the Scarborough Centre has been cancelled and is included in the budget adjustment request. As well, its TTC Leslie Barns project is a multi-year project with an expected completion date of December 2018.

# Long Term Care Homes Services (HOM)

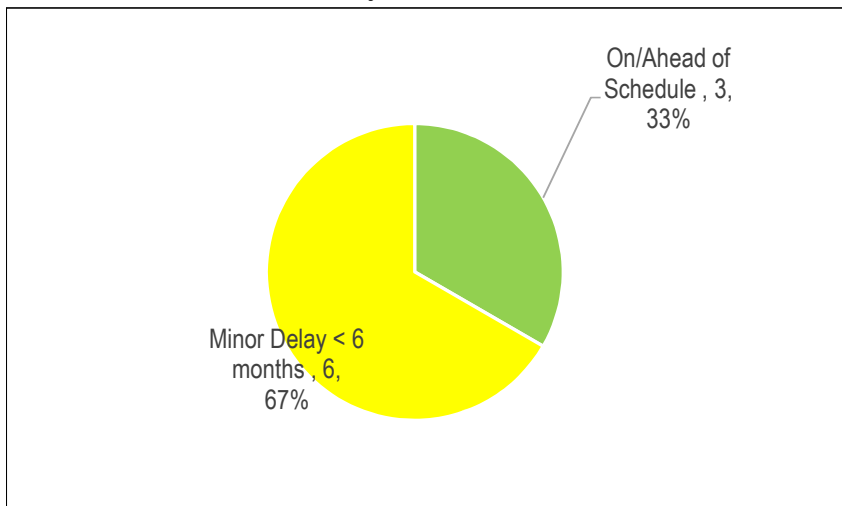
**Chart 1**  
2017 Approved Budget by Category (\$16.40)



**Table 1**  
2017 Active Projects by Category

Health & Safety	4
Legislated	1
SOGR	3
Service Improvement	1
Growth	
<b>Total # of Projects</b>	<b>9</b>

**Chart 2**  
Project Status - 9



**Table 2**

Reason for Delay	6	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		1
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		5
Community Consultation		
Other*		
<b>Total # of Projects</b>		<b>6</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
6.21	10.19			

## Key Discussion Points:

- Various Health & Safety and SOGR projects are expected to be substantially completed and fully closed in early 2018.
- The RFQ for Electronic Health Care System is issued in Q2, with significant spending anticipated in Q3 and Q4.

Long Term Care Homes Services (HOM)

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
Building Upgrades	0.927	0.076	8.2%	0.895	96.5%	Ⓞ	Ⓢ	#1	0.940	0.089
Electrical - Life Safety Systems	1.592	0.017	1.0%	1.317	82.7%	Ⓞ	Ⓢ	#1	4.146	2.571
Mechanical - HVAC Repairs/Upgrades	2.797	0.248	8.9%	2.427	86.8%	Ⓞ	Ⓢ	#1	7.045	3.528
Specialty Systems & Elevator Upgrades	1.519	0.093	6.2%	1.336	87.9%	Ⓞ	Ⓢ	#1	3.150	1.202
<b>Sub-Total</b>	<b>6.835</b>	<b>0.434</b>	<b>6.4%</b>	<b>5.974</b>	<b>87.4%</b>	-	-		<b>15.281</b>	<b>8.339</b>
<b>Legislated</b>										
Kipling Acres 145 bed construction	5.389	1.701	31.6%	5.389	100.0%	Ⓞ	Ⓞ		47.500	43.812
<b>Sub-Total</b>	<b>5.389</b>	<b>1.701</b>	<b>31.6%</b>	<b>5.389</b>	<b>100.0%</b>	-	-		<b>47.500</b>	<b>43.812</b>
<b>State of Good Repair</b>										
2015 SOGR Life Safety Systems	0.450	0.047	10.5%	0.450	100.0%	Ⓞ	Ⓞ		0.500	0.097
2016 SOGR Building Upgrades	0.366	0.154	42.0%	0.366	100.0%	Ⓞ	Ⓞ		13.070	12.387
2017 SOGR Building Upgrades	1.750	0.015	0.8%	1.425	81.4%	Ⓞ	Ⓢ	#1	3.100	0.015
<b>Sub-Total</b>	<b>2.566</b>	<b>0.216</b>	<b>8.4%</b>	<b>2.241</b>	<b>87.3%</b>	-	-		<b>16.670</b>	<b>12.499</b>
<b>Service Improvements</b>										
Electronic Health Care System	1.608	0.117	7.3%	1.152	71.6%	Ⓞ	Ⓢ	#2	3.152	0.324
<b>Sub-Total</b>	<b>1.608</b>	<b>0.117</b>	<b>7.3%</b>	<b>1.152</b>	<b>71.6%</b>	-	-		<b>3.152</b>	<b>0.324</b>
<b>Total</b>	<b>16.398</b>	<b>2.468</b>	<b>15.0%</b>	<b>14.757</b>	<b>90.0%</b>				<b>82.603</b>	<b>64.973</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:**

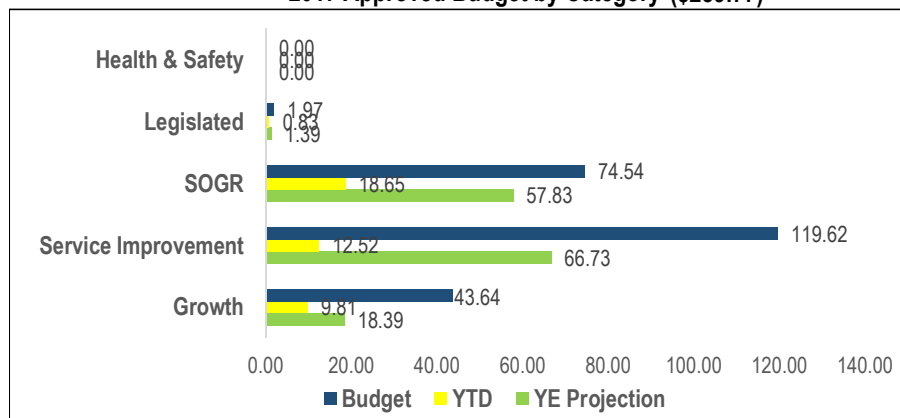
Various Health & Safety and SOGR projects are expected to be substantially completed and fully closed by Q1 2018.

**Note # 2:**

RFQ was issued in Q2, with significant spending anticipated in Q3 and Q4.

# Parks, Forestry & Recreation (PKS)

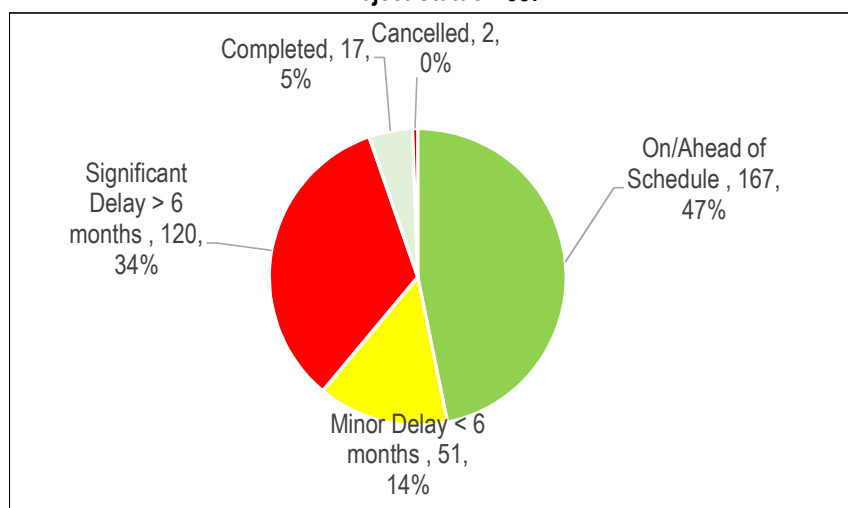
**Chart 1**  
2017 Approved Budget by Category (\$239.77)



**Table 1**  
2017 Active Projects by Category

Health & Safety	
Legislated	6
SOGR	54
Service Improvement	271
Growth	26
<b>Total # of Projects</b>	<b>357</b>

**Chart 2**  
Project Status - 357



**Table 2**

Reason for Delay	171	
	Significant Delay	Minor Delay
Insufficient Staff Resources		6
Procurement Issues	3	4
RFQ/RFP Delayed	14	9
Contractor Issues	3	3
Site Conditions	21	6
Co-ordination with Other Projects	48	21
Community Consultation	28	1
Other*	3	1
<b>Total # of Projects</b>	<b>120</b>	<b>51</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
78.33	65.45	92.54	3.19	0.26

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

- Project is delayed as funds may not have been secured/received; a suitable location has not been found or alternatively the project is 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 .
- Parks, Forestry and Recreation has a number of approved projects where the community has requested additional features, /scope changes subject to the receipt of supporting funding. Although these projects have approved 2017 cash flow, these projects cannot proceed until funding has been received or there is agreement to defer to the requested changes.
- 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 & Recreation (PKS)

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
Special Facilities		-0.002		0.000					0.500	0.477
<b>Sub-Total</b>	<b>0.000</b>	<b>-0.002</b>		<b>0.000</b>		-	-		<b>0.500</b>	<b>0.477</b>
<b>Legislated</b>										
Land Acquisition	1.066	0.406	38.1%	0.478	44.9%	Ⓡ	Ⓡ	#1	3.220	2.119
Special Facilities	0.909	0.427	47.0%	0.909	100.0%	Ⓞ	Ⓞ		2.000	1.518
<b>Sub-Total</b>	<b>1.975</b>	<b>0.834</b>	<b>42.2%</b>	<b>1.387</b>	<b>70.2%</b>	-	-		<b>5.220</b>	<b>3.638</b>
<b>State of Good Repair</b>										
Arena	12.535	4.018	32.1%	10.252	81.8%	Ⓞ	Ⓞ	#8	47.976	35.503
Community Centres	14.824	3.017	20.4%	11.721	79.1%	Ⓞ	Ⓞ	#10	53.592	36.910
Environmental Initiatives	3.138	-0.073	-2.3%	2.338	74.5%	Ⓞ	Ⓡ	#11	8.500	4.548
Facility Components	10.103	1.608	15.9%	7.909	78.3%	Ⓞ	Ⓞ	#14	24.815	14.928
Outdoor Recreation Centre	3.477	0.756	21.7%	2.764	79.5%	Ⓞ	Ⓞ		10.452	5.924
Park Development	2.451	1.143	46.6%	1.951	79.6%	Ⓞ	Ⓞ	#4	13.823	12.277
Parking Lots & Tennis Courts	3.887	2.045	52.6%	2.887	74.3%	Ⓞ	Ⓞ	#5	12.845	9.556
Playgrounds/Waterplay	1.168	0.105	9.0%	1.103	94.4%	Ⓞ	Ⓞ		6.380	4.534
Pool	6.144	1.627	26.5%	4.986	81.2%	Ⓞ	Ⓞ	#7	21.851	14.855
Special Facilities	9.549	2.050	21.5%	6.599	69.1%	Ⓞ	Ⓡ	#2	23.973	13.482
Trails & Pathways	7.266	2.348	32.3%	5.316	73.2%	Ⓞ	Ⓞ	#9	20.750	13.091
<b>Sub-Total</b>	<b>74.541</b>	<b>18.645</b>	<b>25.0%</b>	<b>57.825</b>	<b>77.6%</b>	-	-		<b>244.957</b>	<b>165.608</b>
<b>Service Improvements</b>										
Arena	4.762	0.044	0.9%	4.212	88.5%	Ⓞ	Ⓡ	#8	11.550	2.802
Community Centres	11.800	1.445	12.2%	6.150	52.1%	Ⓞ	Ⓞ	#10	32.746	15.124
Environmental Initiatives	2.938	0.423	14.4%	1.772	60.3%	Ⓞ	Ⓡ	#11	13.775	4.878
Facility Components	1.199	0.252	21.0%	1.049	87.5%	Ⓞ	Ⓞ	#13	2.723	1.226
Information Technology	13.060	1.522	11.7%	6.171	47.3%	Ⓡ	Ⓡ	#12	35.505	10.834
Land Acquisition		0.000							0.800	0.766
Outdoor Recreation Centre	3.841	0.584	15.2%	2.462	64.1%	Ⓞ	Ⓡ	#3	19.555	3.803
Park Development	45.201	4.583	10.1%	27.512	60.9%	Ⓞ	Ⓡ	#4	156.852	80.555
Parking Lots & Tennis Courts	0.540	0.016	2.9%	0.122	22.6%	Ⓡ	Ⓡ	#5	1.020	0.016
Playgrounds/Waterplay	11.814	1.338	11.3%	7.827	66.2%	Ⓞ	Ⓡ	#6	25.855	11.285
Pool	8.229	-0.005	-0.1%	1.795	21.8%	Ⓡ	Ⓞ	#7	22.475	0.912
Special Facilities	10.162	1.641	16.2%	3.911	38.5%	Ⓡ	Ⓡ	#2	20.699	4.025
Trails & Pathways	6.074	0.675	11.1%	3.744	61.6%	Ⓞ	Ⓞ	#9	18.559	5.419
<b>Sub-Total</b>	<b>119.620</b>	<b>12.520</b>	<b>10.5%</b>	<b>66.727</b>	<b>55.8%</b>	-	-		<b>362.114</b>	<b>141.645</b>
<b>Growth Related</b>										
Community Centres	23.064	0.701	3.0%	4.975	21.6%	Ⓡ	Ⓞ	#10	210.067	52.547
Land Acquisition	17.372	9.078	52.3%	12.443	71.6%	Ⓞ	Ⓞ	#1	44.753	26.147
Outdoor Recreation Centre	2.745	0.000	0.0%	0.800	29.1%	Ⓡ	Ⓞ	#3	3.500	0.182
Park Development	0.455	0.029	6.3%	0.170	37.4%	Ⓡ	Ⓡ	#4	8.904	5.048
<b>Sub-Total</b>	<b>43.637</b>	<b>9.808</b>	<b>22.5%</b>	<b>18.388</b>	<b>42.1%</b>	-	-		<b>267.224</b>	<b>83.924</b>
<b>Total</b>	<b>239.773</b>	<b>41.805</b>	<b>17.4%</b>	<b>144.327</b>	<b>60.2%</b>				<b>880.015</b>	<b>395.292</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, Green Line and Market Lane Parkette.

**Parks, Forestry & Recreation (PKS)**

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			

**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 to the specialized nature and extensive approvals process for various projects with environmental impact. Other delayed projects include Riverdale Farms Residences Retrofit and the Don Valley Service Yard.

**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 Humber Bay East New Pavilion due to community consultation.

**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, seasonal constraints and poor weather conditions. Major projects include the implementation of the Parks Plan, improvements to Queens Park (in coordination with Transportation), Corktown Parks, Riverdale Park and Ramsden Park.

**Note # 5:**

Parking Lots & Tennis Courts: Underspensing is expected at year-end for the L'Amoreaux Park Tennis Bubble Replacement and at various State of Good Repair projects as a result of poor weather and unfavourable site conditions.

**Note # 6:**

Playgrounds/Waterplay: Underspensing is expected for various playground improvement projects due to extended community consultation process for various playground improvements. 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 Morse Street Playground, St James Park Playground Upgrade and Greenbrae Parkette.

**Note # 7:**

Pools: Underspensing 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 contract award issues.

**Note # 8:**

Arena: Underspensing is related to delays with various arena and outdoor artificial ice rink state of good repair projects which may not be expended by the end of the year due to co-ordination around programming requirements at facilities.

**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 Humber Bay Shores Park which is being undertaken with Transportation Services.

**Note # 10:**

Community Centres: Major underspensing relates to various state of good repair projects which have started but are expected to carry into next year due to community access and programming restraints. Other delays and underspensing are related to the construction of the Canoe Landing CC, Child Care and Schools due to delays in awarding of the contract; the Bessarion CC due to delays associated with the RFQ; and for the Birchmount CC Double Gym due to site conditions.

**Note # 11:**

Environmental Initiatives: Delayed spending due to challenges with public access, approvals, and difficult site conditions associated with the various city wide projects, including 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: Underspensing due to delays in finalizing the procurement of the Enterprise Work Management System, add-on design timelines in the Enterprise CATS/TASS solution and the delays associated with the finalization of the RFP for the Permitting, Licensing and Registration System (Recreation).

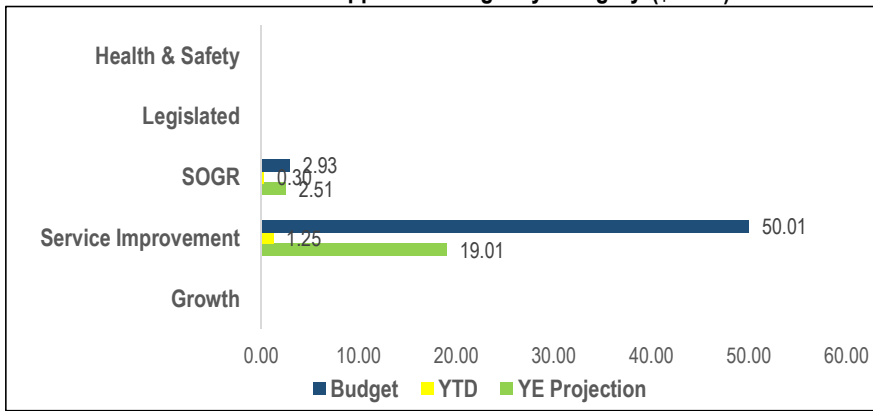
**Note # 13:**

Facility Components: Underspensing is expected due to the delays for Facility Rehabilitation projects due to insufficient staff resources; Capital Asset Management Planning due to delays with Request for Quotations (RFQ)/Request for Proposals (RFP); and divisional accessibility funding which may not be spent due to coordination of multiple projects and confirmation of scope.



# Shelter, Support & Housing Administration (SHL)

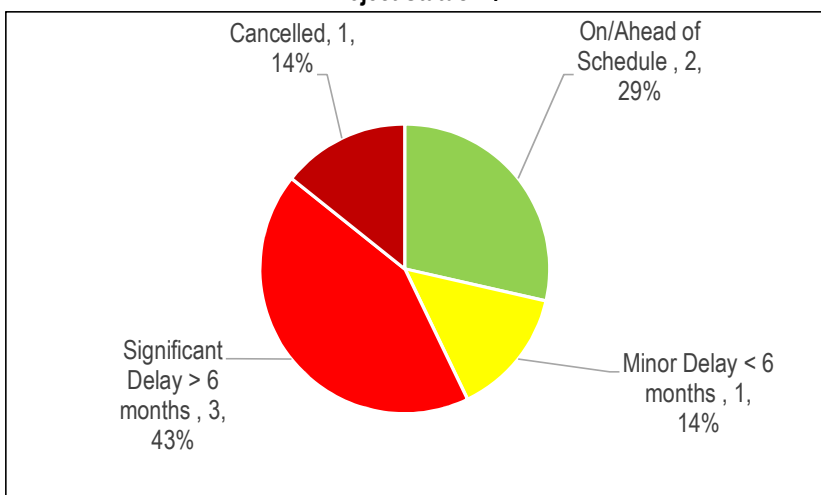
**Chart 1**  
2017 Approved Budget by Category (\$52.94)



**Table 1**  
2017 Active Projects by Category

Health & Safety	
Legislated	
SOGR	4
Service Improvement	3
Growth	
<b>Total # of Projects</b>	<b>7</b>

**Chart 2**  
Project Status - 7



**Table 2**

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

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
2.99	1.60	37.81		10.54

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

- N/A

### Key Discussion Points:

- **SOGR:** Spending commitments cover a variety of work including washroom renovations, elevator replacement, building condition assessments, maintenance assessments and energy audits. Several building inspections and audits are planned in 2017 as well as work to repair identified deficiencies in City owned buildings. Spending will therefore accelerate in Q4 of 2017 as more purchase orders and contracts are awarded with completion anticipated for the end of 2017.
- **George Street Revitalization - Phase II:** The activities in this phase will result in the delivery of the Project Specific Output Specifications (PSOS) required in Phase III of the GSR project as well as the relocation of the occupants of Seaton House (approximately 600 men) into 2 temporary and 2 permanent shelters as required under the Seaton House Transition Plan. To ensure continued progress of this project in 2017, City Council has authorized an 18-month extension of the consulting contracts necessary for the development of the PSOS. While work of the development of the PSOS is progressing as planned, the identification and acquisition of sites required to implement the transition plan has been challenging. None of the sites anticipated to open in 2017 is yet to be operational. At its meeting on July 4, 5, 6 and 7 City Council adopted the recommendations in EX26.15 "731 Runnymede Road, Toronto - New Lease for Emergency Men's Shelter". It is anticipated that the new lease would facilitate the acquisition of this site as required under the plan.

## Shelter, Support & Housing Administration (SHL)

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

- **389 Church Street:** The original renovation plan for 389 Church Street envisioned 132 permanent self-contained one and two bedroom housing units for women and children to accommodate the Red Door family shelter. Since Red Door has subsequently found a more suitable location, report AH6.4 "Providing New Affordable Housing Opportunities at 389 Church Street" which recommends the creation of new affordable housing opportunities on the property via agreements with TCHC, cancellation of the project and redirection of approved funding was approved by City Council at its meeting on April 26, 27 and 28, 2017. The amendment to SSHA's 2017- 2026 Capital Budget and Plan has been processed and will be reflected in the Q3 2017 variance report.
  
- **Choice Based Access System:** This project involves the replacement of the Toronto Area Waiting List system with a new Choice Based Housing Access System for the improved management of the Centralized Waiting List for social housing as required by the Housing Services Act. An invitation to prospective vendors for the submission of RFPs closed on July 26th 2017. However, spending will be dependent on the requirements of the successful vendor and implementation requirements of the system chosen.

Shelter, Support & Housing Administration (SHL)

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>State of Good Repair</b>										
CAP REPAIRS/REPL-CITY OPERATED HOSTELS	1.600	0.209	13.1%	1.400	87.5%	Ⓞ	Ⓜ	#1	1.600	0.209
CAPITAL REP/REPL - LEASED BLDG	0.200	0.091	45.4%	0.180	90.0%	Ⓞ	Ⓞ		0.200	0.091
SHELTER LAND ACQUISITION	0.730	0.000	0.0%	0.730	100.0%	Ⓞ	Ⓡ	#2	7.300	0.000
HOMEWOOD AVENUE	0.400	0.000	0.0%	0.200	50.0%	Ⓜ	Ⓡ	#3	3.000	2.600
<b>Sub-Total</b>	<b>2.930</b>	<b>0.300</b>	<b>10.2%</b>	<b>2.510</b>	<b>85.7%</b>	-	-		<b>12.100</b>	<b>2.900</b>
<b>Service Improvements</b>										
389 CHURCH ST	10.538	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#4	10.538	0.000
GEORGE STREET REDEVELOPMENT - Phase 2	36.683	1.254	3.4%	16.216	44.2%	Ⓡ	Ⓡ	#5	80.256	1.254
CHOICE BASED HOUSING ACCESS SYSTEM	2.793	0.000	0.0%	2.793	100.0%	Ⓞ	Ⓞ		4.357	0.000
<b>Sub-Total</b>	<b>50.014</b>	<b>1.254</b>	<b>2.5%</b>	<b>19.009</b>	<b>38.0%</b>	-	-		<b>95.151</b>	<b>1.254</b>
<b>Total</b>	<b>52.944</b>	<b>1.554</b>		<b>21.519</b>					<b>107.251</b>	<b>4.154</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	Ⓡ	Significant Delay > 6 months	< 50% or >100% of Approved Cash Flow

**Note # 1:**

Spending on SOGR projects in 2017 will accelerate in Q4 following the outcome of several building condition audits and assessments which are currently underway and as more repair/replacement contracts are awarded.

**Note # 2:**

Project funds are tied to contractual arrangements with specific development projects. Cashflows are therefore dependent upon the completion of specified milestones.

**Note # 3:**

Pre-development work on the redevelopment of 63 & 65 Homewood Avenue is ongoing and is expected to cost \$0.200 million in 2017.

**Note # 4:**

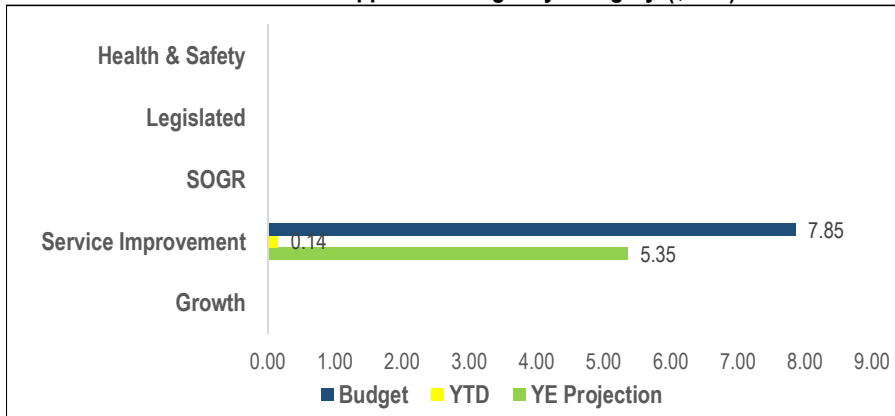
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**Note # 5:**

The activities in this phase will result in the delivery of the Project Specific Output Specifications (PSOS) required in Phase III of the GSR project as well as the relocation of the occupants of Seaton House (approximately 600 men) into 2 temporary and 2 permanent shelters as required under the Seaton House Transition Plan. To ensure continued progress of this project in 2017, City Council has authorized an 18-month extension of the consulting contracts necessary for the development of the PSOS. While work of the development of the PSOS is progressing as planned, the identification and acquisition of sites required to implement the transition plan has been challenging. None of the sites anticipated to open in 2017 is yet to be operational. At its meeting on July 4, 5, 6 and 7 City Council adopted the recommendations in EX26.15 "731 Runnymede Road, Toronto - New Lease for Emergency Men's Shelter". It is anticipated that the new lease would facilitate the acquisition of this site as required under the plan.

# Toronto Employment & Social Services (SOC)

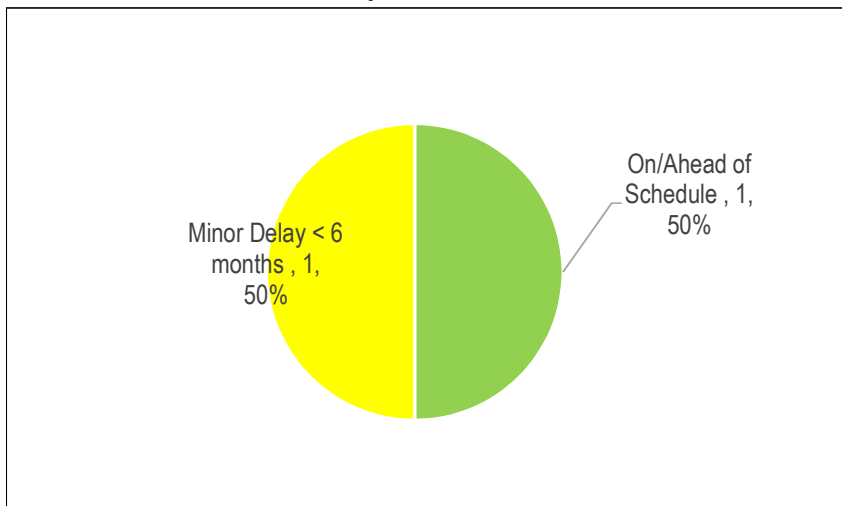
**Chart 1**  
2017 Approved Budget by Category (\$7.85)



**Table 1**  
2017 Active Projects by Category

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

**Chart 2**  
Project Status - 2



**Table 2**

Reason for Delay	1	
	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
0.35	7.50			

## Key Discussion Points:

- The design phase for Wellesley Place Renovation is complete. RFQ/RFP has delayed the construction tendering process, but is expected to close at the end of July. As a result of the minor delay, the renovation of second floor (Phase 2) will be completed in 2018.

Toronto Employment & Social Services (SOC)

Projects by Category (Million)	2017 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	7.500	0.034	0.5%	5.000	66.7%	Ⓢ	Ⓢ	#1	7.500	0.053
HSI project	0.350	0.110	31.3%	0.350	100.0%	Ⓢ	Ⓢ	#2	0.350	0.110
<b>Sub-Total</b>	<b>7.850</b>	<b>0.144</b>	<b>1.8%</b>	<b>5.350</b>	<b>68.2%</b>	-	-		<b>7.850</b>	<b>0.163</b>
<b>Total</b>	<b>7.850</b>	<b>0.144</b>		<b>5.350</b>					<b>7.850</b>	<b>8.502</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:**

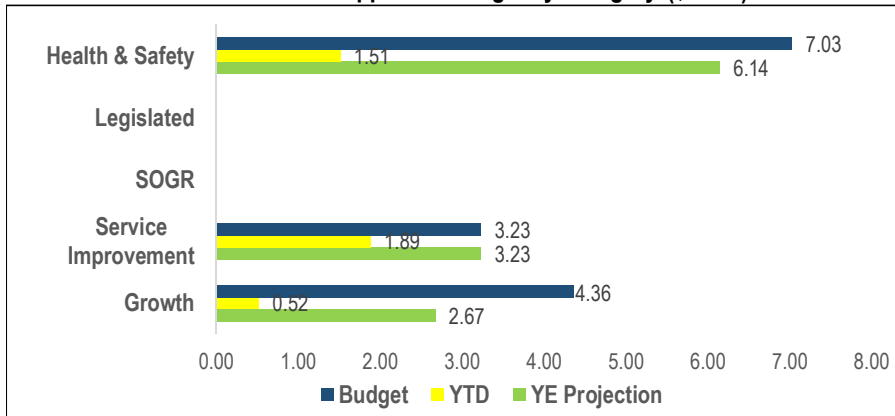
The design phase is complete. There is minor delay due to RFQ/RFP, but the construction tender is expected to close at the end of July. It is expected that Phase 1 of the project, the renovation of the first and third floors, will be completed by the end of 2017; whereas Phase 2, the renovation of the second floor, will be completed in 2018.

**Note # 2:**

The project is expected to be completed on time by end of 2017.

Toronto Paramedic Services (AMB)

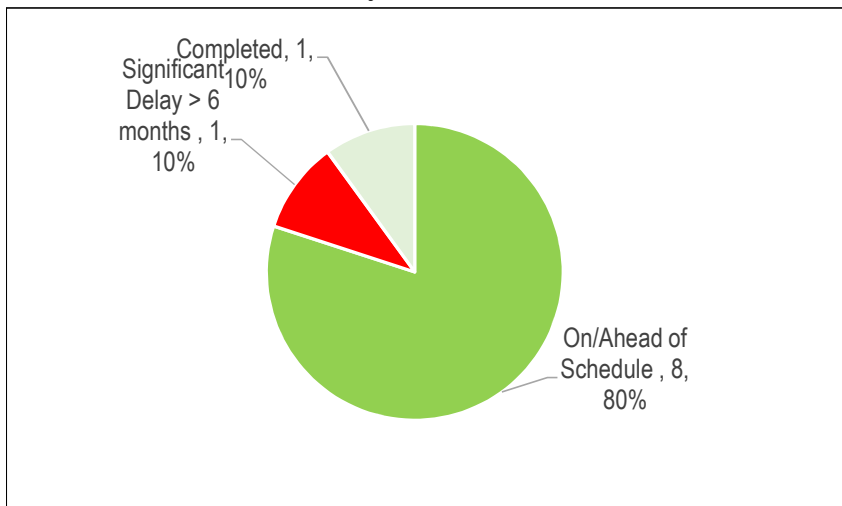
**Chart 1**  
2017 Approved Budget by Category (\$14.62)



**Table 1**  
2017 Active Projects by Category

Health & Safety	2
Legislated	
SOGR	
Service Improvement	1
Growth	6
<b>Total # of Projects</b>	<b>9</b>

**Chart 2**  
Project Status - 9



**Table 2**

Reason for Delay	1	
	Significant Delay	Minor Delay
Insufficient Staff Resources	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>	

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
13.93		0.55	0.14	

**Key Discussion Points:**

- Dispatch Console Replacement project is delayed due to insufficient staff resources and will be completed in 2018.

Toronto Paramedic Services (AMB)

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
Power Stretchers	6.388	1.374	21.5%	4.791	75.0%	Ⓞ	Ⓞ		6.750	4.499
Portable Radio Replacement	0.500	0.000	0.0%	0.400	80.0%	Ⓞ	Ⓞ		1.009	0.509
<b>Sub-Total</b>	<b>6.888</b>	<b>1.374</b>	<b>19.9%</b>	<b>5.191</b>	<b>75.4%</b>	-	-		<b>7.759</b>	<b>5.008</b>
<b>Service Improvements</b>										
North West District Multi- function - Facility	3.233	1.886	58.3%	3.169	98.0%	Ⓞ	Ⓞ		11.455	10.043
<b>Sub-Total</b>	<b>3.233</b>	<b>1.886</b>	<b>58.3%</b>	<b>3.169</b>	<b>98.0%</b>	-	-		<b>11.455</b>	<b>10.043</b>
<b>Growth Related</b>										
Medical Equipment Replacement	0.407	0.066	16.2%	0.292	71.7%	Ⓞ	Ⓞ		2.612	2.118
Mobile Data Communications 2014 - 2023	0.341	0.011	3.2%	0.261	76.5%	Ⓞ	Ⓞ		0.600	0.270
Public Access Defibrillator Replacements	0.140	0.140	100.0%	0.140	100.0%	Ⓞ			0.140	0.140
Ambulance Radio Replacement	0.901	0.000	0.0%	0.721	80.0%	Ⓞ	Ⓞ		1.491	0.590
Additional Ambulances (2017-2019)	1.307	0.398	30.5%	1.291	98.8%	Ⓞ	Ⓞ		3.060	2.151
Multifunction Station Plan	0.250	0.027	10.8%	0.188	75.2%	Ⓞ	Ⓞ		0.250	0.027
Multifunction Station #2 - Preparation	0.600	0.022	3.7%	0.525	87.5%	Ⓞ	Ⓞ		0.600	0.051
Dispatch Console Replacement	0.550	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	1.500	
<b>Sub-Total</b>	<b>4.496</b>	<b>0.664</b>	<b>14.8%</b>	<b>3.418</b>	<b>76.0%</b>	-	-		<b>10.253</b>	<b>5.347</b>
<b>Total</b>	<b>14.617</b>	<b>3.924</b>	<b>26.8%</b>	<b>11.778</b>	<b>80.6%</b>				<b>29.467</b>	<b>20.398</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 will not start until 2018 due to workload pressures in Central Ambulance Communication Centre (CACC) Systems Area

**2017 Capital Spending by Program  
Cluster B**

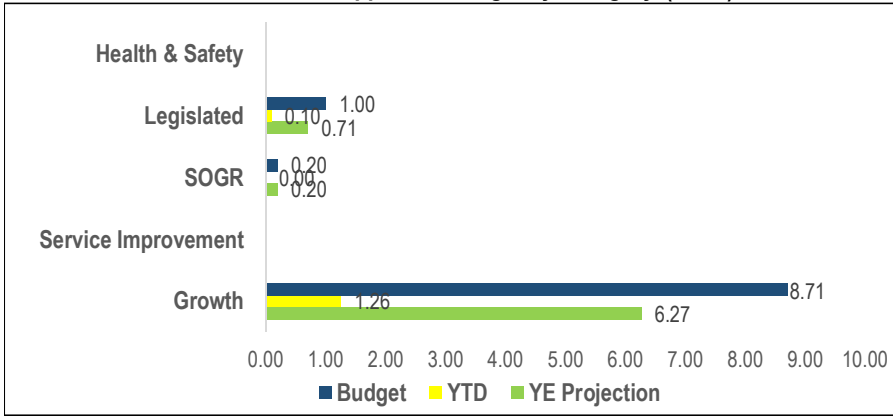
Program		2017 Approved Cash Flow	2017 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
City Planning	Q1	9.71	0.56	7.15	73.6%		⊙
	Q2	9.91	1.35	7.17	72.4%	↓	⊙
Fire Services	Q1	17.98	0.33	10.37	57.7%		⊙
	Q2	17.98	0.51	9.32	51.8%	↓	⊙
Transportation	Q1	518.18	12.87	386.80	74.6%		⊙
	Q2	518.43	54.43	385.03	74.3%	↓	⊙
Waterfront Revitalization	Q1	107.79	10.70	81.97	76.0%		⊙
	Q2	107.79	11.12	81.35	75.5%	↓	⊙
TOTAL	Q1	653.67	24.46	486.29	74.4%		⊙
	Q2	654.12	67.41	482.87	73.8%	↓	⊙
		⊙ >70%	⊙ between 50% and 70%	⊙ < 50% or > 100%			

For the six months ended June 30, 2017, capital expenditures for this Cluster totalled \$67.41 million of their collective 2017 Approved Capital Budget of \$654.11 million. Spending is expected to increase to 482.87 million (73.8%) by year-end. Three Programs in this Cluster have a year-end spending rate of over 70% of their respective 2017 Approved Capital Budgets.

City Planning, Fire Services, Transportation Services and Waterfront Revitalization Program have YE Projected spending rate of 72.4%, 51.9%, 74.3% and 75.5% respectively.



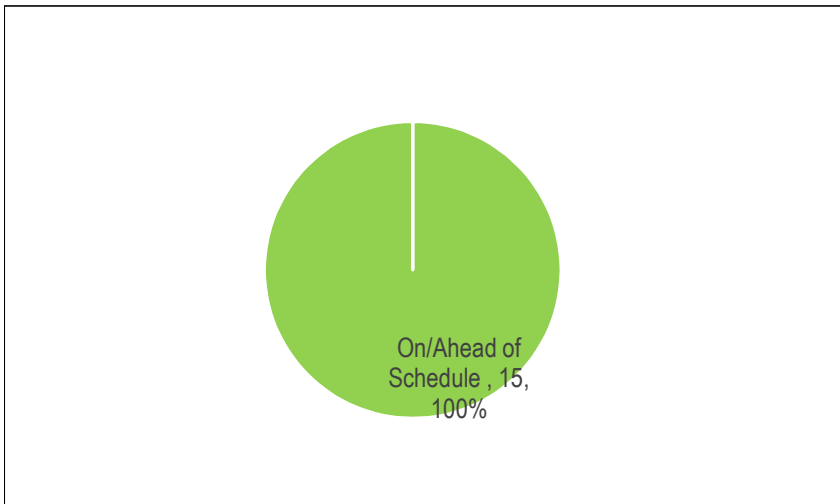
**Chart 1**  
2017 Approved Budget by Category (\$9.91)



**Table 1**  
2017 Active Projects by Category

Health & Safety	
Legislated	5
SOGR	1
Service Improvement	
Growth	9
<b>Total # of Projects</b>	<b>15</b>

**Chart 2**  
Project Status - 15



**Table 2**

Reason for Delay

	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
15.00				

City Planning (PLN)

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Legislated</b>										
Five Year Review of the Official Plan	0.750	0.084	11.2%	0.525	70.0%	Y	Ⓞ	#1	1.200	0.084
Natural Heritage Inv. Evaluation System	0.160	0.003	1.9%	0.112	70.0%	Y	Ⓞ	#2	0.160	0.003
Toronto Arcaheological Resources Plan Imp.	0.095	0.008	8.7%	0.070	73.6%	Ⓞ	Ⓞ		0.100	0.014
<b>Sub-Total</b>	<b>1.005</b>	<b>0.095</b>	<b>9.5%</b>	<b>0.707</b>	<b>70.3%</b>	-	-		<b>1.460</b>	<b>0.101</b>
<b>State of Good Repair</b>										
St. Lawrence Market North - Archaeological Structural Elements	0.200	0.000	0.0%	0.200	100.0%	Ⓞ	Ⓞ		0.200	0.000
<b>Sub-Total</b>	<b>0.200</b>	<b>0.000</b>	<b>0.0%</b>	<b>0.200</b>	<b>100.0%</b>	-	-		<b>0.200</b>	<b>0.000</b>
<b>Growth Related</b>										
Civic Improvement - Places	4.148	0.314	7.6%	2.904	70.0%	Y	Ⓞ	#3	10.573	4.714
Transportation & Transit Studies	0.979	0.181	18.4%	0.729	74.5%	Ⓞ	Ⓞ		1.500	0.707
Growth Studies	2.079	0.583	28.0%	1.559	75.0%	Ⓞ	Ⓞ		7.309	4.207
Avenue/Area Studies	0.500	0.106	21.2%	0.375	75.0%	Ⓞ	Ⓞ		0.750	0.300
Heritage Conservation Dist. Studies	1.000	0.072	7.2%	0.700	70.0%	Y	Ⓞ	#3	2.750	0.431
<b>Sub-Total</b>	<b>8.707</b>	<b>1.255</b>	<b>14.4%</b>	<b>6.267</b>	<b>72.0%</b>	-	-		<b>22.882</b>	<b>10.358</b>
<b>Total</b>	<b>9.911</b>	<b>1.351</b>		<b>7.174</b>					<b>24.542</b>	<b>10.459</b>

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

**Note # 1:**

Review spans over 4 years.

**Note # 2:**

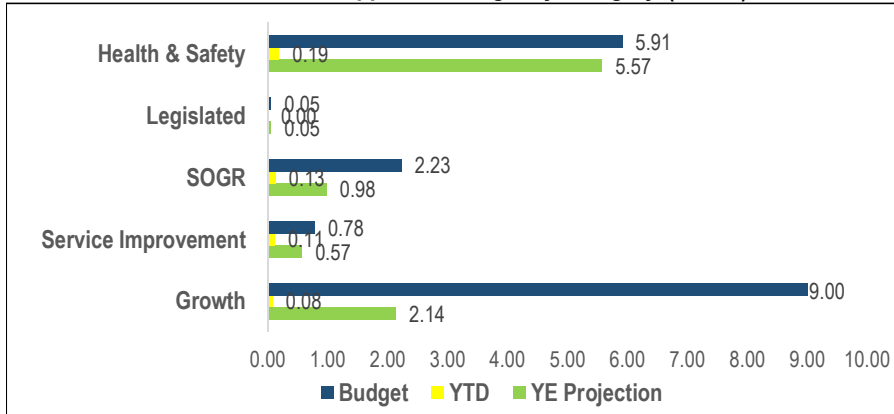
Scoping delays from prior year have impacted the timing of project costs, studies are expected to be completed on time.

**Note # 3:**

Project timelines are usually 2 years, affecting timing of invoices.

# Fire Services (FIR)

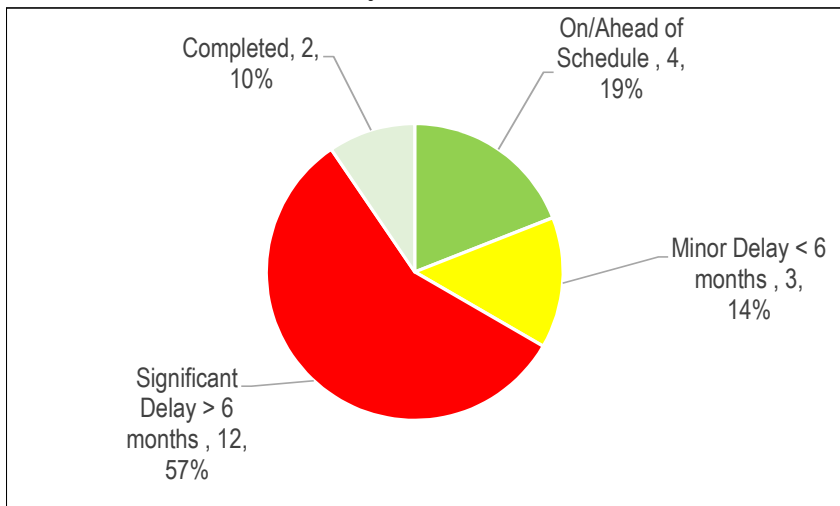
**Chart 1**  
2017 Approved Budget by Category (\$17.98)



**Table 1**  
2017 Active Projects by Category

Health & Safety	6
Legislated	2
SOGR	8
Service Improvement	2
Growth	3
<b>Total # of Projects</b>	<b>21</b>

**Chart 2**  
Project Status - 21



**Table 2**

Reason for Delay	15	
	Significant Delay	Minor Delay
Insufficient Staff Resources	3	
Procurement Issues	3	1
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions	2	
Co-ordination with Other Projects	2	
Community Consultation		
Other*	2	2
<b>Total # of Projects</b>	<b>12</b>	<b>3</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
5.23	0.63	11.98	0.15	

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

- Completion of projects is often impacted by complexity of project requirements and the need to resolve technical issues
- Fire Prevention Office Space Accommodation design is underway on several building locations
- East/ West Burn-House Wall Flame Protection is in design stage, with completion projected in Q4, 2018

### Key Discussion Points:

- Site conditions and delays in approval of the site plan, which delayed issuance of building permit, continue to delay the completion of Station B (Downsview) and Station A (Woodbine)
- Portable Radio Replacement project is being co-ordinated with Toronto Police Services (TPS) and dependant on timely evaluation and contract award by TPS
- Issuance of RFPs are frequently delayed due to the highly technical project requirements

**Fire Services (FIR)**

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

**Note 1:**

Delay in awarding contract due to extensive RFP process that includes controlled field testing

**Note 2:**

Replacement of Portable Radios is co-ordinated with TPS and is dependant on timely product evaluation and contract award by TPS

**Note 3:**

Project completion dependant on resolution of technical issues associated with project deliverables

**Note 4:**

Project design underway

**Note 5:**

Project delayed due to project estimate and cash flow timing

**Note 6:**

Site conditions and delays in approval of the site plan, delayed issuance of building permits has impacted project completions

Fire Services (FIR)

Projects by Category (Million)	2017 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	0.070	0.056	80.0%	0.056	80.0%	G			0.070	0.056
Replacement of CBRNE Equipment	0.179	0.000	0.0%	0.153	85.5%	G	G		0.510	0.161
Replacement of Portable Radios	5.000	0.000	0.0%	5.000	100.0%	G	G	#2	5.000	0.000
Helmet Replacement	0.300	0.000	0.0%	0.000	0.0%	R	R	#1	0.800	0.000
Bunker Suits Lifecycle Replacement	0.230	0.090	39.1%	0.230	100.0%	G	Y	#1	3.900	3.760
Thermal Imaging Cameras	0.135	0.044	32.6%	0.135	100.0%	G	Y	#3	1.450	1.359
<b>Sub-Total</b>	<b>5.914</b>	<b>0.190</b>	<b>3.2%</b>	<b>5.574</b>	<b>94.3%</b>	-	-		<b>11.730</b>	<b>5.336</b>
<b>Legislated</b>										
Replacement of HUSAR Equip - 2016	0.004	0.000	0.0%	0.004	100.0%	G	G		0.050	0.046
Replacement of HUSAR Equipment 2017	0.050	0.000	0.0%	0.050	100.0%	G	G		0.050	0.000
<b>Sub-Total</b>	<b>0.054</b>	<b>0.000</b>	<b>0.0%</b>	<b>0.054</b>	<b>100.0%</b>	-	-		<b>0.100</b>	<b>0.046</b>
<b>State of Good Repair</b>										
Fire Prevention Office Space Accommodation	0.450	0.000	0.0%	0.220	48.9%	R	R	#4	0.450	
Replace Aging Propane Pumps & Vaporizers	0.250	0.000	0.0%	0.250	100.0%	G	R	#1	0.250	0.000
Emerg Fire Comm Workstation Console	0.595	0.000	0.0%	0.050	8.4%	R	R	#1	0.600	0.005
East/West Burn-House Wall Flame Protection	0.250	0.000	0.0%	0.025	10.0%	R	R	#4	0.250	0.000
Training Simulators Rehabilitation	0.100	0.000	0.0%	0.000	0.0%	R	R	#5	0.100	0.000
Technical Rescue Simulator Repair	0.250	0.000	0.0%	0.150	60.0%	Y	R	#5	0.250	0.000
Renovating/Repurposing of Fires Station 424	0.076	0.024	31.6%	0.026	34.2%	R			1.230	1.178
Computer Aided Dispatch Upgrade	0.260	0.106	40.8%	0.260	100.0%	G	Y	#3	1.255	1.101
<b>Sub-Total</b>	<b>2.231</b>	<b>0.130</b>	<b>5.8%</b>	<b>0.981</b>	<b>44.0%</b>	-	-		<b>4.385</b>	<b>2.284</b>

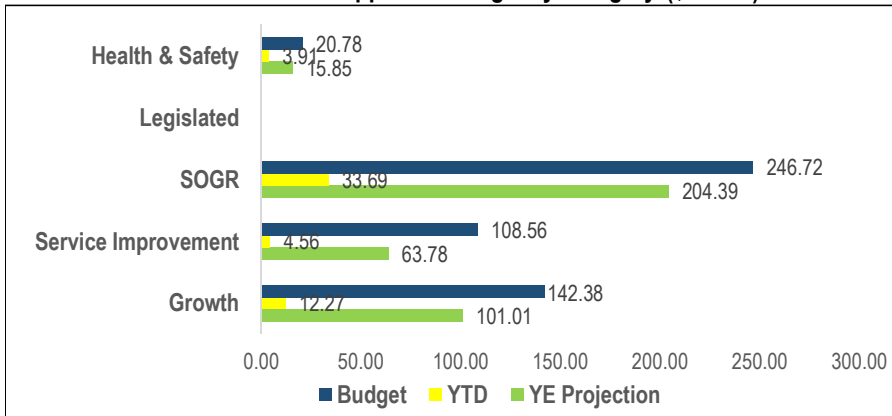
**Fire Services (FIR)**

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Service Improvements</b>										
Fire Prevention South District Consolidation	0.394	0.084	21.3%	0.184	46.7%	Ⓜ	Ⓜ	#5	0.500	0.189
Emergency Communication System Enhancement	0.387	0.030	7.8%	0.387	100.0%	Ⓞ	Ⓜ	#1	0.895	0.538
<b>Sub-Total</b>	<b>0.781</b>	<b>0.114</b>	<b>14.6%</b>	<b>0.571</b>	<b>73.1%</b>	-	-		<b>1.395</b>	<b>0.727</b>
<b>Growth Related</b>										
Station B (Stn 144) Keele/ Sheppard	3.436	0.000	0.0%	0.305	8.9%	Ⓜ	Ⓜ	#6	9.885	3.973
Station A (Stn 414) Hwy- 27 and Rexdale Blvd	4.092	0.067	1.6%	0.360	8.8%	Ⓜ	Ⓜ	#6	8.342	1.684
Specialized Trucks & Equipment	1.473	0.010	0.7%	1.473	100.0%	Ⓞ	Ⓜ	#1	3.350	1.889
<b>Sub-Total</b>	<b>9.001</b>	<b>0.077</b>	<b>0.9%</b>	<b>2.138</b>	<b>23.8%</b>	-	-		<b>21.577</b>	<b>7.546</b>
<b>Total</b>	<b>17.981</b>	<b>0.511</b>		<b>9.318</b>					<b>39.187</b>	<b>15.939</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

# Transportation Services (TRN)

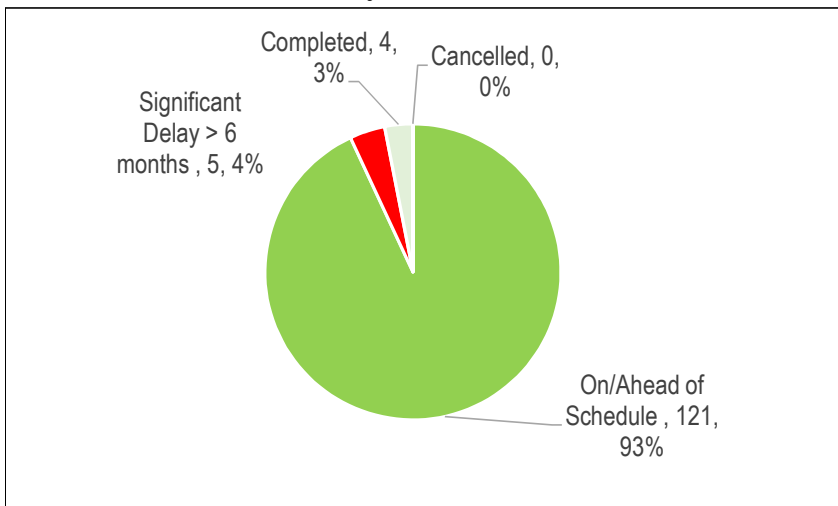
**Chart 1**  
2017 Approved Budget by Category (\$518.43)



**Table 1**  
2017 Active Projects by Category

Health & Safety	12
Legislated	0
SOGR	16
Service Improvement	13
Growth	24
<b>Total # of Projects</b>	<b>65</b>

**Chart 2**  
Project Status - 65



**Table 2**

Reason for Delay	5	
	Significant Delay	Minor Delay
Insufficient Staff Resources	0	0
Procurement Issues	0	0
RFQ/RFP Delayed	0	0
Contractor Issues	0	0
Site Conditions	0	0
Co-ordination with Other Projects	4	0
Community Consultation	0	0
Other*	1	0
<b>Total # of Projects</b>	<b>5</b>	<b>0</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
510.11	0.00	6.08	2.24	0.00

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

- Transportation Services has one sub-project with "Other" reasons for delay. In this case, "Other" represents legal issues related to obtaining access to private property and resolution of expropriation claims. .
- 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 funding; community consultation; have issues with site conditions; and/or are development/transit dependent.

Transportation Services (TRN)

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget*	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
Accessible Pedestrian Signals (Audible)	3.571	0.490	13.7%	2.296	64.3%	Y	G			
Guide Rail Replacement	1.439	0.169	11.7%	1.151	80.0%	G	G		3.300	0.714
Local Geometric Traffic Safety Improvements	2.445	0.723	29.6%	2.443	99.9%	G	G		3.607	1.251
Local Speed Limit Reduction	1.200	0.000	0.0%	0.325	27.1%	R	G	# 1	1.500	0.300
New Traffic Control Signals / Devices	4.080	1.088	26.7%	2.828	69.3%	Y	G			
Pedestrian Safety & Infrastructure Prgms	0.850	0.085	10.0%	0.850	100.0%	G	G			
PXO Visibility Enhancements	0.100	0.016	16.2%	0.016	16.2%	R	G	# 2		
Salt Management Program	1.582	0.173	10.9%	1.582	100.0%	G	G			
Signal Major Modifications	2.490	0.323	13.0%	2.227	89.5%	G	G			
Tactile Domes Installation	1.476	0.135	9.1%	1.181	80.0%	G	G		3.000	0.487
Two Way Radio Communication	1.200	0.665	55.4%	0.900	75.0%	G	G		2.200	0.665
Upgrades to Meet New ESA Requirements	0.344	0.040	11.5%	0.050	14.5%	R	G	# 3		
<b>Sub-Total</b>	<b>20.778</b>	<b>3.907</b>	<b>18.8%</b>	<b>15.849</b>	<b>76.3%</b>					
<b>State of Good Repair</b>										
Bathurst Street Bridge Rehabilitation	0.800	0.053	6.7%	0.200	25.0%	R	G	# 4	8.082	0.435
City-Bridge Rehabilitation	36.491	14.249	39.0%	33.754	92.5%	G	G			
Ditch Rehabilitation & Culvert Reconstruction	1.080	0.332	30.7%	1.004	93.0%	G	G			
Don Valley Parkway Rehabilitation	2.435	1.340	55.0%	1.997	82.0%	G	G			
F.G. Gardiner**	26.726	2.018	7.6%	16.656	62.3%	Y	G	# 5	2,440.926	136.276
Facility Improvements	1.611	0.038	2.4%	1.208	75.0%	G	G			
Interim Rehabilitation Of Roads	8.700	0.424	4.9%	6.960	80.0%	G	G		24.000	9.562
Laneways	2.393	0.137	5.7%	1.873	78.3%	G	G			
Local Road Rehabilitation	59.357	5.514	9.3%	52.907	89.1%	G	G			
Major Road Rehabilitation	62.196	6.173	9.9%	55.625	89.4%	G	G			
Major SOGR Pooled Contingency	3.800	0.000	0.0%	0.000	0.0%	R	G	# 6		
Neighbourhood Improvements	6.904	0.534	7.7%	5.599	81.1%	G	G			
Retaining Walls Rehabilitation	7.065	0.835	11.8%	6.761	95.7%	G	G			
Sidewalks	19.962	1.167	5.8%	15.970	80.0%	G	G			



Transportation Services (TRN)

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget*	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Traffic Plant Requirements / Signal Asset Management	7.000	0.848	12.1%	3.679	52.6%	Y	G			
Traffic Plant Restoration	0.200	0.033	16.5%	0.200	100.0%	G	G		2.900	2.551
<b>Sub-Total</b>	<b>246.720</b>	<b>33.694</b>	<b>13.7%</b>	<b>204.393</b>	<b>82.8%</b>					
<b>Service Improvements</b>										
Advanced Traffic Signal Control	2.437	0.430	17.6%	1.879	77.1%	G	G			
Cycling Infrastructure	15.351	1.833	11.9%	11.138	72.6%	G	G			
Engineering Studies	6.437	1.086	16.9%	5.200	80.8%	G	G			
Finch LRT - Transportation Study	0.200	0.000	0.0%	0.150	75.0%	G	G		0.200	
LED Signal Module Conversion	1.777	0.762	42.9%	1.727	97.2%	G	G			
Participatory Budgeting Pilot	0.250	0.013	5.2%	0.250	100.0%	G	G		0.250	0.013
PTIF Projects	76.530	0.112	0.1%	38.265	50.0%	Y	G		96.980	0.674
Signs & Markings Asset Management	2.617	0.001	0.0%	2.617	100.0%	G	G			
System Enhancements for Road Repair & Permits	0.580	0.000	0.0%	0.522	90.0%	G	G		1.183	
Traffic Calming	0.354	0.006	1.7%	0.354	100.0%	G	G			
Traffic Control - RESCU	0.350	0.154	44.1%	0.343	98.0%	G	G			
Transit Shelter Property Acquisition	0.100	0.000	0.0%	0.095	95.0%	G	G		0.100	
Transportation Safety & Local Improvements	1.574	0.162	10.3%	1.234	78.4%	G	G			
<b>Sub-Total</b>	<b>108.557</b>	<b>4.559</b>	<b>4.2%</b>	<b>63.775</b>	<b>58.7%</b>					
<b>Growth Related</b>										
Bloor Street Transformation	0.914	0.000	0.0%	0.822	90.0%	G	G			
Design Cherry St Realignment and Bridges	4.200	0.000	0.0%	2.100	50.0%	Y	G		5.600	
Gardiner York/Bay/Yonge Reconfiguration	28.812	2.294	8.0%	26.400	91.6%	G	G		34.550	7.532
Georgetown South City Infrastructure Upgrade	13.420	0.000	0.0%	13.420	100.0%	G	G		67.100	
Growth Related Capital Works	0.300	0.000	0.0%	0.000	0.0%	R	G	# 7		
Ingram Drive Extension	0.250	0.000	0.0%	0.000	0.0%	R	R	# 8	62.900	6.904
John Street Revitalization Project	2.000	0.000	0.0%	1.000	50.0%	Y	G		2.000	
King Liberty Cycling Pedestrian Bridge	0.471	0.087	18.5%	0.471	100.0%	G	G		6.400	0.216
Lawrence-Allen Revitalization Project	1.153	0.043	3.7%	0.346	30.0%	R	R	# 9	6.274	0.567

**Transportation Services (TRN)**

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget*	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Legion Road Extension & Grade Separation	0.490	0.000	0.0%	0.049	10.0%	Ⓡ	Ⓢ	# 10	42.910	
North York Service Road	0.200	0.219	109.5%	0.219	109.5%	Ⓡ	Ⓢ	# 11	20.740	11.900
Port Union Road	0.900	0.067	7.4%	0.290	32.2%	Ⓡ	Ⓢ	# 12	5.000	66.859
Redlea Avenue - Steeles to McNicoll	1.500	0.000	0.0%	0.210	14.0%	Ⓡ	Ⓢ	# 13	19.400	12.068
Regent Park Revitalization	1.565	0.188	12.0%	1.409	90.0%	Ⓢ	Ⓢ		5.942	4.605
Rouge National Park Transfer of Lands	0.222	0.009	4.2%	0.222	100.0%	Ⓢ	Ⓢ		0.222	0.009
Scarlett / St. Clair / Dundas	0.300	0.002	0.8%	0.225	75.0%	Ⓢ	Ⓢ		50.500	1.291
Six Points Interchange Redevelopment	28.751	1.536	5.3%	20.061	69.8%	Ⓢ	Ⓢ		80.097	7.424
St. Clair West/Metrolinx Georgetown Grade Separation	4.000	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	# 14	32.000	
Steeles Avenue East/Kennedy Rd Grade Separation	0.391	0.080	20.6%	0.080	20.6%	Ⓡ	Ⓢ	# 15	0.500	0.189
Steeles Widening (Tapscott Rd - Beare Rd)	1.998	0.000	0.0%	1.000	50.1%	Ⓢ	Ⓢ		40.000	0.002
Third Party Signals	0.439	0.029	6.7%	0.107	24.3%	Ⓡ	Ⓢ	# 16		
Traffic Congestion Management	11.618	3.247	27.9%	6.585	56.7%	Ⓢ	Ⓢ		47.240	11.469
Work for TTC & Others	38.358	4.469	11.7%	25.873	67.5%	Ⓢ	Ⓢ			
Yonge Street Revitalization	0.125	0.000	0.0%	0.125	100.0%	Ⓢ	Ⓢ		2.000	0.692
<b>Sub-Total</b>	<b>142.377</b>	<b>12.271</b>	<b>8.6%</b>	<b>101.013</b>	<b>70.9%</b>					
<b>Total</b>	<b>518.431</b>	<b>54.432</b>	<b>10.5%</b>	<b>385.031</b>	<b>74.3%</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 - 2026 costs.

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:**

Contract is being tendered for materials related to local speed limit reduction (\$325K). The remaining budget (\$875K) may be re-allocated (i.e. Road Safety Plan).

**Note # 2:**

The PXO enhancement program is now complete and final invoice has been sent for processing.

**Note # 3:**

The outstanding work for this program will not be completed under the existing contract due to conflicts with utilities. The work will be completed under a separate contract and program.

**Note # 4:**

TTC is a stakeholder in this bridge rehabilitation project. Design for the substructure (foundations and columns/piers) is underway on the rehabilitation of the existing bridge and is expected to be done in 2017 (\$0.2M). Construction on the substructure is planned for 2018. Design for the super-structure (deck, soffits and parapet walls) of the bridge will follow in 2018 and take approximately 18 months. Construction is planned for 2020.

## Transportation Services (TRN)

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.		YE Projection			Notes	Total Approved Budget*	Life-to- Date
		\$	%	\$	%	On Budget			

**Note # 5:**

See Major Capital Projects section.

**Note # 6:**

Contingency; only used if required.

**Note # 7:**

Projects identified on an "as needed" basis.

**Note # 8:**

This project has been delayed as it has issues, including need to access to private property issues, requiring legal resolution. Negotiations for easements and property acquisitions are ongoing.

**Note # 9:**

TCHC is the delivery agent for the Lawrence-Allen Revitalization Project and the Environmental Assessment (EA) must be completed first. Completion of the EA, and hence the project, has been delayed as it requires co-ordination with other projects.

**Note # 10:**

Design work will begin in 2017, and will continue into 2018.

**Note # 11:**

Co-ordination with Re-Imagining Yonge EA is required (consideration of bike lanes on service roads), necessitating an Addendum to the EA and this is in progress. Ongoing OMB hearing regarding the expropriation of properties on Bonnington, which are needed for the extension of the south service road. Council approved additional funding in the third quarter of 2017 (legal costs, maintenance of properties, demolition of out buildings deemed unsafe, etc.).

**Note # 12:**

Detailed design is underway and will be completed in Q1 2018. There is a need for property acquisitions and complex utility re-locations before construction, which is planned for 2019, can begin.

**Note # 13:**

Phase 1 is now complete. Phase 2 was started in October 2015 and was completed January 2017.

**Note # 14:**

Discussions are ongoing with Metrolinx regarding the coordination of design and delivery of this project in co-ordination with SmartTrack station design and construction. Design work is expected to be initiated by Metrolinx in fall of 2017.

**Note # 15:**

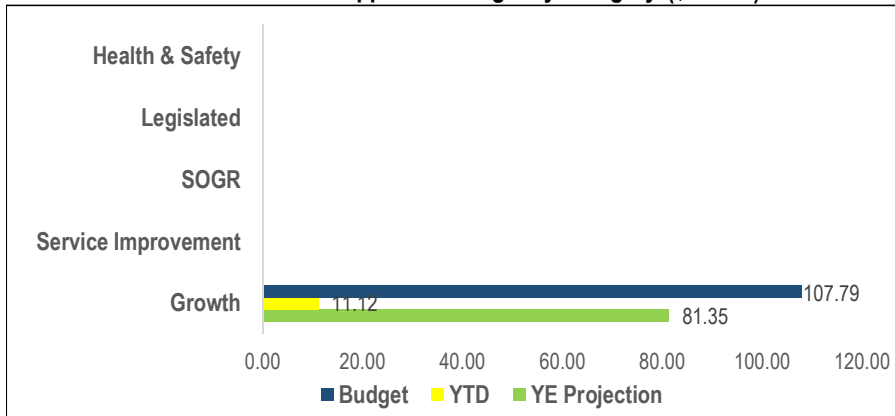
The EA for this project was completed in January 2017. Metrolinx and Infrastructure Ontario are procuring "design-build-finance" services for the grade separation and corridor improvements to the Stouffville GO Transit corridor. Council endorsed the cost-sharing agreement with Metrolinx for SmartTrack, Regional Express Rail and the Steeles grade separation. Grade separation costs will be shared .

**Note # 16:**

These projects generally require co-ordination with other projects to proceed. Third party modifications to intersections are being completed through developer applications, utilizing one of the seven approved contractors. This reduces, but does not eliminate the requirement of work being completed under the Electrical Maintenance Contract.

# Waterfront Revitalization Initiative (WFT)

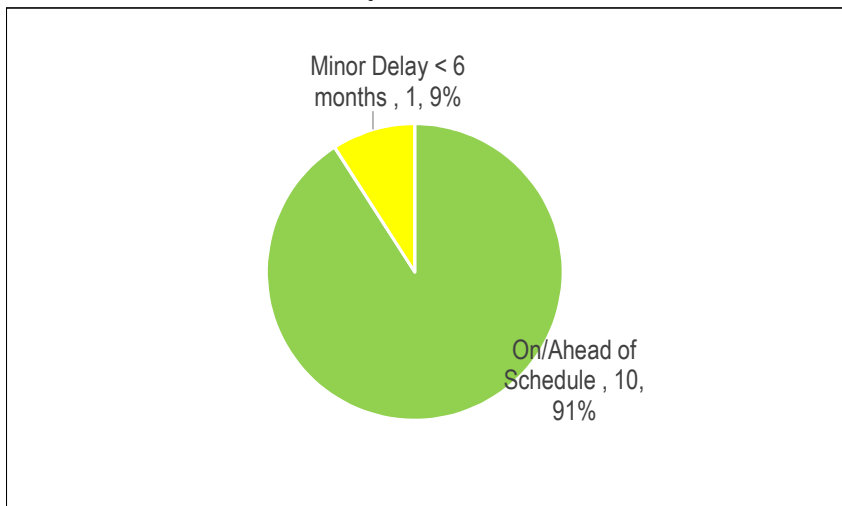
**Chart 1**  
2017 Approved Budget by Category (\$107.79)



**Table 1**  
2017 Active Projects by Category

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

**Chart 2**  
Project Status - 11



**Table 2**

Reason for Delay	1	
	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
95.75	12.04			

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

- Project delay due to timing of legal agreements and projects approvals.

### Key Discussion Points:

- Project timelines for the Fort York Pedestrian and Cycle Bridge has been delayed by 6 months, construction commenced in August 2016.

**Waterfront Revitalization Initiative (WFT)**

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Growth Related</b>										
Precinct Planning	0.198	0.000	0.0%	0.142	71.6%	Ⓞ	Ⓞ		3.607	3.060
Precinct Implementation Projects	8.125	0.205	2.5%	5.900	72.6%	Ⓞ	Ⓞ		248.400	218.052
Transportation Initiatives	12.039	0.000	0.0%	8.500	70.6%	Ⓜ	Ⓜ	#1	31.775	19.307
Technical Studies	0.123	0.000	0.0%	0.086	70.2%	Ⓜ	Ⓞ	#2	6.300	5.854
Waterfront Secretariat	0.730	0.275	37.6%	0.600	82.2%	Ⓞ	Ⓞ		7.375	6.319
Urban Planning Resources	0.340	0.128	37.8%	0.242	71.2%	Ⓞ	Ⓞ		2.136	1.925
Strategic Review	0.139	0.013	9.0%	0.080	57.5%	Ⓜ	Ⓞ	#3	0.400	0.273
Lower Don Flood Protection	0.300	0.000	0.0%	0.300	100.0%	Ⓞ	Ⓞ		7.000	6.700
The Bentway (Project Under Gardiner)	10.500	10.500	100.0%	10.500	100.0%	Ⓞ	Ⓞ		23.500	20.500
Essroc Quay Lakefilling	35.000	0.000	0.0%	25.000	71.4%	Ⓞ	Ⓞ		65.000	0.000
Port Lands Flood Protection	40.300	0.000	0.0%	30.000	74.4%	Ⓞ	Ⓞ		1,185.000	0.000
<b>Sub-Total</b>	<b>107.794</b>	<b>11.120</b>	<b>10.3%</b>	<b>81.350</b>	<b>75.5%</b>	-	-		<b>1,580.493</b>	<b>281.990</b>
<b>Total</b>	<b>107.794</b>	<b>11.120</b>		<b>81.350</b>					<b>1,580.493</b>	<b>281.990</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 with legal agreements and project approvals have delayed timelines, resulting in lower expenditures in first half of 2017.

**Note # 2:**

Project costs estimated to be lower than planned.

**Note # 3:**

Funding is allocated for future audit of Waterfront Toronto which will carry into 2018.

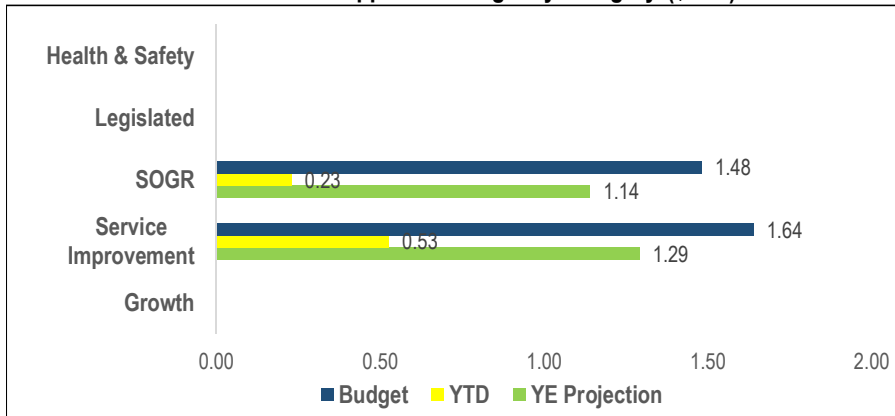
**2017 Capital Spending by Program  
Internal Services**

Program		2017 Approved Cash Flow	2017 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
311 Toronto	Q1	3.12	0.39	2.54	81.6%		Ⓢ
	Q2	3.12	0.76	2.43	77.9%	↓	Ⓢ
FM&RE	Q1	310.58	14.87	203.38	65.5%		Ⓢ
	Q2	314.08	56.47	179.46	57.1%	↓	Ⓢ
Financial Services	Q1	29.47	3.20	25.09	85.1%		Ⓢ
	Q2	29.47	4.27	19.37	65.7%	↓	Ⓢ
Fleet Services	Q1	50.35	5.90	40.65	80.7%		Ⓢ
	Q2	49.85	23.09	41.01	82.3%	↑	Ⓢ
I&T	Q1	91.86	7.12	65.36	71.2%		Ⓢ
	Q2	88.88	16.50	61.37	69.1%	↓	Ⓢ
TOTAL	Q1	485.38	31.49	337.03	69.4%		Ⓢ
	Q2	485.40	101.09	303.64	62.6%	↓	Ⓢ
<span>Ⓢ</span> >70% <span>Ⓢ</span> between 50% and 70% <span>Ⓢ</span> < 50% or > 100%							

For the six months ended June 30, 2017, capital expenditures for this Cluster totalled \$101.08 million of their collective 2017 Approved Capital Budget of \$485.4 million. Spending is expected to increase to 303.64 million (62.6%) by year-end. Two Programs in this Cluster have a year-end spending rate of over 70% of their respective 2017 Approved Capital Budgets.

Fleet Services has a year-end spending rate of 82.3% and 311 Toronto has a year-end spending rate of 77.9% , Facilities Management, Real Estate, Environment, Financial Services and Information Technology have a year-end spending rate of 57.1%, 65.7% and 69.1% respectively.

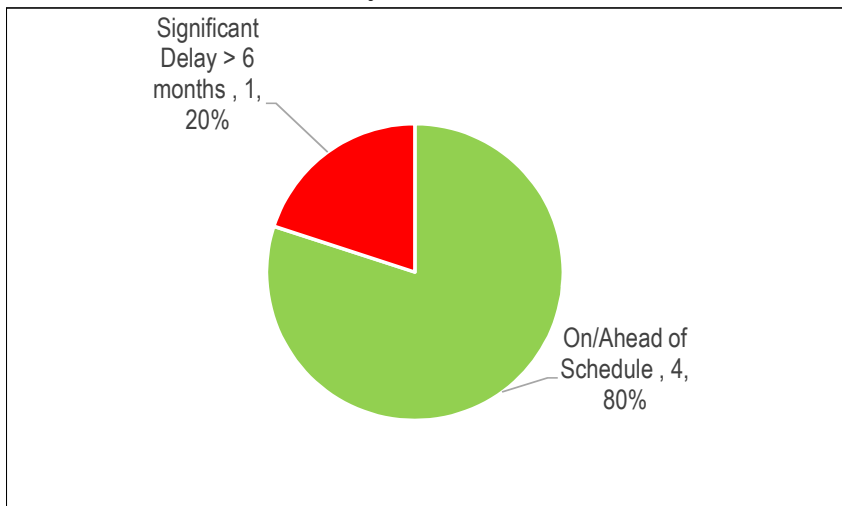
**Chart 1**  
2017 Approved Budget by Category (\$3.12)



**Table 1**  
2017 Active Projects by Category

Health & Safety	
Legislated	
SOGR	3
Service Improvement	2
Growth	
<b>Total # of Projects</b>	<b>5</b>

**Chart 2**  
Project Status - 5



**Table 2**

Reason for Delay	1	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	1	
Community Consultation		
Other*		
<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
2.02		1.10		

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

- Please provide reason for delay
- (text)
- (text)

**Key Discussion Points:**

- 311 Toronto is currently forecasting to spend \$2.430 million, or 77.9% of its 2017 Capital Budget. This includes SOGR projects such as the Verint and Lagan / Knowledge Base (KB), SharePoint and Customer Relationship Management (CRM) upgrades which are projected to have a combined average spend rate of 77.0% to year-end.
- The Future Integration and Strategy Initiatives are projected to have a year-end spend rate of 69.4%. These service improvement initiatives include funding for enhancements such as the Knowledge Base upgrade, City Booking and Scheduling Solutions (CBSS), and Payment Module project. The CBSS and Payment Module are currently experiencing delays from project coordination as they are enterprise-wide initiatives with implications across many Divisions. These two projects are currently on hold by I&T due to system security issues relating to Cloud initiatives.
- The Integrations with Municipal Licensing & Standards (MLS) project is a part of the CRM upgrade with a focus on MLS codes within 311 Toronto. This project is currently on track to be completed in 2017 with an anticipated spend rate of 97.6%.

311 Toronto (THR)

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>State of Good Repair</b>										
Sharepoint Upgrade	0.191	0.007	3.8%	0.125	65.4%	Ⓜ	Ⓞ	#1	0.191	0.007
CRM Upgrade and Replacement	0.750	0.000	0.0%	0.475	63.3%	Ⓜ	Ⓞ	#2	0.750	0.000
Verint, Lagan, and Knowledge Base Upgrades	0.540	0.222	41.1%	0.540	100.0%	Ⓞ	Ⓞ		7.693	7.196
<b>Sub-Total</b>	<b>1.481</b>	<b>0.229</b>	<b>15.5%</b>	<b>1.140</b>	<b>77.0%</b>	-	-		<b>8.634</b>	<b>7.203</b>
<b>Service Improvements</b>										
City Booking & Scheduling Solution and Payment Module	1.095	0.247	22.5%	0.760	69.4%	Ⓜ	Ⓡ	#3	9.572	7.726
Integrations with MLS	0.543	0.279	51.4%	0.530	97.6%	Ⓞ	Ⓞ		0.760	0.496
<b>Sub-Total</b>	<b>1.638</b>	<b>0.526</b>	<b>32.1%</b>	<b>1.290</b>	<b>78.7%</b>	-	-		<b>10.332</b>	<b>8.222</b>
<b>Total</b>	<b>3.119</b>	<b>0.755</b>		<b>2.430</b>					<b>18.966</b>	<b>15.425</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:**

Underspending in the beginning of the year expected to increase in Q3. This project is dependant on the Lagan & Knowledge Base (KB) upgrade because of data base changes. The project has commenced and will be completed on time before year-end.

**Note # 2:**

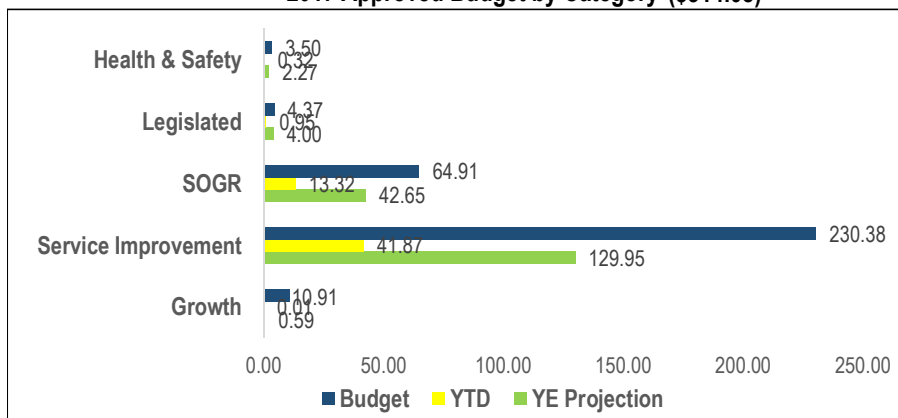
Underspending in the beginning of the year expected to increase in Q3. The solution has been finalized during Q2 with Salesforce as the chosen vendor. The solution will be implemented by year-end / Q1 2018.

**Note # 3:**

This project includes funding for enhancement initiatives such as the Knowledge Base upgrade, City Booking and Scheduling Solutions (CBSS), and Payment Module project. The CBSS and Payment Module projects have currently experienced project coordination delays as they are enterprise-wide with implications across many Divisions. These two projects are currently on hold by I&T due to system security issues relating to Cloud initiatives.



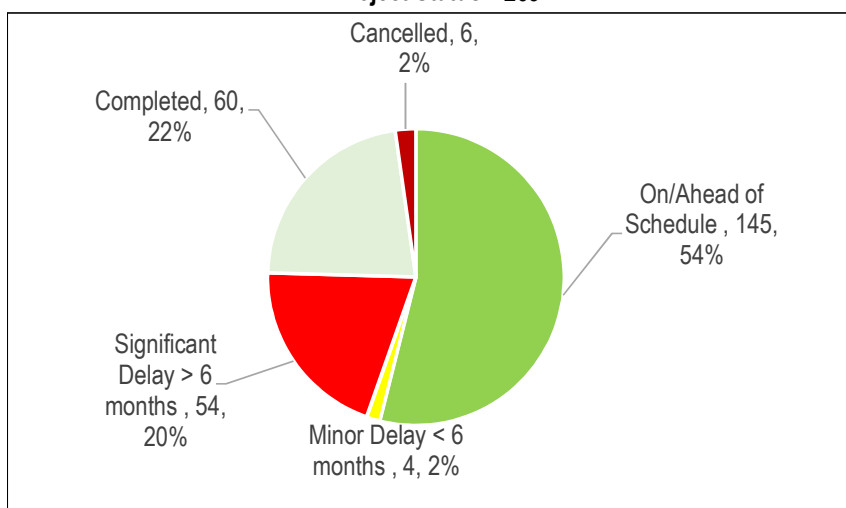
**Chart 1**  
2017 Approved Budget by Category (\$314.08)



**Table 1**  
2017 Active Projects by Category

Health & Safety	18
Legislated	11
SOGR	133
Service Improvement	103
Growth	4
<b>Total # of Projects</b>	<b>269</b>

**Chart 2**  
Project Status - 269



**Table 2**

Reason for Delay	58	
	Significant Delay	Minor Delay
Insufficient Staff Resources	4	
Procurement Issues	1	
RFQ/RFP Delayed	8	
Contractor Issues	5	
Site Conditions	14	1
Co-ordination with Other Projects	7	1
Community Consultation		
Other*	15	2
<b>Total # of Projects</b>	<b>54</b>	<b>4</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
237.55	1.08	71.17	3.45	0.82

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

- Other delays are due to changes in project design, legal agreement delays, coordination issues with clients, and community consultation issues.

**Key Discussion Points:**

- The FREEE Capital program is currently forecasting to spend \$179.5 million or 57.1% of its 2017 Council Approved Capital Budget. To reflect a true measure of FREEE's Capital program delivery, the forecasted spending rate, excluding such projects with unique complexities and special purpose funding, would be 71.0%. These include major capital projects such as the Union Station Revitalization (2017 Plan - \$137.8 million) and St. Lawrence Market North Redevelopment (2017 Plan - \$27.4 million) as well as Strategic Property Acquisitions (2017 Plan - \$10.0 million).
- The FREEE program includes both SOGR and Improvement projects and major capital initiatives the Program is committed to delivering. For major projects, progress expected by year-end includes:
  - St. Lawrence Market North - finalize plans on the archeological remediation and display, which will dictate timing of the tender and award of the construction contract for the new facility and start of construction
  - Union Station - continued progress on stage 2/3 construction, including handover of the Bay Concourse in early 2018.
- On the core SOGR program, forecasted spending for 2017 is 75%. Approximately 77% of the 2017 Capital Budget has been spent and committed, compared to 56% at the same time last year, demonstrating improvement in capital project delivery from Facilities Management's Project Management Office.

## Facilities Management, Real Estate & Environment (FAC)

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

- 60 projects have either been completed or are in the close out stage, which were carried over from 2016. A number of projects are currently in the procurement phase with construction expected to commence in the summer of 2017.
- Overall, over 143 SOGR and improvement projects are scheduled for completion, helping to address numerous backlog issues across the portfolio of facilities.
- Risks to achieving the forecasted spending include bids exceeding available funding levels, weather conditions as well as unforeseen site conditions during construction.
- Delays currently experienced are mainly the result of ongoing issues on projects that have carried over from 2016 including co-ordination of projects and site conditions for projects in the implementation stage, as well as resourcing issues for projects in the initial phases, including projects requiring design work.

Facilities Management, Real Estate & Environment (FAC)

Projects by Category (Million)	2017 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	2.015	0.297	14.8%	1.285	63.8%	Ⓚ	Ⓚ	#1	3.861	1.579
Global Corporate Security Program	1.189	0.025	2.1%	0.889	74.8%	Ⓚ	Ⓚ		4.650	3.486
Replacement of Diesel with Natural Gas Generators for Various locations	0.297	0.000	0.0%	0.100	33.7%	Ⓚ	Ⓚ	#2	4.687	4.391
<b>Sub-Total</b>	<b>3.501</b>	<b>0.323</b>	<b>9.2%</b>	<b>2.274</b>	<b>65.0%</b>	-	-		<b>13.198</b>	<b>9.456</b>
<b>Legislated</b>										
Accessibility for Ontarians with Disabilities Act (AODA)	2.069	0.589	28.5%	2.173	105.0%	Ⓚ	Ⓚ	#3	6.471	0.791
Barrier Free / Equity	0.671	0.291	43.3%	0.551	82.0%	Ⓚ	Ⓚ		1.887	1.506
Environmental Remediation	1.592	0.074	4.7%	1.274	80.0%	Ⓚ	Ⓚ		4.604	2.662
Others - Legislated	0.038	0.000	0.0%	0.000	0.0%	Ⓚ		#4	9.260	9.198
<b>Sub-Total</b>	<b>4.370</b>	<b>0.954</b>	<b>21.8%</b>	<b>3.998</b>	<b>91.5%</b>	-	-		<b>22.222</b>	<b>14.157</b>
<b>State of Good Repair</b>										
Albert Campbell Square Park Rehabilitation	2.927	0.015	0.5%	2.015	68.9%	Ⓚ	Ⓚ	#5	3.144	0.220
Mechanical & Electrical	12.543	1.162	9.3%	7.284	58.1%	Ⓚ	Ⓚ	#6	70.603	29.475
Old City Hall HVAC Upgrades	1.215	0.889	73.2%	0.939	77.3%	Ⓚ			24.425	24.026
Paving	0.454	0.141	31.0%	0.168	37.0%	Ⓚ	Ⓚ	#7	0.781	0.468
Physical Security Capital Plan	1.007	0.678	67.4%	1.007	100.0%	Ⓚ	Ⓚ	#8	2.589	2.261
Renovations	6.800	0.387	5.7%	2.731	40.2%	Ⓚ	Ⓚ	#9	17.607	6.202
Re-Roofing	3.362	1.682	50.0%	3.212	95.6%	Ⓚ	Ⓚ		4.846	3.416
Sitework	2.828	1.290	45.6%	2.583	91.3%	Ⓚ	Ⓚ		14.994	6.444
Structural / Building Envelope	20.752	4.458	21.5%	13.372	64.4%	Ⓚ	Ⓚ	#10	52.998	16.513
Others - SOGR	13.025	2.616	20.1%	9.334	71.7%	Ⓚ	Ⓚ		42.009	28.849
<b>Sub-Total</b>	<b>64.912</b>	<b>13.319</b>	<b>20.5%</b>	<b>42.645</b>	<b>65.7%</b>	-	-		<b>233.997</b>	<b>117.874</b>
<b>Service Improvements</b>										
14 John Street Expropriation	0.066	0.000	0.0%	0.000	0.0%	Ⓚ		#11	2.004	1.938
Administrative Penalty System	2.500	0.028	1.1%	2.500	100.0%	Ⓚ	Ⓚ		2.500	0.028
CCTV Infrastructure Enhancements	0.500	0.312	62.4%	0.500	100.0%	Ⓚ	Ⓚ	#12	7.754	6.316
Channel & Counter Strategy	3.401	0.278	8.2%	2.381	70.0%	Ⓚ	Ⓚ	#13	4.551	1.427
Combined Heat & Power	3.318	0.057	1.7%	2.400	72.3%	Ⓚ	Ⓚ	#14	4.001	0.740
Community Energy Planning	7.759	3.072	39.6%	7.264	93.6%	Ⓚ	Ⓚ		18.775	11.940

Facilities Management, Real Estate & Environment (FAC)

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Corporate Facilities Refurbishment Program	0.188	0.115	61.0%	0.174	92.4%	Ⓞ	Ⓨ	#15	4.193	4.120
Demand Response Program	1.316	0.016	1.2%	0.025	1.9%	Ⓡ	Ⓡ	#16	8.352	0.660
Energy Conservation & Demand Management	5.127	0.087	1.7%	5.127	100.0%	Ⓞ	Ⓡ	#17	5.798	0.757
Energy Retrofit Program	0.680	-0.002	-0.3%	0.680	100.0%	Ⓞ	Ⓞ	#18	3.045	2.118
Facilities Preventive Maintenance Systems	0.023	-0.009	-38.9%	0.021	91.8%	Ⓞ	Ⓞ		4.705	4.016
Fire Hall Emergency Generators	1.680	1.282	76.3%	3.510	208.9%	Ⓡ	Ⓞ	#19	12.500	4.002
Nathan Phillips Square Revitalization	0.036	-0.111	-305.6%	-0.111	-305.6%			#20	51.300	50.886
Office Modernization Program	7.049	0.669	9.5%	2.145	30.4%	Ⓡ	Ⓞ	#21	18.450	9.070
Renewable Energy Program	13.496	2.235	16.6%	8.732	64.7%	Ⓨ	Ⓞ	#22	23.274	6.447
Residential Energy Retrofit Program (HELP)	1.000	0.265	26.5%	1.000	100.0%	Ⓞ	Ⓞ		10.000	2.042
Resiliency Program	2.178	0.786	36.1%	1.986	91.2%	Ⓞ	Ⓞ		3.150	1.758
Solar Photovoltaic Program	1.048	0.000	0.0%	0.206	19.7%	Ⓡ	Ⓨ	#23	8.000	6.417
St. Lawrence Market North Redevelopment	27.390	1.449	5.3%	3.000	11.0%	Ⓡ	Ⓡ	#24	90.583	11.117
Toronto Strong Neighbourhood Strategy	5.653	0.260	4.6%	4.537	80.3%	Ⓞ	Ⓨ	#25	6.768	0.724
Union Station Revitalization	139.959	30.027	21.5%	80.215	57.3%	Ⓨ	Ⓨ	#26	672.807	578.724
Various IT-Related Projects	1.744	0.759	43.5%	1.417	81.2%	Ⓞ	Ⓞ		5.218	3.231
Other Miscellaneous Mechanical & Electrical Work	0.026	0.000	0.0%	0.000	0.2%	Ⓡ		#27	2.454	2.448
Others - Service Improvements	4.242	0.296	7.0%	2.239	52.8%	Ⓨ	Ⓨ	#28	23.950	13.230
<b>Sub-Total</b>	<b>230.381</b>	<b>41.869</b>	<b>18.2%</b>	<b>129.948</b>	<b>56.4%</b>	-	-		<b>994.132</b>	<b>724.155</b>
<b>Growth Related</b>										
1251 Bridletowne Circle Acquisition	0.151	0.000	0.0%	0.090	59.5%	Ⓨ		#29	5.942	5.791
First Parliament Site Land Acquisition	0.276	0.000	0.0%	0.000	0.0%	Ⓡ		#30	1.300	1.024
Strategic Property Acquisitions	9.985	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#31	10.000	0.015
Westwood	0.500	0.005	1.0%	0.500	100.0%	Ⓞ	Ⓞ		4.000	1.055
<b>Sub-Total</b>	<b>10.912</b>	<b>0.005</b>	<b>0.0%</b>	<b>0.590</b>	<b>5.4%</b>	-	-		<b>21.242</b>	<b>7.885</b>
<b>Total</b>	<b>314.076</b>	<b>56.469</b>		<b>179.456</b>					<b>1,284.791</b>	<b>873.528</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	Ⓡ

**Facilities Management, Real Estate & Environment (FAC)**

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.		YE Projection			Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget			

**Note # 1:**

Underspending and slowdown in project progress due to site conditions, contractor issues and RFP/RFQ delays.

**Note # 2:**

Underspending in the beginning of the year expected to increase in Q3. Project status is on track to be completed in 2017.

**Note # 3:**

Underspending and slowdown in project progress due to site condition issues. Projects are expected to be completed on time.

**Note # 4:**

Project is completed. Funding is no longer required.

**Note # 5:**

Underspending and slowdown in project progress due to delays in garage waterproofing repairs originally expected to be completed by the end of 2016 which must be done before the project can commence. Completion of these repairs is now complete, pre-construction meeting was held on July 6th and the contractor has indicated the majority of work should be completed by year-end with the exception of vegetation due to the upcoming winter months.

**Note # 6:**

Underspending and slowdown in project progress due to site conditions, contractor and procurement issues, and RFP/RFQ delays.

**Note # 7:**

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

**Note # 8:**

Underspending and slowdown in project progress due to changes in project design.

**Note # 9:**

Underspending and slowdown in project progress due to coordination issues with client as well changes in project design.

**Note # 10:**

Underspending and slowdown in project progress due to coordination issues with other projects, site conditions, and insufficient staff resources.

**Note # 11:**

Project is completed. Funding is no longer required.

**Note # 12:**

Delays due to coordination issues with other projects.

**Note # 13:**

Delays due to insufficient staff resources.

**Note # 14:**

Delays due to coordination issues with other projects.

**Note # 15:**

Delays due to coordination issues with client.

**Note # 16:**

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

**Note # 17:**

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

**Note # 18:**

Underspending in the beginning of the year expected to increase in Q3. Project status is on track to be completed in 2017. Technical

**Note # 19:**

Underspending in the beginning of the year expected to increase in Q3 onwards. \$1.3 million in cash flow funding will be accelerated from 2018 to 2017 through a stand-alone report to Budget Committee at its next meeting to accommodate for the anticipated overspending. Project status is on track to be completed in 2019.

**Note # 20:**

Project is completed. Funding is no longer required. Technical adjustment will be made to clear out negative balance.

**Note # 21:**

Underspending due to coordination issues with client. Design work for floors 4 & 5 of Metro Hall expected to start in Q4 2017 with construction starting March 2018. Completion of the project is anticipated for the end of 2018.

**Facilities Management, Real Estate & Environment (FAC)**

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.		YE Projection			Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget			

**Note # 22:**

Underspending in GeoExchange project mainly due to site condition issues. Project expected to be completed on time in 2018.

**Note # 23:**

Underspending and slowdown in project progress due to delays in finalizing legal agreements.

**Note # 24:**

The forecast reflects delays from unforeseen site conditions related to the archeological assessment. The project now expected to be completed in 2020.

**Note # 25:**

Slowdown in project progress due contractor and site condition issues.

**Note # 26:**

Underspending in the beginning of the year expected to increase further in Q3. Project status for completion continues to be on track .

**Note # 27:**

Project is completed. Funding is no longer required.

**Note # 28:**

Underspending and slowdown in project progress due to coordination issues with client as well changes in project design.

**Note # 29:**

Project is substantially completed. Remaining funding is no longer required.

**Note # 30:**

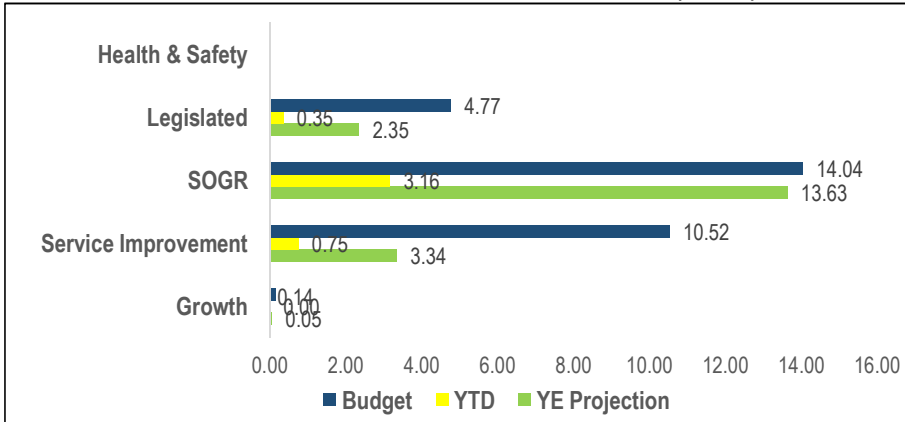
Project is completed. Funding is no longer required.

**Note # 31:**

Funding is utilized as opportunities are identified. No acquisitions are forecasted as this time.

Financial Services (FNS)

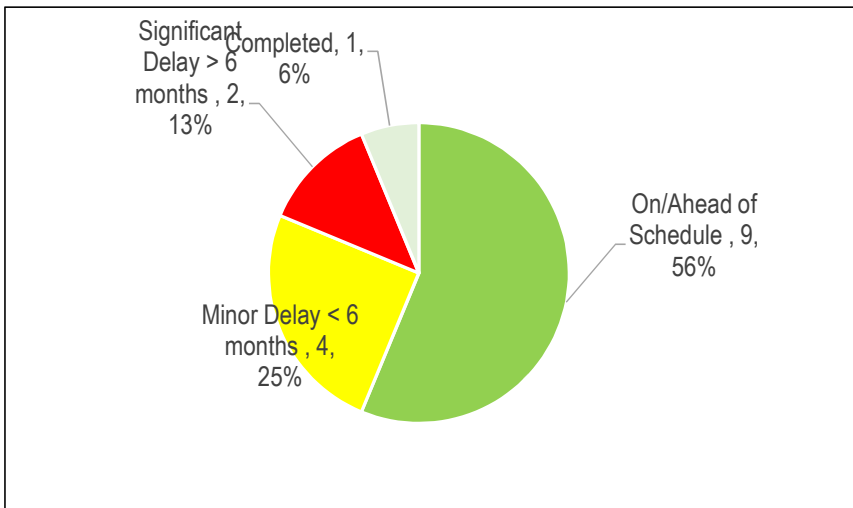
**Chart 1**  
2017 Approved Budget by Category (\$29.47)



**Table 1**  
2017 Active Projects by Category

Health & Safety	
Legislated	2
SOGR	7
Service Improvement	6
Growth	1
<b>Total # of Projects</b>	<b>16</b>

**Chart 2**  
Project Status - 16



**Table 2**

Reason for Delay	6	
	Significant Delay	Minor Delay
Insufficient Staff Resources		1
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		2
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*	2	1
<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
20.34	6.35	2.76	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:**

- The Supply Chain Management Transformation (SCMT), SAP Professional Service implementation contract has been signed, resources on site have completed the prepare phase and are now working on the planning stage. The Supply Chain Management Transformation Executive Steering Committee and Supply Chain Operational Committee have been established. Ariba sourcing and contract management subscription service have been established in the test environment with initial blueprinting session held and the project team started to work on configuration.
- The Cross-Application Timesheet (CATS) Implementation project team continues to roll out "Employee Self-time Reporting" to individual divisions, sections and units. At the end of the second quarter, 1,238 were on-boarded to E-Time (allowing employees to report time and attendance through E-Time).

## Financial Services (FNS)

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

- The *Risk Management Information System Upgrade* IT Authorization Procurement Plan was approved to initiate the review, assessment and approval process by Corporate I&T for system upgrade and operational enhancements. Pricing and project requirements were negotiated and confirmed and is currently in the legal review stage for final execution approval.



Financial Services (FNS)

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	
<b>Legislated</b>										
PCI Compliance	4.000	0.292	7.3%	2.000	50.0%	Y	G	#1	10.362	3.243
Development Charges	0.770	0.062	8.1%	0.350	45.5%	R	G		0.770	0.000
Background Study										
<b>Sub-Total</b>	<b>4.770</b>	<b>0.354</b>	<b>7.4%</b>	<b>2.350</b>	<b>49.3%</b>	-	-		<b>11.132</b>	<b>3.243</b>
<b>State of Good Repair</b>										
Cross Application Timeshet (CATS)	1.610	0.567	35.2%	0.700	43.5%	R	R	#2	7.540	6.498
Public Budget Formulation (PBF) 8.1	0.021	0.000	0.0%	0.000	0.0%	G			2.919	2.887
Tax Billing System	3.334	0.055	1.6%	1.334	40.0%	R	Y	#3	9.922	1.134
Utility Billing System	2.441	0.055	2.3%	0.441	18.1%	R	Y	#4	5.971	0.060
Integrated Asset Planning Management	1.966	0.075	3.8%	0.488	24.8%	R	G	#5	5.000	0.204
Risk Management Info System Upgrade	1.151	0.000	0.0%	0.378	32.8%	R	R	#6	1.892	0.741
<b>Sub-Total</b>	<b>10.523</b>	<b>0.752</b>	<b>7.1%</b>	<b>3.341</b>	<b>31.8%</b>	-	-		<b>33.244</b>	<b>11.524</b>
<b>Service Improvements</b>										
Supply Chain Management Transformation	4.677	1.236	26.4%	4.667	99.8%	G	G		8.019	1.847
Revenue System - Phase II	0.331	0.000	0.0%	0.331	100.0%	G	G		3.500	3.153
Parking Tag Management Software Upgrade	0.650	0.047	7.2%	0.650	100.0%	G	G		2.952	0.223
EBilling Initiative	0.469	0.000	0.0%	0.469	100.0%	G	G		0.469	0.000
Electronic Self Serve Tax and Utility	0.441	0.000	0.0%	0.441	100.0%	G	Y		0.551	0.000
Financial Planning Analysis & Reporting System	5.973	1.847	30.9%	5.572	93.3%	G	G		60.820	53.036
Finance Accounting Systems Transformation	1.500	0.033	2.2%	1.500	100.0%	G	G		1.500	0.033
<b>Sub-Total</b>	<b>14.041</b>	<b>3.163</b>	<b>22.5%</b>	<b>13.630</b>	<b>97.1%</b>	-	-		<b>77.811</b>	<b>58.292</b>
<b>Growth Related</b>										
Tax Increment Financing Implementation	0.138	0.000	0.0%	0.050	36.2%	R	Y	#7	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>29.472</b>	<b>4.269</b>		<b>19.371</b>					<b>122.347</b>	<b>73.081</b>

## Financial Services (FNS)

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.		YE Projection		On Budget	On Time	Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%					

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 *DC Background Study* project is forecasting to be completed on time and under budget (as a result of a lower than expected cost of RFP in retaining a consultant).

### Note # 2:

The *Cross-Application Timesheet (CATS)* implementation project went live for Toronto Paramedic Services on February 15, 2017. The project scope was revised to accommodate additional functionalities (Employee Self-time Reporting) that was not in the original capital project scope. Under spending of \$0.9 million is expected to be carried forward to 2018 for on-boarding of additional functionalities in divisions .

### Note # 3 & 4:

The Tax Billing System and the Utility Billing System projects are projecting under spending at year end of \$2.0 million for each project for a total of \$4.0 million. The \$4.0 million will be carried over to 2020 for the project to address the development of key BI foundational elements and the electronic financial transaction integration as part of the Phase 3 requirements for the system modernization.

### Note # 5:

The Integrated Asset Planning Management (IAPM) project is projecting an under spending of \$1.5 million due to insufficient staff resources. A dedicated Project Manager has not been recruited since early 2017 which resulted in delays of hiring internal and external resources. However, the project is proceeding with its project charter and the hiring of staff resources

### Note # 6:

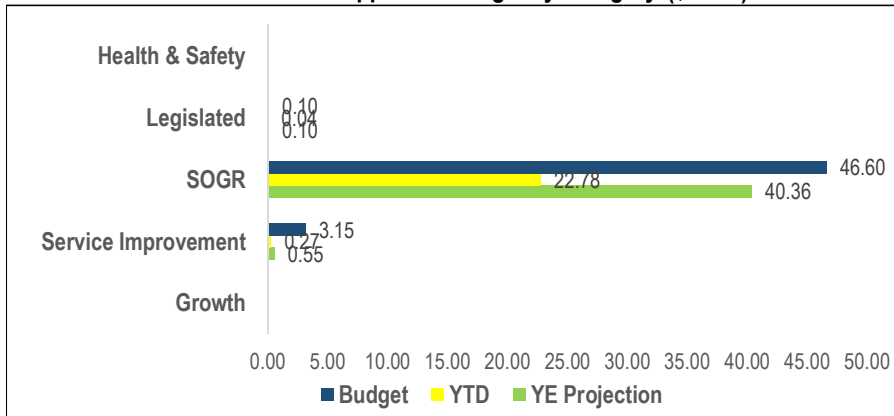
The *Risk Management Information System Upgrade* project schedule has been revised to reflect a reasonable timeline by deferring some of its initiatives to align with corporate I & T's platform upgrade plan. The project team is currently working on a version upgrade and a Business Intelligence Module with the vendor. This includes a possibility of using Cloud technology as part of its solution. As a result, the under spending of \$0.773 million will be carried over from 2018 to 2020. The project team is currently awaiting for the approval of the Statement of Works for a version upgrade and a Business Intelligence Module.

### Note # 7:

The *Tax Increment Financing* project is proceeding to complete a detailed plan for implementation. However, the terms of reference being drafted by the consultant is taking longer than expected.

# Fleet Services (FLT)

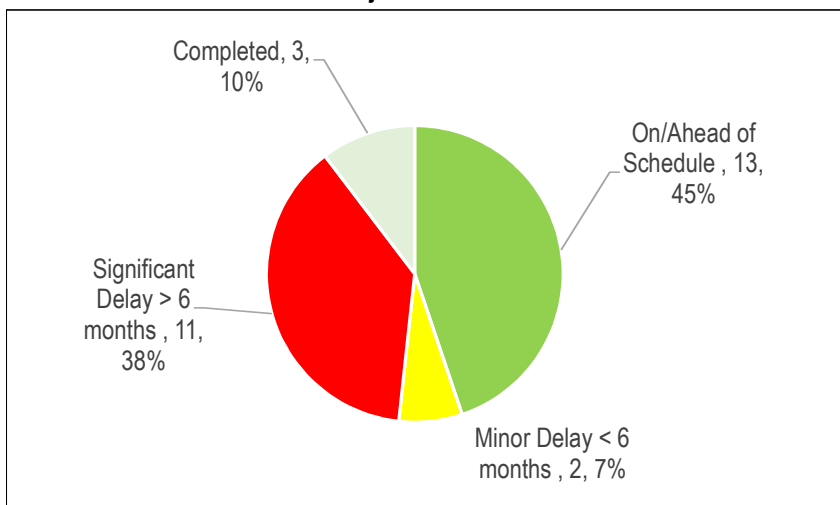
**Chart 1**  
2017 Approved Budget by Category (\$49.85)



**Table 1**  
2017 Active Projects by Category

Health & Safety	
Legislated	1
SOGR	26
Service Improvement	2
Growth	
<b>Total # of Projects</b>	<b>29</b>

**Chart 2**  
Project Status - 29



**Table 2**

Reason for Delay	13	
	Significant Delay	Minor Delay
Insufficient Staff Resources	1	
Procurement Issues		
RFQ/RFP Delayed	4	
Contractor Issues		1
Site Conditions		
Co-ordination with Other Projects	5	
Community Consultation		
Other*	1	1
<b>Total # of Projects</b>	<b>11</b>	<b>2</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
29.72	13.66	5.77	0.70	

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

- Delay due to waiting on the new Green Plan to be finalized.
- Delay due to insurance contingency.

### Key Discussion Points:

- Please provide reason for delay
- (text)
- (text)

Fleet Services (FLT)

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Legislated</b>										
Green Fleet Plan	0.100	0.042	42.0%	0.100	100.0%	Ⓞ	Ⓞ		0.100	0.042
<b>Sub-Total</b>	<b>0.100</b>	<b>0.042</b>	<b>42.0%</b>	<b>0.100</b>	<b>100.0%</b>	-	-		<b>0.100</b>	<b>0.042</b>
<b>State of Good Repair</b>										
Arena Boards - Fleet Replacement	0.095	0.092	96.8%	0.092	96.8%	Ⓞ	Ⓞ		0.213	0.092
Toronto Building - Fleet Replacement	0.214	0.000	0.0%	0.102	47.9%	Ⓜ		1	0.214	0.000
Clerks - Fleet Replacement	0.352	0.063	17.8%	0.164	46.7%	Ⓜ	Ⓜ	2	0.424	0.097
Engineering & Construction Services - Fleet Replacement	0.696	0.000	0.0%	0.370	53.2%	Ⓢ	Ⓜ	3	1.518	0.246
Economic Development & Culture - Fleet Replacement	0.080	0.000	0.2%	0.000	0.2%	Ⓜ	Ⓜ	2	0.161	0.039
Exhibition - Fleet Replacement	0.000	0.000		0.000			Ⓞ		1.319	0.615
Facility & Real Estate - Fleet Replacement	0.746	0.261	34.9%	0.538	72.1%	Ⓞ	Ⓜ	3	2.370	0.743
Fire Services - Fleet Replacement	13.342	4.528	33.9%	10.195	76.4%	Ⓞ	Ⓢ	8	33.403	22.589
Fuel Site Closures Fleet Management System & Fuel System Integration	0.463	0.015	3.3%	0.2121	45.8%	Ⓜ		4	4.300	3.106
Green Fleet Plan	0.235	0.000	0.0%	0.025	10.8%	Ⓜ	Ⓜ	5	0.235	0.000
Fleet Replacement - Insurance Company	0.320	0.082	25.6%	0.127	39.9%	Ⓜ	Ⓞ		1.218	0.872
Fleet Services - Fleet Replacement	0.240	0.162	67.5%	0.215	89.6%	Ⓞ	Ⓞ		0.594	0.232
Information & Technology - Fleet Replacement	0.040	0.000	0.0%		0.0%	Ⓜ	Ⓜ	2	0.040	
Library - Fleet Replacement	0.200	0.058	29.1%	0.058	29.1%	Ⓜ	Ⓜ	3	1.311	0.901
Municipal Licensing - Fleet Replacement	0.713	0.081	11.4%	0.713	100.0%	Ⓞ	Ⓞ		2.621	1.578
Toronto Paramedic - Fleet Replacement	4.680	2.387	51.0%	4.548	97.2%	Ⓞ	Ⓞ		8.790	6.497
Parks, Forestry & Recreation - Fleet Replacement	3.017	0.860	28.5%	3.397	112.6%	Ⓜ	Ⓞ	6	28.583	19.208
Purchasing & Materials - Fleet Replacement							Ⓞ		0.107	
PPF&A - Fleet Replacement	0.065	0.000	0.0%		0.0%	Ⓜ	Ⓜ	2	0.065	
Public Health - Fleet Replacement	0.070	0.064	91.5%	0.064	91.5%	Ⓞ	Ⓞ		0.072	0.064

**Fleet Services (FLT)**

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Solid Waste - Fleet Replacement	16.336	11.980	73.3%	14.990	91.8%	Ⓞ	Ⓞ		89.963	45.288
Toronto Community Housing Corporation - Fleet Replacement	0.072		0.0%		0.0%	Ⓡ	Ⓡ	2	2.973	2.233
Transportation Services - Fleet Replacement	0.153	0.079	51.3%	0.079	51.3%	Ⓢ	Ⓡ	3	19.637	6.326
Toronto Water - Fleet Replacement	3.774	2.070	54.9%	3.774	100.0%	Ⓞ	Ⓞ		28.634	11.587
Zoo - Fleet Replacement	0.700	0.000	0.0%	0.700	100.0%	Ⓞ	Ⓞ		0.700	0.000
<b>Sub-Total</b>	<b>46.603</b>	<b>22.782</b>	<b>48.9%</b>	<b>40.364</b>	<b>86.6%</b>	-	-		<b>229.465</b>	<b>122.315</b>
<b>Service Improvements</b>										
Fuel Site Closures	0.017	0.000	-0.1%	0.017	100.0%	Ⓞ		4	4.850	2.973
Fleet Management System & Fuel System Integration	3.133	0.266	8.5%	0.532	17.0%	Ⓡ	Ⓡ	7	4.870	1.377
<b>Sub-Total</b>	<b>3.150</b>	<b>0.266</b>	<b>8.4%</b>	<b>0.549</b>	<b>17.4%</b>	-	-		<b>9.720</b>	<b>4.351</b>
<b>Total</b>	<b>49.853</b>	<b>23.090</b>		<b>41.014</b>					<b>239.285</b>	<b>126.707</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 project for Toronto Building has been completed and the actual costs will be booked in the next quarter.

**Note # 2:**

Delay due to co-ordinating requirements with other business units for similar equipment.

**Note # 3:**

Client divisions submitted their business cases late which caused the delayed in issuing the RFQ.

**Note # 4:**

The fuel site project has been completed and will be closed, the remaining funds will be returned to source.

**Note # 5:**

Delay due to waiting on the new Green Plan Guidelines to be finalized.

**Note # 6:**

Project has been completed and will be closed in the next quarter.

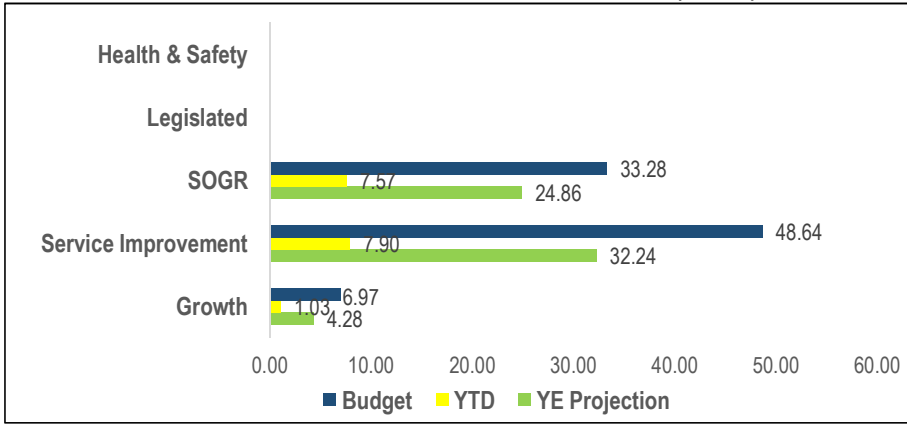
**Note # 7:**

Delay due to insufficient staff resources resulting from difficulty of filling the temporary mechanic positions.

**Note # 8:**

Delay due to contractor issues.

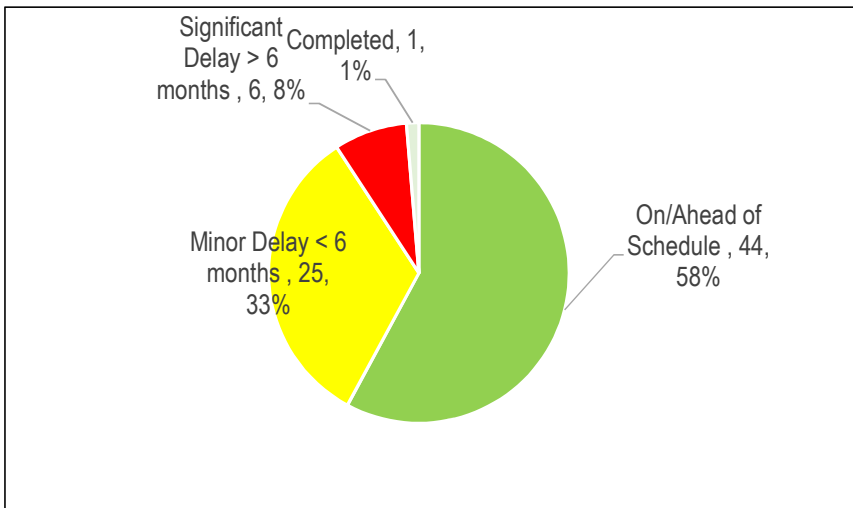
**Chart 1**  
2017 Approved Budget by Category (\$88.88)



**Table 1**  
2017 Active Projects by Category

Health & Safety	
Legislated	
SOGR	19
Service Improvement	49
Growth	8
<b>Total # of Projects</b>	<b>76</b>

**Chart 2**  
Project Status - 76



**Table 2**

Reason for Delay	31	
	Significant Delay	Minor Delay
Insufficient Staff Resources	4	9
Procurement Issues		
RFQ/RFP Delayed	1	4
Contractor Issues	1	2
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*		10
<b>Total # of Projects</b>	<b>6</b>	<b>25</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
57.26	27.82	3.79	0.02	

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

- I&T has ten projects with "Other" reasons for delay. In this case, "Other" represents a combination of reasons such as new projects still in the process of on-boarding resources (12) and dependencies with other projects.

**Key Discussion Points:**

- **The Electronic Service Delivery – Toronto Building:** project has deployed a new solution into production which provides integrated search of digitized documents. Digitization of all Etobicoke permit file boxes was completed and all North York permit paper records have been prepared for digitization. The ability to collect and charge for review of Health Report by Health Dept. has been deployed to Production.
- **Zoning By-Law Integration:** A new Zoning Bylaw Amendment Application was implemented successfully on March 8, 2017. City Planning signed off on March 31, 2017 and user acceptance testing is underway.

## Information & Technology (ITP)

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

- **Enterprise eLearning:** New Shelter Support and Housing Admin. (SSHA) division -specific training was added and went live March 22nd. Equity, Diversity, and Human Rights (EDHR) approved migration of division specific course content to production and will be going live in May 2017. Engineering Construction Services (ECS) approved scope for division specific courses and outline requirements. Parks Forestry and Recreation (PF&R) approved scope for division -specific courses and outline requirements and the division-specific training web page/launch pad for training (welcome page). WebEx functionality approved in production by I&T and is ready for roll-out.
- **Web Information Portal on Development Applications:** The Web Revitalization Project (WRP) achieved a milestone with this year's transition to a service-focused, citizen-centric website. In April, the WRP team and divisional partners launched the Business & Economy service theme, replacing Doing Business. Information and services within the refreshed service theme are now grouped by service topics, with divisions delivering shared web pages.
- **Web Content Business Implementation & Rollout:** The Web Revitalization Project (WRP) achieved a milestone with this year's transition to a service-focused, citizen-centric website. Last week, the WRP team and divisional partners launched the [Business & Economy](#) service theme, replacing Doing Business. Information and services within the refreshed service theme are now grouped by service topics, with divisions delivering shared web pages.

Information & Technology (ITP)

Projects by Category (Million)	2017 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	22.630	5.403	23.9%	15.932	70.4%	Y	G		72.664	54.962
Network Upgrade	3.203	0.455	14.2%	2.581	80.6%	G	G		3.203	1.246
Application Systems	2.266	0.343	15.1%	1.669	73.6%	G	Y		3.552	1.809
Corporate Planning & Management	0.952	0.387	40.7%	0.952	100.0%	G	G		7.291	5.282
Business Sustainment Systems	0.676	0.214	31.7%	0.673	99.6%	G	Y		1.389	0.928
Technology Infrastructure	1.100	0.138	12.5%	0.600	54.5%	Y	R	#1	1.100	0.138
Resource to Deliver IT Capital Projects	2.449	0.629	25.7%	2.449	100.0%	G	G		8.120	5.671
<b>Sub-Total</b>	<b>33.276</b>	<b>7.569</b>	<b>22.7%</b>	<b>24.856</b>	<b>74.7%</b>	-	-		<b>97.319</b>	<b>70.036</b>
<b>Service Improvements</b>										
Application Systems	7.950	1.559	19.6%	6.133	77.1%	G	Y		20.391	8.575
Corporate Planning & Management	1.244	0.124	10.0%	0.645	51.8%	Y	R	#2	3.800	1.805
Corporate Initiatives	10.107	1.281	12.7%	6.849	67.8%	Y	G		14.009	6.738
Business Sustainment Systems	11.900	2.028	17.0%	6.617	55.6%	Y	Y		20.046	11.528
Intranet Refresh (Phase 1 IT WEB)	1.260		0.0%	0.252	20.0%	R	Y	#3	1.260	
Open Data Visualization	0.494		0.0%	0.494	100.0%	G	G		0.494	0.010
Document Management Capabilities	0.200		0.0%	0.125	62.5%	Y	Y	#3	0.200	
ECS Business Systems Improvements	0.500	0.024	4.8%	0.140	28.0%	R	Y	#3	0.500	0.024
ECS Capital Project & Program Mgmt. Process	0.200		0.0%	0.128	64.0%	Y	R	#3	0.200	
TFS Prevention & Public Education Improvements	0.250		0.0%		0.0%	R	R	#3	0.250	
TASS Business Readiness	0.461		0.0%	0.461	100.0%	G	Y		0.461	
Work Management Solution -Transportation	4.570	0.438	9.6%	1.700	37.2%	R	Y	#4	7.024	2.119
Short Term Business Improvements-Transportation	0.339	0.184	54.3%	0.275	81.2%	G	Y		2.680	2.340
WEB Business Continuity Refresh & Redesign	5.107	1.462	28.6%	4.599	90.1%	G	G		13.977	11.964
Shared Services	0.608	0.198	32.6%	0.506	83.2%	G	G		0.608	0.198



**Information & Technology (ITP)**

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
TAS -Electronic Communications	0.507	0.135	26.6%	0.400	79.0%	G	Y		1.523	1.452
Enterprise Time, Attendance & Scheduling Management -PPEB	2.405	0.392	16.3%	2.380	99.0%	G	G		20.951	12.928
Asset Management Solution - Transportation	0.536	0.075	14.0%	0.536	100.0%	G	G		0.536	0.205
<b>Sub-Total</b>	<b>48.637</b>	<b>7.900</b>	<b>16.2%</b>	<b>32.240</b>	<b>66.3%</b>	-	-		<b>108.910</b>	<b>59.886</b>
<b>Growth Related</b>										
Systems Enhancements- Licencing Services	0.696	0.129	18.5%	0.200	28.7%	R	R	#5	1.176	0.623
E-City Strategic Planning 2014	0.552	0.094	17.0%	0.420	76.1%	G	G		2.336	1.094
Enterprise Architecture	0.687	0.375	54.6%	0.687	100.0%	G	G		4.627	3.939
IT Service Mgmt. 2013	0.541	0.102	18.9%	0.541	100.0%	G	G		8.604	2.514
Information Security Program	0.583	0.087	14.9%	0.480	82.3%	G	G		1.796	1.213
Consolidated Data Centre	2.345	0.078	3.3%	1.200	51.2%	Y	G		37.165	7.462
WAN High Speed Fire Data	0.684	0.008	1.2%	0.350	51.2%	Y	Y		2.171	1.648
Applications Portfolio Tools & Rationalization	0.880	0.161	18.3%	0.400	45.5%	R	Y	#6	0.880	0.264
<b>Sub-Total</b>	<b>6.968</b>	<b>1.034</b>	<b>14.8%</b>	<b>4.278</b>	<b>61.4%</b>	-	-		<b>58.755</b>	<b>18.757</b>
<b>Total</b>	<b>88.881</b>	<b>16.503</b>		<b>61.374</b>					<b>264.984</b>	<b>148.679</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 *Directory Services Transition* project has not started as the project has experienced slower than expected progress in the first six months.

**Note # 2:**

The *IT Cloud Solution Implementation* project has ben placed on hold until 2018 as I & T review the requirements after migrating the existing system to a newer server for stability. In 2018, a decision will be made to on replace or upgrade the newer server. THE under spending of \$0.250 million will not be used in 2017 and returned to funding source.

**Note # 3:**

The *Intranet Refresh (Phase 1 IT WEB), Document Management Capabilities, ECS Business Systems Improvements, ECS Capital Project & Program Management Process and TFS Prevention & Public Education Improvements projects* have been delayed due to resource constraints in project management and other technical roles as well as delays in finalizing the project assessments and deliverables.

**Note # 4:**

The *Work Management Solution- Transportation* project was delayed due to procurement issues with the business solution which has impacted procurement and vendor's progress is now progressing as contract has been executed.

**Note # 5:**

The *Systems Enhancements- Licencing Services* project were delayed as the project requirements was under development. Application development for the web is underway while testing preparation has begun.

**Note # 6:**

The *Applications Portfolio Tools & Rationalization* project was delayed pending minor updates to the baseline roadmap. These have now been completed and are pending decisions on the roadmap. Project is targeted to be completed in December 2018 with a revised project cost.

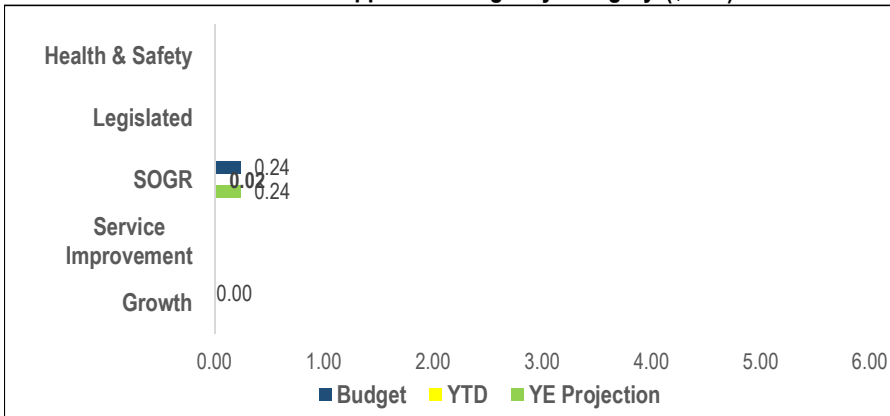
**2017 Capital Spending by Program  
Other City Programs**

Program		2017 Approved Cash Flow	2017 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
Auditor General's Office	Q1	0.24	0.00	0.24	100.0%		Ⓢ
	Q2	0.24	0.02	0.24	100.0%	▢	Ⓢ
Office of the Lobbyist Registrar	Q1	0.18	0.07	0.18	100.0%		Ⓢ
	Q2	0.18	0.12	0.18	100.0%	▢	Ⓢ
Office of the Ombudsman	Q1	0.38	0.04	0.38	100.0%		Ⓢ
	Q2	0.38	0.08	0.38	100.0%	▢	Ⓢ
City Clerk's	Q1	11.25	1.08	10.22	90.9%		Ⓢ
	Q2	11.25	2.34	10.33	91.9%	↑	Ⓢ
Corporate Initiatives	Q1	202.17	0.04	171.89	85.0%		Ⓢ
	Q2	209.71	0.06	64.11	30.6%	↓	Ⓡ
TOTAL	Q1	214.23	1.24	182.93	85.4%		Ⓢ
	Q2	221.77	2.62	75.26	33.9%	↓	Ⓡ
<span>Ⓢ &gt;70%</span> <span>Ⓢ between 50% and 70%</span> <span>Ⓡ &lt; 50% or &gt; 100%</span>							

For the six months ended June 30, 2017, capital expenditures for this Cluster totalled \$2.62 million of their collective 2017 Approved Capital Budget of \$221.77 million. Spending is expected to increase to 75.26 million (33.9%) by year-end. Four Programs in this Cluster have a year-end spending rate of over 70% of their respective 2017 Approved Capital Budgets.

Spending rate at year-end for the Auditor General's Office, Office of the Lobbyist Registrar and Office of the Ombudsman are projected at 100% while City Clerk's Office and Corporate Initiatives Program are projected at 91.9% and 30.6% respectively.

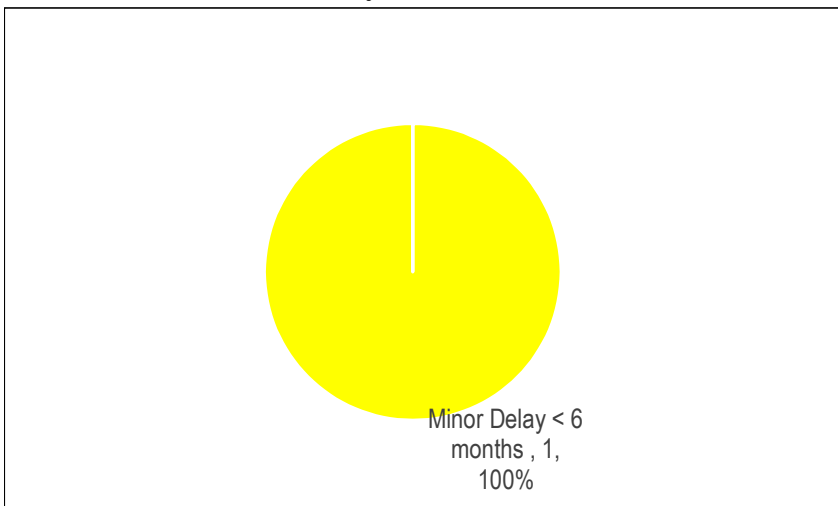
**Chart 1**  
2017 Approved Budget by Category (\$0.24)



**Table 1**  
2017 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
	0.24			

**Key Discussion Points:**

1. *Audit, Complaint and Investigation Management System* project is slightly delayed. Two RFP's were prepared in 2016 and both were cancelled. The first RFP was cancelled due to a change in project scope based on market mobility to meet requirements. The second RFP received only one submission but the vendor was unable to meet the threshold requirements. A new RFP is expected to be released in July.

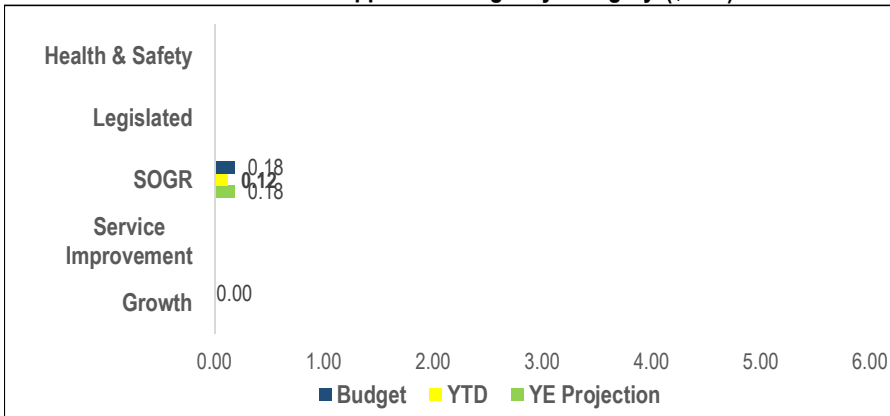
Auditor General's Office

Projects by Category (Million)	2017 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)	0.244	0.016	6.4%	0.244	100.0%	Ⓒ	Ⓐ	1	0.695	0.282
<b>Sub-Total</b>	<b>0.244</b>	<b>0.016</b>	<b>6.4%</b>	<b>0.244</b>	<b>100.0%</b>	-	-		<b>0.695</b>	<b>0.282</b>
<b>Total</b>	<b>0.244</b>	<b>0.016</b>	<b>6.4%</b>	<b>0.244</b>	<b>100.0%</b>				<b>0.695</b>	<b>0.282</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

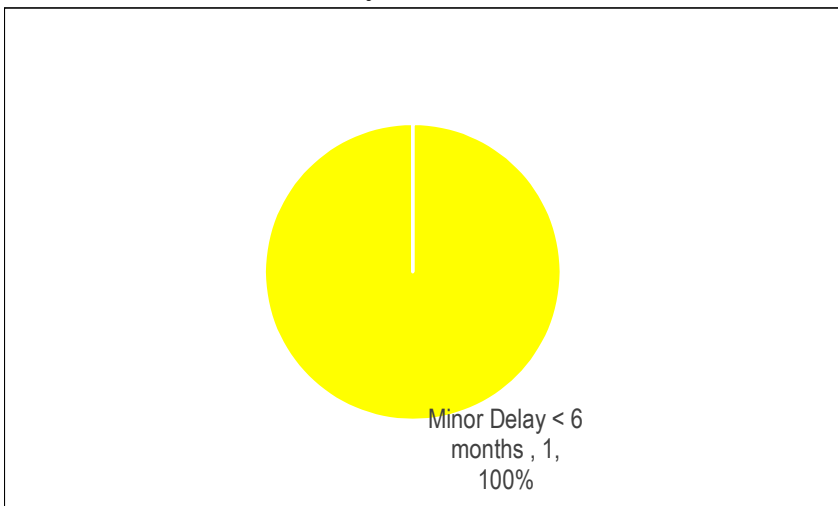
**Chart 1**  
2017 Approved Budget by Category (\$0.18)



**Table 1**  
2017 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
	0.19			

**Key Discussion Points:**

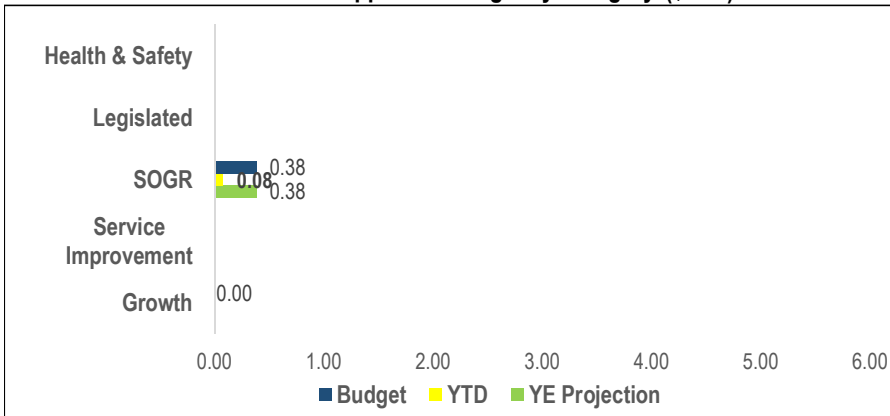
1. The *Lobbyist Registry Development and Maintenance* project is slightly delayed. The project was re-baselined in order to address the requirements of the new Lobbyist Registrar who began her term in September 2016. Project completion is expected in December 2017.

Office of the Lobbyist  
Registrar

Projects by Category (Million)	2017 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	0.185	0.123	66.5%	0.185	100.0%	Ⓒ	Ⓐ	1	0.660	0.598
<b>Sub-Total</b>	<b>0.185</b>	<b>0.123</b>	<b>66.5%</b>	<b>0.185</b>	<b>100.0%</b>	-	-		<b>0.660</b>	<b>0.598</b>
<b>Total</b>	<b>0.185</b>	<b>0.123</b>	<b>66.5%</b>	<b>0.185</b>	<b>100.0%</b>				<b>0.660</b>	<b>0.598</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	Ⓑ

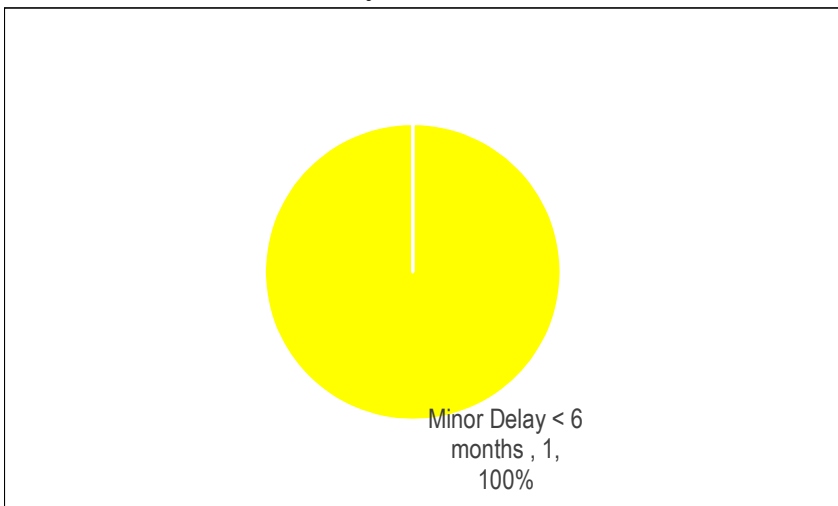
**Chart 1**  
2017 Approved Budget by Category (\$0.38)



**Table 1**  
2017 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
	0.38			

**Key Discussion Points:**

1. The *Case Management System for Ombudsman* project is delayed to allow project team to determine the best method of procurement and whether to procure an on-premise or cloud solution. The project proceeded with an invitational RFQ for a cloud solution. The RFQ was released and closed on July 20, 2017. Project completion is expected October 2017.

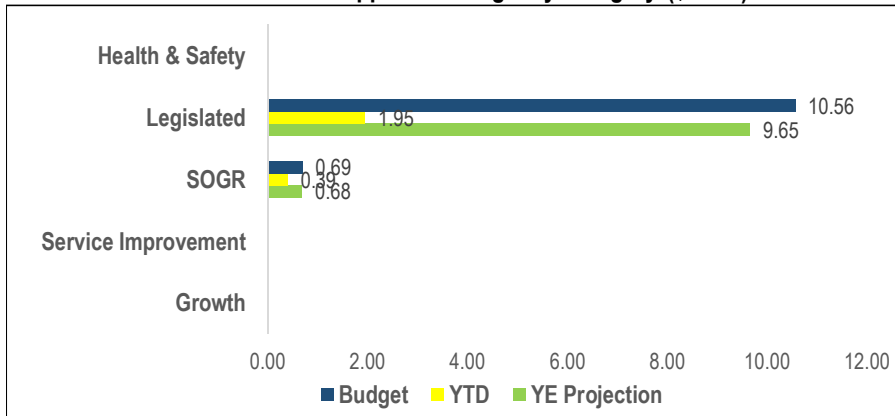
Office of the  
Ombudsman

Projects by Category (Million)	2017 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	0.384	0.081	21.1%	0.384	100.0%	Ⓞ	Ⓨ	1	0.530	0.227
<b>Sub-Total</b>	<b>0.384</b>	<b>0.081</b>	<b>21.1%</b>	<b>0.384</b>	<b>100.0%</b>	-	-		<b>0.530</b>	<b>0.227</b>
<b>Total</b>	<b>0.384</b>	<b>0.081</b>	<b>21.1%</b>	<b>0.384</b>	<b>100.0%</b>				<b>0.530</b>	<b>0.227</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



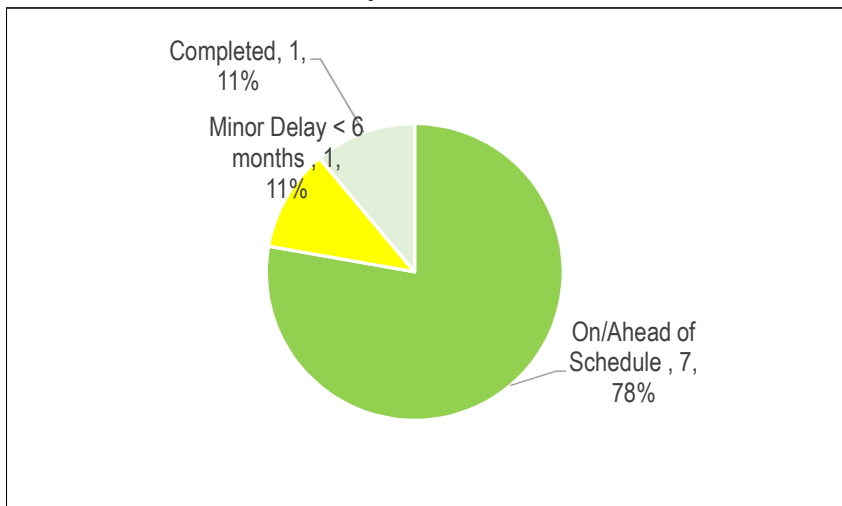
**Chart 1**  
2017 Approved Budget by Category (\$11.25)



**Table 1**  
2017 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	1	
	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
9.09	2.11		0.05	

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

- The *Enterprise Document and Records Management Solution (EDRMS)* sub-project is delayed as it will adopt a more phased in approach for the roll-out in order to recognize the immense diversity and complexity of requirements across City divisions and also, to provide for sufficient time to implement a comprehensive change management program to ensure a successful corporate transformation.

City Clerk's Office (CLK)

Projects by Category (Million)	2017 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	2.933	1.070	36.5%	2.820	96.2%	Ⓞ	Ⓞ		5.977	2.164
Information Management Infrastructure: - Enterprise Document & Records Mgt Solution (EDRMS)	2.105	0.367	17.4%	1.409	66.9%	Ⓢ	Ⓢ		4.829	2.551
- Open Information Vote Counting Equipment	0.525	0.122	23.1%	0.428	81.5%	Ⓞ	Ⓞ		2.888	0.379
	3.564		0.0%	3.564	100.0%	Ⓞ	Ⓞ		3.714	
City Clerk's Office Business Systems (2016- 2018)	1.104	0.315	28.5%	1.104	100.0%	Ⓞ	Ⓞ		1.284	0.478
Council Business Systems (2016-2018)	0.224	0.074	33.0%	0.224	100.0%	Ⓞ	Ⓞ		0.509	0.329
Council Transition Requirements 2017	0.100	0.000	0.0%	0.100	100.0%	Ⓞ	Ⓞ		1.510	0.000
<b>Sub-Total</b>	<b>10.556</b>	<b>1.947</b>	<b>18.4%</b>	<b>9.650</b>	<b>91.4%</b>	-	-		<b>20.711</b>	<b>5.901</b>
<b>State of Good Repair</b>										
Archives Strategic Plan Implementation	0.515	0.345	67.0%	0.513	99.6%	Ⓞ	Ⓞ	#2	1.482	1.312
Infrastructure to Support Council Meeting	0.125	0.000	0.0%	0.125	100.0%	Ⓞ	Ⓞ		1.710	0.873
Archives Equipment Upgrade (2017-2023)	0.050	0.046	92.4%	0.046	92.4%	Ⓞ	Ⓞ	#3	0.260	0.046
<b>Sub-Total</b>	<b>0.690</b>	<b>0.391</b>	<b>56.7%</b>	<b>0.684</b>	<b>99.1%</b>	-	-		<b>3.452</b>	<b>2.232</b>
<b>Total</b>	<b>11.245</b>	<b>2.338</b>		<b>10.333</b>					<b>24.163</b>	<b>8.133</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:**

Sub-project *EDRMS* is slightly delayed. Council approved proceeding with the Provincial Vendor of Record (OpenText) on December 9, 2015. The City has negotiated and signed agreements with OpenText. Work with OpenText is in progress. The solution will be deployed this year to replace the current system. Discussions on how to roll-out the solution to the enterprise (post-2017) are underway.

**Note # 2:**

Sub-project *Archive SOGR* is completed. Purchase of reprographic camera system is complete with all components received and paid in full.

**Note # 3:**

Project Archives Equipment Upgrade is completed. Book scanner and microfilm readers are received and installed.

**2017 Capital Spending by Program  
City Agencies**

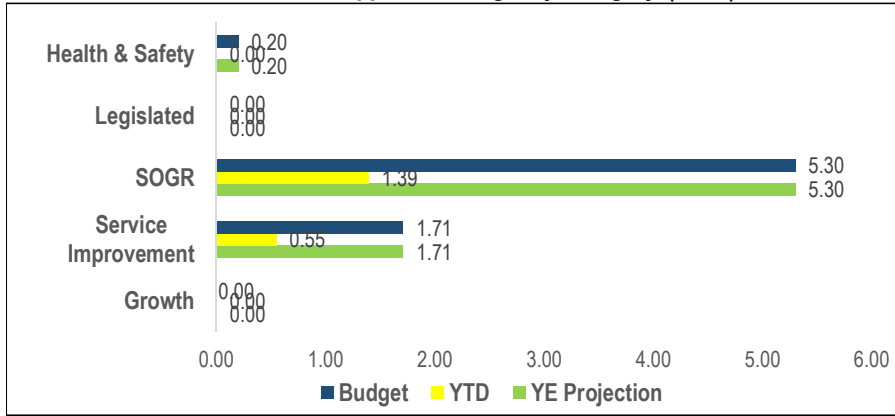
Program		2017 Approved Cash Flow	2017 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
Exhibition Place	Q1	7.21	0.88	7.21	100.0%		Ⓢ
	Q2	7.21	1.94	7.21	100.0%	▢	Ⓢ
Sony Centre	Q1	9.56	1.21	8.56	89.5%		Ⓢ
	Q2	9.56	2.68	8.56	89.5%	▢	Ⓢ
TRCA	Q1	15.28	2.55	15.28	100.0%		Ⓢ
	Q2	15.28	6.79	15.28	100.0%	▢	Ⓢ
Toronto Police	Q1	76.17	0.96	62.31	81.8%		Ⓢ
	Q2	76.17	7.80	57.93	76.1%	↓	Ⓢ
Toronto Public Health	Q1	4.50	0.76	4.13	91.7%		Ⓢ
	Q2	4.50	1.41	4.13	91.7%	▢	Ⓢ
Toronto Public Library	Q1	32.21	4.90	24.81	77.0%		Ⓢ
	Q2	36.21	9.92	29.01	80.1%	↑	Ⓢ
Toronto Zoo	Q1	7.65	0.51	7.53	98.5%		Ⓢ
	Q2	7.65	1.28	5.33	69.7%	↓	Ⓢ
Toronto Transit Commission	Q1	2,248.02	100.18	2,000.06	89.0%		Ⓢ
	Q2	2,248.01	372.69	1,983.22	88.2%	↓	Ⓢ
TOTAL	Q1	2,400.59	111.93	2,129.89	88.7%		Ⓢ
	Q2	2,404.59	404.51	2,110.66	87.8%	↓	Ⓢ
<span>Ⓢ</span> >70% <span>Ⓢ</span> between 50% and 70% <span>Ⓢ</span> < 50% or > 100%							

For the six months ended June 30, 2017, capital expenditures for this Cluster totalled \$404.51 million of their collective 2017 Approved Capital Budget of \$2404.59 million. Spending is expected to increase to 2110.66 million (87.8%) by year-end. Seven Programs in this Cluster have a year-end spending rate of over 70% of their respective 2017 Approved Capital Budgets.

Exhibition Place, Sony Centre, Toronto Region and Conservation Authority, Toronto Police Services, Toronto Public Health, Toronto Public Library and Toronto Transit Commission have year-end spending rate of 100%, 80.5, 100%, 76.1%, 91.7%, 80.1%, and 88.2% respectively while Toronto Zoo has year-end spending rate projected to 69.7%.

**Exhibition Place (EXH)**

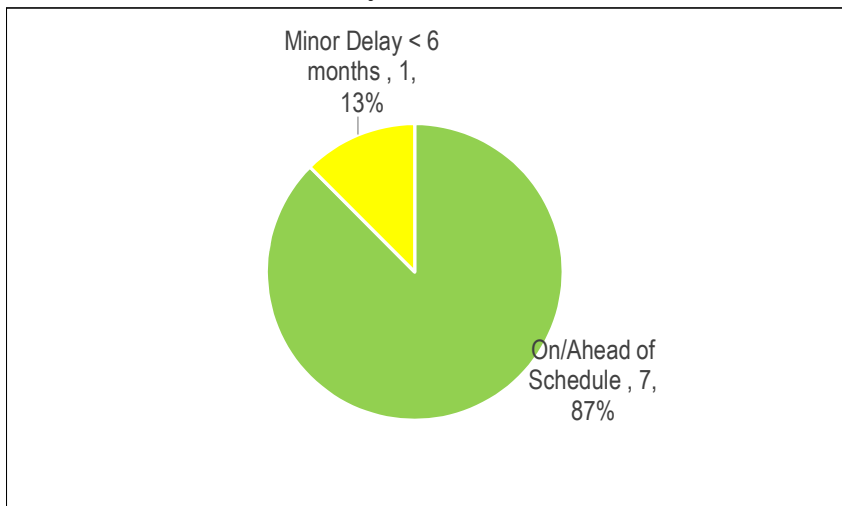
**Chart 1**  
2017 Approved Budget by Category (\$7.21)



**Table 1**  
2017 Active Projects by Category

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

**Chart 2**  
Project Status - 8



**Table 2**

Reason for Delay	1	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		1
Community Consultation		
Other*		
<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
5.50	1.71			

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

**Key Discussion Points:**

- Hotel X Bridge project delayed due to delays in the construction of Hotel X resulting from existing contractor issues which are outside the purview of Exhibition Place.

Exhibition Place (EXH)

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
Horse Palace	0.200	0.000	0.0%	0.200	100.0%	⊙	⊙		0.200	0.000
<b>Sub-Total</b>	<b>0.200</b>	<b>0.000</b>	<b>0.0%</b>	<b>0.200</b>	<b>100.0%</b>	-	-		<b>0.200</b>	<b>0.000</b>
<b>State of Good Repair</b>										
Pre-Engineering Program	0.190	0.024	12.5%	0.190	100.0%	⊙	⊙		0.225	0.059
Queen Elizabeth Building	2.150	0.000	0.0%	2.150	100.0%	⊙	⊙		2.150	0.000
Other Building	0.240	0.000	0.1%	0.240	100.0%	⊙	⊙		0.240	0.000
Equipment	0.354	0.183	51.6%	0.354	100.0%	⊙	⊙		0.550	0.378
Enercare Centre	1.957	1.144	58.4%	1.957	100.0%	⊙	⊙		2.945	2.924
Parks, Parking Lots, and Roads	0.407	0.042	10.2%	0.407	100.0%	⊙	⊙		0.475	0.110
<b>Sub-Total</b>	<b>5.298</b>	<b>1.392</b>	<b>26.3%</b>	<b>5.298</b>	<b>100.0%</b>	-	-		<b>6.585</b>	<b>3.471</b>
<b>Service Improvements</b>										
Hotel X Bridge	1.709	0.548	32.1%	1.709	100.0%	⊙	Ⓜ	#1	1.920	0.760
<b>Sub-Total</b>	<b>1.709</b>	<b>0.548</b>	<b>32.1%</b>	<b>1.709</b>	<b>100.0%</b>	-	-		<b>1.920</b>	<b>0.760</b>
<b>Total</b>	<b>7.207</b>	<b>1.940</b>		<b>7.207</b>					<b>8.705</b>	<b>4.230</b>

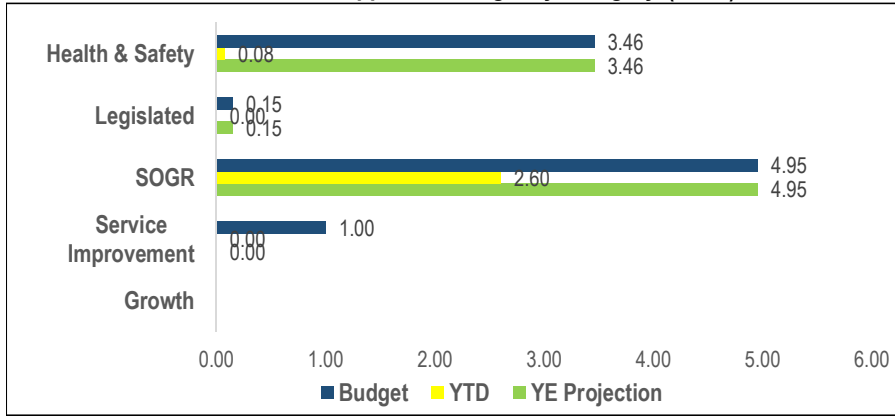
On Time	⊙	On Budget	⊙
On/Ahead of Schedule	⊙	>70% of Approved Cash Flow	⊙
Minor Delay < 6 months	Ⓜ	Between 50% and 70%	Ⓜ
Significant Delay > 6 months	Ⓜ	< 50% or >100% of Approved Cash Flow	Ⓜ

**Note # 1:**

The construction of the Hotel X has been delayed by the hotel project which is being delivered by the hotel operator.

**Sony Centre (Hummingbird) (HUM)**

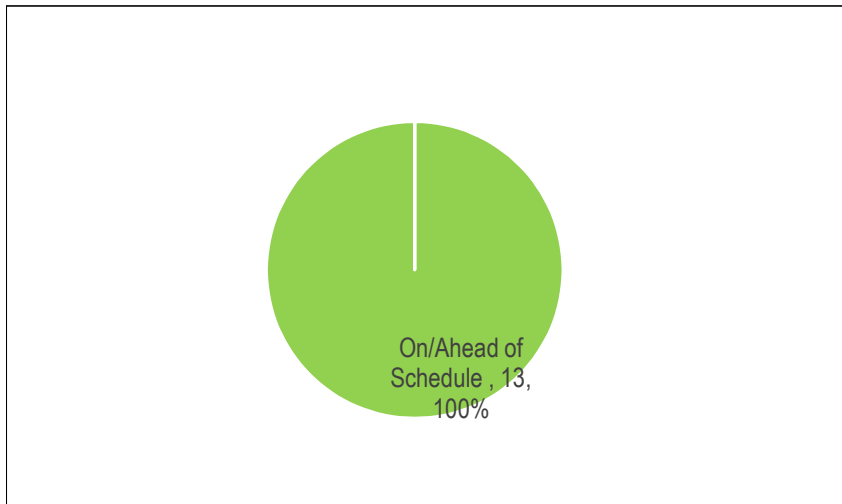
**Chart 1**  
2017 Approved Budget by Category (\$9.56)



**Table 1**  
2017 Active Projects by Category

Health & Safety	6
Legislated	1
SOGR	5
Service Improvement	1
Growth	
<b>Total # of Projects</b>	<b>13</b>

**Chart 2**  
Project Status - 13



**Table 2**

**Reason for Delay**

	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
9.56				

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

**Key Discussion Points:**

➤ N/A

Sony Centre (Hummingbird) (HUM)

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
Fall Arrest System - Front of House	0.577	0.000	0.0%	0.577	100.0%	Ⓞ	Ⓞ		0.577	0.000
As-Built Documentation	0.321	0.032	9.9%	0.321	100.0%	Ⓞ	Ⓞ		0.321	0.032
Theatrical Performance	0.729	0.016	2.1%	0.729	100.0%	Ⓞ	Ⓞ		0.729	0.016
Power Infrastructure										
Fire Curtain	0.261	0.005	1.8%	0.261	100.0%	Ⓞ	Ⓞ		0.261	0.005
Stage Floor	0.919	0.020	2.1%	0.919	100.0%	Ⓞ	Ⓞ		0.919	0.020
Back of House Systems - Loading Dock	0.652	0.004	0.6%	0.652	100.0%	Ⓞ	Ⓞ		0.652	0.004
<b>Sub-Total</b>	<b>3.459</b>	<b>0.075</b>	<b>2.2%</b>	<b>3.459</b>	<b>100.0%</b>	-	-		<b>3.459</b>	<b>0.075</b>
<b>Legislated</b>										
AODA Audit	0.150	0.000	0.0%	0.150	100.0%	Ⓞ	Ⓞ		0.150	0.000
<b>Sub-Total</b>	<b>0.150</b>	<b>0.000</b>	<b>0.0%</b>	<b>0.150</b>	<b>100.0%</b>	-	-		<b>0.150</b>	<b>0.000</b>
<b>State of Good Repair</b>										
East Side Restoration	0.823	0.672	81.6%	0.823	100.0%	Ⓞ	Ⓞ		1.873	1.722
West Side Restoration	0.134	0.061	46.0%	0.134	100.0%	Ⓞ	Ⓞ		0.146	0.074
Exterior Wall	2.533	0.608	24.0%	2.533	100.0%	Ⓞ	Ⓞ		2.294	0.613
Rigging Replacement	0.051	0.000	0.1%	0.051	100.0%	Ⓞ	Ⓞ		2.513	2.462
Porte-Cochere Lighting	1.413	1.262	89.3%	1.413	100.0%	Ⓞ	Ⓞ		1.716	1.320
<b>Sub-Total</b>	<b>4.955</b>	<b>2.604</b>	<b>52.5%</b>	<b>4.955</b>	<b>100.0%</b>	-	-		<b>8.542</b>	<b>6.191</b>
<b>Service Improvements</b>										
Sony Centre Public Plaza	1.000	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#1	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>9.564</b>	<b>2.679</b>		<b>8.564</b>					<b>13.151</b>	<b>6.267</b>

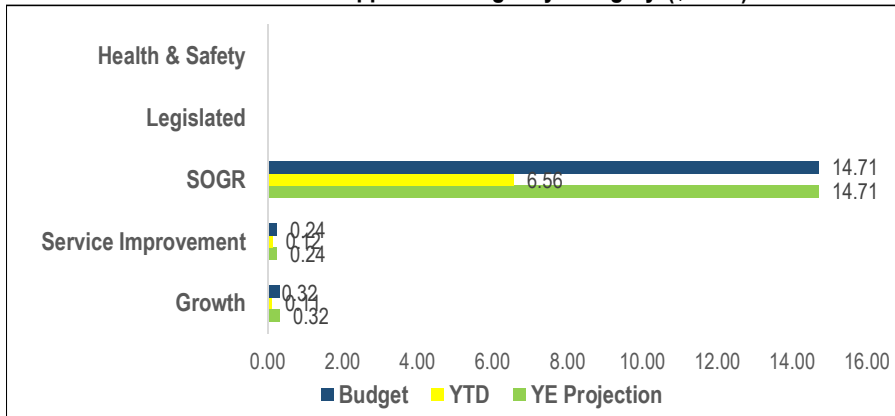
On Time	On Budget
On/Ahead of Schedule	>70% of Approved Cash Flow
Minor Delay < 6 months	Between 50% and 70%
Significant Delay > 6 months	< 50% or >100% of Approved Cash Flow

**Note # 1:**

The City was notified that the actual improvement work for its public plaza is now completed. Soft opening for the plaza took place in late-2016. Sony Centre will inform the City with the latest update on finalizing the cash disbursements by the end of Q3'17.

# Toronto & Region Conservation Authority (TRCA)

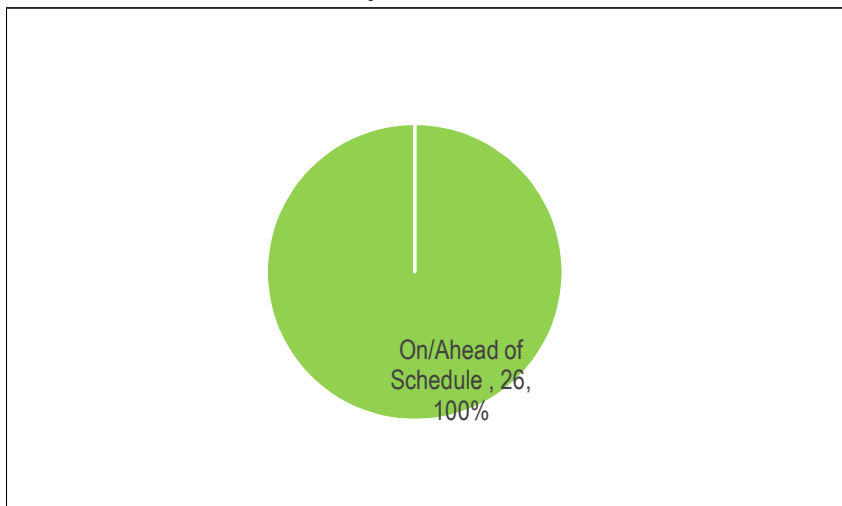
**Chart 1**  
2017 Approved Budget by Category (\$15.28)



**Table 1**  
2017 Active Projects by Category

Health & Safety	
Legislated	
SOGR	24
Service Improvement	1
Growth	1
<b>Total # of Projects</b>	<b>26</b>

**Chart 2**  
Project Status - 26



**Table 2**

**Reason for Delay**

	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
15.28				

**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.

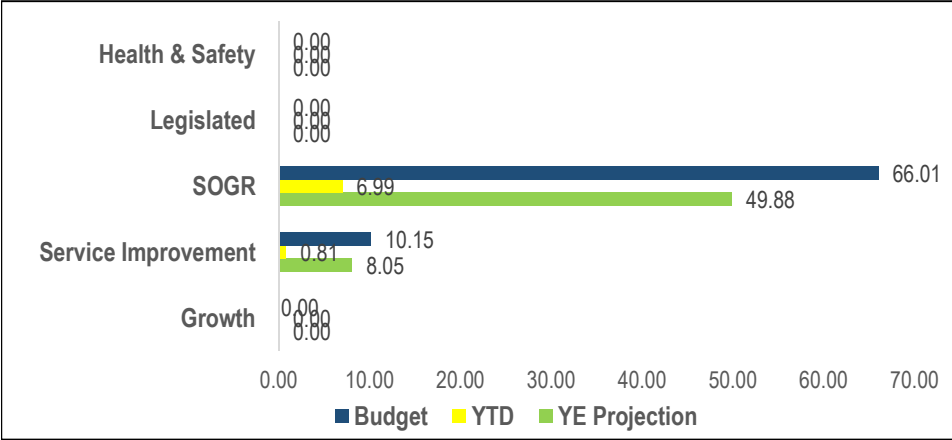


Toronto & Region Conservation Authority (TRCA)

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
<b>Legislated</b>										
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
<b>State of Good Repair</b>										
Greenspace Land Acquisition	0.064	0.032	50.0%	0.064	100.0%	Ⓞ	Ⓞ		0.064	0.032
TRCA Administrative Infrastructure	0.322	0.161	50.0%	0.322	100.0%	Ⓞ	Ⓞ		0.322	0.161
Waterfront & Valley Erosion Control	1.550	0.775	50.0%	1.550	100.0%	Ⓞ	Ⓞ		1.550	0.775
Black Creek Pioneer Village Retrofit	0.371	0.185	50.0%	0.371	100.0%	Ⓞ	Ⓞ		0.371	0.185
Living City Action Plan	2.916	1.458	50.0%	2.916	100.0%	Ⓞ	Ⓞ		2.916	1.458
Waterfront Development	1.233	0.616	50.0%	1.233	100.0%	Ⓞ	Ⓞ		1.233	0.616
TRCA Information Technology	0.257	0.128	50.0%	0.257	100.0%	Ⓞ	Ⓞ		0.257	0.128
Critical Erosion-Water Funded Enhancements	8.000	3.205	40.1%	8.000	100.0%	Ⓞ	Ⓞ		8.000	3.205
<b>Sub-Total</b>	<b>14.713</b>	<b>6.561</b>	<b>44.6%</b>	<b>14.713</b>	<b>100.0%</b>	-	-		<b>14.713</b>	<b>6.561</b>
<b>Service Improvements</b>										
Waterfront Development	0.240	0.120	50.0%	0.240	100.0%	Ⓞ	Ⓞ		0.756	0.120
<b>Sub-Total</b>	<b>0.240</b>	<b>0.120</b>	<b>50.0%</b>	<b>0.240</b>	<b>100.0%</b>	-	-		<b>0.756</b>	<b>0.120</b>
<b>Growth Related</b>										
Long Term Accommodation Project	0.322	0.107	33.3%	0.322	100.0%	Ⓞ	Ⓞ		2.771	0.107
<b>Sub-Total</b>	<b>0.322</b>	<b>0.107</b>	<b>33.3%</b>	<b>0.322</b>	<b>100.0%</b>	-	-		<b>2.771</b>	<b>0.107</b>
<b>Total</b>	<b>15.275</b>	<b>6.789</b>	<b>44.4%</b>	<b>15.275</b>	<b>100.0%</b>				<b>18.240</b>	<b>6.789</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

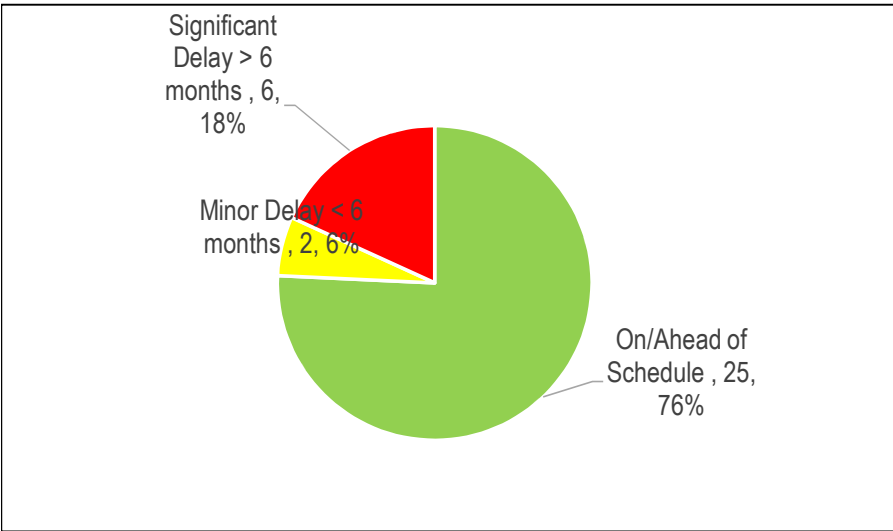
**Chart 1**  
2017 Approved Budget by Category (\$76.17)



**Table 1**  
2017 Active Projects by Category

Health & Safety	
Legislated	
SOGR	25
Service Improvement	8
Growth	
<b>Total # of Projects</b>	<b>33</b>

**Chart 2**  
Project Status - 33



**Table 2**

Reason for Delay	7	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed	1	
Contractor Issues	1	
Site Conditions	1	
Co-ordination with Other Projects		
Community Consultation	1	
Other*	2	1
<b>Total # of Projects</b>	<b>6</b>	<b>1</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
60.26	3.08	12.83		

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

- Only immediate needs are currently being addressed for any SOGR-related requirements. The facility realignment review currently underway by Environics which will identify needs as well as address the Transformational Task force recommendations related to the Facilities realignments.

**Key Discussion Points:**

- TPS's 2017 - 2026 Capital Budget and plan is subject to change as a result of the Transformational Task Force final recommendations as well as its Full Divisional Facility Reassessment.

Toronto Police Service (POL)

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>State of Good Repair</b>										
Facilities Realignment	7.000		0.0%	0.500	7.1%	R	R	#1	39.873	0.451
State-of-Good-Repair - Police	5.747	0.676	11.8%	5.095	88.6%	G	G			
Peer to Peer Site	4.840	0.306	6.3%	3.910	80.8%	G	G		19.924	4.131
Transforming Corporate Support	3.025	0.385	12.7%	1.836	60.7%	Y	Y	#2	8.742	2.103
52 Division Renovations	0.734	0.228	31.1%	0.734	100.0%	G	G		9.268	8.762
Radio Replacement	14.054	0.171	1.2%	14.054	100.0%	G	G		39.445	0.258
Vehicle Replacement	6.770	0.961	14.2%	6.770	100.0%	G	G		124.325	51.996
Furniture Lifecycle Replacement	1.623	0.017	1.1%	0.405	25.0%	R	R	#3	11.430	9.475
Workstation, Laptop, Printer- Lifecycle plan	3.216	2.116	65.8%	2.176	67.6%	Y	G		77.238	30.934
Servers - Lifecycle Plan	2.718	1.269	46.7%	2.718	100.0%	G	G		71.587	32.467
IT Business Resumption	2.640	-	0.0%	0.260	9.9%	R	R	#4	33.712	14.357
Locker Replacement	0.322	-	0.0%	-	0.0%	R	R	#3	3.561	3.143
Network Equipment	2.900	-	0.0%	2.900	100.0%	G	G		38.106	10.956
AVLS Replacement Lifecycle	0.090	0.008	9.0%	0.090	100.0%	G	G		4.600	1.416
In-car Camera	4.178	0.499	11.9%	4.178	100.0%	G	G		10.728	0.584
Voice logging lifecycle Replacement	0.016	-	0.0%	0.016	100.0%	G	G		1.827	1.111
Digital Photography	0.052	0.034	64.8%	0.052	100.0%	G	G		1.730	0.740
DVAM I, II (LR)	0.519	0.009	1.7%	0.519	100.0%	G	G		7.862	2.220
Call Centre Application Lifecycle Replacement	0.507	0.028	5.6%	0.500	98.6%	G	G		1.453	0.374
Small Equipment Replacement	0.133	-	0.0%	0.090	68.1%	Y	G		8.689	2.813
Fleet Equipment	0.090	0.035	38.8%	0.090	100.0%	G	G		0.500	0.445
Security System Replacement	0.237	0.027	11.3%	0.237	100.0%	G	G		1.600	1.390
Radar Unit Replacement	0.246	-	0.0%	0.246	100.0%	G	G		2.012	0.614
Electronic Surveillance	0.900	-	0.0%	0.500	55.6%	Y	G		2.405	0.805
Wireless Parking System	2.973	-	0.0%	1.518	51.1%	Y	G		10.230	1.265
Marine Vessel Electronics Replacement	0.485	0.223	45.9%	0.485	100.0%	G	G		0.970	0.223
<b>Sub-Total</b>	<b>66.014</b>	<b>6.991</b>	<b>10.6%</b>	<b>49.879</b>	<b>75.6%</b>	-	-		<b>531.817</b>	<b>183.032</b>
<b>Service Improvements</b>										
Enterprise Business Intelligence	5.847	0.554	9.5%	4.900	83.8%	G	G		10.216	3.922
CCTV	0.180	0.073	40.6%	0.180	100.0%	G	G		1.852	0.645
Electronic Document Management (Proof of Concept)	0.274	0.184	67.3%	0.274	100.0%	G	G		0.500	0.410
TPS Archiving	0.050	-	0.0%	0.050	100.0%	G	Y	#5	0.700	-
Conducted Energy Weapon (CEW)	0.750	-	0.0%	-	0.0%	R	R	#6	0.750	-
Body Worn Camera - Initial phase	0.500	-	0.0%	0.100	20.0%	R	R	#7	0.500	-
Parking Handheld APS	2.550	-	0.0%	2.550	100.0%	G	G		2.550	-
<b>Sub-Total</b>	<b>10.151</b>	<b>0.811</b>	<b>8.0%</b>	<b>8.054</b>	<b>79.3%</b>	-	-		<b>17.068</b>	<b>4.978</b>
<b>Total</b>	<b>76.165</b>	<b>7.802</b>	<b>10.2%</b>	<b>57.933</b>	<b>76.1%</b>				<b>548.885</b>	<b>188.010</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 (POL)

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			

**Note # 1:**

TPS is working with the City Real Estate Services to select an appropriate site for the new 54/55 Division as the first phase of the facilities realignment process. Until approval and acquisition of the site is finalized, this funding will not be spent as the majority of the funding is related to the cost of the site.

**Note # 2:**

Phase I of the project concluded in March 2017. Phase II scope will be refined with input from stakeholders at all levels of the organization.

**Note # 3:**

The Vendor of Record for Furniture Replacement and Locker Replacements declared bankruptcy and new purchases have not occurred. A New Vendor of record may be established in 2017, and purchases will take place once the vendor has been secured.

**Note # 4:**

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 # 5:**

The design portion of this project will be completed in 2017.

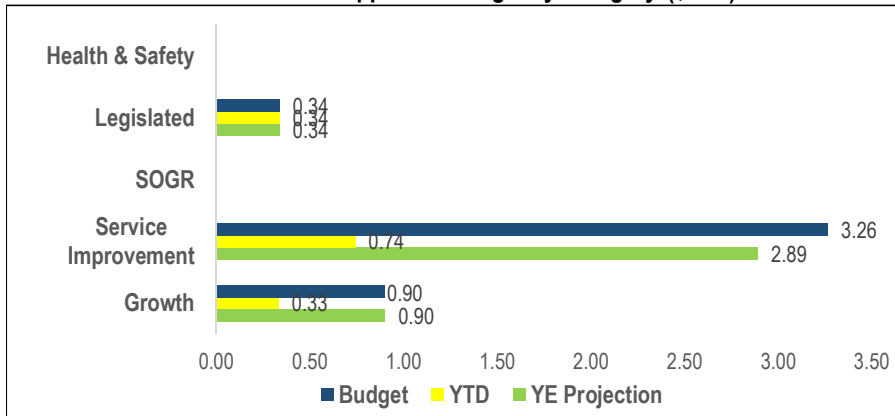
**Note # 6:**

Public consultation will be conducted prior to any decision to move forward with the acquisition of any additional Conducted Energy Weapons (tasers).

**Note # 7:**

This project is currently undergoing a strategic review.

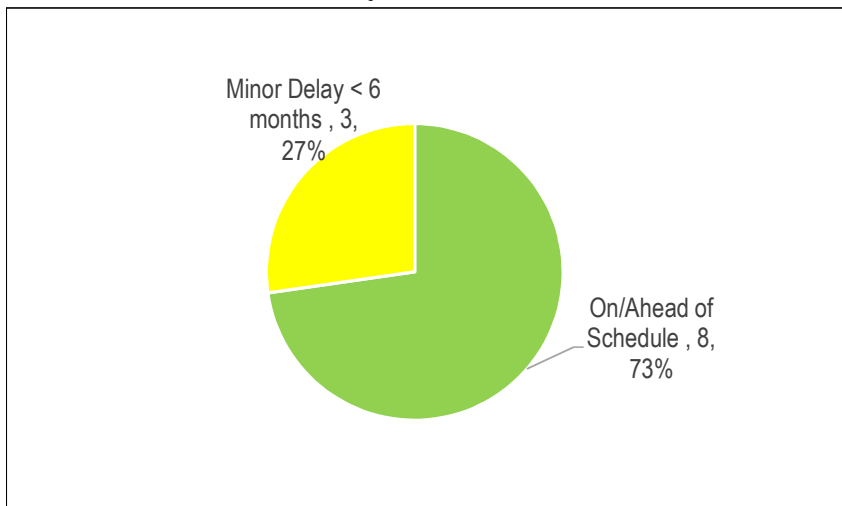
**Chart 1**  
2017 Approved Budget by Category (\$4.50)



**Table 1**  
2017 Active Projects by Category

Health & Safety	
Legislated	1
SOGR	
Service Improvement	9
Growth	1
<b>Total # of Projects</b>	<b>11</b>

**Chart 2**  
Project Status - 11



**Table 2**

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

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
3.37	1.13			

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

- Please provide reason for delay
- (text)
- (text)

**Key Discussion Points:**

- Please provide reason for delay
- (text)
- (text)

Toronto Public Health (TPH)

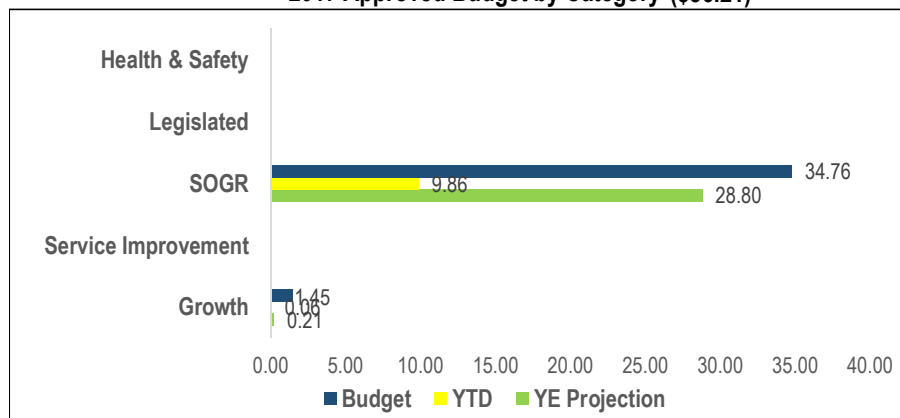
Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Legislated</b>										
Infectious Disease Control Information System	0.337	0.337	100.0%	0.337	100.0%	G	G		3.490	3.483
<b>Sub-Total</b>	<b>0.337</b>	<b>0.337</b>	<b>100.0%</b>	<b>0.337</b>	<b>100.0%</b>	-	-		<b>3.490</b>	<b>3.483</b>
<b>Service Improvements</b>										
HF/HL Point of Care	0.053	0.042	79.2%	0.053	100.0%	G	G		5.373	5.363
CDC Wireless Rollout	0.025	0.024	98.1%	0.024	98.1%	G	G		1.965	1.965
Healthy Environment Inspection System (Mobile)	0.271	0.214	78.8%	0.271	100.0%	G	G		2.176	2.118
TPH Datamart Data Warehouse Phase 2	0.868	0.335	38.6%	0.868	100.0%	G	G		2.032	1.499
Electronic Medical Record Phase 1	0.014	0.000	0.0%	0.014	100.0%	G	G		0.232	0.218
Dental & Oral Health Information Systems	0.084	0.026	30.6%	0.084	100.0%	G	G		0.404	0.026
Electronic Medical Record Phase 2	0.418	0.101	24.1%	0.418	100.0%	G	G		1.724	0.101
Relocation and Expansion of Scarborough Dental Clinic	1.067	0.000	0.0%	0.693	64.9%	Y	G	#1	1.067	0.000
Supervised Injection Site	0.465	0.000	0.0%	0.465	100.0%	G	G		0.465	0.000
<b>Sub-Total</b>	<b>3.265</b>	<b>0.741</b>	<b>22.7%</b>	<b>2.890</b>	<b>88.5%</b>	-	-		<b>15.438</b>	<b>11.289</b>
<b>Growth Related</b>										
Community Health Information System	0.900	0.331	36.8%	0.900	100.0%	G	G	#3	2.854	0.331
<b>Sub-Total</b>	<b>0.900</b>	<b>0.331</b>	<b>36.8%</b>	<b>0.900</b>	<b>100.0%</b>	-	-		<b>2.854</b>	<b>0.331</b>
<b>Total</b>	<b>4.502</b>	<b>1.409</b>		<b>4.127</b>					<b>21.782</b>	<b>23.442</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 delayed due to RFQ award, awarded in March 2017. Spending is expected to accelerate in Q3 and Q4 of 2017.

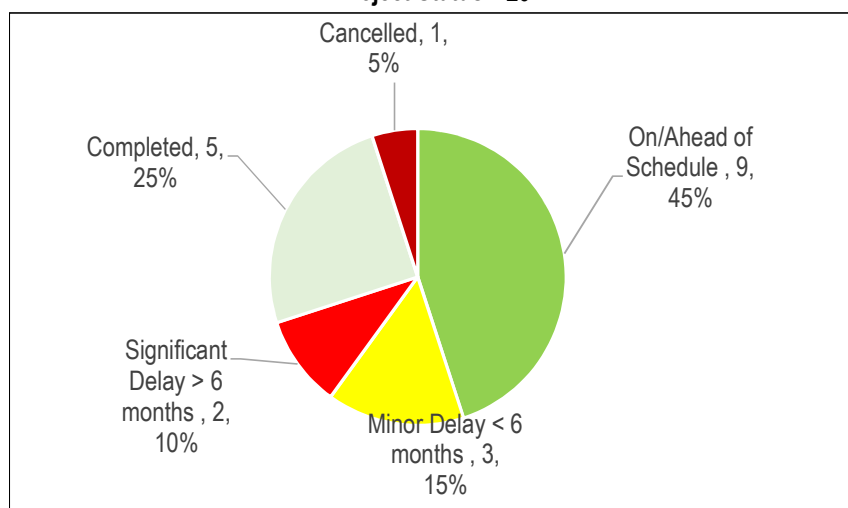
**Chart 1**  
2017 Approved Budget by Category (\$36.21)



**Table 1**  
2017 Active Projects by Category

Health & Safety	
Legislated	
SOGR	17
Service Improvement	
Growth	3
<b>Total # of Projects</b>	<b>20</b>

**Chart 2**  
Project Status - 20



**Table 2**

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

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
26.00	4.48	3.84	1.79	0.10

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

- The Fort York Library Construction is completed. Outstanding work such as HVAC, millwork, and acoustic issues still need to be addressed.
- Wychwood Library Renovation and St. Clair/Silverthorn Library projects are delayed due to late site plan approval.

**Key Discussion Points:**

- The Dawes Road Library Construction and Expansion project is delayed as the Facilities Management Division is continuing to work on the negotiation process with the site.
- The St. Lawrence Relcation and Expansion project is delayed as the master plan and heritage element assessments are still pending. The project is expected to be deferred and will be brought forward on a stand-alone staff report.

Toronto Public Library (LIB)

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>State of Good Repair</b>										
Agincourt Building Elements	0.062	0.130	210.9%	0.373	604.6%	Ⓡ		#1	1.172	1.240
Albert Campbell Renovation	0.225	0.005	2.1%	0.150	66.7%	Ⓢ	Ⓢ	#2	12.165	0.045
Albion District Library Renovation	4.421	2.295	51.9%	3.162	71.5%	Ⓢ	Ⓢ		15.007	13.940
St. Clair/Silverthorn Reconstruction	2.234	0.035	1.6%	0.905	40.5%	Ⓡ	Ⓢ	#3	2.897	0.198
North York Central Library Renovation	9.486	2.612	27.5%	7.897	83.3%	Ⓢ	Ⓢ		14.974	7.365
Virtual Branch Services	1.500	0.892	59.4%	1.439	95.9%	Ⓢ			6.842	3.345
Technology Asset Management Program	3.654	1.057	28.9%	3.842	105.1%	Ⓡ	Ⓢ	#4	17.252	6.656
Dawes Road Neighbourhood Library	2.786	0.005	0.2%	0.010	0.4%	Ⓡ	Ⓡ	#5	13.263	0.011
Intergrated Payment Solutions	1.150	0.000	0.0%	1.150	100.0%	Ⓢ	Ⓢ		2.250	0.000
Equipment for Operational Efficiencies	1.456	0.076	5.2%	1.456	100.0%	Ⓢ	Ⓢ		1.806	0.000
Multi Branch Renovation Pgm Accessibility Retrofit 2017 - 2026	1.468	0.045	3.0%	1.468	100.0%	Ⓢ	Ⓢ		3.787	0.464
Multi Branch Minor Renovation Pgm 2016 - 2021	0.922	1.601	173.6%	2.879	312.2%	Ⓡ	Ⓢ	#4	11.465	4.683
Eglinton Square Renovation & Expansion	0.754	0.754	100.0%	0.754	100.0%	Ⓢ			1.242	1.243
Downsview Renovation	0.030	0.030	100.0%	0.030	100.0%	Ⓢ			0.437	0.437
Canada 150 Projects	2.616	0.296	11.3%	2.616	100.0%	Ⓢ	Ⓢ		3.137	0.468
Wychwood Library Renovation	1.899	0.029	1.5%	0.671	35.3%	Ⓡ	Ⓢ	#3	9.533	0.419
St. Lawrence Relocation & Expansion - Design	0.100	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓢ	#6	0.100	0.000
<b>Sub-Total</b>	<b>34.763</b>	<b>9.861</b>	<b>28.4%</b>	<b>28.803</b>	<b>82.9%</b>	-	-		<b>117.329</b>	<b>40.513</b>
<b>Growth Related</b>										
Fort York New Library Construction	0.351	0.011	3.1%	0.101	28.8%	Ⓡ	Ⓢ	#7	9.192	8.852
Scarborough Civic Centre Library Construction	0.045	0.045	100.0%	0.045	100.0%	Ⓢ			10.276	10.276
Bayview-Bessarion Library Relocation	1.053	0.000	0.0%	0.060	5.7%	Ⓡ	Ⓡ	#8	12.622	0.192
<b>Sub-Total</b>	<b>1.449</b>	<b>0.056</b>	<b>3.9%</b>	<b>0.206</b>	<b>14.2%</b>	-	-		<b>32.090</b>	<b>19.320</b>
<b>Total</b>	<b>36.212</b>	<b>9.917</b>		<b>29.009</b>					<b>149.419</b>	<b>59.833</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:**

While this project is completed, there are invoices still outstanding. Over-expenditure is due to delays in receipt of S37 funding and this will be addressed through a budget reallocation in Q3'17.

**Note # 2:**

This project is in its design phase and there are no foreseeable delays in completing this work.

**Note # 3:**

Delayed due to the late site approval. Constructions will not commence until the Fall or 2017.

**Note # 4:**

These projects are ahead of schedule. On a life-to-date basis, the total life-to-date spending is within the approved budget.

**Note # 5:**

There are site acquisition issues outstanding for this project. City's Facilities Management Division is in the negotiation process.

**Note # 6:**

Delayed as the master plan and heritage element assessment are pending. This project will be deferred.

**Note # 7:**

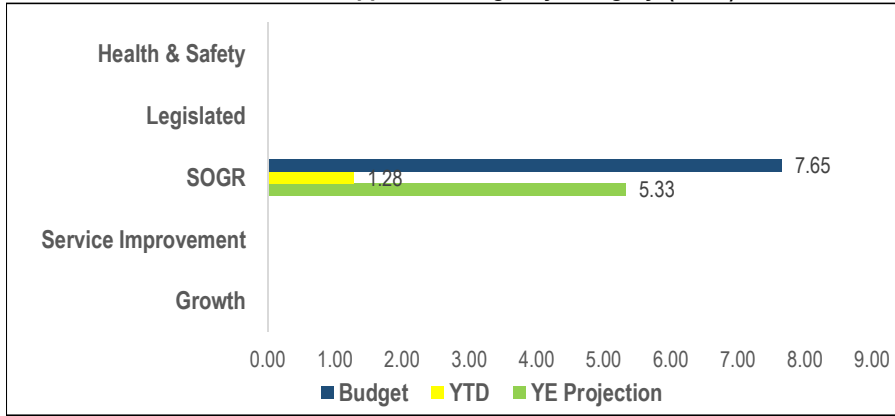
There are outstanding work to be addressed such as HVAC, millwork, and acoustic issues.

**Note # 8:**

Delays caused by coordination with other projects and jointly managed with the City's Parks, Forestry and Recreation Division.



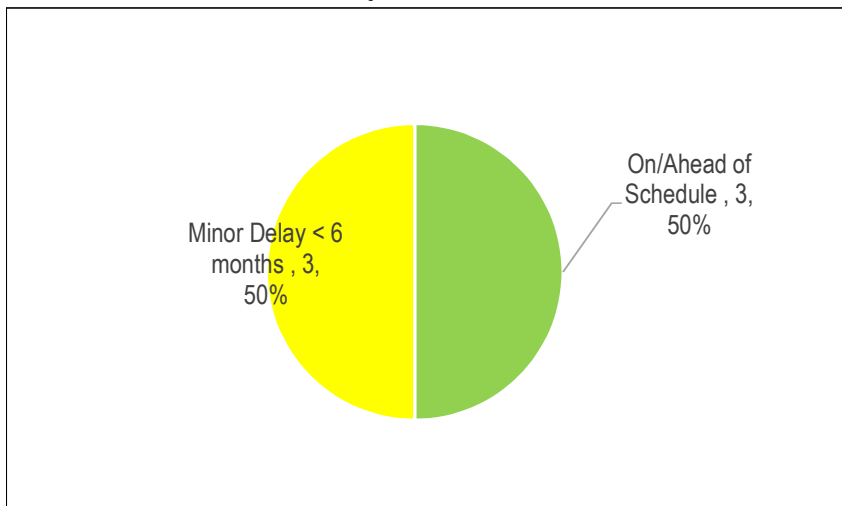
**Chart 1**  
2017 Approved Budget by Category (\$7.65)



**Table 1**  
2017 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	3	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		1
Site Conditions		
Co-ordination with Other Projects		2
Community Consultation		
Other*		
<b>Total # of Projects</b>		<b>3</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
4.24	3.41			

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

- Please provide reason for delay
- (text)
- (text)

**Key Discussion Points:**

- Please provide reason for delay
- (text)
- (text)

Toronto Zoo (ZOO)

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>State of Good Repair</b>										
Building and Services	1.779	0.026	1.5%	1.225	68.9%	⓪	⓪	#1	2.350	0.597
Exhibit Refurbishment	0.800	0.079	9.8%	0.650	81.3%	⓪	⓪		0.800	0.079
Orangutan II Outdoor Exhibit	1.306	0.057	4.3%	0.306	23.4%	Ⓡ	⓪	#2	1.350	0.101
Grounds & Visitor Improvements	0.643	0.013	2.0%	0.393	61.1%	⓪	⓪	#3	0.800	0.170
Information Systems	0.623	0.078	12.5%	0.373	59.9%	⓪	⓪	#4	0.850	0.305
Wildlife Health Centre	2.500	1.030	41.2%	2.383	95.3%	⓪	Ⓡ	#5	2.500	1.030
<b>Total</b>	<b>7.650</b>	<b>1.282</b>		<b>5.329</b>					<b>8.650</b>	<b>2.281</b>

On Time	⓪	On Budget	⓪
On/Ahead of Schedule	⓪	>70% of Approved Cash Flow	⓪
Minor Delay < 6 months	⓪	Between 50% and 70%	⓪
Significant Delay > 6 months	Ⓡ	< 50% or >100% of Approved Cash Flow	Ⓡ

**Note # 1:**

Delays were caused by labour disruptions on site.

**Note # 2:**

Delays by the lead designer for this project; the tender is expected in Fall of 2017 and the revised completion date is October 2018. Unspent funds by the year-end will be carried forward to 2018.

**Note # 3:**

The Wayfinding sub-project is delayed which is now in final review stages before tender.

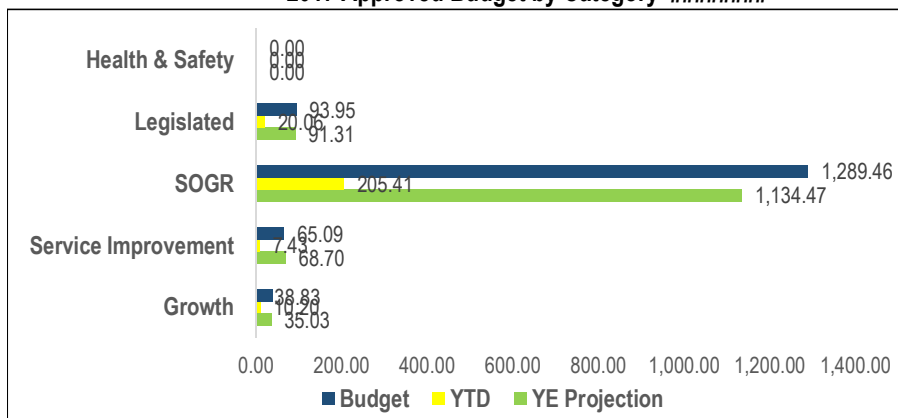
**Note # 4:**

This project is on-time as per the revised schedule. Unspent funds will be carried forward to 2018 to complete the project.

**Note # 5:**

The Wildlife Health Centre opened July 2017. Although a few invoices are outstanding, it is anticipated to be completed by the year-end

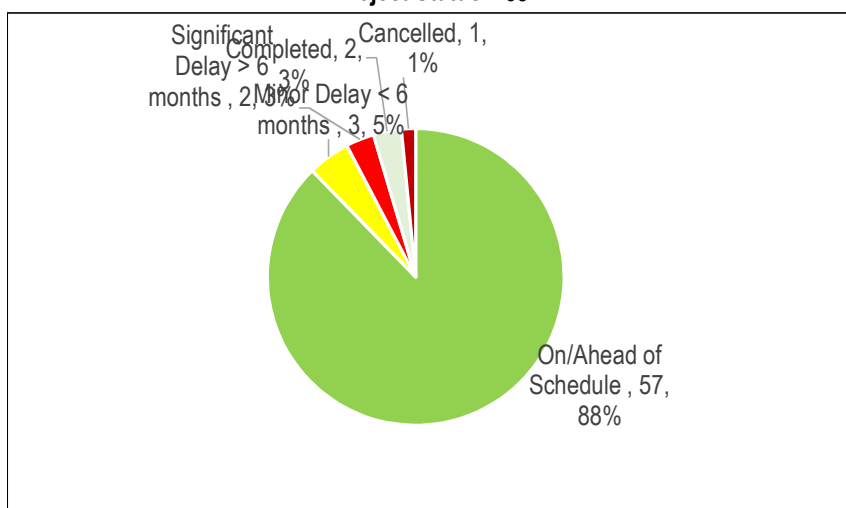
**Chart 1**  
2017 Approved Budget by Category #####



**Table 1**  
2017 Active Projects by Category

Health & Safety	
Legislated	10
SOGR	37
Service Improvement	11
Growth	7
<b>Total # of Projects</b>	<b>65</b>

**Chart 2**  
Project Status - 65



**Table 2**

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

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1,445,892.81	28,679.64	9,053.00	3,704.43	0.92

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

- Variance is mainly due to deferral of Davisville Area Rehabilitation Project under the Track Rehabilitation program into future years, combined with scope changes under the Rail Vehicle Based Inspection System program which resulting in the deferral of the system testing .
- The variance is primarily caused by a Signal Capital installation workforce deficit, design and installation resources allocated to Eglinton Ancillary Room Relocation and Wilson Yard Resignalling schedule slippage due to new interface configuration with Alstom CBTC.
- As a diesel buses cannot be provided in 2017, it was decided that only 20 buses would be purchased and the remaining 20 buses added to the 2018 order (60 buses). Delivery of buses is based on availability from Fiat Chrysler.

**Key Discussion Points:**

- The Toronto Transit Commission (TTC) spent \$243 million or 16.3% of its 2017 Base Capital Budget of \$1.487 billion (including \$223.5 million additional carry forward as approved by Council on April 26, 2017) for the two months period ended May 27, 2017 with a projection to year end estimated at \$1.330 billion or 89.4% of the budget.

## Toronto Transit Commission (TTC)

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

- Toronto York Spadina Subway Extension (TYSSE) : \$23.3 million over, variance is due to the advancement of facilities construction, holdback release and claims resolution.
- Scarborough Subway Extension: \$39.9 million under, SRT Life Extension (-\$17.8M): Variance is due to SRT Communications Retrofit - work deferred due to re-assessment of schedule; SRT Car Overhaul Program - due to delay of subway opening and new scope added to the project and a work cost estimate adjustment and SRT Life Extension with anticipated cost savings.
- Scarborough Subway Extension: (-\$22.1): Variance is due to delay in the EA process and the rebaselining of the project scope.

Toronto Transit Commission (TTC)

Projects by Category (Million)	2017 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	335	-19	-5.6%	17	5.1%	R	Y	#1	7,812	7,217
Communications- Legislated	2,288	399	17.4%	2,133	93.2%	G	G		15,466	9,775
Easier Access-Phase III Equipment-Legislated	42,655	10,895	25.5%	42,772	100.3%	G	G		774,315	272,423
Other Service Planning - Legislated	2,344	458	19.6%	2,274	97.0%	G	G		23,038	15,479
Streetcar Network- Legislated	16,538	5	0.0%	16,538	100.0%	G	G		21,910	67
Streetcar Overhaul - Legislated (AODA)	2,133	375	17.6%	1,238	58.0%	Y	R	#2	80,263	42,400
Subway Asbestos Removal	394	369	93.7%	766	194.6%	R	G	#3	1,727	1,375
Other Buildings - Legislated (Backflow Preventers)	7,349	2,433	33.1%	8,258	112.4%	R	G	#4	118,096	81,597
Subway Car Overhaul - Legislated (AODA)	9,454	1,181	12.5%	6,862	72.6%	G	G		77,814	7,233
	10,457	3,968	37.9%	10,457	100.0%	G	G		12,062	9,849
<b>Sub-Total</b>	<b>93,947</b>	<b>20,064</b>	<b>21.4%</b>	<b>91,315</b>	<b>97.2%</b>	-	-		<b>1,132,504</b>	<b>447,416</b>
<b>State of Good Repair</b>										
ATC Resignalling - Bloor/Danforth Line	160	29	18.2%	160	100.0%	G	G		257,370	689
ATC Resignalling - YUS Line	60,012	23,015	38.4%	60,189	100.3%	G	G		562,836	345,874
Automotive Non-Revenue Vehicle Replace	5,705	528	9.2%	5,254	92.1%	G	G		27,181	10,516
Birchmount Garage Renovations	0	0		0					29,768	29,696
Bridges And Tunnels- Various	47,698	11,106	23.3%	48,448	101.6%	R	G		505,436	421,013
Bus Heavy Rebuild Program - SOGR	54,590	22,872	41.9%	54,349	99.6%	G	G		312,482	212,096
Communications-SOGR	27,717	3,120	11.3%	20,680	74.6%	G	G		159,621	89,180
Computer Equipment And Software	103,248	17,309	16.8%	80,958	78.4%	G	G		588,467	259,317
Equipment-SOGR	36,084	7,906	21.9%	31,783	88.1%	G	G		295,030	167,271
Finishes-SOGR	17,593	1,629	9.3%	19,250	109.4%	R	G	#5	153,774	103,086
Fire Ventilation Upgrade	14,032	3,173	22.6%	15,351	109.4%	R	G	#6	350,168	252,317
On-Grade Paving Rehabilitation	12,049	2,444	20.3%	11,646	96.7%	G	G		85,579	62,022
Other Buildings - SOGR	55,836	7,104	12.7%	44,097	79.0%	G	G		569,608	241,063
Other Furniture And Office Equipment	570	0	-0.1%	491	86.1%	G	G		4,001	2,874
Other Maintenance Equipment	5,557	304	5.5%	3,859	69.4%	Y	G		15,783	3,564

Toronto Transit Commission (TTC)

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Other Service Planning - SOGR	16,815	9	0.1%	17,480	104.0%	Ⓡ	Ⓢ	#7	22,000	528
POP Legacy Fare Collection	253	-109	-43.0%	175	69.0%	Ⓢ	Ⓢ		2,180	1,344
Power Dist. SOGR	8,838	3,126	35.4%	8,452	95.6%	Ⓢ	Ⓢ		116,377	97,847
Purchase of Wheel Trans	6,920	0	0.0%	3,460	50.0%	Ⓢ	Ⓡ	#8	13,834	0
Purchase of Buses - SOGR	247,822	-4,417	-1.8%	227,351	91.7%	Ⓢ	Ⓢ		905,891	220,109
Purchase Of Legacy LRVs	163,567	21,738	13.3%	132,371	80.9%	Ⓢ	Ⓢ		1,186,504	574,239
Purchase Of Subway Cars	48,205	9,573	19.9%	42,521	88.2%	Ⓢ	Ⓢ		1,166,948	1,128,317
Queensway Garage Expansion	317	93	29.5%	294	92.7%	Ⓢ	Ⓢ		24,226	24,026
Rail Non Revenue Vehicle Overhaul	5,252	72	1.4%	3,545	67.5%	Ⓢ	Ⓢ		28,398	8,745
Rail Non-Revenue Vehicle Purchase - SOGR	16,055	2,114	13.2%	10,008	62.3%	Ⓢ	Ⓢ		59,360	10,883
Revenue & Fare Handling Equipment -SOGR	32,076	5,593	17.4%	27,800	86.7%	Ⓢ	Ⓢ		61,153	36,054
Signal Systems	25,098	2,785	11.1%	8,103	32.3%	Ⓡ	Ⓢ	#9	197,527	123,340
Streetcar Overhaul - SOGR	11,515	4,533	39.4%	12,142	105.4%	Ⓡ	Ⓢ	#10	119,160	86,061
Subway Track - SOGR	34,496	6,984	20.2%	28,179	81.7%	Ⓢ	Ⓢ		210,914	138,106
Surface Track - SOGR	55,451	10,320	18.6%	57,040	102.9%	Ⓡ	Ⓢ	#11	263,679	183,744
Tools And Shop Equipment	8,178	838	10.2%	11,887	145.3%	Ⓡ	Ⓢ	#12	34,465	13,209
TR Yard And Tail Track Accommodation	47,149	13,593	28.8%	50,126	106.3%	Ⓡ	Ⓢ	#13	502,135	181,586
Traction Power-Variou	26,612	7,220	27.1%	28,466	107.0%	Ⓡ	Ⓢ	#14	255,391	221,301
Transit Shelters & Loops - SOGR	443	328	73.9%	527	118.9%	Ⓡ	Ⓢ	#15	2,101	1,003
Wilson Complex-Modifications	33	0	-1.1%	0	0.0%	Ⓡ	Ⓢ	#16	95,324	94,950
Leslie Barns	28,038	4,314	15.4%	20,411	72.8%	Ⓢ	Ⓢ		523,489	489,015
Subway Car Overhaul - SOGR	65,477	16,162	24.7%	47,614	72.7%	Ⓢ	Ⓢ		394,006	162,222
<b>Sub-Total</b>	<b>1,289,462</b>	<b>205,407</b>	<b>15.9%</b>	<b>1,134,467</b>	<b>88.0%</b>	<b>-</b>	<b>-</b>		<b>10,102,166</b>	<b>5,997,205</b>
<b>Service Improvements</b>										
Communications-Service Improvement	259	0	0.0%	184	71.0%	Ⓢ	Ⓢ		302	43
Finishes-Service Improvement	200	50	25.1%	200	100.0%	Ⓢ	Ⓢ		42,306	41,918
Kipling Station Improvements	293	8	2.7%	293	100.0%	Ⓢ	Ⓢ		13,392	13,102

Toronto Transit Commission (TTC)

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Other Buildings - Service Improvement	25,105	6,669	26.6%	30,545	121.7%	Ⓡ	Ⓢ	#17	116,099	46,322
Other Service Planning - Service Improvement	32,464	361	1.1%	32,464	100.0%	Ⓢ	Ⓢ		62,759	10,701
Power Dist. Service Improvement	201	100	49.6%	333	165.7%	Ⓡ	Ⓢ	#18	813	370
Purchase of 50 40 Buses - Service Improvement	2,700	177	6.6%	2,630	97.4%	Ⓢ	Ⓢ		120,810	27,887
Rail Non-Revenue Vehicle Purchase - Service Imp.	127	0	0.0%	90	70.9%	Ⓢ	Ⓢ		19,248	1
Subway Track - Service Improvement	3,247	-78	-2.4%	1,460	45.0%	Ⓡ	Ⓢ	#19	21,242	16,197
Surface Track - Service Improvement	250	0	0.0%	250	100.0%	Ⓢ	Ⓢ		64,961	55,654
Transit Shelters & Loops - SI	247	143	57.7%	247	100.0%	Ⓢ	Ⓢ		2,435	2,384
<b>Sub-Total</b>	<b>65,093</b>	<b>7,430</b>	<b>11.4%</b>	<b>68,696</b>	<b>105.5%</b>	<b>-</b>	<b>-</b>		<b>464,369</b>	<b>214,580</b>
<b>Growth Related</b>										
Bus Rapid Transit-Growth	1,233	166	13.4%	1,387	112.5%	Ⓡ	Ⓢ	#20	31,066	33,800
McNicoll New Bus Garage Facility	14,833	4,179	28.2%	14,780	99.6%	Ⓢ	Ⓢ		181,000	13,618
Sheppard Subway	3,704	0	0.0%	0	0.0%	Ⓡ			968,856	965,151
Other Service Planning - Growth	1,200	0	0.0%	1,200	100.0%	Ⓢ	Ⓢ		2,711	311
Other Buildings - Growth	9,240	581	6.3%	9,967	107.9%	Ⓡ	Ⓢ	#20	27,527	9,558
PRESTO Farecard Implementation	8,616	5,271	61.2%	7,700	89.4%	Ⓢ	Ⓢ		44,000	40,560
Revenue Operations Business Continuity	0	0		0			Ⓢ		1,060	0
<b>Sub-Total</b>	<b>38,827</b>	<b>10,197</b>	<b>26.3%</b>	<b>35,034</b>	<b>90.2%</b>	<b>-</b>	<b>-</b>		<b>1,256,220</b>	<b>1,062,997</b>
<b>Total</b>	<b>1,487,330</b>	<b>243,097</b>	<b>16.3%</b>	<b>1,329,512</b>	<b>89.4%</b>				<b>12,955,258</b>	<b>7,722,198</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 variance is due to the deferral of 1274 A/B Hybrid system overhaul from 2016 into 2017 and expanded scope on the 1336 series buses as a result of unexpected corrosion of the Power Distribution Centre (PDC). TTC has requested that NOVA review the production schedule to max out at 25 buses per week. TTC is still awaiting a revised schedule.

**Note # 2:**

Streetcar Network Upgrades for LRV - Work advanced to 2016 for St Clair Platforms & Curb Cuts.

**Note # 3:**

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

**Note # 4:**

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

**Note # 5:**

**Toronto Transit Commission (TTC)**

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.		YE Projection			Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget			

Roofing Rehabilitation Program - Increase in estimated expenditures for Kipling and Keele stations Overhead Doors - Overhead Door replacement at Wilson Garage was deferred to reflect a revised contract packaging strategy for Wilson Garage. Major contracts yet to be awarded (assess work)

**Note # 6:**

Variance is due to timing adjustment of transfer for cost sharing for Union Platform work from prior years.

**Note # 7:**

TTC investigating labour charged to the wrong account.

**Note # 8:**

As a diesel version cannot be provided in 2017, it was decided that only 20 buses would be purchased and the remaining 20 buses

**Note # 9:**

The variance is primarily caused by a Signal Capital installation workforce deficit, Design and installation resources allocated to Eglinton Ancillary Room Relocation and Wilson Yard Resignalling schedule slippage due to new interface configuration with Alstom CBTC.

**Note # 10:**

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

**Note # 11:**

Variance is due to slippage from 2016 to 2017 for Russel Yard South Track Improvement and CNE and the advancement of design work for modifications to the King/Queen/Roncesvalles intersection.

**Note # 12:**

Streetcar Equipment: Variance is due to Vehicle Engineering Program – revised fleet plan and slippages. Subway & SRT Carhouse -

**Note # 13:**

Increase in estimated expenditures for Wilson Site Services and Systems Contracts, Keele Yard Retrofit and Kipling Track Expansion.

**Note # 14:**

Funds brought forward for material purchase. Cashflow adjusted to align with revised construction schedule and Humber Loop closure in

**Note # 15:**

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

**Note # 16:**

Increase in estimated expenditures for Wilson Site Services and Systems Contracts, Keele Yard Retrofit and Kipling Track Expansion.

**Note # 17:**

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

**Note # 18:**

Variance is mainly due to deferral of Davisville Area Rehabilitation Project (DARP) under the Track Rehabilitation program into future years, combined with scope changes under the Rail Vehicle Based Inspection System program which resulted in the deferral of the system testing and warranty into future years and reduction of work due to contract and labour force constraints under the Rail Grinding

**Note # 19:**

Variance is mainly due to deferral of Davisville Area Rehabilitation Project (DARP) under the Track Rehabilitation program into future years, combined with scope changes under the Rail Vehicle Based Inspection System program which resulted in the deferral of the system testing and warranty into future years and reduction of work due to contract and labour force constraints under the Rail Grinding

**Note # 20:**

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.



**2017 Capital Spending by Program  
Rate Supported Programs**

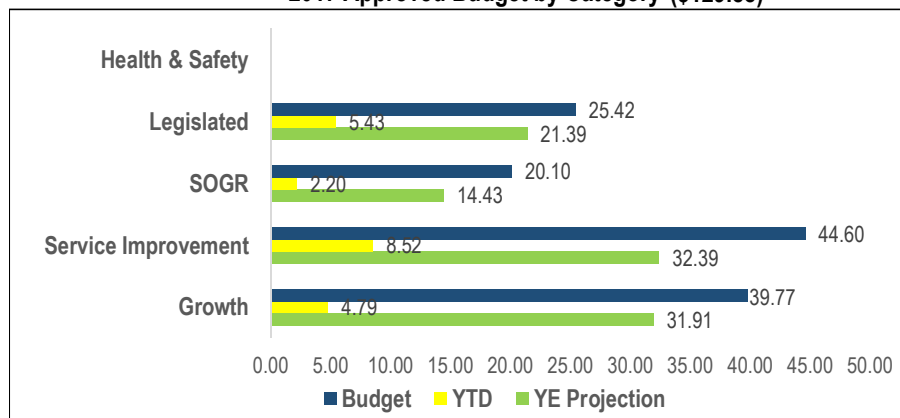
Program		2017 Approved Cash Flow	2017 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
SWM	Q1	129.78	7.85	127.11	97.9%		⊙
	Q2	129.88	20.93	100.12	77.1%	↓	⊙
TPA	Q1	158.47	23.66	138.55	87.4%		⊙
	Q2	158.47	27.85	93.94	59.3%	↓	⊙
Toronto Water	Q1	843.53	72.82	718.40	85.2%		⊙
	Q2	843.53	215.72	695.83	82.5%	↓	⊙
TOTAL	Q1	1,131.79	104.34	984.06	86.9%		⊙
	Q2	1,131.89	264.50	889.89	78.6%	↓	⊙
<span style="background-color: #c6e0b4; padding: 2px;">⊙</span> >70% <span style="background-color: #ffffcc; padding: 2px;">⊙</span> between 50% and 70% <span style="background-color: #f4cccc; padding: 2px;">⊙</span> < 50% or > 100%							

For the six months ended June 30, 2017, capital expenditures for this Cluster totalled \$264.49 million of their collective 2017 Approved Capital Budget of \$1131.88 million. Spending is expected to increase to 889.89 million (78.6%) by year-end. Two Programs in this Cluster have a year-end spending rate of over 70% of their respective 2017 Approved Capital Budgets.

Toronto Parking Authority has a year-end spending rate of 59.3% while Toronto Water and Solid Waste Management Services have year-end spending rate of 82.5% and 77.1% respectively.

# Solid Waste Management (SOL)

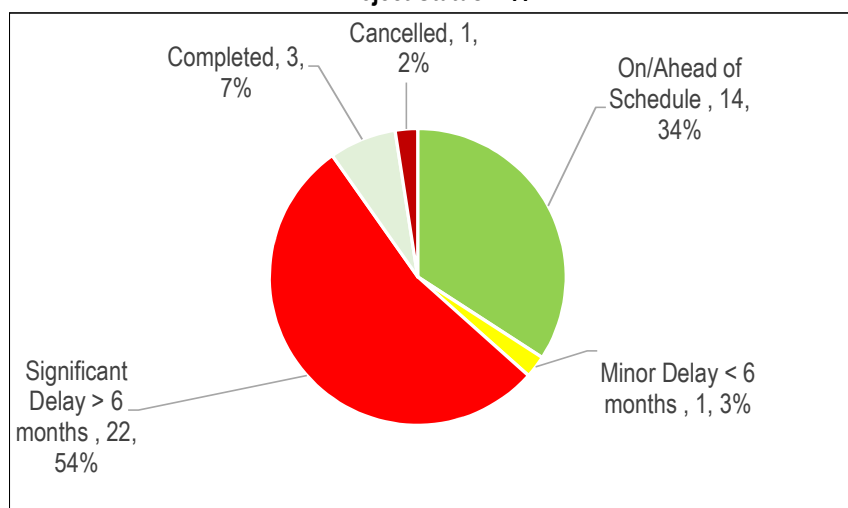
**Chart 1**  
2017 Approved Budget by Category (\$129.88)



**Table 1**  
2017 Active Projects by Category

Health & Safety	
Legislated	2
SOGR	3
Service Improvement	33
Growth	3
<b>Total # of Projects</b>	<b>41</b>

**Chart 2**  
Project Status - 41



**Table 2**

Reason for Delay	23	
	Significant Delay	Minor Delay
Insufficient Staff Resources	2	
Procurement Issues	2	
RFQ/RFP Delayed	7	1
Contractor Issues	2	
Site Conditions	1	
Co-ordination with Other Projects	8	
Community Consultation		
Other*		
<b>Total # of Projects</b>	<b>22</b>	<b>1</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
28.46	0.27	100.92	0.24	

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

- N/A

## Key Discussion Points:

- Chart 1 & 2 represent distribution by category and status detail respectively on "Projects" as well as significant activity budgeted at the "Subproject" level.
- One subproject for Engineering Planning Studies had experienced minor delay due to RFQ issues. Three associated studies (\$0.266 million) are to be completed by mid-year 2017.
- Significant delay has been experienced on 22 projects/subprojects (78% of the budget or \$100.9 million) mainly due to delay in awarding RFQs, issues with contractors, site conditions, insufficient staff and coordination with other projects. This includes large projects such as Diversion Systems (Waste Bins, Green Bins); Gas Utilization projects, Transfer Station Asset Management, Collection Yard upgrades, mobile radio replacements, IT projects and the Disco & Dufferin SSO Facilities.
- Long Term Waste Strategy (\$6.224 million) is expected to be delayed by 32 months with completion in December 2017 at \$3.3 million underspent. Funding allocations are currently under review.

## **Solid Waste Management (SOL)**

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

- 14 projects/subprojects (22% of the budget or \$28.5 million) are considered as being on-schedule and mainly include on-going work at Green Lane, perpetual care of old landfills, Diversion Facility Asset Management, Engineering Planning Studies and the Dufferin Waste Facility.

**Solid Waste Management (SOL)**

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Legislated</b>										
Green Lane Landfill	13.374	2.804	21.0%	11.754	87.9%	Ⓞ	Ⓞ		129.707	48.035
Perpetual Care of Landfills	12.045	2.627	21.8%	9.636	80.0%	Ⓞ	Ⓞ		36.563	10.626
<b>Sub-Total</b>	<b>25.419</b>	<b>5.431</b>	<b>21.4%</b>	<b>21.391</b>	<b>84.2%</b>	-	-		<b>166.270</b>	<b>58.660</b>
<b>State of Good Repair</b>										
Collection Yard Asset Management	0.956	0.217	22.7%	0.217	22.7%	Ⓡ	Ⓡ	1	1.787	1.223
Transfer Station Asset Management	17.145	2.076	12.1%	13.716	80.0%	Ⓞ	Ⓡ	2	67.154	23.396
Diversion Facilities Asset Management	2.000	-0.095	-4.8%	0.500	25.0%	Ⓡ	Ⓞ	3	11.362	0.494
<b>Sub-Total</b>	<b>20.100</b>	<b>2.197</b>	<b>10.9%</b>	<b>14.433</b>	<b>71.8%</b>	-	-		<b>80.303</b>	<b>25.113</b>
<b>Service Improvements</b>										
CNG Refuel Station Installation	0.915	0.079	8.6%	0.915	100.0%	Ⓞ	Ⓡ	1	1.100	0.264
Diversion Systems	26.534	6.913	26.1%	24.197	91.2%	Ⓞ	Ⓡ		78.351	47.758
Landfill Gas Utilization	0.462		0.0%	0.000	0.0%	Ⓡ	Ⓡ	4	34.644	0.266
Construction of Biogas Utilization at Disco & Dufferin	2.632	0.009	0.4%	0.009	0.4%	Ⓡ	Ⓡ	5	8.782	0.589
Long Term Waste Management Strategy	6.224	0.167	2.7%	2.900	46.6%	Ⓡ	Ⓡ	6	21.184	2.972
SWM IT Application Initiatives	1.464	0.423	28.9%	1.169	79.8%	Ⓞ	Ⓡ		9.415	3.114
IT Corporate Initiatives	2.133	0.207	9.7%	1.200	56.3%	Ⓢ	Ⓡ		10.745	1.348
Two-Way Radio Replacement	2.235	0.462	20.7%	1.200	53.7%	Ⓢ	Ⓡ		2.235	0.450
Engineering Planning Studies	2.000	0.257	12.8%	0.795	39.8%	Ⓡ	Ⓢ		3.700	0.792
<b>Sub-Total</b>	<b>44.599</b>	<b>8.517</b>	<b>19.1%</b>	<b>32.386</b>	<b>72.6%</b>	-	-		<b>170.156</b>	<b>57.553</b>
<b>Growth Related</b>										
Dufferin SSO Facility	38.957	4.528	11.6%	31.165	80.0%	Ⓞ	Ⓡ		74.943	22.576
Disco SSO Facility	0.311	0.258	82.9%	0.646	207.9%	Ⓡ	Ⓡ	7	84.492	80.298
Dufferin Waste Facility	0.500		0.0%	0.100	20.0%	Ⓡ	Ⓞ		0.500	0.000
<b>Sub-Total</b>	<b>39.767</b>	<b>4.785</b>	<b>12.0%</b>	<b>31.911</b>	<b>80.2%</b>	-	-		<b>159.935</b>	<b>102.874</b>
<b>Total</b>	<b>129.885</b>	<b>20.930</b>		<b>100.121</b>					<b>576.664</b>	<b>244.199</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:**

Unspent funding for Collection Yard Asset Management will be used to offset the CSW005-16 Bermondsey Yard garage CNG project if the actuals are over budget. For the CNG project, project charter is almost complete, currently in process of hiring the Design, Build, Operate & Maintain (DBOM) contractor. Involves coordination with other projects as well as site conditions at Bermondsey.

## Solid Waste Management (SOL)

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.		YE Projection			Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget			

### Note # 2:

Involves coordination with other projects. Planned cash flow budgets under review. 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 where 38% of year-end forecast represents consultant or construction in procurement or award phase with 43% construction awarded, 6% in engineering phase, 5% in warranty or completed phase, 1% in studies/assessment and 7% in project initiation phase.

### Note # 3:

Contingency funding for SOGR and for unplanned repairs/projects as required. Three projects are now complete.

### Note # 4 & 5:

Multi-year projects, one for Green Lane and one for Disco and Dufferin SSO facilities with initial consult phases completed in 2015. Consultant contract awarded in December 2016 and site specific RNG study has started, recommendations report received and under review, final report by Aug 31, 2017. Projected year-end spending at 2017 Q2 is zero and will be determined once project direction is agreed upon.

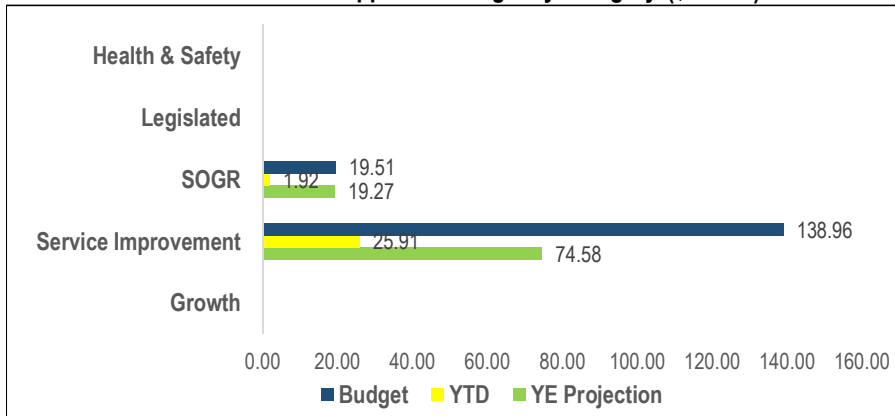
### Note # 6:

Committed admin funds to support Community Investment Program with Environment and Energy Division. Rate/cost model updated, invoiced for training development. Study to examine Dufferin MRF envelope completed and submitted by GHD, to support mixed waste processing research. Pending finalization of funding commitments to support multi-residential enhancements/recommendations to support tenant engagement through community groups and community composting. Projected actual is anticipated low accounting for delay of hiring of staff, which impacts overall initiation of projects.

### Note # 7:

Commissioning completed. Plant is operating, process 75,000 tonnes/year of organics. Contractor making plant modifications to address remaining deficiencies. Forecast under review and includes contract administration & IDC Toronto Water wastewater charges as well as post construction warranty. Reviewing options for realigning budget. Overspending is under review with an adjustment to be made at 2017 Q3 or Q4 once final amounts are determined.

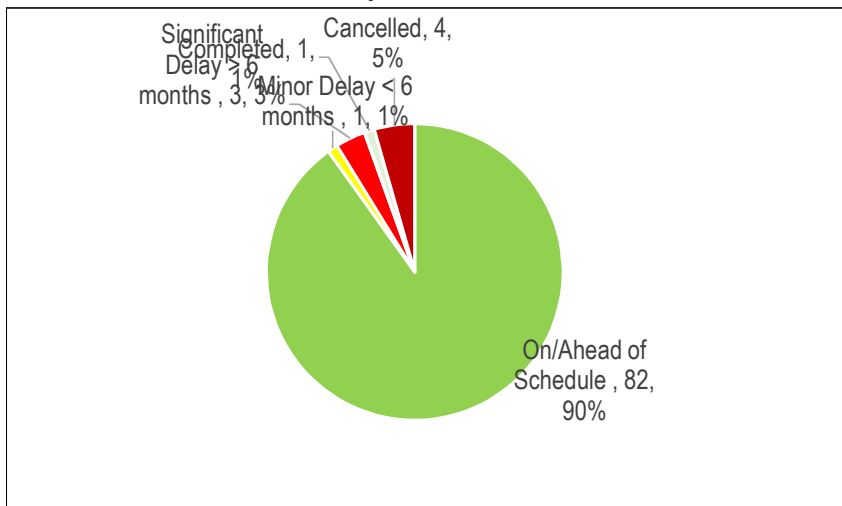
**Chart 1**  
2017 Approved Budget by Category (\$158.47)



**Table 1**  
2017 Active Projects by Category

Health & Safety	
Legislated	
SOGR	34
Service Improvement	57
Growth	
<b>Total # of Projects</b>	<b>91</b>

**Chart 2**  
Project Status - 91



**Table 2**

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

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
96.11	0.45	51.60	0.22	10.09

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

- Unsuccessful /delayed site negotiations.

**Key Discussion Points:**

- TPA anticipates that 4 projects totalling \$10.091 million or 6.4% of the 2017 Approved Capital Budget will be cancelled, predominately due to unsuccessful site acquisition negotiations.
- Another 3 projects (Redevelopment of Carpark 217 at 1445 Bathurst, Distillery/West Donlands and Pace Portfolios) totalling \$51.6 million or 32.6% of the 2017 Approved Capital Budget are significantly delayed due to the same reasons, and will be deferred to future years.
- 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 (TPA)

Projects by Category (Million)	2017 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 (57 projects)	19.508	1.653	8.5%	19.008	97.4%	G	G		22.095	3.645
Structural maintenance - prior year projects (8 projects)		0.265		0.265				#1	2.190	3.273
<b>Sub-Total</b>	<b>19.508</b>	<b>1.918</b>	<b>9.8%</b>	<b>19.273</b>	<b>98.8%</b>	<b>-</b>	<b>-</b>		<b>24.285</b>	<b>6.918</b>
<b>Service Improvements</b>										
St. Clair/ Oakwood 287 Rushton	2.013	1.292	64.2%	2.013	100.0%	G	G		2.013	1.292
CP 1 - Addition of 2 Levels	4.455	1.732	38.9%	5.500	123.5%	R	G	#2	13.719	10.582
Pay & Display Upgrade On-line Credit Card Authorization	0.485	0.356	73.4%	0.485	100.0%	G	G		0.485	0.356
Chinahouse (CP 655) 935 Eglinton Ave. East Garage	9.800	0.008	0.1%	9.800	100.0%	G	G		9.800	0.008
Chinahouse (CP 655) 935 Eglinton Ave. East	0.086		0.0%	0.086	100.0%	G	G		0.100	0.014
Redevelopment of CP 217 (1445 Bathurst)	10.600	0.000	0.0%			R	R	#3	10.600	0.000
Redevelopment of CP 5 (15 Wellesley)	0.100	0.033	32.7%	0.100	100.0%	G	G		0.100	0.033
2300 Lakeshore	0.740	0.000	0.0%	0.740	100.0%	G	G		2.700	1.961
242 Danforth, E. of Broadview CP 78 expansion	0.449		0.0%		0.0%	R	Y	#4	3.225	2.806
242 Danforth, E. of Broadview CP 78 expansion	0.300		0.0%		0.0%	R	R	#5	0.300	
Oakwood E of Eglinton (#2)	0.750		0.0%	0.750	100.0%	G	G		0.750	
Pay & Display Machines	0.817		0.0%	0.817	100.0%	G	G		0.850	0.033
2204, 2212 Eglinton W. (CP 673)	1.091	0.013	1.2%	1.091	100.0%	G	G		3.245	2.167
186 Caribou	0.717	0.006	0.9%	0.717	100.0%	G	G		1.918	1.207
30 Roehampton (150 space garage)	7.928	6.002	75.7%	7.928	100.0%	G	G		8.000	6.040
Upgrades To Retail and Other Components	1.000		0.0%	1.000	100.0%	G	G		1.000	
P&D 3G Modem & Emulation Board	2.284		0.0%	2.284	100.0%	G	G		3.084	0.800
CP 15 Redevelopment (JV)	1.000		0.0%	0.100	10.0%	R	G	#2	1.000	
2623 Eglinton Ave. West	0.094		0.0%	0.100	106.8%	R	G	#2	2.780	2.686
1220-1222 Wilson Ave	2.152		0.0%	1.000	46.5%	R	G	#2	6.000	2.898
8 Abitibi	1.291		0.0%		0.0%	R	R	#5	2.130	
437 Rogers Road	0.219		0.0%	0.219	100.0%	G		#2	0.900	0.681
Rosedale/Woodlawn	3.500		0.0%		0.0%	R	R	#5	3.500	
Carpark Provisions 2016	3.329		0.0%	1.500	45.1%	R	G	#2	3.329	
775 King Street (CP 272)	6.000		0.0%	6.500	108.3%	R	G	#2	6.000	
592 and 598 Gerard East	0.044		0.0%	0.150	338.5%	R	G	#2	2.458	2.414
5 Chartwell Road	0.017		0.0%		0.0%	R	G	#2	0.831	0.814
Arrow/Finch	5.000		0.0%		0.0%	R	R	#5	5.000	
Maintenance Facility	5.000		0.0%	5.000	100.0%	G	G		5.000	
Destilery/West Donlands	20.000		0.0%		0.0%	R	R	#6	20.000	
Caprpark Provisions 2017	10.000		0.0%	10.000	100.0%	G	G		10.000	
Pace Portfolios	21.000		0.0%		0.0%	R	R	#6	21.000	
51 Dockside Drive	16.400	16.484	100.5%	16.484	100.5%	G	G		16.400	16.484
Davisville/Yonge CP 280	0.300		0.0%	0.300	100.0%	G	G		0.300	
Prior Year Project: Forest Hill Village		0.001		0.001				#1	0.750	1.012
<b>Sub-Total</b>	<b>138.960</b>	<b>25.928</b>	<b>18.7%</b>	<b>74.665</b>	<b>53.7%</b>	<b>-</b>	<b>-</b>		<b>169.267</b>	<b>54.287</b>
<b>Total</b>	<b>158.469</b>	<b>27.846</b>	<b>17.6%</b>	<b>93.938</b>	<b>59.3%</b>				<b>193.552</b>	<b>61.205</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

Toronto Parking Authority (TPA)

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			

**Note # 1:**

Prior year projects that incurred costs in 2017.

**Note # 2:**

Projects are on track but will be completed at lower or higher costs than originally anticipated.

**Note # 3:**

The retail component of the project has been cancelled. The remaining portion has been deferred to 2018.

**Note # 4**

Anticipated minor delay.

**Note # 5**

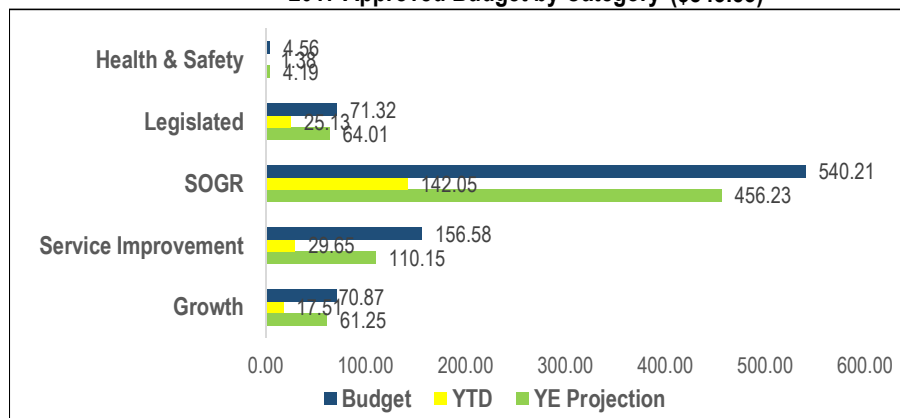
Anticipated acquisition of lands in Distillery District as well as the PACE portfolio acquisitions have been deferred to 2019 and 2022 respectively, since negotiations did not result in a favourable price/could not be completed.

**Note # 6**

Projects cancelled predominantly due to unsuccessful negotiations.



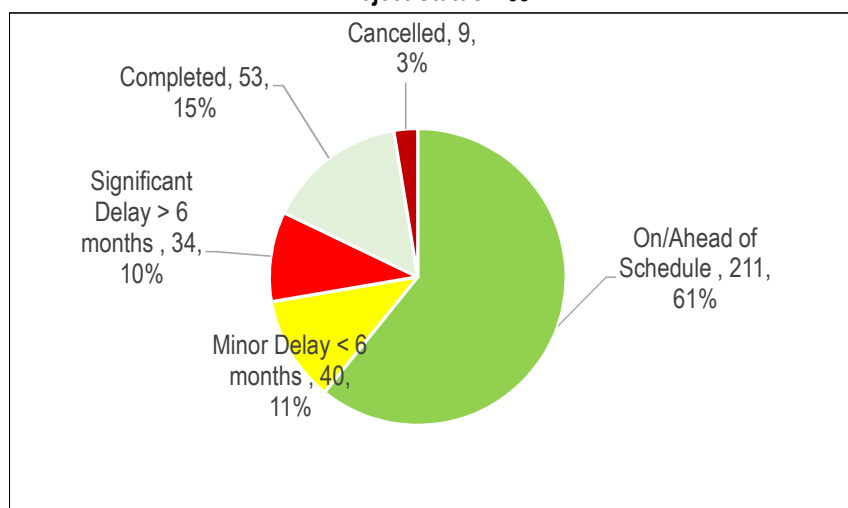
**Chart 1**  
2017 Approved Budget by Category (\$843.53)



**Table 1**  
2017 Active Projects by Category

Health & Safety	3
Legislated	8
SOGR	21
Service Improvement	20
Growth	11
<b>Total # of Projects</b>	<b>63</b>

**Chart 2**  
Project Status - 63



**Table 2**

Reason for Delay	74	
	Significant Delay	Minor Delay
Insufficient Staff Resources	6	1
Procurement Issues	1	4
RFQ/RFP Delayed	8	20
Contractor Issues	2	4
Site Conditions	8	9
Co-ordination with Other Projects		
Community Consultation		
Other*	9	2
<b>Total # of Projects</b>	<b>34</b>	<b>40</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
640.21	142.23	52.44	5.14	3.51

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

- About 11 projects will be delayed pending resolution of legal claims and approval of additional funding resources.

**Key Discussion Points:**

- As of June 30, for year-end, Toronto Water is projecting year-end spending of \$695.832 million or 82.5% of the approved total 2017 Capital Budget of \$843.534 million. The projected year-end spending rate is consistent with the 10-Year Rate Model completion target for 2017 of 85% for projects funded from the Toronto Water Capital Financing Reserve Fund.
- See Key Discussion Points (cont'd):

## Toronto Water (TW)

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

- As of June 30, for year-end, Toronto Water is projecting year-end spending of \$695.832 million or 82.5% of the approved total 2017 Capital Budget of \$843.534 million. The projected year-end spending rate is consistent with the 10-Year Rate Model completion target for 2017 of 85% for projects funded from the Toronto Water Capital Financing Reserve Fund.
- 73% or \$616.085 million is dedicated to State of Good Repair, Health and Safety and Legislative projects in 2017.
- \$640.208 million or 61% 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 approximately 83.1% of the year-to-date spending: Rehabilitation and Replacement of Linear Infrastructure for Water and Sewers projects (\$102.263 million or 24.9% of the 2017 Approved Capital Budget); Improvements at Ashbridges Bay Treatment Plant (\$27.828 million or 38.1% of the 2017 Approved Capital Budget); Improvements at Highland Creek Treatment Plant (\$12.224 million or 40.1% of the 2017 Approved Capital Budget); Wet Weather Flow (\$13.316 million or 33.3% of the 2017 Approved Capital Budget); Transmission and Storage Facilities (\$13.090 million or 25.3% of the 2017 Approved Capital Budget); and Basement Flooding Program (\$10.504 million or 14.6% of the 2017 Approved Capital Budget).
- Chart 1 reflects projects by category as displayed at the program level in the Project by Category Table. Chart 2 reflects the total number of individual projects.

Toronto Water (TW)

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
Ashbridges Bay Treatment Plant	2.566	1.145	44.6%	2.544	99.1%	Ⓞ	Ⓞ		32.676	21.015
Yards & Facilities	0.015	0.000	0.0%	0.013	86.7%	Ⓞ	Ⓞ		0.043	0.028
Humber Wastewater Treatment	1.981	0.234	11.8%	1.636	82.6%	Ⓞ	Ⓞ		23.666	15.816
<b>Sub-Total</b>	<b>4.562</b>	<b>1.379</b>	<b>30.2%</b>	<b>4.193</b>	<b>91.9%</b>	-	-		<b>56.385</b>	<b>36.859</b>
<b>Legislated</b>										
Ashbridges Bay Treatment Plant	4.486	1.903	42.4%	4.611	102.8%	Ⓡ	Ⓞ	#1	283.198	11.718
RL Clark Treatment Plant	0.435	0.127	29.2%	0.425	97.7%	Ⓞ	Ⓞ		4.411	0.444
Highland Creek Treatment Plant	11.501	6.388	55.5%	11.231	97.7%	Ⓞ	Ⓞ		84.909	45.886
Humber Wastewater Treatment	6.820	5.934	87.0%	9.441	138.4%	Ⓡ	Ⓞ	#1	53.499	40.069
Island Treatment Plant	10.051	1.607	16.0%	8.756	87.1%	Ⓞ	Ⓞ		64.187	10.659
Pumpint	2.084	0.892	42.8%	2.008	96.4%	Ⓞ	Ⓞ		45.765	14.919
Stations&Forcemains						Ⓞ	Ⓞ			
Water Service Replacement	35.824	8.249	23.0%	27.425	76.6%	Ⓞ	Ⓞ		260.910	173.126
WT - Storage & Treatment	0.116	0.034	29.3%	0.113	97.4%	Ⓞ	Ⓞ		10.929	10.613
<b>Sub-Total</b>	<b>71.317</b>	<b>25.134</b>	<b>35.2%</b>	<b>64.010</b>	<b>89.8%</b>	-	-		<b>807.808</b>	<b>307.434</b>
<b>State of Good Repair</b>										
Ashbridges Bay Treatment Plant	63.248	24.614	38.9%	68.330	108.0%	Ⓡ	Ⓞ	#1	1,364.531	422.527
Business & Technology Support	0.508	0.179	35.2%	0.239	47.0%	Ⓡ	Ⓞ	#2	7.879	5.972
RL Clark Treatment Plant	7.732	3.177	41.1%	5.731	74.1%	Ⓞ	Ⓞ		108.025	72.435
RC Harris Treatment Plant	12.598	3.030	24.1%	10.481	83.2%	Ⓞ	Ⓞ		74.445	39.683
Highland Creek Treatment Plant	14.843	5.326	35.9%	18.512	124.7%	Ⓡ	Ⓞ	#1	252.015	147.849
FJ Horgan Treatment Plant	3.057	1.372	44.9%	2.756	90.2%	Ⓞ	Ⓞ		12.728	6.126
Humber Wastewater Treatment	52.330	9.681	18.5%	32.295	61.7%	Ⓢ	Ⓢ	#3	360.356	82.588
Island Treatment Plant	3.965	1.657	41.8%	2.413	60.9%	Ⓢ	Ⓢ	#4	24.011	5.086
Linear Engineering	68.927	23.962	34.8%	61.436	89.1%	Ⓞ	Ⓞ		404.551	188.808
Pump	1.116	0.124	11.1%	0.834	74.7%	Ⓞ	Ⓞ		52.506	29.402
Stations&Forcemains						Ⓞ	Ⓞ			
Sewer Rehabilitation	64.064	18.846	29.4%	57.957	90.5%	Ⓞ	Ⓞ		320.637	170.729
Sewer Replacement	14.439	7.000	48.5%	11.716	81.1%	Ⓞ	Ⓞ		139.828	104.780
Trunk Sewers	29.634	2.318	7.8%	19.795	66.8%	Ⓢ	Ⓢ	#3	293.621	93.427
Trunk Watermains	17.937	7.258	40.5%	13.593	75.8%	Ⓞ	Ⓞ		189.274	157.582
Watermain Rehabilitation	79.366	12.967	16.3%	76.904	96.9%	Ⓞ	Ⓞ		471.200	280.419
Watermain Replacement	78.620	14.179	18.0%	53.108	67.6%	Ⓢ	Ⓢ	#5	398.684	281.450

Toronto Water (TW)

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Water Service Replacement	1.500	0.021	1.4%	1.500	100.0%	Ⓞ	Ⓞ		17.281	14.281
WT - Storage & Treatment	17.353	3.680	21.2%	12.252	70.6%	Ⓢ	Ⓞ	#2	118.826	28.818
WWF - Implementation Projects	1.735	0.333	19.2%	0.973	56.1%	Ⓢ	Ⓢ	#3	43.600	6.908
WWF - Stream Restoration	6.664	2.326	34.9%	4.798	72.0%	Ⓞ	Ⓞ		66.434	33.616
Yards & Facilities	0.570	0.000	0.0%	0.608	106.7%	Ⓡ	Ⓞ	#2	3.670	1.827
<b>Sub-Total</b>	<b>540.206</b>	<b>142.050</b>	<b>26.3%</b>	<b>456.231</b>	<b>84.5%</b>	-	-		<b>4,724.102</b>	<b>2,174.313</b>
<b>Service Improvements</b>										
Ashbridges Bay Treatment Plant	2.445	0.167	6.8%	1.963	80.3%	Ⓞ	Ⓞ		73.636	48.326
Water Meter Program (AMR)	4.040	1.236	30.6%	3.702	91.6%	Ⓞ	Ⓞ		218.425	210.359
Business & Technology Support	14.033	2.135	15.2%	7.973	56.8%	Ⓢ	Ⓢ	#3	88.475	20.981
Basement Flooding Program	72.137	10.504	14.6%	48.495	67.2%	Ⓢ	Ⓢ	#3	1,539.543	302.523
RC Harris Treatment Plant	1.125	0.172	15.3%	0.343	30.5%	Ⓡ	Ⓡ	#6	7.771	0.168
Highland Creek Treatment Plant	4.131	0.510	12.3%	1.962	47.5%	Ⓡ	Ⓡ	#6	107.076	24.286
FJ Horgan Treatment Plant	1.474	0.797	54.1%	0.994	67.4%	Ⓢ	Ⓞ	#2	8.077	1.728
Humber Wastewater Treatment	2.095	0.548	26.2%	2.690	128.4%	Ⓡ	Ⓞ	#2	61.164	51.304
Island Treatment Plant	0.682	0.062	9.1%	0.085	12.5%	Ⓡ	Ⓡ	#6	5.243	2.773
Linear Engineering	0.862	0.123	14.3%	0.397	46.1%	Ⓡ	Ⓡ	#6	12.059	2.897
Pumpint Stations&Forcemains	0.343	0.176	51.3%	0.330	96.2%	Ⓞ	Ⓞ		3.189	2.632
Sewer Replacement	3.545	0.000	0.0%	3.145	88.7%	Ⓞ	Ⓞ		28.776	25.231
Trunk Watermains	0.486	0.079	16.3%	0.454	93.4%	Ⓞ	Ⓞ		5.908	0.266
Trunk Sewers	0.012	0.010	83.3%	0.010	83.3%	Ⓞ	Ⓞ		6.883	6.871
WT - Storage & Treatment	13.451	1.785	13.3%	8.050	59.8%	Ⓢ	Ⓢ	#3	51.248	15.546
WT - Storage & Treatment	2.106	0.000	0.0%	0.495	23.5%	Ⓡ	Ⓡ	#6	17.098	0.695
WWF - Implementation Projects	16.924	3.991	23.6%	12.654	74.8%	Ⓞ	Ⓞ		233.425	106.391
WWF - Stream Restoration	0.028	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#1	13.963	13.935
WWF - TRCA	14.574	6.667	45.7%	14.324	98.3%	Ⓞ	Ⓞ		72.598	56.674
Yards & Facilities	2.082	0.692	33.2%	2.082	100.0%	Ⓞ	Ⓞ		44.016	39.332
<b>Sub-Total</b>	<b>156.575</b>	<b>29.654</b>	<b>18.9%</b>	<b>110.148</b>	<b>70.3%</b>	-	-		<b>2,598.573</b>	<b>932.918</b>
<b>Growth Related</b>										
Ashbridges Bay Treatment Plant	0.250	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓢ	#3	2.000	0.000

Toronto Water (TW)

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Highland Creek Treatment Plant	0.010	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓢ	#3	8.640	7.140
FJ Horgan Treatment Plant	0.051	0.000	0.0%	0.015	29.4%	Ⓡ	Ⓢ	#2	15.988	15.862
Linear Engineering	0.965	0.145	15.0%	0.390	40.4%	Ⓡ	Ⓡ	#5	2.838	1.073
New Service Connections	35.000	12.965	37.0%	35.000	100.0%	Ⓢ	Ⓢ		247.326	177.126
New Sewers	7.645	0.030	0.4%	5.395	70.6%	Ⓢ	Ⓢ	#2	50.540	12.425
Pumping Stations & Force Mains	3.400	0.118	3.5%	3.400	100.0%	Ⓢ	Ⓢ		23.021	1.000
Trunk Sewers	0.755	0.082	10.9%	0.650	86.1%	Ⓢ	Ⓢ		3.896	2.686
Trunk Watermains	1.958	0.168	8.6%	1.341	68.5%	Ⓢ	Ⓢ	#3	35.673	0.635
Water Efficiency Plan	0.520	0.136	26.2%	0.420	80.8%	Ⓢ	Ⓢ		12.247	10.652
Watermain Replacement	19.870	3.777	19.0%	14.233	71.6%	Ⓢ	Ⓢ		104.567	42.796
WT - Storage & Treatment	0.425	0.085	20.0%	0.405	95.3%	Ⓢ	Ⓢ		36.410	35.667
WWF - Implementation Projects	0.025	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓢ	#3	0.500	0.000
<b>Sub-Total</b>	<b>70.874</b>	<b>17.506</b>	<b>24.7%</b>	<b>61.249</b>	<b>86.4%</b>	-	-		<b>543.646</b>	<b>307.062</b>
<b>Total</b>	<b>843.534</b>	<b>215.723</b>	<b>25.6%</b>	<b>695.831</b>	<b>82.5%</b>				<b>8,730.514</b>	<b>3,758.586</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:**

Projects are ahead of schedule.

**Note # 2:**

Project are on schedule with higher (due to higher \$US exchange rate, additional supervision requirements etc.), or lower than planned costs.

**Note # 3:**

Minor project delays are due to one or combination of the following reasons: additional site condition issues including contaminated soil and equipment function (Wet Weather Flow Implementation projects), extended design phase to address the need to work around active construction projects and coordinate work across various facilities (Business and Technology Support - Process Control Systems across WWTP), issues with procurement of additional power (Highland Creek Treatment Plant), and delayed tendering due to access issues and easement requirements (Trunk Sewers and Trunk Watermains).

**Note # 4:**

There was a delay in implementation of the Island Treatment Plant SOGR projects in order to bundle projects for cost efficiencies.

**Note # 5:**

Contracts for several Watermain Replacement projects have been awarded under budget resulting in a lower expenditure forecast.

**Note # 6:**

Major project delays are due to technical issues as well as complexity of site conditions including configuration of electrical system (RC Harris Treatment Plant - Standby Power Project), the aeration system equipment preselection issues (Highland Creek Treatment Plant), issues related to consultant performance (Island Treatment Plant), easement/property requirements (various Trunk Sewer projects), and extended time required for preparation of RFP for multiple contracts (Zebra Mussel Control project and Standby Power project).