	2016 Approved Budget \$	December 31, 2016 Actual Expenditures	Unspent \$	Spent %
Citizen Centred Services - "A"				
Children's Services	17,562,178	3,010,321	14,551,857	17.1%
Court Services	1,577,000	19,454	1,557,546	1.2%
Economic Development and Culture	32,605,043	17,302,753	15,302,290	53.1%
Long Term Care Homes Services	30,194,762	22,530,088	7,664,674	74.6%
Parks, Forestry & Recreation	242,294,927	114,871,881	127,423,046	47.4%
Shelter, Support & Housing Administration	31,075,639	13,075,628	18,000,011	42.1%
Toronto Employment & Social Services	2,500,000	11,723	2,488,277	0.5%
Toronto Paramedic Services	19,502,127	15,840,368	3,661,759	81.2%
Sub-Total - Citizen Centred Services - "A"	377,311,676	186,662,215	190,649,461	49.5%
Citizen Centred Services - "B"				
City Planning	10,331,586	5,740,952	4,590,634	55.6%
Fire Services	21,740,937	10,671,720	11,069,217	49.1%
Transportation Services	456,340,514	252,814,873	203,525,641	55.4%
Waterfront Revitalization Initiative	36,822,951	23,738,418	13,084,532	64.5%
Sub-Total -Citizen Centred Services - "B"	525,235,988	292,965,963	232,270,024	55.8%
Internal Services				
311 Toronto	5,605,267	2,739,308	2,865,958	48.9%
Facilities Management, Real Estate & Environment	295,040,815	160,553,443	134,487,372	54.4%
Financial Services	28,284,345	10,627,899	17,656,446	37.6%
Fleet Services	48,222,877	46,307,074	1,915,803	96.0%
Information & Technology	98,686,996	53,506,400	45,180,596	54.2%
Sub-Total - Internal Services	475,840,300	273,734,124	202,106,175	57.5%
Other City Programs				
Auditor General's Office	599,197	170,544	428,653	28.5%
Office of the Lobbyist Registrar	558,783	374,274	184,509	67.0%
Office of the Ombudsman	530,000	145,794	384,206	27.5%
City Clerk's Office	8,091,580	3,964,838	4,126,742	49.0%
PAN AM Games	5,352,026	796,677	4,555,349	14.9%
Corporate Initiatives	3,578,000	1,438,487	2,139,513	40.2%
Radio Replacement Project	3,682,186	3,564,628	117,558	96.8%
Sub-Total - Other City Programs	22,391,772	10,455,242	11,936,530	46.7%
Total City Operations	1,400,779,735	763,817,545	636,962,191	54.5%
Agencies				
Exhibition Place	7,145,074	3,826,468	3,318,605	53.6%
Sony Centre (Hummingbird)	7,836,446	3,996,874	3,839,572	51.0%
Toronto & Region Conservation Authority	14,171,000	14,171,000	0	100.0%
Toronto Police Service	71,715,953	34,403,415	37,312,538	48.0%
Toronto Public Health	4,583,428	4,060,041	523,387	88.6%
Toronto Public Library	27,766,326	26,611,696	1,154,630	95.8%
Toronto Zoo	12,888,929	11,855,844	1,033,085	92.0%
Toronto Transit Commission	2,165,227,462	1,221,923,886	943,303,576	56.4%
Sub-Total - Agencies	2,311,334,617	1,320,849,225	990,485,393	57.1%
TOTAL - TAX SUPPORTED	3,712,114,353	2,084,666,770	1,627,447,583	56.2%
Rate Supported Programs				
Solid Waste Management Services	96,668,510	64,518,801	32,149,709	66.7%
Toronto Parking Authority	86,042,981	26,623,322	59,419,659	30.9%
Toronto Water	851,652,066	679,598,171	172,053,895	79.8%
TOTAL - RATE SUPPORTED PROGRAMS	1,034,363,557	770,740,294	263,623,264	74.5%
GRAND TOTAL	4,746,477,910	2,855,407,063	1,891,070,847	60.2%



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

SAP #	Project Name	Completion Date		Life to Date			Funding Source for (over)/under expenditure					
												Other
		Planned	Actual		Actual Expenditure		CFC (Prior Year)	Debt	DC	Reserve/ Reserve Funds	Recoverable Debt	\$
SAP #	Project Name			Project Cost		(Over)/ Underspent						
Economic Development and Culture												
CAC080												
Sub Projects to be closed:												
CAC080-01	NED HANLAN MOVE	2012	2012	50,000	50,000							
Sub Projects already closed:												
Project total				50,000	50,000	0						
CAC073												
Sub Projects to be closed:												
CAC073-01	SPADINA INTERIORS 2010	2012	2012	344,101	343,930	171		171				
CAC073-02	CEDAR RIDGE INTERIORS 2010	2012	2012	209,000	208,913	87		87				
Sub Projects already closed:												
Project total				553,101	552,843	258		258				
CAC091												
Sub Projects to be closed:												
CAC091-02	COLLECTIONS FACILITIES - 2013	2014	2014	148,000	113,960	34,040	34,040					
Sub Projects already closed:												
Project total				173,000	121,013	51,987	51,987					
CED053												
Sub Projects to be closed:												
CED053-01	Mural Program	2012	2012	50,000	49,890	110		110				
Sub Projects already closed:												
Project total				50,000	49,890	110	0	110				
CED051-01												
Sub Projects to be closed:												
CED051-01	COMMERCIAL FACADE IMPROVEMENT PROGRAM	2012	2012		501,000	-501,000						
CED051-02	PROJECT MANAGEMENT	2012	2012		55,000	-55,000						
Sub Projects already closed:												
Project total				556,000	556,000	0	0	0				
CED068												
Sub Projects to be closed:												
CED068-01	COMMERCIAL FACADE IMPROVEMENT PROGRAM	2014	2016		501,000	-501,000						
CED068-02	PROJECT MANAGEMENT	2014	2016		55,000	-55,000						
Sub Projects already closed:												
Project total				556,000	556,000	0	0	0				
TOTAL				1,938,101	1,885,745	52,356	51,987	368	0	0		0

SAP #	Project Name	Completion Date		Life to Date			Funding Source for (over)/under expenditure						
												Other	
		Planned	Actual		Actual Expenditure	(Over)/ Underspent	CFC (Prior Year)	Debt	DC	Reserve/ Reserve Funds	Recoverable Debt	\$	
Financial Services													
CFS008													
ACCT PAYABLE PROCESS IMPROVEMENTS													
Sub Projects to be closed:													
CFS008-01	ACCT PAYABLE PROCESS IMPROVEMENTS	2016	2016	1,985,000	2,311,452	-326,452		-326,452					
CFS008-02	A/P PROCESS IMPROV - PART 2	2016	2016	984,000	551,304	432,696		432,696					
CFS008-03	A/P PROCESS IMPROV - PART 3	2016	2016	501,000	116,134	384,866		384,866					
Project total				3,470,000	2,978,890	491,110		491,110					
CFS025													
E PROCUREMENT IMPLEMENTATION													
Sub Projects to be closed:													
CFS025-01	E PROCUREMENT IMPLEMENTATION	2016	2016	1,300,000	1,139,156	160,844		160,844					
CFS025-02	E PROCUREMENT - IMPLEMENTATION PLAN	2016	2016	655,000	0	655,000		655,000					
Project total				1,955,000	1,139,156	815,844		815,844					
CFS035													
PAYMENT PROCESSING CENTRE RELOCATION													
Sub Projects to be closed:													
CFS035-01	PAYMENT PROCESSING CENTRE RELOCATION	2016	2016	800,000	550,060	249,940		124,970		26,869		98,101	
Project total				800,000	550,060	249,940		124,970		26,869		98,101	
CFS036													
INVESTMENT & DEBT MGT SYSTEM UPGRADE													
Sub Projects to be closed:													
CFS036-01	INVESTMENT&DEBT MGT SYSTEM UPGRADE 2011	2016	2016	475,000	445,804	29,196				29,196			
Project total				475,000	445,804	29,196				29,196			
CFS041													
DC STUDIES - PORT LANDS AND SCARBOROUGH													
Sub Projects to be closed:													
CFS041-01	DEVELOPMENT CHARGES BACKGROUND STUDY - P	2016	2016	250,000	0	250,000			250,000				
Project total				250,000	0	250,000			250,000				
CFS905													
COLLECTIVE AGREEMENTS IMPL - FS - PPEB													
Sub Projects to be closed:													
CFS905-01	COLLECTIVE AGREEMENTS IMPL - FS - PPEB	2016	2016	3,952,513	3,952,453	60		60					
Project total				3,952,513	3,952,453	60		60					
TOTAL				10,902,513	9,066,363	1,836,150	0	1,431,984	250,000	56,065	0	98,101	
City Clerk's Office													
CGV054													
Sub Projects to be closed:													
CGV054-01	Printling equipment upgrade/replacement 2016	2016	2016	100,000	54,607	45,393				45,393			
Sub Projects already closed:													
Project total				100,000	54,607	45,393	0	0	0	45,393	0	0	
TOTAL				100,000	54,607	45,393	0	0	0	45,393	0	0	
Toronto Public Library													
CLB184-01													
CLB184-01	Multi-Branch Minor Reno Prog 2014-2016	2016	2016	9,969,309	9,969,037	272			272				
CLB180-01	Library Processing Centre Relocation	2014	2015	10,725,000	10,724,990	10			10				
CLB190-01	Multi-Branch Minor Reno Prog (accessibility 2015-2016)	2016	2016	1,750,000	1,750,000	0							
Project total				22,444,309	22,444,027	282	0	0	282	0	0	0	
TOTAL				22,444,309	22,444,027	282	0	0	282	0	0	0	
Solid Waste Management Services													
CSW361													
Sub Projects to be closed:													
CSW361-13	Transfer station asset management - 2013	2013	2015	4,460,000	4,136,987								
CSW361-13-01	2013 dufferin t.s.	2013	2015		197,892								
CSW361-13-03	2013 scarborough t.s.	2013	2015		2,739,917								
CSW361-13-08	2013 bermondsey t.s.	2013	2015		910,963								
Sub Projects already closed:													
CSW361-13-02	2013 victoria park t.s.	2013	2015		238,214								
CSW361-13-05	2013 building amenities & upgrades	2013	2015		50,000								
Project total				4,460,000	4,136,987	323,013				96,904	226,109		
Q4 Rate Program Ends													
Q4 Total Tax Programs													
		22		35,384,923	33,450,742	1,934,181	51,987	1,432,352	250,282	101,458	0	98,101	
Q4 Total Rate Programs													
		6		4,460,000	4,136,987	323,013	0	0	0	96,904	226,109	0	
Q4 Total All Programs													
		28		39,844,923	37,587,729	2,257,194	51,987	1,432,352	250,282	198,362	226,109	98,101	

SAP #	Project Name	Completion Date		Life to Date			Funding Source for (over)/under expenditure					
												Other
		Planned	Actual	Project Cost	Actual Expenditure	(Over)/ Underspent	CFC (Prior Year)	Debt	DC	Reserve/ Reserve Funds	Recoverable Debt	\$

(\$000s)

Life to Date

Division/Project name		2016 Cash Flow			Total Project		Status	Start Date	End Date		On Budget	On Time
		Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
Economic Development & Culture												
Fort York Visitor Centre Exhibits		1,512	1,291		23,424	23,203	Completed	Jun-15	Jun-16	Jun-16	Ⓞ	Ⓞ
	Comments:	Building open for public visitation; exhibits commissioning under construction										
	Explanation for Delay:											
Casa Loma Phase 8		1,252	1,057		6,115	5,948	Completed	Jun-14	Apr-16	Apr-16	Ⓞ	Ⓞ
	Comments:	Project completed in year 2016										
	Explanation for Delay:											
The Guild Revitalization		902	450		1,700	1,279	On Track	Jun-14	Dec-18	Dec-19	Ⓜ	Ⓢ
	Comments:	Project originally delayed by third party redevelopment of Bickford hotel banquet facility. Recent progress with Dynamic Hospitality's site plan application has re-focused the project.										
	Explanation for Delay:	Spending on site servicing delayed due to forestry/ravines re-approvals for award. Spending on Architectural design delayed by time required to issue a PO.										
Toronto Centre for the Arts Mainstage re-configuration Phase 2		3,055	2,347		9,825	9,142	Completed	Dec-14	Dec-15	Dec-16	Ⓞ	Ⓞ
	Comments:	Phase 1 completed on time; Phase 2, initially dealyed, was completed in the fall of 2016, although final holdback payments will not be made until June 2017.										
	Explanation for Delay:											

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Life to Date

Division/Project name		2016 Cash Flow			Total Project		Status	Start Date	End Date		On Budget	On Time
		Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
Long-Term Care Homes & Services												
Kipling Acres Site 2 (Phase 3)		19,489	13,007	13,007	47,500	42,628	Delayed	Sep-14	Mar-16	May-17	ⓐ	Ⓨ
Comments:												
Explanation for Delay:		Kipling Acres' delay is due to updated project completion schedule and the project has reached substantial completion as at May 2017 and is on budget.										
Shelter, Support & Housing Administration												
George Street Revitalization - Phase 2		8,409	158	500	8,409	158	On Track	Jan-2016	Dec-2019		ⓐ	Ⓨ
Comments:		City Council on March 31 and April 1, 2016, recommended continuing with the scope of work for both PRISM and Montgomery Sisam Architects from March 1, 2016 to December 31, 2016 to ensure ongoing GSR progress. The submission of a staff report to Executive Committee in June 2016 provided additional information regarding alternative procurement options. The project is proceeding to secure suitable sites to implement the Seaton House Transition Plan.										
		Note: In July 2016 Council approved a Design Build Finance alternative procurement model. The total capital cost for the George Street Revitalization is estimated at \$562 million of which \$475.2 million remains unfunded. Staff will bring forward a request through future Capital Budget processes to address the unfunded portion.										
Explanation for Delay:												
389 Church Street		6,138	0	0	10,538	0	Delayed	Jan-2016	Dec-2017		ⓐ	ⓐ
Comments:		Project to be deleted and funding redirected										
Explanation for Delay:												
Toronto Employment and Social Services												
Wellesley Place Renovation		2,500	12	2,500	5,000	5,000	Delayed	Jan-16	Dec-17		ⓐ	Ⓨ
Comments:		The design phase is now complete. The demolition and the tendering phase is currently in-process. The project is anticipated to be completed by the end of 2017.										
Explanation for Delay:												

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Life to Date

Division/Project name		2016 Cash Flow			Total Project		Status	Start Date	End Date		On Budget	On Time
		Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
<i>Toronto Paramedic Services</i>												
NW District Multi-Function Station		9,068	6,835	11,455	9,492	On Track	Jan-16	Jan-17	Jul-17		Ⓞ	Ⓨ
	Comments:	The building will be open for public visitation in January 2017. Full occupation of the first floor and the garage is expected to occur in April 2017 with occupancy of the second floor expected around June 2017. The project will be fully completed by July 2017.										
	Explanation for Delay:	Original full occupancy was expected in April 2017. The plan was to accelerate construction to offset delays early in the project due to soil remediation and permit fees however this was not successful.										
<i>Toronto Fire Services</i>												
Fire Services - Radio Replacement		3,682	3,564	3,564	55,491	55,373	Completed	Jan-12	Dec-16		Ⓞ	Ⓞ
	Comments:	The Radio Infrastructure Replacement Project is a corporate initiative to replace the joint radio communications system infrastructure for the City's emergency services: Toronto Fire Services; Toronto Police Service; and Toronto Paramedic Services.										
	Explanation for Delay:	All activities and tasks associated with this project have been completed, including the implementation and decommissioning; the project has been transitioned to maintenance/ support.										

(\$000s)

Life to Date

Division/Project name		2016 Cash Flow			Total Project		Status	Start Date	End Date		On Budget	On Time
		Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
<i>Transportation Services</i>												
F. G. Gardiner*		47,356	33,828		#####	134,258	On Track	Apr-13	TBD (subject to completion of design phase)	N/A		
	Comments:	<p>Gardiner Expressway West Deck Replacement and Interim Repairs: Projects are substantially complete. Approximately \$7.5M was underspent on engineering and construction for the West Deck Replacement project and approximately \$2.5M was underspent for the Interim Repairs project. Limited use of contingencies and adoption of methodologies to manage the construction to achieve best value while ensuring project quality conformed to City requirements contributed to the underspending. Additional underspending of approximately \$3.0M resulted from delays in project activities due to the change in the implementation approach for the Gardiner Strategic Rehabilitation Project.</p> <p style="text-align: center;">F.G. Gardiner Strategic Plan: In December, Council adopted a New Implementation Approach. Work is proceeding according to the New Implementation Approach: An invoice in the amount of approximately \$2.0M is expected to be received in early 2017 from Infrastructure Ontario for prior year consulting work on the previous AFP approach. A design assignment for the section from Jarvis to Cherry St. is expected to be awarded in March 2017 (valued at \$3.0M). Up-close inspections of the entire length of the elevated sections of the Expressway to confirm priorities and as input to the design assignment will be initiated in 2017 (expected to be on the order of \$2.5M)</p>										
	Explanation for Delay:	N/A										

(\$000s)

Life to Date

Division/Project name		2016 Cash Flow			Total Project		Status	Start Date	End Date		On Budget	On Time
		Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
Waterfront Revitalization Initiative												
TRANSPORTATION INITIATIVES		15,474	7,435	8,977	31,775	19,307	Delayed	Feb-14	Dec-17	Jun-18	Ⓞ	Ⓢ
	Comments:	Construction is ongoing for the Fort York Pedestrian and Cycle Bridge; construction commenced in August 2016.										
	Explanation for Delay:	The schedule has been revised due to the time required to secure required legal agreements and design, technical and operational approvals.										
LOWER DON FLOOD PROTECTION		2,000	1,700	1,700	7,000	6,700	On Track	Dec-18	Dec-18		Ⓞ	Ⓞ
	Comments:	Additional funding was approved as part of the 2016 Capital Budget to fund additional site investigations and design studies for flood protection, as well as legal costs for the Cherry St. Lakefilling project. Government partners have signed off on the due dilligence work.										
	Explanation for Delay:											
THE BENTWAY (PROJECT UNDER		10,000	10,000	10,000	25,000	10,000	On Track	Feb-16	Dec-18		Ⓞ	Ⓞ
	Comments:	Project is progressing and construction has commenced. Funding has been transferred to Waterfront Toronto as per payment schedule.										
	Explanation for Delay:											

(\$000s)

Life to Date

Division/Project name		2016 Cash Flow			Total Project		Status	Start Date	End Date		On Budget	On Time
		Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
<i>Facilities Management, Real Estate & Environment</i>												
Union Station Revitalization		129,243	85,058	85,058	800,700	632,324	On Track	Sep-09	Current Plan - Jun-2018 (Original end date was May-2016)	Jun-18	Ⓞ	Ⓞ
	Comments:	<p>Key elements completed to date include:</p> <ul style="list-style-type: none"> - Full design of all stages of work - New VIA Panorama Lounge (2012) - West Wing handover to Metrolinx (2013) - NW PATH Phase 1 (2014) - Implementation of new M&E systems (2014) - York Concourse substantial completion achieved in Feb 2015 (Concourse opened to the public on April 15th, 2015) <p>Stage 2/3 contractor commenced in September 2015 and work is underway on the remaining key elements:</p> <ul style="list-style-type: none"> - Bloor concourse and VIA concourse - Great Hall restoration - Moats and Bay street promenade - Completion of lower level and East Wing retail space 										

(\$000s)

Life to Date

Division/Project name	2016 Cash Flow			Total Project		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
<p>Explanation for Delay:</p> <p>Issues include: Honouring the Heritage status of Union Station, performance issues with the GC/CM of Stage 1, the prime consultant, and other subcontractors, including claims, environmental and unforeseen site conditions, coordinating and carrying out construction while maintaining operations at the Station. In addition, the Stage 1 contractor has filed a claim against the City for direct and indirect work.</p> <p>To mitigate risks, project teams have responded with value engineering, constructability changes, challenging of tender results, retendering, minor scope adjustments, and consideration of different construction methodologies.</p> <p>The project team is also working with internal and external legal council to assess the validity of the Stage 1 claim and prepare the City's counter-claim against the GC/CM.</p> <p>Note - The City has not accepted responsibility for certain construction claims filed by the stage 1 contractor and its subcontractors. The revised project budget does not include the cost of these claims. Staff have taken steps to protect the City's interest with respect to these claims, however any future decision resulting in a need to pay out any claims will result in</p>											

(\$000s)

Life to Date

Division/Project name		2016 Cash Flow			Total Project		Status	Start Date	End Date		On Budget	On Time
		Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
St. Lawrence Market North Redevelopment		14,169	2,200	2,200	91,458	10,543	Delayed	Temp Market: Start Date Dec-14 New North Market: Jan-17	Temp Market: Dec-14 New North Market: Dec-14	Temp Market: Actual End Date- June-15 New North Market: Dec-18	Ⓞ	Ⓨ
	Comments:	<p>The project is undergoing a four stage archeological process due to significant findings discovered. As previously communicated, a delay of up to twelve months is expected as a result. Design of new building continued to be finalized during this time.</p> <p>Demolition of existing building completed in Q4 2016. Archeological work to be completed in Q2. Tender and award of permanent building contract in Q2 2017. Construction to begin shortly after.</p> <p>Construction of interim market completed in June 2015 and open to public</p>										
	Explanation for Delay:	<p>Experienced a number of design changes driven by the consultant, the need to find budget efficiencies and change requests from clients and stakeholders.</p> <p>Discovery of significant archeological remains, resulting in a four stage archeological process and a delay of up to 12 months</p>										
Old City Hall HVAC		573	190	190	36,900	36,517	Completed	Dec-14	Dec-15	Dec-16	Ⓨ	Ⓞ
	Comments:	Substantial completion was awarded.										

(\$000s)

Life to Date

Division/Project name	2016 Cash Flow			Total Project		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
<div> <div>Explanation for Delay:</div> <div> <p>Accommodating existing facility uses and tenants required revisions to sequencing and scheduling over the life of the project.</p> <p>Statement of Claim Notices were received by the City from the project contractor. The City is working to prepare City's defence of the claim. Any decisions or results from this will be evaluated in terms of impact on budget and will be reported if</p> </div> </div>											

(\$000s)

Life to Date

Division/Project name		2016 Cash Flow			Total Project		Status	Start Date	End Date		On Budget	On Time
		Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
Financial Services												
Financial Planning Analysis Reporting		7,170	4,340	7,170	60,820	51,500	On Track	Jan-10	Dec-14	Oct-15	Ⓞ	Ⓞ
Financial Planning Analysis Reporting								Jan-15		May-18	Ⓞ	Ⓞ
Comments:		<p><u>Phase 1 (PBF Implementation):</u></p> <p>2016 Adoption of the reports: SPIRIT Dashboard - 20% adoption with access granted to 596 users. Training provided to 139 attendees in 18 sessions. HR Vacancy Reports - 80% adoption with access granted to 251 users. Training provided to 204 attendees in 28 sessions. Payroll Reports - 60% adoption with access granted to 184 users. Training provided to 161 attendees in 17 sessions. PBF Reporting - 33% adoption. Training provided to 200 attendees in 36 sessions. Performance Measures Report - 25% adoption with access granted to 149 users. Enhanced BOBJ Reporting - Training provided to 100 attendees in 8 sessions. ASD Reports - Access granted to 100 users.</p> <p>In Q4 2016 following trainings were provided: - SPIRIT Dashboard - 10 attendees in 4 sessions - HR Vacancy Reports - 12 attendees in 3 sessions - Payroll Reports - 7 attendees in 2 session</p> <p>Continue to work on Value Realization. Savings of \$17.627M have been realized in the operating budget through the use of the PBF budgeting tool.</p> <p><u>Phase 2 (EPM):</u> In Q4 2016: Data collection in progress for 10 pilot divisions for developing the Proof Of Concept. Identified next 18 ready divisions from Clusters A, B and C for developing the Proof Of Concept. Technical teams identified for developing the Proof Of Concept. Technical resources required have been identified and onboarding on the project is in progress.</p>										

(\$000s)

Life to Date

Division/Project name		2016 Cash Flow			Total Project		Status	Start Date	End Date		On Budget	On Time
		Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
<div>Explanation for Delay:</div>												
Pension, Payroll & Employee Benefits												
SAP Supported Cross Application		5,670	4,060	5,670	7,540	6,138	On Track	Jan-14	Sep-16	Dec-18	ⓐ	ⓐ
<div>Comments:</div>		<p>Nov 2016: CATS was successfully implemented in Production per schedule on Sep 14, 2016. The 45 day post go-live support and warranty period was until Oct 30th. The transition and hand-over to the City Sustainment team for the CATS solution was completed on Oct 28th. The roll out of Employee Self Service & Manager Self Service for time reporting functions is being piloted to selected City divisions.</p> <p>Accomplishments (Q4, 2016):</p> <ul style="list-style-type: none"> • Rolled out TASS/Kronos to all full time employees of Parks, Forestry & Recreation on November 9, 2016; • Schedule to roll out TAS/Kronos to Toronto Paramedic Services in early 2017; • The pilot release of employee self time-reporting was successfully implemented from October to December 2016. All division/section/unit participating in the pilot will continue to use the new system in 2017. • Will roll out employee self time-reporting to more divisions/sections/units in 2017. 										
<div>Explanation for Delay:</div>												
Exhibition Place												
ME & Communication Infrastructure		450	296	296	1,275	1,121	On Track	Jun-14	Dec-25	Dec-25	ⓐ	ⓐ
<div>Comments:</div>		Building maintenance to provide better services										
<div>Explanation for Delay:</div>												
Enercare Centre		1,870	988	988	2,330	1,213	On Track	Jan-15	Dec-23	Dec-23	ⓐ	ⓐ
<div>Comments:</div>		Building maintenance to provide better services										
<div>Explanation for Delay:</div>												
Hotel "X" Bridge		1,920	211	211	1,920	211	Delayed	Jan-16	Dec-17	Dec-17	ⓐ	Ⓡ
<div>Comments:</div>		Building maintenance to provide better services										
<div>Explanation for Delay:</div>		Due to late completion of the Hotel.										

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Life to Date

Division/Project name		2016 Cash Flow			Total Project		Status	Start Date	End Date		On Budget	On Time
		Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
Toronto and Region Conservation Authority												
Waterfront & valley erosion control		1,550	1,550	1,550	8,630	7,726	On Track	Jan-16	Dec-16	Dec-16	ⓖ	ⓖ
	Comments:											
	Explanation for Delay:											
Critical erosion control & floodwork		2,000	2,000	2,000	12,800	11,925	Delayed	Jan-16	Dec-16	Dec-17	ⓖ	Ⓨ
	Comments:											
	Explanation for Delay:	Delays in negotiations to acquire threatened properties on Scarborough Bluffs.										
Critical erosion and floodworks -phase		5,000	5,000	5,000	9,770	6,060	Delayed	Jan-16	Dec-16	Jun-17	ⓖ	Ⓨ
	Comments:											
	Explanation for Delay:	Approval delays push some work into 2017										
Waterfront development		1,473	1,473	1,473	9,072	8,259	On Track	Jan-16	Dec-16	Dec-16	ⓖ	ⓖ
	Comments:											
	Explanation for Delay:											
Toronto remedial action plan		2,776	2,776	2,776	15,430	13,729	On Track	Jan-16	Dec-16	Dec-16	ⓖ	ⓖ
	Comments:											
	Explanation for Delay:											
Black creek pioneer village retrofit		350	350	350	2,121	1,905	On Track	Jan-16	Dec-16	Dec-16	ⓖ	ⓖ
	Comments:											
	Explanation for Delay:											
TRCA information technology		264	264	264	1,577	1,427	On Track	Jan-16	Dec-16	Dec-16	ⓖ	ⓖ
	Comments:											
	Explanation for Delay:											
Administrative infrastructure project		658	658	658	1,638	1,450	Delayed	Jan-16	Dec-16	Dec-16	ⓖ	Ⓨ
	Comments:											
	Explanation for Delay:	Delayed to secure Authority and Toronto, Peel, York, Durham approval of new TRCA Head Office Project to address long										
Greenspace land acquisition		100	100	100	556	519	On Track	Jan-16	Dec-16	Dec-16	ⓖ	ⓖ
	Comments:											

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Life to Date

Division/Project name	2016 Cash Flow			Total Project		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Spend	YE Project Spend	Appr. Budget	Life to Date			Planned	Revised		
<div> <div>Explanation for Delay:</div> </div>											

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Life to Date

Division/Project name		2016 Cash Flow			Total Project		Status	Start Date	End Date		On Budget	On Time
		Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
Toronto Police Services												
New Peer to Peer (Data backup Centre)		4,840	20	4,565	19,924	3,844	On Track	1st qtr. 2014	Dec-19	Dec-19	Ⓞ	Ⓞ
	Comments:	Site plan approval is being sought										
	Explanation for Delay:											
52 Div. Renovation		734	109	734	9,268	8,643	Delayed	1st qtr. 2014	Dec-16	Dec-17	Ⓞ	Ⓞ
	Comments:	Delayed due to lack of resources at TPS and added additional requirements through collaboration with the City of Toronto										
	Explanation for Delay:											
Facilities Realignment		7,000	0	7,000	168,711	448	Delayed	1st qtr. 2015	Dec-17	Dec-17	Ⓞ	Ⓞ
	Comments:	2017 amount is for 54/55 amalgamation End date is for acquiring land. Facilities realignment is a long term project										
	Explanation for Delay:	Delay in acquiring land										
Enterprise Business Intelligence		5,847	148	4,900	10,216	3,517	On Track	1st qtr. 2015	Dec-18	Dec-18	Ⓞ	Ⓞ
	Comments:	This project directly supports the T.T.F. goals and recommendations related to evidence-based decisions, analytics and data governance. As the Service continues its modernization initiatives, there is an increasing requirement for improved capabilities related to data, information and analysis. The E.B.I project will enhance the Service's ability to leverage data-driven, analytical insights that will be used to centralize decision supporting information across all organizational systems.										
	Explanation for Delay:											
Radio Replacement		14,054	95	14,054	39,445	182	Delayed	st qtr. 2016	Dec-16	Dec-17	Ⓞ	Ⓡ
	Comments:	Completion date is only for the first year. This is a ten year replacement project										
	Explanation for Delay:	Some delays due to joint RFP with Fire and EMS and also reviewing various other options for radio to create efficiencies and cost savings										
Toronto Public Library												
Albion Library		6,941	8,200	8,200	15,007	11,645	On Track	Jan-12	Dec-18	Dec-18	Ⓞ	Ⓞ
	Comments:	Construction is progressing ahead of schedule due to strong contractor performance										
	Explanation for Delay:											

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Life to Date

Division/Project name		2016 Cash Flow			Total Project		Status	Start Date	End Date		On Budget	On Time
		Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
Wychwood Library		550	251	251	8,868	390	Delayed	Jan-15	Dec-19	Dec-19	Ⓚ	Ⓚ
Comments:		Site Plan approval under City review										
Explanation for Delay:		Construction of Lawn Bowling Pavilion is delayed until 2017 due to the length of the City approval process										
Dawes Road Library		1,041	2	2	13,263	6	Delayed	Jan-15	Dec-20	Dec-20	Ⓚ	Ⓚ
Comments:		City Facilities and Real Estate is continuing to work on negotiation regarding the site.										
Explanation for Delay:		Delays due to site negotiation process										
St. Clair / Silverthorn Library		161	106	106	2,247	163	Delayed	Jan-15	Dec-18	Dec-18	Ⓚ	Ⓚ
Comments:		Site Plan approval under City review										
Explanation for Delay:		Construction delayed until 2017 due to the length of the City approval process										
Toronto Transit Commission												
Toronto Rocket Yard and Storage Track Accommodation		51,911	52,517	46,765	514,295	141,987	On Track	Jan-11	Dec-21	Dec-21	Ⓚ	Ⓚ
Comments:		Increase in estimated expenditures for Keele Yard Retrofit, Wilson Yard Expansion Contracts and Rail Amalgamation Study.										
Explanation for Delay:												
Leslie Barns Streetcar Maintenance and Storage Facility		62,730	55,103	67,630	516,674	476,347	On Track	Jan-11	31/12/2016	31/12/2016	Ⓚ	Ⓚ
Comments:		The variance is due to prior year slippage which includes delay of substantial performance for Leslie Street Connection Track and delays in commissioning which impacted the value of progress payments for Leslie Barns. Note: The 2016 budget for Leslie Barns was reduced by \$0.685 million as a result of a budget transfer from Leslie Barns to Economic Development and Culture – EDC's Art Services (Public Art); approved by Council on October 5, 2016.										
Explanation for Delay:												
Easier Access - Phase III		35,014	35,131	35,014	655,170	246,371	On Track	Jan-11	31/12/2025	31/12/2025	Ⓚ	Ⓚ
Comments:		Work to make stations accessible is underway including ongoing construction at St. Clair W., Ossington, Lawrence W. Stations. Contract award is expected for Royal York and St. Patrick Station before year-end. Electrical Power Upgrade completed at Wellesley, Runnymede and Sherbourne Stations with work commence at Chester and Bay Stations. Year-end over spending is a result of timing of annual cash flows.										
Explanation for Delay:												

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Life to Date

Division/Project name		2016 Cash Flow			Total Project		Status	Start Date	End Date		On Budget	On Time
		Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
Automatic Train Control (ATC)		56,830	56,967	56,830	863,522	302,030	On Track	Jan-11	31/12/2018	31/12/20	Ⓞ	Ⓜ
Comments:												
Explanation for Delay:												
Fire Ventilation Upgrade		23,687	20,573	23,687	342,888	238,370	On Track	Jan-11	31/12/2028	31/12/20	Ⓞ	Ⓞ
Comments:		Delay of Contract close out at Union and Lawrence and delay of acquisition of property at Chester.										
Explanation for Delay:												
McNicoll Bus Garage		2,413	2,360	2,661	181,000	8,618	On Track	Jan-11	31/12/2020	31/12/20	Ⓞ	Ⓞ
Comments:		Increase in expected expenditures for current year.										
Explanation for Delay:												
Fare System - PRESTO/TTC Farecard		17,128	15,075	13,438	47,557	29,188	On Track	Jan-11	31/12/2020	TBD	Ⓞ	Ⓞ
Comments:		<p>System Design/Build a) Completed SFTP/turnstile installations at twelve additional subway stations. 26 TTC stations are now enabled for PRESTO. Current PRESTO card readers at five stations will be upgraded in November and December b) Completed installation of AVM's at 18 stations. c) Completed PRESTO installations on legacy streetcars. d) Completed design and specifications for initial 60 Faregates. Completed fareline configuration design for all TTC stations and additional TYSSE stations. Ongoing contract negotiations for initial order of Faregates. e) Ongoing pilot for new HHPOS (Motorola) device f) Initial field trials for SRVM debit/credit upgrade completed. Solution for critical software bugs being developed. Additional field trials being planned. g) Completed installation on eight new streetcars: 4405 -4412</p> <p>Civil Construction - Completed electrical upgrade at 12 subway stations. Construction complete at station groups 2-4. Ongoing construction at station group 5.</p> <p>Project Schedule - Ongoing work to develop 2016 roll-out schedule</p>										
Explanation for Delay:		Co-ordination with Other Projects										
Toronto-York Spadina Subway		789,226	364,189	443,023	#####	#####	On Track	Jan-11	31/09/2015	31/12/20	Ⓞ	Ⓞ
Comments:		The variance is primarily due to deferral of facilities and systems construction work and timing of commercial settlements including holdback releases.										
Explanation for Delay:												

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Life to Date

Division/Project name		2016 Cash Flow			Total Project		Status	Start Date	End Date		On Budget	On Time
		Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
Scarborough Subway Extension		155,510	26,212	40,313	171,822	30,872	Delayed	Jan-11	31/12/2023	31/12/2024	Ⓞ	Ⓞ
Comments:		Scarborough Subway Project: Variance is due to delays in the Environment Assessment (EA) process and the rebaselining of the project scope. SRT Life Extension : The variance is due to slippage from 2015 and three cancelled closures requested by the City which impacted Subway Infrastructure work. The preliminary result of SRT structural assessment showed that SRT would need extensive structural repairs; therefore, TTC is waiting for a recommendation from Bombardier/CAD Rail Industries while maintaining existing work and structural repairs to keep the SRT service in a state of good repair (note: there are only 28 SRT cars in revenue service)										
Explanation for Delay:		other										
Solid Waste Management Services												
Diversion Systems (CSW004)		18,227	14,202	14,202	63,592	41,212	Delayed	Prior to 2010	Dec-16	Dec-17	Ⓢ	Ⓡ
Comments:		SWMS expects to deliver to the entire City by December 2017. RFQ for the in-unit recycling bag closed in April 2017, while the RFQ for the in-unit containers closes in May 2017. Rehrig Pacific contract for replacement waste bins single family ended in November 2016. A report will be going to Public Works & Infrastructure Committee in June 2017 recommending a new sole source contract to Rehrig for a 10 year term. 77.7% of 2016 budget has been spent with additional carry-forward of \$3.864 million from 2016 to 2017 pending Council Approval end of May 2017.										
Explanation for Delay:		RFQ delayed. <ul style="list-style-type: none"> • Original RFP issued in 2013. Call was cancelled due to insufficient funds in capital budget • New RFP issued in 2014 and award was approved by Council May 2015 • This delayed the original end date of 2016 by approximately 1 year • Bin deliveries commenced in early 2016 and will be completed end of 2017 										

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Life to Date

Division/Project name		2016 Cash Flow			Total Project		Status	Start Date	End Date		On Budget	On Time
		Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
Dufferin SSO Facility (CSW009)		18,000	15,543	15,543	54,272	18,432	Delayed	Jan-14	Dec-16	Dec-18	Ⓜ	Ⓜ
Comments:		Current - 95% design package has been submitted and is under review. Building permits and environmental approvals are nearing completion. Construction is underway. Construction of the new leaf and yard waste pad has been completed. Construction of new water supply main, new power duct and perimeter road are completed. Selective demolition of the old organics plant building is underway. Replacement of existing digester tank roof is completed. Construction of new interior and exterior foundations are underway. New tanks and process mechanical/electrical equipment have been ordered.										
Explanation for Delay:		RFQ/RFP delayed. <ul style="list-style-type: none"> • Legal issues (patent) with CCI TBN delayed the award of the DB/OM contract to the successful vendor by two years. • Needed to ensure construction and operation of the Disco Road Organics Processing Facility was fully commissioned and processing up to 75,000 tonnes per year prior to decommissioning the Dufferin Facility. Outstanding contractual issue with the Disco Road Organics Processing contractor further delayed the project by 6-8 months. 										
Long-term Waste Management Strategy		3,391	782	782	4,767	2,845	Delayed	Jan-10	Apr-15	Dec-17	Ⓜ	Ⓜ
Comments:		Long term Waste Management Strategy plan completed and approved by Council in July 2016. Executive Summary completed in December 2016. \$838K of 2016 cash flows is requested to be carried forward to 2017 because delays in the originally anticipated approval of the LTWMS by Council meant that the bulk of the Phase 2: Implementation funding originally budgeted for 2016 will actually be required in 2017. Carry over funds will be used towards studying Mixed Waste Processing technologies, including a review of the Dufferin MRF envelope, multi-residential diversion research and developing new engagement tools, food waste education campaign, implementing a waste reduction community investment program, and various reduce and reuse programs. Over \$12M of the \$17M Capital Budget was approved by Council in 2017, with \$5M approved to be spent in 2017 and \$7M in 2018, however delays in hiring staff will affect the spend rate for 2017.										
Explanation for Delay:		Contract award issues. <ul style="list-style-type: none"> • Overall planning on the development of the Long Term Waste Management Strategy was delayed by 1 year because: • Approximately 8 months on account of finalizing the legal agreement with the successful vendor (HDR inc.) that was retained through a RFP process to develop the Waste Strategy. • Initiation of the planning of the Waste Strategy was also further delayed to avoid starting the public consultations during the summer months. 										

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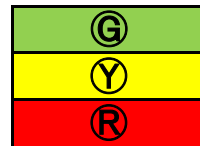
Life to Date

Division/Project name		2016 Cash Flow			Total Project		Status	Start Date	End Date		On Budget	On Time
		Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
Toronto Water												
St. Clair Reservoir Rehabilitation		6,015	3,142	0	28,590	3,847	On Track	01/01/2014	01/01/2021		Ⓞ	Ⓞ
	Comments:	Construction commenced in 2016. Project design had been delayed to allow for extended consultation with the community to address park use related issues. Award and construction start slightly delayed as award value required PWIC authority.										
	Explanation for Delay:	Extensive consultation was undertaken through the design phase to address community concerns regarding park access and restoration.										
Highland Creek Biosolids Master Plan		308	262	0	147,330	1,179	Delayed	01/01/2012	12/01/2026		Ⓞ	Ⓞ
	Comments:	The implementation of biosolids management upgrades at the Highland Creek Treatment plant have been subject to debate regarding the preferred alternative. A report on the updated Environmental Assessment of the project was considered during the Council meeting on May 3-4, 2016										
	Explanation for Delay:	RFP delayed pending resolution of Part II Order through the MOE EA process, MOE approval was received in April, 2017.										

On/Ahead of Schedule

Minor Delay < 6 months

Significant Delay > 6 months



>70% of Approved Project Cost

Between 50% and 70%

< 50% or > 100% of Approved