

APPENDIX 4
Capital Dashboard by Program/Agency

EX26.28

Table of Content

<i>Program/Agency</i>	<i>Page #</i>
Children's Services	3
Court Services	6
Economic Development & Culture	8
LTCHS (Long Term Care Home & Services)	11
Parks, Forestry & Recreation	13
Shelter, Support & Housing Administration	17
Toronto Employment & Social Services	20
Toronto Paramedic Services	22
City Planning	25
Fire Services	27
Transportation Services	30
Waterfront Revitalization Initiative	37
311 Toronto	40
Facilities & Real Estate	42
Financial Services	48
Fleet Services	51
Information Technology	54
Auditor General's Office	59
Office of the Lobbyist Registrar	6
Office of the Ombudsman	63
City Clerk's Office	65
Pan Am Games	67
Radio Replacement Program	69
Exhibition Place	72
Sony Centre (Hummingbird)	74
Toronto & Region Conservation Authority	76
Toronto Police Service	78
Toronto Public Health	80
Toronto Public Library	82
Toronto Zoo	85
Toronto Transit Commission	87
Solid Waste Management	93
Toronto Parking Authority	97
Toronto Water	100

**2016 Capital Spending by Program
Cluster A**

Program		2016 Approved Cash Flow	2016 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YE Spending	Year-End Projection	% at Year End		
CS	Q1	7.70	0.33	7.54	0.0%		R
	Q2	16.85	0.97	9.94	59.0%	↑	Y
	Q3	17.56	1.61	9.74	55.4%	↓	Y
	Q4	17.56	3.01	3.01	17.1%	↓	R
Court Services	Q1	0.00	0.00	0.00	0.0%		R
	Q2	1.58	0.00	0.14	8.8%	↑	R
	Q3	1.58	0.00	0.14	8.8%	□	R
	Q4	1.58	0.02	0.02	1.2%	↓	R
EDC	Q1	29.25	0.71	22.12	75.6%		G
	Q2	29.25	4.17	20.13	68.8%	↓	Y
	Q3	31.22	8.96	19.88	63.7%	↓	Y
	Q4	32.61	17.30	17.30	53.1%	↓	Y
LTCHS	Q1	30.17	3.19	29.43	97.5%		G
	Q2	30.19	9.77	29.45	97.5%	↑	G
	Q3	30.19	15.93	26.11	86.5%	↓	G
	Q4	30.19	22.53	22.53	74.6%	↓	G
PF&R	Q1	234.20	6.71	144.95	61.9%		Y
	Q2	233.38	25.76	132.80	56.9%	↓	Y
	Q3	233.38	58.83	124.69	53.4%	↓	Y
	Q4	242.29	114.87	114.87	47.4%	↓	R
SS&HA	Q1	31.08	8.15	26.16	84.2%		G
	Q2	31.08	8.99	18.25	58.7%	↓	Y
	Q3	31.08	12.34	15.91	51.2%	↓	Y
	Q4	31.08	13.08	13.08	42.1%	↓	R
TESS	Q1	2.50	0.00	2.50	100.0%		G
	Q2	2.50	0.00	1.00	40.0%	↓	R
	Q3	2.50	0.00	1.00	40.0%	□	R
	Q4	2.50	0.01	0.01	0.5%	↓	R
TPS	Q1	19.50	0.21	15.90	81.5%		G
	Q2	19.50	2.57	15.91	81.6%	↑	G
	Q3	19.50	8.54	15.91	81.6%	□	G
	Q4	19.50	15.84	15.84	81.2%	↓	G
TOTAL	Q1	354.39	19.30	248.61	70.2%		G
	Q2	364.33	52.22	227.62	62.5%	↓	Y
	Q3	367.02	106.20	213.38	58.1%	↓	Y
	Q4	377.31	186.66	186.66	49.5%	↓	R
Ⓢ >70% Ⓢ between 50% and 70% Ⓢ < 50% or > 100%							

For 2016, capital expenditures for this Cluster totalled \$186.66 million (49.5%) of their collective 2016 Approved Capital Budget of \$377.312 million.

Two Programs in this Cluster have a year-end spending rate of over 70% of their respective 2016 Approved Capital Budgets. Long Term Care Home & Services and Toronto Paramedic Services have year-end spending rates of 74.6% and 81.2% respectively while all other programs have year-end spending rate between 1.2% to 53.1%.

Children's Services (CS)

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

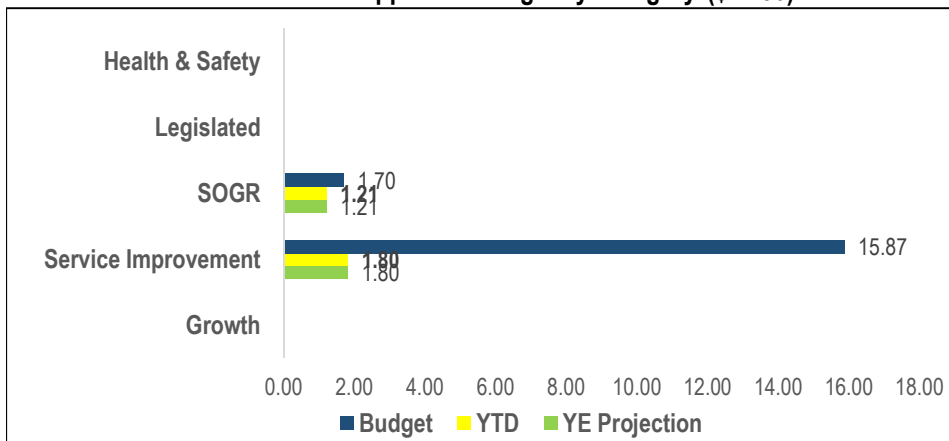


Table 1
2016 Active Projects by Category

Health & Safety	
Legislated	
SOGR	2
Service Improvement	17
Growth	
Total # of Projects	19

Chart 2

Project Status (# of Projects): 19

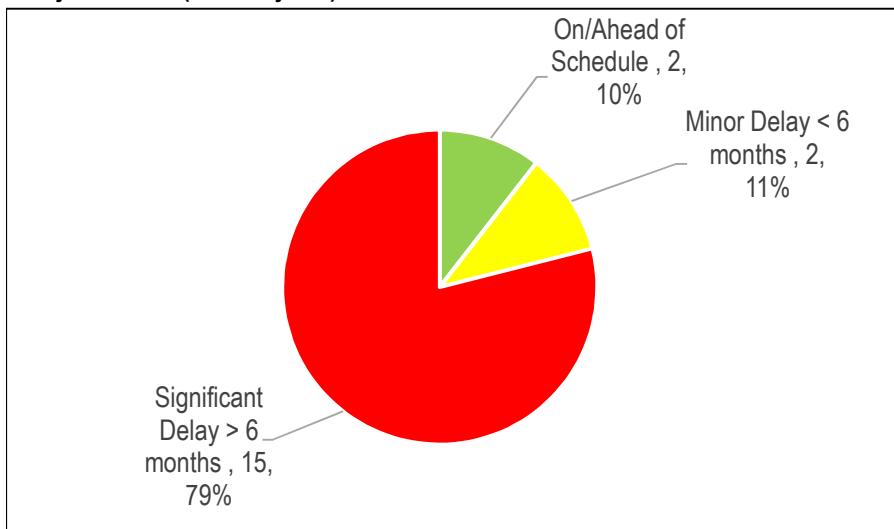


Table 2

Reason for Delay	17	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		1
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions	1	
Co-ordination with Other Projects	13	
Community Consultation		
Other*	1	1
Total # of Projects	15	2

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1.16	1.67	14.73		

Reasons for "Other*" Projects Delay:

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:

2016 TELCCS SOGR is underspent, with a number of child centre upgrades underway, but upgrades not completed at year-end. Funding to complete these upgrades will be carried forward into 2017.

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 3rd party delays. Children's Services will continue to monitor spending in 2017 and adjust future-year cash flows.

Children's Services (CS)

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		On Budget	YE Status On Time	Note#	Total Approved Budget	Life-to- Date
		\$	%					
Health & Safety								
TELCCS SOGR 2015	0.155	0.155	100.0%	Ⓞ	Ⓨ		1.430	1.430
TELCCS SOGR 2016	1.542	1.053	68.3%	Ⓨ	Ⓨ	#1	1.542	1.053
Sub-Total	1.697	1.208	71.2%	Ⓞ			2.972	2.483
Service Improvements								
St John the Evangelist Catholic School	1.610	0.060	3.7%	Ⓡ	Ⓡ	#2	3.900	0.060
Service Efficiency Implementation	1.004	0.904	90.0%	Ⓞ	Ⓞ		3.175	1.675
Block 31 Child Care Centre	0.130	0.081	62.3%	Ⓨ	Ⓨ	#3	3.628	0.120
Avondale Public School	2.256	0.757	33.6%	Ⓡ	Ⓡ	#4	3.900	1.036
Bridletown Community Centre	0.500	0.000	0.0%	Ⓡ	Ⓡ	#5	3.900	0.000
Advent Health Care Child Care Centre	0.500	0.000	0.0%	Ⓡ	Ⓡ	#6	2.710	0.000
Stanley Public School	0.500	0.000	0.0%	Ⓡ	Ⓡ	#7	3.900	0.000
St. Columba Public School	1.050	0.000	0.0%	Ⓡ	Ⓡ	#8	1.400	0.000
St. Maurice Catholic School	1.050	0.000	0.0%	Ⓡ	Ⓡ	#8	1.400	0.000
St. Barnabas Catholic School	0.350	0.000	0.0%	Ⓡ	Ⓡ	#9	2.600	0.000
St. Roch Catholic School	0.300	0.000	0.0%	Ⓡ	Ⓡ	#9	1.900	0.000
St Barholome Catholic School	0.350	0.000	0.0%	Ⓡ	Ⓡ	#9	2.600	0.000
St. Stephen Catholic School	1.050	0.000	0.0%	Ⓡ	Ⓡ	#8	1.400	0.000
TCH Lawrence Av Suite	0.500	0.000	0.0%	Ⓡ	Ⓡ	#10	3.900	0.000
TCH Needle Firway	0.500	0.000	0.0%	Ⓡ	Ⓡ	#10	3.900	0.000
George Webster Public School	0.715	0.000	0.0%	Ⓡ	Ⓡ	#11	2.400	0.000
Mount Dennis Child Care Centre	3.500	0.000	0.0%	Ⓡ	Ⓡ	#12	9.000	0.000
Sub-Total	15.865	1.802	11.4%	Ⓡ			55.613	2.891
Total	17.562	3.010	17.1%	Ⓡ			58.585	5.374

On Time
On/Ahead of Schedule
Minor Delay < 6 months
Significant Delay > 6 months

On Budget
>70% of Approved Cash Flow
Between 50% and 70%
< 50% or >100% of Approved Cash Flow

Note # 1:

2016 TELCCS SOGR is underspent, with a number of child centre upgrades underway, but upgrades not completed at year-end. Funding to complete these upgrades will be carried forward into 2017

Note # 2:

The discovery of a cemetery on the site has delayed this project; Planning/ design to be completed in Q1, 2017, with construction to commence in Q2, with project completion scheduled for Q4, 2018

Note # 3:

Project is on track, in the tender stage as of December.

Project has been awarded by TDSB, and the building permit has been issued; construction to be completed in Q1 2018

Children's Services (CS)

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

Note # 5:

Project planning /design delayed, due to co-ordination issues with community partners

Note # 6:

Planning/ Design underway, scheduled for completion in **Q2, 2017**, with construction projected to be completed in Q1, 2018

Note # 7:

Planning/ design to begin in **Q2 2017**, with construction to commence in Q2 2018

Note # 8:

Plan/ design scheduled to for completion Q2, 2017, with construction scheduled to commence in Q3, 2017

Note # 9:

Plan/ design scheduled to begin in Q4 2017, with construction scheduled to commence in Q3, 2018

Note # 10

Plan/ design scheduled for completion in Q2 2017, with construction scheduled to commence in Q4, 2017

Note # 11

Plan/ design scheduled for completion in **Q1 2017**, with construction scheduled to commence in **Q2, 2017**

Note # 12

Metrolinx - coordinated project; project delayed due to property expropriation; planning/ design scheduled for completion in **Q3 2017**, with construction to begin in **Q1, 2018**

Court Services

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

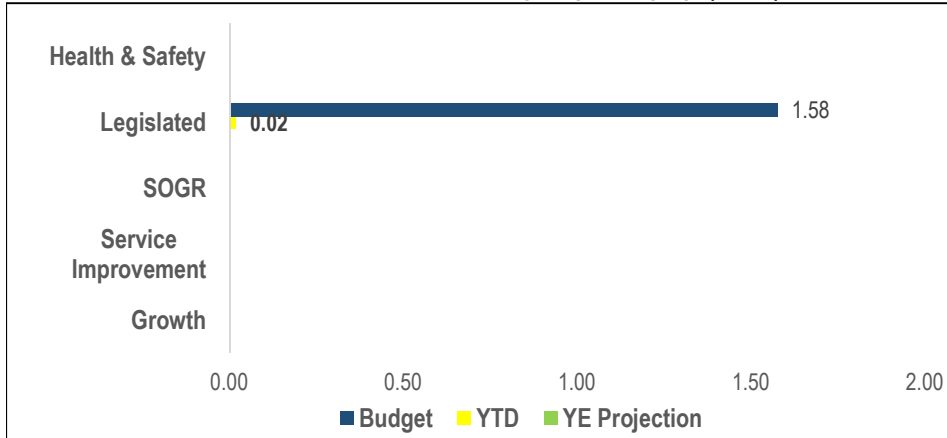


Table 1
2016 Active Projects by Category

Health & Safety	
Legislated	1
SOGR	
Service Improvement	
Growth	
Total # of Projects	1

Chart 2

Project Status (# of Projects): 1

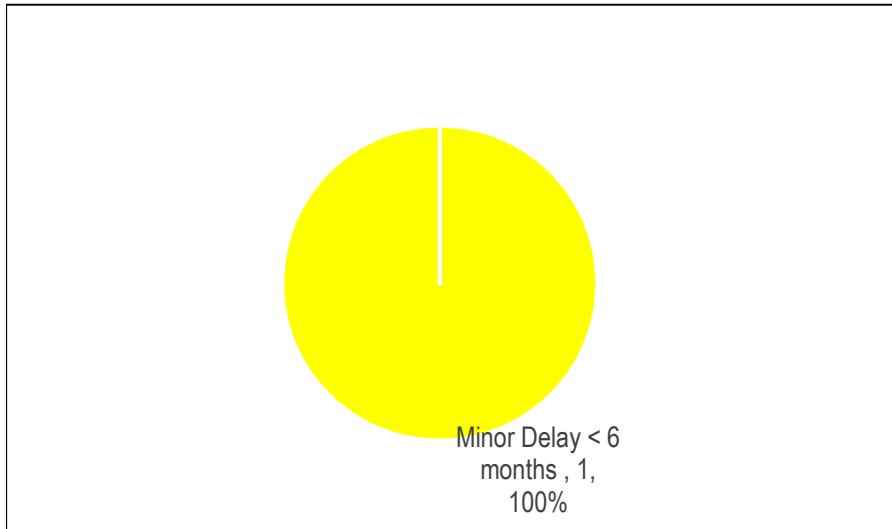


Table 2

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*		
Total # of Projects		1

Table 3
Projects Status (\$Million)

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

Reasons for "Other*" Projects Delay:

Key Discussion Points:

- The RFQ for design services is issued, contract has been awarded 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

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.			YE Status	Note#	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Legislated								
Tribunal Facility Renovation	1.577	0.019	1.2%	Ⓡ	Ⓢ	#1	1.577	0.019
Sub-Total	1.577	0.019	1.2%	Ⓡ			1.577	0.019
Total	1.577	0.019	1.2%	Ⓡ			1.577	8.358

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 & Culture

Chart 1
2016 Approved Budget by Category (\$32.61)

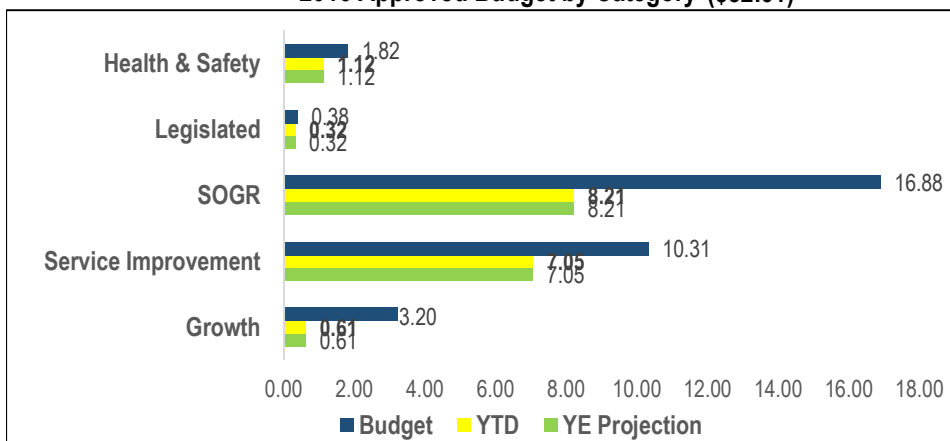


Table 1
2016 Active Projects by Category

Health & Safety	1
Legislated	2
SOGR	8
Service Improvement	9
Growth	2
Total # of Projects	22

Chart 2

Project Status (# of Projects): 22

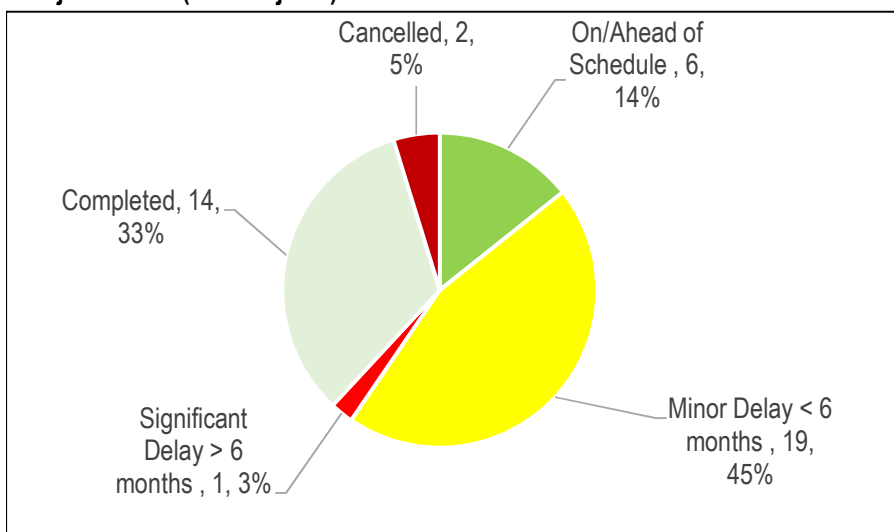


Table 2

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*		
Total # of Projects		

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
11.69	14.03	0.57	5.86	0.45

Reasons for "Other*" Projects Delay:

- The 2016 BIA Equal Share Funding Project reported year-end spending of 11.6% as some sub-projects have encountered delays during the design development phase related to procurement and construction issues.
- The Canada 150 Assembly Hall and Fort York Landscape sub-projects are delayed due to disruptions on the construction site.

Key Discussion Points:

- St. Lawrence Theatre Roof project has been delayed while the potential for site redevelopment was explored in 2016. This project is included in EDC's 2017 Approved Capital Budget with additional funds and the expected completion date is December 2017.
- PATH Wayfinding project is delayed as it requires further consultations with the public, City Programs and City Agencies'.
- Construction resumed for the Fort York Landscape project in October 2016 and was substantially completed at year-end. Final stages of the capital work deliverables remain outstanding for completion in Spring of 2017.

**Economic Development
& Culture**

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.			YE Status		Note#	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time				
Health & Safety									
Restoration/Preservation of Heritage Elements	1.819	1.117	61.4%	Ⓚ	Ⓚ		7.572	6.007	
Sub-Total	1.819	1.117	61.4%	Ⓚ			7.572	6.007	
Legislated									
Major Maintenance	0.282	0.220	77.8%	Ⓚ	Ⓚ		0.300	0.240	
Restoration/Preservation of Heritage Elements	0.100	0.097	96.7%	Ⓚ	Ⓚ		0.100	0.097	
Sub-Total	0.382	0.316	82.7%	Ⓚ			0.400	0.337	
State of Good Repair									
BIA Streetscape Improvement Program	0.222	0.051	22.8%	Ⓚ	Ⓚ	#1	2.844	2.331	
BIA Equal Share Funding (2015 - 2016)	7.286	3.700	50.8%	Ⓚ	Ⓚ	#1	8.481	4.921	
BIA Financed Funding	2.531	1.074	42.4%	Ⓚ	Ⓚ	#1	2.531	1.074	
BIA Planning Act Revenue Projects	0.532	0.306	57.6%	Ⓚ	Ⓚ	#1	1.701	1.475	
Collections Care	0.103	0.093	90.6%	Ⓚ	Ⓚ		0.200	0.190	
Major Maintenance	2.218	0.618	27.9%	Ⓚ	Ⓚ	#2	7.960	5.060	
Refurbishment and Rehabilitation	0.394	0.122	31.1%	Ⓚ	Ⓚ		1.108	0.754	
Restoration/Preservation of Heritage Elements	3.599	2.245	62.4%	Ⓚ	Ⓚ	#3	7.945	6.419	
Sub-Total	16.884	8.210	48.6%	Ⓚ			32.769	22.225	
Service Improvements									
Commercial Façade Improvement Program	0.750	0.582	77.7%	Ⓚ	Ⓚ	#1	1.223	1.055	
Cultural Infrastructure Development	0.947	0.479	50.6%	Ⓚ	Ⓚ	#4	2.165	1.723	
Economic Competitiveness Data Mgmt System	0.300	0.000	0.0%	Ⓚ	Ⓚ	#5	0.300	0.000	
IT Projects	0.442	0.340	76.9%	Ⓚ	Ⓚ		0.500	0.435	
Mural Program	0.054	0.049	90.8%	Ⓚ	Ⓚ		0.100	0.095	
Refurbishment and Rehabilitation	0.068	0.042	62.3%	Ⓚ	Ⓚ		0.075	0.049	
Restoration/Preservation of Heritage Elements	0.027	0.018	66.6%	Ⓚ	Ⓚ		0.050	0.041	
Downtown Yonge BIA Special Project	0.250	0.250	100.0%	Ⓚ	Ⓚ		0.250	0.250	

**Economic Development
& Culture**

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.			YE Status	Note#	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Service Enhancements	7.477	5.284	70.7%	Ⓞ	Ⓨ	#6	15.289	12.950
Sub-Total	10.315	7.045	68.3%	Ⓨ			19.952	16.600
Growth Related								
Cultural Infrastructure Development	2.965	0.615	20.7%	Ⓡ	Ⓨ	#7	6.112	3.803
Restoration/Preservation of Heritage Elements	0.140	0.000	0.0%	Ⓡ	Ⓨ	#7	0.201	0.061
PATH Wayfinding	0.100	0.000	0.0%	Ⓡ	Ⓨ	#8	0.100	0.000
Sub-Total	3.205	0.615	19.2%	Ⓡ			6.413	3.864
Total	32.605	17.303	53.1%	Ⓨ			67.106	49.033

On Time
On/Ahead of Schedule
Minor Delay < 6 months
Significant Delay > 6 months

On Budget
>70% of Approved Cash Flow
Between 50% and 70%
< 50% or >100% of Approved Cash Flow

Note # 1:

Most of the 2016 Equal Share Funding projects were delayed due to issues encountered during the design development phase. All delayed projects will be carried forward into 2017 for completion.

Note # 2:

The John St. Roundhouse Museum project is delayed due to one key volunteer's health issues impacting the feasibility study. The targeted completion date is December 2017.

Note # 3:

One outdoor public art project exceeded its original project cost thereby requiring re-tender of the work.

Note # 4:

The Guild Revitalization project has been delayed as a result of the extended focus on the development application and approval. Design and development work began in September 2016 and the construction work will commence in third quarter of 2018.

Note # 5:

This project has been cancelled and will be delivered via a corporate-wide IT initiative. This project will be closed.

Note # 6:

Toronto Centre for the Arts main stage reconfiguration work was delayed due to claims negotiations with Phase 2 being completed in September 2016. It is expected that this project will be completed in 2017. The Canada 150 Assembly Hall and Fort York Landscape sub-projects are delayed to accommodate summer special event

Note # 7:

Several public art projects are delayed by the artists.

Note # 8:

PATH Wayfinding project is delayed as it requires further consultations with the public and City Programs.

Long Term Care Homes & Services

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

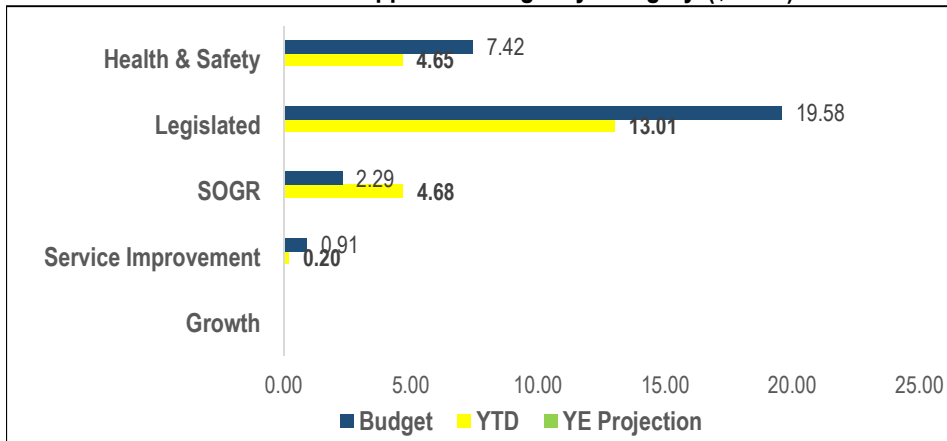


Table 1
2016 Active Projects by Category

Health & Safety	4
Legislated	2
SOG	2
Service Improvement	1
Growth	
Total # of Projects	9

Chart 2

Project Status (# of Projects): 9

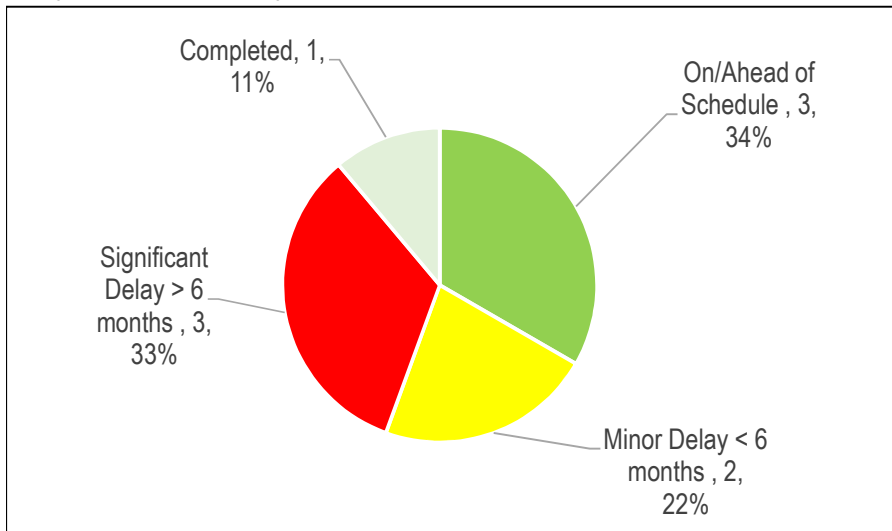


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
5.32	21.33	3.45	0.09	

Key Discussion Points:

- SOGR project spending relating to kitchen renovation and boiler replacement for several sites was accelerated in Q4 2016 due in part to exposure of asbestos.
- As a result of SOGR project acceleration, health and safety projects as well as elevator upgrades and safety equipment projects were re-prioritized for delivery in 2017.
- Kipling Acres Phase II was delayed due to construction issues, which resulted in the need to revise schedules; substantial completion is projected for April 2017.
- Electronic Health Care System Project was delayed, as the RFP needed to be reissued; the revised RFP is currently under review; with spending projected to accelerate once the contract has been tendered.

Long Term Care
Homes & Services

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		On Budget	YE Status On Time	Note#	Total Approved Budget	Life-to- Date
		\$	%					
Health & Safety								
LTC Specialty System H&S Upgrades	1.248	0.264	21.2%	Ⓡ	Ⓡ	#1	8.995	7.801
LTC Electrical - H&S Life Safety Systems	1.300	0.454	34.9%	Ⓡ	Ⓡ	#1	5.786	5.174
LTC Mechanical -H&S HVAC Repairs/Upgrades	3.030	2.841	93.7%	Ⓢ	Ⓢ		7.167	5.991
LTC Specialty Systems H&S Elevator Upgrades	1.839	1.094	59.5%	Ⓨ	Ⓨ	#2	4.288	3.832
Sub-Total	7.416	4.652	62.7%	Ⓨ			26.236	22.798
Legislated								
Kipling Acres 145 bed construction	19.490	13.007	66.7%	Ⓨ	Ⓨ	#3	47.500	42.628
2015-2019 George Street Revitalization	0.092	0.000	0.0%	Ⓡ	Ⓢ	#4	0.900	0.358
Sub-Total	19.582	13.007	66.4%	Ⓨ			48.400	42.985
State of Good Repair								
2015 SOGR Building Upgrades	1.000	1.034	103.4%	Ⓡ	Ⓢ		3.545	3.449
2016 SOGR Building Upgrades	1.290	3.641	282.3%	Ⓡ	Ⓢ	#5	3.390	2.698
Sub-Total	2.290	4.675	204.2%	Ⓡ			6.935	6.147
Service Improvements								
Electronic Health Care System	0.906	0.196	21.6%	Ⓡ	Ⓡ	#6	4.398	0.278
Sub-Total	0.906	0.196	21.6%	Ⓡ			4.398	0.278
Total	30.195	22.530	74.6%	Ⓢ			85.969	72.209

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:

Components of boiler and air handling unit replacement projects are delayed until 2017, reflecting the need to re-prioritize these projects, as other projects required acceleration due Health and Safety issues

Note # 2:

Elevator upgrades and security and safety equipment replacement projects are delayed until 2017, with funding carried forward to 2017 to finalize the upgrades

Note # 3:

Kipling Acres Phase II was delayed due to construction issues, which resulted in the need to revise schedules; substantial completion is projected for April 2017

Note # 4:

Feasibility study for George Street Revitalization has been completed.

Note # 5:

Spending was accelerated in Q4 2016 (partially due to exposure of asbestos), resulting in project being completed ahead of the budgeted cash flow budget. A budget adjustment to accelerate funding from 2017 is included in a companion report from LTCHS.

Note # 6:

Project was delayed as the RFP was reissued and the proposal is being evaluated. Spending is expected to ramp up upon award of the tender.

Parks, Forestry and Recreation

Chart 1
2016 Approved Budget by Category (\$242.29)

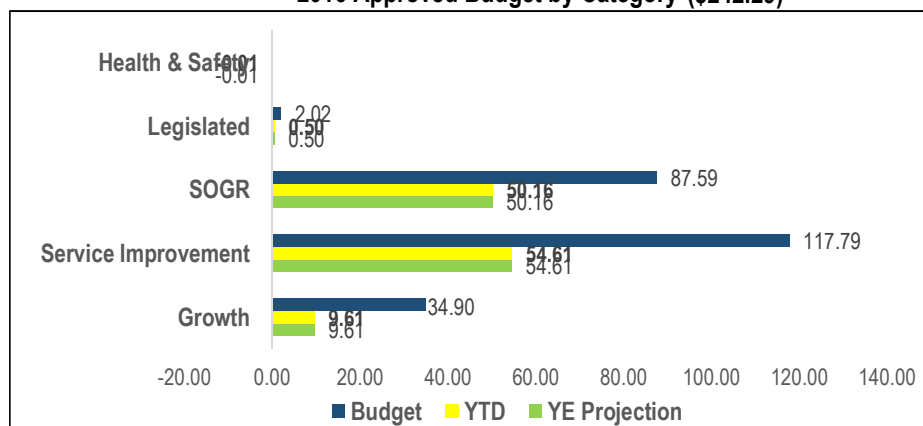


Table 1
2016 Active Projects by Category

Health & Safety	
Legislated	7
SOGR	50
Service Improvement	288
Growth	26
Total # of Projects	371

Chart 2

Project Status (# of Projects): 371

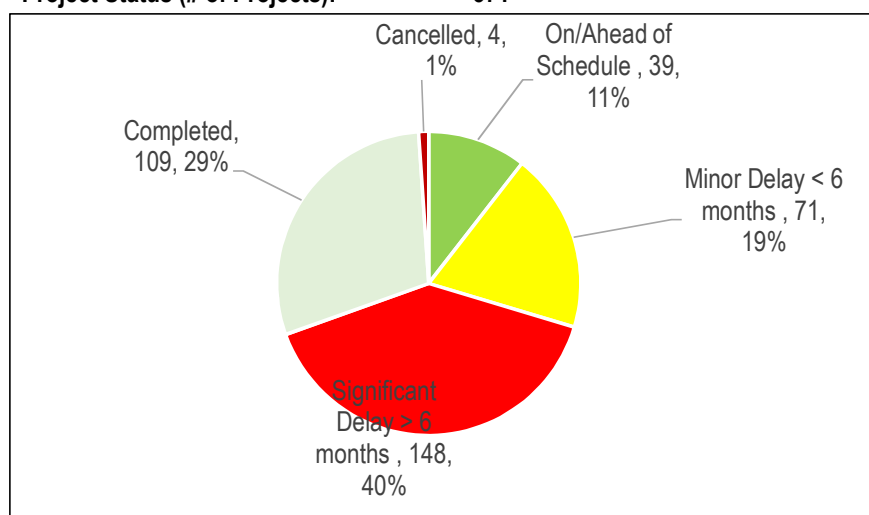


Table 2

Reason for Delay 219

	Significant Delay	Minor Delay
Insufficient Staff Resources	10	4
Procurement Issues	4	
RFQ/RFP Delayed	14	8
Contractor Issues	4	6
Site Conditions	16	22
Co-ordination with Other Projects	45	13
Community Consultation	16	4
Other*	39	14
Total # of Projects	148	71

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
36.21	67.89	87.09	50.52	0.60

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

**Parks, Forestry and
Recreation**

Projects by Category (Million)		2016 Approved Cash Flow	YTD Exp.			YE Status	Note#	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time				
Health & Safety									
Special Facilities		0.000	-0.008		Ⓞ			0.500	0.479
Sub-Total		0.000	-0.008					0.500	8.339
Legislated									
Land Acquisition		1.234	0.228	18.5%	Ⓡ	Ⓡ	# 1	2.820	1.713
Special Facilities		0.785	0.276	35.2%	Ⓡ	Ⓨ	# 2	1.600	1.091
Sub-Total		2.020	0.504	25.0%	Ⓡ			4.420	2.804
State of Good Repair									
Arena		15.048	9.494	63.1%	Ⓨ	Ⓨ	# 8	40.250	31.485
Community Centres		16.679	7.929	47.5%	Ⓡ	Ⓨ	# 10	37.504	28.441
Environmental Initiatives		3.091	1.953	63.2%	Ⓨ	Ⓨ	# 11	7.500	6.101
Facility Components		12.022	7.816	65.0%	Ⓨ	Ⓞ	# 13	21.481	16.433
Land Acquisition		0.000	0.000		Ⓡ		# 1	5.475	5.458
Outdoor Recreation Centres		4.098	1.160	28.3%	Ⓡ	Ⓨ	# 3	9.314	6.221
Park Development		5.312	4.733	89.1%	Ⓞ	Ⓞ		12.073	11.134
Parking Lots and Tennis Courts		4.468	2.749	61.5%	Ⓨ	Ⓨ	# 5	9.445	7.511
Playgrounds/Waterplay		1.712	1.269	74.1%	Ⓞ	Ⓨ	# 6	5.180	4.429
Pool		6.841	3.833	56.0%	Ⓨ	Ⓨ	# 7	16.500	13.228
Special Facilities		10.179	4.401	43.2%	Ⓡ	Ⓨ	# 2	17.235	11.435
Trails & Pathways		8.135	4.819	59.2%	Ⓨ	Ⓨ	# 9	14.150	10.743
Sub-Total		87.585	50.157	57.3%	Ⓨ			196.107	152.618
Service Improvements									
Arena		2.777	0.655	23.6%	Ⓡ	Ⓡ	# 8	9.265	3.361
Community Centres		8.193	4.150	50.7%	Ⓨ	Ⓡ	# 10	28.861	13.794
Environmental Initiatives		3.746	0.958	25.6%	Ⓡ	Ⓡ	# 11	8.775	4.554
Facility Components		1.066	0.468	43.8%	Ⓡ	Ⓡ	# 13	6.765	4.483
Information Technology		8.743	3.902	44.6%	Ⓡ	Ⓡ	# 12	18.078	9.311
Land Acquisition		0.000	0.000	0.0%	Ⓡ	Ⓡ	# 1	0.800	0.766
Outdoor Recreation Centres		4.848	2.221	45.8%	Ⓡ	Ⓡ	# 3	16.035	4.367
Park Development		56.169	33.880	60.3%	Ⓨ	Ⓨ	# 4	127.877	76.059
Playgrounds/Waterplay		10.427	4.890	46.9%	Ⓡ	Ⓨ	# 6	24.523	15.045
Pool		3.179	0.096	3.0%	Ⓡ	Ⓡ	# 7	17.000	0.917
Special Facilities		10.137	1.517	15.0%	Ⓡ	Ⓡ	# 2	19.499	2.427
Trails & Pathways		8.503	1.869	22.0%	Ⓡ	Ⓨ	# 9	18.132	5.446
Sub-Total		117.788	54.605	46.4%	Ⓡ			295.610	140.531

Parks, Forestry and Recreation

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.			YE Status	Note#	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Growth Related								
Community Centres	8.056	6.866	85.2%	Ⓞ	Ⓞ		138.425	55.081
Land Acquisition	25.057	2.669	10.7%	Ⓡ	Ⓡ	# 1	53.467	30.021
Outdoor Recreation Centres	1.404	0.059	4.2%	Ⓡ	Ⓨ	# 3	3.500	0.182
Park Development	0.385	0.020	5.1%	Ⓡ	Ⓡ	# 4	8.802	5.019
Sub-Total	34.902	9.613	27.5%	Ⓡ			204.194	90.303
Total	242.295	114.872	47.4%	Ⓡ			700.831	394.595

On Time
On/Ahead of Schedule
Minor Delay < 6 months
Significant Delay > 6 months

On Budget
>70% of Approved Cash Flow
Between 50% and 70%
< 50% or >100% of Approved Cash Flow

Note # 1:

Land Acquisition: Spending delayed as the acquisition and expropriation of properties was not 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.

Note # 2:

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

Note # 3:

Outdoor Recreation Centres: Underspensing for some service improvements and growth related-sports fields projects as a result of validation and adjustment of scope and location. The Earl Bales Fieldhouse addition and expansion experienced delays with the consultation and procurement process and the Ward 6 Baseball Field improvements experienced delays in awarding the contracts and programming constraints. Capital Asset Rehabilitation projects /State of Good Repair projects were not completed at year end due to insufficient staff resources, verification of scope and unfavourable site conditions.

Note # 4:

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

Note # 5:

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

Parks, Forestry and Recreation

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

Note # 6:

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

Note # 7:

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

Note # 8:

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

Note # 9:

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

Note # 10:

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

Note # 11:

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

Note # 12:

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

Note # 13:

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

Shelter, Support and Housing Administration

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

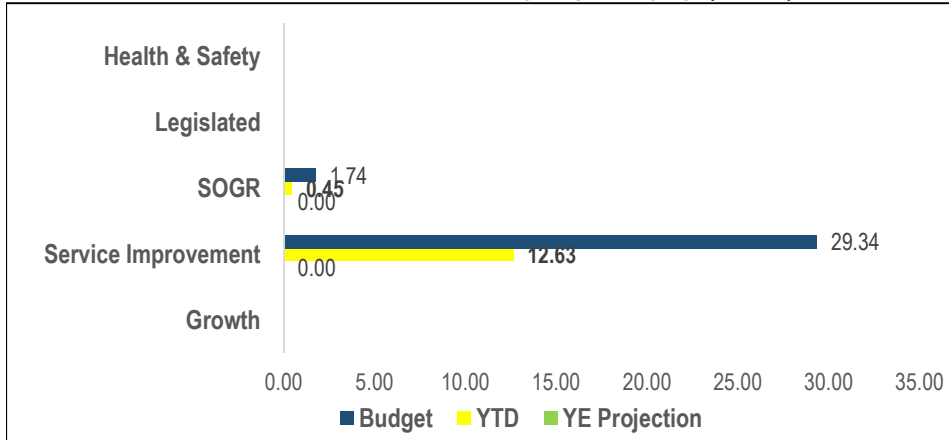


Table 1
2016 Active Projects by Category

Health & Safety	
Legislated	
SOGR	6
Service Improvement	2
Growth	
Total # of Projects	8

Chart 2

Project Status (# of Projects): 8

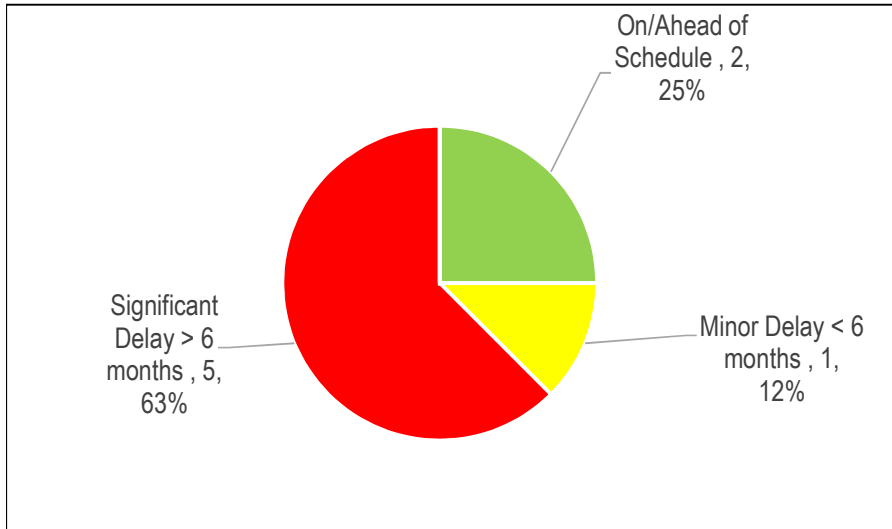


Table 2

Reason for Delay 6

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
11.20	2.86	17.01		

Key Discussion Points:

- **SOGR:** The SOGR capital fund helped pay for some much needed plumbing, HVAC and elevator repairs at various shelter locations. The 2016 unspent cash flows will be carried forward to 2017 for new shelter projects and for work required to repair deficiencies in leased buildings.
- **Shelter Development/Revelopment:** Project costs related to Phase 1 of the GSR project, namely the architect and project management fees were fully spent. Any unspent funds will be carried forward to 2017 for the ongoing project management fees for Phase II.
- **Shelter Land Acquisition:** Project spending is tied to contractual arrangements the city has with specific development. Project cashflows are dependent on the completion of established milestones.
- **Kingston Road:** The property was acquired in February 2016, Unspent project funds will be returned to Land Acquisition Reserve Fund.

Shelter, Support and Housing Administration

Key Discussion Points (cont'd):

Homewood Avenue: The Project involves the purchase and renovation of 63-65 Homewood Avenue. The unspent funds of \$0.400 million will be carried forward in 2017.

389 Church St: Project is to be deleted and funding redirected.

George Street Redevelopment: City Council authorized Phase 2 of the project in July, 2016. Approved cashflow for the project will be used to advance negotiations with Infrastructure Ontario as well as the Seaton House Transition Plan in 2017.

**Shelter, Support and Housing
Administration**

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		On Budget	YE On Time	Note#	Total Approved Budget	Life-to- Date
		\$	%					
State of Good Repair								
Cap Repairs/Repl-City Operated Hostels	1.540	0.444	28.8%	Ⓡ	Ⓢ	1	1.600	0.503
Capital Rep/Repl - Leased Bldgs	0.195	0.002	0.9%	Ⓡ	Ⓢ		0.200	0.007
Sub-Total	1.735	0.445	25.7%	Ⓡ			1.800	0.510
Service Improvements								
Shelter Dev/Redevelopment	2.864	1.864	65.1%	Ⓢ	Ⓢ	2	15.320	14.321
Shelter Land Acquisition	0.730	0.000	0.0%	Ⓡ	Ⓢ	3	7.300	0.000
Kingston Road	8.200	8.008	97.7%	Ⓢ	Ⓢ		8.200	8.008
Homewood Avenue	3.000	2.600	86.7%	Ⓢ	Ⓢ		3.000	2.600
389 Church St	6.138	0.000	0.0%	Ⓡ	Ⓢ	4	10.538	0.000
George Street Redevelopment - Phase 2	8.409	0.158	1.9%	Ⓡ	Ⓢ	5	8.409	0.158
Sub-Total	29.341	12.630	43.0%	Ⓡ			52.767	25.087
Total	31.076	13.076	42.1%	Ⓡ			54.567	25.597

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 SOGR capital helped pay for some much needed plumbing, HVAC and elevator repairs at various shelter locations. The 2016 unspent SOGR cash flow of \$0.900 million will be carried forward in 2017 for new shelter projects and for work required to repair deficiencies in leased buildings.

Note # 2:

Project costs are related to phase 1 of the GSR project, namely the architect and project manager fees. These costs are on-going and critical to the development of GSR-Phase II.

Note # 3:

Project spending is tied to contractual arrangements the city has with specific development. Project cashflows is dependent upon the completion of established milestones.

Note # 4:

Project is to be deleted in 2017 and approved funding redirected.

Note # 5:

City Council authorized Phase 2 of the project in July, 2016. Approved cashflow for the project will be used to advance negotiations with Infrastructure Ontario as well as the Seaton House Transition Plan.

Toronto Employment and Social Services

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

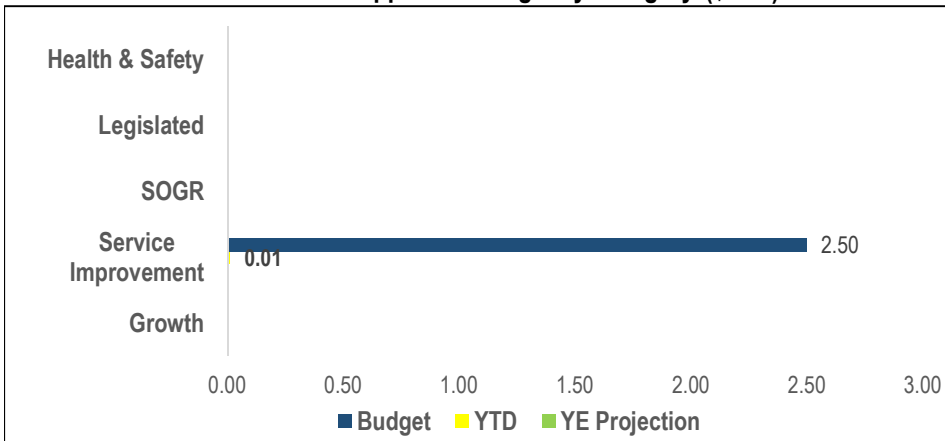


Table 1
2016 Active Projects by Category

Health & Safety	
Legislated	
SOGR	
Service Improvement	1
Growth	
Total # of Projects	1

Chart 2

Project Status (# of Projects): 1

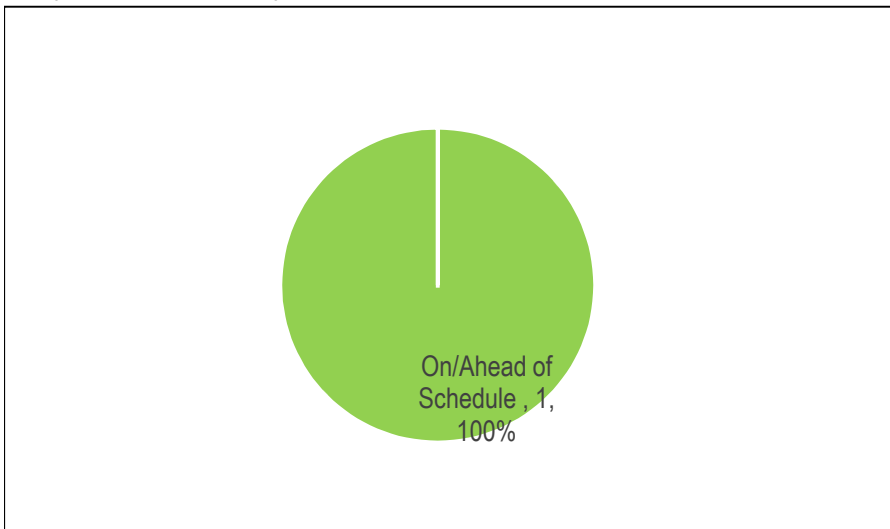


Table 2

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*		
Total # of Projects		1

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
2.50	1.00			

Key Discussion Points:

- Due to delays in issuing RFP for design consultant in Q3 2016, the spending for 2016 is lower than anticipated. The design phase of this project is now complete and the demolition and the tendering phase is currently in-process. The project is still anticipated for completion by the end of 2017.

**Toronto Employment
and Social Services**

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.			YE Status	Note#	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Service Improvements								
Wellesley Place Renovation	2.500	0.012	0.5%	Ⓜ	Ⓢ	#1	2.500	0.012
Sub-Total	2.500	0.012	0.5%	Ⓜ			2.500	0.012
Total	2.500	0.012	0.5%	Ⓜ			2.500	0.012

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:

Due to delays in issuing RFP for design consultant in Q3 2016, the spending for 2016 is lower than anticipated. The design phase of this project is now complete and the demolition and the tendering phase is currently in-process. The project is still anticipated for completion by the end of 2017.

Toronto Paramedic Services (TPS)

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

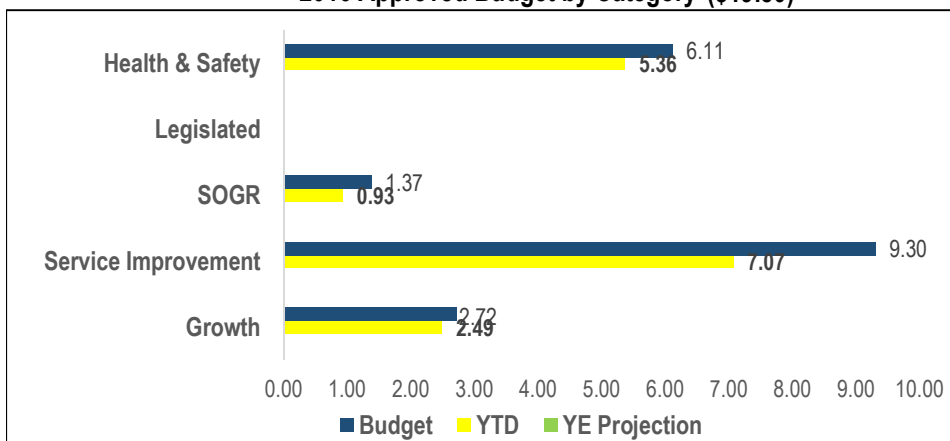


Table 1
2016 Active Projects by Category

Health & Safety	3
Legislated	
SOGR	3
Service Improvement	2
Growth	3
Total # of Projects	11

Chart 2

Project Status (# of Projects): 11

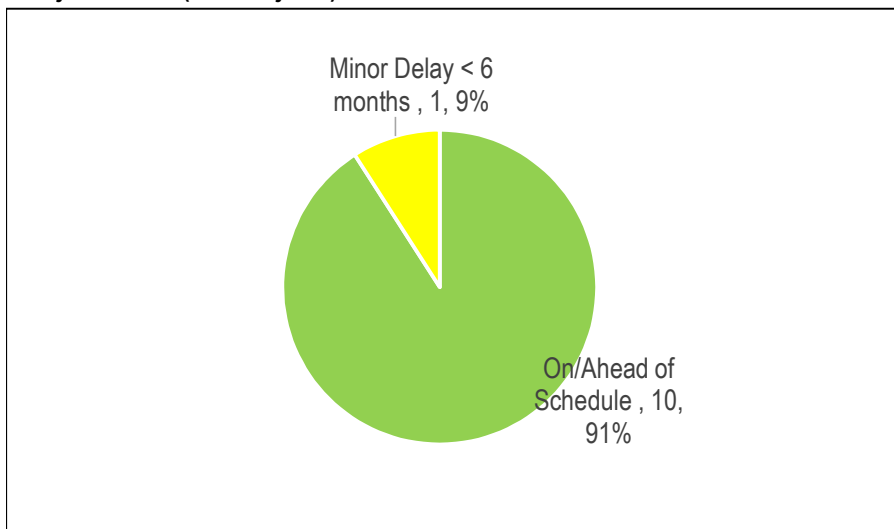


Table 2

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
Total # of Projects		1

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
18.51	0.99			

Reasons for "Other*" Projects Delay:

- Radio Replacement Project is delayed to 2017. The replacement requires ambulances to be taken off the road and has to be completed in phases.

**Toronto Paramedic
Services (TPS)**

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		On Budget	YE Status On Time	Note#	Total Approved Budget	Life-to- Date
		\$	%					
Health & Safety								
Defibrillator Replacement Purchases 2015	2.715	2.009	74.0%	Ⓔ	Ⓔ	#1	6.500	4.019
Power Stretchers	2.885	2.846	98.6%	Ⓔ	Ⓔ		6.750	3.220
Portable Radio Replacement	0.509	0.509	100.0%	Ⓔ	Ⓔ		1.009	0.509
Sub-Total	6.109	5.364	87.8%	Ⓔ			14.259	7.748
State of Good Repair								
Mobile Data Communications 2014 - 2023	0.300	0.259	86.3%	Ⓔ	Ⓔ		0.300	0.270
40 New Defibrillators	0.081	0.076	93.8%	Ⓔ	Ⓔ		1.400	1.075
Ambulance Radio Replacement	0.991	0.590	59.5%	Ⓐ	Ⓐ	# 2	1.491	0.590
Sub-Total	1.372	0.925	67.4%	Ⓐ			3.191	1.935
Service Improvements								
Mobile Data Communications - 2015	0.230	0.230	100.0%	Ⓔ	Ⓔ		0.300	0.300
North West District Multi- function - Facility	9.069	6.835	75.4%	Ⓔ	Ⓔ	# 3	11.455	9.492
Sub-Total	9.299	7.065	76.0%	Ⓔ			11.755	9.792
Growth Related								
Medical Equipment Replacement	0.823	0.733	89.1%	Ⓔ	Ⓔ		2.612	2.113
Additional Ambulances (2016-2019)	1.800	1.753	97.4%	Ⓔ	Ⓔ		1.800	1.753
Multifunction Station Plan	0.100	0.000	0.0%	Ⓡ	Ⓔ	# 4	0.250	0.027
Sub-Total	2.723	2.486	91.3%	Ⓔ			4.662	3.893
Total	19.503	15.840	81.2%	Ⓔ			33.867	23.368

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 Defibrillator Replacement project is under spent due to lower price of the defibrillators resulting from the RFQ. The remaining purchasing will be completed in 2017.

Note #2:

Project is slightly delayed to 2017 due to slower than expected roll out of the ambulance radio replacement project.




Note #3:

The construction of the North West District Facility has started and the project is expected to be completed in early 2017 as planned.

Note #4:

Preliminary work for Multi-Faction Station Plan project is underway.

**2016 Capital Spending by Program
Cluster B**

Program		2016 Approved Cash Flow	2016 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YE Spending	Year-End Projection	% at Year End		
City Planning	Q1	10.33	0.48	7.32	70.9%		G
	Q2	10.33	2.30	7.32	70.8%	↓	G
	Q3	10.33	2.97	7.43	71.9%	↑	G
	Q4	10.33	5.74	5.74	55.6%	↓	Y
Fire Services	Q1	21.74	1.40	15.12	69.5%		Y
	Q2	21.74	5.38	12.91	59.4%	↓	Y
	Q3	21.74	7.98	12.24	56.3%	↓	Y
	Q4	21.74	10.67	10.67	49.1%	↓	R
Transportation	Q1	450.86	16.74	318.98	70.7%		G
	Q2	451.65	49.02	303.34	67.2%	↓	Y
	Q3	451.66	113.07	291.21	64.5%	↓	Y
	Q4	456.34	252.81	252.81	55.4%	↓	Y
Waterfront Revitalization	Q1	33.70	3.58	27.06	80.3%		G
	Q2	33.70	6.47	25.52	75.7%	↓	G
	Q3	36.82	12.07	23.57	64.0%	↓	Y
	Q4	36.82	23.74	23.74	64.5%	↑	Y
TOTAL	Q1	516.64	22.20	368.48	71.3%		G
	Q2	517.42	63.16	349.09	67.5%	↓	Y
	Q3	520.55	136.10	334.45	64.2%	↓	Y
	Q4	525.24	292.97	292.97	55.8%	↓	Y
 >70%  between 50% and 70%  < 50% or > 100%							

For 2016, capital expenditures for this Cluster totalled \$292.97 million (55.8%) of their collective 2016 Approved Capital Budget of \$525.24 million.

All the Programs in this Cluster have a year-end spending rate of less than 70% of their respective 2016 Approved Capital Budgets. City Planning, Fire Services, Transportation Services and Waterfront Revitalization Program have spending rate of 55.6%, 49.1%, 55.4% and 64.5% respectively.

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

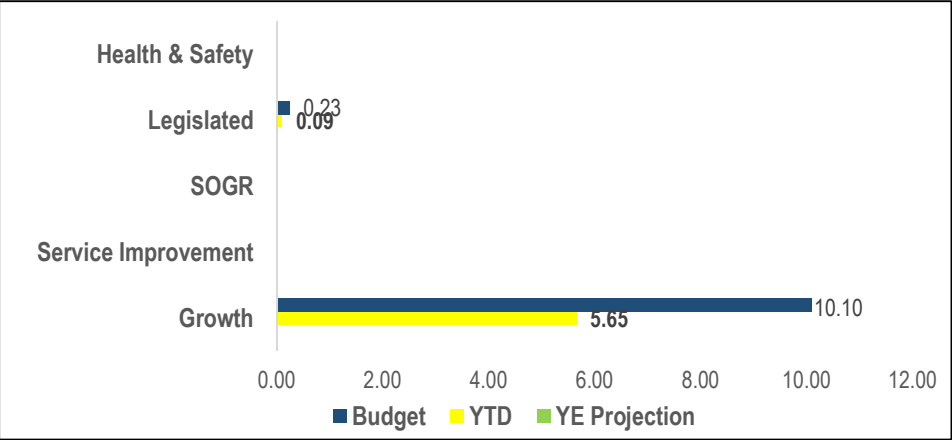


Table 1
2016 Active Projects by Category

Health & Safety	
Legislated	4
SOGR	
Service Improvement	
Growth	20
Total # of Projects	24

Chart 2
Project Status (# of Projects): 24

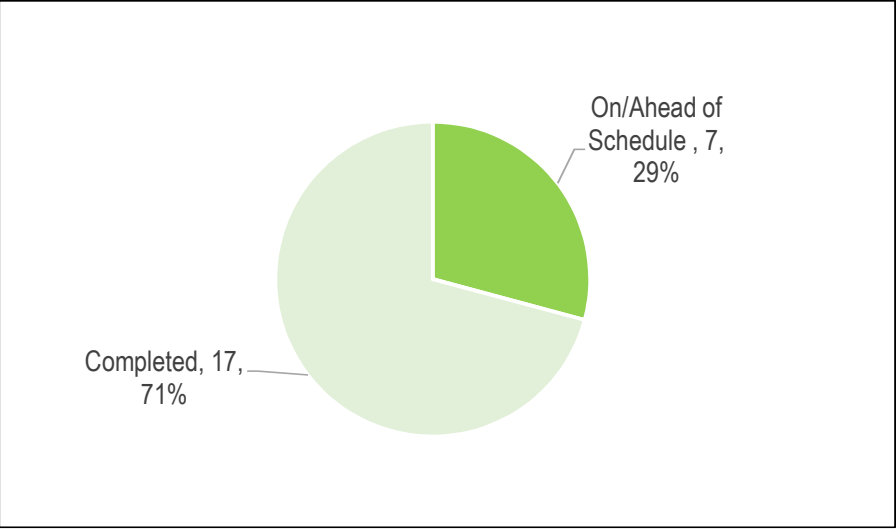


Table 2

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*		
Total # of Projects		

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
6.05			4.28	

City Planning

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.			YE Status On Time	Note#	Total Approved Budget	Life-to- Date
		\$	%	On Budget				
Legislated								
Natural Heritage Inventory Studies	0.156	0.061	39.4%	Ⓡ	Ⓡ	#1	0.160	0.082
Toronto Archeological Resources Plan	0.078	0.033	42.7%	Ⓡ	Ⓡ	#1	0.100	0.064
Sub-Total	0.234	0.095	40.5%	Ⓡ			0.260	0.146
Growth Related								
Development Charge Funded Studies								
Growth Studies	2.888	2.154	74.6%	Ⓢ	Ⓢ		6.924	5.062
Transportation & Transit Studies	1.142	0.671	58.8%	Ⓢ	Ⓢ		1.500	1.127
Avenue/Area Studies	0.445	0.115	25.9%	Ⓡ	Ⓡ	#1	0.750	0.502
Heritage Conservation District Studies	1.250	0.397	31.8%	Ⓡ	Ⓡ	#1	2.250	0.740
Places - Civic Improvements	3.673	1.849	50.4%	Ⓢ	Ⓢ	#2	17.160	14.323
Streetscape - Library at Scarborough CC	0.400	0.125	31.3%	Ⓡ	Ⓢ	#2	2.544	2.447
John Street Revitalization	0.300	0.334	111.3%	Ⓡ	Ⓢ	#3	2.565	1.853
Sub-Total	10.098	5.646	55.9%	Ⓢ			33.693	26.053
Total	10.332	5.741	55.6%	Ⓢ			33.953	26.198

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:

Projects are delivered over a two year cycle.

Note # 2:

Projects were completed under budget.

Note # 3:

Project is complete, awaiting settlement of final project costs.

Toronto Fire Services (TFS)

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

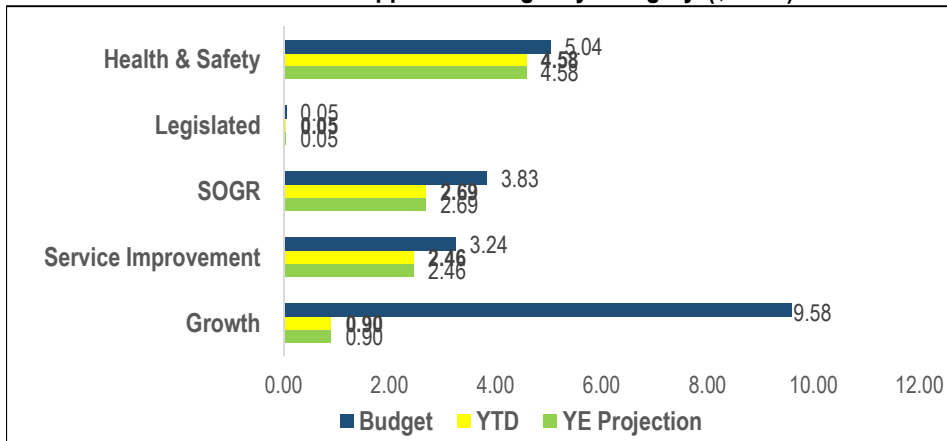


Table 1
2016 Active Projects by Category

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

Chart 2

Project Status (# of Projects): 21

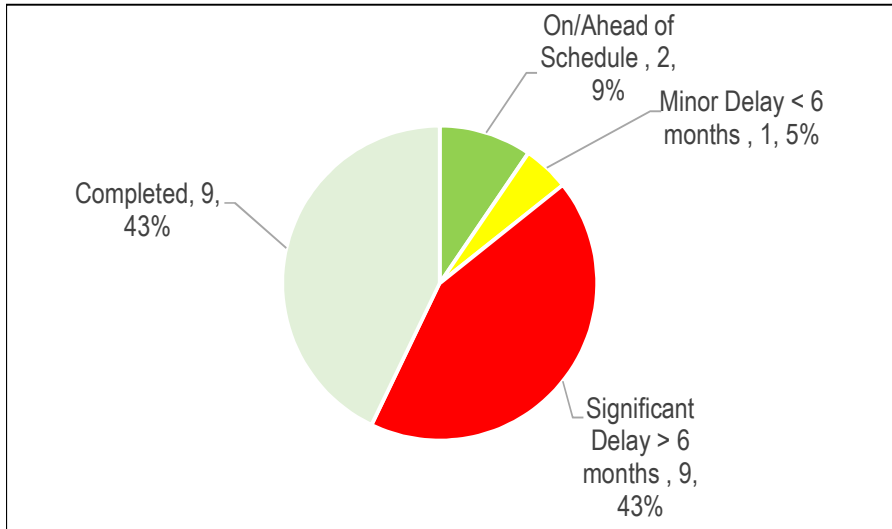


Table 2

Reason for Delay 10

	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	5	1
RFQ/RFP Delayed	2	
Contractor Issues		
Site Conditions	2	
Co-ordination with Other Projects		
Community Consultation		
Other*		
Total # of Projects	9	1

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
3.11	0.90	10.88	6.86	

Key Discussion Points:

- Health & Safety projects with budgeted cash flow of \$5.035 million is 91% spent
- State of Good Repair projects with budgeted cash flow of \$3.832 million is 70.1% spent
- Service Improvement projects with budgeted cash flow of \$3.243 million is 75.9% spent
- Growth Related projects with budgeted cash flow of \$9.581 million is 9.4% spent, with project delays as noted below:
 - Station A with budgeted cash flow of \$2.097 million has spending of \$0.197 million, as an archaeological investigation on the building site has delayed site plan approvals
 - Station B with budgeted cash flow of \$5.412 million has no spending, as a delay in the site plan approval has delayed issuance of building permit
 - Specialized Trucks & Equipment with a budgeted cash flow of \$2.072 million has spending of \$0.701, million as the complexity of the project specification has delayed the delivery of the units until Q4, 2017

Toronto Fire Services
(TFS)

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.			YE Status		Note#	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time				
Health & Safety									
Purchase Gas Meters for Fire Investigation	0.050	0.000	0.0%	Ⓜ	Ⓜ	#1	0.070	0.000	
Handheld Pulse Oximeter & Accessories	0.200	0.197	98.5%	Ⓞ	Ⓞ		0.200	0.197	
Replacement of CBRNE Equipment	0.170	0.161	94.7%	Ⓞ	Ⓞ		0.510	0.161	
Self-Contained Breathing Apparatus - Replacement	0.227	0.201	88.5%	Ⓞ	Ⓞ		5.824	5.771	
Bunker Suits Lifecycle Replacement	2.938	2.708	92.2%	Ⓞ	Ⓞ		3.900	3.670	
Thermal Imaging Cameras	1.450	1.315	90.7%	Ⓞ	Ⓞ		1.450	1.315	
Sub-Total	5.035	4.582	91.0%	Ⓞ			11.954	11.114	
Legislated									
Replacement of HUSAR Equipment 2016	0.050	0.046	92.0%	Ⓞ	Ⓞ		0.050	0.046	
Sub-Total	0.050	0.046	92.0%	Ⓞ			0.050	0.046	
State of Good Repair									
Technical Rescue Simulator Repair	0.250	0.000	0.0%	Ⓜ	Ⓜ	#2	0.250	0.000	
Replace Aging Propane Pumps & Vaporizers	0.250	0.000	0.0%	Ⓜ	Ⓜ		#3	0.250	0.000
Emerg Fire Comm Workstation Console Replacement	0.050	0.005	10.0%	Ⓜ	Ⓜ	#4	0.600	0.005	
Emergency Phone System Replacement	0.590	0.500	84.7%	Ⓞ	Ⓞ		0.720	0.630	
Training Simulators Rehabilitation	0.200	0.047	23.5%	Ⓜ	Ⓜ	#5	0.200	0.047	
Repair the Special Operations Water Simulators	0.250	0.229	91.6%	Ⓞ	Ⓞ		0.250	0.246	
Renovating/Repurposing of Fires Station 424	1.139	1.063	93.3%	Ⓞ	Ⓞ		1.230	1.154	
Computer Aided Dispatch Upgrade	1.103	0.843	76.4%	Ⓞ	Ⓞ		1.255	0.994	
Sub-Total	3.832	2.687	70.1%	Ⓞ			4.755	3.076	

Toronto Fire Services
(TFS)

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.			YE Status		Note#	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time				
Service Improvements									
Replacement of Fire Station #135	1.848	1.846	99.9%	Ⓞ	Ⓞ			7.334	7.244
Fire Prevention South District Consolidation	0.500	0.106	21.2%	Ⓡ	Ⓡ	#6		0.500	0.143
Emergency Communication System Enhancement	0.895	0.508	56.8%	Ⓨ	Ⓨ	#7		0.895	0.538
Sub-Total	3.243	2.460	75.9%	Ⓞ				8.729	7.925
Growth Related									
Station B (Stn 144) Keele/ Sheppard	5.412	0.000	0.0%	Ⓡ	Ⓡ	#8		9.885	3.973
Station A (Stn 414) Hwy- 27 and Rexdale Blvd	2.097	0.196	9.3%	Ⓡ	Ⓡ	#9		8.342	1.620
Specialized Trucks & Equipment	2.072	0.701	33.8%	Ⓡ	Ⓡ	#10		3.250	1.550
Sub-Total	9.581	0.897	9.4%	Ⓡ				21.477	7.143
Total	21.741	10.672	49.1%	Ⓡ				46.965	29.304

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 amendments resulted in procurement delay; all gas meters received in Q1, 2017

Note # 2:

Project cost underestimated, with funding to be used in 2017 for training facility upgrades

Note # 3:

Difficulty finding supplier to deliver project requirements, with project completion anticipated in Q4, 2017

Note # 4:

Complexity of project resulted in delay of project; RFQ scheduled for Q2, 2017, with project to be completed in Q4, 2017

Note # 5:

Co-ordination of upgrades in a number of locations resulted delay in project completion, with funding carried into 2017 for project completions.

Note # 6:

Feasibility study completed, with engineering design to be completed in Q2 2017

Note # 7:

Device deployment delayed until Q1, 2017, as application issues need to be resolved

Note # 8:

Project is delayed pending site plan approvals, which has delayed issuance of building permit; project completion is now scheduled for Q1, 2019.

Note # 9:

Project is delayed by an archaeological investigation on building site; pending site plan approvals, the project is scheduled for completion in Q4, 2018

Note # 10:

Complexity of specific project requirements has delayed project delivery until Q4, 2017

Transportation Services

Chart 1
2016 Approved Budget by Category (\$456.34)

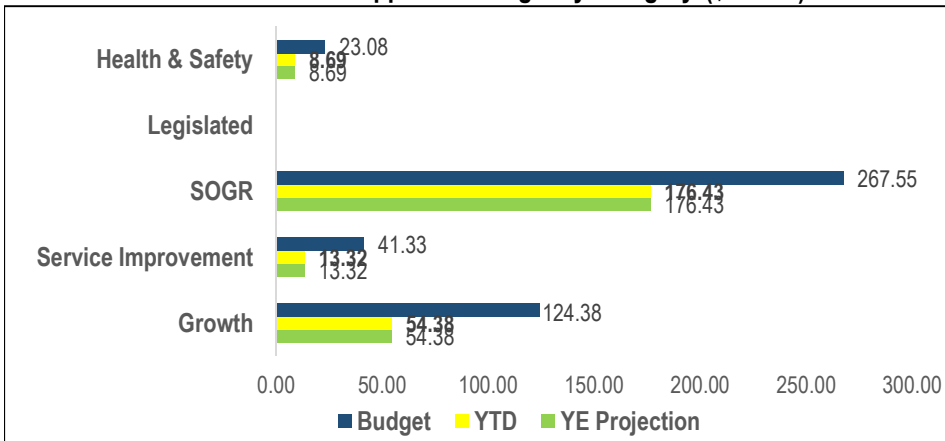


Table 1
2016 Active Projects by Category

Health & Safety	13
Legislated	
SOGR	16
Service Improvement	12
Growth	25
Total # of Projects	66

Chart 2

Project Status (# of Projects): 66

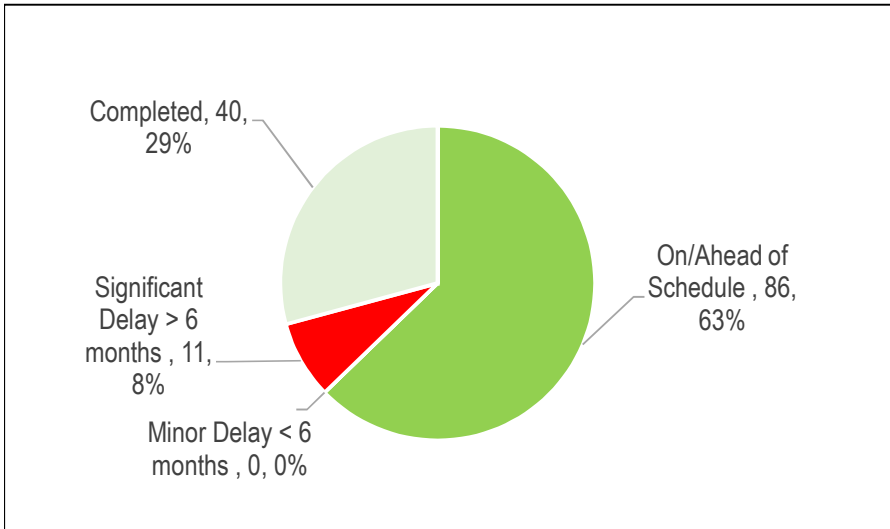


Table 2

Reason for Delay 11

	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	1	
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions	1	
Co-ordination with Other Projects	4	
Community Consultation	3	
Other*	2	
Total # of Projects	11	

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
397.27		33.81	25.26	

Reasons for "Other*" Projects Delay:

- Transportation Services has two sub-projects with "Other" reasons for delay. In this case, "Other" represents legal issues (resolution of expropriation claims, etc.).
- 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:

- Some of the under spending in Transportation Services is attributable to savings of \$103.245 million or 22.6% of the 2016 Capital Budget related to completed projects where funding was not required to be carried forward to 2017.
- A total of \$100.281 million or 22.0% of the 2016 Capital Budget has been carried forward to 2017.
- Most of the year-end under-spending is 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

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.			YE Status	Note#	Total Approved Budget*	Life-to- Date
		\$	%	On Budget	On Time			
Health & Safety								
Accessible Pedestrian Signals (Audible)	3.223	1.448	44.9%	Ⓜ	Ⓜ	# 1		
Guide Rail Replacement	1.300	0.545	41.9%	Ⓜ	Ⓜ	# 1	3.300	0.545
Local Geometric Traffic Safety Improvements	1.423	0.827	58.1%	Ⓨ	Ⓜ		3.607	0.531
Local Speed Limit Reduction	1.500	0.300	20.0%	Ⓜ	Ⓜ	# 1	1.500	0.300
New Traffic Control Signals / Devices	5.119	2.345	45.8%	Ⓜ	Ⓜ	# 1		
Pedestrian Safety & Infrastructure Prgms	0.956	0.557	58.2%	Ⓨ	Ⓜ	# 2		
PXO Visibility Enhancements	0.725	0.339	46.8%	Ⓜ	Ⓜ	# 1		
Salt Management Program	1.646	0.450	27.4%	Ⓜ	Ⓜ	# 1		
Signal Major Modifications	3.156	1.269	40.2%	Ⓜ	Ⓜ	# 1		
Tactile Domes Installation	1.000	0.352	35.2%	Ⓜ	Ⓜ	# 1	3.000	0.352
Traffic Sign Structure Replacement	0.397	0.179	45.2%	Ⓜ	Ⓜ	# 1		
Two Way Radio Communication	2.200	0.000	0.0%	Ⓜ	Ⓜ	# 3	2.200	-
Upgrades to Meet New ESA Requirements	0.432	0.078	18.1%	Ⓜ	Ⓜ	# 1		
Sub-Total	23.076	8.690	37.7%	Ⓜ			13.607	1.728
State of Good Repair								
Bathurst Street Bridge Rehabilitation	0.600	0.067	11.2%	Ⓜ	Ⓜ	# 4	28.313	0.381
City-Bridge Rehabilitation	35.463	16.879	47.6%	Ⓜ	Ⓜ	# 1		
Ditch Rehabilitation & Culvert Reconstruction	1.000	0.594	59.4%	Ⓨ	Ⓜ			
Don Valley Parkway Rehabilitation	2.403	0.639	26.6%	Ⓜ	Ⓜ	# 1		
F.G. Gardiner**	47.356	33.828	71.4%	Ⓜ	Ⓜ	# 5	2,396.626	134.258
Facility Improvements	2.138	1.660	77.6%	Ⓜ	Ⓜ			
Interim Rehabilitation Of Roads	8.000	3.673	45.9%	Ⓜ	Ⓜ	# 1	24.000	9.138

Transportation Services

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.			YE Status	Note#	Total Approved Budget*	Life-to- Date
		\$	%	On Budget	On Time			
Laneways	2.838	2.371	83.6%	ⓖ	ⓖ			
Local Road Rehabilitation	55.171	38.535	69.8%	Ⓨ	ⓖ			
Major Road Rehabilitation	67.106	57.273	85.3%	ⓖ	ⓖ			
Major SOGR Pooled Contingency	4.397	1.739	39.6%	Ⓡ	ⓖ	# 6		
Neighbourhood Improvements	8.300	2.294	27.6%	Ⓡ	ⓖ	# 7		
Retaining Walls Rehabilitation	5.539	1.198	21.6%	Ⓡ	ⓖ	# 8		
Sidewalks	20.165	12.572	62.3%	Ⓨ	ⓖ			
Traffic Plant Requirements / Signal Asset Management	6.181	2.483	40.2%	Ⓡ	ⓖ	# 1		
Traffic Plant Restoration	0.899	0.622	69.2%	Ⓨ	ⓖ		2.900	2.518
Sub-Total	267.554	176.428	65.9%	Ⓨ			2,451.839	146.295
Service Improvements								
Advanced Traffic Signal Control	2.802	1.465	52.3%	Ⓨ	ⓖ			
Cycling Infrastructure	19.816	4.834	24.4%	Ⓡ	ⓖ	# 9		
Engineering Studies	8.930	3.494	39.1%	Ⓡ	ⓖ	# 1		
Finch LRT - Transportation Study	0.200	0.000	0.0%	Ⓡ	ⓖ	# 1	0.200	-
LED Signal Module Conversion	1.000	0.062	6.2%	Ⓡ	ⓖ	# 1		
Participatory Budgeting Pilot	0.065	0.000	0.0%	Ⓡ	ⓖ	# 1	0.065	-
PTIF Projects	1.555	0.562	36.2%	Ⓡ	ⓖ	# 1	1.555	0.562
Signs & Markings Asset Management	3.366	1.200	35.7%	Ⓡ	ⓖ	# 1		
Traffic Calming	0.301	0.226	75.1%	ⓖ	ⓖ			
Traffic Control - RESCU	1.600	0.400	25.0%	Ⓡ	ⓖ	# 1	0.100	-
Transportation Safety & Local Improvements	1.594	1.078	67.7%	Ⓨ	ⓖ			
Transit Shelter Property Acquisition	0.100	0.000	0.0%	Ⓡ	ⓖ	# 1		
Sub-Total	41.327	13.321	32.2%	Ⓡ			1.920	0.562

Transportation Services

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.			YE Status		Note#	Total Approved Budget*	Life-to- Date
		\$	%	On Budget	On Time				
Growth Related									
Allen Road Individual EA	0.500	0.000	0.0%	Ⓜ	Ⓜ	# 2	2.500	0.179	
Bloor Street Transformation	0.668	0.000	0.0%	Ⓜ	Ⓢ	# 1			
Dufferin Street Jog Elimination	0.500	0.000	0.0%	Ⓜ	Ⓢ	# 10			
Front Street Reconfiguration EA	0.000	0.744	N/A	Ⓜ	Ⓢ	# 1			
Gardiner York/Bay/Yonge Reconfiguration	14.489	4.427	30.6%	Ⓜ	Ⓢ	# 1	31.800	5.238	
Georgetown South City Infrastructure Upgrade	26.840	26.840	100.0%	Ⓢ	Ⓢ		67.100	-	
Growth Related Capital Works	0.300	0.000	0.0%	Ⓜ	Ⓢ	# 12			
Ingram Drive Extension	1.000	0.000	0.0%	Ⓜ	Ⓜ	# 10	59.600	6.904	
King Liberty Cycling Pedestrian Bridge	1.350	0.129	9.6%	Ⓜ	Ⓢ	# 13	11.350	0.129	
Lawrence-Allen Revitalization Project	1.644	0.525	31.9%	Ⓜ	Ⓜ	# 2	6.274	0.525	
North York Service Road	5.018	0.959	19.1%	Ⓜ	Ⓜ	# 14	20.740	11.680	
Port Union Road	0.800	0.000	0.0%	Ⓜ	Ⓢ	# 15	5.000	-	
Redlea Avenue - Steeles to McNicoll	8.989	5.121	57.0%	Ⓨ	Ⓢ		19.400	12.068	
Regent Park Revitalization	1.702	1.433	84.2%	Ⓢ	Ⓢ		5.942	4.456	
Rouge National Park Transfer of Lands	0.222	0.000	0.0%	Ⓜ	Ⓢ	# 16	0.222	-	
Scarlett / St. Clair / Dundas	4.251	0.102	2.4%	Ⓜ	Ⓢ	# 17	50.500	1.289	
Six Points Interchange Redevelopment	21.232	0.767	3.6%	Ⓜ	Ⓜ	# 13	80.097	5.214	
St. Clair West/Metrolinx Georgetown Grade Separation	2.000	0.000	0.0%	Ⓜ	Ⓢ	# 13	32.000	-	
Steeles Avenue East/Kennedy Rd Grade Separation	0.500	0.109	21.8%	Ⓜ	Ⓢ	# 11	0.500	0.109	
Steeles Widenings (Tapscott Rd - Beare Rd)	1.500	0.001	0.1%	Ⓜ	Ⓢ	# 18	40.000	0.001	

Transportation Services

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.			YE Status	Note#	Total Approved Budget*	Life-to- Date
		\$	%	On Budget	On Time			
Third Party Signals	0.900	0.385	42.8%	Ⓡ	Ⓢ	# 19	47.240	8.331
Traffic Congestion	11.366	4.923	43.3%	Ⓡ	Ⓢ	# 1		
Management								
Work for TTC & Others	14.112	7.220	51.2%	Ⓢ	Ⓢ		2.000	0.692
Yonge Street	2.000	0.692	34.6%	Ⓡ	Ⓢ	# 1		
Revitalization								
Yonge Street/Highway	2.500	0.000	0.0%	Ⓡ		# 19	25.000	-
401 Interchange					Ⓡ			
Improvements								
Sub-Total	124.383	54.376	43.7%	Ⓡ			507.265	56.816
Total	456.341	252.815	55.4%	Ⓢ			2,974.631	205.401

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

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

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

Note # 1:

Various projects have lower than expected spend rates as all or portions of the project were completed under budget and/or will be carried forward for completion in 2017.

Note # 2:

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

Note # 3:

Working with Corporate Purchasing Division on the RFP. Spending is delayed to 2017.

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). Design for the superstructure (deck, soffits and parapet walls) of the bridge will follow in 2018 and take approximately 18 months. Construction is planned for 2020.

Note # 5:

See Major Capital Projects section.

Note # 6:

Contingency only used if required.

Note # 7:

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

Transportation Services

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.			YE Status	Note#	Total Approved Budget*	Life-to- Date
		\$	%	On Budget	On Time			

Note #8:

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

Note # 9:

Some projects within cycling infrastructure are delayed due to land acquisition / easement issues and co-ordination with other construction projects. Majority of projects are to be completed in 2017.

Note # 10:

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

Note # 11:

The EA for this project to be completed in 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 # 12:

Projects identified on an 'as needed' basis.

Note # 13:

These projects have been delayed due to the following: (i) The King Liberty Cycling Pedestrian Bridge project has had elevator installation issues, however the design phase has started; (ii) the Six Points Interchange Redevelopment project is finalizing agreements between Toronto Hydro, Build Toronto and the City, and work is expected to begin in 2017; and, (iii) the St. Clair West/Metrolinx Georgetown Grade Separation 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 # 14:

This project has been delayed pending resolution of property acquisitions and co-ordination with Re-Imagining Yonge EA (consideration of bike lanes on service roads) necessitating an Addendum to the EA.

Note # 15:

Detailed design to be completed in 2017. There is a need for property acquisitions and complex utility re-locations before construction, which is planned for 2018, can begin.

Note # 16:

City's share of the park revitalization. Soil testing is required as the City is widening the roads in Rouge Park.

Note # 17:

Feasibility study and preliminary design have been completed (Metrolinx has proposed design modifications). Detailed design in 2017. Construction to begin late in 2018.

Note # 18:

This project is being delivered through a cost-sharing agreement with the Regional Municipality of York. Design started in April 2016. Pre-design phase to be completed in 2017, and detailed design is expected to be completed in 2018. Regional Municipality of York expected to fund 50% of the estimated cost.

Transportation Services

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.			YE Status	Note#	Total Approved Budget*	Life-to- Date
		\$	%	On Budget	On Time			

Note # 19:

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

Waterfront Revitalization Initiative

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

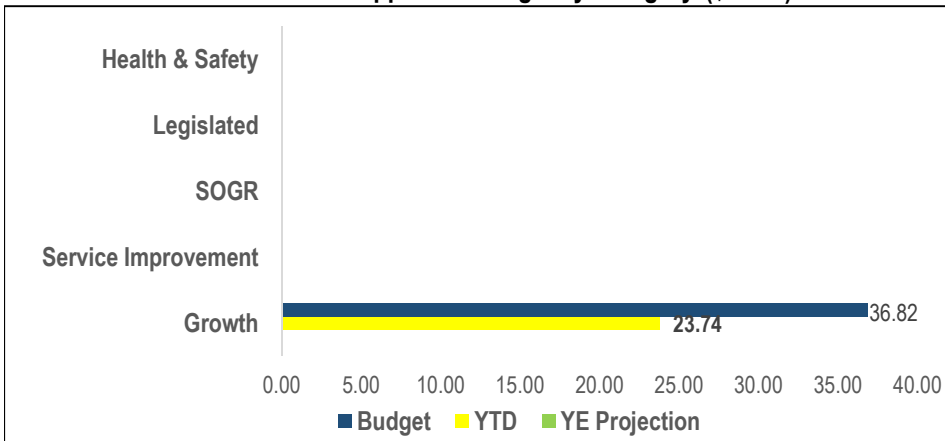


Table 1
2016 Active Projects by Category

Health & Safety	
Legislated	
SOGR	
Service Improvement	
Growth	12
Total # of Projects	12

Chart 2

Project Status (# of Projects): 12

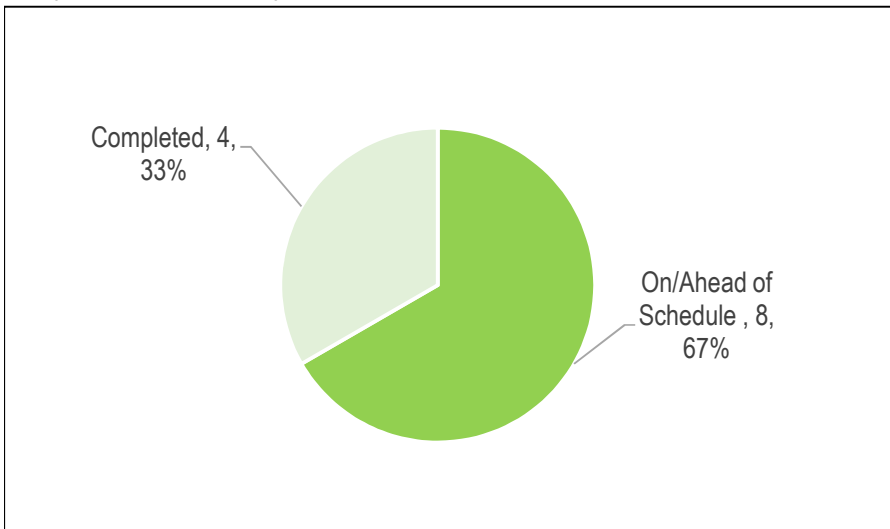


Table 2

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*		
Total # of Projects		

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
36.65			0.17	

**Waterfront
Revitalization Initiative**

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		On Budget	YE Status On Time	Note#	Total Approved Budget	Life-to- Date
		\$	%					
Growth Related								
Union Station	0.040	0.000	0.0%	Ⓡ	Ⓢ	#1	64.305	57.999
Port Lands Preparation	0.134	0.000	0.0%	Ⓡ	Ⓢ	#2	20.959	20.685
Port Union	0.000	-0.300			Ⓢ	#3	12.175	11.675
Mimico	0.000	-0.040			Ⓢ	#3	6.546	6.506
Precinct Planning Studies	0.584	0.386	66.1%	Ⓢ	Ⓢ		3.607	3.060
Precinct Implementation Projects	6.854	4.001	58.4%	Ⓢ	Ⓢ		248.400	217.847
Transportation Initiatives	15.474	7.435	48.0%	Ⓡ	Ⓡ	#4	31.775	19.307
Sportsfields	0.000	-0.392			Ⓢ	#5	47.006	14.608
Technical Studies	0.538	0.089	16.5%	Ⓡ	Ⓢ	#6	6.300	5.765
Waterfront Secretariat	0.676	0.546	80.8%	Ⓢ	Ⓢ		7.436	5.881
Urban Planning Resources	0.308	0.239	77.4%	Ⓢ	Ⓢ		2.136	1.736
Strategic Review	0.214	0.075	34.9%	Ⓡ	Ⓡ	#7	0.400	0.277
Lower Don Flood Protection	2.000	1.700	85.0%	Ⓢ	Ⓢ		7.000	6.700
The Bentway (Project Under Gardiner)	10.000	10.000	100.0%	Ⓢ	Ⓢ		25.000	10.000
Sub-Total	36.823	23.738	64.5%	Ⓢ			483.046	382.047
Total	36.823	23.738	64.5%	Ⓢ			483.046	382.047

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:

Union Station project is complete, sufficient funding was obtained to cover minor deficiencies.

Note # 2:

Port Lands Preparation project is complete and funding is no longer required. Any additional studies will be conducted as part of the Port Lands Flood Protection project.

Note # 3:

Waterfront Toronto received sufficient funding to cover on-going environmental monitoring and funding was returned to the City.

Note # 4:

Construction for the Fort York Pedestrian and Cycle Bridge commenced in August 2016. The completion date has been delayed due to timing of legal agreements and obtaining design, technical and operational approvals.

Note # 5:

Refund received in 2016 from the end of the warranty period of the Wave Decks located in Central Waterfront.




Note # 6:

Federal and Provincial governments and the City have agreed to reallocate remaining funding to Precinct Implementation Projects and Urban Planning.

Note # 7:

Discussions are on-going between the City, Federal and Provincial governments regarding funding for Port Lands Flood Protection and other on-going projects. Completion date extended for future audit of Waterfront Toronto.

**2016 Capital Spending by Program
Internal Services**

Program		2016 Approved Cash Flow	2016 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YE Spending	Year-End Projection	% at Year End		
311 Toronto	Q1	5.61	0.27	3.38	60.4%		Y
	Q2	5.61	0.67	3.38	60.4%	□	Y
	Q3	5.61	1.47	3.15	56.2%	↓	Y
	Q4	5.61	2.74	2.74	48.9%	↓	R
FM&RE	Q1	299.78	18.19	222.87	74.3%		G
	Q2	298.32	51.10	194.12	65.1%	↓	Y
	Q3	298.32	89.77	161.56	54.2%	↓	Y
	Q4	295.04	160.55	160.55	54.4%	↑	Y
Financial Services	Q1	28.28	1.03	21.58	76.3%		G
	Q2	28.28	2.27	17.66	62.4%	↓	Y
	Q3	28.28	5.47	15.12	53.5%	↓	Y
	Q4	28.28	10.63	10.63	37.6%	↓	R
Fleet Services	Q1	48.22	2.79	38.70	80.2%		G
	Q2	48.22	20.42	38.70	80.2%	□	G
	Q3	48.22	30.50	41.97	87.0%	↑	G
	Q4	48.22	46.31	46.31	96.0%	↑	G
I&T	Q1	97.57	5.62	67.84	69.5%		Y
	Q2	97.39	18.69	63.32	65.0%	↓	Y
	Q3	97.39	32.36	58.84	60.4%	↓	Y
	Q4	98.69	53.51	53.51	54.2%	↓	Y
TOTAL	Q1	479.46	27.90	354.38	73.9%		G
	Q2	477.83	93.15	317.18	66.4%	↓	Y
	Q3	477.83	159.56	280.65	58.7%	↓	Y
	Q4	475.84	273.73	273.73	57.5%	↓	Y
 >70%  between 50% and 70%  < 50% or > 100%							

For 2016, capital expenditures for Internal Services totalled \$273.73 million (57.5%) of their collective 2016 Approved Capital Budget of \$475.84 million.

One out of five Programs in Internal Services are projecting a year-end spending rate of over 70% of their respective 2016 Approved Capital Budgets. Fleet Services has a year-end spending rate of 96.0% and 311 Toronto, Facilities Management, Real Estate & Environment and Information Technology have a year-end spending rate of 48.9%, 54.4%, 37.6% and 54.2% respectively.

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

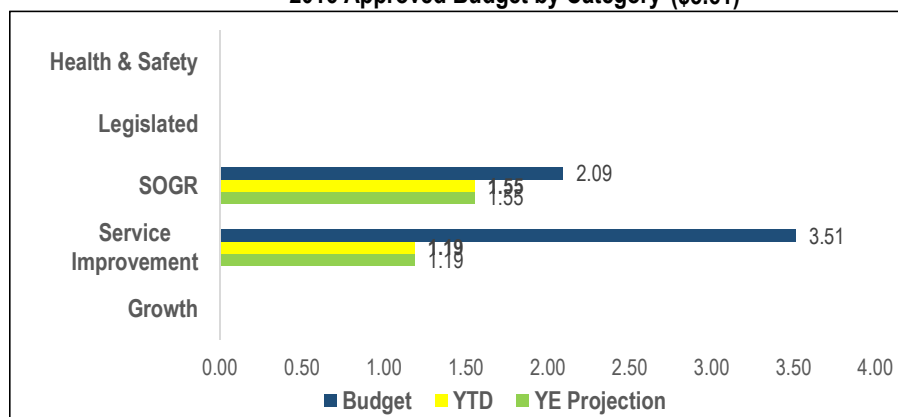


Table 1
2016 Active Projects by Category

Health & Safety	
Legislated	
SOGR	1
Service Improvement	2
Growth	
Total # of Projects	3

Chart 2

Project Status (# of Projects): 3

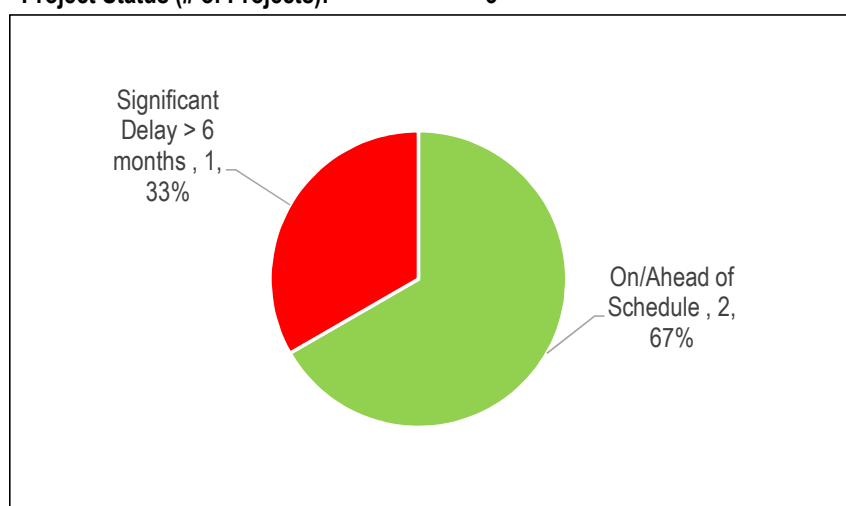


Table 2

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*		
Total # of Projects		

Table 3
Projects Status (\$Million)

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

Reasons for "Other*" Projects Delay:

Key Discussion Points:

- 311 Toronto's full year spend was \$2.739 million, or 48.9% of its 2016 Capital Budget. This includes SOGR projects such as the Verint, Lagan, Knowledge Base and Unified Contact Centre Enterprise (UCCE) upgrades which have a 74.2% year-end spend rate and are scheduled to be completed in 2017.
- The year-end spend rate of 32.2% for the Future Integration and Strategy Initiatives is due to delays in the RFP process for the City Booking and Scheduling Solution and Payment Module. Currently, the Parks, Forestry & Recreation (PF&R) Division is moving forward with its own RFP for a booking and scheduling system. As a result, these enterprise-wide initiatives have been placed on hold indefinitely to determine if 311 can utilize the system procured by PF&R, as well as identify any transferrable functionality required for the scheduling and payment system in the new Customer Relationship Management (CRM) tool 311 will be evaluating in 2017.
- The year-end spend rate of 43.4% for the Integrations with Municipal Licensing and Standards (MLS) and Toronto Buildings is the result of changes to MLS project requirements wherein the full 2016 Budget was not fully spent. As a pilot project, 311 Toronto will partner with MLS to study various CRM solutions that could support future business models and be used for future integrations with other City Divisions.

311 Toronto

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		On Budget	YE Status On Time	Note#	Total Approved Budget	Life-to- Date
		\$	%					
State of Good Repair Verint, Lagan, Knowledge Base and UCCE Upgrades	2.092	1.552	74.2%	Ⓞ	Ⓞ		8.193	7.178
Sub-Total	2.092	1.552	74.2%	Ⓞ			8.193	7.178
Service Improvements City Booking & Scheduling Solution and Payment Module	3.013	0.970	32.2%	Ⓡ	Ⓡ	#1	9.572	7.497
Integrations with MLS and Toronto Building	0.500	0.217	43.4%	Ⓡ	Ⓞ	#2	0.760	0.329
Sub-Total	3.513	1.187	33.8%	Ⓡ			10.332	7.825
Total	5.605	2.739	48.9%	Ⓡ			18.525	15.003

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

Note # 1:

Future Integration and Strategy Initiatives is experiencing delays resulting from issues with the RFP process for the City Wide Booking and Scheduling Solution and Payment Module. As the Parks, Forestry & Recreation (PF&R) Division is currently moving forward with its own RFP, these enterprise-wide projects have been placed on hold indefinitely to determine if 311 can utilize the system procured by PF&R, as well as identify any transferrable functionality within the new Customer Relationship Management (CRM) tool 311 will be examining in 2017.

Note # 2:

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

Facilities, Real Estate, Environment & Energy (FREEE)

Chart 1

2016 Approved Budget by Category (\$295.04)

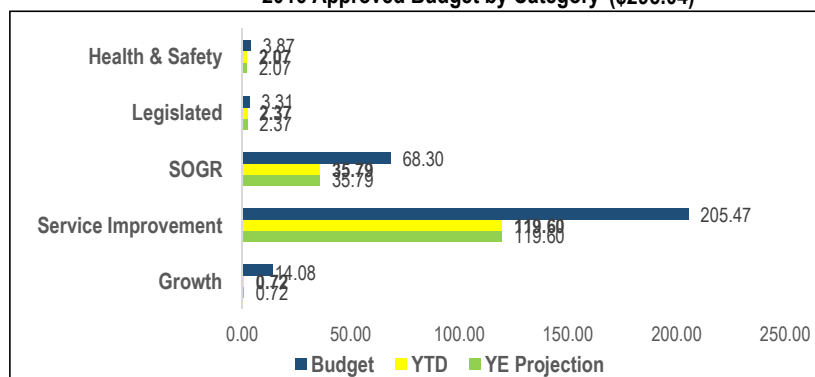


Table 1

2016 Active Projects by Category

Health & Safety	33
Legislated	9
SOGR	145
Service Improvement	83
Growth	4
Total # of Projects	274

Chart 2

Project Status (# of Projects): 274

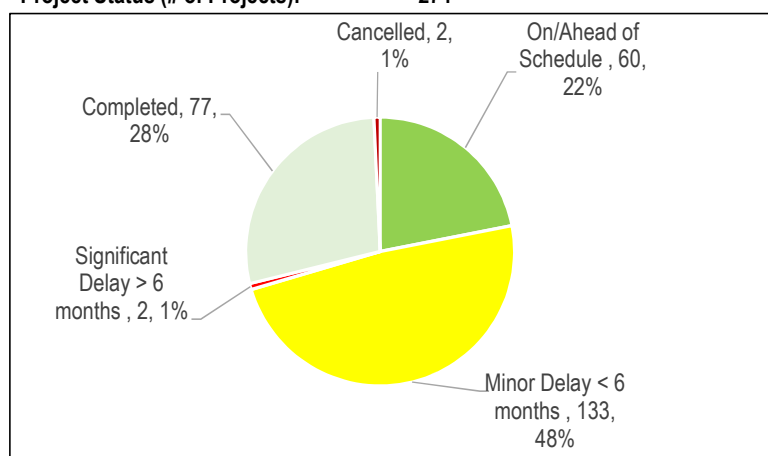


Table 2

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*		
Total # of Projects		

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
165.03	108.12	6.28	15.53	0.08

Reasons for "Other*" Projects Delay:

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

Key Discussion Points:

- The FREEE program spent \$160.6 million, or 54.4% of its 2016 Capital Budget. This includes the St. Lawrence Market Redevelopment (2016 Plan - \$14.2M), Strategic Property Acquisitions (2016 Plan - \$10.0M), and the Home Energy Loan Program (HELP) (2016 Plan - \$8.8M). Excluding these initiatives, due to their unique complexities and special purpose funding, the year-end spend rate would be 60.2%.
- FREEE continues to make progress in establishing organizational changes to improve the capital program delivery, such as mid-year implementation of the Facilities Management organizational restructure - including the Project Management Office (PMO), favourable contract changes to major capital projects (Union Station Revitalization), ramping up the Solar Photovoltaic (PV) program with the recent award of approximately 40 Independent Electricity System Operator (IESO) contracts, and the completion of two locations under the Office Modernization Program (OMP).
- Despite these achievements, FREEE has experienced a number of isolated challenges that have had a major impact on 2016 capital spending. More specifically, on the major capital initiatives:
 - Union Station Revitalization – the Stage 1 close out reconciliation was expected to be completed by year-end but the contractor has yet to provide substantiated final billings.
 - St. Lawrence Market North – the project continues to proceed with the four stage archeological process due to the extensive findings at the project site. Construction of the new permanent building cannot take place until the process is complete.

Facilities, Real Estate, Environment & Energy (FREEE)

Key Discussion Points (cont'd):

- On the core program over 77 projects have either been completed or are in the close-out stage at the end of 2016. The core program continued to face a number of challenges in 2016 including found site conditions, tender bids over budget, and delays in procurement.
- Capital commitments are \$30.0 million compared to \$19.3 million at the same time last year (a 57% increase), demonstrating improvement in the execution of capital projects.

Facilities, Real Estate,
Environment & Energy (FREEE)

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.			YE Status On Time	Note#	Total Approved Budget	Life-to- Date
		\$	%	On Budget				
Health & Safety								
Emergency Repairs	2.944	1.489	50.6%	Y	Y	#1	5.677	4.459
Global Corporate Security Program	0.117	0.078	66.5%	Y	Y	#2	3.500	3.461
Replacement of Diesel with Natural Gas Generators for Various locations	0.675	0.378	56.0%	Y	Y	#3	4.687	4.391
Other - Health & Safety	0.137	0.126	91.9%	G	G		5.076	4.804
Sub-Total	3.873	2.071	53.5%	Y			18.940	17.114
Legislated								
Accessibility for Ontarians with Disabilities Act (AODA)	0.451	0.202	44.8%	R	G	#4	6.160	0.427
Barrier Free / Equity	1.399	0.727	52.0%	Y	Y	#5	1.887	1.499
Environmental Remediation	1.461	1.445	98.9%	G	G		4.172	3.225
Sub-Total	3.310	2.374	71.7%	G			12.219	5.151
State of Good Repair								
Albert Campbell Square Park Rehabilitation	2.878	0.089	3.1%	R	R	#6	3.144	0.213
Mechanical & Electrical	10.349	7.073	68.3%	Y	Y	#7	32.170	17.783
Old City Hall HVAC Upgrades	0.573	0.190	33.2%	R	G	#8	32.742	32.297
Paving	0.761	0.307	40.3%	R	Y	#9	0.781	0.465
Renovations	7.326	2.777	37.9%	R	Y	#10	19.217	11.132
Re-Roofing	2.941	1.726	58.7%	Y	Y	#11	4.979	4.679
Sitework	6.702	4.697	70.1%	G	Y	#12	10.211	5.988
Structural / Building Envelope	21.570	8.253	38.3%	R	Y	#13	54.229	20.024
Physical Security Capital Plan	1.359	1.102	81.1%	G	Y	#14	1.839	1.617
Others - SOGR	13.846	9.579	69.2%	Y	Y	#15	41.108	25.524
Sub-Total	68.304	35.792	52.4%	Y			200.421	119.723
Service Improvements								
CCTV Infrastructure Enhancements	1.288	1.288	100.0%	G	G		7.754	6.190
Channel & Counter Strategy	2.665	0.763	28.6%	R	Y	#16	3.051	1.308
Combined Heat & Power	1.901	0.656	34.5%	R	Y	#17	4.001	0.740
Community Energy Planning	6.176	5.682	92.0%	G	G		13.775	8.927
Corporate Facilities Refurbishment Program	1.381	1.184	85.7%	G	Y	#18	6.008	5.179
Demand Response Program	1.693	0.377	22.2%	R	Y	#19	8.352	0.660
Energy Conservation & Demand Management	3.798	0.670	17.7%	R	Y	#20	3.798	0.718
Energy Retrofit Program	1.346	0.666	49.5%	R	Y	#21	3.045	2.133
Facilities Preventive Maintenance Systems	0.570	0.547	96.0%	G	G		4.705	4.001
Fire Hall Emergency Generators	3.019	2.538	84.1%	G	Y	#22	12.957	4.173

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

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.			YE Status	Note#	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
14 John Street Expropriation	2.004	1.938	96.7%	Ⓞ	Ⓨ	#23	2.004	1.938
Nathan Phillips Square Revitalization	0.146	0.110	75.1%	Ⓞ	Ⓞ		51.300	50.886
Office Modernization Program	8.309	7.561	91.0%	Ⓞ	Ⓨ	#24	9.150	8.518
Renewable Energy Program	6.877	2.779	40.4%	Ⓡ	Ⓨ	#25	22.774	4.540
Residential Energy Retrofit Program (HELP)	8.845	0.622	7.0%	Ⓡ	Ⓨ	#26	10.000	2.028
Resiliency Program	3.150	0.972	30.8%	Ⓡ	Ⓨ	#27	3.150	1.566
Solar Photovoltaic Program	1.973	0.909	46.1%	Ⓡ	Ⓨ	#28	8.000	6.413
St. Lawrence Market North Redevelopment	14.169	2.200	15.5%	Ⓡ	Ⓞ	#29	90.583	10.289
Toronto Strong Neighbourhood Strategy	3.100	0.844	27.2%	Ⓡ	Ⓨ	#30	2.940	0.757
Union Station Revitalization	129.244	85.040	65.8%	Ⓨ	Ⓞ	#31	684.426	587.251
Various IT-Related Projects	1.882	1.507	80.1%	Ⓞ	Ⓨ	#32	6.679	4.344
Other Miscellaneous Mechanical & Electrical Work	0.032	0.005	17.3%	Ⓡ	Ⓞ	#33	2.454	2.448
Others - Service Improvements	1.906	0.741	38.9%	Ⓡ	Ⓨ	#34	20.050	13.131
Sub-Total	205.473	119.597	58.2%	Ⓨ			980.954	728.138
Growth Related								
1251 Bridletowne Circle Acquisition	0.397	0.245	61.9%	Ⓨ	Ⓞ	#35	5.942	5.791
First Parliament Site Land Acquisition	0.278	0.002	0.8%	Ⓡ	Ⓨ	#36	1.300	1.024
Strategic Property Acquisitions	10.000	0.015	0.1%	Ⓡ	Ⓞ	#37	10.000	0.015
Westwood	3.407	0.457	13.4%	Ⓡ	Ⓡ	#38	4.000	1.030
Sub-Total	14.081	0.719	5.1%	Ⓡ			21.242	7.860
Total	295.041	160.553	54.4%	Ⓨ			1,233.777	877.986

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 due to site conditions and RFQ / RFP delays.

Note # 2:

Two of the three projects were completed under budget. The third project is delayed as a result of co-ordination issues with other capital initiatives.

Note # 3:

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

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

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

Note # 4:

Underspending due to change in approach of AODA building assessments under new management. Separate Building Condition Assessments (BCAs) will be completed on AODA requirements, instead of using existing BCA's. Additional time required to tender new contract. Winning tender will be awarded shortly. Initial assessments to be completed by end of 2018.

Note # 5:

Delays due to coordination with other projects and insufficient staff resources. Design for 5 Year Strategic Wayfinding plan to be completed by end of May 2017.

Note # 6:

Underspending and slowdown in project progress due to condo board electing for window replacement. Project cannot commence until this work is completed. Construction expected to start by the end of Q2 2017 and substantially complete by year end.

Note # 7:

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

Note # 8:

Project is completed. Funding is no longer required.

Note # 9:

Paving program consist of projects at various locations. Delays are due to site conditions and RFP delays.

Note # 10:

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

Note # 11:

Underspending and slowdown in project progress due to site conditions.

Note # 12:

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

Note # 13:

Underspending and slowdown in project progress due to site condition issues and RFP/RFQ delays.

Note # 14:

Delays due to insufficient staff resources.

Note # 15:

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

Note # 16:

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

Note # 17:

Underspending due to issues with legal agreement sign off and client issues that have slowed progress of these initiatives. Equipment has now been ordered and is currently being fabricated.

Note # 18:

Delays due to coordination issues with client.

Note # 19:

Delays due to coordination with other projects, legal agreement delays, and revisions to electrical design.

Note # 20:

Underspending and slowdown in project progress due to delays in obtaining client buy-in due to recoverable debt policy, such as interest on repayments, uncertainty on energy savings realized.

Note # 21:

Underspending and slowdown in project progress due to delays in the RFP/RFQ process.

Note # 22:

Delays mainly due to site conditions.

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

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

Note # 23:

Payment made. Minor close out costs outstanding.

Note # 24:

Minor delay due to site condition issues. Metro Hall 2nd floor and 15th floor are now complete.

Note # 25:

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

Note # 26:

Uptake and participation in the program has been lower than anticipated. The program has faced a number of road blocks from lending institutions and mortgage insurance companies.

Note # 27:

Underspending and slowdown in project progress due to contract award issues.

Note # 28:

Underspending and slowdown in project progress due to contract award issues.

Note # 29:

The forecast reflects delays primarily a result of the ongoing archeological remediation process, finalization of the new North market design, and the discovery and removal of designated substances during the demolition of the existing North market.

Note # 30:

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

Note # 31:

Contractor unable to provide substantiated documentation for unbilled work completed to date.

Note # 32:

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

Note # 33:

Project is completed. Funding is no longer required.

Note # 34:

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

Note # 35:

Project is completed. Funding is no longer required.

Note # 36:

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

Note # 37:

Funding is utilized as opportunities are identified. Currently, the purchase of 3600 Kingston Road is not expected to close until 2017.

Note # 38:

Delays due to change in project plans. Real Estate Services (RES) to acquire lands on behalf of Engineering & Construction Services (ECS) and Transportation Services to facilitate turning movements for the reconfigured road network project. A \$2.8 million budget transfer to Transportation Services was done in 2016 to fund the "Offer to Connect". Approximately \$0.5M of the remaining budget is required for professional services. The remaining balance will not be carried forward into 2017.

Financial Services

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

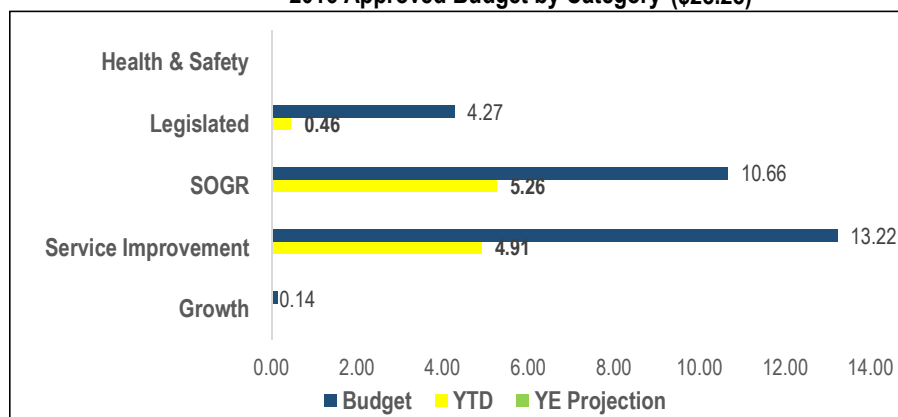


Table 1
2016 Active Projects by Category

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

Chart 2

Project Status (# of Projects): 15

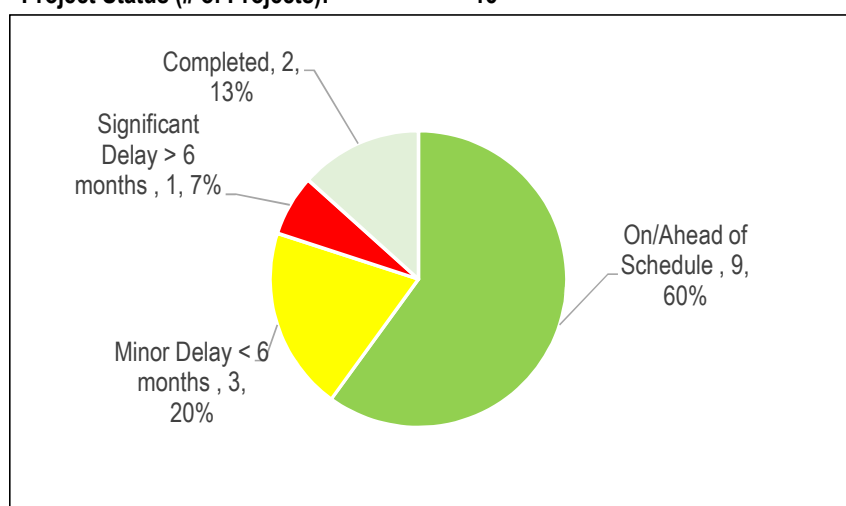


Table 2

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*		
Total # of Projects		

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
20.37	6.92	0.95	0.04	

Reasons for "Other*" Projects Delay:

- Financial Services has three projects with "Other" reasons for delay. In this case, "Other" represents a combination of reasons such as required coordination with other projects/programs combined with later starting dates for resources, and Provincial regulations.

Key Discussion Points:

- A number of projects (*e-Procurement, Supply Chain Transformation, Accounts Payable Process Improvements*) are interrelated, where delays in one project have a ripple effect of setbacks to the other projects.
- Early planning stages of capital projects are projected to be completed on time.
- The Cross-Application Timesheet (CATS) Implementation project was underspent by \$1.6 million at year end due to a change in scope of the project. The project's scope was expanded to include rollout of the Employee Self Time reporting to different divisions across the City, which is a transformation capability that was realized with the CATS implementation. The expanded scope includes defining the rollout strategy across the different divisions, employee on-boarding, training and communication.
- The FPARS project was underspent by \$2.8 million due to a delay in the Phase 1 implementation of the PBF Implementation, procurement of hardware and software including the purchase of HANA which was approved by Council early June and challenges in recruiting project resources.

Financial Services

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		On Budget	YE Status On Time	Note#	Total Approved Budget	Life-to- Date
		\$	%					
Legislated								
PCI Compliance	3.868	0.457	11.8%	Ⓡ	Ⓢ		10.362	2.698
Development Charges Background Study-2016	0.380	0.000	0.0%	Ⓡ	Ⓢ		0.770	0.000
Development Charges Background Study	0.024	0.000	0.0%	Ⓡ	Ⓢ		0.400	0.350
Sub-Total	4.272	0.457	10.7%	Ⓡ			11.532	3.048
State of Good Repair								
Cross Application Timeshet (CATS)	5.670	4.060	71.6%	Ⓢ	Ⓢ		7.540	4.576
Tax Billing System Replacement	0.710	0.055	7.7%	Ⓡ	Ⓢ		9.922	1.073
Utility Billing System Replacement	0.710	0.055	7.7%	Ⓡ	Ⓢ		5.971	0.000
Public Budget Formulation (PBF) 8.1 Upgrade	0.937	0.910	97.1%	Ⓢ	Ⓢ		2.919	2.755
Integrated Asset Planning Management	1.683	0.135	8.0%	Ⓡ	Ⓢ	#1	5.000	0.000
Risk Management Info System Upgrade	0.948	0.046	4.9%	Ⓡ	Ⓡ	#2	2.142	0.708
Sub-Total	10.658	5.261	49.4%	Ⓡ			33.494	9.112
Service Improvements								
Supply Chain Management Transformation	5.102	0.518	10.2%	Ⓡ	Ⓡ	#3	8.019	0.292
Revenue System - Phase II	0.373	0.043	11.5%	Ⓡ	Ⓢ		3.500	3.153
Electronic Self Serve Tax and Utility	0.551	0.000	0.0%	Ⓡ	Ⓢ	#4	0.551	0.000
Online Payment Services Migration	0.020	0.009	45.0%	Ⓡ	Ⓢ		0.193	0.173
Financial Planning Analysis & Reporting System	7.170	4.340	60.5%	Ⓢ	Ⓢ		60.820	48.714
Sub-Total	13.216	4.910	37.2%	Ⓡ			73.083	52.332
Growth Related								
Tax Increment Financing Implementation	0.138	0.000	0.0%	Ⓡ	Ⓢ	#5	0.160	0.022
Sub-Total	0.138	0.000	0.0%	Ⓡ			0.160	0.022
Total	28.284	10.628	37.6%	Ⓡ			118.269	64.514

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	Ⓡ

Financial Services

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

Note # 1:

The *Integrated Asset Planning Management* project was delayed due to co-ordination with other projects as well as a delay in hiring of resources. The project's progress includes the project team currently updating its business case, initiated work on the project charter and a completed a list of deficiencies with assigned business priorities.

Note # 2:

The *Risk Management Information System Upgrade* project experienced a set-back due to a change of resources in the project team. The new project team was established during the latter part of the year and made a decision to rework the project's schedule to reflect a more reasonable timeline.

Note # 3:

The *Supply Chain Management Transformation (SCMT)* project under the Purchasing and Materials Management Division project was delayed due to revisions to the project's specifications, in consultation with SAP, of the Cloud Master Service Agreement. This agreement was finalized during the last quarter of the year.

Note # 4:

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

Note # 5:

The *Tax Increment Financing* project retained a consultant to complete the study for the purpose of TIF implementation

Fleet Services

Chart 1
2016 Approved Budget by Category (\$48.23)

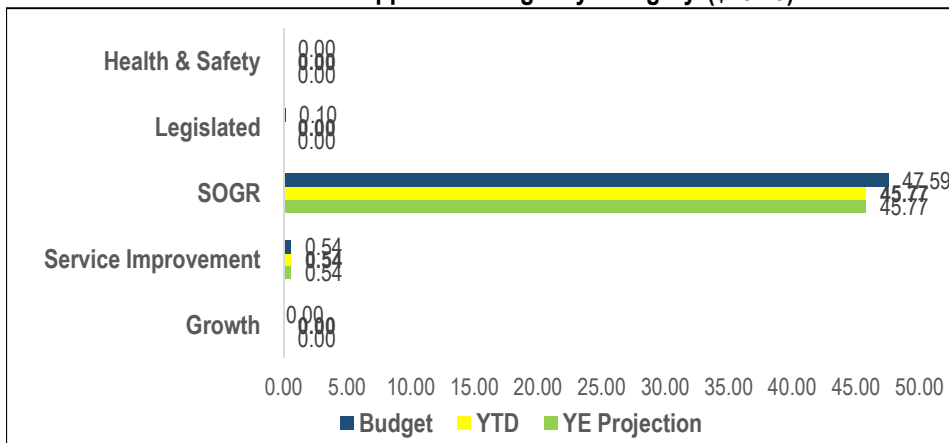


Table 1
2016 Active Projects by Category

Health & Safety	
Legislated	1
SOGR	27
Service Improvement	2
Growth	
Total # of Projects	30

Chart 2

Project Status (# of Projects): 30

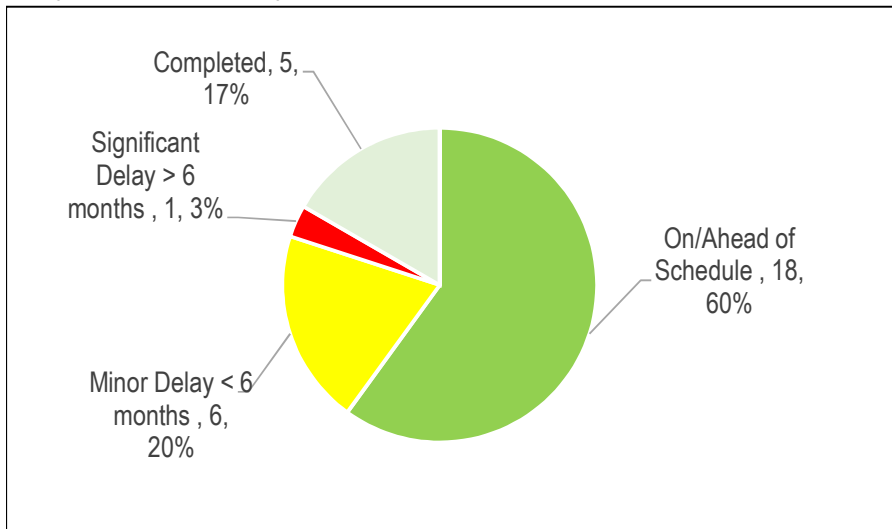


Table 2

Reason for Delay	7	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		4
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		2
Community Consultation		
Other*	1	
Total # of Projects	1	6

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
46.22	1.21	0.03	0.77	

Reasons for "Other*" Projects Delay:

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

Key Discussion Points:

- After the realignment of cash flow funding during the 2016 budget process, Fleet Services' year-end spending rate for 2016 was 96% which was significantly improved from the 5 year average rate of 62%.

Fleet Services

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.			YE Status	Note#	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
State of Good Repair								
Arena Boards - Fleet Replacement	0.105	0.000	0.0%	Ⓜ	Ⓨ	2	0.213	0.092
Toronto Building - Fleet Replacement	0.000	0.000			ⓐ		0.214	0.000
Clerks - Fleet Replacement	0.132	0.000	0.0%	Ⓜ	Ⓨ	2	0.424	0.097
Engineering & Construction Services - Fleet Replacement	0.655	0.246	37.6%	Ⓜ	Ⓨ	3	1.518	0.246
Economic Development & Culture - Fleet Replacement	0.081	0.039	48.1%	Ⓜ	ⓐ	4	0.161	0.039
Exhibition - Fleet Replacement	0.377	0.292	77.5%	ⓐ	ⓐ	4	1.319	0.615
Facility & Real Estate - Fleet Replacement	0.257	0.257	100.0%	ⓐ	ⓐ	4	2.370	0.639
Fire Services - Fleet Replacement	6.672	6.672	100.0%	ⓐ	ⓐ		45.698	30.501
Fuel Site Closures	0.137	0.137	100.0%	ⓐ	ⓐ		4.300	3.106
Fleet Management System & Fuel System Integration					ⓐ	4	0.550	0.300
Fleet Replacement - Insurance Company	0.271	0.201	74.2%	ⓐ	ⓐ		1.218	0.872
Fleet Services - Fleet Replacement	0.147	0.008	5.4%	Ⓜ	Ⓨ	2	0.594	0.232
Information & Technology - Fleet Replacement	0.025	0.000	0.0%	Ⓜ	Ⓜ	5	0.040	0.000
Library - Fleet Replacement	0.852	0.743	87.2%	ⓐ	ⓐ		1.311	0.901
Municipal Licensing - Fleet Replacement	0.997	0.997	100.0%	ⓐ	ⓐ		2.621	1.578
Toronto Paramedic - Fleet Replacement	4.124	4.110	99.7%	ⓐ	ⓐ		20.694	17.486
Parks, Forestry & Recreation - Fleet Replacement	6.789	6.611	97.4%	ⓐ	ⓐ		28.583	18.899
Purchasing & Materials - Fleet Replacement					ⓐ		0.107	0.000
PPF&A - Fleet Replacement					ⓐ		0.065	0.000
Public Health - Fleet Replacement	0.072	0.000	0.0%	Ⓜ	Ⓨ	2	0.072	0.000
Solid Waste - Fleet Replacement	15.664	15.664	100.0%	ⓐ	ⓐ		89.963	38.747
Shelter, Support & Housing Admin - Fleet Replacement	0.052	0.051	98.1%	ⓐ	ⓐ	4	0.070	0.051

Fleet Services

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		On Budget	YE Status On Time	Note#	Total Approved Budget	Life-to- Date
		\$	%					
Toronto Community Housing Corporation - Fleet Replacement	1.108	1.108	100.0%	G	G		2.973	2.233
Transportation Services - Fleet Replacement	2.217	2.217	100.0%	G	G		19.637	6.287
Toronto Water - Fleet Replacement	6.416	6.416	100.0%	G	G		28.634	11.128
Fleet - Green Fleet	0.085	0.000	0.0%	R	G	1	0.485	0.243
Zoo - Fleet Replacement	0.350	0.000	0.0%	R	G	6	1.400	0.700
Sub-Total	47.585	45.769	96.2%	G			255.234	134.992
Service Improvements								
Fuel Site Closures	0.283	0.283	100.0%	G	G		4.850	2.973
Fleet Management System & Fuel System Integration	0.257	0.257	100.0%	G	G		4.870	1.258
Sub-Total	0.540	0.540	100.0%	G			9.720	4.231
Total	48.225	46.309	96.0%	G			265.054	139.223

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

Note # 1:

The Green Fleet Project was delayed due to dependence on the installation of the charging station before purchase of the electric vehicles. The initial call has been issued for the electric vehicles.

Note # 2:

These projects were delayed due to lengthy procurement process. Separate calls having to be issued for each

Note # 3:

This project was delayed due to insufficient funds. An in-year adjustment was prepared at the end of last year to top up the funds for this project in order to issue the call.

Note # 4:

These projects have been completed and will be reviewed for closure at the Q2 Variance Reporting Process. The remaining funds will be returned to funding source.

Note # 5:

This project was delayed due to insufficient funds.

Note # 6:

This project was delay due to insufficient staff resources resulting from staff turn over at the Toronto Zoo.

Chart 1
2016 Approved Budget by Category (\$98.69)

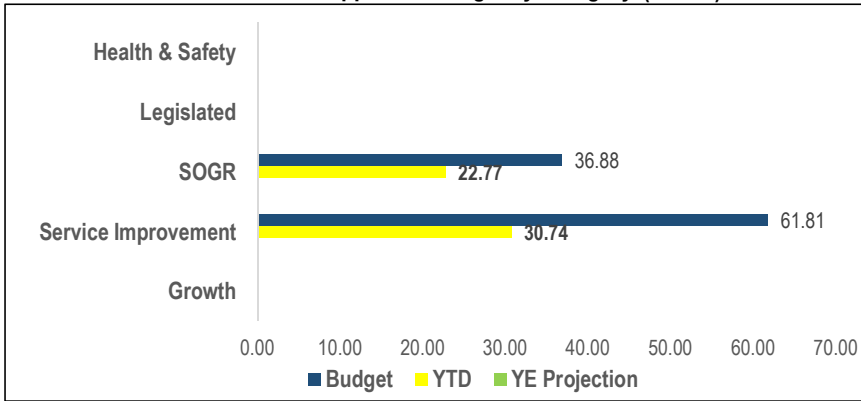


Table 1
2016 Active Projects by Category

Health & Safety	
Legislated	
SOGR	18
Service Improvement	50
Growth	
Total # of Projects	68

Chart 2

Project Status (# of Projects): 68

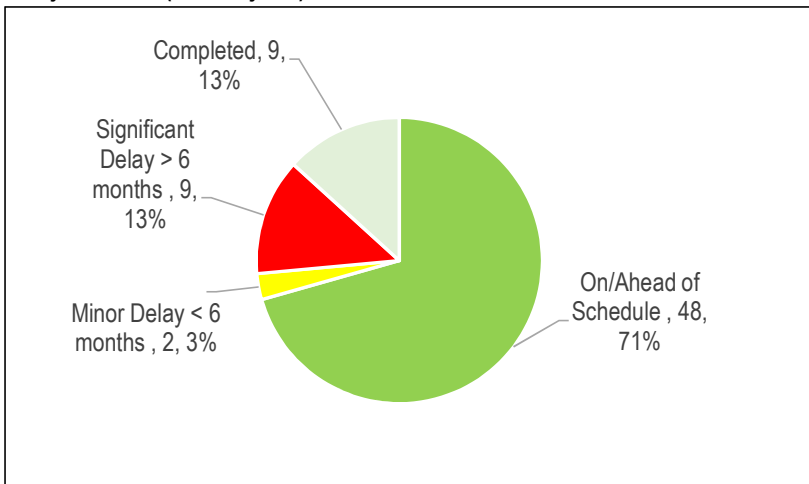


Table 2

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*		
Total # of Projects		

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
75.58	1.35	11.01	10.74	

Reasons for "Other*" Projects Delay:

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

Key Discussion Points:

- Insufficient resources continues to impact delivery of capital projects. The Program has expedited the hiring process and is ensuring that this process is in alignment with project phase and finalizing project assessments and deliverables.
- **Employee Self Service Portal:** In 2016 the MSS portal launched six new forms: Retirement, Layoff, Resignation, Termination, Contract Expiry and Contract Extensions. These services are now accessible 24 hours a day, 7 days a week, without the use of paper and increase process automation and enable re-utilization of staff.
- **Shared Services:** The IT Infrastructure Shared Services Roadmap was completed. "Setting The Foundation" which produced the Governance Model and Terms of Reference has been delivered, and initiation of "Enterprise Partnership" has identified collaboration opportunities between the Agencies and the City. As well, research has been conducted to help a scalable approach for developing a framework to rationalize IT Applications.
- **Enterprise Time, Attendance and Scheduling Management:** Implemented the eTime self-time reporting project, a key foundation City initiative supporting transformation in time and attendance reporting.
- **System Enhancements – City Planning:** Five new workflows/processes were implemented in December: Community Policy, Waterfront Secretariat, Circulation Mods, PDF Attachment Restriction and New Planning & Committee of Adjustment Attachments.

Information & Technology

Key Discussion Points (cont'd):

- **eMail Replacement-Phase 2:** Completed implementation of full name (first name, last name) email addresses for over 22,000 City staff improving the City's brand and allowing for more transparent customer service. Decommissioning of GroupWise occurred prior to yearend.
- **Municipal Licensing and Standards (ML&S) Centralized DataMart:** Delivered system enhancements for City's ground transportation licensing and enforcement regulations in Municipal Licensing and Standards to fully automate all 12,000 private transportation company licenses (Vehicle for Hire) and renewals. This also included a new service to receive trip data, identify locations through automated GIS data conversion and provide data to Transportation division for traffic pattern analysis.
- **Cloud Gateway Infrastructure:** Successfully completed an upgrade of the City's network infrastructure, providing higher bandwidth and improving the response time for City staff using internet and cloud deployed applications. Successfully completed a proof of concept to validate the approach selected for City staff to access selected cloud based applications without having to login again with their network credentials. The selected approach will be deployed to production in 2017.
- **Short Term Business Improvements – Transportation:** A new culvert Inventory and Inspection system which allows the City to photograph small culverts (less than three meters, of which the City has more than 10,000) was successfully deployed in Q2. Mobile Phase 2 summer contract project team won the 2016 Toronto Got IT Awards in the outstanding small team category. The car share vehicle parking program, which allows the City to grant and issue licences to car share companies (such as Zipcar) to park on city streets was completed on December 16th.

Information &
Technology

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.			YE Status On Time	Note#	Total Approved Budget	Life-to- Date
		\$	%	On Budget				
State of Good Repair								
Asset Lifecycle Management	17.408	13.649	78.4%	Ⓞ	Ⓞ		54.854	51.159
Network Upgrade	2.125	0.752	35.4%	Ⓡ	Ⓞ		2.125	0.811
Application Systems	2.563	1.300	50.7%	Ⓢ	Ⓞ		3.066	1.736
Corporate Planning & Management	4.429	3.956	89.3%	Ⓞ	Ⓞ		13.404	13.072
Business Sustainment Systems	0.700	0.263	37.6%	Ⓡ	Ⓡ	#1	1.410	0.714
Technology Infrastructure	4.720	1.342	28.4%	Ⓡ	Ⓞ		24.752	15.712
Resource to Deliver IT Capital Projects	4.932	1.509	30.6%	Ⓡ	Ⓞ		10.650	5.671
Sub-Total	36.877	22.771	61.7%				110.261	88.875
Service Improvements								
Application Systems	10.934	5.277	48.3%	Ⓡ	Ⓢ	#2	15.233	8.655
Corporate Planning & Management	2.314	0.720	31.1%	Ⓡ	Ⓢ	#3	3.695	1.774
Technology Infrastructure	1.479	1.098	74.2%	Ⓞ	Ⓞ		22.209	15.831
Corporate Initiatives	10.535	3.349	31.8%	Ⓡ	Ⓡ	#4	13.080	5.917
Computer System Integration	0.781	0.578	74.0%	Ⓞ	Ⓞ		1.821	1.647
Business Sustainment Systems	9.323	4.565	49.0%	Ⓡ	Ⓞ		12.658	8.635
TAS -Electronic Communications	0.834	0.328	39.3%	Ⓡ	Ⓞ		2.979	1.319
Enterprise Time, Attendance & Scheduling Management -PPEB	10.138	7.732	76.3%	Ⓞ	Ⓞ		14.955	12.603
Employee Self Service Portal, Payroll -PPEB	4.169	2.524	60.5%	Ⓢ	Ⓞ		11.284	9.639
Web Business Content Refresh & Redesign	6.704	3.197	47.7%	Ⓡ	Ⓞ		13.800	10.543
Short Term Business Improvements-Transportation	0.741	0.402	54.3%	Ⓢ	Ⓞ		2.495	2.157
Work Management Solution -Transportation	3.193	0.836	26.2%	Ⓡ	Ⓢ	#5	3.913	1.713
Asset Management Solution - Transportation	0.665	0.129	19.4%	Ⓡ	Ⓢ	#6	0.665	0.146
Sub-Total	61.810	30.735	49.7%	Ⓡ			118.787	80.579
Total	98.687	53.506	54.2%				229.048	169.454

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

**Information &
Technology**

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

Note # 1:

The *Integrated Business Mgmt System Upgrade* for City Planning was on hold until September 2016 pending the product delivery from the vendor. Work is in progress on the Amanda 7 technical review. The remaining cash flow will be carried forward to 2017.

The *Blueprint Doc MGMT project -Program Management* and ProjectWise External Consultant Access pilot for Engineering & Construction Services is awaiting confirmation for project closeout as the remaining 2 phases in scope have been cancelled. \$0.193 million will be carried forward to 2017 to complete necessary ProjectWise product and platform upgrades to support Windows 10 and ProjectWise Gateway rollout.

Note # 2:

The *Enterprise Business Intelligence* project continued to experience delays due to challenges in acquiring staffing resources to assess project deliverables and establish a target platform to achieve project closure.

Note # 3:

The *Application Portfolio Tools Rationale* project experienced delays due to recruitment of external resources. Internal resources were assigned and are proceeding to validate business capability mapping. Project is scheduled for completion in 2021.

The *I & T PPM Solution (Cloud) Implementation* project is on hold pending management review of the Cloud framework requirements. The selected approach will be deployed for production in 2017.

Note # 4:

The *Workforce Business Intelligence* project is on hold pending I & T resources support to build a Workforce Dashboard. Unspent cash flow will be carried forward to 2017.

The *Workflow Automation & Tracking* project was delayed due to unavailable resources as well as a change in the original timeline which was too optimistic. A customized application developed internally later in the year was given approval in the first quarter of 2017. Development work will then begin in 2017 and will extend the project completion to June 2018.

The *Organizational Management & SAP Security* project was delayed due to contract award issues and ability to secure specialist resources. Project is now grouped under the HR Transformation Program. The new go-live date has been moved to December 2018. Only \$0.428 million of the 2016 cash flow of \$3.159 million was spent in 2016. The remainder will be carried over to 2017.

Note # 5:




The *Work Management Solution- Transportation* project was delayed due to procurement issues with the business solution. Vendor selection and contract negotiations are scheduled to begin in early 2017 for completion by July 2017.

Note # 6:

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

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

Program		2016 Approved Cash Flow	2016 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YE Spending	Year-End Projection	% at Year End		
Auditor General's Office	Q1	0.60	0.02	0.60	100.0%		G
	Q2	0.60	0.04	0.50	82.9%	↓	G
	Q3	0.60	0.11	0.57	95.7%	↑	G
	Q4	0.60	0.17	0.17	28.5%	↓	R
Office of the Lobbyist Registrar	Q1	0.56	0.05	0.56	100.0%		G
	Q2	0.56	0.14	0.44	79.2%	↓	G
	Q3	0.56	0.28	0.39	69.4%	↓	Y
	Q4	0.56	0.37	0.37	67.0%	↓	Y
Office of the Ombudsman	Q1	0.53	0.00	0.53	100.0%		G
	Q2	0.53	0.02	0.37	69.8%	↓	Y
	Q3	0.53	0.09	0.16	30.3%	↓	R
	Q4	0.53	0.15	0.15	27.5%	↓	R
City Clerk's	Q1	8.09	0.29	7.57	93.5%		G
	Q2	8.09	0.65	5.13	63.4%	↓	Y
	Q3	8.09	1.83	4.96	61.3%	↓	Y
	Q4	8.09	3.96	3.96	49.0%	↓	R
PAN AM	Q1	5.35	0.19	5.35	100.0%		G
	Q2	5.35	0.24	5.31	99.1%	↓	G
	Q3	5.35	0.25	4.79	89.5%	↓	G
	Q4	5.35	0.80	0.80	14.9%	↓	R
Corporate Initiatives	Q1	6.81	0.00	6.81	100.0%		G
	Q2	3.50	0.03	1.39	39.7%	↓	R
	Q3	6.50	0.44	1.52	23.4%	↓	R
	Q4	3.58	1.44	1.44	40.2%	↑	R
Radio Replacement Project	Q1	3.68	0.01	3.68	100.0%		G
	Q2	3.68	0.05	3.68	100.0%	□	G
	Q3	3.68	0.41	3.68	100.0%	□	G
	Q4	3.68	3.56	3.56	96.8%	↓	G
TOTAL	Q1	25.63	0.56	25.10	97.9%		G
	Q2	22.31	1.17	16.82	75.4%	↓	G
	Q3	25.31	3.41	16.07	63.5%	↓	Y
	Q4	18.71	6.89	6.89	36.8%	↓	R

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

For 2016, capital expenditures for this Cluster totalled \$6.89 million (36.8%) of their collective 2016 Approved Capital Budget of \$18.71 million.

One of the seven Programs in this Cluster project spending rate of over 70% at year -end. Radio Replacement Projects has a year-end spending rate of 96.8%. Spending rate at year-end for the for Auditor General's Office, Office of the Lobbyist Registrar, Office of the Ombudsman, City Clerk's Office, Plan Am Games and Corporate Initiatives have spending rat of 28.5%,

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

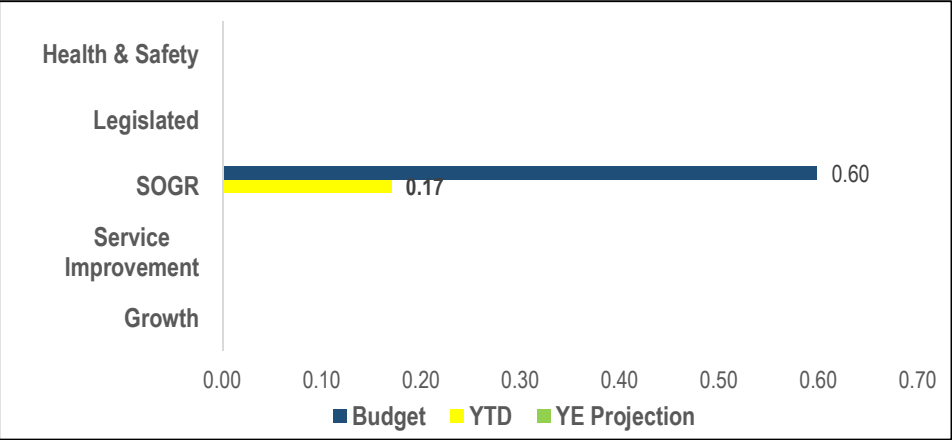


Table 1
2016 Active Projects by Category

Health & Safety	
Legislated	
SOGR	1
Service Improvement	
Growth	
Total # of Projects	1

Chart 2

Project Status (# of Projects): 1

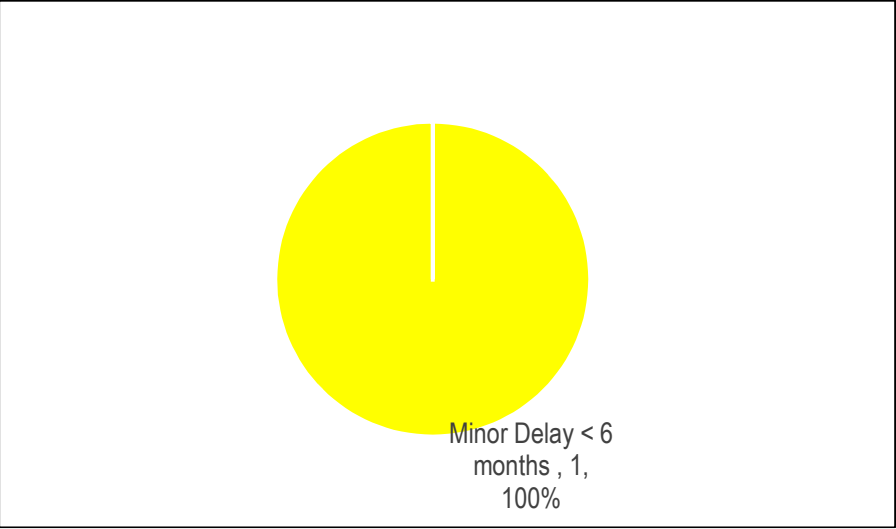


Table 2

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*		
Total # of Projects		1

Table 3
Projects Status (\$Million)

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

Auditor General's Office

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		On Budget	YE Status On Time	Note#	Total Approved Budget	Life-to- Date
		\$	%					
State of Good Repair Audit, Complaint and Investigation Management System (ACIMS)	0.599	0.171	28.5%	Ⓡ	Ⓨ	1	0.695	0.272
Sub-Total	0.599	0.171	28.5%				0.695	0.272
Total	0.599	0.171	28.5%				0.695	0.272

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:

1. *Audit, Complaint and Investigation Management System (ACIMS)* was slightly delayed. Two RFPs 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 issued in June 2017.

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

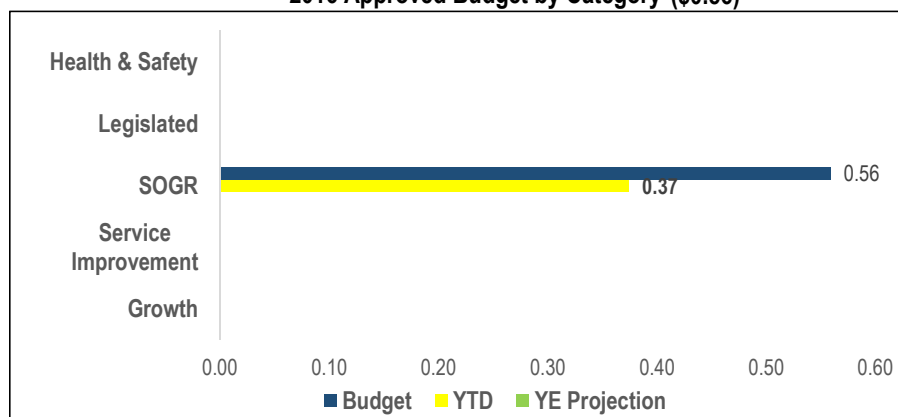


Table 1
2016 Active Projects by Category

Health & Safety	
Legislated	
SOGR	1
Service Improvement	
Growth	
Total # of Projects	1

Chart 2

Project Status (# of Projects): 1

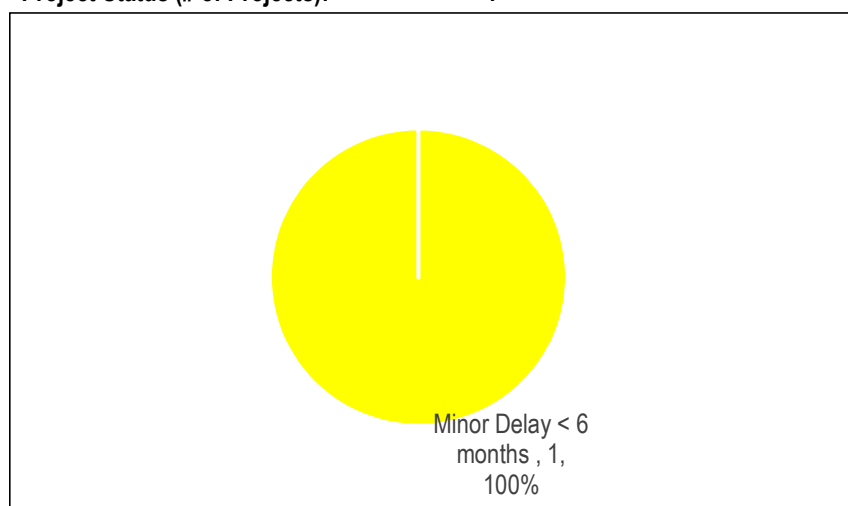


Table 2

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		
Community Consultation		
Other*		1
Total # of Projects		1

Table 3
Projects Status (\$Million)

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

Reasons for "Other*" Projects Delay:

- The *Lobbyist Registry Development and Maintenance* project was re-baselined to address the requirements of the new Lobbyist Registrar, who began her term in September 2016.

Office of the Lobbyist
Registrar

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.			YE Status	Note#	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
State of Good Repair	0.559	0.374	67.0%			1	0.660	0.566
Lobbyist Registry				Ⓢ	Ⓢ			
Development and Maintenance								
Sub-Total	0.559	0.374	67.0%				0.660	0.566
Total	0.559	0.374	67.0%				0.660	0.566

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

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

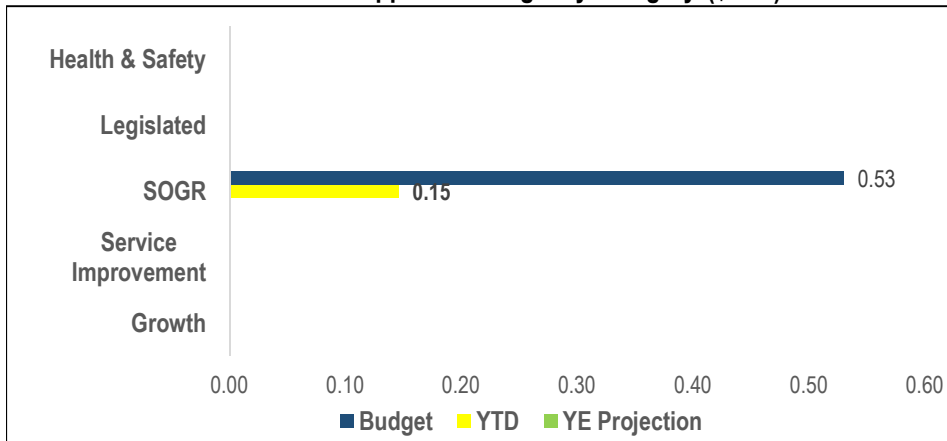


Table 1
2016 Active Projects by Category

Health & Safety	
Legislated	
SOGR	1
Service Improvement	
Growth	
Total # of Projects	1

Chart 2

Project Status (# of Projects): 1

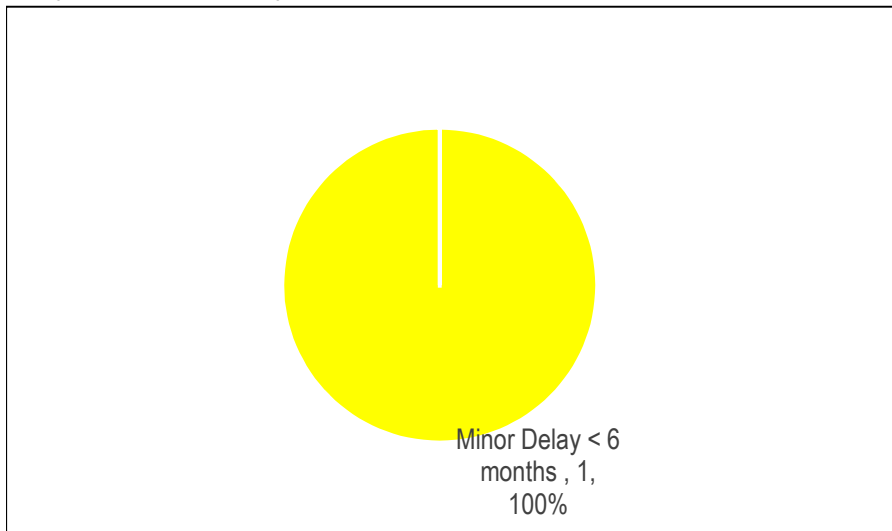


Table 2

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		
Community Consultation		
Other*		1
Total # of Projects		1

Table 3
Projects Status (\$Million)

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

Reasons for "Other*" Projects Delay:

- The *Case Management System for Ombudsman* was delayed to allow project team to confirm requirements of the new Ombudsman, who started her term on September 19, 2016.

Ombudsman Toronto

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.			YE Status On Time	Note#	Total Approved Budget	Life-to- Date
		\$	%	On Budget				
State of Good Repair Case Management System for Ombudsman	0.530	0.146	27.5%	Ⓡ	Ⓨ	1	0.530	0.191
Sub-Total	0.530	0.146	27.5%				0.530	0.191
Total	0.530	0.146	27.5%				0.530	0.191

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

Note # 1:

The *Case Management System for Ombudsman* project was delayed to allow the project team to confirm requirements of the new Ombudsman, who started her term on September 16, 2016. The "as-is" and "to-be" assessments as well as vendor days were completed. As well, the Business Requirements have been defined. Procurement, which will be an invitational RFQ, began in April 2017 for a Cloud solution.

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

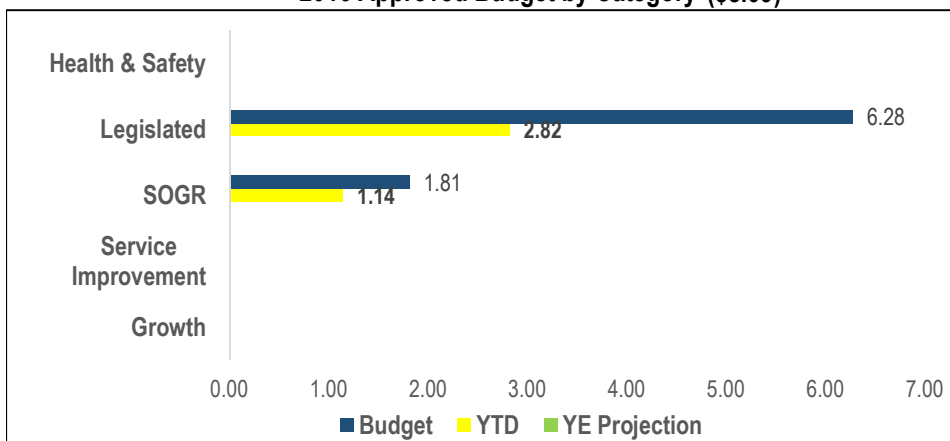


Table 1
2016 Active Projects by Category

Health & Safety	
Legislated	6
SOG	3
Service Improvement	
Growth	
Total # of Projects	9

Chart 2

Project Status (# of Projects): 9

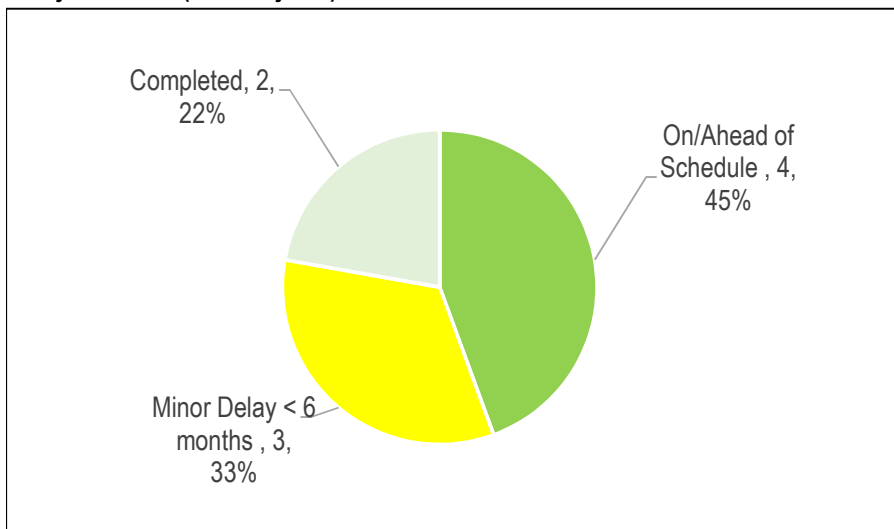


Table 2

Reason for Delay	3	
	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
Total # of Projects		3

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
3.08	4.59		0.43	

Reasons for "Other*" Projects Delay:

- The vendor for the *Voting Equipment* project is to provide a revised price quote and to respond to a request for a proof of concept, statement of work and timelines for Q2 2017.
- The *Archives Facility Expansion 2015* subproject is delayed. The AODA compliance requirements for future planning are outstanding with expected completion in December 2017.
- The *Enterprise Document for Records Management Solution (EDRMS)* subproject is delayed as the project will adopt a more phased-in approach for the rollout in order to recognize the immense diversity and complexity of the requirements across City divisions and also to provide for sufficient time to implement a comprehensive change management program

City Clerk's Office

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		On Budget	YE Status On Time	Note#	Total Approved Budget	Life-to- Date
		\$	%					
Legislated								
Toronto Elections Management Information System	2.122	0.964	45.4%	Ⓡ	Ⓢ	1	5.977	1.775
Information Management Infrastructure: - Enterprise Document & Records Mgt Solution (EDRMS)	1.217	0.875	71.9%	Ⓢ	Ⓢ		4.829	2.373
- Open Information	0.338	0.258	76.3%	Ⓢ	Ⓢ		2.888	0.322
Council Transition System Changes-2014	0.326	0.307	94.1%	Ⓢ	Ⓢ	2	0.710	0.691
Vote Counting Equipment	1.832	0.000	0.0%	Ⓡ	Ⓢ	3	3.714	0.000
City Clerk's Office Business Systems	0.167	0.163	97.8%	Ⓢ	Ⓢ		1.284	0.342
Council Business Systems	0.275	0.255	92.6%	Ⓢ	Ⓢ		0.509	0.275
Sub-Total	6.277	2.822	45.0%				19.911	5.778
State of Good Repair								
Archives Strategic Plan Implementation	1.202	0.687	57.2%	Ⓢ	Ⓢ	4	1.482	1.259
Infrastructure to Support Council Meeting	0.513	0.402	78.2%	Ⓢ	Ⓢ		1.710	0.871
Printing Equipment Upgrade/Replacement Plan	0.100	0.055	54.6%	Ⓢ	Ⓢ	5	0.100	0.055
Sub-Total	1.815	1.143	63.0%				3.292	2.184
Total	8.092	3.965	49.0%				23.203	7.962

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 sole source was cancelled for Election Day Management System (EDMS) and the service will be provided by the existing vendor delivering Voters List Management Solution at no additional cost.

Note # 2:

- The *Council Transition System Changes-2014* was completed with savings.

Note # 3:

- The *Vote Counting Equipment* project is delayed. Vendor is to provide revised price quote and to respond to request for a proof of concept, statement of work and timelines for Q2 2017.

Note # 4:

- The *Archives Facility Expansion 2015 subproject* is delayed. The AODA compliance requirements for future planning are outstanding with expected completion in December 2017.

Note # 5:

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

Pan American Games

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

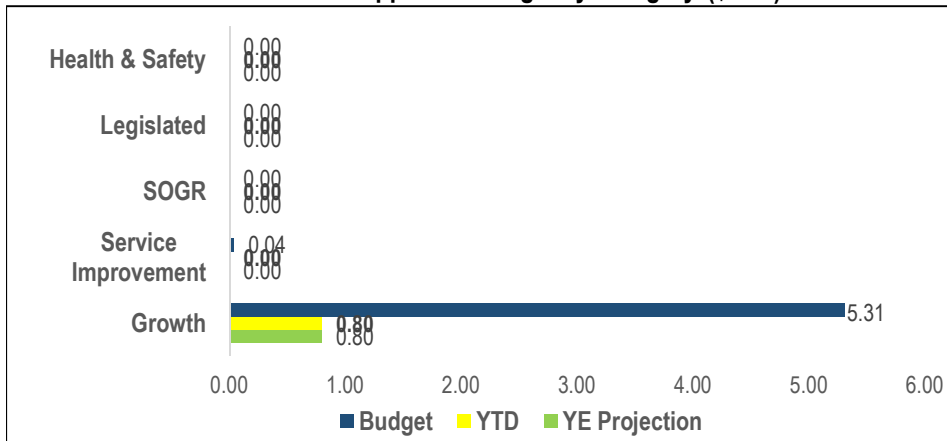


Table 1
2016 Active Projects by Category

Health & Safety	
Legislated	
SOGR	
Service Improvement	1
Growth	6
Total # of Projects	7

Chart 2

Project Status (# of Projects): 7

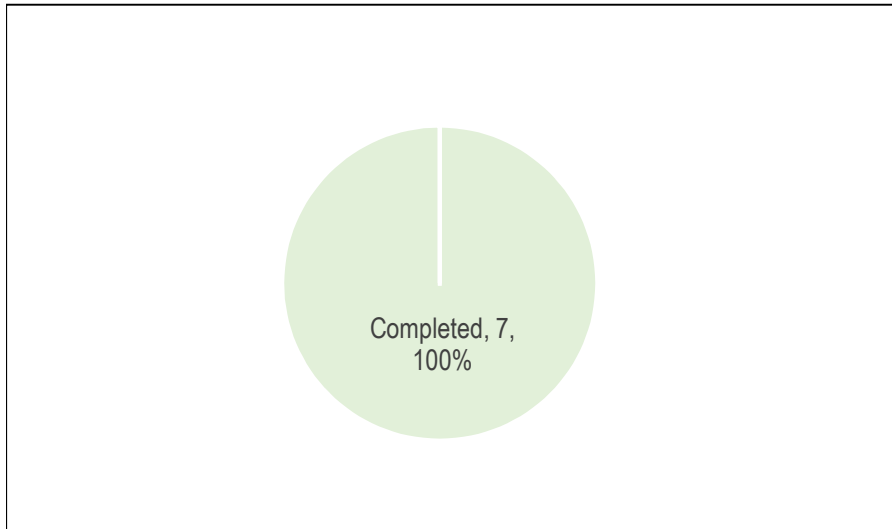


Table 2

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*		
Total # of Projects		

Table 3
Projects Status (\$Million)

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

Key Discussion Points:

- The unspent funding arises from the BMX work which is currently covered under warranty and Infrastructure Ontario is currently managing the outstanding capital works on the Centennial, Birchmount and York Outdoor Tracks; and the West

Pan American Games

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		On Budget	YE Status On Time	Note#	Total Approved Budget	Life-to- Date
		\$	%					
Service Improvements								
West Channel 2015 Pan Am Project	0.040	0.000	0.0%	Ⓞ	Ⓞ	#1	5.500	4.835
Sub-Total	0.040	0.000	0.0%	Ⓡ			5.500	4.835
Growth Related								
PAAC/CIO 2010 - 2014	4.134	0.148	3.6%	Ⓡ	Ⓞ	#1	50.841	42.034
ETOBICOKE OLYMPIUM RETROFIT 2010-2014	0.554	0.545	98.5%	Ⓞ	Ⓞ		8.800	8.792
CENTENNIAL TRACK RESURFACING 2011-2014	0.445	0.000	0.0%	Ⓡ	Ⓞ	#1	0.730	0.285
BIRCHMOUNT TRACK RESURFACING 2011-2014	0.091	0.022	24.0%	Ⓡ	Ⓞ	#1	0.456	0.387
YORK TRACK RETROFIT	0.076	0.075	98.5%	Ⓞ	Ⓞ		1.596	1.595
BMX TRACK	0.012	0.006	50.9%	Ⓢ	Ⓞ	#1	3.954	3.943
Sub-Total	5.312	0.797	15.0%	Ⓡ			66.377	57.035
Total	5.352	0.797	14.9%	Ⓡ			71.877	70.210

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:

These capital projects were completed under-budget. All post-Pan Am Games deficiencies were addressed in fourth quarter of 2016.

Fire Services Radio Communication System Replacement

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

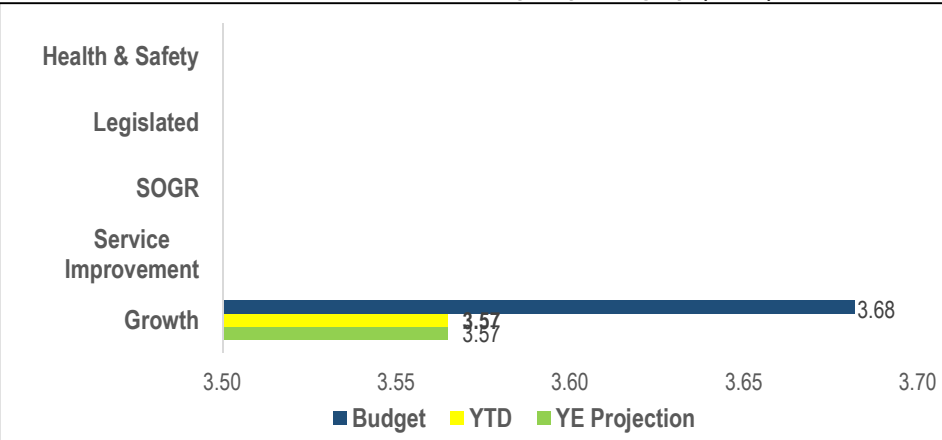


Table 1
2016 Active Projects by Category

Health & Safety	
Legislated	
SOG	
Service Improvement	
Growth	1
Total # of Projects	1

Chart 2

Project Status (# of Projects): 1

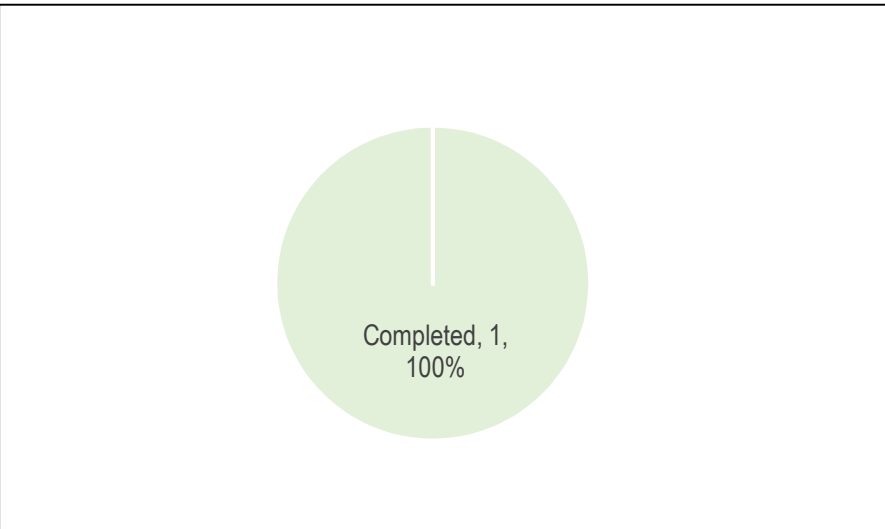


Table 2

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*		
Total # of Projects		

Table 3
Projects Status (\$Million)

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

Key Discussion Points:




- All activities and tasks associated with this project have been completed, including the implementation and decommissioning; the project has been transitioned to maintenance / support.

Fire Services Radio
Communication System
Replacement

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		On Budget	YE Status On Time	Note#	Total Approved Budget	Life-to- Date
		\$	%					
Growth Related								
Radio Communication System Replacement	3.682	3.565	96.8%	Ⓒ	Ⓒ		55.491	55.373
Sub-Total	3.682	3.565	96.8%	Ⓒ			55.491	55.373
Total	3.682	3.565	96.8%	Ⓒ			55.491	55.373

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

**2016 Capital Spending by Program
City Agencies**

Program		2016 Approved Cash Flow	2016 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YE Spending	Year-End Projection	% at Year End		
Exhibition Place	Q1	7.15	0.81	6.19	86.6%		G
	Q2	7.15	1.39	7.15	100.0%	↑	G
	Q3	7.15	1.92	3.13	43.7%	↓	R
	Q4	7.15	3.83	3.83	53.6%	↑	Y
Sony Centre	Q1	7.70	0.18	6.70	87.0%		G
	Q2	7.70	0.46	6.70	87.0%	□	G
	Q3	7.70	2.74	6.55	85.1%	↓	G
	Q4	7.84	4.00	4.00	51.0%	↓	Y
TRCA	Q1	14.17	2.24	14.17	100.0%		G
	Q2	14.17	6.94	14.17	100.0%	□	G
	Q3	14.17	10.50	14.17	100.0%	□	G
	Q4	14.17	14.17	14.17	100.0%	□	G
Toronto Police	Q1	71.23	3.21	43.93	61.7%		Y
	Q2	71.23	10.88	41.34	58.0%	↓	Y
	Q3	71.72	18.82	35.27	49.2%	↓	R
	Q4	71.72	34.40	34.40	48.0%	↓	R
TPH	Q1	4.42	0.98	4.21	95.0%		G
	Q2	4.42	2.04	4.16	94.0%	↓	G
	Q3	4.42	2.99	4.14	93.6%	↓	G
	Q4	4.58	4.06	4.06	88.6%	↓	G
TPL	Q1	27.72	2.85	22.57	81.4%		G
	Q2	27.72	7.12	24.15	87.1%	↑	G
	Q3	27.77	13.74	23.66	85.2%	↓	G
	Q4	27.77	26.61	26.61	95.8%	↑	G
Toronto Zoo	Q1	12.89	2.02	12.49	96.9%		G
	Q2	12.89	6.41	12.21	94.8%	↓	G
	Q3	12.89	8.62	12.21	94.8%	□	G
	Q4	12.89	11.86	11.86	92.0%	↓	G
TTC	Q1	2,161.46	129.54	2,042.38	94.5%		G
	Q2	2,161.46	523.54	1,638.60	75.8%	↓	G
	Q3	2,165.18	721.47	1,453.60	67.1%	↓	Y
	Q4	2,165.23	1,221.92	1,221.92	56.4%	↓	Y
TOTAL	Q1	2,306.75	141.84	2,152.63	93.3%		G
	Q2	2,306.75	558.76	1,748.49	75.8%	↓	G
	Q3	2,310.99	780.81	1,552.73	67.2%	↓	Y
	Q4	2,311.33	1,320.85	1,320.85	57.1%	↓	Y
 >70%  between 50% and 70%  < 50% or > 100%							

For 2016, capital expenditures for City Agencies totalled \$1.321 billion (57.1%) of their collective 2016 Approved Capital Budget of \$2.311 billion.

Four of the eight Agencies in this Cluster has spending rate of over 70% at year -end. Toronto Region and Conservation Authority, Toronto Public Health, Toronto Public Library and Toronto Zoo have year-end spending rate of 100%, 88.6%, 95.8% and 92.0% respectively while 79.8% while Exhibition Place, Sony Centre, Toronto Police Services and Toronto Transit Commission have year-end spending rate of 53.6%, 51.0%, 48.0% and 56.4% respectively.

Exhibition Place

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

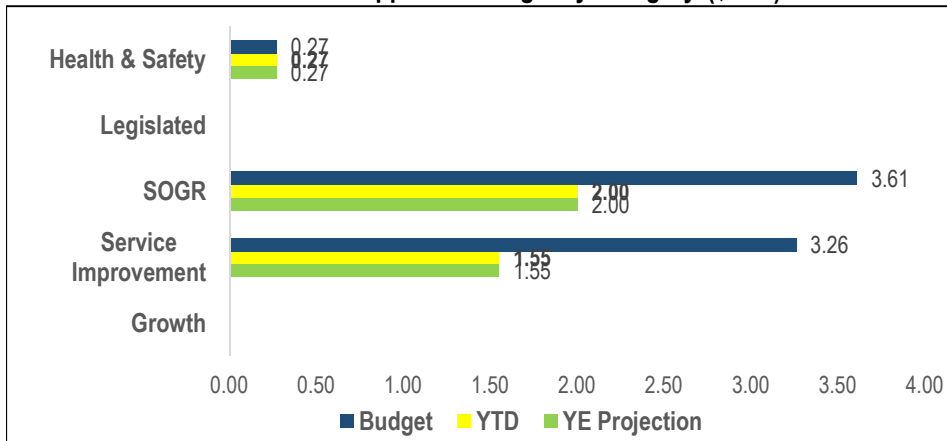


Table 1
2016 Active Projects by Category

Health & Safety	2
Legislated	
SOGR	6
Service Improvement	4
Growth	
Total # of Projects	12

Chart 2

Project Status (# of Projects): 12

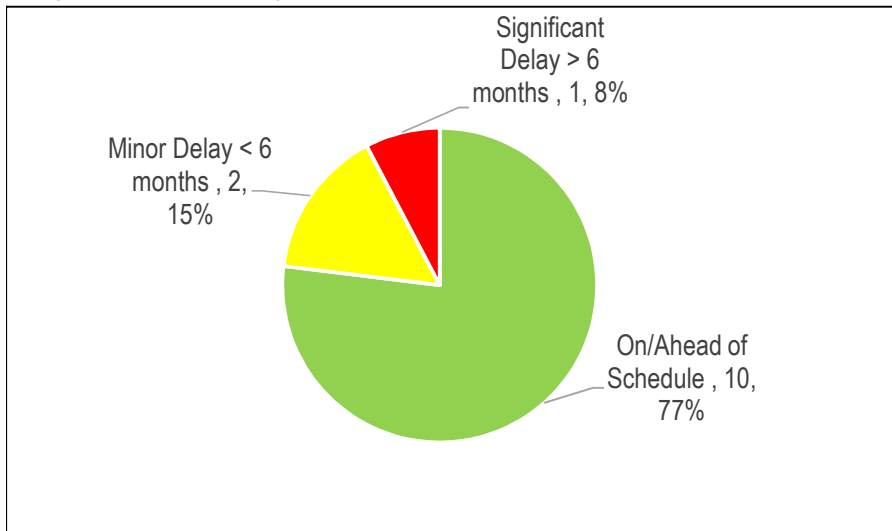


Table 2

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*		
Total # of Projects		

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
2.56	2.66	1.92		

Reasons for "Other*" Projects Delay:

Key Discussion Points:

- The Allstream Centre - Hotel X Bridge project (CEX 137-01) has been deferred to 2017 with the RFP for a project management consultant still in progress. \$1.920 million has been earmarked for a carry-forward to 2017.

Exhibition Place

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		On Budget	YE Status On Time	Note#	Total Approved Budget	Life-to- Date
		\$	%					
Health & Safety								
Equipment	0.089	0.089	100.0%	Ⓡ	Ⓢ		0.175	0.175
General Services Building	0.183	0.183	100.0%	Ⓡ	Ⓢ		0.285	0.285
Sub-Total	0.272	0.272	100.0%	Ⓡ			0.460	0.460
State of Good Repair								
Pre-Engineering Program	0.106	0.041	38.9%	Ⓡ	Ⓨ	#1	0.200	0.135
Enercare Centre	2.555	1.174	45.9%	Ⓡ	Ⓨ	#2	4.130	2.748
Better Living Centre	0.140	0.140	100.0%	Ⓡ	Ⓢ		0.275	0.275
Parks, Parking Lots & Roads	0.075	0.068	90.7%	Ⓢ	Ⓢ		0.075	0.068
Queen Elizabeth Building	0.156	0.156	100.0%	Ⓡ	Ⓢ		0.750	0.750
Equipment	0.578	0.424	73.3%	Ⓢ	Ⓢ		0.950	0.796
Sub-Total	3.611	2.003	55.5%	Ⓨ			6.380	4.772
Service Improvements								
Equipment and General Services Building	0.630	0.630	100.0%	Ⓡ	Ⓢ		1.245	1.260
Parks, Parking Lots & Roads	0.261	0.261	100.0%	Ⓡ	Ⓢ		0.863	0.863
Allstream Centre - Hotel X Bridge	1.920	0.211	11.0%	Ⓡ	Ⓡ	#3	1.920	0.483
Special Project - Wayfinding	0.451	0.449	99.6%	Ⓢ	Ⓢ		0.500	0.211
Sub-Total	3.262	1.551	47.6%	Ⓡ			4.528	2.817
Total	7.145	3.826	53.6%	Ⓨ			11.368	8.049

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

Note # 2:

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

Note # 3:

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

Sony Centre for the Performing Arts

Chart 1
2016 Approved Budget by Category (\$7.84)

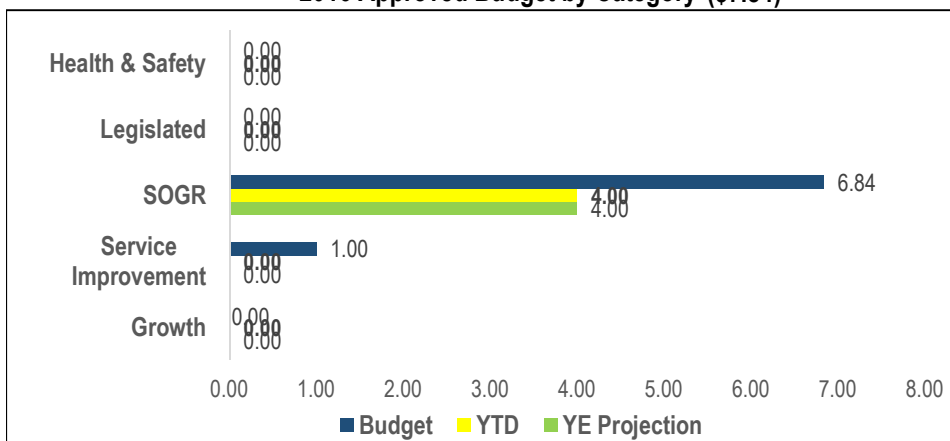


Table 1
2016 Active Projects by Category

Health & Safety	
Legislated	
SOGR	9
Service Improvement	1
Growth	
Total # of Projects	10

Chart 2

Project Status (# of Projects): 10

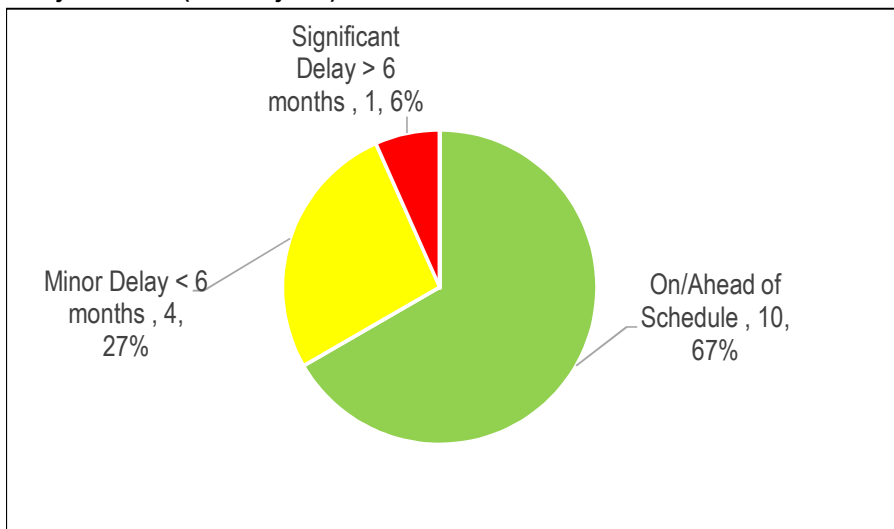


Table 2

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*		
Total # of Projects		

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
4.96	1.88	1.00		

Reasons for "Other*" Projects Delay:

- Legal agreement delayed.

Key Discussion Points:

- Pending completion of the nearby condo development in late summer of 2016, all projects are anticipated to completed on time and within budget at 100% spending rate.
- Underspent capital projects will be carried forward to 2017 and has been reflected as such in Sony Centre's 2017 Capital

**Sony Centre for the
Performing Arts**

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		On Budget	YE Status On Time	Note#	Total Approved Budget	Life-to- Date
		\$	%					
State of Good Repair								
Exterior Limestones & Granite Upgrades	0.048	0.041	84.4%	Ⓔ	Ⓔ		0.785	0.777
East Side Restoration	1.873	1.050	56.0%	Ⓐ	Ⓔ	#1	1.873	1.050
West Side Restoration	0.146	0.013	8.7%	Ⓔ	Ⓐ	#1	0.150	0.017
Mechanical - HVAC Upgrades	0.069	0.067	98.1%	Ⓔ	Ⓔ		0.250	0.249
Electrical MCC Panels/Wiring	0.032	0.032	100.0%	Ⓔ	Ⓔ		0.128	0.128
Orchestra Pit	0.384	0.233	60.7%	Ⓐ	Ⓔ	#2	0.410	0.259
Specialized Equipment	0.037	0.037	98.8%	Ⓔ	Ⓔ		1.060	1.058
Building Envelope - Exterior Wall	0.939	0.006	0.6%	Ⓔ	Ⓐ	#1	0.939	0.006
Porte-Couchere Lighting Restoration	0.796	0.058	7.3%	Ⓔ	Ⓐ	#1	0.796	0.058
Replacement of Rigging System	2.513	2.462	98.0%	Ⓔ	Ⓔ		2.513	2.462
Sub-Total	6.836	3.997	58.5%	Ⓐ			8.904	6.062
Service Improvements								
Sony Centre Public Plaza	1.000	0.000	0.0%	Ⓔ	Ⓔ	#3	1.000	0.000
Sub-Total	1.000	0.000	0.0%	Ⓔ			1.000	0.000
Total	7.836	3.997	51.0%	Ⓐ			9.904	6.062

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:

Minor delays; these projects will be completed in 2017 with the remaining underspent amounts carried forward to 2018.

Note # 2:

Completed under budget.

Note # 3:

Legal agreement delayed; Sony Centre Public Plaza is expected to be completed by the second quarter of 2017 unless unanticipated delays occur with the nearby condo development.

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

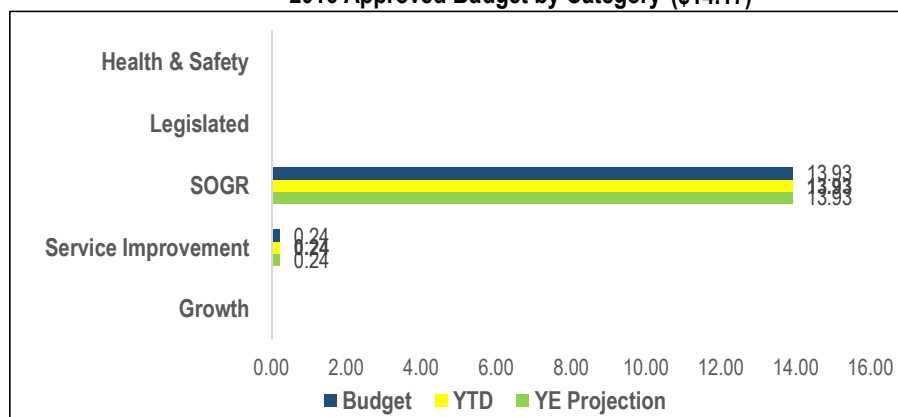


Table 1
2016 Active Projects by Category

Health & Safety	
Legislated	
SOGR	25
Service Improvement	1
Growth	
Total # of Projects	26

Chart 2

Project Status (# of Projects): 26

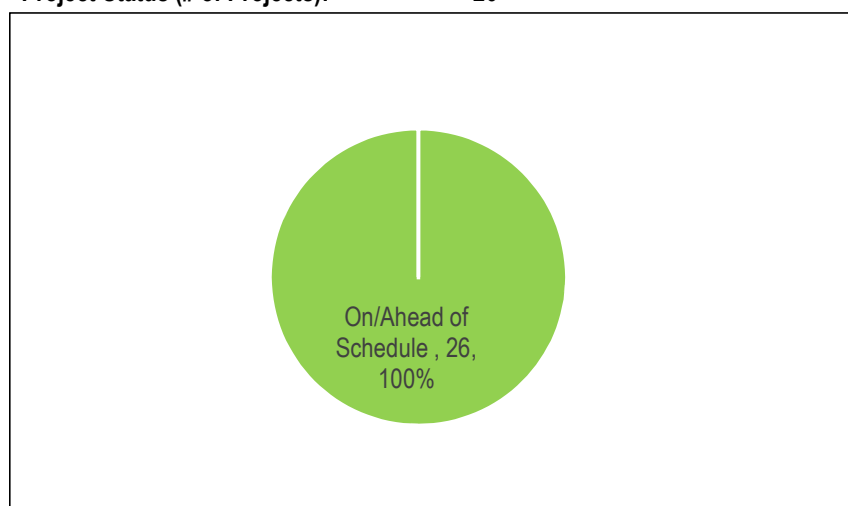


Table 2

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*		
Total # of Projects		

Table 3
Projects Status (\$Million)

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

Reasons for "Other*" Projects Delay:

- (text)
- (text)

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

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		On Budget	YE Status On Time	Note#	Total Approved Budget	Life-to- Date
		\$	%					
State of Good Repair								
Greenspace Land Acquisition	0.100	0.100	100.0%	Ⓔ	Ⓔ		0.100	0.100
Waterfront & Valley Erosion Control	1.550	1.550	100.0%	Ⓔ	Ⓔ		1.550	1.550
Black Creek Pioneer Village Retrofit	0.350	0.350	100.0%	Ⓔ	Ⓔ		0.350	0.350
Living City Action Plan	2.776	2.776	100.0%	Ⓔ	Ⓔ		2.776	2.776
Waterfront Development	1.233	1.233	100.0%	Ⓔ	Ⓔ		1.233	1.233
TRCA Information Technology	0.264	0.264	100.0%	Ⓔ	Ⓔ		0.264	0.264
Critical Erosion Control & Floodworks	2.000	2.000	100.0%	Ⓔ	Ⓔ		2.000	2.000
TRCA Administrative Infrastructure	0.658	0.658	100.0%	Ⓔ	Ⓔ		0.658	0.658
Critical Erosion-Water Funded Enhancements	5.000	5.000	100.0%	Ⓔ	Ⓔ		5.000	5.000
Sub-Total	13.931	13.931	100.0%	Ⓔ			13.931	13.931
Service Improvements								
Waterfront Development Tommy Thompson Park	0.240	0.240	100.0%	Ⓔ	Ⓔ		0.240	0.240
Sub-Total	0.240	0.240	100.0%	Ⓔ			0.240	0.240
Total	14.171	14.171	100.0%	Ⓔ			14.171	14.171

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:

Reason for delay

Note # 2:

Reason for delay

Note # 3:

Reason for delay

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

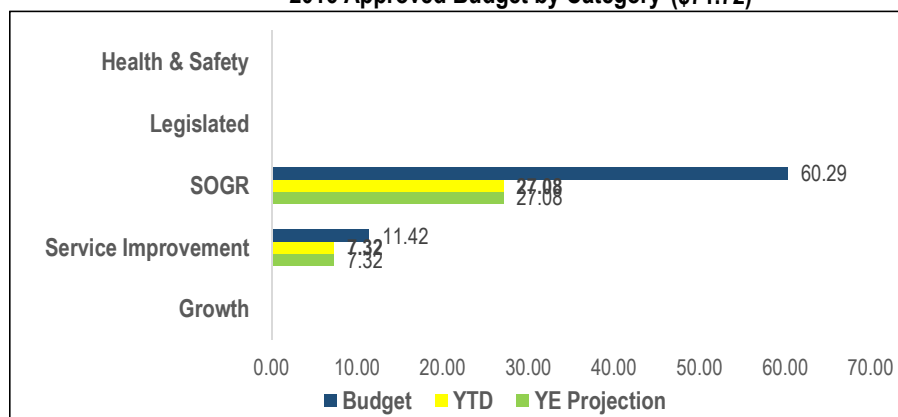


Table 1
2016 Active Projects by Category

Health & Safety	
Legislated	
SOGR	26
Service Improvement	4
Growth	
Total # of Projects	30

Chart 2

Project Status (# of Projects): 30

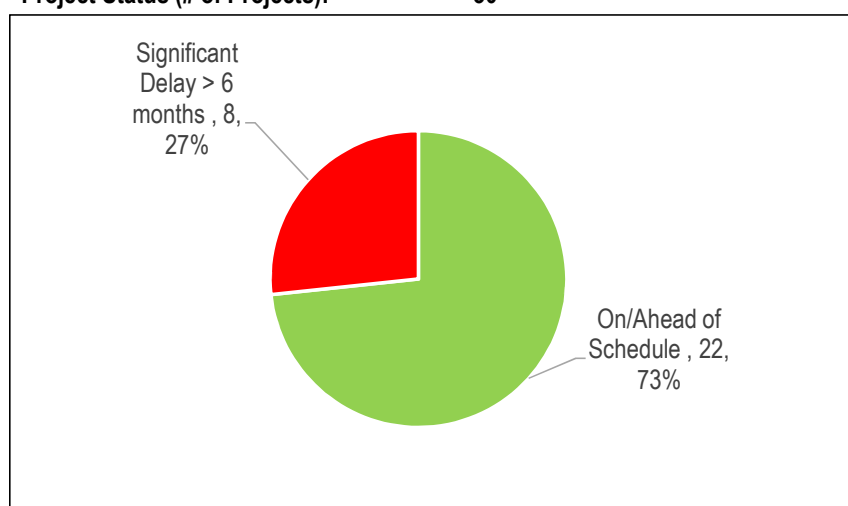


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
22.00		8.00		

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

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Status		Note#	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
State of Good Repair								
State-of-Good-Repair - Police	3.683	2.336	63.4%	Y	R	#1	0.000	0.000
HRMS Upgrade	1.675	1.150	68.6%	Y	G		1.935	1.409
52 Division Renovations	5.662	4.928	87.0%	G	G		9.268	8.534
54 Division	7.000	0.448	6.4%	R	R	#1	7.003	0.451
TRMS Upgrade	0.600	0.308	51.3%	Y	R	#3	0.600	0.308
Electronic Document Management	0.500	0.226	45.3%	R	G		0.500	0.226
Radio Replacement	14.141	0.087	0.6%	R	R	#4	14.141	0.087
Vehicle Replacement	7.491	6.415	85.6%	G	G		52.112	51.035
Furniture Lifecycle Replacement	1.728	0.105	6.1%	R	R	#2	11.080	9.457
Workstation, Laptop, Printer- Lifecycle plan	3.202	2.106	65.8%	Y	G		29.727	26.358
Servers - Lifecycle Plan	4.026	3.508	87.1%	G	G		31.716	31.198
IT Business Resumption	3.514	1.498	42.6%	R	R	#5	16.373	14.357
Locker Replacement	0.512	0.238	46.5%	R	R	#2	3.417	3.143
Network Equipment	1.600	1.600	100.0%	G	G		10.956	10.956
AVLS Replacement Lifecycle	0.348	0.258	74.1%	G	G		1.476	1.408
In-car Camera	2.202	0.085	3.9%	R	R	#6	3.678	1.236
Voice logging lifecycle Replacement	0.040	0.024	60.5%	Y	G		1.127	1.111
Digital Photography	0.297	0.245	82.4%	G	G		0.758	0.706
DVAM I, II (LR)	0.919	0.761	82.8%	G	G		1.821	1.564
Call Centre Application Lifecycle Replacement	0.038	0.031	81.2%	G	G		0.353	0.346
Small Equipment Replacement	0.174	0.133	76.4%	G	G		2.859	2.813
Fleet Equipment	0.314	0.223	71.0%	G	G		0.500	0.410
Security System Replacement	0.501	0.264	52.7%	Y	G		1.600	1.364
Radar Unit Replacement	0.096	0.096	99.5%	G	G		0.614	0.614
Conducted Energy Weapon (CEW) Replacement	0.018	0.000	0.0%	R	G		1.320	1.302
AED s	0.012	0.011	91.7%	G	G		0.012	0.011
Sub-Total	60.294	27.084	44.9%	R			204.946	170.405
Service Improvements								
Peer to Peer Site	4.629	3.789	81.8%	G	G		5.879	3.825
Enterprise Business Intelligence	6.243	3.207	51.4%	Y	G		10.474	3.369
CCTV	0.500	0.320	64.0%	Y	G		0.752	0.572
TPS Archiving	0.050	0.000	0.0%	R	G		0.050	0.000
Sub-Total	11.422	7.315	64.0%	Y			17.155	7.766
Total	71.716	34.400	48.0%	R			222.101	178.171

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:

Only immediate needs are currently being addressed for SOGR. The project is on hold as a result of the Transformational Task Force recommendations. The Facility Realignment review is currently underway by Environics which is expected to identify needs.

Note # 2:

The Vendor of Record for Furniture Replacement and Locker Replacements declared bankruptcy and new purchases have not been made. It is expected a new VOR will be established in 2017 and purchases will resume once a vendor has been secured.

Note # 3:

System Upgrade has been completed. A Scope change has been identified in order to improve efficiencies between the HR and Payroll systems

Note # 4:

A joint RFP is currently being proposed with Fire and EMS as well as reviewing various other options for radio to create efficiencies and cost

Note # 5:

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 # 6:

Software Testing is currently taking place. It is expected that the In Car Camera systems will be purchased in 2017.

Chart 1
2016 Approved Budget by Category (\$4.58)

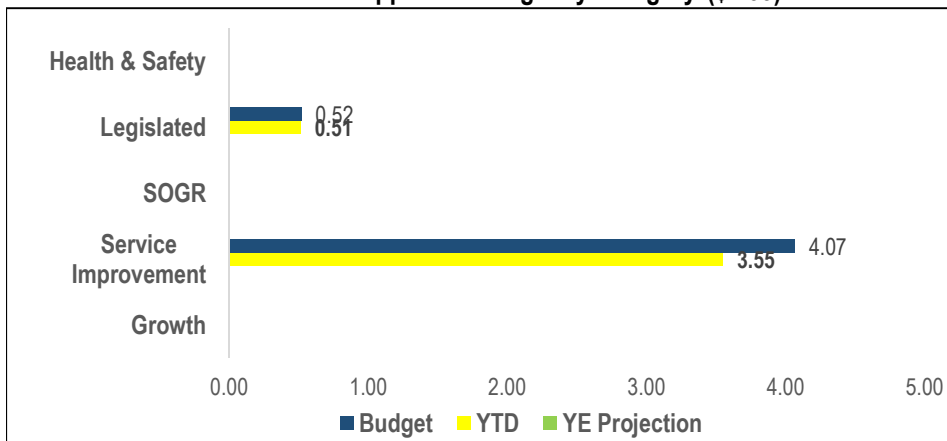


Table 1
2016 Active Projects by Category

Health & Safety	
Legislated	1
SOGR	
Service Improvement	6
Growth	
Total # of Projects	7

Chart 2

Project Status (# of Projects): 7

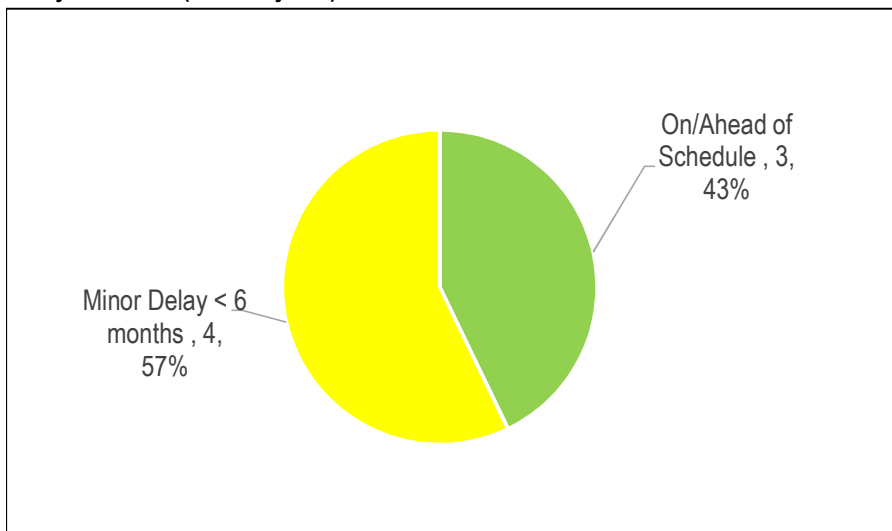


Table 2

Reason for Delay	4	
	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*		1
Total # of Projects		4

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1.89	2.70			

Reasons for "Other*" Projects Delay:

- A review of sequencing of future rollouts, necessitates some 2016 planned enhancements and the acquisition of associated contracted developer resources to be deferred to 2017 for the Healthy Environment Inspection System project.

Toronto Public Health
(TPH)

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		On Budget	YE Status On Time	Note#	Total Approved Budget	Life-to- Date
		\$	%					
Legislated								
Infectious Disease Control Information System	0.518	0.512	98.8%	Ⓒ	Ⓒ		3.490	3.146
Sub-Total	0.518	0.512	98.8%	Ⓒ			3.490	3.146
Service Improvements								
HF/HL Point of Care	0.847	0.794	93.8%	Ⓒ	Ⓐ	#1	5.373	5.320
CDC Wireless Rollout	1.136	1.111	97.8%	Ⓒ	Ⓒ		1.965	1.941
Healthy Environment Inspection System (Mobile)	0.942	0.671	71.2%	Ⓒ	Ⓐ	#2	2.176	1.904
TPH Datamart Data Warehouse Phase 2	0.807	0.754	93.4%	Ⓒ	Ⓐ	#3	2.013	1.164
Electronic Medical Record Phase 1	0.232	0.218	94.0%	Ⓒ	Ⓒ		0.232	0.218
Relocation and Expansion of Scarborough Dental Clinic	0.102	0.000	0.0%	Ⓓ	Ⓐ	#4	1.067	0.000
Sub-Total	4.065	3.548	87.3%	Ⓒ			12.826	10.547
Total	4.583	4.060	88.6%	Ⓒ			16.316	22.032

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:

Unavailability of contracted services in Q4 necessitates the assessment to the application security and required technical architectural changes to be deferred to 2017.

Note # 2:

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

Note # 3:

Due to project staff resources leaving the project, some project activities such as data analysis, planned development and reporting are deferred to 2017 to complete planned deliverables.

Note #4:

Delays with the RFQ process necessitates the carryforward of \$0.102 million to 2017.

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

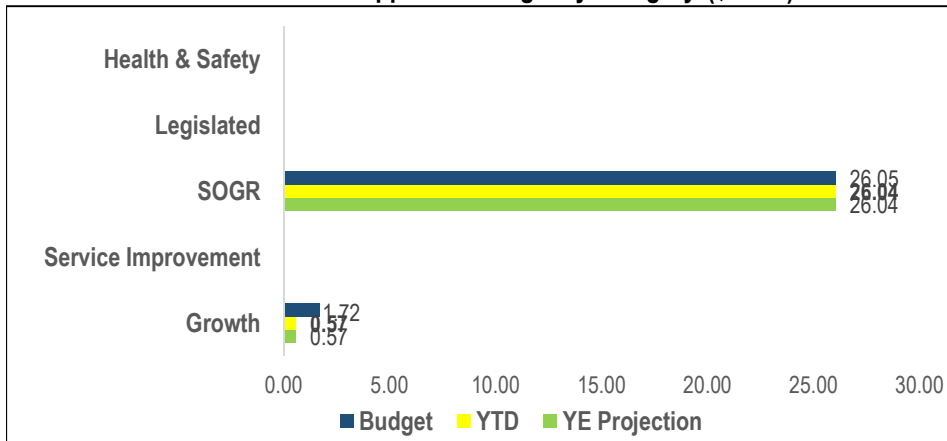


Table 1
2016 Active Projects by Category

Health & Safety	
Legislated	
SOGR	3
Service Improvement	
Growth	14
Total # of Projects	17

Chart 2

Project Status (# of Projects): 17

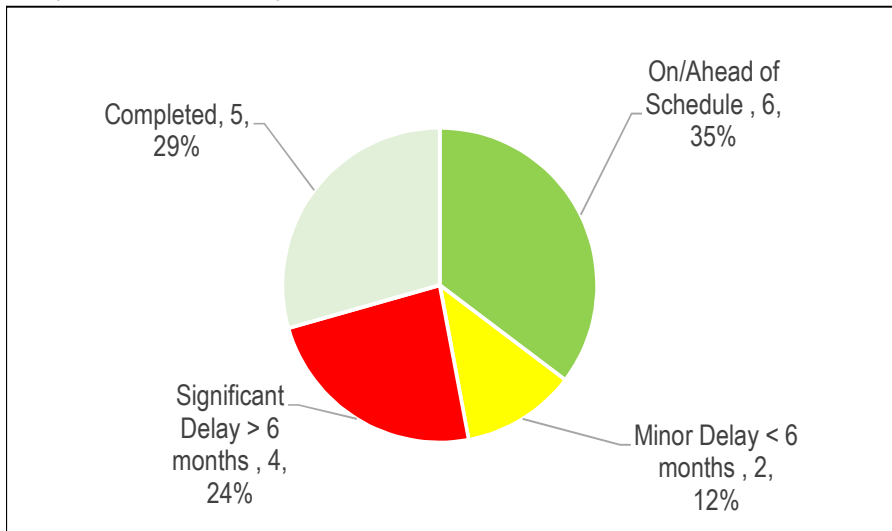


Table 2

Reason for Delay 6

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
19.45	3.60	2.02	2.70	

Toronto Public Library

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		On Budget	YE Status On Time	Note#	Total Approved Budget	Life-to- Date
		\$	%					
State of Good Repair								
Albion Library Renovation	6.940	8.200	118.1%	Ⓡ	Ⓢ	#3	15.007	14.454
Library Processing Centre Relocation	0.041	0.041	100.0%	Ⓢ	Ⓢ		10.725	10.725
Multi-Branch Minor Reno Prog: 2014-2016	0.700	0.700	100.0%	Ⓢ	Ⓢ		9.969	9.969
Wychwood Library Renovation	0.550	0.251	45.6%	Ⓡ	Ⓡ	#1	9.533	0.860
Technology Asset Mgmt Prog: 2015-2017	4.687	4.633	98.9%	Ⓢ	Ⓢ		9.052	6.371
Virtual Branch Services - 2015-2017	1.402	1.463	104.3%	Ⓡ	Ⓢ	#3	3.292	2.678
Multi-branch Minor Reno Prog (accessibility): 2015- 2016	1.442	1.442	100.0%	Ⓢ	Ⓢ		1.750	1.750
Agincourt Building Element	2.417	1.231	50.9%	Ⓨ	Ⓨ		1.478	1.416
St. Clair/Silverthorn Renovation	0.161	0.106	65.9%	Ⓨ	Ⓡ	#1	2.247	0.508
North York Central Library	2.263	3.852	170.2%	Ⓡ	Ⓢ	#3	14.974	7.663
Dawes Road Construction & Expansion	1.041	0.002	0.2%	Ⓡ	Ⓡ	#1	13.363	0.277
Multi-branch Minor Reno Prog (accessibility): 2016- 2018	3.698	3.674	99.4%	Ⓢ	Ⓢ		12.289	4.793
Albert Campbell Renovation	0.265	0.040	15.1%	Ⓡ	Ⓡ	#2	12.165	0.041
Downsview Renovation	0.437	0.407	93.1%	Ⓢ	Ⓢ		0.437	0.407
Sub-Total	26.046	26.042	100.0%	Ⓢ			116.281	61.911
Growth Related								
Fort York New Library Construction	0.443	0.092	20.7%	Ⓡ	Ⓢ		9.192	8.841
Scarborough Civic Centre Library Construction	0.099	0.053	54.1%	Ⓨ	Ⓢ		9.217	10.230
Bayview Library Relocation	0.000	0.000			#N/A		0.000	
Eglinton Square Renovation & Expansion	1.178	0.424	36.0%	Ⓡ	Ⓨ		1.242	0.489
Sub-Total	1.720	0.569	33.1%	Ⓡ			19.651	19.559
Total	27.766	26.612	95.8%	Ⓢ			135.933	81.471

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 Public Library

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

Note # 1:

The delay in the City's Site Plan Review process is impacting the progression of respective projects

Note # 2:

The Architect tender was awarded at the June 27, 2016 Board meeting and the planning phase of the project has commenced.

Note # 3:

The Albion Library Renovation, Virtual Branch Services and North York Central Library progressed ahead of schedule as a result of better than expected vendor performance, although over expenditures were reported at Q4, LTD expenditures are within overall approved project cost. LTD Expenditures are within Budget. In 2017, it is anticipated these projects will be underspent overall.

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

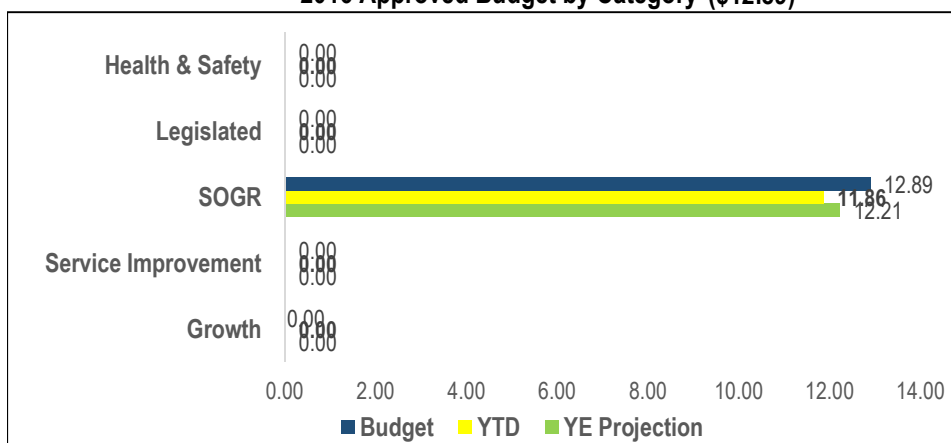


Table 1
2016 Active Projects by Category

Health & Safety	
Legislated	
SOGR	6
Service Improvement	
Growth	
Total # of Projects	6

Chart 2

Project Status (# of Projects): 6

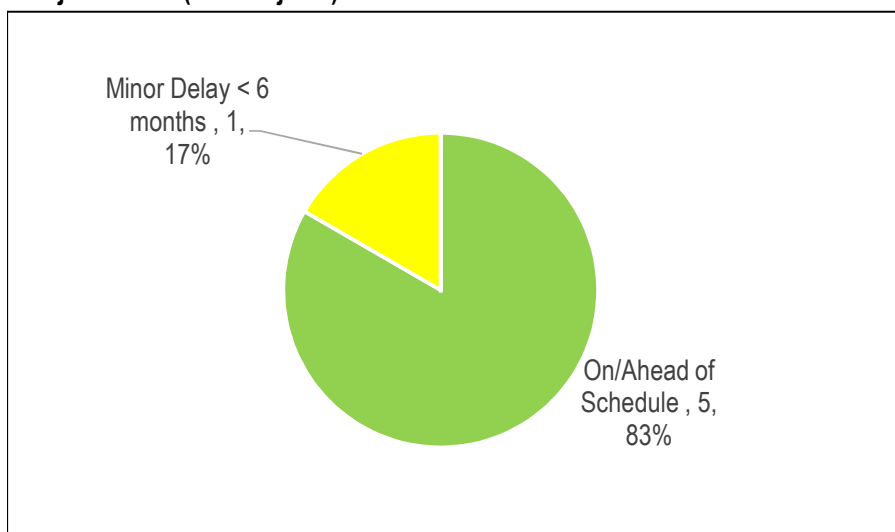


Table 2

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*		
Total # of Projects		

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
12.64	0.25			

Key Discussion Points:

- Master Plan has been completed for Grounds and Visitor Improvements project which includes wayfinding and visitor amenities.
- Exhibit Refurbishment work for the Indian Rhino exhibit is near completion. Interior murals will be completed in mid-2017.
- The Wildlife Health Centre project is expected to be completed in 2017 with no delays.

Toronto Zoo

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		On Budget	YE Status On Time	Note#	Total Approved Budget	Life-to- Date
		\$	%					
State of Good Repair								
Wildlife Health Centre	10.004	10.121	101.2%	Ⓡ	Ⓢ	#1	18.035	13.649
Buildings & Services Refurbishment	0.887	0.658	74.2%	Ⓢ	Ⓢ		1.391	1.162
Exhibit Refurbishment	0.838	0.588	70.2%	Ⓢ	Ⓢ		0.838	0.588
Orangutan II Outdoor	0.350	0.044	12.6%	Ⓡ	Ⓢ	#2	3.530	0.044
Information Systems	0.433	0.161	37.1%	Ⓡ	Ⓨ	#3	0.650	0.377
Grounds & Visitor Improvements	0.376	0.284	75.4%	Ⓢ	Ⓢ		0.376	0.284
Sub-Total	12.889	11.856	92.0%	Ⓢ			24.821	16.105
Total	12.889	11.856	92.0%	Ⓢ			24.821	16.105

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 Wildlife Health Centre is a multi-year project. Due to the fast progress of the contractor, the 2016 year end is overspent by \$0.117 million. Life-to-date actuals will be within the overall project cost upon completion.

Note # 2:

Design work for the project is in progress and is anticipated to be completed in mid-2017.

Note # 3:

Toronto Zoo is preparing an RFP for its new Parking Management system. A minor delay is expected.

Chart 1
2016 Approved Budget by Category (\$1,220.49)

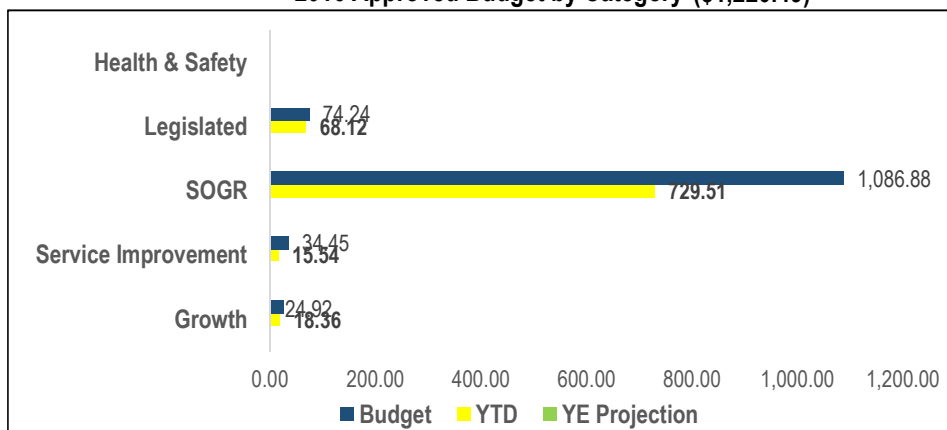


Table 1
2016 Active Projects by Category

Health & Safety	
Legislated	9
SOGR	41
Service Improvement	12
Growth	6
Total # of Projects	68

Chart 2

Project Status (# of Projects): **68**

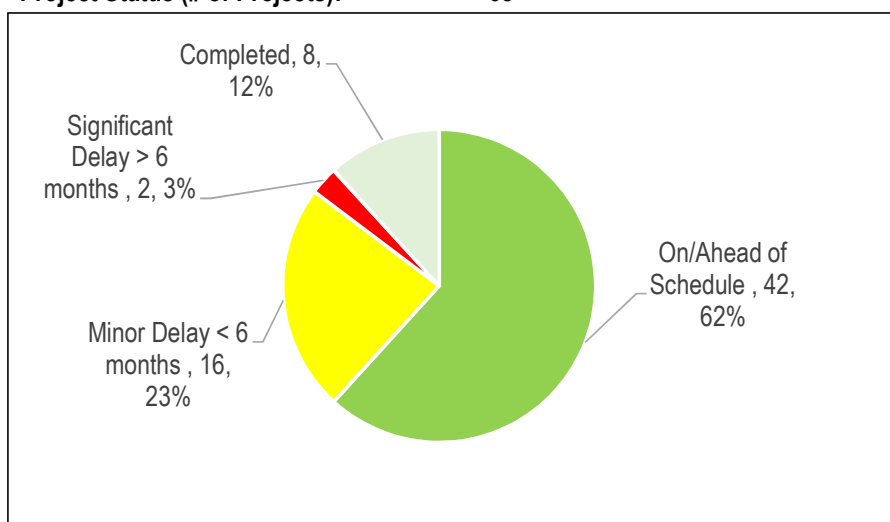


Table 2

Reason for Delay	18	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		2
Site Conditions		
Co-ordination with Other Projects		1
Community Consultation		
Other*	2	13
Total # of Projects	2	16

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
790.65	424.77	1.37	3.71	

Reasons for "Other*" Projects Delay:

- "Other" represents construction deficiencies.

Key Discussion Points:

- Base Capital program :The capital spend rate for the Toronto Transit Commission's base program for the year end is below prior year spending that typically accelerates in the latter half of the year. The TTC is capital spend rate is 68.1% of its budget. Capital expenditures reflect lower project activity, significant variances as a result of under-spending on delayed contract work and vehicle deliveries. The capital spend rate will continue to be monitored and is subject to change as the budgetary needs are refined.
- Toronto-York Spadina Subway Extension (TYSSE):Under budget is primarily due to deferral of facilities and systems construction work and timing of commercial settlements including holdback releases
- Scarborough Subway Project: (SSE) Under budget is due to delays in the Environmental Assessment (EA) process and the rebaselining of the project scope.

Toronto Transit Commission

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.			YE Status		Note#	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time				
Legislated									
Bus Heavy Rebuild Program - Legislated	7,741.000	6,627.065	85.6%	G	G	1	7,515.275	7,235.649	
Communications- Legislated	3,604.000	1,617.251	44.9%	R	Y		15,466.000	9,376.325	
Equipment-Legislated	3,690.000	2,763.862	74.9%	G	G		23,038.278	15,020.782	
Other Service Planning - Legislated	62.126	62.126	100.0%	G	G		2,000.000	62.126	
Streetcar Network- Legislated	6,294.975	5,861.779	93.1%	G	G		78,657.035	42,024.982	
Streetcar Overhaul - Legislated (AODA)	5,082.523	5,082.523	100.0%	G	G		9,352.727	5,082.523	
Subway Asbestos Removal	10,552.407	9,684.923	91.8%	G	G		118,096.412	79,163.610	
Other Buildings - Legislated	2,198.000	1,289.720	58.7%	Y	G	2	32,523.000	6,052.405	
Easier Access-Phase	35,014.000	35,130.744	100.3%	G	G		655,216.895	261,528.111	
Sub-Total	74,239.031	68,119.993	91.8%	G			941,865.622	425,546.513	
State of Good Repair									
ATC Resignalling - Bloor/Danforth Line	471.578	471.578	100.0%	G		3	300,687.000	659.503	
ATC Resignalling - YUS Line	56,358.377	56,495.465	100.2%	G	R		562,835.228	322,858.515	
Automotive Non-Revenue Vehicle Replace	9,328.000	6,423.344	68.9%	Y	G		31,244.065	14,311.753	
Birchmount Garage Renovations	0.000	0.000			G	4	29,768.000	29,696.495	
Birchmount Garage Repair Bay Modification	0.000	0.000			G	4	22,909.000	22,895.510	
Bridges And Tunnels- Various	43,079.587	35,318.397	82.0%	G	G		506,163.312	409,907.676	
Bus Heavy Rebuild Program - SOGR	70,899.837	49,911.059	70.4%	G	G		312,482.000	189,224.042	
Communications-SOGR	16,935.393	14,274.024	84.3%	G	G		155,803.051	88,583.624	
Computer Equipment And Software	79,235.000	58,256.450	73.5%	G	G		524,404.000	278,572.628	
Equipment-SOGR	25,438.000	22,379.031	88.0%	G	G		289,192.840	159,364.627	
Finishes-SOGR	15,856.000	16,562.890	104.5%	R	G		139,315.134	101,457.569	
Fire Ventilation Upgrade	23,687.000	20,572.943	86.9%	G			342,888.000	249,144.353	
Islington Station Improvements	0.000	0.000			G	4	3,837.733	3,487.109	
New Bus Garage Property	1.000	0.000	0.0%	R	G	4	95,578.000	95,461.343	
On-Grade Paving Rehabilitation	8,802.000	5,821.608	66.1%	Y	G		83,420.385	59,578.133	
Other Buildings - SOGR	27,723.000	27,711.451	100.0%	G	G		557,107.698	245,536.440	
Other Furniture And Office Equipment	326.000	148.566	45.6%	R	G	5	3,836.574	2,874.417	

Toronto Transit Commission

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.			YE Status	Note#	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Other Maintenance Equipment	5,100.000	1,632.817	32.0%	Ⓡ	Ⓨ	5	19,682.701	7,159.533
Other Service Planning - SOGR	750.000	519.046	69.2%	Ⓨ	Ⓖ		2,000.000	519.046
POP Legacy Fare Collection	1,075.000	311.597	29.0%	Ⓡ	Ⓨ		3,557.000	1,453.315
Power Dist. SOGR	7,883.963	8,064.603	102.3%	Ⓡ	Ⓖ		115,501.000	97,294.432
Purchase of Buses - SOGR	73,081.090	65,867.656	90.1%	Ⓖ	Ⓖ		945,803.000	574,082.859
Purchase Of Legacy LRVs	193,888.966	43,199.938	22.3%	Ⓡ	Ⓨ	6	1,186,503.500	552,501.345
Purchase Of Subway Cars	59,489.328	27,982.594	47.0%	Ⓡ	Ⓨ	7	1,166,947.908	1,118,743.357
Queensway Garage Expansion	658.687	530.365	80.5%	Ⓖ	Ⓖ	5	24,226.000	23,932.170
Rail Non Revenue Vehicle Overhaul	2,184.463	353.288	16.2%	Ⓡ	Ⓖ		23,308.642	8,672.353
Rail Non-Revenue Vehicle Purchase - SOGR	11,783.000	4,343.939	36.9%	Ⓡ	Ⓨ		45,764.383	8,775.474
Revenue & Fare Handling Equipment -SOGR	38,147.085	15,131.444	39.7%	Ⓡ	Ⓨ	8	61,153.000	30,461.074
Signal Systems	13,289.997	5,381.357	40.5%	Ⓡ	Ⓨ	4	197,923.407	120,951.707
SRT Car Overhaul	0.000	0.000	#DIV/0!	#DIV/0!	Ⓖ		18,687.255	19,021.884
Streetcar Overhaul - SOGR	11,347.400	11,295.842	99.5%	Ⓖ	Ⓖ		126,993.000	77,451.797
Subway Car Overhaul	77,687.202	43,346.437	55.8%	Ⓨ	Ⓨ	9	377,035.071	151,941.904
Subway Track - SOGR	25,643.265	21,319.844	83.1%	Ⓖ	Ⓖ		189,025.112	131,121.216
Surface Track - SOGR	33,547.590	30,939.366	92.2%	Ⓖ	Ⓖ		252,327.280	197,759.058
Tools And Shop Equipment	10,588.000	3,884.798	36.7%	Ⓡ	Ⓨ		35,342.457	13,907.193
TR Yard And Tail Track Accommodation	51,911.247	52,516.559	101.2%	Ⓡ	Ⓖ		514,294.979	167,992.975
Traction Power-Various	27,499.042	23,351.947	84.9%	Ⓖ	Ⓖ	10	248,664.701	216,868.918
Transit Shelters & Loops - SOGR	337.889	0.444	0.1%	Ⓡ	Ⓡ		1,601.000	675.005
Wilson Complex-Modifications	117.473	84.005	71.5%	Ⓖ	Ⓖ		95,324.000	94,950.116
Leslie Barns (See Note 2)	62,730.373	55,102.960	87.8%	Ⓖ	Ⓖ	4	515,989.315	484,700.784
Purchase of Wheel Trans Buses	0.000	0.000	#DIV/0!	#DIV/0!	Ⓖ		62,913.000	62,910.904
Sub-Total	1,086,881.832	729,507.652	67.1%	Ⓨ				10,192,039.731
Service Improvements								
Communications-Service Improvement	0.000	0.000			Ⓨ	5	899.000	616.782
Commuter Parking Expansion	0.000	0.000			Ⓖ	4	7,578.283	7,578.283

Toronto Transit Commission

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.			YE Status	Note#	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Finishes-Service Improvement	742.000	503.548	67.9%	Ⓡ	Ⓢ	11	42,306.000	41,867.937
Kipling Station Improvements	305.529	12.461	4.1%	Ⓡ	Ⓡ		13,392.334	13,093.818
Other Buildings - Service Improvement	9,178.876	10,057.583	109.6%	Ⓡ	Ⓢ		58,242.000	39,933.494
Other Service Planning - Service Improvement	7,321.861	1,767.837	24.1%	Ⓡ	Ⓢ		50,245.300	10,650.183
Power Dist. Service Improvement	201.000	79.144	39.4%	Ⓡ	Ⓢ	5	603.451	270.561
Purchase of 50 40' Buses - Service Improvement	14,072.000	744.648	5.3%	Ⓡ	Ⓢ		30,822.147	27,709.970
Rail Non-Revenue Vehicle Purchase - Service Imp.	70.000	0.000	0.0%	Ⓡ	Ⓢ		26,008.445	6,747.266
Subway Track - Service Improvement	2,062.913	2,062.913	100.0%	Ⓢ	Ⓢ		20,662.000	16,275.466
Surface Track - Service Improvement	0.000	0.000			Ⓢ		57,908.000	55,653.692
Transit Shelters & Loops - SI	500.000	307.183	61.4%	Ⓢ	Ⓢ		2,435.000	2,241.724
Sub-Total	34,454.179	15,535.317	45.1%	Ⓡ			311,101.960	222,639.176
Growth Related								
Bus Rapid Transit-Growth	207.025	207.025	100.0%	Ⓢ	Ⓢ		35,519.000	35,740.942
McNicol New Bus Garage Facility	2,413.000	2,359.560	97.8%	Ⓢ	Ⓢ		181,000.000	9,438.702
Other Buildings - Growth	1,480.000	1,030.145	69.6%	Ⓢ	Ⓢ		12,507.000	8,977.077
PRESTO Farecard Implementation	16,052.587	14,763.508	92.0%	Ⓢ	Ⓢ		44,000.000	35,288.149
Revenue Operations Business Continuity	1,060.000	0.000	0.0%	Ⓡ	Ⓢ		1,059.848	0.000
Sheppard Subway	3,704.430	0.000	0.0%	Ⓡ	Ⓢ		968,856.000	965,151.328
Sub-Total	24,917.042	18,360.238	73.7%	Ⓢ			1,242,941.848	1,054,596.198
Total	1,220,492.084	831,523.200	68.1%	Ⓢ			12,687,949.161	8,140,252.382

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:

Reason for delay

Note # 2:

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 commencing at Chester and Bay Stations. Year-end over spending is a result of timing of annual cash flows.

Note # 3:

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

Toronto Transit Commission

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

Note # 4:

Project complete - can be closed.

Note # 5:

Project complete - can be closed.

Note # 6:

TTC working with Bombardier to address the issues and delays surrounding the LRV order. Based on Bombardier's proposed schedule of April 25, 2016, the number of cars for 2016 was reduced from 50 to 16 compared to last year's approved budget. The cash flows and projections for 2016 have been adjusted to reflect the most recent delivery schedule and other projected expenditures.

Note # 7:

Variance is due to slippage of vehicle deliveries from 2015 to 2016 due to additional scope (4-car conversion and Train Door Monitoring prototyping on Sheppard Line) and the delay on de-icing system deliveries from Bombardier. Furthermore, allowances for future project change requests slipped from 2016 to 2017 and escalation allowances slipped from 2015 to 2016 & 2017.

Note # 8:

Note # 9:

Variance is due to slippages to 2017 because of longer than expected tendering process and lead time for expensive equipment such as the T1 Test Equipment and the TR Truck Press; and the delivery delays for 2016 purchases.

Note # 10:

Work deferred at Spadina - Front St. and King Street.

Note # 11:

Prior year slippage. Remedy construction deficiencies is underway in Kipling Station - East entrance.

2016 Capital Spending by Program
Rate Supported Programs

Program		2016 Approved Cash Flow	2016 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YE Spending	Year-End Projection	% at Year End		
SWM	Q1	96.67	2.46	73.92	76.5%		G
	Q2	96.67	10.83	72.77	75.3%	↓	G
	Q3	96.67	26.13	66.04	68.3%	↓	Y
	Q4	96.67	64.52	64.52	66.7%	↓	Y
TPA	Q1	86.04	1.20	82.91	96.4%		G
	Q2	86.04	12.45	73.03	84.9%	↓	G
	Q3	86.04	17.87	55.26	64.2%	↓	Y
	Q4	86.04	26.62	26.62	30.9%	↓	R
TW	Q1	851.65	61.88	724.38	85.1%		G
	Q2	851.65	176.17	695.95	81.7%	↓	G
	Q3	851.65	341.55	656.70	77.1%	↓	G
	Q4	851.65	679.60	679.60	79.8%	↑	G
TOTAL	Q1	1,034.36	65.53	881.22	85.2%		G
	Q2	1,034.36	199.45	841.74	81.4%	↓	G
	Q3	1,034.36	385.55	777.99	75.2%	↓	G
	Q4	1,034.36	770.74	770.74	74.5%	↓	G
Ⓒ >70% Ⓐ between 50% and 70% Ⓡ < 50% or > 100%							

For 2016, capital expenditures for Rate Supported Programs totalled \$770.74 million (74.5%) of their collective 2016 Approved Capital Budget of \$1.034 billion.

One of the three Programs in this Cluster has spending rate of over 70% at year -end. Toronto Water has a year-end spending rate of 79.8% while Solid Waste Management and Toronto Parking Authority have year-end spending rate of 66.7% and 30.9% respectively.

Solid Waste Management Services (SWMS)

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

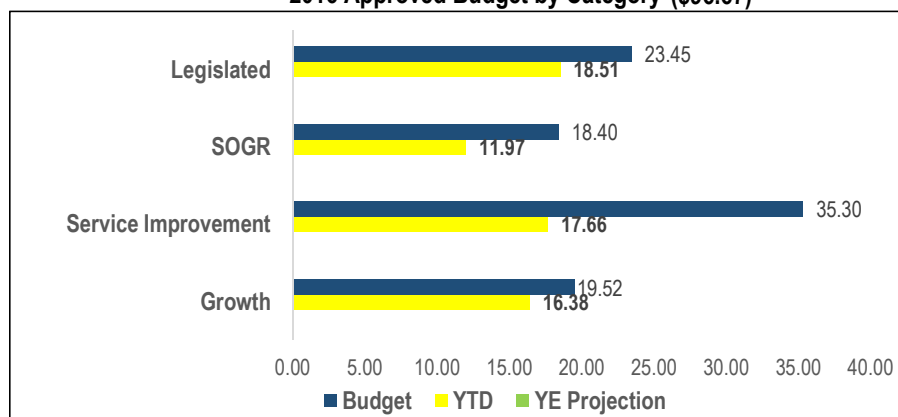


Table 1
2016 Active Projects by Category

Legislated	2
SOGR	3
Service Improvement	11
Growth	3
Total # of Projects	19

Chart 2

Project Status (# of Projects): 19

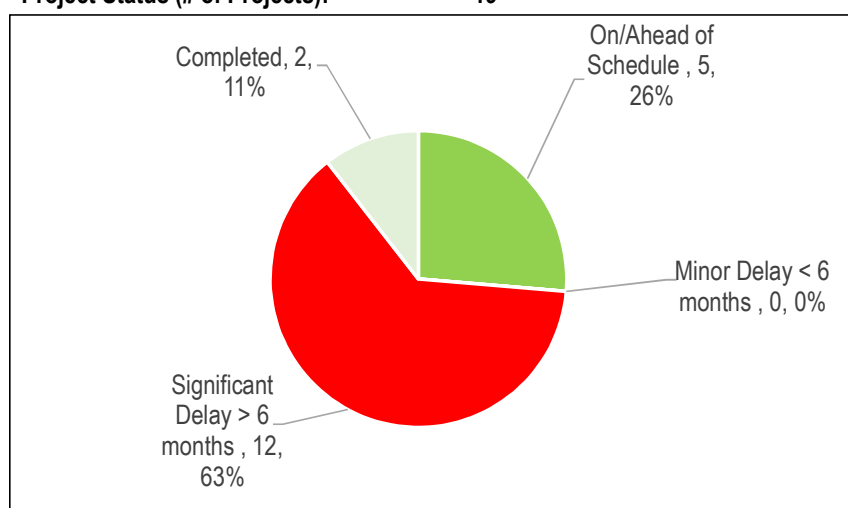


Table 2

Reason for Delay	12	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	1	
RFQ/RFP Delayed	7	
Contractor Issues	1	
Site Conditions	2	
Co-ordination with Other Projects	1	
Community Consultation		
Other*		
Total # of Projects	12	

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
25.22		70.90	0.55	

Reasons for "Other*" Projects Delay:

- n/a

Key Discussion Points:

- As of year-end 2016, SWMS underspent the Capital budget by \$32.2M or 33.3%. This is an increase of \$1.6M or 1.7% over the 3rd quarter.
- SWMS Legislated projects comprised \$23.5M or 24.3% of the budget for 2016. SOGR projects comprised \$18.4M or 19% Service Improvement projects accounted for 36.5% or \$35.3M and Growth Expansion projects for \$19.5M or 20.2% of the 2016 budget.
- Projects that are on track comprise 26% of all projects while projects that are delayed comprise 73%. Approximately 1% of projects have been completed in 2016.
- Most projects for SWMS are multi-year projects. The Delayed projects are all delayed by more than 6 months and are generally expected to be completed 1 to 2 years after their planned completion dates. 64% of Service Improvement projects are delayed.
- At the project level, reasons for delay include contract award issues (8%), contractor issues (8%), delays in the RFP/RFQ process (59%), Site Conditions (17%) and coordination with other projects (8%).

Solid Waste Management Services (SWMS)










Key Discussion Points (cont'd):

- Of "Delayed" projects the largest unspent amounts were for Diversion Systems and Transfer Station Asset Management at 15.5% and 18.7% , respectively, of the \$25.9M total unspent on delayed projects.
- Diversion Systems (mainly bin acquisitions) 78% of the 2016 budget was spent . The project has experienced delays since 2013 when call was cancelled due to insufficient funds in capital budget. New RFP issued and awarded by Council in May 2015. Bin deliveries commenced in early 2016 and will be completed by the end of 2017.
- For Transfer Station Asset Management, 70% of the 2016 budget was spent . Various capital works represent state of good repair projects such as roofing, paving, drainage systems, sprinkler systems and repairs to tipping floors. This project includes multi-year projects. 80% of year-end forecast represents consultant or construction procurement & contracts awarded with spending in process or about to begin, 4% in engineering phase, 1% in procurement phases and 14% in warranty or completed phase and 1% in studies/assessment.

**Solid Waste
Management Services
(SWMS)**

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.			YE Status	Note#	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Legislated								
Green Lane Landfill	14.198	11.054	77.9%	Ⓞ	Ⓞ			
Perpetual Care Landfills	9.249	7.456	80.6%	Ⓞ	Ⓞ			
Sub-Total	23.447	18.510	78.9%	Ⓞ			0.000	0.000
State of Good Repair								
Collection Yard Asset Management	1.030	0.274	26.7%	Ⓜ	Ⓞ	1	10.112	0.445
Transfer Station Asset Management	16.167	11.321	70.0%	Ⓞ	Ⓞ			
Diversion Facilities Asset Management	1.200	0.378	31.5%	Ⓜ	Ⓞ			
Sub-Total	18.397	11.974	65.1%	Ⓨ			10.112	0.445
Service Improvements								
CNG Refuel Station Inst.	1.100	0.185	16.8%	Ⓜ	Ⓜ	2	1.100	0.136
Diversion Systems	18.227	14.202	77.9%	Ⓞ	Ⓜ			
Landfill Gas Utilization	0.050	0.000	0.0%	Ⓜ	Ⓞ		35.000	0.266
Dufferin Single Stream Recycling Facility	0.050	0.000	0.0%	Ⓜ	Ⓞ		3.561	1.947
Long Term Waste Management Strategy	3.391	0.781	23.0%	Ⓜ	Ⓜ	3	4.767	2.845
Construction of Biogas Utilization	2.511	0.067	2.7%	Ⓜ	Ⓜ	4	9.600	0.579
SWM IT Application Initiatives	2.607	0.901	34.6%	Ⓜ	Ⓜ	5	9.797	2.825
IT Corporate Initiatives	3.129	0.490	15.7%	Ⓜ	Ⓜ	6	9.441	1.192
Two-Way Radio Replacement	2.235	0.000	0.0%	Ⓜ	Ⓜ	7	2.235	0.000
Engineering Planning Studies	1.500	0.540	36.0%	Ⓜ	Ⓜ		2.200	0.492
Renewable Natural Gas	0.500	0.490	98.1%	Ⓞ	Ⓞ		0.500	0.490
Sub-Total	35.300	17.657	50.0%	Ⓨ			78.202	10.773
Growth Related								
Dufferin SSO Facility	18.000	15.543	86.4%	Ⓞ	Ⓜ	8	54.272	18.432
Disco SSO Facility	1.000	0.689	68.9%	Ⓨ	Ⓜ		84.492	80.040
PAAC Site Remediation	0.524	0.146	27.8%	Ⓜ	Ⓞ		0.524	0.146
Sub-Total	19.524	16.378	83.9%	Ⓞ			139.288	98.618
Total	96.669	64.519	66.7%	Ⓨ			227.602	109.836

**Solid Waste
Management Services
(SWMS)**

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.			YE Status	Note#	Total Approved Budget	Life-to- Date								
		\$	%	On Budget	On Time											
<table><tr><td>On Time</td><td>On Budget</td></tr><tr><td>On/Ahead of Schedule</td><td> >70% of Approved Cash Flow</td></tr><tr><td>Minor Delay < 6 months</td><td> Between 50% and 70%</td></tr><tr><td>Significant Delay > 6 months</td><td> < 50% or >100% of Approved Cash Flow</td></tr></table>									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
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:

For Transfer Station Asset Management see notes on Key Discussion Points.

Note # 2:

For CNG Refuel Station Installation, all project costs to date for consultants posted. Projected completion of garage upgrades is March 2017. Remaining cash flow to be carried-forward to 2017.

Note # 3:

LTWMS plan completed and approved by Council in July 2016. Executive Summary completed in December 2016.

Note # 4:

On June 7 & 8th, 2016 City Council approved the report recommending the General Manager, Solid Waste Management Services be given delegated authority to explore and enter into Renewable Natural Gas Projects and agreements up to December 31, 2021, (Item PW13.8). Consultant contract awarded in December 2016 and site specific RNG study has started.

Note # 5:

For SWM IT Application Initiatives, project managers for Transfer Station Efficiencies and Business Intelligence Implementation hired, and projects kicked-off. RPGS and PTP implemented and mobile bin lookup app developed for Collections. File-naming standard defined for SWMS, and 9 official business processes defined and approved in 2016. Work continues to implement RFID lift tracking solution.

Note # 6:

IT Corporate Initiatives are largely delayed in planning & procurement. Electronic Work Management System (EWMS) and Electronic Document & Records Management System (EDRMS) are both facing delays. Web Review was completed in 2016.

Note # 7:

Current Hydro - Two Way Radio Frequency System extended until May 31, 2017. The RFQ for new system contract awarded April 19, 2017. Costs will be significantly lower than \$2,235,000. The project will be in planning stage up to May 31, 2017 and the actual start will likely be June 1, 2017 with purchase of capital equipment and services. The expected completion for spending of capital will be December 31, 2017, with possible carry over into 2018 to be confirmed when Business Requirements are documented.

Note # 8:

Commissioning completed. Plant is operating, process 75,000 tonnes/year of organics. Contractor making plant modifications to address remaining deficiencies, including CA & permits, IDC TW wastewater charges. Includes post construction warranty.

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

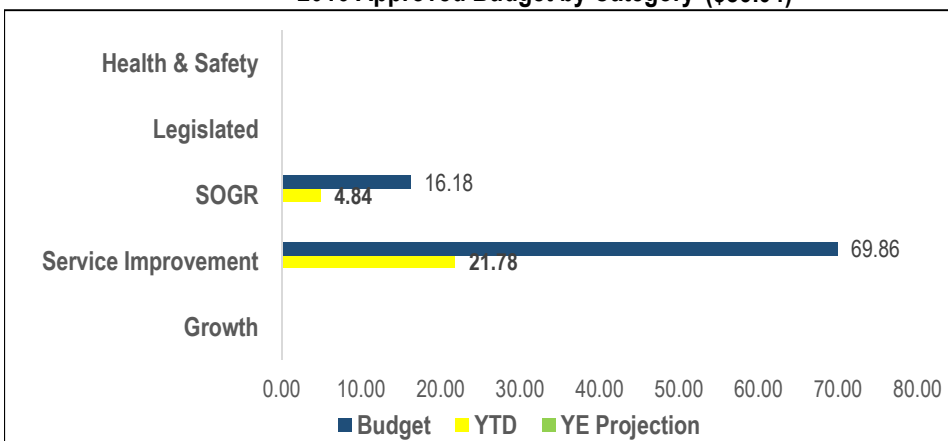


Table 1
2016 Active Projects by Category

Health & Safety	
Legislated	
SOGR	55
Service Improvement	30
Growth	
Total # of Projects	85

Chart 2

Project Status (# of Projects): 85

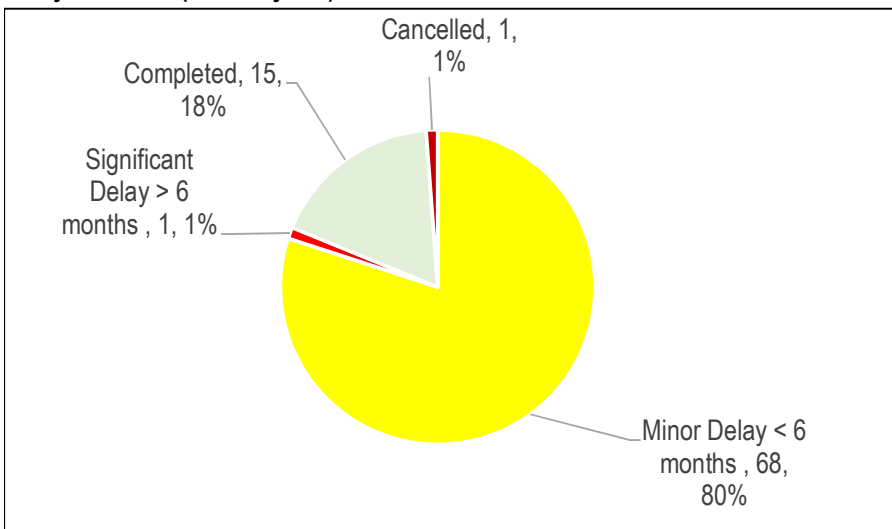


Table 2

Reason for Delay 69

	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		29
Community Consultation		
Other*	1	39
Total # of Projects	1	68

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
	72.02	0.50	11.40	2.13

Reasons for "Other*" Projects Delay:

- Delays due to on-going negotiations and time lags implicit in joint venture agreements.

Key Discussion Points:

- TPA anticipates that 2 projects totalling \$2.63 million or 3.% of the 2016 Approved Capital Budget will be significantly delayed or cancelled, predominantly due to the unavailability and/or going negotiations of appropriate sites for off street parking facilities. Another 68 projects totalling \$72.02 million will experience minor delays with the expected completion in 2017.

**Toronto Parking
Authority**

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		On Budget	YE Status On Time	Note#	Total Approved Budget	Life-to- Date
		\$	%					
State of Good Repair								
Structural maintenance & Technology Green Plus (55 projects)	16.182	4.841	29.9%	Ⓡ	Ⓨ	# 1	19.565	6.016
Sub-Total	16.182	4.841	29.9%	Ⓡ			19.565	6.016
Service Improvements								
2204, 2212 Eglinton W. (CP 673)	1.130	0.039	3.5%	Ⓡ	Ⓨ	#3	3.245	2.154
242 Danforth, E. of Broadview CP 78 expansion	0.449		0.0%	Ⓡ	Ⓨ	#3	3.255	2.806
Pay & Display Upgrade	0.460	0.460	100.0%	Ⓢ	Ⓢ		0.460	0.460
On-line Credit Card Authorization								
CP 505 Cliveden Expansion	0.500		0.0%	Ⓡ	Ⓡ	#2	0.500	
	0.500		0.0%	Ⓡ	Ⓨ	#3	0.500	
Parking Guidance System								
1220-1222 Wilson Ave	0.977	0.025	2.5%	Ⓡ	Ⓨ	#3	3.850	2.898
P&D 3G Modem & Emulation Board	3.084	0.800	26.0%	Ⓡ	Ⓨ	#3	3.084	0.800
St. Clair/ Oakwood 287 Rushton	1.713		0.0%	Ⓡ	Ⓨ	#3	3.100	
Rosedale/Woodlawn	3.500		0.0%	Ⓡ	Ⓨ	#3	3.500	
Bikeshare Expansion	4.900	4.900	100.0%	Ⓢ	Ⓢ		4.900	4.900
Metrolinx								
CP 1 - Addition of 2 Levels	12.240	7.784	63.6%	Ⓨ	Ⓨ	#3	9.570	8.850
CP 1 - Addition of 2 Levels 2011	0.319	0.319	100.0%	Ⓢ	Ⓢ		5.345	0.319
775 King Street (CP 272)	6.000		0.0%	Ⓡ	Ⓨ	#3	6.000	
Chinahouse (CP 655) 935 Eglinton Ave. East Garage	9.800		0.0%	Ⓡ	Ⓨ	#3	9.800	0.014
Carpark Provisions 2016	3.329		0.0%	Ⓡ	Ⓨ	#3	3.329	
St. Clair - BIA - Oakwood	0.142	0.292	205.9%	Ⓡ	Ⓢ	#3	4.100	1.491
2300 Lakeshore	0.698	0.059	8.4%	Ⓡ	Ⓨ	#3	2.000	1.960
Oakwood E of Eglinton (#2)	0.750		0.0%	Ⓡ	Ⓨ	#3	0.750	
Pay & Display Machines	0.850	0.033	3.9%	Ⓡ	Ⓨ	#3	0.850	0.033
186 Caribou	0.332	0.033	10.0%	Ⓡ	Ⓨ	#3	1.500	1.200
30 Roehampton (150 space garage)	7.950	0.022	0.3%	Ⓡ	Ⓨ	#3	8.000	0.038
CP 15 Redevelopment (JV)	1.000		0.0%	Ⓡ	Ⓨ	#3	1.000	
2623 Eglinton Ave. West	0.094		0.0%	Ⓡ	Ⓨ	#3	2.780	2.686
8 Abitibi	2.130		0.0%	Ⓡ	Ⓡ	#2	2.130	
437 Rogers Road	0.022	0.003	14.0%	Ⓡ	Ⓨ	#3	0.700	0.681

**Toronto Parking
Authority**

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		On Budget	YE Status On Time	Note#	Total Approved Budget	Life-to- Date
		\$	%					
Forest Hill Village (CP 164 Expansion)	0.237	0.498	210.0%	Ⓡ	Ⓢ		6.947	2.235
Chinahouse (CP 655) 935 Eglinton Ave. East Garage	0.086		0.0%	Ⓡ	Ⓨ	#3	0.100	0.014
838 Broadview	3.382	3.287	97.2%	Ⓢ	Ⓢ		3.382	3.287
	2.458	2.414	98.2%	Ⓢ	Ⓨ	#3	2.458	2.414
592 and 598 Gerard East 5 Chartwell	0.831	0.814	97.9%	Ⓢ	Ⓨ	#3	0.831	0.814
Sub-Total	69.861	21.782	31.2%	Ⓡ			97.966	40.055
Total	86.043	26.623	30.9%	Ⓡ			117.531	46.070

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

Note # 1:

SOGR projects totalling \$14.225 million have been deferred to 2017 in order to coordinate work with the completion of other projects at the same facilities.

Note # 2:

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

Note # 3:

Approximately 22 Service Improvement projects totaling \$57.791 million have been delayed to 2017 predominantly because of longer than anticipated site acquisition and joint venture negotiations.

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

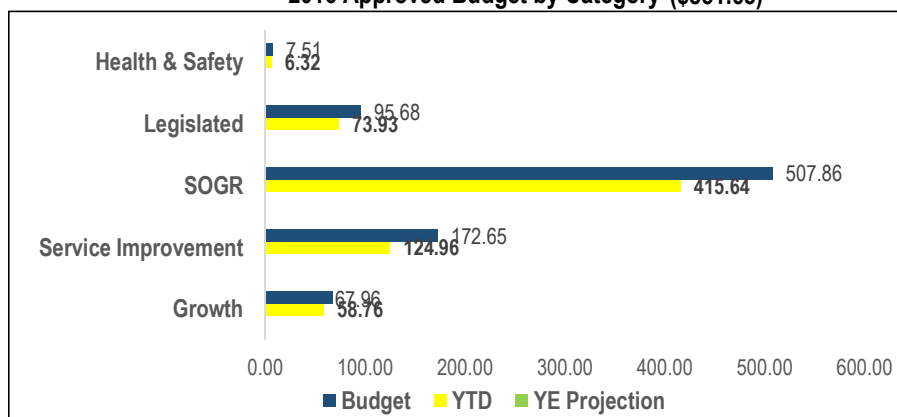


Table 1
2016 Active Projects by Category

Health & Safety	4
Legislated	9
SOGR	21
Service Improvement	19
Growth	11
Total # of Projects	64

Chart 2

Project Status (# of Projects): 64

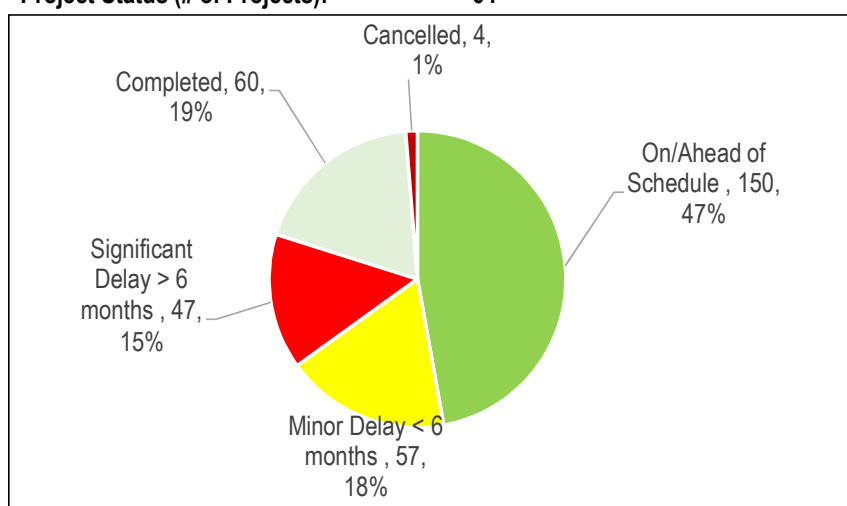


Table 2

Reason for Delay	104	
	Significant Delay	Minor Delay
Insufficient Staff Resources	2	8
Procurement Issues	10	5
RFQ/RFP Delayed	20	12
Contractor Issues	3	3
Site Conditions	19	11
Co-ordination with Other Projects		
Community Consultation		
Other*	3	8
Total # of Projects	57	47

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
622.40	164.93	57.51	6.29	0.53

Reasons for "Other*" Projects Delay:

- Mostly delays in obtaining legal agreements, as well as insufficient funding due to higher bids.

Key Discussion Points:

- As of December 31, 2016 Toronto Water spent \$679.598 million or 79.8% of the total 2016 Approved Capital Budget of \$851.652 million. The projected year-end spending rate is consistent with the 10-Year Rate Model completion target for 2016 of 85% for projects funded from the Toronto Water Capital Financing Reserve Fund.
- 72% or \$611.049 million is dedicated to State of Good Repair, Health and Safety and Legislative projects in 2016.
- \$628.691 million or 75% of projects are completed or on track for scheduled completion. Most capital projects are multi-year or on-going expenditures with completion dates in future years.
- The following multi-year projects account for 80% of the total spending: Rehabilitation and Replacement of Linear Infrastructure for Water and Sewers projects (\$328.6 million or 91.0% of the 2016 Approved Capital Budget); Improvements at Ashbridges Bay (\$71.3 million or 70.5% of the 2016 Approved Capital Budget) and Highland Creek Treatment Plants (\$37.9million or 75.1% of the 2016 Approved Capital Budget); Wet Weather Flow (\$53.7million or 86.6% of the 2016 Approved Capital Budget); Automated Meter Replacement (AMR) Program (\$7.9 million or 94.8% of the 2016 Approved Capital Budget; and Basement Flooding Relief (\$42.0 million or 61% of the 2016 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

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.			YE Status	Note#	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Health & Safety								
WT - Storage & Treatment	0.001	0.001	100.0%	G	G		0.610	0.610
Ashbridges Bay Treatment Plant	5.025	4.995	99.4%	G	G		31.155	21.015
Humber Wastewater Treatment	2.212	1.183	53.5%	Y	Y	#1	20.904	13.770
Yards & Facilities	0.272	0.138	50.7%	Y	G	#2	0.300	0.166
Sub-Total	7.510	6.317	84.1%	G			52.969	35.561
Legislated								
Water Service Replacement	33.338	24.385	73.1%	G	G		216.708	163.276
Pumping Stations	4.493	2.197	48.9%	R	R	#3	40.857	14.919
WT - Storage & Treatment	0.797	0.150	18.8%	R	G	#2	11.660	10.613
Ashbridges Bay Treatment Plant	7.849	5.940	75.7%	G	G		59.047	11.718
Highland CreekTreatment Plant	17.831	17.805	99.9%	G	G		83.591	45.886
Humber Wastewater Treatment	20.780	12.967	62.4%	Y	Y	#3	51.266	40.069
RL Clark Treatment Plant	0.200	0.193	96.5%	G	G		2.174	0.747
Island Treatment Plant	10.288	10.288	100.0%	G	G		35.493	10.659
Yards & Facilities	0.100	0.001	1.0%	R	G	#6	0.812	0.513
Sub-Total	95.676	73.926	77.3%	G			501.608	298.400
State of Good Repair								
Business & Technology Support	1.775	0.046	2.6%	R	R	#3	7.701	5.972
Linear Engineering	58.471	54.492	93.2%	G	G		340.016	188.808
Sewer Rehabilitation	48.904	43.037	88.0%	G	G		234.627	170.729
Sewer Replacement	27.371	24.366	89.0%	G	G		154.787	104.851
Watermain Rehabilitation	61.583	59.741	97.0%	G	G		358.558	280.419
Watermain Replacement	59.298	56.560	95.4%	G	G		327.565	281.450
Water Service Replacement	8.383	8.383	100.0%	G	G		28.896	24.131
Pumping Stations	2.153	1.955	90.8%	G	G		29.537	29.331
Trunk Watermains	16.043	11.682	72.8%	G	G		189.787	157.582
WT - Storage & Treatment	14.160	9.482	67.0%	Y	Y	#1	98.397	28.818
Trunk Sewers	27.234	19.076	70.0%	G	G		232.237	153.545
Ashbridges Bay Treatment Plant	85.556	58.968	68.9%	Y	Y	#1	686.084	375.646
Highland CreekTreatment Plant	28.488	18.260	64.1%	Y	Y	#1	258.634	147.849
Humber Wastewater Treatment	20.142	14.284	70.9%	G	G		415.258	121.917
RL Clark Treatment Plant	16.664	16.378	98.3%	G	G		109.575	72.435
RC Harris Treatment Plant	12.777	8.301	65.0%	Y	Y	#1	68.455	39.687

Toronto Water

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		YE Status		Note#	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
FJ Horgan Treatment Plant	4.665	3.234	69.3%	Y	Y	#1	13.159	6.126
Island Treatment Plant	5.298	1.589	30.0%	R	R	#4	23.911	6.285
WWF-Implementation Projects	3.940	2.955	75.0%	G	G		30.564	6.908
WWF - Stream Restoration	4.946	2.834	57.3%	Y	Y	#1	100.731	47.552
Yards & Facilities	0.013	0.012	92.3%	G	G		2.223	1.827
Sub-Total	507.864	415.635	81.8%	G			3,710.702	2,251.868
Service Improvements								
Water Meter Program (AMR)	8.299	7.868	94.8%	G	G		221.230	210.359
Basement Flooding	63.260	36.350	57.5%	Y	Y	#3	771.498	264.518
Basement Flooding - Subsidy	5.687	5.687	100.0%	G	G		49.280	38.280
Business & Technology Support	12.111	7.675	63.4%	Y	Y	#1	78.893	20.990
Linear Engineering	0.315	0.215	68.3%	Y	Y	#1	10.997	2.897
Watermain Replacement	0.796	0.768	96.5%	G	G		8.403	8.038
Pumping Stations	0.833	0.444	53.3%	Y	Y	#3	3.208	2.632
Trunk Watermains	2.669	0.181	6.8%	R	R	#3	6.168	0.266
WT - Storage & Treatment	8.734	6.865	78.6%	G	G		58.173	16.240
Trunk Sewers	0.118	0.034	28.8%	R	G	#2	6.989	6.905
Ashbridges Bay Treatment Plant	2.401	1.407	58.6%	Y	Y	#3	80.967	70.669
Highland Creek Treatment Plant	3.612	1.806	50.0%	Y	R	#1	98.380	18.458
Humber Wastewater Treatment	2.412	1.545	64.1%	Y	Y	#1	58.552	51.304
RC Harris Treatment Plant	0.432	0.168	38.9%	R	R	#1	6.475	2.275
FJ Horgan Treatment Plant	2.070	1.695	81.9%	G	G		8.573	1.728
Island Treatment Plant	0.273	0.170	62.3%	Y	Y	#1	30.421	26.705
Waterfront	3.034	2.993	98.6%	G	G		25.231	25.231
WWF-Implementation Projects	53.040	47.861	90.2%	G	G		280.708	171.021
Yards & Facilities	2.550	1.225	48.0%	R	R	#5	25.571	21.171
Sub-Total	172.646	124.957	72.4%	G			1,829.717	959.687
Growth Related								
Linear Engineering	1.216	0.957	78.7%	G	G		3.057	1.073
New Service Connections	36.219	36.219	100.0%	G	G		211.626	177.126
New Sewers	5.741	5.118	89.1%	G	G		75.379	49.266
Watermain Replacement	19.571	14.344	73.3%	G	G		74.674	34.740
Pumping Stations	1.748	0.738	42.2%	R	R	#3	25.506	4.775
Trunk Watermains	0.650	0.412	63.4%	Y	Y	#1	2.121	0.635

Toronto Water

Projects by Category (Million)	2016 Approved Cash Flow	YTD Exp.		On Budget	YE Status On Time	Note#	Total Approved Budget	Life-to- Date
		\$	%					
WT - Storage & Treatment	0.535	0.219	40.9%	Ⓡ	Ⓡ	#1	6.444	5.880
Trunk Sewers	0.962	0.461	47.9%	Ⓡ	Ⓡ	#1	3.940	2.686
Ashbridges Bay Treatment Plant	0.250	0.000	0.0%	Ⓡ	Ⓡ	#4	2.000	0.000
FJ Horgan Treatment Plant	0.024	0.000	0.0%	Ⓡ	Ⓢ	#2	209.066	209.042
Water Efficiency Plan	0.541	0.295	54.5%	Ⓢ	Ⓢ	#6	11.418	10.652
Highland Creek Treatment Plant	0.500	0.000	0.0%	Ⓡ	Ⓡ	#1	8.640	7.140
Sub-Total	67.957	58.763	86.5%	Ⓢ			633.871	503.015
Total	851.653	679.598	79.8%	Ⓢ			6,728.867	4,048.531

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:

Projects were delayed as a result of delayed tendering and contract awards for variety of reasons, including changes and delays in design requirements, internal resource and funding constraints, public consultation and project coordination requirements.

Note # 2:

Projects were completed under budget.

Note # 3:

Project delivery was delayed due to site constraints, vendor/contractor performance and various scheduling requirements.

Note # 4:

The Island Treatment Plant Laboratory Rehabilitation project was cancelled due to high bid prices and an option review process is underway. One of the Ashbridges Bay Treatment Plant Assessment projects was cancelled based on the process review findings.

Note # 5:

The Office Modernization Project was delayed pending the prioritization review.

Note # 6:

Projects are under budget since expenditures are tied to other factors, such as controlled substances content and exposure (Yards & Facilities) and low demand for the Indoor Water Audit Grant Program (Water Efficiency Plan).