

**APPENDIX 5**  
**Capital Dashboard by Program/Agency**  
**Table of Content**

<b>Program/Agency</b>	<b>Page #</b>
<b>Community and Social Services Summary</b>	<b>2</b>
Children's Services	3
Court Services	6
Economic Development & Culture	8
LTCHS (Long Term Care Home & Services)	12
Parks, Forestry & Recreation	14
Shelter, Support & Housing Administration	18
Toronto Employment & Social Services	22
Toronto Paramedic Services	24
<b>Infrastructure and Development Services Summary</b>	<b>26</b>
City Planning	27
Fire Services	29
Transportation Services	32
Waterfront Revitalization Initiative	37
<b>Corporate Services Summary</b>	<b>39</b>
311 Toronto	40
Facilities & Real Estate	43
Fleet Services	48
Information Technology	51
<b>Finance and Treasury Services Summary</b>	<b>56</b>
Financial Services	57
<b>Other City Programs Summary</b>	<b>60</b>
City Clerk's Office	61
<b>Agencies Summary</b>	<b>63</b>
Exhibition Place	64
Sony Centre (Hummingbird)	66
Toronto & Region Conservation Authority	68
Toronto Police Service	70
Toronto Public Health	74
Toronto Public Library	76
Toronto Zoo	79
Toronto Transit Commission	81
<b>Rate Supported Programs Summary</b>	<b>85</b>
Solid Waste Management	86
Toronto Parking Authority	91
Toronto Water	95

**2018 Capital Spending by Program  
Community and Social Services**

Program		2018 Approved Cash Flow	2018 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
CHS	Q1	41.80	3.16	28.41	68.0%		Ⓢ
	Q2	41.80	5.60	22.04	52.7%	↓	Ⓢ
	Q3	41.80	7.53	18.39	44.0%	↓	Ⓡ
Court Services	Q1	1.19	0.14	0.95	79.6%		Ⓢ
	Q2	1.19	0.57	0.95	79.6%	□	Ⓢ
	Q3	1.19	0.81	1.07	90.0%	↑	Ⓢ
EDC	Q1	33.37	1.16	23.02	69.0%		Ⓢ
	Q2	32.35	3.84	21.02	65.0%	↓	Ⓢ
	Q3	32.80	7.27	18.75	57.2%	↓	Ⓢ
LTCHS	Q1	12.17	0.05	12.17	100.0%		Ⓢ
	Q2	12.17	3.13	11.23	92.3%	↓	Ⓢ
	Q3	12.17	4.54	10.04	82.4%	↓	Ⓢ
PF&R	Q1	203.97	12.48	154.33	75.7%		Ⓢ
	Q2	223.72	45.67	167.62	74.9%	↓	Ⓢ
	Q3	224.70	93.90	164.03	73.0%	↓	Ⓢ
SS&HA	Q1	312.42	51.13	282.34	90.4%		Ⓢ
	Q2	312.53	65.16	283.00	90.6%	↑	Ⓢ
	Q3	313.94	115.12	245.70	78.3%	↓	Ⓢ
TESS	Q1	8.91	2.85	8.91	100.0%		Ⓢ
	Q2	9.71	5.31	9.71	100.0%	□	Ⓢ
	Q3	9.71	7.03	8.59	88.5%	↓	Ⓢ
TPS	Q1	5.16	0.11	4.13	80.1%		Ⓢ
	Q2	5.39	1.45	4.35	80.7%	↑	Ⓢ
	Q3	5.39	1.76	4.35	80.7%	□	Ⓢ
TOTAL	Q1	618.99	71.09	514.26	83.1%		Ⓢ
	Q2	638.86	130.73	519.92	81.4%	↓	Ⓢ
	Q3	641.71	237.96	470.93	73.4%	↓	Ⓢ

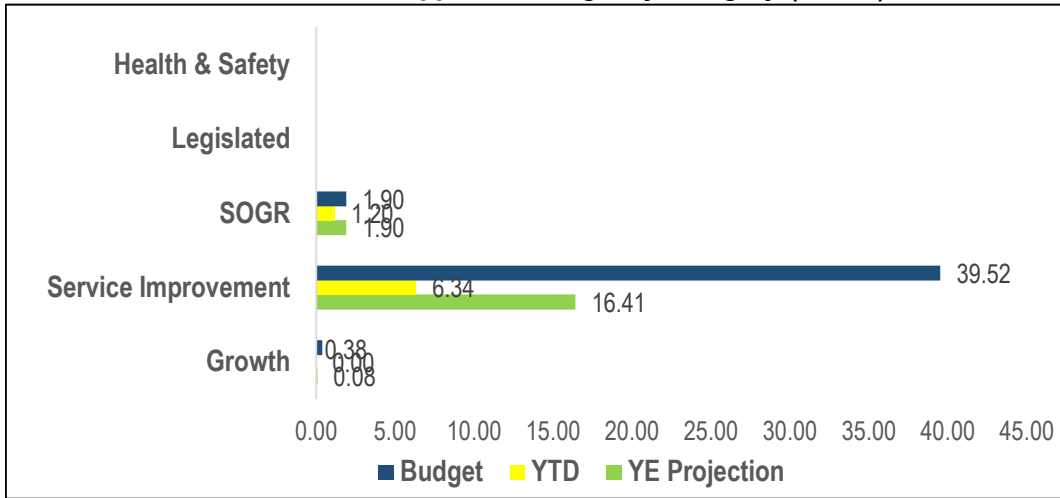
Ⓢ >70%      Ⓢ between 50% and 70%      Ⓡ < 50% or > 100%

For the nine months ended September 30, 2018, capital expenditures for Community and Social Services totalled \$237.96 million of their collective 2018 Approved Capital Budget of \$641.71 million. Spending is expected to increase to 470.93 million (73.4%) by year-end. Six Programs within Community and Social Services have year-end spending projection of over 70% of their respective 2018 Approved Capital Budgets.

Court Services, Long Term Care Home & Services, Parks, Recreation & Forestry, Shelter Support & Housing Administration, Toronto Employment & Social Services and Toronto Paramedic Services have projected year-end spending rates >70% while Children Services and Economic Development & Culture have year-end projected spending rate of 44.0% and 57.2% respectively.

# Children's Services (CHS)

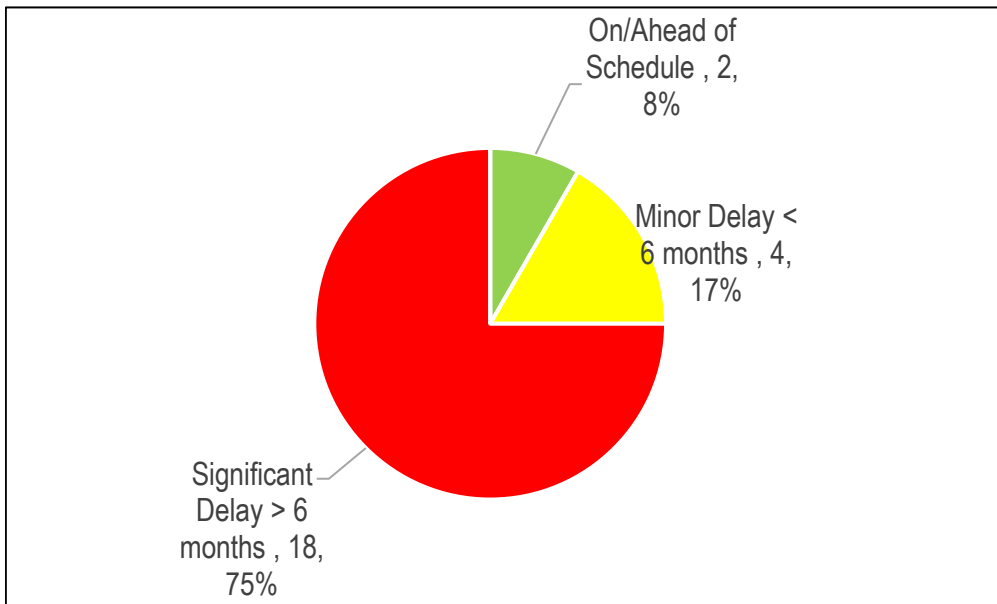
**Chart 1**  
2018 Approved Budget by Category (\$41.80)



**Table 1**  
2018 Active Projects by Category

Health & Safety	
Legislated	
SOGR	2
Service Improvement	21
Growth	1
<b>Total # of Projects</b>	<b>24</b>

**Chart 2**  
Project Status - 24



**Table 2**

Reason for Delay	22	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	3	
RFQ/RFP Delayed	5	1
Contractor Issues	3	3
Site Conditions		
Co-ordination with Other Projects		
Community Consultation	6	
Other*	1	
<b>Total # of Projects</b>	<b>18</b>	<b>4</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1.90	4.93	34.97		

### 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 has been delayed due to the need to expropriate property for relocation of the child care centre.

### Key Discussion Points:

- Children's Services has limited control over the delivery of child-care projects, as these projects are often part of a larger project involving school boards and other third parties, with planning and design jointly managed by Children's Services and the construction managed by third parties. There are 20 projects included in the plan that are impacted by 3<sup>rd</sup> party delays. Children's Services will continue to monitor spending, and make adjustments to spending projections if required.

Children's Services (CHS)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>State of Good Repair</b>										
TELCCS SOGR 2017	0.431	0.431	100.0%	0.431	100.0%	Ⓞ	Ⓞ		1.805	1.805
TELCCS SOGR 2018	1.473	0.768	52.1%	1.473	100.0%	Ⓞ	Ⓞ		1.473	0.768
<b>Sub-Total</b>	<b>1.904</b>	<b>1.199</b>	<b>63.0%</b>	<b>1.904</b>	<b>100.0%</b>	-	-		<b>3.278</b>	<b>2.573</b>
<b>Service Improvements</b>										
St John the Evangelist Catholic School	1.187	0.649	54.7%	0.700	59.0%	Ⓜ	Ⓜ	#1	3.900	1.225
Service Efficiency	0.506	0.290	57.3%	0.506	100.0%	Ⓞ	Ⓜ	#1	3.175	2.960
Block 31 Child Care Centre	2.578	0.725	28.1%	1.000	38.8%	Ⓡ	Ⓡ	#1	4.733	1.436
Avondale Public School	0.145		0.0%	0.000	0.0%	Ⓡ	Ⓡ	#2	1.433	1.288
Bridletown Community Centre	1.750		0.0%	0.000	0.0%	Ⓡ	Ⓡ	#3	3.900	0.000
Advent Health Care Child Stanley Public School	2.172	1.350	62.2%	1.522	70.1%	Ⓜ	Ⓜ	#1	2.710	1.888
St. Columba Public School	2.363	0.066	2.8%	0.200	8.5%	Ⓡ	Ⓡ	#4	3.900	0.203
St. Maurice Catholic School	1.061	0.323	30.4%	0.728	68.6%	Ⓜ	Ⓜ	#1	1.525	0.487
St. Barnabas Catholic School	0.430		0.0%	0.430	100.0%	Ⓞ	Ⓡ	#1	1.472	1.042
St. Roch Catholic School	2.423		0.0%	0.000	0.0%	Ⓡ	Ⓡ	#4	2.600	0.177
St Bartholome Catholic School	1.806		0.0%	0.000	0.0%	Ⓡ	Ⓡ	#4	1.900	0.094
St. Stephen Catholic School	2.483		0.0%	0.000	0.0%	Ⓡ	Ⓡ	#4	2.600	0.117
TCH Lawrence Ave Site	0.433	0.112	25.9%	0.433	100.0%	Ⓞ	Ⓡ	#1	1.400	1.078
TCH Needle Firway	3.618	0.133	3.7%	3.352	92.6%	Ⓞ	Ⓡ	#5	3.900	0.414
George Webster Public School	2.125		0.0%	0.000	0.0%	Ⓡ	Ⓡ	#5	3.900	0.075
Mount Dennis Child Care Centre	0.143		0.0%	0.143	100.0%	Ⓞ	Ⓡ	#6	2.400	2.257
North East Scarborough Child Care Centre No 11 (Gilder)	7.905	2.687	34.0%	3.000	38.0%	Ⓡ	Ⓡ	#7	9.000	2.782
Anishawabe	0.094		0.0%	0.094	100.0%	Ⓞ	Ⓡ	#8	3.900	
Bendale Child Care Centre	1.300		0.0%	1.300	100.0%	Ⓞ	Ⓡ	#9	3.900	0.000
<b>Sub-Total</b>	<b>39.522</b>	<b>6.335</b>	<b>2.990</b>	<b>16.408</b>	<b>41.5%</b>				<b>71.248</b>	<b>17.523</b>
<b>Growth Related</b>										
TCS Growing Child Care	0.378		0.0%	0.078	20.6%	Ⓡ	Ⓡ	#3	4.764	
<b>Sub-Total</b>	<b>0.378</b>	<b>0.000</b>		<b>0.078</b>	<b>20.6%</b>				<b>4.764</b>	<b>0.000</b>
<b>Total</b>	<b>41.804</b>	<b>7.534</b>		<b>18.390</b>					<b>79.290</b>	<b>20.096</b>

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

## Children's Services (CHS)

---

**Note # 1:**

Construction underway

**Note # 2:**

Project delayed reflecting issues with contractor

**Note # 3:**

Project in planning and consultation stage

**Note # 4:**

Construction delayed, as projects have moved from design stage, awaiting RFPs or permit approvals

**Note # 5:**

Project in design under review, with possible need for scope change

**Note # 6:**

Final construction underway, projected for completion by year-end

**Note # 7:**

Project delivery delayed due to need for Metrolinx to expropriate property; project is in the design stage and moving forward.

**Note # 8:**

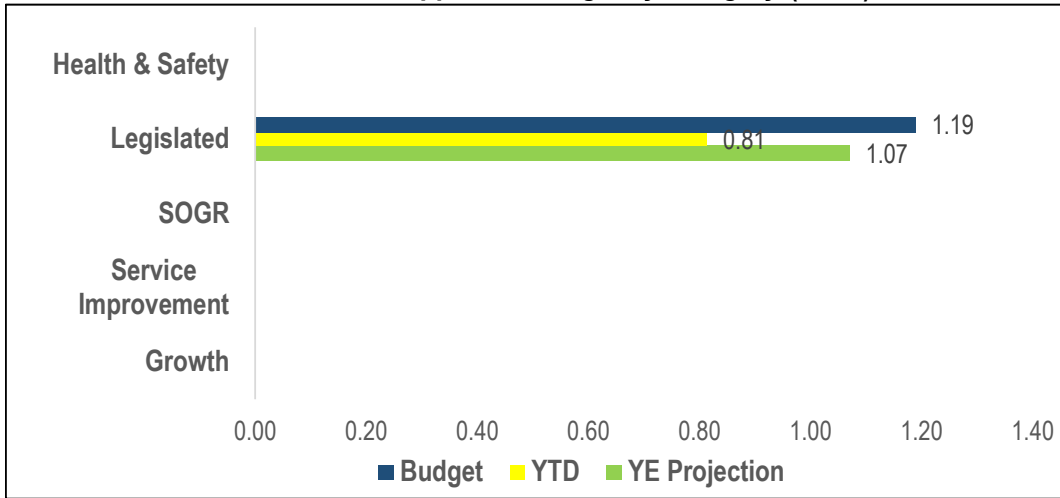
Project in design stage, with negotiations with project partners ongoing

**Note # 9:**

Projects funded through Federal growth funding, with cash flow commitments to 3<sup>rd</sup> parties to be made by Q4

# Court Services (CTS)

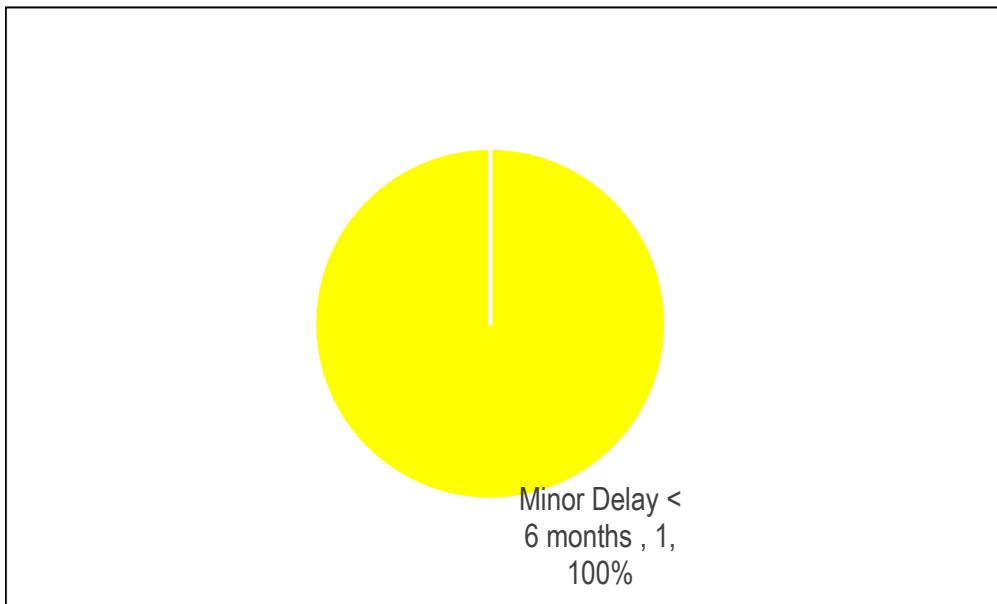
**Chart 1**  
2017 Approved Budget by Category (\$1.19)



**Table 1**  
2017 Active Projects by Category

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

**Chart 2**  
Project Status - 1



**Table 2**

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

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
	1.19			

## Key Discussion Points:

- The project was substantially completed on 31 July 2018. Deficiency rectification, unfinished minor items and close-out are in progress and expected to be completed by Nov 15th. The delay has been as a result of site condition, costing approvals and contract negotiations. Renovated facilities for Tribunal are operational and open to the public. Staff are permanently settled into their newly modernized work spaces.

**Court Services (CTS)**

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Legislated</b>										
LOCAL APPEAL BODY (LAB)	1.189	0.814	68.4%	1.070	90.0%	Ⓞ	Ⓨ	#1	1.577	0.635
<b>Sub-Total</b>	<b>1.189</b>	<b>0.814</b>	<b>68.4%</b>	<b>1.070</b>	<b>90.0%</b>	-	-		<b>1.577</b>	<b>0.635</b>
<b>Total</b>	<b>1.189</b>	<b>0.814</b>		<b>1.070</b>					<b>1.577</b>	<b>0.635</b>

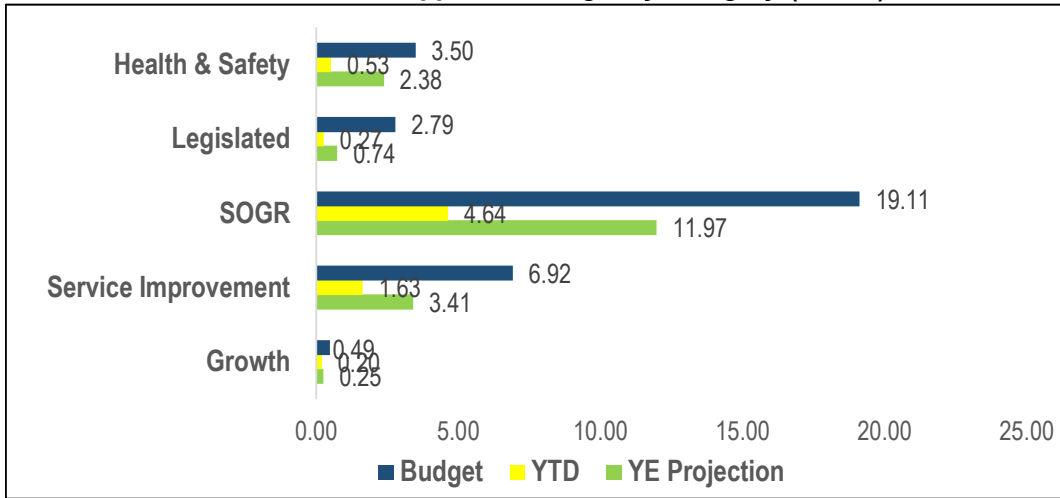
<b>On Time</b>	<b>On Budget</b>
On/Ahead of Schedule	Ⓞ >70% of Approved Cash Flow
Minor Delay < 6 months	Ⓨ Between 50% and 70%
Significant Delay > 6 months	Ⓡ < 50% or >100% of Approved Cash Flow

**Note # 1:**

The project was substantially completed on 31 July 2018. Deficiency rectification, unfinished minor items and close-out are in progress and expected to be completed by Nov 15th. The delays has been as a result of site condition, costing approvals and contract negotiations. Renovated facilities for Tribunal are operational and open to the public. Staff are permanently settled into their newly modernized work spaces.

# Economic Development and Culture (ECT)

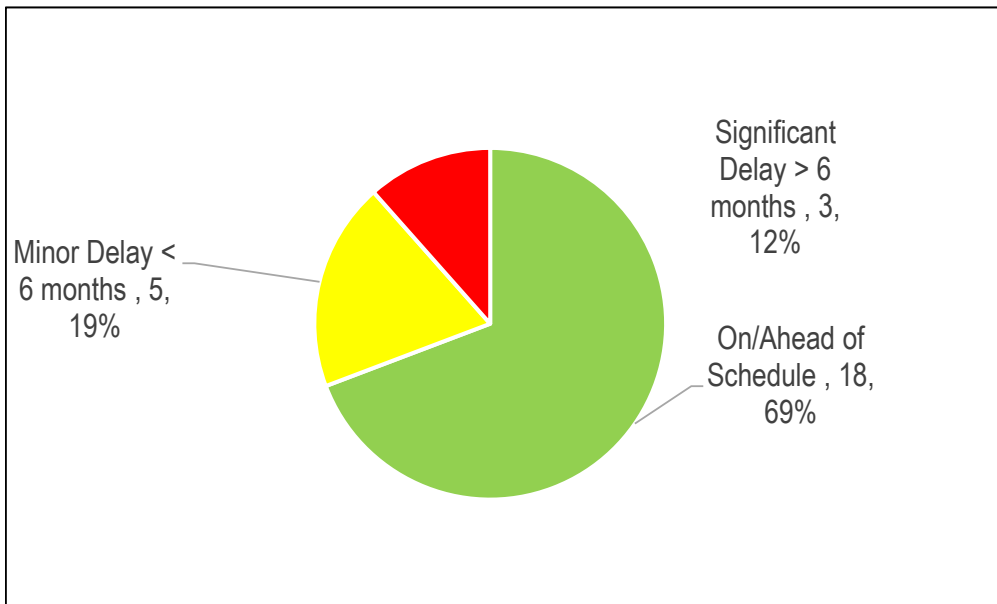
**Chart 1**  
2018 Approved Budget by Category (\$32.80)



**Table 1**  
2018 Active Projects by Category

Health & Safety	2
Legislated	3
SOGR	10
Service Improvement	8
Growth	3
<b>Total # of Projects</b>	<b>26</b>

**Chart 2**  
Project Status - 26



**Table 2**

Reason for Delay	8	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		1
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	1	
Community Consultation		
Other*	2	4
<b>Total # of Projects</b>	<b>3</b>	<b>5</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
21.47	8.89	2.44		

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

- Due to delay in park completion, the Public Art cannot be installed at 11 Wellesley .
- The St. Lawrence Centre projects (exclude the roof) are delayed based on Civic Theatres Toronto management decision. See Note 3 in "Projects by Category" for more details.
- The Public Art - TTC Leslie Barns was transferred from TTC to EDC in late 2017 which has delayed the project and spending did not begin until spring of 2018.
- The Museum & Heritage Services IT Infrastructure project is delayed as it is currently being managed by corporate IT.



## Economic Development and Culture (ECT)

### Key Discussion Points:

- The Casa Loma Phase 9 project is delayed due to change of scope to meet tenant operational priorities. As a result, extensive approvals were required which has delayed the start of the project. Construction work has begun and the project is expected to be on track for completion per revised schedule.
- The Guild Cultural Revitalization is delayed due to extended focus on parallel projects with Guild Inn Estates and other City Divisions. Site development and construction of the arts centre in Building 191 expected to commence in early 2019, dependent on site approvals. Site servicing issues with other City Division has been resolved and tender was issued in Q3 2018.

Economic Development and Culture (ECT)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
Major Maintenance	0.466	0.000	0.0%	0.326	70.0%	Y	G		0.466	0.000
Restoration and Preservation of Heritage	3.029	0.525	17.3%	2.056	67.9%	Y	G	#1	9.413	6.845
<b>Sub-Total</b>	<b>3.495</b>	<b>0.525</b>	<b>15.0%</b>	<b>2.382</b>	<b>68.1%</b>	-	-		<b>9.879</b>	<b>6.845</b>
<b>Legislated</b>										
Cultural Infrastructure Development	1.547	0.100	6.5%	0.200	12.9%	R	R	#2	1.588	0.141
Major Maintenance	0.498	0.094	18.9%	0.169	33.9%	R	Y	#3	0.554	0.150
Restoration and Preservation of Heritage	0.743	0.076	10.2%	0.374	50.3%	Y	G		0.743	0.076
<b>Sub-Total</b>	<b>2.788</b>	<b>0.270</b>	<b>9.7%</b>	<b>0.743</b>	<b>26.6%</b>	-	-		<b>2.885</b>	<b>0.366</b>
<b>State of Good Repair</b>										
BIA Equal Share Funding	6.484	1.399	21.6%	4.022	62.0%	Y	G	#4	9.289	2.202
BIA Financed Funding	2.374	0.431	18.1%	1.609	67.8%	Y	G	#5	4.081	2.138
BIA Streetscape Program	0.053	0.004	6.8%	0.053	100.0%	G	G		0.650	0.601
Collections Care	0.131	0.012	9.1%	0.042	32.3%	R	Y	#6	0.137	0.018
Cultural Infrastructure Development	0.514	0.000	0.0%	0.000	0.0%	R	R	#7	0.737	0.223
Economic Competitiveness Data Management System	0.200	0.014	6.8%	0.050	25.0%	R	Y	#8	0.900	0.014
Major Maintenance	4.798	1.681	35.0%	2.757	57.5%	Y	Y	#3	6.573	3.603
Planning Act Revenue Projects	1.293	0.321	24.8%	1.106	85.5%	G	G		3.315	2.344
Refurbishment & Rehabilitation	0.146	0.044	29.8%	0.046	31.4%	R	G	#9	0.603	0.260
Restoration and Preservation of Heritage	3.117	0.740	23.7%	2.283	73.2%	G	G		4.312	1.554
<b>Sub-Total</b>	<b>19.110</b>	<b>4.644</b>	<b>24.3%</b>	<b>11.968</b>	<b>62.6%</b>	-	-		<b>30.597</b>	<b>12.955</b>
<b>Service Improvements</b>										
BIA Streetscape Program	0.167	0.000	0.0%	0.075	44.9%	R	G	#10	0.167	0.000
Commercial Façade Improvement Program	0.521	0.255	48.9%	0.521	100.0%	G	G		0.992	0.426
Cultural Infrastructure Development	3.267	0.141	4.3%	0.601	18.4%	R	Y	#11	8.920	2.043
Economic Competitiveness Data Management System	1.224	0.387	31.6%	0.674	55.0%	Y	G	#12	2.250	0.813
Indigenous Centre for Innovation and Entrepreneurship	0.250	0.000	0.0%	0.050	20.0%	R	G	#13	3.614	0.000
Mural Program	0.065	0.020	30.8%	0.065	100.0%	G	G		0.130	0.085
Refurbishment & Rehabilitation	0.045	0.027	60.2%	0.045	100.0%	G	G		0.050	0.032
Service Enhancements	1.381	0.804	58.2%	1.381	100.0%	G	G		6.167	5.535
<b>Sub-Total</b>	<b>6.920</b>	<b>1.634</b>	<b>23.6%</b>	<b>3.412</b>	<b>49.3%</b>	-	-		<b>22.290</b>	<b>8.934</b>
<b>Growth Related</b>										
Cultural Infrastructure Development	0.375	0.112	29.9%	0.138	36.7%	R	R	#14	1.170	0.891
PATH Wayfinding	0.033	0.024	71.5%	0.033	100.0%	G	G		0.133	0.121
Restoration and Preservation of Heritage	0.079	0.061	77.4%	0.079	100.0%	G	G		0.402	0.183
<b>Sub-Total</b>	<b>0.487</b>	<b>0.197</b>	<b>40.4%</b>	<b>0.249</b>	<b>51.2%</b>	-	-		<b>1.705</b>	<b>1.195</b>
<b>Total</b>	<b>32.799</b>	<b>7.269</b>		<b>18.753</b>					<b>67.356</b>	<b>30.296</b>

<b>On Time</b>	<b>On Budget</b>
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:**

Casa Loma Exterior Restoration is underspent due to site preparation, work is underway for the perimeter wall.

**Note # 2:**

The Pubic Art Development at 11 Wellesley cannot be installed until the park is completed. The project is expected to be installed by the end of 2020.

**Note # 3:**

Civic Theatres Toronto management has requested no capital spending take place for St Lawrence Centre (except for the St Lawrence Centre roof) until CTT management makes a decision on when the project is ready to proceed. This includes major maintenance projects related to AODA and State of Good Repair, totalled \$1.164 million.

**Note # 4:**

The BIA Equal Share Funding project includes 2017 and 2018 projects that are projected to be spent at 96.2% and 24.2% respectively by year end. Some projects are experiencing delays due to procurement issues and co-ordination with other projects.

**Note # 5:**

Most BIA Financed Funding projects are on track for completion by December 2018

**Note # 6:**

Underspent in Large Artifact Care is due to three unsuccessful tendering for the painting of the Tug Ned Hanlan and the Steam Locomotive 6213. With each tender, additional research has been done and modified the scope of work and technical specifications accordingly. As the tender is continued to be refined, it will be re-issued in the spring of 2019.

**Note # 7:**

The Public Art - TTC Leslie Barns was transferred from TTC to EDC in late 2017 which has delayed the project and spending did not begin until spring of 2018.

## **Economic Development and Culture (ECT)**

---

**Note # 8:**

The Museum & Heritage Services IT Infrastructure project is delayed as it is currently managed by corporate IT whom has other priority projects.

**Note # 9:**

Colborne Lodge Interiors and Gibson House Interiors are underspent due to an unexpected asbestos abatement project at Colborne Lodge and waiting for the completion of the Best Uses Study which includes Gibson House.

**Note # 10:**

BIA Streetscape Improvement Program is underspent due to the length of time it takes to complete a master plan (6 months to a year). The funding has been fully committed.

**Note # 11:**

The Guild Revitalization has been delayed due to co-ordination with Guild Inn Estates and other City divisions. Site servicing issues are now resolved and tender was issued in Q3. Pending on outcome of tender results, there might be delay in completing the project as per original schedule.

**Note # 12:**

EDC is in the process of hiring resources to support the Digital Service Delivery project. The project is expected to be completed by 2019.

**Note # 13:**

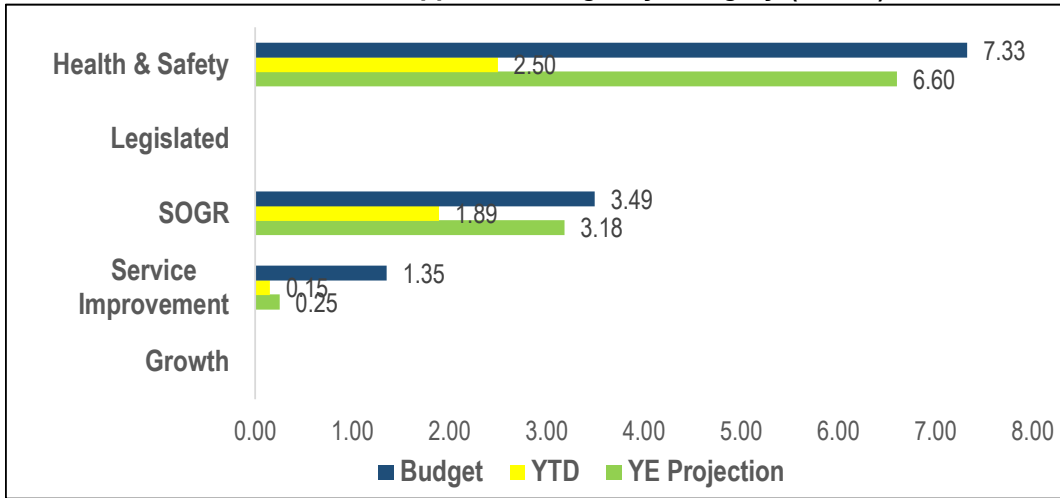
This new project was approved by City Council in July 2018 and is on track for completion by the end of 2018.

**Note # 14:**

The Public Art Development Dundas-Islington project is delayed due to the death of the artist and subsequent difficulties working with the estates to complete the project. The project is expected to be completed by December 2019.

# Long Term Care Homes Services (HOM)

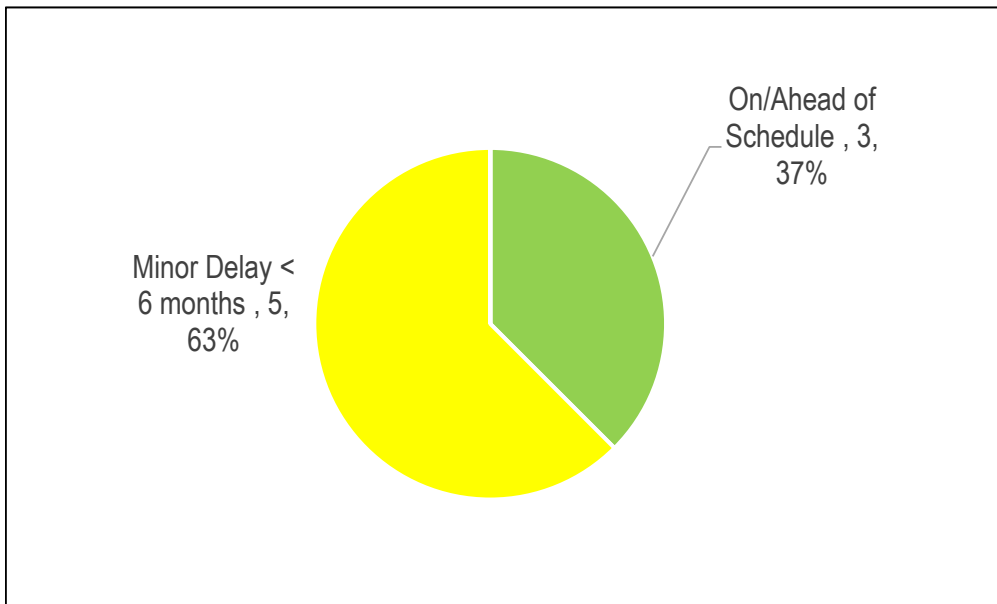
**Chart 1**  
2018 Approved Budget by Category (\$12.17)



**Table 1**  
2018 Active Projects by Category

Health & Safety	4
Legislated	
SOGR	3
Service Improvement	1
Growth	
<b>Total # of Projects</b>	<b>8</b>

**Chart 2**  
Project Status - 8



**Table 2**

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

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1.83	10.34			

## Key Discussion Points:

- The 2016/2017 SOGR Building Upgrades project is ongoing and expected to be substantially completed by Q4 2018.
- Contracts for Health & Safety and SOGR projects have been awarded and are currently underway. Spending is anticipated to ramp up and work to be completed by year end.
- The Electronic Health Care System project has experienced significant challenges in procuring a vendor due to the strict requirements surrounding compliance with data sensitivity and security. The vendor has now been procured and a significant portion of the work is expected to be completed in 2018, however the project will not be completed until 2020.

Long Term Care Homes Services (HOM)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
Building Upgrades	0.047	0.003	6.6%	0.047	100.0%	Ⓞ	Ⓞ	#2	0.940	0.896
Electrical - Life Safety Systems	1.765	0.200	11.4%	1.500	85.0%	Ⓞ	Ⓨ	#1	8.126	6.323
Mechanical - HVAC Repairs/Upgrades	3.555	1.846	51.9%	3.325	93.6%	Ⓞ	Ⓨ	#1	11.817	9.585
Specialty Systems & Elevator Upgrades	1.961	0.447	22.8%	1.731	88.3%	Ⓞ	Ⓨ	#1	7.068	5.229
<b>Sub-Total</b>	<b>7.328</b>	<b>2.497</b>	<b>34.1%</b>	<b>6.603</b>	<b>90.1%</b>	-	-		<b>27.951</b>	<b>22.033</b>
<b>State of Good Repair</b>										
2016 SOGR Life Safety Systems	0.013	0.000	0.0%	0.013	100.0%	Ⓞ	Ⓞ	#2	0.500	0.465
2017 SOGR Building Upgrades	1.769	1.304	73.7%	1.769	100.0%	Ⓞ	Ⓞ	#2	3.100	2.635
2018 SOGR Building Upgrades	1.710	0.588	34.4%	1.400	81.9%	Ⓞ	Ⓨ	#1	19.000	15.248
<b>Sub-Total</b>	<b>3.492</b>	<b>1.892</b>	<b>54.2%</b>	<b>3.182</b>	<b>91.1%</b>	-	-		<b>22.600</b>	<b>18.348</b>
<b>Service Improvements</b>										
Electronic Health Care System	1.352	0.152	11.2%	0.250	18.5%	Ⓡ	Ⓨ	#3	3.152	0.547
<b>Sub-Total</b>	<b>1.352</b>	<b>0.152</b>	<b>11.2%</b>	<b>0.250</b>	<b>18.5%</b>	-	-		<b>3.152</b>	<b>0.547</b>
<b>Total</b>	<b>12.172</b>	<b>4.540</b>		<b>10.035</b>					<b>53.703</b>	<b>40.928</b>

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

**Note # 1:**

Contracts for Health & Safety and SOGR projects have been awarded and are currently underway. Spending is anticipated to ramp up and work to be completed by year end.

**Note # 2:**

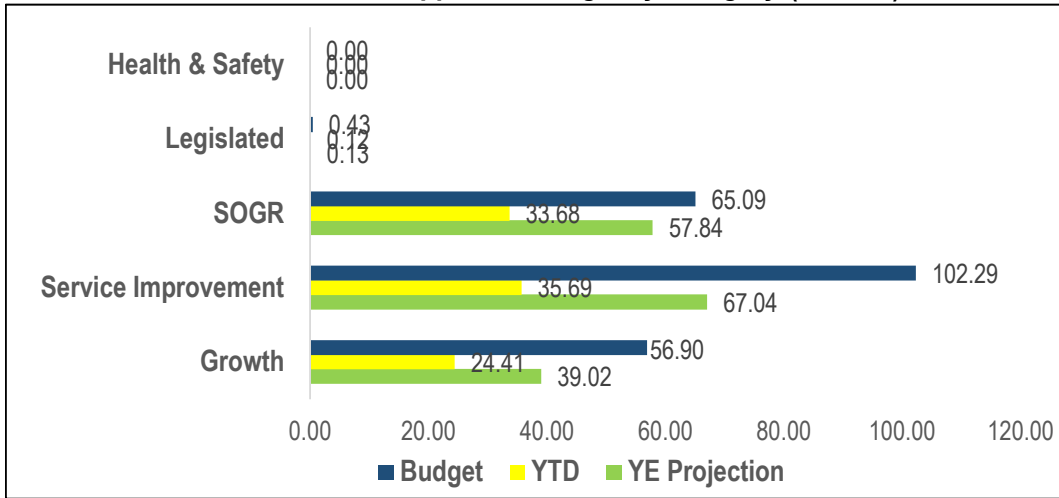
The 2016/2017 SOGR Building Upgrades project is ongoing and expected to be substantially completed by Q4 2018.

**Note # 3:**

The project has experienced significant challenges in procuring a vendor due to the strict requirements surrounding compliance with data sensitivity and security. Although the vendor has now been procured, the project will not be completed until 2020.

# Parks, Forestry and Recreation

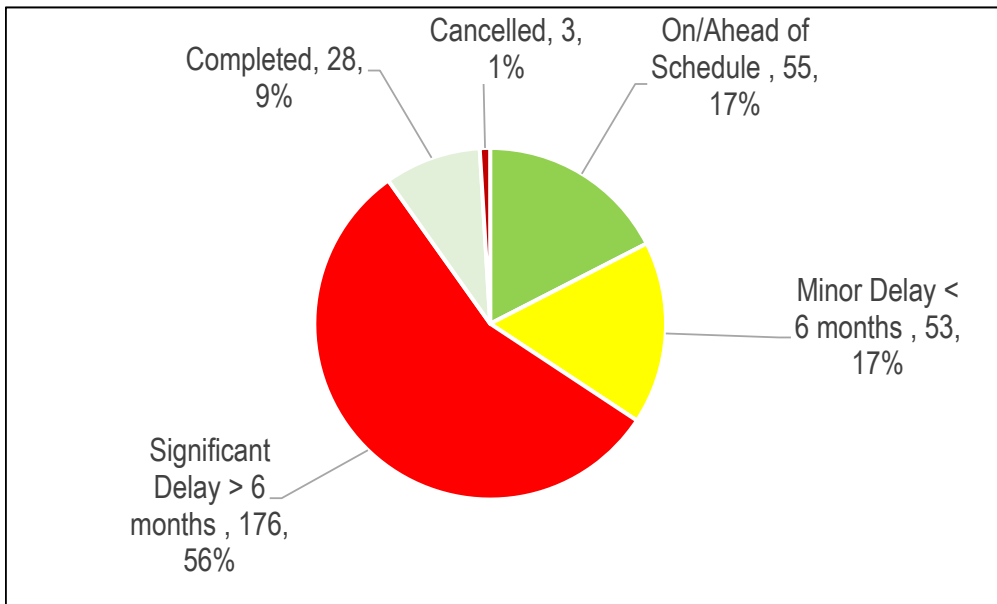
**Chart 1**  
2018 Approved Budget by Category (\$224.70)



**Table 1**  
2018 Active Projects by Category

Health & Safety	
Legislated	4
SOGR	47
Service Improvement	240
Growth	24
<b>Total # of Projects</b>	<b>315</b>

**Chart 2**  
Project Status - 315



**Table 2**

Reason for Delay	229	
	Significant Delay	Minor Delay
Insufficient Staff Resources		1
Procurement Issues	23	7
RFQ/RFP Delayed	11	2
Contractor Issues	11	5
Site Conditions	12	6
Co-ordination with Other Projects	81	24
Community Consultation	10	3
Other*	28	5
<b>Total # of Projects</b>	<b>176</b>	<b>53</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
8.51	4.31	2.11	2.79	0.92

## 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.

## Parks, Forestry and Recreation

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

- The increased project volumes are the primary reasons for the Program's declining spending rates .
- Parks, Forestry and Recreation has a number of approved projects where the community has requested additional features, /scope changes subject to the receipt of supporting funding. Although these projects have approved 2017 cash flow, these projects cannot proceed until funding has been received or there is agreement to defer to the requested changes.
- The Program continues to experience challenges completing many of the growth and service improvement projects due to extended public consultation, co-ordination with other community partners and unfavourable site conditions.
- Land Acquisition projects are delayed due to the extended acquisition process of various properties and remediation issues on multiple sites that may not be resolved by year-end.



**Parks, Forestry and Recreation**

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Legislated</b>										
Land Acquisition	0.426	0.124	29.1%	0.127	29.9%	Ⓡ	Ⓨ	#1	5.920	2.472
Special Facilities	0.000	0.000		0.000					1.600	1.600
<b>Sub-Total</b>	<b>0.426</b>	<b>0.124</b>	<b>29.1%</b>	<b>0.127</b>	<b>29.9%</b>	-	-		<b>7.520</b>	<b>4.072</b>
<b>State of Good Repair</b>										
Arena	14.214	6.252	44.0%	12.036	84.7%	Ⓞ	Ⓡ	#13	45.272	24.178
Community Centres	9.711	10.144	104.5%	11.688	120.4%	Ⓡ	Ⓞ	#12	54.062	37.005
Environmental Initiatives	3.078	1.095	35.6%	2.553	82.9%	Ⓞ	Ⓨ	#8	7.800	2.417
Facility Components	8.468	2.858	33.8%	6.526	77.1%	Ⓞ	Ⓡ	#2	19.684	8.925
Outdoor Recreation Centre	2.550	1.979	77.6%	2.455	96.3%	Ⓞ	Ⓡ	#7	8.989	6.314
Park Development	4.000	1.487	37.2%	3.750	93.8%	Ⓞ	Ⓡ	#3	6.472	3.959
Parking Lots & Tennis Courts	2.868	0.968	33.7%	2.688	93.7%	Ⓞ	Ⓡ	#10	7.300	3.400
Playgrounds/Waterplay	2.589	1.088	42.0%	2.243	86.6%	Ⓞ	Ⓨ	#11	4.300	2.346
Pool	1.789	1.706	95.4%	1.815	101.5%	Ⓡ	Ⓞ	#4	17.640	9.374
Special Facilities	11.025	3.311	30.0%	7.725	70.1%	Ⓨ	Ⓡ	#5	21.029	8.749
Trails & Pathways	4.793	2.789	58.2%	4.363	91.0%	Ⓞ	Ⓨ	#6	14.007	6.655
<b>Sub-Total</b>	<b>65.086</b>	<b>33.676</b>	<b>51.7%</b>	<b>57.844</b>	<b>88.9%</b>	-	-		<b>206.556</b>	<b>113.321</b>
<b>Service Improvements</b>										
Arena	4.865	2.475	50.9%	4.850	99.7%	Ⓞ	Ⓞ		10.095	5.228
Community Centres	7.425	4.043	54.5%	6.537	88.0%	Ⓞ	Ⓡ		22.376	13.410
Environmental Initiatives	2.623	1.024	39.1%	2.045	78.0%	Ⓞ	Ⓡ	#8	14.210	5.364
Facility Components	1.139	0.568	49.9%	0.852	74.8%	Ⓞ	Ⓨ	#2	1.460	0.739
Information Technology	13.594	3.709	27.3%	8.145	59.9%	Ⓨ	Ⓡ	#9	44.106	14.032
Land Acquisition	0.000	0.000		0.000		Ⓞ	Ⓞ		0.600	0.594
Outdoor Recreation Centre	3.229	2.119	65.6%	3.103	96.1%	Ⓞ	Ⓨ	#7	23.372	5.863
Park Development	40.789	11.865	29.1%	22.515	55.2%	Ⓨ	Ⓡ	#3	161.835	67.754
Parking Lots & Tennis Courts	1.229	0.415	33.8%	1.229	100.0%	Ⓞ	Ⓡ	#10	1.461	0.497
Playgrounds/Waterplay	11.899	4.318	36.3%	9.297	78.1%	Ⓞ	Ⓨ	#11	23.221	12.212
Pool	7.594	3.524	46.4%	6.310	83.1%	Ⓞ	Ⓡ	#4	22.475	5.987
Special Facilities	3.843	0.990	25.8%	1.304	33.9%	Ⓡ	Ⓡ	#5	23.854	8.291
Trails & Pathways	4.064	0.637	15.7%	0.853	21.0%	Ⓡ	Ⓡ	#6	17.334	3.421
<b>Sub-Total</b>	<b>102.293</b>	<b>35.688</b>	<b>34.9%</b>	<b>67.039</b>	<b>65.5%</b>	-	-		<b>366.398</b>	<b>143.391</b>
<b>Growth Related</b>										
Community Centres	47.215	18.944	40.1%	32.355	68.5%	Ⓨ	Ⓨ	#12	232.028	82.993
Land Acquisition	6.608	3.126	47.3%	3.834	58.0%	Ⓨ	Ⓡ	#1	31.085	13.278
Outdoor Recreation Centre	2.733	2.328	85.2%	2.732	100.0%	Ⓞ	Ⓞ		3.500	3.122
Park Development	0.344	0.012	3.5%	0.104	30.1%	Ⓡ	Ⓞ	#3	10.719	4.259
<b>Sub-Total</b>	<b>56.899</b>	<b>24.410</b>	<b>42.9%</b>	<b>39.024</b>	<b>68.6%</b>	-	-		<b>277.331</b>	<b>103.652</b>
<b>Total</b>	<b>224.705</b>	<b>93.898</b>	<b>41.8%</b>	<b>164.034</b>	<b>73.0%</b>				<b>858.305</b>	<b>364.913</b>

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



## **Parks, Forestry and Recreation**

---

### **Note # 1:**

Land Acquisition: Spending delayed as the acquisition and expropriation of properties are not expected to be resolved by year-end due to the protracted process for acquisition of various properties. The lower spending is also related to extended environmental approvals and remediation work at various sites including Grand Manitoba (Mystic), 100 Ranleigh, Green Line, and Market Lane Parkette.

### **Note #2:**

Facility Components: Underspending is expected due to the delays for Facility Rehabilitation, Capital Asset Management Planning and for Investigation and Pre-Engineering mainly due to coordination of multiple projects and confirmation of scope.

### **Note #3:**

Park Development: Various park development projects are forecasted to be delayed due to coordination of other projects, seasonal constraints and poor weather conditions. Major projects include the implementation of the Parks Plan, improvements to Queens Park (in coordination with Transportation), Coronation Park, Cloverdale Park, Dane Park, and Phase 2 of Ramsden Park.

### **Note #4:**

Pools: Underspending is due to delays associated with the construction of Wellesley Pool and slippage in schedule due to winter weather impacting concrete pours.

### **Note 5:**

Special Facilities: Delayed spending relates mainly to under spending for the Ferry Boat Replacement project due to additional ferry analysis; delayed state of good repair projects for the high lake effect flooding waterfront rehabilitation which is being done in coordination with TRCA; and the state of good repair projects for various building and structures due to the co-ordination required with other projects.

### **Note 6:**

Trails & Pathways: State of Good Repair projects were delayed primarily due to the co-ordination requirements with other projects. Major service improvement projects delayed include Humber Bay Shores Park due to delays in issuing the tender for phase 2; McCowan Road Park upgrades delayed due to the site conditions; and York Beltline Trail Improvements as the tender bids were received over budget and need to be re-tendered.

### **Note 7:**

Outdoor Recreation Centres: Projects were delayed primarily as a result of the tendering the Request for Quotation (RFQ) and coordination with other projects. Major projects delayed include the Humber Bay East New Pavilion, Ward 3 Baseball Improvements and Dufferin Grove AIR Building.

### **Note #8:**

Environmental Initiatives: Delays are associated with projects in coordination with TRCA and Solid Waste, as well as projects impacted by poor site conditions.

### **Note #9:**

Information Technology: Underspending due to delays in finalizing the RFP for the Registration, Permitting & Licensing (CLASS) project; and procurement delays related to the Enterprise Work Management System.

### **Note #10:**

Parking Lots and Tennis Courts: Minor underspending with delays primarily due to co-ordination with ongoing projects.

### **Note #11:**

Playgrounds/ Waterplay: Delays primarily related to the co-ordination of various playground projects, and delays associated with storm water management approvals, site conditions, and contract award issues for water play projects.

### **Note #12:**

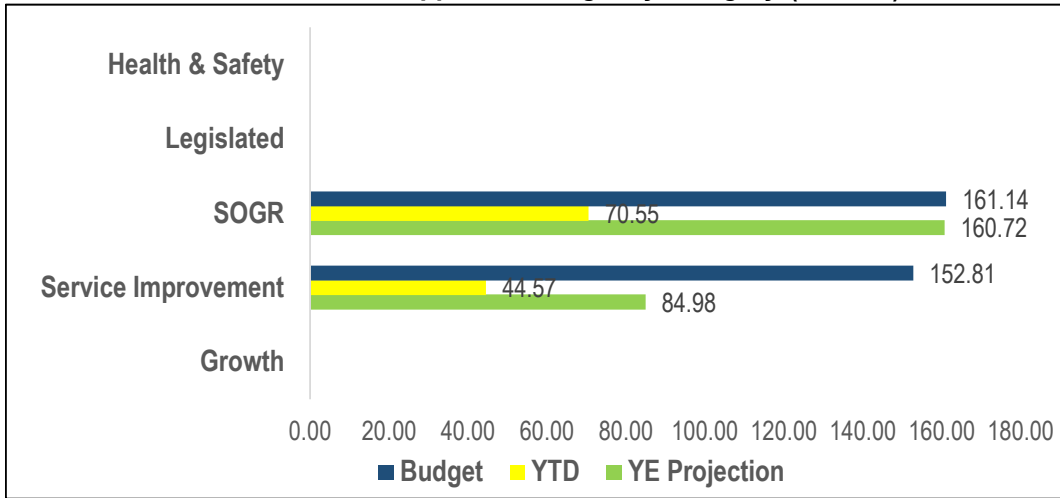
Community Centres: Underspending due to delays in contract award and delays associated with issuing RFQ's/RFP's.

### **Note #13:**

Arenas: Under-spending in SOGR projects is the result of various CAMP state of good repair projects delayed due to co-ordination around other projects; and for the Centennial Park Arena CIP150 project which is expected to be under budget by year-end.

# Shelter, Support & Housing Administration (SHL)

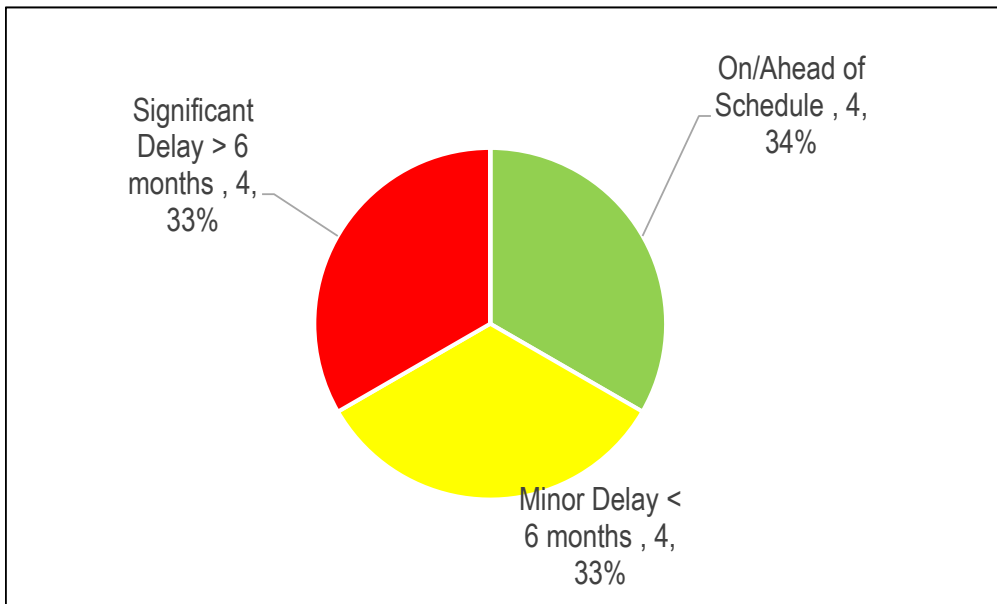
**Chart 1**  
2017 Approved Budget by Category (\$313.94)



**Table 1**  
2017 Active Projects by Category

Health & Safety	
Legislated	
SOGR	3
Service Improvement	9
Growth	
<b>Total # of Projects</b>	<b>12</b>

**Chart 2**  
Project Status - 12



**Table 2**

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

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
216.85	45.48	51.61		

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

- **TCHC SOGR Backlog and Revitalization:** Elevator repairs at 674 Dundas is ongoing. However, divisional resources had to be diverted to address emergency repairs on the boiler at 1076 Pape resulting in construction delays and lower than anticipated spending. Year end spending has been projected at approximately 60% of 2018 approved cash flows.

## Shelter, Support & Housing Administration (SHL)

### Key Discussion Points:

- **George Street Revitalization Project (GSR):** The GSR project has experienced significant delays in acquiring shelter sites to implement the Seaton House Transition Plan. Further, completion of the plan is planned for June 2018 which will guide the RFP stage of the procurement process is still in progress in 2019. SSHA, in collaboration with FREEE has been aggressively seeking the required sites to implement the Plan by Q1-2020 and handover a decanted Seaton House to the successful project proponent in 2019. Sites planned for 2018 have been secured, however, renovation and retrofitting of the sites will not be completed by the end of 2018 as earlier planned. The sites will now be operational early in 2019 with two more sites to be added.
- **New Emergency Shelters:** Project was added to SSHA's Capital Budget and Plan during the 2018 part of a Council directed emergency shelter expansion initiative. 1,000 new shelter beds are to be added to the emergency shelter system over a 3-year period commencing in 2018. These beds will be located at three emergency shelters, 3 of which are planned for 2018. The acquisition of all 3 sites planned for 2018 is almost complete. Two have been acquired and anticipated to be available for occupancy late in 2018. Lease negotiations for the third site are also at an advanced stage with the site expected to open in January 2019.
- **Choice Based Housing Access System:** This project has been delayed because the RFP process ended at the end of 2017 did not result in a successful vendor. SSHA is considering go forward options for the system with Corporate IT.
- **Shelter Land Acquisition - Red Door Shelter:** The project was added to SSHA's Capital Budget and Plan during the Budget Process. The project is fully funded from the Land Acquisition Reserve Fund (XR1012) via the purchase of a shelter site for long term use to be operated by a Purchase of Service partner. A suitable property has been identified and the purchase deposit pursuant to the acquisition has been released. The balance of the project is to be released upon substantial completion of the redevelopment project initially planned for 2018 but is now expected to be completed in 2019.
- **Central Intake Call Centre:** Project received Council approval in May 2018 as an in-year adjustment to the Capital Budget. Procurement of the Call Center technology and hiring of the staff required to operate the center is ongoing and a Purchase Order for \$360K was recently issued with delivery and deployment anticipated for early 2018. The remaining portion of this project which is the scheduling technology will be procured in 2019.
- **Temporary Structures for Respite Services:** Project was approved by City Council in June 2018. A permanent reallocation from the 2018 cashflows of the 1,000 New Shelter Beds project. Three sites have been identified and secured and negotiations for the 4th site are ongoing. One of the structures will be completed in 2018 with 2 more scheduled to come online in January 2019.

Shelter, Support & Housing Administration (SHL)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>State of Good Repair</b>										
Cap Repairs/Repl-City Operated Hostels	0.950	0.183	19.2%	0.570	60.0%	Ⓚ	Ⓚ	#1	0.950	0.183
Capital Repairs/Repl-Leased Buildings	0.187	0.113	60.4%	0.149	79.5%	Ⓚ	Ⓚ	#2	0.187	0.113
TCHC SOGR Backlog	160.000	70.254	43.9%	160.000	100.0%	Ⓚ	Ⓚ	#3	200.000	70.254
<b>Sub-Total</b>	<b>161.137</b>	<b>70.550</b>	<b>43.8%</b>	<b>160.719</b>	<b>99.7%</b>	-	-		<b>201.137</b>	<b>70.550</b>
<b>Service Improvements</b>										
Shelter Land Acquisition-Red Door 63 & 65 Homewood Avenue	7.300	0.739	10.1%	0.739	10.1%	Ⓚ	Ⓚ	#4	7.300	0.739
George Street Revitalization (GSR)	0.200	0.000	0.0%	0.200	100.0%	Ⓚ	Ⓚ	#5	3.000	2.800
Choice Based Housing Access System	39.318	7.522	19.1%	15.320	39.0%	Ⓚ	Ⓚ	#6	80.098	11.909
TCHC Revitalization	4.044	0.570	14.1%	1.060	26.2%	Ⓚ	Ⓚ	#7	4.357	0.750
Addition of 1000 New Shelter Beds	56.037	22.010	39.3%	42.000	75.0%	Ⓚ	Ⓚ	#8	79.183	22.010
9 Huntley Street Acquisition - Fife House	33.680	13.115	38.9%	19.800	58.8%	Ⓚ	Ⓚ	#9	168.360	13.115
Central Intake Call Centre	0.613	0.613	100.0%	0.613	100.0%	Ⓚ	Ⓚ	#10	0.613	0.613
Temporary structures for Respite Services	1.414		0.0%	0.250	17.7%	Ⓚ	Ⓚ	#9	1.736	
	10.200		0.0%	5.000	49.0%	Ⓚ	Ⓚ	#10	10.200	
<b>Sub-Total</b>	<b>152.805</b>	<b>44.569</b>	<b>29.2%</b>	<b>84.981</b>	<b>55.6%</b>	-	-		<b>354.847</b>	<b>51.935</b>
<b>Total</b>	<b>313.942</b>	<b>115.119</b>		<b>245.700</b>	<b>78.3%</b>				<b>555.984</b>	<b>122.485</b>

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

**Notes # 1 & 2:**

Elevator repairs at 674 Dundas is ongoing. However, divisional resources had to be diverted to address emergency repairs on the boiler at 1076 Pape resulting in construction delays and lower than anticipated spending. Yearend spending has been projected at approximately 60% of 2018 approved cash flows.

**Note # 3:**

TCHC is on track to spend all of the City funding approved through SSHA's 2018 Capital Budget for TCHC's SOGR Backlog. TCHC has submitted an additional \$39.650 million of claims to SSHA for Q3, which have been approved but not yet been processed. This would bring the YTD expenditure to \$109.904 million or 69% of 2018 approved cash flows.

**Note # 4:**

The project was added to SSHA's Capital Budget through the 2016 Budget Process and fully funded from the Land Acquisition Reserve Fund (XR1012). The intent is to purchase a shelter site for long term use which will be operated by a Purchase of Service partner. A suitable property has been secured and the purchase deposit pursuant to the acquisition has been released. The balance of the project cashflows will be released upon substantial completion of renovation and retrofit initially planned for 2018 but now anticipated in Q2-2020.

## Shelter, Support & Housing Administration (SHL)

---

### Note # 5:

The GSR project has experienced significant delay due to the difficulty in acquiring shelter sites to implement the Seaton House Transition Plan. Further, completion of the PSOS document which will guide the RFP stage of the procurement process earlier planned for June 2018 is still in progress and is now anticipated in 2019. SSHA, in collaboration with FREEE, has been aggressively seeking the required sites to complete the Transition plan by Q1-2020 and handover a decanted Seaton House to the successful project proponent in Q2-2020. Two transition sites planned for 2018 have been secured, however, renovation and retrofit of the sites will not be completed by the end of 2018 as earlier anticipated. The sites will now be operational early in 2019 with two more sites planned for Q1-2020.

### Note # 6:

This project has been delayed because the RFP process which closed at the end of 2017 did not result in a successful vendor. SSHA is considering go forward options for the project in collaboration with Corporate IT.

### Note # 7:

TCHC has submitted an additional \$7.271 million of claims to SSHA for Q3, which have been approved but not yet processed. This would bring the YTD expenditure to \$29.281 million or 52% of 2018 approved cash flows. Due to updated project timelines, a portion of the City funding approved through SSHA's 2018 Capital Budget for TCHC's in-flight revitalization projects will be utilized by TCHC in 2019.

### Note # 8:

The acquisition of all 3 sites planned for 2018 is almost complete. Two sites have been acquired and anticipated to be available for occupancy late in 2018. Lease negotiations for the 3rd site are also at an advanced stage and the site is expected to open in January 2019.

### Note # 9:

Project received Council approval in May 2018 as an in-year adjustment to SSHA's Capital Budget. Procurement of the technology and hiring of staff required to operate this facility are ongoing and are expected to be in place by October 2018 in time for the 2018/19 Winter Season.

### Note # 10:

Project was approved by City Council in June 2018 and fully funded from a permanent reallocation from the 2018 cashflows of the 1,000 New Shelter Beds project. Three sites have so far been identified and negotiations for the 4th site are ongoing. It is anticipated that 2 of the structures will be operational by the end of 2018 while the 3rd structure should come online in January 2019.

### Note # 8:

Project was added to SSHA's Capital Budget and Plan during the 2018 Budget Process as part of a Council directed emergency shelter expansion initiative. 1,000 new shelter beds are to be added to the City's emergency shelter system over a 3-year period commencing in 2018. These beds will be located in 11 new emergency shelters 3 of which are planned for 2018. The acquisition of all 3 sites planned for 2018 is almost complete. Two sites have been acquired and anticipated to be available for occupancy late in 2018. Lease negotiations for the 3rd site are also at an advanced stage with the site expected to open in January 2019.

### Note # 9:

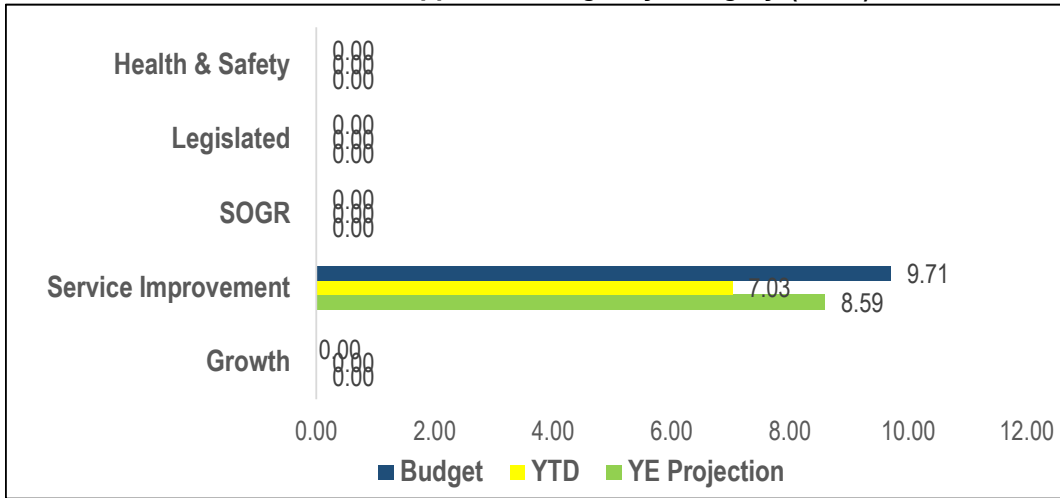
Project received Council approval in May 2018 as an in-year adjustment to SSHA's 2018 Capital Budget. Procurement of the Call Center technology and hiring of the staff required to operate the facility are ongoing and a Purchase Order for \$360K was recently issued with delivery and deployment anticipated before the end of 2018. The remaining portion of this project which is the scheduling technology will be procured in 2019.

### Note # 10:

Project was approved by City Council in June 2018 and fully funded from a permanent reallocation from the 2018 cashflows of the 1,000 New Shelter Beds project. Three sites have so far been identified and secured and negotiations for the 4th site are ongoing. One of the structures will be operational in December 2018 with 2 more scheduled to come online in January 2019.

# Toronto Employment & Social Services (SOC)

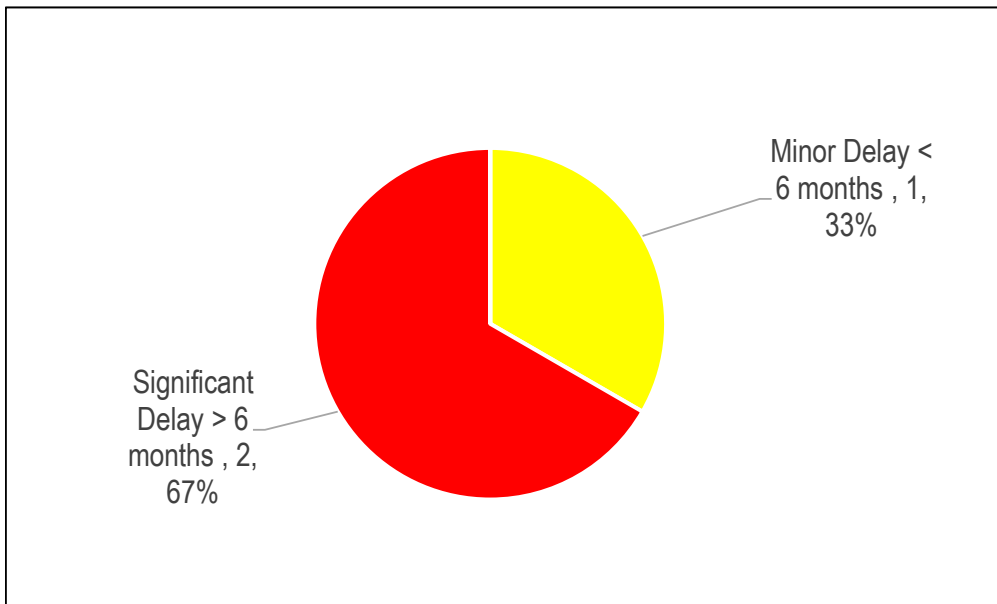
**Chart 1**  
2018 Approved Budget by Category (\$9.71)



**Table 1**  
2018 Active Projects by Category

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

**Chart 2**  
Project Status - 3



**Table 2**

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

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
	2.31	7.39		

## Key Discussion Points:

- Phase 1 of the Wellesley Place Renovation project was completed in April 2018; while Phase 2 is facing delays due to site conditions and issues with the design documents. TESS is actively working with the contractor to address the remaining deficiencies. The project is expected to be completed on budget by the end of 2018.
- Phase 1 of the HSI Project will be completed and fully spent by the end of the year.
- Phase 2 of the HSI Project is experiencing delays due to finalizing salesforce contracts and recruitment of project staff positions. This is anticipated to result in 2018 cash flow being underspent by \$1.1 million.

Toronto Employment & Social Services (SOC)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Service Improvements</b>										
Wellesley Place Renovation	7.119	6.148	86.4%	7.119	100.0%	Ⓞ	Ⓡ	#1	8.300	7.329
HSI Project	0.274	0.247	90.1%	0.274	100.0%	Ⓞ	Ⓡ	#2	0.350	0.323
HSI Project - Phase 2	2.313	0.633	27.4%	1.200	51.9%	Ⓨ	Ⓨ	#3	9.823	0.633
<b>Sub-Total</b>	<b>9.706</b>	<b>7.028</b>	<b>72.4%</b>	<b>8.593</b>	<b>88.5%</b>	-	-		<b>18.473</b>	<b>8.285</b>
<b>Total</b>	<b>9.706</b>	<b>7.028</b>		<b>8.593</b>					<b>18.473</b>	<b>8.285</b>

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

**Note 1:**

The construction of the project is underway. Phase 1, the renovation of first and third floors, was completed in April 2018. Phase 2, the renovation of the second floor, commenced in April and is experiencing delays due to site conditions and design documents. Currently, TESS is working with Facilities and the consultant team to establish the costs to completion. The final project cost is likely to exceed the currently approved project budget.

**Note 2:**

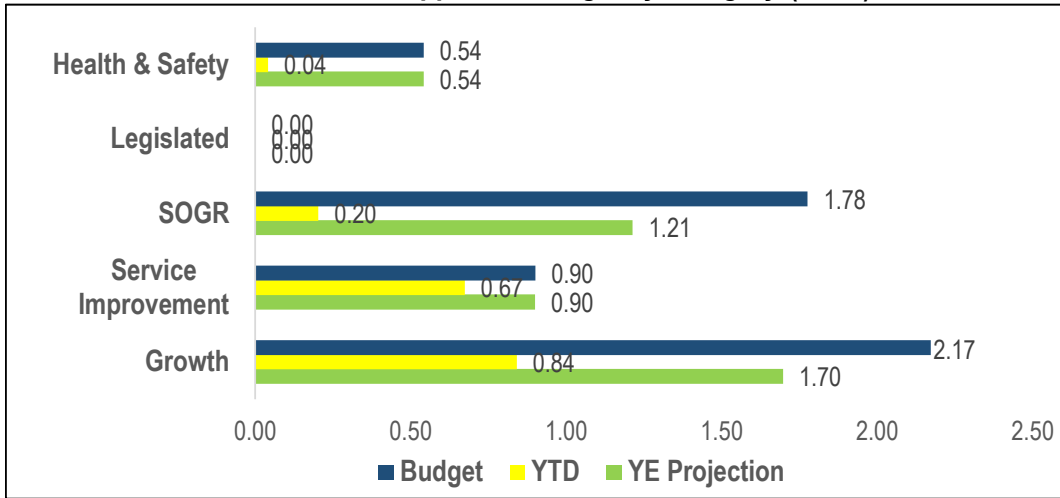
Phase 1 will be completed and fully spent by the end of the year

**Note 3:**

RFQ/RFP delayed. 2018 cash flow will be underspent by \$1.1 million due to delays in finalizing salesforce contracts and recruitment of project staff. 2018 cash flows will move into 2019. Still projecting same end date in 2021.

# Toronto Paramedic Services (AMB)

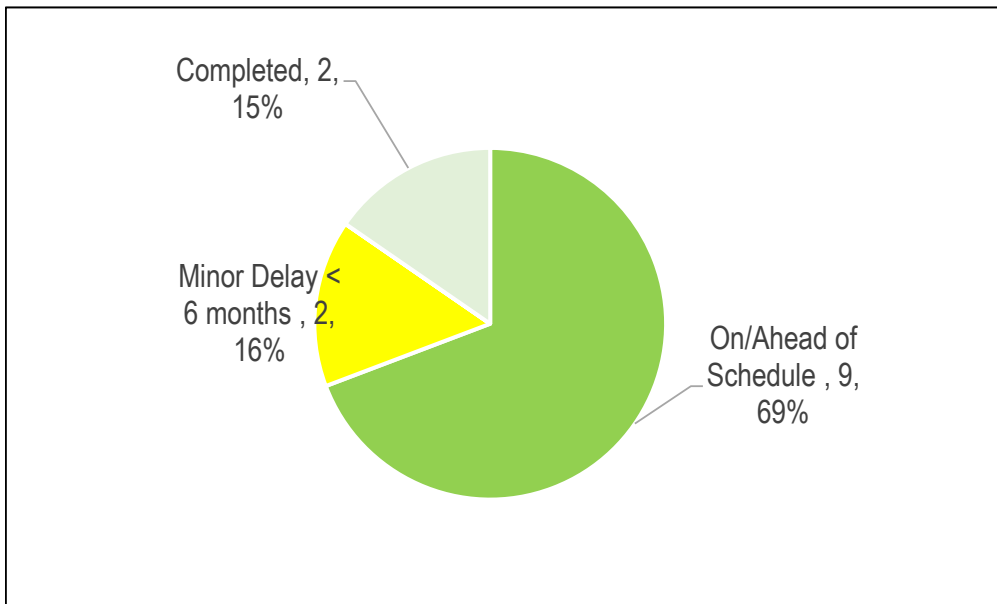
**Chart 1**  
2018 Approved Budget by Category (\$5.39)



**Table 1**  
2018 Active Projects by Category

Health & Safety	2
Legislated	
SOGR	5
Service Improvement	2
Growth	4
<b>Total # of Projects</b>	<b>13</b>

**Chart 2**  
Project Status - 13



**Table 2**

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

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
3.99	0.96		0.44	

## Key Discussion Points:

- The Mobile Data project is underspent due to a delay in the issuance of a Mobile Dispatch Software RFQ.
- The Multi-Function Station #2 project is delayed due to the lack of adequate project management resources.



Toronto Paramedic Services (AMB)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
Replacement of Portable Radios	0.500	0.000	0.0%	0.500	100.0%	Ⓞ	Ⓞ		1.009	0.509
Power Stretchers	0.041	0.041	100.0%	0.041	100.0%	Ⓞ	Ⓞ		9.750	9.350
<b>Sub-Total</b>	<b>0.541</b>	<b>0.041</b>	<b>7.7%</b>	<b>0.541</b>	<b>100.0%</b>	-	-		<b>10.759</b>	<b>9.859</b>
<b>State of Good Repair</b>										
Mobile Data Communications - 2018	0.500	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓨ	#1	0.500	0.000
Ambulance Radio Replacement	0.658	0.000	0.0%	0.650	98.7%	Ⓞ	Ⓞ		1.390	0.731
Community Paramedicine Vehicles	0.339	0.000	0.0%	0.313	92.3%	Ⓞ	Ⓞ		0.619	0.000
Dispatch Consol Replacement	0.125	0.097	77.7%	0.097	77.7%	Ⓞ	Ⓞ		0.600	0.172
Mobile Data Communications - 2017	0.154	0.106	68.9%	0.154	100.0%	Ⓞ	Ⓞ		0.200	0.172
<b>Sub-Total</b>	<b>1.776</b>	<b>0.203</b>	<b>11.4%</b>	<b>1.214</b>	<b>68.3%</b>	-	-		<b>3.309</b>	<b>1.076</b>
<b>Service Improvements</b>										
Power Stretchers (Supplemental)	0.400	0.400	100.0%	0.400	100.0%	Ⓞ	Ⓞ		0.400	0.400
NW District Multi Function - Facility	0.501	0.274	54.7%	0.500	99.8%	Ⓞ	Ⓞ		12.005	11.737
<b>Sub-Total</b>	<b>0.901</b>	<b>0.674</b>	<b>74.8%</b>	<b>0.900</b>	<b>99.9%</b>	-	-		<b>12.405</b>	<b>12.137</b>
<b>Growth Related</b>										
Multi-Function Station Plan	0.000	0.000		0.000		Ⓞ	Ⓞ		0.033	0.033
Multi-Function Station #2 - Preparation	0.460	0.102	22.1%	0.150	32.6%	Ⓡ	Ⓨ	#2	1.200	0.443
Additional Ambulances (2017)	0.144	0.004	3.1%	0.140	97.3%	Ⓞ	Ⓞ		1.260	1.121
Additional Ambulances (2018)	1.238	0.510	41.2%	1.077	87.0%	Ⓞ	Ⓞ		1.238	0.510
Medical Equipment Replacement	0.330	0.224	68.0%	0.330	100.0%	Ⓞ	Ⓞ		3.343	3.092
<b>Sub-Total</b>	<b>2.172</b>	<b>0.841</b>	<b>38.7%</b>	<b>1.697</b>	<b>78.1%</b>	-	-		<b>7.074</b>	<b>5.199</b>
<b>Total</b>	<b>5.390</b>	<b>1.759</b>		<b>4.352</b>					<b>33.547</b>	<b>28.271</b>

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

**Note 1:**

The project has experienced delays in the issuance of the RFQ for the Mobile Dispatch Software. The RFQ is anticipated to be completed and awarded by Q1 of 2019.

**Note 2:**

The Multi-Function Station #2 project is forecasted to spend approximately \$150K by December 31, 2018. Underspending and project delays are due to the loss of the project manager in August. The project is on hold until a new project manager is assigned. The project manager is expected to be in place by Q1 of 2019.

**2018 Capital Spending by Program  
Infrastructure and Development Services**

Program		2018 Approved Cash Flow	2018 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
City Planning	Q1	8.07	0.70	5.85	72.4%		Ⓞ
	Q2	8.07	1.83	5.73	71.0%	↓	Ⓞ
	Q3	8.07	2.41	4.99	61.8%	↓	Ⓢ
Fire Services	Q1	16.16	0.12	10.31	63.8%		Ⓢ
	Q2	16.16	0.81	9.52	58.9%	↓	Ⓢ
	Q3	16.16	1.57	7.81	48.4%	↓	Ⓡ
Transportation	Q1	541.67	21.11	405.50	74.9%		Ⓞ
	Q2	541.77	58.68	375.05	69.2%	↓	Ⓢ
	Q3	575.46	139.36	364.54	63.3%	↓	Ⓢ
Waterfront Revitalization	Q1	196.63	13.21	132.87	67.6%		Ⓢ
	Q2	209.22	14.91	120.46	57.6%	↓	Ⓢ
	Q3	209.22	57.93	118.38	56.6%	↓	Ⓢ
TOTAL	Q1	762.53	35.13	554.53	72.7%		Ⓞ
	Q2	775.22	76.23	510.76	65.9%	↓	Ⓢ
	Q3	808.91	201.27	495.72	61.3%	↓	Ⓢ

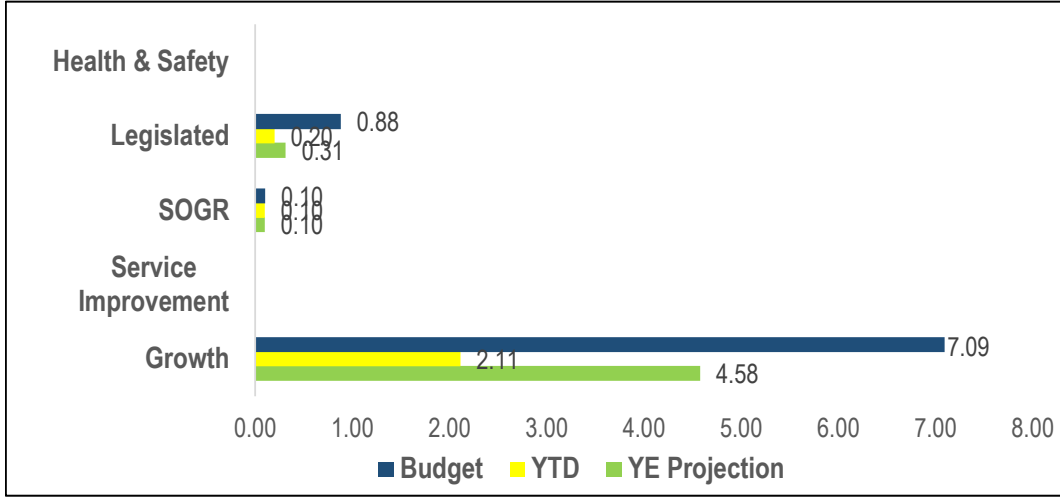
Ⓞ >70%     
Ⓢ between 50% and 70%     
Ⓡ < 50% or > 100%

For the nine months ended September 30, 2018, capital expenditures for Infrastructure and Development Services totalled \$201.27 million of their collective 2018 Approved Capital Budget of \$808.91 million. Spending is expected to increase to 495.72 million (61.3%) by year-end. No Programs within Infrastructure and Development Services have projected year-end spending rate of over 70% of its 2018 Approved Capital Budgets.

City Planning and Transportation Services have projected year-end spending rate of 61.8% and 63.3% respectively, while Fire Services and Waterfront Revitalization Program have projected year-end spending rate of 48.4% and 56.6% respectively.

# City Planning (PLN)

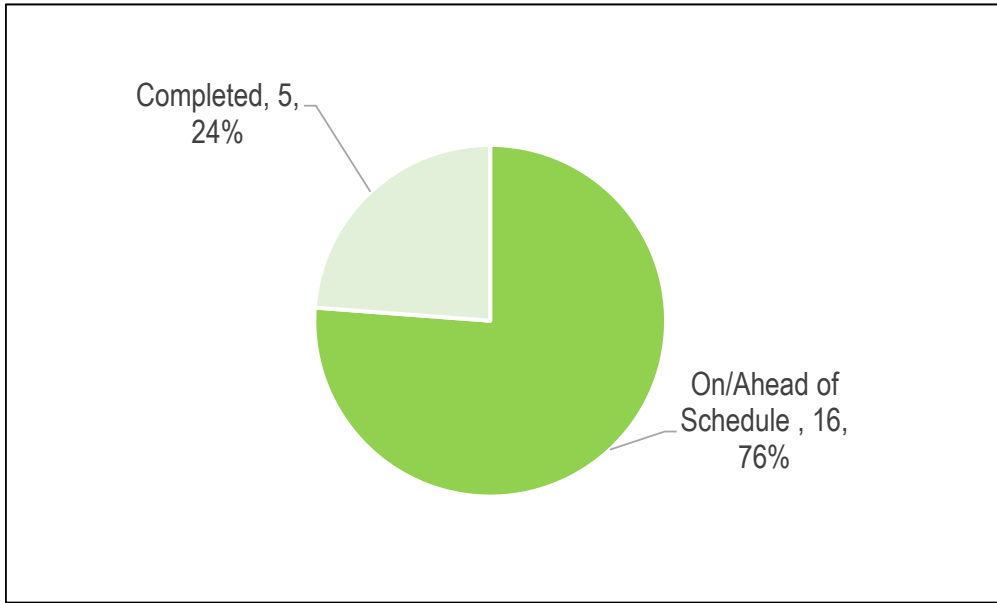
**Chart 1**  
2018 Approved Budget by Category (\$8.07)



**Table 1**  
2018 Active Projects by Category

Health & Safety	
Legislated	5
SOGR	1
Service Improvement	
Growth	15
<b>Total # of Projects</b>	<b>21</b>

**Chart 2**  
Project Status - 21



**Table 2**

**Reason for Delay**

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

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
8.07				

City Planning (PLN)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Legislated</b>										
Natural Heritage Inventory Evaluation System	0.080	0.029	35.8%	0.059	73.5%	Ⓞ	Ⓞ		0.160	0.028
Toronto Archaeological Resources Plan Implementation	0.050	0.026	52.5%	0.034	67.7%	Ⓜ	Ⓞ	#1	0.100	0.026
Five Year Review of the Official Plan	0.750	0.146	19.4%	0.221	29.4%	Ⓡ	Ⓞ	#2	1.670	0.415
<b>Sub-Total</b>	<b>0.880</b>	<b>0.200</b>	<b>22.8%</b>	<b>0.313</b>	<b>35.6%</b>	-	-		<b>1.930</b>	<b>0.469</b>
<b>State of Good Repair</b>										
St. Lawrence Market North - Archaeological Structural Elements	0.100	0.099	99.5%	0.099	99.5%	Ⓞ	Ⓞ		0.200	0.099
<b>Sub-Total</b>	<b>0.100</b>	<b>0.099</b>	<b>99.5%</b>	<b>0.099</b>	<b>99.5%</b>	-	-		<b>0.200</b>	<b>0.099</b>
<b>Growth Related</b>										
Growth Studies	1.443	0.740	51.2%	1.189	82.4%	Ⓞ	Ⓞ		7.669	4.958
Transportation & Transit Studies	0.800	0.176	22.0%	0.450	56.2%	Ⓜ	Ⓞ	#3	1.500	0.531
Avenue/Area Studies	0.500	0.090	18.0%	0.295	59.0%	Ⓜ	Ⓞ	#4	0.750	0.339
Heritage Conservation District Studies	1.000	0.448	44.8%	0.575	57.5%	Ⓜ	Ⓞ	#5	3.000	0.838
John Street Revitalization - Design	0.000	0.069		0.069		Ⓡ	Ⓞ	#6	2.565	1.968
Places - Civic Improvements	3.351	0.589	17.6%	2.000	59.7%	Ⓜ	Ⓞ	#7	10.868	5.228
<b>Sub-Total</b>	<b>7.094</b>	<b>2.111</b>	<b>29.8%</b>	<b>4.578</b>	<b>64.5%</b>	-	-		<b>26.352</b>	<b>13.861</b>
<b>Total</b>	<b>8.074</b>	<b>2.411</b>		<b>4.991</b>					<b>28.482</b>	<b>14.430</b>

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

**Note # 1:**

Funding for the 2018 work program of the Archaeological Management Plan.

**Note # 2:**

Lower spending due to shorter hearings than anticipated. Future hearing dates have been scheduled with the OMB for Q1 2019 and Q3 2019. Consultations on draft policies to be advanced in Q4 2018 - Q1 2019.

**Note # 3:**

Delay in issuing purchase orders impacting spending for various studies such as Official Plan Review (Phase 3 Transportation), Yorkdale Application Mall Lands study and Transit Design Guidelines. POs to be issued by Q1 2019.

**Note # 4:**

Delay in issuing purchase orders impacting spending for various studies such as Main Street and Danforth Avenue. POs to be issued by Q1 2019.

**Note # 5:**

Delay in issuing purchase orders impacting spending for various heritage studies such as Baby Point, Bloor West Village, Cabbagetown Southwest, Casa Loma, Distillery District, Fort York, Kensington Market, Parkdale Main Street, Queen Street East - Riverside, Wychwood Park, and West Queen West. POs to be issued by Q1 2019.

**Note # 6:**

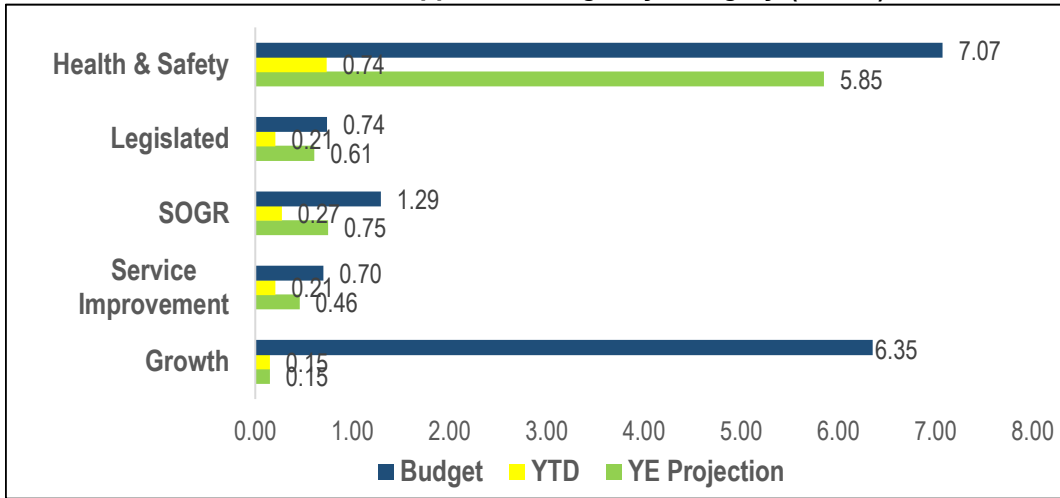
Project completed and to be closed, final invoices received.

**Note # 7:**

Three improvement projects delayed into 2019 due to coordination with project partners and delays in procurement.

# Fire Services (FIR)

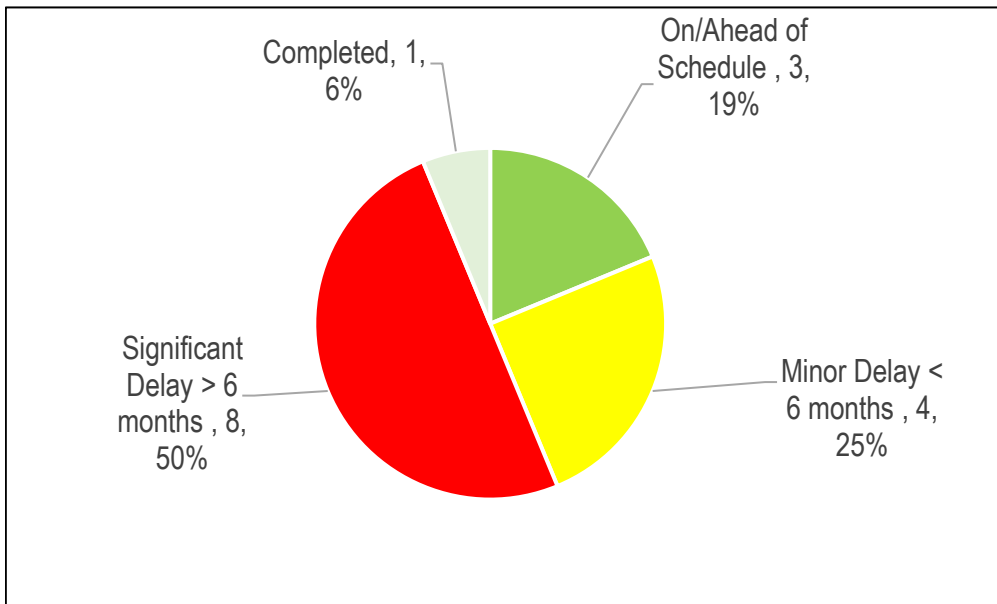
**Chart 1**  
2018 Approved Budget by Category (\$16.16)



**Table 1**  
2018 Active Projects by Category

Health & Safety	5
Legislated	2
SOGR	4
Service Improvement	2
Growth	3
<b>Total # of Projects</b>	<b>16</b>

**Chart 2**  
Project Status - 16



**Table 2**

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

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1.25	6.39	8.45	0.07	

## Key Discussion Points:

- Station B (Downsview) Keele/ Sheppard project: Building permit issued in Aug, 2018 with all permits now in place; with the project going to tender, project completion is projected for Q2, 2020
- Station A (Woodbine) Permitting and tendering will proceed as a co-location project with Paramedic Services; station occupancy is projected for Q4, 2020, with project to be fully spent by 2021.
- Portable Radio Replacement project has been co-ordinated with Toronto Police Services (TPS), with legal agreement a with vendor and purchase order issued in Q3, 2018. Product delivery anticipated by year-end.

Fire Services (FIR)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
Defibrillators Lifecycle Replacement	1.000		0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	1.000	0.000
Replacement of CBRNE Equipment	0.248		0.0%	0.104	41.9%	Ⓡ	Ⓡ	#2	0.510	0.262
Replacement of Portable Radios	5.000		0.0%	5.000	100.0%	Ⓞ	Ⓨ	#2	5.000	0.000
Helmet Replacement	0.750	0.735	98.0%	0.750	100.0%	Ⓞ	Ⓞ		0.800	0.735
Breathing Air Compressor Replacement	0.075		0.0%		0.0%	Ⓡ	Ⓡ	#3	0.075	0.000
<b>Sub-Total</b>	<b>7.073</b>	<b>0.735</b>	<b>10.4%</b>	<b>5.854</b>	<b>82.8%</b>	-	-		<b>7.385</b>	<b>0.997</b>
<b>Legislated</b>										
Replacement of HUSAR Equip - 2018	0.050	0.015	30.0%	0.050	100.0%	Ⓞ	Ⓞ		0.050	0.015
HUSAR Federal Public Safety	0.688	0.192	27.9%	0.559	81.3%	Ⓞ	Ⓨ	#2	0.688	0.192
<b>Sub-Total</b>	<b>0.738</b>	<b>0.207</b>	<b>28.0%</b>	<b>0.609</b>	<b>82.5%</b>	-	-		<b>0.738</b>	<b>0.207</b>
<b>State of Good Repair</b>										
Fire Prevention Office Space Accommodation	0.450	0.254	56.4%	0.450	100.0%	Ⓞ	Ⓞ		0.450	0.254
Emerg Fire Comm Workstation Console Replacement	0.545	0.001	0.2%	0.001	0.2%	Ⓡ	Ⓡ	#4	0.600	0.056
East/West Burn-House Wall Flame Protection	0.247	0.019	7.7%	0.247	100.0%	Ⓞ	Ⓡ	#5	0.250	0.022
Training Simulators Rehabilitation - 2018	0.050	0.000	0.0%	0.050	100.0%	Ⓞ	Ⓡ	#2	0.050	0.000
<b>Sub-Total</b>	<b>1.292</b>	<b>0.274</b>	<b>21.2%</b>	<b>0.748</b>	<b>57.9%</b>	-	-		<b>1.350</b>	<b>0.332</b>
<b>Service Improvements</b>										
Fire Prevention Intergeation Project	0.202	0.000	0.0%	0.101	50.0%	Ⓨ	Ⓨ	#6	2.010	
Operational BI Data Architecture Modizeration	0.500	0.208	41.6%	0.355	71.0%	Ⓞ	Ⓨ	#2	0.770	0.208
<b>Sub-Total</b>	<b>0.702</b>	<b>0.208</b>	<b>29.6%</b>	<b>0.456</b>	<b>65.0%</b>	-	-		<b>2.780</b>	<b>0.208</b>
<b>Growth Related</b>										
Station B (Stn 144) Keele/ Sheppard	2.551	0.075	2.9%	0.075	2.9%	Ⓡ	Ⓡ	#7	9.885	4.097
Station A (Stn 414) Hwy- 27 and Rexdale Blvd	3.729	0.007	0.2%	0.007	0.2%	Ⓡ	Ⓡ	#8	8.342	1.711
Specialized Trucks & Equipment	0.072	0.067	93.1%	0.067	93.1%	Ⓞ	Ⓞ		3.350	3.345
<b>Sub-Total</b>	<b>6.352</b>	<b>0.149</b>	<b>2.3%</b>	<b>0.149</b>	<b>2.3%</b>	-	-		<b>21.577</b>	<b>9.153</b>
<b>Total</b>	<b>16.157</b>	<b>1.573</b>		<b>7.816</b>					<b>33.830</b>	<b>10.897</b>

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

## Fire Services (FIR)

---

**Note 1:**

The decision to initiate a non-competitive ( Sole Source) procurement has delayed delivery, and now requires Council approval, with the project completion anticipated by Q4, 2019

**Note 2:**

Complexity of project design has delayed the issuance of the RFP; procurement is now underway or completed, with substantial or full project completion anticipated by year-end

**Note 3:**

Complexity of project design delayed issue of RFQ; procurement underway with delivery anticipated in Q1, 2019

**Note 4:**

Complexity of procurement delayed completion of RFP; project delivery is projected in early 2019

**Note 5:**

Scope change required based on available funding; project expected to be fully spent by year-end

**Note 6:**

Project delivery is co-ordinated with MLS, with deliverables and funding requirements under review

**Note 7:**

The need for a scope change has delayed project, with all permits now in place; the project is going to tender in Q4, with the project completion projected for Q2, 2020

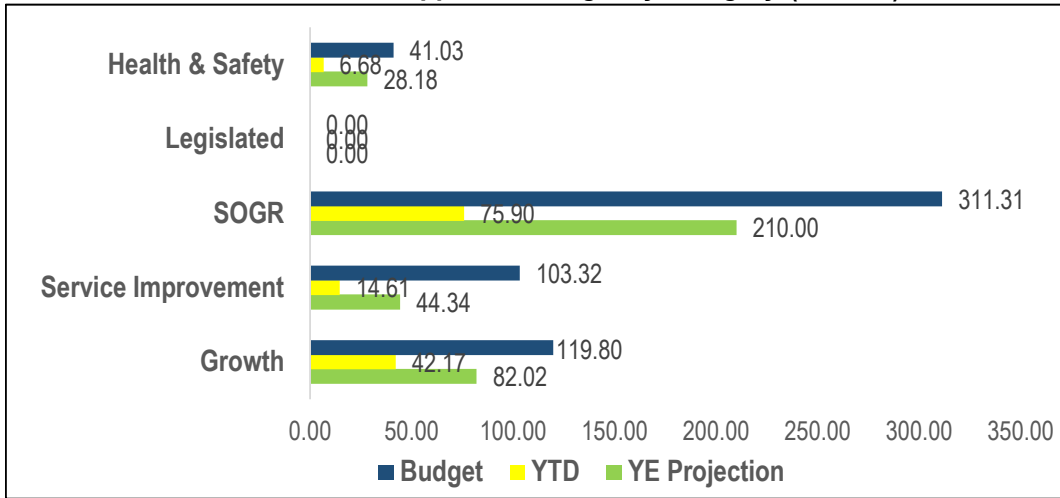
**Note 8:**

Delay is due to on-going discussions regarding co-location with TPS. Building permit and construction permit anticipated in Q4, 2018; station occupancy is projected for Q4, 2020, with project to be fully spent by 2021.



# Transportation Services (TRN)

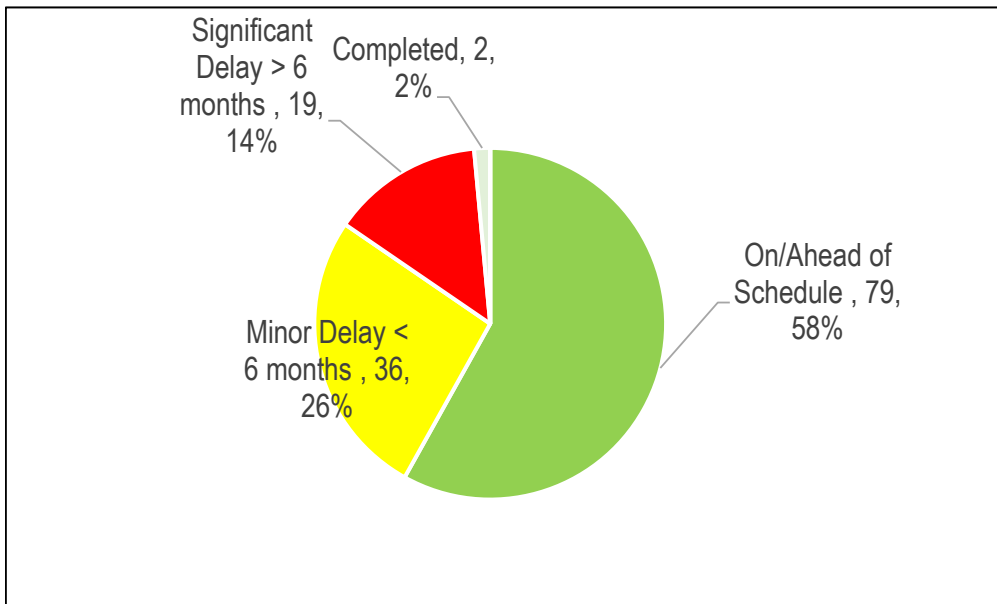
**Chart 1**  
2018 Approved Budget by Category (\$575.46)



**Table 1**  
2018 Active Projects by Category

Health & Safety	8
Legislated	
SOGR	16
Service Improvement	13
Growth	19
<b>Total # of Projects</b>	<b>56</b>

**Chart 2**  
Project Status - 56



**Table 2**

Reason for Delay	55	
	Significant Delay	Minor Delay
Insufficient Staff Resources	1	3
Procurement Issues		6
RFQ/RFP Delayed		2
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	5	3
Community Consultation		
Other*	13	22
<b>Total # of Projects</b>	<b>19</b>	<b>36</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
370.64	176.48	23.73	4.60	

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

- Transportation Services has thirty-five sub-projects with "Other" reasons for delay. In these cases, "Other" represents resolution of expropriation claims, consultant issues, scope design changes, 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:

- The rate of spending is consistent with project schedules for construction as most are weather / temperature dependent.
- Typically, the majority of cash flow funding is spent during the traditional construction season through to the latter part of the year, after contracts are tendered and awarded.
- Most of the year-end under-spending is anticipated in capital projects that require third party coordination and/or funding; community consultation; have issues with site conditions; and/or are development/transit dependent.



Transportation Services (TRN)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget*	Life-to- Date			
		\$	%	\$	%	On Budget	On Time						
<b>Health &amp; Safety</b>													
Accessible Pedestrian Signals (Audible)	1.525	0.674	44.2%	1.128	74.0%	G	G	# 1	4.250	1.903			
Guide Rail Replacement	2.050	0.272	13.3%	1.579	77.0%	G	Y						
New Traffic Control Signals / Devices	4.225	1.309	31.0%	2.075	49.1%	R	Y						
Pedestrian Safety & Infrastructure Prgms	0.504	0.113	22.5%	0.338	67.0%	Y	Y						
Road Safety Plan (Local Geometric Traffic Safety)	29.191	3.031	10.4%	20.542	70.4%	G	Y						
Salt Management Program	1.548	0.453	29.2%	1.201	77.6%	G	G						
Tactile Domes Installation	0.200	0.026	12.9%	0.160	80.0%	G	G						
Traffic Signal Major Modifications	1.790	0.798	44.6%	1.155	64.5%	Y	Y						
<b>Sub-Total</b>	<b>41.033</b>	<b>6.676</b>	<b>16.3%</b>	<b>28.178</b>	<b>68.7%</b>								
<b>State of Good Repair</b>													
Bathurst Street Bridge Rehabilitation	0.301	0.249	82.7%	0.271	90.0%	G	G	# 2 # 3 # 4	2,457.026	148.590			
City-Bridge Rehabilitation	36.413	15.059	41.4%	30.557	83.9%	G	G						
Critical Interim Road Rehabilitation	10.071	2.963	29.4%	8.470	84.1%	G	G						
Ditch Rehabilitation & Culvert Reconstruction	1.830	0.632	34.5%	1.153	63.0%	Y	Y						
Don Valley Parkway Rehabilitation	1.896	1.349	71.1%	1.574	83.0%	G	G						
Dufferin Street Bridge Rehabilitation	0.350	0.000	0.0%	0.280	80.0%	G	G						
F.G. Gardiner**	88.200	4.725	5.4%	27.241	30.9%	R	Y						
Facility Improvements	1.500	0.526	35.1%	0.800	53.3%	Y	R						
Laneways	2.241	0.618	27.6%	1.785	79.7%	G	G						
Local Road Rehabilitation	66.394	14.187	21.4%	56.367	84.9%	G	G						
Major Road Rehabilitation	59.733	18.521	31.0%	51.286	85.9%	G	G						
Major SOGR Pooled Contingency	3.800	1.218	32.1%	2.052	54.0%	Y	G						
Neighbourhood Improvements	7.130	0.823	11.5%	3.853	54.0%	Y	Y						
Retaining Walls Rehabilitation	5.803	2.783	48.0%	4.802	82.8%	G	G						
Sidewalks	19.342	8.296	42.9%	14.700	76.0%	G	G						
Traffic Plant Requirements / Signal Asset Management	6.303	3.955	62.7%	4.811	76.3%	G	G						
<b>Sub-Total</b>	<b>311.307</b>	<b>75.904</b>	<b>24.4%</b>	<b>210.002</b>	<b>67.5%</b>								

Transportation Services (TRN)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget*	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Service Improvements</b>										
Advanced Traffic Signal Control	1.786	0.662	37.1%	1.278	71.5%	G	Y			
Cycling Infrastructure	10.218	4.064	39.8%	7.735	75.7%	G	G			
Engineering Studies	8.623	2.075	24.1%	5.799	67.2%	Y	G			
LED Signal Module Conversion	2.556	0.268	10.5%	0.946	37.0%	R	Y	# 5		
Participatory Budgeting Pilot	0.213	0.000	0.0%	0.000	0.0%	R	R	# 6	0.265	0.052
PTIF Projects	73.217	5.625	7.7%	23.650	32.3%	R	Y	# 7	81.039	13.153
Signs & Markings Asset Management	2.400	0.748	31.2%	2.158	89.9%	G	G			
System Enhancements for Road Repair & Permits	0.963	0.387	40.2%	0.655	68.0%	Y	G		1.888	0.488
Traffic Calming	0.470	0.208	44.3%	0.404	86.0%	G	G			
Traffic Control - RESCU Traffic	0.420	0.136	32.4%	0.408	97.1%	G	G			
Traffic	0.855	0.000	0.0%	0.000	0.0%				0.855	
Wardens/Construction Staging Compliance (Vehicles)						R	Y	# 8		
Transit Shelter Property Acquisition	0.040	0.000	0.0%	0.040	100.0%	G	G		0.040	
Transportation Safety & Local Improvements	1.556	0.431	27.7%	1.266	81.3%	G	G			
<b>Sub-Total</b>	<b>103.317</b>	<b>14.605</b>	<b>14.1%</b>	<b>44.338</b>	<b>42.9%</b>					
<b>Growth Related</b>										
Bloor Street Transformation	0.914	0.032	3.5%	0.073	8.0%	R	G	# 9		0.032
Design Cherry St Realignment and Bridges	4.603	4.603	100.0%	4.603	100.0%	G	G		5.600	5.600
Gardiner York/Bay/Yonge Reconfiguration	11.423	4.353	38.1%	10.281	90.0%	G	G		34.588	27.018
Georgetown South City Infrastructure Upgrade	13.420	0.000	0.0%	13.420	100.0%	G	G		67.100	
John Street Revitalization Project	2.000	0.063	3.2%	0.080	4.0%	R	Y	# 10	26.449	0.063
King Liberty Cycling Pedestrian Bridge	10.493	0.221	2.1%	2.938	28.0%	R	R	# 11	13.680	1.013
Lawrence-Allen Revitalization Project	1.354	0.378	27.9%	0.934	69.0%	Y	R	# 12	11.223	1.152
Legion Road Extension & Grade Separation	0.490	0.078	15.8%	0.392	80.0%	G	G		26.889	0.078
North York Service Road	12.989	9.809	75.5%	10.263	79.0%	G	G		38.940	22.151
Port Union Road	1.175	0.000	0.0%	0.129	11.0%	R	R	# 13	11.050	0.175
Rean to Kenaston - New Road	6.000	2.550	42.5%	2.550	42.5%	R	G	# 14	6.000	2.550
Regent Park Revitalization	1.411	0.000	0.0%	0.000	0.0%	R	R	# 15	6.747	4.616
Rouge National Park	0.196	0.003	1.5%	0.003	1.5%	R	R	# 16	0.222	0.029
Transfer of Lands										
Scarlett / St. Clair / Dundas	3.873	0.503	13.0%	0.929	24.0%	R	R	# 17	35.875	1.861

**Transportation Services (TRN)**

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget*	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Six Points Interchange Redevelopment	24.414	10.512	43.1%	17.500	71.7%	G	G	# 18	73.680	27.877
Steeles Widening (Tapscott Rd - Beare Rd)	0.600	0.196	32.7%	0.396	66.0%	Y	Y		31.000	0.525
Third Party Signals	0.300	0.058	19.4%	0.058	19.4%	R	G		47.240	17.979
Traffic Congestion Management	8.030	3.530	44.0%	6.827	85.0%	G	Y			
Work for TTC & Others	16.118	5.282	32.8%	10.644	66.0%	Y	G			
<b>Sub-Total</b>	<b>119.801</b>	<b>42.170</b>	<b>35.2%</b>	<b>82.020</b>	<b>68.5%</b>					
<b>Total</b>	<b>575.458</b>	<b>139.356</b>	<b>24.2%</b>	<b>364.538</b>	<b>63.3%</b>					

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

\*\*The total project cost for the Gardiner reflects the 2012 - 2027 costs.

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:**

Project delivery plan impacted by delays in the contract procurement process and in obtaining utility locates to complete works. Works will continue and will be completed in 2019.

**Note # 2:**

See Major Capital Projects section.

**Note # 3:**

Delivery plan affected by on-going Corporate Yard rationalization initiatives. Detailed plans have been revised with delivery continuing in 2019.

**Note # 4:**

Contingency; only used if required.

**Note # 5:**

Procurement delay for tender and contractor delays in obtaining the materials (i.e. overseas delivery of light bulbs). Works will continue and will be completed in 2019.

**Note # 6:**

1. Brian Village Phase 2 - Anticipate to be completed in 2019 as further consultation is required to finalize maintenance agreement.
2. Butterfly Garden - Anticipate to be completed in 2019 or 2020 depending on the finalization of easements agreement (between the City and the Condo Corporation).

**Note # 7:**

Most PTIF projects are on track for completion in 2019 - 2020. Factors impacting the 2018 spend rate include: coordination with other organizations; late tender due to delays in prerequisite works such as feasibility studies or design; delays in award of assignments and request for proposals issuance; and approval delays with utilities.

**Note # 8:**

Vehicle procurement underway. Delivery date expected to be Q1 2019.

**Note # 9:**

2018 capital related maintenance works completed. Unspent funds are proposed to be carried forward for future repair works.

**Note # 10:**

Utility relocation design is underway. Construction schedule is currently under review.

**Note # 11:**

Construction tender was delayed due to completion of construction access agreement with Metrolinx. Tender was awarded in May 2018. Unspent funds are proposed to be carried forward for cash flow re-alignment in future years.

**Transportation Services (TRN)**

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection			Notes	Total Approved Budget*	Life-to- Date
		\$	%	\$	%	On Budget			

**Note # 12:**

Toronto Community Housing Corporation is the delivery agent. Unspent funds are proposed to be carried forward for cash flow re-alignment in future years.

**Note # 13:**

Based on refinements to the detailed design, the property acquisitions associated with the project have been reduced. Remaining funding will be spent to negotiate temporary easements in 2019. Project continues to experience consultant non-performance issues which has caused schedule delays. Unspent funds are proposed to be carried forward for cash flow re-alignment in future years.

**Note # 14:**

Project is on track. Remaining property acquisitions are currently on-going and anticipate completion by early 2019.

**Note # 15:**

Toronto Community Housing Corporation is the delivery agent. Project delay (road works portion) due to the need to address resident accommodations and moving schedule. Unspent funds are proposed to be carried forward for cash flow re-alignment in future years.

**Note # 16:**

Funding reserved to pay for costs associated with "the release of the registered provincial interest in the Toronto and Region Conservation Authority owned lands identified for future transportation infrastructure, due diligence, provincial land transfer tax and registration fees." Property plans have been deposited and the process is anticipated to be completed by the end of 2019. Unspent funds will be carried forward to 2019 in anticipation of payment.

**Note # 17:**

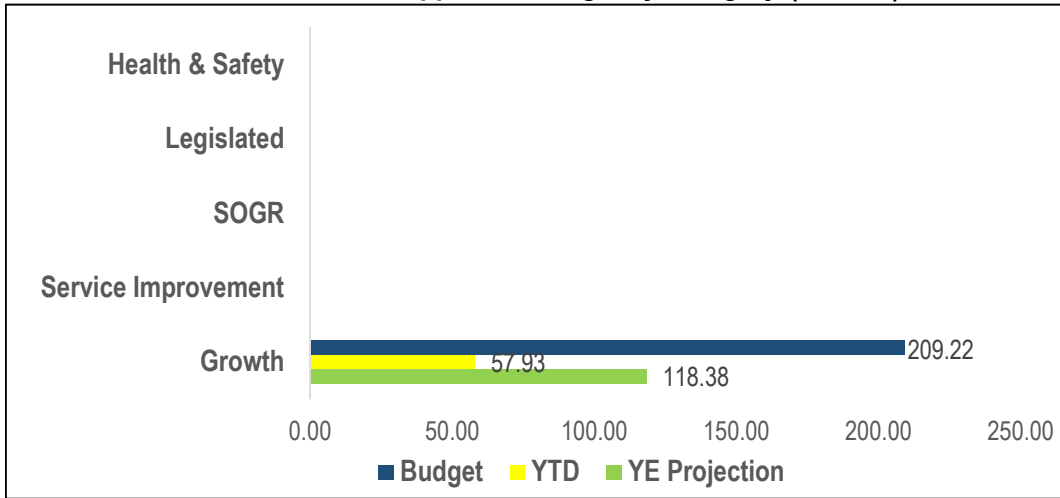
Detailed design work will continue in 2019. Negotiations with property owners regarding the acquisition of required property and the development of property-specific mitigation plans are in progress but are anticipated to delay property acquisition to 2019. Unspent funds are proposed to be carried forward for cash flow re-alignment in future years.

**Note # 18:**

This is a third party flow-through account - Transportation Services receives funding from third parties to fund City delivered works related to Traffic signals. Spending in 2018 is reflective of in-year requests received from third parties.

# Waterfront Revitalization Initiative (WFT)

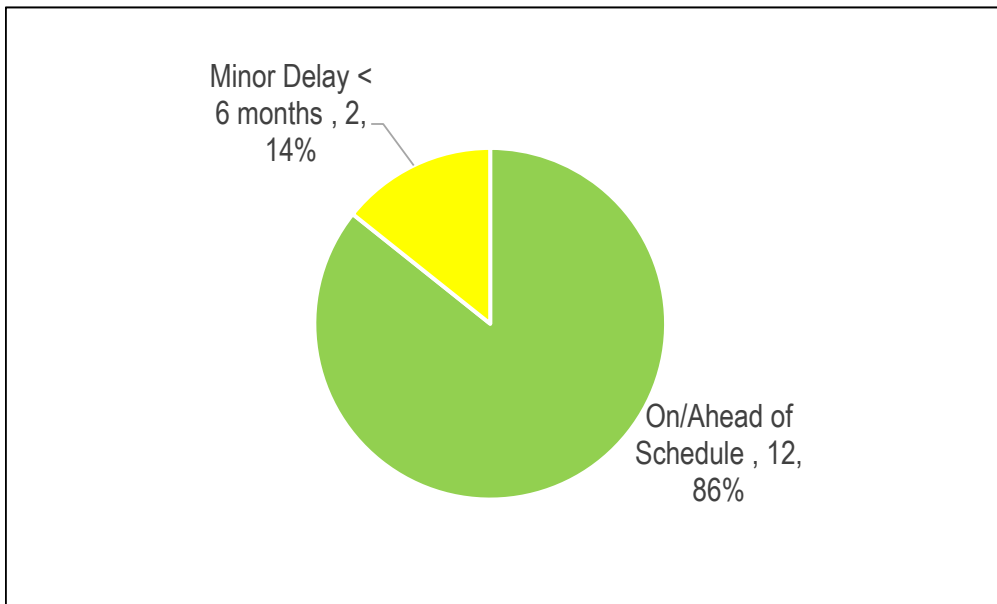
**Chart 1**  
2018 Approved Budget by Category (\$209.22)



**Table 1**  
2018 Active Projects by Category

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

**Chart 2**  
Project Status - 14



**Table 2**

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

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
199.28	9.94			

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

- The Strategic Review project is to fund an audit of Waterfront Toronto's new ERP system to ensure it meets the reporting requirements of the three government partners (Federal, Provincial, and the City of Toronto). The project has a minor delay due to the timing of the ERP system implementation.



**Waterfront Revitalization Initiative (WFT)**

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Growth Related</b>										
Precinct Planning	0.002	0.002	76.3%	0.002	76.3%	Ⓞ	Ⓞ		3.609	3.268
Precinct Implementation Projects	12.993	2.409	18.5%	9.227	71.0%	Ⓞ	Ⓞ		248.400	221.370
Transportation Initiatives	9.816	2.975	30.3%	7.000	71.3%	Ⓞ	Ⓜ	#1	31.448	24.606
Technical Studies	0.115	0.000	0.0%	0.082	71.0%	Ⓞ	Ⓞ		6.300	5.861
Waterfront Secretariat	0.645	0.392	60.7%	0.518	80.3%	Ⓞ	Ⓞ		10.306	6.992
Urban Planning Resources	0.499	0.196	39.3%	0.425	85.1%	Ⓞ	Ⓞ		2.776	2.248
Strategic Review	0.127	0.000	0.0%	0.126	99.6%	Ⓞ	Ⓜ	#2	0.400	0.273
The Bentway	3.000	3.000	100.0%	3.000	100.0%	Ⓞ	Ⓞ		23.500	23.500
Eastern Broadview Flood Protection	1.166	0.016	1.3%	0.100	8.6%	Ⓡ	Ⓞ	#3	2.000	0.850
Bathurst Quay Public Realm	1.031	0.044	4.3%	0.600	58.2%	Ⓜ	Ⓞ		2.339	0.057
Bentway Pedestrian Bridge	12.111		0.0%	0.600	5.0%	Ⓡ	Ⓞ	#4	12.111	0.000
Bentway PTIF Projects	0.980	0.035	3.6%	0.100	10.2%	Ⓡ	Ⓞ	#4	0.980	0.035
Cherry Street Stormwater Lakefilling	40.837	13.697	33.5%	29.000	71.0%	Ⓞ	Ⓞ		65.000	32.860
Port Lands Flood Protection	125.900	35.165	27.9%	67.600	53.7%	Ⓜ	Ⓞ	#5	400.417	49.908
<b>Sub-Total</b>	<b>209.222</b>	<b>57.930</b>	<b>27.7%</b>	<b>118.379</b>	<b>56.6%</b>	-	-		<b>809.586</b>	<b>371.828</b>
<b>Total</b>	<b>209.222</b>	<b>57.930</b>	<b>27.7%</b>	<b>118.379</b>	<b>56.6%</b>				<b>809.586</b>	<b>371.828</b>

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

**Note # 1:**

The construction of the Fort York Pedestrian and Cycle Bridge has a minor delay due to the complexity in coordinating the bridge implementation with the activity in the surrounding area such as development of parks and trails, residential development, and activity along the rail corridor.

**Note # 2:**

The review of Waterfront Toronto's new ERP system has a minor delay due to the timing of the implementation of the system.

**Note # 3:**

Due diligence component completed under budget and the environmental assessment has commenced.

**Note # 4:**

The project was transferred from Corporate Initiatives in 2018. Waterfront Secretariat and Waterfront Toronto have developed a work plan to implement the bridge as well as pedestrian and cyclist oriented improvements at the Bentway. The project has an estimated timeline of 15 months and the cash flow will be adjusted to reflect the work plan during the 2019 Budget Process.

**Note # 5:**

30% of the design has been completed for the River Valley, parks, roads, and bridges. Site excavation and demolition is underway. Project cash flow will be adjusted to reflect the updated work plan during the 2019 Budget Process.

**2018 Capital Spending by Program  
Corporate Services**

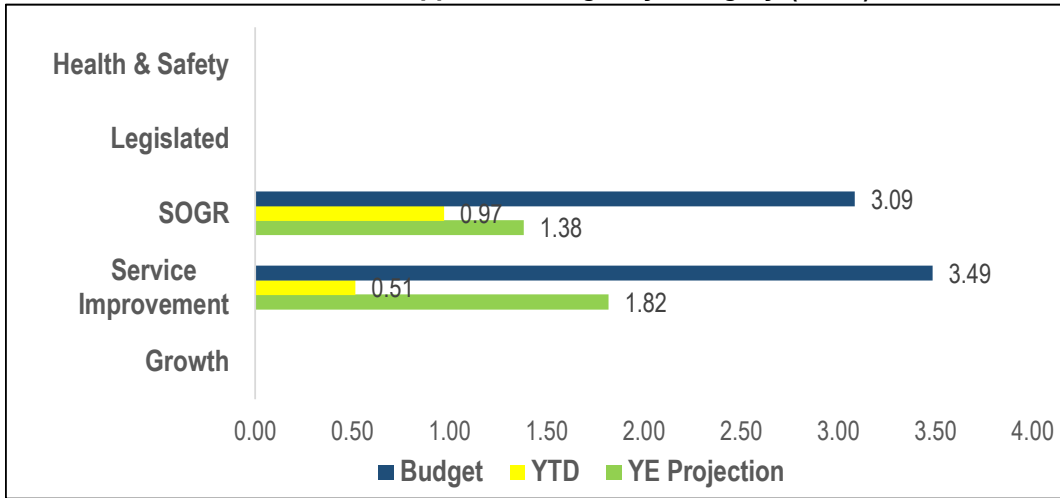
Program		2018 Approved Cash Flow	2018 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
311 Toronto	Q1	6.57	0.23	5.11	77.8%		⊙
	Q2	6.57	0.87	4.36	66.4%	↓	⊙
	Q3	6.57	1.49	3.20	48.7%	↓	Ⓡ
FM&RE	Q1	344.88	27.58	233.63	67.7%		⊙
	Q2	349.92	78.12	231.39	66.1%	↓	⊙
	Q3	353.81	106.47	217.90	61.6%	↓	⊙
Fleet Services	Q1	79.02	6.02	62.25	78.8%		⊙
	Q2	79.53	24.22	55.95	70.4%	↓	⊙
	Q3	80.03	41.32	61.03	76.3%	↑	⊙
I&T	Q1	88.54	5.99	69.54	78.5%		⊙
	Q2	88.84	20.37	60.24	67.8%	↓	⊙
	Q3	88.84	36.15	57.83	65.1%	↓	⊙
TOTAL	Q1	519.01	39.81	370.53	71.4%		⊙
	Q2	524.86	123.58	351.94	67.1%	↓	⊙
	Q3	529.25	185.43	339.97	64.2%	↓	⊙

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

For the nine months ended September 30, 2018, capital expenditures for Corporate Services totalled \$185.43 million of their collective 2018 Approved Capital Budget of \$529.25 million. Spending is expected to increase to 339.97 million (64.2%) by year-end. One Programs within Corporate Services have projected year-end spending rate of over 70% of their respective 2018 Approved Capital Budgets.

Fleet Services has a projected year-end spending rate of 76.3% while 311 Toronto, Facilities Management, Real Estate, Environment and Information Technology have project year-end spending rate of 48.7%, 61.6%, and 65.1% respectively.

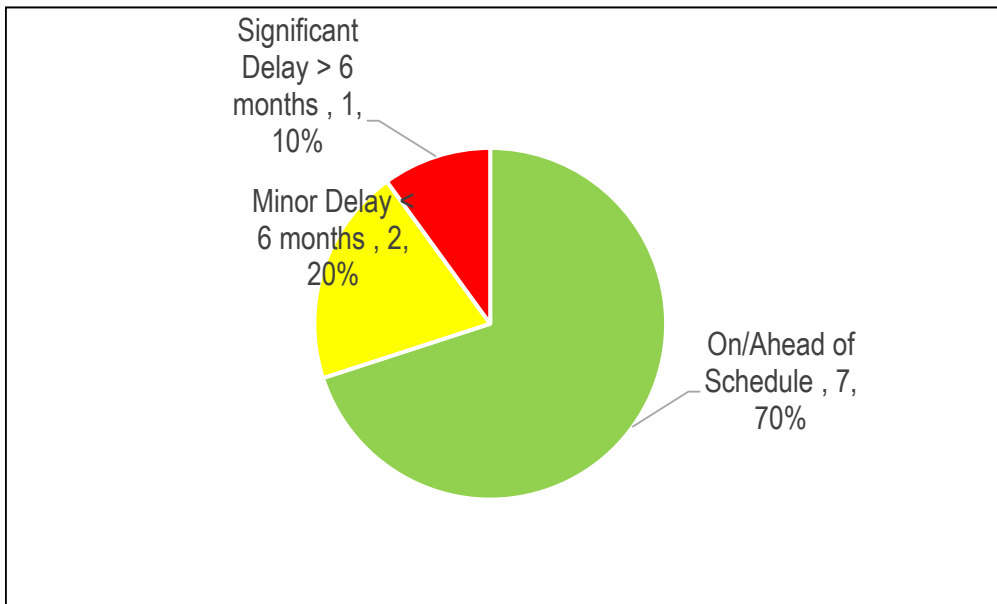
**Chart 1**  
2017 Approved Budget by Category (\$6.57)



**Table 1**  
2017 Active Projects by Category

Health & Safety	
Legislated	
SOGR	5
Service Improvement	5
Growth	
<b>Total # of Projects</b>	<b>10</b>

**Chart 2**  
Project Status - 10



**Table 2**

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

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0.96	3.11	2.50		

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

- Channel & Counter Strategy : This project is delayed. Currently, the team is working on service digitalization for Revenue and Transportation Services. A by-law change is required to implement the Moneris agreement (per City Treasurer) resulting in delay of online credit card payments for property taxes and utility. The Interac release is however expected to go live in November 2018, as a soft-launch. A by-law change is also required to introduce interim parking permits and this change may not happen in 2018. A revised delivery of just the pre-application questionnaire and checklist was due to be released in late 2018; however due to poor data quality, this too has been delayed to 2019.

**Key Discussion Points:**

- 311 Toronto is currently forecasting to spend \$3.198 million, or 48.7% of its 2018 Capital Budget. This is mainly driven by delays in the Customer Relationship Management (CRM) and Channel & Counter Strategy projects.



## 311 Toronto (THR)

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

- The Customer Relationship Management (CRM) will deliver a pilot implementation of a cloud-based CRM solution to support the 311 business model for integration with Toronto Water and ML&S. The master service agreement (MSA) had been delayed but has since been signed with the vendor. This project is projected to have a year-end spend rate of 46.9%.
- The Channel & Counter Strategy service improvement initiative includes funding to improve access to City services by providing customers with online channel choices and to strategically transition services to lower cost channels with a focused approach and input from a multitude of stakeholders, including the residents of the City. The project will transition 12 manual transactions to a digital offering for pre-authorized tax & utility payments and ownership updates, tax and water relief program for low income seniors and persons with a disability; parking permit refunds, temp parking permit (2-8 wk), accessible parking, oversized

311 Toronto (THR)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>State of Good Repair</b>										
Sharepoint Upgrade	0.078	0.063	80.9%	0.078	100.0%	Ⓞ	Ⓜ	1	0.191	0.176
CRM Upgrade and Replacement	3.029	0.364	12.0%	1.422	46.9%	Ⓡ	Ⓜ	2	6.884	0.367
Email Management System (EMWS)	0.100	0.076	75.8%	0.100	100.0%	Ⓞ	Ⓞ		0.500	0.076
Business Intelligence Verint, Lagan, and Knowledge Base Upgrades	0.278	0.009 0.003	3.1%	0.219 0.003	78.6%	Ⓞ	Ⓞ		0.528 7.693	0.009 7.514
<b>Sub-Total</b>	<b>3.485</b>	<b>0.515</b>	<b>14.8%</b>	<b>1.822</b>	<b>52.3%</b>	-	-		<b>15.796</b>	<b>8.142</b>
<b>Service Improvements</b>										
Digital Migration	0.284	0.052	18.3%	0.075	26.4%	Ⓡ	Ⓞ	3	1.141	0.052
Readiness Assessment	0.055	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	4	0.385	0.000
Channel & Counter Strategy	2.500	0.682	27.3%	1.050	42.0%	Ⓡ	Ⓡ	5	2.500	0.697
Integrations with Buildings and MLS	0.247	0.230	93.2%	0.247	100.0%	Ⓞ	Ⓞ		0.760	0.743
City Booking & Scheduling Solution and Payment Module		0.007		0.007		Ⓞ	Ⓞ		9.572	8.332
<b>Sub-Total</b>	<b>3.086</b>	<b>0.972</b>	<b>31.5%</b>	<b>1.379</b>	<b>44.7%</b>	-	-		<b>14.358</b>	<b>9.825</b>
<b>Total</b>	<b>6.571</b>	<b>1.486</b>		<b>3.201</b>	<b>48.7%</b>				<b>30.154</b>	<b>17.967</b>

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

**Note # 1:**

Minor delays in the SharePoint Upgrade are in relation to coordination with other projects and will be completed by year-end. The project is projected to come in under budget by year-end mainly due to the use of internal resources as opposed to external resourcing, as originally planned. Should the project be delayed for any reason, this surplus will be carried forward to 2019.

**Note # 2:**

The Customer Relationship Management (CRM) project has experienced delays due to unforeseen procurement issues and with the negotiation with the vendor in relation to the master service agreement (MSA) that has since been executed.

**Note # 3:**

Digital Migration project to assess and conduct the digital migration of 311 data to improve knowledge sharing, easier access to information and increased operational efficiency by moving customers towards lower cost channels is being reviewed to align with the Customer Service Strategy.

**Note # 4:**

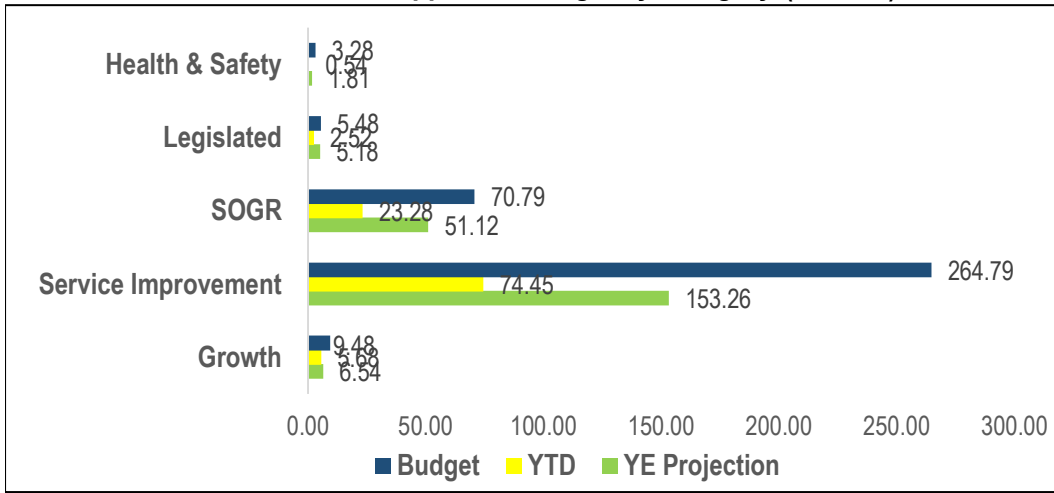
The Readiness Assessment to determine the integration approach between 311 and other Divisions, key stakeholder timeline, change management, technology, budget and resource requirements is on hold while the division focuses on current project initiatives already underway.

**Note # 5:**

The Channel & Counter Strategy project is delayed due to by-law changes needed resulting in the delay of online credit card payments for property taxes and utility and interim parking permits. A revised delivery of just the pre-application questionnaire and checklist was due to be released in late 2018; however due to poor data quality, this too has been delayed to 2019.

# Facilities Management, Real Estate & Environment (FAC)

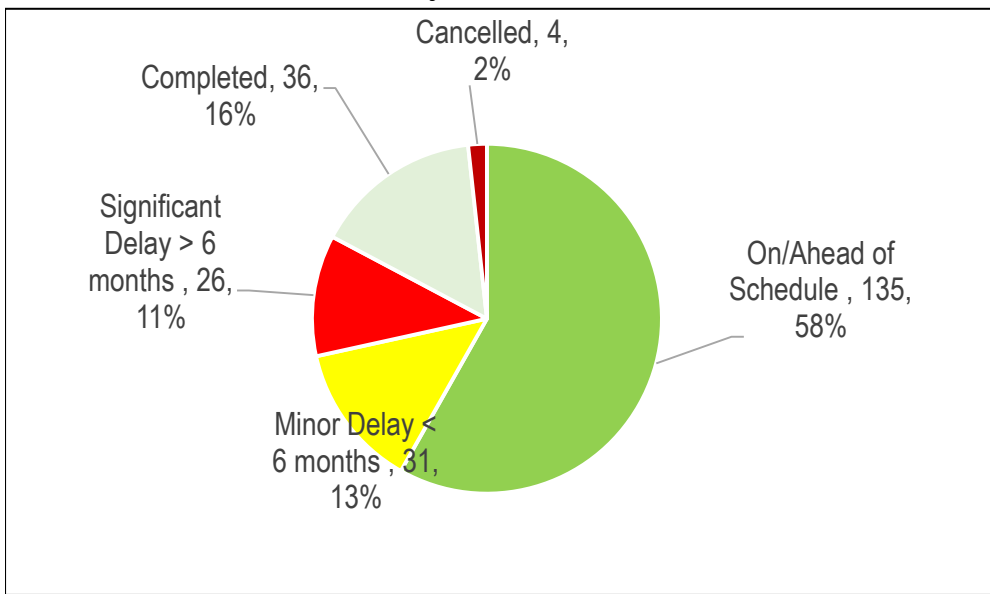
**Chart 1**  
2018 Approved Budget by Category (\$353.81)



**Table 1**  
2018 Active Projects by Category

Health & Safety	8
Legislated	7
SOGR	81
Service Improvement	93
Growth	3
<b>Total # of Projects</b>	<b>192</b>

**Chart 2**  
Project Status - 192



**Table 2**

Reason for Delay	57	
	Significant Delay	Minor Delay
Insufficient Staff Resources		3
Procurement Issues		1
RFQ/RFP Delayed	7	6
Contractor Issues		
Site Conditions	4	3
Co-ordination with Other Projects	11	14
Community Consultation		
Other*	4	4
<b>Total # of Projects</b>	<b>26</b>	<b>31</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
257.70	27.52	65.57	2.83	0.18

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

- Other delays are due to insufficient funding, client issues and Coordination of building requirements across multiple stakeholders.

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

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

- The FREEE program is currently forecasting to spend \$217.9 million, or 61.6% of its 2018 capital major capital projects such as the Union Station Revitalization (2018 Plan - \$112.5M) and St. Lawrence Market North Redevelopment (2018 Plan - \$23.4M). If we exclude these initiatives due to their unique completion funding, the forecasted year end spend rate would be 73.2%.
- The FREEE program includes SOGR, improvement projects and major capital initiatives delivered.
- For major projects, progress expected by year end includes:
  - St. Lawrence Market North - Prequalification of sub-trades, preparation of tender documents, and tender call
  - Union Station - continued progress on stage 2/3 construction.
- On the core Facilities Management SOGR program, forecasted spending for 2018 is 79.8% of which either been completed or are in the close out stage, which were carried over from 2017.
- A number of SOGR and Improvement projects are scheduled for completion that will help address issues across the portfolio of facilities.

Facilities Management, Real Estate & Environment (FAC)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
Emergency Repairs	0.961	0.142	14.8%	0.146	15.2%	Ⓜ	ⓐ		2.204	0.827
Global Corporate Security Program	2.235	0.358	16.0%	1.600	71.6%	ⓐ	ⓐ		3.277	1.433
Replacement of Diesel with Natural Gas Generators for Various locations	0.081	0.036	44.9%	0.066	81.8%	ⓐ	ⓐ		4.687	4.643
<b>Sub-Total</b>	<b>3.277</b>	<b>0.537</b>	<b>16.4%</b>	<b>1.812</b>	<b>55.3%</b>	-	-		<b>10.168</b>	<b>6.903</b>
<b>Legislated</b>										
Accessibility for Ontarians with Disabilities Act (AODA)	3.363	1.998	59.4%	3.399	101.1%	Ⓜ	ⓐ	1	34.177	4.387
Barrier Free / Equity	0.315	0.119	37.8%	0.150	47.7%	Ⓜ	Ⓜ	2	1.887	1.691
Environmental Remediation	1.801	0.403	22.4%	1.628	90.4%	ⓐ	ⓐ		4.398	2.502
<b>Sub-Total</b>	<b>5.479</b>	<b>2.520</b>	<b>46.0%</b>	<b>5.177</b>	<b>94.5%</b>	-	-		<b>40.462</b>	<b>8.579</b>
<b>State of Good Repair</b>										
Albert Campbell Square Park Rehabilitation	2.011	0.570	28.3%	0.770	38.3%	Ⓜ	Ⓜ	3	3.194	1.754
Global Corporate Security Program	1.700	0.595	35.0%	1.538	90.4%	ⓐ	ⓐ		2.700	0.595
Mechanical & Electrical	19.174	8.798	45.9%	16.791	87.6%	ⓐ	ⓐ		59.220	34.962
Others - SOGR	11.185	2.263	20.2%	8.721	78.0%	ⓐ	ⓐ		40.263	18.647
Physical Security Capital Plan	0.027	0.019	70.8%	0.027	100.0%	ⓐ	ⓐ		1.300	1.292
Renovations	7.866	1.177	15.0%	2.248	28.6%	Ⓜ	ⓐ	4	15.397	5.044
Re-Roofing	1.290	0.515	39.9%	0.666	51.7%	Ⓨ	ⓐ		2.565	4.926
Sitework	1.360	1.106	81.3%	1.154	84.8%	ⓐ	ⓐ		9.029	3.029
Structural / Building Envelope	26.172	8.236	31.5%	19.204	73.4%	ⓐ	ⓐ		107.111	39.721
<b>Sub-Total</b>	<b>70.785</b>	<b>23.280</b>	<b>32.9%</b>	<b>51.119</b>	<b>72.2%</b>	-	-		<b>240.779</b>	<b>109.971</b>
<b>Service Improvements</b>										
925 Albion Rd	10.507	10.285	97.9%	10.507	100.0%	ⓐ	ⓐ		10.507	10.285
Administrative Penalty System	2.172	0.759	34.9%	1.850	85.2%	ⓐ	ⓐ		3.000	1.587
CCTV Infrastructure Enhancements	0.544	0.335	61.6%	0.435	79.9%	ⓐ	ⓐ		7.754	6.795
Combined Heat & Power	1.998	0.479	24.0%	0.676	33.8%	Ⓜ	Ⓜ	5	4.001	2.519
Community Energy Planning	42.872	19.105	44.6%	41.544	96.9%	ⓐ	ⓐ		56.064	32.661
Corporate Facilities Refurbishment Program	0.442	0.243	55.0%	0.342	77.4%	ⓐ	ⓐ		3.993	3.394
Demand Response Program	0.093	0.002	1.7%	0.002	1.7%	Ⓜ	ⓐ	6	7.667	0.562
Energy Conservation & Demand Management	5.823	2.067	35.5%	3.379	58.0%	Ⓨ	Ⓜ	7	9.798	6.283
Energy Retrofit Program	0.665	-0.288	-43.3%	0.000	0.0%	Ⓜ	Ⓜ	8	3.045	1.830
Facilities Preventive Maintenance Systems	0.000	0.017		0.017			ⓐ		4.705	4.065

Facilities Management, Real Estate & Environment (FAC)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Fire Hall Emergency Generators	5.576	4.038	72.4%	4.517	81.0%	G	G		12.500	8.963
Mechanical & Electrical	3.000	0.178	5.9%	3.000	100.0%	G	G		3.500	0.178
Nathan Phillips Square Revitalization	0.026	0.003	12.4%	0.025	95.7%	G	G		51.300	51.011
Office Modernization Program	15.353	7.336	47.8%	12.426	80.9%	G	G		28.930	17.913
Others - Service Improvements	12.190	1.293	10.6%	2.412	19.8%	R	G	9	33.535	16.964
Renewable Energy Program	7.319	2.872	39.2%	3.348	45.7%	R	R	10	20.935	16.483
Residential Energy Retrofit Program (HELP)	1.562	0.675	43.2%	1.500	96.0%	G	G		11.250	3.173
Resiliency Program	0.830	0.187	22.5%	0.554	66.8%	Y	G		3.901	3.258
Solar Photovoltaic Program	1.008	-0.025	-2.4%	0.000	0.0%	R	G		4.800	3.239
St. Lawrence Market North Redevelopment	23.386	0.520	2.2%	1.000	4.3%	R	R	11	101.468	12.845
Toronto Strong Neighbourhood Strategy	6.524	0.200	3.1%	3.811	58.4%	Y	G		8.662	2.187
TransformTO	4.000	0.000	0.0%	0.200	5.0%	R	R	12	4.000	0.000
Union Station Revitalization	116.164	23.577	20.3%	59.968	51.6%	Y	G		701.232	651.051
Various IT-Related Projects	1.158	0.597	51.6%	0.995	85.9%	G	G		4.930	2.993
Union Station Enhancement Project	1.575	0.000	0.0%	0.750	47.6%	R	G	13	3.037	0.000
<b>Sub-Total</b>	<b>264.788</b>	<b>74.455</b>	<b>28.1%</b>	<b>153.258</b>	<b>57.9%</b>	<b>-</b>	<b>-</b>		<b>1,104.515</b>	<b>860.239</b>
<b>Growth Related</b>										
1251 Bridletowne Circle Acquisition	0.063	0.000	0.0%	0.000	0.0%	R	G		5.942	5.879
9 Huntley St	4.900	4.675	95.4%	4.900	100.0%	G	G		4.900	4.675
First Parliament Site Land Acquisition	0.276	0.000	0.0%	0.000	0.0%	R	G		1.300	1.024
Strategic Property Acquisitions	3.769	0.996	26.4%	1.165	30.9%	R	G	14	5.062	2.289
Westwood	0.474	0.005	1.1%	0.474	100.0%	G	G		4.000	1.082
<b>Sub-Total</b>	<b>9.481</b>	<b>5.676</b>	<b>59.9%</b>	<b>6.539</b>	<b>69.0%</b>	<b>-</b>	<b>-</b>		<b>21.204</b>	<b>14.950</b>
<b>Total</b>	<b>353.811</b>	<b>106.469</b>	<b>30.1%</b>	<b>217.904</b>	<b>61.6%</b>				<b>1,417.128</b>	<b>1,000.642</b>

<b>On Time</b>	<b>On Budget</b>
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:**

Project is on-time and scheduled to be completed by 2020.

**Note # 2:**

Project is delayed due to co-ordination with other projects and is scheduled to be completed by end of 2018.

**Note # 3:**

Project is delayed due to co-ordination with other projects and is scheduled to be completed by mid-2019.

**Note # 4:**

Underspend and slow down in project progress is due to RFQ/RFP delays and co-ordination with other projects. Majority of projects are scheduled to be completed by end of 2018.

**Note # 5:**

Underspend and slow down in project progress is due to coordination with other projects.

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

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection			Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget			

**Note # 6:**

Underspend and slow down in project progress is due to coordination with other projects.

**Note # 7:**

Underspend and slow down in project progress is due to coordination with other projects.

**Note # 8:**

Underspend and slow down in project progress is due to coordination with other projects.

**Note # 9:**

Underspend and slow down in project progress is due to site conditions, RFQ/RFP delays, and coordination with other projects. Majority of projects are scheduled to be completed by end of 2018.

**Note # 10:**

Underspend and slow down in project progress is due to site conditions.

**Note # 11:**

Underspend and slow down in project progress is due to RFQ/RFP delays.

**Note # 12:**

Underspend and slow down in project progress is due to co-ordination with other projects.

**Note # 13:**

Underspend is due to timing with majority of the project being scheduled to be completed by 2018.

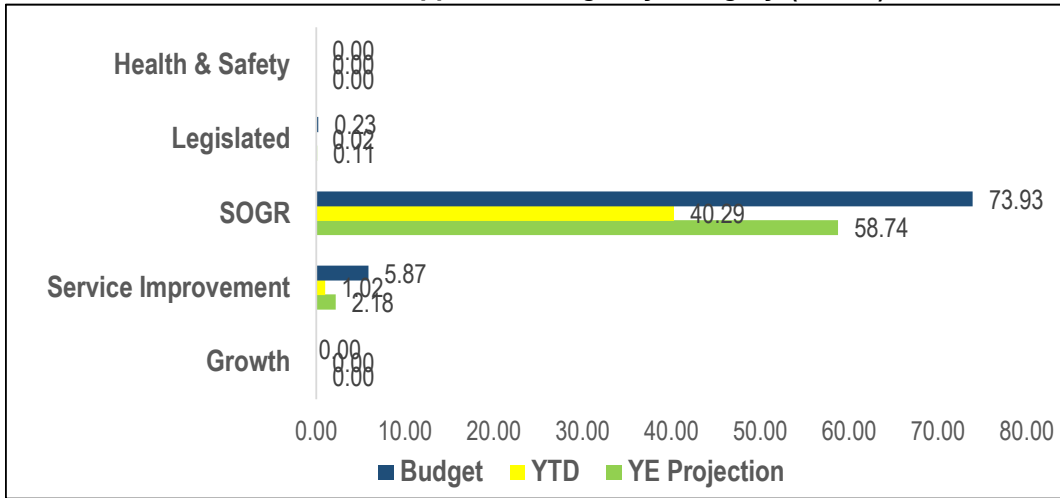
**Note # 14:**

Underspend is due to project being utilized on an as needed basis.



# Fleet Services (FLT)

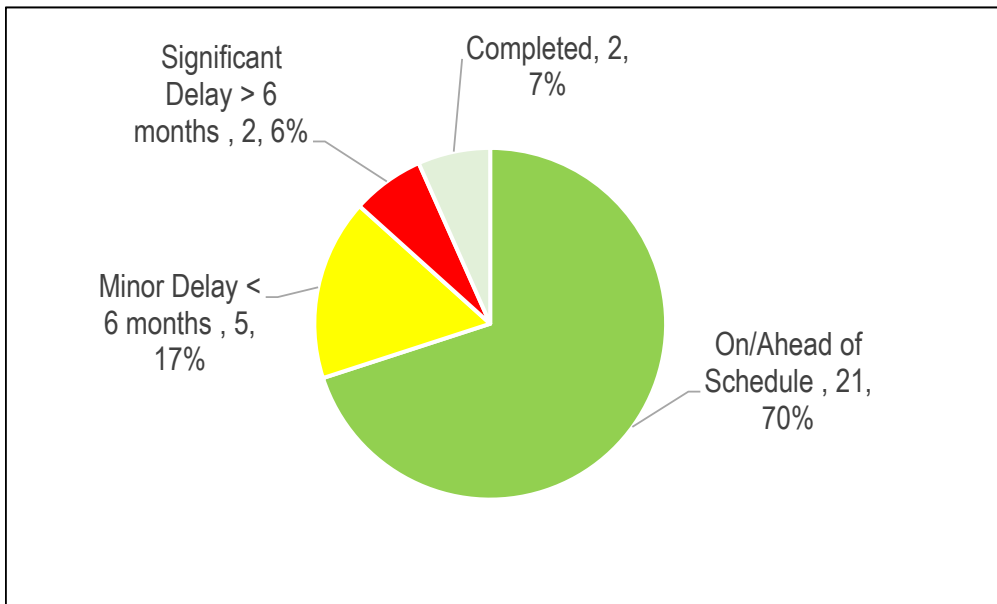
**Chart 1**  
2018 Approved Budget by Category (\$80.03)



**Table 1**  
2018 Active Projects by Category

Health & Safety	
Legislated	1
SOGR	24
Service Improvement	5
Growth	
<b>Total # of Projects</b>	<b>30</b>

**Chart 2**  
Project Status - 30



**Table 2**

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

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
58.99	12.09	3.07	0.41	5.46

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

- Other delays are due to delay in business cases and changes in vehicles requirements from clients and the new Comprehensive Economic Trade Agreement (CETA), which requires RFQs to be posted online for a longer duration.

### Key Discussion Points:

- Fleet Services is looking to spend \$61.03 million, or 76% of their 2018 capital plan. on projects including Solid Waste Fleet Replacement of \$19.9 million and Fire Services Fleet Replacement of \$7.2 million
- Of 70 active projects, 61 are SOGR, 2 are Legislated and 7 are improvement projects.



Fleet Services (FLT)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Legislated</b>										
Green Fleet Plan	0.233	0.015	6.4%	0.110	47.2%	Ⓡ	Ⓨ	#1	0.300	0.082
<b>Sub-Total</b>	<b>0.233</b>	<b>0.015</b>	<b>6.4%</b>	<b>0.110</b>	<b>47.2%</b>	-	-		<b>0.300</b>	<b>0.082</b>
<b>State of Good Repair</b>										
Arena Boards - Fleet Replacement	0.111	0.000	0.0%	0.112	101.1%	Ⓡ	Ⓢ		0.323	0.092
Clerks - Fleet Replacement	0.118	0.107	90.8%	0.107	90.8%	Ⓢ	Ⓢ		0.181	0.170
Economic Development & Culture - Fleet Replacement	0.140	0.060	43.0%	0.115	82.4%	Ⓢ	Ⓢ		0.140	0.060
Engineering & Construction Services - Fleet Replacement	1.108	0.444	40.1%	0.444	40.1%	Ⓡ	Ⓢ	#17	1.691	0.690
Exhibition - Fleet Replacement	0.217	0.185	85.2%	0.185	85.2%	Ⓢ	Ⓢ		0.875	0.243
Facility & Real Estate - Fleet Replacement	1.335	0.362	27.1%	0.363	27.2%	Ⓡ	Ⓡ	#2	1.517	0.427
Fire Services - Fleet Replacement	11.070	4.208	38.0%	8.339	75.3%	Ⓢ	Ⓨ	#3	14.406	7.043
Fleet Replacement - Insurance Company	0.166	0.016	9.6%	0.016	9.6%	Ⓡ	Ⓢ	#4	0.400	0.111
Fleet Services - Fleet Replacement	0.494	0.136	27.6%	0.178	35.9%	Ⓡ	Ⓡ	#5	0.494	0.136
Fleet Services - Fuel Site	0.531	0.041	7.8%	0.115	21.6%	Ⓡ	Ⓡ	#6	0.900	0.411
Fleet Services - Garage Security	0.105	0.000	0.0%	0.105	100.0%	Ⓢ	Ⓢ		0.105	0.000
Fleet Tools & Equipment	0.572	0.231	40.4%	0.231	40.4%	Ⓡ	Ⓨ	#7	0.690	0.349
Green Fleet Plan	0.151	0.068	45.2%	0.139	91.9%	Ⓢ	Ⓢ		0.235	0.152
Information & Technology - Fleet Replacement	0.085	0.032	38.1%	0.066	77.9%	Ⓢ	Ⓨ	#8	0.085	0.032
Library - Fleet Replacement	0.862	0.038	4.4%	0.226	26.2%	Ⓡ	Ⓨ	#9	1.530	0.609
Municipal Licensing - Fleet Replacement	0.192	0.139	72.3%	0.183	95.5%	Ⓢ	Ⓢ		0.891	0.699
Parks, Forestry & Recreation - Fleet Replacement	8.157	3.405	41.7%	5.432	66.6%	Ⓨ	Ⓢ	#10	17.608	7.170
Public Health - Fleet Replacement	0.031	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓨ	#11	0.031	0.000
Purchasing & Materials - Fleet Replacement	0.177	0.102	57.8%	0.102	57.8%	Ⓨ	Ⓢ	#8	0.297	0.102
Solid Waste - Fleet Replacement	27.725	19.943	71.9%	28.810	103.9%	Ⓡ	Ⓢ	#12	97.299	63.119
Toronto Community Housing Corporation - Fleet Replacement	1.167	0.370	31.7%	0.471	40.4%	Ⓡ	Ⓢ	#13	1.812	0.675
Toronto Paramedic - Fleet Replacement	4.064	3.806	93.6%	3.967	97.6%	Ⓢ	Ⓢ		8.180	7.922
Toronto Water - Fleet Replacement	8.736	5.799	66.4%	7.788	89.1%	Ⓢ	Ⓢ		25.283	12.539
Transportation Services - Fleet Replacement	5.564	0.242	4.4%	0.692	12.4%	Ⓡ	Ⓨ	#8	36.264	3.516
Zoo - Fleet Replacement	1.050	0.554	52.8%	0.554	52.8%	Ⓨ	Ⓢ	#14	1.050	0.554
<b>Sub-Total</b>	<b>73.927</b>	<b>40.290</b>	<b>54.5%</b>	<b>58.741</b>	<b>79.5%</b>	-	-		<b>212.287</b>	<b>106.821</b>

**Fleet Services (FLT)**

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Service Improvements</b>										
At-large Purchases	1.470	0.000	0.0%	0.795	54.1%	Y	G	#15	1.770	0.000
Bidiesel Pilot Project	0.132	0.000	0.0%	0.132	100.0%	G	G		0.198	0.000
Fleet Management System & Fuel System Integration	3.563	0.561	15.7%	0.800	22.4%	R		#16	5.015	2.047
Fuel Site Closures	0.200	0.000	0.0%	0.000	0.0%	R	Y		0.200	0.000
Green Fleet Acceleration - Paramedics	0.501	0.457	91.2%	0.457	91.2%	G	G		0.733	0.457
<b>Sub-Total</b>	<b>5.867</b>	<b>1.018</b>	<b>17.3%</b>	<b>2.184</b>	<b>37.2%</b>	-	-		<b>7.916</b>	<b>2.504</b>
<b>Total</b>	<b>80.027</b>	<b>41.322</b>		<b>61.034</b>					<b>220.504</b>	<b>109.407</b>

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

**Note # 1:**

Delay in contract development for Car Share technology which is to be purchased from the vendor.

**Note # 2:**

Late business cases/replacement requirements submissions caused delayed issuance of RFQ

**Note # 3:**

The trucks will be ordered by year end but not all funding will be spent until Q1 2019

**Note # 4:**

This project is a contingency fund for insurance claims related to fire, theft to the vehicles

**Note # 5:**

Service truck requirements changed

**Note #6:**

Project start is delayed in order to identify which sites can accommodate increased demand

**Note #7:**

This project is delayed due to RFQ process.

**Note #8:**

New Comprehensive Economic Trade Agreement (CETA) process in place

**Note #9:**

Due to the delay in client finalising the requirements for the vehicle

**Note #10:**

Clients have not submitted business cases

**Note #11:**

Units to be delivered in January 2019

**Note #12:**

True-up funding was overestimated by \$2M

**Note #13:**

Client changed vehicle model

**Note #14:**

Backlog of vehicle purchases resulted in RFP delay

**Note #15:**

Mobile service trucks for fleet maintenance require more time to develop specifications

**Note #16:**

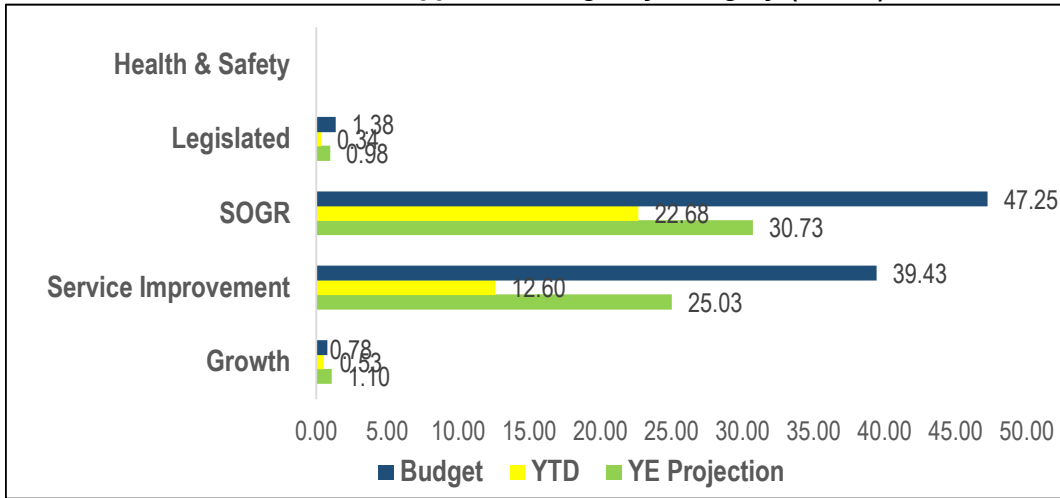
Unable to fill hard-to-fill vacant positions

**Note #17:**

Delay in contract award and delivery in 2019

# Information & Technology (ITP)

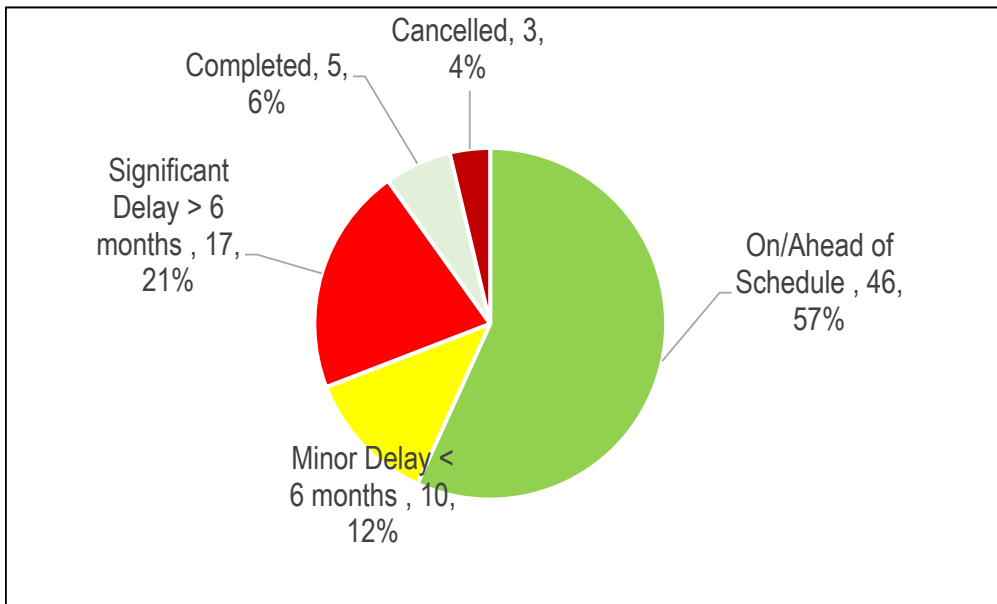
**Chart 1**  
2018 Approved Budget by Category (\$88.84)



**Table 1**  
2018 Active Projects by Category

Health & Safety	
Legislated	1
SOGR	33
Service Improvement	46
Growth	1
<b>Total # of Projects</b>	<b>81</b>

**Chart 2**  
Project Status - 81



**Table 2**

Reason for Delay	27	
	Significant Delay	Minor Delay
Insufficient Staff Resources	4	6
Procurement Issues	3	
RFQ/RFP Delayed	2	
Contractor Issues	1	1
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*	7	3
<b>Total # of Projects</b>	<b>17</b>	<b>10</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
61.65	8.46	17.30	1.31	0.13

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

- The Domino Decommissioning project is behind schedule due to the Steering committee agreeing to put some scope on hold for 2018 and extending sustainment for 1 more year using carry forward and completing remaining migrations in 2019.
- The Applications Portfolio Tools & Rationalization project was delayed while acquiring a new project manager.
- The Work Management Solution project was reforecasted based on renegotiations with the vendor on scope and City responsibilities.
- The Electronic Service Delivery for Toronto Building has been delayed due to insufficient resourcing. Project on hold pending Executive decision on how to proceed with project.

## Information & Technology (ITP)

### Reasons for "Other\*" Projects Delay: (cont'd):

- The MLS Modernization - Phase 2 project had a delayed start due to conflicting resource assignments who were supporting other initiatives.
- The Enterprise Document and Records Management project has experienced delays resulting from insufficient resources and from obtaining agreement on project scope.
- The File Services Migration project is on hold while the project team conducts a scope review.
- The Wellbeing Toronto V3 project is reviewing the project scope and developing its work plan.
- The Online Grant Management System project for SDFA is revising its scope as additional Divisions are interested in using/implementing the solution as well and making it an enterprise solution.
- The Asset Management Solution for Transportation is re-aligning the project scope based on corporate direction from DCMs.

Information & Technology (ITP)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Legislated</b>										
AODA Compliance	1.383	0.340	24.6%	0.978	70.8%	Y	G		1.383	0.402
<b>Sub-Total</b>	<b>1.383</b>	<b>0.340</b>	<b>24.6%</b>	<b>0.978</b>	<b>70.8%</b>	-	-		<b>1.383</b>	<b>0.402</b>
<b>State of Good Repair</b>										
Application Systems	3.481	0.919	26.4%	1.441	41.4%	R	Y	#1	6.673	3.910
Applications Portfolio Tools & Rationalization	1.000	0.079	7.9%	0.213	21.3%	R	Y	#2	1.387	0.459
Asset Lifecycle Management	24.983	15.476	61.9%	19.327	77.4%	G	G		93.013	81.873
Business Sustainment Systems	0.006	0.831	14308.1%	0.005	91.0%	G	G		0.588	0.583
Consolidated Data Centre	6.284	0.462	7.3%	3.681	58.6%	Y	G	#3	13.600	8.719
Corporate Initiatives	2.861	1.618	56.6%	2.016	70.5%	Y	G		7.948	6.316
Corporate Planning & Management	2.272	0.968	42.6%	0.981	43.2%	R	Y	#4	9.695	7.758
Information Security Program	1.423	0.322	22.6%	0.519	36.5%	R	G	#5	2.140	1.849
IT Service Mgmt	1.022	0.019	1.9%	0.310	30.4%	R	R	#6	3.698	2.676
Network Upgrades	2.345	1.032	44.0%	1.236	52.7%	Y	Y	#7	40.084	19.332
Technology Infrastructure	0.150	0.073	48.6%	0.120	80.0%	G	G		0.372	0.273
WEB Business Continuity Refresh & Redesign	0.900	0.878	97.6%	0.878	97.6%	G	G		7.780	7.756
<b>Sub-Total</b>	<b>46.727</b>	<b>22.678</b>	<b>48.5%</b>	<b>30.728</b>	<b>65.8%</b>	-	-		<b>186.978</b>	<b>141.503</b>
<b>Service Improvements</b>										
Application Systems	6.816	2.411	35.4%	4.952	72.7%	G	Y	#8	16.694	11.459
Asset Management Solution - Transportation	0.860	0.006	0.7%	0.009	1.0%	R	R	#9	1.395	0.541
Business Sustainment Systems	11.363	3.331	29.3%	4.897	43.1%	R	Y	#10	22.875	14.354
Corporate Initiatives	6.854	2.599	37.9%	4.501	65.7%	Y	Y	#11	16.769	11.742
Corporate Planning & Management	1.253	0.530	42.3%	1.024	81.7%	G	Y		2.315	1.609
Document Management Capabilities	0.324	0.075	23.0%	0.143	44.1%	R	Y	#12	0.420	0.135
E-City Strategic Planning	0.882	0.539	61.1%	0.623	70.6%	Y	G		2.435	1.667
ECS Business Systems Improvements	0.300	0.035	11.8%	0.075	24.9%	R	G	#13	0.300	0.035
ECS Capital Project & Program Mgmt Process	0.292	0.140	47.9%	0.211	72.2%	G	Y		0.446	0.248
Enterprise Architecture	1.000	0.266	26.6%	0.517	51.7%	Y	G	#14	5.254	4.517
Enterprise Time, Attendance & Scheduling Management - PPEB	0.259	-0.480	-185.5%	0.000	0.0%	R	R	#15	14.950	14.217
Intranet Refresh (Phase 1 IT WEB)	0.187	0.102	54.7%	0.187	100.0%	G	G		0.254	0.167

**Information & Technology (ITP)**

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Open Data Visualization	0.913	0.563	61.7%	0.913	100.0%	Ⓞ	Ⓞ		1.384	0.986
Resource to Deliver IT Capital Projects	2.266	0.062	2.7%	2.266	100.0%	Ⓞ	Ⓞ		11.108	8.266
Shared Services	0.000	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ		0.608	0.337
Short Term Business Improvements - Transportation	0.135	0.087	64.5%	0.135	100.0%	Ⓞ	Ⓞ		2.499	2.447
Systems Enhancements- Licencing Services	0.328	0.245	74.6%	0.328	100.0%	Ⓞ	Ⓞ		1.226	1.093
TASS Business Readiness	0.363	0.001	0.2%	0.363	100.0%	Ⓞ	Ⓞ		0.461	0.099
TFS Prevention & Public Education Improvements	0.061	0.059	98.2%	0.061	100.0%	Ⓞ	Ⓞ		0.272	0.113
WAN High Speed Fire Data	0.440	0.130	29.5%	0.372	84.5%	Ⓞ	Ⓡ	#16	2.008	1.698
WEB Business Continuity Refresh & Redesign	1.441	0.848	58.9%	1.441	100.0%	Ⓞ	Ⓞ		1.623	0.848
Work Management Solution - Transportation	3.093	1.052	34.0%	2.009	65.0%	Ⓢ	Ⓢ	#17	8.130	4.176
<b>Sub-Total</b>	<b>39.430</b>	<b>12.602</b>	<b>32.0%</b>	<b>25.026</b>	<b>63.5%</b>	-	-		<b>113.428</b>	<b>80.753</b>
<b>Growth Related</b> Technology Infrastructure	1.300	0.533	41.0%	1.100	84.6%	Ⓞ	Ⓞ		1.737	0.898
<b>Sub-Total</b>	<b>1.300</b>	<b>0.533</b>	<b>41.0%</b>	<b>1.100</b>	<b>84.6%</b>	-	-		<b>1.737</b>	<b>0.898</b>
<b>Total</b>	<b>88.841</b>	<b>36.152</b>		<b>57.832</b>					<b>303.526</b>	<b>223.557</b>

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

**Note # 1:**

The File Services Migration is doing a scope review; the Geospatial Tool Enhancement was without a project manager; tasks on the Integrated Business Management System Review project were slowed down while the project conducted a strategic review.

**Note # 2:**

The Applications Portfolio Tools & Rationalization project was without a project manager (PM) for most of the year.

**Note # 3:**

Construction activities were delayed while funding contributions were finalized.

**Note # 4:**

The Corporate Planning and Management program has experienced resourcing issues with the Risk Management Framework, while the DLAN Cloud Services Implementation project's procurement process is ongoing.

**Note # 5:**

The Information Security Program is currently in the process of procuring a Managed Security Service Provider.



**Information & Technology (ITP)**

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection			Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget			

**Note # 6:**

The IT Service Management project is delayed due to insufficient staff resources. Internal discussions within IT are underway to address the staffing issue.

**Note # 7:**

The Disaster Recovery project is on hold while a new Project Director is hired.

**Note # 8:**

Continued sustainment on the Domino Decommissioning project and delays in gathering requirements on the Enterprise Collaboration Foundation and Enterprise Document and Records Management System projects have impacted the end dates for these projects.

**Note # 9:**

The Asset Management Solution for Transportation is re-aligning the project scope based on corporate direction from DCMs.

**Note # 10:**

The Electronic Service Delivery Portal for Building Permits project is on hold while conducting a strategic review; The Online Portal Services for City Planning projects have experienced issues with vendors, while the Electronic Service Delivery for Toronto Building and MLS Modernization have experienced resourcing issues.

**Note # 11:**

The Occupational Health & Safety Application and HR Electronic Skills Assessment projects have experienced delays with the procurement process.

**Note # 12:**

The Document Management Capabilities project has been delayed due to resourcing issues.

**Note # 13:**

The ECS Business System Improvements project is progressing on track using less funds than planned. The project expects to carry forward unspent funds to 2019.

**Note # 14:**

The Enterprise Architecture project has had resourcing issues. However, the project has recently filled its vacant positions and expects to remain on track

**Note # 15:**

The E-Time, Attendance & Scheduling Management project has been completed but is currently still ongoing due to Stabilization issues with the user/client. There is an issue with a 2017 accrual that is causing a negative year-to-date actual value. I&T are working to address this issue.

**Note # 16:**

Project on hold due to legal dispute and arbitration.

**Note # 17:**

The Work Management Solution project was reforecasted based on renegotiations with the vendor on scope and City responsibilities.



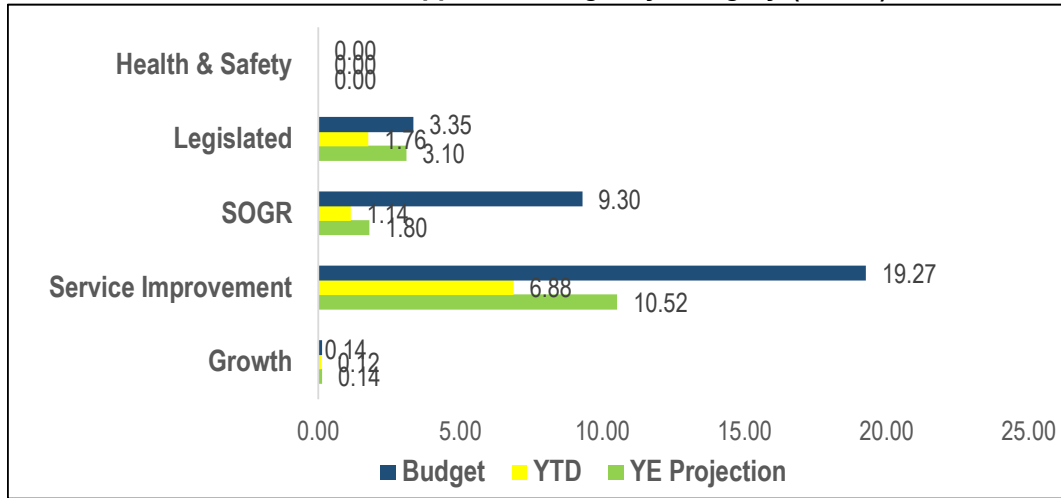
**2018 Capital Spending by Program  
Finance and Treasury Services**

Program		2018 Approved Cash Flow	2018 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
Financial Services	Q1	32.06	4.52	23.22	72.4%		Ⓞ
	Q2	32.06	7.21	17.61	54.9%	↓	Ⓢ
	Q3	32.06	9.90	15.56	48.5%	↓	Ⓡ
TOTAL	Q1	32.06	4.52	23.22	72.4%		Ⓞ
	Q2	32.06	7.21	17.61	54.9%	↓	Ⓢ
	Q3	32.06	9.90	15.56	48.5%	↓	Ⓡ
<span>Ⓞ &gt;70%</span> <span>Ⓢ between 50% and 70%</span> <span>Ⓡ &lt; 50% or &gt; 100%</span>							

For the nine months ended September 30, 2018, capital expenditures for Finance and Treasury Services totalled \$9.90 million of its 2018 Approved Capital Budget of \$32.06 million. Spending is expected to increase to \$15.56 million (48.5%) by year-end.

# Financial Services (FNS)

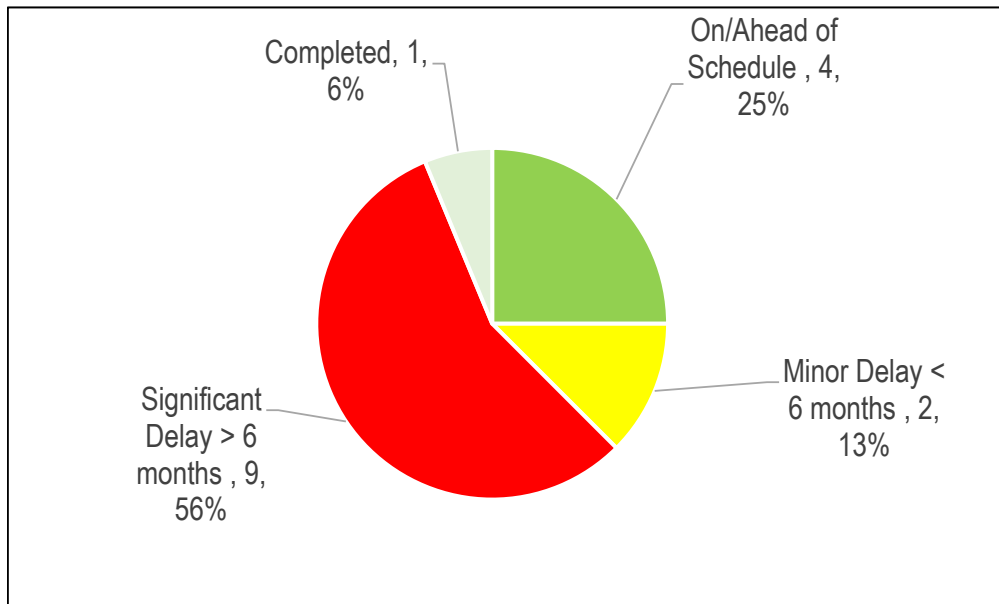
**Chart 1**  
2018 Approved Budget by Category (\$32.06)



**Table 1**  
2018 Active Projects by Category

Health & Safety	
Legislated	2
SOGR	5
Service Improvement	8
Growth	1
<b>Total # of Projects</b>	<b>16</b>

**Chart 2**  
Project Status - 16



**Table 2**

Reason for Delay	11	
	Significant Delay	Minor Delay
Insufficient Staff Resources	4	
Procurement Issues		
RFQ/RFP Delayed		1
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	3	
Community Consultation		
Other*	2	1
<b>Total # of Projects</b>	<b>9</b>	<b>2</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
3.76	6.82	21.35	0.14	

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

- The delay for the Financial Planning, Analysis & Reporting System (FPARS) EPM project is due to insufficient resources and technical issues.
- The Integrated Asset Planning Management (IAPM) project was delayed to incorporate changes from Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure which became effective in 2018.
- Development Charges Background Study is delayed due to expanded scope to review and potentially amend the non-residential DC policies in 2019.

Financial Services (FNS)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Legislated</b>										
Dev. Charges Background Study	0.639	0.270	42.3%	0.439	68.7%	Ⓚ	Ⓜ	#1	0.770	0.401
PCI Compliance	2.711	1.494	55.1%	2.665	98.3%	Ⓜ	Ⓜ		7.662	5.290
<b>Sub-Total</b>	<b>3.350</b>	<b>1.764</b>	<b>52.7%</b>	<b>3.104</b>	<b>92.7%</b>	-	-		<b>8.432</b>	<b>5.691</b>
<b>State of Good Repair</b>										
Cross-Application Timesheet (CATS) Implementation	0.548	0.357	65.2%	0.548	100.0%	Ⓜ	Ⓜ		7.540	7.350
Integrated Asset Planning Management (IAPM)	2.597	0.465	17.9%	0.685	26.4%	Ⓜ	Ⓜ	#2	5.000	0.548
Risk Management Info System Upgrade	0.242	0.174	71.9%	0.242	100.0%	Ⓜ	Ⓜ		1.892	1.099
Tax Billing System	3.833	0.148	3.9%	0.270	7.0%	Ⓜ	Ⓜ	#3	9.922	1.508
Utility Billing System	2.079	0.000	0.0%	0.050	2.4%	Ⓜ	Ⓜ	#3	5.971	0.155
<b>Sub-Total</b>	<b>9.299</b>	<b>1.144</b>	<b>12.3%</b>	<b>1.796</b>	<b>19.3%</b>	-	-		<b>30.325</b>	<b>10.660</b>
<b>Service Improvements</b>										
E-billing Initiative	0.469	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓜ	#4	0.469	0.000
Electronic Self Service Tax and Utility	0.551	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓜ	#4	0.551	0.000
Employee Service Centre (Esc)	0.255	0.000	0.0%	0.255	100.0%	Ⓜ	Ⓜ		0.255	0.000
Finance Accounting Systems Transformation (FAST)	1.641	0.553	33.7%	0.948	57.7%	Ⓚ	Ⓚ	#5	2.000	0.777
Financial Planning Analysis Reporting System (FPARS)	5.175	2.340	45.2%	3.495	67.5%	Ⓚ	Ⓚ	#6	60.820	56.438
Parking Tag Mgt Software Upgrade	1.019	0.020	1.9%	0.020	2.0%	Ⓜ	Ⓜ	#7	2.952	0.637
Revenue System - Phase 2	0.330	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓜ	#4	3.500	3.169
Supply Chain Management Transformation (SCMT 1)	9.829	3.963	40.3%	5.800	59.0%	Ⓚ	Ⓜ	#8	13.629	7.763
<b>Sub-Total</b>	<b>19.269</b>	<b>6.875</b>	<b>35.7%</b>	<b>10.517</b>	<b>54.6%</b>	-	-		<b>84.176</b>	<b>68.784</b>
<b>Growth Related</b>										
Tax Increment Financing Implementation	0.138	0.120	87.0%	0.138	100.0%	Ⓜ	Ⓜ		0.160	0.142
<b>Sub-Total</b>	<b>0.138</b>	<b>0.120</b>	<b>87.0%</b>	<b>0.138</b>	<b>100.0%</b>	-	-		<b>0.160</b>	<b>0.142</b>
<b>Total</b>	<b>32.056</b>	<b>9.903</b>	<b>30.9%</b>	<b>15.555</b>	<b>48.5%</b>				<b>123.093</b>	<b>85.278</b>

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

## Financial Services (FNS)

---

**Note # 1:**

Development Charges Background Study is delayed due to expanded scope to review and potentially amend the non-residential DC policies in 2019.

**Note # 2:**

The Integrated Asset Planning Management (IAPM) project is projecting underspend of \$1.9 million at year end. The project was delayed to incorporate changes from Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure which became effective in 2018.

**Note # 3:**

The Tax Billing System and Utility Billing System were delayed due to insufficient staff resources. Requests for contract staff have been submitted for both projects with anticipated start dates in the fourth quarter of 2018.

**Note #4:**

Electronic Self Service Tax and Utility, eBilling Initiative and Revenue System Phase 2 projects are projecting to be underspent. These three projects were previously on hold pending the award of the Print and eBilling RFP. The contract will be finalized shortly but expenditures are not expected until early next year.

**Note #5:**

The delay for the Finance Accounting Systems Transformation (FAST) project is due to a longer than expected RFP process and there were delays in finalizing the legal agreement with the proponent.

**Note #6:**

The delay for the Financial Planning, Analysis & Reporting System (FPARS) EPM project is due to insufficient resources and technical

**Note #7:**

The delay for Parking Tags Management Software Upgrade project is due to insufficient staff resources.

**Note #8:**

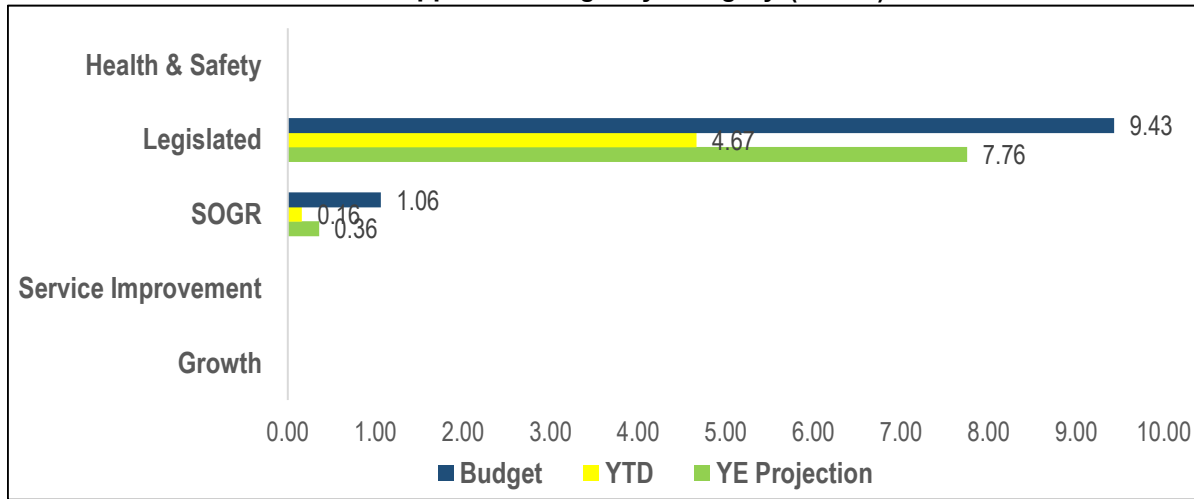
The Supply Chain Management Transformation (SCMT) budget was increased through a reallocation of \$2.7 million from the Payment Card Industry (PCI) Compliance project that was approved by Council at its meeting on July 23-30, 2018 (EX36.20). The project is behind due to delay in hiring process for both internal and external resources. In addition, external contractors were taking longer than expected to reach certain milestones and accomplishments.

**2018 Capital Spending by Program  
Other City Programs**

Program		2018 Approved Cash Flow	2018 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
City Clerk's	Q1	10.00	1.76	9.76	97.6%		Ⓢ
	Q2	10.00	3.45	8.58	85.8%	↓	Ⓢ
	Q3	10.50	4.83	8.11	77.3%	↓	Ⓢ
Corporate Initiatives	Q1	260.17	-0.54	260.70	100.2%		Ⓢ
	Q2	248.38	1.28	27.17	10.9%	↓	Ⓡ
	Q3	248.38	2.47	27.17	10.9%	□	Ⓡ
TOTAL	Q1	270.17	1.22	270.46	100.1%		Ⓢ
	Q2	258.38	4.74	35.75	13.8%	↓	Ⓡ
	Q3	258.88	7.30	35.28	13.6%	↓	Ⓡ
<span>Ⓢ</span> >70% <span>Ⓢ</span> between 50% and 70% <span>Ⓡ</span> < 50% or > 100%							

For the nine months ended September 30, 2018, capital expenditures for Other City Programs totalled \$7.30 million of their collective 2018 Approved Capital Budget of \$258.88 million. Spending is expected to increase to \$35.28 million (13.6%) by year-end. Spending rate at year-end for the for City Clerk's Office and Corporate Initiatives are projected at 77.3% and 10.9% respectively.

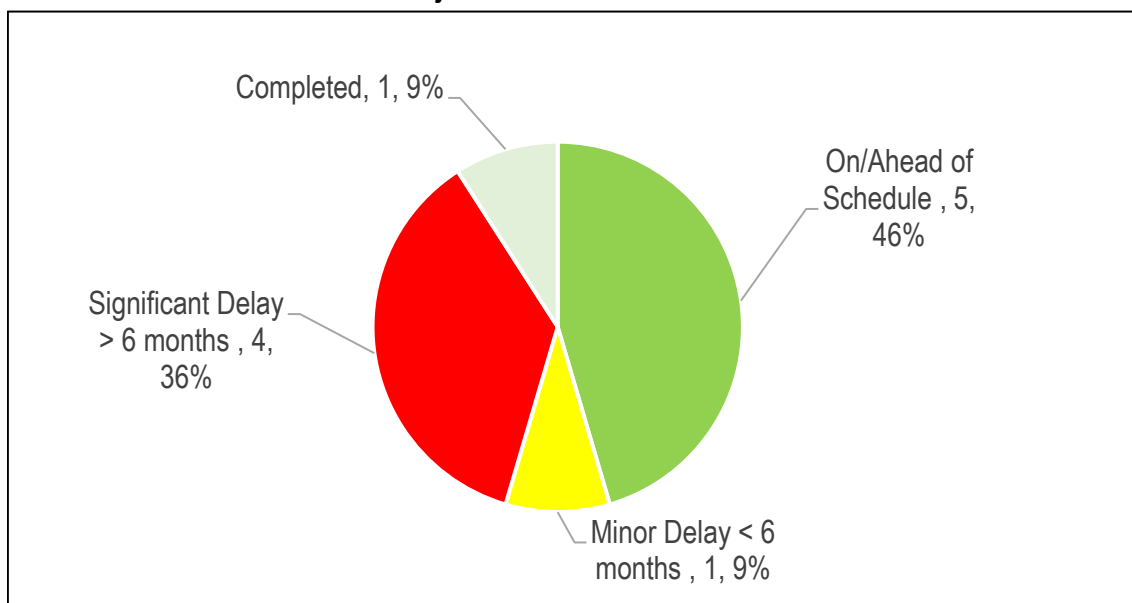
**Chart 1**  
2018 Approved Budget by Category (\$10.50)



**Table 1**  
2018 Active Projects by Category

Health & Safety	
Legislated	7
SOGR	4
Service Improvement	
Growth	
<b>Total # of Projects</b>	<b>11</b>

**Chart 2**  
Project Status - 11



**Table 2**

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

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
7.43	1.24	1.76	0.06	

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

- ENTERPRISE DOC & REC MGMT SOLUTION EDRMS - Project delay is a result of adoption of a more phased in approach for the roll-out of EDRMS in order to recognize the immense diversity and complexity of requirements across City divisions, and to provide for sufficient time to implement a comprehensive change management program to ensure a successful corporate transformation.
- INFRASTRUCTURE TO SUPPORT COUNCIL MEETING - Project delay is as a result of Bill 5 Better Local Government Act which has significant impacts on the project scope and implementation schedule.
- CITY CLERK'S OFFICE BUSINESS SYSTEMS 2016 - 2018 - Project is on hold pending resolution of vulnerability issues.
- COUNCIL BUSINESS SYSTEMS 2016 - 2018 - Cyber Security has identified security vulnerabilities and risks.
- TORONTO PROPERTY SYSTEM SOGR 2018 - Project was originally planned to be managed by I&T but due to reorganization in I&T, an arrangement has been made for City Clerk's Office to manage the business requirements gathering phase.

City Clerk's Office (CLK)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Legislated</b>										
TORONTO ELECTIONS MANAGEMENT INFO SYSTEM (TEMIS)	2.938	1.887	64.2%	2.886	98.2%	G	G		6.477	5.210
INFORMATION MANAGEMENT INFRASTRUCTURE - ENTERPRISE DOC & REC MGMT SOLUTION	1.241	0.784	63.2%	1.241	100.0%	G	Y	#1	4.829	3.822
EDRMS										
INFORMATION MANAGEMENT INFRASTRUCTURE - OPEN INFORMATION	1.605	0.291	18.1%	0.613	38.2%	R	G		3.103	0.864
VOTE COUNTING EQUIPMENT	1.600	0.997	62.3%	1.416	88.5%	G	G		2.250	1.498
CITY CLERK'S OFFICE BUSINESS SYSTEMS	0.679	0.232	34.2%	0.354	52.1%	Y	R	#2	1.497	1.052
COUNCIL BUSINESS SYSTEMS	0.180	0.075	41.4%	0.175	97.2%	G	R	#3	0.569	0.463
COUNCIL TRANSITION REQUIREMENTS 2017	1.191	0.400	33.6%	1.072	90.0%	G	G		1.460	0.419
<b>Sub-Total</b>	<b>9.435</b>	<b>4.666</b>	<b>49.5%</b>	<b>7.757</b>	<b>82.2%</b>	-	-		<b>20.185</b>	<b>13.328</b>
<b>State of Good Repair</b>										
INFRASTRUCTURE TO SUPPORT COUNCIL MEETING	0.725	0.065	9.0%	0.155	21.4%	R	R	#4	1.710	0.586
ARCHIVES EQUIPMENT UPGRADE 2017-2023	0.064	0.064	100.0%	0.064	100.0%	G	G		0.265	0.110
RECORDS CENTRE TRACKING SYSTEM	0.100	0.000	0.0%	0.098	97.7%	G	G		0.100	0.000
TORONTO PROPERTY SYSTEM SOGR	0.175	0.032	18.2%	0.041	23.7%	R	R	#5	0.665	0.032
<b>Sub-Total</b>	<b>1.064</b>	<b>0.161</b>	<b>15.1%</b>	<b>0.358</b>	<b>33.6%</b>	-	-		<b>2.740</b>	<b>0.728</b>
<b>Total</b>	<b>10.498</b>	<b>4.827</b>		<b>8.114</b>					<b>22.925</b>	<b>14.055</b>

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

**Note # 1:**

The project has decided to adopt a more phased in approach for the roll-out of EDRMS in order to recognize the immense diversity and complexity of requirements across City divisions and to provide for sufficient time to implement a comprehensive change management program to ensure a successful corporate transformation.

**Note # 2:**

Project delay is as a result of Bill 5 Better Local Government Act which has significant impacts on the project scope and implementation schedule.

**Note # 3:**

Project is on hold pending resolution of vulnerability issues.

**Note # 4:**

Cyber Security has identified security vulnerabilities and risks.

**Note # 5:**

Project was originally planned to be managed by I&T but due to reorganization in I&T, an arrangement has been made for City Clerk's Office to manage the business requirements gathering phase.



**2018 Capital Spending by Program  
City Agencies**

Program		2018 Approved Cash Flow	2018 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
Exhibition Place	Q1	5.87	1.02	5.87	100.0%		Ⓢ
	Q2	5.87	2.88	5.87	100.0%	□	Ⓢ
	Q3	5.87	3.68	5.87	100.0%	□	Ⓢ
Sony Centre	Q1	6.63	0.18	6.63	100.0%		Ⓢ
	Q2	7.62	0.65	5.59	73.4%	↓	Ⓢ
	Q3	7.62	1.33	5.59	73.4%	□	Ⓢ
TRCA	Q1	19.83	4.58	19.83	100.0%		Ⓢ
	Q2	19.83	9.54	19.83	100.0%	□	Ⓢ
	Q3	19.83	11.88	19.83	100.0%	□	Ⓢ
Toronto Police	Q1	76.19	3.90	68.23	89.5%		Ⓢ
	Q2	76.19	10.78	67.33	88.4%	↓	Ⓢ
	Q3	76.19	34.27	60.12	78.9%	↓	Ⓢ
Toronto Public Health	Q1	4.57	0.71	4.57	100.0%		Ⓢ
	Q2	4.57	1.43	4.20	91.9%	↓	Ⓢ
	Q3	4.57	2.31	3.74	81.9%	↓	Ⓢ
Toronto Public Library	Q1	35.27	6.67	32.36	91.8%		Ⓢ
	Q2	39.07	10.81	36.16	92.6%	↑	Ⓢ
	Q3	39.12	18.92	28.58	73.1%	↓	Ⓢ
Toronto Zoo	Q1	13.20	0.09	7.13	54.0%		Ⓢ
	Q2	13.20	0.45	4.60	34.8%	↓	Ⓢ
	Q3	13.20	0.87	3.44	26.1%	↓	Ⓢ
Toronto Transit Commission	Q1	2,228.06	272.18	1,830.81	82.2%		Ⓢ
	Q2	2,228.19	668.45	1,748.01	78.4%	↓	Ⓢ
	Q3	2,228.19	963.89	1,636.59	73.4%	↓	Ⓢ
TOTAL	Q1	2,389.63	289.34	1,975.44	82.7%		Ⓢ
	Q2	2,394.55	705.00	1,891.60	79.0%	↓	Ⓢ
	Q3	2,394.60	1,037.16	1,763.77	73.7%	↓	Ⓢ

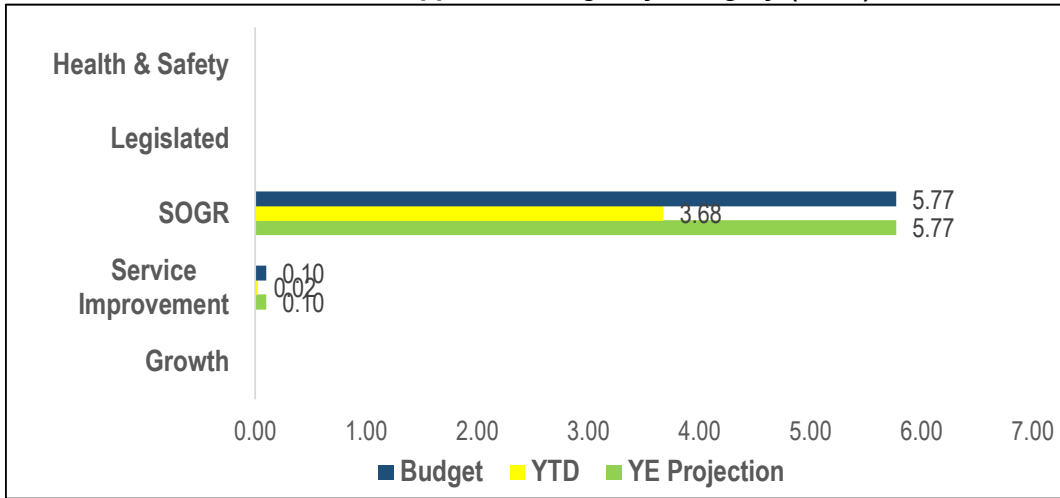
Ⓢ >70%     
Ⓢ between 50% and 70%     
Ⓢ < 50% or > 100%

For the nine months ended September 30, 2018, capital expenditures for the Agencies totalled \$1037.16 million of their collective 2018 Approved Capital Budget of \$2.395 billion. Spending is expected to increase to 1.764 billion (73.7%) by year-end. Seven Programs within the Agencies have a year-end spending rate of over 70% of their respective 2018 Approved Capital Budgets.

Exhibition Place and Toronto Region and Conservation Authority have projected year-end spending rate of 100% while Sony Centre, Toronto Police Services, Toronto Public Health, Toronto Public Library and Toronto Transit Commission and have projected spending rate of >70% while Toronto Zoo has year-end spending rate projected to 26.1%.

**Exhibition Place (EXH)**

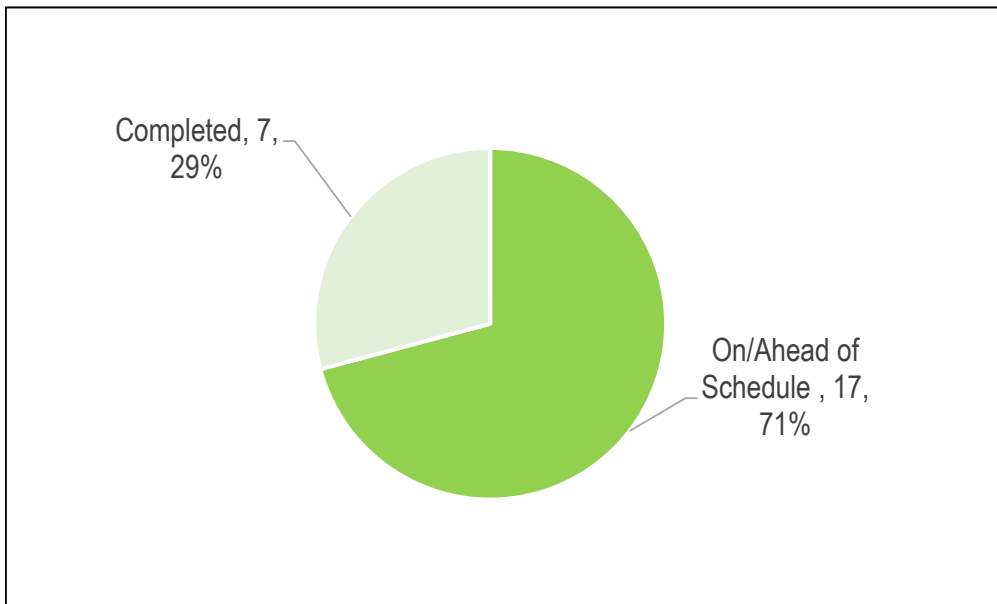
**Chart 1**  
2018 Approved Budget by Category (\$5.87)



**Table 1**  
2018 Active Projects by Category

Health & Safety	
Legislated	
SOGR	23
Service Improvement	1
Growth	
<b>Total # of Projects</b>	<b>24</b>

**Chart 2**  
Project Status - 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*		
<b>Total # of Projects</b>		

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
4.47			1.41	

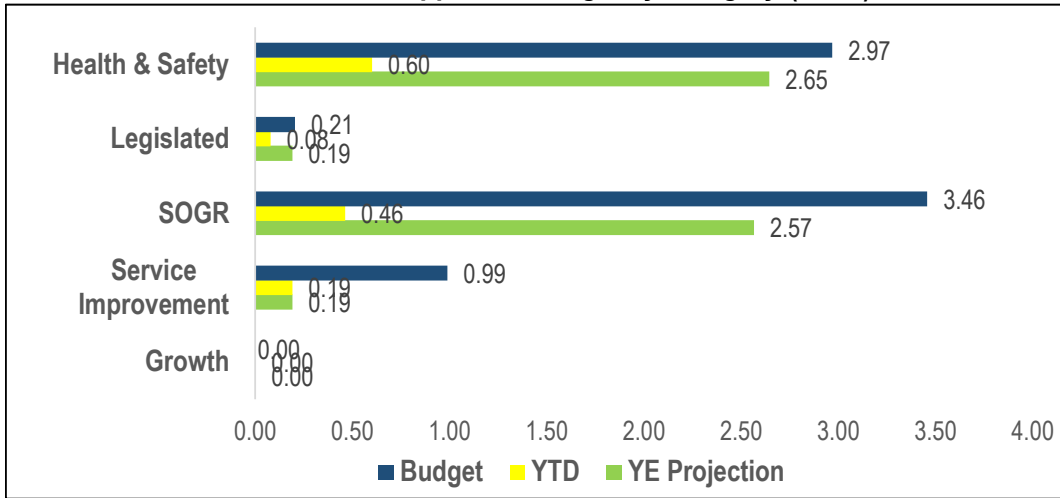
Exhibition Place (EXH)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>State of Good Repair</b>										
Pre-engineering Program	0.127	0.073	57.3%	0.127	100.0%	ⓐ	ⓐ		0.250	0.196
Queen Elizabeth Building	1.351	1.316	97.3%	1.351	100.0%	ⓐ	ⓐ		2.375	2.339
Other Building	0.239	0.101	42.2%	0.239	100.0%	ⓐ	ⓐ		0.415	0.277
Equipment	0.425	0.208	48.9%	0.425	100.0%	ⓐ	ⓐ		0.500	0.283
Enercare Centre	2.584	1.665	64.5%	2.584	100.0%	ⓐ	ⓐ		3.430	2.512
Parks, Parking Lots and Roads	1.046	0.314	30.0%	1.046	100.0%	ⓐ	ⓐ		1.385	0.630
<b>Sub-Total</b>	<b>5.772</b>	<b>3.676</b>	<b>63.7%</b>	<b>5.772</b>	<b>100.0%</b>	-	-		<b>8.355</b>	<b>6.236</b>
<b>Service Improvements</b>										
Parks, Parking Lots and Roads	0.100	0.023	22.7%	0.100	100.0%	ⓐ	ⓐ		0.100	0.023
SI Project										
<b>Sub-Total</b>	<b>0.100</b>	<b>0.023</b>	<b>22.7%</b>	<b>0.100</b>	<b>100.0%</b>	-	-		<b>0.100</b>	<b>0.023</b>
<b>Total</b>	<b>5.872</b>	<b>3.699</b>	<b>63.0%</b>	<b>5.872</b>	<b>100.0%</b>				<b>8.455</b>	<b>6.259</b>

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

# Sony Centre (Hummingbird) (HUM)

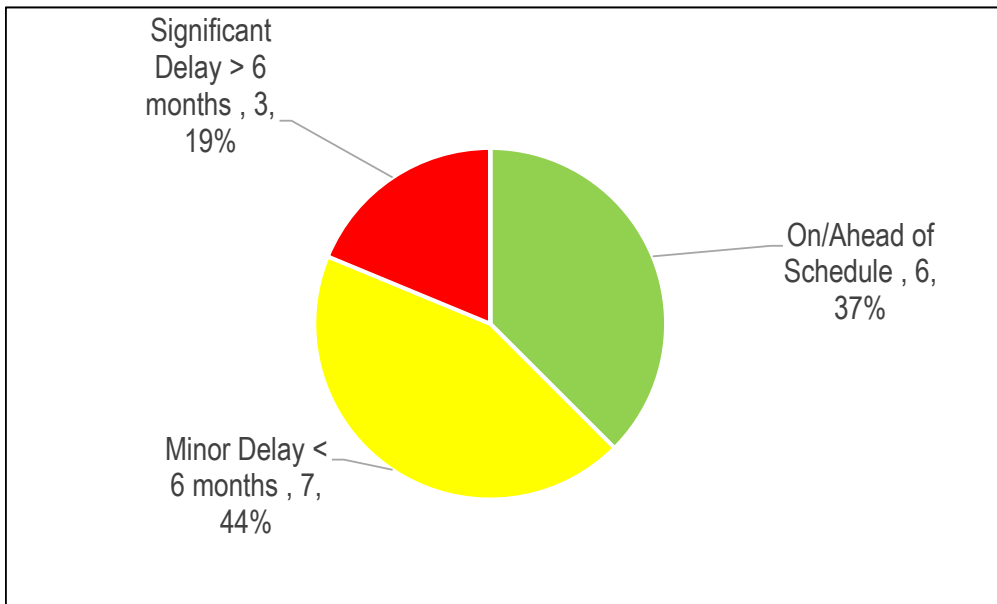
**Chart 1**  
2018 Approved Budget by Category (\$7.62)



**Table 1**  
2018 Active Projects by Category

Health & Safety	4
Legislated	2
SOGR	9
Service Improvement	1
Growth	0
<b>Total # of Projects</b>	<b>16</b>

**Chart 2**  
Project Status - 16



**Table 2**

Reason for Delay	10	
	Significant Delay	Minor Delay
Insufficient Staff Resources	1	2
Procurement Issues	0	1
RFQ/RFP Delayed	0	1
Contractor Issues	0	0
Site Conditions	0	2
Co-ordination with Other Projects	1	1
Community Consultation	0	0
Other*	1	0
<b>Total # of Projects</b>	<b>3</b>	<b>7</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1.26	5.06	1.31	0.00	0.00

Sony Centre (Hummingbird) (HUM)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
Fire Safety Systems	0.015	0.001	4.1%	0.015	100.0%	Ⓞ	Ⓞ		0.015	0.001
Theatre Systems and Equipment (2017)	1.977	0.509	25.8%	1.866	94.4%	Ⓞ	Ⓜ	#1	2.730	1.262
Theatre Systems and Equipment (2018-2026)	0.801	0.085	10.6%	0.721	90.0%	Ⓞ	Ⓜ	#2	0.801	0.737
Vertical Transportation	0.175	0.006	3.6%	0.044	25.0%	Ⓡ	Ⓡ	#3	0.175	0.006
<b>Sub-Total</b>	<b>2.968</b>	<b>0.601</b>	<b>20.3%</b>	<b>2.645</b>	<b>89.1%</b>	-	-		<b>3.721</b>	<b>2.006</b>
<b>Legislated</b>										
AODA Audit	0.145	0.078	54.0%	0.131	90.0%	Ⓞ	Ⓡ	#2	0.150	0.083
Theatre Systems and Equipment (2018-2026)	0.060	0.001	2.0%	0.060	100.0%	Ⓞ	Ⓞ		0.060	0.001
<b>Sub-Total</b>	<b>0.205</b>	<b>0.079</b>	<b>38.8%</b>	<b>0.191</b>	<b>92.9%</b>	-	-		<b>0.210</b>	<b>0.084</b>
<b>State of Good Repair</b>										
Building Envelope	1.006	0.053	5.2%	0.651	64.7%	Ⓜ	Ⓜ	#4	1.006	0.053
Electrical Systems	0.326	0.036	10.9%	0.261	80.0%	Ⓞ	Ⓜ	#5	0.326	0.036
Exterior Limestones & Granite Upgrades	0.067	0.010	15.4%	0.067	100.0%	Ⓞ	Ⓞ		0.134	0.076
Exterior Wall Replacement	0.189	0.084	44.3%	0.189	100.0%	Ⓞ	Ⓞ		1.640	1.535
Mechanical Systems	0.642	0.009	1.4%	0.360	56.1%	Ⓜ	Ⓜ	#2	0.642	0.009
Porte-Cochere Lighting Restoration	0.200	0.042	21.1%	0.200	100.0%	Ⓞ	Ⓞ		0.920	0.762
Stage Rigging System Replacement	0.724	0.217	29.9%	0.640	88.4%	Ⓞ	Ⓞ		0.724	0.217
Structure	0.203	0.006	3.1%	0.122	60.0%	Ⓜ	Ⓜ	#6	0.203	0.006
Theatre Systems and Equipment (2018-2026)	0.100	0.007	6.5%	0.075	75.0%	Ⓞ	Ⓜ	#7	0.100	0.007
<b>Sub-Total</b>	<b>3.458</b>	<b>0.463</b>	<b>13.4%</b>	<b>2.566</b>	<b>74.2%</b>	-	-		<b>5.695</b>	<b>2.700</b>
<b>Service Improvements</b>										
Sony Centre Public Plaza	0.989	0.191	19.4%	0.191	19.4%	Ⓡ	Ⓡ	#8	1.000	0.191
<b>Sub-Total</b>	<b>0.989</b>	<b>0.191</b>	<b>19.4%</b>	<b>0.191</b>	<b>19.4%</b>	-	-		<b>1.000</b>	<b>0.191</b>
<b>Total</b>	<b>7.620</b>	<b>1.335</b>	<b>17.5%</b>	<b>5.593</b>	<b>73.4%</b>				<b>10.627</b>	<b>4.982</b>

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

**Note # 1:**

The Fall Arrest System - Front of House and Back of House Systems - Loading Dock projects are experiencing minor delays due to coordination with other projects.

**Note # 2:**

Due to insufficient staff resources, the Theatrical Performance Power Infrastructure project, the AODA project and the Mechanical Systems project are delayed.

**Note # 3:**

The underspending in the Lounge Elevator Equipment Modernization project is due to co-ordination of projects, tender is in process in Q3 and the project is expected to be completed by August 2019.

**Note # 4:**

The Building Envelope project consists of roof replacement and IGU replacement. Due to consideration of heritage elements in the building, this project is expected to be completed by August 2019.

**Note # 5:**

This project is currently experiencing delays due to issues in the procurement process.

**Note # 6:**

The Stage Roof Soffit Repairs project is currently underspent and is delayed due to site conditions.

**Note # 7:**

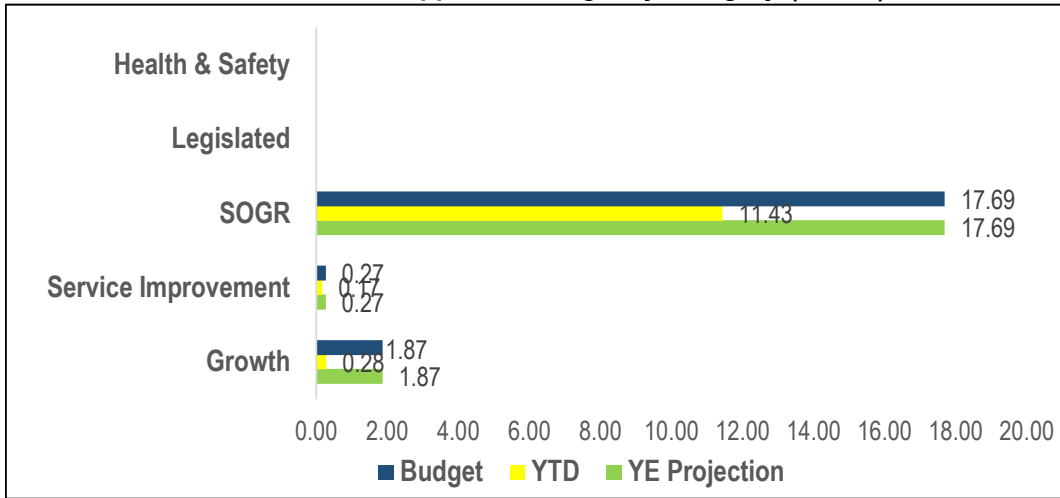
Due to delay in the RFP/RFQ process, the Main Lobby Presentation Systems project cannot be completed as per original schedule, the project is expected to be completed by June 2019.

**Note # 8:**

The City was notified that the actual improvement work for the public plaza is completed. Soft opening for the plaza took place in late-2016. Funding was carried forward to 2018 to address any outstanding claims and legal matters which have now been resolved.

# Toronto & Region Conservation Authority (TRCA)

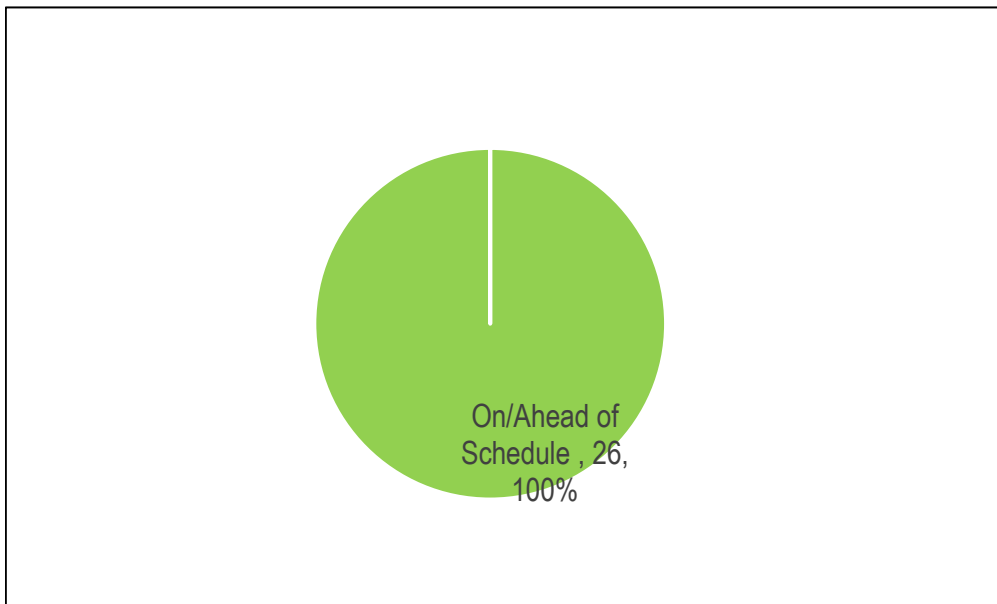
**Chart 1**  
2018 Approved Budget by Category (\$19.83)



**Table 1**  
2018 Active Projects by Category

Health & Safety	
Legislated	
SOGR	23
Service Improvement	1
Growth	2
<b>Total # of Projects</b>	<b>26</b>

**Chart 2**  
Project Status - 26



**Table 2**

### Reason for Delay

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

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
19.83				

### Key Discussion Points:

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

Toronto & Region Conservation Authority (TRCA)

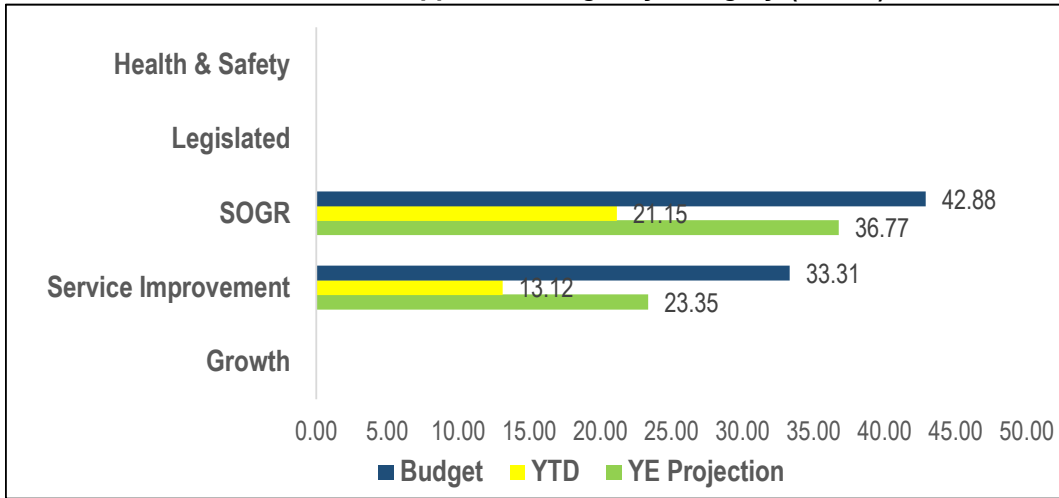
Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>State of Good Repair</b>										
Greenspace Land Acquisition	0.064	0.019	29.7%	0.064	100.0%	Ⓞ	Ⓞ		0.064	0.019
TRCA Administrative Infrastructure	0.322	0.142	44.2%	0.322	100.0%	Ⓞ	Ⓞ		0.322	0.142
Waterfront & Valley Erosion Control	2.150	1.202	55.9%	2.150	100.0%	Ⓞ	Ⓞ		2.150	1.202
Black Creek Pioneer Village Retrofit	2.671	2.671	100.0%	2.671	100.0%	Ⓞ	Ⓞ		2.671	2.671
Living City Action Plan	3.023	2.208	73.1%	3.023	100.0%	Ⓞ	Ⓞ		3.023	2.208
Waterfront Development	1.203	0.516	42.9%	1.203	100.0%	Ⓞ	Ⓞ		1.203	0.516
TRCA Information Technology	0.257	0.106	41.3%	0.257	100.0%	Ⓞ	Ⓞ		0.257	0.106
Critical Erosion-Water Funded Enhancements	8.000	4.565	57.1%	8.000	100.0%	Ⓞ	Ⓞ		8.000	4.565
<b>Sub-Total</b>	<b>17.690</b>	<b>11.430</b>	<b>64.6%</b>	<b>17.690</b>	<b>100.0%</b>	-	-		<b>17.690</b>	<b>11.430</b>
<b>Service Improvements</b>										
Waterfront Development	0.270	0.172	63.7%	0.270	100.0%	Ⓞ	Ⓞ		0.270	0.172
<b>Sub-Total</b>	<b>0.270</b>	<b>0.172</b>	<b>63.7%</b>	<b>0.270</b>	<b>100.0%</b>	-	-		<b>0.270</b>	<b>0.172</b>
<b>Growth Related</b>										
Menno- Ressor Restoration	1.500	0.140	9.3%	1.000	66.7%	Ⓜ	Ⓡ		3.500	0.140
Long Term Accommodation Project	0.370	0.142	38.5%	0.370	100.0%	Ⓞ	Ⓞ		10.037	0.142
<b>Sub-Total</b>	<b>1.870</b>	<b>0.282</b>	<b>15.1%</b>	<b>1.370</b>	<b>73.3%</b>	-	-		<b>13.537</b>	<b>0.282</b>
<b>Total</b>	<b>19.830</b>	<b>11.884</b>	<b>59.9%</b>	<b>19.330</b>	<b>97.5%</b>				<b>31.497</b>	<b>11.884</b>

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



# Toronto Police Services

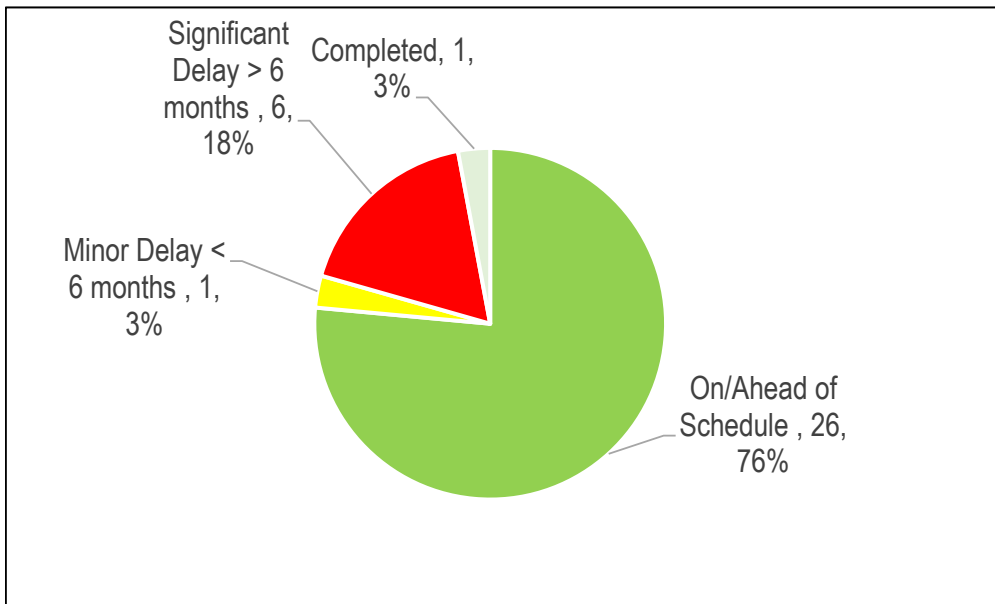
**Chart 1**  
2018 Approved Budget by Category (\$76.19)



**Table 1**  
2018 Active Projects by Category

Health & Safety	
Legislated	
SOGR	21
Service Improvement	12
Growth	
<b>Total # of Projects</b>	<b>33</b>

**Chart 2**  
Project Status - 33



**Table 2**

Reason for Delay	7	
	Significant Delay	Minor Delay
Insufficient Staff Resources		1
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues	2	
Site Conditions	1	
Co-ordination with Other Projects		
Community Consultation		
Other*	3	
<b>Total # of Projects</b>	<b>6</b>	<b>1</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
62.97	2.81	8.70	1.72	

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

- Electronic surveillance - this project depends on partnerships with other agencies.
- Body Worn Camera - undergoing strategic review.
- Live scan replacement - delayed due to requirements that machines must be R.C.M.P. compliant and compatible with the new Automated Fingerprint Identification System which will be purchased in 2019.

### Key Discussion Points: (Please provide reason for delay)

- Due to some delays with E.B.I project, an in-year adjustment of \$800K was proposed for the transfer of funds from E.B.I. to Radio Replacement project, that has capacity for spending in 2018. In 2019, those funds will be returned to E.B.I project. This in-year adjustment was approved subsequent to the third quarter of 2018.
- The Toronto Police Service spent \$34.3 million or 45% of its 2018 Base Capital Budget of \$76.2 million (including \$32.1 million carry forward as approved by Council on April 24, 2018) for the nine months period ended September 30, 2018 with a projection to year end estimated at \$60.1 million or 79% of the budget.

Toronto Police Services

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>State of Good Repair</b>										
Wireless Parking System	2.321	0.442	19.1%	2.064	89.0%	G	G		15.284	2.337
Automatic Vehicle Location (AVLS) Replacement Lifecycle	0.077	0.000	0.0%	0.000	0.0%	R	G	1	4.600	1.496
Digital Photography Lifecycle Replacement	0.001	0.001	99.5%	0.001	99.5%	G	G		1.974	0.758
Digital Video Asset Management I, II - Lifecycle Replacement	0.423	0.328	77.5%	0.422	99.8%	G	G		8.224	2.995
Fleet Equipment Furniture Lifecycle Replacement- Reserve	0.055	0.048	86.7%	0.055	100.0%	G	G		0.500	0.505
In-Car Camera Replacement	2.481	0.378	15.3%	1.000	40.3%	R	G	2	13.010	10.058
IT business resumption Live-scan replacement	0.301	0.168	55.6%	0.276	91.7%	G	G		8.526	4.055
Locker Replacement	2.482	2.480	99.9%	2.482	100.0%	G	G		33.923	16.864
Mobile workstation	0.540	0.000	0.0%	0.000	0.0%	R	R	3	1.337	0.257
Network equipment	0.370	0.000	0.0%	0.000	0.0%	R	R	4	7.509	4.120
Radar unit Replacement	0.300	0.000	0.0%	0.150	50.0%	Y	G	5	36.140	15.252
Radio Replacement	5.250	1.047	20.0%	5.250	100.0%	G	G		40.356	11.476
Servers	0.182	0.101	55.6%	0.101	55.6%	Y	G	6	2.233	0.936
Security System Replacement	4.685	1.971	42.1%	4.655	99.4%	G	G		53.488	16.108
Small Equipment Replacement	4.035	3.784	93.8%	4.035	100.0%	G	G		75.413	37.568
SOGR	0.191	0.007	3.8%	0.191	100.0%	G	G		1.600	1.416
Vehicle & Equipment lifecycle replacement	0.167	0.038	22.5%	0.083	49.5%	R	G	7	9.434	2.904
Replacement of workstation, printers and laptops	6.527	3.908	59.9%	5.227	80.1%	G	G		0.000	
Electronic Surveillance System	7.430	6.322	85.1%	7.153	96.3%	G	G		117.842	62.816
<b>Sub-Total</b>	<b>42.880</b>	<b>21.146</b>	<b>49.3%</b>	<b>36.765</b>	<b>85.7%</b>	<b>-</b>	<b>-</b>		<b>511.169</b>	<b>223.836</b>
<b>Service Improvements</b>										
32/33 Division	0.200	0.018	9.2%	0.100	50.0%	Y	G	9	11.940	0.018
41 Division- Design	0.395	0.125	31.6%	0.225	57.0%	Y	G	10	38.928	0.125
54/55 Amalgamation- Design	6.203	0.160	2.6%	0.250	4.0%	R	R	11	39.873	0.611
Administrative Penalty System - Parking Enforcement	1.848	1.163	62.9%	1.848	100.0%	G	G		2.050	1.365
Automated External Defibrillators	0.012	0.000	0.0%	0.012	100.0%	G	G		0.189	0.011
Body Worn Camera- Initial Phase	0.487	0.001	0.2%	0.407	83.6%	G	R	12	0.500	0.023
Connected/Mobile Officer	1.717	1.266	73.7%	1.266	73.7%	G	G		24.200	2.181

**Toronto Police Services**

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Enterprise Business Intelligence	5.155	1.823	35.4%	4.061	78.8%	Ⓞ	Ⓡ	13	10.216	6.885
TPS Archiving 2018	0.650	0.237	36.5%	0.400	61.5%	Ⓨ	Ⓞ	14	0.650	0.237
Peer to Peer Site	13.783	7.104	51.5%	13.000	94.3%	Ⓞ	Ⓞ		19.924	13.242
Transforming Corporate Support	2.809	1.219	43.4%	1.779	63.3%	Ⓨ	Ⓨ	15	8.742	4.452
Closed Circuit TV	0.053	0.002	4.3%	0.002	4.3%	Ⓡ	Ⓞ	16	1.852	0.702
<b>Sub-Total</b>	<b>33.313</b>	<b>13.118</b>	<b>39.4%</b>	<b>23.351</b>	<b>70.1%</b>	-	-		<b>159.065</b>	<b>29.852</b>
<b>Total</b>	<b>76.193</b>	<b>34.265</b>	<b>45.0%</b>	<b>60.116</b>	<b>78.9%</b>				<b>670.234</b>	<b>253.688</b>

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

**Note 1: Automatic Vehicle Location (AVLS) Replacement Lifecycle**

Project completed under budget. Remaining funds will be returned to the Vehicle and Equipment reserve.

**Note 2: Furniture Lifecycle Replacement- Reserve**

The new vendor of record for furniture supply and installation was secured in the 1st qtr of 2018. However, there were some delays in establishing furniture standards that would be suitable for application Service-wide.

**Note 3: Live-scan replacement**

Delayed lifecycle purchase of livescan machines as they must be R.C.M.P. compliant and compatible with our new Automated Fingerprint Identification System which will be purchased in 2019. Project will still be delivered within budget.

**Note 4: Locker Replacement**

There is currently no Vendor of Record (V.O.R.) for lockers. Specifications to be issued in 2019 to secure a V.O.R. for gun lockers.

**Note 5: Mobile workstation**

The test equipment acquisition has been rescheduled to Q1/Q2 of 2019.

**Note 6: Radar unit Replacement**

Substantial cost savings as radar unit are being purchased directly from the manufacturer.

**Note 7: Small Equipment Replacement**

Project is complete. Remaining funds will be returned to the Vehicle and Equipment reserve.

**Note 8: Electronic Surveillance System**

Plans are dependent on our partner agencies. Discussions are underway.

**Note 9: 32/33 Division**

TPS has secured an interior design consulting firm to redesign the building interior in an effort to optimize the use of available space and to improve the movement of both personnel and persons in custody.

**Note 10: 41 Division- Design**

A feasibility study was completed in January 2018 outlining options for a phased demolition and construction of the new building.

**Toronto Police Services**

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection			Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget			

**Note 11: 54/55 Amalgamation-Design**

Subsequent to Council approving the Site for the amalgamated 54 and 55 Divisions, Council directed staff to convene an interdivisional working group to undertake a Master Plan for the Site. Construction cannot be started until the Master Plan is completed.

**Note 12: Body Worn Camera- Initial Phase**

Phase 1 of the project will be completed in 2018. Remaining funds will be returned to the City.

**Note 13: Enterprise Business Intelligence**

The project has experienced delays due to the negotiation of critical project change requests with the vendor related scope items such as the data models to be delivered, reports development and number of data sources. In October 2018, IBM communicated that they cannot complete all of the in-scope project deliverables.

**Note 14: TPS Archiving 2018**

Vendor of Record secured. Relocation of storage boxes and memo books from City Archives to Property Unit to be completed in 2018. Remaining sprinkler work to be completed in 2019.

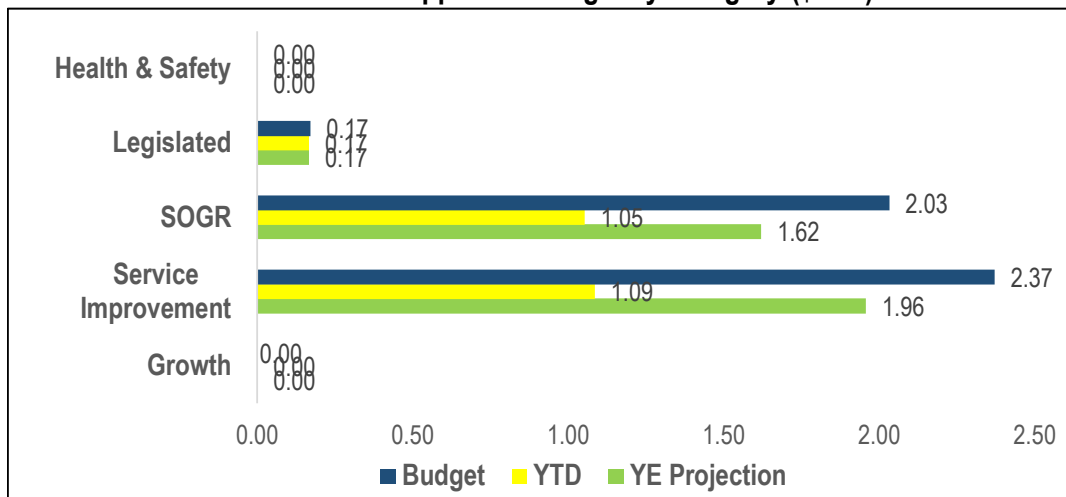
**Note 15: Transforming Corporate Support**

Project still encountering continued delays and resource constraints which require revisions to planned timelines. From an overall perspective, project will still be delivered within budget and within the same time frame as planned.

**Note 16: Closed Circuit TV**

All installations have been completed and all spare equipment have been received.

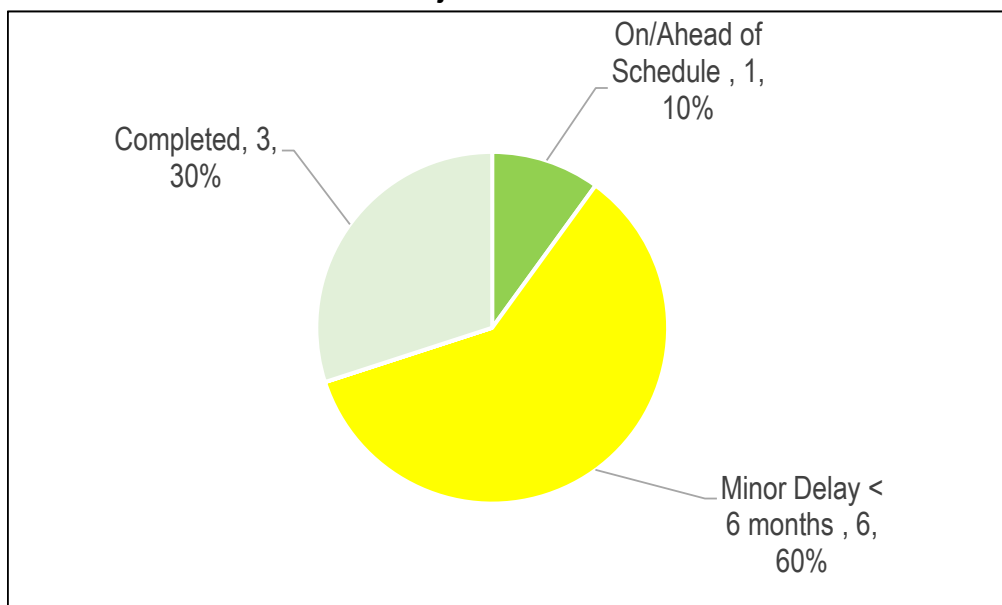
**Chart 1**  
2018 Approved Budget by Category (\$4.57)



**Table 1**  
2018 Active Projects by Category

Health & Safety	
Legislated	1
SOGR	3
Service Improvement	6
Growth	
<b>Total # of Projects</b>	<b>10</b>

**Chart 2**  
Project Status - 10



**Table 2**

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

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0.46	3.78		0.33	

**Key Discussion Points:**

- Dental & Oral Health Information Systems project is underspent due to the delays from the issuance of an RFP for work on a Dental Clinic Management System. The bid contract has been drafted and should be approved by no later than Jan 2019.

Toronto Public Health (TPH)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Legislated</b>										
Infectious Disease Control System	0.171	0.167	97.7%	0.167	97.7%	Ⓞ	Ⓞ		4.002	3.990
<b>Sub-Total</b>	<b>0.171</b>	<b>0.167</b>	<b>97.7%</b>	<b>0.167</b>	<b>97.7%</b>	-	-		<b>4.002</b>	<b>3.990</b>
<b>State of Good Repair</b>										
Community Health Information System	1.363	0.776	56.9%	1.178	86.4%	Ⓞ	Ⓜ	#1	2.854	1.512
Early Abilities Information System - Phase 1	0.375	0.142	38.0%	0.242	64.5%	Ⓜ	Ⓜ	#1	0.375	0.142
Inspection Management - Phase 1	0.295	0.135	45.7%	0.201	68.0%	Ⓜ	Ⓜ	#1	0.295	0.135
<b>Sub-Total</b>	<b>2.033</b>	<b>1.053</b>	<b>51.8%</b>	<b>1.621</b>	<b>79.7%</b>	-	-		<b>3.524</b>	<b>1.789</b>
<b>Service Improvements</b>										
TPH Datamart Data Warehouse - Phase 2	0.079	0.079	99.9%	0.079	99.9%	Ⓞ	Ⓞ		2.032	2.032
	0.000	0.000		0.000		Ⓞ	Ⓞ		1.965	1.965
Dental & Oral Health Information Systems	0.270	0.085	31.5%	0.111	41.0%	Ⓜ	Ⓜ	#1	0.496	0.157
Electronic Medical Record - Phase 2	0.078	0.078	99.8%	0.078	100.0%	Ⓞ	Ⓞ		0.418	0.418
Datamart Data Warehouse - Phase 3	0.464	0.289	62.2%	0.464	100.0%	Ⓞ	Ⓞ		1.915	0.289
Electronic Medical Record - Phase 3	0.427	0.250	58.5%	0.338	79.2%	Ⓞ	Ⓜ	#1	1.347	0.250
Relocation and Expansion Scarborough Dental Clinic	1.053	0.304	28.9%	0.888	84.3%	Ⓞ	Ⓜ	#2	1.067	0.319
<b>Sub-Total</b>	<b>2.371</b>	<b>1.085</b>	<b>45.8%</b>	<b>1.958</b>	<b>82.6%</b>	-	-		<b>9.240</b>	<b>5.429</b>
<b>Total</b>	<b>4.575</b>	<b>2.305</b>		<b>3.745</b>					<b>16.766</b>	<b>11.209</b>

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

**Note 1:**

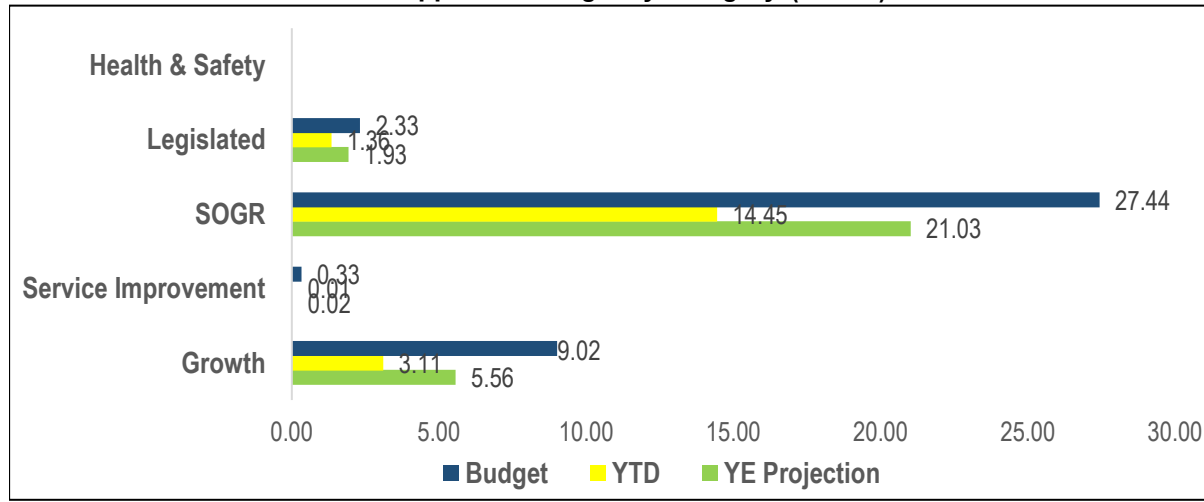
Although significant milestones have been achieved, delays have been experienced from staff retention and hiring specifically skilled project staff, RFP issuance and scope changes due to increased and unexpected complexity of project deliverables. These delays are expected to be resolved for Q1 of 2019.

**Note 2:**

Although a substantial portion of this project will be completed by year-end, major mechanical and electrical design errors were discovered as a result of missing key project staff (Dental Specialist) as required in the RFQ. Several alternatives are being investigated to mitigate costs.



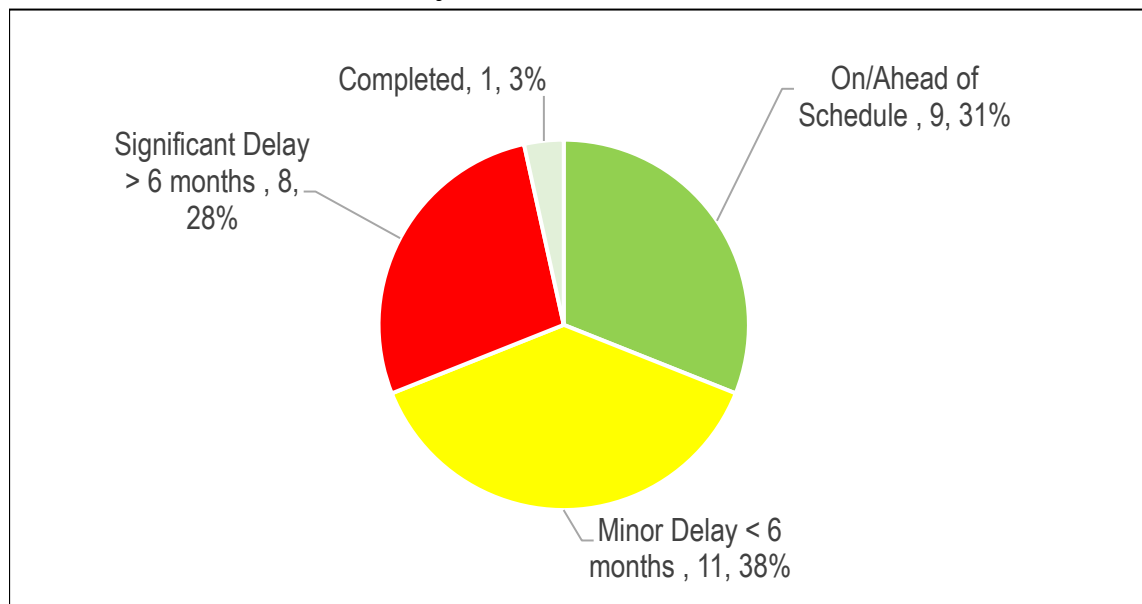
**Chart 1**  
2018 Approved Budget by Category (\$39.12)



**Table 1**  
2018 Active Projects by Category

Health & Safety	
Legislated	1
SOGR	16
Service Improvement	1
Growth	11
<b>Total # of Projects</b>	<b>29</b>

**Chart 2**  
Project Status - 29



**Table 2**

Reason for Delay	19	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	1	
RFQ/RFP Delayed		2
Contractor Issues		2
Site Conditions		
Co-ordination with Other Projects	2	
Community Consultation		
Other*	5	7
<b>Total # of Projects</b>	<b>8</b>	<b>11</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
18.24	12.90	7.27	0.71	

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

- MB Renovation Program Accessibility Retrofit/SOGR renovations - deferral of renovation due to Don Mills branch used as an election day voting place
- Albert Campbell Renovation, North York Central Library Phase 2, York Woods Renovation, Guildwood Leasehold Improvement - construction delayed as project is still in design/consultation phase
- Albion District Library Renovation, Fort York New construction - delays relating to minor deficiencies
- Answerline and Community space rental - delay due to contract negotiations
- Wychwood Renovation and Expansion - delays due to securing site plan and permitting issues

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

- The Toronto Public Library spent \$18.922 million or 48% of its 2018 Base Capital Budget of \$39.119 million (including \$6.427 million carry forward as approved by Council on April 24, 2018) for the nine months period ended September 30, 2018 with a projection to



Toronto Public Library (LIB)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>State of Good Repair</b>										
Albert Campbell Renovation	0.483	0.094	19.46%	0.183	37.9%	Ⓡ	Ⓡ	2	12.165	0.176
Albion District Library Renovation	0.229	0.079	34.46%	0.150	65.3%	Ⓨ	Ⓨ	3	15.307	15.157
Answerline & Community Space Rental	0.550	0.058	10.49%	0.085	15.4%	Ⓡ	Ⓡ	4	1.400	0.058
Centennial Renovation & Expansion	0.078	0.021	27.12%	0.021	27.1%	Ⓡ	Ⓨ	5	0.157	0.021
Expansion of Technological Efficiencies	0.950	0.591	62.18%	0.814	85.7%	ⓐ	ⓐ		1.600	0.591
Equipment for Operational Efficiencies	0.710	0.710	100.00%	0.710	100.0%	ⓐ	ⓐ		1.806	1.806
Integrated Payment Solutions	2.064	0.158	7.64%	1.300	63.0%	Ⓨ	Ⓨ	6	2.250	0.344
Multi-Branch SOGR Renovations Program	4.593	2.728	59.41%	3.923	85.4%	ⓐ	Ⓨ	7	20.611	11.360
North York Central Library Renovation Phase 1	4.862	4.422	90.95%	4.862	100.0%	ⓐ	ⓐ		16.251	15.762
North York Central Renovation Phase 2	2.241	0.318	14.20%	1.176	52.5%	Ⓨ	Ⓨ	8	9.139	0.318
Parliament Street Renovation	0.179		0.00%		0.0%	Ⓡ	Ⓡ	9	0.359	
St.Clair/Silverthorn Reconstruction	1.963	1.149	58.55%	1.963	100.0%	ⓐ	ⓐ		2.518	1.374
Technology Asset Management Program	4.100	2.674	65.22%	3.875	94.5%	ⓐ	ⓐ		8.200	3.316
Virtual Branch Services	1.500	1.076	71.75%	1.366	91.1%	ⓐ	ⓐ		3.550	1.810
Wychwood Renovation and Expansion	1.203	0.302	25.15%	0.512	42.6%	Ⓡ	Ⓡ	10	5.054	0.476
York Woods Renovation	1.739	0.067	3.84%	0.084	4.8%	Ⓡ	Ⓡ	11	7.009	0.067
<b>Sub-Total</b>	<b>27.444</b>	<b>14.448</b>	<b>52.6%</b>	<b>21.025</b>	<b>76.6%</b>	-	-		<b>107.376</b>	<b>52.635</b>
<b>Service Improvements</b>										
York Woods Renovation	0.331	0.013	3.84%	0.016	4.8%	Ⓡ	Ⓡ	11	1.335	0.013
<b>Sub-Total</b>	<b>0.331</b>	<b>0.013</b>	<b>3.8%</b>	<b>0.016</b>	<b>4.8%</b>	-	-		<b>1.335</b>	<b>0.013</b>
<b>Growth Related</b>										
Bayview - Bessarion Relocation	0.100	0.100	100.00%	0.100	100.0%	ⓐ	ⓐ		15.322	0.772
Centennial Renovation & Expansion	0.089	0.024	26.80%	0.024	26.8%	Ⓡ	Ⓨ	5	0.177	0.024
Dawes Road Neighbourhood Library	3.336	1.296	38.86%	2.336	70.0%	Ⓨ	ⓐ	12	23.624	2.743
Fort York New Construction	0.183	0.006	3.33%	0.111	60.7%	Ⓨ	Ⓨ	13	9.192	9.015
Guildwood Leasehold Improvement	0.592	0.017	2.87%	0.200	33.8%	Ⓡ	Ⓨ	14	1.183	0.017
North York Central Library Renovation Phase 1	0.419	0.333	79.44%	0.419	100.0%	ⓐ	ⓐ		1.223	1.186
North York Central Renovation Phase 2	0.423	0.061	14.33%	0.224	53.0%	Ⓨ	Ⓨ	8	1.741	0.061
Parliament Street Renovation	0.228		0.00%		0.0%	Ⓡ	Ⓡ	9	0.456	
Perth Dupont Relocation	0.080	0.035	43.47%	0.050	62.5%	Ⓨ	Ⓨ	15	0.080	0.035
St.Clair/Silverthorn Reconstruction	1.011	0.592	58.55%	1.011	100.0%	ⓐ	ⓐ		1.297	0.708
Wychwood Renovation and Expansion	2.556	0.643	25.15%	1.088	42.6%	Ⓡ	Ⓡ	10	10.741	1.011
<b>Sub-Total</b>	<b>9.017</b>	<b>3.106</b>	<b>34.4%</b>	<b>5.563</b>	<b>61.7%</b>	-	-		<b>65.037</b>	<b>15.572</b>
<b>Total</b>	<b>39.119</b>	<b>18.922</b>	<b>48.4%</b>	<b>28.531</b>	<b>72.9%</b>				<b>180.115</b>	<b>70.635</b>

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

**Note 1: MB Renovation Program Accessibility Retrofit**

Project delay is mainly due to deferral of renovation at Don Mills Branch which was used an election day voting place.

**Note 2: Albert Campbell Renovation**

Construction delayed to next year as the project is still in the design/consultation stage

**Note 3: Albion District Library Renovation**

New branch opened June 5, 2017. Deficiencies are near completion. Additional request for electrical outlets in parking lot to be done in Spring 2019

**Note 4: Answerline & Community Space Rental Modernization**

Project is delayed due to ongoing contract negotiation with Deloitte.

**Note 5: Centennial Renovation & Expansion**

RFP for Architectural Services was issued late in the year, with a closing date of Nov 2018.

**Note 6: Integrated Payment Solutions**

Project spending is lower than planned due to contract delays. Implementation is expected in 2019.

**Note 7: Multi-Branch SOGR Renovations**

Project delay is mainly due to deferral of renovation at Don Mills Branch which was used as an election day voting place.

**Note 8: North York Central Renovation Phase 2**

Project is still in the design phase. Construction delayed to next year.

**Note 9: Parliament Street Renovation**

Project expenditure is dependent on City's overall plan for Regent Park site development

**Note 10: Wychwood Renovation and Expansion**

## **Toronto Public Library (LIB)**

---

This project faced a two-year delay in obtaining various city approvals (securing site plan and building permit approval). As a result, the completion date of this project has extended from 2018 to 2020.

### **Note 11: York Woods Renovation**

Architect selection is completed. As the project is still in the design/consultation stage, construction is not anticipated to start until 2019.

### **Note 12: Dawes Road Neighbourhood Library**

City Real Estate Services is continuing to work on negotiations for site acquisition. Acquisition of two condo units anticipated to be complete by year end.

### **Note 13: Fort York New Construction**

Construction completed. The branch has been opened since May 2014. Outstanding work relating to some acoustic issues are being addressed.

### **Note 14: Guildwood Leasehold Improvement**

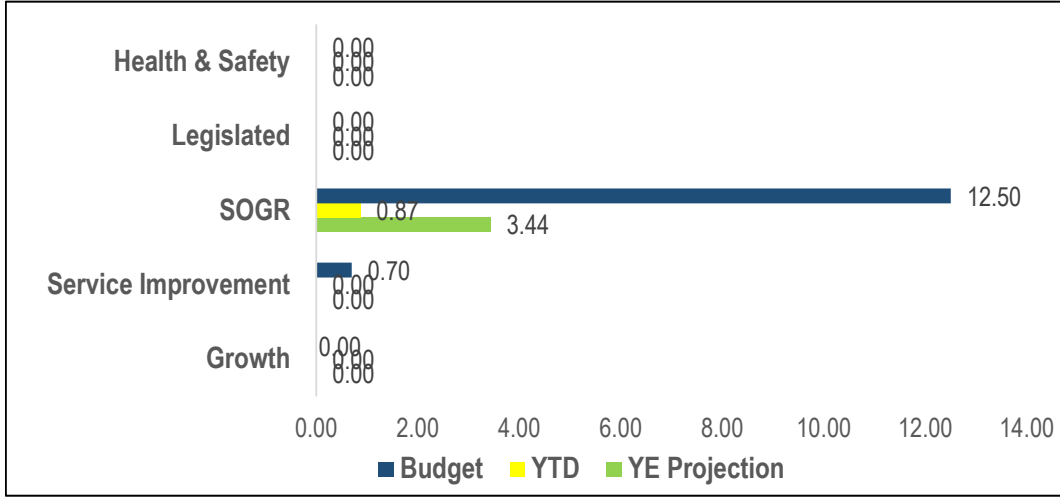
Architect selection completed. The project is still in the design phase, and therefore construction is delayed. First public meeting to be scheduled.

### **Note 15: Perth Dupont Relocation**

Architect has been selected. The first public meeting has been held and concept design is complete. TPL is awaiting developer scheduling. Construction to start in 2021.

Toronto Zoo (ZOO)

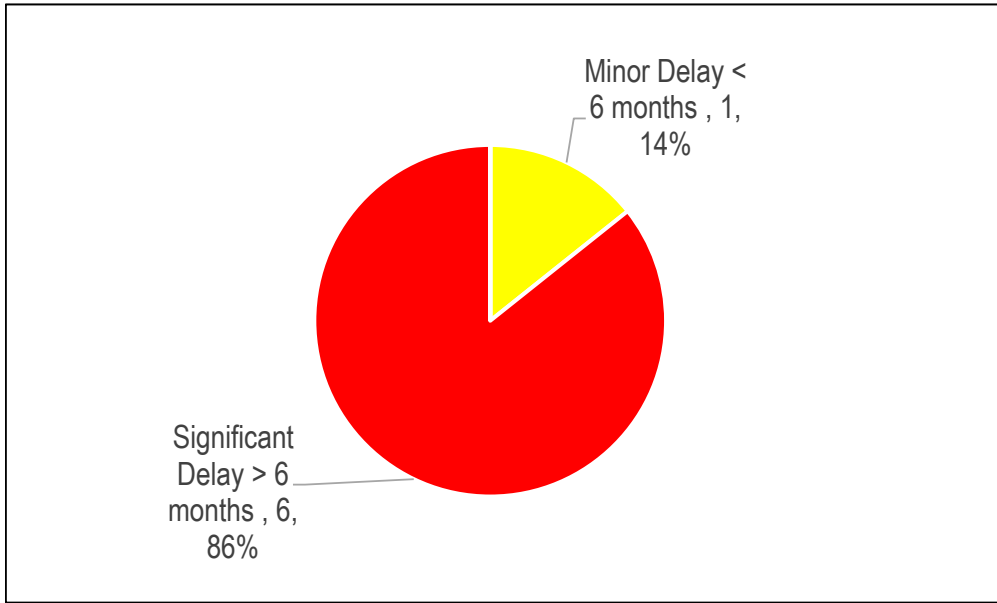
**Chart 1**  
2018 Approved Budget by Category (\$13.20)



**Table 1**  
2018 Active Projects by Category

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

**Chart 2**  
Project Status - 7



**Table 2**

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

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
	0.70	12.50		

Toronto Zoo (ZOO)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>State of Good Repair</b>										
Wildlife Health Centre	1.193	0.055	4.6%	0.055	4.6%	Ⓡ	Ⓡ	#1	18.035	16.897
Building & Services Refurbishment	2.739	0.284	10.4%	1.591	58.1%	Ⓢ	Ⓡ	#2	2.820	0.365
Exhibit Refurbishment	0.796	0.440	55.2%	0.679	85.3%	Ⓢ	Ⓡ	#3	0.800	0.444
Grounds and Visitor Improvements	1.992	0.057	2.8%	0.524	26.3%	Ⓡ	Ⓡ	#4	2.000	0.065
Information Systems	0.719	0.038	5.2%	0.442	61.5%	Ⓢ	Ⓡ	#5	0.950	0.269
Orangutan II Outdoor Exhibits	5.063	0.001	0.0%	0.150	3.0%	Ⓡ	Ⓡ	#6	6.210	1.147
<b>Sub-Total</b>	<b>12.501</b>	<b>0.874</b>	<b>7.0%</b>	<b>3.441</b>	<b>27.5%</b>	-	-		<b>30.815</b>	<b>19.187</b>
<b>Service Improvements</b>										
Winter Zoomobile	0.700	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓢ	#7	0.700	0.000
<b>Sub-Total</b>	<b>0.700</b>	<b>0.000</b>	<b>0.0%</b>	<b>0.000</b>	<b>0.0%</b>	-	-		<b>0.700</b>	<b>0.000</b>
<b>Total</b>	<b>13.201</b>	<b>0.874</b>	<b>6.6%</b>	<b>3.441</b>	<b>26.1%</b>				<b>31.515</b>	<b>19.187</b>

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

**Note # 1:**

Completion of The Wildlife Health Centre project is delayed due to ongoing litigation issues with the contractors.

**Note # 2:**

The Zoo experiences difficulties in finding suitable contractors for three projects (Valley Halla chimney, Africa generator installation and site services study). Projects are expected to be completed by June 2019.

**Note # 3:**

Project delays are primarily due to 2017 labour disruptions. The Aldabra Tortoise Habitat is completed while some exhibits are either under construction (including the Amur Tiger Exhibit) or in design phase and ready for tender.

**Note # 4:**

Wayfinding design is 75% completed and other 2017 projects are expected to be completed by 2018. 2018 projects include wayfinding implementation, washroom design, dangerous animal barrier modifications, viewrail replacements which are scheduled for later in 2018.

**Note # 5:**

Majority of the projects are expected to be completed by the end of 2018.

**Note # 6:**

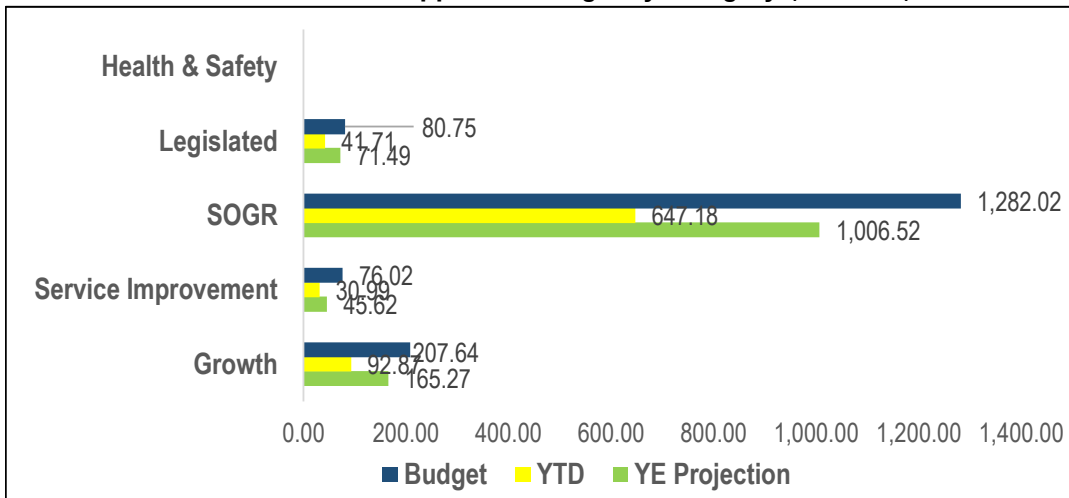
Contractor issues in the design phase are causing delays in the completion of Orangutan Outdoor Exhibits. Unspent funding is being requested to be re-budgeted in 2019 to complete the project.

**Note # 7:**

Previously issued RFP did not generate a suitable candidate. The Zoo to issue a second RFP shortly.

# Toronto Transit Commission (TTC)

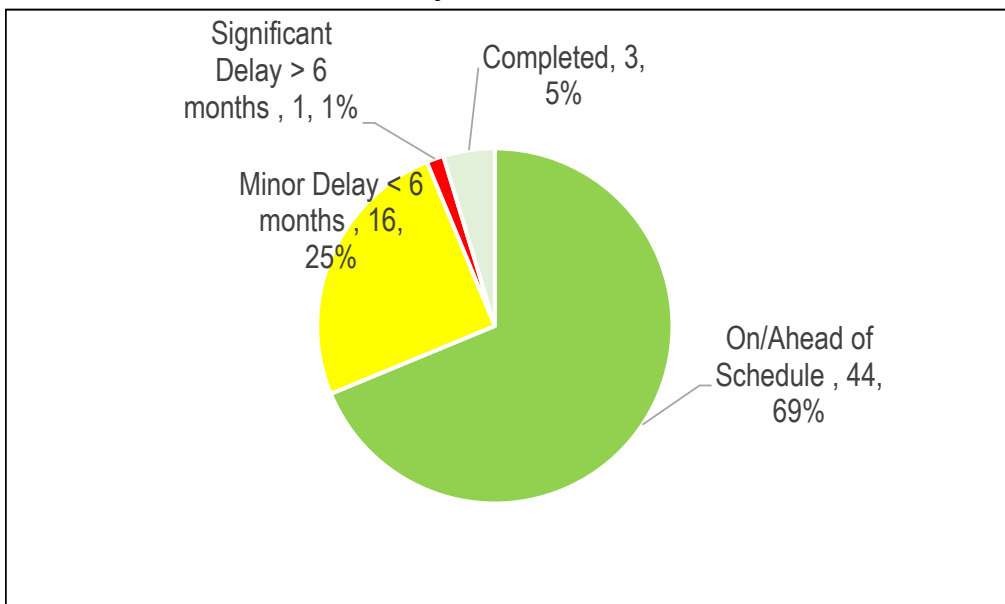
**Chart 1**  
2017 Approved Budget by Category (\$1,646.42)



**Table 1**  
2017 Active Projects by Category

Health & Safety	
Legislated	10
SOGR	36
Service Improvement	12
Growth	7
<b>Total # of Projects</b>	<b>65</b>

**Chart 2**  
Project Status - 65



**Table 2**

Reason for Delay	17	
	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	16
<b>Total # of Projects</b>	<b>1</b>	<b>16</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1,151.50	454.25	36.93	3.74	

## Key Discussion Points:

- The Toronto Transit Commission (TTC) spent \$812.7 million or 49.4% of its 2018 Base Capital Budget of \$1.646 billion (including \$235.6 million carry forward and \$0.130 million in-year budget adjustment as approved by Council on April 24, 2018 and June 26, 2018 respectively) for the period ended October 6, 2018 with a projection to year end estimated at \$1.289 billion or 78% of the budget.



Toronto Transit Commission (TTC)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Legislated</b>										
Communications- Legislated	1.710	1.710	100.0%	1.604	93.8%	G	G		15.466	12.244
Easier Access-Phase III	46.706	25.688	55.0%	42.096	90.1%	G	G		669.917	223.985
Equipment-Legislated	1.855	1.073	57.9%	1.584	85.4%	G	G		23.038	17.963
Other Service Planning - Legislated	4.200	0.578	13.8%	3.000	71.4%	G	G		22.000	1.610
Streetcar Network- Legislated	2.033	3.720	183.0%	4.904	241.2%	R	G	1	76.051	46.982
Streetcar Overhaul - Legislated (AODA)	0.000	0.000		0.000			G		1.727	1.375
Subway Asbestos Removal	7.838	4.836	61.7%	7.100	90.6%	G	G		118.096	90.941
Subway Car Overhaul - Legislated (AODA)	5.209	0.069	1.3%	0.069	1.3%	R	G	2	16.338	16.185
Other Buildings - Legislated	11.196	4.030	36.0%	11.132	99.4%	G	G		77.814	14.616
Bus Overhaul - Legislated	0.000	0.000		0.000			G		7.253	7.175
<b>Sub-Total</b>	<b>80.747</b>	<b>41.705</b>	<b>51.6%</b>	<b>71.489</b>	<b>88.5%</b>	<b>-</b>	<b>-</b>		<b>1,027.702</b>	<b>433.077</b>
<b>State of Good Repair</b>										
ATC Resignalling - Bloor/Danforth Line	0.200	0.130	64.8%	0.200	100.0%	G	G		300.674	0.958
ATC Resignalling - YUS Line	68.124	39.371	57.8%	65.174	95.7%	G	G		563.480	420.103
Bridges And Tunnels- Various	32.231	20.499	63.6%	30.998	96.2%	G	G		536.513	477.661
Communications-SOGR	36.417	10.395	28.5%	13.366	36.7%	R	G	3	176.629	107.149
Computer Equipment And Software - SOGR	107.721	35.390	32.9%	64.654	60.0%	Y	G		464.024	292.036
Equipment-SOGR	29.511	12.553	42.5%	23.517	79.7%	G	G		298.239	195.691
Finishes-SOGR	20.472	13.088	63.9%	19.050	93.1%	G	G		171.235	131.594
Fire Ventilation Upgrade	16.478	4.903	29.8%	13.752	83.5%	G	G		376.844	268.391
On-Grade Paving Rehabilitation	10.429	9.356	89.7%	13.567	130.1%	R	G	4	96.026	81.977
Other Buildings - SOGR	71.734	49.190	68.6%	72.128	100.5%	G	G		573.035	315.132
Other Furniture And Office Equipment	0.288	0.047	16.3%	0.260	90.3%	G	G		4.203	3.132
Other Maintenance Equipment	4.882	0.810	16.6%	2.793	57.2%	Y	G		17.595	5.228
Other Service Planning - SOGR	4.000	1.438	36.0%	3.000	75.0%	G	G		22.000	2.575
POP Legacy Fare Collection	1.225	0.036	2.9%	0.986	80.5%	G	R	5	1.878	1.541
Power Dist. SOGR	7.064	5.215	73.8%	6.786	96.1%	G	G		126.187	109.055
Purchase of Wheel Trans	11.762	6.698	56.9%	10.600	90.1%	G	G		21.469	8.776
Purchase of Buses - SOGR	248.588	139.977	56.3%	221.474	89.1%	G	G		776.293	547.884
Purchase Of Subway Cars - SOGR	24.562	5.155	21.0%	12.579	51.2%	Y	G		1,166.948	1,137.289
Queensway Garage Expansion	0.217	0.022	9.9%	0.063	29.0%	R	G	6	24.226	24.072
Rail Non Revenue Vehicle Overhaul	6.547	1.075	16.4%	2.564	39.2%	R	G	7	24.832	7.805
Rail Non-Revenue Vehicle Purchase - SOGR	9.763	0.480	4.9%	5.680	58.2%	Y	G		52.775	17.600

Toronto Transit Commission (TTC)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Revenue & Fare Handling Equipment - SOGR	21.679	6.417	29.6%	16.152	74.5%	Ⓞ	Ⓞ		63.132	49.717
Signal Systems	20.543	11.238	54.7%	11.882	57.8%	Ⓢ	Ⓞ		197.153	139.291
Streetcar Overhaul - SOGR	9.844	3.782	38.4%	9.421	95.7%	Ⓞ	Ⓞ		111.844	33.640
Subway Track - SOGR	36.934	13.775	37.3%	16.650	45.1%	Ⓡ	Ⓞ	8	229.548	169.055
Surface Track - SOGR	44.680	29.870	66.9%	31.100	69.6%	Ⓢ	Ⓞ		261.746	250.218
Tools And Shop Equipment	8.100	2.334	28.8%	7.700	95.1%	Ⓞ	Ⓞ		34.585	17.091
TR Yard And Tail Track Accommodation	41.253	19.968	48.4%	36.617	88.8%	Ⓞ	Ⓞ		495.385	234.649
Traction Power-Variou	22.828	14.499	63.5%	21.700	95.1%	Ⓞ	Ⓞ		287.364	253.442
Transit Shelters & Loops - SOGR	0.364	0.000	0.0%	0.364	100.0%	Ⓞ	Ⓞ		2.141	1.346
Wilson Complex-Modifications	0.033	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	9	95.324	0.000
Leslie Barns	17.690	7.894	44.6%	9.000	50.9%	Ⓢ	Ⓞ		523.489	509.645
Subway Car Overhaul - SOGR	54.497	20.758	38.1%	28.292	51.9%	Ⓢ	Ⓞ		376.970	162.353
Bus Overhaul - SOGR	48.044	35.959	74.8%	48.820	101.6%	Ⓡ	Ⓞ	10	336.561	281.540
Purchase of Streetcars	237.065	122.622	51.7%	183.520	77.4%	Ⓞ	Ⓞ		1,186.504	752.890
Automotive Non-Revenue Vehicle Replace - SOGR	6.244	2.233	35.8%	2.114	33.9%	Ⓡ	Ⓡ	11	20.291	11.837
<b>Sub-Total</b>	<b>1,282.015</b>	<b>647.175</b>	<b>50.5%</b>	<b>1,006.523</b>	<b>78.5%</b>	-	-		<b>10,017.141</b>	<b>7,022.366</b>
<b>Service Improvements</b>										
Communications-Service Improvement	0.896	0.071	8.0%	0.071	7.9%	Ⓡ	Ⓞ	12	0.302	0.247
Finishes-Service Improvement	0.238	0.219	92.2%	0.220	92.4%	Ⓞ	Ⓞ		42.397	42.397
Kipling Station Improvements	0.244	0.015	6.3%	0.022	9.0%	Ⓡ	Ⓞ	13	13.392	13.159
Other Buildings - Service Improvement	14.802	11.516	77.8%	14.647	99.0%	Ⓞ	Ⓞ		116.099	64.611
Other Service Planning - Service Improvement	16.979	3.650	21.5%	7.637	45.0%	Ⓡ	Ⓞ	14	62.934	16.710
Power Dist. Service Improvement	0.254	0.119	46.9%	0.214	84.2%	Ⓞ	Ⓞ		1.167	0.812
Rail Non-Revenue Vehicle Purchase - Service Imp.	6.770	0.001	0.0%	0.005	0.1%	Ⓡ	Ⓞ	15	25.775	0.010
Subway Track - Service Improvement	2.565	0.560	21.8%	2.570	100.2%	Ⓞ	Ⓞ		21.242	17.148
Surface Track - Service Improvement	5.250	0.056	1.1%	4.000	76.2%	Ⓞ	Ⓞ		63.964	0.056
Transit Shelters & Loops - SI	0.006	0.003	42.3%	0.006	99.6%	Ⓞ	Ⓞ		2.766	2.447
Bicycle Parking at Stations	0.828	0.181	21.8%	0.500	60.4%	Ⓢ	Ⓞ		0.980	0.233
Purchase of Buses - Service Improvement	27.186	14.595	53.7%	15.726	57.8%	Ⓢ	Ⓞ		241.141	42.810
<b>Sub-Total</b>	<b>76.018</b>	<b>30.986</b>	<b>40.8%</b>	<b>45.617</b>	<b>60.0%</b>	-	-		<b>592.159</b>	<b>200.640</b>
<b>Growth Related</b>										
Bus Rapid Transit-Growth	0.801	0.224	27.9%	0.784	97.9%	Ⓞ	Ⓞ		35.278	34.175
McNicoll New Bus Garage Facility	34.900	19.553	56.0%	28.400	81.4%	Ⓞ	Ⓞ		181.000	43.872



Toronto Transit Commission (TTC)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Sheppard Subway	3.705	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	16	968.856	965.151
Other Service Planning - Growth	0.600	0.000	0.0%	0.600	100.0%	Ⓞ	Ⓞ		2.711	0.311
Other Buildings - Growth	152.947	67.120	43.9%	122.998	80.4%	Ⓞ	Ⓞ		144.141	83.919
PRESTO Farecard Implementation	11.542	5.574	48.3%	9.914	85.9%	Ⓞ	Ⓞ		52.612	48.574
Automotive Non-Revenue Vehicle Replace - Growth	3.145	0.395	12.6%	2.574	81.8%	Ⓞ	Ⓞ		7.655	3.775
<b>Sub-Total</b>	<b>207.640</b>	<b>92.865</b>	<b>44.7%</b>	<b>165.270</b>	<b>79.6%</b>	-	-		<b>1,392.253</b>	<b>1,179.777</b>
<b>Total</b>	<b>1,646.420</b>	<b>812.732</b>	<b>49.4%</b>	<b>1,288.900</b>	<b>78.3%</b>				<b>13,029.255</b>	<b>8,835.860</b>

\*The above list of Project by Category includes only TTC Base Programs and excludes TYSSE, SSE, Relief Line and Waterfront Transit.

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:

Advanced funds for Queen Street Upgrades project.

Note #2

Pending for executive final decision

Note #3

Resource constraints for both design and installation.

Note #4

Increase in estimated expenditures at Wellesley Stn, Long Branch and Kipling Stn.

Note #5

Purchase of additional Ticket Validators and mounting kits to accommodate the new streetcar program to 2020.

Note #6

Work from prior year.

Note #7

Work from prior year.

Note #8

Delay due to final ATP system design. In addition, schedule slipped due to commercial delay in awarding the contract.

Note #9

Completed

Note #10

Completing the remaining 1336 Series buses from 2017 by end of August 2018. Revised schedule to complete the remaining 60 buses from the 1336 series, and the 1358/59 series is ramping up to start at the end of July 2018.

Note #11

Variance is mainly due to the Track Rehab and Turnout scope of work being deferred due to closure access and resources constraints; Subway Rail Grinding - Milling Service contract pending approval which should allow for increased production starting in 2019/2020;

Note #12

Resource constraints for both design and installation. Installation forces being redirected to higher priority projects (VISION, ATC, Easier Access, etc.).

Note #13

Final deficiencies being corrected in 2018/2019

Note #14

Deferred construction to 2019 - Work to ramp up.

Note #15

Project deferred, end user to evaluate renting the vehicle. There was difficulty sourcing a suitable vendor due to complexity of vehicle

Note #16

Delay of business loss claim resolution.

**2018 Capital Spending by Program**  
**Rate Supported Programs**

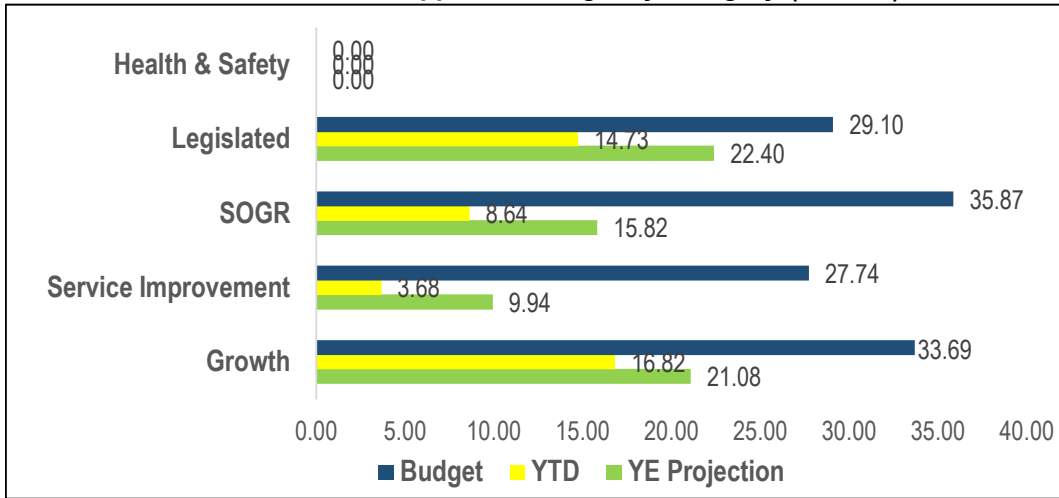
Program		2018 Approved Cash Flow	2018 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
SWM	Q1	128.67	9.17	82.68	64.3%		Ⓢ
	Q2	128.67	27.17	74.10	57.6%	↓	Ⓢ
	Q3	126.39	43.87	69.24	54.8%	↓	Ⓢ
TPA	Q1	105.30	0.10	78.08	74.2%		Ⓢ
	Q2	105.30	8.49	41.27	39.2%	↓	Ⓡ
	Q3	105.30	11.08	42.79	40.6%	↑	Ⓡ
Toronto Water	Q1	946.57	59.68	805.01	85.0%		Ⓢ
	Q2	946.57	202.26	755.80	79.8%	↓	Ⓢ
	Q3	946.57	367.02	713.99	75.4%	↓	Ⓢ
TOTAL	Q1	1,180.54	68.95	965.78	81.8%		Ⓢ
	Q2	1,180.54	237.93	871.16	73.8%	↓	Ⓢ
	Q3	1,178.26	421.97	826.02	70.1%	↓	Ⓢ
<span>Ⓢ</span> >70% <span>Ⓢ</span> between 50% and 70% <span>Ⓡ</span> < 50% or > 100%							

For the nine months ended September 30, 2018, capital expenditures for this Cluster totalled \$421.97 million of their collective 2018 Approved Capital Budget of \$1.178 billion. Spending is expected to increase to \$826.0 million (70.1%) by year-end. One of the Rate Supported Programs have a year-end spending rate of over 70% of its 2018 Approved Capital Budgets.

Toronto Water has a year-end spending rate of 75.4% while Solid Waste Management Services and Toronto Parking Authority have year-end spending rate of 54.8% and 40.6% respectively.

# Solid Waste Management (SOL)

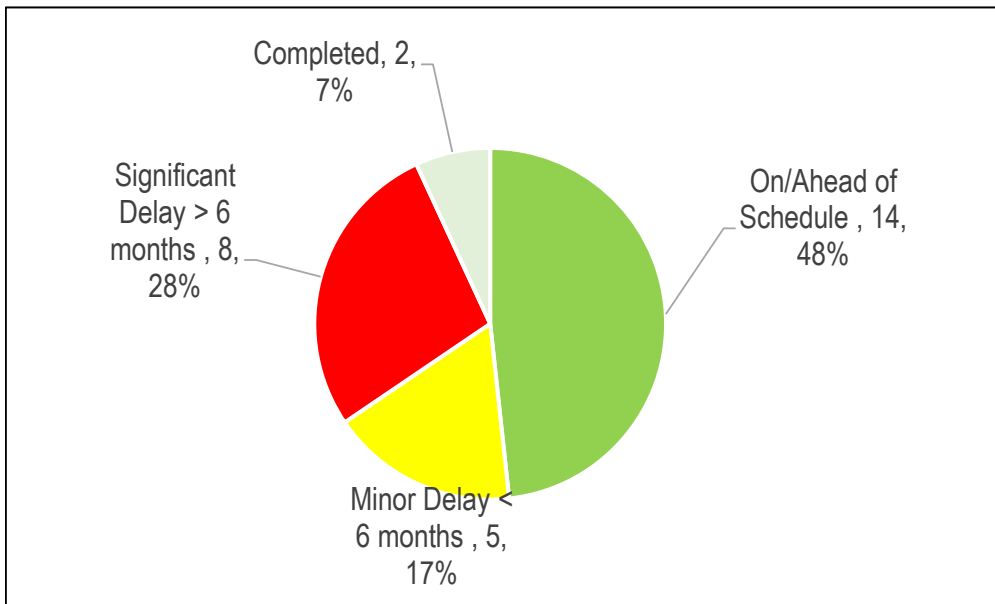
**Chart 1**  
2018 Approved Budget by Category (\$126.39)



**Table 1**  
2018 Active Projects by Category

Health & Safety	
Legislated	2
SOGR	3
Service Improvement	21
Growth	3
<b>Total # of Projects</b>	<b>29</b>

**Chart 2**  
Project Status - 29



**Table 2**

Reason for Delay	13	
	Significant Delay	Minor Delay
Insufficient Staff Resources		1
Procurement Issues	1	1
RFQ/RFP Delayed	3	1
Contractor Issues		1
Site Conditions		
Co-ordination with Other Projects	2	
Community Consultation		
Other*	2	1
<b>Total # of Projects</b>	<b>8</b>	<b>5</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
53.42	19.26	53.49	0.23	

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

- Major delay on Perpetual Care of Landfills, CSW312-18 will be 44% complete at year-end; includes 5-year consultant hydrogeological services contracts (2018-2022) and construction of the Keele Valley Flare delayed due to feedback from the Ministry of the Environment.
- Major delay on Transfer Station Asset Management, CSW361 will be 28% complete at year-end. Delayed greater than 6 months primarily due to insufficient staff resources and delays in finalizing the bid documents (RFQ/RFP).

## Key Discussion Points:

- Chart 1 & 2 represent distribution by category and status detail, respectively, on "Projects" as well as significant activity budgeted at the "Subproject" level.
- Significant delay has been experienced on **8** projects/subprojects (**28%** of the budget or **\$53.5 million**) mainly due to procurement issues, delay in awarding RFQs, coordination with other projects and other issues (above note). This includes large projects such as Landfill Gas Utilization, Transfer Station Asset Management, IT, Diversion Facilities and Collection Yard Asset Management, Perpetual Care of landfills and the Long Term Waste Management Strategy.

## Solid Waste Management (SOL)

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

- Long Term Waste Strategy (\$5.101 million) is expected to be delayed with 23% spent by year-end due to various delays including the RFPs. e.g. the Transfer Station Network Capacity Review RFP was delayed during the finalizing of the RFP requirement. 2018 carry-forward has been included in 2019 budget submission.
- On-Schedule: Approximately 14 projects/subprojects (48% of the budget or \$53.4million) are considered as being on-schedule and mainly include on-going work at Green Lane, Perpetual Care of Old Landfills, Diversion Systems (Bins), SWMS IT Application Initiatives, Engineering Planning Studies, Dufferin SSO Facility, to be fully commissioned by the end of 2018. Green Lane projects include leachate and gas control systems and cell excavation. SWMS IT Application Initiatives include the Transfer Station Efficiencies Project and the project for KPI Reporting & Measuring.
- The project for Biogas Utilization at Disco & Dufferin is considered to be on-schedule. The projects had been under review pending re-assessment of Renewable Natural Gas (RNG) as a preferred energy source. Loss of funding from Ontario's Municipal GHG Challenge Fund and a revised plan with Enbridge has redefined the scope of the project. As a result, the total spend for 2018 is projected to be \$0.031M or 0.6% .
- The CNG Fill Station project previously noted as a capital project had also been re-evaluated with Enbridge and is now part of a service agreement funded through the Operating Budget.

**Solid Waste Management (SOL)**

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Legislated</b>										
Green Lane Landfill	12.433	6.427	51.7%	10.108	81.3%	Ⓞ	Ⓞ		104.968	63.509
Perpetual Care of Landfills	16.667	8.306	49.8%	12.294	73.8%	Ⓞ	Ⓜ		43.744	30.937
<b>Sub-Total</b>	<b>29.100</b>	<b>14.733</b>	<b>50.6%</b>	<b>22.402</b>	<b>77.0%</b>	-	-		<b>148.713</b>	<b>94.446</b>
<b>State of Good Repair</b>										
Collection Yard Asset Management	3.082	0.020	0.7%	0.790	25.6%	Ⓡ	Ⓡ	1	4.193	1.305
Transfer Station Asset Management	30.308	8.566	28.3%	14.780	48.8%	Ⓡ	Ⓡ	2	75.886	34.430
Diversion Facilities Asset Management	2.475	0.050	2.0%	0.250	10.1%	Ⓡ	Ⓡ	3	8.177	0.474
<b>Sub-Total</b>	<b>35.865</b>	<b>8.636</b>	<b>24.1%</b>	<b>15.821</b>	<b>44.1%</b>	-	-		<b>88.256</b>	<b>36.210</b>
<b>Service Improvements</b>										
CNG Refuel Station Installation	0.706	0.060	8.5%	0.447	63.3%	Ⓜ	Ⓡ	1	1.100	0.455
Diversion Systems	5.733	0.920	16.1%	3.245	56.6%	Ⓜ	Ⓞ		134.718	43.515
Landfill Gas Utilization	1.376	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	4	19.456	0.266
Construction of Biogas Utilization at Disco & Dufferin	5.595	0.031	0.6%	0.327	5.8%	Ⓡ	Ⓡ	5	11.782	0.648
Long Term Waste Management Strategy	5.101	1.175	23.0%	2.965	58.1%	Ⓜ	Ⓡ	6	17.593	4.756
SWM IT Application Initiatives	2.501	0.721	28.8%	1.359	54.3%	Ⓜ	Ⓞ		14.792	4.383
IT Corporate Initiatives	4.858	0.757	15.6%	1.250	25.7%	Ⓡ	Ⓡ	7	11.062	2.568
Two-Way Radio Replacement	0.270	0.007	2.4%	0.270	100.0%	Ⓞ	Ⓞ		0.675	0.549
Engineering Planning Studies	1.595	0.006	0.4%	0.072	4.5%	Ⓡ	Ⓜ		4.500	1.113
<b>Sub-Total</b>	<b>27.735</b>	<b>3.677</b>	<b>13.3%</b>	<b>9.935</b>	<b>35.8%</b>	-	-		<b>215.679</b>	<b>58.253</b>
<b>Growth Related</b>										
Dufferin SSO Facility	26.789	16.635	62.1%	20.869	77.9%	Ⓞ	Ⓡ	8	75.943	66.675
Disco SSO Facility	4.405	0.188	4.3%	0.195	4.4%	Ⓡ	Ⓜ	9	84.492	80.982
Dufferin Waste Facility	2.500	0.000	0.0%	0.020	0.8%	Ⓡ	Ⓜ	10	20.500	0.000
CNG Fill Station								11		
<b>Sub-Total</b>	<b>33.694</b>	<b>16.824</b>	<b>49.9%</b>	<b>21.084</b>	<b>62.6%</b>	-	-		<b>180.935</b>	<b>147.656</b>
<b>Total</b>	<b>126.395</b>	<b>43.870</b>	<b>34.7%</b>	<b>69.243</b>	<b>54.8%</b>				<b>633.582</b>	<b>336.565</b>

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

**Note # 1:**

**Collection Yard Asset Management & CNG Refuel Station Installation at Bermondsey** - In July 2018, Council adopted a staff report (EX36.23) that recommended moving funding of \$2.156M from Diversion Facility Asset Management to Collection Yard Asset Management in order to address required renovations at various garages. This increased the cash flow plan shown above for Collection Yard Asset Management and includes the construction of a new compressed natural gas fill station at the Ingram Collection Yard. Solid Waste Management Services has been converting its collection vehicles from diesel to compressed natural gas in an effort to reduce the City's carbon footprint. Procurement issues for the Bermondsey Yard project resulted in the call document being posted twice resulting in delay. The Bid Award Panel approved the award of the CNG retrofit project on March 28, 2018. Project has been delayed. The Ingram Garage Retrofit Project is to be completed in 2020.

**Note # 2:**

**Transfer Station Asset Management** - Delayed mainly as a result of insufficient staff resources. RFQ/RFP delays and coordination with other projects impact the construction of various State Of Good Repair (SOGR) projects including roofing, paving, drainage systems, sprinkler systems, repairs to tipping floors and household hazardous waste depot relocation. Projected Actuals at Year End include multi-year projects representing: 63% (\$11.8M) in construction or construction close-out phase; 16% (\$2.9M) in engineering/ engineering pre-design/detailed design phase; 2% (\$369K) in warranty/completed phase; 19% (\$3.5M) in engineering and construction procurement phase.

**Note # 3:**

**Diversion Facilities Asset Management** - Delayed as a result of insufficient staff resources to prepare call documents for various State Of Good Repair (SOGR) projects as required, for Engineering services for Building 500 (at Dufferin Transfer Station) equipment removal and retrofit. Staff are in process of retaining consultant for the development of RFP for plan SOGR works for facility. As noted above (#1), Council adopted a staff report (EX36.23) that recommended moving funding of \$2.156M from Diversion Facility Asset Management to Collection Yard Asset Management

**Note # 4:**

**Landfill Gas Utilization** -Project is currently under review, any required funds will be carried forward for future RNG solutions at Green Lane.

**Note # 5:**

**Construction of Biogas Utilization at Disco & Dufferin** - SWMS is in partnership with a third party to construct an RNG facility at the Dufferin Organics Processing Facility (OPF).The projects at Disco & Dufferin were pending due to reassessment of Renewable Natural Gas (RNG) option. A consultant contract awarded in December 2016 and site specific RNG study started, recommendations report received. The project at Dufferin was to include the construction of the Biomethane Upgrading System (BMS) and Injection Facility. However, loss of funding from Ontario's Municipal GHG Challenge Fund and a revised plan with Enbridge has redefined the scope of the project. SWMS will now only pay a service fee (through Operating) to Enbridge who will construct the BMS and Injection Facility. Commissioning is anticipated for 2019:Q3. Capital works remaining to be funded include interconnection from the Dufferin OPF to the Injection Facility including estimated consulting fees (\$85K), gas sampling (\$50K), interconnection costs (\$400K), communication & IDCs (\$85K). Any required funds will be carried forward to 2019. A feasibility study of the RNG for the Disco OPF will also be initiated in 2019.

**Note # 6:**

**Long Term Waste Management Strategy** - The development of SWMS mobile app, Circular Economy external stakeholder workshop and posting of Mixed Waste Processing RFP completed in Q3. The Transfer Station Network Capacity Review RFP was delayed during the finalizing of the RFP requirement. YTD initiated Waste Reduction grants program, eight Community Composting sites and Renovation at 2 sewing sites. Funding commitments to support multi-residential enhancements/recommendations to support tenant engagement through community groups and community composting including TCHC diversion initiatives. 2018 carry-forward has been included in 2019 budget submission.

**Note # 7:**

**IT Corporate Initiatives** - For the **WMS project**: Significant delays at the program level came about due to delays in contract negotiations with the preferred proponent which caused significant delays in all participating divisions' ability to initiate project activities, such as hiring project resources. There has been timeline acceleration in this last quarter. For the **Electronic Document Management System project**: Significant delays at the program level resulted from an enterprise-level decision to abandon the corporate EDRMS technology that was anticipated to be deployed in Solid Waste and re-initiate the process of identifying an enterprise-wide EDRMS technology solution. In the absence of a corporate standard tool, Solid Waste was not able to initiate anticipated spending related to the hiring of implementation resources and the procurement of software licenses. Project has initiated in Q3 with resources allocated from the IT program office.

**Note # 8:**

**Dufferin SSO Facility** - Dry commissioning of various individual system components started in April 2018 and Wet commissioning has begun in May/June of 2018 and expected to complete on April 1, 2019. Final completion date, including 2 year warranty, is April 30, 2021. The facility is more than 6 months delayed due to contractor-related issues in completion of wastewater treatment plant component;

**Note # 9:**

**Disco SSO Facility** - Project is delayed as contractor is establishing suitable performance conditions to be able to proceed with acceptance testing. The Contractor has recently submitted a proposed plan and schedule to complete all work on the Waste Water Treatment Plant and pass the acceptance test. The Contractor's proposed plan is under review by City staff. Plant was commissioned and is processing up to 75,000 tonnes/year of organics. Contractor making plant modifications to address remaining deficiencies. Actuals to date represent contract administration and IDC Toronto Water wastewater charges. Remaining funds for unforeseen details upon Final Acceptance of OPF.

**Note # 10:**

**Dufferin Waste Facility** - Project delayed 3 months due to staffing shortages in PMMD to issue call document. RFP for consulting services is with PMMD to be issued in 2018 Q4. Assessment to build or not will be made by end of the 2018. If project proceeds, the detailed design will be prepared in 2019. The scope of work includes architectural and engineering services for the design, construction review and contract administration of a New Permanent Staff Facility and an addition to an existing building # 250 at the Dufferin Waste management Facility (DWMF).

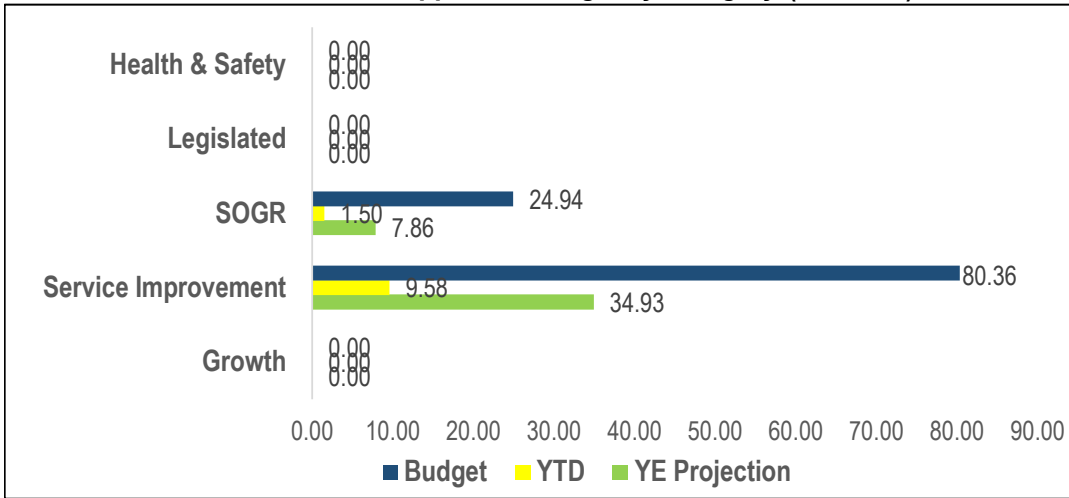
**Note # 11:**

**CNG Fill Station** - Project reclassified as Operating Expenditure with project cost and 10-year commitments removed from Capital Plan and actuals to date transferred to Operating. Expenditures are for rental and maintenance of fill station equipment as well as purchase of CNG. The CNG Fill Station project was previously noted as a capital project in the amount of \$0.941M per year for 9 years or \$8.469M. This reclassification was included in report EX36.23 - Solid Waste 2018 Operating and Capital Budget Adjustments (Ward All) adopted by Council in July 2018.



# Toronto Parking Authority (TPA)

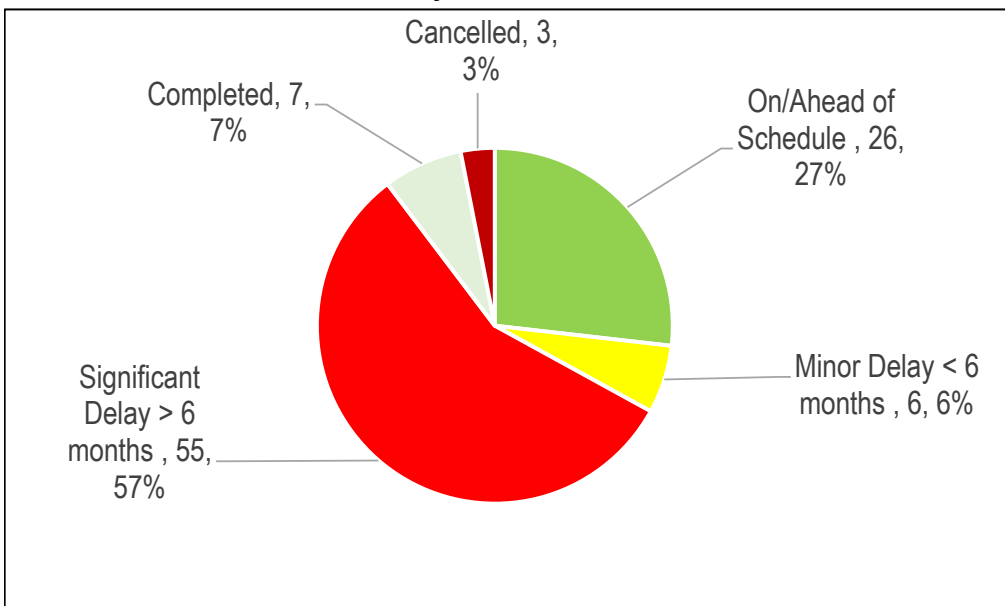
**Chart 1**  
2018 Approved Budget by Category (\$105.297)



**Table 1**  
2018 Active Projects by Category

Health & Safety	
Legislated	
SOGR	52
Service Improvement	45
Growth	
<b>Total # of Projects</b>	<b>97</b>

**Chart 2**  
Project Status - 97



**Table 2**

Reason for Delay	61	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed	6	1
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	31	3
Community Consultation		
Other*	18	2
<b>Total # of Projects</b>	<b>55</b>	<b>6</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
20.268	16.044	58.551	3.546	6.887

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

- TPA experiences project delays primarily due to pending negotiations with third parties. Projects may have been delayed due to lease negotiations or as no agreement is currently in place for the project to proceed.
- TPA also has a number of projects that are delayed that are undergoing an environmental review; community consultation; and/or a review by the City's Real Estate Division.

## Key Discussion Points:

- TPA is currently projecting a 41% spend rate, or \$42.786 million, by year-end of its 2018 Approved Capital Budget.
- TPA is anticipating a delay of 61 projects, with a total project cost of \$74.595 million, predominantly due to coordination with other projects, pending agreements, and delays in RFP/RFQs.
- Three projects with a total project cost of \$6.887 million have been cancelled at this time due to unsuccessful negotiations or are no longer required.
- TPA has completed seven projects, with a total project cost of \$3.546 million, under-budget due to the use of staff resources instead of external services.

Toronto Parking Authority (TPA)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>State of Good Repair</b>										
Boiler Upgrade (CP 36)	0.100		0.0%	0.000	0.0%	Ⓜ	Ⓜ	# 1	0.100	0.000
Corporate Office Refurbishment	0.067		0.0%	0.067	100.0%	Ⓜ	Ⓜ		0.200	0.133
Elevator Upgrades (3 projects)	4.500	0.001	0.0%	0.010	0.2%	Ⓜ	Ⓜ	# 3	4.500	0.001
Greening Plus Initiatives (4 projects)	3.972	0.255	6.4%	0.967	24.3%	Ⓜ	Ⓜ	# 1, # 2, # 11	5.590	1.669
New Customer Service Office (CP 43)	0.150		0.0%	0.150	100.0%	Ⓜ	Ⓜ	# 11	0.150	0.000
New Pay Booths (CP 58)	0.400	0.005	1.3%	0.200	50.0%	Ⓜ	Ⓜ	# 2	0.450	0.005
Painting, Signage & Lighting Upgrades (17 projects)	4.395	0.010	0.2%	0.533	12.1%	Ⓜ	Ⓜ	# 2	4.820	0.147
Sprinkler / Fire Alarm and Standpipe (2 projects)	0.592	0.207	34.9%	0.393	66.5%	Ⓜ	Ⓜ		0.600	0.215
Structural Upgrades, Maintenance & Technology (9 projects)	3.360	0.018	0.5%	0.950	28.3%	Ⓜ	Ⓜ	# 2	4.850	0.658
Sub-Station Replacement / Upgrades (3 projects)	0.481	0.014	2.9%	0.100	20.8%	Ⓜ	Ⓜ	# 3	0.650	0.182
Waterproofing / Concrete Repairs (10 projects)	6.921	0.987	14.3%	4.487	64.8%	Ⓜ	Ⓜ	# 2	7.200	1.265
<b>Sub-Total</b>	<b>24.938</b>	<b>1.497</b>	<b>6.0%</b>	<b>7.858</b>	<b>31.5%</b>				<b>29.110</b>	<b>4.276</b>
<b>Service Improvements</b>										
St. Clair / Oakwood (287 Rushton)	0.702	0.039	5.5%	0.550	78.4%	Ⓜ	Ⓜ		2.013	1.350
CP 1 - Addition of 2 Levels Pay & Display Upgrade	1.500	0.104	6.9%	0.701	46.7%	Ⓜ	Ⓜ	# 9	15.219	13.742
Chinahouse (CP 655)	0.230		0.0%	0.230	100.0%	Ⓜ	Ⓜ		0.485	0.255
Redevelopment of CP 217 (1445 Bathurst)	6.488	0.029	0.5%	0.029	0.5%	Ⓜ	Ⓜ	# 4	9.900	3.355
2300 Lake Shore	4.600	0.005	0.1%	4.600	100.0%	Ⓜ	Ⓜ		10.600	0.022
242 Danforth E of Broadview, CP 78 Expansion	0.733	0.001	0.1%	0.733	100.0%	Ⓜ	Ⓜ		2.700	1.968
Oakwood E of Eglinton (#2)	0.749		0.0%	0.020	2.7%	Ⓜ	Ⓜ	# 5	3.555	2.806
Pay & Display Machines	0.750		0.0%	0.015	2.0%	Ⓜ	Ⓜ	# 5	0.750	0.000
2204, 2212 Eglinton W. (CP 673)	0.072		0.0%	0.072	100.0%	Ⓜ	Ⓜ		0.850	0.778
186 Caribou	1.048	0.008	0.8%	0.050	4.8%	Ⓜ	Ⓜ	# 8	3.245	2.205
30 Roehampton (150 space garage)	0.727	0.000	0.1%	0.020	2.7%	Ⓜ	Ⓜ	# 8	1.951	1.223
Upgrades to Retail and Other Components	0.150	0.020	13.6%	0.130	86.4%	Ⓜ	Ⓜ		8.000	6.329
P&D 3G Modem & Emulation Board	0.962		0.0%	0.962	100.0%	Ⓜ	Ⓜ		1.000	0.038
	4.344	2.989	68.8%	4.344	100.0%	Ⓜ	Ⓜ	# 2	5.822	4.467

Toronto Parking Authority (TPA)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
CP 15 Redevelopment (JV)	0.100		0.0%	0.100	100.0%	G	G		1.000	0.000
2623 Eglinton Ave. West	0.094		0.0%	0.094	100.0%	G	R	# 4	2.780	2.686
1220-1222 Wilson Ave.	2.150	0.012	0.5%	0.075	3.5%	R	R	# 7	6.000	2.912
437 Rogers Road	0.215	0.016	7.2%	0.050	23.2%	R	R	# 6	0.900	0.700
Carpark Provisions 2016	3.236		0.0%	3.236	100.0%	G	G		3.329	0.093
775 King Street (CP 272)	6.000		0.0%	0.000	0.0%	R	R	# 1	6.000	0.000
Bike Share Expansion - Metrolinx	1.867	1.867	100.0%	1.867	100.0%	G	G	# 11	6.797	0.000
592 and 598 Gerrard E.	0.044		0.0%	0.044	100.0%	G	G		2.458	2.414
5 Chartwell Road	0.017		0.0%	0.000	0.0%	R	G	# 11	0.831	0.814
Maintenance Facility	0.985	0.012	1.2%	0.050	5.1%	R	R	# 2	5.000	4.027
Carpark Provisions 2017 (50 Richmond)	1.600	0.031	1.9%	0.500	31.3%	R	R	# 2	10.000	0.030
Bike Share Expansion	0.276		0.0%	0.276	100.0%	G	G		4.000	3.724
Queen / Soho	10.500	0.001	0.0%	10.500	100.0%	G	Y	# 7	10.500	0.001
11 Wellesley	7.475		0.0%	0.000	0.0%	R	R	# 7	7.475	0.000
50 Wellesley	2.760		0.0%	0.000	0.0%	R	R	# 6	2.760	0.000
St. Patrick CP 221	0.100	0.028	28.4%	0.100	100.0%	G	R	# 2	0.100	0.028
CP212 / 227 Adelaide & Spadina Redevelopment	0.100		0.0%	0.100	100.0%	G	G		0.100	0.000
Carpark Provisions 2018	10.000	0.006	0.1%	0.006	0.1%	R	R	# 2	10.000	0.006
Work & Asset Mgmt SaaS Solution	0.160		0.0%	0.000	0.0%	R	R	# 2	0.160	0.000
Monthly Payments Solutions	0.075		0.0%	0.000	0.0%	R	R	# 2	0.075	0.000
Pay by Plate Development and Pilot	0.090	0.004	4.7%	0.050	55.6%	Y	R	# 2	0.090	0.004
Phone Support System/ Dispatch	0.080		0.0%	0.000	0.0%	R	R	# 3	0.080	0.000
Hub Lane Equipment Refresh (10 CPs)	0.700		0.0%	0.150	21.4%	R	Y	# 2	0.700	0.000
Website Mapping Upgrades	0.100		0.0%	0.030	30.0%	R	R	# 2	0.100	0.000
ERP/Financial System - Pick Replacement	3.000		0.0%	0.200	6.7%	R	R	# 3	3.000	0.000
CP39 - Castlefield Redevelopment	0.100		0.0%	0.000	0.0%	R	R	# 6	0.100	0.000
Bike Share Expansion - PTIF	4.980	4.361	87.6%	4.980	100.0%	G	G		4.980	4.361
CP 505 Cliveden Redevelopment	0.500		0.0%	0.000	0.0%	R	R	# 6	0.500	0.000
St Clair West Corso Italia (7 Norton Avenue)	0.000	0.009		0.009		G	G	# 10	6.000	0.009
Dundas / Dovercourt (1113 Dundas)	0.000	0.014		0.030		G	G	# 10	5.600	0.014
Redevelopment of CP 5 (15 Wellesley)	0.000	0.026		0.026		R	R	# 4, # 10	0.100	0.090
<b>Sub-Total</b>	<b>80.358</b>	<b>9.582</b>	<b>11.9%</b>	<b>34.928</b>	<b>43.5%</b>	<b>-</b>	<b>-</b>		<b>167.605</b>	<b>60.452</b>

Toronto Parking Authority (TPA)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection			Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget			
<b>Total</b>	<b>105.297</b>	<b>11.078</b>	<b>10.5%</b>	<b>42.786</b>	<b>40.6%</b>			<b>196.715</b>	<b>64.729</b>

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

**Note # 1:**

Projects have been cancelled due to unsuccessful negotiations (e.g. 775 King Street - CP 272) or as project may no longer be required (e.g. Boiler Upgrade at CP 36). Any outstanding requirements for the Greening Plus Initiatives will be considered as part of the 2019 Budget Process.

**Note # 2:**

Projects have been delayed due to coordination with other projects. This includes 24 State of Good Repair projects that require coordination such as painting; signage upgrades; waterproofing; and concrete repairs among multiple carparks. It also includes 10 Service Improvement projects which primarily relate to I&T services and technology improvements.

**Note # 3:**

Projects have been postponed due to an RFP / RFQ delay. This includes sub-station replacements at CP 29 and 43 to be completed in 2019 and the installation of new elevators at Carparks 29 and 62 now scheduled to be completed in 2020.

**Note # 4:**

Projects have been delayed due to pending negotiations. This includes the Chinahouse (CP 655); Redevelopment of 15 Wellesley (CP 5); and 2623 Eglinton Avenue West projects. Upgrades to signage and lighting at CP 11 have also been delayed due to pending negotiations.

**Note # 5:**

Projects are experiencing a delay as they are currently undergoing environmental reviews and/or community consultations.

**Note # 6:**

Projects are currently on hold or have no agreement in place in order to proceed. Project completion is anticipated in 2019 / 2020.

**Note # 7:**

Projects are experiencing delays, but agreements are in place and projects are expected to be complete in early 2019. This includes the re-opening of the Queen / Soho Carpark (CP262) and 1220-1222 Wilson Road (CP 422). The completion of 11 Wellesley may be delayed until 2020, however a deal is in place for TPA to be able to complete the project.

**Note # 8:**

Projects are currently under review by the City. TPA is currently in discussion with the City's Real Estate Division regarding 186 Caribou (CP 421). The existing building has been demolished and is anticipated to be complete by the end of 2019.

**Note # 9:**

The legal components of the project have been finalized and the project specifications are currently pending.

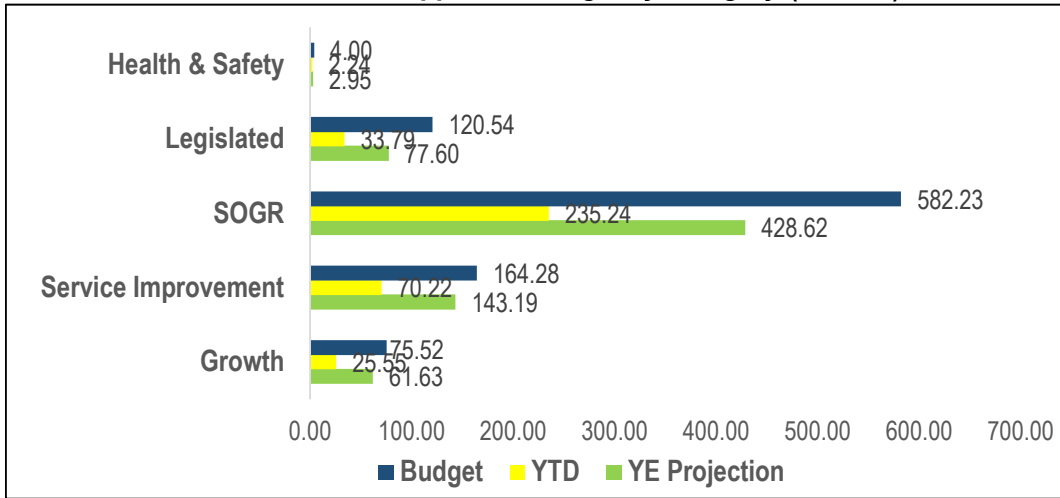
**Note # 10:**

Future year projects that incurred legal expenses earlier than anticipated. These projects will be considered during the 2019 Budget Process. Projects can be funded in 2018 by TPA's budgeted provisional funding located in the 2018 Carpark Provisions Project.

**Note # 11:**

Projects have been completed. A portion of these projects have been completed significantly under budget as they were completed in-house using staff resources instead of contracting external services, or due to scope changes following additional investigations into project requirements.

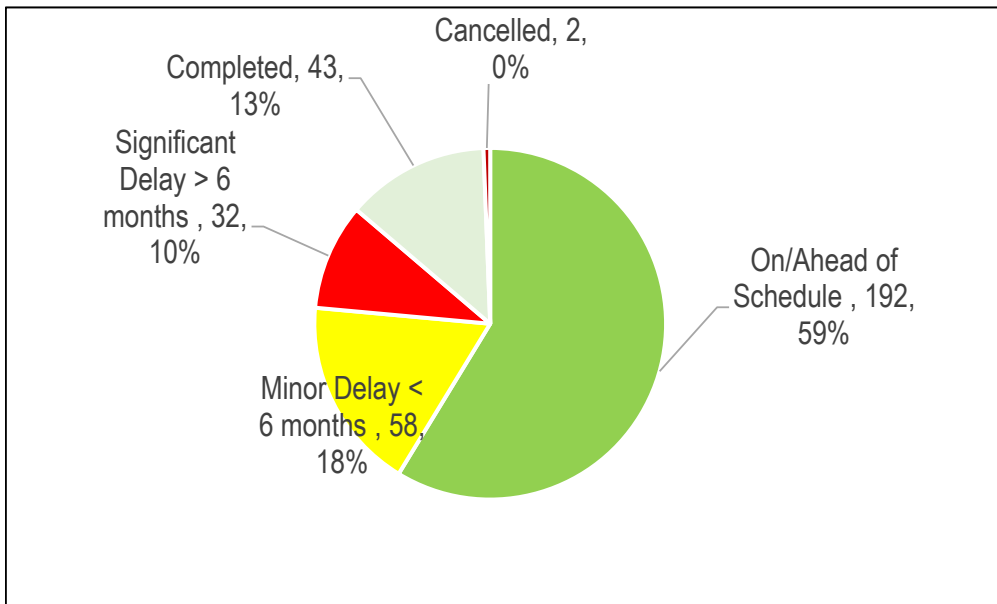
**Chart 1**  
2018 Approved Budget by Category (\$946.57)



**Table 1**  
2018 Active Projects by Category

Health & Safety	2
Legislated	8
SOGR	21
Service Improvement	18
Growth	12
<b>Total # of Projects</b>	<b>61</b>

**Chart 2**  
Project Status - 61



**Table 2**

Reason for Delay	90	
	Significant Delay	Minor Delay
Insufficient Staff Resources	2	
Procurement Issues	4	17
RFQ/RFP Delayed	7	8
Contractor Issues	4	7
Site Conditions	15	21
Co-ordination with Other Projects		
Community Consultation		
Other*		5
<b>Total # of Projects</b>	<b>32</b>	<b>58</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
549.220	268.13	127.86	1.06	0.30

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

- Several projects were delayed due to a need to obtain legal agreement requirements.

**Key Discussion Points:**

- As of September 30, for year-end, Toronto Water is projecting spending of \$713.988 million or 75.4% of the 2018 Approved Capital Budget of \$946.572 million. The projected year-end spending rate is lower than the 10-Year Rate Model completion target for 2018 of 85.0% for projects funded from the Toronto Water Capital Financing Reserve Fund.

## Toronto Water (TW)

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

- 74.7% or \$706.774 million is dedicated to State of Good Repair, Health and Safety and Legislative projects in 2018.
- \$549.220 million or 58.0% of projects are on track for scheduled completion. Most capital projects are multi-year or on-going expenditures with completion dates in future years. Current spending is consistent with construction schedules.
- The following multi-year projects account for approximately 86.2% of the year-to-date spending: Rehabilitation and Replacement of Linear Infrastructure for Water and Sewer projects (\$137.525 million or 32.9% of the 2018 Approved Capital Budget); Improvements at Ashbridges Bay (\$47.914 million or 29.9% of the 2018 Approved Capital Budget) and Humber treatment plants (\$29.206 million or 59.2% of the 2018 Approved Capital Budget); Wet Weather Flow (\$36.267 million or 58.6% of the 2018 Approved Capital Budget ); Transmission and Storage Facilities (\$23.569 million or 44.3% of the 2018 Approved Capital Budget ); Trunk Sewer projects (25.810 million or 41.9% of the 2018 Approved Capital Budget ); and



Toronto Water (TW)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
Ashbridges Bay Treatment Plant	1.774	0.595	33.5%	0.935	52.7%	Y	Y	#2	34.129	24.056
Humber Wastewater Treatment	2.224	1.644	73.9%	2.018	90.7%	G	G		21.306	17.762
<b>Sub-Total</b>	<b>3.998</b>	<b>2.239</b>	<b>56.0%</b>	<b>2.953</b>	<b>73.9%</b>	-	-		<b>55.435</b>	<b>41.818</b>
<b>Legislated</b>										
Ashbridges Bay Treatment Plant	58.724	11.093	18.9%	34.118	58.1%	Y	G	#1	661.038	26.775
RL Clark Treatment Highland	2.875	1.405	48.9%	2.435	84.7%	G	G		6.321	2.101
Creek Treatment Plant	6.771	7.4846	110.5%	10.220	150.9%	R	G	#1	97.589	68.163
Humber Wastewater Treatment	3.124	1.686	54.0%	2.972	95.1%	G	G		53.492	51.41
Island Treatment Plant	3.255	2.279	70.0%	2.696	82.8%	G	G		68.151	20.059
Pumping Stations & Forcemains	3.120	1.748	56.0%	2.301	73.8%	G	G		59.792	19.045
Water Service Replacement	42.575	8.074	19.0%	22.756	53.4%	Y	Y	#2	291.917	199.045
WT - Storage & Treatment	0.100	0.018	18.0%	0.100	100.0%	G	G		1.622	1.44
<b>Sub-Total</b>	<b>120.544</b>	<b>33.787</b>	<b>28.0%</b>	<b>77.598</b>	<b>64.4%</b>	-	-		<b>1,239.922</b>	<b>388.038</b>
<b>State of Good Repair</b>										
Ashbridges Bay Treatment Plant	90.686	32.064	35.4%	62.465	68.9%	Y	Y	#2	1384.441	510.922
Business & Technology Support	0.495	0	0.0%	0.4	80.8%	G	G		4.580	3.767
RL Clark Treatment	9.249	8.093	87.5%	9.432	102.0%	R	G	#1	101.950	87.717
RC Harris Treatment Plant	8.387	4.851	57.8%	5.267	62.8%	Y	Y	#2	52.443	30.307
Highland Creek Treatment Plant	14.327	11.521	80.4%	13.931	97.2%	G	G		333.040	168.706
FJ Horgan Treatment Plant	2.212	0.574	25.9%	1.248	56.4%	Y	Y	#2	13.584	9.021
Humber Wastewater Treatment	41.252	24.611	59.7%	31.994	77.6%	G	G		346.115	134.851
Island Treatment Plant	7.991	3.751	46.9%	7.071	88.5%	G	G		35.374	11.361
Linear Engineering	85.913	40.402	47.0%	76.816	89.4%	G	G		467.317	286.887
Pumping Stations & Forcemains	4.526	0.225	5.0%	0.96	21.2%	R	R	#3	54.581	30.274
Sewer Rehabilitation	76.983	28.076	36.5%	50.381	65.4%	Y	Y	#2	436.124	259.871
Sewer Replacement	10.890	4.071	37.4%	6.909	63.4%	Y	Y	#2	136.903	108.939
Trunk Sewers	46.007	22.27	48.4%	36.523	79.4%	G	G		353.518	98.983
Trunk Watermains	12.069	9.556	79.2%	12.462	103.3%	R	G	#1	52.155	40.218
Watermain Rehabilitation	80.539	18.417	22.9%	49.385	61.3%	Y	Y	#2	509.923	353.118
Watermain Replacement	54.414	14.603	26.8%	37.82	69.5%	Y	Y	#2	408.661	285.584



Toronto Water (TW)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Water Service Replacement	1.613	0.502	31.1%	1.613	100.0%	G	G		19.380	16.656
WT - Storage & Treatment	22.902	10.589	46.2%	19.283	84.2%	G	G		167.504	48.169
WWF - Implementation Projects	7.632	0.189	2.5%	1.313	17.2%	R	R	#3	40.548	8.277
WWF - Stream Restoration	3.562	0.826	23.2%	2.767	77.7%	G	G		62.834	39.142
Yards & Facilities	0.583	0.045	7.7%	0.583	100.0%	G	G		5.121	2.394
<b>Sub-Total</b>	<b>582.232</b>	<b>235.237</b>	<b>40.4%</b>	<b>428.623</b>	<b>73.6%</b>	-	-		<b>4,986.096</b>	<b>2,535.164</b>
<b>Service Improvements</b>										
Ashbridges Bay Treatment Plant	8.059	4.161	51.6%	5.305	65.8%	Y	Y	#2	73.046	40.207
Water Meter Program (AMR)	3.300	1.702	51.6%	2.577	78.1%	G	G		217.019	215.421
Business & Technology Support	9.150	3.395	37.1%	8.08	88.3%	G	G		78.998	30.43
Basement Flooding Program	53.899	16.219	30.1%	30.592	56.8%	Y	Y	#2	1493.01	364.369
RC Harris Treatment Plant	3.755	1.398	37.2%	1.769	47.1%	R	R	#3	13.04	1.899
Highland Creek Treatment Plant	4.976	2.115	42.5%	3.547	71.3%	G	G		166.851	28.106
FJ Horgan Treatment Plant	0.920	0.471	51.2%	0.511	55.5%	Y	Y	#2	9.06	3.167
Humber Wastewater Treatment	2.728	1.265	46.4%	2.071	75.9%	G	G		96.011	54.324
Island Treatment Plant	1.624	0.009	0.6%	0.046	2.8%	R	R	#3	4.156	0.143
Linear Engineering	2.085	0.116	5.6%	0.986	47.3%	R	R	#3	12.824	3.365
Pumpint Stations&Forcemains	0.231	0.159	68.8%	0.225	97.4%	G	G		3.726	3.141
Sewer Replacement	2.883	0.488	16.9%	2.095	72.7%	G	G		32.883	26.794
Trunk Watermains	0.725	0.025	3.4%	0.149	20.6%	R	R	#3	11.585	0.646
WT - Storage & Treatment	11.526	2.213	19.2%	4.584	39.8%	R	R	#3	47.267	22.997
WT - Storage & Treatment	1.969	0.294	14.9%	0.902	45.8%	R	R	#3	22.269	0.4
WWF - Implementation Projects	36.677	25.9096	70.6%	62.033	169.1%	R	G	#1	716.306	140.367
WWF - TRCA	14.032	9.342	66.6%	14.032	100.0%	G	G		85.4	79.91
Yards & Facilities	5.745	0.935	16.3%	3.685	64.1%	Y	Y	#2	63.228	27.608
<b>Sub-Total</b>	<b>164.283</b>	<b>70.216</b>	<b>42.7%</b>	<b>143.189</b>	<b>87.2%</b>	-	-		<b>3,146.679</b>	<b>1,043.294</b>
<b>Growth Related</b>										
Ashbridges Bay Treatment Plant	0.750	0	0.0%	0	0.0%	R	R	#3	1.750	0.000
Highland Creek Treatment Plant	0.010	0	0.0%	0	0.0%	R	R	#3	8.640	7.140

Toronto Water (TW)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
FJ Horgan Treatment Plant	0.015	0	0.0%	0	0.0%	Ⓡ	Ⓢ	#1	15.877	15.862
Linear Engineering	0.452	0.351	77.7%	0.552	122.1%	Ⓡ	Ⓢ	#1	2.880	1.972
New Service Connections	34.825	18.409	52.9%	34.825	100.0%	Ⓢ	Ⓢ		259.714	230.975
New Sewers	8.130	0.215	2.6%	5.865	72.1%	Ⓢ	Ⓢ		48.925	18.072
Pumping Stations & Forcemains	7.099	1.325	18.7%	4.332	61.0%	Ⓢ	Ⓢ	#2	30.023	2.946
Trunk Sewers	0.546	0.084	15.4%	0.2	36.6%	Ⓡ	Ⓡ	#3	4.598	3.061
Trunk Watermains	5.727	1.025	17.9%	2.31	40.3%	Ⓡ	Ⓡ	#3	54.672	2.044
Water Efficiency Plan	0.445	0.192	43.1%	0.445	100.0%	Ⓢ	Ⓢ		13.174	11.141
Watermain Replacement	17.321	3.8	21.9%	12.921	74.6%	Ⓢ	Ⓢ		104.28	49.422
WT - Storage & Treatment	0.195	0.144	73.8%	0.175	89.7%	Ⓢ	Ⓢ		4.760	4.569
<b>Sub-Total</b>	<b>75.516</b>	<b>25.545</b>	<b>33.8%</b>	<b>61.625</b>	<b>81.6%</b>	-	-		<b>549.293</b>	<b>347.204</b>
<b>Total</b>	<b>946.572</b>	<b>367.024</b>	<b>38.8%</b>	<b>713.988</b>	<b>75.4%</b>				<b>9,977.425</b>	<b>4,355.518</b>

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

**Note # 1:**

Projects are on/ahead of schedule and/or completed with higher or lower than planned costs.

**Note # 2:**

Minor project delays are due to one or combination of the following reasons: vendor performance issues and procurement issues (RC Harris Waste Water Treatment Plant Filers Rehabilitation Pilot Project), need to develop project scope or delay design phase to address additional operational requirements and/or to obtain required approvals (FJ Horgan Water Treatment Plant Building Fire, HVAC and Lighting upgrades, Ashbridges Bay Treatment Plant health and safety projects, Yards and Facilities, and Basement Flooding projects), need to reprioritize projects to address operational issues at the plant (FJ Horgan Treatment Plant state of good repair projects) or site conditions (Ashbridges Bay Treatment Plant Admin and Blower Building Improvements project), coordination issues and requirement to obtain third party agreements (Sewer and Watermain Rehabilitation and Replacement projects), and lower than anticipated demand for substandard water service replacement (Water Service Replacement Program).

**Note # 3:**

Major project delays are due to technical issues as well as complexity of projects, including the detailed design phase extension to incorporate opportunities for enhanced energy efficiency (Island Treatment Plant), extended time required to address complex site conditions and sequencing at the plants (various Water Storage and Treatment projects) and vendor resource issues (Transmission System Automation), extended design phase and delays in procurement process (Wet Weather Flow Implementation projects - Western Beach Retrofit) and in acquiring legal agreements/easements (Highland Creek Wastewater Treatment Plant, Transmission Watermain project from Scarborough Pumping Station to St. Clair/Midland), need to wait for completion of other on-going studies (Ashbridges Bay Treatment Plant), need for utility reallocation (RC Harris Waste Water Treatment Plant Emergency Standby Power project) and requirement for additional resources (Asset Management System Implementation).