

APPENDIX 4
Capital Dashboard by Program/Agency
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**2018 Capital Spending by Program
Community and Social Services**

Program		2018 Approved Cash Flow	2018 Expenditure		Trending	Alert (Benchmark 70% spending rate)
			Year-End Actual	% at Year End		
CHS	Q1	41.80	28.41	68.0%		Ⓢ
	Q2	41.80	22.04	52.7%	↓	Ⓢ
	Q3	41.80	18.39	44.0%	↓	Ⓡ
	Q4	41.80	17.30	41.4%	↓	Ⓡ
Court Services	Q1	1.19	0.95	79.6%		Ⓢ
	Q2	1.19	0.95	79.6%	□	Ⓢ
	Q3	1.19	1.07	90.0%	↑	Ⓢ
	Q4	1.19	0.98	82.5%	↓	Ⓢ
EDC	Q1	33.37	23.02	69.0%		Ⓢ
	Q2	32.35	21.02	65.0%	↓	Ⓢ
	Q3	32.80	18.75	57.2%	↓	Ⓢ
	Q4	32.57	15.08	46.3%	↓	Ⓡ
LTCHS	Q1	12.17	12.17	100.0%		Ⓢ
	Q2	12.17	11.23	92.3%	↓	Ⓢ
	Q3	12.17	10.04	82.4%	↓	Ⓢ
	Q4	12.17	6.22	51.1%	↓	Ⓢ
PF&R	Q1	203.97	154.33	75.7%		Ⓢ
	Q2	223.72	167.62	74.9%	↓	Ⓢ
	Q3	224.70	164.03	73.0%	↓	Ⓢ
	Q4	224.70	173.72	77.3%	↑	Ⓢ
SS&HA	Q1	312.42	282.34	90.4%		Ⓢ
	Q2	312.53	283.00	90.6%	↑	Ⓢ
	Q3	313.94	245.70	78.3%	↓	Ⓢ
	Q4	313.94	235.34	75.0%	↓	Ⓢ
TESS	Q1	8.91	8.91	100.0%		Ⓢ
	Q2	9.71	9.71	100.0%	□	Ⓢ
	Q3	9.71	8.59	88.5%	↓	Ⓢ
	Q4	9.71	8.29	85.4%	↓	Ⓢ
TPS	Q1	5.16	4.13	80.1%		Ⓢ
	Q2	5.39	4.35	80.7%	↑	Ⓢ
	Q3	5.39	4.35	80.7%	□	Ⓢ
	Q4	5.39	4.46	82.7%	↑	Ⓢ
TOTAL	Q1	618.99	514.26	83.1%		Ⓢ
	Q2	638.86	519.92	81.4%	↓	Ⓢ
	Q3	641.71	470.93	73.4%	↓	Ⓢ
	Q4	641.48	461.39	71.9%	↓	Ⓢ
Ⓢ >70% Ⓢ between 50% and 70% Ⓡ < 50% or > 100%						

For the twelve months ended December 31, 2018, capital expenditures for Community and Social Services totalled \$461.39 million of their collective 2018 Approved Capital Budget of \$641.48 million. Spending rate is 71.9% and five Programs within Community and Social Services have a year-end spending rate of over 70% of their respective 2018 Approved Capital Budgets.

Children's Services (CHS)

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

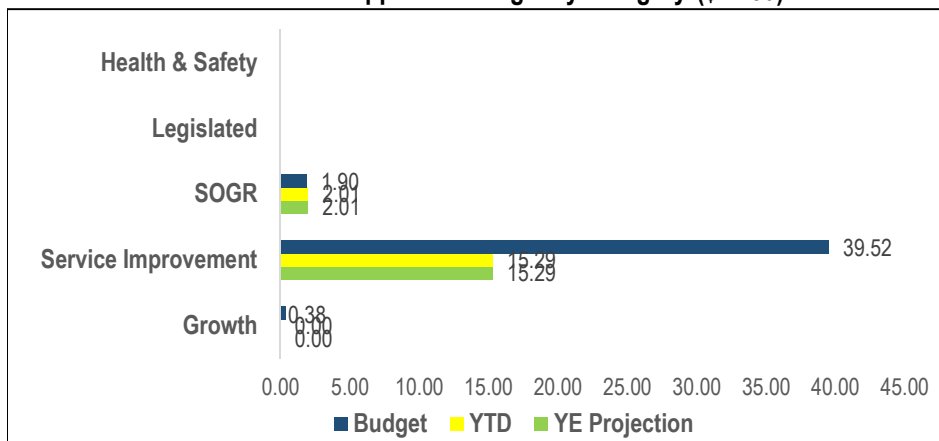


Table 1
2018 Active Projects by Category

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

Chart 2
Project Status - 24

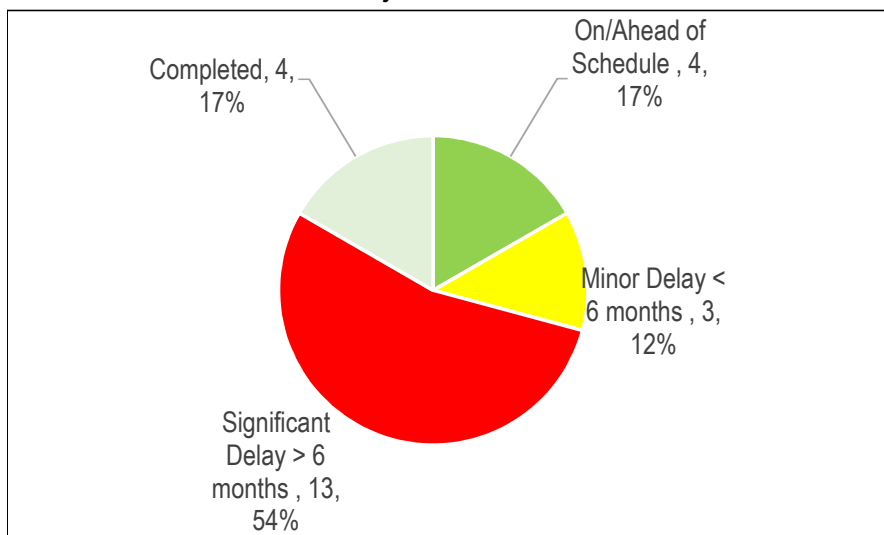


Table 2

Reason for Delay	16	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	2	
RFQ/RFP Delayed	3	1
Contractor Issues	2	1
Site Conditions		
Co-ordination with Other Projects		
Community Consultation	5	1
Other*	1	
Total # of Projects	13	3

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
9.85	2.05	27.35	2.55	

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 21 projects included in the plan that are impacted by 3rd 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.				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
State of Good Repair								
TELCCS SOGR 2017	0.431	0.468	108.6%	Ⓡ	Ⓢ	#1	1.805	1.843
TELCCS SOGR 2018	1.473	1.538	104.4%	Ⓡ	Ⓢ	#1	1.473	1.538
Sub-Total	1.904	2.006	105.4%	-	-		3.278	3.381
Service Improvements								
St John the Evangelist Catholic School	1.187	0.649	54.7%	Ⓢ	Ⓢ	#2	3.900	1.691
Service Efficiency	0.506	0.449	88.7%	Ⓢ	Ⓢ		3.175	3.025
Block 31 Child Care Centre	2.578	1.168	45.3%	Ⓡ	Ⓡ	#2	4.733	1.959
Avondale Public School	0.145	0.000	0.0%	Ⓡ	Ⓡ	#2	1.433	1.288
Bridletown Community Centre	1.750	0.000	0.0%	Ⓡ	Ⓡ	#3	3.900	0.000
Advent Health Care	2.172	1.758	80.9%	Ⓢ	Ⓢ		2.710	2.296
Stanley Public School	2.363	0.066	2.8%	Ⓡ	Ⓡ	#4	3.900	0.203
St. Columba Public School	1.061	0.889	83.8%	Ⓢ	Ⓢ		1.525	1.053
St. Maurice Catholic School	0.430	0.291	67.7%	Ⓢ	Ⓢ	#2	1.472	1.333
St. Barnabas Catholic	2.423	0.000	0.0%	Ⓡ	Ⓡ	#5	2.600	0.177
St. Roch Catholic School	1.806	0.000	0.0%	Ⓡ	Ⓡ	#6	1.900	0.094
St Bartholome Catholic	2.483	0.000	0.0%	Ⓡ	Ⓡ	#6	2.600	0.117
St. Stephen Catholic School	0.433	0.254	58.7%	Ⓢ	Ⓢ	#2	1.400	1.221
TCH Lawrence Ave Site	3.618	3.618	100.0%	Ⓢ	Ⓢ		5.353	3.900
TCH Needle Firway	2.125	0.000	0.0%	Ⓡ	Ⓡ	#7	3.900	0.075
George Webster Public School	0.143	0.143	100.0%	Ⓢ	Ⓢ		2.400	2.400
Mount Dennis Child Care Centre	7.905	2.914	36.9%	Ⓡ	Ⓡ	#8	11.000	3.044
North East Scarborough Child Care Centre No 11 (Gilder)	0.094	0.018	19.1%	Ⓡ	Ⓡ	#6	3.900	0.018
Child Care Centre No 11 (Gilder)	1.300	0.000	0.0%	Ⓡ	Ⓡ	#9	3.900	0.000
Anishawabe	2.000	0.000	0.0%	Ⓡ	Ⓡ	#3	6.000	0.000
Bendale Child Care Centre	3.000	3.077	102.6%	Ⓡ	Ⓢ	#2	3.425	3.077
Sub-Total	39.522	15.294	38.7%				75.126	26.971
Growth Related								
TCS Growing Child Care	0.378	0.000	0.0%	Ⓡ	Ⓡ	#10	4.764	0.010
Sub-Total	0.378	0.000	0.0%				4.764	0.010
Total	41.804	17.300					83.168	30.362

On Time

On Budget

Children's Services (CHS)

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

Note # 1:

Minor cost over run due to unbudgeted contingencies

Note # 2

The timing of construction has been delayed, reflecting delays in planning and design with school boards, as well as the need to agree on 3'd party service provider

Note # 3:

Project delayed, 3'rd party agreements are being negotiated

Note # 4:

Project design was delayed as agreement from school board took longer than anticipated; project being tendered

Note # 5:

Planning and design have been, as agreement with school board has taken longer than anticipated; building permit to be submitted in April, 2019

Note # 6:

Planning and design have been delayed, as agreement with school board have taken longer than anticipated

Note # 7:

Project delayed, pending scope change requirements to increase number of spaces

Note # 8:

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

Note # 9:

Expenditures for this project were partially funded through the operating budget in order to satisfy Provincial funding requirements

Note # 10:

Project delivery was delayed due to resources completing other I&T initiatives; it is expected that project cash flows will be reevaluated in 2019

Court Services (CTS)

Chart 1
2018 Approved Budget by Category (\$1.19)

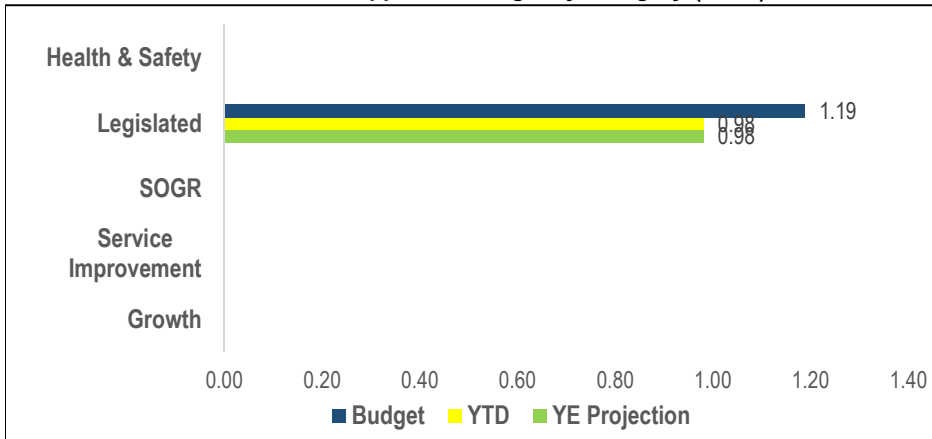


Table 1
2018 Active Projects by Category

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

Chart 2
Project Status - 1

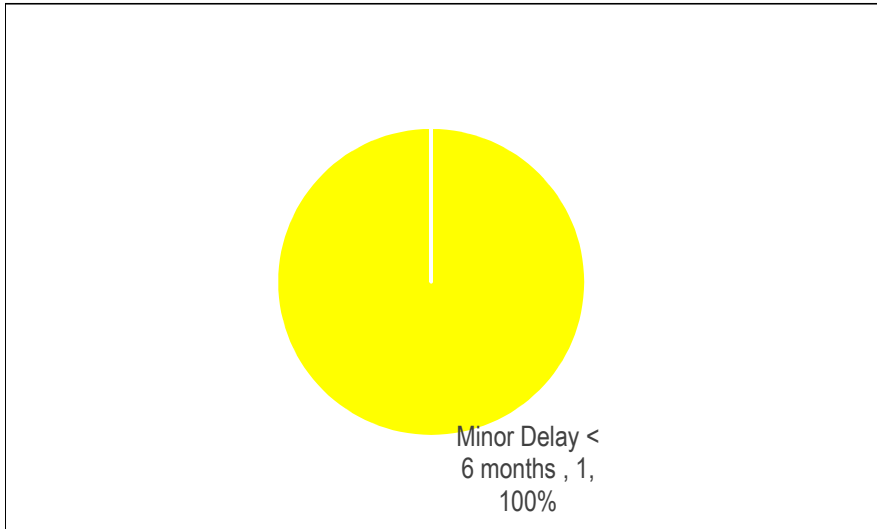


Table 2

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

Table 3
Projects Status (\$Million)

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

Court Services (CTS)

Projects by Category (Million)	2018 Approved Cash Flow	YE Actual				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Legislated								
Tribunal Facility Renovations	1.189	0.981	82.5%	Ⓞ	Ⓜ	#1	1.577	1.369
Sub-Total	1.189	0.981	82.5%	-	-		1.577	1.369
Total	1.189	0.981	82.5%				1.577	1.369

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:

Design and construction were completed in 2018. Project close-out and financial reconciliation activities are underway with expected completion of the project in 2019.

Economic Development and Culture (ECT)

Chart 1
2018 Approved Budget by Category (\$32.57)

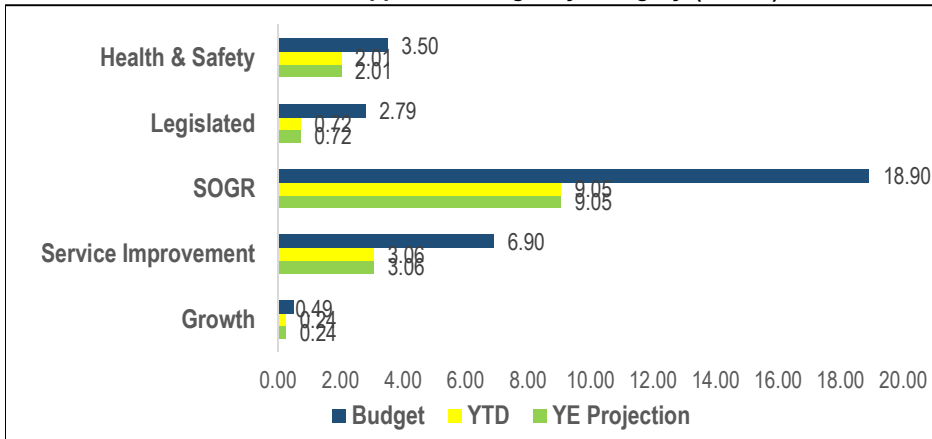


Table 1
2018 Active Projects by Category

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

Chart 2
Project Status - 26

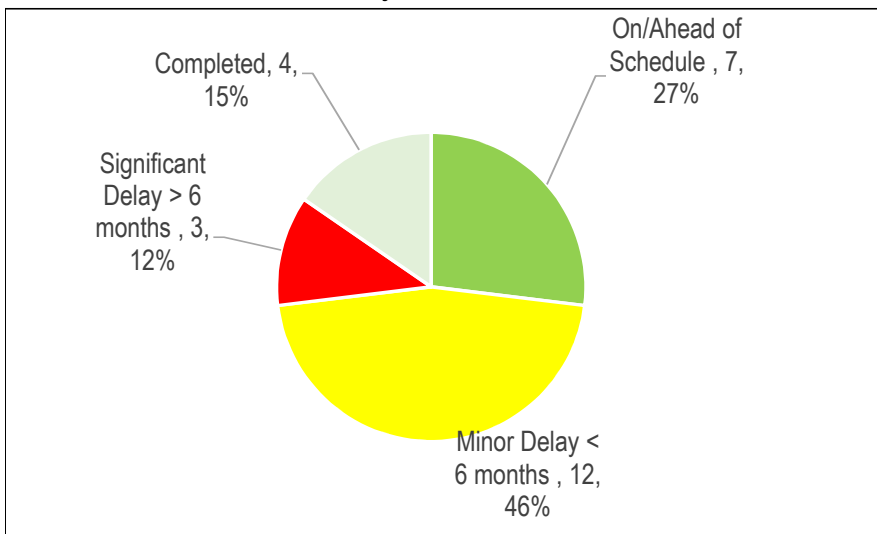


Table 2

Reason for Delay	15	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		1
RFQ/RFP Delayed		
Contractor Issues		2
Site Conditions		1
Co-ordination with Other Projects		4
Community Consultation		
Other*	3	4
Total # of Projects	3	12

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
11.83	18.09	2.44	0.22	

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 pending TO Live management decision. See Note 4 in "Projects by Category" for more details.
- Various public art projects are delayed. 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. Other projects have been affected by the death of the artist and subsequent challenges in working with the estate to complete the project; site conditions; work by others, such as completion of a new park site; and artists' schedules.

Key Discussion Points: (Please provide reason for delay)

- 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.

Economic Development and Culture (ECT)

Key Discussion Points (cont'd):

- The Guild Cultural Revitalization is delayed due to extended focus on parallel projects with Guild Inn Estates and Parks Forestry and Recreation. Contract was awarded on December 2018. See Note 14 in "Projects by Category" for more details.

Economic Development and Culture (ECT)

Projects by Category (Million)	2018 Approved Cash Flow	YE Actual				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Health & Safety								
Major Maintenance	0.466	0.154	33.0%	Ⓡ	Ⓨ	#1	0.466	0.154
Restoration and Preservation of Heritage	3.029	1.857	61.3%	Ⓨ	Ⓞ	#2	9.413	8.179
Sub-Total	3.495	2.011	57.5%	-	-		9.879	8.339
Legislated								
Cultural Infrastructure Development	1.547	0.200	12.9%	Ⓡ	Ⓡ	#3	1.588	0.241
Major Maintenance	0.498	0.165	33.1%	Ⓡ	Ⓨ	#4	0.554	0.224
Restoration and Preservation of Heritage	0.743	0.352	47.4%	Ⓡ	Ⓞ	#5	0.743	0.368
Sub-Total	2.788	0.717	25.7%	-	-		2.885	0.832
State of Good Repair								
BIA Equal Share Funding	6.570	3.484	53.0%	Ⓨ	Ⓨ	#6	6.615	3.314
BIA Financed Funding	2.083	0.816	39.2%	Ⓡ	Ⓨ	#7	3.790	2.523
BIA Streetscape Program	0.053	0.008	15.4%	Ⓡ	Ⓨ		0.260	0.215
Collections Care	0.131	0.029	21.9%	Ⓡ	Ⓨ	#8	0.137	0.034
Cultural Infrastructure Development	0.514	0.039	7.6%	Ⓡ	Ⓡ	#9	0.737	0.262
Economic Competitiveness Data Management System	0.200	0.015	7.3%	Ⓡ	Ⓞ	#10	0.900	0.015
Major Maintenance	4.798	2.216	46.2%	Ⓡ	Ⓨ	#11	6.573	3.811
Planning Act Revenue Projects	1.293	0.466	36.0%	Ⓡ	Ⓨ	#12	3.315	2.490
Refurbishment & Rehabilitation	0.146	0.046	31.3%	Ⓡ	Ⓨ		0.504	0.204
Restoration and Preservation of Heritage	3.117	1.933	62.0%	Ⓨ	Ⓞ		4.312	2.713
Sub-Total	18.905	9.051	47.9%	-	-		27.143	15.581
Service Improvements								
BIA Streetscape Program	0.146	0.000	0.0%	Ⓡ	Ⓨ	#13	0.146	0.000
Commercial Façade Improvement Program	0.521	0.518	99.5%	Ⓞ	Ⓨ		0.992	0.806
Cultural Infrastructure Development	3.267	0.557	17.1%	Ⓡ	Ⓞ	#14	8.920	2.495
Economic Competitiveness Data Management System	1.224	0.583	47.6%	Ⓡ	Ⓞ	#15	2.250	1.067
Indigenous Centre for Innovation and Entrepreneurship	0.250	0.000	0.0%	Ⓡ	Ⓞ	#16	3.614	0.000
Mural Program	0.065	0.065	100.0%	Ⓞ	Ⓞ		0.130	0.130
Refurbishment & Rehabilitation	0.045	0.043	95.8%	Ⓞ	Ⓞ		0.050	0.046
Service Enhancements	1.381	1.295	93.7%	Ⓞ	Ⓨ		4.274	4.191
Sub-Total	6.899	3.061	44.4%	-	-		20.376	8.734
Growth Related								
Cultural Infrastructure Development	0.375	0.130	34.7%	Ⓡ	Ⓡ	#17	1.170	0.909
PATH Wayfinding	0.033	0.035	104.7%	Ⓡ	Ⓞ	#18	0.133	0.132
Restoration and Preservation of Heritage	0.079	0.079	100.0%	Ⓞ	Ⓞ		0.402	0.183
Sub-Total	0.487	0.243	50.0%	-	-		1.705	1.224
Total	32.573	15.084	46.3%				61.988	34.711

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 is carried forward to 2019 to complete the health and safety projects at the Toronto Centre for the Arts.

Note # 2:

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

Note # 3:

The Public 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 # 4:

TO Live management has requested no capital spending take place for St Lawrence Centre (except for the St Lawrence Centre roof) until its management makes a decision on when the project is ready to proceed.

Note # 5:

The Goulding Massey Estate AODA project is underspent due to the requirement of final approval by TRCA before building permit could be issued for the path. It was approved at TRCA's year-end review and now project construction is proceeding well and has made up the time.

Note # 6:

The spending rate for BIA Equal Share Funding 2017 and 2018 projects is 85.4% and 19.6% respectively. Some projects are experiencing delays due to procurement issues and co-ordination with other projects.

Note # 7:

Two BIA Financed Funding projects, 2016 College Promenade and 2017 Chinatown, are underspent due to site conditions.

Note # 8:

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 # 9:

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.

Note # 10:

The Museum & Heritage Services IT Infrastructure project is currently managed by the City's IT division and is delayed due to staffing changes. A new IT project manager has been assigned and the project is proceeding.

Note # 11:

The interior accessibility upgrade for the Theatre Passe Muraille has been retendered in 2018 and are on track for construction in the summer. The related exterior accessibility upgrades to the public realm project was delayed by other City divisions. The eventual tender was successful but the construction start was put off from fall 2018 to spring 2019 as the upgrade is seasonal work. Underspent funding for the two St. Lawrence Centre roof and SOGR projects are carried forward to 2019 to complete the project.

Note # 12:

The Planning Act Revenue projects are underspent primarily due to co-ordination with other projects.

Note # 13:

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 # 14:

The Guild Revitalization has been delayed due to co-ordination with Guild Inn Estates and other City divisions. The contract was awarded on December 2018. Construction for site development and the arts centre in Building 191 will start early in 2019. Previously reported site servicing issues with PFR have been resolved.

Note # 15:

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 # 16:

This new project was approved by City Council in July 2018. The design of the space was delayed and is currently being undertaken.

Note # 17:

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.

Note # 18:

The PATH Wayfinding project is slightly overspent in 2018 due to timing but is on budget (within project cost) and is completed.

Long Term Care Homes Services (HOM)

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

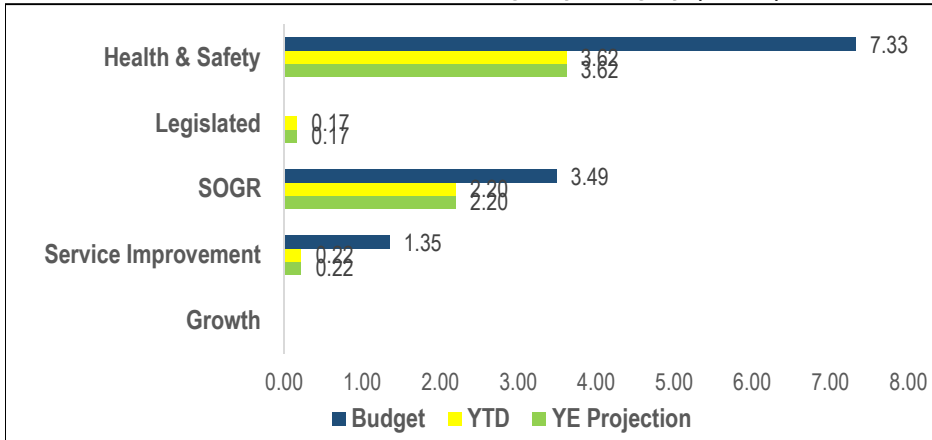


Table 1
2018 Active Projects by Category

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

Chart 2
Project Status - 8

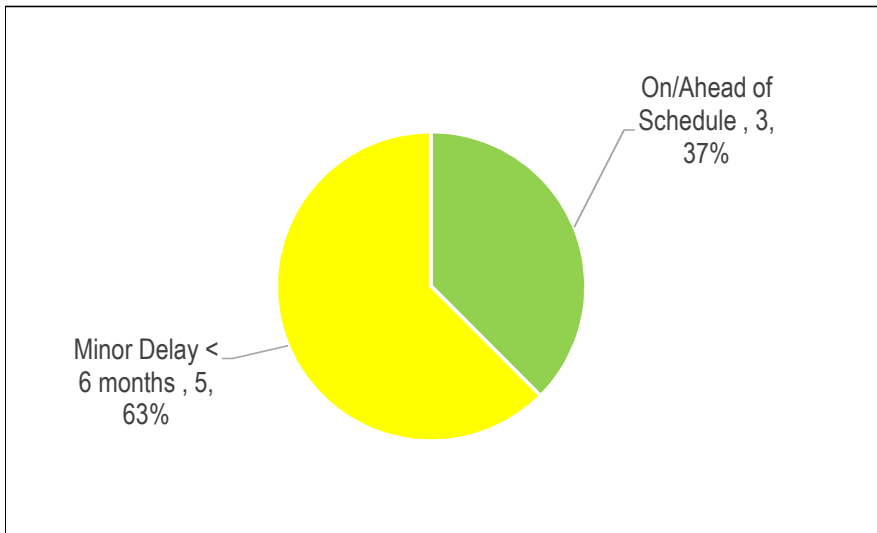


Table 2

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

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 design work and tenders for various Health & Safety and SOGR projects were not completed until mid-late 2018. Additional delays occurred (i.e. roofing, masonry, HVAC, system upgrades) were held off during the winter time. These projects are expected to complete by Q2 2019.
- The Electronic Health Care System project experienced significant challenges in procuring a vendor due to the strict requirements surrounding compliance with data sensitivity and security. The vendor, PointClickCare, was procured in 2018 and the roll-out schedule to all homes is scheduled to take place in 2019.

Long Term Care Homes Services (HOM)

Projects by Category (Million)	2018 Approved Cash Flow	YE Actual				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Health & Safety								
Building Upgrades	0.047	0.047	100.0%	Ⓞ	Ⓞ		0.940	0.896
Electrical - Life Safety Systems	1.765	0.352	19.9%	Ⓜ	Ⓢ	#1	8.126	6.323
Mechanical - HVAC Repairs/Upgrades	3.555	2.126	59.8%	Ⓢ	Ⓢ	#1	11.817	9.585
Specialty Systems & Elevator Upgrades	1.961	1.096	55.9%	Ⓢ	Ⓢ	#1	7.068	5.229
Sub-Total	7.328	3.620	49.4%	-	-		27.951	22.033
Legislated								
Kipling Acres 145 bed construction	0.000	0.170				#2	47.500	44.500
Sub-Total	0.000	0.170		-	-		0.000	0.000
State of Good Repair								
2016 SOGR Life Safety Systems	0.013	0.013	100.0%	Ⓞ	Ⓞ		0.500	0.465
2017 SOGR Building Upgrades	1.769	1.534	86.7%	Ⓞ	Ⓞ		3.100	2.635
2018 SOGR Building Upgrades	1.710	0.657	38.4%	Ⓜ	Ⓢ	#3	19.000	15.248
Sub-Total	3.492	2.204	63.1%	-	-		22.600	18.348
Service Improvements								
Electronic Health Care System	1.352	0.223	16.5%	Ⓜ	Ⓢ	#4	3.152	0.547
Sub-Total	1.352	0.223	16.5%	-	-		3.152	0.547
Total	12.172	6.217					53.703	40.928

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

Note # 1:

Various Health & Safety projects were delayed due to harsh winter conditions (roofing work redesign required due to weather), and delays in the delivery of equipment (boiler) as well as in the issuance of an RFQ for nurse call bell and fire alarm system upgrades (issued in July 2018) which experienced additional delays from the receipt of system materials. Delivery of the boiler and system materials were received in late 2018 and work is expected to be completed by Q2 2019.

Note # 2:

Kipling Acres was completed in 2017. Although there were no budgeted cash flows in 2019, residual costs were incurred to resolve remaining deficiencies to site conditions. Life to date spending is still within the total funding envelop. A closing report to be submitted at a later date upon completion of all payments.

Note # 3:

Minor delay in coordination project with Children's Services to create a childcare centre (intergenerational space) on the first floor of Bendale Acres. Spending is anticipated to ramp up and work to be completed in 2019.

Note # 4:

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 & Recreation (PKS)

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

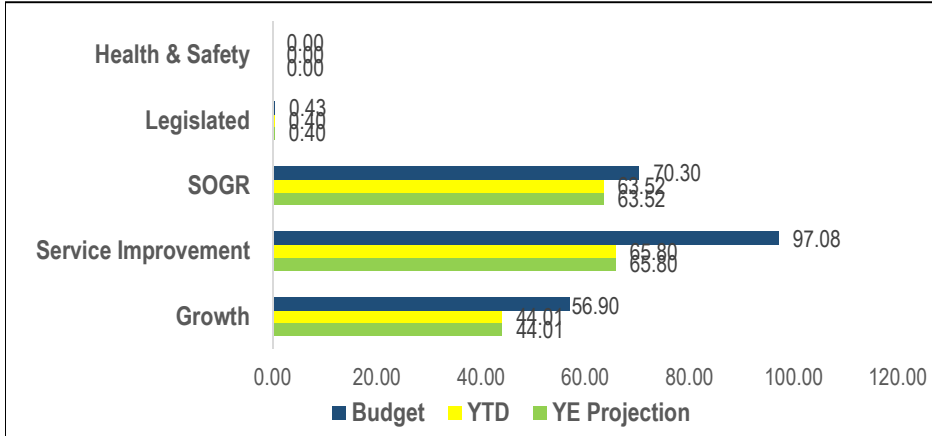


Table 1
2018 Active Projects by Category

Health & Safety	
Legislated	4
SOGR	51
Service Improvement	241
Growth	24
Total # of Projects	320

Chart 2
Project Status - 320

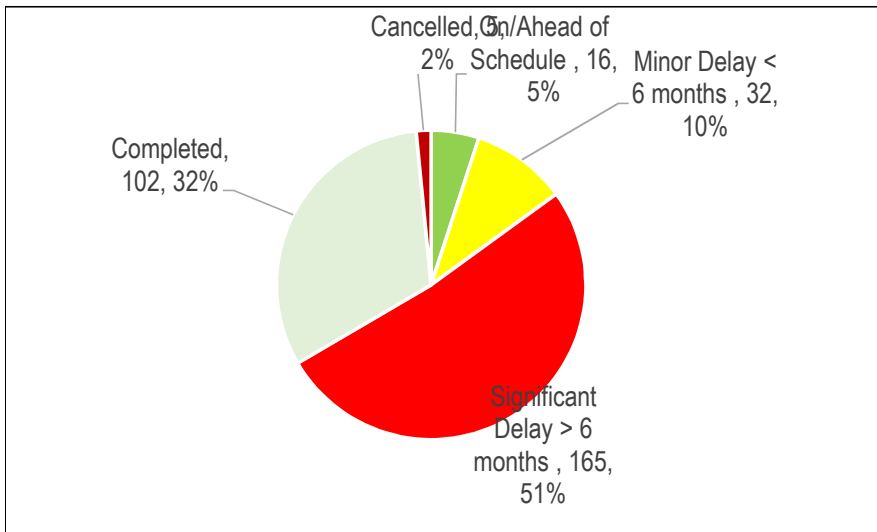


Table 2

Reason for Delay	197	
	Significant Delay	Minor Delay
Insufficient Staff Resources	1	
Procurement Issues	16	4
RFQ/RFP Delayed	12	
Contractor Issues	15	6
Site Conditions	10	2
Co-ordination with Other Projects	88	17
Community Consultation	12	1
Other*	11	2
Total # of Projects	165	32

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
14.21	58.50	102.57	49.15	0.28

Reasons for "Other*" Projects Delay:

- Project is delayed as funds may not have been secured/received; a suitable location has not been found or alternatively the project is being delivered by a third party.
- Environmental assessment and/or final approvals to proceed are still pending.
- Final design of the project is not complete.

Key Discussion Points:

- The increased project volumes are the primary reasons for the Program's declining spending rates .
- Parks, Forestry and Recreation has a number of approved projects where the community has requested additional features, /scope changes subject to the receipt of supporting funding. Although these projects have approved 2018 cash flow, these projects cannot proceed until funding has been received or there is agreement to defer to the requested changes.

Parks, Forestry & Recreation (PKS)

Key Discussion Points (cont'd):

- The Program continues to experience challenges completing many of the growth and service improvement projects due to extended public consultation, co-ordination with other community partners and unfavourable site conditions.
- Land Acquisition projects are delayed due to the extended acquisition process of various properties and remediation issues on multiple sites that may not be resolved by year-end.

Parks, Forestry & Recreation (PKS)

Projects by Category (Million)	2018 Approved Cash Flow	YE Actual				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Health & Safety								
Special Facilities	0.000	0.000					0.500	0.477
Sub-Total	0.000	0.000		-	-		0.500	0.477
Legislated								
Land Acquisition	0.426	0.396	93.0%	G	G		5.920	2.744
Special Facilities	0.000	0.000					1.600	1.600
Sub-Total	0.426	0.396	93.0%	-	-		7.520	4.344
State of Good Repair								
Arena	14.214	12.846	90.4%	G	R	#13	45.272	30.772
Community Centres	14.819	14.217	95.9%	G	Y	#12	54.062	41.078
Environmental Initiatives	3.078	2.745	89.2%	G	Y	#8	7.800	4.067
Facility Components	8.577	7.333	85.5%	G	R	#2	25.488	19.198
Outdoor Recreation Centre	2.550	2.425	95.1%	G	G		11.077	7.883
Park Development	4.000	3.986	99.6%	G	G		10.922	10.905
Parking Lots & Tennis Courts	2.868	2.784	97.0%	G	G		10.320	8.235
Playgrounds/Waterplay	2.589	2.281	88.1%	G	R	#11	4.300	3.539
Pool	1.789	1.984	110.9%	R	G	#4	21.890	13.655
Special Facilities	11.025	9.007	81.7%	G	G		21.029	14.445
Trails & Pathways	4.793	3.911	81.6%	G	G		14.007	7.777
Sub-Total	70.304	63.518	90.3%	-	-		226.168	161.554
Service Improvements								
Arena	4.865	3.899	80.1%	G	Y	#13	10.095	6.646
Community Centres	7.425	6.198	83.5%	G	G		22.376	15.565
Environmental Initiatives	2.623	2.025	77.2%	G	R	#8	14.210	6.364
Facility Components	1.029	0.639	62.1%	Y	R	#2	1.350	0.810
Information Technology	8.854	6.251	70.6%	Y	R	#9	44.106	16.573
Land Acquisition	0.000	0.000					0.600	0.594
Outdoor Recreation Centre	4.001	3.187	79.6%	G	R	#7	23.672	7.226
Park Development	40.389	23.618	58.5%	Y	R	#3	170.679	88.345
Parking Lots & Tennis Courts	1.229	1.128	91.8%	G	R	#10	1.461	1.210
Playgrounds/Waterplay	11.899	8.211	69.0%	Y	R	#11	23.361	16.245
Pool	7.594	7.613	100.3%	G	G		22.475	10.076
Special Facilities	3.103	1.608	51.8%	Y	R	#5	23.854	8.908
Trails & Pathways	4.064	1.421	35.0%	R	R	#6	17.334	4.205
Sub-Total	97.075	65.798	67.8%	-	-		375.572	182.767

Parks, Forestry & Recreation (PKS)

Projects by Category (Million)	2018 Approved Cash Flow	YE Actual				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Growth Related								
Community Centres	47.215	34.863	73.8%	Ⓞ	Ⓜ	#12	232.028	99.279
Land Acquisition	6.608	6.288	95.2%	Ⓞ	Ⓡ	#1	31.789	17.153
Outdoor Recreation Centre	2.733	2.732	100.0%	Ⓞ	Ⓞ		3.500	3.526
Park Development	0.344	0.128	37.1%	Ⓡ	Ⓡ	#3	10.719	4.375
Sub-Total	56.899	44.011	77.3%	-	-		278.035	124.334
Total	224.705	173.722	77.3%				887.795	473.475

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:

Land Acquisition: The delays in acquisition are primarily related to an extended approval process, environmental approvals and remediation work at various sites including Grand Manitoba (Mystic), 100 Ranleigh, Green Line, and Market Lane Parkette.

Note #2:

Facility Components: 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 were delayed due to coordination of other projects, protracted community consultations processes, seasonal constraints, poor weather conditions as well as design work spanning over multiple years. Major projects include the implementation of the Parks Plan, improvements to Queens Park (in coordination with Transportation), Coronation Park, Dane Park, Belleveue Park and Phase 2 of Ramsden Park, which experienced delays due to revisions to the ramps and stairs.

Note #4:

Pools: Minor overspending related to advanced work on the capital asset management program for pools and the Wellesley Pool. At completion, these projects are not expected to be over-budget.

Note 5:

Special Facilities: Delayed spending relates mainly to various state of good repair projects due to coordination with other projects; the Riverdale Farm Simpson House (Residence) due to phasing of work; the Franklin Children's Garden Wetland Restoration as a result of issues with contract award; and for the Allan Gardens Washroom as a result of approvals for health and safety and heritage preservation.

Parks, Forestry & Recreation (PKS)

Projects by Category (Million)	2018 Approved Cash Flow	YE Actual				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			

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; the Trinity Bellwoods Pathway Upgrades due to site conditions; the Sherway Trail which is being delivered by TRCA; the Bridge to Mississauga Via Etobicoke Valley Park which is being done in coordination with TRCA and the City of Mississauga as well as the York Beltline Trail Improvements as the tender bids were received over budget and had to be re-tendered.

Note 7:

Outdoor Recreation Centres: Projects were delayed primarily as a result of the tendering the Request for Quotation (RFQ), community consultation process 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. Major projects in progress include Mud Creek projects; Rouge Park Beare Road Project Design and Construction and the Lower Don Wetland Creation Cottonwood Flats .

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: Delays primarily due to co-ordination with ongoing projects and additional community input due from community tennis club stakeholders with regards to sign wording/locations; the L'Amoreaux Park Tennis Bubble Replacement project was delayed due to outstanding deficiency work and additional scope of work.

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 including Clairlea Park and Ravina Gardens.

Note #12:

Community Centres: Underspending due to delays in contract award and delays associated with issuing RFQ's/RFP's. State of good repair projects were delayed primarily due to coordination with projects.

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 was under budget by year-end. Project underspending includes College Park Artificial Ice Rink which is being delivered by a Developer; and CAMP SOGR Arenas and High Park AIR Garage for Zamboni due to co-ordination with other projects.

Shelter, Support & Housing Administration (SHL)

Chart 1
2018 Approved Budget by Category (\$313.94)

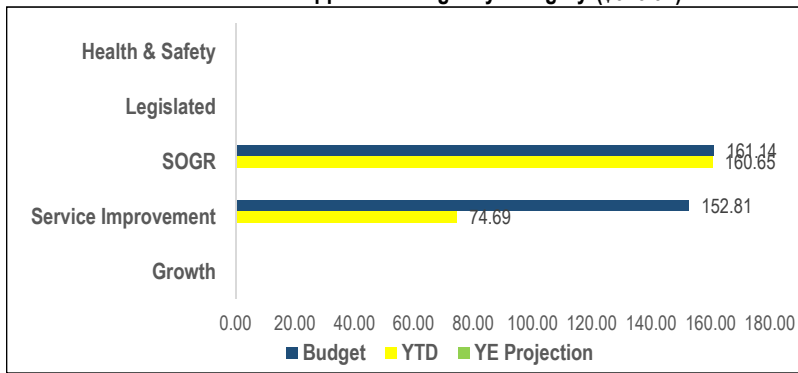


Table 1
2018 Active Projects by Category

Health & Safety	
Legislated	
SOGR	3
Service Improvement	9
Growth	
Total # of Projects	12

Chart 2
Project Status - 12

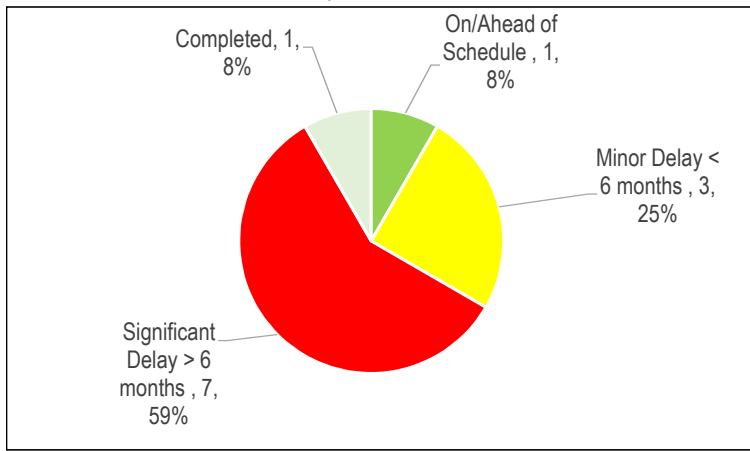


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
160.00	91.13	62.20	0.61	

Key Discussion Points: (Please provide reason for delay)

- **George Street Revitalization Project (GSR):** The GSR project has experienced significant delay due to the difficulty in acquiring shelter sites to implement the Seaton House Transition Plan. In 2018 2 transition sites planned for 2018 were secured, however, renovation and retrofitting of the sites is now anticipated in Q2-2019 due to construction and procurement delays resulting from site conditions. Further, pre-acquisition due diligence is going for 3 sites (354 George Street, 705 Progress and 2299 Dundas), all are planned to be operational in Q1 and Q2 of 2020. Of the 400 replacement beds required to complete the Transition Plan, 356 have so far been secured. Plans are on going to secure the balance of 46 beds .
- **New Emergency Shelters (1,000 Shelter Beds):** The acquisition of 2 sites, 348 Davenport and 2671 Islington was completed in 2018. Both sites are now operational but renovation work to increase capacity by an additional 69 beds(22 at 348 Davenport Road and 47 at 2671 Islington) beds are ongoing. Upon completion, both shelters will have a total 80 beds each. The search for the 3rd site planned for 2018 have resumed as the planned lease of 2901 Lawrence fell through.
- **Temporary Structures for Respite Services:** Project experienced delays in 2018 due the difficulty in locating suitable sites to install the structures as well as additional work required for site remediation once appropriate sites were located. The first facility at 69 Fraser Avenue opened in December 2018. The remaining two facilities to be located at 351 Lakeshore Boulevard East and 701 Fleet Street are currently under construction and slated for completion in April and May 2019 respectively.

Shelter, Support & Housing Administration (SHL)

Projects by Category (Million)	2018 Approved Cash Flow	YE Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
State of Good Repair								
Cap Repairs/Repl-City Operated	0.950	0.490	51.6%	Ⓢ	Ⓢ	#1	0.950	0.490
Capital Repairs/Repl-Leased	0.187	0.159	84.9%	Ⓢ	Ⓢ		0.187	0.159
TCHC SOGR Backlog	160.000	160.000	100.0%	Ⓢ	Ⓢ		200.000	160.000
Sub-Total	161.137	160.649	99.7%	-	-		201.137	160.649
Service Improvements								
Shelter Land Acquisition-Red Door	7.300	0.739	10.1%	Ⓢ	Ⓢ	#2	7.300	0.739
63 & 65 Homewood Avenue	0.200	0.000	0.0%	Ⓢ	Ⓢ	#3	3.000	2.800
George Street Revitalization (GSR)	39.318	14.130	35.9%	Ⓢ	Ⓢ	#4	80.098	18.517
Choice Based Housing Access System	4.044	0.778	19.2%	Ⓢ	Ⓢ	#5	4.357	0.957
TCHC Revitalization	56.037	38.150	68.1%	Ⓢ	Ⓢ	#6	79.183	38.150
Addition of 1000 New Shelter Beds	33.680	17.188	51.0%	Ⓢ	Ⓢ	#7	168.360	17.188
9 Huntley Street Acquisition - Fife House	0.613	0.613	100.0%	Ⓢ	Ⓢ		0.613	0.613
Central Intake Call Centre	1.414	0.242	17.1%	Ⓢ	Ⓢ	#8	1.736	0.242
Temporary structures for Respite Services	10.200	2.849	27.9%	Ⓢ	Ⓢ	#9	10.200	2.849
Sub-Total	152.805	74.688	48.9%	-	-		354.847	82.054
Total	313.942	235.337	75.0%				555.984	242.703

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:

Elevator repair at 674 Dundas which is the major project in this category is ongoing. However, the diversion of divisional resources to address emergency repairs on the boiler at 1076 Pape and construction delays resulted in the yearend underspending on this project.

Note # 2:

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 was secured in 2018 and the purchase deposit pursuant to the acquisition of the property was released. The balance of the project cashflows will be released upon substantial completion of renovation and retrofit anticipated in 2020.

Note # 3:

This project involves the acquisition and renovation of the property at 63 and 65 Homeward Avenue to be leased and operated as affordable rental housing by a non-profit housing provider selected through a competitive proposal call. The project is fully funded by section 37 benefits as outlined in the confidential attachment to report EX10.20 " New Affordable Non-Profit Housing Opportunity on Homewood Avenue" adopted by City Council at its meeting on December 9 and 10, 2015. The project experienced construction delays in 2018. Renovation of the property is now complete and final payment to the contractor as well as occupancy is anticipated in Q2 of 2019.

Note # 4:

2018 budgeted cash flows were earmarked for the acquisition and renovation of 2 shelter sites (731 Runnymede Road – Lease and 3306 Kingston Road – Buy) as well as the acquisition of 2 more sites to be operational in Q1 of 2020. The acquisition of 731 Runnymede and 3306 Kingston is complete. However, renovation delays have pushed the anticipated opening of these sites to Q2-2019. Further, the acquisition of 3 sites (354 George Street, 705 Progress and 2299 Dundas) is ongoing and all are anticipated to open in 2020. Of the 400 replacement beds required to complete the Transition Plan, 356 beds have so far been secured. Plans are underway to secure the balance of 46 beds.

Note # 5:

Approved in 2017, this project undertakes the replacement of the Toronto Area Waiting List (TAWL) with a new Choice Based Based Housing Access System with added functionality to improve the management of the Social Housing Wait List. The project experienced delays throughout 2018 because the RFP process which closed at the end of 2017 did not yield a successful vendor. Go forward options are currently under consideration, however in 2018 SSHA in collaboration with Corporate IT were able to advance the aspects of the project that are not vendor reliant. These include the modernization of the Wait List website, introduction of online application forms and enhancements to the building selection portal. The next phase of the project will consider benefits of continuing the development of the system as an in-house initiative or through a contracted service.

Note # 6:

Due to updated project timelines, \$17.887 million 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. This will allow TCHC to complete the Allenbury Gardens and Leslie Nymark revitalizations in 2019.

Note # 7:

Cash flow funding of \$33.680 million was provided in SSHA's 2018 Capital Budget to acquire/lease and renovate 3 new emergency shelters (2 purchase and 1 lease) with an average capacity of 80 beds each. The acquisition of 2 sites, 348 Davenport and 2671 Islington was completed in 2018. Both sites are now operational but renovation work to increase capacity by an additional 69 (22 at 348 Davenport Road and 47 at 2671 Islington) beds is ongoing. Upon completion, both shelters will have a total 80 beds each. The search for the 3rd site planned for 2018 has resumed as planned lease of 2901 Lawrence fell through.

Note # 8:

Following a recommendation from City of Toronto's Ombudsman's Office in 2018, SSHA carried out a comprehensive review of the Central Intake function. The review identified a number of areas for enhancements which included new technology, processes and staff required to increase the reliability and effectiveness of the Program's Central Intake function. Procurement of the Call Center technology and hiring of the staff required to operate the facility are complete and operational resulting in significantly improved operational metrics. As well, a new workforce scheduling and management system will be procured and operational early in 2019.

Note # 9:

Funding of \$10.2 million for the design and construction of 3 temporary respite facilities at various locations across the City is included in SSHA's 2018 Capital Budget. The project experienced delays in 2018 due to the difficulty in locating suitable sites and additional work required for site remediation once appropriate sites were located. The first facility at 69 Fraser Avenue opened in December 2018. The remaining two facilities to be located at 351 Lakeshore Boulevard East and 701 Fleet Street are currently under construction and slated for completion in April and May 2019 respectively.

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

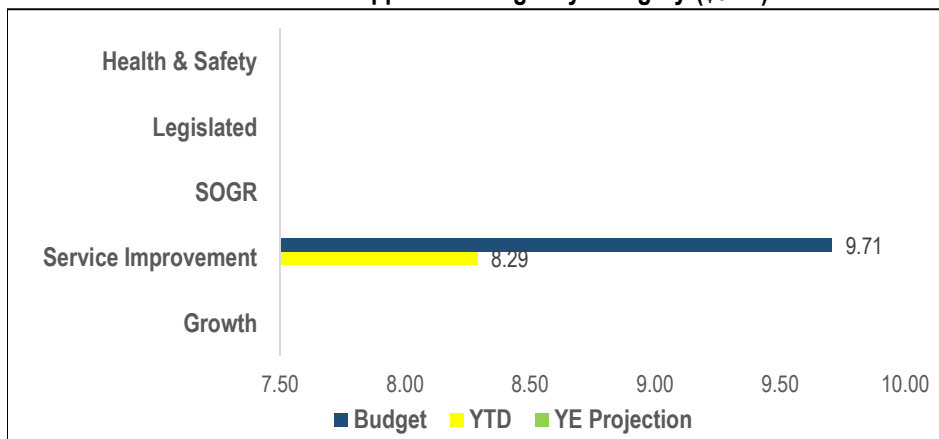


Table 1
2018 Active Projects by Category

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

Chart 2
Project Status - 3

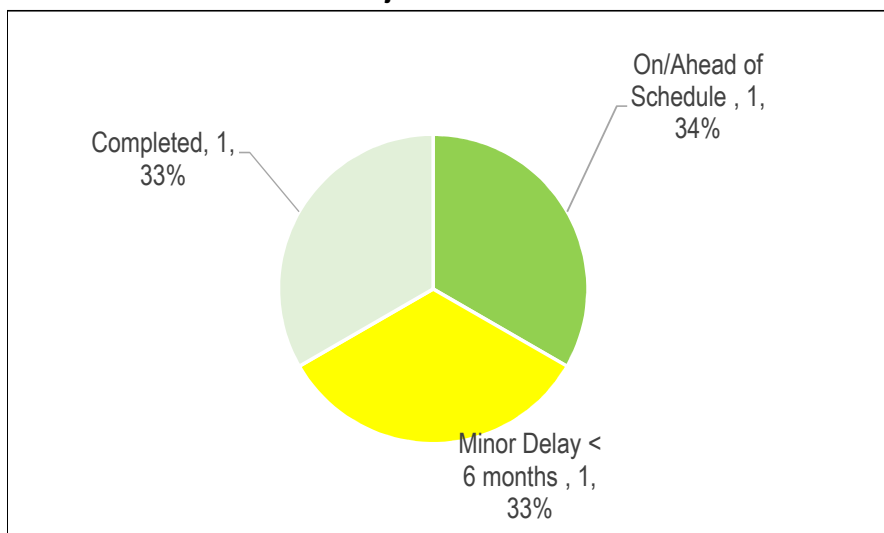


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
7.12	2.31		0.27	

Key Discussion Points: (Please provide reason for delay)

- Phase 2 of the HSI Project is underspent due to minor delays in the salesforce contract RFQ and the recruitment of project staff positions.

Toronto Employment & Social Services

Projects by Category (Million)	2018 Approved Cash Flow	YE Actual				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Service Improvements								
Wellesley Place Renovation	7.119	6.802	95.6%	⊖	⊖		8.300	7.983
HSI Project	0.274	0.274	100.0%	⊖	⊖		0.350	0.350
HSI Project - Phase 2	2.313	1.211	52.3%	⊕	⊕	#1	9.823	1.211
Sub-Total	9.706	8.287	85.4%	-	-		18.473	9.544
Total	9.706	8.287	85.4%				18.473	9.544

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:

Phase 2 of the HSI Project is underspent by \$1.2 million due to delays in finalizing salesforce contracts and recruitment of project staff positions. With successful acquisition of salesforce licenses and full project staffing now hired in 2019, the project deliverables for 2019 are expected to be on track.

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

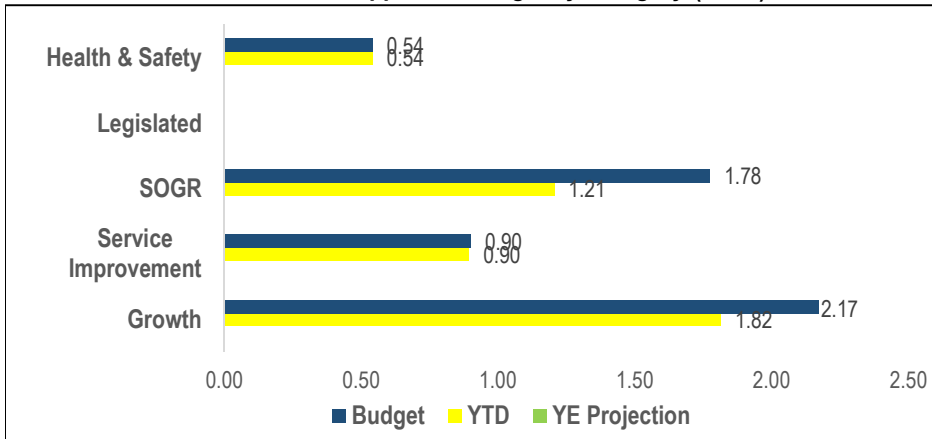


Table 1
2018 Active Projects by Category

Health & Safety	2
Legislated	0
SOGR	5
Service Improvement	2
Growth	4
Total # of Projects	13

Chart 2
Project Status - 13

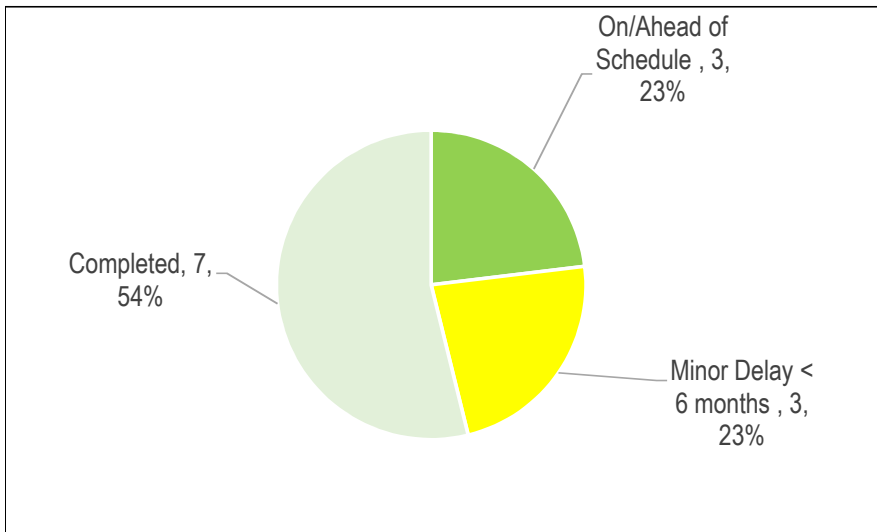


Table 2

Reason for Delay	3	
	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*		2
Total # of Projects		3

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
2.35	0.96		2.08	

Key Discussion Points: (Please provide reason for delay)

- The Mobile data project experienced delays in the issuance of the Mobile Dispatch Software RFQ.
- The Multi-Function Station #2 project experienced delays due to the lack of adequate project management resources.
- The Medical Equipment Replacement project experienced a minor delay due to a delay in AED related services required.

Toronto Paramedic Services

Projects by Category (Million)	2018 Approved Cash Flow	YE Actual				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Health & Safety								
Replacement of Portable Radios	0.500	0.500	100.0%	G	G		1.009	9.350
Power Stretchers	0.041	0.041	100.0%	G	G		9.750	1.009
Sub-Total	0.541	0.541	100.0%	-	-		10.759	10.359
State of Good Repair								
Mobile Data Communications - 2018	0.500	0.022	4.4%	R	Y	#1	0.500	0.022
Ambulance Radio Replacement	0.658	0.595	90.3%	G	G		1.390	1.326
Community Paramedicine Vehicles	0.339	0.339	100.0%	G	G		0.619	0.339
Dispatch Consol Replacement	0.125	0.097	77.7%	G	G		0.600	0.172
Mobile Data Communications - 2017	0.154	0.154	100.0%	G	G		0.200	0.200
Sub-Total	1.776	1.207	67.9%	-	-		3.309	2.059
Service Improvements								
Power Stretchers (Supplemental)	0.400	0.400	100.0%	G	G		0.400	0.400
NW District Multi Function - Facility	0.501	0.496	99.0%	G	G		12.005	11.936
Sub-Total	0.901	0.896	99.4%	-	-		12.405	12.336
Growth Related								
Multi-Function Station Plan							0.033	0.033
Multi-Function Station #2 - Preparation	0.460	0.268	58.3%	Y	Y	#2	1.200	0.608
Additional Ambulances (2017)	0.144	0.144	100.0%	G	G		1.260	1.260
Additional Ambulances (2018)	1.238	1.171	94.5%	G	G		1.238	1.171
Medical Equipment Replacement	0.330	0.233	70.7%	Y	Y	#3	3.343	3.093
Sub-Total	2.172	1.816	83.6%	-	-		7.074	6.165
Total	5.390	4.459	82.7%				33.547	30.919

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

Note # 1:

The project experienced delays in the issuance of the RFQ for the Mobile Dispatch Software. The RFQ has been completed and awarded in Q1 of 2019.

Note # 2:

The Multi-Function Station #2 project underspending and project delays were due to the loss of the project manager in August. A new project manager was assigned in Oct/Nov 2018. The feasibility assessment based on the new 2019 Council Approved Budget is on track with expected completion by the end of Q2.

Note # 3:

The Medical Equipment Replacement project resulted in lower than expected spend rate due to the dependency on AED training services which are requested by external clients. With the AED training for external clients to be scheduled by the end of Q3 in 2019, the project is expected to be completed in 2019.

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

Program		2018 Approved Cash Flow	2018 Expenditure		Trending	Alert (Benchmark 70% spending rate)
			Year-End Actual	% at Year End		
City Planning	Q1	8.07	5.85	72.4%		Ⓢ
	Q2	8.07	5.73	71.0%	↓	Ⓢ
	Q3	8.07	4.99	61.8%	↓	Ⓢ
	Q4	7.77	4.01	51.6%	↓	Ⓢ
Fire Services	Q1	16.16	10.31	63.8%		Ⓢ
	Q2	16.16	9.52	58.9%	↓	Ⓢ
	Q3	16.16	7.81	48.4%	↓	Ⓢ
	Q4	17.16	7.62	44.4%	↓	Ⓢ
Transportation	Q1	541.67	405.50	74.9%		Ⓢ
	Q2	541.77	375.05	69.2%	↓	Ⓢ
	Q3	575.46	364.54	63.3%	↓	Ⓢ
	Q4	565.90	313.94	55.5%	↓	Ⓢ
Waterfront Revitalization	Q1	196.63	132.87	67.6%		Ⓢ
	Q2	209.22	120.46	57.6%	↓	Ⓢ
	Q3	209.22	118.38	56.6%	↓	Ⓢ
	Q4	209.22	60.27	28.8%	↓	Ⓢ
TOTAL	Q1	762.53	554.53	72.7%		Ⓢ
	Q2	775.22	510.76	65.9%	↓	Ⓢ
	Q3	808.91	495.72	61.3%	↓	Ⓢ
	Q4	800.05	385.85	48.2%	↓	Ⓢ

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

For the twelve months ended December 31, 2018, capital expenditures for Infrastructure and Development Services totalled \$385.85 million of their collective 2018 Approved Capital Budget of \$800.05 million. Spending rate is 48.2% and no Programs within Infrastructure and Development Services have year-end spending rate of over 70% of its 2018 Approved Capital Budgets.

City Planning (PLN)

Chart 1
2018 Approved Budget by Category (\$7.77)

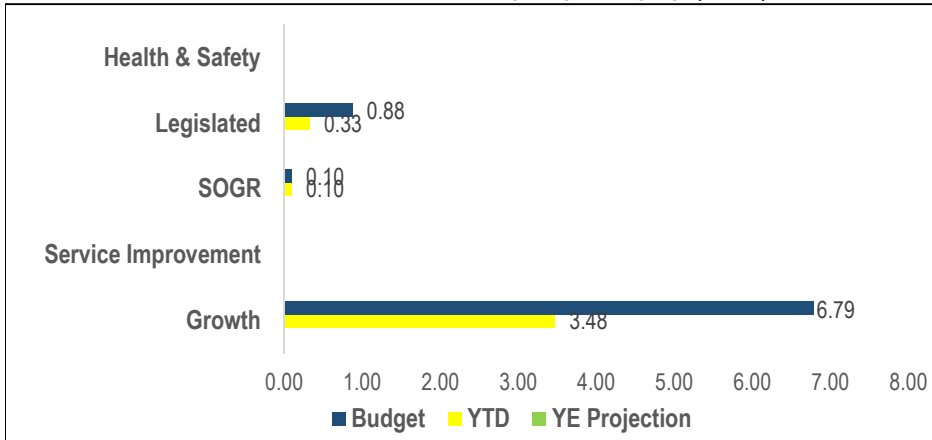


Table 1
2018 Active Projects by Category

Health & Safety	
Legislated	5
SOGR	1
Service Improvement	
Growth	17
Total # of Projects	23

Chart 2
Project Status - 23

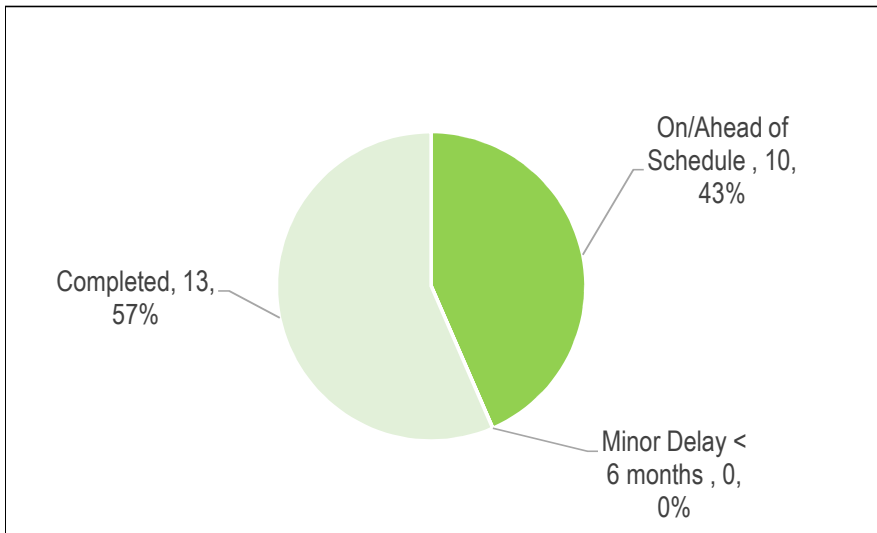


Table 2

Reason for Delay

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
6.47			1.30	

City Planning (PLN)

Projects by Category (Million)	2018 Approved Cash Flow	YE Exp.		On Budget		Notes	Total Approved Budget	Life-to-Date	LTD
		\$	%	On Budget	On Time				%
Legislated									
Natural Heritage Inventory Evaluation System	0.080	0.076	94.5%	Ⓞ	Ⓞ		0.160	0.076	47.2%
Toronto Archaeological Resources Plan Implementation	0.050	0.049	97.3%	Ⓞ	Ⓞ		0.100	0.049	
Five Year Review of the Official Plan	0.750	0.205	27.3%	Ⓢ	Ⓞ	#1	1.670	0.490	
Sub-Total	0.880	0.329	37.4%	-	-		1.930	0.614	
State of Good Repair									
St. Lawrence Market North - Archaeological Structural Elements	0.100	0.099	99.5%	Ⓞ	Ⓞ		0.200	0.099	49.7%
Sub-Total	0.100	0.099	99.5%	-	-		0.200	0.099	
Growth Related									
Growth Studies	1.343	1.139	84.8%	Ⓞ	Ⓞ		9.409	7.010	74.5%
Transportation & Transit Studies	0.800	0.347	43.3%	Ⓢ	Ⓞ	#2	2.000	1.180	
Avenue/Area Studies	0.500	0.190	38.0%	Ⓢ	Ⓞ	#2	0.750	0.471	
Heritage Conservation District Studies	0.800	0.645	80.6%	Ⓞ	Ⓞ		2.800	1.047	
John Street Revitalization - Design	0.000	0.109		Ⓢ	Ⓞ	#3	2.565	2.008	
Places - Civic Improvements	3.351	1.157	34.5%	Ⓢ	Ⓞ	#4	10.868	5.911	54.4%
Sub-Total	6.794	3.586	52.8%	-	-		28.392	17.627	
Total	7.774	4.014					30.522	18.340	

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:

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 Q1 2019.

Note # 2:

Delay in issuing purchase orders impacting spending for various studies. POs to be issued by Q1 2019.

Note # 3:

Project completed and closed, final invoices received.

Note # 4:

Various projects delayed due to site conditions that required remediation prior to tendering. Construction is scheduled to start in 2019.

Fire Services (FIR)

Chart 1
2018 Approved Budget by Category (\$17.16)

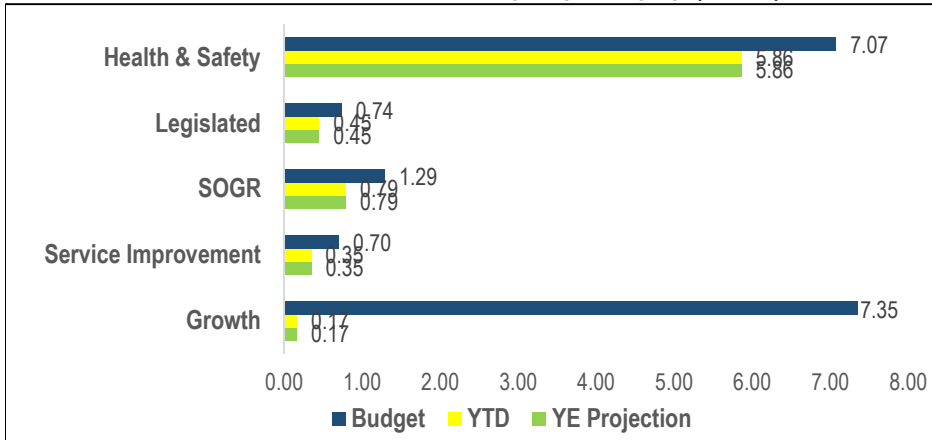


Table 1
2018 Active Projects by Category

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

Chart 2
Project Status - 16

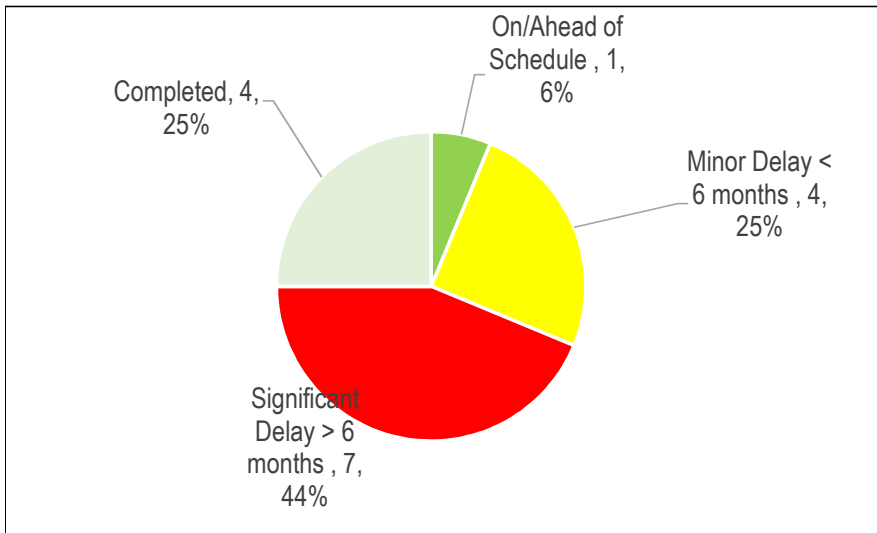


Table 2

Reason for Delay	11	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	4	2
RFQ/RFP Delayed		1
Contractor Issues		1
Site Conditions		
Co-ordination with Other Projects	2	
Community Consultation		
Other*	1	
Total # of Projects	7	4

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0.75	1.31	9.52	5.57	

Key Discussion Points:

- Station B (Downsview) Keele/ Sheppard project: Building permit issued in Aug, 2018. With all permits now in place, the project being tendered; project completion is projected for Q2, 2021
- Station A (Woodbine): Hydrogeological report and testing have been finalized; as well , building redesign is required, as Paramedic Services will be co-locating in the new facility; project completion is projected in Q4, 2022

Fire Services (FIR)

Projects by Category (Million)	2018 Approved Cash Flow	YE Exp.				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
Defibrillators Lifecycle Replacement	1.000	0.000	0.0%	Ⓡ	Ⓡ	#1	1.000	0.000
Replacement of CBRNE Equipment	0.248	0.075	30.2%	Ⓡ	Ⓡ	#2	0.510	0.337
Replacement of Portable Radios	5.000	5.000	100.0%	Ⓞ	Ⓞ		5.000	5.000
Helmet Replacement	0.750	0.748	99.7%	Ⓞ	Ⓞ		0.800	0.748
Breathing Air Compressor Replacement	0.075	0.040	53.3%	Ⓨ	Ⓨ	#2	0.075	0.040
Sub-Total	7.073	5.863	82.9%	-	-		7.385	6.125
Legislated								
Replacement of HUSAR Equip - 2018	0.050	0.047	94.0%	Ⓞ	Ⓞ		0.050	0.047
HUSAR Federal Public Safety	0.688	0.405	58.9%	Ⓨ	Ⓨ	#3	0.688	0.405
Sub-Total	0.738	0.452	61.2%	-	-		0.738	0.452
State of Good Repair								
Fire Prevention Office Space Accommodation	0.450	0.442	98.2%	Ⓞ	Ⓞ		0.450	0.442
Emerg Fire Comm Workstation Console Replacement	0.545	0.247	45.3%	Ⓡ	Ⓡ	#4	0.600	0.301
East/West Burn-House Wall Flame Protection	0.247	0.073	29.6%	Ⓡ	Ⓡ	#2	0.250	0.076
Training Simulators Rehabilitation - 2018	0.050	0.030	60.0%	Ⓨ	Ⓨ	#2	0.050	0.030
Sub-Total	1.292	0.792	61.3%	-	-		1.350	0.849
Service Improvements								
Fire Prevention Integration Project	0.202	0.021	10.4%	Ⓡ	Ⓡ	#5	2.010	0.021
Operational BI Data Architecture Modernization	0.500	0.330	66.0%	Ⓨ	Ⓨ	#6	0.770	0.330
Sub-Total	0.702	0.351	50.0%	-	-		2.780	0.351
Growth Related								
Station B (Stn 144) Keele/Sheppard	3.551	0.087	2.5%	Ⓡ	Ⓡ	#7	10.885	4.109

Fire Services (FIR)

Station A (Stn 414) Hwy- 27 and Rexdale Blvd	3.729	0.012	0.3%	Ⓡ	Ⓡ	#8	8.342	1.716
Specialized Trucks & Equipment	0.072	0.067	93.1%	Ⓢ	Ⓢ		3.350	3.345
Sub-Total	7.352	0.166	2.3%	-	-		22.577	9.170
Total	17.157	7.624					34.830	16.947

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:

Non-competitive (Sole Source) procurement underway, requires Council approval, with project completion anticipated by

Note 2:

Unanticipated delay in procurement process

Note 3:

Procurement underway with delivery anticipated in Q1, 2019

Note 4:

Need to coordinate ergonomic design with procurement process has delayed completion

Note 5:

Project delivery is co-ordinated with MLS and Corporate I & T, with deliverables and funding requirements under review

Note 6:

Delay in the development of proof of concept has pushed data integration work into 2019

Note 7:

Building permit and construction permit issued in Aug, 2018 and project tendered; project completion is projected for Q2, 2021

Note 8:

New architectural layout required, as Paramedic Services will now be co-occupying the facility; Hydrogeological testing & report required; anticipated occupancy Q4, 2022

Transportation Services (TRN)

Chart 1
2018 Approved Budget by Category (\$565.90)

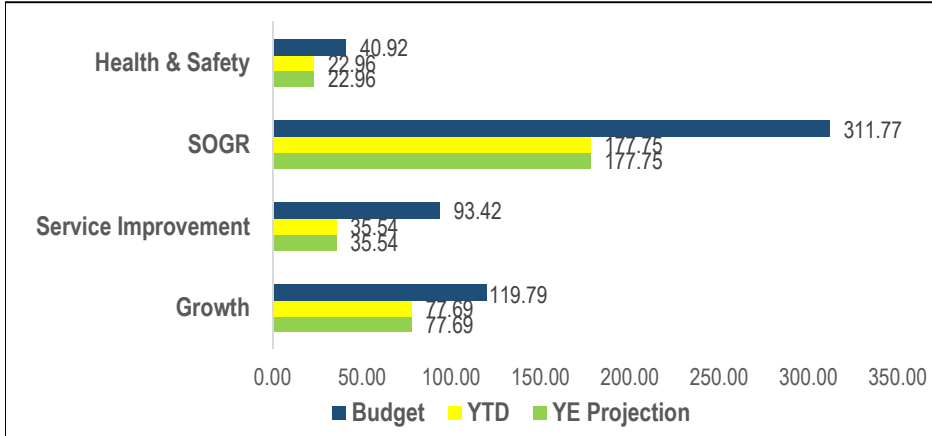


Table 1
2018 Active Projects by Category

Health & Safety	8
Legislated	
SOGR	16
Service Improvement	13
Growth	21
Total # of Projects	58

Chart 2
Project Status - 58

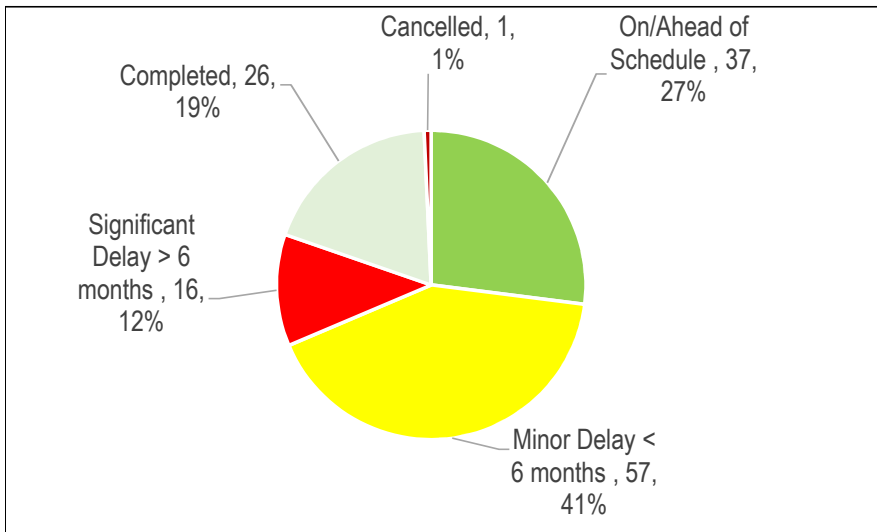


Table 2

Reason for Delay	73	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		3
RFQ/RFP Delayed		5
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	6	7
Community Consultation		1
Other*	10	41
Total # of Projects	16	57

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
266.72	261.76	24.79	12.60	0.04

Reasons for "Other*" Projects Delay:

- Transportation Services has fifty-one 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:

- Some of the under spending in Transportation Services is attributable to savings of \$70.653 million or 12.5% of the 2018 Capital Budget related to completed projects where funding was not required to be carried forward to 2019.
- A total of \$181.303 million or 32.0% of the 2018 Capital Budget has been carried forward to 2019.
- Most of the year-end under-spending is in capital projects that require third party coordination and/or funding; community consultation; have issues with site conditions; and/or are development/transit dependent.

Transportation Services (TRN)

Projects by Category (Million)	2018 Approved Cash Flow	YE Actual				Notes	Total Approved Budget*	Life-to- Date
		\$	%	On Budget	On Time			
Health & Safety								
Accessible Pedestrian Signals (Audible)	1.525	0.980	64.2%	Y	Y			
Guide Rail Replacement	2.050	0.946	46.2%	R	Y	# 1	4.250	2.577
New Traffic Control Signals / Devices	4.225	2.093	49.5%	R	Y	# 2		
Pedestrian Safety & Infrastructure Prgms	0.504	0.282	55.9%	Y	Y			
Road Safety Plan (Local Geometric Traffic Safety)	29.221	16.547	56.6%	Y	Y		37.841	22.693
Salt Management Program	1.548	0.920	59.5%	Y	G			
Tactile Domes Installation	0.055	0.025	45.3%	R	G	# 3		
Traffic Signal Major Modifications	1.790	1.170	65.4%	Y	Y			
Sub-Total	40.918	22.963	56.1%					
State of Good Repair								
Bathurst Street Bridge Rehabilitation	0.301	0.298	99.0%	G	G		2.232	0.820
City-Bridge Rehabilitation	36.611	27.755	75.8%	G	G			
Critical Interim Road Rehabilitation	9.821	6.675	68.0%	Y	G		32.279	20.440
Ditch Rehabilitation & Culvert Reconstruction	1.830	0.785	42.9%	R	Y	# 4		
Don Valley Parkway Rehabilitation	1.896	1.406	74.1%	G	G			
Dufferin Street Bridge Rehabilitation	0.350	0.096	27.3%	R	Y	# 5	27.100	0.096
F.G. Gardiner**	88.450	22.825	25.8%	R	Y	# 6	2,457.276	166.690
Facility Improvements	1.501	0.653	43.5%	R	R	# 7		
Laneways	2.341	1.135	48.5%	R	G	# 8		
Local Road Rehabilitation	66.644	42.346	63.5%	Y	G			
Major Road Rehabilitation	59.983	45.645	76.1%	G	G			
Major SOGR Pooled Contingency	3.800	2.098	55.2%	Y	G			
Neighbourhood Improvements	7.130	2.752	38.6%	R	Y	# 9		
Retaining Walls Rehabilitation	5.557	3.830	68.9%	Y	Y			
Sidewalks	19.342	13.677	70.7%	G	Y			
Traffic Plant Requirements / Signal Asset Management	6.213	5.774	92.9%	G	G			
Sub-Total	311.770	177.748	57.0%					
Service Improvements								
Advanced Traffic Signal Control	1.786	1.202	67.3%	Y	Y			
Cycling Infrastructure	10.132	6.575	64.9%	Y	Y			
Engineering Studies	8.373	3.216	38.4%	R	Y	# 10		
LED Signal Module Conversion	2.556	0.811	31.7%	R	Y	# 11		

Transportation Services (TRN)

Projects by Category (Million)	2018 Approved Cash Flow	YE Actual				Notes	Total Approved Budget*	Life-to- Date
		\$	%	On Budget	On Time			
Participatory Budgeting Pilot	0.213	0.000	0.0%	R	G	# 12	0.265	0.052
PTIF Projects	63.657	19.535	30.7%	R	Y	# 13	71.479	25.155
Signs & Markings Asset Management	2.400	1.670	69.6%	Y	Y			
System Enhancements for Road Repair & Permits	0.963	0.724	75.2%	G	G		1.388	0.811
Traffic Calming	0.470	0.422	89.7%	G	G			
Traffic Control - RESCU	0.420	0.268	63.7%	Y	G			
Traffic	0.855	0.000	0.0%	R	Y		0.855	
Wardens/Construction Staging Compliance (Vehicles)				R	Y	# 14		
Transit Shelter Property Acquisition	0.040	0.000	0.0%	R	G	# 15	0.040	
Transportation Safety & Local Improvements	1.556	1.117	71.8%	G	Y			
Sub-Total	93.421	35.538	38.0%					
Growth Related								
Bloor Street Transformation	0.914	0.033	3.6%	R	G	# 16		0.033
Design Cherry St	4.603	4.603	100.0%	G	G		5.600	5.600
Realignment and Bridges				G	G			
Gardiner York/Bay/Yonge Reconfiguration	11.423	9.599	84.0%	G	G		34.588	32.264
Georgetown South City Infrastructure Upgrade	13.420	13.420	100.0%	G	G		67.100	
John Street Revitalization Project	2.000	0.068	3.4%	R	R	# 17	26.449	0.068
King Liberty Cycling Pedestrian Bridge	10.493	1.831	17.4%	R	R	# 18	13.680	2.623
Lawrence-Allen Revitalization Project	1.354	0.571	42.1%	R	R	# 19	11.223	1.345
Legion Road Extension & Grade Separation	0.490	0.298	60.8%	Y	Y		26.889	0.298
North York Service Road	13.239	12.497	94.4%	G	G		39.190	24.839
Port Union Road	1.175	0.051	4.4%	R	R	# 20	11.050	0.226
Rean to Kenaston - New Road	6.000	2.559	42.7%	R	Y	# 21	6.000	2.559
Redlea Avenue - Steeles to McNicoll	0.015	0.015	100.0%	G	G			
Regent Park Revitalization	1.395	0.000	0.0%	R	R	# 22	6.732	4.616
Rouge National Park	0.196	0.003	1.5%	R	R	# 23	0.222	0.029
Transfer of Lands				R	R	# 24		
Scarlett / St. Clair / Dundas	3.623	0.616	17.0%	R	R	# 24	35.625	1.907
Six Points Interchange Redevelopment	24.414	18.483	75.7%	G	Y		73.680	35.847
St. Clair Phase 2 (Tweedsmuir to Gunns)	0.018	0.018	100.0%	G	G			
Steeles Widening (Tapscott Rd - Beare Rd)	0.600	0.293	48.8%	R	R	# 25	31.000	0.622

Transportation Services (TRN)

Projects by Category (Million)	2018 Approved Cash Flow	YE Actual				Notes	Total Approved Budget*	Life-to- Date
		\$	%	On Budget	On Time			
Third Party Signals	0.300	0.104	34.7%	Ⓡ	Ⓢ	# 26	47.240	20.356
Traffic Congestion Management	8.030	5.940	74.0%	Ⓢ	Ⓣ			
Work for TTC & Others	16.088	6.694	41.6%	Ⓡ	Ⓢ	# 27		
Sub-Total	119.788	77.694	64.9%					
Total	565.898	313.943	55.5%					

*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	>70% of Approved Cash Flow
Minor Delay < 6 months	Between 50% and 70%
Significant Delay > 6 months	< 50% or >100% of Approved Cash Flow

Note # 1:

Delays resulting from late awards and delayed locates. Unspent funds to be carried forward to complete work in 2019.

Note # 2:

Project delivery plan impacted by delays in the contract procurement process and in obtaining utility locates to complete work. As well, staff resources were dedicated to PTIF and Road Safety Plan projects. Work will continue and be completed in 2019.

Note # 3:

This amount represents 2017 carry forward projects that were under budget. Most new projects were incorporated into the Sidewalks budget as of 2018.

Note # 4:

Project delivery was delayed due to tendering issues in Etobicoke York and Scarborough Districts. Unspent funds to be carried forward to complete work in 2019.

Note # 5:

Pre-design activity was delayed as more time was required to coordinate efforts with TTC for the Dufferin Street loop design.

Note # 6:

See Major Capital Projects section.

Note # 7:

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

Note # 8:

Delivery was delayed due to tendering issues and shorter construction season with unusually cold temperatures in October and November impacting the ability to complete projects. Work will continue and be completed in 2019.

Note # 9:

Delays as multiple projects are delivered by third party agents (e.g. Developers) and subject to third party schedule. Unspent funds to be carried forward to complete work in 2019.

Note # 10:

Delays in release of several RFPs for consultant services and delays in hiring staff. RFPs tendering process completed and work will commence in 2019.

Note # 11:

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

Note # 12:

Transportation Services (TRN)

Projects by Category (Million)	2018 Approved Cash Flow	YE Actual				Notes	Total Approved Budget*	Life-to- Date
		\$	%	On Budget	On Time			

Projects experienced issues obtaining agreements with private land owners and securing easements agreement between the City and the Condo Corporation (Butterfly Garden).

Note # 13:

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 # 14:

Vehicle procurement delays. Unspent funds to be carried forward to complete purchase in 2019.

Note # 15:

No successful real estate transactions were completed as part of this pilot project. The project will not continue and will be closed.

Note # 16:

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

Note # 17:

Design and funding issues have delayed release of tender. Tender anticipated in fall of 2019.

Note # 18:

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

Note # 19:

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

Note # 20:

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. Unspent funds to be carried forward for cash flow re-alignment in future years.

Note # 21:

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

Note # 22:

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 to be carried forward for cash flow re-alignment in future years.

Note # 23:

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 # 24:

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 taking longer than anticipated. As well, delays resulted from: additional coordination / design input required by CP Rail regarding the rail bridge design; additional investigation required regarding the location of the bridge pumping station; and additional coordination with other SOGR and cycling infrastructure projects. Unspent funds to be carried forward for cash flow re-alignment in future years.

Note # 25:

Transportation Services (TRN)

Projects by Category (Million)	2018 Approved Cash Flow	YE Actual				Notes	Total Approved Budget*	Life-to- Date
		\$	%	On Budget	On Time			

Delays related to design due to uncertainty regarding the feasibility of a Morningside Extension at-grade crossing of the CP rail corridor. Design to continue in 2019.

Note # 26:

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 reflects the significant reduction in work from third parties compared to previous years.

Note # 27:

This is a third party flow-through account. Transportation Services receives funding from third parties to fund City delivered work. At this time, the account is mainly used to receive funding from TTC for streetcar track replacement in the road right-of-way and CP & CN Rail for rail replacement work.

Waterfront Revitalization Initiative (WFT)

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

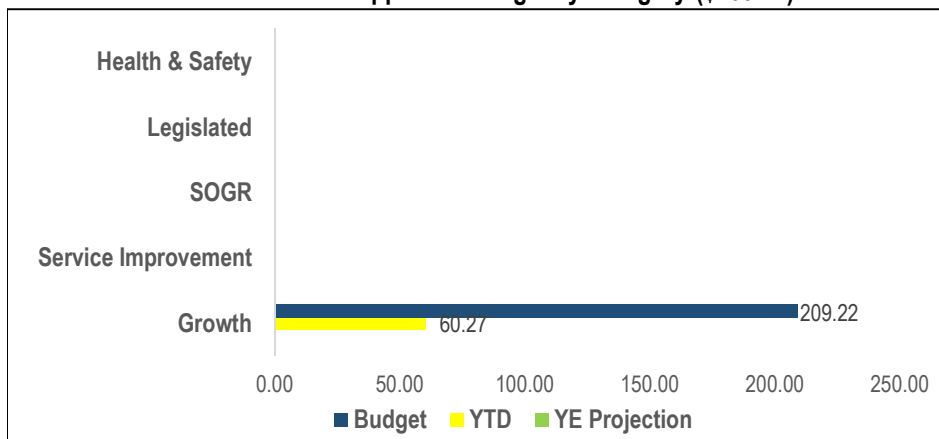


Table 1
2018 Active Projects by Category

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

Chart 2
Project Status - 14

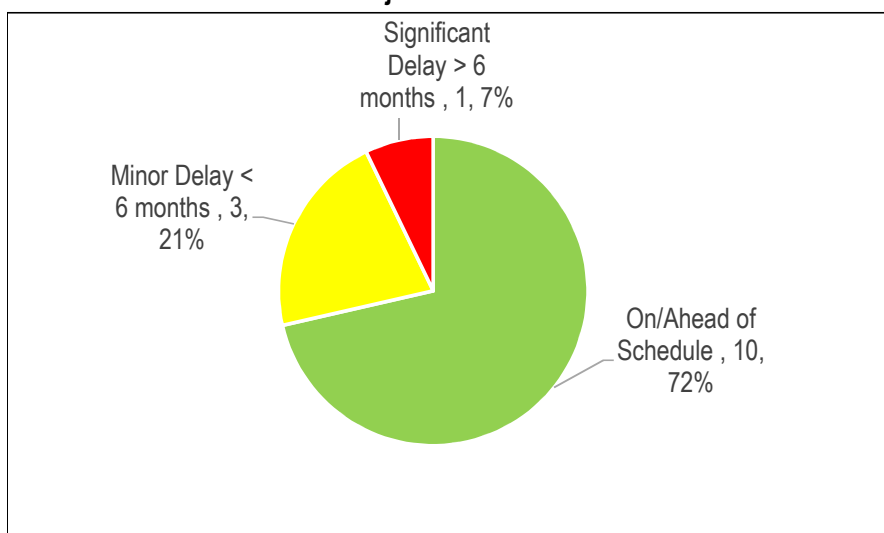


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
157.46	41.94	9.82		

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	YE Actual				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Growth Related								
Precinct Planning	0.002	0.002	76.3%	Ⓞ	Ⓞ		3.609	3.268
Precinct Implementation Projects	12.993	9.227	71.0%	Ⓞ	Ⓞ		248.400	221.370
Transportation Initiatives	9.816	7.000	71.3%	Ⓞ	Ⓢ	#1	31.448	24.606
Technical Studies	0.115	0.082	71.0%	Ⓞ	Ⓞ		6.300	5.861
Waterfront Secretariat	0.645	0.518	80.3%	Ⓞ	Ⓞ		10.306	6.992
Urban Planning Resources	0.499	0.425	85.1%	Ⓞ	Ⓞ		2.776	2.248
Strategic Review	0.127	0.126	99.6%	Ⓞ	Ⓜ	#2	0.400	0.273
The Bentway	3.000	3.000	100.0%	Ⓞ	Ⓞ		23.500	23.500
Eastern Broadview Flood Protection	1.166	0.100	8.6%	Ⓢ	Ⓞ	#3	2.000	0.850
Bathurst Quay Public Realm	1.031	0.600	58.2%	Ⓜ	Ⓞ	#4	2.339	0.057
Bentway Pedestrian Bridge	12.111	0.600	5.0%	Ⓢ	Ⓞ	#5	12.111	0.000
Bentway PTIF Projects	0.980	0.100	10.2%	Ⓢ	Ⓜ	#5	0.980	0.035
Cherry Street Stormwater Lakefilling	40.837	29.000	71.0%	Ⓞ	Ⓜ	#6	65.000	32.860
Port Lands Flood Protection	125.900	67.600	53.7%	Ⓜ	Ⓞ	#7	400.417	49.908
Sub-Total	209.222	118.379	56.6%	-	-		809.586	371.828
Total	209.222	118.379	56.6%				809.586	371.828

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

Note # 1:

The construction of the Fort York Pedestrian and Cycle Bridge has a delay due to the complexity in coordinating the bridge implementation with the creation of the Ordnance Park.

Note # 2:

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

Note # 3:

Due diligence component completed under budget and the environmental assessment has commenced. Technical studies and public consultation are ongoing. Unspent funds will be carried forward into the 2019 capital budget.

Note # 4:

The project continues and unspent cash flows will be carried forward into the 2019 capital budget. The contract for the dock wall rehabilitation was awarded in April 2019 and construction is set to begin in 2019. Design work of the plaza space will be tendered in the first half of 2019.

Note # 5:

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 is anticipated to be completed in 2020 and the cash flow has been adjusted in the Approved 2019-2028 Capital Budget and Plan to reflect the anticipated construction delivery schedule.

Note # 6:

Project completion date adjusted to March 2020. The dock wall construction and lake filling are nearing completion and a revetment work continues.

Note # 7:

The project is underway and unspent cash flows will be carried forward into the 2019 capital budget. Design work continues and the construction of new Cherry Street road will commence in 2019.

**2018 Capital Spending by Program
Corporate Services**

Program		2018 Approved Cash Flow	2018 Expenditure		Trending	Alert (Benchmark 70% spending rate)
			Year-End Actual	% at Year End		
311 Toronto	Q1	6.57	5.11	77.8%		Ⓢ
	Q2	6.57	4.36	66.4%	↓	Ⓨ
	Q3	6.57	3.20	48.7%	↓	Ⓡ
	Q4	6.57	2.77	42.2%	↓	Ⓡ
FM&RE	Q1	344.88	233.63	67.7%		Ⓨ
	Q2	349.92	231.39	66.1%	↓	Ⓨ
	Q3	353.81	217.90	61.6%	↓	Ⓨ
	Q4	326.03	188.22	57.7%	↓	Ⓨ
Fleet Services	Q1	79.02	62.25	78.8%		Ⓢ
	Q2	79.53	55.95	70.4%	↓	Ⓢ
	Q3	80.03	61.03	76.3%	↑	Ⓢ
	Q4	74.16	61.71	83.2%	↑	Ⓢ
I&T	Q1	88.54	69.54	78.5%		Ⓢ
	Q2	88.84	60.24	67.8%	↓	Ⓨ
	Q3	88.84	57.83	65.1%	↓	Ⓨ
	Q4	88.84	63.01	70.9%	↑	Ⓢ
TOTAL	Q1	519.01	370.53	71.4%		Ⓢ
	Q2	524.86	351.94	67.1%	↓	Ⓨ
	Q3	529.25	339.97	64.2%	↓	Ⓨ
	Q4	495.59	315.71	63.7%	↓	Ⓨ

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

For the twelve months ended December 31, 2018, capital expenditures for Corporate Services totalled \$315.71 million of their collective 2018 Approved Capital Budget of \$495.59 million. Spending rate is 63.7% and two Programs within this service area have year-end spending rate of over 70% of their respective 2018 Approved

Chart 1
2018 Approved Budget by Category (\$6.57)

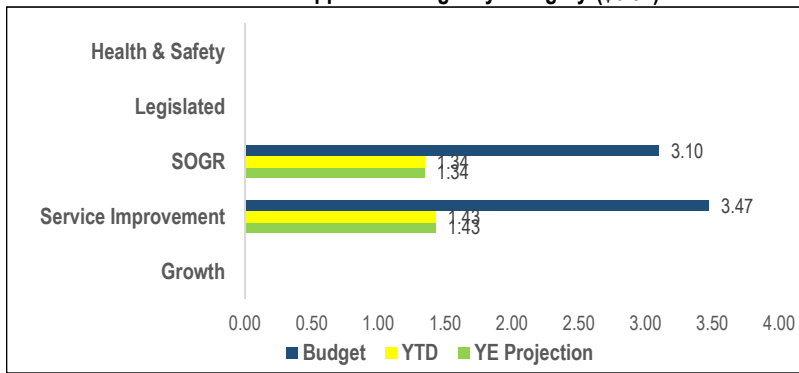


Table 1
2018 Active Projects by Category

Health & Safety	
Legislated	
SOGR	5
Service Improvement	5
Growth	
Total # of Projects	10

Chart 2
Project Status - 10

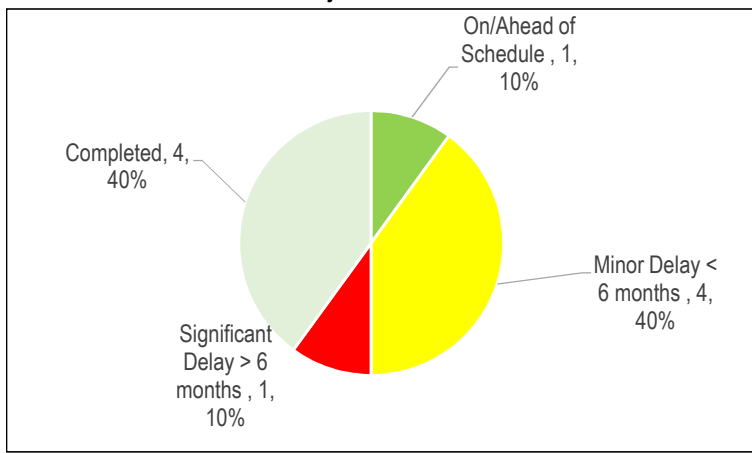


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0.10	3.65	2.50	0.32	

Reasons for "Other*" Projects Delay:

- Channel & Counter Strategy : The lack of ability to offer payments by all debit cards for Property Tax and Utility Bills payments results in negative project benefits/ROI projections and a limited customer experience. This combined with delays at the start of the project to acquire necessary resources has resulted in a slow down of the deliverables and the recommendation of re-alignment has been put forward to the executive team for a decision on direction and how to continue. Acquisition of critical resources required for the completion of the project are on hold until a further comprehensive alignment to the overall customer strategy is complete. This project will be moving forward with a focus on the creation of a counter at a civic place in 2019/2020.
- CRM Upgrade and Replacement - There was a delay in signing Enterprise Master Service Agreement (MSA).with Salesforce which was signed and executed in July 2018. The Phase 1 release of the Enterprise CRM Solution was successfully implemented, on December 12t2018. The Phase 1 Solution enhances and improves the Online Citizen Self-Serve capabilities by implemented online Booking & Scheduling for Toronto Water on/off service requests..

Key Discussion Points:

- 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.
- 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 load/vehicle permit (annual & single trip), disposal bin & re-paving permit.

311 Toronto (THR)

Projects by Category (Million)	2018 Approved Cash Flow	YE Actual				Notes	Total Approved Budget	Life-to-Date	LTD
		\$	%	On Budget	On Time				%
State of Good Repair									
Sharepoint Upgrade	0.063	0.063	100.0%	Ⓞ			0.176	0.176	100.0%
CRM Upgrade and Replacement	3.029	1.238	40.9%	Ⓡ	Ⓢ	1	6.884	1.795	
Email Management System (EMWS)	0.100	0.091	91.4%	Ⓞ	Ⓞ		0.500	0.095	
Business Intelligence	0.278	0.032	11.7%	Ⓡ	Ⓢ	2	0.528	0.082	15.5%
Verint, Lagan, and Knowledge Base Upgrades	0.003	0.003	100.0%	Ⓞ			7.696	7.514	
Sub-Total	3.473	1.428	41.1%	-	-		15.784	9.662	
Service Improvements									
Digital Migration	0.284	0.010	3.4%	Ⓡ	Ⓢ	3	1.141	0.010	0.8%
Readiness Assessment	0.055	0.000	0.0%	Ⓡ	Ⓢ	4	0.385	0.000	0.0%
Channel & Counter Strategy	2.500	1.086	43.4%	Ⓡ	Ⓡ	5	2.500	1.112	
Integrations with Buildings and MLS	0.239	0.230	96.2%	Ⓞ			0.752	0.743	
Future Integration And Strategy Initiative	0.019	0.019	100.0%	Ⓞ			9.591	8.332	
Sub-Total	3.098	1.345	43.4%	-	-		14.370	10.197	
Total	6.571	2.773	42.2%				30.154	19.860	

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 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

Note # 2:

The Business Intelligence funding for 2018 was not spent because of the emergence of the Salesforce ECRM project. The project team wanted to investigate its capabilities before committing to upgrading the current state.

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 has encountered technical issues related to debit transactions. This combined with delays at the start of the project has resulted in a slow down of the deliverables and the recommendation of re-alignment has been put forward to the executive team for a decision on direction and how to continue. Acquisition of critical resources required for the completion of the project are on hold until a further comprehensive alignment to the overall customer strategy is complete. This project will be moving forward with a focus on the creation of a counter at a civic place in 2019/2020.

Facilities Management, Real Estate & Environment (FAC)

Chart 1
2018 Approved Budget by Category (\$326.03)

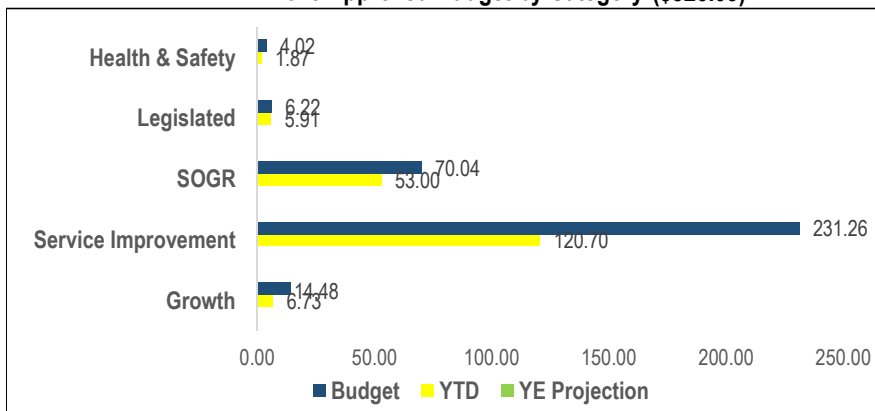


Table 1
2018 Active Projects by Category

Health & Safety	7
Legislated	6
SOGR	42
Service Improvement	68
Growth	3
Total # of Projects	126

Chart 2
Project Status - 126

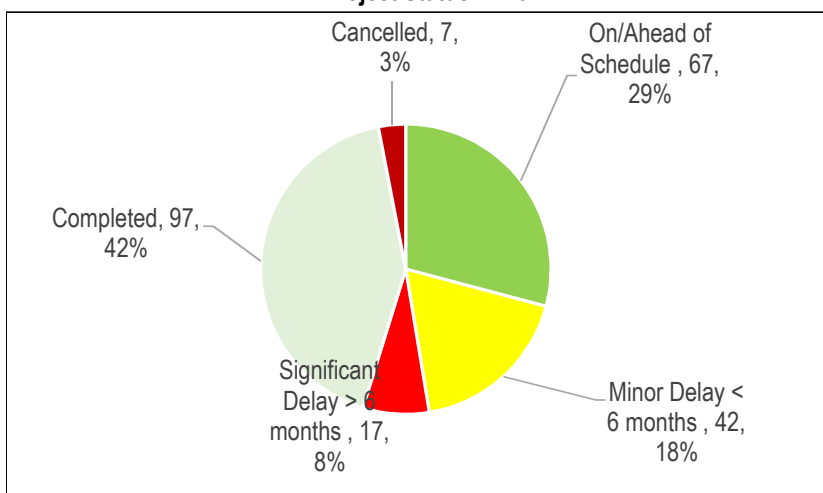


Table 2

Reason for Delay	59	
	Significant Delay	Minor Delay
Insufficient Staff Resources		4
Procurement Issues		2
RFQ/RFP Delayed	2	10
Contractor Issues		1
Site Conditions		3
Co-ordination with Other Projects	1	17
Community Consultation		
Other*	14	5
Total # of Projects	17	42

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
112.33	60.37	119.83	33.02	0.48

Reasons for "Other*" Projects Delay:

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

Key Discussion Points: (Please provide reason for delay)

- The FREEE program has spent \$188.216 million, or 57.7% of its 2018 capital budget. Included in the budget are major capital projects such as Union Station Revitalization (2018 budget of \$112.5 million) and Strategic Property Acquisitions (2018 budget of \$8.769 million). The spend rate excluding these two unique and complex initiatives, the year end spend rate would be 70.5%.
- The FREEE program includes SOGR, improvement projects and major capital initiatives delivered by the Program.
- For major projects, progress expected by year end includes:
 - St. Lawrence Market North - Prequalification of sub-trades, preparation of tender documents, and issue construction tender call
 - Union Station - continued progress on stage 2/3 construction.
- On the core Facilities Management SOGR program, actual spending for 2018 is 85% of which 61 projects have either been completed or are in the close out stage, which were carried over from 2017.
- 67 SOGR and Improvement projects are scheduled for completion that will help address numerous backlog issues across the portfolio of facilities.

Facilities Management, Real Estate & Environment (FAC)

Projects by Category (Million)	2018 Approved Cash Flow	YE Actual		On Budget	On Time	Notes	Total Approved Budget	Life-to- Date
		\$	%					
Health & Safety								
Emergency Repairs	1.036	0.237	22.9%	R	Y	1	1.815	0.431
Global Corporate Security Program	2.235	1.635	73.2%	G	Y	1	3.277	2.666
Security Bollards - Union Station	0.750	0.000	0.0%	R	R	2	0.750	0.000
Sub-Total	4.020	1.872	46.6%	-	-		5.842	3.097
Legislated								
Accessibility for Ontarians with Disabilities Act (AODA)	3.813	3.783	99.2%	G	G		34.377	6.493
Barrier Free / Equity	0.315	0.150	47.6%	R	Y	1	1.887	1.731
Environmental Remediation	2.093	1.976	94.4%	G	G		3.286	2.993
Sub-Total	6.222	5.910	95.0%	-	-		39.550	11.217
State of Good Repair								
Albert Campbell Square Park Rehabilitation	1.761	0.959	54.4%	Y	R	1	3.194	2.155
Emergency Repairs							0.497	0.492
Environmental Remediation	0.002	0.001	69.2%	Y	G	3	1.157	1.156
Global Corporate Security Program	1.703	1.183	69.5%	Y	Y	1	2.700	1.607
Mechanical & Electrical	19.241	15.364	79.9%	G	G		58.409	42.793
Others - SOGR	11.365	9.560	84.1%	G	G		40.588	25.718
Physical Security Capital Plan	0.025	0.025	100.0%	G	G		1.300	1.293
Renovations	7.804	2.813		R	Y	4	15.605	7.055
Replacement of Diesel with Natural Gas Generators for Various locations	0.058	0.049	84.1%	G	G		4.687	4.655
Re-Roofing	1.032	0.694	67.3%	Y	G	5	2.557	5.153
Sitework	1.367	1.137	83.2%	G	G		9.036	3.061
Structural / Building Envelope	25.680	21.218	82.6%	G	G		107.371	53.746
Sub-Total	70.038	53.003	75.7%	-	-		247.102	148.882
Service Improvements								
925 Albion Rd	10.507	10.483	99.8%	G	G		10.507	10.484
Administrative Penalty System	2.172	1.464	67.4%	Y	Y	6	3.000	2.326
CCTV Infrastructure Enhancements	0.544	0.310	56.9%	Y	Y	1	7.754	6.771
Combined Heat & Power	1.998	0.591	29.6%	R	G	3	4.001	2.592
Community Energy Planning	33.633	30.105	89.5%	G	G		56.064	52.201
Corporate Facilities Refurbishment Program	0.583	0.553	94.8%	G	G		3.993	3.686
Demand Response Program	0.093	0.002	1.7%	R	R	7	7.667	0.562

Facilities Management, Real Estate & Environment (FAC)

Projects by Category (Million)	2018 Approved Cash Flow	YE Actual		On Budget	On Time	Notes	Total Approved Budget	Life-to- Date
		\$	%					
Energy Conservation & Demand Management	5.823	2.901	49.8%	Ⓡ	Ⓢ	1	9.798	6.963
Energy Retrofit Program	0.665	-0.288	-43.3%		Ⓢ	8	3.045	1.830
Facilities Preventive Maintenance Systems							4.705	4.048
Fire Hall Emergency Generators	5.076	4.844	95.4%	Ⓢ	Ⓢ		12.250	9.935
Mechanical & Electrical	3.875	3.681	95.0%	Ⓢ	Ⓢ		3.925	2.168
Nathan Phillips Square Revitalization	0.026	0.014	52.1%	Ⓢ	Ⓢ	3	51.300	51.021
Office Modernization Program	14.653	11.542	78.8%	Ⓢ	Ⓢ	1	28.230	24.457
Others - Service Improvements	11.675	1.866	16.0%	Ⓡ	Ⓢ	1	33.015	17.577
Renewable Energy Program	7.319	2.990	40.8%	Ⓡ	Ⓢ	1	20.935	16.754
Residential Energy Retrofit Program (HELP)	1.562	1.173	75.1%	Ⓢ	Ⓢ		11.250	3.892
Resiliency Program	0.830	0.286	34.5%	Ⓡ	Ⓢ		3.901	3.385
Solar Photovoltaic Program	1.009	-0.024	-2.4%		Ⓢ	3	4.800	3.237
St. Lawrence Market North Redevelopment	1.000	0.761	76.1%	Ⓢ	Ⓡ	1	101.468	12.992
Toronto Strong Neighbourhood Strategy	5.324	3.111	58.4%	Ⓢ	Ⓢ	9	7.462	5.094
TransformTO	4.000	0.000	0.0%	Ⓡ	Ⓡ	1	4.000	0.000
Union Station Enhancement Project	1.575	0.542	34.4%	Ⓡ	Ⓢ	1	3.037	0.577
Union Station Revitalization	116.164	43.032	37.0%	Ⓡ	Ⓡ	10	701.232	674.062
Various IT-Related Projects	1.158	0.761	65.7%	Ⓢ	Ⓢ	1	4.930	3.158
Sub-Total	231.264	120.701	52.2%	-	-		1,102.270	919.770
Growth Related								
1251 Bridletowne Circle Acquisition	0.063	0.003	5.3%	Ⓡ	Ⓢ	3	5.942	5.887
9 Huntley St	4.900	4.765	97.2%	Ⓢ	Ⓢ		4.900	4.765
First Parliament Site Land Acquisition	0.276	0.000	0.0%	Ⓡ	Ⓢ	3	1.300	1.024
School Land Properties Acquisitions	5.000	0.000	0.0%	Ⓡ	Ⓢ	11	15.000	0.000
Strategic Property Acquisitions	3.769	1.952	51.8%	Ⓢ	Ⓢ	12	5.062	3.265
Westwood	0.474	0.011	2.4%	Ⓡ	Ⓢ	13	4.000	1.107
Sub-Total	14.481	6.731	46.5%	-	-		36.204	16.047
Total	326.025	188.216	57.7%				1,430.968	1,099.013

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 delayed due to coordination with other projects, site conditions, procurement issues, or delays with the RFQ/RFP process. The projects are scheduled to be completed by mid 2019.

Note # 2:

Facilities Management, Real Estate & Environment (FAC)

Projects by Category (Million)	2018 Approved Cash Flow	YE Actual		On Budget	On Time	Notes	Total Approved Budget	Life-to- Date
		\$	%					

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

Note # 3:

Project completed under budget.

Note # 4:

Majority of projects in work plan on track or completed. Work plan includes the St. Lawrence Market South Renovations that have delays due to the tendering process.

Note # 5:

Majority of projects in work plan are completed with underspending. Other projects are on track.

Note # 6:

Project is delayed due to issues with the contractor.

Note # 7:

Projects in work plan cancelled.

Note # 8:

Work plan contains cancelled projects and projects delayed due to coordination with other projects.

Note # 9:

Majority of projects are on track. Work plan includes projects that are delayed due to insufficient staff resources to advance various projects, leading to underspending.

Note # 10:

The complex project is experiencing delays due to heritage elements, contractor issues, site conditions and coordinating the project with the ongoing operations at Union Station.

Note # 11:

No property identified, no spending incurred.

Note # 12:

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

Note # 13:

Project delayed as transaction is under negotiation.

Fleet Services (FLT)

Chart 1
2018 Approved Budget by Category (\$74.16)

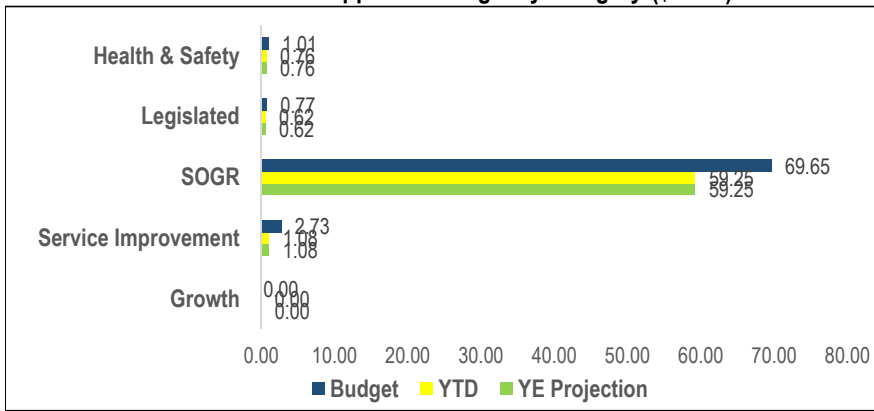


Table 1
2018 Active Projects by Category

Health & Safety	2
Legislated	1
SOGR	23
Service Improvement	2
Growth	
Total # of Projects	28

Chart 2
Project Status - 28

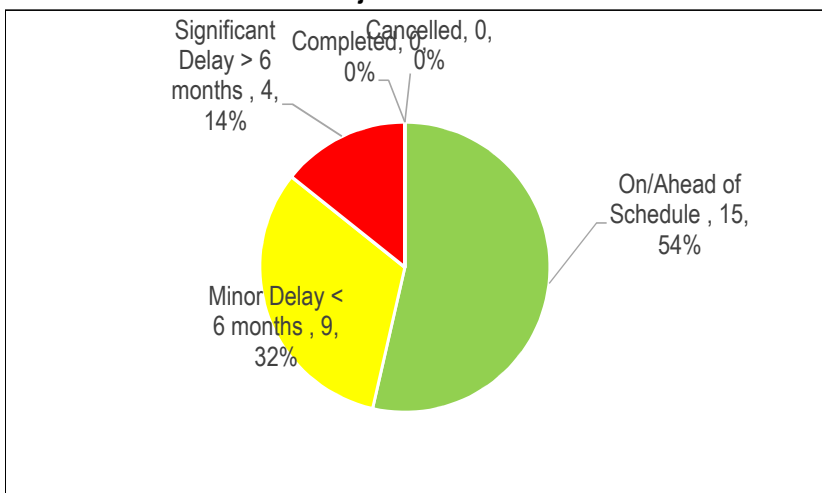


Table 2

Reason for Delay	13	
	Significant Delay	Minor Delay
Insufficient Staff Resources	1	1
Procurement Issues		1
RFQ/RFP Delayed		1
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*	3	6
Total # of Projects	4	9

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
22.69	38.45	13.01		

Reasons for "Other*" Projects Delay:

- Final unit for Economic Development & Culture expected to be received in Q4 of 2019.
- ECS Units required a tender for modification based on client needs.
- Delays were realized in the Fire Fleet RFQ process and producing fire apparatus.
- Insurance cash flows represent amounts assigned for units to be written off which is based on estimates. Fewer than planned units were written off in 2018.
- Delay due to specification change in Fleet Services - Fleet Replacement. Final Fleet Services units expected to be delivered in 2019.
- Garage security reviews at 1026 Finch Ave W. completed. Action plan and schedule to be submitted by Corp security for 2019.
- Units for Public Health delivered in Q1 of 2019. During Q1 review in 2019, project will be reviewed to be flagged as completed.
- Most Solid Waste units to be delivered in by end of 2019 with some expected in Q1 of 2020.
- Delays in developing specifications for "at large" purchases with remaining units expected Q2 2019.

Fleet Services (FLT)

Projects by Category (Million)	2018 Approved Cash Flow	YE Actual				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Health & Safety								
Fleet Services - Garage Security	0.105	0.043	41.2%	Ⓡ	Ⓢ	#1	0.105	0.043
Municipal Licensing - At Large Vehicle Purchase	0.900	0.715	79.5%	Ⓢ	Ⓢ	#2	1.200	0.719
Sub-Total	1.005	0.759	75.5%	-	-		1.305	0.763
Legislated								
Green Fleet Plan	0.766	0.624	81.4%	Ⓢ	Ⓢ		1.268	0.851
Sub-Total	0.766	0.624	81.4%	-	-		1.268	0.851
State of Good Repair								
Arena Boards - Fleet Replacement	0.113	0.112	99.8%	Ⓢ	Ⓢ		0.323	0.301
Clerks - Fleet Replacement	0.118	0.107	90.8%	Ⓢ	Ⓢ		0.181	0.170
Economic Development & Culture - Fleet Replacement	0.140	0.116	82.7%	Ⓢ	Ⓢ	#3	0.140	0.116
Engineering & Construction Services - Fleet Replacement	1.108	0.444	40.1%	Ⓡ	Ⓡ	#4	1.691	0.852
Exhibition - Fleet Replacement	0.217	0.185	85.2%	Ⓢ	Ⓢ		0.275	0.243
Facility & Real Estate - Fleet Replacement	0.365	0.393	107.9%	Ⓡ	Ⓢ	#5	1.517	0.475
Fire Services - Fleet Replacement	11.070	8.347	75.4%	Ⓢ	Ⓡ	#6	14.406	10.986
Fleet Replacement - Insurance Company	0.166	0.024	14.6%	Ⓡ	Ⓢ	#7	0.400	0.171
Fleet Services - Fleet Replacement	0.494	0.136	27.6%	Ⓡ	Ⓡ	#8	0.494	0.208
Fleet Tools & Equipment	0.572	0.243	42.5%	Ⓡ	Ⓢ	#9	0.690	0.395
Fuel Site Closures	0.341	0.094	27.5%	Ⓡ	Ⓡ	#10	1.100	0.463
Information & Technology - Fleet Replacement	0.070	0.058	82.6%	Ⓢ	Ⓢ		0.070	0.058
Library - Fleet Replacement	0.227	0.227	99.8%	Ⓢ	Ⓢ		0.870	0.227
Municipal Licensing - Fleet Replacement	0.192	0.139	72.3%	Ⓢ	Ⓢ		0.891	0.746
Parks, Forestry & Recreation - Fleet Replacement	5.728	5.554	97.0%	Ⓢ	Ⓢ		17.608	10.433
Public Health - Fleet Replacement	0.031	0.000	0.0%	Ⓡ	Ⓢ	#11	0.031	0.029
Purchasing & Materials - Fleet Replacement	0.177	0.102	57.8%	Ⓢ	Ⓢ	#12	0.297	0.177
Solid Waste - Fleet Replacement	32.882	29.344	89.2%	Ⓢ	Ⓢ	#13	56.613	37.676
Toronto Community Housing Corporation - Fleet Replacement	0.727	0.678	93.3%	Ⓢ	Ⓢ		1.812	1.628
Toronto Paramedic - Fleet Replacement	4.064	3.764	92.6%	Ⓢ	Ⓢ		8.180	7.951
Toronto Water - Fleet Replacement	8.736	7.624	87.3%	Ⓢ	Ⓢ		21.300	14.702
Transportation Services - Fleet Replacement	1.064	0.968	91.0%	Ⓢ	Ⓢ		1.142	1.058
Zoo - Fleet Replacement	1.050	0.590	56.2%	Ⓢ	Ⓢ	#14	1.050	0.590
Sub-Total	69.651	59.249	85.1%	-	-		131.082	89.654
Service Improvements								
Biodiesel Pilot Project	0.132	0.124	94.0%	Ⓢ	Ⓢ		0.198	0.124
Fleet Management System & Fuel System Integration	2.601	0.954	36.7%	Ⓡ	Ⓢ	#15	4.053	2.308
Sub-Total	2.733	1.078	39.4%	-	-		4.252	2.432
Total	74.155	61.710					137.906	93.700

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

11.465

Note # 1:

Security review for upgrades for 1026 Finch Ave W. completed. Action plan and schedule to be submitted by Corp security for 2019.

Note # 2:

Delays in developing specifications with remaining "at large" units expected Q2 2019.

Note # 3:

Final unit expected to be received in Q4 of 2019.

Note # 4:

Units required a tender for modification based on client needs after receiving the unit.

Note # 5:

The overspend will be addressed through the 2018 carry forward report.

Note # 6:

Delays were realized in the RFQ process and for producing fire apparatus

Note # 7:

This item represents amounts assigned for units to be written off based on estimates. Fewer than planned units were written off.

Note # 8:

Delay due to specification change. Final units expected to be delivered in 2019.

Note # 9:

The RFQ received no bids and will be rewritten.

Note # 10:

Project start is delayed due to identifying sites to accommodate increased demand as a result of fuel site closures.

Note # 11:

Units delivered in Q1 of 2019. During Q1 review in 2019, project will be flagged as completed.

Note # 12:

Units delivered in Q1 of 2019. During Q1 review in 2019, project will be flagged as completed.

Note # 13:

Most units to be delivered by end of 2019 with some expected in Q1 of 2020.

Note # 14:

Delays with the RFP process.

Note # 15:

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

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

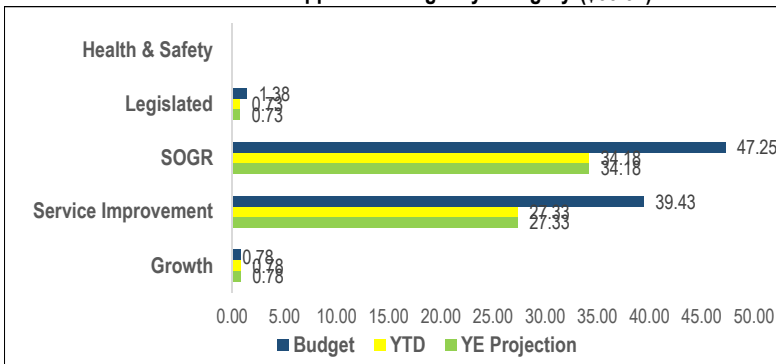


Table 1
2018 Active Projects by Category

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

Chart 2
Project Status - 81

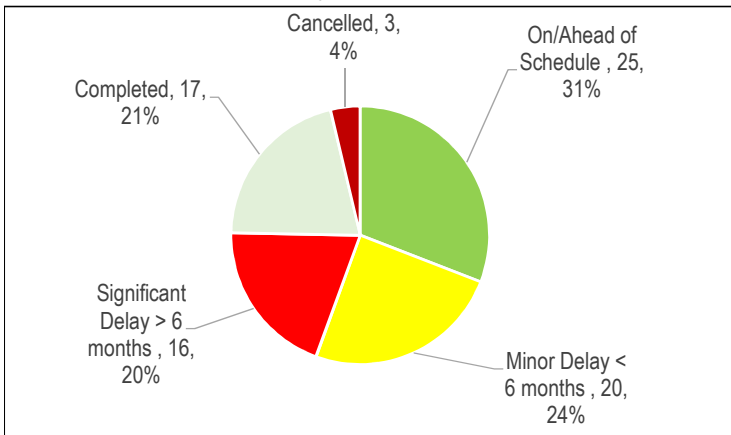


Table 2

Reason for Delay	36	
	Significant Delay	Minor Delay
Insufficient Staff Resources	4	9
Procurement Issues	3	2
RFQ/RFP Delayed	1	2
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		1
Community Consultation		
Other*	8	6
Total # of Projects	16	20

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
47.87	17.91	18.33	4.60	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 re-forecasted based on renegotiations with the vendor on scope and City responsibilities.
- The Electronic Service Delivery for Building Permits is on hold pending Executive decision on how to proceed with project.
- The MLS Modernization - Phase 2 project had a delayed start while establishing enterprise direction and re-aligning to existing 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 HR E-Skills Assessment Solution has experienced delays with RFP release, Threat Risk Assessment (TRA), and SoW. The project is extended to Q4 2019 for completion.
- The Online Grant Management System project for SFA 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.
- The Enterprise Business Intelligence Implementation project had a delayed start while project resources were being confirmed
- Progress on the Major Capital Infrastructure Project Coordination (TOINVIEW) had been slower than planned as a new Project Manager was recently assigned.

Information & Technology (ITP)

Projects by Category (Million)	2018 Approved Cash Flow	YE Actual				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Legislated								
AODA Compliance	1.383	0.730	52.8%	Y	Y	#1	1.383	0.793
Sub-Total	1.383	0.730	52.8%	-	-		1.383	0.793
State of Good Repair								
Application Systems	3.481	1.380	39.6%	R	Y	#2	6.673	4.372
Applications Portfolio	1.000	0.134	13.4%	R	Y	#3	1.387	0.514
Tools & Rationalization								
Asset Lifecycle Management	24.983	21.744	87.0%	G	G		93.013	88.141
Business Sustainment Systems	0.006	0.005	91.0%	G	G		0.588	0.583
Consolidated Data Centre	6.284	3.676	58.5%	Y	G	#4	13.600	11.932
Corporate Initiatives	2.861	2.511	87.8%	G	G		7.948	7.209
Corporate Planning & Management	2.272	1.620	71.3%	G	Y	#5	9.695	8.410
Information Security Program	1.423	1.105	77.7%	G	G		2.140	2.632
IT Service Mgmt	1.022	0.019	1.9%	R	R	#6	3.698	2.676
Network Upgrades	2.345	0.616	26.3%	R	R	#7	40.084	18.917
Technology Infrastructure	0.673	0.476	70.7%	Y	G	#8	0.895	0.676
WEB Business Continuity Refresh & Redesign	0.900	0.888	98.7%	G	G		7.780	7.765
Sub-Total	47.250	34.175	72.3%	-	-		187.501	153.826
Service Improvements								
Application Systems	6.760	6.423	95.0%	G	R	#9	16.694	15.471
Asset Management	0.860	0.006	0.7%	R	R	#10	1.395	0.541
Solution - Transportation								
Business Sustainment Systems	11.363	5.016	44.1%	R	R	#11	22.875	16.039
Corporate Initiatives	6.910	5.589	80.9%	G	Y	#12	16.769	14.731
Corporate Planning & Management	1.253	0.836	66.7%	Y	R	#13	2.315	1.914
Document Management Capabilities	0.324	0.136	41.9%	R	Y	#14	0.420	0.196
E-City Strategic Planning	0.882	0.879	99.7%	G	G		2.435	2.007
ECS Business Systems Improvements	0.300	0.046	15.5%	R	Y	#15	0.300	0.046
ECS Capital Project & Program Mgmt Process	0.292	0.200	68.6%	Y	Y	#16	0.446	0.308
Enterprise Architecture	1.000	0.590	59.0%	Y	Y	#17	5.254	4.841
Enterprise Time, Attendance & Scheduling Management - PPEB	0.259	0.246	94.9%	G	G		14.950	14.942
Intranet Refresh (Phase 1 IT WEB)	0.187	0.169	90.3%	G	G		0.254	0.233

Information & Technology (ITP)

Projects by Category (Million)	2018 Approved Cash Flow	YE Actual				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Open Data Visualization	0.913	0.859	94.1%	Ⓞ	Ⓞ		1.384	1.282
Resource to Deliver IT Capital Projects	2.266	2.266	100.0%	Ⓞ	Ⓞ		11.108	10.470
Shared Services	0.000	0.000	0.0%	Ⓡ			0.608	0.337
Short Term Business Improvements - Transportation	0.135	0.107	78.7%	Ⓞ	Ⓞ		2.499	2.466
Systems Enhancements- Licencing Services	0.328	0.349	106.2%	Ⓡ	Ⓡ	#18	1.226	1.196
TASS Business Readiness	0.363	0.156	43.1%	Ⓡ	Ⓞ	#19	0.461	0.255
TFS Prevention & Public Education Improvements	0.061	0.059	98.2%	Ⓞ	Ⓞ		0.272	0.113
WAN High Speed Fire Data	0.440	0.295	67.0%	Ⓢ	Ⓡ	#20	2.008	1.863
WEB Business Continuity Refresh & Redesign	1.441	1.457	101.1%	Ⓡ	Ⓞ	#21	1.623	1.457
Work Management Solution - Transportation	3.093	1.646	53.2%	Ⓢ	Ⓢ	#22	8.130	4.770
Sub-Total	39.430	27.330	69.3%	-	-		113.428	95.481
Growth Related								
Technology Infrastructure	0.777	0.777	100.0%	Ⓞ	Ⓞ		1.214	1.142
Sub-Total	0.777	0.777	100.0%	-	-		1.214	1.142
Total	88.841	63.012					303.526	251.242

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 AODA project was delayed due to insufficient resources and again due to hiring delays during Q3 and Q4 2018.

Note # 2:

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; the Enterprise Business Intelligence Implementation project had a delayed start while project resources were being confirmed.

Note # 3:

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

Note # 4:

Construction activities were delayed while funding contributions were finalized. Construction commenced in Q3 2018 and substantial completion and commissioning of the whole data centre is targeted for the end of 2019.

Note # 5:

The Corporate Planning and Management program has experienced RFP delays on the Wellbeing Toronto project as the project team is assessing the feasibility of developing the app internally.

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.

Information & Technology (ITP)

Projects by Category (Million)	2018 Approved Cash Flow	YE Actual				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			

Note # 7:

Hiring to fill staff vacancy on the Business Continuity Plan (BCP) project is delayed impacting the implementation of a BCP tracking tool. The Disaster Recovery project is on hold while a new Project Director is hired.

Note # 8:

The RFP was issued in November 2018, resulting in a slightly lower spending rate.

Note # 9:

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 Enterprise Document and Records Management project has experienced delays resulting from insufficient resources and from obtaining agreement on project scope. Spend rate was enhanced by overspending on the Enterprise Collaboration Foundation project, which will be addressed with an acceleration/deferral request that will go to Budget Committee in a separate report in Q2 2019.

Note # 10:

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

Note # 11:

The Electronic Service Delivery for Building Permits is on hold pending Executive decision on how to proceed with project; the Online Portal Services for City Planning project is on hold and is waiting for direction from I&T's PMO; the Electronic Service Delivery for Toronto Building had delays negotiating with the vendor, delaying the purchase to 2019; the MLS Modernization is delayed while establishing enterprise directions and re-aligning to existing initiatives; overspending on the Enterprise Mobility Platform will be addressed by underspending in other projects; progress on the Major Capital Infrastructure Project Coordination (TOINVIEW) had been slower than planned as a new Project Manager was recently assigned.

Note # 12:

The Occupational Health & Safety Application and HR Electronic Skills Assessment projects have experienced delays with the procurement process. The Toronto Building CRM project is delayed due to interdependencies with the IBMS Replacement program and alignment with the Enterprise CRM Roadmap. The TOP Online Donation Application had a late start due to resourcing issues. Overspending in the E-Recruitment project will be addressed by underspending in other projects.

Note # 13:

The Online Grant Management System project for SDFAs is revising its scope as additional Divisions are interested in using/implementing the solution as well and making it an enterprise solution.

Note # 14:

The Document Management Capabilities project has been delayed due to resourcing issues; on-boarding two Business Transformation Consultants (BTC) resources & obtaining Project Manager.

Note # 15:

The ECS Business System Improvements project was delayed due to solution architecture complexity and in availability of development resources.

Note # 16:

The ECS Capital Project & Program Mgmt. Process project started late while project resources were being secured.

Note # 17:

The Enterprise Architecture project has had resourcing issues and delays in the procurement process. The software was awarded in December 2018. Implementation and training will occur in 2019.

Note # 18:

Project overspend will be addressed by underspending in other projects. Delays due to lack of assigned project manager and development resources.

Note # 19:

Information & Technology (ITP)

Projects by Category (Million)	2018 Approved Cash Flow	YE Actual				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			

The Project has completed.

Note # 20:

Project on hold due to legal dispute and arbitration.

Note # 21:

Project overspend will be addressed by underspending in other projects.

Note # 22:

The Work Management Solution project was re-forecasted 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)
			Year-End Actual	% at Year End		
Financial Services	Q1	32.06	23.22	72.4%		Ⓒ
	Q2	32.06	17.61	54.9%	↓	Ⓐ
	Q3	32.06	15.56	48.5%	↓	Ⓑ
	Q4	32.06	12.93	40.3%	↓	Ⓑ
TOTAL	Q1	32.06	23.22	72.4%		Ⓒ
	Q2	32.06	17.61	54.9%	↓	Ⓐ
	Q3	32.06	15.56	48.5%	↓	Ⓑ
	Q4	32.06	12.93	40.3%	↓	Ⓑ
Ⓒ >70% Ⓐ between 50% and 70% Ⓑ < 50% or > 100%						

For the twelve months ended December 31, 2018, capital expenditures for Finance and Treasury Services totalled \$12.93 million or 40.3% of its 2018 Approved Capital Budget of \$32.06 million.

Financial Services (FNS)

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

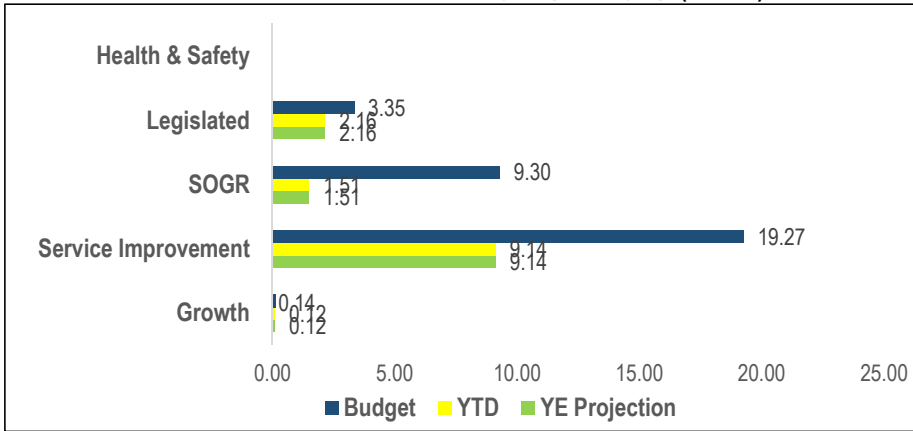


Table 1
2018 Active Projects by Category

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

Chart 2
Project Status - 16

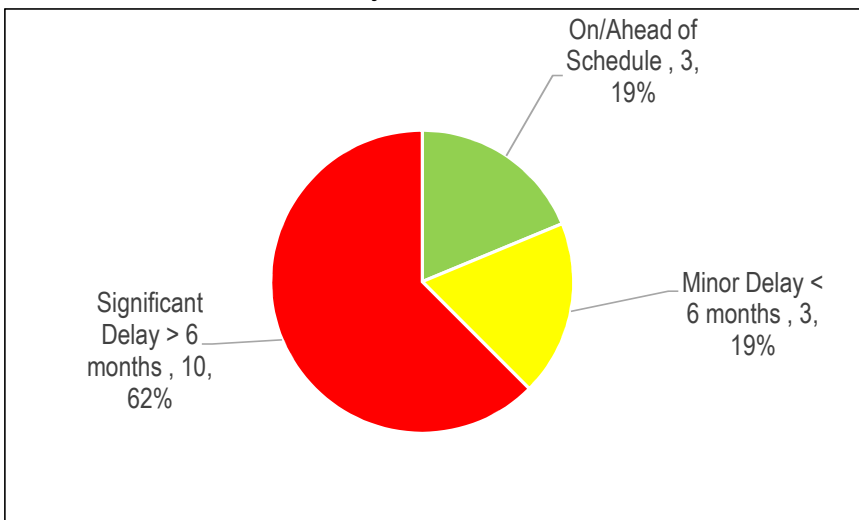


Table 2

Reason for Delay	13	
	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	3
Total # of Projects	10	3

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0.93	8.53	22.60		

Reasons for "Other*" Projects Delay:

- The delay on 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.
- The Payment Card Industry (PCI) Compliance was delayed to complete remaining low-risk items prior to the next compliance audit.
- Development Charges Background Study is extended into 2019 due to expanded scope to review and potentially amend the non-residential DC policies in 2019.
- The Employee Service Centre (ESC) project is extended to 2019 with additional funding. The unspent balance in 2018 will be carried over to 2019 for outstanding payment for HR position redeployed to the project.

Financial Services (FNS)

Projects by Category (Million)	2018 Approved Cash Flow	YE Actual				Notes	Total Approved Budget	Life-to- Date	LTD
		\$	%	On Budget	On Time				%
Legislated									
PCI COMPLIANCE	2.711	1.880	69.3%	Y	Y	#1	7.662	5.676	74.1%
DEV. CHARGES BACKGROUND STUDY	0.639	0.285	44.5%	R	Y	#2	0.770	0.415	54.0%
Sub-Total	3.350	2.164	64.6%	-	-		8.432	6.092	
State of Good Repair									
CROSS-APPLICATION TIMESHEET (CATS) IMPLEMENTATION	0.548	0.363	66.2%	Y	G	#3	7.540	7.355	97.5%
TAX BILLING SYSTEM	3.833	0.556	14.5%	R	R	#4	9.922	1.916	
UTILITY BILLING SYSTEM	2.079	0.014	0.7%	R	R	#4	5.971	0.169	
INTEGRATED ASSET PLANNING	2.597	0.403	15.5%	R	R	#5	5.000	0.746	
MANAGEMENT (IAPM) RISK MANAGEMENT INFO SYSTEM UPGRADE	0.242	0.174	72.0%	G	G		1.892	1.099	
Sub-Total	9.299	1.510	16.2%	-	-		30.325	11.286	
Service Improvements									
FINANCE ACCOUNTING SYSTEMS TRANSFORMATION (FAST)	1.641	0.720	43.9%	R	R	#6	2.000	1.079	54.0%
EMPLOYEE SERVICE CENTRE (ESC)	0.255	0.000	0.0%	R	R	#7	0.255	0.000	
SUPPLY CHAIN MANAGEMENT TRANSFORMATION (SCMT 1)	9.829	5.359	54.5%	Y	R	#8	13.629	9.159	
PARKING TAG MGT SOFTWARE UPGRADE	1.019	0.036	3.5%	R	R	#9	2.952	0.653	
ELECTRONIC SELF SERVICE TAX AND UTILITY	0.551	0.000	0.0%	R	R	#10	0.551	0.000	
EBILLING INITIATIVE	0.469	0.000	0.0%	R	R	#10	0.469	0.000	
REVENUE SYSTEM - PHASE 11	0.330	0.000	0.0%	R	R	#10	3.500	3.169	
FINANCIAL PLANNING ANALYSIS REPORTING SYSTEM (FPARS)	5.175	3.021	58.4%	Y	Y	#11	60.820	57.663	
Sub-Total	19.269	9.136	47.4%	-	-		84.176	71.724	

Financial Services (FNS)

Projects by Category (Million)	2018 Approved Cash Flow	YE Actual				Notes	Total Approved Budget	Life-to- Date	LTD
		\$	%	On Budget	On Time				%
Growth Related TAX INCREMENT FINANCING IMPLEMENTATION	0.138	0.120	87.0%	Ⓞ	Ⓞ		0.160	0.142	89.0%
Sub-Total	0.138	0.120	87.0%	-	-		0.160	0.142	
Total	32.056	12.931	40.3%				123.093	89.244	

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

Note # 1:

The Payment Card Industry (PCI) Compliance project was successful in achieving PCI compliance in December of 2018 and is extended to 2019 to complete remaining low-risk items prior to the next compliance audit.

Note # 2:

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

Note # 3:

The Cross-Application Timesheet (CATS) Implementation project is unspent in 2018 and the funding will be carried over to 2019 to pay for outstanding consultant payments.

Note # 4:

The Tax Billing System and Utility Billing System were delayed due to insufficient staff resources.

Note # 5:

The Integrated Asset Planning Management (IAPM) project is delayed to incorporate changes from Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure which became effective in 2018.

Note # 6:

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 # 7:

The Employee Service Centre (ESC) project is extended to 2019 with additional funding. The unspent balance in 2018 will be carried over to 2019 for outstanding payment for HR position redeployed to the project.

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.

Note # 9:

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

Financial Services (FNS)

Projects by Category (Million)	2018 Approved Cash Flow	YE Actual				Notes	Total Approved Budget	Life-to- Date	LTD
		\$	%	On Budget	On Time				%

Note # 10:

Electronic Self Service Tax and Utility, eBilling Initiative and Revenue System Phase 2 projects are underspent. These three projects were previously on hold pending the award of the Print and eBilling RFP. The Print and eBilling RFP was awarded. The planning for initiating this work in 2019 has started with the vendor that was selected. These three projects are expected to complete by end of 2019.

Note # 11:

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

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

Program		2018 Approved Cash Flow	2018 Expenditure		Trending	Alert (Benchmark 70% spending rate)
			Year-End Actual	% at Year End		
City Clerk's	Q1	10.00	9.76	97.6%		Ⓢ
	Q2	10.00	8.58	85.8%	↓	Ⓢ
	Q3	10.50	8.11	77.3%	↓	Ⓢ
	Q4	10.50	6.85	65.3%	↓	Ⓢ
Corporate Initiatives	Q1	260.17	260.70	100.2%		Ⓢ
	Q2	248.38	27.17	10.9%	↓	Ⓢ
	Q3	248.38	27.17	10.9%	□	Ⓢ
	Q4	83.38	6.06	7.3%	↓	Ⓢ
TOTAL	Q1	270.17	270.46	100.1%		Ⓢ
	Q2	258.38	35.75	13.8%	↓	Ⓢ
	Q3	258.88	35.28	13.6%	↓	Ⓢ
	Q4	93.88	12.92	13.8%	↑	Ⓢ
Ⓢ >70% Ⓢ between 50% and 70% Ⓢ < 50% or > 100%						

For the twelve months ended December 31, 2018, capital expenditures for this service area totalled \$12.92 million of their collective 2018 Approved Capital Budget of \$93.88 million. Spending rate is 13.8% and no Programs in this service area has a year-end spending rate of over 70% of its respective 2018 Approved Capital Budgets.

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

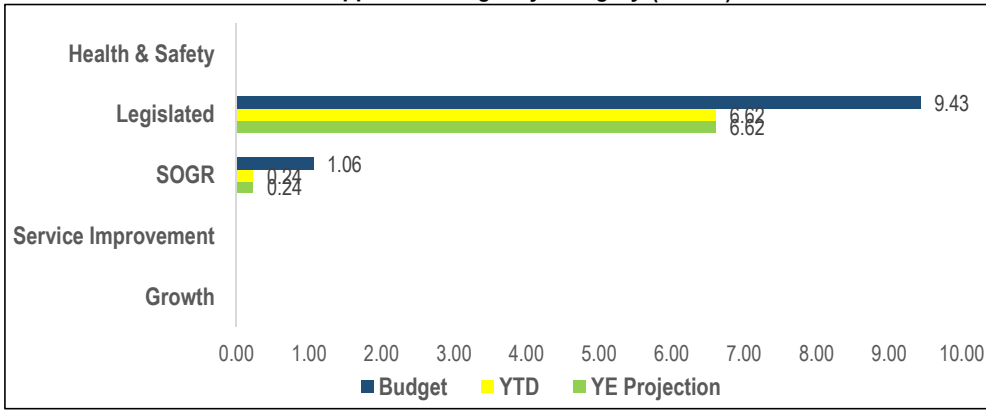


Table 1
2018 Active Projects by Category

Health & Safety	
Legislated	7
SOGR	4
Service Improvement	
Growth	
Total # of Projects	11

Chart 2
Project Status - 11

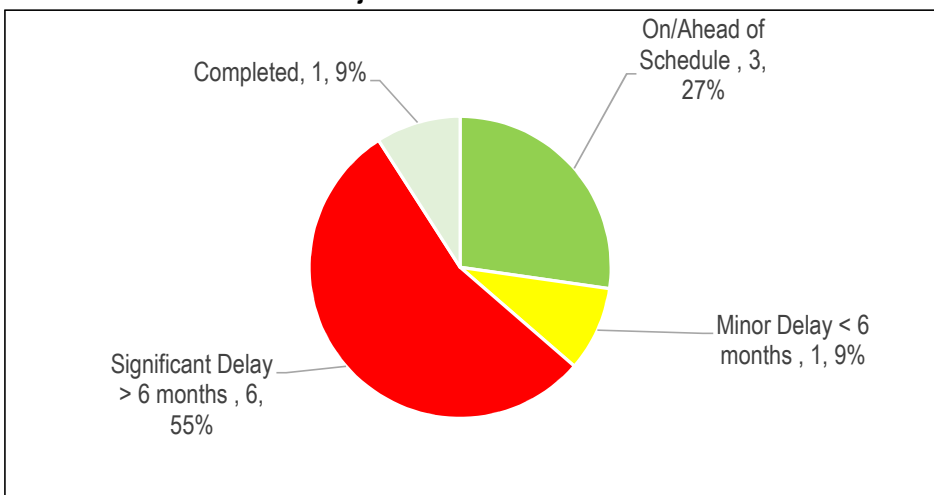


Table 2

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

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 a result of Bill 5 Better Local Government Act which had 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.
- COUNCIL TRANSITION REQUIREMENTS 2017 - Construction in progress. Bill 5 Better Local Government Act impacted project scope and implementation schedule.
- 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. Project oversight is managed by I&T effective January 2018.

City Clerk's Office (CLK)

Projects by Category (Million)	2018 Approved Cash Flow	YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Legislated								
TORONTO ELECTIONS MANAGEMENT INFO SYSTEM (TEMIS)	2.938	2.488	84.7%	Ⓞ	Ⓞ		6.477	5.906
INFORMATION MANAGEMENT INFRASTRUCTURE - ENTERPRISE DOC & REC MGMT SOLUTION EDRMS	1.241	1.241	100.0%	Ⓞ	Ⓢ	#1	4.829	4.278
INFORMATION MANAGEMENT INFRASTRUCTURE - OPEN INFORMATION	1.605	0.495	30.8%	Ⓢ	Ⓞ		3.103	1.167
VOTE COUNTING EQUIPMENT	1.600	1.414	88.3%	Ⓞ	Ⓞ		2.250	1.911
CITY CLERK'S OFFICE BUSINESS SYSTEMS	0.679	0.304	44.8%	Ⓢ	Ⓢ	#2	1.497	1.127
COUNCIL BUSINESS SYSTEMS	0.180	0.089	49.1%	Ⓢ	Ⓢ	#3	0.569	0.478
COUNCIL TRANSITION REQUIREMENTS 2017	1.191	0.589	49.4%	Ⓢ	Ⓢ	#4	1.460	0.621
Sub-Total	9.435	6.618	70.1%	-	-		20.185	15.488
State of Good Repair								
INFRASTRUCTURE TO SUPPORT COUNCIL MEETING	0.725	0.114	15.8%	Ⓢ	Ⓢ	#4	1.710	0.638
ARCHIVES EQUIPMENT	0.064	0.064	100.0%	Ⓞ			0.265	0.110
RECORDS CENTRE TRACKING SYSTEM	0.100	0.000	0.0%	Ⓢ	Ⓢ	#5	0.100	0.000
TORONTO PROPERTY SYSTEM SOGR	0.175	0.057	32.7%	Ⓢ	Ⓢ	#6	0.665	0.057
Sub-Total	1.064	0.235	22.1%	-	-		2.740	0.805
Total	10.498	6.854					22.925	16.293

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

Note # 1:

The project 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 is on hold pending resolution of vulnerability issues.

Note # 3:

Cyber Security has identified security vulnerabilities and risks.

Note # 4:

Project delay is a result of Bill 5 Better Local Government Act which had significant impact on the project

Note # 5:

Order pickers will be received mid-February 2019

Note # 6:

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. Project oversight is managed by I&T from January 2019.

**2018 Capital Spending by Program
City Agencies**

Program		2018 Approved Cash Flow	2018 Expenditure		Trending	Alert (Benchmark 70% spending rate)
			Year-End Actual	% at Year End		
Exhibition Place	Q1	5.87	5.87	100.0%		Ⓞ
	Q2	5.87	5.87	100.0%	□	Ⓞ
	Q3	5.87	5.87	100.0%	□	Ⓞ
	Q4	5.87	4.97	84.6%	↓	Ⓞ
Sony Centre	Q1	6.63	6.63	100.0%		Ⓞ
	Q2	7.62	5.59	73.4%	↓	Ⓞ
	Q3	7.62	5.59	73.4%	□	Ⓞ
	Q4	7.62	3.70	48.6%	↓	Ⓡ
TRCA	Q1	19.83	19.83	100.0%		Ⓞ
	Q2	19.83	19.83	100.0%	□	Ⓞ
	Q3	19.83	19.83	100.0%	□	Ⓞ
	Q4	19.83	19.83	100.0%	□	Ⓞ
Toronto Police	Q1	76.19	68.23	89.5%		Ⓞ
	Q2	76.19	67.33	88.4%	↓	Ⓞ
	Q3	76.19	60.12	78.9%	↓	Ⓞ
	Q4	76.19	55.93	73.4%	↓	Ⓞ
Toronto Public Health	Q1	4.57	4.57	100.0%		Ⓞ
	Q2	4.57	4.20	91.9%	↓	Ⓞ
	Q3	4.57	3.74	81.9%	↓	Ⓞ
	Q4	4.57	3.36	73.4%	↓	Ⓞ
Toronto Public Library	Q1	35.27	32.36	91.8%		Ⓞ
	Q2	39.07	36.16	92.6%	↑	Ⓞ
	Q3	39.12	28.58	73.1%	↓	Ⓞ
	Q4	39.12	31.44	80.4%	↑	Ⓞ
Toronto Zoo	Q1	13.20	7.13	54.0%		Ⓢ
	Q2	13.20	4.60	34.8%	↓	Ⓡ
	Q3	13.20	3.44	26.1%	↓	Ⓡ
	Q4	13.20	2.16	16.3%	↓	Ⓡ
Toronto Transit Commission	Q1	2,228.06	1,830.81	82.2%		Ⓞ
	Q2	2,228.19	1,748.01	78.4%	↓	Ⓞ
	Q3	2,228.19	1,636.59	73.4%	↓	Ⓞ
	Q4	2,288.33	1,488.91	65.1%	↓	Ⓢ
TOTAL	Q1	2,389.63	1,975.44	82.7%		Ⓞ
	Q2	2,394.55	1,891.60	79.0%	↓	Ⓞ
	Q3	2,394.60	1,763.77	73.7%	↓	Ⓞ
	Q4	2,454.74	1,610.30	65.6%	↓	Ⓢ

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

For the twelve months ended December 31, 2018, capital expenditures for this Service area totalled \$1,610 billion of their collective 2018 Approved Capital Budget of \$2,455 billion. Spending rate is 65.6% and five Programs within the Agencies have a year-end spending rate of over 70% of their respective 2018 Approved Capital Budgets.

Exhibition Place (EXH)

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

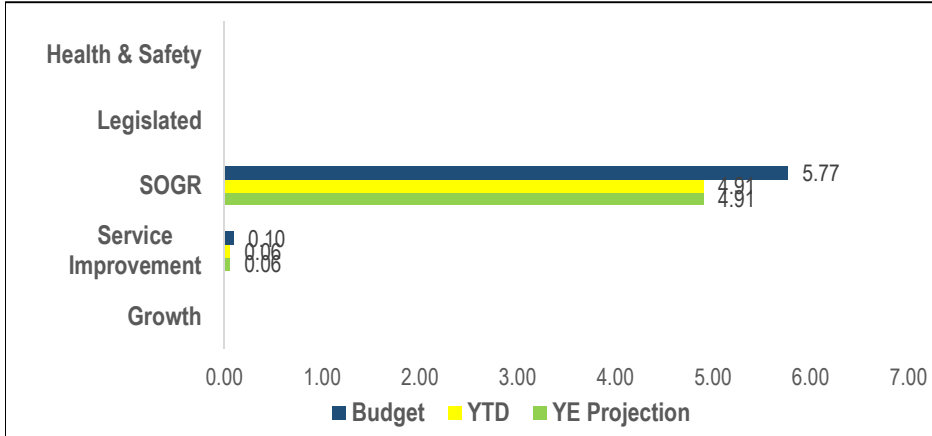


Table 1
2018 Active Projects by Category

Health & Safety	
Legislated	
SOGR	23
Service Improvement	1
Growth	
Total # of Projects	24

Chart 2
Project Status - 24

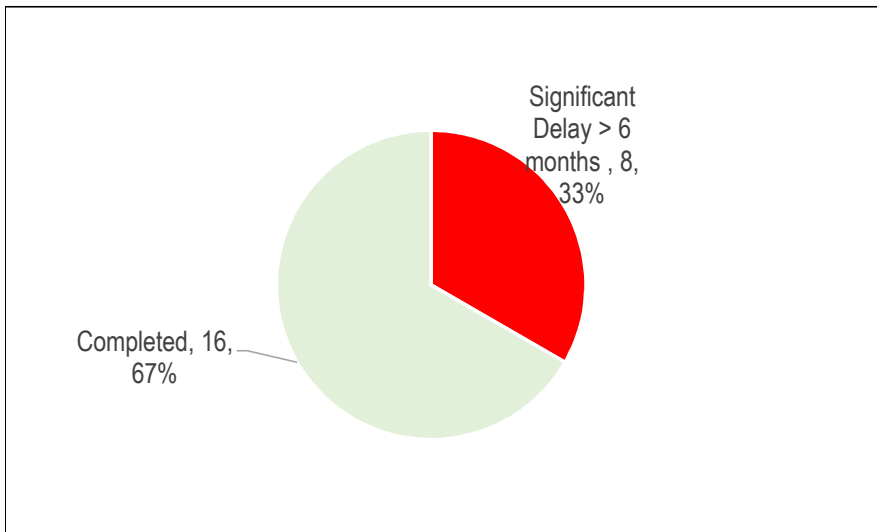


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
		2.21	3.66	

Key Discussion Points: (Please provide reason for delay)

- The delays in 7 of the projects to June 2019 are due to event scheduling and the poor weather in the final few months of the the year.
- The delays in 1 of the projects to June 2019 is caused by the late awardance of the project to developers.

Exhibition Place (EXH)

Projects by Category (Million)	2018 Approved Cash Flow	YE Actual				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
State of Good Repair								
Pre-engineering Program	0.127	0.115	90.2%	Ⓞ	Ⓡ	#1	0.250	0.238
Queen Elizabeth Building	1.351	1.351	100.0%	Ⓞ	Ⓞ		2.375	2.375
Other Building	0.239	0.239	100.0%	Ⓞ	Ⓞ		0.415	0.415
Equipment	0.425	0.425	100.0%	Ⓞ	Ⓞ		0.500	0.500
Enercare Centre	2.584	2.275	88.0%	Ⓞ	Ⓡ	#2	3.430	3.121
Parks, Parking Lots and Roads	1.046	0.504	48.2%	Ⓡ	Ⓡ	#3	1.385	0.844
Sub-Total	5.772	4.910	85.1%	-	-		8.355	7.493
Service Improvements								
Parks, Parking Lots and Roads	0.100	0.059	58.9%	Ⓢ	Ⓡ	#4	0.100	0.059
Sub-Total	0.100	0.059	58.9%	-	-		0.100	0.059
Total	5.872	4.969	84.6%				8.455	7.551

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 delays in the Pre-engineering Program project are a result of poor weather conditions in the final months of the year.

Note # 2:

The delay in the Enercare Centre project is a result of the event scheduling and poor weather conditions in the final months of the year.

Note # 3:

The delay in the Parks, Parking Lots and Roads projects are a result of the weather conditions in the winter months and delays in the pre-engineering program project delaying consulting work needed for this project. There was also a delay of the Fountain Retrofit project where the contract award was processed later than anticipated.

Note # 4:

The delay in the Festival Plaza Development project is a result of the weather conditions in the winter months which delayed site testing.

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

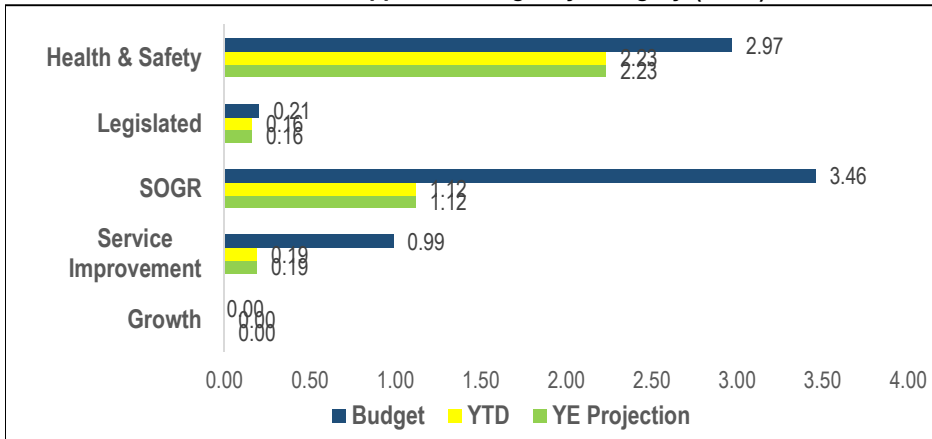


Table 1
2018 Active Projects by Category

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

Chart 2
Project Status - 16

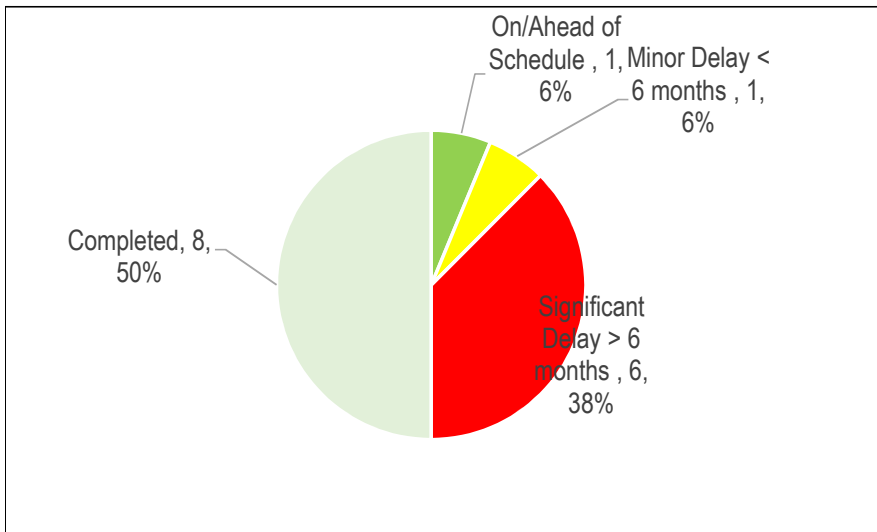


Table 2

Reason for Delay	7	
	Significant Delay	Minor Delay
Insufficient Staff Resources	0	0
Procurement Issues	1	1
RFQ/RFP Delayed	2	0
Contractor Issues	1	0
Site Conditions	0	0
Co-ordination with Other Projects	2	0
Community Consultation	0	0
Other*	0	0
Total # of Projects	6	1

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0.02	0.20	4.71	2.69	0.00

TO Live / Sony Centre

Projects by Category (Million)	2018 Approved Cash Flow	YE Actual				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Health & Safety								
Fire Safety Systems	0.015	0.001	5.8%	Ⓡ	Ⓢ	#1	0.015	0.001
Theatre Systems and Equipment (2017)	1.977	1.420	71.8%	Ⓢ	Ⓡ	#2	2.730	2.173
Theatre Systems and Equipment (2018-2026)	0.801	0.801	100.0%	Ⓢ	Ⓢ		1.453	1.453
Vertical Transportation	0.175	0.012	6.9%	Ⓡ	Ⓡ	#3	0.175	0.012
Sub-Total	2.968	2.234	75.3%	-	-		4.373	3.639
Legislated								
AODA Audit	0.145	0.102	70.0%	Ⓢ	Ⓢ		0.150	0.106
Theatre Systems and Equipment (2018-2026)	0.060	0.060	99.5%	Ⓢ	Ⓢ		0.060	0.060
Sub-Total	0.205	0.161	78.6%	-	-		0.210	0.166
State of Good Repair								
Building Envelope	1.006	0.092	9.1%	Ⓡ	Ⓡ	#4	1.006	0.092
Electrical Systems	0.326	0.085	26.2%	Ⓡ	Ⓡ	#5	0.326	0.085
Exterior Limestones & Granite Upgrades	0.067	0.065	96.3%	Ⓢ	Ⓢ		0.134	0.131
Exterior Wall Replacement	0.189	0.179	94.9%	Ⓢ	Ⓢ		1.640	1.631
Mechanical Systems	0.642	0.173	27.0%	Ⓡ	Ⓡ	#6	0.642	0.173
Porte-Cochere Lighting Restoration	0.200	0.044	21.8%	Ⓡ	Ⓢ	#7	0.920	0.764
Stage Rigging System Replacement	0.239	0.212	88.7%	Ⓢ	Ⓢ		0.239	0.212
Structure	0.203	0.009	4.6%	Ⓡ	Ⓢ	#8	0.203	0.009
Theatre Systems and Equipment (2018-2026)	0.585	0.258	44.1%	Ⓡ	Ⓡ	#9	0.585	0.258
Sub-Total	3.458	1.118	32.3%	-	-		5.695	3.356
Service Improvements								
Sony Centre Public Plaza	0.989	0.191	19.4%	Ⓡ	Ⓢ	#10	1.000	0.191
Sub-Total	0.989	0.191	19.4%	-	-		1.000	0.191
Growth Related								
Growth Project								
Growth Project								
Sub-Total	0.000	0.000		-	-		0.000	0.000
Total	7.620	3.705	48.6%				11.278	7.352

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 Safety System is on track for completion in 2019.

Note # 2:

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 # 3:

The underspending in the Lounge Elevator Equipment Modernization project is due to co-ordination of projects, tender is in process 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 end of 2019.

Note # 5:

This project is currently experiencing delays due to contractor issues.

Note # 6:

Due to delay in the RFP process, the Air Handling Unit Repair project is delayed. The project is on track for completion by December 2019.

Note # 7:

The Porte-Cochere Lighting Restoration project is underspent in 2018 due to efficiencies which allowed the project to be completed underbudget , the project was completed in 2018

Note # 8:

The Stage Roof Soffit Repairs project is currently underspent and is delayed due to issues in the procurement process.

Note # 9:

Due to delay in the RFP/RFQ process, the Main Lobby Presentation Systems and the Bars/Concessions projects cannot be completed as per original schedule, the project is expected to be completed by end of 2019.

Note # 10:

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.

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

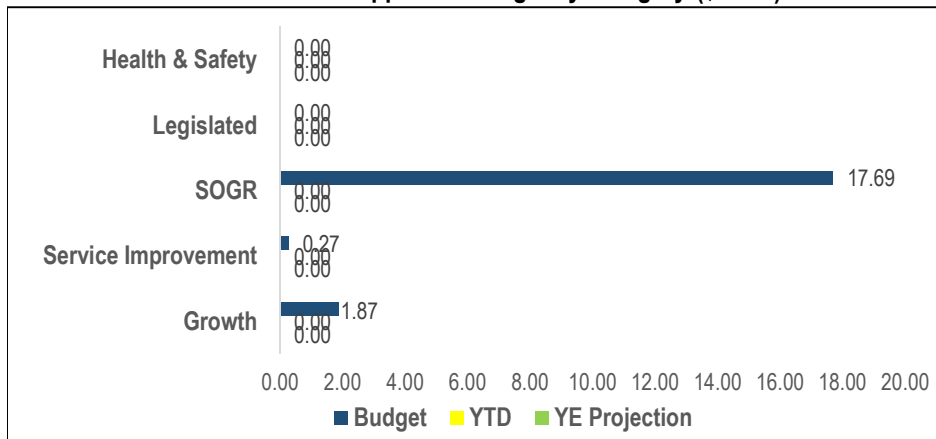


Table 1
2018 Active Projects by Category

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

Chart 2
Project Status - 26

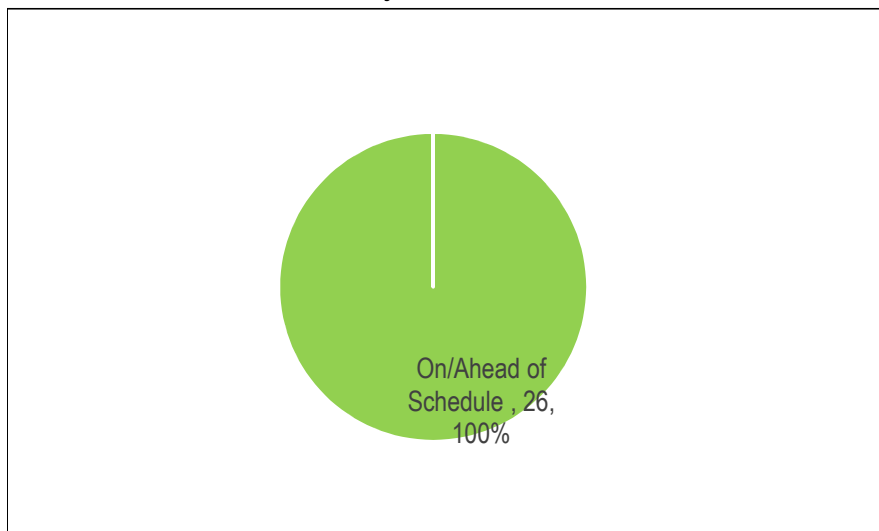


Table 2

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*		
Total # of Projects		

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.
- TRCA is currently completing landscape and restoration work at the proposed Toronto Wildlife Centre site. This work is funded from the Tree Canopy Reserve and is expected to be completed in 2022.

Toronto & Region Conservation Authority

Projects by Category (Million)	2018 Approved Cash Flow	YE Actual				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
State of Good Repair								
Greenspace Land Acquisition	0.064	0.064	100.0%	Ⓞ	Ⓞ		0.064	0.064
TRCA Administrative Infrastructure	0.322	0.322	100.0%	Ⓞ	Ⓞ		0.322	0.322
Waterfront & Valley Erosion Control	2.150	2.150	100.0%	Ⓞ	Ⓞ		2.150	2.150
Black Creek Pioneer Village Retrofit	2.671	2.671	100.0%	Ⓞ	Ⓞ		2.671	2.671
Living City Action Plan	3.023	3.023	100.0%	Ⓞ	Ⓞ		3.023	3.023
Waterfront Development	1.203	1.203	100.0%	Ⓞ	Ⓞ		1.203	1.203
TRCA Information Technology	0.257	0.257	100.0%	Ⓞ	Ⓞ		0.257	0.257
Critical Erosion-Water Funded Enhancements	8.000	8.000	100.0%	Ⓞ	Ⓞ		8.000	8.000
Sub-Total	17.690	17.690	100.0%	-	-		17.690	17.690
Service Improvements								
Waterfront Development	0.270	0.270	100.0%	Ⓞ	Ⓞ		0.270	0.270
Sub-Total	0.270	0.270	100.0%	-	-		0.270	0.270
Growth Related								
Menno- Ressor Restoration	1.500	1.500	100.0%	Ⓞ	Ⓞ		3.500	1.500
Long Term Accommodation Project	0.370	0.370	100.0%	Ⓞ	Ⓞ		10.037	0.704
Sub-Total	1.870	1.870	100.0%	-	-		13.537	2.204
Total	19.830	19.830	100.0%				31.497	20.164

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	Ⓞ		

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

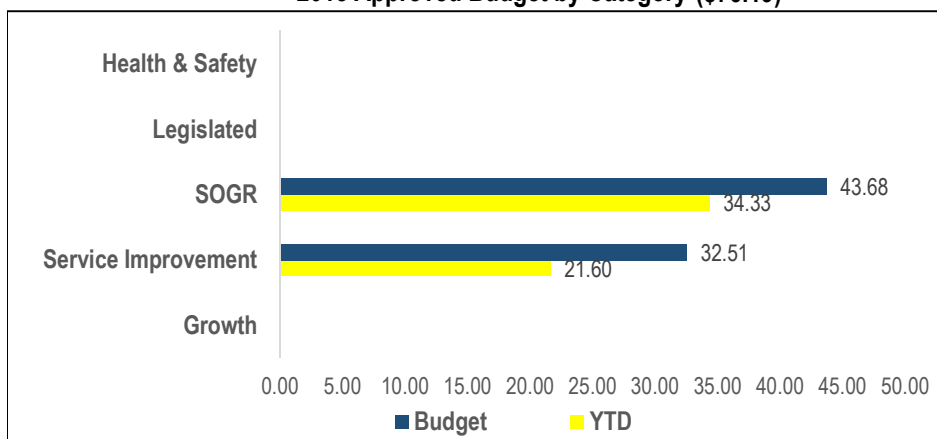


Table 1
2018 Active Projects by Category

Health & Safety	
Legislated	
SOGR	21
Service Improvement	12
Growth	
Total # of Projects	33

Chart 2
Project Status - 33

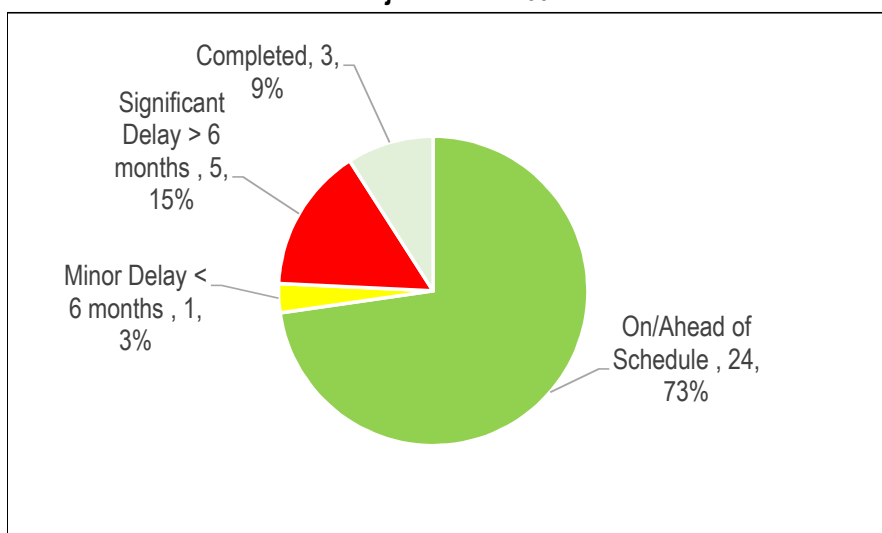


Table 2

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

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 System - this project depends on partnerships with other agencies and discussions are underway.
- Body Worn Camera - undergoing strategic review as the overall funding requirement for this project has not yet included in the TPS' 10-Year Capital Budget and Plan until the solution and costs are better understood.
- 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)

- As of December 31, 2018, Toronto Police Service incurred total expenditures of \$55.930 million compared to the 2019 Capital Budget of \$76.194 million, representing a spending rate of 73.4%. This resulted in an under-expenditure of \$20.264 million, of which \$18.575 million will be carried forward to 2019. The remaining balance was returned to the Province, City or Vehicle and Equipment Reserve.

Toronto Police Service (POL)

Projects by Category (Million)	2018 Approved Cash Flow	YE Actual				Notes	Total Approved Budget	Life-to-Date	LTD %
		\$	%	On Budget	On Time				
State of Good Repair									
Wireless Parking System	2.321	0.511	22.0%	R	G	1	15.284	2.428	15.9%
Automatic Vehicle Location (AVLS) Replacement Lifecycle	0.077	0.000	0.0%	R	G	2	4.600	1.422	30.9%
Digital Photography Lifecycle Replacement	0.001	0.001	99.5%	G	G		1.974	0.758	38.4%
Digital Video Asset Management I, II - Lifecycle Replacement	0.423	0.388	91.8%	G	G		8.224	3.057	37.2%
Fleet Equipment	0.055	0.054	98.9%	G	G		0.500	0.499	99.9%
Furniture Lifecycle Replacement- Reserve	2.480	0.585	23.6%	R	G	3	13.010	10.265	78.9%
In-Car Camera Replacement	0.301	0.234	77.8%	G	G		8.526	4.196	49.2%
IT business resumption	2.482	2.480	99.9%	G	G		33.923	16.864	49.7%
Live-scan replacement	0.540	0.000	0.0%	R	R	4	1.337	0.257	19.2%
Locker Replacement	0.370	0.000	0.0%	R	R	5	7.509	3.143	41.9%
Mobile workstation	0.300	0.027	8.9%	R	G	6	36.140	15.279	42.3%
Network equipment	5.250	5.250	100.0%	G	G		40.356	16.656	41.3%
Radar unit Replacement	0.182	0.101	55.6%	Y	G	7	2.233	0.936	41.9%
Radio Replacement	5.485	5.120	93.4%	G	G		39.347	19.257	48.9%
Servers Lifecycle Plan	4.035	4.014	99.5%	G	G		75.413	37.819	50.1%
Security System Replacement	0.191	0.009	4.9%	R	G		1.600	1.418	88.6%
Small Equipment Replacement	0.167	0.098	58.5%	Y	G	8	9.434	2.978	31.6%
SOGR	6.527	4.794	73.4%	G	G				
Vehicle & Equipment Lifecycle Replacement	7.430	7.150	96.2%	G	G		117.842	63.655	54.0%
Replacement of Workstation, Printers and Laptops	3.963	3.151	79.5%	G	G		76.871	34.240	44.5%
Electronic Surveillance System	1.100	0.362	32.9%	R	R	9	2.905	1.168	40.2%
Sub-Total	43.680	34.332	78.6%	-	-		497.028	236.293	
Service Improvements									
32/33 Division	0.200	0.064	31.9%	R	G	10	11.940	0.064	0.5%
41 Division- Design	0.395	0.125	31.8%	R	G	11	38.928	0.125	0.3%
54/55 Amalgamation-Design	6.203	0.172	2.8%	R	R	12	39.873	0.623	1.6%
Administrative Penalty System - Parking Enforcement	1.848	1.847	99.9%	G	G		2.050	2.049	99.9%
Automated External Defibrillators	0.012	0.000	0.0%	R	G		0.189	0.011	6.0%
Body Worn Camera- Initial Phase	0.487	0.019	4.0%	R	R	13	0.500	0.032	6.4%
Connected/Mobile Officer	1.717	1.266	73.7%	G	G		24.200	2.181	9.0%
Enterprise Business Intelligence	4.355	3.968	91.1%	G	G		10.216	9.029	88.4%
TPS Archiving 2018	0.650	0.389	59.8%	Y	G	14	0.650	0.389	59.8%
Peer to Peer Site	13.783	12.042	87.4%	G	G		19.924	18.180	91.2%
Transforming Corporate Support	2.809	1.704	60.7%	Y	Y	15	8.742	4.940	56.5%
Closed Circuit TV	0.053	0.002	4.3%	R	G	16	1.852	0.701	37.9%
Sub-Total	32.514	21.598	66.4%	-	-		159.065	38.324	
Total	76.194	55.930	73.4%				656.093	274.617	

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: Wireless Parking System

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

Note 2: Automatic Vehicle Location (AVLS) Replacement Lifecycle

Carry forward of unspent cash flow to 2019 to fix any system deficiencies and further system optimization to meet City and Service requirements.

Note 3: 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.

Toronto Police Service (POL)

Projects by Category (Million)	2018 Approved Cash Flow	YE Actual				Notes	Total Approved Budget	Life-to-Date	LTD
		\$	%	On Budget	On Time				%

Note 4: 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 5: 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 6: Mobile workstation

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

Note 7: Radar unit Replacement

Substantial cost savings as we are purchasing directly from the manufacturer.

Note 8: Small Equipment Replacement

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

Note 9: Electronic Surveillance System

This project depends on partnership with other agencies. Project will still be delivered within budget but there is a delay in timing as a result of required decisions by other agencies.

Note 10: 32/33 Division

The project encompasses a major interior retrofit to the existing building, as well as upgrades to the base building. Documentation of District Headquarters programming requirements is ongoing and the development of the schematic design will continue on to 2019.

Note 11: 41 Division- Design

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

Note 12: 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 13: Body Worn Camera- Initial Phase

Body worn cameras require significant one-time capital and on-going operational costs (camera and infrastructure replacement, image storage management, including cataloguing, retrieval administration, etc.). This project is currently undergoing a strategic review. TPS is moving forward with a non-binding RFP that considers cloud storage as part of the potential solution. The project will still be delivered within the approved budget and within the same time frame as planned.

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)

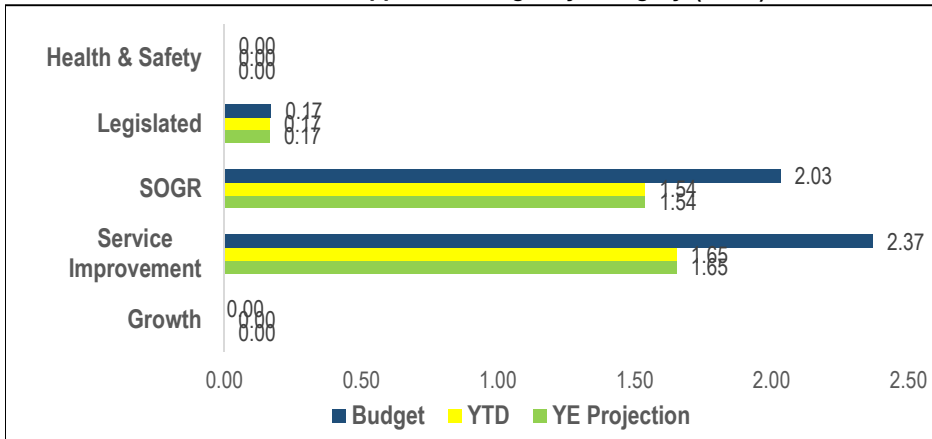


Table 1
2018 Active Projects by Category

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

Chart 2
Project Status - 10

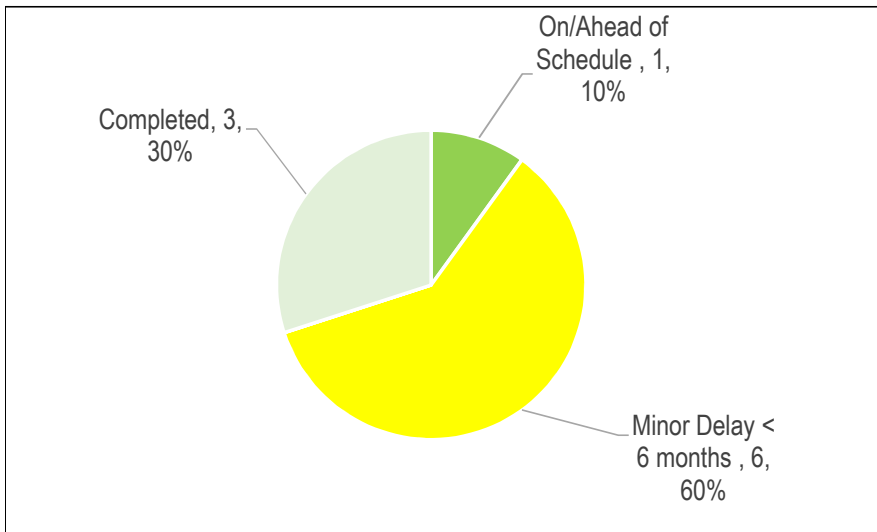


Table 2

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
Total # of Projects		6

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 was underspent due to the delays from the issuance of an RFP for work on a Dental Clinic Management System. The bid contract was awarded in December of 2018.

Toronto Public Health (TPH)

Projects by Category (Million)	2018 Approved Cash Flow	YE Actual				Notes	Total Approved Budget	Life-to-Date	LTD %
		\$	%	On Budget	On Time				
Legislated									
Infectious Disease Control System	0.171	0.167	97.7%	Ⓞ	Ⓞ		4.002	3.990	99.7%
Sub-Total	0.171	0.167	97.7%	-	-		4.002	3.990	
State of Good Repair									
Community Health Information System	1.363	1.123	82.4%	Ⓞ	Ⓜ	#1	2.854	1.512	53.0%
Early Abilities Information System - Phase 1	0.375	0.219	58.4%	Ⓜ	Ⓜ	#1	0.375	0.142	38.0%
Inspection Management - Phase 1	0.295	0.196	66.4%	Ⓜ	Ⓜ	#1	0.295	0.135	45.7%
Sub-Total	2.033	1.538	75.7%	-	-		3.524	1.789	
Service Improvements									
TPH Datamart Data Warehouse - Phase 2	0.079	0.079	99.9%	Ⓞ	Ⓞ		2.032	2.032	100.0%
Dental & Oral Health Information Systems	0.270	0.107	39.7%	Ⓡ	Ⓜ	#1	0.496	0.157	
Electronic Medical Record - Phase 2	0.078	0.078	99.8%	Ⓞ	Ⓞ		0.418	0.418	
Datamart Data Warehouse - Phase 3	0.464	0.441	95.0%	Ⓞ	Ⓞ		1.915	0.289	
Electronic Medical Record - Phase 3	0.427	0.313	73.3%	Ⓞ	Ⓜ	#1	1.347	0.250	
Relocation and Expansion Scarborough Dental Clinic	1.053	0.635	60.3%	Ⓜ	Ⓜ	#2	1.067	0.319	
Sub-Total	2.371	1.653	69.7%	-	-		9.240	5.429	
Total	4.575	3.358					16.766	11.209	

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

Note 1:

Minor delays were experienced during the year related to staff retention and hiring specifically skilled project staff, RFP issuance and scope changes due to increased and unexpected complexity of project deliverables. The majority of the delays were resolved in December 2018 through the filling of positions and awarded contracts.

Note 2:

Delays have occurred due to major mechanical and electrical design errors discovered as a result of missing key project staff (Dental Specialist) as required in the RFQ. The anticipated completion date of this project is May 31, 2019.

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

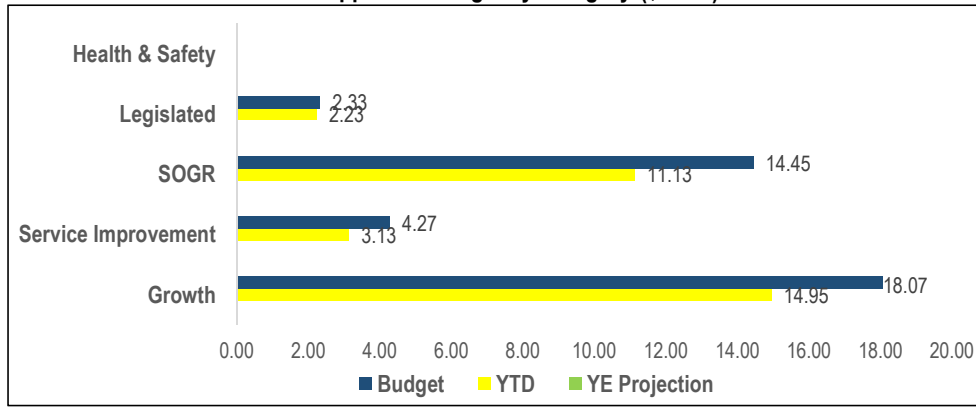


Table 1
2018 Active Projects by Category

Health & Safety	
Legislated	1
SOGR	6
Service Improvement	5
Growth	10
Total # of Projects	22

Chart 2
Project Status - 22

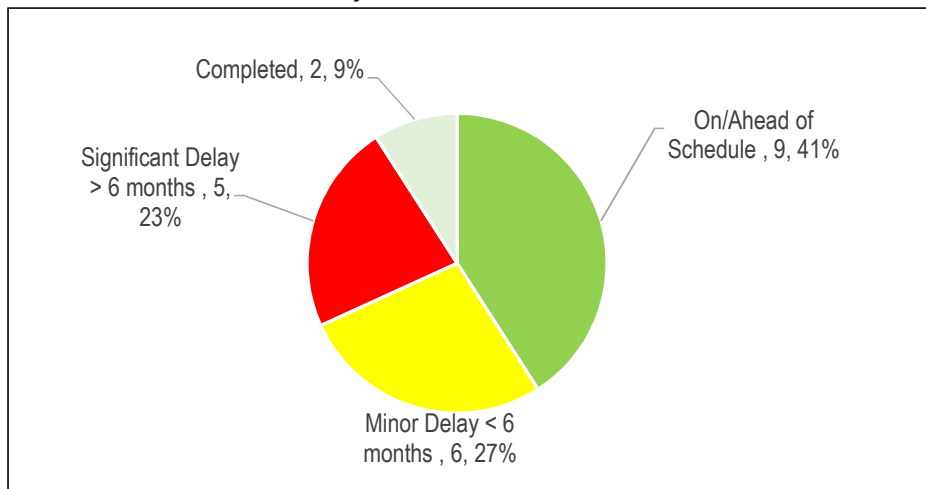


Table 2

Reason for Delay	11	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	1	
RFQ/RFP Delayed		
Contractor Issues		1
Site Conditions		
Co-ordination with Other Projects	1	
Community Consultation	2	
Other*	1	5
Total # of Projects	5	6

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
15.62	10.23	7.27	5.99	

Reasons for "Other*" Projects Delay:

- Albert Campbell Renovation, 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
- Wychwood Renovation and Expansion - significant delays due to securing site plan and permitting issues

Key Discussion Points:

- Toronto Public Library spent \$31.440 million or 80% of its 2018 Capital Budget of \$39.119 million (including \$6.427 million carry forward as approved by Council on April 24, 2018) for the twelve months period ended December 31, 2018.

Toronto Public Library (LIB)

Projects by Category (Million)	2018 Approved Cash Flow	YE Actual				Notes	Total Approved Budget	Life-to-Date	LTD
		\$	%	On Budget	On Time				%
Legislated									
MB Renovation Program Accessibility Retrofit	2.327	2.234	96.0%	Ⓞ	Ⓞ		6.367	3.294	
Sub-Total	2.327	2.234	96.0%	-	-		6.367	3.294	
State of Good Repair									
Albert Campbell Renovation	0.483	0.220	45.6%	Ⓡ	Ⓡ	1	12.165	0.302	
Albion District Library Renovation	0.229	0.139	60.5%	Ⓢ	Ⓢ	2	15.307	15.217	
Multi-Branch SOGR Renovations Program	4.593	4.485	97.7%	Ⓞ	Ⓞ		20.611	13.117	
St. Clair/Silverthorn Reconstruction	2.975	2.306	77.5%	Ⓞ	Ⓞ		3.815	2.646	
Technology Asset Management Program	4.100	3.831	93.4%	Ⓞ	Ⓞ		8.200	4.473	
York Woods Renovation	2.070	0.147	7.1%	Ⓡ	Ⓡ	3	8.344	0.147	
Sub-Total	14.450	11.127	77.0%	-	-		68.442	35.901	
Service Improvements									
Answerline & Community Space Rental Modernization	0.550	0.096	17.5%	Ⓡ	Ⓡ	4	1.400	0.096	
Expansion of Technological Efficiencies	0.950	0.935	98.4%	Ⓞ	Ⓞ		1.600	0.935	
Equipment for Operational Efficiencies	0.710	0.710	100.0%	Ⓞ	Ⓞ		1.806	1.806	
Integrated Payment Solutions	2.064	1.389	67.3%	Ⓢ	Ⓢ	5	2.250	1.575	
Sub-Total	4.274	3.130	73.2%	-	-		7.056	4.412	
Growth Related									
Virtual Branch Services	1.500	1.578	105.2%	Ⓡ	Ⓞ	6	3.550	2.312	
Bayview - Bessarion Relocation	0.100	1.012	1015.6%	Ⓡ	Ⓞ	7	15.322	1.684	
Centennial Renovation & Expansion	0.167	0.045	26.9%	Ⓡ	Ⓢ	8	0.334	0.045	
Fort York Library Construction	0.183	0.054	29.8%	Ⓡ	Ⓢ	9	9.192	9.064	
North York Central Library Renovation Phase 1	5.281	5.281	100.0%	Ⓞ	Ⓞ		17.474	17.474	
North York Central Renovation Phase 2	2.664	1.959	73.5%	Ⓞ	Ⓞ		10.880	1.959	
Parliament Street Renovation	0.407		0.0%	Ⓡ	Ⓡ	10	0.815		
Wychwood Renovation and Expansion	3.759	1.456	38.7%	Ⓡ	Ⓡ	11	15.796	1.997	
Dawes Road Neighbourhood Library	3.336	3.377	101.2%	Ⓡ	Ⓞ	12	23.624	4.824	
Guildwood Leasehold Improvement	0.592	0.152	25.6%	Ⓡ	Ⓢ	13	1.183	0.152	
Perth Dupont Relocation	0.080	0.035	43.5%	Ⓡ	Ⓢ	14	0.080	0.035	
Sub-Total	18.068	14.950	82.7%	-	-		98.250	39.545	
Total	39.119	31.440	80.4%				180.115	83.153	

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: Albert Campbell Renovation

Design phase was completed. Construction delayed to next year due to longer than expected design/consultation phase.

Note 2: Albion District Library Renovation

New branch already opened June 5, 2017. Deficiencies were near completion. Electrical work in parking lot will be done in Spring 2019.

Note 3: York Woods Renovation

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

Note 4: Answerline & Community Space Rental Modernization

Project was delayed due to ongoing contract negotiation with vendor.

Note 5: Integrated Payment Solutions

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

Note 6: Virtual Branch Services

Project overspent due to progressing ahead of schedule. Cash flow adjustment will be made to reduce the 2019 Capital Budget to reflect the expenditures already incurred during 2018.

Note 7: Bayview - Bessarion Relocation

Same as above.

Note 8: Centennial Renovation & Expansion

RFP for Architectural Services was issued in October 2018 and was awarded in February 2019. The RFP took longer than anticipated because it was a two-phase process due to the nature and complexity of the work.

Note 9: Fort York New Construction

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

Note 10: Parliament Street Renovation

Project has been deferred to future year as the City's overall plan for Regent Park site development has not been finalized.

Note 11: Wychwood Renovation and Expansion

The lengthy process with securing site plan and building permit approval delayed the start of construction to August 2018. At its meeting on June 26, 2018, Council adopted the recommendation to increase the total project cost by \$5.633 million from \$10.133 million to \$15.796 million.

Note 12: Dawes Road Neighbourhood Library

Project overspent due to progressing ahead of schedule. Cash flow adjustment will be made to reduce the 2019 Capital Budget to reflect the expenditures already incurred during 2018. City Real Estate Services is continuing to work on negotiations for site acquisition.

Note 13: Guildwood Leasehold Improvement

Branch closed on Nov 24, 2018. Construction commenced in December 2018 due to late handover of the new lease space than originally planned.

Note 14: Perth Dupont Relocation

Architect selected, 1st public meeting completed and concept design is complete. Waiting for Developer scheduling. Construction to start in 2021.

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

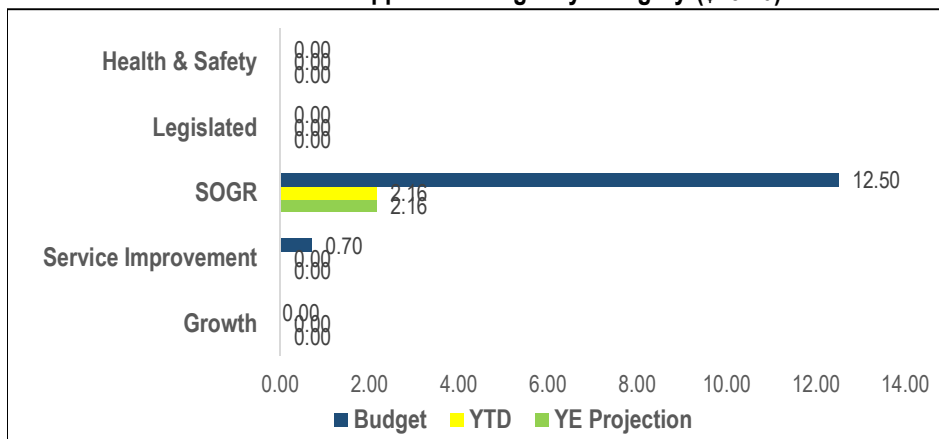


Table 1
2018 Active Projects by Category

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

Chart 2
Project Status - 7

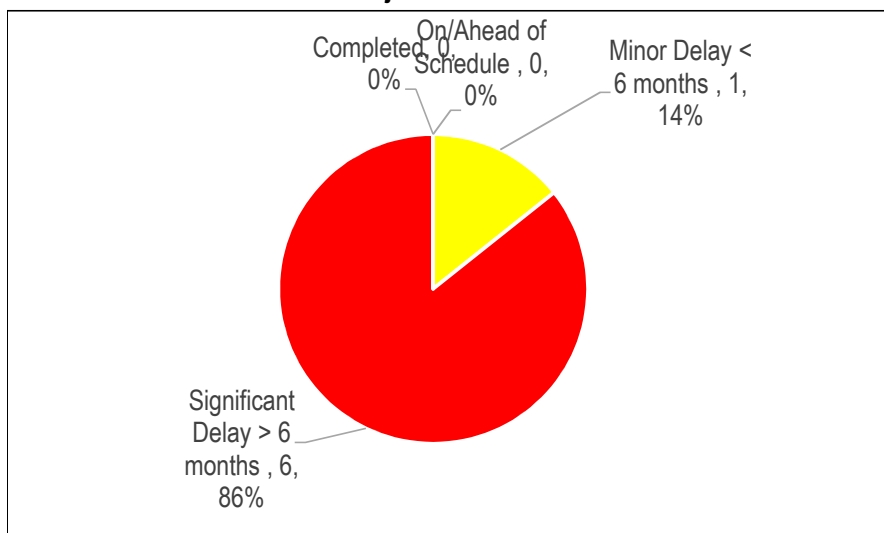


Table 2

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

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	YE Actual				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
State of Good Repair								
Wildlife Health Centre	1.193	0.062	5.2%	Ⓜ	Ⓜ	#1	2.383	1.252
Building & Services Refurbishment	2.739	0.808	29.5%	Ⓜ	Ⓜ	#2	2.820	0.889
Exhibit Refurbishment	0.796	0.790	99.3%	Ⓞ	Ⓜ	#3	0.800	0.794
Grounds and Visitor Improvements	1.992	0.205	10.3%	Ⓜ	Ⓜ	#4	2.000	0.214
Information Systems	0.719	0.233	32.4%	Ⓜ	Ⓜ	#5	0.950	0.464
Orangutan II Outdoor Exhibits	5.063	0.059	1.2%	Ⓜ	Ⓜ	#6	5.350	0.345
Sub-Total	12.501	2.157	17.3%	-	-		14.303	3.958
Service Improvements								
Winter Zoomobile	0.700	0.000	0.0%	Ⓜ	Ⓜ	#7	0.700	0.000
Sub-Total	0.700	0.000	0.0%	-	-		0.700	0.000
Total	13.201	2.157	16.3%				15.003	3.958

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 2017 projects (Valley Halla chimney, Africa generator installation and site services study). Some projects are expected to be completed by March 2019 while some were postponed due to funding limitations. Several 2018 projects are in various stages of design, tender and construction. These projects are to be completed in 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 completed and other 2017 projects were completed in 2018 or were otherwise postponed in accordance with funding limitations. 2018 Projects include wayfinding implementation, washroom design, dangerous animal barrier modifications, viewrail replacements which are scheduled to be completed by June 2019

Note # 5:

2016 Information Systems projects are completed. Due to co-ordination with other projects, 2017 and 2018 projects are delayed.

Note # 6:

Contractor issues in the design phase are causing delays in the completion of Orangutan Outdoor Exhibits. Unspent funding is being re-budgeted in 2019 to complete the project. The Re-design of the exhibit has been awarded in Q4 2018.

Note # 7:

Previously issued RFP did not generate a suitable candidate. The Zoo has issued a second RFP and will be awarding early in 2019 with expected delivery in late 2019/early 2020.

Chart 1
2018 Approved Budget by Category (\$1,662.08)

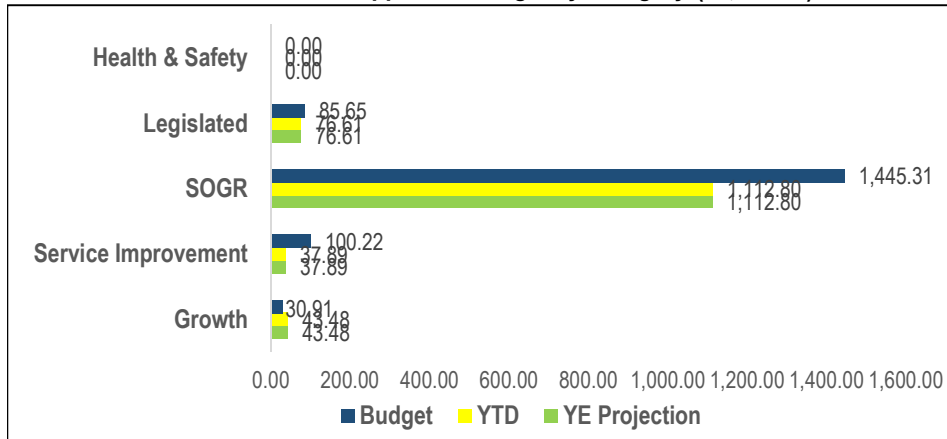


Table 1
2018 Active Projects by Category

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

Chart 2
Project Status - 65

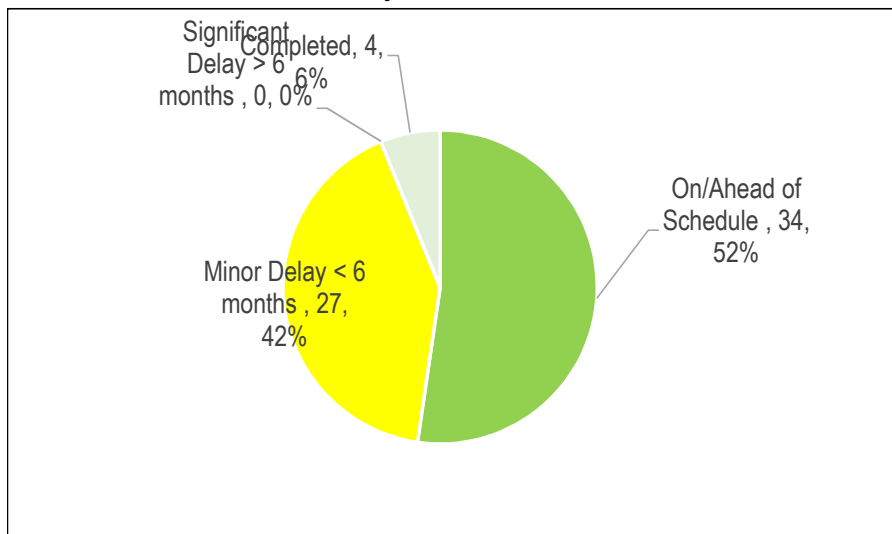


Table 2

Reason for Delay	27	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*		27
Total # of Projects		27

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1,252.43	405.91		3.74	

Key Discussion Points: (Please provide reason for delay)

- The Toronto Transit Commission (TTC) spent \$1,271 million or 76.5% of its 2018 Base Capital Budget of \$1.662 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).
- Toronto York Spadina Subway Extension (TYSSE): The TYSSE project spent \$149.7 million or 38% of the 2018 Capital Budget of \$393.5 million (including \$193.1 million additional carry forward funding as approved by Council on April 24, 2018) for the period ended December 31, 2018. The variance is primarily due to deferral of property settlements, holdback releases, contingencies and claims resolutions

Toronto Transit Commission (TTC)

Key Discussion Points (cont'd):

- Scarborough Subway Extension (SSE): The Scarborough Subway Extension project spent \$82.1 million or 63.5% of its approved budget of \$129.2 million (including \$15.9 million additional carry forward funding as approved by Council on April 24, 2018) for the period ended December 31, 2018. The variance is primarily due to a reduction in property and City Staff allowance, due to revised City acquisition plan.
- New Initiatives - Other Transit Expansion Projects: Included in the 2018 to 2027 Capital Budget and Plans was Transit Studies; a new program that was created to support future transit

Toronto Transit Commission (TTC)

Projects by Category (Million)	2018 Approved Cash Flow	YE Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Legislated								
Communications-Legislated	2.510	2.211	88.1%	⊙	⊙		15.466	12.745
Equipment-Legislated	1.855	1.643	88.6%	⊙	⊙		23.038	18.530
Streetcar Network-Legislated	5.449	5.646	103.6%	⊗	⊙	#1	76.051	48.907
Easier Access-Phase III	46.395	46.780	100.8%	⊙	⊙		669.917	241.881
Streetcar Overhaul - Legislated (AODA)	0.000	0.001			⊙		1.727	1.376
Subway Car Overhaul - Legislated (AODA)	5.209	0.105	2.0%	⊗	⊙	#2	16.338	16.221
Subway Asbestos Removal	7.838	7.606	97.0%	⊙	⊙		118.096	93.710
Other Service Planning - Legislated	4.200	3.782	90.1%	⊙	⊙		22.000	4.814
Other Buildings - Legislated	12.196	8.837	72.5%	⊙	⊙		77.814	19.423
Bus Overhaul - Legislated	0.000	0.000			⊙		7.253	7.175
Sub-Total	85.652	76.611	89.4%	-	-		1,027.702	464.783
State of Good Repair								
Subway Track - SOGR	30.925	20.228	65.4%	⊙	⊙		229.548	175.508
Surface Track - SOGR	45.560	41.687	91.5%	⊙	⊙		261.746	262.034
Traction Power-Variou	21.948	24.823	113.1%	⊗	⊙	#3	287.364	263.766
Power Dist. SOGR	7.064	8.858	125.4%	⊗	⊙	#4	126.187	112.669
Communications-SOGR	36.417	15.168	41.7%	⊗	⊙	#5	176.629	111.864
Signal Systems	20.543	17.552	85.4%	⊙	⊙		197.153	145.605
Finishes-SOGR	20.472	22.098	107.9%	⊗	⊙	#6	171.235	140.604
Equipment-SOGR	29.511	22.865	77.5%	⊙	⊙		298.239	205.996
On-Grade Paving Rehabilitation	13.412	13.784	102.8%	⊗	⊙	#7	96.026	86.405
Bridges And Tunnels-Variou	32.231	29.489	91.5%	⊙	⊙		536.513	486.651
Fire Ventilation Upgrade	16.478	9.033	54.8%	⊙	⊙		376.844	272.371
Purchase of Wheel Trans	11.762	11.163	94.9%	⊙	⊙		21.469	13.241
Purchase Of Subway Cars - SOGR	24.562	12.344	50.3%	⊙	⊙		1,166.948	1,144.479
Streetcar Overhaul - SOGR	9.844	4.452	45.2%	⊗	⊙	#8	111.844	34.310
Subway Car Overhaul - SOGR	54.497	30.795	56.5%	⊙	⊙		376.970	172.390
Automotive Non-Revenue Vehicle Replace - SOGR	3.744	2.765	73.9%	⊙	⊙		20.291	12.369
Rail Non Revenue Vehicle Overhaul	6.547	2.929	44.7%	⊗	⊙	#9	24.832	9.658
Rail Non-Revenue Vehicle Purchase - SOGR	9.763	1.841	18.9%	⊗	⊙	#10	52.775	18.961
Tools And Shop Equipment	8.100	5.054	62.4%	⊙	⊙		34.585	19.811

Toronto Transit Commission (TTC)

Projects by Category (Million)	2018 Approved Cash Flow	YE Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Revenue & Fare Handling Equipment -SOG R	21.179	5.853	27.6%	R	Y	#11	63.132	49.154
Computer Equipment And Software - SOGR	107.721	68.647	63.7%	Y	Y		464.024	334.931
Other Furniture And Office Equipment	0.288	0.047	16.3%	R	Y	#12	4.203	3.132
Other Service Planning - SOG R	4.700	4.567	97.2%	G	G		22.000	5.704
Transit Shelters & Loops - SOG R	0.364	0.330	90.6%	G	G		2.141	1.676
Other Buildings - SOGR	229.691	186.785	81.3%	G	G		573.035	339.201
Purchase of Buses -SOG R	264.248	223.576	84.6%	G	G		776.293	631.507
Bus Overhaul - SOGR	48.044	47.518	98.9%	G	G		336.561	293.099
Other Maintenance Equipment	5.382	1.125	20.9%	R	Y	#13	17.595	5.543
Queensway Garage Expansion	0.217	0.022	10.3%	R	Y	#14	24.226	24.054
Purchase of Streetcars	239.565	178.098	74.3%	G	G		1,186.504	808.366
POP Legacy Fare Collection	1.225	0.468	38.2%	R	Y	#15	1.878	1.973
ATC Resignalling - YUS Line	68.124	56.954	83.6%	G	G		563.480	437.686
ATC Resignalling - Bloor/Danforth Line	0.200	0.129	64.4%	Y	Y		300.674	0.957
Wilson Complex- Modifications	0.033	0.003	9.3%	R	G	#16	95.324	94.953
Leslie Barns	14.690	8.591	58.5%	Y	G		523.489	510.343
TR Yard And Tail Track Accommodation	36.253	33.161	91.5%	G	G		495.385	247.842
Sub-Total	1,445.306	1,112.800	77.0%	-	-		10,017.141	7,478.814
Service Improvements								
Subway Track - Service Improvement	2.565	1.417	55.3%	Y	Y		21.242	18.006
Surface Track - Service Improvement	5.250	0.171	3.3%	R	G	#17	63.964	0.171
Power Dist. Service Improvement	0.254	0.185	72.9%	G	G		1.167	0.908
Communications-Service Improvement	0.096	0.072	75.6%	G	G		0.302	0.306
Finishes-Service Improvement	0.238	0.243	101.9%	R	G	#18	42.397	42.420
Rail Non-Revenue Vehicle Purchase - Service Imp.	6.770	0.015	0.2%	R	Y	#10	25.775	0.024
Other Service Planning - Service Improvement	41.279	5.855	14.2%	R	Y	#19	62.934	18.915
Transit Shelters & Loops - SI	0.061	0.003	4.4%	R	Y	#20	2.766	2.447

Toronto Transit Commission (TTC)

Projects by Category (Million)	2018 Approved Cash Flow	YE Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Other Buildings - Service Improvement	15.344	13.912	90.7%	Ⓞ	Ⓞ		116.099	67.007
Purchase of Buses - Service Improvement	27.186	15.779	58.0%	Ⓢ	Ⓢ		241.141	43.969
Kipling Station Improvements	0.244	0.017	7.0%	Ⓢ	Ⓢ	#21	13.392	13.160
Bicycle Parking At Stations	0.928	0.225	24.2%	Ⓢ	Ⓞ	#22	0.980	0.277
Sub-Total	100.215	37.894	37.8%	-	-		592.159	207.609
Growth Related								
Bus Rapid Transit-Growth	0.256	0.301	117.7%	Ⓢ	Ⓞ	#23	35.278	34.253
Sheppard Subway	3.705	0.000	0.0%	Ⓢ	Ⓞ	#24	968.856	965.151
Automotive Non-Revenue Vehicle Replace - Growth	3.145	0.395	12.6%	Ⓢ	Ⓢ	#25	7.655	3.775
Other Service Planning - Growth	0.600	0.017	2.8%	Ⓢ	Ⓢ	#19	2.711	0.327
Other Buildings - Growth	-18.242	2.749	-15.1%		Ⓢ		144.141	133.074
PRESTO Farecard Implementation	11.542	8.345	72.3%	Ⓞ	Ⓞ		52.612	51.345
McNicol New Bus Garage Facility	29.900	31.671	105.9%	Ⓢ	Ⓞ	#26	181.000	55.990
Sub-Total	30.906	43.478	140.7%	-	-		1,392.253	1,243.915
Total	1,662.079	1,270.783	76.5%				13,029.255	9,395.121

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:

SMI: Work slippage from prior year was completed this year. Pole purchase delivery slipped into February 2019. Deferred construction was offset by advancing construction of alternate feeds and surface traction power.

Note # 4:

Replacement Lighting for Buildings / Garages/Shops/Carhouses: Work at Harvey Shop advanced from future years.

Note # 5:

Resource constraints for both design and installation. Installation forces being redirected to higher priority projects (TYSSE

Note # 6

Roofing Rehabilitation Program: Increase in estimated expenditures at Lawrence West Station.

Masonry Structure Restoration: Increase in estimated expenditures at Queensway Garage Chimney.

Overhead Doors: Advanced funds for Overhead Door Replacement at Wilson Garage and Russell & Roncesvalles Carhouse.

Note # 7

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

Note # 8

AODA project is finished. The remaining 10 Cars in the ALRV OH have been cancelled. TTC will complete the remaining "work in process" to finish with 20 Cars total. The CLRV Overhaul is also stopped and no more SOGR expense will be used in 2019. From \$1.2M budgeted for the new LFLRV program, \$0.5M transferred to EC&E in 2018. Remainder is parts for prototype there were ordered and not supplied in 2018.

Toronto Transit Commission (TTC)

Projects by Category (Million)	2018 Approved Cash Flow	YE Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			

Note # 9

Delay due to final ATP system design. Schedule slipped due to commercial delay in awarding the contract. And contractor delays in retrofitting workcars

Note # 10

Delay due to late delivery of vehicles by contractors. Project slipped due to production delays at vendor's facility. Project slipped due to competing priorities

Note # 11

Adjustment for civil works cost assignment. Additional gate order, foreign exchange adjustment and maintenance calendarization. This is all carryover from 2017.

Note # 12

Enter reason for Delay

Note # 13

Deferral of prior years Equipment purchases

Note # 14

Work from prior year.

Note # 15

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

Note # 16

Deferred work to future years.

Note # 17

- 1 Victoria St- Queen to Dundas. Deferred due to fragile/deteriorated condition hydro ducts.
- 2 Car Stops was on hold due to Transportation Department unable to provide alternate services due to ESA 48 hours work restrictions.
- 3 Broadview -Hogarth to Dundas. Partially deferred (Hogarth to Gerrard St) by City ECS.

Note # 18

- Roofing Rehabilitation Program: Increase in estimated expenditures at Lawrence West Station.
- Masonry Structure Restoration: Increase in estimated expenditures at Queensway Garage Chimney.
- Overhead Doors: Advanced funds for Overhead Door Replacement at Wilson Garage and Russell & Roncesvalles Carhouse.

Note # 19

Deferred construction to 2019. Delays installing equipment

Note # 20

Work completed in 2017.

Note # 21

Final deficiencies being corrected in 2018/2019

Note # 22

Delays in procurement have pushed delivery of double racks into Q1 of 2019. Continue to work closely with M&P to ensure orders are being expedited. M&P is awaiting documentation from Metrolinx regarding their previous purchase(s) of Daytech shelters on a competitive basis in order to proceed with procurement. Daytech has reported significant production delays from other PTIF orders. This has pushed procurement and delivery of bicycle shelters into late 2018.

Note # 23

Completion of landscaping and art work installation delayed due to TYSSE demobilization. (Supposed to be on track, and does not address the over spend)

Note # 24

Delay of business loss claim resolution.

Toronto Transit Commission (TTC)

Projects by Category (Million)	2018 Approved Cash Flow	YE Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			

Note # 25

The fleet plan was revised due to changes/additions requested through the Fleet Asset Management Form. Based on the history of past procurement schedules, it is expected that the delivery of the new requests will be about 1 year from the award of the contract. Thus, a new baseline (accounting for all stages of procurement) of the fleet plan is being developed and will be communicated with stakeholders once finalized. In addition, due to resource gaps, specifications cannot be complete in order to start the tender process.

Note # 26

Increase in expected expenditures for 2018, but no impact to estimated final cost.

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

Program		2018 Approved Cash Flow	2018 Expenditure		Trending	Alert (Benchmark 70% spending rate)
			Year-End Actual	% at Year End		
SWM	Q1	128.67	82.68	64.3%		Ⓢ
	Q2	128.67	74.10	57.6%	↓	Ⓢ
	Q3	126.39	69.24	54.8%	↓	Ⓢ
	Q4	122.31	64.42	52.7%	↓	Ⓢ
TPA	Q1	105.30	78.08	74.2%		Ⓢ
	Q2	105.30	41.27	39.2%	↓	Ⓡ
	Q3	105.30	42.79	40.6%	↑	Ⓡ
	Q4	105.30	15.48	14.7%	↓	Ⓡ
Toronto Water	Q1	946.57	805.01	85.0%		Ⓢ
	Q2	946.57	755.80	79.8%	↓	Ⓢ
	Q3	946.57	713.99	75.4%	↓	Ⓢ
	Q4	946.57	715.50	75.6%	↑	Ⓢ
TOTAL	Q1	1,180.54	965.78	81.8%		Ⓢ
	Q2	1,180.54	871.16	73.8%	↓	Ⓢ
	Q3	1,178.26	826.02	70.1%	↓	Ⓢ
	Q4	1,174.18	795.40	67.7%	↓	Ⓢ
Ⓢ >70% Ⓢ between 50% and 70% Ⓡ < 50% or > 100%						

For the twelve months ended December 31, 2018, capital expenditures for this Service Area totalled \$795.40 million of their collective 2018 Approved Capital Budget of \$1.174 billion. Spending rate is 67.7% and one of the Rate Supported Programs have a year-end spending rate of over 70% of its 2018 Approved Capital Budgets.

Solid Waste Management (SOL)

Chart 1
2018 Approved Budget by Category (\$122.31)

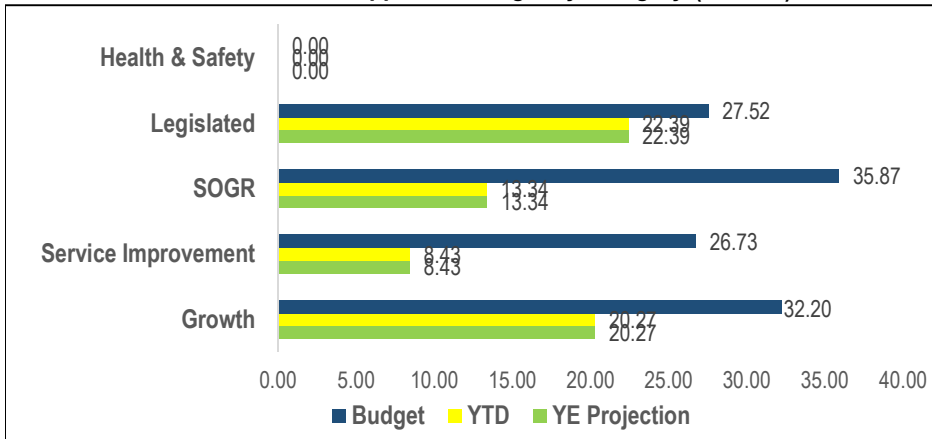


Table 1
2018 Active Projects by Category

Health & Safety	
Legislated	2
SOGR	3
Service Improvement	9
Growth	3
Total # of Projects	17

Chart 2
Project Status - 17

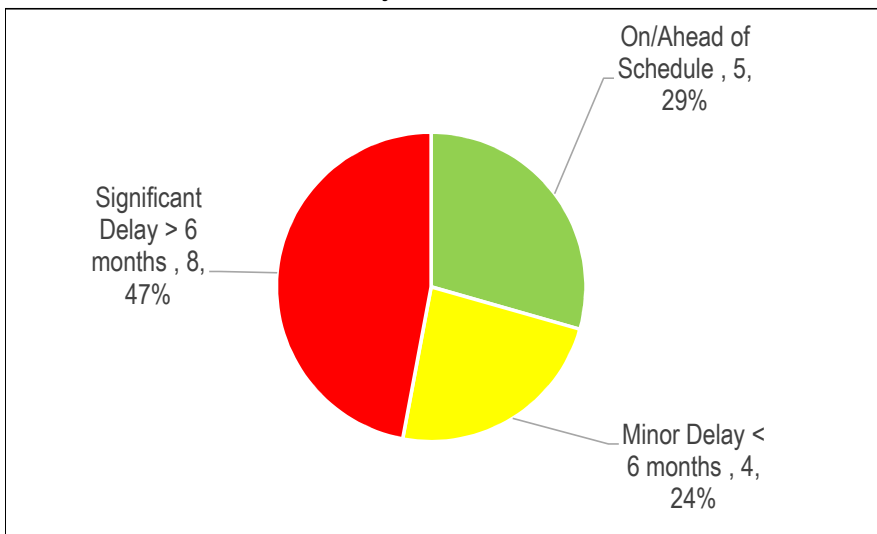


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
27.13	18.39	76.79		

Reasons for "Other*" Projects Delay:

- Minor delay on **Perpetual Care of Landfills**, CSW312 is 83% complete at year-end spending \$15.1 million; 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 is 41% complete at year-end spending \$12.4 million. Delayed greater than 6 months primarily due to insufficient staff resources and delays in finalizing the RFQ/RFPs.
- Major delay on **Diversion Facilities Asset Management**, CSW370 is 9% complete at year-end or \$0.2 million and delayed greater than 6 months due to determining overall strategic direction for the 35 Vanley's Bldg 500. Consultant has been retained with pre-qualification of vendors to be completed by 2019 Q2, then, tender will be issued.

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 (63% of the budget or \$76.8 million) mainly due to delay

Solid Waste Management (SOL)

Key Discussion Points (cont'd):

- **Long Term Waste Strategy** (\$4.601 million) is expected to be delayed with 59% or \$2.7 million 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:** 5 projects/subprojects (22% of the budget or \$27.1 million) are considered as being on-schedule and include on-going work at Green Lane, Landfill Gas Utilization, the Construction of Biogas Utilization at Disco & Dufferin, Diversion Systems (Bins) and SWMS IT Application Initiatives. 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 SWMS Business Intelligence Implementation.

Solid Waste Management (SOL)

Projects by Category (Million)	2018 Approved Cash Flow	YE Actual				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Legislated								
Green Lane Landfill	12.433	9.877	79.4%	Ⓞ	Ⓞ		131.207	66.954
Perpetual Care of Landfills	15.086	12.512	82.9%	Ⓞ	Ⓜ		43.744	34.313
Sub-Total	27.519	22.390	81.4%	-	-		174.951	101.267
State of Good Repair								
Collection Yard Asset Management	3.082	0.747	24.2%	Ⓡ	Ⓡ	1a	3.793	2.038
Transfer Station Asset Management	30.308	12.377	40.8%	Ⓡ	Ⓡ	2	72.371	35.727
Diversion Facilities Asset Management	2.475	0.218	8.8%	Ⓡ	Ⓡ	3	8.177	0.495
Sub-Total	35.865	13.342	37.2%	-	-		84.341	38.260
Service Improvements								
CNG Refuel Station Installation	0.706	0.219	31.0%	Ⓡ	Ⓜ	1b	1.100	0.613
Diversion Systems	5.225	2.951	56.5%	Ⓜ	Ⓞ		134.210	45.541
Landfill Gas Utilization	1.376	0.000	0.0%	Ⓡ	Ⓞ	4	19.456	0.266
Construction of Biogas Utilization at Disco & Dufferin	5.595	0.050	0.9%	Ⓡ	Ⓞ	5	11.782	0.667
Long Term Waste Management Strategy	4.601	2.710	58.9%	Ⓜ	Ⓡ	6	17.093	6.327
SWM IT Application Initiatives	2.501	1.177	47.1%	Ⓡ	Ⓞ		14.675	4.856
IT Corporate Initiatives	4.858	1.281	26.4%	Ⓡ	Ⓡ	7	11.062	3.105
Two-Way Radio Replacement	0.270	0.007	2.4%	Ⓡ	Ⓡ		0.675	0.549
Engineering Planning Studies	1.595	0.032	2.0%	Ⓡ	Ⓜ		4.500	1.137
Sub-Total	26.727	8.426	31.5%	-	-		214.554	63.061
Growth Related								
Dufferin SSO Facility	26.789	19.917	74.3%	Ⓞ	Ⓡ	8	75.943	70.414
Disco SSO Facility	4.405	0.348	7.9%	Ⓡ	Ⓡ	9	84.492	81.170
Dufferin Waste Facility	1.007	0.000	0.0%	Ⓡ	Ⓜ	10	20.500	0.000
Sub-Total	32.201	20.266	62.9%	-	-		180.935	151.584
Total	122.313	64.424	52.7%				654.781	354.171

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

Note # 1a & # 1b:

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 foot print. 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 currently delayed. Ingram Garage Retrofit Project to be completed in 2020 with warranty to the end of 2022.

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: in construction or construction close-out phase; in engineering/ engineering pre-design/detailed design phase; in warranty/completed phase; and in engineering and construction procurement phase. Carry-forward of \$17.930M has been included in 2019 budget.

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 and is mainly due to determining overall strategic direction for the 35 Vanley's Bldg 500. Consultant has been retained and in detailed design phase for SOGR work, Pre-qualification of vendors completed by 2019 Q2, then tender will be issued. Carry-forward of \$2.257M has been included in 2019 budget. 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 studies 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).. 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 with the agreement over a 15 year period starting in 2019 and funded through the Operating Budget. 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)..Only these Interconnection costs will be funded from this Capital Account. Carry-forward of \$3.500M has been included in 2019 budget. A feasibility study of the RNG for the Disco OPF will also be initiated in 2019.

Note # 6:

Long Term Waste Management Strategy - Service improvement on-going projects include the Community Investment Program, Rate Model Studies and the Community Reduce and Reuse Programs. The development of SWMS mobile app, Circular Economy external stakeholder workshop and posting of Mixed Waste Processing RFP were completed in 2018. The Transfer Station Network Capacity Review RFP was delayed during the finalizing of the RFP requirement. Delay in planning and implementation also related to competing priorities resulting from changes to provincial legislation and insufficient staff resources. Carry-forward of \$1.891M has been included in 2019 budget.

Note # 7:

IT Corporate Initiatives - For the Enterprise Work Management Solution (**EWMS**) project: Significant delays at the program level came about due to delays in contract negotiations with the preferred vendor affecting divisions' ability to initiate project activities. Solid Waste's initial implementation of the EWMS, Work Package F, will focus on Equipment and Facility Maintenance work orders. Planning and co-ordinating for this sub-project are now underway with initiation by Q3 2019. A further sub-project, the IT-led Work Package B, continues with some delays.

For the Electronic Document and Records Management Solution (**EDRMS**) 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. Three activities are in the process of being initiated: OpenText implementation (T-Recs with City Clerks), the Office 365 pilot assessment and the Shared Drive Cleanup. The project had re-initiated in Q3 2018 with resources allocated from the IT program office. 2018 carry-forward of \$3.577M has been included in 2019 budget.

Note # 8:

Dufferin SSO Facility - Dry commissioning of various individual system components started in April 2018 and Wet commissioning has begun in June of 2018 and expected to complete in July of 2019. The facility is more than 6 months delayed due to contractor-related issues in completion of wastewater treatment plant component; Final completion date, including 2 year warranty, is in 2021. Carry-forward of \$6.871M has been included in 2019 budget.

Note # 9:

Disco SSO Facility - Plant was commissioned and is processing up to 75,000 tonnes/year of organics. However, the project is more than 6 months delayed as the contractor established 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 with the plan and schedule to complete all work by 2019 Q2..

Note # 10:

Dufferin Waste Facility - Project delayed 3 months due to staffing shortages in PMMD to issue call document. RFP for consulting services was awarded in December 2018. Assessment to build or not will be made by Q2 2019. 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). 2018 carry-forward of \$1.007M has been included in 2019 budget.

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

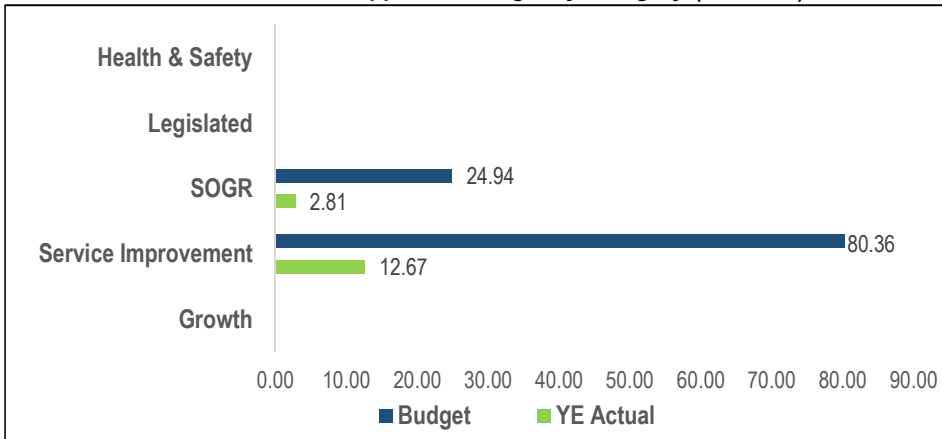


Table 1
2018 Active Projects by Category

Health & Safety	
Legislated	
SOGR	52
Service Improvement	46
Growth	
Total # of Projects	98

Chart 2
Project Status - 98

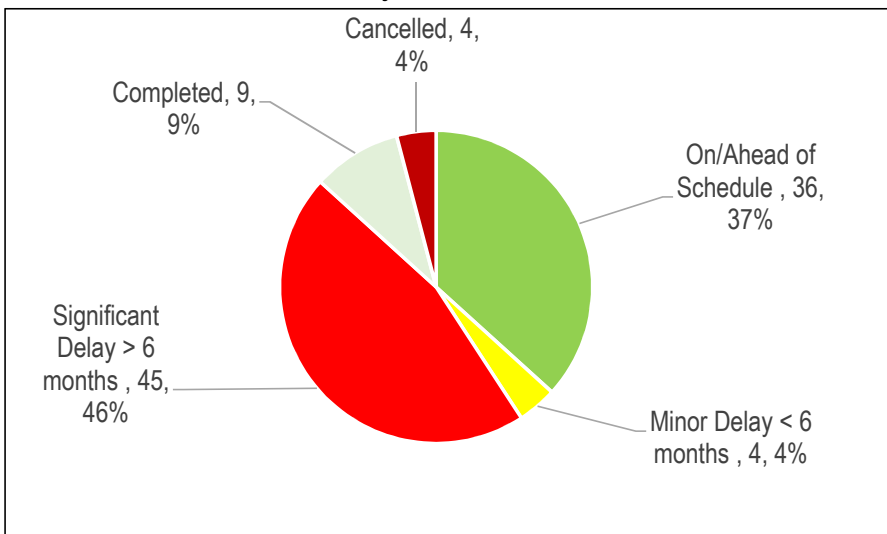


Table 2

Reason for Delay	49	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed	6	1
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	26	2
Community Consultation		
Other*	13	1
Total # of Projects	45	4

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
20.628	11.450	54.138	8.959	10.122

Reasons for "Other*" Projects Delay:

- TPA experiences project delays primarily due to pending negotiations with third parties. Projects may also have been delayed due to pending litigation or disposition of property.

Key Discussion Points:

- In 2018, TPA spent a total of \$15.419 million, or 15%, of its 2018 Approved Capital Budget. They experienced a series of major delays associated with negotiations, pending agreements, and RFQ/RFP delays.
- As a result of their significant underspending, TPA has included total carry forward funding of \$56.283 million to continue and complete a number of projects that are currently underway. A number of large projects are anticipated to be complete in 2019, including Carpark 217 (\$4.600 million) and Carpark 262 (\$10.500 million) which are scheduled to be open in early 2019.
- Four projects with a total project cost of \$10.122 million have been cancelled at this time due to unsuccessful negotiations or are no longer required.
- TPA has completed nine projects, with a total project cost of \$8.959 million including the Bike Share Expansion project.

Toronto Parking Authority (TPA)

Projects by Category (Million)	2018 Approved Cash Flow	YE Actual				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
State of Good Repair								
Boiler Upgrade (CP 36)	0.100	0.000	0.0%	R		# 1	0.100	0.000
Corporate Office Refurbishment	0.067	0.000	0.0%	R	G	# 11	0.200	0.133
Elevator Upgrades (3 projects)	4.500	0.007	0.2%	R	R	# 3	4.500	0.007
Greening Plus Initiatives (4 projects)	3.972	0.345	8.7%	R	G	#1	5.590	1.760
New Customer Service Office (CP 43)	0.150	0.000	0.0%	R	G	# 11	0.150	0.000
New Pay Booths (CP 58)	0.400	0.005	1.3%	R	R	# 2	0.450	0.005
Painting, Signage & Lighting Upgrades (17 projects)	4.395	0.042	0.9%	R	R	# 2, # 4	4.820	0.179
Sprinkler / Fire Alarm and Standpipe (2 projects)	0.592	0.591	99.8%	G	G		0.600	0.599
Structural Upgrades, Maintenance & Technology (9 projects)	3.360	0.302	9.0%	R	R	# 2	4.850	0.942
Sub-Station Replacement / Upgrades (3 projects)	0.481	0.019	3.9%	R	Y	# 3	0.650	0.187
Waterproofing / Concrete Repairs (10 projects)	6.921	1.498	21.6%	R	R	# 2	7.200	1.776
Sub-Total	24.938	2.808	11.3%				29.110	5.588
Service Improvements								
St. Clair / Oakwood (287 Rushton)	0.702	0.439	62.6%	Y	G	# 7	2.013	1.751
CP 1 - Addition of 2 Levels	1.500	0.223	14.9%	R	R	# 9	15.219	13.862
Pay & Display Upgrade	0.230	0.099	43.0%	R	G	# 7	0.485	0.354
Chinahouse (CP 655)	6.488	0.054	0.8%	R	R	# 5	9.900	3.379
Redevelopment of CP 217 (1445 Bathurst)	4.600	0.016	0.3%	R	G	# 7	10.600	0.032
2300 Lake Shore	0.733	0.222	30.3%	R	G	# 11	2.700	2.190
242 Danforth E of Broadview, CP 78 Expansion	0.749	0.007	0.9%	R	R	# 8	3.555	2.813
Oakwood E of Eglinton (#2)	0.750	0.000	0.0%	R	R	# 7	0.750	0.000
Pay & Display Machines	0.072	0.066	92.1%	G	G		0.850	0.844
2204, 2212 Eglinton W. (CP 673)	1.048	0.015	1.4%	R	G	# 7	3.245	2.212
186 Caribou	0.727	0.048	6.6%	R	R	# 5	1.951	1.271
30 Roehampton (150 space garage)	0.150	0.065	43.1%	R	G	# 11	8.000	6.374
Upgrades to Retail and Other Components	0.962	0.000	0.0%	R	G	# 7	1.000	0.038
P&D 3G Modem & Emulation Board	4.344	3.372	77.6%	G	G		5.822	4.850

Toronto Parking Authority (TPA)

Projects by Category (Million)	2018 Approved Cash Flow	YE Actual				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
CP 15 Redevelopment (JV)	0.100	0.000	0.0%	R	G	# 7	1.000	0.000
2623 Eglinton Ave. West	0.094	0.007	7.1%	R	G	# 5	2.780	2.693
1220-1222 Wilson Ave.	2.150	0.058	2.7%	R	R	# 7	6.000	2.958
437 Rogers Road	0.215	0.016	7.2%	R	R	# 5	0.900	0.700
Carpark Provisions 2016	3.236		0.0%	R		# 1	3.329	0.093
775 King Street (CP 272)	6.000		0.0%	R		# 1	6.000	0.000
Bike Share Expansion - Metrolinx	1.867	1.867	100.0%	G	G		6.797	6.797
592 and 598 Gerrard E.	0.044		0.0%	R	G	# 5	2.458	2.414
5 Chartwell Road	0.017		0.0%	R	G	# 5	0.831	0.814
Maintenance Facility	0.985	0.014	1.4%	R	G	# 7	5.000	4.029
Carpark Provisions 2017 (50 Richmond)	1.600	0.035	2.2%	R		# 2	10.000	0.035
Bike Share Expansion	0.276	0.228	82.6%	G	G		4.000	3.952
Queen / Soho	10.500	0.300	2.9%	R	Y	# 7	10.500	0.300
11 Wellesley	7.475	0.000	0.0%	R	R	# 7	7.475	0.000
50 Wellesley	2.760		0.0%	R	R	# 4	2.760	
St. Patrick CP 221	0.100	0.048	48.0%	R	G	# 7	0.100	0.048
CP212 / 227 Adelaide & Spadina Redevelopment	0.100		0.0%	R	G	# 7	0.100	
Carpark Provisions 2018	10.000	0.392	3.9%	R	R	# 2	10.000	0.392
Work & Asset Mgmt SaaS Solution	0.160		0.0%	R	R	# 2	0.160	
Monthly Payments Solutions	0.075		0.0%	R	R	# 2	0.075	
Pay by Plate Development and Pilot	0.090	0.014	15.7%	R	G	# 7	0.090	0.014
Phone Support System/ Dispatch	0.080		0.0%	R	R	# 3	0.080	
Hub Lane Equipment Refresh (10 CPs)	0.700		0.0%	R	Y	# 2	0.700	
Website Mapping Upgrades	0.100		0.0%	R	R	# 2	0.100	
ERP/Financial System - Pick Replacement	3.000		0.0%	R	R	# 3	3.000	
CP39 - Castlefield Redevelopment	0.100	0.031	31.4%	R	R	# 4	0.100	
Bike Share Expansion - PTIF	4.980	4.980	100.0%	G	G		4.980	4.980
CP 505 Cliveden Redevelopment	0.500		0.0%	R	R	# 6	0.500	
St Clair West Corso Italia (7 Norton Avenue)	0.000	0.009				# 10	6.000	0.009
Dundas / Dovercourt (1113 Dundas)	0.000	0.023				# 10	5.600	0.023
Redevelopment of CP 5 (15 Wellesley)	0.000	0.026				# 10	0.100	0.090
Sub-Total	80.358	12.673	15.8%	-	-		167.605	70.310

Toronto Parking Authority (TPA)

Projects by Category (Million)	2018 Approved Cash Flow	YE Actual				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Total	105.297	15.481	14.7%			196.715	75.898	

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 accounted for in the 2019 Capital Budget.

Note # 2:

Projects have been delayed due to coordination with other projects. This includes 14 State of Good Repair projects that require coordination such as painting; signage upgrades; waterproofing; and concrete repairs among multiple carparks. It also includes 5 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 68 now scheduled to be completed in 2020.

Note # 4:

Projects have been delayed due to pending negotiations. This includes Carpark 39 (20 Castlefield Rd) and the project at 50 Wellesley. Upgrades to signage and lighting at CP 11 have also been delayed due to pending lease negotiations.

Note # 5:

Projects are experiencing a delay as they are currently pending disposition of property and/or pending litigation.

Note # 6:

Project is currently on hold and/or an agreement is not yet in place.

Note # 7:

Projects may have experienced delays in 2018, but agreements are in place and/or construction is underway and projects are expected to be complete in 2019 / 2020. Carry forward funding has been included in the 2019 Capital Budget as required. Projects under construction include CP 664 (Oakwood / Eglinton) and CP 221 (121 St. Patrick). Both Carpark 217 (1445 Bathurst) and Carpark 262 (10 Soho) will be operating in early 2019.

Note # 8:

Delays were experienced in 2018 due to environmental assessments and community consultations.

Note # 9:

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

Note # 10:

Future year projects that incurred legal expenses earlier than anticipated. These projects have been considered in the 2019 Capital Budget. 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 and/or are on track. 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
2017 Approved Budget by Category (\$946.57)

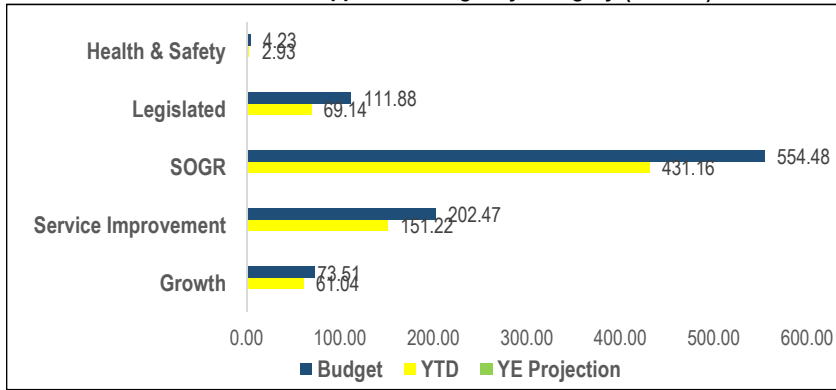


Table 1
2017 Active Projects by Category

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

Chart 2
Project Status - 61

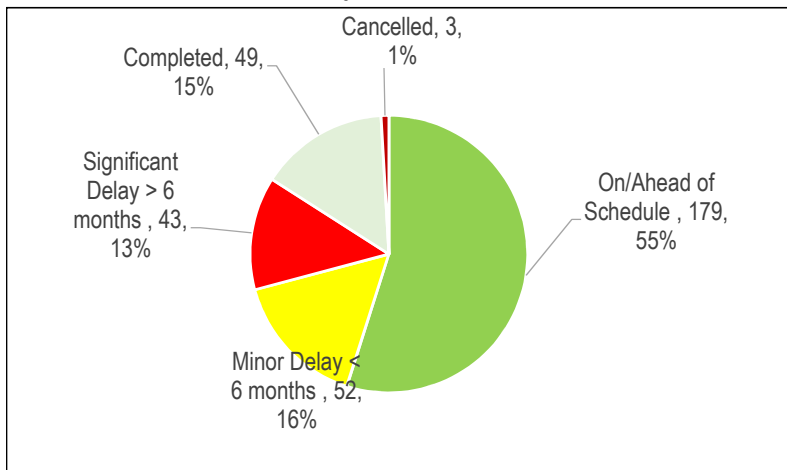


Table 2

Reason for Delay	89	
	Significant Delay	Minor Delay
Insufficient Staff Resources	2	2
Procurement Issues	8	10
RFQ/RFP Delayed	10	6
Contractor Issues	2	8
Site Conditions	20	15
Co-ordination with Other Projects		
Community Consultation		
Other*		6
Total # of Projects	42	47

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
717.26	147.71	78.61	2.95	0.05

Reasons for "Other*" Projects Delay:

- Mostly delays in obtaining legal agreements.

Key Discussion Points:

- As of December 31, 2018 Toronto Water spent \$715.497 million or 75.6% of the total 2018 Approved Capital Budget of \$946.572 million. The projected year-end spending rate is consistent with the Q3 projected year-end spend rate but lower than the 10-Year Rate Model completion target for 2018 of 85% for projects funded from the Toronto Water Capital Financing Reserve Fund.
- 70.8% or \$670.595 million is dedicated to State of Good Repair, Health and Safety and Legislative projects in 2018.
- \$720.205 million or 76.1% of projects are completed or on track for scheduled completion. Most capital projects are multi-year projects or on-going expenditures with completion dates in future years.
- The following multi-year projects account for 81.3% of the year-to-date spending: Rehabilitation and Replacement of Linear Infrastructure for Water and Sewers projects (\$285.179 million or 79.1% of the 2018 Approved Capital Budget); Improvements at Ashbridges Bay which include the upgrade of primary treatment process (\$98.050 million or 62.8% of the 2018 Approved Capital Budget) and Highland Creek Treatment Plant including bio-solids treatment and waste activated sludge and dewatering process upgrades (\$29.832 million or 86.1% of the 2018 Approved Capital Budget); Wet Weather Flow (\$89.895 million or 86.5% of the 2018 Approved Capital Budget); Transmission & Storage Facilities including the watermain construction and implementation of corrosion control projects at the water treatment plants (\$45.367 million or 76.3% of the 2018 Approved Capital Budget); and Basement Flooding Program (\$33.098 million or 62.8% of the 2018 Approved Capital Budget).
- Chart 1 reflects projects by category as displayed at the program level in the Project by Category Table Chart 2 reflects

the total number of individual projects.

Toronto Water (TW)

Projects by Category (Million)	2018 Approved Cash Flow	YE Actual				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Health & Safety								
Ashbridges Bay Treatment Plant	2.009	0.989	49.2%	Ⓡ	Ⓡ	#4	33.343	24.449
Humber Wastewater Treatment	2.224	1.9417	87.3%	ⓐ	ⓐ		21.024	18.060
Sub-Total	4.233	2.930	69.2%	-	-		54.367	42.509
Legislated								
Ashbridges Bay Treatment Plant	54.840	31.169	56.8%	Ⓨ	Ⓨ	#3	633.483	46.851
RL Clark Treatment Plant	3.704	3.704	100.0%	ⓐ	ⓐ		7.150	4.400
Highland Creek Treatment Plant	10.243	9.721	94.9%	ⓐ	ⓐ		100.538	70.398
Humber Wastewater Treatment	2.654	2.452	92.4%	ⓐ	ⓐ		52.820	52.176
Island Treatment Plant	3.255	2.635	81.0%	ⓐ	ⓐ		67.531	20.416
Pumpint	3.455	2.652	76.8%	ⓐ	ⓐ		59.324	19.95
Stations&Forcemains								
Water Service Replacement	33.627	16.788	49.9%	Ⓡ	Ⓡ	#2	266.131	207.759
WT - Storage & Treatment	0.100	0.024	24.0%	Ⓡ	Ⓡ	#2	1.546	1.446
Sub-Total	111.879	69.145	61.8%	-	-		1,188.523	423.396
State of Good Repair								
Ashbridges Bay Treatment Plant	90.642	60.990	67.3%	Ⓨ	Ⓨ	#3	1348.218	533.321
Business & Technology Support	0.495	0.311	62.8%	Ⓨ	ⓐ	#1	4.396	4.078
RL Clark Treatment Plant	13.050	13.050	100.0%	ⓐ	ⓐ		105.751	92.674
RC Harris Treatment Plant	8.350	5.380	64.4%	Ⓨ	Ⓨ	#3	49.435	30.835
Highland Creek Treatment Plant	19.183	16.952	88.4%	ⓐ	ⓐ		335.665	174.137
FJ Horgan Treatment Plant	2.212	1.166	52.7%	Ⓨ	Ⓨ	#3	12.537	9.613
Humber Wastewater Treatment	45.133	35.0516	77.7%	ⓐ	ⓐ		339.914	145.291
Island Treatment Plant	9.052	8.135	89.9%	ⓐ	ⓐ		35.519	15.745
Linear Engineering	84.863	70.247	82.8%	ⓐ	ⓐ		451.651	316.732
Pumping	3.963	0.909	22.9%	Ⓡ	Ⓡ	#4	50.475	30.469
Stations&Forcemains								
Sewer Rehabilitation	56.385	50.818	90.1%	ⓐ	ⓐ		409.96	282.613
Sewer Replacement	10.749	5.704	53.1%	Ⓨ	Ⓨ	#3	131.717	110.572
Trunk Sewers	45.560	35.394	77.7%	ⓐ	ⓐ		342.905	112.107
Trunk Watermains	13.660	13.187	96.5%	ⓐ	ⓐ		53.272	43.848
Watermain Structure Lining	55.289	43.853	79.3%	ⓐ	ⓐ		473.237	378.553
Watermain Replacement	53.786	40.387	75.1%	ⓐ	ⓐ		418.202	334.935

Toronto Water (TW)

Projects by Category (Million)	2018 Approved Cash Flow	YE Actual				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Water Service Replacement	1.810	1.810	100.0%	G	G		19.577	17.964
WT - Storage & Treatment	27.827	24.418	87.7%	G	G		169.019	61.998
WWF - Implementation Projects	7.632	0.530	6.9%	R	R	#4	33.446	8.618
WWF - Stream Restoration	4.256	2.399	56.4%	Y	Y	#3	75.606	54.651
Yards & Facilities	0.583	0.474	81.3%	G	G		5.013	2.824
Sub-Total	554.482	431.163	77.8%	-	-		4,865.515	2,761.578
Service Improvements								
Ashbridges Bay Treatment Plant	7.791	4.902	62.9%	Y	Y	#3	69.889	40.948
Water Meter Program (AMR)	3.300	2.393	72.5%	G	G		216.112	216.112
Business & Technology Support	9.424	7.653	81.2%	G	G		77.501	34.688
Basement Flooding Program	52.703	33.098	62.8%	Y	Y	#3	1472.209	381.249
RC Harris Treatment Plant	4.261	2.280	53.5%	Y	Y	#3	11.565	2.781
Highland Creek Treatment Plant	5.199	3.160	60.8%	Y	Y	#3	165.035	29.15
FJ Horgan Treatment Plant	0.759	0.471	62.1%	Y	Y	#3	8.610	3.167
Humber Wastewater Treatment	3.276	2.479	75.7%	G	G		95.762	55.537
Island Treatment Plant	1.624	0.022	1.4%	R	R	#4	2.554	0.157
Linear Engineering Pumping	1.871	0.663	35.4%	R	R	#4	11.402	3.912
Stations&Forcemains	0.241	0.241	100.0%	G	G		3.736	3.224
Sewer Replacement	1.270	0.015	1.2%	R	R	#2	30.015	26.321
Trunk Watermains	0.725	0.091	12.6%	R	R	#4	10.951	0.712
WT - Storage & Treatment	11.276	4.284	38.0%	R	R	#4	40.025	25.068
WTP - Plant Wide	1.969	0.664	33.7%	R	R	#4	20.964	0.771
WWF - Implementation Projects	77.972	74.302	95.3%	G	G		753.93	188.759
WWF - TRCA	14.032	12.664	90.3%	G	G		84.032	83.232
Yards & Facilities	4.780	1.835	38.4%	R	R	#4	59.318	28.508
Sub-Total	202.469	151.217	74.7%	-	-		3,133.610	1,124.296
Growth Related								
Ashbridges Bay Treatment Plant	0.750	0	0.0%	R	R	#4	1.000	0.000
Highland Creek Treatment Plant	0.010	0	0.0%	R	R	#4	8.630	7.140
Linear Engineering	0.607	0.539	88.8%	G	G		2.967	2.160

Toronto Water (TW)

Projects by Category (Million)	2018 Approved Cash Flow	YE Actual				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
New Service Connections	34.825	33.768	97.0%	Ⓞ	Ⓞ		258.657	246.334
New Sewers	10.140	8.130	80.2%	Ⓞ	Ⓞ		48.925	25.987
Pumping Stations&Forcemains	5.099	2.332	45.7%	Ⓡ	Ⓡ	#4	25.256	3.953
Trunk Sewers	0.546	0.113	20.7%	Ⓡ	Ⓡ	#4	4.165	3.090
Trunk Watermains	5.727	3.21	56.1%	Ⓢ	Ⓢ	#3	52.156	4.230
Water Efficiency Plan	0.491	0.337	68.6%	Ⓢ	Ⓢ	#2	13.065	11.285
Watermain Replacement	15.154	12.457	82.2%	Ⓞ	Ⓞ		99.417	58.080
WT - Storage & Treatment	0.159	0.154	96.9%	Ⓞ	Ⓞ		4.718	4.578
Sub-Total	73.509	61.041	83.0%	-	-		518.956	366.837
Total	946.572	715.497	75.6%				9,760.971	4,718.616

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

Note # 1:

Projects are on schedule and/or completed with lower than planned costs/commitments have been released.

Note # 2:

There was a lower than anticipated demand for planned substandard water service replacement and water efficiency projects. Less controlled substances at construction sites resulted in lower expenditures in the Water Storage and Treatment Program.

Note # 3:

Minor project delays are due to one or combination of the following reasons: procurement issues (RC Harris Waste Water Treatment Plant Filters Rehabilitation Pilot Project), need to develop project scope or delay design phase due to required sequencing to ensure continued operations, utility reallocation and/or to obtain required approvals (FJ Horgan Water Treatment Plant Building Fire, HVAC and Lighting upgrades, RC Harris Emergency Standby Power project, Ashbridges Bay Treatment Plant state of good repair projects including Digester Cleaning and 9-12 Digester Refurbishment, Basement Flooding projects, FJ Horgan Treatment Plant facility and process state of good repair projects, and Wet Weather Flow Stream Restoration projects) or site conditions (Ashbridges Bay Treatment Plant Admin and Blower Building Improvements project), and requirement to obtain third party agreements/easements (Sewer Replacement projects and Trunk Watermains - Scarborough Transmission project from Scarborough Pumping Station of St. Clair/Midland).

Note # 4:

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 (Forcemain Replacement Program and Trunk Sewers projects), sequencing at the plants (plant-wide Water Treatment projects) and vendor resource issues (Trunk Watermain Transmission System Automation and various Water Storage and Pumping Stations projects), extended design phase due to additional operational requirements (Ashbridges Bay Treatment Plant health and safety projects and Yards & Facilities Lab project), and delays in procurement process due to high bid proces (Wet Weather Flow Implementation projects - Western Beach Retrofit project) and in acquiring legal agreements/easements (Highland Creek Wastewater Treatment Plant), need to wait for completion of other on-going studies (Ashbridges Bay Treatment Plant), and requirement for additional resources (Asset Management System Implementation).