# BU44.2

*APPENDIX 5*

*Capital Dashboard by Program/Agency*

*Table of Content*


| *Program/Agency* | Page # |
|---|---|
| Cluster A Summary | 2 |
| Children's Services | 3 |
| Court Services | 6 |
| Economic Development & Culture | 8 |
| LTCHS (Long Term Care Home & Services) | 11 |
| Parks, Forestry & Recreation | 13 |
| Shelter, Support & Housing Administration | 16 |
| Toronto Employment & Social Services | 19 |
| Toronto Paramedic Services | 21 |
| Cluster B Summary | 23 |
| City Planning | 24 |
| Fire Services | 26 |
| Transportation Services | 29 |
| Waterfront Revitalization Initiative | 35 |
| Internal Corporate Services Summary | 37 |
| 311 Toronto | 38 |
| Facilities & Real Estate | 40 |
| Fleet Services | 44 |
| Information Technology | 47 |
| Chief Financial Officer Summary | 51 |
| Financial Services | 52 |
| Other City Programs Summary | 54 |
| City Clerk's Office | 55 |
| Agencies Summary | 57 |
| Exhibition Place | 58 |
| Sony Centre (Hummingbird) | 60 |
| Toronto & Region Conservation Authority | 63 |
| Toronto Police Service | 65 |
| Toronto Public Health | 68 |
| Toronto Public Library | 70 |
| Toronto Zoo | 72 |
| Toronto Transit Commission | 75 |
| Rate Supported Programs Summary | 79 |
| Solid Waste Management | 80 |
| Toronto Parking Authority | 84 |
| Toronto Water | 87 |

2018 Capital Spending by Program
Cluster A

| Program | | 2018 Approved Cash Flow | 2018 Expenditure | | | Trending | Alert (Benchmark 70% spending rate) |
|---|---|---|---|---|---|---|---|
| | | | YTD Spending | Year-End Projection | % at Year End | | |
| CHS | Q1 | 41.80 | 3.16 | 28.41 | 68.0% | | Ⓨ |
| Court Services | Q1 | 1.19 | 0.14 | 0.95 | 79.6% | | Ⓖ |
| EDC | Q1 | 33.37 | 1.16 | 23.02 | 69.0% | | Ⓨ |
| LTCHS | Q1 | 12.17 | 0.05 | 12.17 | 100.0% | | Ⓖ |
| PF&R | Q1 | 203.97 | 12.48 | 154.33 | 75.7% | | Ⓖ |
| SS&HA | Q1 | 312.42 | 51.13 | 282.34 | 90.4% | | Ⓖ |
| TESS | Q1 | 8.91 | 2.85 | 8.91 | 100.0% | | Ⓖ |
| TPS | Q1 | 5.16 | 0.11 | 4.13 | 80.1% | | Ⓖ |
| TOTAL | Q1 | 618.99 | 71.09 | 514.26 | 83.1% | | Ⓖ |

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

For the three months ended March 31, 2018, capital expenditures for this Cluster totalled $71.09 million of their collective 2018 Approved Capital Budget of $618.99 million. Spending is expected to increase to 514.25 million (83.1%) by year-end. Six Programs in this Cluster have a year-end spending rate of over 70% of their respective 2018 Approved Capital Budgets.

Long Term Care Home & Services and Toronto Employment & Social Services have project year-end spending rates of 100% while Toronto Court Services, Parks, Recreation & Forestry, Shelter Support & Housing Administration and Toronto Paramedic Services have projected year-end spending rates of 79.6%, 75.7%, 90.4% and 80.1% respectively and Children Services and Economic Development & Culture have year-end spending rate less than 70%.

Children's Services (CHS)

Chart 1
2018 Approved Budget by Category ($41.80)

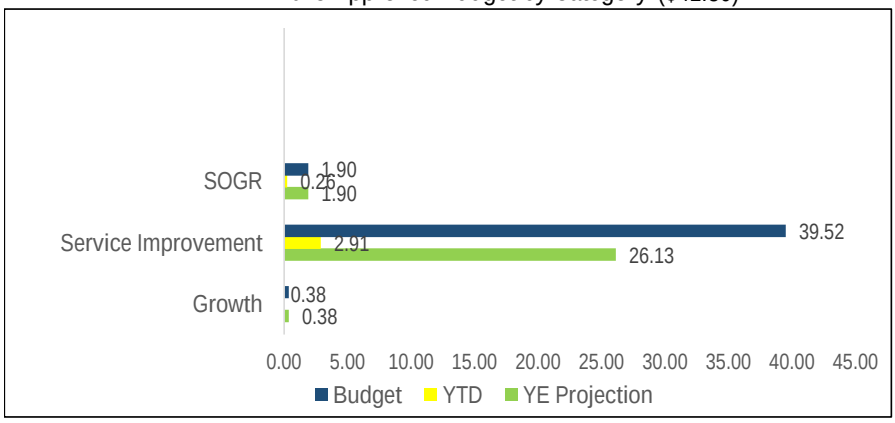


Table 1
2018 Active Projects by Category

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

Chart 2
Project Status - 24

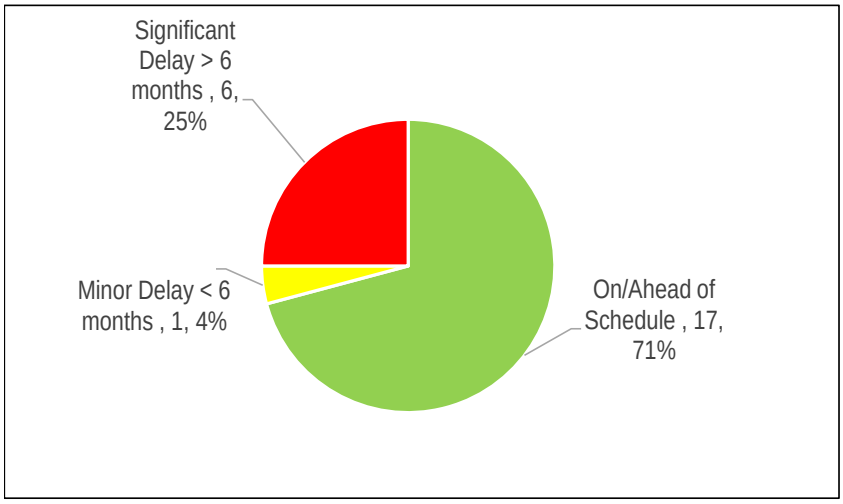


Table 2
Reason for Delay 7

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

Table 3
Projects Status ($Million)

| On/Ahead of Schedule | Minor Delay < 6 months | Significant Delay > 6 months | Completed | Cancelled |
|---|---|---|---|---|
| 29.07 | 0.14 | 12.59 | | |

Reasons for "Other*" Projects Delay:

- The Mount Dennis Child Care Centre is being managed by Metrolinx as part of the cross town capital intiative; this project has been delayed due to the need to expropriatie property for relocation of the child care centre.

Key Discussion Points:

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

Key Discussion Points (cont'd):

**Note # 1:**

2018 TELCCS SOGR will accelerate spending in Q2 and Q3 as projects are identified and workplan co-ordinated.

**Note # 2**

Project awaiting funding confirmation from YMCA.

**Note # 3:**

Project design under way, with approval required from the school board.

**Note # 4:**

Project on hold, pending design/ scope change.

**Note # 5:**

Exterior finishing causing delay in project completion.

**Note # 6:**

Metrolinx relocation project; project delivery delayed due to need to expropriatie property.

**Note # 7:**

Project agreement  in early stages of negotiation.

Children's Services (CHS)

| Projects by Category (Million) | 2018 Approved Cash Flow | YTD Exp. $ | YTD Exp. % | YE Projection $ | YE Projection % | On Budget | On Time | Notes | Total Approved Budget | Life-to-Date | Time Status |
|---|---|---|---|---|---|---|---|---|---|---|---|
| State of Good Repair | | | | | | | | | | | |
| TELCCS SOGR 2017 | 0.431 | 0.256 | 59.4% | 0.431 | 100.0% | G | G | | 1.805 | 1.630 | On Time |
| TELCCS SOGR 2018 | 1.473 | | 0.0% | 1.473 | 100.0% | G | G | #1 | 1.473 | | On Time |
| Sub-Total | 1.904 | 0.256 | 13.4% | 1.904 | 100.0% | - | - | | 3.278 | 1.630 | |
| Service Improvements | | | | | | | | | | | |
| St John the Evangelist Catholic School | 1.187 | | 0.0% | 1.187 | 100.0% | G | G | | 3.900 | 0.575 | On Time |
| Service Efficiency | 0.506 | 0.131 | 25.9% | 0.506 | 100.0% | G | G | | 3.175 | 2.800 | On Time |
| Block 31 Child Care Centre | 2.578 | 0.157 | 6.1% | 2.577 | 100.0% | G | G | | 4.733 | 0.768 | On Time |
| Avondale Public School | 0.145 | | 0.0% | 0.145 | 100.0% | G | G | | 1.433 | 1.288 | On Time |
| Bridletown Community Centre | 1.750 | | 0.0% | 0.000 | 0.0% | R | R | #2 | 3.900 | 0.000 | > 6 months |
| Advent Health Care Child | 2.172 | 0.300 | 13.8% | 2.172 | 100.0% | G | G | | 2.710 | 0.838 | On Time |
| Stanley Public School | 2.363 | 0.000 | 0.0% | 2.363 | 100.0% | G | G | | 3.900 | 0.137 | On Time |
| St. Columba Public School | 1.061 | | 0.0% | 1.061 | 100.0% | G | G | | 1.525 | 0.164 | On Time |
| St. Maurice Catholic School | 0.430 | | 0.0% | 0.430 | 100.0% | G | G | | 1.472 | 1.042 | On Time |
| St. Barnabas Catholic | 2.423 | | 0.0% | 1.000 | 41.3% | R | R | #3 | 2.600 | 0.177 | > 6 months |
| St. Roch Catholic School | 1.806 | | 0.0% | 0.800 | 44.3% | R | R | #3 | 1.900 | 0.094 | > 6 months |
| St Bartholome Catholic | 2.483 | | 0.0% | 1.000 | 40.3% | R | R | #3 | 2.600 | 0.117 | > 6 months |
| St. Stephen Catholic School | 0.433 | | 0.0% | 0.433 | 100.0% | G | G | | 1.400 | 0.967 | On Time |
| TCH Lawrence Ave Site | 3.618 | 0.023 | 0.6% | 3.618 | 100.0% | G | G | | 3.900 | 0.305 | On Time |
| TCH Needle Firway | 2.125 | | 0.0% | 0.000 | 0.0% | R | R | #4 | 3.900 | 0.075 | > 6 months |
| George Webster Public School | 0.143 | | 0.0% | 0.143 | 100.0% | G | Y | #5 | 2.400 | 2.258 | < 6 months |
| Mount Dennis Child Care Centre | 7.905 | 2.295 | 29.0% | 4.300 | 54.4% | Y | G | #6 | 9.000 | 2.390 | On Time |
| North East Scarborough | 0.094 | | 0.0% | 0.094 | 100.0% | G | G | | 3.900 | | On Time |
| Child Care Centre No 11 | 1.300 | 0.000 | 0.0% | 1.300 | 100.0% | G | G | | 3.900 | 0.000 | On Time |
| Anishawabe | 2.000 | 0.000 | 0.0% | 0.000 | 0.0% | R | R | #7 | 6.000 | 0.000 | > 6 months |
| Bendale Child Care Centre | 3.000 | | 0.0% | 3.000 | 100.0% | G | G | | 3.000 | 0.000 | On Time |
| Sub-Total | 39.522 | 2.906 | 0.755 | 26.129 | 66.1% | | | | 71.248 | 13.995 | |
| Growth Related | | | | | | | | | | | |
| TCS Growing Child Care | 0.378 | | 0.0% | 0.378 | 100.0% | G | G | | 4.764 | | On Time |
| Sub-Total | 0.378 | 0.000 | | 0.378 | 100.0% | | | | 4.764 | 0.000 | |
| Total | 41.804 | 3.162 | | 28.411 | | | | | 79.290 | 15.625 | |

| 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 |

Court Services (CTS)

Chart 1
2017 Approved Budget by Category ($1.19)

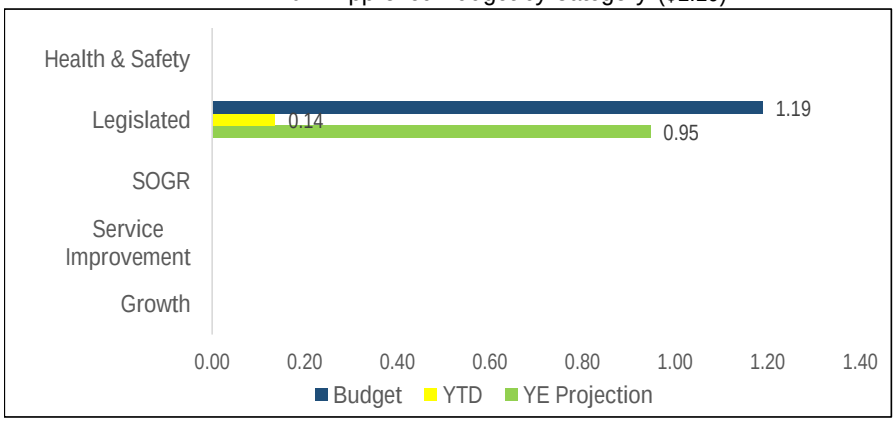


Table 1
2017 Active Projects by Category

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

Chart 2
Project Status - 1

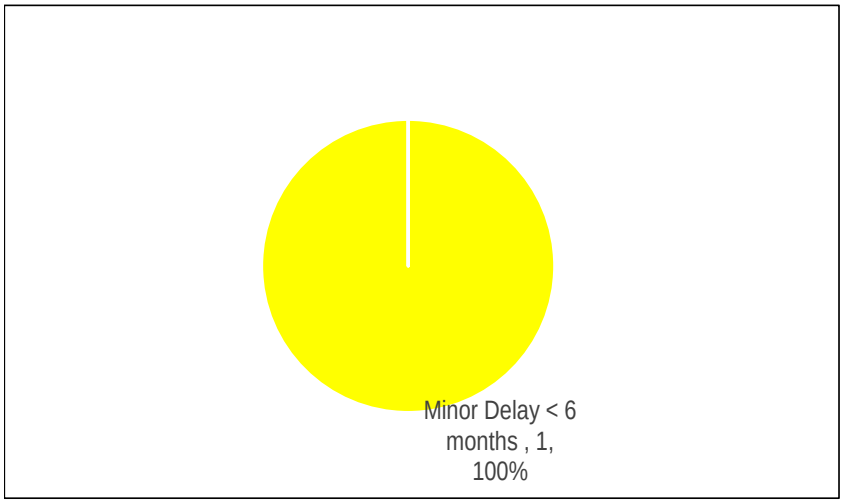


Table 2

Reason for Delay 1

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

Key Discussion Points:

- Local Appeal Body project was originally delayed due to the co-location with Administrative Penalty Tribunal (APT) hearing office that resulted in additional unknown technical requirements that required extending design services. This project is further delayed due to additional work needed from unforeseen base building site conditions . The project is now expected to complete in July-2018 instead of January -2018.

Court Services (CTS)

| Projects by Category (Million) | 2017 Approved Cash Flow | YTD Exp. | | YE Projection | | | | Notes | Total Approved Budget | Life-to-Date |
|---|---|---|---|---|---|---|---|---|---|---|
| | | $ | % | $ | % | On Budget | On Time | | | |
| Legislated | | | | | | | | | | |
| LOCAL APPEAL BODY (LA | 1.189 | 0.136 | 11.4% | 0.947 | 79.6% | G | Y | #1 | 1.577 | 0.524 |
| Sub-Total | 1.189 | 0.136 | 11.4% | 0.947 | 79.6% | - | - | | 1.577 | 0.524 |
| Total | 1.189 | 0.136 | | 0.947 | | | | | 1.577 | 0.524 |

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

Note # 1:

Project is delayed due to additional work needed from unforeseen existing base building site conditions.

Chart 1
2018 Approved Budget by Category ($33.37)

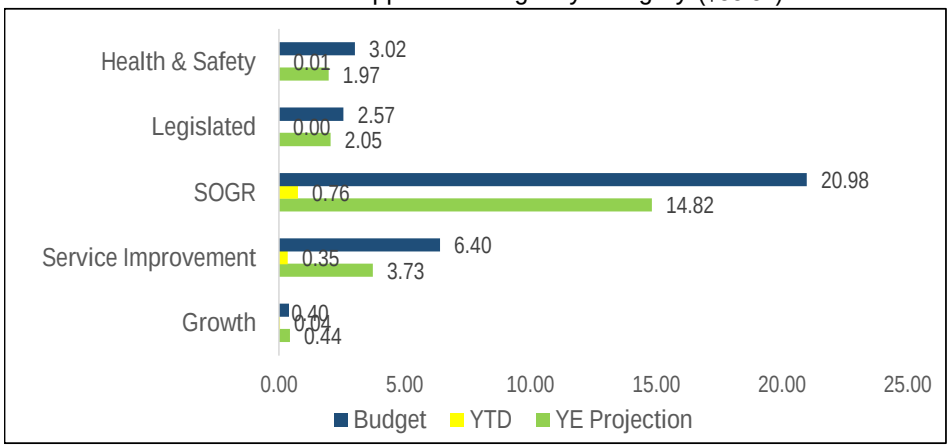


Table 1
2018 Active Projects by Category

| | |
|---|---|
| Health & Safety | 2 |
| Legislated | 3 |
| SOGR | 11 |
| Service Improvement | 8 |
| Growth | 3 |
| Total # of Projects | 27 |

Chart 2
Project Status - 27

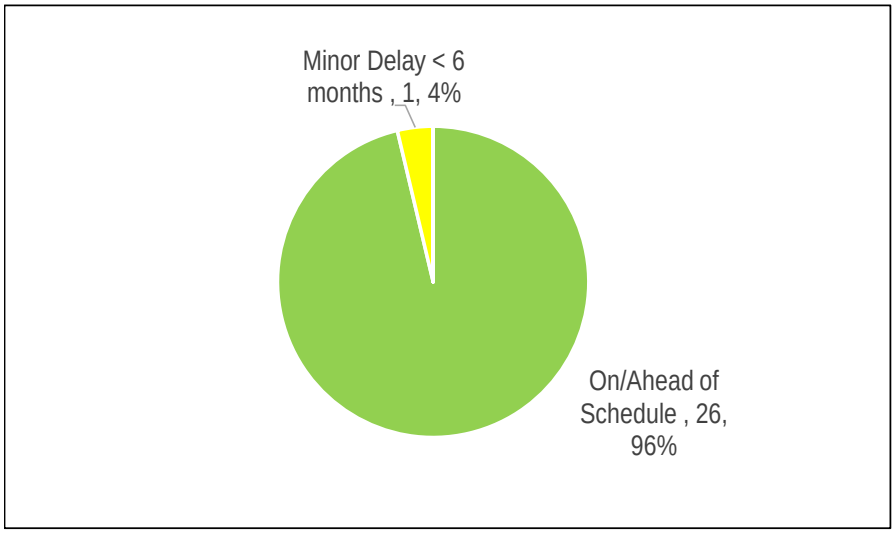


Table 2

Reason for Delay 1

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

Table 3
Projects Status ($Million)

| On/Ahead of Schedule | Minor Delay < 6 months | Significant Delay > 6 months | Completed | Cancelled |
|---|---|---|---|---|
| 30.30 | 3.07 | | | |

Economic Development and Culture (ECT)

| Projects by Category (Million) | 2018 Approved Cash Flow | YTD Exp. | | YE Projection | | | | Notes | Total Approved Budget | Life-to-Date |
|---|---|---|---|---|---|---|---|---|---|---|
| | | $ | % | $ | % | On Budget | On Time | | | |
| Health & Safety | | | | | | | | | | |
| Major Maintenance | 0.300 | 0.000 | 0.0% | 0.030 | 10.0% | R | G | #1 | 0.500 | 0.000 |
| Restoration and Preservation of Heritage | 2.716 | 0.013 | 0.5% | 1.943 | 71.5% | G | G | | 9.100 | 6.332 |
| Sub-Total | 3.016 | 0.013 | 0.4% | 1.973 | 65.4% | - | - | | 9.600 | 0.000 |
| Legislated | | | | | | | | | | |
| Cultural Infrastructure Development | 1.547 | 0.000 | 0.0% | 1.549 | 100.1% | G | G | | 3.317 | 0.041 |
| Major Maintenance | 0.498 | 0.000 | 0.0% | 0.199 | 40.0% | R | G | #2 | 0.554 | 0.056 |
| Restoration and Preservation of Heritage | 0.521 | 0.000 | 0.0% | 0.304 | 58.3% | Y | G | #3 | 0.521 | |
| Sub-Total | 2.566 | 0.000 | 0.0% | 2.052 | 80.0% | - | - | | 4.392 | 0.097 |
| State of Good Repair | | | | | | | | | | |
| BIA Equal Share Funding | 5.784 | 0.172 | 3.0% | 4.619 | 79.9% | G | G | | 8.559 | 0.942 |
| BIA Financed Funding | 4.724 | 0.135 | 2.9% | 1.410 | 29.9% | R | G | #4 | 6.431 | 1.842 |
| BIA Streetscape Program | 0.053 | 0.001 | 2.8% | 0.053 | 100.0% | G | G | | 0.522 | 0.599 |
| Collections Care | 0.131 | 0.000 | 0.0% | 0.107 | 81.7% | G | G | | 0.137 | 0.006 |
| Cultural Infrastructure Development | 0.514 | 0.000 | 0.0% | 0.514 | 100.0% | G | G | | 0.737 | 0.223 |
| Economic Competitiveness Data Management System | 0.200 | 0.000 | 0.0% | 0.150 | 75.0% | G | G | | 0.900 | 0.000 |
| Major Maintenance | 5.438 | 0.302 | 5.6% | 4.666 | 85.8% | G | G | | 7.213 | 1.829 |
| PAR Village of Islington | 0.100 | 0.000 | 0.0% | 0.000 | 0.0% | R | G | #5 | 0.100 | 0.000 |
| Planning Act Revenue Projects | 1.193 | 0.098 | 8.2% | 1.193 | 100.0% | G | G | | 3.215 | 2.121 |
| Refurbishsment & Rehabilitation | 0.146 | 0.004 | 2.7% | 0.066 | 45.1% | R | G | #6 | 0.603 | 0.223 |
| Restoration and Preservation of Heritage | 2.700 | 0.047 | 1.7% | 2.047 | 75.8% | G | G | | 3.895 | 0.730 |
| Sub-Total | 20.983 | 0.759 | 3.6% | 14.825 | 70.7% | - | - | | 32.313 | 8.514 |
| Service Improvements | | | | | | | | | | |
| BIA Streetscape Program | 0.100 | 0.000 | 0.0% | 0.067 | 67.0% | Y | G | #7 | 0.100 | 0.000 |
| Commercial Façade Improvement Program | 0.521 | 0.151 | 29.0% | 0.521 | 100.0% | G | G | | 0.992 | 0.332 |
| Cultural Infrastructure Development | 3.067 | 0.028 | 0.9% | 0.551 | 18.0% | R | Y | #8 | 8.720 | 1.930 |
| Economic Competitiveness Data Management System | 1.224 | 0.071 | 5.8% | 1.104 | 90.2% | G | G | | 2.250 | 0.519 |
| Mural Program | 0.065 | 0.000 | 0.0% | 0.065 | 100.0% | G | G | | 0.130 | 0.065 |
| Refurbishsment & Rehabilitation | 0.045 | 0.009 | 20.5% | 0.045 | 100.0% | G | G | | 0.050 | 0.014 |
| Service Enhancements | 1.281 | 0.092 | 7.2% | 1.281 | 100.0% | G | G | | 4.555 | 3.343 |
| Streetscape Master Plan Program | 0.100 | 0.000 | 0.0% | 0.100 | 100.0% | G | G | | 0.100 | 0.000 |
| Sub-Total | 6.403 | 0.352 | 5.5% | 3.734 | 58.3% | - | - | | 16.897 | 6.204 |
| Growth Related | | | | | | | | | | |
| Cultural Infrastructure Development | 0.325 | 0.038 | 11.6% | 0.325 | 100.0% | G | G | | 1.120 | 0.816 |
| PATH Wayfinding | 0.000 | 0.000 | | 0.033 | | | G | | 0.100 | 0.098 |
| Restoration and Preservation of Heritage | 0.079 | 0.000 | 0.0% | 0.079 | 100.0% | G | G | | 0.402 | 0.122 |
| Sub-Total | 0.404 | 0.038 | 9.3% | 0.437 | 108.2% | - | - | | 1.622 | 1.036 |
| Total | 33.371 | 1.161 | | 23.020 | | | | | 64.824 | 15.851 |

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

Note # 1:

The St. Lawrence Centre - Health and Safety is expected to be completed by December 2019.

Note # 2:

The St. Lawrence Centre - AODA is expected to be completed by December 2019.

Note # 3:

A budget adjustment is included in this report to reallocate additional funding to Windfields Estate - Water Service. New estimate for the project exceed early budget estimates. Additional funding will enable the project to be completed by December 2018

Note # 4:

Bloor West Village BIA has decided to use the Equal Share funding to fund Financed Funding project. A budget adjustment is included in this report to transfer debt funding to Equal Share Funding

Note # 5:

Planning Act Revenues Village of Islington is on track for completion by December 2019

Note # 6:

All projects are on track for completion as per the original schedule.

Note # 7:

A budget adjustment is included in this report to reallocate remaining funds in Streetscape Master Plan Funding to PATH Wayfinding Project

Note # 8:

The Guild Revitalization has been delayed due to co-ordination with other City divisions. Discussions are underway on site servicing, outcome of these discussion may impact schedule and budget for EDC.

## Long Term Care Homes Services (HOM)

Chart 1
2018 Approved Budget by Category ($12.17)

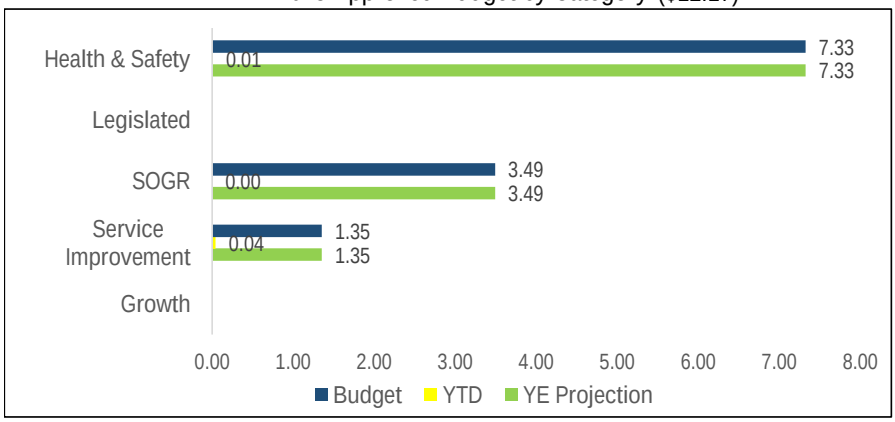


Table 1
2018 Active Projects by Category

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

Chart 2
Project Status - 8

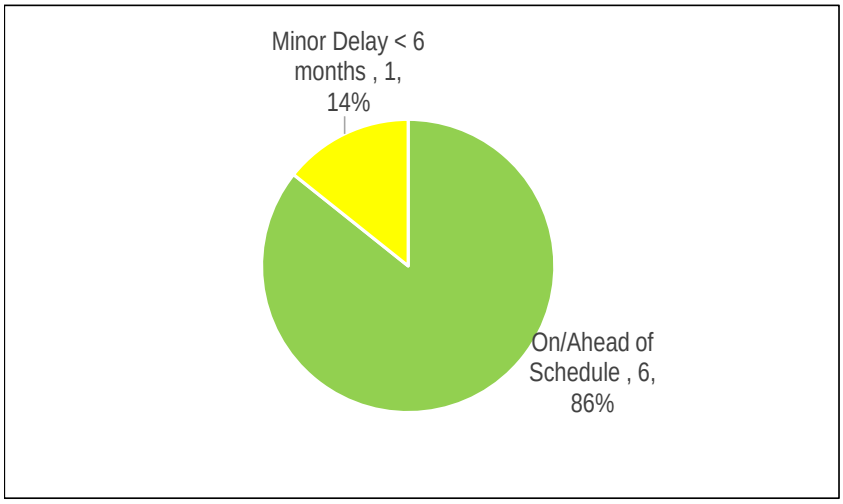


Table 2
Reason for Delay 1

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

Table 3
Projects Status ($Million)

| On/Ahead of Schedule | Minor Delay < 6 months | Significant Delay > 6 months | Completed | Cancelled |
|---|---|---|---|---|
| 12.16 | 0.01 | | | |

Key Discussion Points:

- The 2016 SOGR Building Upgrades project is ongoing and expected to be substantially completed by Q2 2018.
- LTCHS has initiated procurement process for various SOGR and Health & Safety projects. It is anticipated that once contracts have been awarded, that spending will occur on a timely basis prior to year-end.

Long Term Care Homes Services (HOM)

| Projects by Category (Million) | 2018 Approved Cash Flow | YTD Exp. | | YE Projection | | | | Notes | Total Approved Budget | Life-to-Date |
|---|---|---|---|---|---|---|---|---|---|---|
| | | $ | % | $ | % | On Budget | On Time | | | |
| Health & Safety | | | | | | | | | | |
| Building Upgrades | 0.047 | 0.000 | 0.0% | 0.047 | 100.0% | G | G | #1 | 0.940 | 0.893 |
| Electrical - Life Safety Systems | 1.765 | 0.010 | 0.5% | 1.765 | 100.0% | G | G | #1 | 8.126 | 5.856 |
| Mechanical - HVAC Repairs/Upgrades | 3.555 | 0.000 | 0.0% | 3.555 | 100.0% | G | G | #1 | 11.817 | 7.373 |
| Specialty Systems & Elevator Upgrades | 1.961 | 0.000 | 0.0% | 1.961 | 100.0% | G | G | #1 | 7.068 | 4.787 |
| Sub-Total | 7.328 | 0.010 | 0.1% | 7.328 | 100.0% | - | - | | 27.951 | 18.909 |
| State of Good Repair | | | | | | | | | | |
| 2016 SOGR Life Safety Systems | 0.013 | 0.000 | 0.0% | 0.013 | 100.0% | G | Y | #2 | 0.500 | 0.448 |
| 2017 SOGR Building Upgrades | 1.769 | 0.000 | 0.0% | 1.769 | 100.0% | G | G | #1 | 3.100 | 1.238 |
| 2018 SOGR Building Upgrades | 1.710 | 0.000 | 0.0% | 1.710 | 100.0% | G | G | #1 | 19.000 | 14.634 |
| Sub-Total | 3.492 | 0.000 | 0.0% | 3.492 | 100.0% | - | - | | 22.600 | 16.320 |
| Service Improvements | | | | | | | | | | |
| Electronic Health Care System | 1.352 | 0.042 | 3.1% | 1.352 | 100.0% | G | G | #3 | 3.152 | 0.508 |
| Sub-Total | 1.352 | 0.042 | 3.1% | 1.352 | 100.0% | - | - | | 3.152 | 0.508 |
| Total | 12.172 | 0.052 | | 12.172 | | | | | 53.703 | 35.737 |

| 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:

LTCHS initiated procurement and is awaiting award. It is anticipated that spending will occur on a timely basis prior to year-end once contracts have been awarded.

Note # 2:

SOGR projects are currently underway and are expected to be substantially completed by Q2 2018.

Note # 3:

The timeline for Electronic Health Care System project has been realigned as part of the 2018 Capital Budget process with the anticipated completion date of Q4 2019.

Parks, Forestry & Recreation (PKS)

Chart 1
2018 Approved Budget by Category ($203.97)

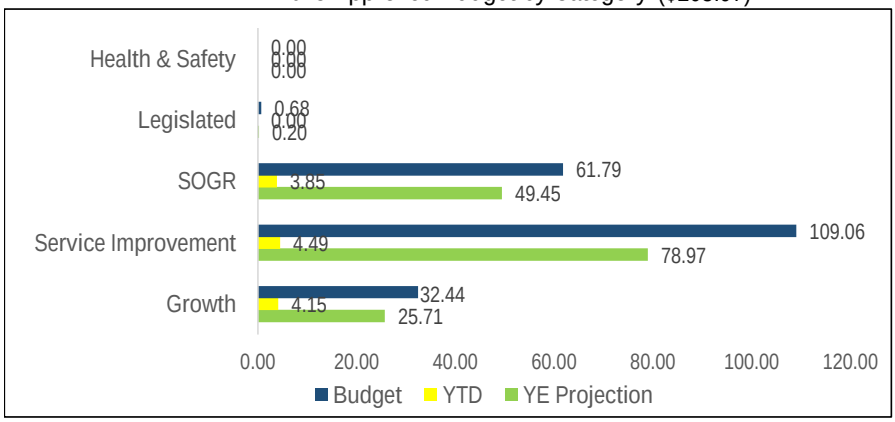


Table 1
2018 Active Projects by Category

| | |
|---|---|
| Health & Safety | |
| Legislated | 4 |
| SOGR | 48 |
| Service Improvement | 239 |
| Growth | 24 |
| Total # of Projects | 315 |

Chart 2
Project Status - 315

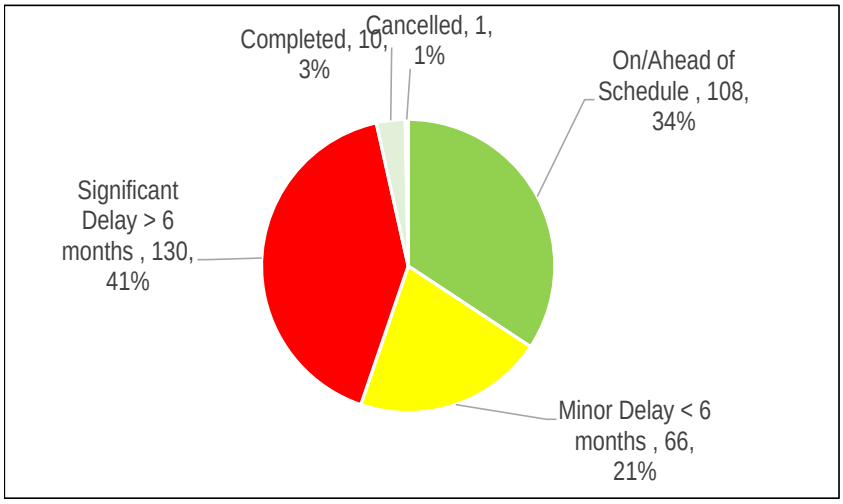


Table 2
Reason for Delay 196

| | Significant Delay | Minor Delay |
|---|---|---|
| Insufficient Staff Resources | | 1 |
| Procurement Issues | 1 | 2 |
| RFQ/RFP Delayed | 5 | 6 |
| Contractor Issues | 4 | 5 |
| Site Conditions | 17 | 20 |
| Co-ordination with Other Projects | 74 | 29 |
| Community Consultation | 13 | 3 |
| Other* | 16 | |
| Total # of Projects | 130 | 66 |

Table 3
Projects Status ($Million)

| On/Ahead of Schedule | Minor Delay < 6 months | Significant Delay > 6 months | Completed | Cancelled |
|---|---|---|---|---|
| 63.68 | 47.48 | 91.85 | 0.89 | 0.07 |

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.
- Environmenatal assessment and/or final approvals to proceed are still pending.
- Final design of the project is not complete.

Key Discussion Points:

- The increased project volumes are the primary reasons for the Program's declining spending rates .
- Parks, Forestry and Recreation has a number of approved projects where the community has requested additional features, /scope changes subject to the receipt of supporting funding. Although these projects have approved 2017 cash flow, these projects cannot proceed until funding has been received or there is agreement to defer to the requested changes.
- The Program continues to experience challenges completing many of the growth and service improvement projects due to extended public consultation, co-ordination with other community partners and unfavoruable 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 | YTD Exp. $ | YTD Exp. % | YE Projection $ | YE Projection % | On Budget | On Time | Notes | Total Approved Budget | Life-to-Date | Time Status |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Health & Safety | | | | | | | | | | | |
| Special Facilities | 0.000 | 0.000 | | 0.000 | | | | | 0.500 | 0.477 | Completed |
| Sub-Total | 0.000 | 0.000 | | 0.000 | | - | - | | 0.500 | 0.477 | |
| Legislated | | | | | | | | | | | |
| Land Acquisition | 0.678 | 0.000 | 0.0% | 0.200 | 29.5% | Ⓡ | Ⓨ | #1 | 4.695 | 1.492 | < 6 months |
| Special Facilities | 0.000 | 0.000 | 0.0% | 0.000 | | | Ⓖ | | 2.000 | 2.002 | On Time |
| Sub-Total | 0.678 | 0.000 | 0.0% | 0.200 | 29.5% | - | - | | 6.695 | 3.494 | |
| State of Good Repair | | | | | | | | | | | |
| Arena | 9.714 | 0.118 | 1.2% | 7.457 | 76.8% | Ⓖ | Ⓖ | | 51.981 | 26.580 | On Time |
| Community Centres | 12.288 | 1.989 | 16.2% | 9.923 | 80.8% | Ⓖ | Ⓖ | | 47.018 | 19.230 | On Time |
| Environmental Initiatives | 2.378 | 0.000 | 0.0% | 1.928 | 81.1% | Ⓖ | Ⓖ | | 10.850 | 4.371 | On Time |
| Facility Components | 8.327 | 0.230 | 2.8% | 6.580 | 79.0% | Ⓖ | Ⓡ | # 2 | 22.237 | 11.724 | > 6 months |
| Outdoor Recreation Centre | 2.550 | 0.313 | 12.3% | 2.050 | 80.4% | Ⓖ | Ⓖ | | 6.876 | 2.639 | On Time |
| Park Development | 4.000 | 0.054 | 1.4% | 3.750 | 93.8% | Ⓖ | Ⓡ | #3 | 8.851 | 4.905 | > 6 months |
| Parking Lots & Tennis Courts | 2.868 | 0.011 | 0.4% | 2.196 | 76.6% | Ⓖ | Ⓖ | | 7.300 | 2.443 | On Time |
| Playgrounds/Waterplay | 1.064 | 0.301 | 28.3% | 1.064 | 100.0% | Ⓖ | Ⓖ | | 3.200 | 1.559 | On Time |
| Pool | 4.558 | 0.431 | 9.5% | 3.220 | 70.7% | Ⓨ | Ⓨ | #4 | 20.409 | 8.099 | < 6 months |
| Special Facilities | 8.750 | 0.100 | 1.1% | 6.784 | 77.5% | Ⓖ | Ⓨ | #5 | 19.829 | 6.035 | < 6 months |
| Trails & Pathways | 5.293 | 0.301 | 5.7% | 4.498 | 85.0% | Ⓖ | Ⓨ | #6 | 14.507 | 4.166 | < 6 months |
| Sub-Total | 61.792 | 3.849 | 6.2% | 49.452 | 80.0% | - | - | | 215.733 | 93.818 | |
| Service Improvements | | | | | | | | | | | |
| Arena | 5.015 | 0.455 | 9.1% | 4.865 | 97.0% | Ⓖ | Ⓖ | | 11.195 | 4.302 | On Time |
| Community Centres | 7.505 | 1.517 | 20.2% | 7.095 | 94.5% | Ⓖ | Ⓖ | | 65.962 | 23.375 | On Time |
| Environmental Initiatives | 2.960 | 0.055 | 1.9% | 2.023 | 68.3% | Ⓨ | Ⓡ | | 14.310 | 4.494 | > 6 months |
| Facility Components | 1.029 | 0.074 | 7.2% | 0.742 | 72.1% | Ⓖ | Ⓨ | #2 | 1.350 | 0.244 | < 6 months |
| Information Technology | 15.398 | 0.571 | 3.7% | 10.460 | 67.9% | Ⓨ | Ⓡ | | 47.237 | 14.623 | > 6 months |
| Outdoor Recreation Centre | 4.749 | 0.042 | 0.9% | 2.718 | 57.2% | Ⓨ | Ⓨ | #7 | 24.615 | 7.873 | < 6 months |
| Park Development | 37.663 | 0.791 | 2.1% | 27.833 | 73.9% | Ⓖ | Ⓡ | #3 | 182.542 | 85.006 | > 6 months |
| Parking Lots & Tennis Courts | 1.044 | 0.000 | 0.0% | 1.044 | 100.0% | Ⓖ | Ⓖ | | 4.296 | 3.102 | On Time |
| Playgrounds/Waterplay | 12.411 | 0.204 | 1.6% | 9.385 | 75.6% | Ⓖ | Ⓖ | | 25.701 | 10.954 | On Time |
| Pool | 10.537 | 0.530 | 5.0% | 7.595 | 72.1% | Ⓖ | Ⓨ | #4 | 26.725 | 6.995 | < 6 months |
| Special Facilities | 5.691 | 0.166 | 2.9% | 2.934 | 51.5% | Ⓨ | Ⓨ | #5 | 24.104 | 7.716 | < 6 months |
| Trails & Pathways | 5.059 | 0.085 | 1.7% | 2.278 | 45.0% | Ⓡ | Ⓨ | #6 | 24.719 | 10.528 | < 6 months |
| Sub-Total | 109.061 | 4.489 | 4.1% | 78.970 | 72.4% | - | - | | 452.756 | 179.211 | |
| Growth Related | | | | | | | | | | | |
| Community Centres | 21.832 | 2.835 | 13.0% | 17.714 | 81.1% | Ⓖ | Ⓖ | | 181.363 | 64.250 | On Time |
| Land Acquisition | 7.010 | 0.384 | 5.5% | 4.991 | 71.2% | Ⓖ | Ⓡ | #1 | 48.270 | 27.405 | > 6 months |
| Outdoor Recreation Centre | 2.733 | 0.927 | 33.9% | 2.733 | 100.0% | Ⓖ | Ⓡ | #7 | 3.450 | 1.644 | > 6 months |
| Park Development | 0.868 | 0.000 | 0.0% | 0.272 | 31.3% | Ⓡ | Ⓡ | #4 | 7.525 | 0.466 | > 6 months |
| Sub-Total | 32.443 | 4.146 | 12.8% | 25.709 | 79.2% | - | - | | 240.608 | 93.765 | |
| Total | 203.974 | 12.484 | 6.1% | 154.331 | 75.7% | | | | 916.291 | 370.765 | |

| 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 |

Parks, Forestry & Recreation (PKS)

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

Note # 1:

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

Note #2:

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

Note #3:

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

Note #4:

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

Note 5:

Special Facilities: Delayed spending is mainly related to under spending for the Ferry Boat Replacement project due to additional ferry analysis; delayed state of good repair projects for the waterfront rehabilitation due to the high lake effect flooding; and the Harbourfront Marine and Seawall state of good repair projects due to the co-ordination required with other projects.

Note 6:

Trails & Pathways: State of Good Repair projects were delayed primarily due to the co-ordination requirements with other projects. Major service improvement projects delayed include Phase 1 of the East Don Trail design and construction; the Upper Highland Creek Trail which is being undertaken with TRCA and involves other City divisions; Humber Bay Shores Park which is being undertaken with Transportation Services; and McCowan Road Park upgrades which are delayed due to the site conditions.

Note 7:

Outdoor Recreation Centres: Underspending for some service improvements and growth related-sports fields projects as a result of delays with tendering the Request for Quotations (RFQ) and coordination with other projects. Major projects delayed include the Leslie Street Spit Washroom, Skateboard Facility, the Humber Bay East New Pavilion as well as the Earl Bales Fieldhouse that has been delayed due to site conditions.

Shelter, Support & Housing Administration (SHL)

Chart 1
2017 Approved Budget by Category ($312.42)

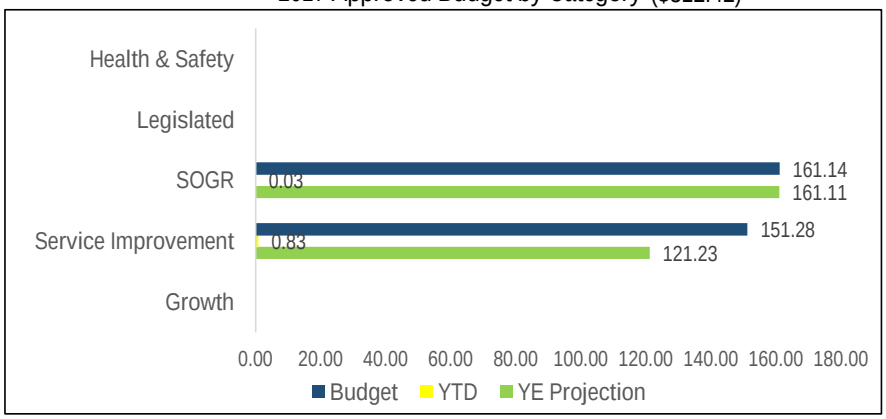


Table 1
2017 Active Projects by Category

| | |
|---|---|
| Health & Safety | |
| Legislated | |
| SOGR | 7 |
| Service Improvement | 3 |
| Growth | |
| Total # of Projects | 10 |

Chart 2
Project Status - 10

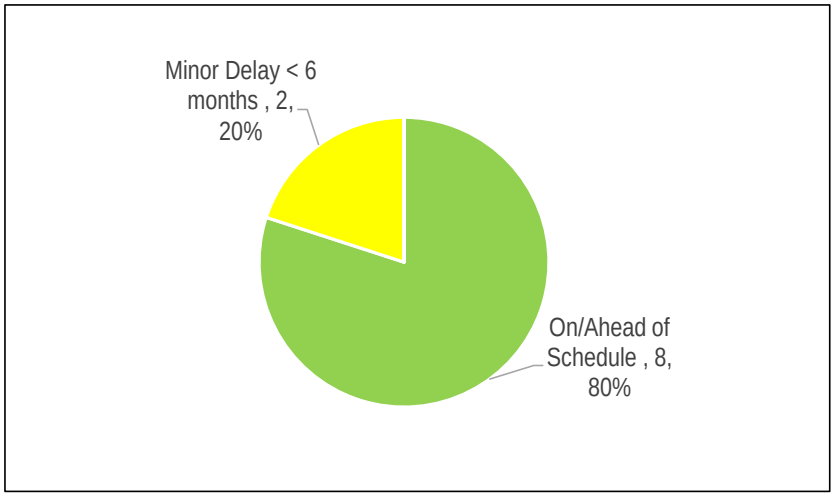


Table 2
Reason for Delay 2

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

Table 3
Projects Status ($Million)

| On/Ahead of Schedule | Minor Delay < 6 months | Significant Delay > 6 months | Completed | Cancelled |
|---|---|---|---|---|
| 311.28 | 1.14 | | | |

Key Discussion Points:

- George Street Revitalization Project (GSR): At its meeting of April 24, 25, and 26, 2018, City Council adopted EX33.4,"George Street Revitalization Procurement Strategy" wihich provided a status update on the progress of the GSR project, and in so doing approved the continuation of 3 non-competitive professional services agreements critical to the successful delivery of the project via the Design-Build-Finance procurement model earlier approved by Council. The project is progressing as planned with completion of the PSOS documents scheduled for Q2-2018. SSHA is also aggressively seeking new sites to ensure the completion of the Seaton House Transition Plan by the end of 2019 as earlier communicated. There is however a possibility that the renovation and retrofitting of newly acquired sites may not be completed by the planned scheduled date of the end of 2018 .

- New Emergency Shelters: Through the 2018 Budget , City Council approved the addition of 1,000 new shelter beds to the City's emergency shelter system over a 3-year period (2018 - 2020) . These beds are to be located in 11 new emergency shelters, 3 of which are planned for 2018. The lease negotitaions are underway for the first site and land acquisition for the remaining 2 sites are at an advanced stage ito ensure the opening of the 3 shelters in 2018 .

Shelter, Support & Housing Administration (SHL)

Key Discussion Points (cont'd):

- TCHC SOGR Backlog and Revitalization: Through the 2018 Budget , City Council approved direct City funding to TCHC. While the City has not yet advanced funding to TCHC in 2018, showing no YTD expenditure, TCHC has spent 20.7% of SOGR funding and 30.6% of Revitalization funding through Q1 with reimbursement to TCHC expected in Q2 . TCHC is forecasting to be fully spent by the end of the year.

- Choice Based Housing Access System: This project has been delayed because the RFP process which closed at the end of 2017 did not result in a succsessful vendor. SSHA is currently reviewing its options on how to move the project forward.

- Shelter Land Acquisition - Red Door Shelter: The project is progressing as planned with release of the purchase deposit for the acquisition of the property anticipated in Q2-2018.

- State of Good Repair- City Owned and Lease Operated Buildings: Elevator and HVAC repairs at 674 Dundas and 67 Adelaide street respectively are underway. Buildling Condition Assessments are also ongoing in various SSHA properties across the City. Cashflow spending is therefore anticpated to accelarate in Q2 and Q3 as more purchase orders and contracts are awarded.

Shelter, Support & Housing Administration (SHL)

| Projects by Category (Million) | 2018 Approved Cash Flow | YTD Exp. | | YE Projection | | | | Notes | Total Approved Budget | Life-to-Date |
|---|---|---|---|---|---|---|---|---|---|---|
| | | $ | % | $ | % | On Budget | On Time | | | |
| State of Good Repair | | | | | | | | | | |
| Cap Repairs/Repl-City Operated Hostels | 0.950 | 0.035 | 3.7% | 0.950 | 100.0% | G | Y | #1 | 0.950 | 0.035 |
| Capital Repairs/Repl-Leased Buildings | 0.187 | 0.000 | 0.0% | 0.162 | 86.6% | G | Y | #2 | 0.187 | 0.000 |
| TCHC SOGR Backlog | 160.000 | 0.000 | 0.0% | 160.000 | 100.0% | G | G | #3 | 200.000 | 0.000 |
| Sub-Total | 161.137 | 0.035 | 0.0% | 161.112 | 100.0% | - | - | | 201.137 | 0.035 |
| Service Improvements | | | | | | | | | | |
| Shelter Land Acquisition | 7.300 | 0.000 | 0.0% | 0.728 | 10.0% | R | G | #4 | 7.300 | 0.000 |
| 63 & 65 Homewood Avenue | 0.200 | 0.000 | 0.0% | 0.200 | 100.0% | G | G | | 3.000 | 2.800 |
| George Street Revitalization (GSR) | 39.318 | 0.666 | 1.7% | 30.000 | 76.3% | G | G | #5 | 80.098 | 4.896 |
| Choice Based Housing Access System | 4.044 | 0.168 | 4.1% | 0.860 | 21.3% | R | G | #6 | 4.537 | 0.347 |
| TCHC Revitalization | 56.037 | 0.000 | 0.0% | 56.037 | 100.0% | G | G | #7 | 79.183 | 0.000 |
| New Emergency Shelters | 43.880 | 0.000 | 0.0% | 32.900 | 75.0% | G | G | #8 | 178.560 | 0.000 |
| 9 Huntley Street Acquistion - Fife House | 0.500 | 0.000 | 0.0% | 0.500 | 100.0% | G | G | | 0.500 | 0.000 |
| Sub-Total | 151.279 | 0.834 | 0.6% | 121.225 | 80.1% | - | - | | 353.178 | 8.043 |
| Total | 312.416 | 0.869 | | 282.337 | | | | | 554.315 | 8.077 |

| 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 |

Notes # 1 & 2:

Elevator and HVAC repairs at 674 Dundas and 67 Adelaide street respectively are underway. Buildling Condition Assessments are also ongoing in various SSHA properties across the City. Cashflow spending is therefore anticpated to accelarate in Q2 and Q3 as more purchase orders and contracts are awarded.

Note # 3 & 7:

TCHC is on track to spend all of the City funding approved through SSHA's 2018 Capital Budget. While the City has not yet advanced funding to TCHC, showing no YTD expenditure, TCHC has spent 20.7% of SOGR funding and 30.6% of Revitalization funding through Q1 with expenditures reimbursement expected in Q2.

Note # 4:

The project is progressing as planned with release of purchase deposit for the acquisition of the property anticipated in Q2-2018.

Note # 5:

City Council considered report EX33.4 to seeks approval to entter in 3 professional services aggreement to that will will facilitate the procurement and construction phase of the GSR project. The project is progressing as planned with completion of the PSOS document scheduled for Q2-2018. SSHA is also aggressively seeking new sites to ensure of the Seaton House Transition Plan by the end of 2019 earlier communicated. However, there is a possibility that the renovation and retrofitting of newly acquired sites may not be completed by the end of 2018 as earlier planned.

Note # 6:

This project has been delayed becasue the RFP process which closed at the end of 2017 did not result in a succsessful vendor. SSHA is currently reviewing its options on how to move the project forward.

Note # 8:

The acquisition of sites for the shelters (1 lease and 2 purchase) planned for 2018 is at an advanced stage. Lease negotitaions are underway for the first site and land acquisition for the remaining 2 sites are at an advanced stage ito ensure the opening of the shelters in2018. as earlier committed to Council during the 2018 Budget Process.

Toronto Employment & Social Services (SOC)

Chart 1
2018 Approved Budget by Category ($8.91)

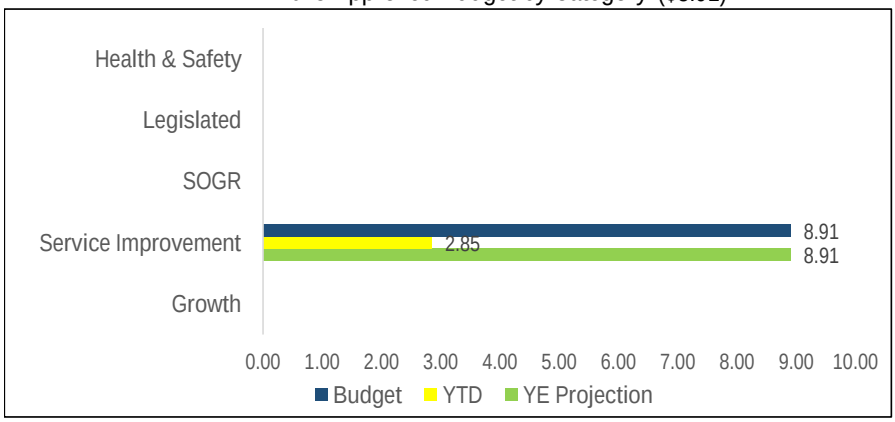


Table 1
2018 Active Projects by Category

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

Chart 2
Project Status - 3

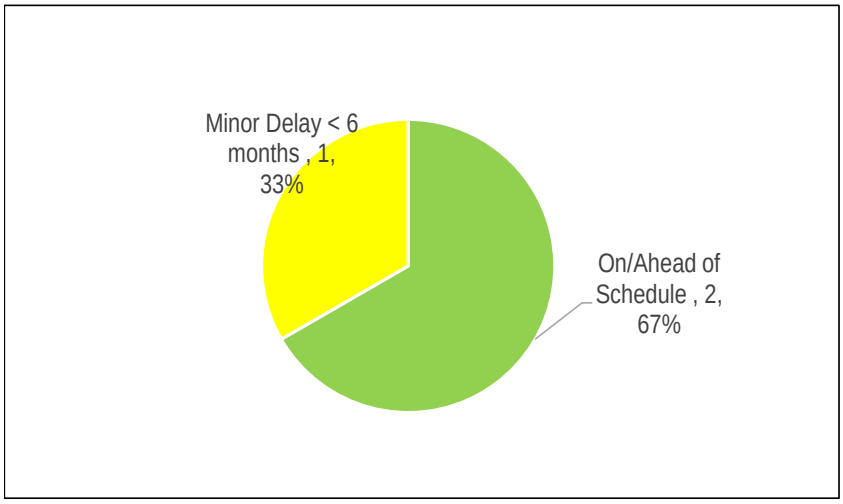


Table 2
Reason for Delay 2

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

Table 3
Projects Status ($Million)

| On/Ahead of Schedule | Minor Delay < 6 months | Significant Delay > 6 months | Completed | Cancelled |
|---|---|---|---|---|
| 2.31 | 6.59 | | | |

Key Discussion Points:

- Phase 1 of the HSI Project is experiencing minor delays due to the acquisition of Salesforce licences and the recruiting process for a Salesforce Technical Integration Architect. The project is currently estimated to complete by Q2 2018.
- The construction of the Wellesley Renovation Project is well underway with minor delay due to site conditions. Phase 1 of the project will be completed by April 2018; while Phase 2 of the project anticipated to be completed by Q3 2018.

Toronto Employment & Social Services (SOC)

| Projects by Category (Million) | 2018 Approved Cash Flow | YTD Exp. | | YE Projection | | | | Notes | Total Approved Budget | Life-to-Date |
|---|---|---|---|---|---|---|---|---|---|---|
| | | $ | % | $ | % | On Budget | On Time | | | |
| Service Improvements | | | | | | | | | | |
| Wellesley Place Renovation | 6.319 | 2.703 | 42.8% | 6.319 | 100.0% | G | Y | #1 | 7.500 | 3.884 |
| HSI Project (Phase 1) | 0.274 | 0.000 | 0.0% | 0.274 | 100.0% | G | Y | #2 | 0.350 | 0.076 |
| HSI Project (Phase 2) | 2.313 | 0.147 | 6.4% | 2.313 | 100.0% | G | G | | 9.823 | 0.147 |
| Sub-Total | 8.906 | 2.850 | 32.0% | 8.906 | 100.0% | - | - | | 17.673 | 4.107 |
| Total | 8.906 | 2.850 | | 8.906 | | | | | 17.673 | 4.107 |

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

Note # 1:

The construction of the project is underway. Phase 1, the renovation of first and third floors, will be completed in April 2018. The construction of Phase 2, the renovation of the second floor is expected to complete in Q3 2018.

Note # 2:

HSI' Phase 1 Project is in the process of acquiring licences for Salesforce and hiring a Salesforce Technical Integration Architect. The project is expected to be completed by Q2 2018.

Chart 1
2017 Approved Budget by Category ($5.16)

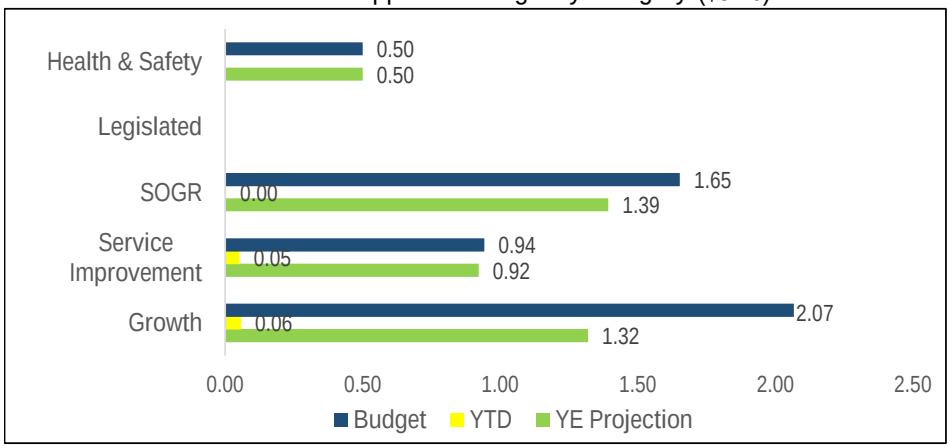


Table 1
2017 Active Projects by Category

| | |
|---|---|
| Health & Safety | 1 |
| Legislated | |
| SOGR | 5 |
| Service Improvement | 3 |
| Growth | 5 |
| Total # of Projects | 14 |

Chart 2
Project Status - 14

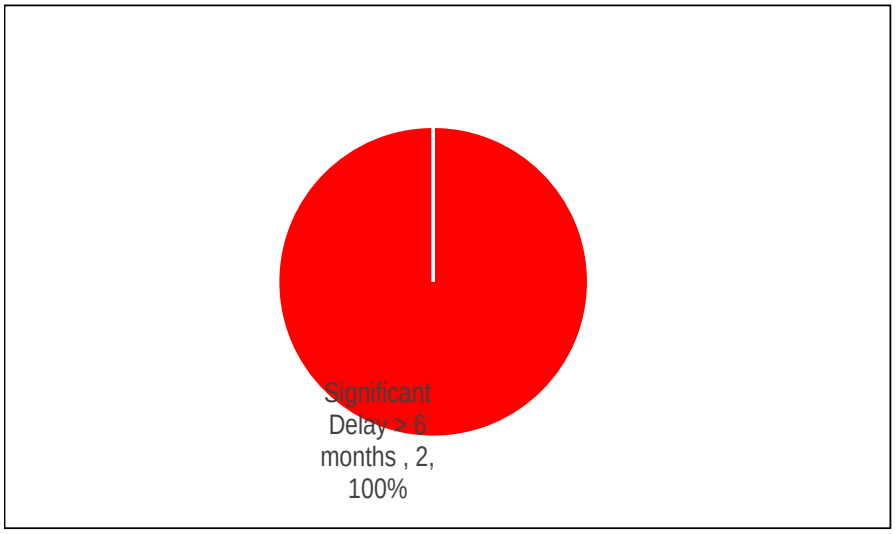


Table 2
Reason for Delay 2

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

Table 3
Projects Status ($Million)

| On/Ahead of Schedule | Minor Delay < 6 months | Significant Delay > 6 months | Completed | Cancelled |
|---|---|---|---|---|
| | | 0.82 | | |

Key Discussion Points:

- Multi-Function Station Plan project is delayed due to the need to coordinate with other projects. The Strategic Program Management Committee is incorporating the program's Real Estate needs with those of the entire City.
- Dispatch Console Replacement project is delayed due to workload pressures in Central Ambulance Communication Centre (CACC) Systems Area resulting in insufficient staff resources, and uncertain specifications for future requirements for the Next Generation 911 (NG911) systems. Project is expected to be completed in 2019.

Toronto Paramedic Services (AMB)

| Projects by Category (Million) | 2017 Approved Cash Flow | YTD Exp. | | YE Projection | | | | Notes | Total Approved Budget | Life-to-Date |
|---|---|---|---|---|---|---|---|---|---|---|
| | | $ | % | $ | % | On Budget | On Time | | | |
| Health & Safety | | | | | | | | | | |
| PORTABLE RADIO REPLACEMENT | 0.500 | | 0.0% | 0.500 | 100.0% | G | G | | 1.009 | 0.509 |
| Sub-Total | 0.500 | 0.000 | 0.0% | 0.500 | 100.0% | - | - | | 1.009 | 0.509 |
| State of Good Repair | | | | | | | | | | |
| MEDICAL EQUIPMENT REPLACEMENT | 0.330 | | 0.0% | 0.330 | 100.0% | G | G | | 3.343 | 2.860 |
| MULTI-FUNCTION STATION PLAN | 0.147 | | 0.0% | 0.005 | 3.4% | R | R | #1 | 0.180 | 0.033 |
| ADDITIONAL AMBULANCES (2017) | 0.144 | | 0.0% | 0.140 | 97.3% | G | G | | 1.260 | 1.116 |
| ADDITIONAL AMBULANCES (2018) | 0.572 | | 0.0% | 0.568 | 99.3% | G | G | | 0.572 | 0.028 |
| MULTI-FUNCTION STATION #2 - PREPARATION | 0.460 | 0.003 | 0.7% | 0.350 | 76.1% | G | G | | 1.200 | 0.343 |
| Sub-Total | 1.653 | 0.003 | 0.2% | 1.393 | 84.3% | - | - | | 6.555 | 4.380 |
| Service Improvements | | | | | | | | | | |
| NW DISTRICT MULTI FUNCTION - FACILITY | 0.501 | 0.008 | 1.5% | 0.480 | 95.9% | G | G | | 12.005 | 11.448 |
| POWER STRETCHERS | 0.041 | 0.041 | 100.0% | 0.041 | 100.0% | G | G | | 9.750 | 9.394 |
| POWER STRETCHERS (SUPPLEMENTAL) | 0.400 | 0.003 | 0.8% | 0.400 | 100.0% | G | G | | 0.400 | 0.003 |
| Sub-Total | 0.942 | 0.052 | 5.5% | 0.921 | 97.8% | - | - | | 22.155 | 20.845 |
| Growth Related | | | | | | | | | | |
| MOBILE DATA COMMUNICATIONS - 2017 | 0.254 | 0.058 | 22.7% | 0.254 | 100.0% | G | G | | 0.300 | 0.104 |
| MOBILE DATA COMMUNICATIONS - 2018 | 0.500 | | 0.0% | 0.360 | 72.0% | G | G | | 0.500 | |
| AMBULANCE RADIO REPLACEMENT | 0.358 | | | 0.350 | 97.6% | G | G | | 1.090 | 0.731 |
| DISPATCH CONSOL REPLACEMENT | 0.675 | | | 0.075 | 11.1% | R | R | #2 | 1.150 | 0.075 |
| COMMUNITY PARAMEDICINE VEHICLES | 0.280 | | | 0.280 | 100.0% | G | G | | 0.560 | |
| Sub-Total | 2.067 | 0.058 | 2.8% | 1.319 | 63.8% | - | - | | 3.600 | 1.256 |
| Total | 5.162 | 0.113 | | 4.133 | | | | | 33.319 | 26.644 |

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

Note # 1:

The Strategic Program Management Committee is incorporating PS Real Estate needs with those of the entire City resulting in a delay of the project.

Note # 2:

Project will not start until 2019 due to workload pressures in Central Ambulance Communication Centre (CACC) Systems Area resulting in insufficient staff resources, and uncertain specifications due to future requirements for the Next Generation 911 (NG911) system.

2018 Capital Spending by Program
Cluster B

| Program | | 2018 Approved Cash Flow | 2018 Expenditure | | | Trending | Alert (Benchmark 70% spending rate) |
|---|---|---|---|---|---|---|---|
| | | | YTD Spending | Year-End Projection | % at Year End | | |
| City Planning | Q1 | 8.07 | 0.70 | 5.85 | 72.4% | | G |
| Fire Services | Q1 | 16.16 | 0.12 | 10.31 | 63.8% | | Y |
| Transportation | Q1 | 541.67 | 21.11 | 405.50 | 74.9% | | G |
| Waterfront Revitalization | Q1 | 196.63 | 13.21 | 132.87 | 67.6% | | Y |
| TOTAL | Q1 | 762.53 | 35.13 | 554.53 | 72.7% | | G |

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

For the three months ended March 31, 2018, capital expenditures for this Cluster totalled $35.14 million of their collective 2018 Approved Capital Budget of $762.53 million. Spending is expected to increase to 554.53 million (72.7%) by year-end. Two Programs in this Cluster have a year-end spending rate of over 70% of their respective 2018 Approved Capital Budgets.

City Planning and Transportation Services have project year-end spending rate of 72.4% and 74.9% respectively, while Fire Services and Waterfront Revitalization Program have projected year-end spending rate of 63.8% and 67.6% respectively.

Chart 1
2018 Approved Budget by Category ($8.074 Million)

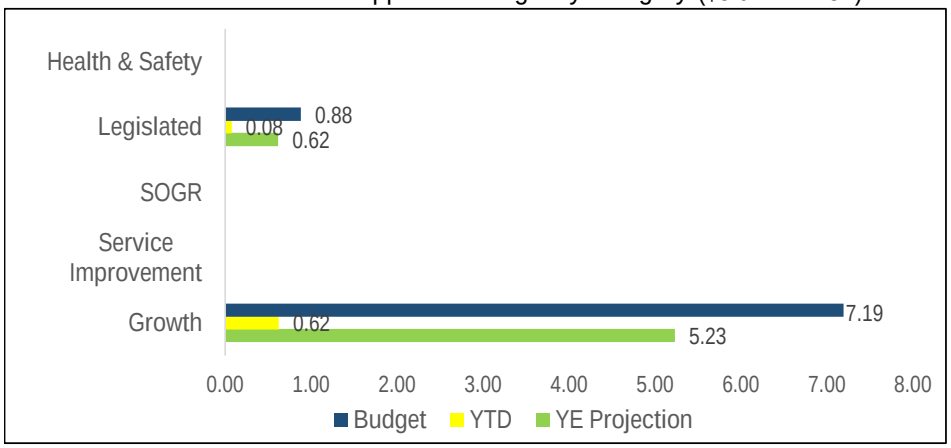


Table 1
2018 Active Projects by Category

| | |
|---|---|
| Health & Safety | |
| Legislated | 3 |
| SOGR | |
| Service Improvement | |
| Growth | 10 |
| Total # of Projects | 13 |

Chart 2
Project Status - 13

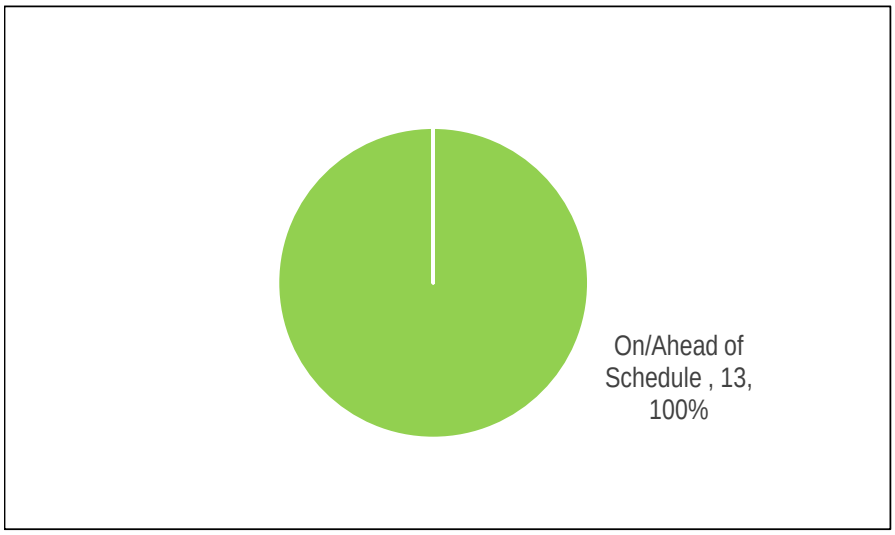


Table 2
Reason for Delay

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

Table 3
Projects Status ($Million)

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

City Planning (PLN)

| Projects by Category (Million) | 2018 Approved Cash Flow | YTD Exp. | | YE Projection | | | | Notes | Total Approved Budget | Life-to-Date |
|---|---|---|---|---|---|---|---|---|---|---|
| | | $ | % | $ | % | On Budget | On Time | | | |
| Legislated | | | | | | | | | | |
| Natural Heritage Inventory Evaluation System | 0.080 | | 0.0% | 0.056 | 70.0% | Ⓨ | Ⓖ | #1 | 0.080 | 0.000 |
| Toronto Archaeological Resources Plan Implementation | 0.050 | 0.005 | 9.5% | 0.035 | 70.0% | Ⓨ | Ⓖ | #2 | 0.050 | 0.005 |
| Five Year Review of the Official Plan | 0.750 | 0.071 | 9.4% | 0.525 | 70.0% | Ⓨ | Ⓖ | #3 | 1.670 | 0.340 |
| Sub-Total | 0.880 | 0.075 | 8.6% | 0.616 | 70.0% | - | - | | 1.800 | 0.345 |
| Growth Related | | | | | | | | | | |
| Growth Studies | 1.443 | 0.004 | 0.3% | 1.123 | 77.8% | Ⓖ | Ⓖ | | 3.400 | 0.498 |
| Transportation & Transit Studies | 0.800 | 0.011 | 1.3% | 0.567 | 70.9% | Ⓨ | Ⓖ | #4 | 1.000 | 0.088 |
| Avenue/Area Studies | 0.500 | 0.006 | 1.2% | 0.375 | 75.0% | Ⓖ | Ⓖ | | 0.500 | 0.006 |
| Heritage Conservation District Studies | 1.000 | 0.087 | 8.7% | 0.711 | 71.1% | Ⓖ | Ⓖ | | 2.000 | 0.040 |
| St. Lawrence Market North - Archaeological Structural Elements | 0.100 | 0.099 | 99.5% | 0.099 | 99.5% | Ⓖ | Ⓖ | | 0.200 | 0.099 |
| Places - Civic Improvements | 3.351 | 0.405 | 12.1% | 2.346 | 70.0% | Ⓨ | Ⓖ | #5 | 10.868 | 5.044 |
| John Street Revitalization - Design Work | | 0.011 | | 0.011 | | | Ⓖ | | 2.565 | 1.910 |
| Sub-Total | 7.194 | 0.624 | 8.7% | 5.231 | 72.7% | - | - | | 20.533 | 7.685 |
| Total | 8.074 | 0.699 | | 5.847 | | | | | 22.333 | 8.030 |

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

Note # 1:

Funding for the 2018 work program of the Natural Heritage Inventory.

Note # 2:

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

Note # 3:

OMB hearing dates set for January and April 2018 relating to the review of the Official Plan.

Note # 4:

Studies completed on a multi-year cycle, current studies include King Street Transportation Modelling, TOcore King Street Visioning Pilot, Transit Design Guidelines and Official Plan Review (Phase 3 Transportation).

Note # 5:

Improvements completed on a two year construction cycle.

Chart 1
2018 Approved Budget by Category ($16.16)

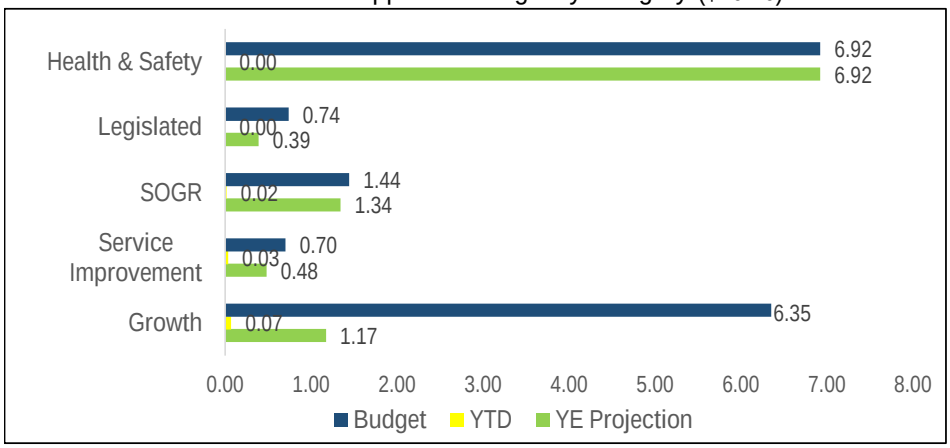


Table 1
2018 Active Projects by Category

| | |
|---|---|
| Health & Safety | 5 |
| Legislated | 2 |
| SOGR | 5 |
| Service Improvement | 2 |
| Growth | 3 |
| Total # of Projects | 17 |

Chart 2
Project Status - 17

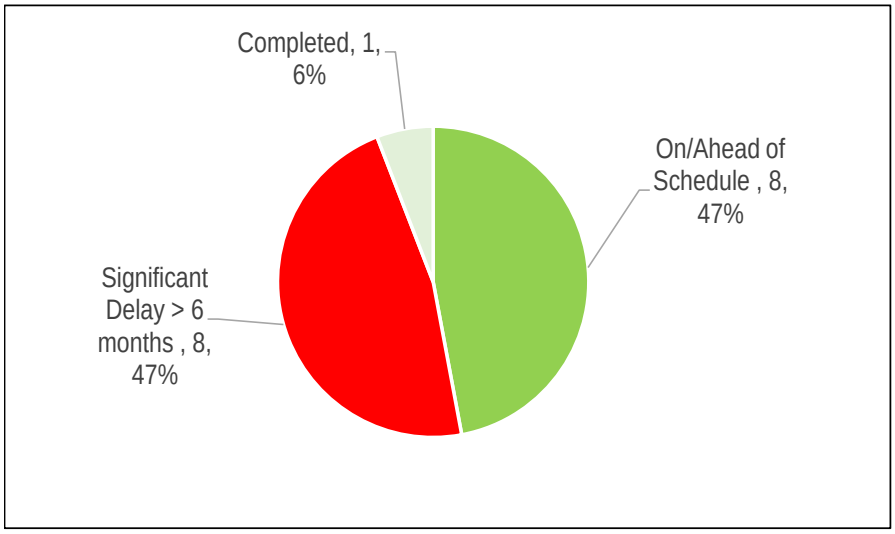


Table 2
Reason for Delay 8

| | Significant Delay | Minor Delay |
|---|---|---|
| Insufficient Staff Resources | | |
| Procurement Issues | 5 | |
| RFQ/RFP Delayed | | |
| Contractor Issues | | |
| Site Conditions | 2 | |
| Co-ordination with Other Projects | | |
| Community Consultation | | |
| Other* | 1 | |
| Total # of Projects | 8 | |

Table 3
Projects Status ($Million)

| On/Ahead of Schedule | Minor Delay < 6 months | Significant Delay > 6 months | Completed | Cancelled |
|---|---|---|---|---|
| 3.36 | | 12.72 | 0.07 | |

Reasons for "Other*" Projects Delay:

- Fire Prevention Office Space Accommodation project's design is underway witth completion projected in Q4 -2018.

Key Discussion Points:

- Station B (Downsview) Keele/ Sheppard project: Building permit required re-submission and was approved in Dec, 2017; upon final permit approval, project will go to tender ; project scheduled for completion in Q4 - 2019.
- Station A (Rexdale) Permitting and tendering has resumed with project completion scheduled in Q2 - 2020.
- Portable Radio Replacement project has been co-ordinated with Toronto Police Services (TPS), with contract awarded in Q4 - 2017. Report awarding contract using TPS supplier (CD28.3) is awaiting Council approval, with product delivery projected for Q3 - 2018.
- Operational BI Data Architecture Moderization project: "proof of concept" is under development; a portion of the data intergration work is rephased to 2019, with no impact on project cost.

Key Discussion Points (cont'd):

Note 1:
Contract award waiting for Council approval; delivery projected for Q3 - 2018.
Note 2:
Spending dependant on receipt of provincial funding; with project completion now projected for Q1 - 2019.
Note 3:
Procurement underway, with projected completion dates Q4 - 2018.
Note 4:
Project funding to be repurposed to better meet program needs; funding to be carried forward into 2019.
Note 5:
Building prermit required re-submission; project tender under development; project completion projected for Q4 - 2019.
**Note 6:**
Permitting and tendering has resumed with project completion projected for Q2 - 2020.

Fire Services (FIR)

| Projects by Category (Million) | 2018 Approved Cash Flow | YTD Exp. $ | YTD Exp. % | YE Projection $ | YE Projection % | On Budget | On Time | Notes | Total Approved Budget | Life-to-Date |
|---|---|---|---|---|---|---|---|---|---|---|
| Health & Safety | | | | | | | | | | |
| Defibrillators Lifecycle Replacement | 1.000 | | 0.0% | 1.000 | 100.0% | G | G | | 1.000 | 0.000 |
| Replacement of CBRNE Equipment | 0.248 | | 0.0% | 0.248 | 100.0% | G | G | | 0.510 | 0.262 |
| Replacement of Portable Radios | 5.000 | | 0.0% | 5.000 | 100.0% | G | R | #1 | 5.000 | 0.000 |
| Helmet Replacement | 0.600 | | 0.0% | 0.600 | 100.0% | G | G | | 0.800 | 0.000 |
| Breathing Air Compressor Replacement | 0.075 | | 0.0% | 0.075 | 100.0% | G | G | | 0.075 | 0.000 |
| Sub-Total | 6.923 | 0.000 | 0.0% | 6.923 | 100.0% | - | - | | 7.385 | 0.262 |
| Legislated | | | | | | | | | | |
| Replacement of HUSAR Equip - 2018 | 0.050 | 0.000 | 0.0% | 0.050 | 100.0% | G | G | | 0.050 | 0.000 |
| HUSAR Federal Public Safety | 0.688 | 0.000 | 0.0% | 0.340 | 49.4% | R | G | # 2 | 0.688 | 0.000 |
| Sub-Total | 0.738 | 0.000 | 0.0% | 0.390 | 52.8% | - | - | | 0.738 | 0.000 |
| State of Good Repair | | | | | | | | | | |
| Fire Prevention Office Space Accommodation | 0.450 | 0.001 | 0.2% | 0.450 | 100.0% | G | R | #3 | 0.450 | 0.001 |
| Emerg Fire Comm Workstation Console Replacement | 0.545 | 0.001 | 0.2% | 0.545 | 100.0% | G | R | #3 | 0.600 | 0.055 |
| East//West Burn-House Wall Flame Protection | 0.247 | 0.015 | 6.1% | 0.247 | 100.0% | G | R | #3 | 0.250 | 0.019 |
| Training Simulators Rehabilitation -2017 | 0.100 | 0.000 | 0.0% | 0.100 | 100.0% | G | R | #3 | 0.100 | 0.000 |
| Training Simulators Rehabilitation - 2018 | 0.100 | 0.000 | 0.0% | 0.000 | 0.0% | R | R | #4 | 0.100 | 0.000 |
| Sub-Total | 1.442 | 0.017 | 1.2% | 1.342 | 93.1% | - | - | | 1.500 | 0.075 |
| Service Improvements | | | | | | | | | | |
| Fire Prevention Intergeation Project | 0.202 | 0.000 | 0.0% | 0.101 | 50.0% | Y | G | | 2.010 | |
| Operational BI Data Architecture Modizeration | 0.500 | 0.034 | 6.8% | 0.380 | 76.0% | G | G | | 0.770 | 0.034 |
| Sub-Total | 0.702 | 0.034 | 4.8% | 0.481 | 68.5% | - | - | | 2.780 | 0.034 |
| Growth Related | | | | | | | | | | |
| Station B (Stn 144) Keele/ Sheppard | 2.551 | 0.003 | 0.1% | 1.000 | 39.2% | R | R | #5 | 9.885 | 4.025 |
| Station A (Stn 414) Hwy-27 and Rexdale Blvd | 3.729 | | 0.0% | 0.101 | 2.7% | R | R | #6 | 8.342 | 1.705 |
| Specialized Trucks & Equipment | 0.072 | 0.067 | 93.1% | 0.072 | 100.0% | G | | | 3.350 | 3.345 |
| Sub-Total | 6.352 | 0.070 | 1.1% | 1.173 | 18.5% | - | - | | 21.577 | 9.075 |
| Total | 16.157 | 0.121 | | 10.309 | | | | | 33.980 | 9.446 |

| 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 |

Chart 1
2017 Approved Budget by Category ($541.67)

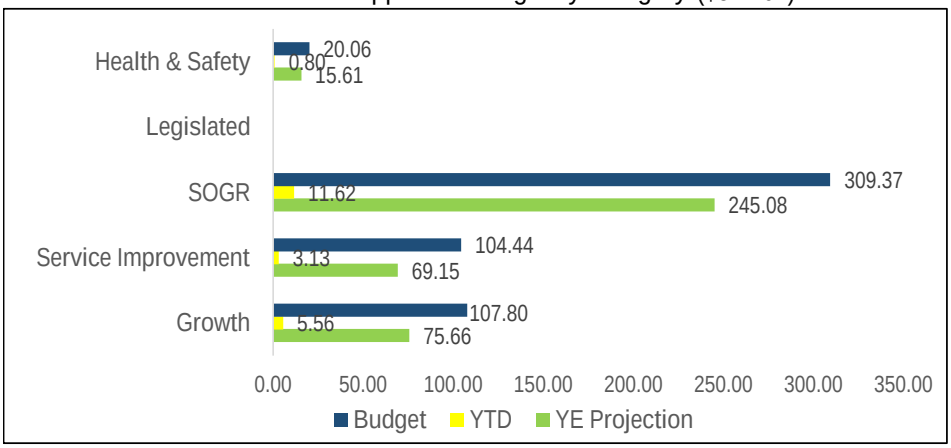


Table 1
2017 Active Projects by Category

| | |
|---|---|
| Health & Safety | 8 |
| Legislated | 0 |
| SOGR | 16 |
| Service Improvement | 13 |
| Growth | 19 |
| Total # of Projects | 56 |

Chart 2
Project Status - 56

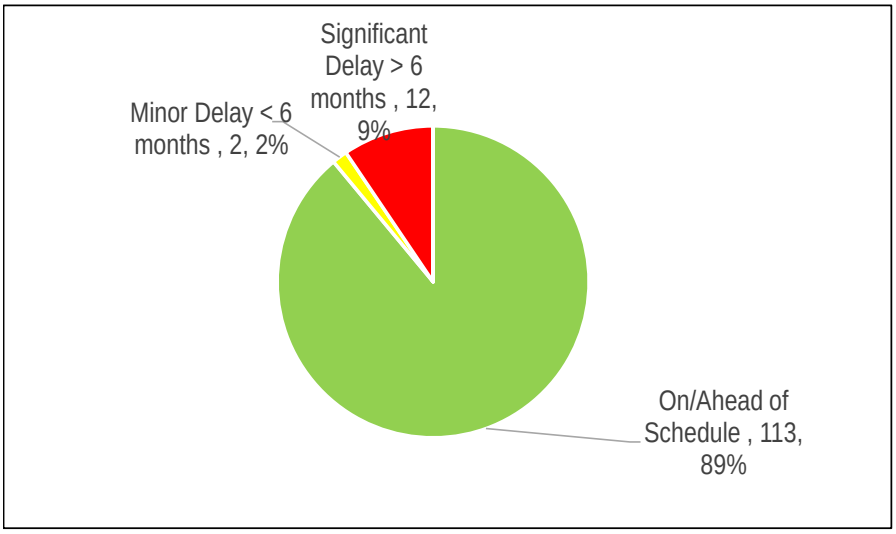


Table 2
Reason for Delay 14

| | Significant Delay | Minor Delay |
|---|---|---|
| Insufficient Staff Resources | 0 | 2 |
| Procurement Issues | 0 | 0 |
| RFQ/RFP Delayed | 0 | 0 |
| Contractor Issues | 0 | 0 |
| Site Conditions | 0 | 0 |
| Co-ordination with Other Projects | 6 | 0 |
| Community Consultation | 0 | 0 |
| Other* | 6 | 0 |
| Total # of Projects | 12 | 2 |

Table 3
Projects Status ($Million)

| On/Ahead of Schedule | Minor Delay < 6 months | Significant Delay > 6 months | Completed | Cancelled |
|---|---|---|---|---|
| 515.93 | 3.40 | 22.34 | 0.00 | 0.00 |

Reasons for "Other*" Projects Delay:

- Transportation Services has six sub-projects with "Other" reasons for delay. In these cases, "Other" represents resolution of expropriation claims, consultant issues, etc.
- For Transportation Services, '# of Projects' above refers to sub-projects as various sub-projects under one project may have a different status.

Key Discussion Points:

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

Transportation Services (TRN)

| Projects by Category (Million) | 2018 Approved Cash Flow | YTD Exp. | | YE Projection | | | | Notes | Total Approved Budget* | Life-to-Date |
|---|---|---|---|---|---|---|---|---|---|---|
| | | $ | % | $ | % | On Budget | On Time | | | |
| Health & Safety | | | | | | | | | | |
| Accessible Pedestrian Signals (Audible) | 1.525 | 0.108 | 7.1% | 1.135 | 74.4% | G | Y | | | |
| Guide Rail Replacement | 2.050 | 0.110 | 5.4% | 1.640 | 80.0% | G | G | | 4.250 | 1.741 |
| New Traffic Control Signals / Devices | 4.225 | 0.076 | 1.8% | 3.262 | 77.2% | G | Y | | | |
| Pedestrian Safety & Infrastructure Prgms | 0.734 | 0.067 | 9.1% | 0.475 | 64.7% | Y | G | | | |
| Road Safety Plan (Local Geometric Traffic Safety) | 7.191 | 0.208 | 2.9% | 5.753 | 80.0% | G | G | | 15.811 | 3.777 |
| Salt Management Program | 1.548 | 0.093 | 6.0% | 1.022 | 66.0% | Y | R | # 1 | | |
| Tactile Domes Installation | 1.000 | 0.000 | 0.0% | 0.800 | 80.0% | G | G | | | |
| Traffic Signal Major Modifications | 1.790 | 0.141 | 7.9% | 1.529 | 85.4% | G | G | | | |
| Sub-Total | 20.063 | 0.802 | 4.0% | 15.614 | 77.8% | | | | | |
| State of Good Repair | | | | | | | | | | |
| Bathurst Street Bridge Rehabilitation | 0.301 | 0.070 | 23.3% | 0.241 | 80.0% | G | G | | 1.482 | 0.593 |
| City-Bridge Rehabilitation | 41.583 | 2.271 | 5.5% | 35.346 | 85.0% | G | G | | | |
| Critical Interim Road Rehabilitation | 10.331 | 1.056 | 10.2% | 9.308 | 90.1% | G | G | | 32.789 | 14.821 |
| Ditch Rehabilitation & Culvert Reconstruction | 1.830 | 0.177 | 9.6% | 1.474 | 80.5% | G | G | | | |
| Don Valley Parkway Rehabilitation | 2.496 | 0.162 | 6.5% | 1.997 | 80.0% | G | G | | | |
| Dufferin Street Bridge Rehabilitation | 0.350 | 0.000 | 0.0% | 0.280 | 80.0% | G | G | | 27.100 | |
| F.G. Gardiner** | 88.200 | 1.279 | 1.5% | 68.047 | 77.2% | G | G | # 2 | 2,457.026 | 145.144 |
| Facility Improvements | 1.500 | 0.157 | 10.4% | 0.579 | 38.6% | R | R | # 3 | | |
| Laneways | 2.241 | 0.091 | 4.1% | 2.204 | 98.3% | G | G | | | |
| Local Road Rehabilitation | 61.394 | 1.293 | 2.1% | 49.081 | 79.9% | G | G | | | |
| Major Road Rehabilitation | 59.733 | 3.087 | 5.2% | 47.818 | 80.1% | G | G | | | |
| Major SOGR Pooled Contingency | 3.800 | 0.314 | 8.3% | 0.329 | 8.6% | R | G | # 4 | | |
| Neighbourhood Improvements | 6.166 | 0.006 | 0.1% | 4.189 | 67.9% | Y | G | | | |
| Retaining Walls Rehabilitation | 4.603 | 0.150 | 3.3% | 4.533 | 98.5% | G | G | | | |

Transportation Services (TRN)

| Projects by Category (Million) | 2018 Approved Cash Flow | YTD Exp. | | YE Projection | | | | Notes | Total Approved Budget* | Life-to-Date |
|---|---|---|---|---|---|---|---|---|---|---|
| | | $ | % | $ | % | On Budget | On Time | | | |
| Sidewalks | 18.542 | 0.373 | 2.0% | 14.834 | 80.0% | G | G | | | |
| Traffic Plant Requirements / Signal Asset Management | 6.303 | 1.131 | 17.9% | 4.821 | 76.5% | G | G | | | |
| Sub-Total | 309.373 | 11.616 | 3.8% | 245.079 | 79.2% | | | | | |
| Service Improvements | | | | | | | | | | |
| Advanced Traffic Signal Control | 1.786 | 0.306 | 17.1% | 1.235 | 69.2% | Y | G | | | |
| Cycling Infrastructure | 11.338 | 1.006 | 8.9% | 10.440 | 92.1% | G | G | | | |
| Engineering Studies | 8.623 | 0.496 | 5.7% | 6.137 | 71.2% | G | G | | | |
| LED Signal Module Conversion | 2.556 | 0.025 | 1.0% | 2.045 | 80.0% | G | G | | | |
| Participatory Budgeting Pilot | 0.213 | 0.000 | 0.0% | 0.049 | 22.8% | R | G | # 5 | 0.265 | 0.052 |
| PTIF Projects | 73.217 | 1.028 | 1.4% | 44.180 | 60.3% | Y | G | | 81.039 | 8.483 |
| Signs & Markings Asset Management | 2.398 | 0.042 | 1.8% | 1.909 | 79.6% | G | G | | | |
| System Enhancements for Road Repair & Permits | 1.058 | 0.049 | 4.6% | 0.837 | 79.1% | G | G | | 1.983 | 0.136 |
| Traffic Calming | 0.450 | 0.013 | 2.8% | 0.360 | 80.0% | G | G | | | |
| Traffic Control - RESCU | 0.325 | 0.055 | 16.9% | 0.273 | 83.9% | G | G | | | |
| Traffic Wardens/Construction Staging Compliance (Vehicles) | 0.855 | 0.000 | 0.0% | 0.428 | 50.0% | Y | G | | 0.855 | |
| Transit Shelter Property Acquisition | 0.100 | 0.000 | 0.0% | 0.040 | 40.0% | R | R | # 6 | 0.100 | |
| Transportation Safety & Local Improvements | 1.516 | 0.109 | 7.2% | 1.222 | 80.6% | G | G | | | |
| Sub-Total | 104.435 | 3.127 | 3.0% | 69.153 | 66.2% | | | | | |
| Growth Related | | | | | | | | | | |
| Bloor Street Transformation | 0.914 | 0.000 | 0.0% | 0.245 | 26.8% | R | G | # 7 | | |
| Design Cherry St Realignment and Bridges | 4.603 | 0.865 | 18.8% | 4.603 | 100.0% | G | G | | 5.600 | 1.863 |
| Gardiner York/Bay/Yonge Reconfiguration | 11.423 | 1.321 | 11.6% | 11.097 | 97.1% | G | G | | 34.588 | 23.986 |

Transportation Services (TRN)

| Projects by Category (Million) | 2018 Approved Cash Flow | YTD Exp. | | YE Projection | | | | Notes | Total Approved Budget* | Life-to-Date |
|---|---|---|---|---|---|---|---|---|---|---|
| | | $ | % | $ | % | On Budget | On Time | | | |
| Georgetown South City Infrastructure Upgrade | 13.420 | 0.000 | 0.0% | 13.420 | 100.0% | G | G | | 67.100 | |
| John Street Revitalization Project | 2.000 | 0.000 | 0.0% | 0.070 | 3.5% | R | G | # 8 | 26.449 | |
| King Liberty Cycling Pedestrian Bridge | 10.493 | 0.177 | 1.7% | 5.294 | 50.5% | Y | R | # 9 | 13.680 | 0.970 |
| Lawrence-Allen Revitalization Project | 1.354 | 0.024 | 1.7% | 0.961 | 71.0% | G | R | # 10 | 11.223 | 0.798 |
| Legion Road Extension & Grade Separation | 0.490 | 0.000 | 0.0% | 0.450 | 91.8% | G | G | | 26.889 | |
| North York Service Road | 0.989 | 0.185 | 18.7% | 0.185 | 18.7% | R | G | # 11 | 26.940 | 12.527 |
| Port Union Road | 1.175 | 0.000 | 0.0% | 0.115 | 9.8% | R | R | # 12 | 11.050 | 0.175 |
| Regent Park Revitalization | 1.411 | 0.000 | 0.0% | 0.000 | 0.0% | R | R | # 13 | 6.747 | 4.616 |
| Rouge National Park Transfer of Lands | 0.196 | 0.003 | 1.5% | 0.100 | 51.1% | Y | R | # 14 | 0.222 | 0.029 |
| Scarlett / St. Clair / Dundas | 3.873 | 0.000 | 0.0% | 1.100 | 28.4% | R | R | # 15 | 35.875 | 1.291 |
| Six Points Interchange Redevelopment | 24.414 | 1.323 | 5.4% | 15.900 | 65.1% | Y | G | | 73.680 | 18.687 |
| Rean to Kenaston - New Road | 6.000 | 0.000 | 0.0% | 4.800 | 80.0% | G | G | | 6.000 | |
| Steeles Widenings (Tapscott Rd - Beare Rd) | 0.600 | 0.050 | 8.3% | 0.442 | 73.7% | G | G | | 31.000 | 0.379 |
| Third Party Signals | 0.300 | 0.000 | 0.0% | 0.032 | 10.7% | R | G | # 16 | | |
| Traffic Congestion Management | 8.030 | 1.055 | 13.1% | 6.471 | 80.6% | G | G | | 47.240 | 15.472 |
| Work for TTC & Others | 16.118 | 0.559 | 3.5% | 10.374 | 64.4% | Y | G | | | |
| Sub-Total | 107.801 | 5.561 | 5.2% | 75.658 | 70.2% | | | | | |
| Total | 541.672 | 21.107 | 3.9% | 405.505 | 74.9% | | | | | |

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

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

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

Transportation Services (TRN)

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

Note # 1:
Uncertainty due to the on-going Corporate Yard rationalization initiatives. Additional projects are under review for program inclusion. Unspent funds are proposed to be reallocated in 2018.

Note # 2:
See Major Capital Projects section.

Note # 3:
Detailed plans are being delivered. Uncertainty due to the on-going Corporate Yard rationalization initiatives. Unspent funds are proposed to be reallocated in 2018.

Note # 4:
Contingency; only used if required.

Note # 5:
2016 project - Phase 1 completed in 2017. Phase 2 to be completed in 2018. 2017 project - $10,000 anticipated to be spent to complete Mural installations on the Pharmacy underpass in 2018. Remaining funds will not be spent as the Butterfly Garden project was determined to be unfeasible for implementation - due to encroachment onto private property. 2018 project - Shawnee Park Accessibility Improvements - Anticipated to be completed in 2018.

Note # 6:
Anticipate $40K to be spent in 2018. Unspent funds are proposed to be carried forward for cash flow re-alignment in future years.

Note # 7:
For 2018, $245K expected to be spent on granite setts maintenance work. Unspent funds are proposed to be carried forward for cash flow re-alignment in future years.

Note # 8:
Utility relocation design is underway. Construction schedule is currently under review.

Note # 9:
Construction tender was delayed due to completion of construction access agreement with Metrolinx. Tender award is anticipated in mid May 2018. Unspent funds are proposed to be carried forward for cash flow re-alignment in future years.

Note # 10:
For 2018, $955K expected to be spent. Unspent funds are proposed to be carried forward for cash flow re-alignment in future years.

Note # 11:
Spending for McBride Rd. is unknown pending direction from Council on the Reimagining Yonge EA Study. Anticipate spending $150K for Bonnington Place for restoration works. Detailed plans are currently being developed. Unspent funds are proposed to be carried forward for cash flow re-alignment in future years.

Note # 12:
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. Project continues to experience consultant non-performance issues which will cause schedule delays. Unspent funds are proposed to be carried forward for cash flow re-alignment in future years.

Note # 13:

Transportation Services (TRN)

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

Toronto Community Housing Corporation (TCHC) is the delivery agent. TCHC is not anticipating any spending in 2018. Unspent funds are proposed to be carried forward for cash flow re-alignment in future years.

Note # 14:
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 2018. Amount to be spent in 2018 is unknown.

Note # 15:
Detailed plans currently being developed. Property acquisition negotiations are anticipated to delay property acquisition and utility relocations to 2019. Unspent funds are proposed to be carried forward for cash flow re-alignment in future years.

Note # 16:
These projects generally require co-ordination with other projects to proceed. Third party modifications to intersections are being completed through developer applications, utilizing one of the seven approved contractors. This reduces, but does not eliminate the requirement of work being completed under the Electrical Maintenance Contract.

Chart 1
2018 Approved Budget by Category ($196.63)

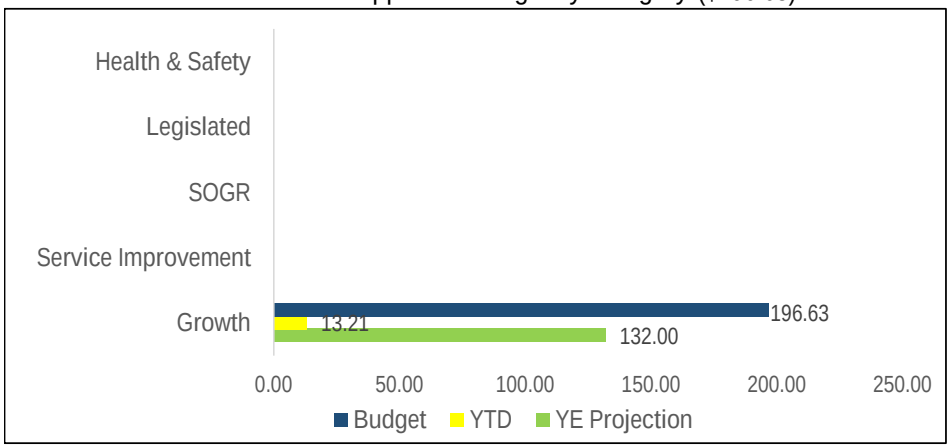


Table 1
2018 Active Projects by Category

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

Chart 2
Project Status - 12

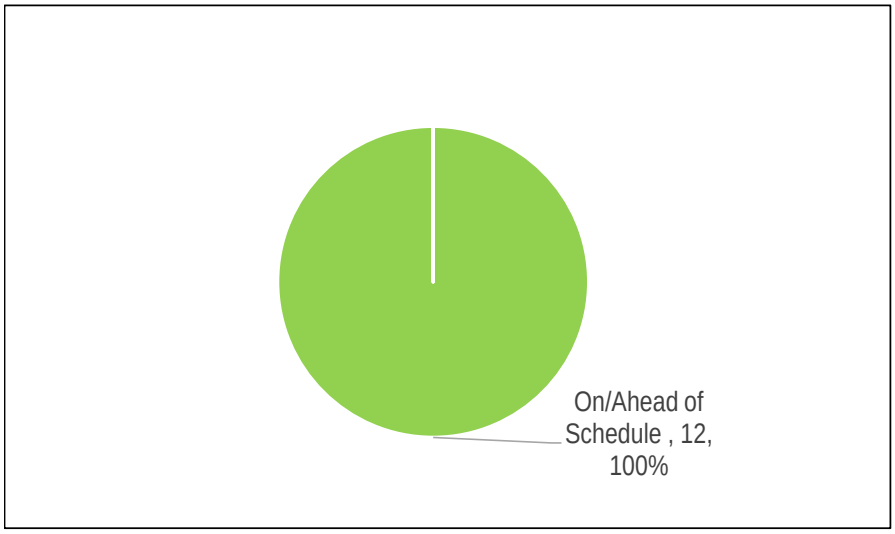


Table 2
Reason for Delay

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

Table 3
Projects Status ($Million)

| On/Ahead of Schedule | Minor Delay < 6 months | Significant Delay > 6 months | Completed | Cancelled |
|---|---|---|---|---|
| 196.63 | | | | |

Waterfront Revitalization Initiative (WFT)

| Projects by Category (Million) | 2018 Approved Cash Flow | YTD Exp. | | YE Projection | | | | Notes | Total Approved Budget | Life-to-Date |
|---|---|---|---|---|---|---|---|---|---|---|
| | | $ | % | $ | % | On Budget | On Time | | | |
| Growth Related | | | | | | | | | | |
| Precinct Planning | 0.000 | 0.002 | | 0.002 | | | G | | 3.607 | 3.268 |
| Precinct Implementation Projects | 12.995 | 0.997 | 7.7% | 9.227 | 71.0% | G | G | | 248.400 | 219.959 |
| Transportation Initaitives | 9.816 | -0.003 | 0.0% | 9.816 | 100.0% | G | G | | 31.448 | 21.628 |
| Technical Studies | 0.115 | | 0.0% | 0.082 | 71.0% | G | G | | 6.300 | 5.861 |
| Waterfront Secretariat | 0.645 | 0.130 | 20.2% | 0.518 | 80.3% | G | G | | 10.306 | 6.730 |
| Urban Planning Resources | 0.499 | 0.062 | 12.4% | 0.400 | 80.1% | G | G | | 2.776 | 2.114 |
| Strategic Review | 0.127 | | 0.0% | 0.126 | 99.6% | G | G | | 0.400 | 0.273 |
| The Bentway | 3.500 | 3.000 | 85.7% | 3.500 | 100.0% | G | G | | 24.000 | 23.500 |
| Eastern Broadview Flood Protection | 1.166 | 0.016 | 1.3% | 0.871 | 74.7% | G | G | | 2.000 | 0.850 |
| Bathurst Quay Public Realm | 1.031 | | 0.0% | 0.732 | 71.0% | Y | G | #1 | 1.141 | 0.011 |
| Cherry Street Stormwater Lakefilling | 40.837 | | 0.0% | 40.000 | 98.0% | G | G | | 65.000 | 19.163 |
| Port Lands Flood Protection | 125.900 | 9.003 | 7.2% | 67.600 | 53.7% | Y | G | #2 | 400.417 | 23.746 |
| Sub-Total | 196.631 | 13.206 | 6.7% | 132.873 | 67.6% | - | - | | 795.795 | 327.103 |
| Total | 196.631 | 13.206 | | 132.873 | | | | | 795.795 | 327.103 |

| 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:

Design consultants for the western channel dockwall rehabilitation are being selected, construction scheduled to begin in Fall 2018.

Note # 2:

Design work is currently underway, site excavation scheduled to begin in Summer 2018.

2018 Capital Spending by Program
Internal Corporate Services

| Program | | 2018 Approved Cash Flow | 2018 Expenditure | | | Trending | Alert (Benchmark 70% spending rate) |
|---|---|---|---|---|---|---|---|
| | | | YTD Spending | Year-End Projection | % at Year End | | |
| 311 Toronto | Q1 | 6.57 | 0.23 | 5.11 | 77.8% | | G |
| FM&RE | Q1 | 344.88 | 27.58 | 233.63 | 67.7% | | Y |
| Fleet Services | Q1 | 79.02 | 6.02 | 62.25 | 78.8% | | G |
| I&T | Q1 | 88.54 | 5.99 | 69.54 | 78.5% | | G |
| TOTAL | Q1 | 519.01 | 39.81 | 370.53 | 71.4% | | G |

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

For the three months ended March 31, 2018, capital expenditures for this Cluster totalled $39.81 million of their collective 2018 Approved Capital Budget of $519.01 million. Spending is expected to increase to 370.53 million (71.4%) by year-end. Three Programs in this Cluster have a year-end spending rate of over 70% of their respective 2018 Approved Capital Budgets.

311 Toronto, Fleet Services and Information Technology have a projected year-end spending rate of 77.8%, 78.8% and 78.5% respectively while Facilities Management, Real Estate, Environment has a project year-end spending rate of 67.7%.

Chart 1
2017 Approved Budget by Category ($6.57)

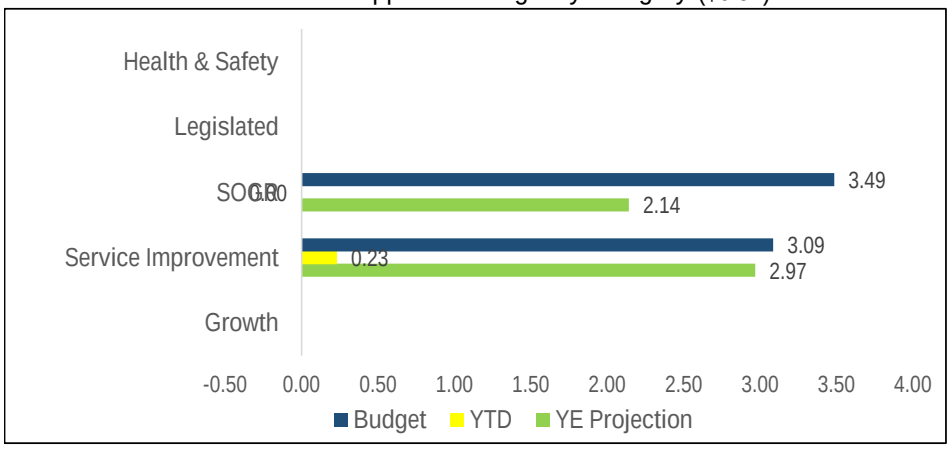


Table 1
2017 Active Projects by Category

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

Chart 2
Project Status - 10

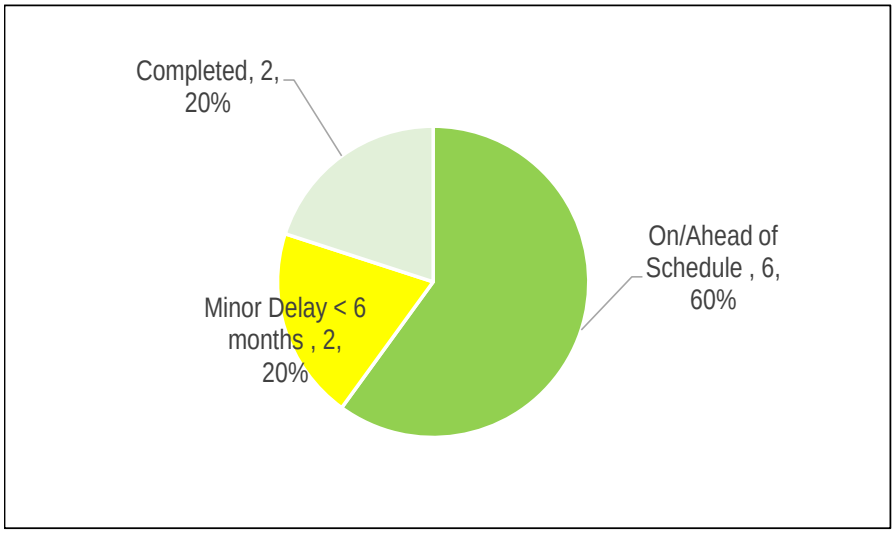


Table 2

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

Table 3
Projects Status ($Million)

| On/Ahead of Schedule | Minor Delay < 6 months | Significant Delay > 6 months | Completed | Cancelled |
|---|---|---|---|---|
| 3.46 | 3.11 | | | |

## Key Discussion Points:

- 311 Toronto is currently forecasting to spend $5.110 million, or 77.8% of its 2018 Capital Budget. This includes SOGR projects such as the Email Management System (EMWS), SharePoint and Customer Relationship Management (CRM) upgrades which are projected to have a combined average spend rate of 82.8% to year-end. This is mainly driven by the EMWS and Sharepoint Upgrade that will be completed by year-end under budget from utilizing internal resources instead of external resourcing, as well as, unforeseen procurement issues with CRM that has slowed down project progress.
- 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. Currently, the master service agreement is being negotiated with the vendor and it is anticipated that the proof of concept will commence in Q2 of 2018. This project is projected to have a year-end spend rate of 57.8%.
- The Channel & Counter Strategy is projected to have a year-end spend rate of 99.0%. This 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 Channel & Counter Strategy is currently on track with majority of the costs expected in Q3 and Q4 .

311 Toronto (THR)

| Projects by Category (Million) | 2018 Approved Cash Flow | YTD Exp. | | YE Projection | | | | Notes | Total Approved Budget | Life-to-Date |
|---|---|---|---|---|---|---|---|---|---|---|
| | | $ | % | $ | % | On Budget | On Time | | | |
| State of Good Repair | | | | | | | | | | |
| Sharepoint Upgrade | 78.118 | 10.237 | 13.1% | 78.118 | 100.0% | G | Y | #1 | 191.000 | 129.295 |
| CRM Upgrade and Replacement | 3,029.000 | 0.000 | 0.0% | 1,750.000 | 57.8% | Y | Y | #2 | 6,884.000 | 0.000 |
| Email Management System (EMWS) | 100.000 | 21.064 | 21.1% | 95.000 | 95.0% | G | G | | 500.000 | 21.064 |
| Business Intelligence | 278.000 | 0.000 | 0.0% | 218.500 | 78.6% | G | G | | 528.000 | 0.000 |
| Verint, Lagan, and Knowledge Base Upgrades | 0.000 | -34.695 | | | | | | | 7,692.919 | 7,476.724 |
| Sub-Total | 3,485.118 | -3.394 | -0.1% | 2,141.618 | 61.5% | - | - | | 15,795.919 | 7,627.083 |
| Service Improvements | | | | | | | | | | |
| Digital Migration | 284.000 | 0.000 | 0.0% | 184.400 | 64.9% | Y | G | #3 | 1,141.000 | 0.000 |
| Readiness Assessment | 55.000 | 0.000 | 0.0% | 55.000 | 100.0% | G | G | | 385.000 | 0.000 |
| Channel & Counter Strategy | 2,500.000 | 120.756 | 4.8% | 2,475.000 | 99.0% | G | G | | 2,500.000 | 120.756 |
| Integrations with Buildings and MLS | 246.649 | 103.512 | 42.0% | 246.649 | 100.0% | G | G | | 760.000 | 616.864 |
| City Booking & Scheduling Solution and Payment Module | 0.000 | 7.411 | | 7.411 | | | | | 9,572.000 | 8,320.134 |
| Sub-Total | 3,085.649 | 231.679 | 7.5% | 2,968.460 | 96.2% | - | - | | 14,358.000 | 9,057.754 |
| Total | 6,570.767 | 228.285 | | 5,110.078 | | | | | 30,153.919 | 16,684.837 |

| 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:

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

Note # 2:

The Customer Relationship Management (CRM) project has experienced delays due to unforseen procurement issues and is currently in neogitation with the vendor in relation to the master service agreement. It is anticipated that the proof of concept will commence in Q2 2018.

Note # 3:

Digital Migration project is 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. It is expected to be completed by end of 2018.

Chart 1
2018 Approved Budget by Category ($344.88)

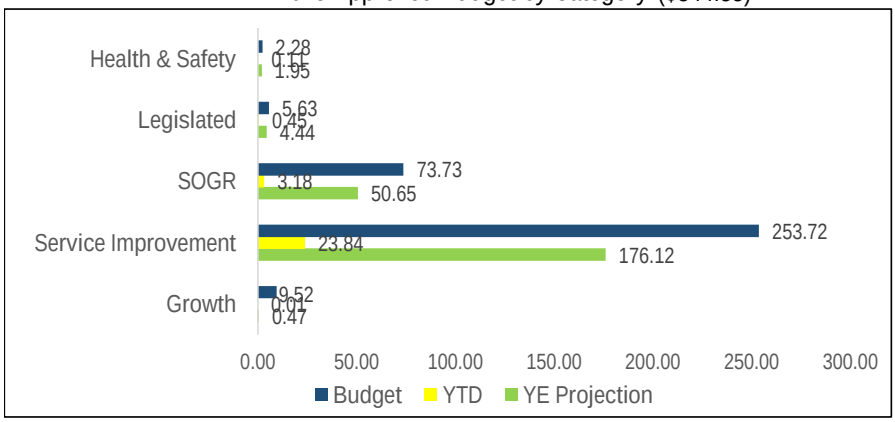


Table 1
2018 Active Projects by Category

| | |
|---|---|
| Health & Safety | 8 |
| Legislated | 8 |
| SOGR | 103 |
| Service Improvement | 101 |
| Growth | 4 |
| Total # of Projects | 224 |

Chart 2
Project Status - 224

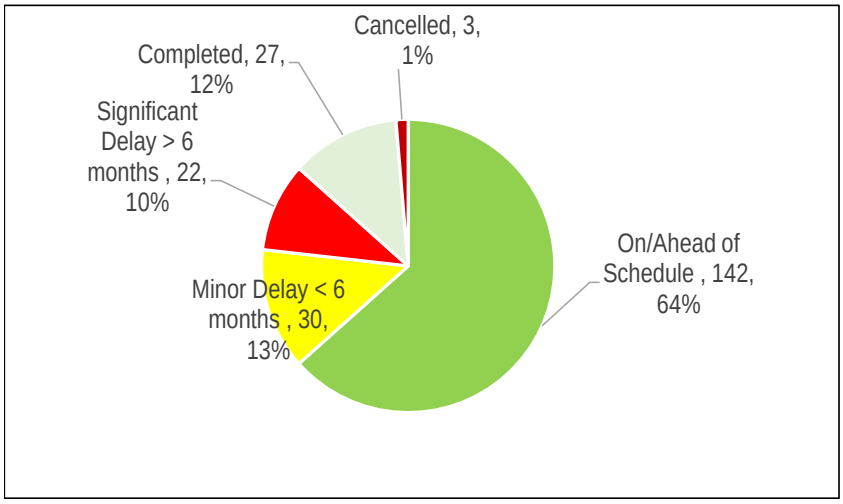


Table 2
Reason for Delay 52

| | Significant Delay | Minor Delay |
|---|---|---|
| Insufficient Staff Resources | | |
| Procurement Issues | 1 | 1 |
| RFQ/RFP Delayed | 5 | 2 |
| Contractor Issues | | |
| Site Conditions | 4 | 13 |
| Co-ordination with Other Projects | 11 | 13 |
| Community Consultation | | |
| Other* | 1 | 1 |
| Total # of Projects | 22 | 30 |

Table 3
Projects Status ($Million)

| On/Ahead of Schedule | Minor Delay < 6 months | Significant Delay > 6 months | Completed | Cancelled |
|---|---|---|---|---|
| 283.40 | 18.27 | 42.16 | 1.02 | 0.03 |

Reasons for "Other*" Projects Delay:

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

Key Discussion Points:

- The FREEE Capital program is forecasting to spend $233.6 million or 67.7% of its 2018 Council Approved Capital Budget. To reflect a true measure of FREEE's Capital program delivery, the forecasted spending rate, excluding such projects with unique complexities and special purpose funding, would be 76.0%. These include major capital projects such as the Union Station Revitalization (2018 Plan - $112.5 million), St. Lawrence Market Redevelopment (2018 Plan - $23.4M) and Strategic Property Acquisitions (2018 Plan - $8.7 million)
- The FREEE program includes both SOGR and Improvement projects and major capital initiatives the Program is delivering.
- For major projects, progress expected by year-end includes:
  - St. Lawrence Market North - award of the construction contract and begin work on the new permanent North Market.
  - Union Station - continued progress on stage 2/3 construction, including handover of the Bay Concourse in 2018.
- On the core Facilities Management SOGR program, forecasted spending for 2018 is 72.2% of which 27 projects have either been completed or are in the close out stage, which were carried over from 2017.
- Over 123 SOGR and Improvement projects are scheduled for completion that will help address numerous backlog issues across the portfolio of facilities. A number of projects are currently in the design phase with spending expected to increase in the second half of the year as they move into construction.

Facilities Management, Real Estate & Environment (FAC)

| Projects by Category (Million) | 2018 Approved Cash Flow | YTD Exp. | | YE Projection | | | | Notes | Total Approved Budget | Life-to-Date |
|---|---|---|---|---|---|---|---|---|---|---|
| | | $ | % | $ | % | On Budget | On Time | | | |
| Health & Safety | | | | | | | | | | |
| Emergency Repairs | 0.961 | 0.000 | 0.0% | 0.645 | 67.1% | Y | Y | #1 | 1.527 | 0.566 |
| Global Corporate Security Program | 1.235 | 0.105 | 8.5% | 1.235 | 100.0% | G | G | | 2.277 | 1.147 |
| Replacement of Diesel with Natural Gas Generators for Various locations | 0.081 | 0.000 | 0.0% | 0.070 | 86.2% | G | G | | 4.687 | 4.606 |
| Sub-Total | 2.277 | 0.105 | 4.6% | 1.950 | 85.6% | - | - | | 8.491 | 6.319 |
| Legislated | | | | | | | | | | |
| Accessibility for Ontarians with Disabilities Act (AODA) | 3.513 | 0.383 | 10.9% | 2.756 | 78.5% | G | G | | 34.327 | 2.772 |
| Barrier Free / Equity | 0.315 | 0.053 | 16.9% | 0.167 | 52.8% | Y | G | #2 | 1.887 | 1.625 |
| Environmental Remediation | 1.801 | 0.013 | 0.7% | 1.517 | 84.2% | G | G | | 4.398 | 2.110 |
| Sub-Total | 5.629 | 0.449 | 8.0% | 4.439 | 78.9% | - | - | | 40.612 | 6.507 |
| State of Good Repair | | | | | | | | | | |
| Albert Campbell Square Park Rehabilitation | 1.961 | 0.006 | 0.3% | 1.503 | 76.7% | G | Y | #3 | 3.144 | 1.189 |
| Global Corporate Security Program | 1.750 | 0.155 | 8.9% | 1.750 | 100.0% | G | G | | 2.750 | 0.155 |
| Mechanical & Electrical | 19.582 | 1.564 | 8.0% | 16.014 | 81.8% | G | G | | 57.242 | 25.425 |
| Old City Hall HVAC Upgrades | 0.031 | 0.000 | 0.0% | 0.000 | 0.0% | R | G | #4 | 13.852 | 13.747 |
| Others - SOGR | 9.894 | 0.136 | 1.4% | 8.366 | 84.6% | G | G | | 38.972 | 16.521 |
| Physical Security Capital Plan | 0.027 | 0.019 | 70.8% | 0.027 | 100.0% | G | G | | 1.300 | 1.292 |
| Renovations | 7.848 | 0.072 | 0.9% | 2.360 | 30.1% | R | G | #5 | 15.631 | 3.939 |
| Re-Roofing | 2.490 | 0.122 | 4.9% | 0.829 | 33.3% | R | G | #6 | 3.765 | 4.525 |
| Sitework | 1.666 | 0.540 | 32.4% | 1.173 | 70.4% | Y | G | #7 | 11.579 | 5.171 |
| Structural / Building Envelope | 28.482 | 0.564 | 2.0% | 18.632 | 65.4% | Y | G | #8 | 83.203 | 18.170 |
| Sub-Total | 73.731 | 3.178 | 4.3% | 50.654 | 68.7% | - | - | | 231.438 | 90.135 |
| Service Improvements | | | | | | | | | | |
| 14 John Street Expropriation | 0.066 | 0.000 | 0.0% | 0.000 | 0.0% | R | | #9 | 2.004 | 1.938 |
| 925 Albion Rd | 10.507 | 10.285 | 97.9% | 10.507 | 100.0% | G | G | | 10.507 | 10.285 |
| Administrative Penalty System | 2.172 | 0.114 | 5.3% | 1.850 | 85.2% | G | G | | 3.000 | 0.942 |
| CCTV Infrastructure Enhancements | 0.544 | 0.137 | 25.1% | 0.544 | 100.0% | G | G | | 7.754 | 6.597 |
| Channel & Counter Strategy | 0.000 | 0.025 | | 0.000 | | | | #10 | 1.065 | 1.449 |
| Combined Heat & Power | 1.998 | 0.416 | 20.8% | 0.700 | 35.0% | R | R | #11 | 4.001 | 2.419 |
| Community Energy Planning | 42.872 | 0.438 | 1.0% | 41.633 | 97.1% | G | G | | 56.064 | 13.993 |
| Corporate Facilities Refurbishment Program | 0.442 | 0.000 | 0.0% | 0.442 | 100.0% | G | G | | 3.993 | 3.151 |
| Demand Response Program | 0.093 | 0.000 | 0.0% | 0.000 | 0.0% | R | R | #12 | 0.893 | 0.000 |
| Energy Conservation & Demand Management | 5.823 | 0.431 | 7.4% | 3.030 | 52.0% | Y | G | #13 | 9.798 | 4.405 |
| Energy Retrofit Program | 0.665 | -0.288 | -43.3% | 0.572 | 85.9% | G | G | | 3.045 | 1.830 |
| Facilities Preventive Maintenance Systems | 0.000 | 0.000 | | 0.000 | | | | | 4.705 | 4.048 |
| Fire Hall Emergency Generators | 5.576 | 0.661 | 11.9% | 4.323 | 77.5% | G | G | | 12.500 | 5.586 |
| Mechanical & Electrical | 3.000 | 0.000 | 0.0% | 2.400 | 80.0% | G | G | | 3.500 | 0.000 |
| Nathan Phillips Square Revitalization | 0.026 | 0.000 | 0.0% | 0.025 | 95.7% | G | G | | 51.300 | 51.007 |
| Office Modernization Program | 13.873 | 1.851 | 13.3% | 12.673 | 91.3% | G | G | | 27.450 | 12.428 |
| Others - Service Improvements | 3.973 | 0.228 | 5.8% | 2.037 | 51.3% | Y | G | #14 | 23.380 | 13.962 |
| Others - SOGR | 0.150 | 0.000 | 0.0% | 0.125 | 83.3% | G | G | | 0.150 | 0.000 |
| Renewable Energy Program | 7.319 | 1.325 | 18.1% | 3.201 | 43.7% | R | R | #15 | 20.800 | 14.806 |
| Residential Energy Retrofit Program (HELP) | 1.562 | 0.230 | 14.7% | 1.000 | 64.0% | Y | Y | #16 | 11.250 | 2.694 |
| Resiliency Program | 0.830 | 0.041 | 4.9% | 0.732 | 88.2% | G | G | | 3.901 | 3.112 |

Facilities Management, Real Estate & Environment (FAC)

| Projects by Category (Million) | 2018 Approved Cash Flow | YTD Exp. | | YE Projection | | | | Notes | Total Approved Budget | Life-to-Date |
|---|---|---|---|---|---|---|---|---|---|---|
| | | $ | % | $ | % | On Budget | On Time | | | |
| Solar Photovoltaic Program | 1.008 | 0.000 | 0.0% | 0.100 | 9.9% | Ⓡ | Ⓡ | #17 | 4.800 | 3.264 |
| St. Lawrence Market North Redevelopment | 23.386 | 0.326 | 1.4% | 15.694 | 67.1% | Ⓨ | Ⓨ | #18 | 101.468 | 12.652 |
| Toronto Strong Neighbourhood Strategy | 6.524 | -0.357 | -5.5% | 4.727 | 72.5% | Ⓖ | Ⓖ | | 8.510 | 1.631 |
| TransformTO | 4.000 | 0.000 | 0.0% | 0.200 | 5.0% | Ⓡ | Ⓡ | #19 | 4.000 | 0.000 |
| Union Station Revitalization | 115.954 | 7.857 | 6.8% | 68.560 | 59.1% | Ⓨ | Ⓨ | #20 | 700.637 | 635.331 |
| Various IT-Related Projects | 1.359 | 0.120 | 8.8% | 1.043 | 76.7% | Ⓖ | Ⓖ | | 5.131 | 2.516 |
| Sub-Total | 253.723 | 23.840 | 9.4% | 176.117 | 69.4% | - | - | | 1,085.606 | 810.045 |
| Growth Related | | | | | | | | | | |
| 1251 Bridletowne Circle Acquisition | 0.063 | 0.000 | 0.0% | 0.000 | 0.0% | Ⓡ | | #21 | 5.942 | 5.879 |
| First Parliament Site Land Acquisition | 0.276 | 0.000 | 0.0% | 0.000 | 0.0% | Ⓡ | | #22 | 1.300 | 1.024 |
| Strategic Property Acquisitions | 8.707 | 0.000 | 0.0% | 0.000 | 0.0% | Ⓡ | Ⓖ | #23 | 10.000 | 1.293 |
| Westwood | 0.474 | 0.006 | 1.2% | 0.474 | 100.0% | Ⓖ | Ⓖ | | 4.000 | 1.082 |
| Sub-Total | 9.519 | 0.006 | 0.1% | 0.474 | 5.0% | - | - | | 21.242 | 9.279 |
| Total | 344.879 | 27.578 | 8.0% | 233.634 | 67.7% | | | | 1,387.389 | 922.285 |

| 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:

Underspending and slowdown in project progress due to coordination with other projects and RFP/RFQ delays.

Note # 2:

Underspending driven by delays in access to sites and standardization of Accessibility for Ontarians with Disabilities Act (AODA) reporting. Project is still expected to be completed on time.

Note # 3:

Slowdown in project progress is due to coordination issues with other projects.

Note # 4:

Underspending is immaterial.

Note # 5:

Underspending is due to coordination issues with client, RFP/RFQ delays, as well as site condition issues.

Note # 6:

Underspending is due to coordination issues with client, as well as, site condition issues.

Note # 7:

Underspending is due to coordination issues with client, as well as, site condition issues.

Note # 8:

Underspending is due to coordination of building requirements across multiple stakeholders.

Note # 9:

Project is completed. Funding is no longer required.

Note # 10:

Project has been transferred to 311 Toronto's 2018 - 2027 Council Approved Capital Budget and Plan during the 2018 Budget Process. Funding is no longer required.

Note # 11:

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

Note #12:

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

Facilities Management, Real Estate & Environment (FAC)

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

Note #13:

Underspending is due to delays in coordination with other projects.

Note # 14:

Underspending is due to delays in coordination issues with client and other projects, RFP/RFQ delays, and site condition issues.

Note # 15:

Underspending and slowdown in the GeoExchange project mainly due to site condition issues. Project expected to be completed in 2018.

Note # 16:

Underspending and slowdown in project progress is mainly due to low uptake in relation to regulatory requirements.

Note # 17:

Underspending and slowdown in project progress due to procurement issues.

Note # 18:

Underspending and slow down in project progress is due to unforseen discovery of significant archeological remains resulting in a four stage archeological process and changes in project scope, as well as, a number of design changes driven by the consultant. The project is expected to be completed in 2020.

Note # 19:

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

Note # 20:

This project has encountered additional risk to budget and schedule due to maintaining heritage elements of Union Station., performance issues with contractors during Stage 1, environmental and unforeseen site conditions and coordinating and carrying out construction while maintaining operations at the Station. To mitigate these risks, project teams have responded with value engineering, constructability changes, minor scope adjustments, and consideration of different construction methodologies.

Stage 1 construction contractor has filed a claim against the City for direct and indirect work. The project team is working with internal and external legal council to assess the validity of the Stage 1 claim and prepare the City's counter-claim against the GC/CM. Note - The City has not accepted responsibility for certain construction claims filed by the stage 1 contractor and its subcontractors. The revised project budget does not include the cost of these claims. Staff have taken steps to protect the City's interest with respect to these claims, however any future decision resulting in a need to pay out any claims will result in a need for additional funding.

Metrolinx schedule delays resulted in a $22.8M increase to 2018 - 2027 Council Approved Capital Budget & Plan for increased construction costs and indirect costs related to internal staffing, insurance, and third party consultant support. This was approved through the 2018 Budget Process. Risk continues on project schedule and budget with respect to Metrolinx's ability to meet their deliverable timelines. The City is working closely with Metrolinx to ensure deliverables required to mitigate the impacts on the City's remaining construction activities are met. Future impacts to budget and schedule will be mitigated to the maximum extent possible and communicated in a future update once known.

Note # 21:

Project is completed. Funding is no longer required.

Note # 22:

Project is completed. Funding is no longer required.

Note # 23:

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

Chart 1
2017 Approved Budget by Category ($79.02)

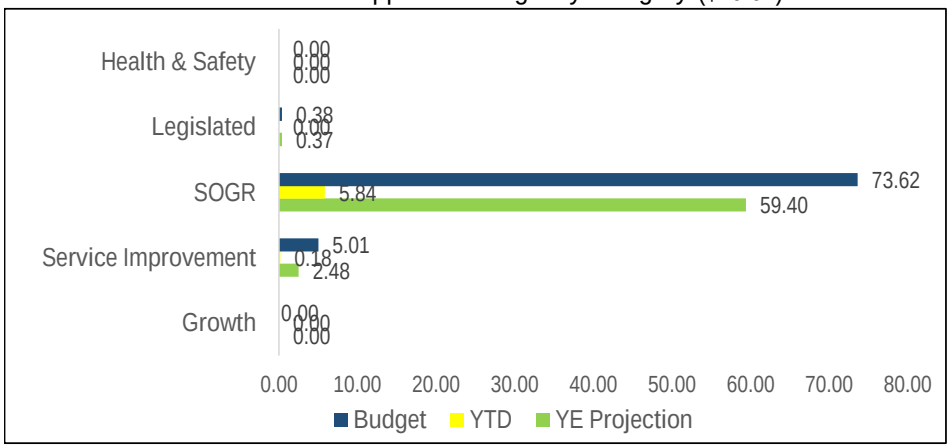


Table 1
2017 Active Projects by Category

| | |
|---|---|
| Health & Safety | |
| Legislated | 1 |
| SOGR | 25 |
| Service Improvement | 3 |
| Growth | |
| Total # of Projects | 29 |

Chart 2
Project Status - 29

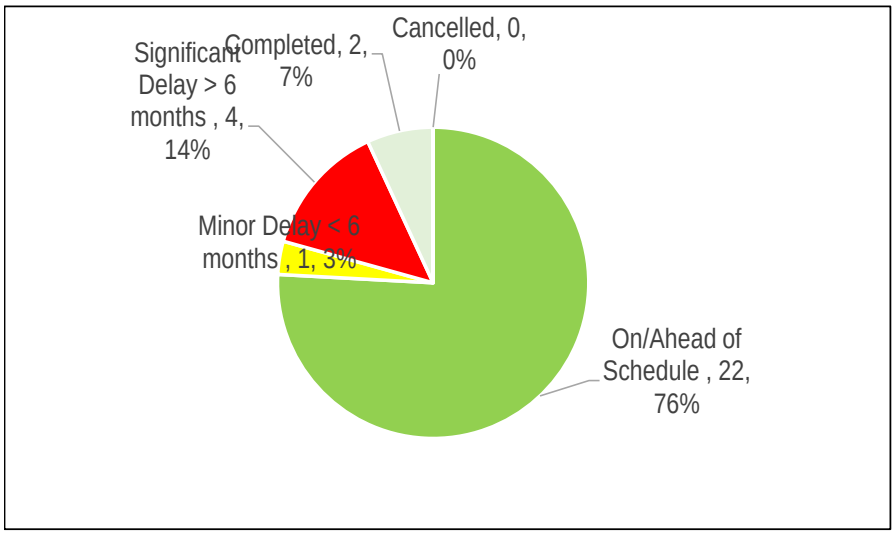


Table 2
Reason for Delay 5

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

Table 3
Projects Status ($Million)

| On/Ahead of Schedule | Minor Delay < 6 months | Significant Delay > 6 months | Completed | Cancelled |
|---|---|---|---|---|
| 61.04 | 11.08 | 6.76 | 0.15 | |

Fleet Services (FLT)

| Projects by Category (Million) | 2017 Approved Cash Flow | YTD Exp. | | YE Projection | | | | Notes | Total Approved Budget | Life-to-Date |
|---|---|---|---|---|---|---|---|---|---|---|
| | | $ | % | $ | % | On Budget | On Time | | | |
| Legislated | | | | | | | | | | |
| Green Fleet Plan | 0.384 | 0.000 | 0.0% | 0.370 | 96.2% | G | G | | 0.535 | 0.151 |
| Sub-Total | 0.384 | 0.000 | 0.0% | 0.370 | 96.2% | - | - | | 0.535 | 0.151 |
| State of Good Repair | | | | | | | | | | |
| Arena Boards - Fleet Replacement | 0.111 | 0.000 | 0.0% | 0.107 | 96.6% | G | G | | 0.323 | 0.092 |
| Toronto Building - Fleet Replacement | 0.110 | 0.000 | 0.0% | 0.000 | 0.0% | R | | #1 | 0.214 | 0.104 |
| Clerks - Fleet Replacement | 0.124 | 0.000 | 0.0% | 0.107 | 86.2% | G | G | | 0.364 | 0.229 |
| Engineering & Construction Services - Fleet Replacement | 0.866 | 0.000 | 0.0% | 0.577 | 66.7% | Y | R | #2 | 1.691 | 0.246 |
| Economic Development & Culture - Fleet Replacement | 0.140 | 0.000 | 0.0% | 0.114 | 81.6% | G | G | | 0.140 | 0.000 |
| Exhibition - Fleet Replacement | 0.217 | 0.155 | 71.3% | 0.185 | 85.0% | G | G | | 0.875 | 0.213 |
| Fire Services - Fleet Replacement | 11.076 | 0.010 | 0.1% | 8.253 | 74.5% | G | Y | #4 | 21.108 | 9.542 |
| Fleet Services - Fleet Replacement | 0.494 | 0.000 | 0.0% | 0.394 | 79.7% | G | G | | 0.704 | 0.210 |
| Facility & Real Estate - Fleet Replacement | 1.335 | 0.000 | 0.0% | 0.788 | 59.1% | Y | R | #2 | 2.420 | 0.817 |
| Fleet Services - Garage Security | 0.105 | 0.000 | 0.0% | 0.105 | 100.0% | G | G | | 0.105 | 0.000 |
| Fleet Replacement - Insurance Company | 0.218 | 0.000 | 0.0% | 0.166 | 76.0% | G | G | | 0.499 | 0.141 |
| Information & Technology - Fleet Replacement | 0.085 | 0.032 | 38.1% | 0.065 | 75.9% | G | G | | 0.085 | 0.032 |
| Library - Fleet Replacement | 0.862 | 0.038 | 4.4% | 0.305 | 35.4% | R | R | #2 | 2.105 | 1.015 |
| Municipal Licensing - Fleet Replacement | 0.344 | 0.001 | 0.3% | 0.134 | 38.9% | R | G | #2 | 1.529 | 1.187 |
| Toronto Paramedic - Fleet Replacement | 4.064 | 2.278 | 56.1% | 4.064 | 100.0% | G | G | | 8.180 | 6.394 |
| Parks, Forestry & Recreation - Fleet Replacement | 8.165 | 0.320 | 3.9% | 6.673 | 81.7% | G | G | | 28.154 | 14.460 |
| Purchasing & Materials - Fleet Replacement | 0.177 | 0.000 | 0.0% | 0.162 | 91.5% | G | G | | 0.297 | 0.000 |
| PPF&A - Fleet Replacement | 0.036 | 0.000 | 0.0% | 0.000 | 0.0% | R | | #1 | 0.065 | 0.029 |
| Public Health - Fleet Replacement | 0.037 | 0.000 | 0.0% | 0.031 | 83.9% | G | G | | 0.103 | 0.064 |
| Solid Waste - Fleet Replacement | 27.725 | 2.001 | 7.2% | 24.385 | 88.0% | G | G | | 97.299 | 45.177 |

Fleet Services (FLT)

| Projects by Category (Million) | 2017 Approved Cash Flow | YTD Exp. | | YE Projection | | | | Notes | Total Approved Budget | Life-to-Date |
|---|---|---|---|---|---|---|---|---|---|---|
| | | $ | % | $ | % | On Budget | On Time | | | |
| Toronto Community Housing Corporation - Fleet Replacement | 1.409 | 0.398 | 28.3% | 1.109 | 78.7% | G | G | | 1.812 | 0.461 |
| Fleet Tools & Equipment | 0.572 | 0.000 | 0.0% | 0.392 | 68.5% | Y | G | #3 | 0.690 | 0.118 |
| Transportation Services - Fleet Replacement | 5.564 | 0.000 | 0.0% | 1.879 | 33.8% | R | G | #2 | 36.264 | 3.274 |
| Toronto Water - Fleet Replacement | 8.736 | 0.607 | 6.9% | 8.435 | 96.5% | G | G | | 31.211 | 13.250 |
| Zoo - Fleet Replacement | 1.050 | 0.000 | 0.0% | 0.971 | 92.5% | G | G | | 1.050 | 0.000 |
| Sub-Total | 73.622 | 5.841 | 7.9% | 59.400 | 80.7% | - | - | | 237.287 | 97.053 |
| Service Improvements | | | | | | | | | | |
| At-large Purchases | 0.570 | 0.000 | 0.0% | 0.516 | 90.5% | G | G | | 0.570 | 0.000 |
| Fuel Site Closures | 0.748 | 0.012 | 1.7% | 0.651 | 87.0% | G | G | | 9.150 | 6.310 |
| Fleet Management System & Fuel System Integration | 3.695 | 0.166 | 4.5% | 1.313 | 35.5% | R | R | #5 | 5.147 | 1.652 |
| Sub-Total | 5.013 | 0.178 | 3.6% | 2.480 | 49.5% | - | - | | 14.867 | 7.962 |
| | | | | | | | | | | |
| Total | 79.019 | 6.019 | | 62.249 | | | | | 252.689 | 105.165 |

| 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 |

0.000

Note # 1:

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

Note # 2:

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

Note # 3:

This project is delayed due to RFQ process.

Note # 4:

Minor delay due to longer than expected manufacture lead time to produce Fire Apparatus.

Note # 5:

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

Chart 1
2018 Approved Budget by Category ($88.54)

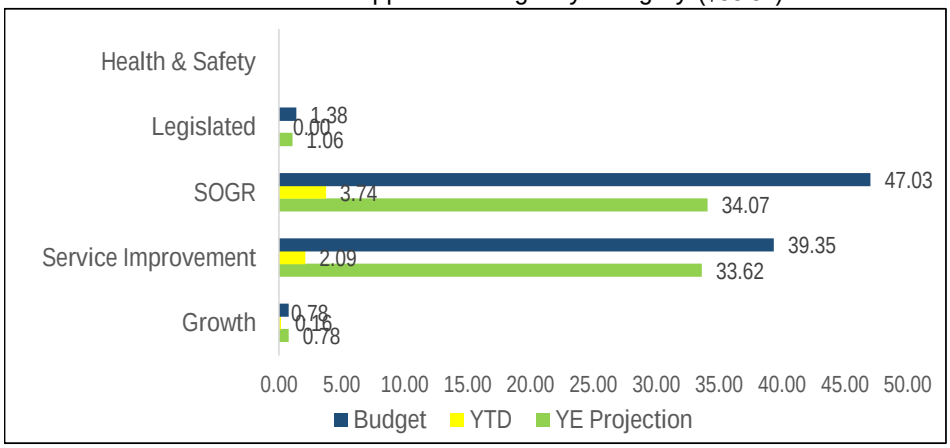


Table 1
2018 Active Projects by Category

| | |
|---|---|
| Health & Safety | |
| Legislated | 1 |
| SOGR | 30 |
| Service Improvement | 44 |
| Growth | 1 |
| Total # of Projects | 76 |

Chart 2
Project Status - 80

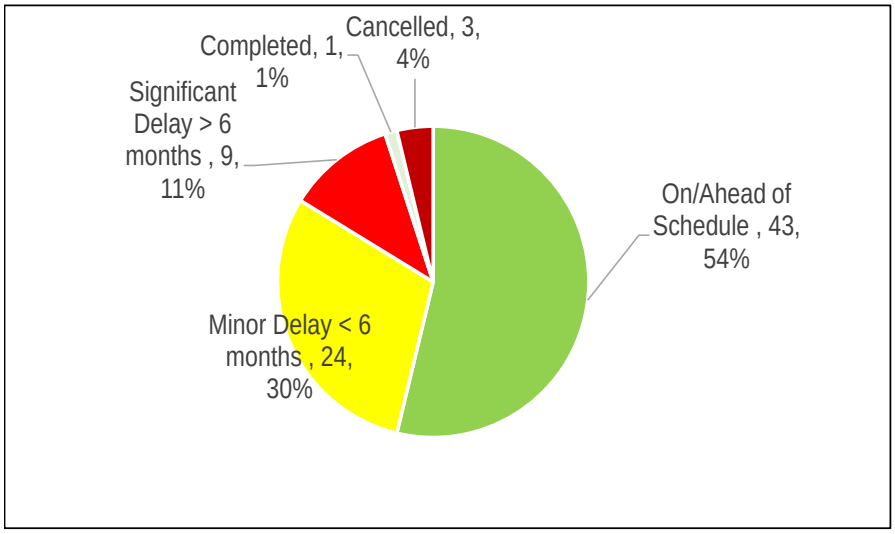


Table 2
Reason for Delay 33

| | Significant Delay | Minor Delay |
|---|---|---|
| Insufficient Staff Resources | 5 | 6 |
| Procurement Issues | 1 | |
| RFQ/RFP Delayed | | |
| Contractor Issues | 1 | 2 |
| Site Conditions | | |
| Co-ordination with Other Projects | | 1 |
| Community Consultation | | |
| Other* | 2 | 15 |
| Total # of Projects | 9 | 24 |

Table 3
Projects Status ($Million)

| On/Ahead of Schedule | Minor Delay < 6 months | Significant Delay > 6 months | Completed | Cancelled |
|---|---|---|---|---|
| 52.80 | 21.22 | 13.86 | 0.01 | 0.65 |

Information & Technology (ITP)

| Projects by Category (Million) | 2018 Approved Cash Flow | YTD Exp. $ | YTD Exp. % | YE Projection $ | YE Projection % | On Budget | On Time | Notes | Total Approved Budget | Life-to-Date |
|---|---|---|---|---|---|---|---|---|---|---|
| Legislated | | | | | | | | | | |
| AODA Compliance | 1.383 | 0.000 | 0.0% | 1.063 | 76.9% | G | Y | #1 | 1.383 | 0.000 |
| Sub-Total | 1.383 | 0.000 | 0.0% | 1.063 | 76.9% | - | - | | 1.383 | 0.000 |
| State of Good Repair | | | | | | | | | | |
| Application Systems | 3.481 | 0.190 | 5.5% | 2.126 | 61.1% | Y | Y | #2 | 6.673 | 3.161 |
| Applications Portfolio Tools & Rationalization | 1.000 | 0.028 | 2.8% | 0.226 | 22.6% | R | Y | #3 | 1.387 | 0.387 |
| Asset Lifecycle Management | 24.983 | 2.030 | 8.1% | 20.200 | 80.9% | G | G | | 93.013 | 68.027 |
| Business Sustainment Systems | 0.006 | 0.005 | 91.0% | 0.005 | 91.0% | G | | | 0.588 | 0.731 |
| Consolidated Data Centre | 5.713 | 0.267 | 4.7% | 3.981 | 69.7% | Y | G | #4 | 13.600 | 8.393 |
| Corporate Initiatives | 2.861 | 0.286 | 10.0% | 1.453 | 50.8% | Y | G | #5 | 7.948 | 5.021 |
| Corporate Planning & Management | 2.522 | 0.304 | 12.1% | 1.882 | 74.6% | G | G | | 9.695 | 7.146 |
| Information Security Program | 0.473 | 0.101 | 21.4% | 0.435 | 91.9% | G | R | #6 | 2.140 | 1.646 |
| IT Service Mgmt | 1.022 | 0.019 | 1.9% | 0.653 | 63.9% | Y | R | #7 | 3.698 | 2.676 |
| Network Upgrades | 3.295 | 0.025 | 0.8% | 1.593 | 48.4% | R | R | #8 | 40.084 | 18.382 |
| Technology Infrastructure | 0.673 | 0.022 | 3.3% | 0.643 | 95.5% | G | G | | 0.895 | 0.222 |
| WEB Business Continuity Refresh & Redesign | 1.000 | 0.457 | 45.7% | 0.878 | 87.8% | G | G | | 7.780 | 7.378 |
| Sub-Total | 47.029 | 3.735 | 7.9% | 34.075 | 72.5% | - | - | | 187.501 | 123.170 |
| Service Improvements | | | | | | | | | | |
| Application Systems | 5.856 | 0.334 | 5.7% | 4.926 | 84.1% | G | R | #9 | 16.694 | 9.396 |
| Asset Management Solution - Transportation | 0.860 | 0.000 | 0.0% | 0.536 | 62.3% | Y | Y | #10 | 1.395 | 0.535 |
| Business Sustainment Systems | 11.034 | 0.643 | 5.8% | 9.865 | 89.4% | G | G | | 22.595 | 11.515 |
| Corporate Initiatives | 6.854 | 0.611 | 8.9% | 5.900 | 86.1% | G | Y | #11 | 16.769 | 9.906 |
| Corporate Planning & Management | 1.253 | 0.011 | 0.9% | 0.981 | 78.3% | G | Y | #12 | 2.315 | 1.062 |
| Document Management Capabilities | 0.340 | 0.020 | 6.0% | 0.105 | 30.9% | R | G | #13 | 0.420 | 0.081 |
| E-City Strategic Planning | 0.882 | 0.425 | 48.2% | 0.882 | 100.0% | G | G | | 2.435 | 1.553 |
| ECS Business Systems Improvements | 0.300 | 0.000 | 0.0% | 0.159 | 53.0% | Y | G | #14 | 0.300 | 0.000 |
| ECS Capital Project & Program Mgmt Process | 0.292 | 0.054 | 18.4% | 0.210 | 72.0% | G | G | | 0.446 | 0.154 |
| Enterprise Architecture | 1.000 | 0.002 | 0.2% | 0.750 | 75.0% | G | G | | 5.254 | 4.252 |
| Enterprise Time, Attendance & Scheduling Management - PPEB | 0.259 | -0.517 | -199.6% | 0.259 | 100.0% | G | R | #15 | 14.950 | 14.179 |
| Intranet Refresh (Phase 1 IT WEB) | 0.205 | 0.000 | 0.2% | 0.188 | 91.4% | G | G | | 0.254 | 0.049 |
| Open Data Visualization | 0.913 | 0.071 | 7.8% | 0.909 | 99.5% | G | G | | 1.384 | 0.471 |
| Resource to Deliver IT Capital Projects | 3.035 | 0.000 | 0.0% | 2.550 | 84.0% | G | R | #16 | 11.108 | 8.073 |
| Shared Services | 0.271 | 0.000 | 0.0% | 0.000 | 0.0% | R | | #17 | 0.608 | 0.337 |
| Short Term Business Improvements - Transportation | 0.135 | 0.003 | 2.5% | 0.135 | 100.0% | G | G | | 2.499 | 2.363 |
| Systems Enhancements-Licencing Services | 0.328 | 0.050 | 15.1% | 0.304 | 92.6% | G | Y | #18 | 1.226 | 0.897 |

Information & Technology (ITP)

| Projects by Category (Million) | 2018 Approved Cash Flow | YTD Exp. | | YE Projection | | | | Notes | Total Approved Budget | Life-to-Date |
|---|---|---|---|---|---|---|---|---|---|---|
| | | $ | % | $ | % | On Budget | On Time | | | |
| TASS Business Readiness | 0.363 | 0.000 | 0.0% | 0.363 | 100.0% | G | G | | 0.461 | 0.098 |
| TFS Prevention & Public Education Improvements | 0.197 | 0.000 | 0.0% | 0.061 | 30.8% | R | G | #19 | 0.272 | 0.053 |
| WAN High Speed Fire Data | 0.440 | 0.000 | 0.0% | 0.317 | 72.0% | G | R | #20 | 2.008 | 1.568 |
| WEB Business Continuity Refresh & Redesign | 1.441 | 0.118 | 8.2% | 1.441 | 100.0% | G | G | | 1.623 | 0.182 |
| Work Management Solution - Transportation | 3.093 | 0.262 | 8.5% | 2.784 | 90.0% | G | R | #21 | 8.130 | 3.444 |
| Sub-Total | 39.351 | 2.087 | 5.3% | 33.623 | 85.4% | - | - | | 113.148 | 70.170 |
| Growth Related Technology Infrastructure | 0.777 | 0.164 | 21.1% | 0.777 | 100.0% | G | G | | 1.214 | 0.437 |
| Sub-Total | 0.777 | 0.164 | 21.1% | 0.777 | 100.0% | - | - | | 1.214 | 0.437 |
| Total | 88.541 | 5.987 | 6.8% | 69.538 | 78.5% | | | | 303.246 | 193.777 |

| 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:
Slow down in project progress is due to insufficient staff resources.

Note # 2:
Underspending and slow down in project progress is due to contractor issues, insufficient staff resources, and delays in negotiations.

Note # 3:
Underspending and slow down in project progress is due to the project being reset and a new revised plan has been created as directed by Project Sponsor.

Note # 4:
As of Q1, IT Shared Services Study is complete and CDC project strategy is 100% complete .

Note # 5:
Underspending is due to delays in SAP Solution Manager project.The project is planned for execution from June 2018 to June 2019.

Note # 6:
Slow down in project progress is due to insufficient staff resources.

Note # 7:
Underspending and slow down in project progress is due to ITSM project being on hold since 2017 as result of ITSM resources being seconded to the CATS/TASS project to address high priority matters.

Information & Technology (ITP)

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

Note # 8:
Underspending and slow down in project progress is due to insufficient staff resources and BCM plans being revised and updated as per OEM schedule.

Note # 9:
Slow down in project progress is due to insufficient staff resources and delays in contractor negotiation issues.

Note # 10:
Underspending and slow down in project progress is due to re-forecast to align with corporate direction. Completed collection of 5739 centreline km of routing data (pavement condition)

Note # 11:
Slow down in project progress is mainly due to contractor issues, insufficient staff resources, and delays with RFP releases.

Note # 12:
Slow down in project progress is mainly due to insufficient staff resources and delays in coordination with other divisions.

Note # 13:
Project is scheduled to be on track.

Note # 14:
Slow down in project progress is mainly due to proceeding as per project schedule (re-baselined) - solution architecture work on target for completion 4 weeks after original target of March 31

Note # 15:
Slow down in project progress is mainly due to post go-live stabilization issues with the TPS Solution delaying user / divisional adoption and transition to sustainment / operations. Critical issues as identified by TPS are being addressed, which is a key criteria for transitioning to sustainment. The project closure is pending transition to sustainment.

Note # 16:
Slow down in project progress is mainly due to delays in hiring positions; shortage of HR staff for recruitment. Project extends for 1 more year.

Note # 17:
IT Shared Services project was halted March 2017 due a number of critical success factors that needed to be addressed before investing further in a project delivery team.

Note # 18:
Slow down in project progress is due to insufficient staff resources. The project would benefit from a designated PM resource. BAS4 hiring is underway.

Note # 19:
Project is scheduled to be on track.

Note # 20:
Project on hold due to legal dispute and arbitration.

Note # 21:
Slow down in project progress is due to procurement issues. Procurement process is delayed by 8 months which consequently delayed selection and scoring.

2018 Capital Spending by Program
Office of the Chief Financial Officer (CFO)

| Program | | 2018 Approved Cash Flow | 2018 Expenditure | | | Trending | Alert (Benchmark 70% spending rate) |
|---|---|---|---|---|---|---|---|
| | | | YTD Spending | Year-End Projection | % at Year End | | |
| Financial Services | Q1 | 32.06 | 4.52 | 23.22 | 72.4% | | G |
| | Q2 | 0.00 | 0.00 | 0.00 | | ↑ | R |
| | Q3 | 0.00 | 0.00 | 0.00 | | ▫ | R |
| | Q4 | 0.00 | 0.00 | 0.00 | | ▫ | R |
| TOTAL | Q1 | 32.06 | 4.52 | 23.22 | 72.4% | | G |
| | Q2 | 0.00 | 0.00 | 0.00 | | ↑ | R |
| | Q3 | 0.00 | 0.00 | 0.00 | | ▫ | R |
| | Q4 | 0.00 | 0.00 | 0.00 | | ▫ | R |

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

For the three months ended March 31, 2018, capital expenditures for this Cluster (Office of the CFO) totalled $4.52 million of their collective 2018 Approved Capital Budget of $32.06 million. Spending is expected to increase to $23.22 million (72.4%) by year-end.

Chart 1
2018 Approved Budget by Category ($32.06)

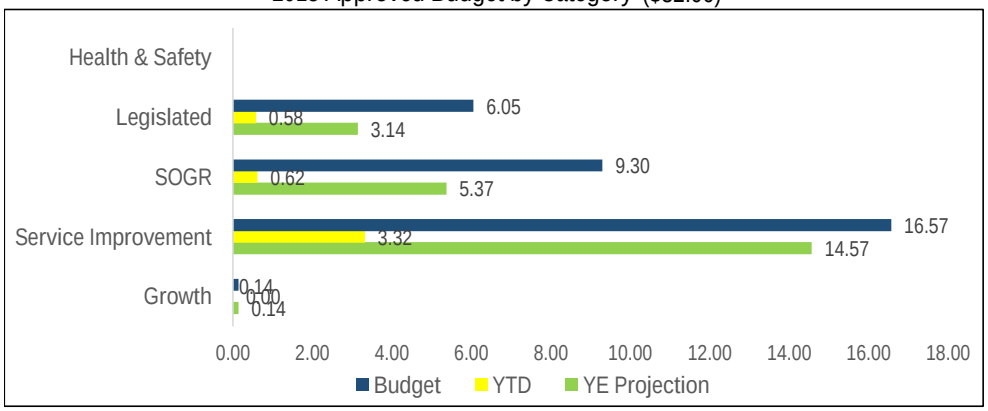


Table 1
2018 Active Projects by Category

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

Chart 2
Project Status - 16

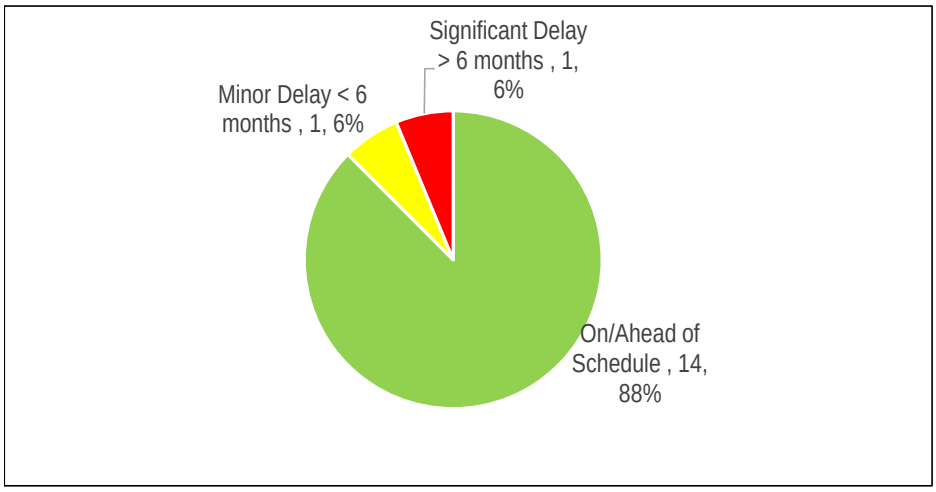


Table 2
Reason for Delay 2

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

Table 3
Projects Status ($Million)

| On/Ahead of Schedule | Minor Delay < 6 months | Significant Delay > 6 months | Completed | Cancelled |
|---|---|---|---|---|
| 23.91 | 7.13 | 1.02 | | |

Financial Services (FNS)

| Projects by Category (Million) | 2018 Approved Cash Flow | YTD Exp. | | YE Projection | | | | Notes | Total Approved Budget | Life-to-Date |
|---|---|---|---|---|---|---|---|---|---|---|
| | | $ | % | $ | % | On Budget | On Time | | | |
| Legislated | | | | | | | | | | |
| PCI COMPLIANCE | 5.411 | 0.574 | 10.6% | 2.500 | 46.2% | R | G | | 10.362 | 4.419 |
| DEV. CHARGES BACKGROUND STUDY | 0.639 | 0.004 | 0.7% | 0.639 | 100.0% | G | G | | 0.770 | 0.135 |
| Sub-Total | 6.050 | 0.578 | 9.5% | 3.139 | 51.9% | - | - | | 11.132 | 4.554 |
| State of Good Repair | | | | | | | | | | |
| CROSS-APPLICATION TIMESHEET (CATS) IMPLEMENTATION | 0.548 | 0.357 | 65.2% | 0.548 | 100.0% | G | G | | 7.540 | 7.350 |
| TAX BILLING SYSTEM | 3.833 | 0.061 | 1.6% | 2.300 | 60.0% | Y | G | | 9.922 | 1.420 |
| INTEGRATED ASSET PLANNING MANAGEMENT (IAPM) | 2.597 | 0.178 | 6.8% | 1.034 | 39.8% | R | G | | 5.000 | 0.372 |
| RISK MANAGEMENT INFO SYSTEM UPGRADE | 0.242 | 0.021 | 8.5% | 0.242 | 100.0% | G | G | | 1.892 | 0.946 |
| UTILITY BILLING SYSTEM | 2.079 | 0.000 | 0.0% | 1.247 | 60.0% | Y | G | | 5.971 | 0.155 |
| Sub-Total | 9.299 | 0.616 | 6.6% | 5.371 | 57.8% | - | - | | 30.325 | 10.243 |
| Service Improvements | | | | | | | | | | |
| FINANCE ACCOUNTING SYSTEMS TRANSFORMATION (FAST) | 1.641 | 0.216 | 13.2% | 1.429 | 87.1% | G | G | | 2.000 | 0.465 |
| EMPLOYEE SERVICE CENTRE (ESC) | 0.255 | 0.000 | 0.0% | 0.255 | 100.0% | G | G | | 0.255 | 0.000 |
| SUPPLY CHAIN MANAGEMENT TRANSFORMATION (SCMT 1) | 7.129 | 2.538 | 35.6% | 6.400 | 89.8% | G | Y | #1 | 10.929 | 6.145 |
| PARKING TAG MGT SOFTWARE UPGRADE | 1.019 | 0.007 | 0.7% | 0.010 | 1.0% | R | R | #2 | 2.952 | 0.624 |
| ELECTRONIC SELF SERVICE TAX AND UTILITY | 0.551 | 0.000 | 0.0% | 0.551 | 100.0% | G | G | | 0.551 | 0.000 |
| EBILLING INITIATIVE | 0.469 | 0.000 | 0.0% | 0.469 | 100.0% | G | G | | 0.469 | 0.000 |
| REVENUE SYSTEM - PHASE 11 | 0.330 | 0.000 | 0.0% | 0.330 | 100.0% | G | G | | 3.500 | 3.169 |
| FINANCIAL PLANNING ANALYSIS REPORTING SYSTEM (FPARS) | 5.175 | 0.560 | 10.8% | 5.125 | 99.0% | G | G | | 60.820 | 54.856 |
| Sub-Total | 16.569 | 3.321 | 20.0% | 14.569 | 87.9% | - | - | | 81.476 | 65.259 |
| Growth Related | | | | | | | | | | |
| TAX INCREMENT FINANCING IMPLEMENTATION | 0.138 | 0.000 | 0.0% | 0.138 | 100.0% | G | G | | 0.160 | 0.022 |
| Sub-Total | 0.138 | 0.000 | 0.0% | 0.138 | 100.0% | - | - | | 0.160 | 0.022 |
| Total | 32.056 | 4.515 | | 23.218 | | | | | 123.093 | 80.079 |

| 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:

A full project plan for all modules and resources is underway and additional resources will be added to mitigate the delay.

Note # 2:

Based on staff capacity for 2018 the work planned for 2018 will be deferred to 2019.

2018 Capital Spending by Program
Other City Programs

| Program | | 2018 Approved Cash Flow | 2018 Expenditure | | | Trending | Alert (Benchmark 70% spending rate) |
|---|---|---|---|---|---|---|---|
| | | | YTD Spending | Year-End Projection | % at Year End | | |
| City Clerk's | Q1 | 10.00 | 1.76 | 9.76 | 97.6% | | G |
| Corporate Intiatives | Q1 | 260.17 | -0.54 | 260.70 | 100.2% | | G |
| TOTAL | Q1 | 270.17 | 1.22 | 270.46 | 100.1% | | G |

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

For the three months ended March 31, 2018, capital expenditures for this Cluster totalled $1.22 million of their collective 2018 Approved Capital Budget of $270.17 million. Spending is expected to increase to 270.46 million (100.1%) by year-end. All Programs in this Cluster have a projected year-end spending rate of over 70% of their respective 2018 Approved Capital Budgets.

Spending rate at year-end for the for City Clerk's Office and Corporate Initiatives Program are projected at 97.6% and 100.2% respectively.

City Clerk's Office (CLK)

Chart 1
2018 Approved Budget by Category ($10.00)

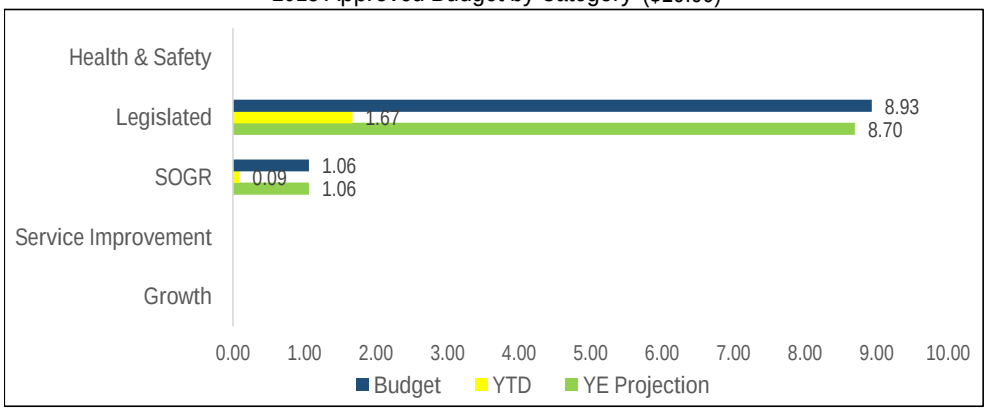


Table 1
2018 Active Projects by Category

| | |
|---|---|
| Health & Safety | |
| Legislated | 6 |
| SOGR | 4 |
| Service Improvement | |
| Growth | |
| Total # of Projects | 10 |

Chart 2
Project Status - 10

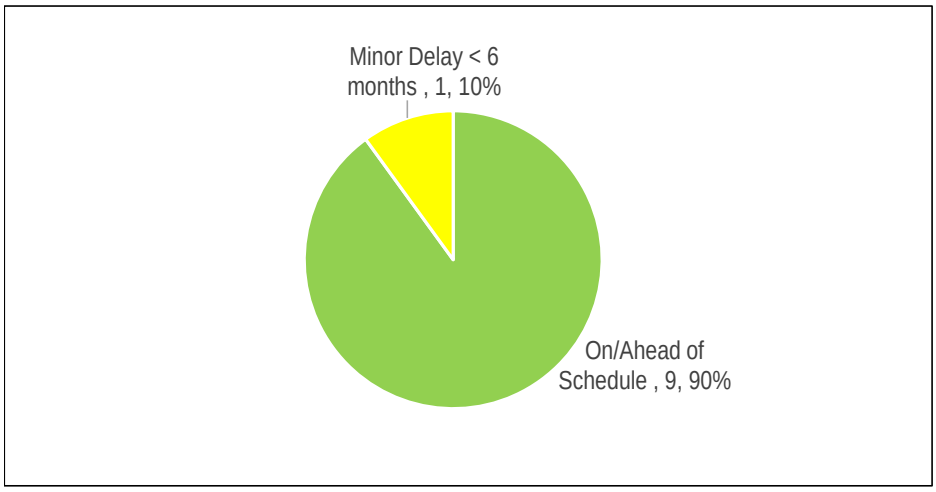


Table 2
Reason for Delay 1

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

Table 3
Projects Status ($Million)

| On/Ahead of Schedule | Minor Delay < 6 months | Significant Delay > 6 months | Completed | Cancelled |
|---|---|---|---|---|
| 8.76 | 1.24 | | | |

Reasons for "Other*" Projects Delay:

- 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.

City Clerk's Office (CLK)

| Projects by Category (Million) | 2018 Approved Cash Flow | YTD Exp. | | YE Projection | | | | Notes | Total Approved Budget | Life-to-Date |
|---|---|---|---|---|---|---|---|---|---|---|
| | | $ | % | $ | % | On Budget | On Time | | | |
| Legislated | | | | | | | | | | |
| TORONTO ELECTIONS | 2.438 | 0.685 | 28.1% | 2.442 | 100.1% | G | G | | 5.977 | 3.994 |
| MANAGEMENT INFO SYSTEM (TEMIS) | | | | | | | | | | |
| INFORMATION MANAGEMENT INFRASTRUCTURE | 2.846 | 0.432 | 15.2% | 2.829 | 99.4% | G | Y | #1 | 7.932 | 4.022 |
| VOTE COUNTING EQUIPMENT | 1.600 | 0.351 | 21.9% | 1.380 | 86.2% | G | G | | 2.250 | 0.851 |
| CITY CLERK'S OFFICE BUSINESS SYSTEMS | 0.679 | 0.116 | 17.1% | 0.676 | 99.6% | G | G | | 1.497 | 0.934 |
| COUNCIL BUSINESS SYSTEMS | 0.180 | 0.022 | 11.9% | 0.180 | 99.6% | G | G | | 0.569 | 0.410 |
| COUNCIL TRANSITION REQUIREMENTS 2017 | 1.191 | 0.063 | 5.3% | 1.191 | 100.0% | G | G | | 1.460 | 0.082 |
| Sub-Total | 8.935 | 1.669 | 18.7% | 8.698 | 97.3% | - | - | | 19.685 | 10.294 |
| State of Good Repair | | | | | | | | | | |
| INFRASTRUCTURE TO SUPPORT COUNCIL MEETING | 0.725 | 0.092 | 12.6% | 0.725 | 100.0% | G | G | | 1.710 | 0.965 |
| ARCHIVES EQUIPMENT UPGRADE 2017-2023 | 0.064 | 0.000 | 0.0% | 0.064 | 100.0% | G | G | | 0.265 | 0.046 |
| RECORDS CENTRE TRACKING SYSTEM | 0.100 | 0.000 | 0.0% | 0.100 | 100.0% | G | G | | 0.100 | 0.000 |
| TORONTO PROPERTY SYSTEM SOGR | 0.175 | 0.000 | 0.0% | 0.175 | 100.0% | G | G | | 0.665 | 0.000 |
| Sub-Total | 1.064 | 0.092 | 8.6% | 1.064 | 100.0% | - | - | | 2.740 | 1.011 |
| | | | | | | | | | | |
| Total | 9.998 | 1.761 | | 9.761 | | | | | 22.425 | 11.305 |

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

Note # 1:

The 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.

2018 Capital Spending by Program
City Agencies

| Program | | 2018 Approved Cash Flow | 2018 Expenditure | | | Trending | Alert (Benchmark 70% spending rate) |
|---|---|---|---|---|---|---|---|
| | | | YTD Spending | Year-End Projection | % at Year End | | |
| Exhibition Place | Q1 | 5.87 | 1.02 | 5.87 | 100.0% | | G |
| Sony Centre | Q1 | 6.63 | 0.18 | 6.63 | 100.0% | | G |
| TRCA | Q1 | 19.83 | 4.58 | 19.83 | 100.0% | | G |
| Toronto Police | Q1 | 76.19 | 3.90 | 68.23 | 89.5% | | G |
| Toronto Public Health | Q1 | 4.57 | 0.71 | 4.57 | 100.0% | | G |
| Toronto Public Library | Q1 | 35.27 | 6.67 | 32.36 | 91.8% | | G |
| Toronto Zoo | Q1 | 13.20 | 0.09 | 7.13 | 54.0% | | Y |
| Toronto Transit Commission | Q1 | 2,228.06 | 272.18 | 1,830.81 | 82.2% | | G |
| TOTAL | Q1 | 2,389.63 | 289.34 | 1,975.44 | 82.7% | | G |

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

For the three months ended March 31, 2018, capital expenditures for this Cluster totalled $289.345 million of their collective 2018 Approved Capital Budget of $2,390 billion. Spending is expected to increase to 1,975 billion (82.7%) by year-end. Seven Programs in this Cluster have a year-end spending rate of over 70% of their respective 2018 Approved Capital Budgets.

Exhibition Place,Sony Centre, Toronto Region and Conservation Authority, Toronto Public Health have projected year-end spending rate of 100%, Toronto Police Services, Toronto Public Library and Toronto Transit Commissionand 89.5%, 82.2%, 82.7% repectively while Toronto Zoo has year-end spending rate projected to 54.0%.

Exhibition Place (EXH)

Chart 1
2017 Approved Budget by Category ($5.87)

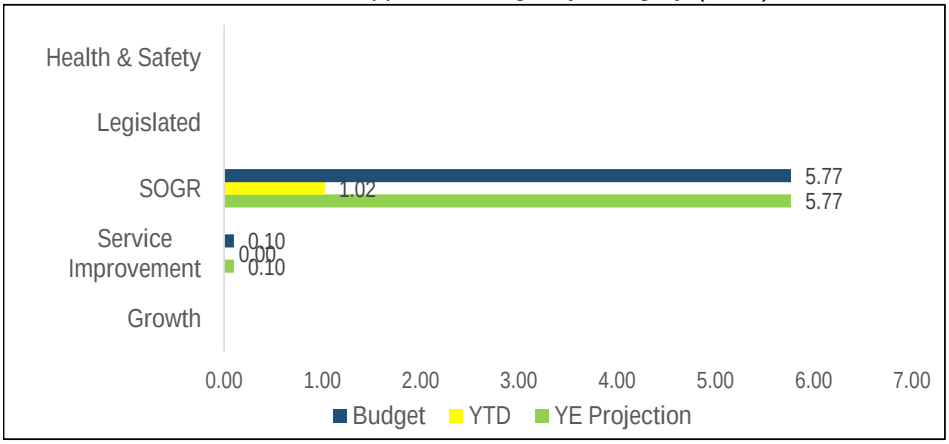


Table 1
2017 Active Projects by Category

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

Chart 2
Project Status - 24

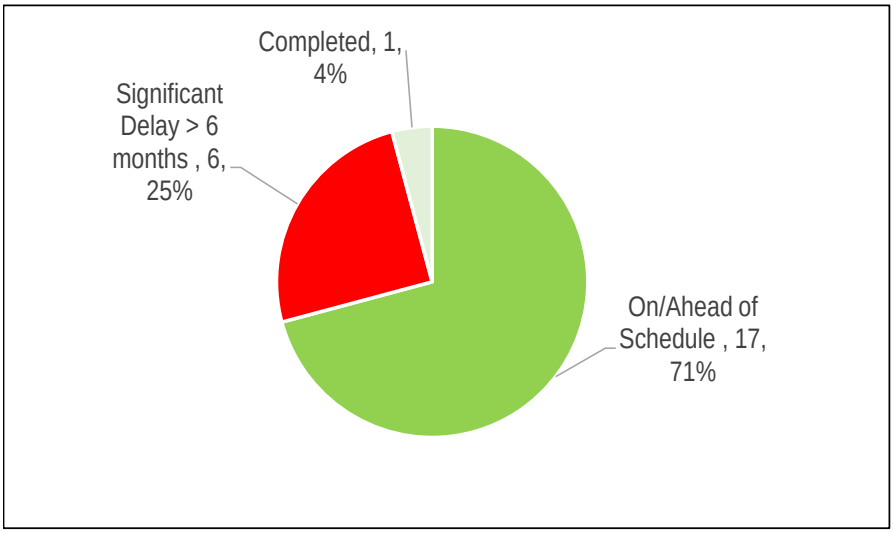


Table 2

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

Table 3
Projects Status ($Million)

| On/Ahead of Schedule | Minor Delay < 6 months | Significant Delay > 6 months | Completed | Cancelled |
|---|---|---|---|---|
| 4.47 | | 1.35 | 0.06 | |

Reasons for "Other*" Projects Delay:

- The significant delay projects require minor work that needs to be completed around the event schedule as to not interfere with events and programs hosted on the grounds

Exhibition Place (EXH)

| Projects by Category (Million) | 2017 Approved Cash Flow | YTD Exp. | | YE Projection | | | | Notes | Total Approved Budget | Life-to-Date |
|---|---|---|---|---|---|---|---|---|---|---|
| | | $ | % | $ | % | On Budget | On Time | | | |
| Health & Safety | | | | | | | | | | |
| Sub-Total | 0.000 | 0.000 | | 0.000 | | - | - | | 0.000 | 0.000 |
| Legislated | | | | | | | | | | |
| Sub-Total | 0.000 | 0.000 | | 0.000 | | - | - | | 0.000 | 0.000 |
| State of Good Repair | | | | | | | | | | |
| Pre-engineering Program | 0.127 | 0.017 | 13.3% | 0.127 | 100.0% | G | R | #2 | 0.250 | 0.139 |
| Queen Elizabeth Building | 1.351 | 0.650 | 48.1% | 1.351 | 100.0% | G | R | #1 | 2.375 | 1.674 |
| Other Building | 0.239 | 0.063 | 26.5% | 0.239 | 100.0% | G | R | #2 | 0.415 | 0.239 |
| Equipment | 0.425 | 0.029 | 6.8% | 0.425 | 100.0% | G | R | #2 | 0.500 | 0.104 |
| Enercare Centre | 2.584 | 0.156 | 6.0% | 2.584 | 100.0% | G | R | #2 | 3.430 | 1.002 |
| Parks, Parking Lots And Roads | 1.046 | 0.106 | 10.1% | 1.046 | 100.0% | G | R | #2 | 1.385 | 0.445 |
| Sub-Total | 5.772 | 1.021 | 17.7% | 5.772 | 100.0% | - | - | | 8.355 | 3.604 |
| Service Improvements | | | | | | | | | | |
| Parks, Parking Lots And Roads | 0.100 | 0.003 | 2.5% | 0.100 | 100.0% | G | G | | 0.100 | 0.003 |
| Sub-Total | 0.100 | 0.003 | 2.5% | 0.100 | 100.0% | - | - | | 0.100 | 0.003 |
| Growth Related | | | | | | | | | | |
| Sub-Total | 0.000 | 0.000 | | 0.000 | | - | - | | 0.000 | 0.000 |
| Total | 5.872 | 1.024 | | 5.872 | | | | | 8.455 | 3.606 |

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

Note # 1:

The delay to replace the roof of the Queen Elizabeth Building is due to the abnormal weather and the timing of events hosted in the Queen Elizabeth Building

Note # 2:

There are delays to the 2017 carry forward projects due to these projects needing to be completed around the events/show schedule. The delay in the 2017 carryforward projects does not affect the projects approved for 2018 and all the projects are still on track to be completed by 2018 year-end.

Sony Centre (Hummingbird) (HUM)

Chart 1
2018 Approved Budget by Category ($6.63)

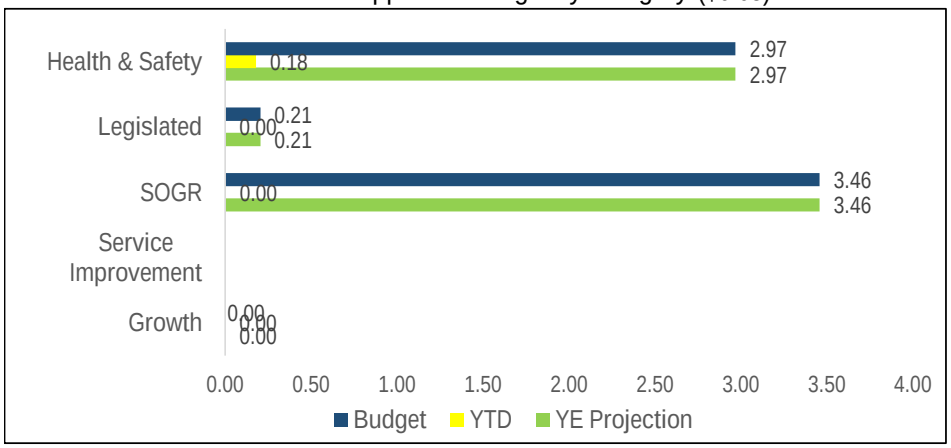


Table 1
2018 Active Projects by Category

| | |
|---|---|
| Health & Safety | 4 |
| Legislated | 2 |
| SOGR | 9 |
| Service Improvement | |
| Growth | |
| Total # of Projects | 15 |

Chart 2
Project Status - 15

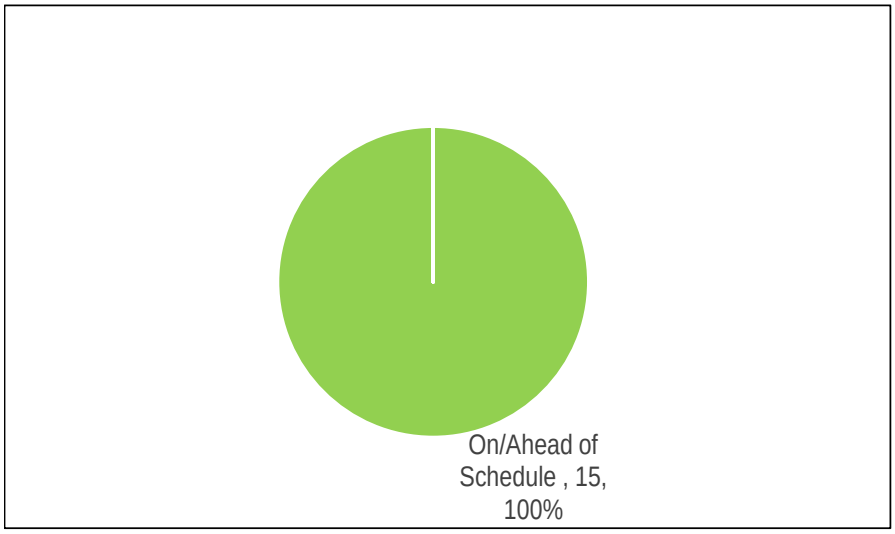


Table 2
Reason for Delay

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

Table 3
Projects Status ($Million)

| On/Ahead of Schedule | Minor Delay < 6 months | Significant Delay > 6 months | Completed | Cancelled |
|---|---|---|---|---|
| 6.63 | | | | |

Sony Centre (Hummingbird) (HUM)

| Projects by Category (Million) | 2018 Approved Cash Flow | YTD Exp. | | YE Projection | | | | Notes | Total Approved Budget | Life-to-Date |
|---|---|---|---|---|---|---|---|---|---|---|
| | | $ | % | $ | % | On Budget | On Time | | | |
| Health & Safety | | | | | | | | | | |
| Fire Safety Systems | 0.015 | 0.000 | 0.0% | 0.015 | 100.0% | G | G | | 0.015 | 0.000 |
| Theatre Systems and Equipment (2017) | 1.977 | 0.143 | 7.2% | 1.977 | 100.0% | G | G | | 2.730 | 0.895 |
| Theatre Systems and Equipment (2018-2026) | 0.801 | 0.037 | 4.7% | 0.801 | 100.0% | G | G | | 0.801 | 0.689 |
| Vertical Transportation | 0.175 | 0.000 | 0.0% | 0.175 | 100.0% | G | G | | 0.175 | 0.000 |
| Sub-Total | 2.968 | 0.180 | 6.1% | 2.968 | 100.0% | - | - | | 3.721 | 0.000 |
| Legislated | | | | | | | | | | |
| AODA Audit | 0.145 | 0.000 | 0.0% | 0.145 | 100.0% | G | G | | 0.150 | 0.005 |
| Theatre Systems and Equipment (2018-2026) | 0.060 | 0.000 | 0.0% | 0.060 | 100.0% | G | G | | 0.060 | 0.000 |
| Sub-Total | 0.205 | 0.000 | 0.0% | 0.205 | 100.0% | - | - | | 0.210 | 0.005 |
| State of Good Repair | | | | | | | | | | |
| Building Envelope | 1.006 | 0.000 | 0.0% | 1.006 | 100.0% | G | G | | 1.006 | 0.000 |
| Electrical Systems | 0.326 | 0.000 | 0.0% | 0.326 | 100.0% | G | G | | 0.326 | 0.000 |
| Exterior Limestones & Granite Upgrades | 0.067 | 0.000 | 0.0% | 0.067 | 100.0% | G | G | | 0.134 | 0.066 |
| Exterior Wall Replacement | 0.189 | 0.000 | 0.2% | 0.189 | 100.0% | G | G | | 1.640 | 1.452 |
| Mechanical Systems | 0.642 | 0.000 | 0.0% | 0.642 | 100.0% | G | G | | 0.642 | 0.000 |
| Porte-Cochere Lighting Restoration | 0.200 | 0.002 | 1.1% | 0.200 | 100.0% | G | G | | 0.920 | 0.722 |
| Stage Rigging System Replacement | 0.724 | 0.000 | 0.0% | 0.724 | 100.0% | G | G | | 0.724 | 0.000 |
| Structure | 0.203 | 0.000 | 0.0% | 0.203 | 100.0% | G | G | | 0.203 | 0.000 |
| Theatre Systems and Equipment (2018-2026) | 0.100 | 0.000 | 0.0% | 0.100 | 100.0% | G | G | | 0.100 | 0.000 |
| Sub-Total | 3.458 | 0.003 | 0.1% | 3.458 | 100.0% | - | - | | 5.695 | 2.240 |
| | | | | | | | | | | |
| Total | 6.631 | 0.183 | | 6.631 | | | | | 9.627 | 2.245 |

| 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 |

Toronto & Region Conservation Authority (TRCA)

Chart 1
2018 Approved Budget by Category ($19.83)

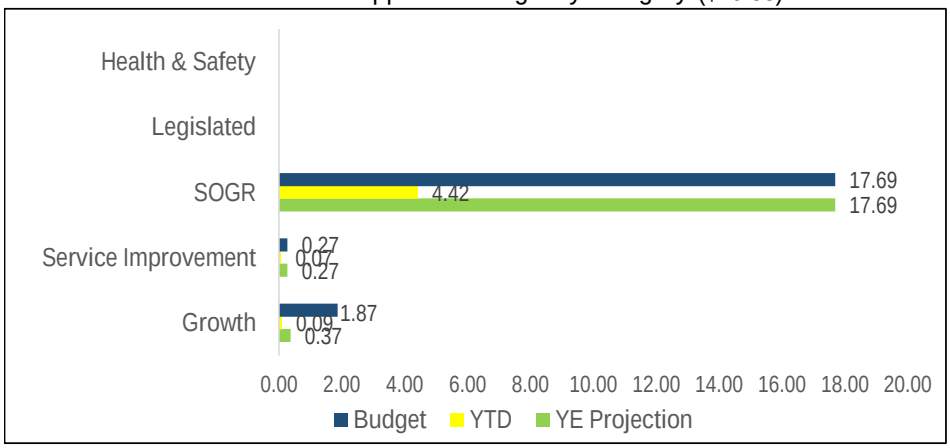


Table 1
2018 Active Projects by Category

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

Chart 2
Project Status - 26

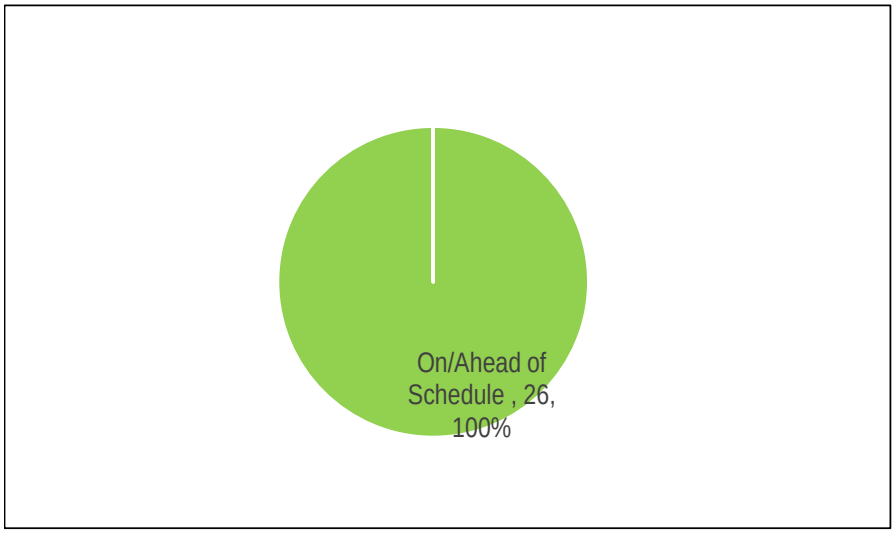


Table 2
Reason for Delay

| | 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.

Toronto & Region Conservation Authority (TRCA)

| Projects by Category (Million) | 2018 Approved Cash Flow | YTD Exp. | | YE Projection | | | | Notes | Total Approved Budget | Life-to-Date |
|---|---|---|---|---|---|---|---|---|---|---|
| | | $ | % | $ | % | On Budget | On Time | | | |
| State of Good Repair | | | | | | | | | | |
| Greenspace Land Acquisition | 0.064 | 0.016 | 25.0% | 0.064 | 100.0% | G | G | | 0.064 | 0.016 |
| TRCA Administrative Infrastructure | 0.322 | 0.081 | 25.0% | 0.322 | 100.0% | G | G | | 0.322 | 0.081 |
| Waterfront & Valley Erosion Control | 2.150 | 0.538 | 25.0% | 2.150 | 100.0% | G | G | | 2.150 | 0.538 |
| Black Creek Pioneer Village Retrofit | 2.671 | 0.668 | 25.0% | 2.671 | 100.0% | G | G | | 2.671 | 0.668 |
| Living City Action Plan | 3.023 | 0.756 | 25.0% | 3.023 | 100.0% | G | G | | 3.023 | 0.756 |
| Waterfront Development | 1.203 | 0.301 | 25.0% | 1.203 | 100.0% | G | G | | 1.203 | 0.301 |
| TRCA Information Technology | 0.257 | 0.064 | 25.0% | 0.257 | 100.0% | G | G | | 0.257 | 0.064 |
| Critical Erosion-Water Funded Enhancements | 8.000 | 2.000 | 25.0% | 8.000 | 100.0% | G | G | | 8.000 | 2.000 |
| Sub-Total | 17.690 | 4.423 | 25.0% | 17.690 | 100.0% | - | - | | 17.690 | 4.423 |
| Service Improvements | | | | | | | | | | |
| Waterfront Development | 0.270 | 0.068 | 25.0% | 0.270 | 100.0% | G | G | | 0.270 | 0.068 |
| Sub-Total | 0.270 | 0.068 | 25.0% | 0.270 | 100.0% | - | - | | 0.270 | 0.068 |
| Growth Related | | | | | | | | | | |
| Menno- Ressor Restoration | 1.500 | 0.000 | 0.0% | 1.500 | 100.0% | G | G | | 3.500 | 0.000 |
| Long Term Accommodation Project | 0.370 | 0.093 | 25.0% | 0.370 | 100.0% | G | G | | 9.703 | 0.093 |
| Sub-Total | 1.870 | 0.093 | 4.9% | 1.870 | 100.0% | - | - | | 13.203 | 0.093 |
| Total | 19.830 | 4.583 | 23.1% | 19.830 | 100.0% | | | | 31.163 | 4.583 |

| 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:
Enter reason for Delay
Note # 2:
Enter reason for Delay
Note # 3:
Enter reason for Delay

Toronto Police Service (POL)

Chart 1
2018 Approved Budget by Category ($76.19)

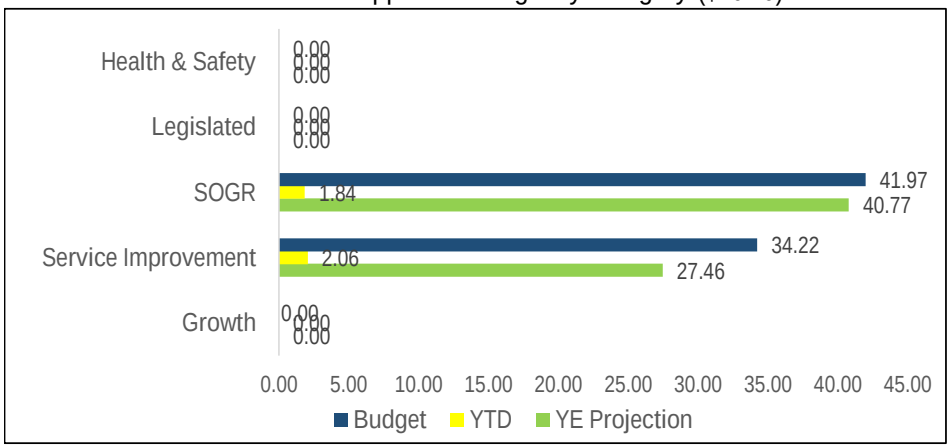


Table 1
2018 Active Projects by Category

| | |
|---|---|
| Health & Safety | |
| Legislated | |
| SOGR | 20 |
| Service Improvement | 13 |
| Growth | |
| Total # of Projects | 33 |

Chart 2
Project Status - 33

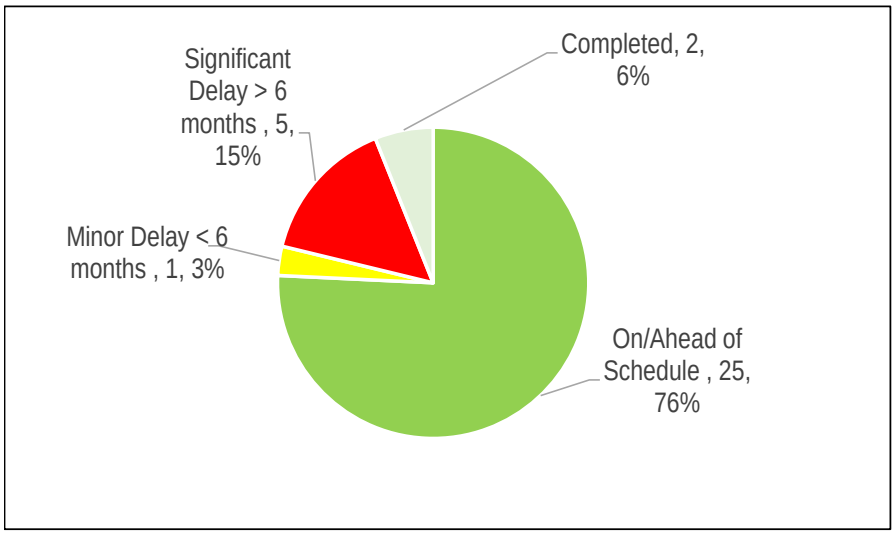


Table 2

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 |
|---|---|---|---|---|
| 60.28 | 2.81 | 12.30 | 0.80 | |

Key Discussion Points:

- The Bodyworn Camera Project - Implementing a body worn camera program will involve significant one-time (capital) and on-going operating costs (camera and infrastructure replacement, image storage management, including retrieval, administration, etc.). The Service is currently reviewing the full scope of this project, including consideration of cloud storage as part of a potential solution. Given the complexity of the project, the procurement process is longer than expected.
- The Electronic Surveillance Project - Discussion are currently underway with other partner agencies to ensure a consistent and coordinated approach moving forward.
- Livescan Project - The Service has experienced delays with the lifecycle purchase of livescan machines as they must be R.C.M.P. compliant and compatable with our new Automated Fingerprint System which will be purchased in 2019.

Toronto Police Service (POL)

| Projects by Category (Million) | 2018 Approved Cash Flow | YTD Exp. $ | YTD Exp. % | YE Projection $ | YE Projection % | On Budget | On Time | Notes | Total Approved Budget | Life-to-Date |
|---|---|---|---|---|---|---|---|---|---|---|
| State of Good Repair | | | | | | | | | | |
| Wireless Parking System | 2.321 | 0.628 | 27.04% | 2.319 | 100.0% | G | G | | 15.284 | 2.545 |
| Automatic Vehicle Location (AVLS) Replacement Lifecycle | 0.077 | 0.000 | 0.00% | 0.077 | 100.0% | G | G | | 4.600 | 1.422 |
| Digital Photography Lifecycle Replacement | 0.001 | 0.001 | 93.86% | 0.001 | 100.0% | G | G | | 1.974 | 0.758 |
| Digital Video Asset Management I, II - Lifecycle Replacement | 0.423 | 0.168 | 39.80% | 0.422 | 99.8% | G | G | | 8.224 | 2.837 |
| Fleet Equipment | 0.055 | 0.006 | 11.76% | 0.055 | 100.0% | G | G | | 0.500 | 0.451 |
| Furniture Lifecycle Replacement- Reserve | 2.481 | 0.011 | 0.45% | 2.480 | 100.0% | G | G | | 13.010 | 9.691 |
| In-Car Camera Replacement | 0.301 | 0.076 | 25.24% | 0.301 | 100.0% | G | G | | 8.526 | 4.038 |
| IT business resumption | 2.482 | 0.000 | 0.00% | 2.482 | 100.0% | G | G | | 33.923 | 14.384 |
| Live-scan replacement | 0.540 | 0.000 | 0.00% | 0.000 | 0.0% | R | R | #3 | 1.337 | 0.257 |
| Locker Replacement | 0.370 | 0.000 | 0.00% | 0.000 | 0.0% | R | R | #4 | 7.509 | 3.143 |
| Mobile workstation | 0.300 | 0.000 | 0.00% | 0.300 | 100.0% | G | G | | 36.140 | 15.252 |
| Network equipment | 5.250 | 0.000 | 0.00% | 5.250 | 100.0% | G | G | | 40.356 | 11.406 |
| Radar unit Replacement | 0.182 | 0.000 | 0.00% | 0.101 | 55.7% | Y | G | #5 | 2.233 | 0.835 |
| Radio Replacement | 4.779 | 0.065 | 1.36% | 4.685 | 98.0% | G | G | | 53.582 | 14.201 |
| Servers | 4.035 | 0.000 | 0.00% | 4.035 | 100.0% | G | G | | 75.413 | 33.784 |
| Security System Repleacement | 0.191 | 0.000 | 0.00% | 0.191 | 100.0% | G | G | | 1.600 | 1.409 |
| Small Equipment Replacement | 0.167 | 0.002 | 1.35% | 0.150 | 89.9% | G | G | | 9.434 | 2.882 |
| SOGR | 6.627 | 0.322 | 4.86% | 6.527 | 98.5% | G | G | | | |
| Vehicle & Equipment lifecycle replacement | 7.430 | 0.565 | 7.60% | 7.430 | 100.0% | G | G | | 117.842 | 57.069 |
| Replacement of workstation, printers and laptops | 3.963 | 0.000 | 0.00% | 3.963 | 100.0% | G | G | | 76.871 | 30.964 |
| Sub-Total | 41.975 | 1.845 | 4.4% | 40.771 | 97.1% | - | - | | 508.358 | 207.328 |
| Service Improvements | | | | | | | | | | |
| 41 Division- Design | 0.395 | 0.000 | 0.00% | 0.395 | 100.0% | G | G | | 38.928 | 0.000 |
| 54/55 Amalgamation-Design | 9.800 | 0.000 | 0.00% | 0.500 | 5.1% | R | R | #8 | 39.873 | 0.451 |
| Adiministrative Penalty System - Parking Enforcement | 2.348 | 0.291 | 12.38% | 1.792 | 76.3% | G | G | | 2.550 | 0.492 |
| Automated External Defibrillators | 0.012 | 0.000 | 0.00% | 0.012 | 100.0% | G | G | | 0.189 | 0.011 |
| Body Worn Camera- Initial Phase | 0.487 | 0.010 | 2.09% | 0.487 | 100.0% | G | R | #6 | 0.500 | 0.023 |
| Connected/Mobile Officer | 1.717 | 0.502 | 29.24% | 1.717 | 100.0% | G | G | | 24.200 | 1.417 |
| Conducted Energy Weapons (CEW) Replacement | 0.750 | 0.000 | 0.00% | | 0.0% | R | | #1 | 0.750 | 0.000 |
| Electronic Surveillance System | 1.100 | 0.000 | 0.00% | 0.150 | 13.6% | R | R | #2 | 2.905 | 0.805 |
| Enterprise Business Intelligence | 3.811 | 0.151 | 3.96% | 5.154 | 135.3% | R | G | #7 | 10.216 | 5.213 |
| TPS Archiving 2018 | 0.650 | 0.000 | 0.00% | 0.650 | 100.0% | G | G | | 0.650 | 0.000 |
| Peer to Peer Site | 10.286 | 0.699 | 6.80% | 13.786 | 134.0% | R | G | #9 | 19.924 | 6.837 |
| Transforming Corporate Support | 2.809 | 0.403 | 14.35% | 2.809 | 100.0% | G | Y | #10 | 8.742 | 3.637 |
| Closed Circuit TV | 0.053 | 0.002 | 4.27% | 0.002 | 4.3% | R | | #11 | 1.852 | 0.701 |
| Sub-Total | 34.219 | 2.058 | 6.0% | 27.456 | 80.2% | - | - | | 151.280 | 19.587 |
| | | | | | | | | | | |
| Total | 76.194 | 3.903 | 5.1% | 68.227 | 89.5% | | | | 659.638 | 226.915 |

| 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:

Equipment funded from Policing Effectiveness and Modernization grant. Cashflow no longer required and an adjustment to re-allocate funding to the Business intelligency Projects has been submitted in a separate report.

Note # 2:

Partial purchases complete. Plans are dependent on a co-ordinated approach with partner agencies. Discussions are currently underway.

Note # 3:

Purchase of livescan machines delayed as they must be R.C.M.P. compliant and compatable with our new Automated Fingerprint System which will be purchased in 2019

Note # 4:

Lockers to be purchased using vendor of record. Specifications for gun lockers underdevelopment and will be issued in 2019.

Note # 5:

Subtantial cost savings achieved as a result of purchasing directly from the manufacturer. A review underway to determine if additional units will be purchased with savings.

Note # 6:

Project scope currently under review.

Note # 7:

Project scope revised and schedule updated with a later delivey date and an adjsutment to reflect the timing change submitted in a separate report.

Toronto Police Service (POL)

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

Note # 8:

A site was located and endorsed by Council on January 31, 2018. 2018; time for site master planning is required reducing expenditure requirments for 2018, an adjustment to re-allocate funding to other projects has been submitted.

Note # 9:

The project is ahead of scheduled. Foundation work completed and construction is progressing. Substantial completion expected in the 4th quarter of 2018. An adjustment to transfer funding from projects proceeding slower than planned has been submitted as a separate report to advance funding accordingly.

Note # 10:

Currenlty in planning stages for the PeopleSoft Time and Labour project and finalizing the project scope for the remainder of Phase III. Currenlty experiencing some delays and resource constraints which will impact planned delivery timelines.

Note # 11:

The project has been completed. 2018 cash flow no longer required.

Toronto Public Health (TPH)

Chart 1
2017 Approved Budget by Category ($4.58)

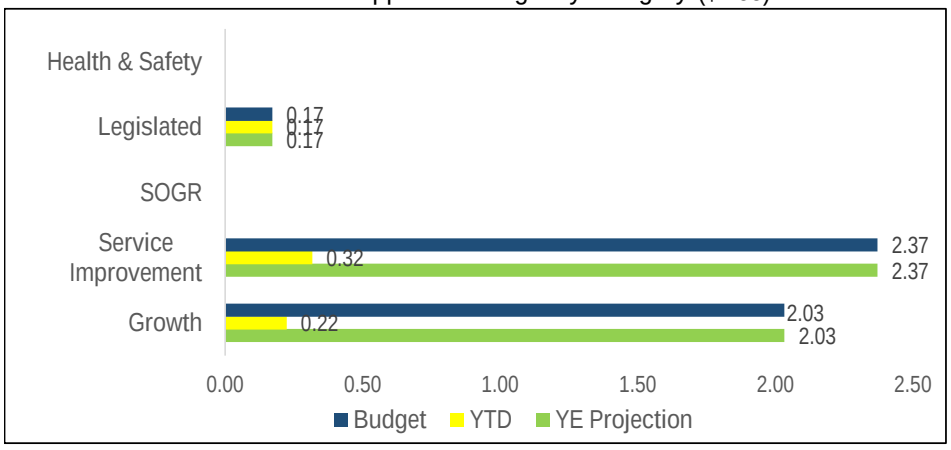


Table 1
2017 Active Projects by Category

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

Chart 2
Project Status - 10

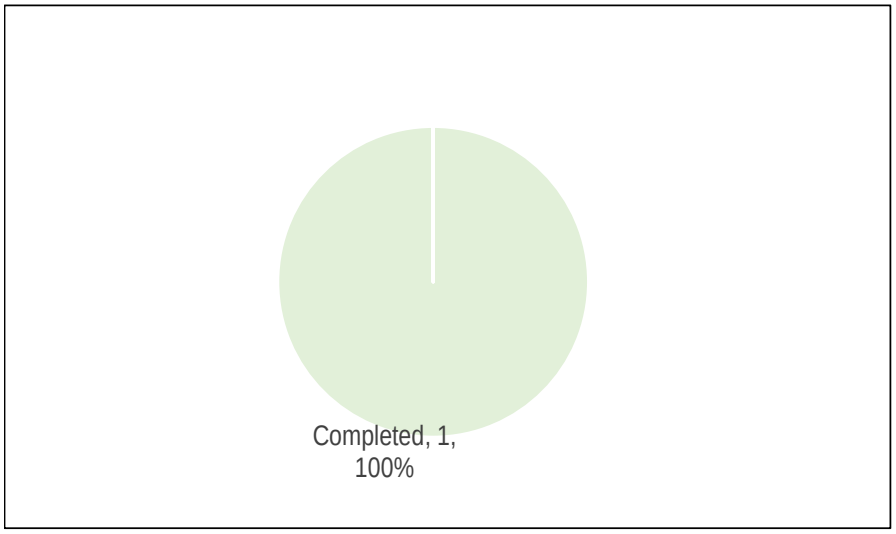


Table 2
Reason for Delay

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

Table 3
Projects Status ($Million)

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

Key Discussion Points:

- All projects are on track and are expected to be substantially completed by year-end.

Toronto Public Health (TPH)

| Projects by Category (Million) | 2018 Approved Cash Flow | YTD Exp. | | YE Projection | | | | Notes | Total Approved Budget | Life-to-Date |
|---|---|---|---|---|---|---|---|---|---|---|
| | | $ | % | $ | % | On Budget | On Time | | | |
| Legislated | | | | | | | | | | |
| Infectious Disease Control Information System | 0.171 | 0.170 | 99.6% | 0.170 | 99.6% | G | G | | 4.002 | 3.994 |
| Sub-Total | 0.171 | 0.170 | 99.6% | 0.170 | 99.6% | - | - | | 4.002 | 3.994 |
| Service Improvements | | | | | | | | | | |
| TPH Datamart Data Warehouse - Phase 2 | 0.079 | 0.079 | 99.8% | 0.079 | 99.8% | G | G | | 2.032 | 2.032 |
| Dental & Oral Health Information Systems | 0.270 | 0.032 | 11.7% | 0.270 | 100.0% | G | G | | 0.496 | 0.104 |
| Electronic Medical Record - Phase 2 | 0.078 | 0.078 | 100.0% | 0.078 | 100.0% | G | G | | 0.418 | 0.418 |
| Datamart Data Warehouse - Phase 3 | 0.464 | 0.099 | 21.3% | 0.464 | 100.0% | G | G | | 1.915 | 0.010 |
| Electronic Medical Record - Phase 3 | 0.427 | 0.029 | 6.9% | 0.427 | 100.0% | G | G | | 1.347 | 0.003 |
| Relocation and Expansion Scarborough Dental Clinic | 1.053 | | 0.0% | 1.053 | 100.0% | G | G | | 1.067 | 0.014 |
| Sub-Total | 2.371 | 0.317 | 13.4% | 2.371 | 100.0% | - | - | | 7.275 | 3.790 |
| Growth Related | | | | | | | | | | |
| Community Health Information System | 1.363 | 0.216 | 15.8% | 1.363 | 100.0% | G | G | | 2.854 | 0.952 |
| Early Abilities Information System - Phase 1 | 0.375 | 0.004 | 1.0% | 0.375 | 100.0% | G | G | | 0.375 | 0.004 |
| Inspection Management - Phase 1 | 0.295 | 0.005 | 1.5% | 0.295 | 100.0% | G | G | | 0.295 | 0.005 |
| Sub-Total | 2.033 | 0.224 | 11.0% | 2.033 | 100.0% | - | - | | 3.524 | 0.960 |
| Total | 4.575 | 0.711 | | 4.574 | | | | | 14.801 | 17.083 |

| 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 |

Chart 1
2018 Approved Budget by Category ($35.27)

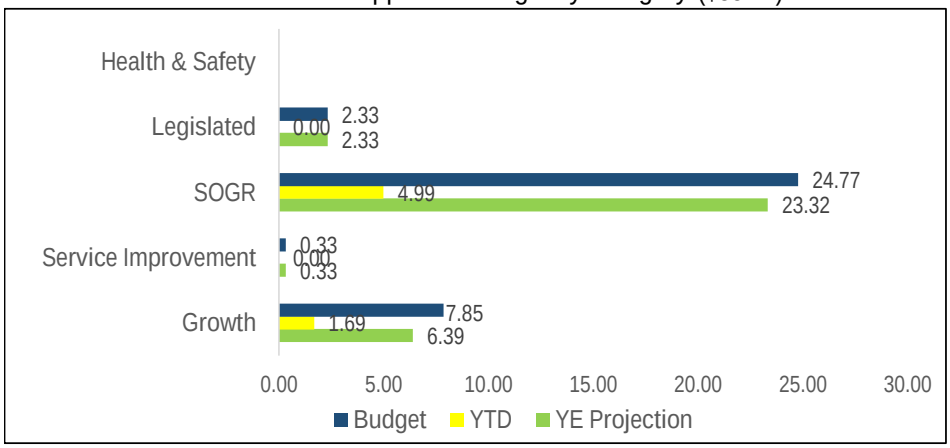


Table 1
2018 Active Projects by Category

| | |
|---|---|
| Health & Safety | |
| Legislated | 1 |
| SOGR | 16 |
| Service Improvement | 1 |
| Growth | 11 |
| Total # of Projects | 29 |

Chart 2
Project Status - 29

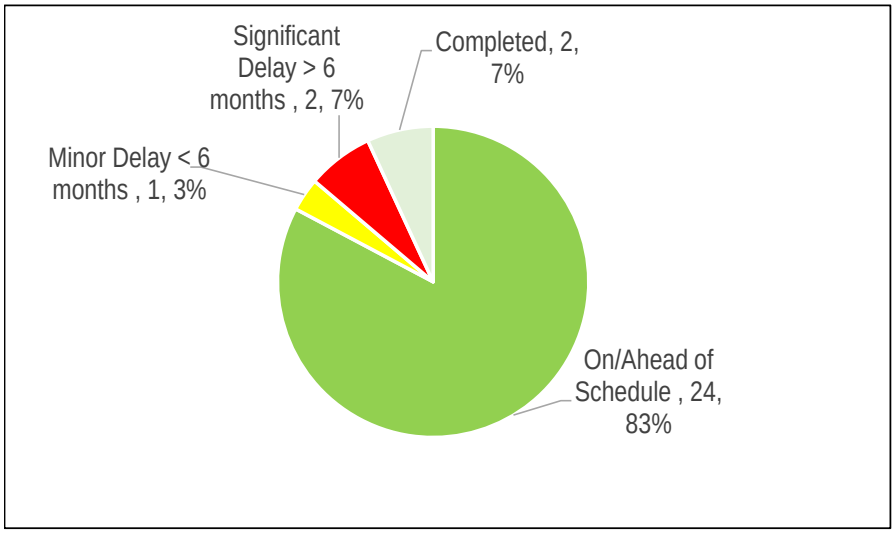


Table 2
Reason for Delay 3

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

Table 3
Projects Status ($Million)

| On/Ahead of Schedule | Minor Delay < 6 months | Significant Delay > 6 months | Completed | Cancelled |
|---|---|---|---|---|
| 30.46 | 0.30 | 4.17 | 0.34 | |

Toronto Public Library (LIB)

| Projects by Category (Million) | 2018 Approved Cash Flow | YTD Exp. $ | YTD Exp. % | YE Projection $ | YE Projection % | On Budget | On Time | Notes | Total Approved Budget | Life-to-Date |
|---|---|---|---|---|---|---|---|---|---|---|
| Legislated | | | | | | | | | | |
| MB Renovation Program Accessibility Retrofit | 2.327 | 0.000 | 0.0% | 2.327 | 100.0% | G | G | | 13.512 | 1.060 |
| Sub-Total | 2.327 | 0.000 | 0.0% | 2.327 | 100.0% | - | - | | 13.512 | 1.060 |
| State of Good Repair | | | | | | | | | | |
| Albert Campbell Renovation | 0.483 | 0.012 | 2.50% | 0.183 | 37.9% | R | Y | #3 | 12.165 | 0.052 |
| Albion District Library Renovation | 0.229 | 0.060 | 26.17% | 0.229 | 100.0% | G | G | | 15.307 | 15.138 |
| Answerline & Community Space Rental Modernization | 0.550 | 0.000 | 0.00% | 0.550 | 100.0% | G | G | | 1.400 | 0.000 |
| Centennial Renovation & Expansion | 0.078 | 0.000 | 0.00% | 0.039 | 50.0% | Y | G | | 0.157 | 0.000 |
| Equipment for Operational Efficiencies | 0.710 | 0.162 | 22.86% | 0.710 | 100.0% | G | G | | 1.806 | 0.162 |
| Expansion of Technological Efficiencies | 0.950 | 0.000 | 0.00% | 0.950 | 100.0% | G | G | | 1.600 | 0.000 |
| Integrated Payment Solutions | 2.064 | 0.029 | 1.39% | 2.064 | 100.0% | G | G | | 2.250 | 0.029 |
| Multi-Branch SOGR Renovations Program | 5.113 | 1.393 | 27.25% | 5.113 | 100.0% | G | G | | 14.360 | 10.025 |
| North York Central Library Renovation Phase 1 | 2.362 | 1.828 | 77.41% | 2.362 | 100.0% | G | G | | 12.728 | 12.194 |
| North York Central Renovation Phase 2 | 2.241 | 0.000 | 0.00% | 2.241 | 100.0% | G | G | | 9.248 | 0.000 |
| Parliament Street Renovation | 0.179 | 0.000 | 0.00% | 0.000 | 0.0% | R | R | #1 | 0.359 | 0.000 |
| St.Clair/Silverthorn Reconstruction | 1.243 | 0.743 | 59.75% | 1.243 | 100.0% | G | G | | 1.593 | 0.596 |
| Technology Asset Management Program | 4.100 | 0.551 | 13.44% | 3.875 | 94.5% | G | G | | 8.200 | 0.551 |
| Virtual Branch Services | 1.500 | 0.207 | 13.80% | 1.366 | 91.1% | G | G | | 3.550 | 0.207 |
| Wychwood Renovation and Expansion | 1.219 | 0.000 | 0.00% | 0.648 | 53.2% | Y | R | #2 | 3.243 | 0.174 |
| York Woods Renovation | 1.745 | 0.000 | 0.00% | 1.745 | 100.0% | G | G | | 7.009 | 0.000 |
| Sub-Total | 24.766 | 4.986 | 20.1% | 23.320 | 94.2% | - | - | | 94.974 | 39.129 |
| Service Improvements | | | | | | | | | | |
| York Woods Renovation | 0.325 | 0.000 | 0.00% | 0.325 | 100.0% | G | G | | 1.335 | 0.000 |
| Sub-Total | 0.325 | 0.000 | 0.0% | 0.325 | 100.0% | - | - | | 1.335 | 0.000 |
| Growth Related | | | | | | | | | | |
| Bayview - Bessarion Relocation | 0.100 | 0.000 | 0.0% | 0.100 | 100.0% | G | G | | 12.622 | 0.672 |
| Centennial Renovation & Expansion | 0.089 | 0.000 | 0.0% | 0.045 | 50.6% | Y | G | | 0.177 | 0.000 |
| Dawes Road Neighbourhood Library | 2.182 | 1.354 | 62.1% | 2.182 | 100.0% | G | G | | 13.263 | 2.801 |
| Fort York New Construction | 0.183 | 0.006 | 3.1% | 0.183 | 100.0% | G | G | | 9.192 | 9.015 |
| Guildwood Leasehold Improvement | 0.592 | 0.000 | 0.0% | 0.592 | 100.0% | G | G | | 1.183 | 0.000 |
| North York Central Library Renovation Phase 1 | 0.419 | 0.324 | 77.4% | 0.419 | 100.0% | G | G | | 2.246 | 2.152 |
| North York Central Renovation Phase 2 | 0.423 | 0.000 | 0.0% | 0.423 | 100.0% | G | G | | 1.632 | 0.000 |
| Parliament Street Renovation | 0.228 | 0.000 | 0.0% | 0.000 | 0.0% | R | R | #1 | 0.456 | 0.000 |
| Perth Dupont Relocation | 0.080 | 0.000 | 0.0% | 0.080 | 100.0% | G | G | | 0.080 | 0.000 |
| St.Clair/Silverthorn Reconstruction | 1.013 | 0.000 | 0.0% | 1.013 | 100.0% | G | G | | 1.304 | 0.487 |
| Wychwood Renovation and Expansion | 2.540 | 0.004 | 0.1% | 1.352 | 53.2% | Y | R | #2 | 6.890 | 0.371 |
| Sub-Total | 7.849 | 1.688 | 21.5% | 6.388 | 81.4% | - | - | | 49.046 | 15.498 |
| Total | 35.267 | 6.674 | 18.9% | 32.360 | 91.8% | | | | 158.867 | 55.687 |

| 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 |

117

Note # 1:

Project expenditure is dependent on the City's overall plan for the site development.

Note # 2:

The working drawings are complete. The site plan & building permits are currently outstanding. While the construction tender is scheduled for April/May 2018, the construction start date is dependent on the site plan approval (expected Fall 2018)

Note # 3:

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

Toronto Zoo (ZOO)

Chart 1
2018 Approved Budget by Category ($13.20)

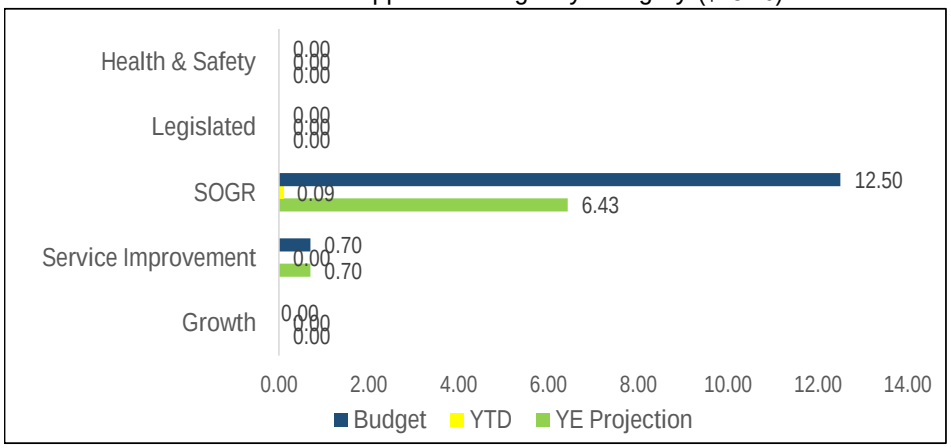


Table 1
2018 Active Projects by Category

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

Chart 2
Project Status - 7

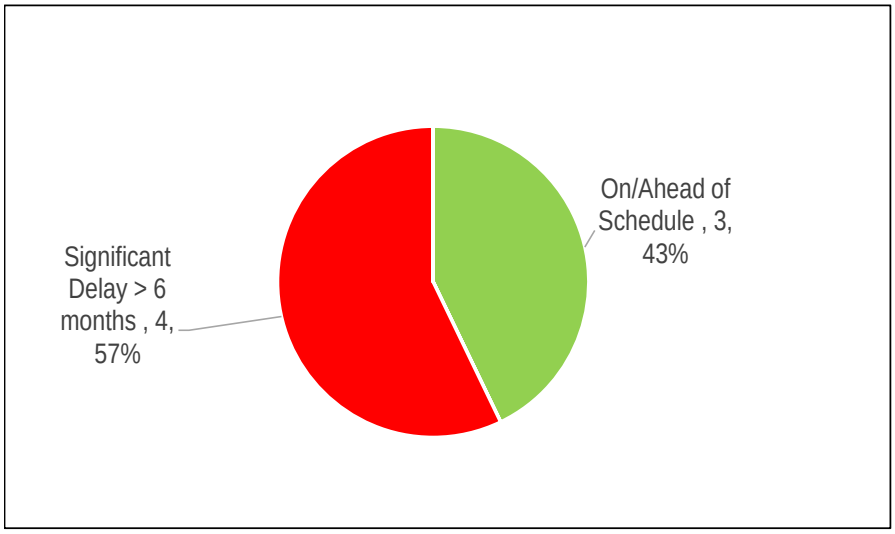


Table 2
Reason for Delay 4

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

Table 3
Projects Status ($Million)

| On/Ahead of Schedule | Minor Delay < 6 months | Significant Delay > 6 months | Completed | Cancelled |
|---|---|---|---|---|
| 3.41 | | 9.79 | | |

Toronto Zoo (ZOO)

| Projects by Category (Million) | 2018 Approved Cash Flow | YTD Exp. | | YE Projection | | | | Notes | Total Approved Budget | Life-to-Date |
|---|---|---|---|---|---|---|---|---|---|---|
| | | $ | % | $ | % | On Budget | On Time | | | |
| State of Good Repair | | | | | | | | | | |
| Animal Health Centre | 1.193 | 0.046 | 3.9% | 0.046 | 3.9% | R | R | #1 | 2.383 | 1.236 |
| Building & Services Refurbishment | 2.739 | 0.011 | 0.4% | 2.469 | 90.1% | G | R | #2 | 2.820 | 0.092 |
| Exhibit Refurbishment | 0.796 | 0.023 | 2.9% | 0.721 | 90.6% | G | R | #3 | 0.800 | 0.027 |
| Grounds and Visitor Improvements | 1.992 | 0.000 | 0.0% | 1.692 | 84.9% | G | G | | 2.000 | 0.008 |
| Information Systems | 0.719 | 0.011 | 1.6% | 0.400 | 55.7% | Y | G | #4 | 0.950 | 0.243 |
| Orangutan II & III: Indoor & Outdoor Exhibits | 5.063 | 0.000 | 0.0% | 1.100 | 21.7% | R | R | #5 | 6.210 | 1.147 |
| Sub-Total | 12.501 | 0.092 | 0.7% | 6.428 | 51.4% | - | - | | 15.163 | 2.753 |
| Service Improvements | | | | | | | | | | |
| Winter Zoomobile | 0.700 | 0.000 | 0.0% | 0.700 | 100.0% | G | G | | 0.700 | 0.000 |
| Sub-Total | 0.700 | 0.000 | 0.0% | 0.700 | 100.0% | - | - | | 0.700 | 0.000 |
| | | | | | | | | | | |
| Total | 13.201 | 0.092 | | 7.128 | | | | | 15.863 | 2.753 |

| 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:

Completion of The Wildlife Health Centre is delayed due to legal disputes.

Note # 2:

Project delays are caused by 2017 labour disruptions. There are ongoing repairs based on building audit findings. Project is expected to be completed by March 2019.

Note # 3:

Project delays are primarily due to 2017 labour disruptions. Some exhibits are already under construction including the Aldabra Tortoise Outdoor Exhibit and the Amur Tiger

Note # 4:

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

Note # 5:

Contractor issues in the design phase are causing delay in the completion of Orangutan Indoor & Outdoor Exhibits

Chart 1

2017 Approved Budget by Category ($1,646.29)

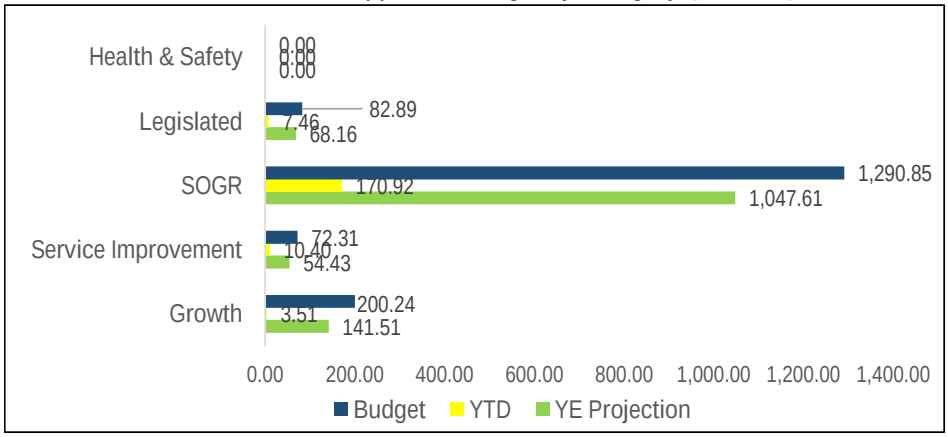


Table 1

2017 Active Projects by Category

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

Chart 2

Project Status - 65

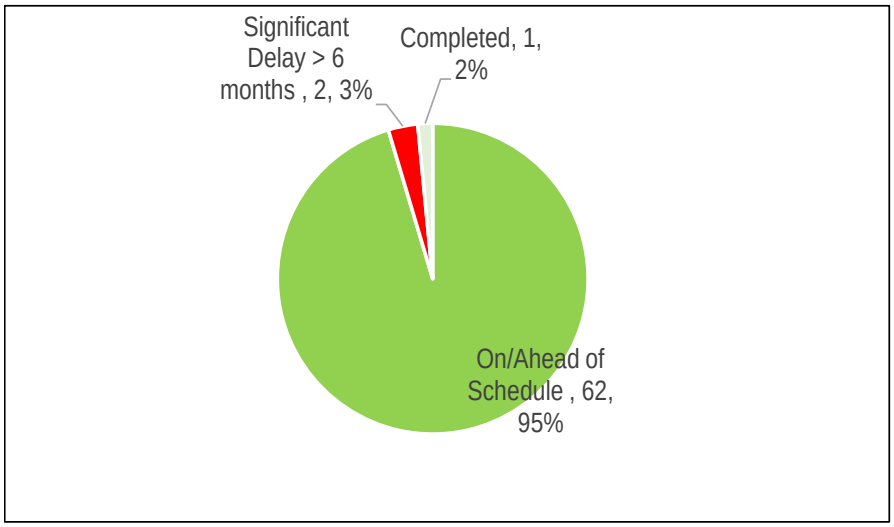


Table 2

Reason for Delay 2

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

Table 3

Projects Status ($Million)

| On/Ahead of Schedule | Minor Delay < 6 months | Significant Delay > 6 months | Completed | Cancelled |
|---|---|---|---|---|
| 1,377.24 | | 265.35 | 3.71 | |

Key Discussion Points:

- The Toronto Transit Commission (TTC) spent $192 million or 11.7% of its 2018 Base Capital Budget of $1.646 billion (including $235.6 million carry forward as approved by Council on April 24, 2018) for the three months period ended March 30, 2018 with a projection to year end estimated at $1.535 billion or 93.3% of the budget.

Toronto Transit Commission (TTC)

| Projects by Category (Million) | 2018 Approved Cash Flow | YTD Exp. | | YE Projection | | | | Notes | Total Approved Budget | Life-to-Date |
|---|---|---|---|---|---|---|---|---|---|---|
| | | $ | % | $ | % | On Budget | On Time | | | |
| Legislated | | | | | | | | | | |
| Communications-Legislated | 3.644 | 0.257 | 7.1% | 1.664 | 45.7% | R | G | | 15.466 | 10.687 |
| Easier Access-Phase III | 46.706 | 5.348 | 11.5% | 42.033 | 90.0% | G | G | | 775.911 | 198.702 |
| Equipment-Legislated | 1.567 | 0.061 | 3.9% | 1.277 | 81.5% | G | G | | 23.038 | 16.857 |
| Other Service Planning - Legislated | 4.200 | -0.353 | -8.4% | 2.934 | 69.9% | Y | G | | 22.000 | 0.670 |
| Streetcar Network-Legislated | 1.533 | 0.085 | 5.6% | 1.456 | 95.0% | G | G | | 76.051 | 43.291 |
| Subway Asbestos Removal | 7.838 | 1.504 | 19.2% | 7.054 | 90.0% | G | G | 1 | 118.096 | 87.101 |
| Subway Car Overhaul - Legislated (AODA) | 5.209 | 0.042 | 0.8% | 3.704 | 71.1% | G | G | | 16.338 | 16.156 |
| Other Buildings - Legislated | 12.196 | 0.513 | 4.2% | 8.043 | 65.9% | Y | G | | 77.814 | 10.705 |
| Bus Overhaul - Legislated | 0.000 | 0.000 | | 0.000 | | | G | | 7.253 | 7.175 |
| Sub-Total | 82.893 | 7.458 | 9.0% | 68.165 | 82.2% | - | - | | 1,133.695 | 392.721 |
| State of Good Repair | | | | | | | | | | |
| ATC Resignalling - Bloor/Danforth Line | 0.200 | 0.070 | 34.9% | 0.179 | 89.7% | G | G | | 300.674 | 0.828 |
| ATC Resignalling - YUS Line | 68.124 | 14.745 | 21.6% | 61.121 | 89.7% | G | G | | 563.480 | 384.862 |
| Automotive Non-Revenue Vehicle Replace | 4.244 | 0.739 | 17.4% | 3.384 | 79.7% | G | G | 1 | 20.442 | 10.079 |
| Bridges And Tunnels-Various | 32.231 | 5.370 | 16.7% | 30.619 | 95.0% | G | G | 1 | 536.513 | 460.743 |
| Communications-SOGR | 36.212 | 3.586 | 9.9% | 16.535 | 45.7% | R | G | | 176.656 | 99.349 |
| Computer Equipment And Software | 107.721 | 7.569 | 7.0% | 75.533 | 70.1% | Y | G | | 502.058 | 269.215 |
| Equipment-SOGR | 28.999 | 1.837 | 6.3% | 23.623 | 81.5% | G | G | | 298.239 | 183.206 |
| Finishes-SOGR | 20.472 | 2.495 | 12.2% | 19.448 | 95.0% | G | G | 1 | 171.326 | 119.505 |
| Fire Ventilation Upgrade | 16.478 | 2.520 | 15.3% | 14.811 | 89.9% | G | G | | 376.844 | 263.396 |
| On-Grade Paving Rehabilitation | 10.274 | 0.664 | 6.5% | 9.761 | 95.0% | G | G | 1 | 96.026 | 72.448 |
| Other Buildings - SOGR | 77.496 | 11.036 | 14.2% | 51.105 | 65.9% | Y | G | | 580.442 | 270.524 |
| Other Furniture And Office Equipment | 0.288 | 0.018 | 6.4% | 0.274 | 95.0% | G | G | 1 | 4.203 | 3.104 |
| Other Maintenance Equipment | 5.382 | 0.010 | 0.2% | 4.200 | 78.0% | G | G | 1 | 17.595 | 4.420 |
| Other Service Planning - SOGR | 4.000 | 0.387 | 9.7% | 2.794 | 69.9% | Y | R | 2 | 22.000 | 1.441 |
| POP Legacy Fare Collection | 0.125 | -0.110 | -87.8% | 0.107 | 85.4% | G | G | | 1.878 | 1.394 |
| Power Dist. SOGR | 6.964 | 1.375 | 19.7% | 6.616 | 95.0% | G | G | 1 | 126.187 | 104.248 |
| Purchase of Wheel Trans | 11.762 | 1.301 | 11.1% | 10.586 | 90.0% | G | G | | 21.469 | 3.377 |
| Purchase of Buses - SOGR | 258.588 | 29.366 | 11.4% | 231.751 | 89.6% | G | G | | 776.293 | 431.065 |
| Purchase Of Subway Cars | 29.562 | 2.526 | 8.5% | 16.200 | 54.8% | Y | G | | 1,171.948 | 1,134.464 |
| Queensway Garage Expansion | 0.217 | 0.018 | 8.4% | 0.135 | 62.1% | Y | G | | 24.226 | 24.047 |

Toronto Transit Commission (TTC)

| Projects by Category (Million) | 2018 Approved Cash Flow | YTD Exp. | | YE Projection | | | | Notes | Total Approved Budget | Life-to-Date |
|---|---|---|---|---|---|---|---|---|---|---|
| | | $ | % | $ | % | On Budget | On Time | | | |
| Rail Non Revenue Vehicle Overhaul | 6.547 | 0.123 | 1.9% | 3.700 | 56.5% | Ⓨ | Ⓖ | | 27.795 | 6.814 |
| Rail Non-Revenue Vehicle Purchase - SOGR | 9.863 | -0.398 | -4.0% | 7.868 | 79.8% | Ⓖ | Ⓖ | | 52.775 | 16.655 |
| Revenue & Fare Handling Equipment -SOGR | 21.179 | 2.501 | 11.8% | 20.120 | 95.0% | Ⓖ | Ⓖ | | 73.646 | 42.642 |
| Signal Systems | 20.543 | 2.442 | 11.9% | 18.573 | 90.4% | Ⓖ | Ⓖ | | 197.584 | 129.111 |
| Streetcar Overhaul - SOGR | 11.045 | 1.135 | 10.3% | 10.493 | 95.0% | Ⓖ | Ⓖ | 1 | 173.693 | 30.497 |
| Subway Track - SOGR | 36.934 | 4.955 | 13.4% | 33.178 | 89.8% | Ⓖ | Ⓖ | 1 | 229.548 | 156.733 |
| Surface Track - SOGR | 46.180 | 9.863 | 21.4% | 33.481 | 72.5% | Ⓖ | Ⓖ | 1 | 317.400 | 226.257 |
| Tools And Shop Equipment | 8.100 | -0.101 | -1.3% | 7.695 | 95.0% | Ⓖ | Ⓖ | 1 | 37.187 | 14.509 |
| TR Yard And Tail Track Accommodation | 36.253 | 4.667 | 12.9% | 34.440 | 95.0% | Ⓖ | Ⓖ | 1 | 495.385 | 214.618 |
| Traction Power-Various | 22.828 | 4.236 | 18.6% | 21.687 | 95.0% | Ⓖ | Ⓖ | 1 | 287.364 | 241.108 |
| Transit Shelters & Loops - SOGR | 0.206 | 0.000 | 0.0% | 0.196 | 95.0% | Ⓖ | Ⓖ | 1 | 2.141 | 1.674 |
| Wilson Complex-Modifications | 0.033 | 0.000 | 0.0% | 0.000 | 0.0% | Ⓡ | Ⓖ | 1 | 95.324 | 94.950 |
| Leslie Barns | 14.690 | 0.512 | 3.5% | 13.955 | 95.0% | Ⓖ | Ⓖ | 1 | 523.489 | 501.805 |
| Subway Car Overhaul - SOGR | 49.497 | 7.620 | 15.4% | 35.196 | 71.1% | Ⓖ | Ⓖ | | 416.081 | 146.438 |
| Bus Overhaul - SOGR | 48.044 | 12.719 | 26.5% | 43.239 | 90.0% | Ⓖ | Ⓖ | | 336.561 | 254.431 |
| Purchase of Streetcars | 239.565 | 35.123 | 14.7% | 185.000 | 77.2% | Ⓖ | Ⓡ | 2 | 1,186.504 | 652.841 |
| Sub-Total | 1,290.848 | 170.919 | 13.2% | 1,047.606 | 81.2% | - | - | | 10,240.976 | 6,572.797 |
| Service Improvements | | | | | | | | | | |
| Bicycle Parking at Stations | 0.798 | 0.054 | 6.7% | 0.600 | 75.2% | Ⓖ | Ⓖ | | 0.850 | 0.068 |
| Communications-Service Improvement | 0.002 | 0.002 | 100.0% | 0.000 | 0.0% | Ⓡ | Ⓖ | | 0.302 | 0.177 |
| Finishes-Service Improvement | 0.238 | 0.059 | 24.7% | 0.226 | 95.0% | Ⓖ | Ⓖ | | 42.306 | 42.202 |
| Kipling Station Improvements | 0.244 | 0.004 | 1.6% | 0.061 | 25.0% | Ⓡ | Ⓖ | | 13.392 | 13.145 |
| Other Buildings - Service Improvement | 23.462 | 8.760 | 37.3% | 15.472 | 65.9% | Ⓨ | Ⓖ | | 116.099 | 59.706 |
| Other Service Planning - Service Improvement | 16.979 | 1.046 | 6.2% | 11.861 | 69.9% | Ⓨ | Ⓖ | 1 | 62.934 | 13.410 |
| Power Dist. Service Improvement | 0.354 | 0.003 | 0.8% | 0.336 | 95.0% | Ⓖ | Ⓖ | | 1.167 | 0.695 |
| Purchase of 50 40' Buses - Service Improvement | 17.186 | 0.183 | 1.1% | 15.402 | 89.6% | Ⓖ | Ⓖ | | 241.141 | 28.297 |
| Rail Non-Revenue Vehicle Purchase - Service Imp. | 6.670 | 0.000 | 0.0% | 5.321 | 79.8% | Ⓖ | Ⓖ | | 25.999 | 0.009 |
| Subway Track - Service Improvement | 2.565 | 0.198 | 7.7% | 2.372 | 92.5% | Ⓖ | Ⓖ | 1 | 21.242 | 16.618 |
| Surface Track - Service Improvement | 3.750 | 0.091 | 2.4% | 2.719 | 72.5% | Ⓖ | Ⓖ | 1 | 63.964 | 0.091 |
| Transit Shelters & Loops - SI | 0.061 | 0.001 | 1.6% | 0.058 | 95.0% | Ⓖ | Ⓖ | 1 | 2.766 | 2.445 |
| Sub-Total | 72.309 | 10.400 | 14.4% | 54.429 | 75.3% | - | - | | 592.163 | 176.863 |

Toronto Transit Commission (TTC)

| Projects by Category (Million) | 2018 Approved Cash Flow | YTD Exp. | | YE Projection | | | | Notes | Total Approved Budget | Life-to-Date |
|---|---|---|---|---|---|---|---|---|---|---|
| | | $ | % | $ | % | On Budget | On Time | | | |
| Growth Related | | | | | | | | | | |
| Automotive Non-Revenue Vehicle Replace | 2.645 | 0.000 | 0.0% | 2.109 | 79.7% | G | G | | 7.655 | 3.380 |
| Bus Rapid Transit-Growth | 1.301 | 0.116 | 8.9% | 1.236 | 95.0% | G | G | 1 | 35.278 | 33.950 |
| McNicoll New Bus Garage Facility | 29.900 | 0.622 | 2.1% | 28.405 | 95.0% | G | G | | 181.000 | 24.605 |
| Sheppard Subway | 3.705 | 0.000 | 0.0% | 0.000 | 0.0% | R | G | | 968.856 | 965.151 |
| Other Service Planning - Growth | 0.600 | 0.000 | 0.0% | 0.419 | 69.9% | Y | G | | 2.711 | 0.311 |
| Other Buildings - Growth | 149.447 | 0.748 | 0.5% | 98.552 | 65.9% | Y | G | | 144.141 | 17.229 |
| PRESTO Farecard Implementation | 12.642 | 2.023 | 16.0% | 10.793 | 85.4% | G | G | | 52.612 | 44.164 |
| Sub-Total | 200.240 | 3.509 | 1.8% | 141.515 | 70.7% | - | - | | 1,392.253 | 1,088.790 |
| Total | 1,646.290 | 192.286 | 11.7% | 1,311.713 | 79.7% | | | | 13,359.086 | 8,231.172 |

| 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: Reallocation adjustments

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

Note #2

APC Implementation Program: Variance expected for 2018 is due to delay in equipment delivery. Equipment delivery expected in September 2017 but delayed. The bulk of equipment purchases will occur in 2018. Installation costs of the equipment also delayed to 2018. Both Platform Modifications to Accommodate Articulated Buses (6462) and Bus Stop Improvements for Accessibility (6712) deferred construction to 2019.

Note #3

Project spending will be reviewed and updated by next variance report.

1. Poor manufacturing capability and workmanship in Bombardier's plants, and supply chain issues continue to impact vehicle quality and the delivery schedule.
2. Bombardier Detailed Project Schedule (DPS) only available for 2018. A full DPS for all sites and for the full duration of the project is still outstanding.
3. Delivery delays and design immaturity creates the need for additional TTC resources (Sites inspectors, Commissioning team, Engineers)
4. Supply chain issues continue to affect reliability and potentially impact vehicle availability for service.
5. Design issues affecting safety for maintenance and operations contained. Public and passenger safety not affected.

2018 Capital Spending by Program
Rate Supported Programs

| Program | | 2018 Approved Cash Flow | 2018 Expenditure | | | Trending | Alert (Benchmark 70% spending rate) |
|---|---|---|---|---|---|---|---|
| | | | YTD Spending | Year-End Projection | % at Year End | | |
| SWM | Q1 | 128.67 | 9.17 | 82.68 | 64.3% | | Ⓨ |
| TPA | Q1 | 105.30 | 0.10 | 78.08 | 74.2% | | Ⓖ |
| Toronto Water | Q1 | 946.57 | 59.68 | 805.01 | 85.0% | | Ⓖ |
| TOTAL | Q1 | 1,180.54 | 68.95 | 965.78 | 81.8% | | Ⓖ |

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

For the three months ended March 31, 2018, capital expenditures for this Cluster totalled $68.95 million of their collective 2018 Approved Capital Budget of $1.181 billion. Spending is expected to increase to 0.966 million (81.8%) by year-end. Two Programs in this Cluster have a year-end spending rate of over 70% of their respective 2018 Approved Capital Budgets.

Toronto Parking Authority has a year-end spending rate of 74.2% while Toronto Water and Solid Waste Management Services have year-end spending rate of 85.0% and 64.3% respectively.

## Solid Waste Management (SOL)

Chart 1
2017 Approved Budget by Category ($128.67)

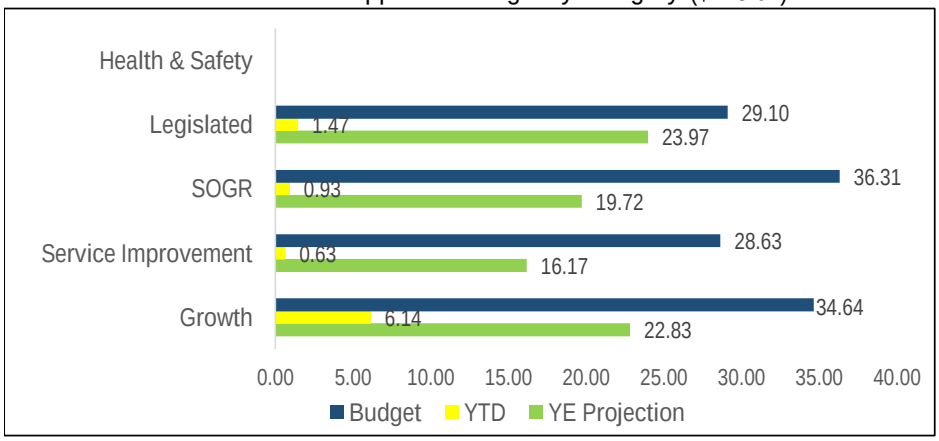


Table 1
2017 Active Projects by Category

| | |
|---|---|
| Health & Safety | |
| Legislated | 2 |
| SOGR | 3 |
| Service Improvement | 21 |
| Growth | 4 |
| Total # of Projects | 30 |

Chart 2
Project Status - 30

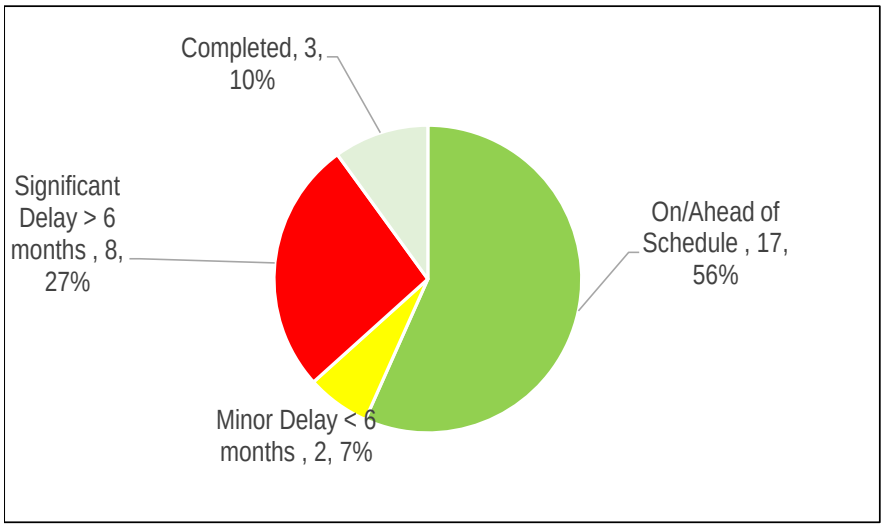


Table 2
Reason for Delay 10

| | Significant Delay | Minor Delay |
|---|---|---|
| Insufficient Staff Resources | 2 | |
| Procurement Issues | | |
| RFQ/RFP Delayed | 2 | 2 |
| Contractor Issues | 1 | |
| Site Conditions | | |
| Co-ordination with Other Projects | 3 | |
| Community Consultation | | |
| Other* | | |
| Total # of Projects | 8 | 2 |

Table 3
Projects Status ($Million)

| On/Ahead of Schedule | Minor Delay < 6 months | Significant Delay > 6 months | Completed | Cancelled |
|---|---|---|---|---|
| 72.29 | 5.65 | 50.17 | 0.55 | |

Reasons for "Other*" Projects Delay:

- n/a

Key Discussion Points:

- Chart 1 & 2 represent distribution by category and status detail , respectively , on "Projects" as well as significant activity budgeted at the "Subproject" level.
- Significant delay has been experienced on 8 projects/subprojects (39% of the budget or $50.2 million) mainly due to insufficient staffing, delay in awarding RFQs ,coordination with other projects. and issues with contractors. This includes large projects such as Landifill Gas Utilization projects, Transfer Station Asset Management, IT projects, Diversion Facilities Asset Management , the Dufferin Waste Facility Site Improvement and the Disco SSO Facility.
- Long Term Waste Strategy ($5.993 million) is expected to be delayed with 58.4% spent by year-end due to various delays including the RFPs for Mixed Waste and Transfer Station facilities.

Solid Waste Management (SOL)

Key Discussion Points (cont'd):

- Approximately 17 projects/subprojects (56% of the budget or $72 million) are considered as being on-schedule and mainly include on-going work at Green Lane, Perpetual Care of Old Landfills, Diversion Systems (Bins) , SWMS IT Application Initiatives, Engineering Planning Studies, Dufferin SSO Facility, to be fully commissioned by the end of 2018, and the CNG Fill Station project. Green Lane projects include leachate and gas control systems and cell excavation. SWMS IT Application Initiatives include the Transfer Station Efficiencies Project and the project for KPI Reporting & Measuring.
- The project Biogas Utilization at Dufferin is considered to be on -schedule. The project had been under review pending re-assessment of Renewable Natural Gas (RNG) as a preferred energy source. The project is the subject of an upcoming report to committee in order to revise the 2018 budget and move the project forward in 2018/2019.

Solid Waste Management (SOL)

| Projects by Category (Million) | 2018 Approved Cash Flow | YTD Exp. | | YE Projection | | | | Notes | Total Approved Budget | Life-to-Date |
|---|---|---|---|---|---|---|---|---|---|---|
| | | $ | % | $ | % | On Budget | On Time | | | |
| Legislated | | | | | | | | | | |
| Green Lane Landfill | 12.433 | 0.452 | 3.6% | 10.635 | 85.5% | G | G | | 131.207 | 57.745 |
| Perpetual Care of Landfills | 16.667 | 1.015 | 6.1% | 13.334 | 80.0% | G | G | | 38.707 | 23.646 |
| Sub-Total | 29.100 | 1.467 | 5.0% | 23.968 | 82.4% | - | - | | 169.914 | 81.391 |
| State of Good Repair | | | | | | | | | | |
| Collection Yard Asset Management | 0.926 | 0.000 | 0.0% | 0.926 | 100.0% | G | Y | | 2.037 | 1.286 |
| Transfer Station Asset Management | 30.753 | 0.928 | 3.0% | 18.500 | 60.2% | Y | R | 1 | 75.886 | 26.792 |
| Diversion Facilities Asset Management | 4.631 | 0.000 | 0.0% | 0.290 | 6.3% | R | R | 2 | 10.333 | 0.424 |
| Sub-Total | 36.310 | 0.928 | 2.6% | 19.716 | 54.3% | - | - | | 88.256 | 28.502 |
| Service Improvements | | | | | | | | | | |
| CNG Refuel Station Installation | 0.706 | 0.000 | 0.0% | 0.435 | 61.6% | Y | Y | | 1.100 | 0.765 |
| Diversion Systems | 5.733 | 0.280 | 4.9% | 5.525 | 96.4% | G | G | | 134.718 | 42.720 |
| Landfill Gas Utilization | 1.376 | | 0.0% | 0.350 | 25.4% | R | R | 3 | 19.456 | 0.266 |
| Construction of Biogas Utilization at Disco & Dufferin | 5.595 | 0.000 | 0.0% | 0.620 | 11.1% | R | G | 4 | 11.782 | 0.617 |
| Long Term Waste Management Strategy | 5.993 | 0.049 | 0.8% | 3.500 | 58.4% | Y | R | 5 | 17.593 | 3.729 |
| SWM IT Application Initiatives | 2.501 | 0.147 | 5.9% | 2.273 | 90.9% | G | G | | 14.792 | 3.857 |
| IT Corporate Initiatives | 4.858 | 0.155 | 3.2% | 3.000 | 61.7% | Y | R | 6 | 11.062 | 1.919 |
| Two-Way Radio Replacement | 0.270 | 0.000 | 0.0% | 0.270 | 100.0% | G | G | | 2.910 | 0.542 |
| Engineering Planning Studies | 1.595 | 0.003 | 0.2% | 0.200 | 12.5% | R | G | | 4.500 | 1.110 |
| Sub-Total | 28.627 | 0.635 | 2.2% | 16.173 | 56.5% | - | - | | 217.914 | 55.524 |
| Growth Related | | | | | | | | | | |
| Dufferin SSO Facility | 26.789 | 5.730 | 21.4% | 21.261 | 79.4% | G | G | | 75.943 | 55.769 |
| Disco SSO Facility | 4.405 | 0.039 | 0.9% | 0.375 | 8.5% | R | R | 7 | 84.492 | 80.832 |
| Dufferin Waste Facility | 2.500 | | 0.0% | 0.250 | 10.0% | R | R | 8 | 20.500 | 0.000 |
| CNG Fill Station | 0.941 | 0.371 | 39.4% | 0.941 | 100.0% | G | G | | 8.469 | 0.000 |
| Sub-Total | 34.635 | 6.139 | 17.7% | 22.827 | 65.9% | - | - | | 189.404 | 136.601 |
| Total | 128.673 | 9.169 | 7.1% | 82.684 | 64.3% | | | | 665.487 | 302.018 |

| 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:

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

Solid Waste Management (SOL)

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

Note # 2:

*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, $250K in 2018, 80K in 2019 for Engineering services for Building 500 (at Dufferin Transfer Station) equipment removal and retrofit and $120K for building 500 fire watch. Staff in process of retaining consultant for the develop of RFP for plan SOGR works for facility.

Note # 3:

*Landfill Gas Utilization* - Partially deferred and under review - consultant services to be retained to complete pre-design and up to 30% of design for RNG solutions at Green Lane.

Note # 4:

*Construction of Biogas Utilization at Disco & Dufferin* - These projects were pending due to reassessment of Renewable Natural Gas (RNG) option. A consultant contract awarded in December 2016 and site specific RNG study started, recommendations report received. The project will include the construction of the Biomethane Upgrading System (BMS) and Injection Facility. SWMS is in partnership with a third party to construct this RNG facility at Dufferin Organics Processing Facility (OPF). Commissioning is anticipated for 2019:Q3. Report to Council is being prepared the accept an MOECC grant to partially offset costs of the facility and revise the 2018 Capital Budget. Works to be funded include interconnection from the Dufferin OPF to the Injection Facility, consulting fees ($85K), gas sampling ($50K), interconnection costs ($400K), communication & IDCs ($85K).

Note # 5:

*Long Term Waste Management Strategy* - RFP delayed for the Mixed Waste and Transfer Station subprojects - to be issued in May 2018. In addition, there are outstanding charges from SDFA division pending. Initiated Waste Reduction grants program, eight Community Composting sites and Renovation at 2 sewing sites. Also completed the Circular Economy procurement workshops. Funding commitments to support multi-residential enhancements/recommendations to support tenant engagement through community groups and community composting including TCHC diversion initiatives.

Note # 6:

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

Note # 7:

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

Note # 8:

*Dufferin Waste Facility* - Project delayed 3 months due to staffing shortages in PMMD to issue call document. RFP for consulting services is with PMMD to be issued in 2018 Q2. Assessment to build or not will be made by end of the 2018. If project proceeds, the detailed design will be prepared in 2019. The scope of work includes architectural and engineering services for the design, construction review and contract administration of a New Permanent Staff Facility and an addition to an existing building # 250 at the Dufferin Waste management Facility (DWMF).

Toronto Parking Authority (TPA)

Chart 1
2018 Approved Budget by Category ($105.30)

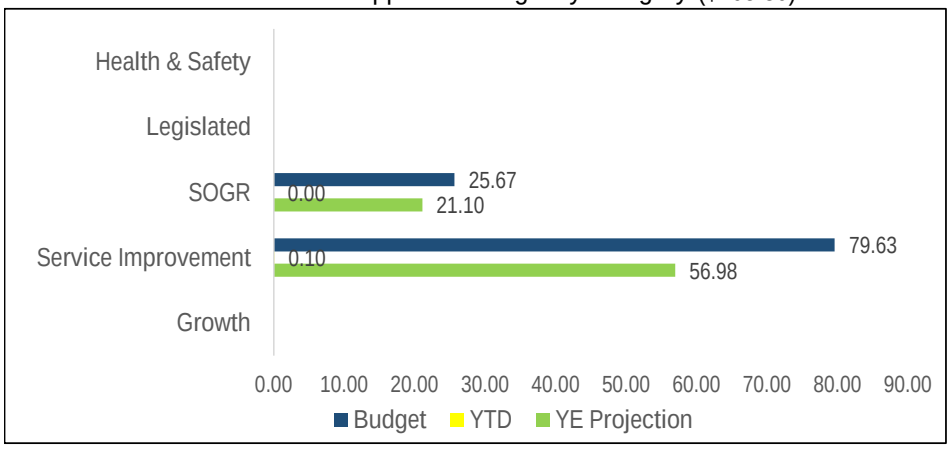


Table 1
2018 Active Projects by Category

| | |
|---|---|
| Health & Safety | |
| Legislated | |
| SOGR | 53 |
| Service Improvement | 41 |
| Growth | |
| Total # of Projects | 94 |

Chart 2
Project Status - 94

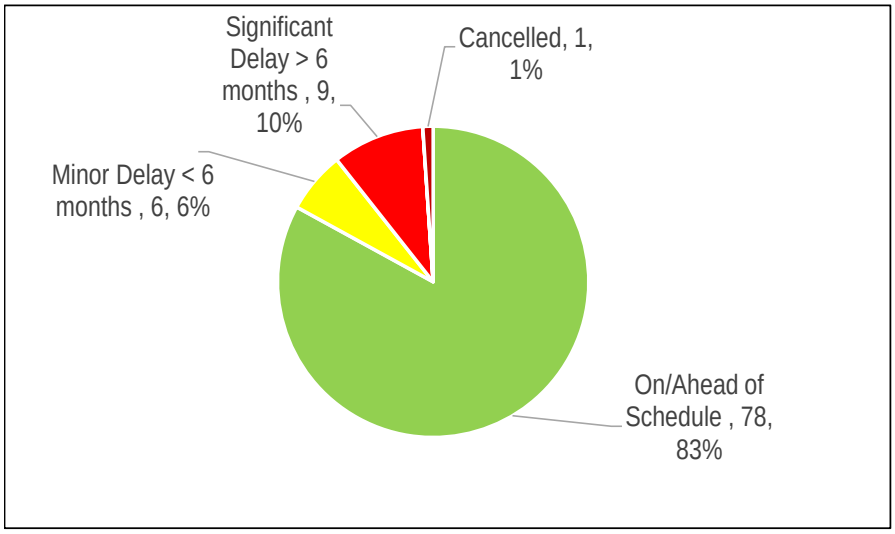


Table 2

| Reason for Delay | 15 | |
|---|---|---|
| | Significant Delay | Minor Delay |
| Insufficient Staff Resources | | |
| Procurement Issues | | |
| RFQ/RFP Delayed | 2 | 5 |
| Contractor Issues | | |
| Site Conditions | | |
| Co-ordination with Other Projects | | |
| Community Consultation | | |
| Other* | 7 | 1 |
| Total # of Projects | 9 | 6 |

Table 3
Projects Status ($Million)

| On/Ahead of Schedule | Minor Delay < 6 months | Significant Delay > 6 months | Completed | Cancelled |
|---|---|---|---|---|
| 77.62 | 3.38 | 24.20 | | 0.10 |

Reasons for "Other*" Projects Delay:

- Final stage specifications are pending approval
- Agreements are not yet in place at this time
- Project is currently on hold due to unsuccessful negotiations

Key Discussion Points:

- TPA is currently projecting to spend $77.62 million of it's 2018 Approved Capital Budget on schedule
- The majority of projects are on track, although TPA is expecting $27.58 million in project costs to be delayed, predominantly due to pending agreements and delayed RFQ/RFPs.
- One project with a cost of $7.475 million (11 Wellesley) is anticipated to be complete in 2019/2020.
- Remaining spending will be accelerated throughout the remainder of the year

Toronto Parking Authority (TPA)

| Projects by Category (Million) | 2018 Approved Cash Flow | YTD Exp. | | YE Projection | | | | Notes | Total Approved Budget | Life-to-Date |
|---|---|---|---|---|---|---|---|---|---|---|
| | | $ | % | $ | % | On Budget | On Time | | | |
| State of Good Repair Structural Maintenance, Upgrades and Greening Plus (53 projects) | 25.672 | 0.003 | 0.0% | 21.105 | 82.2% | G | G | #1 #2 | 31.810 | 4.750 |
| Sub-Total | 25.672 | 0.003 | 0.0% | 21.105 | 82.2% | | | | 31.810 | 4.750 |
| Service Improvements | | | | | | | | | | |
| St. Clair / Oakwood (287 Rushton) | 0.702 | | 0.0% | 0.550 | 78.4% | G | G | | 2.013 | 1.311 |
| CP 1 - Addition of 2 Levels | 1.500 | 0.092 | 6.1% | 0.704 | 46.9% | R | R | #3 | 15.219 | 13.731 |
| Pay & Display Upgrade | 0.230 | | 0.0% | 0.230 | 100.0% | G | G | | 0.485 | 0.255 |
| Chinahouse (CP 655) | 6.488 | | 0.0% | 0.000 | 0.0% | R | R | #4 | 9.900 | 3.326 |
| Redevelopment of CP 217 (1445 Bathurst) | 4.600 | 0.003 | 0.1% | 4.600 | 100.0% | G | G | | 10.600 | 0.019 |
| 242 Danforth E of Broadview, CP 78 Expansion | 0.749 | | 0.0% | 0.749 | 100.0% | G | G | | 3.555 | 2.806 |
| Oakwood E of Eglinton (#2) | 0.750 | | 0.0% | 0.750 | 100.0% | G | G | | 0.750 | 0.000 |
| Pay & Display Machines | 0.072 | | 0.0% | 0.072 | 100.0% | G | G | | 0.850 | 0.778 |
| 2204, 2212 Eglinton W. (CP 673) | 1.048 | | 0.0% | 1.048 | 100.0% | G | G | | 3.245 | 2.197 |
| 186 Caribou | 0.727 | 0.000 | 0.1% | 0.000 | 0.1% | R | R | #4 | 1.951 | 1.223 |
| 30 Roehampton (150 space garage) | 0.150 | | 0.0% | 0.150 | 100.0% | G | G | | 8.000 | 6.309 |
| Upgrades to Retail and Other Components | 0.962 | | 0.0% | 0.962 | 100.0% | G | G | | 1.000 | 0.038 |
| P&D 3G Modem & Emulation Board | 4.344 | | 0.0% | 4.344 | 100.0% | G | G | | 5.822 | 1.478 |
| CP 15 Redevelopment (JV) | 0.100 | | 0.0% | 0.100 | 100.0% | G | G | | 1.000 | 0.000 |
| 2623 Eglinton Ave. West | 0.094 | | 0.0% | 0.094 | 100.0% | G | G | | 2.780 | 2.686 |
| 1220-1222 Wilson Ave. | 2.150 | | 0.0% | 0.000 | 0.0% | R | R | #4 | 6.000 | 2.900 |
| 437 Rogers Road | 0.215 | | 0.0% | 0.215 | 100.0% | G | G | | 0.900 | 0.684 |
| Carpark Provisions 2016 | 3.236 | | 0.0% | 3.236 | 100.0% | G | G | | 3.329 | 0.093 |
| 775 King Street (CP 272) | 6.000 | | 0.0% | 6.000 | 100.0% | G | G | | 6.000 | 0.000 |
| Bike Share Expansion - Metrolinx | 1.867 | | 0.0% | 1.867 | 100.0% | G | G | | 6.797 | 4.900 |
| 592 and 598 Gerrard E. | 0.044 | | 0.0% | 0.044 | 100.0% | G | G | | 2.458 | 2.414 |
| 5 Chartwell Road | 0.017 | | 0.0% | 0.017 | 100.0% | G | G | | 0.831 | 0.814 |
| Maintenance Facility | 0.985 | | 0.0% | 0.985 | 100.0% | G | G | | 5.000 | 4.015 |
| Carpark Provisions 2017 (50 Richmond) | 1.600 | | 0.0% | 1.600 | 100.0% | G | G | | 10.000 | 0.000 |
| Bike Share Expansion | 0.276 | | 0.0% | 0.276 | 100.0% | G | G | | 4.000 | 3.724 |
| Queen / Soho | 10.500 | | 0.0% | 10.500 | 100.0% | G | G | | 10.500 | 0.000 |
| 11 Wellesley | 7.475 | | 0.0% | 0.000 | 0.0% | R | R | #5 | 7.475 | 0.000 |
| 50 Wellesley | 2.760 | | 0.0% | 0.000 | 0.0% | R | R | #4 | 2.760 | 0.000 |
| St. Patrick CP 221 | 0.100 | 0.006 | 5.5% | 0.100 | 100.0% | G | G | | 0.100 | 0.006 |

Toronto Parking Authority (TPA)

| Projects by Category (Million) | 2018 Approved Cash Flow | YTD Exp. | | YE Projection | | | | Notes | Total Approved Budget | Life-to-Date |
|---|---|---|---|---|---|---|---|---|---|---|
| | | $ | % | $ | % | On Budget | On Time | | | |
| CP212 / 227 Adelaide & Spadina Redevelopment | 0.100 | | 0.0% | 0.100 | 100.0% | G | G | | 6.300 | 0.000 |
| Carpark Provisions 2018 | 10.000 | | 0.0% | 10.000 | 100.0% | G | G | | 10.000 | 0.000 |
| Work & Asset Mgmt SaaS Solution | 0.160 | | 0.0% | 0.160 | 100.0% | G | G | | 0.160 | 0.000 |
| Monthly Payments Solutions | 0.075 | | 0.0% | 0.075 | 100.0% | G | G | | 0.075 | 0.000 |
| Pay by Plate Development and Pilot | 0.090 | | 0.0% | 0.090 | 100.0% | G | G | | 0.090 | 0.000 |
| Phone Support System/ Dispatch | 0.080 | | 0.0% | 0.080 | 100.0% | G | G | | 0.080 | 0.000 |
| Hub Lane Equipment Refresh (10 CPs) | 0.700 | | 0.0% | 0.700 | 100.0% | G | G | | 0.700 | 0.000 |
| Website Mapping Upgrades | 0.100 | | 0.0% | 0.100 | 100.0% | G | G | | 0.100 | 0.000 |
| ERP/Financial System - Pick Replacement | 3.000 | | 0.0% | 1.000 | 33.3% | R | G | #6 | 3.000 | 0.000 |
| CP39 - Castlefield Redevelopment | 0.100 | | 0.0% | 0.000 | 0.0% | R | R | #4 | 0.100 | 0.000 |
| Bike Share Expansion - PTIF | 4.980 | | 0.0% | 4.980 | 100.0% | G | G | | 4.980 | 0.000 |
| CP 505 Cliveden Redevelopment | 0.500 | | 0.0% | 0.500 | 100.0% | G | G | | 0.500 | 0.000 |
| Sub-Total | 79.625 | 0.101 | 0.1% | 56.977 | 71.6% | | | | 159.405 | 55.708 |
| | | | | | | | | | | |
| Total | 105.297 | 0.104 | 0.1% | 78.082 | 74.2% | | | | 191.215 | 60.457 |

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

Note # 1:
The majority of SOGR projects are on track, however 7 projects are currently experiencing minor RFQ/RFP delays

Note # 2:
The Boiler Upgrade project at CP 36 has been cancelled

Note # 3:
Final stage specifications are pending

Note # 4:
Anticipated delay as agreements are not currently in place and/or the project is on hold

Note # 5:
Delivery of the project is scheduled for 2019/2020

Note # 6:
Project is on track but will be completed at lower costs than originally anticipated

Chart 1
2018 Approved Budget by Category ($946.57)

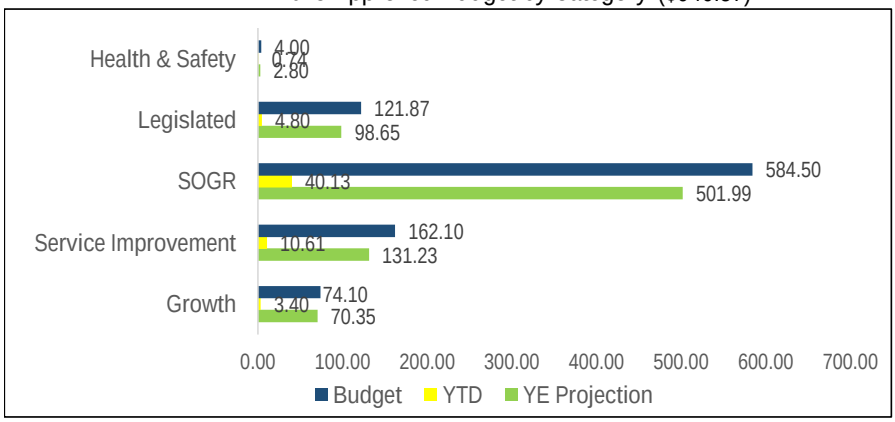


Table 1
2018 Active Projects by Category

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

Chart 2
Project Status - 61

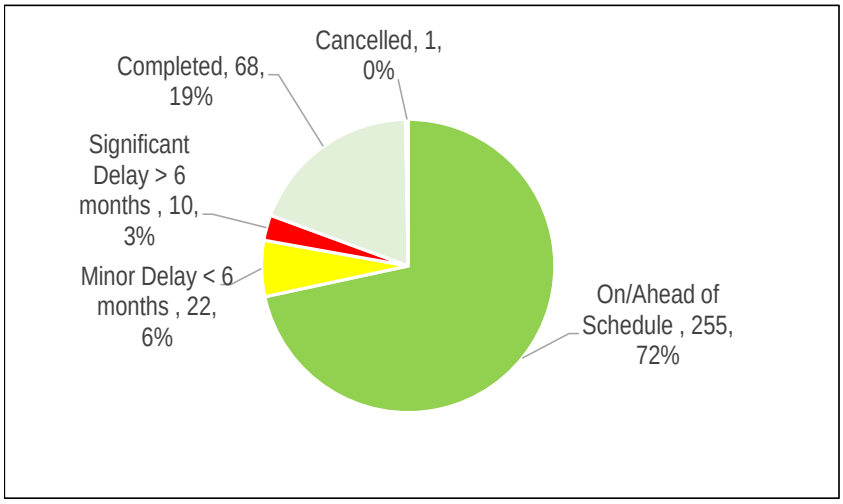


Table 2
Reason for Delay 32

| | Significant Delay | Minor Delay |
|---|---|---|
| Insufficient Staff Resources | 3 | |
| Procurement Issues | 1 | 5 |
| RFQ/RFP Delayed | 2 | 6 |
| Contractor Issues | | 4 |
| Site Conditions | 4 | 7 |
| Co-ordination with Other Projects | | |
| Community Consultation | | |
| Other* | | |
| Total # of Projects | 10 | 22 |

Table 3
Projects Status ($Million)

| On/Ahead of Schedule | Minor Delay < 6 months | Significant Delay > 6 months | Completed | Cancelled |
|---|---|---|---|---|
| 878.03 | 48.06 | 18.96 | 1.33 | 0.20 |

Key Discussion Points:

- As of March 31, for year-end, Toronto Water is projecting spending of $805.011 million or 85% of the approved total 2018 Capital Budget of $946.572 million. The projected year-end spending rate is consistent with the 10-Year Rate Model completion target for 2018 of 85.0% for projects funded from the Toronto Water Capital Financing Reserve Fund.
- 75.0% or $710.367 million is dedicated to State of Good Repair, Health and Safety and Legislative projects in 2018.
- $878.030 million or 71.6% of projects are on track for scheduled completion. Most capital projects are multi-year or on-going expenditures with completion dates in future years. Current spending is consistent with construction schedules.
- The following multi-year projects account for approximatelly 86.7% of the year-to-date spending: Rehabilitation and Replacement of Linear Infrastructure for Water and Sewer projects ($20.849 million or 5.0% of the 2018 Approved Capital Budget); Improvements at Ashbridges Bay Treatment Plant ($6.485 million or 4.0% of the 2018 Approved Capital Budget); Improvements at Humber Treatment Plant ($6.851 million or 14.1% of the 2018 Approved Capital Budget:); Wet Weather Flow ($4.362 million or 7.0% of the 2018 Approved Capital Budget ); Transmission and Storage Facilities ($5.309 million or 10.1% of the 2018 Approved Capital Budget ); Trunk Sewer projects (4.395 million or 7.4% of the 2018 Approved Capital Budget ); and Basement Flooding Program ($3.480 million or 6.5% 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 | YTD Exp. | | YE Projection | | | | Notes | Total Approved Budget | Life-to-Date |
|---|---|---|---|---|---|---|---|---|---|---|
| | | $ | % | $ | % | On Budget | On Time | | | |
| Health & Safety | | | | | | | | | | |
| Ashbridges Bay Treatment Plant | 1.774 | 0.099 | 5.6% | 0.904 | 51.0% | Ⓨ | Ⓨ | #2 | 35.903 | 23.461 |
| Humber Wastewater Treatment | 2.224 | 0.643 | 28.9% | 1.891 | 85.0% | Ⓖ | Ⓖ | | 26.036 | 18.162 |
| Sub-Total | 3.998 | 0.742 | 18.6% | 2.795 | 69.9% | - | - | | 61.939 | 41.623 |
| Legislated | | | | | | | | | | |
| Ashbridges Bay Treatment Plant | 58.724 | 0.552 | 0.9% | 48.107 | 81.9% | Ⓖ | Ⓖ | | 720.925 | 16.789 |
| RL Clark Treatment Plant | 2.875 | 0.002 | 0.1% | 2.444 | 85.0% | Ⓖ | Ⓖ | | 9.196 | 0.696 |
| Highland CreekTreatment Plant | 6.771 | 1.419 | 21.0% | 6.636 | 98.0% | Ⓖ | Ⓖ | | 107.925 | 60.677 |
| Humber Wastewater Treatment | 2.981 | 0.243 | 8.2% | 3.104 | 104.1% | Ⓡ | Ⓖ | #1 | 56.686 | 49.724 |
| Island Treatment Plant | 4.04 | 1.196 | 29.6% | 2.9526 | 73.1% | Ⓖ | Ⓖ | | 72.191 | 17.781 |
| Pumping Stations&Forcemains | 3.52 | 0.156 | 4.4% | 3.056 | 86.8% | Ⓖ | Ⓖ | | 63.77 | 17.298 |
| Water Service Replacement | 42.861 | 1.232 | 2.9% | 32.251 | 75.2% | Ⓖ | Ⓖ | | 334.755 | 190.971 |
| WT - Storage & Treatment | 0.1 | 0 | 0.0% | 0.1 | 100.0% | Ⓖ | Ⓖ | | 10.95 | 10.65 |
| Sub-Total | 121.872 | 4.801 | 3.9% | 98.650 | 80.9% | - | - | | 1,376.398 | 364.586 |
| State of Good Repair | | | | | | | | | | |
| Ashbridges Bay Treatment Plant | 94.870 | 5.208 | 5.5% | 75.412 | 79.5% | Ⓖ | Ⓖ | | 1510.571 | 501.482 |
| Business & Technology Support | 0.38 | 0 | 0.0% | 0.312 | 82.1% | Ⓖ | Ⓖ | | 4.845 | 3.767 |
| RL Clark Treatment Plant | 8.099 | 0.891 | 11.0% | 7.053 | 87.1% | Ⓖ | Ⓖ | | 110.203 | 79.624 |
| RC Harris Treatment Plant | 9.371 | 1.244 | 13.3% | 5.792 | 61.8% | Ⓨ | Ⓨ | #2 | 88.235 | 50.857 |
| Highland CreekTreatment Plant | 14.346 | 1.78 | 12.4% | 12.528 | 87.3% | Ⓖ | Ⓖ | | 373.562 | 181.394 |
| FJ Horgan Treatment Plant | 2.096 | 0.102 | 4.9% | 1.47 | 70.1% | Ⓨ | Ⓖ | #1 | 15.563 | 8.448 |
| Humber Wastewater Treatment | 41.273 | 5.494 | 13.3% | 32.23 | 78.1% | Ⓖ | Ⓖ | | 450.187 | 173.124 |
| Island Treatment Plant | 8.341 | 0.272 | 3.3% | 7.222 | 86.6% | Ⓖ | Ⓖ | | 43.974 | 7.61 |
| Linear Engineering | 85.413 | 8.900 | 10.4% | 79.374 | 92.9% | Ⓖ | Ⓖ | | 549.468 | 246.486 |
| Pump Stations&Forcemains | 4.551 | 0.011 | 0.2% | 3.26 | 71.6% | Ⓖ | Ⓖ | | 59.001 | 30.049 |
| Sewer Rehabilitation | 76.983 | 3.762 | 4.9% | 70.5001 | 91.6% | Ⓖ | Ⓖ | | 513.34 | 231.795 |
| Sewer Replacement | 10.89 | 1.522 | 14.0% | 9.055 | 83.1% | Ⓖ | Ⓖ | | 157.446 | 114.671 |
| Trunk Sewers | 46.164 | 3.83 | 8.3% | 40.206 | 87.1% | Ⓖ | Ⓖ | | 439.236 | 115.001 |
| Trunk Watermains | 11.58 | 3 | 25.9% | 10.906 | 94.2% | Ⓖ | Ⓖ | | 62.806 | 30.662 |
| Watermain Rehabilitation | 80.539 | 0.393 | 0.5% | 68.369 | 84.9% | Ⓖ | Ⓖ | | 590.701 | 334.701 |
| Watermain Replacement | 54.414 | 1.552 | 2.9% | 46.071 | 84.7% | Ⓖ | Ⓖ | | 462.663 | 270.98 |
| Water Service Replacement | 1.613 | 0 | 0.0% | 1.613 | 100.0% | Ⓖ | Ⓖ | | 20.993 | 16.154 |

Toronto Water (TW)

| Projects by Category (Million) | 2018 Approved Cash Flow | YTD Exp. | | YE Projection | | | | Notes | Total Approved Budget | Life-to-Date |
|---|---|---|---|---|---|---|---|---|---|---|
| | | $ | % | $ | % | On Budget | On Time | | | |
| WT - Storage & Treatment | 21.798 | 1.918 | 8.8% | 20.386 | 93.5% | G | G | | 188.125 | 37.58 |
| WWF - Implementation Projects | 7.632 | 0.156 | 2.0% | 6.445 | 84.4% | G | G | | 48.18 | 8.088 |
| WWF - Stream Restoration | 3.562 | 0.044 | 1.2% | 3.243 | 91.0% | G | G | | 68.236 | 40.157 |
| Yards & Facilities | 0.583 | 0.049 | 8.4% | 0.544 | 93.3% | G | G | | 5.703 | 2.349 |
| Sub-Total | 584.497 | 40.129 | 6.9% | 501.991 | 85.9% | - | - | | 5,763.038 | 2,484.979 |
| Service Improvements | | | | | | | | | | |
| Ashbridges Bay Treatment Plant | 7.611 | 0.626 | 8.2% | 6.05 | 79.5% | G | G | | 110.538 | 66.574 |
| Water Meter Program (AMR) | 3.3 | 0.17 | 5.2% | 2.805 | 85.0% | G | G | | 220.319 | 213.719 |
| Business & Technology Support | 9.15 | 0.441 | 4.8% | 7.791 | 85.1% | G | G | | 88.147 | 27.035 |
| Basement Flooding Program | 53.899 | 3.4796 | 6.5% | 41.1151 | 76.3% | G | G | | 1546.839 | 348.151 |
| RC Harris Treatment Plant | 3.755 | 0.063 | 1.7% | 1.908 | 50.8% | Y | Y | #2 | 16.795 | 0.501 |
| Highland CreekTreatment Plant | 4.751 | 0.172 | 3.6% | 3.622 | 76.2% | G | G | | 171.377 | 25.991 |
| FJ Horgan Treatment Plant | 0.92 | 0.004 | 0.4% | 0.56 | 60.9% | Y | Y | #2 | 9.98 | 2.697 |
| Humber Wastewater Treatment | 2.086 | 0.47 | 22.5% | 2.342 | 112.3% | R | G | #1 | 97.512 | 53.058 |
| Island Treatment Plant | 1.624 | 0 | 0.0% | 0.719 | 44.3% | R | R | #3 | 5.779 | 0.135 |
| Linear Engineering | 1.965 | 0.039 | 2.0% | 1.796 | 91.4% | G | G | | 14.669 | 3.249 |
| Pumping Stations&Forcemains | 0.231 | 0.033 | 14.3% | 0.231 | 100.0% | G | G | | 3.957 | 2.983 |
| Sewer Replacement | 2.883 | 0.488 | 16.9% | 2.883 | 100.0% | G | G | | 33.696 | 26.306 |
| Trunk Watermains | 0.725 | 0.023 | 3.2% | 0.624 | 86.1% | G | G | | 12.237 | 0.622 |
| WT - Storage & Treatment | 11.281 | 0.333 | 3.0% | 7.932 | 70.3% | Y | G | #1 | 56.88 | 20.784 |
| WTP - Plantwide | 2.469 | 0.016 | 0.6% | 2.177 | 88.2% | G | G | | 25.59 | 0.866 |
| WWF - Implementation Projects | 36.878 | 1.0656 | 2.9% | 30.9301 | 83.9% | G | G | | 765.044 | 126.628 |
| WWF - TRCA | 14.032 | 3.096 | 22.1% | 13.912 | 99.1% | G | G | | 99.432 | 70.568 |
| Yards & Facilities | 4.545 | 0.089 | 2.0% | 3.83 | 84.3% | G | G | | 84.734 | 44.834 |
| Sub-Total | 162.104 | 10.608 | 6.5% | 131.227 | 81.0% | - | - | | 3,363.525 | 1,034.701 |
| Growth Related | | | | | | | | | | |
| Ashbridges Bay Treatment Plant | 1 | 0 | 0.0% | 0 | 0.0% | R | R | #3 | 3 | 0 |
| Highland CreekTreatment Plant | 0.01 | 0 | 0.0% | 0 | 0.0% | R | G | #1 | 8.65 | 7.14 |
| FJ Horgan Treatment Plant | 0.015 | 0 | 0.0% | 0.015 | 100.0% | G | G | | 15.893 | 15.862 |
| Linear Engineering | 0.452 | 0.036 | 8.0% | 0.384 | 85.0% | G | G | | 3.332 | 1.621 |
| New Service Connections | 34.825 | 2.6066 | 7.5% | 34.825 | 100.0% | G | G | | 294.539 | 212.566 |

Toronto Water (TW)

| Projects by Category (Million) | 2018 Approved Cash Flow | YTD Exp. | | YE Projection | | | | Notes | Total Approved Budget | Life-to-Date |
|---|---|---|---|---|---|---|---|---|---|---|
| | | $ | % | $ | % | On Budget | On Time | | | |
| New Sewers | 8.13 | 0.063 | 0.8% | 7.669 | 94.3% | G | G | | 57.055 | 17.857 |
| Pumping Stations&Forcemains | 4.625 | 0.361 | 7.8% | 5 | 108.1% | R | G | #1 | 35.644 | 5.396 |
| Trunk Sewers | 0.546 | 0.004 | 0.7% | 0.35 | 64.1% | Y | G | #1 | 4.128 | 2.976 |
| Trunk Watermains | 6.777 | 0.015 | 0.2% | 5.723 | 84.4% | G | G | | 62.499 | 1.019 |
| Water Effeciency Plan | 0.445 | 0.039 | 8.8% | 0.384 | 86.3% | G | G | | 13.619 | 10.949 |
| Watermain Replacement | 17.071 | 0.2546 | 1.5% | 15.825 | 92.7% | G | G | | 131.727 | 50.503 |
| WT - Storage & Treatment | 0.205 | 0.021 | 10.2% | 0.173 | 84.4% | G | G | | 4.975 | 4.425 |
| Sub-Total | 74.101 | 3.400 | 4.6% | 70.348 | 94.9% | - | - | | 635.061 | 330.314 |
| Total | 946.572 | 59.680 | 6.3% | 805.011 | 85.0% | | | | 11,199.961 | 4,256.203 |

| 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:

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

Note # 2:

Minor project delays are due to one or combination of the following reasons: vendor performance issues and procurement issues (RC Harris Treatment Plant Filter Rehabilitation, Control Room Reallocation and other upgrade projects), need to address additional operational requirements (Ashbridges Bay Treatment Plant electrical rehabilitation projects), and insufficient resources (FJ Horgan Treatment Plant Building Fire, HVAC and Lighting upgrades).

Note # 3:

Major project delays are due to technical issues as well as complexity of projects, including the detailed design phase extension to incorporate opportunities for enhanced energy efficiency (Island Treatment Plant), and need to wait for completion of other on-going studies (Ashbridges Bay Treament Plant Environmental Assessment).