

APPENDIX 5  
Capital Dashboard by Program/Agency  
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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%		Ⓢ
<span>Ⓢ</span> >70% <span>Ⓢ</span> between 50% and 70% <span>Ⓢ</span> < 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%.

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

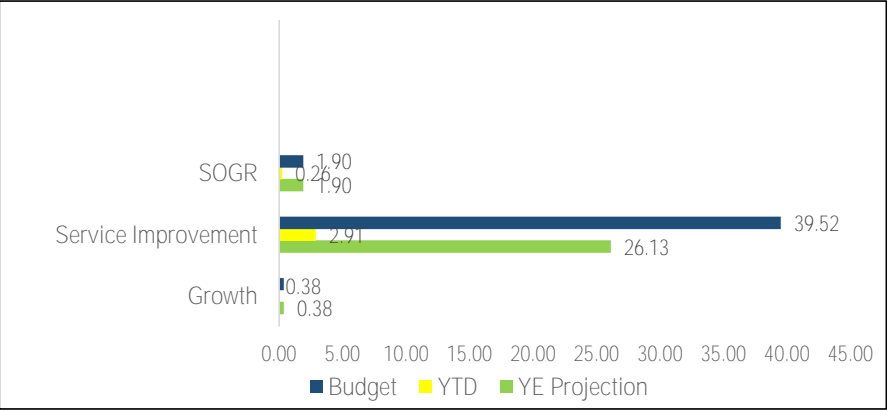


Table 1  
2018 Active Projects by Category

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

Chart 2  
Project Status - 24

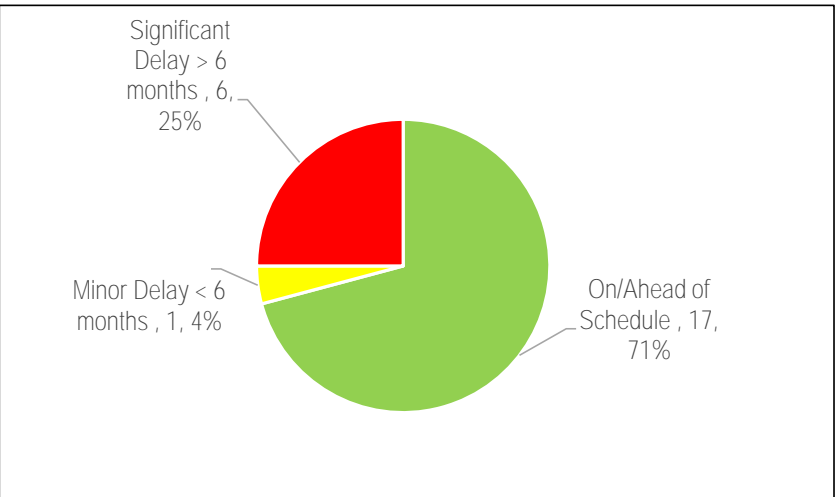


Table 2

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 initiative; this project has been delayed due to the need to expropriate property for relocation of the child care centre.

Key Discussion Points:

- Children's Services has limited control over the delivery of child -care projects, as these projects are often part of a larger project involving school boards and other third parties, with planning and design jointly managed by Children's Services and the construction managed by third parties. There are 20 projects included in the plan that are impacted by 3rd 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 expropriate property.

**Note # 7:**

Project agreement in early stages of negotiation.

Children's Services (CHS)

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				
State of Good Repair											
TELCCS SOGR 2017	0.431	0.256	59.4%	0.431	100.0%	Ⓔ	Ⓔ		1.805	1.630	On Time
TELCCS SOGR 2018	1.473		0.0%	1.473	100.0%	Ⓔ	Ⓔ	#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%	Ⓔ	Ⓔ		3.900	0.575	On Time
Service Efficiency	0.506	0.131	25.9%	0.506	100.0%	Ⓔ	Ⓔ		3.175	2.800	On Time
Block 31 Child Care Centre	2.578	0.157	6.1%	2.577	100.0%	Ⓔ	Ⓔ		4.733	0.768	On Time
Avondale Public School	0.145		0.0%	0.145	100.0%	Ⓔ	Ⓔ		1.433	1.288	On Time
Bridletown Community Centre	1.750		0.0%	0.000	0.0%	Ⓕ	Ⓕ	#2	3.900	0.000	> 6 months
Advent Health Care Child	2.172	0.300	13.8%	2.172	100.0%	Ⓔ	Ⓔ		2.710	0.838	On Time
Stanley Public School	2.363	0.000	0.0%	2.363	100.0%	Ⓔ	Ⓔ		3.900	0.137	On Time
St. Columba Public School	1.061		0.0%	1.061	100.0%	Ⓔ	Ⓔ		1.525	0.164	On Time
St. Maurice Catholic School	0.430		0.0%	0.430	100.0%	Ⓔ	Ⓔ		1.472	1.042	On Time
St. Barnabas Catholic	2.423		0.0%	1.000	41.3%	Ⓕ	Ⓕ	#3	2.600	0.177	> 6 months
St. Roch Catholic School	1.806		0.0%	0.800	44.3%	Ⓕ	Ⓕ	#3	1.900	0.094	> 6 months
St Bartholome Catholic	2.483		0.0%	1.000	40.3%	Ⓕ	Ⓕ	#3	2.600	0.117	> 6 months
St. Stephen Catholic School	0.433		0.0%	0.433	100.0%	Ⓔ	Ⓔ		1.400	0.967	On Time
TCH Lawrence Ave Site	3.618	0.023	0.6%	3.618	100.0%	Ⓔ	Ⓔ		3.900	0.305	On Time
TCH Needle Firway	2.125		0.0%	0.000	0.0%	Ⓕ	Ⓕ	#4	3.900	0.075	> 6 months
George Webster Public School	0.143		0.0%	0.143	100.0%	Ⓔ	Ⓕ	#5	2.400	2.258	< 6 months
Mount Dennis Child Care Centre	7.905	2.295	29.0%	4.300	54.4%	Ⓕ	Ⓔ	#6	9.000	2.390	On Time
North East Scarborough Child Care Centre No 11	0.094		0.0%	0.094	100.0%	Ⓔ	Ⓔ		3.900		On Time
	1.300	0.000	0.0%	1.300	100.0%	Ⓔ	Ⓔ		3.900	0.000	On Time
Anishawabe	2.000	0.000	0.0%	0.000	0.0%	Ⓕ	Ⓕ	#7	6.000	0.000	> 6 months
Bendale Child Care Centre	3.000		0.0%	3.000	100.0%	Ⓔ	Ⓔ		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%	Ⓔ	Ⓔ		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	Ⓕ	>70% of Approved Cash Flow	Ⓕ
Minor Delay < 6 months	Ⓕ	Between 50% and 70%	Ⓕ
Significant Delay > 6 months	Ⓕ	< 50% or >100% of Approved Cash Flow	Ⓕ

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

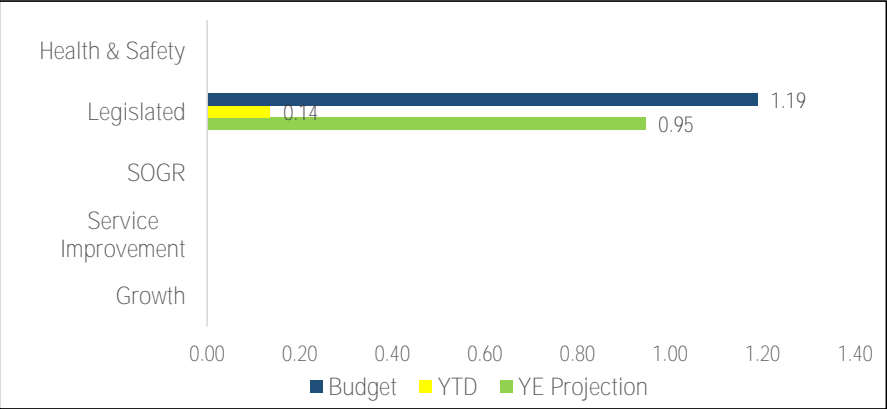


Table 1  
2017 Active Projects by Category

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

Chart 2  
Project Status - 1

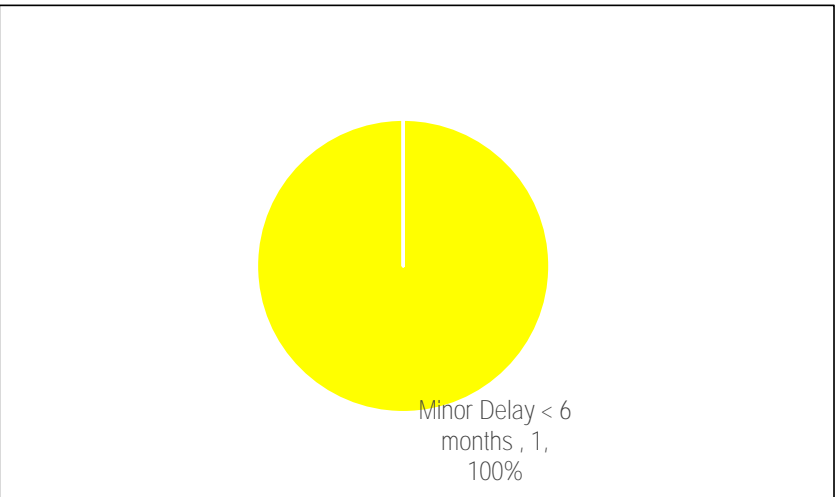


Table 2

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%	Ⓢ	Ⓢ	#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/Ahead of Schedule  
Minor Delay < 6 months  
Significant Delay > 6 months

Ⓢ

Ⓢ

Ⓢ

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

Note # 1:

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

Economic Development and Culture (ECT)

Chart 1  
2018 Approved Budget by Category (\$33.37)

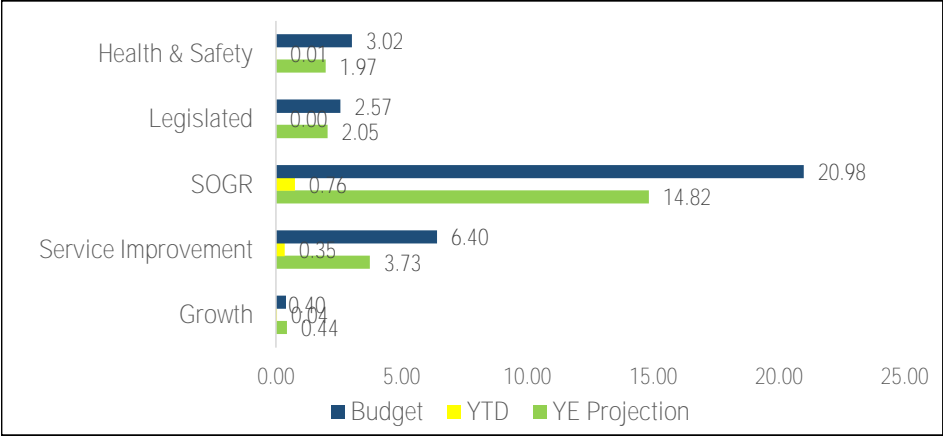


Table 1  
2018 Active Projects by Category

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

Chart 2  
Project Status - 27

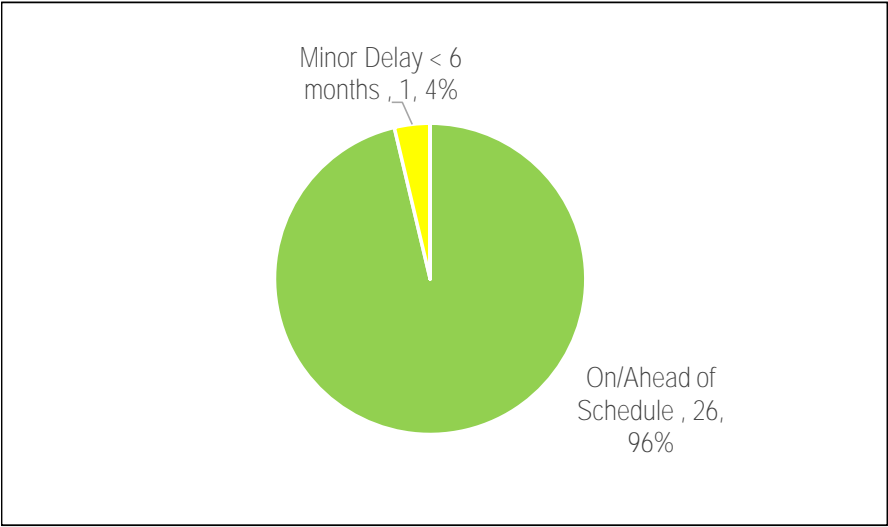


Table 2

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

Note # 1:

The 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)

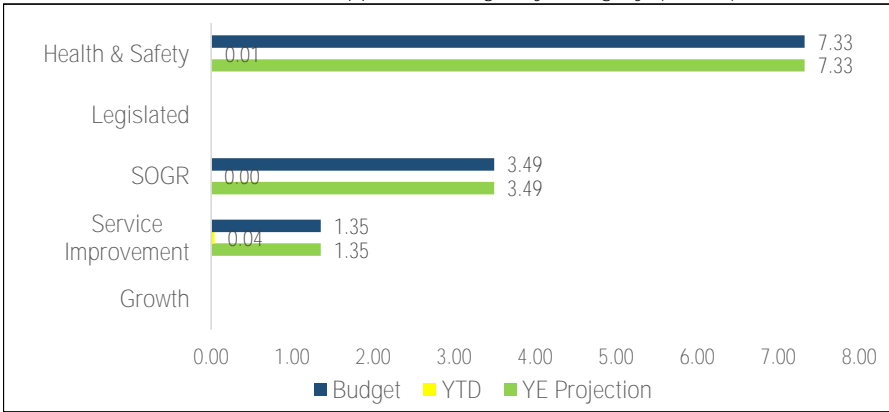


Table 1  
2018 Active Projects by Category

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

Chart 2  
Project Status - 8

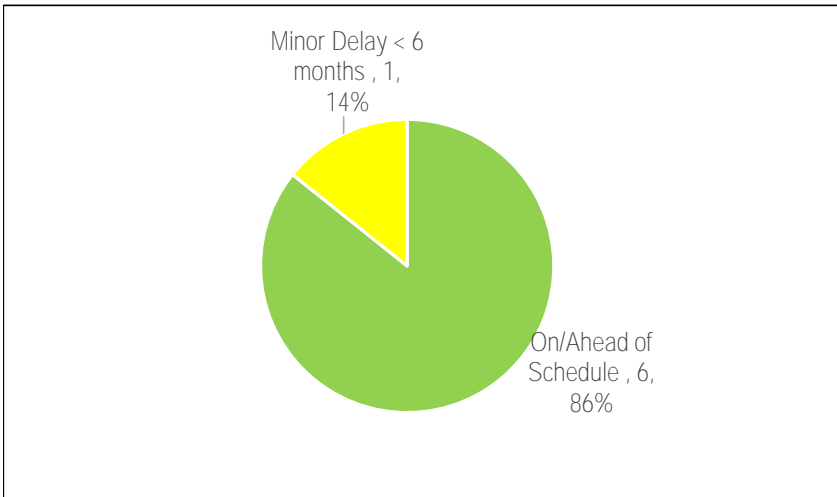


Table 2

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%	ⓐ	ⓐ	#1	0.940	0.893
Electrical - Life Safety Systems	1.765	0.010	0.5%	1.765	100.0%	ⓐ	ⓐ	#1	8.126	5.856
Mechanical - HVAC Repairs/Upgrades	3.555	0.000	0.0%	3.555	100.0%	ⓐ	ⓐ	#1	11.817	7.373
Specialty Systems & Elevator Upgrades	1.961	0.000	0.0%	1.961	100.0%	ⓐ	ⓐ	#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%	ⓐ	Ⓨ	#2	0.500	0.448
2017 SOGR Building Upgrades	1.769	0.000	0.0%	1.769	100.0%	ⓐ	ⓐ	#1	3.100	1.238
2018 SOGR Building Upgrades	1.710	0.000	0.0%	1.710	100.0%	ⓐ	ⓐ	#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%	ⓐ	ⓐ	#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	~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:

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.

Chart 1  
2018 Approved Budget by Category (\$203.97)

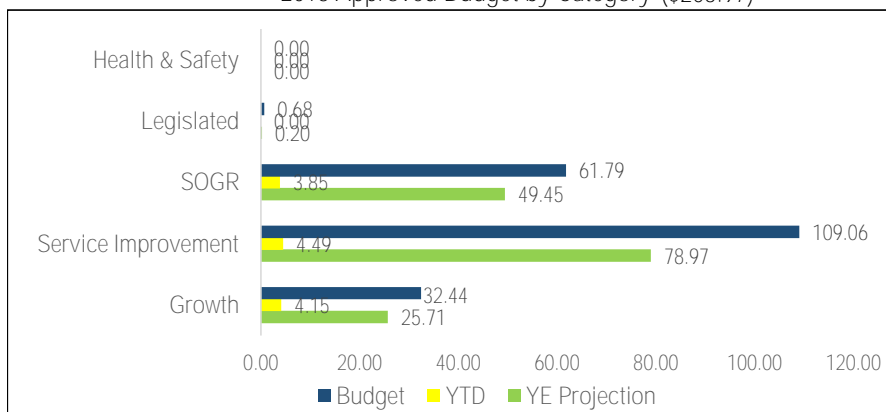


Table 1  
2018 Active Projects by Category

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

Chart 2  
Project Status - 315

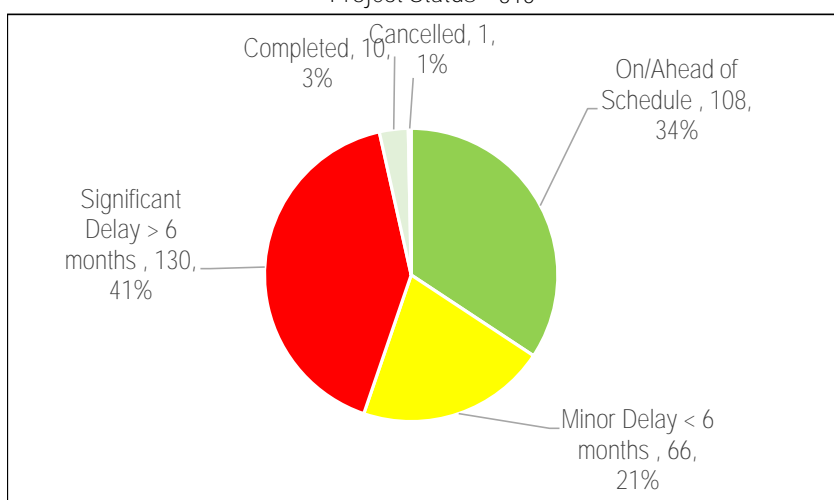


Table 2

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

#### Key Discussion Points:

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

## Parks, Forestry &amp; 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				
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%	R	Y	#1	4.695	1.492	< 6 months
Special Facilities	0.000	0.000	0.0%	0.000			G		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%	G	G		51.981	26.580	On Time
Community Centres	12.288	1.989	16.2%	9.923	80.8%	G	G		47.018	19.230	On Time
Environmental Initiatives	2.378	0.000	0.0%	1.928	81.1%	G	G		10.850	4.371	On Time
Facility Components	8.327	0.230	2.8%	6.580	79.0%	G	R	#2	22.237	11.724	> 6 months
Outdoor Recreation Centre	2.550	0.313	12.3%	2.050	80.4%	G	G		6.876	2.639	On Time
Park Development	4.000	0.054	1.4%	3.750	93.8%	G	R	#3	8.851	4.905	> 6 months
Parking Lots & Tennis Courts	2.868	0.011	0.4%	2.196	76.6%	G	G		7.300	2.443	On Time
Playgrounds/Waterplay	1.064	0.301	28.3%	1.064	100.0%	G	G		3.200	1.559	On Time
Pool	4.558	0.431	9.5%	3.220	70.7%	Y	Y	#4	20.409	8.099	< 6 months
Special Facilities	8.750	0.100	1.1%	6.784	77.5%	G	Y	#5	19.829	6.035	< 6 months
Trails & Pathways	5.293	0.301	5.7%	4.498	85.0%	G	Y	#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%	G	G		11.195	4.302	On Time
Community Centres	7.505	1.517	20.2%	7.095	94.5%	G	G		65.962	23.375	On Time
Environmental Initiatives	2.960	0.055	1.9%	2.023	68.3%	Y	R		14.310	4.494	> 6 months
Facility Components	1.029	0.074	7.2%	0.742	72.1%	G	Y	#2	1.350	0.244	< 6 months
Information Technology	15.398	0.571	3.7%	10.460	67.9%	Y	R		47.237	14.623	> 6 months
Outdoor Recreation Centre	4.749	0.042	0.9%	2.718	57.2%	Y	Y	#7	24.615	7.873	< 6 months
Park Development	37.663	0.791	2.1%	27.833	73.9%	G	R	#3	182.542	85.006	> 6 months
Parking Lots & Tennis Courts	1.044	0.000	0.0%	1.044	100.0%	G	G		4.296	3.102	On Time
Playgrounds/Waterplay	12.411	0.204	1.6%	9.385	75.6%	G	G		25.701	10.954	On Time
Pool	10.537	0.530	5.0%	7.595	72.1%	G	Y	#4	26.725	6.995	< 6 months
Special Facilities	5.691	0.166	2.9%	2.934	51.5%	Y	Y	#5	24.104	7.716	< 6 months
Trails & Pathways	5.059	0.085	1.7%	2.278	45.0%	R	Y	#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%	G	G		181.363	64.250	On Time
Land Acquisition	7.010	0.384	5.5%	4.991	71.2%	G	R	#1	48.270	27.405	> 6 months
Outdoor Recreation Centre	2.733	0.927	33.9%	2.733	100.0%	G	R	#7	3.450	1.644	> 6 months
Park Development	0.868	0.000	0.0%	0.272	31.3%	R	R	#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 &amp; 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.

Chart 1  
2017 Approved Budget by Category (\$312.42)

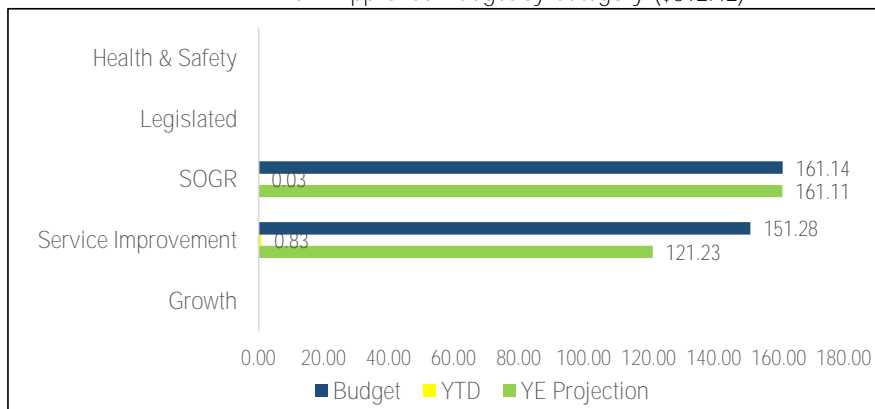


Table 1  
2017 Active Projects by Category

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

Chart 2  
Project Status - 10

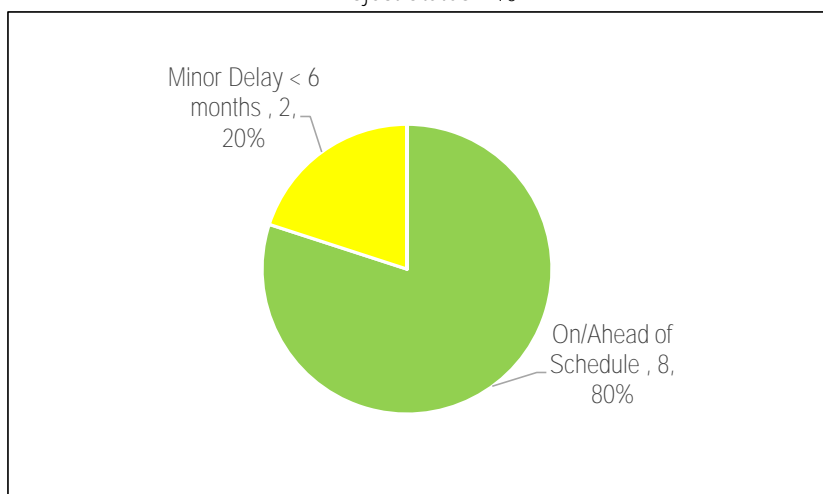


Table 2

Reason for Delay	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFO/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" which 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 negotiations are underway for the first site and land acquisition for the remaining 2 sites are at an advanced stage to 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 successful 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. Building Condition Assessments are also ongoing in various SSHA properties across the City. Cashflow spending is therefore anticipated to accelerate in Q2 and Q3 as more purchase orders and contracts are awarded.



## Shelter, Support &amp; 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%	ⓐ	ⓑ	#1	0.950	0.035
Capital Repairs/Repl-Leased Buildings	0.187	0.000	0.0%	0.162	86.6%	ⓐ	ⓑ	#2	0.187	0.000
TCHC SOGR Backlog	160.000	0.000	0.0%	160.000	100.0%	ⓐ	ⓐ	#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%	ⓑ	ⓐ	#4	7.300	0.000
63 & 65 Homewood Avenue	0.200	0.000	0.0%	0.200	100.0%	ⓐ	ⓐ		3.000	2.800
George Street Revitalization (GSR)	39.318	0.666	1.7%	30.000	76.3%	ⓐ	ⓐ	#5	80.098	4.896
Choice Based Housing Access System	4.044	0.168	4.1%	0.860	21.3%	ⓑ	ⓐ	#6	4.537	0.347
TCHC Revitalization	56.037	0.000	0.0%	56.037	100.0%	ⓐ	ⓐ	#7	79.183	0.000
New Emergency Shelters	43.880	0.000	0.0%	32.900	75.0%	ⓐ	ⓐ	#8	178.560	0.000
9 Huntley Street Acquisition - Fife House	0.500	0.000	0.0%	0.500	100.0%	ⓐ	ⓐ		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	ⓑ	>70% of Approved Cash Flow	ⓐ
Minor Delay < 6 months	ⓑ	Between 50% and 70%	ⓑ
Significant Delay > 6 months	ⓑ	< 50% or >100% of Approved Cash Flow	ⓑ

## Notes # 1 &amp; 2:

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

## Note # 3 &amp; 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 seek approval to enter into 3 professional services agreement to that 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 because the RFP process which closed at the end of 2017 did not result in a successful 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 negotiations are underway for the first site and land acquisition for the remaining 2 sites are at an advanced stage to ensure the opening of the shelters in 2018, as earlier committed to Council during the 2018 Budget Process.

Chart 1  
2018 Approved Budget by Category (\$8.91)

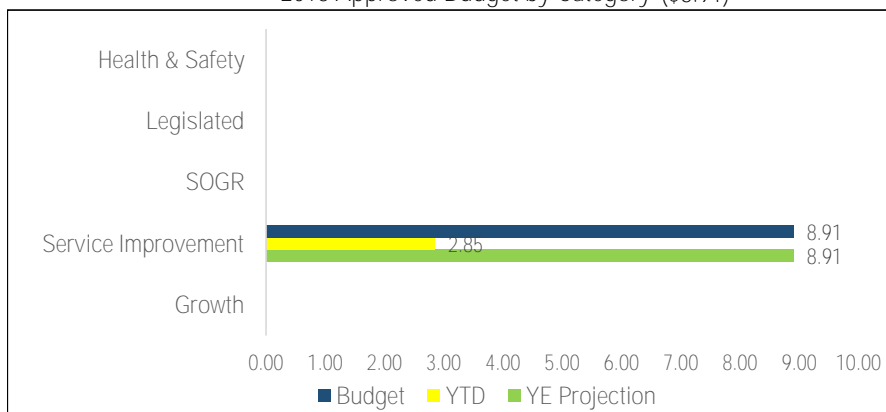


Table 1  
2018 Active Projects by Category

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

Chart 2  
Project Status - 3

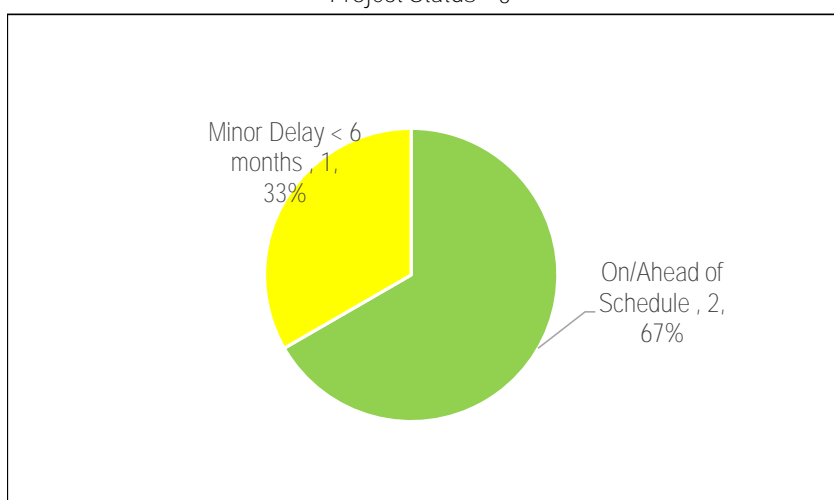


Table 2

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%	Ⓢ	Ⓢ	#1	7.500	3.884
HSI Project (Phase 1)	0.274	0.000	0.0%	0.274	100.0%	Ⓢ	Ⓢ	#2	0.350	0.076
HSI Project (Phase 2)	2.313	0.147	6.4%	2.313	100.0%	Ⓢ	Ⓢ		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	Ⓢ	>70% of Approved Cash Flow	Ⓢ
Minor Delay < 6 months	Ⓢ	Between 50% and 70%	Ⓢ
Significant Delay > 6 months	Ⓢ	< 50% or >100% of Approved Cash Flow	Ⓢ

Note # 1:

The construction of the project is underway. Phase 1, the renovation of first and third floors, 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.

# Toronto Paramedic Services (AMB)

Chart 1  
2017 Approved Budget by Category (\$5.16)

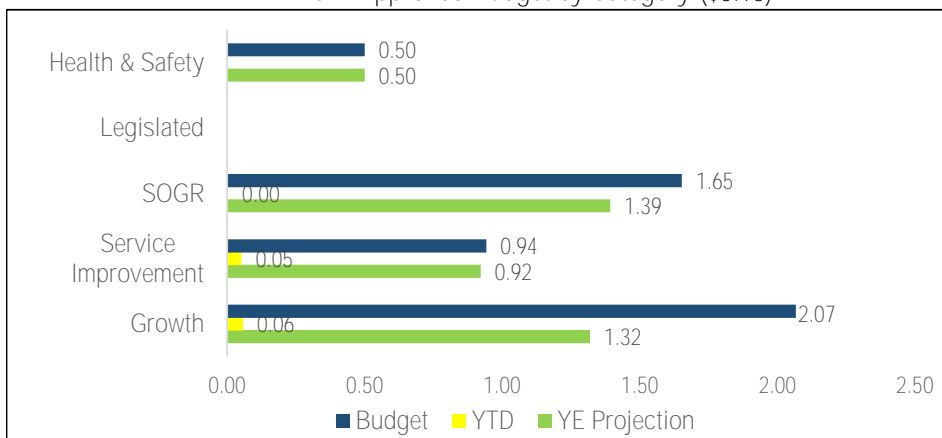


Table 1  
2017 Active Projects by Category

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

Chart 2  
Project Status - 14

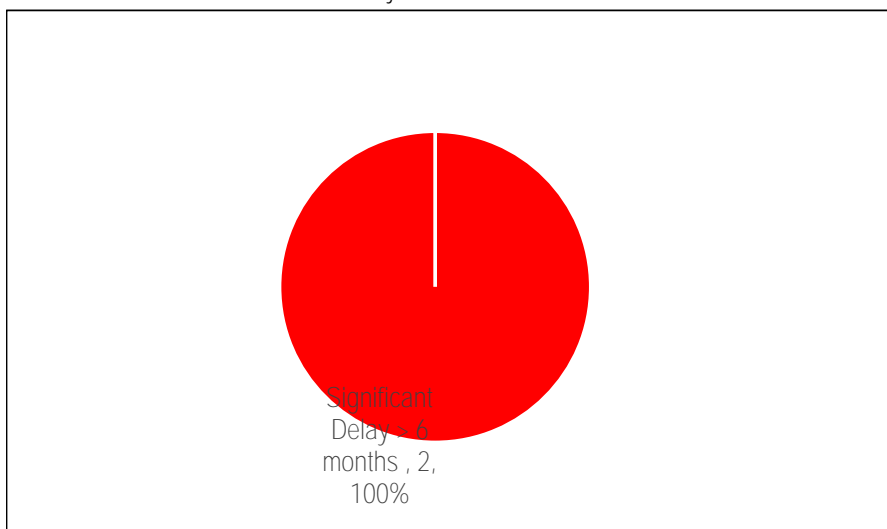


Table 2

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%	Ⓒ	Ⓒ		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%	Ⓒ	Ⓒ	#1	3.343	2.860
MULTI-FUNCTION STATION PLAN	0.147		0.0%	0.005	3.4%	Ⓔ	Ⓔ		0.180	0.033
ADDITIONAL AMBULANCES (2017)	0.144		0.0%	0.140	97.3%	Ⓒ	Ⓒ		1.260	1.116
ADDITIONAL AMBULANCES (2018)	0.572		0.0%	0.568	99.3%	Ⓒ	Ⓒ		0.572	0.028
MULTI-FUNCTION STATION #2 - PREPARATION	0.460	0.003	0.7%	0.350	76.1%	Ⓒ	Ⓒ		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%	Ⓒ	Ⓒ		12.005	11.448
POWER STRETCHERS	0.041	0.041	100.0%	0.041	100.0%	Ⓒ	Ⓒ		9.750	9.394
POWER STRETCHERS (SUPPLEMENTAL)	0.400	0.003	0.8%	0.400	100.0%	Ⓒ	Ⓒ		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%	Ⓒ	Ⓒ	#2	0.300	0.104
MOBILE DATA COMMUNICATIONS - 2018	0.500		0.0%	0.360	72.0%	Ⓒ	Ⓒ		0.500	
AMBULANCE RADIO REPLACEMENT	0.358			0.350	97.6%	Ⓒ	Ⓒ		1.090	0.731
DISPATCH CONSOL REPLACEMENT	0.675			0.075	11.1%	Ⓔ	Ⓔ		1.150	0.075
COMMUNITY PARAMEDICINE VEHICLES	0.280			0.280	100.0%	Ⓒ	Ⓒ		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/Ahead of Schedule  
Minor Delay < 6 months  
Significant Delay > 6 months

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

Note # 1:

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%		Ⓒ
Fire Services	Q1	16.16	0.12	10.31	63.8%		Ⓐ
Transportation	Q1	541.67	21.11	405.50	74.9%		Ⓒ
Waterfront Revitalization	Q1	196.63	13.21	132.87	67.6%		Ⓐ
TOTAL	Q1	762.53	35.13	554.53	72.7%		Ⓒ
<span>Ⓒ</span> >70% <span>Ⓐ</span> between 50% and 70% <span>Ⓓ</span> < 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)

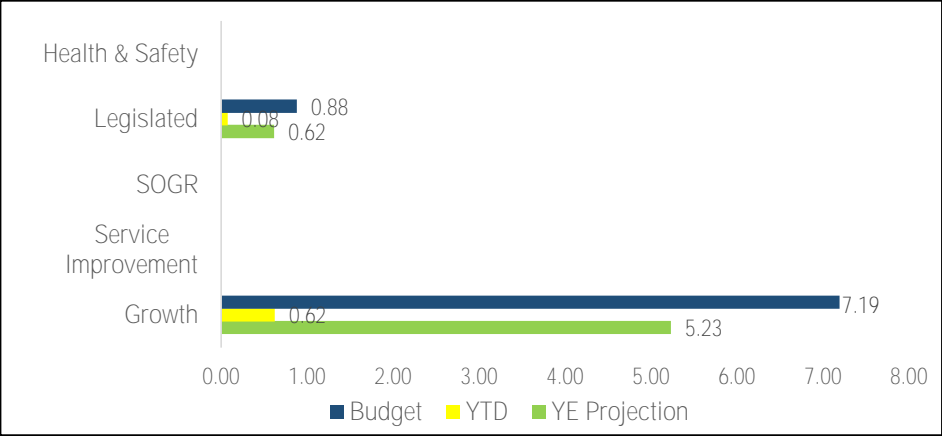


Table 1  
2018 Active Projects by Category

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

Chart 2  
Project Status - 13

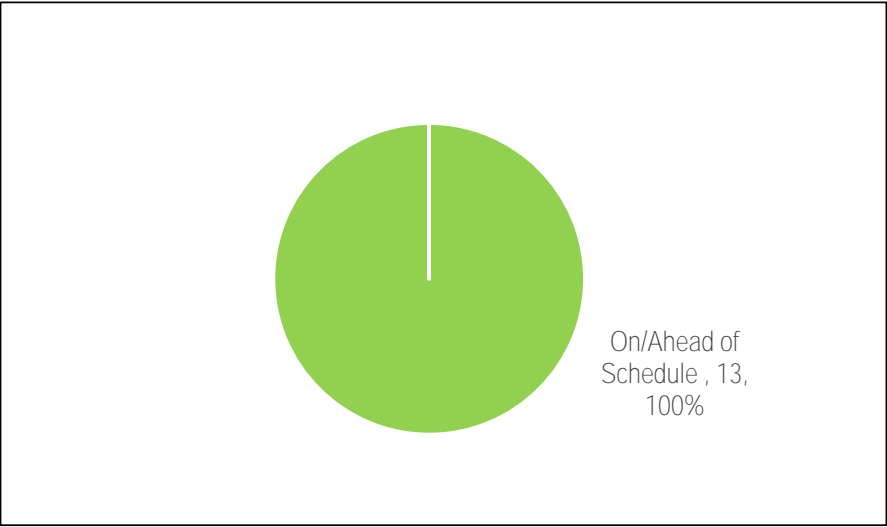


Table 2

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%	Y	G	#1	0.080	0.000
Toronto Archaeological Resources Plan Implementation	0.050	0.005	9.5%	0.035	70.0%	Y	G	#2	0.050	0.005
Five Year Review of the Official Plan	0.750	0.071	9.4%	0.525	70.0%	Y	G	#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%	G	G	#4	3.400	0.498
Transportation & Transit Studies	0.800	0.011	1.3%	0.567	70.9%	Y	G		1.000	0.088
Avenue/Area Studies	0.500	0.006	1.2%	0.375	75.0%	G	G		0.500	0.006
Heritage Conservation District Studies	1.000	0.087	8.7%	0.711	71.1%	G	G		2.000	0.040
St. Lawrence Market North - Archaeological Structural Elements	0.100	0.099	99.5%	0.099	99.5%	G	G	#5	0.200	0.099
Places - Civic Improvements	3.351	0.405	12.1%	2.346	70.0%	Y	G		10.868	5.044
John Street Revitalization Design Work		0.011		0.011			G		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.



## Fire Services (FIR)

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

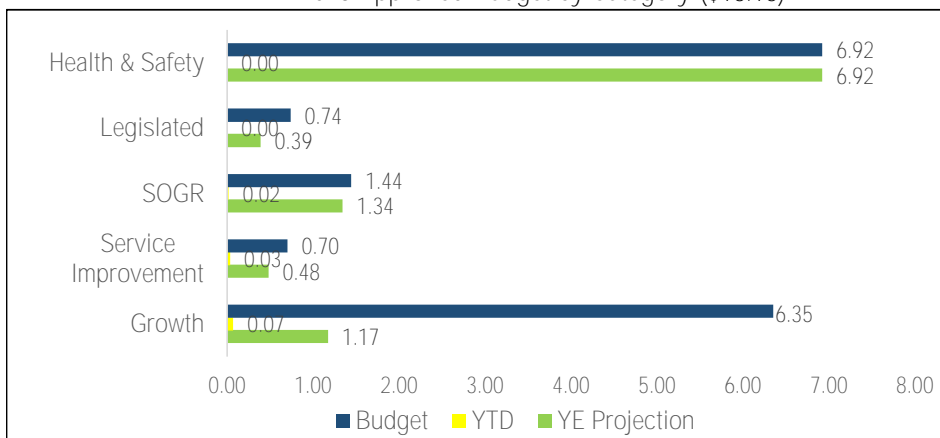


Table 1  
2018 Active Projects by Category

Health & Safety	5
Legislated	2
SOGR	5
Service Improvement	2
Growth	3
<b>Total # of Projects</b>	<b>17</b>

Chart 2  
Project Status - 17

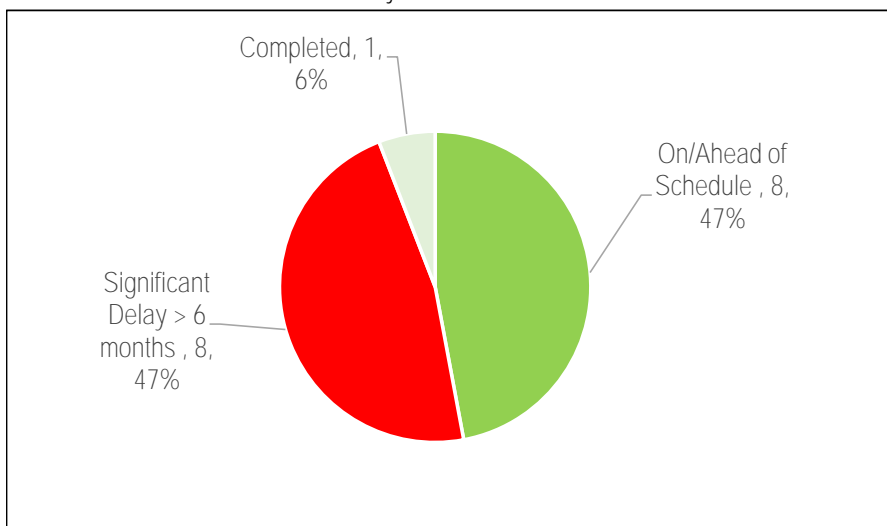


Table 2

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		
<b>Total # of Projects</b>	<b>8</b>		

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 with 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 Modernization project: "proof of concept" is under development; a portion of the data integration work is rephased to 2019, with no impact on project cost.

## Fire Services (FIR)

### 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 permit 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.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
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	>70% of Approved Cash Flow
Minor Delay < 6 months	Between 50% and 70%
Significant Delay > 6 months	< 50% or >100% of Approved Cash Flow

## Transportation Services (TRN)

Chart 1  
2017 Approved Budget by Category (\$541.67)

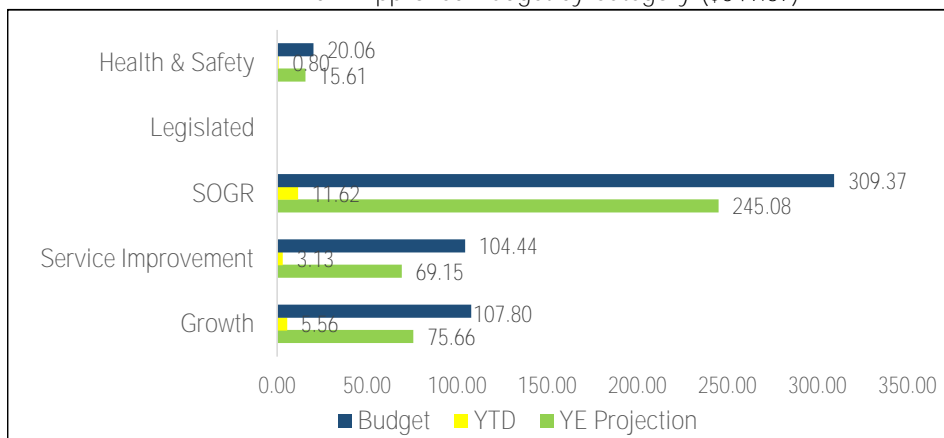


Table 1  
2017 Active Projects by Category

Health & Safety	8
Legislated	0
SOGR	16
Service Improvement	13
Growth	19
<b>Total # of Projects</b>	<b>56</b>

Chart 2  
Project Status - 56

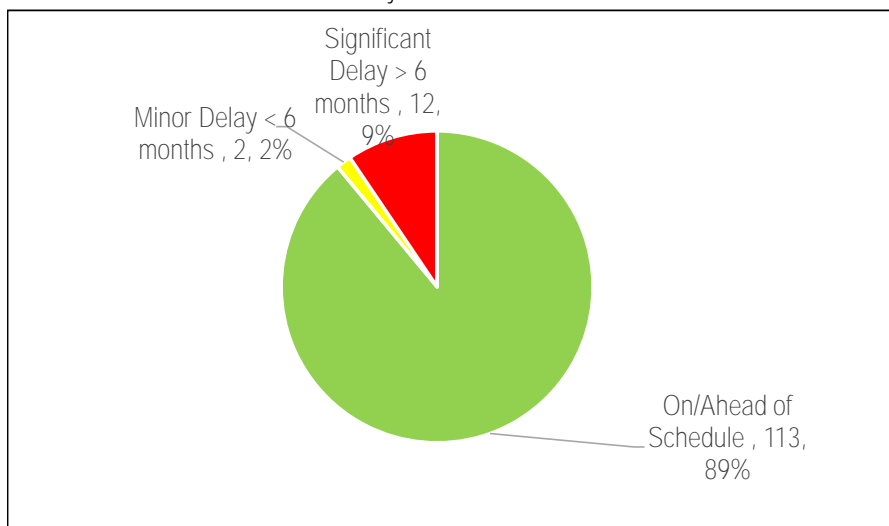


Table 2

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
<b>Total # of Projects</b>	<b>12</b>	<b>2</b>

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%	ⓖ	Ⓨ		4.250	1.741
Guide Rail Replacement	2.050	0.110	5.4%	1.640	80.0%	ⓖ	ⓖ			
New Traffic Control Signals / Devices	4.225	0.076	1.8%	3.262	77.2%	ⓖ	Ⓨ			
Pedestrian Safety & Infrastructure Prgms	0.734	0.067	9.1%	0.475	64.7%	Ⓨ	ⓖ			
Road Safety Plan (Local Geometric Traffic Safety)	7.191	0.208	2.9%	5.753	80.0%	ⓖ	ⓖ			
Salt Management Program	1.548	0.093	6.0%	1.022	66.0%	Ⓨ	Ⓡ	# 1		
Tactile Domes Installation	1.000	0.000	0.0%	0.800	80.0%	ⓖ	ⓖ			
Traffic Signal Major Modifications	1.790	0.141	7.9%	1.529	85.4%	ⓖ	ⓖ			
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%	ⓖ	ⓖ		1.482	0.593
City-Bridge Rehabilitation	41.583	2.271	5.5%	35.346	85.0%	ⓖ	ⓖ			
Critical Interim Road Rehabilitation	10.331	1.056	10.2%	9.308	90.1%	ⓖ	ⓖ			
Ditch Rehabilitation & Culvert Reconstruction	1.830	0.177	9.6%	1.474	80.5%	ⓖ	ⓖ			
Don Valley Parkway Rehabilitation	2.496	0.162	6.5%	1.997	80.0%	ⓖ	ⓖ			
Dufferin Street Bridge Rehabilitation	0.350	0.000	0.0%	0.280	80.0%	ⓖ	ⓖ			
F.G. Gardiner**	88.200	1.279	1.5%	68.047	77.2%	ⓖ	ⓖ	# 2		
Facility Improvements	1.500	0.157	10.4%	0.579	38.6%	Ⓡ	Ⓡ	# 3		
Laneways	2.241	0.091	4.1%	2.204	98.3%	ⓖ	ⓖ			
Local Road Rehabilitation	61.394	1.293	2.1%	49.081	79.9%	ⓖ	ⓖ		2,457.026	145.144
Major Road Rehabilitation	59.733	3.087	5.2%	47.818	80.1%	ⓖ	ⓖ			
Major SOGR Pooled Contingency	3.800	0.314	8.3%	0.329	8.6%	Ⓡ	ⓖ	# 4		
Neighbourhood Improvements	6.166	0.006	0.1%	4.189	67.9%	Ⓨ	ⓖ			
Retaining Walls Rehabilitation	4.603	0.150	3.3%	4.533	98.5%	ⓖ	ⓖ			

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%	ⓖ	ⓖ			
Traffic Plant	6.303	1.131	17.9%	4.821	76.5%					
Requirements / Signal Asset Management						ⓖ	ⓖ			
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%	Ⓨ	ⓖ			
Cycling Infrastructure	11.338	1.006	8.9%	10.440	92.1%	ⓖ	ⓖ			
Engineering Studies	8.623	0.496	5.7%	6.137	71.2%	ⓖ	ⓖ			
LED Signal Module Conversion	2.556	0.025	1.0%	2.045	80.0%	ⓖ	ⓖ			
Participatory Budgeting Pilot	0.213	0.000	0.0%	0.049	22.8%	Ⓡ	ⓖ	# 5	0.265	0.052
PTIF Projects	73.217	1.028	1.4%	44.180	60.3%	Ⓨ	ⓖ		81.039	8.483
Signs & Markings Asset Management	2.398	0.042	1.8%	1.909	79.6%	ⓖ	ⓖ			
System Enhancements for Road Repair & Permits	1.058	0.049	4.6%	0.837	79.1%	ⓖ	ⓖ		1.983	0.136
Traffic Calming	0.450	0.013	2.8%	0.360	80.0%	ⓖ	ⓖ			
Traffic Control - RESCU	0.325	0.055	16.9%	0.273	83.9%	ⓖ	ⓖ			
Traffic	0.855	0.000	0.0%	0.428	50.0%				0.855	
Wardens/Construction Staging Compliance (Vehicles)						Ⓨ	ⓖ			
Transit Shelter Property Acquisition	0.100	0.000	0.0%	0.040	40.0%	Ⓡ	Ⓡ	# 6	0.100	
Transportation Safety & Local Improvements	1.516	0.109	7.2%	1.222	80.6%	ⓖ	ⓖ			
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%	Ⓡ	ⓖ	# 7		
Design Cherry St Realignment and Bridges	4.603	0.865	18.8%	4.603	100.0%	ⓖ	ⓖ		5.600	1.863
Gardiner York/Bay/Yonge Reconfiguration	11.423	1.321	11.6%	11.097	97.1%	ⓖ	ⓖ		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%	Ⓞ	Ⓞ		67.100	
John Street Revitalization Project	2.000	0.000	0.0%	0.070	3.5%	Ⓡ	Ⓞ	# 8	26.449	
King Liberty Cycling Pedestrian Bridge	10.493	0.177	1.7%	5.294	50.5%	Ⓨ	Ⓡ	# 9	13.680	0.970
Lawrence-Allen Revitalization Project	1.354	0.024	1.7%	0.961	71.0%	Ⓞ	Ⓡ	# 10	11.223	0.798
Legion Road Extension & Grade Separation	0.490	0.000	0.0%	0.450	91.8%	Ⓞ	Ⓞ		26.889	
North York Service Road	0.989	0.185	18.7%	0.185	18.7%	Ⓡ	Ⓞ	# 11	26.940	12.527
Port Union Road	1.175	0.000	0.0%	0.115	9.8%	Ⓡ	Ⓡ	# 12	11.050	0.175
Regent Park Revitalization	1.411	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	# 13	6.747	4.616
Rouge National Park Transfer of Lands	0.196	0.003	1.5%	0.100	51.1%	Ⓨ	Ⓡ	# 14	0.222	0.029
Scarlett / St. Clair / Dundas	3.873	0.000	0.0%	1.100	28.4%	Ⓡ	Ⓡ	# 15	35.875	1.291
Six Points Interchange Redevelopment	24.414	1.323	5.4%	15.900	65.1%	Ⓨ	Ⓞ		73.680	18.687
Rean to Kenaston - New Road	6.000	0.000	0.0%	4.800	80.0%	Ⓞ	Ⓞ		6.000	
Steeles Widenings (Tapscott Rd - Beare Rd)	0.600	0.050	8.3%	0.442	73.7%	Ⓞ	Ⓞ		31.000	0.379
Third Party Signals	0.300	0.000	0.0%	0.032	10.7%	Ⓡ	Ⓞ	# 16		
Traffic Congestion Management	8.030	1.055	13.1%	6.471	80.6%	Ⓞ	Ⓞ		47.240	15.472
Work for TTC & Others	16.118	0.559	3.5%	10.374	64.4%	Ⓨ	Ⓞ			
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	>70% of Approved Cash Flow
Minor Delay < 6 months	Between 50% and 70%
Significant Delay > 6 months	< 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.



## 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.

Waterfront Revitalization Initiative (WFT)

Chart 1  
2018 Approved Budget by Category (\$196.63)

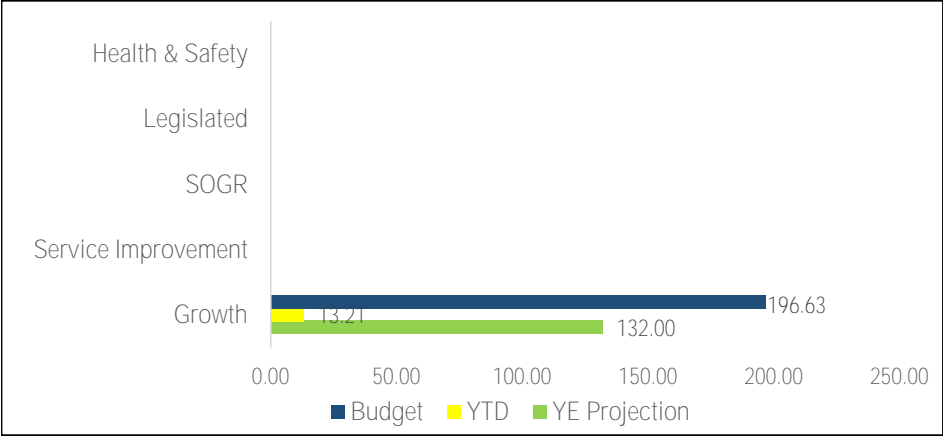


Table 1  
2018 Active Projects by Category

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

Chart 2  
Project Status - 12

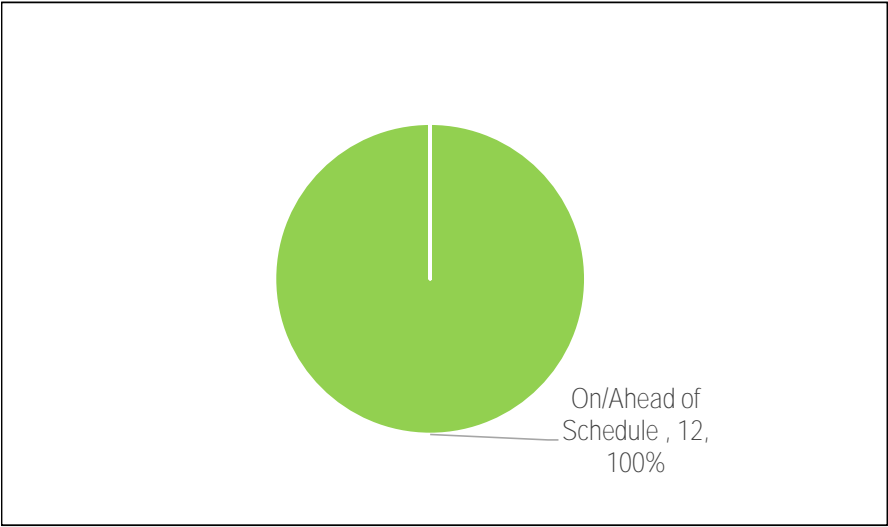


Table 2

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			ⓐ		3.607	3.268
Precinct Implementation Projects	12.995	0.997	7.7%	9.227	71.0%	ⓐ	ⓐ		248.400	219.959
Transportation Initaitives	9.816	-0.003	0.0%	9.816	100.0%	ⓐ	ⓐ		31.448	21.628
Technical Studies	0.115		0.0%	0.082	71.0%	ⓐ	ⓐ		6.300	5.861
Waterfront Secretariat	0.645	0.130	20.2%	0.518	80.3%	ⓐ	ⓐ		10.306	6.730
Urban Planning	0.499	0.062	12.4%	0.400	80.1%	ⓐ	ⓐ		2.776	2.114
Resources										
Strategic Review	0.127		0.0%	0.126	99.6%	ⓐ	ⓐ		0.400	0.273
The Bentway	3.500	3.000	85.7%	3.500	100.0%	ⓐ	ⓐ		24.000	23.500
Eastern Broadview Flood Protection	1.166	0.016	1.3%	0.871	74.7%	ⓐ	ⓐ		2.000	0.850
Bathurst Quay Public Realm	1.031		0.0%	0.732	71.0%	Ⓨ	ⓐ	#1	1.141	0.011
Cherry Street Stormwater Lakefilling	40.837		0.0%	40.000	98.0%	ⓐ	ⓐ		65.000	19.163
Port Lands Flood Protection	125.900	9.003	7.2%	67.600	53.7%	Ⓨ	ⓐ	#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	ⓐ	>70% of Approved Cash Flow	ⓐ
Minor Delay < 6 months	Ⓨ	Between 50% and 70%	Ⓨ
Significant Delay > 6 months	Ⓧ	< 50% or >100% of Approved Cash Flow	Ⓧ

Note # 1:

Design 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%		Ⓒ
FM&RE	Q1	344.88	27.58	233.63	67.7%		Ⓐ
Fleet Services	Q1	79.02	6.02	62.25	78.8%		Ⓒ
I&T	Q1	88.54	5.99	69.54	78.5%		Ⓒ
TOTAL	Q1	519.01	39.81	370.53	71.4%		Ⓒ
<span>Ⓒ</span> >70% <span>Ⓐ</span> between 50% and 70% <span>Ⓓ</span> < 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)

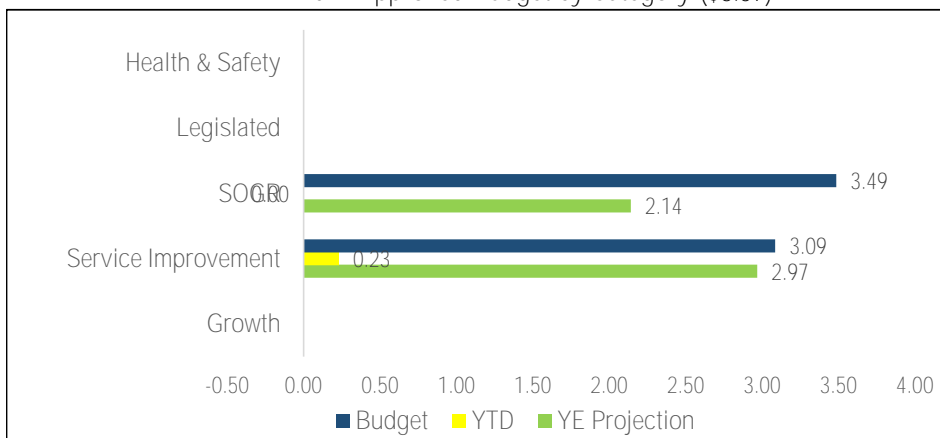


Table 1  
2017 Active Projects by Category

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

Chart 2  
Project Status - 10

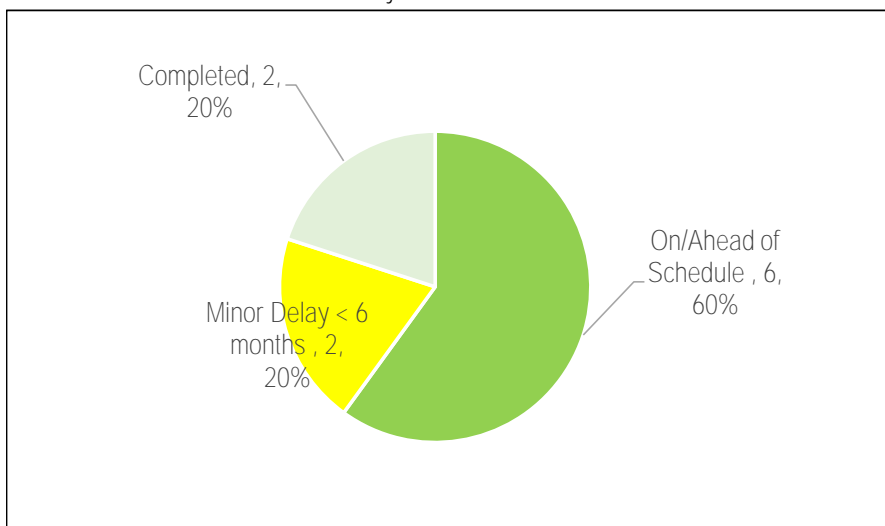


Table 2

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%	Ⓞ	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%	Ⓞ	Ⓞ		500.000	21.064
Business Intelligence	278.000	0.000	0.0%	218.500	78.6%	Ⓞ	Ⓞ		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	Ⓞ	#3	1,141.000	0.000
Readiness Assessment	55.000	0.000	0.0%	55.000	100.0%	Ⓞ	Ⓞ		385.000	0.000
Channel & Counter Strategy	2,500.000	120.756	4.8%	2,475.000	99.0%	Ⓞ	Ⓞ		2,500.000	120.756
Integrations with Buildings and MLS	246.649	103.512	42.0%	246.649	100.0%	Ⓞ	Ⓞ		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/Ahead of Schedule  
Minor Delay < 6 months  
Significant Delay > 6 months

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

## Note # 1:

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

## Note # 2:

The Customer Relationship Management (CRM) project has experienced delays due to unforeseen procurement issues and 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)

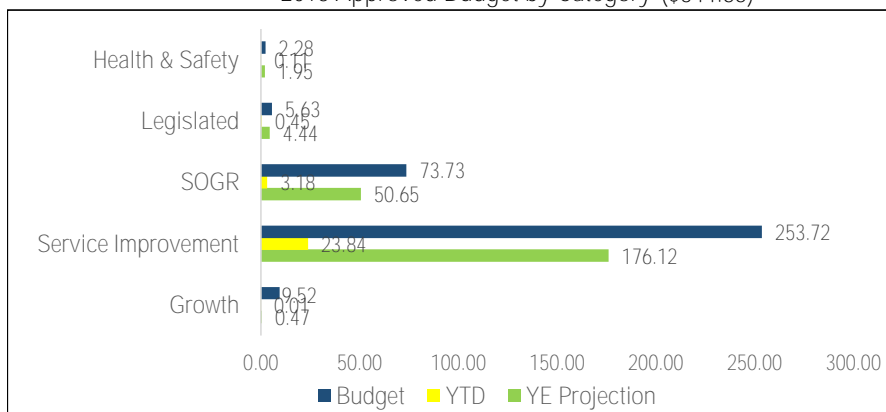


Table 1  
2018 Active Projects by Category

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

Chart 2  
Project Status - 224

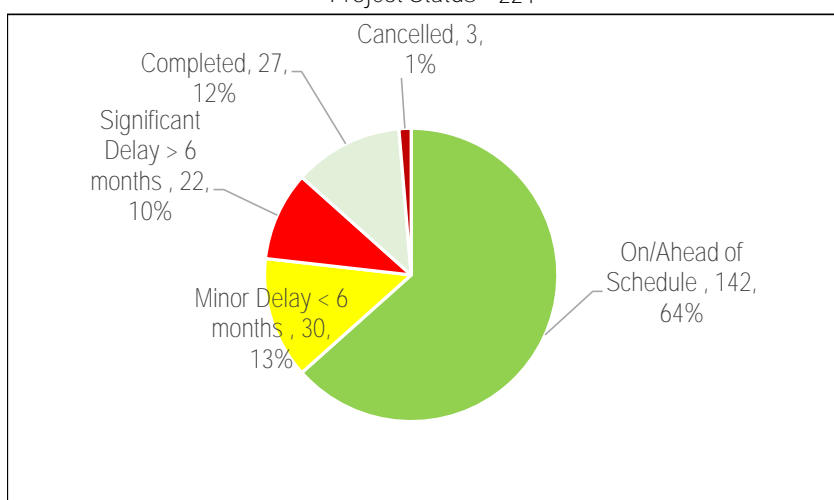


Table 2

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 &amp; 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 &amp; 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/Ahead of Schedule  
Minor Delay < 6 months  
Significant Delay > 6 months

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

## Note # 1:

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/RFO 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 unforeseen 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)

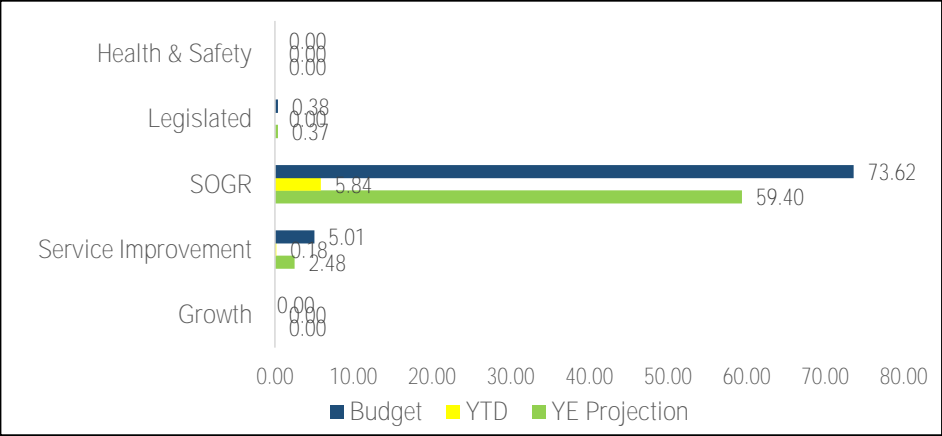


Table 1  
2017 Active Projects by Category

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

Chart 2  
Project Status - 29

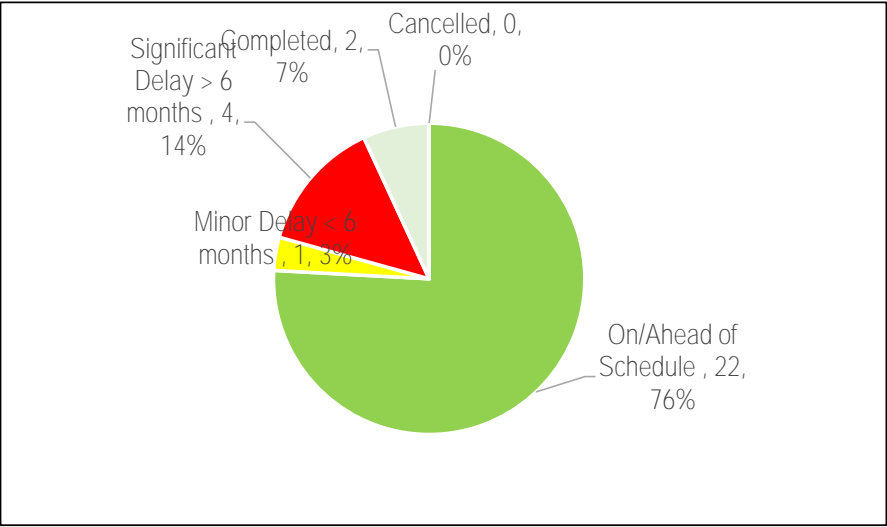


Table 2

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%	Ⓔ	Ⓔ		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%	Ⓔ	Ⓔ		0.323	0.092
Toronto Building - Fleet Replacement	0.110	0.000	0.0%	0.000	0.0%	Ⓓ		#1	0.214	0.104
Clerks - Fleet Replacement	0.124	0.000	0.0%	0.107	86.2%	Ⓔ	Ⓔ		0.364	0.229
Engineering & Construction Services - Fleet Replacement	0.866	0.000	0.0%	0.577	66.7%	Ⓐ	Ⓓ	#2	1.691	0.246
Economic Development & Culture - Fleet Replacement	0.140	0.000	0.0%	0.114	81.6%	Ⓔ	Ⓔ		0.140	0.000
Exhibition - Fleet Replacement	0.217	0.155	71.3%	0.185	85.0%	Ⓔ	Ⓔ		0.875	0.213
Fire Services - Fleet Replacement	11.076	0.010	0.1%	8.253	74.5%	Ⓔ	Ⓐ	#4	21.108	9.542
Fleet Services - Fleet Replacement	0.494	0.000	0.0%	0.394	79.7%	Ⓔ	Ⓔ		0.704	0.210
Facility & Real Estate - Fleet Replacement	1.335	0.000	0.0%	0.788	59.1%	Ⓐ	Ⓓ	#2	2.420	0.817
Fleet Services - Garage Security	0.105	0.000	0.0%	0.105	100.0%	Ⓔ	Ⓔ		0.105	0.000
Fleet Replacement - Insurance Company	0.218	0.000	0.0%	0.166	76.0%	Ⓔ	Ⓔ		0.499	0.141
Information & Technology - Fleet Replacement	0.085	0.032	38.1%	0.065	75.9%	Ⓔ	Ⓔ		0.085	0.032
Library - Fleet Replacement	0.862	0.038	4.4%	0.305	35.4%	Ⓓ	Ⓓ	#2	2.105	1.015
Municipal Licensing - Fleet Replacement	0.344	0.001	0.3%	0.134	38.9%	Ⓓ	Ⓔ	#2	1.529	1.187
Toronto Paramedic - Fleet Replacement	4.064	2.278	56.1%	4.064	100.0%	Ⓔ	Ⓔ		8.180	6.394
Parks, Forestry & Recreation - Fleet Replacement	8.165	0.320	3.9%	6.673	81.7%	Ⓔ	Ⓔ		28.154	14.460
Purchasing & Materials - Fleet Replacement	0.177	0.000	0.0%	0.162	91.5%	Ⓔ	Ⓔ		0.297	0.000
PPF&A - Fleet Replacement	0.036	0.000	0.0%	0.000	0.0%	Ⓓ		#1	0.065	0.029
Public Health - Fleet Replacement	0.037	0.000	0.0%	0.031	83.9%	Ⓔ	Ⓔ		0.103	0.064
Solid Waste - Fleet Replacement	27.725	2.001	7.2%	24.385	88.0%	Ⓔ	Ⓔ		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%	Ⓞ	Ⓞ		1.812	0.461
Fleet Tools & Equipment	0.572	0.000	0.0%	0.392	68.5%	Ⓢ	Ⓞ	#3	0.690	0.118
Transportation Services - Fleet Replacement	5.564	0.000	0.0%	1.879	33.8%	Ⓡ	Ⓞ	#2	36.264	3.274
Toronto Water - Fleet Replacement	8.736	0.607	6.9%	8.435	96.5%	Ⓞ	Ⓞ		31.211	13.250
Zoo - Fleet Replacement	1.050	0.000	0.0%	0.971	92.5%	Ⓞ	Ⓞ		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%	Ⓞ	Ⓞ		0.570	0.000
Fuel Site Closures	0.748	0.012	1.7%	0.651	87.0%	Ⓞ	Ⓞ		9.150	6.310
Fleet Management System & Fuel System Integration	3.695	0.166	4.5%	1.313	35.5%	Ⓡ	Ⓡ	#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	Ⓞ	>70% of Approved Cash Flow	Ⓞ
Minor Delay < 6 months	Ⓢ	Between 50% and 70%	Ⓢ
Significant Delay > 6 months	Ⓡ	< 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)

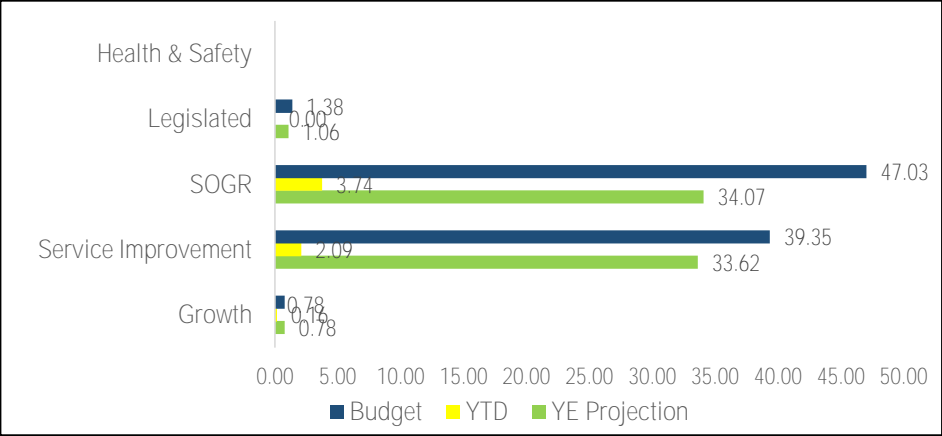


Table 1  
2018 Active Projects by Category

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

Chart 2  
Project Status - 80

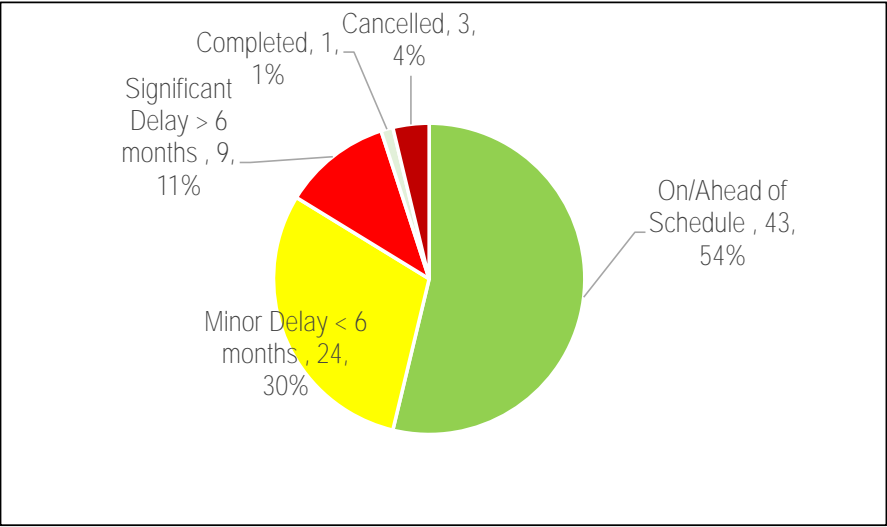


Table 2

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 &amp; 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			
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	1.000	0.028	2.8%	0.226	22.6%	R	Y	#3	1.387	0.387
Tools & Rationalization										
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	0.860	0.000	0.0%	0.536	62.3%	Y	Y	#10	1.395	0.535
Solution - Transportation										
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 &amp; 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%	Ⓞ	Ⓞ		0.461	0.098
TFS Prevention & Public Education Improvements	0.197	0.000	0.0%	0.061	30.8%	Ⓡ	Ⓞ	#19	0.272	0.053
WAN High Speed Fire Data	0.440	0.000	0.0%	0.317	72.0%	Ⓞ	Ⓡ	#20	2.008	1.568
WEB Business Continuity Refresh & Redesign	1.441	0.118	8.2%	1.441	100.0%	Ⓞ	Ⓞ		1.623	0.182
Work Management Solution - Transportation	3.093	0.262	8.5%	2.784	90.0%	Ⓞ	Ⓡ	#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%	Ⓞ	Ⓞ		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	Ⓞ	>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:

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%	↑  ▣  ▣	Ⓒ
	Q2	0.00	0.00	0.00			Ⓡ
	Q3	0.00	0.00	0.00			Ⓡ
	Q4	0.00	0.00	0.00			Ⓡ
TOTAL	Q1	32.06	4.52	23.22	72.4%	↑  ▣  ▣	Ⓒ
	Q2	0.00	0.00	0.00			Ⓡ
	Q3	0.00	0.00	0.00			Ⓡ
	Q4	0.00	0.00	0.00			Ⓡ
Ⓒ >70%      Ⓡ between 50% and 70%      Ⓡ < 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.

Financial Services (FNS)

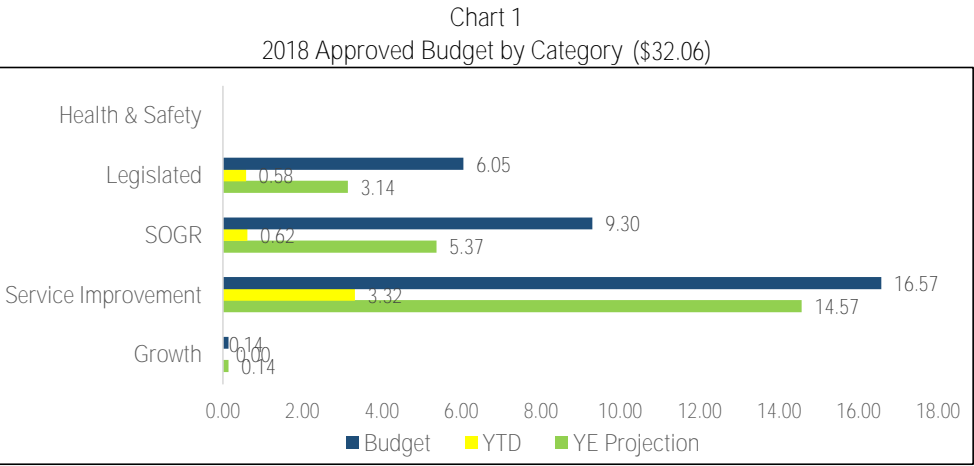


Table 1  
2018 Active Projects by Category

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

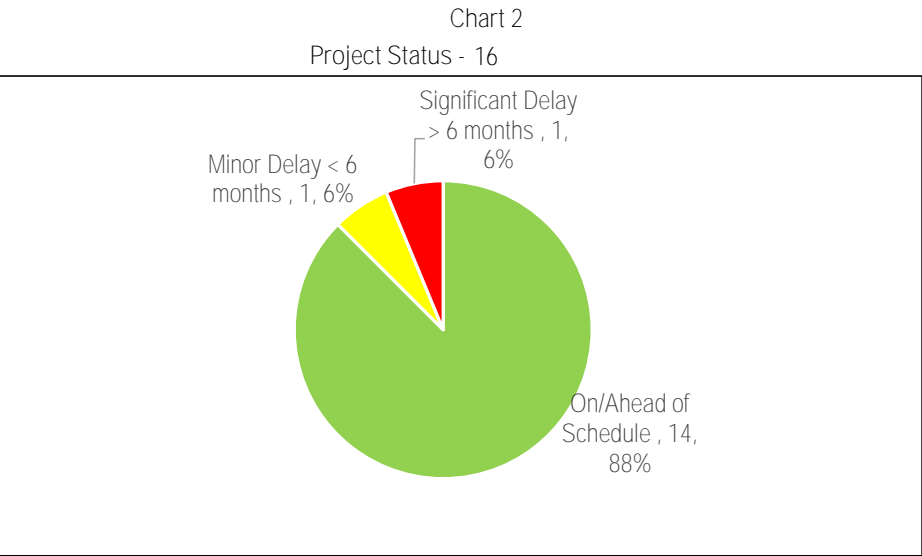


Table 2  
Reason for Delay

	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/Ahead of Schedule

Minor Delay < 6 months

Significant Delay > 6 months

On Budget

>70% of Approved Cash Flow

Between 50% and 70%

< 50% or >100% of Approved Cash Flow

Note # 1:

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%		Ⓢ
Corporate Initiatives	Q1	260.17	-0.54	260.70	100.2%		Ⓢ
TOTAL	Q1	270.17	1.22	270.46	100.1%		Ⓢ
<span>Ⓢ</span> >70% <span>Ⓜ</span> between 50% and 70% <span>Ⓡ</span> < 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.

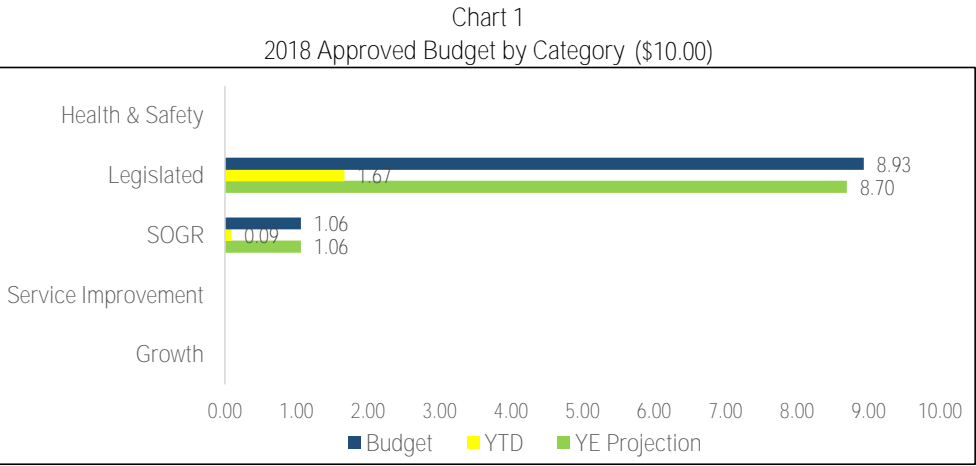


Table 1  
2018 Active Projects by Category

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

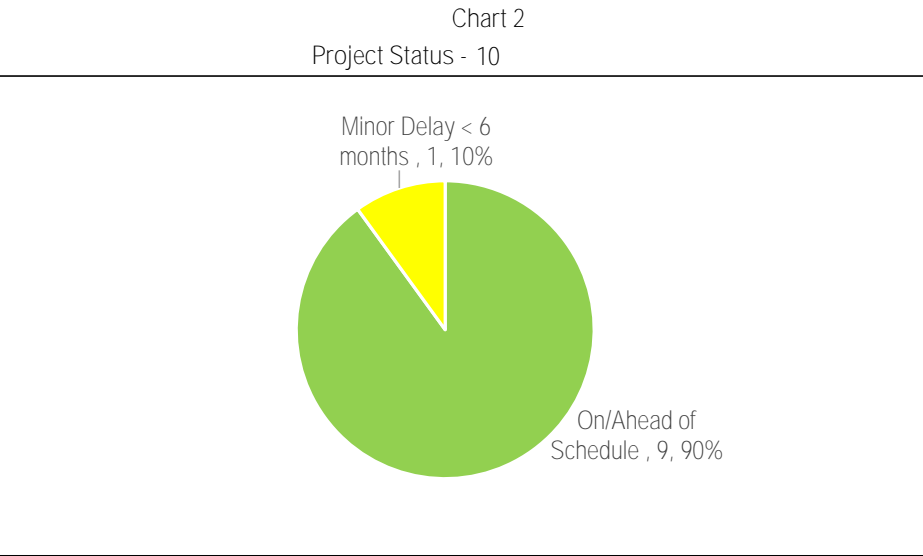


Table 2  
Reason for Delay

	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*		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 MANAGEMENT INFO SYSTEM (TEMIS)	2.438	0.685	28.1%	2.442	100.1%	G	G	#1	5.977	3.994
INFORMATION MANAGEMENT INFRASTRUCTURE	2.846	0.432	15.2%	2.829	99.4%	G	Y		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	>70% of Approved Cash Flow
Minor Delay < 6 months	Between 50% and 70%
Significant Delay > 6 months	< 50% or >100% of Approved Cash Flow

## Note # 1:

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

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%		Ⓒ
Sony Centre	Q1	6.63	0.18	6.63	100.0%		Ⓒ
TRCA	Q1	19.83	4.58	19.83	100.0%		Ⓒ
Toronto Police	Q1	76.19	3.90	68.23	89.5%		Ⓒ
Toronto Public Health	Q1	4.57	0.71	4.57	100.0%		Ⓒ
Toronto Public Library	Q1	35.27	6.67	32.36	91.8%		Ⓒ
Toronto Zoo	Q1	13.20	0.09	7.13	54.0%		Ⓐ
Toronto Transit Commission	Q1	2,228.06	272.18	1,830.81	82.2%		Ⓒ
TOTAL	Q1	2,389.63	289.34	1,975.44	82.7%		Ⓒ
<span>Ⓒ &gt;70%</span> <span>Ⓐ between 50% and 70%</span> <span>Ⓡ &lt; 50% or &gt; 100%</span>							

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 Commission and 89.5%, 82.2%, 82.7% respectively while Toronto Zoo has year-end spending rate projected to 54.0%.



Chart 1  
2017 Approved Budget by Category (\$5.87)

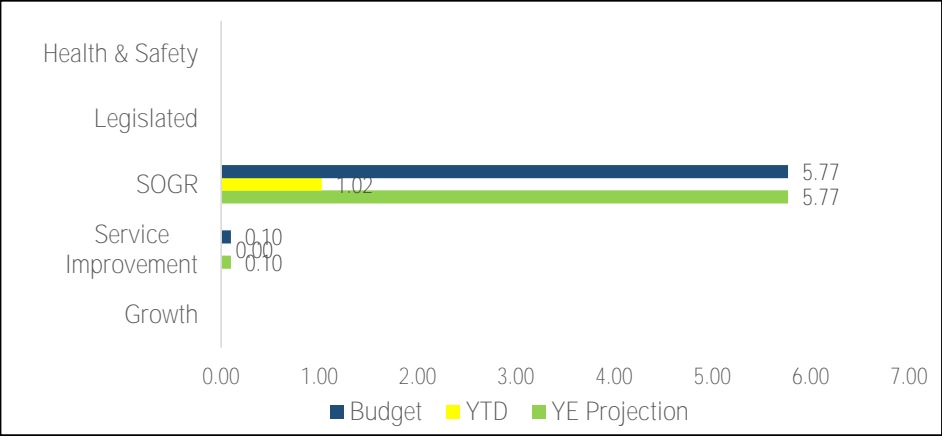


Table 1  
2017 Active Projects by Category

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

Chart 2  
Project Status - 24

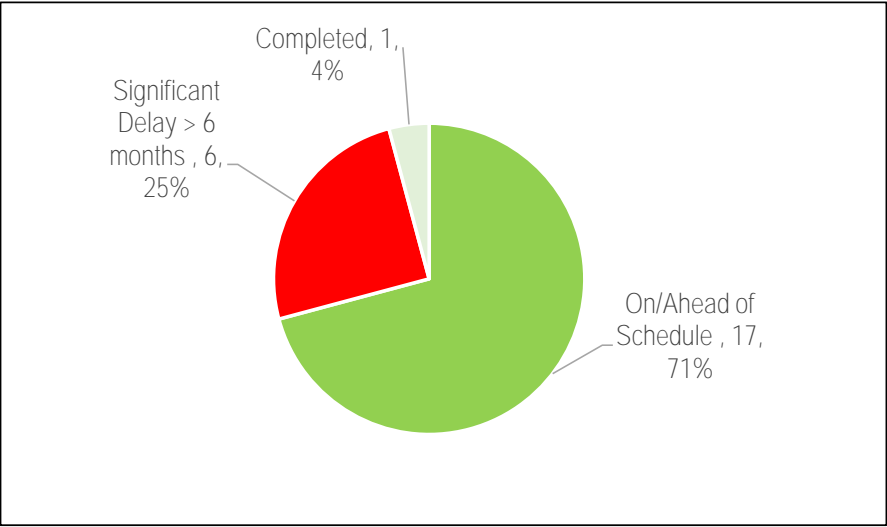


Table 2

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%	Ⓢ	Ⓢ	#2	0.250	0.139
Queen Elizabeth Building	1.351	0.650	48.1%	1.351	100.0%	Ⓢ	Ⓢ	#1	2.375	1.674
Other Building	0.239	0.063	26.5%	0.239	100.0%	Ⓢ	Ⓢ	#2	0.415	0.239
Equipment	0.425	0.029	6.8%	0.425	100.0%	Ⓢ	Ⓢ	#2	0.500	0.104
Enercare Centre	2.584	0.156	6.0%	2.584	100.0%	Ⓢ	Ⓢ	#2	3.430	1.002
Parks, Parking Lots And Roads	1.046	0.106	10.1%	1.046	100.0%	Ⓢ	Ⓢ	#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%	Ⓢ	Ⓢ		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/Ahead of Schedule  
Minor Delay < 6 months  
Significant Delay > 6 months

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

## Note # 1:

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.

Chart 1  
2018 Approved Budget by Category (\$6.63)

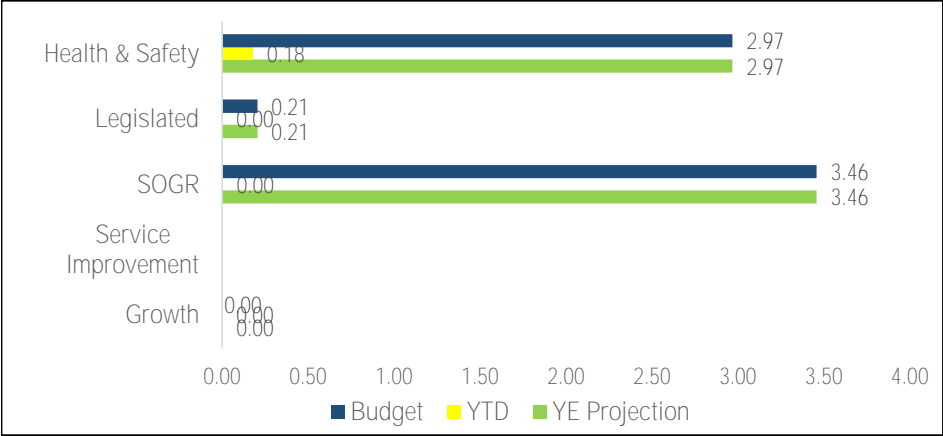


Table 1  
2018 Active Projects by Category

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

Chart 2  
Project Status - 15

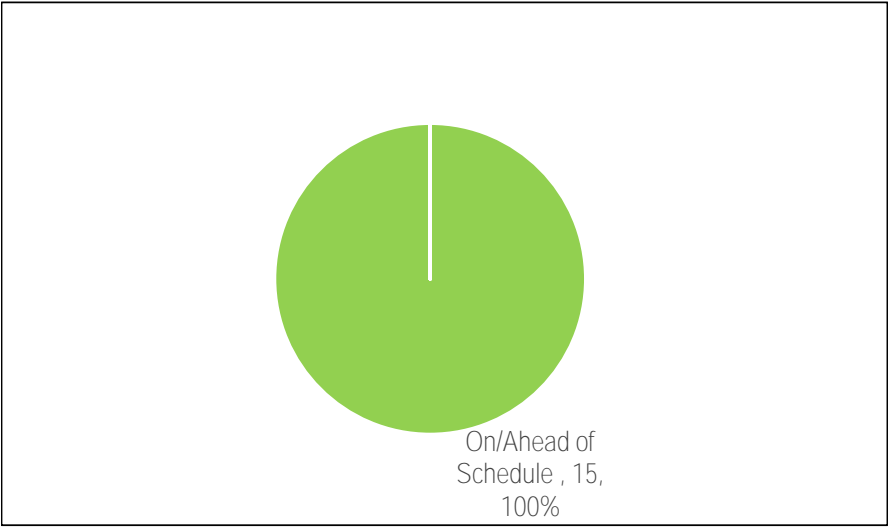


Table 2

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%	Ⓔ	Ⓔ		0.015	0.000
Theatre Systems and Equipment (2017)	1.977	0.143	7.2%	1.977	100.0%	Ⓔ	Ⓔ		2.730	0.895
Theatre Systems and Equipment (2018-2026)	0.801	0.037	4.7%	0.801	100.0%	Ⓔ	Ⓔ		0.801	0.689
Vertical Transportation	0.175	0.000	0.0%	0.175	100.0%	Ⓔ	Ⓔ		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%	Ⓔ	Ⓔ		0.150	0.005
Theatre Systems and Equipment (2018-2026)	0.060	0.000	0.0%	0.060	100.0%	Ⓔ	Ⓔ		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%	Ⓔ	Ⓔ		1.006	0.000
Electrical Systems	0.326	0.000	0.0%	0.326	100.0%	Ⓔ	Ⓔ		0.326	0.000
Exterior Limestones & Granite Upgrades	0.067	0.000	0.0%	0.067	100.0%	Ⓔ	Ⓔ		0.134	0.066
Exterior Wall Replacement	0.189	0.000	0.2%	0.189	100.0%	Ⓔ	Ⓔ		1.640	1.452
Mechanical Systems	0.642	0.000	0.0%	0.642	100.0%	Ⓔ	Ⓔ		0.642	0.000
Porte-Cochere Lighting Restoration	0.200	0.002	1.1%	0.200	100.0%	Ⓔ	Ⓔ		0.920	0.722
Stage Rigging System Replacement	0.724	0.000	0.0%	0.724	100.0%	Ⓔ	Ⓔ		0.724	0.000
Structure	0.203	0.000	0.0%	0.203	100.0%	Ⓔ	Ⓔ		0.203	0.000
Theatre Systems and Equipment (2018-2026)	0.100	0.000	0.0%	0.100	100.0%	Ⓔ	Ⓔ		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	Ⓔ	>70% of Approved Cash Flow	Ⓔ
Minor Delay < 6 months	Ⓔ	Between 50% and 70%	Ⓔ
Significant Delay > 6 months	Ⓔ	< 50% or >100% of Approved Cash Flow	Ⓔ

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

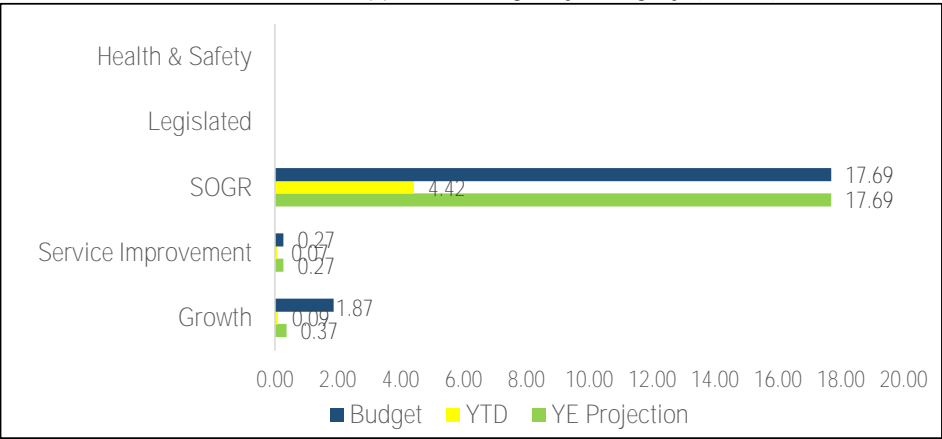


Table 1  
2018 Active Projects by Category

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

Chart 2  
Project Status - 26

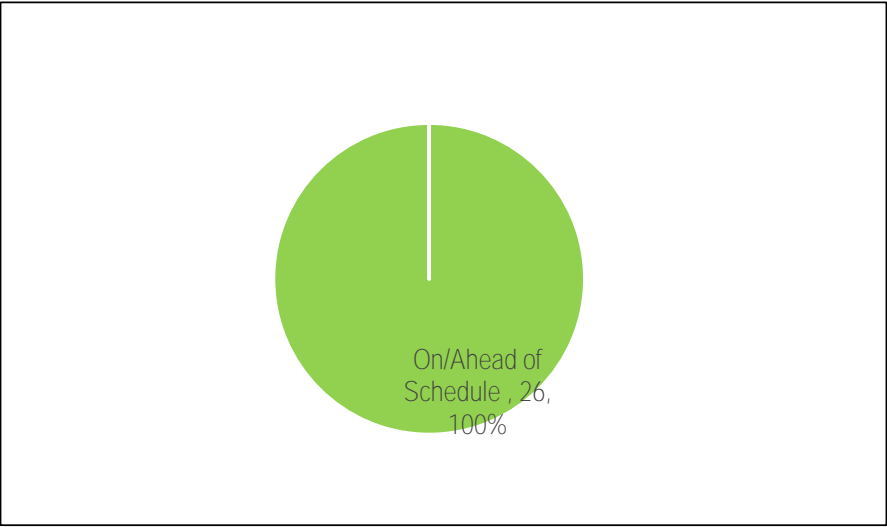


Table 2

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	0.064	0.016	25.0%	0.064	100.0%	Ⓞ	Ⓞ		0.064	0.016
Acquisition										
TRCA Administrative	0.322	0.081	25.0%	0.322	100.0%	Ⓞ	Ⓞ		0.322	0.081
Infrastructure										
Waterfront & Valley	2.150	0.538	25.0%	2.150	100.0%	Ⓞ	Ⓞ		2.150	0.538
Erosion Control										
Black Creek Pioneer	2.671	0.668	25.0%	2.671	100.0%	Ⓞ	Ⓞ		2.671	0.668
Village Retrofit										
Living City Action Plan	3.023	0.756	25.0%	3.023	100.0%	Ⓞ	Ⓞ		3.023	0.756
Waterfront Development	1.203	0.301	25.0%	1.203	100.0%	Ⓞ	Ⓞ		1.203	0.301
TRCA Information	0.257	0.064	25.0%	0.257	100.0%	Ⓞ	Ⓞ		0.257	0.064
Technology										
Critical Erosion-Water	8.000	2.000	25.0%	8.000	100.0%	Ⓞ	Ⓞ		8.000	2.000
Funded Enhancements										
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%	Ⓞ	Ⓞ		0.270	0.068
Sub-Total	0.270	0.068	25.0%	0.270	100.0%	-	-		0.270	0.068
Growth Related										
Menno- Ressor	1.500	0.000	0.0%	1.500	100.0%	Ⓞ	Ⓞ		3.500	0.000
Restoration										
Long Term	0.370	0.093	25.0%	0.370	100.0%	Ⓞ	Ⓞ		9.703	0.093
Accommodation Project										
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	Ⓞ	>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:

Enter reason for Delay

Note # 2:

Enter reason for Delay

Note # 3:

Enter reason for Delay

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

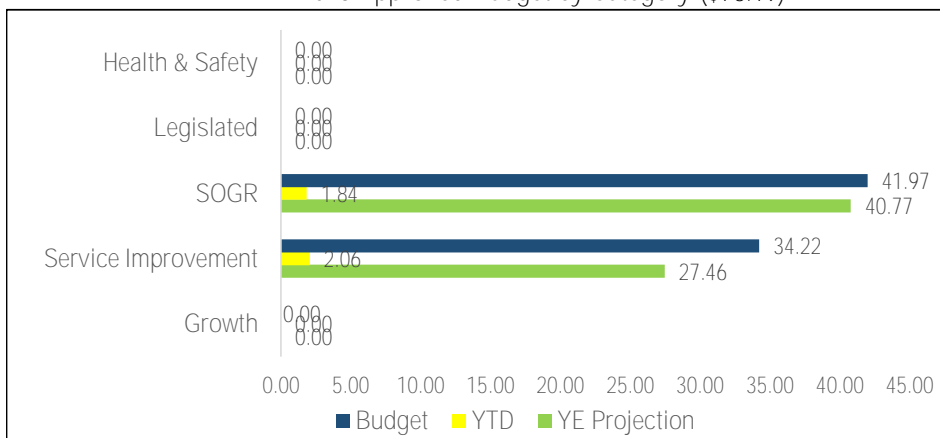


Table 1  
2018 Active Projects by Category

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

Chart 2  
Project Status - 33

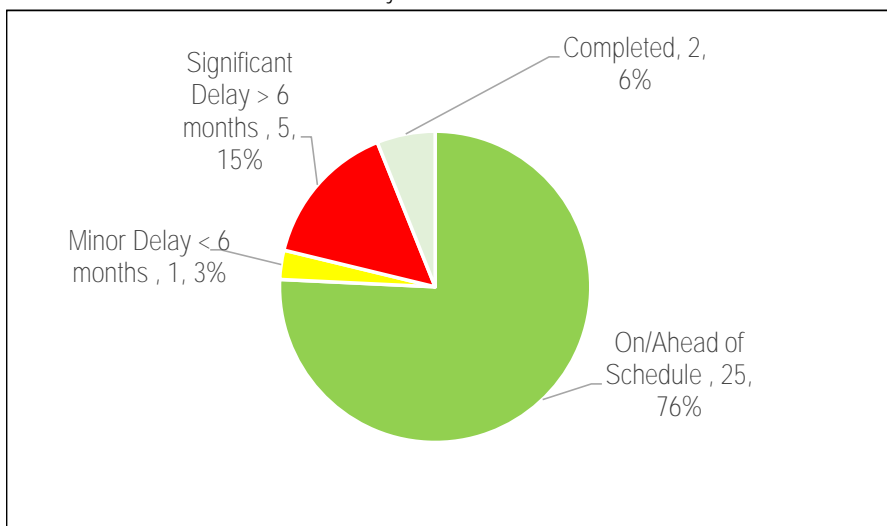


Table 2

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

Equipment funded from Policing Effectiveness and Modernization grant. Cashflow no longer required and an adjustment to re-allocate funding to the Business intelligence 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:

Substantial 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 delivery date and an adjstment 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 requirements 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:

Currently in planning stages for the PeopleSoft Time and Labour project and finalizing the project scope for the remainder of Phase III. Currently 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.

Chart 1  
2017 Approved Budget by Category (\$4.58)

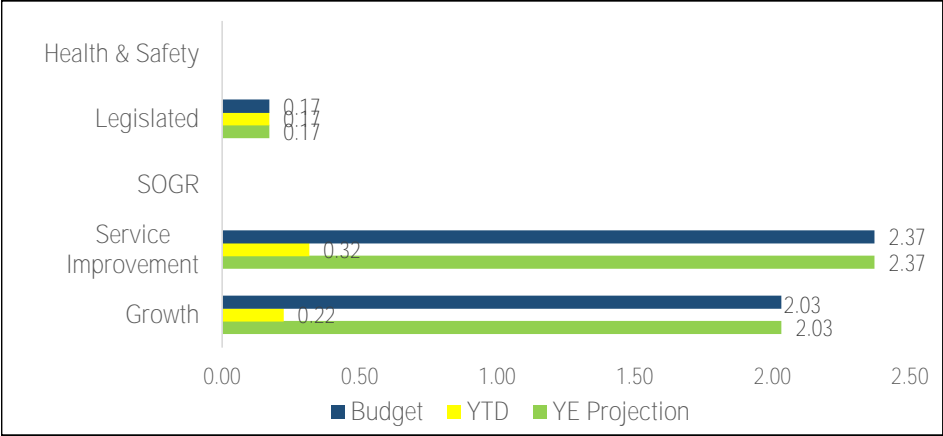


Table 1  
2017 Active Projects by Category

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

Chart 2  
Project Status - 10

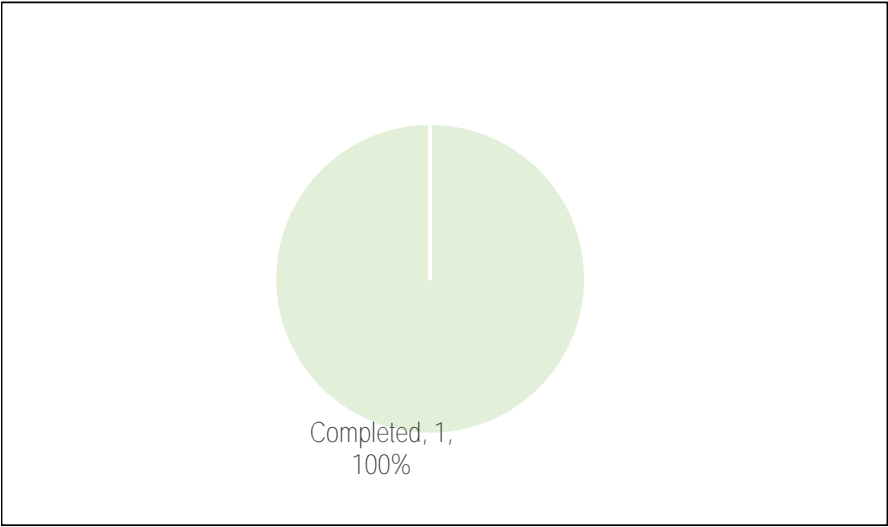


Table 2

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%	Ⓢ	Ⓢ		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%	Ⓢ	Ⓢ		2.032	2.032
Dental & Oral Health Information Systems	0.270	0.032	11.7%	0.270	100.0%	Ⓢ	Ⓢ		0.496	0.104
Electronic Medical Record - Phase 2	0.078	0.078	100.0%	0.078	100.0%	Ⓢ	Ⓢ		0.418	0.418
Datamart Data Warehouse - Phase 3	0.464	0.099	21.3%	0.464	100.0%	Ⓢ	Ⓢ		1.915	0.010
Electronic Medical Record - Phase 3	0.427	0.029	6.9%	0.427	100.0%	Ⓢ	Ⓢ		1.347	0.003
Relocation and Expansion Scarborough Dental Clinic	1.053		0.0%	1.053	100.0%	Ⓢ	Ⓢ		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%	Ⓢ	Ⓢ		2.854	0.952
Early Abilities Information System - Phase 1	0.375	0.004	1.0%	0.375	100.0%	Ⓢ	Ⓢ		0.375	0.004
Inspection Management - Phase 1	0.295	0.005	1.5%	0.295	100.0%	Ⓢ	Ⓢ		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	Ⓢ	>70% of Approved Cash Flow	Ⓢ
Minor Delay < 6 months	Ⓢ	Between 50% and 70%	Ⓢ
Significant Delay > 6 months	Ⓢ	< 50% or >100% of Approved Cash Flow	Ⓢ

Chart 1  
2018 Approved Budget by Category (\$35.27)

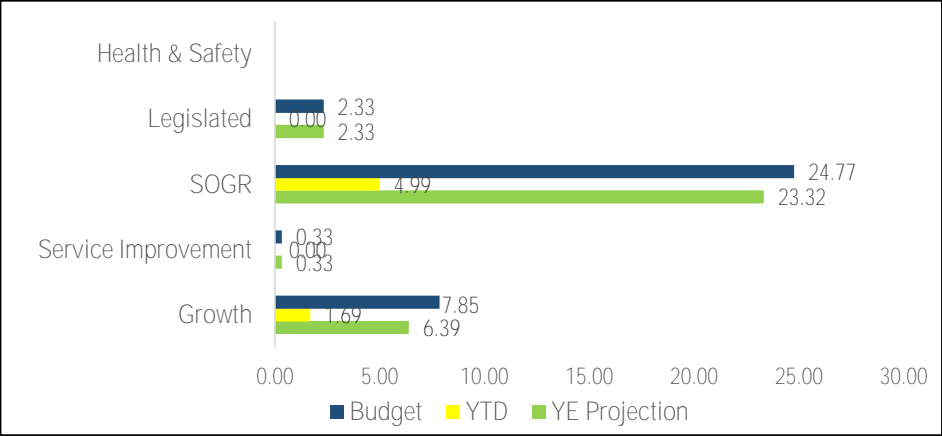


Table 1  
2018 Active Projects by Category

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

Chart 2  
Project Status - 29

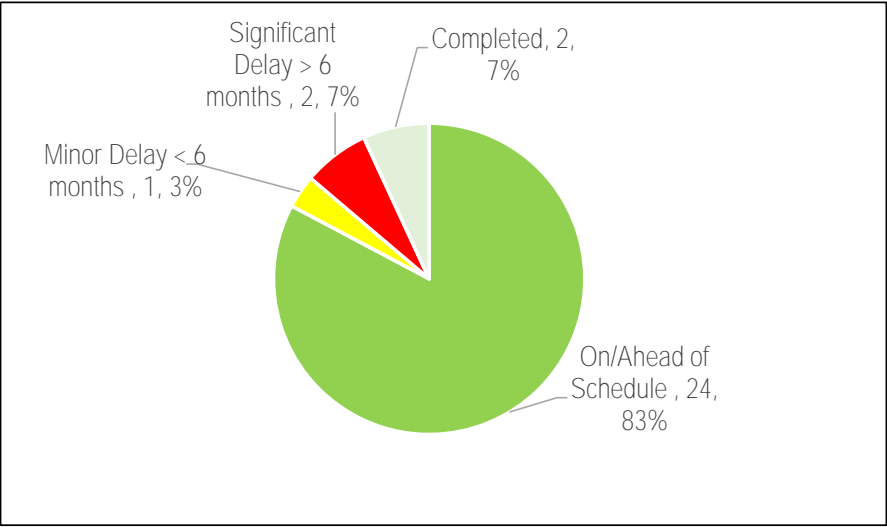


Table 2

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.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Legislated										
MB Renovation Program Accessibility Retrofit	2.327	0.000	0.0%	2.327	100.0%	Ⓔ	Ⓔ		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%	Ⓔ	Ⓔ	#3	12.165	0.052
Albion District Library Renovation	0.229	0.060	26.17%	0.229	100.0%	Ⓔ	Ⓔ		15.307	15.138
Answerline & Community Space Rental Modernization	0.550	0.000	0.00%	0.550	100.0%	Ⓔ	Ⓔ		1.400	0.000
Centennial Renovation & Expansion	0.078	0.000	0.00%	0.039	50.0%	Ⓔ	Ⓔ		0.157	0.000
Equipment for Operational Efficiencies	0.710	0.162	22.86%	0.710	100.0%	Ⓔ	Ⓔ		1.806	0.162
Expansion of Technological Efficiencies	0.950	0.000	0.00%	0.950	100.0%	Ⓔ	Ⓔ		1.600	0.000
Integrated Payment Solutions	2.064	0.029	1.39%	2.064	100.0%	Ⓔ	Ⓔ		2.250	0.029
Multi-Branch SOGR Renovations Program	5.113	1.393	27.25%	5.113	100.0%	Ⓔ	Ⓔ		14.360	10.025
North York Central Library Renovation Phase 1	2.362	1.828	77.41%	2.362	100.0%	Ⓔ	Ⓔ		12.728	12.194
North York Central Renovation Phase 2	2.241	0.000	0.00%	2.241	100.0%	Ⓔ	Ⓔ		9.248	0.000
Parliament Street Renovation	0.179	0.000	0.00%	0.000	0.0%	Ⓔ	Ⓔ	#1	0.359	0.000
St.Clair/Silverthorn Reconstruction	1.243	0.743	59.75%	1.243	100.0%	Ⓔ	Ⓔ		1.593	0.596
Technology Asset Management Program	4.100	0.551	13.44%	3.875	94.5%	Ⓔ	Ⓔ		8.200	0.551
Virtual Branch Services	1.500	0.207	13.80%	1.366	91.1%	Ⓔ	Ⓔ		3.550	0.207
Wychwood Renovation and Expansion	1.219	0.000	0.00%	0.648	53.2%	Ⓔ	Ⓔ	#2	3.243	0.174
York Woods Renovation	1.745	0.000	0.00%	1.745	100.0%	Ⓔ	Ⓔ		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%	Ⓔ	Ⓔ		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%	Ⓔ	Ⓔ		12.622	0.672
Centennial Renovation & Expansion	0.089	0.000	0.0%	0.045	50.6%	Ⓔ	Ⓔ		0.177	0.000
Dawes Road Neighbourhood Library	2.182	1.354	62.1%	2.182	100.0%	Ⓔ	Ⓔ		13.263	2.801
Fort York New Construction	0.183	0.006	3.1%	0.183	100.0%	Ⓔ	Ⓔ		9.192	9.015
Guildwood Leasehold Improvement	0.592	0.000	0.0%	0.592	100.0%	Ⓔ	Ⓔ		1.183	0.000
North York Central Library Renovation Phase 1	0.419	0.324	77.4%	0.419	100.0%	Ⓔ	Ⓔ		2.246	2.152
North York Central Renovation Phase 2	0.423	0.000	0.0%	0.423	100.0%	Ⓔ	Ⓔ		1.632	0.000
Parliament Street Renovation	0.228	0.000	0.0%	0.000	0.0%	Ⓔ	Ⓔ	#1	0.456	0.000
Perth Dupont Relocation	0.080	0.000	0.0%	0.080	100.0%	Ⓔ	Ⓔ		0.080	0.000
St.Clair/Silverthorn Reconstruction	1.013	0.000	0.0%	1.013	100.0%	Ⓔ	Ⓔ		1.304	0.487
Wychwood Renovation and Expansion	2.540	0.004	0.1%	1.352	53.2%	Ⓔ	Ⓔ	#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	Ⓔ	>70% of Approved Cash Flow	Ⓔ
Minor Delay < 6 months	Ⓔ	Between 50% and 70%	Ⓔ
Significant Delay > 6 months	Ⓔ	< 50% or >100% of Approved Cash Flow	Ⓔ

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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.

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

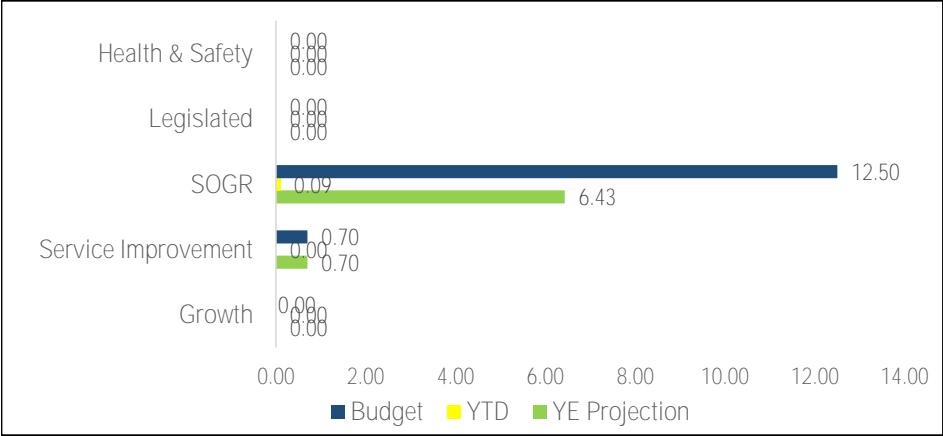


Table 1  
2018 Active Projects by Category

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

Chart 2  
Project Status - 7

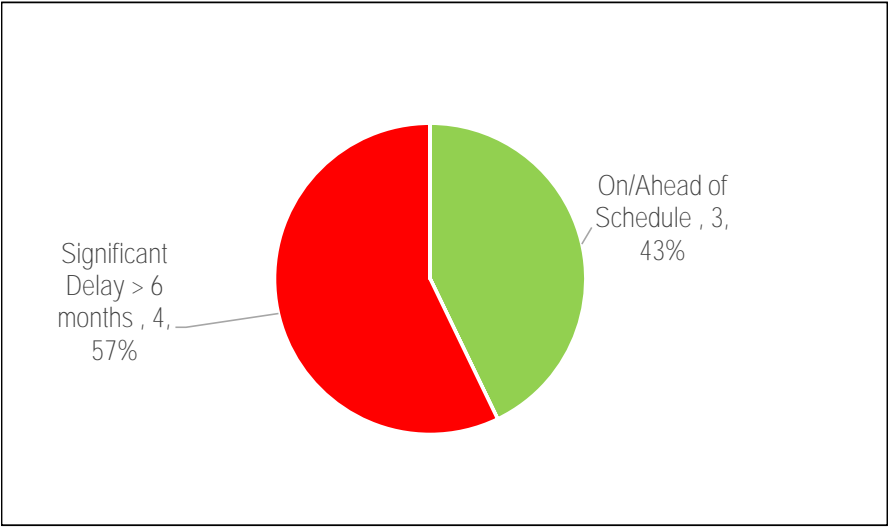


Table 2

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%	Ⓡ	Ⓡ	#1	2.383	1.236
Building & Services Refurbishment	2.739	0.011	0.4%	2.469	90.1%	Ⓢ	Ⓡ	#2	2.820	0.092
Exhibit Refurbishment	0.796	0.023	2.9%	0.721	90.6%	Ⓢ	Ⓡ	#3	0.800	0.027
Grounds and Visitor Improvements	1.992	0.000	0.0%	1.692	84.9%	Ⓢ	Ⓢ		2.000	0.008
Information Systems	0.719	0.011	1.6%	0.400	55.7%	Ⓢ	Ⓢ	#4	0.950	0.243
Orangutan II & III: Indoor & Outdoor Exhibits	5.063	0.000	0.0%	1.100	21.7%	Ⓡ	Ⓡ	#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%	Ⓢ	Ⓢ		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	Ⓢ	>70% of Approved Cash Flow	Ⓢ
Minor Delay < 6 months	Ⓢ	Between 50% and 70%	Ⓢ
Significant Delay > 6 months	Ⓡ	< 50% or >100% of Approved Cash Flow	Ⓡ

Note # 1:

Completion of The Wildlife Health Centre 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

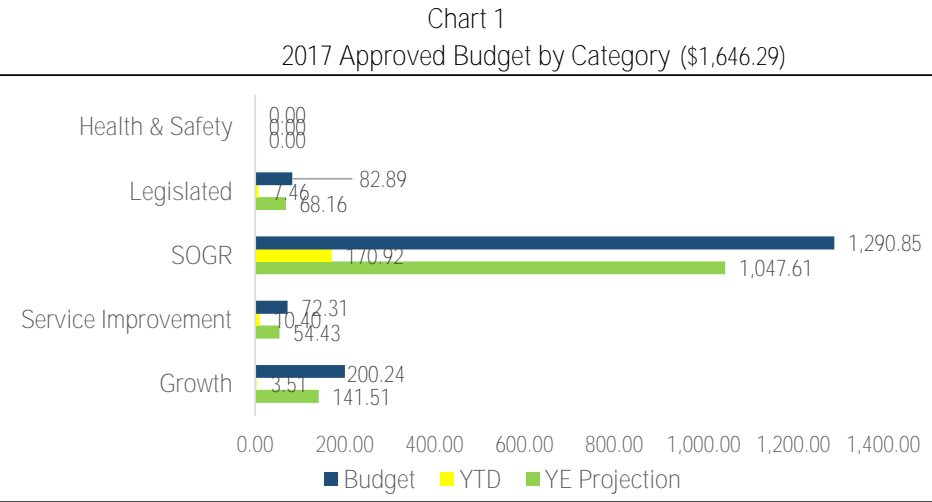


Table 1  
2017 Active Projects by Category

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

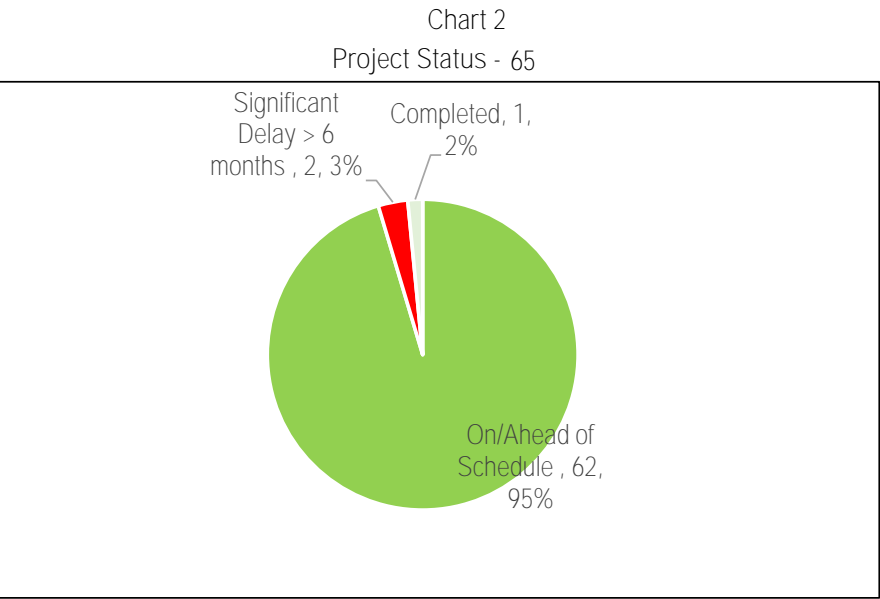


Table 2  
Reason for Delay

	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-	3.644	0.257	7.1%	1.664	45.7%	R	G		15.466	10.687
Legislated 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%	Y	G		27.795	6.814
Rail Non-Revenue Vehicle Purchase - SOG	9.863	-0.398	-4.0%	7.868	79.8%	G	G		52.775	16.655
Revenue & Fare Handling Equipment -SOG	21.179	2.501	11.8%	20.120	95.0%	G	G		73.646	42.642
Signal Systems	20.543	2.442	11.9%	18.573	90.4%	G	G		197.584	129.111
Streetcar Overhaul - SOG	11.045	1.135	10.3%	10.493	95.0%	G	G	1	173.693	30.497
Subway Track - SOGR	36.934	4.955	13.4%	33.178	89.8%	G	G	1	229.548	156.733
Surface Track - SOGR	46.180	9.863	21.4%	33.481	72.5%	G	G	1	317.400	226.257
Tools And Shop Equipment	8.100	-0.101	-1.3%	7.695	95.0%	G	G	1	37.187	14.509
TR Yard And Tail Track Accommodation	36.253	4.667	12.9%	34.440	95.0%	G	G	1	495.385	214.618
Traction Power-Various	22.828	4.236	18.6%	21.687	95.0%	G	G	1	287.364	241.108
Transit Shelters & Loops - SOG	0.206	0.000	0.0%	0.196	95.0%	G	G	1	2.141	1.674
Wilson Complex- Modifications	0.033	0.000	0.0%	0.000	0.0%	R	G	1	95.324	94.950
Leslie Barns	14.690	0.512	3.5%	13.955	95.0%	G	G	1	523.489	501.805
Subway Car Overhaul - SOG	49.497	7.620	15.4%	35.196	71.1%	G	G		416.081	146.438
Bus Overhaul - SOGR	48.044	12.719	26.5%	43.239	90.0%	G	G		336.561	254.431
Purchase of Streetcars	239.565	35.123	14.7%	185.000	77.2%	G	R	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%	G	G		0.850	0.068
Communications-Service Improvement	0.002	0.002	100.0%	0.000	0.0%	R	G		0.302	0.177
Finishes-Service Improvement	0.238	0.059	24.7%	0.226	95.0%	G	G		42.306	42.202
Kipling Station Improvements	0.244	0.004	1.6%	0.061	25.0%	R	G		13.392	13.145
Other Buildings - Service Improvement	23.462	8.760	37.3%	15.472	65.9%	Y	G		116.099	59.706
Other Service Planning - Service Improvement	16.979	1.046	6.2%	11.861	69.9%	Y	G	1	62.934	13.410
Power Dist. Service Improvement	0.354	0.003	0.8%	0.336	95.0%	G	G		1.167	0.695
Purchase of 50 40' Buses - Service Improvement	17.186	0.183	1.1%	15.402	89.6%	G	G		241.141	28.297
Rail Non-Revenue Vehicle Purchase - Service Imp.	6.670	0.000	0.0%	5.321	79.8%	G	G		25.999	0.009
Subway Track - Service Improvement	2.565	0.198	7.7%	2.372	92.5%	G	G	1	21.242	16.618
Surface Track - Service Improvement	3.750	0.091	2.4%	2.719	72.5%	G	G	1	63.964	0.091
Transit Shelters & Loops - SI	0.061	0.001	1.6%	0.058	95.0%	G	G	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	1	7.655	3.380
Bus Rapid Transit-Growth	1.301	0.116	8.9%	1.236	95.0%	G	G		35.278	33.950
McNicol 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/Ahead of Schedule  
Minor Delay < 6 months  
Significant Delay > 6 months

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

**Note #1: 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%		Ⓢ
<span>Ⓢ</span> >70% <span>⚠</span> between 50% and 70% <span>Ⓡ</span> < 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)

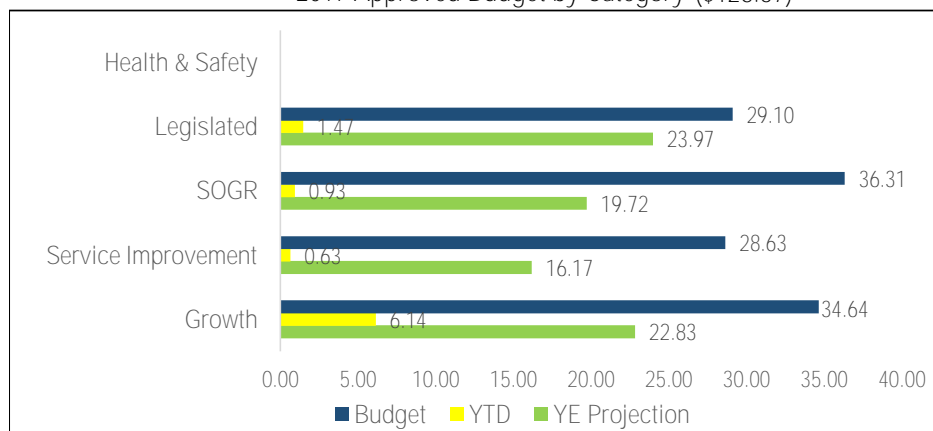


Table 1  
2017 Active Projects by Category

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

Chart 2  
Project Status - 30

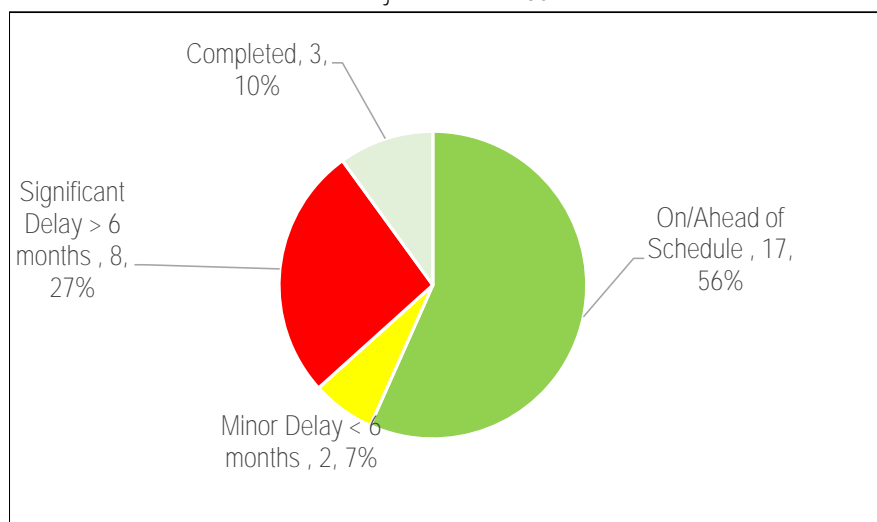


Table 2

Reason for Delay	10	
	Significant Delay	Minor Delay
Insufficient Staff Resources	2	
Procurement Issues		
RFO/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 RFOs, coordination with other projects, and issues with contractors. This includes large projects such as Landfill 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%	Ⓞ	Ⓞ		131.207	57.745
Perpetual Care of Landfills	16.667	1.015	6.1%	13.334	80.0%	Ⓞ	Ⓞ		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%	Ⓞ	Ⓜ		2.037	1.286
Transfer Station Asset Management	30.753	0.928	3.0%	18.500	60.2%	Ⓜ	Ⓡ	1	75.886	26.792
Diversion Facilities Asset Management	4.631	0.000	0.0%	0.290	6.3%	Ⓡ	Ⓡ	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%	Ⓜ	Ⓜ		1.100	0.765
Diversion Systems	5.733	0.280	4.9%	5.525	96.4%	Ⓞ	Ⓞ		134.718	42.720
Landfill Gas Utilization	1.376		0.0%	0.350	25.4%	Ⓡ	Ⓡ	3	19.456	0.266
Construction of Biogas Utilization at Disco & Dufferin	5.595	0.000	0.0%	0.620	11.1%	Ⓡ	Ⓞ	4	11.782	0.617
Long Term Waste Management Strategy	5.993	0.049	0.8%	3.500	58.4%	Ⓜ	Ⓡ	5	17.593	3.729
SWM IT Application Initiatives	2.501	0.147	5.9%	2.273	90.9%	Ⓞ	Ⓞ		14.792	3.857
IT Corporate Initiatives	4.858	0.155	3.2%	3.000	61.7%	Ⓜ	Ⓡ	6	11.062	1.919
Two-Way Radio Replacement	0.270	0.000	0.0%	0.270	100.0%	Ⓞ	Ⓞ		2.910	0.542
Engineering Planning Studies	1.595	0.003	0.2%	0.200	12.5%	Ⓡ	Ⓞ		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%	Ⓞ	Ⓞ		75.943	55.769
Disco SSO Facility	4.405	0.039	0.9%	0.375	8.5%	Ⓡ	Ⓡ	7	84.492	80.832
Dufferin Waste Facility	2.500		0.0%	0.250	10.0%	Ⓡ	Ⓡ	8	20.500	0.000
CNG Fill Station	0.941	0.371	39.4%	0.941	100.0%	Ⓞ	Ⓞ		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/Ahead of Schedule

Minor Delay < 6 months

Significant Delay > 6 months

On Budget

>70% of Approved Cash Flow

Between 50% and 70%

< 50% or >100% of Approved Cash Flow

## Note # 1:

*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).



Chart 1  
2018 Approved Budget by Category (\$105.30)

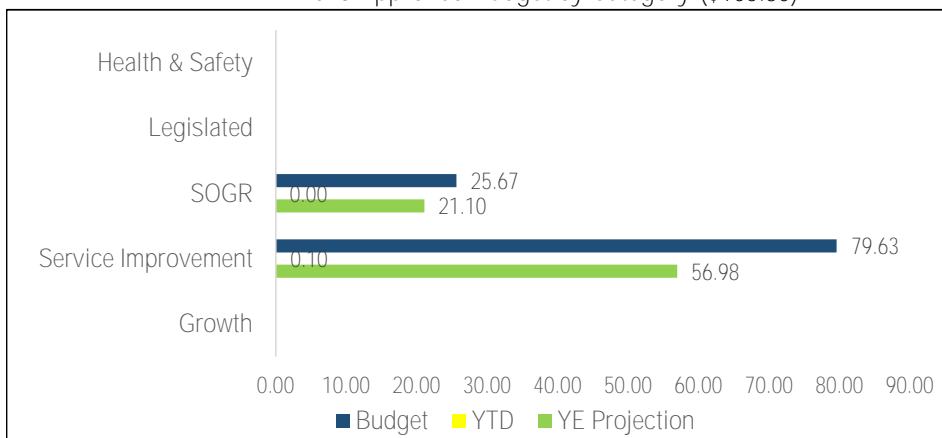


Table 1  
2018 Active Projects by Category

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

Chart 2  
Project Status - 94

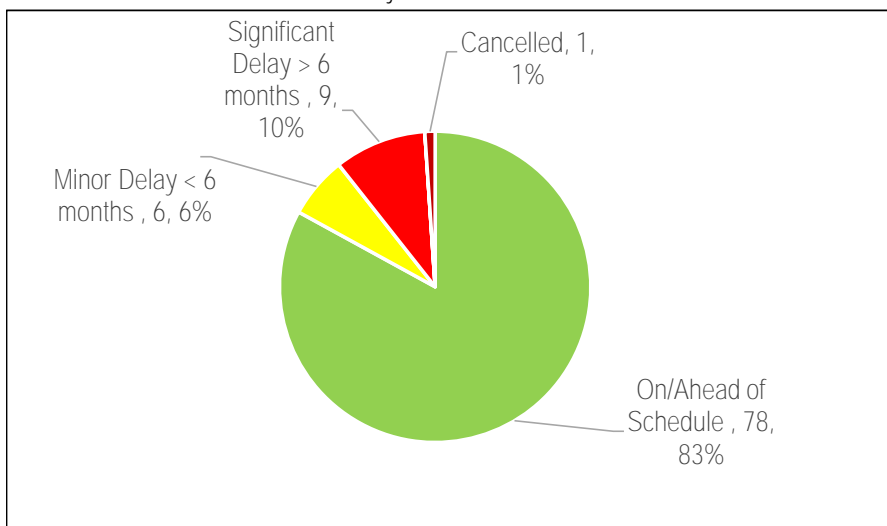


Table 2

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%	Ⓞ	Ⓞ	#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%	Ⓞ	Ⓞ		2.013	1.311
CP 1 - Addition of 2 Levels	1.500	0.092	6.1%	0.704	46.9%	Ⓡ	Ⓡ	#3	15.219	13.731
Pay & Display Upgrade	0.230		0.0%	0.230	100.0%	Ⓞ	Ⓞ		0.485	0.255
Chinahouse (CP 655)	6.488		0.0%	0.000	0.0%	Ⓡ	Ⓡ	#4	9.900	3.326
Redevelopment of CP 217 (1445 Bathurst)	4.600	0.003	0.1%	4.600	100.0%	Ⓞ	Ⓞ		10.600	0.019
242 Danforth E of Broadview, CP 78 Expansion	0.749		0.0%	0.749	100.0%	Ⓞ	Ⓞ		3.555	2.806
Oakwood E of Eglinton (#2)	0.750		0.0%	0.750	100.0%	Ⓞ	Ⓞ		0.750	0.000
Pay & Display Machines	0.072		0.0%	0.072	100.0%	Ⓞ	Ⓞ		0.850	0.778
2204, 2212 Eglinton W. (CP 673)	1.048		0.0%	1.048	100.0%	Ⓞ	Ⓞ		3.245	2.197
186 Caribou	0.727	0.000	0.1%	0.000	0.1%	Ⓡ	Ⓡ	#4	1.951	1.223
30 Roehampton (150 space garage)	0.150		0.0%	0.150	100.0%	Ⓞ	Ⓞ		8.000	6.309
Upgrades to Retail and Other Components	0.962		0.0%	0.962	100.0%	Ⓞ	Ⓞ		1.000	0.038
P&D 3G Modern & Emulation Board	4.344		0.0%	4.344	100.0%	Ⓞ	Ⓞ		5.822	1.478
CP 15 Redevelopment (JV)	0.100		0.0%	0.100	100.0%	Ⓞ	Ⓞ		1.000	0.000
2623 Eglinton Ave. West	0.094		0.0%	0.094	100.0%	Ⓞ	Ⓞ		2.780	2.686
1220-1222 Wilson Ave.	2.150		0.0%	0.000	0.0%	Ⓡ	Ⓡ	#4	6.000	2.900
437 Rogers Road	0.215		0.0%	0.215	100.0%	Ⓞ	Ⓞ		0.900	0.684
Carpark Provisions 2016	3.236		0.0%	3.236	100.0%	Ⓞ	Ⓞ		3.329	0.093
775 King Street (CP 272)	6.000		0.0%	6.000	100.0%	Ⓞ	Ⓞ		6.000	0.000
Bike Share Expansion - Metrolinx	1.867		0.0%	1.867	100.0%	Ⓞ	Ⓞ		6.797	4.900
592 and 598 Gerrard E.	0.044		0.0%	0.044	100.0%	Ⓞ	Ⓞ		2.458	2.414
5 Chartwell Road	0.017		0.0%	0.017	100.0%	Ⓞ	Ⓞ		0.831	0.814
Maintenance Facility	0.985		0.0%	0.985	100.0%	Ⓞ	Ⓞ		5.000	4.015
Carpark Provisions 2017 (50 Richmond)	1.600		0.0%	1.600	100.0%	Ⓞ	Ⓞ		10.000	0.000
Bike Share Expansion	0.276		0.0%	0.276	100.0%	Ⓞ	Ⓞ		4.000	3.724
Queen / Soho	10.500		0.0%	10.500	100.0%	Ⓞ	Ⓞ		10.500	0.000
11 Wellesley	7.475		0.0%	0.000	0.0%	Ⓡ	Ⓡ	#5	7.475	0.000
50 Wellesley	2.760		0.0%	0.000	0.0%	Ⓡ	Ⓡ	#4	2.760	0.000
St. Patrick CP 221	0.100	0.006	5.5%	0.100	100.0%	Ⓞ	Ⓞ		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%	Ⓞ	Ⓞ		6.300	0.000
Carpark Provisions 2018	10.000		0.0%	10.000	100.0%	Ⓞ	Ⓞ		10.000	0.000
Work & Asset Mgmt SaaS Solution	0.160		0.0%	0.160	100.0%	Ⓞ	Ⓞ		0.160	0.000
Monthly Payments Solutions	0.075		0.0%	0.075	100.0%	Ⓞ	Ⓞ		0.075	0.000
Pay by Plate Development and Pilot	0.090		0.0%	0.090	100.0%	Ⓞ	Ⓞ		0.090	0.000
Phone Support System/Dispatch	0.080		0.0%	0.080	100.0%	Ⓞ	Ⓞ		0.080	0.000
Hub Lane Equipment Refresh (10 CPs)	0.700		0.0%	0.700	100.0%	Ⓞ	Ⓞ		0.700	0.000
Website Mapping Upgrades	0.100		0.0%	0.100	100.0%	Ⓞ	Ⓞ		0.100	0.000
ERP/Financial System - Pick Replacement	3.000		0.0%	1.000	33.3%	Ⓡ	Ⓞ	#6	3.000	0.000
CP39 - Castlefield Redevelopment	0.100		0.0%	0.000	0.0%	Ⓡ	Ⓡ	#4	0.100	0.000
Bike Share Expansion - PTIF	4.980		0.0%	4.980	100.0%	Ⓞ	Ⓞ		4.980	0.000
CP 505 Cliveden Redevelopment	0.500		0.0%	0.500	100.0%	Ⓞ	Ⓞ		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	Ⓞ	>70% of Approved Cash Flow	Ⓞ
Minor Delay < 6 months	Ⓞ	Between 50% and 70%	Ⓞ
Significant Delay > 6 months	Ⓞ	< 50% or >100% of Approved Cash Flow	Ⓞ

Note # 1:

The 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)

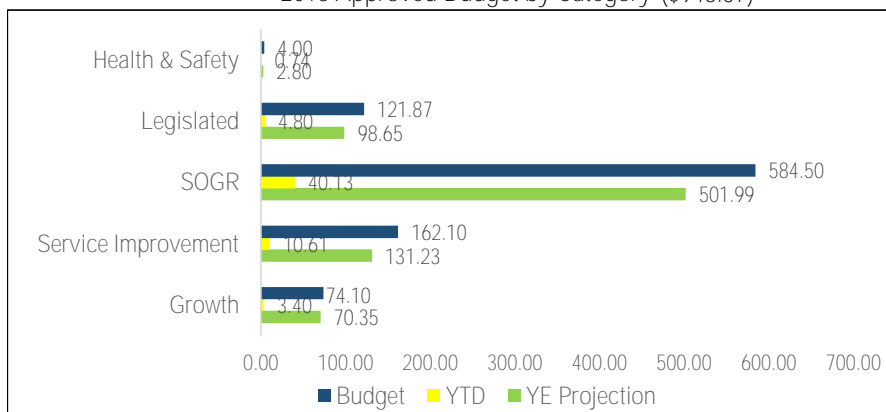


Table 1  
2018 Active Projects by Category

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

Chart 2  
Project Status - 61

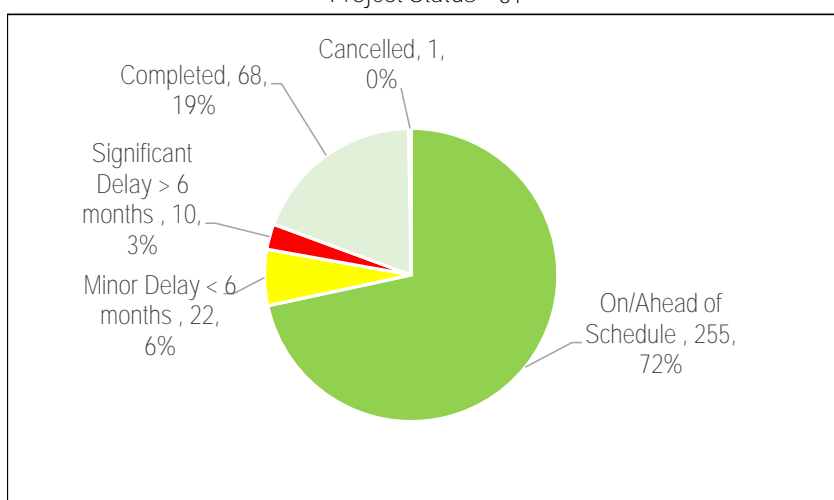


Table 2

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*		
<b>Total # of Projects</b>	<b>10</b>	<b>22</b>

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 approximately 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%	Y	Y	#2	35.903	23.461
Humber Wastewater Treatment	2.224	0.643	28.9%	1.891	85.0%	G	G		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%	G	G		720.925	16.789
RL Clark Treatment Plant	2.875	0.002	0.1%	2.444	85.0%	G	G		9.196	0.696
Highland Creek Treatment Plant	6.771	1.419	21.0%	6.636	98.0%	G	G		107.925	60.677
Humber Wastewater Treatment	2.981	0.243	8.2%	3.104	104.1%	R	G	#1	56.686	49.724
Island Treatment Plant	4.04	1.196	29.6%	2.9526	73.1%	G	G		72.191	17.781
Pumping	3.52	0.156	4.4%	3.056	86.8%	G	G		63.77	17.298
Stations&Forcemains										
Water Service Replacement	42.861	1.232	2.9%	32.251	75.2%	G	G		334.755	190.971
WT - Storage & Treatment	0.1	0	0.0%	0.1	100.0%	G	G		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%	G	G		1510.571	501.482
Business & Technology Support	0.38	0	0.0%	0.312	82.1%	G	G		4.845	3.767
RL Clark Treatment Plant	8.099	0.891	11.0%	7.053	87.1%	G	G		110.203	79.624
RC Harris Treatment Plant	9.371	1.244	13.3%	5.792	61.8%	Y	Y	#2	88.235	50.857
Highland Creek Treatment Plant	14.346	1.78	12.4%	12.528	87.3%	G	G		373.562	181.394
FJ Horgan Treatment Plant	2.096	0.102	4.9%	1.47	70.1%	Y	G	#1	15.563	8.448
Humber Wastewater Treatment	41.273	5.494	13.3%	32.23	78.1%	G	G		450.187	173.124
Island Treatment Plant	8.341	0.272	3.3%	7.222	86.6%	G	G		43.974	7.61
Linear Engineering	85.413	8.900	10.4%	79.374	92.9%	G	G		549.468	246.486
Pump	4.551	0.011	0.2%	3.26	71.6%	G	G		59.001	30.049
Stations&Forcemains										
Sewer Rehabilitation	76.983	3.762	4.9%	70.5001	91.6%	G	G		513.34	231.795
Sewer Replacement	10.89	1.522	14.0%	9.055	83.1%	G	G		157.446	114.671
Trunk Sewers	46.164	3.83	8.3%	40.206	87.1%	G	G		439.236	115.001
Trunk Watermains	11.58	3	25.9%	10.906	94.2%	G	G		62.806	30.662
Watermain Rehabilitation	80.539	0.393	0.5%	68.369	84.9%	G	G		590.701	334.701
Watermain Replacement	54.414	1.552	2.9%	46.071	84.7%	G	G		462.663	270.98
Water Service Replacement	1.613	0	0.0%	1.613	100.0%	G	G		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%	Ⓞ	Ⓞ		188.125	37.58
WWF - Implementation Projects	7.632	0.156	2.0%	6.445	84.4%	Ⓞ	Ⓞ		48.18	8.088
WWF - Stream Restoration	3.562	0.044	1.2%	3.243	91.0%	Ⓞ	Ⓞ		68.236	40.157
Yards & Facilities	0.583	0.049	8.4%	0.544	93.3%	Ⓞ	Ⓞ		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%	Ⓞ	Ⓞ		110.538	66.574
Water Meter Program (AMR)	3.3	0.17	5.2%	2.805	85.0%	Ⓞ	Ⓞ		220.319	213.719
Business & Technology Support	9.15	0.441	4.8%	7.791	85.1%	Ⓞ	Ⓞ		88.147	27.035
Basement Flooding Program	53.899	3.4796	6.5%	41.1151	76.3%	Ⓞ	Ⓞ		1546.839	348.151
RC Harris Treatment Plant	3.755	0.063	1.7%	1.908	50.8%	Ⓢ	Ⓢ	#2	16.795	0.501
Highland Creek Treatment Plant	4.751	0.172	3.6%	3.622	76.2%	Ⓞ	Ⓞ		171.377	25.991
FJ Horgan Treatment Plant	0.92	0.004	0.4%	0.56	60.9%	Ⓢ	Ⓢ	#2	9.98	2.697
Humber Wastewater Treatment	2.086	0.47	22.5%	2.342	112.3%	Ⓡ	Ⓞ	#1	97.512	53.058
Island Treatment Plant	1.624	0	0.0%	0.719	44.3%	Ⓡ	Ⓡ	#3	5.779	0.135
Linear Engineering	1.965	0.039	2.0%	1.796	91.4%	Ⓞ	Ⓞ		14.669	3.249
Pumping Stations & Force Mains	0.231	0.033	14.3%	0.231	100.0%	Ⓞ	Ⓞ		3.957	2.983
Sewer Replacement	2.883	0.488	16.9%	2.883	100.0%	Ⓞ	Ⓞ		33.696	26.306
Trunk Watermains	0.725	0.023	3.2%	0.624	86.1%	Ⓞ	Ⓞ		12.237	0.622
WT - Storage & Treatment	11.281	0.333	3.0%	7.932	70.3%	Ⓢ	Ⓞ	#1	56.88	20.784
WTP - Plantwide	2.469	0.016	0.6%	2.177	88.2%	Ⓞ	Ⓞ		25.59	0.866
WWF - Implementation Projects	36.878	1.0656	2.9%	30.9301	83.9%	Ⓞ	Ⓞ		765.044	126.628
WWF - TRCA	14.032	3.096	22.1%	13.912	99.1%	Ⓞ	Ⓞ		99.432	70.568
Yards & Facilities	4.545	0.089	2.0%	3.83	84.3%	Ⓞ	Ⓞ		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%	Ⓡ	Ⓡ	#3	3	0
Highland Creek Treatment Plant	0.01	0	0.0%	0	0.0%	Ⓡ	Ⓞ	#1	8.65	7.14
FJ Horgan Treatment Plant	0.015	0	0.0%	0.015	100.0%	Ⓞ	Ⓞ		15.893	15.862
Linear Engineering	0.452	0.036	8.0%	0.384	85.0%	Ⓞ	Ⓞ		3.332	1.621
New Service Connections	34.825	2.6066	7.5%	34.825	100.0%	Ⓞ	Ⓞ		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%	Ⓢ	Ⓢ		57.055	17.857
Pumping Stations&Forcemains	4.625	0.361	7.8%	5	108.1%	Ⓡ	Ⓢ	#1	35.644	5.396
Trunk Sewers	0.546	0.004	0.7%	0.35	64.1%	Ⓨ	Ⓢ	#1	4.128	2.976
Trunk Watermains	6.777	0.015	0.2%	5.723	84.4%	Ⓢ	Ⓢ		62.499	1.019
Water Efficiency Plan	0.445	0.039	8.8%	0.384	86.3%	Ⓢ	Ⓢ		13.619	10.949
Watermain Replacement	17.071	0.2546	1.5%	15.825	92.7%	Ⓢ	Ⓢ		131.727	50.503
WT - Storage & Treatment	0.205	0.021	10.2%	0.173	84.4%	Ⓢ	Ⓢ		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	Ⓢ	>70% of Approved Cash Flow	Ⓢ
Minor Delay < 6 months	Ⓨ	Between 50% and 70%	Ⓨ
Significant Delay > 6 months	Ⓡ	< 50% or >100% of Approved Cash Flow	Ⓡ

Note # 1:

Projects are on schedule and/or completed with 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 Treatment Plant Environmental Assessment).