

APPENDIX 4
Capital Dashboard by Program/Agency
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2017 Capital Spending by Program
Cluster A

Program		2017 Approved Cash Flow	2017 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	YE	% at Year End		
CHS	Q1	39.84	1.06	18.37	46.1%		®
	Q2	39.84	2.34	16.04	40.3%	↓	®
	Q3	40.52	4.49	16.20	40.0%	↓	®
	Q4	40.52	10.40	10.40	25.7%	↓	®
Court Services	Q1	1.56	0.00	1.35	86.7%		Ⓞ
	Q2	1.56	0.05	1.35	86.7%	↓	Ⓞ
	Q3	1.56	0.06	0.79	50.8%	↓	Ⓢ
	Q4	1.56	0.37	0.37	23.6%	↓	®
EDC	Q1	31.86	1.11	23.69	74.4%		Ⓞ
	Q2	31.93	3.03	24.49	76.7%	↑	Ⓞ
	Q3	31.82	6.05	20.08	63.1%	↓	Ⓢ
	Q4	30.65	13.44	13.44	43.9%	↓	®
LTCHS	Q1	20.45	0.77	19.69	96.3%		Ⓞ
	Q2	16.40	2.47	14.76	90.0%	↓	Ⓞ
	Q3	16.40	4.77	13.92	84.9%	↓	Ⓞ
	Q4	16.40	11.67	11.67	71.2%	↓	Ⓞ
PF&R	Q1	236.67	8.69	146.06	61.7%		Ⓢ
	Q2	239.77	41.80	144.33	60.2%	↓	Ⓢ
	Q3	238.83	82.03	143.31	60.0%	↓	Ⓢ
	Q4	237.45	144.04	144.04	60.7%	↑	Ⓢ
SS&HA	Q1	52.94	0.19	40.70	76.9%		Ⓞ
	Q2	52.94	1.55	21.52	40.6%	↓	®
	Q3	42.41	3.21	6.67	15.7%	↓	®
	Q4	42.41	18.42	18.42	43.4%	↑	®
TESS	Q1	5.35	0.00	5.35	100.0%		Ⓞ
	Q2	7.85	0.14	5.35	68.2%	↓	Ⓢ
	Q3	7.84	0.04	2.50	31.9%	↓	®
	Q4	7.84	1.25	1.25	15.9%	↓	®
TPS	Q1	14.62	0.60	12.05	82.4%		Ⓞ
	Q2	14.62	3.92	12.05	82.4%	▢	Ⓞ
	Q3	14.62	8.61	11.94	81.7%	↓	Ⓞ
	Q4	14.62	12.49	12.49	85.4%	↑	Ⓞ
TOTAL	Q1	403.29	12.42	267.26	66.3%		Ⓢ
	Q2	404.90	55.31	239.89	59.2%	↓	Ⓢ
	Q3	393.99	109.27	215.42	54.7%	↓	Ⓢ
	Q4	391.43	212.08	212.08	54.2%	↓	Ⓢ
Ⓞ >70% Ⓢ between 50% and 70% ® < 50% or > 100%							

For the twelve months ended December 31, 2017, capital expenditures for this Cluster totalled \$212.08 million of their collective 2017 Approved Capital Budget of \$391.43 million. Two Programs in this Cluster have a year-end spending rate of over 70% of their respective 2017 Approved Capital Budgets.

Long Term Care Home & Services and Toronto Paramedic Services have year-end spending rates of 71.2% and 85.4% respectively while all other programs have year-end spending rate between 15.9% to 60.7%.

Chart 1
2017 Approved Budget by Category (\$40.52)

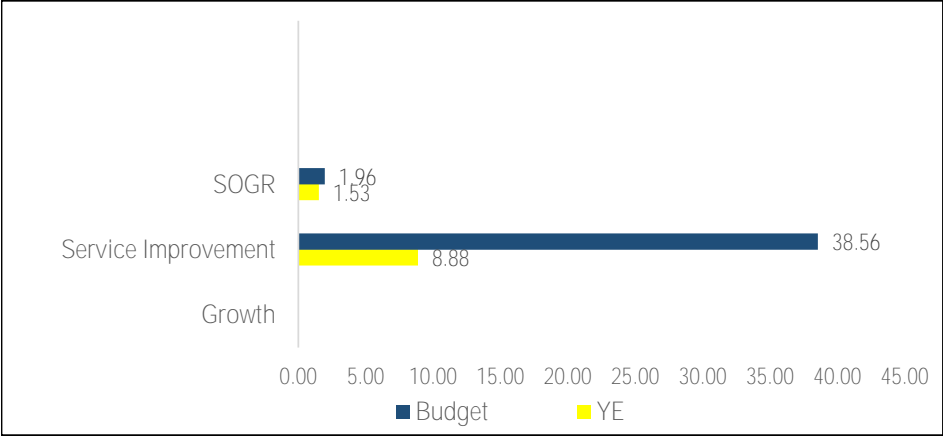


Table 1
2017 Active Projects by Category

Health & Safety	
Legislated	
SOGR	2
Service Improvement	19
Growth	
Total # of Projects	21

Chart 2
Project Status - 21

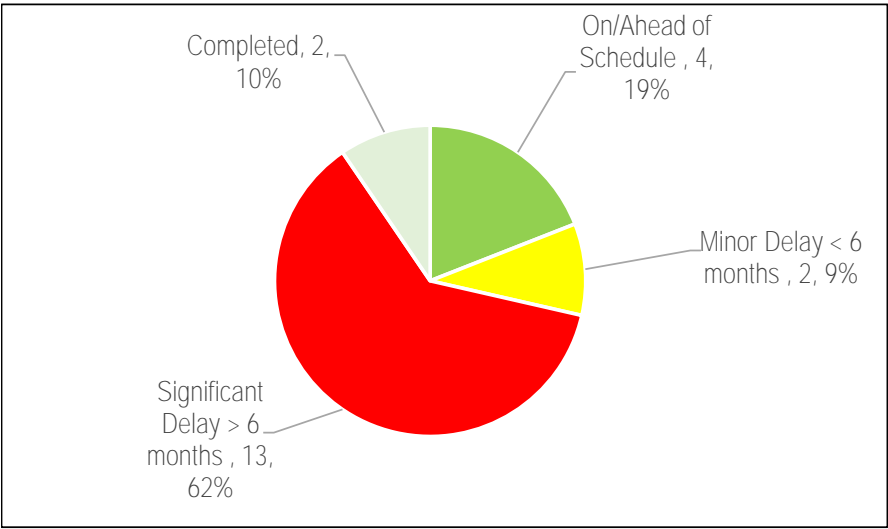


Table 2

Reason for Delay	15	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	10	2
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*	3	
Total # of Projects	13	2

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
6.71	2.21	30.77	0.83	

Reasons for "Other*" Projects Delay:

- The Mount Dennis Child Care Centre is being managed by Metrolinx as part of the cross town capital initiative; this project is delayed with property expropriation for relocation of the child care centre underway
- The TCH Needle Firway project is on hold, pending scope change due to project redesign
- The site for Mary David Thompson has been secured and awaiting TDSB announcement on the timing of adjacent development.

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 17 projects included in the plan that are impacted by 3rd party delays. Children's Services has been monitoring spending, and has adjusted 2017 future-year cash flows as required.

Children's Services (CHS)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
State of Good Repair								
TELCCS SOGR 2016	0.153	0.153	100.0%	ⓐ	ⓐ		1.542	1.542
TELCCS SOGR 2017	1.805	1.374	76.1%	ⓐ	ⓐ		1.805	1.374
Sub-Total	1.958	1.527	78.0%	-	-		3.347	2.916
Service Improvements								
St John the Evangelist Catholic School	2.300	0.515	22.4%	Ⓡ	Ⓡ	#1	3.900	0.727
Service Efficiency	1.100	0.994	90.4%	ⓐ	ⓐ		3.175	2.944
Block 31 Child Care Centre	0.806	0.492	61.0%	Ⓨ	Ⓨ	#2	4.733	0.888
Avondale Public School	1.864	0.252	13.5%	Ⓡ	Ⓡ	#3	3.900	1.288
Bridletown Community Centre	2.000		0.0%	Ⓡ	Ⓡ	#4	3.900	
Advent Health Care Child	2.210	0.538	24.3%	Ⓡ	Ⓡ	#5	2.710	1.188
Stanley Public School	2.200	0.137	6.2%	Ⓡ	Ⓡ	#6	3.900	0.137
St. Columba Public School	1.400	0.165	11.8%	Ⓡ	Ⓡ	#7	1.400	0.165
St. Maurice Catholic School	1.400	1.042	74.4%	ⓐ	ⓐ		1.400	1.042
St. Barnabas Catholic	2.100	0.177	8.4%	Ⓡ	Ⓡ	#8	2.600	0.177
St. Roch Catholic School	1.700	0.094	5.5%	Ⓡ	Ⓡ	#8	1.900	0.094
St Barholome Catholic	2.100	0.117	5.6%	Ⓡ	Ⓡ	#8	2.600	0.117
St. Stephen Catholic School	1.400	0.967	69.1%	Ⓨ	Ⓨ	#9	1.400	0.967
TCH Lawrence Ave Site	2.200	0.281	12.8%	Ⓡ	Ⓡ	#10	3.900	0.406
TCH Needle Firway	2.200	0.075	3.4%	Ⓡ	Ⓡ	#11	3.900	0.075
George Webster Public School	2.400	2.257	94.0%	ⓐ	ⓐ		2.400	2.257
Mount Dennis Child Care Centre	8.000	0.095	1.2%	Ⓡ	Ⓡ	#12	9.000	2.447
David & Mary Thompson Redevelopment of Warden Woods	0.500 0.680	0.678	0.0% 99.7%	Ⓡ ⓐ	Ⓡ ⓐ	#13	3.900 0.680	 0.678
Sub-Total	38.560	8.876	23.0%	-	-		61.298	15.597
Total	40.518	10.403					64.645	18.513

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

Key Discussion Points (cont'd):

Note # 1:

Planning/ design completed in Q1; construction commenced in Q3

Note # 2

Construction commenced in Q3, with project moving forward with additional funding committed through revised Sec 37 Agreement

Note # 3

Construction underway, with project cost reduction in 2018, reflecting provincial funding contribution

Note # 4:

Project development awaiting funding confirmation from YMCA

Note # 5:

Construction under way, with project completion planned for Q4, 2018

Note # 6:

Project design underway

Note # 7:

Project design being finalized

Note # 8:

Project is in the design stage

Note # 9:

Project in the under construction, with substantial completion projected in 2018

Note # 10:

Design completed, project being tendered

Note # 11:

Project on hold, pending change in scope due to change in design

Note #12:

Metrolinx relocation project; project development required expropriation of property; project design underway

Note #13:

Project development has not started, as agreement with 3rd parties has not been completed; project will be rephased with a start date in 2019

Chart 1
2017 Approved Budget by Category (\$1.56)

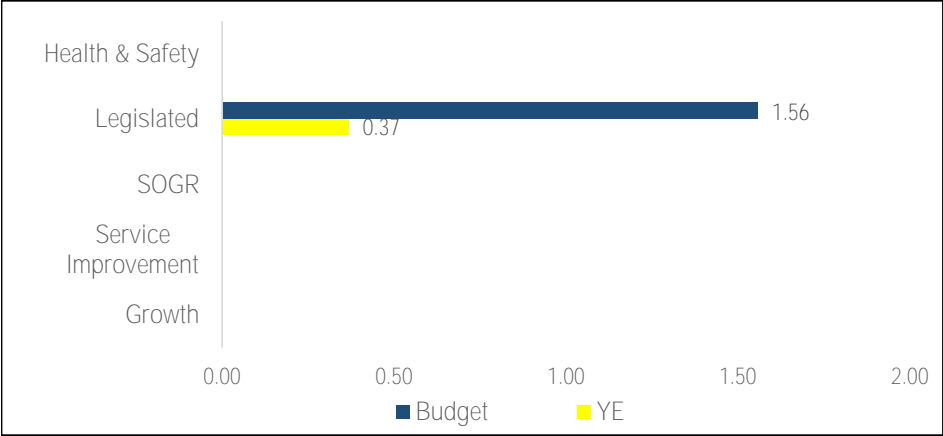


Table 1
2017 Active Projects by Category

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

Chart 2
Project Status - 1

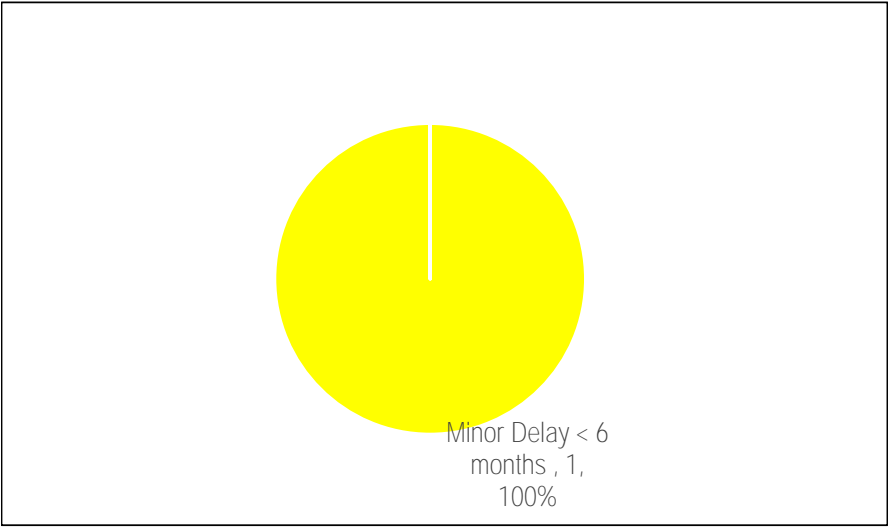


Table 2

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
	1.56			

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 extending design services and time. This project is further delayed due to additional work needed from unforeseen existing base building site conditions and design continuation. The project is expected to be completed by July 2018.

Court Services (CTS)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Legislated Local Appeal Body (LAB)	1.558	0.368	23.6%	Ⓡ	Ⓢ	#1	1.577	0.388
Sub-Total	1.558	0.368	23.6%	-	-		1.577	0.388
Total	1.558	0.368					1.577	0.388

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:

Project is delayed due to additional work needed from unforeseen existing base building site conditions and design continuation. The project is expected to be completed by July 2018,

Economic Development and Culture (ECT)

Chart 1
2017 Approved Budget by Category (\$30.65)

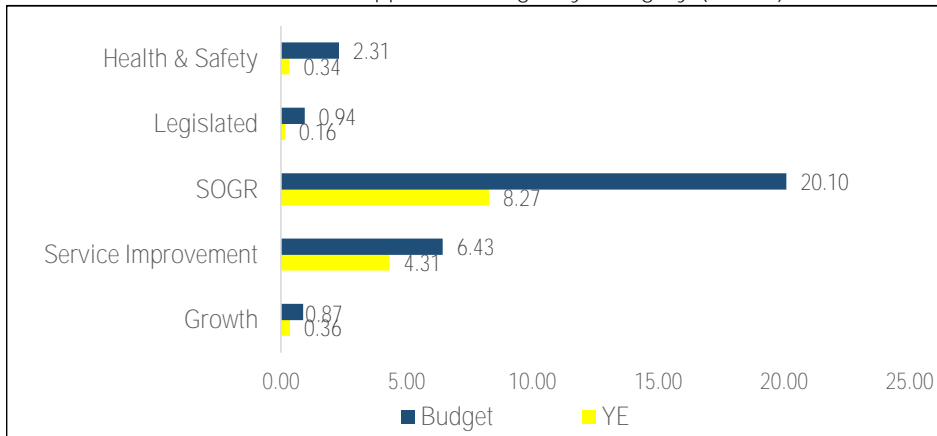


Table 1
2017 Active Projects by Category

Health & Safety	1
Legislated	3
SOGR	9
Service Improvement	8
Growth	3
Total # of Projects	24

Chart 2
Project Status - 24

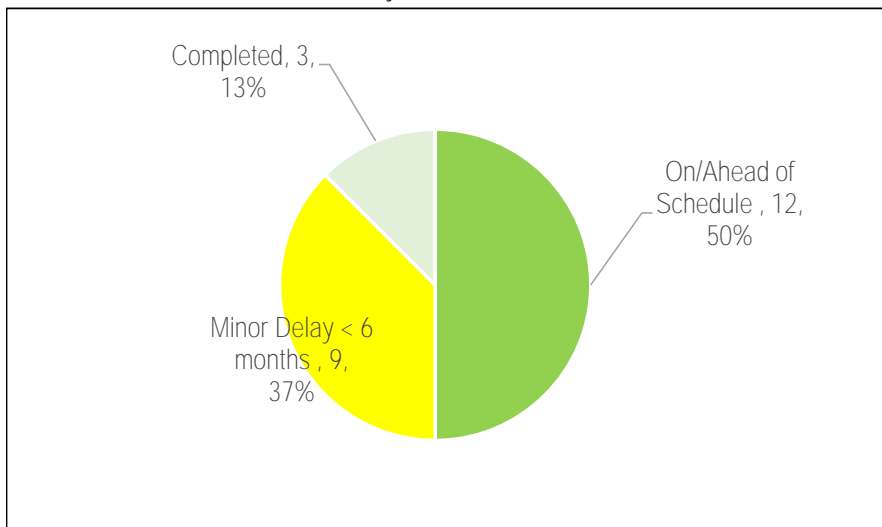


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
14.63	15.21		0.81	

Reasons for "Other*" Projects Delay:

- The BIA Equal Share Funding project is delayed due to deferrals by other City Divisions and procurement issues.
- The BIA Streetscape program and the BIA Financed Funding program are delayed as further coordination with the BIA is required.

Key Discussion Points:

- The Canada 150 Fort York Liquid Landscape occupies part of the area that is subject to the Bentway improvements. Waterfront Toronto, construction project managers for the Bentway, will be responsible to deliver this project and the project schedule is determined by the larger project. The project is scheduled to be completed in 2018.
- The delay that was caused by anomalies in the design build of the Lyric Theatre in the Toronto Centre for the Arts has been resolved and the project Arts Mainstage Re-Configuration Phase 2 is now completed.

Economic Development and Culture (ECT)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Health & Safety Restoration and Preservation of Heritage Elements	2.306	0.340	14.7%	Ⓡ	Ⓨ	#1	8.350	6.328
Sub-Total	2.306	0.340	14.7%	-	-		8.350	6.328
Legislated Cultural Infrastructure Development	0.550	0.041	7.5%	Ⓡ	ⓐ	#2	1.550	0.041
Major Maintenance	0.209	0.114	54.5%	Ⓨ	ⓐ	#2	0.249	0.154
Restoration and Preservation of Heritage	0.182	0.003	1.7%	Ⓡ	ⓐ	#2	0.279	0.100
Sub-Total	0.941	0.158	16.8%	-	-		2.078	0.295
State of Good Repair Collections Care	0.038	0.006	14.7%	Ⓡ	ⓐ	#2	0.038	0.006
Cultural Infrastructure Development	0.716	0.202	28.2%	Ⓡ	ⓐ	#3	0.737	0.223
Major Maintenance	3.871	1.465	37.8%	Ⓡ	ⓐ	#4	7.862	4.852
Restoration and Preservation of Heritage	3.238	2.073	64.0%	Ⓨ	ⓐ	#5	6.244	4.894
Refurbishment & Rehabilitation	0.321	0.233	72.4%	ⓐ	ⓐ		0.500	0.414
Planning Act Revenue Projects	2.772	0.720	26.0%	Ⓡ	Ⓨ	#6	4.401	2.292
BIA Streetscape Program	0.114	0.054	47.2%	Ⓡ	Ⓨ	#7	1.222	1.163
BIA Equal Share Funding	5.923	2.691	45.4%	Ⓡ	Ⓨ	#8	7.029	3.925
BIA Financed Funding	3.105	0.829	26.7%	Ⓡ	Ⓨ	#9	4.081	1.940
Sub-Total	20.098	8.272	41.2%	-	-		32.114	19.708
Service Improvements Cultural Infrastructure Development	0.666	0.402	60.4%	Ⓨ	Ⓨ	#10	2.463	2.123
IT Projects	0.050	0.048	95.8%	ⓐ	ⓐ		0.365	0.313
Service Enhancements	3.775	2.704	71.6%	ⓐ	ⓐ		16.575	15.405
Refurbishment & Rehabilitation	0.050	0.005	9.6%	Ⓡ	ⓐ		0.100	0.046
Streetscape Master Plan Funding	0.100	0.000	0.0%	Ⓡ	Ⓨ	#11	0.100	0.000
Commercial Façade Improvement Program	0.659	0.659	100.1%	ⓐ	ⓐ		1.493	1.338
Mural Program	0.085	0.070	82.4%	ⓐ	Ⓨ	#11	0.130	0.115
Economic Competitiveness Data Management System	1.050	0.426	40.6%	Ⓡ	ⓐ	#12	1.050	0.426
Sub-Total	6.434	4.315	67.1%	-	-		22.276	19.766

Economic Development and Culture (ECT)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Growth Related								
Cultural Infrastructure	0.635	0.199	31.4%	Ⓡ	Ⓢ	#13	4.170	3.848
Development								
Restoration and	0.140	0.061	43.6%	Ⓡ	Ⓢ	#14	0.402	0.122
Preservation of Heritage								
PATH Wayfinding	0.100	0.098	97.7%	Ⓢ	Ⓢ		0.100	0.098
Sub-Total	0.875	0.358	40.9%	-	-		4.672	4.068
Total	30.653	13.442					69.489	50.165

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	Ⓡ

Note # 1:

The Casa Loma Restoration project is delayed due to change of scope to meet tenant operational priorities. As a result, extensive approvals were required in 2017 which has delayed the start of the project. Construction work has begun and the project is expected to be on track for completion per revised schedule.

Note # 2:

Public Art Development - 11 Wellesley, Canada 150 Neilson Park - Electrical, Windfields Estate - Water Service and Large Artifact Care are on track for completion by the end of 2018.

Note # 3:

The Public Art - TTC Leslie Barns was transferred from TTC to EDC late 2016 which has delayed the project and spending did not begin until spring of 2017. The project is expected to be completed by December 2018.

Note # 4:

St Lawrence Centre Roof was budgeted for 2015 but was deferred as the Civic Theatres Toronto was exploring other opportunities for the building. Additional urgent SOGR was identified in a building condition audit in 2016. Partial roof construction commenced in September 2017 and is expected to be completed by Q2 2018.

Note # 5:

70% of the Restoration and Preservation of Heritage projects are completed with the remaining on track for completion by end of 2018.

Note # 6:

Overall Planning Act Revenue projects experience minor delay except for the St Lawrence Market Neighborhood project. It has been deferred to 2019 as Toronto Hydro will be relocating utility infrastructure in 2018. Streetscape work will commence in 2019.

Note # 7:

BIA Streetscape Improvement is slightly underspent in 2017 due to further coordination required with BIA, overall 79% of the project is completed.

Note # 8:

Procurement issues and deferrals by other City Divisions attributed to the delay in the BIA Equal Share Funding projects.

Note # 9:

Further coordination with the BIA is required for the 2017 BIA Financed Funding Chinatown project. Funding is carried forward to 2018 to complete the project.

Economic Development and Culture (ECT)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			

Note # 10:

The Guild Cultural Revitalization is delayed due to extended focus on the development application and approvals for the restored Bickford House and the new community and banquet hall. Site development and the design of the arts centre in Building 191 has begun and construction is expected to commence in September 2018, dependent on site approvals. Site servicing negotiation with other City Divisions is underway and the outcome of these discussion may impact the budget and schedule for EDC.

Note # 11:

Applicants did not complete the Streetscape Master Plan Funding and the Mural projects as per schedule. Funding is carried forward to 2018 to complete these projects.

Note # 12:

The Economic Competitiveness Data Management System project is on track for completion by December

Note # 13:

The Public Art Development Dundas-Islington project is delayed due to the death of the artist and subsequent difficulties to complete the project. The project is expected to be completed by December 2018.

Note # 14:

The delivery of fabricated materials was delayed in 2017 and the installation is seasonal. The completion of the Outdoor Public Art - Jacob's Ladder project is delayed to 2018.

Long Term Care Homes Services (HOM)

Chart 1
2017 Approved Budget by Category (\$16.40)

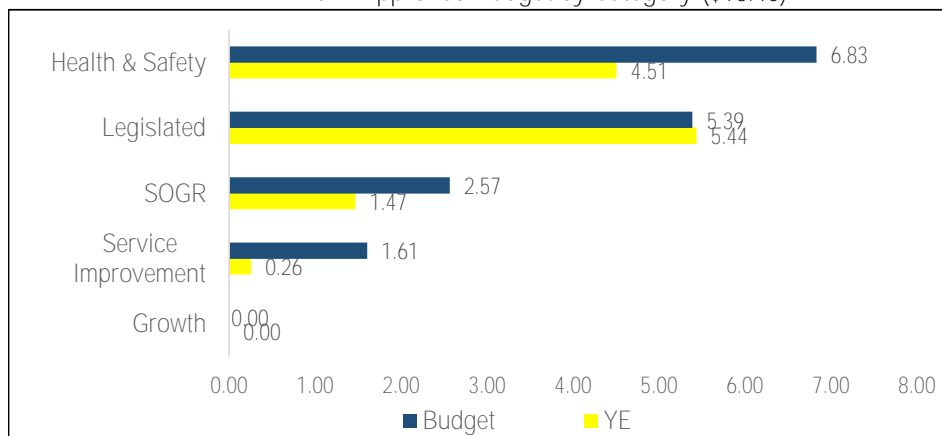


Table 1
2017 Active Projects by Category

Health & Safety	4
Legislated	1
SOG	3
Service Improvement	1
Growth	
Total # of Projects	9

Chart 2
Project Status - 9

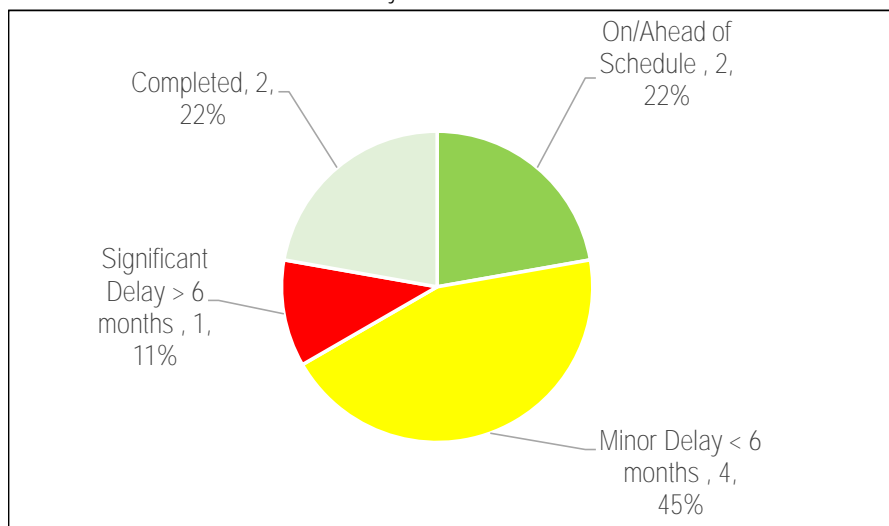


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
6.32	7.66	1.61	0.82	

Key Discussion Points:

- The design work and tenders for various Health & Safety and SOGR projects were not completed until late 2017. As a result, the construction of many projects (i.e. roofing, masonry, HVAC) were held off during the winter time. These projects are expected to complete by Q2 2018
- Funded by Homes for the Aged reserve, the Electronic Health Care system has issued RFQ in Q2 2017. Due to the delays in finalizing vendor contract, the project is expected to complete in 2019 instead of 2018. Once contract is finalized, the project is expected to incur significant spending in 2018.

Long Term Care Homes Services (HOM)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Health & Safety								
Building Upgrades	0.927	0.880	94.9%	Ⓞ	Ⓞ	#1	0.940	0.893
Electrical - Life Safety Systems	1.592	1.111	69.8%	Ⓢ	Ⓢ	#1	6.726	5.903
Mechanical - HVAC Repairs/Upgrades	2.797	1.562	55.9%	Ⓢ	Ⓢ	#1	9.867	7.393
Specialty Systems & Elevator Upgrades	1.519	0.953	62.7%	Ⓢ	Ⓢ	#1	6.113	4.918
Sub-Total	6.835	4.506	65.9%	-	-		23.646	19.107
Legislated								
Kipling Acres 145 bed construction	5.389	5.438	100.9%	Ⓞ	Ⓞ	#2	47.500	44.336
Sub-Total	5.389	5.438	100.9%	-	-		47.500	44.336
State of Good Repair								
2015 SOGR Life Safety Systems	0.450	0.437	97.1%	Ⓞ	Ⓞ	#2	0.500	0.458
2016 SOGR Building Upgrades	0.366	-0.298	-81.3%		Ⓞ	#3	14.990	14.668
2017 SOGR Building Upgrades	1.750	1.331	76.1%	Ⓞ	Ⓢ	#1	3.100	1.269
Sub-Total	2.566	1.470	57.3%	-	-		18.590	16.395
Service Improvements								
Electronic Health Care System	1.608	0.256	15.9%	Ⓢ	Ⓢ	#4	3.152	0.508
Sub-Total	1.608	0.256	15.9%	-	-		3.152	0.508
Total	16.398	11.670					92.888	80.345

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:

Various Health & Safety and SOGR projects are delayed due to winter condition and is expected to be completed by Q2 2018.

Note # 2:

Project is substantially completed. Closing report to be submitted at a later date upon completion of all payments.

Note # 3:

Project expenditure was over-accrued in 2016. Project is substantially completed. Closing report to be submitted at a later date upon completion of all payments.

Note # 4:

The Electronic Health Care System Project is funded by Home for the Aged reserve fund. Due to RFQ and vendor contract delays, the project is expected to reach completion by Q4 2019 instead of Q4 2018. Once vendor contract is finalized, significant spending is expected in 2018.

Chart 1
2017 Approved Budget by Category (\$237.45)

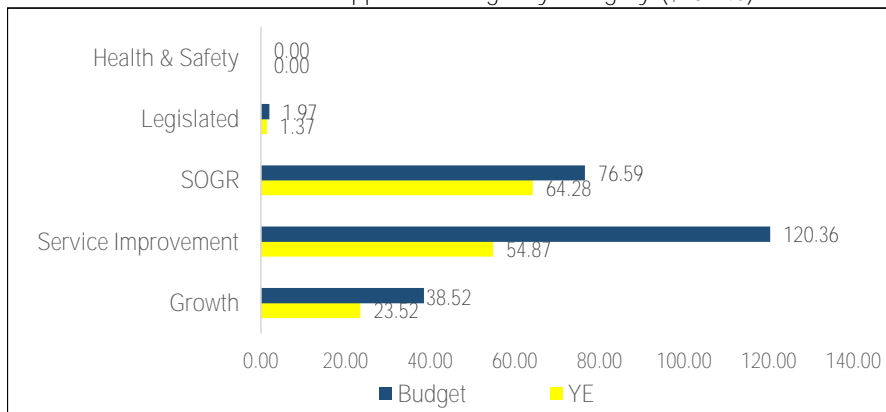


Table 1
2017 Active Projects by Category

Health & Safety	
Legislated	6
SOGR	54
Service Improvement	275
Growth	25
Total # of Projects	360

Chart 2
Project Status - 360

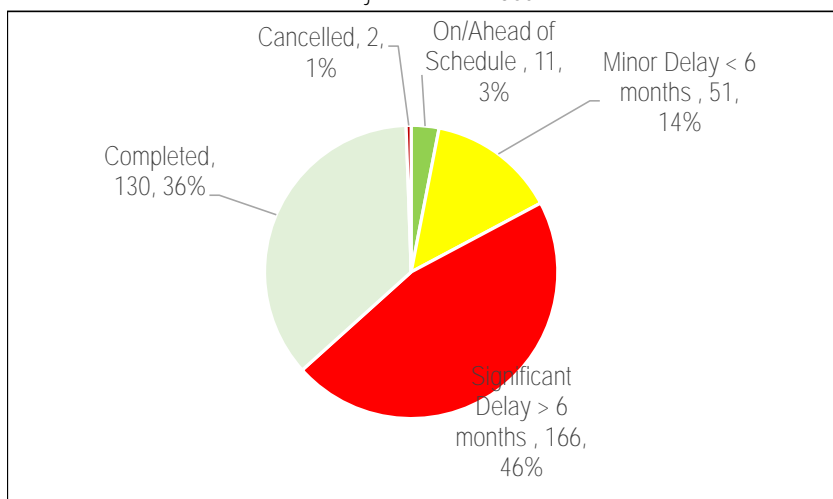


Table 2

Reason for Delay	217	
	Significant Delay	Minor Delay
Insufficient Staff Resources		8
Procurement Issues	3	4
RFQ/RFP Delayed	17	11
Contractor Issues	3	6
Site Conditions	21	6
Co-ordination with Other Projects	65	14
Community Consultation	54	1
Other*	3	1
Total # of Projects	166	51

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
5.79	39.16	126.63	65.87	

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 & Recreation (PKS)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Health & Safety Special Facilities		-0.002			ⓐ		0.500	0.477
Sub-Total	0.000	-0.002		-	-		0.500	0.477
Legislated								
Land Acquisition	1.066	0.463	43.4%	Ⓡ	Ⓡ	#1	3.220	2.176
Special Facilities	0.909	0.911	100.2%	ⓐ	ⓐ		2.000	2.002
Sub-Total	1.975	1.374	69.6%	-	-		5.220	4.178
State of Good Repair								
Arena	14.435	13.567	94.0%	ⓐ	Ⓡ	# 8	49.876	44.998
Community Centres	14.824	12.268	82.8%	ⓐ	Ⓡ	# 10	53.592	46.154
Environmental Initiatives	3.138	2.459	78.4%	ⓐ	Ⓡ	# 11	8.500	7.080
Facility Components	10.103	8.310	82.3%	ⓐ	Ⓨ	# 13	24.815	21.664
Outdoor Recreation Centre	3.477	2.164	62.2%	Ⓨ	ⓐ	#3	10.452	7.332
Park Development	3.451	3.449	99.9%	ⓐ	ⓐ		14.823	14.581
Parking Lots & Tennis Courts	4.587	4.119	89.8%	ⓐ	Ⓨ	# 5	12.845	11.603
Playgrounds/Waterplay	1.168	0.895	76.6%	ⓐ	ⓐ	#6	6.380	5.324
Pool	6.144	6.082	99.0%	ⓐ	Ⓨ	# 7	21.851	19.309
Special Facilities	7.792	5.238	67.2%	Ⓨ	Ⓡ	# 2	22.431	16.658
Trails & Pathways	7.473	5.731	76.7%	ⓐ	Ⓡ	# 9	20.750	16.474
Sub-Total	76.591	64.281	83.9%	-	-		246.315	211.177
Service Improvements								
Arena	4.762	1.589	33.4%	Ⓡ	Ⓡ	# 8	11.550	4.346
Community Centres	11.800	5.763	48.8%	Ⓡ	Ⓡ	# 10	32.746	19.428
Environmental Initiatives	3.388	1.203	35.5%	Ⓡ	Ⓡ	# 11	13.775	5.653
Facility Components	1.199	0.538	44.9%	Ⓡ	Ⓨ	# 13	2.723	1.512
Information Technology	12.804	4.741	37.0%	Ⓡ	Ⓡ	# 12	35.505	14.060
Land Acquisition	0.000	0.000			ⓐ		0.800	0.766
Outdoor Recreation Centre	4.716	2.176	46.1%	Ⓡ	Ⓡ	# 3	21.855	6.539
Park Development	46.221	24.873	53.8%	Ⓨ	Ⓡ	# 4	157.002	100.850
Parking Lots & Tennis Courts	0.280	0.082	29.3%	Ⓡ	Ⓡ	# 5	1.020	0.082
Playgrounds/Waterplay	12.544	6.642	52.9%	Ⓨ	Ⓨ	# 6	25.964	16.589
Pool	8.229	1.546	18.8%	Ⓡ	Ⓡ	# 7	22.475	2.463
Special Facilities	7.862	3.376	42.9%	Ⓡ	Ⓡ	# 2	20.699	5.756
Trails & Pathways	6.554	2.340	35.7%	Ⓡ	Ⓡ	# 9	18.884	7.084
Sub-Total	120.360	54.868	45.6%	-	-		364.998	185.129
Growth Related								
Community Centres	20.878	12.226	58.6%	Ⓨ	Ⓨ	# 10	210.067	65.727

Parks, Forestry & Recreation (PKS)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Land Acquisition	14.443	10.569	73.2%	Ⓞ	Ⓞ	#1	44.753	27.925
Outdoor Recreation Centre	2.745	0.612	22.3%	Ⓡ	Ⓡ	# 3	3.500	0.794
Park Development	0.455	0.111	24.5%	Ⓡ	Ⓡ	# 4	8.904	5.131
Sub-Total	38.521	23.519	61.1%	-	-		267.224	99.578
Total	237.447	144.040	60.7%				884.257	500.538

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

Note # 1:

Land Acquisition: 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, Green Line and Market Lane Parkette.

Note # 2:

Special Facilities: Delayed spending relates mainly to the Allan Gardens Washroom Building Construction due to heritage preservation and additional requirements; the replacement of the ferry boat due to an extended design period; and the Seawall state of good repair projects due the specialized nature and extensive approvals process for various projects with environmental impact. Other delayed projects include Riverdale Farms Residences Retrofit and the Don Valley Service Yard.

Note # 3:

Outdoor Recreation Centres: Underspending for some service improvement sports fields projects as a result of project coordination and validation and adjustment of scope and location. The Earl Bales Fieldhouse addition experienced delays due to site conditions and the Humber Bay East New Pavilion due to coordination with projects in the park.

Note # 4:

Park Development: –Various park development projects are forecasted to be underspent due to design work spanning over multiple years, protracted community consultation processes, coordination of other projects, seasonal constraints and poor weather conditions. Major projects include the implementation of the Parks Plan, improvements to Bellevue Park, Corktown Parks, Coronation Park, and Grasett Park.

Note # 5:

Parking Lots & Tennis Courts: Underspending is expected at year-end for the L'Amoreaux Park Tennis Bubble Replacement and at various State of Good Repair projects as a result of poor weather and unfavourable site conditions.

Note # 6:

Playgrounds/Waterplay: Underspending is expected for various playground improvement projects due to extended community consultation process for various playground improvements. State of good repair work on wading pools and water play projects are expected to be delayed due to coordination with other projects approval processes and some seasonal constraints. Major projects delayed include the Morse Street Playground, St James Park Playground Upgrade, and Greenbrae Parkette Water play.

Parks, Forestry & Recreation (PKS)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			

Note # 7:

Pools: Underspending is due to delays associated with the winter weather hampering the speed of the concrete pours for the Wellesley Pool Construction; as well as negotiations with the Toronto District School Board for the Davisville Pool.

Note # 8:

Arena: Underspending is related to delays with various arena and outdoor artificial ice rink state of good repair projects which may not be expended by the end of the year due to co-ordination around programming requirements at facilities. College Park Artificial Ice Rink is delayed as it is developer delivered and the Don Mills Civitan Arena was delayed as a result of the site acquisition process.

Note # 9:

Trails & Pathways: State of Good Repair projects were delayed due to public access, programming constraints, the approvals process and unfavourable site conditions. Major service improvement projects delayed include Phase 1 of the East Don Trail design and construction which is being done in coordination with Transportation Services; Humber Bay Shores Park and McCowan Park due to contractor issues and coordination with other park related projects.

Note # 10:

Community Centres: Major underspending relates to various state of good repair projects which have started but are expected to carry into next year due to community access and programming restraints. Other delays and underspending are related to the construction of the Canoe Landing CC, Child Care and Schools due to delays in awarding of the contract; the Bessarion CC due to delays associated with the RFQ; and for the Birchmount CC Double Gym due to site conditions.

Note # 11:

Environmental Initiatives: Delayed spending due to challenges with public access, approvals, and difficult site **conditions associated with the various city wide projects, including Rouge Park – Beare Road, Mud Creek and** other City Wide initiatives that are impacted due to delays associated with coordination with TRCA and other Divisions such as Solid Waste and Transportation.

Note # 12:

Information Technology: Underspending due to delays in finalizing the procurement of the Enterprise Work Management System, add-on design timelines in the Enterprise CATS/TASS solution and the delays associated with the finalization of the RFP for the Permitting, Licensing and Registration System (Recreation).

Note # 13:

Facility Components: Underspending is the result of delays for Facility Rehabilitation, Capital Asset Management Planning, and the divisional accessibility program which were not expended by year-end due to coordination of multiple projects and confirmation of scope.

Chart 1
2017 Approved Budget by Category (\$42.41)

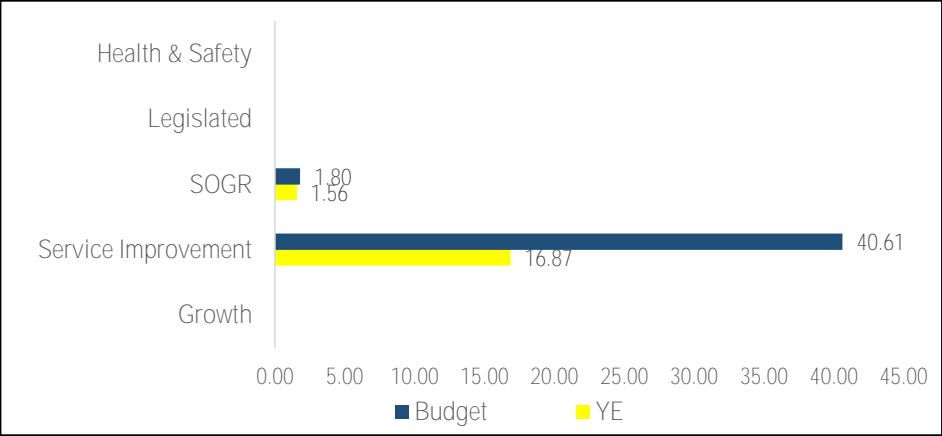


Table 1
2017 Active Projects by Category

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

Chart 2
Project Status - 8

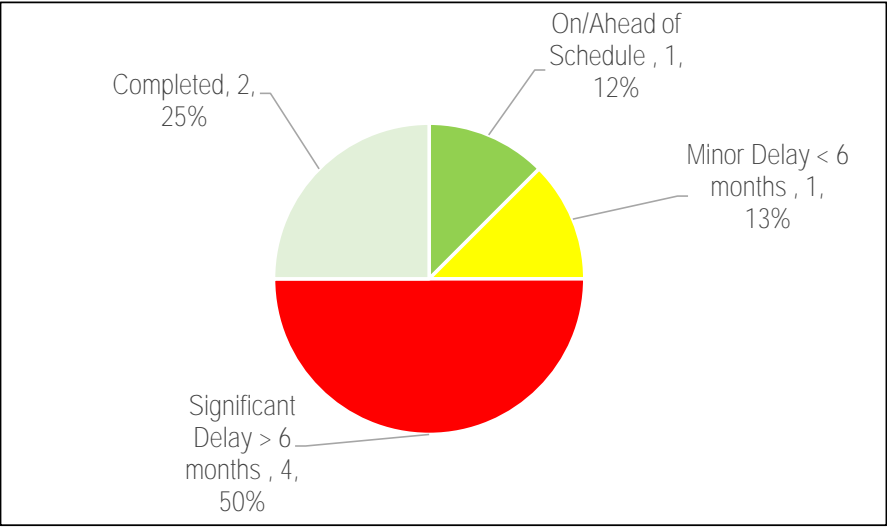


Table 2

Reason for Delay	5	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	2	
RFQ/RFP Delayed	1	1
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	1	
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
0.40	1.60	40.41		

Key Discussion Points:

➤ Capital Repairs and Replacements - City Operated and Leased Buildings: Building Condition Assessments on several SSHA facilities were completed part way during 2017 before procurement contracts could be awarded. However, washroom upgrades and elevator repairs at various shelter locations are underway and are at an advance stage of completion as reflected in the substantial improvement in SOGR spending at the end of 2017.

Shelter, Support & Housing Administration (SHL)

Key Discussion Points (cont'd):

- (Shelter Land Acquisition: City Legal is currently in negotiations with the developer to finalize the purchase agreement for the identified property. Completion of the acquisition agreement and release of the purchase deposit is planned for 2018.
- Homewood Avenue: 'Renovation of 63-65 Homewood Avenue is currently underway with completion planned for 2018.
- George Street Revitalization - Phase 2: ' Spending delays resulted from the difficulty in acquiring shelter sites required to implement the Seaton House Transition Plan. Renovation of 731 Runnymede road (the first of the 4 sites required to implement the Transition Plan) is underway with opening slated for 2018. In addition, upgrades to 3306 Kingston Road to house an additional 40 men from Seaton House has been completed. Further, SSHA is partnering with FREEE to secure the remaining sites required to complete the transition plan as earlier communicated.
- Choice Based Housing Access System: 'The RFP process did not yeild a successful bidder. SSHA is reviewing its options of how to proceed with this project.

Shelter, Support & Housing Administration (SHL)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
State of Good Repair								
Cap Repairs/Repl-City Operated Hostels	1.600	1.446	90.4%	Ⓤ	Ⓢ	#1	1.600	1.446
Capital Rep/Repl - Leased Buildings	0.200	0.111	55.6%	Ⓢ	Ⓤ	#2	0.200	0.111
Sub-Total	1.800	1.557	86.5%	-	-		1.800	1.557
Service Improvements								
Shelter Land Acquisition	0.730		0.0%	Ⓤ	Ⓤ	#3	7.300	
Kingston Rd	0.000	0.021		Ⓤ	Ⓤ	#7	8.200	8.029
Homewood Avenue	0.400	0.200	50.0%	Ⓢ	Ⓤ	#4	3.000	2.800
George Street Redevelopment - Phase 2	36.683	4.229	11.5%	Ⓤ	Ⓤ	#5	80.098	4.229
Choice Based Housing Access System	2.793	0.179	6.4%	Ⓤ	Ⓤ	#6	4.357	0.179
1229 Ellesmere Road-Shelter Acquisition	12.237	12.237	100.0%	Ⓤ	Ⓤ		12.237	12.237
Sub-Total	40.606	16.866	41.5%	-	-		115.192	27.475
Total	42.406	18.423					116.992	29.032

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

Notes # 1 & 2:

Building Condition Assessments on several SSHA facilities were completed part way during 2017 before procurement contracts could be awarded. However, washroom upgrades and elevator repairs at various shelter locations are underway and are at an advance stage of completion as reflected in the substantial improvement in SOGR spending at the end of 2017.

Note # 3:

City Legal is currently in negotiations with the developer to finalize the purchase agreement for the identified property. Completion of the acquisition agreement and release of the purchase deposit is planned for 2018.

Note # 4:

Renovation of 63-65 Homewood Avenue is currently underway with completion planned for 2018.

Note # 5:

Spending delays resulted from the difficulty in acquiring shelter sites required to implement the Seaton House Transition Plan. Renovation of 731 Runnymede road (the first of the 4 sites required to implement the Transition Plan) is underway with opening slated for 2018. Upgrades to 3306 Kingston Road to house an additional 40 men from Seaton House have been completed. Further, SSHA is partnering with FREEE to secure the remaining sites required to complete the transition plan as earlier communicated.

Note # 6:

The RFP process did not yield a successful bidder. SSHA is reviewing its options of how to proceed with this project.

Note # 7:

Additional spending in 2017 for facility updates to accommodate more clients transferred from Seaton House under the George Street Revitalization project

Toronto Employment & Social Services (SOC)

Chart 1
2017 Approved Budget by Category (\$7.84)

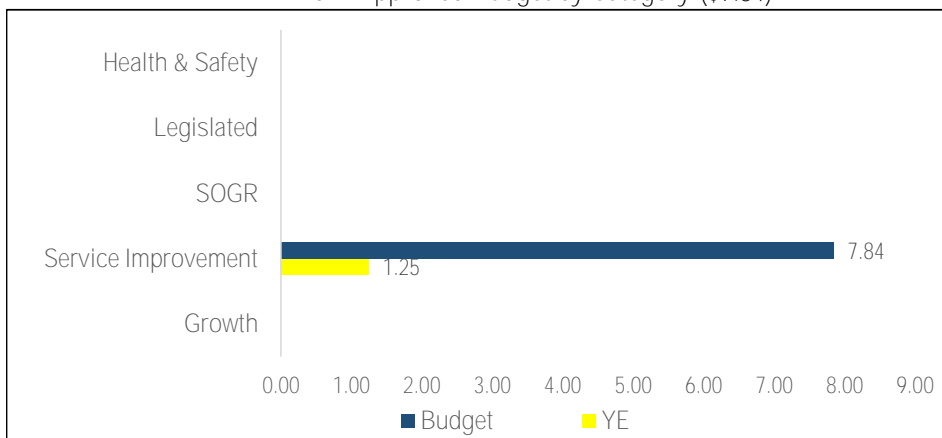


Table 1
2017 Active Projects by Category

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

Chart 2
Project Status - 2

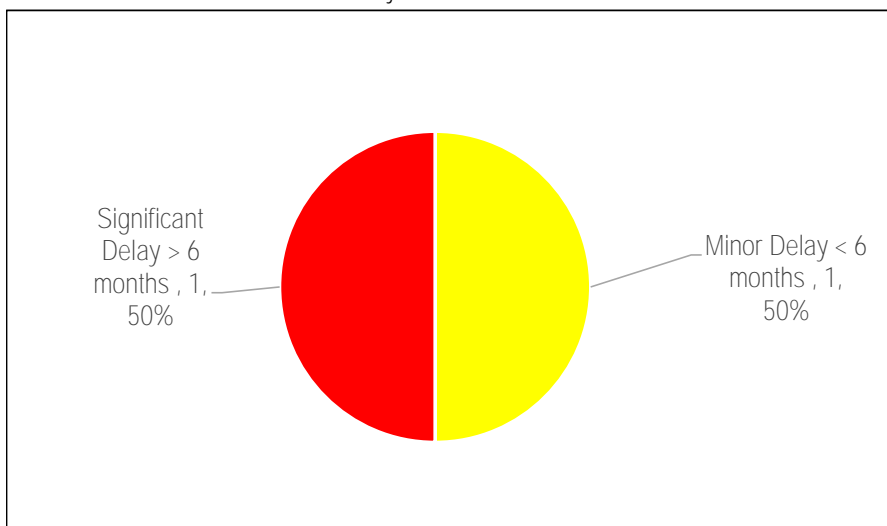


Table 2

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	1	1

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
	0.35	7.49		




Key Discussion Points:

- The Wellesley Place Renovation is delayed due to the RFQ/RFP process. The construction tender has been completed and construction for Phase 1 (first and third floor) of the project is underway. As of April 2018, staff were relocated to third floor and the first floor is substantially completed and opened to clients. Phase 2 of the project (second floor) is expected to be completed by Q3 2018.
- The HSI Project (Phase 1) is in progress with minor delay due to procurement of Salesforce licenses and the recruitment of Technical Integration Architect.

Toronto Employment & Social Services (SOC)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Service Improvements								
Wellesley Place Renovation	7.488	1.169	15.6%	Ⓜ	Ⓜ	#1	7.500	1.181
HSI Project	0.350	0.076	21.7%	Ⓜ	Ⓜ	#2	0.350	0.076
Sub-Total	7.838	1.245	15.9%	-	-		7.850	1.257
Total	7.838	1.245					7.850	1.257

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 construction of Phase 1, the renovation of the first and third floors, is well underway. As of April 2018, staff were relocated to the third floor and the first floor was opened to clients. The construction of Phase 2, the renovation of the second floor, is expected to complete in Q3 2018.

Note # 2:

Currently, the HSI Project team is in the process of acquiring Salesforce licences and recruiting a Salesforce Technical Integration Architect. The project is expected to be complete in Q2 2018.

Chart 1
2017 Approved Budget by Category (\$14.62)

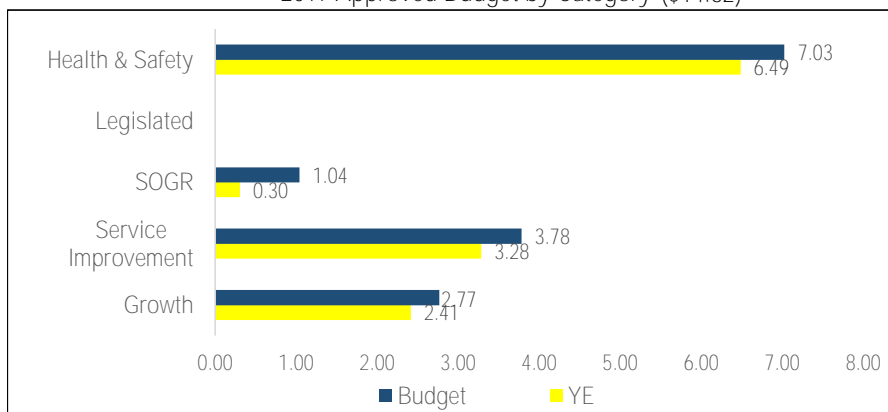


Table 1
2017 Active Projects by Category

Health & Safety	3
Legislated	
SOGR	3
Service Improvement	1
Growth	4
Total # of Projects	11

Chart 2
Project Status - 11

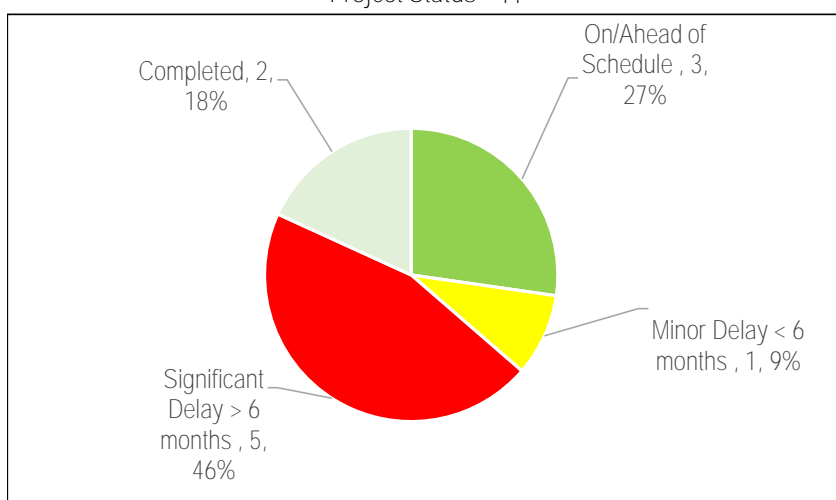


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
8.17	0.34	5.16	0.95	

Reasons for "Other*" Projects Delay:

- 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.

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 (Multi-Function stations/posts) with those of the entire City, as opposed to an isolated solution to Paramedic Services only. Project is expected to be completed in 2018.
- Portable and Ambulance Radio Replacement projects are delayed due to RFP delay, which was approved by the Toronto Police Services Board on October 26, 2017. The contract is expected to be awarded in 2018, at which time Toronto Paramedic Services will be allowed to purchase against the contract.
- Mobile Data Communication project has resulted in lower than expected completion rate due to delay in issuance of RFP. The project is expected to be fully completed by December 2018.

Toronto Paramedic Services (AMB)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Health & Safety								
Power Stretchers	6.388	6.347	99.4%	Ⓞ	Ⓞ	#1	9.750	9.358
Portable Radio	0.500		0.0%	Ⓡ	Ⓡ		1.009	0.509
Replacement								
Public Access Defibrillator	0.140	0.140	100.0%	Ⓞ	Ⓞ		0.140	0.140
Replacements								
Sub-Total	7.028	6.487	92.3%	-	-		10.899	10.007
State of Good Repair								
Mobile Data	0.341	0.087	25.5%	Ⓡ	Ⓨ	#2	0.600	0.440
Communications 2014 - 2023								
Ambulance Radio	0.500	0.142	28.4%	Ⓡ	Ⓡ	#1	1.090	0.731
Replacement								
Dispatch Console	0.200	0.075	37.5%	Ⓡ	Ⓡ	#3	1.150	0.075
Replacement								
Sub-Total	1.041	0.304	29.2%	-	-		2.840	1.246
Service Improvements								
North West District Multi-	3.783	3.283	86.8%	Ⓞ	Ⓞ		12.005	11.454
function - Facility								
Sub-Total	3.783	3.283	86.8%	-	-		12.005	11.454
Growth Related								
Medical Equipment	0.808	0.808	100.0%	Ⓞ	Ⓞ	#4	3.343	2.860
Replacement								
Additional Ambulances	1.377	1.233	89.5%	Ⓞ	Ⓞ		3.130	2.986
(2017-2019)								
Multifunction Station Plan	0.180	0.033	18.3%	Ⓡ	Ⓡ		0.180	0.033
Multifunction Station #2 -	0.400	0.340	85.0%	Ⓞ	Ⓞ		1.200	0.343
Preparation								
Sub-Total	2.765	2.414	87.3%	-	-		7.853	8.032
Total	14.617	12.488					33.597	30.739

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:

Toronto Police Services has a radio RFP approved by the Toronto Police Services Board on October 26, 2017. Joint staff report is going to City Council on May 22, 2018. The Contract, as a result of this radio RFP, is expected to be awarded in 2018 and Toronto Paramedic Services will be allowed to purchase against the contract for these two projects.

Note # 2:

Delay in the Mobile Data Equipment RFP has resulted in lower than expected completion rate. The project is expected to be fully completed by December 2018.

Note # 3:

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.

Note # 4:

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

2017 Capital Spending by Program
Cluster B

Program		2017 Approved Cash Flow	2017 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
City Planning	Q1	9.71	0.56	7.15	73.6%		Ⓒ
	Q2	9.91	1.35	7.17	72.4%	↓	Ⓒ
	Q3	9.91	2.28	6.03	60.8%	↓	Ⓢ
	Q4	9.91	5.64	5.64	56.9%	↓	Ⓢ
Fire Services	Q1	17.98	0.33	10.37	57.7%		Ⓢ
	Q2	17.98	0.51	9.32	51.8%	↓	Ⓢ
	Q3	17.98	0.75	3.71	20.6%	↓	Ⓖ
	Q4	17.98	3.41	3.41	19.0%	↓	Ⓖ
Transportation	Q1	518.18	12.87	386.80	74.6%		Ⓒ
	Q2	518.43	54.43	385.03	74.3%	↓	Ⓒ
	Q3	519.05	126.52	329.35	63.5%	↓	Ⓢ
	Q4	508.16	272.38	272.38	53.6%	↓	Ⓢ
Waterfront Revitalization	Q1	107.79	10.70	81.97	76.0%		Ⓒ
	Q2	107.79	11.12	81.35	75.5%	↓	Ⓒ
	Q3	109.59	23.97	63.81	58.2%	↓	Ⓢ
	Q4	109.60	49.95	49.95	45.6%	↓	Ⓖ
TOTAL	Q1	653.67	24.46	486.29	74.4%		Ⓒ
	Q2	654.12	67.41	482.87	73.8%	↓	Ⓒ
	Q3	656.53	153.52	402.90	61.4%	↓	Ⓢ
	Q4	645.65	331.37	331.37	51.3%	↓	Ⓢ
Ⓒ >70% Ⓢ between 50% and 70% Ⓖ < 50% or > 100%							

For the twelve months ended December 31, 2017, capital expenditures for this Cluster totalled \$331.37 million of their collective 2017 Approved Capital Budget of \$645.65 million. All programs in this Cluster have a year-end spending rate below 70% of their 2017 Approved Capital Budgets.

City Planning, Fire Services, Transportation Services and Waterfront Revitalization Program have YEsending rate of 56.9%, 19.0%, 53.6%, 45.6%, respectively.

Chart 1
2017 Approved Budget by Category (\$9.91)

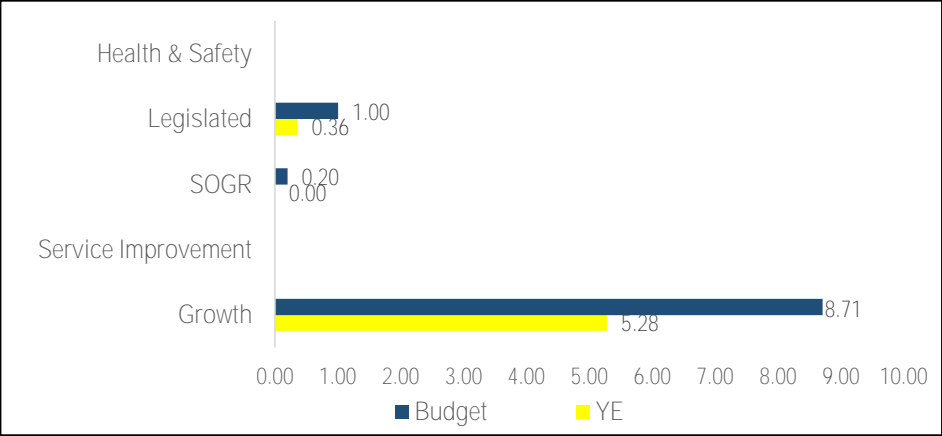


Table 1
2017 Active Projects by Category

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

Chart 2
Project Status - 21

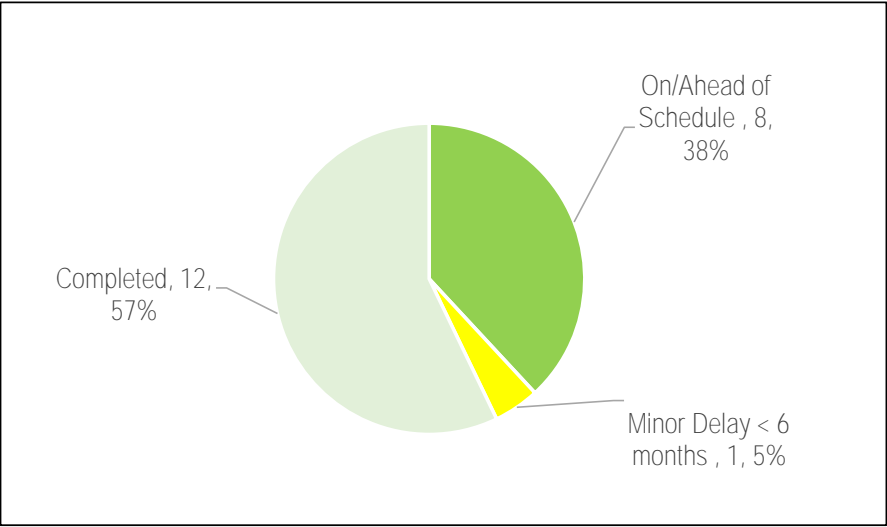


Table 2

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
6.93	0.20		2.78	

- Key Discussion Points:
- City Planning spent \$5.640 million, or 56.9% of its 2017 Capital Budget. Due to a project scope change to the St. Lawrence Market North Archaeological Structural Elements project, the project is delayed by one month to complete the design elements.
 - A total of \$1.293 million or 13.0% of the 2017 Capital Budget has been carried forward to 2018.

City Planning

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Legislated								
Five Year Review of the Official Plan	0.750	0.270	35.9%	Ⓡ	Ⓢ	#1	1.200	0.344
Natural Heritage Inv. Evaluation System	0.160	0.045	28.2%	Ⓡ	Ⓢ	#2	0.160	0.045
Toronto Archaeological Resources Plan Imp.	0.095	0.044	46.9%	Ⓡ	Ⓢ	#2	0.100	0.062
Sub-Total	1.005	0.359	35.7%	-	-		1.460	0.452
State of Good Repair								
St. Lawrence Market North - Archaeological Structural Elements	0.200		0.0%	Ⓡ	Ⓨ	#3	0.200	0.099
Sub-Total	0.200	0.000	0.0%	-	-		0.200	0.099
Growth Related								
Civic Improvement - Places	4.148	2.091	50.4%	Ⓨ	Ⓢ	#2	8.008	5.126
Transportation & Transit Studies	0.979	0.339	34.6%	Ⓡ	Ⓢ	#2	1.500	0.883
Growth Studies	2.079	2.098	100.9%	Ⓢ	Ⓢ		7.309	6.051
Avenue/Area Studies	0.500	0.252	50.5%	Ⓨ	Ⓢ	#2	0.750	0.464
Heritage Conservation Dist. Studies	1.000	0.453	45.3%	Ⓡ	Ⓢ	#2	2.750	0.900
John Street Revitalization	0.000	0.047			Ⓢ		2.565	1.922
Sub-Total	8.707	5.281	60.7%	-	-		22.882	15.346
Total	9.911	5.640					24.542	15.896

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:

OMB hearing dates scheduled for January and April 2018.

Note # 2:

Work programs completed on a two-year cycle. 2016 work programs completed under-budget, 2017 work programs on-going and project underspend will be carried forward to 2018.

Note # 3:

Project scope changed for the St. Lawrence Market North - Archaeological Structural Elements, delaying the completion of the design to the end of January 2018.

Fire Services (FIR)

Chart 1
2017 Approved Budget by Category (\$17.98)

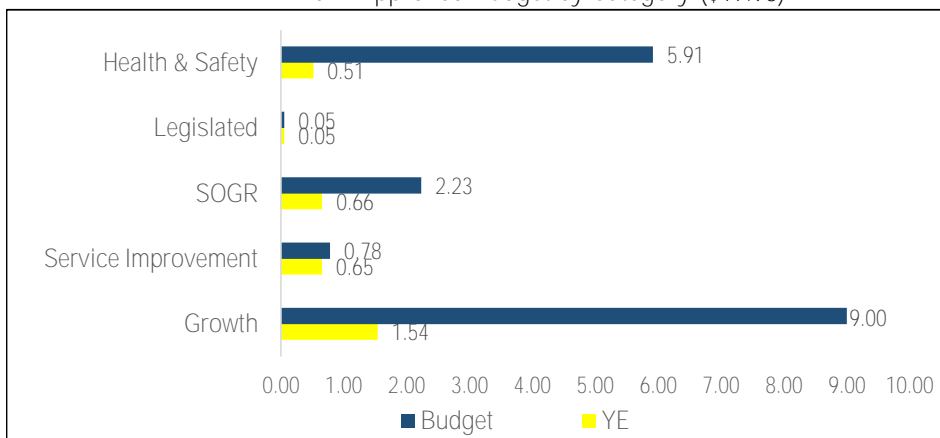


Table 1
2017 Active Projects by Category

Health & Safety	6
Legislated	2
SOGR	9
Service Improvement	2
Growth	3
Total # of Projects	22

Chart 2
Project Status - 22

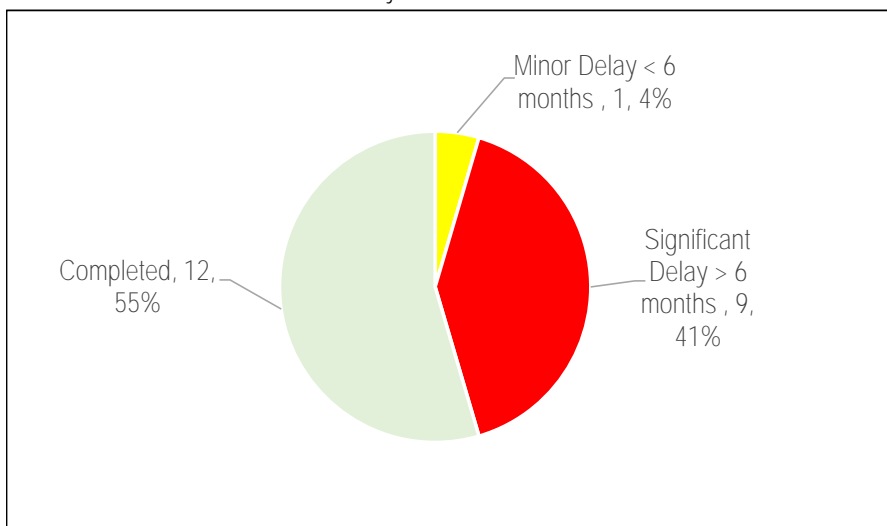


Table 2

Reason for Delay	10	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	6	1
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*	3	
Total # of Projects	9	1

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
	0.18	14.32	3.48	

Reasons for "Other*" Projects Delay:

- Station B (Downsview) - Issues with site conditions, and delays in approval of the site plans, has delayed issuance of the building permit and a revised completion date
- Station A (Woodbine) - Project schedule re-phased to accommodate Paramedic Services co-location plans. Permitting and tendering for construction anticipated for completion in Q4, 2018, with project completion scheduled for April, 2020.
- Portable Radio Replacement Project - co-ordinated with TPS, contract award expected in Q2 2018, and product delivery anticipated in Q3, 2018

Key Discussion Points:

- 12 of the 22 active projects have been completed in 2017

Fire Services (FIR)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
Purchase Gas Meters for Fire Investigation	0.070	0.056	80.0%	Ⓞ	Ⓞ		0.070	0.056
Replacement of CBRNE Equipment	0.179	0.101	56.4%	Ⓢ	Ⓢ	#1	0.510	0.262
Replacement of Portable Radios	5.000	0.000	0.0%	Ⓡ	Ⓡ	#2	5.000	0.000
Helmet Replacement	0.300	0.000	0.0%	Ⓡ	Ⓡ	#3	0.800	0.000
Bunker Suits Lifecycle Replacement	0.230	0.226	98.3%	Ⓞ	Ⓞ		3.900	3.896
Thermal Imaging Cameras	0.135	0.130	96.3%	Ⓞ	Ⓞ		1.450	1.444
Sub-Total	5.914	0.513	8.7%	-	-		11.730	5.658
Legislated								
Replacement of HUSAR Equip - 2016	0.004	0.004	100.0%	Ⓞ	Ⓞ		0.050	0.050
Replacement of HUSAR Equipment 2017	0.050	0.050	100.0%	Ⓞ	Ⓞ		0.050	0.050
Sub-Total	0.054	0.054	100.0%	-	-		0.100	0.100
State of Good Repair								
Fire Prevention Office Space Accommodation	0.450	0.000	0.0%	Ⓡ	Ⓡ	#4	0.450	
Replace Aging Propane Pumps & Vaporizers	0.250	0.186	74.4%	Ⓞ	Ⓞ		0.250	0.186
Emerg Fire Comm Workstation Console Replacement	0.595	0.050	8.4%	Ⓡ	Ⓡ	#5	0.600	0.055
East/West Burn-House Wall Flame Protection	0.250	0.003	1.2%	Ⓡ	Ⓡ	#6	0.250	0.003
Training Simulators Rehabilitation	0.100	0.000	0.0%	Ⓡ	Ⓡ	#6	0.100	0.000
TFS Data Architecture/ Intergration	0.150	0.101	67.3%	Ⓢ	Ⓞ		0.150	0.101
Technical Rescue Simulator Repair	0.100	0.026	26.0%	Ⓡ	Ⓡ	#7	0.100	0.026

Fire Services (FIR)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Renovating/Repurposing of Fires Station 424	0.076	0.031	40.8%	Ⓡ	Ⓢ		1.230	1.185
Computer Aided Dispatch Upgrade	0.260	0.258	99.2%	Ⓢ	Ⓢ		1.255	1.254
Sub-Total	2.231	0.655	29.4%	-	-		4.385	2.810
Service Improvements								
Fire Prevention South	0.394	0.273	69.3%	Ⓨ	Ⓢ		0.500	0.378
District Consolidation								
Emergency	0.387	0.380	98.2%	Ⓢ	Ⓢ		0.895	0.889
Communication System Enhancement								
Sub-Total	0.781	0.653	83.6%	-	-		1.395	1.267
Growth Related								
Station B (Stn 144)	3.436	0.049	1.4%	Ⓡ	Ⓡ	#8	9.885	4.022
Keele/ Sheppard								
Station A (Stn 414) Hwy-	4.092	0.087	2.1%	Ⓡ	Ⓡ	#9	8.342	1.704
27 and Rexdale Blvd								
Specialized Trucks & Equipment	1.473	1.400	95.0%	Ⓢ	Ⓢ		3.350	3.278
Sub-Total	9.001	1.536	17.1%	-	-		21.577	9.004
Total	17.981	3.411					39.187	18.839

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:

Delay in awarding contract due to extensive RFP process

Note 2:

Procurement of Portable Radios has been co-ordinated with TPS, contract award expected in Q2 2018, and product delivery anticipated in Q3, 2018

Fire Services (FIR)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			

Note 3:

Delay in awarding contract due to extensive RFP process, with contract awarded in Q1,2018 and product delivery scheduled by Q4 2018.

Note 4:

Project design underway at multiple locations; projection completion projected for Q4, 2018

Note 5:

Procurement of chairs complete, with the draft workstations RFQ under review; project anticipated to be completed in Q4, 2018

Note 6:

Procurement process has commenced, with project anticipated to be completed by Q4, 2018

Note 7:

Project re-purposed due to affordability and completed in Q4, 2017.

Note 8:

Design and site plan completed in Q1 -2, 2017, with building permit resubmitted for approval in Dec. 2017; Once the building permit is approved, project tender is scheduled in Q2, 2018, with project completion scheduled in Q4, 2019.

Note 9:

Project schedule re-phased due to Paramedic Services co-location plans. Permitting and tendering for construction anticipated for completion in Q4, 2018, with project completion scheduled for April, 2020.

Transportation Services (TRN)

Chart 1
2017 Approved Budget by Category (\$508.16)

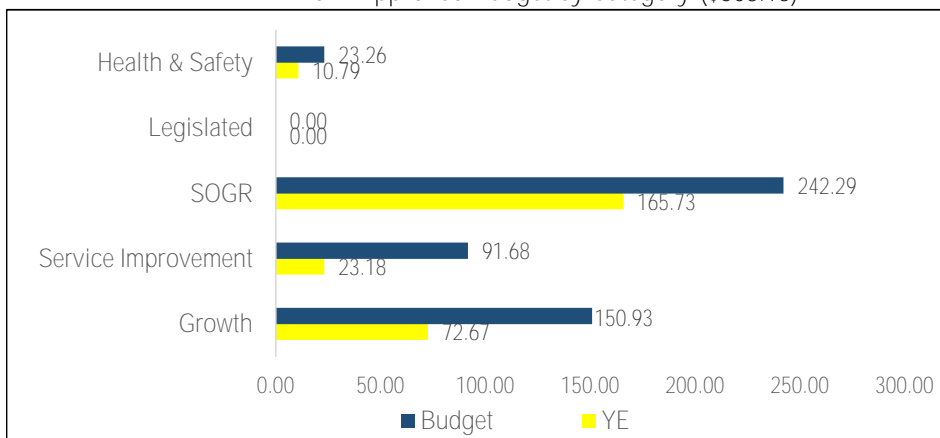


Table 1
2017 Active Projects by Category

Health & Safety	12
Legislated	
SOGR	16
Service Improvement	13
Growth	26
Total # of Projects	67

Chart 2
Project Status - 67

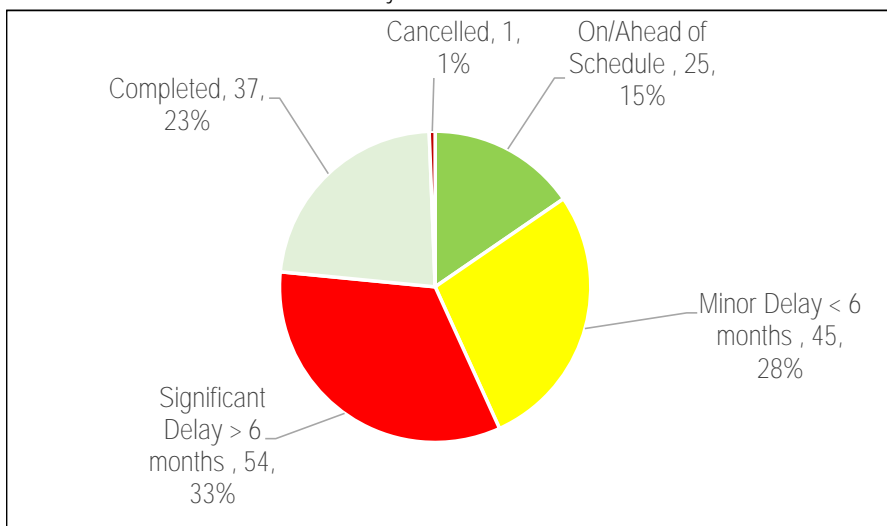


Table 2
Reason for Delay 99

	Significant Delay	Minor Delay
Insufficient Staff Resources	2	2
Procurement Issues	4	4
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions	1	1
Co-ordination with Other Projects	10	6
Community Consultation		
Other*	37	32
Total # of Projects	54	45

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
97.59	297.00	87.94	25.24	0.39

Reasons for "Other*" Projects Delay:

- Transportation Services has sixty-nine sub-projects with "Other" reasons for delay. In this case, "Other" represents consultant issues, resolution of expropriation claims, change in scope, private property access, weather 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:

- Some of the under spending in Transportation Services is attributable to savings of \$66.153 million or 13.0% of the 2017 Capital Budget related to completed projects where funding was not required to be carried forward to 2018.
- A total of \$169.627 million or 33.4% of the 2017 Capital Budget has been carried forward to 2018.
- Most of the year-end under-spending is in capital projects that require third party coordination and/or funding; community consultation; have issues with site conditions; and/or are development/transit dependent.

Transportation Services (TRN)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget*	Life-to- Date
		\$	%	On Budget	On Time			
Health & Safety								
Accessible Pedestrian Signals (Audible)	3.117	1.706	54.7%	Y	Y			
Guide Rail Replacement	1.439	1.086	75.4%	G	Y		3.300	1.630
Local Speed Limit Reduction	0.350	0.000	0.0%	R	G	# 1	0.650	0.300
New Traffic Control Signals / Devices	4.080	1.386	34.0%	R	Y	# 1		
Pedestrian Safety & Infrastructure Prgms	2.730	0.189	6.9%	R	Y	# 2		
PXO Visibility Enhancements	0.100	0.017	17.2%	R	G	# 1		
Road Safety Plan (Local Geometric Traffic Safety)	4.601	2.558	55.6%	Y	Y		5.763	3.569
Salt Management Program	1.582	0.908	57.4%	Y	Y			
Tactile Domes Installation	1.226	0.695	56.7%	Y	Y			
Traffic Signal Major Modifications	2.490	1.390	55.8%	Y	Y			
Two Way Radio Communication	1.200	0.812	67.6%	Y	G			
Upgrades to Meet New ESA Requirements	0.344	0.040	11.5%	R	G	# 1		
Sub-Total	23.260	10.786	46.4%					
State of Good Repair								
Bathurst Street Bridge Rehabilitation	0.550	0.141	25.6%	R	G	# 3	7.832	0.522
City-Bridge Rehabilitation	44.324	41.475	93.6%	G	G			
Critical Interim Road Rehabilitation	8.700	4.626	53.2%	Y	Y		24.000	13.765
Ditch Rehabilitation & Culvert Reconstruction	1.080	0.730	67.6%	Y	Y			
Don Valley Parkway Rehabilitation	1.583	1.344	84.9%	G	G			
F.G. Gardiner**	26.726	9.607	35.9%	R	G	# 4	2,440.926	143.865
Facility Improvements	0.311	0.153	49.1%	R	Y	# 5		

Transportation Services (TRN)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget*	Life-to- Date
		\$	%	On Budget	On Time			
Laneways	2.143	1.138	53.1%	Y	Y			
Local Road Rehabilitation	59.357	46.299	78.0%	G	Y			
Major Road Rehabilitation	56.680	39.591	69.9%	Y	Y			
Major SOGR Pooled Contingency	2.550	1.121	44.0%	R	G	# 6		
Neighbourhood Improvements	6.920	2.392	34.6%	R	Y	# 24		
Retaining Walls Rehabilitation	7.315	2.930	40.1%	R	Y	# 1		
Sidewalks	16.847	9.678	57.4%	Y	Y			
Traffic Plant Requirements / Signal Asset Management	7.000	4.397	62.8%	Y	Y			
Traffic Plant Restoration	0.200	0.111	55.3%	Y	G		2.900	2.629
Sub-Total	242.285	165.734	68.4%					
Service Improvements								
Advanced Traffic Signal Control	2.437	1.179	48.4%	R	Y	# 1		
Cycling Infrastructure	13.484	8.471	62.8%	Y	Y			
Engineering Studies	6.437	2.386	37.1%	R	G	# 1		
Finch LRT - Transportation Study	0.200	0.000	0.0%	R	Y	# 7	0.200	0.000
LED Signal Module Conversion	1.777	0.807	45.4%	R	Y	# 1		
Participatory Budgeting Pilot	0.250	0.052	20.7%	R	G	# 1	0.250	0.052
PTIF Projects	60.589	7.257	12.0%	R	R	# 8	81.039	7.456
Signs & Markings Asset Management	3.634	1.781	49.0%	R	G	# 1		
System Enhancements for Road Repair & Permits	0.580	0.087	15.0%	R	Y	# 1	1.183	0.087
Traffic Calming	0.354	0.308	86.9%	G	G			
Traffic Control - RESCU	0.350	0.275	78.5%	G	G			

Transportation Services (TRN)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget*	Life-to- Date
		\$	%	On Budget	On Time			
Transit Shelter Property Acquisition	0.100	0.000	0.0%	Ⓡ	Ⓡ	# 9	0.100	0.000
Transportation Safety & Local Improvements	1.486	0.580	39.0%	Ⓡ	Ⓨ	# 1		
Sub-Total	91.678	23.184	25.3%					
Growth Related								
Bloor Street Transformation	0.914	0.000	0.0%	Ⓡ	Ⓨ	# 10		
Design Cherry St Realignment and Bridges	4.200	0.997	23.7%	Ⓡ	Ⓨ	# 11	5.600	0.997
Dufferin Street Jog Elimination	1.250	1.250	100.0%	ⓐ	ⓐ			
Gardiner York/Bay/Yonge Reconfiguration	28.812	17.427	60.5%	Ⓨ	Ⓨ		34.550	22.665
Georgetown South City Infrastructure Upgrade	13.420	13.420	100.0%	ⓐ	ⓐ		67.100	0.000
Growth Related Capital Works	0.267	0.153	57.2%	Ⓨ	ⓐ			
John Street Revitalization Project	2.000	0.000	0.0%	Ⓡ	ⓐ	# 12	2.000	0.000
King Liberty Cycling Pedestrian Bridge	0.836	0.663	79.3%	ⓐ	ⓐ		6.765	0.792
Lawrence-Allen Revitalization Project	1.153	0.249	21.6%	Ⓡ	Ⓡ	# 13	6.274	0.774
Legion Road Extension & Grade Separation	0.490	0.000	0.0%	Ⓡ	Ⓨ	# 14	42.910	0.000
North York Service Road	1.650	0.661	40.1%	Ⓡ	Ⓨ	# 15	22.190	12.342
Port Union Road	0.900	0.175	19.4%	Ⓡ	Ⓡ	# 16	5.000	0.175
Rean to Kenaston - New Road	6.000	0.000	0.0%	Ⓡ	Ⓨ	# 1	6.000	0.000
Redlea Avenue - Steeles to McNicoll	1.274	0.044	3.4%	Ⓡ	ⓐ	# 1	19.174	12.210
Regent Park Revitalization	1.565	0.199	12.7%	Ⓡ	Ⓡ	# 17	5.942	4.616

Transportation Services (TRN)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget*	Life-to- Date
		\$	%	On Budget	On Time			
Rouge National Park Transfer of Lands	0.222	0.026	11.8%	Ⓡ	Ⓨ	# 18	0.222	0.026
Scarlett / St. Clair / Dundas	0.300	0.002	0.8%	Ⓡ	Ⓤ	# 1	50.500	1.291
Six Points Interchange Redevelopment	28.751	11.477	39.9%	Ⓡ	Ⓨ	# 19	80.097	17.365
St Clair TMP:Keele to Old Weston	2.960	0.000	0.0%	Ⓡ	Ⓡ	# 20	30.960	0.000
St. Clair Phase 2	1.040	1.020	98.1%	Ⓤ	Ⓤ			
Steeles Avenue East/Kennedy Rd Grade Separation	0.391	0.000	0.0%	Ⓡ	Ⓤ	# 21	0.500	0.109
Steeles Widening (Tapscott Rd - Beare Rd)	1.998	0.328	16.4%	Ⓡ	Ⓨ	# 22	40.000	0.329
Third Party Signals	0.439	0.112	25.5%	Ⓡ	Ⓤ	# 23		
Traffic Congestion Management	11.618	6.228	53.6%	Ⓨ	Ⓨ		47.240	14.721
Work for TTC & Others	38.358	18.148	47.3%	Ⓡ	Ⓨ	# 1		
Yonge Street Revitalization	0.125	0.093	74.6%	Ⓤ	Ⓤ		2.000	0.785
Sub-Total	150.933	72.672	48.1%					
Total	508.157	272.376	53.6%					

***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 - 2026 costs.**

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

Note # 1:

Various projects have lower than expected spend rates as all or portions of the project were completed under budget and/or will be carried forward for completion in 2018.

Note # 2:

On-going program for various pedestrian safety initiatives. Intended use of this budget in 2017 was to deliver the City Wide wayfinding project. In late 2017, the City Wide wayfinding project was approved to be PTIF funded. All related contracts (including expenditures to-date) were transferred to the PTIF accounts. As well, efforts were directed to support the wayfinding related contracts within PTIF accounts.

Transportation Services (TRN)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget*	Life-to- Date
		\$	%	On Budget	On Time			

Note # 3:

Funds were budgeted for both Design and Construction Administration. Only portions of the Design were completed in 2017 (\$140K). The remaining amounts for Design will be spent in 2018.

Note # 4:

See Major Capital Projects section.

Note # 5:

The reasons for the delay are primarily associated with additional time required to complete infrastructure designs and gain permit approvals. Design work commenced in 2017 and will continue in 2018.

Note # 6:

Contingency amounts for State-of-Good-Repair related Programs for Bridges, Roads, Laneways and Sidewalks. Only used if required.

Note # 7:

The study has experienced schedule delays due to additional time required to finalize scope. The study will be initiated in 2018 with funding from PTIF and other 3rd parties.

Note # 8:

A series of PTIF funded projects are being delivered across the Division. PTIF projects have experienced issues related to program terms and conditions, project list submission process and approvals, capacity to spend, and capital coordination / interface risks. Report EX28.3 "Public Transit Infrastructure Fund Phase 1 Update" obtained approval for a number of variations to the program, including extended timelines and delegated authority for the addition/removal of projects to reduce risk and increase deliverability.

Note # 9:

This is a pilot project to acquire property for the installation of Transit Shelters. Unable to successfully negotiate suitable land acquisitions in 2017. Staff will continue to investigate suitable locations in 2018 and will also consider alternative approach such as the acquisition of easements rather than purchase.

Note # 10:

Due to the specialised nature of the maintenance work and strict BIA expectations for material and placement requirements, the work was not performed in 2017. Works to be completed in 2018.

Note # 11:

Waterfront Toronto is the delivery agent. Funding was not fully spent because the consultant team was not fully retained until November. Works to be completed in 2018.

Transportation Services (TRN)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget*	Life-to- Date
		\$	%	On Budget	On Time			

Note # 12:

Beginning stages of the project involve mainly design and work for utility relocation which is not Transportation related. Hence, funding from other sources was applied.

Note # 13:

Funds not spent by TCHC as work was primarily focused on utility relocations. Road works for Phase 1 LARP project to be completed in 2018 and 2019.

Note # 14:

Experienced delay in RFP issuance as additional time was required to coordinate and bundle scope with various City Divisions. Design work commenced in 2017 and will continue into 2018.

Note # 15:

Spending for McBride Rd. is unknown pending direction from Council on the Reimagining Yonge EA Study - specifically regarding the future road configuration of Beecroft Road.

Note # 16:

Project continues to experience consultant performance issues which are causing schedule delays. As detailed **design proceeds, project cost will be further refined – in particular funding needs for property acquisitions and temporary easements required.**

Note # 17:

Toronto Community Housing Corporation (TCHC) is the delivery agent. Project delay (road works portion) due to the need to address resident accommodations and moving schedule.

Note # 18:

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.

Note # 19:

Contractor performance issues resulted in late start of major underground municipal works - delaying construction progress. Issue resolved. Anticipate completion in 2020.

Transportation Services (TRN)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget*	Life-to- Date
		\$	%	On Budget	On Time			

Note # 20:

Delayed due to coordination required with Metrolinx regarding the design and delivery of this project - SmartTrack station design and construction. Metrolinx is anticipated to be the delivery agent for the construction of the project.

Note # 21:

Funds initially budgeted for initial phase of the grade separation construction. However, delivery model has changed. Metrolinx is now the delivery agent for this project. Funds no longer required.

Note # 22:

Pre-design has been completed. Detailed design has been delayed due to prolonged negotiations to gain permission to enter private property for the purpose of conducting geotechnical investigations. Detailed design is anticipated to be completed by fall of 2018.

Note # 23:

This is a third party flow-through account - Transportation Services receives funding from third parties to fund City delivered works related to Traffic signals. Spending in 2017 is associated with the completion of works carried forward from 2016. No new requests were received in 2017.

Note # 24:

The delays are primarily associated with project deferrals as a result of coordination with road works and 3rd party delivery agents, and late start of projects due to procurement delays. Works will continue into 2018.

Waterfront Revitalization Initiative (WFT)

Chart 1
2017 Approved Budget by Category (\$109.60)

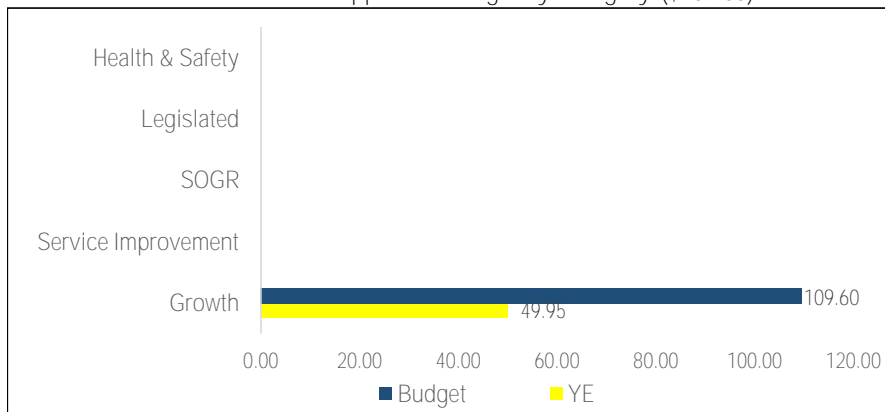


Table 1
2017 Active Projects by Category

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

Chart 2
Project Status - 14

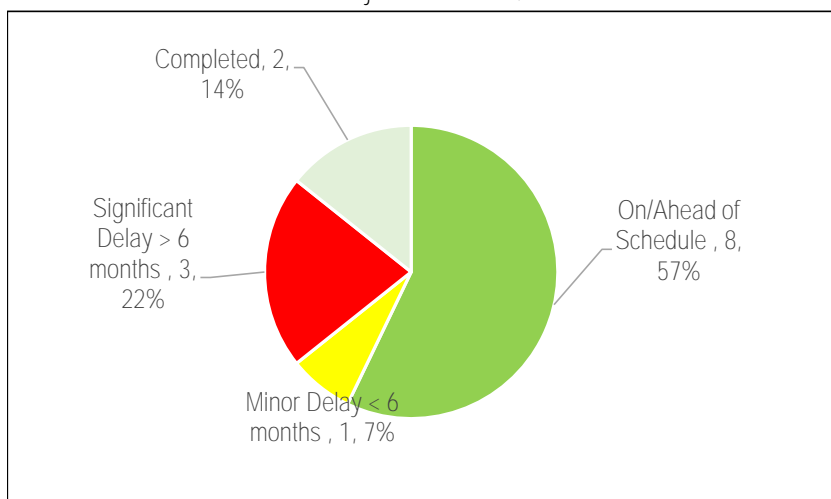


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
54.64	12.04	42.42	0.50	

Reasons for "Other*" Projects Delay:

- Project timelines for the Eastern Broadview Flood Protection Environmental Assessment and the Port Lands Flood Protection were preliminary estimates. Current workplans have further refined the project schedules, revising the anticipated project completion dates by a year.
- Minor delay to the Fort York Pedestrian and Cycle Bridge relating to the complex fabrication process and rigorous inspection process.

Key Discussion Points:

- Waterfront Revitalization Initiative spent \$49.946 million, or 45.6% of its 2017 Capital Budget. The Program completed the Precinct Planning Studies and the Early Works Delivery Agreement for the Lower Don Flood Protection. Workplan refinements from preliminary estimates have modified the anticipated timelines for various projects, resulting in project underspend to be carried forward to 2018 for on-going project work.
- A total of \$34.131 million or 31.1% of the 2017 Capital Budget has been carried forward to 2018.

Waterfront Revitalization Initiative (WFT)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Growth Related								
Precinct Planning	0.198	0.207	104.4%	R	G	#1	3.607	3.268
Precinct Implementation Projects	8.125	1.114	13.7%	R	G	#2	248.400	219.959
Transportation Initiatives	12.039	2.324	19.3%	R	Y	#3	31.775	22.309
Sportsfields	0.000	-0.082			G	#4	47.006	14.339
Technical Studies	0.123	0.007	6.1%	R	R	#5	6.300	5.861
Waterfront Secretariat	0.600	0.555	92.5%	G	G		10.306	6.730
Urban Planning Resources	0.270	0.255	94.6%	G	G		2.776	2.114
Strategic Review	0.139	0.013	9.0%	R	G	#6	0.400	0.273
Lower Don Flood Protection	0.300	0.300	100.0%	G	G		7.000	7.000
The Bentway	10.500	10.500	100.0%	G	G		24.000	23.500
Eastern Broadview Flood Protection	2.000	0.834	41.7%	R	R	#7	2.000	0.834
Bathurst Quay Public Realm	0.010	0.011	114.2%	R	G	#8	1.141	0.011
Cherry Street Stormwater Lakefilling	35.000	19.163	54.8%	Y	G	#9	65.000	19.163
Port Lands Flood Protection	40.300	14.743	36.6%	R	R	#10	400.417	14.743
Sub-Total	109.604	49.946	45.6%	-	-		850.129	340.106
Total	109.604	49.946					850.129	340.106

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:

Additional costs for an engineering consultant required as a result of the OMB appeal settlement with the local landowners in the Lower Yonge Precinct.

Note # 2:

Refunds of \$2.8 million in deposits received for achieving forecasted demand targets for Parkside and Dockside, offsetting the 2017 expenditures. Coordination of public art and mobilization of site contractor is on-going, project underspend will be carried forward to 2018.

Note # 3:

The Fort York Pedestrian and Cycle Bridge has a complex design and fabrication process that is subject to rigorous testing and requires additional time for completion. The bridge installation is scheduled for July 2018, project underspend will be carried forward to 2018 for project completion by Q4 2018.

Note # 4:

Funds no longer required and refunded to the City for facilities at 275 Unwin Avenue.

Note # 5:

Project scope changed to focus primarily on the Wellington Destructor site. Community consultations, technical studies, and public outreach will be conducted and the project is anticipated to be completed by Q4 2019.

Note # 6:

Funds allocated for the audit of Waterfront Toronto's ERP system, project underspend will be carried forward to 2018 for completion in Q4 2018.

Note # 7:

Environmental Assessment began in Q4 2017 and the anticipated completion date has been revised to Q2 2019.

Note # 8:

Project commenced in 2017. Minor overspend due to timing of invoices, overall project costs projected to be unchanged.

Note # 9:

Lakefilling work has commenced, project underspend will be carried forward to 2018 to continue workplan.

Note # 10:

Preliminary project schedule revised to reflect the baseline construction schedule. Design work has been partially completed and will continue in 2018. Site excavation is scheduled to begin in the summer of 2018.

2017 Capital Spending by Program
Internal Corporate Services

Program		2017 Approved Cash Flow	YE Status			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
311 Toronto	Q1	3.12	0.39	2.54	81.6%		Ⓢ
	Q2	3.12	0.76	2.43	77.9%	↓	Ⓢ
	Q3	3.12	1.23	2.02	64.9%	↓	Ⓢ
	Q4	3.12	1.78	1.78	57.1%	↓	Ⓢ
FM&RE	Q1	310.58	14.87	203.38	65.5%		Ⓢ
	Q2	314.08	56.47	179.46	57.1%	↓	Ⓢ
	Q3	291.14	91.56	155.28	53.3%	↓	Ⓢ
	Q4	291.58	161.42	161.42	55.4%	↑	Ⓢ
Fleet Services	Q1	50.35	5.90	40.65	80.7%		Ⓢ
	Q2	49.85	23.09	41.01	82.3%	↑	Ⓢ
	Q3	49.85	29.41	44.83	89.9%	↑	Ⓢ
	Q4	49.85	44.85	44.85	90.0%	↑	Ⓢ
I&T	Q1	91.86	7.12	65.36	71.2%		Ⓢ
	Q2	88.88	16.50	61.37	69.1%	↓	Ⓢ
	Q3	88.88	24.36	59.86	67.4%	↓	Ⓢ
	Q4	88.78	51.66	51.66	58.2%	↓	Ⓢ
TOTAL	Q1	455.91	28.29	311.94	68.4%		Ⓢ
	Q2	455.93	96.82	284.27	62.4%	↓	Ⓢ
	Q3	432.99	146.57	262.00	60.5%	↓	Ⓢ
	Q4	433.33	259.70	259.70	59.9%	↓	Ⓢ
Ⓢ >70% Ⓢ between 50% and 70% Ⓢ < 50% or > 100%							

For the twelve months ended December 31, 2017, capital expenditures for this Cluster totalled \$259.70 million of their collective 2017 Approved Capital Budget of \$433.33 million. One Programs in this Cluster have a year-end spending rate of over 70% of their respective 2017 Approved Capital Budgets.

Fleet Services has a year-end spending rate of 90.0% while 311 Toronto, Facilities Management, Real Estate, Environment and Information Technology have a year-end spending rate of 57.1%, 55.4% and 58.2% respectively.

Chart 1
2017 Approved Budget by Category (\$3.12)

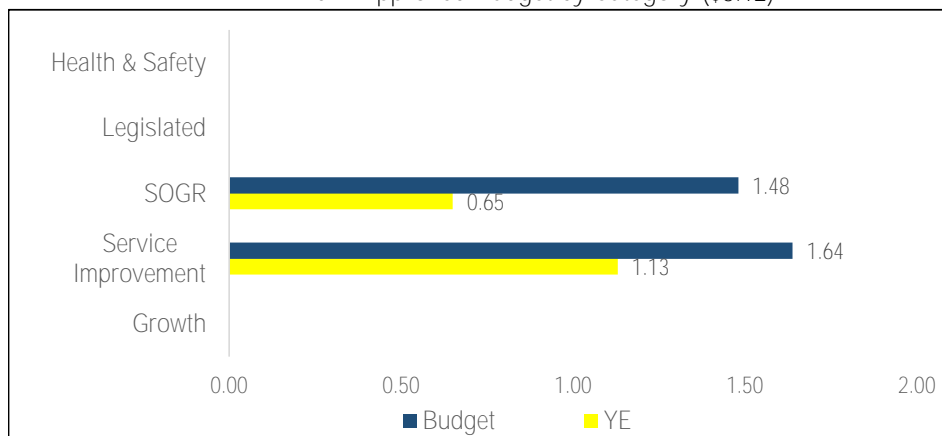


Table 1
2017 Active Projects by Category

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

Chart 2
Project Status - 5

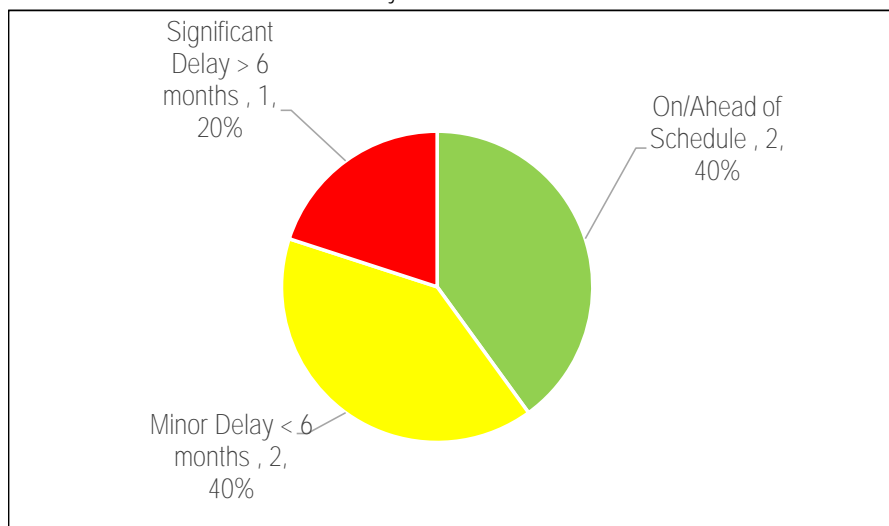


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1.08	0.94	1.10		

Key Discussion Points:

- 311 Toronto has spent \$1.780 million, or 57.1% of its 2017 Capital Budget. This includes SOGR projects such as the Verint and Lagan / Knowledge Base (KB), SharePoint and Customer Relationship Management (CRM) upgrades which are projected to have a combined average spend rate of 52.9% by year-end. This is mainly driven by the Lagan / Knowledge Base, Verint Impact 360 which is currently on track, offset by unforeseen procurement issues slowing down project progress and spending on CRM.
- The Future Integration and Strategy Initiatives has a year-end spend rate of 76.1%. These service improvement initiatives include funding for enhancements such as the Knowledge Base upgrade, City Booking and Scheduling Solutions (CBSS), and Payment Module project. The CBSS and Payment Module are currently experiencing delays from project coordination as they are enterprise-wide initiatives with implications across many Divisions. These two projects are currently on hold by I&T due to system security issues relating to Cloud initiatives.
- The Integrations with Municipal Licensing & Standards (MLS) project is part of the CRM upgrade with a focus on MLS codes within 311 Toronto. This project is to be completed by the end of 2018 with a year-end spend rate of 54.6%,.

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
State of Good Repair								
Sharepoint Upgrade	0.191	0.113	59.1%	Y	Y	#1	0.191	0.134
CRM Upgrade and Replacement	0.750	0.000	0.0%	R	Y	#2	0.750	
Verint, Lagan, and Knowledge Base Upgrades	0.540	0.538	99.6%	G	G	#3	7.693	7.487
Sub-Total	1.481	0.650	43.9%	-	-		8.634	7.621
Service Improvements								
City Booking & Scheduling Solution and Payment Module	1.095	0.833	76.1%	G	R	#4	9.572	8.320
Integrations with MLS	0.543	0.296	54.6%	Y	G	#5	0.760	0.617
Sub-Total	1.638	1.130	69.0%	-	-		10.332	8.937
Total	3.119	1.780					18.966	16.558

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:

This project is dependent on the Lagan & Knowledge Base (KB) upgrade because of database changes. The project has commenced and will be completed by December 2018.

Note # 2:

Currently the master service agreement is being negotiated with the vendor. It is anticipated that the proof of concept will commence in Q2 of 2018.

Note # 3:

This project includes the Lagan / Knowledge Base, Verint Impact 360. The project is currently on track.

Note # 4:

This project includes funding for enhancement initiatives such as the Knowledge Based upgrade, City Booking and Scheduling Solutions (CBSS), and Payment project. The CBSS and Payment projects have currently experienced delays as they are enterprise-wide with implications across many divisions. These 2 projects are currently on hold.

Note # 5:

This project includes the Lagan / Knowledge Base, Verint Impact 360. The project is currently on track.

Chart 1
2017 Approved Budget by Category (\$291.58)

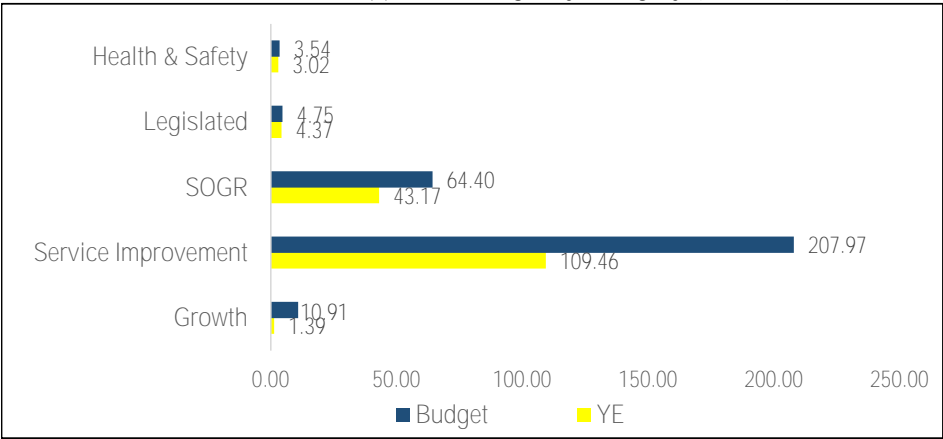


Table 1
2017 Active Projects by Category

Health & Safety	20
Legislated	10
SOGR	124
Service Improvement	104
Growth	4
Total # of Projects	262

Chart 2
Project Status - 262

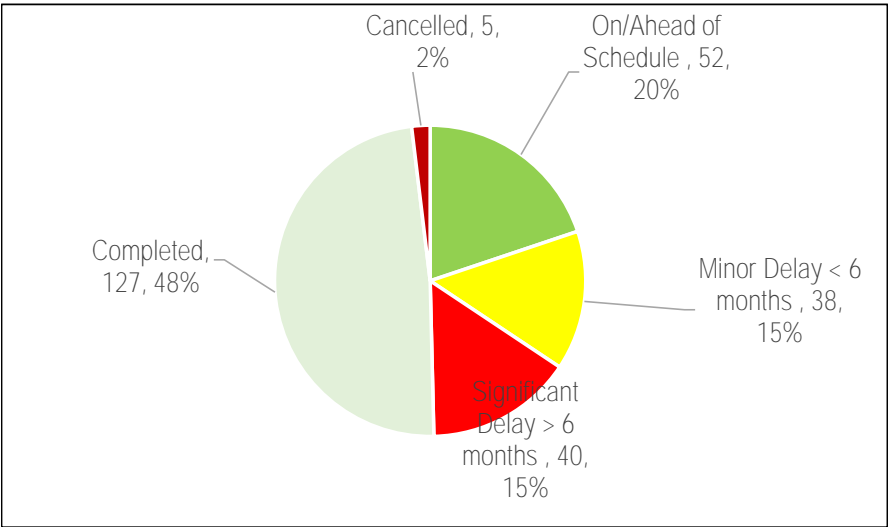


Table 2

Reason for Delay	78	
	Significant Delay	Minor Delay
Insufficient Staff Resources	1	
Procurement Issues	2	4
RFQ/RFP Delayed	8	4
Contractor Issues	1	
Site Conditions	11	10
Co-ordination with Other Projects	11	10
Community Consultation		
Other*	6	10
Total # of Projects	40	38

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
192.46	20.99	34.93	41.85	1.35

Key Discussion Points:

- The FREEE capital program adjusted year-end spending is 61.0%. Due to their unique complexities and special purpose funding, adjustments are required to exclude specific projects in order to provide a true measure of FREEE capital program delivery. These include major capital projects such as the Union Station Revitalization (2017 Plan - \$137.8M) and Strategic Property Acquisitions (2017 Plan - \$10.0M).
- The FREEE program includes both SOGR and Improvement projects and major capital initiatives the Program is delivering. For major projects, progress made in 2017 includes: St. Lawrence Market North - finalized plans on the archeological remediation and display; Union Station - continued progress on stage 2/3 construction, including handover of the Bay Concourse in 2018.
- On the core Facilities Management SOGR program, actual spending for 2017 is 78%. Capital commitments are \$40.6 million compared to \$30.0 million at the same time last year (a 35% increase), demonstrating improvement in capital project delivery from Facilities Management's Project Management Office. 127 projects have either been completed or are in the close out stage, which were carried over from 2016. A number of projects are currently in the construction phase with spending expected to increase in 2018. Overall, over 147 SOGR and improvement projects are either completed or on schedule for completion, helping to address numerous backlog issues across the portfolio of facilities.

Facilities Management, Real Estate & Environment (FAC)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
Emergency Repairs	1.930	1.723	89.3%	ⓖ	ⓖ		4.414	3.524
Global Corporate Security Program	1.316	1.081	82.1%	ⓖ	ⓖ		4.777	4.668
Replacement of Diesel with Natural Gas Generators for Various locations	0.297	0.216	72.6%	ⓖ	ⓖ		4.687	4.606
Sub-Total	3.543	3.020	85.2%	-	-		13.879	12.798
Legislated								
Accessibility for Ontarians with Disabilities Act (AODA)	2.207	2.187	99.1%	ⓖ	ⓖ		34.327	2.874
Barrier Free / Equity	0.671	0.356	53.0%	Ⓨ	Ⓨ	#1	1.887	1.655
Environmental Remediation	1.832	1.829	99.8%	ⓖ	ⓖ		4.531	4.159
Others - Legislated	0.038	0.000	0.0%	Ⓡ	ⓖ	#2	9.260	9.198
Sub-Total	4.748	4.371	92.1%	-	-		50.005	17.886
State of Good Repair								
Albert Campbell Square Park Rehabilitation	2.677	0.979	36.6%	Ⓡ	Ⓨ	#3	3.144	1.191
Mechanical & Electrical	11.885	7.876	66.3%	Ⓨ	ⓖ	#4	58.166	28.225
Old City Hall HVAC Upgrades	1.129	0.975	86.4%	ⓖ	ⓖ		24.339	24.153
Others - SOGR	14.192	9.970	70.3%	Ⓨ	ⓖ	#5	43.576	36.654
Physical Security Capital Plan	1.130	1.102	97.6%	ⓖ	ⓖ		2.712	2.704
Renovations	7.029	2.644	37.6%	Ⓡ	ⓖ	#6	16.461	8.665
Re-Roofing	3.406	3.326	97.6%	ⓖ	ⓖ		4.571	5.419
Sitework	3.813	2.886	75.7%	ⓖ	ⓖ		14.844	8.904
Structural / Building Envelope	18.710	13.045	69.7%	Ⓨ	ⓖ	#7	69.871	23.542
Paving	0.434	0.366	84.3%	ⓖ	ⓖ		0.761	0.693
Sub-Total	64.405	43.169	67.0%	-	-		238.447	140.150
Service Improvements								
14 John Street Expropriation	0.066	0.000	0.0%	Ⓡ	ⓖ	#8	2.004	1.938

Facilities Management, Real Estate & Environment (FAC)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Administrative Penalty System	3.000	0.828	27.6%	R	R	#9	3.000	1.045
CCTV Infrastructure Enhancements	0.500	0.456	91.2%	G	G		7.754	6.609
Channel & Counter Strategy	3.401	0.760	22.4%	R	G	#10	2.051	1.944
Combined Heat & Power	3.318	1.320	39.8%	R	R	#11	4.001	2.431
Community Energy Planning	7.759	4.687	60.4%	Y	G	#12	20.825	14.022
Corporate Facilities Refurbishment Program	0.188	0.145	77.2%	G	G		4.193	4.151
Demand Response Program	1.316	0.016	1.2%	R	G	#13	8.352	0.662
Energy Conservation & Demand Management	5.127	3.304	64.4%	Y	G	#14	9.798	4.595
Energy Retrofit Program	0.680	-0.002	-0.3%		Y	#15	3.045	1.830
Facilities Preventive Maintenance Systems	0.023	0.023	98.8%	G	G		4.705	4.048
Fire Hall Emergency Generators	2.205	2.205	100.0%	G	G		12.500	6.158
Nathan Phillips Square Revitalization	0.036	0.010	28.3%	R	G	#16	51.300	51.010
Office Modernization Program	7.049	2.176	30.9%	R	Y	#17	18.450	12.686
Others - Service Improvements	4.042	1.439	35.6%	R	G	#18	34.657	25.120
Renewable Energy Program	13.496	10.465	77.5%	G	G		22.435	15.433
Residential Energy Retrofit Program (HELP)	1.000	0.688	68.8%	Y	Y	#19	11.250	2.730
Resiliency Program	2.929	2.099	71.7%	G	G		3.901	3.139
Solar Photovoltaic Program	1.048	0.028	2.7%	R	G	#20	8.000	6.421
St. Lawrence Market North Redevelopment	3.284	2.657	80.9%	G	G		101.468	12.685
Toronto Strong Neighbourhood Strategy	5.675	1.778	31.3%	R	G	#21	6.838	1.907
Union Station Revitalization	140.159	73.005	52.1%	Y	G	#22	696.892	642.263

Facilities Management, Real Estate & Environment (FAC)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Various IT-Related Projects	1.643	1.378	83.9%	Ⓞ	Ⓞ		5.018	3.862
Other Miscellaneous Mechanical & Electrical Work	0.026	0.000	0.0%	Ⓡ	Ⓞ	#23	2.454	2.448
Sub-Total	207.970	109.465	52.6%	-	-		1,044.891	829.136
Growth Related								
1251 Bridletowne Circle Acquisition	0.151	0.089	58.6%	Ⓢ	Ⓞ	#24	5.942	5.879
First Parliament Site Land Acquisition	0.276	0.000	0.0%	Ⓡ	Ⓞ	#25	1.300	1.024
Strategic Property Acquisitions	9.985	1.278	12.8%	Ⓡ	Ⓞ	#26	10.000	1.293
Westwood	0.500	0.026	5.3%	Ⓡ	Ⓡ	#27	4.000	1.082
Sub-Total	10.912	1.393	12.8%	-	-		21.242	9.279
Total	291.578	161.418					1,368.463	1,009.249

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:

Delays in project progress was due to co-ordination with other projects.

Note # 2:

Project is completed. Funding is no longer required.

Note # 3:

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

Note # 4:

Project is completed. Funding is no longer required.

Note # 5:

Project is completed. Funding is no longer required.

Note # 6:

Project is completed. Funding is no longer required.

Note # 7:

Project is completed. Funding is no longer required.

Note # 8:

Project is completed. Funding is no longer required.

Note # 9:

Underspending and slowdown in project progress due to coordination with client.

Note # 10:

Project is completed. Funding is no longer required.

Facilities Management, Real Estate & Environment (FAC)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			

Note # 11:

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

Note # 12:

Project is completed. Funding is no longer required.

Note # 13:

Project is completed. Funding is no longer required.

Note # 14:

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

Note # 15:

Underspending and slowdown in project progress due to procurement issues.

Note # 16:

Project is completed. Funding is no longer required.

Note # 17:

Underspending and slowdown in project progress due to coordination with client.

Note # 18:

Underspending and slowdown in project progress due to coordination with other projects, procurement issues, RFQ/RFP delays and site conditions.

Note # 19:

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

Note # 20:

Project is completed. Funding is no longer required.

Note # 21:

Project is completed. Funding is no longer required.

Note # 22:

Union Station is on track with continued progress on stage 2/3 construction, including handover of the Bay Concourse in 2018.

Note # 23:

Project is completed. Funding is no longer required.

Note # 24:

Project is completed. Funding is no longer required.

Note # 25:

Project is completed. Funding is no longer required.

Note # 26:

Underspending and slowdown in project progress due to no properties being identified at this time.

Note # 27:

Transaction expected to close in 2018.

Chart 1
2017 Approved Budget by Category (\$49.85)

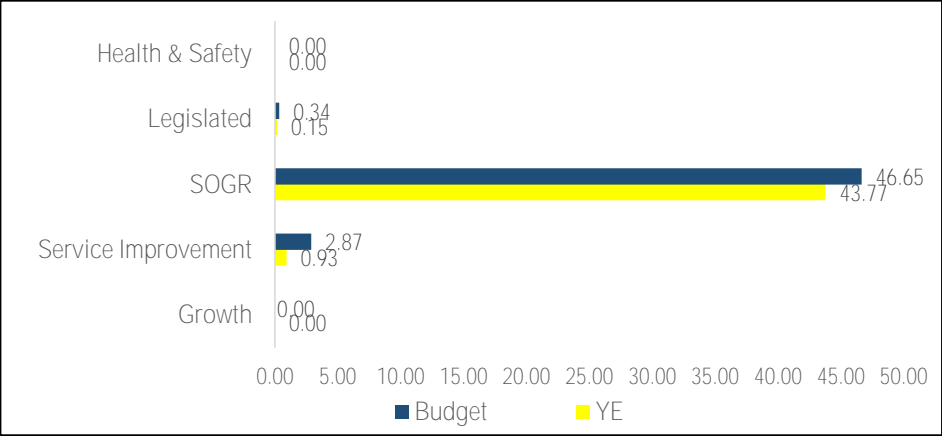


Table 1
2017 Active Projects by Category

Health & Safety	
Legislated	1
SOGR	25
Service Improvement	2
Growth	
Total # of Projects	28

Chart 2
Project Status - 28

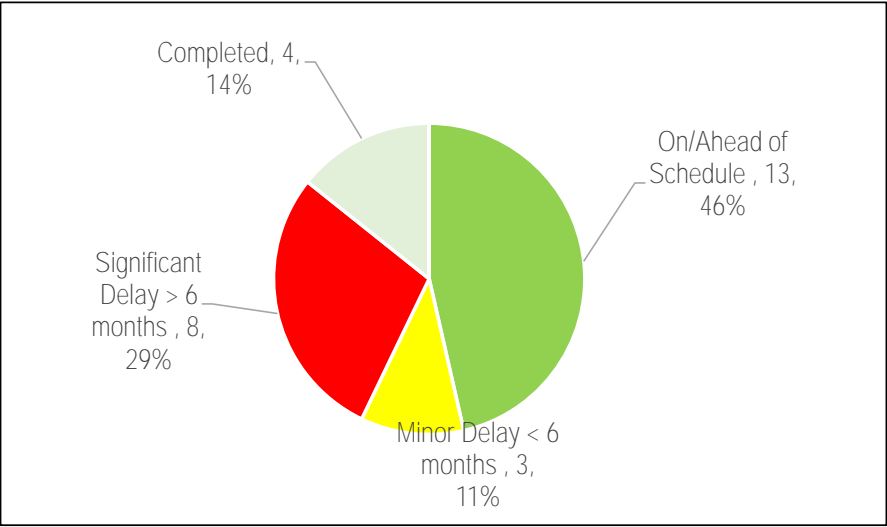


Table 2

Reason for Delay	11	
	Significant Delay	Minor Delay
Insufficient Staff Resources	1	
Procurement Issues	1	2
RFQ/RFP Delayed	3	
Contractor Issues	2	1
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*	1	
Total # of Projects	8	3

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
29.01	10.38	5.43	5.03	

Reasons for "Other*" Projects Delay:

- Green Fleet Project delayed due to further research required to evaluate the biodisel option.

Fleet Services (FLT)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Legislated Green Fleet Plan	0.335	0.151	45.0%	Ⓡ	Ⓡ	#1	0.585	0.394
Sub-Total	0.335	0.151	45.0%	-	-		0.585	0.394
State of Good Repair Arena Boards - Fleet Replacement	0.095	0.092	96.8%	Ⓢ	Ⓢ		0.213	0.092
Toronto Building - Fleet Replacement	0.214	0.104	48.4%	Ⓡ	Ⓢ	#2	0.214	0.104
Clerks - Fleet Replacement	0.352	0.228	64.9%	Ⓨ	Ⓡ	#3	0.424	0.263
Engineering & Construction Services - Fleet Replacement	0.696	0.000	0.0%	Ⓡ	Ⓡ	#4	1.518	0.246
Economic Development & Culture - Fleet Replacement	0.080	0.000	0.0%	Ⓡ	Ⓡ	#3	0.161	0.099
Exhibition - Fleet Replacement	0.075	0.058	77.2%	Ⓢ	Ⓢ		1.319	0.858
Fire Services - Fleet Replacement	9.642	9.469	98.2%	Ⓢ	Ⓨ	#5	45.698	43.463
Fleet Services - Fleet Replacement	0.140	0.139	99.8%	Ⓢ	Ⓢ		0.494	0.210
Facility & Real Estate - Fleet Replacement	0.746	0.560	75.1%	Ⓢ	Ⓢ		2.370	1.162
Fleet Replacement - Insurance Company	0.320	0.112	35.1%	Ⓡ	Ⓢ		1.218	0.918
Information & Technology - Fleet Replacement	0.040	0.000	0.0%	Ⓡ	Ⓨ	#3	0.040	0.032
Library - Fleet Replacement	0.200	0.134	66.9%	Ⓨ	Ⓡ	#6	1.311	1.015
Municipal Licensing - Fleet Replacement	0.788	0.629	79.8%	Ⓢ	Ⓡ	#6	2.621	2.228
Toronto Paramedic - Fleet Replacement	4.680	4.589	98.1%	Ⓢ	Ⓢ	#2	20.694	20.543
Parks, Forestry & Recreation - Fleet Replacement	4.817	4.775	99.1%	Ⓢ	Ⓢ		30.868	23.866
Purchasing & Materials - Fleet Replacement	0.000	0.000			Ⓢ		0.107	0.057
PPF&A - Fleet Replacement	0.065	0.029	44.5%	Ⓡ	Ⓢ	#2	0.065	0.029
Public Health - Fleet Replacement	0.070	0.064	91.5%	Ⓢ	Ⓢ	#2	0.070	0.064
Solid Waste - Fleet Replacement	16.836	16.813	99.9%	Ⓢ	Ⓢ		89.963	59.847

Fleet Services (FLT)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
SSHA - Fleet Replacement	0.000	0.000			Ⓔ		0.070	0.051
Toronto Community Housing Corporation - Fleet Replacement	0.072	0.305	420.9%	Ⓔ	Ⓔ		2.973	2.850
Fleet Tools & Equipment	0.392	0.118	30.0%	Ⓔ	Ⓔ	#6	0.392	0.118
Transportation Services - Fleet Replacement	0.153	0.079	51.3%	Ⓕ	Ⓔ		19.637	6.326
Toronto Water - Fleet Replacement	5.474	5.474	100.0%	Ⓔ	Ⓔ		28.634	16.473
Zoo - Fleet Replacement	0.700	0.000	0.0%	Ⓔ	Ⓕ	#5	1.400	0.700
Sub-Total	46.647	43.769	93.8%	-	-		252.474	181.612
Service Improvements								
Fuel Site Closures	0.281	0.233	82.9%	Ⓔ	Ⓔ		8.950	6.310
Fleet Management System & Fuel System Integration	2.591	0.694	26.8%	Ⓔ	Ⓔ	#7	5.328	2.355
Sub-Total	2.871	0.927	32.3%	-	-		14.278	8.665
Total	49.853	44.847					267.337	190.671

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:

Delay due to further research required to evaluate the biodiesel option.

Note # 2:

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

Note # 3:

Delay due to co-ordinating requirements with other business units for similar equipment.

Note # 4:

Delay due to procurement issues due to change of specification.

Note # 5:

Minor delay due to longer than expected manufacture lead time.

Note # 6:

Delay in issuing the RFQ as client programs are still finalizing the requirements.

Note # 7:

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

Chart 1
2018 Approved Budget by Category (\$88.78)

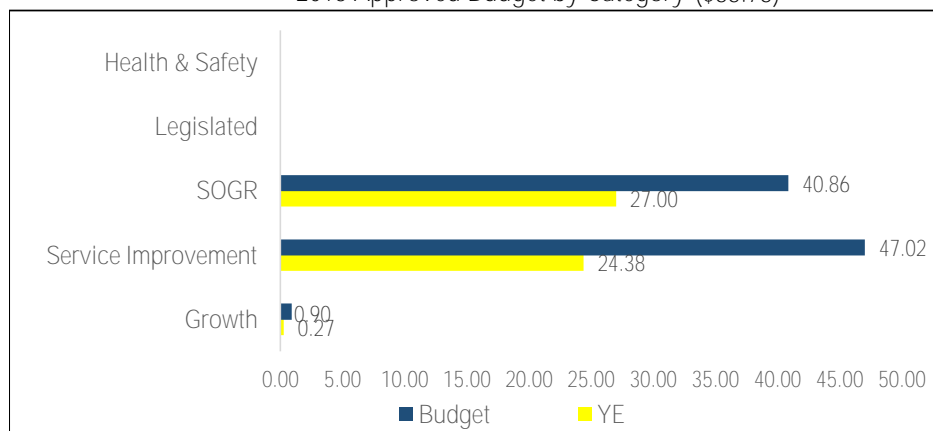


Table 1
2018 Active Projects by Category

Health & Safety	
Legislated	
SOGR	25
Service Improvement	40
Growth	1
Total # of Projects	66

Chart 2
Project Status - 66

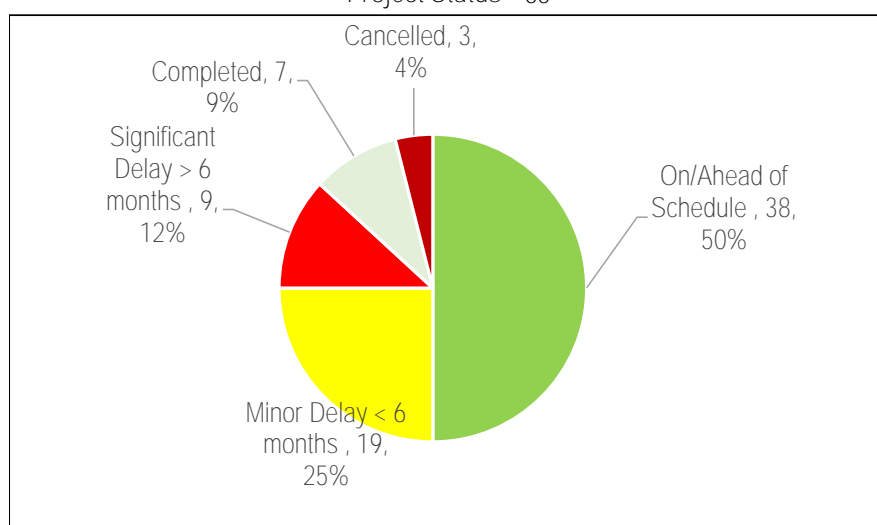


Table 2

Reason for Delay	28	
	Significant Delay	Minor Delay
Insufficient Staff Resources		9
Procurement Issues		
RFO/RFP Delayed	1	
Contractor Issues	1	1
Site Conditions		
Co-ordination with Other Projects		2
Community Consultation		
Other*	7	7
Total # of Projects	9	19

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
48.98	20.25	15.48	2.74	1.33

Reasons for "Other*" Projects Delay:

- The Disaster Recovery Program was delayed due to scope changes in concert with the Tiffiield Data Centre renovation
- Project delay on Toronto Building ESD reflects revised project implementation plan
- ESD portal for Building Permits delayed due to unforeseen security, privacy, design and technical issues
- Project delays on the Web Info Portal on Development Applications delayed due to resource constraints and in-year scope change
- Scope changes caused delays on the Domino Decommissioning project and Enterprise Collaboration Foundation project
- The MLS Modernization project was delayed due to scope changes which also delayed the RFO/RFP tender process
- The delay on the ERDMS project reflects current project plans which now adopts a phased approach for the ERDMS roll-out
- The IT Service Management project was delayed in finalizing the project's scope
- Org Management & SAP Security project delays due to personal information assessment design documents caused the Consolidated Data Centre project to experience lower spend rates in 2017
- Delays in the Threat Risk Assessment (TRA) caused the HR Electronic Skills Assessment Solution project to underspend and be delayed
- Occupational Health & Safety required more time than planned to produce PRT Gating document requirements
- Enterprise E-Forms delayed due to unforeseen security, privacy, design and technical issues
- E-Time, Attendance & Scheduling project experiencing post implementation delays with system stabilization and change management issues

Information & Technology (ITP)

Projects by Category (Million)	2018 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
State of Good Repair								
Application Systems	0.963	0.753	78.3%	ⓐ	ⓐ	#1	4.078	2.190
Applications Portfolio	0.880	0.262	29.7%	Ⓡ	Ⓨ		1.387	0.365
Tools & Rationalization								
Asset Lifecycle Management	22.630	16.158	71.4%	ⓐ	ⓐ		82.515	65.556
Business Sustainment Systems	1.321	0.864	65.4%	Ⓨ	ⓐ		3.833	2.588
Consolidated Data Centre	2.345	0.736	31.4%	Ⓡ	ⓐ		10.020	8.109
Corporate Initiatives	2.059	1.927	93.6%	ⓐ	ⓐ		5.427	4.698
Corporate Planning & Management	1.461	0.720	49.3%	Ⓡ	ⓐ		8.422	6.790
Information Security Program	0.483	0.410	84.9%	ⓐ	ⓐ		1.784	1.527
IT Service Mgmt	0.641	0.272	42.5%	Ⓡ	Ⓡ	#1	3.045	2.657
Network Upgrades	3.203	1.588	49.6%	Ⓡ	Ⓡ	#2	4.221	2.340
Technology Infrastructure	0.200	0.200	100.0%	ⓐ	ⓐ		0.230	0.200
WEB Business Continuity Refresh & Redesign	4.166	2.944	70.7%	Ⓨ	ⓐ		8.378	6.877
TAS - Electronic Communications	0.507	0.166	32.7%	Ⓡ	Cancelled	#3	2.979	1.483
Sub-Total	40.859	27.001	66.1%	-	-		136.318	105.380
Service Improvements								
Application Systems	7.253	2.454	33.8%	Ⓡ	Ⓡ	#4	15.235	8.771
Asset Management	0.536	0.406	75.8%	ⓐ	Ⓨ		0.665	0.535
Solution - Transportation								
Business Sustainment Systems	11.560	5.475	47.4%	Ⓡ	Ⓨ		24.441	13.824
Corporate Initiatives	10.548	6.040	57.3%	Ⓨ	Ⓨ		16.078	9.131
Corporate Planning & Management	0.834	0.577	69.2%	Ⓨ	Ⓨ		1.404	1.027
Document Management Capabilities	0.200	0.060	30.2%	Ⓡ	ⓐ		0.223	0.060
E-City Strategic Planning	0.552	0.129	23.4%	Ⓡ	ⓐ		1.976	1.128

Information & Technology (ITP)

Projects by Category (Million)	2018 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
ECS Business Systems Improvements	0.500	0.077	15.4%	Ⓜ	Ⓨ	#5	0.500	0.077
ECS Capital Project & Program Mgmt Process	0.200	0.108	54.1%	Ⓨ	ⓐ		0.255	0.108
Enterprise Architecture	0.687	0.686	99.8%	ⓐ	ⓐ		5.254	4.251
Enterprise Time, Attendance & Scheduling Management - PPEB	2.405	2.146	89.2%	ⓐ	Ⓜ		14.438	14.696
Intranet Refresh (Phase 1 IT WEB)	0.254	0.049	19.2%	Ⓜ	ⓐ		0.269	0.049
Open Data Visualization	0.494	0.371	75.1%	ⓐ	ⓐ		0.671	0.371
Resource to Deliver IT Capital Projects	2.449	2.402	98.1%	ⓐ	ⓐ		11.108	8.073
Shared Services	0.608	0.337	55.4%	Ⓨ	Ⓨ		0.608	0.337
Short Term Business Improvements - Transportation	0.339	0.203	60.0%	Ⓨ	ⓐ		2.534	2.360
Systems Enhancements-Licencing Services	0.696	0.367	52.8%	Ⓨ	Ⓨ		1.249	0.848
TASS Business Readiness	0.461	0.098	21.3%	Ⓜ	ⓐ	#6	0.461	0.098
TFS Prevention & Public Education Improvements	0.250	0.053	21.3%	Ⓜ	ⓐ		0.281	0.053
WAN High Speed Fire Data	0.684	-0.071	-10.4%		Ⓜ		2.258	1.568
WEB Business Continuity Refresh & Redesign	0.941	0.941	100.0%	ⓐ	ⓐ		7.500	7.301
Work Management Solution - Transportation	4.570	1.477	32.3%	Ⓜ	Ⓜ	#7	6.637	3.123
Sub-Total	47.021	24.385	51.9%	-	-		114.047	77.789
Growth Related Technology Infrastructure	0.900	0.273	30.3%	Ⓜ	ⓐ		1.130	0.273
Sub-Total	0.900	0.273	30.3%	-	-		1.130	0.273
Total	88.780	51.659	58.2%				251.495	183.441

Information & Technology (ITP)

Projects by Category (Million)	2018 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
<div><div>On Time</div><div>On/Ahead of Schedule</div><div>Minor Delay < 6 months</div><div>Significant Delay > 6 months</div></div> <div><div><div>ⓐ</div><div>ⓑ</div><div>ⓒ</div><div>ⓓ</div></div><div><div>On Budget</div><div>>70% of Approved Cash Flow</div><div>Between 50% and 70%</div><div>< 50% or >100% of Approved Cash Flow</div></div></div>								

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 project being reassessed and re-scoped in 2017 in concert with the Tiffeld Data Centre renovation

Note # 3:

Project has been cancelled. Under-expenditure due to resource constraints and project cancellation.

Note # 4:

Delay primarily due to scope changes in the Domino Decommissioning project.

Note # 5:

Post-implementation system stabilization and change management issues with the TPS TASS system, have impacted user adoption and operational transition, delaying project closure.

Note # 6:

Project on hold due to legal dispute and arbitration.

Note # 7:

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

2017 Capital Spending by Program
Office of the Chief Financial Officer

Program		2017 Approved Cash Flow	YE Status			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
Financial Services	Q1	29.47	3.20	25.09	85.1%		Ⓢ
	Q2	29.47	4.27	19.37	65.7%	↓	Ⓢ
	Q3	29.47	7.10	16.79	57.0%	↓	Ⓢ
	Q4	29.47	9.85	9.85	33.4%	↓	Ⓢ
TOTAL	Q1	29.47	3.20	25.09	85.1%		Ⓢ
	Q2	29.47	4.27	19.37	65.7%	↓	Ⓢ
	Q3	29.47	7.10	16.79		↓	Ⓢ
	Q4	29.47	9.85	9.85	33.4%	↑	Ⓢ
Ⓢ >70% Ⓢ between 50% and 70% Ⓢ < 50% or > 100%							

For the twelve months ended December 31, 2017, capital expenditures for this Cluster totalled \$9.85 million of its collective 2017 Approved Capital Budget of \$29.47 million. Financial Services have a year-end spending rate of 33.4%.

Chart 1
2017 Approved Budget by Category (\$29.47)

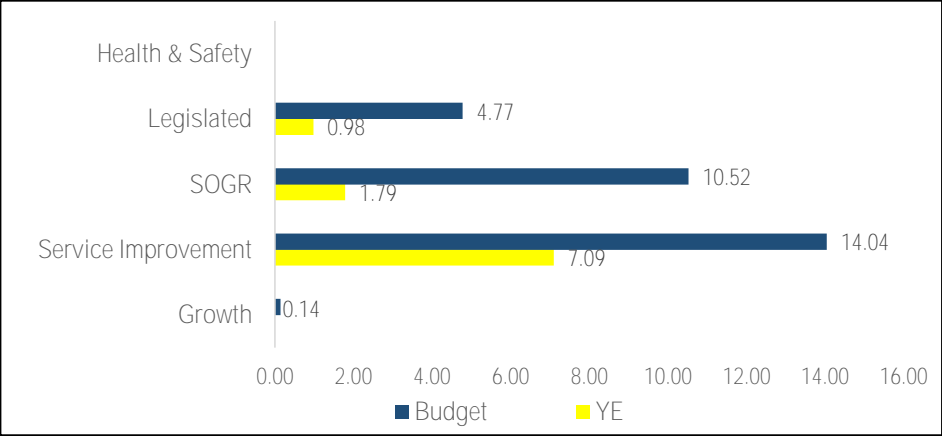


Table 1
2017 Active Projects by Category

Health & Safety	
Legislated	2
SOGR	6
Service Improvement	7
Growth	1
Total # of Projects	16

Chart 2
Project Status - 16

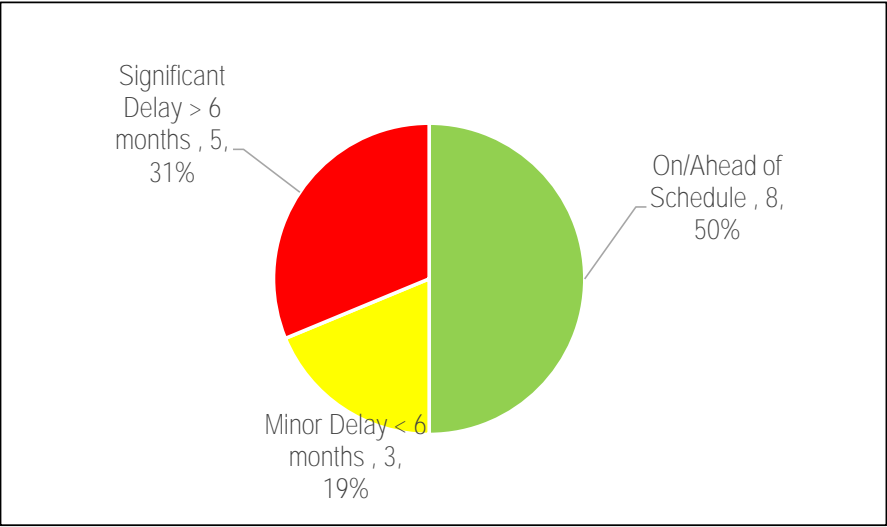


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
13.71	5.26	10.50		

Reasons for "Other*" Projects Delay:

- Electronic Self Service Tax/Utility project is working with internal Corporate Services Group to deliver an on-line debit payment portal for Tax, Utilities and Parking Tags (process reviews and documentation have commenced). and an authentication program
- The roll out of the Cross Application Time Sheet system to individual divisions, sections and units has required more time for business users to adjust to the new system and process
- The Tax and Utility Billing System project required additional time to obtain Gate 2 approval which delayed the acquisition of external resources for the project

Financial Services (FNS)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Legislated								
PCI COMPLIANCE	4.000	0.846	21.1%	Ⓡ	Ⓢ		10.362	3.797
DEV. CHARGES	0.770	0.131	17.0%	Ⓡ	Ⓢ		0.770	0.131
BACKGROUND STUDY								
Sub-Total	4.770	0.977	20.5%	-	-		11.132	3.928
State of Good Repair								
CROSS-APPLICATION	1.610	1.062	65.9%	Ⓢ	Ⓡ	#1	7.540	6.993
TIMESHEET CATS								
IMPLEM								
TAX BILLING SYSTEM	3.334	0.231	6.9%	Ⓡ	Ⓡ	#2	9.922	1.360
UTILITY BILLING	2.441	0.100	4.1%	Ⓡ	Ⓡ	#2	5.971	0.155
SYSTEM								
PUBLIC BUDGET	0.021	0.000	0.0%	Ⓡ	Ⓢ		2.919	2.892
FORMULATION (PBF)								
8.1 UPGR								
INTEGRATED ASSET	1.966	0.209	10.6%	Ⓡ	Ⓡ	#3	5.000	0.343
PLANNING								
MANAGEMENT IAPM								
RISK MANAGEMENT	1.151	0.184	16.0%	Ⓡ	Ⓡ	#4	1.892	0.925
INFO SYSTEM								
UPGRADE								
Sub-Total	10.523	1.785	17.0%	-	-		33.244	12.668
Service Improvements								
FINANCE ACCOUNTING	1.500	0.359	23.9%	Ⓡ	Ⓡ	#5	1.500	0.359
SYSTEMS								
TRANSFORMATION								
SUPPLY CHAIN	4.677	3.189	68.2%	Ⓢ	Ⓢ		8.019	3.800
MANAGEMENT								
TRANSFORMATION								
PARKING TAG	0.650	0.401	61.7%	Ⓢ	Ⓢ		2.952	0.617
MANAGEMENT								
SOFTWARE UPGRADE								
ELECTRONIC SELF	0.441			Ⓡ	Ⓢ		0.551	0.000
SERVICE TAX AND								
UTILITY								
EBILLING INITIATIVE	0.469			Ⓡ	Ⓢ		0.469	0.000
REVENUE SYSTEM -	0.330			Ⓡ	Ⓢ		3.500	3.169
PHASE 11 - 2000								

Financial Services (FNS)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
PROGRAM PLANNING INFORMATION DEVELOPMENT	5.973	3.143	52.6%	Ⓚ	Ⓜ	#6	60.820	54.643
Sub-Total	14.041	7.092	50.5%	-	-		77.811	62.588
Growth Related TAX INCREMENT FINANCING IMPLEMENTATION	0.138			Ⓜ	Ⓚ		0.160	0.022
Sub-Total	0.138	0.000	0.0%	-	-		0.160	0.022
Total	29.472	9.854					122.347	79.205

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 roll out of the Cross Application Time Sheet (CATS) system to individual divisions, sections and units has required more time for business users to adjust to the new system and process

Note # 2:

The Tax and Utility Billing System projects required additional time to obtain Gate 2 approval which delayed the acquisition of external resources for the project

Note # 3:

Lack of a dedicated Project Manager for much of the year which resulted in delays to the project

Note # 4:

The I&T Project Manager has been working with the Vendor PM to develop a project plan and manage project status.

Note # 5:

The Finance Accounting Systems Transformation (FAST) project experienced a late start in assembly of a project team and with a consulting assessment that was planned but not undertaken in the year

Note # 6:

The PBF Implementation continues to work with divisions to find system and process improvements, leverage usage data and is working with divisions to get the adoption and streamline the processes. Phase 2 (EPM) work is also progressing with requirement gathering and establishing data governance and BI framework.

2017 Capital Spending by Program
Other City Programs

Program		2017 Approved Cash Flow	2017 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
Auditor General's Office	Q1	0.24	0.00	0.24	100.0%		Ⓢ
	Q2	0.24	0.02	0.24	100.0%	▢	Ⓢ
	Q3	0.24	0.03	0.24	100.0%	▢	Ⓢ
	Q4	0.24	0.08	0.08	30.8%	↓	Ⓡ
Office of the Lobbyist Registrar	Q1	0.18	0.07	0.18	100.0%		Ⓢ
	Q2	0.18	0.12	0.18	100.0%	▢	Ⓢ
	Q3	0.18	0.12	0.18	100.0%	▢	Ⓢ
	Q4	0.18	0.18	0.18	98.2%	↓	Ⓢ
Office of the Ombudsman	Q1	0.38	0.04	0.38	100.0%		Ⓢ
	Q2	0.38	0.08	0.38	100.0%	▢	Ⓢ
	Q3	0.38	0.08	0.38	100.0%	▢	Ⓢ
	Q4	0.38	0.37	0.37	96.7%	↓	Ⓢ
City Clerk's	Q1	11.25	1.08	10.22	90.9%		Ⓢ
	Q2	11.25	2.34	10.33	91.9%	↑	Ⓢ
	Q3	8.68	3.48	7.40	85.2%	↓	Ⓢ
	Q4	9.78	5.24	5.24	53.6%	↓	Ⓢ
Corporate Initiatives	Q1	202.17	0.04	171.89	85.0%		Ⓢ
	Q2	209.71	0.06	64.11	30.6%	↓	Ⓡ
	Q3	209.21	1.56	59.15	28.3%	↓	Ⓡ
	Q4	175.01	4.84	4.84	2.8%	↓	Ⓡ
TOTAL	Q1	214.23	1.24	182.93	85.4%		Ⓢ
	Q2	221.77	2.62	75.26	33.9%	↓	Ⓡ
	Q3	218.70	5.28	67.36	30.8%	↓	Ⓡ
	Q4	185.60	10.71	10.71	5.8%	↓	Ⓡ
Ⓢ >70% Ⓢ between 50% and 70% Ⓡ < 50% or > 100%							

For the twelve months ended December 31, 2017, capital expenditures for this Cluster totalled \$10.71 million of their collective 2017 Approved Capital Budget of \$185.60 million. Two Programs in this Cluster have a projected year-end spending rate of over 70% of their respective 2017 Approved Capital Budgets.

Spending rate at year-end for the Office of the Lobbyist Registrar and Office of the Ombudsman are 98.2% and 96.7% respectively while Auditor General's Office, City Clerk's Office and Corporate Initiatives Program have a year-end spending rate at 30.8%, 53.6% and 2.8% respectively.

Chart 1
2017 Approved Budget by Category (\$0.24)

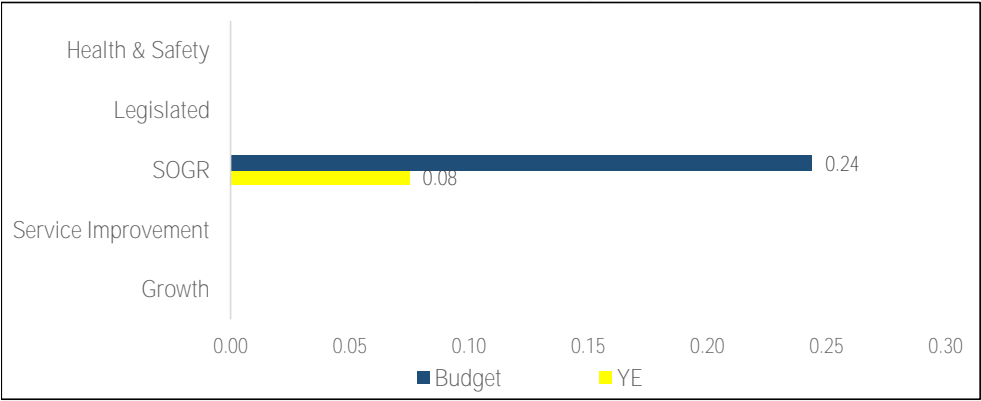


Table 1
2017 Active Projects by Category

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

Chart 2
Project Status - 1

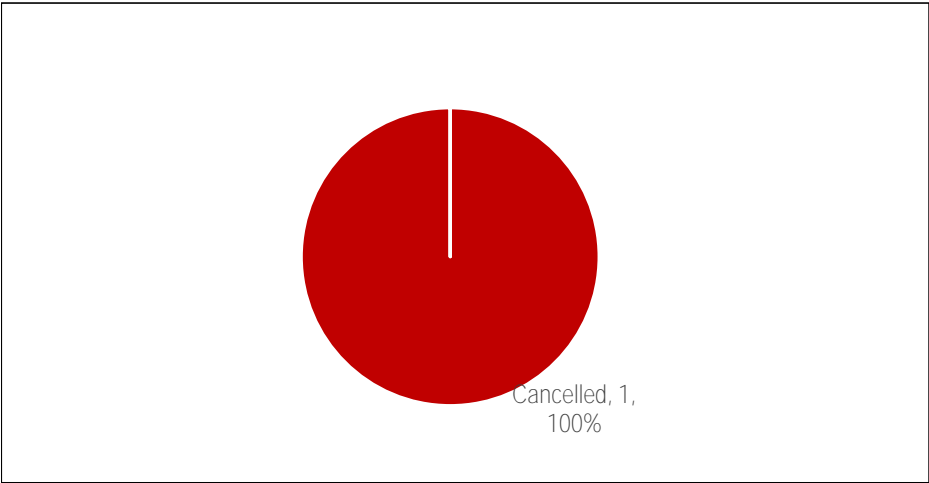


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
				0.24

Auditor General's Office (AUG)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
State of Good Repair Audit, Complaint and Investigation Management System (ACIMS)	0.244	0.075	30.8%	Ⓡ		#1	0.695	0.342
Sub-Total	0.244	0.075	30.8%	-	-		0.695	0.342
Total	0.244	0.075	30.8%				0.695	0.342

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:

Project is closed. In 2018, the Office will enter into two separate Software as a Service (SaaS) contracts for: (1) a complaint management solution and (2) a audit and risk management solution, both funded through the 2018 approved operationg budget. No additional funding is required.

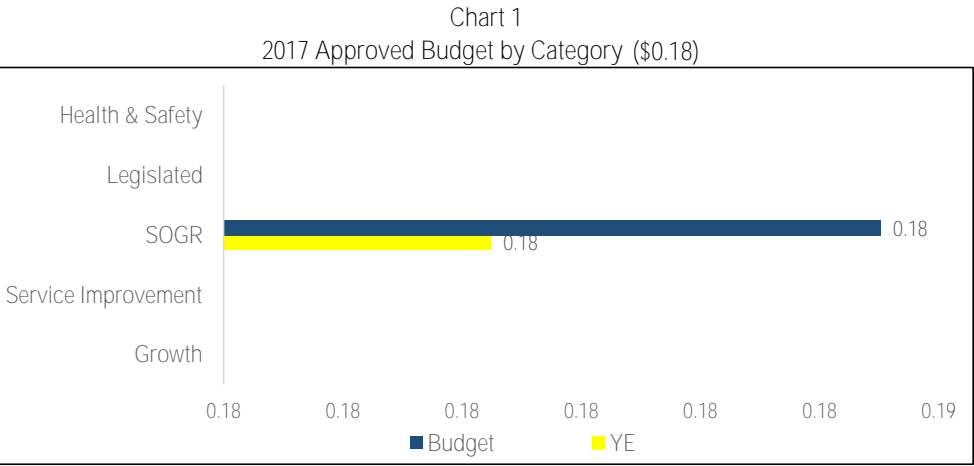


Table 1
2017 Active Projects by Category

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

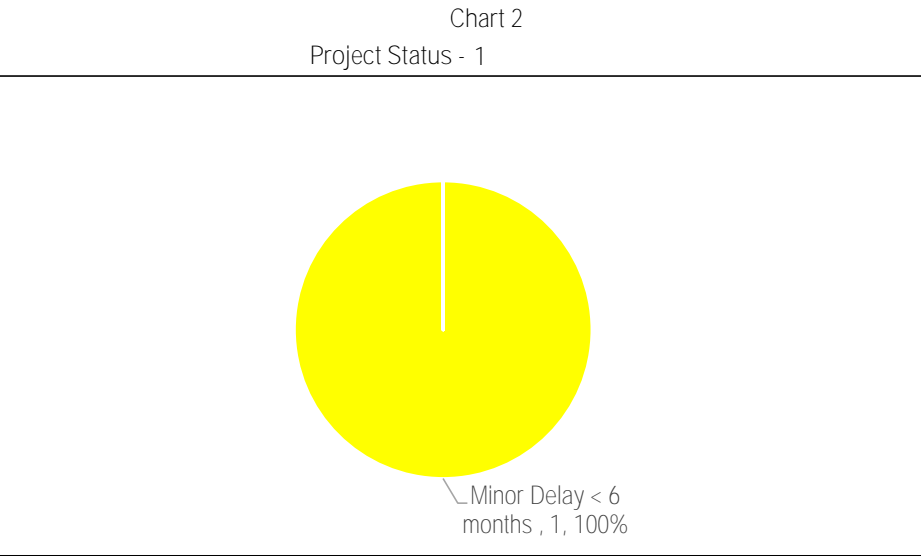


Table 2
Reason for Delay

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
	0.18			

Reasons for "Other*" Projects Delay:

- Project delayed as development work took longer than expected. Project to be completed using operating resources.

Office of the Lobbyist Registrar (LR)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budge t	On Time			
State of Good Repair LOBBYIST REGISTRY DEVELOPMENT AND MAINTENANCE	0.185	0.181	98.2%	Ⓖ	Ⓨ	#1	0.660	0.657
Sub-Total	0.185	0.181	98.2%	-	-		0.660	0.657
Total	0.185	0.181	98.2%				0.660	0.657

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 delayed as development work took longer than expected. Project to be completed using operating resources.

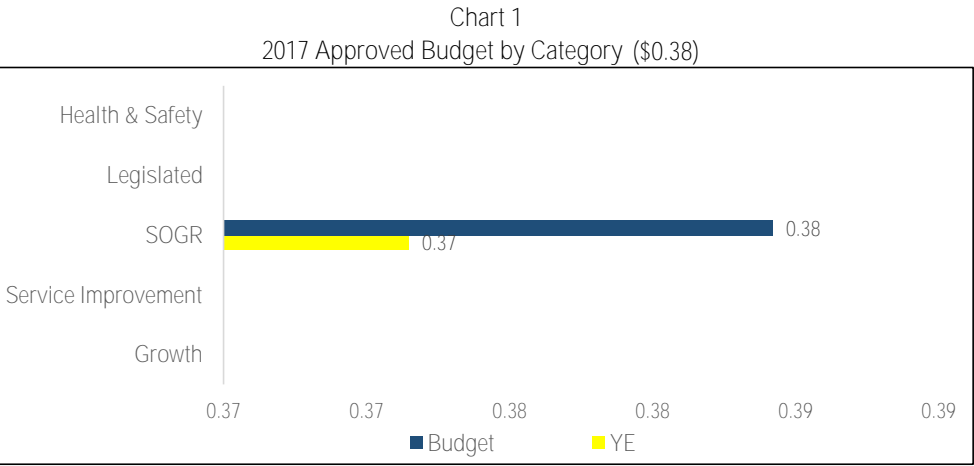


Table 1
2017 Active Projects by Category

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

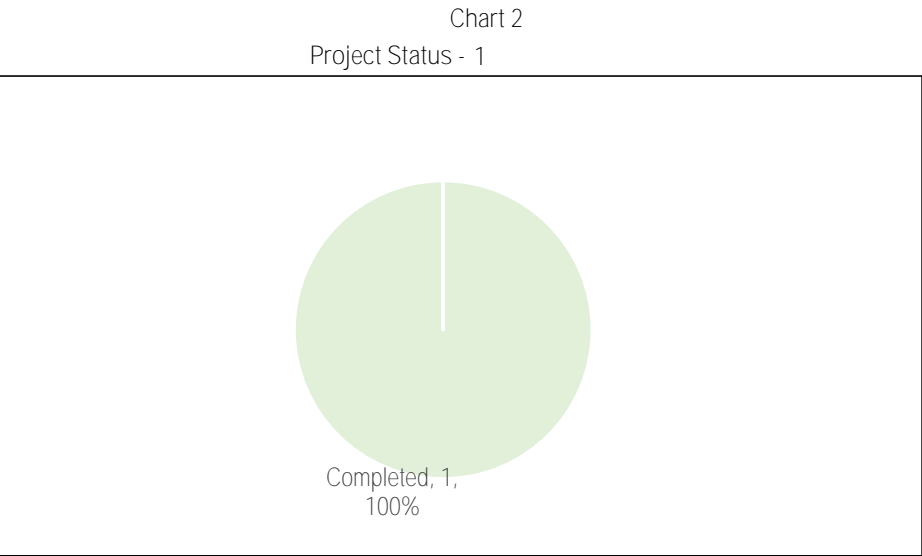


Table 2
Reason for Delay

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
			0.38	

Office of the Ombudsman (OMB)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budge ↑	On Time			
State of Good Repair CASE MANAGEMENT SYSTEM FOR OMBUDSMAN	0.384	0.371	96.7%	Ⓤ	Ⓤ		0.530	0.517
Sub-Total	0.384	0.371	96.7%	-	-		0.530	0.517
Total	0.384	0.371	96.7%				0.530	0.517

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	Ⓡ

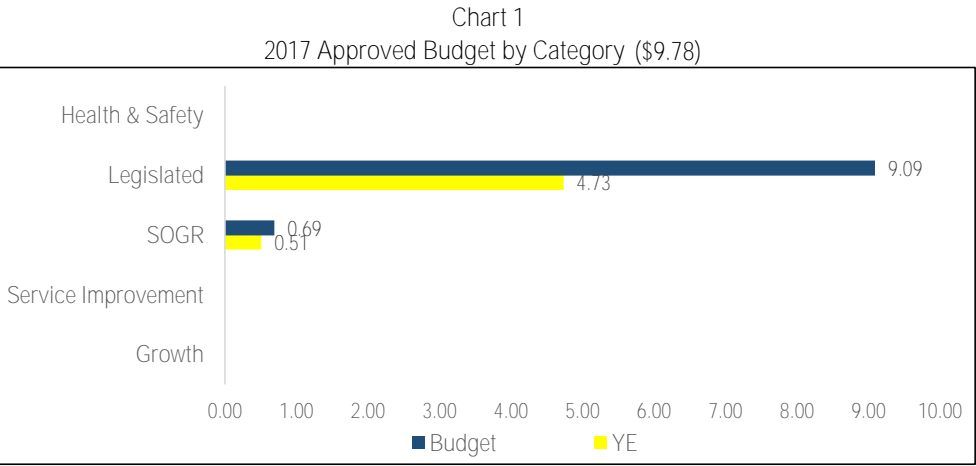


Table 1
2017 Active Projects by Category

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

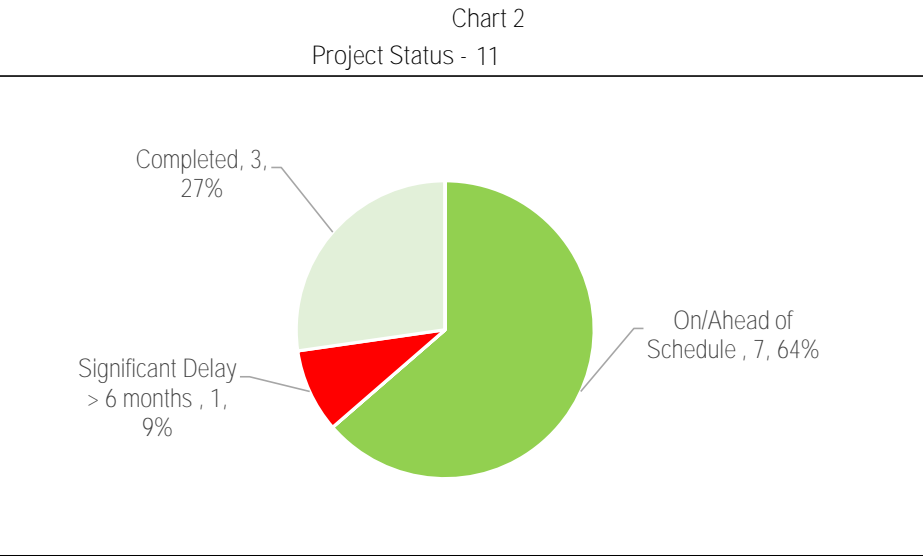


Table 2
Reason for Delay

	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
7.11		2.11	0.56	

- 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,.

City Clerk's Office (CLK)

Projects by Category (Million)	2017 Approve d Cash Flow	YE Status				Notes	Total Approve d Budget	Life-to- Date
		\$	%	On Budge t	On Time			
Legislated TORONTO ELECTIONS MANAGEMENT INFO SYSTEM (TEMIS)	2.933	2.267	77.3%	Ⓞ	Ⓞ	#1	5.977	3.566
ENTERPRISE DOC & REC MGMT SOLUTION EDRMS	2.105	0.865	41.1%	Ⓡ	Ⓡ		4.829	3.049
OPEN INFORMATION	0.525	0.295	56.2%	Ⓨ	Ⓞ		2.888	0.569
VOTE COUNTING	2.100	0.500	23.8%	Ⓡ	Ⓞ		2.250	0.500
EQUIPMENT	1.104	0.655	59.3%	Ⓨ	Ⓞ		1.284	0.843
CITY CLERK'S OFFICE BUSINESS SYSTEMS	0.224	0.134	59.7%	Ⓨ	Ⓞ		0.509	0.393
COUNCIL BUSINESS SYSTEMS	0.100	0.019	18.8%	Ⓡ	Ⓞ		1.510	0.082
COUNCIL TRANSITION REQUIREMENTS 2017								
Sub-Total	9.091	4.734	52.1%	-	-		19.247	9.002
State of Good Repair INFRASTRUCTURE TO SUPPORT COUNCIL MEETING	0.125	0.000	0.2%	Ⓡ	Ⓞ		1.710	0.877
ARCHIVES EQUIPMENT UPGRADE 2017-2023	0.050	0.046	92.4%	Ⓞ	Ⓞ		0.260	0.046
ARCHIVE SOGR	0.066	0.063	96.7%	Ⓞ	Ⓞ		0.332	0.330
ARCHIVES FACILITY EXPANSION 2015	0.449	0.398	88.7%	Ⓞ	Ⓞ		1.150	1.099
Sub-Total	0.690	0.508	73.7%	-	-		3.452	2.352
Total	9.781	5.242	53.6%				22.699	11.354

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 project team 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.

2017 Capital Spending by Program
City Agencies

Program		2017 Approved Cash Flow	2017 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
Exhibition Place	Q1	7.21	0.88	7.21	100.0%		⊙
	Q2	7.21	1.94	7.21	100.0%	□	⊙
	Q3	7.21	1.67	7.21	100.0%	□	⊙
	Q4	7.21	5.80	5.80	80.5%	↓	⊙
Sony Centre	Q1	9.56	1.21	8.56	89.5%		⊙
	Q2	9.56	2.68	8.56	89.5%	□	⊙
	Q3	9.56	3.89	5.87	61.4%	↓	Ⓢ
	Q4	9.56	5.18	5.18	54.2%	↓	Ⓢ
TRCA	Q1	15.28	2.55	15.28	100.0%		⊙
	Q2	15.28	6.79	15.28	100.0%	□	⊙
	Q3	15.28	11.03	15.28	100.0%	□	⊙
	Q4	15.29	15.29	15.29	100.0%	□	⊙
Toronto Police	Q1	76.17	0.96	62.31	81.8%		⊙
	Q2	76.17	7.80	57.93	76.1%	↓	⊙
	Q3	78.80	17.03	52.23	66.3%	↓	Ⓢ
	Q4	78.80	42.64	42.64	54.1%	↓	Ⓢ
Toronto Public Health	Q1	4.50	0.76	4.13	91.7%		⊙
	Q2	4.50	1.41	4.13	91.7%	□	⊙
	Q3	4.85	2.52	3.61	74.4%	↓	⊙
	Q4	4.85	3.45	3.45	71.2%	↓	⊙
Toronto Public Library	Q1	32.21	4.90	24.81	77.0%		⊙
	Q2	36.21	9.92	29.01	80.1%	↑	⊙
	Q3	37.49	16.72	28.82	76.9%	↓	⊙
	Q4	37.49	28.40	28.40	75.8%	↓	⊙
Toronto Zoo	Q1	7.65	0.51	7.53	98.5%		⊙
	Q2	7.65	1.28	5.33	69.7%	↓	Ⓢ
	Q3	7.65	1.46	4.22	55.1%	↓	Ⓢ
	Q4	7.65	2.35	2.35	30.7%	↓	Ⓡ
Toronto Transit Commission	Q1	2,248.02	100.18	2,000.06	89.0%		⊙
	Q2	2,248.01	372.69	1,983.22	88.2%	↓	⊙
	Q3	2,248.72	732.77	1,745.68	77.6%	↓	⊙
	Q4	2,303.32	1,438.19	1,438.19	62.4%	↓	Ⓢ
TOTAL	Q1	2,400.59	111.93	2,129.89	88.7%		⊙
	Q2	2,404.59	404.51	2,110.66	87.8%	↓	⊙
	Q3	2,409.55	787.10	1,862.90	77.3%	↓	⊙
	Q4	2,464.17	1,541.30	1,541.30	62.5%	↓	Ⓢ
⊙ >70% Ⓢ between 50% and 70% Ⓡ < 50% or > 100%							

For the twelve months ended December 31, 2017, capital expenditures for this Cluster totalled \$1541.30 million of their collective 2017 Approved Capital Budget of \$2,464.17 billion. Four Programs in this Cluster have a year-end spending rate of over 70% of their respective 2017 Approved Capital Budgets.

Exhibition Place, Toronto Region and Conservation Authority, Toronto Public Health, Toronto Public Library have year-end spending rate at 80.5%, 100%, 71.2%, and 75.8% respectively while Sony Centre, Toronto Police Services, Toronto Zoo and Toronto Transit Commission have year-end spending rate at 54.2%, 54.1%, 30.7% and 62.4% respectively.

Chart 1
2017 Approved Budget by Category (\$7.21)

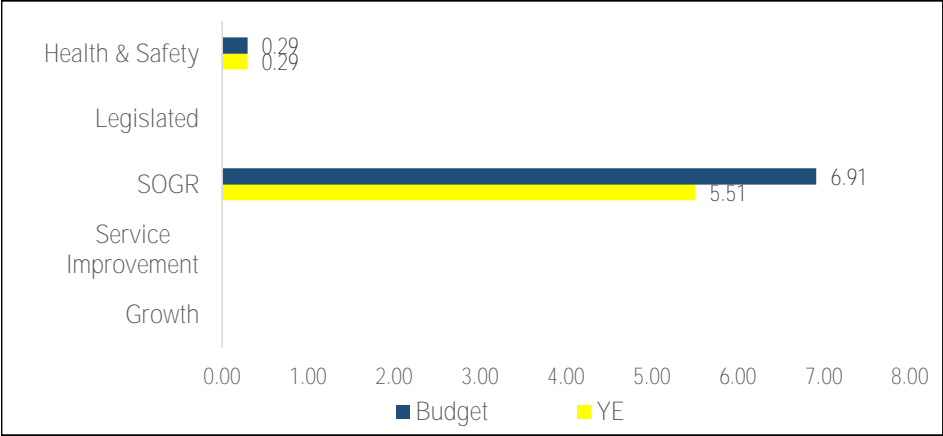


Table 1
2017 Active Projects by Category

Health & Safety	2
Legislated	
SOGR	16
Service Improvement	
Growth	
Total # of Projects	18

Chart 2
Project Status - 18

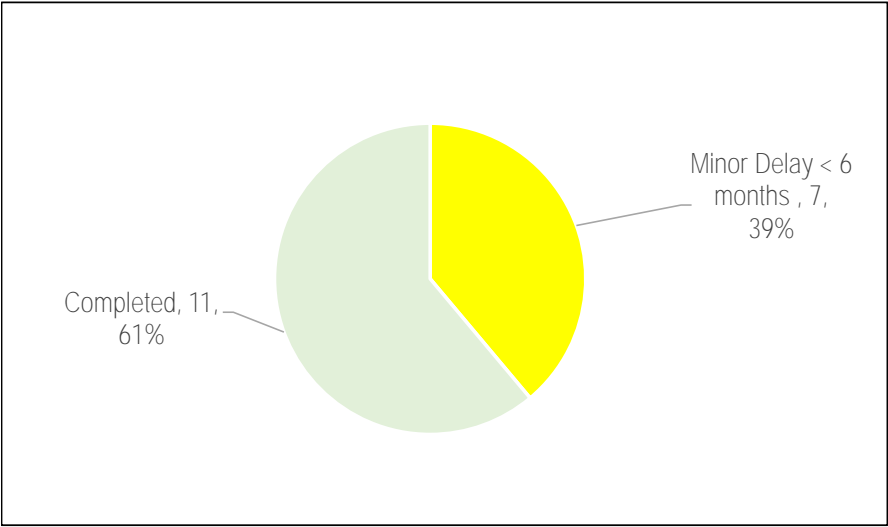


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
	4.90		2.31	

Exhibition Place (EXH)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Health & Safety								
Horse Palace	0.200	0.200	100.0%	Ⓞ	Ⓞ		0.200	0.200
Coliseum Complex	0.094	0.094	100.0%	Ⓞ	Ⓞ		0.200	0.200
Sub-Total	0.294	0.294	100.0%	-	-		0.400	0.400
Legislated								
Sub-Total	0.000	0.000		-	-		0.000	0.000
State of Good Repair								
Pre-Engineering Program	0.190	0.187	98.7%	Ⓞ	Ⓨ	#1	0.225	0.223
Queen Elizabeth Building	2.930	1.904	65.0%	Ⓨ	Ⓨ	#2	2.685	1.659
Other Building	0.240	0.176	73.4%	Ⓞ	Ⓨ	#3	0.240	0.176
Equipment	0.444	0.419	94.3%	Ⓞ	Ⓨ	#2	0.550	0.525
Enercare Centre	2.572	2.343	91.1%	Ⓞ	Ⓨ	#2	3.110	2.881
Parks, Parking Lots and Roads	0.537	0.476	88.7%	Ⓞ	Ⓨ	#2	0.565	0.504
Sub-Total	6.913	5.506	79.6%	-	-		7.375	5.968

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

Ⓞ

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Ⓢ

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

Note # 1:

The delay in the Pre-Engineering Program project is a result of the late receipt of the proposal from developers.

Note # 2:

The delay in these projects is due to poor site conditions caused by the poor weather in the final few months of the year.

Note # 3:

The delay in the Other Building projects is a result of poor site conditions by the poor weather and the late receipt of the proposal from developers.

Sony Centre (Hummingbird) (HUM)

Chart 1
2017 Approved Budget by Category (\$9.56)

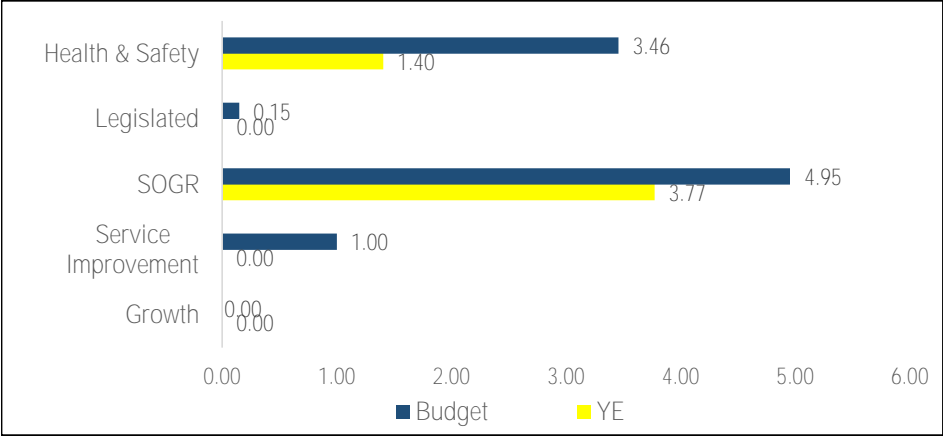


Table 1
2017 Active Projects by Category

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

Chart 2
Project Status - 8

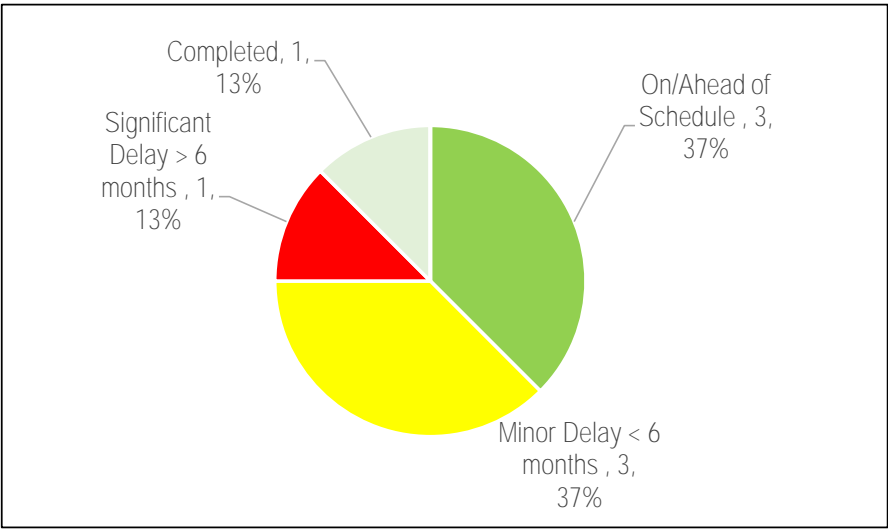


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
4.07	4.61	0.13	0.75	

Reasons for "Other*" Projects Delay:

- The Sony Centre Plaza has some outstanding issues and legal disputes that are yet to be resolved.

Sony Centre (Hummingbird) (HUM)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Health & Safety Stage Rigging System Replacement	3.459	1.405	40.6%	Ⓡ	Ⓨ	#1	3.459	1.405
Sub-Total	3.459	1.405	40.6%	-	-		3.459	1.405
Legislated AODA Audit	0.150	0.005	3.3%	Ⓡ	Ⓨ	#2	0.150	0.005
Sub-Total	0.150	0.005	3.3%	-	-		0.150	0.005
State of Good Repair East Plaza	0.747	0.747	100.0%	Ⓞ		#3	1.797	1.797
Exterior Limestones & Granite Upgrades	0.134	0.066	49.5%	Ⓡ	Ⓡ		0.146	0.079
Exterior Wall	1.640	1.451	88.5%	Ⓞ	Ⓞ		1.646	1.457
Porte-Cochere Lighting Restoration	1.658	1.457	87.9%	Ⓞ	Ⓞ		1.716	1.516
Stage Rigging System Replacement	0.776	0.051	6.5%	Ⓡ	Ⓞ	#4	3.237	2.512
Sub-Total	4.955	3.772	76.1%	-	-		8.542	7.361
Service Improvements Sony Centre Public Plaza	1.000	0.000	0.0%	Ⓡ	Ⓨ	#5	1.000	0.000
Sub-Total	1.000	0.000	0.0%	-	-		1.000	0.000
Total	9.564	5.182	54.2%				13.151	8.770

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

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

Note # 1:

The Stage Rigging System Project consists of many components including the Fall Arrest System, Fire Curtain, Stage Floor, Back of House System. These sub-projects are expected to be fully completed by December 2018.

Note # 2:

The underspending in AODA Audit is delayed due to procurement issues.

Note # 3:

The Exterior Limestones & Granite Upgrades project is currently experiencing issues with the contractor.

Note # 4:

Minimal expenses incurred as the Sony Centre only received approvals in December 2017 to reallocate funds from other projects to this project. Funds are carried forward to 2018 for completion.

Note # 5:

The City was notified that the actual improvement work for the public plaza is completed. Soft opening for the plaza took place in late-2016. There are outstanding claims and legal matters for this project. Funds are carried forward to 2018.

Chart 1
2017 Approved Budget by Category (\$15.29)

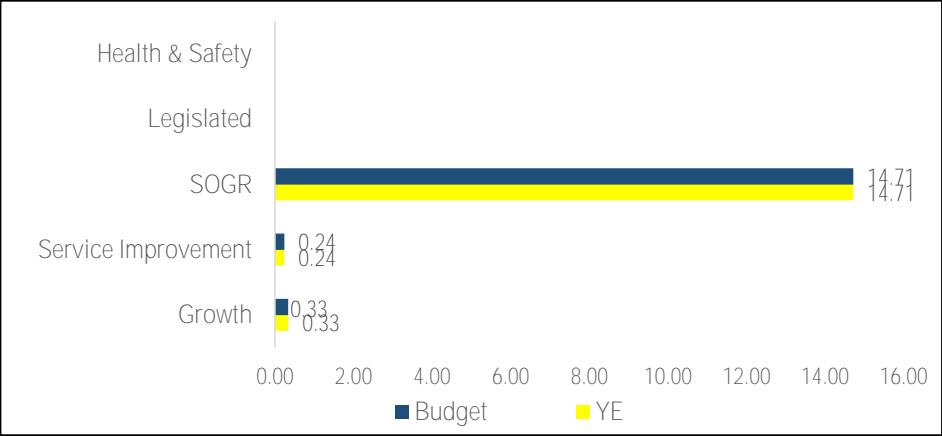


Table 1
2017 Active Projects by Category

Health & Safety	
Legislated	
SOGR	24
Service Improvement	1
Growth	1
Total # of Projects	26

Chart 2
Project Status - 26

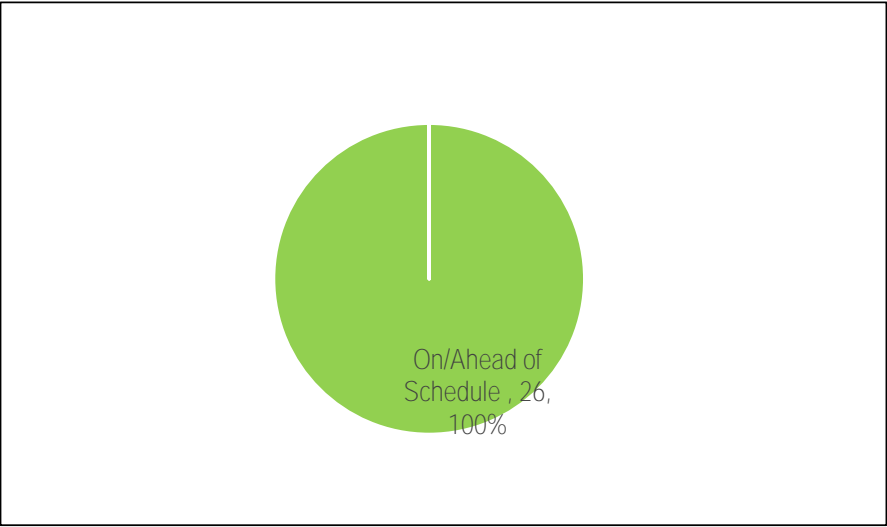


Table 2

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
15.29				

- 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)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
State of Good Repair	0.064	0.064	100.0%	ⓐ	ⓐ		0.064	0.064
Greenspace Land Acquisition	0.322	0.322	100.0%	ⓐ	ⓐ		0.322	0.322
TRCA Administrative Infrastructure	1.550	1.550	100.0%	ⓐ	ⓐ		1.550	1.550
Waterfront & Valley Erosion Control	0.371	0.371	100.0%	ⓐ	ⓐ		0.371	0.371
Black Creek Pioneer Village Retrofit	2.916	2.916	100.0%	ⓐ	ⓐ		2.916	2.916
Living City Action Plan	1.467	1.467	100.0%	ⓐ	ⓐ		1.467	1.467
Waterfront Development	0.257	0.257	100.0%	ⓐ	ⓐ		0.257	0.257
TRCA Information Technology	7.766	7.766	100.0%	ⓐ	ⓐ		7.766	7.766
Critical Erosion-Water Funded Enhancements								
Sub-Total	14.713	14.713	100.0%	-	-		14.713	14.713
Service Improvements								
Waterfront Development	0.240	0.240	100.0%	ⓐ	ⓐ		0.240	0.240
Sub-Total	0.240	0.240	100.0%	-	-		0.240	0.240
Growth Related								
Long Term Accommodation Project	0.334	0.334	100.0%	ⓐ	ⓐ		0.334	0.334
Sub-Total	0.334	0.334	100.0%	-	-		0.334	0.334
Total	15.287	15.287	100.0%				15.287	15.287

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

Chart 1
2017 Approved Budget by Category (\$78.80)

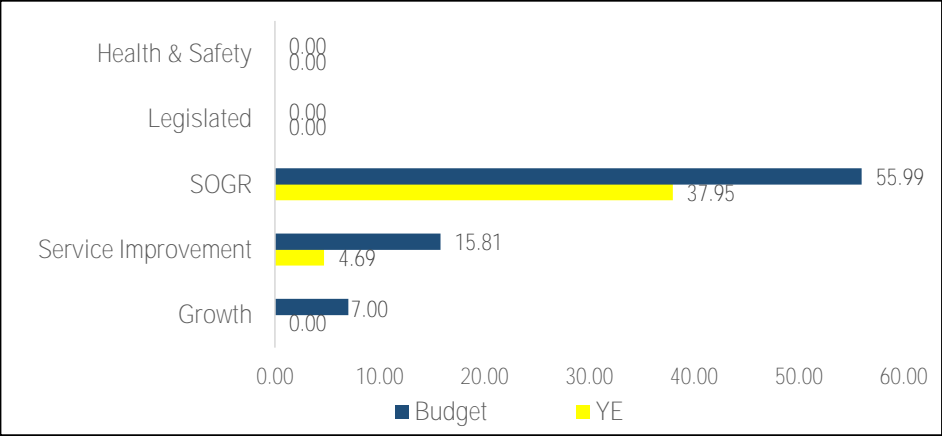


Table 1
2017 Active Projects by Category

Health & Safety	
Legislated	
SOGR	24
Service Improvement	9
Growth	1
Total # of Projects	34

Chart 2
Project Status - 34

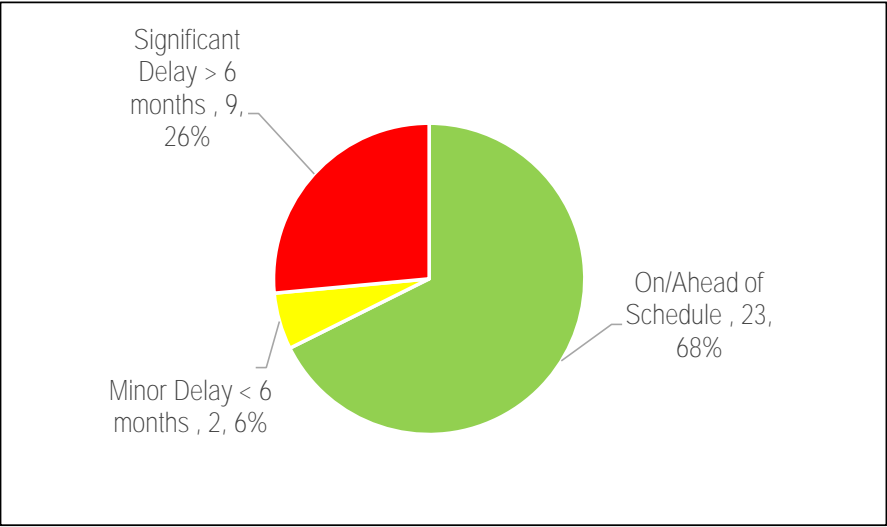


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
56.81	6.48	15.52		

- Reasons for "Other*" Projects Delay:
- Only immediate needs are currently being addressed for any SOGR.related requirements. The facility realignment review currently underway by Envirionics which will identify needs as well as address the Transformational Task force recommendations related the the Facilites realignments.
- Key Discussion Points:
- TPS's 2017 - 2026 Capital Budget and plan is subject to change as a result of theTransormational Task Force final recommendations as well as its Full Divisional Facility Reassessement.

Toronto Police Service (POL)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
State of Good Repair								
State-of-Good-Repair - Police	5.747	3.520	61.2%	Y	G	#11		
Peer to Peer Site	4.840	2.313	47.8%	R	G	#12	19.924	6.138
52 Division Renovations	0.734	0.734	100.0%	G	G		9.268	9.268
Radio Replacement	14.054	14.050	100.0%	G	G		39.445	14.137
Vehicle Replacement	6.770	5.469	80.8%	G	G		124.325	56.504
Furniture Lifecycle Replacement	1.623	0.222	13.7%	R	R	#2	11.430	9.680
Workstation, Laptop, Printer- Lifecycle plan	3.216	2.173	67.6%	Y	G	#13	77.238	30.992
Servers - Lifecycle Plan	2.718	2.586	95.1%	G	G		71.587	33.784
IT Business Resumption	2.640	0.027	1.0%	R	R	#3	33.712	14.384
Locker Replacement	0.322	-	0.0%	R	R	#2	3.561	3.143
Network Equipment	2.900	0.450	15.5%	R	G	#14	38.106	11.406
AVLS Replacement Lifecycle	0.090	0.014	15.2%	R	G	#15	4.600	1.422
In-car Camera	4.178	3.876	92.8%	G	G		10.728	3.962
Voice logging lifecycle Replacement	0.016	-	0.0%	R	G	#16	1.827	1.111
Digital Photography	0.052	0.051	97.5%	G	G		1.730	0.757
DVAM I, II (LR)	0.519	0.458	88.3%	G	G		7.862	2.669
Call Centre Application Lifecycle Replacement	0.507	0.506	99.8%	G	G		1.453	0.852
Small Equipment Replacement	0.133	0.067	50.8%	Y	G	#17	8.689	2.880
Fleet Equipment	0.090	0.035	39.1%	R	G	#18	0.500	0.445
Security System Replacement	0.237	0.045	19.1%	R	G	#19	1.600	1.409
Radar Unit Replacement	0.246	0.221	89.8%	G	G		2.012	0.835
Electronic Surveillance	0.900	-	0.0%	R	Y	#8	2.405	0.805
Wireless Parking System	2.973	0.652	21.9%	R	G	#9	10.230	1.840
Marine Vessel Electronics Replacement	0.485	0.481	99.3%	G	G		0.970	0.481
Sub-Total	55.989	37.951	67.8%	-	-		483.202	208.902
Service Improvements								
Transforming Corporate Support	3.025	1.516	50.1%	Y	Y	#1	8.742	3.233
Enterprise Business Intelligence	5.847	1.693	29.0%	R	R	#10	10.216	5.062
CCTV	0.180	0.127	70.4%	Y	G	#21	1.852	0.699
Electronic Document Management (Proof of Concept)	0.274	0.224	81.8%	G	G		0.500	0.450
TPS Archiving	0.050	-	0.0%	R	R	#4	0.700	
Conducted Energy Weapon (CEW)	0.750	-	0.0%	R	R	#5	0.750	
Body Worn Camera - Initial phase	0.500	0.013	2.5%	R	R	#6	0.500	0.013
Connected Officer	2.632	0.915	34.8%	R	R	#20	24.200	0.915
Parking Handheld APS	2.550	0.202	7.9%	R	G	#9	2.550	0.279
Sub-Total	15.809	4.689	29.7%	-	-		50.010	10.651

Toronto Police Service (POL)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Growth Related Facilities Realignment	7.000	-	0.0%	Ⓡ	Ⓡ	#7	39.873	0.451
Sub-Total	7.000	-	0.0%	-	-		39.873	0.451
Total	78.798	42.640	54.1%				573.085	220.005

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

Note # 1:

Phase I of the project concluded in March 2017. Phase II consists of a 4 year blueprint. Preparation for the implementation of PeopleSoft Time and Labour were to commence in the third quarter. Project delayed pending organizational restructuring initiatives and timelines. On an overall perspective, project will still be delivered within budget and within the same time frame as planned.

Note # 2:

The Vendor of Record for Furniture Replacement and Locker Replacements declared bankruptcy and new purchases have not occurred. No current vendor. Toronto Police will be joining the Provincial vendor agreement.

Note # 3:

IT Business Resumption Equipment lifecycle replacements are made as needed and expenditures are delayed to 2019 until completion of the Peer To Peer Site project. Funding of \$2.6M was returned back to reserve.

Note # 4:

The design portion of this project was completed in 2017. Full implementation in 2018. Project will still be completed within approved budget and within the same time frame as planned.

Note # 5:

The acquisition of additional C.E.W.s was approved by the Board at its February 22, 2018 meeting. As approval was received subsequent to year end, no C.E.W.s were purchased in 2017. Policing Effectiveness and Modernization (P.E.M.) grant funding was available and approved by the Ministry of Community Safety and Correctional Services to cover the cost of these devices. As the capital funds for the C.E.W.s is no longer required, the reallocation of these **funds will be presented to the Board for approval in the Service's first quarter 2018 variance report.**

Note # 6:

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

Note # 7:

TPS is working with the City Real Estate Services to select an appropriate site. Until approval and acquisition of the site is finalized, this funding will not be spent as the majority of the funding is related to the cost of the site. Approximately \$0.050 million will be spent in 2017 for community consultation and facilitation services. The project will be delivered within the approved budget.

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			

Note # 8:

This project depends on a Service-wide storage architecture review by Information Technology as well as partnership with other agencies. Project will still be delivered within budget but there is a delay in timing as a result of required decisions by other agencies..

Note # 9:

The RFP closed in January 2017 and review of the responses and pilot testing of the proposed system(s) was completed in June. The Board approved the award of the contract in its August 2017 meeting. The target implementation date is estimated for February 2018. Project will still be delivered within budget and within the same time frame as planned.

Note #10:

Issues with the vendor related to the data scope and design of forms. These issues are being addressed. Project will still be completed within the approved budget and within the adjusted time frame of December 2018.

Note #11:

Several projects within SOGR are on hold pending decisions from transformational task force around facility realignment. TPS is underspent in 2017 but the projects can still be delivered within the same budget allocation.

Note #12:

Budget not spent in 2017 due to delay in construction as a result of delay in acquiring municipal approvals but project will be completed within budget and within the same time frame as planned.

Note #13:

Underspending as a result of receiving good incentive pricing from vendor. Remaining funds to be carried forward.

Note #14:

Deferred the purchase disaster recovery data center equipment (switches, routers, racks) to 2018 to align with the time line of the Peer to Peer site. Project remains on budget.

Note #15:

Purchases deferred to 2018 for coordination with other Information Technology purchases. Project remains on budget.

Note #16:

Equipment no longer required. Funding returned to the reserve.

Note #17:

Deferred the purchase of new video production equipment to 2018 due to market availability. Project remains on budget.

Note #18:

Fleet equipment are purchased when required (i.e., when they break down and need replacement). Project remains on budget.

Note #19:

The Service needs to upgrade to a new system to move forward which created delays in timing. However, project will still be delivered within the approved budget.

Note #20:

Proof Of Concept and the acquisition of 700 units will be completed by March 31, 2018 with PEM grant funding. Project remains on budget and on time.

Note #21:

2017 portion of lifecycle almost completed. Spare equipment ordered but will be delivered in 2018. Project remains on budget.

Chart 1
2017 Approved Budget by Category (\$4.85)

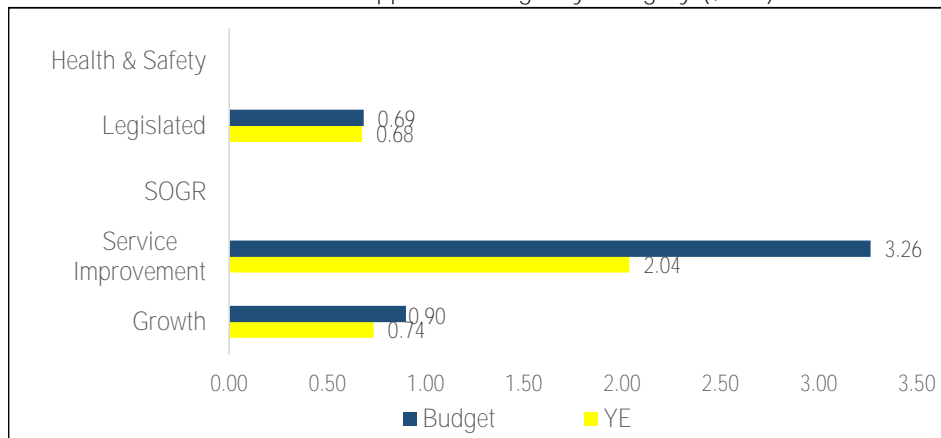


Table 1
2017 Active Projects by Category

Health & Safety	
Legislated	1
SOGR	
Service Improvement	9
Growth	1
Total # of Projects	11

Chart 2
Project Status - 11

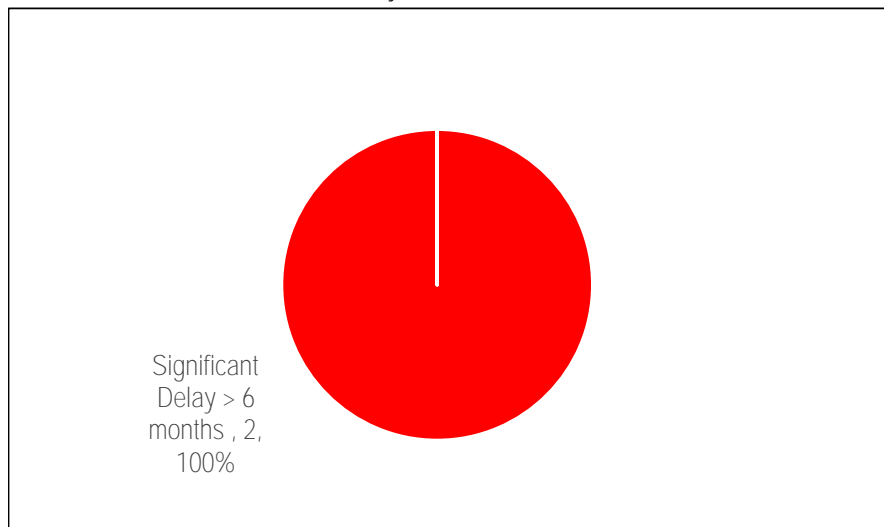


Table 2

Reason for Delay		2	
		Significant Delay	Minor Delay
Insufficient Staff Resources			
Procurement Issues			
RFQ/RFP Delayed			
Contractor Issues		2	
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
		1.97		




Key Discussion Points:

- Relocation and Expansion of Scarborough Dental Clinic project delayed due to RFQ award, awarded in March 2017. Further delay is due to negotiations with the Consultant Architect regarding cost estimates not aligning with the current contract. Project is expected to be completed by the end of 2018.
- Community Health Information System project is delayed due to a delay in acquiring project staff resources and unplanned absences, which necessitated some project activities to be deferred to 2018 to complete planned deliverables.

Toronto Public Health (TPH)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Legislated Infectious Disease Control Information System	0.685	0.677	98.8%	G	G		3.838	3.824
Sub-Total	0.685	0.677	98.8%	-	-		3.838	3.824
Service Improvements								
HF/HL Point of Care	0.053	0.053	100.0%	G	G		5.373	5.373
CDC Wireless Rollout	0.025	0.024	96.0%	G	G		1.965	1.965
Healthy Environment Inspection System (Mobile)	0.271	0.272	100.4%	G	G		2.176	2.176
TPH Datamart Data Warehouse - Phase 2	0.867	0.788	90.9%	G	G		2.032	1.953
Electronic Medical Record - Phase 1	0.014	0.014	100.0%	G	G		0.232	0.232
Dental & Oral Health Information Systems	0.084	0.072	85.7%	G	G		0.404	0.072
Electronic Medical Record - Phase 2	0.418	0.340	81.3%	G	G		1.724	0.340
Relocation and Expansion Scarborough Dental Clinic	1.067	0.014	1.3%	R	G	#1	1.067	0.014
Supervised Injection Service	0.465	0.460	98.9%	G	G		0.465	0.460
Sub-Total	3.264	2.037	62.4%	-	-		15.438	12.585
Growth Related Community Health Information System	0.900	0.736	81.8%	G	R	#2	2.854	0.736
Sub-Total	0.900	0.736	81.8%	-	-		2.854	0.736
Total	4.849	3.450					22.130	17.145

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 delayed due to RFO award, awarded in March 2017. Negotiations are ongoing with the Consultant Architect regarding cost estimates not aligning with the current contract.

Note # 2:

Delay in acquiring project staff resources and unplanned absences necessitate some project activities to be deferred to 2018 to complete planned deliverables.

Chart 1
2017 Approved Budget by Category (\$37.49)

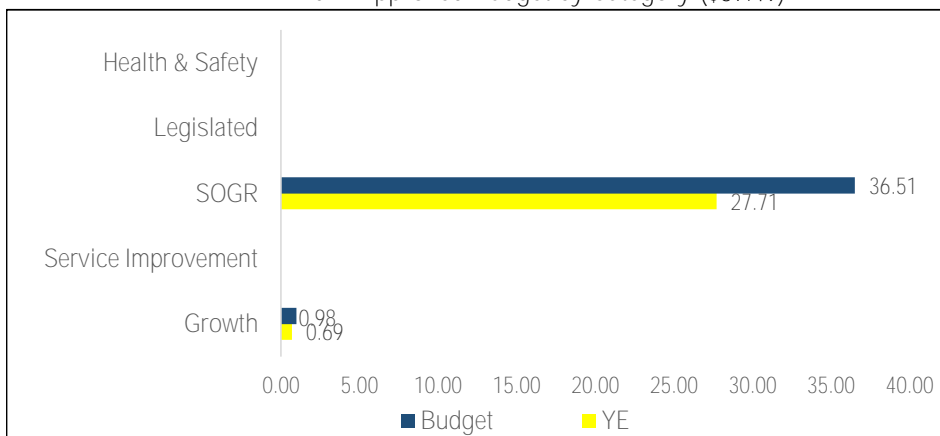


Table 1
2017 Active Projects by Category

Health & Safety	
Legislated	
SOGR	17
Service Improvement	
Growth	3
Total # of Projects	20

Chart 2
Project Status - 20

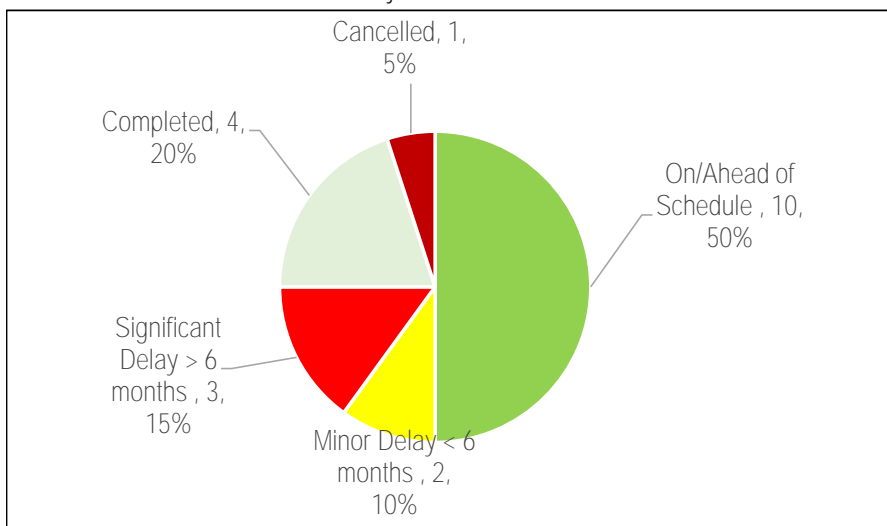


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
30.02	1.26	4.32	1.79	0.10

Reasons for "Other*" Projects Delay:

- The Fort York Library Construction is completed. Outstanding work such as acoustic issues still need to be addressed.
- The Wychwood Library Renovation project is delayed due to the outstanding site plan approval.
- The St. Clair/Silverthorn Library project is delayed due to the late awarding of the construction contract.
- The Bayview-Bessarion Library Relocation project has been delayed by coordination with other projects and jointly managed with the City's Parks, Forestry and Recreation Division.

Key Discussion Points:

- The Dawes Road Library Construction and Expansion project is delayed as the Facilities Management Division is continuing to work on the negotiation process with the site.
- The St. Lawrence Relcation and Expansion project is delayed as the master plan and heritage element assessments are still pending. The project is expected to be deferred to 2022.

Toronto Public Library (LIB)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
State of Good Repair								
Agincourt Building Element	0.062	0.062	101.2%	Ⓡ	Ⓢ	#1	1.172	1.172
Albert Campbell Renovation	0.225	0.042	18.6%	Ⓡ	Ⓢ		12.165	0.082
Albion Library Renovation	4.721	3.433	72.7%	Ⓢ	Ⓢ		15.307	15.078
Dawes Road Construction & Expansion	2.509	1.441	57.4%	Ⓨ	Ⓡ	#2	13.263	1.447
Downsview Renovation	0.030	0.030	100.0%	Ⓢ	Ⓢ		0.437	0.437
Eglinton Square Renovation & Expansion	0.754	0.754	100.0%	Ⓢ	Ⓢ		1.242	1.243
Equipment for Operational Efficiencies	1.456	1.096	75.3%	Ⓢ	Ⓢ		1.806	1.096
Integrated Payment Solutions	1.150	0.186	16.2%	Ⓡ	Ⓢ	#8	2.250	0.186
North York Central Library	9.486	7.440	78.4%	Ⓢ	Ⓢ		14.974	12.193
St. Clair/Silverthorn Renovation	0.905	0.178	19.6%	Ⓡ	Ⓨ	#3	2.897	0.341
St. Lawrence Relocation & Expansion - Design	0.100	0.000	0.0%	Ⓡ		#4	0.100	0.000
Wychwood Library Renovation	1.232	0.151	12.3%	Ⓡ	Ⓡ	#5	9.533	0.541
Canada 150 Projects	2.616	2.611	99.8%	Ⓢ	Ⓢ		3.137	2.783
Virtual Branch Services	1.500	1.573	104.8%	Ⓡ	Ⓢ	#9	6.842	4.026
Technology Asset Management Program	3.871	4.096	105.8%	Ⓡ	Ⓢ	#10	17.252	9.694
Multi-Branch Minor Renovation Program: 2016-2021	4.429	3.976	89.8%	Ⓢ	Ⓢ		12.443	7.058
Multi-branch Minor Renovation Program (accessibility): 2016-2019	1.468	0.641	43.7%	Ⓡ	Ⓨ	#11	3.787	1.060
Sub-Total	36.514	27.709	75.9%	-	-		118.607	58.437
Growth Related								
Bayview-Bessarion Library Relocation	0.580	0.480	82.8%	Ⓢ	Ⓡ	#6	12.622	0.672
Fort York New Library Construction	0.351	0.168	47.9%	Ⓡ	Ⓨ	#7	9.192	9.009
Scarborough Civic Centre Library Construction	0.045	0.045	100.0%	Ⓢ	Ⓢ		10.276	10.276
Sub-Total	0.976	0.694	71.1%	-	-		32.090	19.957
Total	37.490	28.403	75.8%				150.697	78.395

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:

This project is in its design phase and there are no foreseeable delays in completing this work.

Note # 2:

There are site acquisition issues outstanding for this project. City's Facilities Management Division is in the negotiation process.

Note # 3:

Delayed due to the late award of construction tender on December 11, 2017. Construction will start in January 2018.

Note # 4:

Delayed as the master plan and heritage element assessment are pending. This project will be deferred to 2022.

Note # 5:

Delayed due to the outstanding site plan approval. Construction will not commence until 2018.

Note # 6:

Delays caused by coordination with other projects and jointly managed with the City's Parks, Forestry and Recreation

Note # 7:

The construction work has been completed. There is minor outstanding work such as acoustic issues that needs to be addressed.

Note # 8:

Full rollout was planned in 2017 but a pilot was done instead.

Note # 9:

Variance is due to pre-spending of 2018 budgeted cash-flows in 2017

Note # 10:

Variance is due to pre-spending of 2018 budgeted cash-flows in 2017

Note # 11:

Additional planning required.

Chart 1
2017 Approved Budget by Category (\$7.65)

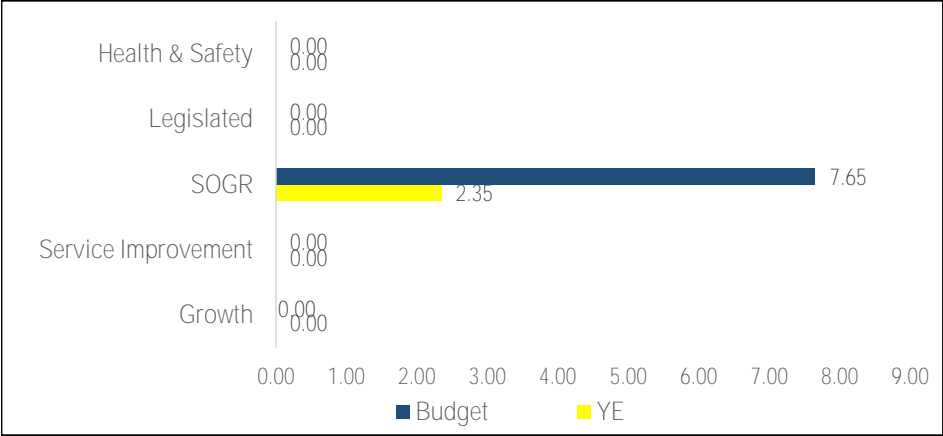


Table 1
2017 Active Projects by Category

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

Chart 2
Project Status - 6

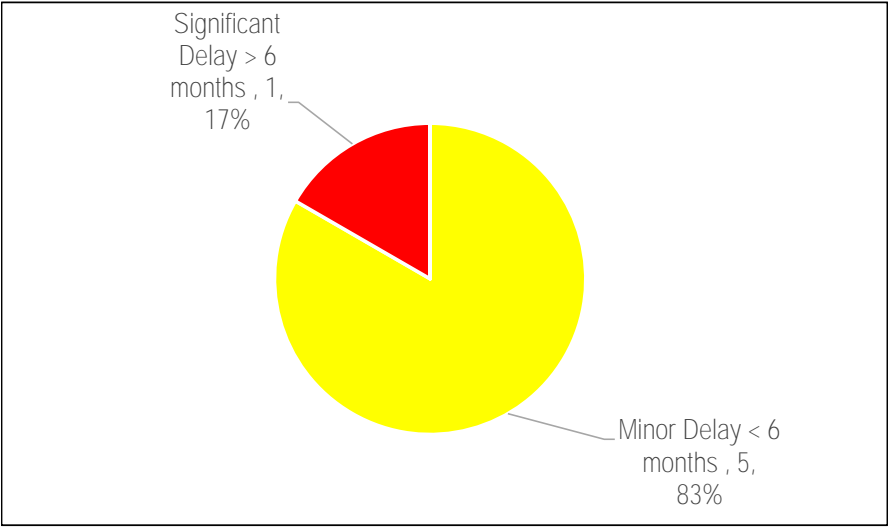


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
	7.03	0.62		

Toronto Zoo (ZOO)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
State of Good Repair								
Building and Services	1.779	0.310	17.4%	Ⓡ	Ⓨ	#1	2.350	0.881
Exhibit Refurbishment	0.800	0.254	31.8%	Ⓡ	Ⓨ	#2	0.800	0.254
Orangutan II Outdoor Exhibit	1.306	0.243	18.6%	Ⓡ	Ⓨ	#3	1.350	0.287
Grounds & Visitor Improvements	0.643	0.101	15.7%	Ⓡ	Ⓨ	#4	0.800	0.258
Information Systems	0.623	0.254	40.8%	Ⓡ	Ⓡ	#5	0.850	0.481
Wildlife Health Centre	2.500	1.190	47.6%	Ⓡ	Ⓨ	#6	2.383	1.190
Sub-Total	7.650	2.352	30.7%	-	-		8.533	3.352
Total	7.650	2.352	30.7%				8.533	11.691

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:

Project is delayed due to labour disruption and co-ordination with other projects. There are ongoing repairs based on building audit findings. Project is expected to be completed by end of 2018.

Note # 2:

Delays are primarily due to labour disruptions. Projects are in various stages of design, tender and construction. Project is expected to be completed by end of 2018.

Note # 3:

Contractor issues in the design phase are causing delay in the completion of Orangutan Outdoor Exhibit. Discussions with design consultant are ongoing.

Note # 4:

This project consists of various small scale sub-projects which are expected to be completed by December 2018. The Wayfinding sub-project is tendered and awarded.

Note # 5:

The project s was delayed due to co-ordination with other projects. It is now well underway with 60% completed by March 2018 and the remaining to be completed by December 2018.

Note # 6:

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

Chart 1
2017 Approved Budget by Category (\$1,495.34)

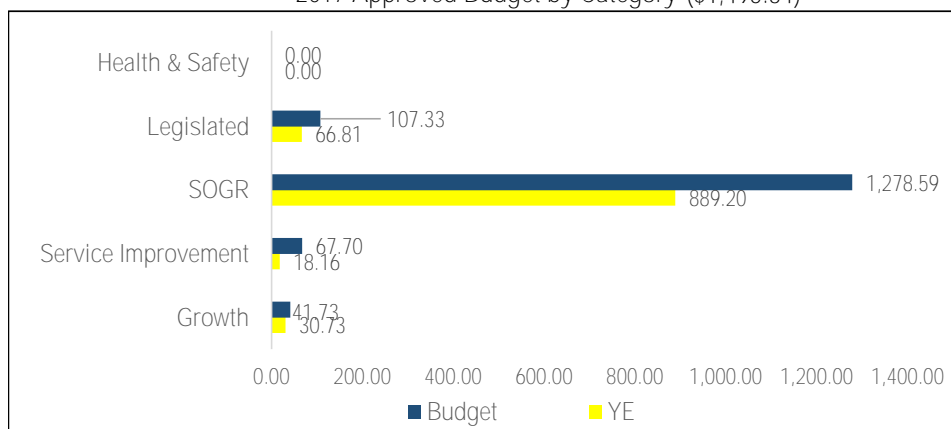


Table 1
2017 Active Projects by Category

Health & Safety	
Legislated	10
SOGR	37
Service Improvement	11
Growth	7
Total # of Projects	65

Chart 2
Project Status - 65

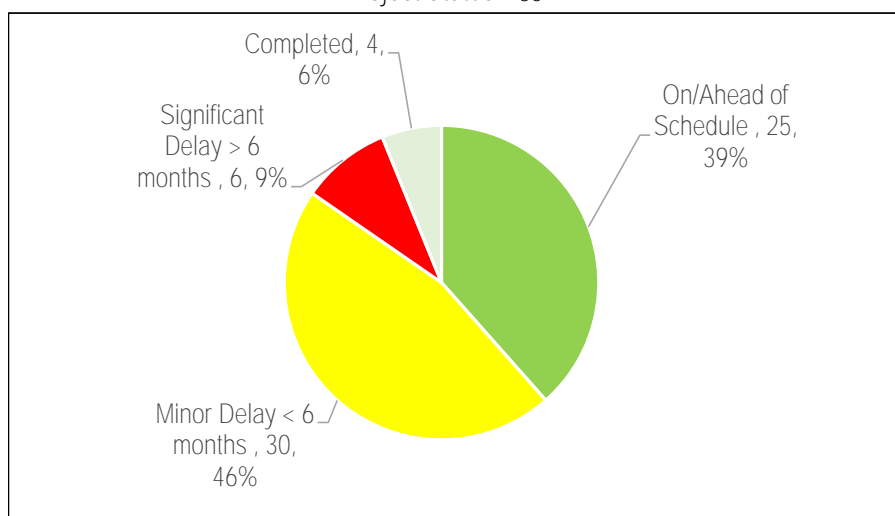


Table 2

Reason for Delay	36	
	Significant Delay	Minor Delay
Insufficient Staff Resources		3
Procurement Issues		1
RFO/RFP Delayed		2
Contractor Issues	2	3
Site Conditions	1	
Co-ordination with Other Projects		4
Community Consultation		
Other*	3	17
Total # of Projects	6	30

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
815.38	479.78	195.72	4.46	

Key Discussion Points:

- The Dawes Road Library Construction and Expansion project is delayed as the Facilities Management Division is continuing to work on the negotiation process with the site.
- Toronto York Spadina Subway Extension (TYSSE) : \$169.7 million under - Variance is due to deferral of holdback releases, contingencies, claims resolutions, property and vehicle expenditures.
- Scarborough Subway Extension: \$67.3 million under - SRT Life Extension (-\$24.6): Variance is due to SRT Communications Retrofit - work deferred due to resource constraints; SRT Car Overhaul Program - deferred due to delay of subway opening; SRT Workcar - deferred as Hybrid Locomotive is a complex new technology and interconnected with ATP (Automatic Train Protection), which is in alignment with A TC. Scarborough Subway Extension: (-\$42.7M): Variance is due to delay in the EA process and the rebaselining of the project scope.

Toronto Transit Commission (TTC)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Legislated								
Communications- Legislated	2.288	1.158	50.6%	Y	Y		4.932	0.000
Easier Access-Phase III	42.655	39.566	92.8%	G	G		473.220	0.000
Equipment-Legislated	2.344	1.859	79.3%	G	G		6.159	0.000
Other Service Planning - Legislated	16.538	0.970	5.9%	R	Y	#1	20.878	0.000
Streetcar Network- Legislated	2.259	1.236	54.7%	Y	Y		34.186	0.000
Subway Asbestos Removal	8.415	6.941	82.5%	G	G		31.992	0.000
Subway Car Overhaul - Legislated (AODA)	22.316	10.234	45.9%	R	Y	#2	-2.474	0.000
Other Buildings - Legislated	9.454	4.533	48.0%	R	R	#3	67.228	0.000
Bus Overhaul - Legislated	0.335	-0.061	-18.2%		Y		0.638	0.000
Sub-Total	107.326	66.806	62.2%	-	-		637.111	0.000
State of Good Repair								
ATC Resignalling - Bloor/Danforth Line	0.160	0.169	105.6%	R	G	#4	256.542	0.000
ATC Resignalling - YUS Line	60.833	57.874	95.1%	G	G		182.747	0.000
Automotive Non-Revenue Vehicle Replace	5.705	3.147	55.2%	Y	Y		14.046	0.000
Bridges And Tunnels- Various	49.030	47.254	96.4%	G	G		48.274	0.000
Communications-SOGR	32.421	10.722	33.1%	R	Y	#5	66.422	0.000
Computer Equipment And Software	103.248	62.310	60.4%	Y	Y		284.149	0.000
Equipment-SOGR	35.748	23.774	66.5%	Y	Y		111.892	0.000
Finishes-SOGR	17.665	17.048	96.5%	G	G		35.268	0.000
Fire Ventilation Upgrade	14.912	14.194	95.2%	G	G		86.830	0.000
On-Grade Paving Rehabilitation	12.606	13.043	103.5%	R	G	#4	12.958	0.000
Other Buildings - SOGR	58.632	39.391	67.2%	Y	G		296.259	0.000
Other Furniture And Office Equipment	0.570	0.211	37.0%	R	Y	#6	0.915	0.000
Other Maintenance Equipment	5.557	1.158	20.8%	R	Y	#7	11.365	0.000
Other Service Planning - SOGR	3.398	0.618	18.2%	R	R	#8	20.863	0.000
POP Legacy Fare Collection	0.253	0.052	20.4%	R	Y	#9	0.675	0.000
Power Dist. SOGR	9.537	9.120	95.6%	G	G		12.536	0.000

Toronto Transit Commission (TTC)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Purchase of Wheel Trans	6.920	2.078	30.0%	Ⓜ	Ⓨ	#10	11.756	0.000
Purchase of Buses - SOGR	247.572	183.381	74.1%	Ⓤ	Ⓤ		497.984	0.000
Purchase Of Subway Cars	42.705	13.392	31.4%	Ⓜ	Ⓨ	#11	34.813	0.000
Queensway Garage Expansion	0.317	0.100	31.5%	Ⓜ	Ⓜ	#12	0.194	0.000
Rail Non Revenue Vehicle Overhaul	5.252	1.020	19.4%	Ⓜ	Ⓨ	#13	18.705	0.000
Rail Non-Revenue Vehicle Purchase - SOGR	16.055	8.574	53.4%	Ⓨ	Ⓨ		42.016	0.000
Revenue & Fare Handling Equipment -SOGR	32.076	23.353	72.8%	Ⓤ	Ⓤ		7.339	0.000
Signal Systems	23.366	7.929	33.9%	Ⓜ	Ⓨ	#14	69.043	0.000
Streetcar Overhaul - SOGR	11.188	10.180	91.0%	Ⓤ	Ⓤ		27.452	0.000
Subway Track - SOGR	30.057	24.159	80.4%	Ⓤ	Ⓤ		55.634	0.000
Surface Track - SOGR	58.048	46.924	80.8%	Ⓤ	Ⓤ		43.331	0.000
Tools And Shop Equipment	8.178	4.988	61.0%	Ⓨ	Ⓨ		17.106	0.000
TR Yard And Tail Track Accommodation	49.091	46.689	95.1%	Ⓤ	Ⓤ		287.453	0.000
Traction Power-Various	26.645	24.862	93.3%	Ⓤ	Ⓤ		16.449	0.000
Transit Shelters & Loops - SOGR	0.558	0.671	120.3%	Ⓜ	Ⓤ	#15	0.755	0.000
Wilson Complex-Modifications	0.033	0.000	0.0%	Ⓜ	Ⓤ	#16	0.374	0.000
Leslie Barns	28.038	17.051	60.8%	Ⓨ	Ⓜ		21.738	0.000
Subway Car Overhaul - SOGR	59.968	39.645	66.1%	Ⓨ	Ⓨ		206.720	0.000
Bus Overhaul - SOGR	58.679	56.357	96.0%	Ⓤ	Ⓤ		66.901	0.000
Purchase of Streetcars	163.567	77.767	47.5%	Ⓜ	Ⓨ	#17	556.236	0.000
Sub-Total	1,278.589	889.202	69.5%	-	-		3,423.740	0.000
Service Improvements								
Bicycle Parking at Stations	0.706	0.052	7.4%	Ⓜ	Ⓨ	#18	0.798	0.000
Communications-Service Improvement	0.259	0.133	51.2%	Ⓨ	Ⓨ		0.127	0.000
Finishes-Service Improvement	0.200	0.310	154.9%	Ⓜ	Ⓤ	#19	0.128	0.000
Kipling Station Improvements	0.293	0.049	16.6%	Ⓜ	Ⓜ	#20	0.250	0.000
Other Buildings - Service Improvement	25.596	13.441	52.5%	Ⓨ	Ⓨ		63.004	0.000
Other Service Planning - Service Improvement	33.667	2.721	8.1%	Ⓜ	Ⓨ	#21	49.874	0.000

Toronto Transit Commission (TTC)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Purchase of Buses - Service Improvement	2.950	0.505	17.1%	Ⓡ	Ⓡ	#22	92.596	0.000
Power Dist. Service Improvement	0.201	0.423	210.3%	Ⓡ	Ⓢ		0.120	0.000
Rail Non-Revenue Vehicle Purchase - Service Imp.	0.127	0.007	5.9%	Ⓡ	Ⓨ	#23	19.239	0.000
Subway Track - Service Improvement	3.247	0.313	9.6%	Ⓡ	Ⓨ		4.654	0.000
Surface Track - Service Improvement	0.250	0.000	0.0%	Ⓡ	Ⓨ	#25	9.308	0.000
Transit Shelters & Loops - SI	0.200	0.203	101.4%	Ⓡ	Ⓢ	#26	-0.010	0.000
Sub-Total	67.696	18.155	26.8%	-	-		240.088	0.000
Growth Related Automotive Non-Revenue Vehicle Replace					Ⓢ			
Bus Rapid Transit-Growth	1.233	0.317	25.7%	Ⓡ	Ⓢ	#27	-0.070	0.000
McNicol New Bus Garage Facility	14.833	14.881	100.3%	Ⓢ	Ⓢ		156.681	0.000
Sheppard Subway	3.704	0.000	0.0%	Ⓡ	Ⓢ	#28	3.705	0.000
Other Service Planning - Growth	1.200	0.000	0.0%	Ⓡ	Ⓢ		2.400	0.000
Other Buildings - Growth	9.240	7.822	84.7%	Ⓢ	Ⓢ	#29	10.727	0.000
PRESTO Farecard Implementation	11.522	7.711	66.9%	Ⓨ	Ⓢ		3.907	0.000
Sub-Total	41.733	30.731	73.6%	-	-		177.349	0.000
Total	1,495.344	1,004.895	67.2%				4,478.287	0.000

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

The variance is mainly due to three projects: Platform Modification to Accommodate Artic buses, Bus Stop Improvements for Accessibility and **Opportunities to Improve Transit – Transit Priority Measures**. For each of these projects the majority of work has slipped from 2017 to 2018 and 2019 due to delays in hiring Strategy and Service Planning staff; receiving City approvals, and issuing tender packages for the current construction season.

Note #2

The variance is due to the supply chains issues and prolonged workforces recruitments, the TR Subway Cars - 7 Year Overhaul and T1 Subway Cars - 15 Year Overhaul are accordingly impacted with delays.

Toronto Transit Commission (TTC)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			

Note #3

Variance is primarily due to cancellation of Revenue Operations Facility and Old Eglinton Garage. Additional variances for other projects include: **Bus garage /Shops Facility Renewal Program – Work advanced to 2016 for several contracts as well as deferment of planned works to address stakeholder requirements and develop contracting strategy; Subway Facility Renewal Program – Construction progress is slower than forecasted at Davisville Yard and Kipling Station; Duncan Shop Ventilation Upgrade – due to forecast adjustment as per contract award value;When TS/Back-up Centres – program delay reflects change in scope resulting from consolidation of Transit Control functions into one location; Union Station Platform – outstanding deficiencies and support of PRESTO work to be completed in 2018; and Stations Transformation - delay in PRESTO crash gate work followed by a delay in hiring of collectors, lack of workforce, delays in PAI design and existing commitment and focus on TYSSSE**

Note #4

Currently on hold, awaiting outcome of BD line portfolio review. Tracksides and equipment room surveys and correlations.

Note #5

The variance is due to: Station Public Address project deferred as potential integration with Station Transformation initiatives; CCTV Project Video Management System (VMS) deferred to 2018 due to resource constraints and changes in work sequence related to VMS implementation; Subway RTU project, Track Level Occupancy Lights and Fiber Optic Upgrade for North Yonge and Danforth rings deferred due to resource constraints; Industrial Security Improvements of TTC Properties as the start of construction was delayed to incorporate scope change at Allen Road Fencing related to underground utilities and road lane closure permit requirements; Richmond substation cable survey and installation of two locations delayed due resource constraints; TDM equipment and radios purchase deferred due to procurement delays.

Note #6

Currently taking inventory of Photo/Video equipment to determine best use of funds; working with M&P to obtain pricing for production equipment and, Delay in securing leasing options.

Note #7

Slippage into 2018.(Streetcar Dept. Carry forward from 2016 =\$89k, cost estimate change =\$1k, \$910k carry forward to 2018.). Rail Infrastructure - "Slippage of Funds into 2017. Small Rail Grinder and misc equipment will be delivered in 2018 ". Carry Forward from 2016 (3467K) not used.

Note #8

The variance is mainly due to three projects: Platform Modification to Accommodate Artic buses, Bus Stop Improvements for Accessibility and **Opportunities to Improve Transit – Transit Priority Measures. For each of these projects the majority of work has slipped from 2017 to 2018** and 2019 due to delays in hiring Strategy and Service Planning staff; receiving City approvals, and issuing tender packages for the current construction season.

Note #9

Under expenditure due to the delay in the delivery of new street cars. Scope from 2017 will be transferred to 2018, which covers the cost associated with the installation of ticket validator for the new street cars scheduled for delivery.

Note #10

As a diesel version cannot be provided in 2017, it was decided that only 20 buses would be purchased and the remaining 20 buses added to the 2018 order (60 buses). All 2017 buses (20) have been delivered. 2018 order of 60 will start mid-April.

Note #11

Variance is primarily related to payment for spares project contingency and potential project changes as anticipated in 2018.

Note #12

Work slippage from 2016. Work on Tail Pipe Exhaust Repairs deferred to 2018

Note #13

Due to outsourcing the contract, the amount of contract increased while the planned equipment and engineering and labour decreased. Also, retrofit contract deferred to 2018 due to unavailability of Alstom equipment and final ATP system design.

Note #14

The variance is primarily caused by a Signal Capital installation workforce deficit, Design and installation resources allocated to Eglinton Ancillary Room Relocation and Wilson Yard Resignalling schedule slippage due to new interface configuration with Alstom CBTC; Roofing Rehabilitation Program, deferral of construction at Warden Station and Overhead Doors, replacement of Wilson Garage was deferred to reflect a revised contract parking strategy for Wilson Garage.

Note #15

Prior year slippage and work brought forward from future years for Bingham Loop.

Toronto Transit Commission (TTC)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			

Note #16

Completed. Awaiting final invoices. Will be closed in 2018.

Note #17

Variance is primarily from slippage of vehicle delivery and the Contract Change Allowance not being exercised in 2017. The plan was 40 cars in 2017; however, there were only 27 cars in 2017.

Note #18

Delays in procurement have pushed delivery of double racks into Q3 of 2018. Head of Customer Development met with Materials and Procurement (M&P) to address delays. We continue to work closely with M&P. M&P is awaiting documentation from Metrolinx regarding their previous purchase(s) of Daytech shelters on a competitive basis in order to proceed with procurement. Daytech has reported significant production delays from other PTIF orders. This has pushed procurement and delivery of bicycle shelters into late 2018.

Note #19

Station Modernization - Some work advanced from 2018

Note #20

Final deficiencies will be corrected in early 2018.

Note #21

Combination of carry-over from 2016 to 2017, and lower actual costs for equipment installation.

Note #22

2017 variance is a result of buses received later than expected and some milestone payments delayed into 2018.

Note #23

Replace RT 43/44 and RT 14/15 project: Equipment, Labour & Contingency slipped due to scope increase by Subway Infrastructure and shop resources availability; Paper Vacuum Workcars: Comprehensive testing of vacuum and HEPA Filter Systems will push Final Acceptance (FAC) to 2018

Note #24

Variance is mainly due to deferral of some of the track work and Davisville Area Rehabilitation Project (DARP) under the Track Rehabilitation program into future years, combined with scope changes under the Rail Vehicle Based Inspection System program which resulted in the deferral of the system testing and warranty into future years and reduction of work due to contract and labour force constraints under the Rail Grinding program.

Note #25

Under spend is due to the forced deferral of Wellington St-Church to Yonge to 2019, and the carry over of work into 2018 for the Humber Loop, The Queensway, and Lake Shore projects.

Note #26

Prior year slippage and work brought forward from future years for Bingham Loop.

Note #27

Spadina Subway to York University/Steeles Avenue - completion of work deferred to 2018 due to delay at work site.

Note #28

Delay of business loss claim resolution.

Note #29

The variance is mainly due to three projects: Platform Modification to Accommodate Artic buses, Bus Stop Improvements for Accessibility and **Opportunities to Improve Transit – Transit Priority Measures. For each of these projects the majority of work has slipped from 2017 to 2018** and 2019 due to delays in hiring Strategy and Service Planning staff; receiving City approvals, and issuing tender packages for the current construction season.

2017 Capital Spending by Program
Rate Supported Programs

Program		2017 Approved Cash Flow	2017 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
SWM	Q1	129.78	7.85	127.11	97.9%		Ⓒ
	Q2	129.88	20.93	100.12	77.1%	↓	Ⓒ
	Q3	129.88	46.68	99.07	76.3%	↓	Ⓒ
	Q4	129.88	84.87	84.87	65.3%	↓	Ⓢ
TPA	Q1	158.47	23.66	138.55	87.4%		Ⓒ
	Q2	158.47	27.85	93.94	59.3%	↓	Ⓢ
	Q3	158.47	44.49	86.44	54.5%	↓	Ⓢ
	Q4	164.34	55.92	55.92	34.0%	↓	Ⓖ
Toronto Water	Q1	843.53	72.82	718.40	85.2%		Ⓒ
	Q2	843.53	215.72	695.83	82.5%	↓	Ⓒ
	Q3	843.53	380.68	667.95	79.2%	↓	Ⓒ
	Q4	843.53	667.31	667.31	79.1%	↓	Ⓒ
TOTAL	Q1	1,131.79	104.34	984.06	86.9%		Ⓒ
	Q2	1,131.89	264.50	889.89	78.6%	↓	Ⓒ
	Q3	1,131.89	471.85	853.45		↓	Ⓖ
	Q4	1,137.76	808.11	808.11	71.0%	↑	Ⓒ
Ⓒ >70% Ⓢ between 50% and 70% Ⓖ < 50% or > 100%							

For the twelve months ended December 31, 2017, capital expenditures for this Cluster totalled \$808.11 million of their collective 2017 Approved Capital Budget of \$1.138 billion. One Programs in this Cluster have a year-end spending rate of over 70% of their respective 2017 Approved Capital Budgets.

Toronto Water has a year-end spending rate of 79.1% while Solid Waste Management Services and Toronto Parking Authority have year-end spending rate of 65.3% and 34.0% respectively.

Solid Waste Management (SOL)

Chart 1
2017 Approved Budget by Category (\$129.88)

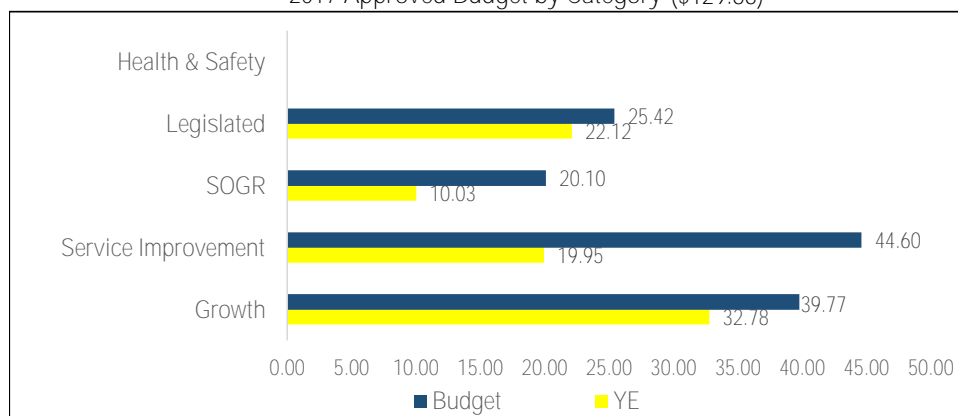


Table 1
2017 Active Projects by Category

Health & Safety	
Legislated	5
SOG	8
Service Improvement	24
Growth	4
Total # of Projects	41

Chart 2
Project Status - 41

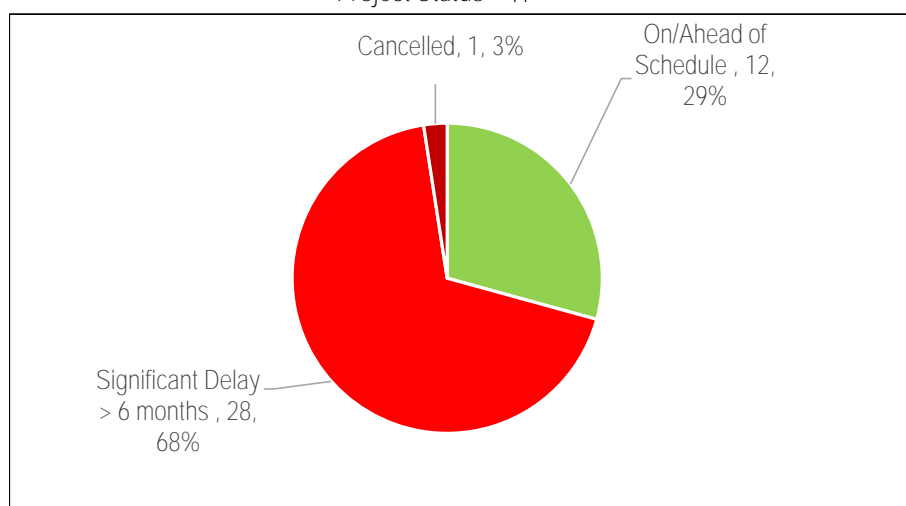


Table 2

Reason for Delay	28	
	Significant Delay	Minor Delay
Insufficient Staff Resources	2	
Procurement Issues		
RFQ/RFP Delayed	15	
Contractor Issues	5	
Site Conditions		
Co-ordination with Other Projects	5	
Community Consultation		
Other*	1	
Total # of Projects	28	

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
27.98		101.89		0.01

Reasons for "Other*" Projects Delay:

- Multi-Res SSO Bulk Bins: On-going litigation with a supplier has been settled. Final payments have been made with project closure expected in 2018.

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.

Solid Waste Management (SOL)

Key Discussion Points (cont'd):

Significant delay has been experienced on 28 projects/subprojects (78% of the budget or \$101.9 million) mainly due to delay in awarding RFP/RFQs as well as coordination with other projects and issues with contractors. This includes large projects such as Diversion Systems (Waste Bins, Green Bins); Gas Utilization projects, Transfer Station Asset Management, Collection Yard upgrades, mobile radio replacements, IT projects and the Disco & Dufferin SSO Facilities.

(5) subprojects for Engineering Planning Studies have experienced significant delay due to RFP/RFQ issues. Projects are essentially complete, project closure was expected April 2018, 16 months late.

Long Term Waste Management Strategy (originally \$6.224 million in 2017) is expected to be delayed from the original completion plan of 2015 with overall project completion now planned in December 2027. Funding allocations of \$3.384 million approved in Q2 2017 re-allocated funds to the Biogas project at the Dufferin SSO Facility (\$3M) and to the SSO In-Unit Kitchen Container project (\$0.384M). The remaining budget for 2017 is \$2.633 million and was 70.5% under-spent at year-end.

12 projects/subprojects (22% of the budget or \$28 million) are considered as being on-schedule and mainly include on-going work for Green Lane landfill Development, Perpetual Care of Old Landfills and Diversion Facility Asset Management.

Solid Waste Management (SOL)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Legislated Green Lane Landfill	13.374	11.851	88.6%	Ⓔ	Ⓔ		131.207	57.710
Perpetual Care of Landfills	12.045	10.264	85.2%	Ⓔ	Ⓔ		38.707	23.156
Sub-Total	25.419	22.115	87.0%	-	-		169.914	80.866
State of Good Repair Collection Yard Asset Management	0.956	0.280	29.3%	Ⓔ	Ⓔ	1	2.037	1.285
Transfer Station Asset Management	17.145	9.700	56.6%	Ⓕ	Ⓔ	2	75.886	26.646
Diversion Facilities Asset Management	2.000	0.046	2.3%	Ⓔ	Ⓔ	3	10.333	0.424
Sub-Total	20.100	10.025	49.9%	-	-		88.256	28.355
Service Improvements CNG Refuel Station Installation	0.915	0.209	22.9%	Ⓔ	Ⓔ	1	1.100	0.760
Diversion Systems	27.125	16.125	59.4%	Ⓕ	Ⓔ	4	134.718	42.681
Landfill Gas Utilization	0.462		0.0%	Ⓔ	Ⓔ	5	19.456	0.266
Construction of Biogas Utilization at Disco & Dufferin	5.632	0.038	0.7%	Ⓔ	Ⓔ	6	11.782	0.617
Long Term Waste Management Strategy	2.633	0.776	29.5%	Ⓔ	Ⓔ	7	17.593	3.729
SWM IT Application Initiatives	1.464	0.937	64.0%	Ⓕ	Ⓔ	8	14.792	3.768
IT Corporate Initiatives	2.133	0.724	33.9%	Ⓔ	Ⓔ	9	11.062	1.859
Two-Way Radio Replacement	2.235	0.542	24.3%	Ⓔ	Ⓔ		2.235	0.542
Engineering Planning Studies	2.000	0.597	29.9%	Ⓔ	Ⓔ		4.500	1.108
Sub-Total	44.599	19.948	44.7%	-	-		217.239	55.329
Growth Related Dufferin SSO Facility	38.957	31.992	82.1%	Ⓔ	Ⓔ	10	75.943	55.748
Disco SSO Facility	0.311	0.753	242.3%	Ⓔ	Ⓔ	11	84.492	80.822
Dufferin Waste Facility	0.500		0.0%	Ⓔ	Ⓔ	12	20.500	0.000
PAAC Site Remediation	0.000	0.036			Ⓔ			

Solid Waste Management (SOL)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Sub-Total	39.767	32.781	82.4%	-	-		180.935	136.571
Total	129.885	84.869					656.343	301.122

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:

Unspent funding for Collection Yard Asset Management and for the CSW005-16 Bermondsey Yard Garage CNG project has been carried forward to 2018 through the Additional Carry Forward report in Q1 2018. For the CNG project, installation of refuel stations is complete, ongoing work to complete garage renovations will continue into 2018.

Note # 2:

Transfer Station Asset Management involves coordination with other projects. Planned cash flow budgets under review. Work represents various state of good repair projects such as roofing, paving, drainage systems, sprinkler systems and repairs to tipping floors. Includes multi-year projects where 60% in construction or construction close-out phase and 35% in warranty or completed phase. Delay resulted from coordinating with other projects, staff resources both SWMS & PMMD and RFQ/RFP delayed. Funds have been carried forward to 2018.

Note # 3:

Contingency funding for Diversion Facilities Asset Management for SOGR and for unplanned repairs/projects as required. Lower spend rate a result of delay in final decision on end use of the Dufferin Recycling facility.

Note # 4:

Diversion Systems projects including bin and container replacements are ongoing. Second Generation Green Bin rollout to Single Family completed; TCHC Organic Implementation completed; and Online Sale of Garbage Tags is completed. Funds have been carried forward to 2018.

Note # 5 & 6:

Multi-year Gas Utilization projects, one for Green Lane and one for Disco and Dufferin OPF facilities with initial consult phases completed in 2015. Both projects pending due to reassessment of Renewable Natural Gas (RNG) option. Consultant contract awarded in December 2016 and site specific RNG study has started, recommendations report received and under review. As of year-end spending is zero for Green Lane with the projects for the OPF facilities incurring minimal expenditures for advertising, consultants and initial expenditures for SWMS Capital Delivery group; required cash flows will be determined once project direction is confirmed. Funds have been carried forward to 2018.

Solid Waste Management (SOL)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			

Note # 7:

The Long Term Waste Management Strategy has committed funds to support Community Investment Program with Environment and Energy Division. Rate/cost model updated, invoiced for training development. Study to examine Dufferin MRF envelope completed and submitted by GHD, to support mixed waste processing research. Pending finalization of funding commitments to support multi-residential enhancements/recommendations to support tenant engagement through community groups and community composting. Considerable staffing and resources was spent to manage the work related to other priority projects such as the enactment of the Waste-Free Ontario Act, 2016, which included staff participation on various policy papers, work through the Municipal Resource Recovery and Research Collaborative, and work undertaken on the amended-Blue Box Program consultations. Projected actual is low due to delay in hiring of staff, which impacts overall initiation of projects.

Note # 8:

SWM IT Application Initiatives includes the RFID interface (completed); Information Model and Business Process Repository (developed); and a prototype to automate the Tonnage Map (developed). The project is still finalizing some final RFID work. Project will transition to development of the Multi-Res Report Card once the RFID work is done. Funds have been carried forward to 2018 (project completed in early 2018).

Note # 9:

IT Corporate Initiatives involves co-ordination with other projects. Significant delays at the program level came about due to delays in contract negotiations with the preferred proponent as well as 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 # 10:

Dufferin SSO Facility construction completion and dry testing is scheduled for Q2 2018. Initial delay due to 2014 licensing agreement resolution resulted in delay in awarding the contract. 2017 was year 2 of 3 year construction phase with 82% spent; funds have been carried forward to 2018.

Note # 11:

Disco SSO Facility commissioning completed. Plant is operating, process 75,000 tonnes/year of organics. Contractor making plant modifications to address remaining deficiencies. The Contractor has completed design and construction of a major upgrade to the WWTP (Waste Water Treatment Plant) but is currently struggling to establish suitable performance conditions to be able to proceed with acceptance testing. Overspending in 2017 is twofold: consultant overseeing the remediation by the construction contractor; IDC from Toronto Water for the wastewater charges and post construction warranty.

Note # 12:

Dufferin Waste Facility consulting services RFP 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 the site. Delay in 2017 was due to Engineer's recommendation to include further geotechnical investigations and major mechanical components. Funds have been carried forward to 2018

Chart 1
2017 Approved Budget by Category (\$164.34)

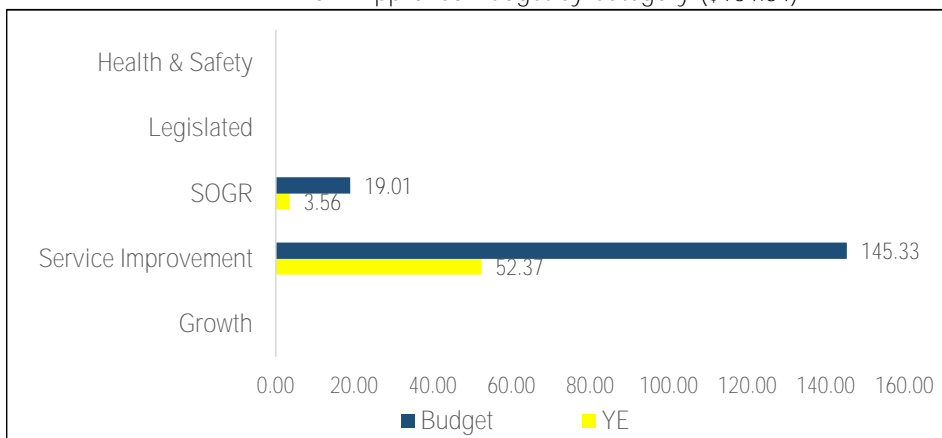


Table 1
2017 Active Projects by Category

Health & Safety	
Legislated	
SOGR	64
Service Improvement	43
Growth	
Total # of Projects	107

Chart 2
Project Status - 107

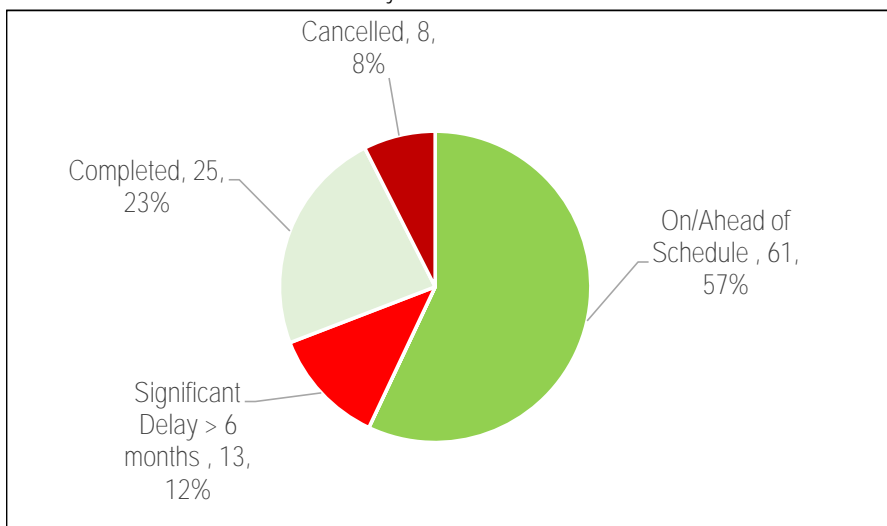


Table 2

Reason for Delay	13	
	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*	7	
Total # of Projects	13	

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
79.02		36.37	17.75	31.19

Reasons for "Other*" Projects Delay:

- Projects are currently on hold due to pending lease negotiations and/or pending final stage specifications.
- One project totalling \$20.000 million has been deferred to 2019 due to pending negotiations (Distillery / West Donlands).

Key Discussion Points:

- Toronto Parking Authority has cancelled 8 projects totalling \$31.191 million due to unsuccessful negotiations or lack of agreement on the terms and conditions of the purchase/sale.
- 13 projects totalling \$36.371 million have been significantly delayed, predominantly due to delays in the RFQ/RFP or lease negotiations. These projects are expected to be completed in 2018.
- Projects totalling \$17.753 million or 11% of the 2018 Capital Budget have been completed.

Toronto Parking Authority (TPA)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
State of Good Repair Structural Maintenance, Upgrades & Greening Plus (56 projects)	19.008	3.281	17.3%	Ⓡ	Ⓨ	#1	21.595	5.859
Prior Year Projects - Structural Maintenance (8 projects)	0.000	0.276			Ⓢ	#2	2.190	3.284
Sub-Total	19.008	3.557	18.7%				23.785	9.143
Service Improvements								
St. Clair / Oakwood 287 Rushton	2.013	1.311	65.1%	Ⓨ	Ⓢ	#1	2.013	1.311
CP 1 - Addition of 2 Levels	4.455	4.789	107.5%	Ⓡ	Ⓢ	#3	13.719	13.639
Pay & Display Upgrade	0.485	0.255	52.6%	Ⓨ	Ⓢ	#1	0.485	0.255
Chinahouse (CP 655) 939 Eglinton Ave E.	9.886	3.312	33.5%	Ⓡ	Ⓡ	#4	9.900	3.326
Redevelopment of CP 217 (1445 Bathurst)	10.600	0.016	0.2%	Ⓡ	Ⓢ	#8	10.600	0.016
Redevelopment of CP 5 (15 Wellesley)	0.100	0.064	64.0%	Ⓨ	Ⓢ	#1	0.100	0.064
2300 Lakeshore	0.740	0.007	0.9%	Ⓡ	Ⓢ	#1	2.700	1.967
242 Danforth E of Broadview CP 78 Expansion	0.749	0.000	0.0%	Ⓡ	Ⓢ	#1	3.255	2.806
Oakwood E of Eglinton (#2)	0.750	0.000	0.0%	Ⓡ	Ⓡ	#5	0.750	0.000
Pay & Display Machines	0.817	0.745	91.2%	Ⓢ	Ⓢ		0.850	0.778
2204, 2212 Eglinton Ave W. (CP 673)	1.091	0.043	4.0%	Ⓡ	Ⓢ	#1	3.245	2.197
186 Caribou	0.717	0.022	3.1%	Ⓡ	Ⓡ	#1	1.918	1.223
30 Roehampton (50 space garage)	7.928	6.271	79.1%	Ⓢ	Ⓢ		8.000	6.309
Upgrades to Retail and Other Components	1.000	0.038	3.8%	Ⓡ	Ⓢ	#1	1.000	0.038
P&D 3G Modem & Emulation Board	2.284	0.677	29.7%	Ⓡ	Ⓢ	#1	5.822	1.478
CP 15 Redevelopment (JV)	1.000	0.000	0.0%	Ⓡ	Ⓢ	#1	1.000	0.000
2623 Eglinton Ave West	0.094	0.000	0.0%	Ⓡ	Ⓢ	#1	2.780	2.686
1220-1222 Wilson Ave	2.152	0.002	0.1%	Ⓡ	Ⓡ	#4	6.000	2.900
8 Abitibi	1.291	0.000	0.0%	Ⓡ	Ⓡ	#6	2.130	0.000
437 Rogers Road	0.219	0.004	1.6%	Ⓡ	Ⓢ	#1	0.900	0.684
Parking Guidance System	0.500	0.000	0.0%	Ⓡ	Ⓢ	#1	0.500	0.000
Rosedale / Woodlawn	3.500	0.000	0.0%	Ⓡ	Ⓡ	#6	3.500	0.000
Carpark Provisions 2016	3.329	0.093	2.8%	Ⓡ	Ⓢ	#1	3.329	0.093
775 King Street (CP 272)	6.000	0.000	0.0%	Ⓡ	Ⓢ	#1	6.000	0.000
Bike Share Expansion - Metrolinx	1.867	1.867	100.0%	Ⓢ			6.767	6.767
592 and 598 Gerrard E.	0.044	0.000	0.0%	Ⓡ	Ⓢ	#1	2.458	2.414
5 Chartwell Road	0.017	0.000	0.0%	Ⓡ	Ⓢ	#1	0.831	0.814

Toronto Parking Authority (TPA)

Projects by Category (Million)	2017 Approved Cash Flow	YE Status				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Arrow / Finch	5.000	0.000	0.0%	Ⓡ	Ⓡ	#6	5.000	0.000
Maintenance Facility	5.000	4.015	80.3%	Ⓢ	Ⓢ		5.000	4.015
Distillery / West Donlands	20.000	0.000	0.0%	Ⓡ	Ⓡ	#7	20.000	0.000
Carpark Provisions 2017	1.600	0.000	0.0%	Ⓡ	Ⓢ	#1	1.600	0.000
Pace Portfolios	21.000	0.000	0.0%	Ⓡ	Ⓡ	#6	21.000	0.000
51 Dockside Drive	16.400	16.549	100.9%	Ⓢ	Ⓢ		16.400	16.549
Davisville / Yonge (CP 280)	0.300	0.000	0.0%	Ⓡ	Ⓢ	#1	0.300	0.000
Bike Share Expansion - PTIF	4.000	3.724	93.1%	Ⓢ	Ⓢ		4.000	3.724
50 Richmond East Redevelopment	8.400	8.494	101.1%	Ⓡ	Ⓢ	#3	8.400	8.494
Prior Year Projects: Forest Hill Village (CP 164)	0.000	0.001			Ⓢ	#2	0.750	1.012
650 Mt. Pleasant Lighting Upgrade (CP178)	0.000	0.024			Ⓢ	#2	4.000	1.132
838 Broadview Ave Purchase of Property	0.000	0.003			Ⓢ	#2	3.382	3.290
Future Year Projects: 121 St. Patrick Joint Venture	0.000	0.020				#2	0.000	0.020
20 Castlefield W of Yonge Redevelopment	0.000	0.020				#2	0.000	0.020
Sub-Total	145.327	52.367	36.0%				190.384	90.022
Total	164.336	55.924	34.0%				214.169	99.165

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	Ⓡ

Note # 1:

Various projects have lower than expected spend rates as all or some portions of the project were completed under budget or will be carried forward into 2018.

Note # 2:

Prior or future year projects that incurred costs in 2017.

Note # 3:

The project is currently on track and/or completed but experienced higher costs than originally anticipated.

Note # 4:

The next phase and/or final stage specifications of the project are currently on hold, resulting in a delay.

Note # 5:

The project is experiencing a delay due to site conditions.

Note # 6:

The project has been cancelled as negotiations could not be completed and/or an agreement on terms and conditions of the purchase/sale could not be reached.

Note # 7:

The project has been deferred to 2019 since negotiations could not yet be completed.

Note # 8:

The retail component of the project has been cancelled. The remaining portion has been deferred to 2018.

Chart 1
2017 Approved Budget by Category (\$843.53)

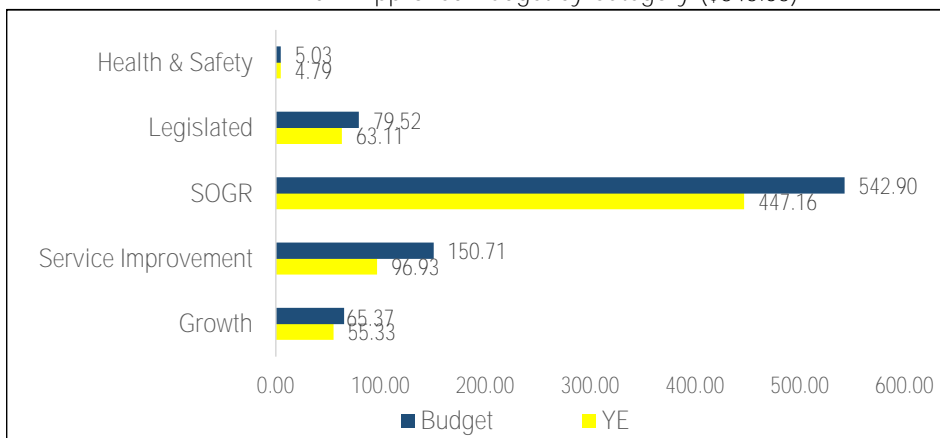


Table 1
2017 Active Projects by Category

Health & Safety	3
Legislated	8
SOGR	21
Service Improvement	20
Growth	13
Total # of Projects	65

Chart 2
Project Status - 65

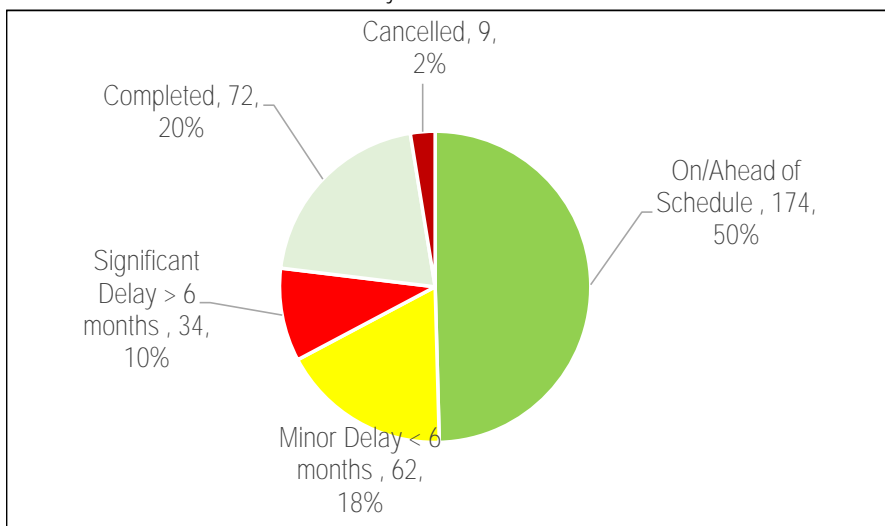


Table 2

Reason for Delay	96	
	Significant Delay	Minor Delay
Insufficient Staff Resources	9	1
Procurement Issues	1	13
RFQ/RFP Delayed	8	19
Contractor Issues	3	4
Site Conditions	6	18
Co-ordination with Other Projects		
Community Consultation		
Other*	7	7
Total # of Projects	34	62

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
634.69	138.36	39.98	27.00	3.51

Reasons for "Other*" Projects Delay:

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

Key Discussion Points:

- As of December 31, 2017 Toronto Water spent \$667.314 million or 79.1% of the total 2017 Approved Capital Budget of \$843.535 million. The projected year-end spending rate is consistent with the 10-Year Rate Model completion target for 2017 of 85% for projects funded from the Toronto Water Capital Financing Reserve Fund.
- 74.4% or \$627.449 million is dedicated to State of Good Repair, Health and Safety and Legislative projects in 2017.
- \$634.688 million or 75.2% of projects are completed or on track for scheduled completion. Most capital projects are multi-year projects or on-going expenditures with completion dates in future years.

Toronto Water (TW)

Key Discussion Points (cont'd):

- The following multi-year projects account for 78.6 % of the year-to-date spending: Rehabilitation and Replacement of Linear Infrastructure for Water and Sewers projects (\$324.4 million or 80.5% of the 2017 Approved Capital Budget); Improvements at Ashbridges Bay (\$82.2 million or 84.6% of the 2017 Approved Capital Budget) and Highland Creek Treatment Plant (\$37.1 million or 90.9% of the 2017 Approved Capital Budget); Wet Weather Flow (\$32.1 million or 79.7% of the 2017 Approved Capital Budget); Automated Meter Replacement (AMR) Program (\$3.4 million or 83.2% of the 2017 Approved Capital Budget; and Basement Flooding Program (\$45.6 million or 61.8% of the 2017 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)	2017 Approved Cash Flow	YTD Exp.			YE Status		Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time				
Health & Safety									
Ashbridges Bay Treatment Plant	2.569	2.446	95.2%	Ⓞ	Ⓞ	#1	35.122	23.461	
Yards & Facilities	0.015	0	0.0%	Ⓡ	Ⓞ		0.181	0.166	
Humber Wastewater Treatment	2.443	2.345	96.0%	Ⓞ	Ⓞ		26.012	18.162	
Sub-Total	5.027	4.791	95.3%	-	-		61.315	41.789	
Legislated									
Ashbridges Bay Treatment Plant	6.574	5.07	77.1%	Ⓞ	Ⓞ	#3	289.894	16.789	
RL Clark Treatment Plant	0.435	0.253	58.2%	Ⓨ	Ⓨ		4.664	0.696	
Highland CreekTreatment Plant	15.066	14.791	98.2%	Ⓞ	Ⓞ		99.7	60.677	
Humber Wastewater Treatment	9.658	9.655	100.0%	Ⓞ	Ⓞ	#3	65.779	49.724	
Island Treatment Plant	10.051	7.122	70.9%	Ⓞ	Ⓨ		71.309	17.781	
Pumpint	2.542	2.379	93.6%	Ⓞ	Ⓞ		48.144	17.298	
Stations&Forcemains									
Water Service Replacement	35.078	23.805	67.9%	Ⓨ	Ⓞ	#2	284.715	196.931	
WT - Storage & Treatment	0.116	0.037	31.9%	Ⓡ	Ⓞ	#2	10.966	10.65	
Sub-Total	79.521	63.112	79.4%	-	-		875.171	370.546	
State of Good Repair									
Ashbridges Bay Treatment Plant	85.962	73.891	86.0%	Ⓞ	Ⓞ	#4	1453.105	496.418	
Business & Technology Support	0.512	0.137	26.8%	Ⓡ	Ⓡ		8.017	6.109	
RL Clark Treatment Plant	7.955	7.19	90.4%	Ⓞ	Ⓞ		115.214	79.624	
RC Harris Treatment Plant	13.497	11.17	82.8%	Ⓞ	Ⓞ		85.767	50.857	
Highland CreekTreatment Plant	21.412	20.609	96.2%	Ⓞ	Ⓞ		277.226	168.458	
FJ Horgan Treatment Plant	2.695	2.322	86.2%	Ⓞ	Ⓞ		15.050	8.448	

Toronto Water (TW)

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.			YE Status	Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Humber Wastewater Treatment	37.33	29.496	79.0%	Ⓞ	Ⓞ		374.851	112.084
Island Treatment Plant	3.965	2.524	63.7%	Ⓨ	Ⓨ	#3	26.535	7.61
Linear Engineering	65.461	57.677	88.1%	Ⓞ	Ⓞ		462.228	246.486
Pumpint	0.96	0.647	67.4%	Ⓨ	Ⓞ	#1	53.153	30.049
Stations&Forcemains								
Sewer Rehabilitation	64.32	49.067	76.3%	Ⓞ	Ⓞ		381.703	231.795
Sewer Replacement	15.965	9.891	62.0%	Ⓨ	Ⓨ	#3	151.618	114.671
Trunk Sewers	22.29	21.569	96.8%	Ⓞ	Ⓞ		307.195	115.001
Trunk Watermains	17.939	13.43	74.9%	Ⓞ	Ⓞ		203.684	171.011
Watermain Rehabilitation	77.472	74.258	95.9%	Ⓞ	Ⓞ		545.459	354.678
Watermain Replacement	78.227	53.025	67.8%	Ⓨ	Ⓨ	#2	496.761	379.527
Water Service Replacement	1.873	1.873	100.0%	Ⓞ	Ⓞ		19.154	16.154
WT - Storage & Treatment	15.594	11.978	76.8%	Ⓞ	Ⓞ		130.360	40.796
WWF - Implementation Projects	1.735	1.18	68.0%	Ⓨ	Ⓨ	#3	44.780	8.088
WWF - Stream Restoration	7.166	4.7	65.6%	Ⓨ	Ⓨ	#3	71.135	38.317
Yards & Facilities	0.57	0.522	91.6%	Ⓞ	Ⓞ		4.192	2.349
Sub-Total	542.900	447.156	82.4%	-	-		5,227.187	2,678.530
Service Improvements								
Ashbridges Bay Treatment Plant	1.799	0.834	46.4%	Ⓡ	Ⓡ	#4	74.47	49.16
Water Meter Program (AMR)	4.04	3.36	83.2%	Ⓞ	Ⓞ		221.785	213.719
Business & Technology Support	10.533	6.310	59.9%	Ⓨ	Ⓨ	#3	91.294	27.3
Basement Flooding Program	73.880	45.628	61.8%	Ⓨ	Ⓨ	#3	1586.271	348.151
RC Harris Treatment Plant	0.976	0.333	34.1%	Ⓡ	Ⓡ	#4	7.955	0.501
Highland CreekTreatment Plant	4.331	1.705	39.4%	Ⓡ	Ⓡ	#4	108.781	25.991
FJ Horgan Treatment Plant	1.474	0.969	65.7%	Ⓨ	Ⓨ	#3	9.046	2.697

Toronto Water (TW)

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.			YE Status		Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time				
Humber Wastewater Treatment	2.361	1.754	74.3%	Ⓞ	Ⓞ		63.518	53.058	
Island Treatment Plant	0.691	0.118	17.1%	Ⓡ	Ⓡ	#4	5.36	2.89	
Linear Engineering	0.862	0.352	40.8%	Ⓡ	Ⓡ	#4	12.411	3.249	
Pumpint	0.351	0.351	100.0%	Ⓞ	Ⓞ		3.54	2.983	
Stations&Forcemains				Ⓞ	Ⓞ				
Sewer Replacement	1.475	1.075	72.9%	Ⓞ	Ⓞ		29.851	26.306	
Trunk Watermains	0.412	0.356	86.4%	Ⓞ	Ⓞ		6.264	0.622	
Trunk Sewers	0.012	0.01	83.3%	Ⓞ	Ⓞ		6.927	6.915	
WT - Storage & Treatment	12.029	5.238	43.5%	Ⓡ	Ⓡ	#4	56.486	20.784	
WT - Storage & Treatment	1.95	0.172	8.8%	Ⓡ	Ⓡ	#4	17.269	0.866	
WWF - Implementation Projects	16.6924	12.281	73.6%	Ⓞ	Ⓞ		245.533	118.672	
WWF - Stream Restoration	0.028	0	0.0%	Ⓡ	Ⓞ	#1	13.963	13.935	
WWF - TRCA	14.574	13.894	95.3%	Ⓞ	Ⓞ		86.492	70.568	
Yards & Facilities	2.241	2.184	97.5%	Ⓞ	Ⓞ		46.201	41.517	
Sub-Total	150.713	96.925	64.3%	-	-		2,693.417	1,029.884	
Growth Related									
Ashbridges Bay Treatment Plant	0.25	0	0.0%	Ⓡ	Ⓡ	#4	2	0	
Highland CreekTreatment Plant	0.01	0	0.0%	Ⓡ	Ⓡ	#4	8.64	7.14	
FJ Horgan Treatment Plant	0.051	0	0.0%	Ⓡ	Ⓞ	#1	15.988	15.862	
Linear Engineering	0.965	0.548	56.8%	Ⓨ	Ⓨ	#3	3.386	1.621	
New Service Connections	35.8053	35.4397	99.0%	Ⓞ	Ⓞ		282.766	212.566	
New Sewers	7.742	5.432	70.2%	Ⓞ	Ⓞ		55.972	17.857	
Pumping	0.621	0.621	100.0%	Ⓞ	Ⓞ		23.642	1.621	
Stations&Forcemains				Ⓞ	Ⓞ				
Trunk Sewers	0.35	0.291	83.1%	Ⓞ	Ⓞ		4.186	2.976	
Trunk Watermains	0.958	0.384	40.1%	Ⓡ	Ⓡ	#4	35.057	1.019	
Water Efficiency Plan	0.52	0.297	57.1%	Ⓨ	Ⓨ	#3	12.544	10.949	
Watermain Replacement	17.6353	11.9637	67.8%	Ⓨ	Ⓨ	#3	116.513	54.742	

Toronto Water (TW)

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.			YE Status	Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
WT - Storage & Treatment	0.44	0.354	80.5%	Ⓞ	Ⓞ	#4	36.764	36.022
WWF - Implementation Projects	0.025	0	0.0%	Ⓡ	Ⓡ		0.5	0
Sub-Total	65.373	55.330	84.6%	-	-		597.958	362.375
Total	843.535	667.314	79.1%				9,455.048	4,483.124

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:

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

Note # 2:

Contracts for several Watermain Replacement projects have been awarded under budget resulting in a lower year-end expenditure. There was also a lower than anticipated demand for planned substandard water service replacement. Less controlled substances at construction sites resulted in lower expenditures in the Water Storage and Treatment Program.

Note # 3:

Minor project delays are due to one or combination of the following reasons: additional site condition issues including contaminated soil and equipment function (Wet Weather Flow Implementation projects), extended design phase to address the need to work around active construction projects and coordinate work across various facilities (Sewer and Watermain Replacement Projects, Basement Flooding Program), delayed tendering due to access issues and easement requirements (Stream Restoration); need to coordinate with other planned projects and/or address other operational requirements (Watermain Replacement projects, RL Clark Treatment Plant) and due to flooding on the Island in Spring 2017 (Island Water Treatment Plant).

Note # 4:

Major project delays are due to technical issues as well as complexity of site conditions including configuration of electrical system (RC Harris Treatment Plant - Standby Power Project), the aeration system equipment preselection issues (Highland Creek Treatment Plant), issues related to consultant performance (Island Treatment Plant), easement/property requirements (various Trunk Watermain projects), extended time required for preparation of RFP for multiple contracts (Zebra Mussel Control project and Standby Power project), and issues with procurement of additional power (Highland Creek Treatment Plant).