

**APPENDIX 5**  
**Capital Dashboard by Program/Agency**  
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**2018 Capital Spending by Program  
Cluster A**

Program		2018 Approved Cash Flow	2018 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
CHS	Q1	41.80	3.16	28.41	68.0%		⊙
	5M	41.80	4.32	28.41	68.0%	□	⊙
Court Services	Q1	1.19	0.14	0.95	79.6%		⊕
	5M	1.19	0.25	0.95	79.6%	□	⊕
EDC	Q1	33.37	1.16	23.02	69.0%		⊙
	5M	31.73	2.78	20.33	64.1%	↓	⊙
LTCHS	Q1	12.17	0.05	12.17	100.0%		⊕
	5M	12.17	1.52	12.17	100.0%	□	⊕
PF&R	Q1	203.97	12.48	154.33	75.7%		⊕
	5M	207.75	34.24	157.72	75.9%	↑	⊕
SS&HA	Q1	312.42	51.13	282.34	90.4%		⊕
	5M	312.42	64.49	266.69	85.4%	↓	⊕
TESS	Q1	8.91	2.85	8.91	100.0%		⊕
	5M	8.91	4.00	8.91	100.0%	□	⊕
TPS	Q1	5.16	0.11	4.13	80.1%		⊕
	5M	5.16	0.43	4.13	80.1%	□	⊕
TOTAL	Q1	618.99	71.09	514.26	83.1%		⊕
	5M	621.13	112.03	499.30	80.4%	↓	⊕

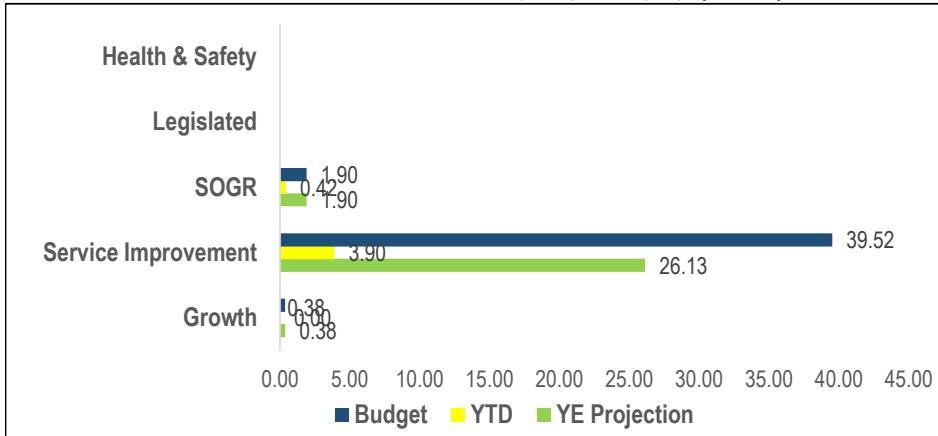
⊕ >70%     
⊙ between 50% and 70%     
⊗ < 50% or > 100%

For the five months ended May 31, 2018, capital expenditures for this Cluster totalled \$112.02 million of their collective 2018 Approved Capital Budget of \$621.13 million. Spending is expected to increase to 499.3 million (80.4%) by year-end. Six Programs in this Cluster have a year-end spending rate of over 70% of their respective 2018 Approved Capital Budgets.

Long Term Care Home & Services and Toronto Employment & Social Services have projected year-end spending rates of 100% while Toronto Court Services, Parks, Recreation & Forestry, Shelter Support & Housing Administration and Toronto Paramedic Services have projected year-end spending rates of 79.6%, 75.9%, 85.4% and 80.1% respectively and Children Services and Economic Development & Culture have year-end spending rate less than 70%.

# Children's Services (CHS)

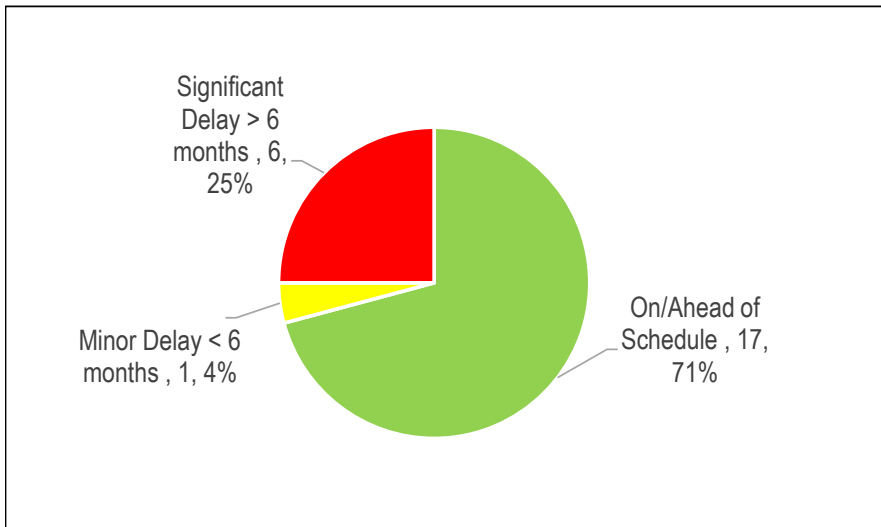
**Chart 1**  
2018 Approved Budget by Category (\$41.80)



**Table 1**  
2018 Active Projects by Category

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

**Chart 2**  
Project Status - 24



**Table 2**

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

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
21.31	7.91	12.59		

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

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

### Key Discussion Points:

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

Children's Services (CHS)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>State of Good Repair</b>										
TELCCS SOGR 2017	0.431	0.421	97.7%	0.431	100.0%	G	G		1.805	1.804
TELCCS SOGR 2018	1.473		0.0%	1.473	100.0%	G	G	#1	1.473	
<b>Sub-Total</b>	<b>1.904</b>	<b>0.421</b>	<b>22.1%</b>	<b>1.904</b>	<b>100.0%</b>	-	-		<b>3.278</b>	<b>1.804</b>
<b>Service Improvements</b>										
St John the Evangelist Catholic School	1.187	0.152	12.8%	1.187	100.0%	G	G		3.900	0.727
Service Efficiency	0.506	0.240	47.4%	0.506	100.0%	G	G		3.175	2.909
Block 31 Child Care Centre	2.578	0.334	13.0%	2.578	100.0%	G	G		4.733	0.945
Avondale Public School	0.145		0.0%	0.145	100.0%	G	G		1.433	1.288
Bridletown Community Centre	1.750		0.0%	0.000	0.0%	R	R	#2	3.900	0.000
Advent Health Care Child Stanley Public School	2.172	0.650	29.9%	2.172	100.0%	G	G		2.710	1.188
	2.363		0.0%	2.363	100.0%	G	G	#3	3.900	0.137
St. Columba Public School	1.061		0.0%	1.061	100.0%	G	G		1.525	0.164
St. Maurice Catholic School	0.430		0.0%	0.430	100.0%	G	G		1.472	1.042
St. Barnabas Catholic	2.423		0.0%	1.000	41.3%	R	R	#4	2.600	0.177
St. Roch Catholic School	1.806		0.0%	0.800	44.3%	R	R	#4	1.900	0.094
St Bartholome Catholic	2.483		0.0%	1.000	40.3%	R	R	#4	2.600	0.117
St. Stephen Catholic School	0.433		0.0%	0.433	100.0%	G	G		1.400	0.967
TCH Lawrence Ave Site	3.618	0.125	3.5%	3.618	100.0%	G	G		3.900	0.413
TCH Needle Firway	2.125		0.0%	0.000	0.0%	R	R	#5	3.900	0.075
George Webster Public School	0.143		0.0%	0.143	100.0%	G	G		2.400	2.258
Mount Dennis Child Care Centre	7.905	2.401	30.4%	4.300	54.4%	Y	Y	#6	9.000	2.496
North East Scarborough Child Care Centre No 11	0.094		0.0%	0.094	100.0%	G	G		3.900	
	1.300		0.0%	1.300	100.0%	G	G	#7	3.900	0.000
Anishawabe	2.000		0.0%	0.000	0.0%	R	R	#7	6.000	0.000
Bendale Child Care Centre	3.000		0.0%	3.000	100.0%	G	G	#7	3.000	0.000
<b>Sub-Total</b>	<b>39.522</b>	<b>3.902</b>	<b>1.369</b>	<b>26.130</b>	<b>66.1%</b>				<b>71.248</b>	<b>14.997</b>
<b>Growth Related</b>										
TCS Growing Child Care	0.378		0.0%	0.378	100.0%	G	G		4.764	
<b>Sub-Total</b>	<b>0.378</b>	<b>0.000</b>		<b>0.378</b>	<b>100.0%</b>				<b>4.764</b>	<b>0.000</b>
<b>Total</b>	<b>41.804</b>	<b>4.323</b>	<b>10.3%</b>	<b>28.412</b>	<b>68.0%</b>				<b>79.290</b>	<b>16.801</b>

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

## **Children's Services (CHS)**

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**Note # 1:**

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

**Note # 2**

Project awaiting funding confirmation from YMCA.

**Note # 3:**

Project design complete, with project going to tender; cash flow to be fully spent by Q4

**Note # 4:**

Project in design stage, with design concepts under review with school board

**Note # 5:**

Project on hold pending design review, with possible need for scope change

**Note # 6:**

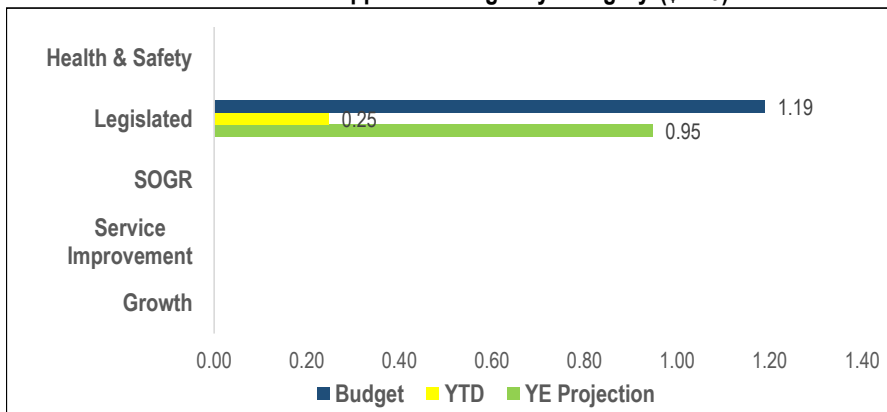
Project delivery delayed due to need for Metrolinx to expropriate property; project is in the design stage and moving forward.

**Note # 7:**

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

**Court Services (CTS)**

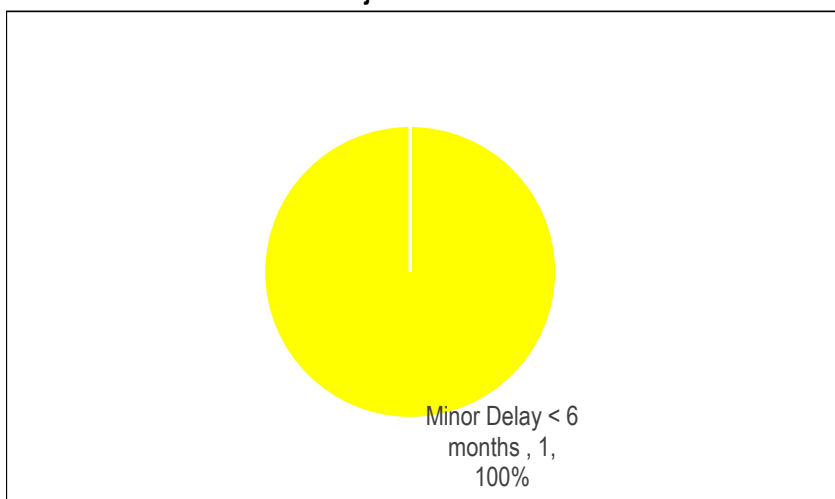
**Chart 1**  
2017 Approved Budget by Category (\$1.19)



**Table 1**  
2017 Active Projects by Category

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

**Chart 2**  
Project Status - 1



**Table 2**

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

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

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

**Key Discussion Points:**

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

**Court Services (CTS)**

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Legislated</b>										
LOCAL APPEAL BODY (LAB)	1.189	0.247	20.8%	0.947	79.6%	Ⓞ	Ⓨ	#1	1.577	0.635
<b>Sub-Total</b>	<b>1.189</b>	<b>0.247</b>	<b>20.8%</b>	<b>0.947</b>	<b>79.6%</b>	-	-		<b>1.577</b>	<b>0.635</b>
<b>Total</b>	<b>1.189</b>	<b>0.247</b>	<b>20.8%</b>	<b>0.947</b>	<b>79.6%</b>				<b>1.577</b>	<b>0.635</b>

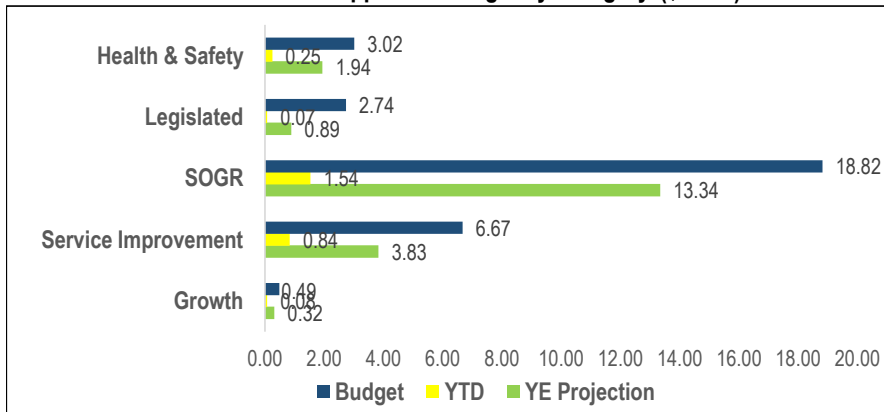
On Time	Ⓨ	On Budget	Ⓞ
On/Ahead of Schedule	Ⓞ	>70% of Approved Cash Flow	Ⓨ
Minor Delay < 6 months	Ⓨ	Between 50% and 70%	Ⓞ
Significant Delay > 6 months	Ⓞ	< 50% or >100% of Approved Cash Flow	Ⓨ

**Note # 1:**

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

# Economic Development and Culture (ECT)

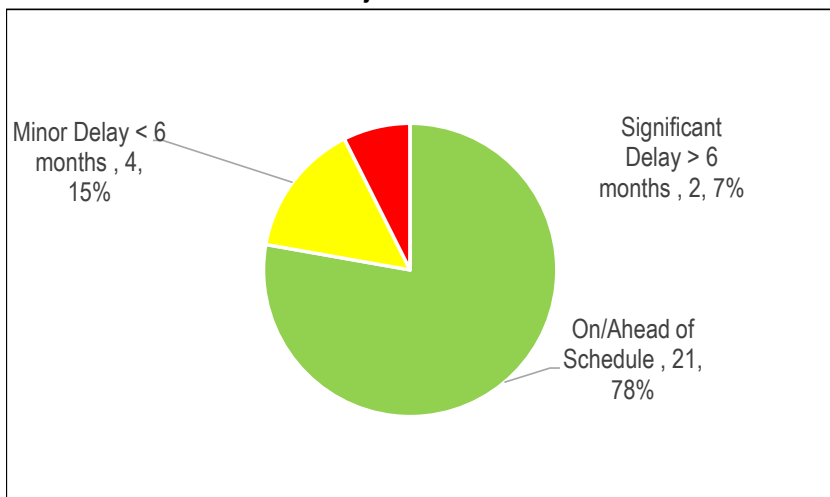
**Chart 1**  
2018 Approved Budget by Category (\$31.73)



**Table 1**  
2018 Active Projects by Category

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

**Chart 2**  
Project Status - 27



**Table 2**

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

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
25.23	4.58	1.92		

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

- The St. Lawrence Centre projects (exclude the roof) are delayed based on Civic Theatres Toronto management decision. See Note 1 in "Projects by Category" for more details.
- The Public Art Development Dundas-Islington project is delayed due to the death of the artist and subsequent difficulties working with the estates to complete the project.

### Key Discussion Points:

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



**Economic Development and Culture (ECT)**

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
Major Maintenance	0.300	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓨ	#1	0.500	0.000
Restoration and Preservation of Heritage	2.716	0.250	9.2%	1.943	71.5%	Ⓞ	Ⓞ		9.100	6.569
<b>Sub-Total</b>	<b>3.016</b>	<b>0.250</b>	<b>8.3%</b>	<b>1.943</b>	<b>64.4%</b>	-	-		<b>9.600</b>	<b>6.569</b>
<b>Legislated</b>										
Cultural Infrastructure Development	1.547	0.000	0.0%	0.250	16.2%	Ⓡ	Ⓡ	#2	1.588	0.141
Major Maintenance	0.498	0.073	14.6%	0.169	34.0%	Ⓡ	Ⓨ	#1	0.554	0.129
Restoration and Preservation of Heritage	0.691	0.000	0.0%	0.474	68.6%	Ⓨ	Ⓞ	#3	0.691	0.000
<b>Sub-Total</b>	<b>2.736</b>	<b>0.073</b>	<b>2.7%</b>	<b>0.893</b>	<b>32.6%</b>	-	-		<b>2.833</b>	<b>0.269</b>
<b>State of Good Repair</b>										
BIA Equal Share Funding	6.484	0.213	3.3%	4.361	67.3%	Ⓨ	Ⓞ	#4	9.259	1.024
BIA Financed Funding	2.374	0.198	8.3%	1.609	67.8%	Ⓨ	Ⓞ	#5	4.081	1.905
BIA Streetscape Program	0.053	0.001	2.8%	0.053	100.0%	Ⓞ	Ⓞ		0.522	0.599
Collections Care	0.131	0.000	0.0%	0.107	81.7%	Ⓞ	Ⓞ		0.137	0.006
Cultural Infrastructure Development	0.514	0.000	0.0%	0.475	92.4%	Ⓞ	Ⓨ	#6	0.737	0.223
Economic Competitiveness Data Management System	0.200	0.000	0.0%	0.150	75.0%	Ⓞ	Ⓞ		0.900	0.000
Major Maintenance	4.538	0.755	16.6%	3.016	66.5%	Ⓨ	Ⓞ	#1	6.313	2.283
PAR Village of Islington	0.100	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#7	0.100	0.000
Planning Act Revenue Projects	1.193	0.098	8.2%	1.106	92.7%	Ⓞ	Ⓞ		3.215	2.121
Refurbishment & Rehabilitation	0.146	0.012	8.5%	0.066	45.1%	Ⓡ	Ⓞ	#8	0.603	0.229
Restoration and Preservation of Heritage	3.090	0.261	8.5%	2.397	77.6%	Ⓞ	Ⓞ		4.285	0.941
<b>Sub-Total</b>	<b>18.823</b>	<b>1.538</b>	<b>8.2%</b>	<b>13.340</b>	<b>70.9%</b>	-	-		<b>30.153</b>	<b>9.328</b>
<b>Service Improvements</b>										
BIA Streetscape Program	0.067	0.000	0.0%	0.067	100.0%	Ⓞ	Ⓞ		0.067	0.000
Commercial Façade Improvement Program	0.521	0.183	35.2%	0.521	100.0%	Ⓞ	Ⓞ		0.992	0.355
Cultural Infrastructure Development	3.267	0.071	2.2%	0.551	16.9%	Ⓡ	Ⓨ	#9	8.920	1.973
Economic Competitiveness Data Management System	1.224	0.138	11.2%	1.104	90.2%	Ⓞ	Ⓞ		2.250	0.572
Mural Program	0.065	0.000	0.0%	0.065	100.0%	Ⓞ	Ⓞ		0.130	0.065
Refurbishment & Rehabilitation	0.045	0.009	20.5%	0.045	100.0%	Ⓞ	Ⓞ		0.050	0.014
Service Enhancements	1.381	0.438	31.7%	1.381	100.0%	Ⓞ	Ⓞ		6.167	5.170
Streetscape Master Plan Program	0.100	0.000	0.0%	0.100	100.0%	Ⓞ	Ⓞ		0.100	0.000
<b>Sub-Total</b>	<b>6.670</b>	<b>0.839</b>	<b>12.6%</b>	<b>3.834</b>	<b>57.5%</b>	-	-		<b>18.676</b>	<b>8.149</b>
<b>Growth Related</b>										
Cultural Infrastructure Development	0.375	0.078	20.7%	0.208	55.5%	Ⓨ	Ⓡ	#10	1.170	0.856
PATH Wayfinding	0.033	0.000	0.0%	0.033	100.0%	Ⓞ	Ⓞ		0.133	0.098
Restoration and Preservation of Heritage	0.079	0.000	0.0%	0.079	100.0%	Ⓞ	Ⓞ		0.402	0.122
<b>Sub-Total</b>	<b>0.487</b>	<b>0.078</b>	<b>15.9%</b>	<b>0.320</b>	<b>65.7%</b>	-	-		<b>1.705</b>	<b>1.076</b>
<b>Total</b>	<b>31.731</b>	<b>2.777</b>	<b>8.8%</b>	<b>20.329</b>	<b>64.1%</b>				<b>62.967</b>	<b>25.392</b>

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

**Note # 1:**

Civic Theatres Toronto management has requested no capital spending take place for St Lawrence Centre (except for the St Lawrence Centre roof) until CTT management makes a decision on when the project is ready to proceed. This includes major maintenance projects related to AODA, State of Good Repair and Health and Safety, totalled \$1.464 million.

**Note # 2:**

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

**Note # 3:**

Additional funding was reallocated to Windfields Estate - Water Service from other project in Q1 due to new estimates exceed early budget estimates.. With the additional funding, the project is expected to be completed in 2018.

**Note # 4:**

The 2018 BIA Equal Share Funding project is projected to be underspent by year end as some projects experience delays due to procurement issues and co-ordination with other projects.

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

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**Note # 5:**

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

**Note # 6:**

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

**Note # 7:**

Planning Act revenue supported Village of Islington project is on track for completion by December 2019

**Note # 8:**

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

**Note # 9:**

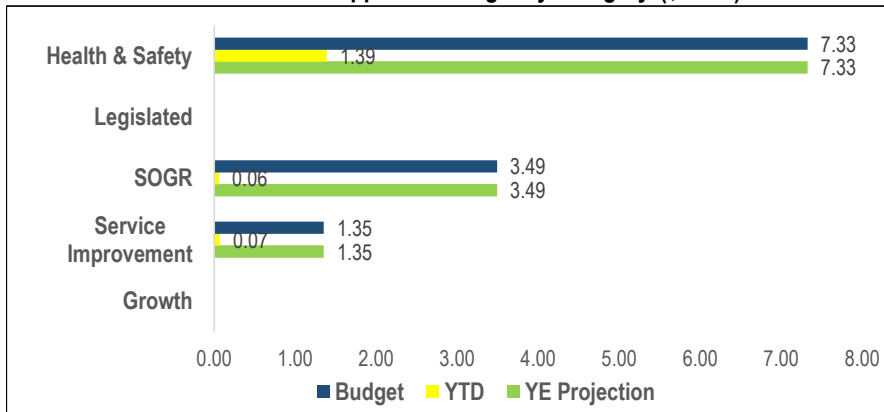
The Guild Revitalization has been delayed due to co-ordination with Guild Inn Estates and other City divisions. Discussions are underway on site servicing, outcome of these discussion may impact schedule and budget for EDC.

**Note # 10:**

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

# Long Term Care Homes Services (HOM)

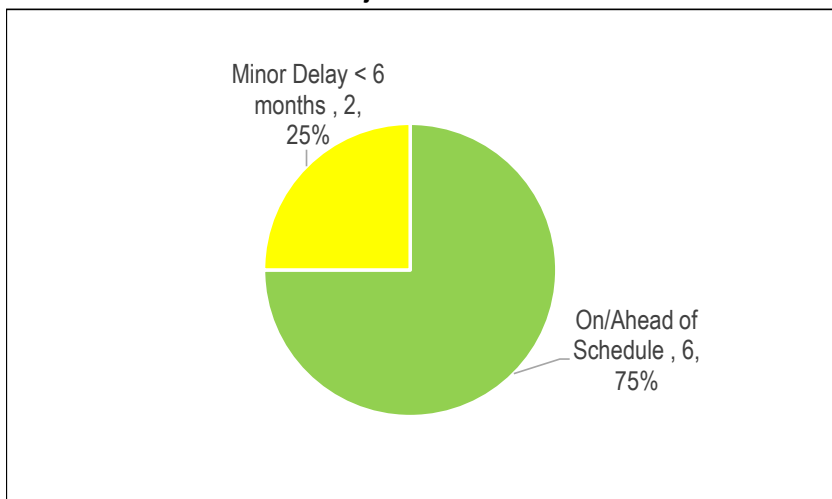
**Chart 1**  
2018 Approved Budget by Category (\$12.17)



**Table 1**  
2018 Active Projects by Category

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

**Chart 2**  
Project Status - 8



**Table 2**

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

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
10.39	1.78			

## Key Discussion Points:

- The 2016/2017 SOGR Building Upgrades project is ongoing and expected to be substantially completed by Q2 2018.
- LTCHS has initiated procurement process for various SOGR and Health & Safety projects. It is anticipated that once contracts have been awarded, that spending will occur on a timely basis prior to year-end.

Long Term Care Homes Services (HOM)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
Building Upgrades	0.047	0.000	0.0%	0.047	100.0%	Ⓞ	Ⓞ	#1	0.940	0.893
Electrical - Life Safety Systems	1.765	0.058	3.3%	1.765	100.0%	Ⓞ	Ⓞ	#1	8.126	5.987
Mechanical - HVAC Repairs/Upgrades	3.555	0.982	27.6%	3.555	100.0%	Ⓞ	Ⓞ	#1	11.817	8.631
Specialty Systems & Elevator Upgrades	1.961	0.352	17.9%	1.961	100.0%	Ⓞ	Ⓞ	#1	7.068	5.131
<b>Sub-Total</b>	<b>7.328</b>	<b>1.391</b>	<b>19.0%</b>	<b>7.328</b>	<b>100.0%</b>	-	-		<b>27.951</b>	<b>20.641</b>
<b>State of Good Repair</b>										
2016 SOGR Life Safety Systems	0.013	0.000	0.0%	0.013	100.0%	Ⓞ	Ⓞ	#2	0.500	0.458
2017 SOGR Building Upgrades	1.769	0.060	3.4%	1.769	100.0%	Ⓞ	Ⓞ	#2	3.100	1.418
2018 SOGR Building Upgrades	1.710	0.000	0.0%	1.710	100.0%	Ⓞ	Ⓞ	#1	19.000	14.780
<b>Sub-Total</b>	<b>3.492</b>	<b>0.060</b>	<b>1.7%</b>	<b>3.492</b>	<b>100.0%</b>	-	-		<b>22.600</b>	<b>16.656</b>
<b>Service Improvements</b>										
Electronic Health Care System	1.352	0.070	5.1%	1.352	100.0%	Ⓞ	Ⓞ	#3	3.152	0.521
<b>Sub-Total</b>	<b>1.352</b>	<b>0.070</b>	<b>5.1%</b>	<b>1.352</b>	<b>100.0%</b>	-	-		<b>3.152</b>	<b>0.521</b>
<b>Total</b>	<b>12.172</b>	<b>1.521</b>	<b>12.5%</b>	<b>12.172</b>	<b>100.0%</b>				<b>53.703</b>	<b>37.817</b>

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

**Note # 1:**

RFQs for Health & Safety and SOGR projects are currently underway and the spending is anticipated to occur on a timely basis prior to year-end once contracts have been awarded.

**Note # 2:**

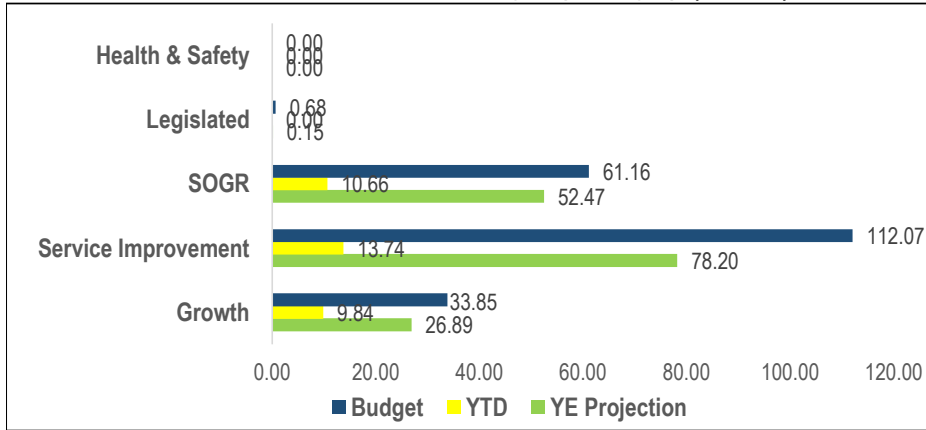
The 2016/2017 SOGR Building Upgrades project is ongoing and expected to be substantially completed by Q3 2018.

**Note # 3:**

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

# Parks, Forestry & Recreation (PKS)

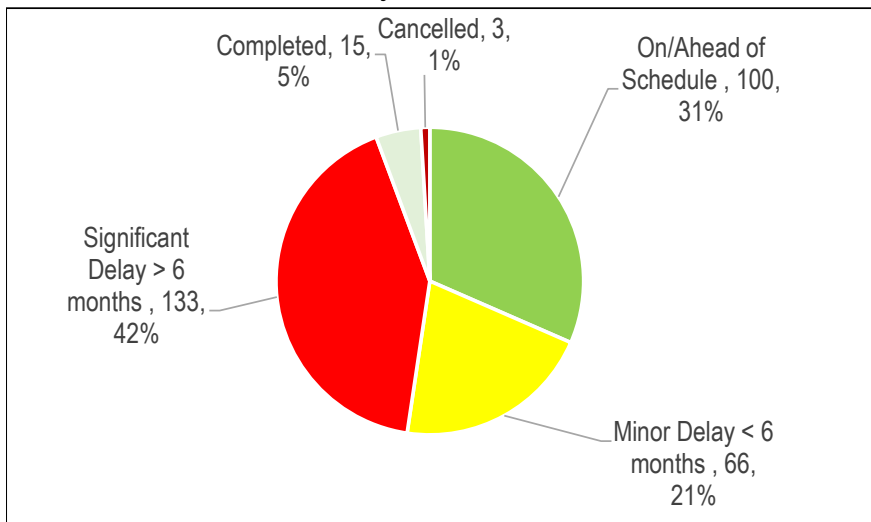
**Chart 1**  
2018 Approved Budget by Category (\$207.75)



**Table 1**  
2018 Active Projects by Category

Health & Safety	
Legislated	4
SOGR	48
Service Improvement	241
Growth	24
<b>Total # of Projects</b>	<b>317</b>

**Chart 2**  
Project Status - 317



**Table 2**

Reason for Delay	199	
	Significant Delay	Minor Delay
Insufficient Staff Resources		1
Procurement Issues	2	2
RFQ/RFP Delayed	5	6
Contractor Issues	4	5
Site Conditions	18	20
Co-ordination with Other Projects	75	29
Community Consultation	13	3
Other*	16	
<b>Total # of Projects</b>	<b>133</b>	<b>66</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
67.15	55.23	82.29	2.93	0.15

### 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)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Legislated</b>										
Land Acquisition	0.678	0.000	0.0%	0.150	22.1%	Ⓡ	Ⓨ	#1	6.070	2.492
Special Facilities	0.000	0.000	0.0%	0.000			Ⓞ		2.000	2.002
<b>Sub-Total</b>	<b>0.678</b>	<b>0.000</b>	<b>0.0%</b>	<b>0.150</b>	<b>22.1%</b>	-	-		<b>8.070</b>	<b>4.494</b>
<b>State of Good Repair</b>										
Arena	9.714	0.367	3.8%	9.714	100.0%	Ⓞ	Ⓞ		51.981	26.911
Community Centres	12.288	3.623	29.5%	9.711	79.0%	Ⓞ	Ⓞ		47.018	20.903
Environmental Initiatives	3.078	0.257	8.4%	2.553	82.9%	Ⓞ	Ⓨ	#8	10.850	4.773
Facility Components	8.218	1.222	14.9%	6.470	78.7%	Ⓞ	Ⓡ	#2	22.127	12.565
Outdoor Recreation Centre	2.550	1.149	45.1%	2.455	96.3%	Ⓞ	Ⓞ		6.876	3.537
Park Development	4.000	0.706	17.6%	3.750	93.8%	Ⓞ	Ⓡ	#3	8.851	5.408
Parking Lots & Tennis Courts	2.868	0.172	6.0%	2.748	95.8%	Ⓞ	Ⓞ		7.300	2.644
Playgrounds/Waterplay	1.064	0.363	34.1%	1.064	100.0%	Ⓞ	Ⓞ		3.200	1.621
Pool	3.339	1.131	33.9%	1.789	53.6%	Ⓨ	Ⓞ	#4	20.409	8.799
Special Facilities	8.750	0.574	6.6%	7.425	84.9%	Ⓞ	Ⓞ	#5	19.829	6.518
Trails & Pathways	5.293	1.094	20.7%	4.793	90.6%	Ⓞ	Ⓨ	#6	14.507	4.960
<b>Sub-Total</b>	<b>61.163</b>	<b>10.659</b>	<b>17.4%</b>	<b>52.474</b>	<b>85.8%</b>	-	-		<b>212.948</b>	<b>98.640</b>
<b>Service Improvements</b>										
Arena	5.015	0.842	16.8%	4.865	97.0%	Ⓞ	Ⓞ		11.195	4.688
Community Centres	7.505	2.983	39.8%	7.094	94.5%	Ⓞ	Ⓞ		33.152	22.208
Environmental Initiatives	3.360	0.060	1.8%	2.323	69.1%	Ⓨ	Ⓡ	#8	14.310	4.499
Facility Components	1.139	0.299	26.2%	0.902	79.1%	Ⓞ	Ⓨ	#2	1.460	0.519
Information Technology	16.617	1.919	11.5%	11.271	67.8%	Ⓨ	Ⓨ	#9	47.237	15.971
Outdoor Recreation Centre	4.749	1.176	24.8%	2.406	50.7%	Ⓨ	Ⓨ	#7	24.615	9.196
Park Development	38.729	3.407	8.8%	27.136	70.1%	Ⓨ	Ⓡ	#3	182.928	87.107
Parking Lots & Tennis Courts	1.229	0.000	0.0%	1.229	100.0%	Ⓞ	Ⓡ	#10	4.481	3.122
Playgrounds/Waterplay	12.411	0.593	4.8%	9.299	74.9%	Ⓞ	Ⓨ	#11	25.701	11.550
Pool	10.537	1.818	17.3%	6.560	62.3%	Ⓨ	Ⓡ	#4	26.725	8.284
Special Facilities	5.691	0.422	7.4%	2.948	51.8%	Ⓨ	Ⓡ	#5	24.104	7.971
Trails & Pathways	5.084	0.224	4.4%	2.165	42.6%	Ⓡ	Ⓡ	#6	24.744	10.670
<b>Sub-Total</b>	<b>112.066</b>	<b>13.742</b>	<b>12.3%</b>	<b>78.197</b>	<b>69.8%</b>	-	-		<b>420.652</b>	<b>185.785</b>
<b>Growth Related</b>										
Community Centres	23.235	5.869	25.3%	18.866	81.2%	Ⓞ	Ⓨ	#12	230.373	69.918
Land Acquisition	7.010	1.864	26.6%	4.893	69.8%	Ⓨ	Ⓡ	#1	49.570	29.957
Outdoor Recreation Centre	2.733	2.109	77.2%	2.733	100.0%	Ⓞ	Ⓡ	#7	3.450	2.866
Park Development	0.868	0.000	0.0%	0.404	46.5%	Ⓡ	Ⓡ	#4	7.525	0.466
<b>Sub-Total</b>	<b>33.845</b>	<b>9.842</b>	<b>29.1%</b>	<b>26.895</b>	<b>79.5%</b>	-	-		<b>290.918</b>	<b>103.206</b>
<b>Total</b>	<b>207.753</b>	<b>34.242</b>	<b>16.5%</b>	<b>157.716</b>	<b>75.9%</b>				<b>933.087</b>	<b>392.602</b>

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

## **Parks, Forestry & Recreation (PKS)**

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### **Note # 1:**

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

### **Note #2:**

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

### **Note #3:**

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

### **Note #4:**

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

### **Note 5:**

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

### **Note 6:**

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

### **Note 7:**

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

### **Note #8:**

Environmental Initiatives: Underspending due to securing easements across private property, projects impacted by delays associated with coordination with TRCA and Solid Waste, as well as projects being impacted by poor site conditions.

### **Note #9:**

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

### **Note #10:**

Parking Lots and Tennis Courts: Underspending due to various state of good repair projects which may not be expended due to co-ordination with ongoing projects.

### **Note #11:**

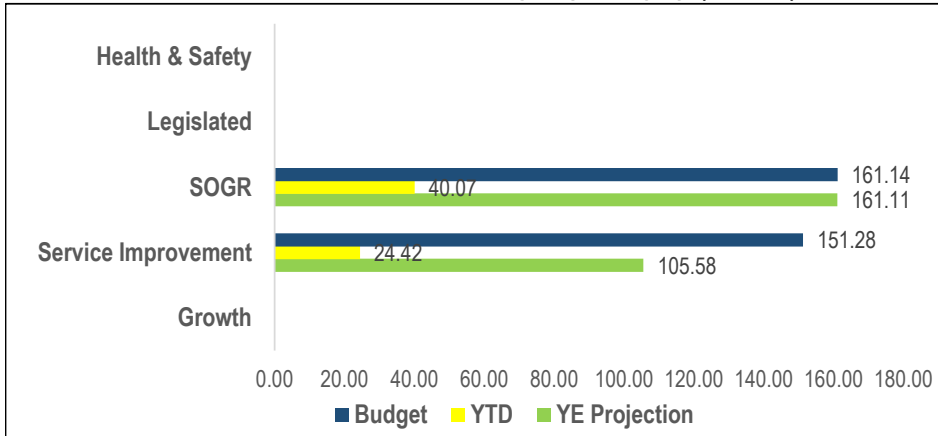
Playgrounds/ Waterplay: Underspending due to the co-ordination of various playground projects, and delays associated with storm water management approvals, site conditions, and programming constraints for water play projects.

### **Note #12:**

Community Centres: Underspending due to delays in contract award and delays associated with issuing RFQ's/RFP's. Delays also expected for Community Centre state of good repair projects which may not be spent by the end of 2018 due to co-ordination with facility programming.

# Shelter, Support & Housing Administration (SHL)

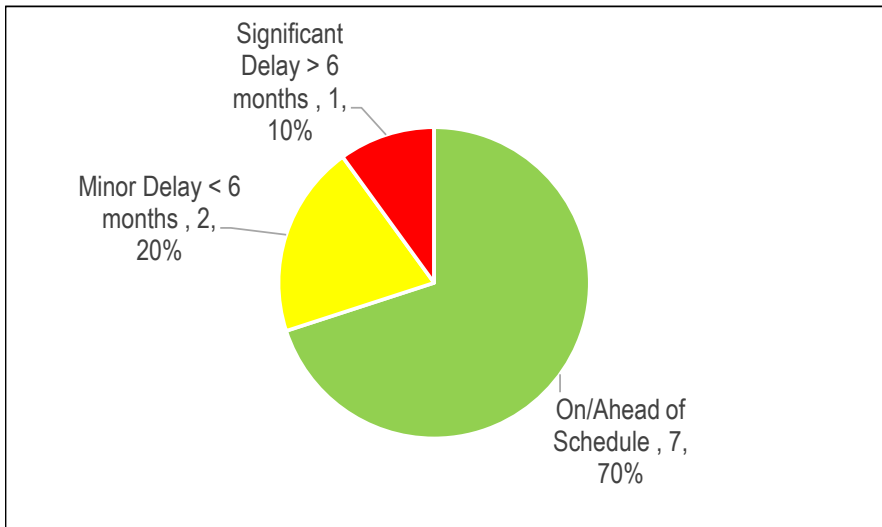
**Chart 1**  
2017 Approved Budget by Category (\$312.42)



**Table 1**  
2017 Active Projects by Category

Health & Safety	
Legislated	
SOGR	7
Service Improvement	3
Growth	
<b>Total # of Projects</b>	<b>10</b>

**Chart 2**  
Project Status - 10



**Table 2**

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

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
151.28	1.14	160.00		

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

- **TCHC SOGR Backlog and Revitalization:** Through the 2018 Budget, City Council approved direct City funding to TCHC. An agreement has been finalized between SSHA and TCHC to transfer 25% of the approved City funding to TCHC to support SOGR and revitalization projects.

## Key Discussion Points: (next page)



## Shelter, Support & Housing Administration (SHL)

### Key Discussion Points:

- **George Street Revitalization Project (GSR):** At its meeting on April 24, 25, and 26 City Council will consider EX33.4 which provides a status update on the progress of the GSR project. The report also seeks Council approval for the continuation of 3 non-competitive professional services agreements critical to the successful delivery of the project via the Design-Build-Finance procurement model earlier approved by Council. Specifically, staff recommend the appointment of Infrastructure Ontario (IO) as Advisor and Commercial Procurement Lead, Montgomery Sisam Architects Inc as Planning Design and Compliance Consultants and PRISM Partners Inc to provide Project Management Services during the procurement phase of the project and CreateTO to undertake project management during the construction phase. The contracts are to cover the period from July 1, 2018 to December 31, 2024.
- **New Emergency Shelters:** Through the 2018 Budget Process City Council adopted Budget Committee recommendations for the addition of 1,000 new shelter beds to the City's emergency shelter system over a 3-year period (2018 - 2020). These beds are to be located in 11 new emergency shelters 3 of which are planned for 2018. The acquisition of sites for the shelters (1 lease and 2 purchase) planned for 2018 is at an advanced stage. Lease negotiations are underway for the first site with opening anticipated in Q3 of 2018. Further, land acquisition for the remaining 2 sites is also anticipated between Q3 and Q4 of 2018.
- **Choice Based Housing Access System:** This project has been delayed because the RFP process which closed at the end of 2017 did not result in a successful vendor. SSHA is currently reviewing its options on how to move the project forward.
- **Shelter Land Acquisition - Red Door Shelter:** The project is progressing as planned with release of the purchase deposit for the acquisition of the property anticipated in Q2-2018.
- **State of Good Repair- City Owned and Lease Operated Buildings:** Elevator and HVAC repairs at 674 Dundas and 67 Adelaide street respectively are underway. Building Condition Assessments are also ongoing in various SSHA properties across the City. Cashflow spending is therefore anticipated to accelerate in Q2 and Q3 as more purchase orders and contracts are awarded.

Shelter, Support & Housing Administration (SHL)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>State of Good Repair</b>										
Cap Repairs/Repl-City Operated Hostels	0.950	0.068	7.1%	0.950	100.0%	ⓐ	Ⓨ	#1	1.000	0.035
Capital Repairs/Repl-Leased Buildings	0.187	0.000	0.0%	0.162	86.6%	ⓐ	Ⓨ	#2	0.187	0.000
TCHC SOGR Backlog	160.000	40.000	25.0%	160.000	100.0%	ⓐ	ⓐ	#3	200.000	0.000
<b>Sub-Total</b>	<b>161.137</b>	<b>40.068</b>	<b>24.9%</b>	<b>161.112</b>	<b>100.0%</b>	-	-		<b>201.187</b>	<b>0.035</b>
<b>Service Improvements</b>										
Shelter Land Acquisition-Red Door 63 & 65 Homewood Avenue	7.300	0.739	10.1%	0.739	10.1%	Ⓡ	ⓐ	#4	7.300	0.000
George Street Revitalization (GSR)	39.318	2.379	6.1%	22.439	57.1%	Ⓨ	ⓐ	#5	80.098	4.896
Choice Based Housing Access System	4.044	0.329	8.1%	0.860	21.3%	Ⓡ	ⓐ	#6	4.357	0.347
TCHC Revitalization	56.037	14.009	25.0%	56.037	100.0%	ⓐ	ⓐ	#7	79.183	0.000
New Emergency Shelters	43.880	6.967	15.9%	24.800	56.5%	Ⓨ	ⓐ	#8	178.560	0.000
9 Huntley Street Acquisition - Fife House	0.500	0.000	0.0%	0.500	100.0%	ⓐ	ⓐ		0.500	0.000
<b>Sub-Total</b>	<b>151.279</b>	<b>24.422</b>	<b>16.1%</b>	<b>105.575</b>	<b>69.8%</b>	-	-		<b>352.998</b>	<b>8.043</b>
<b>Total</b>	<b>312.416</b>	<b>64.490</b>	<b>20.6%</b>	<b>266.687</b>	<b>85.4%</b>				<b>554.185</b>	<b>8.077</b>

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

**Notes # 1 & 2:**

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

**Note # 3 & 7**

TCHC is on track to spend all of the City funding approved through SSHA's 2018 Capital Budget. An agreement has been finalized between SSHA and TCHC to transfer 25% of the approved City funding to TCHC to support SOGR and revitalization projects.

**Note # 4:**

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

**Note # 5:**

The project is progressing as planned with completion of the PSOS document scheduled for Q2-2018. SSHA is also aggressively seeking new sites to ensure of the Seaton House Transition Plan by the end of 2019 earlier communicated. However, there is a possibility that the renovation and retrofitting of newly acquired sites may not be completed by the end of 2018 as earlier planned.

**Note # 6:**

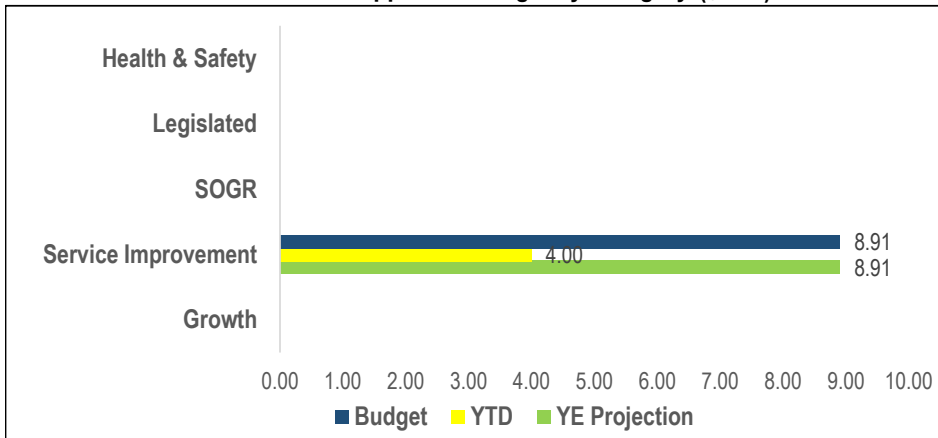
This project has been delayed because the RFP process which closed at the end of 2017 did not result in a successful vendor. SSHA is currently reviewing its options on how to move the project forward.

**Note # 8:**

The acquisition of first of the 3 sites planned for 2018 is nearing finalization and this site is anticipated to be available for occupancy late in 2018. Lease negotiations are also underway for one site and land acquisition for the remaining site is at an advanced stage to ensure the opening of the 3 shelters in 2018 as earlier committed to Council during the 2018 Budget Process.

# Toronto Employment & Social Services (SOC)

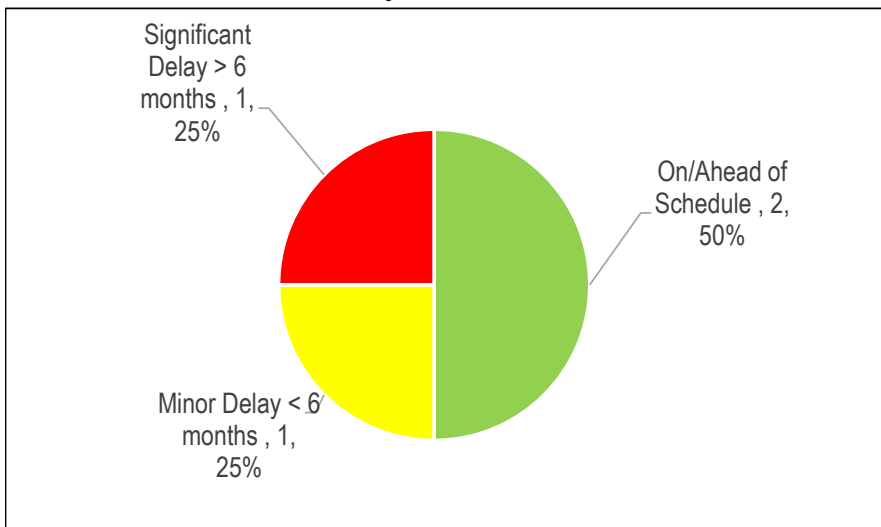
**Chart 1**  
2018 Approved Budget by Category (\$8.91)



**Table 1**  
2018 Active Projects by Category

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

**Chart 2**  
Project Status - 3



**Table 2**

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

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
6.32	0.27	2.31		

## Key Discussion Points:

- Phase 1 of the HSI Project is experiencing minor delays due to the acquisition of Salesforce licences and the recruiting process for a Salesforce Technical Integration Architect. The project is currently estimated to complete by Q2 2018.
- The construction of the Wellesley Renovation Project is well underway. Phase 1 of the project was completed by April 2018; while Phase 2 is facing delays due to site conditions and issues with the design documents. TESS is actively working with Facilities and the consultant team to establish the costs to completion. The final project cost is likely to exceed the currently approved project budget.

Toronto Employment & Social Services (SOC)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Service Improvements</b>										
Wellesley Place Renovation	6.319	3.700	58.6%	6.319	100.0%	Ⓞ	Ⓡ	#1	7.500	3.884
HSI Project (Phase 1)	0.274	0.027	9.9%	0.274	100.0%	Ⓞ	Ⓢ	#2	0.350	0.076
HSI Project (Phase 2)	2.313	0.275	11.9%	2.313	100.0%	Ⓞ	Ⓞ		9.823	0.147
<b>Sub-Total</b>	<b>8.906</b>	<b>4.002</b>	<b>44.9%</b>	<b>8.906</b>	<b>100.0%</b>	-	-		<b>17.673</b>	<b>4.107</b>
<b>Total</b>	<b>8.906</b>	<b>4.002</b>	<b>44.9%</b>	<b>8.906</b>	<b>100.0%</b>				<b>17.673</b>	<b>4.107</b>

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

**Note # 1:**

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

**Note # 2:**

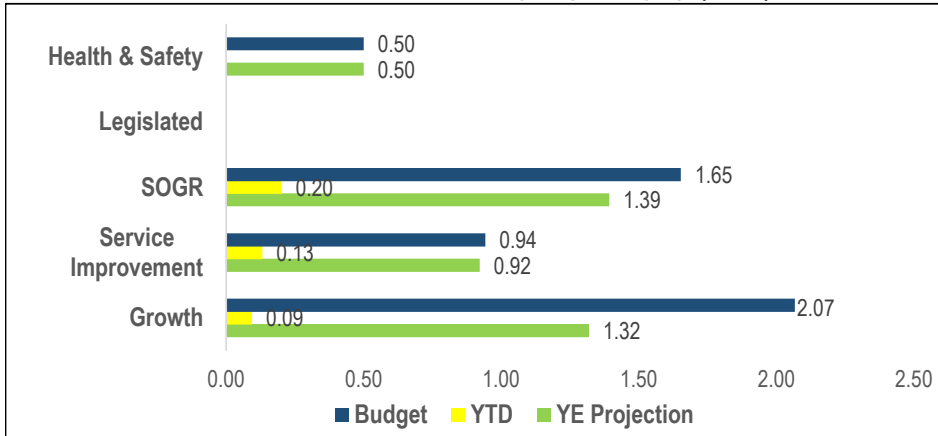
HSI' Phase 1 Project is in the process of acquiring licences for Salesforce and hiring a Salesforce Technical Integration Architect. The project is expected to be completed by Q2 2018.

**Note # 3:**

Enter reason for Delay

# Toronto Paramedic Services (AMB)

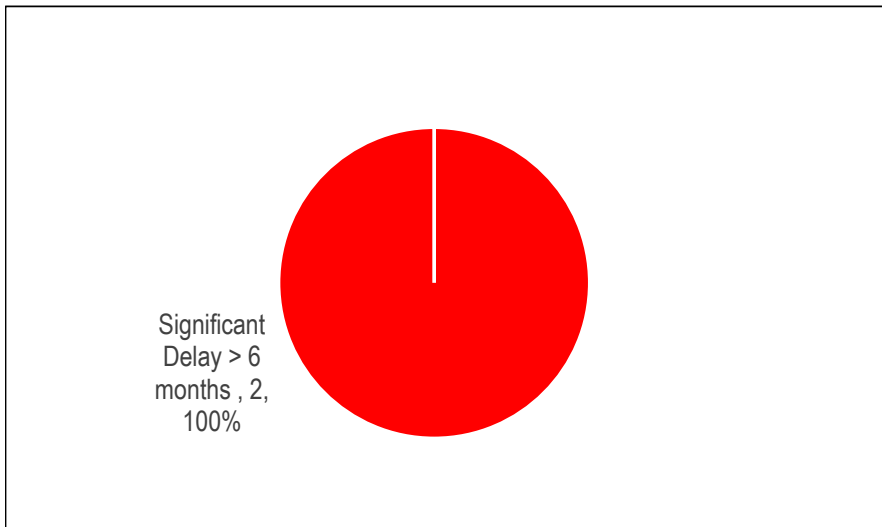
**Chart 1**  
2018 Approved Budget by Category (\$5.16)



**Table 1**  
2018 Active Projects by Category

Health & Safety	1
Legislated	0
SOGR	5
Service Improvement	3
Growth	5
<b>Total # of Projects</b>	<b>14</b>

**Chart 2**  
Project Status - 14



**Table 2**

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

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0	0	0.82	0	0

## Key Discussion Points:

- Multi-Function Station Plan project is delayed due to co-ordination with other projects. The Strategic Program Management Committee is incorporating the program's Real Estate needs with those of the entire City.
- Dispatch Console Replacement project is delayed due to workload pressures in Central Ambulance Communication Centre (CACC) Systems Area resulting in insufficient staff resources, and uncertain specifications for future requirements for the Next Generation 911 (NG911) systems. Project is expected to be completed in 2020.

Toronto Paramedic Services (AMB)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date								
		\$	%	\$	%	On Budget	On Time											
<b>Health &amp; Safety</b>																		
PORTABLE RADIO REPLACEMENT	0.500		0.0%	0.500	100.0%	Ⓞ	Ⓞ		1.009	0.509								
<b>Sub-Total</b>	<b>0.500</b>	<b>0.000</b>	<b>0.0%</b>	<b>0.500</b>	<b>100.0%</b>	-	-		<b>1.009</b>	<b>0.509</b>								
<b>State of Good Repair</b>																		
MEDICAL EQUIPMENT REPLACEMENT	0.330	0.049	14.8%	0.330	100.0%	Ⓞ	Ⓞ	#1	3.343	2.913								
MULTI-FUNCTION STATION PLAN	0.147		0.0%	0.005	3.4%	Ⓡ	Ⓡ		0.180	0.033								
ADDITIONAL AMBULANCES (2017)	0.144		0.0%	0.140	97.3%	Ⓞ	Ⓞ		1.260	1.116								
ADDITIONAL AMBULANCES (2018)	0.572	0.149	26.0%	0.568	99.3%	Ⓞ	Ⓞ		0.572	0.149								
MULTI-FUNCTION STATION #2 - PREPARATION	0.460	0.003	0.7%	0.350	76.1%	Ⓞ	Ⓞ		1.200	0.343								
<b>Sub-Total</b>	<b>1.653</b>	<b>0.201</b>	<b>12.2%</b>	<b>1.393</b>	<b>84.3%</b>	-	-		<b>6.555</b>	<b>4.555</b>								
<b>Service Improvements</b>																		
NW DISTRICT MULTI FUNCTION - FACILITY	0.501	0.083	16.6%	0.480	95.9%	Ⓞ	Ⓞ		12.005	11.523								
POWER STRETCHERS	0.041	0.041	100.0%	0.041	100.0%	Ⓞ	Ⓞ		9.750	9.358								
POWER STRETCHERS (SUPPLEMENTAL)	0.400	0.007	1.8%	0.400	100.0%	Ⓞ	Ⓞ		0.400	0.007								
<b>Sub-Total</b>	<b>0.942</b>	<b>0.131</b>	<b>13.9%</b>	<b>0.921</b>	<b>97.8%</b>	-	-		<b>22.155</b>	<b>20.888</b>								
<b>Growth Related</b>																		
MOBILE DATA COMMUNICATIONS - 2017	0.254	0.094	37.0%	0.254	100.0%	Ⓞ	Ⓞ	#2	0.300	0.141								
MOBILE DATA COMMUNICATIONS - 2018	0.500		0.0%	0.360	72.0%	Ⓞ	Ⓞ		0.500									
AMBULANCE RADIO REPLACEMENT	0.358			0.350	97.6%	Ⓞ	Ⓞ		1.090	0.731								
DISPATCH CONSOL REPLACEMENT	0.675			0.075	11.1%	Ⓡ	Ⓡ		1.150	0.075								
COMMUNITY PARAMEDICINE VEHICLES	0.280			0.280	100.0%	Ⓞ	Ⓞ		0.560									
<b>Sub-Total</b>	<b>2.067</b>	<b>0.094</b>	<b>4.5%</b>	<b>1.319</b>	<b>63.8%</b>	-	-			<b>3.600</b>	<b>1.417</b>							
<b>Total</b>	<b>5.162</b>	<b>0.427</b>	<b>8.3%</b>	<b>4.133</b>	<b>80.1%</b>				<b>33.319</b>	<b>27.369</b>								
<table border="0"> <tr> <td><b>On Time</b></td> <td><b>On Budget</b></td> </tr> <tr> <td>On/Ahead of Schedule</td> <td>Ⓞ &gt;70% of Approved Cash Flow</td> </tr> <tr> <td>Minor Delay &lt; 6 months</td> <td>Ⓢ Between 50% and 70%</td> </tr> <tr> <td>Significant Delay &gt; 6 months</td> <td>Ⓡ &lt; 50% or &gt;100% of Approved Cash Flow</td> </tr> </table>											<b>On Time</b>	<b>On Budget</b>	On/Ahead of Schedule	Ⓞ >70% of Approved Cash Flow	Minor Delay < 6 months	Ⓢ Between 50% and 70%	Significant Delay > 6 months	Ⓡ < 50% or >100% of Approved Cash Flow
<b>On Time</b>	<b>On Budget</b>																	
On/Ahead of Schedule	Ⓞ >70% of Approved Cash Flow																	
Minor Delay < 6 months	Ⓢ Between 50% and 70%																	
Significant Delay > 6 months	Ⓡ < 50% or >100% of Approved Cash Flow																	

**Note # 1:**

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

**Note # 2:**

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

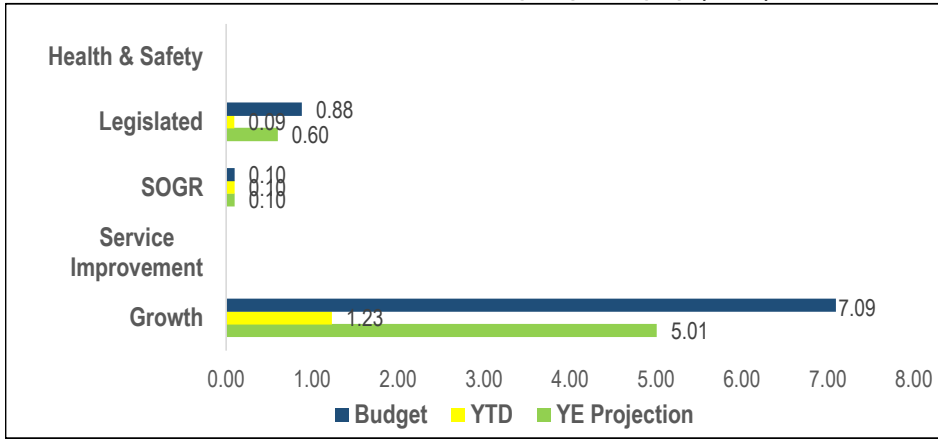
**2018 Capital Spending by Program  
Cluster B**

Program		2018 Approved Cash Flow	2018 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
City Planning	Q1	8.07	0.70	5.85	72.4%		⊙
	5M	8.07	1.43	5.71	70.7%	↓	⊙
Fire Services	Q1	16.16	0.12	10.31	63.8%		⊙
	5M	16.16	0.12	10.31	63.8%	□	⊙
Transportation	Q1	541.67	21.11	405.50	74.9%		⊙
	5M	541.67	44.89	374.60	69.2%	↓	⊙
Waterfront Revitalization	Q1	196.63	13.21	132.87	67.6%		⊙
	5M	196.63	13.89	131.57	66.9%	↓	⊙
TOTAL	Q1	762.53	35.13	554.53	72.7%		⊙
	5M	762.53	60.32	522.19	68.5%	↓	⊙
		⊙ >70%	⊙ between 50% and 70%		⊙ < 50% or > 100%		

For the five months ended May 31, 2018, capital expenditures for this Cluster totalled \$60.31 million of their collective 2018 Approved Capital Budget of \$762.53 million. Spending is expected to increase to 522.19 million (68.5%) by year-end. One Programs (City Planning) in this Cluster has projected year-end spending rate of over 70% of its 2018 Approved Capital Budgets.

City Planning has projected year-end spending rate of 70.7%, while Transportation Services, Fire Services and Waterfront Revitalization Program have projected year-end spending rate of 69.2%,63.8% and 66.9% respectively.

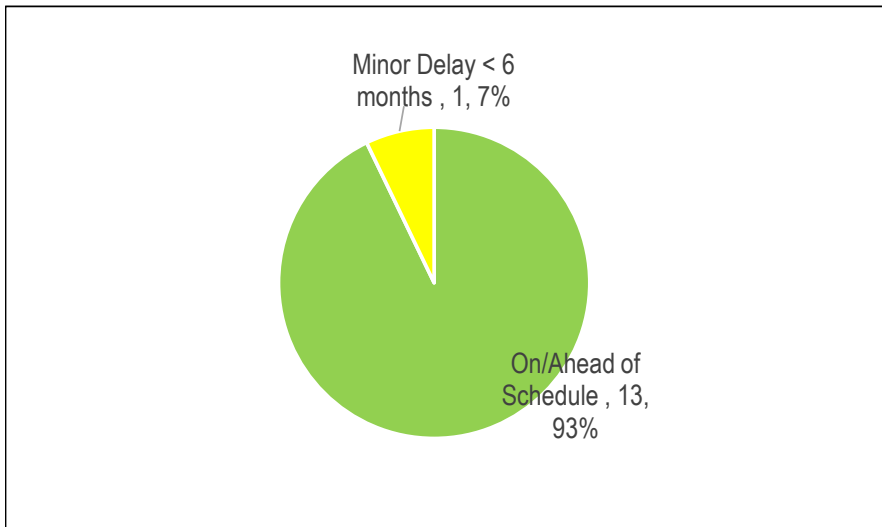
**Chart 1**  
2018 Approved Budget by Category (\$8.07)



**Table 1**  
2018 Active Projects by Category

Health & Safety	
Legislated	3
SOGR	1
Service Improvement	
Growth	10
<b>Total # of Projects</b>	<b>14</b>

**Chart 2**  
Project Status - 14



**Table 2**

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

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
7.82	0.25			

**Key Discussion Points:**

- A minor delay to the RFQ and RFP process for Avenue and Area studies.



City Planning (PLN)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Legislated</b>										
Natural Heritage Inventory Evaluation System	0.080		0.0%	0.040	50.0%	Ⓚ	Ⓜ	#1	0.350	0.181
Toronto Archaeological Resources Plan Implementation	0.050	0.020	40.5%	0.035	70.5%	Ⓚ	Ⓜ	#2	0.150	0.070
Five Year Review of the Official Plan	0.750	0.075	10.0%	0.525	70.0%	Ⓚ	Ⓜ	#3	1.670	0.355
<b>Sub-Total</b>	<b>0.880</b>	<b>0.095</b>	<b>10.8%</b>	<b>0.600</b>	<b>68.2%</b>	-	-		<b>2.170</b>	<b>0.605</b>
<b>State of Good Repair</b>										
St. Lawrence Market North - Archaeological Structural Elements	0.100	0.099	99.5%	0.099	99.5%	Ⓜ	Ⓜ		0.200	0.099
<b>Sub-Total</b>	<b>0.100</b>	<b>0.099</b>	<b>99.5%</b>	<b>0.099</b>	<b>99.5%</b>	-	-		<b>0.200</b>	<b>0.099</b>
<b>Growth Related</b>										
Growth Studies	1.443	0.419	29.0%	1.121	77.7%	Ⓜ	Ⓜ		3.400	0.702
Transportation & Transit Studies	0.800	0.146	18.2%	0.567	70.8%	Ⓚ	Ⓜ	#4	1.000	0.084
Avenue/Area Studies	0.500	0.020	4.1%	0.252	50.3%	Ⓚ	Ⓜ	#5	0.500	0.019
Heritage Conservation District Studies	1.000	0.109	10.9%	0.702	70.2%	Ⓚ	Ⓜ	#5	2.000	0.063
John Street Revitalization Design Work	0.000	0.023		0.023			Ⓜ		2.565	1.922
Places - Civic Improvements	3.351	0.514	15.3%	2.346	70.0%	Ⓚ	Ⓜ	#5	2.771	2.078
<b>Sub-Total</b>	<b>7.094</b>	<b>1.231</b>	<b>17.3%</b>	<b>5.010</b>	<b>70.6%</b>	-	-		<b>12.236</b>	<b>4.867</b>
<b>Total</b>	<b>8.074</b>	<b>1.425</b>	<b>17.6%</b>	<b>5.709</b>	<b>70.7%</b>				<b>14.606</b>	<b>13.910</b>

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

**Note # 1:**

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

**Note # 2:**

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

**Note # 3:**

Review of the Official Plan continues, additional OMB hearing dates scheduled for Q3 2018.

**Note # 4:**

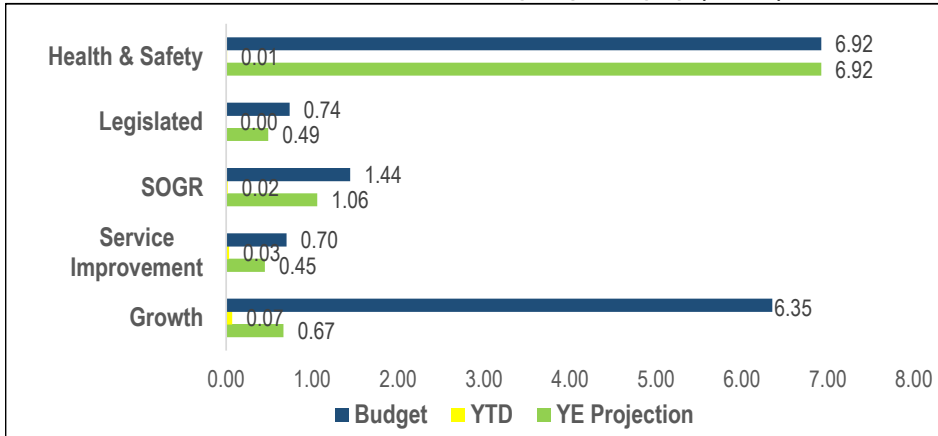
Studies completed on a multi-year cycle, current studies include King Street Transportation Modelling, TOcore King Street Visioning Pilot, Transit Design Guidelines and Official Plan Review (Phase 3 Transportation).

**Note # 5:**

Improvements and studeis completed on a two year cycle, timing of invoices impact the spend rate.

# Fire Services (FIR)

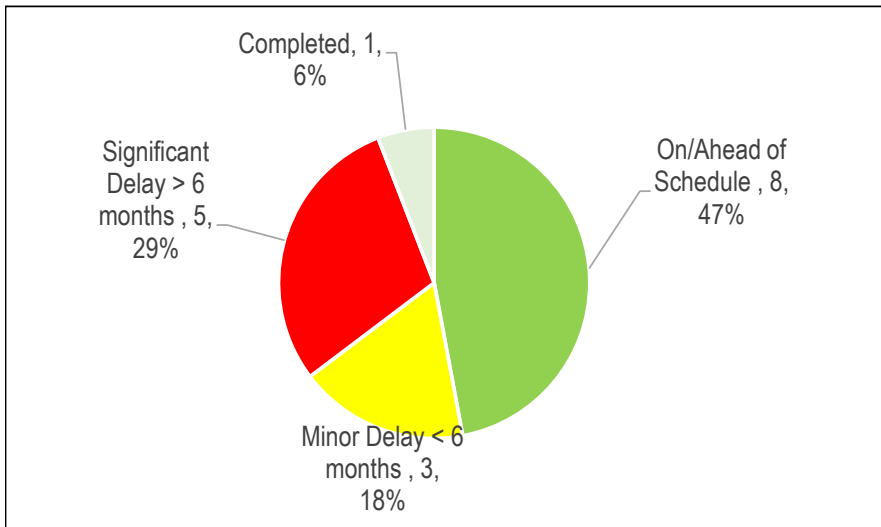
**Chart 1**  
2018 Approved Budget by Category (\$16.16)



**Table 1**  
2018 Active Projects by Category

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

**Chart 2**  
Project Status - 17



**Table 2**

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

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
7.97	1.39	6.73	0.07	

## Key Discussion Points:

- Station B (Downsview) Keele/ Sheppard project: Building permit required re-submission and was approved in Dec, 2017; upon final permit approval, project will go to tender; project scheduled for completion in Q4, 2019
- Station A (Rexdale) Permitting and tendering will resume, as Paramedic Services will not be co-locating in new facility; project completion now projected in Q2, 2020
- Portable Radio Replacement project has been co-ordinated with Toronto Police Services (TPS), with contract awarded in Q4, 2017. Report awarding contract using TPS supplier has received Council approval, with product delivery projected for Q3, 2018.

Fire Services (FIR)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
Defibrillators Lifecycle Replacement	1.000		0.0%	1.000	100.0%	Ⓞ	Ⓞ	#1	1.000	0.000
Replacement of CBRNE Equipment	0.248		0.0%	0.248	100.0%	Ⓞ	Ⓞ		0.510	0.262
Replacement of Portable Radios	5.000		0.0%	5.000	100.0%	Ⓞ	Ⓞ	#2	5.000	0.000
Helmet Replacement	0.600	0.010	1.7%	0.600	100.0%	Ⓞ	Ⓞ	#3	0.800	0.010
Breathing Air Compressor Replacement	0.075		0.0%	0.075	100.0%	Ⓞ	Ⓞ		0.075	0.000
<b>Sub-Total</b>	<b>6.923</b>	<b>0.010</b>	<b>0.1%</b>	<b>6.923</b>	<b>100.0%</b>	-	-		<b>7.385</b>	<b>0.272</b>
<b>Legislated</b>										
Replacement of HUSAR Equip - 2018	0.050	0.000	0.0%	0.050	100.0%	Ⓞ	Ⓞ		0.050	0.000
HUSAR Federal Public Safety	0.688	0.000	0.0%	0.440	64.0%	Ⓢ	Ⓢ	# 4	0.688	0.000
<b>Sub-Total</b>	<b>0.738</b>	<b>0.000</b>	<b>0.0%</b>	<b>0.490</b>	<b>66.4%</b>	-	-		<b>0.738</b>	<b>0.000</b>
<b>State of Good Repair</b>										
Fire Prevention Office Space Accommodation	0.450	0.001	0.2%	0.450	100.0%	Ⓞ	Ⓞ	#5	0.450	0.001
Emerg Fire Comm Workstation Console Replacement	0.545	0.001	0.2%	0.545	100.0%	Ⓞ	Ⓞ	#6	0.600	0.055
East/West Burn-House Wall Flame Protection	0.247	0.016	6.5%	0.016	6.5%	Ⓡ	Ⓡ	#7	0.250	0.019
Training Simulators Rehabilitation -2017	0.100	0.000	0.0%	0.050	50.0%	Ⓢ	Ⓡ	#8	0.100	0.000
Training Simulators Rehabilitation - 2018	0.100	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#9	0.100	0.000
<b>Sub-Total</b>	<b>1.442</b>	<b>0.018</b>	<b>1.2%</b>	<b>1.061</b>	<b>73.6%</b>	-	-		<b>1.500</b>	<b>0.075</b>
<b>Service Improvements</b>										
Fire Prevention Intergeation Project	0.202	0.000	0.0%	0.101	50.0%	Ⓢ	Ⓢ	#10	2.010	
Operational BI Data Architecture Modizeration	0.500	0.034	6.8%	0.350	70.0%	Ⓢ	Ⓢ	#11	0.770	0.034
<b>Sub-Total</b>	<b>0.702</b>	<b>0.034</b>	<b>4.8%</b>	<b>0.451</b>	<b>64.2%</b>	-	-		<b>2.780</b>	<b>0.034</b>
<b>Growth Related</b>										
Station B (Stn 144) Keele/ Sheppard	2.551	0.004	0.2%	0.495	19.4%	Ⓡ	Ⓡ	#12	9.885	4.026
Station A (Stn 414) Hwy- 27 and Rexdale Blvd	3.729	0.000	0.0%	0.101	2.7%	Ⓡ	Ⓡ	#13	8.342	1.705
Specialized Trucks & Equipment	0.072	0.067	93.1%	0.072	100.0%	Ⓞ	Ⓞ		3.350	3.345
<b>Sub-Total</b>	<b>6.352</b>	<b>0.071</b>	<b>1.1%</b>	<b>0.668</b>	<b>10.5%</b>	-	-		<b>21.577</b>	<b>9.076</b>
<b>Total</b>	<b>16.157</b>	<b>0.133</b>	<b>0.8%</b>	<b>9.593</b>	<b>59.4%</b>				<b>33.980</b>	<b>9.457</b>

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

## Fire Services (FIR)

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**Note 1:**

Procurement underway, with project completion anticipated by Q4

**Note 2:**

Contract approved by Council; Legal Services is drafting contract agreement; delivery projected for Q3, 2018

**Note 3:**

Procurement process completed in March, 2018 with roll-out for replacement underway

**Note 4:**

Spending is tied to the Provincial budget fiscal year

**Note 5:**

Demolition work completed at 59 Curlew Dr., with completion in remainder of locations anticipated in Q4, 2018

**Note 6:**

Draft RFP under review with PMMD and the City Ergonomist, with project completion scheduled for Q4;

**Note 7:**

Project on hold due to insufficient funding

**Note 8:**

Procurement process underway, with completion anticipated by year-end

**Note 9:**

Funding to be repurposed to better meet program needs, funding to be carried forward into 2019.

**Note 10:**

Project is co-ordinated with Municipal Licensing, with deliverables being developed through the RFP process.

**Note 11:**

Project "proof of concept" is under development, with a portion of the data integration work shifted to 2019

**Note 12:**

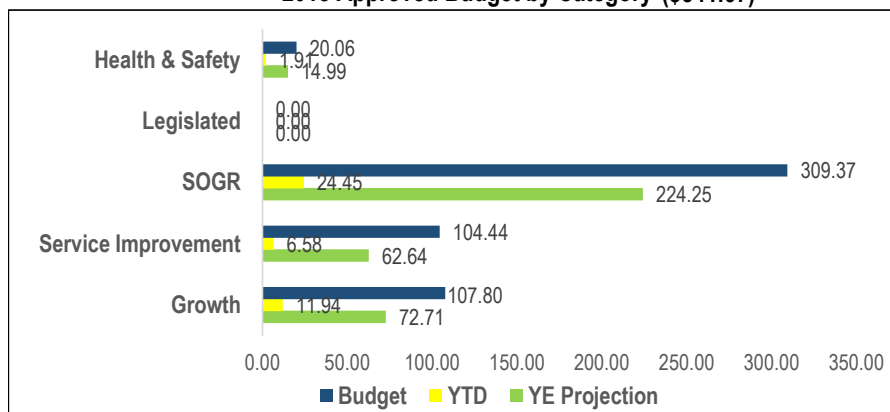
Building permit issued in Dec 2017; project tender under development; project completion projected for Q4, 2019.

**Note 13:**

With Paramedics no longer planning to co-occupying the new facility; a revised site-plan was submitted and is pending approval; project completion projected for Q2, 2020

## Transportation Services (TRN)

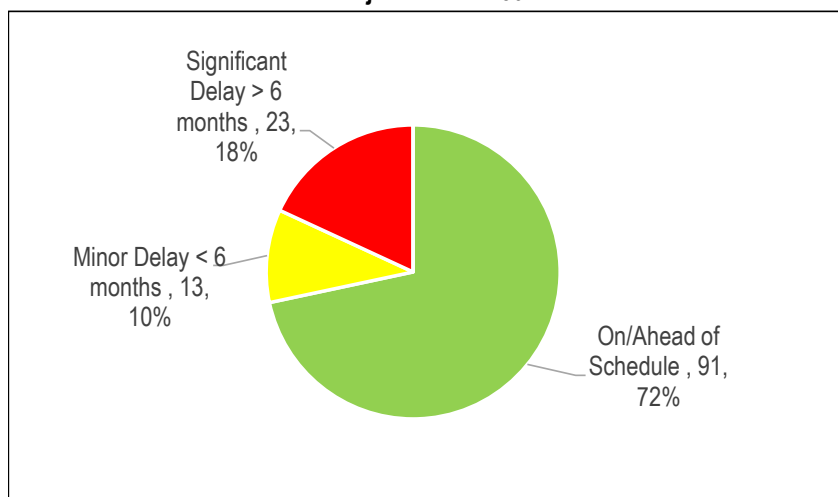
**Chart 1**  
2018 Approved Budget by Category (\$541.67)



**Table 1**  
2018 Active Projects by Category

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

**Chart 2**  
Project Status - 56



**Table 2**

Reason for Delay	36	
	Significant Delay	Minor Delay
Insufficient Staff Resources	0	2
Procurement Issues	2	3
RFQ/RFP Delayed	0	1
Contractor Issues	0	0
Site Conditions	0	0
Co-ordination with Other Projects	6	0
Community Consultation	0	0
Other*	15	7
<b>Total # of Projects</b>	<b>23</b>	<b>13</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
479.37	26.99	35.31	0.00	0.00

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

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

### Key Discussion Points:

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

Transportation Services (TRN)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget*	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
Accessible Pedestrian Signals (Audible)	1.525	0.169	11.1%	1.220	80.0%	G	G			
Guide Rail Replacement	2.050	0.138	6.7%	1.435	70.0%	Y	Y		4.250	1.768
New Traffic Control Signals / Devices	4.225	0.280	6.6%	3.097	73.3%	G	Y			
Pedestrian Safety & Infrastructure Prgms	0.734	0.081	11.1%	0.475	64.7%	Y	G			
Road Safety Plan (Local Geometric Traffic Safety)	7.191	0.593	8.2%	5.398	75.1%	G	Y		15.811	4.162
Salt Management Program	1.548	0.195	12.6%	1.025	66.2%	Y	R	# 1		
Tactile Domes Installation	1.000	0.000	0.0%	0.800	80.0%	G	G			
Traffic Signal Major Modifications	1.790	0.457	25.5%	1.545	86.3%	G	G			
<b>Sub-Total</b>	<b>20.063</b>	<b>1.912</b>	<b>9.5%</b>	<b>14.995</b>	<b>74.7%</b>					
<b>State of Good Repair</b>										
Bathurst Street Bridge Rehabilitation	0.301	0.097	32.2%	0.196	65.0%	Y	G		1.482	0.619
City-Bridge Rehabilitation	41.583	7.059	17.0%	33.266	80.0%	G	G			
Critical Interim Road Rehabilitation	10.331	1.223	11.8%	8.275	80.1%	G	G		32.789	14.988
Ditch Rehabilitation & Culvert Reconstruction	1.830	0.288	15.7%	1.281	70.0%	Y	G			
Don Valley Parkway Rehabilitation	2.496	1.015	40.7%	1.997	80.0%	G	G			
Dufferin Street Bridge Rehabilitation	0.350	0.000	0.0%	0.280	80.0%	G	G		27.100	
F.G. Gardiner**	88.200	1.695	1.9%	52.473	59.5%	Y	G	# 2	2,457.026	145.560
Facility Improvements	1.500	0.166	11.1%	0.587	39.1%	R	R	# 3		
Laneways	2.241	0.163	7.3%	1.785	79.7%	G	G			
Local Road Rehabilitation	61.394	2.927	4.8%	49.081	79.9%	G	G			
Major Road Rehabilitation	59.733	4.979	8.3%	47.825	80.1%	G	G			
Major SOGR Pooled Contingency	3.800	0.897	23.6%	1.500	39.5%	R	G	# 4		
Neighbourhood Improvements	6.166	0.008	0.1%	3.766	61.1%	Y	Y			
Retaining Walls Rehabilitation	4.603	1.008	21.9%	4.141	90.0%	G	G			
Sidewalks	18.542	0.986	5.3%	12.979	70.0%	Y	G			

Transportation Services (TRN)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget*	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Traffic Plant Requirements / Signal Asset Management	6.303	1.942	30.8%	4.821	76.5%	G	G			
<b>Sub-Total</b>	<b>309.373</b>	<b>24.454</b>	<b>7.9%</b>	<b>224.254</b>	<b>72.5%</b>					
<b>Service Improvements</b>										
Advanced Traffic Signal Control	1.786	0.433	24.3%	1.257	70.4%	Y	G			
Cycling Infrastructure	11.338	2.350	20.7%	10.297	90.8%	G	G			
Engineering Studies	8.623	0.852	9.9%	5.904	68.5%	Y	G			
LED Signal Module Conversion	2.556	0.042	1.6%	2.045	80.0%	G	G			
Participatory Budgeting Pilot	0.213	0.000	0.0%	0.000	0.0%	R	R	# 5	0.265	0.052
PTIF Projects	73.217	2.098	2.9%	38.884	53.1%	Y	G		81.039	9.438
Signs & Markings Asset Management	2.398	0.340	14.2%	1.685	70.3%	Y	G			
System Enhancements for Road Repair & Permits	1.058	0.113	10.7%	0.837	79.1%	G	G		1.983	0.200
Traffic Calming	0.450	0.021	4.6%	0.360	80.0%	G	G			
Traffic Control - RESCU Traffic	0.325 0.855	0.094 0.000	29.0% 0.0%	0.163 0.000	50.2% 0.0%	Y	G		0.855	
Wardens/Construction Staging Compliance (Vehicles)						R	Y	# 6		
Transit Shelter Property Acquisition	0.100	0.000	0.0%	0.040	40.0%	R	R	# 7	0.100	
Transportation Safety & Local Improvements	1.516	0.240	15.8%	1.168	77.1%	G	G			
<b>Sub-Total</b>	<b>104.435</b>	<b>6.583</b>	<b>6.3%</b>	<b>62.641</b>	<b>60.0%</b>					
<b>Growth Related</b>										
Bloor Street Transformation	0.914	0.000	0.0%	0.245	26.8%	R	G	# 8		
Design Cherry St Realignment and Bridges	4.603	0.865	18.8%	2.603	56.5%	Y	R	# 9	5.600	1.863
Gardiner York/Bay/Yonge Reconfiguration	11.423	2.876	25.2%	10.605	92.8%	G	G		34.588	25.541
Georgetown South City Infrastructure Upgrade	13.420	0.000	0.0%	13.420	100.0%	G	G		67.100	
John Street Revitalization Project	2.000	0.063	3.2%	0.070	3.5%	R	Y	# 10	26.449	0.063
King Liberty Cycling Pedestrian Bridge	10.493	0.192	1.8%	5.294	50.5%	Y	R	# 11	13.680	0.984

Transportation Services (TRN)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget*	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Lawrence-Allen Revitalization Project	1.354	0.027	2.0%	0.934	69.0%	Y	R	# 12	11.223	0.801
Legion Road Extension & Grade Separation	0.490	0.000	0.0%	0.392	80.0%	G	G		26.889	
North York Service Road	0.989	0.185	18.7%	0.835	84.4%	G	G		26.940	12.527
Port Union Road	1.175	0.000	0.0%	0.115	9.8%	R	R	# 13	11.050	0.175
Rean to Kenaston - New Road	6.000	0.000	0.0%	4.800	80.0%	G	G		6.000	
Regent Park Revitalization	1.411	0.000	0.0%	0.000	0.0%	R	R	# 14	6.747	4.616
Rouge National Park Transfer of Lands	0.196	0.003	1.5%	0.100	51.1%	Y	R	# 15	0.222	0.029
Scarlett / St. Clair / Dundas	3.873	0.303	7.8%	0.658	17.0%	R	R	# 16	35.875	1.594
Six Points Interchange Redevelopment	24.414	4.490	18.4%	16.500	67.6%	Y	G		73.680	21.855
Steeles Widening (Tapscott Rd - Beare Rd)	0.600	0.091	15.1%	0.442	73.7%	G	R	# 17	31.000	0.420
Third Party Signals	0.300	0.000	0.0%	0.032	10.7%	R	G	# 18		
Traffic Congestion Management	8.030	1.645	20.5%	5.778	72.0%	G	G		47.240	16.062
Work for TTC & Others	16.118	1.196	7.4%	9.885	61.3%	Y	G			
<b>Sub-Total</b>	<b>107.801</b>	<b>11.936</b>	<b>11.1%</b>	<b>72.708</b>	<b>67.4%</b>					
<b>Total</b>	<b>541.672</b>	<b>44.886</b>	<b>8.3%</b>	<b>374.597</b>	<b>69.2%</b>					

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

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

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

**Note # 1:**

Additional projects such as Depot 8 Paving now included within program for completion in 2018. Project delivery potentially at risk due to procurement delays. Projected expenditures to be further refined in Q3.

**Note # 2:**

See Major Capital Projects section.

**Note # 3:**

Detailed plans are being delivered. Uncertainty due to the on-going Corporate Yard rationalization initiatives. Unspent funds are proposed to be reallocated.

**Note # 4:**

Contingency; only used if required.



**Transportation Services (TRN)**

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

**Note # 5:**

2016 project - Bike Lockers completed in 2017. Brian Village Gateway to be completed in 2019. 2017 project - Works for the Mural on Pharmacy and Improved Pedestrian Safety and Accessibility around Bellbury and Lescon Parks work are completed. Butterfly Garden (\$75K) anticipated to be completed in 2019 or 2020 depending on the finalization of easements. 2018 project - Shawnee Park Accessibility Improvements - anticipated to be completed in 2019.

**Note # 6:**

Car procurement process underway. Delivery date expected to be Q1 2019. Projected expenditures to be further refined in Q3.

**Note # 7:**

Anticipate \$40K to be spent in 2018. Unspent funds are proposed to be reallocated.

**Note # 8:**

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

**Note # 9:**

Waterfront Toronto is the delivery agent. This account is anticipated to be \$2M underspent in 2018. Projected expenditures to be further refined in Q3. Unspent funds may be carried forward for cash flow re-alignment in future years.

**Note # 10:**

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

**Note # 11:**

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

**Note # 12:**

Toronto Community Housing Corporation (TCHC) is the delivery agent. For 2018, \$934K expected to be spent. Unspent funds are proposed to be carried forward for cash flow re-alignment in future years.

**Note # 13:**

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

**Note # 14:**

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. TCHC is not anticipating any spending in 2018. Unspent funds are proposed to be carried forward for cash flow re-alignment in future years.

**Note # 15:**

Funding reserved to pay for costs associated with "the release of the registered provincial interest in the Toronto and Region Conservation Authority owned lands identified for future transportation infrastructure, due diligence, provincial land transfer tax and registration fees." Property plans have been deposited and the process is anticipated to be completed by the end of 2018. Amount to be spent in 2018 is unknown.

**Note # 16:**

Detailed design is in progress and will be completed by the end of 2018. Property acquisition negotiations are anticipated to delay property acquisition and utility relocations to 2019. Unspent funds are proposed to be carried forward for cash flow re-alignment in future years.

**Transportation Services (TRN)**

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

**Note # 17:**

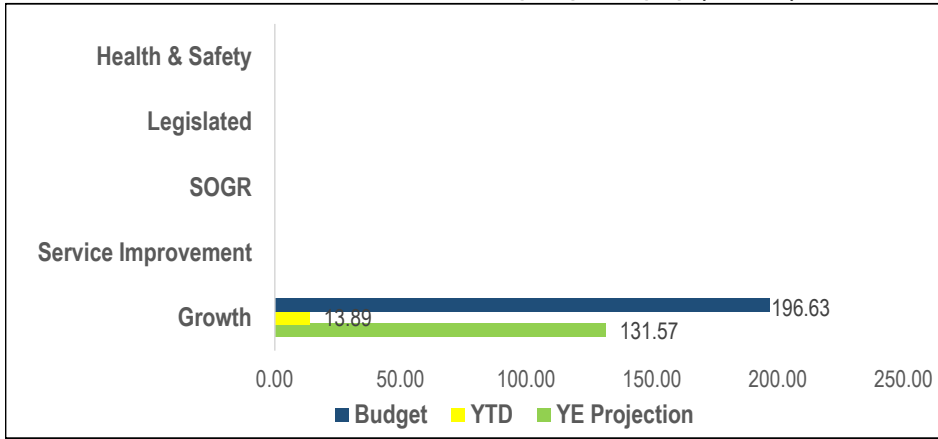
Delays with design due to uncertainty related to the feasibility of a Morningside Ext at-grade crossing of the CP rail corridor. Anticipate \$442K to be spent in 2018 on design. Unspent funds are proposed to be carried forward to 2019.

**Note # 18:**

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

# Waterfront Revitalization Initiative (WFT)

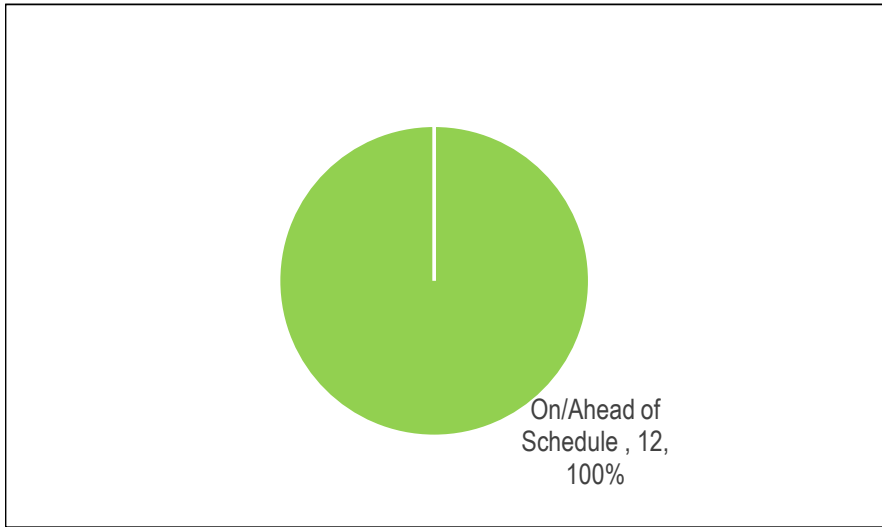
**Chart 1**  
2018 Approved Budget by Category (\$196.63)



**Table 1**  
2018 Active Projects by Category

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

**Chart 2**  
Project Status - 12



**Table 2**

**Reason for Delay**

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

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

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

**Waterfront Revitalization Initiative (WFT)**

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Growth Related</b>										
Precinct Planning	0.000	0.002		0.002		Ⓡ	Ⓢ	#1	3.607	3.268
Precinct Implementation Projects	12.995	0.997	7.7%	9.227	71.0%	Ⓢ	Ⓢ		248.400	219.959
Transportation Initiatives	9.816	0.678	6.9%	9.139	93.1%	Ⓢ	Ⓢ		31.448	21.628
Technical Studies	0.115		0.0%	0.082	71.0%	Ⓢ	Ⓢ		6.300	5.861
Waterfront Secretariat	0.645	0.130	20.2%	0.518	80.3%	Ⓢ	Ⓢ		10.306	6.730
Urban Planning Resources	0.499	0.062	12.4%	0.400	80.1%	Ⓢ	Ⓢ		2.776	2.114
Strategic Review	0.127		0.0%	0.126	99.6%	Ⓢ	Ⓢ		0.400	0.273
The Bentway	3.500	3.000	85.7%	3.000	85.7%	Ⓢ	Ⓢ		23.500	23.500
Eastern Broadview Flood Protection	1.166	0.016	1.3%	0.750	64.3%	Ⓢ	Ⓢ	#2	2.000	0.850
Bathurst Quay Public Realm	1.031		0.0%	0.732	71.0%	Ⓢ	Ⓢ	#3	1.141	0.011
Cherry Street Stormwater Lakefilling	40.837		0.0%	40.000	98.0%	Ⓢ	Ⓢ		65.000	19.163
Port Lands Flood Protection	125.900	9.003	7.2%	67.600	53.7%	Ⓢ	Ⓢ	#4	400.416	23.746
<b>Sub-Total</b>	<b>196.631</b>	<b>13.887</b>	<b>7.1%</b>	<b>131.575</b>	<b>66.9%</b>	-	-		<b>795.294</b>	<b>327.104</b>
<b>Total</b>	<b>196.631</b>	<b>13.887</b>	<b>7.1%</b>	<b>131.575</b>	<b>66.9%</b>				<b>795.294</b>	<b>327.104</b>

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

**Note # 1:**

Additional consultant costs were required as a result of an OMB appeal settlement with the local landowners at the Lower Yonge Precinct. Funding will be reallocated from Precinct Implementation Projects.

**Note # 2:**

Environmental assessment is ongoing for the area and is estimated as 50% complete. The study will be completed by Q4 2019.

**Note # 3:**

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

**Note # 4:**

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

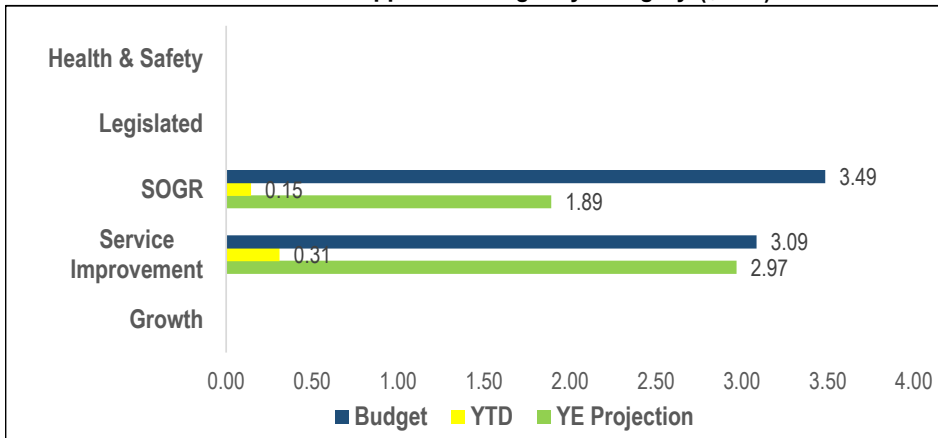
**2018 Capital Spending by Program  
Internal Corporate Services**

Program		2018 Approved Cash Flow	2018 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
311 Toronto	Q1	6.57	0.23	5.11	77.8%		Ⓢ
	5M	6.57	0.46	4.86	74.0%	↓	Ⓢ
FM&RE	Q1	344.88	27.58	233.63	67.7%		Ⓢ
	5M	350.62	66.32	238.77	68.1%	↑	Ⓢ
Fleet Services	Q1	79.02	6.02	62.25	78.8%		Ⓢ
	5M	79.02	20.33	60.78	76.9%	↓	Ⓢ
I&T	Q1	88.54	5.99	69.54	78.5%		Ⓢ
	5M	88.54	12.66	68.62	77.5%	↓	Ⓢ
TOTAL	Q1	519.01	39.81	370.53	71.4%		Ⓢ
	5M	524.76	99.76	373.03	71.1%	↓	Ⓢ
<span>Ⓢ</span> >70% <span>Ⓢ</span> between 50% and 70% <span>Ⓢ</span> < 50% or > 100%							

For the five months ended May 31, 2018, capital expenditures for this Cluster totalled \$99.76 million of their collective 2018 Approved Capital Budget of \$524.76 million. Spending is expected to increase to 373.03 million (71.1%) by year-end. Three Programs in this Cluster have projected year-end spending rate of over 70% of their respective 2018 Approved Capital Budgets.

311 Toronto, Fleet Services and Information Technology have a projected year-end spending rate of 74.0%, 76.9% and 77.5% respectively while Facilities Management, Real Estate, Environment has a project year-end spending rate of 68.1%.

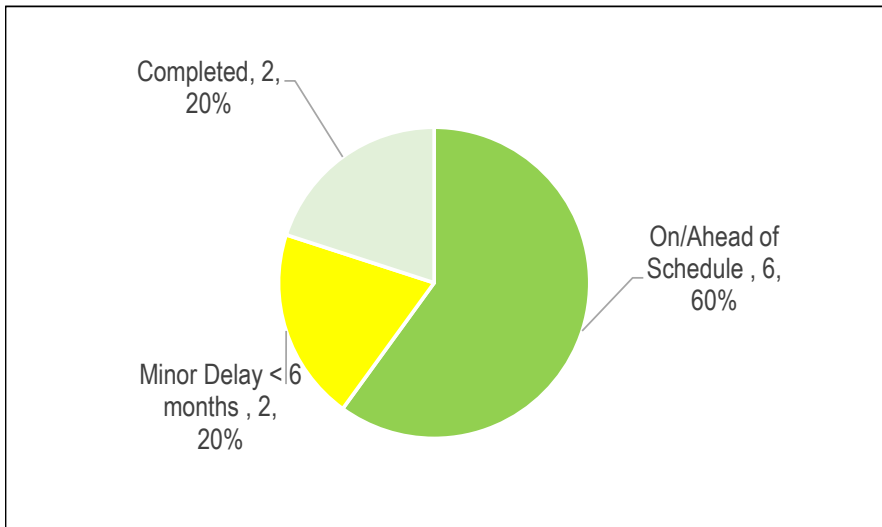
**Chart 1**  
2018 Approved Budget by Category (\$6.57)



**Table 1**  
2018 Active Projects by Category

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

**Chart 2**  
Project Status - 8



**Table 2**

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

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

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

**Key Discussion Points:**

- 311 Toronto is currently forecasting to spend \$4.860 million, or 74% of its 2018 Capital Budget. This includes SOGR projects such as the Email Management System (EMWS), SharePoint and Customer Relationship Management (CRM) upgrades which are projected to have a combined average spend rate of 80.8% to year-end. This is mainly driven by the EMWS and Sharepoint Upgrade that will be completed by year-end under budget from utilizing internal resources instead of external resourcing, as well as, procurement issues with CRM that has slowed down project progress.

### 311 Toronto (THR)

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

- The Customer Relationship Management (CRM) will deliver a pilot implementation of a cloud-based CRM solution to support the 311 business model for integration with Toronto Water and ML&S. Currently, the master service agreement is being negotiated with the vendor and it is anticipated that the proof of concept will commence in Q2 of 2018. This project is projected to have a year-end spend rate of 49.5%.
  
- The Channel & Counter Strategy is projected to have a year-end spend rate of 99.0%. This service improvement initiative includes funding to improve access to City services by providing customers with online channel choices and to strategically transition services to lower cost channels with a focused approach and input from a multitude of stakeholders, including the residents of the City. The Channel & Counter Strategy is currently on track with majority of the costs expected in Q3 and Q4 .

311 Toronto (THR)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>State of Good Repair</b>										
Sharepoint Upgrade	0.078	0.024	30.7%	0.078	100.0%	Ⓞ	Ⓜ	#1	0.191	0.134
CRM Upgrade and Replacement	3.029	0.079	2.6%	1.500	49.5%	Ⓡ	Ⓜ		6.884	0.000
Email Management System (EMWS)	0.100	0.039	38.9%	0.095	95.0%	Ⓞ	Ⓞ		0.500	0.021
Business Intelligence	0.278	0.000	0.0%	0.219	78.6%	Ⓞ	Ⓞ		0.528	0.000
Verint, Lagan, and Knowledge Base Upgrades	0.000	0.003		0.000			Ⓞ		7.693	7.514
<b>Sub-Total</b>	<b>3.485</b>	<b>0.145</b>	<b>4.2%</b>	<b>1.892</b>	<b>54.3%</b>	-	-		<b>15.796</b>	<b>7.669</b>
<b>Service Improvements</b>										
Digital Migration	0.284	0.000	0.0%	0.184	64.9%	Ⓜ	Ⓞ	1.141	0.000	
Readiness Assessment	0.055	0.000	0.0%	0.055	100.0%	Ⓞ	Ⓞ	0.385	0.000	
Channel & Counter Strategy	2.500	0.199	8.0%	2.475	99.0%	Ⓞ	Ⓞ	2.500	0.121	
Integrations with Buildings and MLS	0.247	0.104	42.0%	0.247	100.0%	Ⓞ	Ⓞ	0.760	0.617	
City Booking & Scheduling Solution and Payment Module	0.000	0.007		0.007			Ⓞ	9.572	8.320	
<b>Sub-Total</b>	<b>3.086</b>	<b>0.310</b>	<b>10.1%</b>	<b>2.968</b>	<b>96.2%</b>	-	-	<b>14.358</b>	<b>9.058</b>	
<b>Total</b>	<b>6.571</b>	<b>0.455</b>	<b>6.9%</b>	<b>4.860</b>	<b>74.0%</b>			<b>30.154</b>	<b>16.727</b>	

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

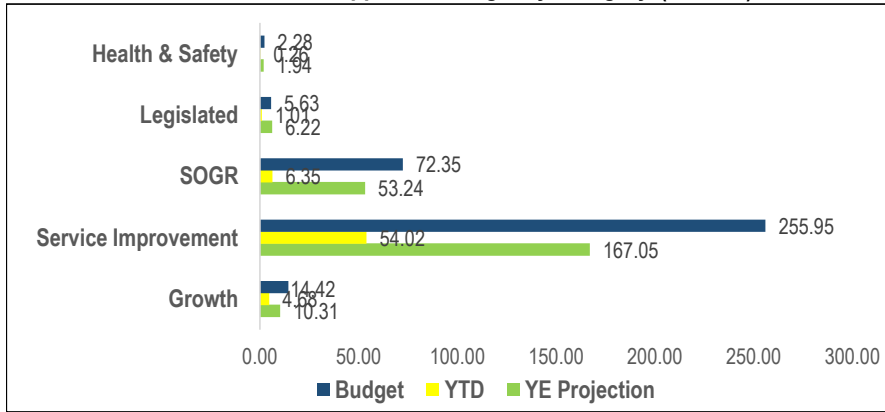
**Note # 1:**

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



# Facilities Management, Real Estate & Environment (FAC)

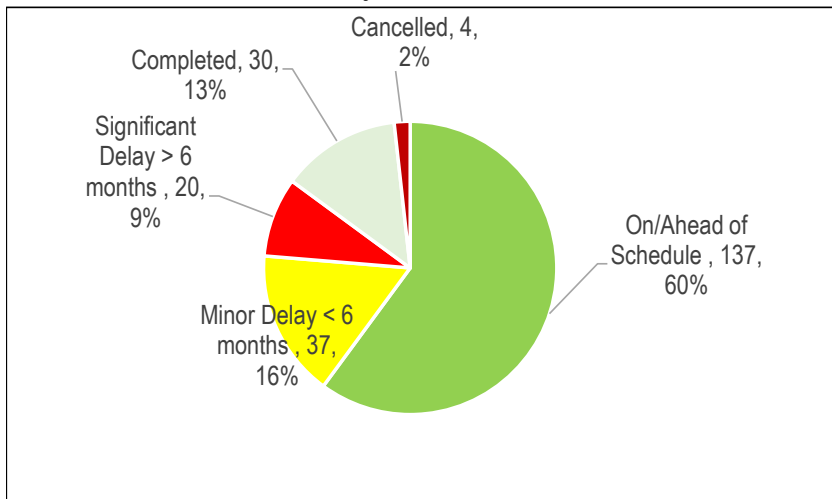
**Chart 1**  
2018 Approved Budget by Category (\$350.62)



**Table 1**  
2018 Active Projects by Category

Health & Safety	8
Legislated	7
SOGR	87
Service Improvement	89
Growth	3
<b>Total # of Projects</b>	<b>194</b>

**Chart 2**  
Project Status - 194



**Table 2**

Reason for Delay	57	
	Significant Delay	Minor Delay
Insufficient Staff Resources		3
Procurement Issues	1	1
RFQ/RFP Delayed	5	3
Contractor Issues		3
Site Conditions	4	11
Co-ordination with Other Projects	9	16
Community Consultation		
Other*	1	
<b>Total # of Projects</b>	<b>20</b>	<b>37</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
295.02	15.53	38.90	0.97	0.21

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

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

## Key Discussion Points:

- The FREEE program is currently forecasting to spend \$238.8 million, or 68.1% of its 2018 capital plan. This includes major capital projects such as the Union Station Revitalization (2018 Plan - \$112.5M) and St. Lawrence Market Redevelopment (2018 Plan - \$23.4M) as well as Strategic Property Acquisitions (2018 Plan - \$8.7M) . If we exclude these initiatives due to their unique complexities and special purpose funding, the forecasted year end spend rate would be 78.0%.
- The FREEE program includes SOGR, improvement projects and major capital initiatives delivered by the Program.
- For major projects, progress expected by year end includes:
  - St. Lawrence Market North - award of the construction contract and begin work on the new permanent North Market.
  - Union Station - continued progress on stage 2/3 construction, including handover of the Bay Concourse in 2018.
- On the core Facilities Management SOGR program, forecasted spending for 2018 is 80.0% of which 29 projects have either been completed or are in the close out stage, which were carried over from 2017.
- Over 133 SOGR and Improvement projects are scheduled for completion that will help address numerous backlog issues across the portfolio of facilities.

Facilities Management, Real Estate & Environment (FAC)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
Emergency Repairs	0.961	0.056	5.9%	0.636	66.2%	Ⓚ			1.527	0.622
Global Corporate Security Program	1.235	0.182	14.8%	1.235	100.0%	Ⓚ			2.277	1.226
Replacement of Diesel with Natural Gas Generators for Various locations	0.081	0.021	26.2%	0.070	86.2%	Ⓚ			4.687	4.627
<b>Sub-Total</b>	<b>2.277</b>	<b>0.260</b>	<b>11.4%</b>	<b>1.941</b>	<b>85.2%</b>	-			<b>8.491</b>	<b>6.476</b>
<b>Legislated</b>										
Accessibility for Ontarians with Disabilities Act (AODA)	3.513	0.852	24.2%	4.539	129.2%	Ⓚ	Ⓚ	#1	34.327	3.245
Barrier Free / Equity	0.315	0.091	28.9%	0.167		Ⓚ	Ⓚ	#2	1.887	1.663
Environmental Remediation	1.801	0.063	3.5%	1.517	84.2%	Ⓚ	Ⓚ		4.398	2.165
<b>Sub-Total</b>	<b>5.629</b>	<b>1.006</b>	<b>17.9%</b>	<b>6.222</b>	<b>110.5%</b>	-	-		<b>40.612</b>	<b>7.073</b>
<b>State of Good Repair</b>										
Albert Campbell Square Park Rehabilitation	1.961	0.313	15.9%	1.563	79.7%	Ⓚ	Ⓚ		3.144	1.496
Global Corporate Security Program	1.750	0.281	16.0%	1.750	100.0%	Ⓚ	Ⓚ		2.750	0.281
Mechanical & Electrical	19.352	2.837	14.7%	16.872	87.2%	Ⓚ	Ⓚ		57.012	27.490
Old City Hall HVAC Upgrades	0.031	0.006	17.9%	0.006	17.9%	Ⓚ	Ⓚ	#3	13.852	13.753
Others - SOGR	9.894	0.482	4.9%	8.562	86.5%	Ⓚ	Ⓚ		38.972	16.900
Physical Security Capital Plan	0.027	0.019	70.8%	0.027	100.0%	Ⓚ	Ⓚ		1.300	1.292
Renovations	7.848	0.295	3.8%	2.420	30.8%	Ⓚ	Ⓚ	#4	15.380	4.172
Re-Roofing	1.290	0.373	28.9%	0.766	59.4%	Ⓚ	Ⓚ		2.565	4.777
Sitework	1.641	0.866	52.8%	1.268	77.3%	Ⓚ	Ⓚ		9.309	2.789
Structural / Building Envelope	28.552	0.882	3.1%	20.006	70.1%	Ⓚ	Ⓚ		95.670	19.105
<b>Sub-Total</b>	<b>72.346</b>	<b>6.353</b>	<b>8.8%</b>	<b>53.240</b>	<b>73.6%</b>	-	-		<b>239.954</b>	<b>92.055</b>
<b>Service Improvements</b>										
14 John Street Expropriation	0.066	0.000	0.0%	0.000	0.0%	Ⓚ		#5	2.004	1.938
925 Albion Rd Administrative Penalty System	10.507	10.285	97.9%	10.507	100.0%	Ⓚ	Ⓚ		10.507	10.285
CCTV Infrastructure Enhancements	2.172	0.226	10.4%	1.850	85.2%	Ⓚ	Ⓚ		3.000	1.054
Channel & Counter Strategy	0.544	0.150	27.5%	0.544	100.0%	Ⓚ	Ⓚ		7.754	6.610
Combined Heat & Power	0.000	0.050		0.000					1.065	1.474
Community Energy Planning	1.998	0.450	22.5%	0.676	33.8%	Ⓚ	Ⓚ	#6	4.001	2.453
	42.872	18.485	43.1%	41.544	96.9%	Ⓚ	Ⓚ		56.064	32.040

Facilities Management, Real Estate & Environment (FAC)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Corporate Facilities Refurbishment Program	0.442	0.017	3.8%	0.442	100.0%	Ⓞ	Ⓞ		3.993	3.199
Demand Response Program	0.093	0.002	1.7%	0.002	1.7%	Ⓡ		#7	7.667	0.562
Energy Conservation & Demand Management	5.823	0.681	11.7%	3.148	54.1%	Ⓜ	Ⓡ	#8	9.798	4.655
Energy Retrofit Program	0.665	-0.288	-43.3%	0.241	36.2%	Ⓡ	Ⓜ	#9	3.045	1.830
Facilities Preventive Maintenance Systems	0.000	0.015		0.015					4.705	4.063
Fire Hall Emergency Generators	5.576	1.333	23.9%	4.473	80.2%	Ⓞ	Ⓞ		12.500	6.302
Mechanical & Electrical	3.000	0.000	0.0%	2.900	96.7%	Ⓞ	Ⓞ		3.500	0.000
Nathan Phillips Square Revitalization	0.026	0.003	9.7%	0.025	95.7%	Ⓞ	Ⓞ		51.300	51.010
Office Modernization Program	15.353	2.158	14.1%	12.873	83.8%	Ⓞ	Ⓞ		28.930	12.810
Others - Service Improvements	3.973	0.469	11.8%	2.138	53.8%	Ⓜ	Ⓞ		23.380	14.203
Others - SOGR	0.150	0.009	6.3%	0.125	83.3%	Ⓞ	Ⓞ		0.150	0.009
Renewable Energy Program	7.319	1.331	18.2%	3.202	43.7%	Ⓡ	Ⓡ	#10	20.935	15.715
Residential Energy Retrofit Program (HELP)	1.562	0.313	20.0%	1.500	96.0%	Ⓞ	Ⓞ		11.250	2.812
Resiliency Program	0.830	0.068	8.2%	0.732	88.2%	Ⓞ	Ⓞ		3.901	3.139
Solar Photovoltaic Program	1.008	-0.025	-2.4%	0.000	0.0%	Ⓡ		#11	4.800	3.239
St. Lawrence Market North Redevelopment	23.386	0.382	1.6%	6.286	26.9%	Ⓡ	Ⓞ	#12	101.468	12.708
Toronto Strong Neighbourhood Strategy	6.524	-0.304	-4.7%	2.296	35.2%	Ⓡ	Ⓜ	#13	8.510	1.684
TransformTO	4.000	0.000	0.0%	0.200	5.0%	Ⓡ	Ⓡ	#14	4.000	0.000
Union Station Revitalization	116.704	17.909	15.3%	70.296	60.2%	Ⓜ	Ⓞ		701.772	645.383
Various IT-Related Projects	1.359	0.299	22.0%	1.037	76.3%	Ⓞ	Ⓞ		5.131	2.695
<b>Sub-Total</b>	<b>255.953</b>	<b>54.017</b>	<b>21.1%</b>	<b>167.053</b>	<b>65.3%</b>	<b>-</b>	<b>-</b>		<b>1,095.131</b>	<b>841.872</b>
<b>Growth Related</b>										
1251 Bridletowne Circle Acquisition	0.063	0.000	0.0%	0.000	0.0%	Ⓡ		#15	5.942	5.879
9 Huntley St	4.900	4.675	95.4%	4.900	100.0%	Ⓞ	Ⓞ		4.900	4.675
First Parliament Site Land Acquisition	0.276	0.000	0.0%	0.000	0.0%	Ⓡ		#16	1.300	1.024
Strategic Property Acquisitions	8.707	0.000	0.0%	4.938	56.7%	Ⓜ	Ⓞ		10.000	1.293
Westwood	0.474	0.006	1.2%	0.474	100.0%	Ⓞ	Ⓞ		4.000	1.082
<b>Sub-Total</b>	<b>14.419</b>	<b>4.681</b>	<b>32.5%</b>	<b>10.312</b>	<b>71.5%</b>	<b>-</b>	<b>-</b>		<b>26.142</b>	<b>13.954</b>
<b>Total</b>	<b>350.625</b>	<b>66.318</b>	<b>18.9%</b>	<b>238.767</b>	<b>68.1%</b>				<b>1,410.329</b>	<b>961.430</b>

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

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

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

**Note # 1:**

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

**Note # 2:**

Project is delayed due to co-ordination with other projects.

**Note # 3:**

Project is on-time and scheduled to be completed by 2018.

**Note # 4:**

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

**Note # 5:**

Project is completed. Funding is no longer required.

**Note # 6:**

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

**Note # 7:**

Project is completed. Funding is no longer required.

**Note # 8:**

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

**Note # 9:**

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

**Note # 10:**

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

**Note # 11:**

Project is completed. Funding is no longer required.

**Note # 12:**

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

**Note # 13:**

Underspend and slow down in project progress is due to site conditions, RFP/RFQ delays, insufficient staff resources and co-ordination with other projects

**Note # 14:**

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

**Note # 15:**

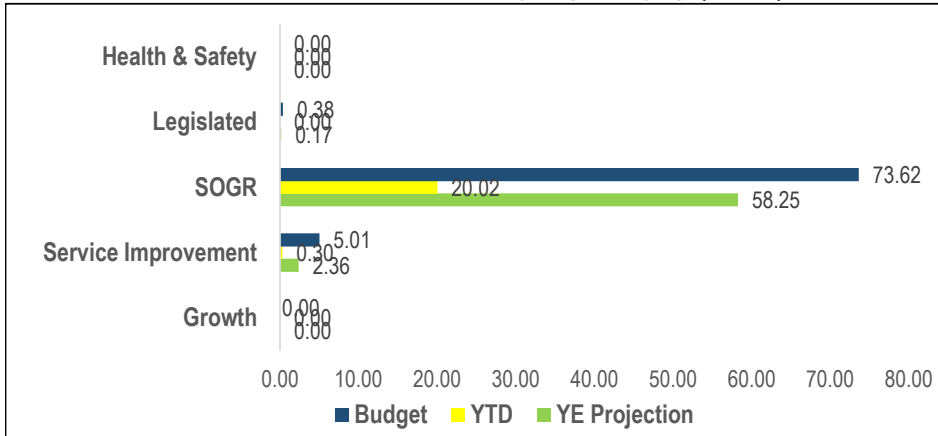
Project is completed. Funding is no longer required.

**Note # 16:**

Project is completed. Funding is no longer required.

# Fleet Services (FLT)

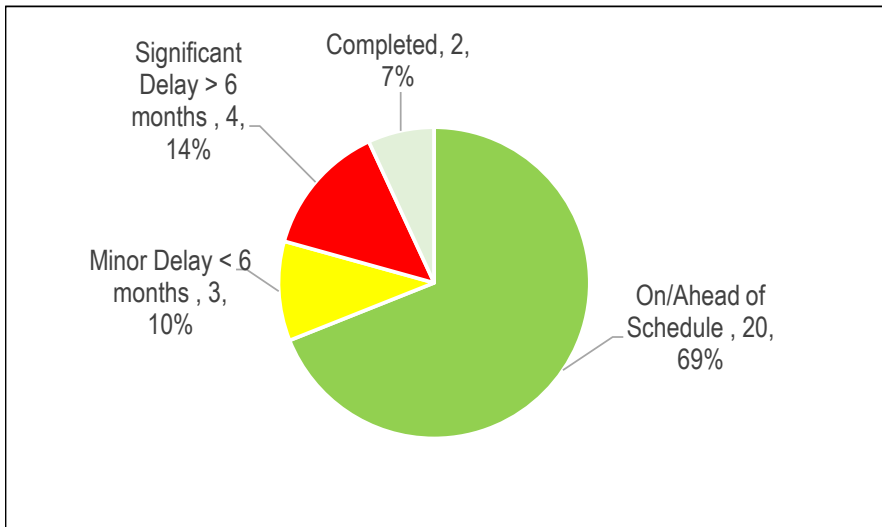
**Chart 1**  
2017 Approved Budget by Category (\$79.02)



**Table 1**  
2017 Active Projects by Category

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

**Chart 2**  
Project Status - 29



**Table 2**

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

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
59.62	12.32	6.93	0.15	

Fleet Services (FLT)

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>						Ⓜ				
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
<b>Legislated</b>										
Green Fleet Plan	0.384	0.000	0.0%	0.170	44.3%	Ⓜ	Ⓨ	#3	0.535	0.151
<b>Sub-Total</b>	<b>0.384</b>	<b>0.000</b>	<b>0.0%</b>	<b>0.170</b>	<b>44.3%</b>	-	-		<b>0.535</b>	<b>0.151</b>
<b>State of Good Repair</b>										
Arena Boards - Fleet Replacement	0.111	0.000	0.0%	0.107	96.4%	ⓐ	ⓐ		0.323	0.092
Toronto Building - Fleet Replacement	0.110	0.000	0.0%	0.000	0.0%	Ⓜ		#1	0.214	0.104
Clerks - Fleet Replacement	0.124	0.033	26.6%	0.107	86.3%	ⓐ	ⓐ		0.364	0.262
Engineering & Construction Services - Fleet Replacement	0.866	0.000	0.0%	0.622	71.8%	ⓐ	ⓐ		1.691	0.246
Economic Development & Culture - Fleet Replacement	0.140	0.060	42.9%	0.115	82.1%	ⓐ	ⓐ		0.140	0.060
Exhibition - Fleet Replacement	0.217	0.185	85.3%	0.184	84.8%	ⓐ	ⓐ		0.875	0.243
Fire Services - Fleet Replacement	11.076	3.649	32.9%	8.495	76.7%	ⓐ	Ⓨ	#4	21.108	13.180
Fleet Services - Fleet Replacement	0.494	0.000	0.0%	0.246	49.8%	Ⓜ	Ⓜ	#6	0.704	0.210
Facility & Real Estate - Fleet Replacement	1.335	0.278	20.8%	0.443	33.2%	Ⓜ	Ⓜ	#2	2.420	1.096
Fleet Services - Garage Security	0.105	0.000	0.0%	0.105	100.0%	ⓐ	ⓐ		0.105	0.000
Fleet Replacement - Insurance Company	0.218	0.016	7.3%	0.023	10.6%	Ⓜ	ⓐ	#7	0.499	0.157
Information & Technology - Fleet Replacement	0.085	0.032	37.6%	0.066	77.6%	ⓐ	ⓐ		0.085	0.032
Library - Fleet Replacement	0.862	0.038	4.4%	0.286	33.2%	Ⓜ	Ⓨ	#2	2.105	1.015
Municipal Licensing - Fleet Replacement	0.344	0.138	40.1%	0.184	53.5%	Ⓨ	ⓐ		1.529	1.324
Toronto Paramedic - Fleet Replacement	4.064	2.346	57.7%	3.948	97.1%	ⓐ	ⓐ		8.180	6.462
Parks, Forestry & Recreation - Fleet Replacement	8.165	0.780	9.6%	6.187	75.8%	ⓐ	ⓐ		28.154	15.302
Purchasing & Materials - Fleet Replacement	0.177	0.058	32.8%	0.102	57.6%	Ⓨ	ⓐ		0.297	0.058

**Fleet Services (FLT)**

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
PPF&A - Fleet Replacement	0.036	0.000	0.0%	0.000	0.0%	Ⓡ		#1	0.065	0.029
Public Health - Fleet Replacement	0.037	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓢ		0.103	0.064
Solid Waste - Fleet Replacement	27.725	10.384	37.5%	23.906	86.2%	Ⓢ	Ⓢ		97.299	53.560
Toronto Community Housing Corporation - Fleet Replacement	1.409	0.369	26.2%	0.541	38.4%	Ⓡ	Ⓡ	#2	1.812	0.674
Fleet Tools & Equipment	0.572	0.000	0.0%	0.392	68.5%	Ⓢ	Ⓢ	#3	0.690	0.118
Transportation Services - Fleet Replacement	5.564	0.000	0.0%	2.740	49.2%	Ⓡ	Ⓢ	#2	36.264	3.274
Toronto Water - Fleet Replacement	8.736	1.486	17.0%	8.477	97.0%	Ⓢ	Ⓢ		31.211	14.130
Zoo - Fleet Replacement	1.050	0.170	16.2%	0.971	92.5%	Ⓢ	Ⓢ		1.050	0.000
<b>Sub-Total</b>	<b>73.622</b>	<b>20.022</b>	<b>27.2%</b>	<b>58.247</b>	<b>79.1%</b>	-	-		<b>237.287</b>	<b>111.692</b>
<b>Service Improvements</b>										
At-large Purchases	0.570	0.000	0.0%	0.400	70.2%	Ⓢ	Ⓢ		0.570	0.000
Fuel Site Closures	0.748	0.012	1.6%	0.651	87.0%	Ⓢ	Ⓢ		9.150	6.310
Fleet Management System & Fuel System Integration	3.695	0.290	7.8%	1.313	35.5%	Ⓡ	Ⓡ	#5	5.147	1.776
<b>Sub-Total</b>	<b>5.013</b>	<b>0.302</b>	<b>6.0%</b>	<b>2.364</b>	<b>47.2%</b>	-	-		<b>14.867</b>	<b>8.086</b>
<b>Total</b>	<b>79.019</b>	<b>20.324</b>	<b>25.7%</b>	<b>60.781</b>	<b>76.9%</b>				<b>252.689</b>	<b>119.929</b>

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

**Note # 1:**

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

**Note # 2:**

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

**Note # 3:**

This project is delayed due to RFQ process.

**Note # 4:**

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

**Note # 5:**

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

**Note #6:**

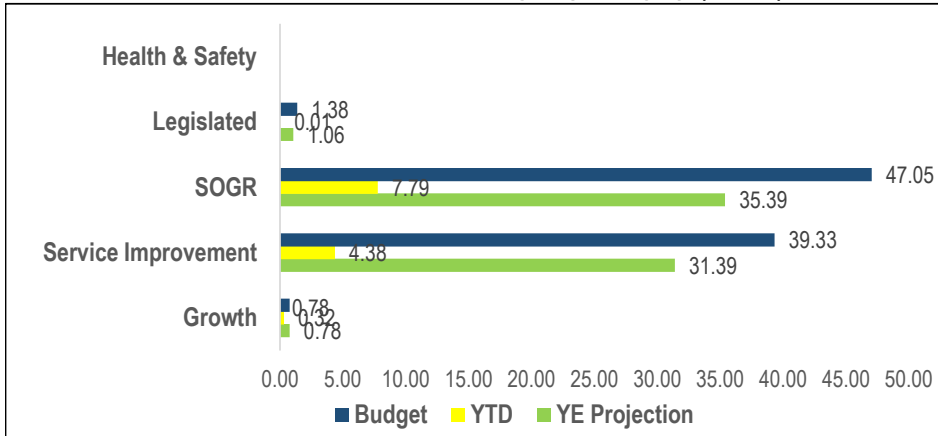
Delay due to service truck requirement change which caused the delay in issuing the RFQ.

**Note #7:**

This is a contingency account.

# Information & Technology (ITP)

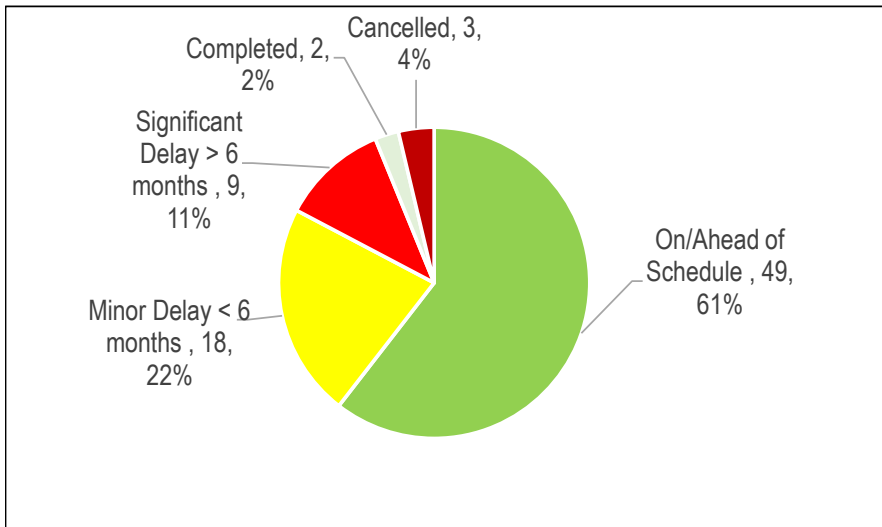
**Chart 1**  
2018 Approved Budget by Category (\$88.54)



**Table 1**  
2018 Active Projects by Category

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

**Chart 2**  
Project Status - 76



**Table 2**

Reason for Delay	27	
	Significant Delay	Minor Delay
Insufficient Staff Resources	4	6
Procurement Issues	1	
RFQ/RFP Delayed		
Contractor Issues	3	4
Site Conditions		
Co-ordination with Other Projects		1
Community Consultation		
Other*	1	7
<b>Total # of Projects</b>	<b>9</b>	<b>18</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
57.89	16.59	12.92	1.01	0.13

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

- Several activities on the IBMS Review project are being slowed down in anticipation of a new Project Director to be hired
- The Enterprise Mobility Platform project has required additional time to complete its documentation review with management and knowledge transfer to the platform support team.
- The Occupational Health & Safety project is waiting for CMO/Legal's review of the vendor's quote/Statement of Work
- The Online Grant Management System project for SDFA is revising its scope as additional Divisions are interested in using/implementing the solution as well and making it an enterprise solution
- The Application Portfolio Tools & Rationalization project team are gathering/assessing the information from the project's pilot program to plan the project further
- The Enterprise E-Forms project is delayed to due to unforeseen security, privacy, design and technical issues
- The Asset Management Solution for Transportation delayed while it finalizes its scope.
- The Disaster Recovery Project has been delayed due to resource constraints that are being addressed by SMT



Information & Technology (ITP)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Legislated</b>										
AODA Compliance	1.383	0.009	0.7%	1.063	76.9%	G	Y		1.383	0.009
<b>Sub-Total</b>	<b>1.383</b>	<b>0.009</b>	<b>0.7%</b>	<b>1.063</b>	<b>76.9%</b>	-	-		<b>1.383</b>	<b>0.009</b>
<b>State of Good Repair</b>										
Application Systems	3.481	0.116	3.3%	2.085	59.9%	Y	Y		6.673	3.086
Applications Portfolio	1.000	0.030	3.0%	0.807	80.7%	G	Y		1.387	0.395
Tools & Rationalization										
Asset Lifecycle Management	24.983	4.579	18.3%	20.125	80.6%	G	G		93.013	70.135
Business Sustainment Systems	0.006	0.393	6769.2%	0.005	91.0%	G	G		0.588	1.119
Consolidated Data Centre	5.985	0.302	5.0%	3.981	66.5%	Y	G		13.600	8.411
Corporate Initiatives	2.861	0.677	23.7%	2.276	79.6%	G	G		7.948	5.375
Corporate Planning & Management	2.272	0.476	21.0%	1.325	58.3%	Y	Y		9.695	7.266
Information Security Program	1.423	0.184	12.9%	1.300	91.3%	G	Y		2.140	1.711
IT Service Mgmt	1.022	0.019	1.9%	0.310	30.4%	R	R	#1	3.698	2.676
Network Upgrades	2.345	0.317	13.5%	1.655	70.6%	Y	R	#2	40.084	18.595
Technology Infrastructure	0.673	0.030	4.5%	0.643	95.5%	G	G		0.895	0.230
WEB Business Continuity Refresh & Redesign	1.000	0.662	66.2%	0.878	87.8%	G	G		7.780	7.540
<b>Sub-Total</b>	<b>47.051</b>	<b>7.786</b>	<b>16.5%</b>	<b>35.391</b>	<b>75.2%</b>	-	-		<b>187.501</b>	<b>126.539</b>
<b>Service Improvements</b>										
Application Systems	6.356	1.191	18.7%	5.085	80.0%	G	R	#3	16.694	10.196
Asset Management	0.860	0.000	0.0%	0.687	79.9%	G	Y		1.395	0.535
Solution - Transportation										
Business Sustainment Systems	11.269	1.001	8.9%	9.063	80.4%	G	Y		22.595	11.942
Corporate Initiatives	6.854	0.898	13.1%	5.920	86.4%	G	Y		16.769	10.029
Corporate Planning & Management	1.253	0.143	11.4%	0.670	53.5%	Y	Y		2.315	1.170
Document Management Capabilities	0.340	0.023	6.7%	0.105	30.9%	R	G	#4	0.420	0.083
E-City Strategic Planning	0.882	0.429	48.7%	0.477	54.1%	Y	G		2.435	1.557
ECS Business Systems Improvements	0.300	0.008	2.5%	0.159	53.0%	Y	G		0.300	0.008
ECS Capital Project & Program Mgmt Process	0.292	0.055	18.8%	0.210	72.0%	G	G		0.446	0.163
Enterprise Architecture	1.000	0.004	0.4%	0.517	51.7%	Y	G		5.254	4.255

**Information & Technology (ITP)**

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Enterprise Time, Attendance & Scheduling Management - PPEB	0.259	-0.483	-186.7%	0.259	100.0%	G	G		14.950	14.213
Intranet Refresh (Phase 1 IT WEB)	0.205	0.015	7.1%	0.187	91.0%	G	G		0.254	0.063
Open Data Visualization	0.913	0.234	25.6%	0.697	76.3%	G	G		1.384	0.605
Resource to Deliver IT Capital Projects	2.550	0.000	0.0%	2.330	91.4%	G	G		11.108	8.073
Short Term Business Improvements - Transportation	0.135	0.045	33.5%	0.135	99.6%	G	G		2.499	2.405
Systems Enhancements- Licencing Services	0.328	0.073	22.3%	0.304	92.6%	G	Y		1.226	0.921
TASS Business Readiness	0.363	0.000	0.1%	0.363	100.1%	G	G		0.461	0.098
TFS Prevention & Public Education Improvements	0.197	0.031	15.5%	0.061	30.8%	R	G	#5	0.272	0.084
WAN High Speed Fire Data	0.440	0.000	0.0%	0.317	72.0%	G	R	#6	2.008	1.568
WEB Business Continuity Refresh & Redesign	1.441	0.206	14.3%	1.009	70.0%	Y	G		1.623	0.206
Work Management Solution - Transportation	3.093	0.506	16.4%	2.840	91.8%	G	R	#7	8.130	3.630
<b>Sub-Total</b>	<b>39.330</b>	<b>4.379</b>	<b>11.1%</b>	<b>31.393</b>	<b>79.8%</b>	-	-		<b>113.148</b>	<b>72.142</b>
<b>Growth Related</b> Technology Infrastructure	0.777	0.320	41.2%	0.777	100.0%	G	G		1.214	0.593
<b>Sub-Total</b>	<b>0.777</b>	<b>0.320</b>	<b>41.2%</b>	<b>0.777</b>	<b>100.0%</b>	-	-		<b>1.214</b>	<b>0.593</b>
<b>Total</b>	<b>88.541</b>	<b>12.494</b>	<b>14.1%</b>	<b>68.625</b>	<b>77.5%</b>				<b>303.246</b>	<b>199.283</b>

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

**Note # 1:**

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

**Note # 2:**

The Disaster Recovery Project has been delayed due to resource constraints that are being addressed by SMT.

**Note # 3:**

Delay primarily due to scope changes in the Domino Decommissioning project while the EDRMS project has required additional time to address the complex requirements and change management needed across City Divisions.

**Note # 4:**

The Document Management Capabilities project is reviewing business process and requirements. This is not expected to cause a delay in the project.

**Information & Technology (ITP)**

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

**Note # 5:**

Underspend is mainly caused by the project finalization of statement of work. This is not expected to cause a delay in the project.

**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. Resource planning is progress.

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

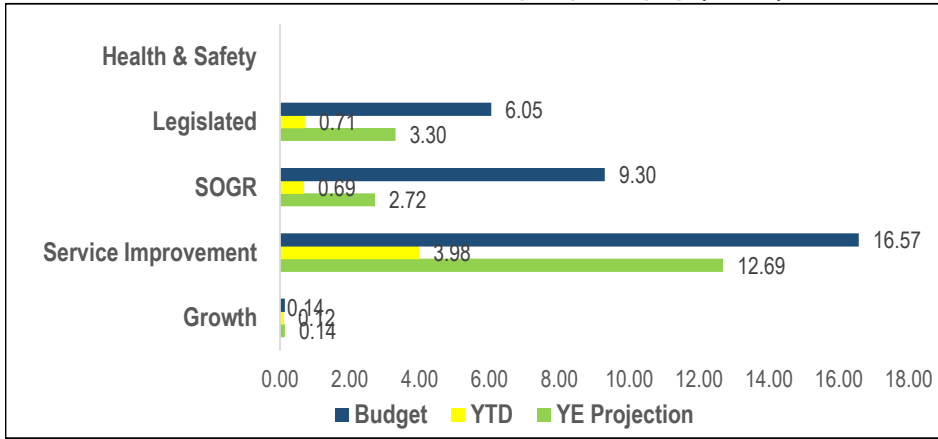
Program		2018 Approved Cash Flow	2018 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
Financial Services	Q1	32.06	4.52	23.22	72.4%		Ⓞ
	5M	32.06	5.50	18.84	58.8%	↓	Ⓢ
TOTAL	Q1	32.06	4.52	23.22	72.4%		Ⓞ
	5M	32.06	5.50	18.84	58.8%	↓	Ⓢ

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

For the five months ended May 31, 2018, capital expenditure for this Cluster (Office of the CFO) totalled \$5.50 million of its 2018 Approved Capital Budget of \$32.06 million. Spending is expected to increase to \$18.84 million (58.8%) by year-end.

# Financial Services (FNS)

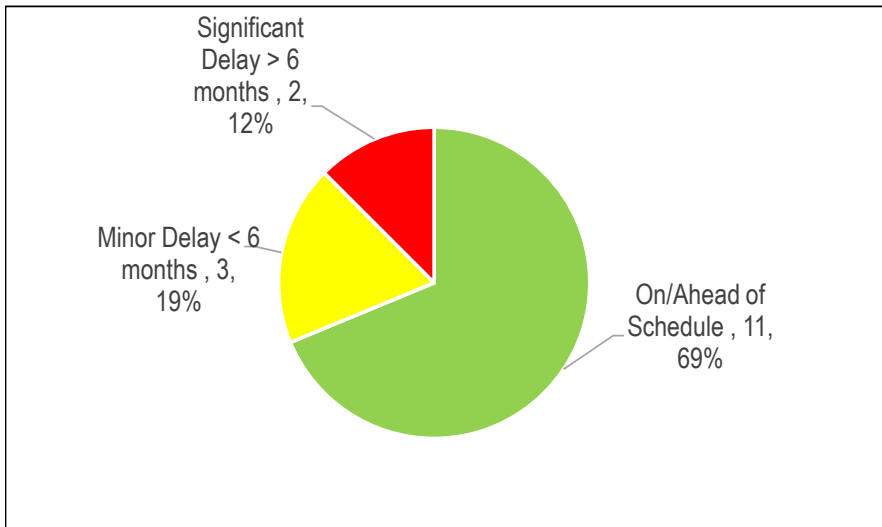
**Chart 1**  
2017 Approved Budget by Category (\$32.06)



**Table 1**  
2017 Active Projects by Category

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

**Chart 2**  
Project Status - 16



**Table 2**

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

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









On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
22.56	1.35	8.15		

Financial Services (FNS)

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Legislated</b>										
PCI COMPLIANCE	5.411	0.709	13.1%	2.665	49.3%	Ⓡ	Ⓢ	#1	10.362	4.506
DEV. CHARGES	0.639	0.005	0.8%	0.639	100.0%	Ⓢ	Ⓢ		0.770	0.136
BACKGROUND STUDY						Ⓢ	Ⓢ			
<b>Sub-Total</b>	<b>6.050</b>	<b>0.714</b>	<b>11.8%</b>	<b>3.304</b>	<b>54.6%</b>	-	-		<b>11.132</b>	<b>4.642</b>
<b>State of Good Repair</b>										
CROSS-APPLICATION TIMESHEET CATS IMPLEM	0.548	0.357	65.2%	0.548	100.0%	Ⓢ	Ⓢ		7.540	7.350
TAX BILLING SYSTEM	3.833	0.086	2.3%	0.827	21.6%	Ⓡ	Ⓢ	#2	9.922	1.446
UTILITY BILLING SYSTEM	2.079	0.021	1.0%	0.250	12.0%	Ⓡ	Ⓢ	#2	5.971	0.155
PUBLIC BUDGET FORMULATION (PBF) 8.1 UPGR	5.175	1.059	20.5%	3.790	73.2%	Ⓢ	Ⓢ		60.820	55.383
INTEGRATED ASSET PLANNING	2.597	0.169	6.5%	0.850	32.7%	Ⓡ	Ⓢ	#3	5.000	0.391
MANAGEMENT IAPM RISK MANAGEMENT INFO SYSTEM UPGRADE	0.242	0.055	22.6%	0.242	100.0%	Ⓢ	Ⓢ		1.892	0.980
<b>Sub-Total</b>	<b>14.474</b>	<b>1.747</b>	<b>12.1%</b>	<b>6.508</b>	<b>45.0%</b>	-	-		<b>91.145</b>	<b>65.705</b>
<b>Service Improvements</b>										
FINANCE ACCOUNTING SYSTEMS TRANSFORMATION	1.641	0.308	18.8%	1.491	90.9%	Ⓢ	Ⓢ		2.000	0.465
SUPPLY CHAIN MANAGEMENT TRANSFORMATION	7.129	2.602	36.5%	7.129	100.0%	Ⓢ	Ⓡ	#4	10.929	6.402
PARKING TAG MANAGEMENT SOFTWARE UPGRADE	1.019	0.015	1.5%	0.020	2.0%	Ⓡ	Ⓡ	#5	2.952	0.632
ELECTRONIC SELF SERVICE TAX AND UTILITY	0.551	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓢ	#6	0.551	0.000
EBILLING INITIATIVE	0.469	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓢ	#6	0.469	0.000
REVENUE SYSTEM - PHASE 11 - 2000	0.330	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓢ	#6	3.500	3.169
EMPLOYEE SERVICE CENTRE (ESC)	0.255	0.000	0.0%	0.255	100.0%	Ⓢ	Ⓢ		0.255	0.000
<b>Sub-Total</b>	<b>11.394</b>	<b>2.925</b>	<b>25.7%</b>	<b>8.895</b>	<b>78.1%</b>	-	-		<b>20.656</b>	<b>10.669</b>
<b>Growth Related</b>										
TAX INCREMENT FINANCING IMPLEMENTATION	0.138	0.115	83.5%	0.138	100.0%	Ⓢ	Ⓢ		0.160	0.138
<b>Sub-Total</b>	<b>0.138</b>	<b>0.115</b>	<b>83.5%</b>	<b>0.138</b>	<b>100.0%</b>	-	-		<b>0.160</b>	<b>0.138</b>
<b>Total</b>	<b>32.056</b>	<b>5.502</b>	<b>17.2%</b>	<b>18.845</b>	<b>58.8%</b>				<b>123.093</b>	<b>81.153</b>

**Financial Services (FNS)**

Projects by Category (Million)	2017 Approved Cash Flow	YTD Exp.		YE Projection			Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget			

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:**

Underspend on the PCI Compliance project are a result of the project having excess funds. The Division is looking to re-allocate the excess funds to the Supply Chain Management Transformation project.

**Note # 2:**

The Tax and Utility Billing System projects are underspending due to vacant project positions. Requests for contracted staff expected to be made in July.

**Note # 3:**

The IAPM project is currently in an early phase of the project, leading to a low spend rate. This is not anticipated to impact the project schedule.

**Note # 4:**

The SCMT project is in the process of recasting to ensure proper resources, in particular project management resources, are in place to put the project back on track. The Sourcing module has begun piloting which has identified further refinements to improve the Sourcing Module before full roll out. A separate report will be submitted to reallocate money from PCI Compliance to Supply Chain Management Transformation in order to support the recasting of the project schedule and resources required until the 2019 budget process.

**Note # 5:**

Based on staff capacity for 2018 the Parking Tag Management Software Upgrade work planned for 2018 will be deferred to 2019.

**Note # 6:**

These projects are on hold until the third quarter after the Print and eBilling RFP is awarded.

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

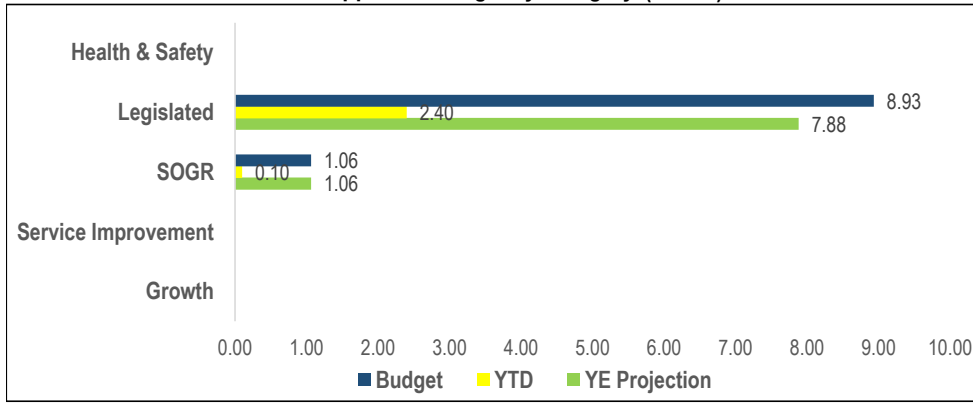
Program		2018 Approved Cash Flow	2018 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
City Clerk's	Q1	10.00	1.76	9.76	97.6%		Ⓢ
	5M	10.00	2.50	8.95	89.5%	↓	Ⓢ
Corporate Initiatives	Q1	260.17	-0.54	260.70	100.2%		Ⓢ
	5M	260.17	0.45	31.45	12.1%	↓	Ⓡ
TOTAL	Q1	270.17	1.22	270.46	100.1%		Ⓢ
	5M	270.17	2.95	40.39	15.0%	↓	Ⓡ
<span>Ⓢ</span> >70% <span>Ⓢ</span> between 50% and 70% <span>Ⓡ</span> < 50% or > 100%							

For the five months ended May 31, 2018, capital expenditures for this Cluster totalled \$2.94 million of their collective 2018 Approved Capital Budget of \$270.17 million. Spending is expected to increase to \$40.39 million (15.0%) by year-end. One Programs in this Cluster have a projected year-end spending rate of over 70% of its respective 2018 Approved Capital Budgets.

Spending rate at year-end for the for City Clerk's Office and Corporate Initiatives are projected at 89.5% and 12.1% respectively.



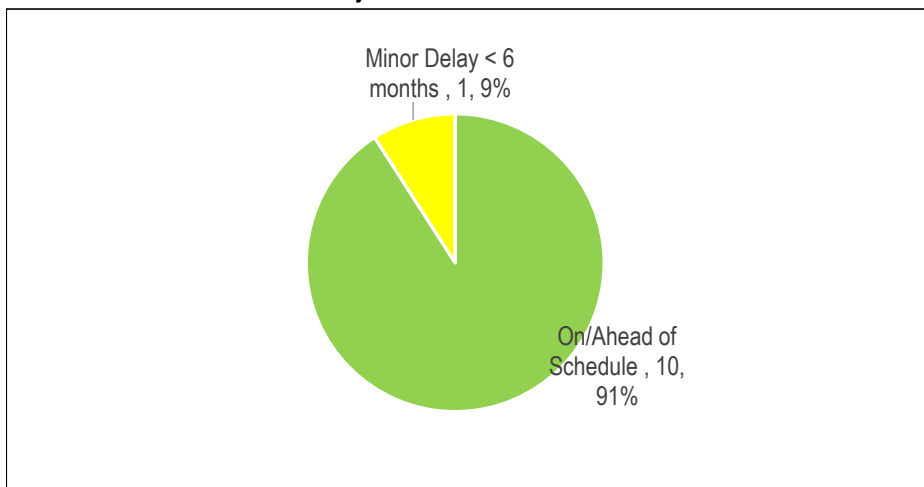
**Chart 1**  
2018 Approved Budget by Category (\$10.00)



**Table 1**  
2018 Active Projects by Category

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

**Chart 2**  
Project Status - 11



**Table 2**

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

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

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

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

- Project delay is a result of adoption of a more phased in approach for the roll-out of EDRMS in order to recognize the immense diversity and complexity of requirements across City divisions, and to provide for sufficient time to implement a comprehensive change management program to ensure a successful corporate transformation.

City Clerk's Office (CLK)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Legislated</b>										
TORONTO ELECTIONS MANAGEMENT INFO SYSTEM (TEMIS)	2.438	1.111	45.6%	2.438	100.0%	G	G		5.977	4.419
INFORMATION MANAGEMENT INFRASTRUCTURE - ENTERPRISE DOC & REC MGMT SOLUTION EDRMS	1.241	0.453	36.5%	1.241	100.0%	G	Y	#1	4.829	3.490
INFORMATION MANAGEMENT INFRASTRUCTURE - OPEN INFORMATION VOTE COUNTING EQUIPMENT	1.605	0.160	9.9%	0.824	51.4%	Y	G		3.103	0.713
CITY CLERK'S OFFICE BUSINESS SYSTEMS	1.600	0.416	26.0%	1.405	87.8%	G	G		2.250	0.916
COUNCIL BUSINESS SYSTEMS	0.679	0.166	24.4%	0.606	89.3%	G	G		1.497	0.984
COUNCIL TRANSITION REQUIREMENTS 2017	0.180	0.030	16.4%	0.177	98.3%	G	G		0.569	0.418
	1.191	0.066	5.5%	1.191	100.0%	G	G		1.460	0.085
<b>Sub-Total</b>	<b>8.935</b>	<b>2.401</b>	<b>26.9%</b>	<b>7.883</b>	<b>88.2%</b>	-	-		<b>19.685</b>	<b>11.024</b>
<b>State of Good Repair</b>										
INFRASTRUCTURE TO SUPPORT COUNCIL MEETING	0.725	0.098	13.6%	0.725	100.0%	G	G		1.710	0.972
ARCHIVES EQUIPMENT UPGRADE 2017-2023	0.064	0.000	0.0%	0.064	100.0%	G	G		0.265	0.046
RECORDS CENTRE TRACKING SYSTEM	0.100	0.000	0.0%	0.100	100.0%	G	G		0.100	0.000
TORONTO PROPERTY SYSTEM SOGR	0.175	0.000	0.0%	0.175	100.0%	G	G		0.665	0.000
<b>Sub-Total</b>	<b>1.064</b>	<b>0.098</b>	<b>9.3%</b>	<b>1.064</b>	<b>100.0%</b>	-	-		<b>2.740</b>	<b>1.018</b>
<b>Total</b>	<b>9.998</b>	<b>2.499</b>	<b>25.0%</b>	<b>8.946</b>	<b>89.5%</b>				<b>22.425</b>	<b>12.043</b>

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

Note # 1:

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

**2018 Capital Spending by Program  
City Agencies**

Program		2018 Approved Cash Flow	2018 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
Exhibition Place	Q1	5.87	1.02	5.87	100.0%		⊙
	5M	5.87	2.25	5.87	100.0%	□	⊙
Sony Centre	Q1	6.63	0.18	6.63	100.0%		⊙
	5M	7.62	0.55	6.63	87.0%	↓	⊙
TRCA	Q1	19.83	4.58	19.83	100.0%		⊙
	5M	19.83	7.89	19.83	100.0%	□	⊙
Toronto Police	Q1	76.19	3.90	68.23	89.5%		⊙
	5M	76.19	10.78	68.23	89.5%	□	⊙
Toronto Public Health	Q1	4.57	0.71	4.57	100.0%		⊙
	5M	4.57	1.27	4.49	98.2%	↓	⊙
Toronto Public Library	Q1	35.27	6.67	32.36	91.8%		⊙
	5M	37.91	9.28	35.01	92.3%	↑	⊙
Toronto Zoo	Q1	13.20	0.09	7.13	54.0%		⊙
	5M	13.20	0.36	7.13	54.0%	↑	⊙
Toronto Transit Commission	Q1	2,228.06	272.18	1,830.81	82.2%		⊙
	5M	2,228.19	378.92	1,766.12	79.3%	↓	⊙
TOTAL	Q1	2,389.63	289.34	1,975.44	82.7%		⊙
	5M	2,393.40	411.30	1,913.32	79.9%	↓	⊙

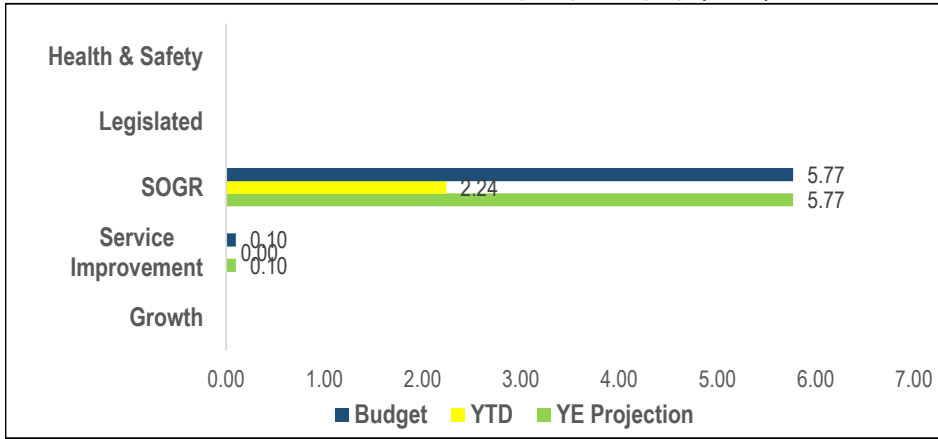
⊙ >70%     
⊙ between 50% and 70%     
⊙ < 50% or > 100%

For the five months ended May 31, 2018, capital expenditures for this Cluster totalled \$411.30 million of their collective 2018 Approved Capital Budget of \$2,393.40 billion. Spending is expected to increase to 1,913.32 billion (79.9%) by year-end. Seven Programs in this Cluster have a year-end spending rate of over 70% of their respective 2018 Approved Capital Budgets.

Exhibition Place and Toronto Region and Conservation Authority have projected year-end spending rate of 100% while Sony Centre, Toronto Police Services, Toronto Public Health, Toronto Public Library and Toronto Transit Commission and have projected spending rate of 87.0%, 89.5%, 98.2%, 92.3%, 79.3% respectively while Toronto Zoo has year-end spending rate projected to 54.0%.

# Exhibition Place (EXH)

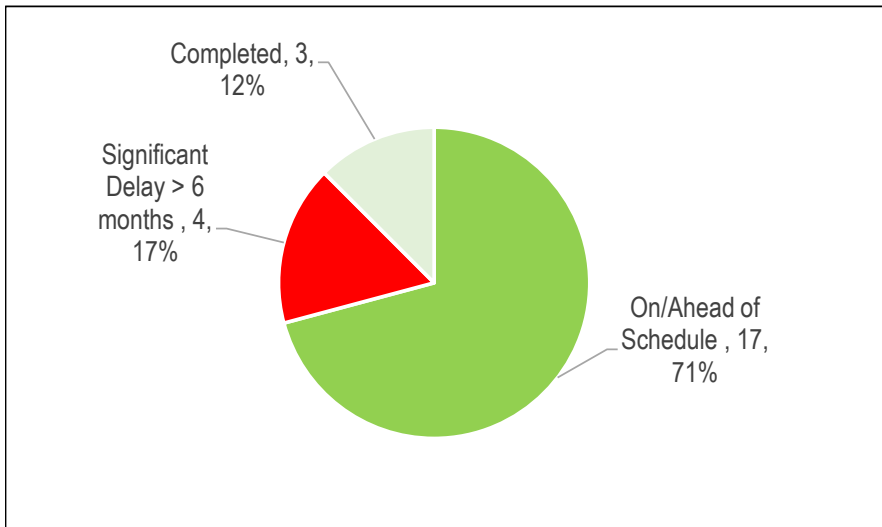
**Chart 1**  
2018 Approved Budget by Category (\$5.87)



**Table 1**  
2018 Active Projects by Category

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

**Chart 2**  
Project Status - 24



**Table 2**

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

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
4.47		1.29	0.12	

Exhibition Place (EXH)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>State of Good Repair</b>										
Pre-engineering Program	0.127	0.041	32.3%	0.127	100.0%	Ⓞ	Ⓞ		0.250	0.164
Queen Elizabeth Building	1.351	0.895	66.2%	1.351	100.0%	Ⓞ	Ⓡ	#1	2.375	1.918
Other Building	0.239	0.065	27.4%	0.239	100.0%	Ⓞ	Ⓡ	#1	0.415	0.241
Equipment	0.425	0.100	23.6%	0.425	100.0%	Ⓞ	Ⓡ	#2	0.500	0.175
Enercare Centre	2.584	1.003	38.8%	2.584	100.0%	Ⓞ	Ⓡ	#1	3.430	1.849
Parks, Parking Lots And Roads	1.046	0.141	13.5%	1.046	100.0%	Ⓞ	Ⓞ		1.385	0.477
<b>Sub-Total</b>	<b>5.772</b>	<b>2.246</b>	<b>38.9%</b>	<b>5.772</b>	<b>100.0%</b>	-	-		<b>8.355</b>	<b>4.824</b>
<b>Service Improvements</b>										
Parks, Parking Lots And Roads	0.100	0.004	3.7%	0.100	100.0%	Ⓞ	Ⓞ		0.100	0.004
<b>Sub-Total</b>	<b>0.100</b>	<b>0.004</b>	<b>3.7%</b>	<b>0.100</b>	<b>100.0%</b>	-	-		<b>0.100</b>	<b>0.004</b>
<b>Total</b>	<b>5.872</b>	<b>2.249</b>	<b>38.3%</b>	<b>5.872</b>	<b>100.0%</b>				<b>8.455</b>	<b>4.828</b>

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

**Note # 1:**

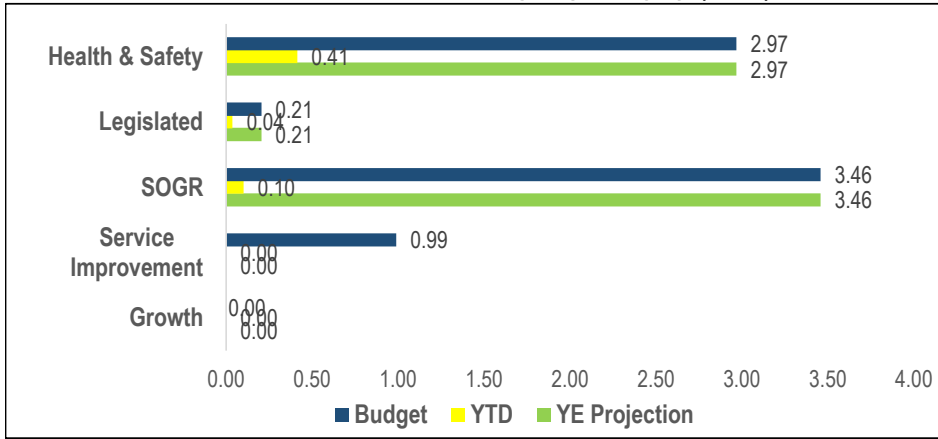
There are delays to the 2017 carry forward projects due to these projects needing to be completed around the events/show schedule. The delay in the 2017 carryforward projects does not affect the projects approved for 2018 and all the projects are still on track to be completed by 2018 year-end.

**Note # 2:**

The delay to this 2017 carryforward project is due to needing to be completed around the events/show schedule, however the project is in the final invoicing stage. All projects are still on track to be completed by 2018 year-end.

# Sony Centre (Hummingbird) (HUM)

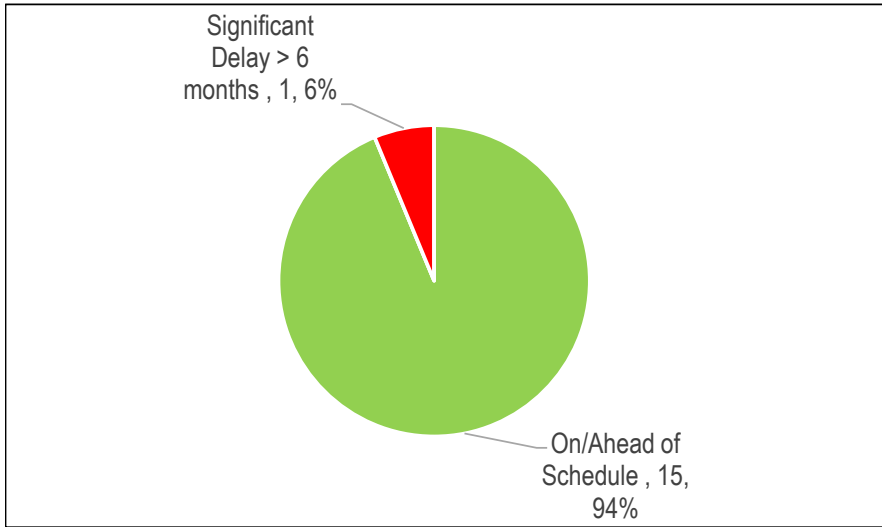
**Chart 1**  
2018 Approved Budget by Category (\$7.62)



**Table 1**  
2018 Active Projects by Category

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

**Chart 2**  
Project Status - 16



**Table 2**

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

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
6.63		0.99		

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

- The Sony Centre Plaza has some outstanding issues that are yet to be resolved. See Note 1 for detailed information.

Sony Centre (Hummingbird) (HUM)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
Fire Safety Systems	0.015	-	0.0%	0.015	100.0%	Ⓞ	Ⓞ		0.015	-
Theatre Systems and Equipment (2017)	1.977	0.304	15.4%	1.977	100.0%	Ⓞ	Ⓞ		2.730	1.06
Theatre Systems and Equipment (2018-2026)	0.801	0.110	13.8%	0.801	100.0%	Ⓞ	Ⓞ		0.801	0.76
Vertical Transportation	0.175	-	0.0%	0.175	100.0%	Ⓞ	Ⓞ		0.175	-
<b>Sub-Total</b>	<b>2.968</b>	<b>0.414</b>	<b>14.0%</b>	<b>2.968</b>	<b>100.0%</b>	-	-		<b>3.721</b>	<b>1.82</b>
<b>Legislated</b>										
AODA Audit	0.145	0.037	25.5%	0.145	100.0%	Ⓞ	Ⓞ		0.150	0.04
Theatre Systems and Equipment (2018-2026)	0.060	-	0.0%	0.060	100.0%	Ⓞ	Ⓞ		0.060	-
<b>Sub-Total</b>	<b>0.205</b>	<b>0.037</b>	<b>18.1%</b>	<b>0.205</b>	<b>100.0%</b>	-	-		<b>0.210</b>	<b>0.04</b>
<b>State of Good Repair</b>										
Building Envelope	1.006	0.002	0.2%	1.006	100.0%	Ⓞ	Ⓞ		1.006	0.00
Electrical Systems	0.326	-	0.0%	0.326	100.0%	Ⓞ	Ⓞ		0.326	-
Exterior Limestones & Granite Upgrades	0.067	0.010	14.7%	0.067	100.0%	Ⓞ	Ⓞ		0.134	0.08
Exterior Wall Replacement	0.189	0.083	43.9%	0.189	100.0%	Ⓞ	Ⓞ		1.640	1.53
Mechanical Systems	0.642	-	0.0%	0.642	100.0%	Ⓞ	Ⓞ		0.642	-
Porte-Cochere Lighting Restoration	0.200	0.007	3.5%	0.200	100.0%	Ⓞ	Ⓞ		0.920	0.73
Stage Rigging System Replacement	0.724	-	0.0%	0.724	100.0%	Ⓞ	Ⓞ		0.724	-
Structure	0.203	-	0.0%	0.203	100.0%	Ⓞ	Ⓞ		0.203	-
Theatre Systems and Equipment (2018-2026)	0.100	-	0.0%	0.100	100.0%	Ⓞ	Ⓞ		0.100	-
<b>Sub-Total</b>	<b>3.458</b>	<b>0.101</b>	<b>2.9%</b>	<b>3.458</b>	<b>100.0%</b>	-	-		<b>5.695</b>	<b>2.34</b>
<b>Service Improvements</b>										
Sony Centre Public Plaza	0.989	-	0.0%	-	0.0%	Ⓜ	Ⓜ	#1	1.000	-
<b>Sub-Total</b>	<b>0.989</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>	-	-		<b>1.000</b>	<b>-</b>
<b>Total</b>	<b>7.620</b>	<b>0.553</b>	<b>7.3%</b>	<b>6.631</b>	<b>87.0%</b>				<b>10.627</b>	<b>4.20</b>

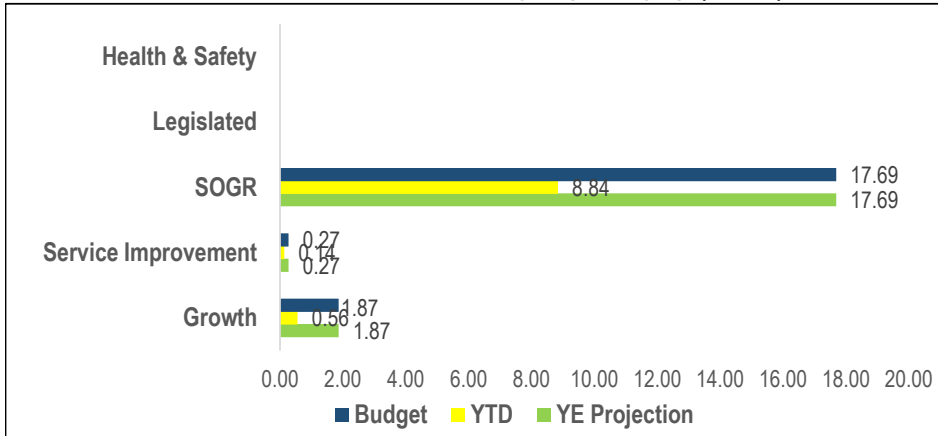
<b>On Time</b>	<b>On Budget</b>
On/Ahead of Schedule	Ⓞ >70% of Approved Cash Flow
Minor Delay < 6 months	Ⓜ Between 50% and 70%
Significant Delay > 6 months	Ⓜ < 50% or >100% of Approved Cash Flow

**Note # 1:**

The 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 still outstanding claims and legal matters to be resolved in relation to this project.

# Toronto & Region Conservation Authority (TRCA)

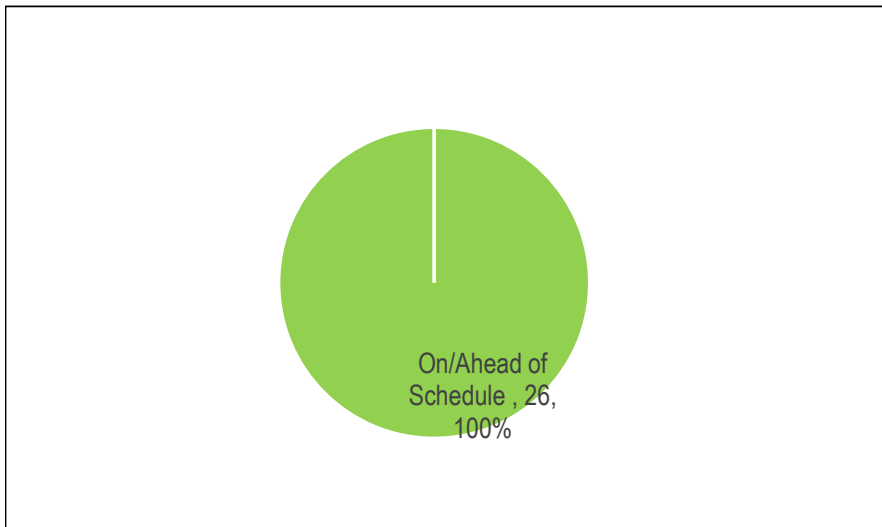
**Chart 1**  
2018 Approved Budget by Category (\$19.83)



**Table 1**  
2018 Active Projects by Category

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

**Chart 2**  
Project Status - 26



**Table 2**

### Reason for Delay

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

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

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

### Key Discussion Points:

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

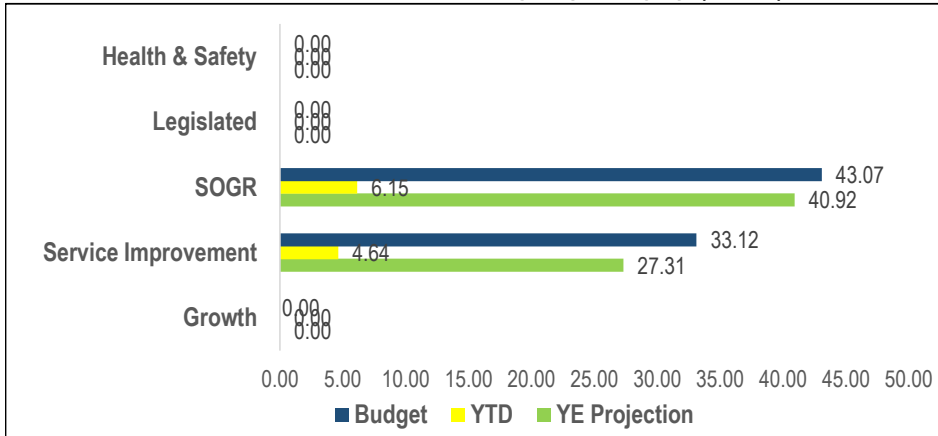


Toronto & Region Conservation Authority (TRCA)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>State of Good Repair</b>										
Greenspace Land Acquisition	0.064	0.032	50.0%	0.064	100.0%	Ⓞ	Ⓞ		0.064	0.032
TRCA Administrative Infrastructure	0.322	0.161	50.0%	0.322	100.0%	Ⓞ	Ⓞ		0.322	0.161
Waterfront & Valley Erosion Control	2.150	1.075	50.0%	2.150	100.0%	Ⓞ	Ⓞ		2.150	1.075
Black Creek Pioneer Village Retrofit	2.671	1.336	50.0%	2.671	100.0%	Ⓞ	Ⓞ		2.671	1.336
Living City Action Plan	3.023	1.511	50.0%	3.023	100.0%	Ⓞ	Ⓞ		3.023	1.511
Waterfront Development	1.203	0.601	50.0%	1.203	100.0%	Ⓞ	Ⓞ		1.203	0.601
TRCA Information Technology	0.257	0.128	50.0%	0.257	100.0%	Ⓞ	Ⓞ		0.257	0.128
Critical Erosion-Water Funded Enhancements	8.000	4.000	50.0%	8.000	100.0%	Ⓞ	Ⓞ		8.000	4.000
<b>Sub-Total</b>	<b>17.690</b>	<b>8.845</b>	<b>50.0%</b>	<b>17.690</b>	<b>100.0%</b>	-	-		<b>17.690</b>	<b>8.845</b>
<b>Service Improvements</b>										
Waterfront Development	0.270	0.135	50.0%	0.270	100.0%	Ⓞ	Ⓞ		0.270	0.135
<b>Sub-Total</b>	<b>0.270</b>	<b>0.135</b>	<b>50.0%</b>	<b>0.270</b>	<b>100.0%</b>	-	-		<b>0.270</b>	<b>0.135</b>
<b>Growth Related</b>										
Menno- Ressor Restoration	1.500	0.375	25.0%	1.500	100.0%	Ⓞ	Ⓞ		3.500	0.375
Long Term Accommodation Project	0.370	0.185	50.0%	0.370	100.0%	Ⓞ	Ⓞ		10.037	0.185
<b>Sub-Total</b>	<b>1.870</b>	<b>0.560</b>	<b>29.9%</b>	<b>1.870</b>	<b>100.0%</b>	-	-		<b>13.537</b>	<b>0.560</b>
<b>Total</b>	<b>19.830</b>	<b>9.540</b>	<b>48.1%</b>	<b>19.830</b>	<b>100.0%</b>				<b>31.497</b>	<b>9.540</b>

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

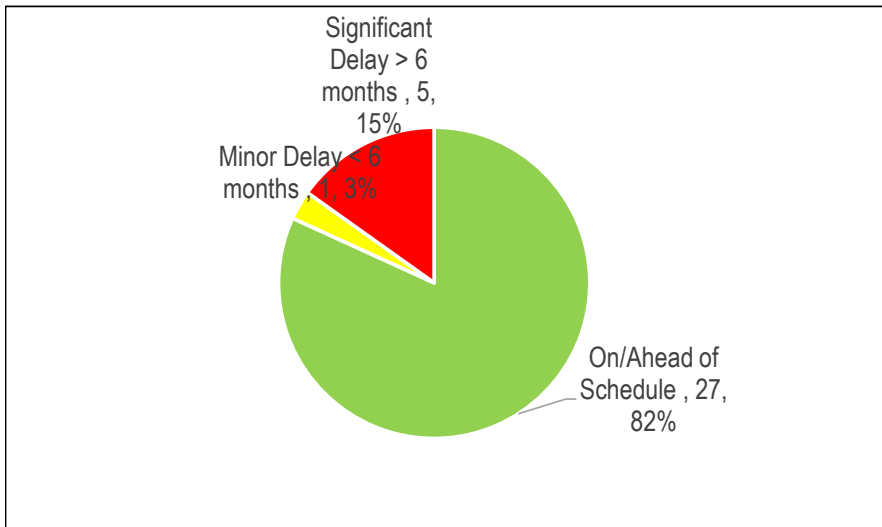
**Chart 1**  
2018 Approved Budget by Category (\$76.19)



**Table 1**  
2018 Active Projects by Category

Health & Safety	
Legislated	
SOGR	24
Service Improvement	8
Growth	
<b>Total # of Projects</b>	<b>32</b>

**Chart 2**  
Project Status - 32



**Table 2**

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

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
61.09	2.81	12.30		

Toronto Police Service (POL)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>State of Good Repair</b>										
Wireless Parking System	2.321	0.650	28.03%	2.319	100.0%	G	G		15.284	2.545
Automatic Vehicle Location (AVLS) Replacement Lifecycle	0.077	0.000	0.00%	0.077	100.0%	G	G		4.600	1.496
Digital Photography Lifecycle Replacement	0.001	0.001	85.48%	0.001	100.0%	G	G		1.974	0.758
Digital Video Asset Management I, II - Lifecycle Replacement	0.423	0.248	58.70%	0.422	99.8%	G	G		8.224	2.917
Fleet Equipment	0.055	0.007	12.82%	0.055	100.0%	G	G		0.500	0.465
Furniture Lifecycle Replacement- Reserve	2.481	0.021	0.85%	2.480	100.0%	G	G		13.010	9.701
In-Car Camera Replacement	0.301	0.150	49.76%	0.301	100.0%	G	G		8.526	4.038
IT business resumption	2.482	0.000	0.00%	2.482	100.0%	G	G		33.923	14.384
Live-scan replacement	0.540	0.000	0.00%	0.000	0.0%	R	R	#3	1.337	0.257
Locker Replacement	0.370	0.000	0.00%	0.000	0.0%	R	R	#4	7.509	4.120
Mobile workstation	0.300	0.000	0.00%	0.300	100.0%	G	G		36.140	15.252
Network equipment	5.250	0.977	18.61%	5.250	100.0%	G	G		40.356	11.406
Radar unit Replacement	0.182	0.000	0.00%	0.101	55.7%	Y	G	#5	2.233	0.835
Radio Replacement	4.779	0.083	1.73%	4.685	98.0%	G	G		53.582	14.219
Servers	4.035	0.000	0.00%	4.035	100.0%	G	G		75.413	33.784
Security System Replacement	0.191	0.001	0.65%	0.191	100.0%	G	G		1.600	1.410
Small Equipment Replacement	0.167	0.016	9.36%	0.150	89.9%	G	G		9.434	2.882
SOGR	6.627	1.665	25.13%	6.527	98.5%	G	G		0.000	0.000
Vehicle & Equipment lifecycle replacement	7.430	2.356	31.71%	7.430	100.0%	G	G		117.842	58.860
Replacement of workstation, printers and laptops	3.963	-0.027	-0.69%	3.963	100.0%	G	G		76.871	30.964
Electronic Surveillance System	1.100	0.000	0.00%	0.150	13.6%	R	R	#2	2.905	0.828
<b>Sub-Total</b>	<b>43.075</b>	<b>6.148</b>	<b>14.3%</b>	<b>40.921</b>	<b>95.0%</b>	<b>-</b>	<b>-</b>		<b>511.263</b>	<b>211.121</b>
<b>Service Improvements</b>										
41 Division- Design	0.395	0.014	3.51%	0.395	100.0%	G	G		38.928	0.014
54/55 Amalgamation-Design	9.800	0.000	0.00%	0.500	5.1%	R	R	#8	39.873	0.451
Administrative Penalty System - Parking Enforcement	2.348	0.359	15.30%	1.792	76.3%	G	G		2.550	0.561
Automated External Defibrillators	0.012	0.000	0.00%	0.012	100.0%	G	G		0.189	0.011
Body Worn Camera- Initial Phase	0.487	0.010	2.10%	0.487	100.0%	G	R	#6	0.500	0.023
Connected/Mobile Officer	1.717	1.235	71.91%	1.717	100.0%	G	G		24.200	2.150
Conducted Energy Weapons (CEW) Replacement	0.750	0.000	0.00%	0.000	0.0%	R	G	#1	0.750	0.000
Enterprise Business Intelligence	3.811	0.299	7.85%	5.154	135.3%	R	G	#7	10.216	5.361
TPS Archiving 2018	0.650	0.000	0.00%	0.650	100.0%	G	G		0.650	0.000
Peer to Peer Site	10.286	2.031	19.75%	13.786	134.0%	R	G	#9	19.924	8.169
Transforming Corporate Support	2.809	0.686	24.41%	2.809	100.0%	G	Y	#10	8.742	3.919
Closed Circuit TV	0.053	0.002	4.27%	0.002	4.3%	R	G	#11	1.852	0.702
<b>Sub-Total</b>	<b>33.119</b>	<b>4.636</b>	<b>14.0%</b>	<b>27.306</b>	<b>82.4%</b>	<b>-</b>	<b>-</b>		<b>148.375</b>	<b>21.360</b>
<b>Growth Related</b>										
Property and Evidence Racking		0.000	0.0%	0.000	100.0%	G	G		0.000	0.000
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		<b>-</b>	<b>-</b>		<b>0.000</b>	<b>0.000</b>
<b>Total</b>	<b>76.194</b>	<b>10.784</b>	<b>14.2%</b>	<b>68.227</b>	<b>89.5%</b>				<b>659.638</b>	<b>232.481</b>

Toronto Police Service (POL)

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

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

**Note # 1:**

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

**Note # 2:**

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

**Note # 3:**

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

**Note # 4:**

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

**Note # 5:**

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

**Note # 6:**

Project scope currently under review.

**Note # 7:**

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

**Note # 8:**

A site was located and endorsed by Council on January 31, 2018. 2018; time for site master planning is required reducing expenditure requirements for 2018, an

**Note # 9:**

The project is ahead of scheduled. Foundation work completed and construction is progressing. Substantial completion expected in the 4th quarter of 2018. An

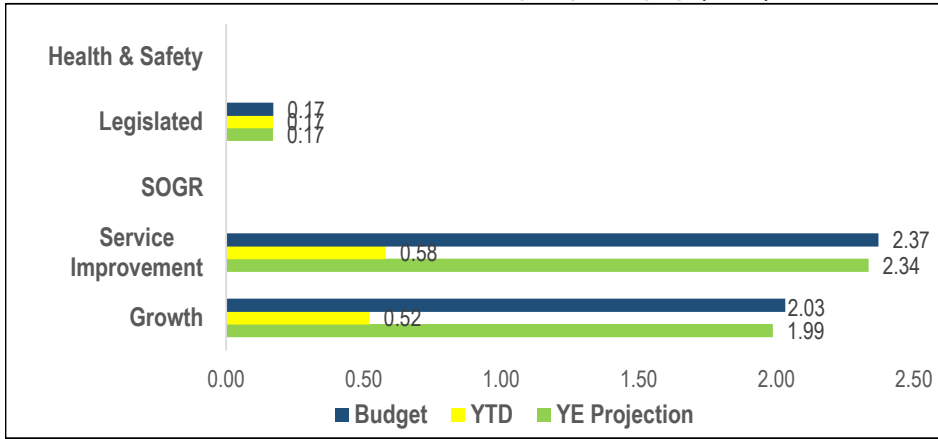
**Note # 10:**

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

**Note # 11:**

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

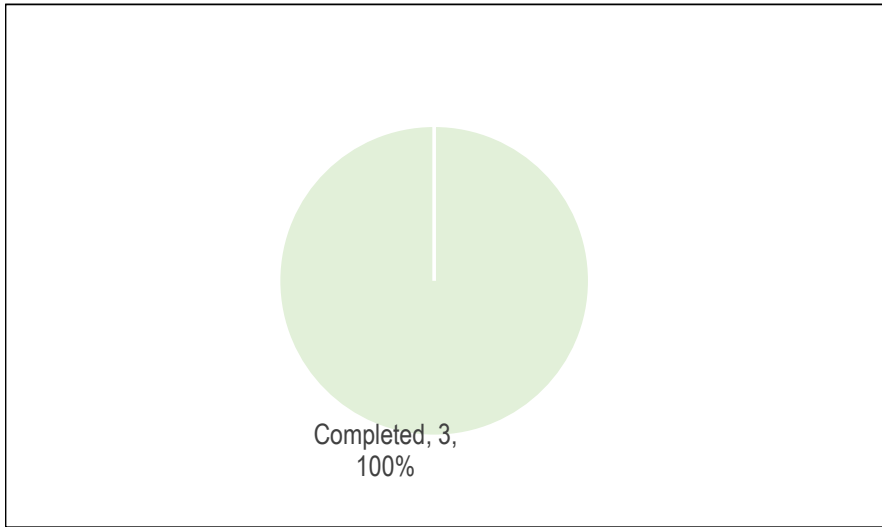
**Chart 1**  
2018 Approved Budget by Category (\$4.58)



**Table 1**  
2018 Active Projects by Category

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

**Chart 2**  
Project Status - 10



**Table 2**

**Reason for Delay**

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

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

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

**Key Discussion Points:**

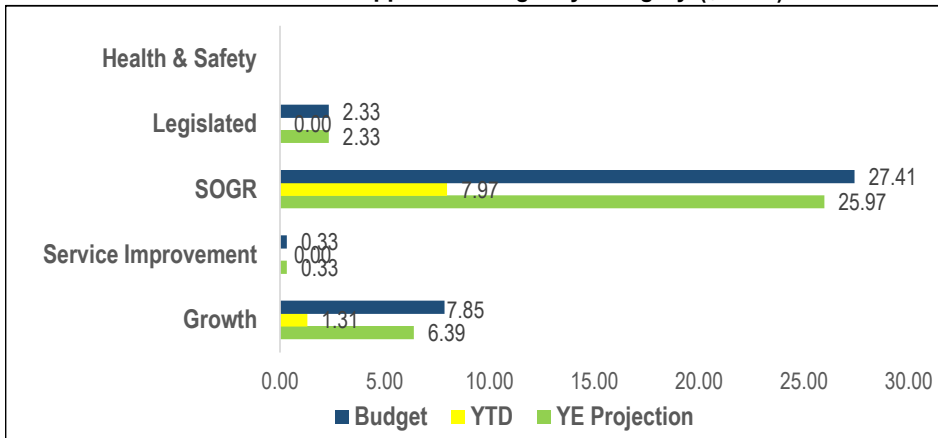
- All projects are on track and are expected to be substantially completed by year-end.

Toronto Public Health (TPH)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Legislated</b>										
Infectious Disease Control Information System	0.171	0.170	99.4%	0.170	99.4%	Ⓞ	Ⓞ		4.002	3.994
<b>Sub-Total</b>	<b>0.171</b>	<b>0.170</b>	<b>99.4%</b>	<b>0.170</b>	<b>99.4%</b>	-	-		<b>4.002</b>	<b>3.994</b>
<b>Service Improvements</b>										
TPH Datamart Data Warehouse - Phase 2	0.079	0.079	100.1%	0.079	100.1%	Ⓞ	Ⓞ		2.032	2.032
Dental & Oral Health Information Systems	0.270	0.057	21.1%	0.270	100.0%	Ⓞ	Ⓞ		0.496	0.128
Electronic Medical Record - Phase 2	0.078	0.078	100.0%	0.078	100.0%	Ⓞ	Ⓞ		0.418	0.418
Datamart Data Warehouse - Phase 3	0.464	0.170	36.6%	0.464	100.0%	Ⓞ	Ⓞ		1.915	0.170
Electronic Medical Record - Phase 3	0.427	0.160	37.5%	0.427	100.0%	Ⓞ	Ⓞ		1.347	0.160
Relocation and Expansion Scarborough Dental Clinic	1.053	0.036	3.4%	1.017	96.6%	Ⓞ	Ⓞ		1.067	0.050
<b>Sub-Total</b>	<b>2.371</b>	<b>0.580</b>	<b>24.5%</b>	<b>2.335</b>	<b>98.5%</b>	-	-		<b>7.275</b>	<b>4.216</b>
<b>Growth Related</b>										
Community Health Information System	1.363	0.453	33.2%	1.363	100.0%	Ⓞ	Ⓞ		2.854	1.189
Early Abilities Information System - Phase 1	0.375	0.038	10.1%	0.330	88.0%	Ⓞ	Ⓞ		0.375	0.038
Inspection Management - Phase 1	0.295	0.031	10.5%	0.295	100.0%	Ⓞ	Ⓞ		0.295	0.031
<b>Sub-Total</b>	<b>2.033</b>	<b>0.522</b>	<b>25.7%</b>	<b>1.988</b>	<b>97.8%</b>	-	-		<b>3.524</b>	<b>1.258</b>
<b>Total</b>	<b>4.575</b>	<b>1.271</b>	<b>27.8%</b>	<b>4.493</b>	<b>98.2%</b>				<b>14.801</b>	<b>17.807</b>

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

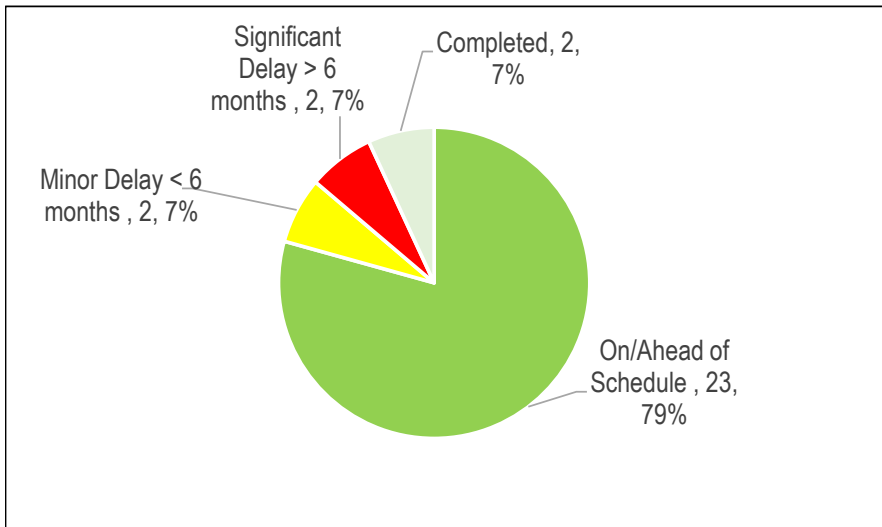
**Chart 1**  
2018 Approved Budget by Category (\$37.92)



**Table 1**  
2018 Active Projects by Category

Health & Safety	
Legislated	
SOGR	17
Service Improvement	1
Growth	11
<b>Total # of Projects</b>	<b>29</b>

**Chart 2**  
Project Status - 29



**Table 2**

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

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
32.76	0.65	4.17	0.34	

**Key Discussion Points:**

The Wychwood Library Renovation & Expansion project experienced a two year delay in obtaining various City approvals . Construction tentatively scheduled for August 2018.

The Parliament Street Relocation & Expansion Project is delayed as the City's overall plan for Regent Park site development is still pending

The Albert Campbell Renovation project is experiencing a minor delay as the project is still in the design/consultation stage which delayed the start of construction to 2019.

The design phase of the Centennial Renovation & Expansion project is experiencing a minor delay as the Request for Proposal (RFP) for Architectural Services will be issued in late August.

Toronto Public Library (LIB)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
<b>Legislated</b>										
MB Renovation Program Accessibility Retrofit	2.327	0.004	0.0%	2.327	100.0%	Ⓞ	Ⓞ		6.367	1.025
<b>Sub-Total</b>	<b>2.327</b>	<b>0.004</b>	<b>0.2%</b>	<b>2.327</b>	<b>100.0%</b>	-	-		<b>6.367</b>	<b>1.025</b>
<b>State of Good Repair</b>										
Albert Campbell Renovation	0.483	0.025	5.26%	0.183	37.9%	Ⓡ	Ⓢ	#3	12.165	0.107
Albion District Library Renovation	0.229	0.064	27.95%	0.229	100.0%	Ⓞ	Ⓞ		15.307	15.142
Answerline & Community Space Rental Modernization	0.550	0.000	0.00%	0.550	100.0%	Ⓞ	Ⓞ		1.400	0.000
Centennial Renovation & Expansion	0.078	0.000	0.00%	0.039	50.0%	Ⓢ	Ⓢ	#4	0.157	0.000
Equipment for Operational Efficiencies	0.710	0.197	27.72%	0.710	100.0%	Ⓞ	Ⓞ		1.806	1.292
Expansion of Technological Efficiencies	0.950	0.000	0.00%	0.950	100.0%	Ⓞ	Ⓞ		1.600	0.000
Integrated Payment Solutions	2.064	0.057	2.75%	2.064	100.0%	Ⓞ	Ⓞ		2.250	0.243
Multi-Branch SOGR Renovations Program	4.543	1.926	42.39%	4.543	100.0%	Ⓞ	Ⓞ		20.561	10.598
North York Central Library Renovation Phase 1	4.862	3.342	68.73%	4.862	100.0%	Ⓞ	Ⓞ		14.853	13.205
North York Central Renovation Phase 2	2.241	0.000	0.00%	2.241	100.0%	Ⓞ	Ⓞ		9.248	0.000
Parliament Street Renovation	0.179	0.000	0.00%	0.000	0.0%	Ⓡ	Ⓡ	#1	0.359	0.000
St.Clair/Silverthorn Reconstruction	1.962	0.897	45.70%	1.962	100.0%	Ⓞ	Ⓞ		2.098	0.680
Technology Asset Management Program	4.100	0.859	20.95%	3.875	94.5%	Ⓞ	Ⓞ		8.200	1.501
Virtual Branch Services	1.500	0.608	40.55%	1.366	91.1%	Ⓞ	Ⓞ		3.550	1.341
Wychwood Renovation and Expansion	1.219	0.000	0.00%	0.649	53.2%	Ⓢ	Ⓡ	#2	5.054	0.178
York Woods Renovation	1.745	0.000	0.00%	1.745	100.0%	Ⓞ	Ⓞ		7.009	0.000
<b>Sub-Total</b>	<b>27.415</b>	<b>7.975</b>	<b>29.1%</b>	<b>25.968</b>	<b>94.7%</b>	-	-		<b>105.617</b>	<b>44.288</b>
<b>Service Improvements</b>										
York Woods Renovation	0.325	0.000	0.00%	0.325	100.0%	Ⓞ	Ⓞ		1.335	0.000
<b>Sub-Total</b>	<b>0.325</b>	<b>0.000</b>	<b>0.0%</b>	<b>0.325</b>	<b>100.0%</b>	-	-		<b>1.335</b>	<b>0.000</b>
<b>Growth Related</b>										
Bayview - Bessarion Relocation	0.100	0.000	0.0%	0.100	100.0%	Ⓞ	Ⓞ		15.322	0.672
Centennial Renovation & Expansion	0.089	0.000	0.0%	0.045	50.0%	Ⓢ	Ⓢ	#4	0.177	0.000
Dawes Road Neighbourhood Library	2.182	1.268	0.0%	2.182	100.0%	Ⓞ	Ⓞ		13.263	2.715
Fort York New Construction	0.183	0.006	0.0%	0.183	100.0%	Ⓞ	Ⓞ		9.192	9.015
Guildwood Leasehold Improvement	0.592	0.008	0.0%	0.592	100.0%	Ⓞ	Ⓞ		1.183	0.008
North York Central Library Renovation Phase 1	0.419	0.000	0.0%	0.419	100.0%	Ⓞ	Ⓞ		2.621	2.330
North York Central Renovation Phase 2	0.423	0.000	0.0%	0.423	100.0%	Ⓞ	Ⓞ		1.632	0.000
Parliament Street Renovation	0.228	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	0.456	0.000
Perth Dupont Relocation	0.080	0.007	0.0%	0.080	100.0%	Ⓞ	Ⓞ		0.080	0.007
St.Clair/Silverthorn Reconstruction	1.013	0.000	0.0%	1.013	100.0%	Ⓞ	Ⓞ		1.717	0.557
Wychwood Renovation and Expansion	2.540	0.016	0.0%	1.352	53.2%	Ⓢ	Ⓡ	#2	10.741	0.379
<b>Sub-Total</b>	<b>7.849</b>	<b>1.305</b>	<b>16.6%</b>	<b>6.388</b>	<b>81.4%</b>	-	-		<b>56.384</b>	<b>15.683</b>
<b>Total</b>	<b>37.915</b>	<b>9.284</b>	<b>24.5%</b>	<b>35.007</b>	<b>92.3%</b>				<b>169.704</b>	<b>60.996</b>

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

**Note # 1:**

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

**Note # 2:**

The working drawings are complete. The site plan & building permits were received on May 31, 2018. Construction contract awarded on June 18, 2018. Demolition scheduled for July with start of construction in August 2018.

**Note # 3:**

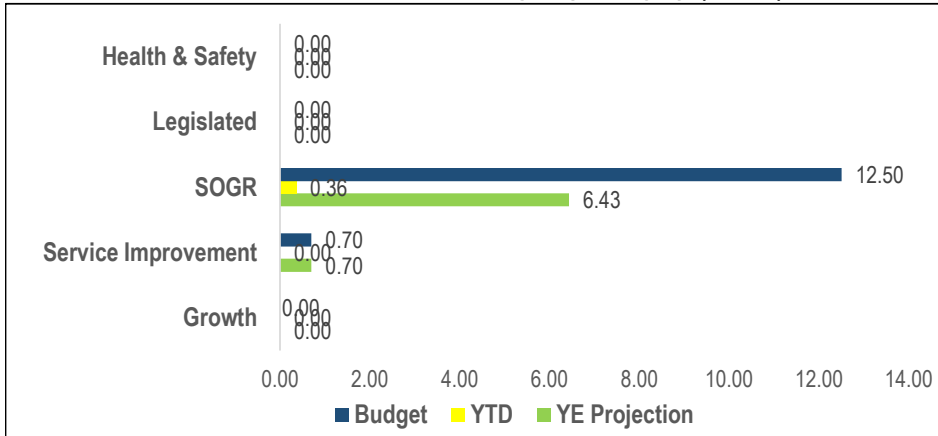
Construction delayed to next year as the project is still in the design/consultation stage.

**Note #4:**

The project is experiencing a minor delay as the Request for Proposal (RFP) for Architectural Services will be issued in late August.



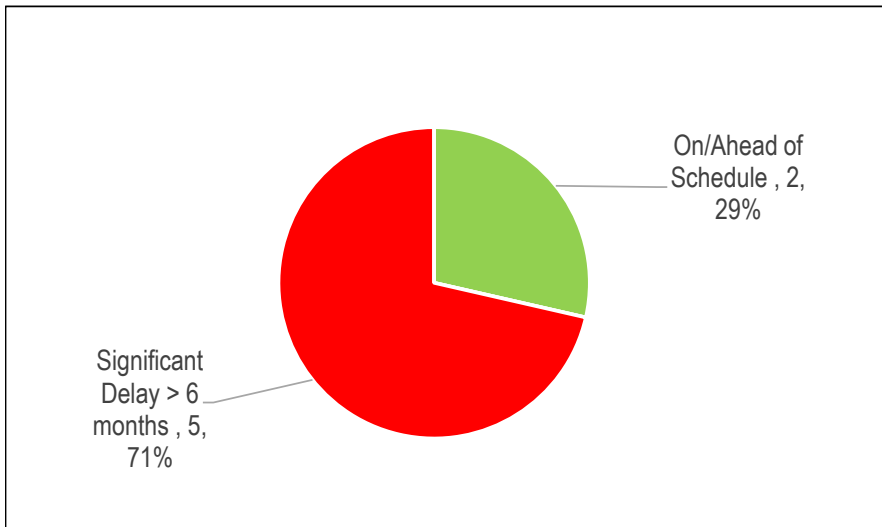
**Chart 1**  
2018 Approved Budget by Category (\$13.20)



**Table 1**  
2018 Active Projects by Category

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

**Chart 2**  
Project Status - 7



**Table 2**

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

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
2.69		10.51		

Toronto Zoo (ZOO)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>State of Good Repair</b>										
Wildlife Health Centre	1.193	0.053	4.5%	0.053	4.5%	Ⓡ	Ⓡ	#1	2.383	1.243
Building & Services Refurbishment	2.739	0.231	8.4%	2.469	90.1%	Ⓢ	Ⓡ	#2	2.820	0.312
Exhibit Refurbishment	0.796	0.050	6.3%	0.721	90.6%	Ⓢ	Ⓡ	#3	0.800	0.054
Grounds and Visitor Improvements	1.992	0.013	0.7%	1.692	84.9%	Ⓢ	Ⓢ		2.000	0.022
Information Systems	0.719	0.010	1.3%	0.400	55.7%	Ⓜ	Ⓡ	#4	0.950	0.241
Orangutan II & III: Indoor & Outdoor Exhibits	5.063	0.000	0.0%	1.100	21.7%	Ⓡ	Ⓡ	#5	6.210	1.147
<b>Sub-Total</b>	<b>12.501</b>	<b>0.357</b>	<b>2.9%</b>	<b>6.435</b>	<b>51.5%</b>	-	-		<b>15.163</b>	<b>3.018</b>
<b>Service Improvements</b>										
Winter Zoomobile	0.700	0.000	0.0%	0.700	100.0%	Ⓢ	Ⓢ		0.700	0.000
<b>Sub-Total</b>	<b>0.700</b>	<b>0.000</b>	<b>0.0%</b>	<b>0.700</b>	<b>100.0%</b>	-	-		<b>0.700</b>	<b>0.000</b>
<b>Total</b>	<b>13.201</b>	<b>0.357</b>	<b>2.7%</b>	<b>7.135</b>	<b>54.0%</b>				<b>15.863</b>	<b>11.357</b>

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

**Note # 1:**

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

**Note # 2:**

Project delays were caused by 2017 labour disruptions. This includes ongoing repairs based on building audit findings. Project is expected to be

**Note # 3:**

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

**Note # 4:**

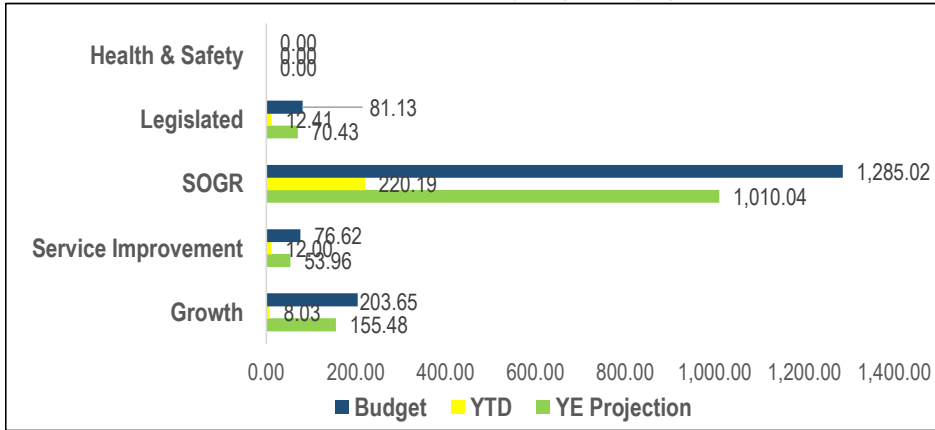
Majority of the projects are expected to be completed by the end of 2018.

**Note # 5:**

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

# Toronto Transit Commission (TTC)

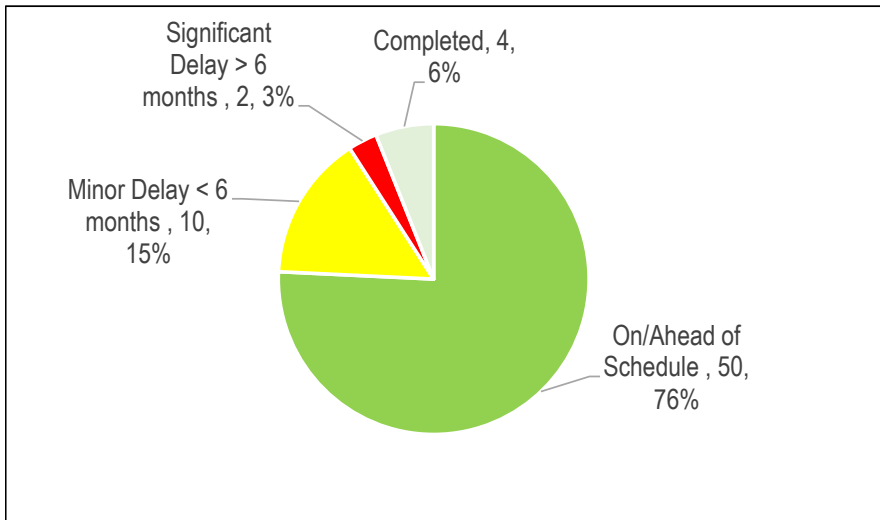
**Chart 1**  
2017 Approved Budget by Category #####



**Table 1**  
2017 Active Projects by Category

Health & Safety	
Legislated	10
SOGR	36
Service Improvement	12
Growth	8
<b>Total # of Projects</b>	<b>66</b>

**Chart 2**  
Project Status - 66



**Table 2**

Reason for Delay	12	
	Significant Delay	Minor Delay
Insufficient Staff Resources		2
Procurement Issues		1
RFQ/RFP Delayed		
Contractor Issues	2	2
Site Conditions		
Co-ordination with Other Projects		2
Community Consultation		
Other*		3
<b>Total # of Projects</b>	<b>2</b>	<b>10</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1,076.78	291.68	274.00	3.96	

## Key Discussion Points:

- The Toronto Transit Commission (TTC) spent \$252 million or 15.3% of its 2018 Base Capital Budget of \$1.646 billion (including \$235.6 million carry forward as approved by Council on April 24, 2018) for the three months period ended May 31, 2018 with a projection to year end estimated at \$1.290 billion or 78.3% of the budget.

Toronto Transit Commission (TTC)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Legislated</b>										
Communications- Legislated	1.604	0.346	21.6%	1.590	99.1%	G	G		15.466	10.880
Easier Access-Phase III Equipment-Legislated	46.706	9.181	19.7%	42.000	89.9%	G	G		669.917	206.612
Other Service Planning - Legislated	4.200	-0.573	-13.6%	2.438	58.0%	Y	G		22.000	0.749
Streetcar Network- Legislated	1.523	0.172	11.3%	1.448	95.1%	G	G		76.051	43.434
Subway Asbestos Removal	7.838	2.062	26.3%	7.100	90.6%	G	G		118.096	88.167
Subway Car Overhaul - Legislated (AODA)	5.209	0.047	0.9%	5.209	100.0%	G	G		16.338	16.163
Other Buildings - Legislated	12.196	0.960	7.9%	9.219	75.6%	G	G		77.814	11.545
Bus Overhaul - Legislated	0.000	0.000		0.000			G		7.253	7.175
<b>Sub-Total</b>	<b>81.131</b>	<b>12.406</b>	<b>15.3%</b>	<b>70.430</b>	<b>86.8%</b>	<b>-</b>	<b>-</b>		<b>1,027.702</b>	<b>403.203</b>
<b>State of Good Repair</b>										
ATC Resignalling - Bloor/Danforth Line	0.200	0.070	34.8%	0.188	93.8%	G	G		300.674	0.898
ATC Resignalling - YUS Line	68.124	18.480	27.1%	61.112	89.7%	G	G		563.480	399.213
Automotive Non-Revenue Vehicle Replace - SOGR	6.244	1.712	27.4%	3.679	58.9%	Y	G		20.291	11.316
Bridges And Tunnels- Various	32.231	8.212	25.5%	30.600	94.9%	G	G		536.513	465.374
Communications-SOGR	36.417	4.205	11.5%	16.559	45.5%	R	G	1	176.629	100.959
Computer Equipment And Software	107.721	11.892	11.0%	75.500	70.1%	Y	G		464.024	278.175
Equipment-SOGR	29.511	4.040	13.7%	23.474	79.5%	G	G		298.239	187.178
Finishes-SOGR	20.472	4.583	22.4%	19.517	95.3%	G	G		171.246	123.089
Fire Ventilation Upgrade	16.478	0.770	4.7%	14.800	89.8%	G	G		376.844	264.561
On-Grade Paving Rehabilitation	10.429	1.657	15.9%	9.800	94.0%	G	G		96.026	74.278
Other Buildings - SOGR	74.734	18.487	24.7%	57.769	77.3%	G	G		573.035	284.429
Other Furniture And Office Equipment	0.288	0.018	6.4%	0.280	97.2%	G	G		4.203	3.104
Other Maintenance Equipment	4.882	0.235	4.8%	3.992	81.8%	G	G		17.595	4.653
Other Service Planning - SOGR	4.000	0.521	13.0%	2.438	60.9%	Y	R	2	22.000	1.658
POP Legacy Fare Collection	1.225	-0.222	-18.1%	0.986	80.5%	G	G		1.878	1.402
Power Dist. SOGR	7.064	2.190	31.0%	6.786	96.1%	G	G		126.187	106.030
Purchase of Wheel Trans	11.762	1.307	11.1%	10.600	90.1%	G	G		21.469	3.385
Purchase of Buses - SOGR	248.588	30.187	12.1%	212.778	85.6%	G	G		776.293	438.094
Purchase Of Subway Cars	24.562	2.640	10.7%	16.158	65.8%	Y	G		1,171.948	1,134.775
Queensway Garage Expansion	0.217	0.019	8.8%	0.063	29.0%	R	G	3	24.226	24.070
Rail Non Revenue Vehicle Overhaul	6.547	0.192	2.9%	3.676	56.1%	Y	G		24.832	6.922

Toronto Transit Commission (TTC)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Rail Non-Revenue Vehicle Purchase - SOGR	9.763	-0.333	-3.4%	7.633	78.2%	G	G		52.775	16.786
Revenue & Fare Handling Equipment -SOGR	21.679	1.816	8.4%	20.100	92.7%	G	G		63.132	45.117
Signal Systems	20.543	3.458	16.8%	14.359	69.9%	Y	G		197.153	131.511
Streetcar Overhaul - SOGR	9.844	1.595	16.2%	9.421	95.7%	G	G		111.844	31.453
Subway Track - SOGR	36.934	6.385	17.3%	16.650	45.1%	R	G	4	229.548	161.665
Surface Track - SOGR	44.680	12.701	28.4%	31.100	69.6%	Y	G		261.746	233.049
Tools And Shop Equipment	8.100	-0.004	0.0%	7.700	95.1%	G	G		34.585	14.754
TR Yard And Tail Track Accommodation	41.253	6.810	16.5%	34.400	83.4%	G	G		495.385	221.492
Traction Power-Variou	22.828	5.971	26.2%	21.700	95.1%	G	G		287.364	244.914
Transit Shelters & Loops - SOGR	0.364	0.000	0.0%	0.295	81.1%	G	G		2.141	1.346
Wilson Complex- Modifications	0.033	0.000	0.0%	0.000	0.0%	R	G	5	95.324	95.076
Leslie Barns	17.690	1.993	11.3%	14.000	79.1%	G	G		523.489	503.745
Subway Car Overhaul - SOGR	54.497	9.639	17.7%	33.723	61.9%	Y	G		371.970	151.234
Bus Overhaul - SOGR	48.044	16.710	34.8%	43.200	89.9%	G	G		336.561	262.291
Purchase of Streetcars	237.065	42.250	17.8%	185.000	78.0%	G	R	6	1,186.504	672.518
<b>Sub-Total</b>	<b>1,285.015</b>	<b>220.187</b>	<b>17.1%</b>	<b>1,010.036</b>	<b>78.6%</b>	-	-		<b>10,017.152</b>	<b>6,700.514</b>
<b>Service Improvements</b>										
Bicycle Parking at Stations	0.828	0.059	7.1%	0.600	72.5%	G	G		0.850	0.111
Communications-Service Improvement	1.002	0.019	1.9%	0.052	5.1%	R	G	1	0.302	0.194
Finishes-Service Improvement	0.238	0.186	78.4%	0.183	76.9%	G	G		42.386	42.364
Kipling Station Improvements	0.244	0.007	3.0%	0.022	9.0%	R	G	7	13.392	13.151
Other Buildings - Service Improvement	15.302	10.043	65.6%	11.305	73.9%	G	G		116.099	63.138
Other Service Planning - Service Improvement	16.979	1.120	6.6%	12.637	74.4%	G	G		62.934	14.180
Power Dist. Service Improvement	0.254	0.004	1.7%	0.214	84.2%	G	G		1.167	0.697
Purchase of Buses - Service Improvement	27.186	0.248	0.9%	15.726	57.8%	Y	G		241.141	28.462
Rail Non-Revenue Vehicle Purchase - Service Imp.	6.770	0.001	0.0%	5.567	82.2%	G	G		25.775	0.009
Subway Track - Service Improvement	2.565	0.214	8.4%	2.570	100.2%	G	G		21.242	16.803
Surface Track - Service Improvement	5.250	0.093	1.8%	5.082	96.8%	G	G		63.964	0.093
Transit Shelters & Loops - SI	0.006	0.001	16.9%	0.005	80.7%	G	G		2.766	2.446
<b>Sub-Total</b>	<b>76.624</b>	<b>11.995</b>	<b>15.7%</b>	<b>53.962</b>	<b>70.4%</b>	-	-		<b>592.018</b>	<b>181.648</b>
<b>Growth Related</b>										
Automotive Non-Revenue Vehicle Replace - Growth	3.145	0.167	5.3%	1.821	57.9%	Y	G		7.655	3.546

Toronto Transit Commission (TTC)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Bus Rapid Transit-Growth	1.311	0.155	11.8%	1.252	95.5%	Ⓞ	Ⓞ		35.278	34.107
McNicoll New Bus Garage Facility	34.900	2.879	8.2%	28.400	81.4%	Ⓞ	Ⓞ		181.000	27.199
Sheppard Subway	3.705	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	8	968.856	965.151
Other Service Planning - Growth	0.600	0.000	0.0%	0.488	81.3%	Ⓞ	Ⓞ		2.711	0.311
Other Buildings - Growth	148.447	1.672	1.1%	94.907	63.9%	Ⓢ	Ⓞ		144.141	18.471
PRESTO Farecard Implementation	11.542	3.153	27.3%	9.914	85.9%	Ⓞ	Ⓞ		52.612	46.152
Purchase of Buses - Growth	0.000	0.000		18.696			Ⓞ		0.000	0.000
<b>Sub-Total</b>	<b>203.650</b>	<b>8.026</b>	<b>3.9%</b>	<b>155.477</b>	<b>76.3%</b>	-	-		<b>1,392.253</b>	<b>1,094.937</b>
<b>Total</b>	<b>1,646.420</b>	<b>252.614</b>	<b>15.3%</b>	<b>1,289.905</b>	<b>78.3%</b>				<b>13,029.125</b>	<b>8,380.303</b>

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

**Note #1:**

Resource constraints for both design and installation. Installation forces being redirected to higher priority projects.  
Projects dependent on other slipping programs. Procurement processing delays directly impact equipment delivery and installations.

**Note #2**

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

**Note #3**

Renovation work from prior years.

**Note #4**

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

**Note #5**

Waiting on holdback to clear

**Note #6**

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

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

**Note #7**

Final deficiencies will be corrected in 2018.

**Note #8**

Delay of business loss claim resolution.

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

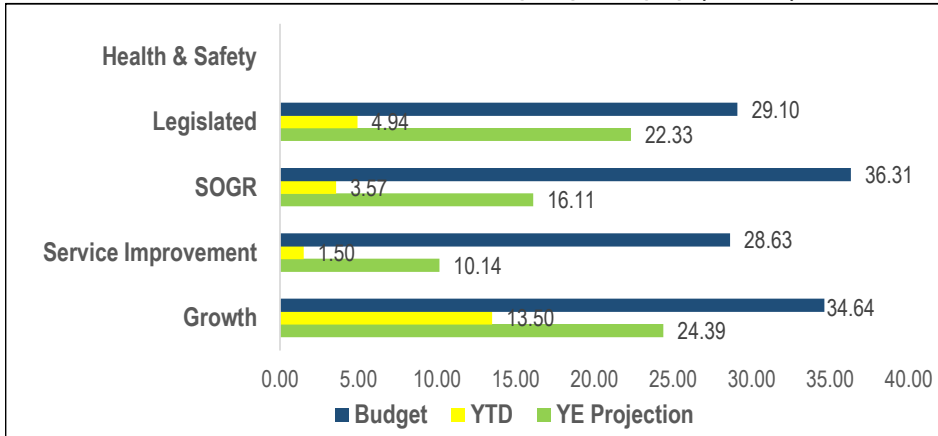
Program		2018 Approved Cash Flow	2018 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
SWM	Q1	128.67	9.17	82.68	64.3%		Ⓢ
	5M	128.67	23.50	72.97	56.7%	↓	Ⓢ
TPA	Q1	105.30	0.10	78.08	74.2%		Ⓢ
	5M	105.30	3.89	52.60	50.0%	↓	Ⓡ
Toronto Water	Q1	946.57	59.68	805.01	85.0%		Ⓢ
	5M	946.57	143.74	785.94	83.0%	↓	Ⓢ
TOTAL	Q1	1,180.54	68.95	965.78	81.8%		Ⓢ
	5M	1,180.54	171.14	911.51	77.2%	↓	Ⓢ
<span style="background-color: #c6e0b4; padding: 2px;">Ⓢ</span> >70% <span style="background-color: #ffff00; padding: 2px;">Ⓢ</span> between 50% and 70% <span style="background-color: #ff0000; padding: 2px;">Ⓡ</span> < 50% or > 100%							

For the five months ended May 31, 2018, capital expenditures for this Cluster totalled \$171.14 million of their collective 2018 Approved Capital Budget of \$1.181 billion. Spending is expected to increase to \$0.912 million (77.2%) by year-end. One Programs in this Cluster have a year-end spending rate of over 70% of its 2018 Approved Capital Budgets.

Toronto Water has a year-end spending rate of 83.0% while Solid Waste Management Services and Toronto Parking Authority have year-end spending rate of 56.7% and 50.0% respectively.

# Solid Waste Management (SOL)

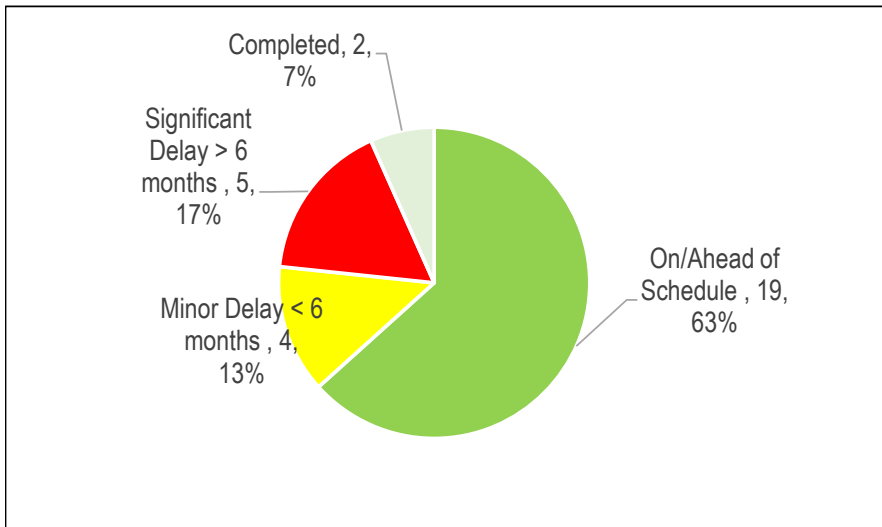
**Chart 1**  
2017 Approved Budget by Category (\$128.67)



**Table 1**  
2017 Active Projects by Category

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

**Chart 2**  
Project Status - 30



**Table 2**

Reason for Delay	9	
	Significant Delay	Minor Delay
Insufficient Staff Resources	1	1
Procurement Issues		2
RFQ/RFP Delayed	2	
Contractor Issues		1
Site Conditions		
Co-ordination with Other Projects	2	
Community Consultation		
Other*		
<b>Total # of Projects</b>	<b>5</b>	<b>4</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
73.67	8.54	46.24	0.23	

## Key Discussion Points:

- Chart 1 & 2 represent distribution by category and status detail, respectively, on "Projects" as well as significant activity budgeted at the "Subproject" level.
- Significant delay has been experienced on 5 projects/subprojects (36% of the budget or \$46.2 million) mainly due to insufficient staffing, delay in awarding RFQs, coordination with other projects, and issues with contractors. This includes large projects such as Landfill Gas Utilization projects, Transfer Station Asset Management, IT projects, Diversion Facilities Asset Management, the Dufferin Waste Facility Site Improvement and the Disco SSO Facility.
- Long Term Waste Strategy (\$5.993 million) is expected to be delayed with 49.5% spent by year-end due to various delays including the RFPs for Mixed Waste and Transfer Station facilities.



## **Solid Waste Management (SOL)**

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

- Approximately 19 projects/subprojects (57% of the budget or \$73.7 million) are considered as being on-schedule and mainly include on-going work at Green Lane, Perpetual Care of Old Landfills, Diversion Systems (Bins) , SWMS IT Application Initiatives, Engineering Planning Studies, Dufferin SSO Facility, to be fully commissioned by the end of 2018, and the CNG Fill Station project. Green Lane projects include leachate and gas control systems and cell excavation. SWMS IT Application Initiatives include the Transfer Station Efficiencies Project and the project for KPI Reporting & Measuring.
- The project Biogas Utilization at Dufferin is considered to be on -schedule. The project had been under review pending re-assessment of Renewable Natural Gas (RNG) as a preferred energy source. The project is the subject of an upcoming report to committee in order to revise the 2018 budget, including funding from Ontario's Municipal GHG Challenge Fund, and move the project forward in 2018/2019.

**Solid Waste Management (SOL)**

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Legislated</b>										
Green Lane Landfill	12.433	1.604	12.9%	10.498	84.4%	Ⓞ	Ⓞ		131.207	58.686
Perpetual Care of Landfills	16.667	3.332	20.0%	11.829	71.0%	Ⓜ	Ⓞ		38.707	25.964
<b>Sub-Total</b>	<b>29.100</b>	<b>4.936</b>	<b>17.0%</b>	<b>22.327</b>	<b>76.7%</b>	-	-		<b>169.914</b>	<b>84.649</b>
<b>State of Good Repair</b>										
Collection Yard Asset Management	0.926	0.000	0.0%	1.198	129.4%	Ⓡ	Ⓜ	10	2.037	1.286
Transfer Station Asset Management	30.753	3.568	11.6%	14.663	47.7%	Ⓡ	Ⓡ	1	75.886	29.432
Diversion Facilities Asset Management	4.631	0.003	0.1%	0.250	5.4%	Ⓡ	Ⓡ	2	10.333	0.427
<b>Sub-Total</b>	<b>36.310</b>	<b>3.570</b>	<b>9.8%</b>	<b>16.111</b>	<b>44.4%</b>	-	-		<b>88.256</b>	<b>31.145</b>
<b>Service Improvements</b>										
CNG Refuel Station Installation	0.706	0.011	1.6%	0.000	0.0%	Ⓡ	Ⓜ	10	1.100	0.405
Diversion Systems	5.733	0.560	9.8%	3.675	64.1%	Ⓜ	Ⓞ		134.718	43.155
Landfill Gas Utilization	1.376	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	3	19.456	0.266
Construction of Biogas Utilization at Disco & Dufferin	5.595	0.015	0.3%	0.620	11.1%	Ⓡ	Ⓞ	4	11.782	0.632
Long Term Waste Management Strategy	5.993	0.302	5.0%	2.965	49.5%	Ⓡ	Ⓡ	5	17.593	3.884
SWM IT Application Initiatives	2.501	0.337	13.5%	1.309	52.3%	Ⓜ	Ⓞ		14.792	3.999
IT Corporate Initiatives	4.858	0.274	5.6%	1.250	25.7%	Ⓡ	Ⓡ	6	11.062	2.085
Two-Way Radio Replacement	0.270	0.000	0.0%	0.270	100.0%	Ⓞ	Ⓞ		0.675	0.542
Engineering Planning Studies	1.595	0.003	0.2%	0.053	3.3%	Ⓡ	Ⓞ		4.500	1.110
<b>Sub-Total</b>	<b>28.627</b>	<b>1.502</b>	<b>5.2%</b>	<b>10.143</b>	<b>35.4%</b>	-	-		<b>215.679</b>	<b>56.078</b>
<b>Growth Related</b>										
Dufferin SSO Facility	26.789	12.826	47.9%	22.444	83.8%	Ⓞ	Ⓞ		75.943	62.865
Disco SSO Facility	4.405	0.110	2.5%	0.383	8.7%	Ⓡ	Ⓜ	7	84.492	80.903
Dufferin Waste Facility	2.500	0.000	0.0%	0.400	16.0%	Ⓡ	Ⓜ	8	20.500	0.000
CNG Fill Station	0.941	0.560	59.5%	1.162	123.5%	Ⓡ	Ⓞ	9	8.469	0.560
<b>Sub-Total</b>	<b>34.635</b>	<b>13.495</b>	<b>39.0%</b>	<b>24.389</b>	<b>70.4%</b>	-	-		<b>189.404</b>	<b>144.328</b>
<b>Total</b>	<b>128.673</b>	<b>23.504</b>	<b>18.3%</b>	<b>72.970</b>	<b>56.7%</b>				<b>663.252</b>	<b>316.200</b>

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

**Note # 1:**

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

**Note # 2:**

**Diversion Facilities Asset Management** - Delayed as a result of insufficient staff resources to prepare call documents for various State Of Good Repair (SOGR) projects as required, \$250K in 2018, 80K in 2019 for Engineering services for Building 500 (at Dufferin Transfer Station) equipment removal and retrofit and \$120K for building 500 fire watch. Staff in process of retaining consultant for the develop of RFP for plan SOGR works for facility.

## Solid Waste Management (SOL)

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### Note # 3:

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

### Note # 4:

**Construction of Biogas Utilization at Disco & Dufferin** - These projects were pending due to reassessment of Renewable Natural Gas (RNG) option. A consultant contract awarded in December 2016 and site specific RNG study started, recommendations report received. The project will include the construction of the Biomethane Upgrading System (BMS) and Injection Facility. SWMS is in partnership with a third party to construct this RNG facility at Dufferin Organics Processing Facility (OPF). Commissioning is anticipated for 2019:Q3. Report to Council will accept an MOECC grant (\$10M) to partially offset costs of the facility and revise the 2018 Capital Budget. Works to be funded include interconnection from the Dufferin OPF to the Injection Facility, consulting fees (\$85K), gas sampling (\$50K), interconnection costs (\$400K), communication & IDCs (\$85K)

### Note # 5:

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

### Note # 6:

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

### Note # 7:

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

### Note # 8:

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

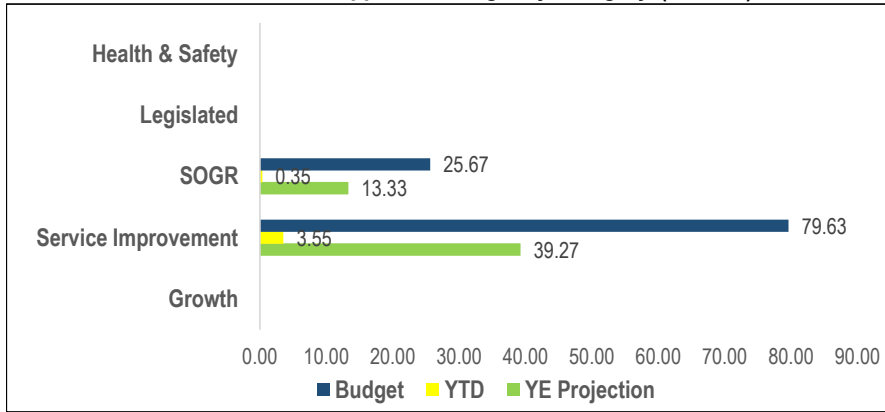
### Note # 9:

**CNG Fill Station** - Project to be reclassified as Operating Expenditure, with associated report to Council in July 2018. Project cost and 10-year commitments to be removed from Capital Plan and actuals to date transferred to Operating and absorbed. Expenditures are for rental and maintenance of fill station equipment as well as purchase of CNG.

### Note # 10:

**Collection Yard Asset Management & CNG Refuel Station Installation at Bermondsey** - There is currently a staff report going to July Council that recommends moving funding of \$2.156M from Diversion Facility Asset Management to Collection Yard Asset Management in order to address required renovations at various garages. This will increase the cash flow plan shown above for Collection Yard Asset Management. In addition, the project for the CNG Refill Station (at Bermondsey) is no longer required as part of capital with remaining funding and associated actuals to be transferred to Collection Yard Asset Management to consolidate the plan for garage renovations. This will be addressed through the Q3 capital variance report.

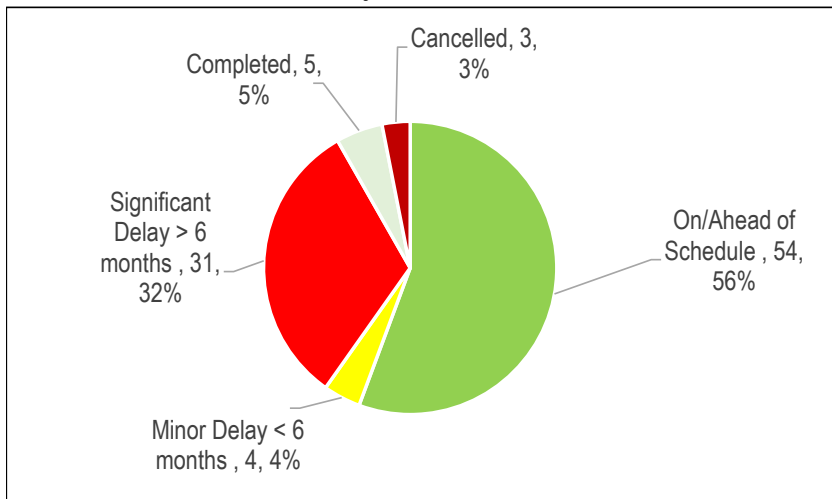
**Chart 1**  
2018 Approved Budget by Category (\$105.30)



**Table 1**  
2018 Active Projects by Category

Health & Safety	
Legislated	
SOGR	53
Service Improvement	44
Growth	
<b>Total # of Projects</b>	<b>97</b>

**Chart 2**  
Project Status - 97



**Table 2**

Reason for Delay	35	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed	6	3
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	14	
Community Consultation		
Other*	11	1
<b>Total # of Projects</b>	<b>31</b>	<b>4</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
38.69	11.29	44.76	2.31	8.25

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

- Final stage specifications are pending approval
- Agreements are not yet in place at this time or the project is on hold due to unsuccessful negotiations
- Project is being deferred until 2019 / 2020

**Key Discussion Points:**

- TPA is currently projecting a 50% spend rate, or \$52.602 million, by year-end of its 2018 Approved Capital Budget.
- TPA is anticipating a delay of 35 projects, with a total project cost of \$56.048 million, predominantly due to pending agreements, unsuccessful negotiations, and delays in RFP/RFQs. A significant portion of these projects will now be delivered in 2019 / 2020.
- Three projects with a total project cost of \$8.250 million have been cancelled at this time as the projects are considered on hold indefinitely until further notice.
- TPA has completed five projects, with a total project cost of \$2.313 million, under-budget due to the use of staff resources instead of external services.

Toronto Parking Authority (TPA)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>State of Good Repair</b> Structural Maintenance, Upgrades and Greening Plus (53 projects)	25.672	0.349	1.4%	13.332	51.9%	Y	Y	#1	31.810	5.015
<b>Sub-Total</b>	<b>25.672</b>	<b>0.349</b>	<b>1.4%</b>	<b>13.332</b>	<b>51.9%</b>				<b>31.810</b>	<b>5.015</b>
<b>Service Improvements</b>										
St. Clair / Oakwood (287 Rushton)	0.702		0.0%	0.550	78.4%	G	G		2.013	1.311
CP 1 - Addition of 2 Levels	1.500	0.099	6.6%	0.701	46.7%	R	R	#2	15.219	13.731
Pay & Display Upgrade Chinahouse (CP 655)	0.230		0.0%	0.230	100.0%	G	G		0.485	0.255
Redevelopment of CP 217 (1445 Bathurst)	6.488		0.0%	0.000	0.0%	R	R	#2	9.900	3.326
242 Danforth E of Broadview, CP 78 Expansion	4.600	0.003	0.1%	4.600	100.0%	G	G		10.600	0.019
Oakwood E of Eglinton (#2)	0.749		0.0%	0.749	100.0%	G	G		3.555	2.806
Pay & Display Machines 2204, 2212 Eglinton W. (CP 673)	0.750		0.0%	0.750	100.0%	G	G		0.750	0.000
186 Caribou	0.072		0.0%	0.072	100.0%	G	G		0.850	0.778
30 Roehampton (150 space garage)	1.048	0.005	0.5%	1.048	100.0%	G	G		3.245	2.197
Upgrades to Retail and Other Components	0.727	0.000	0.1%	0.000	0.1%	R	R	#2	1.951	1.223
P&D 3G Modem & Emulation Board	0.150	0.018	12.1%	0.150	100.0%	G	G		8.000	6.309
CP 15 Redevelopment (JV)	0.962		0.0%	0.962	100.0%	G	G		1.000	0.038
2623 Eglinton Ave. West	4.344	1.488	34.2%	4.344	100.0%	G	G		5.822	1.478
1220-1222 Wilson Ave.	0.100		0.0%	0.100	100.0%	G	G		1.000	0.000
437 Rogers Road	0.094		0.0%	0.094	100.0%	G	G		2.780	2.686
Carpark Provisions 2016 775 King Street (CP 272)	2.150		0.0%	0.000	0.0%	R		#3	6.000	2.900
Bike Share Expansion - Metrolinx	0.215	0.016	7.2%	0.050	23.2%	R	R	#2	0.900	0.684
592 and 598 Gerrard E. 5 Chartwell Road	3.236		0.0%	3.236	100.0%	G	G		3.329	0.093
Maintenance Facility	6.000		0.0%	0.000	0.0%	R		#3	6.000	0.000
Carpark Provisions 2017 (50 Richmond)	1.867	1.867	100.0%	1.867	100.0%	G			6.797	4.900
Bike Share Expansion	0.044		0.0%	0.044	100.0%	G	G		2.458	2.414
Queen / Soho	0.017		0.0%	0.017	100.0%	G	G		0.831	0.814
11 Wellesley	0.985		0.0%	0.985	100.0%	G	G		5.000	4.015
	1.600	0.000	0.0%	0.500	31.3%	R	R	#4	10.000	0.000
	0.276		0.0%	0.276	100.0%	G	G		4.000	3.724
	10.500		0.0%	10.500	100.0%	G	Y	#5	10.500	0.000
	7.475		0.0%	0.000	0.0%	R	R	#2	7.475	0.000

Toronto Parking Authority (TPA)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
50 Wellesley	2.760		0.0%	0.000	0.0%	Ⓡ	Ⓡ	#2	2.760	0.000
St. Patrick CP 221	0.100	0.007	6.9%	0.100	100.0%	Ⓢ	Ⓢ		0.100	0.006
CP212 / 227 Adelaide & Spadina Redevelopment	0.100		0.0%	0.100	100.0%	Ⓢ	Ⓢ		6.300	0.000
Carpark Provisions 2018	10.000	0.003	0.0%	1.000	10.0%	Ⓡ	Ⓡ	#4	10.000	0.000
Work & Asset Mgmt SaaS Solution	0.160		0.0%	0.000	0.0%	Ⓡ	Ⓡ	#4	0.160	0.000
Monthly Payments Solutions	0.075		0.0%	0.075	100.0%	Ⓢ	Ⓢ		0.075	0.000
Pay by Plate Development and Pilot	0.090	0.004	4.7%	0.090	100.0%	Ⓢ	Ⓢ		0.090	0.000
Phone Support System/ Dispatch	0.080		0.0%	0.000	0.0%	Ⓡ	Ⓡ	#6	0.080	0.000
Hub Lane Equipment Refresh (10 CPs)	0.700		0.0%	0.700	100.0%	Ⓢ	Ⓢ		0.700	0.000
Website Mapping Upgrades	0.100		0.0%	0.100	100.0%	Ⓢ	Ⓢ		0.100	0.000
ERP/Financial System - Pick Replacement	3.000		0.0%	0.200	6.7%	Ⓡ	Ⓡ	#6	3.000	0.000
CP39 - Castlefield Redevelopment	0.100	0.012	11.7%	0.012	11.7%	Ⓡ	Ⓡ		0.100	0.000
Bike Share Expansion - PTIF	4.980		0.0%	4.980	100.0%	Ⓢ	Ⓢ		4.980	0.000
CP 505 Cliveden Redevelopment	0.500		0.0%	0.000	0.0%	Ⓡ	Ⓡ	#2	0.500	0.000
St Clair West Corso Italia (7 Norton Avenue)	0.000	0.009		0.030			Ⓢ	#7	6.000	0.009
Dundas / Dovercourt (1113 Dundas)	0.000	0.014		0.030			Ⓢ	#7	5.600	0.014
Redevelopment of CP 5 (15 Wellesley)	0.000	0.001		0.030			Ⓢ	#7	0.100	0.065
<b>Sub-Total</b>	<b>79.625</b>	<b>3.545</b>	<b>4.5%</b>	<b>39.271</b>	<b>49.3%</b>				<b>171.105</b>	<b>55.796</b>
<b>Total</b>	<b>105.297</b>	<b>3.894</b>	<b>3.7%</b>	<b>52.602</b>	<b>50.0%</b>				<b>202.915</b>	<b>60.811</b>

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

**Note # 1:**

Of TPA's 53 State of Good Repair (SOGR) projects, 4 have been completed below budget due to the use of TPA staff resources rather than using external services. One project has been cancelled with a total project cost of \$0.100 million. 21 projects are delayed mainly due to RFQ/RFP delays and coordination with other projects. The remaining 27 projects (\$14.183 million) are on track and projecting a 100% spend rate by year-end.

**Note # 2:**

Projects are experiencing a major delay due to pending final stage specifications, unsuccessful negotiations, or are temporarily on hold due to pending agreements. A significant portion of these projects are anticipated to be delivered in 2019 / 2020. Unspent funds are proposed to be carried forward for cash flow re-alignment in future years.

**Toronto Parking Authority (TPA)**

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

**Note # 3:**

Projects have been cancelled due to unsuccessful negotiations and are considered on hold indefinitely until further notice.

**Note # 4:**

Projects are experiencing a major delay due to coordination requirements with other projects.

**Note # 5:**

The Queen/Soho project is currently experiencing a minor delay but is anticipated to be complete by January 2019.

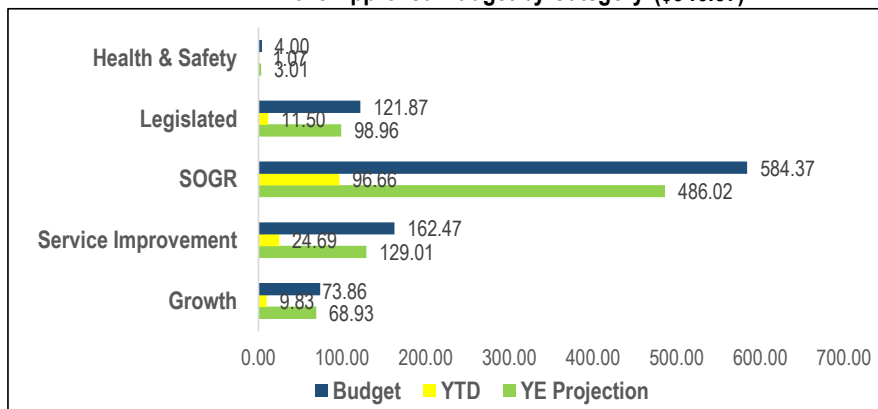
**Note # 6:**

Projects are experiencing a major delay due to delays in RFP/RFQs.

**Note # 7:**

Prior or future year projects that incurred minor costs in 2018.

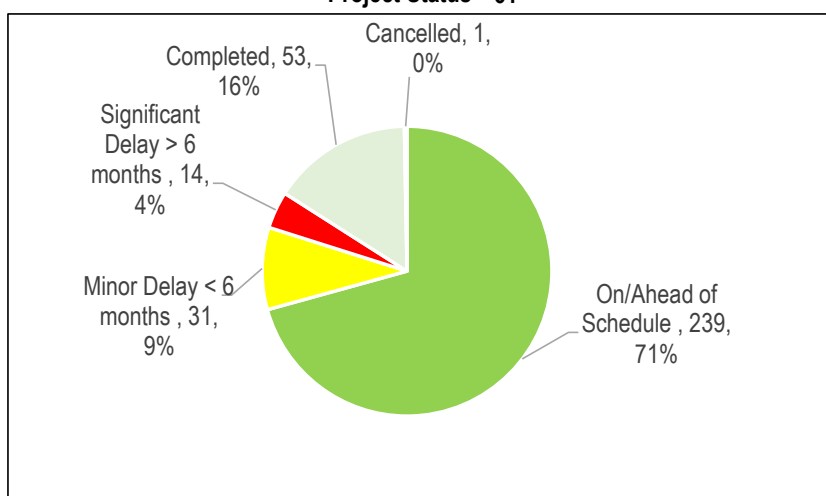
**Chart 1**  
2018 Approved Budget by Category (\$946.57)



**Table 1**  
2018 Active Projects by Category

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

**Chart 2**  
Project Status - 61



**Table 2**

Reason for Delay	45	
	Significant Delay	Minor Delay
Insufficient Staff Resources	2	1
Procurement Issues	2	6
RFQ/RFP Delayed	3	7
Contractor Issues		5
Site Conditions	7	11
Co-ordination with Other Projects		
Community Consultation		
Other*		1
<b>Total # of Projects</b>	<b>14</b>	<b>31</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
859.160	57.34	28.48	1.39	0.20

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

- One of the storm water pond cleaning projects was delayed due to a requirement for the legal agreement with TRCA.

**Key Discussion Points:**

- As of May 31, for year-end, Toronto Water is projecting spending of \$785.942 million or 83% of the 2018 Approved Capital Budget of \$946.572 million. The projected year-end spending rate is consistent with the 10-Year Rate Model completion target for 2018 of 85.0% for projects funded from the Toronto Water Capital Financing Reserve Fund.
- 75.0% or \$710.242 million is dedicated to State of Good Repair, Health and Safety and Legislative projects in 2018.
- \$859.160 million or 70.7% of projects are on track for scheduled completion. Most capital projects are multi-year or on-going expenditures with completion dates in future years. Current spending is consistent with construction schedules.
- The following multi-year projects account for approximately 85.8% of the year-to-date spending: Rehabilitation and Replacement of Linear Infrastructure for Water and Sewer projects (\$55.616 million or 13.3% of the 2018 Approved Capital Budget); Improvements at Ashbridges Bay Treatment Plant (\$15.835 million or 9.7% of the 2018 Approved Capital Budget); Improvements at Humber Treatment Plant (\$12.714 million or 26.2% of the 2018 Approved Capital Budget); Wet Weather Flow (\$9.230 million or 14.9% of the 2018 Approved Capital Budget); Transmission and Storage Facilities (\$9.681 million or 18.5% of the 2018 Approved Capital Budget); Trunk Sewer projects (13.428 million or 22.5% of the 2018 Approved Capital Budget); and Basement Flooding Program (\$6.759 million or 12.5% of the 2018 Approved Capital Budget).
- Chart 1 reflects projects by category as displayed at the program level in the Project by Category Table. Chart 2 reflects the total number of individual projects.



Toronto Water (TW)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
Ashbridges Bay Treatment Plant	1.774	0.196	11.0%	0.789	44.5%	R	R	#3	34.129	23.657
Humber Wastewater Treatment	2.224	0.869	39.1%	2.224	100.0%	G	G		21.306	16.987
<b>Sub-Total</b>	<b>3.998</b>	<b>1.065</b>	<b>26.6%</b>	<b>3.013</b>	<b>75.4%</b>	-	-		<b>55.435</b>	<b>40.644</b>
<b>Legislated</b>										
Ashbridges Bay Treatment Plant	58.724	1.806	3.1%	52.331	89.1%	G	G		662.202	18.548
RL Clark Treatment Plant	2.875	0.002	0.1%	2.444	85.0%	G	G		6.321	0.699
Highland Creek Treatment Plant	6.771	3.095	45.7%	5.77	85.2%	G	G		97.589	63.772
Humber Wastewater Treatment	2.981	0.779	26.1%	3.104	104.1%	R	G	#1	53.349	50.503
Island Treatment Plant	4.04	1.487	36.8%	2.79	69.1%	Y	Y	#2	68.151	19.268
Pumpint	3.52	0.65	18.5%	3.068	87.2%	G	G		60.192	17.947
Stations&Forcemains										
Water Service Replacement	42.861	3.662	8.5%	29.358	68.5%	Y	G	#1	292.203	194.51
WT - Storage & Treatment	0.1	0.016	16.0%	0.1	100.0%	G	G		10.85	10.666
<b>Sub-Total</b>	<b>121.872</b>	<b>11.498</b>	<b>9.4%</b>	<b>98.965</b>	<b>81.2%</b>	-	-		<b>1,250.857</b>	<b>375.913</b>
<b>State of Good Repair</b>										
Ashbridges Bay Treatment Plant	94.87	10.867	11.5%	75.593	79.7%	G	G		1,403.408	504.501
Business & Technology Support	0.495	0	0.0%	0.4	80.8%	G	G		4.58	3.767
RL Clark Treatment Plant	8.099	2.918	36.0%	8.04	99.3%	G	G		101.95	82.542
RC Harris Treatment Plant	9.371	3.077	32.8%	5.612	59.9%	Y	Y	#2	78.964	53.885
Highland Creek Treatment Plant	14.346	4.4	30.7%	11.154	77.7%	G	G		333.209	161.585
FJ Horgan Treatment Plant	2.096	0.251	12.0%	1.211	57.8%	Y	Y	#2	13.467	8.698
Humber Wastewater Treatment	41.033	10.439	25.4%	32.341	78.8%	G	G		347.74	122.523
Island Treatment Plant	8.341	0.998	12.0%	7.597	91.1%	G	G		35.374	8.608
Linear Engineering	85.4126	18.7854	22.0%	78.6426	92.1%	G	G		466.817	265.271
Pumpint	4.551	0.192	4.2%	3.261	71.7%	G	G		54.606	30.161
Stations&Forcemains										
Sewer Rehabilitation	76.983	13.192	17.1%	66.678	86.6%	G	G		436.124	244.986
Sewer Replacement	10.89	2.743	25.2%	8.684	79.7%	G	G		146.706	117.409
Trunk Sewers	46.164	11.7874	25.5%	40.206	87.1%	G	G		392.573	126.789
Trunk Watermains	11.58	5.666	48.9%	10.906	94.2%	G	G		51.665	36.328
Watermain Rehabilitation	80.5386	2.704	3.4%	64.463	80.0%	G	G		509.923	337.371
Watermain Replacement	54.414	5.07	9.3%	42.355	77.8%	G	G		408.661	275.809

Toronto Water (TW)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Water Service Replacement	1.613	0.05	3.1%	1.613	100.0%	G	G		19.38	16.204
WT - Storage & Treatment	21.798	3.12	14.3%	20.426	93.7%	G	G		166.4	40.598
WWF - Implementation Projects	7.632	0.189	2.5%	3.323	43.5%	R	R	#3	40.548	8.277
WWF - Stream Restoration	3.562	0.163	4.6%	2.931	82.3%	G	G		62.834	38.479
Yards & Facilities	0.583	0.046	7.9%	0.583	100.0%	G	G		5.121	2.396
<b>Sub-Total</b>	<b>584.372</b>	<b>96.658</b>	<b>16.5%</b>	<b>486.019</b>	<b>83.2%</b>	-	-		<b>5,080.050</b>	<b>2,486.187</b>
<b>Service Improvements</b>										
Ashbridges Bay Treatment Plant	7.611	2.965	39.0%	6.417	84.3%	G	G		72.598	38.924
Water Meter Program (AMR)	3.3	0.529	16.0%	2.805	85.0%	G	G		217.019	214.248
Business & Technology Support	9.15	1.711	18.7%	7.714	84.3%	G	G		78.998	28.747
Basement Flooding Program	53.899	6.759	12.5%	37.531	69.6%	Y	Y	#2	1493.01	353.161
RC Harris Treatment Plant	3.755	0.647	17.2%	1.952	52.0%	Y	Y	#2	13.04	1.148
Highland Creek Treatment Plant	4.751	0.903	19.0%	3.789	79.8%	G	G		166.626	26.893
FJ Horgan Treatment Plant	0.92	0.006	0.7%	0.563	61.2%	Y	Y	#2	9.06	2.703
Humber Wastewater Treatment	2.336	0.627	26.8%	2.033	87.0%	G	G		95.619	53.665
Island Treatment Plant	1.624	0	0.0%	0.719	44.3%	R	R	#3	4.156	0.11
Linear Engineering	2.085	0.042	2.0%	1.696	81.3%	G	G		12.824	3.291
Pumpint	0.231	0.078	33.8%	0.231	100.0%	G	G		3.726	3.061
Stations&Forcemains										
Sewer Replacement	2.883	0.488	16.9%	2.883	100.0%	G	G		32.883	26.321
Trunk Watermains	0.725	0.025	3.4%	0.508	70.1%	G	G		11.585	0.646
WT - Storage & Treatment	11.281	0.789	7.0%	8.046	71.3%	G	G		47.022	21.573
WT - Storage & Treatment	2.469	0.05	2.0%	1.081	43.8%	R	R	#3	23.277	0.916
WWF - Implementation Projects	36.878	2.687	7.3%	33.186	90.0%	G	G		718.931	119.168
WWF - TRCA	14.032	6.191	44.1%	14.032	100.0%	G	G		85.4	76.746
Yards & Facilities	4.545	0.197	4.3%	3.83	84.3%	G	G		62.028	26.87
<b>Sub-Total</b>	<b>162.474</b>	<b>24.694</b>	<b>15.2%</b>	<b>129.015</b>	<b>79.4%</b>	-	-		<b>3,147.802</b>	<b>998.191</b>
<b>Growth Related</b>										
Ashbridges Bay Treatment Plant	0.75	0	0.0%	0	0.0%	R	R	#3	1.75	
Highland Creek Treatment Plant	0.01	0	0.0%	0	0.0%	G	G		8.64	7.14

Toronto Water (TW)

Projects by Category (Million)	2018 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
FJ Horgan Treatment Plant	0.015	0	0.0%	0	0.0%	Ⓞ	Ⓞ		15.877	15.862
Linear Engineering	0.452	0.119	26.3%	0.414	91.6%	Ⓞ	Ⓞ		2.88	1.74
New Service Connections	34.825	7.87	22.6%	34.825	100.0%	Ⓞ	Ⓞ		259.714	220.435
New Sewers	8.13	0.097	1.2%	6.365	78.3%	Ⓞ	Ⓞ		48.925	2.561
Pumping Stations&Forcemains	4.625	0.717	15.5%	6.9	149.2%	Ⓡ	Ⓞ	#1	27.549	2.338
Trunk Sewers	0.546	0.004	0.7%	0.35	64.1%	Ⓜ	Ⓞ	#1	3.987	2.98
Trunk Watermains	6.777	0.022	0.3%	5.177	76.4%	Ⓞ	Ⓞ		55.722	1.041
Water Efficiency Plan	0.445	0.161	36.2%	0.445	100.0%	Ⓞ	Ⓞ		13.174	11.11
Watermain Replacement	17.071	0.793	4.6%	14.28	83.7%	Ⓞ	Ⓞ		109.012	51.036
WT - Storage & Treatment	0.21	0.044	21.0%	0.174	82.9%	Ⓞ	Ⓞ		4.775	4.468
<b>Sub-Total</b>	<b>73.856</b>	<b>9.827</b>	<b>13.3%</b>	<b>68.930</b>	<b>93.3%</b>	-	-		<b>552.005</b>	<b>320.711</b>
<b>Total</b>	<b>946.572</b>	<b>143.741</b>	<b>15.2%</b>	<b>785.942</b>	<b>83.0%</b>				<b>10,086.149</b>	<b>4,221.646</b>

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

**Note # 1:**

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

**Note # 2:**

Minor project delays are due to one or combination of the following reasons: vendor performance issues and procurement issues (RC Harris Waste Water Treatment Plant Emergency Stand By Power and other upgrade projects), extended time required to prepare multi-phase RFP documents (Island Water Treatment Plant), need to develop project scope that addresses additional operational requirements (FJ Horgan Water Treatment Plant Building Fire, HVAC and Lighting upgrades), and need to reprioritize projects to address operational issues at the plant (FJ Horgan Treatment Plant state of good repair projects).

**Note # 3:**

Major project delays are due to technical issues as well as complexity of projects, including the detailed design phase extension to incorporate opportunities for enhanced energy efficiency (Island Treatment Plant), extended time required to address complex site conditions and sequencing at the plants (various Water Storage and Treatment projects), extended design phase and delays in acquiring legal agreements (Wet Weather Flow Implementation projects), and need to wait for completion of other on-going studies (Ashbridges Bay Treatment Plant).