

APPENDIX 5
Capital Dashboard by Program/Agency
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**2019 Capital Spending by Program
Cluster A**

Program		2019 Approved Cash Flow	2019 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
CHS	4M	26.77	1.04	14.48	54.1%		Ⓢ
Court Services	4M	0.06	0.00	0.06	100.0%		Ⓢ
EDC	4M	33.37	1.18	21.83	65.4%		Ⓢ
LTCHS	4M	15.46	1.48	15.46	100.0%		Ⓢ
PF&R	4M	216.47	22.96	172.38	79.6%		Ⓢ
SS&HA	4M	358.99	22.18	278.88	77.7%		Ⓢ
TESS	4M	5.04	0.58	5.04	100.0%		Ⓢ
TPS	4M	4.32	0.14	3.79	87.7%		Ⓢ
TOTAL	4M	660.48	49.55	511.91	77.5%		Ⓢ
Ⓢ >70% Ⓢ between 50% and 70% Ⓢ < 50% or > 100%							

For the four months ended April 30, 2019, capital expenditures for this Service Area totalled \$49.55 million of their collective 2019 Approved Capital Budget of \$660.47 million. Spending is expected to increase to \$511.9 million (77.5%) by year-end. All Programs in this Cluster have projected year-end spending rate of over 70% of their respective 2019 Approved Capital Budgets.

Toronto Court Services, Long Term Care Home & Services and Toronto Employment & Social Services have project year-end spending rates of 100% while Parks, Recreation & Forestry, Shelter Support & Housing Administration and Toronto Paramedic Services have projected year-end spending rates of 79.6%, 77.7% and 87.7% respectively and Children Services and Economic Development & Culture have year-end spending rate less than 70%.

Children's Services (CHS)

Chart 1
2019 Approved Budget by Category (\$26.77)

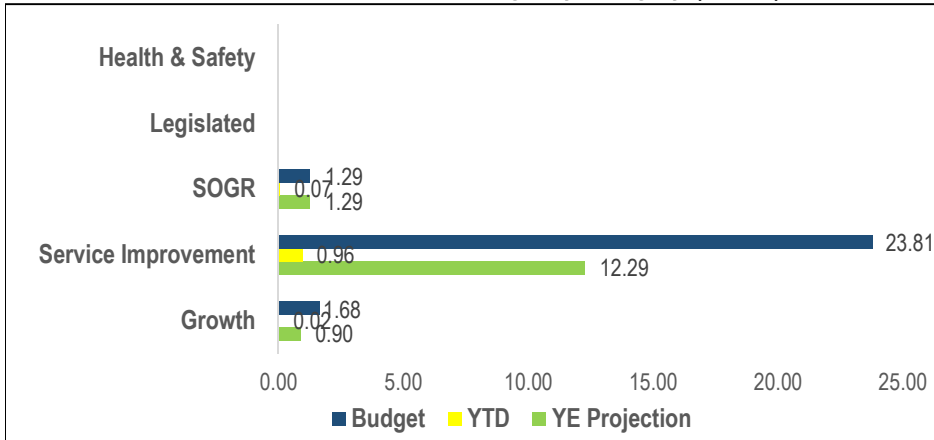


Table 1
2018 Active Projects by Category

Health & Safety	
Legislated	
SOGR	1
Service Improvement	19
Growth	1
Total # of Projects	21

Chart 2
Project Status - 21

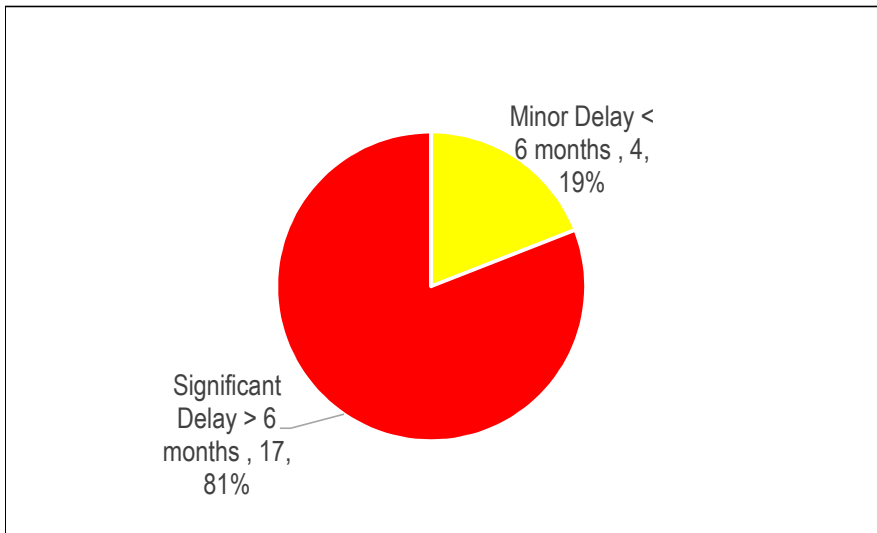


Table 2

Reason for Delay	21	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	3	
RFQ/RFP Delayed	2	
Contractor Issues	1	3
Site Conditions		
Co-ordination with Other Projects		1
Community Consultation	10	
Other*	1	
Total # of Projects	17	4

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
	6.09	19.39		

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 19 projects included in the plan that are impacted by 3rd party delays. Children's Services will continue to monitor spending, and make adjustments to spending projections if required.

Children's Services (CHS)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		Projected Actuals to Y/E.				Notes	Total Approved Budget	Life-to-Date	LTD
		\$	%	\$	%	On Budget	On Time				%
State of Good Repair											
TELCCS SOGR 2019	1.285	0.065	5.1%	1.285	100.0%	Ⓞ	Ⓢ	#1	1.285	0.064	5.0%
Sub-Total	1.285	0.065	5.1%	1.285	100.0%	-	-		1.285	0.064	
Service Improvements											
St John the Evangelist Catholic School	2.675	0.466	17.4%	2.675	100.0%	Ⓞ	Ⓢ	#2	3.900	1.691	43.4%
Block 31 Child Care Centre	2.945	0.284	9.6%	2.500	84.9%	Ⓞ	Ⓢ	#2	4.733	2.064	43.6%
Avondale Public School	0.145	0.000	0.0%	0.145	100.0%	Ⓞ	Ⓡ	#3	1.433	1.289	90.0%
Advent Health Care Child Stanley Public School	0.414	0.000	0.0%	0.050	12.1%	Ⓡ	Ⓡ	#4	2.710	2.296	84.7%
St. Columba Public School	2.063	0.000	0.0%	0.500	24.2%	Ⓡ	Ⓡ	#5	3.900	0.203	5.2%
St. Maurice Catholic School	0.472	0.000	0.0%	0.472	100.0%	Ⓞ	Ⓢ	#2	1.525	1.053	69.0%
St. Barnabas Catholic School	0.139	0.000	0.0%	0.139	100.0%	Ⓞ	Ⓡ	#4	1.472	1.333	90.6%
St. Roch Catholic School	1.500	0.000	0.0%	1.000	66.7%	Ⓢ	Ⓡ	#5	2.600	0.177	6.8%
St Bartholome Catholic School	0.900	0.000	0.0%	0.500	55.6%	Ⓡ	Ⓡ	#6	1.900	0.094	6 months
St. Stephen Catholic School	1.200	0.000	0.0%	0.500	41.7%	Ⓡ	Ⓡ	#6	2.600	0.117	4.5%
TCH Lawrence Ave Site	0.179	0.000	0.0%	0.179	100.0%	Ⓞ	Ⓡ	#2	1.400	1.221	87.2%
TCH Needle Firway	1.313	0.000	0.0%	1.313	100.0%	Ⓞ	Ⓡ	#2	5.353	3.900	72.9%
Mount Dennis Child Care Centre	0.100	0.000	0.0%	0.100	100.0%	Ⓞ	Ⓡ	#7	3.900	0.075	1.9%
North East Scarborough Child Care Centre No 11 (Gilder)	5.991	0.037	0.6%	1.000	16.7%	Ⓡ	Ⓡ	#8	11.000	3.045	27.7%
Bendale Child Care Centre	0.244	0.000	0.0%	0.244	100.0%	Ⓞ	Ⓡ	#6	3.900	0.018	0.5%
Wallace Emerson Child Care Centre	2.600	0.000	0.0%	0.300	11.5%	Ⓡ	Ⓡ	#2	3.900	0.000	0.0%
Western North York Child Care	0.425	0.173	40.7%	0.173	40.7%	Ⓡ	Ⓡ	#2	3.425	0.173	5.1%
Sub-Total	23.805	0.960	4.0%	12.290	51.6%				67.451	18.749	
Growth Related											
TCS Growing Child Care	1.677	0.020	1.2%	0.900	53.7%	Ⓢ	Ⓡ	#10	4.764	0.020	0.4%
Sub-Total	1.677	0.020	3.9%	0.900	53.7%				4.764	0.020	
Total	26.767	1.045		14.475					73.500	18.833	

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 TELCCS SOGR project is on track, with project spending projected to accelerate in Q2 and Q3, once projects have been identified.

Note # 2

The project construction is underway, although delays in planning and design with school boards, as well as the need to agree on a 3'd party service provider have resulted in delays in project completion.

Note # 3:

This project is projected to be completed in Q2, 2019.

Note # 4:

This project is nearing completion, pending finalization of minor construction/ furnishing issues

Note # 5:

The project delivery has been delayed, reflecting delays in planning and design with school boards, the project is being tendered.

Note # 6:

The project delivery has been delayed, reflecting delays in planning and design with school boards, the project design is underway.

Note # 7:

The project is delayed, pending scope change requirements to increase number of spaces.

Note # 8:

The project delivery has been delayed due to need for Metrolinx to expropriate property; the project is in the design has been completed, with the scope change request required.

Note # 9:

The project is in the early planning stage.

Note # 10:

Cost control measures have been implemented for this project, as the project may be impacted by Provincial funding cuts.

Court Services (CTS)

Chart 1
2019 Approved Budget by Category (\$0.06)

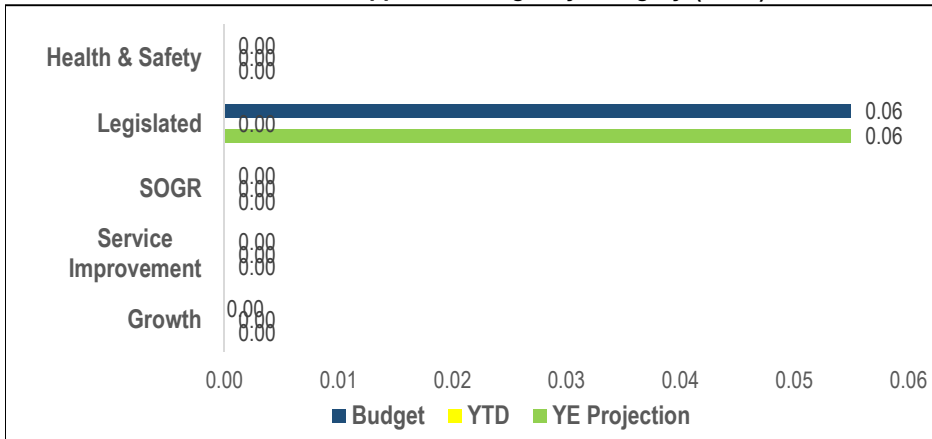


Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 1

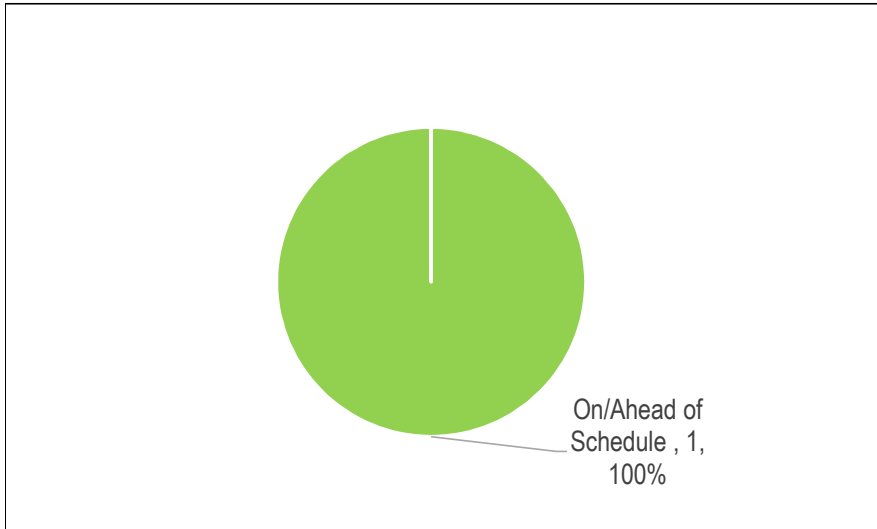


Table 2

Reason for Delay

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0.06				

Court Services (CTS)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Legislated										
Tribunal Facility Renovations - Local Appeal Body	0.055	0.000	0.0%	0.055	100.0%	Ⓞ	Ⓞ	#1	1.577	1.369
Sub-Total	0.055	0.000	0.0%	0.055	100.0%	-	-		1.577	1.369

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

Note # 1:

Project close out and financial reconciliation is ongoing. Client follow on work (e.g. HVAC modifications with landlord, re-work of millwork in hearing rooms) is also ongoing. Spending will accelerate as work is completed.

Economic Development and Culture (ECT)

Chart 1
2019 Approved Budget by Category (\$33.37)

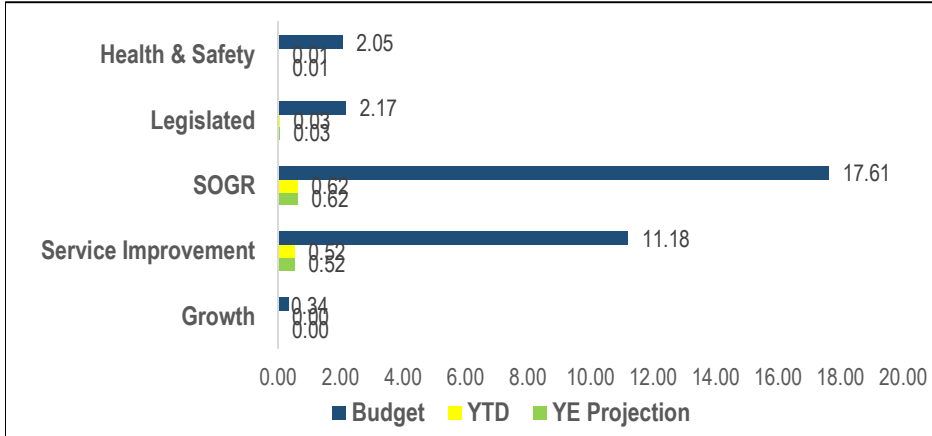


Table 1
2019 Active Projects by Category

Health & Safety	2
Legislated	4
SOGR	10
Service Improvement	7
Growth	1
Total # of Projects	24

Chart 2
Project Status - 24

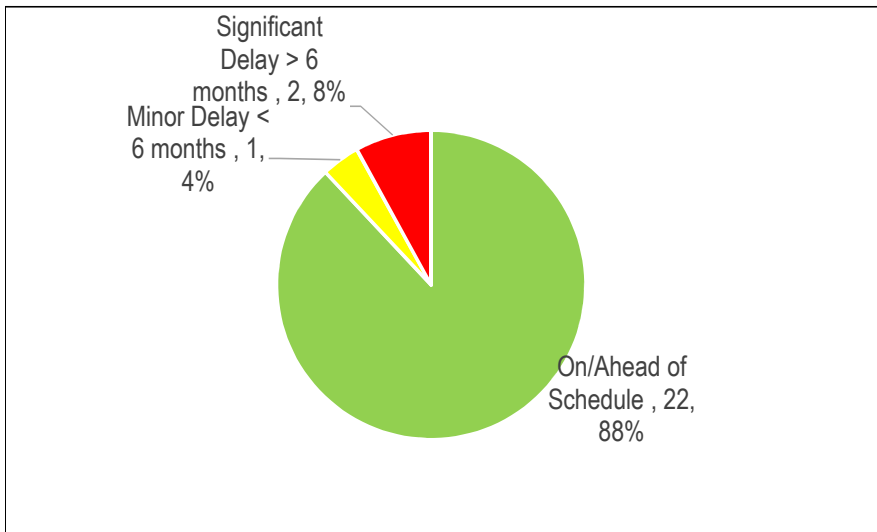


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
31.22	1.40	0.74		

Reasons for "Other*" Projects Delay:

1. As a result of change in museum management, priorities of the museums have been reviewed. Spending was delayed for the Colborne Lodge Interiors and Gibson House Interiors projects.
2. The Public Art Development Dundas Islington project is affected by death of the artist and subsequent challenges in working with the estate to complete the project.

Economic Development and Culture (ECT)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date	LTD %
		\$	%	\$	%	On Budget	On Time				
Health & Safety											
Major Maintenance	0.312	0.000	0.0%	0.312	100.0%	⊖	⊖		0.466	0.154	33.0%
Restoration/Preservation Of Heritage Element	1.741	0.009	0.5%	1.450	83.3%	⊖	⊖		11.759	6.956	
Sub-Total	2.054	0.009	0.4%	1.763	85.8%	-	-		12.225	7.110	
Legislated											
Collections Care	0.100	0.000	0.0%	0.075	75.0%	⊖	⊖		0.200	0.000	
Cultural Infrastructure Development	1.347	0.003	0.2%	0.150	11.1%	⊖	⊖	#1	1.588	0.243	
Major Maintenance	0.333	0.003	0.9%	0.033	9.9%	⊖	⊖	#2	0.404	0.074	
Restoration/Preservation Of Heritage Element	0.391	0.029	7.4%	0.339	86.7%	⊖	⊖		0.743	0.380	
Sub-Total	2.171	0.035	1.6%	0.597	27.5%	-	-		2.935	0.697	
State of Good Repair											
BIA Planning Act Revenue Funding	2.098	0.029	1.4%	2.098	100.0%	⊖	⊖		4.532	2.464	54.4%
BIA Equal Share Funding	6.399	0.100	1.6%	3.418	53.4%	⊖	⊖	#3	9.176	2.367	
BIA Financed Funding	1.258	0.000	0.0%	0.710	56.5%	⊖	⊖	#4	3.683	2.425	
BIA Streetscape Improvement	0.047	0.000	0.0%	0.047	100.0%	⊖	⊖		0.408	0.361	
Collections Care	0.089	0.000	0.0%	0.089	100.0%	⊖	⊖		0.099	0.010	
Cultural Infrastructure Development	0.475	0.075	15.8%	0.475	100.0%	⊖	⊖		0.737	0.337	
Major Maintenance	3.429	0.127	3.7%	2.862	83.5%	⊖	⊖		6.180	2.197	
Refurbishment And Rehabilitation	0.400	0.000	0.0%	0.000	0.0%	⊖	⊖	#5	0.400	0.000	
Restoration/Preservation Of Heritage Element	2.532	0.252	10.0%	2.032	80.3%	⊖	⊖		5.628	2.981	
Economic Competitiveness Data Management System	0.885	0.033	3.7%	0.885	100.0%	⊖	⊖		0.900	0.047	
Sub-Total	17.613	0.616	3.5%	12.617	71.6%	-	-		31.743	13.189	
Service Improvements											
BIA Streetscape Improvement	0.200	0.000	0.0%	0.200	100.0%	⊖	⊖		0.200	0.000	
Cultural Infrastructure Development	4.960	0.247	5.0%	3.592	72.4%	⊖	⊖		8.420	2.206	
Indigenous Centre For Innovation And Entrepreneurship	3.614	0.000	0.0%	1.050	29.1%	⊖	⊖	#6	3.614	0.000	
Refurbishment And Rehabilitation	0.000	0.000	0.0%	0.000	0.0%	⊖	⊖		0.050	0.047	
Service Enhancement	0.052	0.009	16.6%	0.052	100.0%	⊖	⊖		2.385	2.322	
Commercial Facade Improvement Progr	0.909	0.122	13.4%	0.909	100.0%	⊖	⊖		1.878	0.791	
Mural Program	0.050	0.000	0.0%	0.050	100.0%	⊖	⊖		0.050	0.000	
Economic Competitiveness Data Management System	1.400	0.140	10.0%	0.900	64.3%	⊖	⊖	#7	2.450	1.149	
Sub-Total	11.185	0.517	4.6%	6.754	60.4%	-	-		19.047	6.516	
Growth Related											
Cultural Infrastructure Development	0.345	0.000	0.0%	0.098	28.3%	⊖	⊖	#8	1.270	0.909	71.6%
Sub-Total	0.345	0.000	0.0%	0.098	28.3%	-	-		1.270	0.909	
Total	33.367	1.177	3.5%	21.828	65.4%				67.220	28.421	

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

Note # 2:

During the 2019 budget process, all funding approved for St Lawrence Centre was transferred from EDC to TO Live. Funding for this remaining project was part of EDC's own debt envelope and will be reallocated to other projects.

Note # 3:

The BIA Equal Share Funding projects are underspent as some projects are experiencing delays due to procurement issues and co-ordination with other projects.

Note # 4:

The 2016 College Promenade project is expected to be underbudget , which will lower the loan amount to the BIA.

Note # 5:

A review of priorities resulting from change in museum management has delayed spending in the Colborne Lodge Interiors and Gibson House Interiors projects.

Note # 6:

Design of the space was delayed and is currently being undertaken. The project is expected to be completed by 2020.

Note # 7:

The Digital Service Delivery project is delayed due to the the hiring process taking longer than anticipated.

Note # 8:

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 2020.

Long Term Care Homes Services (HOM)

Chart 1
2019 Approved Budget by Category (\$15.46)

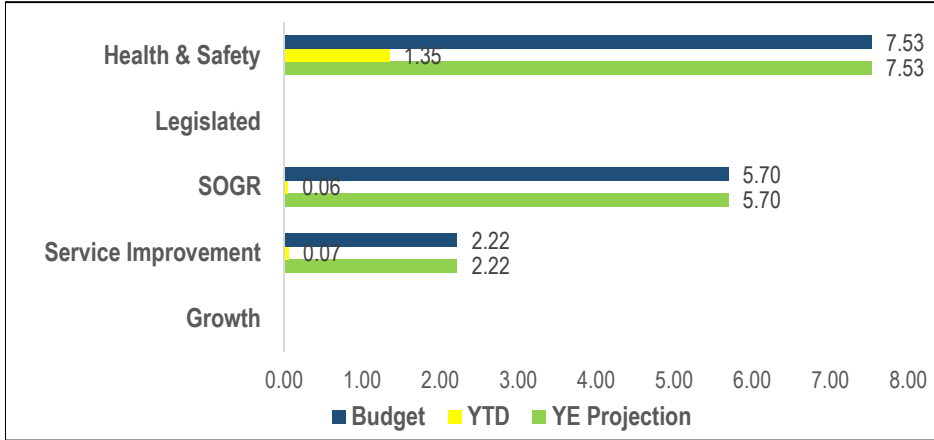


Table 1
2019 Active Projects by Category

Health & Safety	3
Legislated	
SOGR	2
Service Improvement	2
Growth	
Total # of Projects	7

Chart 2
Project Status - 7

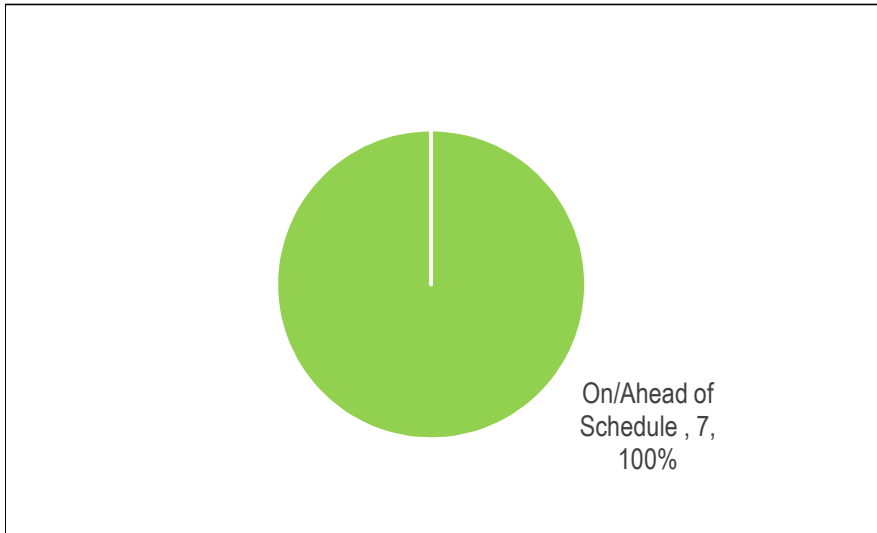


Table 2

Reason for Delay

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
15.46				

Key Discussion Points:

- LTCHS has initiated the 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)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Electrical - Life Safety Systems	2.533	0.710	28.0%	2.533	100.0%	Ⓞ	Ⓞ		9.736	7.772
Mechanical - HVAC Repairs/Upgrades	4.136	0.643	15.5%	4.136	100.0%	Ⓞ	Ⓞ		14.728	10.568
Specialty Systems & Elevator Upgrades	0.865	0.000	0.0%	0.865	100.0%	Ⓞ	Ⓞ	#1	7.068	5.875
Sub-Total	7.534	1.353	18.0%	7.534	100.0%	-	-		31.532	24.214
State of Good Repair										
Building Upgrades	4.064	0.057	1.4%	4.064	100.0%	Ⓞ	Ⓞ	#1	25.830	19.156
Specialty Systems	1.635	0.000	0.0%	1.635	100.0%	Ⓞ	Ⓞ	#1	1.635	0.000
Sub-Total	5.699	0.057	1.0%	5.699	100.0%	-	-		27.465	19.156
Service Improvements										
Electronic Health Care System	2.080	0.066	3.2%	2.080	100.0%	Ⓞ	Ⓞ	#2	3.152	0.701
Work Order Management System	0.144	0.000	0.0%	0.144	100.0%	Ⓞ	Ⓞ	#1	0.144	0.000
Sub-Total	2.224	0.066	3.0%	2.224	100.0%	-	-		3.296	0.701
Total	15.457	1.475		15.457					62.293	44.071

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

Note # 1:

LTCHS has initiated the 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.

Note # 2:

A GO LIVE schedule is underway to launch the Electronic Health Care System in each home monthly beginning from March. Project costs are incurred as each home goes live. Two homes (Westburn Manor-March and Cummer Lodge-April) have gone live to date.

Parks, Forestry & Recreation (PKS)

Chart 1
2019 Approved Budget by Category (\$216.47)

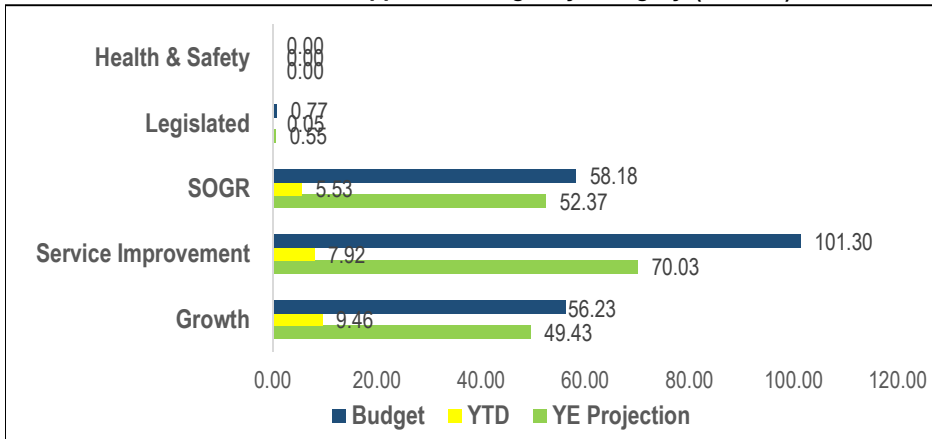


Table 1
2019 Active Projects by Category

Health & Safety	
Legislated	4
SOGR	37
Service Improvement	191
Growth	23
Total # of Projects	255

Chart 2
Project Status - 255

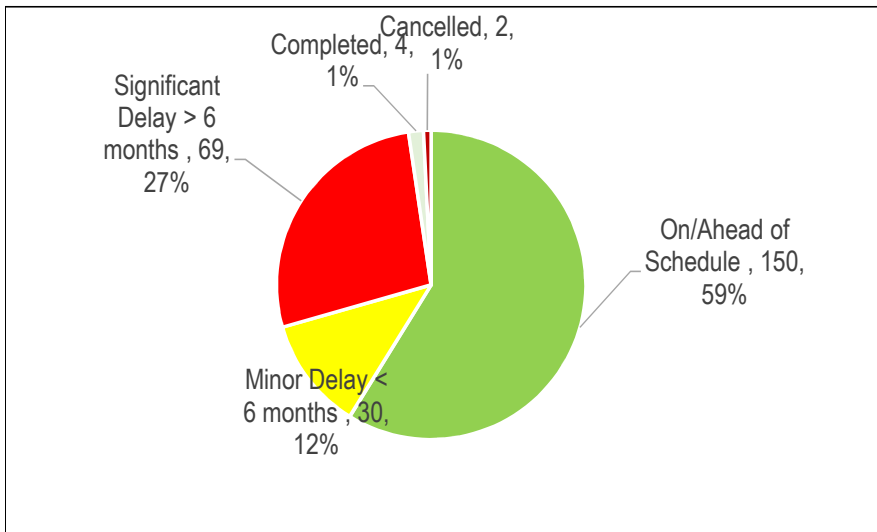


Table 2

Reason for Delay	99	
	Significant Delay	Minor Delay
Insufficient Staff Resources		1
Procurement Issues	1	1
RFQ/RFP Delayed	4	
Contractor Issues	1	
Site Conditions	4	6
Co-ordination with Other Projects	28	13
Community Consultation	2	3
Other*	29	6
Total # of Projects	69	30

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
88.79	36.94	89.99	0.42	0.35

Parks, Forestry & Recreation (PKS)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Special Facilities									0.500	0.477
Sub-Total	0.000	0.000		0.000		-	-		0.500	0.477
Legislated										
Land Acquisition	0.766	0.051	6.6%	0.554	72.4%	⊙	⊙	#1	6.987	3.792
Special Facilities	0.000	0.000							1.600	1.600
Sub-Total	0.766	0.051	6.6%	0.554	72.4%	-	-		8.587	5.391
State of Good Repair										
Arena	9.888	0.958	9.7%	9.713	98.2%	⊙	⊙		57.987	31.730
Community Centres	6.521	0.512	7.8%	6.521	100.0%	⊙	⊙		64.155	41.590
Environmental Initiatives	3.733	0.069	1.8%	2.700	72.3%	⊙	⊙	#2	10.500	4.135
Facility Components	8.798	0.569	6.5%	7.397	84.1%	⊙	⊙		34.388	18.835
Outdoor Recreation Centre	1.407	0.391	27.8%	1.407	100.0%	⊙	⊙		14.120	8.274
Park Development	5.282	0.694	13.1%	4.682	88.6%	⊙	⊙		22.822	10.799
Parking Lots & Tennis Courts	2.588	0.334	12.9%	2.350	90.8%	⊙	⊙	#3	15.996	8.569
Playgrounds/Waterplay	0.643	-0.027	-4.3%	0.643	100.0%	⊙	⊙		7.638	3.511
Pool	4.416	0.623	14.1%	4.000	90.6%	⊙	⊙	#4	27.741	14.278
Special Facilities	12.512	1.116	8.9%	10.856	86.8%	⊙	⊙	#5	59.434	18.731
Trails and Pathways	2.389	0.298	12.5%	2.100	87.9%	⊙	⊙	#6	20.942	8.076
Sub-Total	58.177	5.534	9.5%	52.368	90.0%	-	-		335.723	168.528
Service Improvements										
Arena	0.951	0.257	27.0%	0.951	100.0%	⊙	⊙		9.950	6.910
Community Centres	3.502	0.622	17.8%	3.177	90.7%	⊙	⊙		25.835	17.030
Environmental Initiatives	4.252	0.490	11.5%	3.061	72.0%	⊙	⊙		14.310	6.854
Facility Components	0.890	0.110	12.4%	0.640	71.9%	⊙	⊙	#7	4.450	1.843
Information Technology	16.544	1.404	8.5%	12.863	77.7%	⊙	⊙	#8	48.565	17.977
Land Acquisition	0.000	0.000		0.000					0.800	0.766
Outdoor Recreation Centre	6.045	0.202	3.3%	2.918	48.3%	⊙	⊙	#9	24.792	7.433
Park Development	36.756	1.816	4.9%	23.435	63.8%	⊙	⊙	#10	185.634	90.812
Parking Lots & Tennis Courts	0.247	0.000	0.0%	0.247	100.0%	⊙	⊙		1.461	1.210
Playgrounds/Waterplay	10.737	0.668	6.2%	8.910	83.0%	⊙	⊙		34.713	16.913
Pool	9.924	1.895	19.1%	9.424	95.0%	⊙	⊙	#4	22.475	11.971
Special Facilities	7.787	0.227	2.9%	2.101	27.0%	⊙	⊙	#5	21.034	5.965
Trails and Pathways	3.665	0.223	6.1%	2.304	62.9%	⊙	⊙	#6	17.434	4.428
Sub-Total	101.301	7.915	7.8%	70.030	69.1%	-	-		411.453	190.114
Growth Related										
Community Centres	49.963	9.306	18.6%	44.506	89.1%	⊙	⊙	#11	267.429	107.376
Land Acquisition	4.422	0.145	3.3%	4.265	96.5%	⊙	⊙		63.074	16.119
Outdoor Recreation Centre	0.000	0.000		0.000					3.850	3.526
Park Development	1.846	0.005	0.3%	0.654	35.4%	⊙	⊙	#10	12.573	4.380
Sub-Total	56.232	9.456	16.8%	49.426	87.9%	-	-		346.925	131.402
Total	216.475	22.956	10.6%	172.379	79.6%				1,103.188	495.912

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)

Note # 1:

Land Acquisition: The delays in acquisition are primarily the result of a protracted process for acquisition of various properties as well as the timing of remediation of the Grand Manitoba, Market Lane Parkette and South Market Park sites.

Note # 2:

Environmental Initiatives: Delays are associated with poor weather and co-ordination with other projects, specifically Mud Creek Phase 2 due to delays in securing easements over private property for site access; and Wilket Creek Park Phase 2 and Lower Don Wetland Creation Cottonwood Flats which are impacted by delays associated with securing jurisdictional approvals from the TRCA.

Note # 3:

Parking Lots and Tennis Courts: Delays primarily due to co-ordination with ongoing projects and unfavourable weather.

Note # 4:

Pools: Delays with the Wellesley CC Pool as a result of the strikes by the Sheet Metal, HVAC and Plumbing unions as well as various pool state of good repair projects which are delayed due to programming constraints and co-ordination with other projects.

Note # 5:

Special Facilities: Under-spending and delays are primarily related to: the Ferry Boat Replacement #1 project due to timing of the additional ferry analysis; the 2017 High Lake Effect Flooding Damages and the 2018 Wind Storm Damages projects which are primarily being delivered by TRCA that are also impacted by site conditions; and the Allan Gardens Washroom Building due to contract award issues.

Note # 6:

Trails & Pathways: Underspending and delays are primarily related to: the construction of Humber Bay Shores Park due to delays in issuing the tender; the Upper Highland Creek Trail Extension Phase 3 due to co-ordination with TRCA regulatory requirements; and various Trails & Pathways and Bridge state of good repair projects which may not be spent by year-end due to delays associated with site conditions and co-ordination with other projects.

Note # 7:

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

Note # 8:

Information Technology: Underspending is mainly due to the slow hiring of capital delivery positions attributable mainly to the procurement delays related to the Enterprise Work Management System and the Registration, Permitting & Licensing (CLASS) project.

Note # 9:

Outdoor Recreation Centres: Under-spending and schedule delays are related to: the Highview Park Accessible Baseball Diamond due to the tender being delayed as a result of design complexities and co-ordination with the donor to finalize the agreement; the Leslie Street Spit Washroom due to site conditions; the Dufferin Grove Air Building due to extension of the design phase for additional community stakeholders and public engagement; the Humber Bay East New Pavilion due to co-ordination with other projects; and the Ward 3 Baseball Improvements project which is anticipated to be under budget at year-end.

Note # 10:

Park Development: Under-spending is forecasted mainly as a result of: Mouth of the Creek Construction Phase 1 due to the on-going negotiation with Metrolinx; Mystic Point (Grand Manitoba) New Park Development due to contract award issues; Lawrence Heights Phase 1B Greenway due to ongoing co-ordination with TCHC; the implementation of the Parks Plan; and various park development projects at risk for not being fully spent by the end of 2019 due to design work spanning over multiple years, other Divisions leading the projects, co-ordination of other projects, protracted community consultation processes, and unfavourable weather conditions

Note # 11:

Community Centres: Delays are expected primarily related to: the Canoe Landing project as a result of strikes by the Sheet Metal, HVAC and Plumbing unions; the Galleria Redevelopment which will be delivered by the developer; and additional work at York Community Centre that is delayed due to contractor issues.

Shelter, Support & Housing Administration (SHL)

Chart 1
2019 Approved Budget by Category (\$358.99)

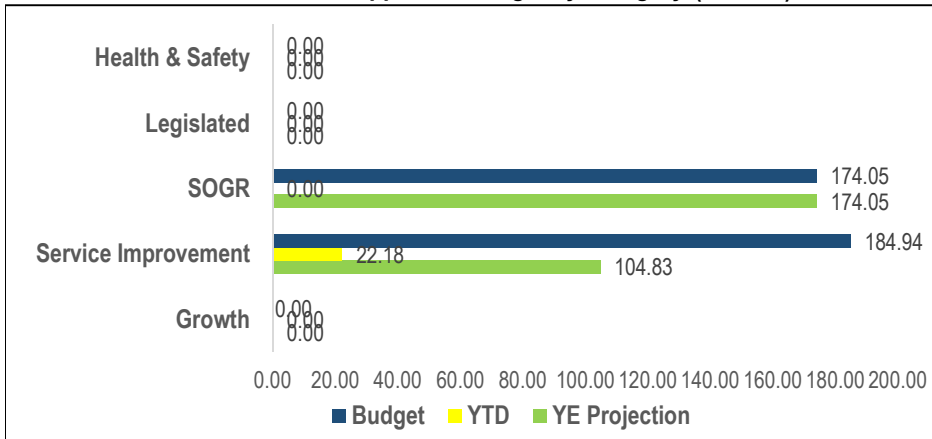


Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 11

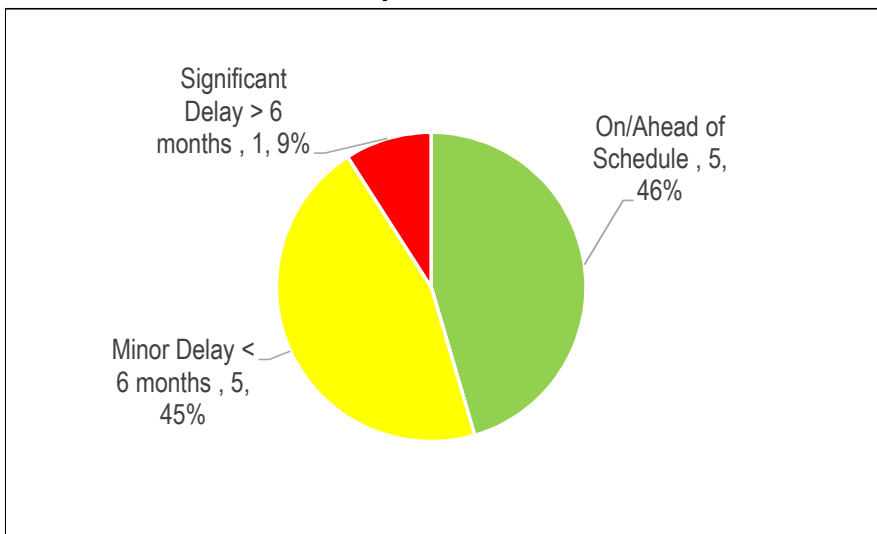


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
221.21	84.20	53.58		

Key Discussion Points:

- **George Street Revitalization (GSR):** The renovation of 3306 Kingston is complete and the facility is now operational. Further, renovation of 731 Runnymede Road is nearing completion and the site is expected to be operational in July 2019. The acquisition of 4 additional sites is also underway. Of the 400 replacement beds required to complete the Seaton House Transition Plan, sites to accommodate 394 beds have so far the been secured. Completion of the Project Specific Output Specification (PSOS) document is however delayed pending the finalization of project details by the City's professional advisors with Infrastructure Ontario (IO) - the Commercial Procurement Lead for the project.
- **New Emergency Shelters (1,000 new Shelter Beds):** Expansion of the 2 sites acquired in 2018 (348 Davenport Road and 2671 Islington) which will add 69 new beds to the system is ongoing, as the search for suitable properties required to the new shelters planned for 2019 continue. The 51-bed Youthlink Shelter at 747 Warden Avenue will commence operations in Q4-2019. As well, acquisition of one more site to serve as a family shelter is in progress and is anticipated to be operational in Q4-2019.

Shelter, Support & Housing Administration (SHL)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
State of Good Repair										
Cap Repairs/Repl-City Operated Hostels	0.830	0.000	0.0%	0.830	100.0%	Ⓞ	Ⓢ	#1	0.830	0.000
Capital Repairs/Repl-Leased Buildings	0.108	0.001	0.8%	0.108	100.0%	Ⓞ	Ⓢ	#2	0.108	0.001
TCHC SOGR Backlog	173.111	0.000	0.0%	173.111	100.0%	Ⓞ	Ⓞ	#3	173.111	0.000
Sub-Total	174.049	0.001	0.0%	174.049	100.0%	-	-		174.049	0.001
Service Improvements										
63 & 65 Homewood Avenue	0.200	0.000	0.0%	0.200	100.0%	Ⓞ	Ⓞ		3.000	2.800
George Street Revitalization (GSR)	53.578	15.555	29.0%	34.600	64.6%	Ⓢ	Ⓢ	#4	566.127	34.072
Choice Based Housing Access System	3.400	0.141	4.1%	0.550	16.2%	Ⓢ	Ⓢ	#5	6.970	1.098
TCHC Revitalization	39.799	0.000	0.0%	39.799	100.0%	Ⓞ	Ⓞ	#3	39.799	0.000
New Emergency Shelters	78.532	1.992	2.5%	20.247	25.8%	Ⓢ	Ⓢ	#6	168.360	19.180
Central Intake Call Centre	1.333	0.122	9.2%	1.333	100.0%	Ⓞ	Ⓢ	#7	1.736	0.364
Temporary structures for Respite Services	7.351	4.370	59.5%	7.351	100.0%	Ⓞ	Ⓞ		10.200	7.219
AODA	0.750	0.000	0.0%	0.750	100.0%	Ⓞ	Ⓞ		7.947	0.000
Sub-Total	184.942	22.181	12.0%	104.829	56.7%	-	-		804.139	64.734
Total	358.991	22.181	6.2%	278.878	77.7%				978.188	64.735

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:

2019 funding for this project is fully committed to elevator modernization at the Women's Residence at 674 Dundas Street West which is a key divisional priority for 2019. The Tender Call for the project closed on April 18, 2019 and the Bid Committee report is awaiting consideration by the Bid Award Panel which will award the contract to a successful proponent to facilitate the commencement of the project.

Note # 2:

2019 approved cashflows is fully committed to ongoing Building Condition Assessments in SSHA's leased properties as well as minor repairs at various locations. Purchase Orders have been issued for these services and spending will accelerate over the course of the year as repairs are completed and Building Condition Assessments are concluded.

Note # 3: TCHC

TCHC is projecting 100% spend of the \$173.111 million SOGR Backlog budget as well as the \$39.799 million revitalization budget included in the City's 2019 Approved Capital Plan. TCHC's capital spending for the Jan-April period have not yet been submitted to SSHA for processing and will be reflected in the Q2 capital variance report.

Note # 4:

2019 approved cash flows are earmarked for the renovation of 2 shelter sites acquired in 2018 (731 Runnymede Road – Lease and 3306 Kingston Road – Buy) as well as the acquisition of 2 more sites to be operational in 2020. The renovation of 3306 Kingston is complete and the facility is now operational. Further, renovation of 731 Runnymede Road is nearing completion and the site is expected to be operational in July 2019. The acquisition of 4 additional sites is also underway. Of the 400 replacement beds required to complete the Seaton House Transition Plan, sites to accommodate 394 beds have so far been secured. Completion of the Project Specific Output Specification (PSOS) document which will inform the procurement phase of the project is delayed pending the finalization of project details by the City's professional advisors with Infrastructure Ontario (IO) - the Commercial Procurement Lead of the project.

Note # 5:

Following project delays in 2018 due to a lack of satisfactory bids for this project, SSHA will partner with TCHC to leverage the capabilities of the new Real Estate Management system recently acquired by TCHC through the addition of a module which has the required functionality for the Choice Based Housing Access System. SSHA is partnering with Corporate IT to procure and deploy the module.

Note # 6:

Cash flow funding of \$78.532 million is provided in SSHA's 2019 Capital Budget to complete the expansion of the 2 sites acquired in 2018 (348 Davenport Road and 2671 Islington) which will add 69 new beds to the system. Funding will also support the acquisition and renovation of 4 new emergency shelters (3 purchase and 1 lease) with an average capacity of 80 beds each. The 51-bed Youthlink Shelter at 747 Warden Avenue is now in operation.

Note # 7:

Procurement of the Call Center technology is complete and SSHA is working with corporate IT to configure the system to the City's IT infrastructure to complete its implementation. Project completion is anticipated in Q2 of 2019.

Toronto Employment & Social Services (SOC)

Chart 1
2019 Approved Budget by Category (\$5.04)

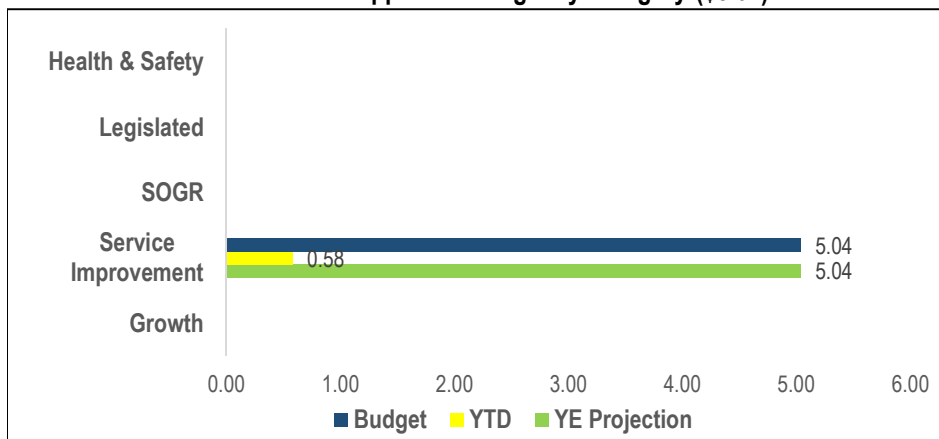


Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 2

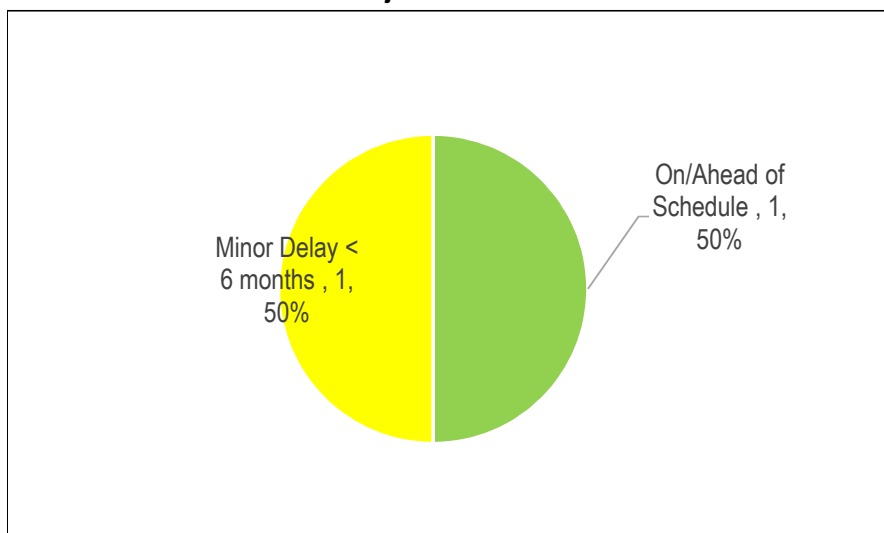


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
4.73	0.32			

Key Discussion Points:

- The Wellesley Place Renovation project construction is complete. Project closure is pending a delay claim submitted by the general contractor.

Toronto Employment & Social Services (SOC)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Service Improvements										
WELLESLEY PLACE RENOVATION	0.317	-0.009	-2.9%	0.317	100.0%	⊕	⊕	#1	4.500	3.375
HSI PROJECT - PHASE 2	4.726	0.594	12.6%	4.726	100.0%	⊕	⊕	#2	4.500	3.375
Sub-Total	5.042	0.584	11.6%	5.042	100.0%	-	-		9.000	6.750
Total	5.042	0.584	11.6%	5.042	100.0%				9.000	6.750

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:

Construction is complete. The general contractor has submitted a delay claim that Corporate services is working to resolve.

Toronto Paramedic Services (AMB)

Chart 1
2019 Approved Budget by Category (\$4.32)

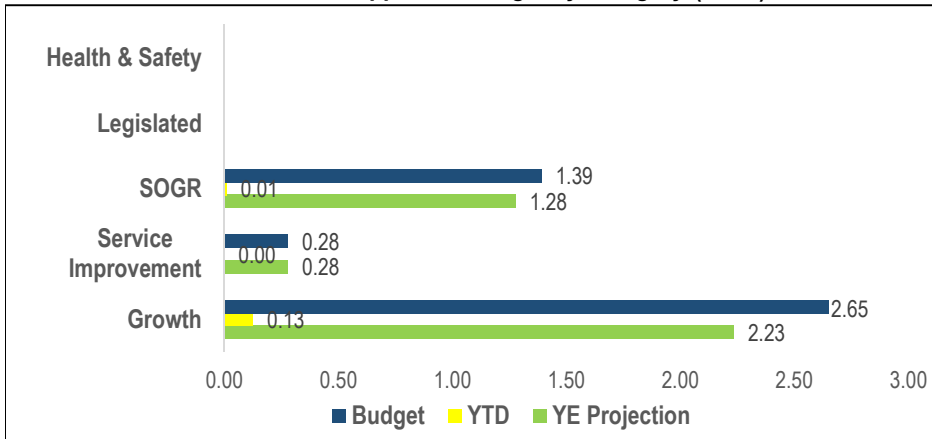


Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 10

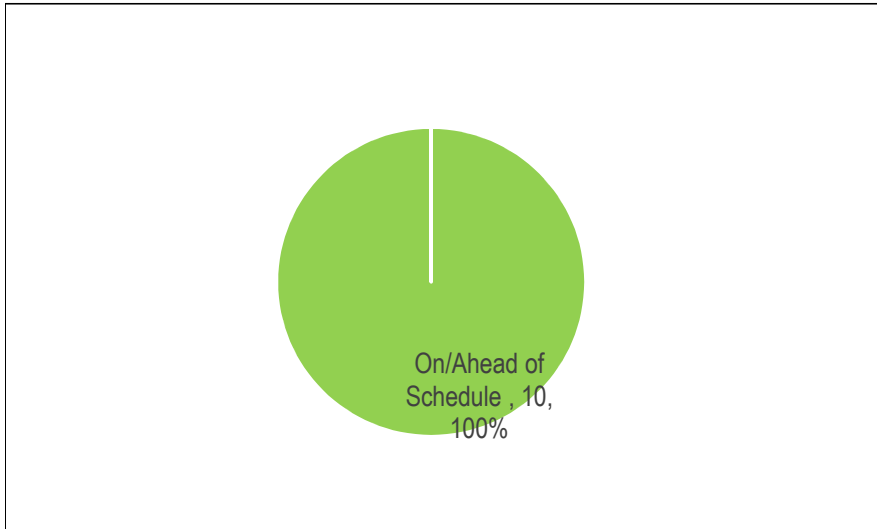


Table 2

Reason for Delay

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
4.32				

Toronto Paramedic Services (AMB)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
State of Good Repair										
MOBILE DATA COMMUNICATIONS - 2018	0.478	0.011	2.2%	0.478	100.0%	Ⓔ	Ⓔ		0.500	0.033
AMBULANCE RADIO REPLACEMENT	0.514		0.0%	0.500	97.3%	Ⓔ	Ⓔ		1.840	1.326
DISPATCH CONSOL REPLACEMENT	0.400		0.0%	0.300	75.0%	Ⓔ	Ⓔ		0.600	0.172
Sub-Total	1.392	0.011	0.6%	1.278	91.8%	-	-		2.940	1.531
Service Improvements										
COMMUNITY PARAMEDICINE VEHICLES	0.280		0.0%	0.280	100.0%	Ⓔ	Ⓔ		0.619	0.339
Sub-Total	0.280	0.000	0.0%	0.280	100.0%	-	-		0.619	0.339
Growth Related										
MOBILE DATA COMMUNICATIONS - 2019	0.300		0.0%	0.222	74.0%	Ⓔ	Ⓔ		0.300	
MEDICAL EQUIPMENT REPLACEMENT	0.597	0.012	2.1%	0.500	83.8%	Ⓔ	Ⓔ		3.843	3.105
ADDITIONAL AMBULANCES (2018)	0.068		0.0%	0.068	100.0%	Ⓔ	Ⓔ		1.238	1.171
ADDITIONAL AMBULANCES (2019)	1.000		0.0%	0.950	95.0%	Ⓔ	Ⓔ		1.000	
MULTI-FUNCTION STATION #2 -	0.487	0.113	23.2%	0.350	71.9%	Ⓔ	Ⓔ		8.200	0.608
AMBULANCE POST - 30 Queen's Plate Dr	0.200		0.0%	0.145	72.5%	Ⓔ	Ⓔ		0.200	
Sub-Total	2.651	0.125	4.7%	2.235	84.3%	-	-		14.781	4.884
Total	4.323	0.136	3.1%	3.793	87.7%				18.340	6.754

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

**2019 Capital Spending by Program
Cluster B**

Program		2019 Approved Cash Flow	2019 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
City Planning	4M	10.19	0.82	6.19	60.7%		⚠
Fire Services	4M	12.56	0.40	5.39	42.9%		⚠
Transportation	4M	659.03	49.93	512.70	77.8%		Ⓢ
Waterfront Revitalization	4M	156.95	57.14	118.58	75.6%		Ⓢ
TOTAL	4M	838.73	108.29	642.86	76.6%		Ⓢ
Ⓢ >70%		⚠ between 50% and 70%		⚠ < 50% or > 100%			

For the four months ended April 30, 2019, capital expenditures for this Service Area totalled \$108.29 million of their collective 2019 Approved Capital Budget of \$838.73 million. Spending is expected to increase to \$642.86 million (76.6%) by year-end. Two Programs in this Cluster have a year-end spending rate of over 70% of their respective 2019 Approved Capital Budgets.

Transportation Services and Waterfront Revitalization have project year-end spending rate of 77.8% and 75.6% respectively, while City Planning and Fire Services have projected year-end spending rate of 60.7% and 42.9% respectively.

Chart 1
2019 Approved Budget by Category (\$10.19)

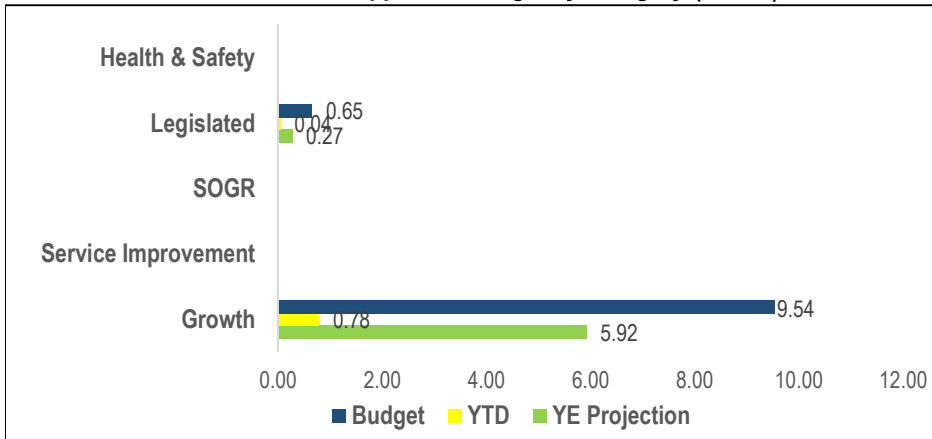


Table 1
2019 Active Projects by Category

Health & Safety	
Legislated	5
SOGR	
Service Improvement	
Growth	12
Total # of Projects	17

Chart 2
Project Status - 17

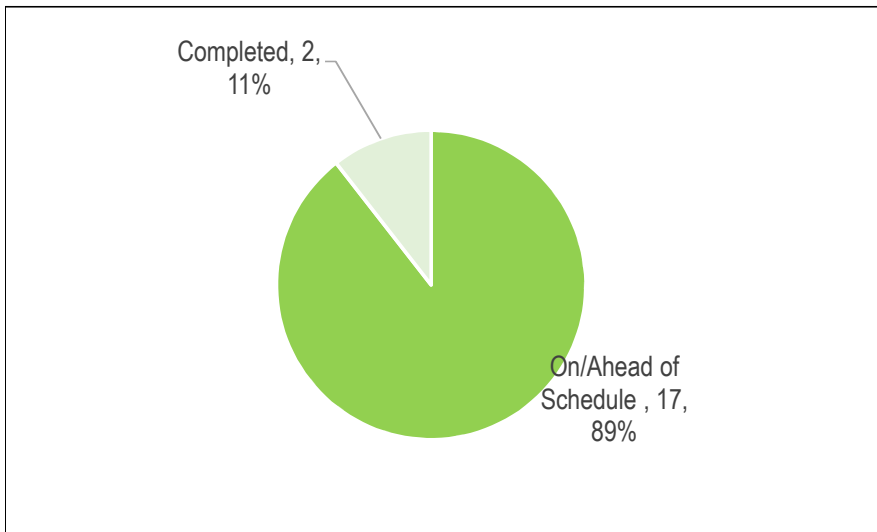


Table 2

Reason for Delay

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
10.14			0.04	

City Planning (PLN)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date	LTD %
		\$	%	\$	%	On Budget	On Time				
Legislated											
Natural Heritage Inventory Evaluation System	0.054	0.011	20.6%	0.054	100.0%	Ⓞ	Ⓞ		0.130	0.058	44.7%
Toronto Archaeological Resources Plan Implementation	0.051	0.003	6.1%	0.051	100.0%	Ⓞ	Ⓞ		0.092	0.003	3.4%
5 Year Review of the Official Plan	0.545	0.030	5.4%	0.160	29.3%	Ⓡ	Ⓞ	#1	1.900	0.490	25.8%
Sub-Total	0.651	0.044	6.7%	0.266	40.8%	-	-		2.122	0.551	
Growth Related											
Growth Studies	1.661	0.256	15.4%	1.177	70.9%	Ⓜ	Ⓞ	#2	4.250	1.430	33.6%
Transportation & Transit Studies	0.953	0.010	1.0%	0.578	60.7%	Ⓜ	Ⓞ	#2	1.354	0.215	15.9%
Avenue/Area Studies	0.560	0.064	11.5%	0.373	66.5%	Ⓜ	Ⓞ	#2	0.750	0.253	33.7%
Heritage Conservation District Studies	0.844	0.042	5.0%	0.619	73.3%	Ⓞ	Ⓞ		2.350	0.336	14.3%
Secondary Plan Implementation	0.441	0.000	0.0%	0.441	100.0%	Ⓞ	Ⓞ		1.667	0.000	
Places - Civic Improvements	5.077	0.408	8.0%	2.732	53.8%	Ⓜ	Ⓞ	#3	13.761	6.204	45.1%
Sub-Total	9.536	0.781	8.2%	5.920	62.1%	-	-		24.133	8.438	
Total	10.188	0.825	8.1%	6.186	60.7%				26.254	8.989	

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 review of the Official Plan is scheduled to be completed on time, however, the review is impacted by the updated *A Place to Grow: Growth Plan for the Greater Golden Horseshoe*, released by the province in May 2019. This has required staff to adapt and re-plan the Municipal Comprehensive Review and will be advanced in Q3 2019. The review is also impacted by the schedules of the Local Planning Appeal Tribunal with dates scheduled for July and September.

Note # 2:

2019 work plans for various studies are to be tendered with studies to be completed within 2-3 years. Work plans from prior years are ongoing with the 2017 work plan and a substantial portion of the 2018 work plan to be completed by year end.

Note # 3:

The 2019 work plan will be tendered once site conditions are resolved. Prior year work plans are ongoing as the construction cycle is typically 2 years.

Fire Services (FIR)

Chart 1
2019 Approved Budget by Category (\$12.56)

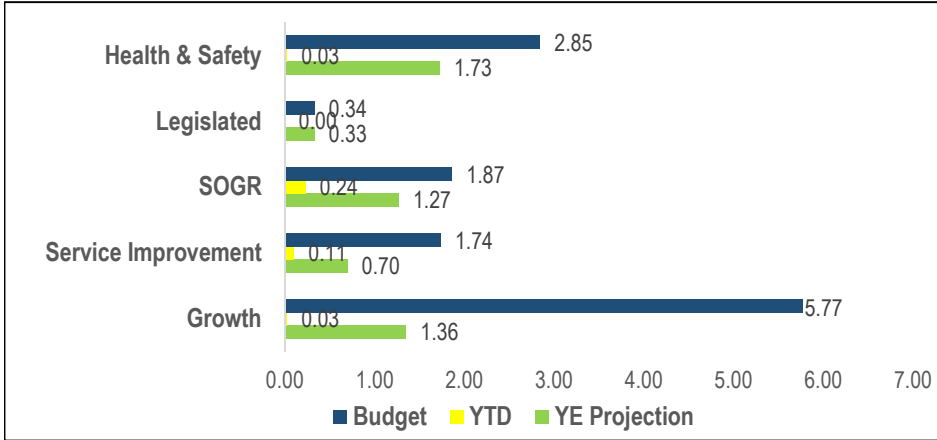


Table 1
2019 Active Projects by Category

Health & Safety	8
Legislated	2
SOGR	5
Service Improvement	2
Growth	3
Total # of Projects	20

Chart 2
Project Status - 20

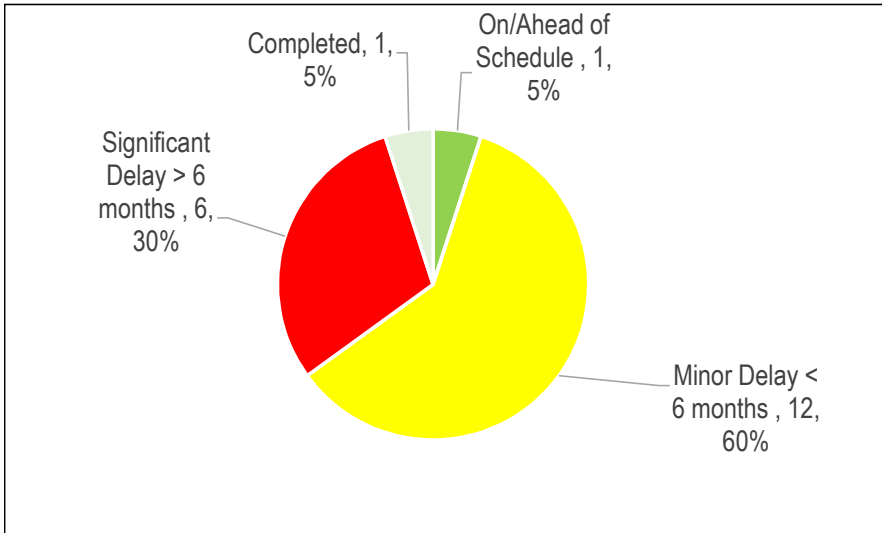


Table 2

Reason for Delay	17	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		10
RFQ/RFP Delayed		
Contractor Issues		1
Site Conditions	2	
Co-ordination with Other Projects	1	
Community Consultation		
Other*	1	2
Total # of Projects	4	13

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0.05	3.83	8.50	0.17	

Key Discussion Points:

- Station B (Downsview) Keele/ Sheppard project: All permits are in place. Based on the results of the tender, an i\$0.800 million increase in project cost is pending City Council approval. The project completion date has been revised to Q2, 2021
- Station A (Woodbine): The co-location with TPS has been approved, and the re-design of the project is in underway; the project is projected to be completed by Q4, 2022.
- Ten of the 20 projects are in the procurement stage and are projected to be completed by Q4, 2019.

Fire Services (FIR)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Defibrillators Lifecycle Replacement	1.000	0.000	0.0%	0.800	80.0%	G	Y	#1	1.000	0.000
Replacement of CBRNE Equipment	0.173	0.000	0.0%	0.173	100.0%	G	Y	#2	0.510	0.337
Helmet Replacement	0.053	0.019	35.8%	0.053	100.0%	G	G		0.800	0.767
Breathing Air Compressor Replacement	0.112	0.010	8.9%	0.087	77.7%	G	Y	#2	0.152	0.050
Personal Protection Equipment	0.100	0.000	0.0%	0.100	100.0%	G	Y	#2	4.500	0.000
Firefighting Particulate Hoods	0.650	0.000	0.0%	0.000	0.0%	R	Y	#2	0.650	0.000
65MM Hose Packs & Standpipe Kits	0.411	0.000	0.0%	0.411	100.0%	R	Y	#2	0.411	0.000
Next Generation 911 Project	0.350	0.000	0.0%	0.105	30.0%	R	Y	#3	0.350	0.000
Sub-Total	2.849	0.029	1.0%	1.729	60.7%	-	-		8.373	1.154
Legislated										
Replacement of HUSAR Equip - 2019	0.052		0.0%	0.050	96.2%	G	Y	#2	0.100	0.047
HUSAR Federal Public Safety	0.283		0.0%	0.284	100.4%	G	Y	#2	0.688	0.405
Sub-Total	0.335	0.000	0.0%	0.334	99.7%	-	-		0.788	0.452
State of Good Repair										
Emerg Fire Comm Workstation Console Replacement	0.298	-0.004	-1.3%	0.298	100.0%	G	Y	#2	0.600	0.298
East/West Burn-House Wall Flame Protection	0.174	0.150	86.2%	0.150	86.2%	G	G		0.250	0.227
Training Simulators Rehabilitation	0.270	0.090	33.3%	0.250	92.6%	G	Y	#2	0.300	0.121
Fire Prevention Office Space Accommodation	0.525	0.000	0.0%	0.525	100.0%	G	Y	#2	4.500	0.000
Training Assessment Needs Study	0.600	0.000	0.0%	0.050	8.3%	R	R	#3	0.600	
Sub-Total	1.867	0.236	12.6%	1.273	68.2%	-	-		6.250	0.646

Fire Services (FIR)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Service Improvements										
Fire Prevention Integration Project	1.321	0.051	3.9%	0.463	35.0%	Ⓡ	Ⓡ	#4	2.010	0.072
Operational BI Data Architecture Modernization	0.420	0.054	12.9%	0.240	57.1%	Ⓢ	Ⓢ	#2	0.770	0.381
Sub-Total	1.741	0.105	6.0%	0.703	40.4%	-	-		2.780	0.453
Growth Related										
Station B (Stn 144) Keele/ Sheppard	4.611	0.007	0.2%	0.905	19.6%	Ⓡ	Ⓡ	#5	10.885	4.115
Station A (Stn 414) Hwy- 27 and Rexdale Blvd	0.970	0.020	2.1%	0.261	26.9%	Ⓡ	Ⓡ	#6	8.342	1.736
Husar Building Expansion	0.190	0.000	0.0%	0.190	100.0%	Ⓢ	Ⓢ	#7	2.400	0.000
Sub-Total	5.771	0.027	0.5%	1.356	23.5%	-	-		21.627	5.851
Total	12.563	0.397		5.395					39.818	8.556

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:

A non-competitive (Sole Source) procurement is underway, requiring Council approval; the completion of the Defibrillators is projected by Q4, 2019

Note 2:

The procurement for these projects is underway, with delivery/ project completion projected to be no later than Q4, 2019

Note 3:

This project is in the planning stage, with terms of reference being developed. This project is expected to be completed by Q4, 2020

Note 4:

This project's requirements are being co-ordinated with I & T, with project deliverables requiring approval from both MLS and TFS as both programs will use the deliverables.

Note 5:

All permits for this project are in place; based on results of project tender, an additional \$0.800 million in project cost is pending approval. A revision in the budgeted cash flow is recommended, with project completion revised to Q2, 2021.

Note 6:

The co-location with TPS has been approved, and the re-design of the project is in underway; the project is projected to be completed by Q4, 2022.

Note 7:

The design phase of this project is scheduled to be completed by year-end. This multi-year project is on track to be completed by Q4, 2021

Transportation Services (TRN)

Chart 1
2019 Approved Budget by Category (\$659.03)

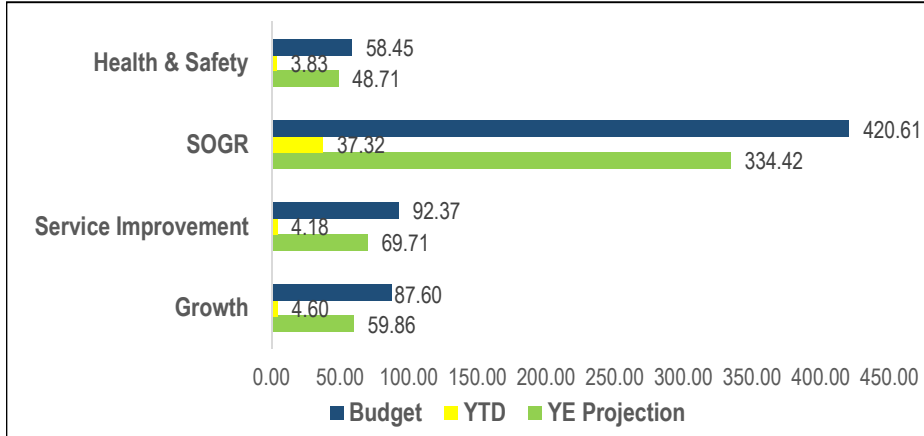


Table 1
2019 Active Projects by Category

Health & Safety	12
Legislated	
SOGR	14
Service Improvement	15
Growth	18
Total # of Projects	59

Chart 2
Project Status - 59

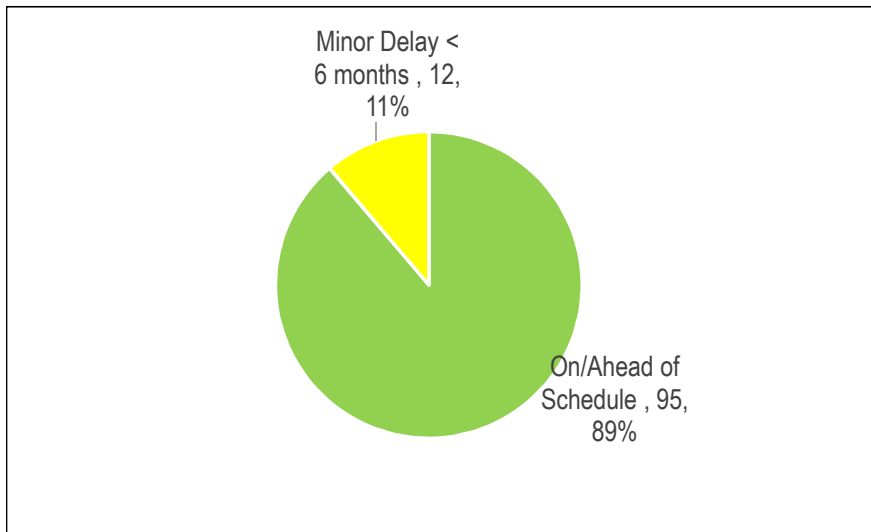


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
630.38	28.64			

Reasons for "Other*" Projects Delay:

- Transportation Services has eight sub-projects with "Other" reasons for delay. In these cases, "Other" represents resolution of acquisition negotiations, 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)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget*	Life-to- Date	LTD %
		\$	%	\$	%	On Budget	On Time				
Health & Safety											
City Bridge Rehabilitation (Critical)	22.068	0.000	0.0%	19.861	90.0%	⊖	⊖		113.294		0.0%
Glen Road Pedestrian Bridge	0.620	0.000	0.0%	0.465	75.0%	⊖	⊖		15.604		0.0%
Guide Rail Program	1.275	0.358	28.1%	1.033	81.0%	⊖	⊖		5.850	2.935	50.2%
Pedestrian Safety & Infrastructure Programs	0.744	0.027	3.7%	0.603	81.0%	⊖	⊖				
Road Safety Plan (LGSJ & SCSPEA)	23.841	2.765	11.6%	18.510	77.6%	⊖	⊖		64.577	23.165	35.9%
RSP Accessible Pedestrian Signals	1.681	0.055	3.2%	1.681	100.0%	⊖	⊖				
RSP Missing Link Sidewalk	3.000	0.019	0.6%	2.025	67.5%	⊕	⊕				
RSP New Traffic Control Signals / Devices	2.324	0.509	21.9%	2.324	100.0%	⊖	⊖				
RSP Traffic Calming	0.498	0.009	1.8%	0.374	75.0%	⊖	⊖				
RSP Traffic Signals Major Modifications	0.480	0.000	0.0%	0.384	80.0%	⊖	⊖				
RSP Transportation Safety & Local Improvements	1.766	0.042	2.4%	1.324	75.0%	⊖	⊖				
Salt Management Program	0.153	0.041	26.8%	0.124	81.0%	⊖	⊖				
Sub-Total	58.451	3.825	6.5%	48.709	83.3%						
State of Good Repair											
City Bridge Rehabilitation	40.143	2.174	5.4%	36.134	90.0%	⊖	⊖				
Critical Interim Road Rehabilitation	10.500	0.202	1.9%	8.505	81.0%	⊖	⊖		41.279	20.641	50.0%
Ditch Rehabilitation & Culvert Reconstruction	1.751	0.112	6.4%	1.418	81.0%	⊖	⊖				
Don Valley Parkway Rehabilitation	2.558	0.085	3.3%	2.072	81.0%	⊖	⊖				
Dufferin Street Bridge Rehabilitation	0.050	0.028	56.8%	0.041	81.0%	⊖	⊖		26.849	0.124	0.5%
F.G. Gardiner**	197.485	24.694	12.5%	148.114	75.0%	⊖	⊖		2,460.206	191.601	7.8%
Facility Improvements	2.659	0.052	2.0%	1.914	72.0%	⊖	⊖				
Laneways	2.633	0.098	3.7%	1.869	71.0%	⊖	⊖				
Local Road Rehabilitation	66.960	4.143	6.2%	60.274	90.0%	⊖	⊖				
Major Road Rehabilitation	62.978	2.696	4.3%	47.425	75.3%	⊖	⊖				
Major SOGR Pooled Contingency	3.800	0.033	0.9%	3.078	81.0%	⊖	⊖				
Retaining Walls Rehabilitation	2.876	0.774	26.9%	2.338	81.3%	⊖	⊖				
Sidewalks	19.195	0.633	3.3%	15.548	81.0%	⊖	⊖				
Traffic Plant Requirements / Signal Asset Management	7.025	1.595	22.7%	5.690	81.0%	⊖	⊖				
Sub-Total	420.614	37.319	8.9%	334.421	79.5%						
Service Improvements											
Advanced Traffic Signal Control	1.916	0.213	11.1%	1.369	71.4%	⊖	⊖				
Cycling Infrastructure	16.182	0.406	2.5%	12.471	77.1%	⊖	⊖				
Engineering Studies	11.010	0.338	3.1%	7.514	68.2%	⊕	⊖				

x

Transportation Services (TRN)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget*	Life-to- Date	LTD %
		\$	%	\$	%	On Budget	On Time				
Enterprise Work Management System	1.496	0.070	4.7%	1.122	75.0%	⊕	⊕		12.393	0.070	0.6%
LED Signal Module Conversion	3.170	0.035	1.1%	2.568	81.0%	⊕	⊕				
Mapping & GIS Repository	0.335	0.000	0.0%	0.271	81.0%	⊕	⊕		1.679		0.0%
Neighbourhood Improvements	4.728	0.270	5.7%	3.672	77.7%	⊕	⊕				
Participatory Budgeting Pilot	0.015	0.000	0.0%	0.012	81.0%	⊕	⊕				
PTIF Projects	41.027	1.934	4.7%	31.387	76.5%	⊕	⊕		73.599	27.191	36.9%
Signs & Markings Asset Management	1.140	0.003	0.2%	0.923	81.0%	⊕	⊕				
System Enhancements for Road Repair & Permits	1.582	0.284	18.0%	1.281	81.0%	⊕	⊕		3.281	1.095	33.4%
Traffic Congestion Management	7.305	0.499	6.8%	5.214	71.4%	⊕	⊕		47.240	20.962	44.4%
Traffic Control - RESCU	0.295	0.017	5.9%	0.230	78.0%	⊕	⊕				
Traffic Signal Major Modifications	1.310	0.116	8.9%	0.983	75.0%	⊕	⊕				
Traffic Wardens/Construction Staging Compliance (Vehicles)	0.855	0.000	0.0%	0.693	81.0%	⊕	⊕		0.855		0.0%
Sub-Total	92.366	4.184	4.5%	69.709	75.5%						
Growth Related											
Broadview Extension	9.800	0.000	0.0%	0.000	0.0%	⊖	⊕	#1	14.000		0.0%
Gardiner York/Bay/Yonge Reconfiguration	0.202	0.000	0.0%	0.164	81.0%	⊕	⊕		34.752	30.118	86.7%
Georgetown South City Infrastructure Upgrade	13.420	0.000	0.0%	13.420	100.0%	⊕	⊕		67.100		0.0%
John Street Revitalization Project	1.932	0.087	4.5%	0.200	10.4%	⊖	⊕	#2	45.309	0.155	0.3%
King Liberty Cycling Pedestrian Bridge	10.325	2.292	22.2%	7.227	70.0%	⊕	⊕		13.947	4.915	35.2%
Lawrence-Allen Revitalization Project	1.823	0.033	1.8%	1.477	81.0%	⊕	⊕		11.586	1.377	11.9%
Legion Road Extension & Grade Separation	0.431	0.000	0.0%	0.349	81.0%	⊕	⊕		25.858	0.288	1.1%
North York Service Road	9.742	0.000	0.0%	7.825	80.3%	⊕	⊕		36.190	24.839	68.6%
Port Union Road	0.100	0.000	0.5%	0.081	81.0%	⊕	⊕		11.950	0.227	1.9%
Rean to Kenaston - New Road	6.491	0.427	6.6%	5.257	81.0%	⊕	⊕		9.890	2.987	30.2%
Regent Park Revitalization	0.175	0.000	0.0%	0.124	71.0%	⊕	⊕		5.555	4.616	83.1%
Rouge National Park	0.193	0.008	4.2%	0.137	71.0%	⊕	⊕		0.222	0.037	16.8%
Transfer of Lands											
Scarlett / St. Clair / Dundas	2.553	0.039	1.5%	1.787	70.0%	⊕	⊕		46.075	1.948	4.2%
Six Points Interchange Redevelopment	21.080	1.650	7.8%	17.074	81.0%	⊕	⊕		77.972	37.500	48.1%
Steeles Widening (Tapscott Rd - Beare Rd)	0.262	0.042	16.0%	0.212	81.0%	⊕	⊕		45.192	0.664	1.5%
Third Party Signals	0.300	0.003	0.8%	0.213	71.0%	⊕	⊕				

x

Transportation Services (TRN)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget*	Life-to- Date	LTD %
		\$	%	\$	%	On Budget	On Time				
Work for TTC & Others	7.094	0.020	0.3%	4.316	60.8%	Ⓢ	Ⓢ				
York Street Tunnel	1.676	0.000	0.0%	0.000	0.0%	Ⓢ	Ⓢ	#3	1.676		0.0%
Sub-Total	87.598	4.602	5.3%	59.864	68.3%						
Total	659.028	49.931	7.6%	512.702	77.8%						

*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 - 2028 costs.

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

Note # 1:

Negotiations for property acquisitions ongoing, however taking longer than expected. Anticipate acquisitions will be finalized in 2020.

Note # 2:

Construction contract is anticipated to be tendered by end of 2019. Delays are the result of coordination issues with Toronto Hydro on design and funding contributions from funding partners.

Note # 3:

Payment schedule to undertake partial closure has been updated to reflect new construction schedule. Developer construction commenced in January 2019 and is anticipated to be completed in June 2020. Upon completion of construction and acceptance of the York St. PATH Tunnel, the City will provide financial contribution of \$1,675,244 to the developer.

Waterfront Revitalization Initiative (WFT)

Chart 1
2019 Approved Budget by Category (\$156.95)

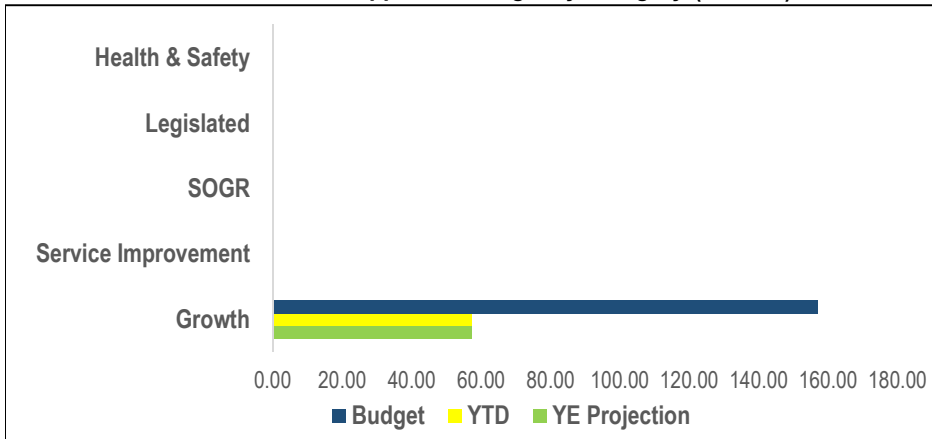


Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 15

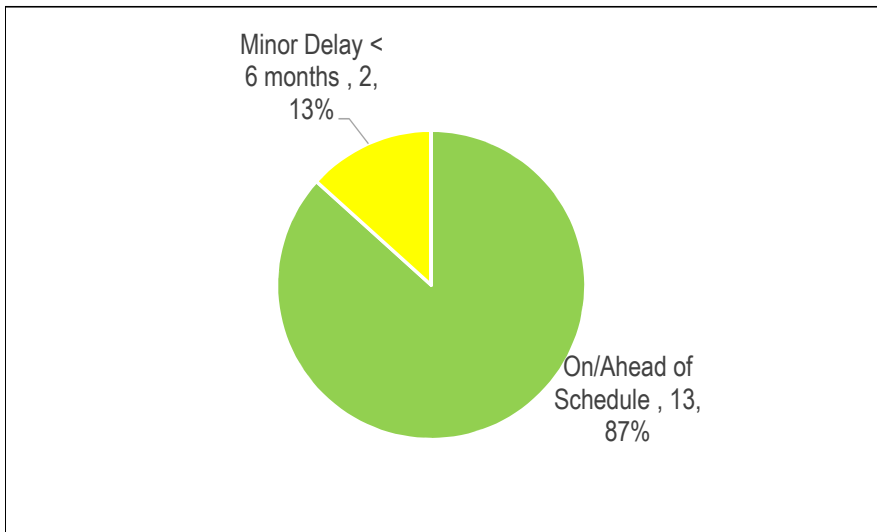


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
151.89	5.06			

Waterfront Revitalization Initiative (WFT)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Growth Related										
Precinct Implementation Projects	11.178	3.882	34.7%	8.800	78.7%	Ⓞ	Ⓞ		251.685	225.399
Transportation Initiatives	4.936	0.302	6.1%	4.936	100.0%	Ⓞ	Ⓜ	#1	31.448	26.813
Technical Studies	0.115	0.000	0.0%	0.082	71.0%	Ⓞ	Ⓞ		6.300	5.861
Waterfront Secretariat	0.721	0.121	16.8%	0.530	73.5%	Ⓞ	Ⓞ		10.306	7.244
Urban Planning Resources	0.729	0.065	8.9%	0.500	68.6%	Ⓜ	Ⓞ	#2	3.316	2.382
Strategic Review	0.127	0.000	0.0%	0.127	100.0%	Ⓞ	Ⓜ	#3	0.400	0.273
Eastern Broadview Flood Protection	1.150	0.459	39.9%	0.800	69.6%	Ⓜ	Ⓞ	#4	2.000	1.309
Bathurst Quay Public Realm	0.907	0.000	0.0%	0.500	55.2%	Ⓜ	Ⓞ	#5	2.339	0.136
Bentway Pedestrian Bridge	7.911	0.000	0.0%	2.000	25.3%	Ⓜ	Ⓞ	#6	12.111	0.000
Bentway PTIF Projects	0.945	0.000	0.0%	0.945	100.0%	Ⓞ	Ⓞ		0.980	0.035
East Bayfront Public Art	0.660	0.000	0.0%	0.660	100.0%	Ⓞ	Ⓞ		5.089	0.000
East Bayfront Local Infrastructure Charge	4.500	0.000	0.0%	4.500	100.0%	Ⓞ	Ⓞ		17.015	0.000
Leslie Street Greening	0.200	0.000	0.0%	0.200	100.0%	Ⓞ	Ⓞ		0.200	0.000
Cherry Street Stormwater Lakefilling	32.140	18.817	58.5%	29.000	90.2%	Ⓞ	Ⓞ		65.000	51.677
Port Lands Flood Protection	90.735	33.494	36.9%	65.000	71.6%	Ⓞ	Ⓞ		400.417	83.402
Sub-Total	156.952	57.139	36.4%	118.579	75.6%	-	-		808.605	404.533
Total	156.952	57.139	36.4%	118.579	75.6%				808.605	404.533

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:

Construction of the Fort York Pedestrian and Cycle Bridge is ongoing and is expected to be completed this year. Minor delays arising from the coordination of the improvements at Ordnance Park.

Note # 2:

Timing of capital recoveries for positions supporting the planning studies and development of the Port Lands.

Note # 3:

Delays in the implementation of the new ERP system by Waterfront Toronto has deferred the timing of the audit, pushing the completion date to 2019.

Note # 4:

Project is anticipated to be completed in 2019 with technical studies and public consultation currently underway.

Note # 5:

Rehabilitation of the western channel dockwall, the first phase of construction at 5 Eireann Quay, and a proposal call for the design work of the plaza space are to begin in the first half of 2019.

Note # 6:

Design work is complete and the tendering of the construction and implementation is to be issued in Q2 2019. The installation is scheduled for 2020 to accommodate the rehabilitation of the Gardiner.

**2019 Capital Spending by Program
Internal Corporate Services**

Program	2019 Approved Cash Flow	2019 Expenditure			Trending	Alert (Benchmark 70% spending rate)
		YTD Spending	Year-End Projection	% at Year End		
311 Toronto	4M	6.38	0.74	4.48	70.2%	⊙
FM&RE	4M	291.06	26.16	164.79	56.6%	Ⓢ
Fleet Services	4M	74.27	12.44	59.06	79.5%	⊙
I&T	4M	90.15	10.48	67.92	75.3%	⊙
TOTAL	4M	461.87	49.81	296.25	64.1%	Ⓢ
⊙ >70% Ⓢ between 50% and 70% Ⓡ < 50% or > 100%						

For the four months ended April 30, 2019, capital expenditures for this Cluster totalled \$49.81 million of their collective 2019 Approved Capital Budget of \$461.86 million. Spending is expected to increase to \$296.24 million (64.1%) by year-end. Three Programs in this service area have a year-end spending rate of over 70% of their respective 2019 Approved Capital Budgets.

311 Toronto, Fleet Services and Information Technology have a projected year-end spending rate of 79.5%, 75.3% and 70.2% respectively while Facilities Management, Real Estate, Environment has a project year-end spending rate of 56.6%.

Chart 1
2019 Approved Budget by Category (\$6.38)

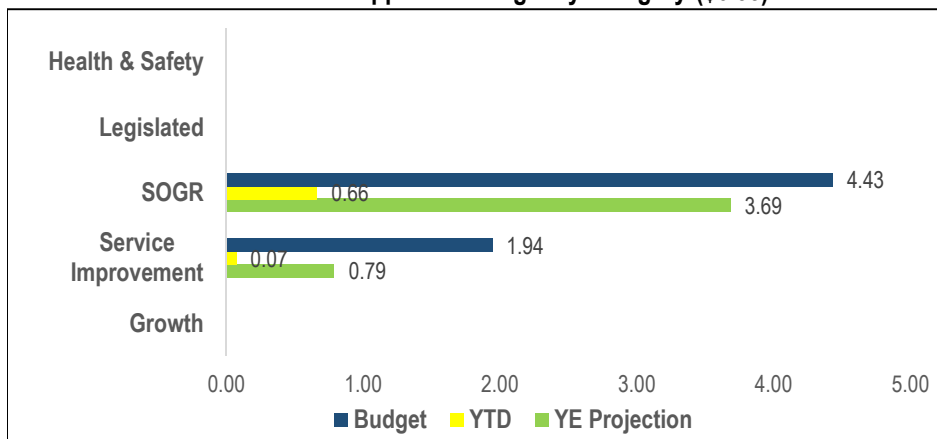


Table 1
2019 Active Projects by Category

Health & Safety	
Legislated	
SOGR	4
Service Improvement	3
Growth	
Total # of Projects	7

Chart 2
Project Status - 7

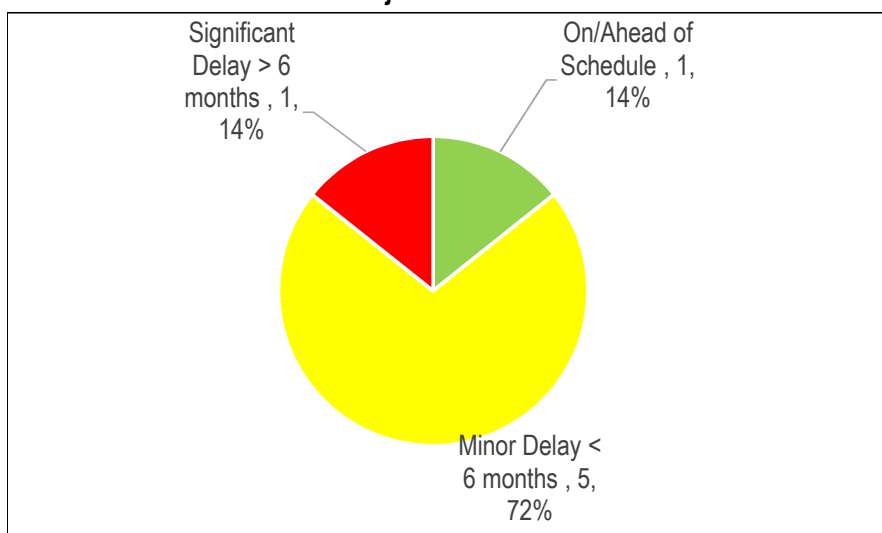


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0.11	4.70	1.57		

Reasons for "Other*" Projects Delay:

- The Phase 1 release of the Enterprise CRM Solution successfully implemented on December 12th 2018 enhances and improves the Online Citizen Self-Serve capabilities by implementing online Booking & Scheduling for Toronto Water Service requests. The Enterprise CRM – MLS Noise Solution(Phase 1B) project is in-progress and will be realized over 2 planned releases, Q2(June) and Q3(Sept) of 2019.The RFP for creating an Enterprise Vendor of Record(VOR) is scheduled to be released end at of Q2. The RFP for procuring professional services for Enterprise CRM Phase 2 – 311 Lagan Replacement is being drafted and the project is expected to start in Q4 of 2019
- Acquisition of critical resources required for the completion of the Channel & Counter Strategy project are on hold until a further comprehensive alignment to the overall customer strategy is complete. This project will be moving forward with a focus on the creation of a counter at a civic centre in 2019/2020.

311 Toronto (THR)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
State of Good Repair										
Business Intelligence	0.496	0.056	11.3%	0.300	60.5%	Ⓢ	Ⓢ	#1	0.528	0.089
CRM Upgrade and Replacement	3.329	0.605	18.2%	3.029	91.0%	Ⓢ	Ⓢ	#2	7.344	1.909
Email Management System (EMWS)	0.109	0.004	3.2%	0.109	100.0%	Ⓢ	Ⓢ		0.500	0.095
Knowledge Base Upgrades	0.500	0.000	0.0%	0.250	50.0%	Ⓢ	Ⓢ	#3	0.500	0.000
Sub-Total	4.433	0.665	15.0%	3.688	83.2%	-	-		8.872	2.092
Service Improvements										
Digital Migration	0.274	0.000	0.0%	0.125	45.6%	Ⓢ	Ⓢ	#4	1.141	0.010
Readiness Assessment	0.105	0.000	0.0%	0.065	61.9%	Ⓢ	Ⓢ	#5	0.205	0.000
Channel & Counter Strategy	1.565	0.072	4.6%	0.600	38.3%	Ⓢ	Ⓢ	#6	10.195	1.158
Sub-Total	1.944	0.072	3.7%	0.790	40.6%	-	-		11.541	1.168
Total	6.378	0.737	11.6%	4.478	70.2%				20.413	11.599

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 Business Intelligence project team is investigating the Salesforce ECRM project's capabilities before committing to upgrading the current state.

Note # 2:

The Enterprise CRM – MLS Noise Solution (Phase 1B) project is in-progress and will be realized over 2 planned releases, Q2(June) and Q3(Sept) of 2019. The RFP for creating an Enterprise Vendor of Record(VOR) is scheduled to be released at the end of Q2.

Note # 3:

Knowledge Base upgrades are being co-ordinated with other projects, causing minor delays.

Note # 4:

The Digital Migration project to assess and conduct the digital migration of 311 data to improve knowledge sharing, easier access to information and increased operational efficiency by moving customers towards lower cost channels is experiencing delays with the procurement process.

Note # 5:

The assessment to determine the readiness of the integration approach between 311 and other Divisions, key stakeholder timeline, change management, technology, budget and resource requirements is delayed due to insufficient resources as the division focuses on current project initiatives already underway.

Note # 6:

Acquisition of critical resources required for the completion of the Channel & Counter Strategy project are on hold until a further comprehensive alignment to the overall customer strategy is complete. This project will be moving forward with a focus on the creation of a counter at a civic centre in 2019/2020

Facilities Management, Real Estate & Environment (FAC)

Chart 1
2019 Approved Budget by Category (\$291.06)

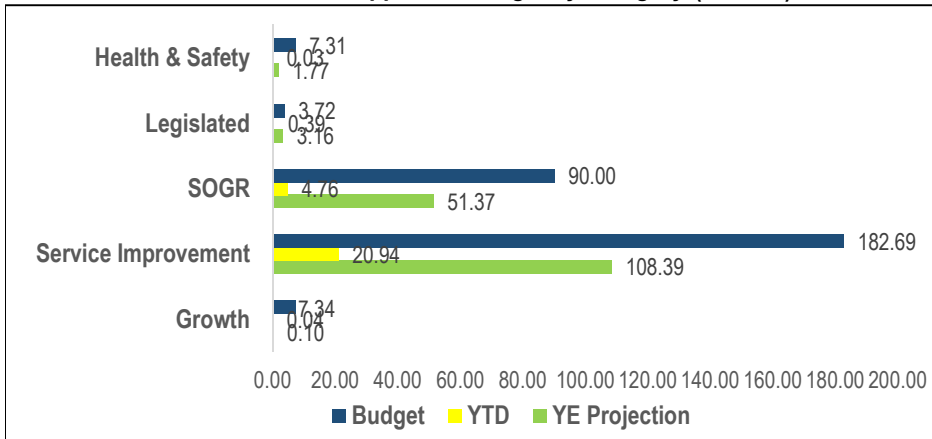


Table 1
2019 Active Projects by Category

Health & Safety	5
Legislated	3
SOGR	45
Service Improvement	81
Growth	3
Total # of Projects	137

Chart 2
Project Status - 137

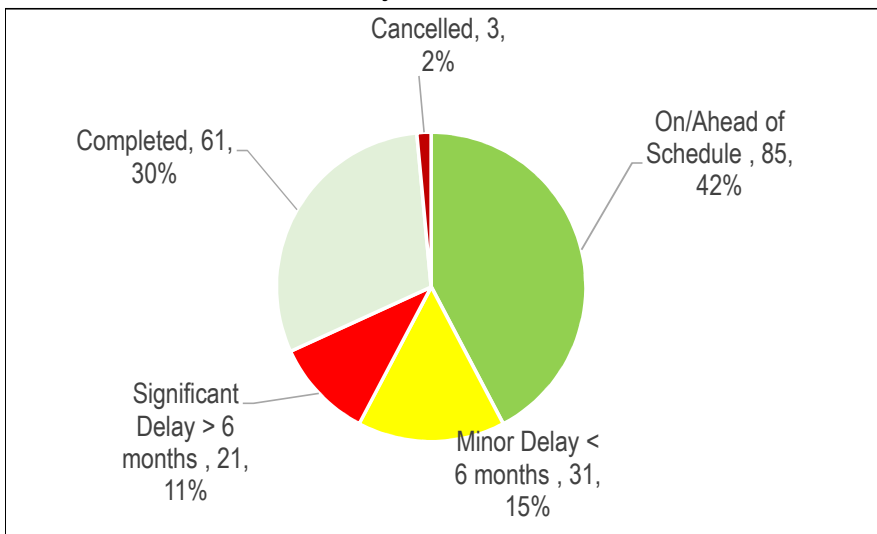


Table 2

Reason for Delay	52	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed	2	11
Contractor Issues		
Site Conditions	2	2
Co-ordination with Other Projects	2	16
Community Consultation		
Other*	15	2
Total # of Projects	21	31

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
110.55	63.08	104.37	12.59	0.48

Reasons for "Other*" Projects Delay:

- The delayed projects primarily relate to the Union Station Revitalization Project that is complex in nature and has been delayed due to various issues such as maintaining the heritage elements of the location, resolving contractor issues, unforeseen site and environmental conditions, as well as coordinating construction amidst the daily operations at Union Station. Contractor performance issues continue to persist and risk delays in the project schedule and budget.
- Various projects are delayed due to scope changes, coordination of various project requirements, and finalizing legal agreements with project partners.

Key Discussion Points: (Please provide reason for delay)

- The FREEE program is currently forecasting to spend \$164.790 million, or 56.6% of its 2019 capital plan. This includes major capital projects such as the Union Station Revitalization (2019 Plan - \$73.7M) and St. Lawrence Market Redevelopment (2019 Plan - \$14.46) that are complex in nature and impact the program's spend rate.
- The FREEE program includes SOGR, improvement projects and major capital initiatives delivered by the Program.

Facilities Management, Real Estate & Environment (FAC)

Key Discussion Points (cont'd):

- Union Station - continued progress on stage 2/3 construction and opening of new retail space with turnover of the Bay Concourse expected in Q3 of this year.
- On the core Facilities Management SOGR program, forecasted year-end spending for 2019 is 57%; and 61 projects have either been completed or are in the close out stage, which were carried over from 2018. A number of projects are now in the construction phase with spending expected to increase in 2019. Risks going into 2019 include bids exceeding available funding levels, weather conditions as well as unforeseen site conditions during construction. Delays currently experienced are mainly the result of co-ordination with other projects and site conditions for projects in the implementation stage; and delays in RFP requiring scope changes. Overall, over 71 SOGR and improvement projects are scheduled

Facilities Management, Real Estate & Environment (FAC)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Emergency Repairs	0.659	0.000	0.0%	0.000	0.0%	R	G	#1	0.661	0.002
Environmental Remediation	2.500	0.000	0.0%	0.083	3.3%	R	Y	#2	2.500	0.000
Global Corporate Security Program	3.150	0.031	1.0%	3.075	97.6%	G	G		8.327	2.709
Security Bollards - Union Station	1.000	0.000	0.0%	0.000	0.0%	R	R	#2	0.750	0.000
Sub-Total	7.309	0.032	0.4%	3.159	43.2%	-	-		12.238	2.711
Legislated										
Accessibility for Ontarians with Disabilities Act	3.550	0.364	10.3%	1.693	47.7%	R	R	#2	34.096	6.296
Barrier Free / Equity	0.165	0.022	13.3%	0.079	47.8%	R	G	#3	1.887	1.744
Sub-Total	3.715	0.386	10.4%	1.772	47.7%	-	-		35.983	8.040
State of Good Repair										
150 Borough	0.700	0.000	0.0%	0.700	100.0%	G	G		5.700	0.000
Accessibility for Ontarians with Disabilities Act	0.020	0.015	76.8%	0.015	76.8%	G	G		0.281	0.267
Albert Campbell Square Park Rehabilitation	1.052	0.013	1.2%	0.713	67.7%	Y	R	#2	3.194	2.155
Emergency Repairs	1.562	0.000	0.0%	1.150	73.6%	G	G		1.666	0.103
Environmental Remediation	1.762	0.081	4.6%	1.631	92.6%	G	G		5.226	3.002
Fire Hall Emergency Generators	8.432	0.192	2.3%	4.098	48.6%	R	G	#2	17.950	10.088
Indian Residential School Survivors Legacy	0.150	0.000	0.0%	0.000	0.0%	R	Y	#2	5.950	0.000
Mechanical & Electrical	23.726	1.762	7.4%	15.631	65.9%	Y	G	#4	58.843	23.075
Others - Service Improvements	0.000	0.000		0.000			G	#3	12.200	7.532
Others - SOGR	11.461	-0.101	-0.9%	9.960	86.9%	G	G		34.230	18.847
Renovations	3.077	0.455	14.8%	1.400	45.5%	R	G	#4	10.929	5.260
Replacement of Diesel with Natural Gas Generators for Various locations	0.009	0.000	0.0%	0.000	0.0%	R	G	#3	4.687	4.655
Re-Roofing	0.588	0.058	9.8%	0.349	59.4%	Y	Y	#3	2.077	4.732
Resiliency Program	0.544	0.037	6.7%	0.221	40.6%	R	G	#3	3.901	3.441
Sitework	0.229	0.000	0.0%	0.050	21.8%	R	Y	#3	7.124	1.155
Structural / Building Envelope	36.692	2.249	6.1%	15.448	42.1%	R	Y	#2	102.253	35.784
Sub-Total	90.005	4.759	5.3%	51.366	57.1%	-	-		276.210	120.096
Service Improvements										
8 Cumberland St	1.800	0.000	0.0%	1.800	100.0%	G	G		1.800	0.000
9 Huntley St	0.135	0.000	0.0%	0.000	0.0%	R	G	#3	4.900	4.765
925 Albion Rd	0.023	0.000	0.0%	0.023	100.0%	G	G		10.507	10.484
Administrative Penalty System	0.707	0.033	4.7%	0.267	37.7%	R	Y	#2	3.000	2.326

Facilities Management, Real Estate & Environment (FAC)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
CCTV Infrastructure Enhancements	0.735	0.001	0.2%	0.700	95.3%	Ⓞ	Ⓞ		7.754	6.771
Combined Heat & Power	0.085	-0.002	-2.7%	0.050	58.9%	Ⓨ	Ⓞ	#3	4.001	2.592
Community Energy Planning	22.036	12.541	56.9%	21.934	99.5%	Ⓞ	Ⓞ		65.064	56.202
Corporate Facilities Refurbishment Program	0.430	-0.019	-4.4%	0.222	51.6%	Ⓨ	Ⓞ	#3	3.993	3.686
Courts Services Relocation & Fit Out Costs	1.907	0.000	0.0%	1.700	89.1%	Ⓞ	Ⓞ		5.558	0.000
Demand Response Program	0.091	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#5	0.893	0.000
Energy Conservation & Demand Management	2.925	0.091	3.1%	1.510	51.6%	Ⓨ	Ⓨ	#3	9.798	7.160
Energy Retrofit Program	0.665	0.000	0.0%	0.096	14.5%	Ⓡ	Ⓨ	#6	3.045	1.830
Etobicoke Civic Centre	11.917	0.000	0.0%	9.000	75.5%	Ⓞ	Ⓞ		32.902	0.000
Global Corporate Security Program	2.270	0.605	26.6%	2.000	88.1%	Ⓞ	Ⓞ		3.950	1.788
Mechanical & Electrical Office Modernization Program	1.796	-1.057	-58.9%	1.795	100.0%	Ⓞ	Ⓞ		5.935	3.082
Others - Service Improvements	6.796	2.559	37.7%	3.405	50.1%	Ⓨ	Ⓨ	#2	33.000	24.859
Others - SOGR	12.159	0.055	0.5%	9.674	79.6%	Ⓞ	Ⓞ		44.415	10.125
Physical Security Capital Plan	1.624	0.124	7.6%	1.279	78.7%	Ⓞ	Ⓞ		12.450	6.715
Real Estate Property Management and Lease Admin	0.000	-0.004		0.000			Ⓞ	#3	0.800	0.797
Renewable Energy Program	0.300	0.000	0.0%	0.240	80.0%	Ⓞ	Ⓞ		0.569	0.000
Renovations	1.659	0.153	9.2%	1.170	70.5%	Ⓨ	Ⓨ	#2	20.800	16.623
Residential Energy Retrofit Program (HELP)	4.548	0.017	0.4%	0.655	14.4%	Ⓡ	Ⓨ	#2	5.150	0.620
Solar Photovoltaic Program	2.390	0.361	15.1%	2.000	83.7%	Ⓞ	Ⓞ		13.250	4.032
St. Lawrence Market North Redevelopment	0.000	-0.002		0.000			Ⓞ	#3	4.400	2.846
Toronto Strong Neighbourhood Strategy	14.639	0.016	0.1%	7.000	47.8%	Ⓡ	Ⓡ	#2	101.468	13.106
TransformTO	3.662	0.005	0.1%	2.460	67.2%	Ⓨ	Ⓞ		7.578	3.912
Union Station Enhancement Project	10.017	0.000	0.0%	7.855	78.4%	Ⓞ	Ⓞ		10.017	0.004
Union Station Revitalization	2.187	0.000	0.0%	1.208	55.2%	Ⓨ	Ⓨ	#2	3.037	0.577
Various IT-Related Projects	73.708	5.248	7.1%	29.475	40.0%	Ⓡ	Ⓡ	#2	705.662	675.658
Sub-Total	1.482	0.212	14.3%	0.871	58.8%	Ⓨ	Ⓡ	#2	2.635	1.369
Sub-Total	182.693	20.937	11.5%	108.389	59.3%	-	-		1,128.332	861.927
Growth Related										
1251 Bridletowne Circle Acquisition	0.059	0.004	6.6%	0.004	6.6%	Ⓡ	Ⓞ	#3	5.942	5.887

Facilities Management, Real Estate & Environment (FAC)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
School Land Properties Acquisitions	5.000	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓢ	#7	15.000	0.000
Strategic Property Acquisitions	1.817	0.020	1.1%	0.020	1.1%	Ⓡ	Ⓢ	#7	5.062	3.302
Westwood	0.462	0.019	4.0%	0.080	17.3%	Ⓡ	Ⓢ	#3	4.000	1.107
Sub-Total	7.339	0.043	0.6%	0.104	1.4%	-	-		30.004	10.295
Total	291.061	26.156	9.0%	164.790	56.6%				1,482.766	1,003.069

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 currently undergoing the tendering process. The projected spend is expected to be updated by the next variance report pending the results of the tendering process.

Note # 2:

Project is delayed due to site conditions, coordination with other projects, resolution of contractor issues, or is experiencing procurement delays.

Note # 3:

Project is expected to be completed under budget.

Note # 4:

Most projects are expected to be completed on time, low spending attributed to various projects that are experiencing delays with procurement, site conditions or coordination with other projects.

Note # 5:

Project was cancelled.

Note # 6:

Various projects were cancelled and active projects are delayed due to prioritization of other projects.

Note # 7:

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

Fleet Services (FLT)

Chart 1
2019 Approved Budget by Category (\$74.27)

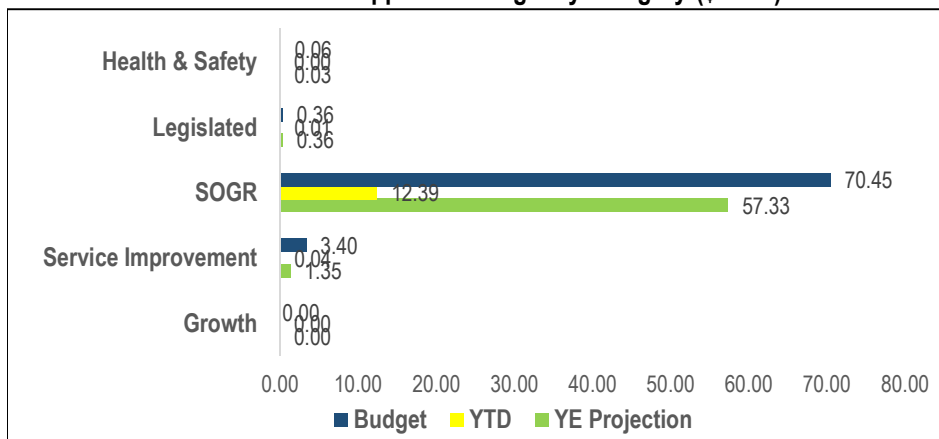


Table 1
2019 Active Projects by Category

Health & Safety	1
Legislated	1
SOGR	27
Service Improvement	7
Growth	
Total # of Projects	36

Chart 2
Project Status - 36

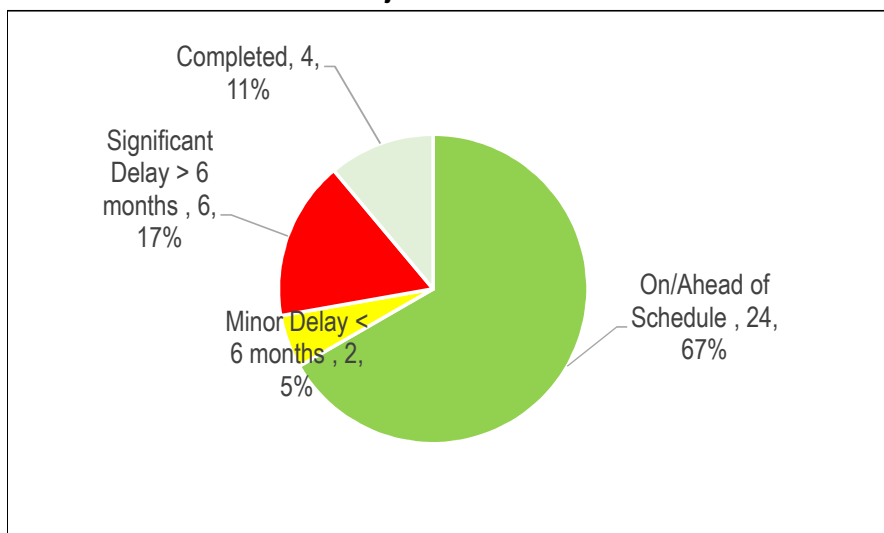


Table 2

Reason for Delay	8	
	Significant Delay	Minor Delay
Insufficient Staff Resources	1	1
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*	5	1
Total # of Projects	6	2

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
59.06	1.33	13.60	0.28	

Reasons for "Other*" Projects Delay:

- The Vendor Management Portal project requires further review in order to assess potential solutions.
- Fleet Replacement for Engineering & Construction Services have been delayed due to the need to tender specific modifications to meet client needs. Expected to be completed by end of 2019.
- Fleet Replacement for Fire Services delayed due to a delayed procurement of a 3-year term contract to supply vehicles.
- Fleet Garage Security finalizing the 2019 Action plan. Door entry system upgrades to be completed this fiscal year.
- Fleet Replacement for Fleet Services delayed due to specification change requiring new tender. Contract has since been awarded.
- Fleet Replacement for Toronto Zoo delayed due to procurement issues

Fleet Services (FLT)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Fleet Services - Garage Security	0.062	0.000	0.0%	0.029	46.5%	Ⓡ	Ⓡ	#1	0.210	0.043
Sub-Total	0.062	0.000	0.0%	0.029	46.5%	-	-		0.210	8.339
Legislated										
Green Fleet Plan	0.362	0.013	3.5%	0.362	100.0%	Ⓞ	Ⓞ		1.468	0.851
Sub-Total	0.362	0.013	3.5%	0.362	100.0%	-	-		1.468	0.851
State of Good Repair										
Arena Boards - Fleet Replacement	0.108	0.097	89.2%	0.097	89.2%	Ⓞ	Ⓞ		0.430	0.301
Clerks - Fleet Replacement	0.011	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#2	0.181	0.170
Economic Development & Culture - Fleet Replacement	0.070	0.000	0.0%	0.046	65.5%	Ⓜ	Ⓞ	#3	0.186	0.116
Engineering & Construction Services - Fleet Replacement	0.664	0.162	24.3%	0.308	46.5%	Ⓡ	Ⓡ	#4	2.021	0.852
Exhibition - Fleet Replacement	0.632	0.220	34.9%	0.596	94.2%	Ⓞ	Ⓞ		1.475	0.463
Facility & Real Estate - Fleet Replacement	1.331	0.016	1.2%	0.468	35.1%	Ⓡ	Ⓞ	#5	2.329	0.475
Fire Services - Fleet Replacement	9.927	-0.197	-2.0%	2.302	23.2%	Ⓡ	Ⓡ	#6	21.609	10.986
Fleet Replacement - Insurance Company	0.276	0.052	18.7%	0.345	125.0%	Ⓡ	Ⓞ	#7	0.535	0.171
Fleet Services - Fleet Replacement	0.458	0.072	15.7%	0.416	90.8%	Ⓞ	Ⓡ	#8	0.734	0.208
Fleet Tools & Equipment	0.597	0.039	6.5%	0.399	66.9%	Ⓜ	Ⓞ	#9	0.958	0.400
Fuel Site Closures	0.937	0.000	0.0%	0.378	40.4%	Ⓡ	Ⓜ	#10	1.400	0.463
Information & Technology - Fleet Replacement	0.012	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#11	0.070	0.058
Library - Fleet Replacement	0.643	0.000	0.0%	0.639	99.3%	Ⓞ	Ⓞ		0.870	0.227
Municipal Licensing - Fleet Replacement	0.159	0.047	29.5%	0.153	96.1%	Ⓞ	Ⓞ		1.311	0.746
Parks, Forestry & Recreation - Fleet Replacement	8.289	2.680	32.3%	8.191	98.8%	Ⓞ	Ⓞ		23.665	12.000
Public Health - Fleet Replacement	0.067	0.029	43.5%	0.029	43.5%	Ⓡ	Ⓞ	#12	0.067	0.029
Purchasing & Materials - Fleet Replacement	0.195	0.075	38.5%	0.075	38.5%	Ⓡ	Ⓞ	#13	0.297	0.177
Solid Waste - Fleet Replacement	24.946	5.932	23.8%	23.194	93.0%	Ⓞ	Ⓞ		65.443	37.789
Toronto Community Housing Corporation - Fleet Replacement	1.292	0.647	50.1%	1.216	94.2%	Ⓞ	Ⓞ		3.053	1.629

Fleet Services (FLT)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Toronto Paramedic - Fleet Replacement	5.107	0.444	8.7%	5.045	98.8%	Ⓞ	Ⓞ		17.586	12.907
Toronto Water - Fleet Replacement	6.656	0.417	6.3%	6.889	103.5%	Ⓡ	Ⓞ	#14	32.989	14.781
Transportation Services - Fleet Replacement	6.293	1.654	26.3%	5.090	80.9%	Ⓞ	Ⓞ		36.537	2.701
Zoo - Fleet Replacement	0.840	0.000	0.0%	0.558	66.5%	Ⓢ	Ⓡ	#15	1.430	0.590
Toronto Building - Fleet Replacement	0.112	0.000	0.0%	0.112	100.0%	Ⓞ	Ⓞ		0.112	0.000
Shelter, Support & Housing Administration - Fleet Replacement	0.071	0.000	0.0%	0.071	100.0%	Ⓞ	Ⓞ		0.071	0.000
Fleet Services - At Large Vehicle Purchase	0.610	0.000	0.0%	0.559	91.6%	Ⓞ	Ⓞ		0.610	0.000
Fleet Office Modernization	0.150	0.000	0.0%	0.150	100.0%	Ⓞ	Ⓞ		0.150	0.000
Sub-Total	70.454	12.386	17.6%	57.326	81.4%	-	-		216.120	98.238
Service Improvements										
Biodiesel Pilot Project	0.075	0.000	0.0%	0.003	4.4%	Ⓡ	Ⓞ	#16	0.198	0.124
Fleet Management System & Fuel System Integration	1.647	0.036	2.2%	0.036	2.2%	Ⓡ	Ⓡ	#17	4.053	2.344
Vendor Management Portal	0.392	0.000	0.0%	0.070	17.9%	Ⓡ	Ⓢ	#18	0.478	0.000
Car Share Technology	0.105	0.000	0.0%	0.105	100.0%	Ⓞ	Ⓞ		0.105	0.000
Fleet Management and Fuel Integration Sustainment	0.243	0.000	0.0%	0.227	93.5%	Ⓞ	Ⓞ		0.711	0.000
Municipal Licensing - At Large Vehicle Purchase	0.485	0.004	0.8%	0.485	100.0%	Ⓞ	Ⓞ		1.200	0.719
Toronto Community Housing Corporation - At Large Vehicle Purchase	0.450	0.000	0.0%	0.422	93.8%	Ⓞ	Ⓞ		0.450	0.000
Sub-Total	3.397	0.040	1.2%	1.348	39.7%	-	-		7.196	3.187
Growth Related										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	74.275	12.438	16.7%	59.065	79.5%				224.993	110.615

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:

Fleet Garage Security finalizing the 2019 Action plan. Door entry system upgrades to be completed this fiscal year.

Note # 2:

Project to be closed in 2019. The capital project/sub-project is fully implemented (All commitments and deliverables are met).

Note # 3:

'Final unit expected to be received in Q4 of 2019.

Note # 4:

Fleet Replacement for Engineering & Construction Services have been delayed due to the need to tender specific modifications to meet client needs. Expected to be completed by end of 2019.

Fleet Services (FLT)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection			Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget			

Note # 5:

Project is on time. Underspend due to carry forward from previous years that is expected to remain unspent.

Note # 6:

Fleet Replacement for Fire Services delayed due to a delayed procurement of a 3-year term contract to supply vehicles. Long lead times for fire apparatuses and a review of the SourceWell purchasing process is also impacting progress.

Note # 7:

The projected overspend will be addressed through reallocations of actuals to other subprojects under the same program. Once the reallocations are performed, the year end spending will be within budget.

Note # 8:

Fleet Replacement for Fleet Services was delayed due to specification change requiring new tender. Contract has since been awarded.

Note # 9:

The RFQ received no bids and will be rewritten.

Note # 10:

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

Note # 11:

Project to be closed in 2019. The capital project/sub-project is fully implemented (All commitments and deliverables are met).

Note # 12:

The client cancelled the business case and returned old units as a fleet reduction.

Note # 13:

Units delivered in Q1 of 2019. Project will be closed in 2019.

Note # 14:

The projected overspend will be addressed through reallocations of actuals to other subprojects under the same program. Once the reallocations are performed, the year end spending will be within budget.

Note # 15:

Fleet Replacement for Toronto Zoo delayed due to procurement issues

Note # 16:

The project is finalizing the workplan for 2019.

Note # 17:

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

Note # 18:

The Vendor Management Portal project requires further review in order to assess potential solutions.

Chart 1
2019 Approved Budget by Category (\$90.15)

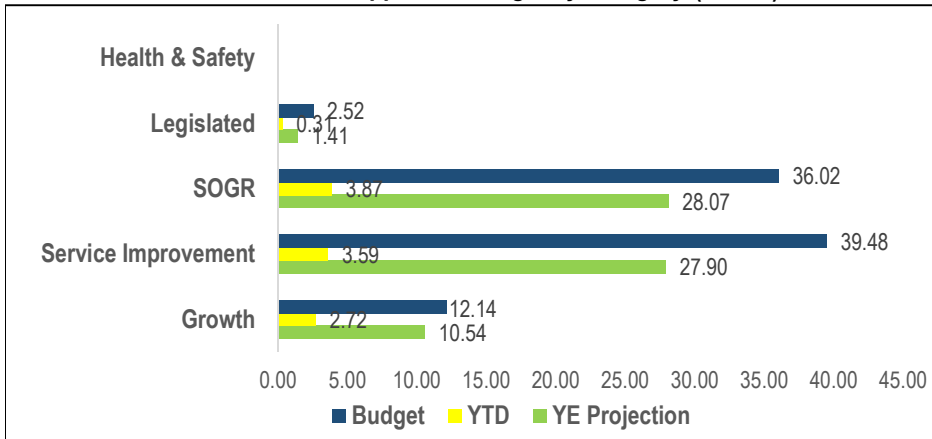


Table 1
2019 Active Projects by Category

Health & Safety	
Legislated	2
SOGR	26
Service Improvement	43
Growth	9
Total # of Projects	80

Chart 2
Project Status - 80

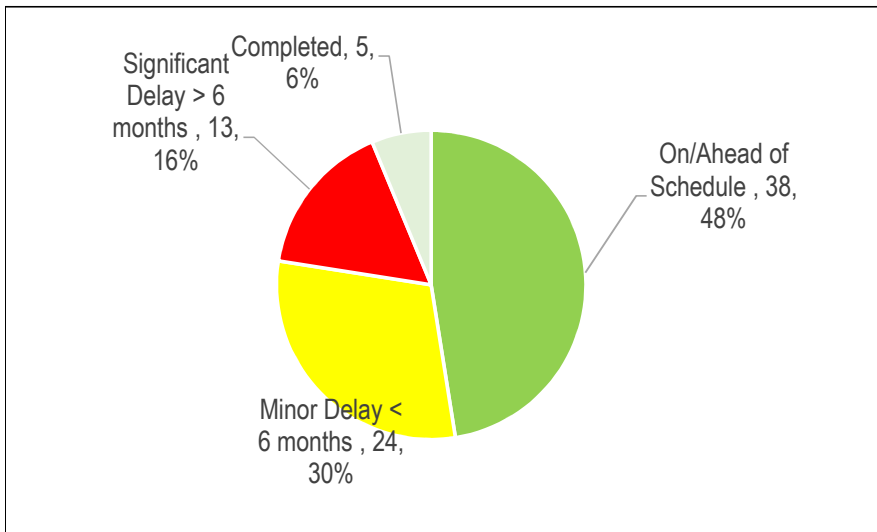


Table 2

Reason for Delay	37	
	Significant Delay	Minor Delay
Insufficient Staff Resources	4	15
Procurement Issues	6	2
RFQ/RFP Delayed	1	2
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		1
Community Consultation		
Other*	2	4
Total # of Projects	13	24

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
40.21	34.53	15.17	0.25	

Reasons for "Other*" Projects Delay:

- The Desktop Software Replacement, under Asset Lifecycle Management, is having its forecast revised based on the Office 365 pilot, Active Directory upgrade and asset management process improvements.
- The Online Portal Services project for City Planning is on hold pending IT PMO's decision on how to proceed with project.
- The E-Recruitment project is delayed as the project team reviews the project's delivery model.
- The Engineering & Construction Services (ECS) Business System Improvement project has experienced delays related to longer durations spent on solution architecture and project resource issues.
- The File Services Migration project is on hold while the project team investigates and provides recommendations for an on premise File Services solution for the future state.
- The Electronic Service Delivery for Building Permits is on hold pending Executive decision on how to proceed with project.

Information & Technology (ITP)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Legislated										
AODA Compliance	2.217	0.308	13.9%	1.108	50.0%	Y	Y	#1	2.947	1.100
EDHR - Complaints Management System	0.300	0.000	0.0%	0.300	100.0%	G	G		0.300	0.000
Sub-Total	2.517	0.308	12.2%	1.408	56.0%	-	-		3.247	1.100
State of Good Repair										
Application Systems	1.144	0.146	12.8%	1.011	88.3%	G	Y	#2	4.617	3.365
Asset Lifecycle Management	18.441	2.361	12.8%	16.609	90.1%	G	Y	#3	107.357	90.349
Business Sustainment Systems	1.989	0.426	21.4%	0.995	50.0%	Y	Y	#4	3.754	2.038
Corporate Initiatives	0.572	0.093	16.3%	0.572	100.0%	G	G		1.330	0.802
Corporate Planning & Management	1.387	0.153	11.0%	1.283	92.5%	G	G		8.443	6.857
Information Security Program	3.880	0.196	5.0%	2.716	70.0%	Y	Y	#5	5.702	2.828
IT Service Mgmt	1.002	0.035	3.5%	0.802	80.0%	G	R	#6	3.698	2.712
Network Upgrades	2.797	0.100	3.6%	0.665	23.8%	R	R	#7	40.870	18.957
Project Portfolio Management System (SOGR)	0.465	0.000	0.0%	0.465	100.0%	G	G		0.465	0.000
Resource to Deliver IT Capital Projects	2.893	0.042	1.5%	1.775	61.4%	Y	G		13.857	10.513
Technology Infrastructure	0.997	0.284	28.4%	0.997	100.0%	G	G		2.909	2.101
TEMS Replacement	0.450	0.031	6.8%	0.183	40.6%	R	Y	#8	0.600	0.183
Sub-Total	36.018	3.867	10.7%	28.072	77.9%	-	-		193.603	140.704
Service Improvements										
Application Systems	7.330	0.800	10.9%	6.450	88.0%	G	Y	#9	19.909	12.411
Artificial Intelligence for SSHA and TPH	0.500	0.000	0.0%	0.375	75.0%	G	G		0.500	0.000
Asset Management Solution - Transportation	0.854	0.032	3.8%	0.427	50.0%	Y	R	#10	1.395	0.574
Business Sustainment Systems	6.232	0.851	13.7%	5.350	85.8%	G	R	#11	20.907	15.210
Corporate Initiatives	11.672	1.163	10.0%	7.392	63.3%	Y	Y	#12	26.769	15.459
Corporate Planning & Management	0.808	0.164	20.3%	0.788	97.6%	G	G		2.705	2.079
Document Management Capabilities	0.079	0.041	51.4%	0.063	79.1%	G	Y	#13	0.420	0.237
E-City Strategic Planning	0.003	0.000	0.0%	0.003	100.0%	G	G		2.435	2.007
ECS Business Systems Improvements	0.484	0.008	1.6%	0.242	50.0%	Y	Y	#14	0.530	0.054
ECS Capital Project & Program Mgmt Process	0.088	0.042	48.2%	0.088	99.4%	G	Y	#15	0.446	0.351
ECS Cloud Deployment- Construction Project and DMS	0.568	0.000	0.0%	0.289	50.9%	Y	G	#16	0.568	0.000

Information & Technology (ITP)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Enterprise Time, Attendance & Scheduling Management - PPEB	0.013	0.000	0.0%	0.002	16.8%	Ⓡ	Ⓢ	#17	14.950	14.634
Etime Scheduling Enterprise Rollout	3.411	0.341	10.0%	2.411	70.7%	Ⓢ	Ⓢ	#18	5.034	1.798
HR Labour Relations Information System (LRIS)	0.505	0.000	0.0%	0.505	100.0%	Ⓢ	Ⓢ		0.505	0.000
Intranet Refresh (Phase 1 IT WEB)	0.018	0.001	3.3%	0.014	80.0%	Ⓢ	Ⓢ		0.254	0.234
IT Audit Project Health Check Framework	0.130	0.000	0.0%	0.130	100.0%	Ⓢ	Ⓢ		0.130	0.000
Open Data Visualization	0.932	0.259	27.8%	0.900	96.6%	Ⓢ	Ⓢ		1.591	0.965
Publicly Accessible Wi-Fi For City Facilities	0.287	0.027	9.3%	0.287	100.0%	Ⓢ	Ⓢ		0.287	0.027
Short Term Business Improvements - Transportation	0.029	0.028	95.6%	0.029	100.0%	Ⓢ	Ⓢ	#19	2.499	2.494
TASS Business Readiness	0.206	0.000	0.0%	0.206	100.0%	Ⓢ	Ⓢ		0.461	0.255
Technology Infrastructure	1.533	0.000	0.0%	1.073	70.0%	Ⓢ	Ⓢ	#20	1.533	0.000
Work Management Solution - Transportation	3.797	0.141	3.7%	0.872	23.0%	Ⓡ	Ⓢ	#21	9.396	4.911
Sub-Total	39.478	3.589	9.1%	27.896	70.7%	-	-		113.226	73.697
Growth Related										
Applications Portfolio Tools & Rationalization	0.866	0.044	5.1%	0.563	65.0%	Ⓢ	Ⓢ	#22	1.387	0.558
Business Sustainment Systems	0.153	0.114		0.153	100.0%	Ⓢ	Ⓢ	#23	0.903	0.783
CLASS Replacement Planning	0.075	0.004		0.075	100.0%	Ⓢ	Ⓢ		0.075	0.004
Consolidated Data Centre	8.891	2.077		8.691	97.8%	Ⓢ	Ⓢ		20.082	14.009
Corporate Initiatives	1.020	0.057		0.000	0.0%	Ⓡ	Ⓢ	#24	1.020	0.057
Enterprise Architecture	0.910	0.390		0.910	100.0%	Ⓢ	Ⓢ		5.754	5.230
WAN High Speed Fire Data	0.227	0.031		0.150	66.1%	Ⓢ	Ⓢ	#25	2.090	1.894
Sub-Total	12.141	2.717	22.4%	10.541	86.8%	-	-		31.311	22.536
Total	90.155	10.480	11.6%	67.917	75.3%				341.387	238.037

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

Note # 1:

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

Note # 2:

The File Services Migration is doing a scope review; the Geospatial Tool Enhancement started late as it was without a project manager; the Domino Decommissioning is delayed while remaining migrations to SharePoint and Open Text take place in 2019.

Note # 3:

The Desktop Software Replacement, under Asset Lifecycle Management, is having its forecast revised based on the Office 365 pilot, Active Directory upgrade and asset management process improvements.

Information & Technology (ITP)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			

Note # 4:

The Integrated Business Management System Review project is delayed due to insufficient resources and lack of PM due to other priorities.

Note # 5:

The RFP process for the project is slightly delayed. The cyber security maturity assessment that is being done by the consultant is taking longer than planned.

Note # 6:

The IT Service Management project is delayed due to insufficient staff resources.

Note # 7:

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

Note # 8:

The RFP release was delayed from Q4 2018 to Mar 2019 and closed on Apr 26. RFP award is planned for Oct 2019 with implementation commence in late 2019.

Note # 9:

The Enterprise Business Intelligence Implementation project had a delayed start while project resources were being confirmed and is reviewing its scope; The Enterprise Collaboration Foundation project is delayed due to negotiations with Microsoft; The EDRMS project is delayed while the project team works to negotiate a MSA with the vendor.

Note # 10:

The project is being reforecasted to align with corporate direction. This is expected Q3 2019. The Project Manager and Project Director are to be determined.

Note # 11:

The Online Portal Services project for City Planning is on hold pending IT PMO's decision on how to proceed with project; The Electronic Service Delivery for Building Permits is on hold pending Executive decision on how to proceed with project; the Electronic Service Delivery for Toronto Building is currently negotiating with the vendor, causing delays for the project.

Note # 12:

The E-Recruitment project is delayed as the project team reviews the project's delivery model; The Occupational Health & Safety Application and HR Electronic Skills Assessment projects have experienced delays with the procurement process; The Toronto Building CRM project is delayed due to interdependencies with the IBMS Replacement program and alignment with the Enterprise CRM Roadmap; The TOP Online Donation Application had a late start due to resourcing issues.

Note # 13:

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

Note # 14:

The Engineering & Construction Services (ECS) Business System Improvement project has experienced delays related to extended time spent on solution architecture and project resource issues.

Note # 15:

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

Note # 16:

The project is not planned to start until Q2 2019.

Note # 17:

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

Note # 18:

The project is now in sustainment and all project activities are now complete. The project was kept active to address the post go-live stabilization issues. Final invoicing to be processed in 2019.

Information & Technology (ITP)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection			Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget			

Note # 19:

Due to earlier procurement delays and vendor resources issues, the project was delayed 6 months. Project is substantially complete and is undergoing the project close activities.

Note # 20:

The project to introduce Internal Private Cloud Services in COT has not started yet.

Note # 21:

The Work Management Solution project was re-forecasted based on renegotiations with the vendor on scope and City responsibilities for the second work package.

Note # 22:

The Applications Portfolio Tools & Rationalization project is currently analyzing its resource requirements following earlier delays due to a lack of a project manager.

Note # 23:

Progress on the Major Capital Infrastructure Project Coordination (TOINVIEW) had been slower than planned as a new Project Manager was recently assigned.

Note # 24:

Recruitment is underway for a project manager on the Workforce Business Intelligence Phase 2 project. Project scope is being reviewed and the Project Director has requested additional time to have further discussion with the Project Sponsor and relevant stakeholders.

Note # 25:

Previous legal issues have been resolved and the project is planned to close out by Q4 2019.

2019 Capital Spending by Program
Office of the Chief Financial Officer (CFO)

Program		2019 Approved Cash Flow	2019 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
Financial Services	4M	23.81	3.38	16.40	68.9%	↑ □ □	Ⓢ
	Q2	0.00	0.00	0.00			Ⓡ
	Q3	0.00	0.00	0.00			Ⓡ
	Q4	0.00	0.00	0.00			Ⓡ
TOTAL	4M	23.81	3.38	16.40	68.9%	↑ □ □	Ⓢ
	Q2	0.00	0.00	0.00			Ⓡ
	Q3	0.00	0.00	0.00			Ⓡ
	Q4	0.00	0.00	0.00			Ⓡ

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

For the four months ended April 30, 2019, capital expenditures for Finance and Treasury Services totalled \$3.38 million of their collective 2019 Approved Capital Budget of \$23.8 million. Spending is expected to increase to \$16.39 million (68.9%) by year-end.

Financial Services (FNS)

Chart 1
2019 Approved Budget by Category (\$23.81)

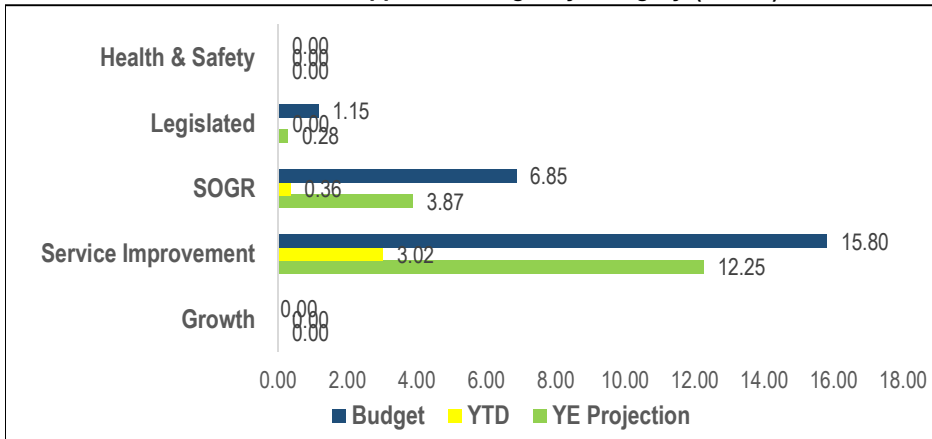


Table 1
2019 Active Projects by Category

Health & Safety	
Legislated	2
SOGR	5
Service Improvement	8
Growth	
Total # of Projects	15

Chart 2
Project Status - 15

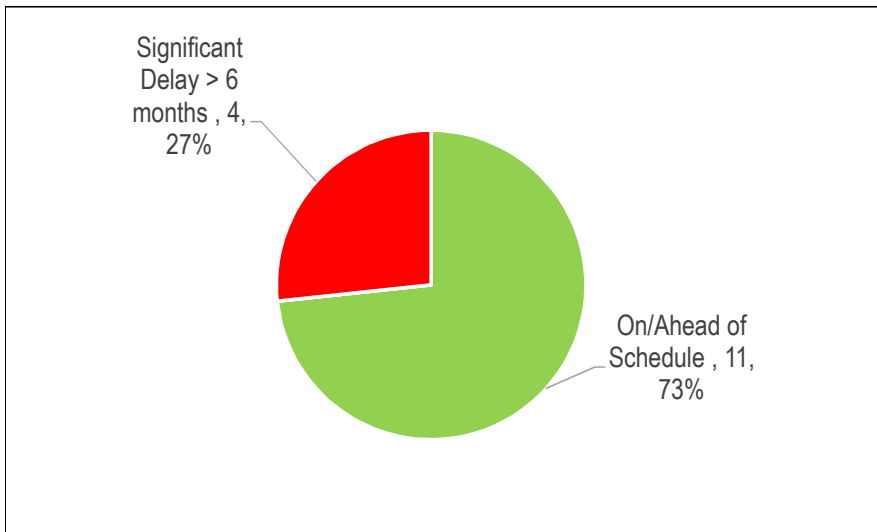


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
20.50		3.31		

Reasons for "Other*" Projects Delay:

- Development Charges Background Study is extended into 2020 due to expanded scope to review and potentially amend the non-residential DC policies in 2020.
- The Integrated Asset Planning Management (IAPM) project is projecting underspend at year end. Part of the 2019 cash flow was budgeted to set up internal staff to begin the asset management framework, but due to a lack of internal skillset, a decision was made to acquire a vendor to deliver this.
- The eBilling Initiative and Revenue System Phase 2 projects are currently underspent. These two projects were previously on hold pending the award of the Print and eBilling RFP. The Print and eBilling RFP was awarded recently. These two projects are expected to be completed by end of 2020.



Financial Services (FNS)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date	LTD %	Time Status
		\$	%	\$	%	On Budget	On Time					
Legislated												
DEV. CHARGES BACKGROUND STUDY	0.355	0.000	0.0%	0.060	16.9%	R	R	#1	0.770		0.0%	> 6 months
PCI COMPLIANCE	0.800	0.005	0.6%	0.220	27.5%	R	G	#2	7.662		0.0%	On Time
Sub-Total	1.155	0.005	0.4%	0.280	24.3%	-	-		8.432	0.000		
State of Good Repair												
CROSS-APPLICATION TIMESHEET (CATS) IMPLEMENTATION	0.185	0.118	63.4%	0.185	100.0%	G	G		7.540	7.473	99.1%	On Time
INTEGRATED ASSET PLANNING MANAGEMENT (IAPM)	1.747	0.069	4.0%	1.002	57.4%	Y	G	#3	5.000	0.808		On Time
RISK MANAGEMENT INFO SYSTEM UPGRADE	0.450	0.000	0.0%	0.450	100.0%	G	G		1.892	1.099		On Time
TAX BILLING SYSTEM	2.730	0.104	3.8%	1.365	50.0%	Y	G	#4	9.922	1.966		On Time
UTILITY BILLING SYSTEM	1.738	0.069	4.0%	0.869	50.0%	Y	G	#4	5.971	0.170		On Time
Sub-Total	6.850	0.360	5.2%	3.871	56.5%	-	-		30.325	11.516		
Service Improvements												
EBILLING INITIATIVE	0.469	0.000	0.0%	0.281	60.0%	Y	R	#5	0.469	0.000	0.0%	> 6 months
ELECTRONIC SELF SERVICE TAX AND UTILITY	0.551	0.000	0.0%	0.413	75.0%	G	G		0.551	0.000		On Time
EMPLOYEE SERVICE CENTRE (ESC)	1.005	0.018	1.8%	1.005	100.0%	G	G		1.255	0.018		On Time
FINANCE ACCOUNTING SYSTEMS TRANSFORMATION (FAST)	1.808	0.030	1.6%	0.921	50.9%	Y	G		4.260	1.109		On Time
FINANCIAL PLANNING ANALYSIS REPORTING SYSTEM (FPARS)	2.154	0.350	16.2%	0.845	39.2%	R	R	#6	60.820	57.867		> 6 months
PARKING TAG MGT SOFTWARE UPGRADE	0.754	0.002	0.2%	0.050	6.6%	R	G	#7	2.952	0.655		On Time
REVENUE SYSTEM - PHASE 11	0.330	0.000	0.0%	0.000	0.0%	R	R	#5	3.500	3.169		> 6 months
SUPPLY CHAIN MANAGEMENT TRANSFORMATION (SCMT 1)	8.731	2.617	30.0%	8.731	100.0%	G	G		18.993	11.776		On Time
Sub-Total	15.802	3.016	19.1%	12.246	77.5%	-	-		92.800	74.594		
Total	23.807	3.381	14.2%	16.398	68.9%				131.557	94.449		

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:

Development Charges Background Study is extended into 2020 due to expanded scope to review and potentially amend the non-residential DC policies in 2020.

Note # 2:

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

Note # 3:

The Integrated Asset Planning Management (IAPM) project is projecting underspend at year end. Part of the 2019 cash flow was budgeted to set up internal staff to begin the asset management framework, but due to a lack of internal skillset, a decision was made to acquire a vendor to deliver this.

Note # 4:

The Tax Billing System and Utility Billing System projects are currently underspent due to delays in hiring project team resources.

Note # 5:

The eBilling Initiative and Revenue System Phase 2 projects are currently underspent. These two projects were previously on hold pending the award of the Print and eBilling RFP. The Print and eBilling RFP was awarded recently. These two projects are expected to be completed by end of 2020.

Note # 6:

The Financial Planning, Analysis & Reporting System (FPARS) EPM project is currently on hold awaiting the completion of the budget modernization review and its recommendations.

Note # 7:

The Parking Tags Management Software Upgrade project will issue the RFP to replace the current Parking Tags Management System this year, and the remaining funds in the project will be used to cover the award of the RFP, licencing costs, initial set-up and implementation costs.

**2019 Capital Spending by Program
Other City Programs**

Program		2019 Approved Cash Flow	2019 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
Office of the Lobbyist Registrar	4M	0.22	0.00	0.22	100.0%		Ⓢ
City Clerk's	4M	6.33	0.83	5.77	91.3%		Ⓢ
Corporate Initiatives	4M	82.22	0.21	82.00	99.7%		Ⓢ
TOTAL	4M	88.76	1.05	87.99	99.1%		Ⓢ
Ⓢ >70% Ⓢ between 50% and 70% Ⓢ < 50% or > 100%							

For the four months ended April 30, 2019, capital expenditures for this Service Area totalled \$1.04 million of their collective 2019 Approved Capital Budget of \$88.75 million. Spending is expected to increase to 87.99 million (99.1%) by year-end. All Programs in this Service Area have a projected year-end spending rate of over 70% of their respective 2019 Approved Capital Budgets.

Projected spending rate at year-end for the for Office of Lobbyist Registrar, City Clerk's Office and Corporate Initiatives Program are projected at 91.3%, 99.7% and 100% respectively.

Chart 1
2018 Approved Budget by Category (\$6.33)

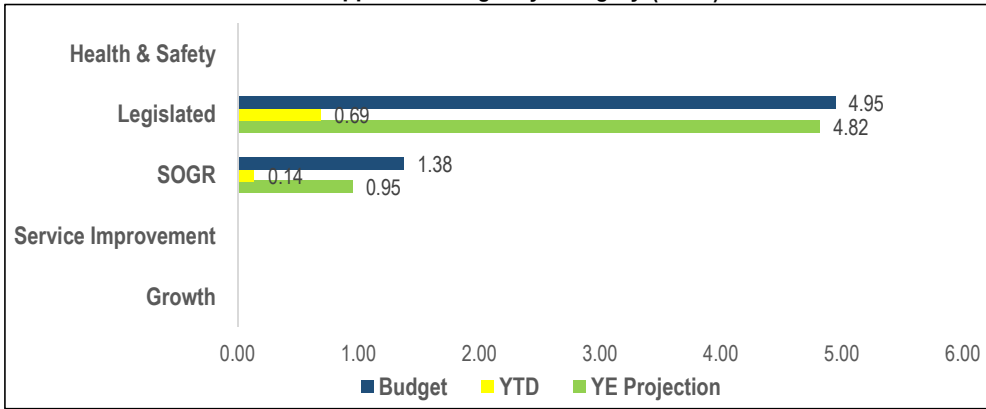


Table 1
2019 Active Projects by Category

Health & Safety	
Legislated	11
SOGR	6
Service Improvement	
Growth	
Total # of Projects	17

Chart 2
Project Status - 17

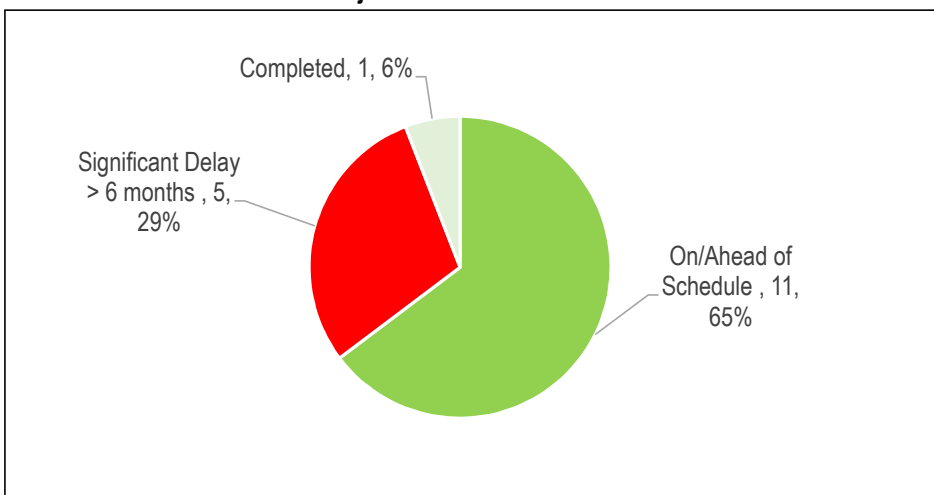


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
4.01		2.23	0.09	

Reasons for "Other*" Projects Delay:

- CITY CLERK'S OFFICE BUSINESS SYSTEMS 2016 - 2018 - Registry Services Tracking System project is on hold pending resolution of vulnerability issues.
- COUNCIL BUSINESS SYSTEMS 2016 - 2018 - Constituency Management System Replacement cyber security vulnerabilities unresolved; contract with vendor terminated; project will focus on enhancements to existing system.
- COUNCIL TRANSITION REQUIREMENTS 2017 - Construction in progress. Bill 5 Better Local Government Act impacted project scope and implementation schedule.
- TORONTO PROPERTY SYSTEM SOGR 2018 - Project implementation oversight transferred to I&T effective January 2019. Capital budget to be transferred to I&T in-year.

Key Discussion Points:

- INFRASTRUCTURE TO SUPPORT COUNCIL MEETING - Ongoing issues and delays with Request to Speak (RTS) system vendor. Contract amendment being explored.

City Clerk's Office (CLK)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Legislated										
TORONTO ELECTIONS MANAGEMENT INFO SYSTEM (TEMIS) FOR 2018 ELECTION	0.425	0.336	79.0%	0.410	96.4%	Ⓞ	Ⓞ		6.477	6.111
ELECTION TECHNOLOGY PROGRAM FOR 2022 ELECTION	1.170	0.000	0.0%	1.127	96.3%	Ⓞ	Ⓞ		5.975	0.000
TORONTO MEETING MANAGEMENT INFORMATION SYSTEM (TMMIS) SOGR 2019-2022	0.160	0.000	0.0%	0.160	100.0%	Ⓞ	Ⓞ		0.980	0.000
OPEN INFORMATION OPEN INFO - DIVISION SPECIFIC - ARCHIVAL DATABASE	1.265	0.202	16.0%	1.217	96.2%	Ⓞ	Ⓞ		2.988	1.251
PRIVACY CASE MANAGEMENT SYSTEM 2019	0.125	0.011	9.1%	0.106	84.8%	Ⓞ	Ⓞ		0.125	0.011
VOTING EQUIPMENT REPLACEMENT - OPTIONS STUDY	0.205	0.014	6.9%	0.205	100.0%	Ⓞ	Ⓞ		0.205	0.014
CITY CLERK'S OFFICE BUSINESS SYSTEMS 2016 - 2018	0.230	0.052	22.7%	0.228	99.1%	Ⓞ	Ⓡ	#1	1.497	1.174
CITY CLERK'S BUSINESS SYSTEM - LEGISLATIVE COMPLIANCE	0.225	0.035	15.5%	0.225	100.0%	Ⓞ	Ⓞ		0.525	0.035
COUNCIL BUSINESS SYSTEMS 2016-2018	0.090	0.026	28.9%	0.090	100.0%	Ⓞ	Ⓡ	#2	0.569	0.503
COUNCIL TRANSITION REQUIREMENTS 2017	0.852	0.015	1.8%	0.852	100.0%	Ⓞ	Ⓡ	#3	1.460	0.623
Sub-Total	4.947	0.692	14.0%	4.820	97.4%	-	-		21.001	9.722
State of Good Repair										
INFORMATION PRODUCTION ONLINE REQUEST PORTAL REPLACEMENT INFRASTRUCTURE TO SUPPORT COUNCIL MEETING	0.110	0.001	0.6%	0.110	100.0%	Ⓞ	Ⓞ		0.110	0.586
ARCHIVES EQUIPMENT UPGRADE	0.600	0.021	3.5%	0.307	51.2%	Ⓢ	Ⓡ	#4	1.710	0.586
	0.050	0.000	0.0%	0.050	100.0%	Ⓞ	Ⓞ		0.265	0.586

City Clerk's Office (CLK)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
ORDER PICKER REPLACEMENT (2 MACHINES) 2018	0.090	0.086	95.6%	0.086	95.6%	Ⓞ			0.100	0.110
TORONTO PROPERTY SYSTEM SOGR 2018	0.453	0.015	3.3%	0.324	71.5%	Ⓞ	Ⓡ	#5	0.610	0.000
CITY HALL REGISTRY COUNTER REFRESH	0.075	0.000	0.0%	0.075	100.0%	Ⓞ	Ⓞ		0.150	0.032
Sub-Total	1.378	0.123	8.9%	0.952	69.1%	-	-		2.945	1.899
Total	6.325	0.815		5.772					23.946	11.622

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

Note # 1:

Registry Services Tracking System: vulnerability issues unresolved; enhancements to current system are in progress.
 Asset Management System: final configuration completed.
 Clerk's Mail Correspondence Management System: remaining test cases being developed.

Note # 2:

Constituency Management System Replacement: Security vulnerabilities unresolved; contract with vendor terminated ; project will focus on enhancements to existing system.

Note # 3:

Construction in progress. Bill 5 Better Local Government Act impacted project scope and implementation schedule.

Note # 4:

Ongoing issues and delays with Request to Speak (RTS) system vendor; contract amendment being explored.

Note # 5:

Project implementation oversight transferred to I&T effective January 2019; capital budget to be transferred from City Clerk's Office to I&T in-year.

**2019 Capital Spending by Program
City Agencies**

Program		2019 Approved Cash Flow	2019 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
Exhibition Place	4M	7.98	0.81	7.98	100.0%		Ⓞ
TO Live (Prev Sony Centre)	4M	14.58	0.54	7.11	48.8%		Ⓡ
TRCA	4M	22.08	6.88	22.08	100.0%		Ⓞ
Toronto Police	4M	84.37	13.39	60.21	71.4%		Ⓞ
Toronto Public Health	4M	4.86	1.42	4.85	99.6%		Ⓞ
Toronto Public Library	4M	36.75	5.26	32.25	87.8%		Ⓞ
Toronto Zoo	4M	16.67	0.38	9.42	56.5%		Ⓢ
Toronto Transit Commission	4M	2,345.71	363.93	1,852.14	79.0%		Ⓞ
TOTAL	4M	2,533.01	392.60	1,996.03	78.8%		Ⓞ
Ⓞ >70% Ⓢ between 50% and 70% Ⓡ < 50% or > 100%							

For the four months ended April 30, 2019, capital expenditures for Agencies totalled \$392.60 million of their collective 2019 Approved Capital Budget of \$2,533 billion. Spending is expected to increase to 1,996 billion (78.8%) by year-end. Six Agencies have a year-end spending rate of over 70% of their respective 2019 Approved Capital Budgets.

Exhibition Place and Toronto Region and Conservation Authority are projecting to spend 100% of their 2019 Approved Budget while Toronto Public Health, Toronto Public Library, Toronto Transit Commission and Toronto Police Service have projected year-end spending rate of 99.6%, 87.8%, 79.0% and 71.4% respectively. Toronto Zoo and TO Live have year-end spending rate projected to 56.5% and 48.8%.

Exhibition Place (EXH)

Chart 1
2019 Approved Budget by Category (\$7.98)

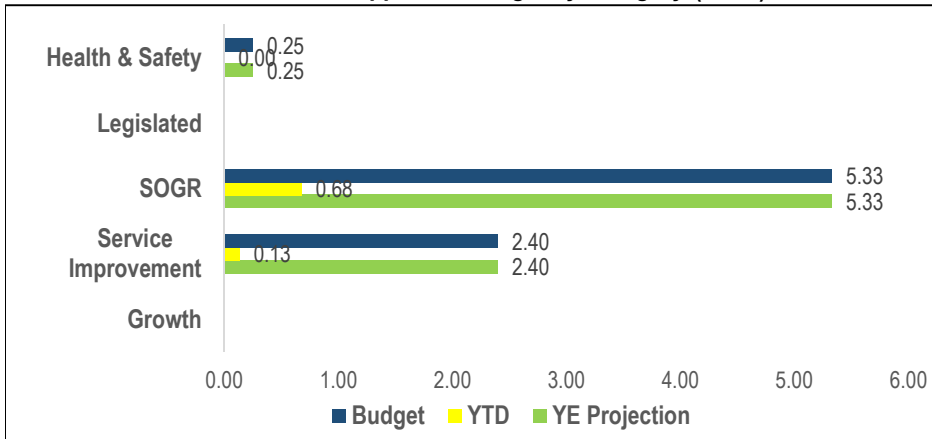


Table 1
2019 Active Projects by Category

Health & Safety	1
Legislated	0
SOGR	20
Service Improvement	4
Growth	0
Total # of Projects	25

Chart 2
Project Status - 25

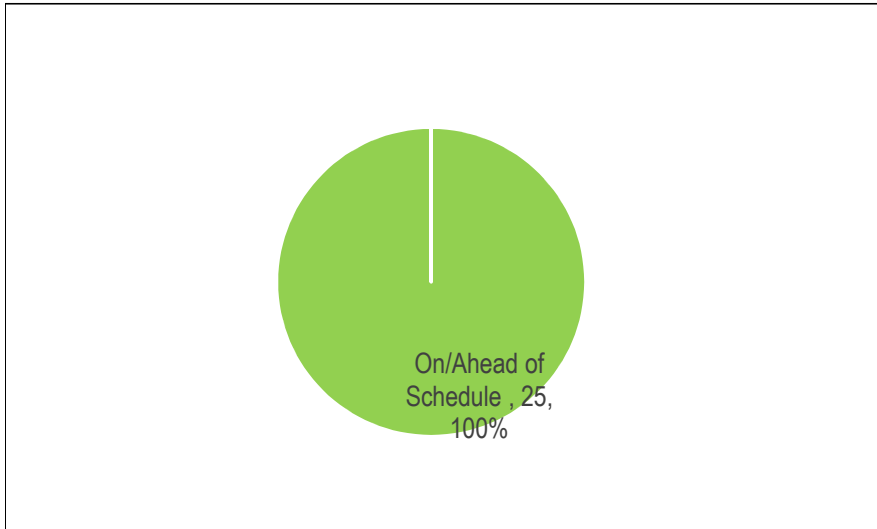


Table 2

Reason for Delay

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
7.98				

Exhibition Place (EXH)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Other Building	0.250	0.000	0.0%	0.250	100.0%	Ⓞ	Ⓞ		1.825	0.000
Sub-Total	0.250	0.000	0.0%	0.250	100.0%	-	-		1.825	0.000
State of Good Repair										
Pre-Engineering Program	0.137	0.010	7.0%	0.137	100.0%	Ⓞ	Ⓞ		1.450	0.010
Queen Elizabeth Building	0.275	0.000	0.0%	0.275	100.0%	Ⓞ	Ⓞ		2.875	0.000
Other Building	0.475	0.010	2.0%	0.475	100.0%	Ⓞ	Ⓞ		1.675	0.010
Equipment	0.705	0.223	31.6%	0.705	100.0%	Ⓞ	Ⓞ		4.180	0.223
Enercare Centre	0.879	0.217	24.7%	0.879	100.0%	Ⓞ	Ⓞ		44.915	0.217
Coliseum Complex	0.100	0.000	0.0%	0.100	100.0%	Ⓞ	Ⓞ		22.945	0.000
Parks Parking Lots and Roads	0.791	0.150	19.0%	0.791	100.0%	Ⓞ	Ⓞ		4.545	0.150
Food Building	0.470	0.000	0.0%	0.470	100.0%	Ⓞ	Ⓞ		6.170	0.000
Electrical Underground High Voltage Utilities	1.500	0.066	4.4%	1.500	100.0%	Ⓞ	Ⓞ		4.230	0.066
Sub-Total	5.332	0.676	12.7%	5.332	100.0%	-	-		92.985	0.676
Service Improvements										
Parks Parking Lots and Roads	0.141	0.033	23.1%	0.141	100.0%	Ⓞ	Ⓞ		11.740	0.033
Beanfield Centre	2.259	0.099	4.4%	2.259	100.0%	Ⓞ	Ⓞ		2.789	0.099
Sub-Total	2.400	0.132	5.5%	2.400	100.0%	-	-		14.529	0.132
Total	7.983	0.808	10.1%	7.983	100.0%				109.339	0.807

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

Chart 1
2019 Approved Budget by Category (\$14.58)

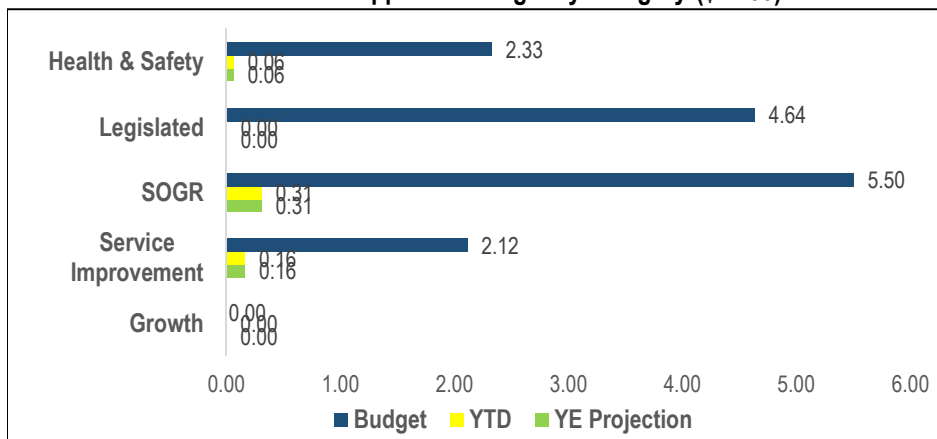


Table 1
2019 Active Projects by Category

Health & Safety	6
Legislated	6
SOGR	6
Service Improvement	2
Growth	
Total # of Projects	20

Chart 2
Project Status - 20

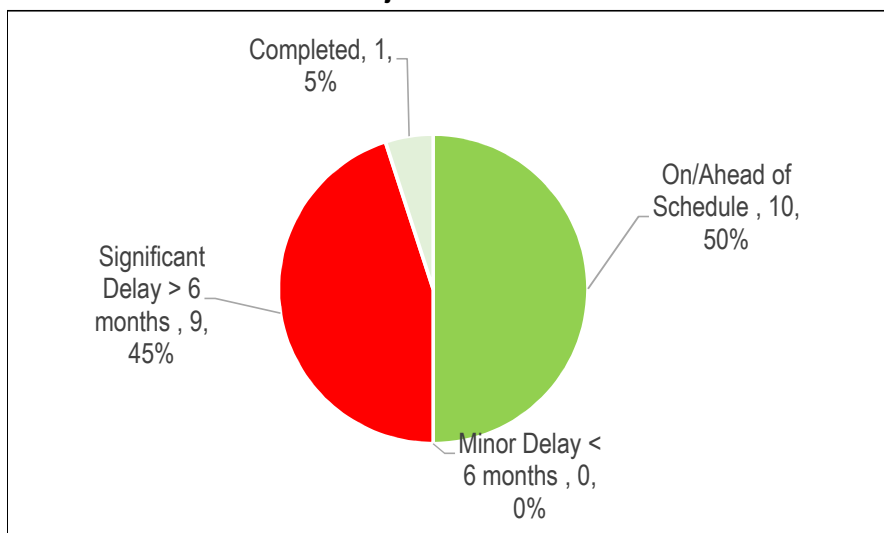


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
4.74		9.84	0.00	

Reasons for "Other*" Projects Delay:

- During the 2019 budget process, the three City-owned theatres (St. Lawrence Centre for the Arts, Sony Centre for the Performing Arts and Toronto Centre for the Arts) have been consolidated into a single capital budget for TO Live. TO Live worked collaboratively with City Staff to establish a protocol document in providing clear decision making authorities and processes, expenditure thresholds, roles and responsibilities for management of TO Live Capital Projects. Due to delays in establishing this document, many projects were delayed in 2019.

TO Live

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date	LTD %
		\$	%	\$	%	On Budget	On Time				
Health & Safety											
Sony - Building Envelope	1.200	0.000	0.0%	0.240	20.0%	R	R	#1	2.400	0.000	0.0%
Sony - Fire Safety Systems	0.206	0.015	7.1%	0.206	100.0%	G	G		0.207	0.015	
St. Lawrence Centre for the Arts - Health & Safety	0.200	0.000	0.0%	0.000	0.0%	R	R	#1	0.200	0.000	
Sony - Theatre Systems and Equipment (2017)	0.124	0.042	34.1%	0.124	100.0%	G	G		1.229	0.944	
Sony - Theatre Systems and Equipment (2018-2026)	0.129	0.000	0.3%	0.129	100.0%	G	G		1.582	1.453	
Sony - Vertical Transportation	0.467	0.006	1.2%	0.285	60.9%	Y	R	#1	0.479	0.018	
Sub-Total	2.326	0.063	2.7%	0.984	42.3%	-	-		6.097	2.430	
Legislated											
Sony - AODA Audit	0.015	0.000	0.0%	0.015	100.0%	G	G		0.150	0.106	
Sony - AODA Compliance Projects 2019	1.200	0.000	0.0%	0.360	30.0%	R	R	#1	1.200	0.000	
St. Lawrence Centre for the Arts - AODA 2019	0.600	0.004	0.7%	0.300	50.0%	Y	R	#1	0.600	0.004	
Toronto Centre for the Arts - AODA 2019/2020	2.687	0.000	0.0%	0.269	10.0%	R	R	#1	5.283	0.000	
Toronto Centre for the Arts - Concession Stands (AODA)	0.133	0.000	0.0%	0.053	40.0%	R	R	#1	0.133	0.000	
Sony - Theatre Systems and Equipment (2018-2026)	0.000	0.000	0.0%	0.000	100.0%	G	G		0.060	0.060	
Sub-Total	4.635	0.004	0.1%	0.997	21.5%	-	-		7.426	0.170	
State of Good Repair											
Sony - Building Envelope	0.914	0.238	26.1%	0.914	100.0%	G	G		1.006	0.330	32.8%
Sony - Electrical Systems	0.241	0.048	19.9%	0.241	100.0%	G	G		0.326	0.133	
Sony - Mechanical Systems	0.919	0.019	2.1%	0.919	100.0%	G	G		1.092	0.193	
St. Lawrence Centre for the Arts - SOGR 2019	3.142	0.000	0.0%	0.786	25.0%	R	R	#1	3.142	0.000	
Sony - Structure	0.194	0.004	2.1%	0.194	100.0%	G	G		0.203	0.013	
Sony - Theatre Systems and Equipment (2018-2026)	0.094	0.000	0.0%	0.094	100.0%	G	G		0.100	0.007	
Sub-Total	5.503	0.310	5.6%	3.146	57.2%	-	-		5.869	0.676	
Service Improvements											
2019 Signage Replacement Project	1.900	0.164	8.6%	1.900	100.0%	G	G		1.900	0.164	
Toronto Centre for the Arts - Sound Isolation	0.215	0.000	0.0%	0.086	40.0%	R	R	#1	0.215	0.000	0.0%
Sub-Total	2.115	0.164	7.7%	1.986	93.9%	-	-		2.115	0.164	
Growth Related											
Growth Project								#3			
Growth Project								#3			
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000	
Total	14.579	0.540	3.7%	7.113	48.8%				21.507	3.441	

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:

These projects are underspent and delayed due to delays in establishing protocol for management of TO Live capital projects.

Toronto & Region Conservation Authority (TRC)

Chart 1
2019 Approved Budget by Category (\$22.08)

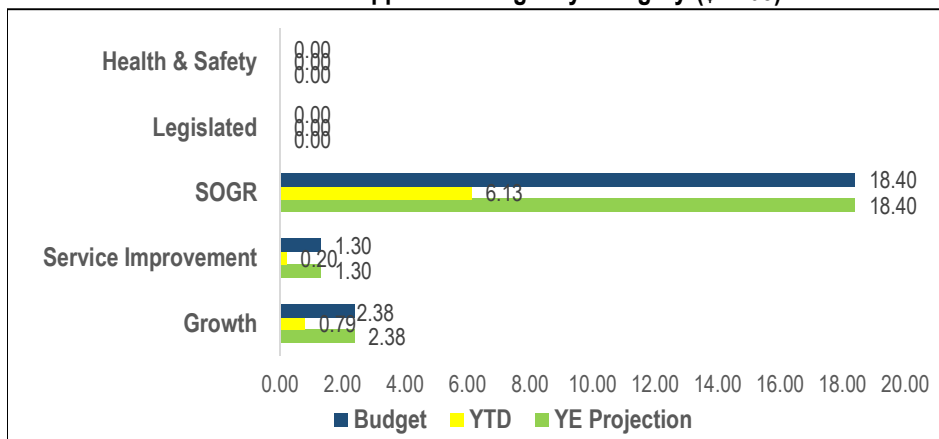


Table 1
2019 Active Projects by Category

Health & Safety	
Legislated	
SOGR	22
Service Improvement	3
Growth	4
Total # of Projects	29

Chart 2
Project Status - 29

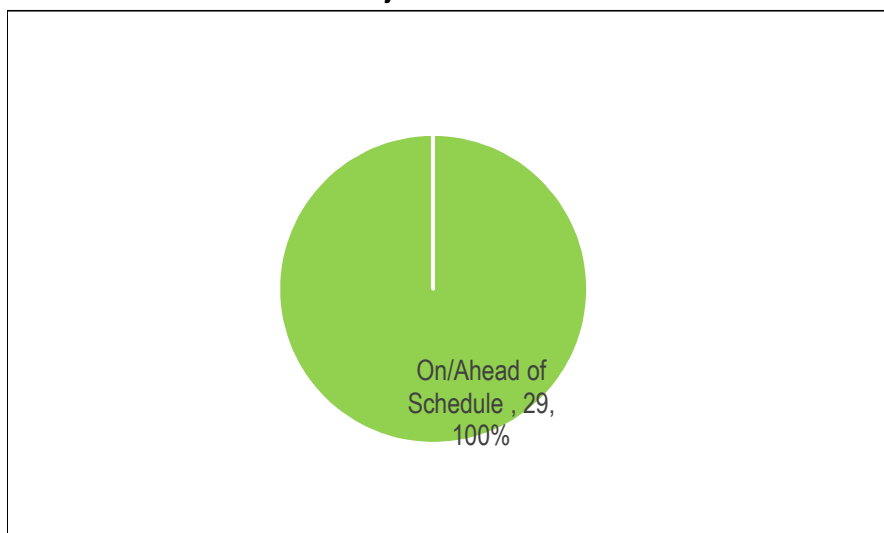


Table 2

Reason for Delay

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
22.08				

Key Discussion Points:

- The majority of the TRCA capital projects are ongoing or phased projects which arise from multi-year planning.
- Feasibility studies or needs assessments have been completed and engineering estimates form the basis of costs.
- Historically, TRCA receives 100% of its Capital Budget in any given year and does not require funding to be carried forward into future years due to incomplete projects.
- TRCA is currently completing landscape and restoration work at the proposed Toronto Wildlife Centre site. This work is funded from the Tree Canopy Reserve and is expected to be completed in 2022.

Toronto & Region Conservation Authority (TRC)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
State of Good Repair										
Greenspace Land Acquisition	0.064	0.021	33.3%	0.064	100.0%	Ⓞ	Ⓞ		0.064	0.021
TRCA Administrative Infrastructure	0.322	0.107	33.3%	0.322	100.0%	Ⓞ	Ⓞ		0.322	0.107
Waterfront & Valley Erosion Control	1.600	0.533	33.3%	1.600	100.0%	Ⓞ	Ⓞ		1.600	0.533
Black Creek Pioneer Village Retrofit	2.371	0.790	33.3%	2.371	100.0%	Ⓞ	Ⓞ		2.371	0.790
Living City Action Plan	3.133	1.044	33.3%	3.133	100.0%	Ⓞ	Ⓞ		3.133	1.044
Waterfront Development	1.153	0.384	33.3%	1.153	100.0%	Ⓞ	Ⓞ		1.153	0.384
TRCA Information Technology	0.257	0.086	33.3%	0.257	100.0%	Ⓞ	Ⓞ		0.257	0.086
Critical Erosion-Water Funded Enhancements	9.500	3.167	33.3%	9.500	100.0%	Ⓞ	Ⓞ		9.500	3.167
Sub-Total	18.400	6.133	33.3%	18.400	100.0%	-	-		18.400	6.133
Service Improvements										
Waterfront Development	0.270	0.090	33.3%	0.270	100.0%	Ⓞ	Ⓞ		0.270	0.090
Scarborough Waterfront	1.029	0.114	11.1%	1.029	100.0%	Ⓞ	Ⓞ		1.029	0.114
Sub-Total	1.299	0.204	15.7%	1.299	100.0%	-	-		1.299	0.204
Growth Related										
Menno- Ressor Restoration	2.000	0.667	33.3%	2.000	100.0%	Ⓞ	Ⓞ		3.500	1.667
Long Term Accommodation Project	0.382	0.123	32.3%	0.382	100.0%	Ⓞ	Ⓞ		39.200	0.858
Sub-Total	2.382	0.790	33.2%	2.382	100.0%	-	-		42.700	2.525
Total	22.081	7.127	32.3%	22.081	100.0%				62.399	17.201

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

Chart 1
2019 Approved Budget by Category (\$84.37)

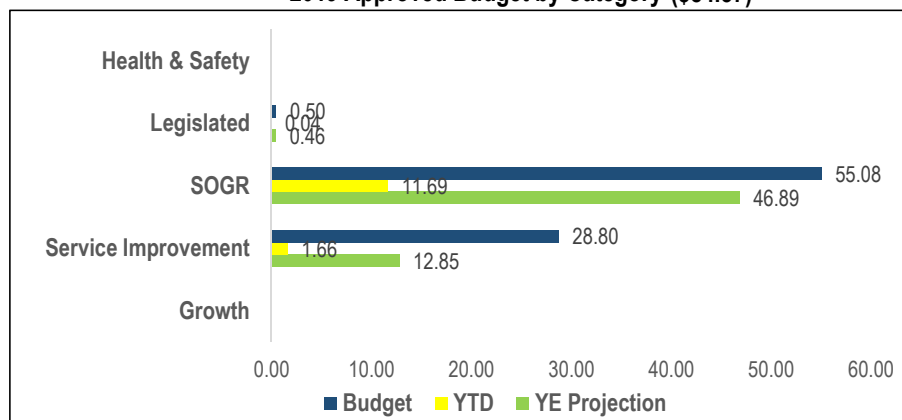


Table 1
2019 Active Projects by Category

Health & Safety	
Legislated	1
SOGR	20
Service Improvement	13
Growth	
Total # of Projects	34

Chart 2
Project Status - 34

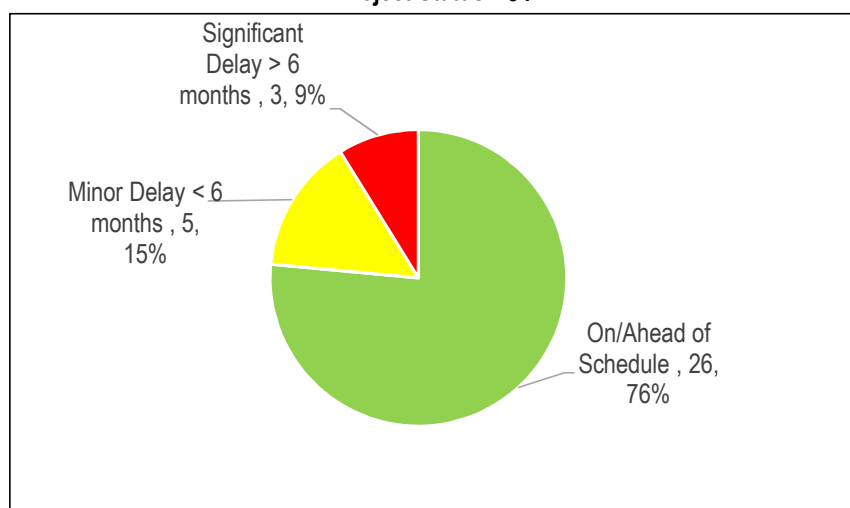


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
65.32	7.77	11.28		

Reasons for "Other*" Projects Delay:

- 32/33 Division - The project encompasses a major interior retrofit to the existing building, as well as upgrades to the base building. Documentation of District Headquarters programming requirements is ongoing and the development of the schematic design continues in 2019.
- 12 Division Renovation Project - The project is on hold until a pilot project for Traffic Services and Parking Enforcement is complete and more information becomes available for the preferred locations and other requirements.
- Property and Evidence Scanner - The scanners need software that has to be developed and configured by ITS for integration into the PEMS system prior to purchase. Software integration will be completed in Q2 2020. Purchase of scanners deferred to 2020, after software integration is complete.

Key Discussion Points: (See next page)

Toronto Police Service (POL)

Key Discussion Points: (Please provide reason for delay)

- Toronto Police Service is projecting total gross expenditures of \$60.2 million compared to \$844.4 million in available funding in the 2019 Council Approved Capital Budget, representing a spending rate of 71.4%.at year-end.
- As a result of the delays in the 12 Division Renovation Project, it is recommended that City Council approve the transfer of funding of \$1.3 million to the Radio Replacement project to assist with implementation of the latest version of the Association of Public Safety Communications Officials (A.P.C.O) standards which allows for more radios to operate simultaneously. The funds will be returned to the 12 Division Renovation Project in 2020, hence the overall project cost remains the same.
- It is noted that the full costs for the Body Worn Cameras and Connected/Mobile Officer projects, as recommended by the Way Forward report, as well as the significant additional

Toronto Police Service (POL)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Legislated										
Next Generation (N.G.) 9-1-1	0.500	0.039	7.7%	0.461	92.3%	G	G		5.000	0.039
Sub-Total	0.500	0.039	7.7%	0.461	92.3%	-	-		5.000	0.039
State of Good Repair										
State-of-Good-Repair	6.133	0.916	14.9%	5.003	81.6%	G	G			
Radio Replacement	4.479	3.821	85.3%	4.479	100.0%	G	G		37.863	23.078
Automated Fingerprint Identification System (A.F.I.S.) Replacement	3.053	0.000	0.0%	3.053	100.0%	G	G		6.106	0.000
Vehicle Replacement	7.230	4.887	67.6%	7.230	100.0%	G	G		130.853	68.541
Furniture Lifecycle Replacement	2.395	0.039	1.6%	1.649	68.8%	Y	G		14.160	10.304
Workstation, Laptop, Printer- Lifecycle Plan	4.688	0.076	1.6%	3.902	83.2%	G	G		72.238	34.316
Servers - Lifecycle Plan	5.930	0.017	0.3%	5.930	100.0%	G	G		80.927	37.836
IT Business Resumption	3.982	0.803	20.2%	3.982	100.0%	G	G		38.772	17.666
Mobile Workstation	9.417	0.106	1.1%	4.714	50.1%	Y	G		36.440	15.385
Locker Replacement	0.418	0.000	0.0%	0.000	0.0%	R	R	#1	8.049	3.143
Network Equipment	2.400	0.024	1.0%	2.400	100.0%	G	G		46.806	16.679
In-car Camera	0.067	0.000	0.0%	0.020	29.9%	R	G		9.763	4.196
Voice Logging	0.350	0.020	5.7%	0.350	100.0%	G	G		1.811	0.020
DVAM I, II (LR)	1.080	0.546	50.6%	1.080	100.0%	G	G		12.443	3.603
Property & Evidence Scanners	0.040	0.000	0.0%	0.000	0.0%	R	Y	#2	0.103	0.000
Small Equipment Replacement	0.294	0.000	0.0%	0.294	100.0%	G	G		10.090	2.978
Security System Replacement	0.182	0.000	0.0%	0.182	100.0%	G	G		1.600	1.418
Livescan	0.540	0.000	0.0%	0.540	100.0%	G	G		1.337	0.257
Electronic Surveillance	1.088	0.000	0.0%	1.088	100.0%	G	G		2.805	1.168
Wireless Parking System	1.310	0.439	33.5%	0.999	76.3%	G	G		14.784	2.867
Sub-Total	55.075	11.692	21.2%	46.895	85.1%	-	-		526.949	243.455
Service Improvements										
Peer to Peer Site	1.742	0.719	41.3%	1.742	100.0%	G	G		19.921	18.899
Transforming Corporate Support	2.805	0.355	12.7%	2.805	100.0%	G	Y	#3	8.742	5.296
54/55 Divisions Amalgamation	6.031	0.000	0.0%	0.360	6.0%	R	R	#4	39.225	0.623
32/33 Division	4.926	0.094	1.9%	0.775	15.7%	R	Y	#5	11.940	0.157
Enterprise Business Intelligence	1.687	0.220	13.0%	1.402	83.1%	G	Y	#6	10.717	9.249
TPS Archiving	0.261	0.000	0.0%	0.261	100.0%	G	G		0.650	0.413
Body Worn Camera - Phase II	1.000	0.066	6.6%	1.000	100.0%	G	G		11.211	0.073
Connected Officer	0.800	0.067	8.4%	0.800	100.0%	G	G		10.690	2.248
41 Division	4.831	0.000	0.0%	0.593	12.3%	R	R	#7	38.928	0.125
12 Division Renovation	1.600	0.000	0.0%	0.000	0.0%	R	Y	#8	9.000	0.000
District Policing Program - District Model	2.900	0.137	4.7%	2.900	100.0%	G	Y	#9	15.900	0.137
Automated External Defibrillator	0.012	0.000	0.0%	0.012	100.0%	G	G		0.201	0.011
43 Division Renovation	0.200	0.000	0.0%	0.200	100.0%	G	G		0.200	0.000
Sub-Total	28.795	1.658	5.8%	12.850	44.6%	-	-		177.325	37.232
Total	84.371	13.389	15.9%	60.206	71.4%				709.274	280.725

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: Locker Replacement

There is currently no Vendor of Record (V.O.R.) for lockers. Specifications being issued to secure a V.O.R. Due to the time it takes to process this, there will not be enough time to purchase lockers this year. All funds will be carried forward to 2020.

Note # 2: Property & Evidence Scanners

The scanners need software that has to be developed and configured by ITS for integration into the PEMS system prior to purchase. Software integration will be completed in Q2 2020. Purchase of scanners deferred to 2020, after software integration is complete.

Note # 3: Transforming Corporate Support

Resourcing constraints and conflicting operational priorities continue to have an ongoing impact on planned activities and ability to engage organizational stakeholders to support the project initiatives and schedule.

Note # 4: 54/55 Divisions Amalgamation

Subsequent to Council approval of the site for the new consolidated district facility, the master planning exercise was initiated, which involves extensive community consultations, technical studies, confirmation of the T.T.C.'s requirements, and the exploration of potential partners in the site development and conceptual site plans. The results of this planning exercise are expected to be presented to City Council late Q1 2019. Construction cannot be started until the Master Plan is completed.

Note # 5: 32/33 Division

The project encompasses a major interior retrofit to the existing building, as well as upgrades to the base building. Documentation of District Headquarters programming requirements is ongoing and the development of the schematic design continues in 2019. This project is considered delayed due to redesign requirements and schedule and budget uncertainty until a parking solution is determined.

Note # 6: Enterprise Business Intelligence

The project ran into challenges around scope, schedule and budget and was paused in the 4th quarter of 2018 and reset in the first quarter of 2019. The project remains delayed until scope, deliverables, budget and staffing levels are aligned with the current approach and all impacts to the Service are well understood. It is estimated that the project will be completed by March 2020.

Note # 7: 41 Division

Due to resource limitations in the Service's Facilities Management unit, along with competing priority projects, this project is a year behind schedule.

Note # 8: 12 Division

The 12 Division Renovation project is on hold until a pilot project for Traffic Services and Parking Enforcement is complete and more information becomes available for the preferred locations and other requirements. Since 2019 cash flow is not required, it is recommended that \$1.3 million be reallocated to Radio Lifecycle Replacement project in 2019. This fund will be returned to 12 Division Renovation project in 2020.

Note # 9: District Policing Program - District Model

Delayed until internal resources and action plans are lined up for project execution.

Chart 1
2019 Approved Budget by Category (\$4.86)

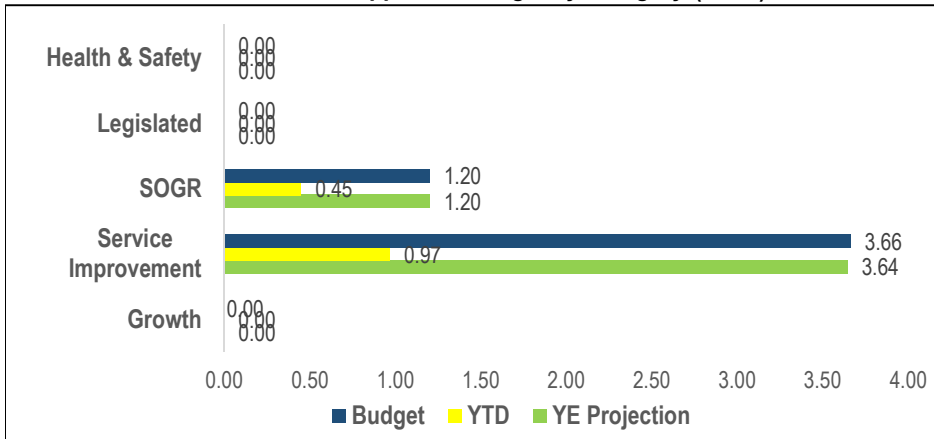


Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 9

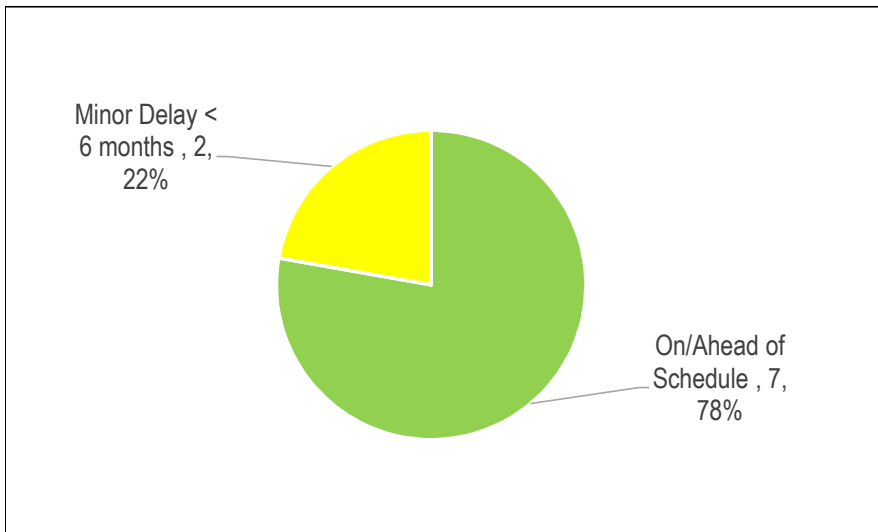


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
4.49	0.37			

Key Discussion Points:

Toronto Public Health (TPH)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date	LTD %
		\$	%	\$	%	On Budget	On Time				
State of Good Repair											
Community Health Information System	0.947	0.309	32.6%	0.947	100.0%	Ⓢ	Ⓢ		4.045	1.512	37.4%
Early Abilities Information System - Phase 1	0.156	0.076	48.7%	0.156	100.0%	Ⓢ	Ⓢ	#1	0.375	0.142	38.0%
Inspection Management - Phase 1	0.099	0.066	66.3%	0.099	100.0%	Ⓢ	Ⓢ		0.295	0.135	45.7%
Sub-Total	1.202	0.450	37.5%	1.202	100.0%	-	-		4.715	1.789	
Service Improvements											
Dental & Oral Health Information Systems	0.218	0.000	0.0%	0.218	100.0%	Ⓢ	Ⓢ	#1	0.496	0.179	36.1%
Datamart Data Warehouse - Phase 3	1.028	0.341	33.2%	1.028	100.0%	Ⓢ	Ⓢ		1.915	0.782	
Electronic Medical Record - Phase 3	1.385	0.274	19.8%	1.385	100.0%	Ⓢ	Ⓢ		1.971	0.587	
Community Collaboration - Seed	0.319	0.009	2.7%	0.319	100.0%	Ⓢ	Ⓢ		0.420	0.009	
Correspondence and Communications	0.100	0.000	0.0%	0.100	100.0%	Ⓢ	Ⓢ		0.128	0.000	
Tracking - Seed											
Relocation and Expansion Scarborough Dental Clinic	0.613	0.344	56.2%	0.594	97.0%	Ⓢ	Ⓢ		1.262	0.993	
Sub-Total	3.663	0.968	26.4%	3.644	99.5%	-	-		6.192	2.550	
Total	4.864	1.418		4.846					10.907	4.340	

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

Note 1:

Minor delays have been experienced as a result of the recent issuance of an RFP (Feb 2019, previously delayed) and scope changes due to increased and unexpected complexity of project deliverables. These delays will be resolved by Q2.

Chart 1
2019 Approved Budget by Category (\$36.75)

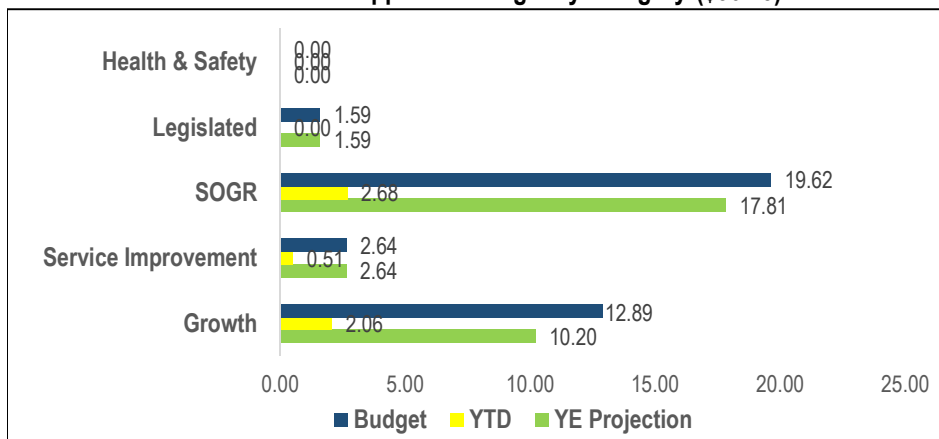


Table 1
2019 Active Projects by Category

Health & Safety	
Legislated	1
SOGR	8
Service Improvement	3
Growth	8
Total # of Projects	20

Chart 2
Project Status - 20

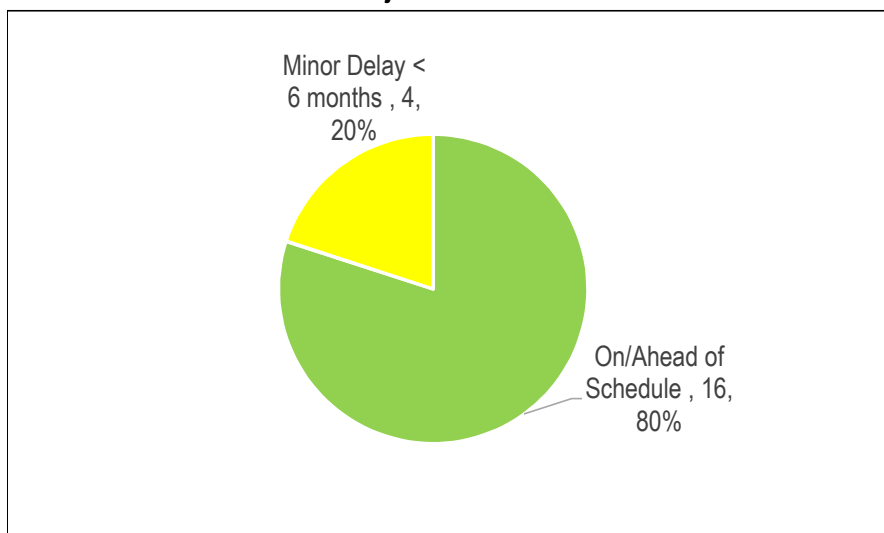


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
23.74	13.01			

Reasons for "Other*" Projects Delay:

- Albert Campbell Renovation and York Wood Renovation - Construction tender expected in Summer 2019. Construction delayed due to longer than expected design/consultation phase and will begin in the Fall.
- Centennial Renovation & Expansion - Project is experiencing minor delays due to multiple meetings required with various stakeholders and property owners.
- Wychwood Library Renovation - Delay in approvals in 2018 resulted in delays to overall construction schedule that is continuing to impact timelines.

Toronto Public Library (LIB)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Legislated										
Multi-Branch Renovation Program Accessibility Retrofit	1.592	0.000	0.0%	1.592	100.0%	Ⓞ	Ⓞ		4.030	0.958
Sub-Total	1.592	0.000	0.0%	1.592	100.0%	-	-		4.030	0.958
State of Good Repair										
Albert Campbell Renovation - Construction	2.763	0.217	7.8%	2.250	81.4%	Ⓞ	Ⓜ	#1	15.539	0.519
Albion Library Reconstruction	0.090	0.043	47.2%	0.090	100.0%	Ⓞ	Ⓞ		15.307	15.259
Multi-Branch SOGR Renovation Program	4.320	0.859	19.9%	4.320	100.0%	Ⓞ	Ⓞ		18.694	12.058
North York Central Library Phase 2	3.705	0.197	5.3%	3.705	100.0%	Ⓞ	Ⓞ		12.118	2.156
Richview Building Elements (SOGR)	0.199	0.000	0.0%	0.199	100.0%	Ⓞ	Ⓞ		3.509	0.000
St. Clair/Silverthorn Reconstruction	1.169	0.489	41.8%	1.169	100.0%	Ⓞ	Ⓞ		3.815	3.135
Technology Asset Management Program	3.927	0.538	13.7%	3.927	100.0%	Ⓞ	Ⓞ		16.540	5.010
York Woods Renovation	3.450	0.343	9.9%	2.150	62.3%	Ⓜ	Ⓜ	#1	10.158	0.490
Sub-Total	19.624	2.685	13.7%	17.811	90.8%	-	-		95.680	38.628
Service Improvements										
Answerline & Community Space Rental Modernization	1.304	0.194	14.9%	1.304	100.0%	Ⓞ	Ⓞ		1.400	0.290
Expansion of Technological efficiencies	0.665	0.172	25.8%	0.665	100.0%	Ⓞ	Ⓞ		1.600	1.106
Integrated Payment Solutions	0.675	0.145	21.6%	0.675	100.0%	Ⓞ	Ⓞ		2.250	1.721
Sub-Total	2.644	0.511	19.3%	2.644	100.0%	-	-		5.250	3.117
Growth Related										
Bayview-Bessarion Library Relocation	3.067	0.000	0.0%	2.154	70.2%	Ⓜ	Ⓞ	#2	15.322	1.684
Centennial Renovation & Expansion - Design	0.289	0.000	0.0%	0.070	24.2%	Ⓜ	Ⓜ	#3	11.340	0.045
Dawes Road Reconstruction & Expansion	0.322	0.000	0.0%	0.281	87.2%	Ⓞ	Ⓞ		23.624	4.824
Fort York Library Construction	0.128	0.054	41.9%	0.128	100.0%	Ⓞ	Ⓞ		9.192	9.117
Guildwood Renovation and Expansion	1.031	0.654	63.4%	1.031	100.0%	Ⓞ	Ⓞ		1.183	0.805
Perth/Dupont Relocation-299 Campbell Ave - Design	0.045	0.000	0.0%	0.045	100.0%	Ⓞ	Ⓞ		4.405	0.035
Virtual Branch Services	1.500	0.381	25.4%	1.288	85.9%	Ⓞ	Ⓞ		6.550	2.693
Wychwood Library Renovation	6.509	0.972	14.9%	5.206	80.0%	Ⓞ	Ⓜ		15.796	2.969
Sub-Total	12.892	2.061	16.0%	10.205	79.2%	-	-		87.412	22.173
Total	36.752	5.257	14.3%	32.252	87.8%				192.372	64.876

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

Note # 1: Albert Campbell Renovation & York Wood Renovation

Construction tender expected in Summer 2019. Construction delayed due to longer than expected design/consultation phase and will begin in the Fall.

Note # 2: Bayview-Bessarion Library Relocation

2019 cash flow needed to be underspent by \$0.913M to offset the over expenditure incurred at the end of 2018. A technical adjustment will be submitted to adjust the 2019 cash flow.

Note # 3: Centennial Renovation & Expansion - Design

Project is experiencing minor delays due to multiple meetings required with various stakeholders and property owners.

Note # 4: Wychwood Library Renovation

Delay in approvals in 2018 resulted in delays to overall construction schedule that is continuing to impact timelines.

Chart 1
2019 Approved Budget by Category (\$16.67)

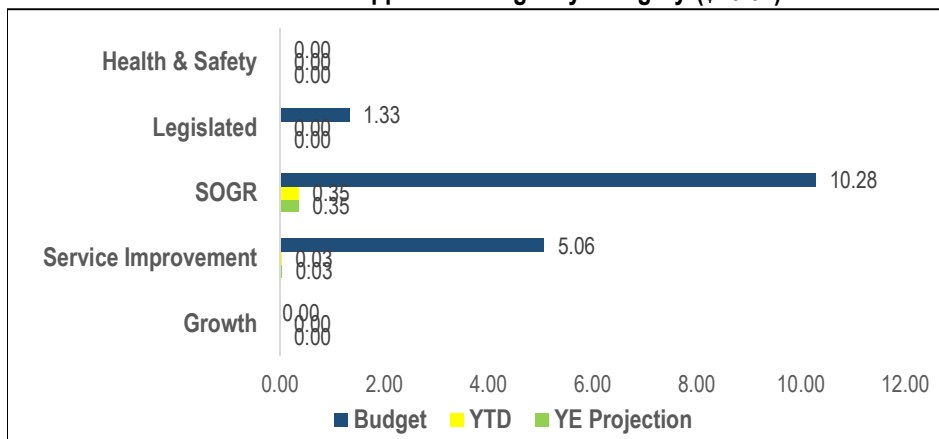


Table 1
2019 Active Projects by Category

Health & Safety	
Legislated	1
SOGR	8
Service Improvement	1
Growth	
Total # of Projects	10

Chart 2
Project Status - 10

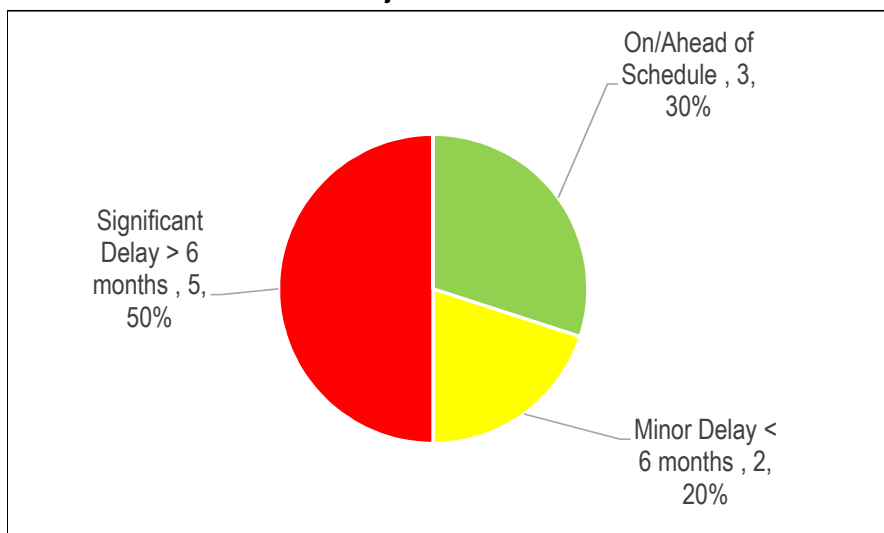


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
4.38	5.06	7.23		

Reasons for "Other*" Projects Delay:

- Due to ongoing litigation issues with the contractors, the Wildlife Health Centre project is delayed.

Toronto Zoo (ZOO)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date	LTD %
		\$	%	\$	%	On Budget	On Time				
Legislated											
Winter Accessibility	1.327	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	1.327	0.000	0.0%
Sub-Total	1.327	0.000	0.0%	0.000	0.0%	-	-		1.327	0.000	
State of Good Repair											
Building and Services	2.420	0.166	6.9%	1.895	78.3%	Ⓢ	Ⓡ	#2	2.420	0.166	6.9%
Exhibit Refurbishment	0.256	0.048	18.7%	0.214	83.6%	Ⓢ	Ⓢ	#3	0.500	0.292	
Grounds & Visitor Improvements	1.700	0.067	3.9%	1.500	88.2%	Ⓢ	Ⓡ	#3	1.700	0.067	
Information Systems	0.650	0.073	11.2%	0.650	100.0%	Ⓢ	Ⓡ	#4	0.650	0.073	
Welcome Area	2.195	0.000	0.0%	0.700	31.9%	Ⓡ	Ⓢ	#6	2.195	0.000	
Wildlife Health Centre	1.130	0.000	0.0%	1.130	100.0%	Ⓢ	Ⓡ	#7	1.130	0.000	
Winterized Zoomobile	1.928	0.000	0.0%	1.928	100.0%	Ⓢ	Ⓢ		1.928	0.000	
Sub-Total	10.279	0.354	3.4%	8.017	78.0%	-	-		10.523	0.598	
Service Improvements											
Orangutan II Outdoor	4.000	0.025	0.6%	1.400	35.0%	Ⓡ	Ⓢ	#5	4.000	0.025	
Orangutan II Outdoor	1.063	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓢ	#5	1.063	0.000	0.0%
Sub-Total	5.063	0.025	0.5%	1.400	27.7%	-	-		5.063	0.025	
Total	16.669	0.379	2.3%	9.417	56.5%				16.913	0.623	

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 is delayed due to resource constraints and staffing being allocated to higher priority capital projects.

Note # 2:

Several 2018 projects were delayed in the RFQ/RFP process but are anticipated to be completed in 2019. 2019 Projects are experiencing minor delays, most projects are expected to be completed in 2019.

Note # 3:

2018 Projects are scheduled to be completed by the end of 2019. 2019 Projects include Site Accessibility and Public Washroom construction will be completed in 2020.

Note # 4:

Several 2018 projects are delayed during the RFQ/RFP process.

Note # 5:

This project was delayed previously due to contractor issues. New contractor has been hired and the project is currently in the design phase. This project is expected to be completed in 2020.

Note # 6:

RFP will be awarded in June and it is anticipated 50% of the design will be completed in 2019. Construction of the front entrance will not start until 2020.

Note # 7:

Completion of The Wildlife Health Centre project is delayed due to ongoing litigation issues with the contractors.

Chart 1
2018 Approved Budget by Category (\$1,654.78)

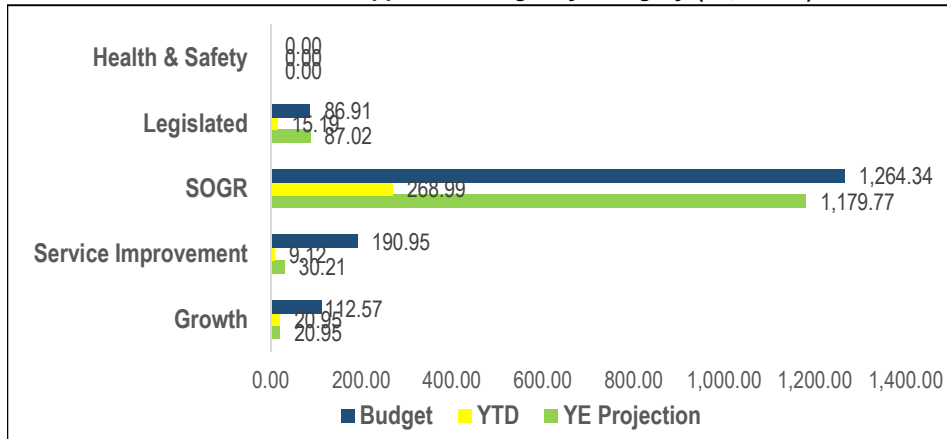


Table 1
2018 Active Projects by Category

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

Chart 2
Project Status - 65

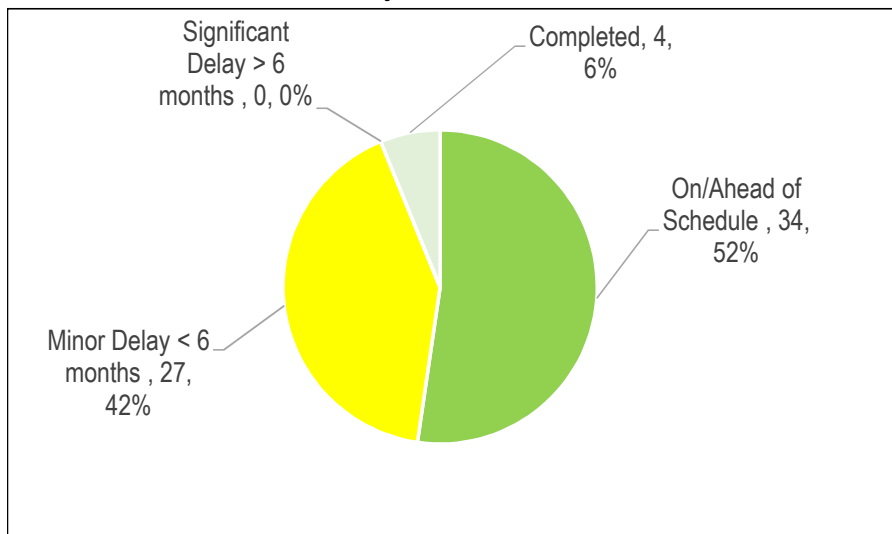


Table 2

Reason for Delay

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1,376.67	65.77	212.34		

Key Discussion Points: (Please provide reason for delay)

- The Toronto Transit Commission (TTC) spent \$0.314 million or 19% of its 2019 Base Capital Budget of \$1.665 billion .
- Toronto York Spadina Subway Extension (TYSSE): The TYSSE project spent \$10.280 million or 3.4% of the 2019 Capital Budget of \$303.8 million (including \$243.8 million additional carry forward funding as approved by Council. The variance is primarily due to deferral of property settlements, holdback releases, contingencies and claims resolutions
- Scarborough Subway Extension (SSE): The Scarborough Subway Extension project spent \$31.6 million or 19.2% of its approved budget of \$164.194 million . The variance is primarily due to a reduction in property and City Staff allowance, due to revised City acquisition plan.
- New Initiatives - Other Transit Expansion Projects: Included in the 2019 to 2028 Capital Budget and Plans was Transit Studies; a new program that was created to support future transit expansion related studies including the Relief Line South and Waterfront Transit Expansion projects, for which funding is included in the PTIF Program.

Toronto Transit Commission (TTC)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Legislated										
Communications-Legislated	1.179	0.197	0.0%	0.672	57.0%	Y	Y		15.466	12.942
Equipment-Legislated	0.660	0.269	0.0%	0.559	84.7%	G	G		23.038	18.788
Streetcar Network- Legislated	0.882	-1.001	-0.1%	0.638	72.4%	G	G		76.051	47.906
Easier Access-Phase III Streetcar Overhaul - Legislated (AODA)	54.347	10.747	0.0%	54.347	100.0%	G	G		669.917	252.628
Subway Car Overhaul - Legislated (AODA)	0.000	0.000	#VALUE!	0.000			G		1.727	1.376
Subway Asbestos Removal	5.372	0.070	0.0%	4.820	89.7%	G	G		16.338	16.292
Other Service Planning - Legislated	8.061	1.792	0.0%	7.981	99.0%	G	Y		118.096	95.502
Other Buildings - Legislated	0.100	0.464	0.5%	1.784	1784.0%	R	G	#1	22.000	5.278
Bus Overhaul - Legislated	16.313	2.649	0.0%	16.216	99.4%	G	G		77.814	22.072
Sub-Total	86.914	15.188	17.5%	87.017	100.1%	-	-		1,027.702	472.785
State of Good Repair										
Subway Track - SOGR	15.957	7.371	0.0%	15.391	96.5%	G	G		229.548	171.942
Surface Track - SOGR	23.914	6.983	0.0%	19.522	81.6%	G	G		261.746	226.745
Traction Power-Variou Power Dist. SOGR	14.380	6.025	0.0%	10.604	73.7%	G	G		287.364	269.791
Communications-SOGR	5.086	1.709	0.0%	7.129	140.2%	R	G	#2	126.187	114.378
Signal Systems	20.555	3.383	0.0%	12.313	59.9%	Y	G	#3	176.629	98.207
Finishes-SOGR	6.628	6.500	0.0%	9.942	150.0%	R	G	#4	197.153	152.105
Equipment-SOGR	15.752	2.799	0.0%	17.574	111.6%	R	G		171.145	143.403
On-Grade Paving Rehabilitation	29.099	4.038	0.0%	26.522	91.1%	G	G		298.239	210.045
Bridges And Tunnels- Various	6.212	1.836	0.0%	6.212	100.0%	G	G		96.026	88.241
Fire Ventilation Upgrade	34.342	8.125	0.0%	34.342	100.0%	G	G		536.513	494.776
Purchase of Wheel Trans	22.483	2.948	0.0%	14.061	62.5%	Y	Y		376.844	275.320
Purchase Of Subway Cars - SOGR	8.228	0.007	0.0%	8.228	100.0%	G	G		21.469	13.247
Streetcar Overhaul - SOGR	12.219	0.388	0.0%	7.183	58.8%	Y	Y		1,166.948	1,144.867
Subway Car Overhaul - SOGR	9.066	0.530	0.0%	3.674	40.5%	R	R	#5	111.844	34.840
Automotive Non-Revenue Vehicle Replace - SOGR	32.574	9.574	0.0%	33.126	101.7%	R	G	#6	376.970	181.964
Rail Non Revenue Vehicle Overhaul	1.892	-0.397	0.0%	2.361	124.8%	R	G	#7	20.291	11.972
Rail Non-Revenue Vehicle Purchase - SOGR	4.262	0.642	0.0%	2.259	53.0%	Y	Y		24.832	10.300
Tools And Shop Equipment	14.005	1.662	0.0%	9.961	71.1%	G	G		52.775	19.443
Revenue & Fare Handling Equipment -SOGR	6.723	0.151	0.0%	4.034	60.0%	Y	G		34.585	18.960
Computer Equipment And Software - SOGR	15.501	0.055	0.0%	9.301	60.0%	Y	G		63.132	49.209
Other Furniture And Office Equipment	94.064	16.524	0.0%	70.400	74.8%	G	G		464.024	342.590
Other Service Planning - SOGR	0.411	0.000	0.0%	0.123	29.9%	R	R	#8	4.203	3.132
Transit Shelters & Loops - SOGR	24.022	0.593	0.0%	1.698	7.1%	R	R	#9	22.000	6.297
Other Buildings - SOGR	0.387	0.003	0.0%	0.302	78.1%	G	G		2.141	1.679
Other Buildings - SOGR	80.860	13.122	0.0%	52.196	64.6%	Y	G		573.035	417.323

Toronto Transit Commission (TTC)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Purchase of Buses -SOG	234.743	66.906	0.0%	325.262	138.6%	R	G	#10	776.293	569.973
Bus Overhaul - SOGR	40.644	11.459	0.0%	40.644	100.0%	G	G		336.561	304.559
Other Maintenance Equipment	5.252	0.700	0.0%	3.151	60.0%	Y	G		17.595	6.243
Queensway Garage Expansion	0.095	0.002	0.0%	0.041	43.1%	R	R	#11	24.226	24.057
Purchase of Streetcars	358.365	72.963	0.0%	331.651	92.5%	G	G		1,186.504	881.330
POP Legacy Fare Collection	2.212	-0.266	0.0%	0.525	23.7%	R	R	#12	1.878	1.707
ATC Resignalling - YUS Line	73.292	18.257	0.0%	58.697	80.1%	G	G		563.480	455.943
ATC Resignalling - Bloor/Danforth Line	0.200	0.000	0.0%	0.000	0.0%	R	R	#13	300.674	0.957
Wilson Complex- Modifications	0.030	0.000	0.0%	0.000	0.0%	R	R	#14	95.324	94.953
Leslie Barns	6.099	0.178	0.0%	3.559	58.4%	Y	Y		523.489	510.521
TR Yard And Tail Track Accommodation	34.785	4.214	0.0%	34.785	100.0%	G	G		495.385	252.056
Safety and Reliability	10.000	0.000	0.0%	3.000	30.0%	R	G	#15	50.000	0.000
Sub-Total	1,264.338	268.986	21.3%	1,179.773	93.3%	-	-		10,067.051	7,603.073
Service Improvements										
Subway Track - Service Improvement	0.210	0.047	0.0%	0.210	100.0%	G	G		21.242	18.053
Surface Track - Service Improvement	11.020	0.094	0.0%	6.310	57.3%	Y	Y		63.964	0.265
Power Dist. Service Improvement	0.210	0.163	0.1%	0.210	100.0%	G	G		1.167	1.071
Communications-Service Improvement	0.175	0.000	0.0%	0.160	91.4%	G	G		0.302	0.248
Finishes-Service Improvement	0.906	0.102	0.0%	0.916	101.1%	R	G	#16	42.487	42.522
Rail Non-Revenue Vehicle Purchase - Service Imp.	8.058	0.026	0.0%	1.278	15.9%	R	R	#17	25.775	0.050
Other Service Planning - Service Improvement	9.923	0.312	0.0%	0.000	0.0%	R	R	#18	62.934	18.008
Transit Shelters & Loops - SI	0.000	0.000	#VALUE!	0.000			G		2.766	2.447
Other Buildings - Service Improvement	19.945	2.884	0.0%	20.025	100.4%	G	G		116.099	66.759
Purchase of Buses - Service Improvement	139.121	5.483	0.0%	0.000	0.0%	R	R	#19	241.141	177.892
Kipling Station Improvements	0.449	0.002	0.0%	0.162	36.1%	R	Y	#20	13.392	13.162
Bicycle Parking At Stations	0.936	0.003	0.0%	0.936	100.0%	G	R	#21	0.980	0.280
Sub-Total	190.953	9.115	4.8%	30.207	15.8%	-	-		592.249	340.756
Growth Related										
Bus Rapid Transit-Growth	0.500	0.121	0.0%	0.697	139.4%	R	G	#22	35.278	34.374
Sheppard Subway	3.705	0.000	0.0%	0.000	0.0%	R	G	#23	968.856	965.151
Automotive Non-Revenue Vehicle Replace - Growth	4.250	0.491	0.0%	1.631	38.4%	R	G	#24	7.655	3.469
Other Service Planning - Growth	0.600	0.000	0.0%	0.000	0.0%	R	R	#25	2.711	0.327
Other Buildings - Growth	48.510	0.236	0.0%	48.432	99.8%	G	G		144.141	68.197
PRESTO Farecard Implementation	17.280	1.241	0.0%	17.280	100.0%	G	R	#26	52.612	52.586
McNicoll New Bus Garage Facility	37.729	18.861	0.0%	46.000	121.9%	R	G	#27	181.000	74.851

Toronto Transit Commission (TTC)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Sub-Total	112.574	20.950	18.6%	114.040	101.3%	-	-		1,392.253	1,198.955
Total	1,654.779	314.239	19.0%	1,411.037	85.3%				13,079.255	9,615.569

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

Note # 1:

Advanced construction from future years

Note # 2:

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

Lighting in Open Cut: Bloor Danforth-Victoria Park to Warden work advanced from future years.

Note # 3:

Schedule slippage with installation of instrument cases and Signal AC Mains cables due to resources allocated to Eglinton new interlocking project and delays with delivery of switch machines for 2019 installations

Note # 4:

Roofing Rehabilitation Program: Increase in estimated expenditures at Kipling Station. Masonry Structure Restoration: Advanced funds at Queensway Garage Chimney to 2018. Overhead Doors: Decrease in expected expenditures for overhead door work at Russell & Roncesvalles Carhouses

Subway Station Ceiling Replacement Program: Work slippage from 2018.

Note # 5:

AODA project is finished. The remaining 10 Cars in the ALRV OH have been cancelled. Completed the remaining "work in process" to finish with 20 Cars total. The

CLRV Overhaul is also stopped and no more SOGR expense will be used in 2019. From \$1.2M budgeted for the new LFLRV program, \$0.5M transferred to EC&E in

2018. Remainder is parts for prototype there were ordered and not supplied in 2018.

Note # 6

T1 overhaul is on schedule. TR overhaul delayed due to material and tooling non-availability. T1 CCTV project had been postponed due to conflicting priorities and

installations began in late 2018; recovery plan being implemented.

Note # 7

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

Also, \$3.73M Carry forward from 2018, which will potentially added back to the unfunded future years.

Note # 8

Note # 9

Advanced construction from future years

Note # 10

Timing of invoicing for 2018 procurements to 2019; Upcharge for 55 Hybrid Electric Buses; Advancing of 40 Buses from 2019 to 2018; Revised reduction in cost estimate based on actual bus costs.

Note # 11

Work from prior years for clean-up

Note # 12

Note # 13

Project on hold

Note # 14

Project completed

Note # 15

Note # 16

Roofing Rehabilitation Program: Increase in estimated expenditures at Kipling Station.

Note # 17

Project deferred, end user to evaluate renting the vehicle. There was difficulty sourcing a suitable vendor due to complexity of vehicle

Toronto Transit Commission (TTC)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			

Note # 18

Advanced construction from future years

Note # 19

Timing of invoicing for 2018 procurements to 2019; Upcharge for 55 Hybrid Electric Buses; Advancing of 40 Buses from 2019 to 2018; Revised reduction in cost estimate

Note # 20

Final deficiencies being corrected.

Note # 21

Delays in procurement have pushed delivery of double racks into Q3 of 2019. Continue to work closely with M&P to ensure orders are being expedited.

Note # 22

Completion of landscaping and artwork installation delayed due to TYSEE demobilization.

Note # 23

Note # 24

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

Note # 25

Advanced construction from future years

Note # 26

Note # 27

Increase in expenditures for 2019, but no increase to EFC.

**2019 Capital Spending by Program
Rate Supported Programs**

Program		2019 Approved Cash Flow	2019 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
SWM	4M	90.95	6.05	60.40	66.4%		⚠
TPA	4M	84.00	3.28	69.34	82.5%		Ⓢ
Toronto Water	4M	951.53	134.26	847.34	89.1%		Ⓢ
TOTAL	4M	1,126.47	143.59	977.07	86.7%		Ⓢ
Ⓢ >70% ⚠ between 50% and 70% Ⓡ < 50% or > 100%							

For the four months ended April 30, 2019, capital expenditures for this Service Area totalled \$143.59 million of their collective 2019 Approved Capital Budget of \$1.126 billion. Spending is expected to increase to 977.1 million (86.7%) by year-end. Two Programs in this Service Area have a year-end spending rate of over 70% of their respective 2019 Approved Capital Budgets.

Toronto Water and Toronto Parking Authority have projected year-end spending rate of 89.1% and 82.5% respectively while Solid Waste Management Services have year-end spending rate of 66.4%.

Solid Waste Management (SOL)

Chart 1
2019 Approved Budget by Category (\$90.95)

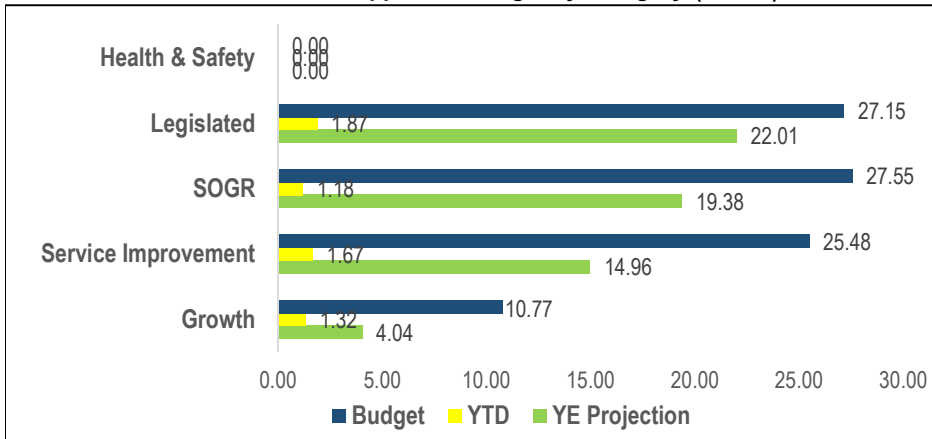


Table 1
2019 Active Projects by Category

Health & Safety	
Legislated	2
SOGR	6
Service Improvement	9
Growth	3
Total # of Projects	20

Chart 2
Project Status - 20

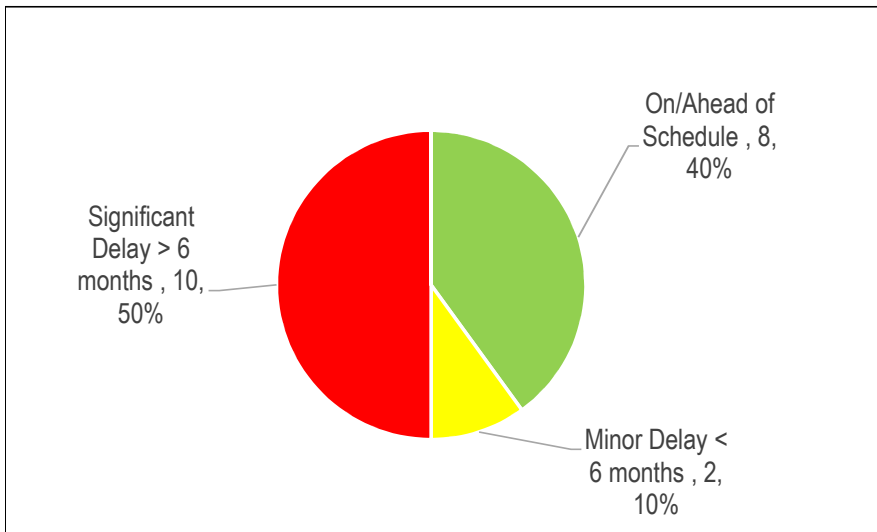


Table 2

Reason for Delay	12	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	1	
RFQ/RFP Delayed	5	
Contractor Issues	2	
Site Conditions		
Co-ordination with Other Projects	2	1
Community Consultation		
Other*		1
Total # of Projects	10	2

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
31.21	9.67	50.07		

Reasons for "Other*" Projects Delay:

- Minor delay on Perpetual Care of Landfills, is projected to be 98.6% complete at year-end spending \$9.3 million; includes 5-year consultant hydrogeological services contracts (2018-2022) and construction of the Keele Valley Flare delayed due to feedback from the Ministry of the Environment.

Key Discussion Points: (Please provide reason for delay)

- 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 10 projects/subprojects (55% of the budget or \$50.1 million) mainly due to delay in awarding RFQs, coordination with other projects, procurement & contractor issues and other issues (see above note)
- As noted on the project table projects with delays of more than 6 months include Collection Yard & Transfer Station Asset Management, Long Term Waste Management Strategy, SWM IT projects, Dufferin & Disco SSO Facilities and building renovation at the Dufferin Waste Management Facility.

Solid Waste Management (SOL)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Legislated										
Green Lane Landfill	17.748	0.520	2.9%	12.742	71.8%	Ⓞ	Ⓞ		133.270	67.480
Perpetual Care of Landfills	9.401	1.349	14.4%	9.271	98.6%	Ⓞ	Ⓜ		63.156	36.492
Sub-Total	27.149	1.870	6.9%	22.013	81.1%	-	-		196.426	103.972
State of Good Repair										
Collection Yard Asset Management	3.491	0.022	0.6%	1.035	29.6%	Ⓡ	Ⓡ	1	3.793	2.055
Transfer Station Asset Management	20.100	1.105	5.5%	16.171	80.5%	Ⓞ	Ⓡ	2	65.255	36.815
Diversion Facilities Asset Management	2.356	0.056	2.4%	1.161	49.3%	Ⓡ	Ⓡ	3	8.476	0.551
Organics Processing Facility Asset Management	0.750	0.000	0.0%	0.165	22.0%	Ⓡ	Ⓞ		7.110	0.000
Renewable Natural Gas	0.300		0.0%	0.300	100.0%	Ⓞ	Ⓞ		0.800	0.000
New Fleet	0.550		0.0%	0.550	100.0%	Ⓞ	Ⓞ		0.550	0.000
Sub-Total	27.547	1.183	4.3%	19.382	70.4%	-	-		85.984	39.420
Service Improvements										
CNG Refuel Station Installation	0.487	0.044	9.0%	0.278	57.2%	Ⓜ	Ⓡ		1.100	0.656
Diversion Systems	4.486	0.600	13.4%	4.038	90.0%	Ⓞ	Ⓞ		134.410	46.146
Landfill Gas Utilization	1.676	0.000	0.0%	1.676	100.0%	Ⓞ	Ⓞ		17.256	0.266
Construction of Biogas Utilization at Disco & Dufferin	3.800	0.005	0.1%	1.369	36.0%	Ⓡ	Ⓞ		12.582	0.672
Long Term Waste Management Strategy	4.760	0.595	12.5%	2.434	51.1%	Ⓜ	Ⓡ	4	18.276	6.887
SWM IT Application Initiatives	4.467	0.251	5.6%	1.539	34.5%	Ⓡ	Ⓡ	5	15.470	5.091
IT Corporate Initiatives	3.974	0.177	4.5%	2.065	52.0%	Ⓜ	Ⓡ		11.062	3.269
Two-Way Radio Replacement	0.270	0.000	0.0%	0.270	100.0%	Ⓞ	Ⓜ		0.675	0.549
Engineering Planning Studies	1.563	-0.002	-0.1%	1.294	82.8%	Ⓞ	Ⓡ		5.900	1.137
Sub-Total	25.483	1.671	6.6%	14.964	58.7%	-	-		216.732	64.673
Growth Related										
Dufferin SSO Facility	6.871	1.235	18.0%	2.513	36.6%	Ⓡ	Ⓡ	6	75.943	71.192
Disco SSO Facility	2.000	0.088	4.4%	0.498	24.9%	Ⓡ	Ⓡ	7	84.492	81.229
Dufferin Waste Facility	1.900	0.000	0.0%	1.026	54.0%	Ⓜ	Ⓞ		2.500	0.000
Sub-Total	10.771	1.323	12.3%	4.037	37.5%	-	-		162.935	152.421
Total	90.950	6.047	6.6%	60.396	66.4%				662.077	368.826

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:

Collection Yard Asset Management - The cash flow plan for Collection Yard Asset Management includes the construction of a new compressed natural gas fill station at the Ingram Collection Yard. Solid Waste Management Services has been converting its collection vehicles from diesel to compressed natural gas in an effort to reduce the City's carbon foot print. Procurement issues for the Bermondsey Yard project resulted in the call document being posted twice resulting in delay.

Status: Bermondsey Yard Garage Retrofit completed in 2018 with warranty period through to 2020. Construction work for the Ingram Garage Retrofit project will be completed in 2020 with warranty to the end of 2022. \$1.3M for the Ingram Garage Retrofit project to be carried forward to 2020 in the 2020 Capital Budget submission.

Note # 2:

Transfer Station Asset Management - Delayed mainly as a result of insufficient staff resources. RFQ/RFP delays and coordination with other projects impact the construction of various State Of Good Repair (SOGR) projects including roofing, paving, drainage systems, sprinkler systems, repairs to tipping floors and household hazardous waste depot relocation. Projected Actuals at Year End include multi-year projects representing: in construction or construction close-out phase; in engineering/ engineering pre-design/detailed design phase; in warranty/completed phase; and in engineering and construction procurement phase. Carry-forward of \$17.930M from 2018 has been included in 2019 budget.

Note # 3:

Diversion Facilities Asset Management - Delayed as a result of insufficient staff resources to prepare call documents for various State Of Good Repair (SOGR) projects as required. Consultant has been retained for the development of the Request for Proposal (RFP) for planned SOGR work. Pre-qualification of vendors to be completed by 2019 Q2, then tender will be issued. Carry-forward of \$2.257M from 2018 has been included in 2019 budget.

Note # 4:

Long Term Waste Management Strategy - Service improvement on-going projects include Community Investment Program (in partnership with SDA), Rate Model Studies and Community Reduce and Reuse Programs. 2019 work plan includes Love Food Hate Waste campaign and Transfer Station Network Capacity Review RFP.

Status: Long Term Waste Management Strategy is more than 6 months delayed due to finalizing agreement with vendor. Delay in planning and implementation also related to competing priorities resulting from changes to provincial legislation and insufficient staff resources. Carry-forward of \$1.891M from 2018 has been included in 2019 budget.

Note # 5:

SWM IT Application Initiatives - Service Improvement projects to develop Solid Waste Management Services' Information Technology Initiatives.

Status: Transfer Station Efficiencies project is more than 6 months delayed due to procurement issues. Customer Relationship Management project is less than 6 months delayed due to Co-ordination with other projects. Business Intelligence project and the Operational solution Delivery project to develop a mobile contamination app for single family residential curbside recycling inspections are on track. Carry-forward of \$1.324M from 2018 has been included in 2019 budget.

Note # 6:

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

Note # 7:

Disco SSO Facility - Plant was commissioned and is processing up to 75,000 tonnes/year of organics. However, the project is more than 6 months delayed as the contractor established suitable performance conditions to be able to proceed with acceptance testing.

Status: Acceptance tests were successfully completed in March 2019 with 2 year warranty to 2021. Carry-forward of \$2M has been included in 2019 budget.

Note # 8:

Dufferin Waste Facility - RFP for consulting services was awarded in December 2018. Assessment to build or not will be made by Q2 2019. If project proceeds, the detailed design will be prepared in 2019. The scope of work includes architectural and engineering services for the design, construction review and contract administration of a New Permanent Staff Facility and an addition to an existing building # 250 at the Dufferin Waste Management Facility (DWMF). 2018 carry-forward of \$1.007M has been included in 2019 budget.

Chart 1
2019 Approved Budget by Category (\$83.998)

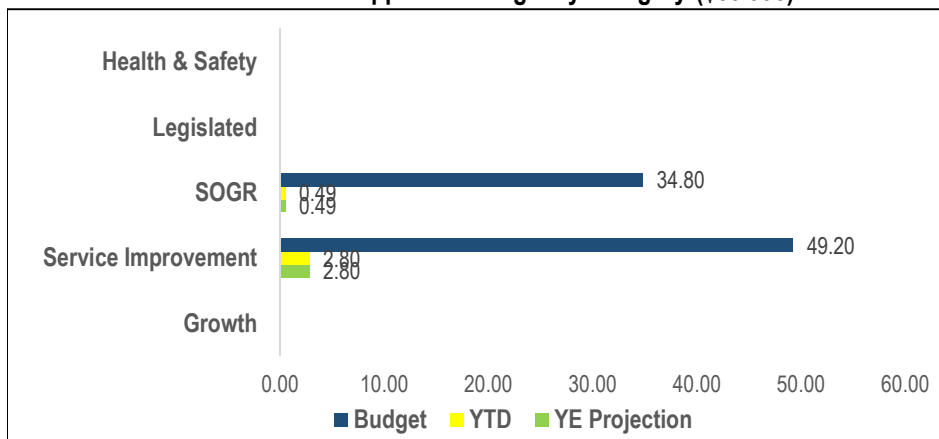


Table 1
2019 Active Projects by Category

Health & Safety	
Legislated	
SOGR	69
Service Improvement	28
Growth	
Total # of Projects	97

Chart 2
Project Status - 97

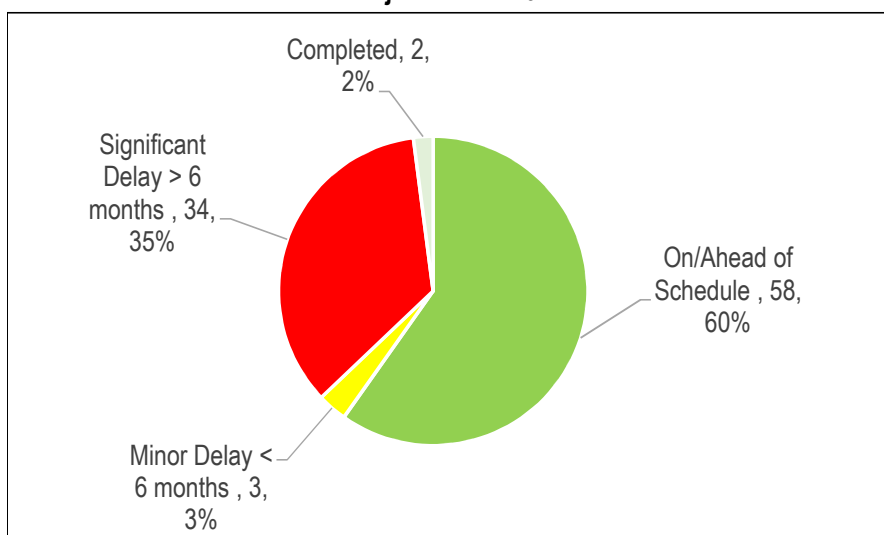


Table 2

Reason for Delay	37	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed	6	1
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	18	1
Community Consultation		
Other*	10	1
Total # of Projects	34	3

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
43.879	10.431	29.684	0.003	

Reasons for "Other*" Projects Delay:

- TPA may experience project delays due to pending lease negotiations, agreements with third parties, delays in design / project specification and pending property dispositions.

Key Discussion Points:

- TPA are currently projecting to spend \$69.324 million by year-end, or 82.5% of their 2019 Capital Budget
- Project completion for TPA is highly dependent on project negotiations, agreements, and coordination with other projects
- Two projects that were included in the carry forward funding from 2018 have been completed in early 2019 (\$0.003 million)
- The majority of projects are currently on track, with a total cash flow of \$43.879 million
- 34 projects are currently experiencing a major delay, primarily due to coordination with other projects and pending negotiations / agreements (\$29.684 million).

Toronto Parking Authority (TPA)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
State of Good Repair										
Carpark Provisions 2019	0.617	0.001	0.1%	0.617	100.0%	G	G		0.617	0.001
Carpark Provisions (50 Richmond)	0.500	0.144	28.9%	0.500	100.0%	G	R	# 1	1.600	0.179
CP 1 Garage Upgrades	0.360		0.0%	0.360	100.0%	G	G		1.000	0.640
CP 404 - New Roof of Office Space	0.250		0.0%	0.250	100.0%	G	G		0.250	0.000
CP 58 - Resurface Parking Lot / New Fence	0.250		0.0%		0.0%	R	R	# 1	0.250	0.000
CP 58 - Retaining Wall and Fence	0.982		0.0%	0.982	100.0%	G	R	# 1	1.000	0.018
Stairwell Upgrades (CP43, CP68, CP150)	0.372		0.0%	0.372	100.0%	G	G		0.500	0.128
New Elevators (CP 29)	1.493	0.037	2.5%	1.493	100.0%	G	R	# 11	1.500	0.045
New Elevators (CP 34)	1.500		0.0%	0.100	6.7%	R	R	# 2	1.500	
New Elevators (CP 68)	1.500		0.0%	0.100	6.7%	R	R	# 2	1.500	
Entrance Ramp Upgrades & Trench Drain	0.250		0.0%	0.250	100.0%	G	G		0.250	
Fleet Vehicle for Operations	0.228	0.121	53.1%	0.228	100.0%	G	R	# 1	0.391	0.167
Fob Key Access for Carpark Doors	0.150		0.0%	0.150	100.0%	G	G		0.150	
Greening Plus (Prior Year)	0.939		0.0%	0.939	100.0%	G	R	# 1	1.600	0.813
Greening Plus (2019)	1.900	0.015	0.8%	1.900	100.0%	G	G		1.900	0.015
Hub Lane Equipment Refresh	0.700	0.005	0.7%	0.700	100.0%	G	G		0.700	0.005
Lighting Upgrades (CP 11)	0.838		0.0%	0.838	100.0%	G	R	# 5	0.850	0.012
Lighting Upgrades (2019)	0.350		0.0%	0.350	100.0%	G	G		0.350	
Maintenance Facility	0.971		0.0%	0.971	100.0%	G	G		5.000	4.029
Modifications to Operations (13 Projects)	3.491	0.032	0.9%	3.491	100.0%	G	G		3.872	0.167
Office Computers	0.025		0.0%	0.025	100.0%	G	G		0.025	
Painting and Signage Upgrades (15 projects)	3.622		0.0%	3.622	100.0%	G	Y	# 1	3.670	0.110
Pay and Display Upgrades, including P&D Modem and Emulation Board (3 Projects)	1.109		0.0%	1.109	100.0%	G	G		7.157	6.048
Replacement Enforcement Platform	0.400		0.0%	0.400	100.0%	G	G		1.000	0.595
Roof Anchor & Column Repairs (CP 43)	0.100		0.0%	0.100	100.0%	G	G		0.100	
Sprinkler & Fire Alarm Upgrades (CP 111)	0.001	0.016	1141.2%	0.016	1141.2%	R	G	# 12	0.200	0.215
Structural Maintenance & Technology	2.600		0.0%	2.600	100.0%	G	G		2.600	
Sub-Station Replacement (3 Projects)	0.581	0.024	4.2%	0.581	100.0%	G	Y	# 2	0.600	0.043
Upgrade Revenue Control Equipment	2.000		0.0%	2.000	100.0%	G	G		2.000	
Upgrades to Retail and Other Components	0.962		0.0%	0.962	100.0%	G	G		1.000	0.038
Vehicles - Facilities, Maintenance, Enforcement	0.333		0.0%	0.333	100.0%	G	G		0.333	

Toronto Parking Authority (TPA)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Ventilation Modifications (CP 34)	0.001	0.005	389.1%	0.005	389.1%	R	G	# 12	0.250	0.161
Waterproofing and Concrete Repairs (7 Projects)	5.420	0.088	1.6%	5.420	100.0%	G	G		5.900	0.567
Sub-Total	34.796	0.488	1.4%	31.765	91.3%	-	-		49.615	13.996
Service Improvements										
St. Clair / Oakwood (287 Rushton)	0.262		0.0%	0.262	100.0%	G	G		2.013	1.751
CP 1 - Addition of 2 Levels	1.277	0.070	5.5%	1.277	100.0%	G	R	# 6	15.219	13.932
CP217 - 1445 Bathurst St (JV Development)	4.584	0.025	0.5%	4.584	100.0%	G	G		10.600	1.157
CP 411 - Redevelopment (Roe Ave)	1.000		0.0%		0.0%	R	G	# 9	1.000	
242 Danforth E of Broadview - CP 78 Expansion	0.742	0.001	0.1%	0.010	1.3%	R	G	# 9	3.555	2.814
CP664 - 1607 Eglinton Ave W(JV Development)	0.735		0.0%	0.735	100.0%	G	G		0.750	
2204, 2212 Eglinton	1.033	0.017	1.7%	1.033	100.0%	G	G		3.245	2.229
CP15 - 50 Cumberland St (JV Development)	0.100		0.0%	0.100	100.0%	G	G		1.000	
1220-1222 Wilson	2.075		0.0%	2.075	100.0%	G	R	# 3	6.000	2.958
CP661 - 437 Rogers Rd	0.165	0.025	15.4%	0.165	100.0%	G	R	# 7	0.900	0.725
Parking Guidance System Installation	0.500		0.0%	0.500	100.0%	G	R	# 2	0.500	
CP262 - 10 Soho St (Acquisition)	10.200	0.047	0.5%	10.200	100.0%	G	Y	# 3	10.500	0.347
CP(TBD) - 11 Wellesley St W (Acquisition)	7.475		0.0%	0.100	1.3%	R	R	# 3	7.475	0.000
CP(TBD) - 50 Wellesley St W	2.570		0.0%	0.100	3.9%	R	R	# 4	2.760	
CP221 - 121 St Patrick St (JV Development)	0.052	0.002	3.2%	0.052	100.0%	G	G		0.100	0.050
CP212 / CP227 - 363 Adelaide St W / 105 Spadina Ave (JV Development)	0.150		0.0%	0.100	66.7%	Y	G	# 10	0.100	
Work & Asset Mgmt SaaS Solution	0.160		0.0%	0.160	100.0%	G	R	# 1	0.160	
Monthly Payments Solution	0.075		0.0%	0.075	100.0%	G	R	# 1	0.075	
Pay by Plate Development and Pilot	0.066		0.0%	0.066	100.0%	G	G		0.090	0.014
Phone Support System Dispatch	0.080		0.0%	0.080	100.0%	G	R	# 2	0.080	
Website Mapping Upgrades	0.100		0.0%	0.100	100.0%	G	R	# 1	0.100	
ERP/Financial Systems - PICK Replacement	3.000		0.0%	3.000	100.0%	G	R	# 2	3.000	
CP39 - 20 Castlefield Rd (JV Development)	0.100		0.0%	0.100	100.0%	G	R	# 5	0.100	
Bike Share Expansion	7.500	2.608	34.8%	7.500	100.0%	G	G		12.480	7.588

Toronto Parking Authority (TPA)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
CP505 - 15 Cliveden Ave	0.500		0.0%	0.500	100.0%	Ⓒ	Ⓔ	# 8	0.500	
CP 5 - 15 Wellesley St E (JV Development)	0.100		0.0%	0.100	100.0%	Ⓒ	Ⓒ		0.100	
CP Provisions due to City Initiatives	3.600		0.0%	3.600	100.0%	Ⓒ	Ⓒ		3.600	
LPR / Pay-by-Plate Project	1.000		0.0%	1.000	100.0%	Ⓒ	Ⓒ		1.000	
Sub-Total	49.201	2.795	5.7%	37.574	76.4%	-	-		87.002	33.564
Total	83.998	3.283	3.9%	69.339	82.5%				136.617	47.560

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 experiencing a delay due to coordination with other projects.

Note # 2:

Projects are experiencing delays with RFP/RFQs

Note # 3:

While the projects have experienced delays over their original timelines, completion is expected for 2019/2020. Carpark 262 (10 Soho) and the Carpark at 1220 - 1222 Wilson are expecting to be open in 2019. The carpark at 11 Wellesley is expecting completion by 2019/2020 as a firm deal has been agreed upon.

Note # 4:

The carpark project at 50 Wellesley St E is experiencing delay as it is dependent on the progress of Carpark 5 (15 Wellesley St E). TPA will continue to monitor and evaluate the readiness to proceed.

Note # 5:

Project delayed due to ongoing negotiations and/or pending lease negotiations.

Note # 6:

Legal work has been completed, but project specifications are currently pending.

Note # 7:

Project is experiencing a delay due to pending property disposition.

Note # 8:

This project to redevelop Carpark 505 (934 Royal York Road) has been temporarily placed on hold.

Note # 9:

Project timelines have been adjusted to reflect readiness to proceed and opportunities for carpark completion, resulting in a projected year-end spend below budget. Projects will continue to be monitored through quarterly variance reporting and the 2020 Budget Process.

Note # 10:

Project is on track but expecting to be under budget. Funding in 2019 reflect legal costs, with the carpark redevelopment expected to take place in 2024.

Note # 11:

Project is delayed due to pending design work.

Note # 12:

Project is complete. Expenditures exceeded actual budget for the two projects by \$18,495 which can be accommodated by the funding budgeted for carpark provisions in 2019.

Chart 1
2019 Approved Budget by Category (\$951.53)

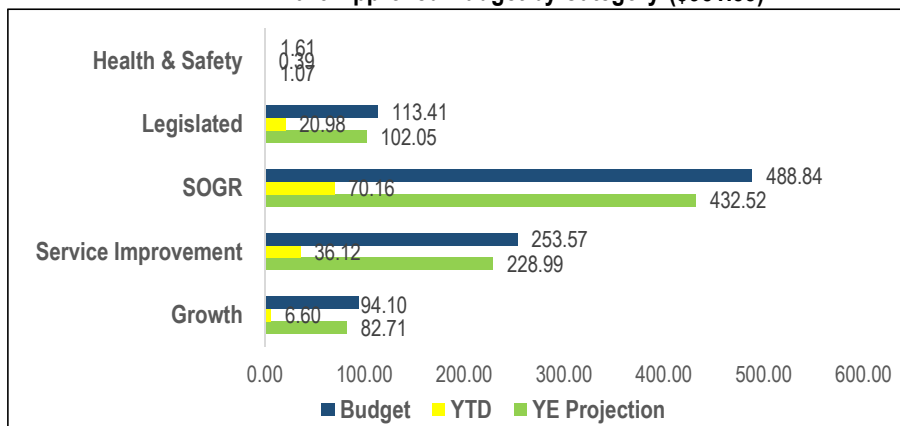


Table 1
2019 Active Projects by Category

Health & Safety	2
Legislated	8
SOGR	21
Service Improvement	19
Growth	11
Total # of Projects	61

Chart 2
Project Status - 61

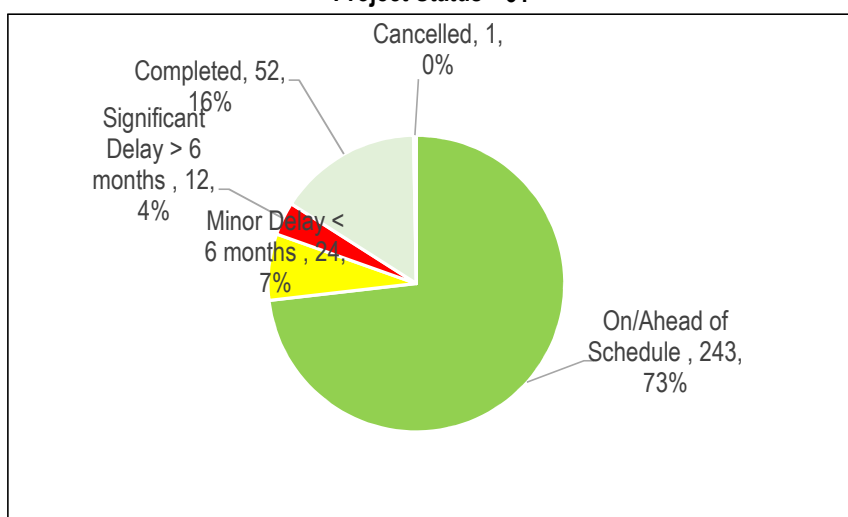


Table 2

Reason for Delay	36	
	Significant Delay	Minor Delay
Insufficient Staff Resources	2	2
Procurement Issues	2	2
RFQ/RFP Delayed	2	4
Contractor Issues	1	1
Site Conditions	4	14
Co-ordination with Other Projects	1	
Community Consultation		
Other*		1
Total # of Projects	12	24

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
905.76	27.10	15.54	2.88	0.25

Reasons for "Other*" Projects Delay:

- One project was delayed due to a high bid price resulting in an extended award period.

Key Discussion Points: (Please provide reason for delay)

- As of April 30, for year-end, Toronto Water is projecting spending of \$847.339 million or 89.1% of the 2019 Approved Capital Budget of \$951.525 million. The projected year-end spending rate is consistent with the 10-Year Rate Model completion target for 2019 of 85.0% for projects funded from the Toronto Water Capital Financing Reserve Fund.
- 63.5% or \$603.859 million is dedicated to State of Good Repair, Health and Safety and Legislative projects in 2019.
- \$908.636 million or 89% of projects are on track for scheduled completion or completed. Most capital projects are multi-year or on-going expenditure projects with completion dates in future years. Current spending is consistent with construction schedules.

Toronto Water (TW)

Key Discussion Points (cont'd):

- The following multi-year projects account for approximately 84.0% of the year-to-date spending: Rehabilitation and Replacement of Linear Infrastructure for Water and Sewer projects (\$47.893 million or 12.7% of the 2019 Approved Capital Budget); Improvements at Ashbridges Bay Treatment Plant which include the upgrade of primary treatment process (\$23.734 million or 15.1% of the 2019 Approved Capital Budget) and Highland Creek Treatment Plant which include the bio-solids treatment upgrades and waste activated sludge and dewatering process upgrades (\$4.326 million or 17.7% of the 2019 Approved Capital Budget); Wet Weather Flow (\$22.314 million or 16.8% of the 2019 Approved Capital Budget); Transmission and Storage Facilities including the watermain construction and implementation of corrosion control projects at the water treatment plants (\$5.568 million or 13.8% of the 2019 Approved Capital Budget); and Basement Flooding Program (\$8.879 million or 11.5% of the 2019 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)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Ashbridges Bay Treatment Plant	1.203	0.262	21.8%	0.886	73.6%	Ⓔ	Ⓔ		39.160	24.711
Humber Wastewater Treatment	0.405	0.132	32.6%	0.183	45.2%	Ⓓ	Ⓓ	#3	14.634	8.797
Sub-Total	1.608	0.394	24.5%	1.069	66.5%	-	-		53.794	33.508
Legislated										
Ashbridges Bay Treatment Plant	75.455	13.604	18.0%	68.951	91.4%	Ⓔ	Ⓔ		633.424	60.455
RL Clark Treatment Plant	1.287	0.782	60.8%	1.254	97.4%	Ⓔ	Ⓔ		6.361	5.182
Highland Creek Treatment Plant	4.375	1.744	39.9%	4.100	93.7%	Ⓔ	Ⓔ		99.833	72.142
Humber Wastewater Treatment	1.575	0.010	0.6%	0.470	29.8%	Ⓓ	Ⓓ	#3	57.997	52.186
Island Treatment Plant	0.920	0.064	7.0%	0.860	93.5%	Ⓔ	Ⓔ		68.137	20.479
Pumping Stations & Forcemains	4.140	0.582	14.1%	2.566	62.0%	Ⓕ	Ⓕ	#2	70.129	20.532
Water Service Replacement	25.499	4.194	16.4%	23.715	93.0%	Ⓔ	Ⓔ		353.748	208.634
WT - Storage & Treatment	0.159	0.001	0.6%	0.135	84.9%	Ⓔ	Ⓔ		1.855	1.446
Sub-Total	113.410	20.981	18.5%	102.051	90.0%	-	-		1,291.484	441.056
State of Good Repair										
Ashbridges Bay Treatment Plant	75.487	9.747	12.9%	66.109	87.6%	Ⓔ	Ⓔ		1,773.963	521.848
Business & Technology Support	0.105	-	0.0%	0.085	81.0%	Ⓔ	Ⓔ		3.648	3.564
RL Clark Treatment Plant	7.025	1.786	25.4%	6.413	91.3%	Ⓔ	Ⓔ		99.599	91.667
RC Harris Treatment Plant	3.598	0.083	2.3%	2.865	79.6%	Ⓔ	Ⓔ		59.931	30.918
Highland Creek Treatment Plant	9.621	1.870	19.4%	8.102	84.2%	Ⓔ	Ⓔ		375.493	176.007
FJ Horgan Treatment Plant	0.614	0.179	29.2%	0.548	89.3%	Ⓔ	Ⓔ		12.340	8.806
Humber Wastewater Treatment	40.768	7.411	18.2%	39.127	96.0%	Ⓔ	Ⓔ		356.276	144.788
Island Treatment Plant	4.840	0.433	8.9%	3.893	80.4%	Ⓔ	Ⓔ		53.100	16.178
Linear Engineering	76.100	13.576	17.8%	66.185	87.0%	Ⓔ	Ⓔ		676.997	330.308
Pumping Stations & Forcemains	4.576	0.040	0.9%	4.223	92.3%	Ⓔ	Ⓔ		54.695	30.509
Sewer Rehabilitation	55.798	5.128	9.2%	46.913	84.1%	Ⓔ	Ⓔ		521.915	275.720
Sewer Replacement	14.954	0.406	2.7%	8.407	56.2%	Ⓕ	Ⓕ	#2	174.359	110.977
Trunk Sewers	28.267	5.274	18.7%	24.204	85.6%	Ⓔ	Ⓔ		390.233	106.188
Trunk Watermains	4.738	1.473	31.1%	4.404	93.0%	Ⓔ	Ⓔ		51.809	41.220
Watermain Rehabilitation	56.120	4.337	7.7%	47.723	85.0%	Ⓔ	Ⓔ		555.880	382.890
Watermain Replacement	64.416	13.762	21.4%	65.587	101.8%	Ⓓ	Ⓔ	#1	659.243	325.522
Water Service Replacement	5.115	0.058	1.1%	4.348	85.0%	Ⓔ	Ⓔ		39.462	18.021
WT - Storage & Treatment	21.652	3.489	16.1%	19.784	91.4%	Ⓔ	Ⓔ		181.321	65.486
WWF - Implementation Projects	6.103	0.010	0.2%	5.914	96.9%	Ⓔ	Ⓔ		70.404	8.628
WWF - Stream Restoration	8.361	1.085	13.0%	7.192	86.0%	Ⓔ	Ⓔ		94.419	41.754
Yards & Facilities	0.582	0.014	2.4%	0.495	85.1%	Ⓔ	Ⓔ		3.224	2.675
Sub-Total	488.841	70.161	14.4%	432.519	88.5%	-	-		6,208.311	2,733.674

Toronto Water (TW)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Service Improvements										
Ashbridges Bay Treatment Plant	4.398	0.121	2.8%	2.877	65.4%	Y	Y	#2	94.178	40.986
Water Meter Program (AMR)	5.183	0.090	1.7%	4.406	85.0%	G	G		234.975	216.203
Business & Technology Support	13.062	3.413	26.1%	11.950	91.5%	G	G		83.562	38.101
Basement Flooding Program	76.939	8.879	11.5%	65.654	85.3%	G	G		1,489.411	390.128
RC Harris Treatment Plant	1.929	0.044	2.3%	1.302	67.5%	Y	G	#1	10.921	2.825
Highland Creek Treatment Plant	10.205	0.712	7.0%	7.230	70.9%	G	G		170.484	29.862
FJ Horgan Treatment Plant	0.456	-	0.0%	0.316	69.3%	Y	Y	#2	9.044	3.167
Humber Wastewater Treatment	4.766	0.003	0.1%	3.348	70.2%	G	G		96.499	55.540
Island Treatment Plant	0.576	-	0.0%	0.558	96.9%	G	G		6.477	0.157
Linear Engineering	1.204	0.106	8.8%	1.008	83.8%	G	G		11.616	4.018
Pumping Stations & Forcemains	0.188	0.024	12.8%	0.188	100.0%	G	G		3.481	3.248
Sewer Replacement	1.549	-	0.0%	1.317	85.0%	G	G		31.308	26.321
Trunk Sewers	0.700	-	0.0%	-	0.0%	R	R	#3	22.000	-
Trunk Watermains	0.470	-	0.0%	0.407	86.6%	G	G		11.543	0.712
WT - Storage & Treatment	4.758	0.520	10.9%	4.037	84.9%	G	G		48.663	25.588
WT - Storage & Treatment	3.252	0.286	8.8%	2.642	81.3%	G	G		44.334	1.057
WWF - Implementation Projects	103.144	21.216	20.6%	101.476	98.4%	G	G		735.109	202.140
WWF - TRCA	14.823	-	0.0%	14.698	99.2%	G	G		94.972	80.181
Yards & Facilities	5.970	0.703	11.8%	5.575	93.4%	G	G		58.148	22.974
Sub-Total	253.570	36.121	14.2%	228.993	90.3%	-	-		3,256.725	1,143.208
Growth Related										
Ashbridges Bay Treatment Plant	0.300	-	0.0%	-	0.0%	R	R	#3	159.200	-
Highland Creek Treatment Plant	0.200	-	0.0%	-	0.0%	R	R	#3	8.640	7.140
Island Treatment Plant	0.100	-	0.0%	0.085	85.0%	G	G		6.400	-
Linear Engineering	0.531	-	0.0%	0.449	84.6%	G	G		2.941	2.160
New Service Connections	41.836	4.119	9.8%	35.561	85.0%	G	G		396.443	250.452
New Sewers	6.500	0.275	4.2%	6.263	96.4%	G	G		92.376	26.262
Pumping Stations & Forcemains	6.446	0.070	1.1%	5.479	85.0%	G	G		19.685	4.023
Trunk Sewers	0.553	0.045	8.1%	0.353	63.8%	Y	Y	#2	3.990	3.135
Trunk Watermains	8.563	0.086	1.0%	8.299	96.9%	G	G		47.121	4.316
Water Efficiency Plan	0.495	0.074	14.9%	0.431	87.1%	G	G		13.863	11.360
Watermain Replacement	28.572	1.933	6.8%	25.787	90.3%	G	G		146.349	49.877
Sub-Total	94.095	6.602	7.0%	82.706	87.9%	-	-		897.008	358.725
Total	951.525	134.259	14.1%	847.339	89.1%				11,707.322	4,710.171

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

Toronto Water (TW)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			

Note # 1:

Projects are proceeding on/ahead of schedule with lower or slightly higher than planned costs in 2019.

Note # 2:

Minor project delays are due to one or combination of the following reasons: complex site conditions (FJ Horgan Water Treatment Plant Building, Fire and HVAC upgrades), extended procurement phase (Pumping Station Upgrades, and Ashbridges Bay Treatment Plant Admin and Blower Building Improvements project), complexity of projects and need to revise project criteria (Trunk Sewer projects) or to extend design phase (Sewer Replacement projects).

Note # 3:

Major project delays are due to technical issues as well as complexity of projects, including need to wait for completion of other projects at the same facility (Humber Wastewater Treatment Plant), complete Environmental Assessment studies (Sewer Replacement and Ashbridges Bay Treatment Plant projects) and rescope projects to address operational requirements (Highland Creek Treatment Plant projects).