

APPENDIX 5
Capital Dashboard by Program/Agency
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**2019 Capital Spending by Program
Community and Social**

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%		Ⓢ
	Q2	22.28	1.64	14.48	65.0%	↑	Ⓢ
Court Services	4M	0.06	0.00	0.06	100.0%		Ⓢ
	Q2	0.06	0.01	0.06	100.0%	□	Ⓢ
EDC	4M	33.37	1.18	21.83	65.4%		Ⓢ
	Q2	33.41	2.20	22.48	67.3%	↑	Ⓢ
LTCHS	4M	15.46	1.48	15.46	100.0%		Ⓢ
	Q2	15.46	3.10	13.18	85.2%	↓	Ⓢ
PF&R	4M	216.47	22.96	172.38	79.6%		Ⓢ
	Q2	218.83	48.58	172.97	79.0%	↓	Ⓢ
SS&HA	4M	358.99	22.18	278.88	77.7%		Ⓢ
	Q2	358.99	72.59	183.01	51.0%	↓	Ⓢ
TESS	4M	5.04	0.58	5.04	100.0%		Ⓢ
	Q2	5.05	1.24	4.13	81.7%	↓	Ⓢ
TPS	4M	4.32	0.14	3.79	87.7%		Ⓢ
	Q2	4.32	0.25	3.80	87.8%	↑	Ⓢ
TOTAL	4M	660.48	49.55	511.91	77.5%		Ⓢ
	Q2	658.40	129.60	414.09	62.9%	↓	Ⓢ

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

For the six months ended June 30, 2019, capital expenditures for this Service Area totalled \$129.59 million of their collective 2019 Approved Capital Budget of \$658.39 million. Spending is expected to increase to \$414.08 million (62.9%) by year-end. Five Programs in this service area have projected year-end spending rate of over 70% of their respective 2019 Approved Capital Budgets.

Toronto Court Services ha project year-end spending rates of 100% while Long Term Care Home & Services Parks, Recreation & Forestry, and Toronto Employment & Social Services and Toronto Paramedic Services have projected year-end spending rates of 85.2%, 79.0%, 81.7% and 87.8% respectively and Children Services, Shelter Support & Housing Administration and Economic Development & Culture have projected year-end spending rate less than 70%.

Children's Services (CHS)

Chart 1
2019 Approved Budget by Category (\$22.28)

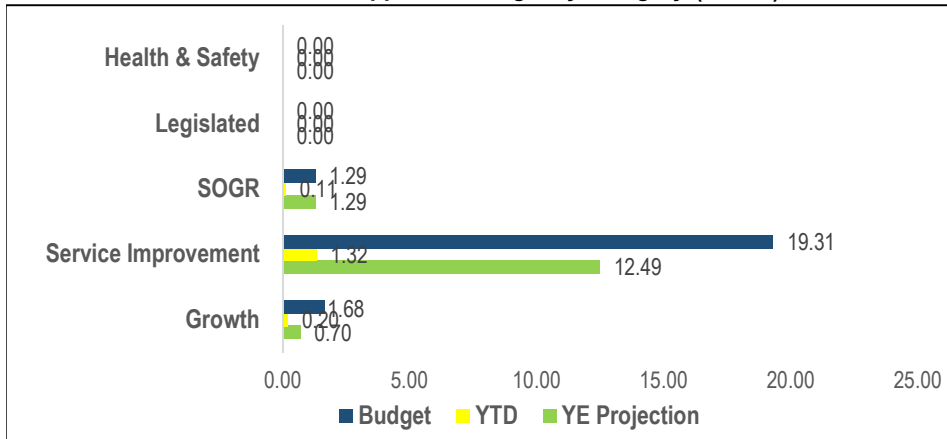


Table 1
2018 Active Projects by Category

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

Chart 2
Project Status - 21

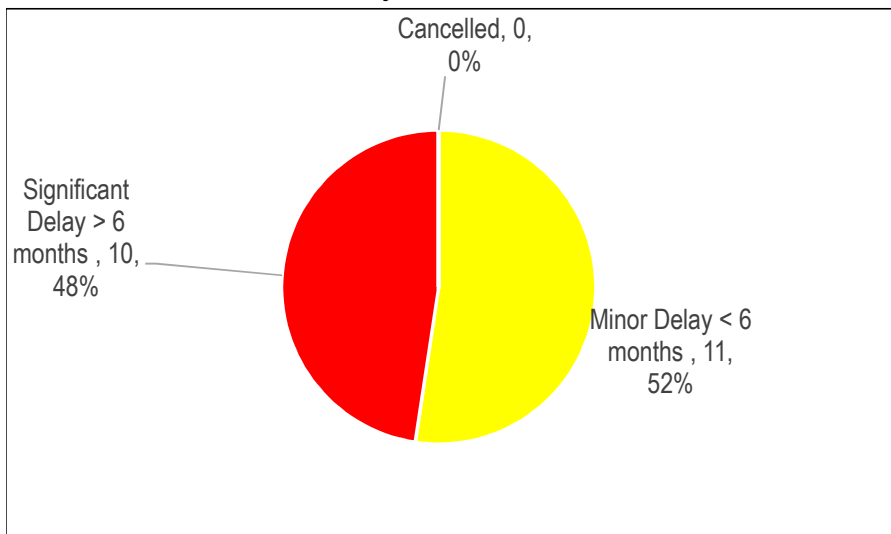


Table 2

Reason for Delay	21	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	2	1
RFQ/RFP Delayed	1	1
Contractor Issues		4
Site Conditions		
Co-ordination with Other Projects		1
Community Consultation	7	3
Other*		1
Total # of Projects	10	11

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
	12.47	9.81		

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, as well, the scope of the project has been approved to accommodate an additional 26 spaces, providing a total of 98 spaces in the new 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. Eight of these projects are scheduled for completion in 2019, with six projected to be completed in 2020.

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
		\$	%	\$	%	On Budget	On Time			
State of Good Repair TELCCS SOGR 2019	1.285	0.112	8.7%	1.285	100.0%	Ⓞ	Ⓜ	#1	1.285	0.112
Sub-Total	1.285	0.112	8.7%	1.285	100.0%	-	-		1.285	0.112
Service Improvements										
St John the Evangelist Catholic School	2.675	0.466	17.4%	2.675	100.0%	Ⓞ	Ⓜ	#2	3.900	1.691
Block 31 Child Care Centre	2.945	0.554	18.8%	2.945	100.0%	Ⓞ	Ⓜ	#3	4.733	2.064
Avondale Public School	0.145	0.000	0.0%	0.145	100.0%	Ⓞ	Ⓜ	#4	1.433	1.289
Advent Health Care Child Stanley Public School	0.414	0.000	0.0%	0.050	12.1%	Ⓡ	Ⓜ	#4	2.710	2.296
	2.063	0.000	0.0%	0.500	24.2%	Ⓡ	Ⓡ	#5	3.900	0.203
St. Columba Public School	0.472	0.000	0.0%	0.472	100.0%	Ⓞ	Ⓜ	#4	1.525	1.053
St. Maurice Catholic School	0.139	0.038	27.3%	0.139	100.0%	Ⓞ	Ⓜ	#4	1.472	1.333
St. Barnabas Catholic School	1.000	0.000	0.0%	1.000	100.0%	Ⓞ	Ⓡ	#5	3.100	0.177
St. Roch Catholic School	0.900	0.000	0.0%	0.500	55.6%	Ⓜ	Ⓜ	#6	1.900	0.094
St Bartholome Catholic School	1.200	0.000	0.0%	0.500	41.7%	Ⓡ	Ⓡ	#7	2.600	0.117
St. Stephen Catholic School	0.179	0.035	19.6%	0.179	100.0%	Ⓞ	Ⓜ	#4	1.400	1.221
TCH Lawrence Ave Site	1.313	0.000	0.0%	1.313	100.0%	Ⓞ	Ⓜ	#8	5.353	3.900
TCH Needle Firway	0.100	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#9	3.900	0.075
Mount Dennis Child Care Centre	2.000	0.058	2.9%	1.000	50.0%	Ⓜ	Ⓜ	#10	18.000	3.045
North East Scarborough Child Care Centre No 11 (Gilder)	0.244	0.000	0.0%	0.100	41.0%	Ⓡ	Ⓡ	#11	3.900	0.018
	2.600	0.000	0.0%	0.300	11.5%	Ⓡ	Ⓡ	#8	3.900	0.000
Bendale Child Care Centre	0.425	0.173	40.7%	0.173	40.7%	Ⓡ	Ⓡ	#2	3.425	3.250
Wallace Emerson Child Care Centre	0.250	0.000	0.0%	0.250	100.0%	Ⓞ	Ⓡ	#12	3.900	0.000
Western North York Child Care	0.250	0.000	0.0%	0.250	100.0%	Ⓞ	Ⓡ	#11	3.900	0.000
Sub-Total	19.314	1.324	6.9%	12.491	64.7%				74.951	21.826
Growth Related										
TCS Growing Child Care	1.677	0.200	11.9%	0.700	41.7%	Ⓡ	Ⓡ	#13	4.764	0.200
Sub-Total	1.677	0.200	7.3%	0.700	41.7%				4.764	0.200
Total	22.276	1.636		14.476					81.000	22.138

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

Children's Services (CHS)

Note # 1:

The TELCCS SOGR project is on track, with project spending projected to accelerate in Q3 and Q4, once projects have been identified.

Note # 2

The construction is underway, with project scheduled for completion in Q4, 2019.

Note # 3:

This project is delayed due to a labour disruption; the project is projected to be completed in Q4, 2019.

Note # 4:

This project is nearing completion, pending finalization of construction finishes.

Note # 5:

The project delivery has been delayed, reflecting delays in planning and design with school board. The project is being tendered, with completion date revised from Q4, 2019 to Q4 2020.

Note # 6:

The project is in the design stage, with the project anticipated to be completed in Q4, 2020.

Note # 7:

The project design is nearing completion, with the tender to be issued shortly. The project is projected to be completed in Q4, 2020.

Note # 8:

The construction is underway, with completion date projected in Q4, 2020.

Note # 9:

The project is delayed, pending scope change requirements to increase number of spaces; the completion date has been revised to Q4, 2023.

Note # 10:

The project design has been completed to include an additional 26 spaces; the project is waiting for building permits to be finalized. The project completion date is now scheduled for 2021.

Note # 11:

The project is in the early planning stage, and is scheduled for completion in 2022.

Note # 12:

The project is in the early planning stage, and is scheduled for completion in 2023.

Note # 13:

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)

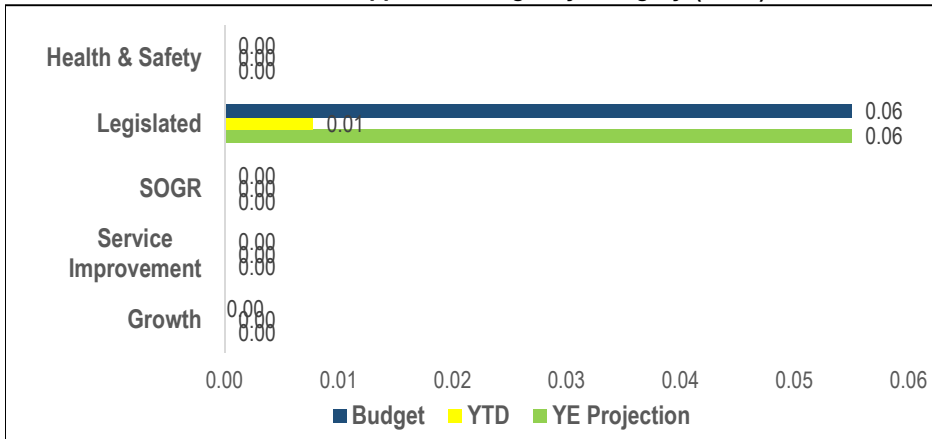


Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 1

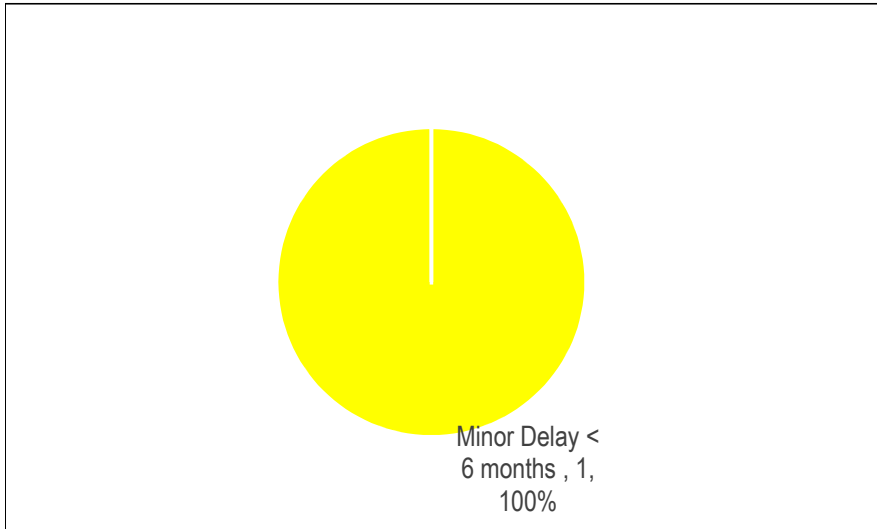


Table 2

Reason for Delay	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
	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	0.008	14.1%	0.055	100.0%	Ⓞ	Ⓨ	#1	1.577	1.377
Sub-Total	0.055	0.008	14.1%	0.055	100.0%	-	-		1.577	1.377
Total	0.055	0.008	14.1%	0.055	100.0%				1.577	1.377

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:

Client follow on work (e.g. HVAC modifications with landlord, re-work of millwork in hearing rooms) is ongoing. However the project is experiencing minor spending delays resulting from procurement and contractor issues. Spending will accelerate as work is completed. Project completion and hand-off is anticipated for August 2019.

Economic Development and Culture (ECT)

Chart 1
2019 Approved Budget by Category (\$33.41)

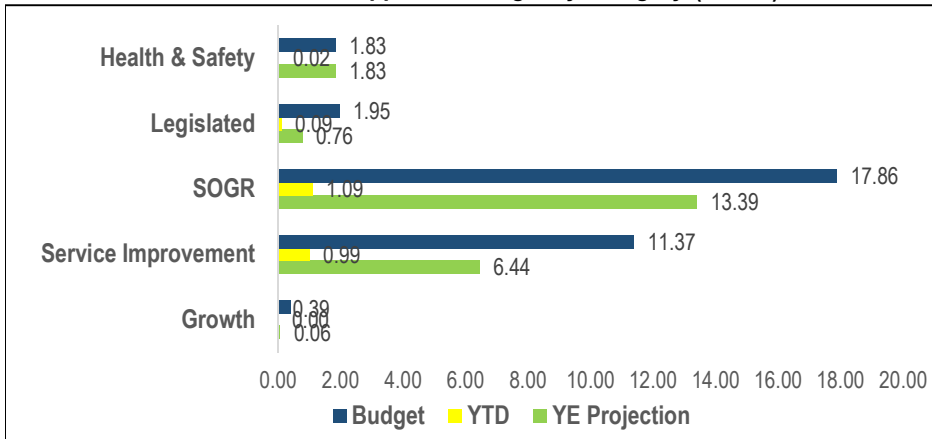


Table 1
2019 Active Projects by Category

Health & Safety	2
Legislated	4
SOGR	10
Service Improvement	8
Growth	1
Total # of Projects	25

Chart 2
Project Status - 25

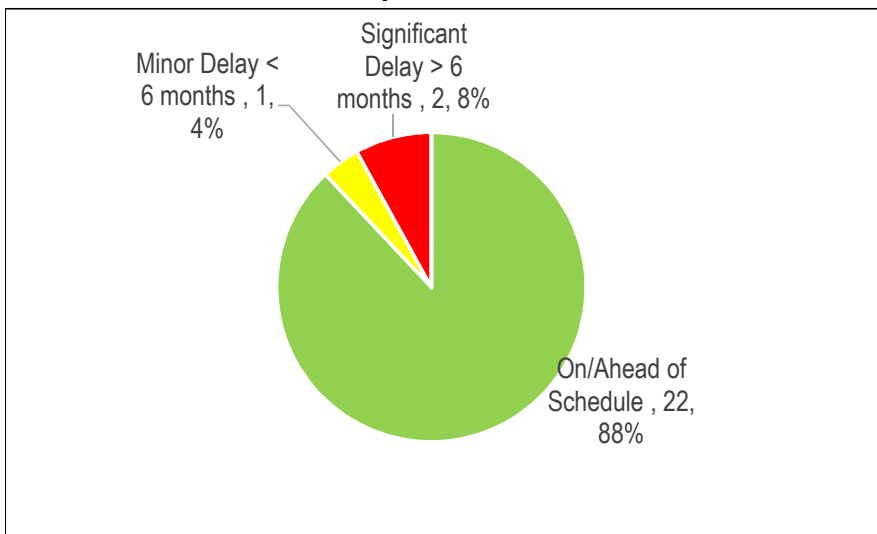


Table 2

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	0.79		

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. New museums management will ensure priorities are aligned with the new "Museums 2040" vision.
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.

Key Discussion Points: (Please provide reason for delay)

EDC spent \$2.177 million or 6.5% of the approved \$33.413 million cash flow as of Q2 2019. Due to site conditions, coordination with other projects and work by others, the following projects are significantly underspent: *Indigenous Centre for Innovation and Entrepreneurship*, *BIA Equal Share Funding*, *Guild Revitalization* and various *Public Art* projects.

Economic Development and Culture (ECT)

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										
Major Maintenance	0.312	0.000	0.0%	0.312	100.0%	Ⓞ	Ⓞ		0.466	0.154
Restoration/Preservation Of Heritage Element	1.521	0.024	1.6%	1.521	100.0%	Ⓞ	Ⓞ		11.539	6.977
Sub-Total	1.834	0.024	1.3%	1.834	100.0%	-	-		12.005	7.131
Legislated										
Collections Care	0.100	0.000	0.0%	0.100	100.0%	Ⓞ	Ⓞ		0.200	0.000
Cultural Infrastructure Development	1.347	0.003	0.2%	0.170	12.6%	Ⓜ	Ⓞ	#1	1.588	0.243
Major Maintenance	0.033	0.003	9.3%	0.033	100.0%	Ⓞ	Ⓞ		0.104	0.074
Restoration/Preservation Of Heritage Element	0.471	0.089	18.9%	0.459	97.5%	Ⓞ	Ⓞ		0.474	0.092
Sub-Total	1.951	0.094	4.8%	0.762	39.0%	-	-		2.366	0.410
State of Good Repair										
BIA Planning Act Revenue Funding	2.098	0.067	3.2%	2.055	98.0%	Ⓞ	Ⓞ		4.532	2.522
BIA Equal Share Funding	6.399	0.221	3.4%	4.211	65.8%	Ⓜ	Ⓞ	#2	9.236	2.478
BIA Financed Funding	1.258	0.000	0.0%	1.258	100.0%	Ⓞ	Ⓞ		3.683	2.425
BIA Streetscape Improvement	0.047	0.000	0.4%	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	0.287	8.4%	2.591	75.6%	Ⓞ	Ⓞ		6.180	2.357
Refurbishment And Rehabilitation	0.400	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓜ	#3	0.400	0.000
Restoration/Preservation Of Heritage Element	2.782	0.360	12.9%	1.777	63.9%	Ⓜ	Ⓞ	#4	5.586	2.819
Economic Competitiveness Data Management System	0.885	0.080	9.0%	0.885	100.0%	Ⓞ	Ⓞ		0.900	0.094
Sub-Total	17.863	1.089	6.1%	13.388	74.9%	-	-		31.761	13.403
Service Improvements										
BIA Streetscape Improvement	0.200	0.000	0.0%	0.200	100.0%	Ⓞ	Ⓞ		0.200	0.000
Cultural Infrastructure Development	5.150	0.382	7.4%	3.703	71.9%	Ⓞ	Ⓞ		8.610	2.341
Indigenous Centre For Innovation And Entrepreneurship	3.614	0.250	6.9%	0.750	20.8%	Ⓜ	Ⓞ	#5	3.614	0.250
Refurbishment And Rehabilitation	0.000	0.000	0.0%	0.000	0.0%	Ⓞ	Ⓞ		0.050	0.049
Service Enhancement	0.052	0.012	22.4%	0.052	100.0%	Ⓞ	Ⓞ		2.385	2.325
Commercial Facade Improvement Program	0.909	0.159	17.5%	0.909	100.0%	Ⓞ	Ⓞ		1.878	0.829
Mural Program	0.050	0.005	10.0%	0.050	100.0%	Ⓞ	Ⓞ		0.050	0.005
Economic Competitiveness Data Management System	1.400	0.180	12.9%	0.771	55.1%	Ⓜ	Ⓜ	#6	2.450	1.197
Sub-Total	11.375	0.988	8.7%	6.435	56.6%	-	-		19.237	6.997
Growth Related										
Cultural Infrastructure Development	0.391	0.000	0.0%	0.058	14.7%	Ⓜ	Ⓜ	#7	1.316	0.909
Sub-Total	0.391	0.000	0.0%	0.058	14.7%	-	-		1.316	0.909
Total	33.413	2.196	6.6%	22.476	67.3%				66.685	28.850

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 Public 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:

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 # 3:

The special capital program for museum interior projects is on hold while priorities are reviewed by new museum management. This has delayed spending in the Colborne Lodge Interiors and Gibson House Interiors projects.

Note # 4:

Due to site conditions and the lack of infrastructure, the Outdoor Public Art - Howard Monument is delayed. The Outdoor Public Art - Elevated Wetlands is delayed due to unusually wet weather and coordination with other divisions.

Note # 5:

Design of the space was delayed and is currently being undertaken. The project is on track for completion by 2020.

Note # 6:

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

Note # 7:

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.

Seniors Services and Long-Term Care (HOM)

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

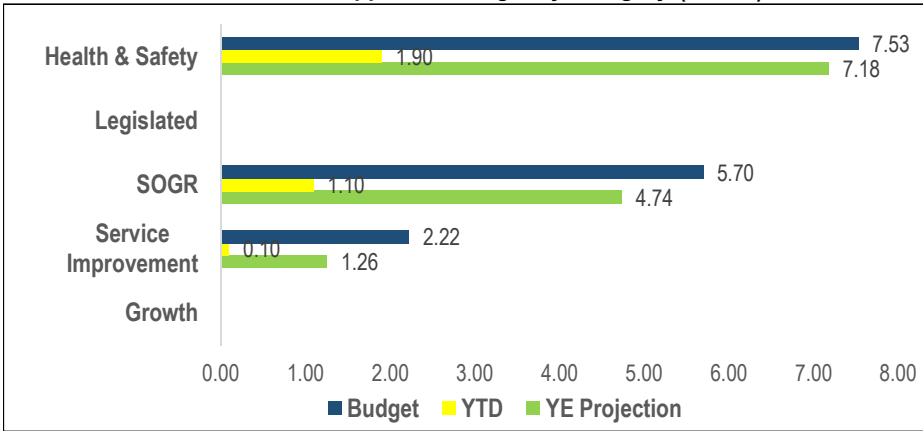


Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 7

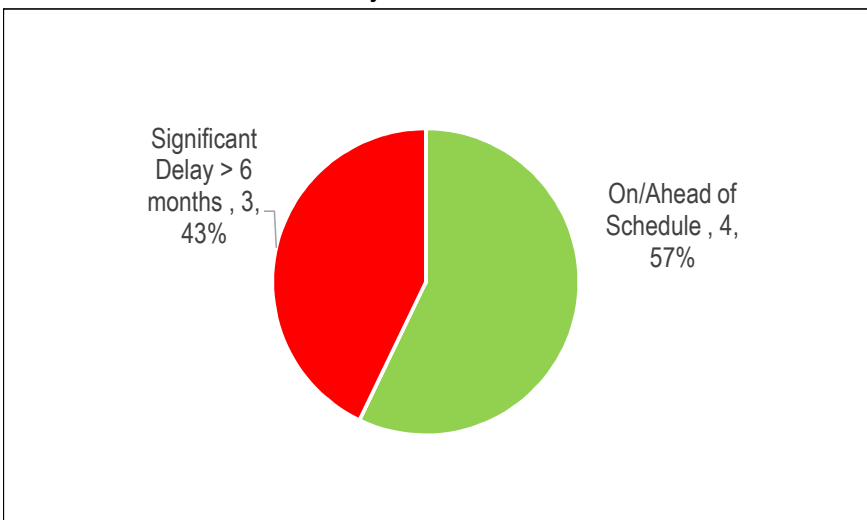


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
11.60		3.86		

Key Discussion Points:

- The *Electronic Health Care System* project has been rolled out to 5 homes which represents 50% of its stage 1 (of 2) implementation phase. However, project spending is delayed due to a PO discrepancy that is currently being resolved. Additionally, staffing turnover has caused a delay and a re-evaluation of project timelines, as a result the second stage of implementation has been deferred to begin in Q1 of 2020. This project is funded through *The Homes for the Aged* reserve.
- The *Work Order Management System* seed project is a feasibility study to evaluate options to modernize the current manual work order tracking and asset management process. The scope of this project is currently under review.

Seniors Services and Long-Term Care (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	1.062	41.9%	2.470	97.5%	Ⓞ	Ⓞ		9.736	8.124
Mechanical - HVAC Repairs/Upgrades	4.136	0.728	17.6%	4.011	97.0%	Ⓞ	Ⓞ		14.728	10.653
Specialty Systems & Elevator Upgrades	0.865	0.113	13.1%	0.700	80.9%	Ⓞ	Ⓞ		7.068	5.931
Sub-Total	7.534	1.903	25.3%	7.181	95.3%	-	-		31.532	24.707
State of Good Repair										
Building Upgrades	4.064	1.099	27.0%	4.039	99.4%	Ⓞ	Ⓞ		25.830	20.175
Specialty Systems	1.635	0.000	0.0%	0.700	42.8%	Ⓡ	Ⓡ	#1	1.635	0.000
Sub-Total	5.699	1.099	19.3%	4.739	83.2%	-	-		27.465	20.175
Service Improvements										
Electronic Health Care System	2.080	0.099	4.8%	1.184	56.9%	Ⓢ	Ⓡ	#2	3.152	0.735
Work Order Management System	0.144	0.000	0.0%	0.072	50.0%	Ⓢ	Ⓡ	#3	0.144	0.000
Sub-Total	2.224	0.099	4.5%	1.256	56.5%	-	-		3.296	0.735
Total	15.457	3.101		13.176					62.293	45.616

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 tender documents for the Wesburn Manor roofing replacement were issued and work is anticipated to start in late September to be completed for December 2019.

Note # 2:

The *Electronic Health Care System* project has been rolled out to 5 homes which represents 50% of its stage 1 (of 2) implementation phase. There are two issues to note regarding delayed spending and deliverables as follows:

- (1) Project spending is delayed due to a PO discrepancy that is currently being resolved.
- (2) The Project Manager for this project left in January and was replaced in March 2019. The project plan was re-evaluated and as a result stage 2 of the implementation stage will not occur until Q1 of 2020. This project is funded through *The Homes for the Aged* reserve.

Note # 3:

The project scope for the *Work Order Management System* feasibility project is currently under review.

Parks, Forestry & Recreation (PKS)

Chart 1
2019 Approved Budget by Category (\$218.83)

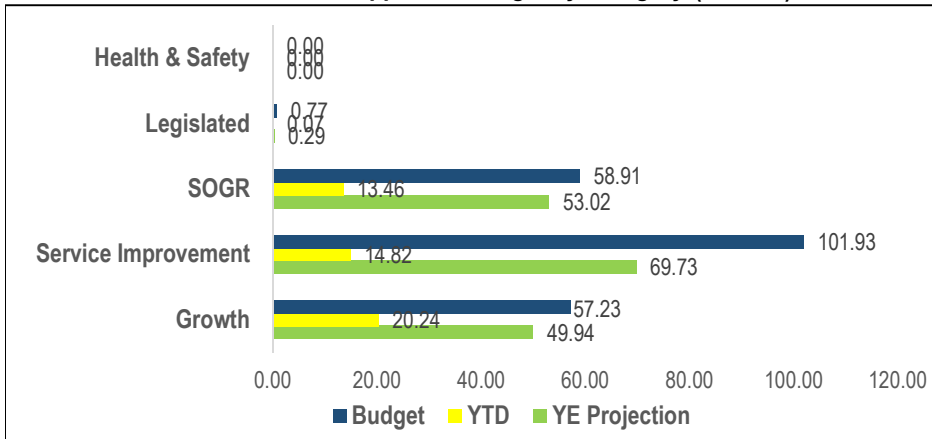


Table 1
2019 Active Projects by Category

Health & Safety	
Legislated	4
SOGR	39
Service Improvement	190
Growth	24
Total # of Projects	257

Chart 2
Project Status - 257

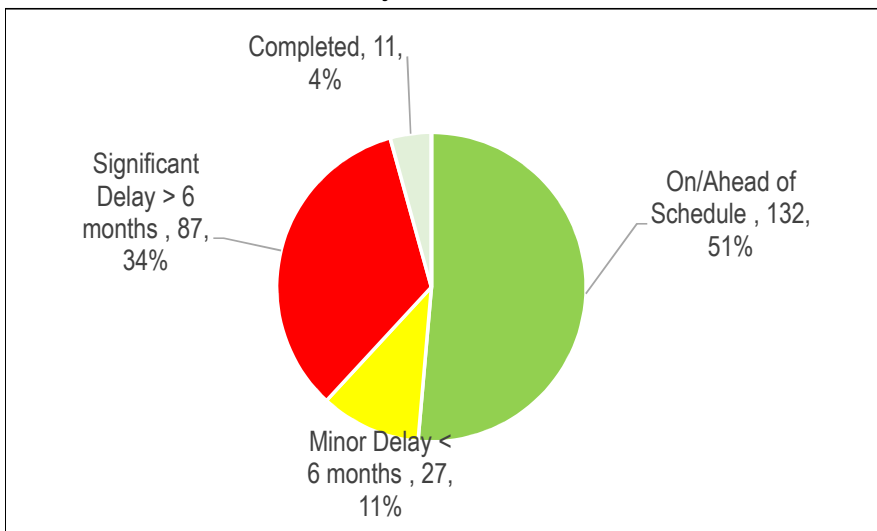


Table 2

Reason for Delay	114	
	Significant Delay	Minor Delay
Insufficient Staff Resources		1
Procurement Issues	3	
RFQ/RFP Delayed	1	1
Contractor Issues	1	
Site Conditions	5	5
Co-ordination with Other Projects	33	10
Community Consultation	4	2
Other*	40	8
Total # of Projects	87	27

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
89.03	36.54	92.35	0.91	

Reasons for "Other*" Projects Delay:

- Project is delayed as funds may not have been secured/received; a suitable location has not been found or alternatively the project is being delivered by a third party.
- Environmental assessment and/or final approvals to proceed are still pending.
- Final design of the project is not complete.

Key Discussion Points: (Please provide reason for delay)

- Parks, Forestry and Recreation has a number of approved projects where the community has requested additional features, /scope changes subject to the receipt of supporting funding. Although these projects have approved 2019 cash flow, these projects cannot proceed until funding has been received or there is agreement to defer to the requested changes.

Parks, Forestry & Recreation (PKS)

Key Discussion Points (cont'd):

- The Program continues to experience challenges completing many of the growth and service improvement projects due to extended public consultation, co-ordination with other community partners and unfavourable site conditions.
- Land Acquisition projects are delayed due to the extended acquisition process of various properties and remediation issues on multiple sites that may not be resolved by year-end.

Parks, Forestry & Recreation (PKS)

Projects by Category (Million)	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	0.065	8.5%	0.287	37.5%	Ⓡ	Ⓡ	#1	6.987	3.806
Special Facilities									1.600	1.600
Sub-Total	0.766	0.065	8.5%	0.287	37.5%	-	-		8.587	5.406
State of Good Repair										
Arena	9.888	2.008	20.3%	9.713	98.2%	Ⓞ	Ⓞ		57.987	32.780
Community Centres	6.521	2.599	39.9%	6.521	100.0%	Ⓞ	Ⓞ		63.416	42.987
Environmental Initiatives	3.733	0.258	6.9%	2.618	70.1%	Ⓢ	Ⓡ	#2	10.500	4.325
Facility Components	9.298	1.269	13.6%	7.897	84.9%	Ⓞ	Ⓞ		28.899	13.933
Outdoor Recreation Centre	1.407	0.745	53.0%	1.407	100.0%	Ⓞ	Ⓞ		12.032	7.506
Park Development	5.511	1.336	24.2%	4.911	89.1%	Ⓞ	Ⓞ		18.601	6.993
Parking Lots & Tennis Courts	2.588	0.870	33.6%	2.350	90.8%	Ⓞ	Ⓢ	#3	12.976	6.085
Playgrounds/Waterplay	0.643	0.019	2.9%	0.643	100.0%	Ⓞ	Ⓞ		7.638	3.558
Pool	4.416	0.640	14.5%	4.000	90.6%	Ⓞ	Ⓢ	#4	23.491	10.294
Special Facilities	12.512	2.676	21.4%	10.856	86.8%	Ⓞ	Ⓢ	#5	56.264	17.206
Trails and Pathways	2.389	1.035	43.3%	2.100	87.9%	Ⓞ	Ⓢ	#6	20.942	8.812
Sub-Total	58.906	13.455	22.8%	53.015	90.0%	-	-		312.746	154.477
Service Improvements										
Arena	0.951	0.448	47.1%	0.951	100.0%	Ⓞ	Ⓞ		9.950	7.100
Community Centres	3.609	0.908	25.2%	3.279	90.9%	Ⓞ	Ⓞ		25.942	17.316
Environmental Initiatives	4.252	0.652	15.3%	3.061	72.0%	Ⓞ	Ⓡ	#2	14.310	7.016
Facility Components	0.890	0.159	17.8%	0.640	71.9%	Ⓞ	Ⓢ	#7	3.750	1.342
Information Technology	16.544	3.845	23.2%	11.663	70.5%	Ⓢ	Ⓢ	#8	48.565	20.418
Land Acquisition									0.800	0.766
Outdoor Recreation Centre	4.979	0.256	5.1%	2.822	56.7%	Ⓢ	Ⓡ	#9	24.616	7.186
Park Development	36.409	3.283	9.0%	24.600	67.6%	Ⓢ	Ⓞ	#10	176.884	83.066
Parking Lots & Tennis Courts	0.247	0.134	54.4%	0.247	100.0%	Ⓞ	Ⓞ		1.461	1.345
Playgrounds/Waterplay	10.979	1.233	11.2%	8.655	78.8%	Ⓞ	Ⓡ	#12	35.065	17.338
Pool	9.924	3.085	31.1%	9.424	95.0%	Ⓞ	Ⓡ	#4	22.475	13.161
Special Facilities	9.202	0.394	4.3%	2.037	22.1%	Ⓡ	Ⓡ	#5	25.132	6.132
Trails and Pathways	3.940	0.427	10.8%	2.349	59.6%	Ⓢ	Ⓡ	#6	17.434	4.631
Sub-Total	101.927	14.824	14.5%	69.729	68.4%	-	-		406.384	186.818
Growth Related										
Community Centres	49.963	17.638	35.3%	44.506	89.1%	Ⓞ	Ⓡ	#11	274.429	115.708
Land Acquisition	5.422	2.545	46.9%	5.265	97.1%	Ⓞ	Ⓞ		62.020	17.490
Outdoor Recreation Centre									3.850	3.526
Park Development	1.846	0.056	3.1%	0.164	8.9%	Ⓡ	Ⓡ	#10	12.573	4.432
Sub-Total	57.232	20.240	35.4%	49.936	87.3%	-	-		352.871	141.156
Total	218.830	48.583	22.2%	172.967	79.0%				1,081.089	488.333

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

Note # 1:

Land Acquisition: The delays and under-spending is primarily the result of a protracted process for acquisition of various properties; as well as the timing of remediation of the Grand Manitoba, and Market Lane Parkette and South Market Park; and 100 Ranleigh Park Development Remediation sites.

Note # 2:

Environmental Initiatives: The delay and under-spending is primarily related to City Wide Environmental Initiatives as a result of 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 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; Franklin Children's Garden due to site conditions; 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 Riverdale and Lower Don Accessibility for Investigation and Pre-Engineering; divisional accessibility funding due to co-ordination of multiple projects and confirmation of scope.

Note # 8:

Information Technology: Underspending for the Registration, Permitting & Licensing (CLASS) project due to delays in hiring of temporary capital positions; and Enterprise Work Management System as a result of procurement delays.

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 Spi 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 and Riverdale Park West Access Improvement 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.

Note # 12:

Playgrounds/Waterplay: Delays for St. James Park-Playground & Park Upgrade is due to scheduling of phased work; Play Equipment Program due to co-ordination with other projects; and High Park Playground (Near Bloor Street) due to the expansion of scope.

Shelter, Support & Housing Administration (SHL)

Chart 1
2019 Approved Budget by Category (\$659.08)

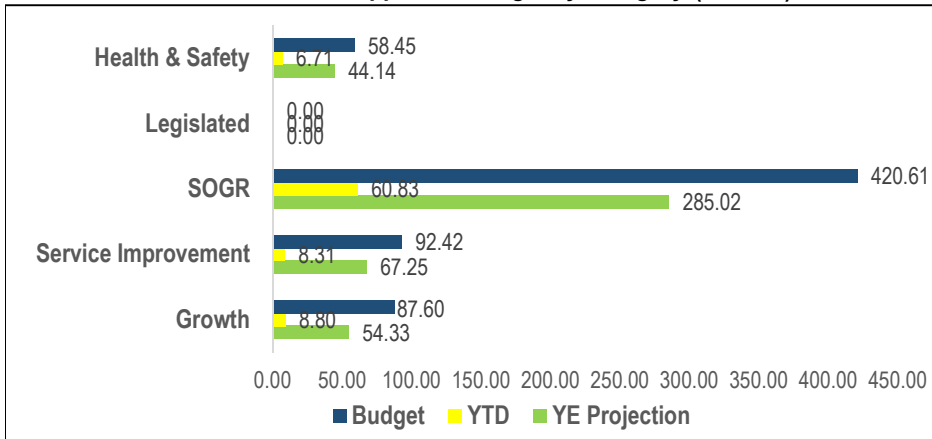


Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 59

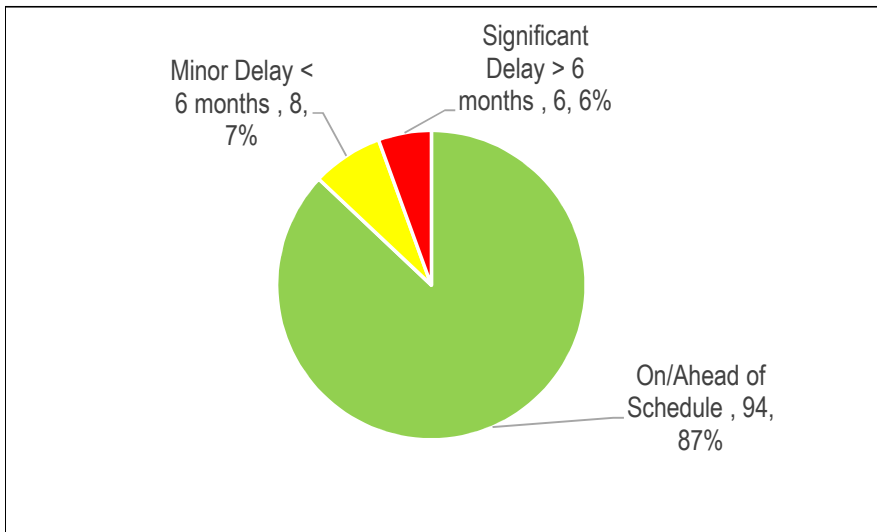


Table 2

Reason for Delay	14	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	2	1
Community Consultation		
Other*	4	7
Total # of Projects	6	8

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
604.89	39.82	14.37		

Key Discussion Points:

- **George Street Revitalization (GSR):** Five sites have been identified for acquisition to implement the transition from Seaton House as required under the GSR project. Two sites will be completed and operational in 2019. However, completion of the Project Specific Output Specification (PSOS) document which will inform the construction phase of the project is delayed. Discussions between the City and Infrastructure Ontario to resolve the issues causing the delay are ongoing.
- **New Emergency Shelters (1,000 new Shelter Beds):** Three (3) of the 11 sites required under this project are now operational. 3 new sites are being pursued for acquisition / lease with construction or renovation planned to commence in 2019 and complete by the end of 2020.

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	0.088	10.6%	0.830	100.0%	Ⓞ	Ⓞ	#1	0.830	0.088
Capital Repairs/Repl-Leased Buildings	0.108	0.016	14.9%	0.108	100.0%	Ⓞ	Ⓞ	#2	0.108	0.016
TCHC SOGR Backlog	173.111	36.622	21.2%	79.000	45.6%	Ⓞ	Ⓞ	#3	173.111	36.622
Sub-Total	174.049	36.726	21.1%	79.939	45.9%	-	-		174.049	36.726
Service Improvements										
63 & 65 Homewood Avenue	0.200	0.000	0.0%	0.200	100.0%	Ⓞ	Ⓞ	#4	3.000	2.800
George Street Revitalization (GSR)	53.578	18.001	33.6%	28.584	53.4%	Ⓞ	Ⓞ	#5	566.127	36.518
Choice Based Housing Access System	3.400	0.303	8.9%	2.500	73.5%	Ⓞ	Ⓞ	#6	6.970	1.261
TCHC Revitalization	39.799	5.478	13.8%	39.799	100.0%	Ⓞ	Ⓞ	#3	39.799	5.478
New Emergency Shelters	78.532	6.015	7.7%	23.600	30.1%	Ⓞ	Ⓞ	#7	168.360	23.203
Central Intake Call Centre	1.333	0.122	9.2%	0.440	33.0%	Ⓞ	Ⓞ	#8	1.736	0.364
Temporary structures for Respite Services	7.351	5.939	80.8%	7.351	100.0%	Ⓞ	Ⓞ		10.200	8.788
AODA	0.750	0.000	0.0%	0.600	80.0%	Ⓞ	Ⓞ	#9	7.947	0.000
Sub-Total	184.942	35.859	19.4%	103.074	55.7%	-	-		804.139	78.412
Total	358.991	72.586	20.2%	183.012	51.0%				978.188	115.139

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, all commitments will be completed and processed by the end of 2019.

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 (SOGR and Revitalization)

TCHC is projecting to spend 100% of the \$39.799 million revitalization budget included in the City's 2019 Approved Capital Plan. From the \$173.111 million budgeted for TCHC's SOGR backlog as part of the City's 2019 Approved Capital Plan, TCHC is projecting to spend \$79 million or 45.6% and will have commitments for the remaining \$94.111 million by March 31, 2020.

Note # 4:

The facility is ready for occupancy. Final payment will be processed in Q3-2019.

Note # 5:

Five sites have been identified for acquisition to implement the transition from Seaton House as required under the GSR project. Two sites will be completed and operational in 2019. However, completion of the Project Specific Output Specification (PSOS) document which will inform the construction phase of the project is delayed. Discussions between the City and Infrastructure Ontario to resolve the issues causing the delay are ongoing.

Note # 6:

The terms of a procurement contract for the selected system are in the final phase stages of negotiations. The year end projection will be updated after contracts terms are finalized and payment schedules confirmed.

Note # 7:

Three (3) of the 11 sites required under this project are now operational. 3 new sites are being pursued for acquisition / lease with construction or renovation planned to commence in 2019 and complete by the end of 2020. Projected actuals are based on the anticipated schedule of payments under this timeline.

Note # 8:

The procurement and deployment of the CRM software will be complete in 2019 the budget for this portion of the contract will be fully spent by end of the year. The Electronic Scheduling aspect of this Project is however delayed, SSHA is exploring the procurement of a complex scheduling software and have entered into a Proof of Concept Phase which will take between 4 and 6 months to complete.

Note # 9:

The contract for modernization of the elevator at 674 Dundas has been awarded. Spending will accelerate in Q3 and Q4-2019 as specified under the terms of the contract.

Toronto Employment & Social Services (SOC)

Chart 1
2019 Approved Budget by Category (\$5.05)

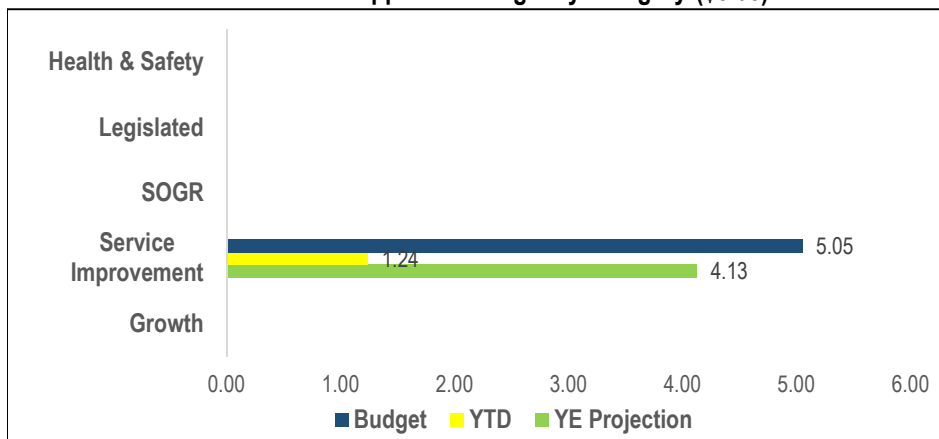


Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 2

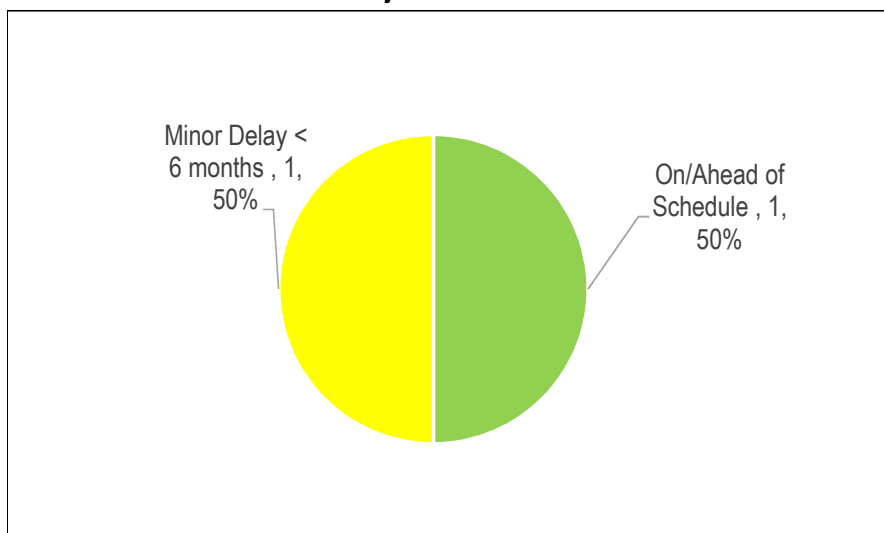


Table 2

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	0.33			

Key Discussion Points:

- The Wellesley Place Renovation project construction is complete. Project closure is expected by year-end; any changes to this assumption will be brought forward during Q3 reporting.

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	0.326	0.000	0.0%	0.326	100.0%	Ⓞ	Ⓢ	#1	8.300	7.974
HSI Project - Phase 2	4.726	1.237	26.2%	3.800	80.4%	Ⓞ	Ⓞ		9.823	2.448
Sub-Total	5.052	1.237	24.5%	4.126	81.7%	-	-		18.123	10.422
Total	5.052	1.237	24.5%	4.126	81.7%				18.123	10.422

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. Negotiations of the final expenditures are underway and the project is expected to close out by year-end however any issues that result in changes to this assumption will be brought forward during the Q3 Variance report.

Toronto Paramedic Services (AMB)

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

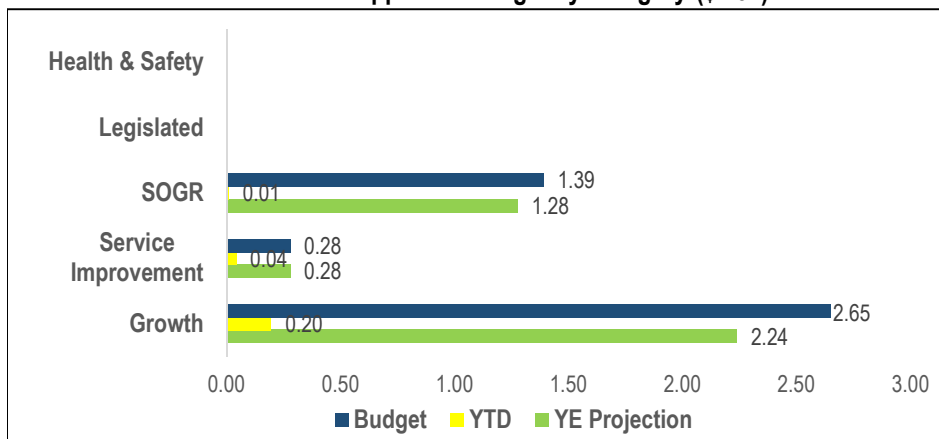


Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 10

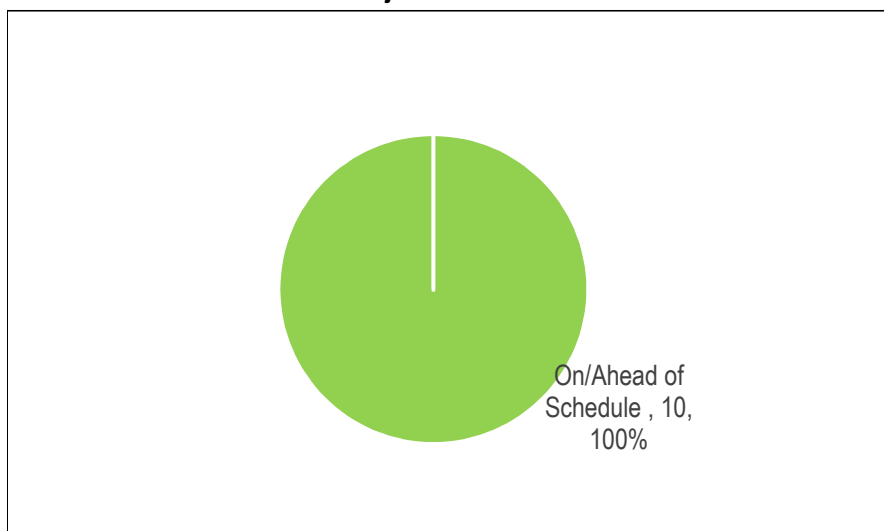


Table 2

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	0.000	0.0%	0.500	97.3%	Ⓞ	Ⓞ		1.840	1.326
DISPATCH CONSOL REPLACEMENT	0.400	0.000	0.0%	0.300	75.0%	Ⓞ	Ⓞ		0.600	0.172
Sub-Total	1.392	0.011	0.8%	1.278	91.8%	-	-		2.940	1.531
Service Improvements										
COMMUNITY PARAMEDICINE VEHICLES	0.280	0.042	15.0%	0.280	100.0%	Ⓞ	Ⓞ		0.619	0.381
Sub-Total	0.280	0.042	15.0%	0.280	100.0%	-	-		0.619	0.381
Growth Related										
MOBILE DATA COMMUNICATIONS - 2019	0.300	0.000	0.0%	0.222	74.0%	Ⓞ	Ⓞ		0.300	0.000
MEDICAL EQUIPMENT REPLACEMENT	0.597	0.012	2.1%	0.500	83.8%	Ⓞ	Ⓞ		3.843	3.105
ADDITIONAL AMBULANCES (2018)	0.068	0.000	0.0%	0.068	100.0%	Ⓞ	Ⓞ		1.238	1.171
ADDITIONAL AMBULANCES (2019)	1.000	0.000	0.0%	0.950	95.0%	Ⓞ	Ⓞ		1.000	0.000
MULTI-FUNCTION STATION #2 - PREPARATION	0.487	0.184	37.8%	0.350	71.9%	Ⓞ	Ⓞ		1.200	0.792
AMBULANCE POST - 30 Queen's Plate Dr	0.200	0.000	0.0%	0.150	75.0%	Ⓞ	Ⓞ		0.200	0.000
Sub-Total	2.651	0.196	7.4%	2.240	84.5%	-	-		7.781	5.068
Total	4.323	0.249	5.8%	3.798	87.8%				11.340	6.980

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
Infrastructure and Development**

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%		Ⓢ
	Q2	10.19	2.13	5.89	57.8%	↓	Ⓢ
Fire Services	4M	12.56	0.40	5.39	42.9%		Ⓡ
	Q2	8.86	0.80	4.29	48.5%	↑	Ⓡ
Transportation	4M	659.03	49.93	512.70	77.8%		Ⓢ
	Q2	659.08	84.65	450.77	68.4%	↓	Ⓢ
Waterfront Revitalization	4M	156.95	57.14	118.58	75.6%		Ⓢ
	Q2	156.95	58.50	118.58	75.6%	□	Ⓢ
TOTAL	4M	838.73	108.29	642.86	76.6%		Ⓢ
	Q2	835.08	146.09	579.53	69.4%	↓	Ⓢ

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

For the six months ended June 30, 2019, capital expenditures for this Service Area totalled \$146.08 million of their collective 2019 Approved Capital Budget of \$835.07 million. Spending is expected to increase to \$579.52 million (69.4%) by year-end. One 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 68.4% and 75.6% respectively, while City Planning and Fire Services have projected year-end spending rate of 57.8% and 48.5% respectively.

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

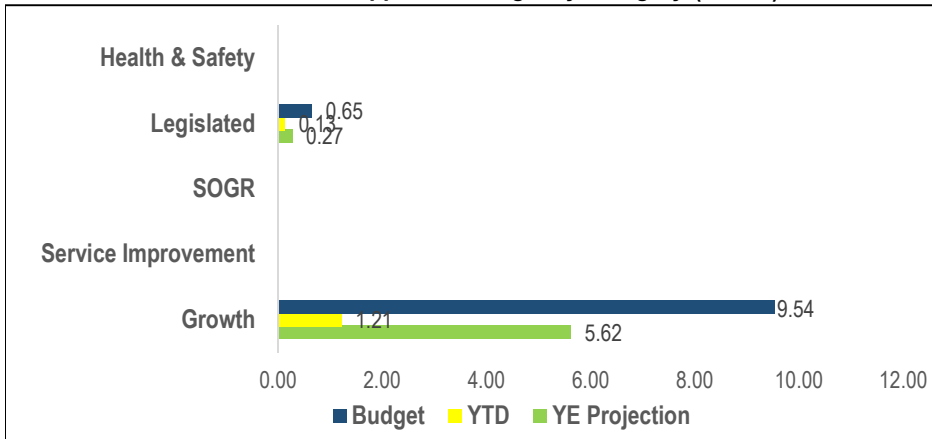


Table 1
2019 Active Projects by Category

Health & Safety	
Legislated	5
SOGR	
Service Improvement	
Growth	14
Total # of Projects	19

Chart 2
Project Status - 19

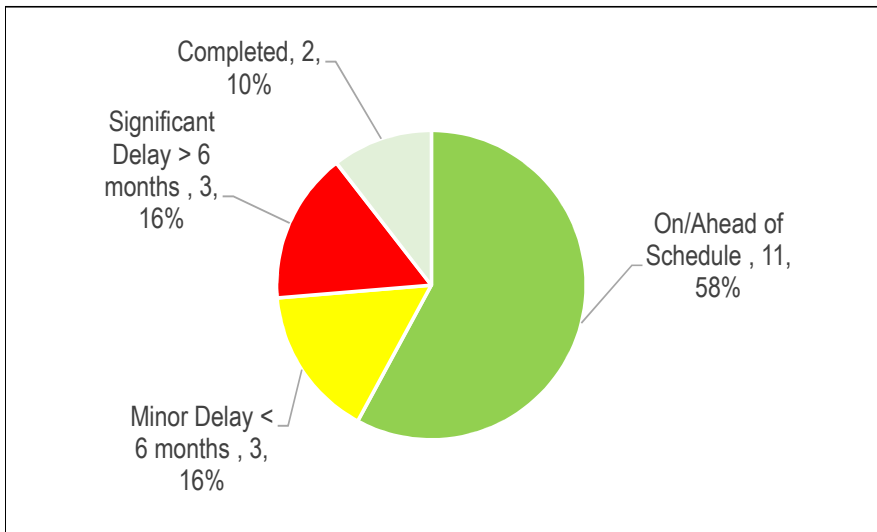


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
2.83	6.27	1.05	0.04	

Reasons for "Other*" Projects Delay:

- The Five Year Review of the Official Plan is experiencing minor delays due to the scheduling difficulties with the Local Planning Appeal Tribunal. Proposed amendments to the Growth Plan for the Greater Golden Horseshoe has also impacted the planning of the Municipal Comprehensive Review. Staff are developing a work program to complete the MCR and achieve conformity with the amended Growth Plan by 2022.

City Planning (PLN)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Legislated										
Natural Heritage Inventory Evaluation System	0.054	0.017	31.9%	0.054	100.0%	Ⓞ	Ⓞ		0.130	0.058
Toronto Archaeological Resources Plan Implementation	0.051	0.003	6.1%	0.051	100.0%	Ⓞ	Ⓞ		0.092	0.003
5 Year Review of the Official Plan	0.545	0.109	20.0%	0.160	29.3%	Ⓡ	Ⓢ	#1	1.900	0.490
Sub-Total	0.651	0.129	19.9%	0.266	40.8%	-	-		2.122	0.551
Growth Related										
Growth Studies	1.661	0.488	29.4%	1.141	68.7%	Ⓢ	Ⓢ	#2	4.250	1.430
Transportation & Transit Studies	0.953	0.017	1.7%	0.453	47.5%	Ⓡ	Ⓡ	#2	1.354	0.215
Avenue/Area Studies	0.560	0.087	15.4%	0.310	55.4%	Ⓢ	Ⓡ	#2	0.750	0.253
Heritage Conservation District Studies	0.844	0.134	15.8%	0.544	64.5%	Ⓢ	Ⓡ	#2	2.350	0.336
Secondary Plan Implementation	0.441	0.076	17.2%	0.441	100.0%	Ⓞ	Ⓞ		1.667	0.000
Places - Civic Improvements	5.077	1.202	23.7%	2.732	53.8%	Ⓢ	Ⓢ	#3	13.761	6.204
Sub-Total	9.536	2.003	21.0%	5.621	58.9%	-	-		24.133	8.438
Total	10.188	2.133	20.9%	5.887	57.8%				26.254	8.989

On Time On/Ahead of Schedule	Ⓞ	On Budget >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:

Scheduling delays with the Local Planning Appeal Tribunal and proposed amendments to the provincial Growth Plan for the Greater Golden Horseshoe, 2017 has resulted in re-developing a work plan for the Municipal Comprehensive Review of the Official Plan. Spending is anticipated to increase once provincial legislation is finalized.

Note # 2:

Delays with issuing the RFQ/RFP for the 2019 work plan. Ongoing studies are advancing and on track.

Note # 3:

The 2019 work plan will be tendered once site conditions and coordination with other projects 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 (\$8.86)

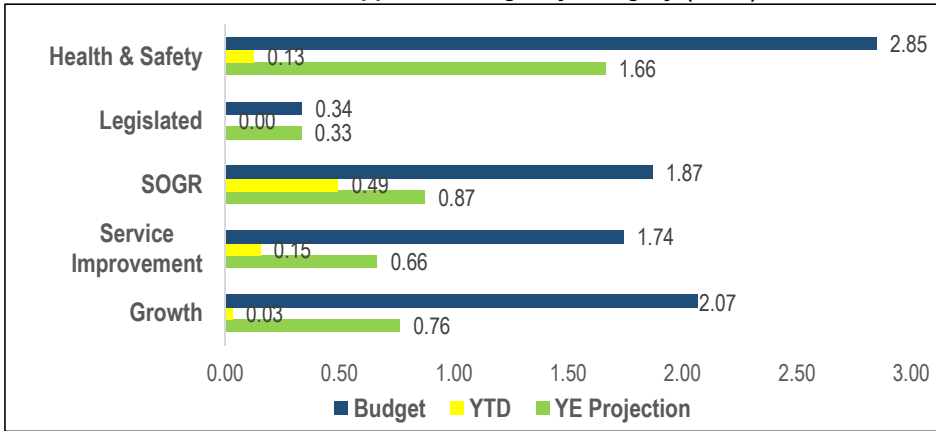


Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 20

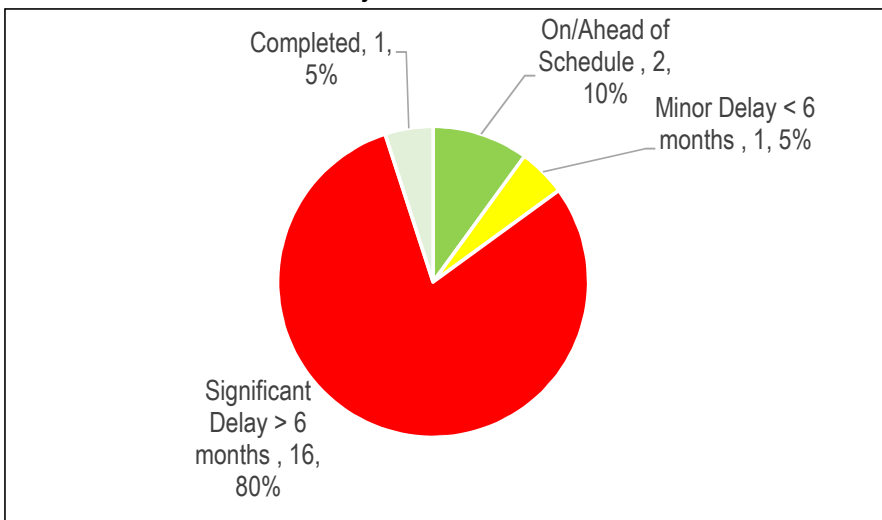


Table 2

Reason for Delay	17	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	10	1
RFQ/RFP Delayed		
Contractor Issues	1	
Site Conditions	1	
Co-ordination with Other Projects	1	
Community Consultation		
Other*	3	
Total # of Projects	16	1

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0.40	0.05	8.23	0.17	

Key Discussion Points:

- Station B (Downsview) Keele/ Sheppard project: Based on the results of the project tender, an additional \$0.800 million in project cost is required, and was approved in June. Consequently, the project was re-tendered., with the delay resulting in the need to revise the completion date from Q2, 2021 to Q1, 2022.
- 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. The timing of the completion date is under review, pending the report from a project consultant.
- Seven 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%	0.734	73.4%	Ⓞ	Ⓡ	#1	1.000	0.000
Replacement of CBRNE Equipment	0.173	0.000	0.0%	0.173	100.0%	Ⓞ	Ⓡ	#2	0.510	0.337
Helmet Replacement	0.052	0.031	59.6%	0.052	100.0%	Ⓞ	Ⓢ	#2	0.800	0.767
Breathing Air Compressor Replacement	0.112	0.010	8.9%	0.087	77.7%	Ⓞ	Ⓡ	#2	0.152	0.050
Personal Protection Equipment	0.100	0.084	84.0%	0.100	100.0%	Ⓞ	Ⓞ		4.500	0.084
Firefighting Particulate Hoods	0.650	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#3	0.650	0.000
65MM Hose Packs & Standpipe Kits	0.411	0.000	0.0%	0.411	100.0%	Ⓞ	Ⓡ	#2	0.411	0.000
Next Generation 911 Project	0.350	0.000	0.0%	0.105	30.0%	Ⓡ	Ⓡ	#4	0.350	0.000
Sub-Total	2.848	0.125	4.4%	1.662	58.4%	-	-		8.373	1.238
Legislated										
Replacement of HUSAR Equip - 2019	0.052	0.000	0.0%	0.050	96.2%	Ⓞ	Ⓡ	#2	0.100	0.047
HUSAR Federal Public Safety	0.283	0.000	0.0%	0.283	100.0%	Ⓞ	Ⓡ	#2	0.688	0.405
Sub-Total	0.335	0.000	0.0%	0.333	99.4%	-	-		0.788	0.452
State of Good Repair										
Emerg Fire Comm Workstation Console Replacement	0.298	0.252	84.6%	0.298	100.0%	Ⓞ	Ⓞ		0.600	0.554
East/West Burn-House Wall Flame Protection	0.174	0.150	86.2%	0.150	86.2%	Ⓞ	Ⓞ		0.250	0.227
Training Simulators Rehabilitation	0.271	0.091	33.6%	0.250	92.3%	Ⓞ	Ⓡ	#2	0.300	0.132
Fire Prevention Office Space Accommodation	0.525	0.000	0.0%	0.125	23.8%	Ⓡ	Ⓡ	#5	4.500	0.000
Training Assessment Needs Study	0.600	0.000	0.0%	0.050	8.3%	Ⓡ	Ⓡ	#6	0.600	
Sub-Total	1.868	0.493	26.4%	0.873	46.7%	-	-		6.250	0.913
Service Improvements										
Fire Prevention Integration Project	1.321	0.058	4.4%	0.464	35.1%	Ⓡ	Ⓡ	#7	2.010	0.079

Fire Services (FIR)

Operational BI Data Architecture Modernization	0.420	0.095	22.6%	0.200	47.6%	Ⓜ	Ⓜ	#8	0.770	0.425
Sub-Total	1.741	0.153	8.8%	0.664	38.1%	-	-		2.780	0.504
Growth Related										
Station B (Stn 144) Keele/ Sheppard	0.905	0.010	1.1%	0.451	49.8%	Ⓜ	Ⓜ	#9	11.685	4.119
Station A (Stn 414) Hwy- 27 and Rexdale Blvd	0.970	0.021	2.2%	0.262	27.0%	Ⓜ	Ⓜ	#10	8.342	1.737
Husar Building Expansion	0.190	0.000	0.0%	0.050	26.3%	Ⓜ	Ⓜ	#11	2.400	0.000
Sub-Total	2.065	0.031	1.5%	0.763	36.9%	-	-		22.427	5.856
Total	8.857	0.802		4.295					40.618	8.963

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:

The RFP is underway, with product testing to be completed in Q3, with the RFP to be issued in Q4; the delivery of the product will be completed in Q2, 2020.

Note 4:

The design details have been finalized, with the RFQ call under development; it is anticipated that the RFQ will be issued in late Q3, with spending to commence in Q4.

Note 5:

A consultant team has been hired, with design work to be completed in Q4; the tender will be issued in early 2020, with construction anticipated to commence in Q2, 2020. The project is on track to be completed in Q4, 2021.

Note 6:

The bid process for consultants to deliver this process has commenced, with the consultant anticipated to be on board by Q3; the project is anticipated to be completed by Q4, 2020.

Note 7:

This project is now part of the Enterprise Initiative; a portion of the project, the prototype implementation of the "Routine Inspection", is targeted for Q4, 2019 with completion dependant on the coordination the deliverables with the project partners.

Note 8:

The need for change management and a delay in issuing an RFR resulted in the initial phase of the project being delayed until 2020.

Note 9:

Based on results of the initial project tender, an additional \$0.800 million in project cost was required and approved in June, 2019. The project needed to be re-tendered, resulting in the project completion date being revised from Q2, 2021 to Q1, 2022.

Note 10:

The co-location with TPS has been approved, and the re-design of the project is in underway; While the project is currently projected to be completed in Q4, 2022, the timing of the project completion is being reviewed.

Note 11:

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 (\$659.08)

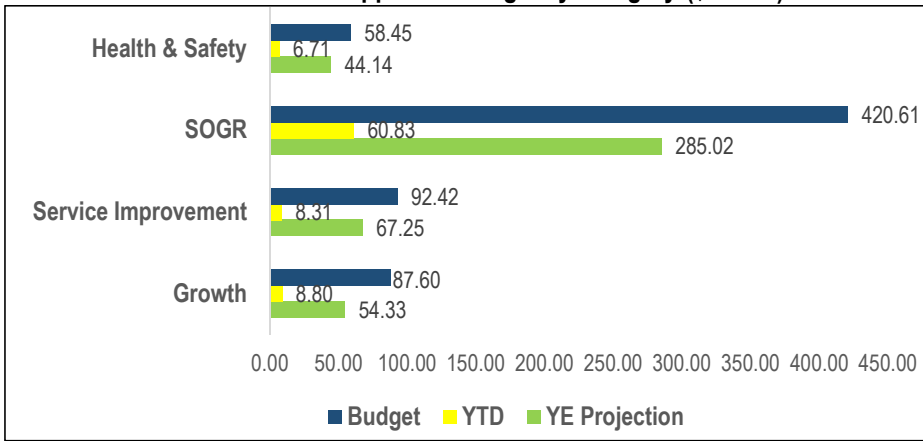


Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 59

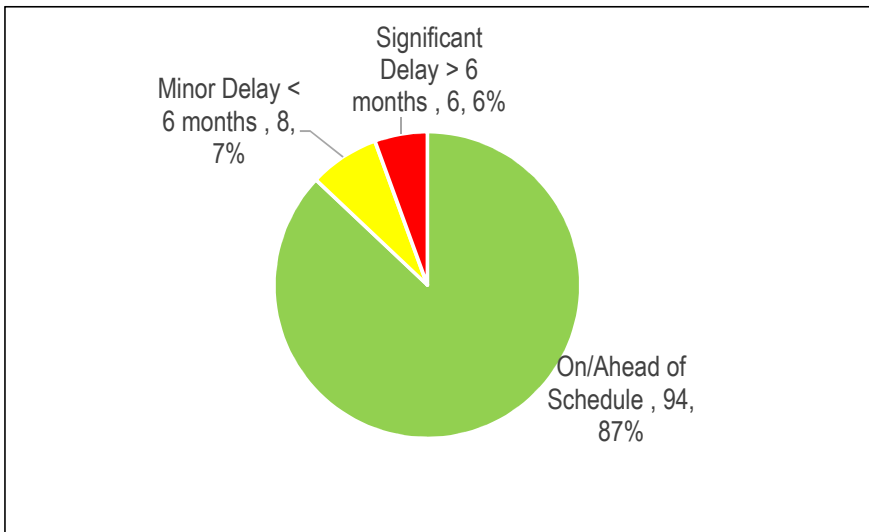


Table 2

Reason for Delay	14	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	2	1
Community Consultation		
Other*	4	7
Total # of Projects	6	8

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
604.89	39.82	14.37		

Reasons for "Other*" Projects Delay:

- Transportation Services has eleven 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
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
City Bridge Rehabilitation (Critical)	22.068	0.297	1.3%	17.654	80.0%	G	G		113.294	0.297
Glen Road Pedestrian Bridge	0.620	0.050	8.0%	0.401	64.7%	Y	G		15.604	0.050
Guide Rail Program	1.275	0.431	33.8%	0.956	75.0%	G	G		5.850	3.017
Pedestrian Safety & Infrastructure Programs	0.744	0.187	25.1%	0.603	81.0%	G	G			
Road Safety Plan (LGSI & SCSPEA)	23.841	4.660	19.5%	17.575	73.7%	G	Y		64.577	24.293
RSP Accessible Pedestrian Signals	1.681	0.188	11.2%	1.408	83.8%	G	G			
RSP Missing Link Sidewalk	3.000	0.064	2.1%	1.800	60.0%	Y	Y			
RSP New Traffic Control Signals / Devices	2.324	0.652	28.1%	1.883	81.0%	G	G			
RSP Traffic Calming	0.498	0.021	4.1%	0.354	71.0%	G	G			
RSP Traffic Signals Major Modifications	0.480	0.000	0.0%	0.360	75.0%	G	G			
RSP Transportation Safety & Local Improvements	1.766	0.098	5.5%	1.020	57.7%	Y	Y			
Salt Management Program	0.153	0.060	39.0%	0.124	81.0%	G	G			
Sub-Total	58.451	6.705	11.5%	44.137	75.5%					
State of Good Repair										
City Bridge Rehabilitation	40.143	5.655	14.1%	30.179	75.2%	G	G			
Critical Interim Road Rehabilitation	10.500	0.980	9.3%	7.350	70.0%	Y	G		41.279	21.419
Ditch Rehabilitation & Culvert Reconstruction	1.751	0.184	10.5%	1.313	75.0%	G	G			
Don Valley Parkway Rehabilitation	2.558	1.265	49.5%	1.919	75.0%	G	G			
Dufferin Street Bridge Rehabilitation	0.050	0.028	56.8%	0.041	81.0%	G	G		26.849	0.124
F.G. Gardiner**	197.485	27.636	14.0%	128.818	65.2%	Y	G		2,460.206	194.326
Facility Improvements	2.659	0.096	3.6%	1.914	72.0%	G	Y			
Laneways	2.633	0.152	5.8%	1.869	71.0%	G	G			
Local Road Rehabilitation	66.960	11.198	16.7%	46.912	70.1%	G	G			
Major Road Rehabilitation	62.978	7.602	12.1%	41.247	65.5%	Y	G			
Major SOGR Pooled Contingency	3.800	0.348	9.1%	2.698	71.0%	G	G			
Retaining Walls Rehabilitation	2.876	1.044	36.3%	2.051	71.3%	G	G			
Sidewalks	19.195	2.169	11.3%	13.437	70.0%	Y	G			
Traffic Plant Requirements / Signal Asset Management	7.025	2.475	35.2%	5.269	75.0%	G	G			
Sub-Total	420.614	60.832	14.5%	285.016	67.8%					
Service Improvements										

Transportation Services (TRN)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget*	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Advanced Traffic Signal Control	1.916	0.426	22.2%	1.246	65.0%	Y	G			
Cycling Infrastructure	16.182	0.832	5.1%	11.334	70.0%	Y	G			
Engineering Studies	11.010	0.687	6.2%	6.580	59.8%	Y	G			
Enterprise Work Management System	1.496	0.112	7.5%	1.047	70.0%	Y	G		12.393	0.112
LED Signal Module Conversion	3.170	0.056	1.8%	2.378	75.0%	G	G			
Mapping & GIS Repository	0.335	0.000	0.0%	0.271	81.0%	G	G		1.679	
Neighbourhood Improvements	4.728	0.630	13.3%	3.363	71.1%	G	G			
Participatory Budgeting Pilot	0.015	0.000	0.0%	0.012	81.0%	G	G			
PTIF Projects	41.027	3.782	9.2%	31.560	76.9%	G	G		73.599	29.312
Signs & Markings Asset Management	1.190	0.024	2.0%	1.162	97.6%	G	G			
System Enhancements for Road Repair & Permits	1.582	0.312	19.7%	1.187	75.0%	G	G		3.281	1.123
Traffic Congestion Management	7.305	0.873	11.9%	5.214	71.4%	G	G		47.240	21.240
Traffic Control - RESCU	0.295	0.014	4.6%	0.221	75.0%	G	G			
Traffic Signal Major Modifications	1.310	0.566	43.2%	0.983	75.0%	G	G			
Traffic Agents/ Construction Staging Compliance (Vehicles)	0.855	0.000	0.0%	0.693	81.0%	G	G		0.855	
Sub-Total	92.416	8.313	9.0%	67.249	72.8%					
Growth Related										
Broadview Extension	9.800	0.000	0.0%	0.000	0.0%	R	Y	#1	14.000	
Gardiner York/Bay/Yonge Reconfiguration	0.202	0.000	0.0%	0.164	81.0%	G	G		34.752	30.246
Georgetown South City Infrastructure Upgrade	13.420	0.000	0.0%	13.420	100.0%	G	G		67.100	
John Street Revitalization Project	1.932	0.122	6.3%	0.200	10.4%	R	R	#2	45.309	0.190
King Liberty Cycling Pedestrian Bridge	10.325	3.593	34.8%	7.330	71.0%	G	G		13.947	6.216
Lawrence-Allen Revitalization Project	1.823	0.054	3.0%	1.477	81.0%	G	G		11.586	1.399
Legion Road Extension & Grade Separation	0.431	0.134	31.1%	0.323	75.0%	G	G		25.858	0.432
North York Service Road	9.742	0.027	0.3%	7.825	80.3%	G	G		36.190	24.839
Port Union Road	0.100	0.001	1.2%	0.081	81.0%	G	G		11.950	0.228
Rean to Kenaston - New Road	6.491	0.428	6.6%	0.130	2.0%	R	R	#3	9.890	2.987
Regent Park Revitalization	0.175	0.000	0.0%	0.142	81.0%	G	G		5.555	4.616
Rouge National Park	0.193	0.008	4.2%	0.012	6.0%	R	G	#4	0.222	0.037
Transfer of Lands										

Transportation Services (TRN)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget*	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Scarlett / St. Clair / Dundas	2.553	0.041	1.6%	0.724	28.4%	R	R	#5	46.075	1.948
Six Points Interchange Redevelopment	21.080	3.342	15.9%	17.074	81.0%	G	G		77.972	39.189
Steeles Widening (Tapscott Rd - Beare Rd)	0.262	0.042	16.0%	0.186	71.0%	G	G		45.192	0.664
Third Party Signals	0.300	0.000	0.0%	0.213	71.0%	G	G			
Work for TTC & Others	7.094	1.013	14.3%	5.031	70.9%	G	G			
York Street Tunnel	1.676	0.000	0.0%	0.000	0.0%	R	Y	#6	1.676	
Sub-Total	87.598	8.805	10.1%	54.331	62.0%					
Total	659.078	84.655	12.8%	450.734	68.4%					

*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. Propose to revise 2019 cash flows to re-align budget with updated program requirements and project delivery schedules.

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:

Negotiations for property acquisitions ongoing, however taking longer than expected. Anticipate acquisitions will be finalized in 2020. Propose to revise 2019 cash flows to re-align budget with updated program requirements and project delivery schedules.

Note # 4:

Funding has been budgeted for costs associated with "the release of the registered provincial interest" in the Toronto and Region Conservation Authority owned lands identified for future transportation infrastructure, due diligence, provincial land transfer tax and registration fees. Only 6% of the budget will be spent in 2019 for land transfer fees.

Note # 5:

Additional delivery time required due to design complexity. Additional coordination / design input required by CP Rail regarding the rail bridge design and additional coordination with other SOGR and cycling infrastructure projects. Due to the additional time required to complete design and confirm property acquisition, utility relocation has been rescheduled to 2020. Propose to revise 2019 cash flows to re-align budget with updated program requirements and project delivery schedule.

Note # 6:

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 \$1,676,000 to the developer. Propose to revise 2019 cash flows to re-align budget with updated program requirements and project delivery schedule.

Waterfront Revitalization Initiative (WFT)

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

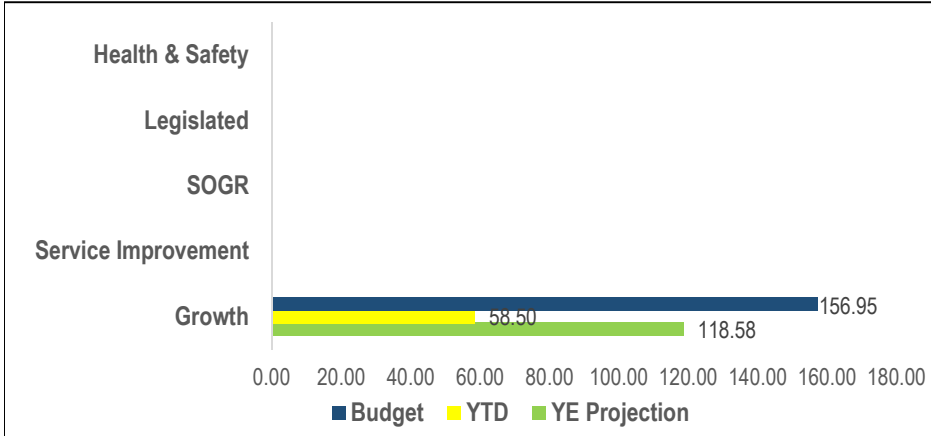


Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 16

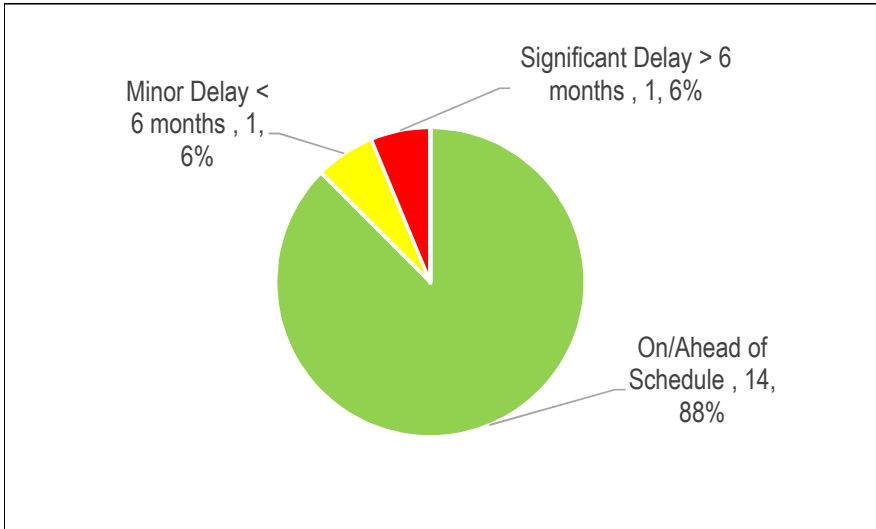


Table 2

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	1	1

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
151.89	0.13	4.94		

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	10.378	4.137	39.9%	8.150	78.5%	Ⓞ	Ⓞ		247.398	225.654
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	0.243	33.7%	0.530	73.5%	Ⓞ	Ⓞ		10.306	7.337
Urban Planning Resources	0.729	0.129	17.7%	0.500	68.6%	Ⓜ	Ⓞ	#2	3.316	2.446
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	0.440	48.5%	0.500	55.2%	Ⓜ	Ⓞ	#5	2.339	0.576
Bentway Pedestrian Bridge	7.911	0.000	0.0%	2.000	25.3%	Ⓜ	Ⓞ	#6	12.111	0.000
Bentway PTIF Projects	0.945	0.478	50.6%	0.945	100.0%	Ⓞ	Ⓞ		0.980	0.513
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
Quayside	0.800	0.000	0.0%	0.650	81.3%	Ⓞ	Ⓞ		0.800	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	58.499	37.3%	118.579	75.6%	-	-		805.119	405.863
Total	156.952	58.499	37.3%	118.579	75.6%				805.119	405.863

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:

Additional design work is required subsequent to a third party peer review of the bridge fabrication and implementation plan. Project schedule is being reviewed to coordinate the Gardiner Expressway rehabilitation as well.

**2019 Capital Spending by Program
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%		⊙
	Q2	6.38	1.43	3.85	60.4%	↓	⊙
CREM	4M	291.06	26.16	164.79	56.6%		⊙
	Q2	293.74	0.00	157.71	53.7%	↓	⊙
Fleet Services	4M	74.27	12.44	59.06	79.5%		⊙
	Q2	72.22	16.29	53.68	74.3%	↓	⊙
I&T	4M	90.15	10.48	67.92	75.3%		⊙
	Q2	90.21	19.76	62.93	69.8%	↓	⊙
TOTAL	4M	461.87	49.81	296.25	64.1%		⊙
	Q2	462.55	37.48	278.18	60.1%	↓	⊙
⊙ >70% ⊙ between 50% and 70% ⊙ < 50% or > 100%							

For the six months ended June 30, 2019, capital expenditures for this Cluster totalled \$37.48 million of their collective 2019 Approved Capital Budget of \$462.55 million. Spending is expected to increase to \$278.18 million (60.1%) by year-end. One Programs in this service area have a year-end spending rate of over 70% of their respective 2019 Approved Capital Budgets.

Fleet Services have a projected year-end spending rate of 74.3% while 311 Toronto, Information Technology and Corporate Real Estate Management (CREM) have a projected year-end spending rate of 60.4%, 53.7% and 69.8% respectively.

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

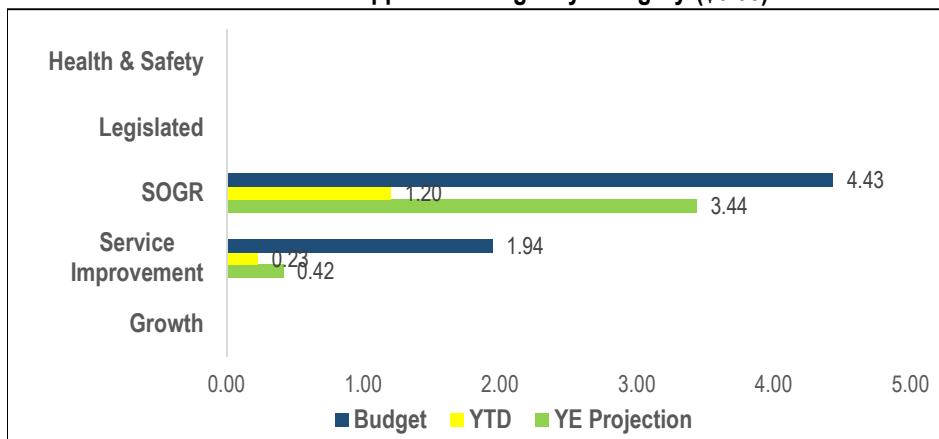


Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 7

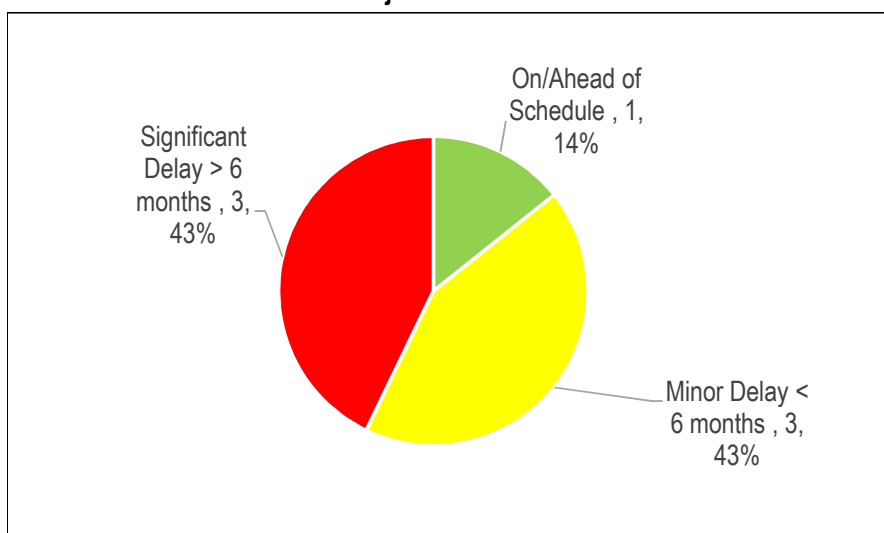


Table 2

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	1	1
Community Consultation		
Other*	1	1
Total # of Projects	3	3

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0.11	4.10	2.17		

Reasons for "Other*" Projects Delay:

- The Phase 1 release of the Enterprise CRM Solution was successfully implemented, on December 12th 2018. The Phase 1 Solution enhances and improves the Online Citizen Self-Serve capabilities by implemented 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, July 31st and Sept 30th 2019. The evaluation of the Vendor RFP responses for creating the SI Roster for SFDC Professional services is being completed. The RFP for Phase II of the ECRM project to transition all divisional services requests from Lagan to ECRM is in progress. The draft for the Phase II RFP is planned to be readied for end of July 2019.
- Channel & Counter Strategy - Acquisition of critical resources required for the completion of the 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. Segmentation process will allow for a comprehensive plan going forward.

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	0.071	14.3%	0.300	60.5%	Ⓢ	Ⓢ	#1	0.528	0.103
CRM Upgrade and Replacement	3.329	1.116		3.029	91.0%	Ⓢ	Ⓢ	#2	7.344	2.416
Email Management System (EMWS)	0.109	0.013		0.109	100.0%	Ⓢ	Ⓢ		0.500	0.105
Knowledge Base Upgrades	0.500	0.000	0.0%	0.000	0.0%	Ⓢ	Ⓢ	#3	0.500	0.000
Sub-Total	4.433	1.200	27.1%	3.438	77.5%	-	-		8.872	2.624
Service Improvements										
Digital Migration	0.274	0.035	12.8%	0.125	45.6%	Ⓢ	Ⓢ	#4	1.141	0.045
Readiness Assessment	0.105	0.000		0.000	0.0%	Ⓢ	Ⓢ	#5	0.205	0.000
Channel & Counter Strategy	1.565	0.192	12.3%	0.290	18.5%	Ⓢ	Ⓢ	#6	10.195	1.278
Sub-Total	1.944	0.228	11.7%	0.415	21.3%	-	-		11.541	1.323
Total	6.378	1.427	22.4%	3.853	60.4%				20.413	3.947

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, July 31st and Sept 30th 2019. The RFP for Phase II of the ECRM project to transition all divisional services requests from Lagan to ECRM is in progress. The draft for the Phase II RFP is planned to be readied for end of July 2019.

Note # 3:

Knowledge Base upgrades are being held as the division focuses on current project initiatives already underway.

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:

Channel & Counter Strategy (CTO015-02):- Acquisition of critical resources required for the completion of the 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. Segmentation process will allow for a comprehensive plan going forward.

Facilities Management, Real Estate & Environment (FAC)

Chart 1
2019 Approved Budget by Category (\$293.74)

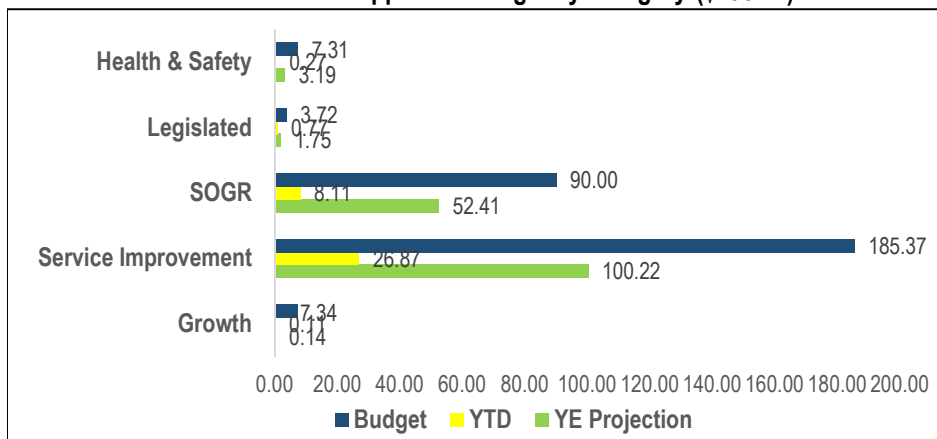


Table 1
2019 Active Projects by Category

Health & Safety	6
Legislated	3
SOGR	76
Service Improvement	116
Growth	4
Total # of Projects	205

Chart 2
Project Status - 205

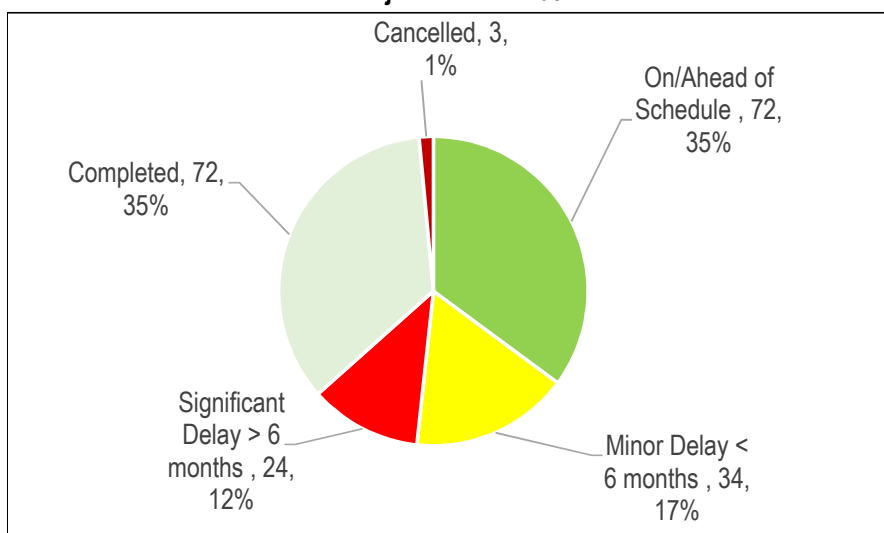


Table 2

Reason for Delay	58	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed	2	7
Contractor Issues		2
Site Conditions	2	1
Co-ordination with Other Projects	2	16
Community Consultation		
Other*	18	8
Total # of Projects	24	34

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
126.35	50.09	111.48	5.34	0.48

Reasons for "Other*" Projects Delay:

- The delayed projects primarily relate to the Union Station Revitalization Project (USRP) and Toronto Strong Neighbourhoods Strategy (TSNS).
- USRP 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.
- TSNS is a City-wide strategy to create and support healthy communities across Toronto by partnering with residents, agencies and businesses to improve access to City services and facilities in these neighbourhoods. The project has been delayed due to changes in scope and project scheduling, scope validation to determine project viability, as well as coordination across multiple stakeholders.

Facilities Management, Real Estate & Environment (FAC)

Key Discussion Points (cont'd):

- The FREEE program is currently forecasting to spend \$157.711 million, or 53.7% of its 2019 Capital Plan. This includes major capital projects such as Union Station Revitalization (2019 Plan \$70.6M) and St. Lawrence Market Redevelopment (2019 Plan - \$14.6M) that are complex in nature and dependent on a variety of stakeholders and external factors that impact progress.
- For major projects, progress made includes:
 - St. Lawrence Market North - Awarding of the construction contract and commencement of construction of the project.
 - Union Station Revitalization - 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.
 - TransformTO - Securing significant investments in support of effecting TransformTO initiatives.
- On the core SOGR program, 72 projects carried over from 2018 have either been completed or are in the close-out stage, and 65 other projects are scheduled for completion, helping to address numerous backlog issues across the portfolio of facilities.
- There are a number of challenges faced by FREEE that have impacted its ability to execute on projects and utilize cash flows planned for 2019. These challenges include:
 - Revisions to business and program requirements for projects where client needs and business conditions require changes in scope, resulting in delays in implementation.
 - Changes in market conditions resulting in project delays and impacting the ability to award and commence construction. FREEE has been impacted by pricing in the construction market that has seen year-over-year increases from 10% - 12%.

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	0.146	22.2%	0.550	83.4%	Ⓞ	Ⓞ		0.661	0.148
Environmental Remediation	2.500	0.000	0.0%	0.083	3.3%	Ⓡ	Ⓡ	#2	2.500	0.000
Global Corporate Security Program	3.150	0.122	3.9%	2.554	81.1%	Ⓞ	Ⓞ		8.327	2.829
Security Bollards - Union Station	1.000	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#2	1.000	0.000
Sub-Total	7.309	0.269	3.7%	3.187	43.6%	-	-		12.488	2.977
Legislated										
Accessibility for Ontarians with Disabilities Act (AODA)	3.550	0.744	21.0%	1.684	47.4%	Ⓡ	Ⓨ	#2	33.896	6.665
Barrier Free / Equity	0.165	0.022	13.5%	0.070	42.4%	Ⓡ	Ⓞ	#3	1.887	1.744
Sub-Total	3.715	0.767	20.6%	1.754	47.2%	-	-		35.783	8.409
State of Good Repair										
150 Borough	0.700	0.000	0.0%	0.700	100.0%	Ⓞ	Ⓞ		5.700	0.000
Accessibility for Ontarians with Disabilities Act (AODA)	0.020	0.015	76.8%	0.015	76.8%	Ⓞ	Ⓞ		0.281	0.267
Albert Campbell Square Park Rehabilitation	1.052	0.013	1.2%	0.963	91.5%	Ⓞ	Ⓞ		3.194	2.155
Emergency Repairs	1.562	0.000	0.0%	0.630	40.3%	Ⓡ	Ⓞ	#3	1.666	0.103
Environmental Remediation	1.762	0.167	9.5%	1.703	96.7%	Ⓞ	Ⓞ		5.181	3.085
Fire Hall Emergency Generators	7.733	0.511	6.6%	4.098	53.0%	Ⓨ	Ⓡ	#2	18.200	10.279
Indian Residential School Survivors Legacy	0.150	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓨ	#2	5.950	0.000
Mechanical & Electrical	24.425	2.911	11.9%	15.676	64.2%	Ⓨ	Ⓨ	#4	58.661	24.741
Others - Service Improvements	0.000	0.001		0.001			Ⓞ	#3	12.200	7.532
Others - SOGR	11.461	0.306	2.7%	10.109	88.2%	Ⓞ	Ⓞ		35.165	19.968
Renovations	3.077	0.750	24.4%	1.296	42.1%	Ⓡ	Ⓞ	#4	10.721	5.390
Replacement of Diesel with Natural Gas Generators for Various locations	0.009	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#3	4.687	4.655
Re-Roofing	0.588	0.103	17.5%	0.108	18.3%	Ⓡ	Ⓞ	#3	2.077	4.777
Resiliency Program	0.544	0.122	22.4%	0.221	40.6%	Ⓡ	Ⓞ	#3	3.901	3.479
Sitework	0.229	0.000	0.0%	0.050	21.8%	Ⓡ	Ⓨ	#3	7.124	1.155
Structural / Building Envelope	36.692	3.210	8.7%	16.845	45.9%	Ⓡ	Ⓨ	#2	101.766	36.605
Sub-Total	90.005	8.109	9.0%	52.414	58.2%	-	-		276.473	124.192
Service Improvements										
8 Cumberland St	3.500	0.000	0.0%	2.150	61.4%	Ⓨ	Ⓞ	#3	3.500	0.000
9 Huntley St	0.135	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#3	4.900	4.765
925 Albion Rd	0.023	0.000	0.0%	0.023	100.0%	Ⓞ	Ⓞ		10.507	10.484
Administrative Penalty System	0.707	0.042	6.0%	0.267	37.7%	Ⓡ	Ⓨ	#2	3.000	2.335

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	0.206	28.0%	0.735	100.0%	Ⓔ	Ⓔ		7.754	6.975
Combined Heat & Power	0.085	0.001	1.8%	0.050	58.9%	Ⓕ	Ⓔ	#3	4.001	2.596
Community Energy Planning	22.036	12.610	57.2%	21.934	99.5%	Ⓔ	Ⓔ		65.064	56.271
Corporate Facilities Refurbishment Program	0.430	-0.014	-3.2%	0.222	51.6%	Ⓕ	Ⓔ	#3	3.993	3.691
Courts Services Relocation & Fit Out Costs	1.907	0.003	0.1%	1.875	98.3%	Ⓔ	Ⓔ		5.558	0.003
Demand Response Program	0.091	0.000	0.0%	0.000	0.0%	Ⓖ	Ⓔ	#5	0.893	0.000
Energy Conservation & Demand Management	2.920	0.287	9.8%	1.512	51.8%	Ⓕ	Ⓕ	#3	9.798	7.162
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%	4.500	37.8%	Ⓖ	Ⓔ	#4	32.902	0.000
Global Corporate Security Program	2.270	0.839	37.0%	2.050	90.3%	Ⓔ	Ⓔ		3.950	2.022
Mechanical & Electrical	1.796	-0.960	-53.5%	1.451	80.8%	Ⓔ	Ⓔ		5.935	3.180
Northwest Path - Phase 2	1.534	0.071	4.6%	0.149	9.7%	Ⓖ	Ⓕ	#2	5.690	0.667
Office Modernization Program	6.796	3.125	46.0%	4.793	70.5%	Ⓕ	Ⓔ	#3	33.000	25.244
Others - Service Improvements	12.159	0.136	1.1%	9.675	79.6%	Ⓔ	Ⓔ		44.415	10.142
Others - SOGR	1.624	0.128	7.9%	1.279	78.7%	Ⓔ	Ⓔ		12.450	6.718
Physical Security Capital Plan	0.000	-0.004		0.000			Ⓔ	#3	0.800	0.797
Real Estate Property Management and Lease Admin	0.300	0.000	0.0%	0.240	80.0%	Ⓔ	Ⓔ		0.569	0.000
Renewable Energy Program	1.659	0.155	9.3%	1.170	70.5%	Ⓕ	Ⓕ	#3	20.800	16.624
Renovations	4.548	0.068	1.5%	0.300	6.6%	Ⓖ	Ⓖ	#8	5.150	0.671
Residential Energy Retrofit Program (HELP)	2.390	0.593	24.8%	2.000	83.7%	Ⓔ	Ⓔ		13.250	4.230
Security Bollards - Union Station	2.295	0.011	0.5%	0.011	0.5%	Ⓖ	Ⓖ	#2	4.910	0.226
Solar Photovoltaic Program	0.000	-0.002		0.000			Ⓔ	#3	4.400	2.846
St. Lawrence Market North Redevelopment	14.639	0.326	2.2%	7.000	47.8%	Ⓖ	Ⓖ	#2	115.427	13.413
Toronto Strong Neighbourhood Strategy	3.662	0.108	3.0%	1.501	41.0%	Ⓖ	Ⓕ	#8	8.900	3.973
TransformTO	9.505	0.188	2.0%	7.855	82.6%	Ⓔ	Ⓕ	#4	10.017	0.188
Union Station Enhancement Project	2.187	0.077	3.5%	1.208	55.2%	Ⓕ	Ⓕ	#2	3.037	0.619
Union Station PTIF Projects	0.686	0.086	12.5%	0.467	68.1%	Ⓕ	Ⓕ	#2	1.400	0.801
Union Station - Signage & Wayfinding	0.085	0.000	0.0%	0.085	100.0%	Ⓔ	Ⓔ		0.085	0.000
Union Station Revitalization	70.602	8.413	11.9%	24.748	35.1%	Ⓖ	Ⓖ	#2	693.577	677.193
Various IT-Related Projects	1.482	0.376	25.4%	0.875	59.0%	Ⓕ	Ⓔ	#2	2.635	1.533
Sub-Total	185.371	26.870	14.5%	100.221	54.1%	-	-		1,145.313	867.197

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			
Growth Related										
1251 Bridletowne Circle Acquisition	0.059	0.004	6.6%	0.004	6.6%	Ⓡ	Ⓢ	#3	5.942	5.887
School Land Properties Acquisitions	5.000	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓢ	#7	15.000	0.000
Strategic Property Acquisitions	1.817	0.061	3.4%	0.061	3.4%	Ⓡ	Ⓢ	#7	5.062	3.306
Westwood	0.462	0.042	9.0%	0.070	15.1%	Ⓡ	Ⓢ	#3	4.000	1.129
Sub-Total	7.339	0.107	1.5%	0.135	1.8%	-	-		30.004	10.322
Total	293.739	36.120	12.3%	157.711	53.7%				1,500.061	1,013.098

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

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.

Note # 8:

Project is delayed due to changes in scope and project scheduling, or delays in scope validation of project viability.

Fleet Services (FLT)

Chart 1
2019 Approved Budget by Category (\$72.22)

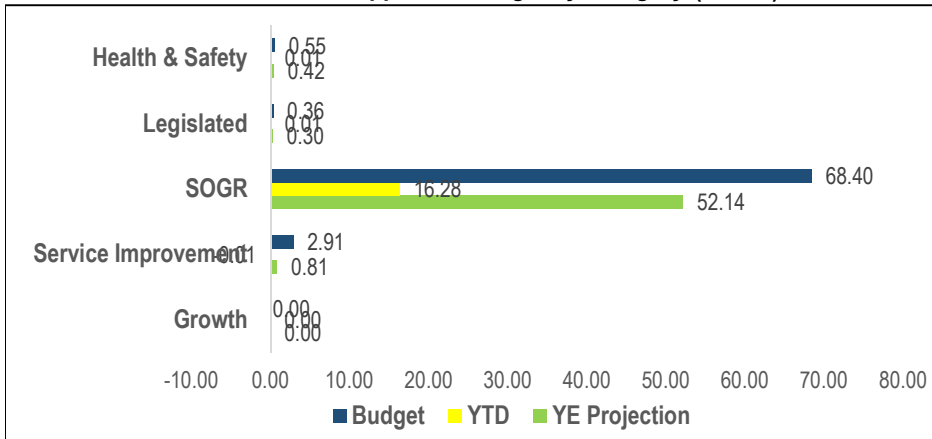


Table 1
2019 Active Projects by Category

Health & Safety	2
Legislated	1
SOGR	22
Service Improvement	6
Growth	
Total # of Projects	31

Chart 2
Project Status - 31

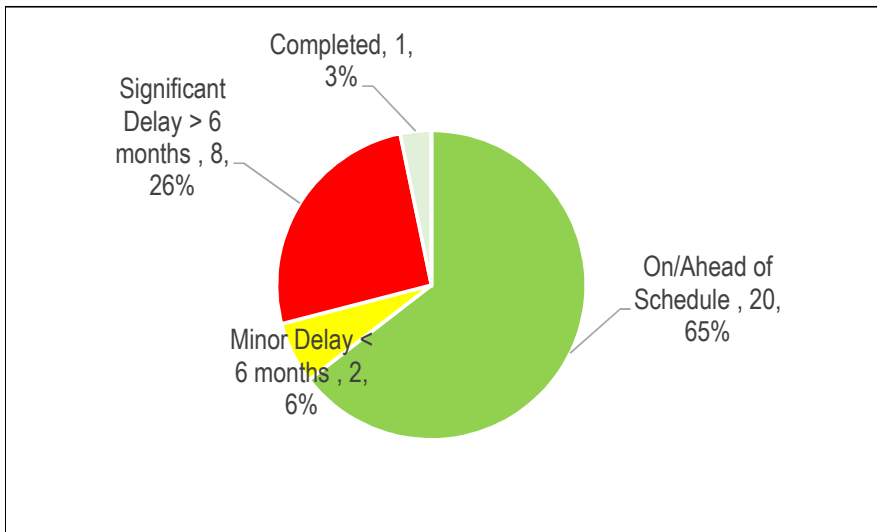


Table 2

Reason for Delay	10	
	Significant Delay	Minor Delay
Insufficient Staff Resources		1
Procurement Issues	4	
RFQ/RFP Delayed	1	
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*	3	1
Total # of Projects	8	2

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
56.22	1.55	12.81	1.65	

Reasons for "Other*" Projects Delay:

- The Vendor Management Portal project requires further review in order to assess potential solutions.
- 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.
- New 5-year action plan expected to delay delivery of Green Fleet plan.

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	0.004	6.2%	0.033	52.7%	Ⓚ	Ⓚ	#1	0.210	0.047
Sub-Total	0.062	0.004	6.2%	0.033	52.7%	-	-		0.210	8.339
Legislated										
Green Fleet Plan	0.362	0.013	3.6%	0.300	82.8%	Ⓚ	Ⓚ	#2	1.468	0.787
Sub-Total	0.362	0.013	3.6%	0.300	82.8%	-	-		1.468	0.787
State of Good Repair										
Economic Development & Culture - Fleet Replacement	0.046	0.000	0.0%	0.046	100.0%	Ⓚ	Ⓚ		0.046	0.000
Engineering & Construction Services - Fleet Replacement	0.173	0.000	0.0%	0.055	31.9%	Ⓚ	Ⓚ	#3	0.503	0.000
Exhibition - Fleet Replacement	0.600	0.220	36.7%	0.381	63.4%	Ⓚ	Ⓚ	#4	1.200	0.220
Facility & Real Estate - Fleet Replacement	1.331	0.151	11.4%	0.443	33.3%	Ⓚ	Ⓚ	#5	2.329	0.610
Fire Services - Fleet Replacement	9.921	-0.197	-2.0%	0.406	4.1%	Ⓚ	Ⓚ	#6	14.406	4.288
Fleet Replacement - Insurance Company	0.276	0.060	21.8%	0.276	100.0%	Ⓚ	Ⓚ		0.285	0.069
Fleet Services - Fleet Replacement	0.458	0.109	23.8%	0.421	92.0%	Ⓚ	Ⓚ	#7	0.734	0.245
Fleet Tools & Equipment	0.597	0.077	12.8%	0.329	55.1%	Ⓚ	Ⓚ	#8	0.958	0.437
Fuel Site Closures	0.937	0.005	0.6%	0.278	29.7%	Ⓚ	Ⓚ	#9	1.400	0.468
Library - Fleet Replacement	0.643	0.000	0.0%	0.639	99.3%	Ⓚ	Ⓚ		0.794	0.151
Municipal Licensing - Fleet Replacement	0.106	0.000	0.0%	0.086	81.5%	Ⓚ	Ⓚ		0.420	0.000
Parks, Forestry & Recreation - Fleet Replacement	8.289	3.164	38.2%	7.920	95.5%	Ⓚ	Ⓚ		23.665	12.483
Solid Waste - Fleet Replacement	24.096	7.289	30.2%	21.823	90.6%	Ⓚ	Ⓚ		57.430	31.983
Toronto Community Housing Corporation - Fleet Replacement	1.284	0.688	53.6%	1.204	93.8%	Ⓚ	Ⓚ		2.370	0.996
Toronto Paramedic - Fleet Replacement	5.107	1.319	25.8%	5.096	99.8%	Ⓚ	Ⓚ		8.796	5.008
Toronto Water - Fleet Replacement	6.555	1.257	19.2%	6.277	95.8%	Ⓚ	Ⓚ		25.952	8.685
Transportation Services - Fleet Replacement	6.197	2.115	34.1%	5.116	82.6%	Ⓚ	Ⓚ		35.395	2.115
Zoo - Fleet Replacement	0.840	0.026	3.1%	0.560	66.6%	Ⓚ	Ⓚ	#10	1.080	0.266
Toronto Building - Fleet Replacement	0.112	0.000	0.0%	0.069	62.0%	Ⓚ	Ⓚ	#11	0.112	0.000

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			
Shelter, Support & Housing Administration - Fleet Replacement	0.071	0.000	0.0%	0.047	66.4%	Ⓚ	ⓐ	#12	0.071	0.000
Fleet Services - At Large Vehicle Purchase	0.610	0.000	0.0%	0.520	85.3%	ⓐ	Ⓚ	#13	0.610	0.000
Fleet Office Modernization	0.150	0.000	0.0%	0.150	100.0%	ⓐ	ⓐ		0.150	0.000
Sub-Total	68.400	16.284	23.8%	52.143	76.2%	-	-		178.706	68.026
Service Improvements										
Biodiesel Pilot Project	0.075	0.003	3.5%	0.004	5.2%	Ⓡ	ⓐ	#14	0.198	0.126
Fleet Management System & Fuel System Integration	1.647	-0.096	-5.8%	0.000	0.0%	Ⓡ	ⓐ	#15	4.053	2.344
Vendor Management Portal	0.392	0.000	0.0%	0.070	17.9%	Ⓡ	Ⓡ	#16	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	0.081	33.4%	0.211	86.9%	ⓐ	ⓐ		0.711	0.081
Municipal Licensing - At Large Vehicle Purchase	0.485	0.004	0.8%	0.392	81.0%	ⓐ	ⓐ		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	-0.009	-0.3%	1.204	35.5%	-	-		7.196	3.271
Growth Related										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	72.221	16.292	22.6%	53.680	74.3%				187.580	80.423

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:

New 5-year action plan expected to delay delivery of green fleet plan.

Note # 3:

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.

Note # 4:

Fleet Replacement for Exhibition have been delayed due to replacement list received late. Expected to be completed by early 2020.

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:

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

Note # 9:

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

Note # 10:

Fleet Replacement for Toronto Zoo delayed due to procurement issues

Note # 11:

Adjustment to forecast as actual cost of purchase order lower than estimated cost

Note # 12:

Adjustment to forecast as actual cost of purchase order lower than estimated cost

Note # 13:

Delays resulting from developing specs for mobile service trucks for Fleet.

Note # 14:

The project is finalizing the workplan for 2019.

Note # 15:

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

Note # 16:

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

Information & Technology (ITP)

Chart 1
2019 Approved Budget by Category (\$90.21)

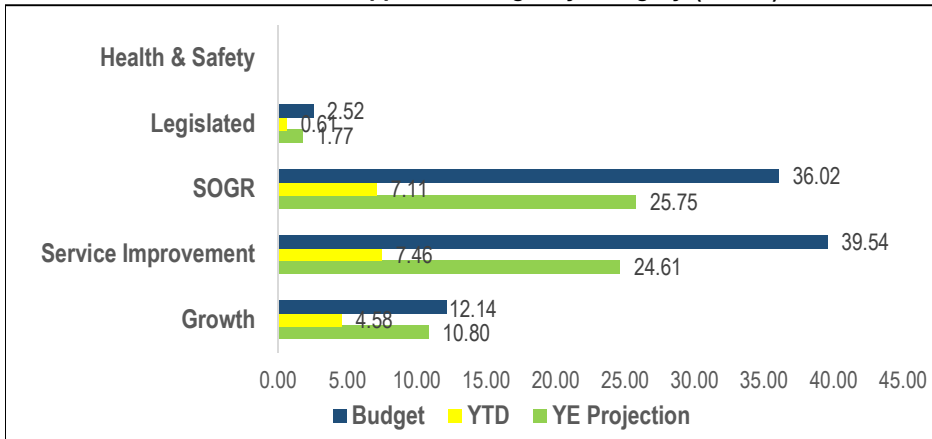


Table 1
2019 Active Projects by Category

Health & Safety	
Legislated	2
SOGR	26
Service Improvement	48
Growth	8
Total # of Projects	84

Chart 2
Project Status - 84

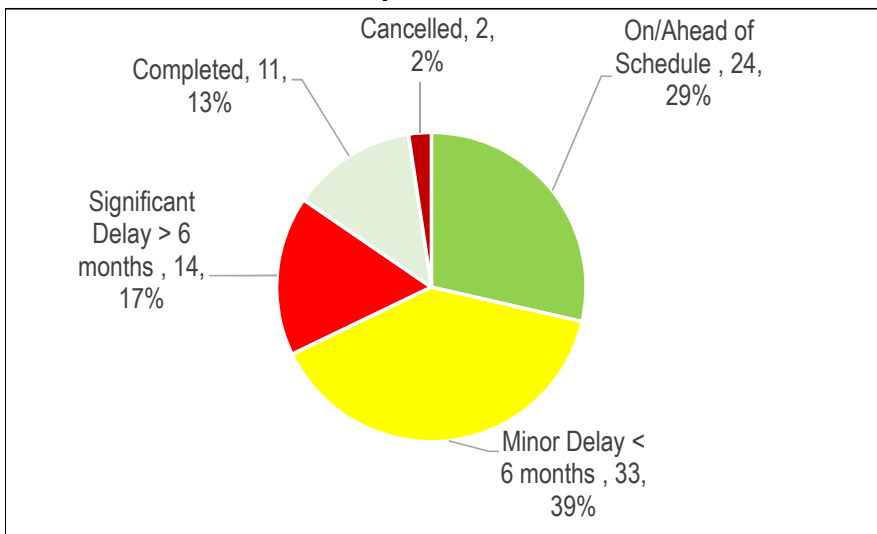


Table 2

Reason for Delay	47	
	Significant Delay	Minor Delay
Insufficient Staff Resources		14
Procurement Issues	1	1
RFQ/RFP Delayed		3
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	1	2
Community Consultation		
Other*	12	13
Total # of Projects	14	33

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
25.58	47.90	15.38	0.44	0.90

Reasons for "Other*" Projects Delay:

- The Corporate Geospatial Strategy Roadmap Implementation is delayed while the scope is being defined.
- The Enterprise Business Intelligence Implementation project had a delayed start while project resources were being confirmed and its scope reviewed.
- The Engineering & Construction Services (ECS) Business System Improvement project has experienced delays related to extended time spent on solution architecture and project resource issues.




Information & Technology (ITP)

Reasons for "Other*" Projects Delay:

- The Major Capital Infrastructure Project Coordination Enhancements (TOINView) project is expected accelerate project activities with the onset of a new project manager being assigned. The cash flow for 2019 will be adjusted through a separate staff report going to Council.
- The project to introduce Internal Private Cloud Services in COT has not started yet. The RFQ is planned to be executed in Q4 2019. The cash flow for 2019 will be adjusted through a separate staff report going to Council.
- Recruitment is underway for a project manager on the Workforce Business Intelligence Phase 2 project. The project scope is being reviewed and the Project Director has requested additional time to have further discussion with the Project Sponsor and relevant stakeholders.
- The E-Recruitment project was delayed with scope changes and longer than planned duration for data migration process.
- The EDHR Complaints Management Project is delayed while the project team assesses alternative delivery methods.
- The licenses planned for the Quality Assurance & Testing Software project are no longer required.
- The Enterprise E-Learning (ELI) project is experiencing delays with the agreement execution with the vendor
- The Applications Portfolio Tools & Rationalization project is currently analyzing its resource requirements following earlier delays due to temporarily being put on hold and a lack of a project manager.
- The Work Management Solution project was re-forecasted based on renegotiations with the vendor on scope and City responsibilities for the second work package
- The Disaster Recovery Project has been delayed due to resource constraints that are being addressed with I&T SLT engagement. A new Project Director was on boarded in mid 2019 and is developing a revised scope & strategy for the project.
- The Electronic Service Delivery project for Toronto Building is in negotiations with the vendor, while an internal briefing note is being prepared to summarize key elements of the Agreement for senior management.
- The Electronic Service Delivery for Building Permits is on hold pending Executive decision on how to proceed with project.
- The Domino Decommissioning is delayed due to delays in projects delivering upgraded platforms, while remaining migrations to SharePoint and Open Text take place in 2019.
- The MLS Modernization project is delayed due to delays in the procurement of licensing and lack of resources
- The EDRMS project was delayed with longer than planned negotiations with the vendor and with developing requirements.
- Previous legal issues have been resolved on the WAN High Speed Fibre Data project and the project is planned to close out by Q4 2019.
- The Directory Services Transition project is moving forward with implementation with the majority of deliverables expected in late 2019 and early 2020. The cash flow for 2019 will be adjusted through a separate staff report going to Council.
- The File Services Migration is doing a scope review.
- The HR Electronic Skills Assessment project experienced delays with the procurement process. The project is expected to close out in Q4 2019.
- The Occupational Health & Safety Application project experienced delays with the procurement process. The project is expected to close out in Q1 2020.
- The Online Grant Management System project for SDFA was delayed due to a scope change to Phase 1 of the 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	0.609	27.5%	1.500	67.7%	Y	Y	#1	2.947	1.339
EDHR - Complaints Management System	0.300	0.000	0.0%	0.270	90.0%	G	Y	#2	0.300	0.000
Sub-Total	2.517	0.609	24.2%	1.770	70.3%	-	-		3.247	1.339
State of Good Repair										
Application Systems	1.144	0.349	30.5%	0.787	68.8%	Y	R	#3	4.617	3.492
Asset Lifecycle Management	18.441	4.464	24.2%	16.386	88.9%	G	G		107.357	91.613
Business Sustainment Systems	1.989	0.565	28.4%	0.720	36.2%	R	Y	#4	3.754	2.426
Corporate Initiatives	0.572	0.199	34.8%	0.450	78.7%	G	Y	#5	1.330	0.907
Corporate Planning & Management	1.387	0.220	15.9%	1.112	80.2%	G	Y	#6	8.443	6.924
Information Security Program	3.880	0.270	7.0%	0.600	15.5%	R	Y	#7	5.702	2.902
IT Service Mgmt	1.002	0.186	18.5%	0.714	71.2%	G	R	#8	3.698	2.862
Network Upgrades	2.797	0.170	6.1%	1.360	48.6%	R	R	#9	40.870	19.061
Project Portfolio Management System (SOG)	0.465	0.000	0.0%	0.200	43.0%	R	Y	#10	0.465	0.000
Resource to Deliver IT Capital Projects	2.893	0.000	0.0%	1.775	61.4%	Y	G		13.857	10.339
Technology Infrastructure	0.997	0.605	60.7%	1.468	147.2%	R	R	#11	2.909	2.331
TEMS Replacement	0.450	0.076	17.0%	0.183	40.6%	R	Y	#12	0.600	0.228
Sub-Total	36.018	7.106	19.7%	25.754	71.5%	-	-		193.603	143.086
Service Improvements										
Application Systems	7.337	1.446	19.7%	7.116	97.0%	G	R	#13	18.684	11.427
Artificial Intelligence for SSHA and TPH	0.500	0.000	0.0%	0.100	20.0%	R	Y	#14	0.500	0.000
Asset Management Solution - Transportation	0.854	0.032	3.8%	0.032	3.8%	R	R	#15	1.395	0.574
Business Sustainment Systems	6.232	1.564	25.1%	4.876	78.2%	G	R	#16	18.599	14.613
Corporate Initiatives	11.722	2.604	22.2%	6.178	52.7%	Y	Y	#17	26.769	16.933
Corporate Planning & Management	0.808	0.325	40.2%	0.655	81.1%	G	Y	#18	2.705	2.187
Document Management Capabilities	0.079	0.051	64.2%	0.063	79.1%	G	Y	#19	0.420	0.247
E-City Strategic Planning	0.003	0.000	6.0%	0.003	100.0%	G	G		2.435	2.007
ECS Business Systems Improvements	0.484	0.057	11.8%	0.275	56.8%	Y	Y	#20	0.530	0.103
ECS Capital Project & Program Mgmt Process	0.088	0.053	59.7%	0.088	99.4%	G	Y	#21	0.446	0.361
ECS Cloud Deployment-Construction Project and DMS	0.568	0.000	0.0%	0.441	77.7%	G	G		0.568	0.000
Enterprise Time, Attendance & Scheduling Management - PPEB	0.013	-0.306	-2303.0%	0.002	16.8%	R	G	#22	14.950	14.636
Etime Scheduling Enterprise Rollout	3.411	0.715	21.0%	1.817	53.3%	Y	Y	#23	5.034	2.172
HR Labour Relations Information System (LRIS)	0.505	0.004	0.8%	0.200	39.6%	R	Y	#24	0.505	0.004
Intranet Refresh (Phase 1 IT WEB)	0.018	0.007	38.2%	0.007	38.2%	R	G	#25	0.254	0.224
IT Audit Project Health Check Framework	0.130	0.000	0.0%	0.130	100.0%	G	G		0.130	0.000
Open Data Visualization	0.932	0.287	30.8%	0.700	75.1%	G	G		1.591	0.940
Publicly Accessible Wi-Fi For City Facilities	0.287	0.047	16.4%	0.287	100.0%	G	G		0.287	0.047
Short Term Business Improvements - Transportation	0.029	0.028	96.4%	0.029	100.0%	G	G		2.499	2.494
TASS Business Readiness	0.206	0.000	0.0%	0.206	100.0%	G	G		0.461	0.255
Technology Infrastructure	1.533	0.052	3.4%	0.533	34.8%	R	Y	#26	1.533	0.052
Work Management Solution - Transportation	3.797	0.498	13.1%	0.872	23.0%	R	Y	#27	9.396	5.267
Sub-Total	39.535	7.463	18.9%	24.609	62.2%	-	-		109.692	74.543
Growth Related										
Applications Portfolio Tools & Rationalization	0.866	0.079	9.1%	0.200	23.1%	R	Y	#28	1.387	0.578
Business Sustainment Systems	0.153	0.212	139.0%	0.324	212.1%	R	Y	#29	0.903	0.881
CLASS Replacement Planning	0.075	0.023	30.6%	0.075	100.0%	G	Y	#30	0.075	0.004
Consolidated Data Centre	8.891	3.577	40.2%	8.891	100.0%	G	G	#31	20.082	15.362
Corporate Initiatives	1.020	0.092	9.1%	0.150	14.7%	R	Y	#32	1.020	0.092
Enterprise Architecture	0.910	0.543	59.6%	1.010	111.0%	R	G	#33	5.754	5.383
WAN High Speed Fibre Data	0.227	0.053	23.2%	0.150	66.1%	Y	R	#34	2.090	1.916
Sub-Total	12.141	4.579	37.7%	10.800	89.0%	-	-		31.311	24.217
Total	90.212	19.757	21.9%	62.933	69.8%				337.853	251.524

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 hiring delays. The project is currently in the process of hiring a number of resources for the project execution phase which is expected to run through to Q2 2020.

Note # 2:

The EDHR Complaints Management System project is delayed while the project team assesses alternative delivery methods.

Note # 3:

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 due to delays in projects delivering upgraded platforms, while remaining migrations to SharePoint and Open Text take place in 2019.

Note # 4:

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

Note # 5:

Progress on State-of-Good Repair activities on the SAP solution is slower than planned while activities are being co-ordinated with other SAP projects such as the Supply Chain Management Transformation project.

Note # 6:

The Wellbeing Toronto project has completed RFP evaluations and contract negotiations are expected to commence with the majority of project spending occurring in the second half of the year while the Risk Management Framework project is delayed due to lack of resources. The licenses planned for the Quality Assurance & Testing Software project are no longer required

Note # 7:

The RFP process for the Information Security project was slightly delayed and the cyber security maturity assessment being done by the consultant was expected to be completed in Q4 2019 but has now been pushed to 2020

Note # 8:

The IT Service Management project is delayed due to insufficient staff resources, however, the project expects to be invoiced by the vendor later in the year as reflected in the year end projection.

Note # 9:

The Disaster Recovery Project has been delayed due to resource constraints that are being addressed with I&T SLT engagement. A new Project Director was on boarded in mid 2019 and is developing a revised scope & strategy for the project.

Note # 10:

The Project Portfolio Management System SOGR project was planned to start in May 2019 but has been delayed due to insufficient resources.

Note # 11:

The Directory Services Transition project is moving forward with implementation with the majority of deliverables expected in late 2019 and early 2020. The cash flow for 2019 will be adjusted through a separate staff report going to Council.

Note # 12:

The RFP release for the TEMS Replacement project was delayed from Q4 2018 to Mar 2019 and closed on Apr 26. The RFP award is planned for Q4 2019.

Note # 13:

The Corporate Geospatial Strategy Roadmap Implementation is delayed while the scope is being defined; The Enterprise Business Intelligence Implementation project had a delayed start while project resources were being confirmed and its scope reviewed; The Enterprise Collaboration Foundation project is delayed due to negotiations with Microsoft, scope changes, and delays during the design and implementation phases; The EDRMS project was delayed with longer than planned negotiations with the vendor and with developing requirements.

Note # 14:

The Artificial Intelligence pilot project for SSHA and TPH had a delayed start, lowering projected spending for 2019.

Note # 15:

The Asset Management Solution project is being re-forecasted to align with corporate direction, expected in Q3 2019. The Project Manager and Project Director are to be determined.

Note # 16:

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, while an internal briefing note is being prepared to summarize key elements of the Agreement for senior management; The MLS Modernization project is delayed due to delays in the procurement of licenses and lack of resources while the MLS Centralized DataMart project is delayed due to reduced availability of project resources due to competing priorities.

Note # 17:

The E-Recruitment project was delayed with scope changes and longer than planned duration for data migration process; 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 and is currently assessing requests for scope changes; The Cloud Based HR Information System project is delayed due to insufficient resources available for testing.

Note # 18:

The Online Grant Management System project for SDFA was delayed due to a scope change to Phase 1 of the project.

Note # 19:

The Review of Document Management Capabilities had a delay in on-boarding two Business Transformation Consultants and in obtaining a Project Manager.

Note # 20:

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 # 21:

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

Note # 22:

The project and all project activities are now complete. The project was kept active to address post go-live stabilization issues. The negative actual is due to the 2018 accrual reversing in 2019 but yet to received invoice from vendor. The Project Director is working with vendor to get correct invoice.

Note # 23:

The eTime Enterprise Rollout continues to onboard selected divisions, while the eTime Scheduling Enterprise Rollout had a delayed start.

Note # 24:

The HR Labour Relations Information System is delayed due to insufficient resources. The team is currently re-evaluating the project's resource plan.

Note # 25:

The Intranet Refresh (Phase 1 IT WEB) is complete and is in the process of being closed out.

Note # 26:

The project to introduce Internal Private Cloud Services in COT has not started yet. The RFQ is planned to be executed in Q4 2019. The cash flow for 2019 will be adjusted through a separate staff report going to Council.

Note # 27:

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

Note # 28:

The Applications Portfolio Tools & Rationalization project is currently analyzing its resource requirements following earlier delays due to temporarily being put on hold and lack of a project manager.

Note # 29:

The Major Capital Infrastructure Project Coordination Enhancements (TOINView) project is accelerating project activities with a new project manager being assigned. The cash flow for 2019 will be adjusted through a separate staff report going to Council.

Note # 30:

Planning for the replacement of the CLASS system has been delayed due to lack of available resources at the start of the project.

Note # 31:

The Consolidated Data Centre project was impacted by a labour disruption that ended on June 30th. The project schedule will be revised but completion is expected in December 2019.

Note # 32:

Recruitment is underway for a project manager on the Workforce Business Intelligence Phase 2 project. The 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 # 33:

The Enterprise Architecture project has completed its procurement of the required software and staff training. The solution is currently being configured. The project's year end projection will be addressed with an in-year adjustment to the 2019 cash flow.

Note # 34:

Previous legal issues have been resolved on the WAN High Speed Fibre Data project and the project is planned to close out by Q4 2019.

**2019 Capital Spending by Program
Finance and Treasury Services**

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	23.81	5.09	10.87	45.7%	↓	Ⓡ
TOTAL	4M	23.81	3.38	16.40	68.9%		Ⓢ
	Q2	23.81	5.09	10.87	45.7%	↓	Ⓡ
Ⓢ >70% Ⓢ between 50% and 70% Ⓡ < 50% or > 100%							

For the six months ended June 30, 2019, capital expenditures for Finance and Treasury Services totalled \$5.09 million of their collective 2019 Approved Capital Budget of \$23.81 million. Spending is expected to increase to \$10.87 million (45.7%) by year-end.

Financial Services (FNS)

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

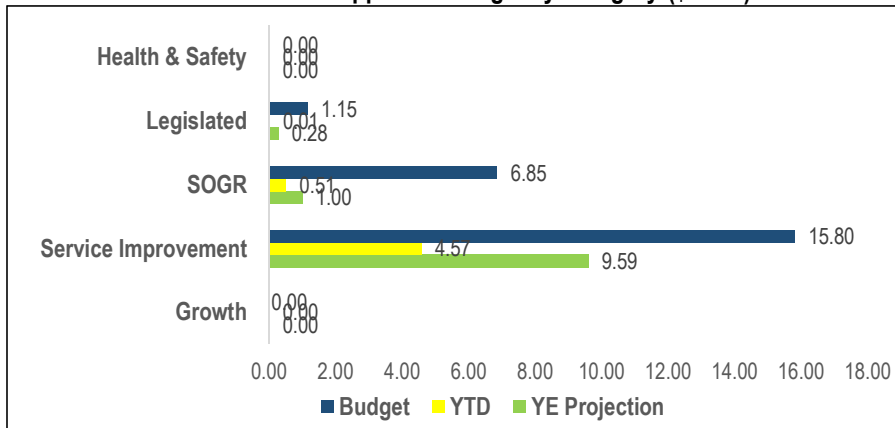


Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 15

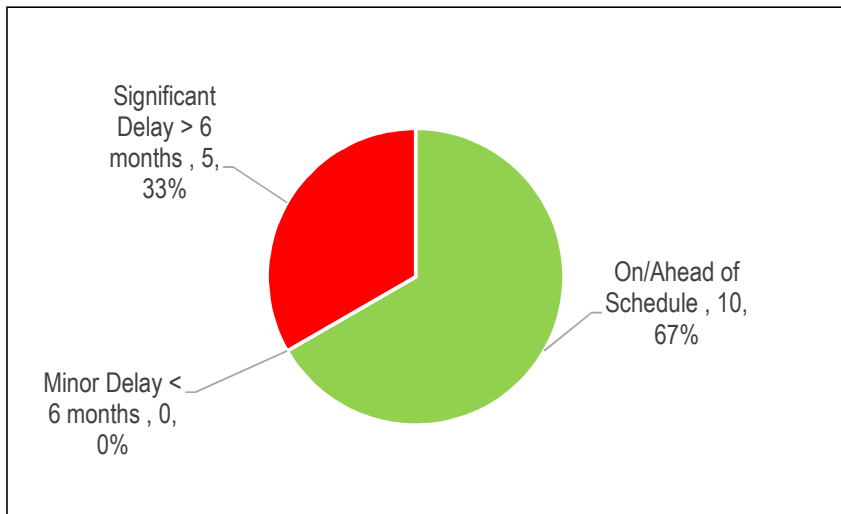


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
18.75		5.05		

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

Financial Services (FNS)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Legislated										
DEV. CHARGES BACKGROUND STUDY	0.355	0.000	0.1%	0.060	16.9%	Ⓡ	Ⓡ	#1	0.770	0.416
PCI COMPLIANCE	0.800	0.008	1.0%	0.220	27.5%	Ⓡ	Ⓢ	#2	7.662	5.685
Sub-Total	1.155	0.009	0.7%	0.280	24.3%	-	-		8.432	6.101
State of Good Repair										
CROSS-APPLICATION TIMESHEET (CATS) IMPLEMENTATION	0.185	0.118	63.4%	0.185	100.0%	Ⓢ	Ⓢ		7.540	7.473
INTEGRATED ASSET PLANNING MANAGEMENT (IAPM)	1.747	0.111	6.3%	0.150	8.6%	Ⓡ	Ⓡ	#3	5.000	0.857
RISK MANAGEMENT INFO SYSTEM UPGRADE	0.450	0.000	0.0%	0.050	11.1%	Ⓡ	Ⓢ	#9	1.892	1.099
TAX BILLING SYSTEM	2.730	0.225	8.3%	0.520	19.0%	Ⓡ	Ⓢ	#4	9.922	2.089
UTILITY BILLING SYSTEM	1.738	0.054	3.1%	0.095	5.5%	Ⓡ	Ⓢ	#4	5.971	0.170
Sub-Total	6.850	0.508	7.4%	1.000	14.6%	-	-		30.325	11.688
Service Improvements										
EBILLING INITIATIVE	0.469	0.000	0.0%	0.090	19.2%	Ⓡ	Ⓡ	#5	0.469	0.000
ELECTRONIC SELF SERVICE TAX AND UTILITY	0.551	0.000	0.0%	0.100	18.1%	Ⓡ	Ⓢ	#10	0.551	0.000
EMPLOYEE SERVICE CENTRE (ESC)	1.005	0.088	8.8%	0.790	78.6%	Ⓢ	Ⓢ		1.255	0.088
FINANCE ACCOUNTING SYSTEMS TRANSFORMATION (FAST)	1.808	0.458	25.3%	0.819	45.3%	Ⓡ	Ⓢ	#8	4.260	1.288
FINANCIAL PLANNING ANALYSIS REPORTING SYSTEM (FPARS)	2.154	0.489	22.7%	0.489	22.7%	Ⓡ	Ⓡ	#6	60.820	58.152
PARKING TAG MGT SOFTWARE UPGRADE	0.754	0.003	0.4%	0.050	6.6%	Ⓡ	Ⓢ	#7	2.592	0.656
REVENUE SYSTEM - PHASE 11	0.330	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#5	3.500	3.169
SUPPLY CHAIN MANAGEMENT TRANSFORMATION (SCMT 1)	8.731	3.534	40.5%	7.253	83.1%	Ⓢ	Ⓢ		18.993	12.506
Sub-Total	15.802	4.571	28.9%	9.591	60.7%	-	-		92.440	75.860
Total	23.807	5.088	21.4%	10.871	45.7%				131.197	93.649

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 CashFlow	Ⓡ

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. The asset management RFP is on hold to align with overall financial strategy and is not expected to generate any expenses in 2019.

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.

Note # 8:

The Finance Accounting Systems Transformation project has acquired an external consultant to undertake and complete a review focused on implementing improvement opportunities including a new G/L and cost centre structure. The project is expected to be underspent at year end.

Note #9

The Risk Management Info System Upgrade project is currently underspent. The project team is working with IT on upgrade and costs are anticipated to be

Note #10

The Electronic Self Service Tax project is expected to be completed on time and under budget.

**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%		Ⓢ
	Q2	0.22	0.01	0.22	100.0%	□	Ⓢ
City Clerk's	4M	6.33	0.83	5.77	91.3%		Ⓢ
	Q2	5.87	1.22	4.86	82.8%	↓	Ⓢ
Corporate Initiatives	4M	82.22	0.21	82.00	99.7%		Ⓢ
	Q2	83.92	1.99	17.63	21.0%	↓	Ⓡ
TOTAL	4M	88.76	1.05	87.99	99.1%		Ⓢ
	Q2	90.00	3.22	22.70	25.2%	↓	Ⓡ
Ⓢ >70% Ⓢ between 50% and 70% Ⓡ < 50% or > 100%							

For the six months ended June 30, 2019, capital expenditures for this Service Area totalled \$3.21 million of their collective 2019 Approved Capital Budget of \$90 million. Spending is expected to increase to \$ 22.7 million (25.2%) by year-end. 4 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 100%, 82.8% and 97.0% respectively.

Chart 1
2019 Approved Budget by Category (\$5.87)

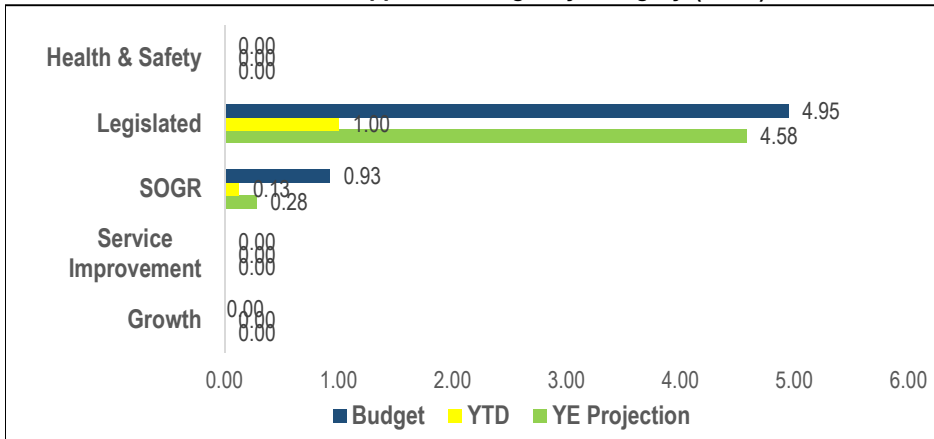


Table 1
2019 Active Projects by Category

Health & Safety	
Legislated	10
SOGR	5
Service Improvement	
Growth	
Total # of Projects	15

Chart 2
Project Status - 15

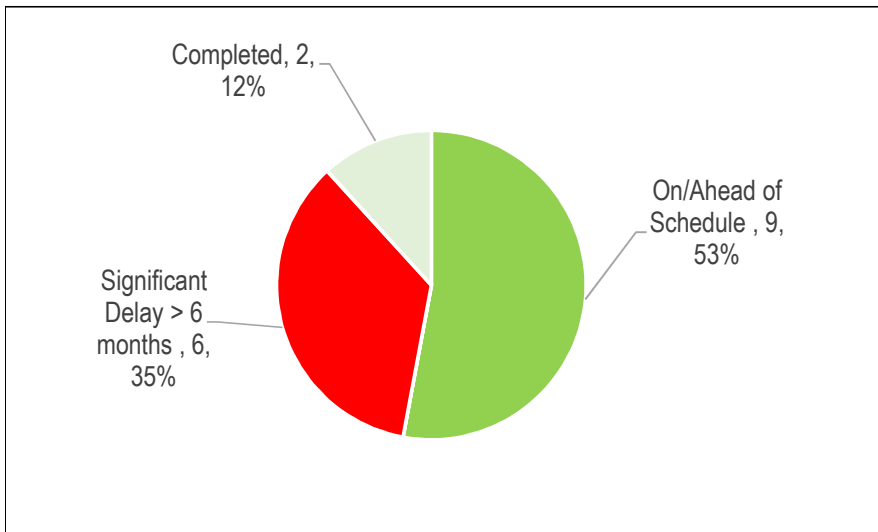


Table 2

Reason for Delay	6	
	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*	5	
Total # of Projects	6	

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
3.51		1.85	0.52	

Reasons for "Other*" Projects Delay:

- CITY CLERK'S OFFICE BUSINESS SYSTEMS 2016 - 2018 - Registry Services Tracking System: vulnerability issues unresolved; enhancements to current system are in progress.
- COUNCIL BUSINESS SYSTEMS 2016-2018 - Constituency Management System Replacement: Security vulnerabilities identified by Cyber Security unresolved; project focusing on enhancements to existing system and development in progress.
- COUNCIL TRANSITION REQUIREMENTS 2017 - Phase 3 construction to begin in September with completion expected end of 2019. 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
- CITY HALL REGISTRY COUNTER REFRESH - Issue with reclaiming the City Hall space from Service Canada.

Key Discussion Points: (Please provide reason for delay)

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

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	0.319	75.0%	0.321	75.5%	Ⓞ	Ⓞ		6.744	6.115
ELECTION TECHNOLOGY PROGRAM FOR 2022 ELECTION	1.170	0.161	13.8%	1.064	91.0%	Ⓞ	Ⓞ		5.975	0.161
TORONTO MEETING MANAGEMENT INFORMATION SYSTEM (TMMIS) SOGR 2019-2022	0.160	0.000	0.0%	0.070	43.8%	Ⓜ	Ⓞ	#1	0.980	0.000
OPEN INFORMATION	1.265	0.361	28.5%	0.361	28.5%	Ⓜ	Ⓞ	#2	2.988	1.409
OPEN INFO - DIVISION SPECIFIC - ARCHIVAL DATABASE	0.125	0.023	18.2%	0.125	100.0%	Ⓞ	Ⓞ		0.125	0.023
PRIVACY CASE MANAGEMENT SYSTEM 2019	0.205	0.027	13.1%	0.205	100.0%	Ⓞ	Ⓞ		0.205	0.027
VOTING EQUIPMENT REPLACEMENT - OPTIONS STUDY	0.200	0.000	0.0%	0.200	100.0%	Ⓞ	Ⓞ		0.200	0.000
CITY CLERK'S OFFICE BUSINESS SYSTEMS 2016 - 2018	0.230	0.056	24.3%	0.230	100.0%	Ⓞ	Ⓜ	#3	1.497	1.178
CITY CLERK'S BUSINESS SYSTEM - LEGISLATIVE COMPLIANCE	0.225	0.060	26.5%	0.225	100.0%	Ⓞ	Ⓞ		0.525	0.060
COUNCIL BUSINESS SYSTEMS 2016-2018	0.090	0.048	52.8%	0.090	100.0%	Ⓞ	Ⓜ	#3	0.569	0.525
COUNCILTRANSITION REQUIREMENTS 2017	0.852	0.039	4.6%	0.852	100.0%	Ⓞ	Ⓜ	#4	1.460	0.647
Sub-Total	4.947	1.092	22.1%	3.743	75.7%	-	-		21.268	10.144
State of Good Repair										
INFORMATION PRODUCTION ONLINE REQUEST PORTAL REPLACEMENT	0.110	0.000	0.0%	0.085	77.6%	Ⓞ	Ⓞ		0.110	0.000
INFRASTRUCTURE TO SUPPORT COUNCIL MEETING	0.600	0.041	6.9%	0.053	8.9%	Ⓜ	Ⓜ	#5	1.710	0.676
ARVHIVES EQUIPMENT UPGRADE 2017-2023	0.050	0.000	0.0%	0.050	100.0%	Ⓞ	Ⓞ		0.265	0.145
ORDER PICKER REPLACEMENT (2 MACHINES) 2018	0.090	0.086	95.6%	0.086	95.6%	Ⓞ	Ⓞ		0.100	0.086
TORONTO PROPERTY SYSTEM SOGR 2018	0.000	0.000	0.0%	0.000			Ⓜ	#6	0.057	0.057
CITY HALL REGISTRY COUNTER REFRESH	0.075	0.000	0.0%	0.005	6.7%	Ⓜ	Ⓜ	#7	0.150	0.000
Sub-Total	0.925	0.127	13.8%	0.280	30.2%	-	-		2.392	0.965
Total	5.872	1.220	20.8%	4.023	68.5%				23.660	11.109

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 in planning stage.

Note # 2:

Enterprise Classification sub-project in progress - completed functional testing and user acceptance testing; completed in-depth training of Content Annotation Manager.

Note # 3:

Security vulnerabilities identified by Cyber Security unresolved; project focusing on enhancements to existing system and development is in progress.

Note # 4:

Phases 1 and 2 completed; Phase 3 construction to begin in September with completion expected end of 2019. Bill 5 Better Local Government Act impacted project scope and implementation schedule.

Note # 5:

Procurement Issues

Note # 6:

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 through the Capital Variance Report for the Four Months Ended April 30, 2019 (EX.17), which is for City Council's consideration at its meeting on July 16-17, 2019.

Note # 7:

Issue with reclaiming the City Hall space from Service Canada.

**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%		Ⓞ
	Q2	7.98	2.08	7.98	100.0%	□	Ⓞ
TO Live (Prev Sony Centre)	4M	14.58	0.54	7.11	48.8%		Ⓡ
	Q2	14.58	0.68	8.03	55.1%	↑	Ⓢ
TRCA	4M	22.08	6.88	22.08	100.0%		Ⓞ
	Q2	22.08	10.86	21.63	98.0%	↓	Ⓞ
Toronto Police	4M	84.37	13.39	60.21	71.4%		Ⓞ
	Q2	84.37	17.25	53.63	63.6%	↓	Ⓢ
Toronto Public Health	4M	4.86	1.42	4.85	99.6%		Ⓞ
	Q2	4.86	2.06	4.63	95.2%	↓	Ⓞ
Toronto Public Library	4M	36.75	5.26	32.25	87.8%		Ⓞ
	Q2	35.59	9.90	30.17	84.8%	↓	Ⓞ
Toronto Zoo	4M	16.67	0.38	9.42	56.5%		Ⓢ
	Q2	16.67	1.10	9.46	56.7%	↑	Ⓢ
Toronto Transit Commission	4M	2,345.71	363.93	1,852.14	79.0%		Ⓞ
	Q2	2,345.62	610.11	1,721.44	73.4%	↓	Ⓞ
TOTAL	4M	2,533.01	392.60	1,996.03	78.8%		Ⓞ
	Q2	2,531.76	654.03	1,856.98	73.3%	↓	Ⓞ

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

For the six months ended June 30, 2019, capital expenditures for Agencies totalled \$654.03 million of their collective 2019 Approved Capital Budget of \$2,531.76 billion. Spending is expected to increase to \$1,856.98 billion (73.3%) by year-end. 5 Agencies have a year-end spending rate of over 70% of their respective 2019 Approved Capital Budgets.

Exhibition Place are projecting to spend 100% of their 2019 Approved Budget while Toronto Region and Conservation Authority, Toronto Public Health, Toronto Public Library and Toronto Transit Commission have projected year-end spending rate of 98.0%, 95.2%, 84.8%, and 78.3% respectively. Toronto Police Service, Toronto Zoo and TO Live have year-end spending rate projected to 63.6%, 56.7% and 55.1% respectively.

Exhibition Place (EXH)

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

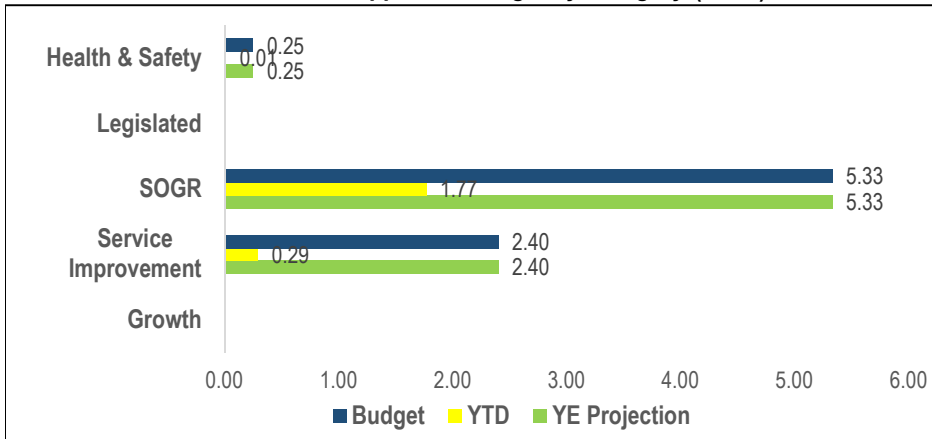


Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 25

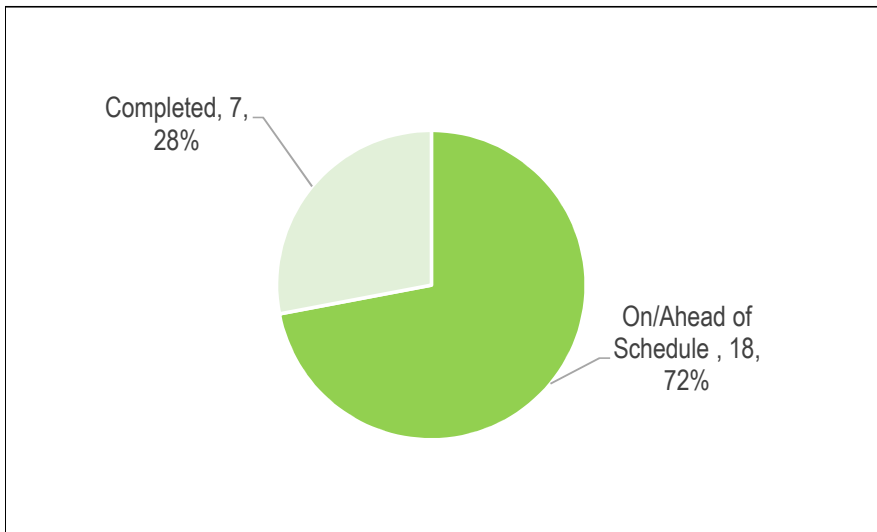


Table 2

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
7.47			0.52	

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	0.013	5.0%	0.250	100.0%	Ⓞ	Ⓞ		0.250	0.013
Sub-Total	0.250	0.013	5.0%	0.250	100.0%	-	-		0.250	0.013
State of Good Repair										
Pre-Engineering Program	0.137	0.043	30.9%	0.137	100.0%	Ⓞ	Ⓞ		0.250	0.155
Queen Elizabeth Building	0.275	0.014	5.0%	0.275	100.0%	Ⓞ	Ⓞ		0.275	0.014
Other Building	0.475	0.064	13.4%	0.475	100.0%	Ⓞ	Ⓞ		0.475	0.064
Equipment	0.705	0.374	53.0%	0.705	100.0%	Ⓞ	Ⓞ		0.705	0.374
Enercare Centre	0.879	0.478	54.4%	0.879	100.0%	Ⓞ	Ⓞ		1.720	1.319
Coliseum Complex	0.100	0.017	17.4%	0.100	100.0%	Ⓞ	Ⓞ		0.100	0.017
Parks Parking Lots and Roads	0.791	0.425	53.8%	0.791	100.0%	Ⓞ	Ⓞ		1.085	0.719
Food Building	0.470	0.024	5.0%	0.470	100.0%	Ⓞ	Ⓞ		0.470	0.024
Electrical Underground High Voltage Utilities	1.500	0.331	22.1%	1.500	100.0%	Ⓞ	Ⓞ		4.230	0.331
Sub-Total	5.332	1.770	33.2%	5.332	100.0%	-	-		9.310	3.017
Service Improvements										
Parks Parking Lots and Roads	0.141	0.083	58.6%	0.141	100.0%	Ⓞ	Ⓞ		0.200	0.142
Beanfield Centre	2.259	0.211	9.3%	2.259	100.0%	Ⓞ	Ⓞ		2.789	0.211
Sub-Total	2.400	0.294	12.2%	2.400	100.0%	-	-		2.989	0.352
Total	7.983	2.076	26.0%	7.983	100.0%				12.549	3.382

On Time	Ⓞ	On Budget	>70% of Approved Cash Flow
On/Ahead of Schedule	Ⓞ		
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)

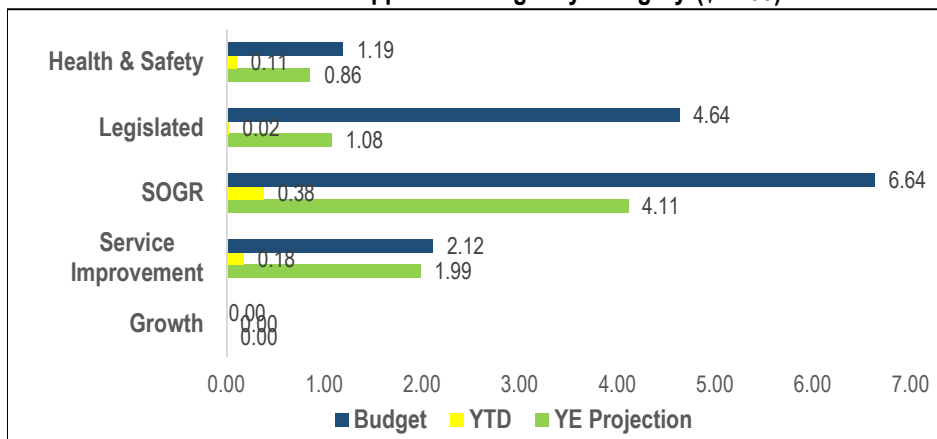


Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 20

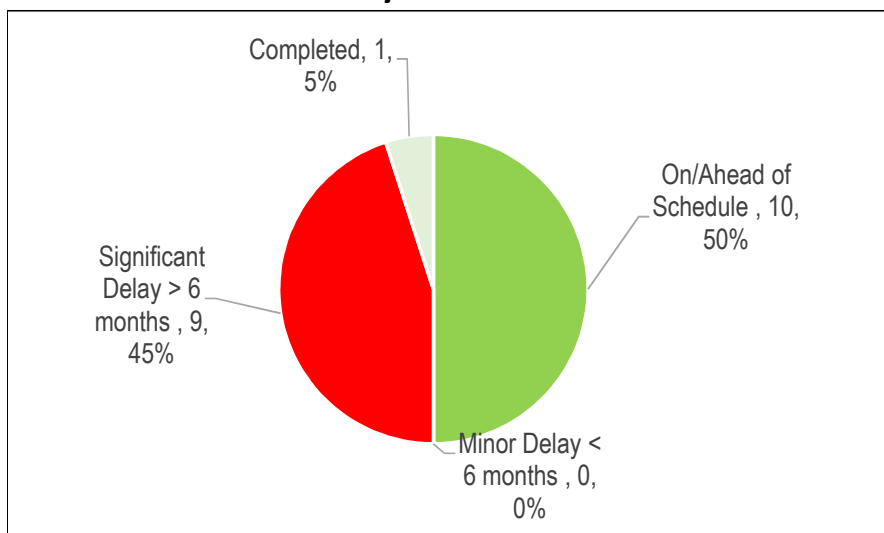


Table 2

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
5.87		8.71	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
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Sony - Building Envelope	0.067	0.000	0.0%	0.013	20.0%	Ⓡ	Ⓡ	#1	1.267	0.000
Sony - Fire Safety Systems	0.206	0.016	7.7%	0.206	100.0%	Ⓢ	Ⓢ		0.207	0.017
St. Lawrence Centre for the Arts - Health & Safety	0.200	0.000	0.0%	0.100	50.0%	Ⓨ	Ⓡ	#1	0.200	0.000
Sony - Theatre Systems and Equipment (2017)	0.124	0.051	40.9%	0.124	100.0%	Ⓢ	Ⓢ		1.229	0.953
Sony - Theatre Systems and Equipment (2018-2026)	0.129	0.000	0.3%	0.129	100.0%	Ⓢ	Ⓢ		1.582	1.453
Sony - Vertical Transportation	0.467	0.039	8.3%	0.285	60.9%	Ⓨ	Ⓡ	#1	0.479	0.051
Sub-Total	1.193	0.106	8.8%	0.857	71.8%	-	-		4.964	2.473
Legislated										
Sony - AODA Audit	0.015	0.000	0.0%	0.015	100.0%	Ⓢ	Ⓢ		0.150	0.106
Sony - AODA Compliance Projects 2019	1.200	0.004	0.3%	0.360	30.0%	Ⓡ	Ⓡ	#1	1.200	0.004
St. Lawrence Centre for the Arts - AODA 2019	0.600	0.015	2.5%	0.300	50.0%	Ⓨ	Ⓡ	#1	0.600	0.015
Toronto Centre for the Arts - AODA 2019/2020	2.687	0.000	0.0%	0.269	10.0%	Ⓡ	Ⓡ	#1	5.283	0.000
Toronto Centre for the Arts - Concession Stands (AODA)	0.133	0.000	0.0%	0.133	100.0%	Ⓢ	Ⓢ	#1	0.133	0.000
Sony - Theatre Systems and Equipment (2018-2026)	0.000	0.000	0.0%	0.000	100.0%	Ⓢ	Ⓢ		0.060	0.060
Sub-Total	4.635	0.019	0.4%	1.077	23.2%	-	-		7.426	0.185
State of Good Repair										
Sony - Building Envelope	2.047	0.271	13.2%	2.047	100.0%	Ⓢ	Ⓢ		2.139	0.363
Sony - Electrical Systems	0.241	0.066	27.3%	0.241	100.0%	Ⓢ	Ⓢ		0.326	0.151
Sony - Mechanical Systems	0.919	0.029	3.2%	0.751	81.7%	Ⓢ	Ⓢ		1.092	0.203
St. Lawrence Centre for the Arts - SOGR 2019	3.142	0.008	0.2%	0.786	25.0%	Ⓡ	Ⓡ	#1	3.142	0.008
Sony - Structure	0.194	0.005	2.8%	0.194	100.0%	Ⓢ	Ⓢ		0.203	0.015
Sony - Theatre Systems and Equipment (2018-2026)	0.094	0.000	0.0%	0.094	100.0%	Ⓢ	Ⓢ		0.100	0.007
Sub-Total	6.636	0.379	5.7%	4.111	62.0%	-	-		7.002	0.746
Service Improvements										
2019 Signage Replacement Project	1.900	0.178	9.4%	1.900	100.0%	Ⓢ	Ⓢ		1.900	0.178
Toronto Centre for the Arts - Sound Isolation	0.215	0.000	0.0%	0.086	40.0%	Ⓡ	Ⓡ	#1	0.215	0.000
Sub-Total	2.115	0.178	8.4%	1.986	93.9%	-	-		2.115	0.178
Total	14.579	0.682	4.7%	8.032	55.1%				21.507	3.582

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)

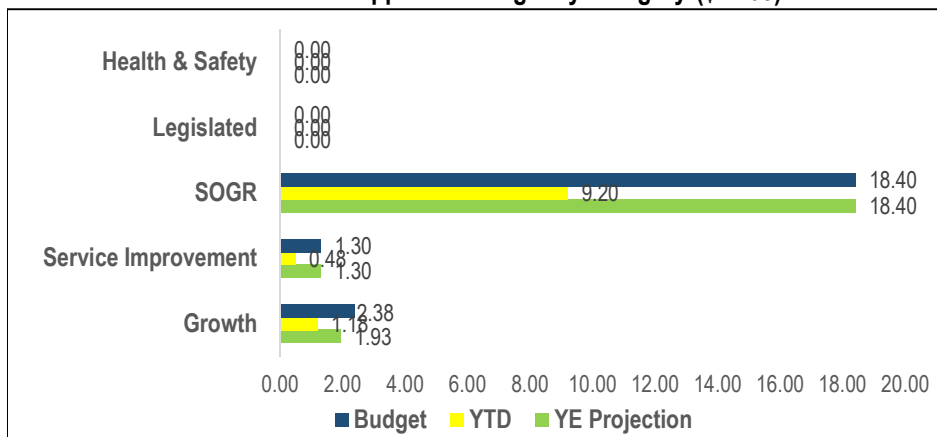


Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 29

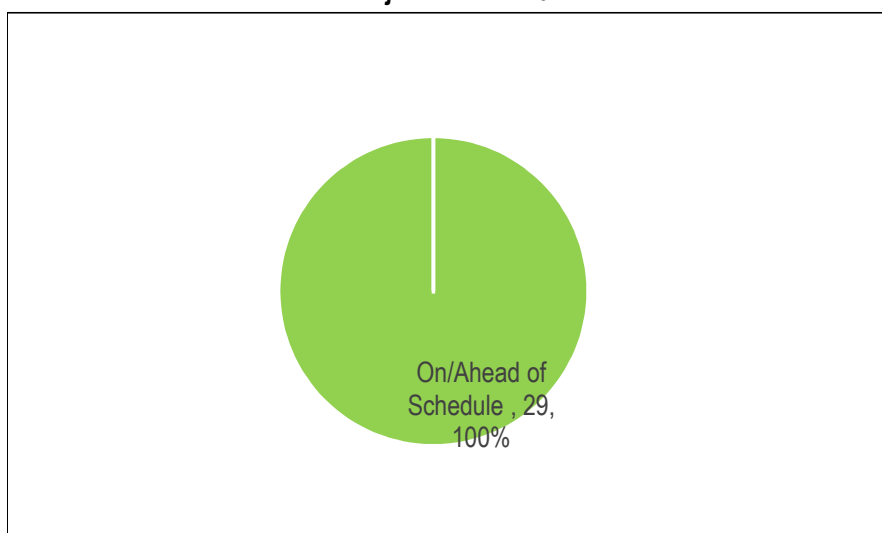


Table 2

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 (TWC) site. This work is funded from the Tree Canopy Reserve and is expected to be completed in 2022. After consultation with the City, the TRCA will not be advancing the \$0.450 million grant to the TWC as Parks Canada has taken over the lands and TRCA will have a limited role in the negotiation of the agreement with TWC.

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	0.032	50.0%	0.064	100.0%	ⓐ	ⓐ		0.064	0.032
TRCA Administrative Infrastructure	0.322	0.161	50.0%	0.322	100.0%	ⓐ	ⓐ		0.322	0.161
Waterfront & Valley Erosion Control	1.600	0.800	50.0%	1.600	100.0%	ⓐ	ⓐ		1.600	0.800
Black Creek Pioneer Village Retrofit	2.371	1.185	50.0%	2.371	100.0%	ⓐ	ⓐ		2.371	1.185
Living City Action Plan	3.133	1.566	50.0%	3.133	100.0%	ⓐ	ⓐ		3.133	1.566
Waterfront Development	1.153	0.576	50.0%	1.153	100.0%	ⓐ	ⓐ		1.153	0.576
TRCA Information Technology	0.257	0.128	50.0%	0.257	100.0%	ⓐ	ⓐ		0.257	0.128
Critical Erosion-Water Funded Enhancements	9.500	4.750	50.0%	9.500	100.0%	ⓐ	ⓐ		9.500	4.750
Sub-Total	18.400	9.199	50.0%	18.400	100.0%	-	-		18.400	9.199
Service Improvements										
Waterfront Development	0.270	0.135	50.0%	0.270	100.0%	ⓐ	ⓐ		0.270	0.135
Scarborough Waterfront	1.029	0.343	33.3%	1.029	100.0%	ⓐ	ⓐ		1.029	0.343
Sub-Total	1.299	0.478	36.8%	1.299	100.0%	-	-		1.299	0.478
Growth Related										
Menno- Ressor Restoration	2.000	1.000	50.0%	1.550	77.5%	ⓐ	ⓐ		3.500	2.000
Long Term Accommodation Project	0.382	0.185	48.4%	0.382	100.0%	ⓐ	ⓐ		39.200	0.858
Sub-Total	2.382	1.185	49.7%	1.932	81.1%	-	-		42.700	2.858
Total	22.081	10.862	49.2%	21.631	98.0%				62.399	20.874

On Time	ⓐ	On Budget	>70% of Approved Cash Flow
On/Ahead of Schedule	ⓑ		
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 (\$84.37)

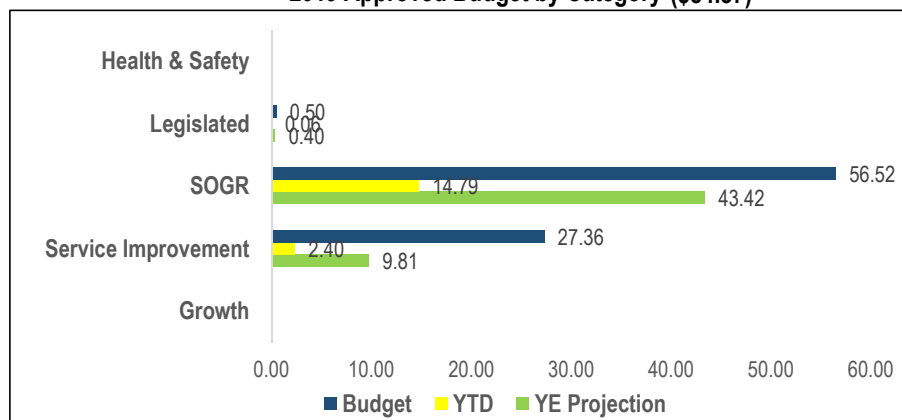


Table 1
2019 Active Projects by Category

Health & Safety	
Legislated	1
SOGR	20
Service Improvement	12
Growth	
Total # of Projects	33

Chart 2
Project Status - 33

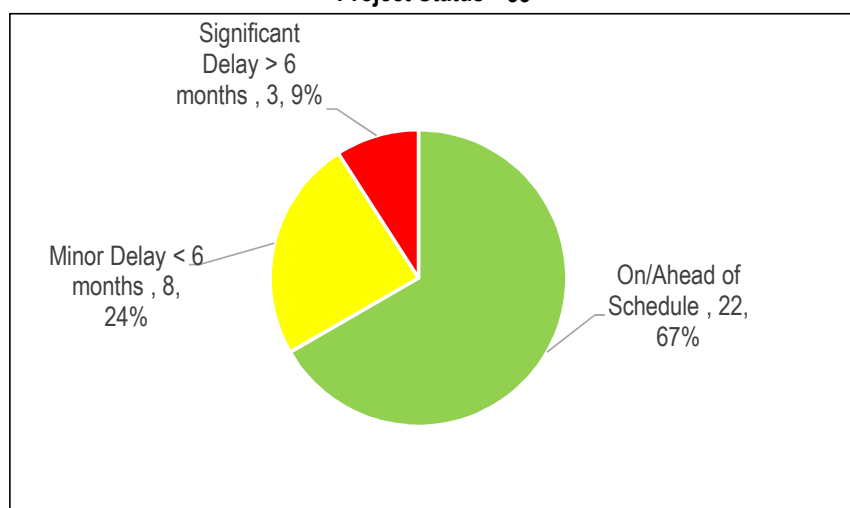


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
55.09	18.00	11.28		

Reasons for "Other*" Projects Delay:

- 12 *Division Renovation Project* - Project on hold until the Command determines the priorities in terms of facilities renovations/amalgamation of divisions.
- *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: (Please provide reason for delay)

- Toronto Police Service is projecting total gross expenditures of \$53.6 million compared to \$84.4 million in available funding in the 2019 Council Approved Capital Budget, representing a spending rate of 63.6% at year-end.
- Low spending rate is primarily attributed to delays in implementing a number of facility realignment projects under Service Improvements that support the Toronto Police Services under new district model.
- It is noted that the full costs for the *Next Generation (NG) 911, Body Worn Cameras* and *Connected Officer, District Policing Model* projects, as recommended by *The Way Forward* report, have not yet included in the 10-Year Capital Budget and Plan for Toronto Police Service. TPS needs to closely monitor the expenditures and assess competing capital priorities to address the funding pressures.

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	0.063	12.7%	0.400	80.0%	G	G		5.000	0.063
Sub-Total	0.500	0.063	12.7%	0.400	80.0%	-	-		5.000	0.063
State of Good Repair										
State-of-Good-Repair	6.133	1.133	18.5%	4.116	67.1%	Y	Y	#1		
Radio Replacement	5.919	3.901	65.9%	5.779	97.6%	G	G		37.863	23.158
Automated Fingerprint Identification System (A.F.I.S.) Replacement	3.053	0.000	0.0%	0.000	0.0%	R	Y	#2	6.106	0.000
Vehicle Replacement	7.230	5.714	79.0%	7.133	98.7%	G	G		130.853	69.369
Furniture Lifecycle Replacement	2.395	0.056	2.3%	1.649	68.8%	Y	G	#3	14.160	10.321
Workstation, Laptop, Printer- Lifecycle plan	4.688	0.112	2.4%	3.746	79.9%	G	G		72.238	34.352
Servers - Lifecycle Plan	5.930	0.959	16.2%	5.930	100.0%	G	G		80.927	38.778
IT Business Resumption	3.982	1.345	33.8%	3.982	100.0%	G	G		38.772	18.209
Mobile Workstation	9.417	0.346	3.7%	4.714	50.1%	Y	G	#4	36.440	15.624
Locker Replacement	0.418	0.000	0.0%	0.000	0.0%	R	R	#5	8.049	3.143
Network Equipment	2.400	0.082	3.4%	2.400	100.0%	G	G		46.806	16.737
In-car Camera	0.067	0.020	29.7%	0.020	29.9%	R	G		9.763	4.216
Voice Logging	0.350	0.000	0.0%	0.350	100.0%	G	G		1.811	0.000
DVAM I, II (LR)	1.080	0.683	63.2%	1.080	100.0%	G	G		12.443	3.740
Property & Evidence Scanners	0.040	0.000	0.0%	0.000	0.0%	R	Y	#6	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%	0.000	0.0%	R	Y	#2	1.337	0.257
Electronic Surveillance	1.088	0.000	0.0%	1.050	96.5%	G	G		2.805	1.168
Wireless Parking System	1.310	0.439	33.5%	0.999	76.3%	G	G		14.784	2.868
Sub-Total	56.515	14.790	26.2%	43.424	76.8%	-	-		526.949	246.335
Service Improvements										
Peer to Peer Site	1.742	0.959	55.1%	1.742	100.0%	G	G		19.921	19.139
Transforming Corporate Support	2.805	0.651	23.2%	1.942	69.2%	Y	Y	#7	8.742	5.591
54/55 Divisions Amalgamation	6.031	0.007	0.1%	0.300	5.0%	R	R	#8	39.225	0.629
32/33 Divisions Amalgamation	4.926	0.094	1.9%	0.225	4.6%	R	Y	#9	11.940	0.157
Enterprise Business Intelligence	1.687	0.220	13.0%	1.402	83.1%	G	G		10.717	9.249
TPS Archiving	0.121	0.003	2.3%	0.121	100.0%	G	G		0.650	0.392
Body Worn Camera - Phase II	1.000	0.170	17.0%	1.000	100.0%	G	G		11.211	0.202
Connected Officer	0.800	0.078	9.7%	0.800	100.0%	G	G		10.690	2.258
41 Division	4.831	0.000	0.0%	0.600	12.4%	R	R	#10	38.928	0.125
12 Division Renovation	0.500	0.000	0.0%	0.000	0.0%	R	Y	#11	9.000	0.000
District Policing Program - District Model	2.900	0.216	7.4%	1.662	57.3%	Y	Y	#12	15.900	0.216
Automated External Defibrillator	0.012	0.000	0.0%	0.012	100.0%	G	G		0.201	0.011
Sub-Total	27.355	2.396	8.8%	9.805	35.8%	-	-		177.125	37.970
Total	84.371	17.249	20.4%	53.629	63.6%				709.074	284.369

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: State-Of-Good-Repair

Some of the projects within S.O.G.R. program are delayed due to lack of resources within the Facilities Management. Also, some projects are delayed as some decisions about various projects are still pending.

Note # 2: Automated Fingerprint Identification System (A.F.I.S.) Replacement & Livescan

The planned AFIS purchase will be made in 2020, not 2019. This will provide TPS with the opportunity to consider newer, more efficient technologies which are being released in the 4th quarter of 2019. AFIS must be purchased in conjunction with Livescan.

Note # 3: Furniture Lifecycle Replacement

Based on planned replacement for 2019 that can be accommodated by the Facilities Unit within their capacity, this amount will not be utilized and will be carried forward to 2020.

Note # 4: Mobile Workstation

Deployment of mobile workstations occurs over two years, 2019 and 2020. Variance required in 2020 to complete deployment.

Note # 5: 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 # 6: 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 will be deferred to 2020, after software integration is complete.

Note # 7: 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. However, from an overall perspective, project will still be delivered within budget and with minor delays.

Note # 8: 54/55 Divisions Amalgamation

Project is almost 2 full years behind schedule. Master Plan was just approved by City Council in June 2019. From an overall perspective, it is anticipated that project will still be delivered within budget. Due to significant delays in site selection, master planning exercise and Council approval of it, construction will start in 2021.

Note # 9: 32/33 Divisions Amalgamation

This facility has been identified originally as requiring renovations. Subsequently, as a result of recommendations in *The Way Forward* report, the Service explored the feasibility of amalgamating 32 and 33 divisional operations into a new 32/33 District Headquarters Facility, to be located on the existing 32 site. However, this would have resulted in significant parking shortage for Service members and general public. As a result a study was performed and based on various options presented, the Command has approved moving forward with the 32 Division interior renovations and retention of 33 Divisions in the Service's portfolio. A decision regarding the consolidation of facilities is still on hold.

Note # 10: 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. A feasibility study was completed outlining options for a phased demolition and construction of the new building.

Note # 11: 12 Division

Project on hold until the Command determines the priorities in terms of facilities renovations/amalgamation of divisions.

Note # 12: 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)

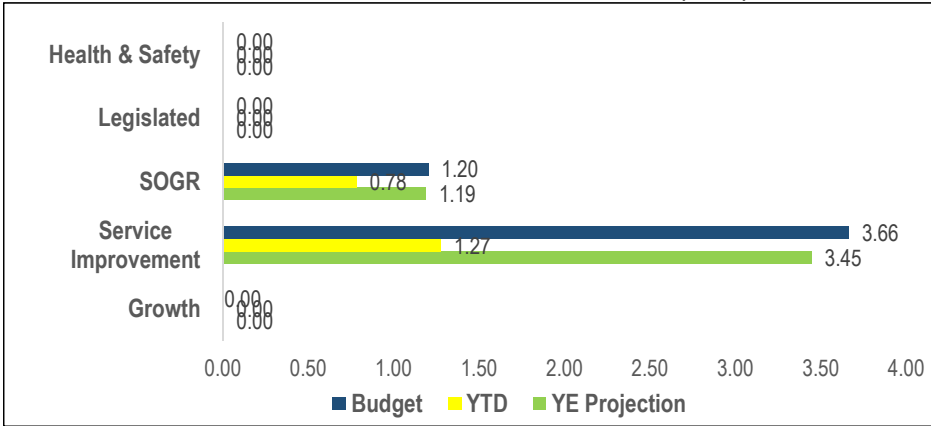


Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 9

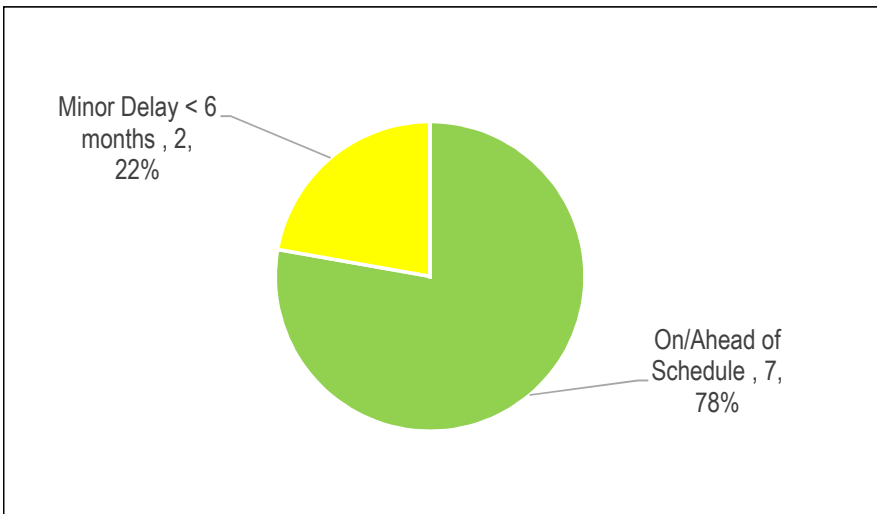


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
4.33	0.54			

Toronto Public Health (TPH)

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										
Community Health Information System	0.947	0.572	60.4%	0.947	100.0%	Ⓞ	Ⓞ		4.045	1.512
Early Abilities Information System - Phase 1	0.156	0.112	71.8%	0.140	89.7%	Ⓞ	Ⓞ		0.375	0.142
Inspection Management - Phase 1	0.099	0.098	98.5%	0.099	100.0%	Ⓞ	Ⓞ		0.295	0.135
Sub-Total	1.202	0.781	65.0%	1.186	98.7%	-	-		4.715	1.789
Service Improvements										
Dental & Oral Health Information Systems	0.218	0.000	0.0%	0.218	100.0%	Ⓞ	Ⓜ	#1	0.397	0.179
Datamart Data Warehouse - Phase 3	1.028	0.481	46.8%	1.028	100.0%	Ⓞ	Ⓞ		1.915	0.782
Electronic Medical Record - Phase 3	1.385	0.384	27.7%	1.385	100.0%	Ⓞ	Ⓞ		1.971	0.587
Community Collaboration - Seed	0.319	0.014	4.5%	0.319	100.0%	Ⓞ	Ⓜ	#1	0.420	0.009
Correspondence and Communications Tracking - Seed	0.100	0.000	0.0%	0.100	100.0%	Ⓞ	Ⓞ		0.128	0.000
Relocation and Expansion Scarborough Dental Clinic	0.613	0.395	64.5%	0.395	64.5%	Ⓜ	Ⓞ	#2	1.262	0.993
Sub-Total	3.663	1.274	34.8%	3.445	94.1%	-	-		6.093	2.550
Total	4.864	2.056		4.631					10.808	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 delay in project spending for the *Dental & Oral Health Information Systems* project due to the finalization of a vendor contract, now resolved, spending will ramp up in Q3 and Q4. Minor delay in project spending for the *Community Collaboration - Seed* project due to its dependency on an *I&T Office 360 project*, the program anticipates that this will be resolved in Q3 but is currently investigating any possible risks.

Note 2:

The clinic has opened and began receiving patients on May 14, 2019. The project has begun the close out phase and is currently resolving constructoin related deficiencies.

Chart 1
2019 Approved Budget by Category (\$35.59)

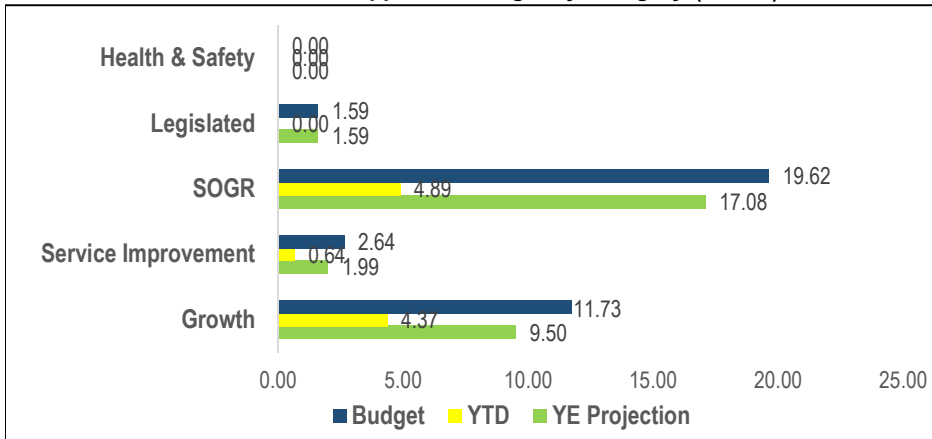


Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 20

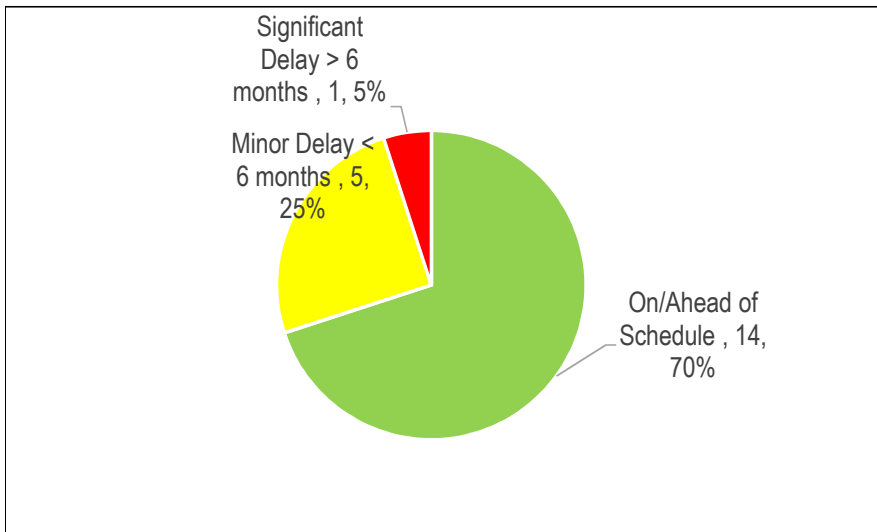


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
18.65	16.65	0.29		

Reasons for "Other*" Projects Delay:

- Albert Campbell Renovation and York Wood Renovation - Construction tender is delayed due to the length of the building permit approval process.
- Centennial Renovation & Expansion - Project design is experiencing major delays due to multiple meetings required with various stakeholders and property owners.
- Wychwood Library Renovation - Delay in approvals 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	0.268	9.7%	2.000	72.4%	Ⓒ	Ⓜ	#1	15.539	0.570
Albion Library Reconstruction	0.090	0.043	47.2%	0.090	100.0%	Ⓒ	Ⓒ		15.307	15.259
Multi-Branch SOGR Renovation Program	4.320	1.758	40.7%	4.320	100.0%	Ⓒ	Ⓒ		18.694	12.958
North York Central Library Phase 2	3.705	0.404	10.9%	2.150	58.0%	Ⓜ	Ⓜ	#2	12.118	2.363
Richview Building Elements (SOGR)	0.199	0.000	0.0%	0.199	100.0%	Ⓒ	Ⓒ		3.509	0.000
St. Clair/Silverthorn Reconstruction	1.169	1.113	95.2%	1.169	100.0%	Ⓒ	Ⓒ		3.815	3.759
Technology Asset Management Program	5.005	0.856	17.1%	5.005	100.0%	Ⓒ	Ⓒ		16.540	5.328
York Woods Renovation	2.372	0.447	18.9%	2.150	90.6%	Ⓒ	Ⓜ	#1	10.158	0.595
Sub-Total	19.624	4.889	24.9%	17.084	87.1%	-	-		95.680	40.832
Service Improvements										
Answerline & Community Space Rental Modernization	1.304	0.224	17.2%	0.650	49.9%	Ⓜ	Ⓜ	#3	1.400	0.320
Expansion of Technological efficiencies	0.665	0.239	35.9%	0.665	100.0%	Ⓒ	Ⓒ		1.600	1.173
Integrated Payment Solutions	0.675	0.180	26.6%	0.675	100.0%	Ⓒ	Ⓒ		2.250	1.755
Sub-Total	2.644	0.642	24.3%	1.990	75.3%	-	-		5.250	3.248
Growth Related										
Bayview-Bessarion Library Relocation	2.154	1.124	52.2%	2.154	100.0%	Ⓒ	Ⓒ		15.322	2.809
Centennial Renovation & Expansion - Design	0.289	0.027	9.2%	0.070	24.2%	Ⓜ	Ⓜ	#4	11.340	0.072
Dawes Road Reconstruction & Expansion	0.281	0.006	2.0%	0.281	100.0%	Ⓒ	Ⓒ		23.624	4.830
Fort York Library Construction	0.128	0.054	41.9%	0.128	100.0%	Ⓒ	Ⓒ		9.192	9.117
Guildwood Renovation and Expansion	1.031	0.843	81.8%	1.031	100.0%	Ⓒ	Ⓒ		1.183	0.995
Perth/Dupont Relocation - 299 Campbell Ave - Design	0.045	0.000	0.0%	0.045	100.0%	Ⓒ	Ⓒ		4.405	0.035
Virtual Branch Services	1.288	0.633	49.1%	1.288	100.0%	Ⓒ	Ⓒ		6.550	2.945
Wychwood Library Renovation	6.509	1.679	25.8%	4.506	69.2%	Ⓜ	Ⓜ	#5	15.796	3.676
Sub-Total	11.727	4.366	37.2%	9.505	81.1%	-	-		87.412	24.478
Total	35.587	9.897	27.8%	30.171	84.8%				192.372	69.516

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 Woods Renovation

Construction tender is delayed due to the length of the building permit approval still outstanding.

Note # 2: North York Central Library Phase 2

Award of construction tender anticipated in Q3/19, later than original forecast, resulting in reduced spending estimate for 2019. Discussion regarding scope of work took longer than expected.

Note # 3: Answerline & Community Space Rental Modernization

Delay due to ongoing contract negotiations with vendors.

Note # 4: Centennial Renovation & Expansion - Design

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

Note # 5: Wychwood Library Renovation

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

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

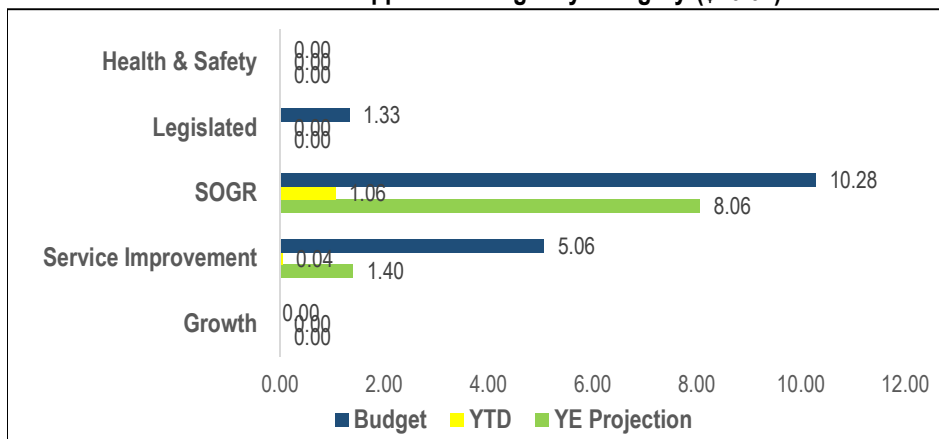


Table 1
2019 Active Projects by Category

Health & Safety	
Legislated	1
SOGR	7
Service Improvement	1
Growth	
Total # of Projects	9

Chart 2
Project Status - 9

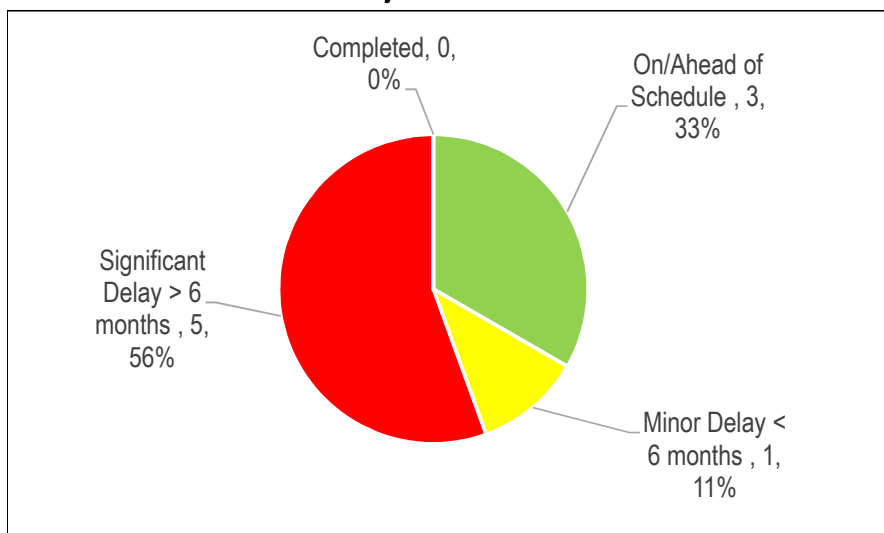


Table 2

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

Table 3
Projects Status (\$Million)

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

Key Discussion Points: (Please provide reason for delay)

YTD low spending rate is primarily driven by three projects that are underspent due to issues with contractors and delay in the RFQ/RFP process. These projects include: *Orangutan Outdoor Exhibits*; *Grounds and Visitor Improvement* and the *Building and Welcome Area - Design*

Toronto Zoo (ZOO)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Legislated										
Winter Accessibility	1.327	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓜ	#1	1.327	0.000
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	0.231	9.5%	1.895	78.3%	Ⓞ	Ⓜ	#2	2.420	0.231
Exhibit Refurbishment	0.256	0.059	23.2%	0.256	100.0%	Ⓞ	Ⓞ		0.500	0.304
Grounds & Visitor Improvements	1.700	0.110	6.5%	1.500	88.2%	Ⓞ	Ⓜ	#3	1.700	0.110
Information Systems	0.650	0.112	17.2%	0.650	100.0%	Ⓞ	Ⓜ	#4	0.650	0.112
Welcome Area	2.195	0.000	0.0%	0.700	31.9%	Ⓜ	Ⓞ	#5	2.195	0.000
Wildlife Health Centre	1.130	0.000	0.0%	1.130	100.0%	Ⓞ	Ⓜ	#6	1.130	0.000
Winterized Zoomobile	1.928	0.544	28.2%	1.928	100.0%	Ⓞ	Ⓞ		1.928	0.544
Sub-Total	10.279	1.056	10.3%	8.059	78.4%	-	-		10.523	1.300
Service Improvements										
Orangutan II Outdoor Exhibit	5.063	0.043	0.9%	1.400	27.7%	Ⓜ	Ⓢ	#7	5.063	0.043
Sub-Total	5.063	0.043	0.9%	1.400	27.7%	-	-		5.063	0.043
Growth Related										
Growth Project								#3		
Growth Project								#3		
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	16.669	1.100	6.6%	9.459	56.7%				16.913	1.344

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 Greenhouse Upgrads and Public Washroom construction will be completed in 2020.

Note # 4:

Several 2018 projects are delayed during the RFQ/RFP process. It is anticipated that all projects will be completed by the end of 2019.

Note # 5:

It is anticipated that 50% of the design will be completed in 2019. Construction of the front entrance will not start until 2020.

Note # 6:

The Wildlife Health Centre is built and opened to public in 2017. The project remains open as there is ongoing litigation issues with the contractors.

Note # 7:

This project was delayed previously due to contractor issues. New contractor has been hired and the project is currently in the design phase. Construction of the exhibit will start after fall and it is expected to be completed in late fall 2020.

Chart 1
2019 Approved Budget by Category (\$1,654.78)

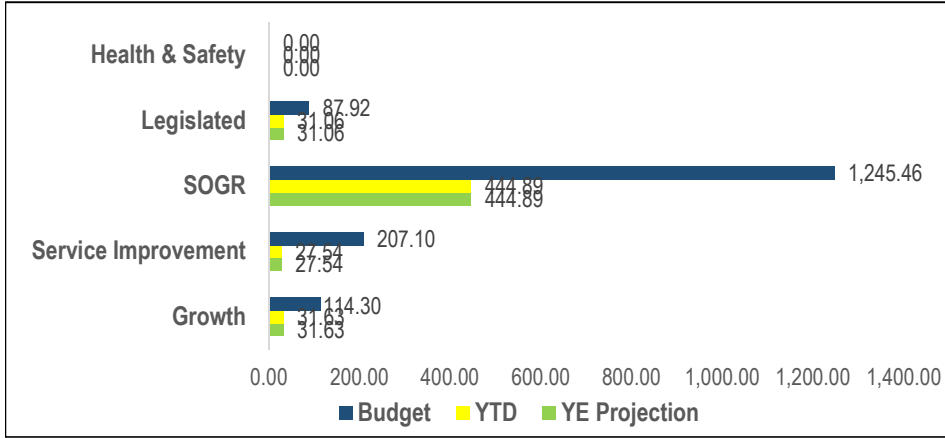


Table 1
2019 Active Projects by Category

Health & Safety	
Legislated	10
SOGR	37
Service Improvement	12
Growth	7
Total # of Projects	66

Chart 2
Project Status - 66

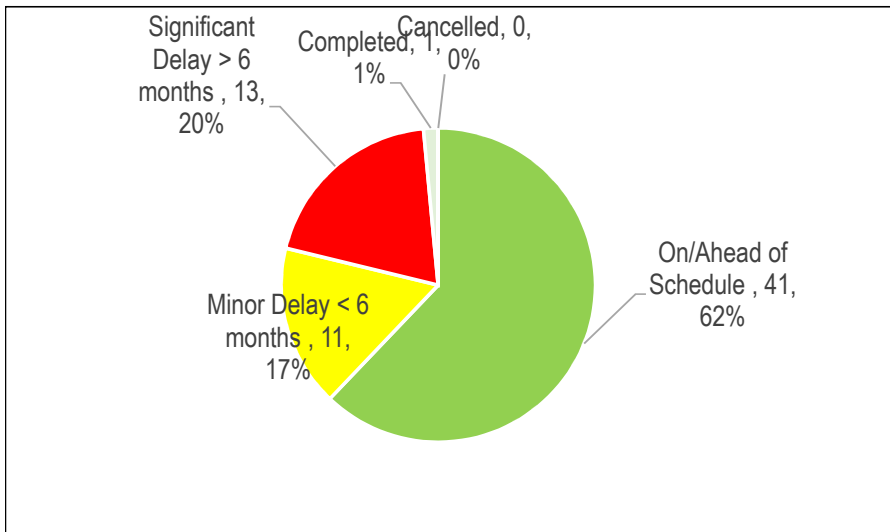


Table 2

Reason for Delay	24	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		1
RFQ/RFP Delayed	1	2
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*	12	8
Total # of Projects	13	11

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1,364.38	250.47	39.90	0.03	

Key Discussion Points: (Please provide reason for delay)

- The Toronto Transit Commission (TTC) spent \$535.1 million or 32.3% of its 2019 Base Capital Budget of \$1.655 billion (including \$164.8 million additional carry forward as approved by Council on May 15, 2019) for the period ended July 06, 2019 with a projection to year end estimated at \$1.4 billion or 85% of the budget.

Toronto Transit Commission

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Legislated										
Communications-Legislated	1.179	0.289	24.5%	1.218	103.3%	R	G	#1	15.466	13.034
Equipment-Legislated	0.760	0.358	47.1%	0.698	91.8%	G	G		23.038	18.877
Streetcar Network-Legislated	0.692	-0.431	-62.4%	0.656	94.9%	G	G		76.051	48.476
Easier Access-Phase III	54.347	21.875	40.3%	54.347	100.0%	G	G		669.917	263.756
Streetcar Overhaul - Legislated (AODA)	0.000	0.000		0.000			G		1.727	1.376
Subway Car Overhaul - Legislated (AODA)	5.372	0.073	1.4%	4.820	89.7%	G	G		16.338	16.294
Subway Asbestos Removal	8.061	4.257	52.8%	7.981	99.0%	G	R	#2	118.096	97.968
Other Service Planning - Legislated	1.200	0.679	56.5%	1.186	98.8%	G	G		22.000	5.493
Other Buildings - Legislated	16.313	3.960	24.3%	15.763	96.6%	G	G		77.814	23.382
Bus Overhaul - Legislated	0.000	0.000		0.000			G		7.253	0.000
Sub-Total	87.924	31.059	35.3%	86.668	98.6%	-	-		1,027.702	488.656
State of Good Repair										
Subway Track - SOGR	15.957	11.457	71.8%	15.572	97.6%	G	G		229.548	176.028
Surface Track - SOGR	27.505	10.298	37.4%	22.270	81.0%	G	G		261.746	230.060
Traction Power-Variou	14.880	10.634	71.5%	13.036	87.6%	G	G		287.364	274.399
Power Dist. SOGR	5.086	4.368	85.9%	5.086	100.0%	G	G		126.187	117.037
Communications-SOGR	20.555	5.554	27.0%	11.375	55.3%	Y	Y		176.629	100.377
Signal Systems	6.628	7.564	114.1%	9.408	141.9%	R	G	#3	197.153	153.169
Finishes-SOGR	15.752	7.156	45.4%	17.541	111.4%	R	G	#4	171.145	147.760
Equipment-SOGR	28.999	7.772	26.8%	27.070	93.3%	G	G		298.239	213.779
On-Grade Paving	6.212	2.669	43.0%	5.766	92.8%	G	G		96.026	89.074
Rehabilitation										
Bridges And Tunnels-Variou	34.342	13.789	40.2%	33.895	98.7%	G	G		536.513	500.439
Fire Ventilation Upgrade	22.483	4.057	18.0%	14.061	62.5%	Y	Y		376.844	276.428
Purchase of Wheel Trans	8.228	2.421	29.4%	8.228	100.0%	G	G		21.469	15.662
Purchase Of Subway Cars - SOGR	12.219	0.506	4.1%	7.778	63.7%	Y	Y		1,166.948	1,144.985
Streetcar Overhaul - SOGR	9.066	0.797	8.8%	3.457	38.1%	R	R	#5	111.844	35.107
Subway Car Overhaul - SOGR	32.574	15.299	47.0%	33.126	101.7%	R	G	#6	376.970	187.689
Automotive Non-Revenue Vehicle Replace - SOGR	1.892	0.173	9.2%	1.361	72.0%	G	G		20.291	12.047
Rail Non Revenue Vehicle Overhaul	4.262	0.809	19.0%	2.278	53.4%	Y	Y		24.832	10.468
Rail Non-Revenue Vehicle Purchase - SOGR	14.005	1.818	13.0%	8.379	59.8%	Y	Y		52.775	19.598
Tools And Shop Equipment	6.723	0.633	9.4%	4.034	60.0%	Y	Y		34.585	19.442
Revenue & Fare Handling Equipment -SOGR	15.501	-0.560	-3.6%	9.301	60.0%	Y	Y		63.132	48.593
Computer Equipment And Software - SOGR	95.617	29.952	31.3%	67.117	70.2%	Y	G		464.024	356.017
Other Furniture And Office Equipment	0.241	0.110	45.5%	0.241	100.0%	G	G		4.203	3.242
Other Service Planning - SOGR	1.400	0.918	65.6%	1.323	94.5%	G	R	#7	22.000	6.622
Transit Shelters & Loops - SOGR	0.387	0.003	0.8%	0.302	78.0%	G	G		2.141	1.679
Other Buildings - SOGR	80.816	22.181	27.4%	67.642	83.7%	G	G		573.035	426.382
Purchase of Buses -SOGR	234.743	101.343	43.2%	222.322	94.7%	G	G		776.293	604.618
Bus Overhaul - SOGR	40.644	20.683	50.9%	40.644	100.0%	G	G		336.561	313.783
Other Maintenance Equipment	5.252	0.836	15.9%	3.093	58.9%	Y	Y		17.595	6.379

Toronto Transit Commission

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Queensway Garage Expansion	0.195	0.003	1.7%	0.041	21.0%	R	R	#8	24.226	24.058
Purchase of Streetcars	358.365	119.871	33.4%	331.651	92.5%	G	G	#9	1,186.504	928.238
POP Legacy Fare Collection	0.525	-0.146	-27.8%	0.525	100.0%	G	R		1.878	1.827
ATC Resignalling - YUS Line	73.292	31.802	43.4%	58.697	80.1%	G	G	#10	563.480	469.488
ATC Resignalling - Bloor/Danforth Line	0.200	0.000	0.0%	0.000	0.0%	R	R		300.674	0.957
Wilson Complex- Modifications	0.030	0.000	0.0%	0.000	0.0%	R	G		95.324	0.000
Leslie Barns	6.099	0.641	10.5%	3.559	58.4%	Y	Y		523.489	510.984
TR Yard And Tail Track Accommodation	34.785	9.483	27.3%	34.785	100.0%	G	G	#11	495.385	257.326
Safety and Reliability	10.000	0.000	0.0%	0.000	0.0%	R	G		50.000	0.000
Sub-Total	1,245.458	444.893	35.7%	1,084.962	87.1%	-	-		10,067.051	7,683.740
Service Improvements										
Subway Track - Service Improvement	0.210	0.088	41.9%	0.029	13.7%	R	R	#12	21.242	18.094
Surface Track - Service Improvement	7.429	0.130	1.7%	1.474	19.8%	R	R	#13	63.964	0.301
Power Dist. Service Improvement	0.210	0.164	78.2%	0.210	100.0%	G	G	#14	1.167	1.072
Communications-Service Improvement	0.175	0.000	0.0%	0.139	79.4%	G	G		0.302	0.248
Finishes-Service Improvement	0.906	0.100	11.0%	1.001	110.5%	R	G	#15	42.487	42.520
Rail Non-Revenue Vehicle Purchase - Service Imp.	8.058	0.038	0.5%	0.066	0.8%	R	R		25.775	0.061
Other Service Planning - Service Improvement	29.656	0.860	2.9%	6.167	20.8%	R	G	#16	62.934	18.556
Transit Shelters & Loops - SI	0.000	0.000		0.000			G		2.766	2.448
Other Buildings - Service Improvement	19.945	4.228	21.2%	17.937	89.9%	G	G	#16	116.099	68.103
Purchase of Buses - Service Improvement	139.121	21.924	15.8%	105.396	75.8%	G	Y		241.141	194.125

Toronto Transit Commission

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Kipling Station Improvements	0.449	0.003	0.7%	0.114	25.4%	R	R	#17	13.392	13.163
Bicycle Parking At Stations	0.936	0.009	0.9%	0.919	98.2%	G	G		0.980	0.286
Sub-Total	207.096	27.543	13.3%	133.452	64.4%	-	-		592.249	358.976
Growth Related										
Bus Rapid Transit-Growth	0.690	0.310	45.0%	0.679	98.4%	G	G		35.278	34.564
Sheppard Subway	3.705	0.000	0.0%	0.000	0.0%	R	R	#18	968.856	965.151
Automotive Non-Revenue Vehicle Replace - Growth	4.250	0.000	0.0%	2.631	61.9%	Y	Y		7.655	3.473
Other Service Planning - Growth	0.600	0.000	0.0%	0.000	0.0%	R	R	#19	2.711	0.327
Other Buildings - Growth	48.510	0.628	1.3%	34.625	71.4%	G	G		144.141	68.589
PRESTO Farecard Implementation	18.817	2.146	11.4%	18.817	100.0%	G	G		52.612	53.490
McNicoll New Bus Garage Facility	37.729	28.549	75.7%	37.729	100.0%	G	G		181.000	84.539
Sub-Total	114.301	31.633	27.7%	94.481	82.7%	-	-		1,392.253	1,210.134
Total	1,654.779	535.129	32.3%	1,399.564	84.6%				13,079.255	9,741.506

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:

Allen Road fencing work advanced from future years Subway Station Fire Alarm Modifications

Note # 2:

Delay expected due to requirement for a Health Risk Assessment and Storage Tank Replacements

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 Area and at Dundas West Station.

Note # 5:

The remaining 10 Cars in the ALRV OH have been cancelled

Note # 6:

Slight overage due to higher than expected material cost.

Note # 7:

Platform Modifications to Accommodate Articulated Buses: Advanced construction from future years

Bus Stop Improvements for Accessibility: Advanced construction from future years

Note # 8:

Work from prior years for clean-up

Note # 9:

Delayed to due to the timing of TTC no longer accepting cash fares

Note # 10:

Project on hold

Note # 11:

Deferrals from 2019 projects to future years

Note # 12:

Deferrals from 2019 projects to future years

Note # 13

Deferrals from 2019 projects to future years- (\$-16.1M)

-King/Queen/Roncesvalles projects(Including improvement); Roncesvalles tracks 1 to 5; Lakeshore Mimico Creek Bridge; Lakeshore-Mimico to Louisa

Note # 14

Advanced work.

Note # 15

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

Note # 16

Platform Modifications to Accommodate Articulated Buses: Advanced construction from future years

Bus Stop Improvements for Accessibility: Advanced construction from future years

Note # 17

Completion of outstanding deficiencies in 2020.

Note # 18

Awaiting outstanding claims.

Note # 19

Platform Modifications to Accommodate Articulated Buses: Advanced construction from future years

Bus Stop Improvements for Accessibility: Advanced construction from future years

**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%		Ⓢ
	Q2	90.95	12.60	55.56	61.1%	↓	Ⓢ
TPA	4M	84.00	3.28	69.34	82.5%		Ⓢ
	Q2	84.00	8.08	52.16	62.1%	↓	Ⓢ
Toronto Water	4M	951.53	134.26	847.34	89.1%		Ⓢ
	Q2	951.53	294.15	889.58	93.5%	↑	Ⓢ
TOTAL	4M	1,126.47	143.59	977.07	86.7%		Ⓢ
	Q2	1,126.47	314.83	997.30	88.5%	↑	Ⓢ
Ⓢ >70% Ⓢ between 50% and 70% Ⓢ < 50% or > 100%							

For the six months ended June 30, 2019, capital expenditures for this Service Area totalled \$0.315 million of their collective 2019 Approved Capital Budget of \$1.126 billion. Spending is expected to increase to \$0.997 million (88.5%) by year-end. All One Programs in this Service Area have a year-end spending rate of over 70% of their respective 2019 Approved Capital Budgets.

Toronto Water has a projected year-end spending rate of 89.1% while Toronto Parking Authority and Solid Waste Management Services have year-end spending rate of 62.1% and 61.1% respectively.

Solid Waste Management (SOL)

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

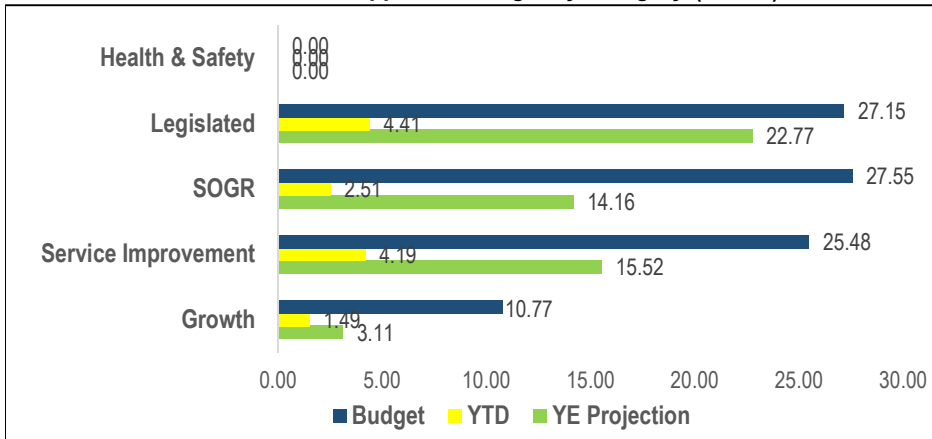


Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 20

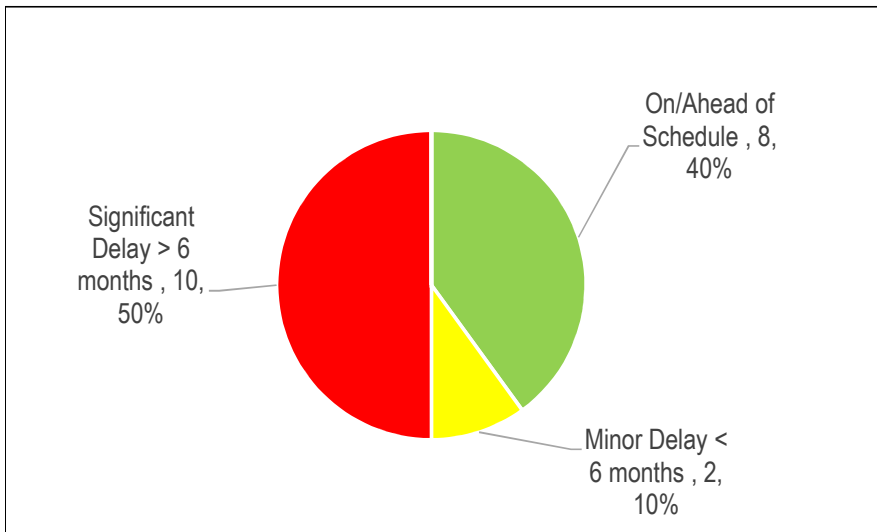


Table 2

Reason for Delay	12	
	Significant Delay	Minor Delay
Insufficient Staff Resources	1	
Procurement Issues	2	
RFQ/RFP Delayed	4	
Contractor Issues	2	
Site Conditions		
Co-ordination with Other Projects	1	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 3.4% overspent at year-end spending \$9.7 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:

- 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 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 Projects by Category table, projects with delays of more than 6 months include Collection Yard & Transfer Station Asset Management, Long Term Waste Management Strategy, SWM IT projects and the Dufferin & Disco SSO Facilities.

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			
Health & Safety										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Legislated										
Green Lane Landfill	17.748	1.596	9.0%	13.042	73.5%	Ⓞ	Ⓞ		95.286	68.473
Perpetual Care of Landfills	9.401	2.814	29.9%	9.725	103.4%	Ⓡ	Ⓢ		57.993	31.734
Sub-Total	27.149	4.409	16.2%	22.767	83.9%	-	-		153.280	100.207
State of Good Repair										
Collection Yard Asset Management	3.491	0.043	1.2%	1.179	33.8%	Ⓡ	Ⓡ	1	5.398	2.076
Transfer Station Asset Management	20.100	2.337	11.6%	11.983	59.6%	Ⓢ	Ⓡ	2	60.815	33.522
Diversion Facilities Asset Management	2.356	0.056	2.4%	0.204	8.7%	Ⓡ	Ⓡ	3	2.893	0.433
Organics Processing Facility Asset Management	0.750	0.000	0.0%	0.310	41.3%	Ⓡ	Ⓞ		7.110	0.000
Renewable Natural Gas	0.300		0.0%	0.000	0.0%	Ⓡ	Ⓞ		0.800	0.000
New Fleet	0.550	0.077	13.9%	0.487	88.5%	Ⓞ	Ⓞ		0.550	0.077
Sub-Total	27.547	2.513	9.1%	14.162	51.4%	-	-		77.566	36.108
Service Improvements										
CNG Refuel Station Installation	0.487	0.238	49.0%	0.224	45.9%	Ⓡ	Ⓡ		1.100	0.851
Diversion Systems	4.486	1.347	30.0%	4.466	99.6%	Ⓞ	Ⓞ		142.857	45.140
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	0.052	1.4%	1.693	44.6%	Ⓡ	Ⓞ		12.582	0.719
Long Term Waste Management Strategy	4.760	1.394	29.3%	2.434	51.1%	Ⓢ	Ⓡ	4	18.276	7.779
SWM IT Application Initiatives	4.467	0.517	11.6%	1.636	36.6%	Ⓡ	Ⓡ	5	15.470	5.356
IT Corporate Initiatives	3.974	0.633	15.9%	2.065	52.0%	Ⓢ	Ⓡ		11.062	3.742
Two-Way Radio Replacement	0.270	0.006	2.1%	0.270	100.0%	Ⓞ	Ⓢ		0.675	0.564
Engineering Planning Studies	1.563	0.000	0.0%	1.055	67.5%	Ⓢ	Ⓡ		5.900	1.139
Sub-Total	25.483	4.187	16.4%	15.518	60.9%	-	-		225.178	65.557
Growth Related										
Dufferin SSO Facility	6.871	1.280	18.6%	2.150	31.3%	Ⓡ	Ⓡ	6	75.943	71.371
Disco SSO Facility	2.000	0.136	6.8%	0.463	23.1%	Ⓡ	Ⓡ	7	84.492	81.278
Dufferin Waste Facility	1.900	0.078	4.1%	0.500	26.3%	Ⓡ	Ⓞ	8	2.500	0.078
Sub-Total	10.771	1.494	13.9%	3.113	28.9%	-	-		162.935	152.727
Total	90.950	12.604	13.9%	55.560	61.1%				618.959	354.598

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 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 SDF), 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 was 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. Final completion is To Be Determined as Contractor has missed their deadline of April 1 2019. Liquidated Damages are being applied and other Contract remedies are being considered.

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 Q3 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 (\$84.00)

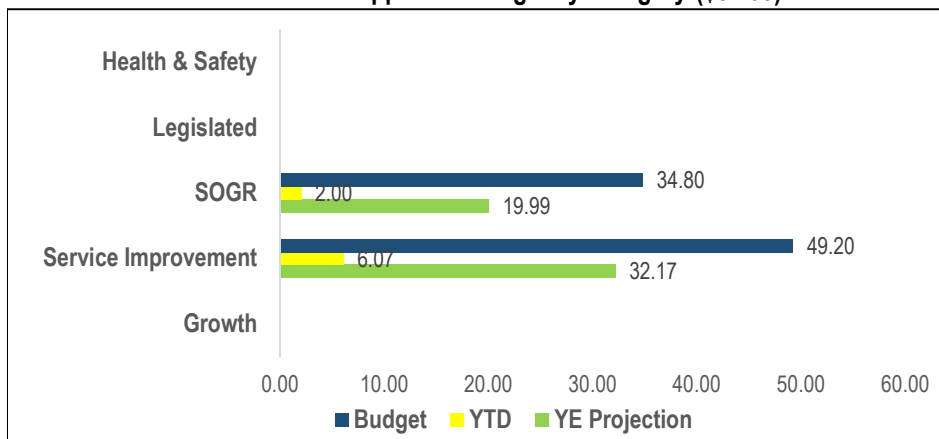


Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 97

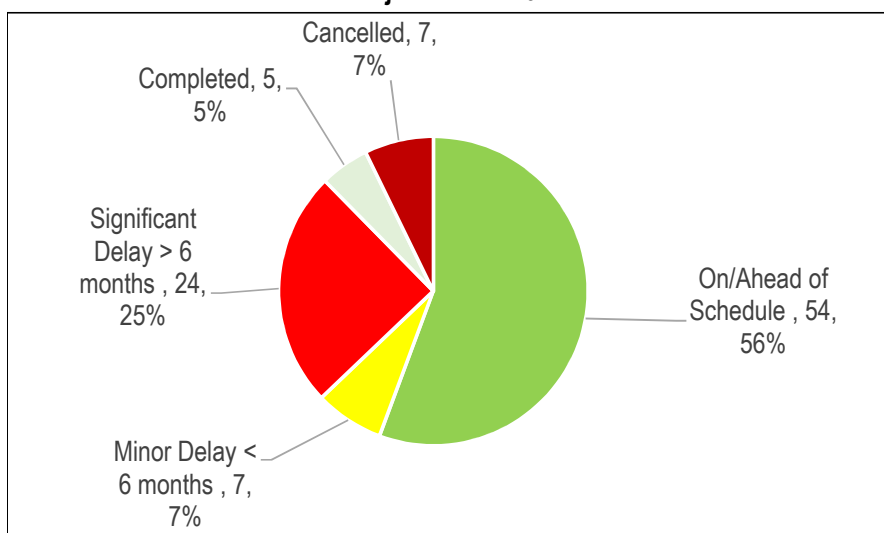


Table 2

Reason for Delay	31	
	Significant Delay	Minor Delay
Insufficient Staff Resources	4	3
Procurement Issues		
RFQ/RFP Delayed	3	
Contractor Issues		
Site Conditions	5	
Co-ordination with Other Projects	9	
Community Consultation		
Other*	3	4
Total # of Projects	24	7

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
46.26	15.78	16.80	0.37	4.79

Reasons for "Other*" Projects Delay:

- Project development has been completed, with the title to be transferred in Q3, 2019 for Carpark 217 and Carpark 262
- Consultant design work is currently delayed
- Carpark expansion / redevelopment has been temporarily placed on hold

Key Discussion Points:

- TPA are currently projecting to spend \$52.160 million by year-end, or 62.1% of their 2019 Capital Budget
- Project completion for TPA is highly dependent on project negotiations, agreements, and coordination with other projects
- Seven projects have been cancelled (\$4.794 million) and five projects have been completed (\$0.366 million)
- 31 projects are experiencing a delay mainly due to coordination with other projects; site conditions; or insufficient staff resources.

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	0.012	2.0%	0.617	100.0%	Ⓔ	Ⓔ		0.617	0.012
Carpark Provisions (50 Richmond)	0.500	0.198	39.7%	0.500	100.0%	Ⓔ	Ⓔ		1.600	0.233
CP 1 Garage Upgrades	0.360		0.0%	0.360	100.0%	Ⓔ	Ⓔ		1.000	0.640
CP 404 - New Roof of Office Space	0.250		0.0%	0.250	100.0%	Ⓔ	Ⓔ		0.250	0.000
CP 58 - Resurface Parking Lot / New Fence	0.250		0.0%	0.000	0.0%	Ⓓ	Ⓓ	# 6	0.250	0.000
CP 58 - Retaining Wall and Fence	0.982		0.0%	0.300	30.5%	Ⓓ	Ⓓ	# 7	1.000	0.018
Stairwell Upgrades (CP43, CP68, CP150)	0.372	0.009	2.3%	0.372	100.0%	Ⓔ	Ⓔ		0.500	0.137
New Elevators (CP 29)	1.500		0.0%	0.100	6.7%	Ⓓ	Ⓓ	# 6	1.500	0.000
New Elevators (CP 34)	1.493	0.043	2.8%	0.100	6.7%	Ⓓ	Ⓓ	# 6	1.500	0.050
New Elevators (CP 68)	1.500		0.0%	0.050	3.3%	Ⓓ	Ⓓ	# 6	1.500	0.000
Entrance Ramp Upgrades & Trench Drain	0.250		0.0%	0.000	0.0%	Ⓓ		# 2	0.250	0.000
Fleet Vehicle for Operations	0.228	0.214	93.9%	0.228	100.0%	Ⓔ	Ⓔ	# 1	0.391	0.260
Fob Key Access for Carpark Doors	0.150		0.0%	0.150	100.0%	Ⓔ	Ⓔ		0.150	0.000
Greening Plus (Prior Year)	0.939		0.0%	0.000	0.0%	Ⓓ		# 2	1.600	0.813
Greening Plus (2019)	1.900	0.332	17.4%	0.900	47.4%	Ⓓ	Ⓔ	# 11	1.900	0.332
Hub Lane Equipment Refresh	0.700	0.005	0.7%	0.700	100.0%	Ⓔ	Ⓔ		0.700	0.005
Lighting Upgrades (CP 11)	0.838		0.0%	0.400	47.7%	Ⓓ	Ⓔ	# 11	0.850	0.012
Lighting Upgrades (2019)	0.350		0.0%	0.200	57.1%	Ⓕ	Ⓕ	# 7	0.350	0.000
Maintenance Facility Modifications to Operations (13 Projects)	0.971	0.061	1.7%	0.100	10.3%	Ⓓ	Ⓓ	# 3	5.000	4.029
Office Computers	3.491		1.7%	3.286	94.1%	Ⓔ	Ⓔ		3.872	0.197
Office Computers	0.025		0.0%	0.025	100.0%	Ⓔ	Ⓔ		0.025	0.000
Painting and Signage Upgrades (15 projects)	3.622		0.0%	0.858	23.7%	Ⓓ	Ⓕ	# 3, # 4	4.070	0.110
Pay and Display Upgrades, including P&D Modem and Emulation Board (3 Projects)	1.109	0.716	64.5%	1.109	100.0%	Ⓔ	Ⓔ		7.157	6.764
Replacement Enforcement Platform	0.400		0.0%	0.400	100.0%	Ⓔ	Ⓔ		1.000	0.595
Roof Anchor & Column Repairs (CP 43)	0.100		0.0%	0.000	0.0%	Ⓓ		# 2	0.100	0.000
Sprinkler & Fire Alarm Upgrades (CP 111)	0.001	0.001	100.0%	0.001	100.0%	Ⓔ	Ⓔ	# 1	0.200	0.200
Structural Maintenance & Technology	2.600		0.0%	2.600	100.0%	Ⓔ	Ⓔ		2.600	0.000
Sub-Station Replacement (3 Projects)	0.581	0.024	4.2%	0.581	100.0%	Ⓔ	Ⓔ		0.600	0.043
Upgrade Revenue Control Equipment	2.000		0.0%	2.000	100.0%	Ⓔ	Ⓔ		2.000	0.000
Upgrades to Retail and Other Components	0.962		0.0%	0.962	100.0%	Ⓔ	Ⓔ		1.000	0.038
Vehicles - Facilities, Maintenance, Enforcement	0.333	0.060	17.9%	0.200	60.1%	Ⓕ	Ⓔ	# 11	0.333	0.060

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	0.001	100.0%	0.001	100.0%	Ⓔ	Ⓔ	# 1	0.250	0.158
Waterproofing and Concrete Repairs (7 Projects)	5.420	0.328	6.0%	2.636	48.6%	Ⓓ	Ⓕ	# 3, # 5	5.900	0.807
Sub-Total	34.796	2.003	5.8%	19.987	57.4%	-	-		50.015	15.512
Service Improvements										
St. Clair / Oakwood (287 Rushton)	0.262		0.0%	0.262	100.0%	Ⓔ	Ⓔ		2.013	1.751
CP 1 - Addition of 2 Levels	1.277	0.071	5.5%	1.277	100.0%	Ⓔ	Ⓔ		15.219	13.933
CP217 - 1445 Bathurst St (JV Development)	4.584	0.052	1.1%	4.584	100.0%	Ⓔ	Ⓕ	# 8	10.600	1.184
CP 411 - Redevelopment (Roe Ave)	1.000		0.0%		0.0%	Ⓓ	Ⓓ	# 9	1.000	0.000
242 Danforth E of Broadview - CP 78 Expansion	0.742	0.001	0.1%	0.020	2.7%	Ⓓ	Ⓔ	# 11	3.555	2.814
CP664 - 1607 Eglinton Ave W(JV Development)	0.735	0.002	0.2%	0.075	10.2%	Ⓓ		# 2	0.750	0.002
2204, 2212 Eglinton	1.033	0.019	1.8%	1.033	100.0%	Ⓔ	Ⓔ	# 9	3.245	2.230
CP15 - 50 Cumberland St (JV Development)	0.100	0.004	4.0%	0.100	100.0%	Ⓔ	Ⓔ		1.000	0.004
1220-1222 Wilson	2.075		0.0%	0.000	0.0%	Ⓓ	Ⓓ	# 6	6.000	2.958
CP661 - 437 Rogers Rd	0.165	0.025	15.4%	0.165	100.0%	Ⓔ	Ⓕ	# 10	0.900	0.725
Parking Guidance System Installation	0.500		0.0%	0.000	0.0%	Ⓓ	Ⓓ	# 5	0.500	0.000
CP262 - 10 Soho St (Acquisition)	10.200	0.093	0.9%	10.200	100.0%	Ⓔ	Ⓕ	# 8	10.500	0.393
CP(TBD) - 11 Wellesley St W (Acquisition)	7.475		0.0%	0.100	1.3%	Ⓓ	Ⓔ	# 11	7.475	0.000
CP(TBD) - 50 Wellesley St W	2.570		0.0%	0.100	3.9%	Ⓓ		# 2	2.760	0.000
CP221 - 121 St Patrick St (JV Development)	0.052	0.035	67.8%	0.050	96.2%	Ⓔ	Ⓔ	# 1	0.100	0.083
CP212 / CP227 - 363 Adelaide St W / 105 Spadina Ave (JV Development)	0.150		0.0%	0.100	66.7%	Ⓕ	Ⓔ	# 11	0.100	0.000
Work & Asset Mgmt SaaS Solution	0.160		0.0%	0.160	100.0%	Ⓔ	Ⓔ		0.160	0.000
Monthly Payments Solution	0.075		0.0%	0.000	0.0%	Ⓓ	Ⓓ	# 3	0.075	0.000
Pay by Plate Development and Pilot	0.066		0.0%	0.066	100.0%	Ⓔ	Ⓔ		0.090	0.014
Phone Support System Dispatch	0.080		0.0%	0.080	100.0%	Ⓔ	Ⓔ		0.080	0.000
Website Mapping Upgrades	0.100		0.0%	0.050	50.0%	Ⓕ	Ⓓ	# 5	0.100	0.000
ERP/Financial Systems - PICK Replacement	3.000		0.0%	3.000	100.0%	Ⓔ	Ⓔ		3.000	0.000
CP39 - 20 Castlefield Rd (JV Development)	0.100		0.0%	0.100	100.0%	Ⓔ		# 2	0.100	0.000
Bike Share Expansion	7.500	5.772	77.0%	7.500	100.0%	Ⓔ	Ⓔ		12.480	10.752

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%	0.050	10.0%	Ⓡ	Ⓡ	# 9	0.500	0.000
CP 5 - 15 Wellesley St E (JV Development)	0.100		0.0%	0.100	100.0%	Ⓢ		# 2	0.100	0.000
CP Provisions due to City Initiatives	3.600		0.0%	2.000	55.6%	Ⓢ	Ⓢ	# 11	3.600	0.000
LPR / Pay-by-Plate Project	1.000		0.0%	1.000	100.0%	Ⓢ	Ⓢ		1.000	0.000
Sub-Total	49.201	6.074	12.3%	32.173	65.4%	-	-		87.002	36.843
Growth Related										
Growth Project										
Growth Project										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	83.997	8.077	9.6%	52.160	62.1%				137.017	52.355

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 have been completed. A number of completed projects were under budget due to the use of in-house resources or change in project scope.

Note # 2:

Projects have been cancelled as they are either no longer required or indicate unsuccessful negotiations with joint venture developments. Projected year-end spending primarily reflects legal costs.

Note # 3:

Experiencing delays due to coordination with other projects such as coordination of painting / signage projects and modifications to operations.

Note # 4:

Delays experienced in seven painting / signage projects due to insufficient staff resources. Recruitment efforts are underway with expectation of full complement strength by year-end.

Note # 5:

Projects are experiencing RFQ / RFP delays.

Note # 6:

Site conditions have caused major delays for projects totalling \$6.817M, including three new elevator projects at Carparks 29, 34 and 68. Expected delivery of projects is 2020/2021.

Note # 7:

Project delayed due to delays in consultant design work.

Note # 8:

Development work has been completed. The title is to be transferred in Q3, 2019.

Note # 9:

Projects are currently on hold including redevelopment of Carpark 411 and Carpark 505. TPA will be reporting to the Board of the Toronto Parking Authority with an update on Carpark 673 (2204-2212 Eglinton Ave W) as a result of Item PA8.9.

Note # 10:

Technical design work is underway. The projects are to be initiated in 2019 Q3/Q4 with expected completion in 2020.

Note # 11:

Projects are currently on track but expecting to be under budget by year-end. Project timelines may have been revised to reflect readiness to proceed and opportunities for carpark completion, resulting in a projected year-end spend below budget. 2019 expenses typically reflect legal costs, with plans to redevelop the carpark in future years. Projects will continue to be monitored through quarterly variance reporting.

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

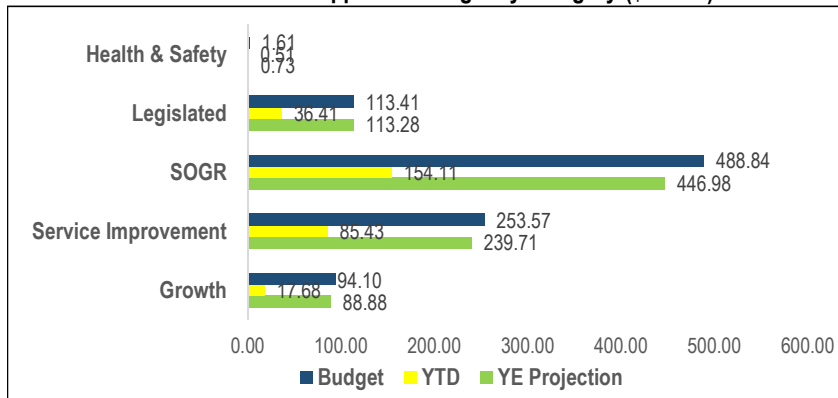


Table 1
2019 Active Projects by Category

Health & Safety	2
Legislated	8
SOGR	21
Service Improvement	20
Growth	11
Total # of Projects	62

Chart 2
Project Status - 62

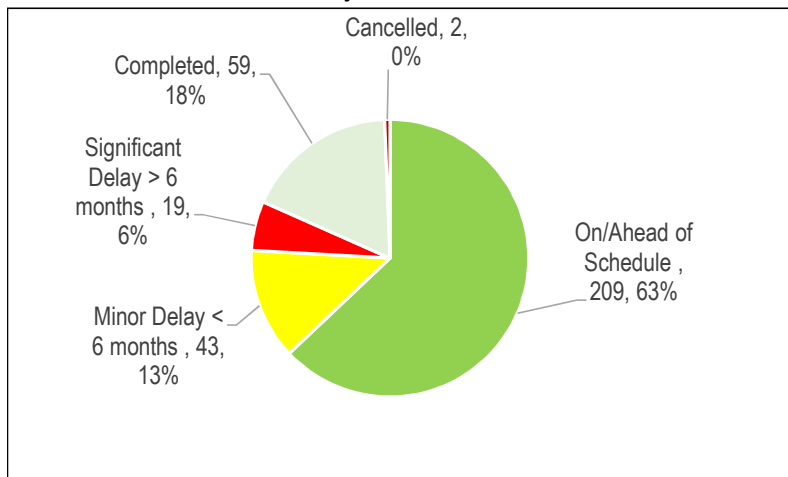


Table 2

Reason for Delay	62	
	Significant Delay	Minor Delay
Insufficient Staff Resources	2	2
Procurement Issues	2	5
RFQ/RFP Delayed	2	10
Contractor Issues	1	1
Site Conditions	5	9
Co-ordination with Other Projects	4	4
Community Consultation		
Other*	3	12
Total # of Projects	19	43

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
840.44	80.05	25.04	5.72	0.27

Reasons for "Other*" Projects Delay:

- There were minor or major delays for approximately 14 projects due to pending legal agreements, easment acquisitions, and/or combination several factors listed above. One project was delayed due to a high bid price resulting in an extended award period.

Key Discussion Points:

- As of June 30, for year-end, Toronto Water is projecting spending of \$889.582 million or 93.5% of the 2019 Approved Capital Budget of \$951.525 million. The projected year-end spending rate is higher than 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.
- \$846.158 million or 81% 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 86.4% of the year-to-date spending: Rehabilitation and Replacement of Linear Infrastructure for Water and Sewer projects (\$113.252 million or 29.9% of the 2019 Approved Capital Budget); Improvements at Ashbridges Bay Treatment Plant which include the upgrade of primary treatment process (\$43.915 million or 28.0% 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 (\$6.707 million or 27.5% of the 2019 Approved Capital Budget); Wet Weather Flow (\$53.823 million or 40.6% 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 (\$15.183 million or 37.6% of the 2019 Approved Capital Budget); and Basement Flooding Program (\$21.188 million or 27.5% 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	0.306	25.4%	0.461	38.3%	Ⓡ	Ⓡ	#3	39.160	24.755
Humber Wastewater Treatment	0.405	0.206	50.9%	0.265	65.4%	Ⓢ	Ⓢ	#2	14.634	8.871
Sub-Total	1.608	0.512	31.8%	0.726	45.1%	-	-		53.794	33.626
Legislated										
Ashbridges Bay Treatment Plant	75.455	22.900	30.3%	79.119	104.9%	Ⓡ	Ⓢ	#1	633.424	69.751
RL Clark Treatment Plant	1.287	1.252	97.3%	1.287	100.0%	Ⓢ	Ⓢ		6.361	5.653
Highland Creek Treatment Plant	4.375	2.550	58.3%	4.773	109.1%	Ⓡ	Ⓢ	#1	99.833	72.948
Humber Wastewater Treatment	1.575	0.032	2.0%	0.520	33.0%	Ⓡ	Ⓡ	#3	57.997	52.208
Island Treatment Plant	0.920	0.259	28.2%	0.587	63.8%	Ⓢ	Ⓢ	#2	68.137	20.675
Pumping	4.140	0.843	20.4%	1.739	42.0%	Ⓡ	Ⓡ	#3	70.129	20.793
Stations&Forcemains						Ⓢ	Ⓢ			
Water Service Replacement	25.499	8.574	33.6%	25.098	98.4%	Ⓢ	Ⓢ		353.408	213.014
WT - Storage & Treatment	0.159	0.001	0.4%	0.159	100.0%	Ⓢ	Ⓢ		1.855	1.446
Sub-Total	113.410	36.411	32.1%	113.282	99.9%	-	-		1,291.144	456.488
State of Good Repair										
Ashbridges Bay Treatment Plant	75.487	20.325	26.9%	56.124	74.3%	Ⓢ	Ⓢ		1,773.963	532.426
Business & Technology Support	0.105	0.000	0.0%	0.085	81.0%	Ⓢ	Ⓢ		3.648	3.564
RL Clark Treatment Plant	7.025	2.817	40.1%	6.268	89.2%	Ⓢ	Ⓢ		99.599	92.699
RC Harris Treatment Plant	3.598	0.216	6.0%	2.709	75.3%	Ⓢ	Ⓢ		59.931	31.051
Highland Creek Treatment Plant	9.621	2.985	31.0%	7.022	73.0%	Ⓢ	Ⓢ		375.493	177.121
FJ Horgan Treatment Plant	0.614	0.287	46.8%	0.554	90.2%	Ⓢ	Ⓢ		12.340	8.915
Humber Wastewater Treatment	40.768	14.920	36.6%	39.194	96.1%	Ⓢ	Ⓢ		356.276	152.296
Island Treatment Plant	4.840	1.100	22.7%	3.869	79.9%	Ⓢ	Ⓢ		53.100	16.845
Linear Engineering	76.100	27.678	36.4%	78.863	103.6%	Ⓡ	Ⓢ	#1	676.997	344.411
Pumping	4.576	0.386	8.4%	3.890	85.0%	Ⓢ	Ⓢ		55.025	30.855
Stations&Forcemains						Ⓢ	Ⓢ			
Sewer Rehabilitation	55.798	16.936	30.4%	52.523	94.1%	Ⓢ	Ⓢ		521.915	287.528
Sewer Replacement	14.954	1.220	8.2%	7.845	52.5%	Ⓢ	Ⓢ	#2	174.359	111.792
Trunk Sewers	28.267	8.078	28.6%	20.500	72.5%	Ⓢ	Ⓢ		390.233	108.992
Trunk Watermains	4.738	2.339	49.4%	4.315	91.1%	Ⓢ	Ⓢ		51.809	42.086
Watermain Rehabilitation	56.120	15.321	27.3%	54.241	96.7%	Ⓢ	Ⓢ		555.880	393.874
Watermain Replacement	64.416	28.715	44.6%	74.750	116.0%	Ⓡ	Ⓢ	#1	659.243	340.475
Water Service Replacement	5.115	0.406	7.9%	4.116	80.5%	Ⓢ	Ⓢ		39.462	18.369
WT - Storage & Treatment	21.652	7.909	36.5%	18.268	84.4%	Ⓢ	Ⓢ		181.331	69.907
WWF - Implementation	6.103	0.025	0.4%	4.970	81.4%	Ⓢ	Ⓢ		70.404	8.644
Projects						Ⓢ	Ⓢ			
WWF - Stream Restoration	8.361	2.381	28.5%	6.580	78.7%	Ⓢ	Ⓢ		94.419	43.049
Yards & Facilities	0.582	0.063	10.8%	0.296	50.9%	Ⓢ	Ⓢ	#2	3.224	2.725
Sub-Total	488.841	154.108	31.5%	446.983	91.4%	-	-		6,208.651	2,817.624
Service Improvements										
Ashbridges Bay Treatment Plant	4.398	0.384	8.7%	2.858	65.0%	Ⓢ	Ⓢ	#2	94.178	41.249

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			
Water Meter Program (AMR)	5.183	0.206	4.0%	4.146	80.0%	Ⓞ	Ⓞ		234.975	216.318
Business & Technology Support	13.062	6.345	48.6%	11.675	89.4%	Ⓞ	Ⓞ		83.562	41.033
Basement Flooding Program	76.939	21.188	27.5%	75.257	97.8%	Ⓞ	Ⓞ		1,489.411	402.437
RC Harris Treatment Plant	1.929	0.057	3.0%	0.791	41.0%	Ⓡ	Ⓡ	#3	10.921	2.839
Highland Creek Treatment Plant	10.205	1.172	11.5%	7.755	76.0%	Ⓞ	Ⓞ		170.484	30.323
FJ Horgan Treatment Plant	0.456	0.027	6.0%	0.292	64.1%	Ⓢ	Ⓢ	#2	9.044	3.195
Humber Wastewater Treatment	4.766	0.032	0.7%	2.657	55.8%	Ⓢ	Ⓢ	#2	96.499	55.569
Island Treatment Plant	0.576	0.000	0.0%	0.208	36.1%	Ⓡ	Ⓡ	#3	6.477	0.157
Linear Engineering	1.204	0.106	8.8%	1.179	97.9%	Ⓞ	Ⓞ		11.616	4.018
Pumping	0.188	0.052	27.4%	0.146	77.7%	Ⓞ	Ⓞ		3.481	3.275
Stations&Forcemains						Ⓞ	Ⓞ			
Sewer Replacement	1.549	0.000	0.0%	1.549	100.0%	Ⓞ	Ⓞ		31.308	26.321
Trunk Sewers	0.700	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#3	22.000	0.000
Trunk Watermains	0.470	0.000	0.0%	0.407	86.6%	Ⓞ	Ⓞ		11.543	0.712
WT - Storage & Treatment	4.758	2.710	57.0%	7.668	161.2%	Ⓡ	Ⓞ	#1	48.663	27.778
WT - Storage & Treatment	3.252	0.721	22.2%	2.435	74.9%	Ⓞ	Ⓞ		44.334	1.492
WWF - Implementation	103.144	44.421	43.1%	101.102	98.0%	Ⓞ	Ⓞ		735.109	225.345
Projects						Ⓞ	Ⓞ			
WWF - TRCA	14.823	6.996	47.2%	14.823	100.0%	Ⓞ	Ⓞ		94.972	87.176
Yards & Facilities	5.970	1.014	17.0%	4.761	79.8%	Ⓞ	Ⓞ		58.148	23.285
Sub-Total	253.570	85.431	33.7%	239.709	94.5%	-	-		3,256.725	1,192.522
Growth Related										
Ashbridges Bay Treatment Plant	0.300	0.000	0.0%	0.050	16.7%	Ⓡ	Ⓡ	#3	159.200	0.000
Highland Creek Treatment Plant	0.200	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#3	8.640	7.140
Island Treatment Plant	0.100	0.000	0.0%	0.085	85.0%	Ⓞ	Ⓞ		6.400	0.000
Linear Engineering	0.531	0.000	0.0%	0.255	48.0%	Ⓡ	Ⓞ	#1	2.941	2.160
New Service Connections	41.836	10.236	24.5%	40.804	97.5%	Ⓞ	Ⓞ		396.443	256.570
New Sewers	6.500	0.362	5.6%	6.263	96.3%	Ⓞ	Ⓞ		92.376	26.350
Pumping	6.446	1.031	16.0%	6.395	99.2%	Ⓞ	Ⓞ		19.685	4.985
Stations&Forcemains						Ⓞ	Ⓞ			
Trunk Sewers	0.553	0.054	9.8%	0.363	65.6%	Ⓢ	Ⓢ	#2	3.990	3.144
Trunk Watermains	8.563	2.224	26.0%	7.900	92.3%	Ⓞ	Ⓞ		47.121	6.453
Water Efficiency Plan	0.495	0.079	16.0%	0.432	87.3%	Ⓞ	Ⓞ		13.863	11.365
Watermain Replacement	28.572	3.697	12.9%	26.335	92.2%	Ⓞ	Ⓞ		146.349	51.640
Sub-Total	94.095	17.684	18.8%	88.882	94.5%	-	-		897.008	369.807
Total	951.525	294.148	30.9%	889.582	93.5%				11,707.322	4,870.067

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 proceeding on/ahead of schedule with lower or 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 or delayed procurement phase (Humber Wastewater Treatment Plant Operations Control Centre construction, Ashbridges Bay Treatment Plant Admin and Blower Building Improvements project), as well as delayed laboratory equipment purchases for some of the yards/facilities), complexity of projects and need to revise project criteria (Trunk Sewer projects) or to extend design phase (Sewer Replacement projects and Island Treatment Plant Chemical and Residuals Management project).

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 (Ashbridges Bay Treatment Plant electrical upgrades, Humber Wastewater Treatment Plant Odour Control Project Implementation), complete Environmental Assessment studies (Trunk Sewer projects), rescope projects to address operational requirements (Highland Creek Treatment Plant projects), need to extended procurement phase (Pumping Station Upgrades), additional design requirements (RC Harris Water Treatment Plant Emergency Stand-by Power project), and complex site conditions (Island Water Treatment Plant Plantwide HVAC upgrades). The Ashbridges Bay Treatment Plant Environmental Assessment project has been cancelled since the project scope will be delivered through another assignment.