

APPENDIX 5
Capital Dashboard by Program/Agency
For the Period ended December 31, 2019
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**2019 Capital Spending by Program
Community and Social Services**

Program		2019 Approved Cash Flow	2019 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
Children's Services	4M	26.77	1.04	14.48	54.1%		Ⓢ
	Q2	22.28	1.64	14.48	65.0%	↑	Ⓢ
	Q3	22.33	3.05	8.12	36.4%	↓	Ⓡ
	Q4	22.33	5.04	5.04	22.6%	↓	Ⓡ
Court Services	4M	0.06	0.00	0.06	100.0%		Ⓢ
	Q2	0.06	0.01	0.06	100.0%	□	Ⓢ
	Q3	0.06	0.01	0.04	65.5%	↓	Ⓢ
	Q4	0.06	0.01	0.01	14.1%	↓	Ⓡ
Economic Development & Culture	4M	33.37	1.18	21.83	65.4%		Ⓢ
	Q2	33.41	2.20	22.48	67.3%	↑	Ⓢ
	Q3	32.73	6.18	16.51	50.5%	↓	Ⓢ
	Q4	33.28	14.87	14.87	44.7%	↓	Ⓡ
Seniors Services & Long Term Care	4M	15.46	1.48	15.46	100.0%		Ⓢ
	Q2	15.46	3.10	13.18	85.2%	↓	Ⓢ
	Q3	15.46	5.45	10.78	69.7%	↓	Ⓢ
	Q4	15.31	8.41	8.41	54.9%	↓	Ⓢ
Parks, Forestry & Recreation	4M	216.47	22.96	172.38	79.6%		Ⓢ
	Q2	218.83	48.58	172.97	79.0%	↓	Ⓢ
	Q3	219.12	88.91	170.00	77.6%	↓	Ⓢ
	Q4	220.40	156.91	156.91	71.2%	↓	Ⓢ
Shelter Support & Housing Administration	4M	358.99	22.18	278.88	77.7%		Ⓢ
	Q2	358.99	72.59	183.01	51.0%	↓	Ⓢ
	Q3	359.15	82.27	148.36	41.3%	↓	Ⓡ
	Q4	359.15	158.50	158.50	44.1%	↑	Ⓡ
Toronto Employment & Social Services	4M	5.04	0.58	5.04	100.0%		Ⓢ
	Q2	5.05	1.24	4.13	81.7%	↓	Ⓢ
	Q3	5.05	1.64	4.15	82.1%	↑	Ⓢ
	Q4	5.04	3.21	3.21	63.7%	↓	Ⓢ
Toronto Paramedics Services	4M	4.32	0.14	3.79	87.7%		Ⓢ
	Q2	4.32	0.25	3.80	87.8%	↑	Ⓢ
	Q3	4.89	1.28	3.85	78.7%	↓	Ⓢ
	Q4	4.89	4.17	4.17	85.4%	↑	Ⓢ
TOTAL	4M	660.48	49.55	511.91	77.5%		Ⓢ
	Q2	658.40	129.60	414.09	62.9%	↓	Ⓢ
	Q3	658.77	188.79	361.81	54.9%	↓	Ⓢ
	Q4	660.45	351.12	351.12	53.2%	↓	Ⓢ
Ⓢ >70% Ⓢ between 50% and 70% Ⓡ < 50% or > 100%							

For the twelve months ended December 31, 2019, the capital expenditures for Community and Social Services totalled \$351.1 million of their collective 2019 Approved Capital Budget of \$660.5 million. Two Programs in this service area have projected year-end spending rate of over 70% of their respective 2019 Approved Capital Budgets.

Parks, Recreation & Forestry and Toronto Paramedic Services have year-end spending rates of 71.2% and 85.4% respectively while Children Services, Seniors Services & Long-Term Care, Shelter Support & Housing Administration, Economic Development & Culture Toronto Employment & Social Services and have year-end spending rate less than 70%.

Chart 1
2019 Approved Budget by Category (\$22.33)

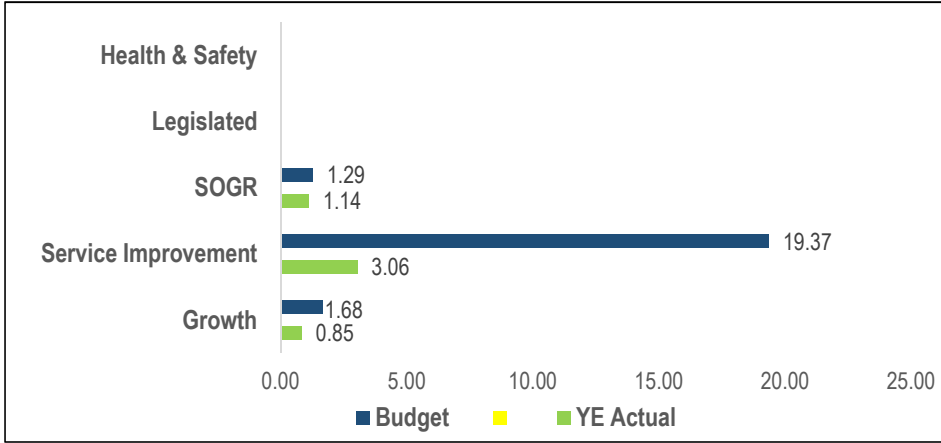


Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 21

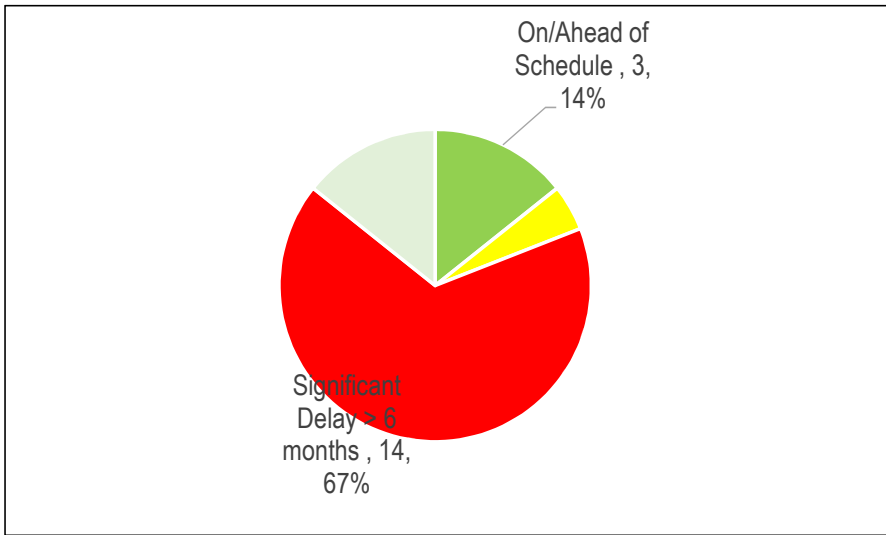


Table 2

Reason for Delay

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1.90	1.68	18.02	0.74	

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. The tender for the construction is underway.

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. Three of these projects have been completed in 2019 with two projected to be completed in 2020.

Children's Services (CHS)

Projects by Category (Million)	2019 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
State of Good Repair								
TELCCS SOGR 2019	1.285	1.139	88.6%	Ⓞ	Ⓞ		1.285	1.139
Sub-Total	1.285	1.139	88.6%	-	-		1.285	1.139
Service Improvements								
School	2.675	0.709	26.5%	Ⓡ	Ⓡ	#1	3.900	1.933
Block 31 Child Care Centre	2.945	1.398	47.5%	Ⓡ	Ⓡ	#2	4.733	3.491
Avondale Public School	0.145	0.140	96.6%	Ⓞ	Ⓞ		1.433	1.429
Centre	0.414	0.000	0.0%	Ⓡ	Ⓞ		2.710	2.296
Stanley Public School	2.063	0.000	0.0%	Ⓡ	Ⓡ	#3	3.900	0.203
St. Columba Public School	0.472	0.415	87.9%	Ⓞ	Ⓞ		1.525	1.468
St. Maurice Catholic School	0.139	0.119	85.6%	Ⓞ	Ⓞ		1.472	1.452
St. Barnabas Catholic School	1.000	0.000	0.0%	Ⓡ	Ⓡ	#4	3.100	0.177
St. Roch Catholic School	0.900	0.035	3.9%	Ⓡ	Ⓡ	#4	1.900	0.129
St Bartholome Catholic School	1.200	0.000	0.0%	Ⓡ	Ⓡ	#4	2.600	0.117
St. Stephen Catholic School	0.179	0.103	57.5%	Ⓢ	Ⓞ		1.400	1.323
TCH Lawrence Ave Site	1.313	0.067	5.1%	Ⓡ	Ⓡ	#5	5.353	3.973
TCH Needle Firway	0.100	0.000	0.0%	Ⓡ	Ⓡ	#6	3.900	0.075
Mount Dennis Child Care Centre	2.051	0.069	3.4%	Ⓡ	Ⓡ	#4	18.000	3.081
North East Scarborough	0.244	0.000	0.0%	Ⓡ	Ⓡ	#7	3.900	0.018
Child Care Centre No 11 (Gilder)	2.600	0.000	0.0%	Ⓡ	Ⓡ	#8	3.900	1.979
Bendale Child Care Centre	0.425	-0.037	-8.7%		Ⓡ	#9	3.425	3.040
Wallace Emerson Child Care Centre	0.250	0.000	0.0%	Ⓡ	Ⓡ	#10	3.900	0.000
Western North York Child Care	0.250	0.038	15.2%	Ⓡ	Ⓡ	#11	3.900	0.038
Sub-Total	19.365	3.056	15.8%				74.951	26.222
Growth Related								
ICS Growing Child Care	1.677	0.848	50.6%	Ⓢ	Ⓢ	#12	4.764	1.127
Sub-Total	1.677	0.848	50.6%				4.764	1.127
Total	22.327	5.043					81.000	28.488

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	Ⓡ

Note # 1

The construction and landscaping are underway, with project to be completed in 2020.

Note # 2

Construction underway, with minor delay due to labour disruption; this project is scheduled for completion in 2020.

Note # 3:

The project design has been completed, with the project currently being tendered, the completion date anticipated in 2021.

Note # 4:

Planning and design have been completed, with project being tendered.

Note # 5:

The construction phase of this project is underway, with project completion anticipated in 2020.

Note # 6:

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

Note # 7:

The project is in the design stage.

Children's Services (CHS)

Note # 8:

Construction for this project is underway.

Note # 9:

Construction has been completed with fit-up underway.

Note # 10:

This project is in the planning stage as a joint project with PF&R, with completion projected for 2021.

Note # 11:

This project is in the early planning stage, with completion projected for 2024.

Note # 12:

This project on track, currently completing design work for Child Attendance & Reintegration module and developing Attendance & Modernization architectural framework.

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

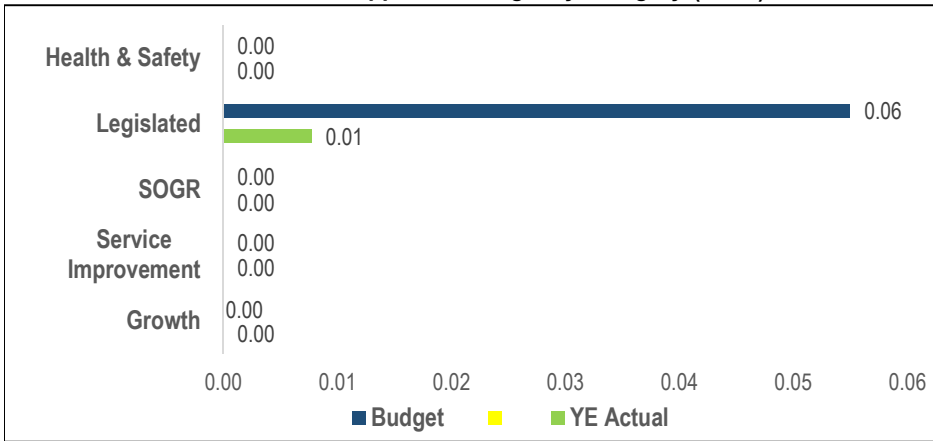


Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 1

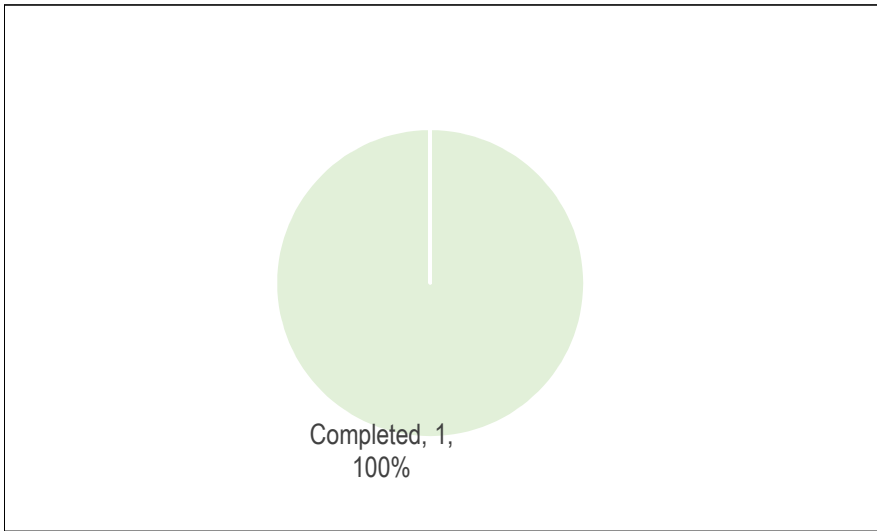


Table 2

Reason for Delay

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

Table 3
Projects Status (\$Million)

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

Court Services (CTS)

Projects by Category (Million)	2019 Approved Cash Flow	Year-End Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Legislated Tribunal Facility Renovations - Local Appeal Body	0.055	0.008	14.1%	Ⓡ	Ⓢ	#1	1.577	1.377
Sub-Total	0.055	0.008	14.1%	-	-		1.577	1.377
Total	0.055	0.008	14.1%				1.577	1.377

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

Chart 1
2019 Approved Budget by Category (\$33.28)

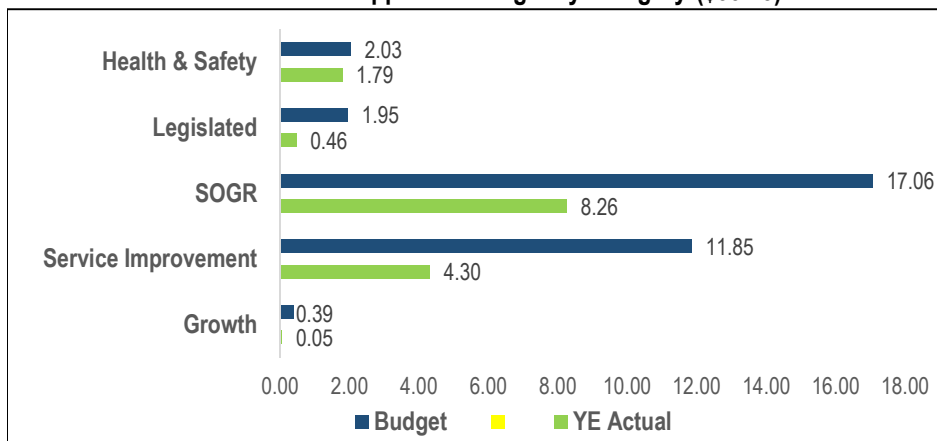


Table 1
2019 Active Projects by Category

Health & Safety	2
Legislated	4
SOGR	9
Service Improvement	8
Growth	1
Total # of Projects	24

Chart 2
Project Status - 24

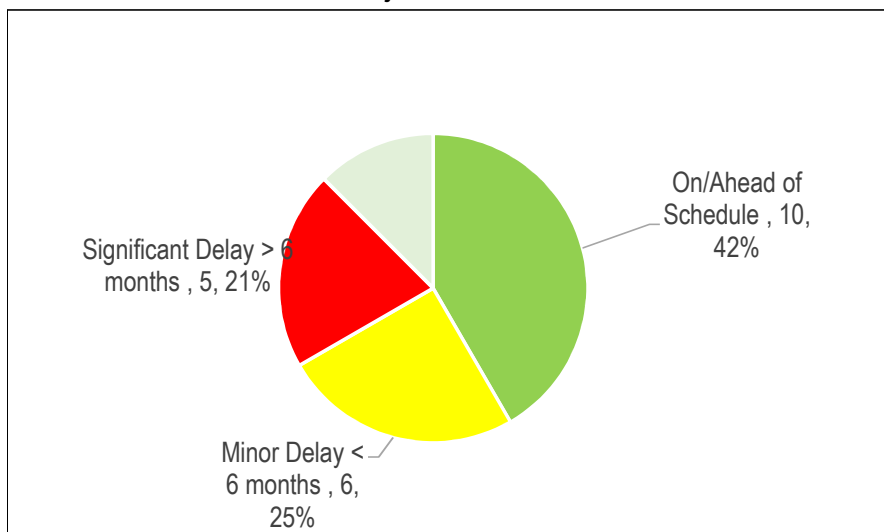


Table 2

Reason for Delay	11	
	Significant Delay	Minor Delay
Insufficient Staff Resources		1
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions	1	
Co-ordination with Other Projects		2
Community Consultation		
Other*	4	3
Total # of Projects	5	6

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
22.49	3.09	6.23	1.47	

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.
3. The Indigenous Centre for Innovation and Entrepreneurship is experiencing delays as the construction drawings are to be completed in July 2020.
4. The BIA Streetscape Improvement project is delayed due to streetscape masterplan completion by consultant

Key Discussion Points: (Please provide reason for delay)

EDC spent \$14.867 million or 44.7% of the approved \$33.277 million cash flow in 2019.

- Construction for Phase 9a in the Casa Loma Restoration Project was completed in early 2019 and additional scope was added at the north campus. The new total scope for Phase 9B was completed in 2019.
- The 2019 BIA Equal Share Funding Project is 85.2% spent in 2019.
- Due to site conditions, coordination with other projects and work by others, the following projects are underspent: Indigenous Centre for Innovation and

Economic Development and Culture (ECT)

Projects by Category (Million)	2019 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
Major Maintenance	0.312	0.253	81.0%	G	Y		0.466	0.407
Restoration/Preservation Of Heritage Element	1.721	1.534	89.1%	G	G		11.489	8.486
Sub-Total	2.034	1.787	87.9%	-	-		11.955	8.892
Legislated								
Collections Care	0.100	0.051	51.0%	Y	G		0.200	0.051
Cultural Infrastructure Development	1.347	0.059	4.4%	R	R	#1	1.588	0.300
Major Maintenance	0.033	0.004	12.6%	R	Y	#2	0.104	0.075
Restoration/Preservation Of Heritage Element	0.471	0.349	74.1%	G	Y	#3	0.823	0.702
Sub-Total	1.951	0.463	23.8%	-	-		2.715	1.128
State of Good Repair								
BIA Planning Act Revenue Funding	2.098	0.333	15.9%	R	Y	#4	4.532	2.624
BIA Equal Share Funding	6.399	4.597	71.8%	G	G		8.885	7.087
BIA Financed Funding	1.258	-0.520	-41.4%		G		3.683	2.425
BIA Streetscape Improvement	0.126	0.087	69.4%	Y	G		0.408	0.367
Collections Care	0.089	0.089	100.0%	G	G		0.099	0.099
Cultural Infrastructure Development	0.475	0.251	52.8%	Y	R	#5	0.737	0.512
Major Maintenance	3.429	2.203	64.2%	Y	G	#6	6.180	4.257
Refurbishment And Rehabilitation	0.400	0.095	23.9%	R	R	#7	0.400	0.096
Restoration/Preservation Of Heritage Element	2.782	1.122	40.3%	R	G	#8	5.059	3.273
Sub-Total	17.056	8.257	48.4%	-	-		29.982	20.741
Service Improvements								
BIA Streetscape Improvement	0.121	0.083	68.4%	Y	Y		0.200	0.000
Cultural Infrastructure Development	5.150	2.876	55.8%	Y	G	#9	8.610	4.942
Indigenous Centre For Innovation And Entrepreneurship	3.614	0.000	0.0%	R	R	#10	3.614	0.000
Service Enhancement	0.052	-0.009	-18.2%		Y		8.415	8.354
Commercial Facade Improvement Program	0.909	0.647	71.1%	G	G		1.878	0.947
Mural Program	0.050	0.030	59.9%	Y	G		0.050	0.010
Economic Competitiveness Data Management System	1.400	0.678	48.4%	R	G	#11	2.450	1.708
Toronto Sign	0.550	0.000	0.0%	R	G	#12	0.550	0.000
Sub-Total	11.846	4.304	36.3%	-	-		25.767	15.961
Growth Related								
Cultural Infrastructure Development	0.391	0.055	14.0%	R	R	#13	1.392	0.964
Sub-Total	0.391	0.055	14.0%	-	-		1.392	0.964
Total	33.277	14.867	44.7%				71.811	47.687

Economic Development and Culture (ECT)

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	

Note # 1:

The Public Art Development - 11 Wellesley project is expected to be completed by end of 2021

Note # 2:

The Mechanical and Electrical project is underspent due to insufficient staff resources.

Note # 3:

The Goulding Massey Estate AODA project is experiencing delays in completing exterior stonework. The project is expected to be completed by end of 2020.

Note # 4:

The Planning Act Revenue St Lawrence Market Neighborhood is experiencing delay due to scheduling conflicts with other City divisions projects.

Note # 5:

Due to new regulations from the Toronto Region Conservation Authority (TRCA), the Public Art - TTC Leslie Barns project is delayed in the final installation which has been rescheduled for 2020.

Note # 6:

The interior accessibility upgrades to the Theatre Passe Muraille was completed in Q3 2019. The related exterior accessibility upgrades to the public realm project began in Q1 2019 and construction was completed in Q3 2019. EDC identified opportunities to collaborate with other City Divisions which has resulted in savings that can be redirected to other related projects.

Note # 7:

The special capital program for museum interior projects is on hold while priorities are reviewed by new Museums management to ensure alignment with the "Museums 2040". This has delayed spending in the Colborne Lodge Interiors and Gibson House Interiors projects.

Note # 8:

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 issues encountered during the procurement process.

Note # 9:

The Guild Revitalization project is underspent in 2019 as the project was delayed due to wet weather and unanticipated site conditions. The project is on schedule for substantial completion by Q3 2020.

Note # 10:

The Indigenous Centre for Innovation and Entrepreneurship project is experiencing delays in construction drawings which are to be completed in July 2020. The project site had completion and legal transfer of space delays that are to be completed by June 2020.

Note # 11:

The Digital Service Delivery project is delayed due to insufficient resources. The project is anticipated to be completed by end of 2020.

Note # 12:

The Toronto Sign is now being built and is scheduled to be installed by end of 2020.

Note # 13:

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 2021.

Seniors Services and Long-Term Care (HOM)

Chart 1
2019 Approved Budget by Category (\$15.31)

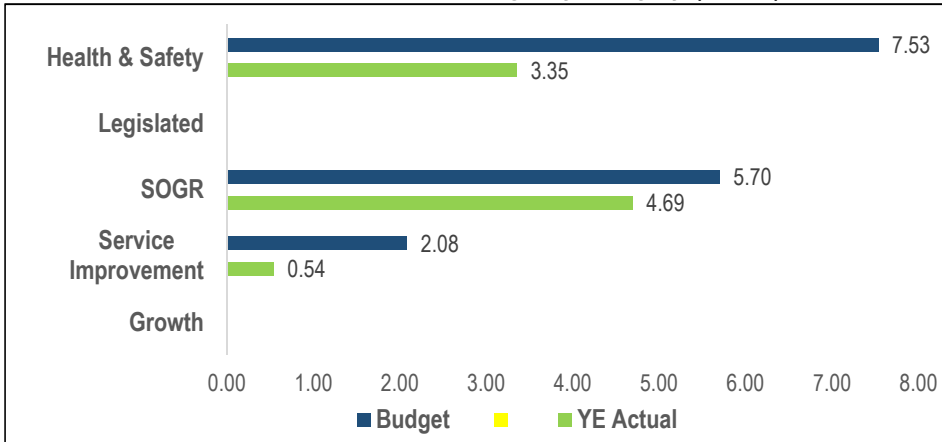


Table 1
2019 Active Projects by Category

Health & Safety	3
Legislated	0
SOGR	2
Service Improvement	1
Growth	0
Total # of Projects	6

Chart 2
Project Status - 6

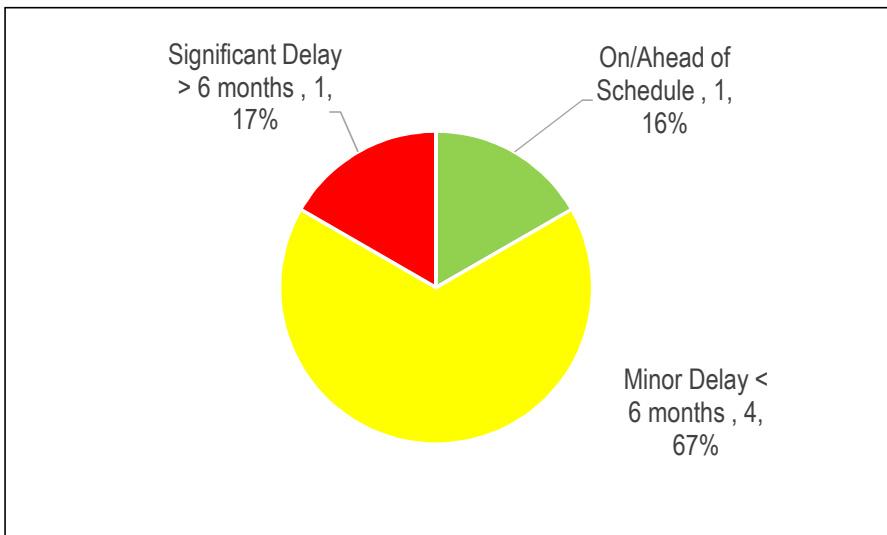


Table 2

Reason for Delay	5	
	Significant Delay	Minor Delay
Insufficient Staff Resources	1	0
Procurement Issues	0	0
RFQ/RFP Delayed	0	0
Contractor Issues	0	0
Site Conditions	0	0
Co-ordination with Other Projects	0	0
Community Consultation	0	0
Other*	0	4
Total # of Projects	1	4

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
4.06	9.17	2.08		

Key Discussion Points:

- Interior Upgrades planned (for Bendale Acres, Seven Oaks, Lakeshore Lodge, Carefree Lodge and Castleview Towers) have been delayed as consultants have had to redesign projects because of either higher actual costs or revised requirements for some of the upgrades such as door and washroom replacements.
- Turnover in the project management team earlier in the year caused a delay in the phase 1 implementation (the roll-out of the Point Click Care (PCC) solution) of the *Electronic Health Care System* project. As at Dec 31st, the PCC system has been installed in all 10 homes and phase 2, (the roll-out of the Electronic Medication Administration Record (eMAR) system, will now occur in 2020.

Seniors Services and Long-Term Care (HOM)

Projects by Category (Million)	2019 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
Electrical - Life Safety Systems	2.533	1.436	56.7%	Ⓚ	Ⓚ	#1	3.950	2.903
Mechanical - HVAC	4.136	1.419	34.3%	Ⓚ	Ⓚ	#1	8.795	5.374
Specialty Systems & Elevator	0.865	0.495	57.3%	Ⓚ	Ⓚ	#1	2.780	2.583
Sub-Total	7.534	3.350	44.5%	-	-		15.525	10.860
State of Good Repair								
Building Upgrades	4.064	3.856	94.9%	Ⓞ	Ⓞ		16.845	9.208
Specialty Systems	1.635	0.836	51.1%	Ⓚ	Ⓚ	#1	1.635	1.022
Sub-Total	5.699	4.691	82.3%	-	-		18.480	10.230
Service Improvements								
Electronic Health Care System	2.080	0.538	25.9%	Ⓚ	Ⓚ	#2	3.152	1.396
Sub-Total	2.080	0.538	25.9%	-	-		3.152	1.396
Total	15.313	8.408					37.157	22.486

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:

Interior Upgrades planned (for Bendale Acres, Seven Oaks, Lakeshore Lodge, Carefree Lodge and Castlevue Towers) have been delayed as consultants have had to redesign projects because of either higher actual costs or revised requirements for some of the upgrades such as door and washroom replacements.

Note # 2:

Turnover in the project management team earlier in the year caused a delay in the phase 1 implementation (the roll-out of the Point Click Care (PCC) solution) of the *Electronic Health Care System* project. As of December 31st, the PCC system has been installed in all 10 homes and phase 2, the roll-out of the Electronic Medication Administration Record (eMAR) system, will now occur in 2020.

Chart 1
2019 Approved Budget by Category (\$220.40)

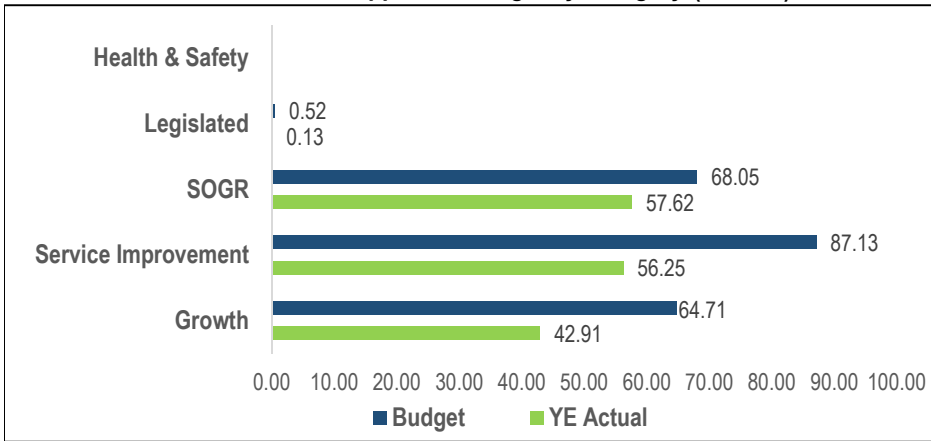


Table 1
2019 Active Projects by Category

Health & Safety	
Legislated	4
SOGR	49
Service Improvement	198
Growth	24
Total # of Projects	275

Chart 2
Project Status - 275

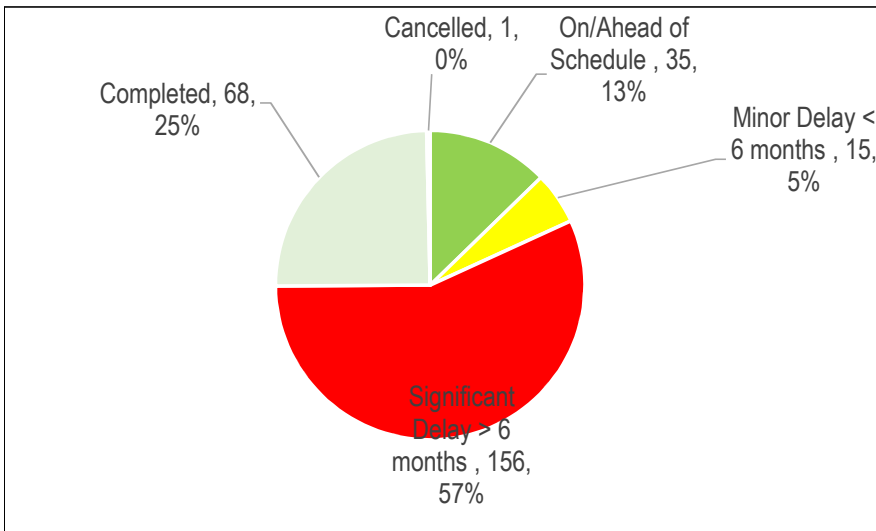


Table 2

Reason for Delay	171	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	3	
RFQ/RFP Delayed	2	
Contractor Issues	4	
Site Conditions	13	5
Co-ordination with Other Projects	75	1
Community Consultation	8	2
Other*	51	7
Total # of Projects	156	15

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
32.144	35.338	136.629	16.202	0.087

Reasons for "Other*" Projects Delay:

- Projects may be delayed as they are being delivered by a third party and/or are awaiting third party approval;
- Projects may require confirmation of project scope and/or require further directions before proceeding;
- Labour disruptions in the Sheet Metal, HVAC and Plumbing unions have impacted construction work; and
- Final designs of various projects may not be complete.

Key Discussion Points:

- Parks, Forestry and Recreation actual 2019 year-end spend was \$156.9 million, or 71.2% of its 2019 Approved Capital Budget of \$220.4 million.
- A total of \$57.6 million or 84.7% was spent on State of Good Repair projects, including 97.8% on the Capital Asset Management Program.
- As of 2019 year-end, Parks, Forestry and Recreation has 35 projects currently on-track (\$32.1 million) and 68 completed projects. These projects have been completed under budget (\$13.9 million out of total budget of \$16.2 million)

Parks, Forestry & Recreation (PKS)

Key Discussion Points (cont'd):

- Parks, Forestry and Recreation has a number of approved projects which are subject to community requests for additional features and/or scope changes. Often, these scope changes rely on the receipt of additional funding. While these projects have approved 2019 cash flow, they cannot proceed until funding is received or there is an agreement to defer the requested changes.
- The Program continues to experience challenges completing many of the 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

Parks, Forestry & Recreation (PKS)

Projects by Category (Millions)	2019 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
Sub-Total	0.000	0.000		-	-		0.000	0.000
Legislated								
LAND ACQUISITION	0.516	0.128	24.7%	Ⓡ	Ⓡ	#1	6.077	3.299
Sub-Total	0.516	0.128	24.7%	-	-		6.077	3.299
State of Good Repair								
ARENA	13.869	13.869	100.0%	ⓐ	ⓐ		73.092	42.459
COMMUNITY CENTRES	9.976	9.913	99.4%	ⓐ	Ⓡ	#2	75.694	39.994
ENVIRONMENTAL INITIATIVES	3.733	2.820	75.5%	ⓐ	Ⓡ	#3	10.500	6.887
OUTDOOR RECREATION CENTRE	2.328	2.253	96.8%	ⓐ	Ⓡ	#4	11.656	6.533
PARK DEVELOPMENT	5.543	4.346	78.4%	ⓐ	Ⓡ	#5	16.129	7.532
PARKING LOTS & TENNIS COURTS	2.985	2.985	100.0%	ⓐ	ⓐ		8.876	4.100
PLAYGROUNDS/WATERPLAY	0.695	0.666	95.9%	ⓐ	Ⓡ	#6	9.107	3.770
POOL	2.314	2.314	100.0%	ⓐ	ⓐ		22.170	6.339
SPECIAL FACILITIES	13.757	6.793	49.4%	Ⓡ	Ⓨ	#7	69.331	25.282
FACILITY COMPONENTS	8.115	6.953	85.7%	ⓐ	Ⓡ	#8	25.778	15.468
TRAILS & PATHWAYS	4.733	4.708	99.5%	ⓐ	Ⓡ	#9	23.179	12.485
Sub-Total	68.048	57.620	84.7%	-	-		345.512	170.848
Service Improvements								
ARENA	0.951	0.642	67.5%	Ⓨ	Ⓡ	#10	15.950	9.098
COMMUNITY CENTRES	3.670	1.383	37.7%	Ⓡ	Ⓡ	#2	22.468	8.610
ENVIRONMENTAL INITIATIVES	4.252	3.572	84.0%	ⓐ	Ⓡ	#3	15.110	9.738
INFORMATION TECHNOLOGY	10.438	8.246	79.0%	ⓐ	Ⓡ	#11	59.025	23.954
OUTDOOR RECREATION CENTRE	3.815	2.110	55.3%	Ⓨ	Ⓡ	#4	30.642	10.312
PARK DEVELOPMENT	33.065	17.307	52.3%	Ⓨ	Ⓡ	#5	189.154	70.177
PARKING LOTS & TENNIS COURTS	0.247	0.156	63.4%	Ⓨ	ⓐ	#12	1.461	1.367
PLAYGROUNDS/WATERPLAY	11.644	10.292	88.4%	ⓐ	Ⓡ	#6	31.596	20.277
POOL	9.924	6.630	66.8%	Ⓨ	Ⓡ	#13	21.475	16.707
SPECIAL FACILITIES	3.844	2.770	72.0%	ⓐ	Ⓡ	#7	38.593	8.970
FACILITY COMPONENTS	1.036	0.678	65.4%	Ⓨ	Ⓡ	#8	5.851	1.488
TRAILS & PATHWAYS	4.239	2.463	58.1%	Ⓨ	ⓐ	#9	16.885	5.953
Sub-Total	87.126	56.250	64.6%	-	-		448.210	186.649
Growth Related								
COMMUNITY CENTRES	58.499	39.058	66.8%	Ⓨ	Ⓡ	#2	387.023	137.207
LAND ACQUISITION	5.722	3.682	64.3%	Ⓨ	Ⓡ	#1	236.494	13.821
PARK DEVELOPMENT	0.491	0.174	35.5%	Ⓡ	Ⓡ	#5	18.572	0.980
Sub-Total	64.712	42.914	66.3%	-	-		642.088	152.007
Total	220.400	156.912	71.2%				1,441.888	512.803

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

Parks, Forestry & Recreation (PKS)

Note # 1:

Land Acquisition: Delays are primarily the result of a protracted process for acquisition of various properties; the resolution of a legal claim related to the Land Acquisition of Edithvale Park; as well as the timing of remediation of the Grand Manitoba; Market Lane Parkette and South Market Park; and 100 Ranleigh Park Development Remediation sites.

Note # 2:

Community Centres: Delays are primarily the result of labour disruptions by the Sheet Metal, HVAC and Plumbing unions at the Canoe Landing CC & Schools project; the Galleria Redevelopment which will be delivered by the developer; and additional work at York Community Centre. In addition, the Green Roof and AV project is delayed due to contractor issues; the Bessarion Community Centre and Facility project is experiencing delays due to site conditions; and the North East Scarborough Community Centre Design project experienced delays associated with the Design Review Panel and Internal Stakeholder meetings.

Note # 3:

Environmental Initiatives: The City Wide Environmental Initiatives project experienced delays associated with poor weather conditions and co-ordination with other projects; the Mud Creek Phase 1 and 2 projects experienced delays in securing easements over private property for site access; and the Community Gardens was delayed due to community consultation processes.

Note # 4:

Outdoor Recreation Centres: Delays are primarily the result of site conditions at the Leslie Street Spit Washroom project; Humber Bay East New Pavilion and the Sports Fields program due to co-ordination with other projects; and Ward 3 Baseball Improvements as a result of community engagement.

Note # 5:

Park Development: Delays are primarily the result of co-ordination with other projects for Edwards Gardens Improvements; Rosehill Reservoir Park Improvements which is being delivered by Toronto Water; Lawrence Heights Phase 1B Greenway due to co-ordination with TCHC; and Riverdale Park West Access Improvements due to co-ordination with Metrolinx. In addition, various park development projects were not 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 # 6:

Playground and Water Play: Delays are primarily the result of St. James Park Playground & Park Upgrade due to scheduling of phased work; High Park Playground Improvements due to site conditions; and Playground Equipment Program as a result of poor weather and co-ordination with other projects.

Note # 7:

Special Facilities: Delays are primarily the result of site conditions and poor weather for 2017 High Lake Effect Flooding Damages, 2018 Wind Storm Damages, and Franklin Children's Garden Wetland Restoration; and Allan Gardens Washroom Building Construction due to contract award issues.

Note # 8:

Facility Components: Delays are primarily the result of co-ordination of multiple projects and confirmation of scope for Capital Asset Management Planning, Investigation and Pre-Engineering, and divisional accessibility funding.

Note # 9:

Trail & Pathways: Delays are primarily the result of Upper Highland Creek Trail Extension due to co-ordination with TRCA; Beltline Trail Stations and Green Line Study & Plan due to co-ordination with other projects; and Bridge to Mississauga via Etobicoke Valley Park which is being delivered in co-ordination with the City of Mississauga.

Note # 10:

Arena: Delays are primarily the result of College Park Artificial Ice Rink project which was being delivered by the Developer.

Note # 11:

Information Technology: Delays are primarily the result of Enterprise Work Management System project co-ordination with other Divisions on the implementation of foundational work packages (A & B) which delayed the vendor's availability for divisional statement of work preparation; and Customer Service Strategy for the PFR Facility Wi-Fi due to co-ordination with other projects and the Corporate Wi-Fi initiative.

Note # 12:

Parking Lots and Tennis Courts: Underspending is primarily the result of Tennis Court Signage and L'Amoreaux Park Tennis Bubble Replacement projects completed under-budget at the end of 2019.

Note # 13:

Pool: Delays are primarily the result of Wellesley Community Centre Pool labour disruption by the Sheet Metal, HVAC and Plumbing unions.

Chart 1
2019 Approved Budget by Category (\$359.15)

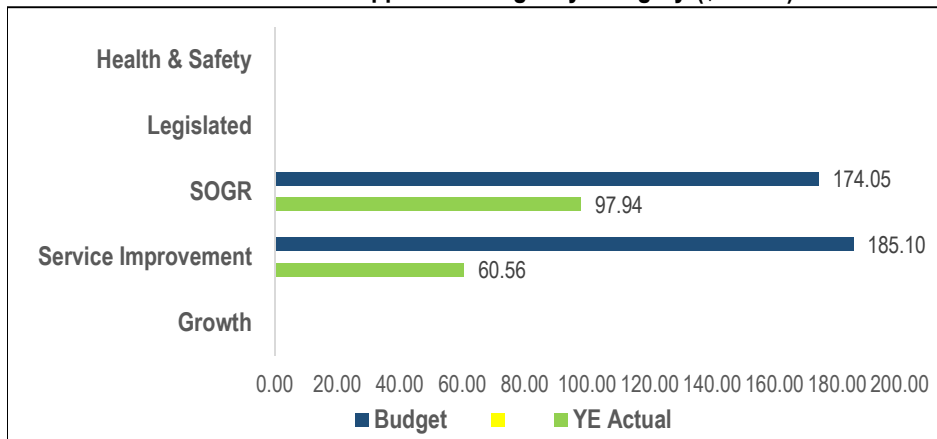


Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 13

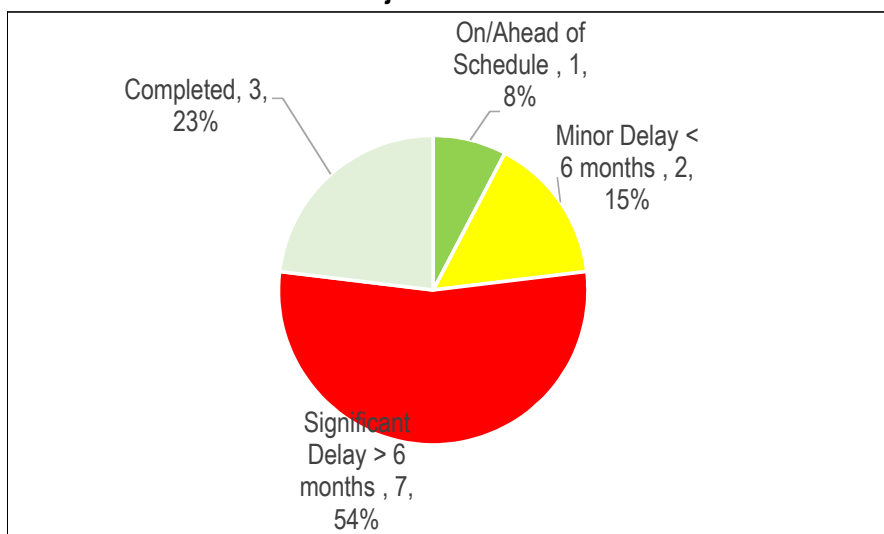


Table 2

Reason for Delay	9	
	Significant Delay	Minor Delay
Insufficient Staff Resources	1	
Procurement Issues	2	1
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	1	
Community Consultation		
Other*	3	1
Total # of Projects	7	2

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0.11	4.73	344.28	10.03	

Key Discussion Points:

- **George Street Revitalization (GSR):** 'This project has experienced significant delay due to difficulty in acquiring suitable sites to complete the Seaton House Transition plan. As well, completion of the Project Specific Output Specification (PSOS) document that informs the construction phase of the project was been delayed. All five sites required to complete the Seaton House Transition Plan have now been acquired. Two of these sites were completed and operational at the end of 2019, occupancy for the remaining three sites is anticipated early in 2021. Negotiations with IO to finalize the PSOS and Project Agreement documents are also underway. The GSR project is on track to complete the Seaton House Transition Plan by the middle of 2021 to allow construction to begin on site late in 2021.
- **New Emergency Shelters (1,000 new Shelter Beds):** 'Project has experienced delays resulting from complexities experienced in the acquisition and construction phases. Issues include the development of sites that are dependent upon the completion of another and development of a site in partnership with another City division are examples that have contributed to the delays. Three of the 11 sites funded through this project are now operational, and two additional sites will be operational Q1 2020. Three additional sites have been confirmed through either direct acquisition or lease. Staff are continuing to pursue opportunities to acquire and develop the remaining locations. Project completion is anticipated in 2022.

Shelter, Support & Housing Administration (SHL)

Projects by Category (Million)	2019 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
State of Good Repair								
Cap Repairs/Repl-City Operated Hostels	0.830	0.847	102.0%	Ⓜ	Ⓞ		0.830	0.847
Capital Repairs/Repl-Leased	0.108	0.095	88.1%	Ⓞ	Ⓞ		0.108	0.095
TCHC SOGR Backlog	173.111	96.999	56.0%	Ⓜ	Ⓜ	#1	173.111	96.999
Sub-Total	174.049	97.940	56.3%	-	-		174.050	97.940
Service Improvements								
63 & 65 Homewood Avenue	0.200	0.000	0.0%	Ⓜ	Ⓞ		3.000	2.800
Shelter Land Acquisition	0.000	0.001			Ⓜ		7.300	0.740
George Street Revitalization (GSR)	53.577	27.347	51.0%	Ⓜ	Ⓜ	#2	566.127	45.864
Choice Based Housing Access System	3.400	0.797	23.5%	Ⓜ	Ⓜ	#3	6.970	1.755
TCHC Revitalization	39.799	5.478	13.8%	Ⓜ	Ⓜ	#1	39.799	5.478
New Emergency Shelters	76.935	17.472	22.7%	Ⓜ	Ⓜ	#4	166.708	34.660
9 Huntley Street	0.105	0.000	0.0%	Ⓜ	Ⓜ	#5	0.718	0.613
Central Intake Call Centre	1.332	0.129	9.7%	Ⓜ	Ⓜ	#6	1.736	0.371
Temporary structures for Respite Services	9.003	8.978	99.7%	Ⓞ	Ⓞ		11.852	11.827
AODA	0.750	0.359	47.9%	Ⓜ	Ⓜ	#7	7.947	0.359
Sub-Total	185.101	60.562	32.7%	-	-		812.157	104.466
Total	359.150	158.502	44.1%				986.207	202.407

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	

Note # 1:

Expenditures in the table above reflect the amount of funding that has been disbursed to TCHC and does not reflect TCHC's total capital plan for 2019. As part of the City's 2019 Approved Capital Plan, SSHA budgeted \$40 million in City funding and \$133.111 million in Provincial SHAIIP funding totalling \$173.111 million to address TCHC's SOGR backlog. TCHC received 100% of the City funding and, due to flow of funding from the Province, only 42.8% of the SHAIIP funding in 2019. \$76.112 million of SHAIIP funding will be released in 2020 and 2021.

In addition to SOGR funding, \$39.799 million in city funding was budgeted for TCHC revitalization projects as part of the City's 2019 Approved Capital Plan, of which 13.8% or \$5.478 million flowed to TCHC. The lower funding requested was due to delays in the start of construction for two projects that have extended the project completion dates.

Note # 2:

This project has experienced significant delay due to difficulty in acquiring suitable sites to complete the Seaton House Transition plan. As well, completion of the Project Specific Output Specification (PSOS) document that informs the construction phase of the project was been delayed. All five sites required to complete the Seaton House Transition Plan have now been acquired. Two of these sites were completed and operational at the end of 2019, occupancy for the remaining three sites is anticipated early in 2021. Negotiations with IO to finalize the PSOS and Project Agreement documents are also underway. The GSR project is on track to complete the Seaton House Transition Plan by the middle of 2021 to allow construction to begin on site late in 2021.

Shelter, Support & Housing Administration (SHL)

Note # 3:

Delays resulted from an unsuccessful RFP process and more work required to explore and assess suitable go forward options. A procurement contract for the selected option was awarded, the first round of stakeholder engagement was completed and a new RGI eForm went live in October 2019. Project is back on track for completion in 2020 once the system is successfully installed and tested and the stakeholder engagement plan is fully implemented.

Note # 4:

Project has experienced delays resulting from complexities experienced in the acquisition and construction phases. Issues include the development of sites that are dependent upon the completion of another and development of a site in partnership with another City division are examples that have contributed to the delays. Three of the 11 sites funded through this project are now operational, and two additional sites will be operational Q1 2020. Three additional sites have been confirmed through either direct acquisition or lease. Staff are continuing to pursue opportunities to acquire and develop the remaining locations. Project completion is anticipated in 2022.

Note # 5:

The 2019 budget represents additional renovation work at FIFE house, payment and close out of the project is anticipated by Sept. 2020.

Note # 6:

The 3-Year licence renewal for Verint Knowledge Base, a key system component, came in higher than anticipated. Other options were reviewed to identify a cost-efficient knowledge base compatible with the enterprise architecture and sustainment plan. SSHA partnered with H.S.I. to review Salesforce Knowledge Base and options to migrate at a cost-effective licencing rate. Phases 1 and 2 of the Electronic Scheduling Project were completed in 2019 and all staff are now onboarded to ESS. In Phase 3 which will proceed in 2020, resources will be brought on for process mapping and consolidation of best practices as business readiness activities leading to the proof of concept phase. The project is back on track for completion in 2020.

Note # 7:

Procurement and site condition issues resulted in the delay of project delivery. The contract for the modernization of the elevator at 674 Dundas has now been awarded and project is now on track for completion in 2020.

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

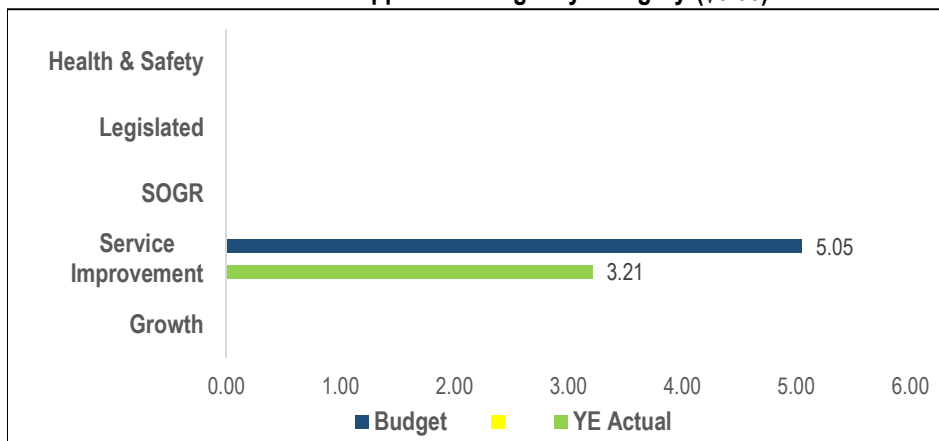


Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 2

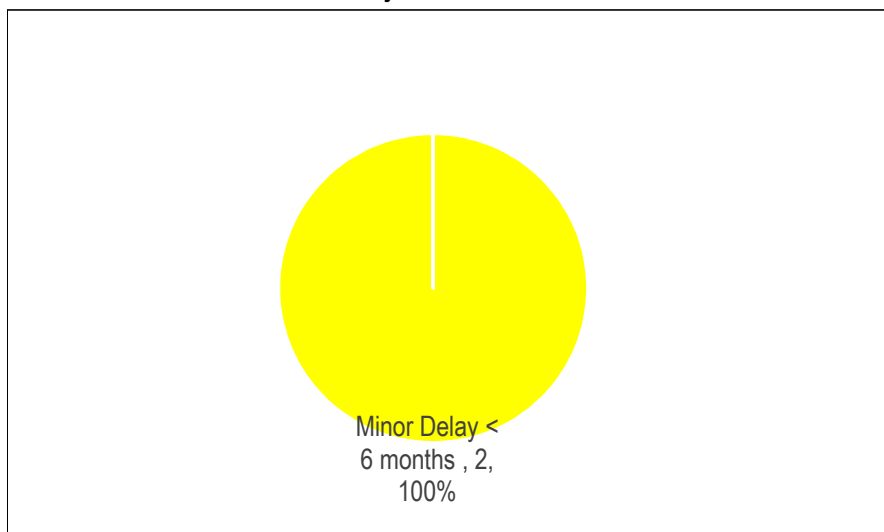


Table 2

Reason for Delay	2	
	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*		1
Total # of Projects		2

Table 3
Projects Status (\$Million)

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

Key Discussion Points:

- The Wellesley Place Renovation project construction is complete. Final settlement with the contractor is pending negotiations.
- Phase 2 of the HSI Project is underspent due to a minor delay in the acquisition of the software for the Applications and Support Centre (ASC).

Toronto Employment & Social Services (SOC)

Projects by Category (Million)	2019 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Service Improvements								
Wellesley Place Renovation	0.326	0.002	0.6%	Ⓡ	Ⓜ	#1	8.300	7.985
HSI Project - Phase 2	4.726	3.209	67.9%	Ⓜ	Ⓜ	#2	9.823	4.420
Sub-Total	5.052	3.211	63.6%	-	-		18.123	12.405
Total	5.052	3.211	63.6%				18.123	12.405

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	Ⓡ		Ⓡ

Note # 1:

Construction is complete. Negotiations with the contractor of the final expenditures are pending settlement.

Note # 2:

The HSI Project - Phase 2 was underspent by \$1.5M due to delays in the purchase of the Software (Quality Assurance Technology) for the Applications and Support Centre (ASC). Project deliverables are on track for 2020, including the assessment and purchase of the technology for the ASC to be completed by the end of Q4 of 2020.

Chart 1
2019 Approved Budget by Category (\$4.89)

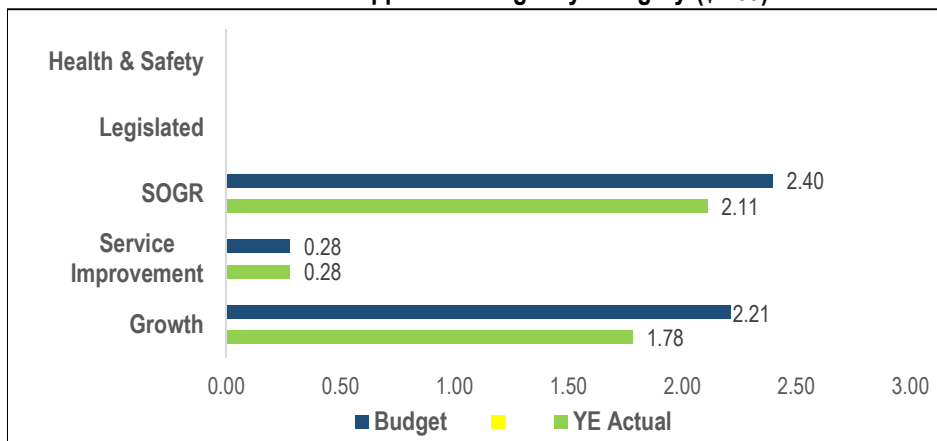


Table 1
2019 Active Projects by Category

Health & Safety	
Legislated	
SOGR	5
Service Improvement	1
Growth	5
Total # of Projects	11

Chart 2
Project Status - 11

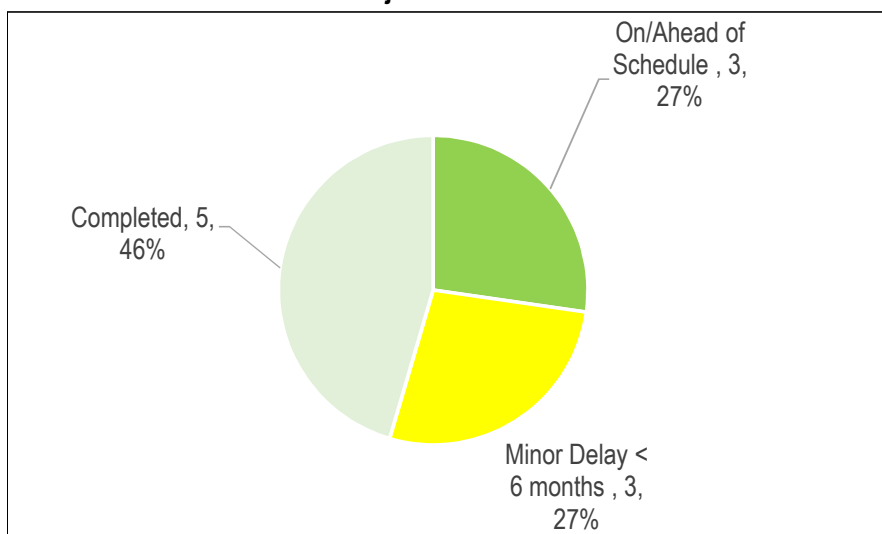


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0.91	1.16		2.82	

Key Discussion Points:

- A minor delay to the RFQ process and deliveries for the Mobile Dispatch Software project. The RFQ was completed in Q4 of 2019, with deliveries completed in Q1 of 2020.
- Delays in the issuance of the RFQ for the Sick Kids ambulances project and the General Motors strike resulted in the deliveries of the ambulances being pushed into 2020.
- The RFP for the final design of the Multi-Function Station #2 project was delayed due to the timing of the completion of the second feasibility study which was required to assess site specific construction challenges. The final design RFP will be awarded by the end of Q3 of 2020.

Toronto Paramedic Services (AMB)

Projects by Category (Million)	2019 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
State of Good Repair								
MOBILE DATA COMMUNICATIONS - 2018	0.478	0.478	100.0%	Ⓞ	Ⓞ	#1	0.500	0.500
MOBILE DATA COMMUNICATIONS - 2019	0.500	0.302	60.4%	Ⓨ	Ⓨ		0.500	0.480
AMBULANCE RADIO REPLACEMENT	0.711	0.711	100.0%	Ⓞ	Ⓞ		2.038	2.037
DISPATCH CONSOL REPLACEMENT	0.110	0.104	94.6%	Ⓞ	Ⓞ		0.310	0.276
MEDICAL EQUIPMENT REPLACEMENT	0.597	0.515	86.2%	Ⓞ	Ⓞ		3.843	3.619
Sub-Total	2.396	2.110	88.1%	-	-		7.191	6.912
Service Improvements								
COMMUNITY PARAMEDICINE VEHICLES	0.280	0.280	100.0%	Ⓞ	Ⓞ		0.619	0.619
Sub-Total	0.280	0.280	100.0%	-	-		0.619	0.619
Growth Related								
ADDITIONAL AMBULANCES (2019)	0.960	0.959	99.9%	Ⓞ	Ⓞ	#2	0.960	0.959
ADDITIONAL AMBULANCES (2019 - Sick Kids)	0.564	0.235	41.7%	Ⓡ	Ⓨ		0.564	0.235
MULTI-FUNCTION STATION #2 - PREPARATION	0.392	0.392	100.0%	Ⓞ	Ⓞ	#3	1.200	0.993
MULTI-FUNCTION STATION #2 - CONSTRUCTION	0.095	0.019	19.9%	Ⓡ	Ⓨ		24.600	0.019
AMBULANCE POST - 30 Queen's Plate Dr	0.200	0.177	88.4%	Ⓞ	Ⓞ		0.200	0.177
Sub-Total	2.211	1.782	80.6%	-	-		27.524	2.383
Total	4.887	4.172	85.4%				35.334	9.914

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:

Delays in the RFQ and deliveries for the Mobile Dispatch Software project. The RFQ was awarded in Q4 of 2019, and deliveries of the hardware and software are now complete.

Note #2:

Delays in the issuance of the RFQ and the General Motors strike resulted in the deliveries of the Sick Kids ambulances being pushed into 2020. Deliveries of the ambulances are expected to be completed by the end of Q3 of 2020.

Note #3:

The completion date of the second feasibility study resulted in delays in the issuance of the RPF for the final design of the Multi-Function Station #2 project. The RPF is on track to be awarded by the end of Q3 of 2020. All other project deliverables are on track for 2020.

**2019 Capital Spending by Program
Infrastructure and Development Services**

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%	↓	Ⓢ
	Q3	8.95	3.00	5.36	59.8%	↑	Ⓢ
	Q4	8.95	5.79	5.79	64.7%	↑	Ⓢ
Fire Services	4M	12.56	0.40	5.39	42.9%		Ⓡ
	Q2	8.86	0.80	4.29	48.5%	↑	Ⓡ
	Q3	8.86	1.34	3.58	40.4%	↓	Ⓡ
	Q4	8.86	2.80	2.80	31.6%	↓	Ⓡ
Transportation	4M	659.03	49.93	512.70	77.8%		Ⓢ
	Q2	659.08	84.65	450.73	68.4%	↓	Ⓢ
	Q3	564.02	223.82	461.29	81.8%	↑	Ⓢ
	Q4	571.43	480.39	480.39	84.1%	↑	Ⓢ
Waterfront Revitalization	4M	156.95	57.14	118.58	75.6%		Ⓢ
	Q2	156.95	58.50	118.58	75.6%	□	Ⓢ
	Q3	156.95	121.68	138.94	88.5%	↑	Ⓢ
	Q4	156.95	126.63	126.63	80.7%	↓	Ⓢ
TOTAL	4M	838.73	108.29	642.86	76.6%		Ⓢ
	Q2	835.08	146.09	579.50	69.4%	↓	Ⓢ
	Q3	738.79	349.85	609.16	82.5%	↑	Ⓢ
	Q4	746.19	615.61	615.61	82.5%	↑	Ⓢ

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

For the twelve months ended December 31, 2019, the capital expenditures for Infrastructure and Development Services totalled \$615.6 million of their collective 2019 Approved Capital Budget of \$746.2 million. Two Programs in this service area have projected 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 81.8% and 88.5% respectively, while City Planning and Fire Services have projected year-end spending rate of 59.8% and 40.4% respectively.

Chart 1
2019 Approved Budget by Category (\$8.95)

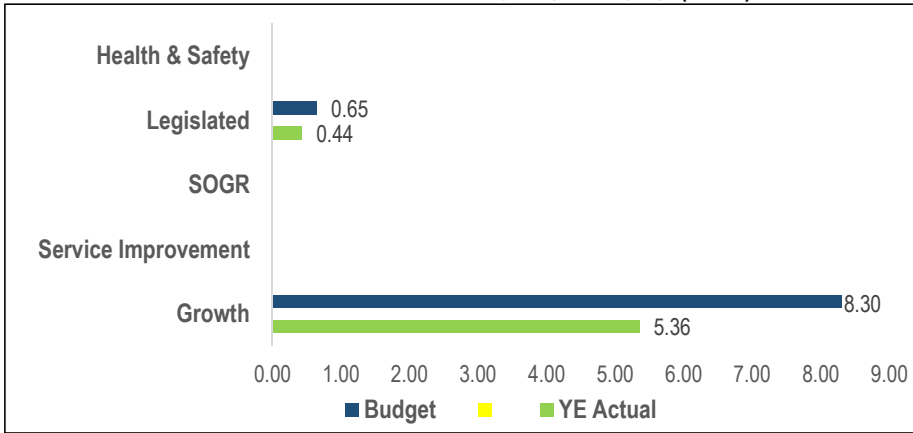


Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 19

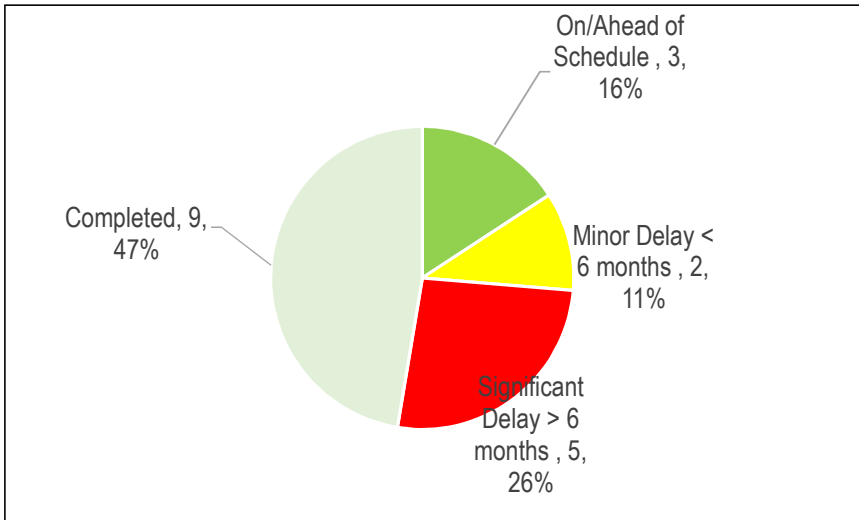


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0.54	4.64	1.96	1.81	

Reasons for "Other*" Projects Delay:

- Funding for various studies or phases of studies, including TOcore, Golden Mile Focus Area Secondary Plan, Don Mills Crossing, Yonge-Eglinton, Keele Finch Plus. Delay is for final invoices to be settled in 2020 with one PO.

City Planning (PLN)

Projects by Category (Million)	2019 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Legislated								
Natural Heritage Inventory Evaluation System	0.054	0.020	36.6%	Ⓡ	Ⓢ	#1	0.160	0.067
Toronto Archaeological Resources Plan Implementation	0.051	0.033	64.4%	Ⓢ	Ⓢ	#1	0.062	0.033
5 Year Review of the Official Plan	0.545	0.383	70.3%	Ⓢ	Ⓢ	#2	1.900	0.857
Sub-Total	0.651	0.436	67.0%	-	-		2.122	0.957
Growth Related								
Growth Studies	1.744	1.005	57.6%	Ⓢ	Ⓡ	#3	4.250	2.319
Transportation & Transit Studies	0.703	0.277	39.3%	Ⓡ	Ⓡ	#3	1.354	0.465
Avenue/Area Studies	0.477	0.213	44.7%	Ⓡ	Ⓡ	#3	0.750	0.389
Heritage Conservation District Studies	0.844	0.309	36.6%	Ⓡ	Ⓡ	#3	2.350	0.622
Secondary Plan Implementation	0.441	0.418	94.8%	Ⓢ	Ⓢ		1.667	0.418
Places - Civic Improvements	4.093	3.135	76.6%	Ⓢ	Ⓢ	#4	13.652	8.750
Sub-Total	8.302	5.357	64.5%	-	-		24.024	12.963
Total	8.954	5.793	64.7%				26.145	13.920

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	

Note # 1:

Carry forward funding to be approved to complete P.O issuance. Work to be completed in 2020.

Note # 2:

Delays with issuing the RFQ/RFP for the work plan.

Note # 3:

Delays with issuing the RFQ/RFP for the work plan. Ongoing studies are advancing and on track and carry forward funding is approved to 2020 to complete PO issuance.

Note # 4:

2019 Projects are delayed due primarily to site conditions or tender issuance, with carry forward funding to complete projects in 2020.

Chart 1
2019 Approved Budget by Category (\$8.86)

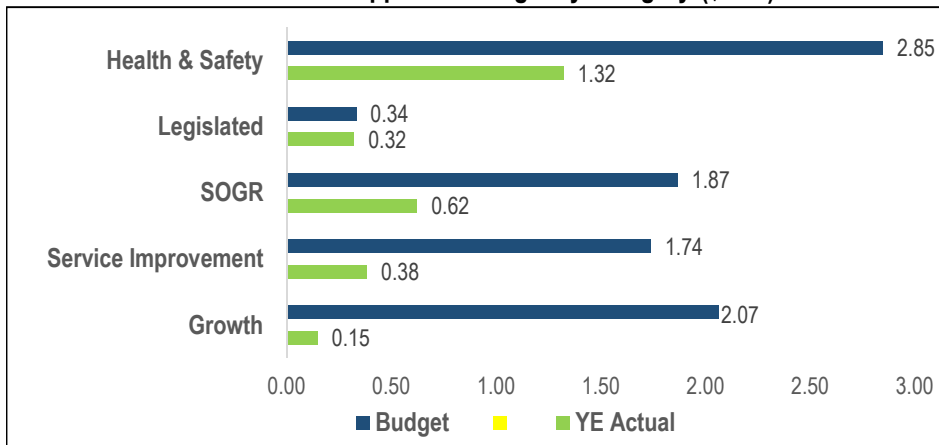


Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 22

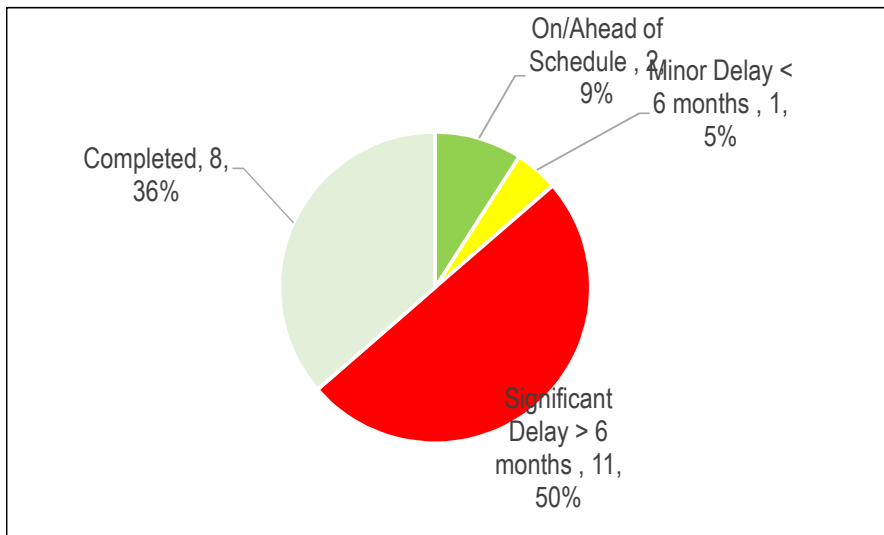


Table 2

Reason for Delay

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1.10	0.41	6.18	1.17	

Key Discussion Points:

- Station B (Downsview) Keele/ Sheppard project: All permits are in place and the project has been successfully tendered. Construction is scheduled to commence in Q1, 2020, with completion planned for Q4, 2021.
- Station A (Woodbine): Facility design has been completed to include TPS co-location, without integrating interior space, or significantly impacting site access for either TFS or TPS. However, this project is currently on hold pending the implementation of new net zero design requirements, which creates a funding shortfall. Pending resolution of these issues, the project is tentatively scheduled for completion in Q4, 2022.
- Eight of the 22 projects were completed in 2019.

Fire Services (FIR)

Projects by Category (Million)	2019 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
Defibrillators Lifecycle Replacement	1.000	0.778	77.8%	Ⓞ	Ⓞ		1.000	0.778
Replacement of CBRNE Equipment	0.173	0.173	100.0%	Ⓞ	Ⓞ		0.510	0.510
Helmet Replacement	0.052	0.046	88.5%	Ⓞ	Ⓞ		0.800	0.793
Breathing Air Compressor Replacement	0.035	0.016	45.7%	Ⓡ	Ⓞ		0.075	0.050
Breathing Air Compressor Replacement	0.077	0.024	31.2%	Ⓡ	Ⓡ	1	0.077	0.024
Personal Protection Equipment	0.100	0.094	94.0%	Ⓞ	Ⓞ		4.500	0.094
Firefighting Particulate Hoods	0.650	0.000	0.0%	Ⓡ	Ⓡ	2	0.650	0.000
65MM Hose Packs & Standpipe Kits	0.411	0.192	46.7%	Ⓡ	Ⓢ	3	0.411	0.192
Next Generation 911 Project	0.350	0.000	0.0%	Ⓡ	Ⓡ	4	0.350	0.000
Sub-Total	2.848	1.323	46.5%	-	-		8.373	2.441
Legislated								
Replacement of HUSAR Equip - 2019	0.052	0.048	92.3%	Ⓞ	Ⓞ		0.100	0.095
HUSAR Federal Public Safety	0.283	0.275	97.2%	Ⓞ	Ⓞ		0.688	0.680
Sub-Total	0.335	0.323	96.4%	-	-		0.788	0.775
State of Good Repair								
Emerg Fire Comm Workstation Console Replacement	0.298	0.298	100.0%	Ⓞ	Ⓞ		0.600	0.600
East/West Burn-House Wall Flame Protection	0.174	0.160	92.0%	Ⓞ	Ⓞ		0.250	0.236
Training Simulators Rehabilitation	0.100	0.095	95.0%	Ⓞ	Ⓞ		0.100	0.095
Training Simulators Rehabilitation	0.171	0.071	41.5%	Ⓡ	Ⓡ	5	0.200	0.101
Fire Prevention Office Space Accommodation (3 Dohme)	0.525	0.000	0.0%	Ⓡ	Ⓡ	6	4.500	0.000
Training Assessment Needs	0.600	0.000	0.0%	Ⓡ	Ⓡ	7	0.600	0.000
Sub-Total	1.868	0.624	33.4%	-	-		6.250	1.032
Service Improvements								
Fire Prevention Integration Project	1.321	0.189	14.3%	Ⓡ	Ⓡ	8	2.010	0.210
Operational BI Data Architecture Modernization	0.420	0.195	46.4%	Ⓡ	Ⓡ	9	0.770	0.525
Sub-Total	1.741	0.384	22.1%	-	-		2.780	0.735
Growth Related								
Station B (Stn 144) Keele/ Sheppard	0.905	0.028	3.1%	Ⓡ	Ⓡ	10	11.685	4.137
Station A (Stn 414) Hwy- 27 and Rexdale Blvd	0.970	0.054	5.6%	Ⓡ	Ⓡ	11	8.342	1.768

Fire Services (FIR)

Projects by Category (Million)	2019 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Husar Building Expansion	0.190	0.067	35.3%	Ⓡ	Ⓡ	12	2.400	0.067
Sub-Total	2.065	0.149	7.2%	-	-		22.427	5.972
Total	8.857	2.803					40.618	10.955

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:

Procurement issues have delayed the completion of this project, with equipment delivery to be completed in 2020.

Note 2:

Ergonomic testing and evaluation commenced in October 2019, but completion was delayed as the burn house was out of service. Product delivery is expected no later than December 31, 2020.

Note 3:

The 65mm & 45mm hose components were delivered in 2019, with remaining components scheduled for delivery in 2020.

Note 4:

Delays in developing product specifications have resulted in the revision of project delivery date into 2021.

Note 5:

Fire Vent mobile unit has been ordered, with delivery scheduled for Q2, 2020

Note 6:

The consultant team was hired and the design work completed. The project is ready for tender with construction scheduled to start Q4, 2020, with completion scheduled for Q4, 2021.

Note 7:

An RFP was issued and received two non-compliant bids; this project will be cancelled in 2020, as part of the 2020 corporate request to reduce CFC funding.

Note 8:

This project continued to explore an Enterprise level solution with I&T in 2019; with procurement of professional service assistance deferred, as the project team re-focused on a costing model to better understand cost/benefit analysis; consequently, expenditures were limited to staffing resources assigned to the project.

Note 9:

The need to implement staff training and a delay in issuing an RFP have resulted in the delayed delivery of this phase of the project until 2020.

Note 10:

All building permits are in place to build the station. The tender was re-issued on August 30, 2019 and closed on October 8, 2019; construction has commenced, with project completion anticipated as scheduled in Q4 2021.

Note 11:

Facility re-design has been completed to include TPS facility co-location, without integrating interior space and minimal impact on site access for TFS or TPS. This project is currently on hold pending further direction on implementing the new net zero facility design requirements, which will result in a funding shortfall. Pending the resolution of these issues, the tentative completion date is Q4 2022.

Note 12:

The project is currently in the design phase, with construction projected to start in Q1 2021 and completion planned for Q1, 2022.

Chart 1
2019 Approved Budget by Category (\$571.43)

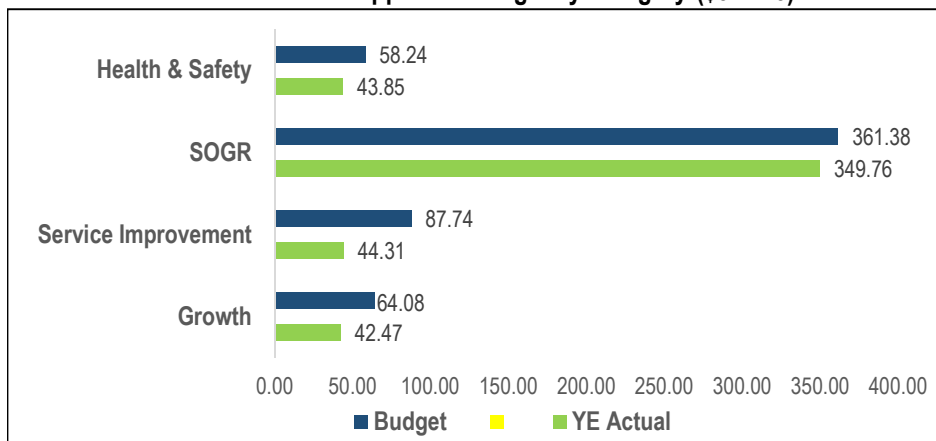


Table 1
2019 Active Projects by Category

Health & Safety	12
Legislated	
SOGR	14
Service Improvement	16
Growth	16
Total # of Projects	58

Chart 2
Project Status - 58

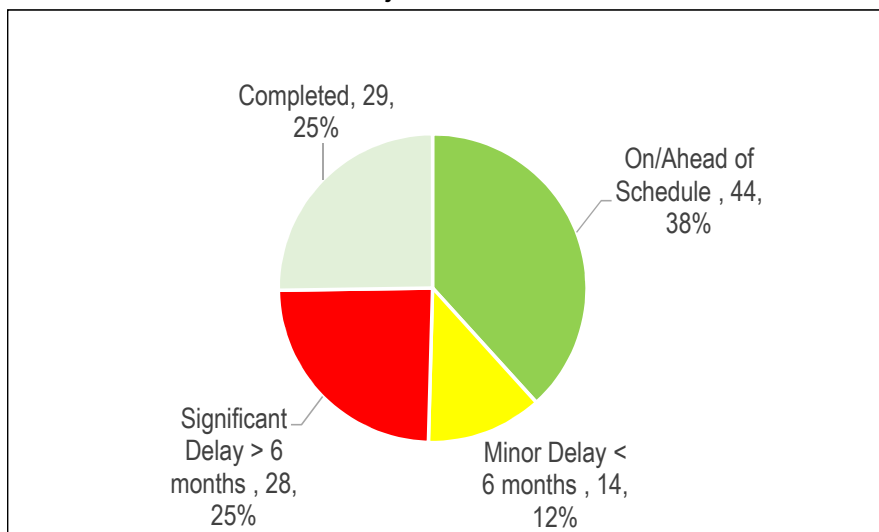


Table 2

Reason for Delay	42	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*	28	14
Total # of Projects	28	14

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
472.70	34.01	56.03	8.70	

Reasons for "Other*" Projects Delay:

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

Key Discussion Points:

- Some of the under spending in Transportation Services is attributable to savings of \$8.597 million or 1.5% of the 2019 Capital Budget related to completed projects where funding was not required to be carried forward to 2020.
- A total of \$82.446 million or 14.4% of the 2019 Capital Budget has been carried forward to 2020.
- Most of the year-end under-spending is in capital projects that require third party coordination and/or funding; have issues with consultants / delivery agents; require scope design changes; need acquisition resolution; and/or are development/transit dependent.

Transportation Services (TRN)

Projects by Category (Million)	2019 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget*	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
City Bridge Rehabilitation (Critical)	22.068	20.463	92.7%	G	G		113.294	20.463
Glen Road Pedestrian Bridge	0.407	0.274	67.3%	Y	G		15.391	0.274
Guide Rail Program	1.136	0.797	70.1%	G	G		5.711	3.373
Pedestrian Safety & Infrastructure Programs	0.744	0.501	67.3%	Y	G			
Road Safety Plan (LGSI & SCSPEA)	23.772	14.901	62.7%	Y	G			
RSP Accessible Pedestrian Signals	1.781	1.288	72.3%	G	G			
RSP Missing Link Sidewalk	2.000	0.869	43.4%	R	R	#1		
RSP New Traffic Control Signals / Devices	3.324	2.882	86.7%	G	G			
RSP Traffic Calming	0.498	0.298	59.7%	Y	G			
RSP Traffic Signals Major Modifications	0.549	0.549	100.0%	G	G			
RSP Transportation Safety & Local Improvements	1.666	0.733	44.0%	R	R	#2		
Salt Management Program	0.292	0.292	99.9%	G	G			
Sub-Total	58.238	43.846	75.3%					
State of Good Repair								
City Bridge Rehabilitation	40.143	36.133	90.0%	G	G			
Critical Interim Road Rehabilitation	8.644	8.644	100.0%	G	G			
Ditch Rehabilitation & Culvert Reconstruction	1.663	1.327	79.8%	G	G			
Don Valley Parkway Rehabilitation	2.433	1.817	74.7%	G	G			
Dufferin Street Bridge Rehabilitation	0.070	0.070	99.9%	G	G		26.869	0.166
F.G. Gardiner**	120.091	118.576	98.7%	G	G	#3	2,460.206	285.266
Facility Improvements	1.689	1.382	81.8%	G	G			
Laneways	2.633	1.795	68.2%	Y	G			
Local Road Rehabilitation	91.919	91.812	99.9%	G	G			
Major Road Rehabilitation	60.268	57.787	95.9%	G	G			
Major SOGR Pooled Contingency	3.800	2.928	77.1%	G	G			
Retaining Walls Rehabilitation	2.141	1.802	84.1%	G	G			
Sidewalks	19.355	19.354	100.0%	G	G			
Traffic Plant Requirements / Signal Asset Management	6.525	6.336	97.1%	G	G			
Sub-Total	361.375	349.763	96.8%					
Service Improvements								
Advanced Traffic Signal Control	1.284	1.137	88.5%	G	G			
Cycling Infrastructure	13.902	4.835	34.8%	R	R	#4		
Engineering Studies	9.110	3.388	37.2%	R	R	#5		
Enterprise Work Management System	0.927	0.569	61.4%	Y	G		12.393	0.569
King Street Transit Priority Corridor	0.655	0.452	69.0%	Y	Y		1.155	0.456
LED Signal Module Conversion	3.170	3.012	95.0%	G	G			
Mapping & GIS Repository	0.335	0.015	4.3%	R	R	#6	1.679	0.015

Transportation Services (TRN)

Projects by Category (Million)	2019 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget*	Life-to-Date
		\$	%	On Budget	On Time			
Neighbourhood Improvements	4.638	2.997	64.6%	Y	G			
PTIF Projects	41.027	18.781	45.8%	R	R	#7	73.599	44.523
Signs & Markings Asset Management	2.979	2.486	83.5%	G	G			
System Enhancements for Road Repair & Permits	1.582	0.887	56.1%	Y	G		3.281	1.699
TO360 Wayfinding	0.129	0.117	91.0%	G	G		0.129	0.117
Traffic Congestion Management	6.005	3.694	61.5%	Y	Y		47.240	24.070
Traffic Control - RESCU	0.195	0.186	95.2%	G	G			
Traffic Signal Major Modifications	1.194	1.155	96.7%	G	G			
Traffic Agents/ Construction Staging Compliance (Vehicles)	0.605	0.594	98.2%	G	G		0.605	0.594
Sub-Total	87.737	44.306	50.5%					
Growth Related								
Gardiner York/Bay/Yonge Reconfiguration	0.367	0.367	99.9%	G	G		34.917	32.631
Georgetown South City Infrastructure Upgrade	13.420	13.392	99.8%	G	G		67.100	
John Street Revitalization Project	0.332	0.176	53.2%	Y	R	#8	45.309	0.245
King Liberty Cycling Pedestrian Bridge	10.416	6.873	66.0%	Y	Y		14.038	9.850
Lawrence-Allen Revitalization Project	1.823	0.744	40.8%	R	R	#9	11.586	2.088
Legion Road Extension & Grade Separation	0.340	0.233	68.6%	Y	Y		25.767	0.531
North York Service Road	9.742	0.453	4.6%	R	Y	#10	36.190	25.264
Port Union Road	0.100	0.031	31.0%	R	R	#11	11.950	0.257
Rean to Kenaston - New Road	0.491	0.435	88.6%	G	G		9.890	2.994
Regent Park Revitalization	0.175	0.038	21.9%	R	R	#12	5.555	4.654
Rouge National Park Transfer of Lands	0.013	0.013	98.8%	G	G		0.222	0.042
Scarlett / St. Clair / Dundas	0.696	0.198	28.4%	R	R	#13	46.046	2.105
Six Points Interchange Redevelopment	18.480	13.111	70.9%	G	G		77.972	49.028
Steeles Widening (Tapscott Rd - Beare Rd)	0.291	0.291	100.0%	G	G		45.221	0.912
Third Party Signals	0.300	0.002	0.8%	R	R	#14		
Work for TTC & Others	7.094	6.114	86.2%	G	G			
Sub-Total	64.079	42.471	66.3%					
Total	571.428	480.385	84.1%					

*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

Transportation Services (TRN)

Projects by Category (Million)	2019 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget*	Life-to-Date
		\$	%	On Budget	On Time			

Note # 1:

The program has experienced delays primarily due to contractor, co-ordination, and weather issues. The impacted missing link sidewalk work is mostly related to: Ralph St.; Military Trail; Baby Point Crescent; and, Dawes Road. Unspent funds to be carried forward to complete work in 2020.

Note # 2:

The delays in this program are primarily due to the complexity in finalizing the design for four projects. Unspent funds to be carried forward to complete work in 2020.

Note # 3:

The 2019 Plan for the Rehabilitation of the F. G. Gardiner reflects the \$7.4067 million acceleration of future year committed cash flows that has been recommended as part of this report in order to provide sufficient funding for 2019 expenditures related to Contract 1. See Appendix 3 - Major Capital Projects for additional year-end details.

Note # 4:

The cycling program experienced deferrals and delays in various projects. The deferrals and delays were related to: project co-ordination; signal delivery delay; scope changes; agreements for third party delivery; procurement issues; etc. Unspent funds to be carried forward to complete work in 2020. Together with PTIF related cycling projects, a total of \$14.3M was spent on cycling related projects.

Note # 5:

Various projects within the engineering studies program were delayed due to: additional time required to confirm scope; complexity of design; procurement issues; co-ordination with third parties; etc. Unspent funds to be carried forward to complete work in 2020.

Note # 6:

Technology Services is delivering this project and has experienced delays (including staffing resource issues, etc.). Unspent funds to be carried forward to complete work in 2020.

Note # 7:

Among the projects within the PTIF program, the East Don Trail project has experienced the most significant under spending due to the difficulties involved in securing the permit needed to build a required access road over existing Metrolinx infrastructure. Unspent funds to be carried forward to complete work in 2020

Note # 8:

Construction contract is anticipated to be tendered by the end of 2020. Delays are the result of coordination issues with Toronto Hydro on design and funding contributions from funding partners. Unspent funds to be carried forward to 2020.

Note # 9:

Toronto Community Housing Corporation (TCHC) is the delivery agent for this project. Unspent funds to be carried forward and work will continue in 2020 and beyond.

Note # 10:

Funding related to legal settlement for properties required for the Doris Ave. extension. Court decision is expected to be released in 2020. Unspent funds to be carried forward to 2020.

Note # 11:

The project has been delayed due to its complexity and the additional time required to complete design – in particular as it pertains to relocation of third party utilities (i.e. Toronto Hydro and Enbridge). Unspent funds to be carried forward to 2020.

Note # 12:

Toronto Community Housing Corporation (TCHC) is the delivery agent. Project delay (road works portion) due to the need to address resident accommodations, moving schedules and other issues. Works to continue in 2020 and beyond.

Transportation Services (TRN)

Projects by Category (Million)	2019 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget*	Life-to-Date
		\$	%	On Budget	On Time			

Note # 13:

The project has experienced delays due to: overall complexity / design of the project; time required for third party reviews (i.e. CP Rail - review of rail bridge design); investigation / resolution of drainage issues; incorporating cycling infrastructure components in design; negotiation with property owners for acquisition of property required for the project (including development of property-specific mitigation plans); etc.

Note # 14:

This is a third party flow-through account. Transportation Services receives funding from third parties to fund City delivered works related to Traffic signals. Spending in 2019 reflects the significant reduction in work from third parties compared to previous years.

Waterfront Revitalization Initiative (WFT)

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

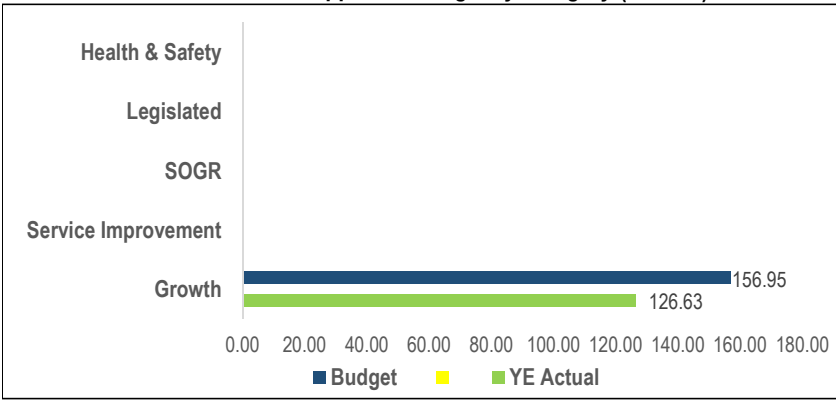


Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 16

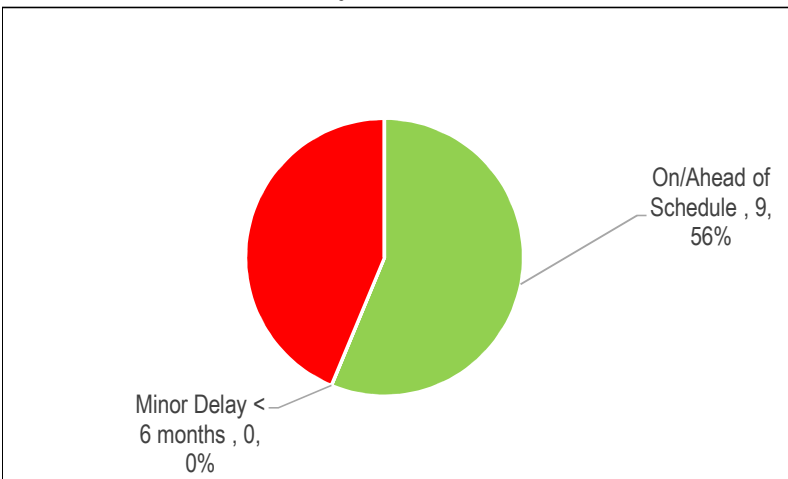


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
148.72		8.23		

Reasons for "Other*" Projects Delay:

- Delays in the implementation of the new ERP system by Waterfront Toronto deferred the timing of the audit and its completion to 2020.
- In May 2020 Sidewalk Labs announced its withdrawal from the Quayside project. Waterfront Toronto is considering its options for moving ahead with a development at Quayside.

Waterfront Revitalization Initiative (WFT)

Projects by Category (Million)	2019 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Growth Related								
Precinct Implementation Projects	10.378	4.343	41.9%	Ⓡ	Ⓢ	#1	247.398	225.861
Transportation Initiatives	4.936	3.382	68.5%	Ⓢ	Ⓡ	#2	31.448	29.894
Technical Studies	0.115	0.000	0.0%	Ⓡ	Ⓡ	#3	6.300	5.861
Waterfront Secretariat	0.721	0.545	75.5%	Ⓢ	Ⓢ		10.306	7.669
Urban Planning Resources	0.729	0.504	69.2%	Ⓢ	Ⓢ	#4	3.316	2.821
Strategic Review	0.127	0.000	0.0%	Ⓡ	Ⓡ	#5	0.400	0.273
Eastern Broadview Flood Protection	1.150	0.459	39.9%	Ⓡ	Ⓡ	#6	2.000	1.309
Bathurst Quay Public Realm	0.907	0.532	58.7%	Ⓢ	Ⓡ	#7	2.339	0.668
Bentway Pedestrian Bridge	7.911	1.243	15.7%	Ⓡ	Ⓢ	#8	12.111	1.243
Bentway PTIF Projects	0.945	0.834	88.2%	Ⓢ	Ⓢ		0.980	0.869
East Bayfront Public Art	0.660	0.656	99.3%	Ⓢ	Ⓢ		5.089	0.656
East Bayfront Local Infrastructure Charge	4.500	4.424	98.3%	Ⓢ	Ⓢ		17.015	4.424
Leslie Street Greening	0.200	0.000	0.1%	Ⓡ	Ⓡ	#9	0.200	0.000
Quayside	0.800	0.199	24.8%	Ⓡ	Ⓡ	#10	0.800	0.199
Cherry Street Stormwater Lakefilling	32.140	18.817	58.5%	Ⓢ	Ⓢ	#11	65.000	51.677
Port Lands Flood Protection	90.735	90.694	100.0%	Ⓢ	Ⓢ		400.417	140.602
Sub-Total	156.952	126.631	80.7%	-	-		805.119	474.026
Total	156.952	126.631	80.7%				805.119	474.026

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:

Work is progressing on the design of the Jarvis Street Sewer upgrade and uncertainty regarding the future of the development in Quayside has deferred work on the intersection of Queens Quay East and Parliament.

Note # 2:

Construction for the Garrison Crossing Bridge has been completed and work is continuing on landscaping elements around the bridge in Ordinance Park and to be completed in 2020.

Note # 3:

Technical Studies and detailed design work to support the planned plaza at 5 Eireann Quay is underway and work will be co-led by City Planning (Waterfront Secretariat), PF&R and Transportation Services and a RFP will be released in 2020.

Note # 4:

Funding for 2 City Planning and 1 Legal Staff needed for Port Lands planning studies and development.

Note # 5:

Delays in the implementation of the new ERP system by Waterfront Toronto deferred the timing of the audit and it's completion to 2020.

Note # 6:

Delays in the project are a result of changes in the infrastructure plans in the area such as the Ontario Line; in addition, the scope of the plan was expanded to include a phasing and implementation plan.

Note # 7:

Construction began in October 2019. Ports Toronto has submitted a site plan application for the first phase of work within the City-owned 5 Eireann Quay property, and construction commenced in April 2020. The City will issue a proposal call in Summer 2020 for detailed design work on the plaza space.

Waterfront Revitalization Initiative (WFT)

Note # 8:

Project received scope change approval by INFC (Federal Government) as the original scope was no longer possible due to the Gardiner rehabilitation work and third party engineering review. As a result, the scope of the project has been reduced and is pre-development engineering only.

Note # 9:

Design work for both the east and west side of Leslie Street from Lake Shore Blvd to the entrance of Leslie Street Split/Tommy Thompson Park will take place after confirmation of the long term future of the existing rail corridor through the site. Discussions are ongoing between CreateTO and Ports Toronto.

Note # 10:

In May 2020 Sidewalk Labs announced its withdrawal from the Quayside Project and Waterfront Toronto is considering its options for moving ahead with a development at Quayside.

Note # 11:

The near-total completion of the Cherry Street Stormwater and Lakefilling project, including deficiency repairs, was completed in March

**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%	↓	⊙
	Q3	6.38	2.31	3.19	49.9%	↓	Ⓜ
	Q4	6.38	3.34	3.34	52.4%	↑	⊙
Corporate Real Estate Management	4M	291.06	26.16	164.79	56.6%		⊙
	Q2	293.74	36.12	157.71	53.7%	↓	⊙
	Q3	288.75	62.86	149.59	51.8%	↓	⊙
	Q4	293.75	154.13	154.13	52.5%	↑	⊙
Fleet Services	4M	74.27	12.44	59.06	79.5%		⊙
	Q2	72.22	16.29	53.68	74.3%	↓	⊙
	Q3	69.77	28.70	52.06	74.6%	↑	⊙
	Q4	74.05	59.86	59.86	80.8%	↑	⊙
Technology Services	4M	90.15	10.48	67.92	75.3%		⊙
	Q2	90.21	19.76	62.93	69.8%	↓	⊙
	Q3	91.55	34.14	65.17	71.2%	↑	⊙
	Q4	91.55	65.38	65.38	71.4%	↑	⊙
TOTAL	4M	461.87	49.81	296.25	64.1%		⊙
	Q2	462.55	73.60	278.18	60.1%	↓	⊙
	Q3	456.45	128.02	270.01	59.2%	↓	⊙
	Q4	465.73	282.72	282.72	60.7%	↑	⊙

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

For the twelve months ended December 31, 2019, the capital expenditures for Corporate Services totalled \$282.7 million of their collective 2019 Approved Capital Budget of \$465.7 million. One Programs in this service area have projected year-end spending rate of over 70% of their respective 2019 Approved Capital Budgets.

Fleet Services year-end spending rate of 74.6% while 311 Toronto, Technology Services and Facilities Real Estate Management Environment and Energy have a year-end spending rate of less than 70%.

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

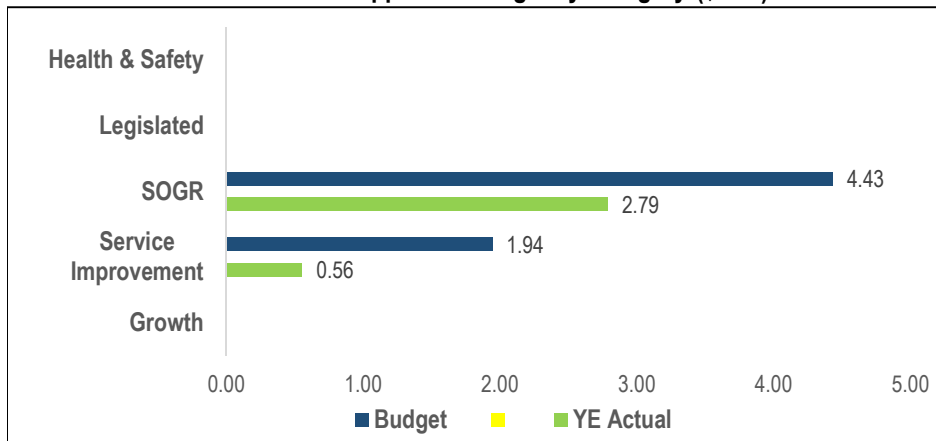


Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 7

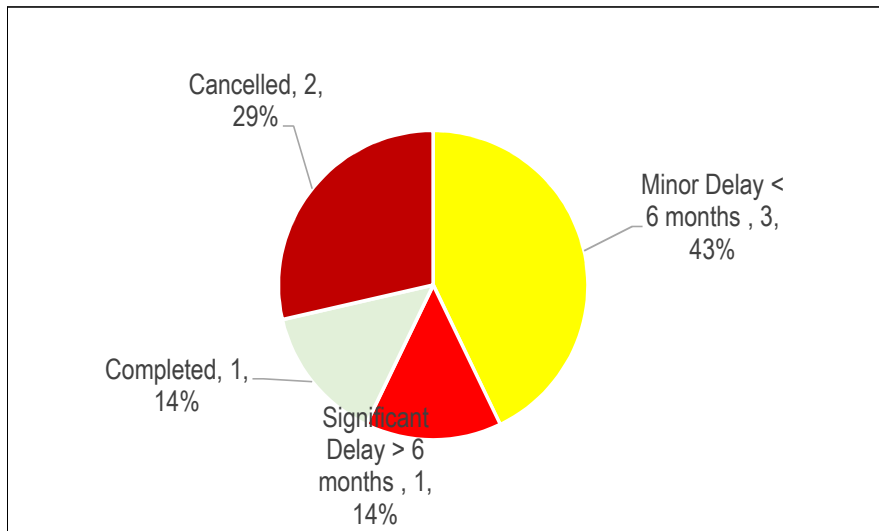


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
	3.93	1.57	0.27	0.61

Reasons for "Other*" Projects Delay:

- Phase II of the Enterprise CRM (ECRM) project, to transition all divisional services requests from Lagan to ECRM, is in progress. The procurement for the implementation partner was delayed as negotiations took longer than planned for this task.
- Channel & Counter Strategy - The acquisition of critical resources required for the completion of the project have been put on hold until a further comprehensive alignment to the overall customer strategy is complete.

311 Toronto (THR)

Projects by Category (Million)	2019 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
State of Good Repair								
Business Intelligence	0.496	0.113	22.7%	Ⓡ	Ⓨ	#1	0.528	0.149
CRM Upgrade and Replacement	3.329	2.637	79.2%	Ⓞ	Ⓨ	#2	7.344	3.926
Enterprise Works Order Management System (EWMS)	0.109	0.040	37.0%	Ⓡ	Ⓨ	#3	0.500	0.139
Knowledge Base Upgrades	0.500	0.000	0.0%	Ⓡ	Ⓡ	#4	0.500	0.000
Sub-Total	4.433	2.789	62.9%	-	-		8.872	4.214
Service Improvements								
Digital Migration	0.274	0.262	95.6%	Ⓞ	Ⓞ		1.141	0.143
Readiness Assessment	0.105	0.000	0.0%	Ⓡ	Ⓡ	#5	0.205	0.000
Channel & Counter Strategy	1.565	0.293	18.7%	Ⓡ	Ⓡ	#6	10.195	1.375
Sub-Total	1.944	0.555	28.6%	-	-		11.541	1.518
Total	6.378	3.345	52.4%				20.413	5.732

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 – The System Integrator Roster for Salesforce Professional Services was delayed as negotiations took longer than planned. Five of the six contracts have since been executed. The Business Case and RFP for Phase II of the ECRM project to transition all divisional services requests from Lagan to ECRM is in progress.

Note # 3:

Work on the EWMS project is being slowed down as the project team looks to leverage the Salesforce ECRM project's capabilities as an alternative solution.

Note # 4:

Knowledge Base upgrades have been cancelled as the division focuses on current project initiatives already underway.

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 has been cancelled due to insufficient resources as the division focuses on current project initiatives already underway.

Note # 6:

Acquisition of critical resources required for the completion of the Channel & Counter Strategy project are on hold until a further comprehensive alignment to the overall customer strategy is complete.

Chart 1
2019 Approved Budget by Category (\$293.75)

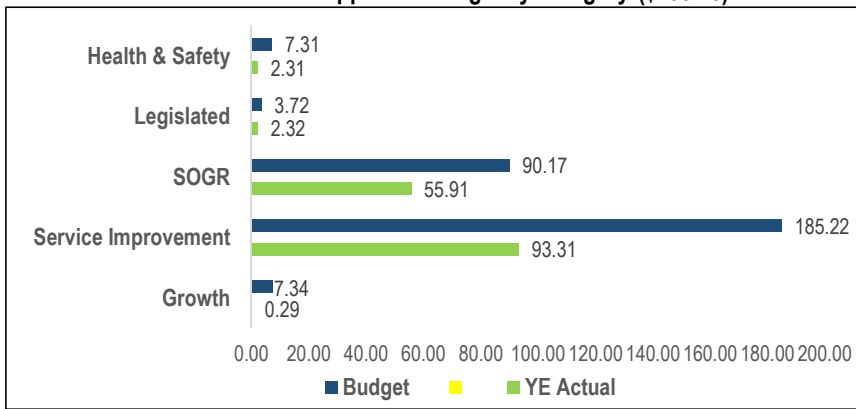


Table 1
2019 Active Projects by Category

Health & Safety	6
Legislated	3
SOGR	74
Service Improvement	117
Growth	4
Total # of Projects	204

Chart 2
Project Status - 204

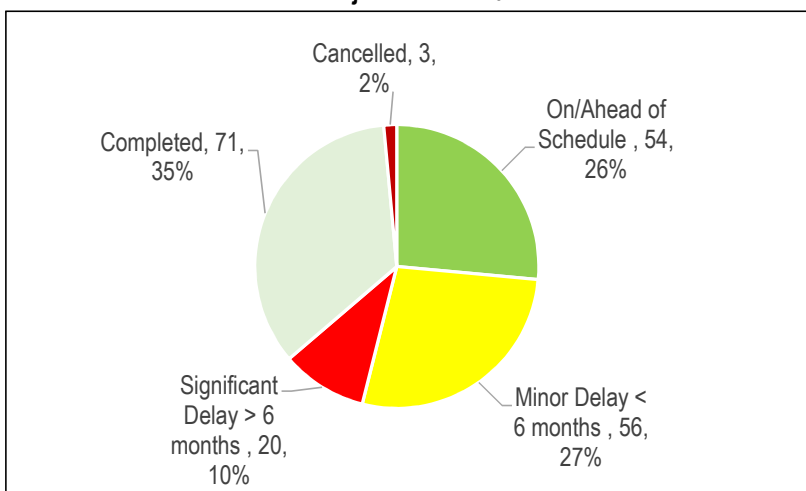


Table 2

Reason for Delay	76	
	Significant Delay	Minor Delay
Insufficient Staff Resources		2
Procurement Issues		1
RFQ/RFP Delayed	1	14
Contractor Issues		1
Site Conditions	2	4
Co-ordination with Other Projects	3	21
Community Consultation	1	11
Other*	13	2
Total # of Projects	20	56

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
107.69	87.23	85.58	12.77	0.48

Reasons for "Other*" Projects Delay:

- The delayed projects primarily related to the Union Station Revitalization Project (USRP). 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 and executing construction amidst the daily operations at Union Station. To mitigate these risks, the project team has responded with value engineering, constructability changes, minor scope adjustments, and consideration of different construction methodologies. Over the life of the project, contractor performance issues have persisted and affected project progress. The City has worked with the contractor's surety company and external consultants to address these issues to bring the project back on track, and is now progressing towards a new completion timeline.

Facilities Management, Real Estate & Environment (FAC)

Key Discussion Points:

- The FREEE program's year-end spending is \$154.130 million, or 52.5% of its 2019 Capital Plan. Excluding major and complex service improvement and growth projects, as well as property acquisitions (which make up 39.4% of the 2019 cash flows), year-end spending would increase to 59.0%.
- Significant progress has been made on major capital initiatives in 2019:
 - St. Lawrence Market North - Awarding of the construction contract and commencement of construction on the project.
 - Union Station Revitalization - Opening of additional retail space in Union Station.
 - TransformTO – Securing significant investments in community green energy initiatives in support of TransformTO goals.
- On the core SOGR program, 71 projects carried over from 2018 have either been completed or are in the close-out stage, and 52 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 and cash flow spending.
 - Change 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%.
 - Several large scale projects that require significant planning and/or negotiation before work or

Facilities Management, Real Estate & Environment (FAC)

Projects by Category (Million)	2019 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
Emergency Repairs	0.659	0.451	68.4%	Y	G	#3	0.661	0.422
Environmental Remediation	2.500	0.072	2.9%	R	R	#2	2.500	0.072
Global Corporate Security Program	3.150	1.790	56.8%	Y	Y	#4	9.177	4.748
Security Bollards - Union Station	1.000	0.000	0.0%	R	R	#2	1.000	0.000
Sub-Total	7.309	2.313	31.6%	-	-		13.338	5.241
Legislated								
Accessibility for Ontarians with Disabilities Act (AODA)	3.550	2.277	64.1%	Y	Y	#2	33.896	9.097
Barrier Free / Equity	0.165	0.039	23.6%	R	Y	#2	1.887	1.763
Sub-Total	3.715	2.316	62.3%	-	-		35.783	10.860
State of Good Repair								
150 Borough	0.700	0.293	41.8%	R	Y	#2	0.950	0.295
Accessibility for Ontarians with Disabilities Act (AODA)	0.015	0.015	100.0%	G	G		0.276	0.267
Albert Campbell Square Park Rehabilitation	1.052	0.512	48.7%	R	Y	#2	3.194	3.062
Emergency Repairs	1.562	0.482	30.9%	R	G	#1	1.666	0.632
Environmental Remediation	1.937	1.852	95.6%	G	G		5.356	4.992
Fire Hall Emergency Generators	7.733	3.629	46.9%	R	Y	#2	17.501	15.235
Indian Residential School Survivors Legacy	0.150	0.009	6.0%	R	Y	#2	5.950	0.415
Mechanical & Electrical	24.305	16.281	67.0%	Y	Y	#4	60.198	43.574
Others - Service Improvements	0.002	0.002	100.0%	G	G		12.202	7.533
Others - SOGR	11.631	8.125	69.9%	Y	G	#1	36.560	23.890
Renovations	3.386	2.349	69.4%	Y	Y	#4	10.974	7.866
Replacement of Diesel with Natural Gas Generators for Various locations	0.009	0.000	0.0%	R	G	#8	4.687	4.655
Re-Roofing	0.494	0.367	74.3%	G	G		1.445	4.503
Resiliency Program	0.544	0.223	41.0%	R	Y	#2	3.901	3.629
Sitework	0.173	0.042	24.1%	R	Y	#4	1.700	1.197
Structural / Building Envelope	36.477	21.730	59.6%	Y	Y	#4	117.811	59.369
Sub-Total	90.171	55.910	62.0%	-	-		284.371	181.112
Service Improvements								
8 Cumberland St	3.500	0.001	0.0%	R	Y	#2	3.500	0.029
9 Huntley St	0.135	0.000	0.0%	R	G	#3	4.900	4.765
925 Albion Rd	0.023	0.000	0.0%	R	G	#3	10.507	10.484
Administrative Penalty System	0.707	0.118	16.7%	R	Y	#2	3.000	2.555
CCTV Infrastructure Enhancements	0.735	0.524	71.3%	G	G		9.754	7.327
Combined Heat & Power	0.085	0.069	81.4%	G	G		4.001	2.677
Community Energy Planning	27.036	24.490	90.6%	G	G		98.064	69.559
Corporate Facilities Refurbishment Program	0.430	0.251	58.3%	Y	G	#1	3.993	4.005
Courts Services Relocation & Fit Out Costs	1.907	1.074	56.3%	Y	Y	#2	5.558	3.995
Demand Response Program	0.091	0.000	0.0%	R	G	#5	0.893	0.000
Energy Conservation & Demand Management	2.920	0.908	31.1%	R	Y	#2	9.798	7.809
Energy Retrofit Program	0.665	0.000	0.0%	R	Y	#6	3.045	1.830
Etobicoke Civic Centre	11.917	0.097	0.8%	R	Y	#2	32.902	0.071
Global Corporate Security Program	2.270	2.089	92.0%	G	G		3.950	3.390
Mechanical & Electrical	1.796	1.593	88.7%	G	G		5.935	5.795
Northwest Path - Phase 2	1.534	0.192	12.5%	R	Y	#2	5.690	0.788
Office Modernization Program	6.796	4.436	65.3%	Y	G	#1	31.200	27.443
Others - Service Improvements	12.006	7.244	60.3%	Y	Y	#4	44.262	17.275
Others - SOGR	1.611	0.723	44.9%	R	Y	#4	12.937	8.215
Real Estate Property Management and Lease Admin	0.300	0.000	0.0%	R	Y	#2	0.569	0.000
Renewable Energy Program	1.659	0.355	21.4%	R	Y	#2	20.800	16.774
Renovations	4.548	0.191	4.2%	R	R	#2	5.150	0.766
Residential Energy Retrofit Program (HELP)	2.390	1.158	48.5%	R	Y	#2	13.250	5.062
Security Bollards - Union Station	2.295	0.059	2.6%	R	R	#2	4.910	0.304
Solar Photovoltaic Program	0.000	-0.003			G	#8	4.400	2.845
Strategic Property Acquisitions	5.000	5.000	100.0%	G	G		100.000	99.979
St. Lawrence Market North Redevelopment	7.000	6.754	96.5%	G	G		116.302	20.714
Toronto Strong Neighbourhood Strategy	3.662	2.631	71.8%	G	Y	#4	7.752	5.325
TransformTO	4.505	0.489	10.8%	R	Y	#2	4.505	0.513

Facilities Management, Real Estate & Environment (FAC)

Projects by Category (Million)	2019 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Union Station East Wing	2.500	1.449	58.0%	Ⓢ	Ⓢ	#2	20.000	5.087
Union Station Enhancement Project	2.187	0.597	27.3%	Ⓢ	Ⓢ	#2	3.037	1.192
Union Station PTIF Projects	0.686	0.172	25.1%	Ⓢ	Ⓢ	#4	1.501	0.966
Union Station - Signage & Wayfinding	0.085	0.000	0.0%	Ⓢ	Ⓢ	#2	0.085	0.000
Union Station Revitalization	70.757	29.743	42.0%	Ⓢ	Ⓢ	#9	824.039	779.770
Various IT-Related Projects	1.482	0.904	61.0%	Ⓢ	Ⓢ	#4	2.985	2.187
Sub-Total	185.220	93.305	50.4%	-	-		1,423.173	1,119.497
Growth Related								
1251 Bridletowne Circle Acquisition	0.059	0.004	6.6%	Ⓢ	Ⓢ	#7	5.942	5.887
School Land Properties Acquisitions	5.000	0.000	0.0%	Ⓢ	Ⓢ	#7	15.000	0.000
Strategic Property Acquisitions	1.817	0.231	12.7%	Ⓢ	Ⓢ	#7	5.062	3.356
Westwood	0.462	0.050	10.9%	Ⓢ	Ⓢ	#2	4.000	1.138
Sub-Total	7.339	0.285	3.9%	-	-		30.004	10.381
Total	293.755	154.130	52.5%				1,786.670	1,327.091

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

(0.00)

Note # 1:

Most projects have been completed under budget. Remaining ongoing projects are expected to be completed on time.

Note # 2:

Project is delayed due to site conditions, procurement/contractor or client-specific issues, insufficient staff resourcing, coordination with other projects, or RFP/RFQ delays.

Note # 3:

Ongoing project reflects underspending at year-end, but is expected to be completed on time.

Note # 4:

Most projects are either on track or completed, low spending attributed to various projects experiencing delays with site conditions, coordination with other projects, or insufficient staff resources.

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 was completed under budget. Any negative balances reflected will be cleared out.

Note # 9:

Issues throughout the life of the project include maintaining heritage elements of Union Station, performance issues with contractors, environmental and unforeseen site conditions, and coordinating and executing construction while maintaining operations at the Station.

Chart 1
2019 Approved Budget by Category (\$74.05)

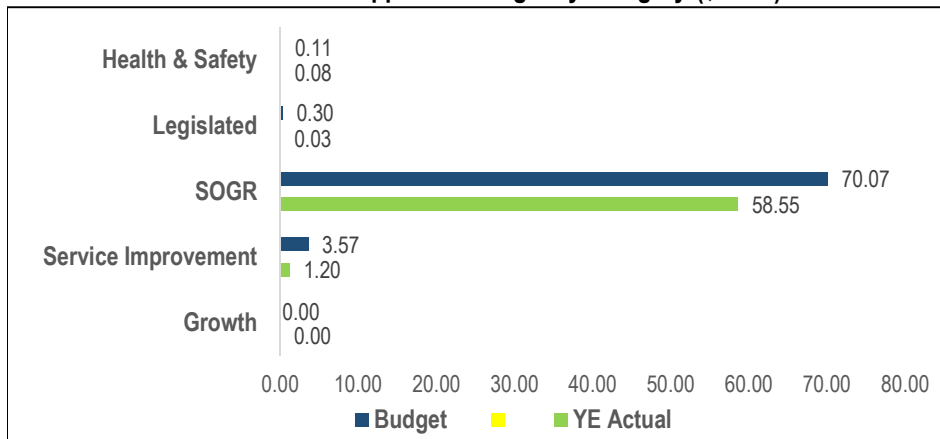


Table 1
2019 Active Projects by Category

Health & Safety	1
Legislated	2
SOGR	54
Service Improvement	8
Growth	
Total # of Projects	65

Chart 2
Project Status - 65

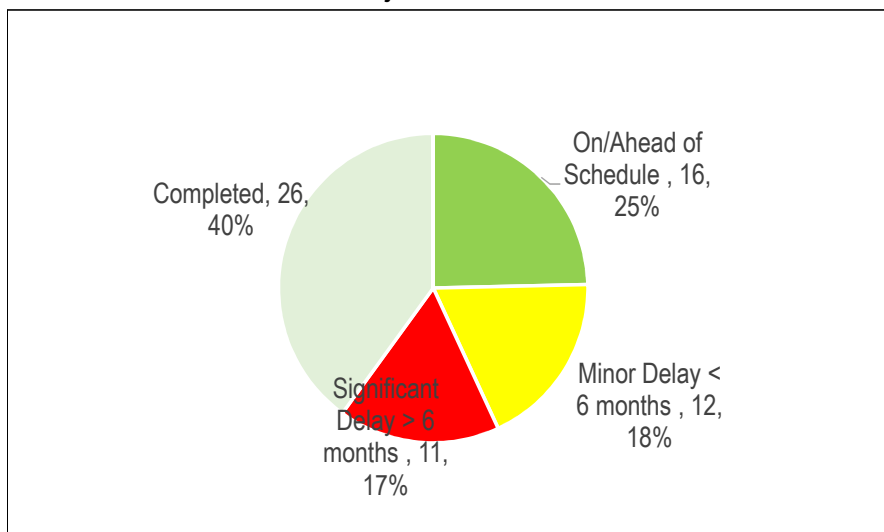


Table 2

Reason for Delay	23	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	2	
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*	9	12
Total # of Projects	11	12

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
30.80	7.92	10.14	25.19	

Reasons for "Other*" Projects Delay:

- Cancellations/delays of replacement units.
- Scope expansion of Green Fleet plan.

Fleet Services (FLT)

Projects by Category (Million)	2019 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
Fleet Services - Garage Security	0.105	0.080	76.4%	Ⓞ	Ⓜ	1	0.105	0.093
Sub-Total	0.105	0.080	76.4%	-	-		0.105	0.093
Legislated								
Green Fleet Plan	0.300	0.028	9.3%	Ⓡ	Ⓡ	2	0.400	0.053
Sub-Total	0.300	0.028	9.3%	-	-		0.400	0.053
State of Good Repair								
Arena Boards - Fleet Replacement	0.108	0.097	89.2%	Ⓞ	Ⓞ		0.217	0.186
Economic Development & Culture - Fleet Replacement	0.046	0.000	0.0%	Ⓡ	Ⓜ	3	0.046	0.043
Engineering & Construction Services - Fleet Replacement	0.868	0.382	44.1%	Ⓡ	Ⓞ	4	1.150	0.605
Exhibition Place - Fleet Replacement	0.600	0.381	63.4%	Ⓜ	Ⓡ	5	0.600	0.381
Facility & Real Estate - Fleet Replacement	1.331	0.297	22.3%	Ⓡ	Ⓞ	6	2.329	0.832
Fleet Office Modernization	0.150	0.014	9.5%	Ⓡ	Ⓜ	7	0.150	0.014
Fleet Replacement - Insurance Company	0.276	0.169	61.2%	Ⓜ	Ⓡ	8	0.285	0.204
Fleet Services - At Large Vehicle Purchase	0.040	0.000	0.0%	Ⓡ	Ⓜ	9	0.040	0.000
Fleet Services - Fleet Replacement	0.458	0.122	26.6%	Ⓡ	Ⓞ	10	0.734	0.258
Fleet Services - Garage Security	0.062	0.032	51.8%	Ⓜ	Ⓜ	11	0.105	0.075
Fleet Services - Tools and Equipment	0.597	0.130	21.8%	Ⓡ	Ⓡ	12	0.958	0.529
Fuel Site Closures	0.623	0.151	24.3%	Ⓡ	Ⓜ	13	0.937	0.333
Municipal Licensing & Standard - Fleet Replacement	0.159	0.047	29.5%	Ⓡ	Ⓞ	14	1.311	1.104
Parks, Forestry & Recreation - Fleet Replacement	9.105	8.415	92.4%	Ⓞ	Ⓞ		23.665	20.551
Purchasing & Materials Management - Fleet Replacement	0.190	0.075	39.4%	Ⓡ	Ⓞ	15	0.190	0.075
Shelter, Support & Housing Administration - Fleet Replacement	0.071	0.000	0.0%	Ⓡ	Ⓜ	16	0.071	0.048
Solid Waste - Fleet Replacement	21.721	19.704	90.7%	Ⓞ	Ⓞ		65.443	52.035
Toronto Building - Fleet Replacement	0.112	0.000	0.0%	Ⓡ	Ⓜ	17	0.112	0.071
Toronto Community Housing Corporation - Fleet Replacement	1.284	1.188	92.5%	Ⓞ	Ⓞ		2.370	1.720
Toronto Fire - Fleet Replacement	2.718	0.478	17.6%	Ⓡ	Ⓡ	18	14.406	5.013
Toronto Library - Fleet Replacement	0.643	0.559	86.9%	Ⓞ	Ⓡ	19	0.794	0.714
Toronto Paramedic - Fleet Replacement	19.897	17.547	88.2%	Ⓞ	Ⓞ		44.191	30.684
Toronto Public Health - Fleet Replacement	0.031	0.029	94.0%	Ⓞ	Ⓞ		0.031	0.029
Toronto Water - Fleet Replacement	8.044	7.912	98.4%	Ⓞ	Ⓞ		26.949	20.556
Toronto Zoo - Fleet Replacement	0.840	0.810	96.4%	Ⓞ	Ⓞ		1.080	1.050
Transportation Services - Fleet Replacement	0.096	0.011	11.8%	Ⓡ	Ⓞ	20	1.339	1.058
Sub-Total	70.071	58.549	83.6%	-	-		189.503	138.169
Service Improvements								
Biodiesel Pilot Project	0.075	0.003	4.5%	Ⓡ	Ⓞ	21	0.198	0.127
Car Share Technology	0.105	0.017	16.5%	Ⓡ	Ⓜ	22	0.105	0.017
Fleet Management and Fuel Integration Sustainment	1.890	0.160	8.4%	Ⓡ	Ⓞ	23	4.764	2.682
Fleet Services - At Large Vehicle Purchase	0.570	0.419	73.4%	Ⓞ	Ⓡ	24	0.570	0.522
Municipal Licensing - At Large Vehicle Purchase	0.485	0.176	36.4%	Ⓡ	Ⓜ	25	1.200	1.116
Toronto Community Housing Corporation - At Large Vehicle Purchase	0.450	0.427	94.9%	Ⓞ	Ⓞ		0.450	0.427
Vendor Management Portal	0.000	0.000			Ⓞ		0.478	0.042
Sub-Total	3.575	1.202	33.6%	-	-		7.766	4.933
Total	74.051	59.860	80.8%	-	-		197.774	143.249

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 delay due to door entry system upgrades expected to be received in Q2 2020.

Note # 2:

Project underspend and delay are due to scope expansion of Green Fleet Plan to include purchase of Electric Vehicles in late 2019 and expected delivery in 2020.

Fleet Services (FLT)

Note # 3:

Project underspend and delay are due to timing with expected delivery of units in Q1 2020.

Note # 4:

Fleet replacement for Engineering & Construction Services reflects underspending due to higher replacement estimate initially budgeted and other replacements cancelled/delayed.

Note # 5:

Fleet Replacement for Exhibition has been delayed due to additional vehicles requested in late 2019, with delivery estimated to be in 2020.

Note # 6:

Fleet replacement for Facilities and Real & Estate reflects underspending mainly due to higher replacement estimate initially budgeted and other replacements cancelled/delayed.

Note # 7:

Delays in Fleet Office Modernization is due to timing. Plans are scheduled to be finalized in Q1 2020 with construction to begin in Q2 2020.

Note # 8:

Variance is mainly due to fewer claims made in 2019 as usage of insurance contingency are unpredictable and are assessed case-by-case.

Note # 9:

Fleet - At Large Purchases underspend and delay are due to timing with expected delivered in Q2 2020.

Note # 10:

Fleet replacement for Fleet Services reflects cancellation of replacement of vehicles within Fleet to make better use of underutilized vehicles and other Green vehicles.

Note # 11:

Garage Security for Fleet Services is currently delayed due to vendor consultation with project to be completed in Q1 2020.

Note # 12:

Project delays and underspending are mainly due to reissuance of RFQ as initial process received no bids. Equipment is expected to be delivered in Q2 2020.

Note # 13:

Fuel Site Closure Project delays are a result of identifying which sites can accommodate increased demand.

Note # 14:

Fleet replacement for ML&S reflects delayed delivery of replacements to early 2020.

Note # 15:

Fleet replacement for PMMD reflects delayed delivery of replacements to early 2020.

Note # 16:

Fleet replacement for SSHA reflects delayed delivery of replacements to early 2020.

Note # 17:

Fleet replacement for Toronto Building reflects delayed delivery of replacements to early 2020.

Note # 18:

Fleet replacement for Toronto Fire reflects underspending and delays due to procurement issues, as well as, delays in delivery of replacements.

Note # 19:

Fleet replacement for Toronto Library is delayed due to client coordination issues.

Note # 20:

Fleet replacement for Transportation Services reflects delayed delivery of replacements to early 2020.

Note # 21:

Biodiesel Project reflects underspending due to lower fuel usage for biodiesel alternative fuel.

Note # 22:

Car Share Project delays and underspending are due to co-ordination with new FleetShare program to commence in 2020.

Note # 23:

Project reflects underspending due to incorporating costs in the replacement cost of each unit for all future replacements.

Note # 24:

Project reflects slight underspending but delivery is expected to be in Q1 2020.

Note # 25:

Project reflects slight underspending but delivery is expected to be in Q1 2020.

Chart 1
2019 Approved Budget by Category (\$91.55)

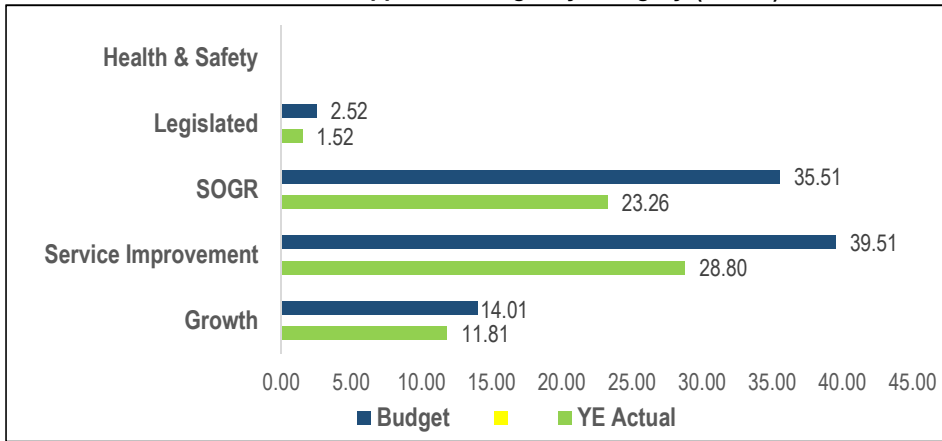


Table 1
2019 Active Projects by Category

Health & Safety	
Legislated	2
SOGR	26
Service Improvement	46
Growth	8
Total # of Projects	82

Chart 2
Project Status - 82

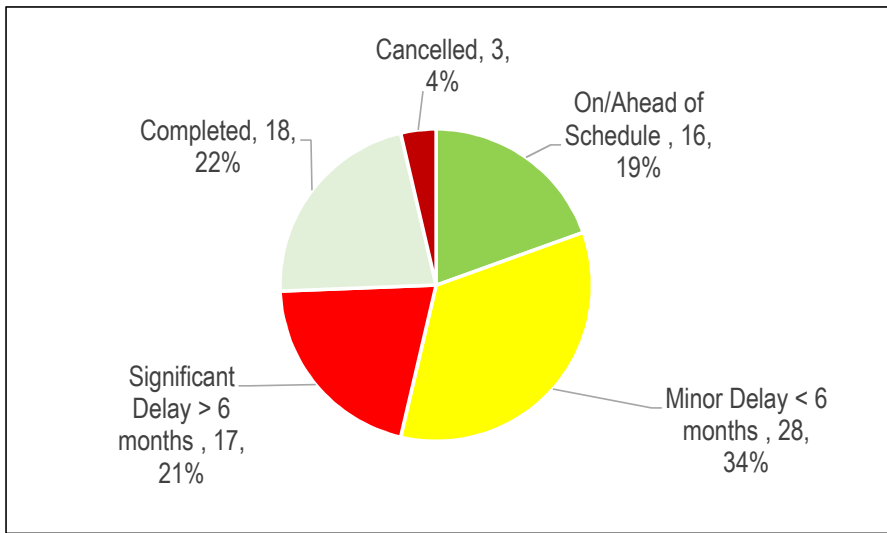


Table 2

Reason for Delay	45	
	Significant Delay	Minor Delay
Insufficient Staff Resources	4	16
Procurement Issues	1	1
RFQ/RFP Delayed	3	4
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	4	1
Community Consultation		
Other*	5	6
Total # of Projects	17	28

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
36.92	28.23	22.35	3.70	0.36

Reasons for "Other*" Projects Delay:

- Desktop HW and SW replacement were delayed due to dependencies on other software purchases such as the Jabber implementation, Success Factors and Active Directory as well as procurement delays .
- The Disaster Recovery Project went under review for strategic re-alignment. A new Project Director was onboarded in mid 2019 and developed a revised scope & strategy for the project.
- The Enterprise Document and Records Management Solution (EDRMS) project was delayed with longer than planned negotiations with the vendor and with developing requirements.
- Enterprise Storage Replacement was delayed due to establishing strategic direction and in the RFQ for the Data Centre Reference Architecture.
- The Enterprise E-Learning (ELI) project experienced delays while the project team completed a strategic roadmap.
- The Electronic Service Delivery for Building Permits was on hold pending Executive decision on how to proceed with project.
- The HR Labour Relations Information System was delayed due to insufficient resources.
- The Online Grant Management System project for SDFA was delayed due to a scope change to Phase 1 of the project.
- The Toronto Office of Partnerships (TOP) Online Donation Application had a late start due to resourcing issues and also had its scope revised.

Information & Technology (ITP)

Projects by Category (Million)	2019 Approve d Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Legislated								
AODA Compliance	2.217	1.507	68.0%	Y	Y	#1	4.800	2.932
EDHR - Complaints Management System	0.300	0.008	2.5%	R	R	#2	0.300	0.008
Sub-Total	2.517	1.515	60.2%	-	-		5.100	2.939
State of Good Repair								
Application Systems	1.206	1.139	94.4%	G	Y	#3	4.867	4.297
Asset Lifecycle Management	18.441	13.949	75.6%	G	Y	#4	107.357	101.460
Business Sustainment Systems	1.969	1.004	51.0%	Y	R	#5	3.754	2.716
Corporate Initiatives	1.546	0.445	28.8%	R	Y	#6	2.876	2.228
Corporate Planning & Management	4.252	2.307	54.3%	Y	Y	#7	22.442	19.752
Information Security Program	1.882	0.892	47.4%	R	R	#8	5.702	4.416
IT Service Mgmt	1.002	0.695	69.4%	Y	Y	#9	3.698	3.372
Museums & Heritage Services IT Infrastructure SOGR	0.885	0.552	62.3%	Y	Y	#10	0.885	0.552
Network Upgrades	1.941	0.785	40.4%	R	R	#11	40.870	19.803
Project Portfolio Management System (SOGR)	0.465	0.078	16.8%	R	Y	#12	0.465	0.131
Technology Infrastructure	1.469	1.255	85.4%	G	G		2.909	1.930
Telecom Expense Management System (TEMS) Replacement	0.450	0.156	34.7%	R	Y	#13	0.600	0.306
Sub-Total	35.509	23.257	65.5%	-	-		196.426	160.964
Service Improvements								
Application Systems	6.666	4.843	72.7%	G	Y	#14	19.290	14.730
Artificial Intelligence for SSHA and TPH	0.500	0.070	14.0%	R	Y	#15	0.500	0.070
Asset Management Solution - Transportation	0.307	0.032	10.5%	R	R	#16	1.395	0.574
Business Sustainment Systems	8.144	6.840	84.0%	G	R	#17	23.877	20.747
Corporate Initiatives	11.735	10.657	90.8%	G	Y	#18	42.569	40.723
Corporate Planning & Management	0.810	0.654	80.7%	G	G		5.140	4.951
Document Management Capabilities	0.079	0.063	80.0%	G	G		0.420	0.260
ECS Business Systems Improvements	0.484	0.297	61.3%	Y	Y	#19	0.530	0.343
ECS Capital Project & Program Mgmt Process	0.088	0.086	98.0%	G	G		0.446	0.394
ECS Cloud Deployment-Construction Project and Document Management System (DMS)	0.568	0.210	37.0%	R	Y	#20	0.568	0.210
Etime Scheduling Enterprise Rollout	3.411	1.722	50.5%	Y	Y	#21	5.034	3.673
HR Labour Relations Information System (LRIS)	0.505	0.101	19.9%	R	Y	#22	0.505	0.101

Information & Technology (ITP)

Projects by Category (Million)	2019 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Intranet Refresh (Phase 1 IT WEB)	0.018	0.018	100.0%	Ⓞ	Ⓞ		0.254	0.251
IT Audit Project Health Check Framework	0.130	0.068	52.5%	Ⓢ	Ⓢ	#23	0.130	0.068
Open Data Visualization	0.932	0.932	100.0%	Ⓞ	Ⓞ		1.591	1.293
Publicly Accessible Wi-Fi For City Facilities	0.287	0.209	72.9%	Ⓞ	Ⓞ		0.287	0.209
Short Term Business Improvements - Transportation	0.029	0.028	96.5%	Ⓞ	Ⓞ		2.499	2.494
Time Attendance & Staff Scheduling (TASS) Business Readiness	0.206	0.000	0.0%	Ⓡ	Ⓞ	#24	0.461	0.255
Technology Infrastructure	0.890	0.338	37.9%	Ⓡ	Ⓢ	#25	1.533	0.840
Toronto Property System (TPS) refresh	0.453	0.222	49.0%	Ⓡ	Ⓢ	#26	0.553	0.290
Work Management Solution - Transportation	3.269	1.408	43.1%	Ⓡ	Ⓡ	#27	9.396	6.530
Sub-Total	39.512	28.798	72.9%	-	-		116.979	99.007
Growth Related								
Applications Portfolio Tools & Rationalization	0.866	0.244	28.2%	Ⓡ	Ⓢ	#28	1.387	0.844
Business Sustainment Systems	0.324	0.287	88.8%	Ⓞ	Ⓞ		1.317	0.957
Recreation Management System (CLASS) Replacement Planning	0.075	0.048	64.3%	Ⓢ	Ⓢ	#29	0.150	0.052
Consolidated Data Centre	10.491	9.990	95.2%	Ⓞ	Ⓞ		21.682	21.181
Corporate Initiatives	1.020	0.172	16.9%	Ⓡ	Ⓢ	#30	1.020	0.172
Enterprise Architecture	1.010	0.946	93.6%	Ⓞ	Ⓞ		5.754	5.674
WAN High Speed Fibre Data	0.227	0.124	54.7%	Ⓢ	Ⓢ	#31	2.090	1.987
Sub-Total	14.012	11.812	84.3%	-	-		33.401	30.868
Total	91.550	65.382	71.4%				351.906	293.778

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.

Note # 2:

The Equity, Diversity and Human Rights office (EDHR) Complaints Management System project was delayed while the project team assessed alternative delivery methods.

Note # 3:

The File Services Migration is complete; the Geospatial Tool Enhancement started late as it was without a project manager; the Domino Decommissioning was delayed due to delays in other projects delivering upgraded platforms.

Information & Technology (ITP)

Projects by Category (Million)	2019 Approve d Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			

Note # 4:

Lifecycle management costs primarily delayed to due procurement delays. Desktop HW and SW replacement were delayed due to dependencies on other software purchases. Enterprise Storage Replacement delayed while establishing strategic direction and in the Data Centre Reference Architecture RFQ delay.

Note # 5:

The Integrated Business Management System Review project was delayed due to insufficient resources and lack of project

Note # 6:

State-of-Good Repair activities on the SAP solution were deferred while activities were being co-ordinated with other SAP projects such as the Supply Chain Management Transformation project.

Note # 7:

The Wellbeing Toronto project experienced delays with the procurement process. The Risk Management Framework project was delayed due to insufficient resources.

Note # 8:

The RFP process and the cyber security maturity assessment for the Information Security project were delayed while the requirements were being re-assessed.

Note # 9:

The IT Service Management project was delayed due to insufficient resources.

Note # 10:

The Museum & Heritage Services SOGR project was delayed due to insufficient resources.

Note # 11:

The Disaster Recovery Project went under review for strategic re-alignment. A new Project Director was onboarded in mid 2019 developed a revised scope & strategy for the project.

Note # 12:

The Project Portfolio Management System SOGR project was planned to start in May 2019 but was subsequently delayed due to insufficient resources and will be cancelled in 2020.

Note # 13:

The RFP release for the Telecom Expense Management System (TEMS) Replacement project was delayed from Q4 2018 to Mar 2019 and closed on Apr 26.

Note # 14:

The Corporate Geospatial Strategy Roadmap Implementation was delayed while the scope was being defined and by insufficient resources; 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 was delayed due to negotiations with the vendor and scope changes; The Enterprise Document and Records Management Solution (EDRMS) project was delayed with longer than planned negotiations with the vendor and with developing requirements.

Note # 15:

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

Note # 16:

The Asset Management Solution project is being cancelled to align with corporate strategic direction.

Note # 17:

The Electronic Service Delivery for Building Permits was on hold pending Executive decision on how to proceed with project; The MLS Systems Modernization and Online Portal Services for City Planning were delayed pending strategy realignment.

Information & Technology (ITP)

Projects by Category (Million)	2019 Approve d Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			

Note # 18:

The Occupational Health & Safety Application and HR Electronic Skills Assessment projects experienced delays with the procurement process; The Toronto Building Customer Relation Management (CRM) project was 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 also had its scope revised.

Note # 19:

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

Note # 20:

The ECS Cloud Deployment Project was delayed while project resources were being secured.

Note # 21:

The eTime Enterprise Rollout continues to onboard selected divisions, while the eTime Scheduling Enterprise Rollout had a delayed start as resources were being secured.

Note # 22:

The HR Labour Relations Information System was delayed due to insufficient resources.

Note # 23:

The project started late due to insufficient resources.

Note # 24:

The Time Attendance & Staff Scheduling (TASS) seed project is complete. The project was invoiced in 2020 and 2019 funds have been carried over.

Note # 25:

The project to introduce Internal Private Cloud Services in COT had a delayed start. Standards & Architecture work packages were required to be completed before the Internal Private Cloud project could commence.

Note # 26:

This project was recently transferred to I&T from City Clerks. The project was delayed as resources were being secured.

Note # 27:

The Work Management Solution project was paused while the project delivery was being transferred to Transportation Services.

Note # 28:

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

Note # 29:

Planning for the replacement of the City's recreation management system, CLASS, was delayed due to lack of available resources at the start of the project and changes in direction for the PF&R Recreation Business Transformation Project.

Note # 30:

Insufficient resources and scope reviews delayed the Workforce Business Intelligence Phase 2 project. Additional time to have further discussion with the Project Sponsor and relevant stakeholders was requested.

Note # 31:

Previous legal issues have been resolved on the WAN High Speed Fibre Data project and the project is in the process of being closed.

**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%	↓	Ⓡ
	Q3	23.81	6.89	9.02	37.9%	↓	Ⓡ
	Q4	23.81	9.66	9.66	40.6%	↑	Ⓡ
TOTAL	4M	23.81	3.38	16.40	68.9%		Ⓢ
	Q2	23.81	5.09	10.87	45.7%	↓	Ⓡ
	Q3	23.81	6.89	9.02	37.9%	↓	Ⓡ
	Q4	23.81	9.66	9.66	40.6%	↑	Ⓡ

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

For the twelve months ended December 31, 2019, the capital expenditures for Finance and Treasury Services totalled \$9.7 million of their 2019 Approved Capital Budget of \$23.8 million.

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

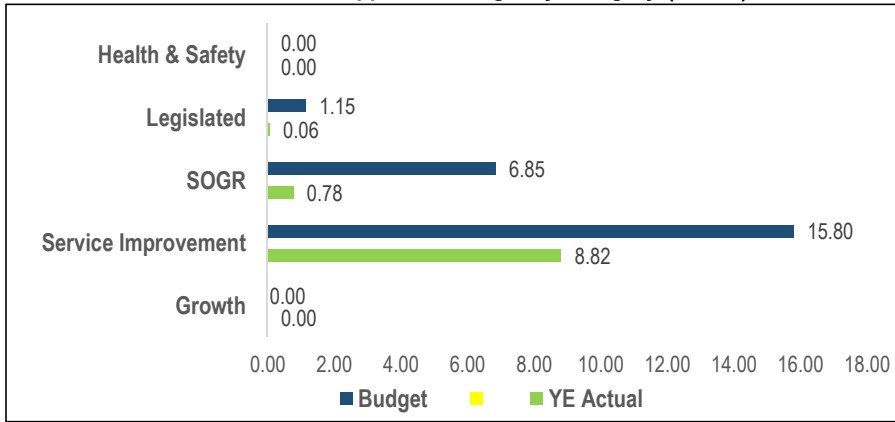


Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 15

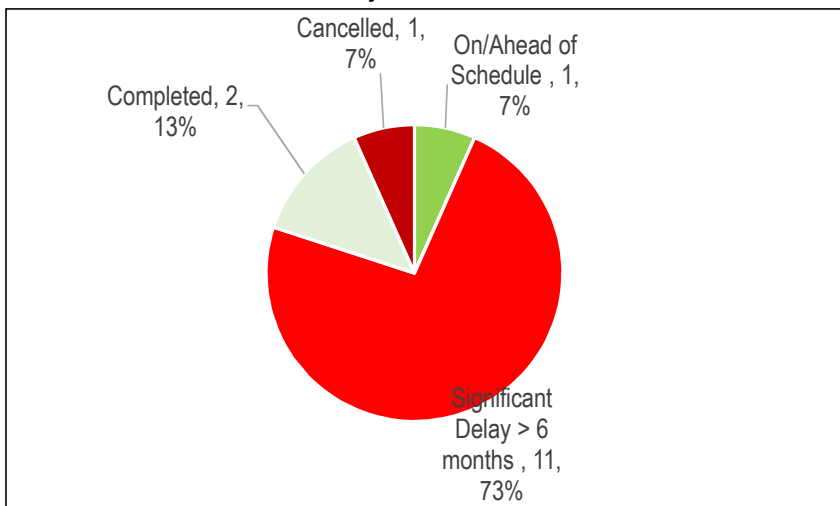


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
18.20		5.61		

Reasons for "Other*" Projects Delay:

- Parking Tag MGT Software Upgrade was delayed due to extended work to find variable solution in market place. The award of RFQ is planned to be issued in 2020.
- Part of the Integrated Asset Planning Management (IAPM) project 2019 cash flow was budgeted to set up internal staff to begin the asset management framework, but was put on hold.
- The eBilling Initiative was previously on hold pending the award of the Print and eBilling RFP. The Print and eBilling RFP was awarded recently. The projects is expected to be completed by the end of 2020.
- The Financial Planning, Analysis & Reporting System (FPARS) project is currently on hold awaiting the completion of the budget modernization review and its recommendations.
- The Revenue Systems Phase 2 project is delayed due to the shift in priorities that prevented Revenue and I&T to establish and support an active secondary archival database for the existing Tax Management Accounting Control System (TMACS) and the RSD System Utility Management Accounting Control System (UMACS). Projected timelines and actual are unknown until the solution is devised..
- Employee Service Centre (ESC) is delayed due to technical enablement of permanent CRM platform solution.
- Supply Chain Management Transformation (SCMT 1) was delayed due to number of issue including coordination/knowledge transfer, staffing, ability to transition Sourcing and Speed modules into operation.

Financial Services (FNS)

Projects by Category (Million)	2019 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Legislated								
DEV. CHARGES BACKGROUND STUDY	0.355	0.000	0.0%	Ⓡ	Ⓞ	#1	0.770	0.416
PCI COMPLIANCE	0.800	0.062	7.7%	Ⓡ	Ⓞ	#2	7.662	5.738
Sub-Total	1.155	0.062	5.3%	-	-		8.432	6.154
State of Good Repair								
CROSS-APPLICATION TIMESHEET (CATS) IMPLEMENTATION	0.185	0.179	96.5%	Ⓞ	Ⓞ		7.540	7.534
INTEGRATED ASSET PLANNING MANAGEMENT (IAPM)	1.747	0.149	8.5%	Ⓡ	Ⓡ	#3	5.000	0.859
RISK MANAGEMENT INFO SYSTEM UPGRADE	0.450	0.005	1.1%	Ⓡ	Ⓞ	#9	1.892	1.104
TAX BILLING SYSTEM	2.730	0.447	16.4%	Ⓡ	Ⓡ	#4	9.922	2.363
UTILITY BILLING SYSTEM	1.738	0.000	0.0%	Ⓡ	Ⓡ	#4	5.971	0.170
Sub-Total	6.850	0.780	11.4%	-	-		30.325	12.030
Service Improvements								
EBILLING INITIATIVE	0.469	0.390	83.2%	Ⓞ	Ⓡ	#5	0.469	0.390
ELECTRONIC SELF SERVICE TAX AND UTILITY	0.551	0.221	40.1%	Ⓡ	Ⓡ	#11	0.551	0.221
EMPLOYEE SERVICE CENTRE (ESC)	1.005	0.615	61.2%	Ⓢ	Ⓡ	#12	1.255	0.615
FINANCE ACCOUNTING SYSTEMS TRANSFORMATION (FAST)	1.808	0.812	44.9%	Ⓡ	Ⓡ	#8	4.260	1.891
FINANCIAL PLANNING ANALYSIS REPORTING SYSTEM (FPARS)	2.154	0.555	25.8%	Ⓡ	Ⓡ	#6	60.820	58.218
PARKING TAG MGT SOFTWARE UPGRADE	0.754	0.005	0.7%	Ⓡ	Ⓡ	#7	2.592	0.658
REVENUE SYSTEM - PHASE II	0.330	0.104	31.5%	Ⓡ	Ⓡ	#10	3.500	3.273
SUPPLY CHAIN MANAGEMENT TRANSFORMATION (SCMT 1)	8.731	6.116	70.1%	Ⓢ	Ⓡ	#13	18.993	15.275
Sub-Total	15.802	8.818	55.8%	-	-		92.440	80.541
Total	23.807	9.660	40.6%				131.197	98.725

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

Note # 1:
DC Background Study closed and moved to Operating Budget

Note # 2:
Project completed and passed first audit to re-certify on December 18, 2019

Financial Services (FNS)

Note # 3:

A portion of the budget was allocated for internal staff to work on the asset management framework but was put on hold. The project cash flows will be aligned with the multi-year Capital Modernization implementation plan being developed by E&Y that will be finalized fall of 2020.

Note # 4:

The under spending was primarily caused by delays in hiring project team members as the project waited for I&T to approve the hiring. Contract resources that were anticipated to be filled were not hired. This also caused the expected completion date to move out one year.

Note # 5:

With the recent award of the Revenue Services Division Print and Electronic Services RFP - Revenue started the initial project scope and requirements phase with the external service provider to deliver AODA PDF electronic presentment of Tax and Utility Bills/statements to internal staff. A delay was encountered with verification of the AODA PDF's. Project plan extended the end of 2020.

Note # 6:

Management continues to focus on driving efficiencies through improved and consistent use of the PBF system and PEP tool. The EPM component of FPARS is currently on hold awaiting completion of budget modernization review and its recommendations. A final close-out report will be submitted in October 2020 highlighting deliverables, benefits and lessons learned.

Note # 7:

In 2019, the existing scanner/sorter solution was to be replaced, work started on a RFQ vendor to prove their solution. A RFP was to be issued this year for a Commercial Off The Shelf (COTS) solution to replace the Parking Tags Management System. There appears to be a

Note # 8:

Financial Accounting Systems Transformation project, it was determined that a change in project scope was required in Q3 2019. The scope was broadened to include business processes and policies. This resulted in underspending in 2019. The project was re-scoped as the Financial Systems Transformation project under the Financial Sustainability corporate priority in Q4 2019, with spending on the project

Note #9

Project is proceeding with implementation of additional phases of the project with the next milestone being the implementation of a web-based claims form. Will require a vulnerability assessment to support the web-based claims form and additional user licenses to address the number of users requiring access.

Note #10

A shift in priorities delayed the ability for Revenue Services and I&T to establish and support an active secondary archival database for the existing RSD systems (Tax Mgt Accounting Control System TMACS and Utility Mgt Accounting Control System UMACS). Due to the exceptional volume of data, records older than 10 years will be housed within an accessible separate database that will enable the full seamless restoration/retrieval of data when called for (e.g., appeal/billing adjustments or FOI requests) in a timely and cost effective

Note #11

A delay in commencing work on the recently awarded Revenue Services Division Print and Electronic Services RFP - Revenue has commenced the initial project scope and requirements phase with the external service provider to deliver AODA PDF electronic presentment of Tax and Utility Bills/statements to the public leveraging our current on-line look up. Project plan extended into 2021.

Note #12

Delays due to technology enablement of permanent CRM platform solution

Note #13

2019 major milestones included the technical go live of P2P module, Sept 1st 100% onboarding of City Divisions to Ariba Sourcing and Spend Module Refresh. A number of issues impacted the project including coordination / knowledge transfer between projects, program leadership, staffing, ability to transition Sourcing and Spend modules into operations.

**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%	□	Ⓢ
	Q3	0.22	0.02	0.09	42.8%	↓	Ⓡ
	Q4	0.22	0.09	0.09	43.0%	↑	Ⓡ
City Clerk's	4M	6.33	0.83	5.77	91.3%		Ⓢ
	Q2	5.87	1.22	4.86	82.8%	↓	Ⓢ
	Q3	5.87	2.28	3.96	67.5%	↓	Ⓢ
	Q4	5.87	3.84	3.84	65.3%	↓	Ⓢ
Corporate Initiatives	4M	82.22	0.21	82.00	99.7%		Ⓢ
	Q2	83.92	1.99	17.63	21.0%	↓	Ⓡ
	Q3	83.83	3.60	14.87	17.7%	↓	Ⓡ
	Q4	78.83	21.94	21.94	27.8%	↑	Ⓡ
TOTAL	4M	88.76	1.05	87.99	99.1%		Ⓢ
	Q2	90.00	3.22	22.70	25.2%	↓	Ⓡ
	Q3	89.91	5.89	18.92	21.0%	↓	Ⓡ
	Q4	84.91	25.87	25.87	30.5%	↑	Ⓡ

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

For the twelve months ended December 31, 2019, the capital expenditures for Other City Programs totalled \$25.9 million of their collective 2019 Approved Capital Budget of \$84.9 million. All programs in this service area have a year-end spending rate of less 70% of their respective 2019 Approved Capital Budgets.

Spending rate at year-end for the for Office of Lobbyist Registrar, City Clerk's Office and Corporate Initiatives Program are projected at 42.8%, 67.5% and 17.7% respectively.

Chart 1
2019 Approved Budget by Category (\$0.22)

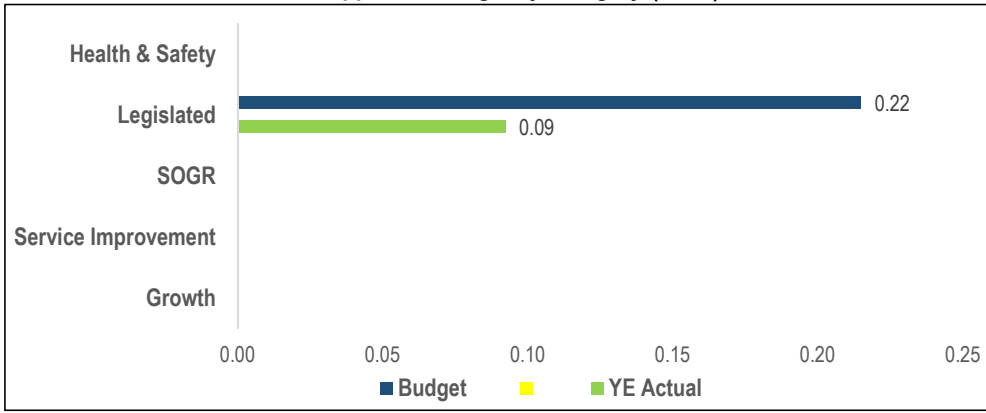


Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 1

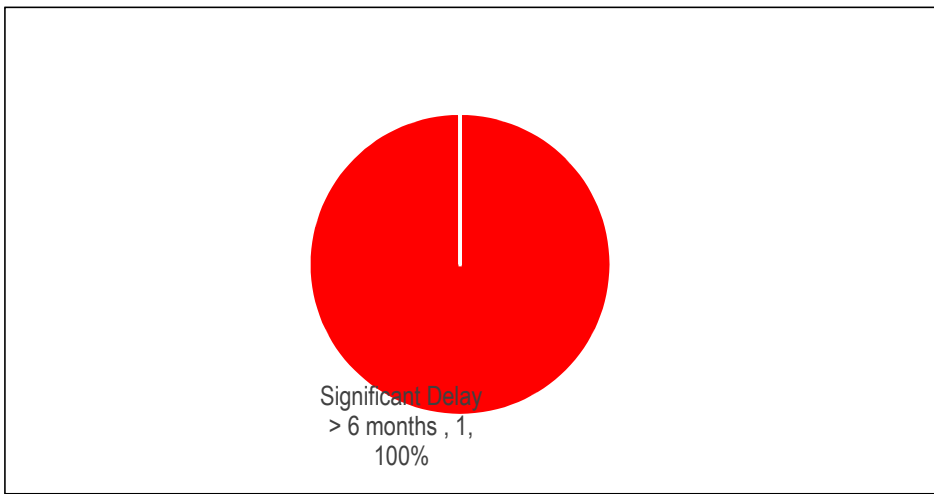


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
		0.22		

Reasons for "Other*" Projects Delay:

Key Discussion Points:

- Delay is due to a change in scope in Q4 2019 as a result of a legislated change.

Office of the Lobbyist Registrar (LR)

Projects by Category (Million)	2019 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Legislated OLR INVESTIGATION CASE MANAGEMENT SYSTEM	0.215	0.092	43.0%	Ⓜ	Ⓜ	#1	0.215	0.092
Sub-Total	0.215	0.092	43.0%	-	-		0.215	0.092
Total	0.215	0.092					0.215	0.092

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

Note # 1:

Delay is due to a change in scope in Q4 2019 as a result of a legislated change.

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

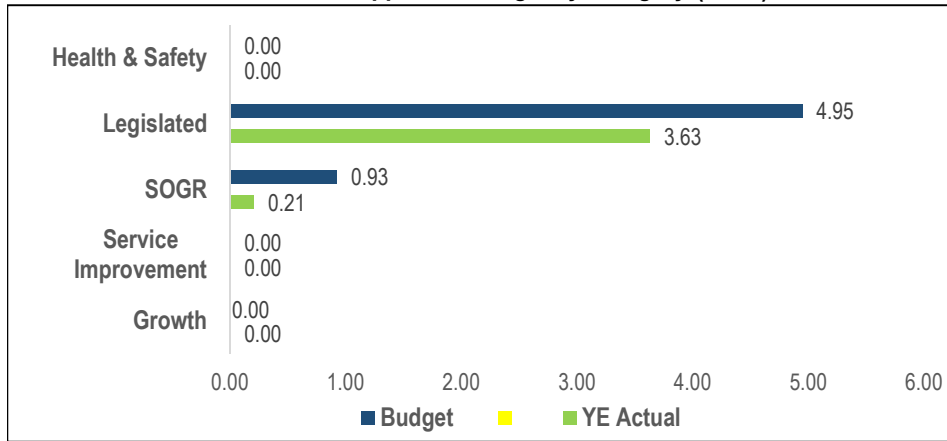


Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 17

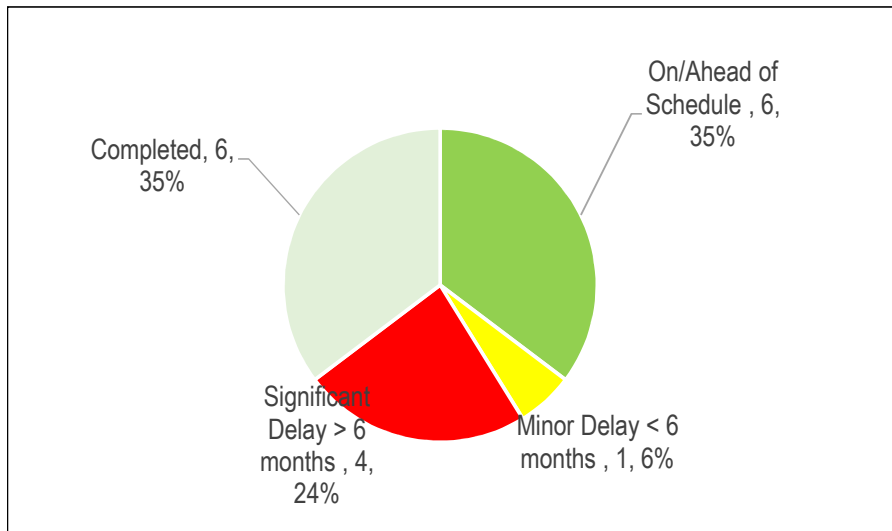


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
3.67	0.13	0.59	1.49	

Reasons for "Other*" Projects Delay:

- OPEN INFO - DIVISION SPECIFIC - ARCHIVAL DATABASE- Delay due to project scope adjustments; environmental scan of comparable jurisdictions completed.
- PRIVACY CASE MANAGEMENT SYSTEM 2019 - Delay due to vulnerability assessment in the proposed solution which could not be resolved; alternative solution pursued; To-be process and business requirements session in progress; review of project scope in progress by Corporate Information Management Services (CIMS) and the Office of the Chief Information Security Office (CISO)
- VOTING EQUIPMENT REPLACEMENT - OPTIONS STUDY- Options study delivered in December 2019; new report format in progress.
- CITY HALL REGISTRY COUNTER REFRESH - Project implementation dependent on reclaiming City Hall space from Service Canada; Service Canada vacated its space on the first floor of City Hall on January 31, 2020; the full configuration of the City Hall registry counter refresh will be considered as a part of the City's City Hall project; project to be deferred to 2021.

City Clerk's Office (CLK)

Projects by Category (Million)	2019 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Legislated								
TORONTO ELECTIONS MANAGEMENT INFO SYSTEM (TEMIS) FOR 2018 ELECTION	0.425	0.423	99.5%	G	G		6.477	6.219
ELECTION TECHNOLOGY PROGRAM FOR 2022 ELECTION	1.170	1.081	92.4%	G	G		5.975	1.081
TORONTO MEETING MANAGEMENT INFORMATION SYSTEM (TMMIS) SOGR 2019-2022	0.160	0.048	29.8%	R	G	#1	0.980	0.048
OPEN INFORMATION	1.265	1.035	81.8%	G	G		2.988	2.083
OPEN INFO - DIVISION SPECIFIC - ARCHIVAL DATABASE	0.125	0.067	53.6%	Y	Y	#2	0.125	0.067
PRIVACY CASE MANAGEMENT SYSTEM 2019	0.205	0.070	34.2%	R	R	#3	0.205	0.070
VOTING EQUIPMENT REPLACEMENT - OPTIONS STUDY	0.200	0.127	63.5%	Y	R	#4	0.200	0.127
CITY CLERK'S OFFICE BUSINESS SYSTEMS 2016 - 2018	0.230	0.181	78.7%	G	G		1.497	1.303
CITY CLERK'S BUSINESS SYSTEM - LEGISLATIVE COMPLIANCE	0.225	0.150	66.5%	Y	G	#5	0.525	0.150
COUNCIL BUSINESS SYSTEMS 2016-2018	0.090	0.090	100.0%	G	G		0.569	0.567
COUNCILTRANSITION REQUIREMENTS 2017	0.852	0.359	42.2%	R	G	#6	1.460	0.967
Sub-Total	4.947	3.631	73.4%	-	-		21.001	12.682
State of Good Repair								
INFORMATION PRODUCTION ONLINE REQUEST PORTAL REPLACEMENT	0.110	0.013	12.3%	R	R	#7	0.110	0.013
INFRASTRUCTURE TO SUPPORT COUNCIL MEETING	0.600	0.056	9.3%	R	G	#8	1.710	1.044
ARHVIVES EQUIPMENT UPGRADE 2017-2023	0.050	0.048	95.2%	G	G		0.265	0.158
ORDER PICKER REPLACEMENT (2 MACHINES) 2018	0.090	0.086	95.6%	G	G		0.100	0.086

City Clerk's Office (CLK)

Projects by Category (Million)	2019 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
TORONTO PROPERTY SYSTEM SOGR 2018	0.000	0.000			Ⓞ		0.057	0.057
CITY HALL REGISTRY COUNTER REFRESH	0.075	0.003	3.6%	Ⓡ	Ⓡ	#9	0.150	0.003
Sub-Total	0.925	0.206	22.2%	-	-		2.392	1.361
Total	5.872	3.836	65.3%				23.393	14.043

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:

Survey of City staff and public users of Public Facing Website in progress; preliminary designs and concepts for public TMMIS delivered

Note # 2:

'Delay due to project scope adjustments; environmental scan of comparable jurisdictions completed.

Note # 3:

Delay due to vulnerability assessment in the proposed solution which could not be resolved; alternative solution pursued; To-be process and business requirements session in progress; review of project scope in progress by Corporate Information Management Services (CIMS) and the Office of the Chief Information Security Office (CISO).

Note # 4:

Options study delivered in December 2019; new report format in progress.requirements elicitation session is in progress..

Note #5:

The project includes two subprojects:

- LIEN system: public form for lien-related claims and internal search portal went live on October 1. This sub-project is completed.
- FOI system: This sub-project will begin in 2020.

Note # 6:

Phases 1 and 2 completed.

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

Note # 7:

Delay due to Technology Services Division resourcing issues relating to risk and vulnerability assessment; project implementation in progress and expected to be completed in Q4 2020

Note # 8:

Notice of contract termination sent to Request to Speak (RTS) system vendor. Project scope adjusted. Wrap up report completed. Project

Note # 9:

Project implementation dependent on reclaiming City Hall space from Service Canada; Service Canada vacated its space on the first floor of City Hall on January 31, 2020; the full configuration of the City Hall registry counter refresh will be considered as a part of the City's City Hall project; project to be deferred to 2021.

**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%	□	⊙
	Q3	7.98	3.07	6.44	80.7%	↓	⊙
	Q4	7.98	5.17	5.17	64.8%	↓	Ⓜ
Go Transit	4M	60.00	0.00	60.00	100.0%		⊙
	Q2	60.00	0.00	60.00	100.0%	□	⊙
	Q3	60.00	0.00	60.00	100.0%	□	⊙
	Q4	60.00	0.00	0.00	0.0%	↓	Ⓜ
To Live	4M	14.58	0.54	7.11	48.8%		Ⓜ
	Q2	14.58	0.68	8.03	55.1%	↑	Ⓜ
	Q3	14.58	2.23	8.71	59.7%	↑	Ⓜ
	Q4	14.58	6.82	6.82	46.7%	↓	Ⓜ
Toronto & Region Conservation Authority	4M	22.08	6.88	22.08	100.0%		⊙
	Q2	22.08	10.86	21.63	98.0%	↓	⊙
	Q3	22.08	17.83	21.63	98.0%	↑	⊙
	Q4	22.08	21.58	21.58	97.7%	↓	⊙
Toronto Police	4M	84.37	13.39	60.21	71.4%		⊙
	Q2	84.37	17.25	53.63	63.6%	↓	Ⓜ
	Q3	84.37	23.36	45.01	53.4%	↓	Ⓜ
	Q4	84.37	36.19	36.19	42.9%	↓	Ⓜ
Toronto Public Health	4M	4.86	1.42	4.85	99.6%		⊙
	Q2	4.86	2.06	4.63	95.2%	↓	⊙
	Q3	4.86	2.63	3.83	78.8%	↓	⊙
	Q4	4.86	3.85	3.85	79.2%	↑	⊙
Toronto Public Library	4M	36.75	5.26	32.25	87.8%		⊙
	Q2	35.59	9.90	30.17	84.8%	↓	⊙
	Q3	35.59	19.41	28.98	81.4%	↓	⊙
	Q4	35.59	30.58	30.58	85.9%	↑	⊙
Toronto Zoo	4M	16.67	0.38	9.42	56.5%		Ⓜ
	Q2	16.67	1.10	9.46	56.7%	↑	Ⓜ
	Q3	16.67	2.48	7.68	46.0%	↓	Ⓜ
	Q4	16.67	4.26	4.26	25.6%	↓	Ⓜ
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%	↓	⊙
	Q3	2,345.68	931.12	1,517.18	64.7%	↓	Ⓜ
	Q4	2,298.51	1,386.80	1,386.80	60.3%	↓	Ⓜ
Yonge-Dundas Square	4M	0.05	0.00	0.05	100.0%		⊙
	Q2	0.05	0.00	0.05	100.0%	□	⊙
	Q3	0.05	0.01	0.02	30.0%	↓	Ⓜ
	Q4	0.05	0.01	0.01	28.3%	↓	Ⓜ
TOTAL	4M	2,593.06	392.60	2,056.03	79.3%		⊙
	Q2	2,591.81	654.03	1,917.03	74.0%	↓	⊙
	Q3	2,591.86	1,002.14	1,699.48	65.6%	↓	Ⓜ
	Q4	2,544.69	1,495.26	1,495.26	58.8%	↓	Ⓜ

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

For the twelve months ended December 31, 2019, the capital expenditures for City Agencies totalled \$1,495 million of their collective 2019 Approved Capital Budget of \$2,545 billion. 3 of the Agencies have year-end spending rate of over 70% of their respective 2019 Approved Capital Budgets.

Toronto & Region Conservation Authority, Toronto Public Health and Toronto Public Library have year-end spending rate of 97.7%, 79.2% and 85.9% respectively. Exhibition Place, Toronto Transit Commission, Toronto Police Service, Toronto Zoo and TO Live have year-end spending rate of less than 70%

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

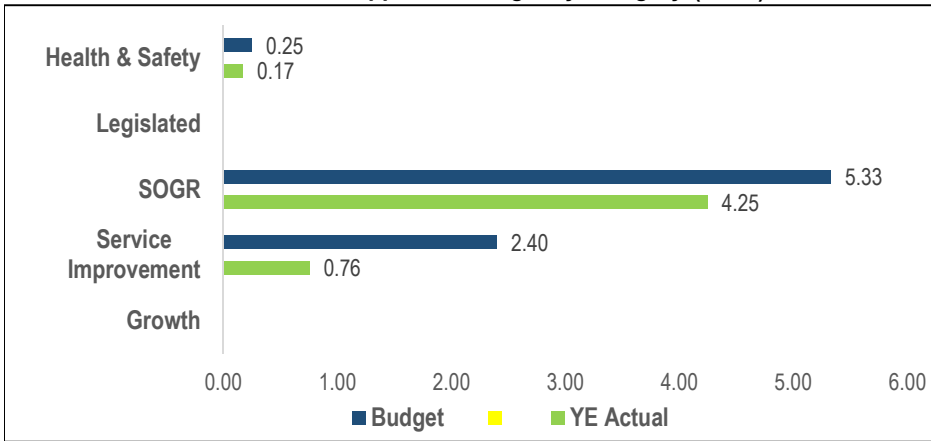


Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 25

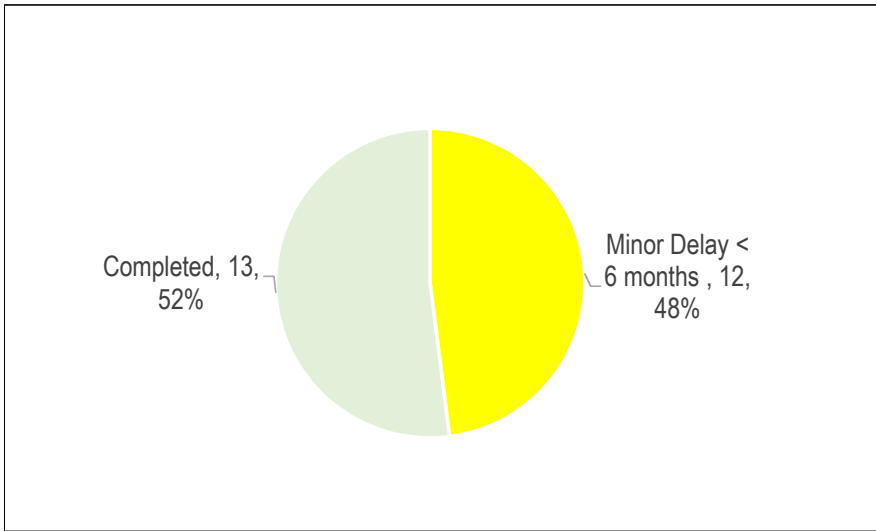


Table 2

Reason for Delay	12	
	Significant Delay	Minor Delay
Insufficient Staff Resources	0	0
Procurement Issues	0	0
RFQ/RFP Delayed	0	3
Contractor Issues	0	0
Site Conditions	0	6
Co-ordination with Other Projects	0	1
Community Consultation	0	0
Other*	0	2
Total # of Projects	0	12

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0.00	6.35	0.00	1.63	0.00

Reasons for "Other*" Projects Delay:

- Both Parks, Parking Lots and Roads (\$0.470 million) and the Electrical Underground High Voltage Utilities (\$1.50 million) projects were underspent due to delays in the arrival of shipped materials.

Key Discussion Points :

- Exhibition Place had a 2019 year-end spending of \$5.175 million, or 64.8% of its 2019 Council Approved Capital Budget of \$7.983 million. The remaining unspent amount leaves a total cash flow carry forward of \$2.808 million to 2020.
- The main reasons for the amount of cash flow carry forward of \$2.808 million to 2020 were due to the delayed approval by Heritage Preservation for Elevated Hotel X Bridge project resulting in a late award to the contractor, coordinations with events scheduled in the Enercare Centre, as well as various equipment delivery delays.
- As a result of the above factors, Exhibition Place was unable to complete the Beanfield Centre Elevated Bridge project, the Bus Duct Replacement at the Food Building, High Voltage Feeders replacement, and other smaller projects in time before year-end.
- As of December 31st, 2019, Exhibition Place had 13 projects completed representing \$1.629 million in spending.

Exhibition Place (EXH)

Projects by Category (Million)	2019 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
Other Building	0.250	0.171	68.3%	Y	Y	#2	0.250	0.171
Sub-Total	0.250	0.171	68.3%	-	-		0.250	0.171
State of Good Repair								
Pre-Engineering Program	0.137	0.127	92.4%	G	Y	#1	0.250	0.240
Queen Elizabeth Building	0.275	0.264	96.0%	G	Y	#2	0.275	0.264
Other Building	0.475	0.475	100.0%	G	G		0.475	0.475
Equipment	0.705	0.622	88.2%	G	Y	#2	0.705	0.622
Enercare Centre	0.879	0.740	84.2%	G	Y	#3	1.720	1.581
Coliseum Complex	0.100	0.079	79.4%	G	Y	#2	0.100	0.079
Parks, Parking Lots and Roads	0.791	0.760	96.0%	G	Y	#2	1.085	1.054
Food Building	0.470	0.059	12.5%	R	Y	#4	0.470	0.059
Electrical Underground High Voltage Utilities	1.500	1.121	74.7%	G	Y	#4	1.500	1.121
Sub-Total	5.332	4.247	79.6%	-	-		6.580	5.495
Service Improvements								
Parks, Parking Lots and Roads	0.141	0.141	100.0%	G	G		0.200	0.200
Beanfield Centre	2.259	0.616	27.3%	R	R	#1	2.259	0.616
Sub-Total	2.400	0.757	31.5%	-	-		2.459	0.816
Total	7.983	5.175	64.8%				9.289	6.481

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:

Both Pre-Engineering Program and the Beanfield Centre projects were delayed in the RFP/RFQ process.

Note # 2:

Other Building, Queen Elizabeth Building, Equipment, Coliseum Complex and Parks, Parking Lots and Roads projects were held up by weather related delays in site testing.

Note # 3:

The delay in the Enercare Centre project was due to work having to be scheduled around events in the building.

Note # 4:

The delays in the Food Building and Electrical Underground High Voltage Utilities projects were due to late delivery of required

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

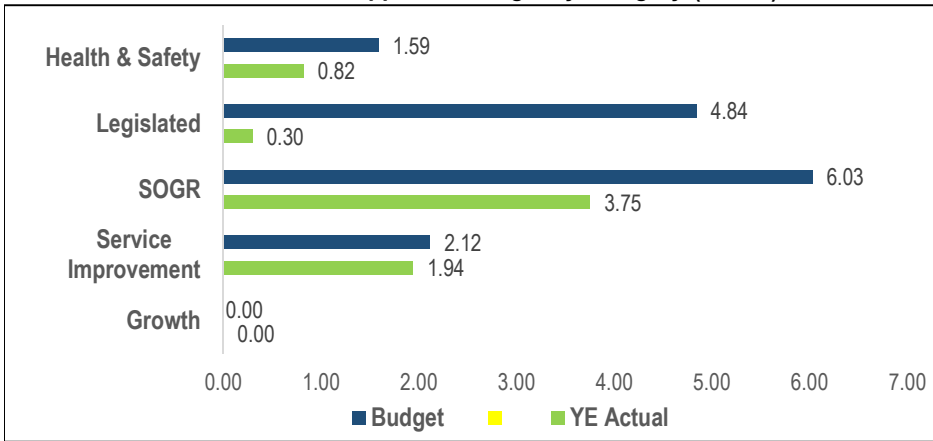


Table 1
2019 Active Projects by Category

Health & Safety	6
Legislated	5
SOGR	6
Service Improvement	2
Growth	
Total # of Projects	19

Chart 2
Project Status - 19

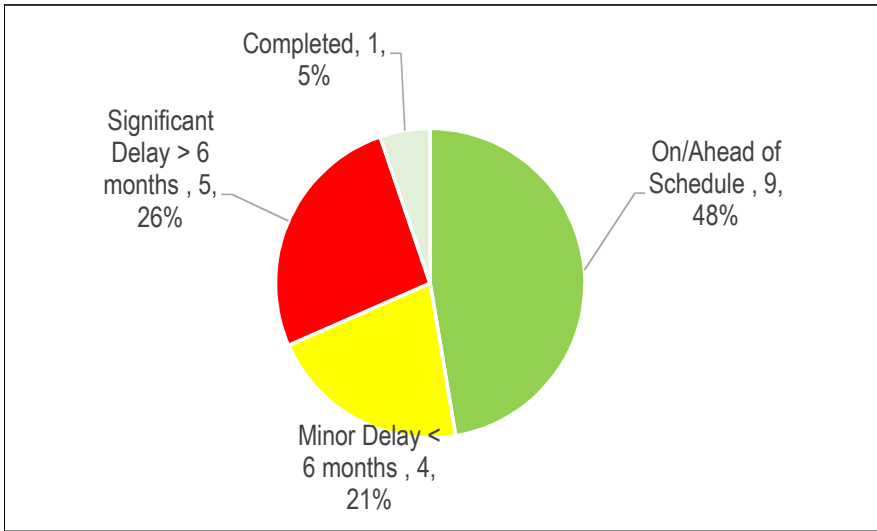


Table 2

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*	5	4
Total # of Projects	5	4

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
5.66	2.27	6.64	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 between TO Live and City Staff. This document was approved by the Board in May 2019, which has resulted in delays in spending.

TO Live

Projects by Category (Million)	2019 Approved Cash Flow	Year-End Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
Meridian Hall - Building Envelope	0.067	0.001	1.5%	Ⓡ	Ⓡ	#1	1.267	0.001
Meridian Hall - Fire Safety Systems	0.453	0.070	15.4%	Ⓡ	Ⓢ	#1	0.454	0.071
St. Lawrence Centre for the Arts - Health & Safety	0.200	0.189	94.3%	Ⓢ	Ⓢ		0.200	0.189
Meridian Hall - Theatre Systems and Equipment (2017)	0.124	0.124	99.9%	Ⓢ	Ⓢ		1.229	1.026
Meridian Hall - Theatre Systems and Equipment (2018-2026)	0.119	0.107	89.9%	Ⓢ	Ⓢ		1.572	1.560
Meridian Hall - Vertical Transportation	0.625	0.332	53.0%	Ⓢ	Ⓢ	#1	0.638	0.344
Sub-Total	1.589	0.822	51.8%	-	-		5.360	3.190
Legislated								
Meridian Hall - AODA Compliance Projects 2019	1.671	0.172	10.3%	Ⓡ	Ⓡ	#1	1.671	0.172
St. Lawrence Centre for the Arts - AODA 2019	0.600	0.079	13.2%	Ⓡ	Ⓢ	#1	0.600	0.079
Meridian Arts Centre - AODA 2019/2020	2.440	0.031	1.3%	Ⓡ	Ⓡ	#1	5.036	0.031
Meridian Arts Centre - Concession Stands (AODA)	0.133	0.017	13.1%	Ⓡ	Ⓢ	#1	0.133	0.017
Meridian Hall - Theatre Systems and Equipment (2018-2026)	0.000	0.000	0.0%	Ⓡ	Ⓢ	#1	0.060	0.060
Sub-Total	4.845	0.299	6.2%	-	-		7.500	0.359
State of Good Repair								
Meridian Hall - Building Envelope	2.097	2.097	100.0%	Ⓢ	Ⓢ		2.189	2.188
Meridian Hall - Electrical Systems	0.231	0.230	100.0%	Ⓢ	Ⓢ		0.316	0.316
Meridian Hall - Mechanical Systems	0.916	0.275	30.1%	Ⓡ	Ⓢ	#1	1.089	0.449
St. Lawrence Centre for the Arts - SOGR 2019	2.247	0.611	27.2%	Ⓡ	Ⓡ	#1	2.247	0.611
Meridian Hall - Structure	0.194	0.194	100.0%	Ⓢ	Ⓢ		0.203	0.203
Meridian Hall - Theatre Systems and Equipment (2018-2026)	0.347	0.346	99.7%	Ⓢ	Ⓢ		0.353	0.352
Sub-Total	6.031	3.753	62.2%	-	-		6.397	4.119
Service Improvements								
2019 Signage Replacement Project	1.900	1.900	100.0%	Ⓢ	Ⓢ		1.900	1.900
Meridian Arts Centre - Sound Isolation	0.215	0.042	19.3%	Ⓡ	Ⓡ	#1	0.215	0.042
Sub-Total	2.115	1.941	91.8%	-	-		2.115	1.941
Total	14.579	6.816	46.7%				21.372	9.610

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 protocol document which outlines the management of TO Live capital projects between TO Live and City Staff was approved by the Board in May 2019 and the delay in establishing this document has resulted in delays in capital spending.

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

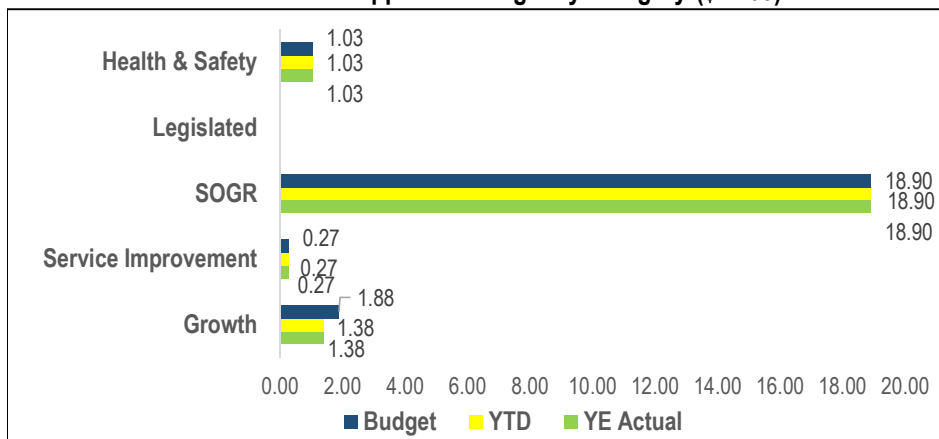


Table 1
2019 Active Projects by Category

Health & Safety	2
Legislated	0
SOGR	23
Service Improvement	1
Growth	3
Total # of Projects	29

Chart 2
Project Status - 29

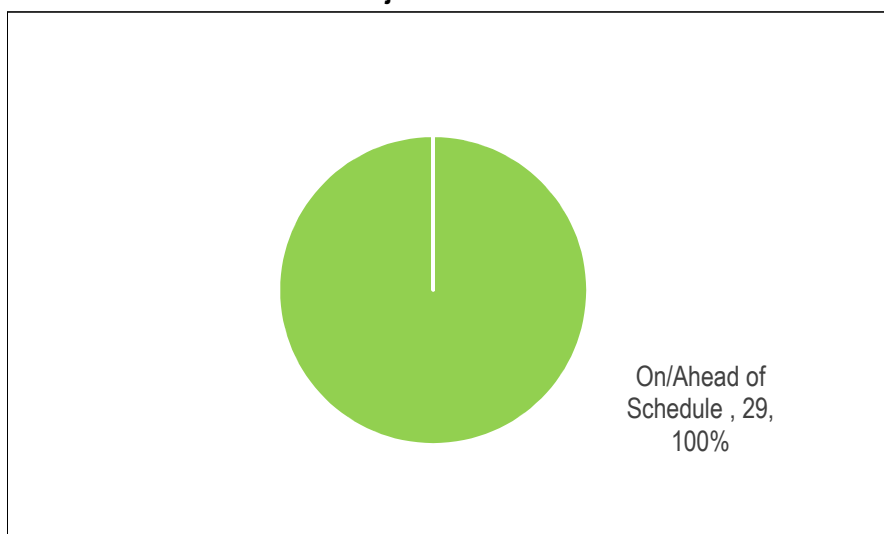


Table 2

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 TRCA's capital projects are ongoing or phased projects which arise from multi-year planning.
- Historically, TRCA spends and receives 100% of its Capital Budget in any given year and does not require funding to be carried forward into future years.

Toronto & Region Conservation Authority (TRC)

Projects by Category (Million)	2019 Approved Cash Flow	Year-End Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
Scarborough Waterfront - Brimley Road	0.408	0.408	100.0%	Ⓞ	Ⓞ		0.408	0.408
Scarborough Waterfront - West Segment	0.621	0.621	100.0%	Ⓞ	Ⓞ		0.621	0.621
Sub-Total	1.029	1.029	100.0%	-	-		1.029	1.029
State of Good Repair								
Greenspace Land Acquisition (City Share)	0.064	0.064	100.0%	Ⓞ	Ⓞ		0.748	0.716
Shoreline Monitoring & Maintenance	0.400	0.400	100.0%	Ⓞ	Ⓞ		3.550	3.350
Erosion Infrastructure Major Maintenance	1.200	1.200	100.0%	Ⓞ	Ⓞ		9.830	9.230
Black Creek Pioneer Village - Retrofit Activities	0.321	0.321	100.0%	Ⓞ	Ⓞ		2.834	2.648
Black Creek Pioneer Village - Visitor Centre	0.050	0.050	100.0%	Ⓞ	Ⓞ		0.400	0.400
Black Creek Pioneer Village - Hydro and HVAC Repair	2.000	2.000	100.0%	Ⓞ	Ⓞ		4.300	4.300
Living City Action Plan - Sustainable Communities	0.856	0.856	100.0%	Ⓞ	Ⓞ		7.222	6.779
Living City Action Plan - Watershed Monitoring	0.513	0.513	100.0%	Ⓞ	Ⓞ		4.352	4.087
Living City Action Plan - Regional Watershed Management	1.296	1.296	100.0%	Ⓞ	Ⓞ		9.310	8.635
Living City Action Plan - Regeneration Sites	0.468	0.468	100.0%	Ⓞ	Ⓞ		4.262	3.865
Waterfront Development - Environmental Monitoring	0.245	0.245	100.0%	Ⓞ	Ⓞ		2.200	2.077
Waterfront Development - Keating Channel Dredging	0.320	0.320	100.0%	Ⓞ	Ⓞ		2.880	2.720
Waterfront Development - Ashbridges Bay	0.250	0.250	100.0%	Ⓞ	Ⓞ		2.450	2.325
Tommy Thompson Cell Capping	0.050	0.050	100.0%	Ⓞ	Ⓞ		0.829	0.804
Toronto Planning Initiatives	0.100	0.100	100.0%	Ⓞ	Ⓞ		0.380	0.330
Waterfront Development - Ongoing Major Maintenance	0.188	0.188	100.0%	Ⓞ	Ⓞ		2.018	1.924
TRCA Information Technology - Replacement	0.257	0.257	100.0%	Ⓞ	Ⓞ		2.348	2.219
Administrative Infrastructure - Major Facilities Retrofit	0.322	0.322	100.0%	Ⓞ	Ⓞ		2.208	2.047
Gibraltar Point Erosion	4.800	4.800	100.0%	Ⓞ	Ⓞ		12.230	9.880
Extra Floodworks Major Maintenance	0.200	0.200	100.0%	Ⓞ	Ⓞ		2.000	1.900
Extra Erosion Major Maintenance	3.500	3.500	100.0%	Ⓞ	Ⓞ		15.556	13.756
Extra Waterfront Major Maintenance	1.000	1.000	100.0%	Ⓞ	Ⓞ		4.650	4.150

Toronto & Region Conservation Authority (TRC)

Projects by Category (Million)	2019 Approved Cash Flow	Year-End Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Toronto Wildlife Centre - Barn & House Rehabilitation	0.500	0.500	100.0%	Ⓞ	Ⓞ	# 1	0.500	0.500
Sub-Total	18.900	18.900	100.0%	-	-		97.057	88.643
Service Improvements								
Waterfront Development - Tommy Thompson Park	0.270	0.270	100.0%	Ⓞ	Ⓞ		2.250	2.115
Sub-Total	0.270	0.270	100.0%	-	-		2.250	2.115
Growth Related								
Toronto Wildlife Centre - Landscape Restoration	1.500	1.000	66.7%	Ⓜ	Ⓞ	# 1	4.500	2.500
Long Term Accomodation Plan - 5 Shoreham (2 Sub-Projects)	0.382	0.382	100.0%	Ⓞ	Ⓞ		39.200	3.017
Sub-Total	1.882	1.382	73.4%	-	-		43.700	5.517
Total	22.081	21.581	97.7%				144.036	97.305

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

Note # 1:

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 Fund and is expected to be completed in 2022. After consultation with the City, the TRCA will not be advancing the \$0.500 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.

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

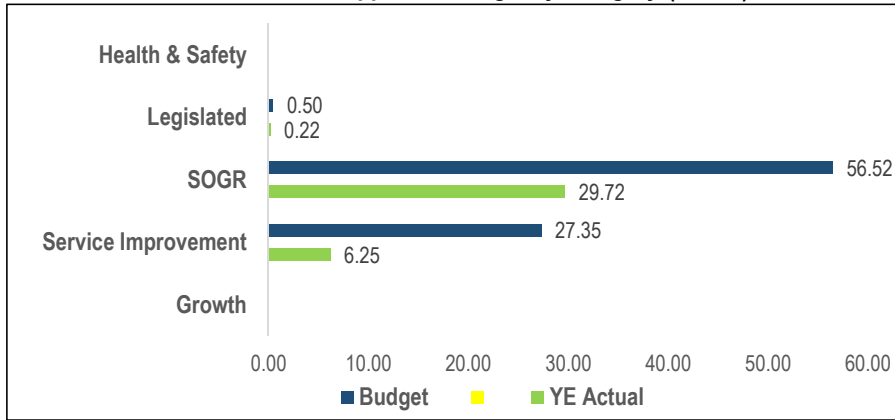


Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 33

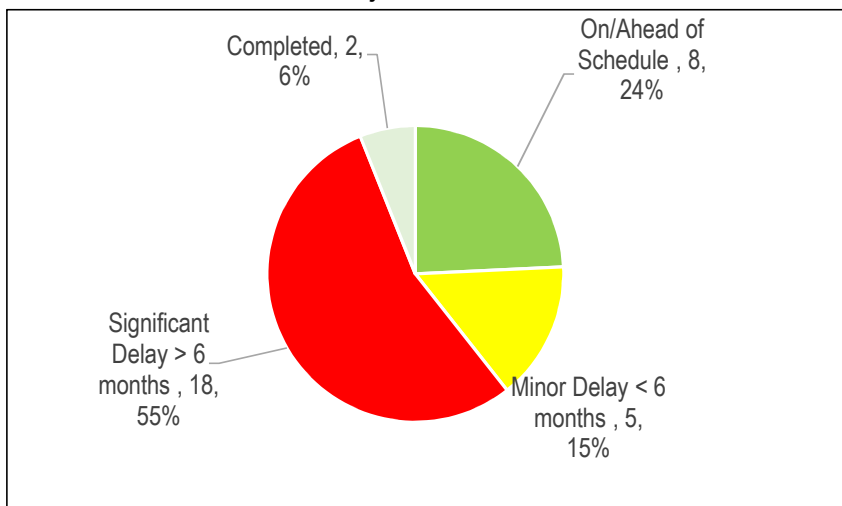


Table 2

Reason for Delay	23	
	Significant Delay	Minor Delay
Insufficient Staff Resources	4	1
Procurement Issues	1	
RFQ/RFP Delayed		
Contractor Issues	3	
Site Conditions	2	
Co-ordination with Other Projects	2	
Community Consultation		
Other*	6	4
Total # of Projects	18	5

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
21.80	9.89	50.87	1.81	

Reasons for "Other*" Projects Delay:

- 12 *Division Renovation Project* which is part of the city-wide boundary and facilities realignment project, has been cancelled until location decisions are made for Traffic Services and Parking Enforcement.
- *Mobile Workstation* - Deployment of the workstations will occur over the 2 year period. Unspent cash flow has been carried forward to 2020 to continue the project.
- *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. Cash flow funding for the purchase of scanners has been deferred to 2020, after software integration is complete

Toronto Police Service (POL)

Key Discussion Points (cont'd):

- As at December 31, 2019, Toronto Police Service spent \$36.2 million or 42.9% of its 2019 Council Approved Capital Budget.
- Resourcing constraints still exist from the hiring moratorium and competing operational priorities within the Service. Projects will continue to be monitored on an ongoing basis and

Toronto Police Service (POL)

Projects by Category (Million)	2019 Approved Cash Flow	Year-End Actual				Notes	Total Approved Budget	Life-to- Date
		\$	%	On Budget	On Time			
Legislated								
Next Generation (N.G.) 9-1-1	0.500	0.222	44.4%	Ⓡ	Ⓡ	#1	5.000	0.222
Sub-Total	0.500	0.222	44.4%	-	-		5.000	0.222
State of Good Repair								
State-of-Good-Repair	6.133	2.918	47.6%	Ⓡ	Ⓡ		on-going	on-going
Radio Replacement	5.919	5.787	97.8%	Ⓞ	Ⓞ		38.051	25.044
Automated Fingerprint Identification System (A.F.I.S.) Replacement	3.053	0.000	0.0%	Ⓡ	Ⓡ	#2	6.106	2.704
Vehicle Replacement	7.240	6.812	94.1%	Ⓞ	Ⓞ		130.853	70.467
Furniture Lifecycle Replacement	2.395	0.585	24.4%	Ⓡ	Ⓡ	#3	14.160	10.850
Workstation, Laptop, Printer- Lifecycle plan	4.677	3.438	73.5%	Ⓞ	Ⓞ		72.238	37.678
Servers - Lifecycle Plan	5.930	2.610	44.0%	Ⓡ	Ⓡ	#4	80.927	40.429
IT Business Resumption	3.982	2.078	52.2%	Ⓨ	Ⓨ		38.772	18.942
Mobile Workstation	9.417	0.510	5.4%	Ⓡ	Ⓡ	#5	36.440	15.789
Locker Replacement	0.418	0.000	0.0%	Ⓡ	Ⓡ	#6	8.049	3.143
Network Equipment	2.400	2.400	100.0%	Ⓞ	Ⓞ		46.806	19.056
In-car Camera	0.067	0.020	29.7%	Ⓡ	Ⓞ		9.763	4.216
Voice Logging	0.350	0.349	99.8%	Ⓞ	Ⓞ		1.811	1.460
DVAM I, II (LR)	1.081	1.081	100.0%	Ⓞ	Ⓞ		12.443	3.335
Property & Evidence Scanners	0.040	0.000	0.0%	Ⓡ	Ⓡ	#7	0.103	0.023
Small Equipment Replacement	0.294	0.204	69.4%	Ⓨ	Ⓡ		3.116	1.091
Security System Replacement	0.182	0.085	46.9%	Ⓡ	Ⓡ	#8	1.600	1.503
Livescan	0.540	0.000	0.0%	Ⓡ	Ⓡ	#9	1.337	0.257
Electronic Surveillance	1.088	0.000	0.0%	Ⓡ	Ⓡ	#10	2.805	0.968
Wireless Parking System	1.310	0.840	64.1%	Ⓨ	Ⓨ		14.784	3.268
Sub-Total	56.515	29.718	52.6%	-	-		520.163	260.223
Service Improvements								
Peer to Peer Site	1.742	1.457	83.6%	Ⓞ	Ⓞ		19.921	19.636
Transforming Corporate Support	2.802	1.585	56.5%	Ⓨ	Ⓨ		8.435	6.217
54/55 Divisions Amalgamation	6.031	0.012	0.2%	Ⓡ	Ⓡ	#11	39.225	0.184
32 Division Renovation	4.926	0.286	5.8%	Ⓡ	Ⓡ	#12	11.940	0.350
Enterprise Business Intelligence	1.812	0.536	29.6%	Ⓡ	Ⓡ	#13	10.842	9.565
TPS Archiving	0.121	0.098	80.7%	Ⓞ	Ⓞ		0.650	0.487
Body Worn Camera - Phase II	1.000	0.632	63.2%	Ⓨ	Ⓨ		11.211	0.632
Connected Officer	0.800	0.512	63.9%	Ⓨ	Ⓨ		10.690	2.692
41 Division	4.831	0.427	8.8%	Ⓡ	Ⓡ	#14	38.928	0.552
12 Division Renovation	0.375	0.000	0.0%	Ⓡ	Ⓡ	#15	9.000	0.000
District Policing Program - District Model	2.900	0.695	24.0%	Ⓡ	Ⓡ		15.900	0.695
Automated External Defibrillator (A.E.D.s.)	0.012	0.012	99.9%	Ⓞ	Ⓞ		0.201	0.023
Sub-Total	27.353	6.251	22.9%	-	-		176.943	41.034
Total	84.368	36.190	42.9%				702.106	301.478

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: Next Generation (N.G.) 9-1-1

RFP issued Dec 2019 with award of contract in Q2 2020. It is anticipated that the solution will be implemented by June 2021 and will go live in September of 2021.

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

The planned AFIS purchase will be made in 2020, not in 2019. This will provide Police Service 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. RFP is complete and vendor selection should occur by Q1 2020.

Note # 3: Furniture Lifecycle Replacement

Based on planned replacement for 2019 that can be accommodated by the Facilities Unit within their capacity, the funding for this project will not be utilized and will be carried forward to 2020 and a portion transferred to 2021.

Note # 4: Servers - Lifecycle Plan

Delay due to resource constraints and other competing projects. RFQs should be issued in Q1 of 2020. Based on the current project schedule, a portion of these funds will be carried to 2020 and a portion will be transferred to 2021.

Note # 5: Mobile Workstation

Deployment of mobile workstations occurs over two years, 2019 and 2020. Variance required in 2020 to complete deployment. Based on the current project schedule, a portion of these funds will be carried to 2020 and a portion will be transferred to 2021.

Note # 6: 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 in 2019. Based on the current project schedule, a portion of these funds will be carried to 2020 and a portion will be transferred to 2021.

Note # 7: Property & Evidence Scanners

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

Note # 8: Security System Replacement

Ongoing overhead door replacement at Headquarters

Note # 9: Livescan

The planned Livescan purchase will be made in 2020, not 2019. This will provide us with the opportunity to consider newer, more efficient technologies which are being released in the 4th quarter of 2019. Livscan must be purchased in conjunction with AFIS. RFP is complete and vendor selection should occur by Q1 2020.

Note # 10: Electronic Surveillance

The planned server equipment and hardware purchase will be completed by Q1 2020.

Note # 11: 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.

Note # 12: 32 Division Renovation

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. Based on the current project schedule, a portion of these funds will be carried to 2020 and a portion will be transferred to 2021.

Note # 13: Enterprise Business Intelligence

The Service ended its relationship with I.B.M. regarding this project. An updated plan has been developed to leverage Service members to continue implementation including data visualization and reporting for the Service with completion by the end of Q4 2020.

Note # 14: 41 Division

A feasibility study was completed outlining options for a phased demolition and construction of the new building. Based on the current project schedule, a portion of these funds will be carried to 2020 and a portion will be transferred to 2021.

Note # 15: 12 Division Renovation

This project has been cancelled.

Note # 16: District Policing Program - District Model

Delayed until internal resources and action plans are lined up for project execution. Based on the current project schedule, a portion of these funds will be carried to 2020 and a portion will be transferred to 2021.

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

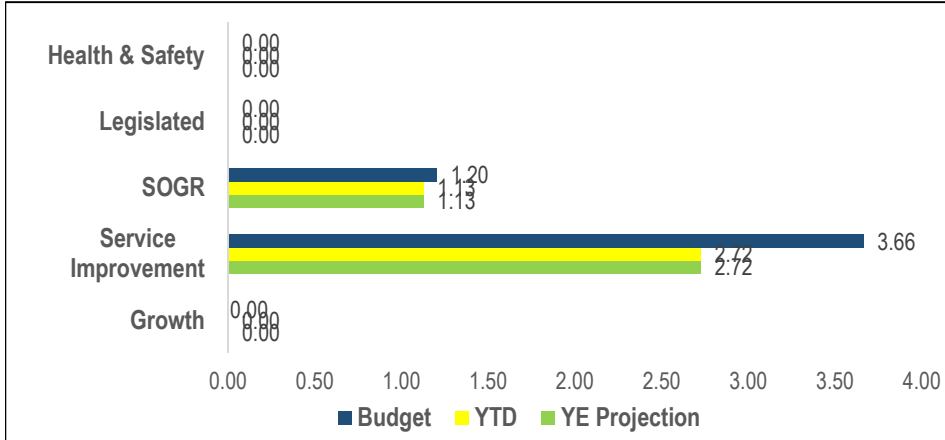


Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 9

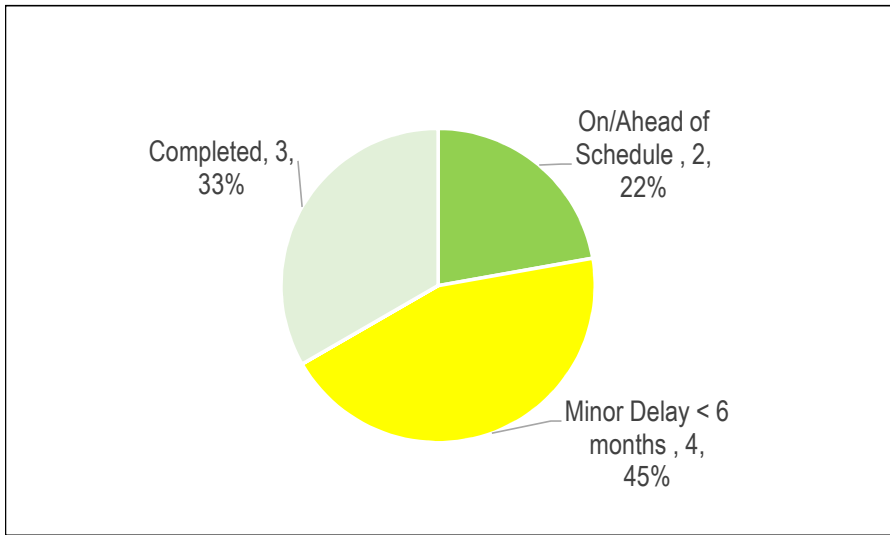


Table 2

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

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1.97	2.15		0.74	

Key Discussion Points:

- Minor delays in spending were experienced in: The *Electronic Medical Record - Phase 3* project due to the loss of the project manager and delays in executing the vendor contract, the *Community Collaboration - Seed* project due to its dependency on the Office 360 project, led by I&T, which is delayed and the *Correspondence and Communications Tracking - Seed* project due to delays in hiring staff.

Toronto Public Health (TPH)

Projects by Category (Million)	2019 Approved Cash Flow	Year-End Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
State of Good Repair								
Community Health Information System	0.947	0.877	92.6%	Ⓞ	Ⓞ		3.997	1.512
Early Abilities Information System -	0.130	0.126	96.6%	Ⓞ	Ⓞ		0.349	0.142
Inspection Management - Phase 1	0.125	0.125	99.6%	Ⓞ	Ⓞ		0.321	0.135
Sub-Total	1.202	1.127	93.8%	-	-		4.667	1.789
Service Improvements								
Dental & Oral Health Information Systems	0.342	0.310	90.8%	Ⓞ	Ⓜ		0.521	0.179
Datamart Data Warehouse - Phase 3	1.028	1.014	98.6%	Ⓞ	Ⓞ		1.915	0.782
Electronic Medical Record - Phase 3	1.385	0.923	66.6%	Ⓜ	Ⓜ	#1	1.971	0.587
Community Collaboration - Seed	0.319	0.098	30.7%	Ⓡ	Ⓜ	#1	0.420	0.009
Correspondence and Communications Tracking - Seed	0.100	0.015	15.1%	Ⓡ	Ⓜ	#1	0.128	0.000
Relocation and Expansion Scarborough Dental Clinic	0.489	0.364	74.5%	Ⓞ	Ⓞ		1.138	0.993
Sub-Total	3.663	2.724	74.4%	-	-		6.093	2.550
Total	4.864	3.851					10.760	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	

Note 1:

Minor delays in spending were experienced in the following projects: The *Electronic Medical Record - Phase 3* project due to the loss of the project manager and delays in executing the vendor contract. The *Community Collaboration - Seed* project due to its dependency on the *Office 360* project, led by I&T, which is delayed. The *Correspondence and Communications Tracking - Seed* project due to delays in hiring staff.

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

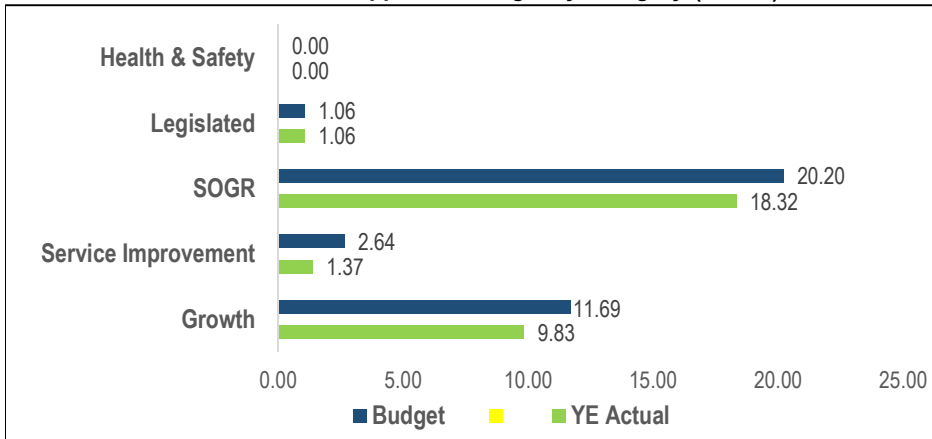


Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 20

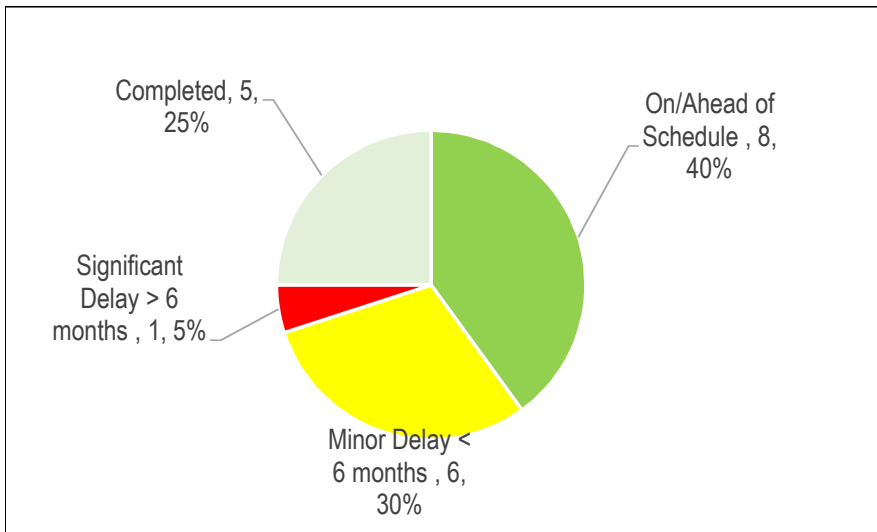


Table 2

Reason for Delay	7	
	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*	1	5
Total # of Projects	1	6

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
15.65	16.65	0.29	2.99	

Reasons for "Other*" Projects Delay:

- Richview Building Elements (SOGR) - Planning stage is taking longer than anticipated.
- Albert Campbell Renovation - Construction tender is delayed due to the length of the building permit approval process.
- Centennial Renovation & Expansion - Project design is experiencing delays due to multiple meetings required with various stakeholders and property owners.
- Integrated Payment Solutions - Minor delays in the implementation of the cash registers as it is still in development phase. The rollout of Self Checkouts is also experiencing delays due to technical issues
- Expansion of Technological efficiencies - Minor delays in the implementation of the VOIP project
- Answerline & Community Space Rental Modernization - Ongoing contract negotiation with vendor.

Toronto Public Library (LIB)

Projects by Category (Million)	2019 Approved Cash Flow	Year-End Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Legislated								
Multi-Branch Renovation Program Accessibility Retrofit	1.058	1.058	100.0%	Ⓞ	Ⓞ		3.495	2.015
Sub-Total	1.058	1.058	100.0%				3.495	2.015
State of Good Repair								
Albert Campbell Renovation - Construction	2.763	1.359	49.2%	Ⓡ	Ⓨ	#1	15.539	1.661
Albion Library Reconstruction	0.099	0.099	100.0%	Ⓞ	Ⓞ		15.315	15.315
Multi-Branch SOGR Renovation Program	4.289	4.501	105.0%	Ⓡ	Ⓞ	#2	18.663	15.701
North York Central Library Phase 2	3.705	3.711	100.2%	Ⓡ	Ⓞ		12.118	5.671
Richview Building Elements (SOGR)	0.236	0.061	26.0%	Ⓡ	Ⓨ	#3	3.546	0.061
St. Clair/Silverthorn Reconstruction	1.728	1.728	100.0%	Ⓞ	Ⓞ		4.374	4.374
Technology Asset Management Program	5.006	5.000	99.9%	Ⓞ	Ⓞ		16.541	9.473
York Woods Renovation	2.372	1.858	78.3%	Ⓞ	Ⓞ		10.158	2.005
Sub-Total	20.197	18.318	90.7%				96.254	54.261
Service Improvements								
Integrated Payment Solutions	0.675	0.402	59.5%	Ⓨ	Ⓨ	#4	2.250	1.977
Answerline & Community Space Rental Modernization	1.304	0.475	36.4%	Ⓡ	Ⓡ	#5	1.400	0.571
Expansion of Technological efficiencies	0.665	0.494	74.3%	Ⓞ	Ⓨ	#6	1.600	1.429
Sub-Total	2.644	1.371	51.8%	-	-		5.250	3.977
Growth Related								
Bayview-Bessarion Library Relocation	2.154	2.379	110.4%	Ⓡ	Ⓞ		15.322	4.064
Centennial Renovation & Expansion - Design	0.289	0.167	57.7%	Ⓨ	Ⓨ	#7	11.340	0.212
Dawes Road Reconstruction & Expansion	0.281	0.451	160.4%	Ⓡ	Ⓞ		23.624	5.275
Perth/Dupont Relocation - 299 Campbell Ave - Design	0.005	0.005	100.0%	Ⓞ	Ⓞ		0.040	0.040
Virtual Branch Services	1.288	1.406	109.1%	Ⓡ	Ⓞ	#8	6.550	3.718
Wychwood Library Renovation	6.509	4.260	65.5%	Ⓨ	Ⓨ	#9	15.796	6.257
Fort York Library Construction	0.084	0.084	100.0%	Ⓞ	Ⓞ		9.147	9.147
Guildwood Renovation and Expansion	1.077	1.077	100.0%	Ⓞ	Ⓞ		1.229	1.229
Sub-Total	11.688	9.829	84.1%				83.048	29.941
Total	35.587	30.576	85.9%				188.047	90.195

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

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

Note # 2: Multi-Branch SOGR Renovation Program

Project is on track. Over-expenditure is due to pre-spending of 2020 budgeted cash-flows in 2019.

Note # 3: Richview Building Elements (SOGR)

The planning stage is taking longer than anticipated.

Note # 4: Integrated Payment Solutions

Minor delays in the implementation of the cash registers as it is still in development phase. The rollout of Self Checkouts is also experiencing delays due to technical issues.

Note # 5: Answerline & Community Space Rental Modernization

Delay due to ongoing contract negotiations with vendors.

Toronto Public Library (LIB)

Note # 6: Expansion of Technological efficiencies

Minor delays in the implementation of the VOIP project.

Note # 7: Centennial Renovation & Expansion - Design

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

Note # 8: Virtual Branch Services

Project is on track. Over-expenditure is due to pre-spending of 2020 budgeted cash-flows in 2019.

Note # 9: Wychwood Library Renovation

Construction has been delayed due to late delivery of the structural steel.

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

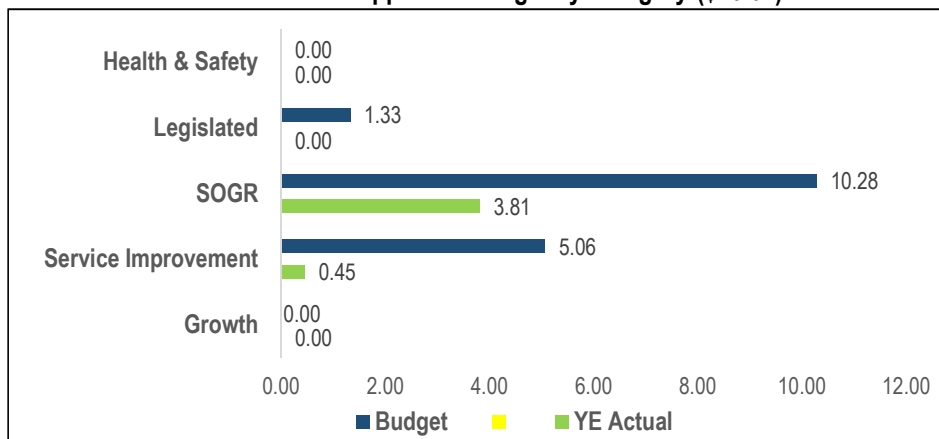


Table 1
2019 Active Projects by Category

Health & Safety	0
Legislated	1
SOGR	7
Service Improvement	1
Growth	0
Total # of Projects	9

Chart 2
Project Status - 9

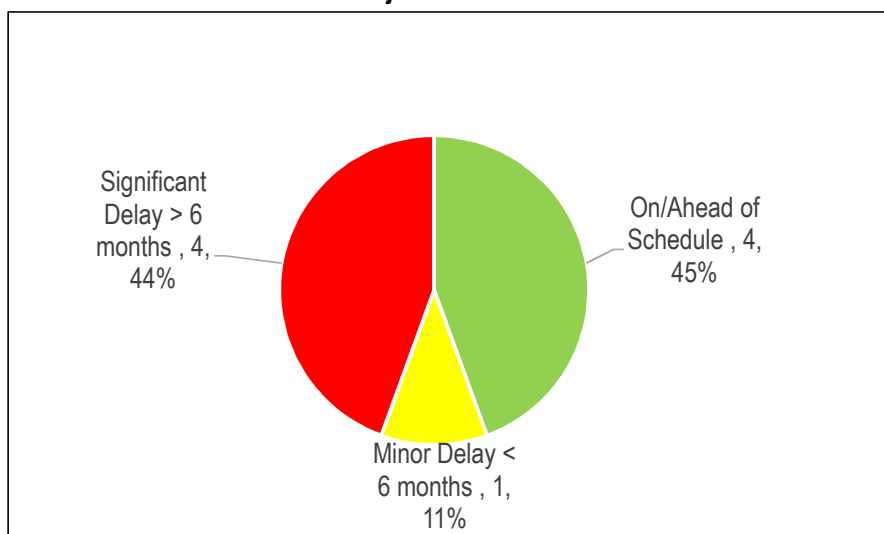


Table 2

Reason for Delay	5	
	Significant Delay	Minor Delay
Insufficient Staff Resources	0	0
Procurement Issues	0	0
RFQ/RFP Delayed	2	0
Contractor Issues	0	1
Site Conditions	0	0
Co-ordination with Other Projects	1	0
Community Consultation	0	0
Other*	1	0
Total # of Projects	4	1

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
5.24	5.06	6.37	0.00	0.00

Reasons for "Other*" Projects Delay:

- The Wildlife Health Centre project remains open to address ongoing litigation issues with the contractors.

Key Discussion Points: (Please provide reason for delay)

Toronto Zoo spent \$4.265 million or 25.6% of the 2019 approved cash flow of \$16.669 million.

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

Toronto Zoo (ZOO)

Projects by Category (Million)	2019 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Legislated								
Winter Accessibility	1.327	0.000	0.0%	Ⓡ	Ⓡ	#1	1.327	0.000
Sub-Total	1.327	0.000	0.0%	-	-		1.327	0.000
State of Good Repair								
Building and Services	2.210	1.665	75.3%	Ⓢ	Ⓡ	#2	2.210	1.665
Exhibit Refurbishment	0.256	0.249	97.3%	Ⓢ	Ⓢ		0.500	0.493
Grounds & Visitor Improvements	1.700	0.410	24.1%	Ⓡ	Ⓡ	#3	1.700	0.410
Information Systems	0.860	0.859	99.9%	Ⓢ	Ⓢ		0.860	0.859
Welcome Area	2.195	0.049	2.2%	Ⓡ	Ⓢ	#4	2.195	0.049
Wildlife Health Centre	1.130	0.002	0.1%	Ⓡ	Ⓡ	#5	1.130	0.002
Winterized Zoomobile	1.928	0.580	30.1%	Ⓡ	Ⓢ	#6	1.928	0.580
Sub-Total	10.279	3.813	37.1%	-	-		10.523	4.057
Service Improvements								
Orangutan II Outdoor Exhibit	5.063	0.452	8.9%	Ⓡ	Ⓢ	#7	5.063	0.452
Sub-Total	5.063	0.452	8.9%	-	-		5.063	0.452
Total	16.669	4.265	25.6%				16.913	4.509

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:

Due to coordination with other projects, several 2019 projects are delayed but are anticipated to be completed by September 2020.

Note # 3:

The Greenhouse upgrades and the public washroom construction are on track for completion in 2020. Other 2018 projects are experiencing delays in the RFQ/RFP process which are to be completed by July 2020.

Note # 4:

The Welcome Area is in the design phase and the construction is anticipated to start Jan 2021.

Note # 5:

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 # 6:

The Winterized Zoomobile is undersept due to delays in the delivery timeline. The first winterized zoomobile has arrived at the Zoo with the second zoomobile ready to ship. It is anticipated that the Zoo will receive all four zoomobiles by the end of 2020.

Note # 7:

This project was delayed previously due to contractor issues. The project has been awarded and the entire project is anticipated to be completed by 2021.

Chart 1
2019 Approved Budget by Category (\$1,654.75)

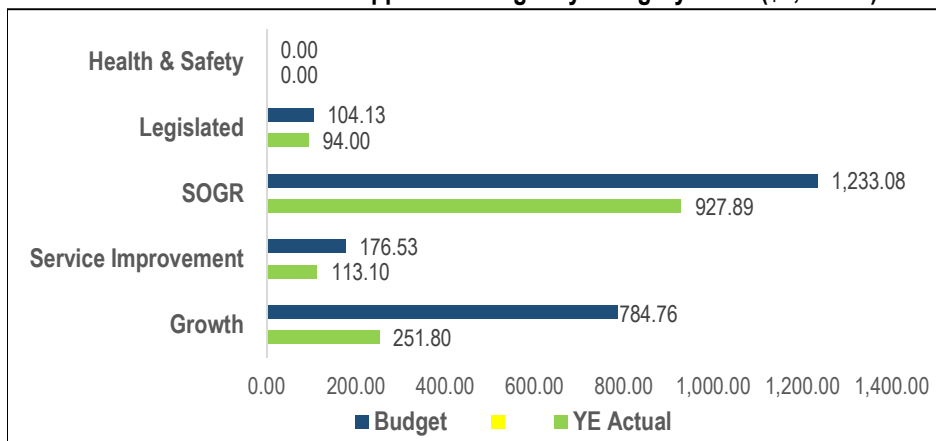


Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 66

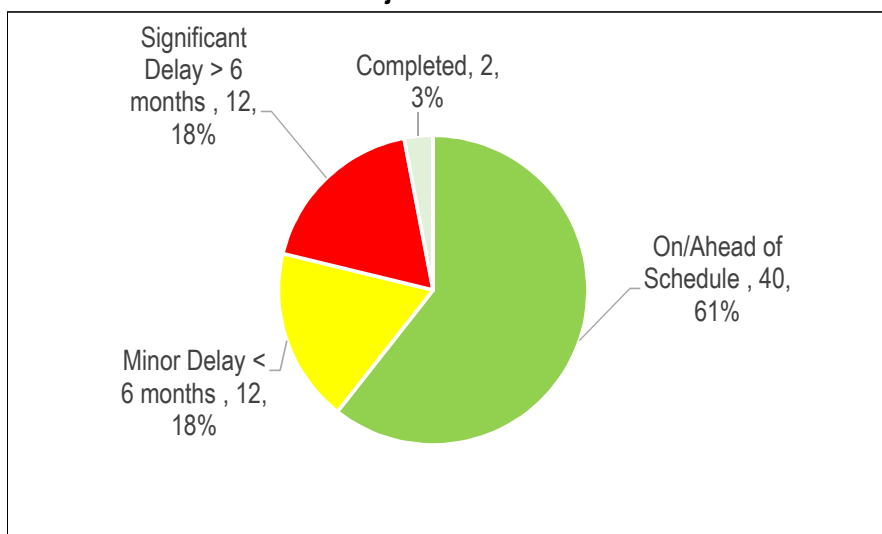


Table 2

Reason for Delay	24	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	1	
RFQ/RFP Delayed	2	1
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*	9	11
Total # of Projects	12	12

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1,364.38	137.73	39.90	0.03	

Key Discussion Points: (Please provide reason for delay)

- At the end of December 31st, 2019, the Toronto Transit Commission (TTC) spent \$1.386 billion or 60.3% of its 2019 Council Approved Capital Budget of \$2.296 billion. The under spending of approximately \$0.911 billion at year end are due to several causes such as the Province's takeover of the Scarborough Subway Extension and the Relief Line projects, procurement/delivery delays of vehicles and vendor issues. Other delays were caused by technical issues in retrofitting vehicles and delays in awarding contracts which resulted in deferring work to the following

Toronto Transit Commission (TTC)

Projects by Category (Million)	2019 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Legislated								
Communications-Legislated	0.748	0.713	95.2%	G	G		6.705	13.458
Equipment-Legislated	0.814	0.814	100.0%	G	G		3.350	19.332
Streetcar Network-Legislated	1.087	1.087	100.0%	G	G		41.071	49.995
Easier Access-Phase III	67.131	69.048	102.9%	R	G	#1	934.534	310.929
Streetcar Overhaul - Legislated (AODA)	0.000	0.000	0.0%	R	G		0.000	1.376
Subway Car Overhaul - Legislated (AODA)	4.592	0.269	5.9%	R	R	#2	106.301	16.490
Subway Asbestos Removal	11.750	9.845	83.8%	G	G		171.143	103.555
Other Service Planning - Legislated	2.432	2.232	91.8%	G	G		11.561	7.046
Other Buildings - Legislated	15.580	9.996	64.2%	Y	Y		116.791	29.418
Bus Overhaul - Legislated	0.000	0.000	0.0%	R	G		0.000	0.000
Sub-Total	104.133	94.003	90.3%	-	-		1,391.456	551.600
State of Good Repair								
Subway Track - SOGR	28.071	28.071	100.0%	G	G		246.965	192.642
Surface Track - SOGR	27.464	26.760	97.4%	G	G		328.189	246.522
Traction Power-Variou	24.275	24.275	100.0%	G	G		296.592	288.040
Power Dist. SOGR	9.382	9.434	100.5%	G	G		130.243	122.103
Communications-SOGR	20.396	13.526	66.3%	Y	Y		182.773	108.349
Signal Systems	16.583	8.888	53.6%	Y	Y		197.584	154.493
Finishes-SOGR	19.298	19.298	100.0%	G	G		239.220	159.902
Equipment-SOGR	78.045	33.668	43.1%	R	R		321.396	239.675
On-Grade Paving Rehabilitation	7.440	6.994	94.0%	G	G		114.869	93.399
Bridges And Tunnels-Variou	39.415	39.415	100.0%	G	G		555.915	526.066
Fire Ventilation Upgrade	16.183	12.353	76.3%	G	G		496.769	284.725
Purchase of Wheel Trans	9.286	8.194	88.2%	G	G		23.494	21.435
Purchase Of Subway Cars - SOGR	7.516	2.099	27.9%	R	Y		1,166.948	1,146.577
Streetcar Overhaul - SOGR	4.384	1.541	35.2%	R	R		184.675	35.852
Subway Car Overhaul - SOGR	29.858	29.858	100.0%	G	G		691.266	202.248
Automotive Non-Revenue Vehicle Replace - SOGR	6.692	6.692	100.0%	G	G		20.208	22.039
Rail Non Revenue Vehicle Overhaul	3.779	1.551	41.0%	R	R	#3	28.558	11.209
Rail Non-Revenue Vehicle Purchase - SOGR	12.041	5.522	45.9%	R	R	#4	78.442	23.302
Tools And Shop Equipment	6.376	3.003	47.1%	R	Y	#5	37.187	21.812
Revenue & Fare Handling Equipment -SOGR	7.312	1.147	15.7%	R	R		76.996	50.301
Computer Equipment And Software - SOGR	89.601	59.037	65.9%	Y	Y		574.510	385.102
Other Furniture And Office	0.378	0.262	69.4%	Y	Y		4.203	3.395
Other Service Planning - SOGR	2.632	1.768	67.2%	Y	Y		12.512	7.472
Transit Shelters & Loops -SOGR	0.387	0.360	93.1%	G	G		4.565	2.036
Other Buildings - SOGR	79.954	59.457	74.4%	G	G		599.339	463.658
Purchase of Buses -SOGR	158.465	136.618	86.2%	G	G		569.124	639.893
Bus Overhaul - SOGR	43.040	42.498	98.7%	G	G		393.360	335.597
Other Maintenance Equipment	3.812	2.136	56.0%	Y	Y		17.595	7.679

Toronto Transit Commission (TTC)

Projects by Category (Million)	2019 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Queensway Garage Expansion	0.095	0.013	13.3%	Ⓡ	Ⓡ		24.226	24.067
Purchase of Streetcars	357.591	235.753	65.9%	Ⓨ	Ⓨ		1,186.504	1,044.120
POP Legacy Fare Collection	0.919	0.919	100.0%	ⓐ	ⓐ		3.581	2.892
ATC Resignalling - YUS Line	73.292	61.302	83.6%	ⓐ	ⓐ		958.964	498.988
ATC Resignalling - Bloor/Danforth Line	0.200	0.000	0.0%	Ⓡ	Ⓡ		2.617	0.957
Leslie Barns	5.041	3.003	59.6%	Ⓨ	Ⓨ		523.489	513.346
TR Yard And Tail Track Accommodation	39.970	39.970	100.0%	ⓐ	ⓐ		497.646	287.812
Safety and Reliability	0.844	0.102	12.1%	Ⓡ	Ⓡ		0.000	0.102
Warehouse Consolidation	3.029	2.405	79.4%	ⓐ	ⓐ		0.000	2.405
Wilson Complex-Modifications	0.030	0.000	0.0%	Ⓡ	Ⓡ		95.324	94.953
Sub-Total	1,233.076	927.893	75.3%	-	-		10,885.847	8,265.166
Service Improvements								
Subway Track - Service Improvement	0.435	0.435	100.0%	ⓐ	ⓐ		3.825	18.441
Surface Track - Service Improvement	4.702	0.735	15.6%	Ⓡ	Ⓡ		56.187	0.906
Power Dist. Service Improvement	0.223	0.172	77.1%	ⓐ	ⓐ		3.102	1.080
Communications-Service Improvement	0.175	0.005	2.6%	Ⓡ	Ⓡ		1.568	0.252
Finishes-Service Improvement	0.128	0.105	82.2%	ⓐ	ⓐ		1.591	42.526
Rail Non-Revenue Vehicle Purchase - Service Imp.	0.067	0.067	100.0%	ⓐ	ⓐ	#6	0.437	0.091
Other Service Planning - Service Improvement	21.656	4.751	21.9%	Ⓡ	Ⓨ		102.954	22.448
Transit Shelters & Loops - SI	0.000	0.002	0.0%	Ⓡ	ⓐ		0.000	2.449
Other Buildings - Service Improvement	18.796	15.988	85.1%	ⓐ	ⓐ		140.898	79.863
Purchase of Buses - Service Improvement	129.186	90.555	70.1%	Ⓨ	Ⓡ		463.970	262.756
Kipling Station Improvements	0.227	0.015	6.7%	Ⓡ	Ⓡ		13.392	13.175
Bicycle Parking At Stations	0.936	0.271	29.0%	Ⓡ	Ⓡ	#7	1.195	0.548
Sub-Total	176.533	113.102	64.1%	-	-		789.118	444.535
Growth Related								
Bus Rapid Transit-Growth	1.215	1.215	100.0%	ⓐ	ⓐ		45.910	35.469
Sheppard Subway	3.705	0.000	0.0%	Ⓡ	Ⓡ	#8	968.856	965.151
Automotive Non-Revenue Vehicle Replace - Growth	2.612	0.000	0.0%	Ⓡ	Ⓡ		7.889	0.000
Other Service Planning - Growth	-0.600	0.000	0.0%	Ⓡ	Ⓡ		-2.853	0.327
Other Buildings - Growth	49.003	1.609	3.3%	Ⓡ	Ⓡ		367.328	69.569
PRESTO Farecard Implementation	18.423	5.514	29.9%	Ⓡ	Ⓡ	#9	71.753	56.859
McNicoll New Bus Garage Facility	66.679	66.679	100.0%	ⓐ	ⓐ		181.000	122.669
Spadina Subway Extension	303.764	79.108	26.0%	Ⓡ	Ⓡ	#10	3,184.171	3,019.515
Scarborough Subway Extension	117.076	66.118	56.5%	Ⓨ	Ⓡ	#11	3,704.975	248.584
Relief Line	219.549	31.100	14.2%	Ⓡ	Ⓡ	#12	425.050	46.450

Toronto Transit Commission (TTC)

Projects by Category (Million)	2019 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Waterfront Transit	3.337	0.454	13.6%	Ⓜ	Ⓜ	#13	3.600	1.018
Sub-Total	784.763	251.798	32.1%	-	-		8,957.680	4,565.612
Total	2,298.505	1,386.796	60.3%				22,024.101	13,826.913

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	Ⓜ	Major Delay > 6 months	< 50% or >100% of Approved Cash Flow

Note # 1:

Project delayed due to asbestos abatement at Wellesley Station. Construction progressed at Wilson, Runnymede and Landsdowne.

Note # 2:

Project was delayed pending executive decision.

Note # 3:

Project delayed due technical issues in retrofitting the vehicles and commercial delay in awarding the contract. Workcar Overhaul Program and wheel replacement pushed to 2020 due to remaining life of existing wheels.

Note # 4:

Project delayed due to late delivery of vehicles by contractors, production delays at vendor's facility and competing priorities. Vacuum Excavator - second car deferred to 2020 due to delay at manufacturer facilities. Crane Flatcar - additional engineering analysis required due structural assessment for increased payload.

Note # 5:

The fleet plan was revised due to changes/additions requested through the Fleet Asset Management Form and once finalized will be communicated with stakeholders.

Note # 6:

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

Note # 7:

Delays in procurement have pushed delivery of double racks into the third quarter of 2019. Work is continuing to ensure orders are being expedited.

Note # 8:

Claim resolution deferred to future years.

Note # 9:

Variance is due to scheduling.

Note # 10:

Variance is due to deferral of holdback releases, contingencies and claims resolutions

Note # 11:

Scarborough Subway Extension: Projected consultant/contract costs from Sep-Dec2019 have been removed as part of the project handover to Metrolinx. Workcar project on hold due to recent changes in the responsibility for the rapid transit projects.

Note # 12:

Project handover to Metrolinx

Note #13

Variance is due to scheduling.

Chart 1
2019 Approved Budget by Category (\$0.05)

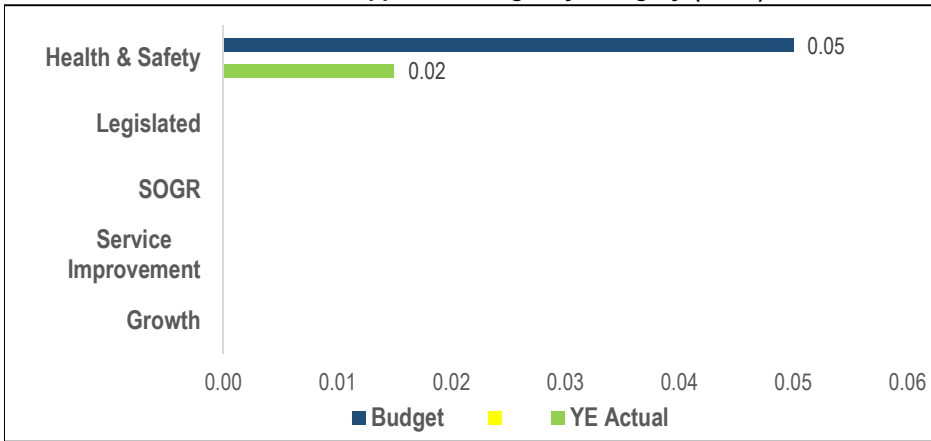


Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 1

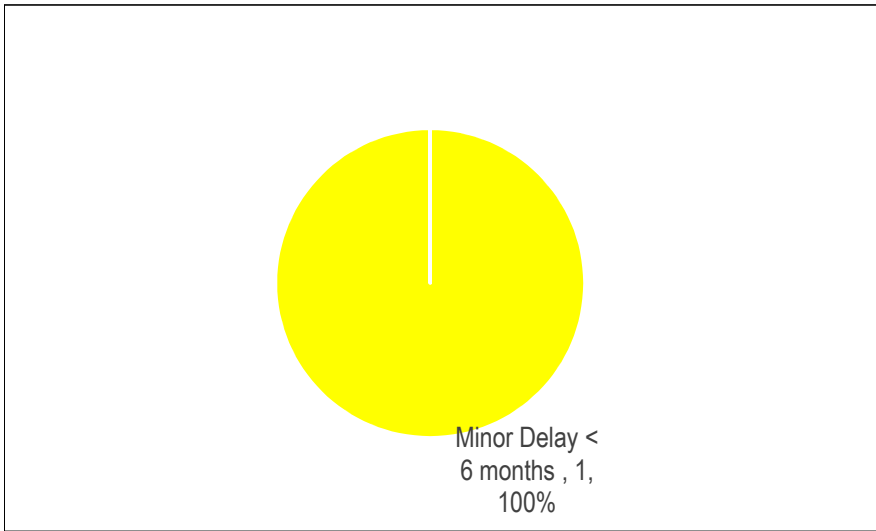


Table 2

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

Table 3
Projects Status (\$Million)

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

Reasons for "Other*" Projects Delay:

- 'The delay of the Plinth Safety Guard Project is due to the event schedule throughout the year requiring the work to be completed during the winter downtime. The unspent funds of \$0.035 million has been carried forward to 2020. Yonge-Dundas Square expects the project to be completed in Q3 of 2020 alongside the other approved cash flows for the project.

Yonge-Dundas Square (YDS)

Projects by Category (Million)	2019 Approved Cash Flow	Year-end Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
Plinth Safety Guard Project	0.050	0.015	30.0%	Ⓡ	Ⓢ	#1	0.100	0.014
Sub-Total	0.050	0.015	30.0%	-	-		0.100	0.014
Total	0.050	0.015	30.0%				0.100	0.014

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	

Note # 1:

The delay of the Plinth Safety Guard Project is due to the event schedule throughout the year requiring the work to be completed during the winter downtime.

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		
Solid Waste Management	4M	90.95	6.05	60.40	66.4%		Ⓢ
	Q2	90.95	12.60	55.56	61.1%	↓	Ⓢ
	Q3	93.39	25.90	53.46	57.2%	↓	Ⓢ
	Q4	93.68	49.66	49.66	53.0%	↓	Ⓢ
Toronto Parking Authority	4M	84.00	3.28	69.34	82.5%		Ⓢ
	Q2	84.00	8.08	52.16	62.1%	↓	Ⓢ
	Q3	84.00	12.42	36.07	42.9%	↓	Ⓡ
	Q4	84.00	19.69	19.69	23.4%	↓	Ⓡ
Toronto Water	4M	951.53	134.26	847.34	89.1%		Ⓢ
	Q2	951.53	294.15	889.58	93.5%	↑	Ⓢ
	Q3	951.53	516.74	887.01	93.2%	↓	Ⓢ
	Q4	951.53	922.46	922.46	96.9%	↑	Ⓢ
TOTAL	4M	1,126.47	143.59	977.07	86.7%		Ⓢ
	Q2	1,126.47	314.83	997.30	88.5%	↑	Ⓢ
	Q3	1,128.91	555.06	976.55	86.5%	↓	Ⓢ
	Q4	1,129.20	991.80	991.80	87.8%	↑	Ⓢ

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

For the twelve months ended December 31, 2019, the capital expenditures for Rate Supported Programs totalled \$991.8 million of their collective 2019 Approved Capital Budget of \$1.129 billion. One of the three Rate Supported Programs has year-end spending rate of over 70% of their respective 2019 Approved Capital Budgets.

Toronto Water has a year-end spending rate of 96.9% while Toronto Parking Authority and Solid Waste Management Services have year-end spending rate of 23.4% and 53.0% respectively.

Chart 1
2019 Approved Budget by Category (\$93.68)

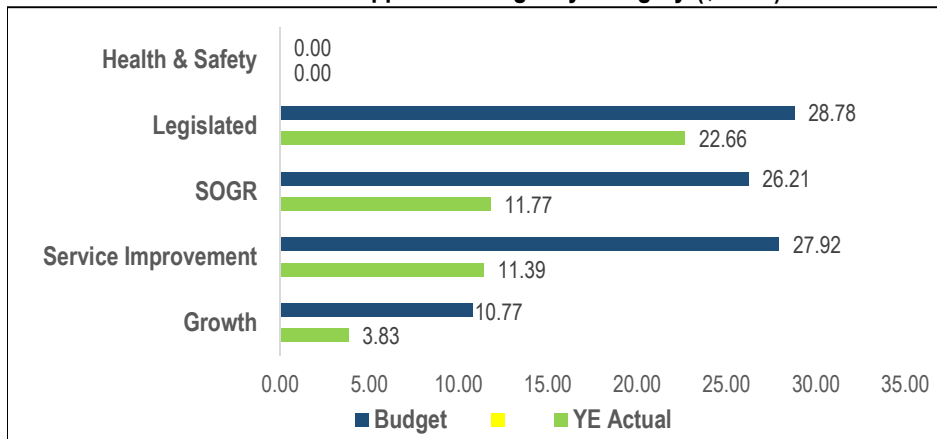


Table 1
2019 Active Projects by Category

Health & Safety	
Legislated	3
SOGR	6
Service Improvement	10
Growth	4
Total # of Projects	23

Chart 2
Project Status - 23

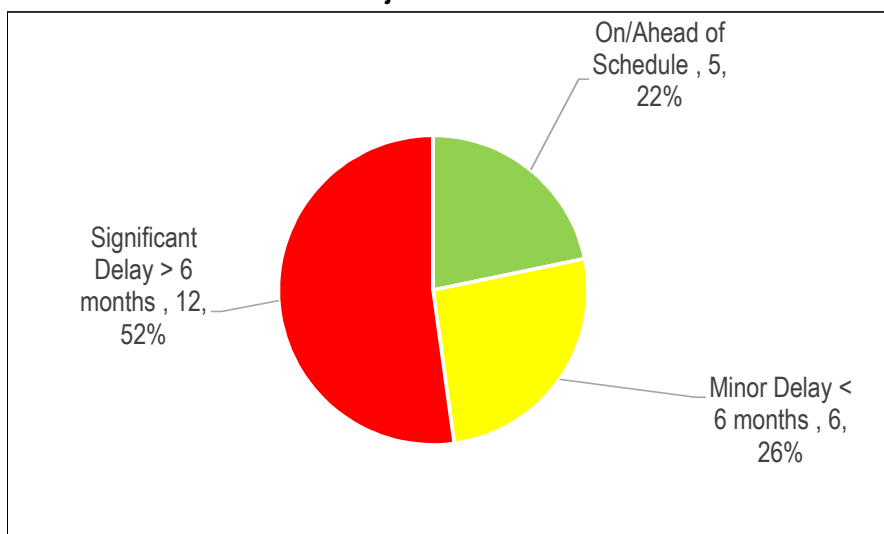


Table 2

Reason for Delay	18	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	1	1
RFQ/RFP Delayed	1	
Contractor Issues	2	
Site Conditions		
Co-ordination with Other Projects	2	2
Community Consultation		
Other*	6	3
Total # of Projects	12	6

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
26.99	6.30	60.39		

Reasons for "Other*" Projects Delay:

- Major delay on Perpetual Care of Landfills, is 40.6% underspent at year-end spending \$6.554 million; includes change in scope and 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. As well, the project for the Renewable Natural Gas study (\$0.300 million) cannot commence until after the completion of the flare project.
- Organics Processing Facility, Diversion Facility, Collection Yard and Transfer Station Asset Mgmt experienced major delays due to insufficient in-house or contracted staff to prepare RFQ/RFP documents as well as procurement issues. In addition, there are issues with some site conditions. Funding has been carried forward to 2020.
- Construction of Biogas Utilization at Disco & Dufferin include the feasibility study of the Renewable Natural Gas facility at the Disco Organics Processing Facility and funding the interconnection between the Dufferin Organics Processing Facility and the Renewable Natural Gas Biomethane System. There has been a change in scope resulting in a delay.

Solid Waste Management (SOL)

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 12 projects/subprojects (64% of the budget or \$60.4 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, other projects with delays of more than 6 months include the CNG Refuel Station Installation, SWM IT projects, Engineering Planning Studies and the Dufferin & Disco SSO Facilities.

Solid Waste Management (SOL)

Projects by Category (Million)	2019 Approved Cash Flow	YE Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Legislated								
Green Lane Landfill	17.748	16.109	90.8%	Ⓞ	Ⓞ		138.629	89.167
Perpetual Care of Landfills	11.031	6.554	59.4%	Ⓢ	Ⓢ		81.147	30.119
Landfill Capacity Development		0.000			Ⓞ		5.000	0.000
Sub-Total	28.779	22.663	78.7%	-	-		224.776	119.285
State of Good Repair								
Collection Yard Asset Management	3.491	0.160	4.6%	Ⓢ	Ⓢ	1	9.323	2.174
Transfer Station Asset Management	18.758	10.908	58.2%	Ⓢ	Ⓢ	2	174.668	40.662
Diversion Facilities Asset Management	2.356	0.235	10.0%	Ⓢ	Ⓢ	3	7.540	0.572
Organics Processing Facility Asset Management	0.750	0.097	12.9%	Ⓢ	Ⓢ		29.831	0.000
Renewable Natural Gas	0.300	0.000	0.0%	Ⓢ	Ⓢ		0.800	0.000
New Fleet	0.550	0.374	68.0%	Ⓢ	Ⓢ		0.550	0.133
Sub-Total	26.205	11.775	44.9%	-	-		222.712	43.541
Service Improvements								
CNG Refuel Station Installation	0.487	0.256	52.5%	Ⓢ	Ⓢ		1.100	0.869
Diversion Systems	4.486	3.423	76.3%	Ⓞ	Ⓞ		129.534	75.785
Landfill Gas Utilization	1.676	0.000	0.0%	Ⓢ	Ⓢ		67.256	0.266
Construction of Biogas Utilization at Disco & Dufferin	3.800	0.270	7.1%	Ⓢ	Ⓢ		13.082	0.931
Long Term Waste Management Strategy	4.760	4.029	84.6%	Ⓞ	Ⓞ		62.812	9.860
SWM IT Application Initiatives	4.467	1.158	25.9%	Ⓢ	Ⓢ		14.569	2.873
IT Corporate Initiatives	3.974	1.646	41.4%	Ⓢ	Ⓢ		15.602	4.762
Two-Way Radio Replacement	0.270	0.022	8.3%	Ⓢ	Ⓢ		0.640	0.571
Fleet Technology Enhancements	2.530		0.0%	Ⓢ	Ⓢ		3.850	0.000
Engineering Planning Studies	1.474	0.586	39.8%	Ⓢ	Ⓢ		6.402	0.856
Sub-Total	27.924	11.391	40.8%	-	-		314.848	96.772
Growth Related								
Dufferin SSO Facility	6.871	3.080	44.8%	Ⓢ	Ⓢ	4	82.543	72.968
Disco SSO Facility	2.000	0.333	16.7%	Ⓢ	Ⓢ	5	22.311	63.542
Dufferin Waste Facility	1.900	0.413	21.7%	Ⓢ	Ⓢ		26.000	0.364
Organics Processing Facility		0.000			Ⓞ		130.000	0.000
Sub-Total	10.771	3.826	35.5%	-	-		260.855	136.873
Total	93.679	49.655	53.0%				1,023.191	396.472

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

Solid Waste Management (SOL)

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. Additional construction efforts are required due to regulatory changes. 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 2021. Construction work for the Ingram Garage Retrofit project will be completed in 2020 with warranty to the end of 2022. \$2.6M to be carried forward to 2020 in the 2020 Capital Budget.

Note # 2:

Transfer Station Asset Management - Delayed mainly as a result of RFQ/RFP delays, insufficient staff resources and coordination with other projects, also delayed due to consultant performance and site condition. These factors 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. \$7.8M to be carried forward to 2020 in the 2020 Capital 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. \$2.1M to be carried forward to 2020 in the 2020 Capital Budget.

Note # 4:

Dufferin SSO Facility - This Organics Processing Facility (OPF) will process 55,000 tonnes/year. Dry commissioning of various individual system components started in April 2018 and Wet commissioning began in June of 2018 and completion is TBD. The facility is more than 6 months delayed due to contractor-related issues in completion of wastewater treatment plant component. Carry-forward of \$3.8M is included in 2020 budget.

Note # 5:

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. \$0.3M carried forward to 2020 in the 2020 Capital Budget.

Chart 1
2019 Approved Budget by Category (\$84.00)

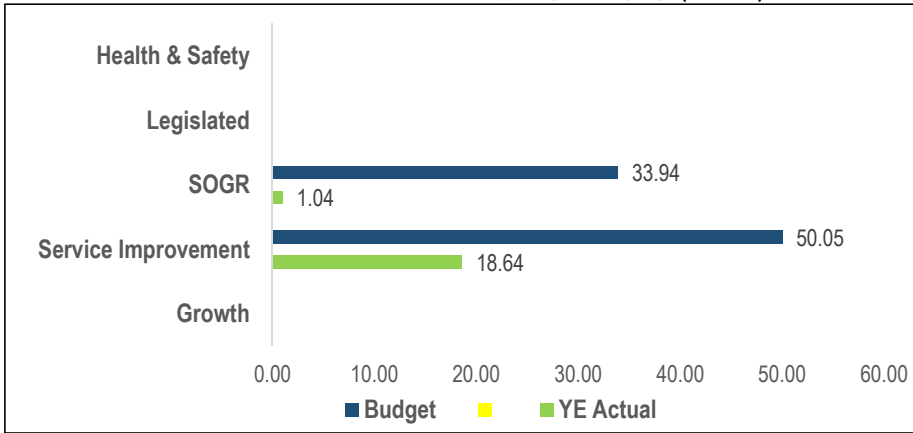


Table 1
2019 Active Projects by Category

Health & Safety	
Legislated	
SOGR	44
Service Improvement	55
Growth	
Total # of Projects	99

Chart 2
Project Status - 99

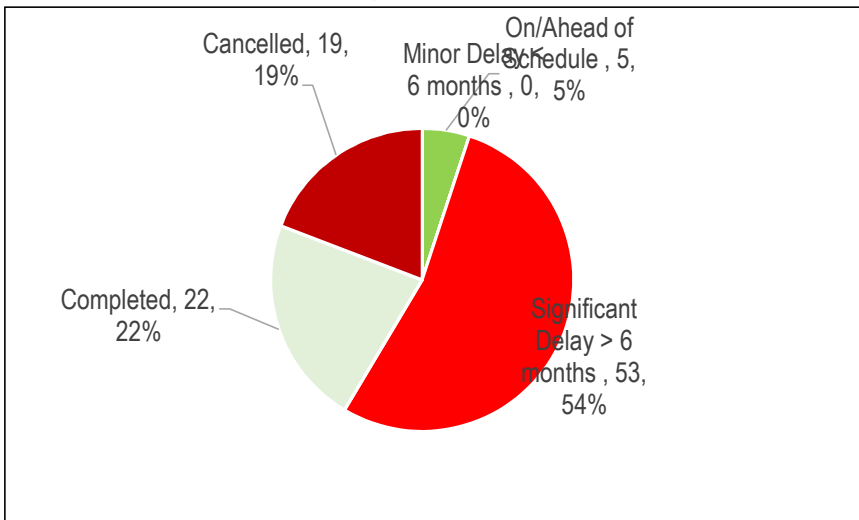


Table 2

Reason for Delay	53	
	Significant Delay	Minor Delay
Insufficient Staff Resources	12	
Procurement Issues	3	
RFQ/RFP Delayed	6	
Contractor Issues	4	
Site Conditions	9	
Co-ordination with Other Projects	9	
Community Consultation		
Other*	10	
Total # of Projects	53	

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
17.96		36.91	12.79	16.33

Reasons for "Other*" Projects Delay:

- Consultant design work is currently delayed, design in progress, mechanical and electrical updates and legal issues
- 437 Rogers Road - Disposition of adjacent commercial property potential buyer negotiation ongoing.

Key Discussion Points:

- Project completion for TPA is highly dependent on project negotiations, agreements, and coordination with other projects
- Projects are experiencing a delay mainly due to procurement issues; RFQ/RFP Delayed; contractor issues; co-ordination with other projects; site conditions; or other.

Toronto Parking Authority (TPA)

Projects by Category (Million)	2019 Approved Cash Flow	Year-End Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
State of Good Repair								
CONCRETE REPAIRS CP 43	0.200	0.002	0.9%	R	R	#3	0.200	0.002
CONCRETE REPAIRS - INTERIOR/RAMP CP 52	0.084	0.000	0.0%	R	G	#1	0.250	0.166
ILLUMINATED SIGNAGE UPGRADE CP 52	0.100	0.000	0.0%	R	R	#5	0.200	0.000
2 NEW PAY BOOTHS CP 58	0.200	0.000	0.0%	R	R	#6	0.600	0.005
WATERPROOFING/CONCRETE REPAIRS CP 36	1.937	0.000	0.0%	R	R	#6	2.450	0.312
SIGNAGE UPGRADE - ILLUMINATED CP 43	0.193	0.000	0.0%	R	R	#4	0.200	0.007
CP 58 RE-SURFACE PARKING LOT NEW FENCE	0.250	0.000	0.0%	R		#2	0.500	0.000
CP 36 PAINTING AND PEDESTRIAN SIGNAGE	0.512	0.000	0.0%	R	R	#6	0.495	0.095
CP 1 GARAGE UPGRADES	0.360	0.000	0.0%	R		#2	2.000	0.640
CP 277 PERMANENT CONSTRUCTION SURFACE LO	0.442	0.009	2.1%	R	R	#4	3.255	2.822
CP 277 PERMANENT CONSTRUCTION SURFACE LO	0.300	0.000	0.0%	R		#2	0.300	0.000
CP 673 CONSTRUCTION OF NEW SURFACE LOT	1.033	0.025	2.4%	R	R	#6	3.245	2.236
CP 1 - TWO PARKING LEVELS ADDITION	0.962	0.548	57.0%	Y	G	#1	1.000	0.587
CP 11 PAINTING UPGRADE	0.250	0.000	0.0%	R	R	#4	0.250	0.000
SIGNAGE UPGRADE CP 29	0.100	0.000	0.0%	R	R	#5	0.100	0.000
CP 15 (JV) 50 CUMBERLAND ST. REDEVELOPME	0.100	0.009	9.3%	R		#2	1.000	0.009
CP 422 CONSTRUCTION- SURFACE LOT -1220-1	2.075	0.000	0.0%	R	R	#3	6.000	2.958
CP 11 ELECTRICAL LIGHTING UPGRADE	0.838	0.303	36.1%	R	G	#6	0.850	0.314
SIGNAGE UPGRADE CP 26	0.100	0.000	0.0%	R	R	#6	0.100	0.000
GREEN PLUS 2016 BUDGET	0.939	0.000	0.0%	R		#2	1.600	0.813
21 CONNELL OFFICE REDEVELOPMENT (MAINT S	0.971	0.000	0.0%	R	R	#6	5.000	4.029
SUB-STATION REPLACEMENT CP 26	0.131	0.019	14.8%	R	R	#3	0.150	0.038
SPRINKLER/FIRE ALARM AND STANDPIPE CP 11	0.001	0.001	100.0%	G	G		0.200	0.200
CP 52 PAINTING - 2019	0.200	0.000	0.0%	R	R	#4	0.200	0.000
VENTILATION MODIFICATIONS CP 34	0.001	0.001	134.8%	R	G	#1	0.250	0.158
CP 43 ELECTRICAL SWITCHBOARD UPGRADE	0.250	0.020	7.9%	R	R	#3	0.250	0.020
CP 43 PAINTING AND PEDESTRIAN SIGNAGE C1	1.000	0.000	0.0%	R	R	#6	1.000	0.000
CP 36 EXHAUST FAN, DRAIN, CONCRETE	2.000	0.000	0.0%	R	R	#5	2.000	0.000
CP 34 NEW 2ND ELEVATOR	1.493	0.049	3.3%	R	R	#3	1.500	0.056
CP 58 - RETAINING WALL AND FENCE	0.982	0.000	0.0%	R	R	#6	1.000	0.018
CP 150 LOCALIZED WP REPAIRS RAMP HEATING	0.200	0.000	0.0%	R	R	#3	0.200	0.000
CP 404 LOCALIZED ROOF REPAIRS	0.250	0.000	0.0%	R	R	#3	0.250	0.000
CP 29 - NEW ELEVATORS	1.500	0.000	0.0%	R	R	#3	1.500	0.000
CP 68 - NEW ELEVATORS	1.500	0.000	0.0%	R		#2	1.500	0.000
CP68 - PAINTING UPGRADES	0.342	0.000	0.0%	R	R	#4	0.350	0.008
CP404 - PAINTING UPGRADES	0.300	0.000	0.0%	R	R	#4	0.300	0.000
CP 43 STAIRWELL REHABILITATION	0.372	0.009	2.3%	R	R	#6	0.500	0.137
ACQUISITION - 11 WELLESLEY ST W	7.475	0.009	0.1%	R	G	#8	7.475	0.010
CP 58 PARKING GARAGE RESTORATION WP & CO	0.200	0.000	0.0%	R		#2	0.200	0.000
CP 221 (JV) 121 ST. PATRICK ST.	0.052	0.035	67.8%	Y	G	#1	0.100	0.083
CP212 CP227 (JV) 363 ADELAIDE AND 105 S	0.150	0.002	1.1%	R	G	#9	0.100	0.002
CP 29 ELECTRICAL SWITCHBOARD UPGRADES	0.200	0.000	0.0%	R	R	#3	0.200	0.000
STRUCTURAL MAINT. & TECH. GREEN PLUS 202	2.600	0.000	0.0%	R		#2	2.600	0.000
CP 58 PARKING GARAGE RESTORATION WP CONC	0.800	0.000	0.0%	R		#2	0.800	0.000
Sub-Total	33.944	1.042	3.1%	-	-		52.220	15.726
Service Improvements								
ST. CLAIR/ OAKWOOD 287 RUSHTON	0.262	0.017	6.5%	R	G	#1	2.013	1.768
CP 1 - ADDITION OF 2 LEVELS	1.277	1.277	100.0%	G	G		11.070	10.350
P&D REFURBISHMENT PROJECT	0.131	0.131	100.0%	G	G		0.485	0.485
REDEVELOPMENT OF CP 217 1445 BATHURST	4.584	2.424	52.9%	Y	G	#1	10.600	3.555
CP 404 SIGNAGE ILLUMINATED	0.100	0.000	0.0%	R	R	#4	0.200	0.000
CP 34 PAINTING	0.200	0.000	0.0%	R	R	#4	0.200	0.000
REPLACEMENT - ENFORCEMENT SOFTWARE	0.400	0.021	5.2%	R	R	#6	1.000	0.616
REDEVELOPMENT OF CP 411 (ROE AVENUE)	1.000	0.000	0.0%	R		#2	1.000	0.000
OAKWOOD E OF EGLINTON (#2)	0.735	0.002	0.3%	R		#2	0.750	0.002
P&D REFURBISHMENT PROJECT	0.006	0.006	100.0%	G	G		0.850	0.850
CP 11 SIGNAGE UPGRADE CP 11	0.100	0.000	0.0%	R	R	#6	0.100	0.000
CP 96 PAINTING AND SIGNAGE UPGRADE	0.045	0.008	17.3%	R	R	#4	0.045	0.008
CP 111 PAINTING AND SIGNAGE UPGRADE	0.080	0.000	0.0%	R	R	#4	0.080	0.000
P&D 3G MODEM & EMULATION BOARD	0.972	0.972	100.0%	G	G		5.822	5.822
437 ROGERS ROAD	0.165	0.031	18.6%	R	R	#6	0.900	0.731
CARPARK PROVISIONS 2017	0.500	0.203	40.6%	R	G	#1	1.600	0.238
WAY FINDING SIGNAGE	0.500	0.000	0.0%	R	R	#5	0.500	0.000
QUEEN/ SOHO	10.200	0.250	2.5%	R	R	#6	10.500	0.550
50 WELLESLEY	2.570	0.000	0.0%	R		#2	2.760	0.000
CP 161 MODIFICATIONS TO OPERATIONS	0.127	0.052	41.2%	R	G	#1	0.212	0.137
CP 161 MODIFICATIONS TO OPERATIONS	0.065	0.051	78.6%	G	G		0.110	0.096

Toronto Parking Authority (TPA)

Projects by Category (Million)	2019 Approved Cash Flow	Year-End Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
CP 161 MODIFICATIONS TO OPERATIONS	0.200	0.003	1.4%	R	G	#1	0.200	0.003
CP 161 MODIFICATIONS TO OPERATIONS	0.228	0.228	100.0%	G	G		0.391	0.274
WORK & ASSET MGMT SAAS SOLUTION	0.160	0.000	0.0%	R		#2	0.160	0.000
MONTHLY PAYMENTS SOLUTION	0.075	0.000	0.0%	R	R	#6	0.075	0.000
CP 219 PAY BY PLATE PILOT	0.066	0.000	0.0%	R		#2	0.090	0.014
PHONE SUPPORT SYSTEM/ DISPATCH	0.080	0.000	0.0%	R	R	#5	0.080	0.000
HUB LANE REFRESH - UPGRADE REVENUE CONTR	0.700	0.005	0.7%	R		#2	0.700	0.005
WEBSITE MAPPING UPGRADES	0.100	0.000	0.0%	R	R	#5	0.100	0.000
ERP/FINANCIAL SYSTE- PICK REPLACEMENT	3.000	0.190	6.3%	R	R	#10	3.000	0.190
CP39 - CASTELFIELD RE-DEVELOPMENT	0.100	0.015	14.8%	R	R	#4	0.100	0.015
BIKE SHARE EXPANSION - PTIF FUNDING	0.000	2.138			G	#7	11.230	9.241
BIKE SHARE EXPANSION - OMCC + MUNICIPAL	7.500	7.001	93.4%	G	G		12.480	11.981
CP 505 CLIVLEDEN REDEVELOPMENT	0.500	0.000	0.0%	R	R	#6	0.500	0.000
ALL KEYS REPLACED TO FOB ACCESS - VARIOU	0.150	0.000	0.0%	R	R	#6	0.150	0.000
FLEET VEHICLES FOR OPERATIONS	0.333	0.142	42.6%	R	R	#6	0.333	0.142
CP 26 MODIFICATIONS TO OPERATIONS	0.250	0.015	6.1%	R	R	#6	0.250	0.015
CP 36 MODIFICATIONS TO OPERATIONS	0.250	0.015	6.1%	R	R	#6	0.250	0.015
CP 125 MODIFICATIONS TO OPERATIONS	0.250	0.015	6.1%	R	R	#6	0.250	0.015
CP 178 ENTRANCE RAMP UPGRADE & TRENCH DR	0.250	0.000	0.0%	R		#2	0.250	0.000
CP 286 ELECTRICAL LIGHTING UPGRADE	0.350	0.302	86.2%	G	R	#6	0.350	0.302
CP 286 MODIFICATIONS TO OPERATIONS	0.050	0.008	16.2%	R	R	#6	0.050	0.008
CP 43 ROOF ANCHOR & COLUMN REPAIRS	0.100	0.000	0.0%	R		#2	0.100	0.000
CP 12 MODIFICATIONS TO OPERATIONS	0.500	0.276	55.1%	Y	G	#1	0.500	0.276
CP 410 MODIFICATIONS TO OPERATIONS	0.300	0.275	91.6%	G	G		0.300	0.275
CP 36 MODIFICATIONS TO OPERATIONS	0.500	0.000	0.0%	R	R	#6	0.500	0.000
CP 58 MODIFICATIONS TO OPERATIONS	0.550	0.031	5.7%	R	R	#6	0.550	0.031
CP 125 MODIFICATIONS TO OPERATIONS ADDTL	0.250	0.000	0.0%	R	R	#6	0.250	0.000
CP 5 - 15 WELLESLEY ST E (J DEVELOPMENT)	0.100	0.000	0.0%	R		#2	0.100	0.000
CARPARK PROVISION 2019	0.617	0.617	100.0%	G	G		0.617	0.617
CP PROVISIONS DUE TO CITY INITIATIVES	3.600	0.000	0.0%	R		#2	3.600	0.000
OFFICE COMPUTERS AND EQUIPMENT	0.025	0.025	100.0%	G	G		0.025	0.025
LPR - PAY-BY-PLATE PROJECT	1.000	0.000	0.0%	R	R	#4	1.000	0.000
GREENING PLUS 2019 - VARIOUS CPS	1.900	0.615	32.4%	R	G	#1	1.900	0.615
HUB LANE REFRESH - UPGRADE REVENUE CONT	2.000	1.283	64.1%	Y	G	#6	2.000	1.283
Sub-Total	50.053	18.643	37.2%	-	-		93.228	50.550
Total	83.997	19.685	23.4%				145.448	66.276

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. Year-end spending primarily reflects legal costs.

Note # 3:

Experiencing delays due to site conditions, under construction waiting for delivery of major comp.

Note # 4:

Delays experienced in painting / signage projects due to insufficient staff resources. Recruitment efforts are still underway with expectation of full complement

Note # 5:

Projects are experiencing RFQ / RFP delays.

Note # 6:

Projects are experiencing a delay mainly due to procurement issues; contractor issues; co-ordination with other projects; or other such as consultant design work currently delayed, design in progress, mechanical and electrical updates and or legal issues.

Note # 7:

PTIF Funding was completed in 2018. Ciy of Toronto Accounting Services posted to 2019 although it was a 2018 Project Cost.

Note # 8:

Acquisition for 11 Wellesley Street West and lifetime project costs reduced.

Note # 9:

Project is on track, however there are ongoing buy back JV negotiations and outstanding legal fees.

Note # 10:

Board Approval for the ERP/Financial System - pick replacement happened in July 2019. Implementation started in September 2019 and will substantially completed in 2020.

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

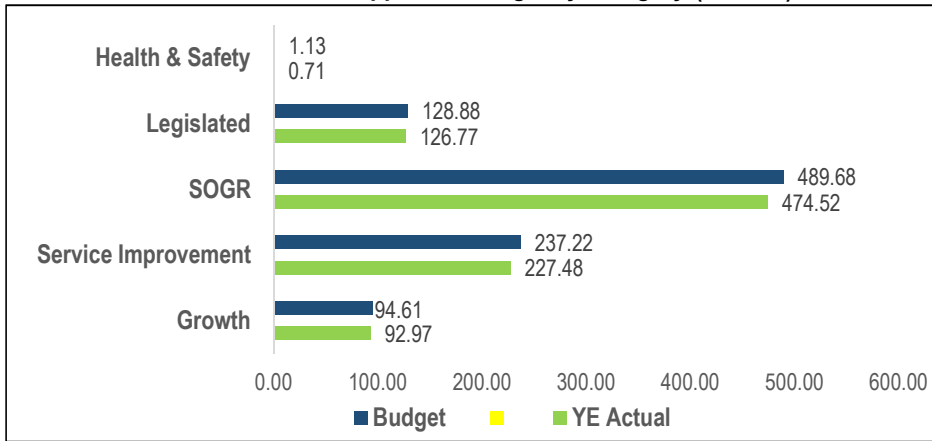


Table 1
2019 Active Projects by Category

Health & Safety	2
Legislated	8
SOGR	21
Service Improvement	18
Growth	11
Total # of Projects	60

Chart 2
Project Status - 60

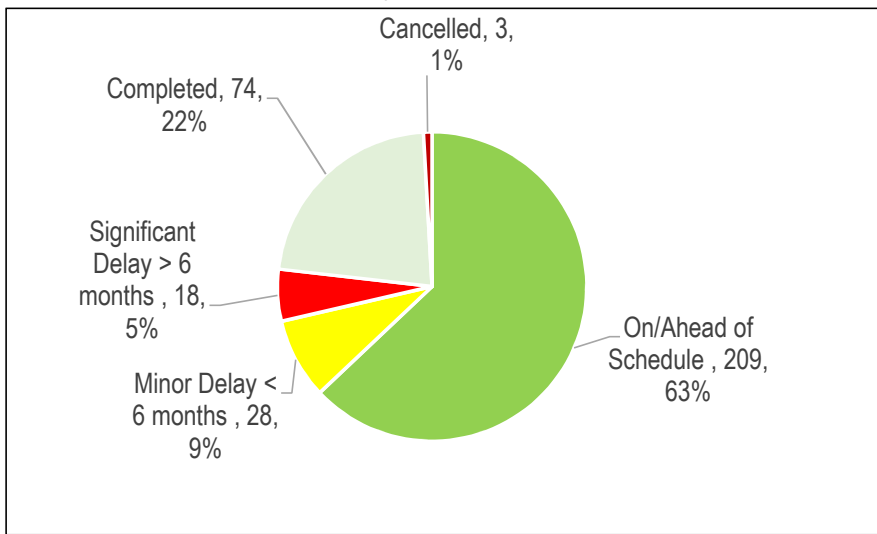


Table 2

Reason for Delay	46	
	Significant Delay	Minor Delay
Insufficient Staff Resources	2	
Procurement Issues	4	7
RFQ/RFP Delayed	5	7
Contractor Issues		
Site Conditions	4	2
Co-ordination with Other Projects	3	6
Community Consultation		
Other*		6
Total # of Projects	18	28

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
919.43	17.59	4.02	10.32	0.17

Reasons for "Other*" Projects Delay:

- There were minor delays for approximately 6 projects due to delayed equipment delivery, pending coordination and invoicing involving third parties, as well as pending study completion, lower demand for improvement works and/or combination of several factors listed above.

Key Discussion Points:

- As of December 31, Toronto Water spent \$922.455 million or 96.9% of the 2019 Approved Capital Budget of \$951.525 million. The 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.
- 65.1% or \$619.698 million is dedicated to State of Good Repair, Health and Safety and Legislative projects in 2019.
- \$929.749 million or 97.7% 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.

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Key Discussion Points (cont'd):

- The following multi-year projects account for approximately 92.7% of the spending: Rehabilitation and Replacement of Linear Infrastructure for Water and Sewer projects (\$405.375 million or 98.4% of the 2019 Approved Capital Budget); Improvements at Ashbridges Bay Treatment Plant which include the upgrade of primary treatment process (\$146.628 million or 97.2% of the 2019 Approved Capital Budget), Humber Treatment Plant which include the construction of treatment upgrades (47.848 million or 93.7% 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 (\$21.841 million or 94.9% of the 2019 Approved Capital Budget); Wet Weather Flow (\$114.355 million or 98.9% 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 (\$40.243 million or 94.5% of the 2019 Approved Capital Budget); and Basement Flooding Program (\$78.796 million or 97.0% of the 2019 Approved Capital Budget).

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Projects by Category (Million)	2019 Approved Cash Flow	Year-End Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Health & Safety								
Ashbridges Bay Treatment Plant	0.608	0.431	71.0%	Y	Y	#2	38.565	24.881
Humber Wastewater Treatment	0.526	0.276	52.5%	Y	Y	#2	14.755	8.941
Sub-Total	1.134	0.708	62.4%	-	-		53.320	33.822
Legislated								
Ashbridges Bay Treatment Plant	86.348	86.003	99.6%	G	G		639.317	132.854
RL Clark Treatment Plant	1.421	1.421	100.0%	G	G		6.496	5.822
Highland Creek Treatment Plant	4.607	4.607	100.0%	G	G		103.870	75.004
Humber Wastewater Treatment	0.382	0.050	13.1%	R	Y	#2	56.804	52.226
Island Treatment Plant	0.537	0.453	84.4%	G	G		67.753	20.869
Pumping Stations&Forcemains	1.848	1.443	78.1%	G	G		69.936	21.393
Water Service Replacement	33.732	32.793	97.2%	G	G		358.141	237.233
WT - Storage & Treatment	0.005	0.005	100.0%	G	G		1.701	1.451
Sub-Total	128.879	126.775	98.4%	-	-		1,304.018	546.852
State of Good Repair								
Ashbridges Bay Treatment Plant	61.303	58.574	95.5%	G	G		1,784.088	570.675
Business & Technology Support	0.065	0.060	92.3%	G	G		4.380	4.138
RL Clark Treatment Plant	6.325	6.083	96.2%	G	G		98.899	95.964
RC Harris Treatment Plant	3.999	3.234	80.9%	G	G		60.332	34.070
Highland Creek Treatment Plant	9.426	9.114	96.7%	G	G		375.298	183.251
FJ Horgan Treatment Plant	0.643	0.455	70.8%	Y	Y	#2	13.359	10.069
Humber Wastewater Treatment	46.884	45.833	97.8%	G	G		356.491	183.209
Island Treatment Plant	5.632	4.587	81.4%	G	G		54.312	20.332
Linear Engineering	77.081	75.444	97.9%	G	G		664.956	392.176
Pumping Stations&Forcemains	4.108	4.098	99.8%	G	G		54.557	34.567
Sewer Rehabilitation	60.308	60.188	99.8%	G	G		526.425	330.779
Sewer Replacement	6.520	6.339	97.2%	G	G		170.315	116.911
Trunk Sewers	23.017	21.221	92.2%	G	G		387.333	122.134
Trunk Watermains	4.875	4.089	83.9%	G	G		51.946	43.835
Watermain Rehabilitation	58.470	57.726	98.7%	G	G		558.230	436.280
Watermain Replacement	86.977	86.282	99.2%	G	G		663.815	398.042
Water Service Replacement	3.710	2.308	62.2%	Y	G	#1	38.057	20.272
WT - Storage & Treatment	20.502	19.631	95.8%	G	G		180.182	81.629
WWF - Implementation Projects	5.748	5.475	95.3%	G	G		70.049	14.093
WWF - Stream Restoration	3.509	3.448	98.2%	G	G		89.568	44.116
Yards & Facilities	0.582	0.333	57.3%	Y	Y	#2	5.368	3.157
Sub-Total	489.685	474.521	96.9%	-	-		6,207.960	3,139.699
Service Improvements								
Ashbridges Bay Treatment Plant	2.535	1.620	63.9%	Y	Y	#2	95.977	42.485
Water Meter Program (AMR)	1.805	1.805	100.0%	G	G		233.147	217.917
Business & Technology Support	13.299	13.062	98.2%	G	G		83.799	47.750
Basement Flooding Program	81.224	78.796	97.0%	G	G		1,492.246	460.045
RC Harris Treatment Plant	0.820	0.075	9.1%	R	Y	#2	10.313	2.856
Highland Creek Treatment Plant	8.927	8.099	90.7%	G	G		169.206	37.250
FJ Horgan Treatment Plant	0.224	0.052	23.2%	R	Y	#2	8.812	3.219
Humber Wastewater Treatment	3.262	1.688	51.8%	Y	Y	#2	101.049	57.225
Island Treatment Plant	0.576	0.030	5.2%	R	R	#3	6.477	0.187
Linear Engineering	0.919	0.724	78.8%	G	G		11.330	4.636
Pumping Stations&Forcemains	0.188	0.093	49.6%	R	G	#1	3.481	3.317

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Projects by Category (Million)	2019 Approved Cash Flow	Year-End Actual				Notes	Total Approved Budget	Life-to-Date
		\$	%	On Budget	On Time			
Trunk Sewers	0.300	-	0.0%	Ⓡ	Ⓡ	#3	21.600	-
Trunk Watermains	0.105	0.014	13.6%	Ⓡ	Ⓡ	#3	11.179	0.727
WT - Storage & Treatment	10.116	10.001	98.9%	Ⓢ	Ⓢ		51.021	35.069
WT - Storage & Treatment Plantwide	2.364	2.077	87.8%	Ⓢ	Ⓢ		45.876	2.848
WWF - Implementation Projects	92.368	91.415	99.0%	Ⓢ	Ⓢ		723.333	272.339
WWF - TRCA	14.023	14.017	100.0%	Ⓢ	Ⓢ		97.255	97.249
Yards & Facilities	4.164	3.911	93.9%	Ⓢ	Ⓢ		56.342	26.181
Sub-Total	237.219	227.479	95.9%	-	-		3,222.443	1,311.300
Growth Related								
Ashbridges Bay Treatment Plant	0.105	-	0.0%	Ⓡ	Ⓢ	#2	159.005	-
Highland Creek Treatment Plant	0.050	0.020	40.7%	Ⓡ	Ⓡ	#3	8.490	7.161
Island Treatment Plant	0.100	-	0.0%	Ⓡ	Ⓢ	#2	6.400	-
Linear Engineering	0.328	0.078	23.9%	Ⓡ	Ⓢ	#1	2.738	2.238
New Service Connections	40.352	40.352	100.0%	Ⓢ	Ⓢ		394.959	286.686
New Sewers	7.065	6.740	95.4%	Ⓢ	Ⓢ		92.941	32.727
Pumping Stations&Forcemains	2.326	2.325	100.0%	Ⓢ	Ⓢ		15.565	6.279
Trunk Sewers	0.553	0.322	58.2%	Ⓢ	Ⓢ	#2	3.990	3.412
Trunk Watermains	6.970	6.504	93.3%	Ⓢ	Ⓢ		45.528	10.733
Water Efficiency Plan	0.272	0.232	85.1%	Ⓢ	Ⓢ		13.641	11.517
Watermain Replacement	36.487	36.400	99.8%	Ⓢ	Ⓢ		155.434	84.343
Sub-Total	94.608	92.973	98.3%	-	-		898.691	445.096
Total	951.525	922.455	96.9%				11,686.432	5,476.769

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

Note # 1:

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

Note # 2:

Minor project delays are due to one or combination of the following reasons: need to coordinate with other initiatives (North Toronto Wastewater Treatment Plant Electrical Upgrades) or external vendors (FJ Horgan Water Treatment Plant Electrical Grounding System Project), as well as delayed laboratory equipment purchases for some of the yards/facilities, complexity of projects and need to address revised project priorities and criteria (RC Harris Water Treatment Plant Energy Optimization Project, Keele Trunk Sewer Project property acquisition), resource challenges (Humber Wastewater Treatment Plant Security Upgrade Project) and extended scoping/study completion phase (Island Water Treatment Plant Photovoltaic System, Humber Wastewater Treatment Plant Flood Protection Construction Contract, FJ Horgan Water Treatment Plant Raw Water Pump Upgrades). The Ashbridges Bay Wastewater Treatment Plant Environmental Assessment project has been cancelled since the project scope will be delivered through another assignment. Humber Wastewater Treatment Plant Operation Control Centre Project was delayed due to high bid prices.

Note # 3:

Major project delays are due to technical issues as well as complexity of projects, including need to complete Environmental Assessment studies (Lower Simcoe CSO project), rescope projects to address operational requirements (Highland Creek Wastewater Treatment Plant Transformers and Switchgear projects), need to extended or delay procurement phase (Trunk Watermain Transmission System Automation Project), and complex site conditions and procurement process (Island Water Treatment Plant Plantwide HVAC upgrades).