APPENDIX 5

Capital Dashboard by Program/Agency

For the Period ended September 30, 2019

Table of Content

Program/Agency	Page #
Community and Social Summary	**2**
Children's Services	3
Court Services	6
Economic Development & Culture	8
Seniors Services & Long-Term Care	11
Parks, Forestry & Recreation	13
Shelter, Support & Housing Administration	17
Toronto Employment & Social Services	20
Toronto Paramedic Services	22
Infrastructure and Development Summary	**24**
City Planning	25
Fire Services	27
Transportation Services	30
Waterfront Revitalization Initiative	33
Corporate Services Summary	**35**
311 Toronto	36
Facilities & Real Estate	38
Fleet Services	42
Information Technology	45
Finance and Treasury Summary	**50**
Financial Services	51
Other City Programs	**54**
Office of the Lobbyist Registrar	55
City Clerk's Office	57
Agencies Summary	**60**
Exhibition Place	61
TO Live	63
Toronto & Region Conservation Authority	65
Toronto Police Service	68
Toronto Public Health	71
Toronto Public Library	73
Toronto Zoo	76
Toronto Transit Commission	78
Yonge Dundas Square	83
Rate Supported Programs Summary	**85**
Solid Waste Management	86
Toronto Parking Authority	89
Toronto Water	93

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%	↓	Ⓡ
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%	↓	Ⓨ
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%	↓	Ⓨ
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%	↓	Ⓨ
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%	↓	Ⓖ
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%	↓	Ⓡ
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%	↑	Ⓖ
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%	↓	Ⓖ
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%	↓	Ⓨ

Ⓖ >70% Ⓨ between 50% and 70% Ⓡ < 50% or > 100%

For the nine months ended September 30, 2019, the capital expenditures for Community and Social Services totalled $188.8 million of their collective 2019 Approved Capital Budget of $658.8 million. Spending is expected to increase to $361.8 million (54.9%) by year-end. Three Programs in this service area have projected year-end spending rate of over 70% of their respective 2019 Approved Capital Budgets.

Parks, Recreation & Forestry, Toronto Employment & Social Services and Toronto Paramedic Services have projected year-end spending rates of 77.6%, 82.1% and 78.7% respectively and Children Services, Seniors Services & Long-Term Care, Shelter Support & Housing Administration and Economic Development & Culture have projected year-end spending rate less than 70%.

Children's Services (CHS)

Chart 1
2019 Approved Budget by Category ($22.33)

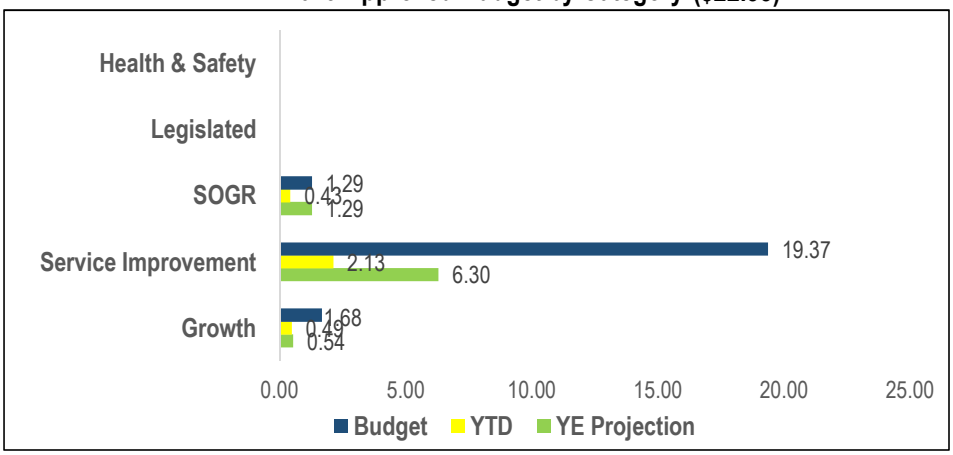

Table 1
2018 Active Projects by Category

Health & Safety	
Legislated	
SOGR	**1**
Service Improvement	**18**
Growth	**1**
Total # of Projects	**20**

Chart 2
Project Status - 20

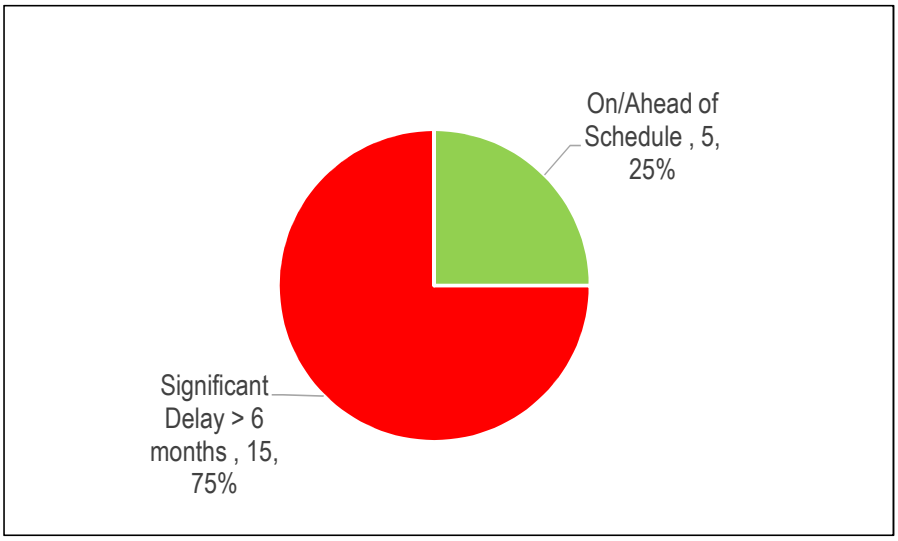

Table 2
Reason for Delay

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

Table 3
Projects Status ($Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
4.12		18.21		

Reasons for "Other*" Projects Delay:

- The Mount Dennis Child Care Centre is being managed by Metrolinx as part of the cross town capital intiative; this project has been delayed due to the need to expropriate property for relocation of the child care centre, as well, the scope of the project has been approved to accommodate an additional 26 spaces, providing a total of 98 spaces in the new centre.

Key Discussion Points:

- Children's Services has limited control over the delivery of child -care projects, as these projects are often part of a larger project involving school boards and other third parties, with planning and design jointly managed by Children's Services and the construction managed by third parties. There are 18 projects included in the plan that are impacted by 3'rd party delays. Five of these projects are scheduled for completion in 2019, with two projected to be completed in 2020.

Children's Services (CHS)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp. $	YTD Exp. %	Projected Actuals to Y/E. $	Projected Actuals to Y/E. %	On Budget	On Time	Notes	Total Approved Budget	Life-to-Date
State of Good Repair										
TELCCS SOGR 2019	1.285	0.430	33.5%	1.285	100.0%	G	R	#1	1.285	0.429
Sub-Total	**1.285**	**0.430**	**33.5%**	**1.285**	**100.0%**	**-**	**-**		**1.285**	**0.429**
Service Improvements										
St John the Evangelist Catholic School	2.675	0.466	17.4%	0.677	25.3%	R	R	#2	3.900	1.691
Block 31 Child Care Centre	2.945	1.033	35.1%	2.445	83.0%	G	G		4.733	2.813
Avondale Public School	0.145	0.000	0.0%	0.145	100.0%	G	G		1.433	1.289
Advent Health Care Child Care Centre	0.414	0.000	0.0%	0.050	12.1%	R	G	#3	2.710	2.296
Stanley Public School	2.063	0.000	0.0%	0.000	0.0%	R	R	#4	3.900	0.203
St. Columba Public School	0.472	0.281	59.5%	0.472	100.0%	G	G	#3	1.525	1.334
St. Maurice Catholic School	0.139	0.038	27.3%	0.139	100.0%	G	G	#3	1.472	1.371
St. Barnabas Catholic School	1.000	0.000	0.0%	0.000	0.0%	R	R	#5	3.100	0.177
St. Roch Catholic School	0.900	0.000	0.0%	0.000	0.0%	R	R	#6	1.900	0.094
St Bartholome Catholic School	1.200	0.000	0.0%	0.000	0.0%	R	R	#7	2.600	0.117
St. Stephen Catholic School	0.179	0.035	19.6%	0.179	100.0%	G	R	#3	1.400	1.256
TCH Lawrence Ave Site	1.313	0.048	3.7%	1.313	100.0%	G	R	#8	5.353	3.948
TCH Needle Firway	0.100	0.000	0.0%	0.000	0.0%	R	R	#9	3.900	0.075
Mount Dennis Child Care Centre	2.051	0.058	2.8%	0.100	4.9%	R	R	#10	18.000	3.066
North East Scarborough	0.244	0.000	0.0%	0.055	22.5%	R	R	#11	3.900	0.018
Child Care Centre No 11 (Gilder)	2.600	0.000	0.0%	0.300	11.5%	R	R	#12	3.900	1.300
Bendale Child Care Centre	0.425	0.173	40.7%	0.173	40.7%	R	R	#2	3.425	3.250
Wallace Emerson Child Care Centre	0.250	0.000	0.0%	0.000	0.0%	R	R	#13	3.900	0.000
Western North York Child Care	0.250	0.000	0.0%	0.250	100.0%	G	R	#14	3.900	0.000
Sub-Total	**19.365**	**2.132**	**11.0%**	**6.298**	**32.5%**				**74.951**	**24.298**
Growth Related										
TCS Growing Child Care	1.677	0.491	29.3%	0.540	32.2%	R	R	#15	4.764	0.491
Sub-Total	**1.677**	**0.491**	**13.7%**	**0.540**	**32.2%**				**4.764**	**0.491**
Total	**22.327**	**3.053**		**8.123**					**81.000**	**25.218**

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

Note # 1:
This project is on track, with full spending projected by year-end, once centre-upgrade projects have been completed.

Note # 2
The construction and landscaping are underway are underway, with project to be completed in 2020.

Note # 3:
This project is nearing completion, pending finalization of construction finishes.

Note # 4:
The project design has been completed, with the project currently being tendered, the completion date anticipated in 2021.

Note # 5:
The project delivery has been delayed, due to delays in planning and design with school board. The project is being tendered, with completion date

Note # 6:
The project design will to be completed by year-end, with tender anticipated in early 2020; this project completion is anticipated in 2021.

Note # 7:
The planning has been completed, with the design for the centre underway.

Note # 8:
The construction phase of this project is underway, with project completion anticipated in 2020.

Note # 9:
The project is delayed, pending scope change requirements to increase number of spaces; the completion date has been revised to Q4, 2023.

Note # 10:
The project design has been completed to include an additional 26 spaces; the project is waiting for building permits to be finalized. The project

Note # 11:

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

Note # 12:

Construction has commenced, with project completion projected for 2021.

Note # 13:

This project is in the early planning stage, with completion projected for 2025.

Note # 14:

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

Note # 15:

This project on track, with spending delayed due to Provincial funding uncertainties; the spending will accelerate in 2020, with completion anticapted in

Court Services (CTS)

Chart 1
2019 Approved Budget by Category ($0.06)

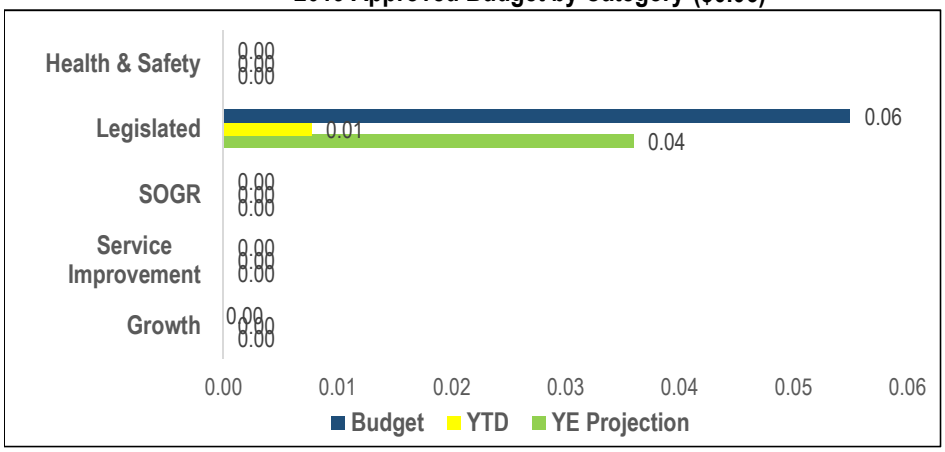

Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 1

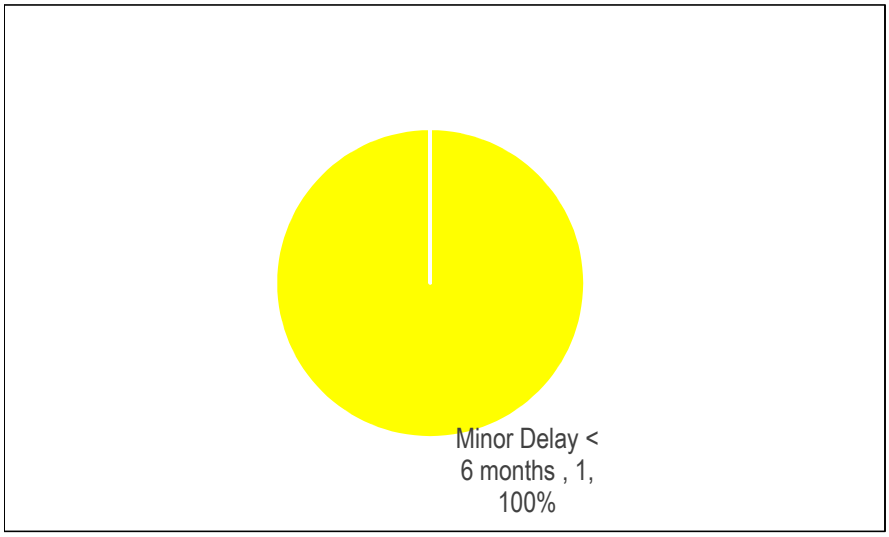

Table 2

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

Table 3
Projects Status ($Million)

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

Court Services (CTS)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp. $	YTD Exp. %	YE Projection $	YE Projection %	YE Projection On Budget	YE Projection On Time	Notes	Total Approved Budget	Life-to-Date
Legislated										
Tribunal Facility Renovations - Local Appeal Body	0.055	0.008	14.1%	0.036	65.5%	Ⓨ	Ⓨ	#1	1.577	1.377
Sub-Total	**0.055**	**0.008**	**14.1%**	**0.036**	**65.5%**	**-**	**-**		**1.577**	**1.377**
Total	**0.055**	**0.008**	**14.1%**	**0.036**	**65.5%**				**1.577**	**1.377**

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

Note # 1:

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

Economic Development and Culture (ECT)

Chart 1
2019 Approved Budget by Category ($32.73)

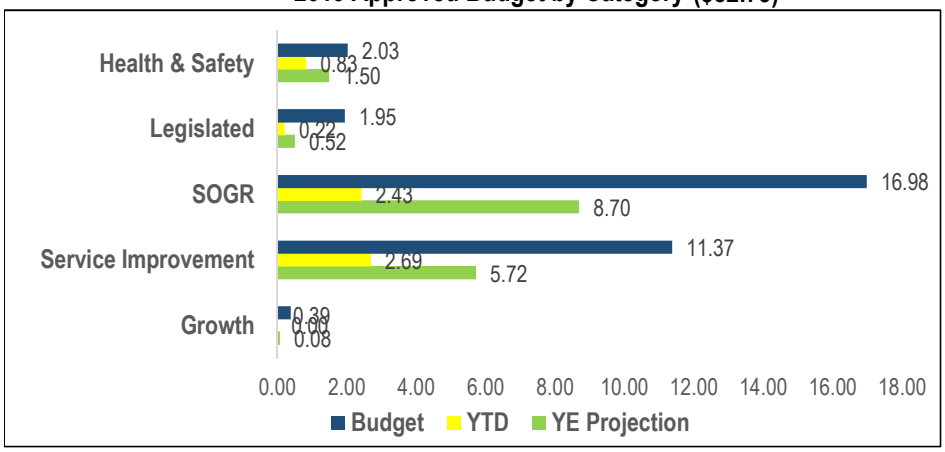

Table 1
2019 Active Projects by Category

Health & Safety	**2**
Legislated	**4**
SOGR	**9**
Service Improvement	**7**
Growth	**1**
Total # of Projects	**23**

Chart 2
Project Status - 23

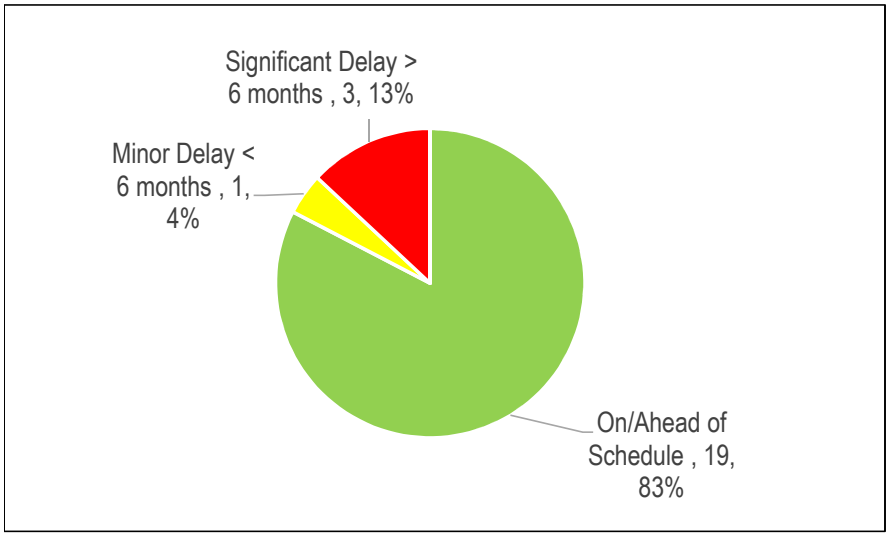

Table 2

Reason for Delay **4**

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

Table 3
Projects Status ($Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
28.44	1.40	2.89		

Reasons for "Other*" Projects Delay:
1. As a result of change in museum management, priorities of the museums have been reviewed. Spending was delayed for the Colborne Lodge Interiors and Gibson House Interiors projects. New museums management will ensure priorities are aligned with the new "Museums 2040" vision.
2. The Public Art Development Dundas Islington project is affected by death of the artist and subsequent challenges in working with the estate to complete the project.

Key Discussion Points: (Please provide reason for delay)
EDC spent $6.162 million or 18.9% of the approved $32.727 million cash flow as of Q3 2019. Due to site conditions, coordination with other projects and work by others, the following projects are significantly underspent: *Indigenous Centre for Innovation and Enterpreneurship, BIA Equal Share Funding, Guild Revitalization and various Public Art projects.*

Economic Development and Culture (ECT)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp. $	YTD Exp. %	YE Projection $	YE Projection %	On Budget	On Time	Notes	Total Approved Budget	Life-to-Date
Health & Safety										
Major Maintenance	0.312	0.107	34.3%	0.312	100.0%	G	G		0.466	0.261
Restoration/Preservation Of Heritage Element	1.721	0.726	42.2%	1.185	68.9%	Y	G	#1	11.489	7.679
Sub-Total	**2.034**	**0.833**	**41.0%**	**1.498**	**73.6%**	-	-		**11.955**	**7.940**
Legislated										
Collections Care	0.100	0.000	0.0%	0.050	50.0%	Y	G		0.200	0.000
Cultural Infrastructure Development	1.347	0.039	2.9%	0.098	7.3%	R	G	#2	1.588	0.279
Major Maintenance	0.033	0.003	9.3%	0.003	9.3%	R	G	#3	0.104	0.074
Restoration/Preservation Of Heritage Element	0.471	0.177	37.7%	0.366	77.7%	G	G		0.474	0.181
Sub-Total	**1.951**	**0.219**	**11.2%**	**0.517**	**26.5%**	-	-		**2.366**	**0.534**
State of Good Repair										
BIA Planning Act Revenue Funding	2.098	0.192	9.1%	0.428	20.4%	R	R	#4	4.612	2.680
BIA Equal Share Funding	6.399	0.902	14.1%	2.929	45.8%	R	G	#5	11.649	3.831
BIA Financed Funding	1.258	0.000	0.0%	1.258	100.0%	G	G		3.683	2.425
BIA Streetscape Improvement	0.047	0.007	14.2%	0.047	100.0%	G	G		0.408	0.367
Collections Care	0.089	0.000	0.0%	0.089	100.0%	G	G		0.099	0.010
Cultural Infrastructure Development	0.475	0.146	30.8%	0.412	86.7%	G	G		0.737	0.408
Major Maintenance	3.429	0.662	19.3%	2.353	68.6%	Y	G	#6	6.180	2.732
Economic Competitiveness Data Management System	0.000	0.000		0.000					0.000	0.000
Refurbishment And Rehabilitation	0.400	0.000	0.0%	0.060	15.0%	R	R	#7	0.450	0.049
Restoration/Preservation Of Heritage Element	2.782	0.525	18.9%	1.121	40.3%	R	G	#8	6.016	3.413
Sub-Total	**16.977**	**2.433**	**14.3%**	**8.697**	**51.2%**	-	-		**33.834**	**15.916**
Service Improvements										
BIA Streetscape Improvement	0.200	0.000	0.0%	0.100	50.0%	Y	G		0.200	0.000
Cultural Infrastructure Development	5.150	1.507	29.3%	3.414	66.3%	Y	G	#9	8.610	3.466
Indigenous Centre For Innovation And Entrepreneurship	3.614	0.475	13.1%	0.514	14.2%	R	G	#10	3.614	0.475
Service Enhancement	0.052	0.017	32.1%	0.057	110.0%	R	G		2.385	2.330
Commercial Facade Improvement Program	0.909	0.277	30.5%	0.909	100.0%	G	G		1.878	0.947
Mural Program	0.050	0.010	20.0%	0.050	100.0%	G	G		0.050	0.010
Economic Competitiveness Data Management System	1.400	0.409	29.2%	0.680	48.6%	R	Y	#11	2.450	1.419
Sub-Total	**11.375**	**2.695**	**23.7%**	**5.724**	**50.3%**	-	-		**19.187**	**8.646**
Growth Related										
Cultural Infrastructure Development	0.391	0.000	0.0%	0.079	20.1%	R	R	#12	1.316	0.909
Sub-Total	**0.391**	**0.000**	**0.0%**	**0.079**	**20.1%**	-	-		**1.316**	**0.909**
Total	**32.727**	**6.180**	**18.9%**	**16.514**	**50.5%**				**68.657**	**33.945**

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

Note # 1:

The Casa Loma Exterior - Phase 9B Project is projected to be underspent as the scope of work for Phase 9 was changed in respones to the tenant's operational priorities. It is anticipated that the work for Phase 9 will be completed in Q4 2021.

Note # 2:

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

Note # 3:

The Mechanical and Electrical project is on track for completion as per schedule.

Note # 4:

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

Note # 5:

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

Note # 6:

The exterior accessbility upgrades to the Theatre Passe Muraille was completed in Q3 2019 and collaboration with other City divisions has resulted in savings. Two other AODA projects will be underspent and savings will 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 projected to be 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 Entreprenurship project is underspent. Cash flow of $3.6 million is related to the construction of the Centre which will begin next year with an RFQ going out in January 2020. The project is on track for completion in 2020.

Note # 11:

The Digital Service Delivery project is delayed due to delays in hiring.

Note # 12:

The Public Art Development Dundas-Islington project is delayed due to the death of the artist and subsequent difficulties working with the estates to complete the project. The project is expected to be completed by December 2020.

Seniors Services and Long-Term Care (HOM)

Chart 1
2019 Approved Budget by Category ($15.46)

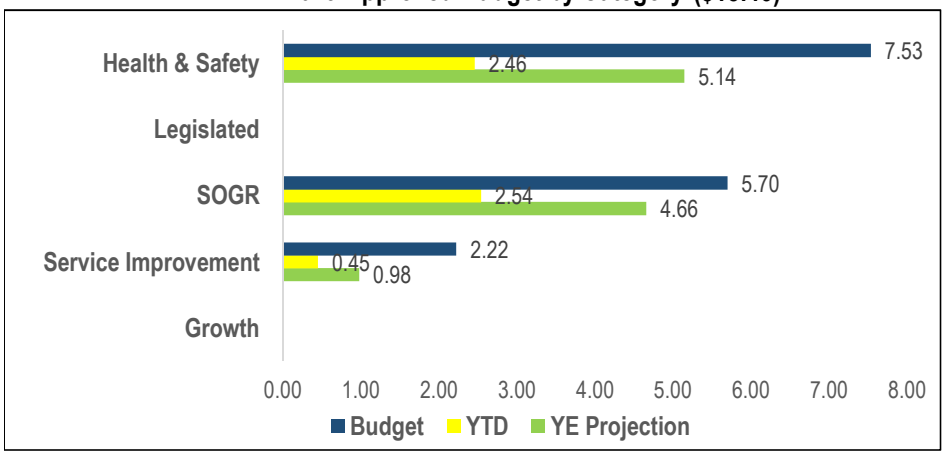

Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 7

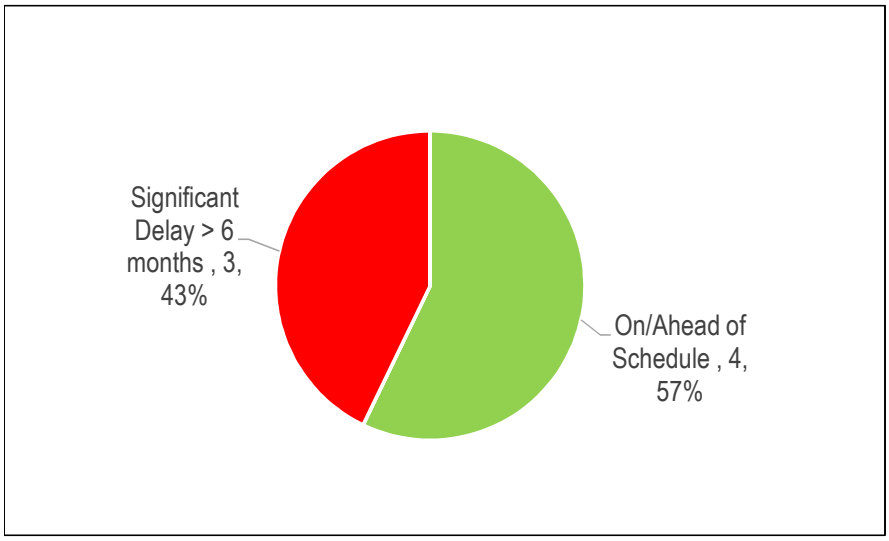

Table 2

Reason for Delay **3**

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

Table 3
Projects Status ($Million)

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

Key Discussion Points:

- Interior Upgrades planned (for Bendale Acres, Seven Oaks, Lakeshore Lodge and Castleview Towers) have been delayed as consultants have had to redesign projects because of either higher actual costs or revised requirements.

- The *Electronic Health Care System* project has been rolled out to 8 homes which represents 80% of its stage 1 (of 2) implementation phase. However, project spending was delayed due to a PO discrepancy resolved in Q3 and payments will be caught up in Q4. Additionally, staffing turnover has caused delays requiring a re-evaluation of project timelines, as a result the second stage of implementation has been deferred to begin in Q1 of 2020. This project is funded through *The Homes for the Aged* reserve.

- The *Work Order Management System* seed project is a feasibility study to evaluate options to modernize the current manual work order tracking and asset management process. The scope of this project was reviewed and the estimate was found to be understated for the scope of work required. The division has cancelled this project.

Seniors Services and Long-Term Care (HOM)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp. $	YTD Exp. %	YE Projection $	YE Projection %	On Budget	On Time	Notes	Total Approved Budget	Life-to-Date
Health & Safety										
Electrical - Life Safety Systems	2.533	1.164	46.0%	1.564	61.7%	Y	G		5.350	3.875
Mechanical - HVAC Repairs/Upgrades	4.136	0.878	21.2%	3.015	72.9%	G	G		11.305	7.634
Specialty Systems & Elevator Upgrades	0.865	0.416	48.1%	0.565	65.3%	Y	G		2.780	2.195
Sub-Total	**7.534**	**2.458**	**32.6%**	**5.143**	**68.3%**	**-**	**-**		**19.435**	**13.704**
State of Good Repair										
Building Upgrades	4.064	2.301	56.6%	3.922	96.5%	G	G		13.290	9.208
Specialty Systems	1.635	0.240	14.7%	0.735	45.0%	R	R	#1	1.635	0.472
Sub-Total	**5.699**	**2.541**	**44.6%**	**4.657**	**81.7%**	**-**	**-**		**14.925**	**9.680**
Service Improvements										
Electronic Health Care System	2.080	0.450	21.6%	0.980	47.1%	R	R	#2	3.152	1.124
Work Order Management System	0.144	0.000	0.0%	0.000	0.0%	R	R	#3	0.144	0.000
Sub-Total	**2.224**	**0.450**	**20.2%**	**0.980**	**44.1%**	**-**	**-**		**3.296**	**1.124**
Total	**15.457**	**5.449**		**10.780**					**37.656**	**24.508**

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

Note # 1:

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

Note # 2:

The *Electronic Health Care System* project has been rolled out to 8 (of 10) homes which represents 80% of its stage 1 (of 2) implementation phase. There are

Note # 3:

The project scope for the *Work Order Management System* feasibility project was reviewed and the estimate was found to be understated for the scope of work

Parks, Forestry & Recreation (PKS)

Chart 1
2019 Approved Budget by Category ($219.12)

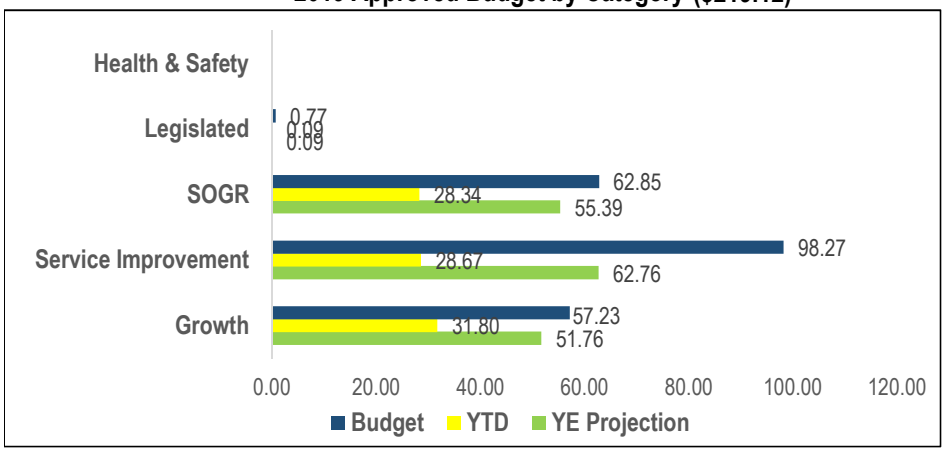

Table 1
2019 Active Projects by Category

Health & Safety	
Legislated	**4**
SOGR	**41**
Service Improvement	**195**
Growth	**25**
Total # of Projects	**265**

Chart 2
Project Status - 265

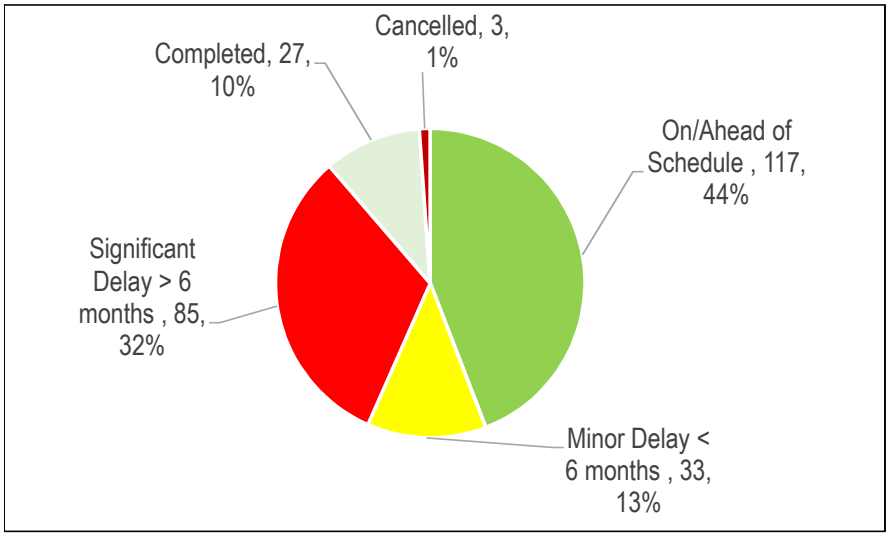

Table 2

Reason for Delay	**118**	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	4	1
RFQ/RFP Delayed	1	1
Contractor Issues	4	
Site Conditions	5	4
Co-ordination with Other Projects	36	13
Community Consultation	4	3
Other*	31	11
Total # of Projects	**85**	**33**

Table 3
Projects Status ($Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
73.860	51.023	87.905	6.244	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 are currently projecting a 2019 year-end spend of $170.0 million, or 78% of its 2019 Approved Capital Budget of $219.1 million.
- As of 2019 Q3, Parks, Forestry and Recreation has 117 projects currently on-track ($73.9 million) and 27 completed projects. These projects have been completed under budget ($5.3 million out of total budget of $6.2 million)
- 118 projects ($138.9 million) are currently experiencing a delay primarily due to coordination with other projects; site conditions; and the

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 remediation issues on multiple sites that may not be resolved by year-end.

Parks, Forestry & Recreation (PKS)

Projects by Category (Millions)	2019 Approved Cash Flow	YTD Exp. $	YTD Exp. %	YE Projection $	YE Projection %	On Budget	On Time	Notes	Total Approved Budget	Life-to-Date
Legislated										
LAND ACQUISITION	0.766	0.091	11.9%	0.091	11.9%	R	R	#1	6.162	3.263
Sub-Total	**0.766**	**0.091**	**11.9%**	**0.091**	**11.9%**	**-**	**-**		**6.162**	**3.263**
State of Good Repair										
ARENA	12.183	7.496	61.5%	11.000	90.3%	G	Y	#12	45.373	25.895
COMMUNITY CENTRES	6.521	5.454	83.6%	9.500	145.7%	R	G	#11	51.516	34.196
ENVIRONMENTAL INITIATIVES	3.733	0.420	11.2%	2.800	75.0%	G	R	#2	10.500	4.487
OUTDOOR RECREATION CENTRE	1.482	1.092	73.7%	1.482	100.0%	G	G		7.806	3.758
PARK DEVELOPMENT	5.511	2.429	44.1%	4.811	87.3%	G	G		16.129	5.615
PARKING LOTS & TENNIS COURTS	2.588	1.806	69.8%	2.800	108.2%	R	Y	#3	8.876	2.922
PLAYGROUNDS/WATERPLAY	0.643	0.359	55.9%	0.643	100.0%	G	G		7.203	3.464
POOL	4.416	1.030	23.3%	2.750	62.3%	Y	Y	#4	17.848	5.055
SPECIAL FACILITIES	14.087	2.935	20.8%	8.191	58.1%	Y	Y	#5	55.246	16.551
FACILITY COMPONENTS	9.298	3.257	35.0%	7.407	79.7%	G	G		24.678	11.772
TRAILS & PATHWAYS	2.389	2.067	86.5%	4.004	167.6%	R	G	#6	20.942	9.844
Sub-Total	**62.851**	**28.345**	**45.1%**	**55.387**	**88.1%**	**-**	**-**		**266.117**	**123.556**
Service Improvements										
ARENA	0.951	0.642	67.5%	0.951	100.0%	G	R	#12	8.850	6.260
COMMUNITY CENTRES	3.670	1.048	28.6%	1.940	52.9%	Y	R	#11	16.318	7.869
ENVIRONMENTAL INITIATIVES	4.252	1.054	24.8%	3.130	73.6%	G	R	#2	14.110	7.221
INFORMATION TECHNOLOGY	16.544	5.930	35.8%	11.013	66.6%	Y	Y	#8	47.665	21.637
OUTDOOR RECREATION CENTRE	5.132	0.820	16.0%	2.073	40.4%	R	R	#9	23.077	6.433
PARK DEVELOPMENT	36.409	7.325	20.1%	23.041	63.3%	Y	G	#10	159.312	60.195
PARKING LOTS & TENNIS COURTS	0.247	0.156	63.4%	0.156	63.4%	Y	G	#3	1.461	1.367
PLAYGROUNDS/WATERPLAY	10.979	5.115	46.6%	8.534	77.7%	G	G		28.098	15.099
POOL	9.924	4.084	41.2%	7.028	70.8%	Y	R	#4	21.475	14.160
SPECIAL FACILITIES	5.332	0.460	8.6%	2.539	47.6%	R	R	#5	23.818	4.886
FACILITY COMPONENTS	0.890	0.367	41.2%	0.465	52.3%	Y	Y	#7	3.350	1.177
TRAILS & PATHWAYS	3.940	1.669	42.4%	1.888	47.9%	R	R	#6	16.684	5.159
Sub-Total	**98.271**	**28.670**	**29.2%**	**62.759**	**63.9%**	**-**	**-**		**364.217**	**151.464**
Growth Related										
COMMUNITY CENTRES	49.963	28.433	56.9%	47.277	94.6%	G	R	#11	274.429	126.502
LAND ACQUISITION	5.422	3.223	59.4%	4.316	79.6%	G	G		56.370	13.362
OUTDOOR RECREATION CENTRE	0.000	0.000		0.000					0.400	0.077
PARK DEVELOPMENT	1.846	0.147	7.9%	0.170	9.2%	R	G	#10	8.945	0.952
Sub-Total	**57.232**	**31.803**	**55.6%**	**51.763**	**90.4%**	**-**	**-**		**340.143**	**140.894**
Total	**219.119**	**88.909**	**40.6%**	**170.001**	**77.6%**				**976.640**	**419.176**

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

Note # 1:

Land Acquisition: Delays are primarily the result of a protracted process for acquisition of various properties; as well as the timing of remediation of the Grand Manitoba; Market Lane Parkette and South Market Park; and 100 Ranleigh Park Development Remediation sites. The Grand Manitoba Site Remediation project has been delayed due to contract award issues.

Note # 2:

Environmental Initiatives: The delay and under-spending is primarily related to City Wide Environmental Initiatives as a result of poor weather conditions and co-ordination with other projects. This includes the Mud Creek Phase 2 project which has experienced delays in securing easements over private property for site access; and Wilket Creek Park Phase 2 and Lower Don Wetland Creation Cottonwood Flats which are impacted by delays associated with securing jurisdictional approvals from the TRCA.

Note # 3:

Parking Lots and Tennis Courts: over-spending is anticipated for various Parking Lot, Tennis Courts and Sports Pad state of good repair projects offset by completion of projects under budget (Tennis Court Signage and L'Amoreaux Park Tennis Bubble Replacement) at year-end.

Parks, Forestry & Recreation (PKS)

Note # 4:
Pools: Delays and under-spending with the Wellesley Community Centre Pool as a result of the labour disruptions by the Sheet Metal; HVAC and Plumbing unions. Additionally, various pool state of good repair projects are delayed due to programming constraints and co-ordination with other projects.

Note # 5:
Special Facilities: Under-spending and delays are primarily related to the Ferry Boat Replacement #1 project which has experienced delays in the design process as a result of the ferry boat replacement analysis. Other projects experiencing a delay include Franklin Children's Garden due to site conditions; the 2017 High Lake Effect Flooding Damages and the 2018 Wind Storm Damages projects which are primarily being delivered by TRCA which are also impacted by site conditions; and the Allan Gardens Washroom Building due to contract award issues.

Note # 6:
Trails & Pathways: overall under-spending for Upper Highland Creek Trail Extension Phase 3 due to co-ordination with TRCA Regulatory; Humber Bay Shores PK Construction-PF&R/T as a result of procurement delays; the Bridge to Mississauga via Etobicoke Valley Park which is being delivered in coordination with the City of Mississauga; and for two projects (Cedarcrest New Pathway and Trinity Bellwoods Pathway Upgrades) anticipated to be completed under budget at year-end. The under-spending is offset by over-spending for various Trails & Pathways and Bridge state of good repair projects.

Note # 7:
Facility Components: Some projects are experiencing delays inlcuding the Riverdale and Lower Don Accessibility project due to co-ordination of multiple projects and confirmation of scope.

Note # 8:
Information Technology: Underspending experienced for the Registration, Permitting & Licensing (CLASS) project due to delays in hiring of temporary capital positions and the Enterprise Work Management System as a result of procurement delays.

Note # 9:
Outdoor Recreation Centres: under-spending for the Leslie Street Spit Washroom due to site conditions; Dufferin Grove AIR Building due to extension of the design phase for additional community stakeholders and public engagement; Humber Bay East New Pavilion and Sports Fields due to co-ordination with other projects; and the Ward 3 Baseball Improvements project which is anticipated to be under budget at year-end.

Note # 10:
Park Development: under-spending for the Mouth of the Creek Construction Phase 1 and the Riverdale Park West - Access Improvement due to the on-going negotiation with Metrolinx; Mystic Point (Grand Manitoba) New Park Development due to contract award issues; Lawrence Heights Phase 1B Greenway due to ongoing co-ordination with TCHC; and various park development projects due to design work spanning over multiple years, other Divisions leading the projects, co-ordination of other projects, protracted community consultation processes, and unfavourable weather conditions.

Note # 11:
Community Centres: Delays are expected primarily related to the Canoe Landing project as a result of labour disruptions by the Sheet Metal, HVAC and Plumbing unions; the Galleria Redevelopment which will be delivered by the developer; and additional work at York Community Centre that is delayed due to contractor issues.

Note # 12:
Arena: under-spending for various Arena and Outdoor Artificial Ice Rink state of good repair projects; and for the High Park AIR Garage for Zamboni project as a result of investigating the potential option for the garage as an addition to the refrigeration building.

Shelter, Support & Housing Administration (SHL)

Chart 1
2019 Approved Budget by Category ($359.15)

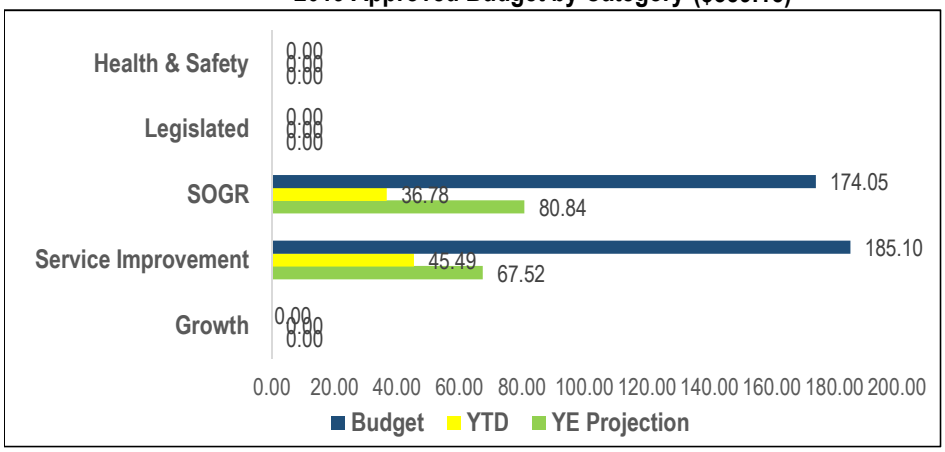

Table 1
2019 Active Projects by Category

Health & Safety	
Legislated	
SOGR	**3**
Service Improvement	**9**
Growth	
Total # of Projects	**12**

Chart 2
Project Status - 12

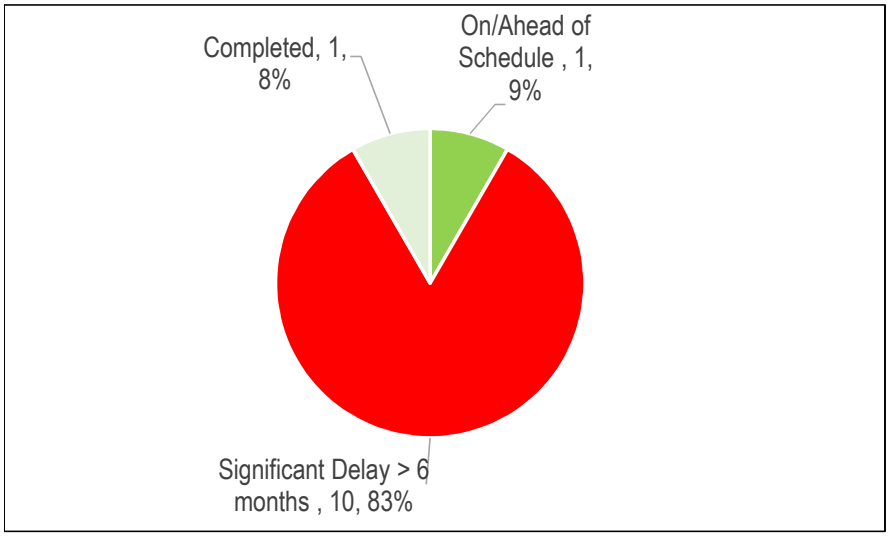

Table 2

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

Table 3
Projects Status ($Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
9.00	213.02	137.13		

Key Discussion Points:

- **George Street Revitalization (GSR):** 'Completion of the Project Specific Output Specification (PSOS) document that informs the construction phase of the project has been delayed. Five sites have been acquired to complete the Seaton House transition. Two of these sites will be completed and operational in 2019, with occupuancy for the remaining three sites anticipated early in 2021. Negotiations with IO are underway to finalize the PSOS and Project Agreement documents. To expediate project completion, dependent work streams for public art, public realm and shared services are continuing.

- **New Emergency Shelters (1,000 new Shelter Beds):** '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 with construction/ renovation planned to commence before year end at two of these locations. Staff are continuing to pursue opportunities to develop the remaining locations.

Shelter, Support & Housing Administration (SHL)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp. $	YTD Exp. %	YE Projection $	YE Projection %	On Budget	On Time	Notes	Total Approved Budget	Life-to-Date
State of Good Repair										
Cap Repairs/Repl-City Operated Hostels	0.830	0.132	15.9%	0.830	100.0%	G	R	#1	0.830	0.132
Capital Repairs/Repl-Leased Buildings	0.108	0.030	27.4%	0.108	100.0%	G	R	#2	0.108	0.030
TCHC SOGR Backlog	173.111	36.622	21.2%	79.900	46.2%	R	R	#3	173.111	36.622
Sub-Total	**174.049**	**36.784**	**21.1%**	**80.838**	**46.4%**	-	-		**174.050**	**36.784**
Service Improvements										
63 & 65 Homewood Avenue	0.200	0.000	0.0%	0.000	0.0%	R	G	#4	3.000	2.800
George Street Revitalization (GSR)	53.577	22.364	41.7%	29.345	54.8%	Y	R	#5	566.127	40.881
Choice Based Housing Access System	3.400	0.451	13.3%	1.306	38.4%	R	R	#6	6.970	1.408
TCHC Revitalization	39.799	5.478	13.8%	8.499	21.4%	R	R	#7	39.799	5.478
New Emergency Shelters	76.935	8.248	10.7%	18.437	24.0%	R	R	#8	166.708	25.435
9 Huntley Street	0.105	0.000	0.0%	0.105	100.0%	G	R	#9	0.718	0.613
Central Intake Call Centre	1.332	0.124	9.3%	0.228	17.1%	R	R	#10	1.736	0.366
Temporary structures for Respite	9.003	8.765	97.4%	9.003	100.0%	G	G		11.852	11.615
AODA	0.750	0.057	7.6%	0.600	80.0%	G	R	#11	7.947	0.057
Sub-Total	**185.101**	**45.487**	**24.6%**	**67.522**	**36.5%**	-	-		**804.857**	**88.653**
Total	**359.150**	**82.271**	**22.9%**	**148.361**	**41.3%**				**978.907**	**125.437**

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

Note # 1:

2019 funding for this project is fully commited to elevator mordernization at the Women's Residence at 674 Dundas Street West which is a key divisional priority for 2019. The tender call for the project closed on April 18, 2019.

Note # 2:

Funding for this project is fully committed to ongoing Building Condition Assesments in SSHA's leased properties as well as minor repairs at various locations.

Note # 3:

TCHC's 2019 SOGR Backlog budget is $313.111 million, which includes of $173.111 million that has been included in the City's 2019 Approved Capital Budget, composed of $40 million in City funding and $133.111 million in Provincial Social Housing Apartment Improvement Program (SHAIP) funding.
TCHC is projecting to fully spend the 2019 SOGR Backlog budget of $313.111 million inclusive of $67.6M in SHAIP projects. However, due to timing in the flow of Provincial SHAIP funding, $93.211 million of SHAIP funding will be carried forward and released in 2020 and 2021. As a result, it is projected TCHC will only receive $79.9 million ($40M of City funding and $39.9M of SHAIP funding) or 46.2% of the $173.111 in funding included in the City's 2019 Approved Capital Budget.

Note # 4:

This facility is ready for occupancy. Final payments have been processed, with underspending representing project savings.

Note # 5:

Completion of the Project Specific Output Specification (PSOS) document that informs the construction phase of the project has been delayed. Five sites have been acquired to complete the Seaton House transition. Two of these sites will be completed and operational in 2019, with occupuancy for the remaining three sites anticipated early in 2021. Negotiations with IO are underway to finalize the PSOS and Project Agreement documents. To expediate project completion, dependent work streams for public art, public realm and shared services are continuing.

Note # 6:

Delays resulting from an unsuccesful RFP process and work required to explore and assess suitable go forward options have resullted in a delay in delivering this initiative. A procurement contract for the selected option has been awarded, with the project's kick-off ttaking place on November 7, 2019. Implementation of the new Choice-Based Housing Access Model is on track for implementation in Q1 2021.

Note # 7:

TCHC's total 2019 Revitalization budget is $109.5 million, which includes $39.799 million of City funding that is included in the City's 2019 Approved Capital Budget.

TCHC is projecting to spend $87.460 million or 79.9% of the total $109.5 million budget. Underspending is due to delays in the start of construction for two projects that began in 2018, and have extended the project completion dates into 2019 and beyond. As a result, TCHC is projecting to spend only $8.35 million or 21.0% of the $39.799 million in City funding that is included in the City's 2019 Approved Capital Budget.

Note # 8:

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 with construction/ renovation planned to commence before year end at two of these locations. Staff are continuing to pursue opportunities to develop the remaining locations.

Note # 9:

A contract for additional renovation work at FIFE House, 9 Huntly Street has been awarded. The renovation is underway, with final payment planned for December 2019.

Note # 10:

The procurement and deployment of the CRM software will be completed in 2019, with this portion of the contract completed by year end. As the Electronic Scheduling component of this project has been delayed; the Program is exploring the procurement of a complex scheduling software and have entered into a Proof of Concept Phase, which will take between 4 and 6 months to complete.

Note # 11:

Procurement and site condition issues resulted in the delay of project delivery. The contract for mordernization of the elevator at 674 Dundas has now been awarded.

Toronto Employment & Social Services (SOC)

Chart 1
2019 Approved Budget by Category ($5.05)

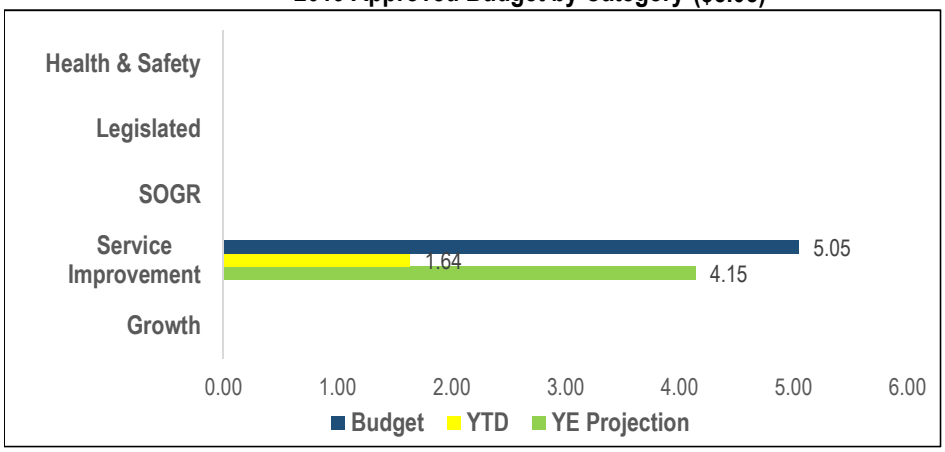

Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 2

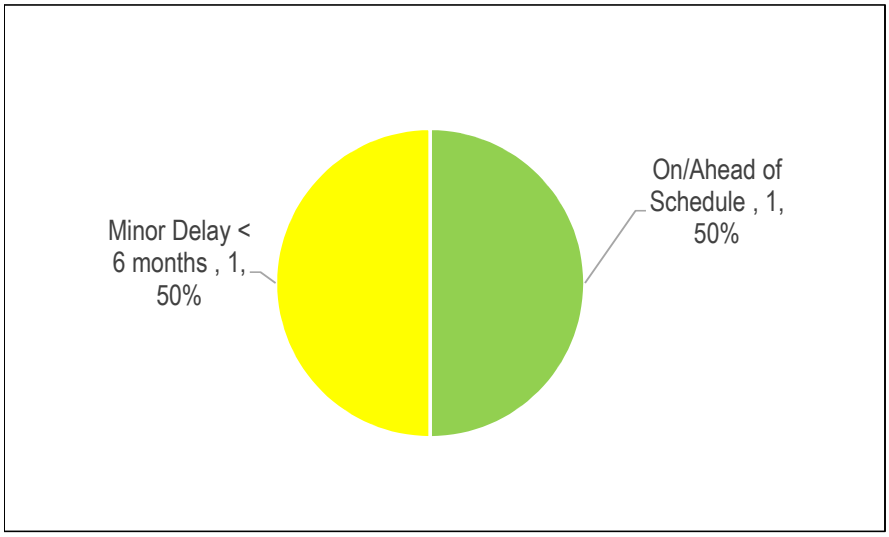

Table 2

Reason for Delay **1**

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

Table 3
Projects Status ($Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
4.73	0.33			

Key Discussion Points:

- The Wellesley Place Renovation project construction is complete. Final settlement with the contractor is pending negotiations.

Toronto Employment & Social Services (SOC)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		$	%	$	%	On Budget	On Time			
Service Improvements										
Wellesley Place Renovation	0.326	0.000	0.0%	0.317	97.2%	G	Y	#1	8.300	7.974
HSI Project - Phase 2	4.726	1.640	34.7%	3.829	81.0%	G	G		9.823	2.899
Sub-Total	**5.052**	**1.640**	**32.5%**	**4.146**	**82.1%**	**-**	**-**		**18.123**	**10.872**
Total	**5.052**	**1.640**	**32.5%**	**4.146**	**82.1%**				**18.123**	**10.872**

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

Note # 1:

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

Toronto Paramedic Services (AMB)

Chart 1
2019 Approved Budget by Category ($4.89)

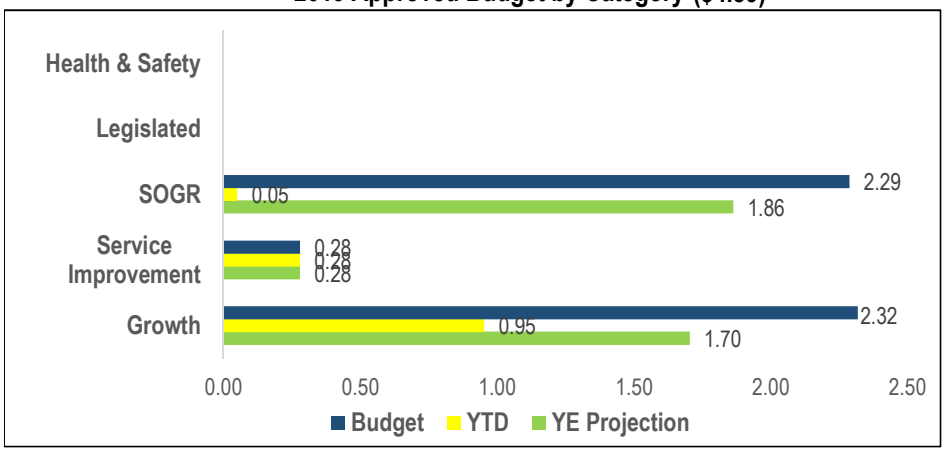

Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 11

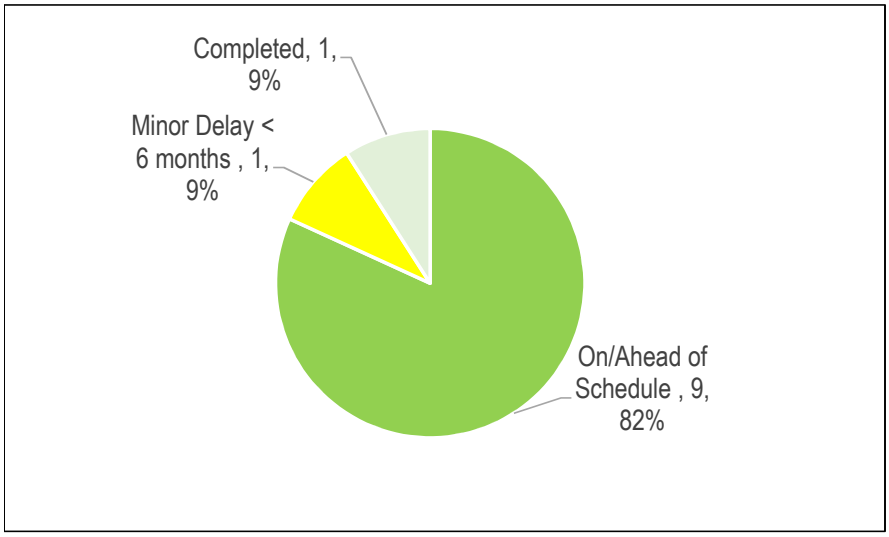

Table 2

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

Table 3
Projects Status ($Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
3.64	0.96		0.28	

Key Discussion Points:

- A minor delay to the RFQ process for the Dispatch Console Replacement project due to uncertain specifications for future requirements of the Next Generation 911 (NG911) systems. The RFQ is expected to be completed in Q1 of 2020.
- An in-year adjustment is included in Appendix 4 for the Sick Kids Ambulances project to be deferred to 2020 due to the timing of the approval of Provincial funding.

Toronto Paramedic Services (AMB)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp. $	YTD Exp. %	YE Projection $	YE Projection %	On Budget	On Time	Notes	Total Approved Budget	Life-to-Date
State of Good Repair										
MOBILE DATA COMMUNICATIONS - 2018	0.478	0.029	6.1%	0.478	100.0%	G	G		0.500	0.033
MOBILE DATA COMMUNICATIONS - 2019	0.300	0.000	0.0%	0.225	75.0%	G	G		0.300	0.000
AMBULANCE RADIO REPLACEMENT	0.514	0.000	0.0%	0.514	100.0%	G	G		1.840	1.326
DISPATCH CONSOL REPLACEMENT	0.400	0.000	0.0%	0.150	37.5%	R	G	#1	0.600	0.172
MEDICAL EQUIPMENT REPLACEMENT	0.597	0.021	3.5%	0.497	83.2%	G	G		3.843	3.105
Sub-Total	**2.289**	**0.050**	**2.2%**	**1.864**	**81.4%**	**-**	**-**		**7.083**	**4.636**
Service Improvements										
COMMUNITY PARAMEDICINE VEHICLES	0.280	0.280	100.0%	0.280	100.0%	G	G		0.619	0.381
Sub-Total	**0.280**	**0.280**	**100.0%**	**0.280**	**100.0%**	**-**	**-**		**0.619**	**0.381**
Growth Related										
ADDITIONAL AMBULANCES (2018)	0.068	0.000	0.0%	0.068	100.0%	G	G		1.238	1.171
ADDITIONAL AMBULANCES (2019)	1.000	0.685	68.5%	1.000	100.0%	G	G		1.000	0.000
ADDITIONAL AMBULANCES (2019 - Sick Kids)	0.564	0.000	0.0%	0.000	0.0%	R	G	#2	1.000	0.000
MULTI-FUNCTION STATION #2 - PREPARATION	0.487	0.269	55.2%	0.487	100.0%	G	G		1.200	0.792
AMBULANCE POST - 30 Queen's Plate Dr	0.200	0.000	0.0%	0.150	75.0%	G	G		0.200	0.000
Sub-Total	**2.318**	**0.954**	**41.1%**	**1.704**	**73.5%**	**-**	**-**		**4.638**	**1.963**
Total	**4.887**	**1.284**	**26.3%**	**3.848**	**78.7%**				**12.340**	**6.980**

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

Note #1:

Delays in the RFQ due to uncertain specifications for future requirements for the Next Generation 911 (NG911) system.

Note #2:

An in-year adjustment is included with the report in Appendix 4 to defer the project to 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%	🡹	Ⓨ
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%	🡻	Ⓡ
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%	🡹	Ⓖ
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%	🡹	Ⓖ
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%	🡹	Ⓖ

Ⓖ >70% Ⓨ between 50% and 70% Ⓡ < 50% or > 100%

For the nine months ended September 30, 2019, the capital expenditures for Infrastructure and Development Services totalled $349.9 million of their collective 2019 Approved Capital Budget of $738.8 million. Spending is expected to increase to $609.2 million (82.5%) by year-end. 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.

City Planning (PLN)

Chart 1
2019 Approved Budget by Category ($8.95)

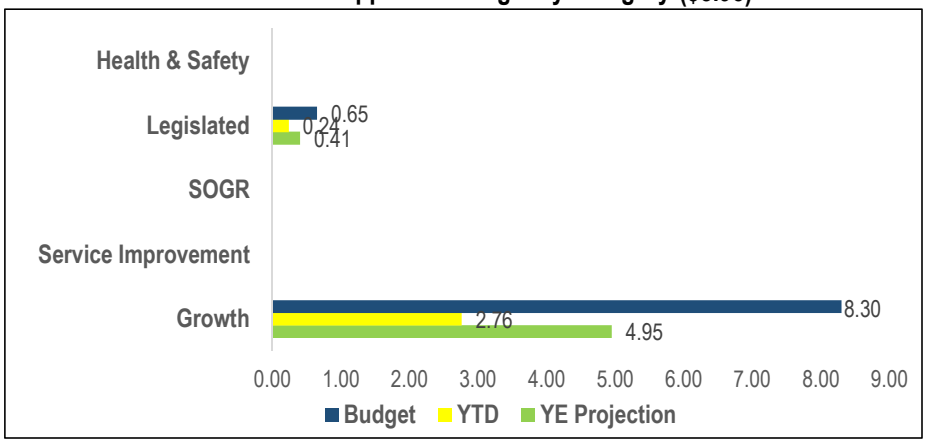

Table 1
2019 Active Projects by Category

Health & Safety	
Legislated	5
SOGR	
Service Improvement	
Growth	15
Total # of Projects	20

Chart 2
Project Status - 20

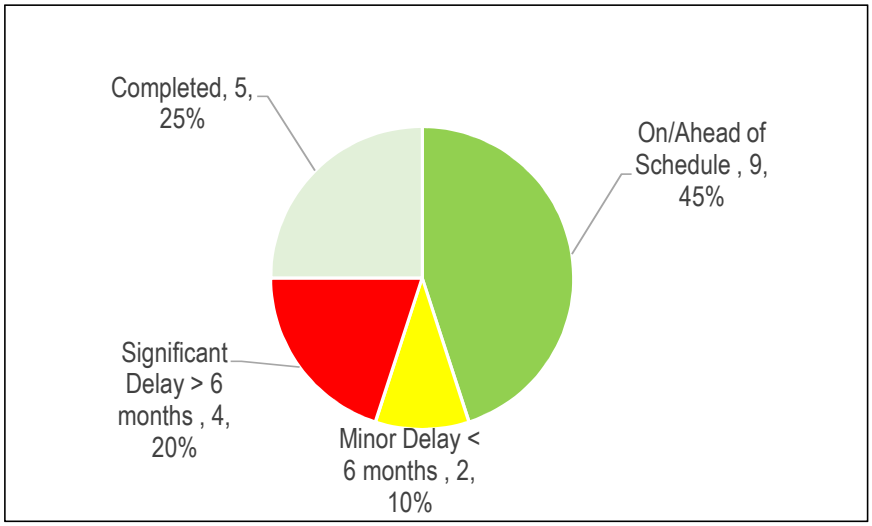

Table 2

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

Table 3
Projects Status ($Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
2.82	4.64	1.45	0.05	

Reasons for "Other*" Projects Delay:

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

City Planning (PLN)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp. $	YTD Exp. %	YE Projection $	YE Projection %	On Budget	On Time	Notes	Total Approved Budget	Life-to-Date
Legislated										
Natural Heritage Inventory Evaluation System	0.054	0.018	33.3%	0.054	100.0%	G	G		0.130	0.065
Toronto Archaeological Resources Plan Implementation	0.051	0.030	58.5%	0.051	100.0%	G	G		0.092	0.030
5 Year Review of the Official Plan	0.545	0.193	35.3%	0.300	55.0%	Y	Y	#1	1.900	0.490
Sub-Total	**0.651**	**0.241**	**37.0%**	**0.406**	**62.3%**	-	-		**2.122**	**0.585**
Growth Related										
Growth Studies	1.661	0.619	37.3%	1.016	61.2%	Y	R	#2	4.250	1.834
Transportation & Transit Studies	0.703	0.190	27.0%	0.453	64.5%	Y	R	#2	1.354	0.304
Avenue/Area Studies	0.560	0.135	24.1%	0.310	55.4%	Y	R	#2	0.750	0.323
Heritage Conservation District Studies	0.844	0.186	22.1%	0.544	64.5%	Y	R	#2	2.350	0.500
Secondary Plan Implementation	0.441	0.262	59.3%	0.441	100.0%	G	G		1.667	0.262
Places - Civic Improvements	4.093	1.370	33.5%	2.187	53.4%	Y	Y	#3	13.761	7.159
Sub-Total	**8.302**	**2.762**	**33.3%**	**4.951**	**59.6%**	-	-		**24.133**	**10.381**
Total	**8.954**	**3.002**	**33.5%**	**5.357**	**59.8%**				**26.254**	**10.966**

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

Note # 1:

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

Note # 2:

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

Note # 3:

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

Fire Services (FIR)

Chart 1
2019 Approved Budget by Category ($8.86)

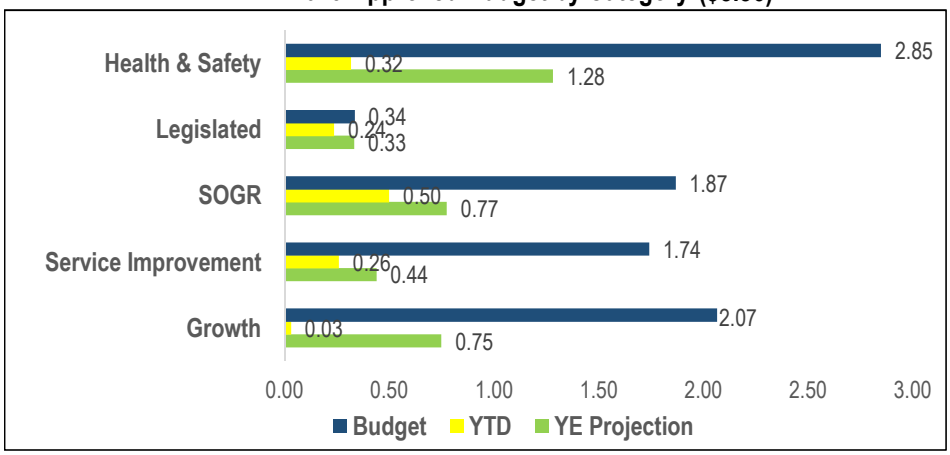

Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 20

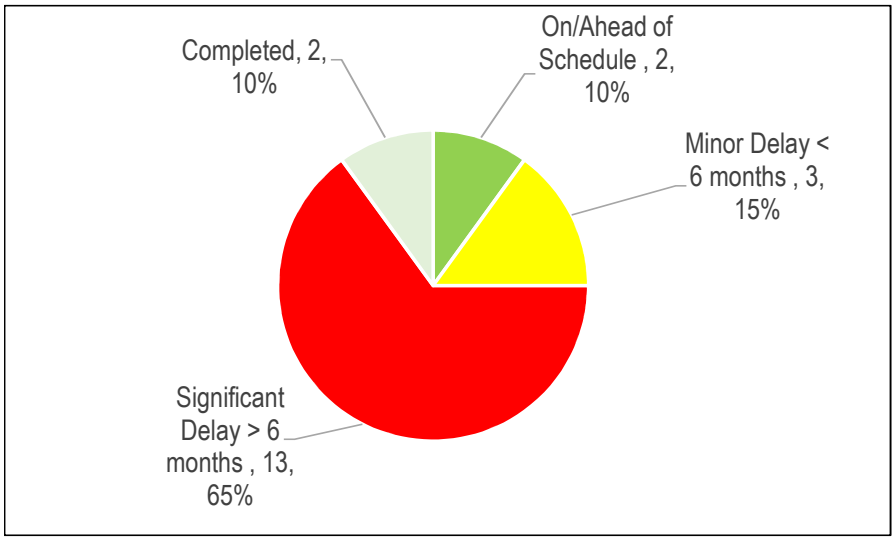

Table 2

Reason for Delay	**16**	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	7	3
RFQ/RFP Delayed		
Contractor Issues	1	
Site Conditions	1	
Co-ordination with Other Projects	1	
Community Consultation		
Other*	3	
Total # of Projects	**13**	**3**

Table 3
Projects Status ($Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0.40	1.17	7.06	0.23	

Key Discussion Points:

- Station B (Downsview) Keele/ Sheppard project: Based on the results of the project tender, an aditional $0.800 million in project cost is required, and was approved in June. Consequently, the project was re-tendered., with the delay resulting in the need to revise the completion date from Q2, 2021 to Q4, 2021.
- Station A (Woodbine): The co-location with TPS has been approved, and the re-design of the project is in underway; the project is projected to be completed by Q4, 2021. The timing of the completion date is under review, pending the report from a project consultant.
- Five of the 20 projects are in the procurement stage and are projected to be completed by Q4, 2019.

Fire Services (FIR)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp. $	YTD Exp. %	YE Projection $	YE Projection %	YE Projection On Budget	YE Projection On Time	Notes	Total Approved Budget	Life-to-Date
Health & Safety										
Defibrillators Lifecycle Replacement	1.000	0.000	0.0%	0.734	73.4%	G	R	#1	1.000	0.000
Replacement of CBRNE Equipment	0.173	0.000	0.0%	0.173	100.0%	G	R	#2	0.510	0.337
Helmet Replacement	0.052	0.051	98.1%	0.052	100.0%	G	G		0.800	0.799
Breathing Air Compressor Replacement	0.112	0.010	8.9%	0.060	53.6%	Y	Y	#2	0.152	0.050
Personal Protection Equipment	0.100	0.094	94.0%	0.100	100.0%	G	G		4.500	0.094
Firefighting Particulate Hoods	0.650	0.000	0.0%	0.000	0.0%	R	Y	#3	0.650	0.000
65MM Hose Packs & Standpipe Kits	0.411	0.163	39.7%	0.163	39.7%	R	Y	#4	0.411	0.163
Next Generation 911 Project	0.350	0.000	0.0%	0.000	0.0%	R	R	#5	0.350	0.000
Sub-Total	**2.848**	**0.318**	**11.2%**	**1.282**	**45.0%**	**-**	**-**		**8.373**	**1.443**
Legislated										
Replacement of HUSAR Equip - 2019	0.052	0.000	0.0%	0.050	96.2%	G	R	#2	0.100	0.047
HUSAR Federal Public Safety	0.283	0.236	83.4%	0.283	100.0%	G	R		0.688	0.641
Sub-Total	**0.335**	**0.236**	**70.4%**	**0.333**	**99.4%**	**-**	**-**		**0.788**	**0.688**
State of Good Repair										
Emerg Fire Comm Workstation Console Replacement	0.298	0.252	84.6%	0.298	100.0%	G	G		0.600	0.554
East//West Burn-House Wall Flame Protection	0.174	0.156	89.7%	0.151	86.8%	G	G		0.250	0.233
Training Simulators Rehabilitation	0.271	0.091	33.6%	0.200	73.8%	G	R	#2	0.300	0.120
Fire Prevention Office Space Accommodation	0.525	0.000	0.0%	0.125	23.8%	R	R	#6	4.500	0.000
Training Assessment Needs Study	0.600	0.000	0.0%	0.000	0.0%	R	R	#7	0.600	
Sub-Total	**1.868**	**0.499**	**26.7%**	**0.774**	**41.4%**	**-**	**-**		**6.250**	**0.907**
Service Improvements										
Fire Prevention Integration Project	1.321	0.123	9.3%	0.239	18.1%	R	R	#8	2.010	0.144
Operational BI Data Architecture Modernization	0.420	0.136	32.4%	0.200	47.6%	R	R	#9	0.770	0.466
Sub-Total	**1.741**	**0.259**	**14.9%**	**0.439**	**25.2%**	**-**	**-**		**2.780**	**0.610**
Growth Related										
Station B (Stn 144) Keele/ Sheppard	0.905	0.010	1.1%	0.451	49.8%	R	R	#10	11.685	4.119
Station A (Stn 414) Hwy- 27 and Rexdale Blvd	0.970	0.021	2.2%	0.262	27.0%	R	R	#11	8.342	1.737
Husar Building Expansion	0.190	0.000	0.0%	0.035	18.4%	R	R	#12	2.400	0.000
Sub-Total	**2.065**	**0.031**	**1.5%**	**0.748**	**36.2%**	**-**	**-**		**22.427**	**5.856**
Total	**8.857**	**1.343**		**3.576**					**40.618**	**9.504**

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

Note 1:

The non-competitive procurement is underway with all of the o/s technical issues resolved; the equipment delivery is anticipated to be completed by Q4, with product roll-out and training anticipated to be completed in Q1, 2020.

Note 2:

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

Fire Services (FIR)

Note 3:
The RFP is under way, with product testing and evaluation underway; the contract award is anticipated in Q1, 2020, with project delivery to be completed in Q2,
Note 4:
The purchase order has been issued, with a partical delivery of project components received in 2019; final product delivery is scheduled for Q1, 2020.
Note 5:
The project scope has been fully developed, with the issue of the RFQ/ RFQ anticipated in early 2020; completion of the project is anticipated in Q4, 2020.
Note 6:
A consultant team has been hired, with design work to be completed in Q4; the tender will be issued in January 2020, with construction anticipated to commence in
Note 7:
The project scope has been fully developed, with the issue of the RFP anticipated in early 2020; completion of this project is anticipated in Q4, 2020.
Note 8:
This project is now part of the Enterprise Initative; with the procurement of purchased professional services delayed pending further scope assessmsnt and cost -
Note 9:
The need to implement staff training and a delay in issuing an RFP result in the delay of this phase of the project until 2020.
Note 10:
All permits for this project are in place; based on results of initial project tender, an additional $0.800 million in project cost was approved in June, 2019.
Note 11:
The co-location with TPS has been approved, with the project re-design of the project underway; The site application plan is due for completion in October, with the
Note 12:
A conusltant is in place to deliver the design phase. This multi-year project is on track to be completed by Q1, 2022.

Transportation Services (TRN)

Chart 1
2019 Approved Budget by Category ($564.02)

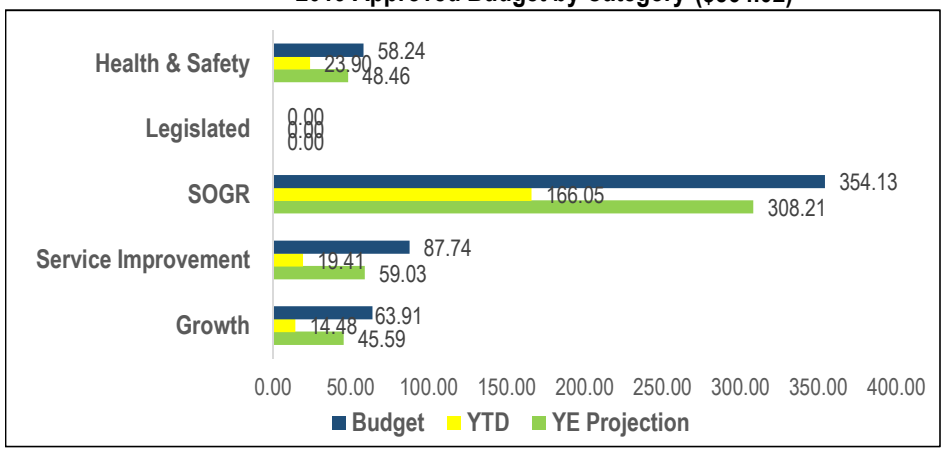

Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 58

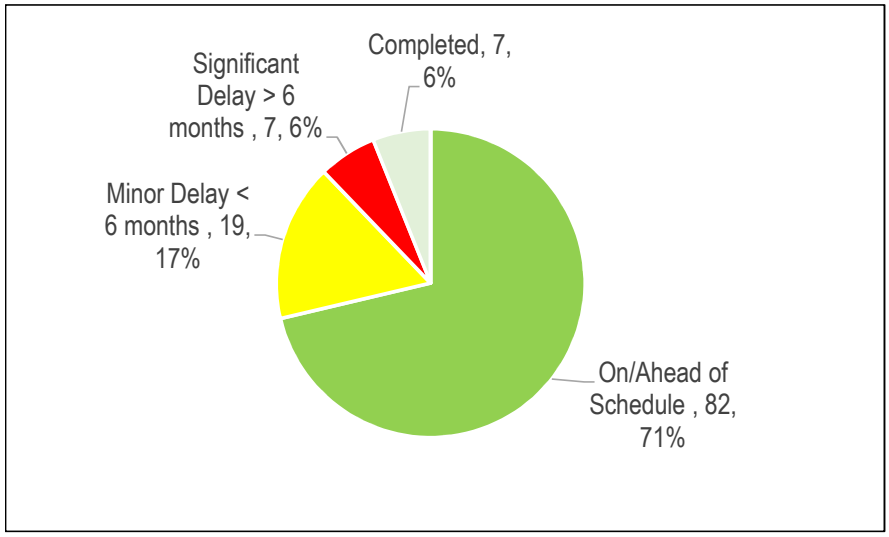

Table 2

Reason for Delay **26**

	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		3
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*	7	16
Total # of Projects	**7**	**19**

Table 3
Projects Status ($Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
478.06	73.43	10.96	1.58	

Reasons for "Other*" Projects Delay:

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

Key Discussion Points:

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

Transportation Services (TRN)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp. $	YTD Exp. %	YE Projection $	YE Projection %	On Budget	On Time	Notes	Total Approved Budget*	Life-to-Date
Health & Safety										
City Bridge Rehabilitation (Critical)	22.068	11.663	52.8%	19.861	90.0%	G	G		113.294	12.103
Glen Road Pedestrian Bridge	0.407	0.189	46.4%	0.326	80.0%	G	G		15.391	0.189
Guide Rail Program	1.275	0.545	42.8%	1.020	80.0%	G	G		5.850	3.122
Pedestrian Safety & Infrastructure Programs	0.744	0.299	40.2%	0.595	80.0%	G	G			
Road Safety Plan (LGSI & SCSPEA)	23.941	9.036	37.7%	20.577	85.9%	G	Y			
RSP Accessible Pedestrian Signals	1.781	0.499	28.0%	0.950	53.3%	Y	Y			
RSP Missing Link Sidewalk	2.000	0.179	9.0%	1.181	59.1%	Y	Y			
RSP New Traffic Control Signals / Devices	3.324	1.106	33.3%	2.458	74.0%	G	Y			
RSP Traffic Calming	0.498	0.033	6.6%	0.367	73.6%	G	G			
RSP Traffic Signals Major Modifications	0.380	0.008	2.0%	0.171	45.0%	R	Y	#1		
RSP Transportation Safety & Local Improvements	1.666	0.268	16.1%	0.833	50.0%	Y	Y			
Salt Management Program	0.153	0.073	47.4%	0.122	80.0%	G	G			
Sub-Total	**58.238**	**23.896**	**41.0%**	**48.461**	**83.2%**					
State of Good Repair										
City Bridge Rehabilitation	40.143	19.915	49.6%	36.136	90.0%	G	G			
Critical Interim Road Rehabilitation	8.400	3.768	44.9%	7.560	90.0%	G	G			
Ditch Rehabilitation & Culvert Reconstruction	1.663	0.737	44.3%	1.164	70.0%	Y	G			
Don Valley Parkway Rehabilitation	2.433	1.581	65.0%	1.783	73.3%	G	G			
Dufferin Street Bridge Rehabilitation	0.050	0.028	56.8%	0.050	100.0%	G	G		26.849	0.124
F.G. Gardiner**	112.685	44.874	39.8%	85.790	76.1%	G	G		2,460.206	211.888
Facility Improvements	1.689	0.243	14.4%	1.351	80.0%	G	G			
Laneways	2.633	1.005	38.2%	1.843	70.0%	Y	G			
Local Road Rehabilitation	91.673	47.959	52.3%	91.673	100.0%	G	G			
Major Road Rehabilitation	63.103	30.555	48.4%	56.832	90.1%	G	G			
Major SOGR Pooled Contingency	3.800	1.261	33.2%	2.660	70.0%	Y	G			
Retaining Walls Rehabilitation	2.141	1.527	71.3%	1.720	80.3%	G	G			
Sidewalks	17.195	8.373	48.7%	13.756	80.0%	G	G			
Traffic Plant Requirements / Signal Asset Management	6.525	4.222	64.7%	5.892	90.3%	G	G			
Sub-Total	**354.134**	**166.047**	**46.9%**	**308.210**	**87.0%**					
Service Improvements										
Advanced Traffic Signal Control	1.284	0.840	65.4%	1.028	80.0%	G	G			
Cycling Infrastructure	13.902	1.692	12.2%	8.459	60.8%	Y	Y			
Engineering Studies	9.110	1.285	14.1%	6.678	73.3%	G	G			
Enterprise Work Management System	0.927	0.285	30.7%	0.707	76.2%	G	G		12.393	0.285
King Street Transit Priority Corridor	1.000	0.208	20.8%	0.635	63.5%	Y	Y		1.500	0.222
LED Signal Module Conversion	3.170	1.099	34.7%	2.695	85.0%	G	G			
Mapping & GIS Repository	0.335	0.000	0.0%	0.335	100.0%	G	G		1.679	
Neighbourhood Improvements	4.293	1.463	34.1%	3.066	71.4%	G	G			
PTIF Projects	41.027	8.440	20.6%	25.757	62.8%	Y	Y		73.599	34.326
Signs & Markings Asset Management	2.979	0.394	13.2%	2.365	79.4%	G	G			
System Enhancements for Road Repair & Permits	1.582	0.581	36.7%	1.582	100.0%	G	G		3.281	1.401
TO360 Wayfinding	0.129	0.000	0.0%	0.129	100.0%	G	G		0.129	
Traffic Congestion Management	6.005	1.726	28.7%	3.999	66.6%	Y	Y		47.240	22.371
Traffic Control - RESCU	0.195	0.023	11.8%	0.187	95.8%	G	G			
Traffic Signal Major Modifications	1.194	0.791	66.2%	0.836	70.0%	Y	G			

Transportation Services (TRN)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp. $	YTD Exp. %	YE Projection $	YE Projection %	On Budget	On Time	Notes	Total Approved Budget*	Life-to-Date
Traffic Agents/ Construction Staging Compliance (Vehicles)	0.605	0.579	95.7%	0.575	95.0%	G	G		0.605	0.579
Sub-Total	**87.737**	**19.405**	**22.1%**	**59.030**	**67.3%**					
Growth Related										
Gardiner York/Bay/Yonge Reconfiguration	0.202	0.000	0.0%	0.162	80.0%	G	G		34.752	30.248
Georgetown South City Infrastructure Upgrade	13.420	0.000	0.0%	13.420	100.0%	G	G		67.100	
John Street Revitalization Project	0.332	0.141	42.4%	0.160	48.3%	R	R	#2	45.309	0.209
King Liberty Cycling Pedestrian Bridge	10.416	4.463	42.9%	6.353	61.0%	Y	G		14.038	7.086
Lawrence-Allen Revitalization Project	1.823	0.072	4.0%	1.459	80.0%	G	G		11.586	1.417
Legion Road Extension & Grade Separation	0.340	0.132	38.9%	0.220	64.8%	Y	Y		25.767	0.430
North York Service Road	9.742	0.358	3.7%	0.426	4.4%	R	R	#3	36.190	25.170
Port Union Road	0.100	0.031	31.0%	0.085	85.0%	G	G		11.950	0.257
Rean to Kenaston - New Road	0.491	0.434	88.5%	0.440	89.7%	G	G		9.890	2.993
Regent Park Revitalization	0.175	0.000	0.0%	0.175	100.0%	G	G		5.555	4.616
Rouge National Park Transfer of Lands	0.013	0.013	98.8%	0.013	98.8%	G	G		0.222	0.042
Scarlett / St. Clair / Dundas	0.725	0.111	15.3%	0.388	53.6%	Y	Y		46.075	2.061
Six Points Interchange Redevelopment	18.480	6.199	33.5%	17.000	92.0%	G	G		77.972	42.047
Steeles Widenings (Tapscott Rd - Beare Rd)	0.262	0.220	83.9%	0.220	83.9%	G	G		45.192	0.841
Third Party Signals	0.300	0.000	0.1%	0.066	21.9%	R	R	#4		
Work for TTC & Others	7.094	2.300	32.4%	5.000	70.5%	G	G			
Sub-Total	**63.914**	**14.475**	**22.6%**	**45.587**	**71.3%**					
Total	**564.022**	**223.824**	**39.7%**	**461.289**	**81.8%**					

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

*****The total project cost for the Gardiner reflects the 2012 - 2028 costs.***

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

Note # 1:

Project is delayed as the vendor is experiencing resource constraints delivering other RSP traffic signal priorities and maintenance work related to signals. Staff have been actively managing the vendor and traffic signal modification work is proceeding. Approximately 45% of the initial work is anticipated to be completed in 2019 with the remaining to be completed in early 2020.

Note # 2:

Construction contract is anticipated to be tendered in 2020. Delays are the result of coordination issues with Toronto Hydro on design and funding contributions from funding partners.

Note # 3:

Funding related to legal settlement for properties required for the Doris Ave. extension. Carry forward of 2019 funding anticipated as court decision is expected to be released in Fall 2019 or Spring 2020.

Note # 4:

This is a third party flow-through account. Transportation Services receives funding from third parties to fund City delivered works related to Traffic signals. Projected 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)

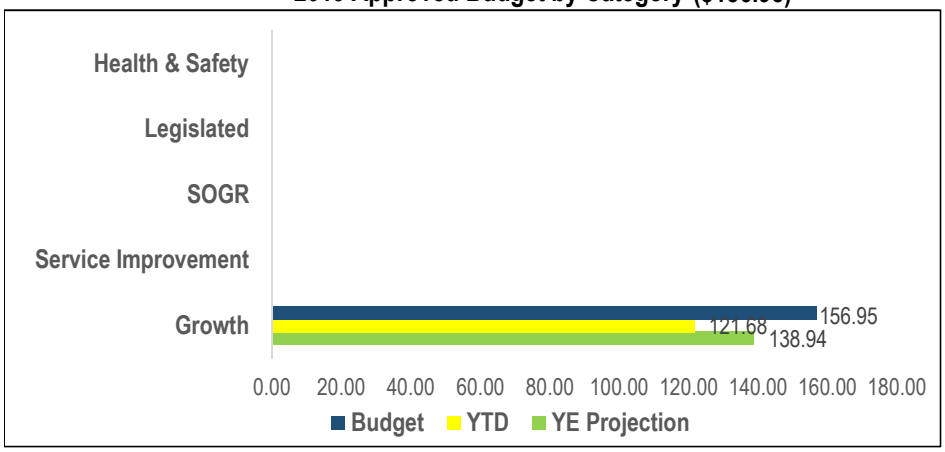

Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 16

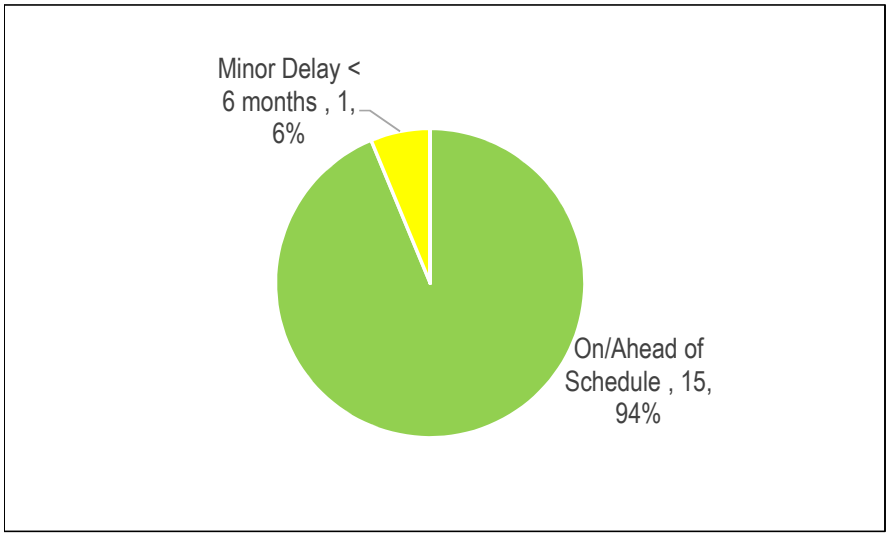

Table 2

Reason for Delay **1**

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

Table 3
Projects Status ($Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
156.83	0.13			

Waterfront Revitalization Initiative (WFT)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		$	%	$	%	On Budget	On Time			
Growth Related										
Precinct Implementation Projects	10.378	4.216	40.6%	8.378	80.7%	G	G		247.398	225.654
Transportation Initiatives	4.936	0.696	14.1%	3.936	79.7%	G	G		31.448	26.813
Technical Studies	0.115	0.000	0.0%	0.082	71.0%	G	G		6.300	5.861
Waterfront Secretariat	0.721	0.400	55.5%	0.521	72.3%	G	G		10.306	7.337
Urban Planning Resources	0.729	0.375	51.4%	0.529	72.6%	G	G		3.316	2.446
Strategic Review	0.127	0.000	0.0%	0.080	63.2%	Y	Y	#1	0.400	0.273
Eastern Broadview Flood Protection	1.150	0.459	39.9%	0.800	69.6%	Y	G	#2	2.000	1.309
Bathurst Quay Public Realm	0.907	0.440	48.5%	0.500	55.2%	Y	G	#3	2.339	0.576
Bentway Pedestrian Bridge	7.911	0.000	0.0%	1.700	21.5%	R	G	#4	12.111	0.000
Bentway PTIF Projects	0.945	0.478	50.6%	0.700	74.1%	G	G		0.980	0.513
East Bayfront Public Art	0.660	0.656	99.3%	0.656	99.3%	G	G		5.089	0.000
East Bayfront Local Infrastructure Charge	4.500	4.424	98.3%	4.424	98.3%	G	G		17.015	0.000
Leslie Street Greening	0.200	0.000	0.0%	0.200	100.0%	G	G		0.200	0.000
Quayside	0.800	0.030	3.7%	0.600	75.0%	G	G		0.800	0.000
Cherry Street Stormwater Lakefilling	32.140	18.817	58.5%	25.140	78.2%	G	G		65.000	51.677
Port Lands Flood Protection	90.735	90.694	100.0%	90.694	100.0%	G	G		400.417	83.402
Sub-Total	**156.952**	**121.684**	**77.5%**	**138.939**	**88.5%**	**-**	**-**		**805.119**	**405.863**
Total	**156.952**	**121.684**	**77.5%**	**138.939**	**88.5%**				**805.119**	**405.863**

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

Note # 1:

Delays in the implementation of the new ERP system by Waterfront Toronto has deferred the timing of the audit, pushing the completion date to 2020.

Note # 2:

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

Note # 3:

Rehabilitation of the western channel dockwall, the first phase of construction at 5 Eireann Quay, and a proposal call for the design work of the plaza space are to begin in 2020.

Note # 4:

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

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%		G
	Q2	6.38	1.43	3.85	60.4%	↓	Y
	Q3	6.38	2.31	3.19	49.9%	↓	R
Facilities & Real Estate, Environment & Energy	4M	291.06	26.16	164.79	56.6%		Y
	Q2	293.74	0.00	157.71	53.7%	↓	Y
	Q3	288.75	62.86	149.59	51.8%	↓	Y
Fleet Services	4M	74.27	12.44	59.06	79.5%		G
	Q2	72.22	16.29	53.68	74.3%	↓	G
	Q3	69.77	28.70	52.06	74.6%	↑	G
Information & Technology	4M	90.15	10.48	67.92	75.3%		G
	Q2	90.21	19.76	62.93	69.8%	↓	Y
	Q3	91.55	34.14	65.17	71.2%	↑	G
TOTAL	4M	461.87	49.81	296.25	64.1%		Y
	Q2	462.55	37.48	278.18	60.1%	↓	Y
	Q3	456.45	128.02	270.01	59.2%	↓	Y

G >70% Y between 50% and 70% R < 50% or > 100%

For the nine months ended September 30, 2019, the capital expenditures for Corporate Services totalled $128.0 million of their collective 2019 Approved Capital Budget of $456.5 million. Spending is expected to increase to $270.0 million (59.2%) by year-end. Two Programs in this service area have projected year-end spending rate of over 70% of their respective 2019 Approved Capital Budgets.

Fleet Services and Information & Technology have a projected year-end spending rate of 74.6% and 71.2% respectively while 311 Toronto and Facilities Real Estate Management Environment and Energy have a projected year-end spending rate of less than 70%.

Chart 1
2019 Approved Budget by Category ($6.38)

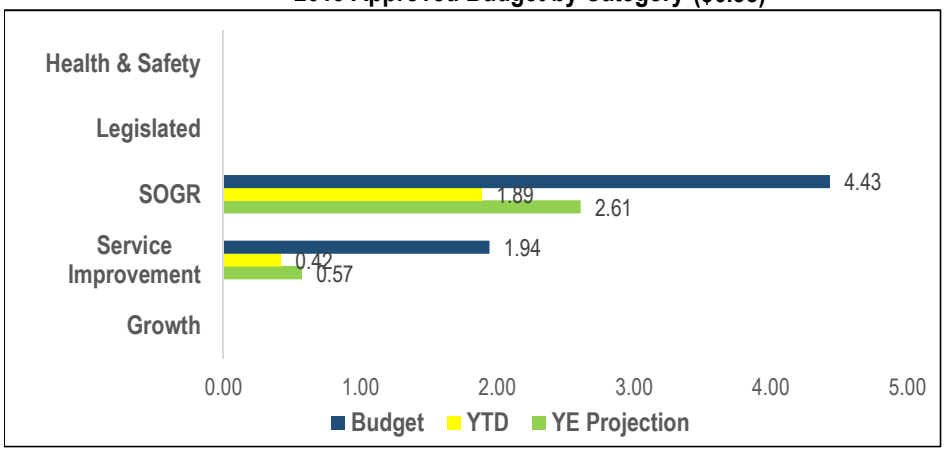

Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 7

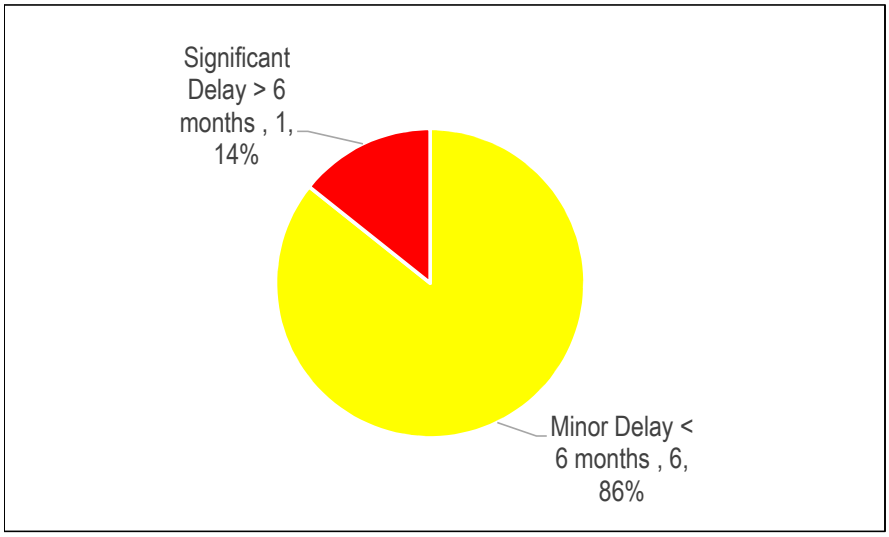

Table 2

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

Table 3
Projects Status ($Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
	4.81	1.57		

Reasons for "Other*" Projects Delay:

- The System Integrator Roster for the Enterprise CRM Solution was delayed as negotiations took longer than planned for this task.
- Channel & Counter Strategy - Acquisition of critical resources required for the completion of the project are on hold until a further comprehensive alignment to the overall customer strategy is complete. This project will be moving forward with a focus on the creation of a counter at a civic centre in 2019/2020. Segmentation process will allow for a comprehensive plan going forward.

311 Toronto (THR)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp. $	YTD Exp. %	YE Projection $	YE Projection %	YE Projection On Budget	YE Projection On Time	Notes	Total Approved Budget	Life-to-Date
State of Good Repair										
Business Intelligence	0.496	0.084	17.0%	0.098	19.7%	Ⓡ	Ⓨ	#1	0.528	0.117
CRM Upgrade and Replacement	3.329	1.784		2.479	74.5%	Ⓖ	Ⓨ	#2	7.344	3.039
Email Management System (EMWS)	0.109	0.023		0.035	32.2%	Ⓡ	Ⓨ	#3	0.500	0.114
Knowledge Base Upgrades	0.500	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓨ	#4	0.500	0.000
Sub-Total	**4.433**	**1.891**	**42.7%**	**2.611**	**58.9%**	**-**	**-**		**8.872**	**3.270**
Service Improvements										
Digital Migration	0.274	0.133	48.6%	0.264	96.2%	Ⓖ	Ⓨ	#5	1.141	0.143
Readiness Assessment	0.105	0.000		0.000		Ⓡ	Ⓨ	#6	0.205	0.000
Channel & Counter Strategy	1.565	0.289	18.5%	0.310	19.8%	Ⓡ	Ⓡ	#7	10.195	1.375
Sub-Total	**1.944**	**0.423**	**21.7%**	**0.574**	**29.5%**	**-**	**-**		**11.541**	**1.518**
Total	**6.378**	**2.314**	**36.3%**	**3.185**	**49.9%**				**20.413**	**4.788**

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 EMWS 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 are on hold as the division focuses on current project initiatives already underway.

Note # 5:

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

Note # 6:

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

Note # 7:

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

Chart 1
2019 Approved Budget by Category ($288.75)

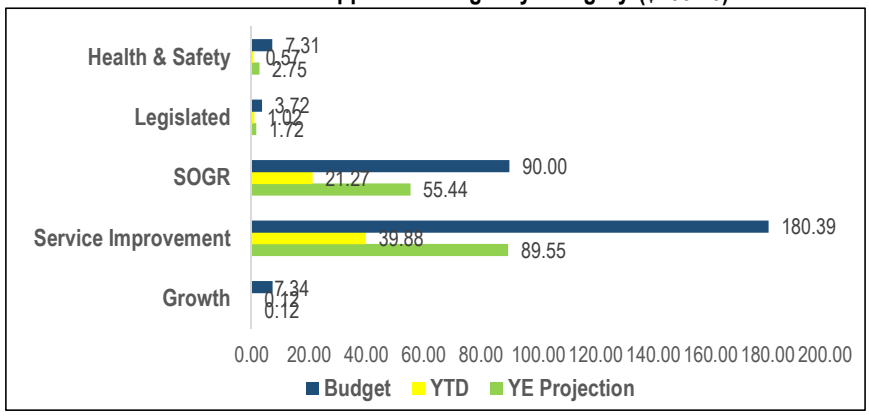

Table 1
2019 Active Projects by Category

Health & Safety	**6**
Legislated	**3**
SOGR	**76**
Service Improvement	**118**
Growth	**4**
Total # of Projects	**207**

Chart 2
Project Status - 207

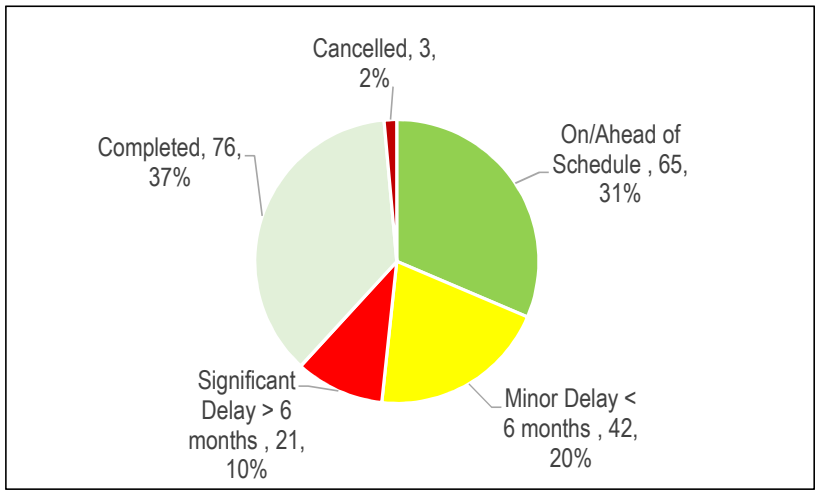

Table 2

Reason for Delay	**63**	
	Significant Delay	Minor Delay
Insufficient Staff Resources		1
Procurement Issues		
RFQ/RFP Delayed	1	8
Contractor Issues		2
Site Conditions	1	2
Co-ordination with Other Projects	2	18
Community Consultation		
Other*	17	11
Total # of Projects	**21**	**42**

Table 3
Projects Status ($Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
118.29	77.54	85.54	6.91	0.48

Reasons for "Other*" Projects Delay:

- The delayed projects primarily relate to the Union Station Revitalization Project (USRP) and Toronto Strong Neighbourhoods Strategy (TSNS).
- USRP is complex in nature and has been delayed due to various issues such as maintaining the heritage elements of the location, resolving contractor issues, unforeseen site and environmental conditions, as well as coordinating construction amidst the daily operations at Union Station. Contractor performance issues persist and risk delays in the project schedule and budget.
- TSNS is a City-wide strategy to create and support healthy communities across Toronto by partnering with residents, agencies and businesses to improve access to City services and facilities in these neighbourhoods. The project has been delayed due to changes in scope and project scheduling, scope validation to determine project viability, as well as coordination across multiple stakeholders.

Facilities Management, Real Estate & Environment (FAC)

Key Discussion Points:

- The FREEE program is currently forecasting to spend $149.587 million, or 51.8% of its 2019 Capital Plan. This includes major capital projects such as Union Station Revitalization (2019 Plan - $70.8M) and St. Lawrence Market Redevelopment (2019 Plan - $7.0M) that are complex in nature are dependent on a variety of stakeholders and external factors that impact progress. Excluding major and complex service improvement/growth projects, as well as property acquisitions, which make up 38.0% of the 2019 cash flows, year-end spending is forecasted to be 60.6%.
- For major projects, progress made includes:
- St. Lawrence Market North – Awarding of the construction contract and commencement of the project.
- Union Station Revitalization – the expected turnover of the Bay Concourse in Q4 of this year.
- TransformTO – securing significant investments in community green energy initiatives in support of TransformTO goals.
- On the core SOGR program, 76 projects carried over from 2018 have either been completed or are in the close-out stage, and 64 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 contractual agreements can be executed. This includes initiatives such as the new Etobicoke Civic Centre, Union Station

Facilities Management, Real Estate & Environment (FAC)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp. $	YTD Exp. %	YE Projection $	YE Projection %	On Budget	On Time	Notes	Total Approved Budget	Life-to-Date
Health & Safety										
Emergency Repairs	0.659	0.199	30.1%	0.550	83.4%	G	G		0.661	0.227
Environmental Remediation	2.500	0.000	0.0%	0.083	3.3%	R	R	#2	2.500	0.000
Global Corporate Security Program	3.150	0.368	11.7%	2.121	67.3%	Y	Y	#2	8.327	3.046
Security Bollards - Union Station	1.000	0.000	0.0%	0.000	0.0%	R	R	#2	1.000	0.000
Sub-Total	**7.309**	**0.567**	**7.8%**	**2.754**	**37.7%**	-	-		**12.488**	**3.272**
Legislated										
Accessibility for Ontarians with Disabilities Act (AODA)	3.550	1.001	28.2%	1.662	46.8%	R	Y	#2	33.896	6.925
Barrier Free / Equity	0.165	0.024	14.4%	0.063	38.1%	R	G	#3	1.887	1.746
Sub-Total	**3.715**	**1.024**	**27.6%**	**1.725**	**46.4%**	-	-		**35.783**	**8.671**
State of Good Repair										
150 Borough	0.700	0.000	0.0%	0.150	21.4%	R	Y	#2	5.700	0.000
Accessibility for Ontarians with Disabilities Act (AODA)	0.020	0.015	76.8%	0.015	76.8%	G	G		0.281	0.267
Albert Campbell Square Park Rehabilitation	1.052	0.013	1.2%	0.963	91.5%	G	G		3.194	2.155
Emergency Repairs	1.562	0.130	8.3%	0.286	18.3%	R	G	#3	1.666	0.247
Environmental Remediation	1.762	0.310	17.6%	1.623	92.1%	G	G		5.181	3.397
Fire Hall Emergency Generators	7.733	0.657	8.5%	4.098	53.0%	Y	Y	#2	18.200	10.521
Indian Residential School Survivors Legacy	0.150	0.000	0.0%	0.000	0.0%	R	Y	#2	5.950	0.000
Mechanical & Electrical	24.675	7.124	28.9%	17.049	69.1%	Y	Y	#4	58.911	30.200
Others - Service Improvements	0.000	0.002		0.002			G	#3	12.200	7.533
Others - SOGR	11.461	3.960	34.6%	9.866	86.1%	G	G		35.165	23.708
Renovations	3.077	1.437	46.7%	1.722	56.0%	Y	G	#4	10.721	6.122
Replacement of Diesel with Natural Gas Generators for Various locations	0.009	0.000	0.0%	0.000	0.0%	R	G	#3	4.687	4.655
Re-Roofing	0.494	0.360	72.9%	0.365	73.9%	G	G		1.983	5.034
Resiliency Program	0.544	0.181	33.3%	0.232	42.6%	R	G	#3	3.901	3.538
Sitework	0.172	0.027	15.7%	0.050	29.0%	R	Y	#4	7.067	1.182
Structural / Building Envelope	36.593	7.059	19.3%	19.022	52.0%	Y	Y	#2	101.504	41.227
Sub-Total	**90.005**	**21.274**	**23.6%**	**55.443**	**61.6%**	-	-		**276.310**	**139.787**
Service Improvements										
8 Cumberland St	3.500	0.001	0.0%	0.001	0.0%	R	Y	#2	3.500	0.001
9 Huntley St	0.135	0.000	0.0%	0.000	0.0%	R	G	#3	4.900	4.765
925 Albion Rd	0.023	0.000	0.0%	0.023	100.0%	G	G		10.507	10.484
Administrative Penalty System	0.707	0.101	14.3%	0.235	33.2%	R	Y	#2	3.000	2.394
CCTV Infrastructure Enhancements	0.735	0.243	33.0%	0.735	100.0%	G	G		7.754	7.012
Channel & Counter Strategy	0.000	0.012		0.000			G	#3	1.065	1.436
Combined Heat & Power	0.085	0.137	161.4%	0.085	100.0%	G	G		4.001	2.732
Community Energy Planning	22.036	12.610	57.2%	21.674	98.4%	G	G		65.064	56.271
Corporate Facilities Refurbishment Program	0.430	-0.008	-1.9%	0.280	65.0%	Y	G	#3	3.993	3.731
Courts Services Relocation & Fit Out Costs	1.907	0.028	1.5%	1.100	57.7%	Y	Y	#2	5.558	0.079
Demand Response Program	0.091	0.000	0.0%	0.000	0.0%	R	G	#5	0.893	0.000
Energy Conservation & Demand Management	2.920	0.522	17.9%	0.663	22.7%	R	Y	#4	9.798	7.465
Energy Retrofit Program	0.665	0.000	0.0%	0.000	0.0%	R	Y	#6	3.045	1.830
Etobicoke Civic Centre	11.917	0.066	0.6%	2.659	22.3%	R	Y	#2	32.902	0.066
Global Corporate Security Program	2.270	1.311	57.8%	2.232	98.3%	G	G		3.950	2.495
Mechanical & Electrical	1.796	1.113	62.0%	1.501	83.6%	G	G		5.935	5.592
Northwest Path - Phase 2	1.534	0.145	9.5%	0.149	9.7%	R	Y	#2	5.690	0.741

Facilities Management, Real Estate & Environment (FAC)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp. $	YTD Exp. %	YE Projection $	YE Projection %	On Budget	On Time	Notes	Total Approved Budget	Life-to-Date
Office Modernization Program	6.796	3.438	50.6%	4.743	69.8%	Y	G	#3	33.000	25.820
Others - Service Improvements	12.159	0.300	2.5%	9.657	79.4%	G	G		44.415	10.422
Others - SOGR	1.624	0.206	12.7%	0.773	47.6%	R	G	#3	12.450	6.796
Physical Security Capital Plan	0.000	-0.004		0.000			G	#3	0.800	0.797
Real Estate Property Management and Lease Admin	0.300	0.000	0.0%	0.040	13.3%	R	G	#3	0.569	0.000
Renewable Energy Program	1.659	0.225	13.5%	0.400	24.1%	R	Y	#2	20.800	16.694
Renovations	4.548	0.141	3.1%	0.300	6.6%	R	R	#8	5.150	0.743
Residential Energy Retrofit Program (HELP)	2.390	0.806	33.7%	1.570	65.7%	Y	G	#3	13.250	4.509
Security Bollards - Union Station	2.295	0.011	0.5%	0.100	4.4%	R	R	#2	4.910	0.268
Solar Photovoltaic Program	0.000	-0.002		0.000			G	#3	4.400	2.846
St. Lawrence Market North Redevelopment	7.000	0.418	6.0%	7.000	100.0%	G	G		115.427	13.505
Toronto Strong Neighbourhood Strategy	3.662	0.452	12.3%	1.554	42.4%	R	Y	#8	8.900	4.317
TransformTO	9.505	0.282	3.0%	5.850	61.5%	Y	Y	#4	9.505	0.278
Union Station East Wing	2.500	0.000	0.0%	1.000	40.0%	R	Y	#8	20.000	0.000
Union Station Enhancement Project	2.187	0.023	1.1%	0.753	34.4%	R	Y	#2	3.037	0.593
Union Station PTIF Projects	0.686	0.087	12.6%	0.467	68.1%	Y	Y	#4	1.501	0.802
Union Station - Signage & Wayfinding	0.085	0.000	0.0%	0.085	100.0%	G	G		0.085	0.000
Union Station Revitalization	70.757	16.634	23.5%	23.044	32.6%	R	R	#2	693.732	685.617
Various IT-Related Projects	1.482	0.583	39.3%	0.875	59.0%	Y	Y	#4	2.635	1.740
Sub-Total	**180.387**	**39.877**	**22.1%**	**89.548**	**49.6%**	**-**	**-**		**1,166.121**	**882.837**
Growth Related										
1251 Bridletowne Circle Acquisition	0.059	0.004	6.6%	0.004	6.6%	R	G	#3	5.942	5.887
School Land Properties Acquisitions	5.000	0.000	0.0%	0.000	0.0%	R	G	#7	15.000	0.000
Strategic Property Acquisitions	1.817	0.064	3.5%	0.064	3.5%	R	G	#7	5.062	3.309
Westwood	0.462	0.047	10.2%	0.050	10.8%	R	G	#3	4.000	1.135
Sub-Total	**7.339**	**0.116**	**1.6%**	**0.118**	**1.6%**	**-**	**-**		**30.004**	**10.331**
Total	**288.755**	**62.859**	**21.8%**	**149.587**	**51.8%**				**1,520.706**	**1,044.898**

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

Note # 1:
Project is currently undergoing the tendering process.

Note # 2:
Project is delayed due to site conditions, insufficient staff resourcing, coordination with other projects, resolution of contractor issues, or is experiencing procurement delays.

Note # 3:
Project is expected to be completed under budget.

Note # 4:
Most projects are expected to be completed on time, low spending attributed to various projects that are experiencing delays with procurement, site conditions or coordination with other projects.

Note # 5:
Project was cancelled.

Note # 6:
Various projects were cancelled and active projects are delayed due to prioritization of other projects.

Note # 7:
Underspend is due to project being utilized on an as needed basis.

Note # 8:
Project is delayed due to changes in scope and project scheduling or consulting services, or delays in scope validation of project viability.

Fleet Services (FLT)

Chart 1
2019 Approved Budget by Category ($69.77)

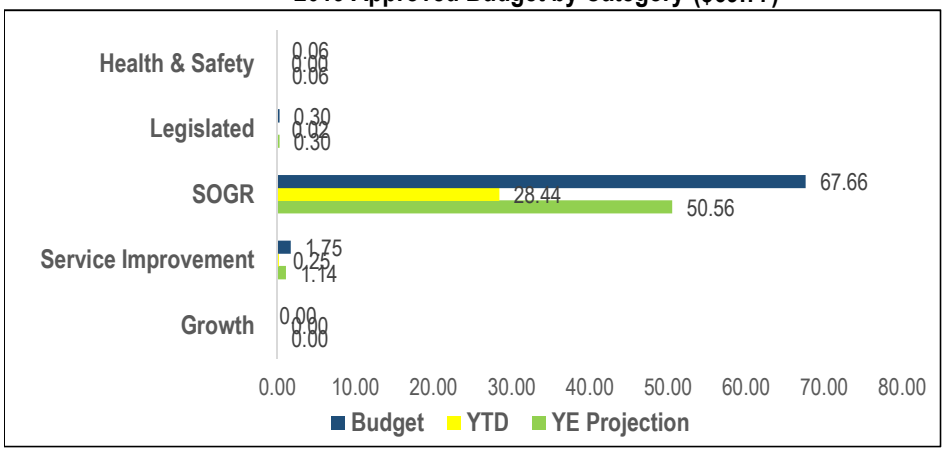

Table 1
2019 Active Projects by Category

Health & Safety	**2**
Legislated	**1**
SOGR	**22**
Service Improvement	**5**
Growth	
Total # of Projects	**30**

Chart 2
Project Status - 30

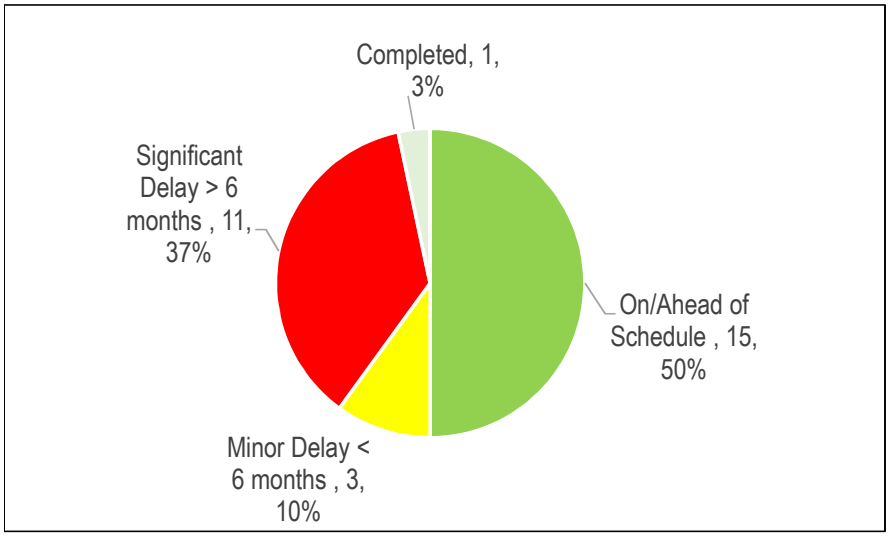

Table 2

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

Table 3
Projects Status ($Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
39.67	1.16	28.63	0.32	

Reasons for "Other*" Projects Delay:

- Fleet Replacement for Fleet Services delayed due to specification change requiring new tender. Contract has since been awarded.
- New 5-year action plan expected to delay delivery of Green Fleet plan.
- Decision on 4 cargo vans was delayed and now won't be received until next year.

Fleet Services (FLT)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp. $	YTD Exp. %	YE Projection $	YE Projection %	On Budget	On Time	Notes	Total Approved Budget	Life-to-Date
Health & Safety										
Fleet Services - Garage Security	0.062	0.004	6.2%	0.062	100.0%	G	R	#1	0.210	0.047
Sub-Total	**0.062**	**0.004**	**6.2%**	**0.062**	**100.0%**	**-**	**-**		**0.210**	**8.339**
Legislated										
Green Fleet Plan	0.300	0.015	5.1%	0.300	100.0%	G	R	#2	0.400	0.015
Sub-Total	**0.300**	**0.015**	**5.1%**	**0.300**	**100.0%**	**-**	**-**		**0.400**	**0.015**
Service Improvements										
Economic Development & Culture - Fleet Replacement	0.046	0.000	0.0%	0.042	91.7%	G	G		0.046	0.000
Engineering & Construction Services - Fleet Replacement	0.173	0.007	4.3%	0.060	34.6%	R	R	#3	0.173	0.007
Exhibition - Fleet Replacement	0.600	0.381	63.4%	0.381	63.4%	Y	Y	#4	0.600	0.381
Facility & Real Estate - Fleet Replacement	0.590	0.059	10.0%	0.192	32.6%	R	Y	#5	1.159	0.089
Fire Services - Fleet Replacement	9.921	0.478	4.8%	0.633	6.4%	R	R	#6	14.406	4.963
Fleet Replacement - Insurance Company	0.276	0.130	47.0%	0.228	82.4%	G	G		0.285	0.139
Fleet Services - Fleet Replacement	0.458	0.122	26.6%	0.455	99.4%	G	R	#7	0.734	0.258
Fleet Tools & Equipment	0.329	0.078	23.7%	0.329	100.0%	G	R	#8	0.690	0.439
Fuel Site Closures	0.937	0.018	1.9%	0.178	19.0%	R	R	#9	0.500	0.018
Library - Fleet Replacement	0.643	0.000	0.0%	0.643	100.0%	G	G		0.794	0.151
Municipal Licensing - Fleet Replacement	0.106	0.000	0.0%	0.088	83.0%	G	G		0.420	0.000
Parks, Forestry & Recreation - Fleet Replacement	8.289	5.664	68.3%	7.904	95.4%	G	G		17.608	14.983
Solid Waste - Fleet Replacement	24.096	12.090	50.2%	19.694	81.7%	G	R	#10	57.430	36.785
Toronto Community Housing Corporation - Fleet Replacement	1.284	0.693	54.0%	1.215	94.6%	G	G		2.370	1.001
Toronto Paramedic - Fleet Replacement	5.107	3.723	72.9%	5.107	100.0%	G	G		8.796	7.413
Toronto Water - Fleet Replacement	6.555	2.609	39.8%	6.405	97.7%	G	G		25.952	10.038
Transportation Services - Fleet Replacement	6.197	2.358	38.0%	5.172	83.5%	G	G		35.395	2.358
Zoo - Fleet Replacement	0.840	0.026	3.1%	0.840	100.0%	G	R	#11	1.080	0.266
Toronto Building - Fleet Replacement	0.112	0.000	0.0%	0.071	63.1%	Y	G	#12	0.112	0.000
Shelter, Support & Housing Administration - Fleet Replacement	0.071	0.000	0.0%	0.048	67.5%	Y	G	#13	0.071	0.000
Fleet Services - At Large Vehicle Purchase	0.878	0.000	0.0%	0.878	100.0%	G	R	#14	0.610	0.000
Fleet Office Modernization	0.150	0.000	0.0%	0.000	0.0%	R	Y	#15	0.150	0.000
Sub-Total	**67.659**	**28.436**	**42.0%**	**50.561**	**74.7%**	**-**	**-**		**169.381**	**79.286**
Growth Related										
Biodiesel Pilot Project	0.075	0.003	4.5%	0.003	4.5%	R	G	#16	0.198	0.127
Vendor Management Portal	0.392	0.000	0.0%	0.000	0.0%	R	R	#17	0.478	0.000
Car Share Technology	0.105	0.000	0.0%	0.105	100.0%	G	G		0.105	0.000
Fleet Management and Fuel Integration Sustainment	0.243	0.124	51.2%	0.211	86.9%	G	G		0.711	0.124
Municipal Licensing - At Large Vehicle Purchase	0.485	0.084	17.4%	0.398	82.2%	G	G		1.200	0.800
Toronto Community Housing Corporation - At Large Vehicle Purhcase	0.450	0.034	7.6%	0.422	93.8%	G	G		0.450	0.034
Sub-Total	**1.749**	**0.246**	**14.1%**	**1.140**	**65.2%**	**-**	**-**		**3.142**	**1.085**
Total	**69.770**	**28.702**	**41.1%**	**52.063**	**74.6%**				**173.134**	**88.726**

Fleet Services (FLT)

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

Note # 1:
Fleet Garage Security finalizing the 2019 Action plan. Door entry system upgrades to be completed this fiscal year.

Note # 2:
New 5-year action plan expected to delay delivery of Green Fleet plan.

Note # 3:
Fleet Replacement for Engineering & Construction Services has been delayed due to the need to tender specific modifications to meet client needs. Expected to be completed by end of 2019.

Note # 4:
Fleet Replacement for Exhibition has been delayed due to replacement list received late. Expected to be completed by early 2020.

Note # 5:
Decision on 4 cargo vans was delayed and now won't be received until next year.

Note # 6:
Fleet Replacement for Fire Services delayed due to a delayed procurement of a 3-year term contract to supply vehicles. Long lead times for fire apparatus and a review of the SourceWell purchasing process is also impacting progress.

Note # 7:
Fleet Replacement for Fleet Services was delayed due to specification change requiring new tender. Contract has since been awarded.

Note # 8:
The RFQ received no bids and will be rewritten.

Note # 9:
Project start is delayed due to identifying sites to accommodate increased demand as a result of fuel site closures.

Note # 10:
Supplier price was too high given the market conditions. Existing RFQ was cancelled and a new one was issued resulting in delays of these vehicles until 2020.

Note # 11:
Fleet Replacement for Toronto Zoo delayed due to procurement issues

Note # 12:
Adjustment to forecast as actual cost of purchase order lower than estimated cost

Note # 13:
Adjustment to forecast as actual cost of purchase order lower than estimated cost

Note # 14:
Delays in developing specs for mobile service trucks for Fleet.

Note # 15:
No decision made in initial phase of the project. Ongoing discussion and consultation for initial stages of the project.

Note # 16:
The project team is finalizing the workplan for 2019.

Note # 17:
The Vendor Management Portal project requires further review in order to assess potential solutions.

Information & Technology (ITP)

Chart 1
2019 Approved Budget by Category ($91.55)

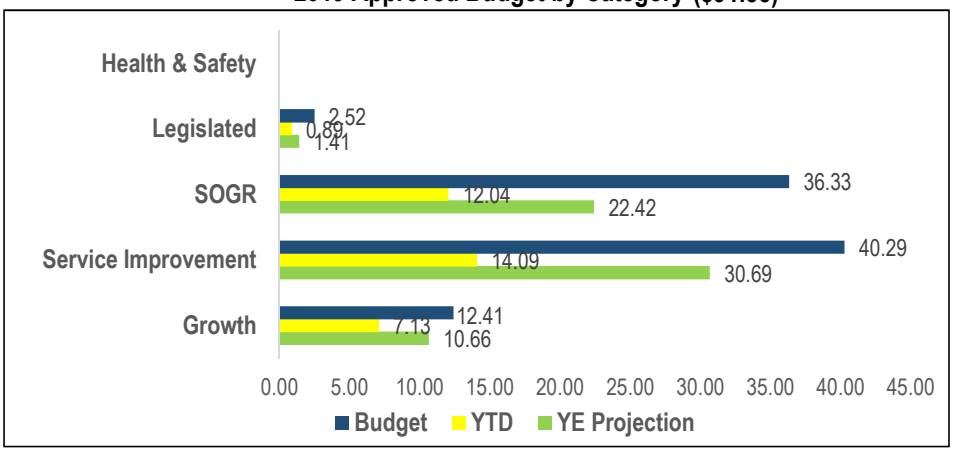

Table 1
2019 Active Projects by Category

Health & Safety	
Legislated	**2**
SOGR	**27**
Service Improvement	**48**
Growth	**8**
Total # of Projects	**85**

Chart 2
Project Status - 85

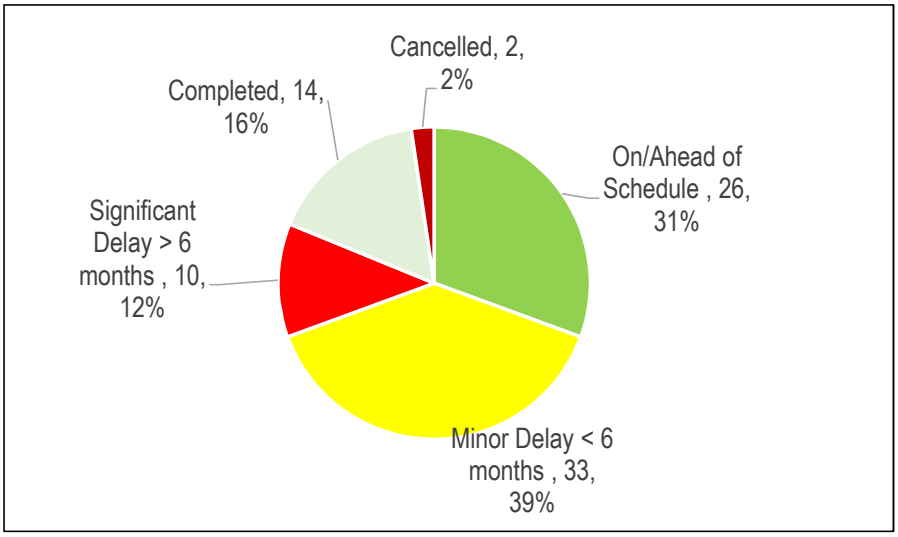

Table 2

Reason for Delay **43**

	Significant Delay	Minor Delay
Insufficient Staff Resources	1	14
Procurement Issues	1	2
RFQ/RFP Delayed	1	5
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*	7	12
Total # of Projects	**10**	**33**

Table 3
Projects Status ($Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
34.35	40.10	15.40	0.90	0.80

Reasons for "Other*" Projects Delay:

- The Corporate Geospatial Strategy Roadmap Implementation is delayed while the scope is being defined.
- Desktop HW and SW replacement have been 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 is under review for strategic re-alignment. A new Project Director was onboarded in mid 2019 and is developing a revised scope & strategy for the project.
- The Domino Decommissioning is delayed due to delays in projects delivering upgraded platforms.
- The EDRMS project was delayed with longer than planned negotiations with the vendor and with developing requirements.
- Enterprise Storage Replacement delayed due to delays in establishing strategic direction and in the RFQ for the Data Centre Reference Architecture.
- The Enterprise E-Learning (ELI) project is experiencing delays while the project team completes a strategic roadmap.
- The Electronic Service Delivery for Building Permits is on hold pending Executive decision on how to proceed with project.

Information & Technology (ITP)

Key Discussion Points (cont'd):

- The HR Labour Relations Information System is delayed due to insufficient resources. The team is currently re-evaluating the project's resource plan.
- The MLS Modernization project has submitted a funding adjustment in Q3 to enable the consultant to accelerate work in 2019.
- Network Asset Replacement is waiting for directional output from the architecture roadmap under the Data Centre Modernization program and Cloud Roadmap architecture for voice and contact centres.
- The Occupational Health & Safety Application project experienced delays with the procurement process.
- The Online Portal Services project for City Planning is on hold pending IT PMO's decision on how to proceed with project.
- The Online Grant Management System project for SDFA was delayed due to a scope change to Phase 1 of the project.
- The 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 Approved Cash Flow	YTD Exp. $	YTD Exp. %	YE Projection $	YE Projection %	On Budget	On Time	Notes	Total Approved Budget	Life-to-Date
Legislated										
AODA Compliance	2.217	0.884	39.9%	1.200	54.1%	Y	Y	#1	2.947	1.614
EDHR - Complaints Management System	0.300	0.001	0.5%	0.210	70.0%	Y	G	#2	0.300	0.001
Sub-Total	**2.517**	**0.885**	**35.2%**	**1.410**	**56.0%**	-	-		**3.247**	**1.615**
State of Good Repair										
Application Systems	0.956	0.624	65.2%	0.894	93.4%	G	Y	#3	4.617	3.832
Asset Lifecycle Management	18.441	7.676	41.6%	14.381	78.0%	G	Y	#4	107.357	94.869
Business Sustainment Systems	1.989	0.412	20.7%	0.500	25.1%	R	R	#5	3.754	2.611
Corporate Initiatives	0.572	0.288	50.3%	0.410	71.7%	G	G		1.330	0.996
Corporate Planning & Management	1.387	0.423	30.5%	0.927	66.8%	Y	Y	#6	8.443	7.281
Information Security Program	3.880	0.600	15.5%	0.600	15.5%	R	Y	#7	5.702	3.232
IT Service Mgmt	1.002	0.534	53.3%	0.708	70.6%	Y	G	#8	3.698	3.210
Network Upgrades	1.941	0.485	25.0%	0.715	36.8%	R	R	#9	40.870	19.168
Project Portfolio Management System (SOGR)	0.465	0.021	4.6%	0.075	16.1%	R	Y	#10	0.465	0.021
Resource to Deliver IT Capital Projects	2.893	0.000	0.0%	1.175	40.6%	R	G		13.857	10.339
Technology Infrastructure	2.354	0.902	38.3%	1.883	80.0%	G	G		2.909	2.684
TEMS Replacement	0.450	0.076	17.0%	0.150	33.3%	R	Y	#11	0.600	0.263
Sub-Total	**36.331**	**12.041**	**33.1%**	**22.418**	**61.7%**	-	-		**193.603**	**148.507**
Service Improvements										
Application Systems	8.381	2.560	30.5%	5.938	70.9%	Y	Y	#12	18.684	16.485
Artificial Intelligence for SSHA and TPH	0.500	0.000	0.0%	0.150	30.0%	R	Y	#13	0.500	0.000
Asset Management Solution - Transportation	0.754	0.032	4.3%	0.032	4.3%	R	R	#14	1.395	0.574
Business Sustainment Systems	6.232	2.085	33.5%	7.176	115.2%	R	R	#15	18.599	17.875
Corporate Initiatives	11.722	5.898	50.3%	11.214	95.7%	G	Y	#16	27.619	20.945
Corporate Planning & Management	0.810	0.400	49.3%	0.644	79.5%	G	G		5.140	4.275
Document Management Capabilities	0.079	0.063	80.0%	0.063	80.0%	G	G		0.420	0.266
ECS Business Systems Improvements	0.484	0.137	28.3%	0.243	50.2%	Y	Y	#17	0.530	0.209
ECS Capital Project & Program Mgmt Process	0.088	0.086	98.0%	0.086	98.0%	G	G		0.446	0.394
ECS Cloud Deployment-Construction Project and DMS	0.568	0.077	13.6%	0.170	29.9%	R	Y	#18	0.568	0.077
Enterprise Time, Attendance & Scheduling Management - PPEB	0.013	0.000	0.0%	0.013	100.0%	G	G		14.950	14.638
Etime Scheduling Enterprise Rollout	3.411	0.881	25.8%	1.869	54.8%	Y	Y	#19	5.034	2.664
HR Labour Relations Information System (LRIS)	0.505	0.048	9.5%	0.200	39.6%	R	Y	#20	0.505	0.048
Intranet Refresh (Phase 1 IT WEB)	0.018	0.018	100.0%	0.018	100.0%	G	G		0.254	0.236
IT Audit Project Health Check Framework	0.130	0.018	13.6%	0.050	38.5%	R	G	#21	0.130	0.018
Open Data Visualization	0.932	0.582	62.4%	0.680	73.0%	G	G		1.591	1.293
Publicly Accessible Wi-Fi For City Facilities	0.287	0.127	44.3%	0.287	100.0%	G	G		0.287	0.127
Short Term Business Improvements - Transportation	0.029	0.028	96.5%	0.029	100.0%	G	G		2.499	2.494
TASS Business Readiness	0.206	0.000	0.0%	0.206	100.0%	G	G		0.461	0.255
Technology Infrastructure	0.890	0.174	19.6%	0.668	75.0%	G	Y	#22	1.533	0.174
Toronto Property System (TPS) refresh	0.453	0.172	38.0%	0.200	44.2%	R	Y	#23	0.553	0.172

Information & Technology (ITP)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp. $	YTD Exp. %	YE Projection $	YE Projection %	YE Projection On Budget	YE Projection On Time	Notes	Total Approved Budget	Life-to-Date
Work Management Solution - Transportation	3.797	0.705	18.6%	0.750	19.8%	R	R	#24	9.396	5.475
Sub-Total	**40.290**	**14.092**	**35.0%**	**30.688**	**76.2%**	-	-		**111.094**	**88.694**
Growth Related										
Applications Portfolio Tools & Rationalization	0.866	0.117	13.5%	0.266	30.7%	R	Y	#25	1.387	0.616
Business Sustainment Systems	0.324	0.241	74.4%	0.241	74.4%	G	G		0.903	0.931
CLASS Replacement Planning	0.075	0.031	41.5%	0.050	66.7%	Y	Y	#26	0.075	0.031
Consolidated Data Centre	8.891	5.734	64.5%	8.891	100.0%	G	G		20.082	17.524
Corporate Initiatives	1.020	0.082	8.1%	0.150	14.7%	R	Y	#27	1.020	3.902
Enterprise Architecture	1.010	0.834	82.5%	0.910	90.1%	G	G		5.754	5.674
WAN High Speed Fibre Data	0.227	0.086	37.9%	0.150	66.1%	Y	Y	#28	2.090	1.949
Sub-Total	**12.412**	**7.125**	**57.4%**	**10.657**	**85.9%**	-	-		**31.311**	**30.627**
Total	**91.550**	**34.143**	**37.3%**	**65.173**	**71.2%**				**339.256**	**269.444**

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

Note # 1:
The AODA project was delayed due to insufficient resources and hiring delays. The project is currently in the process of hiring resources for the project execution phase which is expected to continue in 2020.

Note # 2:
The 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.

Note # 4:
Lifecycle management costs primarily delayed to due procurement delays. Desktop HW and SW replacement have been delayed due to dependencies on other software purchases. Enterprise Storage Replacement delayed due to delays in establishing strategic direction and in the Data Centre Reference Architecture RFQ delay

Note # 4:
The Integrated Business Management System Review project is delayed due to insufficient resources and lack of project manager.

Note # 5:
State-of-Good Repair activities on the SAP solution are being deferred while activities are being co-ordinated with other SAP projects such as the Supply Chain

Note # 6:
The Wellbeing Toronto project experienced delays with the procurement process. Legal agreement is in the process of being finalized.

Note # 7:
The RFP process and the cyber security maturity assessment for the Information Security project were delayed.

Note # 8:
The IT Service Management project was delayed due to insufficient resources, however, the project expects to be invoiced by the vendor later in the year as reflected in the year end projection.

Note # 9:
The Disaster Recovery Project is under review for strategic re-alignment. A new Project Director was onboarded in mid 2019 and is developing a revised scope & strategy for the project.

Note # 10:
The Project Portfolio Management System SOGR project was planned to start in May 2019 but has been delayed due to insufficient resources.

Note # 11:
The RFP release for the TEMS Replacement project was delayed from Q4 2018 to Mar 2019 and closed on Apr 26. The RFP award is planned for Q4 2019.

Information & Technology (ITP)

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

Note # 12:

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

Note # 13:

The Artificial Intelligence pilot project for SSHA and TPH had a delayed start, lowering projected spending for 2019. A proposal and decision will be finalized in Q4 2019 and the contract expected to be awarded in 2020.

Note # 14:

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

Note # 15:

The projected overspend is due to the MLS Modernization project which has submitted a funding adjustment in Q3 to accelerate services to be done by the consultant.

Note # 16:

The Occupational Health & Safety Application and HR Electronic Skills Assessment projects have experienced delays with the procurement process; The Toronto Building CRM project is delayed due to interdependencies with the IBMS Replacement program and alignment with the Enterprise CRM Roadmap; The TOP Online Donation Application had a late start due to resourcing issues and also had its scope revised.

Note # 17:

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

Note # 18:

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

Note # 19:

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

Note # 20:

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

Note # 21:

The project started late due to insufficient resources.

Note # 22:

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

Note # 23:

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

Note # 24:

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

Note # 25:

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

Note # 26:

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

Note # 27:

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

Note # 28:

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

2019 Capital Spending by Program
Finance and Treasury Services

Program		2019 Approved Cash Flow	2019 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
Financial Services	4M	23.81	3.38	16.40	68.9%		Ⓨ
	Q2	23.81	5.09	10.87	45.7%	🡻	Ⓡ
	Q3	23.81	6.89	9.02	37.9%	🡻	Ⓡ
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%	🡻	Ⓡ

Ⓖ >70% Ⓨ between 50% and 70% Ⓡ < 50% or > 100%

For the nine months ended September 30, 2019, the capital expenditures for Finance and Treasury Services totalled $6.9 million of their 2019 Approved Capital Budget of $23.8 million. Spending is expected to increase to $9.0 million (37.9%) by year-end.

Financial Services (FNS)

Chart 1
2019 Approved Budget by Category ($23.81)

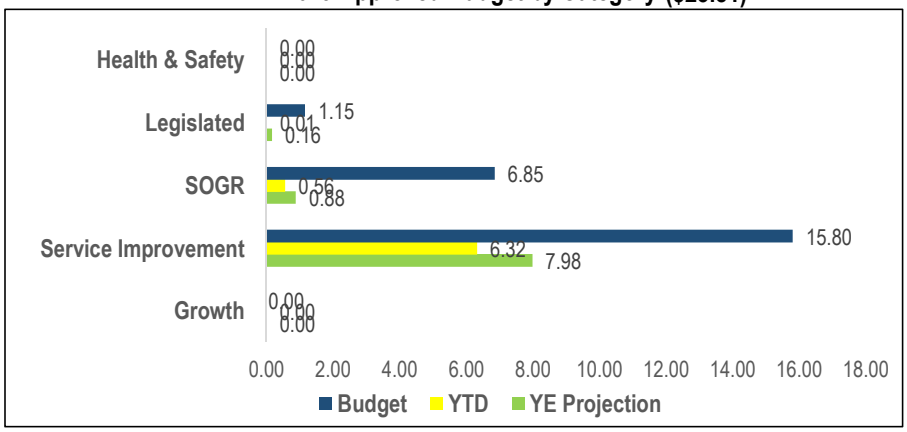

Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 15

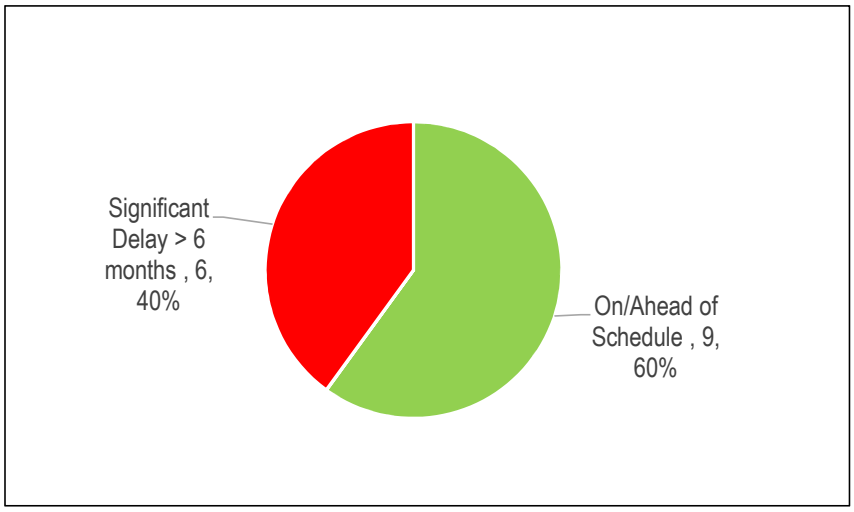

Table 2

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

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:

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

Financial Services (FNS)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp. $	YTD Exp. %	YE Projection $	YE Projection %	On Budget	On Time	Notes	Total Approved Budget	Life-to-Date
Legislated										
DEV. CHARGES BACKGROUND STUDY	0.355	0.000	0.1%	0.060	16.9%	Ⓡ	Ⓡ	#1	0.770	0.416
PCI COMPLIANCE	0.800	0.010	1.2%	0.100	12.5%	Ⓡ	Ⓖ	#2	7.662	5.685
Sub-Total	**1.155**	**0.010**	**0.9%**	**0.160**	**13.9%**	**-**	**-**		**8.432**	**6.101**
State of Good Repair										
CROSS-APPLICATION TIMESHEET (CATS) IMPLEMENTATION	0.185	0.118	63.4%	0.185	100.0%	Ⓖ	Ⓖ		7.540	7.473
INTEGRATED ASSET PLANNING MANAGEMENT (IAPM)	1.747	0.127	7.3%	0.179	10.2%	Ⓡ	Ⓡ	#3	5.000	0.873
RISK MANAGEMENT INFO SYSTEM UPGRADE	0.450	0.004	0.9%	0.050	11.1%	Ⓡ	Ⓖ	#9	1.892	1.104
TAX BILLING SYSTEM	2.730	0.313	11.5%	0.403	14.8%	Ⓡ	Ⓖ	#4	9.922	2.229
UTILITY BILLING SYSTEM	1.738	0.001	0.0%	0.061	3.5%	Ⓡ	Ⓖ	#4	5.971	0.170
Sub-Total	**6.850**	**0.563**	**8.2%**	**0.879**	**12.8%**	**-**	**-**		**30.325**	**11.849**
Service Improvements										
EBILLING INITIATIVE	0.469	0.316	67.3%	0.386	82.3%	Ⓖ	Ⓡ	#5	0.469	0.000
ELECTRONIC SELF SERVICE TAX AND UTILITY	0.551	0.106	19.2%	0.133	24.2%	Ⓡ	Ⓡ	#5	0.551	0.000
EMPLOYEE SERVICE CENTRE (ESC)	1.005	0.282	28.1%	0.690	68.7%	Ⓨ	Ⓖ		1.255	0.282
FINANCE ACCOUNTING SYSTEMS TRANSFORMATION (FAST)	1.808	0.421	23.3%	0.819	45.3%	Ⓡ	Ⓖ	#8	4.260	1.500
FINANCIAL PLANNING ANALYSIS REPORTING SYSTEM (FPARS)	2.154	0.545	25.3%	0.545	25.3%	Ⓡ	Ⓡ	#6	60.820	58.208
PARKING TAG MGT SOFTWARE UPGRADE	0.754	0.003	0.4%	0.050	6.6%	Ⓡ	Ⓖ	#7	2.592	0.656
REVENUE SYSTEM - PHASE II	0.330	0.000	0.0%	0.040	12.1%	Ⓡ	Ⓡ	#10	3.500	3.169
SUPPLY CHAIN MANAGEMENT TRANSFORMATION (SCMT 1)	8.731	4.647	53.2%	5.320	60.9%	Ⓨ	Ⓖ		18.993	13.806
Sub-Total	**15.802**	**6.320**	**40.0%**	**7.982**	**50.5%**	**-**	**-**		**92.440**	**77.622**
Total	**23.807**	**6.893**	**29.0%**	**9.021**	**37.9%**				**131.197**	**95.572**

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

Note # 1:

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

Note # 2:

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

Note # 3:

The Integrated Asset Planning Management (IAPM) project is projecting underspend at year end. Part of the 2019 cash flow was budgeted to set up internal staff to begin the asset management framework, but due to a lack of internal skillset, a decision was made to acquire a vendor to deliver this. The asset management RFP is on hold to align with overall financial strategy and is not expected to generate any expenses in 2019.

Note # 4:

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

Note # 5:

The eBilling Initiative and Electronic Self Service Tax and Utility projects are currently underspent. These two projects were previously on hold pending the award of the Print and eBilling RFP. The Print and eBilling RFP was awarded recently. These two projects are expected to be completed by end of 2020.

Note # 6:

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

Note # 7:

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

Note # 8:

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

Note #9

The Risk Management Info System Upgrade project is currently underspent. The project team is working with IT on upgrade and costs are anticipated to be spent in 2020.

Note #10

The Revenue Systems Phase 2 project is projecting underspend at year-end. Revenue Services is working with I&T to establish and support an active secondary archival database for the existing RSD System Tax Management Accounting Control System (TMACS) and the Utility Management Accounting Control System (UMACS). The cost of the system will be dependent on the proposed solution.

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%		G
	Q2	0.22	0.01	0.22	100.0%	▫	G
	Q3	0.22	0.02	0.09	42.8%	🡻	R
City Clerk's	4M	6.33	0.83	5.77	91.3%		G
	Q2	5.87	1.22	4.86	82.8%	🡻	G
	Q3	5.87	2.28	3.96	67.5%	🡻	Y
Corporate Intiatives	4M	82.22	0.21	82.00	99.7%		G
	Q2	83.92	1.99	17.63	21.0%	🡻	R
	Q3	83.83	3.60	14.87	17.7%	🡻	R
TOTAL	4M	88.76	1.05	87.99	99.1%		G
	Q2	90.00	3.22	22.70	25.2%	🡻	R
	Q3	89.91	5.89	18.92	21.0%	🡻	R

G >70% Y between 50% and 70% R < 50% or > 100%

For the nine months ended September 30, 2019, the capital expenditures for Other City Programs totalled $5.9 million of their collective 2019 Approved Capital Budget of $89.9 million. Spending is expected to increase to $ 18.9 million (21.0%) by year-end. All programs in this service area have a projected year-end spending rate of less 70% of their respective 2019 Approved Capital Budgets.

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

Office of the Lobbyist Registrar (LR)

Chart 1
2019 Approved Budget by Category ($0.22)

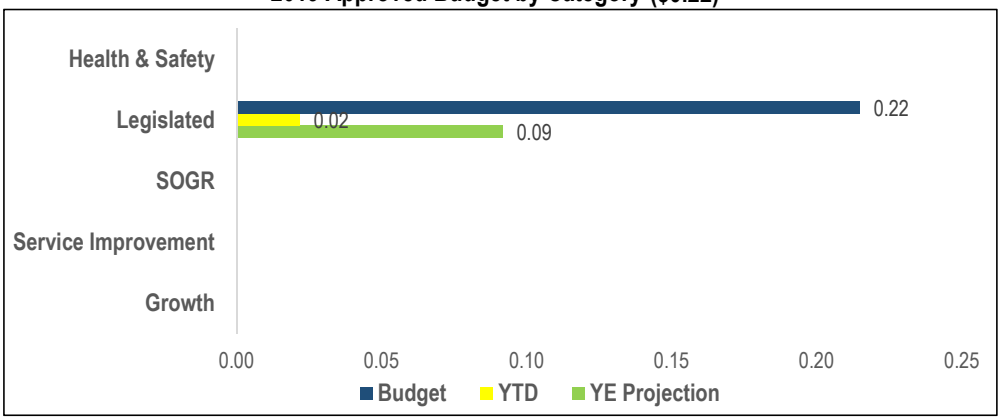

Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 1

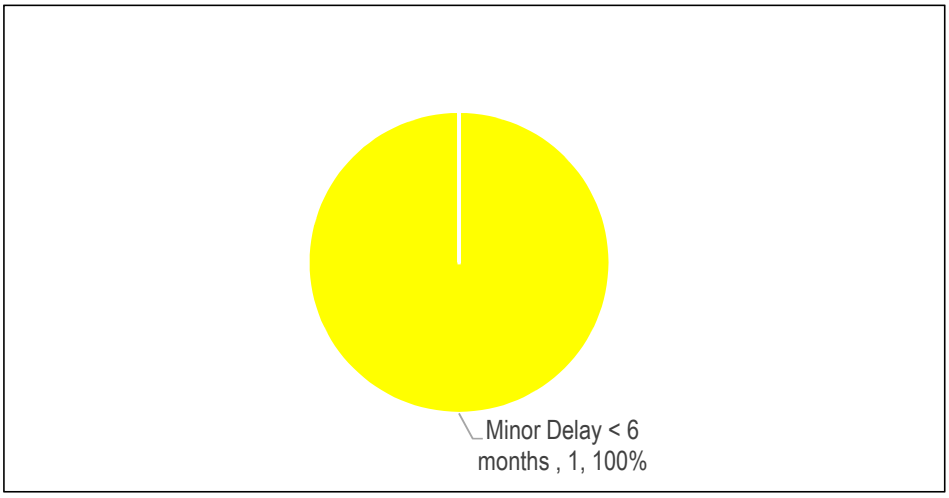

Table 2

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

Table 3
Projects Status ($Million)

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

Reasons for "Other*" Projects Delay:

Key Discussion Points:

- Requirements package submitted to the vendor and quote received; procurement in progress.

Office of the Lobbyist Registrar (LR)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp. $	YTD Exp. %	YE Projection $	YE Projection %	YE Projection On Budget	YE Projection On Time	Notes	Total Approved Budget	Life-to-Date
Legislated										
OLR INVESTIGATION CASE MANAGEMENT SYSTEM	0.215	0.022	10.2%	0.092	42.8%	Ⓡ	Ⓨ	#1	0.215	0.022
Sub-Total	**0.215**	**0.022**	**10.2%**	**0.092**	**42.8%**	**-**	**-**		**0.215**	**0.022**
Total	**0.215**	**0.022**		**0.092**					**0.215**	**0.022**

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:

Overall project delayed is due to resourcing issues with the vendor as a result of the delay in contract signing.

City Clerk's Office (CLK)

Chart 1
2019 Approved Budget by Category ($5.87)

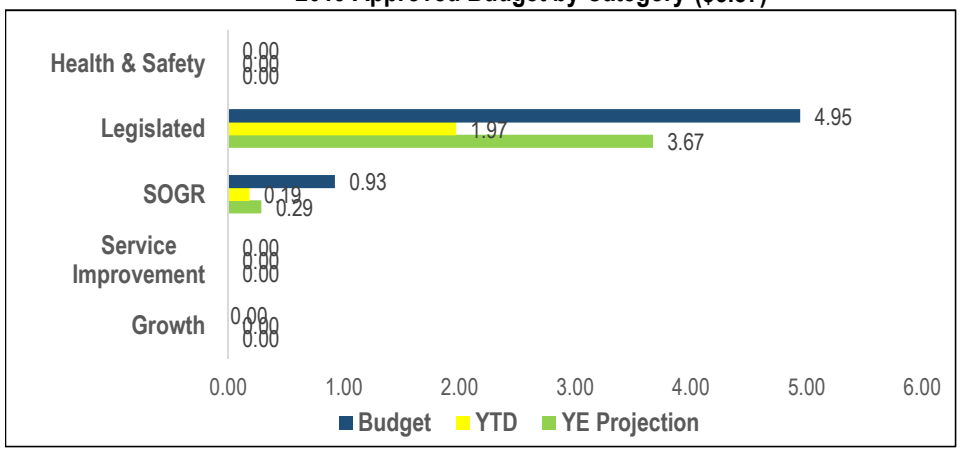

Table 1
2019 Active Projects by Category

Health & Safety	
Legislated	**10**
SOGR	**2**
Service Improvement	
Growth	
Total # of Projects	**12**

Chart 2
Project Status - 12

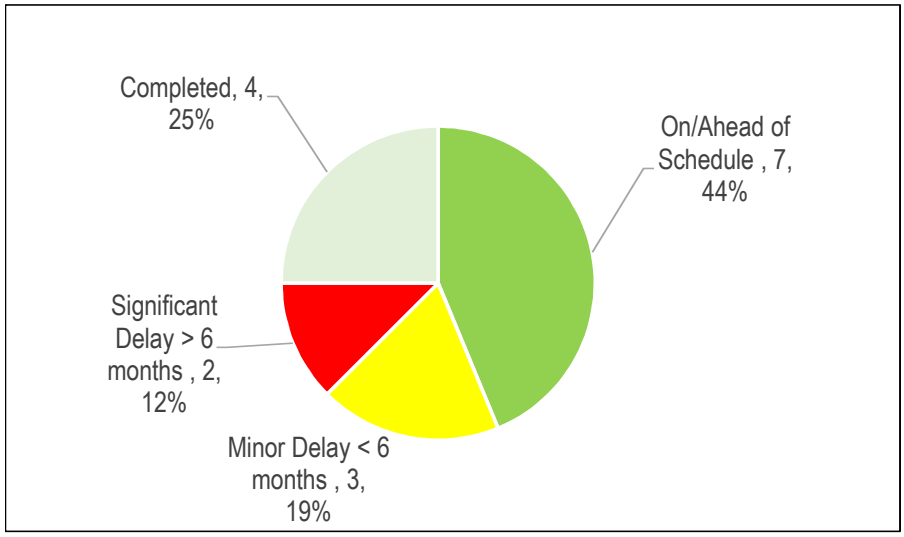

Table 2

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*	2	2
Total # of Projects	**2**	**3**

Table 3
Projects Status ($Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
3.97	0.46	0.28	1.17	

Reasons for "Other*" Projects Delay:

- OPEN INFO - DIVISION SPECIFIC - ARCHIVAL DATABASE- Delay due to project scope adjustments; completed environmental scan of comparable jurisdictions; Existing business process documented and market scan in progress
- PRIVACY CASE MANAGEMENT SYSTEM 2019 - Delay due to vulnerability assessment in the proposed solution which could not be resolved; alternative solution being pursued; To-be process elicitation sessions is being finalized and business requirements elicitation session in progress.
- CITY CLERK'S BUSINESS SYSTEM -LEGISLATIVE COMPLIANCE - Delay due to architectural issues with the application which has now been resolved; public form for lien-related claims and internal search portal went live on October 1.
- TORONTO PROPERTY SYSTEM SOGR 2018 - Project implementation oversight transferred to I&T effective January 2019
- CITY HALL REGISTRY COUNTER REFRESH - Issue with reclaiming the City Hall space from Service Canada. Notice given to Service Canada.

City Clerk's Office (CLK)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp. $	YTD Exp. %	YE Projection $	YE Projection %	On Budget	On Time	Notes	Total Approved Budget	Life-to-Date
Legislated										
TORONTO ELECTIONS MANAGEMENT INFO SYSTEM (TEMIS) FOR 2018 ELECTION	0.425	0.490	115.3%	0.423	99.5%	G	G		6.477	6.219
ELECTION TECHNOLOGY PROGRAM FOR 2022 ELECTION	1.170	0.516	44.1%	1.125	96.2%	G	G		5.975	0.678
TORONTO MEETING MANAGEMENT INFORMATION SYSTEM (TMMIS) SOGR 2019-2022	0.160	0.013	8.4%	0.052	32.5%	R	G	#1	0.980	0.013
OPEN INFORMATION	1.265	0.488	38.6%	0.880	69.6%	Y	G	#2	2.988	1.561
OPEN INFO - DIVISION SPECIFIC - ARCHIVAL DATABASE	0.125	0.042	33.5%	0.067	54.0%	Y	Y	#3	0.125	0.042
PRIVACY CASE MANAGEMENT SYSTEM 2019	0.205	0.046	22.2%	0.071	34.5%	R	R	#4	0.205	0.046
VOTING EQUIPMENT REPLACEMENT - OPTIONS STUDY	0.200	0.000	0.0%	0.127	63.5%	Y	G	#5	0.200	0.000
CITY CLERK'S OFFICE BUSINESS SYSTEMS 2016 - 2018	0.230	0.111	48.2%	0.145	63.0%	Y	G	#6	1.497	1.219
CITY CLERK'S BUSINESS SYSTEM -LEGISLATIVE COMPLIANCE	0.225	0.107	47.5%	0.183	81.2%	G	Y	#7	0.525	0.111
COUNCIL BUSINESS SYSTEMS 2016-2018	0.090	0.068	76.1%	0.090	100.0%	G	G		0.569	0.546
COUNCILTRANSITION REQUIREMENTS 2017	0.852	0.091	10.7%	0.511	60.0%	Y	G	#8	1.460	0.699
Sub-Total	**4.947**	**1.973**	**39.9%**	**3.674**	**74.3%**	**-**	**-**		**21.001**	**11.135**
State of Good Repair										
INFORMATION PRODUCTION ONLINE REQUEST PORTAL REPLACEMENT	0.110	0.005	4.1%	0.094	85.2%	G	Y	#9	0.110	0.000
INFRASTRUCTURE TO SUPPORT COUNCIL MEETING	0.600	0.048	7.9%	0.056	9.3%	R	G	#10	1.710	1.036
ARVHIVES EQUIPMENT UPGRADE 2017-2023	0.050	0.048	95.2%	0.048	95.2%	G	G		0.265	0.158
ORDER PICKER REPLACEMENT (2 MACHINES) 2018	0.090	0.086	95.6%	0.086	95.6%	G	G		0.100	0.086
TORONTO PROPERTY SYSTEM SOGR 2018	0.000	0.000		0.000			G		0.057	0.057
CITY HALL REGISTRY COUNTER REFRESH	0.075	0.000	0.0%	0.005	6.7%	R	R	#11	0.150	0.000
Sub-Total	**0.925**	**0.186**	**20.1%**	**0.288**	**31.2%**	**-**	**-**		**2.392**	**1.336**
Total	**5.872**	**2.158**	**36.8%**	**3.962**	**67.5%**				**23.393**	**12.471**

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

City Clerk's Office (CLK)

Note # 1:

Survey of City staff and public users of Public Facing Website in progress; project road map drafted.

Note # 2:

Successfully deployed Knowledge Browser in the City's environment; completed prototype testing of the new Tagger that was developed as part of the Proof of Concept.

Note # 3:

Delay due to project scope adjustments; completed environmental scan of comparable jurisdictions; Existing business process documented and market scan in progress.

Note # 4:

Delay due to vulnerability assessment in the proposed solution which could not be resolved; alternative solution being pursued; To-be process elicitation sessions is being finalized and business requirements elicitation session is in progress.

Note #5:

Project initiation and Stakeholder engagement phases completed early October. Marketplace and environmental scan phase in progress.

Note # 6:

Vulnerability issues unresolved; enhancements to current system in progress.

Note # 7:

Delay due to architectural issues with the application which have now been resolved; public form for lien-related claims and internal search portal went live on October 1. Additional functionalities to search portal will be developed; requirements gathering in progress.

Note # 8:

Phases 1 and 2 completed. Bill 5 Better Local Government Act impacted project scope and implementation schedule

Note # 9:

Delay due to I&T resourcing issues relating to risk and vulnerability assessment. Non-competitive procurement request with PMMD for review. Solution architecture document drafted for vulnerability assessment

Note # 10:

Notice of contract termination sent to Request to Speak (RTS) system vendor

Note # 11:

Project implementation dependent on reclaiming City Hall space from Service Canada; notice provided to Service Canada.

2019 Capital Spending by Program
City Agencies

Program		2019 Approved Cash Flow	2019 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
Exhibition Place	4M	7.98	0.81	7.98	100.0%		G
	Q2	7.98	2.08	7.98	100.0%	▫	G
	Q3	7.98	3.07	6.44	80.7%	↓	G
Go Transit	4M	60.00	0.00	60.00	100.0%		G
	Q2	60.00	0.00	60.00	100.0%	▫	G
	Q3	60.00	0.00	60.00	100.0%	▫	G
To Live	4M	14.58	0.54	7.11	48.8%		R
	Q2	14.58	0.68	8.03	55.1%	↑	Y
	Q3	14.58	2.23	8.71	59.7%	↑	Y
Toronto & Region Conservation Authority	4M	22.08	6.88	22.08	100.0%		G
	Q2	22.08	10.86	21.63	98.0%	↓	G
	Q3	22.08	17.83	21.63	98.0%	↑	G
Toronto Police	4M	84.37	13.39	60.21	71.4%		G
	Q2	84.37	17.25	53.63	63.6%	↓	Y
	Q3	84.37	23.36	45.01	53.4%	↓	Y
Toronto Public Health	4M	4.86	1.42	4.85	99.6%		G
	Q2	4.86	2.06	4.63	95.2%	↓	G
	Q3	4.86	2.63	3.83	78.8%	↓	G
Toronto Public Library	4M	36.75	5.26	32.25	87.8%		G
	Q2	35.59	9.90	30.17	84.8%	↓	G
	Q3	35.59	19.41	28.98	81.4%	↓	G
Toronto Zoo	4M	16.67	0.38	9.42	56.5%		Y
	Q2	16.67	1.10	9.46	56.7%	↑	Y
	Q3	16.67	2.48	7.68	46.0%	↓	R
Toronto Transit Commission	4M	2,345.71	363.93	1,852.14	79.0%		G
	Q2	2,345.62	610.11	1,721.44	73.4%	↓	G
	Q3	2,345.68	931.12	1,517.18	64.7%	↓	Y
Yonge-Dundas Square	4M	0.05	0.00	0.05	100.0%		G
	Q2	0.05	0.00	0.05	100.0%	▫	G
	Q3	0.05	0.01	0.02	30.0%	↓	R
TOTAL	4M	2,593.06	392.60	2,056.03	79.3%		G
	Q2	2,591.81	654.03	1,917.03	74.0%	↓	G
	Q3	2,591.86	1,002.14	1,699.48	65.6%	↓	Y

G >70% Y between 50% and 70% R < 50% or > 100%

For the nine months ended September 30, 2019, the capital expenditures for City Agencies totalled $1002.14 million of their collective 2019 Approved Capital Budget of $2.592 billion. Spending is expected to increase to $1.699 billion (65.6%) by year-end. 5 of the Agencies have projected year-end spending rate of over 70% of their respective 2019 Approved Capital Budgets.

GO Transit is expected to spend 100% of its 2019 Approved Budget while Toronto & Region Conservation Authority, Exhibition Place, Toronto Public Health and Toronto Public Library have projected year-end spending rate of 98.0%, 80.7%, 78.8% and 81.4% respectively. Toronto Transit Commission, Toronto Police Service, Toronto Zoo and TO Live have projected year-end spending rate of less than 70%

Exhibition Place (EXH)

Chart 1
2019 Approved Budget by Category ($7.98)

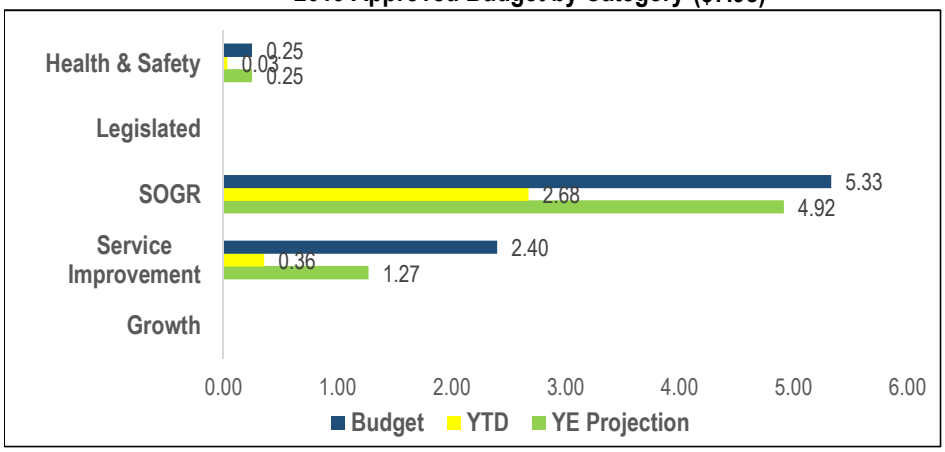

Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 25

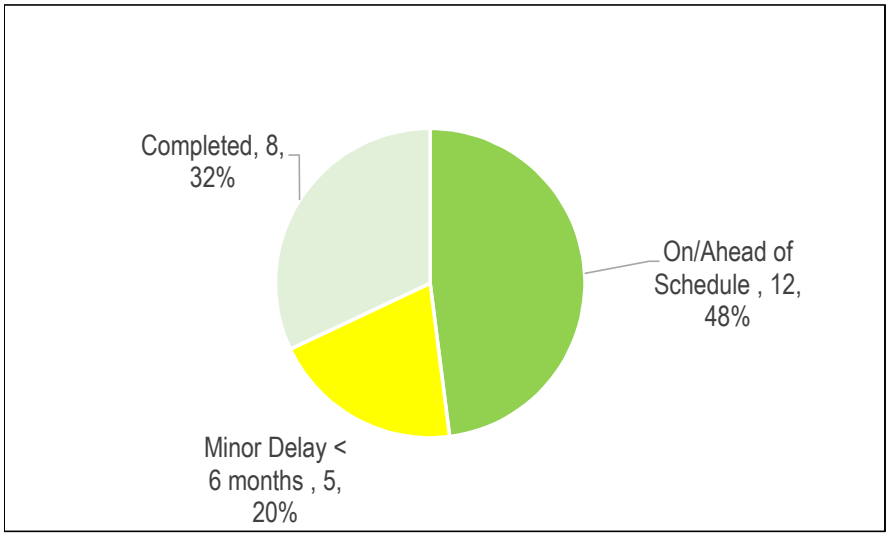

Table 2

Reason for Delay **5**

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

Table 3
Projects Status ($Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
2.75	4.33		0.90	

Reasons for "Other*" Projects Delay:

- Both *Parks, Parking Lots and Roads* and the *Electrical Underground High Voltage Utilities* projects are delayed due a delay in the arrival of shipped materials.

Key Discussion Points :

- Exhibition Place is currently projecting a 2019 Year-end spending of $6.439 million, or 80.7% of its 2019 Council Approved Capital Budget of $7.983 million.
- As of Q3 of 2019, Exhibition Place has 12 projects currently on-track ($2.750 million) and 8 completed ($0.904 million) projects.
- 5 projects ($4.329 million) are currently experiencing minor delays primarily due to delays in the RFP/RFQ process , the arrival of shipped materials, and site conditions.

Exhibition Place (EXH)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp. $	YTD Exp. %	YE Projection $	YE Projection %	YE Projection On Budget	YE Projection On Time	Notes	Total Approved Budget	Life-to-Date
Health & Safety										
Other Building	0.250	0.035	14.0%	0.250	100.0%	G	G		0.250	0.035
Sub-Total	**0.250**	**0.035**	**14.0%**	**0.250**	**100.0%**	**-**	**-**		**0.250**	**0.035**
State of Good Repair										
Pre-Engineering Program	0.137	0.074	54.0%	0.137	100.0%	G	G		0.250	0.187
Queen Elizabeth Building	0.275	0.036	13.2%	0.275	100.0%	G	G		0.275	0.036
Other Building	0.475	0.211	44.4%	0.475	100.0%	G	G		0.475	0.211
Equipment	0.705	0.470	66.7%	0.705	100.0%	G	G		0.705	0.470
Enercare Centre	0.879	0.509	57.9%	0.879	100.0%	G	G		1.720	1.350
Coliseum Complex	0.100	0.023	22.5%	0.100	100.0%	G	G		0.100	0.023
Parks, Parking Lots and Roads	0.791	0.699	88.3%	0.791	100.0%	G	G		1.085	0.993
Food Building	0.470	0.052	11.1%	0.353	75.1%	G	Y	#1	0.470	0.052
Electrical Underground High Voltage Utilities	1.500	0.603	40.2%	1.200	80.0%	G	Y	#1	1.500	0.603
Sub-Total	**5.332**	**2.677**	**50.2%**	**4.915**	**92.2%**	**-**	**-**		**6.580**	**3.925**
Service Improvements										
Parks, Parking Lots and Roads	0.141	0.130	92.4%	0.136	96.5%	G	Y	#2	0.200	0.189
Beanfield Centre	2.259	0.227	10.0%	1.138	50.4%	Y	Y	#3	2.259	0.227
Sub-Total	**2.400**	**0.357**	**14.9%**	**1.274**	**53.1%**	**-**	**-**		**2.459**	**0.416**
Total	**7.983**	**3.069**	**38.4%**	**6.439**	**80.7%**				**9.289**	**4.376**

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

Note # 1:

Both Parks, Parking Lots and Roads and the Electrical Underground High Voltage Utilities projects are delayed due a delay in the arrival of shipped materials.

Note # 2:

The delay in the Parks, Parking Lots and Roads project is a result of the weather conditions on the site which delayed site testing.

Note # 3:

The delay in the Beanfield Centre project is due to the contract award being processed later than anticipated.

Chart 1
2019 Approved Budget by Category ($14.58)

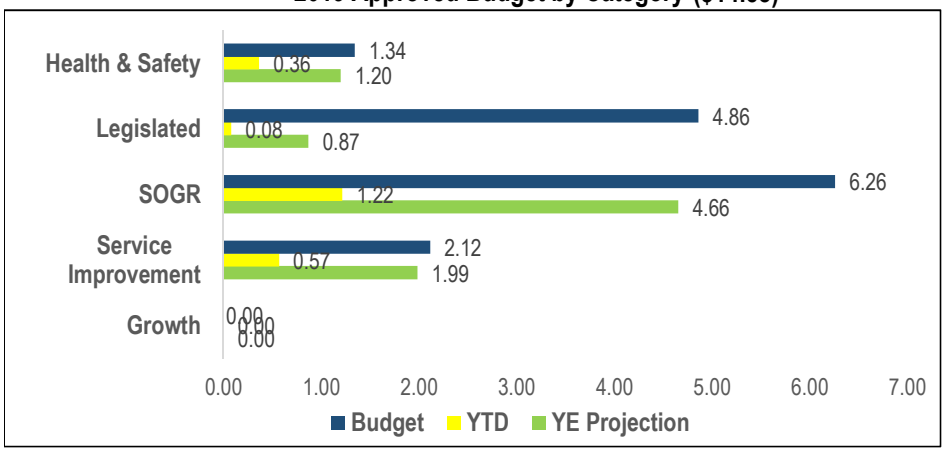

Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 19

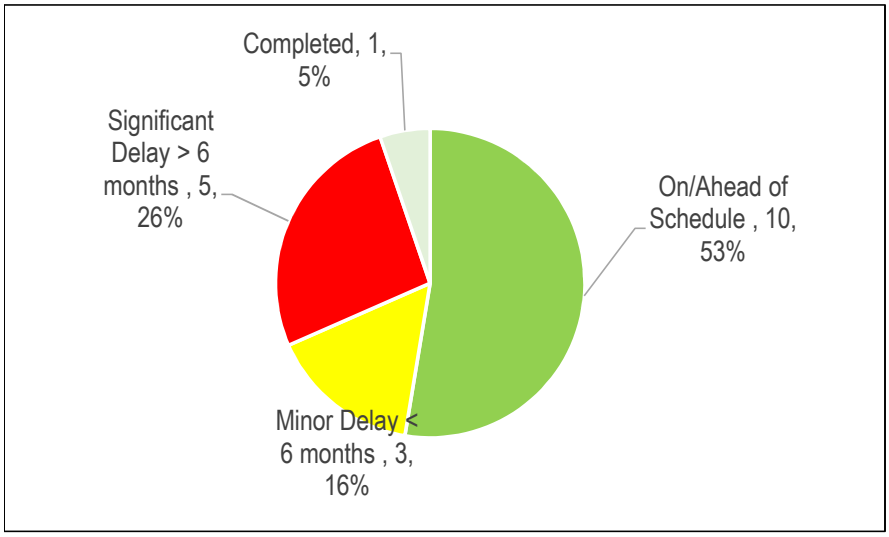

Table 2

Reason for Delay **8**

	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	3
Total # of Projects	**5**	**3**

Table 3
Projects Status ($Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
6.34	1.35	6.89	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	YTD Exp. $	YTD Exp. %	YE Projection $	YE Projection %	YE Projection On Budget	YE Projection On Time	Notes	Total Approved Budget	Life-to-Date
Health & Safety										
Sony - Building Envelope	0.067	0.001	1.5%	0.013	20.0%	R	R	#1	1.267	0.001
Sony - Fire Safety Systems	0.206	0.031	15.0%	0.206	100.0%	G	G		0.207	0.032
St. Lawrence Centre for the Arts - Health & Safety	0.200	0.059	29.5%	0.200	100.0%	G	G		0.200	0.059
Sony - Theatre Systems and Equipment (2017)	0.124	0.059	47.7%	0.124	100.0%	G	G		1.229	0.961
Sony - Theatre Systems and Equipment (2018-2026)	0.129	0.005	3.8%	0.129	100.0%	G	G		1.582	1.458
Sony - Vertical Transportation	0.617	0.209	33.8%	0.526	85.2%	G	Y	#1	0.629	0.221
Sub-Total	**1.343**	**0.363**	**27.1%**	**1.199**	**89.2%**	**-**	**-**		**5.114**	**2.731**
Legislated										
Sony - AODA Compliance Projects 2019	1.440	0.038	2.6%	0.480	33.3%	R	R	#1	1.440	0.038
St. Lawrence Centre for the Arts - AODA 2019	0.600	0.025	4.2%	0.330	55.0%	Y	Y	#1	0.600	0.025
Toronto Centre for the Arts - AODA 2019/2020	2.687	0.006	0.2%	0.006	0.2%	R	R	#1	5.283	0.006
Toronto Centre for the Arts - Concession Stands (AODA)	0.133	0.011	8.1%	0.053	40.0%	R	Y	#1	0.133	0.011
Sony - Theatre Systems and Equipment (2018-2026)	0.000	0.000	0.0%	0.000	0.0%	R	G	#1	0.060	0.060
Sub-Total	**4.860**	**0.080**	**1.6%**	**0.870**	**17.9%**	**-**	**-**		**7.516**	**0.140**
State of Good Repair										
Sony - Building Envelope	2.126	0.779	36.6%	2.126	100.0%	G	G		2.218	0.870
Sony - Electrical Systems	0.211	0.202	95.7%	0.211	100.0%	G	G		0.296	0.287
Sony - Mechanical Systems	0.916	0.054	5.9%	0.550	60.0%	Y	G	#1	1.089	0.227
St. Lawrence Centre for the Arts - SOGR 2019	2.478	0.091	3.7%	1.239	50.0%	Y	R	#1	2.478	0.091
Sony - Structure	0.194	0.010	5.4%	0.194	100.0%	G	G		0.203	0.020
Sony - Theatre Systems and Equipment (2018-2026)	0.337	0.080	23.6%	0.337	100.0%	G	G		0.343	0.110
Sub-Total	**6.261**	**1.215**	**19.4%**	**4.656**	**74.4%**	**-**	**-**		**6.627**	**1.606**
Service Improvements										
2019 Signage Replacement Project	1.900	0.566	29.8%	1.900	100.0%	G	G		1.900	0.566
Toronto Centre for the Arts - Sound Isolation	0.215	0.003	1.2%	0.086	40.0%	R	R	#1	0.215	0.003
Sub-Total	**2.115**	**0.569**	**26.9%**	**1.986**	**93.9%**	**-**	**-**		**2.115**	**0.569**
Total	**14.579**	**2.227**	**15.3%**	**8.710**	**59.7%**				**21.372**	**5.046**

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

Note # 1:

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.

Toronto & Region Conservation Authority (TRC)

Chart 1
2019 Approved Budget by Category ($22.08)

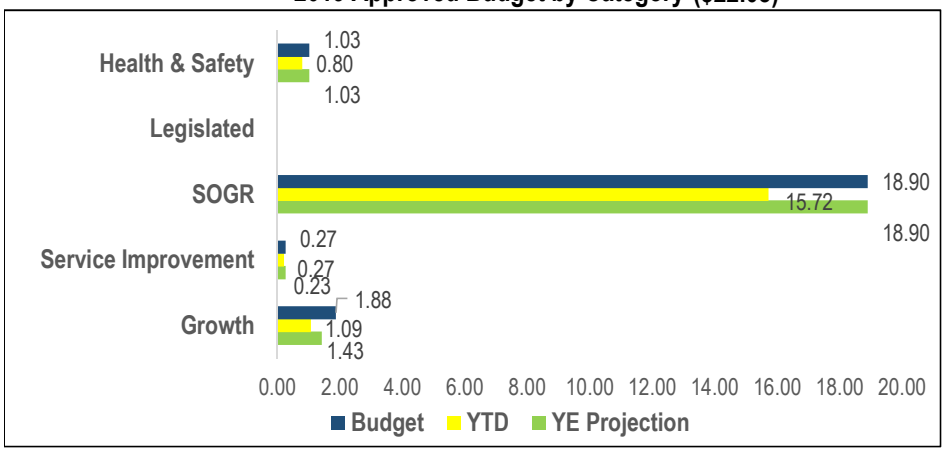

Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 29

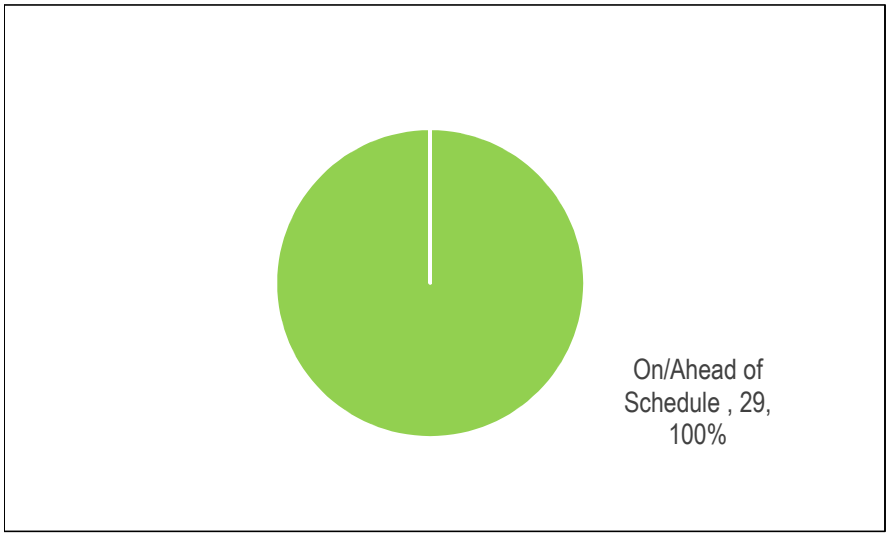

Table 2
Reason for Delay

	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	YTD Exp. $	YTD Exp. %	YE Projection $	YE Projection %	On Budget	On Time	Notes	Total Approved Budget	Life-to-Date
Health & Safety										
Scarborough Waterfront - Brimley Road	0.408	0.317	77.7%	0.408	100.0%	G	G		0.408	0.317
Scarborough Waterfront - West Segment	0.621	0.483	77.8%	0.621	100.0%	G	G		0.621	0.483
Sub-Total	**1.029**	**0.800**	**77.8%**	**1.029**	**100.0%**	**-**	**-**		**1.029**	**0.800**
State of Good Repair										
Greenspace Land Acquisition (City Share)	0.064	0.053	83.3%	0.064	100.0%	G	G		0.684	0.673
Shoreline Monitoring & Maintenance	0.400	0.333	83.3%	0.400	100.0%	G	G		3.150	3.083
Erosion Infrastructure Major Maintenance	1.200	1.000	83.3%	1.200	100.0%	G	G		8.630	8.430
Black Creek Pioneer Village - Retrofit Activities	0.321	0.268	83.3%	0.321	100.0%	G	G		2.463	2.410
Black Creek Pioneer Village - Visitor Centre	0.050	0.042	83.3%	0.050	100.0%	G	G		0.400	0.392
Black Creek Pioneer Village - Hydro and HVAC Repair	2.000	1.666	83.3%	2.000	100.0%	G	G		4.300	3.966
Living City Action Plan - Sustainable Communities	0.856	0.713	83.3%	0.856	100.0%	G	G		6.336	6.193
Living City Action Plan - Watershed Monitoring	0.513	0.428	83.3%	0.513	100.0%	G	G		3.822	3.737
Living City Action Plan - Regional Watershed Management	1.296	1.080	83.3%	1.296	100.0%	G	G		7.961	7.745
Living City Action Plan - Regeneration Sites	0.468	0.390	83.3%	0.468	100.0%	G	G		3.467	3.389
Waterfront Development - Environmental Monitoring	0.245	0.204	83.3%	0.245	100.0%	G	G		1.955	1.914
Waterfront Development - Keating Channel Dredging	0.320	0.267	83.3%	0.320	100.0%	G	G		2.560	2.507
Waterfront Development - Ashbridges Bay	0.250	0.208	83.2%	0.250	100.0%	G	G		2.200	2.158
Tommy Thompson Cell Capping	0.050	0.042	83.3%	0.050	100.0%	G	G		0.779	0.771
Toronto Planning Initiatives	0.100	0.083	83.3%	0.100	100.0%	G	G		0.280	0.263
Waterfront Development - Ongoing Major Maintenance	0.188	0.157	83.3%	0.188	100.0%	G	G		1.830	1.799
TRCA Information Technology - Replacement	0.257	0.214	83.3%	0.257	100.0%	G	G		2.091	2.048
Administrative Infrastructure - Major Facilities Retrofit	0.322	0.268	83.3%	0.322	100.0%	G	G		1.886	1.832
Gibraltar Point Erosion	4.800	4.000	83.3%	4.800	100.0%	G	G		7.530	6.730
Extra Floodworks Major Maintenance	0.200	0.167	83.5%	0.200	100.0%	G	G		1.800	1.767
Extra Erosion Major Maintenance	3.500	2.916	83.3%	3.500	100.0%	G	G		11.956	11.372
Extra Waterfront Major Maintenance	1.000	0.833	83.3%	1.000	100.0%	G	G		3.650	3.483
Toronto Wildlife Centre - Barn & House Rehabilitation	0.500	0.389	77.7%	0.500	100.0%	G	G	# 1	1.000	0.389
Sub-Total	**18.900**	**15.720**	**83.2%**	**18.900**	**100.0%**	**-**	**-**		**80.730**	**77.050**
Service Improvements										
Waterfront Development - Tommy Thompson Park	0.270	0.225	83.3%	0.270	100.0%	G	G		1.980	1.935
Sub-Total	**0.270**	**0.225**	**83.3%**	**0.270**	**100.0%**	**-**	**-**		**1.980**	**1.935**

Toronto & Region Conservation Authority (TRC)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		$	%	$	%	On Budget	On Time			
Growth Related										
Toronto Wildlife Centre - Landscape Restoration	1.500	0.778	51.8%	1.052	70.1%	Y	G	# 1	2.500	2.278
Long Term Accomodation Plan - 5 Shoreham (2 Sub-Projects)	0.382	0.308	80.7%	0.382	100.0%	G	G		39.200	1.012
Sub-Total	**1.882**	**1.086**	**57.7%**	**1.434**	**76.2%**	**-**	**-**		**41.700**	**3.290**
Total	**22.081**	**17.831**	**80.8%**	**21.633**	**98.0%**				**125.439**	**83.075**

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

Note # 1:

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 $0.448 million grant to the TWC as Parks Canada has taken over the lands and TRCA will have a limited role in the negotiation of the agreement with TWC.

Toronto Police Service (POL)

Chart 1
2019 Approved Budget by Category ($84.37)

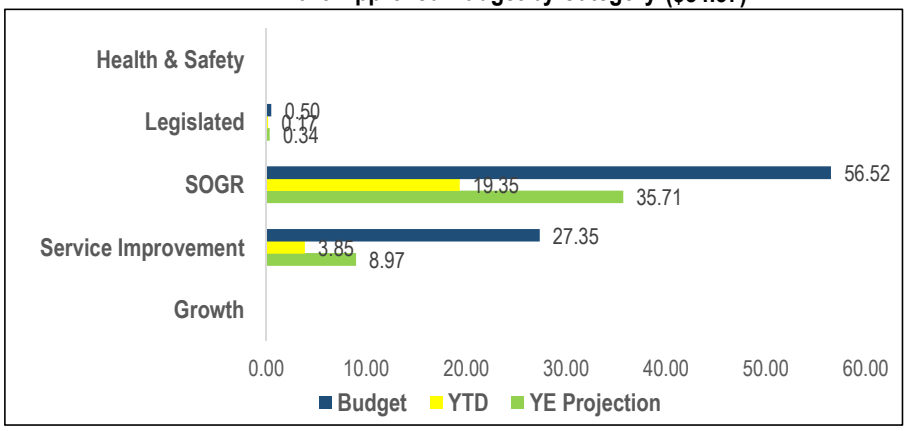

Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 33

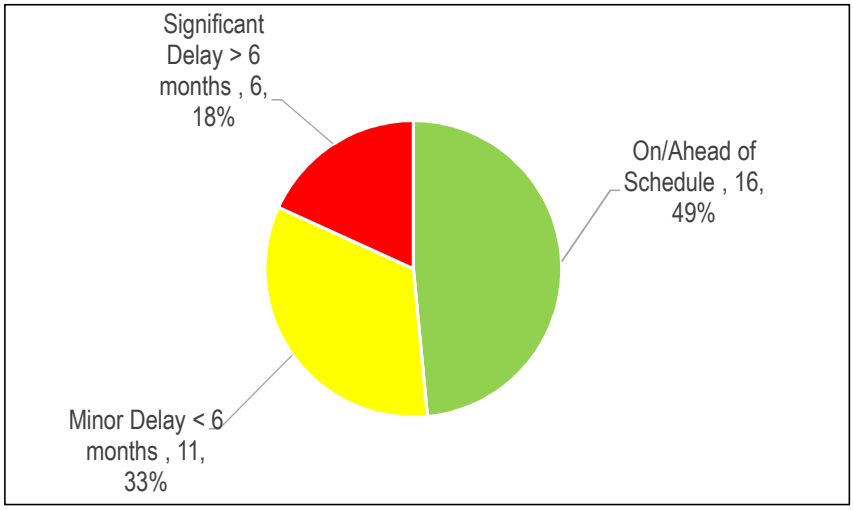

Table 2

Reason for Delay **17**

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

Table 3
Projects Status ($Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
27.69	39.82	16.85		

Reasons for "Other*" Projects Delay:

- 12 *Division Renovation Project* - Project has been cancelled.
- *Mobile Workstation* - delays in procurment process for workstations modems and car mounting solutions – these will be installed in 2020.
- *Property and Evidence Scanner* - The scanners need software that has to be developed and configured by ITS for integration into the PEMS system prior to purchase. Software integration will be completed in Q2 2020. Purchase of scanners deferred to 2020, after software integration is complete.
- *Electronic Surveillance* - Servers and hardware will be purchased in 2020.
- *Servers - Lifecycle Plan* - R.F.Q. will be issued by the end of 2019, servers will be purchased in 2020.

Toronto Police Service (POL)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		$	%	$	%	On Budget	On Time			
Legislated										
Next Generation (N.G.) 9-1-1	0.500	0.168	33.6%	0.340	68.0%	Y	G		5.000	0.168
Sub-Total	**0.500**	**0.168**	**33.6%**	**0.340**	**68.0%**	-	-		**5.000**	**0.168**
State of Good Repair										
State-of-Good-Repair	6.133	1.565	25.5%	4.117	67.1%	Y	Y			
Radio Replacement	5.919	4.057	68.5%	5.919	100.0%	G	G		37.863	23.818
Automated Fingerprint Identification System (A.F.I.S.) Replacement	3.053	0.000	0.0%	0.000	0.0%	R	Y	#1	6.106	0.000
Vehicle Replacement	7.240	6.481	89.5%	7.074	97.7%	G	G		130.853	70.136
Furniture Lifecycle Replacement	2.395	0.199	8.3%	1.105	46.1%	R	R	#2	14.160	10.465
Workstation, Laptop, Printer- Lifecycle plan	4.678	1.764	37.7%	3.102	66.3%	Y	G		72.238	36.004
Servers - Lifecycle Plan	5.930	1.405	23.7%	2.702	45.6%	R	Y	#3	80.927	39.224
IT Business Resumption	3.982	1.459	36.6%	1.678	42.1%	R	Y	#4	38.772	18.371
Mobile Workstation	9.417	0.457	4.9%	4.714	50.1%	Y	Y		36.440	15.736
Locker Replacement	0.418	0.000	0.0%	0.000	0.0%	R	R	#5	8.049	3.143
Network Equipment	2.400	0.276	11.5%	2.400	100.0%	G	G		46.806	16.932
In-car Camera	0.067	0.020	29.7%	0.020	29.8%	R	G	#6	9.763	4.216
Voice Logging	0.350	0.000	0.0%	0.350	100.0%	G	G		1.811	0.000
DVAM I, II (LR)	1.080	0.773	71.6%	1.063	98.4%	G	G		12.443	3.860
Property & Evidence Scanners	0.040	0.000	0.0%	0.000	0.0%	R	Y	#7	0.103	0.000
Small Equipment Replacement	0.294	0.006	2.1%	0.294	100.0%	G	G		10.090	2.984
Security System Replacement	0.182	0.079	43.5%	0.182	100.0%	G	G		1.600	1.499
Livescan	0.540	0.000	0.0%	0.000	0.0%	R	Y	#8	1.337	0.257
Electronic Surveillance	1.088	0.000	0.0%	0.000	0.0%	R	Y	#9	2.805	1.168
Wireless Parking System	1.310	0.802	61.2%	0.989	75.5%	G	G		14.784	3.230
Sub-Total	**56.515**	**19.345**	**34.2%**	**35.707**	**63.2%**	-	-		**526.949**	**251.043**
Service Improvements										
Peer to Peer Site	1.742	1.071	61.5%	1.742	100.0%	G	G		19.921	19.250
Transforming Corporate Support	2.802	1.068	38.1%	1.942	69.3%	Y	R	#10	8.742	6.008
54/55 Divisions Amalgamation	6.031	0.012	0.2%	0.012	0.2%	R	R	#11	39.225	0.635
32 Division Renovation	4.926	0.263	5.3%	0.263	5.3%	R	Y	#12	11.940	0.327
Enterprise Business Intelligence	1.812	0.299	16.5%	1.402	77.3%	G	Y		10.842	9.339
TPS Archiving	0.121	0.099	81.6%	0.121	100.0%	G	G		0.650	0.488
Body Worn Camera - Phase II	1.000	0.352	35.2%	0.640	64.0%	Y	G		11.211	0.401
Connected Officer	0.800	0.087	10.9%	0.800	100.0%	G	G		10.690	2.268
41 Division	4.831	0.169	3.5%	0.600	12.4%	R	R	#13	38.928	0.294
12 Division Renovation	0.375	0.000	0.0%	0.000	0.0%	R	R	#14	9.000	0.000
District Policing Program - District Model	2.900	0.420	14.5%	1.431	49.3%	R	Y	#15	15.900	0.420
Automated External Defibrillator (A.E.D.s.)	0.012	0.012	99.9%	0.012	100.0%	G	G		0.201	0.023
Sub-Total	**27.353**	**3.851**	**14.1%**	**8.965**	**32.8%**	-	-		**177.250**	**39.453**
Total	**84.368**	**23.365**	**27.7%**	**45.012**	**53.4%**				**709.199**	**290.664**

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

Note # 1: Automated Fingerprint Identification System (A.F.I.S.) Replacement & Livescan

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

Note # 2: Furniture Lifecycle Replacement

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

Note # 3: Servers - Lifecycle Plan

The R.F.Q. will be issued by the end of 2019, servers will be purchased in 2020.

Note # 4: IT Business Resumption

The R.F.P.s will be issued by the end of 2019, servers and storage will be purchased in 2020. $1.7M will be spent by the end of 2019, and the remaining balance will be carried forward to 2020.

Note # 5: Locker Replacement

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

Note # 6: In-car Camera

Lifecycle replacement is complete and remaining funds are not required.

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 will be deferred to 2020, after software integration is complete.

Note # 8: Livescan

The planned Livescan purchase will be made in 2020, not in 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.

Note # 9: Electronic Surveillance

The planned server equipment and hardware purchase will be made in 2020, not in 2019.

Note # 10: Transforming Corporate Support

Resourcing constraints and conflicting operational priorities continue to have an ongoing impact on planned activities and ability to engage organizational stakeholders to support the project initiatives and schedule. However, from an overall perspective, project will still be delivered within budget with major delays.

Note # 11: 54/55 Divisions Amalgamation

Project is almost 2 full years behind schedule. Master Plan was approved by City Council in June 2019. From an overall perspective, it is anticipated that project will still be delivered within budget. The process of re-zoning, environmental assessment, and procurement started and is expected to be completed by the third quarter of 2020. The start of construction is anticiapted in Q3-Q4 of 2021.

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.

Note # 13: 41 Division

Due to resource limitations in the Service’s Facilities Management unit, along with competing priority projects, this project is behind schedule. A feasibility study was completed outlining options for a phased demolition and construction of the new building.

Note # 14: 12 Division Renovation

This project has been cancelled.

Note # 15: District Policing Program - District Model

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

Toronto Public Health (TPH)

Chart 1
2019 Approved Budget by Category ($4.86)

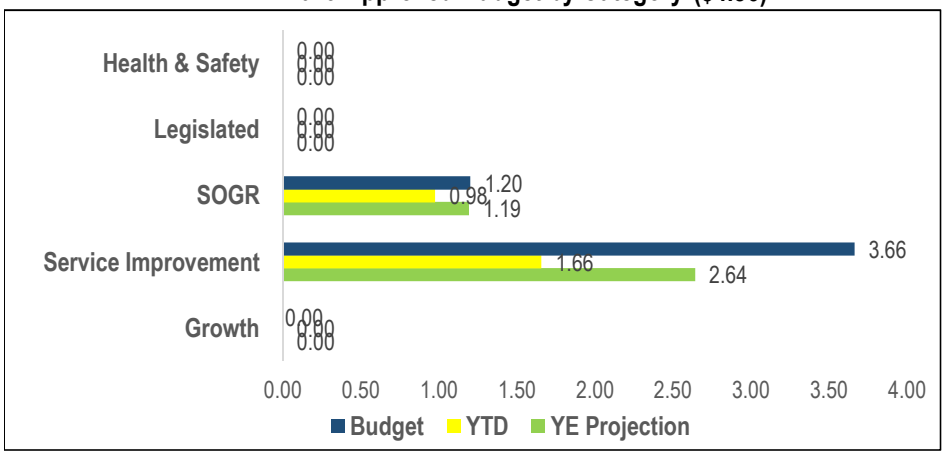

Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 9

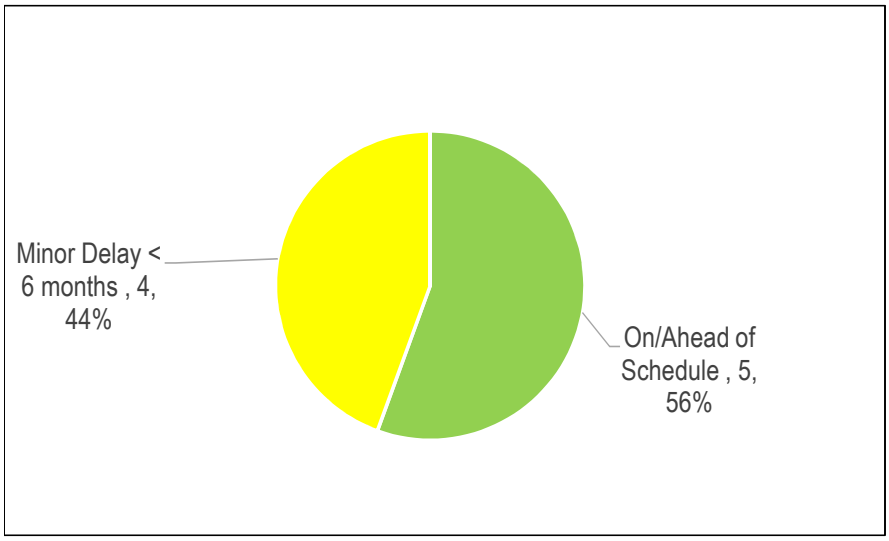

Table 2

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

Table 3
Projects Status ($Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1.79	3.07			

Toronto Public Health (TPH)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp. $	YTD Exp. %	YE Projection $	YE Projection %	On Budget	On Time	Notes	Total Approved Budget	Life-to-Date
State of Good Repair										
Community Health Information System	0.947	0.752	79.5%	0.942	99.5%	G	G		3.997	1.512
Early Abilities Information System -	0.130	0.126	96.6%	0.126	96.6%	G	G		0.349	0.142
Inspection Management - Phase 1	0.125	0.098	78.7%	0.125	100.0%	G	G		0.321	0.135
Sub-Total	**1.202**	**0.976**	**81.2%**	**1.192**	**99.2%**	**-**	**-**		**4.667**	**1.789**
Service Improvements										
Dental & Oral Health Information Systems	0.342	0.133	38.9%	0.195	57.2%	Y	Y	#1	0.521	0.179
Datamart Data Warehouse - Phase 3	1.028	0.567	55.1%	0.851	82.8%	G	Y	#1	1.915	0.782
Electronic Medical Record - Phase 3	1.385	0.526	38.0%	1.053	76.0%	G	Y	#1	1.971	0.587
Community Collaboration - Seed	0.319	0.053	16.5%	0.130	40.7%	R	Y	#1	0.420	0.009
Correspondence and Communications Tracking - Seed	0.100	0.011	11.1%	0.045	45.1%	R	G	#2	0.128	0.000
Relocation and Expansion Scarborough Dental Clinic	0.489	0.367	75.2%	0.367	75.2%	G	G		1.138	0.993
Sub-Total	**3.663**	**1.657**	**45.2%**	**2.642**	**72.1%**	**-**	**-**		**6.093**	**2.550**
Total	**4.864**	**2.633**		**3.834**					**10.760**	**4.340**

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

Note 1:

Minor delay in project spending for the *Dental & Oral Health Information Systems* project due to the finalization of a vendor contract, now resolved, spending will ramp up in Q3 and Q4. Minor delay in project spending for the *DataMart Data Warehouse - Phase 3* and the *Electronic Medical Record - Phase 3* projects due to the loss of their project managers. Minor delay in project spending for the *Community Collaboration - Seed* project due to its dependency on an *I&T Office 360 project* , the program is currently investigating any possible risks.

Note 2:

The *Correspondence and Communications Tracking - Seed* project has proceeded on-time and is anticipated to be under budget.

Toronto Public Library (LIB)

Chart 1
2019 Approved Budget by Category ($35.59)

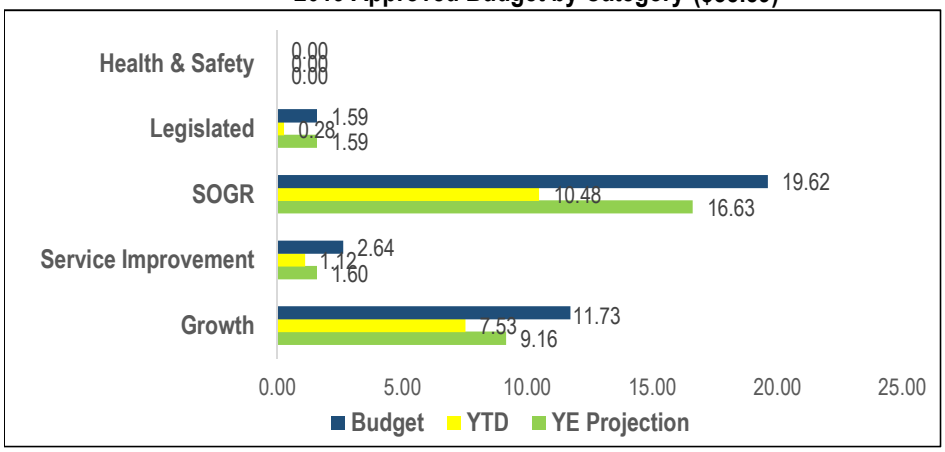

Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 20

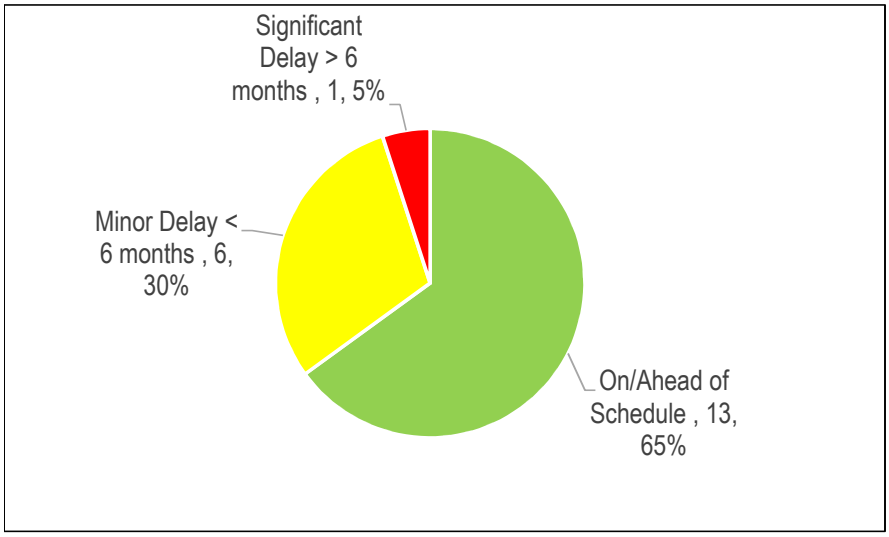

Table 2

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
18.65	16.65	0.29		

Reasons for "Other*" Projects Delay:

- North York Central Library Phase 2 - Construction tender awarded later than originally forecasted.
- 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 branch closures.
- Expansion of Technological efficiencies - Minor delays in the implementation of the VOIP project due to branch closures.
- Answerline & Community Space Rental Modernization - Ongoing contract negotiation with vendor.

Toronto Public Library (LIB)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp. $	YTD Exp. %	YE Projection $	YE Projection %	On Budget	On Time	Notes	Total Approved Budget	Life-to-Date
Legislated										
Multi-Branch Renovation Program Accessibility Retrofit	1.592	0.276	17.3%	1.592	100.0%	G	G		4.030	1.233
Sub-Total	**1.592**	**0.276**	**17.3%**	**1.592**	**100.0%**	**-**	**-**		**4.030**	**1.233**
State of Good Repair										
Albert Campbell Renovation - Construction	2.763	0.666	24.1%	1.708	61.8%	Y	Y	#1	15.539	0.968
Albion Library Reconstruction	0.090	0.090	100.0%	0.090	100.0%	G	G		15.307	15.307
Multi-Branch SOGR Renovation Program	4.320	3.224	74.6%	3.734	86.4%	G	G		18.694	14.423
North York Central Library Phase 2	3.705	1.148	31.0%	1.648	44.5%	R	Y	#2	12.118	3.108
Richview Building Elements (SOGR)	0.199	0.009	4.3%	0.199	100.0%	G	G		3.509	0.009
St. Clair/Silverthorn Reconstruction	1.169	1.550	132.5%	1.869	159.9%	R	G	#3	3.815	4.196
Technology Asset Management Program	5.005	2.610	52.1%	5.005	100.0%	G	G		16.540	7.082
York Woods Renovation	2.372	1.183	49.9%	2.372	100.0%	G	G		10.158	1.330
Sub-Total	**19.624**	**10.479**	**53.4%**	**16.626**	**84.7%**	**-**	**-**		**95.680**	**46.422**
Service Improvements										
Integrated Payment Solutions	0.675	0.274	40.6%	0.541	80.2%	G	Y	#4	2.250	1.849
Answerline & Community Space Rental Modernization	1.304	0.429	32.9%	0.559	42.8%	R	R	#5	1.400	0.525
Expansion of Technological efficiencies	0.665	0.416	62.4%	0.500	75.2%	G	Y	#6	1.600	1.350
Sub-Total	**2.644**	**1.118**	**42.3%**	**1.600**	**60.5%**	**-**	**-**		**5.250**	**3.724**
Growth Related										
Bayview-Bessarion Library Relocation	2.154	2.154	100.0%	2.154	100.0%	G	G		15.322	3.839
Centennial Renovation & Expansion - Design	0.289	0.083	28.9%	0.123	42.7%	R	Y	#7	11.340	0.128
Dawes Road Reconstruction & Expansion	0.281	0.173	61.5%	0.281	100.0%	G	G		23.624	4.997
Perth/Dupont Relocation - 299 Campbell Ave - Design	0.045	0.002	4.4%	0.005	11.1%	R	G	#8	0.080	0.037
Virtual Branch Services	1.288	0.958	74.4%	1.288	100.0%	G	G		6.550	3.270
Wychwood Library Renovation	6.509	3.125	48.0%	4.225	64.9%	Y	Y	#9	15.796	5.122
Fort York Library Construction	0.128	0.054	42.1%	0.054	42.1%	R	G	#10	9.192	9.118
Guildwood Renovation and Expansion	1.031	0.984	95.4%	1.031	100.0%	G	G		1.183	1.135
Sub-Total	**11.727**	**7.533**	**64.2%**	**9.162**	**78.1%**	**-**	**-**		**83.087**	**27.646**
Total	**35.587**	**19.407**	**54.5%**	**28.981**	**81.4%**				**188.047**	**79.026**

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

Note # 1: Albert Campbell Renovation

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

Note # 2: North York Central Library Phase 2

Construction tender was awarded in September, later than original forecast, resulting in reduced spending estimate for 2019.

Note # 3: St. Clair/Silverthorn Reconstruction

Project is completed. Spending is over budget due to unexpected costs near the end of the project primarily related to water connection issues and corresponding delay claims from contractors. A budget adjustment is included in Q3 Capital Variance report. The 2019 spend will be 100% once the transfer is approved.

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 branch closures.

Note # 5: Answerline & Community Space Rental Modernization

Delay due to ongoing contract negotiations with vendors.

Note # 6: Expansion of Technological efficiencies

Minor delays in the implementation of the VOIP project due to branch closures.

Note # 7: Centennial Renovation & Expansion - Design

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

Note # 8: Perth/Dupont Relocation - 299 Campbell Ave - Design

Design stage is completed, project construction will commence in 2023. The unspent funding will be transferred to St. Clair/Silverthorn Reconstruction project as part of Q3 Capital Variance report.

Note # 9: Wychwood Library Renovation

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

Note # 10: Fort York Library Construction

Project is completed. Unspent funding will be transferred to St. Clair/Silverthorn capital project as part of Q3 Capital Variance report. 2019 spend to be 100% once transfer is made.

Chart 1
2019 Approved Budget by Category ($16.67)

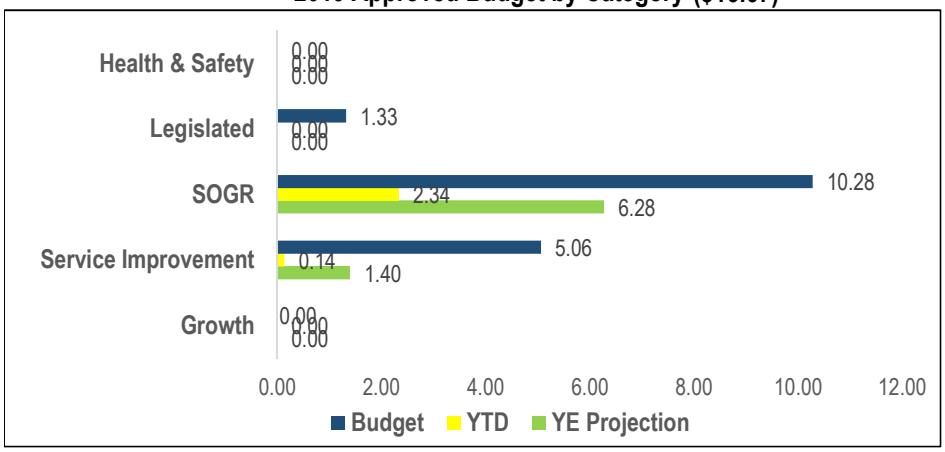

Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 9

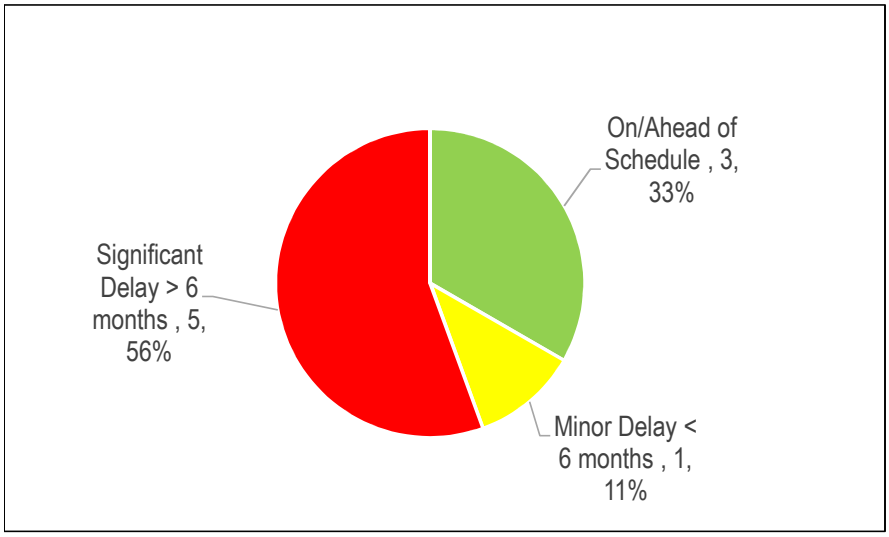

Table 2

Reason for Delay **6**

	Significant Delay	Minor Delay
Insufficient Staff Resources	0	0
Procurement Issues	0	0
RFQ/RFP Delayed	3	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	**5**	**1**

Table 3
Projects Status ($Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
4.38	5.06	7.23	0.00	0.00

Reasons for "Other*" Projects Delay:

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

Key Discussion Points: (Please provide reason for delay)
YTD low spending rate is primarily driven by three projects that are underspent due to issues with contractors and delay in the RFQ/RFP process. These projects include: *Orangutan Outdoor Exhibits*; *Grounds and Visitor Improvement*, *Building and Services and Welcome Area - Design*

Toronto Zoo (ZOO)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp. $	YTD Exp. %	YE Projection $	YE Projection %	On Budget	On Time	Notes	Total Approved Budget	Life-to-Date
Legislated										
Winter Accessibility	1.327	0.000	0.0%	0.000	0.0%	R	R	#1	1.327	0.000
Sub-Total	**1.327**	**0.000**	**0.0%**	**0.000**	**0.0%**	-	-		**1.327**	**0.000**
State of Good Repair										
Building and Services	2.420	0.556	23.0%	1.895	78.3%	G	R	#2	2.420	0.556
Exhibit Refurbishment	0.256	0.226	88.3%	0.256	100.0%	G	G		0.500	0.470
Grounds & Visitor Improvements	1.700	0.213	12.5%	1.500	88.2%	G	R	#3	1.700	0.213
Information Systems	0.650	0.800	123.1%	0.650	100.0%	G	R	#4	0.650	0.800
Welcome Area	2.195	0.000	0.0%	0.300	13.7%	R	G	#5	2.195	0.000
Wildlife Health Centre	1.130	0.002	0.1%	1.130	100.0%	G	R	#6	1.130	0.002
Winterized Zoomobile	1.928	0.544	28.2%	0.544	28.2%	R	G	#7	1.928	0.544
Sub-Total	**10.279**	**2.341**	**22.8%**	**6.275**	**61.1%**	-	-		**10.523**	**2.585**
Service Improvements										
Orangutan II Outdoor Exhibit	5.063	0.137	2.7%	1.400	27.7%	R	Y	#8	5.063	0.137
Sub-Total	**5.063**	**0.137**	**2.7%**	**1.400**	**27.7%**	-	-		**5.063**	**0.137**
Total	**16.669**	**2.478**	**14.9%**	**7.675**	**46.0%**				**16.913**	**2.722**

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

Note # 1:

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

Note # 2:

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

Note # 3:

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

Note # 4:

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

Note # 5:

It is anticipated that conceptual design will be completed in 2019. Construction of the front entrace will not start until 2020.

Note # 6:

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

Note # 7:

The Winterized Zoomobile is undersepnt due to delays in the delivery timline. It is anticipated that the zoomobiles will be delivered in winter 2020.

Note # 8:

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

Toronto Transit Commission (TTC)

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

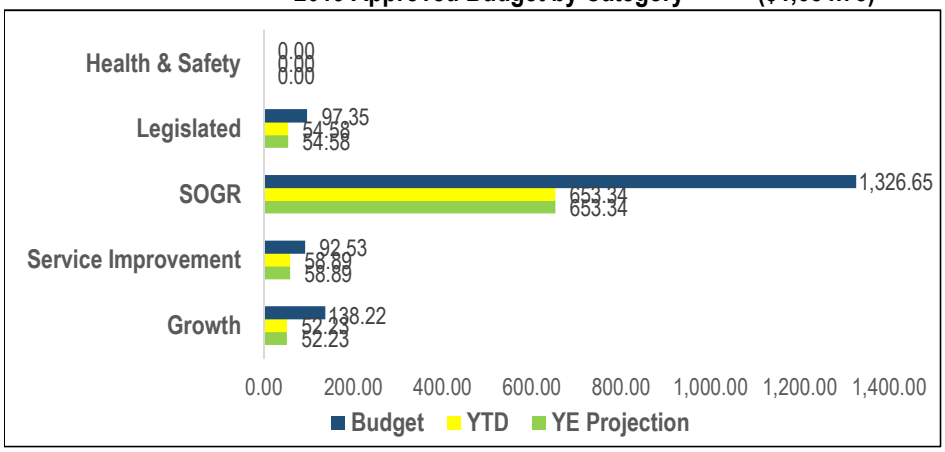

Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 66

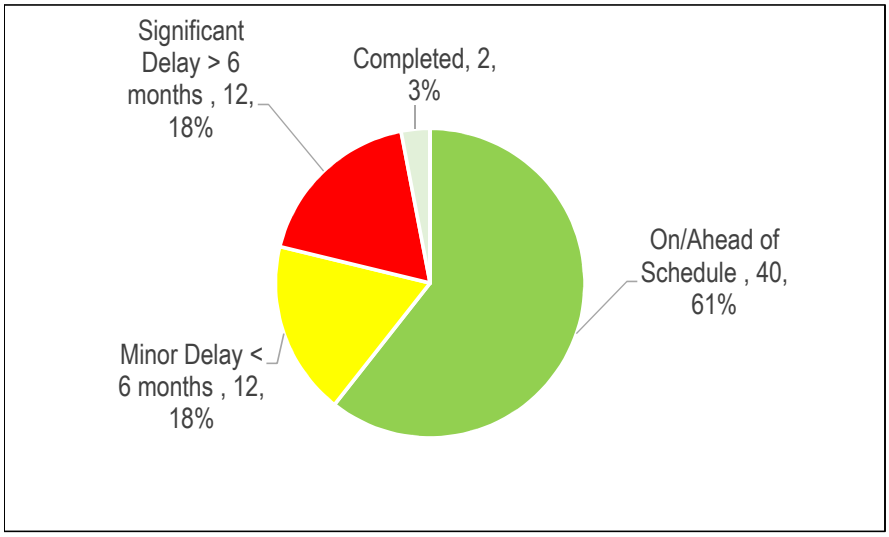

Table 2

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)

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

Toronto Transit Commission (TTC)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		$	%	$	%	On Budget	On Time			
Legislated										
Communications-Legislated	1.248	0.490	39.3%	1.218	97.6%	G	G		11.185	13.235
Equipment-Legislated	0.732	0.546	74.6%	0.731	99.9%	G	G		3.015	19.065
Streetcar Network-Legislated	0.821	0.092	11.3%	0.787	95.9%	G	G	#1	38.290	49.000
Easier Access-Phase III	59.614	38.615	64.8%	59.614	100.0%	G	G	#2	934.534	280.496
Streetcar Overhaul - Legislated (AODA)	0.000	0.000		0.000			G		0.000	1.376
Subway Car Overhaul - Legislated (AODA)	5.175	0.260	5.0%	4.820	93.1%	G	G		119.818	16.481
Subway Asbestos Removal	11.750	6.511	55.4%	11.751	100.0%	G	R		171.143	100.221
Other Service Planning - Legislated	2.432	1.291	53.1%	1.810	74.4%	G	G		11.586	6.105
Other Buildings - Legislated	15.580	6.775	43.5%	10.884	69.9%	Y	G		116.751	26.197
Bus Overhaul - Legislated	0.000	0.000		0.000			G		0.000	0.000
Sub-Total	**97.353**	**54.581**	**56.1%**	**91.614**	**94.1%**	**-**	**-**		**1,406.323**	**512.177**
State of Good Repair										
Subway Track - SOGR	24.818	17.390	70.1%	24.248	97.7%	G	G		243.815	181.961
Surface Track - SOGR	31.364	17.001	54.2%	28.396	90.5%	G	G	#3	374.792	236.764
Traction Power-Various	21.770	18.114	83.2%	21.958	100.9%	G	G	#4	296.592	281.880
Power Dist. SOGR	9.089	5.770	63.5%	8.810	96.9%	G	G		129.619	118.439
Communications-SOGR	19.896	8.521	42.8%	11.390	57.2%	Y	Y		178.293	103.345
Signal Systems	16.583	9.818	59.2%	14.881	89.7%	G	G		197.584	155.423
Finishes-SOGR	18.920	11.003	58.2%	18.912	100.0%	G	G		234.539	151.607
Equipment-SOGR	78.127	14.854	19.0%	78.425	100.4%	G	G	#5	321.731	220.862
On-Grade Paving Rehabilitation	6.212	3.682	59.3%	6.213	100.0%	G	G	#6	114.869	90.087
Bridges And Tunnels-Various	36.648	24.822	67.7%	36.508	99.6%	G	G		555.915	511.472
Fire Ventilation Upgrade	16.183	6.863	42.4%	14.995	92.7%	G	Y		496.769	279.235
Purchase of Wheel Trans	9.286	6.000	64.6%	9.075	97.7%	G	G		23.494	19.241
Purchase Of Subway Cars - SOGR	7.516	1.280	17.0%	6.573	87.4%	G	Y		1,166.948	1,145.759
Streetcar Overhaul - SOGR	4.384	1.054	24.0%	1.204	27.5%	R	R	#7	184.675	35.364
Subway Car Overhaul - SOGR	29.274	22.384	76.5%	30.815	105.3%	R	G	#8	677.748	194.774
Automotive Non-Revenue Vehicle Replace - SOGR	3.654	0.583	16.0%	3.677	100.6%	G	G		11.035	15.930
Rail Non Revenue Vehicle Overhaul	3.779	1.304	34.5%	2.063	54.6%	Y	Y		28.558	10.963
Rail Non-Revenue Vehicle Purchase - SOGR	11.783	3.499	29.7%	8.455	71.8%	G	Y		76.762	21.279
Tools And Shop Equipment	6.376	0.907	14.2%	3.734	58.6%	Y	Y		37.187	19.716
Revenue & Fare Handling Equipment -SOGR	7.312	0.316	4.3%	1.376	18.8%	R	Y	#9	76.996	49.470
Computer Equipment And Software - SOGR	89.601	42.198	47.1%	66.575	74.3%	G	G		574.510	368.264
Other Furniture And Office Equipment	0.378	0.111	29.3%	0.378	100.0%	G	G	#10	4.203	3.243
Other Service Planning - SOGR	2.632	1.552	59.0%	1.810	68.8%	Y	R		12.539	7.256
Transit Shelters & Loops -SOGR	0.387	0.024	6.3%	0.364	94.1%	G	G		4.565	1.701
Other Buildings - SOGR	80.010	34.077	42.6%	66.443	83.0%	G	G		599.553	438.278
Purchase of Buses -SOGR	254.171	115.491	45.4%	206.364	81.2%	G	G		865.587	618.766
Bus Overhaul - SOGR	43.040	32.695	76.0%	43.702	101.5%	R	G	#11	393.360	325.794
Other Maintenance Equipment	5.006	1.038	20.7%	3.372	67.4%	Y	Y		17.595	6.581
Queensway Garage Expansion	0.095	0.012	12.5%	0.041	43.1%	R	R	#12	24.226	24.066
Purchase of Streetcars	357.591	182.380	51.0%	287.858	80.5%	G	G		1,186.504	990.746
POP Legacy Fare Collection	0.925	0.560	60.5%	0.905	97.9%	G	R		3.602	2.532
ATC Resignalling - YUS Line	73.292	45.614	62.2%	62.943	85.9%	G	G		958.964	483.300
ATC Resignalling - Bloor/Danforth Line	0.200	0.000	0.0%	0.000	0.0%	R	R	#13	2.617	0.957
Warehouse Consolidation	3.029	0.000	0.0%	0.000	0.0%	R	G	#14	0.000	0.000
Leslie Barns	5.041	1.780	35.3%	2.775	55.1%	Y	Y		523.489	512.123

Toronto Transit Commission (TTC)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp. $	YTD Exp. %	YE Projection $	YE Projection %	On Budget	On Time	Notes	Total Approved Budget	Life-to-Date
TR Yard And Tail Track Accommodation	38.281	20.637	53.9%	38.281	100.0%	G	G	#15	497.646	268.479
Safety and Reliability	10.000	0.000	0.0%	0.000	0.0%	R	G	#16	0.000	0.000
Sub-Total	**1,326.652**	**653.337**	**49.2%**	**1,113.519**	**83.9%**	-	-		**11,096.880**	**7,895.657**
Service Improvements										
Subway Track - Service Improvement	0.710	0.219	30.8%	0.502	70.7%	Y	R		6.975	18.225
Surface Track - Service Improvement	0.802	0.732	91.3%	1.234	153.9%	R	R		9.584	0.903
Power Dist. Service Improvement	0.261	0.165	63.1%	0.210	80.4%	G	G		3.726	1.073
Communications-Service Improvement	0.175	0.005	2.7%	0.013	7.4%	R	G	#17	1.568	0.252
Finishes-Service Improvement	0.506	0.103	20.4%	0.503	99.4%	G	G		6.273	42.523
Rail Non-Revenue Vehicle Purchase - Service Imp.	0.325	0.056	17.1%	0.056	17.2%	R	R	#18	2.117	0.079
Other Service Planning - Service Improvement	20.600	3.925	19.1%	8.827	42.9%	R	G	#19	98.145	21.622
Transit Shelters & Loops - SI	0.000	0.000		0.000			G		0.000	2.448
Other Buildings - Service Improvement	18.796	7.198	38.3%	14.611	77.7%	G	G		140.850	71.073
Purchase of Buses - Service Improvement	49.186	46.466	94.5%	53.870	109.5%	R	Y	#20	167.506	218.667
Kipling Station Improvements	0.227	0.010	4.6%	0.019	8.4%	R	R	#21	13.392	13.170
Bicycle Parking At Stations	0.936	0.009	0.9%	0.377	40.3%	R	G	#22	1.195	0.286
Sub-Total	**92.525**	**58.888**	**63.6%**	**80.223**	**86.7%**	-	-		**451.330**	**390.320**
Growth Related										
Bus Rapid Transit-Growth	1.044	0.614	58.9%	1.170	112.1%	R	G		48.691	34.868
Sheppard Subway	3.705	0.000	0.0%	3.705	100.0%	G	R		968.856	965.151
Automotive Non-Revenue Vehicle Replace - Growth	5.650	0.000	0.0%	5.627	99.6%	G	Y		17.063	0.000
Other Service Planning - Growth	0.400	0.000	0.0%	0.150	37.5%	R	R	#23	1.905	0.327
Other Buildings - Growth	49.003	0.610	1.2%	6.737	13.7%	R	G	#24	367.202	68.571
PRESTO Farecard Implementation	18.417	3.729	20.2%	5.116	27.8%	R	G	#25	71.732	55.074
McNicoll New Bus Garage Facility	60.000	47.273	78.8%	60.000	100.0%	G	G		181.000	103.263
Sub-Total	**138.219**	**52.227**	**37.8%**	**82.505**	**59.7%**	-	-		**1,656.448**	**1,227.254**
Total	**1,654.749**	**819.031**	**49.5%**	**1,367.860**	**82.7%**				**14,610.981**	**10,025.408**

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

Note # 1:

Funds advanced for 2019 work for Queen Streetcar Line. (Better than expected progress)

Note # 2:

Additional cost related to asbestos abatement at Wellesley Station

Note # 3:

Deferrals from 2019 projects to future years

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

Partial deferrals

- Hillcrest casting delivery deferred to 2020

Surface Trackwork - Civil Works- Funds advanced for 2018 work on Roncesvalles North Track Replacement. (Better than expected progress)

Toronto Transit Commission (TTC)

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

Note # 4:

SCI: Work slippage from prior year was completed this year. Pole purchase delivery slipped into February 2019. Deferred construction was offset by advancing construction of alternate feeds and surface traction power.

Note # 5:

Labour resources constraints (skillset availability - electrical & mechanical).
Material availability (unexpected material delay from suppliers).

Subway Pump Replacement Program: Timing and estimate changes to various contracts.
Fall Prevention Systems: Work advanced from future years primarily for Handover Documentation for Existing Fall Arrest Systems and Subway Tunnel Access, Fan & Ventilaton Shafts-Ladders, Guardrails & Platforms.
Elevator Overhaul: Lower than expected expenditures in 2019
Bus Hoists: Hoist replacement work at Duncan Shop deferred to 2020 due to operational requirements. Increase in expected expenditures for Malvern Garage hoist replacement.
Subway Machine Rooms Air Conditioning Systems: Lower than expected expenditures in 2019
Bus Washracks: Bus Washrack at Birchmount Garage deferred to 2020 due to operational requirements
Escalator Replacement Program: Lower than expected expenditures in 2019
Diesel Emission Control Equipment : Advanced funds to 2018 for Mount Dennis

Note # 6:

Slight overage due to higher than expected material cost.

Note # 7:

In 2019 all focus will be on the start of the new LFLRV Overhaul program and the unused funds for CLRV and ALRV Overhaul programs will be aviable for the new/other projects.

Note # 8:

Variance is due to work carried over from 2018 into 2019.

Note # 9:

Variance is due to timing/ schedule

Note # 10:

Variance is due to work carried over from 2018 into 2019.

Note # 11:

Unexpected spike in usage of Hybrid Components. Cost reduction expected due to decommission based on failure.

Note # 12:

Variance is due to timing/ schedule

Note #13

Project on hold

Note #14

Budget is in request for transfer from CTT0061 Information Technology and CTT110 Other Buildings and Structures for a better identification of WSB element and asset Category. Budget has not yet been approved by Council as of yet and therefore respective projection has not been provided as of yet

Note #15

Increase in expected expenditures for "Kipling Station Track Expansion" and "Wilson Yard Fencing and Miscellaneous Site Services"

Note #16

Budget is in request for transfer from CTT058 Environmental Studies for a better identification of WSB element and asset Category. Budget has not yet been approved by Council as of yet and therefore respective projection has not been provided as of yet

Note #17

Resource constraints for both design and installation. Installation forces being redirected to higher priority work (Station Transformation, ATC, Easier Access, etc.). Procurement processing delays directly impact equipment delivery and installations.

Note #18

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

Note #19

Variance is due to timing/ schedule

Note #20

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

Note #21

Completion of outstanding deficiencies in 2020.

Toronto Transit Commission (TTC)

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

Note #22

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

Note #23

Variance is due to timing/ schedule

Note #24

Variance is due to change in estimates resulting from slippage and timing, and acceptance of different stages of several projects by stakeholders may take longer than expected

Note #25

Variance is due to timing/ schedule

Yonge-Dundas Square (YDS)

Chart 1
2019 Approved Budget by Category ($0.05)

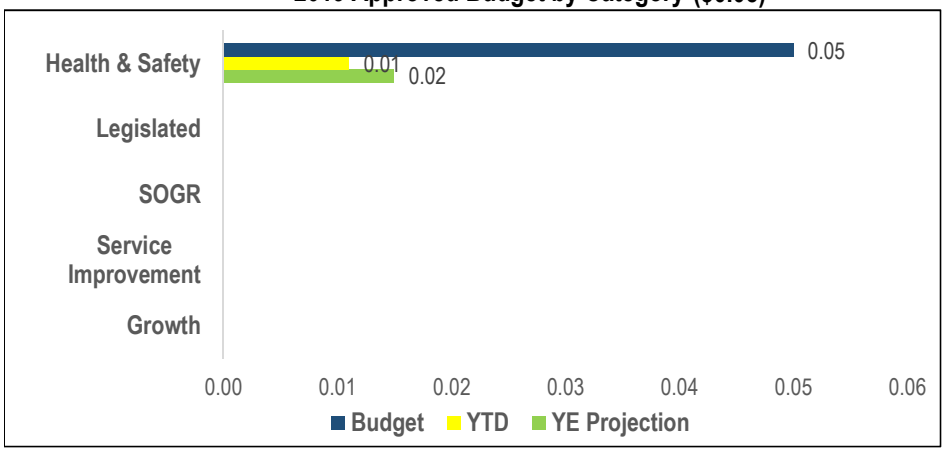

Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 1

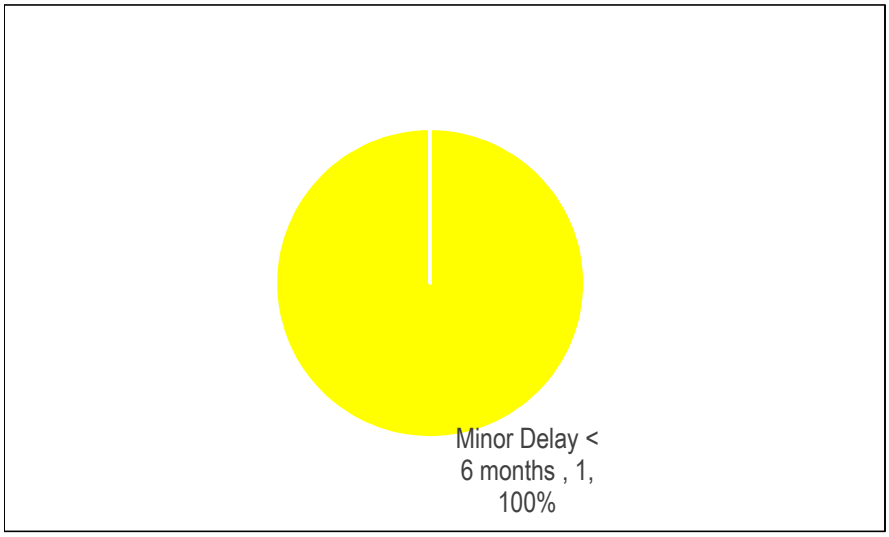

Table 2

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 projected unspent funds of $0.035 million will be carried forward to 2020. Yonge-Dundas Square expects the project to be completed in Q1 of 2020 alongside the other approved cash flows for the project.

Yonge-Dundas Square (YDS)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		$	%	$	%	On Budget	On Time			
Health & Safety										
Plinth Safety Guard Project	0.050	0.011	22.1%	0.015	30.0%	®	Ⓨ	#1	0.100	0.011
Sub-Total	**0.050**	**0.011**	**22.1%**	**0.015**	**30.0%**	**-**	**-**		**0.100**	**0.011**
Total	**0.050**	**0.011**	**22.1%**	**0.015**	**30.0%**				**0.100**	**0.011**

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 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 projected unspent funds of $0.035 million will be carried forward to 2020. Yonge-Dundas Square expects the project to be completed in Q1 of 2020 alongside the other approved cash flows for the project.

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%	🡻	Ⓨ
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%	🡻	Ⓡ
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%	🡻	Ⓖ
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%	🡻	Ⓖ

Ⓖ >70% Ⓨ between 50% and 70% Ⓡ < 50% or > 100%

For the nine months ended September 30, 2019, the capital expenditures for Rate Supported Programs totalled $555.1 million of their collective 2019 Approved Capital Budget of $1.129 billion. Spending is expected to increase to $976.5 million (86.5%) by year-end. One of the Rate Supported Programs has projected year-end spending rate of over 70% of their respective 2019 Approved Capital Budgets.

Toronto Water has a projected year-end spending rate of 93.2% while Toronto Parking Authority and Solid Waste Management Services have year-end spending rate of 42.9% and 57.2% respectively.

Solid Waste Management (SOL)

Chart 1
2019 Approved Budget by Category ($93.39)

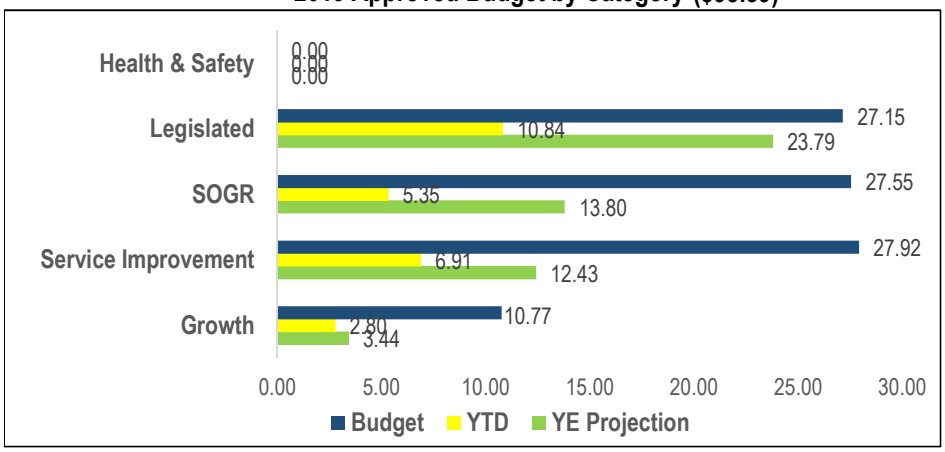

Table 1
2019 Active Projects by Category

Health & Safety	
Legislated	**2**
SOGR	**6**
Service Improvement	**10**
Growth	**3**
Total # of Projects	**21**

Chart 2
Project Status - 21

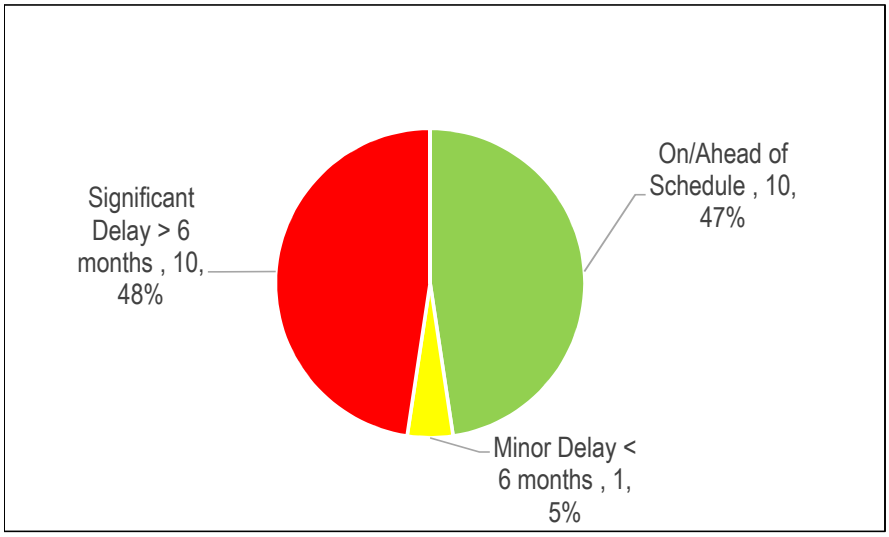

Table 2

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

Table 3
Projects Status ($Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
34.01	9.40	49.98		

Reasons for "Other*" Projects Delay:

- Minor delay on Perpetual Care of Landfills, is projected to be 0.6% underspent at year-end spending $9.343 million; includes 5-year consultant hydrogeological services contracts (2018-2022) and construction of the Keele Valley Flare delayed due to feedback from the Ministry of the Environment.

Key Discussion Points:

- Chart 1 & 2 represent distribution by category and status detail , respectively , on "Projects" as well as significant activity budgeted at the "Subproject" level.
- Significant delay has been experienced on 10 projects/subprojects (54% of the budget or $50 million) mainly due to delay in awarding RFQs ,coordination with other projects, procurement & contractor issues and other issues (see above note)
- As noted on the Projects by Category table, projects with delays of more than 6 months include Collection Yard &Transfer Station Asset Management, Long Term Waste Management Strategy, SWM IT projects and the Dufferin & Disco SSO Facilities.

Solid Waste Management (SOL)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp. $	YTD Exp. %	YE Projection $	YE Projection %	On Budget	On Time	Notes	Total Approved Budget	Life-to-Date
Legislated										
Green Lane Landfill	17.748	6.893	38.8%	14.450	81.4%	G	G		99.066	80.401
Perpetual Care of Landfills	9.401	3.950	42.0%	9.343	99.4%	G	Y		57.993	33.236
Sub-Total	**27.149**	**10.842**	**39.9%**	**23.793**	**87.6%**	-	-		**157.059**	**113.637**
State of Good Repair										
Collection Yard Asset Management	3.491	0.069	2.0%	0.863	24.7%	R	R	1	5.398	2.090
Transfer Station Asset Management	20.100	5.103	25.4%	12.211	60.8%	Y	R	2	60.815	37.723
Diversion Facilities Asset Management	2.356	0.098	4.2%	0.223	9.5%	R	R	3	2.893	0.435
Organics Processing Facility Asset Management	0.750	0.000	0.0%	0.135	18.0%	R	G		7.110	0.000
Renewable Natural Gas	0.300	0.000	0.0%	0.000	0.0%	R	G		0.800	0.000
New Fleet	0.550	0.077	13.9%	0.367	66.7%	Y	G		0.550	0.077
Sub-Total	**27.547**	**5.347**	**19.4%**	**13.800**	**50.1%**	-	-		**77.566**	**40.325**
Service Improvements										
CNG Refuel Station Installation	0.487	0.252	51.7%	0.224	45.9%	R	R		1.100	0.864
Diversion Systems	4.486	2.242	50.0%	4.026	89.7%	G	G		139.818	44.856
Landfill Gas Utilization	1.676	0.000	0.0%	0.000	0.0%	R	G		17.256	0.266
Construction of Biogas Utilization at Disco & Dufferin	3.800	0.245	6.5%	0.904	23.8%	R	G		12.582	0.912
Long Term Waste Management Strategy	4.760	2.286	48.0%	2.434	51.1%	Y	R	4	18.276	8.578
SWM IT Application Initiatives	4.467	0.851	19.0%	1.932	43.3%	R	R		8.449	2.541
IT Corporate Initiatives	3.974	1.016	25.6%	2.065	52.0%	Y	R		11.062	4.108
Two-Way Radio Replacement	0.270	0.015	5.6%	0.040	14.8%	R	G		0.675	0.564
Fleet Technology Enhancements	2.530		0.0%		0.0%	R	G			
Engineering Planning Studies	1.474	0.000	0.0%	0.806	54.7%	Y	R		4.400	0.600
Sub-Total	**27.924**	**6.907**	**24.7%**	**12.430**	**44.5%**	-	-		**213.619**	**63.289**
Growth Related										
Dufferin SSO Facility	6.871	2.512	36.6%	2.627	38.2%	R	R	5	75.943	72.469
Disco SSO Facility	2.000	0.179	8.9%	0.315	15.8%	R	R	6	7.840	4.405
Dufferin Waste Facility	1.900	0.109	5.7%	0.500	26.3%	R	G		2.500	0.109
Sub-Total	**10.771**	**2.800**	**26.0%**	**3.442**	**32.0%**	-	-		**86.284**	**76.983**
Total	**93.391**	**25.897**	**27.7%**	**53.464**	**57.2%**				**534.527**	**294.235**

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

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. 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. $1.7M for the Ingram Garage Retrofit project 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 which 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. $6.2M 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. Carry-forward of $2.257M from 2018 has been included in 2019 budget with $1.938M to be carried forward to 2020 in the 2020 Capital Budget.

Note # 4:

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

Status: Long Term Waste Management Strategy is more than 6 months delayed due to finalizing agreement with vendor. Delay in planning and implementation also related to competing priorites resulting from changes to provincial legislation and insufficient staff resources. Carry-forward of $1.891M from 2018 has been included in 2019 budget with $2.325M to be carried forward to 2020 in the 2020 Capital Budget for a Mixed Waste Processing study.

Note # 5:

Dufferin SSO Facility - Dry commissioning of various individual system components started in April 2018 and Wet commissioning began in June of 2018 and completion is TBD. This Organics Processing Facility (OPF) will process 55,000 tonnes/year. The facility is more than 6 months delayed due to contractor-related issues in completion of wastewater treatment plant component; Final completion date, including 2 year warranty, is in 2021. Carry-forward of $6.871M has been included in 2019 budget.

Note # 6:

Disco SSO Facility - Plant was commissioned and is processing up to 75,000 tonnes/year of organics. However, the project is more than 6 months delayed as the contractor established suitable performance conditions to be able to proceed with acceptance testing. Status: Acceptance tests were successfully completed in March 2019 with 2 year warranty to 2021. Carry-forward of $2M has been included in 2019 budget with $0.130M to be carried forward to 2020 in the 2020 Capital Budget.

Toronto Parking Authority (TPA)

Chart 1
2019 Approved Budget by Category ($84.00)

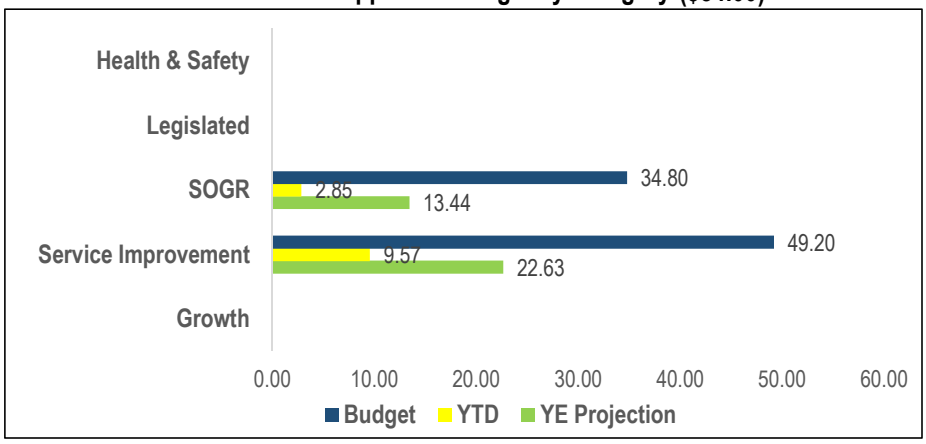

Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 97

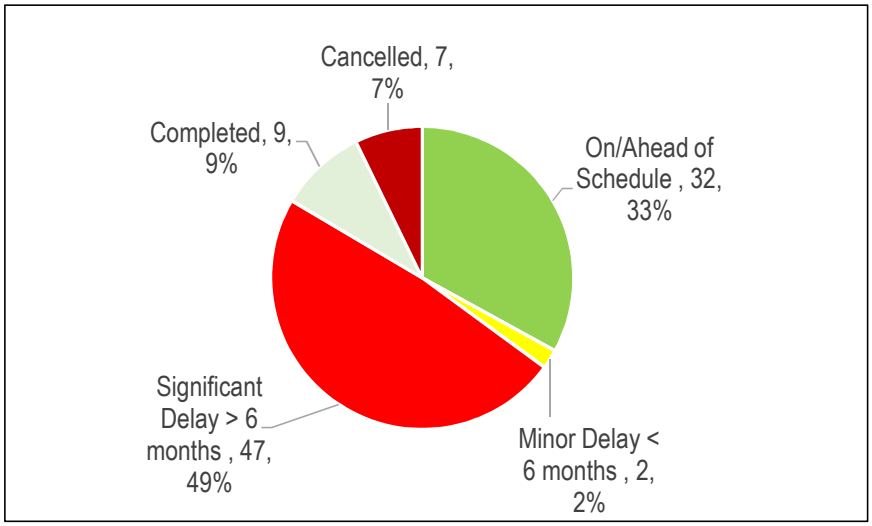

Table 2

Reason for Delay	49	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	1	
RFQ/RFP Delayed	10	
Contractor Issues	4	
Site Conditions	7	
Co-ordination with Other Projects	15	
Community Consultation		
Other*	10	2
Total # of Projects	47	2

Table 3
Projects Status ($Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
37.09	10.55	25.66	6.42	4.28

Reasons for "Other*" Projects Delay:

- Project development has been completed, with the title to be transferred in Q4, 2019 for Carpark 217 and Carpark 262
- Consultant design work is currently delayed, design in progress, mechanical and electrical updates
- Carpark expansion / redevelopment has been temporarily placed on hold

Key Discussion Points:

- TPA are currently projecting to spend $36.073 million by year-end, or 42.9% of their 2019 Capital Budget
- Project completion for TPA is highly dependent on project negotiations, agreements, and coordination with other projects
- Seven projects have been cancelled ($4.280 million) and nine projects have been completed ($6.415 million)
- 49 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	YTD Exp. $	YTD Exp. %	YE Projection $	YE Projection %	On Budget	On Time	Notes	Total Approved Budget	Life-to-Date
State of Good Repair										
Carpark Provisions 2019	0.617	0.238	38.6%	0.617	100.0%	G	G		0.617	0.238
Carpark Provisions (50 Richmond)	0.500	0.203	40.6%	0.203	40.6%	R	G	#1	1.600	0.238
CP 1 Garage Upgrades	0.360		0.0%	0.360	100.0%	G	G		2.000	0.640
CP 404 - New Roof of Office Space	0.250		0.0%	0.025	10.0%	R	R	#3	0.250	0.000
CP 58 - Resurface Parking Lot / New Fence	0.250		0.0%	0.000	0.0%	R	R	#6	0.500	0.000
CP 58 - Retaining Wall and Fence	0.982		0.0%	0.300	30.5%	R	R	#7	1.000	0.018
Stairwell Upgrades (CP43, CP68, CP150)	0.372	0.009	2.3%	0.250	67.2%	Y	R	#3	0.500	0.137
New Elevators (CP 29)	1.500		0.0%	0.100	6.7%	R	R	#6	1.500	0.000
New Elevators (CP 34)	1.493	0.043	2.8%	0.100	6.7%	R	R	#6	1.500	0.050
New Elevators (CP 68)	1.500		0.0%	0.050	3.3%	R	R	#6	1.500	0.000
Entrance Ramp Upgrades & Trench Drain	0.250		0.0%	0.000	0.0%	R		#2	0.250	0.000
Fleet Vehicle for Operations	0.228	0.214	93.9%	0.214	93.9%	G	G	#1	0.391	0.260
Fob Key Access for Carpark Doors	0.150		0.0%	0.000	0.0%	R	R	#5	0.150	0.000
Greening Plus (Prior Year)	0.939		0.0%	0.000	0.0%	R	G	#1	1.600	0.813
Greening Plus (2019)	1.900	0.595	31.3%	0.900	47.4%	R	G	#11	1.900	0.595
Hub Lane Equipment Refresh	0.700	0.005	0.7%	0.700	100.0%	G	G		0.700	0.005
Lighting Upgrades (CP 11)	0.838		0.0%	0.400	47.7%	R	G	#11	0.850	0.012
Lighting Upgrades (2019)	0.350	0.003	0.8%	0.200	57.1%	Y	Y	#7	0.350	0.003
Maintenance Facility	0.971		0.0%	0.100	10.3%	R	R	#3	5.000	4.029
Modifications to Operations (13 Projects)	3.491	0.157	4.5%	0.851	24.4%	R	R	#3	4.022	0.293
Office Computers	0.025	0.025	100.0%	0.025	100.0%	G	G	#1	0.025	0.025
Painting and Signage Upgrades (15 projects)	3.622		0.0%	0.758	20.9%	R	R	#3, #4	3.820	0.110
Pay and Display Upgrades, including P&D Modem and Emulation Board (3 Projects)	1.109	0.785	70.8%	1.109	100.0%	G	G		7.157	6.833
Replacement Enforcement Platform	0.400		0.0%	0.400	100.0%	G	G		1.000	0.595
Roof Anchor & Column Repairs (CP 43)	0.100		0.0%	0.000	0.0%	R		#2	0.100	0.000
Sprinkler & Fire Alarm Upgrades (CP 111)	0.001	0.001	100.0%	0.001	100.0%	G	G	#1	0.200	0.200
Structural Maintenance & Technology	2.600		0.0%	0.000	0.0%	R	G	#11	2.600	0.000
Sub-Station Replacement (3 Projects 29, 43)	0.581	0.024	4.2%	0.125	21.5%	R	R	#12	0.600	0.043
Upgrade Revenue Control Equipment	2.000		0.0%	2.000	100.0%	G	G		2.000	0.000
Upgrades to Retail and Other Components	0.962		0.0%	0.962	100.0%	G	G		1.000	0.038
Vehicles - Facilities, Maintenance, Enforcement	0.333	0.060	17.9%	0.250	75.1%	G	G		0.333	0.060
Ventilation Modifications (CP 34)	0.001	0.001	100.0%	0.001	100.0%	G	G	#1	0.250	0.158
Waterproofing and Concrete Repairs (7 Projects)	5.420	0.488	9.0%	2.437	45.0%	R	R	#3, #5	6.100	0.967
Sub-Total	**34.796**	**2.850**	**8.2%**	**13.439**	**38.6%**	**-**	**-**		**51.365**	**16.358**
Service Improvements										
St. Clair / Oakwood (287 Rushton)	0.262		0.0%	0.262	100.0%	G	G		2.013	1.751
CP 1 - Addition of 2 Levels	1.277	0.071	5.6%	1.277	100.0%	G	G		11.070	9.144
CP217 - 1445 Bathurst St (JV Development)	4.584	2.360	51.5%	2.360	51.5%	Y	G	#1	10.600	3.492

Toronto Parking Authority (TPA)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp. $	YTD Exp. %	YE Projection $	YE Projection %	On Budget	On Time	Notes	Total Approved Budget	Life-to-Date
CP 411 - Redevelopment (Roe Ave) - 253	1.000		0.0%	0.000	0.0%	R		#2	1.000	0.000
242 Danforth E of Broadview - CP 78 Expansion	0.742	0.001	0.1%	0.020	2.7%	R	G	#11	3.555	2.814
CP664 - 1607 Eglinton Ave W(JV Development)	0.735	0.002	0.2%	0.010	1.4%	R	G	#11	0.750	0.002
2204, 2212 Eglinton	1.033	0.023	2.2%	0.050	4.8%	R	R	#14	3.245	2.223
CP15 - 50 Cumberland St (JV Development)	0.100	0.004	4.0%	0.100	100.0%	G	G		1.000	0.004
1220-1222 Wilson	2.075		0.0%	0.000	0.0%	R	R	#6	6.000	2.958
CP661 - 437 Rogers Rd	0.165	0.030	17.9%	0.100	60.5%	Y	G	#10	0.900	0.729
Parking Guidance System Installation	0.500		0.0%	0.000	0.0%	R	R	#5	0.500	0.000
CP262 - 10 Soho St (Acquisition)	10.200	0.153	1.5%	10.200	100.0%	G	Y	#8	10.500	0.452
CP(TBD) - 11 Wellesley St W (Acquisition)	7.475	0.001	0.0%	0.100	1.3%	R	G	#11	7.475	0.000
CP(TBD) - 50 Wellesley St W	2.570		0.0%	0.000	0.0%	R		#2	2.760	0.000
CP221 - 121 St Patrick St (JV Development)	0.052	0.035	67.8%	0.035	67.8%	Y	G	#1	0.100	0.083
CP212 / CP227 - 363 Adelaide St W / 105 Spadina Ave (JV Development)	0.150		0.0%	0.100	66.7%	Y	G	#11	0.100	0.000
Work & Asset Mgmt SaaS Solution (CP361)	0.160		0.0%	0.000	0.0%	R		#2	0.160	0.000
Monthly Payments Solution	0.075		0.0%	0.000	0.0%	R	R	#3	0.075	0.000
Pay by Plate Development and Pilot	0.066		0.0%	0.020	30.3%	R	R	#3	0.090	0.014
Phone Support System Dispatch	0.080		0.0%	0.000	0.0%	R	R	#5	0.080	0.000
Website Mapping Upgrades	0.100		0.0%	0.050	50.0%	Y	R	#5	0.100	0.000
ERP/Financial Systems - PICK Replacement	3.000		0.0%	0.300	10.0%	R	R	#13	3.000	0.000
CP39 - 20 Castlefield Rd (JV Development)	0.100		0.0%	0.000	0.0%	R		#2	0.100	0.000
Bike Share Expansion	7.500	6.892	91.9%	7.500	100.0%	G	G		12.480	11.872
CP505 - 15 Cliveden Ave	0.500		0.0%	0.050	10.0%	R	R	#9	0.500	0.000
CP 5 - 15 Wellesley St E (JV Development)	0.100		0.0%	0.000	0.0%	R		#2	0.100	0.000
CP Provisions due to City Initiatives (374)	3.600		0.0%	0.000	0.0%	R	G	#11	3.600	0.000
LPR / Pay-by-Plate Project	1.000		0.0%	0.100	10.0%	R	R	#3	1.000	0.000
Sub-Total	**49.201**	**9.570**	**19.4%**	**22.635**	**46.0%**	**-**	**-**		**82.853**	**35.539**
Total	**83.998**	**12.420**	**14.8%**	**36.074**	**42.9%**				**134.218**	**51.897**

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

Note # 1:

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

Note # 2:

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

Note # 3:

Experiencing delays due to coordination with other projects such as coordination of painting / signage projects and modifications to operations and pay-by- plate project.

Note # 4:

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

Toronto Parking Authority (TPA)

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

Note # 5:

Projects are experiencing RFQ / RFP delays.

Note # 6:

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

Note # 7:

Project delayed due to delays in consultant design work.

Note # 8:

Development work has been completed. The title is to be transferred in Q4, 2019.

Note # 9:

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

Note # 10:

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

Note # 11:

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

Note # 12:

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

Note # 13:

Delay experienced in ERP/Financial Syste-pick replacement due to lengthy contract negotiations.

Note # 14:

Delay experienced in 2204, 2212 Eglinton, project currently under review by real estate.

Toronto Water (TW)

Chart 1
2019 Approved Budget by Category ($951.53)

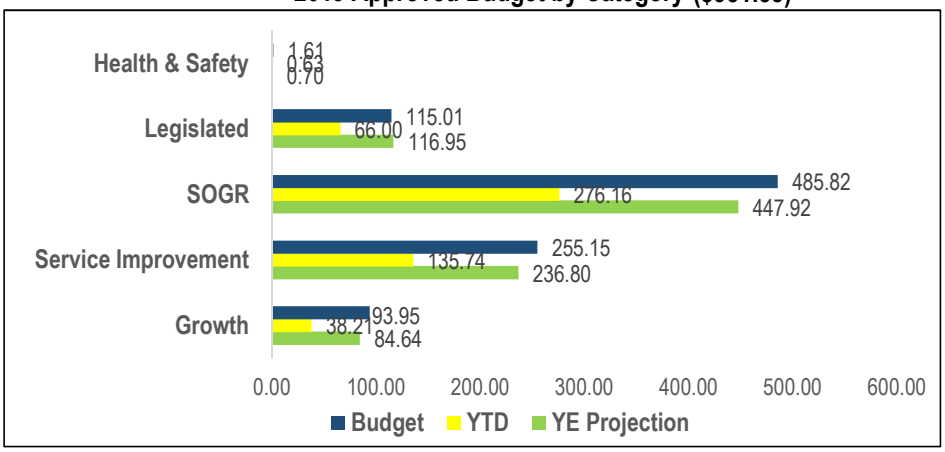

Table 1
2019 Active Projects by Category

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

Chart 2
Project Status - 62

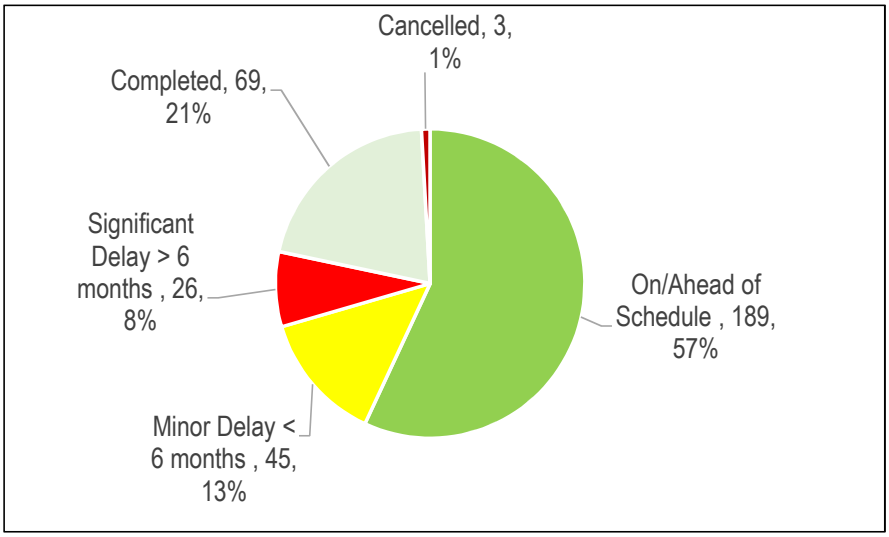

Table 2

Reason for Delay	**71**	
	Significant Delay	Minor Delay
Insufficient Staff Resources	1	
Procurement Issues	5	9
RFQ/RFP Delayed	5	7
Contractor Issues	1	4
Site Conditions	7	5
Co-ordination with Other Projects	5	6
Community Consultation		
Other*	2	14
Total # of Projects	**26**	**45**

Table 3
Projects Status ($Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
870.93	47.65	21.64	10.78	0.52

Reasons for "Other*" Projects Delay:

- There were minor or major delays for approximatelly 16 projects due to pending legal agreements, involvement of other municipalities, equipment purchases, insufficient resources, lower demand for rehabilitation works and/or combination of several factors listed above.

Key Discussion Points:

- As of September 30, for year-end, Toronto Water is projecting spending of $887.012 million or 93.2% of the 2019 Approved Capital Budget of $951.525 million. The projected year-end spending rate is higher than the 10-Year Rate Model completion target for 2019 of 85.0% for projects funded from the Toronto Water Capital Financing Reserve Fund.
- 63.3% or $602.434 million is dedicated to State of Good Repair, Health and Safety and Legislative projects in 2019.
- $881.715 million or 92.7% 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.

Key Discussion Points (cont'd):

- The following multi-year projects account for approximatelly 87.1% of the year-to-date spending: Rehabilitation and Replacement of Linear Infrastructure for Water and Sewer projects ($222.732 million or 59.4% of the 2019 Approved Capital Budget); Improvements at Ashbridges Bay Treatment Plant which include the upgrade of primary treatment process ($74.049 million or 47.1% of the 2019 Approved Capital Budget) and Highland Creek Treatment Plant which include the bio-solids treatment upgrades and waste activated sludge and dewatering process upgrades ($10.861 million or 43.7% of the 2019 Approved Capital Budget); Wet Weather Flow ($75.638 million or 56.7% of the 2019 Approved Capital Budget); Transmission and Storage Facilities including the watermain construction and implementation of corosion control projects at the water treatment plants ($23.826 million or 55.0% of the 2019 Approved Capital Budget); and Basement Flooding Program ($42.724 million or 55.5% of the 2019 Approved Capital Budget).
- Chart 1 reflects projects by category as displayed at the program level in the Project by Category Table. Chart

Toronto Water (TW)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp. $	YTD Exp. %	YE Projection $	YE Projection %	On Budget	On Time	Notes	Total Approved Budget	Life-to-Date
Health & Safety										
Ashbridges Bay Treatment Plant	1.203	0.414	34.4%	0.443	36.8%	R	R	#3	39.160	24.863
Humber Wastewater Treatment	0.405	0.218	53.9%	0.260	64.2%	Y	Y	#2	14.634	8.883
Sub-Total	**1.608**	**0.632**	**39.3%**	**0.703**	**43.7%**	**-**	**-**		**53.794**	**33.746**
Legislated										
Ashbridges Bay Treatment Plant	75.455	43.917	58.2%	79.239	105.0%	R	G	#1	633.424	90.768
RL Clark Treatment Plant	1.287	1.275	99.1%	1.484	115.3%	R	G	#1	6.361	5.676
Highland Creek Treatment Plant	4.975	3.386	68.1%	4.900	98.5%	G	G		104.238	73.784
Humber Wastewater Treatment	1.575	0.037	2.3%	0.690	43.8%	R	R	#3	57.997	52.213
Island Treatment Plant	0.920	0.277	30.1%	0.441	47.9%	R	R	#3	68.137	20.692
Pumping Stations&Forcemains	4.140	0.977	23.6%	1.466	35.4%	R	R	#3	70.129	20.927
Water Service Replacement	26.499	16.128	60.9%	28.600	107.9%	R	G	#1	353.408	220.569
WT - Storage & Treatment	0.159	0.001	0.4%	0.135	85.0%	G	G		1.855	1.446
Sub-Total	**115.010**	**65.998**	**57.4%**	**116.955**	**101.7%**	**-**	**-**		**1,295.549**	**486.075**
State of Good Repair										
Ashbridges Bay Treatment Plant	76.937	29.072	37.8%	57.959	75.3%	G	G		1,773.963	541.173
Business & Technology Support	0.105	-	0.0%	0.100	94.8%	G	G		3.648	3.564
RL Clark Treatment Plant	7.025	4.639	66.0%	6.220	88.5%	G	G		99.599	94.520
RC Harris Treatment Plant	3.598	0.269	7.5%	2.577	71.6%	G	G		59.931	31.104
Highland Creek Treatment Plant	9.621	4.706	48.9%	7.864	81.7%	G	G		375.493	178.842
FJ Horgan Treatment Plant	0.614	0.332	54.1%	0.514	83.8%	G	G		12.340	8.958
Humber Wastewater Treatment	40.568	28.327	69.8%	40.881	100.8%	G	G		350.176	165.703
Island Treatment Plant	5.015	1.829	36.5%	4.129	82.3%	G	G		53.275	17.574
Linear Engineering	76.100	46.929	61.7%	76.707	100.8%	G	G		671.376	363.661
Pumping Stations&Forcemains	4.576	0.542	11.8%	3.326	72.7%	G	G		55.025	31.011
Sewer Rehabilitation	55.798	34.250	61.4%	50.574	90.6%	G	G		521.915	304.841
Sewer Replacement	8.504	2.689	31.6%	7.769	91.4%	G	G		174.359	113.260
Trunk Sewers	28.267	14.416	51.0%	21.251	75.2%	G	G		390.233	115.330
Trunk Watermains	4.738	3.107	65.6%	3.672	77.5%	G	G		51.809	42.853
Watermain Rehabilitation	56.120	30.966	55.2%	54.228	96.6%	G	G		555.880	409.519
Watermain Replacement	66.416	56.955	85.8%	78.507	118.2%	R	G	#1	659.243	368.714
Water Service Replacement	5.115	0.996	19.5%	3.820	74.7%	G	G		39.462	18.959
WT - Storage & Treatment	21.652	12.127	56.0%	17.765	82.0%	G	G		181.331	74.124
WWF - Implementation Projects	6.103	1.571	25.7%	5.617	92.0%	G	G		70.404	10.189
WWF - Stream Restoration	8.361	2.367	28.3%	4.143	49.5%	R	G	#1	94.419	43.036
Yards & Facilities	0.582	0.071	12.2%	0.296	50.8%	Y	Y	#2	3.224	2.733
Sub-Total	**485.816**	**276.158**	**56.8%**	**447.919**	**92.2%**	**-**	**-**		**6,197.105**	**2,939.668**
Service Improvements										
Ashbridges Bay Treatment Plant	3.398	0.646	19.0%	2.076	61.1%	Y	Y	#2	96.840	41.511
Water Meter Program (AMR)	5.183	0.698	13.5%	2.003	38.6%	R	R	#3	234.975	216.811
Business & Technology Support	13.062	8.395	64.3%	12.552	96.1%	G	G		83.562	43.083
Basement Flooding Program	76.939	42.724	55.5%	77.195	100.3%	G	G		1,489.411	423.973
RC Harris Treatment Plant	2.024	0.068	3.4%	0.160	7.9%	R	R		11.016	2.849
Highland Creek Treatment Plant	10.205	2.769	27.1%	7.242	71.0%	Y	Y	#2	170.484	31.920
FJ Horgan Treatment Plant	0.336	0.030	8.9%	0.105	31.3%	R	R	#3	8.924	3.197
Humber Wastewater Treatment	3.766	0.040	1.1%	1.627	43.2%	R	R	#3	101.553	55.577
Island Treatment Plant	0.576	0.030	5.2%	0.032	5.6%	R	R	#3	6.477	0.187
Linear Engineering	1.204	0.480	39.9%	1.179	97.9%	G	G		11.616	4.392
Pumping Stations&Forcemains	0.188	0.082	43.8%	0.143	76.1%	G	G		3.481	3.306
Sewer Replacement	1.549	-	0.0%	1.549	100.0%	G	G		31.308	26.321
Trunk Sewers	0.300	-	0.0%	-	0.0%	R	R	#3	21.600	-
Trunk Watermains	0.470	-	0.0%	0.337	71.6%	G	G		11.543	0.712
WT - Storage & Treatment	7.758	5.417	69.8%	7.661	98.7%	G	G		48.663	30.485
WT - Storage & Treatment	3.252	0.959	29.5%	2.217	68.2%	Y	Y	#2	44.334	1.730

Toronto Water (TW)

Projects by Category (Million)	2019 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		$	%	$	%	On Budget	On Time			
WWF - Implementation Projects	104.144	61.206	58.8%	100.453	96.5%	G	G		735.109	242.130
WWF - TRCA	14.823	10.493	70.8%	14.821	100.0%	G	G		94.972	90.674
Yards & Facilities	5.970	1.702	28.5%	5.447	91.2%	G	G		58.148	23.972
Sub-Total	**255.145**	**135.740**	**53.2%**	**236.798**	**92.8%**	**-**	**-**		**3,264.016**	**1,242.830**
Growth Related										
Ashbridges Bay Treatment Plant	0.300	-	0.0%	0.051	17.0%	R	R	#3	159.200	-
Highland Creek Treatment Plant	0.050	-	0.0%	0.021	42.0%	R	R	#3	8.490	7.140
Island Treatment Plant	0.100	-	0.0%	0.100	100.0%	G	G		6.400	-
Linear Engineering	0.531	0.046	8.7%	0.263	49.4%	R	G	#1	2.941	2.206
New Service Connections	41.836	19.268	46.1%	38.390	91.8%	G	G		396.443	265.602
New Sewers	6.500	0.607	9.3%	6.730	103.5%	R	G	#1	92.376	26.595
Pumping Stations&Forcemains	6.446	1.357	21.0%	3.605	55.9%	Y	Y		19.685	5.310
Trunk Sewers	0.553	0.173	31.4%	0.263	47.6%	R	R	#3	3.990	3.263
Trunk Watermains	8.563	3.175	37.1%	7.903	92.3%	G	G		47.121	7.405
Water Efficiency Plan	0.495	0.170	34.3%	0.535	108.1%	R	G	#1	13.863	11.455
Watermain Replacement	28.572	13.418	47.0%	26.776	93.7%	G	G		146.349	61.361
Sub-Total	**93.945**	**38.215**	**40.7%**	**84.637**	**90.1%**	**-**	**-**		**896.858**	**390.337**
Total	**951.525**	**516.742**	**54.3%**	**887.012**	**93.2%**				**11,707.322**	**5,092.656**

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

Note # 1:

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

Note # 2:

Minor project delays are due to one or combination of the following reasons: need to coordinate with other initiatives (North Toronto Treatment Plant Process Improvements), as well as delayed laboratory and other equipment purchases for some of the yards/facilities, complexity of projects and need to address revised project priorities (Pumping Stations & Forcemain projects) and schedules (Humber Waste Water Treatment Plant Security Upgrade project, Water Treatment Plants - Plantwide projects).

Note # 3:

Major project delays are due to technical issues as well as complexity of projects, including need to coordinate with other projects at the same facility (Ashbridges Bay Tratment Plant electrical upgrades, Humber Wastewater Treatment Plant Odour Control Project Implementation), complete Environmental Assessment studies (Lower Simcoe CSO project), rescope projects to address operational requirements (Highland Creek Treatment Plant projects), need to extended or delay procurement phase (Humber Wastewater Treatment Plant Operations Control Centre construction, Automated Water Meter Program replacement projects), additional design requirements (RC Harris Water Treatment Plant Emergency Stand-by Power project), complex site conditions and procurement process (Island Water Treatment Plant Plantwide HVAC upgrades, FJ Horgan Building, Fire & HVAC project), revised project criteria and schedules (Trunk Sewer projects, Pumping Stations & Forcemain projects), and design proceeding behind schedule (Island Treatment Plant Chemical & Residuals Manangement Engineering and Sewer Replacement projects). The RC Harris Control Room Reallocation Project was delayed due to high bid prices. The Ashbridges Bay Treatment Plant Environmental Assessment project has been cancelled since the project scope will be delivered through another assignment.