

**APPENDIX 4**  
**Capital Dashboard by Program/Agency**  
**For the Period ended September 30, 2020**  
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**2020 Capital Spending by Program  
Community and Social Services**

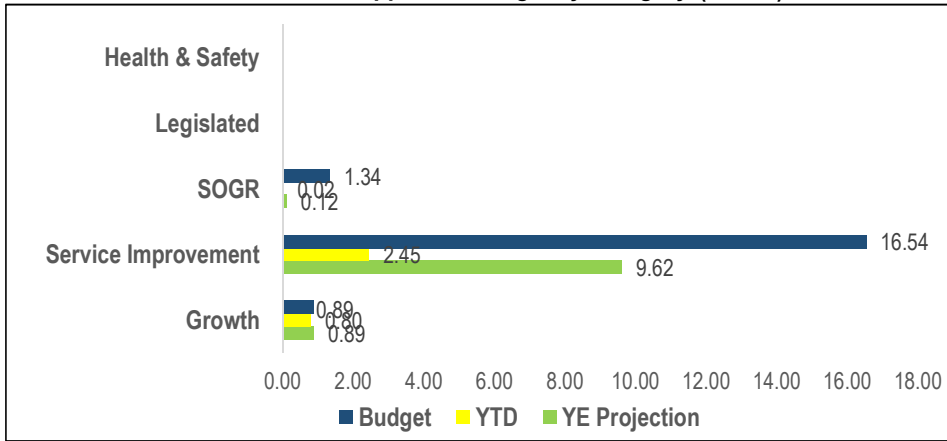
Program		2020 Approved Cash Flow	2020 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
Children's Services	5M	18.78	0.84	11.34	60.4%		Ⓢ
	Q2	18.78	1.79	11.34	60.4%	□	Ⓢ
	Q3	18.78	3.27	10.63	56.6%	↓	Ⓢ
Court Services	5M	0.00	0.00	0.00			Ⓡ
	Q2	0.00	0.00	0.00		□	Ⓡ
	Q3	0.00	0.00	0.00		□	Ⓡ
EDC	5M	27.08	1.57	17.67	65.3%		Ⓢ
	Q2	27.75	2.55	16.63	59.9%	↓	Ⓢ
	Q3	27.85	5.59	17.77	63.8%	↑	Ⓢ
Long Term Care	5M	21.39	1.77	9.79	45.8%		Ⓡ
	Q2	21.39	1.91	9.79	45.8%	□	Ⓡ
	Q3	21.39	2.93	9.39	43.9%	↓	Ⓡ
PFR	5M	201.35	29.33	133.07	66.1%		Ⓢ
	Q2	206.38	41.63	146.76	71.1%	↑	Ⓞ
	Q3	206.81	68.45	132.72	64.2%	↓	Ⓢ
SSHA	5M	397.17	56.80	367.97	92.6%		Ⓞ
	Q2	397.17	83.06	376.86	94.9%	↑	Ⓞ
	Q3	398.01	202.39	355.77	89.4%	↓	Ⓞ
TESS	5M	10.93	0.77	3.51	32.2%		Ⓡ
	Q2	10.93	0.94	3.09	28.3%	↓	Ⓡ
	Q3	10.93	1.66	2.64	24.2%	↓	Ⓡ
Paramedics Services	5M	6.06	0.59	4.54	74.8%		Ⓞ
	Q2	6.06	1.66	4.34	71.5%	↓	Ⓞ
	Q3	6.06	2.32	3.99	65.7%	↓	Ⓢ
TOTAL	5M	682.74	91.66	547.88	80.2%		Ⓞ
	Q2	688.45	133.56	568.81	82.6%	↑	Ⓞ
	Q3	689.82	286.63	532.91	77.3%	↓	Ⓞ

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

For the nine months ended September 30, 2020, the capital expenditures for Community and Social Services totalled \$286.6 million of their collective 2020 Approved Capital Budget of \$689.8 million. Spending is expected to increase to \$532.9 million (77.3%) by year-end. Two Programs in this service area have projected year-end spending rate of over 70% of their respective 2020 Approved Capital Budaets.

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%.

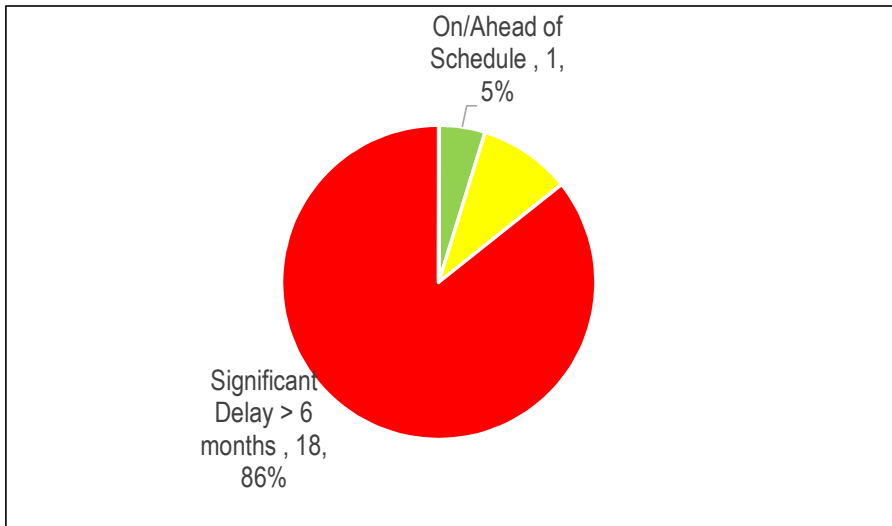
**Chart 1**  
2020 Approved Budget by Category (\$18.78)



**Table 1**  
2020 Active Projects by Category

Health & Safety	
Legislated	
SOGR	2
Service Improvement	18
Growth	1
<b>Total # of Projects</b>	<b>21</b>

**Chart 2**  
Project Status - 21



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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0.89	2.93	13.72		1.23

**Table 2**

Reason for Delay

	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	2	1
RFQ/RFP Delayed	4	
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	2	1
Community Consultation	8	
COVID - 19 Related	1	
Other*	1	
<b>Total # of Projects</b>	<b>18</b>	<b>2</b>

**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<sup>rd</sup> party delays. One is on hold pending site review ; 6 are in the planning stage; 4 are in the process of being tendered; 4 are under construction; and 3 have been substantially completed .
- The TELCCS SOGR project 2020 year-end projected spending reflects underspending attributed to COVID-19 impacts .
- The IT project is on target.

Children's Services (CHS)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		Projected Actuals to Y/E.				Notes	Total Approve d Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>State of Good Repair</b>										
TELCCS SOGR 2019	0.117	0.022	18.8%	0.117	100.0%	Ⓞ	Ⓜ	1	1.285	1.190
TELCCS SOGR 2020	1.226		0.0%		0.0%	Ⓜ	Ⓜ	2	1.226	0.000
<b>Sub-Total</b>	<b>1.343</b>	<b>0.022</b>	<b>1.6%</b>	<b>0.117</b>	<b>8.7%</b>	-	-		<b>2.511</b>	<b>1.190</b>
<b>Service Improvements</b>										
St John the Evangelist Catholic School	1.967		0.0%	0.100	5.1%	Ⓜ	Ⓜ	3	3.900	1.934
Block 31 Child Care Centre	1.546	0.561	36.3%	1.546	100.0%	Ⓞ	Ⓜ	4	4.733	3.739
Bridletown Community Centre	0.350		0.0%	0.000	0.0%	Ⓜ	Ⓜ	5	3.900	0.000
David and Mary Thompson (Centre 7)	0.350		0.0%	0.000	0.0%	Ⓜ	Ⓜ	5	5.000	0.000
Western North York Child Care	0.312		0.0%	0.020	6.4%	Ⓜ	Ⓜ	6	5.000	0.038
North East Scarborough Centre	0.343		0.0%	0.343	100.0%	Ⓞ	Ⓜ	6	5.000	0.018
Stanley Public School	1.000		0.0%	1.000	100.0%	Ⓞ	Ⓜ	7	3.900	0.203
St. Barnabas Catholic School	0.850		0.0%	0.250	29.4%	Ⓜ	Ⓜ	8	3.500	0.177
St Bartholome Catholic School	0.750		0.0%	0.750	100.0%	Ⓞ	Ⓜ	9	3.800	0.117
St. Roch Catholic School	0.715		0.0%	0.250	35.0%	Ⓜ	Ⓜ	10	4.000	0.129
TCH Lawrence Ave Site	1.386	0.852	61.5%	1.386	100.0%	Ⓞ	Ⓜ	7	5.353	4.820
TCH Needle Firway	0.100		0.0%	0.000	0.0%	Ⓜ	Ⓜ	11	3.900	0.075
Mount Dennis Child Care Centre	5.000	1.037	20.7%	2.500	50.0%	Ⓜ	Ⓜ	12	19.830	4.114
Wallace Emerson Child Care Centre	0.259		0.0%	0.259	100.0%	Ⓞ	Ⓜ	13	5.000	0.000
Bendale Child Care Centre	0.462		0.0%	0.462	100.0%	Ⓞ	Ⓜ	14	3.425	3.040
Anishnabe Child Care Centre	0.500		0.0%	0.100	20.0%	Ⓜ	Ⓜ	6	7.809	0.000
Gilder Child Care Centre (Centre 11)	0.600		0.0%	0.600	100.0%	Ⓞ	Ⓜ	7	3.900	1.979
Bayside Child Care	0.050		0.0%	0.050	100.0%	Ⓞ	Ⓜ	15	0.700	0.000
<b>Sub-Total</b>	<b>16.540</b>	<b>2.450</b>	<b>14.8%</b>	<b>9.616</b>	<b>58.1%</b>				<b>92.650</b>	<b>20.383</b>
	<b>18.000</b>									
<b>Growth Related</b>										
TCS Growing Child Care	0.892	0.801	89.8%	0.892	100.0%	Ⓞ	Ⓞ	16	4.764	1.760
<b>Sub-Total</b>	<b>0.892</b>	<b>0.801</b>	<b>17.4%</b>	<b>0.892</b>	<b>100.0%</b>				<b>4.764</b>	<b>1.760</b>
<b>Total</b>	<b>18.775</b>	<b>3.273</b>		<b>10.625</b>					<b>99.925</b>	<b>23.333</b>

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

**Note # 1:**

The 2019 carry forward supports capital upgrades, with 2020 cash flow budget on track to be spent by year end

**Note # 2:**

The 2020 year-end projected spending reflects underspending attributed to COVID-19 impacts

**Note # 3:**

Construction has been completed, with landscaping and final remediation scheduled for completion by year-end; the project will be subsequently underspent, with unused funding returned source to support construction of additional centres as required

**Note # 4**

Project has been substantially completed; centre opened in August, with playground work nearing completion

**Note # 5:**

These projects are in the early planning phase, with third party consultation related to design on-going.

**Note # 6:**

The planning stage of these projects is nearing completion, with cash flow required for architectural design

**Note # 7:**

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

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Construction under way with budget on track to be fully spent by year end; progress payments are being approved by the school board

**Note # 8:**

The RFQ required an increase in the project cost, which has been approved by Council, with the contract awarded; pre-construction meetings have started, with the project completion scheduled in 2022

**Note #9:**

The RFQ required an increase in the project cost, which has been approved by Council; the project is being re-tendered, with project completion scheduled in 2022

**Note # 10:**

Project RFQ required an increase in project cost, which has been approved by Council, with the contract being awarded to the contractor. This project is scheduled for completion in 2022.

**Note # 11:**

Project delayed, pending review review of community needs with the anticipation of adding additional spaces

**Note # 12:**

Construction commenced in July, 2020, with project budgeted to be completed in 2023

**Note # 13:**

Architectural drawing under review, with tender expected in Q4

**Note # 14:**

Construction and playground retrofit are complete, with final billing pending

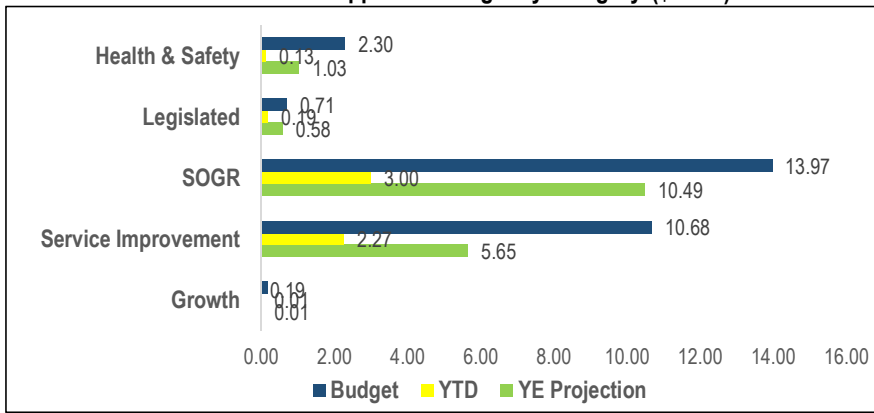
**Note # 15:**

The building permit for this project issued in May, with construction start dependant on co-development with condo unit

**Note # 16:**

Project well under way, with EarlyOn Child and Family Registration pilot recently launched

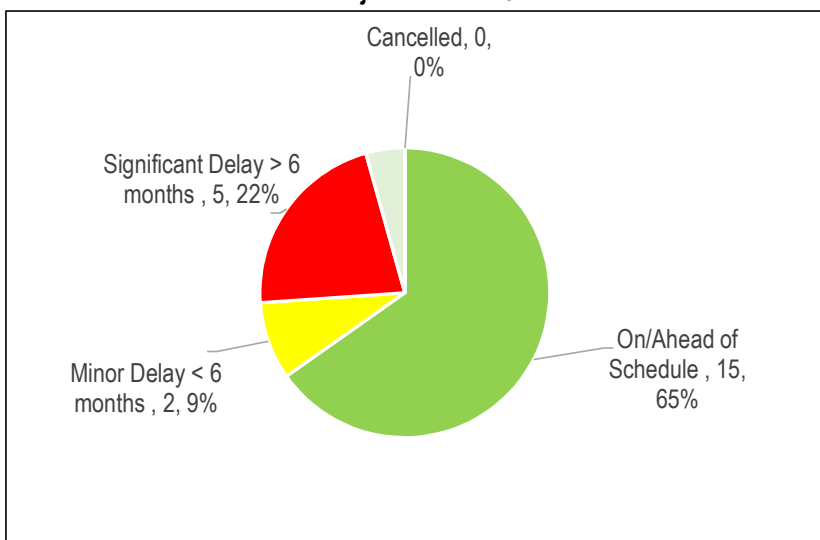
**Chart 1**  
2020 Approved Budget by Category (\$27.85)



**Table 1**  
2020 Active Projects by Category

Health & Safety	2
Legislated	4
SOGR	8
Service Improvement	8
Growth	1
<b>Total # of Projects</b>	<b>23</b>

**Chart 2**  
Project Status - 23



**Table 2**

Reason for Delay	7	
	Significant Delay	Minor Delay
Insufficient Staff Resources	0	0
Procurement Issues	1	0
RFQ/RFP Delayed	0	0
Contractor Issues	0	0
Site Conditions	0	0
Co-ordination with Other Projects	0	0
Community Consultation	0	0
COVID-19 Related	3	2
Other*	1	0
<b>Total # of Projects</b>	<b>5</b>	<b>2</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
19.57	1.02	6.70	0.55	0.00

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

**Key Discussion Points:** (Please provide reason for delay)

Economic Development and Culture spent \$5.592 million or 20.1% of its 2020 Council Approved Capital Budget as of September 30, 2020 and is projecting to spend \$17.768 million or 63.8% by year-end. Due to COVID-19, some capital projects are experiencing delays and will be postponed, resulting in lower than anticipated spend rate for the year. Other reasons for major underspending are discussed below:

- The *Casa Loma Phase 10* project experienced some internal delays as a result of COVID-19, it is anticipated that construction will begin in November.
- The *The Guild Revitalization and Site Work* projects are delayed due to unanticipated site conditions, additional expenses and shut down resulting from COVID-19. The contractor has revised the schedule and the projects are on track for completion by year-end.
- The *Indigenous Centre for Innovation and Entrepreneurship* project is experiencing delays in the construction design, governance development and staff hiring. The project is anticipated to be completed by 2021.
- The *BIA Financed Funding - Toronto Entertainment District* project is delayed due to procurement issues. It is expected that the project will be tendered in late Fall 2020 with construction to begin in April 2021. No spending is anticipated until 2021.

Economic Development and Culture (ECT)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
Major Maintenance	0.059	0.015	25.7%	0.059	100.0%	Ⓞ	Ⓜ		0.466	0.422
Casa Loma Exterior	2.237	0.116	5.2%	0.975	43.6%	Ⓜ	Ⓞ	#1	7.374	2.553
<b>Sub-Total</b>	<b>2.297</b>	<b>0.131</b>	<b>5.7%</b>	<b>1.034</b>	<b>45.0%</b>	-	-		<b>7.840</b>	<b>2.975</b>
<b>Legislated</b>										
Collections Care	0.299	0.131	43.8%	0.275	92.0%	Ⓞ	Ⓜ		0.350	0.182
Cultural Infrastructure Development	0.291	0.004	1.4%	0.214	73.5%	Ⓞ	Ⓞ		3.317	0.304
Major Maintenance	0.054	0.014	25.5%	0.039	72.1%	Ⓞ	Ⓞ		0.129	0.089
Restoration and Preservation of Heritage Elements	0.065	0.040	61.8%	0.055	84.5%	Ⓞ	Ⓜ	#2	0.422	0.397
<b>Sub-Total</b>	<b>0.708</b>	<b>0.189</b>	<b>26.6%</b>	<b>0.582</b>	<b>82.2%</b>	-	-		<b>4.218</b>	<b>0.972</b>
<b>State of Good Repair</b>										
Cultural Infrastructure Development	0.224	0.000	0.0%	0.224	100.0%	Ⓞ	Ⓞ		0.737	0.512
Major Maintenance	2.104	0.748	35.6%	1.867	88.8%	Ⓞ	Ⓞ		6.835	3.629
Refurbishment and Rehabilitation	0.305	0.177	58.2%	0.263	86.5%	Ⓞ	Ⓞ		0.400	0.273
Restoration and Preservation of Heritage Elements	4.937	0.752	15.2%	3.064	62.1%	Ⓜ	Ⓞ	#3	9.389	3.787
BIA Streetscape Master Plan Program	0.038	0.016	42.3%	0.026	68.7%	Ⓜ	Ⓞ		0.260	0.238
BIA Planning Act Revenue	0.955	0.364	38.1%	0.554	58.0%	Ⓜ	Ⓞ		4.406	3.035
BIA Financed Funding	2.778	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓜ	#4	6.033	1.905
BIA Equal Share Funding	2.628	0.941	35.8%	4.492	170.9%	Ⓜ	Ⓞ		9.857	7.761
<b>Sub-Total</b>	<b>13.969</b>	<b>2.999</b>	<b>21.5%</b>	<b>10.491</b>	<b>75.1%</b>	-	-		<b>37.917</b>	<b>21.140</b>
<b>Service Improvements</b>										
Cultural Infrastructure Development	4.594	1.603	34.9%	4.521	98.4%	Ⓞ	Ⓞ		9.630	6.832
Economic Competitiveness Data Management System	0.723	0.213	29.5%	0.470	65.0%	Ⓜ	Ⓜ	#5	1.200	0.691
Indigenous Centre For Innovation And Entrepreneurship	3.614	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓜ	#6	3.614	0.000
Restoration and Preservation of Heritage Elements	0.550	0.216	39.3%	0.260	47.3%	Ⓜ	Ⓞ	#7	0.550	0.000
Service Enhancement	0.234	0.021	9.1%	0.060	25.7%	Ⓜ	Ⓞ	#8	1.890	1.478
BIA Streetscape Master Plan Program	0.117	0.033	27.9%	0.033	27.9%	Ⓜ	Ⓞ	#8	0.200	0.116
Commercial Façade Improvement Program	0.783	0.163	20.8%	0.288	36.8%	Ⓜ	Ⓞ	#9	2.344	1.424
Mural Program	0.070	0.018	25.0%	0.023	32.1%	Ⓜ	Ⓞ		0.100	0.047
<b>Sub-Total</b>	<b>10.684</b>	<b>2.266</b>	<b>21.2%</b>	<b>5.654</b>	<b>52.9%</b>	-	-		<b>19.528</b>	<b>10.587</b>
<b>Growth Related</b>										
Cultural Infrastructure Development	0.187	0.007	3.7%	0.007	3.7%	Ⓜ	Ⓜ	#8	1.076	0.714
<b>Sub-Total</b>	<b>0.187</b>	<b>0.007</b>	<b>3.7%</b>	<b>0.007</b>	<b>3.7%</b>	-	-		<b>1.076</b>	<b>0.714</b>
<b>Total</b>	<b>27.845</b>	<b>5.592</b>	<b>20.1%</b>	<b>17.768</b>	<b>63.8%</b>				<b>70.579</b>	<b>36.388</b>

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

**Note # 1:**

The Casa Loma Restoration project experienced internal delays due to COVID-19 and the project requires extensive approvals from Forestry, Ravines and Natural Features, as well as Transportation Services. The construction project was tendered in Q2 2020 and the contract was awarded in September. Construction will be delayed until November 1 at tenant's request. It is anticipated that 43% of the 2020 cash flow will be spent.

**Note # 2:**

The Goulding Massey Estate AODA project is experiencing delays due to procurement issues.

**Note # 3:**

Cash flow funding for the Windfields Estate Restoration project has been accelerated from 2021 to 2020 to address the urgent active roof leaking. The contract to replace half the roof was awarded in June 2020 and it is anticipated 100% of the cash flow will be spent by year-end as the construction is completed. Other projects are projected to be underspent as a result of COVID-19.

**Note # 4:**

The BIA Financed Funding Chinatown project was completed but The BIA Financed Funding - Toronto Entertainment District project is projected to be underspent primarily due to COVID-19 implications. The tender process will take place in late fall 2020 and construction is anticipated to begin in April 2021.

**Note # 5:**

The Digital Service Delivery project is delayed due to limited business resources as a result of COVID-19.

**Note # 6:**

The Indigenous Centre for Innovation and Entrepreneurship project is experiencing delays due to changes in construction timelines and delay in hiring of a new project manager as a result of

**Note # 7:**

The Toronto Sign project experienced delays due to COVID-19 shutdown of non-essential business, impacted supply chain for material. The project was completed in September 2020.

**Note # 8:**

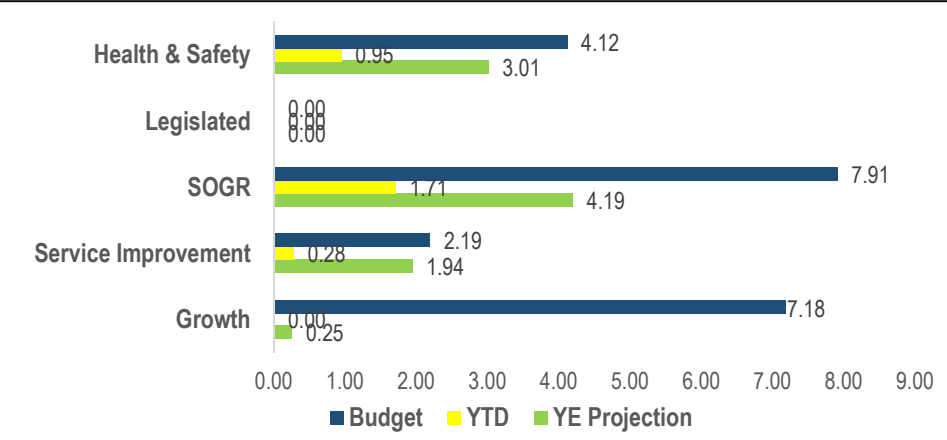
The projected underspending of these projects are attributed to COVID-19 implications.

**Note # 9:**

Due to COVID-19, the project is experiencing delays due to supply chain issues and application drop-outs and extension requests into 2021.

Seniors Services and Long-Term Care (HOM)

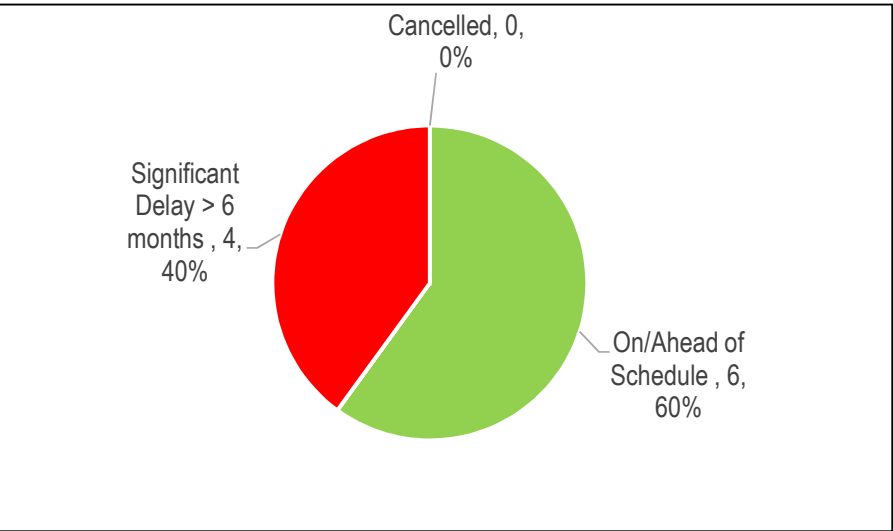
**Chart 1**  
2020 Approved Budget by Category (\$21.39)



**Table 1**  
2020 Active Projects by Category

Health & Safety	4
Legislated	
SOGR	3
Service Improvement	2
Growth	1
<b>Total # of Projects</b>	<b>10</b>

**Chart 2**  
Project Status - 10



**Table 2**

Reason for Delay	4	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
COVID-19 Related	4	
Other*		
<b>Total # of Projects</b>	<b>4</b>	

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
8.42		12.97		

**Key Discussion Points:**

- Due to the nature of SSLTC operations some projects have been delayed as a result of COVID-19. Plans for SOGR and H&S projects to conduct repairs/maintenance inside of the 10 LTC homes have been delayed or deferred and will resume pending further direction on public health guidelines. Project and staffing resources are currently being adjusted to enable the division to complete the work safely and to adhere to provincial directives. The procurement process planned for the *Carefree Lodge Redevelopment* project will be delayed as a result of resources temporarily being deferred to COVID-19 related activities. The *Kronos Feasibility Study*, led corporately by I&T, has been temporarily suspended as a result of COVID-19.



Seniors Services and Long-Term Care (HOM)

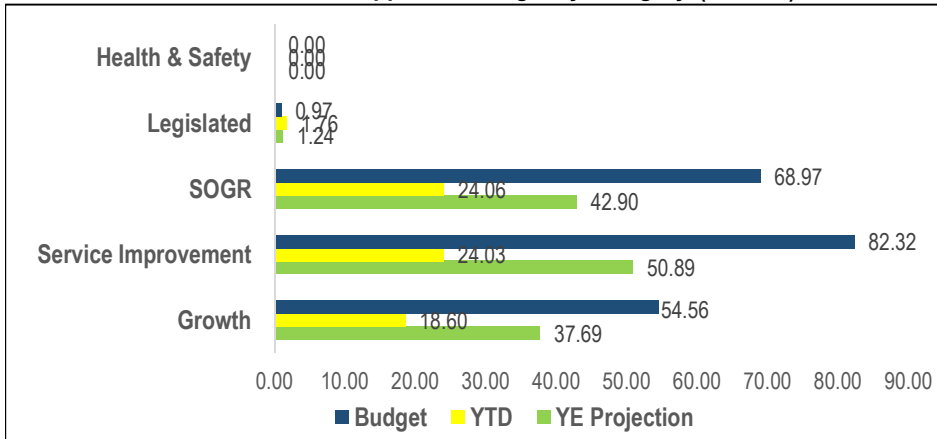
Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
Electrical - Life Safety Systems	0.920	0.422	45.9%	0.920	100.0%	Ⓞ	Ⓞ		3.950	3.299
Mechanical - HVAC	1.657	0.283	17.1%	1.511	91.2%	Ⓞ	Ⓞ		8.795	5.589
Specialty Systems & Elevator	0.300	0.243	80.9%	0.300	100.0%	Ⓞ	Ⓞ		2.780	2.653
Building Health & Safety - 2020	1.238	0.000	0.0%	0.278	22.4%	Ⓡ	Ⓡ	#1	1.625	0.000
<b>Sub-Total</b>	<b>4.115</b>	<b>0.949</b>	<b>23.0%</b>	<b>3.008</b>	<b>73.1%</b>	-	-		<b>17.150</b>	<b>11.541</b>
<b>Legislated</b>										
Kipling Acres - Redevelopment	0.000	0.000		0.000					4.500	4.330
Kipling Acres - Phase 3	0.000	0.001		0.000					47.500	45.310
<b>Sub-Total</b>	<b>0.000</b>	<b>0.001</b>		<b>0.000</b>		-	-		<b>52.000</b>	<b>49.640</b>
<b>State of Good Repair</b>										
Building Upgrades	2.804	1.522	54.3%	2.804	100.0%	Ⓞ	Ⓞ		13.445	12.638
Specialty Systems	0.799	0.186	23.3%	0.799	100.0%	Ⓞ	Ⓞ		1.635	1.022
Building SOGR - 2020	4.306	0.000	0.0%	0.592	13.7%	Ⓡ	Ⓡ	#1	7.065	0.000
<b>Sub-Total</b>	<b>7.909</b>	<b>1.708</b>	<b>21.6%</b>	<b>4.195</b>	<b>53.0%</b>	-	-		<b>22.145</b>	<b>13.660</b>
<b>Service Improvements</b>										
Electronic Health Care System	1.940	0.276	14.2%	1.940	100.0%	Ⓞ	Ⓞ		3.152	1.488
Kronos Feasibility Study	0.250	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	0.250	0.000
<b>Sub-Total</b>	<b>2.190</b>	<b>0.276</b>	<b>12.6%</b>	<b>1.940</b>	<b>88.6%</b>	-	-		<b>3.402</b>	<b>1.488</b>
<b>Growth Related</b>										
Carefree Lodge Redevelopment	7.175	0.000	0.0%	0.250	3.5%	Ⓡ	Ⓡ	#1	175.970	0.000
<b>Sub-Total</b>	<b>7.175</b>	<b>0.000</b>	<b>0.0%</b>	<b>0.250</b>	<b>3.5%</b>	-	-		<b>175.970</b>	<b>0.000</b>
<b>Total</b>	<b>21.389</b>	<b>2.935</b>		<b>9.393</b>					<b>270.667</b>	<b>76.329</b>

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

**Note # 1:**

Due to the nature of SSLTC operations some projects have been delayed as a result of COVID-19. Plans for SOGR and H&S projects to conduct repairs/maintenance inside of the 10 LTC homes have been delayed or deferred and will resume pending further direction on public health guidelines. Project and staffing resources are currently being adjusted to enable the division to complete the work safely and to adhere to provincial directives. The procurement process planned for the *Carefree Lodge Redevelopment* project will be delayed as a result of resources temporarily being deferred to COVID-19 related activities. The *Kronos Feasibility Study*, led corporately by I&T, has been temporarily suspended as a result of COVID-19.

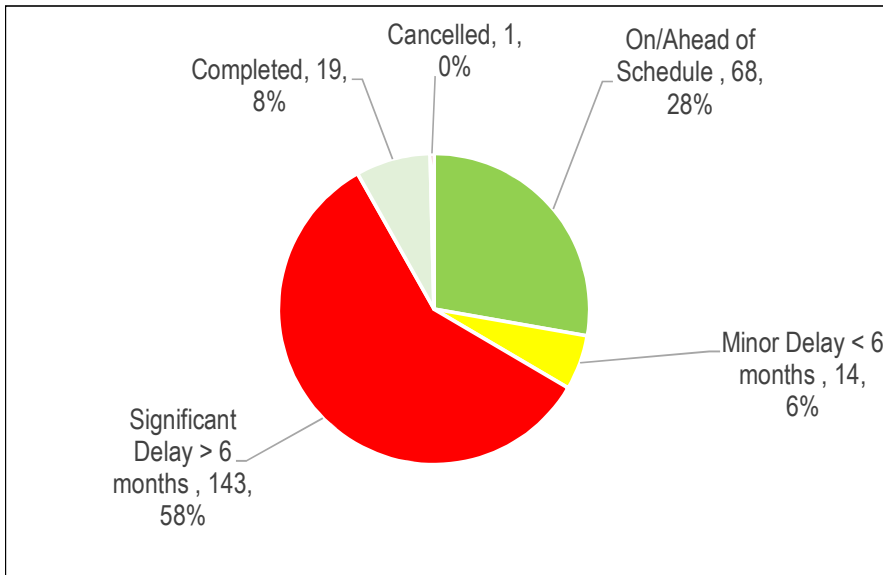
**Chart 1**  
2020 Approved Budget by Category (\$206.81)



**Table 1**  
2020 Active Projects by Category

Health & Safety	
Legislated	2
SOGR	41
Service Improvement	173
Growth	29
<b>Total # of Projects</b>	<b>245</b>

**Chart 2**  
Project Status - 245



**Table 2**

Reason for Delay	157	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	2	
RFQ/RFP Delayed	4	1
Contractor Issues	3	
Site Conditions	9	
Co-ordination with Other Projects	53	3
Community Consultation	8	2
COVID-19 Related	24	2
Other*	40	6
<b>Total # of Projects</b>	<b>143</b>	<b>14</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
67.642	4.028	134.173	0.971	

**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;
- Incomplete or changing in legislation requirements
- Final designs of various projects may not be complete.

**Key Discussion Points:**

- Parks, Forestry and Recreation is currently projecting a 2020 year-end spend of \$132.718 million, or 64.2% of its 2020 Approved Capital Budget of \$206.814 million.
- The projected lower spend is primarily the result of a reduction of \$35.166 million due to COVID-19 impacts that are reflected in the projected spending for the year.

## Parks, Forestry & Recreation (PKS)

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

- There are four ways COVID-19 has caused delays to projects:
  - ❑ Provincial Orders at the start of the pandemic caused confusion around what was deemed an essential service which led to some construction sites temporarily shutting down.
  - ❑ Contractors had to implement new health and safety measures and modify how they perform work. This impact is ongoing and reduces construction efficiency.
  - ❑ The availability of construction materials and production in the manufacturing industry have been and continue to be negatively impacted.
  - ❑ Community engagement for various projects was not permitted corporately at the beginning of the pandemic. Once community engagement was permitted, staff have transitioned to new virtual tools in order to proceed with engagement. Community engagement is vital to the design process.
- As of September 30, 2020, Parks, Forestry and Recreation has 68 projects currently on-track (\$67.642million) and 19 completed projects. These projects have been completed slightly under budget (\$19.251 million out of total budget of \$19.702 million)
- 157 projects (\$138.201 million) are currently experiencing delays primarily due to COVID19, RFP/RFQ processes, community engagement and consultation for park development and community centre projects, coordination and interdependencies with other projects, site conditions, and other reasons mentioned above.

Parks, Forestry & Recreation (PKS)

Projects by Category (Millions)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Legislated</b>										
LAND ACQUISITION	0.968	1.759	181.7%	1.237	127.8%	Ⓡ	Ⓢ	#13	6.277	5.063
<b>Sub-Total</b>	<b>0.968</b>	<b>1.759</b>	<b>181.7%</b>	<b>1.237</b>	<b>127.8%</b>	-	-		<b>6.277</b>	<b>5.063</b>
<b>State of Good Repair</b>										
ARENA	8.079	2.466	30.5%	4.351	53.9%	Ⓢ	Ⓡ	#1	59.720	34.853
COMMUNITY CENTRES	10.275	5.025	48.9%	6.000	58.4%	Ⓢ	Ⓡ	#2	73.098	43.679
ENVIRONMENTAL INITIATIVES	2.796	0.956	34.2%	1.490	53.3%	Ⓢ	Ⓡ	#3	10.500	7.843
OUTDOOR RECREATION CENTRE	1.824	0.753	41.3%	0.863	47.3%	Ⓡ	Ⓡ	#4	8.834	5.672
PARK DEVELOPMENT	5.508	0.114	2.1%	1.086	19.7%	Ⓡ	Ⓢ	#5	12.864	7.936
PARKING LOTS & TENNIS COURTS	1.669	0.672	40.2%	1.108	66.4%	Ⓢ	Ⓢ	#6	8.082	4.772
PLAYGROUNDS/WATERPLAY	2.609	0.501	19.2%	2.109	80.8%	Ⓢ	Ⓡ	#7	9.004	4.271
POOL	5.320	2.033	38.2%	3.702	69.6%	Ⓢ	Ⓢ	#11	26.379	8.541
SPECIAL FACILITIES	19.867	5.927	29.8%	15.832	79.7%	Ⓢ	Ⓡ	#12	65.311	26.485
FACILITY COMPONENTS	6.616	1.802	27.2%	2.331	35.2%	Ⓡ	Ⓢ	#8	20.544	15.417
TRAILS & PATHWAYS	4.405	3.814	86.6%	4.024	91.4%	Ⓢ	Ⓡ	#9	22.491	16.299
<b>Sub-Total</b>	<b>68.968</b>	<b>24.063</b>	<b>34.9%</b>	<b>42.897</b>	<b>62.2%</b>	-	-		<b>316.826</b>	<b>175.770</b>
<b>Service Improvements</b>										
ARENA	0.812	0.262	32.3%	0.267	32.9%	Ⓡ	Ⓡ	#1	13.775	7.022
COMMUNITY CENTRES	2.553	0.606	23.7%	2.315	90.7%	Ⓢ	Ⓡ	#2	17.011	6.027
ENVIRONMENTAL INITIATIVES	1.819	0.524	28.8%	1.707	93.9%	Ⓢ	Ⓡ	#3	15.110	10.262
INFORMATION TECHNOLOGY	15.557	3.964	25.5%	6.543	42.1%	Ⓡ	Ⓡ	#10	62.736	27.918
OUTDOOR RECREATION CENTRE	7.151	3.974	55.6%	5.446	76.2%	Ⓢ	Ⓡ	#4	28.144	11.829
PARK DEVELOPMENT	31.864	5.139	16.1%	18.592	58.3%	Ⓢ	Ⓡ	#5	193.184	78.832
PARKING LOTS & TENNIS COURTS	0.000	0.000		0.000					1.461	1.367
PLAYGROUNDS/WATERPLAY	7.644	3.517	46.0%	6.843	89.5%	Ⓢ	Ⓡ	#7	31.874	23.948
POOL	3.957	2.445	61.8%	3.343	84.5%	Ⓢ	Ⓡ	#11	21.475	19.152
SPECIAL FACILITIES	8.116	1.639	20.2%	2.369	29.2%	Ⓡ	Ⓡ	#12	36.693	8.834
FACILITY COMPONENTS	1.649	1.048	63.5%	1.564	94.8%	Ⓢ	Ⓢ		10.661	4.440
TRAILS & PATHWAYS	1.192	0.910	76.3%	1.904	159.7%	Ⓡ	Ⓡ	#9	16.837	6.863
<b>Sub-Total</b>	<b>82.316</b>	<b>24.028</b>	<b>29.2%</b>	<b>50.894</b>	<b>61.8%</b>	-	-		<b>448.961</b>	<b>206.495</b>
<b>Growth Related</b>										
COMMUNITY CENTRES	38.654	17.804	46.1%	32.853	85.0%	Ⓢ	Ⓡ	#2	396.289	157.725
LAND ACQUISITION	13.814	0.453	3.3%	3.519	25.5%	Ⓡ	Ⓢ	#13	236.294	14.275
OUTDOOR RECREATION CENTRE	0.000	0.000		0.000					0.400	0.077
PARK DEVELOPMENT	2.094	0.347	16.6%	1.319	63.0%	Ⓢ	Ⓡ	#5	19.561	1.584
<b>Sub-Total</b>	<b>54.562</b>	<b>18.604</b>	<b>34.1%</b>	<b>37.691</b>	<b>69.1%</b>	-	-		<b>652.545</b>	<b>173.662</b>
<b>Total</b>	<b>206.814</b>	<b>68.454</b>	<b>33.1%</b>	<b>132.718</b>	<b>64.2%</b>				<b>1,424.609</b>	<b>560.990</b>

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

**Note # 1:**

**Arena:** under-spending of \$4.273 M is anticipated, including \$3.728 M for the CAMP SOGR Arenas project due to 2019 year-end adjustments and potential reductions to the 2020 Plan as a result of COVID-19; and \$0.500 M for the Don Mills Civitan Facility Design as a result of delays in issuing the Request for Proposal as the City is still awaiting the site.

**Note # 2:**

**Community Centres (CC):** under-spending of \$10.315 M is anticipated, \$4.275 M for the CAMP State of Good Repair Community Centres project due to potential reductions to the 2020 Plan as a result of COVID-19; \$3.236 M for the Bessarion Facility due to delays in construction due to COVID-19 and cost-sharing of cash flow; \$1.567 M for the 40 Wabash Parkdale New CC Design and \$0.253 M for the Western North York New CC Design, both due to delays in Community Consultation/Engagement due to COVID-19; and \$0.746 M for outstanding work at York Community Centre that is delayed due to ongoing contractor issues.

**Note # 3:**

**Environmental Initiatives:** under-spending of \$1.418 M is expected, \$1.306 M for the City Wide Environmental Initiatives project due to potential reductions to the 2020 Plan as a result of COVID-19; and \$0.189 M for Phase 2 of Wilket Creek Park due to RFP/RFQ delays for the design of Reach 3.

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

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### **Note # 4:**

**Outdoor Recreation Centre (ORC):** under-spending of \$2.666 M is expected, \$1.275 M for the Dufferin Grove AIR Building due to the impact of COVID-19 on the process for reviewing drawings for submission to City Planning to obtain a building permit; \$1.000 M for the Sports Field Program due to potential reductions to the 2020 Plan as a result of COVID-19; and \$0.200 M for the York Stadium Turf Improvements as the City is awaiting funds and an agreement with the Toronto Catholic District School Board (TCDSB).

### **Note # 5:**

**Park Development:** under-spending of \$18.469 M is projected, including \$4.422 M for Parks Rehabilitation and \$1.508 M for Parks Plan due to potential reductions to the 2020 Plan as a result of COVID-19; \$1.122 M as a result of RFP/RFQ delays (\$0.555 M for St. Andrew Playground Improvements, \$0.500 M for David Crombie Park Revitalization, \$0.067 M for Osler Park Improvements); \$2.407 M for delays in Community Consultation/Engagement (\$0.960 M for Corktown Parks, \$0.731 M for the Former Ward 26 Park Improvements, \$0.200 M for Toronto Island Park Implementation); \$3.789 M for Co-ordination with Other Projects (\$0.540 M for Moorevale Park Improvements and \$0.685 M for Lawrence Heights projects, including Baycrest, Greenway and Local Neighbourhood); and over \$5.200 M for various park development projects at risk for not being fully spent by the end of 2020 due to design work spanning over multiple years, other Divisions or partners leading the projects, regulatory approvals or agreements, and delivery of base parks/sites.

### **Note # 6:**

**Parking Lot and Tennis Courts:** under-spending of \$0.561 M is expected for various Parking Lot, Tennis Courts and Sports Pad State of Good Repair projects due to potential reductions to the 2020 Plan as a result of COVID-19.

### **Note # 7:**

**Playground and Water play:** under-spending of \$1.293 M is anticipated, including \$0.500 M for CAMP State of Good Repair of Water plays (Wading Pools) as a result of potential reductions to the 2020 Plan due to COVID-19; and \$0.359 M for the Play Equipment Program FY2019-2020 project due to community engagement and the co-ordination of various playground projects.

### **Note # 8:**

**Facility Components:** under-spending of \$4.370 M is projected, including \$4.013 M for Facility Rehabilitation and \$0.057 M for Accessibility projects due to potential reductions to the 2020 Plan as a result of COVID-19; and \$0.272 M for Capital Asset Management Planning due to the coordination of various projects.

### **Note # 9:**

**Trail & Pathways:** \$5.929 M or 105.9% of spending is projected, including over expenditures of \$0.852 M for the Upper Highland Creek Trail. Funds will be requested to be advanced to 2020 for this project through a separate staff report in November. This will further be offset by under-spending in the following: \$0.381 M for various Trails & Pathways and Bridge CAMP State of Good Repair projects as a result of potential reductions to the 2020 Plan due to COVID-19; and \$0.100 M for the Bridge to Mississauga via Etobicoke Valley Park project which is being managed by Toronto Region and Conservation Authority (TRCA), and currently put on hold by the City of Mississauga pending further community consultation and easement agreements.

### **Note # 10:**

**Information Technology (IT):** under-spending of \$9.014 M is anticipated due to potential reductions to the 2020 Plan as a result of COVID-19 and delays in hiring, including \$5.359 M for Registration, Permitting & Licensing (CLASS), \$3.545 M for the Enterprise Work Management System, and \$0.110 M for Modernization Roadmap.

### **Note # 11:**

**Pool:** under-spending of \$2.232 M is expected, \$0.614 M for the design of the Davisville Community Pool due to coordination with the Toronto District School Board (TDSB) who are delivering a new school on the same site; and \$1.618 M for the CAMP SOGR Pools project due to 2019 year-end adjustments and potential reductions to the 2020 Plan as a result of COVID-19.

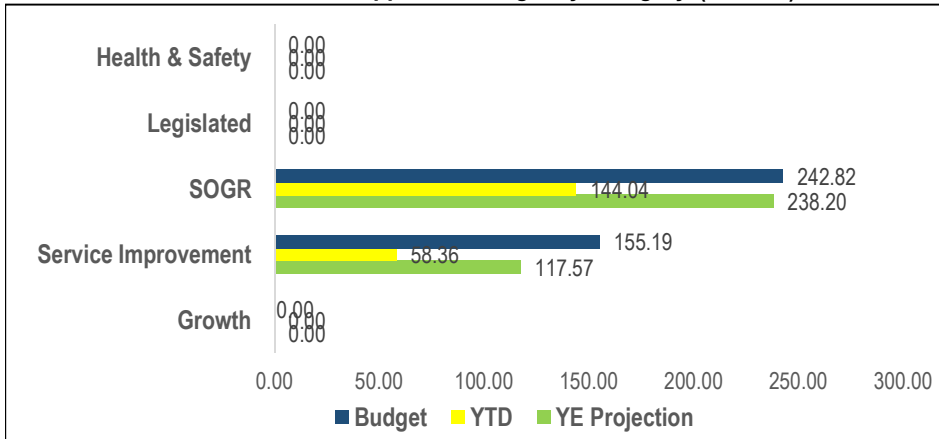
### **Note # 12:**

**Special Facilities:** under-spending of \$9.782 M is projected, \$3.349 M for the Ferry Boat Replacement #1 due to RFP/RFQ delays; \$1.000 M for the CAMP SOGR Harbourfront, Marine, Fountains & Seawalls, \$0.462 M for the CAMP SOGR Special Facilities Buildings and Structures, \$0.175 M for the Golf Courses Rehabilitation projects as a result of potential reductions to the 2020 Plan due to COVID-19; and \$1.974 M for the Allan Gardens Washroom Building due to site conditions.

### **Note # 13:**

**Land Acquisition:** under-spending of \$10.027 M is anticipated, with \$0.796 M for the resolution of an outstanding legal claim related to Edithvale Park; \$9.500 M for Parkland Acquisition due to the timing and protracted process of acquiring land; \$0.332 M due to the timing of remediation of the 100 Ranleigh Park site as a result of legislation from the Ministry of the Environment, Conservation and Parks (MECP) that has changed the previous requirement for a Record of Site Condition; and \$0.600 M in over expenditures for the Grand Manitoba (Mystic Point) Remediation which is being done in coordination with the phase 1 park construction, funds will be advanced to 2020 for this project in the November amendment report.

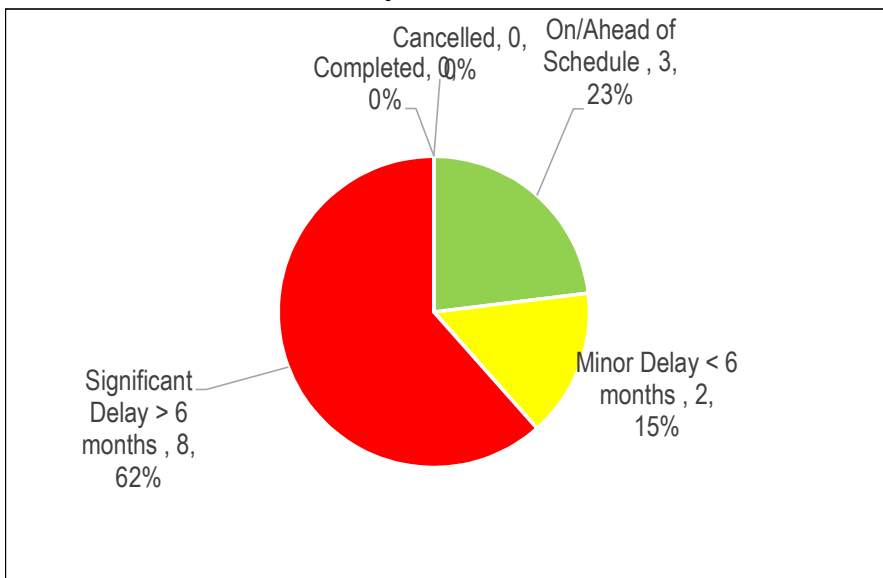
**Chart 1**  
2020 Approved Budget by Category (\$398.01)



**Table 1**  
2020 Active Projects by Category

Health & Safety	
Legislated	
SOGR	3
Service Improvement	10
Growth	
<b>Total # of Projects</b>	<b>13</b>

**Chart 2**  
Project Status - 13



**Table 2**

Reason for Delay	6	
	Significant Delay	Minor Delay
Insufficient Staff Resources	1	
Procurement Issues	2	1
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		1
Co-ordination with Other Projects		
Community Consultation		
COVID-19 Related		
Other*	1	
<b>Total # of Projects</b>	<b>4</b>	<b>2</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
201.02	29.02	167.97		

**Key Discussion Points:**

- **George Street Revitalization (GSR):** 'Renovation of 354 George Street is currently on hold as the site is being used as a COVID-19 response site. As well, renovation of 2299 Dundas Street is also delayed due to a pending appeal of a Committee of Adjustment decision which would require a Toronto Local Appeal Body (TLAB) hearing. However, TLAB hearings have been delayed indefinitely due to the COVID-19 pandemic. The completion of the Project Specific Output Specifications (PSOS) which will inform the RFQ / RFP process for GSR Phase 3 is also delayed due to the COVID-19 pandemic. Spending will accelerate in rest of 2020 as resulting of ongoing 2020 construction work at 705 Progress which is planned for completion by the end of 2020.
- **1,000 New Shelter Beds:** 'Project has been delayed because of complexities experienced in the acquisition and renovation of sites. Site development is sometimes dependent on the completion of another or in partnership with another City division which have contributed to project delays. As well, there is a pending appeal of a Committee of Adjustment decision for one of the sites which requires a TLAB hearing before the project can proceed. However, TLAB hearings have been indefinitely suspended due to the COVID-19 pandemic. Spending will accelerate in the rest of 2020 as result of a property acquisition of approximately \$14M which is in the final stages of completion. As well, construction work has resumed on 4 sites, contractor billings will therefore result in a significant increase in spending for the rest of 2020.

## Shelter, Support & Housing Administration (SHL)

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

- **SOGR** : SSHA has had to reprioritize critical work due to the COVID 19 pandemic to prevent further disruption to shelter clients during the COVID-19 response. Non-critical projects and uncommitted funds have been deferred to 2021. The 2020 year-end projected spending reflects underspending attributed to COVID-19 impacts.
- **625 Church Street - Mordernization**: Spending delays due to backlog at PMMD due to COVID-19. In addition to site conditions, project requirements are being amended to account for new physical distancing requirements and standards for office space. These standards are currently under review and will significantly delay the completion of the project earlier planned for Q2-2021.
- **TCHC SOGR and Revitalization**: Based on current forecasts, TCHC will require the full funding of \$160.000 million for City funded SOGR and \$34.321 million for Revitalization Development. In addition, projects funded through the Provincial Social Housing Apartment Improvement Program (SHAIP) program have a total allocation of \$76.112 million, which is forecasted to be 99.2% spent by year-end.

Shelter, Support & Housing Administration (SHL)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>State of Good Repair</b>										
Cap Repairs/Repl-City Operated Hostels and Lease Buildings	6.703	0.120	1.8%	2.721	40.6%	Ⓜ	Ⓞ		6.658	0.120
TCHC SOGR - City Funded	160.000	110.000	68.8%	160.000	100.0%	Ⓞ	Ⓞ	#10	160.000	110.000
TCHC SOGR - SHAIIP Funded	76.112	33.919	44.6%	75.482	99.2%	Ⓞ	Ⓜ	#10	133.111	33.919
<b>Sub-Total</b>	<b>242.815</b>	<b>144.038</b>	<b>59.3%</b>	<b>238.204</b>	<b>98.1%</b>	-	-		<b>299.769</b>	<b>144.038</b>
<b>Service Improvements</b>										
Shelter Land Acquisition 63 & 65 Homewood Avenue	7.279	6.692	91.9%	7.060	97.0%	Ⓞ	Ⓜ	#1	7.800	7.431
George Street Revitalization (GSR)	36.154	11.292	31.2%	19.377	53.6%	Ⓜ	Ⓜ	#2	598.128	56.544
Choice Based Housing Access System	5.082	1.448	28.5%	2.714	53.4%	Ⓜ	Ⓜ	#3	6.970	3.088
Addition of 1,000 New Shelter Beds 9 Huntley Street	41.851	12.843	30.7%	31.851	76.1%	Ⓞ	Ⓜ	#4	166.208	47.083
Central Intake Call Centre	0.105	0.000	0.0%	0.105	100.0%	Ⓞ	Ⓜ	#5	0.718	0.613
AODA	1.240	0.201	16.2%	0.280	22.6%	Ⓜ	Ⓜ	#6	1.736	0.531
Modular Supportive Homes Project - Phase 1	2.491	0.318	12.8%	1.364	54.7%	Ⓜ	Ⓜ	#7	7.947	0.677
625 Church Street - Mordernization	21.739	0.361	1.7%	18.500	85.1%	Ⓞ	Ⓜ	#8	48.339	0.361
TCHC Revitalization	4.931	0.201	4.1%	2.000	40.6%	Ⓜ	Ⓜ	#9	4.931	0.201
TCHC Building Capital Repair	34.321	25.000	72.8%	34.321	100.0%	Ⓞ	Ⓞ	#10	79.183	25.000
<b>Sub-Total</b>	<b>155.194</b>	<b>58.355</b>	<b>37.6%</b>	<b>117.571</b>	<b>75.8%</b>	-	-		<b>921.959</b>	<b>141.529</b>
<b>Total</b>	<b>398.009</b>	<b>202.394</b>	<b>50.9%</b>	<b>355.775</b>	<b>89.4%</b>				<b>1,221.729</b>	<b>285.567</b>

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

**Note # 1:**

Project closed in July as planned. However, parking spaces are in the process of being procured for the premises, the purchase of which will be completed early in 2021.

**Note # 2:**

Renovation of 354 George Street is currently on hold as the site is being used as a COVID-19 response site. As well, renovation of 2299 Dundas Street is also delayed due to a pending appeal of a Committee of Adjustment decision which would require a Toronto Local Appeal Body (TLAB) hearing. However, TLAB hearings have been delayed indefinitely due to the COVID-19 pandemic. The completion of the Project Specific Output Specifications (PSOS) which will inform the RFQ / RFP process for GSR Phase 3 is also delayed due to the COVID-19 pandemic. Spending will increase in Q4 - 2020 as a result of ongoing 2020 construction work at 705 Progress site which is planned for completion by the end of 2020.

**Note # 3:**

Project RFP process was delayed for 3 months due to COVID-19. The project team has now been reinstated and work has resumed. The project is on track for completion in Q2-2021.

**Note # 4:**

Project has been delayed because of complexities experienced in the acquisition and renovation of sites. As well, there is a pending appeal of a Committee of Adjustment decision for one of the sites which requires a TLAB hearing before the project can proceed. However, TLAB hearings have been indefinitely suspended due to the COVID-19 pandemic. Spending will accelerate in Q4 - 2020 with a property acquisition of approximately \$14M which is in the final stages of completion. As well, construction work has resumed on 4 sites, contractor billings will therefore result in a significant increase in spending for the rest of 2020.

**Note # 5:**

The 2020 budget for this project is for additional renovation work at FIFE house. Project close and payment is expected by December 2020.

**Note # 6:**

Project is delayed due to technical issues experienced during implementation. As well, staff resources for this project also had to be reassigned to support the City's COVID-19 response. Project work remains on pause until further notice.

**Note # 7:**

Project delayed due to the redeployment of assigned staff to support the City's COVID-19 response. However, elevator modernisation at 674 Dundas St W is on track for completion in 2020, with the remaining work scheduled for completion in 2021.



## Shelter, Support & Housing Administration (SHL)

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### Note # 8:

Project start was delayed to allow time for public engagement. Two sites have so far been acquired and approved for the development of 100 units in Phase 1 of the project. Construction has commenced on one site and expected to commence on the second site in Q4-2020. Accordingly, the year-end projected spend has been reduced to \$18.5M with the balance to be carried forward and paid to the contractor early in 2021.

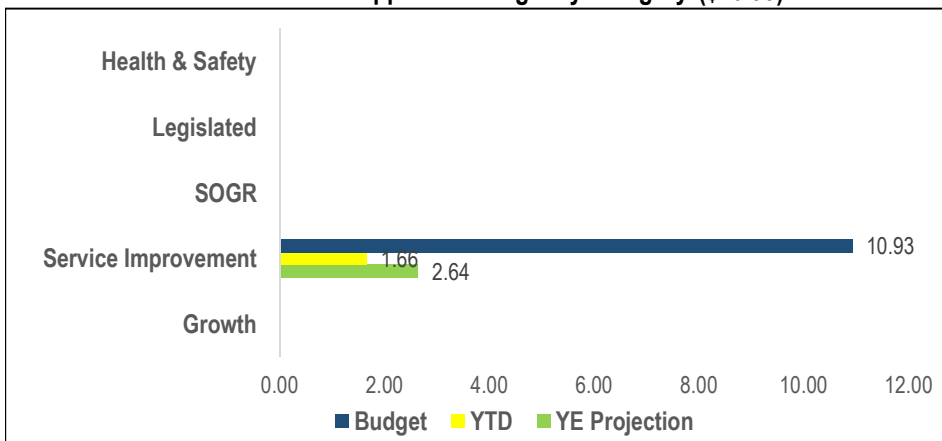
### Note # 9:

Spending delays due to backlog at PMMD due to COVID-19. In addition to site conditions, project requirements are being amended to account for new physical distancing requirements and standards for office space. These standards are currently under review and will significantly delay the completion of the project which was earlier planned for Q2-2021.

### Note # 10:

YTD expenditures in the table above reflect the amount of funding that has been reviewed and paid to TCHC by SSHA and does not reflect the actual spending completed by TCHC. TCHC is projecting to spend 100% of the \$34.321 million revitalization budget included in the City's 2020 Approved Capital Plan. From the \$160 million in City funding and \$76.112 million in SHAIP funding budgeted for TCHC's SOGR backlog as part of the City's 2020 Approved Capital Plan, TCHC is projecting to spend 100% of the City funding and 99.2% of the SHAIP funding in 2020.

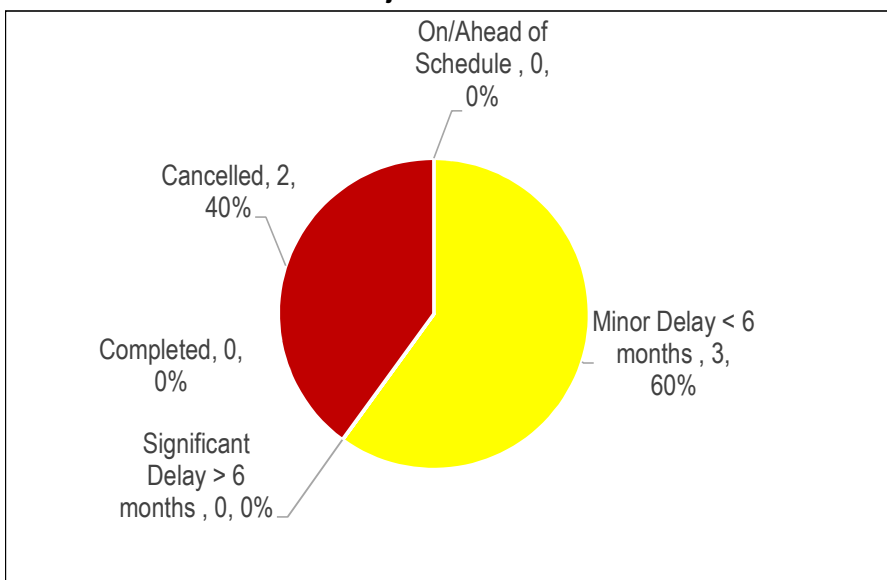
**Chart 1**  
2020 Approved Budget by Category (\$10.93)



**Table 1**  
2020 Active Projects by Category

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

**Chart 2**  
Project Status - 5



**Table 2**

Reason for Delay	3	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		1
Site Conditions		
Co-ordination with Other Projects		
COVID-19 Related		2
Community Consultation		
Other*		
<b>Total # of Projects</b>		<b>3</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
	7.40			3.53

**Key Discussion Points:**

- The Human Services Integration Phase 2 project is facing delays due to COVID-19 and a delay in the purchase of the software for the Application and Support Centre (ASC). The project priorities of divisional stakeholders have shifted to address the effects of the pandemic and deliverables are back on track as of Q3 of 2020. Software options for the ASC continue to be reviewed with purchase expected by the end of Q4 2021.
- The Dufferin Mall Leasehold Improvement project is facing delays due to COVID-19. Council approved the new lease at Dufferin Mall in Q3 of 2020. The retrofit of the space has been pushed into 2021.
- The Yonge St. Leasehold Improvement project is cancelled as a result of cancelling the move of the Lesmill office to Yonge St. TESS is working with CREM to pursue the availability of space at the North York Civic Centre.
- The Beaches Renovation project was cancelled due to the location being redeveloped as part of the Housing Now Initiative.
- The Wellesley Place Renovation project construction is complete. Settlement with the contractor has been reached and final expenditures are expected to be paid by the end of Q4 2020.

Toronto Employment & Social Services (SOC)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Service Improvements</b>										
HSI Project - Phase 2	3.934	1.582	40.2%	2.226	56.6%	Ⓢ	Ⓢ	#1	9.823	6.002
Dufferin Mall Leasehold Improvement	3.150	0.000	0.0%	0.100	3.2%	Ⓡ	Ⓢ	#2	3.500	0.000
Yonge St. Leasehold Improvement	3.161	0.000	0.0%	0.000	0.0%	Ⓡ		#3	3.512	0.000
Beaches Renovation	0.365	0.000	0.0%	0.000	0.0%	Ⓡ		#4	3.650	0.000
Wellesley Place Renovation	0.315	0.081	25.6%	0.315	100.0%	Ⓢ	Ⓢ	#5	8.300	8.169
<b>Sub-Total</b>	<b>10.925</b>	<b>1.663</b>	<b>15.2%</b>	<b>2.641</b>	<b>24.2%</b>	-	-		<b>28.785</b>	<b>14.172</b>
<b>Total</b>	<b>10.925</b>	<b>1.663</b>	<b>15.2%</b>	<b>2.641</b>	<b>24.2%</b>				<b>28.785</b>	<b>14.172</b>

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

**Note # 1:**

The 2020 year-end projected spending reflects underspending attributed to COVID-19 impacts and a delay in the purchase of the software for the Application and Support Centre. The purchase of the software is expected by Q4 of 2021.

**Note # 2:**

The 2020 year-end projected spending reflects underspending attributed to COVID-19 impacts.

**Note # 3:**

Project has been cancelled

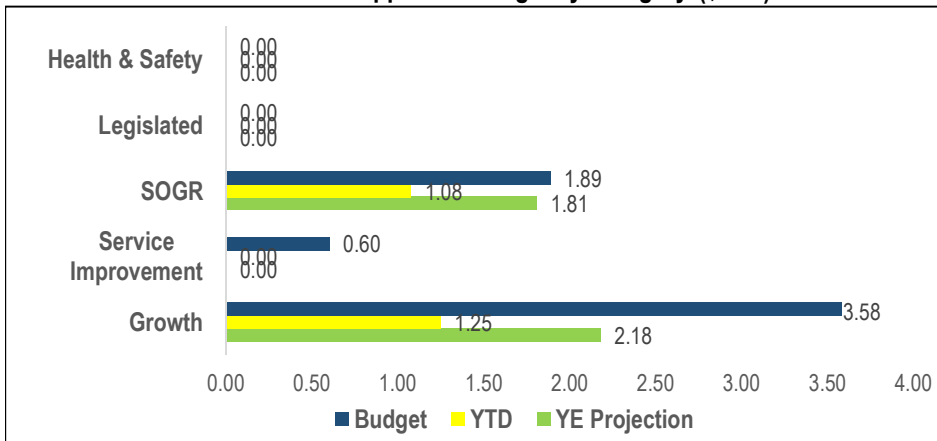
**Note # 4:**

Project has been cancelled

**Note # 5:**

Construction is complete. Negotiations with the contractor on final expenditures have reached settlement and are expected to be paid by Q4 of 2020.

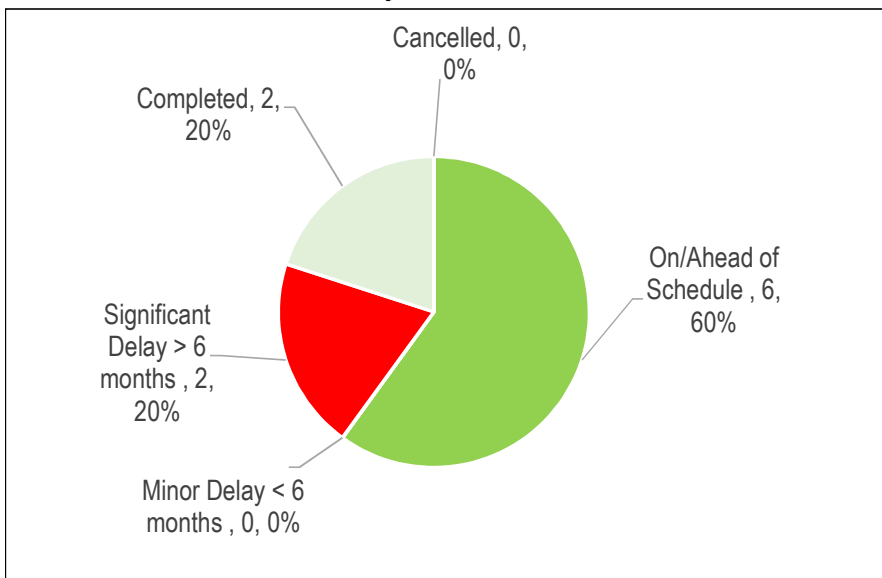
**Chart 1**  
2020 Approved Budget by Category (\$6.06)



**Table 1**  
2020 Active Projects by Category

Health & Safety	
Legislated	
SOGR	5
Service Improvement	1
Growth	4
<b>Total # of Projects</b>	<b>10</b>

**Chart 2**  
Project Status - 10



**Table 2**

Reason for Delay	2	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	1	
Community Consultation		
COVID-19 Related	1	
Other*		
<b>Total # of Projects</b>	<b>2</b>	

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
4.29		1.02	0.75	

**Key Discussion Points:**

- The year-end projected spending of the Additional Emergency Response Vehicles (ERV) project reflects underspending attributed to COVID-19 impacts.
- The Multi-Function Station #2 project is underspent due to being assigned a new project manager which delayed advancements in project plans. With the new project manager on board, project plans and cash flows have been revised with completion date remaining at Dec -024.
- The Rexdale Ambulance Post project is delayed due to the requirement of a new City Planning application. The application has been submitted and approval is expected by Q2 of 2021.

Toronto Paramedic Services (AMB)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>State of Good Repair</b>										
MOBILE DATA COMMUNICATIONS - 2019	0.198	0.198	100.0%	0.198	100.0%	Ⓞ	Ⓞ		0.500	0.500
MOBILE DATA COMMUNICATIONS - 2020	0.300	0.253	84.4%	0.280	93.3%	Ⓞ	Ⓞ		0.300	0.253
MEDICAL EQUIPMENT REPLACEMENT	0.582	0.011	1.9%	0.580	99.6%	Ⓞ	Ⓞ		4.343	3.619
AMBULANCE RADIO REPLACEMENT	0.550	0.550	100.0%	0.550	100.0%	Ⓞ	Ⓞ		2.588	2.587
DISPATCH CONSOL REPLACEMENT	0.256	0.063	24.6%	0.200	78.1%	Ⓞ	Ⓞ		0.560	0.339
<b>Sub-Total</b>	<b>1.886</b>	<b>1.076</b>	<b>57.0%</b>	<b>1.808</b>	<b>95.9%</b>	-	-		<b>8.291</b>	<b>7.299</b>
<b>Service Improvements</b>										
ADDITIONAL ERV (2020)	0.600	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	0.600	0.000
<b>Sub-Total</b>	<b>0.600</b>	<b>0.000</b>	<b>0.0%</b>	<b>0.000</b>	<b>0.0%</b>	-	-		<b>0.600</b>	<b>0.000</b>
<b>Growth Related</b>										
ADDITIONAL AMBULANCES (2019-SICK KIDS)	0.329	0.000	0.0%	0.329	100.0%	Ⓞ	Ⓞ		0.564	0.235
ADDITIONAL AMBULANCES (2020)	1.750	1.012	57.8%	1.300	74.3%	Ⓞ	Ⓞ		1.750	1.012
MULTI-FUNCTION STATION #2 - CONSTRUCTION	1.076	0.236	21.9%	0.500	46.5%	Ⓡ	Ⓞ	#2	25.600	0.255
AMBULANCE POST - REXDALE	0.423	0.000	0.0%	0.050	11.8%	Ⓡ	Ⓡ	#3	2.000	0.177
<b>Sub-Total</b>	<b>3.578</b>	<b>1.248</b>	<b>34.9%</b>	<b>2.179</b>	<b>60.9%</b>	-	-		<b>29.914</b>	<b>1.679</b>
<b>Total</b>	<b>6.064</b>	<b>2.323</b>	<b>38.3%</b>	<b>3.987</b>	<b>65.7%</b>				<b>38.805</b>	<b>8.977</b>

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

**Note # 1:**

The 2020 year-end projected spending reflects underspending attributed to COVID-19 impacts.

**Note # 2:**

The underspending in 2020 is due to a new project manager being assigned which delayed project plans. Completion date remains unchanged at Dec-2024.

**Note # 3:**

The new feasibility study was submitted by the consultant to City Planning in Q3 of 2020, approval is expected by Q2 of 2021.

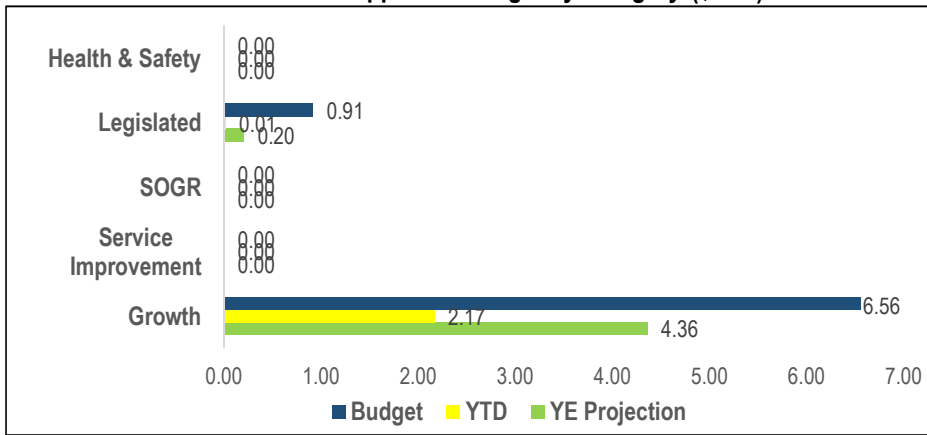
**2020 Capital Spending by Program  
Infrastructure and Development Services**

Program		2020 Approved Cash Flow	2020 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
City Planning	5M	7.47	1.13	5.15	68.9%		Ⓢ
	Q2	7.47	1.45	5.15	68.9%	□	Ⓢ
	Q3	7.47	2.18	4.56	61.0%	↓	Ⓢ
Fire Services	5M	19.22	0.91	6.47	33.7%		Ⓡ
	Q2	19.22	1.56	6.84	35.6%	↑	Ⓡ
	Q3	19.22	4.50	6.39	33.3%	↓	Ⓡ
Transportation	5M	468.47	87.85	416.75	89.0%		Ⓢ
	Q2	457.50	144.76	405.82	88.7%	↓	Ⓢ
	Q3	565.26	297.74	507.92	89.9%	↑	Ⓢ
Waterfront Revitalization	5M	200.51	34.07	189.86	94.7%		Ⓢ
	Q2	200.51	34.66	190.18	94.8%	↑	Ⓢ
	Q3	200.79	35.54	86.81	43.2%	↓	Ⓡ
TOTAL	5M	695.66	123.96	618.22	88.9%		Ⓢ
	Q2	684.69	182.42	607.99	88.8%	↓	Ⓢ
	Q3	792.74	339.96	605.68	76.4%	↓	Ⓢ
		Ⓢ >70%	Ⓢ between 50% and 70%		Ⓡ < 50% or > 100%		

For the nine months ended September 30, 2020, the capital expenditures for Infrastructure and Development Services totalled \$340.0 million of their collective 2020 Approved Capital Budget of \$792.7 million. Spending is expected to increase to \$605.7 million (76.4%) by year-end. One Programs in this Cluster have projected year-end spending rate of over 70% of their respective 2020 Approved Capital Budgets.

Transportation Services and Waterfront Revitalization have project year-end spending rate of 89.9% and 43.2% respectively, while City Planning and Fire Services have projected year-end spending rate of 61.0% and 33.3% respectively.

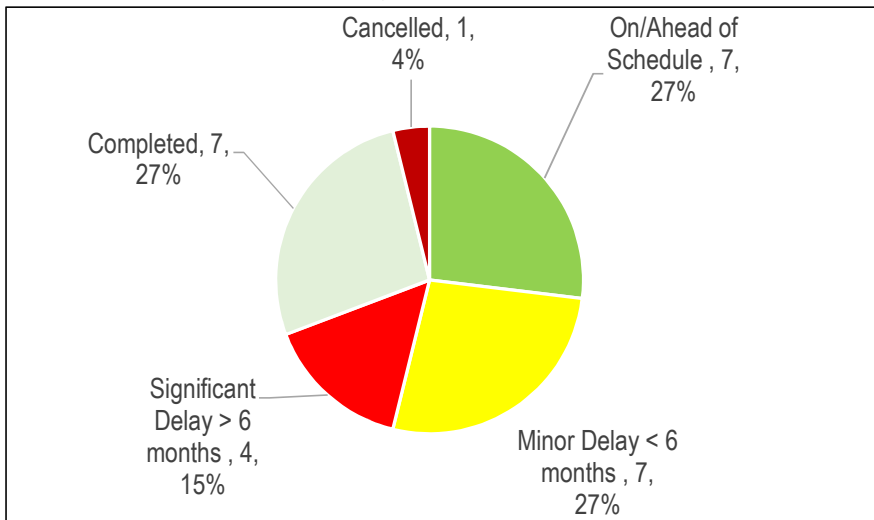
**Chart 1**  
2020 Approved Budget by Category (\$7.47)



**Table 1**  
2020 Active Projects by Category

Health & Safety	
Legislated	7
SOGR	
Service Improvement	
Growth	19
<b>Total # of Projects</b>	<b>26</b>

**Chart 2**  
Project Status - 26



**Table 2**

Reason for Delay	11	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		2
Community Consultation		
COVID-19 Related	4	5
Other*		
<b>Total # of Projects</b>	<b>4</b>	<b>7</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1.373	4.459	1.591		

Reasons for "Other\*" Projects Delay:

City Planning (PLN)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date	LTD %	Time Status
		\$	%	\$	%	On Budget	On Time					
<b>Legislated</b>												
Natural Heritage Inventory Evaluation System	0.035	0.001	2.0%	0.035	100.0%	Ⓞ	Ⓞ		0.160	0.067	41.8%	On Time
Toronto Archaeological Resources Plan Implementation	0.068	0.003	4.5%	0.018	26.8%	Ⓜ	Ⓞ	#5	0.112	0.033	29.5%	On Time
Official Plan Conformity Review	0.200	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓜ	#1	0.200	0.000		< 6 months
5 Year Review of the Official Plan	0.562	0.009	1.7%	0.150	26.7%	Ⓜ	Ⓜ	#2	2.050	0.863	42.1%	< 6 months
<b>Sub-Total</b>	<b>0.865</b>	<b>0.013</b>	<b>1.5%</b>	<b>0.203</b>	<b>23.5%</b>	-	-		<b>2.522</b>	<b>0.963</b>		
<b>Growth Related</b>												
Growth Studies	1.534	0.785	51.2%	1.083	70.6%	Ⓜ	Ⓜ	#3	5.733	2.594	45.2%	< 6 months
Transportation & Transit Studies	0.777	0.095	12.2%	0.366	47.1%	Ⓜ	Ⓜ	#3	1.704	0.507	29.7%	< 6 months
St. Lawrence Market North-Archaeological	0.100	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓜ	#3	0.300	0.099		> 6 months
Avenue/Area Studies	0.264	0.018	6.8%	0.139	52.6%	Ⓜ	Ⓜ	#3	0.667	0.403	60.5%	< 6 months
Heritage Conservation District Studies	0.700	0.191	27.3%	0.300	42.9%	Ⓜ	Ⓜ	#3	2.750	0.858	31.2%	< 6 months
Secondary Plan Implementation	0.638	0.353	55.3%	0.638	100.0%	Ⓞ	Ⓞ		1.667	0.541	32.5%	On Time
Places - Civic Improvements	2.597	0.724	27.9%	1.833	70.6%	Ⓜ	Ⓜ	#4	15.873	9.108	57.4%	< 6 months
<b>Sub-Total</b>	<b>6.609</b>	<b>2.165</b>	<b>32.8%</b>	<b>4.359</b>	<b>66.0%</b>	-	-		<b>28.695</b>	<b>14.111</b>		
<b>Total</b>	<b>7.474</b>	<b>2.178</b>	<b>29.1%</b>	<b>4.562</b>	<b>61.0%</b>				<b>31.216</b>	<b>15.074</b>		

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

**Note # 1:**

Project is expecting RFQ/RFP Delays due in part to COVID-19.

**Note # 2:**

Project is expecting RFQ/RFP Delays due in part to COVID-19.

**Note # 3:**

Delays with issuing the RFQ/RFP for the 2020 work plan and project procurement issuance delayed due in part to COVID-19.

**Note # 4:**

The Civic Improvements program is generally completed within 2 year construction cycles, in coordination with Transportation Services, other City Divisions and outside Agencies.

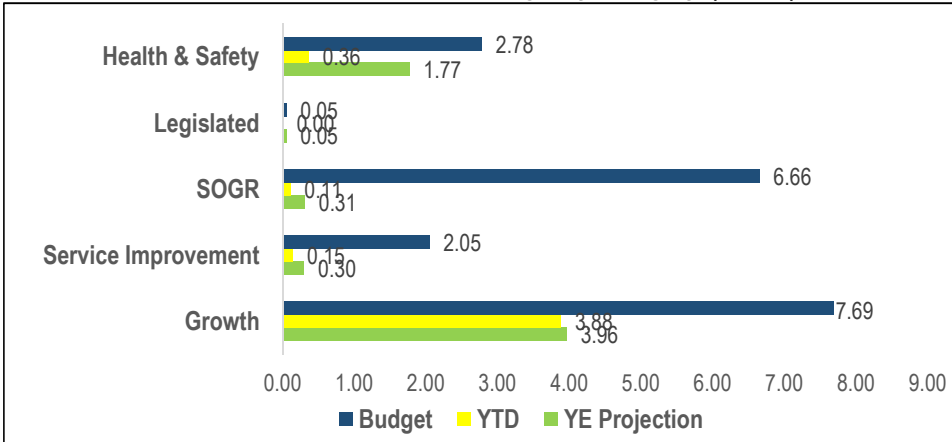
**Note # 5:**

Budget Funding for the Archaeological Management Plan will be reduced - 2020 work program will be absorbed in the Operating Budget.



Fire Services (FIR)

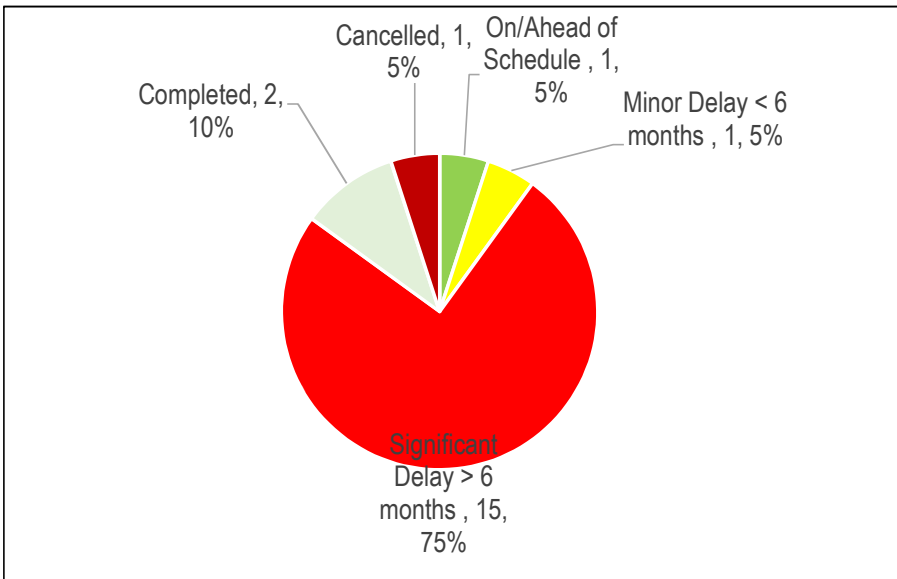
**Chart 1**  
2020 Approved Budget by Category (\$19.22)



**Table 1**  
2020 Active Projects by Category

Health & Safety	6
Legislated	1
SOGR	5
Service Improvement	2
Growth	6
<b>Total # of Projects</b>	<b>20</b>

**Chart 2**  
Project Status - 20



**Table 2**

Reason for Delay

	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	2	1
RFQ/RFP Delayed	2	
Contractor Issues		
Site Conditions	2	
Co-ordination with Other Projects	2	
Community Consultation		
COVID-19 Related	5	
Other*	2	
<b>Total # of Projects</b>	<b>15</b>	<b>1</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
	0.25	15.03	0.32	0.70

**Key Discussion Points:**

- Station A (Woodbine): The project is currently on hold pending further direction on how to proceed with regards to the Net Zero requirements and potential funding shortfall.
- Six of the 20 projects are in the procurement stage and are projected to be completed by 2020
- The 2020 year-end projected spending reflects underspending attributed to COVID-19 impacts on 8 projects
- The 2020 year-end spending reflects underspending attributed to COVID-19 impacts on 5 projects

Fire Services (FIR)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approv ed Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
Next Generation 911 Project	0.350		0.0%	0.000	0.0%	Ⓜ	Ⓜ	1	0.350	0.000
Personal Protection Equipment	1.206	0.103	8.5%	1.206	100.0%	Ⓜ	Ⓜ	2	4.500	0.103
Firefighting Particulate Hoods	0.650		0.0%	0.240	36.9%	Ⓜ	Ⓜ	3	0.650	0.000
65MM Hose Packs & Standpipe Kits	0.219	0.207	94.5%	0.219	100.0%	Ⓜ	Ⓜ		0.411	0.399
Defibrillators Lifecycle Replacement	0.222	0.051	23.0%	0.051	23.0%	Ⓜ	Ⓜ	4	1.000	0.829
Breathing Air Compressor Replacement	0.131		0.0%	0.053	40.5%	Ⓜ	Ⓜ	5	0.155	0.024
<b>Sub-Total</b>	<b>2.778</b>	<b>0.361</b>	<b>13.0%</b>	<b>1.769</b>	<b>63.7%</b>	-	-		<b>7.066</b>	<b>1.355</b>
<b>Legislated</b>										
Replacement of HUSAR Equip - 2020	0.050		0.0%	0.050	100.0%	Ⓜ	Ⓜ	1	0.050	0.000
<b>Sub-Total</b>	<b>0.050</b>	<b>0.000</b>	<b>0.0%</b>	<b>0.050</b>	<b>100.0%</b>	-	-		<b>0.050</b>	<b>0.000</b>
<b>State of Good Repair</b>										
Fire Prevention Office Space Accommodation (3 Dohme)	4.240		0.0%	0.200	4.7%	Ⓜ	Ⓜ	6	4.545	0.000
Training Facilities Needs Assessment	0.600		0.0%		0.0%	Ⓜ	Ⓜ	1	0.600	0.000
Training Simulators Rehabilitation	0.100	0.010	10.0%	0.010	10.0%	Ⓜ	Ⓜ	1	0.400	0.203
Training Simulators Rehabilitation	0.098	0.098	100.0%	0.098	100.0%	Ⓜ	Ⓜ			0.101
Toronto Radio Infrastructure Project (TRIP)	1.617		0.0%	0.000	0.0%	Ⓜ	Ⓜ	1	8.489	0.000
<b>Sub-Total</b>	<b>6.655</b>	<b>0.108</b>	<b>1.6%</b>	<b>0.308</b>	<b>4.6%</b>	-	-		<b>14.034</b>	<b>0.304</b>

## Fire Services (FIR)

<b>Service Improvements</b>										
Fire Prevention Integration Project	1.800	0.028	1.6%	0.133	7.4%	Ⓡ	Ⓡ	1	2.010	0.237
Operational BI Data Architecture Modernization	0.245	0.118	48.2%	0.168	68.6%	Ⓨ	Ⓨ	1	0.770	0.643
<b>Sub-Total</b>	<b>2.045</b>	<b>0.146</b>	<b>7.1%</b>	<b>0.301</b>	<b>14.7%</b>	-	-		<b>2.780</b>	<b>0.880</b>
<b>Growth Related</b>										
Station B (Stn 144) Keele/ Sheppard	3.497	3.788	108.3%	3.788	108.3%	Ⓞ	Ⓞ	7	11.685	7.924
Station A (Stn 414) Hwy- 27 and Rexdale Blvd	3.917	-0.002	-0.1%	0.050	1.3%	Ⓡ	Ⓡ	8	8.342	1.768
Husar Building Expansion	0.123	0.098	79.7%	0.123	100.0%	Ⓞ	Ⓞ		2.400	0.158
Fire Apparatus for Station A	0.050		0.0%	0.000	0.0%	Ⓡ	Ⓨ	9	0.800	0.000
Fire Apparatus for Station B	0.050		0.0%	0.000	0.0%	Ⓡ	Ⓨ	9	0.800	0.000
High Density Urban Aerial Truck	0.050		0.0%	0.000	0.0%	Ⓡ	Ⓨ	9	3.000	0.000
<b>Sub-Total</b>	<b>7.687</b>	<b>3.884</b>	<b>50.5%</b>	<b>3.961</b>	<b>51.5%</b>	-	-		<b>27.027</b>	<b>9.850</b>
<b>Total</b>	<b>19.215</b>	<b>4.499</b>		<b>6.389</b>					<b>50.957</b>	<b>12.389</b>

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

### Note # 1:

The 2020 year-end projected spending reflects underspending attributed to COVID-19 impacts

### Note # 2:

The replacement of bunker suits approaching the 10-year expiry date is back on track. Phase 1 of the roll out is progressing ahead of schedule, with funding acceleration of \$0.820 million from 2021 to 2020 required.

## Fire Services (FIR)

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**Note # 3:**

Complications with product testing resulted in delay in issuing RFP; contract was issued in Q3, with partial delivery to be completed prior to year-end.

**Note # 4:**

This project was substantially completed in 2019. The remaining funds were carried over to purchase defibrillator accessories. This project will be completed by year end and the unspent funds will be returned to the Equipment Reserve.

**Note # 5:**

Delays in procurement process; projects projected to be partially spent by year end, with full delivery anticipated in Q1, 2021

**Note # 6:**

The Tender is expected to be awarded by November 15, with construction scheduled to start in December, 2020; project completion anticipated in Sept, 2021

**Note # 7:**

Construction commenced in March, and is progressing ahead of schedule, requiring project cash flow acceleration of \$1.591 million; project completion date is expected by Q4, 2021

**Note 8:**

Project on hold reflecting design change requirements to construct facility to be zero net efficiency compliant

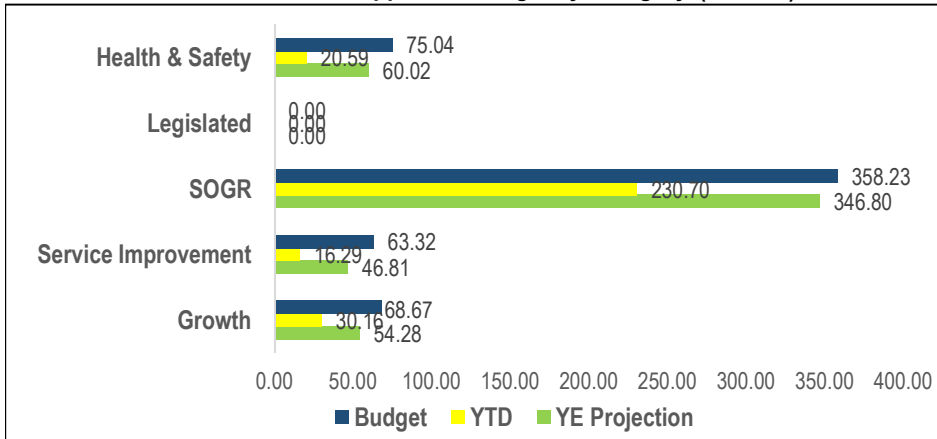
**Note 9:**

Procurement under way, with delivery anticipated in 2021

The 2020 year-end projected spending reflects underspending attributed to COVID-19 impacts

Pick Program Name (from drop down list)

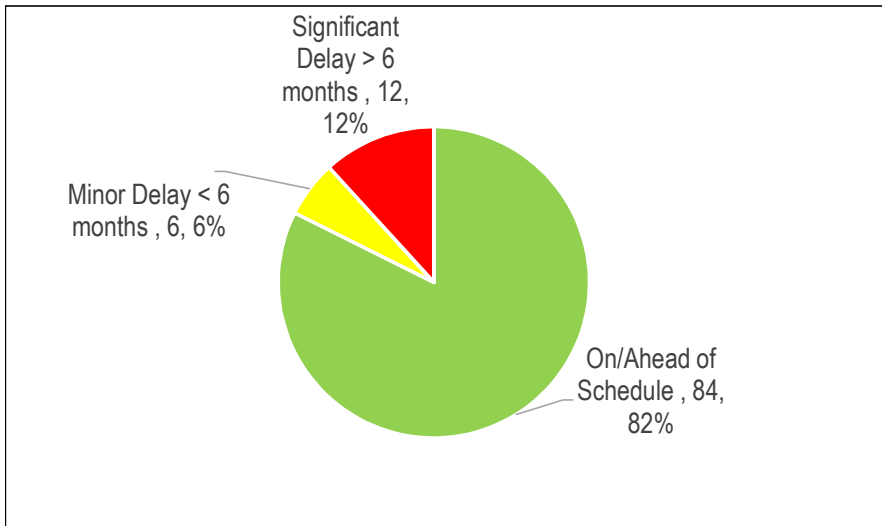
**Chart 1**  
2020 Approved Budget by Category (\$565.26)



**Table 1**  
2020 Active Projects by Category

Health & Safety	5
Legislated	
SOGR	14
Service Improvement	12
Growth	18
<b>Total # of Projects</b>	<b>49</b>

**Chart 2**  
Project Status - 102



**Table 2**

Reason for Delay	18	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
COVID-19 Related	3	2
Other*	9	4
<b>Total # of Projects</b>	<b>12</b>	<b>6</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
520.92	37.38	6.95		

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

- Transportation Services has thirteen sub-projects with "Other" reasons for delay. In these cases, "Other" represents consultation with stakeholders / developers; detailed design delays; 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; are development / transit dependent; and/or reflects under-spending attributed to COVID-19 impacts

Pick Program Name (from drop down list)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date			
		\$	%	\$	%	On Budget	On Time						
<b>Health &amp; Safety</b>													
City Bridge Rehabilitation (Critical)	44.205	9.519	21.5%	38.458	87.0%	G	G	#1	111.087	29.982			
Glen Road Pedestrian Bridge	2.322	0.203	8.7%	0.418	18.0%	R	R		19.716	0.476			
Guide Rail Program	0.814	0.352	43.3%	0.733	90.0%	G	G		6.116	3.726			
Pedestrian Safety & Infrastructure Programs	0.510	0.146	28.7%	0.383	75.0%	G	G						
Road Safety Plan	27.191	10.371	38.1%	20.029	73.7%	G	Y						
<b>Sub-Total</b>	<b>75.042</b>	<b>20.592</b>	<b>27.4%</b>	<b>60.021</b>	<b>80.0%</b>								
<b>Legislated</b>													
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>			
<b>State of Good Repair</b>													
City Bridge Rehabilitation	20.579	12.027	58.4%	19.904	96.7%	G	G	#2	2,290.978	248.868			
Critical Interim Road Rehabilitation	7.160	1.318	18.4%	3.723	52.0%	Y	G						
Ditch Rehabilitation & Culvert Reconstruction	1.337	0.741	55.4%	1.270	95.0%	G	G						
Don Valley Parkway Rehabilitation	2.024	0.270	13.4%	1.579	78.0%	G	G						
F.G. Gardiner	155.975	116.064	74.4%	155.975	100.0%	G	G						
Facility Improvements	1.509	0.236	15.6%	0.362	24.0%	R	G						
Laneways	2.575	2.220	86.2%	2.575	100.0%	G	G						
Local Road Rehabilitation	90.000	64.071	71.2%	90.000	100.0%	G	G						
Major Road Rehabilitation	51.210	21.327	41.6%	48.604	94.9%	G	G						
Major SOGR Pooled Contingency	3.800	0.423	11.1%	2.850	75.0%	G	G						
Retaining Walls Rehabilitation	0.784	0.355	45.3%	0.629	80.3%	G	G						
Sidewalks	11.306	6.237	55.2%	10.741	95.0%	G	G						
Signs & Markings Asset Management	3.545	1.089	30.7%	3.124	88.1%	G	G						
Traffic Plant Requirements / Signal Asset Management	6.426	4.317	67.2%	5.463	85.0%	G	G						
<b>Sub-Total</b>	<b>358.229</b>	<b>230.696</b>	<b>64.4%</b>	<b>346.799</b>	<b>96.8%</b>								
<b>Service Improvements</b>													
Cycling Infrastructure	20.554	4.746	23.1%	13.718	66.7%	Y	Y	#3	12.173	1.325			
Engineering Studies	7.731	2.042	26.4%	4.561	59.0%	Y	Y						
Enterprise Work Management System	2.191	0.756	34.5%	1.315	60.0%	Y	G						
King Street Transit Priority	0.425	0.175	41.1%	0.297	70.0%	Y	G						
LED Signal Module Conversion	0.680	0.073	10.8%	0.102	15.0%	R	R						
Mapping & GIS Repository	0.613	0.095	15.5%	0.098	16.0%	R	R						
Neighbourhood Improvements	5.123	2.235	43.6%	3.761	73.4%	G	G						
PTIF Projects	17.739	3.877	21.9%	15.887	89.6%	G	G						
Quick Clear Squad Vehicles	0.600	0.000	0.0%	0.360	60.0%	Y	G						
System Enhancements for Road Repair & Permits	1.595	0.717	45.0%	1.276	80.0%	G	G						
TO360 Wayfinding	0.702	0.000	0.0%	0.597	85.0%	G	G						
Traffic Congestion Management	5.371	1.573	29.3%	4.843	90.2%	G	G						
<b>Sub-Total</b>	<b>63.324</b>	<b>16.290</b>	<b>25.7%</b>	<b>46.815</b>	<b>73.9%</b>								
<b>Growth Related</b>													
Broadview Extension	14.000	9.490	67.8%	9.660	69.0%	Y	G	#5	14.000	9.490			
Emery Village Improvements	0.091	0.000	0.0%	0.050	55.0%	Y	Y		0.787	0.000			
Gardiner York/Bay/Yonge Reconfiguration	0.300	0.112	37.5%	0.270	90.0%	G	G		35.217	32.743			
John Street Revitalization Project	0.155	0.115	73.9%	0.117	75.0%	G	G		52.479	0.360			
King Liberty Cycling Pedestrian Bridge	3.543	1.771	50.0%	3.189	90.0%	G	G		14.038	11.621			
Lawrence-Allen Revitalization Project	1.998	0.214	10.7%	1.798	90.0%	G	G		11.246	2.302			
Legion Road Extension & Grade Separation	0.336	0.010	2.9%	0.101	30.0%	R	R		3.859	0.541			

Pick Program Name (from drop down list)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Metrolinx Additional Infrastructure	1.100	0.603	54.9%	1.100	100.0%	Ⓞ	Ⓞ		10.000	0.602
North York Service Road	9.329	0.016	0.2%	4.261	45.7%	Ⓡ	Ⓞ	#6	31.640	25.281
Port Union Road	0.569	0.135	23.6%	0.313	55.0%	Ⓢ	Ⓢ		12.013	0.392
Rean to Kenaston - New Road	2.290	3.210	140.2%	3.229	141.0%	Ⓡ	Ⓞ	#7	7.325	6.204
Regent Park Revitalization	0.050	0.022	44.7%	0.045	90.0%	Ⓞ	Ⓞ		5.421	4.677
Scarlett / St. Clair / Dundas	0.600	0.169	28.1%	0.228	38.0%	Ⓡ	Ⓡ	#8	9.881	2.274
Six Points Interchange Redevelopment	17.540	8.542	48.7%	14.032	80.0%	Ⓞ	Ⓞ		78.332	57.569
Steeles Widening (Tapscott Rd - Beare Rd)	0.628	0.037	5.9%	0.038	6.0%	Ⓡ	Ⓡ	#9	44.849	0.949
Third Party Signals	0.030	0.000	0.6%	0.023	75.0%	Ⓞ	Ⓞ			
Work for TTC & Others	14.431	5.718	39.6%	14.322	99.2%	Ⓞ	Ⓞ			
York Street Tunnel	1.676	0.000	0.0%	1.508	90.0%	Ⓞ	Ⓞ		1.676	0.000
<b>Sub-Total</b>	<b>68.666</b>	<b>30.165</b>	<b>43.9%</b>	<b>54.282</b>	<b>79.1%</b>	-	-			
<b>Total</b>	<b>565.261</b>	<b>297.741</b>	<b>52.7%</b>	<b>507.916</b>	<b>89.9%</b>					

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

**Note # 1:**

Detailed design work is taking longer than anticipated. Construction contract is scheduled to be tendered in the fall of 2020 and work start early in 2021.

**Note # 2:**

The year-end projected spending reflects underspending attributed to COVID-19 impacts. The budget for this project is proposed to be reduced.

**Note # 3:**

Work on this project has been reprioritized and year-end projected spending reflects underspending attributed to COVID-19 impacts. The project is being restructured and will resume in 2021.

**Note # 4:**

Work on this project has been delayed and year-end projected spending reflects underspending attributed to COVID-19 impacts. Technology Services staff have been re-assigned to other priorities.

**Note # 5:**

Investigation of different design alternatives underway - Consultation with Metrolinx to confirm approach forward is also on-going. Design taking longer than anticipated.

**Note # 6:**

Negotiations for Property settlement are currently on-going.

**Note # 7:**

Portion of property settlement completed ahead of schedule. Budget advancement underway.

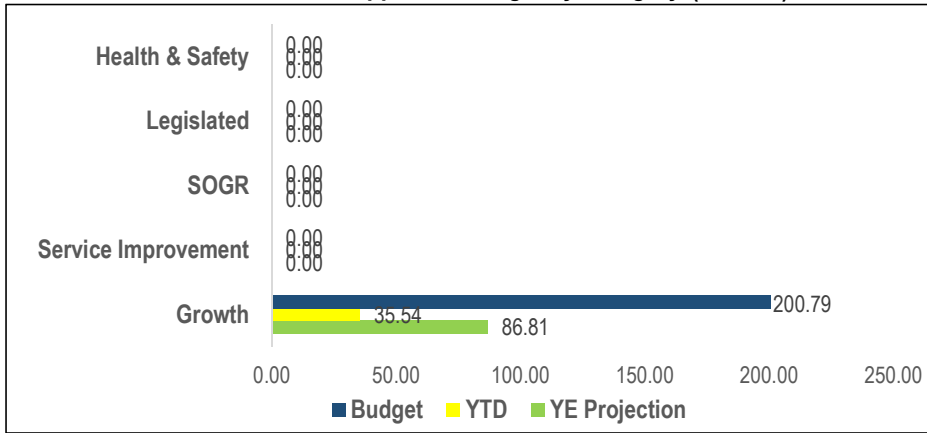
**Note # 8:**

Consultation with Canadian Pacific Rail to review bridge design is taking longer than anticipated. Design completion is expected to continue into 2021.

**Note # 9:**

Design completion taking longer than anticipated due to additional investigations for rail and bridge crossing requirements, and additional coordination with nearby private development sites.

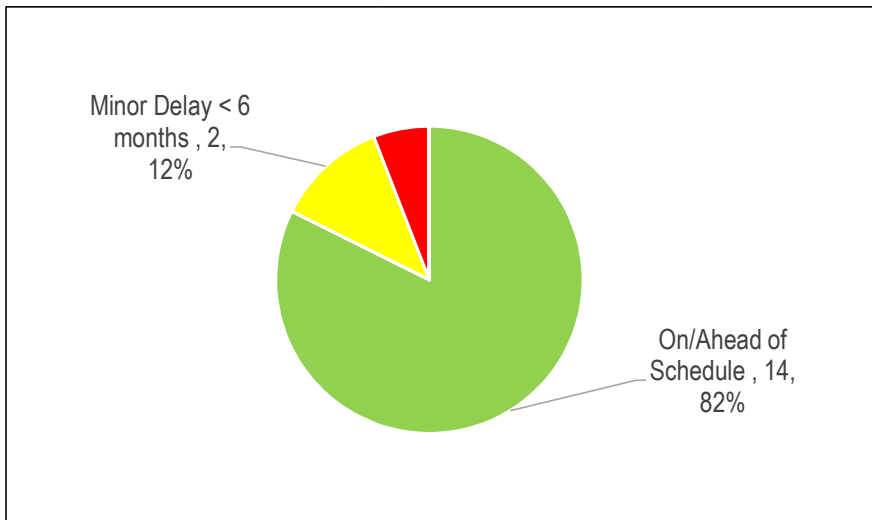
**Chart 1**  
2020 Approved Budget by Category (\$200.79)



**Table 1**  
2020 Active Projects by Category

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

**Chart 2**  
Project Status - 17



**Table 2**

Reason for Delay	3	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		2
Contractor Issues	1	
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
COVID-19 Related		
Other*		
<b>Total # of Projects</b>	<b>1</b>	<b>2</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
198.60	1.59	0.60		



Waterfront Revitalization Initiative (WFT)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date	LTD %
		\$	%	\$	%	On Budget	On Time				
<b>Growth Related</b>											
Precinct Implementation Projects	18.524	0.284	1.5%	6.524	35.2%	R	G	#1	247.398	226.121	91.4%
Transportation Initiatives	1.554	0.635	40.9%	1.454	93.6%	G	G		31.775	29.797	93.8%
Technical Studies	0.115	0.000	0.0%	0.000	0.0%	R	Y	#2	6.300	5.861	93.0%
Waterfront Secretariat	0.576	0.439	76.2%	0.576	100.0%	G	G		10.706	7.954	74.3%
Water's Edge Prom, Trans & Transport Init	0.190	0.000	0.0%	0.190	100.0%	G	G		4.380	0.000	0.0%
Urban Planning Resources	0.545	0.330	60.5%	0.545	100.0%	G	G		3.886	3.027	77.9%
Strategic Review	0.127	0.125	98.9%	0.127	100.0%	G	G		0.400	0.350	87.4%
Eastern Broadview Flood Protection	0.691	0.000	0.0%	0.491	71.0%	G	G		2.000	1.309	65.5%
Bathurst Quay Public Realm	1.473	0.004	0.3%	0.073	4.9%	R	Y	#3	2.339	0.668	28.6%
Bentway Pedestrian Bridge	1.507	-0.112	-7.4%	1.400	92.9%	G	G		7.911	1.119	14.1%
Bentway PTIF Projects	0.111	0.096	86.7%	0.096	86.7%	G	G		0.980	0.965	98.5%
Leslie Street Greening	0.200	0.200	99.9%	0.200	100.0%	G	G		0.200	0.000	
Quayside	0.601	0.217	36.2%	0.301	50.1%	Y	R	#4	0.800	0.393	49.1%
Bentway and Fort York	1.313	0.000	0.0%	1.313	100.0%	G	G		1.313	0.000	
Lower Don Coordination	0.400	0.000	0.0%	0.200	50.0%	Y	G	#5	1.000	0.000	
Cherry Street Stormwater Lakefilling	13.323	13.323	100.0%	13.323	100.0%	G	G		65.000	65.000	100.0%
Port Lands Flood Protection	159.541	20.000	12.5%	60.000	37.6%	R	G	#6	394.817	160.602	40.7%
<b>Sub-Total</b>	<b>200.790</b>	<b>35.542</b>	<b>17.7%</b>	<b>86.813</b>	<b>43.2%</b>	-	-		<b>781.205</b>	<b>503.168</b>	
<b>Total</b>	<b>200.790</b>	<b>35.542</b>	<b>17.7%</b>	<b>86.813</b>	<b>43.2%</b>				<b>781.205</b>	<b>503.168</b>	

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:**

Multi-year project with a December 2022 end date with some delays in 2020 due to COVID-19, however we are not forecasting any delays to meet the 2022 end date. Public consultations have commenced in 2020 to confirm that the 2006 Vision for Marine Community remains relevant and completion of the Marine Study is expected in fall 2020. The construction of water works project on Lower Jarvis Street between Lakeshore Boulevard and Queens Quay has been delayed as a result of additional feedback from Metrolinx and the need to re-tender the project due to high bid prices. Construction of the Jarvis water works project is not expected to begin until summer of 2021.

**Note # 2:**

Funding will be utilized to undertake technical studies and detailed design work to support the planned plaza at 5 Eireann Quay. This work will be co-led by City Planning (Waterfront Secretariat), PF&R, and Transportation Services and the RFP was released on Oct 8th and will not close until Nov 3rd and therefore no invoices are expected until Q1 2021.

**Note # 3:**

Multi-year project under spent in 2020 but still forecasting to need to spend the full amount by end of 2021. Field work (borehole drilling and utility locates) and preparation of technical reports to support a Provincially-legislated environmental remediation began in December 2017 and is expected to be complete by October 2020. The delay in RFQ in CWR003-17 for the design of the plaza 5 Eireann Quay has delayed start of construction which is funded by this project by about 6 months.

**Note # 4:**

In May 2020 Sidewalk Labs announced its withdrawal from the Quayside project; deliverables for the project, as contemplated in 2019, are no longer in play. Waterfront Toronto is considering its options for moving ahead with a development at Quayside.

**Note # 5:**

The underspend in the project in 2020 was due to longer than expected procurement; the vendor is now working.

**Note # 6:**

This is mainly due to the forecasted deferral of payments (\$99 million) to Waterfront Toronto. Negotiations are on-going between the three levels of government and Waterfront Toronto to renegotiate the timing of funding by each government partner. Discussions are on-going to defer the timing of City funding in order to provide relief to the City due to the impacts of COVID-19.

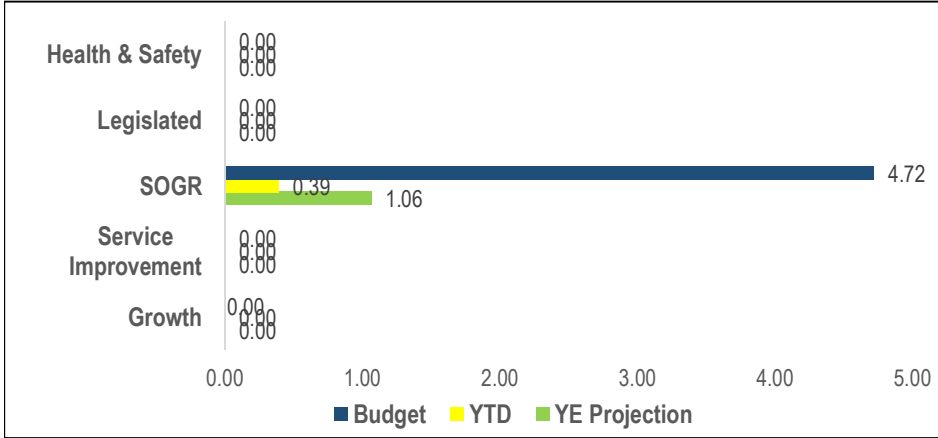
**2020 Capital Spending by Program  
Corporate Services**

Program		2020 Approved Cash Flow	2020 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
311 Toronto	5M	4.72	0.22	2.16	45.9%		Ⓜ
	Q2	4.72	0.30	2.16	45.9%	□	Ⓜ
	Q3	4.72	0.39	1.06	22.5%	↓	Ⓜ
CREM	5M	308.24	121.88	239.40	77.7%		Ⓞ
	Q2	312.20	134.40	237.85	76.2%	↓	Ⓞ
	Q3	314.40	170.60	234.49	74.6%	↓	Ⓞ
Environment & Energy	5M	47.13	3.61	45.38	96.3%		Ⓞ
	Q2	47.13	4.92	45.38	96.3%	□	Ⓞ
	Q3	47.13	6.28	26.89	57.1%	↓	Ⓢ
Fleet Services	5M	63.24	15.66	47.53	75.2%		Ⓞ
	Q2	63.24	20.90	47.79	75.6%	↑	Ⓞ
	Q3	59.94	25.67	47.99	80.1%	↑	Ⓞ
Technology Services	5M	70.31	14.05	50.32	71.6%		Ⓞ
	Q2	70.31	19.94	50.33	71.6%	↑	Ⓞ
	Q3	64.26	25.14	41.20	64.1%	↓	Ⓢ
TOTAL	5M	446.50	151.82	339.42	76.0%		Ⓞ
	Q2	450.46	175.54	338.14	75.1%	↓	Ⓞ
	Q3	443.32	221.80	324.75	73.3%	↓	Ⓞ

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

For the nine months ended September 30, 2020, the capital expenditures for Corporate Services totalled \$221.8 million of their collective 2020 Approved Capital Budget of \$443.3 million. Spending is expected to increase to \$324.7 million (73.3%) by year-end. Two Programs in this service area have projected year-end spending rate of over 70% of their respective 2020 Approved Capital Budget. Fleet Services and Information & Technology have a projected year-end spending rate of 80.1% and 64.1% respectively while 311 Toronto and Facilities Real Estate Management Environment and Energy have a projected year-end spending rate of less than 70%.

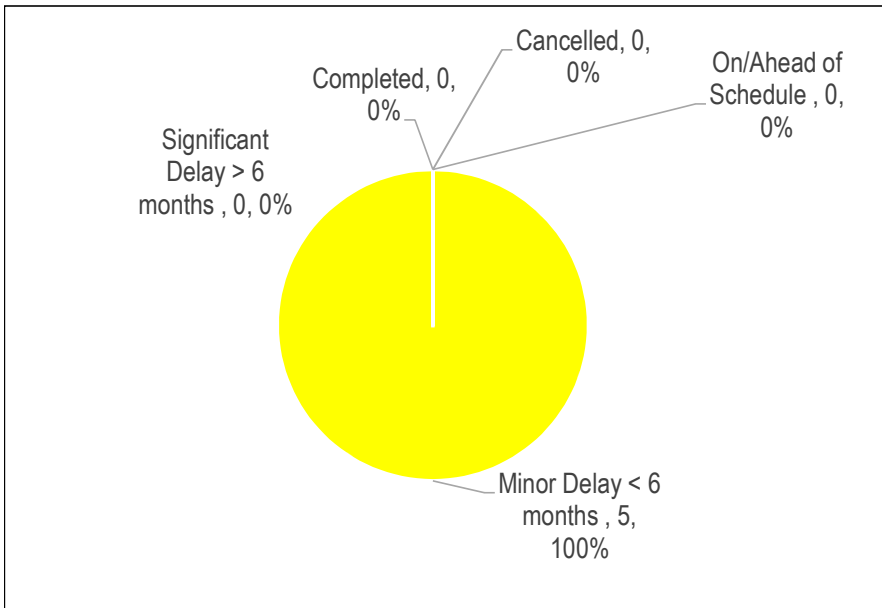
**Chart 1**  
2020 Approved Budget by Category (\$4.72)



**Table 1**  
2020 Active Projects by Category

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

**Chart 2**  
Project Status - 5



**Table 2**

Reason for Delay	5	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
COVID-19 Related		5
Other*		
<b>Total # of Projects</b>		<b>5</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
	4.72			

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

- The 2020 year-end projected spending reflects underspending attributed to COVID-19 impacts.

311 Toronto (THR)

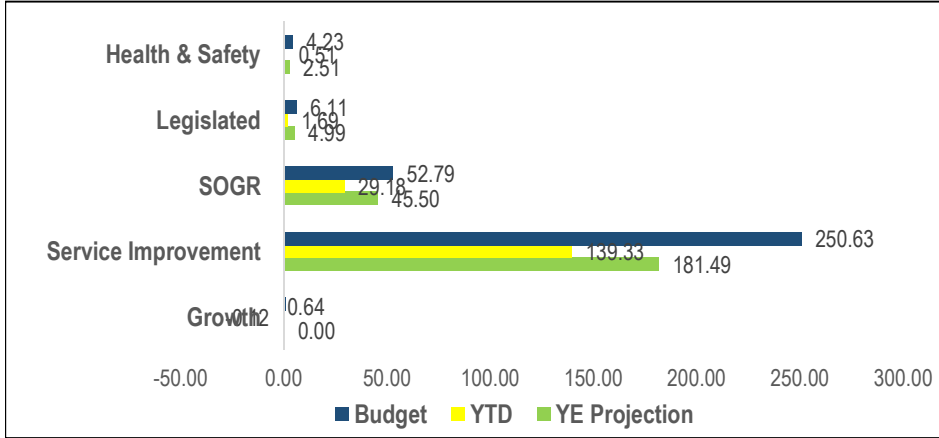
Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>State of Good Repair</b>										
Business Intelligence	0.250	0.004	1.6%	0.016	6.4%	Ⓜ	Ⓢ	# 1	0.528	0.149
Enterprise Workorder Management System (EWMS)	0.110	0.008	7.0%	0.020	18.4%	Ⓜ	Ⓢ	# 1	0.508	0.139
SOGR - Various	0.600	0.095	15.9%	0.272	45.3%	Ⓜ	Ⓢ	# 1	0.600	0.095
UCCE Telephony Maintenance & Upgrade	2.495	0.129	5.2%	0.322	12.9%	Ⓜ	Ⓢ	# 1	8.337	0.129
Verint Upgrade	1.264	0.156	12.3%	0.434	34.3%	Ⓜ	Ⓢ	# 1	3.559	0.156
<b>Sub-Total</b>	<b>4.719</b>	<b>0.392</b>	<b>8.3%</b>	<b>1.064</b>	<b>22.5%</b>	-	-		<b>13.532</b>	<b>0.669</b>
<b>Total</b>	<b>4.719</b>	<b>0.392</b>	<b>8.3%</b>	<b>1.064</b>	<b>22.5%</b>				<b>13.532</b>	<b>0.669</b>

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

**Note # 1:**

The 2020 year-end projected spending reflects underspending attributed to COVID-19 impacts.

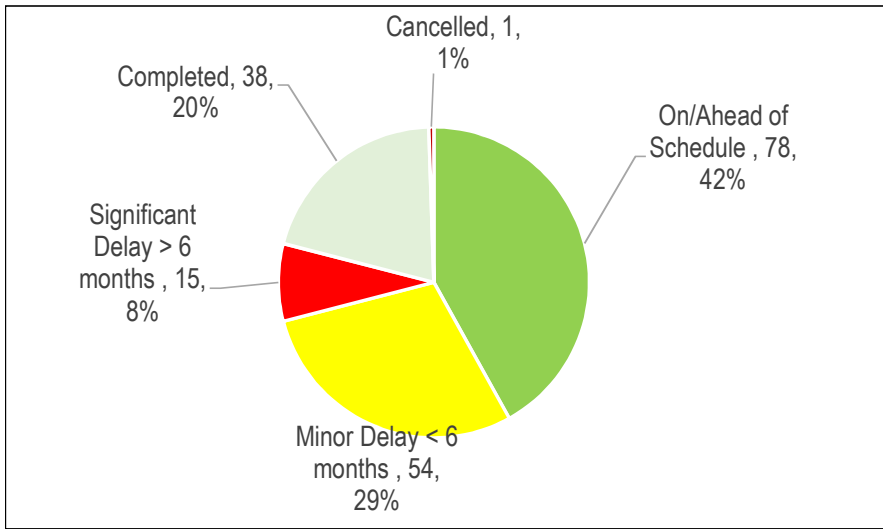
**Chart 1**  
2020 Approved Budget by Category (\$314.40)



**Table 1**  
2020 Active Projects by Category

Health & Safety	6
Legislated	4
SOGR	63
Service Improvement	110
Growth	3
<b>Total # of Projects</b>	<b>186</b>

**Chart 2**  
Project Status - 186



**Table 2**

Reason for Delay	26	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		1
Contractor Issues		2
Site Conditions	1	
Co-ordination with Other Projects		8
COVID-19 Related		
Community Consultation		
Other*	14	
<b>Total # of Projects</b>	<b>15</b>	<b>11</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
180.04	89.96	42.71	1.43	0.25

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

- The "other" delayed projects primarily relate to the Union Station Revitalization Project (USRP). USRP is complex in nature and has been delayed due to various issues such as maintaining the heritage elements of the location, resolving contractor issues, unforeseen site and environmental conditions, as well as coordinating construction amidst the daily operations at Union Station. Contractor performance issues persist and risk delays in the project schedule and budget.

**Key Discussion Points:** (Please provide reason for delay)

- The CREM program has forecasted year-end spending of \$234.493 million, or 74.6% of its 2020 capital plan. This includes major capital projects such as the Union Station Revitalization (2020 Plan - \$41.0M) and Redevelopment of St. Lawrence Market North Building (2020 Plan - \$24.2M). If we excluded these initiatives due to their unique complexities the year end spend rate would be 79.3%

Corporate Real Estate Mangement (FAC)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
Emergency Repairs	1.709	0.034	2.0%	0.500	29.3%	R	Y	#1	2.661	0.486
Environmental Remediation	0.111	0.000	0.0%	0.111	100.0%	G	G		2.500	0.072
Global Corporate Security Program	2.409	0.481	20.0%	1.900	78.9%	G	G		9.177	5.016
<b>Sub-Total</b>	<b>4.229</b>	<b>0.515</b>	<b>12.2%</b>	<b>2.511</b>	<b>59.4%</b>	-	-		<b>14.338</b>	<b>8.339</b>
<b>Legislated</b>										
Accessibility for Ontarians with Disabilities Act (AODA)	5.985	1.654	27.6%	4.960	82.9%	G	G		198.010	10.208
Barrier Free / Equity	0.126	0.031	24.9%	0.034	26.6%	R	G	#2	1.887	1.792
<b>Sub-Total</b>	<b>6.112</b>	<b>1.686</b>	<b>27.6%</b>	<b>4.994</b>	<b>81.7%</b>	-	-		<b>199.897</b>	<b>12.000</b>
<b>State of Good Repair</b>										
150 Borough	0.407	0.016	3.9%	0.016	3.9%	R	Y	#1	0.950	0.309
Albert Campbell Square Park Rehabilitation	0.540	0.511	94.5%	0.526	97.4%	G	G		3.194	3.165
Emergency Repairs	1.689	0.078	4.6%	0.320	18.9%	R	G		2.275	0.664
Environmental Remediation	2.065	0.487	23.6%	1.933	93.6%	G	G		7.335	5.258
Fire Hall Emergency Generators	4.104	2.757	67.2%	2.757	67.2%	Y	G		17.501	16.154
Indian Residential School Survivors Legacy	0.641	0.563	87.9%	0.564	88.0%	G	G		5.950	0.601
Mechanical & Electrical	15.438	9.937	64.4%	15.837	102.6%	R	Y	#3	66.730	43.354
Others - SOGR	13.860	2.609	18.8%	6.975	50.3%	Y	G	#2	38.946	22.063
Renovations	1.703	1.107	65.0%	1.524	89.5%	G	G		11.785	5.876
Replacement of Diesel with Natural Gas Generators for Various locations	0.009	0.000	0.0%	0.000	0.0%	R	G	#2	4.687	4.655
Re-Roofing	0.127	0.000	0.0%	0.000	0.0%	R	G	#2	1.445	4.503
Resiliency Program	0.321	0.051	15.9%	0.100	31.2%	R	G	#2	3.901	3.632
Sitework	0.131	0.000	0.0%	0.000	0.0%	R	G	#2	1.492	0.989
Structural / Building Envelope	11.758	11.065	94.1%	14.949	127.1%	R	G	#3	118.450	56.669
<b>Sub-Total</b>	<b>52.793</b>	<b>29.181</b>	<b>55.3%</b>	<b>45.501</b>	<b>86.2%</b>	-	-		<b>284.641</b>	<b>167.892</b>
<b>Service Improvements</b>										
8 Cumberland St	3.499	0.028	0.8%	0.978	27.9%	R	R	#1	3.500	0.029
9 Huntley St	0.135	0.000	0.0%	0.000	0.0%	R	G	#2	4.900	4.765
925 Albion Rd	0.023	0.000	0.0%	0.000	0.0%	R	G	#2	10.507	10.484
Administrative Penalty System	0.589	0.162	27.5%	0.245	41.6%	R	Y	#1	3.000	2.573
CCTV Infrastructure Enhancements	0.961	0.098	10.2%	0.961	100.0%	G	G		9.754	7.391
Corporate Facilities Refurbishment Program	1.015	0.190	18.7%	0.193	19.1%	R	Y	#1	4.132	3.379
Courts Services Relocation & Fit Out Costs	4.484	3.623	80.8%	3.641	81.2%	G	G		5.558	4.697
Energy Conservation & Demand Management	2.012	0.032	1.6%	0.100	5.0%	R	Y	#1	9.798	7.816
Energy Retrofit Program	0.665	0.273	41.0%	0.273	41.0%	R	G	#2	3.045	2.102
Etobicoke Civic Centre	15.012	-0.027	-0.2%	8.278	55.1%	Y	Y	#4	36.827	3.994
Global Corporate Security Program	1.867	0.126	6.8%	1.313	70.3%	Y	Y	#1	4.550	1.048
Mechanical & Electrical	0.203	0.075	36.9%	0.075	36.9%	R	G	#2	2.010	1.882
Northwest Path - Phase 2	0.457	0.000	0.0%	0.000	0.0%	R	Y	#1	5.690	0.788
Office Modernization Program	4.045	1.888	46.7%	1.922	47.5%	R	Y	#1	31.200	28.450
Others - Service Improvements	10.918	0.435	4.0%	1.072	9.8%	R	Y	#1	43.725	16.398
Others - SOGR	3.050	1.582	51.9%	2.075	68.0%	Y	G	#2	10.950	7.387
Physical Security Capital Plan	1.350	0.568	42.1%	1.131	83.8%	G	G		4.585	3.807
Real Estate Property Management and Lease Admin	0.569	0.000	0.0%	0.265	46.5%	R	G	#2	0.569	0.000
Security Bollards - Union Station	0.836	0.033	3.9%	0.089	10.7%	R	Y	#1	4.910	0.307
St. Lawrence Market North Redevelopment	24.246	9.021	37.2%	15.000	61.9%	Y	Y	#1	115.427	28.890

Corporate Real Estate Mangement (FAC)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Strategic Property Acquisitions	100.957	98.639	97.7%	100.603	99.6%	Ⓞ	Ⓞ		103.960	103.639
Toronto Strong Neighbourhood Strategy	2.542	-0.915	-36.0%	0.570	22.4%	Ⓡ	Ⓢ	#4	7.752	5.581
TransformTO	1.689	0.025	1.5%	0.440	26.1%	Ⓡ	Ⓢ	#1	2.000	0.336
Union Station - Signage & Wayfinding	0.085	0.000	0.0%	0.085	100.0%	Ⓞ	Ⓞ		0.085	0.000
Union Station East Wing	18.551	7.014	37.8%	12.770	68.8%	Ⓢ	Ⓞ	#1	20.000	11.155
Union Station Enhancement Project	2.227	0.063	2.8%	0.333	15.0%	Ⓡ	Ⓢ	#1	3.037	1.203
Union Station PTIF Projects	0.514	0.090	17.6%	0.428	83.4%	Ⓞ	Ⓞ		1.501	0.978
Union Station Revitalization	41.014	13.217	32.2%	21.882	53.4%	Ⓢ	Ⓡ	#1	693.732	713.171
Various IT-Related Projects	1.380	0.434	31.4%	0.930	67.4%	Ⓢ	Ⓢ	#1	3.864	2.494
Customer Experience Program	3.172	2.692	84.9%	4.135	130.4%	Ⓡ	Ⓞ	#3	17.590	3.158
ModernTO	2.200	0.000	0.0%	1.700	77.3%	Ⓞ	Ⓢ	#1	4.400	0.051
St. Lawrence Market South Renovations	0.357	-0.032	-9.0%	0.000	0.0%	Ⓡ	Ⓞ	#4	5.150	0.761
<b>Sub-Total</b>	<b>250.626</b>	<b>139.334</b>	<b>55.6%</b>	<b>181.487</b>	<b>72.4%</b>	-	-		<b>1,177.708</b>	<b>978.712</b>
<b>Growth Related</b>										
1251 Bridletowne Circle Acquisition	0.055	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#2	5.942	5.887
School Land Properties Acquisitions	0.500	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#2	15.000	0.000
Strategic Property Acquisitions	0.082	-0.120	-145.6%	0.000	0.0%	Ⓡ	Ⓞ	#4 & #5	5.062	3.356
<b>Sub-Total</b>	<b>0.638</b>	<b>-0.120</b>	<b>-18.8%</b>	<b>0.000</b>	<b>0.0%</b>	-	-		<b>26.004</b>	<b>9.243</b>
<b>Total</b>	<b>314.396</b>	<b>170.595</b>	<b>54.3%</b>	<b>234.493</b>	<b>74.6%</b>				<b>1,702.588</b>	<b>1,176.186</b>

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

**Note # 1:**

Project is delayed due to COVID-19 related impacts, RFQ/RFP delays, resolution of contractor issues, and coordination with other projects.

**Note # 2:**

Project is expected to be completed under budget.

**Note # 3:**

Current YE projected overspend will be addressed through Q3 2020 in-year adjustment.

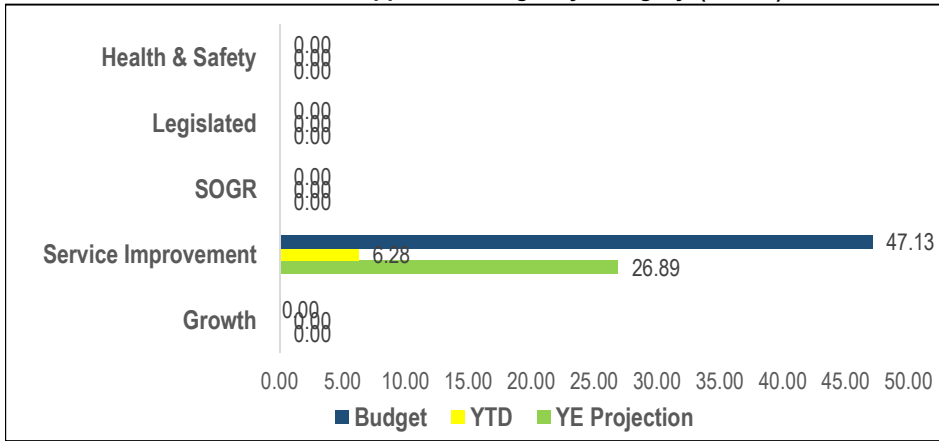
**Note # 4:**

Technical adjustment will be made to clear negative balances.

**Note # 5:**

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

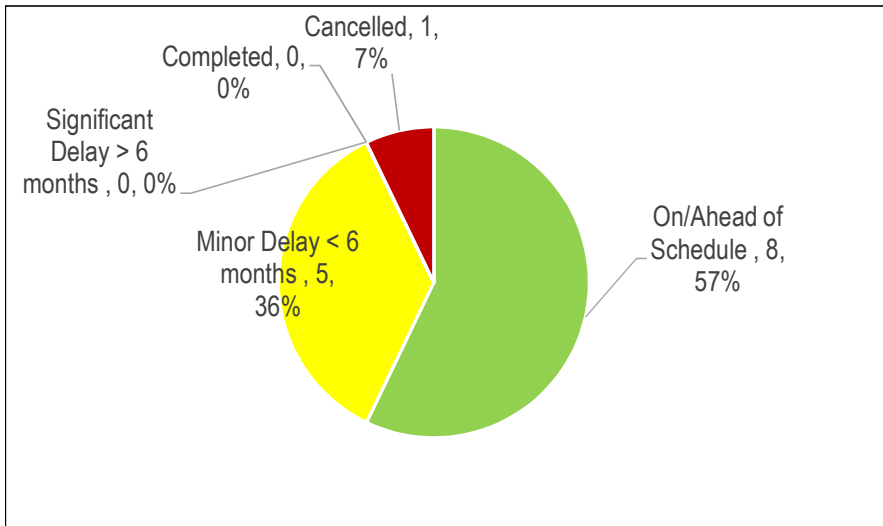
**Chart 1**  
2020 Approved Budget by Category (\$47.13)



**Table 1**  
2020 Active Projects by Category

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

**Chart 2**  
Project Status - 14



**Table 2**

Reason for Delay	5	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
COVID-19 Related		5
Community Consultation		
Other*		
<b>Total # of Projects</b>		<b>5</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
37.18	9.85			0.09

**Key Discussion Points:** (Please provide reason for delay)

The overall program forecasted year-end spending is \$26.9 million, or 57.1% of its 2020 capital plan, and includes a \$14.2 million loan to TCHC, which is remitted periodically, as expenditures are made by TCHC. Due to significant procurement savings in the purchase of Combined Heat & Power (CHP) generators, an additional \$14M of this loan to TCHC was not required in 2020 and has been requested for deferral into 2021 to be used toward other renewables like solar cells. \$1.239 million of the TCHC loan related to deep energy retrofits was completed in this quarter.



Environment and Energy (CEE)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Service Improvements</b>										
Combined Heat & Power (CHP)	0.016	0.014	86.4%	0.016	100.0%	Ⓞ	Ⓞ		4.001	2.677
Community Energy Planning	35.863	4.690	13.1%	21.426	59.7%	Ⓜ	Ⓞ	#1	92.780	61.607
Demand Response Program	0.091	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#2	0.893	0.000
Renewable Energy Program	1.305	0.291	22.3%	1.293	99.1%	Ⓞ	Ⓞ		20.300	16.615
Residential Energy Retrofit Program (HELP)	2.732	0.346	12.7%	1.144	41.9%	Ⓡ	Ⓜ	#3	14.750	5.173
TransformTO	7.120	0.937	13.2%	3.013	42.3%	Ⓡ	Ⓜ	#4	14.771	1.115
<b>Sub-Total</b>	<b>47.127</b>	<b>6.279</b>	<b>13.3%</b>	<b>26.892</b>	<b>57.1%</b>	-	-		<b>147.495</b>	<b>87.188</b>
<b>Total</b>	<b>47.127</b>	<b>6.279</b>	<b>13.3%</b>	<b>26.892</b>	<b>57.1%</b>				<b>147.495</b>	<b>87.188</b>

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

**Note # 1:**

Significant savings on procurement of Combined Heat and Power generators by TCHC has reduced the amount required via loan from the division in 2020. Additional renewables such as solar cells, to be explored by TCHC with remaining \$14M in available funding in 2021

**Note # 2:**

Project has been cancelled.

**Note # 3:**

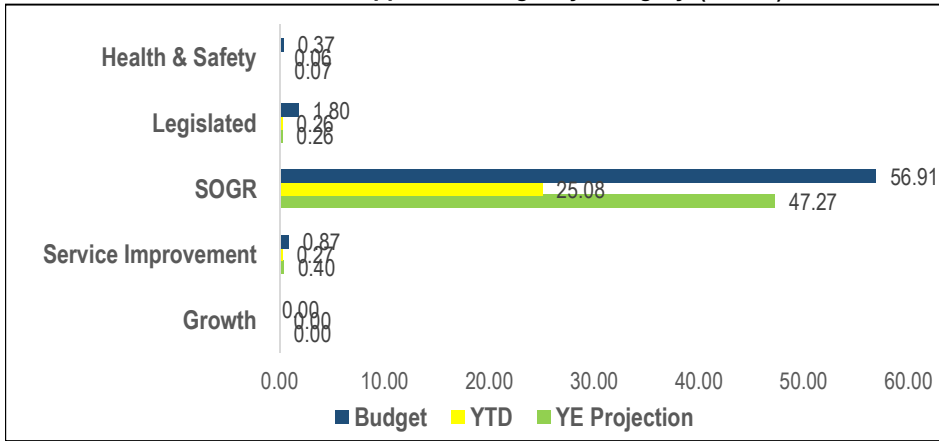
COVID-19 impacts to the residential construction sector have led to delays in existing projects affecting the timing and number of required loans and have also affected the 3rd-party energy audit process.

**Note # 4:**

Due to COVID-19, contracts and issuing PO's have been delayed affecting the design stage. Majority of work expected to occur in 2021

Pick Program Name (from drop down list)

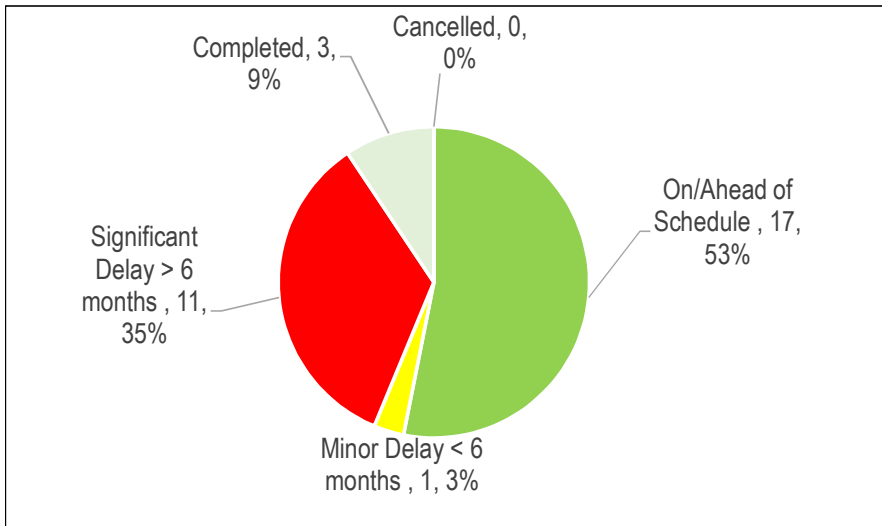
**Chart 1**  
2020 Approved Budget by Category (\$59.94)



**Table 1**  
2020 Active Projects by Category

Health & Safety	2
Legislated	3
SOGR	24
Service Improvement	3
Growth	
<b>Total # of Projects</b>	<b>32</b>

**Chart 2**  
Project Status - 32



**Table 2**

Reason for Delay	12	
	Significant Delay	Minor Delay
Insufficient Staff Resources	1	
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues	1	1
Site Conditions		
Co-ordination with Other Projects		
COVID-19 Related	9	
Community Consultation		
Other*		
<b>Total # of Projects</b>	<b>11</b>	<b>1</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
44.71	0.08	14.78	0.37	

Pick Program Name (from drop down list)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
Fleet Services - Garage Security	0.135	0.013	9.6%	0.024	17.8%	Ⓜ	Ⓜ	#1	0.315	0.168
Municipal Licensing - At Large Vehicle Purchase	0.237	0.044	18.4%	0.044	18.4%	Ⓜ	Ⓞ	#2	1.200	0.935
<b>Sub-Total</b>	<b>0.372</b>	<b>0.056</b>	<b>15.2%</b>	<b>0.067</b>	<b>18.1%</b>	-	-		<b>1.515</b>	<b>1.104</b>
<b>Legislated</b>										
Car Share Technology	0.020	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓜ	#1	0.020	0.000
EV Program	1.298	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓜ	#1	1.298	0.000
Green Fleet Plan	0.479	0.257	53.7%	0.257	53.7%	Ⓨ	Ⓜ	#1	0.614	0.285
<b>Sub-Total</b>	<b>1.797</b>	<b>0.257</b>	<b>14.3%</b>	<b>0.257</b>	<b>14.3%</b>	-	-		<b>1.932</b>	<b>0.285</b>
<b>State of Good Repair</b>										
Arena Boards - Fleet Replacement	0.107	0.088	82.0%	0.088	82.0%	Ⓞ	Ⓞ		0.333	0.088
Economic Development & Culture - Fleet Replacement	0.093	0.043	45.7%	0.043	45.7%	Ⓜ	Ⓞ	#3	0.093	0.043
Engineering & Construction Services - Fleet Replacement	0.164	0.133	81.2%	0.162	98.5%	Ⓞ	Ⓞ		0.722	0.293
Exhibition Place - Fleet Replacement	0.619	0.000	0.0%	0.443	71.4%	Ⓞ	Ⓜ	#1	1.000	0.381
Facility & Real Estate - Fleet Replacement	0.711	0.077	10.9%	0.453	63.7%	Ⓨ	Ⓞ	#3	0.812	0.179
Fleet Office Modernization	0.286	0.000	0.1%	0.018	6.3%	Ⓜ	Ⓜ	#1	0.150	0.015
Fleet Replacement - Insurance Company	0.245	0.027	10.8%	0.114	46.5%	Ⓜ	Ⓞ	#4	0.423	0.204
Fleet Services - At Large Vehicle Purchase	0.145	0.103	71.1%	0.134	92.5%	Ⓞ	Ⓞ		0.610	0.522
Fleet Services - Fleet Replacement	0.336	0.037	11.1%	0.336	100.0%	Ⓞ	Ⓞ		0.734	0.295
Fleet Services - Tools and Equipment	0.582	0.122	21.0%	0.579	99.5%	Ⓞ	Ⓞ		0.789	0.259
Fuel Site Closures	0.886	0.240	27.1%	0.263	29.7%	Ⓜ	Ⓜ	#1	2.237	0.391
Municipal Licensing & Standard - Fleet Replacement	0.574	0.358	62.4%	0.661	115.1%	Ⓜ	Ⓞ	#5	1.138	0.358
Parks, Forestry & Recreation - Fleet Replacement	6.809	3.976	58.4%	6.436	94.5%	Ⓞ	Ⓞ		11.776	4.792
Purchasing & Materials Management - Fleet Replacement	0.100	0.000	0.0%	0.047	47.1%	Ⓜ	Ⓜ	#6	0.100	0.047
Shelter, Support & Housing Administration - Fleet Replacement	0.050	0.048	96.8%	0.048	96.8%	Ⓞ	Ⓞ		0.071	0.048
Solid Waste - Fleet Replacement	6.102	0.474	7.8%	4.869	79.8%	Ⓞ	Ⓞ		51.727	32.528
Toronto Building - Fleet Replacement	0.087	0.072	82.7%	0.072	82.7%	Ⓞ	Ⓞ		0.112	0.072
Toronto Community Housing Corporation - Fleet Replacement	1.338	0.265	19.8%	1.212	90.6%	Ⓞ	Ⓞ		2.271	0.656
Toronto Fire - Fleet Replacement	10.443	0.169	1.6%	4.367	41.8%	Ⓜ	Ⓜ	#1	21.609	5.132
Toronto Library - Fleet Replacement	0.084	0.004	5.3%	0.004	5.3%	Ⓜ	Ⓨ	#7	1.676	0.714
Toronto Paramedic - Fleet Replacement	6.357	4.915	77.3%	6.176	97.2%	Ⓞ	Ⓞ		10.557	9.505

Pick Program Name (from drop down list)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Toronto Water - Fleet Replacement	10.263	4.898	47.7%	10.595	103.2%	Ⓡ	Ⓢ	#5	37.586	20.182
Toronto Zoo - Fleet Replacement	0.380	0.058	15.3%	0.380	100.0%	Ⓢ	Ⓢ		0.730	0.408
Transportation Services - Fleet Replacement	10.146	8.978	88.5%	9.775	96.3%	Ⓢ	Ⓢ		41.795	22.076
<b>Sub-Total</b>	<b>56.906</b>	<b>25.085</b>	<b>44.1%</b>	<b>47.273</b>	<b>83.1%</b>	-	-		<b>189.051</b>	<b>99.187</b>
<b>Service Improvements</b>										
Car Share Technology	0.033	0.005	15.0%	0.027	81.6%	Ⓢ	Ⓡ	#1	0.105	0.022
Fleet Management and Fuel Integration Sustainment	0.357	0.169	47.5%	0.273	76.5%	Ⓢ	Ⓢ		0.711	0.329
Vendor Management Portal	0.478	0.098	20.4%	0.098	20.4%	Ⓡ	Ⓡ	#8	0.478	0.098
<b>Sub-Total</b>	<b>0.867</b>	<b>0.272</b>	<b>31.4%</b>	<b>0.397</b>	<b>45.8%</b>	-	-		<b>1.294</b>	<b>0.449</b>
<b>Total</b>	<b>59.942</b>	<b>25.670</b>	<b>42.8%</b>	<b>47.995</b>	<b>80.1%</b>				<b>193.792</b>	<b>101.024</b>

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

**Note # 1:**

Delays arising from COVID-19.

**Note # 2:**

Project Complete - Remaining funds to be returned to the reserve.

**Note # 3:**

Client re-assessed need and deferred replacement request into 2021.

**Note # 4:**

Relates to unpredictability of insurance deductibles needing to be spent in a particular year.

**Note # 5:**

Acceleration request concurrently submitted to account for additional spend.

**Note # 6:**

Delays due to ability of vendor to deliver on time.

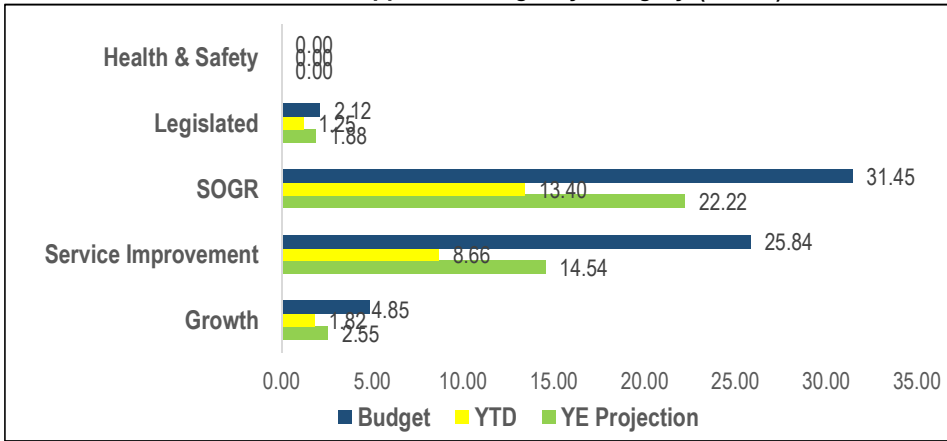
**Note # 7:**

Asset delivery confirmed to take place in Q1 of 2021

**Note # 8:**

Project experienced staffing delays. Position has been filled as of Aug 2020 and draft plan is underway.

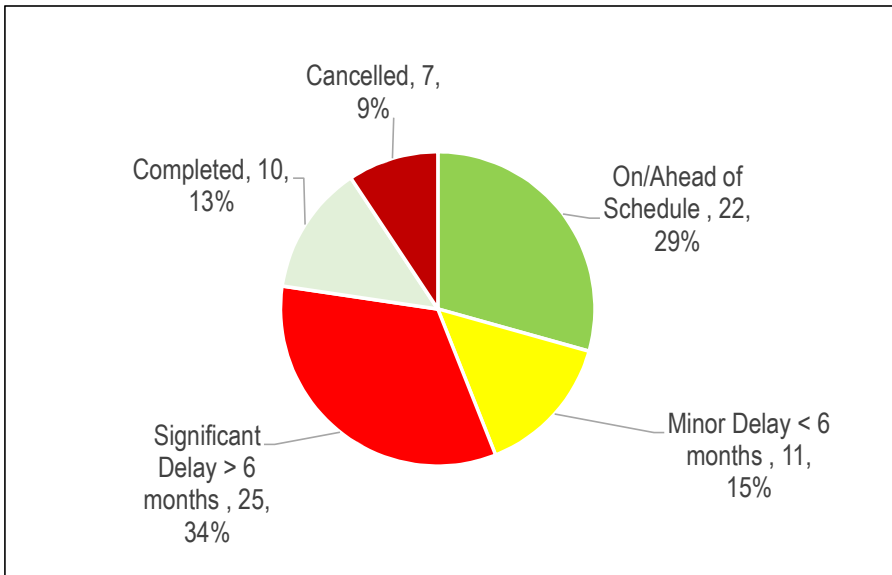
**Chart 1**  
2020 Approved Budget by Category (\$64.26)



**Table 1**  
2020 Active Projects by Category

Health & Safety	
Legislated	2
SOGR	27
Service Improvement	36
Growth	10
<b>Total # of Projects</b>	<b>75</b>

**Chart 2**  
Project Status - 75



**Table 2**

Reason for Delay	36	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		1
Contractor Issues	1	
Site Conditions		
Co-ordination with Other Projects	3	
Community Consultation		
COVID-19 Related	21	8
Other*		2
<b>Total # of Projects</b>	<b>25</b>	<b>11</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
28.29	8.72	22.50	0.83	3.92

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

- The procurement for the TEMS Replacement project has taken longer than planned. The Bid Award Panel report was approved in April 2020. Negotiations are now underway with the Vendor to finalize the agreement and statement of work. However, negotiations are also taking longer due to competing priorities.
- The Construction Project and Document Management System for ECS has been delayed due to COVID-19. The RFP is currently under review by Legal and PMMD.

Information & Technology (ITP)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date	LTD
		\$	%	\$	%	On Budget	On Time				%
<b>Legislated</b>											
AODA Compliance	1.817	1.205	66.3%	1.828	100.6%	Ⓞ	Ⓨ	#1	4.800	2.932	61.1%
EDHR - Complaints Management System	0.307	0.049	16.0%	0.049	16.0%	Ⓡ	Ⓡ	#1	0.345	0.049	14.3%
<b>Sub-Total</b>	<b>2.124</b>	<b>1.255</b>	<b>59.1%</b>	<b>1.877</b>	<b>88.4%</b>	-	-		<b>5.145</b>	<b>2.981</b>	
<b>State of Good Repair</b>											
Application Systems	0.665	0.425	63.9%	0.589	88.6%	Ⓞ	Ⓡ	#1	5.610	4.631	82.5%
Applications Portfolio Tools & Rationalization	0.200	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	0.200	0.000	
Asset Lifecycle Management	17.624	9.794	55.6%	16.581	94.1%	Ⓞ	Ⓞ		116.470	109.092	
Business Sustainment Systems	0.454	0.304	67.0%	0.450	99.2%	Ⓞ	Ⓨ	#2	4.519	2.930	
Corporate Initiatives	1.124	1.074	95.6%	1.074	95.6%	Ⓞ	Ⓨ	#1	2.404	2.228	
Corporate Planning & Management	1.355	0.317	23.4%	0.739	54.6%	Ⓨ	Ⓨ	#1	3.424	2.579	
Cybersecurity	2.710	0.000	0.0%	0.487	18.0%	Ⓡ	Ⓡ	#1	5.702	4.416	
IT Service Mgmt	0.767	0.124	16.1%	0.320	41.7%	Ⓡ	Ⓡ	#3	7.959	3.420	
Kronos Upgrade	0.797	0.003	0.4%	0.465	58.3%	Ⓨ	Ⓞ	#1	0.797	0.003	
Museums & Heritage Services IT Infrastructure SOGR	0.334	0.239	71.5%	0.334	100.0%	Ⓞ	Ⓡ	#1	0.885	0.725	
Network Upgrades	0.887	0.341	38.4%	0.544	61.3%	Ⓨ	Ⓡ	#1	4.532	2.003	
Project Portfolio Management System (SOGR)	0.415	0.070	17.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	1.065	0.131	
Technology Infrastructure	3.320	0.405	12.2%	0.640	19.3%	Ⓡ	Ⓡ	#1	5.598	1.724	
TEMS Replacement	0.800	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓨ	#4	1.600	0.308	
<b>Sub-Total</b>	<b>31.451</b>	<b>13.095</b>	<b>41.6%</b>	<b>22.223</b>	<b>70.7%</b>	-	-		<b>160.767</b>	<b>134.189</b>	
<b>Service Improvements</b>											
Application Systems	5.584	2.388	42.8%	3.699	66.2%	Ⓨ	Ⓡ	#1	20.367	13.715	67.3%
Applications Portfolio Tools & Rationalization	0.565	0.000	0.0%	0.035	6.2%	Ⓡ	Ⓨ	#1	0.810	0.355	
Artificial Intelligence for SSHA and TPH	0.780	0.093	11.9%	0.093	11.9%	Ⓡ	Ⓡ	#1	3.200	0.143	
Business Sustainment Systems	5.450	0.800	14.7%	1.421	26.1%	Ⓡ	Ⓡ	#5	25.437	18.463	
Corporate Initiatives	4.085	1.426	34.9%	3.918	95.9%	Ⓞ	Ⓨ	#1	25.604	22.993	
Corporate Planning & Management	0.646	0.613	94.9%	0.658	101.8%	Ⓡ	Ⓞ	#6	3.639	2.690	
ECS Business Systems	0.241	0.051	21.0%	0.051	21.2%	Ⓡ	Ⓡ	#1	0.600	0.394	
ECS Cloud Deployment-Construction Project and DMS	1.183	0.172	14.5%	0.398	33.6%	Ⓡ	Ⓨ	#7	3.504	0.313	
Etime Scheduling Enterprise Rollout	0.765	0.692	90.4%	0.784	102.4%	Ⓡ	Ⓡ	#1	4.868	3.673	
HR Labour Relations Information System (LRIS)	0.404	0.077	19.2%	0.077	19.2%	Ⓡ	Ⓡ	#1	0.505	0.165	
IT Audit Project Health Check Framework	0.080	0.060	75.3%	0.060	75.3%	Ⓞ	Ⓞ		0.130	0.120	
Justice Video Network (JVN) Implementation for Courtrooms	0.520	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	0.520	0.000	
Open Data Visualization	1.418	0.305	21.5%	0.473	33.4%	Ⓡ	Ⓞ	#1	4.136	1.807	
Publicly Accessible Wi-Fi For City Facilities	0.829	0.335	40.4%	0.442	53.4%	Ⓨ	Ⓡ	#1	1.279	0.473	
TASS Business Readiness	0.206	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#8	0.461	0.255	
Technology Infrastructure	2.123	1.057	49.8%	1.723	81.2%	Ⓞ	Ⓞ		3.310	1.057	
Toronto Property System (TPS) refresh	0.328	0.081	24.7%	0.081	24.7%	Ⓡ	Ⓨ	#1	0.553	0.290	
Work Management Solution - Transportation	0.628	0.510	81.2%	0.628	100.0%	Ⓞ	Ⓞ		9.396	6.530	
<b>Sub-Total</b>	<b>25.836</b>	<b>8.661</b>	<b>33.5%</b>	<b>14.541</b>	<b>56.3%</b>	-	-		<b>108.319</b>	<b>73.434</b>	
<b>Growth Related</b>											
Applications Portfolio Tools & Rationalization	0.653	0.156	23.9%	0.186	28.4%	Ⓡ	Ⓡ	#1	2.882	0.844	29.3%
Business Sustainment Systems	0.036	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#9	1.317	0.957	
CLASS Replacement Planning	0.027	0.004	15.8%	0.004	15.8%	Ⓡ	Ⓡ	#10	0.150	0.052	

Information & Technology (ITP)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date	LTD %
		\$	%	\$	%	On Budget	On Time				
Consolidated Data Centre	1.867	1.200	64.3%	1.790	95.9%	Ⓞ	Ⓞ		40.306	22.739	
Corporate Initiatives	1.098	0.347	31.6%	0.440	40.1%	Ⓡ	Ⓡ	#1	1.668	0.436	
Enterprise Architecture	0.564	0.114	20.2%	0.131	23.3%	Ⓡ	Ⓞ	#1	6.146	5.900	
Technology Infrastructure	0.500	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	0.500	0.000	
WAN High Speed Fibre Data	0.103	0.003	2.7%	0.003	2.7%	Ⓡ	Ⓞ	#11	2.090	1.990	
<b>Sub-Total</b>	<b>4.848</b>	<b>1.824</b>	<b>37.6%</b>	<b>2.554</b>	<b>52.7%</b>	-	-		<b>55.059</b>	<b>32.920</b>	
<b>Total</b>	<b>64.260</b>	<b>24.835</b>	<b>38.6%</b>	<b>41.195</b>	<b>64.1%</b>				<b>329.290</b>	<b>243.524</b>	

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

**Note # 1:**

Delayed due to COVID-19.

**Note # 2:**

The Integrated Business Management System Review project is delayed due to difficulties in aligning technology solutions, business processes and coordination between divisions in the wake of COVID-19.

**Note # 3:**

The IT Service Process Improvement Program is delayed due to changes in direction and is focusing on process improvements while the needed foundational architecture is first put in place.

**Note # 4:**

The procurement for the TEMS Replacement project has taken longer than planned. The Bid Award Panel report was approved in April 2020. Negotiations are now underway with the Vendor to finalize the agreement and statement of work. However, negotiations are also taking longer due to competing priorities.

**Note # 5:**

The MLS Centralized DataMart and Toronto Building Electronic Service Delivery projects are complete. The Building Permits Electronic Portal is delayed due to inadequate work by the vendor. The project team is evaluating how to align what was delivered with corporate direction. MLS Systems Modernization is delayed due to COVID-19. The Online Portal Services for City Planning is delayed while the project team coordinate platforms with other projects and business processes

**Note # 6:**

The S DFA Online Grant Management System project is being accelerated. An adjustment to address the projected overspend in the &T Strategic Planning project is being planned.

**Note # 7:**

The Construction Project and Document Management System has been delayed due to COVID-19. The RFP is currently under review by Legal and PMMD.

**Note # 8:**

The Time Attendance & Staff Scheduling (TASS) Business Readiness project is complete. The project will subsequently be closed and remaining funds released.

**Note # 9:**

The Major Capital Infrastructure Project Coordination Enhancements (TOINView) is complete. The project will be subsequently closed and remaining funds

**Note # 10:**

The CLASS Replacement Planning project is on hold due to coordination issues with the PF&R Business Transformation Project.

**Note # 11:**

The WAN High Speed Fibre Data Services (Cogeco) is complete. Project will be subsequently closed and remaining funds released.

**2020 Capital Spending by Program  
Finance and Treasury Services**

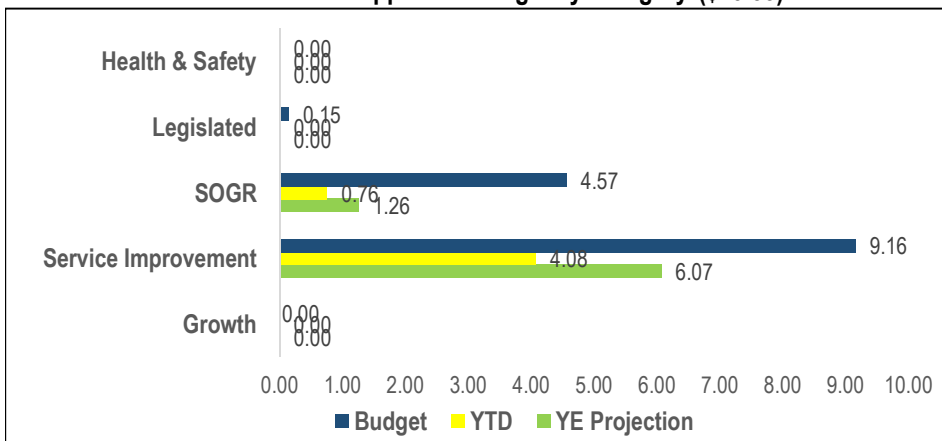
Program		2020 Approved Cash Flow	2020 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
Financial Services	5M	13.88	2.74	8.46	61.0%		⊙
	Q2	13.88	3.37	8.34	60.1%	↓	⊙
	Q3	13.88	4.83	7.33	52.8%	↓	⊙
TOTAL	5M	13.88	2.74	8.46	61.0%		⊙
	Q2	13.88	3.37	8.34	60.1%	↓	⊙
	Q3	13.88	4.83	7.33	52.8%	↓	⊙

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

For the nine months ended September 30, 2020, the capital expenditures for Finance and Treasury Services totalled \$4.8 million of their 2020 Approved Capital Budget of \$13.9 million. Spending is expected to increase to \$7.3 million (52.8%) by year-end.



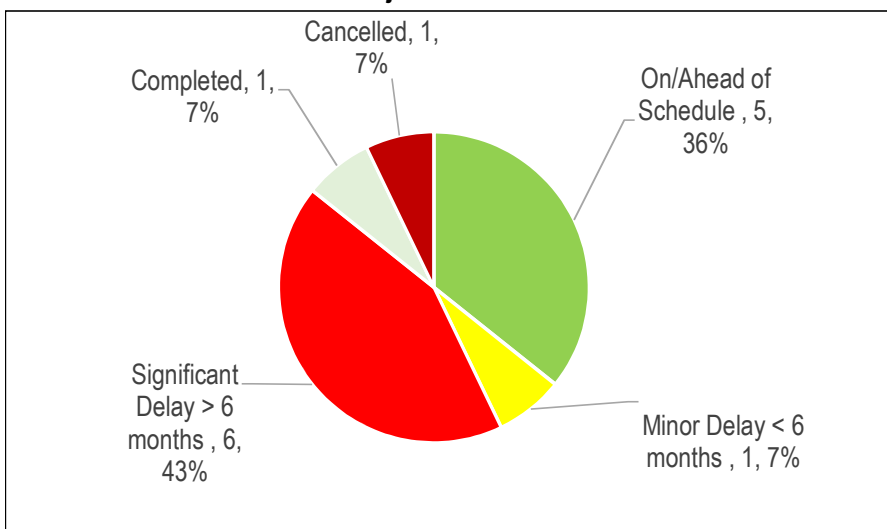
**Chart 1**  
2020 Approved Budget by Category (\$13.88)



**Table 1**  
2020 Active Projects by Category

Health & Safety	
Legislated	1
SOGR	5
Service Improvement	8
Growth	
<b>Total # of Projects</b>	<b>14</b>

**Chart 2**  
Project Status - 14



**Table 2**

Reason for Delay	7	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		1
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
COVID-19 Related	6	
Community Consultation		
Other*		
<b>Total # of Projects</b>	<b>6</b>	<b>1</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
3.44	0.40	9.88	0.01	0.15

**Key Discussion Points:**

6 projects have been significantly delayed due to COVID-19

Financial Services (FNS)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
<b>Legislated</b>										
DEV. CHARGES BACKGROUND STUDY	0.150	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#1		
<b>Sub-Total</b>	<b>0.150</b>	<b>0.000</b>	<b>0.0%</b>	<b>0.000</b>	<b>0.0%</b>	-	-		<b>0.000</b>	<b>0.000</b>
<b>State of Good Repair</b>										
CROSS-APPLICATION TIMESHEET CATS IMPLEMENTATION	0.007	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓞ	#2	7.540	7.534
INTEGRATED ASSET PLANNING MANAGEMENT (IAPM)	1.939	0.035	1.8%	0.035	1.8%	Ⓡ	Ⓡ	#3	5.000	0.930
RISK MANAGEMENT INFO SYSTEM UPGRADE	0.400	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓨ	#4	1.892	1.103
TAX BILLING SYSTEM	1.300	0.300	23.1%	0.300	23.1%	Ⓡ	Ⓡ	#5	9.922	2.663
UTILITY BILLING SYSTEM	0.920	0.422	45.9%	0.920	100.0%	Ⓞ	Ⓞ		5.971	0.592
<b>Sub-Total</b>	<b>4.566</b>	<b>0.757</b>	<b>16.6%</b>	<b>1.255</b>	<b>27.5%</b>				<b>30.325</b>	<b>12.822</b>
<b>Service Improvements</b>										
EBILLING INITIATIVE	0.079	0.000	0.0%	0.079	100.0%	Ⓞ	Ⓞ		0.469	0.390
ELECTRONIC SELF SERVICE TAX AND UTILITY	0.138	0.000	0.0%	0.138	100.0%	Ⓞ	Ⓞ		0.551	0.221
EMPLOYEE SERVICE CENTRE (ESC)	0.565	0.367	65.0%	0.400	70.8%	Ⓨ	Ⓡ	#9	1.255	0.983
FINANCE ACCOUNTING SYSTEMS TRANSFORMATION	2.073	1.090	52.6%	2.055	99.2%	Ⓞ	Ⓞ		4.260	2.981
PARKING TAG MGMT SOFTWARE UPGRADE	0.900	0.003	0.3%	0.002	0.2%	Ⓡ	Ⓡ	#6	2.592	0.661
PPEB TRANSFORMATION PROGRAM	2.171	0.606	27.9%	1.000	46.1%	Ⓡ	Ⓡ	#7	3.034	0.606
REVENUE SYSTEM - PHASE 11 - 2000	0.227	0.071	31.4%	0.227	100.0%	Ⓞ	Ⓞ		3.500	3.344
SUPPLY CHAIN MANAGEMENT TRANSFORMATION	3.007	1.940	64.5%	2.171	72.2%	Ⓞ	Ⓡ	#8	18.993	17.214
<b>Sub-Total</b>	<b>9.160</b>	<b>4.077</b>	<b>44.5%</b>	<b>6.072</b>	<b>66.3%</b>				<b>34.654</b>	<b>26.400</b>
<b>Growth Related</b>										
<b>Sub-Total</b>										
<b>Total</b>	<b>13.875</b>	<b>4.834</b>	<b>34.8%</b>	<b>7.327</b>	<b>52.8%</b>				<b>64.979</b>	<b>39.223</b>

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

**Note # 1:**

DC Background Study to be closed and moved to Operating Budget

**Note # 2:**

Project was in the process of being closed in 2019 but the division requested remaining funds be carried over to 2020 in case of unanticipated final billing. Project to be closed in 2020

**Note # 3:**

Project on hold due to COVID-19.

**Note # 4:**

Delay in assigning TS staff resources to complete the RFP and set requirements. Will not be released in fall 2020 as originally anticipated.

**Note # 5:**

Project delayed due to covid-19. Work to restart 2021.

**Note # 6:**

**Financial Services (FNS)**

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			

Project delayed due to covid-19. Work to restart 2021.

**Note # 7:**

Delays due to responding to priorities of COVID-19 effect as new initiatives & workforces emerged, the City slow-down in hiring resources, caused stopping & delaying projects execution (some projects resumed and others not yet), and the team got engaged to support critical/ essential and corporate initiatives as a result of COVID-19 resposnes, resumption and reimagine

**Note #8:**

In 2020 a number of issues impacted the project including cross project dependancies between P2P and Contract Module that were unknown and undocumented. Sustainment positions not funded in operating to assume work to allow remaining project team to move quicker. COVID 19 and major staff reductions as staff redirected to Emergency Support functions.

**Note #9:**

Delays in technology enablement of permanent CRM platform solution, due to COVID-19 situation

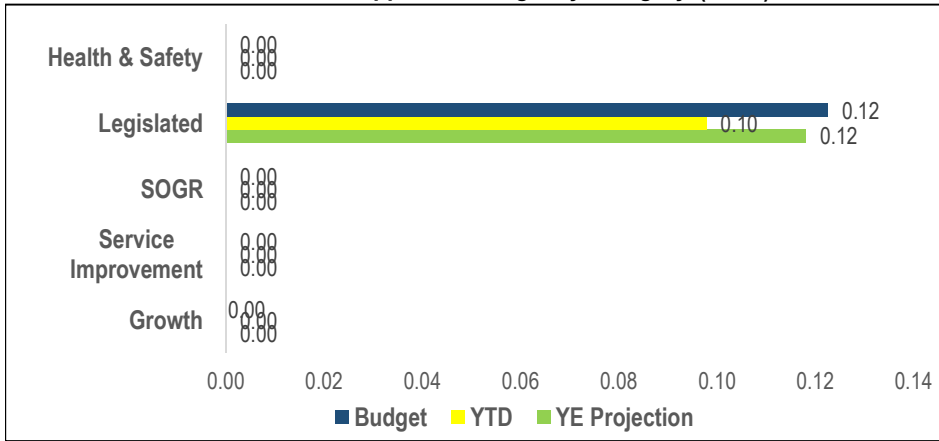
**2020 Capital Spending by Program  
Other City Programs**

Program		2020 Approved Cash Flow	2020 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
Auditor General's Office	5M	0.00	0.00	0.00			Ⓜ
	Q2	0.00	0.00	0.00		□	Ⓜ
	Q3	0.00	0.00	0.00		□	Ⓜ
Office of the Lobbyist Registrar	5M	0.12	0.04	0.12	98.1%		Ⓞ
	Q2	0.12	0.05	0.12	98.0%	↓	Ⓞ
	Q3	0.12	0.10	0.12	96.4%	↓	Ⓞ
Office of the Ombudsman	5M	0.00	0.00	0.00			Ⓜ
	Q2	0.00	0.00	0.00		□	Ⓜ
	Q3	0.00	0.00	0.00		□	Ⓜ
City Clerk's	5M	4.05	0.88	3.30	81.4%		Ⓞ
	Q2	3.78	1.12	3.29	86.9%	↑	Ⓞ
	Q3	3.78	1.53	2.88	76.2%	↓	Ⓞ
Corporate Initiatives	5M	36.29	0.12	8.12	22.4%		Ⓜ
	Q2	36.29	0.23	8.12	22.4%	↑	Ⓜ
	Q3	36.29	0.39	8.15	22.4%	↑	Ⓜ
TOTAL	5M	40.46	1.04	11.53	28.5%		Ⓜ
	Q2	40.19	1.39	11.53	28.7%	↑	Ⓜ
	Q3	40.19	2.01	11.15	27.7%	↓	Ⓜ
<span style="background-color: #c6e0b4; padding: 2px;">Ⓞ</span> >70% <span style="background-color: #ffffcc; padding: 2px;">Ⓜ</span> between 50% and 70% <span style="background-color: #f4cccc; padding: 2px;">Ⓜ</span> < 50% or > 100%							

For the nine months ended September 30, 2020, the capital expenditures for Other City Programs totalled \$2.0 million of their collective 2020 Approved Capital Budget of \$40.2 million. Spending is expected to increase to \$ 11.1 million (27.7%) by year-end. All programs in this Service Area have a projected year-end spending rate of less 70% of their respective 2020 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 96.4%, 76.2% and 22.4% respectively.

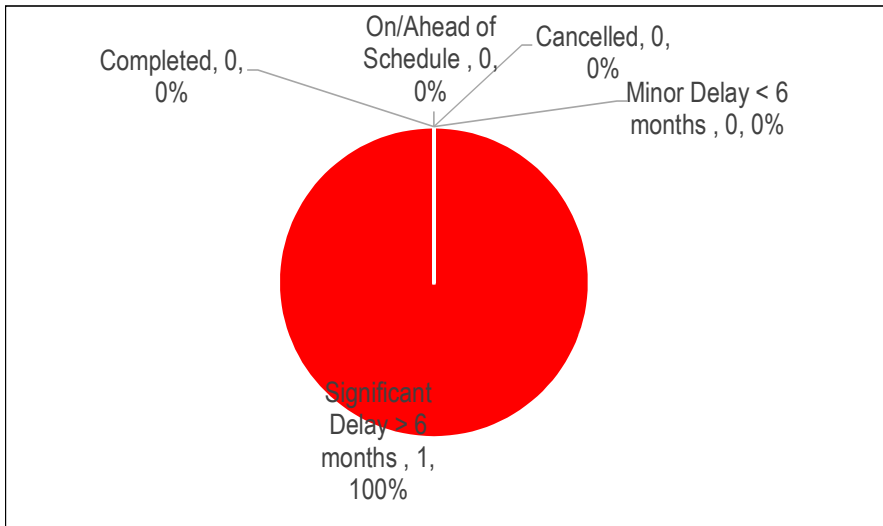
**Chart 1**  
2020 Approved Budget by Category (\$0.12)



**Table 1**  
2020 Active Projects by Category

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

**Chart 2**  
Project Status - 1



**Table 2**

Reason for Delay	1	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
COVID-19 Related	1	
Community Consultation		
Other*		
<b>Total # of Projects</b>	<b>1</b>	

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

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

**Key Discussion Points:** (Please provide reason for delay)

- Change in scope in Q4 2019 as a result of a legislated change & the project implementation was put on hold on March and April due to COVID

Office of the Lobbyist Registrar (LR)

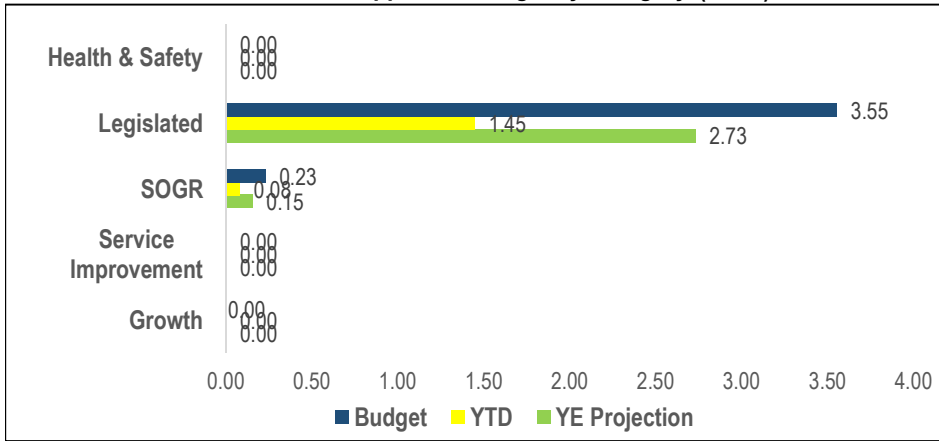
Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	
<b>Legislated</b>										
OLR Investigation Case Management System	0.123	0.098	79.8%	0.118	96.4%	Ⓞ	Ⓜ	#1	0.215	0.190
<b>Sub-Total</b>	<b>0.123</b>	<b>0.098</b>	<b>79.8%</b>	<b>0.118</b>	<b>96.4%</b>	-	-		<b>0.215</b>	<b>0.190</b>
<b>State of Good Repair</b>										
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
<b>Service Improvements</b>										
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
<b>Growth Related</b>										
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
<b>Total</b>	<b>0.123</b>	<b>0.098</b>	<b>79.8%</b>	<b>0.118</b>	<b>96.4%</b>				<b>0.215</b>	<b>0.190</b>

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

**Note # 1:**

Change in scope in Q4 2019 as a result of a legislated change & the project implementation was put on hold on March and April due to COVID

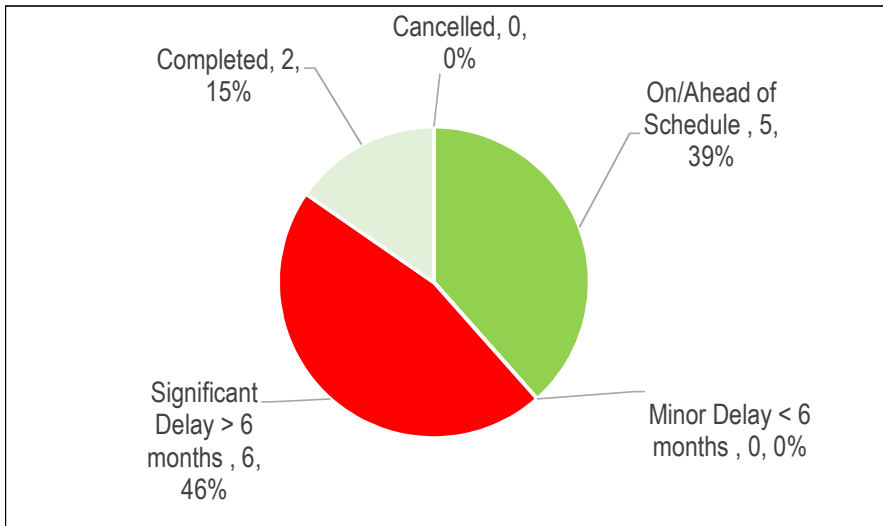
**Chart 1**  
2020 Approved Budget by Category (\$3.78)



**Table 1**  
2020 Active Projects by Category

Health & Safety	
Legislated	9
SOGR	4
Service Improvement	
Growth	
<b>Total # of Projects</b>	<b>13</b>

**Chart 2**  
Project Status - 13



**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		
COVID-19 Related	6	
Community Consultation		
Other*		
<b>Total # of Projects</b>	<b>6</b>	

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
2.63		1.07	0.09	

**Key Discussion Points:** (Please provide reason for delay)

- The 2020 year-end projected spending reflects underspending attributed to COVID-19 impacts.

City Clerk's Office (CLK)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	
<b>Legislated</b>										
Election Technology Program for 2022 Election	2.039	1.039	51.0%	1.688	82.8%	G	G		6.295	2.120
Toronto Meeting Management Information System (TMMIS) SOGR 2019-2022	0.312	0.111	35.6%	0.112	36.0%	R	R	#1	0.890	0.159
Open Info - Division Specific - Archival Database	0.058	0.056	96.2%	0.056	96.2%	G	G		0.125	0.123
Privacy Case Management System 2019	0.135	0.052	38.4%	0.135	100.0%	G	G		0.205	0.122
Voting Equipment Replacement - Options Study	0.030	0.008	25.4%	0.008	25.4%	R	G		0.157	0.135
City Clerk's Business System - Legislative Compliance	0.075	0.039	52.2%	0.066	87.3%	G	R	#2	0.440	0.189
City Clerk's Office Business Systems 2020-2021	0.275	0.055	20.2%	0.160	58.2%	Y	R	#1	0.555	0.055
Council Business Systems 2020-2021	0.330	0.074	22.4%	0.206	62.5%	Y	R	#1	0.665	0.074
Council Transition Requirements 2017	0.300	0.013	4.3%	0.300	100.0%	G	G		1.267	0.980
<b>Sub-Total</b>	<b>3.554</b>	<b>1.447</b>	<b>40.7%</b>	<b>2.731</b>	<b>76.8%</b>	-	-		<b>10.599</b>	<b>3.957</b>
<b>State of Good Repair</b>										
Info. Production Online Request Portal Replacement	0.097	0.058	60.4%	0.096	99.4%	G	G		0.110	0.072
Archives Equipment Upgrade 2017-2023	0.057	0.022	39.1%	0.057	100.0%	G	G		0.265	0.180
City Hall Registry Counter Refresh	0.075	0.000	0.0%	0.000	0.0%	R	R	#1	0.078	0.003
Archives Equipment Upgrade 2017-2023	0.000	0.000		0.000			R	#1	0.250	0.000
<b>Sub-Total</b>	<b>0.229</b>	<b>0.081</b>	<b>35.3%</b>	<b>0.153</b>	<b>67.0%</b>	-	-		<b>0.703</b>	<b>0.255</b>
<b>Service Improvements</b>										
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
<b>Growth Related</b>										
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
<b>Total</b>	<b>3.783</b>	<b>1.528</b>	<b>40.4%</b>	<b>2.884</b>	<b>76.2%</b>				<b>11.302</b>	<b>4.211</b>

<b>On Time</b>	<b>On Budget</b>
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:**

Covid impacted.

**Note # 2:**

Covid impacted and project scope expanded to include CISO needs.



**2020 Capital Spending by Program  
City Agencies**

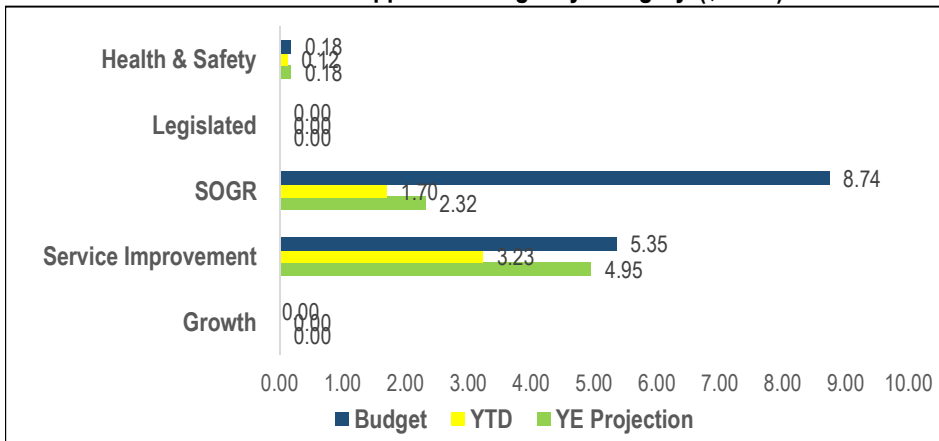
Program		2020 Approved Cash Flow	2020 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
Exhibition Place	5M	14.27	2.41	7.93	55.6%		Ⓢ
	Q2	14.27	2.99	7.93	55.6%	↓	Ⓢ
	Q3	14.27	5.06	7.45	52.2%	↓	Ⓢ
Go Transit	5M	60.00	0.00	60.00	100.0%		Ⓢ
	Q2	60.00	0.00	0.00	0.0%	↓	Ⓢ
	Q3	60.00	0.00	0.00	0.0%	□	Ⓢ
To Live	5M	19.63	2.29	8.24	42.0%		Ⓢ
	Q2	19.63	3.15	8.26	42.1%	↑	Ⓢ
	Q3	19.63	5.36	8.26	42.1%	↓	Ⓢ
TRCA	5M	24.83	10.34	24.83	100.0%		Ⓢ
	Q2	24.83	12.41	24.83	100.0%	□	Ⓢ
	Q3	24.83	18.62	24.83	100.0%	□	Ⓢ
Toronto Police	5M	79.61	23.90	63.23	79.4%		Ⓢ
	Q2	80.26	28.22	65.33	81.4%	↑	Ⓢ
	Q3	80.26	35.30	58.28	72.6%	↓	Ⓢ
Toronto Public Health	5M	4.19	1.09	1.70	40.7%		Ⓢ
	Q2	4.19	1.10	1.70	40.7%	↑	Ⓢ
	Q3	6.22	1.12	3.64	58.6%	↑	Ⓢ
Toronto Public Library	5M	38.33	10.97	34.18	89.2%		Ⓢ
	Q2	38.50	15.56	38.49	100.0%	↑	Ⓢ
	Q3	38.50	22.60	35.04	91.0%	↓	Ⓢ
Toronto Zoo	5M	17.23	0.84	10.46	60.7%		Ⓢ
	Q2	17.23	1.71	11.14	64.6%	↑	Ⓢ
	Q3	17.23	4.04	9.49	55.1%	↓	Ⓢ
Toronto Transit Commission	5M	1,089.60	331.87	988.64	90.7%		Ⓢ
	Q2	1,092.77	396.91	1,030.11	94.3%	↑	Ⓢ
	Q3	1,092.77	612.85	1,030.11	94.3%	↑	Ⓢ
Yonge-Dundas Square	5M	0.09	0.03	0.06	73.6%		Ⓢ
	Q2	0.09	0.03	0.07	76.7%	↑	Ⓢ
	Q3	0.09	0.07	0.07	77.1%	↑	Ⓢ
TOTAL	5M	1,347.78	383.72	1,199.22	89.0%		Ⓢ
	Q2	1,351.76	462.08	1,187.86	87.9%	↓	Ⓢ
	Q3	1,353.79	705.00	1,177.17	87.0%	↓	Ⓢ

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

For the nine months ended September 30, 2020, the capital expenditures for City Agencies totalled \$705.00 million of their collective 2020 Approved Capital Budget of \$1.354 billion. Spending is expected to increase to \$1.177 billion (87.0%) by year-end. 4 Agencies have projected year-end spending rate of over 70% of their respective 2020 Approved Capital Budgets.

Go Transit is expected to spend 100% of the 2020 Approved Budget while Toronto & Region Conservation Authority, Exhibition Place, Toronto Public Health, Toronto Public Library and Toronto Transit Commission have projected year-end spending rate of 100.0%, 52.2%, 58.6%, 91.0% and 94.3% respectively. Toronto Police Service, Toronto Zoo and TO Live have projected year-end spending rate of less than 70%

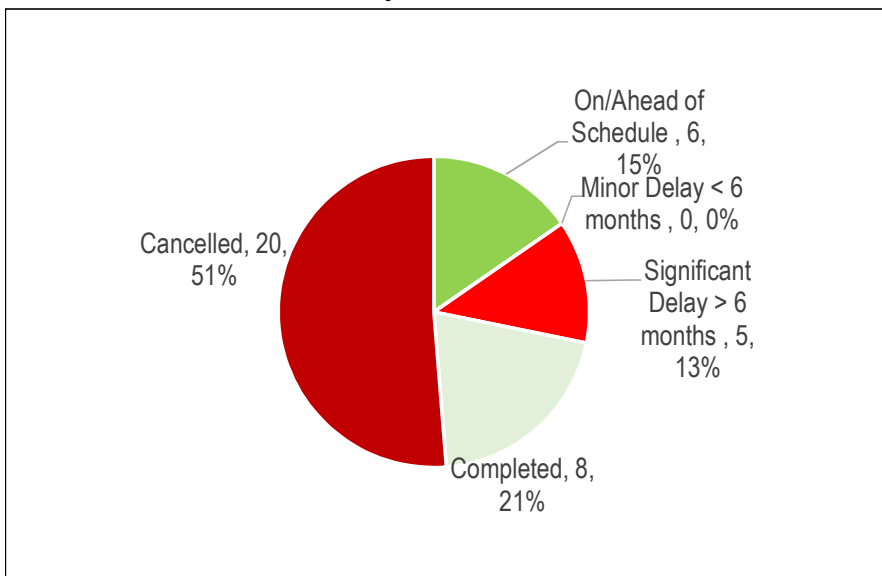
**Chart 1**  
2020 Approved Budget by Category (\$14.27)



**Table 1**  
2020 Active Projects by Category

Health & Safety	2
Legislated	
SOGR	33
Service Improvement	4
Growth	
<b>Total # of Projects</b>	<b>39</b>

**Chart 2**  
Project Status - 39



**Table 2**

Reason for Delay	5	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions	3	
Co-ordination with Other Projects	2	
Community Consultation		
COVID-19 Related		
Other*		
<b>Total # of Projects</b>	<b>5</b>	

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
4.50		0.56	2.78	6.44

**Key Discussion Points :**

- Exhibition Place is currently projecting a 2020 Year-end spending of \$7.449 million, or 52.2% of its 2020 Council Approved Capital Budget of \$14.273 million.
- In terms of project status, 6 projects are currently on-track (\$4.500 million) and 8 projects have been completed (\$2.778 million) as of September 30, 2020.
- The *Pre-Engineering Program* project (\$0.011 million) and the *Electrical Underground High Voltage Utilities* project (\$0.379 million) are currently experiencing major delays primarily due to site conditions. The *Queen Elizabeth Building* project (\$0.011 million) is significantly delayed due to issues with delayed materials while the *Enercare Centre* and *Coliseum Complex* (\$0.159 million) are significantly delayed due to coordination with other projects.
- 20 projects (\$6.44 million) have also been cancelled as a result of COVID-19. This results in lower than anticipated spending rate and the impacts are reflected in the projected spending for the year.

Exhibition Place (EXH)

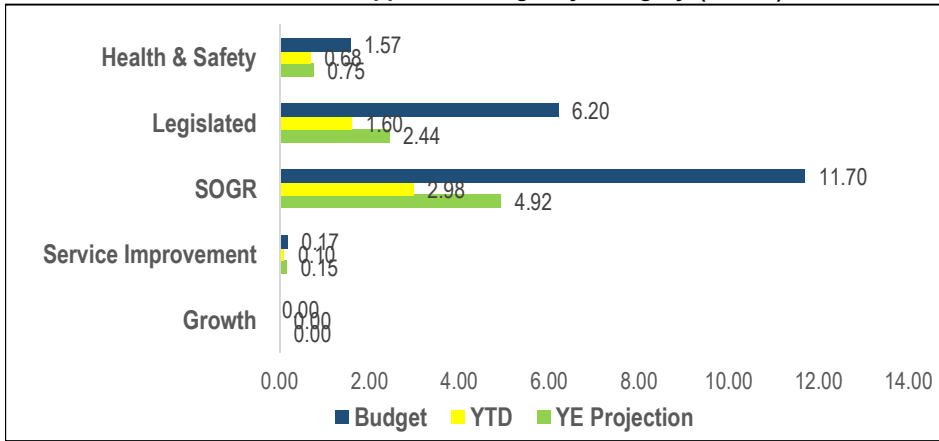
Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
Other Building	0.179	0.123	68.8%	0.179	100.0%	Ⓞ	Ⓞ		0.350	0.294
<b>Sub-Total</b>	<b>0.179</b>	<b>0.123</b>	<b>68.8%</b>	<b>0.179</b>	<b>100.0%</b>	-	-		<b>0.350</b>	<b>0.294</b>
<b>State of Good Repair</b>										
Pre-Engineering Program	0.186	0.012	6.2%	0.013	7.0%	Ⓜ	Ⓜ	#1	0.300	0.126
Queen Elizabeth Building	0.211	0.008	4.0%	0.014	6.7%	Ⓜ	Ⓜ	#1	0.475	0.272
Other Building	0.640	0.427	66.6%	0.442	69.0%	Ⓨ	Ⓜ	#1	0.640	0.427
Equipment	0.883	0.225	25.5%	0.391	44.3%	Ⓜ	Ⓜ	#1	1.405	0.747
Enercare Centre	2.339	0.074	3.2%	0.172	7.3%	Ⓜ	Ⓜ	#1	2.770	0.506
Coliseum Complex	0.121	0.010	8.5%	0.022	18.4%	Ⓜ	Ⓜ	#1	0.200	0.090
Parks, Parking Lots and Roads	0.726	0.316	43.5%	0.431	59.3%	Ⓨ	Ⓜ	#1	0.895	0.485
Food Building	0.631	0.414	65.7%	0.414	65.7%	Ⓨ	Ⓜ	#1	0.690	0.473
Better Living Centre	0.175	0.003	1.4%	0.003	1.4%	Ⓜ	Ⓜ	#1	0.175	0.003
Beanfield Centre	0.450	0.007	1.5%	0.007	1.5%	Ⓜ	Ⓜ	#1	0.450	0.007
Electrical Underground High Voltage Utilities	2.379	0.206	8.7%	0.409	17.2%	Ⓜ	Ⓜ	#1	3.500	1.327
<b>Sub-Total</b>	<b>8.740</b>	<b>1.702</b>	<b>19.5%</b>	<b>2.317</b>	<b>26.5%</b>	-	-		<b>11.500</b>	<b>4.462</b>
<b>Service Improvements</b>										
Beanfield Centre	5.353	3.231	60.4%	4.953	92.5%	Ⓞ	Ⓜ	#1	5.969	3.847
<b>Sub-Total</b>	<b>5.353</b>	<b>3.231</b>	<b>60.4%</b>	<b>4.953</b>	<b>92.5%</b>	-	-		<b>5.969</b>	<b>3.847</b>
<b>Total</b>	<b>14.273</b>	<b>5.057</b>	<b>35.4%</b>	<b>7.449</b>	<b>52.2%</b>				<b>17.819</b>	<b>8.603</b>

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

**Note # 1:**

Due to COVID-19 and in some cases site conditions, many sub-projects have been delayed and even cancelled in all project categories in Exhibition Place's 2020 Capital Plan.

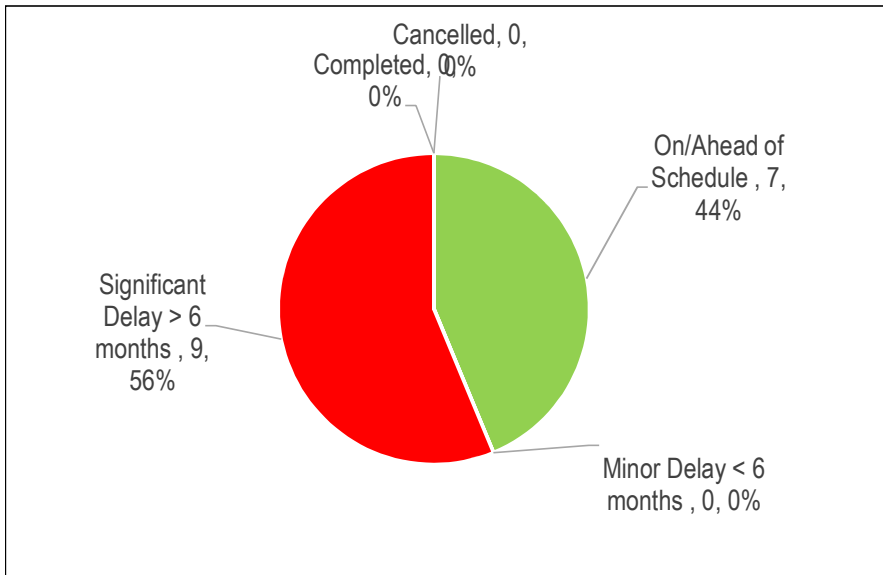
**Chart 1**  
2020 Approved Budget by Category (\$19.63)



**Table 1**  
2020 Active Projects by Category

Health & Safety	5
Legislated	4
SOGR	6
Service Improvement	1
Growth	
<b>Total # of Projects</b>	<b>16</b>

**Chart 2**  
Project Status - 16



**Table 2**

Reason for Delay	9	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
COVID-19 Related	9	
Other*		
<b>Total # of Projects</b>	<b>9</b>	

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
4.31		15.32		

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

- TO Live spent \$5.362 million or 27.3% of its 2020 cash flow YTD and is projecting to spend \$8.260 million or 42.1% of its 2020 Council Approved Capital Budget by end of 2020.
- The lower spending rate is the result of COVID-19 as a number of State of Good Repair capital projects are experiencing delays and will be postponed, as reflected in the projected spending for the year.

TO Live

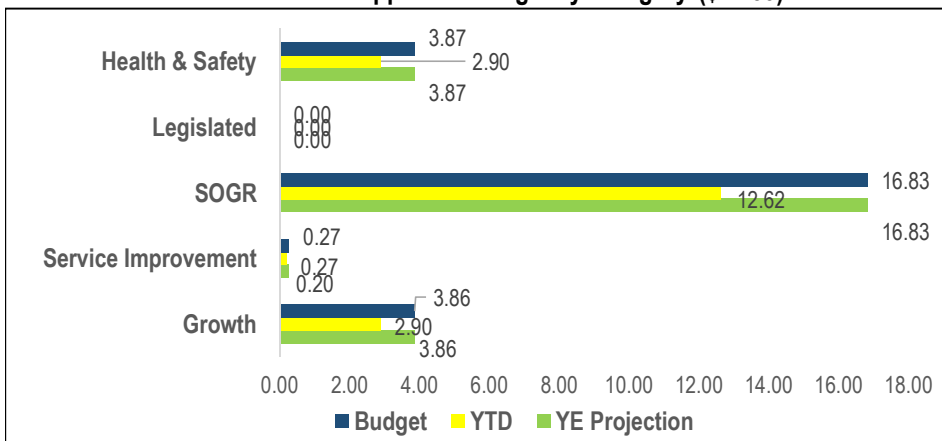
Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
Meridian Hall - Building Envelope	0.866	0.025	2.9%	0.066	7.6%	Ⓡ	Ⓡ	#1	0.867	0.026
Meridian Hall - Vertical Transportation	0.294	0.282	96.1%	0.293	99.8%	Ⓞ	Ⓞ		0.329	0.318
Meridian Hall - Fire Safety Systems	0.383	0.367	95.8%	0.383	100.0%	Ⓞ	Ⓞ		0.454	0.437
Meridian Hall - Theatre Systems & Equipment	0.012	0.005	43.0%	0.006	48.8%	Ⓡ	Ⓡ	#1	0.119	0.112
St. Lawrence Centre for the Arts - Health and Safety	0.011	0.003	28.4%	0.003	29.2%	Ⓡ	Ⓡ	#1	0.200	0.192
<b>Sub-Total</b>	<b>1.566</b>	<b>0.683</b>	<b>43.6%</b>	<b>0.752</b>	<b>48.0%</b>	-	-		<b>1.969</b>	<b>1.085</b>
<b>Legislated</b>										
Meridian Arts Centre - AODA	1.933	0.419	21.7%	0.682	35.3%	Ⓡ	Ⓡ	#1	4.212	0.450
Meridian Arts Centre - Concession Stands	0.116	0.010	8.2%	0.010	8.9%	Ⓡ	Ⓞ		0.133	0.027
Meridian Hall - AODA	3.832	1.125	29.4%	1.696	44.2%	Ⓡ	Ⓡ	#1	4.430	1.298
St. Lawrence Centre for the Arts - AODA	0.319	0.048	15.0%	0.048	15.0%	Ⓡ	Ⓡ	#1	0.398	0.127
<b>Sub-Total</b>	<b>6.200</b>	<b>1.602</b>	<b>25.8%</b>	<b>2.435</b>	<b>39.3%</b>	-	-		<b>9.173</b>	<b>1.901</b>
<b>State of Good Repair</b>										
Meridian Arts Centre - SOGR	3.145	0.069	2.2%	0.212	6.8%	Ⓡ	Ⓡ	#1	3.145	0.069
Meridian Hall - Mechanical Systems	1.747	1.421	81.4%	1.742	99.7%	Ⓞ	Ⓞ		1.777	1.451
Meridian Hall - Building Envelope	0.959	0.772	80.4%	0.879	91.6%	Ⓞ	Ⓞ		0.959	0.772
Meridian Hall - Electrical Systems	0.638	0.049	7.6%	0.628	98.5%	Ⓞ	Ⓞ		0.638	0.049
Meridian Hall - Theatre Systems & Equipment	0.342	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	0.342	0.000
St. Lawrence Centre for the Arts - SOGR	4.864	0.670	13.8%	1.457	30.0%	Ⓡ	Ⓡ	#1	5.475	1.281
<b>Sub-Total</b>	<b>11.695</b>	<b>2.981</b>	<b>25.5%</b>	<b>4.918</b>	<b>42.1%</b>	-	-		<b>12.336</b>	<b>3.621</b>
<b>Service Improvements</b>										
Meridian Arts Centre - Sound Isolation	0.173	0.096	55.6%	0.154	89.1%	Ⓞ	Ⓞ		0.215	0.138
<b>Sub-Total</b>	<b>0.173</b>	<b>0.096</b>	<b>55.6%</b>	<b>0.154</b>	<b>89.1%</b>	-	-		<b>0.215</b>	<b>0.138</b>
<b>Total</b>	<b>19.634</b>	<b>5.362</b>	<b>27.3%</b>	<b>8.260</b>	<b>42.1%</b>				<b>23.693</b>	<b>6.745</b>

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

**Note # 1:**

These projects are delayed as a result of COVID-19 related implications.

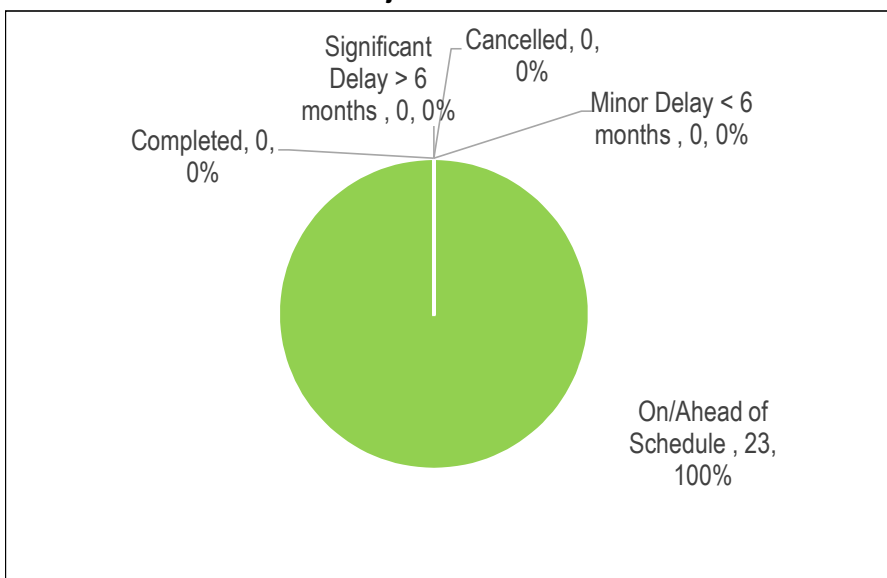
**Chart 1**  
2020 Approved Budget by Category (\$24.83)



**Table 1**  
2020 Active Projects by Category

Health & Safety	1
Legislated	
SOGR	20
Service Improvement	1
Growth	1
<b>Total # of Projects</b>	<b>23</b>

**Chart 2**  
Project Status - 23



**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		
COVID-19 Related		
Other*		
<b>Total # of Projects</b>		

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
24.83				

**Key Discussion Points:**

- The majority of TRCA's capital projects are ongoing or phased projects which arise from multi-year planning.
- Feasibility studies or needs assessments have been completed and engineering estimates form the basis of project costs.
- Projects are currently on track to be fully spent in 2020 and will continue to be monitored throughout the year.
- 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)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
Scarborough Waterfront Project - West Segment Design & Brimley Road Construction	3.866	2.899	75.0%	3.866	100.0%	Ⓞ	Ⓞ		3.866	2.899
<b>Sub-Total</b>	<b>3.866</b>	<b>2.899</b>	<b>75.0%</b>	<b>3.866</b>	<b>100.0%</b>	-	-		<b>3.866</b>	<b>2.899</b>
<b>State of Good Repair</b>										
Greenspace Land Acquisition (Toronto Share)	0.064	0.048	75.0%	0.064	100.0%	Ⓞ	Ⓞ		0.748	0.732
Shoreline Monitoring & Maintenance	0.400	0.300	75.0%	0.400	100.0%	Ⓞ	Ⓞ		3.550	3.450
Erosion Infrastructure - Major Maintenance	1.200	0.900	75.0%	1.200	100.0%	Ⓞ	Ⓞ		9.830	9.530
Black Creek Pioneer Village Retrofit	0.371	0.278	75.0%	0.371	100.0%	Ⓞ	Ⓞ		2.834	2.741
Living City Action Plan - Sustainable Communities	0.886	0.664	75.0%	0.886	100.0%	Ⓞ	Ⓞ		7.222	7.000
Living City Action Plan - Watershed Monitoring	0.530	0.397	75.0%	0.530	100.0%	Ⓞ	Ⓞ		4.352	4.219
Living City Action Plan - Regional Watershed Management	1.349	1.012	75.0%	1.349	100.0%	Ⓞ	Ⓞ		9.310	8.973
Living City Action Plan - Regeneration Sites	0.795	0.596	75.0%	0.795	100.0%	Ⓞ	Ⓞ		4.262	4.063
Waterfront Development - Environmental Monitoring	0.245	0.184	75.0%	0.245	100.0%	Ⓞ	Ⓞ		2.200	2.139
Waterfront Development - Keating Channel Dredging	0.320	0.240	75.0%	0.320	100.0%	Ⓞ	Ⓞ		2.880	2.800
Waterfront Development - Ashbridges Bay	0.250	0.187	75.0%	0.250	100.0%	Ⓞ	Ⓞ		2.450	2.387
Tommy Thompson Cell Capping	0.050	0.037	75.0%	0.050	100.0%	Ⓞ	Ⓞ		0.829	0.816
Waterfront Development - Ongoing Major Maintenance	0.188	0.141	75.0%	0.188	100.0%	Ⓞ	Ⓞ		2.018	1.971
Toronto Planning Initiatives	0.100	0.075	75.0%	0.100	100.0%	Ⓞ	Ⓞ		0.380	0.355
Information Technology Replacement	0.257	0.193	75.0%	0.257	100.0%	Ⓞ	Ⓞ		2.348	2.284
Gibraltar Point Erosion	4.700	3.525	75.0%	4.700	100.0%	Ⓞ	Ⓞ		12.230	11.055
Administrative Infrastructure - Major Facilities Retrofit	0.322	0.241	75.0%	0.322	100.0%	Ⓞ	Ⓞ		2.208	2.127
Layer 2 - Extra Waterfront Major Maintenance	1.000	0.750	75.0%	1.000	100.0%	Ⓞ	Ⓞ		4.650	4.400
Layer 2 - Extra Floodworks Major Maintenance	0.200	0.150	75.0%	0.200	100.0%	Ⓞ	Ⓞ		2.000	1.950
Layer 2 - Extra Erosion Major Maintenance	3.600	2.700	75.0%	3.600	100.0%	Ⓞ	Ⓞ		15.556	14.656
<b>Sub-Total</b>	<b>16.827</b>	<b>12.620</b>	<b>75.0%</b>	<b>16.827</b>	<b>100.0%</b>	-	-		<b>91.857</b>	<b>87.650</b>
<b>Service Improvements</b>										
Waterfront Development - Tommy Thompson Park	0.270	0.203	75.0%	0.270	100.0%	Ⓞ	Ⓞ		2.250	2.183
<b>Sub-Total</b>	<b>0.270</b>	<b>0.203</b>	<b>75.0%</b>	<b>0.270</b>	<b>100.0%</b>	-	-		<b>2.250</b>	<b>2.183</b>

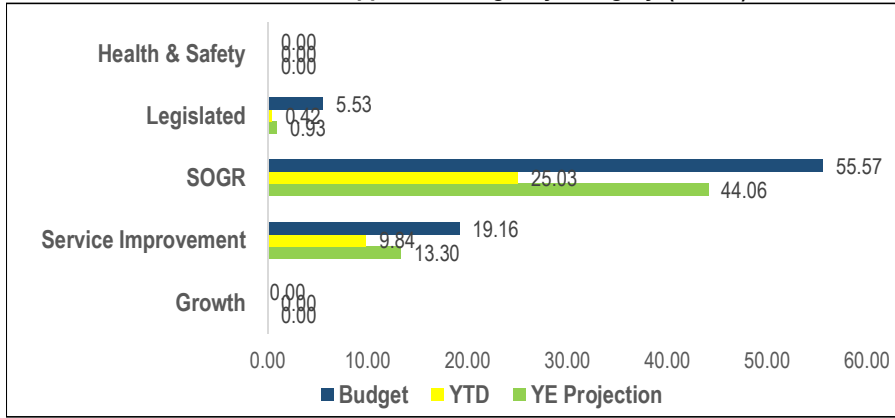
Toronto & Region Conservation Authority (TRC)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Growth Related</b>										
Long Term Accomodation Plan - 5 Shoreham	3.862	2.896	75.0%	3.862	100.0%	Ⓞ	Ⓞ		39.200	3.862
<b>Sub-Total</b>	<b>3.862</b>	<b>2.896</b>	<b>75.0%</b>	<b>3.862</b>	<b>100.0%</b>	-	-		<b>39.200</b>	<b>3.862</b>
<b>Total</b>	<b>24.825</b>	<b>18.619</b>	<b>75.0%</b>	<b>24.825</b>	<b>100.0%</b>				<b>137.173</b>	<b>96.595</b>

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



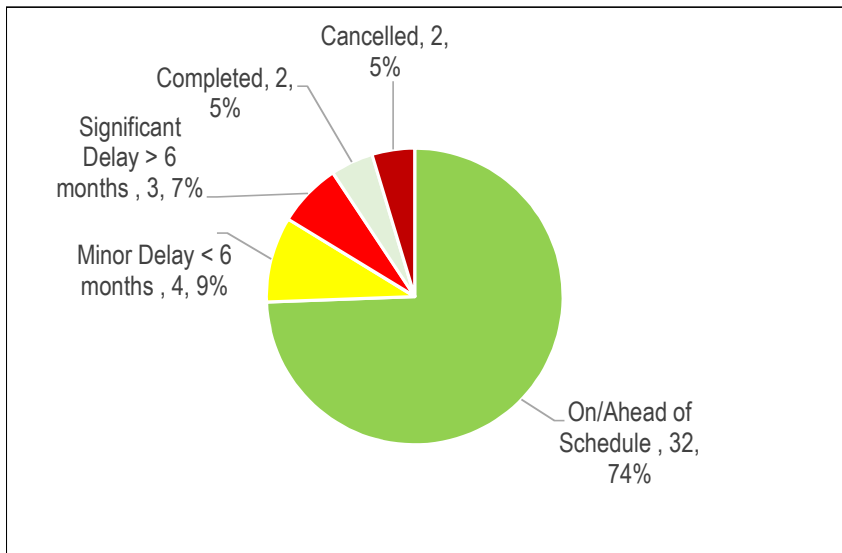
**Chart 1**  
2020 Approved Budget by Category (\$80.26)



**Table 1**  
2020 Active Projects by Category

Health & Safety	
Legislated	2
SOGR	30
Service Improvement	11
Growth	
<b>Total # of Projects</b>	<b>43</b>

**Chart 2**  
Project Status - 43



**Table 2**

Reason for Delay	7	
	Significant Delay	Minor Delay
Insufficient Staff Resources	1	2
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
COVID-19 Related	1	1
Other*	1	1
<b>Total # of Projects</b>	<b>3</b>	<b>4</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
63.23	8.58	5.12	0.45	2.88

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

- *54/55 Divisions Amalgamation* - Architectural consultant has been awarded, however, the project has been placed on hold indefinitely.
- *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 Q3 2021. Purchase of scanners deferred to 2021, after software integration

## Toronto Police Service (POL)

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

- Toronto Police Service is currently projecting a 2020 year-end spend of \$58.283 million, or 72.6% of its 2020 Approved Capital Budget of \$80.260 million, including a 79.3% spend rate for State of Good Repair projects.
- The majority of the spending variance is attributed to COVID-19 related delays faced by the facilities related projects. Resourcing constraints that still exist from the hiring moratorium, competing operational priorities and the impact of the current COVID-19 pandemic situation will have an ongoing impact on planned future activities. Projects will continue to be monitored on an ongoing basis and known issues are being actively addressed.

Toronto Police Service (POL)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Legislated</b>										
Next Generation (N.G.) 9-1-1	5.028	0.418	8.3%	0.900	17.9%	R	G	#1	10.950	0.640
Communication Center Consulting	0.500	0.000	0.0%	0.025	5.0%	R	Y	#2	0.500	0.000
<b>Sub-Total</b>	<b>5.528</b>	<b>0.418</b>	<b>7.6%</b>	<b>0.925</b>	<b>16.7%</b>				<b>11.450</b>	<b>0.640</b>
<b>State of Good Repair</b>										
State-of-Good-Repair	5.715	1.714	30.0%	3.263	57.1%	Y	Y		on-going	on-going
12 Division	0.375	0.000	0.0%	0.000	0.0%	R	R	#3	9.000	0.000
32 Division Renovation	2.500	0.008	0.3%	0.023	0.9%	R	R	#4	10.940	0.358
Radio Replacement	4.640	4.081	87.9%	4.640	100.0%	G	G		38.051	29.125
Automated Fingerprint Identification System (A.F.I.S.) Replacement	3.053	0.000	0.0%	1.107	36.2%	R	G	#5	6.106	2.704
Property & Evidence Warehouse Racking	0.040	0.030	74.4%	0.030	74.5%	G	G		1.040	0.030
Vehicle Replacement	7.872	7.868	99.9%	7.872	100.0%	G	G		146.432	78.334
Furniture Lifecycle Replacement	1.560	0.923	59.2%	1.118	71.7%	G	G		14.135	11.774
Workstation, Laptop, Printer- Lifecycle plan	4.280	3.408	79.6%	4.280	100.0%	G	G		80.296	41.086
Servers - Lifecycle Plan	4.761	2.010	42.2%	4.308	90.5%	G	G		84.752	42.439
IT Business Resumption	2.441	0.760	31.1%	1.805	73.9%	G	G		41.596	19.701
Mobile Workstation	6.407	2.064	32.2%	5.407	84.4%	G	G		46.484	17.853
Locker Replacement	0.168	0.000	0.0%	0.000	0.0%	R	G		8.421	3.143
Network Equipment	2.900	0.073	2.5%	2.900	100.0%	G	G		52.806	19.129
In-car Camera	0.000	0.000	0.0%	0.000	0.0%	G	G		10.491	4.216
Voice Logging	0.000	0.000	0.0%	0.000	0.0%	G	G		1.961	1.460
DVAM I, II (LR)	1.060	0.188	17.7%	0.576	54.4%	G	G		13.093	3.523
Automatic Vehicle Locator (A.V.L.)	1.402	0.008	0.5%	0.961	68.5%	Y	G		4.574	1.429
Property & Evidence Scanners	0.040	0.000	0.0%	0.000	0.0%	R	Y	#6	0.106	0.023
Small Equipment Replacement	1.057	0.319	30.2%	0.893	84.5%	G	G		9.431	3.501
Security System Replacement	0.097	0.002	1.9%	0.097	100.0%	G	G		1.600	1.505
Digital Photography	0.314	0.289	92.0%	0.314	100.0%	G	G		2.018	1.047
Radar Unit Replacement	0.009	0.009	100.0%	0.009	100.0%	G	G		1.806	0.945
Divisional Parking lot Network	1.500	0.000	0.0%	1.500	100.0%	G	G		3.699	0.499
Conducted Energy Weapon	0.675	0.000	0.0%	0.675	100.0%	G	G		6.422	1.302
Closed Circuit Television (C.C.T.V.)	0.275	0.002	0.7%	0.225	81.6%	G	G		1.851	0.703
Connected Officer LR	0.461	0.200	43.5%	0.265	57.6%	Y	G		12.545	0.200
Livescan	0.409	0.000	0.0%	0.409	100.0%	G	G		1.205	0.257
Electronic Surveillance	1.088	1.055	97.0%	1.088	100.0%	G	G		3.655	2.023
Wireless Parking System	0.470	0.025	5.2%	0.299	63.6%	Y	G		15.833	3.293
<b>Sub-Total</b>	<b>55.568</b>	<b>25.034</b>	<b>45.1%</b>	<b>44.062</b>	<b>79.3%</b>				<b>630.348</b>	<b>291.603</b>
<b>Service Improvements</b>										
Peer to Peer Site	0.285	-0.004	-1.3%	0.010	3.5%	R	G	#7	19.646	19.632
Transforming Corporate Support	1.718	0.341	19.9%	0.341	19.9%	R	R	#8	8.742	6.558
54/55 Divisions Amalgamation	1.000	0.000	0.0%	0.000	0.0%	R	R	#9	39.225	0.184
ANCOE (Enterprise Business Intelligence and Global Search)	1.862	0.825	44.3%	1.803	96.8%	G	G		12.882	10.390
TPS Archiving	0.163	0.126	77.1%	0.126	77.1%	G	G		0.650	0.613
Body Worn Camera - Phase II	2.250	0.612	27.2%	1.627	72.3%	G	G		4.782	1.244
Connected Officer	0.288	0.125	43.4%	0.288	100.0%	G	G		2.981	2.817
41 Division	2.404	0.383	16.0%	0.718	29.8%	R	R	#10	38.928	0.935
Additional Vehicles	6.750	6.621	98.1%	6.621	98.1%	G	G		6.750	6.621
District Policing Program - District Model	2.327	0.813	35.0%	1.645	70.7%	G	Y		8.970	1.509
Automated External Defibrillator (A.E.D.s.)	0.118	0.000	0.0%	0.118	100.0%	G	G		0.227	0.023
<b>Sub-Total</b>	<b>19.165</b>	<b>9.844</b>	<b>51.4%</b>	<b>13.296</b>	<b>69.4%</b>				<b>143.783</b>	<b>50.527</b>
<b>Total</b>	<b>80.260</b>	<b>35.296</b>	<b>44.0%</b>	<b>58.283</b>	<b>72.6%</b>				<b>785.581</b>	<b>342.770</b>

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

## Toronto Police Service (POL)

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### **Note # 1: Next Generation (N.G.) 9-1-1**

Pending any COVID-related delays or unplanned interruptions, it is anticipated that the solution will be implemented by early 2022 and will go live shortly thereafter.

### **Note # 2: Communication Center Consulting**

Project delayed due to COVID 19. A Request for Quotation (R.F.Q.) for consulting services is planned to be issued in the fourth quarter. The feasibility and design will commence when a contract is awarded to the successful consultant, expected to be late this year or early in 2021.

### **Note # 3: 12 Division**

Project was cancelled due to operational reason. Majority of funds were transferred to other projects that were approved by Police Board and City Council.

### **Note # 4: 32 Division Renovation**

The Service is in the process of re-evaluating this project and exploring other alternative options.

### **Note # 5: Automated Fingerprint Identification System (A.F.I.S.) Replacement**

The current A.F.I.S. is a 2011 model first deployed in January 2013, and will reach end of life as of December 31, 2020. The new contract award to IDEMIA was approved by the Board Delegates on April 28, 2020. The status of this project is behind the schedule based on the original timeline. It is expected that the implementation of the new A.F.I.S. will take over 8 months.

### **Note # 6: Property & Evidence Scanners**

The scanners need software that has to be developed and configured by ITS for integration into the PEMS system prior to purchase. Software integration will be completed in Q3 of 2021. Purchase of scanners deferred to 2021, after software integration is complete.

### **Note # 7: Peer to Peer Site**

Parts of the projects are being deferred due to changes in ITS workforce.

### **Note # 8: Transforming Corporate Support**

Due to ongoing resource challenges and project delays, the Service is reviewing the Phase III Time and Labour implementation scope, plan and solution options in order to determine the best, risk averse and most cost efficient way to move forward.

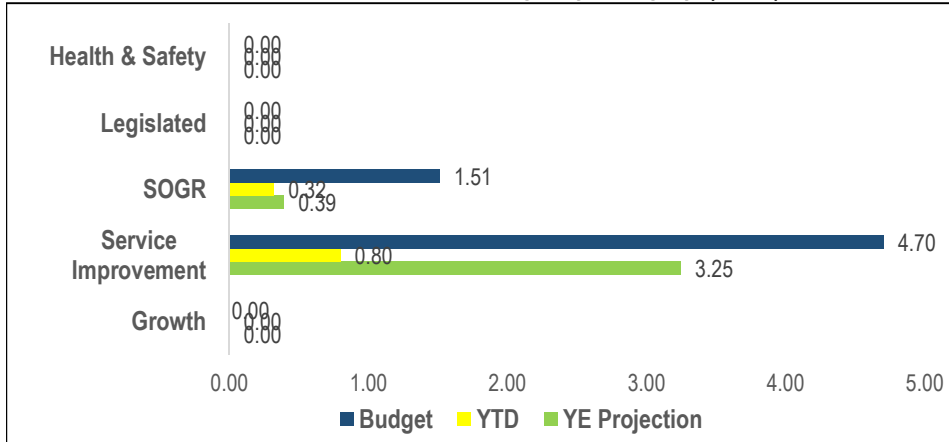
### **Note # 9: 54/55 Divisions Amalgamation**

The process of rezoning, environmental assessment of site and soil conditions are complete. The Request for Proposal (R.F.P.) to secure construction management services is indefinitely on hold. Building design documentation is also on hold. Schedule to be updated pending direction from Command. The Service is re-evaluating this project and exploring alternative options.

### **Note # 10: 41 Division**

The construction management services contract for the new 41 Division was approved by the Board at its May 2020 meeting. Based on budget estimates received from the architectural consultant and construction manager, the total construction cost is now estimated to be significantly higher than the approved capital funding of \$38.9M. This is due to the complexity of the construction phasing that involves the demolition of a significant portion of the existing 41 Division facility and constructing a new building while continuing to operate as a full functional division; and significantly higher construction costs from when the original estimate was prepared. The additional capital cost will be reflected in the 2021-2030 capital program. Numerous Value Engineering sessions (cost saving efforts) have been held with the construction manager and consultants, and some cost reductions have been achieved. However, the total construction cost is still much higher than originally estimated.

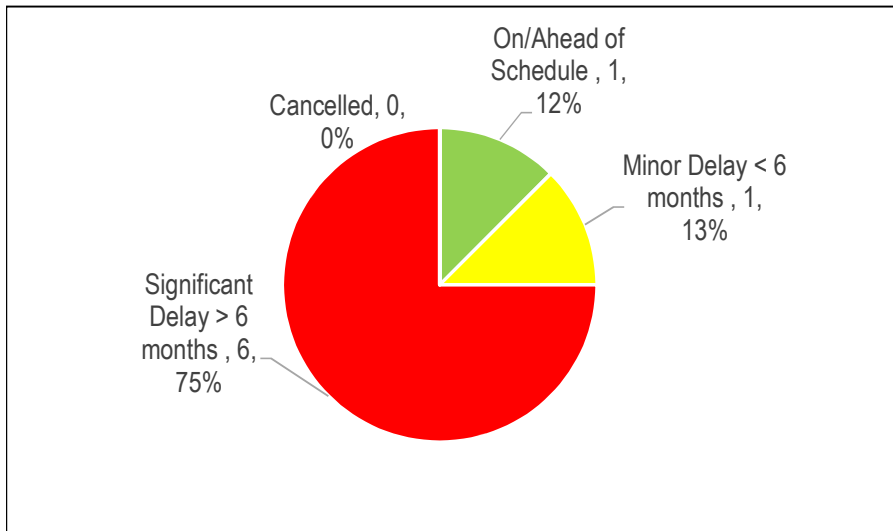
**Chart 1**  
2020 Approved Budget by Category (\$6.22)



**Table 1**  
2020 Active Projects by Category

Health & Safety	
Legislated	
SOGR	2
Service Improvement	6
Growth	
<b>Total # of Projects</b>	<b>8</b>

**Chart 2**  
Project Status - 8



**Table 2**

Reason for Delay

7

	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
COVID-19 Related	6	
Other*		1
<b>Total # of Projects</b>	<b>6</b>	<b>1</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0.03	2.78	3.41		

**Key Discussion Points:**

- The 2020 year-end projected spending mainly reflects underspending attributed to COVID-19 impacts.

Toronto Public Health (TPH)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date	LTD
		\$	%	\$	%	On Budget	On Time				%
<b>State of Good Repair</b>											
Community Health Information System	0.850	0.321	37.8%	0.393	46.3%	Ⓜ	Ⓜ	#1	3.997	3.057	76.5%
Inspection Management -	0.663	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓜ	#1	5.287	0.000	0.0%
<b>Sub-Total</b>	<b>1.513</b>	<b>0.321</b>	<b>21.2%</b>	<b>0.393</b>	<b>26.0%</b>	-	-		<b>9.284</b>	<b>3.057</b>	
<b>Service Improvements</b>											
Dental & Oral Health Information Systems	0.031	0.020	64.7%	0.031	100.0%	Ⓞ	Ⓞ		0.521	0.510	97.9%
Datamart Data Warehouse - Phase 3	0.845	0.360	42.6%	0.421	49.8%	Ⓜ	Ⓜ	#1	2.300	1.815	
Electronic Medical Record - Phase 3	0.735	0.385	52.4%	0.437	59.5%	Ⓜ	Ⓜ	#1	1.971	1.621	
Community Collaboration - Seed	0.243	0.033	13.8%	0.042	17.4%	Ⓜ	Ⓜ	#1	0.420	0.131	
Correspondence and Communications Tracking - Seed	0.069	0.000	0.0%	0.000	0.0%	Ⓜ	Ⓜ	#1	0.128	0.015	
Ontario Seniors Dental Care Program	2.781	0.000	0.0%	2.316	83.3%	Ⓞ	Ⓜ	#2, #3	3.171	0.000	
<b>Sub-Total</b>	<b>4.704</b>	<b>0.798</b>	<b>17.0%</b>	<b>3.248</b>	<b>69.0%</b>	-	-		<b>8.511</b>	<b>4.092</b>	
<b>Total</b>	<b>6.217</b>	<b>1.120</b>		<b>3.641</b>					<b>17.795</b>	<b>7.149</b>	

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

**Note # 1:**

The 2020 year-end projected spending reflects underspending attributed to COVID-19 impacts.

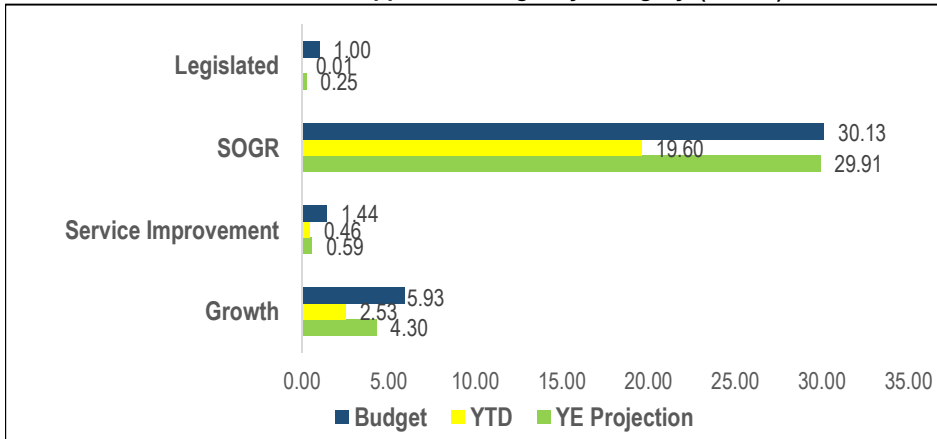
**Note # 2:**

Project is experiencing delays as a result of COVID-19 and RFQ issuance delays related to the dental vehicle build portion of the project. Other projects related to renovating sites are expected to be completed in Q4.

**Note # 3:**

On September 30th (HL20.5) Council Approved an increase to the 2020 Capital Budget for the *Ontario Seniors Dental Care Program* project by \$2.024 million gross, fully funded by the Ontario Ministry of Health in 2020. Program anticipates fully utilizing this budget in Q4.

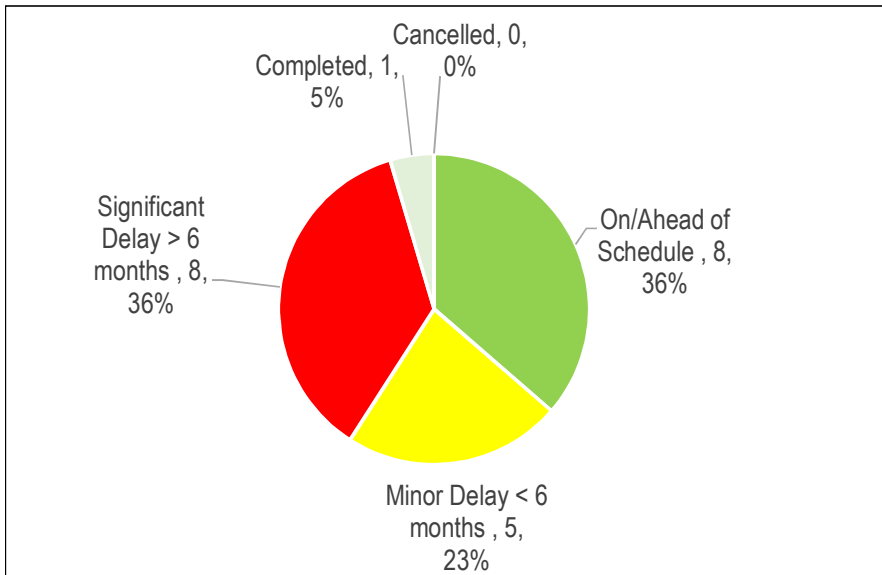
**Chart 1**  
2020 Approved Budget by Category (\$38.50)



**Table 1**  
2020 Active Projects by Category

Health & Safety	
Legislated	1
SOGR	13
Service Improvement	3
Growth	5
<b>Total # of Projects</b>	<b>22</b>

**Chart 2**  
Project Status - 22



**Table 2**

Reason for Delay	13	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
COVID-19 Related	6	4
Other*	2	1
<b>Total # of Projects</b>	<b>8</b>	<b>5</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
17.94	14.37	6.02	0.17	

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

- As a result of COVID19 impacts a number of projects are being delayed or deferred into the future years, which include the following projects:
  - Mall Branch Relocation
  - Maryvale Relocation
  - Northern District Renovation - Design
  - Northern District Streetscaping
  - Service Modernization and Transformation
  - Toronto Reference Library Renovation
  - Wychwood Library Renovation
- Projects that have significant delay in Other category:
  - Multi-Branch Minor Reno Prog (Accessibility): the project didn't have accessibility component as part of the original plan; therefore , it is being delayed

## Toronto Public Library (LIB)

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

- Toronto Public Library is currently projecting a 2020 year-end spend of \$35.041million, or 91.0% of its 2020 Approved Capital Budget of \$38.497 million, including a 99.3% spend rate for State of Good Repair projects.
- Due to uncertainties caused by COVID-19 impacts and unprecedented budget pressures that the City is facing, the year-end forecasted spend rate of 91% should be considered preliminary at this time.
- The COVID-19 pandemic environment has negatively impacted planning and execution of capital projects, especially smaller state of good repair work and new projects approved in 2020, and will result in reduced spending in those projects.
- Construction is progressing ahead of schedule due to strong contractor performance for *Albert Campbell Renovation, North York Central Library Phase 2, York Woods Renovation, and Centennial design phase*, Toronto Public Library requests City Council's authority to amend the 2020 Council Approved Capital Budget to reallocate cash flows in the amount of \$5.884 million gross and \$5.778 million debt to 2020 from 2021, with a zero overall impact to the TPL's 10-Year Capital Budget and Plan, as presented in Appendix 4 of the report.



Toronto Public Library (LIB)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date	LTD %
		\$	%	\$	%	On Budget	On Time				
<b>Legislated</b>											
Multi-Branch Minor Reno Prog (Accessibility)	1.000	0.006	0.6%	0.250	25.0%	R	R	#1	8.550	0.553	30.6%
<b>Sub-Total</b>	<b>1.000</b>	<b>0.006</b>	<b>0.6%</b>	<b>0.250</b>	<b>25.0%</b>				<b>8.550</b>	<b>0.553</b>	
<b>State of Good Repair</b>											
Albert Campbell Renovation - Construction	4.277	3.961	92.6%	5.474	128.0%	R	G	#2	17.939	5.622	25.1%
Answerline and Community Space Rental Modernization	0.829	0.074	9.0%	0.083	10.0%	R	Y		1.400	0.645	
Digital Experiences (Formerly Virtual Branch Services)	1.382	0.859	62.2%	1.382	100.0%	G	G		7.500	1.027	
Multi-Branch Minor Reno Prog - 2016 - 2021	0.780	0.735	94.1%	0.780	100.0%	G	G		10.165	9.050	
Multi-Branch Minor Reno Prog	3.977	1.398	35.1%	3.008	75.6%	G	Y		29.326	6.455	
North York Central Library Phase 2	3.447	4.432	128.6%	5.842	169.5%	R	G	#3	12.718	10.103	
Northern District Renovation - Design	0.100	0.000	0.0%	0.000	0.0%	R	R	#4	0.251	0.000	
Northern District Streetscaping	0.495	0.053	10.7%	0.053	10.7%	R	R	#5	0.990	0.053	1.1%
Richview Building Elements (SOGR)	0.175	0.000	0.0%	0.000	0.0%	R	R	#5	3.546	0.061	21.2%
Technology Asset Management Prog:20-24	5.130	1.399	27.3%	3.430	66.9%	Y	Y		28.364	2.671	
Toronto Reference Library Renovation	1.500	0.000	0.0%	0.427	28.5%	R	R	#6	9.960	0.000	
Wychwood Library Renovation	4.162	2.366	56.9%	3.366	80.9%	G	Y		15.796	8.624	
York Woods Renovation	3.873	4.323	111.6%	6.059	156.4%	R	G	#7	11.758	6.329	99.2%
<b>Sub-Total</b>	<b>30.127</b>	<b>19.601</b>	<b>65.1%</b>	<b>29.905</b>	<b>99.3%</b>				<b>149.712</b>	<b>50.640</b>	
<b>Service Improvements</b>											
Expansion of Technological Efficiencies	0.171	0.171	100.0%	0.171	100.0%	G	G		1.600	1.600	
Integrated Payment Solutions	0.273	0.128	46.7%	0.128	47.0%	R	Y	#8	2.250	2.104	37.5%
Service Modernization and Transformation	1.000	0.163	16.3%	0.290	29.0%	R	Y	#9	5.153	0.163	84.4%
<b>Sub-Total</b>	<b>1.444</b>	<b>0.462</b>	<b>32.0%</b>	<b>0.590</b>	<b>40.8%</b>				<b>9.003</b>	<b>3.867</b>	
<b>Growth Related</b>											
Bayview-Bessarion Library Relocation	3.857	2.168	56.2%	3.857	100.0%	G	G		15.322	6.232	6.2%
Centennial - Design	0.290	0.336	115.6%	0.396	136.3%	R	G	#10	0.502	0.548	
Dawes Road Reconstruction & Expansion	0.030	0.000	0.0%	0.005	16.5%	R	G		19.824	5.275	
Mall Branch Relocation	0.100	0.008	7.6%	0.008	7.6%	R	R	#11	6.119	0.008	
Maryvale Relocation	1.648	0.014	0.9%	0.030	1.8%	R	R	#12	2.714	0.014	
<b>Sub-Total</b>	<b>5.926</b>	<b>2.526</b>	<b>42.6%</b>	<b>4.296</b>	<b>72.5%</b>				<b>44.481</b>	<b>12.076</b>	
<b>Total</b>	<b>38.497</b>	<b>22.595</b>	<b>58.7%</b>	<b>35.041</b>	<b>91.0%</b>				<b>211.746</b>	<b>67.136</b>	

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

**Note # 1: Multi-Branch Minor Reno Prog (Accessibility)**

Most of the Multi-Branch projects didn't have an accessibility component in the original plan.

**Note # 2: Albert Campbell Renovation - Construction**

Construction is progressing ahead of schedule due to strong contractor performance. An in-year budget adjustment for acceleration is included in Q3 Capital Variance report for Council's approval to address the anticipating over spending.

**Note # 3: North York Central Library Phase 2**

The work is proceeding ahead of schedule due the branch closure allowing for more options for the contractor to schedule work even with the COVID restrictions. An in-year budget adjustment for acceleration is included in Q3 Capital Variance report for Council's approval to address the anticipating over spending.

**Note # 4: Northern District Renovation - Design; and Northern District Streetscaping**

Due to the COVID-19 impacts, the projects will be delayed or deferred to 2021.

**Note # 5: Richview Building Elements (SOGR)**

The scope of the project is being revisited.

**Note # 6: Toronto Reference Library Renovation**

Due to the COVID-19 impacts, some of the state of good repair work planned for this year will be deferred to 2021.

**Toronto Public Library (LIB)**

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**Note # 7: York Woods Renovation**

Construction is progressing ahead of schedule due to strong contractor performance. An in-year budget adjustment for acceleration is included in Q3 Capital Variance report for Council's approval to address the anticipating over spending.

**Note # 8: Integrated Payment Solutions**

Delay in implementation of the cash registers as a result of COVID19 impacts.

**Note # 9: Service Modernization and Transformation**

Due to the COVID-19 impacts, some of the planned projects will be deferred to 2021.

**Note # 10: Centennial - Design**

Project is progressing ahead of schedule. An in-year budget adjustment for acceleration is included in Q3 Capital Variance report for Council's approval to address the anticipating over spending.

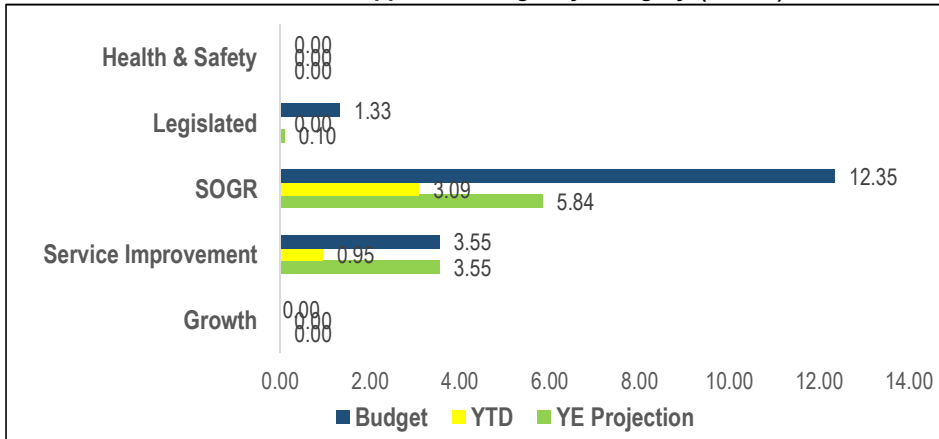
**Note # 11: Mall Branch Relocation**

Due to the COVID-19 impacts, negotiations with the mall landlord are being delayed.

**Note # 12: Maryvale Relocation**

Project was delayed due to late Council approval of the lease agreement as a result of COVID-19.

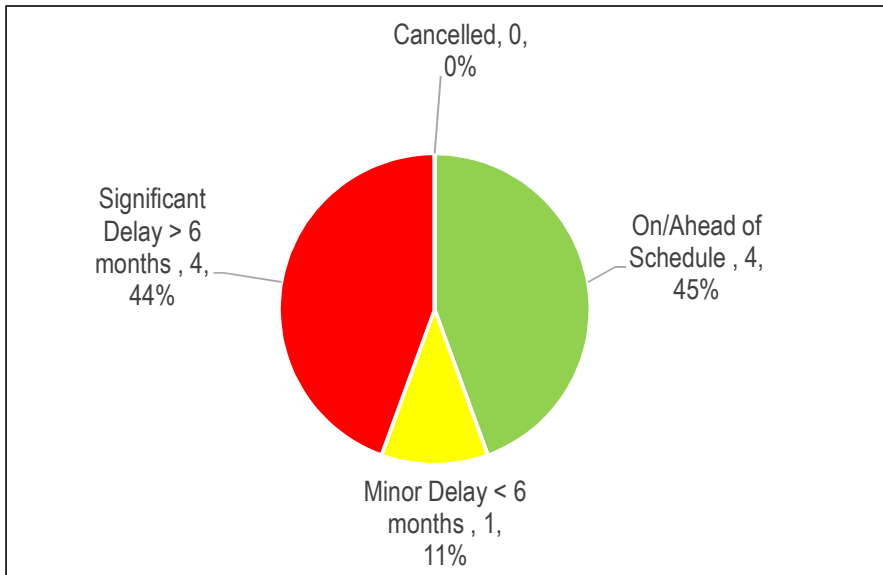
**Chart 1**  
2020 Approved Budget by Category (\$17.23)



**Table 1**  
2020 Active Projects by Category

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

**Chart 2**  
Project Status - 9



**Table 2**

Reason for Delay	5	
	Significant Delay	Minor Delay
Insufficient Staff Resources	0	0
Procurement Issues	0	0
RFQ/RFP Delayed	0	0
Contractor Issues	2	0
Site Conditions	0	0
Co-ordination with Other Projects	0	0
Community Consultation	0	0
COVID-19 Related	1	1
Other*	1	0
<b>Total # of Projects</b>	<b>4</b>	<b>1</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
7.47	2.34	7.41	0.00	0.00

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

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

**Key Discussion Points:** (Please provide reason for delay)

- The Toronto Zoo spent \$4.036 million or 23.4% YTD and is projecting to spend \$9.491 million or 55.1% of its 2020 Council Approved Capital Budget by end of 2020.
- Some projects previously experienced delays due to contractor issues including the delivery of the remaining Winterized Zoomobile by the end of the year and the construction of the Orangutan Outdoor Exhibit which is anticipated to be completed by the end 2021.
- As a result of COVID-19, some projects were postponed resulting in a lower spend rate that is reflected in the projected spending for the year.

Toronto Zoo (ZOO)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Legislated</b>										
Winter Accessibility	1.327	0.000	0.0%	0.100	7.5%	Ⓜ	Ⓜ	#1	1.327	0.000
<b>Sub-Total</b>	<b>1.327</b>	<b>0.000</b>	<b>0.0%</b>	<b>0.100</b>	<b>7.5%</b>	-	-		<b>1.327</b>	<b>0.000</b>
<b>State of Good Repair</b>										
Building and Services	3.293	0.478	14.5%	1.103	33.5%	Ⓜ	Ⓢ	#2	3.688	0.873
Exhibit Refurbishment	0.978	0.007	0.7%	0.802	82.0%	Ⓢ	Ⓢ		1.221	0.250
Grounds & Visitor Improvements	2.400	1.027	42.8%	1.234	51.4%	Ⓜ	Ⓢ	#2	2.400	1.027
Information Systems	0.801	0.014	1.7%	0.506	63.2%	Ⓜ	Ⓢ	#2	1.310	0.523
Wildlife Health Centre	1.191	0.009	0.8%	0.000	0.0%	Ⓜ	Ⓜ	#3	1.191	0.009
Winterized Zoomobile	1.348	1.232	91.4%	1.348	100.0%	Ⓢ	Ⓜ	#4	1.928	1.812
Front Entrance	2.339	0.322	13.7%	0.850	36.3%	Ⓜ	Ⓜ	#5	2.388	0.370
<b>Sub-Total</b>	<b>12.351</b>	<b>3.089</b>	<b>25.0%</b>	<b>5.843</b>	<b>47.3%</b>	-	-		<b>14.126</b>	<b>4.864</b>
<b>Service Improvements</b>										
Orangutan II Outdoor Exhibit	3.548	0.947	26.7%	3.548	100.0%	Ⓢ	Ⓜ	#6	4.345	1.744
<b>Sub-Total</b>	<b>3.548</b>	<b>0.947</b>	<b>26.7%</b>	<b>3.548</b>	<b>100.0%</b>	-	-		<b>4.345</b>	<b>1.744</b>
<b>Total</b>	<b>17.226</b>	<b>4.036</b>	<b>23.4%</b>	<b>9.491</b>	<b>55.1%</b>				<b>19.798</b>	<b>6.608</b>

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

**Note # 1:**

The Winter Accessibility project is in the design stage, construction has been postponed as a result of COVID-19 implications.

**Note # 2:**

These projects are forecasted to be underspent by the end of 2020 due to COVID-19 implications.

**Note # 3:**

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

**Note # 4:**

The Winterized Zoomobile was delayed in the zoomobile delivery timeline. Three winterized zoomobile have arrived at the Zoo. It is anticipated that the Zoo will receive all four zoomobiles by the end of 2020.

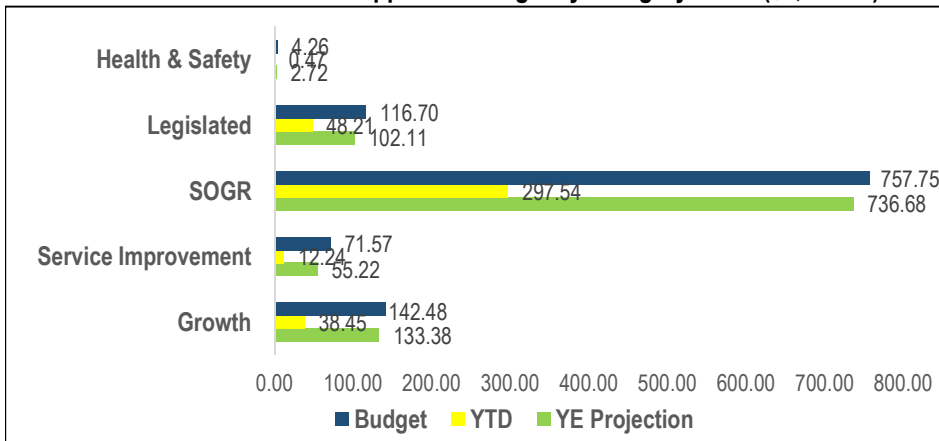
**Note # 5:**

The Front Entrance project is in the design phase. The scheduled construction is postponed as a result of COVID-19 implications.

**Note # 6:**

The Orangutan Outdoor Exhibit was delayed previously due to contractor issues. The project is now under construction.

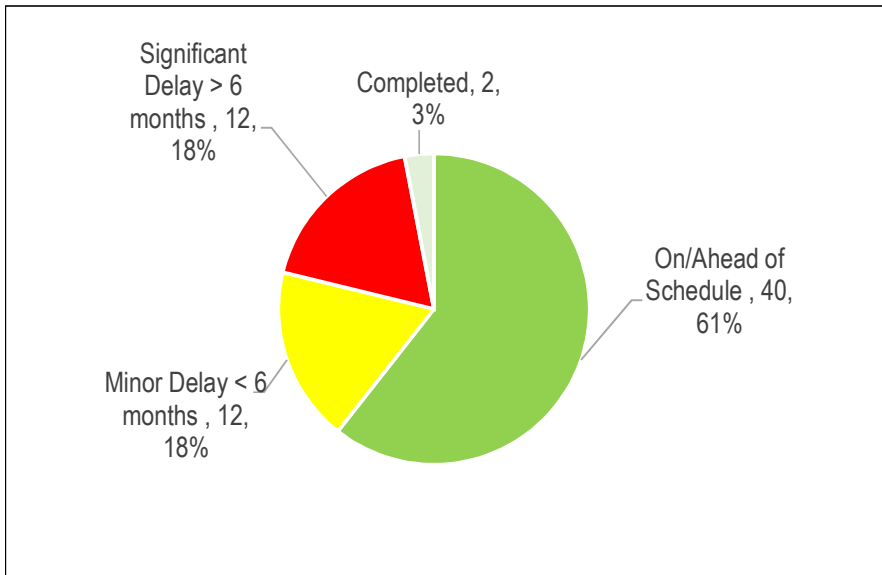
**Chart 1**  
2020 Approved Budget by Category (\$1,654.75)



**Table 1**  
2020 Active Projects by Category

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

**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		
COVID-19 Related		
Other*	9	11
<b>Total # of Projects</b>	<b>12</b>	<b>12</b>

**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 \$612.8 million or 56% of its adjusted 2020 Capital Budget of \$1.093 billion at the end of September 30, 2020. The adjusted 2020 Capital Budget includes adjustments from additional carry forwards from the prior year and implementation of cost containment strategies as a result of COVID-19. TTC is projecting a 94% capital spending rate or \$1.030 billion at year end, leaving \$62.659 million unspent from projects experiencing delays from procurement and projects impacted by uncontrollable delays.

Toronto Transit Commission (TTC)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
Power Dist. H&S	0.169	0.066	4.9%	0.169	100.0%	Ⓞ	Ⓞ		5.234	0.118
Communications-H&S	0.000	-0.240	0.0%	0.000	0.0%	Ⓡ	Ⓞ		0.000	0.000
Finishes-H&S	1.657	0.223	18.5%	1.084	65.4%	Ⓢ	Ⓞ		42.790	0.865
Other Buildings - H&S	1.407	0.295	10.6%	0.876	62.3%	Ⓢ	Ⓡ		21.567	0.325
Safety and Reliability	1.024	0.245	12.9%	0.590	57.6%	Ⓢ	Ⓞ		10.000	0.347
<b>Sub-Total</b>	<b>4.257</b>	<b>0.590</b>	<b>13.8%</b>	<b>2.719</b>	<b>63.9%</b>				<b>79.592</b>	<b>1.656</b>
<b>Legislated</b>										
Communications-Legislated	1.195	0.629	52.7%	1.195	100.0%	Ⓞ	Ⓞ		23.743	14.087
Equipment-Legislated	0.849	0.922	108.5%	1.120	131.9%	Ⓡ	Ⓞ		6.585	20.254
Streetcar Network-Legislated	0.609	0.120	19.6%	0.732	120.2%	Ⓡ	Ⓞ		47.671	50.114
Easier Access-Phase III	65.198	51.039	78.3%	73.442	112.6%	Ⓡ	Ⓞ		829.917	361.968
Streetcar Overhaul - Legislated (AODA)	0.000	0.000	#DIV/0!	0.000	#DIV/0!		Ⓞ		0.000	1.376
Subway Car Overhaul - Legislated (AODA)	8.818	0.011	0.1%	0.094	1.1%	Ⓡ	Ⓡ	Note.1	209.080	16.501
Subway Asbestos Removal	24.999	5.713	22.9%	10.376	41.5%	Ⓡ	Ⓡ	Note.2	115.367	109.269
Other Service Planning - Legislated	1.686	0.522	31.0%	1.647	97.7%	Ⓞ	Ⓞ		11.518	7.568
Other Buildings - Legislated	13.350	10.524	78.8%	13.502	101.1%	Ⓡ	Ⓞ		204.624	39.943
Bus Overhaul - Legislated	0.000	0.000	#DIV/0!	0.000	#DIV/0!		Ⓞ		0.000	0.000
<b>Sub-Total</b>	<b>116.705</b>	<b>69.480</b>	<b>59.5%</b>	<b>102.108</b>	<b>87.5%</b>				<b>1,448.505</b>	<b>621.080</b>
<b>State of Good Repair</b>										
Subway Track - SOGR	17.540	20.067	114.4%	28.923	164.9%	Ⓡ	Ⓞ		223.993	193.034
Surface Track - SOGR	39.228	18.512	47.2%	33.294	84.9%	Ⓞ	Ⓢ		238.853	265.034
Traction Power-Variou	23.432	17.023	72.6%	22.927	97.8%	Ⓞ	Ⓞ		337.641	305.063
Power Dist. SOGR	5.952	3.677	61.8%	6.273	105.4%	Ⓡ	Ⓞ		184.348	125.728
Communications-SOGR	7.970	7.399	92.8%	9.883	124.0%	Ⓡ	Ⓞ		158.294	115.509
Signal Systems	13.136	7.044	53.6%	9.702	73.9%	Ⓞ	Ⓢ		235.554	161.537
Finishes-SOGR	9.908	8.838	89.2%	10.329	104.3%	Ⓡ	Ⓞ	Note.3	255.788	168.097
Equipment-SOGR	61.690	35.523	57.6%	63.214	102.5%	Ⓡ	Ⓞ		478.274	275.199
On-Grade Paving Rehabilitation	7.148	8.727	122.1%	12.789	178.9%	Ⓡ	Ⓞ		127.836	102.126
Bridges And Tunnels-Variou	33.300	27.053	81.2%	38.087	114.4%	Ⓡ	Ⓞ	Note.4	373.404	489.440
Fire Ventilation Upgrade	11.462	6.165	53.8%	11.462	100.0%	Ⓞ	Ⓞ		504.148	290.889
Purchase of Wheel Trans	4.429	2.087	47.1%	4.429	100.0%	Ⓞ	Ⓞ		51.580	23.523
Purchase Of Subway Cars - SOGR	12.229	3.543	29.0%	12.229	100.0%	Ⓞ	Ⓞ		1,222.049	1,150.120
Streetcar Overhaul - SOGR	0.559	1.164	208.4%	1.438	257.4%	Ⓡ	Ⓞ		74.027	37.016
Subway Car Overhaul - SOGR	22.376	21.566	96.4%	28.155	125.8%	Ⓡ	Ⓞ		530.524	223.814
Automotive Non-Revenue Vehicle Replace - SOGR	2.776	2.180	78.5%	5.072	182.7%	Ⓡ	Ⓞ		11.812	12.875
Rail Non Revenue Vehicle Overhaul	6.311	2.233	35.4%	3.759	59.6%	Ⓢ	Ⓡ	Note.5	23.808	13.441
Rail Non-Revenue Vehicle Purchase - SOGR	5.149	1.328	25.8%	2.651	51.5%	Ⓢ	Ⓡ	Note.6	25.717	24.630
Tools And Shop Equipment	8.018	2.129	26.5%	6.165	76.9%	Ⓞ	Ⓢ	Note.7	29.209	20.883
Revenue & Fare Handling Equipment - SOGR	6.415	0.841	13.1%	5.387	84.0%	Ⓞ	Ⓢ		69.066	51.142
Computer Equipment And Software - SOGR	90.491	18.737	20.7%	67.606	74.7%	Ⓞ	Ⓢ		646.395	379.003
Other Furniture And Office Equipment	0.384	0.253	65.9%	0.353	92.0%	Ⓞ	Ⓞ		4.401	3.648
Other Service Planning - SOGR	1.653	0.934	56.5%	1.636	99.0%	Ⓞ	Ⓞ		11.292	8.406
Transit Shelters & Loops -SOGR	0.457	0.000	0.0%	0.457	99.9%	Ⓞ	Ⓞ		3.540	2.036
Other Buildings - SOGR	50.431	32.059	63.6%	51.719	102.6%	Ⓡ	Ⓞ		773.002	488.406
Purchase of Buses -SOGR	69.562	53.972	77.6%	69.374	99.7%	Ⓞ	Ⓡ		1,295.991	821.644
Bus Overhaul - SOGR	51.943	32.886	63.3%	42.875	82.5%	Ⓞ	Ⓢ		424.363	368.483
Other Maintenance Equipment	4.441	0.296	6.7%	2.418	54.5%	Ⓢ	Ⓡ		10.999	6.374

Toronto Transit Commission (TTC)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Queensway Garage Expansion	0.082	0.017	20.5%	0.000	0.0%	R	R		24.195	24.084
Purchase of Streetcars	74.437	25.454	34.2%	69.097	92.8%	G	G		1,334.741	1,069.574
POP Legacy Fare Collection	0.636	0.040	6.3%	0.045	7.1%	R	G		3.749	2.932
ATC Resignalling - YUS Line	63.000	46.987	74.6%	63.000	100.0%	G	G		863.009	545.975
ATC Resignalling - Bloor/Danforth Line	0.700	0.038	5.4%	0.700	100.0%	G	G		9.589	0.995
Leslie Barns	1.732	0.696	40.2%	1.430	82.6%	G	Y		530.489	514.042
TR Yard And Tail Track Accommodation	38.759	24.025	62.0%	39.769	102.6%	R	G	Note.8	495.385	311.837
Warehouse Consolidation	2.730	1.650	60.5%	2.250	82.4%	G	Y		0.000	4.055
Corporate Initiatives - CLA	7.291	0.000	0.0%	7.725	106.0%	R	G		107.800	0.000
<b>Sub-Total</b>	<b>757.755</b>	<b>435.139</b>	<b>57.4%</b>	<b>736.622</b>	<b>97.2%</b>				<b>11,694.865</b>	<b>8,600.593</b>
<b>Service Improvements</b>										
Subway Track - Service Improvement	1.628	0.355	21.8%	2.196	134.9%	R	G		20.790	18.796
Surface Track - Service Improvement	3.311	0.990	29.9%	3.311	100.0%	G	G		20.158	1.896
Power Dist. Service Improvement	0.020	0.024	119.8%	0.024	120.5%	R	G		0.619	1.104
Communications-Service Improvement	0.000	0.000	0.0%	0.000	0.0%	R	G		0.008	0.252
Finishes-Service Improvement	1.327	0.042	3.2%	0.402	30.3%	R	R		34.246	42.568
Automotive Non-Revenue Vehicle Replace - Service Imp.	5.722	1.479	25.8%	5.192	90.7%	G	G		24.347	5.681
Rail Non-Revenue Vehicle Purchase - Service Imp.	5.185	0.025	0.5%	0.021	0.4%	R	G		25.897	0.115
Other Service Planning - Service Improvement	14.675	0.732	5.0%	7.315	49.8%	R	R		100.261	23.180
Transit Shelters & Loops - SI	0.000	0.000	#DIV/0!	0.000	#DIV/0!		Y		0.000	2.449
Other Buildings - Service Improvement	26.185	6.467	24.7%	23.395	89.3%	G	Y		401.358	86.330
Purchase of Buses - Service Improvement	0.000	0.062	#DIV/0!	0.060	#DIV/0!		Y		0.000	134.574
Kipling Station Improvements	0.212	0.171	80.5%	0.410	193.5%	R	G		13.392	13.345
Bicycle Parking At Stations	0.665	0.012	1.8%	0.070	10.5%	R	R	Note.9	0.582	0.560
Yonge-Bloor Capacity Enhancement	12.645	11.325	89.6%	12.884	101.9%	R	G		1,514.000	11.325
<b>Sub-Total</b>	<b>71.574</b>	<b>21.684</b>	<b>30.3%</b>	<b>55.280</b>	<b>77.2%</b>				<b>2,155.660</b>	<b>342.177</b>
<b>Growth Related</b>										
Bus Rapid Transit-Growth	0.681	0.161	23.6%	0.681	100.0%	G	G		53.307	35.629
Sheppard Subway	0.000	0.000	#DIV/0!	0.000	#DIV/0!		R		915.356	965.151
Automotive Non-Revenue Vehicle Replace - Growth	0.000	0.000	0.0%	0.000	0.0%	R	R		0.000	0.000
Other Service Planning - Growth	0.500	0.106	21.2%	0.900	180.0%	R	G		3.417	0.433
Other Buildings - Growth	9.860	4.585	46.5%	10.567	107.2%	R	G		151.139	74.154
Purchase of Buses - Growth	1.004	0.240	23.9%	0.185	18.4%	R	R		18.706	0.705
PRESTO Farecard Implementation	15.177	2.056	13.5%	3.566	23.5%	R	R		89.517	58.915
McNicol New Bus Garage Facility	38.634	35.244	91.2%	41.181	106.6%	R	G	Note.10	181.000	157.913
Spadina Subway Extension	50.754	30.998	61.1%	52.156	102.8%	R	G	Note.11	3,184.171	3,050.513
Scarborough Subway Extension	20.780	11.663	56.1%	20.782	100.0%	G	G	Note.12	424.330	260.247
Waterfront Transit	5.087	0.903	17.7%	3.362	66.1%	Y	R		3.600	1.920
<b>Sub-Total</b>	<b>142.477</b>	<b>85.954</b>	<b>60.3%</b>	<b>133.380</b>	<b>93.6%</b>				<b>5,024.542</b>	<b>4,605.581</b>
<b>Total</b>	<b>1,092.768</b>	<b>612.848</b>	<b>56.1%</b>	<b>1,030.109</b>	<b>94.3%</b>				<b>20,403.164</b>	<b>14,171.086</b>

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

Toronto Transit Commission (TTC)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			

**Note # 1:**

Project delayed pending executive decision on how to proceed with project.

**Note # 2:**

Project experienced increase in estimated expenditures for underground tank replacement work at Hillcrest with no impact on schedule.

**Note # 3:**

Project experienced labour resource constraints and procurement delays (e.g., customized edge tiles)

**Note # 4:**

Project experienced increase in expected expenditures at Royal York Station and at Davisville with no impact to schedule.

**Note # 5:**

Workcar Overhaul Program - various wheel replacement pushed to Q3 and Q4 of 2020 due to remaining life of existing wheels and some overhaul work deferred to 2021/2022 winter due to competing shop priorities.

**Note # 6:**

Reasons for delays include the additional engineering analysis required due to the structural assessment for increased payload, work deferred to 2021-2024 due to sourcing (a suitable vendor took longer than expected) but with the technical complexity involved, will take longer to build. The Electric Combo Flatcar 2020 initiative experienced slippage due to competing priorities at Greenwood shops, reverse engineering of obsolete parts and procurement. Paper Vacuum Work Car, additional scope change due to refinement of end user requirements. Work related to the Work Car Locomotives also deferred to 2021 due to the lack of TTC supplied equipment.

**Note # 7:**

Due to delay in the New Warehouse move, some work will need to be deferred.

**Note # 8:**

Project experienced increase in estimated expenditures at Greenwood T&S Building Renovation and at Wilson Yard Fencing and Miscellaneous Site Services with no change to schedule.

**Note # 9:**

Vendor delays caused the TTC to go to market multiple times in order to find the appropriate material for installation.

**Note # 10:**

Project experienced higher than anticipated expenditures with no impact to schedule.

**Note # 11:**

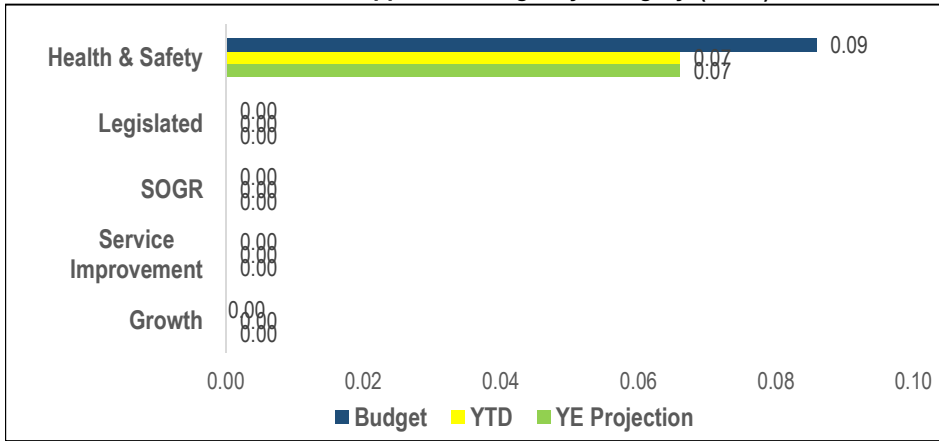
Project delays caused by deferral of property settlements, holdback release, contingencies and claims resolutions

**Note # 12:**

Project experienced delay during concept design stage - procurement period for design services extended, resulting in later award and deferred site investigations (e.g., geotechnical, utility and topographic surveys).



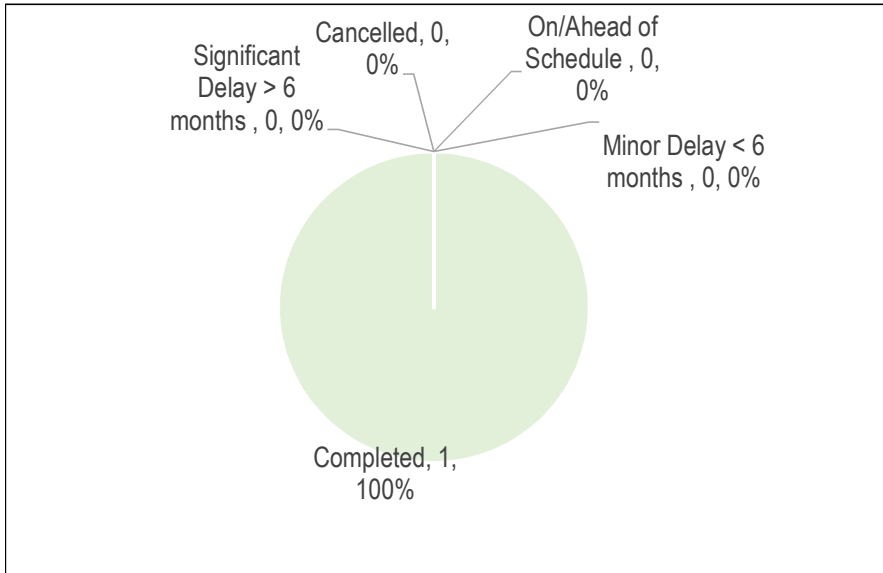
**Chart 1**  
2020 Approved Budget by Category (\$0.09)



**Table 1**  
2020 Active Projects by Category

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

**Chart 2**  
Project Status - 1



**Table 2**

Reason for Delay

	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
COVID-19 Related		
Other*		
<b>Total # of Projects</b>		

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

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

**Key Discussion Points:**

- The *Plinth Safety Guard Project* to replace portable barriers on the stage for health and safety was completed in the beginning of Q3 and was underspent by \$0.020 million at its completion.

Yonge-Dundas Square (YDS)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
Plinth Safety Guard Project	0.086	0.066	76.9%	0.066	76.9%	Ⓢ	Ⓢ		0.100	0.080
<b>Sub-Total</b>	<b>0.086</b>	<b>0.066</b>	<b>76.9%</b>	<b>0.066</b>	<b>76.9%</b>	-	-		<b>0.100</b>	<b>0.080</b>
<b>Total</b>	<b>0.086</b>	<b>0.066</b>	<b>76.9%</b>	<b>0.066</b>	<b>76.9%</b>				<b>0.100</b>	<b>0.080</b>

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

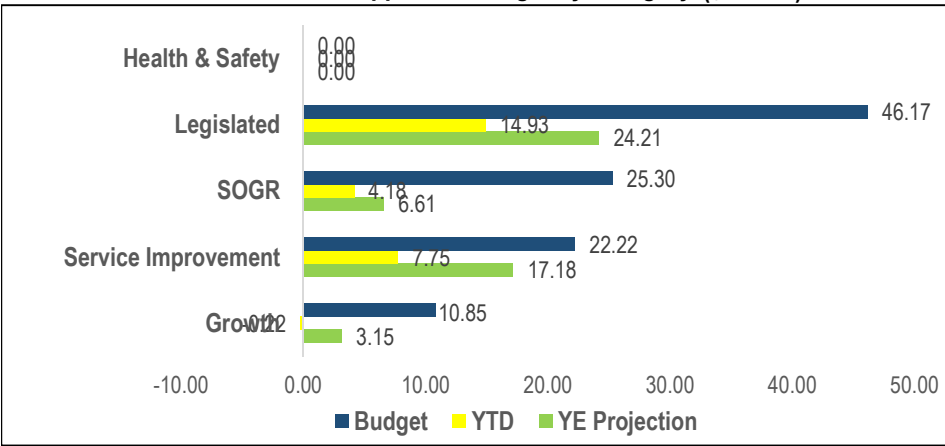
**2020 Capital Spending by Program**  
**Rate Supported Programs**

Program		2020 Approved Cash Flow	2020 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			YTD Spending	Year-End Projection	% at Year End		
SWMS	5M	97.20	12.75	53.32	54.9%		⊙
	Q2	97.20	12.84	49.05	50.5%	↓	⊙
	Q3	104.54	26.64	51.15	48.9%	↓	Ⓡ
TPA	5M	76.88	9.58	38.96	50.7%		⊙
	Q2	76.88	8.86	38.74	50.4%	↓	⊙
	Q3	76.88	19.19	38.87	50.6%	↑	⊙
Toronto Water	5M	1,186.71	251.59	1,041.77	87.8%		⊙
	Q2	1,186.71	355.11	1,078.63	90.9%	↑	⊙
	Q3	1,186.71	648.51	1,055.96	89.0%	↓	⊙
TOTAL	5M	1,360.79	273.92	1,134.05	83.3%		⊙
	Q2	1,360.79	376.81	1,166.43	85.7%	↑	⊙
	Q3	1,368.14	694.34	1,145.98	83.8%	↓	⊙
<span style="background-color: #c6e0b4; padding: 2px;">⊙</span> >70% <span style="background-color: #ffff00; padding: 2px;">⊙</span> between 50% and 70% <span style="background-color: #ff0000; padding: 2px;">Ⓡ</span> < 50% or > 100%							

For the nine months ended September 30, 2020, the capital expenditures for Rate Supported Programs totalled \$694.3 million of their collective 2020 Approved Capital Budget of \$1.368 billion. Spending is expected to increase to \$1146.0 million (83.8%) by year-end. One Programs in this Service Area have a year-end spending rate of over 70% of their respective 2020 Approved Capital Budgets.

Toronto Water has a projected year-end spending rate of 89.0% while Toronto Parking Authority and Solid Waste Management Services have year-end spending rate of 50.6% and 48.9% respectively.

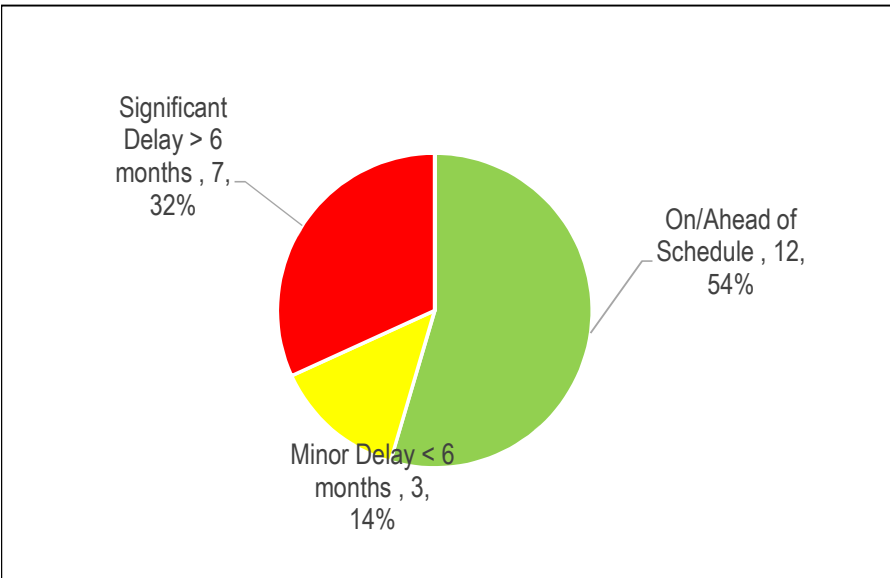
**Chart 1**  
2020 Approved Budget by Category (\$104.54)



**Table 1**  
2020 Active Projects by Category

Health & Safety	
Legislated	2
SOGR	7
Service Improvement	10
Growth	3
<b>Total # of Projects</b>	<b>22</b>

**Chart 2**  
Project Status - 22



**Table 2**

Reason for Delay	10	
	Significant Delay	Minor Delay
Insufficient Staff Resources	0.33	
Procurement Issues	0.33	
RFQ/RFP Delayed		
Contractor Issues	2	
Site Conditions		
Co-ordination with Other Projects	1	
Community Consultation		
COVID-19 Related	1.34	1
Other*	2	2
<b>Total # of Projects</b>	<b>7</b>	<b>3</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
52.36	18.77	33.41		

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

- Minor delay on Perpetual Care of Landfills, is projected to be 48% complete at year-end spending \$7.410 million; includes 5-year consultant hydrogeological services contracts (2018-2022) with construction of the Keele Valley Flare delayed due to feedback from the Ministry of the Environment. Less than 6 months delay due to required approvals from Ministry of the Environment Conservation and Parks and Toronto and Region Conservation Authority.
- Major delay for CNG Refuel Station Installation. Delay due to unsuccessful bidders in the first posting for the Bermondsey Yard Garage Retrofit for CNG Vehicles, tender reissued and approved March 28, 2018. Base scope commissioning completed December 2018 with additional construction efforts required due to regulatory changes released in November 2018 which resulted in the requirement for additional facility upgrades. Construction activities for additional upgrades expected to be completed in 2020. Warranty period through 2022.

**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 7 projects/subprojects (32% of the budget or \$33.4 million) mainly due to staff levels, coordination with other projects, procurement & contractor issues and other issues such as the impact of COVID-19. These projects include the CNG Refuel Station Installation, Diversion Facility & Transfer Station Asset Management, New Fleet, IT Corporate projects and the Dufferin & Disco SSO

Solid Waste Management (SOL)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
<b>Sub-Total</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>		-	-		<b>0.000</b>	<b>0.000</b>
<b>Legislated</b>										
Green Lane Landfill	30.777	9.728	31.6%	16.795	54.6%	Ⓚ	ⓐ		148.773	100.544
Perpetual Care of Landfills	15.393	5.203	33.8%	7.410	48.1%	Ⓚ	Ⓚ		81.147	34.684
<b>Sub-Total</b>	<b>46.170</b>	<b>14.931</b>	<b>32.3%</b>	<b>24.206</b>	<b>52.4%</b>	-	-		<b>229.920</b>	<b>135.228</b>
<b>State of Good Repair</b>										
Collection Yard Asset Management	2.623	0.246	9.4%	0.357	13.6%	Ⓚ	ⓐ		9.323	2.427
Transfer Station Asset Management	15.570	3.264	21.0%	4.363	28.0%	Ⓚ	Ⓚ	#1	178.220	44.207
Diversion Facilities Asset Management	2.306	0.068	3.0%	0.165	7.2%	Ⓚ	Ⓚ	#2	7.540	0.640
Organics Processing Facility Asset Management	2.273	0.045	2.0%	0.908	40.0%	Ⓚ	ⓐ		29.831	0.142
Dufferin Waste Facility Site Improvement	2.054	0.437	21.3%	0.666	32.4%	Ⓚ	ⓐ	#5	25.500	0.850
Renewable Natural Gas	0.300	0.000	0.0%	0.000	0.0%	Ⓚ	ⓐ		0.800	0.000
New Fleet	0.176	0.118	66.8%	0.148	84.1%	ⓐ	Ⓚ		0.550	0.492
<b>Sub-Total</b>	<b>25.302</b>	<b>4.179</b>	<b>16.5%</b>	<b>6.607</b>	<b>26.1%</b>	-	-		<b>251.764</b>	<b>48.758</b>
<b>Service Improvements</b>										
CNG Refuel Station Installation	0.193	0.080	41.6%	0.191	98.8%	ⓐ	Ⓚ		1.100	0.949
Diversion Systems	3.750	1.362	36.3%	3.640	97.1%	ⓐ	ⓐ		123.805	77.159
Landfill Gas Utilization	0.176	0.012	6.6%	0.014	7.8%	Ⓚ	ⓐ		56.836	0.277
Construction of Biogas Utilization at Disco & Dufferin	2.430	1.350	55.6%	3.810	156.8%	Ⓚ	ⓐ		12.932	2.285
Long Term Waste Management Strategy	4.147	1.793	43.2%	3.644	87.9%	ⓐ	ⓐ		62.812	12.055
SWM IT Application Initiatives	4.361	1.087	24.9%	1.726	39.6%	Ⓚ	ⓐ		15.030	3.936
IT Corporate Initiatives	4.520	1.461	32.3%	2.656	58.8%	Ⓚ	Ⓚ		15.602	6.165
Two-Way Radio Replacement	0.050	0.025	50.7%	0.050	100.0%	ⓐ	ⓐ		2.875	0.597
Fleet Technology Enhancements	1.320	0.000	0.0%	0.250	18.9%	Ⓚ	Ⓚ		3.850	0.000
Engineering Planning Studies	1.274	0.577	45.3%	1.202	94.4%	ⓐ	ⓐ		6.402	1.747
<b>Sub-Total</b>	<b>22.221</b>	<b>7.747</b>	<b>34.9%</b>	<b>17.183</b>	<b>77.3%</b>	-	-		<b>301.245</b>	<b>105.169</b>
<b>Growth Related</b>										
Dufferin OP Facility	10.391	1.178	11.3%	2.817	27.1%	Ⓚ	Ⓚ	#3	82.543	74.204
Disco OP Facility	0.258	-1.400	-542.6%	0.132	51.3%	Ⓚ	Ⓚ	#4	86.692	80.335
Organics Processing Facility	0.200	0.000	0.2%	0.200	100.0%	ⓐ	ⓐ		130.000	0.000
<b>Sub-Total</b>	<b>10.849</b>	<b>-0.221</b>	<b>-2.0%</b>	<b>3.150</b>	<b>29.0%</b>	-	-		<b>299.236</b>	<b>154.539</b>
<b>Total</b>	<b>104.542</b>	<b>26.636</b>	<b>25.5%</b>	<b>51.146</b>	<b>48.9%</b>				<b>1,082.164</b>	<b>443.694</b>

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

**Note # 1:**

**Transfer Station Asset Management** - These multi-year projects include State of Good Repair work for roofing, paving, drainage systems, sprinkler systems and repairs to tipping floors. Some projects are delayed greater than 6 months due to staff resources, COVID-19 pandemic, and procurement delays.

**Note # 2:**

**Diversion Facilities Asset Management** - State of Good Repair projects for Dufferin Bldg. 500. 1 project in procurement phase and 1 ongoing. The projects are delayed greater than 6 months due to insufficient staff resources to issue call documents. Consultant has been retained and the tender package is with PMMD. The average turnaround time to issue procurements is 7 to 9 months. SWMS is working with PMMD to bring down this timeline.

**Note # 3:**

**Dufferin Organics Processing Facility (OPF)** - Dry commissioning of various individual system components started in April 2018 and Wet commissioning began in May/June of 2018, continued through 2019 and completion date is currently expected to be September 2020. There will also be a 2 year warranty period. There is 1 project in construction phase associated with 3 accounts. The Dufferin facility is more than 6 months delayed due to contractor-related issues. DBC Contractor undertaking remedial equipment commissioning (2020:Q2 & Q3) and planned performance test September 2020. The Organics Processing Facility (OPF) will process 55,000 tonnes/year.

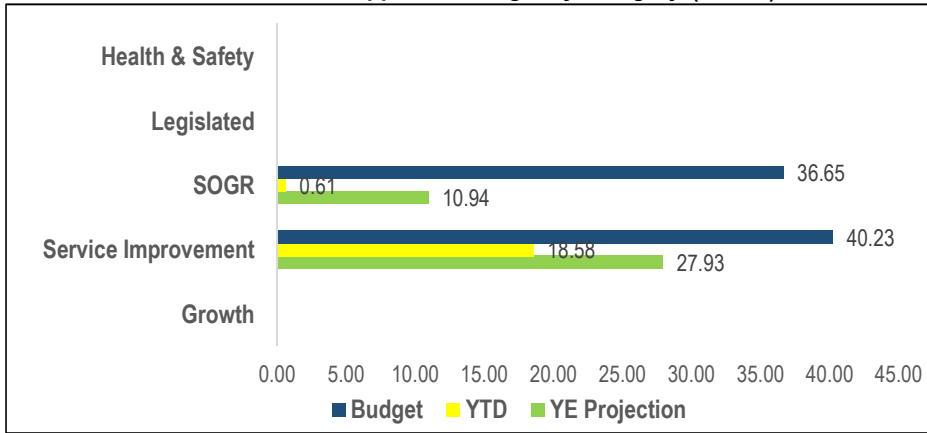
**Note # 4:**

**Disco Organics Processing Facility (OPF)**: Growth related works with acceptance tests successfully completed in March 2019. Contract closeout is now proceeding. Warranty for upgraded wastewater system components runs to March 2021. Plant was commissioned and is processing its design capacity of 75,000 tonnes/year of organics. Remaining funds are for unforeseen circumstances as normal operations resume.

**Note # 5:**

**Dufferin Waste Facility Site Improvement**: Pre-qualification currently being reviewed by PMMD. Contractor AECOM has submitted 90% detailed design drawings. Contractor to submit technical memo detailing net-zero work. 1 project in design phase and is currently delayed less than 6 months due to design review with Contractor, SWMS & ECS.

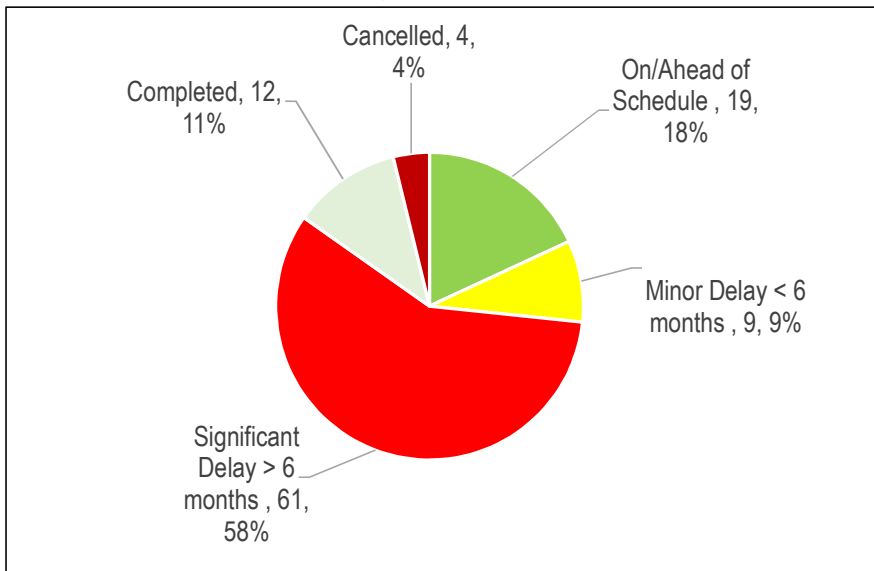
**Chart 1**  
2020 Approved Budget by Category (\$76.88)



**Table 1**  
2020 Active Projects by Category

Health & Safety	
Legislated	
SOGR	48
Service Improvement	57
Growth	
<b>Total # of Projects</b>	<b>105</b>

**Chart 2**  
Project Status - 105



**Table 2**

Reason for Delay	70	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
COVID-19 Related	61	7
Other*		2
<b>Total # of Projects</b>	<b>61</b>	<b>9</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
18.50	26.27	30.22	1.43	0.46

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

- Project Scope change, Revised projected amounts for reduced spaces
- Revised projected amounts per May 2020 TPA board report





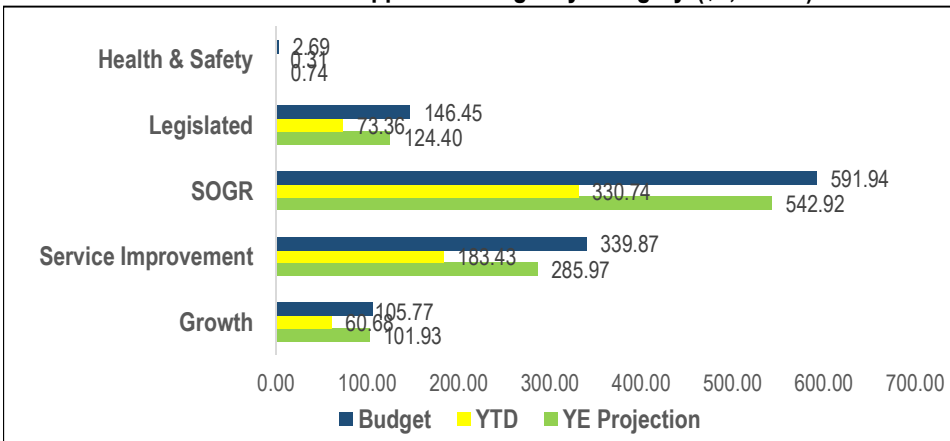
Toronto Parking Authority (TPA)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		YE Projection				Notes	Total Approved Budget	Life-to-Date	LTD		Time Status
		\$	%	\$	%	On Budget	On Time				%		
CP39 - CASTELFIELD RE-DEVELOPMENT (CPK368-01)	0.085	-0.015	-17.3%	0.045	52.8%	Y	R	#1	0.100	0.000	0.0%	Delayed > 6 mths	
BIKE SHARE EXPANSION - OMCC + MUNICIPAL (CPK369-02)	11.749	7.852	66.8%	11.749	100.0%	G	G		23.730	19.833	83.6%	On Track	
ALL KEYS REPLACED TO FOB ACCESS - VARIOU (CPK372-01)	0.150	0.000	0.0%	0.038	25.0%	R	R	#1	0.150	0.000	0.0%	Delayed > 6 mths	
FLEET VEHICLES FOR OPERATIONS (CPK372-02)	0.191	0.049	25.8%	0.191	100.0%	G	R	#1	0.333	0.191	57.4%	Delayed > 6 mths	
CP 26 MODIFICATIONS TO OPERATIONS (CPK372-03)	0.235	0.000	0.0%	0.235	100.0%	G	R	#1	0.250	0.015	6.1%	Delayed > 6 mths	
CP 36 MODIFICATIONS TO OPERATIONS (CPK372-04)	-0.006	0.000	0.0%	-0.006	100.0%	G	R	#1	0.250	0.015	6.1%	Delayed > 6 mths	
CP 125 MODIFICATIONS TO OPERATIONS (CPK372-05)	-0.006	0.000	0.0%	-0.006	100.0%	G	R	#1	0.250	0.015	6.1%	Delayed > 6 mths	
CP 286 ELECTRICAL LIGHTING UPGRADE (CPK372-07)	0.048	0.048	100.0%	0.048	100.0%	G	G	#1	0.350	0.350	100.0%	Completed	
CP 286 MODIFICATIONS TO OPERATIONS (CPK372-08)	0.042	0.000	0.0%	0.000	0.0%	R	R	#1	0.050	0.008	16.2%	Delayed > 6 mths	
CP 36 MODIFICATIONS TO OPERATIONS (CPK372-12)	0.741	0.000	0.0%	0.741	100.0%	G	R	#1	0.500	0.000	0.0%	Delayed > 6 mths	
CP 58 MODIFICATIONS TO OPERATIONS (CPK372-13)	0.444	0.084	19.0%	0.444	100.0%	G	Y	#4	0.550	0.116	21.1%	Delayed < 6 mths	
CP 125 MODIFICATIONS TO OPERATIONS ADDTL (CPK372-14)	0.491	0.000	0.0%	0.491	100.0%	G	R	#1	0.250	0.000	0.0%	Delayed > 6 mths	
CP 58 MODIFICATIONS TO OPERATIONS (CPK372-18)	0.075	0.000	0.0%	0.075	100.0%	G	Y	#4	0.075	0.000	0.0%	Delayed < 6 mths	
ALL KEYS REPLACED TO FOB ACCESS - VARIOU (CPK372-19)	0.050	0.000	0.0%	0.013	25.0%	R	R	#1	0.050	0.000	0.0%	Delayed > 6 mths	
FLEET VEHICLES FOR OPERATIONS (CPK372-20)	0.432	0.000	0.0%	0.059	13.6%	R	R	#1	0.432	0.000	0.0%	Delayed > 6 mths	
LPR - PAY-BY-PLATE PROJECT (CPK376-01)	1.000	0.000	0.0%	0.000	0.0%	R	R	#1	1.000	0.000	0.0%	Delayed > 6 mths	
HUB LANE REFRESH - UPGRADE REVENUE CONT (CPK379-01)	1.221	0.052	4.3%	0.052	4.3%	R	R	#1	2.000	1.335	66.7%	Delayed > 6 mths	
CP 5 MODIFICATIONS TO OPERATIONS (CPK380-01)	0.500	0.000	0.0%	0.000	0.0%	R	R	#1	0.500	0.000	0.0%	Delayed > 6 mths	
CP 43 SIGNAGE UPGRADE (CPK382-01)	0.600	0.000	0.0%	0.020	3.3%	R	R	#1	0.600	0.000	0.0%	Delayed > 6 mths	
CP 68 SIGNAGE UPGRADE (CPK385-01)	0.350	0.000	0.0%	0.050	14.3%	R	R	#1	0.350	0.000	0.0%	Delayed > 6 mths	
CP 96 PAINTING UPGRADE (CPK386-01)	0.045	0.000	0.0%	0.045	100.0%	G	G		0.045	0.000	0.0%	On Track	
CP 157 SIGNAGE UPGRADE (CPK388-01)	0.020	0.000	0.0%	0.020	100.0%	G	G		0.020	0.000	0.0%	On Track	
CP 404 MODIFICATIONS TO OPERATIONS (CPK389-01)	0.500	0.000	0.0%	0.000	0.0%	R	R	#1	0.500	0.000	0.0%	Delayed > 6 mths	
GENERAL PROVISION FOR 2020 (CPK390-01)	5.000	0.095	1.9%	0.095	1.9%	R	G	#1	5.000	0.095	1.9%	On Track	
NETWORKING EQUIPMENT REPLACEMENT (CPK392-01)	0.175	0.144	82.3%	0.175	100.0%	G	G		0.175	0.144	82.3%	On Track	
NETWORK SECURITY MONITORING APPLIANCE/SE (CPK392-02)	0.100	0.027	26.7%	0.030	30.0%	R	G		0.100	0.027	26.7%	On Track	
NETWORK SECURITY FIREWALL ADDITIONS/UPGR (CPK392-03)	0.250	0.000	0.0%	0.100	40.0%	R	G		0.250	0.000	0.0%	On Track	
CARPARK BARRIER GATE REPLACEMENTS (CPK393-01)	0.075	0.000	0.0%	0.000	0.0%	R	R	#1	0.075	0.000	0.0%	Delayed > 6 mths	
SERVERS COMPUTERS MONITORS PERIPHERALS (CPK395-01)	0.150	0.000	0.0%	0.150	100.0%	G	G		0.150	0.000	0.0%	On Track	
MOBILE COMMUNICATION AND COMPUTING DEVI (CPK396-01)	0.035	0.000	0.0%	0.035	100.0%	G	G		0.035	0.000	0.0%	On Track	
EQUIPMENT INTERCOM FULL-DUPLEX UPGRADE (CPK397-01)	0.040	0.000	0.0%	0.000	0.0%	R	R	#1	0.040	0.000	0.0%	Delayed > 6 mths	
SUPERVISORS EQUIPMENT REFRESH-MOBILE CO (CPK398-01)	0.145	0.000	0.0%	0.145	100.0%	G	G		0.145	0.000	0.0%	On Track	
CCTV CAMERAS (CPK401-01)	0.075	0.000	0.0%	0.075	100.0%	G	G		0.075	0.000	0.0%	On Track	
SHARED STORAGE EXPANSION (CPK402-01)	0.070	0.000	0.0%	0.070	100.0%	G	G		0.070	0.000	0.0%	On Track	
<b>Sub-Total</b>	<b>40.233</b>	<b>18.577</b>	<b>46.2%</b>	<b>27.931</b>	<b>69.4%</b>				<b>57.921</b>	<b>35.576</b>			
<b>Total</b>	<b>76.883</b>	<b>19.190</b>	<b>25.0%</b>	<b>38.871</b>	<b>50.6%</b>				<b>113.130</b>	<b>49.846</b>			

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

- Note # 1:** Projects delayed due to COVID-19 - Deferral of non-essential projects (i.e. cash management) - project to (re)commence in 2021 and end by expected completion date.
- Note # 2:** Undergoing closing process and the funding is required to cover the invoices which were not accrued in 2019 as the projects were completed in 2019.
- Note # 3:** Property under receivership - remaining legal fees will be OPEX (Operating Expense).
- Note # 4:** Work delay due to COVID-19 - original planned date was September 30-2020 and now pushed to December 31st ,2020.
- Note # 5:** Revised project costs to reflect the two additional parking spaces - final design provides two additional spaces and this was approved at the May 15th TPA Board Meeting.
- Note # 6:** Project Scope Change - Revised projects amounts for reduced spaces.
- Note # 7:** No longer proceeding with Sale. Legal costs to be released to OPEX. (Operating Expense)
- Note # 8 :** Work delay due to COVID-19 - original planned date was June 30th and now pushed to December 31-2020.

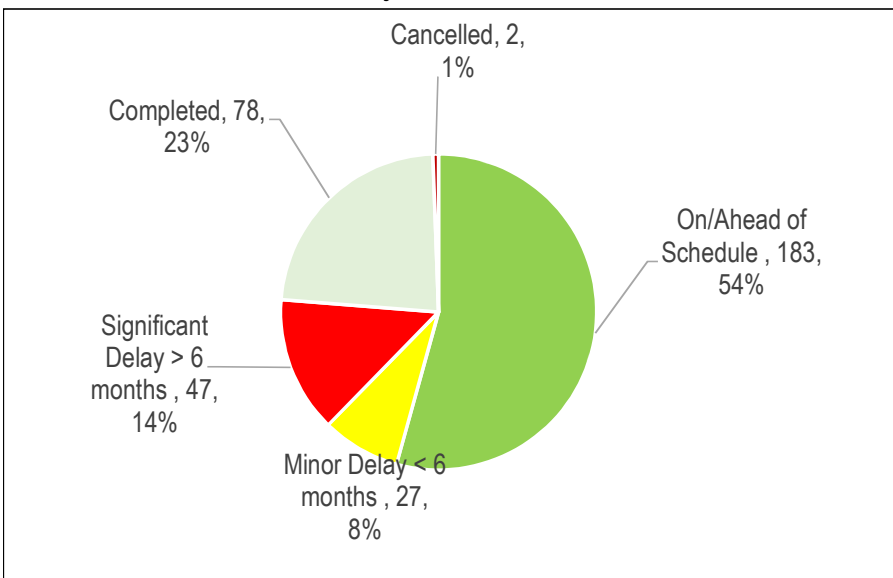
**Chart 1**  
2020 Approved Budget by Category (\$1,186.71)



**Table 1**  
2020 Active Projects by Category

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

**Chart 2**  
Project Status - 61



**Table 2**

Reason for Delay	74	
	Significant Delay	Minor Delay
Insufficient Staff Resources	4	1
Procurement Issues	5	4
RFQ/RFP Delayed	9	8
Contractor Issues		1
Site Conditions	4	
Co-ordination with Other Projects	10	1
Community Consultation		
Covid Related	2	2
Other*	13	10
<b>Total # of Projects</b>	<b>47</b>	<b>27</b>

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

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1,042.84	55.22	75.05	12.80	0.80

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

- There were minor or major delays for approximately 23 projects due to pending legal agreements, completion of environmental assessments, acquisition of required permits, extended scoping, design, study and approval phase, and/or combination of several factors listed above.

**Key Discussion Points:**

- As of September 30, for year-end, Toronto Water is projecting spending of \$1.056 billion or 89.0% of the 2020 Approved Capital Budget of \$1.187 billion. The projected year-end spending rate is higher than the 10-Year Rate Model completion target for 2020 of 85.0% for projects funded from the Toronto Water Capital Financing Reserve Fund
- 62.4% or \$741.076 million is dedicated to State of Good Repair, Health and Safety and Legislative projects in 2020.
- \$1.056 billion or 77.4% of projects are on track for scheduled completion or completed. Most capital projects are multi-year or on-going expenditure projects with completion dates in future years. Current spending is consistent with construction schedules.

## Toronto Water (TW)

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

- The following multi-year projects account for approximately 91.6% of the year-to-date spending: Rehabilitation and Replacement of Linear Infrastructure for Water and Sewers projects (\$241.720 million or 54.2% of the 2020 Approved Capital Budget); Improvements at Ashbridges Bay Treatment Plant which include the upgrade of primary treatment process (\$104.484 million or 49.8% of the 2020 Approved Capital Budget), Highland Creek Treatment Plant which include the bio-solids treatment upgrades and waste activated sludge and dewatering process upgrades (\$16.784 million or 52.4% of the 2020 Approved Capital Budget) and Humber Treatment Plant which include the construction of treatment upgrades (\$34.855 million or 68.4% of the 2020 Approved Capital Budget); Wet Weather Flow (\$92.888 million or 64.2% of the 2020 Approved Capital Budget); Transmission and Storage Facilities including the watermain construction and implementation of corrosion control projects at the water treatment plants (\$33.031 million or 63.4% of the 2020 Approved Capital Budget); and Basement Flooding Program (\$70.148 million or 53.2% of the 2020 Approved Capital Budget).
- Chart 1 reflects projects by category as displayed at the program level in the Project by Category Table. Chart 2 reflects the total number of individual projects.

Toronto Water (TW)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
<b>Health &amp; Safety</b>										
Ashbridges Bay Treatment Plant	2.351	0.173	7.4%	0.546	23.2%	Ⓡ	Ⓨ	#2	38.393	25.054
Humber Wastewater Treatment	0.338	0.136	40.2%	0.193	57.1%	Ⓨ	Ⓞ	#1	14.749	9.077
<b>Sub-Total</b>	<b>2.689</b>	<b>0.309</b>	<b>11.5%</b>	<b>0.739</b>	<b>27.5%</b>	-	-		<b>53.142</b>	<b>34.131</b>
<b>Legislated</b>										
Ashbridges Bay Treatment Plant	95.754	51.601	53.9%	81.295	84.9%	Ⓞ	Ⓞ		646.569	183.680
RL Clark Treatment Plant	0.239	0.001	0.4%	0.074	31.0%	Ⓡ	Ⓞ	#1	6.287	5.823
Highland Creek Treatment Plant	5.384	1.243	23.1%	3.044	56.5%	Ⓨ	Ⓨ	#2	119.803	76.247
Humber Wastewater Treatment	2.095	0.975	46.5%	1.643	78.4%	Ⓞ	Ⓞ		60.259	53.201
Island Treatment Plant	1.784	0.196	11.0%	0.386	21.6%	Ⓡ	Ⓡ	#3	69.082	21.065
Pumping Stations & Forcemains	3.351	0.447	13.3%	0.593	17.7%	Ⓡ	Ⓡ	#3	96.591	21.840
Water Service Replacement	37.744	18.895	50.1%	37.278	98.8%	Ⓞ	Ⓞ		346.940	251.728
WT - Storage & Treatment	0.100	-	0.0%	0.085	85.0%	Ⓞ	Ⓞ		1.851	1.451
<b>Sub-Total</b>	<b>146.451</b>	<b>73.357</b>	<b>50.1%</b>	<b>124.398</b>	<b>84.9%</b>	-	-		<b>1,347.382</b>	<b>615.035</b>
<b>State of Good Repair</b>										
Ashbridges Bay Treatment Plant	99.811	49.287	49.4%	78.971	79.1%	Ⓞ	Ⓞ		1,827.198	620.497
Business & Technology Support	0.015	-	0.0%	0.010	66.7%	Ⓨ	Ⓞ	#1	4.386	4.138
RL Clark Treatment Plant	1.228	0.714	58.1%	1.128	91.8%	Ⓞ	Ⓞ		99.261	96.678
RC Harris Treatment Plant	11.551	7.285	63.1%	10.893	94.3%	Ⓞ	Ⓞ		66.645	41.354
Highland Creek Treatment Plant	17.598	12.636	71.8%	17.698	100.6%	Ⓞ	Ⓞ		284.585	126.103
FJ Horgan Treatment Plant	0.941	0.183	19.5%	0.852	90.5%	Ⓞ	Ⓞ		19.496	9.264
Humber Wastewater Treatment	38.052	29.634	77.9%	35.465	93.2%	Ⓞ	Ⓞ		387.199	212.843
Island Treatment Plant	10.642	3.766	35.4%	9.062	85.2%	Ⓞ	Ⓞ		60.771	23.944
Linear Engineering	90.561	49.042	54.2%	82.056	90.6%	Ⓞ	Ⓞ		694.001	441.218
Pumping Stations & Forcemains	5.345	5.649	105.7%	7.070	132.3%	Ⓡ	Ⓞ	#1	70.966	22.144
Sewer Rehabilitation	62.340	40.709	65.3%	64.659	103.7%	Ⓡ	Ⓞ	#1	613.664	371.488
Sewer Replacement	12.153	3.654	30.1%	9.446	77.7%	Ⓞ	Ⓞ		137.121	62.467
Trunk Sewers	38.717	24.430	63.1%	46.304	119.6%	Ⓡ	Ⓞ	#1	398.613	146.564
Trunk Watermains	1.913	0.532	27.8%	1.218	63.7%	Ⓨ	Ⓞ	#1	57.115	44.367
Watermain Rehabilitation	59.430	35.182	59.2%	63.516	106.9%	Ⓡ	Ⓞ	#1	632.918	471.462
Watermain Replacement	88.798	46.247	52.1%	68.022	76.6%	Ⓞ	Ⓞ		644.878	414.777
Water Service Replacement	8.121	1.579	19.4%	8.121	100.0%	Ⓞ	Ⓞ		43.832	21.851
WT - Storage & Treatment	21.324	11.814	55.4%	20.121	94.4%	Ⓞ	Ⓨ	#2	191.473	93.443
WWF - Implementation Projects	12.098	6.128	50.7%	10.489	86.7%	Ⓞ	Ⓞ		60.098	20.222
WWF - Stream Restoration	10.739	2.264	21.1%	7.524	70.1%	Ⓨ	Ⓞ	#1	100.079	46.380
Yards & Facilities	0.559	-	0.0%	0.295	52.8%	Ⓨ	Ⓞ	#1	4.174	3.157
<b>Sub-Total</b>	<b>591.936</b>	<b>330.737</b>	<b>55.9%</b>	<b>542.919</b>	<b>91.7%</b>	-	-		<b>6,398.473</b>	<b>3,294.361</b>
<b>Service Improvements</b>										
Ashbridges Bay Treatment Plant	9.778	3.386	34.6%	5.573	57.0%	Ⓨ	Ⓡ	#3	68.864	25.501
Water Meter Program (AMR)	4.899	0.757	15.5%	1.614	33.0%	Ⓡ	Ⓨ	#2	235.340	218.674
Business & Technology Support	11.478	5.344	46.6%	9.357	81.5%	Ⓞ	Ⓨ	#2	97.342	53.094
Basement Flooding Program	131.894	70.148	53.2%	103.578	78.5%	Ⓞ	Ⓨ	#2	1,818.345	530.193
RC Harris Treatment Plant	2.160	0.474	22.0%	0.612	28.3%	Ⓡ	Ⓡ	#3	13.016	3.330
Highland Creek Treatment Plant	8.997	2.905	32.3%	6.861	76.3%	Ⓞ	Ⓨ	#2	168.748	34.327
FJ Horgan Treatment Plant	0.640	0.083	13.0%	0.125	19.5%	Ⓡ	Ⓡ	#3	9.134	3.302
Humber Wastewater Treatment	10.486	4.110	39.2%	7.315	69.8%	Ⓨ	Ⓞ	#1	120.012	55.382
Island Treatment Plant	2.600	0.562	21.6%	1.716	66.0%	Ⓨ	Ⓨ	#2	10.052	1.071
Linear Engineering	1.947	0.553	28.4%	1.304	67.0%	Ⓨ	Ⓨ	#2	13.695	4.890
Pumping Stations&Forcemains	0.060	0.057	95.8%	0.060	100.0%	Ⓞ	Ⓞ		3.466	3.374
Sewer Replacement	4.979	2.086	41.9%	4.979	100.0%	Ⓞ	Ⓞ		31.300	28.406
Trunk Sewers	0.010	-	0.0%	-	0.0%	Ⓡ	Ⓡ	#3	23.410	-
Trunk Watermains	2.850	0.953	33.4%	2.478	86.9%	Ⓞ	Ⓞ		8.150	1.680
WT - Storage & Treatment	8.609	5.656	65.7%	8.796	102.2%	Ⓡ	Ⓞ	#1	49.125	40.725

Toronto Water (TW)

Projects by Category (Million)	2020 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
WTP - Plantwide	8.632	0.607	7.0%	2.145	24.9%	Ⓡ	Ⓡ	#3	131.851	3.454
WWF - Implementation Projects	107.723	73.877	68.6%	107.554	99.8%	Ⓞ	Ⓞ		790.269	346.216
WWF -TRCA	14.161	10.618	75.0%	14.197	100.3%	Ⓞ	Ⓞ		112.159	107.867
Yards & Facilities	7.967	1.249	15.7%	7.707	96.7%	Ⓞ	Ⓞ		71.537	27.430
<b>Sub-Total</b>	<b>339.869</b>	<b>183.425</b>	<b>54.0%</b>	<b>285.970</b>	<b>84.1%</b>	-	-		<b>3,775.815</b>	<b>1,488.916</b>
<b>Growth Related</b>										
Ashbridges Bay Treatment Plant	2.051	0.036	1.8%	0.046	2.2%	Ⓡ	Ⓡ	#3	177.001	0.036
Highland Creek Treatment Plant	0.050	-	0.0%	-	0.0%	Ⓡ	Ⓡ	#3	9.711	7.161
Island Treatment Plant	0.100	-	0.0%	0.094	94.0%	Ⓞ	Ⓞ		6.400	-
Linear Engineering	0.375	0.058	15.4%	0.163	43.3%	Ⓡ	Ⓞ	#1	3.117	2.296
New Service Connections	53.274	23.887	44.8%	47.485	89.1%	Ⓞ	Ⓞ		418.120	310.573
New Sewers	3.984	0.966	24.2%	3.250	81.6%	Ⓞ	Ⓞ		77.796	33.693
Pumping Stations & Forcemains	5.250	2.474	47.1%	5.200	99.0%	Ⓞ	Ⓞ		24.404	8.753
Trunk Sewers	0.110	0.150	136.2%	0.275	250.0%	Ⓡ	Ⓞ	#1	309.665	3.562
Trunk WM	17.314	14.076	81.3%	21.379	123.5%	Ⓡ	Ⓞ	#1	46.052	24.809
Water Efficiency Plan	0.736	0.176	23.9%	0.626	85.0%	Ⓞ	Ⓞ		13.690	11.693
Watermain Replacement	22.524	18.862	83.7%	23.416	104.0%	Ⓡ	Ⓞ	#1	159.808	103.206
<b>Sub-Total</b>	<b>105.768</b>	<b>60.685</b>	<b>57.4%</b>	<b>101.933</b>	<b>96.4%</b>	-	-		<b>1,245.764</b>	<b>505.782</b>
<b>Total</b>	<b>1,186.713</b>	<b>648.513</b>	<b>54.6%</b>	<b>1,055.960</b>	<b>89.0%</b>				<b>12,820.576</b>	<b>5,938.225</b>

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

**Note # 1:**

Projects are proceeding on schedule with lower or higher than planned costs in 2020. A number of projects are proceeding ahead of schedule including SOGR projects within Forceman Replacement, Sewer Rehabilitation, Trunk Sewer Rehabilitation and Watermain Structural Lining programs, Water Sustainability Service Improvements (Standby Power - Ellesmere), as well as Trunk Sewers, Trunk Watermain and Watermain Replacement programs growth related upgrades. An acceleration in funding for these projects has been sought as part of Toronto Water's Q2 Reallocation Report.

**Note # 2:**

Minor project delays are due to one or combination of the following reasons: need to extended design and approval phase to address high bid prices (Highland Creek Treatment Plant Odour Control Upgrades - Phase 1 Construction), pending acquisition of required permits (North Toronto Waste Water Treatment Plant Electrical Upgrades, Pumping Stations Rehabilitation - Phase 2 - Construction), need to coordinate with other divisions as well as COVID-19 impacts (Technology Improvements subprojects), and extended procurement phase, including COVID-19 impacts (Island Treatment Plant Plantwide HVAC Upgrades). Basement Flooding Relief - Group 4 - Construction) subprojects are delayed due to legal/easement agreements, extended scoping phase or procurement issues with the engineering components.

**Note # 3:**

Major project delays are due to technical and legal issues as well as complexity of projects, including pending receipt of site plan application (North Toronto Waste Water Treatment Plant Process Improvements), extended approvals phase and need to determine preferred procurement method (Ashbridges Bay Waste Water Treatment Plant Solar Pilot Project), extended design phase to address operational requirements at the same facility (Ashbridges Bay Waste Water Treatment Plant Aeration Tanks 12 & 13, RC Harris Water Treatment Plant Emergency Standby Power and Highland Creek Waste Water Treatment Plant Transformers and Switchgear project), pending receipt of required permits (Plant Wide Standby Power Phase 2 Engineering and Construction), extended design phase (Plant wide Zebra Mussel Control Engineering and Construction), completion of EA Phase and review of preferred options (Lower Simcoe Trunk Sewer), extended procurement phase (Island Water Treatment Plant Chemical and Residual Management Engineering, Pumping Stations Upgrades Group 6), and need to address hydro requirements (FJ Horgan Water Treatment Plant Standby Power Optimization project).